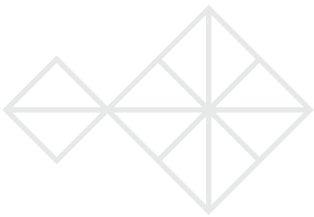
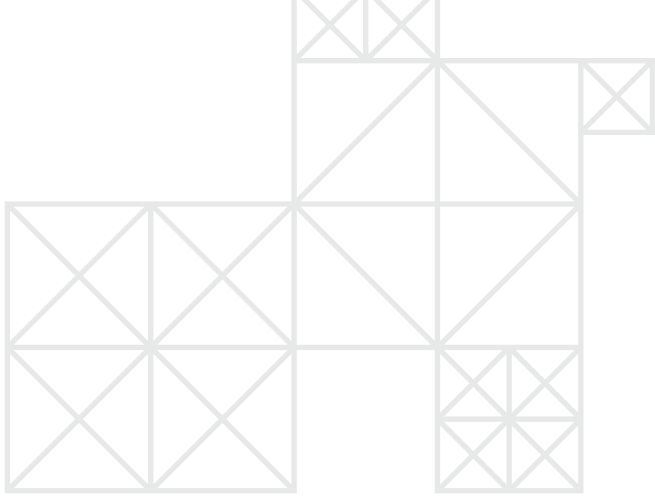




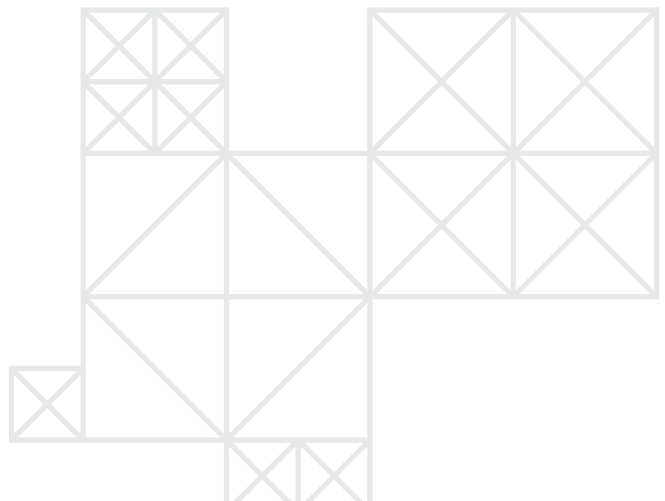
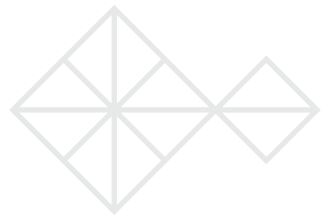
2021-2022

ANNUAL BUDGET & FINANCIAL PLAN

>> REPORT FOR THE FISCAL YEAR
BEGINNING JULY 1, 2021



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Annual Budget and Financial Plan

Town of Marana, Arizona

Fiscal Year 2021 – 2022



Town Council

Ed Honea, Mayor

Jon Post, Vice Mayor

Herb Kai

John Officer

Roxanne Ziegler

Patti Comerford

Jackie Craig

Senior Staff

Keith Brann, Town Engineer

Jane Fairall, Town Attorney

Cherry Lawson, Town Clerk

Yiannis Kalaitzidis, Finance Director

Curry Hale, Human Resources Director

Mohammad El-Ali, Public Works Director

Isaac Abbs, Technology Services Director

Lisa Shafer, Community & Neighborhood Svcs Director

Jason Angell, Development Services Director

Laine McDonald, Town Magistrate

Trudi Shumate, Court Administrator

Reuben Nuñez, Chief of Police

Barbara Hempel, Airport Manager

Jing Luo, Water Director

Jim Conroy, Parks & Regulation Director

Town Management

Terry Rozema, Town Manager

Erik Montague, Deputy Town Manager

Prepared By

Yiannis Kalaitzidis, Finance Director

Chris Hutchison, Senior Budget Analyst

Hannah Shilling, Graphic Designer

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, 2020. 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 01, 2020

Christopher P. Morill

Executive Director

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F I S C A L Y E A R
2021-2022
TOWN MANAGER'S
FINAL BUDGET MESSAGE



Honorable Mayor and Council:

It is with great pleasure that I present to you the comprehensive Fiscal Year 2021-2022 (FY 2022) Final Budget for the Town of Marana. This budget continues to demonstrate Marana's balanced approach to responsible fiscal policy, stewardship of public monies, and long-term sustainable financial planning, even during extraordinary times. Each year during the budgeting process, we closely examine our goals as laid out by the Town's Strategic Plan, as well as our accomplishments from years past. We do this to ensure that allocations align with need, and so that strategies result in the appropriate outcomes. In the past year, even in light of COVID-19, we have seen many accomplishments across the 5 Focus Areas of our Strategic Plan, all of which have helped give Marana a competitive edge going into FY 2022. Below, you will find updates on accomplishments and investments that are derived directly from the Town of Marana Strategic Plan, organized by the 5 focus areas that guide our operations on a daily basis.

COVID-19

FY 2021 was an anomalous year for the Town of Marana, and indeed, for the entire world. As the COVID-19 pandemic gripped our nation and took hold globally, the world scrambled to implement changes that would protect public health at all costs. As a result of this pandemic, as well as the policy changes at the federal, state, county, and local levels, the economy had exhibited symptoms that were reminiscent of the 2007/2008 financial crisis. Due to the modifications imposed on businesses throughout our local and regional community, as well as multiple executive orders aimed at slowing the spread of COVID-19 issued by Arizona Governor Doug Ducey, most transaction privilege tax (TPT) revenues, including retail and restaurant revenues had dropped, housing and general development briefly slowed, and state-shared revenues were expected to be lower than originally anticipated. However, we are now slowly emerging from the initial disruption caused by the pandemic. Due to multiple factors, including sound budgeting practices, receiving \$5.6M from the CARES Act, as well as an additional \$16.4M from the American Rescue Plan, individual stimulus checks to citizens, accelerated housing development, the lifting of restrictions on local businesses, stronger-than-anticipated retail sales projections, and of course, increased numbers of vaccinations leading to less COVID-19 cases, hospitalizations, and deaths, the Town is optimistic in its fiscal and financial position as we enter FY 2022. These factors will allow us to continue to identify and prioritize strategic investments in staffing, projects, infrastructure development, and programs to continue to deliver 5 Star Service to the residents of our community.

Commerce

In FY 2021, the Town has not only seen higher than anticipated projections and collections for key revenue streams that fund essential services, but also, significant wins in commercial development around the community. Three major existing employers in the Town, including Alicat Scientific and FL Smidth Krebs Mining, are currently expanding the footprint of their operations. Alicat Scientific is expanding by approximately 12,000 sq. ft., and FL Smidth Krebs is expanding by upwards of 82,000 sq. ft. The third, Ventana Medical Systems, is expanding at their current site off Tangerine Road and Interstate 10 (I-10), with the addition of a new 60,000 sq. ft. facility, featuring 160 new high-tech, high-paying jobs, and a total capital expenditure of approximately \$23 million. Additionally, PVB Fabrications, located on the east side of I-10 on Tangerine Road, recently broke ground and is going vertical on its new facility. At buildout, PVB is expected to add 170 new jobs to Marana, in addition to upwards of 115,000 sq. ft. of combination office and production/manufacturing space, and a total capital expenditure of \$17 million. We've also seen the addition of a brand new Circle K, located at Tangerine Road and Lon Adams, as well as the opening of a QuikTrip on Ina Road and Starcommerce Way. QuikTrip continues to expand within the Town, with an additional location currently under construction at Tangerine Road and I-10. In summary, we can see that Marana continues to be an attractive destination for businesses to locate, expand, and grow, whether they are commercial or retail in nature.

The Town also continues to focus on the development of downtown Marana. Construction of Marana Main Street East has recently been substantially completed, which includes brand new road infrastructure, enhanced lighting, and newly zoned land for commercial development that will capture the traditional look and feel of a downtown, with additional upgraded landscaping to be incorporated along Marana Main Street as well as Center Street. The roundabout will also see a significant landscaping and lighting upgrade in FY 2022, as well as installation of a prominent piece of public art. Lastly, the new Northwest Fire Administration building has begun construction, which, over time, will bring more than 200 jobs to Downtown Marana. Taco Bell has almost finished construction, and we are courting additional restaurant and service-oriented business to the area.

Marana Regional Airport continues to be one of the Town's key economic development assets, and we have seen significant accomplishments in its growth and activities over the year. The airport currently has approximately 300 based aircraft, 232 storage hangars, and 28 shade ports, all at 100% occupancy, with a 30+ aircraft waiting list. The airport also sees over 95,000 operations per year, and serves a wide variety of users, from hobbyists to corporate jet traffic, as well as military training. Additionally, there is significant commercial development activity occurring just outside the fence of the airport, with JD Russell locating their 20,000 sq. ft. combination manufacturing/distribution/office facility on 4 acres with an additional 30 jobs and anticipated \$4 million in capital expenditure. This investment in our airport has yielded additional economic development interest, with multiple entities expressing interest in locating their aviation-related operations at Marana Regional Airport. The airport has also recently been awarded a \$1.4 million grant from ADOT that will be used for significant safety upgrades including switching all runway and taxiway lights to LEDs. This project will result in overall maintenance and energy cost-savings to the Town, as well as enhanced safety for our airport users.

Additionally, the airport is currently starting a significant project. You may recall that the airport was recently accepted into the Federal Contract Tower Program. As a direct result, the airport is now in the process of completing an environmental site study for the entirety of the airport property, as well as beginning the process for the siting, design and construction of an air traffic control tower. This is a very exciting development for the airport, totaling approximately \$300,000 dollars in grants that will result in many more opportunities for development of as it grows and expands.

Finally, Development Services at the Town of Marana has recently seen a significant overhaul in operations. As part of a continued effort to improve efficiency, Town Staff have consolidated efforts by merging Development Engineering into the Development Services Department. This merger now places all development-related review, with the exception of water and traffic, within one department. This will allow staff to better monitor review activity and improve the efficiency of the overall review process. By housing development-related projects under one department from conception to occupancy, the Town will significantly increase efficiency for developers who bring residential and commercial projects to the Town, yielding faster results, and easier commerce-related development throughout the Town.

Community

Marana continues to be one of the fastest growing communities in Southern Arizona. Because of this rapid growth and expansion, the Town is seeing an additional need for the development of critical infrastructure and facilities. This year, we have seen the completion of significant projects around the Town, which continue to show the Town's dedication to enhanced levels of services and safety to our community.

An exceptional example of dedication to our community is how our Communications, Marketing and Special Events division rose to the occasion to create the Town's first ever Christmas Cruise Event. When it seemed impossible, this innovative and community-oriented event allowed for Marana residents to celebrate the holiday with their loved ones in a COVID-safe environment. By transforming our traditional Holiday Festival and Tree Lighting Signature Event into a drive-thru wonderland, we allowed for adults and kids alike to feel the Christmas spirit by enjoying a spectacular light show, Christmas treats, craft kits, and their favorite Christmas characters, including Gingerbread men, Santa's Elves, and of course, Santa Claus himself. The Town also recently hosted its signature Fourth of July Event, the Star Spangled Spectacular in the early part of FY 2022, which attracted more than 8,000 people to our community to celebrate our nation's independence. As we emerge from the pandemic, this was a much-needed celebration for our community!

Another significant accomplishment for our community was investment in completion of the Adonis Road Extension. This issue, which has troubled residents of our community for many years, has finally been resolved, as the road is now available to the public for use as of April 2021. This road will act as a secondary access route to Tangerine Road for residents living on the east side of the I-10 in the Adonis and San Lucas Neighborhoods. The completion of this 2 lane, 3 mile long road will eliminate regular interruptions to access to I-10 that are caused by the Union Pacific Railroad, as well as provide a vital safety outlet in the event of an emergency at the railroad crossing. Additionally, this road will help in opening up the area east of the I-10 for economic development opportunities.

Water quality is an issue that continues to take center stage on national, state, and local levels. In direct response to the requests of our residents, and as part of a continued effort to provide clean and safe drinking water to our community, the Town Council directed staff to seek out funding opportunities to fund construction of two water treatment campuses that address perfluorinated compounds and 1-4 dioxane in our drinking water. We are proud to report that, after securing funding from the Water Infrastructure Finance Authority, the Town has completed construction of both the Airline-Lambert and Picture Rocks Water Treatment Campuses. A COVID-safe grand opening ceremony was held on March 23, 2021, and both campuses are now fully operational, and have begun treating and delivering clean water to our community.

Lastly, Town staff worked tirelessly on creation and ratification of the Make Marana 2040 General Plan. This plan is a document required by Arizona state law that functions as the blueprint for the Town as it continues to grow. The overall plan reflects the vision and goals of the community at large by recommending policies and strategies to protect and enhance initiatives around growth, development, health and safety, Economic Development, Town services, and the environment, well into the year 2040 and beyond. The final plan was approved by Marana Town Council on December 10, 2019, and was ratified by voters during the August 4th 2020 election cycle as Proposition 478. The Make Marana 2040 General Plan is one of the most important documents that guides Marana's community into the future, and is currently being implemented and used as a guide for all operations, as we continue to press forward with growth and services for our community.

Innovation

Innovation is at the heart of everything we do, and is one of the most important of our four organizational Cultural Values. From our innovative and dedicated workforce, to day to day practices and Town-side strategies, Innovation allows us to deliver the best services to our residents and customers in the most efficient and transparent manner possible.

As part of the Town's response to COVID-19 to ensure the health and safety of our staff and our residents, the Town coordinated and implemented innovative solutions to allow for a seamless transition of services, which allowed the vast majority of our staff to work from home. By utilizing a combination of mobile technology, machine virtualization, digital meeting platforms, expanded VPN access, and mobile conferencing tools, our Technology Services Department was able to facilitate telework for in-office staff. This permitted Town staff to continue to deliver high levels of service to customers and to the public, while preserving their health and safety.

With additional coordination among key departments, Technology Services was also able to transition Town Council Meetings to a virtual medium as well. This allowed for further protection of the health and well-being of staff, Council, and the public, while assuring that critical issues continued to be addressed by Council as necessary. We are looking to make additional strategic investment in technology for our staff, by updating and retrofitting multiple conference rooms with new technology that will allow for continued hybrid meetings with internal departments and external agencies, as we continue to adjust to workplace changes brought on by the pandemic.

Development Services also contributed by implementing full digital review for plans and permits, as well as the use of virtual inspections. This enabled Development Services to keep their pace of development review and customer responsiveness, and to continue delivering a high level of service.

Parks and Recreation also employed innovative ways of keeping the community engaged. In lieu of in-person recreation programming, they developed a series of videos focused on health and safety during the pandemic, as well as a series of interactive activities for youth to engage in. In this way, Parks and Rec was able to continuously educate and engage our community in positive ways through social media. These are but a few of the many ways in which Town staff adapt and implement innovative solutions to meet the rapidly changing needs of the times.

Due to the landscape of traditional in office work changing due to COVID-19, the Town of Marana will continue to seek out technological means through which we can accommodate and adapt, not only to internal staffing needs, but the needs of our residents and external customers.

Heritage

Marana's heritage and history are near and dear to us all, including our staff and the community at large. By prioritizing Heritage as a focus area, we seek to chronicle and preserve our roots, while using it as a guide as we look to the future of growth and development. We will once again see our Signature Events come back as COVID-19 restrictions lessen, giving our community access to the events they know and love, including the Star Spangled Spectacular, Marana Founders' Day, and the Holiday Festival and Christmas Tree Lighting.

Recently, the Town has embarked on an initiative to actively chronicle and catalogue our Town's history. By working with the Marana Heritage Conservancy, the Town will engage in actively cataloguing relics and historical artifacts that are linked to Marana's past. This will enable us to actively engage with the Heritage Conservancy, which has been a long term and valued partner of the Town for many years, and will also culminate in the creation of a Marana Heritage book, which will document the various elements of Marana's history in various forms.

We continue to embrace Marana's film heritage as well, by leveraging the assets of the Town's destination marketing organization, Discover Marana. To that end, the Town has created the Marana Film Office, which continues to engage with the film community at large to bring any and all filming opportunities to Marana. By continuing to leverage Marana's deep history of film from the 40s, 50s, and 60s, and coupling that history with Marana's iconic scenery and dude ranches, Marana has assisted with at least 30 film projects since its inception. As with anything these days, as COVID-19 restrictions lessen, we can expect to see the film industry return to normal, and film opportunities for the Town of Marana to increase, as well.

Recreation

Parks and Recreation is an essential cornerstone to any healthy and thriving community, and Marana takes this very seriously. To keep our community healthy, and to continue to utilize our

local and regional assets, the Parks and Rec Department worked feverishly to complete its Parks and Recreation Master Plan. This plan took a hard look at the Town's park assets and program offerings, and to solicit feedback from the community to compile the information into a comprehensive plan that addresses maintenance of existing park and recreation assets, but also identifies potential for further expansion of those assets. We are thrilled that the Marana Town Council approved this plan on February 2nd, 2021. The approval of this master plan will allow the Town of Marana to continue to deliver the highest level of service and assets to our community with regard to parks and recreation amenities.

A direct result of this plan was the identification of a need to construct a multigenerational recreation facility, as well as an aquatics facility, to better serve our community and the region as it grows. While the process for identifying funding mechanisms, as well as designing and constructing the facility may take some time, the Town has already begun the first steps toward making this facility a reality for our community. With direction given to staff during the recent Council Retreat in early March of 2021, Parks and Recreation staff, as well as the Manager's Office, have completed the process of identifying the ideal site for such a facility. This will serve as an integral step in development of these facilities, and properly position us to deliver this essential and much desired asset sooner rather than later. The Manager's Office is now conducting public outreach meetings regarding possible funding mechanisms for such a facility, which will eventually culminate in a recommendation and direction from Council on steps moving forward.

We are also always improving our regional trails system and connectivity. A prime example of this is the Shared Use Path at CalPortland to Avra Valley Road. This project will construct a path that will connect the existing Santa Cruz Shared Use Path to the existing Shared Use Path at Avra Valley Road. This will also connect the Town of Marana directly to the Pima County Loop Trail System. It will also provide additional connectivity for existing neighborhoods, as well new residential developments and schools, to proposed commercial developments, all while continuing to provide an additional alternate transportation route for work, play, and recreation.

Strategic Investments

As enumerated above, the Town continues to invest intelligently and strategically in the 5 Focus Areas of our Strategic Plan, as well as many other plans, to continue to facilitate intentional and smart growth for our community. Continued investments in Commerce, Recreation, Heritage, Community, and Innovation, as well as our staff, continue to place Marana as a leader in strategic growth for our region, which allows us to serve our community at the highest level possible, while contributing to the overall economic diversity and health of Southern Arizona.

Closing

The spending plan detailed in this budget proposal considers the above accomplishments as guide posts for future goals, while also recognizing the diverse challenges we will continue to face in the future. It also fully recognizes the challenge presented by the COVID-19 pandemic as a key driver in how our economy has changed, and how we as an organization continue to be nimble to adapt quickly to such changes. As Marana succeeds and grows, it will need to

continue to invest strategically, while continually innovating to deliver the best service to its residents and customers. This budget demonstrates a commitment to that vision, and to the tenets of the Strategic Plan and the well-being of our community.

Thank you,

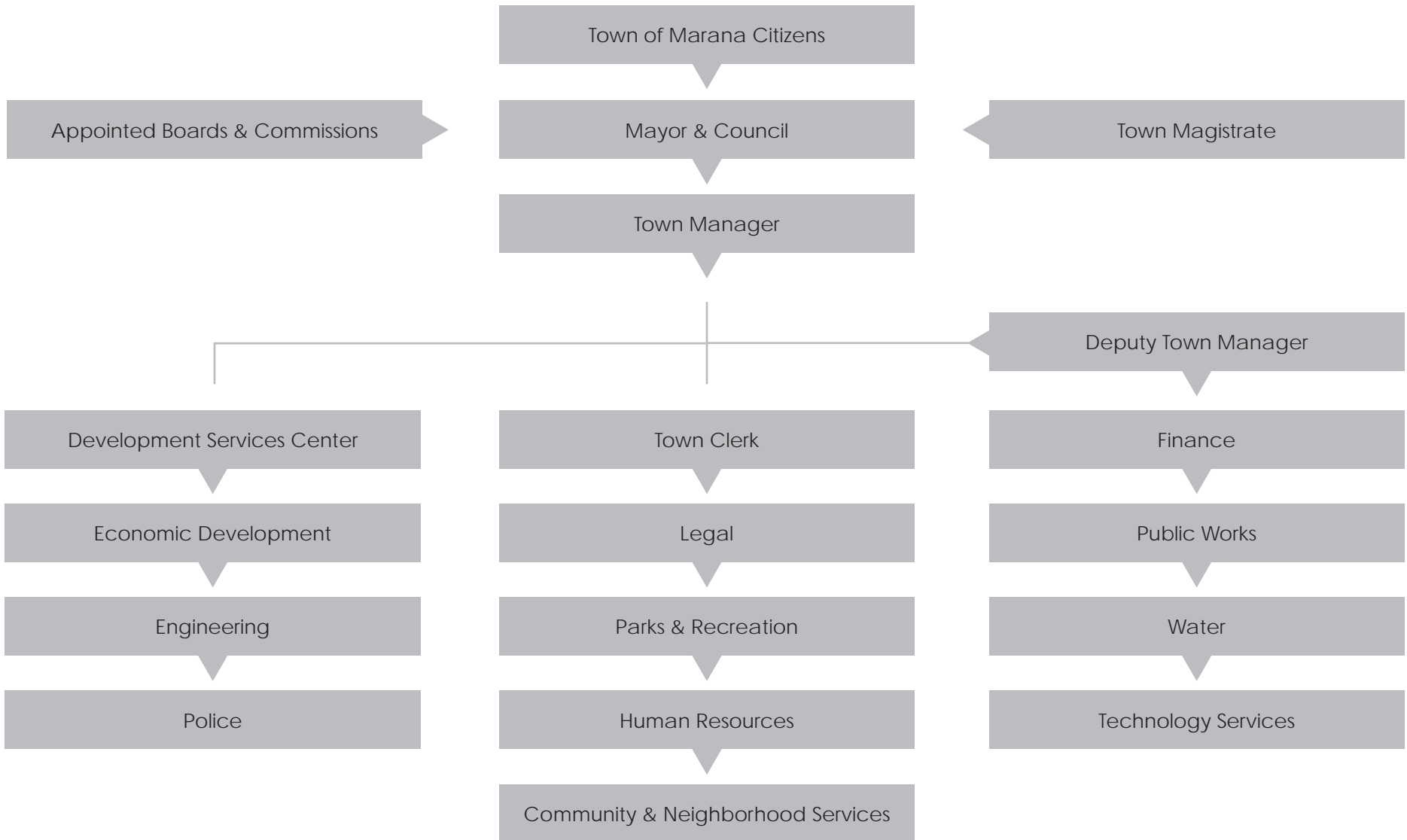
Respectfully,

A handwritten signature in black ink, appearing to read "Terry S. Rozema". The signature is fluid and cursive, with the first name "Terry" and last name "Rozema" clearly distinguishable.

Terry S. Rozema
Town Manager



ORGANIZATIONAL CHART



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.



Mayor Ed Honea

Term: 2021-2024

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 Arizona Association of Economic Development, the Marana Optimist Club, and Marana Chamber of Commerce. He formerly served on the Marana Health Center and Marana Food Bank boards. Mayor Honea is a graduate of Marana High School, the U.S. Naval School of Construction, and Pima Community College. He served in the U.S. Navy Seabees during the Vietnam War and is a lifetime member of VFW Post 5990 in Marana. The mayor is an outdoor enthusiast and avid hiker and can be found most days on one of the many trails that run throughout the Marana Community. He has two children and three

grandchildren and is a member of Sanctuary Methodist Church.

EHonea@MaranaAZ.gov - 520-382-1908



Vice Mayor

John Post

Term: 2019-2022

A Marana native, Post is owner of Post Farms, a company that employs 20, farms 4,000 acres and operates two retail outlets. He was elected vice mayor in June 2013. 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.

JPost@MaranaAZ.gov – 520-382-1908



Council Member

Herb Kai

Term: 2019-2022

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.

HKai@MaranaAz.gov – 520-382-1908



Council Member

John Officer

Term: 2019-2022

John Officer has lived, worked, and volunteered in the Town of Marana for 29 years. He was raised in Buckeye, Arizona and moved to the Marana area in 1990. He spent over 32 years working with the Central Arizona Project, and currently owns a weed control

business. He had served on the Parks and Recreation Commission. He served on the Planning Commission before being appointed to the Marana Town Council in 2017. Officer volunteered with the Marana Little League to help find donors to build additional facilities for the fields at the Ora Mae Harn Park. He also worked with the Marana Heritage Conservancy, formerly serving as the group's president for two years. He currently serves on the Community Food Bank of Southern Arizona Advisory Board.

JOfficer@MaranaAZ.gov – 520-382-1908



Council Member

Roxanne Ziegler

Term: 2021-2024

Councilmember Ziegler was born in Canton, Ohio and grew up on Air Force bases throughout the country. Her father served in the United States 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 retired in 2017. She has a Bachelor's in Business Administration from National University. Councilmember Ziegler was elected to her fifth term in office in November 2020. She is a former member of the Town of Marana's Planning and Zoning Commission and Continental Ranch HOA Board of Directors. Her son and daughter-in-law live in Marana, and her grandson, Donovan, is a member of the United States Air Force.

RZiegler@MaranaAz.gov – 520-382-1908



Council Member

Patti Comerford

Term: 2019-2022

Comerford has been elected to three terms on the Town Council, beginning in 2001. She served as vice mayor from 2011 to 2013. 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.

PComerford@MaranaAZ.gov – 520-382-1908



Council Member

Jackie Craig

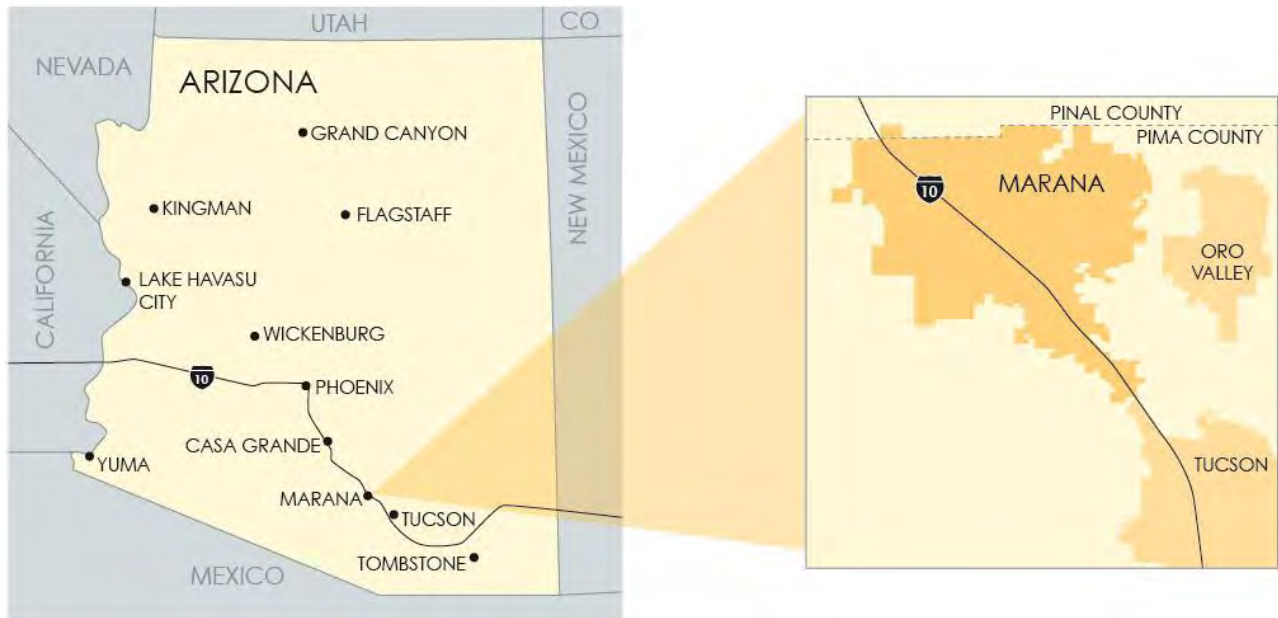
Term: 2021-2024

Jackie Craig was born in Tucson, and spent much of her childhood in the region, alternating between periods in Africa as her parents took volunteer assignments there. She graduated from the University of Idaho with a degree in English Literature

and later earned a Masters in National Security Strategy from the National War College in Washington, DC. Jackie served as a Foreign Service Officer in the Department of State for 25 years, with assignments in Asia, Africa, South America and Washington, DC. Since her retirement in 2013, Jackie and her husband have lived in The Highlands of Dove Mountain. Jackie has served on the Highlands Architectural & Landscape Committee and the Board of Directors, and is currently the Master Hike Leader in the Highlands Hiking Club.

JCraig@MaranaAZ.gov – 520-382-1908

Marana Community Profile



The Town of Marana is located in the Sonoran Desert in the northwestern part of the Tucson metropolitan area along Interstate 10. Situated just one mile outside of Tucson's city limits and 88 miles southeast of Phoenix, Marana is part of the area 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 community, Marana is also home to several housing, commercial, and industrial developments.

History

Prime farmland for centuries, Marana has also been a transportation center for farming and ranching. It is the main trade center and community focus for a vast area covering approximately 500 square miles. From 550 to 1450 A.D., long before the arrival of the Spanish, the area was inhabited by a people known as the Hohokam. They used the dependable water supply from the Santa Cruz River to grow a wide variety of crops. By the time the Spanish arrived in the Santa Cruz Valley in the 1690s, the Hohokam had vanished; their extensive irrigation canals were still visible, but lay in ruin.

The region became a part of the United States with the Gadsden Purchase in 1854 which opened a

transcontinental corridor for the Southern Pacific Railroad. By 1865, settlers had established large cattle ranches and copper ore was being mined at the Silver Bell mining camp.

The name Marana first appeared as a "flag station" on a Southern Pacific Railroad map in 1890. Maraña is a rural Mexican word meaning dense brush, a tangle, or a thicket. Railroad workers dubbed the site "Marana" as they hacked their way through thick mesquite stands along the rail line.

When World War I created a need for cotton in the manufacture of cord, airplane fabric, and other war-related materials, Marana reinvigorated its agricultural roots and began growing more cotton and other crops. Between 1920 and 1924, many families migrated to the area to grow cotton. Wheat, barley, alfalfa, garden produce, and citrus have been cultivated since the 1940s, but the majority of Marana's agricultural fields have always been devoted to cotton, which farmers called "desert snow".

Attracted by Marana's clear open skies, the federal government constructed an air base and emergency landing fields throughout the area in 1942 and by 1945, the Marana Army Air Training Base was one of the largest pilot-training centers in the United States. Military presence brought improved highways and

electric lines, and by the end of World War II, Marana had taken a giant leap in accessibility.

The Town was incorporated in March of 1977 amidst citizen concerns for control of water and its impact on their well-being and destiny. The original incorporation covered approximately ten square miles. Since the 1980s, the number of local farms has declined as land has been converted to housing developments. 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.

Marana's heritage is multifaceted, embracing Native American lifeways, desert farming practices from prehistory to now, ranching traditions, mining booms, U.S. military outposts, Spanish and Mexican frontier, and U.S.-Mexico border culture. History shows Marana to be a progressive community that continues to adapt in the face of rapid change.

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

Quality of Life

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

raise a family are the same assets that make Marana a quality business investment.

People

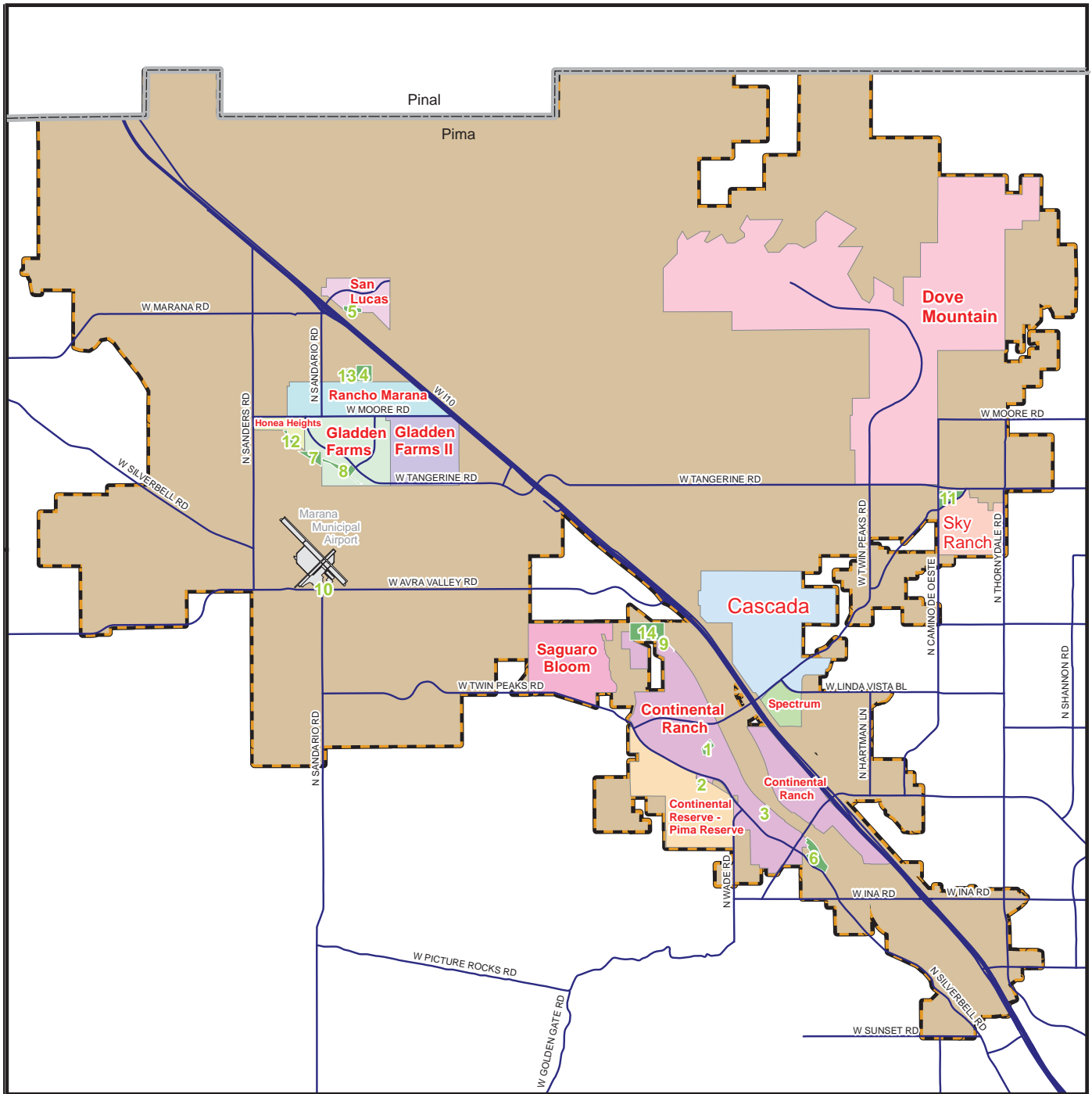
Marana is a community of strong, diverse neighborhoods where residents are welcoming and friendly. People choose Marana because of its quality of life, which perfectly blends its small town roots to its modern ambitions. The State of Arizona has recently been one of the fastest growing states in the country and this growth is projected to continue. Arizona's growth brings people and investments that will find quality places to live and raise a family in Marana. Marana has been one of Arizona's fastest growing communities; the population today is approximately 51,908 and is expected to grow to over 60,000 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 here left behind a rich legacy of cultural resources. Education, conservation and preservation of these assets are balanced with economic development and community sustainability.

Principal Economic Activities

Although agriculture remains a major force in Marana's economy, a recent influx of residential and commercial development has occurred. This influx is largely due to Marana's prime location between Phoenix and Tucson and along I-10 and the Union Pacific Railroad, as well as a business-friendly government. To the south, adjacent to Tucson, is a new commercial business district. Continental Ranch Industrial Park continuously attracts new tenants, and new industrial properties are available at the Marana Regional Airport. The Town of Marana prides itself on being a regional partner with a goal to provide cross-jurisdictional government and synergy for a collective benefit to all. Through joint problem solving, collaborative intergovernmental projects, joint action on business attraction, and other strategic economic efforts, Marana embodies a commitment to innovation and forward-thinking that has proved community and business successes.

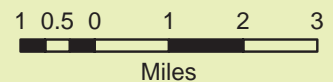


Marana Parks and Major Neighborhoods

| PARK NUMBER | PARK NAME | ADDRESS |
|-------------|--|-------------------------------------|
| 1 | CONTINENTAL RANCH COMMUNITY PARK | 8900 North Coachline Blvd |
| 2 | CONTINENTAL RESERVE COMMUNITY PARK | 8568 North Continental Reserve Loop |
| 3 | WADE MCLEAN PARK | 8000 North Silverbell Road |
| 4 | ORA MAE HARN PARK | 13250 North Lon Adams Road |
| 5 | SAN LUCAS COMMUNITY PARK | 14040 North Adonis Road |
| 6 | CROSSROADS AT SILVERBELL DISTRICT PARK | 7548 North Silverbell Road |
| 7 | MARANA HERITAGE RIVER PARK | 12375 North Heritage Park Drive |
| 8 | GLADDEN FARMS COMMUNITY PARK | 12205 North Tangerine Farms Rd |
| 9 | EL RIO NEIGHBORHOOD PARK | 10160 North Blue Crossing Way |
| 10 | NIGHT HAWK 72 MARINE MEMORIAL PARK | 11700 West Avra Valley Road |
| 11 | TANGERINE SKY COMMUNITY PARK | 4411 West Tangerine Road |
| 12 | HONEA HIEGHTS NEIGHBORHOOD PARK | 12500 North White Avenue |
| 13 | MARANA MUNICIPAL COMPLEX & MPD | 11555 West Civic Center Drive |
| 14 | EL RIO PRESEVE | 10190 North Coachline Blvd |



Marana Town Limits



DEMOGRAPHICS OF THE TOWN OF MARANA

STATISTICS OF THE TOWN

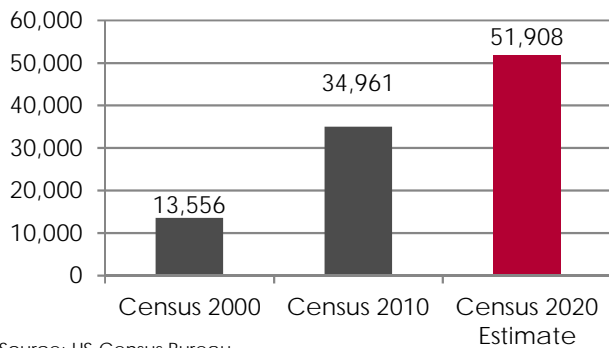
| | |
|-----------------------|-----------------|
| Date of Incorporation | March 20, 1977 |
| Form of government | Council/Manager |
| FY2021-2022 Budget | \$158,915,530 |
| Number of Employees | 402.35 |
| Miles of Streets | 570 |

Source: Town of Marana

| | |
|-------------------------|-----------|
| 2020 Population | 51,908 |
| Median Home Value | \$385,000 |
| Median Household Income | \$85,812 |
| Local Unemployment Rate | 4.9% |
| Area in Square Miles | 121 |

Source: US Census 2020, US Bureau of Labor Statistics, US Census 2020, Multiple Listing Services (MLS) 2021 - Residential closing past 60 days

POPULATION



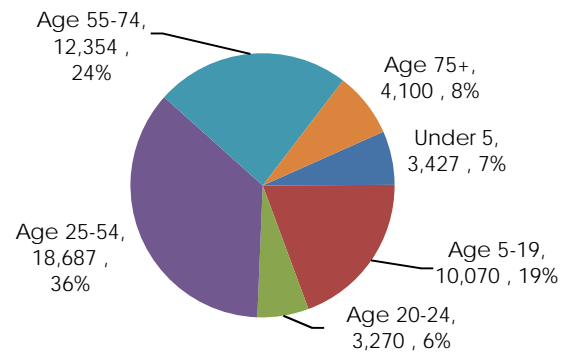
Source: US Census Bureau

TOP 20 EMPLOYERS

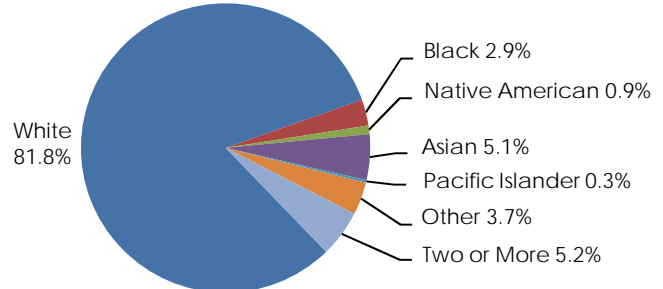
1. Marana Unified School District
2. Krebs
3. Town of Marana
4. Sargent
5. Marana Health Center
6. Northwest Fire District
7. Coca-Cola
8. Wal-Mart
9. Tucsonix
10. The Ritz-Carlton Dove Mountain
11. Costco
12. KOLD/KMSB
13. Lasertel
14. Ali-Cat Scientific
15. Top Golf
16. Trico Electric Cooperative
17.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

Source: Town of Marana

AGE DEMOGRAPHICS



RACIAL DEMOGRAPHICS



Persons who report themselves as hispanic, 26% of Marana's population, may be of any race and are identified as such above

EDUCATIONAL ATTAINMENT*

| | |
|--------------------------------|----------------|
| Bachelor's Degree or higher | 44.9% (15,595) |
| Associate Degree/Some College | 34.1% (11,843) |
| High School Graduate | 15.8% (5,487) |
| Less than High School Graduate | 5.2% (1,805) |

*25 years & older

PLACE OF BIRTH

| | |
|-----------------|--------|
| Born In Arizona | 19,128 |
| Born in US | 46,655 |
| Foreign Born | 5,253 |

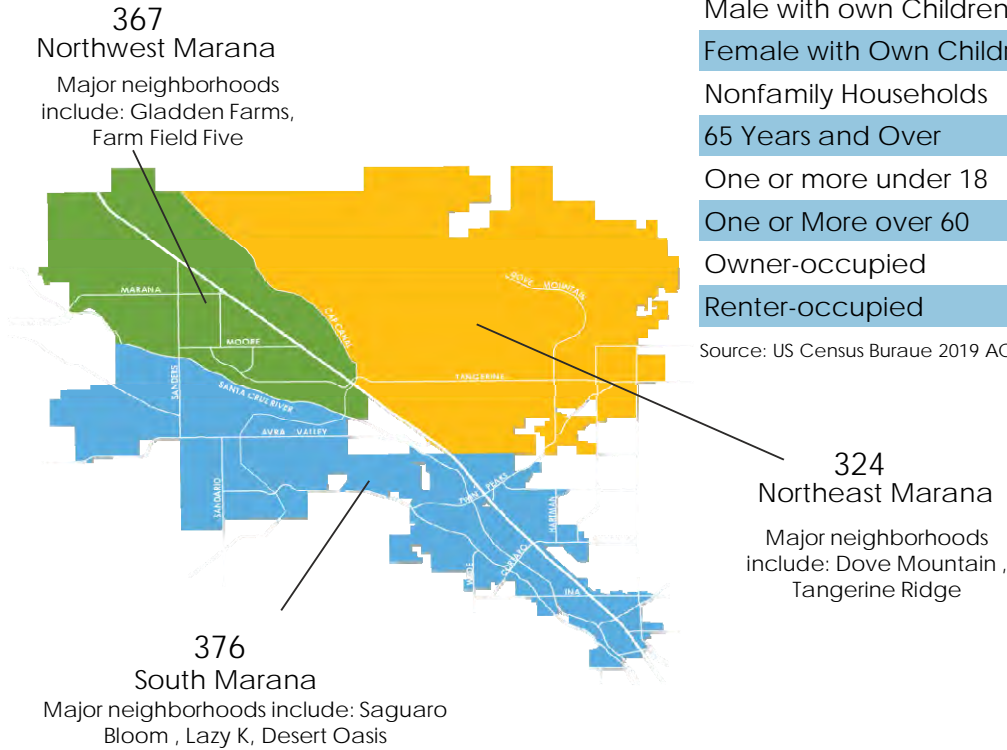
Sources: US Census 2019 ACS 5-year Survey, Marana Department of Economic Development, U.S. BLS, Local Area Unemployment Statistics.

DEMOGRAPHICS OF THE TOWN OF MARANA

HOUSING DEMOGRAPHICS

FY2020 - 2021 Issued Single Family Residential (SFR) Permits: 1,067

Issued SFR Permits by Region



| | |
|--------------------------|--------|
| Total Households | 16,539 |
| Family Households | 12,770 |
| With children under 18 | 5,111 |
| Married-couple Family | 10,869 |
| Male with own Children | 594 |
| Female with Own Children | 1,307 |
| Nonfamily Households | 3,769 |
| 65 Years and Over | 670 |
| One or more under 18 | 3,712 |
| One or More over 60 | 1,356 |
| Owner-occupied | 13,132 |
| Renter-occupied | 3,407 |

Source: US Census Bureau 2019 ACS 5-year Survey

Source: Town of Marana Development Services Department

QUALITY OF LIFE

Park Statistics

| | |
|--------------------------|-----|
| Parks | 14 |
| Baseball/Softball Fields | 17 |
| Basketball Courts | 10 |
| Soccer Fields | 10 |
| Tennis Courts | 6 |
| Pickleball Courts | 7 |
| Park Acreage | 158 |
| Playgrounds | 12 |
| Ramadas | 30 |
| Trails in Miles | 51 |
| Splash Pads | 2 |

Source: Town of Marana Parks & Recreation Department

Education

| | |
|---------------------|----|
| Elementary Schools | 10 |
| K-8 Schools | 5 |
| Middle Schools | 2 |
| High Schools | 2 |
| Alternative Schools | 3 |



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



BUDGET SUMMARY

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

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 2021-2022 budget, beginning July 1, 2021 and ending June 30, 2022. 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 2019 and 2020 amounts, current year 2021 estimates, and the adopted 2022 budget.

Budget Philosophy

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

Budget Development

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

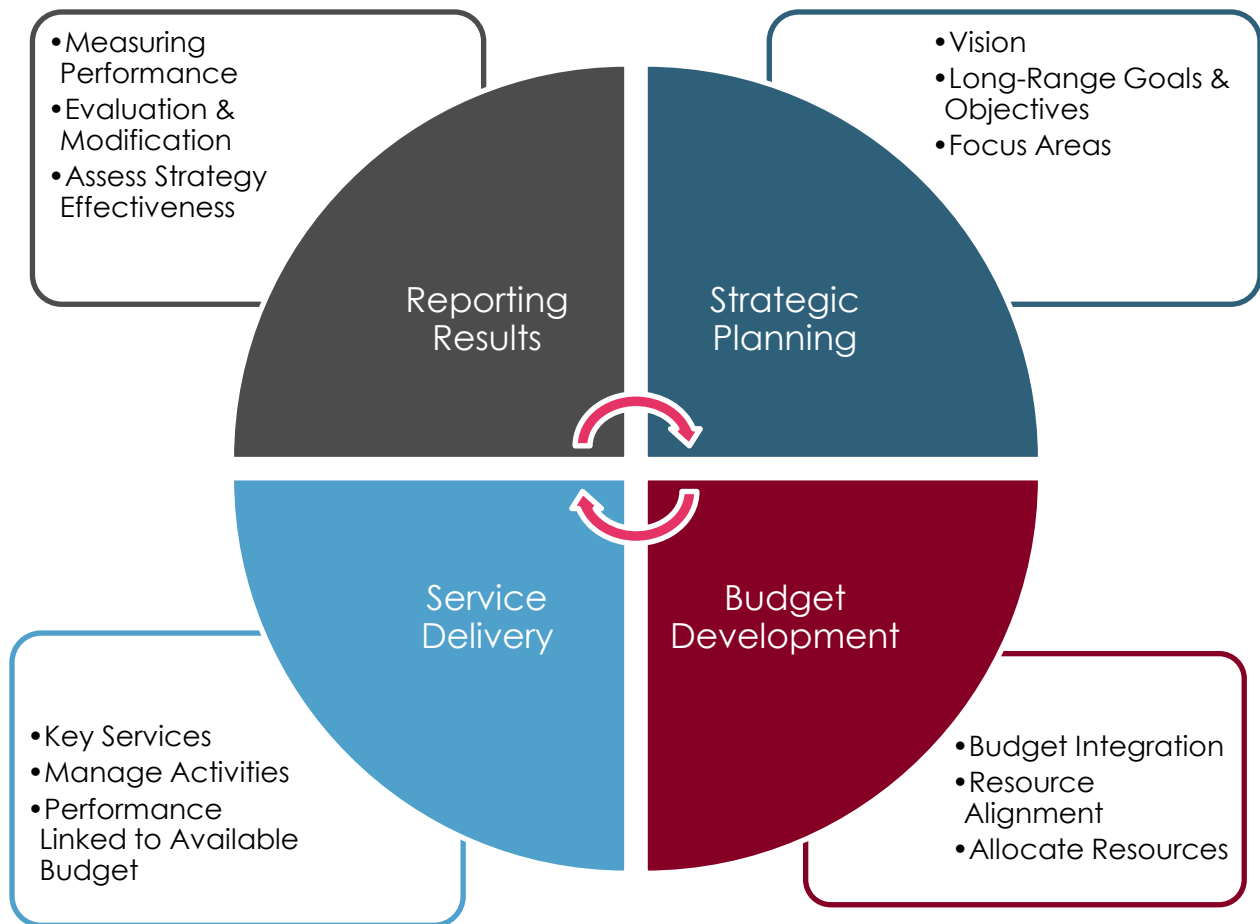
- Projected revenues for all revenue sources, including state-shared revenues,
- Identification of reserve levels,
- Status of the local economic climate, especially development related activity,
- Estimated wage changes for staff, if any,
- Increases in various retirement system contributions and/or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

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

annual budget. Council direction forms the baseline of decisions made in creating the manager's recommended budget for the coming fiscal year.

Strategic Planning & Budgeting

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



Council adopted the Strategic Plan in February 2009, updated it in December 2009 and in March 2012 adopted the Strategic Plan II, in January 2015 Council approved the restructured Strategic Plan III, and in October 2017 Council adopted the Strategic Plan IV. This document is utilized by the elected leaders and staff to ensure that resources are continually directed by the Town's vital priorities. The Strategic Plan identified five strategic goals, listed below:



Attract and maintain career-oriented commerce

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

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

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

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

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

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

Budget Kick-Off

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

Department Budget Development

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

Budget Office

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

Executive Budget Team

The Executive budget team consists of the Town Manager, Deputy Town Manager, Assistant Town Manager, Finance Director, Deputy Finance Director and Senior 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.

Public Involvement

Members of the public are given the opportunity to provide input on the budget through several means. Town Council meetings discussing the next year budget are open to the public and residents may offer input on the budget and ask questions in person. Council meeting minutes and upcoming meeting agendas are posted on the Town website at www.maranaaz.gov/agendas-and-minutes. Additionally, community meetings are typically held in March and presented by members of the executive budget team to educate the public on the budget process, provide preliminary revenue outlooks for the upcoming budget year, and give opportunity for questions and feedback. Community meetings in FY 2021 were suspended as a precautionary measure due to the COVID-19 pandemic.

Budget Adoption

The Town Manager's recommended, balanced budget is delivered to Council for review and consideration in April. Finance compiles and finalizes the proposed tentative budget after making the recommended changes from Council. The proposed tentative budget is presented to Council for feedback and adoption in May. The adoption of the tentative budget sets the expenditure limitation for the fiscal year. During this time, the budget is available to the general public for feedback and is presented in the local newspapers and the open to public comment via scheduled public hearings. The final budget is adopted by Council during the last Council meeting in June. There were no changes from the FY 2022 proposed tentative budget to the FY 2022 adopted budget.

Budget Basis

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

Fund

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

Governmental Funds

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

Proprietary/Enterprise Funds

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

Budget Amendment Process

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

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

For any questions on the budget process, please visit the frequently asked questions page on the Town website or submit your own at www.maranaaz.gov/budget-process-faq.

BUDGET CALENDAR



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. The FY 2022 budget complies with all relevant Town financial policies.

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

10. A Capital Improvement Plan (CIP) shall be developed for a five-year period to allow for appropriate planning.
11. Capital improvements included in the CIP are those projects that cost \$100,000 or more, and have a projected minimum useful life of five years. The CIP shall be reviewed and updated annually.
12. Capital projects should:
 - Support Town Council goals and objectives and be consistent with the Town of Marana's General Plan.
 - Prevent the deterioration of the Town's existing infrastructure and protect its investments in parks, streets, buildings and utilities,

- Encourage and sustain economic development in Marana,
 - Respond to and anticipate future growth in the Town, and
 - Increase the efficiency and productivity of Town operations.
13. When possible, capital projects constructed in response to residential or commercial development should be financed through growth in the tax base or development fees.
 14. Where appropriate, capital projects should take maximum advantage of improvements and/or funding provided by other units of government. The impact of capital projects on the operating budget is always an important consideration when evaluating projects for inclusion in the CIP.
 15. The CIP must satisfactorily address all legal and financial limitations and maintain the Town's favorable investment ratings.
 16. Major changes to the CIP should be evaluated through the CIP process and approved by the Town Council.

Debt Management

17. Long term debt shall not be issued to finance operations.
18. 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.

Reserve Policies

19. Fund balance reserves for the General Fund and Airport Funds shall be maintained at a minimum of 25% of the estimated revenues for the budget year. Fund balance reserves be maintained at the equivalent of 90 days of operating and maintenance expenditures for Water funds and 60 days for Wastewater funds.
20. Fund balance reserves in excess, if any, will be evaluated on an annual basis to provide a source of funding for major projects or acquisitions.
21. Appropriation of a minimum contingency/reserve will be included in the budget to provide for emergencies and potential economic downturns.

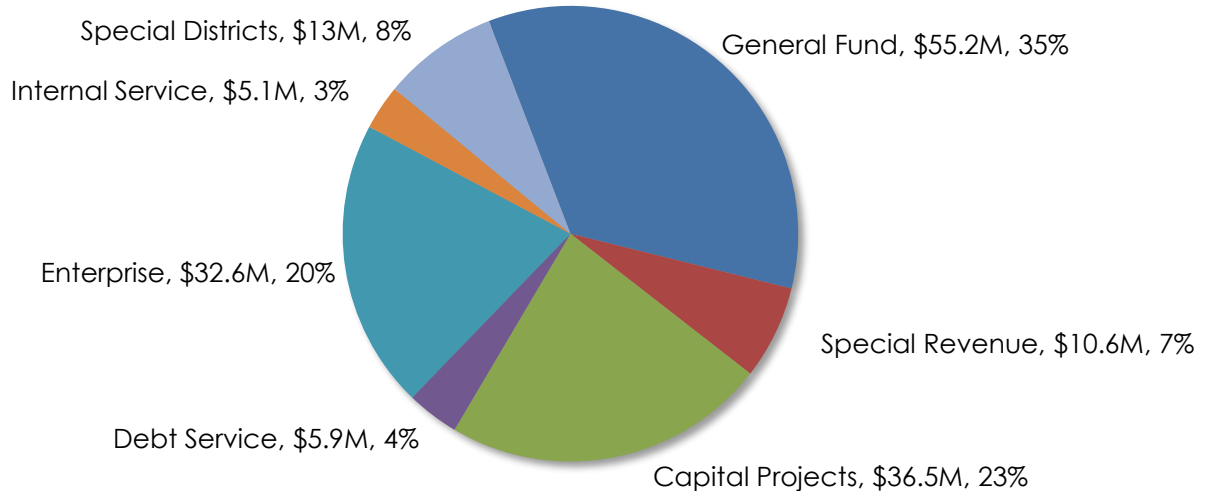
Revenue Goals

22. 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.
23. 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.
24. Enterprise fund revenues in total will provide for each enterprise to be financially self-sustaining.
25. National and local economic indicators, such as population growth, personal income growth, inflation, business growth, and unemployment will be evaluated regularly.

BUDGET SUMMARY

The annual budget for fiscal year 2021-2022 totals \$158.9 million. The following chart depicts appropriations by major fund type. The General Fund comprises 35% of the total budget or \$55.2 million and Capital Projects funds make up about 23% or \$36.5 million. Enterprise funds, including enterprise related capital projects and debt service payments equates to \$32.6 million or 20% of the annual budget. Debt Service funds and Special Revenue funds total \$16.5 million and comprise only 4% and 7%, respectively. Special Districts include the funds related to component units such as community facilities districts and other improvement districts and equate to \$13 million or 8% of the annual budget.

Financial Plan by Fund Type
\$158.9 Million



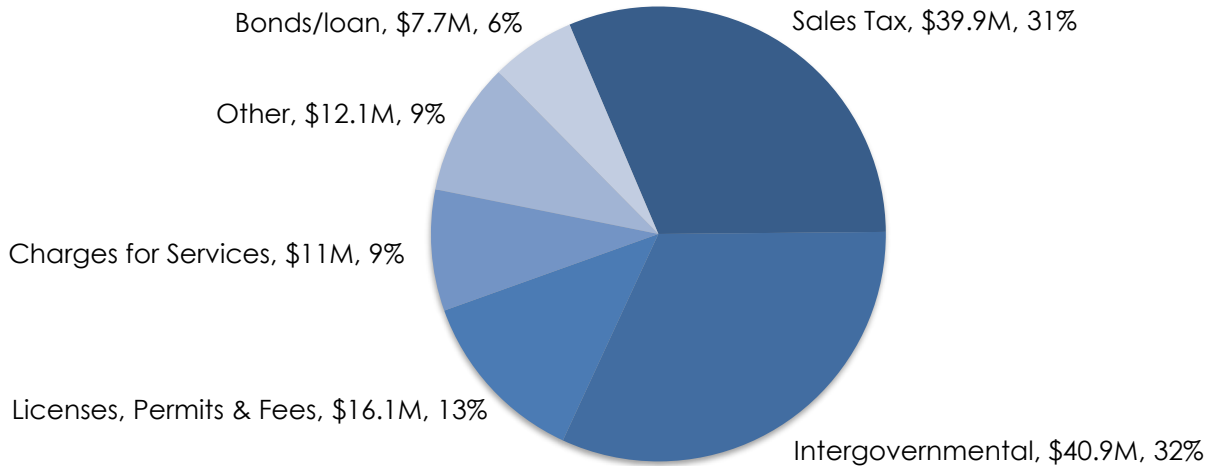
Revenues and other financing sources for the fiscal year 2021-2022 budget are \$127.8 million. The plan is structurally balanced with ongoing revenues supporting ongoing program expenditures. The financial plan assumes that \$28.4 million in fund balance/equity will be used to complete previously funded projects and other one-time expenditures approved by council. As indicated by the chart on the following page, the largest revenue source is Intergovernmental revenues which comprise \$40.9 million or 32% of budgeted revenues for the Town. These revenues include State shared revenues as well as intergovernmental funding for capital projects from the Federal, State, County and/or other jurisdictions. Local sales taxes also make up a large portion of revenues at \$39.9 million or 31%.

The capital improvement plan for the Town of Marana currently includes the sale of bonds for various infrastructure and water related projects. Anticipated bond and loan proceeds amount to \$7.7 million or 6% of total revenues. Charges for services comprise \$11 million or 9% of the budget and include all enterprise fund user fees. Licenses, permits and fees comprise \$16.1 million or 13% of revenues. It should be noted that this revenue stream is heavily dependent on the residential and commercial development and tend to be cyclical in nature. The remaining \$12.1 million or 9%

includes all other revenues such as interest earnings, donations, contributions, grant funding, and other small miscellaneous revenue sources.

Revenue by Category

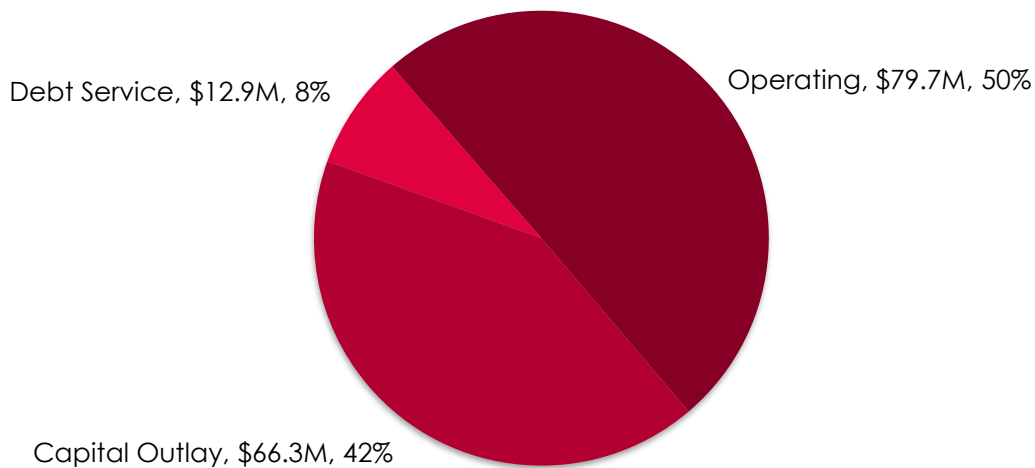
\$127.8 Million



Operating costs are the largest category for the Town at \$79.7 million or 50% of the fiscal year 2021-2022 financial plan. Due primarily to the rapid growth within the Town of Marana and in surrounding areas, capital outlay also comprises a large portion of the annual budget at \$66.3 million or 42%. Capital outlay includes major transportation, park, water, building and airport projects. When compared to the previous year budget, this financial plan increased by \$9.7 million or 6.5%. Most of that change is attributable to increases in capital projects appropriations.

Expenditure by Category

\$158.9 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 those revenues. Careful consideration must be taken when allocating resources to ensure that the right revenues support the right types of costs over the long term. This multi-year approach allows the Town to anticipate future demands on those resources and to begin early planning on strategies to deal with projected shortages.

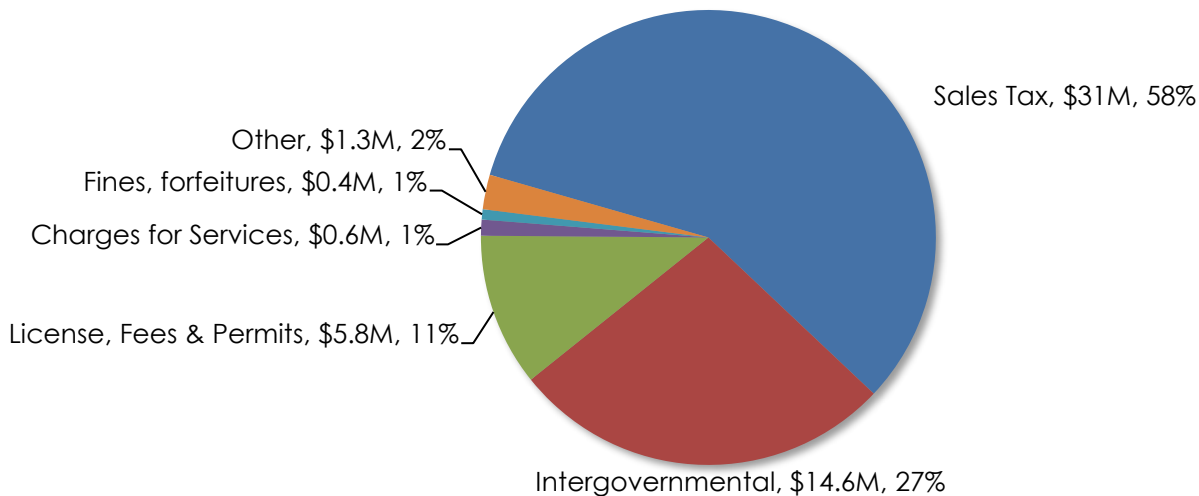
The Town maintains a structurally balanced budget by ensuring that ongoing operating revenue sources support ongoing operating expenditures and that one-time revenue sources support temporary programs and services.

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

- Upward economic trend assuming the COVID-19 outbreak continues to dissipate.
- Inflation rate holding at 1.5%, 4% population growth, 940 new residential homes permits, and
- 50% of contracting sales tax revenue, building permits and related fees deemed one-time revenue sources.

General Fund Revenue by Category

\$53.7 Million



The General Fund is the largest source of operating revenue. The estimated revenue for the General Fund for fiscal year 2021-2022 is \$53.7 million. Primary revenues for the General Fund consists of local sales tax (transaction privilege tax) collections, state shared revenues (intergovernmental) as well as development related revenues (license, fees and permits). Collectively, these revenues comprise nearly 96% of the General Fund's operating revenues. These revenues are sensitive to fluctuations in the regional and national economies and include federal relief funding. As this additional economic

stimulus expires, we expect slower economic growth in the current year and return to a normal trend by 2023.

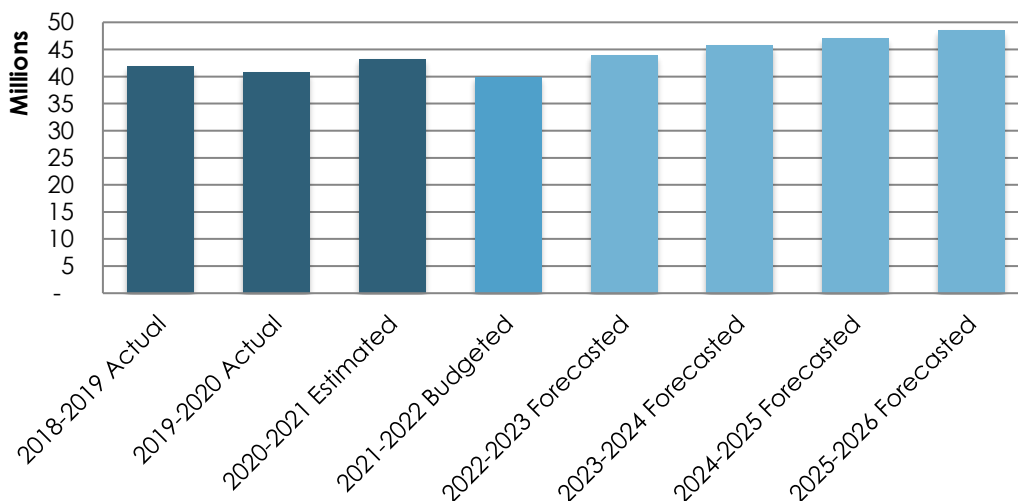
The revenue forecast for the General Fund for this fiscal year anticipates a decrease of 12.6% or approximately \$7.7 million when compared to actual FY 2021 record revenues which were significantly boosted by federal relief funding. The decrease is due to the anticipated expiration of federal relief funding and a return to normal economic cycles.

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

TRANSACTION PRIVILEGE (SALES) TAX

- Description** The Town imposes a tax on certain business activities within Town limits. A use tax is also in effect for goods brought into and used in the Town of Marana. Food for home consumption is not taxed. However, prepared foods at restaurants or take out are taxed.
- Permitted Use** Town sales tax can be used to pay any expenditure/expense legally chargeable to the General Fund. The Town allocates 75% of its construction sales tax for major capital improvement projects.
- Rate Structure** The tax rates on the business activities range from 2.0% (retail) to 6.0% (transient lodging).
- Assumptions** Sales taxes are the Town's largest revenue source and represent 58% of General Fund revenues and 31% of town-wide revenues. Additionally, contracting sales tax represents approximately 26% of total sales taxes; 72% of these revenues are allocated to fund one-time projects. Revenue was expected to decline in FY 2021 due to the COVID-19 pandemic, however it was unexpectedly high. FY 2021 performance is attributed to several factors including unprecedented direct federal stimulus to individuals and low interest rates which drove spending in Marana. There continues to be uncertainty regarding the economic effects of the pandemic and therefore FY 2022 is cautiously forecasting a decrease of 8% with a marked increase in FY 2023 returning to prior year levels.

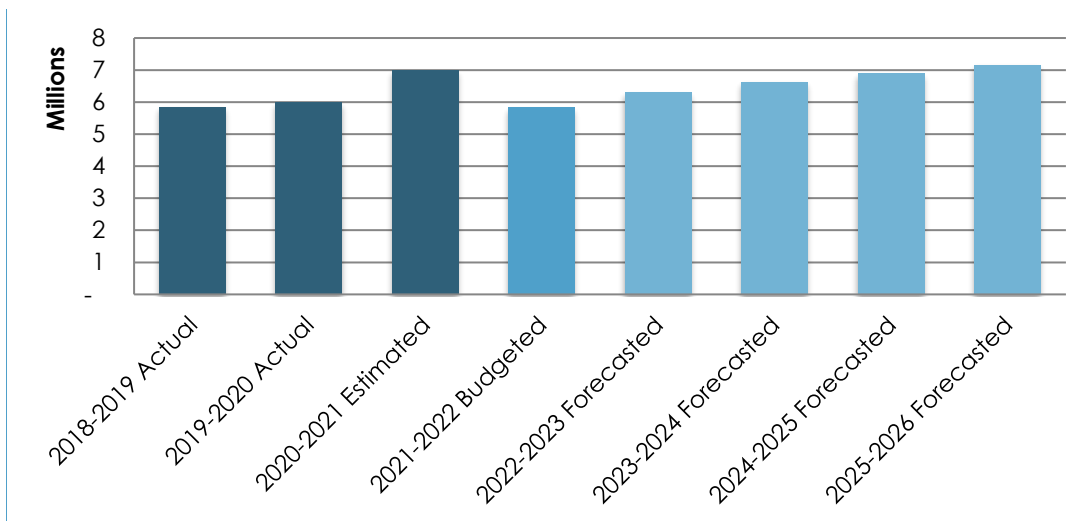
| Fiscal Year | \$ Revenue | \$ Change | % Change |
|----------------------|-------------------|------------------|-----------------|
| 2018-2019 Actual | 41,860,343 | 170,860 | 0% |
| 2019-2020 Actual | 40,704,791 | (1,155,552) | -3% |
| 2020-2021 Estimated | 43,245,283 | 2,540,492 | 6% |
| 2021-2022 Budgeted | 39,922,682 | (3,322,601) | -8% |
| 2022-2023 Forecasted | 43,914,950 | 3,992,268 | 10% |
| 2023-2024 Forecasted | 45,671,548 | 1,756,598 | 4% |
| 2024-2025 Forecasted | 47,041,695 | 1,370,146 | 3% |
| 2025-2026 Forecasted | 48,452,945 | 1,411,251 | 3% |



LICENSES, FEES AND PERMITS

- Description** Revenues from licenses, fees and permits include residential and commercial building permits, excavation and grading permits, utility permits, plan review fees, franchise fees, business license fees and other miscellaneous permits.
- Permitted Use** May be utilized for any municipal public purpose. There are no restrictions regarding the usage of this revenue source.
- Rate Structure** The rates vary based on the product or service provided. The Town's entire Comprehensive Fee Schedule is reviewed annually to ensure that fees reflect the actual cost of providing programs and services, comply with any new legal requirements and be as straightforward as possible.
- Assumptions** These fees are highly dependent on the residential and commercial development. The largest portions of these revenues are directly related to the number of single family residence (SFR) building permits issued. Revenue projections for fiscal year 2022 are based on the issuance of 940 SFR permits. FY 2021 saw a sharp unexpected increase in residential building spurred by low interest rates. A decrease in revenue is forecasted in FY 2022. As developments are maturing there is less lot space available and thus, there are concerns on the lot supplies in the short term. However, demand for lots and housing will likely remain high for several years.

| Fiscal Year | \$ Revenue | \$ Change | % Change |
|----------------------|-------------------|------------------|-----------------|
| 2018-2019 Actual | 5,851,394 | 258,182 | 5% |
| 2019-2020 Actual | 5,993,870 | 142,476 | 2% |
| 2020-2021 Estimated | 6,993,679 | 999,809 | 17% |
| 2021-2022 Budgeted | 5,843,300 | (1,150,379) | -16% |
| 2022-2023 Forecasted | 6,310,764 | 467,464 | 8% |
| 2023-2024 Forecasted | 6,626,302 | 315,538 | 5% |
| 2024-2025 Forecasted | 6,891,354 | 265,052 | 4% |
| 2025-2026 Forecasted | 7,167,008 | 275,654 | 4% |



STATE SHARED INCOME TAX

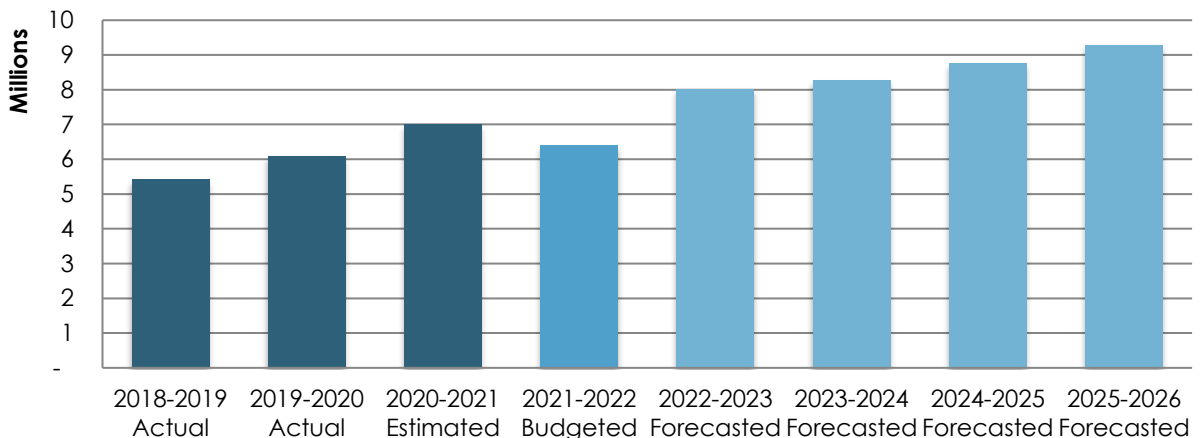
Description Cities and towns in Arizona are precluded from imposing an income tax by Arizona state law. In 1972, the voters of Arizona approved the Urban Revenue Sharing program which requires the State to share 15% of income tax revenue with incorporated cities and towns. These revenues are also known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

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

Rate Structure The state distributes to cities and towns 15% of income taxes two fiscal years following the fiscal year in which the state collects the income taxes. Each city and town share is allocated in proportion to its population compared to the total population of the state. The shared allocation will increase to 18% in FY 2024. The increased allocation, however, will be offset by a lower individual income tax rates due to a changes in the state tax laws.

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 state uses the annual U.S. Census population estimates as the basis for the next year allocations. FY 2020 state revenue was lower than expected because the 2019 income tax filing deadline was extended until July of 2020. Thus, FY 2022 distributions to municipalities will also reflect that revenue deferral and corresponding reduction and will be adjusted higher in future years to include income taxes collected by the state in FY 2021 for both the 2019 and 2020 tax years.

| Fiscal Year | \$ Revenue | \$ Change | % Change |
|----------------------|------------|-----------|----------|
| 2018-2019 Actual | 5,424,305 | 39,636 | 1% |
| 2019-2020 Actual | 6,078,686 | 654,381 | 12% |
| 2020-2021 Estimated | 7,007,072 | 928,386 | 15% |
| 2021-2022 Budgeted | 6,397,237 | (609,835) | -9% |
| 2022-2023 Forecasted | 8,022,735 | 1,625,498 | 25% |
| 2023-2024 Forecasted | 8,263,417 | 240,682 | 3% |
| 2024-2025 Forecasted | 8,759,222 | 495,805 | 6% |
| 2025-2026 Forecasted | 9,284,775 | 525,553 | 6% |

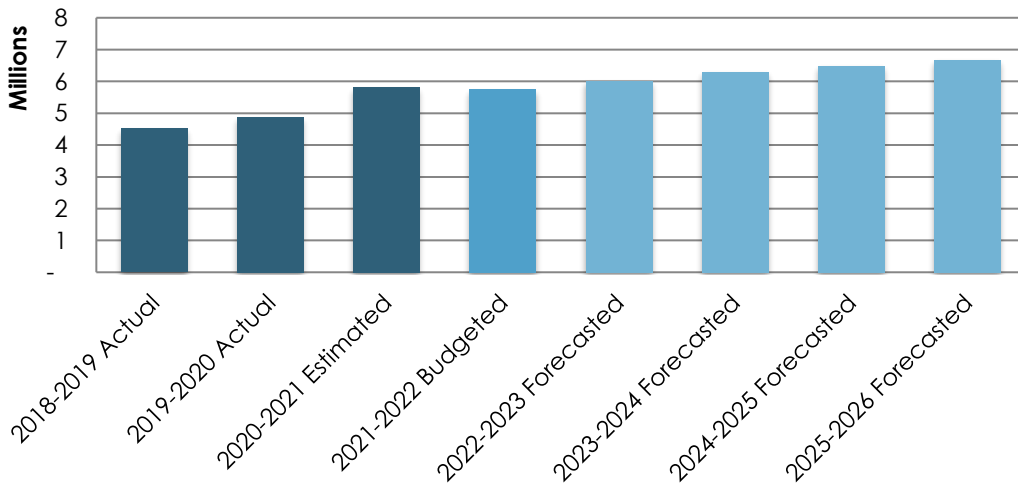


STATE SHARED SALES TAX

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

Based upon figures provided by the Arizona Department of Revenue, a 1% decrease in collections for the fiscal year is estimated as FY 2021 were significantly higher than expected and effected by federal stimulus payments to individuals.

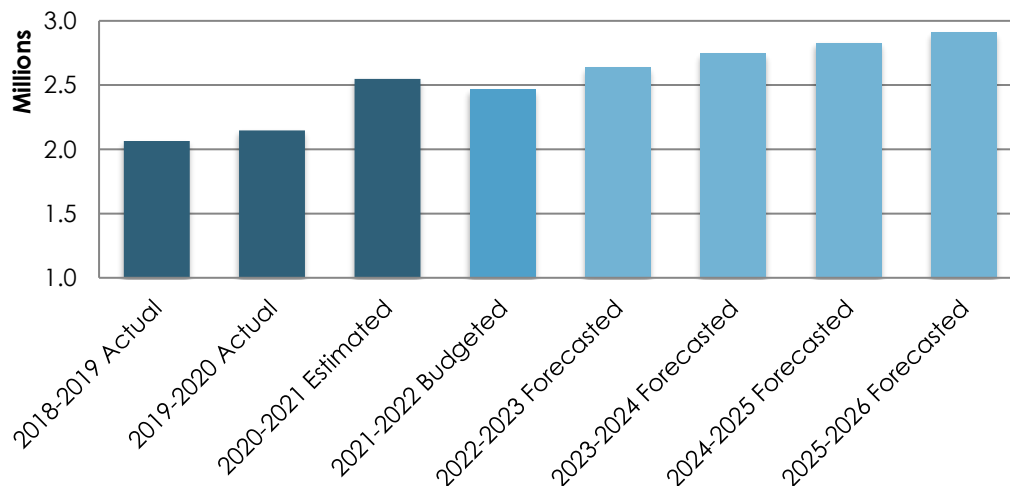
| Fiscal Year | \$ Revenue | \$ Change | % Change |
|----------------------|-------------------|------------------|-----------------|
| 2018-2019 Actual | 4,524,009 | 337,153 | 8% |
| 2019-2020 Actual | 4,872,825 | 348,816 | 8% |
| 2020-2021 Estimated | 5,816,582 | 943,757 | 19% |
| 2021-2022 Budgeted | 5,756,874 | (59,708) | -1% |
| 2022-2023 Forecasted | 6,015,933 | 259,059 | 5% |
| 2023-2024 Forecasted | 6,292,666 | 276,733 | 5% |
| 2024-2025 Forecasted | 6,481,446 | 188,780 | 3% |
| 2025-2026 Forecasted | 6,675,890 | 194,443 | 3% |



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 per \$100 of assessed value for a new vehicle and \$2.89 per \$100 of assessed value for used vehicles.
- Assumptions** The budget projection for fiscal year 2022 anticipates a decrease of 3% based upon figures provided by the Arizona Department of Revenue. FY 2021 had a sharp increase in revenue, instead of the expected decrease due to the COVID-19 pandemic. FY21 was uncharacteristically high due to mitigating factors related around the pandemic including massive federal stimulus payments. While FY22 is expected to continue a positive growth trend from the prior two years, it is not expected to maintain the growth experienced in FY21.

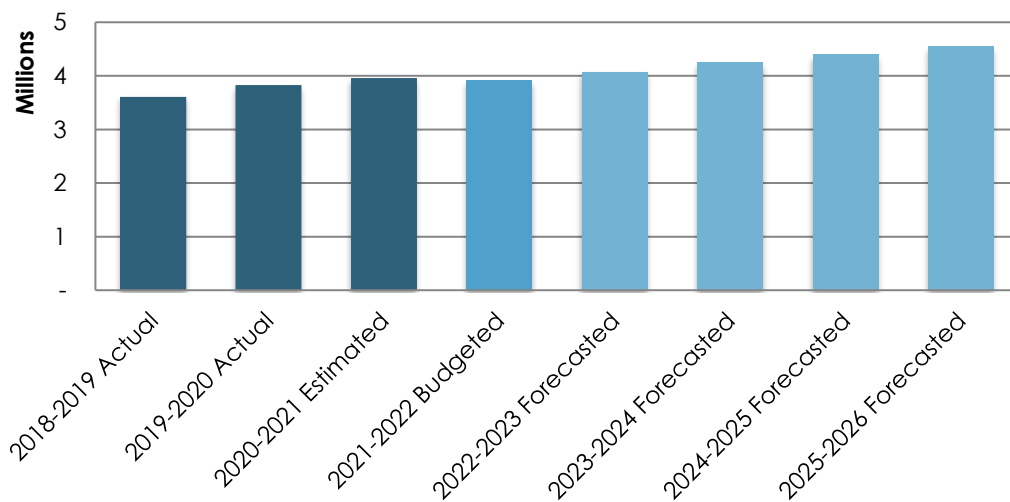
| Fiscal Year | \$ Revenue | \$ Change | % Change |
|----------------------|-------------------|------------------|-----------------|
| 2018-2019 Actual | 2,064,306 | 130,156 | 7% |
| 2019-2020 Actual | 2,147,036 | 82,730 | 4% |
| 2020-2021 Estimated | 2,547,863 | 400,827 | 19% |
| 2021-2022 Budgeted | 2,466,211 | (81,652) | -3% |
| 2022-2023 Forecasted | 2,638,846 | 172,635 | 7% |
| 2023-2024 Forecasted | 2,744,400 | 105,554 | 4% |
| 2024-2025 Forecasted | 2,826,732 | 82,332 | 3% |
| 2025-2026 Forecasted | 2,911,534 | 84,802 | 3% |



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. HURF revenues are anticipated to decrease 1% for fiscal year 2022. This decrease is attributed to the economic impact of the COVID-19 pandemic.

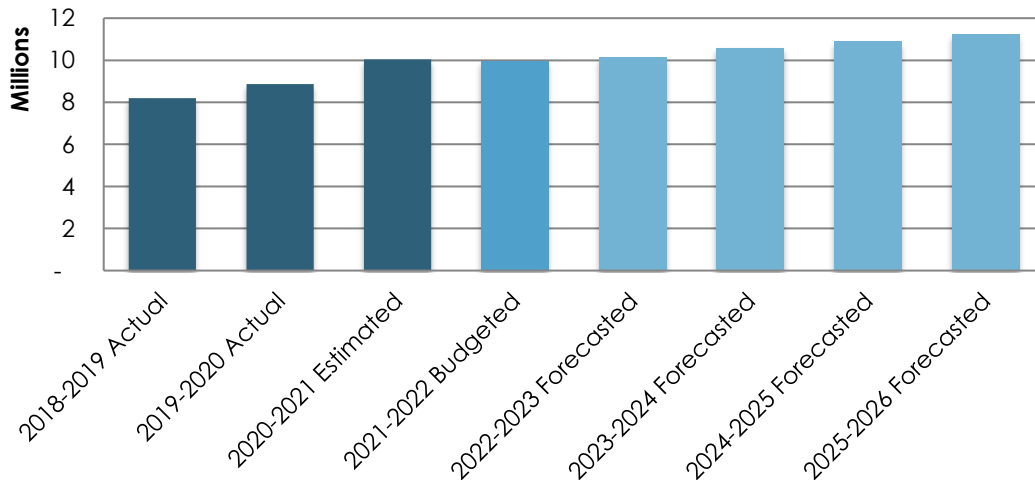
| Fiscal year | \$ Revenue | \$ Change | % Change |
|----------------------|-------------------|------------------|-----------------|
| 2018-2019 Actual | 3,607,631 | 291,574 | 9% |
| 2019-2020 Actual | 3,825,665 | 218,034 | 6% |
| 2020-2021 Estimated | 3,956,482 | 130,817 | 3% |
| 2021-2022 Budgeted | 3,912,106 | (44,376) | -1% |
| 2022-2023 Forecasted | 4,071,720 | 159,614 | 4% |
| 2023-2024 Forecasted | 4,248,025 | 176,305 | 4% |
| 2024-2025 Forecasted | 4,398,830 | 150,805 | 4% |
| 2025-2026 Forecasted | 4,553,669 | 154,839 | 4% |



DEVELOPMENT FEES

- Description** As allowed under A.R.S. §9-463.05, the Town assesses development fees for new construction to offset the cost to the municipality associated with providing necessary public services to a development, including the costs of infrastructure, improvements, real property, financing, engineering/architectural services, associated appurtenances, related equipment and other capital costs. The intent is to ensure that growth “pays for itself,” and current residents are not burdened with additional taxes and fees to defray the capital costs of new development. Development fees are collected with each new building permit.
- Permitted Use** This revenue is utilized to fund the Town's capital improvement related to growth such as constructing new roads, building new parks and expanding water infrastructure.
- Rate Structure** The Town charges development fees for transportation, parks, water and water reclamation systems and water renewable resources projects. Fees are assessed on each residential dwelling within the defined benefit area. Water system and water resource fees are charged to residential dwellings and commercial development based on the meter service size and number of connections.
- Assumptions** Fiscal year 2022 projections are based on 940 Single Family Residential (SFR) permit being issued. Due to the cyclical nature of construction, the Town uses a conservative approach to development fee revenues. Higher than anticipated revenue collections for prior fiscal years is attributable to significantly higher than expected SFR permit issuances.

| Fiscal year | \$ Revenue | \$ Change | % Change |
|----------------------|------------|-----------|----------|
| 2018-2019 Actual | 8,197,110 | 1,140,151 | 16% |
| 2019-2020 Actual | 8,873,629 | 676,519 | 8% |
| 2020-2021 Estimated | 10,042,793 | 1,169,164 | 13% |
| 2021-2022 Budgeted | 9,971,831 | (70,962) | -1% |
| 2022-2023 Forecasted | 10,131,380 | 159,549 | 2% |
| 2023-2024 Forecasted | 10,587,292 | 455,912 | 5% |
| 2024-2025 Forecasted | 10,904,911 | 317,619 | 3% |
| 2025-2026 Forecasted | 11,232,059 | 327,147 | 3% |



WATER SALES

Description The Town provides a potable water system service to residences and commercial customers within the designated service area. Marana Water is financially self-sufficient with funding for most capital and operating requirements derived primarily from rates.

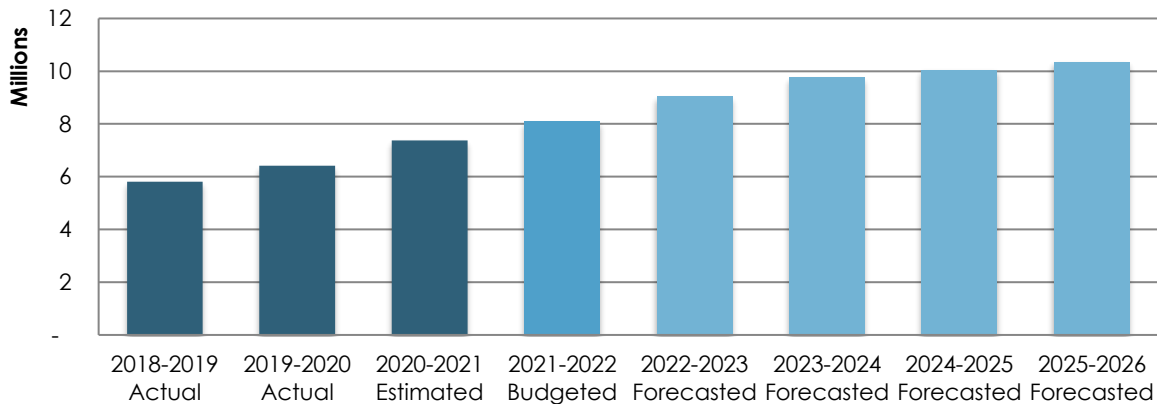
Permitted Use The revenue generated is used to cover the costs of administration, operations, maintenance and replacement of the water production and distribution systems.

Rate Structure

| Monthly Service Fee | | Consumption Residential Rate | | Consumption Other than Residential Rate | |
|---------------------|-----------|------------------------------|-----------|---|-----------|
| Meter Size | Rate (\$) | Gallons | Rate (\$) | Type | Rate (\$) |
| 5/8" | 16.84 | 0-10k | 3.32 | Multi Family, Commercial, Industrial, Government. Standpipe, hydrant/irrigation | 4.18 |
| 3/4" | 17.61 | 10k-20k | 4.65 | | |
| 1" | 18.77 | 20k-30k | 5.98 | | |
| 1.5" | 27.61 | 30k-40k | 7.48 | | |
| 2" | 45.31 | > 40k | 10.79 | | |
| 4" | 69.17 | | | | 4.60 |

Assumptions For fiscal year 2022, rate revenues are based on the new rate structure plus anticipated new account growth of 6% annually. The Town commissioned a water rate study in 2019 which found that projected water revenues were not sufficient to meet the daily operational cost and future capital improvements. Therefore, adjustments of 5.5% in FY 2022 and FY 2023, and 3% for FY 2024 are required in order to fund continued operations, capital reinvestment and maintain adequate reserves. These rate adjustments have been incorporated to the revenue forecast along with expected gradual customer growth. See the full rate study online at maranaaz.gov.

| Fiscal year | \$ Revenue | \$ Change | % Change |
|----------------------|------------|-----------|----------|
| 2018-2019 Actual | 5,804,288 | 159,555 | 3% |
| 2019-2020 Actual | 6,416,779 | 612,491 | 11% |
| 2020-2021 Estimated | 7,380,294 | 963,515 | 15% |
| 2021-2022 Budgeted | 8,097,282 | 716,988 | 10% |
| 2022-2023 Forecasted | 9,028,469 | 931,187 | 12% |
| 2023-2024 Forecasted | 9,750,747 | 722,278 | 8% |
| 2024-2025 Forecasted | 10,043,269 | 292,522 | 3% |
| 2025-2026 Forecasted | 10,344,567 | 301,298 | 3% |



WATER RECLAMATION SALES

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

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

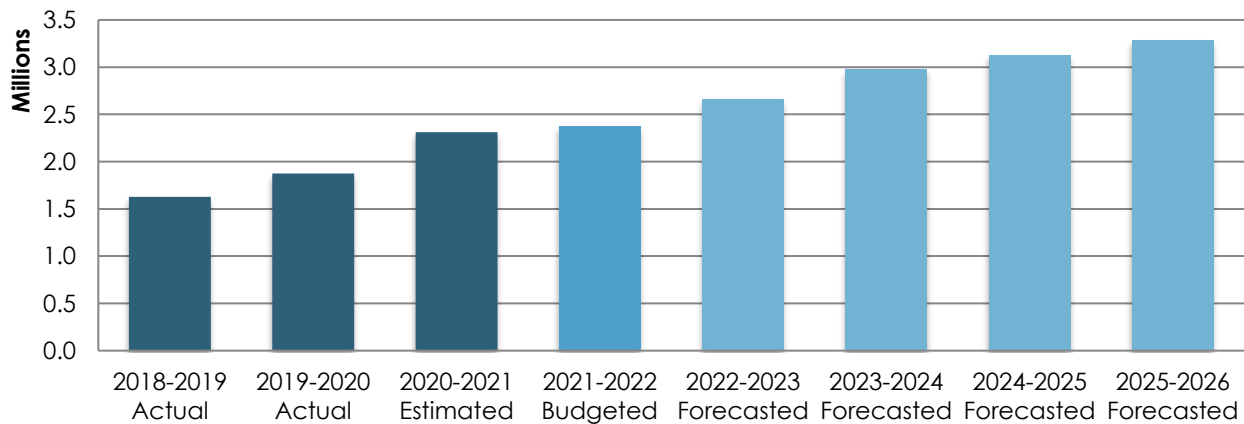
Rate Structure

| Monthly Service Fee | |
|---------------------|-----------|
| Meter Size | Rate (\$) |
| Per meter | \$ 15.26 |

| Volume Rate Per 1,000 gal | |
|---------------------------|-----------|
| Rate | Rate (\$) |
| Sewer Billing | \$ 4.91 |
| Groundwater Resource Fee | \$ 1.19 |

Assumptions Revenues projected for fiscal year 2022 are based on the new rate structure and an anticipated account growth of 7% annually. The Town commissioned a water rate study in 2019 which found that projected water revenues were not sufficient to meet the daily operational cost and future capital improvements. Therefore, adjustments of 7% in FY 2021, and 5% in FY 2022 through FY 2024 are required in order to fund continued operations, capital reinvestment and maintain adequate reserves. See the full rate study online at maranaaz.gov.

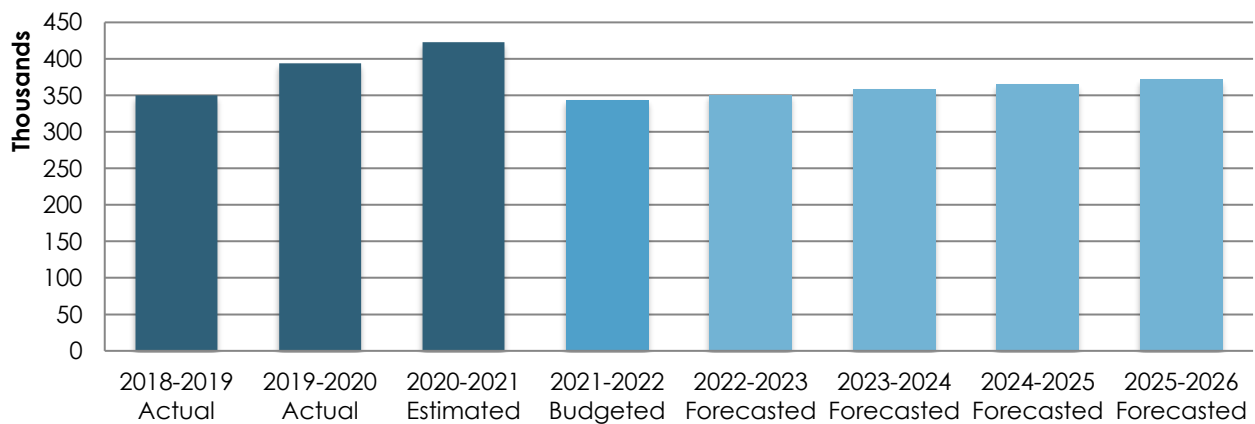
| Fiscal year | \$ Revenue | \$ Change | % Change |
|----------------------|------------|-----------|----------|
| 2018-2019 Actual | 1,628,111 | (9,022) | -1% |
| 2019-2020 Actual | 1,875,936 | 247,825 | 15% |
| 2020-2021 Estimated | 2,310,174 | 434,238 | 23% |
| 2021-2022 Budgeted | 2,373,902 | 63,728 | 3% |
| 2022-2023 Forecasted | 2,658,770 | 284,868 | 12% |
| 2023-2024 Forecasted | 2,977,823 | 319,052 | 12% |
| 2024-2025 Forecasted | 3,126,714 | 148,891 | 5% |
| 2025-2026 Forecasted | 3,283,049 | 156,336 | 5% |



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 online at maranaaz.gov.
- Assumptions** The Marana Regional Airport is classified as a general aviation reliever airport for Tucson International. As such, the Town used economic data for the Tucson Metropolitan Area as well as local and national trends to forecast revenue growth. Several key capital projects will be vital to the continued growth of the airport as it continues to transition to accommodating larger corporate aircraft. FY 2021 revenue was higher than expected due to higher open tie-down revenues as a result from less travel from the pandemic. Fiscal year 2021-2022 revenue is expected to decrease as air travel has been significantly impacted by the pandemic.

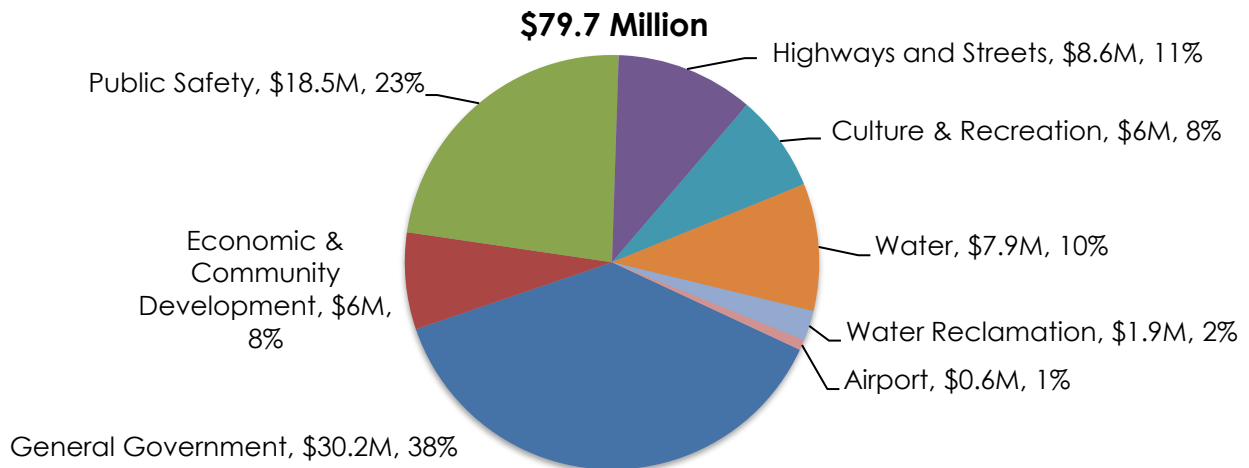
| Fiscal year | \$ Revenue | \$ Change | % Change |
|----------------------|------------|-----------|----------|
| 2018-2019 Actual | 350,248 | 28,536 | 9% |
| 2019-2020 Actual | 393,856 | 43,608 | 12% |
| 2020-2021 Estimated | 423,040 | 29,184 | 7% |
| 2021-2022 Budgeted | 343,834 | (79,206) | -19% |
| 2022-2023 Forecasted | 350,711 | 6,877 | 2% |
| 2023-2024 Forecasted | 357,725 | 7,014 | 2% |
| 2024-2025 Forecasted | 364,879 | 7,154 | 2% |
| 2025-2026 Forecasted | 372,177 | 7,298 | 2% |



EXPENDITURE SUMMARY

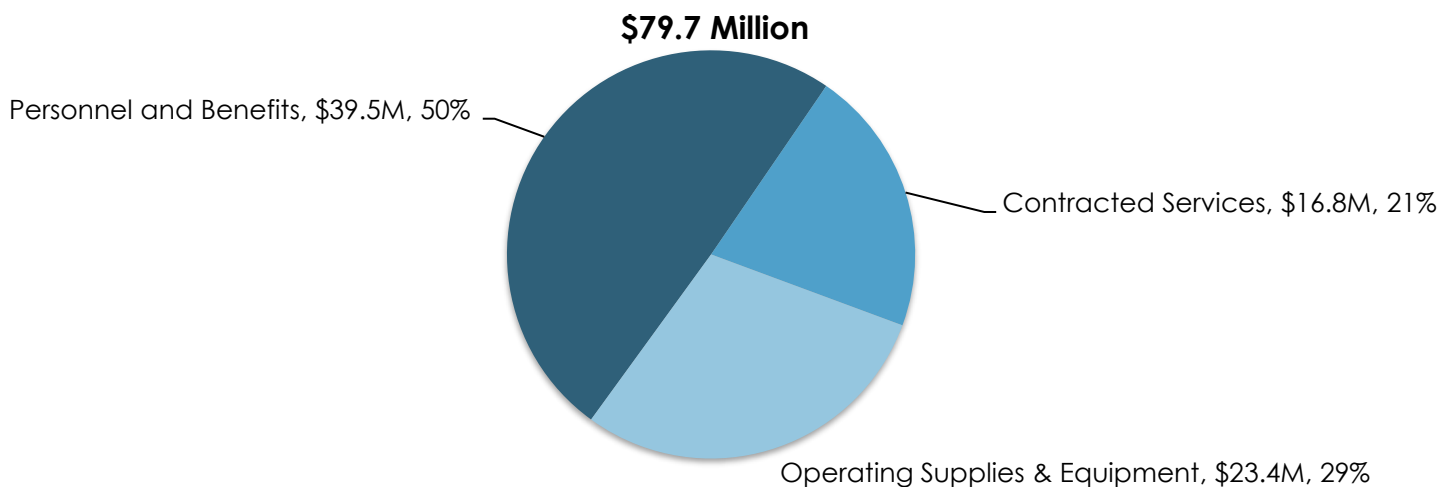
The budgeted expenditures include services and programs for the community such as general government, public safety, community and economic development, culture and recreation, highways and streets, airport and water services. While most operating costs are accounted for in the General Fund, some costs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

Operating Budget by Function



The major expenditures in the operating budget are personnel and benefits at 50%, which include all salaries and benefits for Town staff. Operating supplies and equipment and contractual services comprise 29% and 21%, respectively. Operating supplies & equipment is approximately \$9.7M less than the prior year's budget primarily due to a \$5.6M decrease of contingency and \$5M increase in grants from AZCares grant funds in FY 2021.

Operating Budget by Line Item

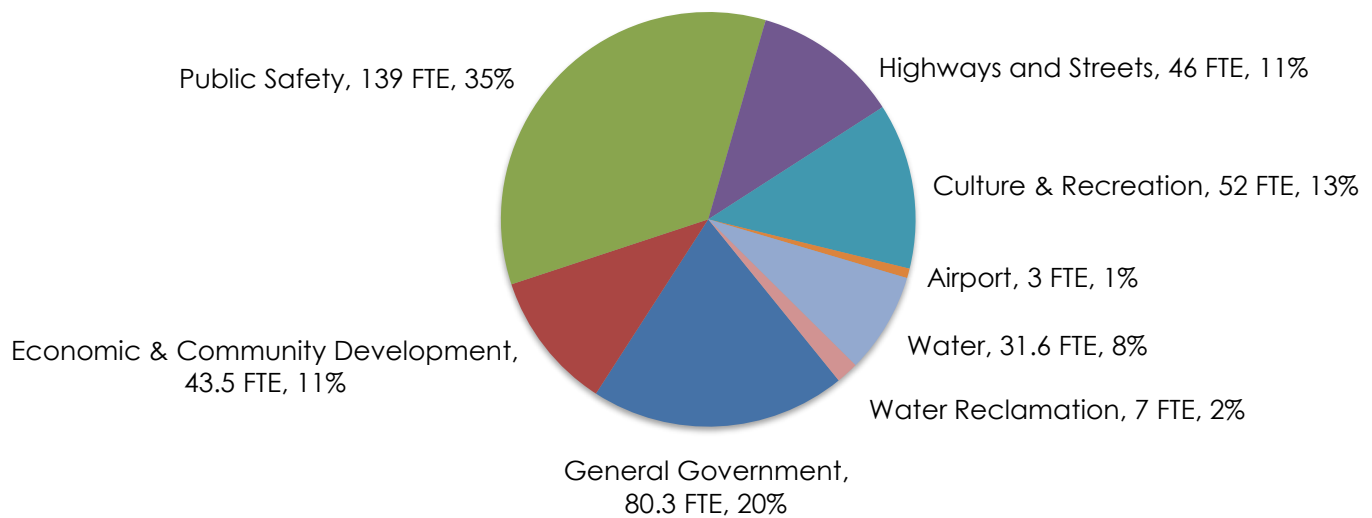


STAFFING SUMMARY

With personnel and benefits comprising 50% 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.

Staffing by Function

402.35 FTE



The town has increased its staffing level this fiscal year by 25 full-time equivalent (FTE) positions through the budgetary process. Including all position adjustments, additions, and eliminations, staffing has increased from 377.35 positions to 402.35. The following table shows changes in staffing over the past four fiscal years and the current fiscal year.

| Functional Department | 2017-2018 Authorized FTE | 2018-2019 Authorized FTE | 2019-2020 Authorized FTE | 2020-2021 Authorized FTE | 2021-2022 Authorized FTE |
|-------------------------------------|---|---|---|---|---|
| General Government | 73.25 | 73.25 | 75.25 | 75.25 | 80.25 |
| Economic & Community Development | 46.50 | 45.50 | 42.50 | 42.50 | 43.50 |
| Public Safety | 127.00 | 131.00 | 134.00 | 134.00 | 139.00 |
| Highways & Streets | 36.00 | 39.00 | 44.00 | 44.00 | 46.00 |
| Culture & Recreation | 41.00 | 40.00 | 42.00 | 42.00 | 52.00 |
| Airport | 3.00 | 3.00 | 3.00 | 3.00 | 3.00 |
| Water | 24.00 | 25.20 | 27.60 | 29.60 | 31.60 |
| Wastewater | 5.00 | 7.00 | 7.00 | 7.00 | 7.00 |
| Total FTE | 355.75 | 363.95 | 375.35 | 377.35 | 402.35 |

The following table lists the new full time equivalent (FTE) positions added:

| Position Title | FTE | Department | Funding Source |
|--------------------------------|--------------|----------------------|-----------------------|
| Police Officer | 5.00 | Police | General Fund |
| Dispatcher | 1.00 | Police | General Fund |
| Maintenance Associate III | 1.00 | Parks | General Fund |
| Maintenance Associate I | 1.00 | Parks | General Fund |
| Aquatic Maintenance Technician | 1.00 | Parks | General Fund |
| Recreation Programmer | 1.00 | Parks | General Fund |
| Lead Custodian | 1.00 | Public Works | General Fund |
| Custodian I | 3.00 | Public Works | General Fund |
| Facilities Technician II | 1.00 | Public Works | General Fund |
| Maintenance Associate I | 4.00 | Public Works | General Fund |
| Real Property Manager | 1.00 | Development Services | General Fund |
| Finance Manager | 1.00 | Finance | General Fund |
| Risk Manager | 1.00 | Human Resources | General Fund |
| Paralegal | 1.00 | Legal | General Fund |
| Water Operator II | 1.00 | Water | Water Fund |
| Business Services Analyst | 1.00 | Water | Water Fund |
| Civil Engineer | 1.00 | Water | Water Fund |
| Total FTE additions | 26.00 | | |

The addition of key positions is critical in maintaining service levels. This is especially important in a fast-growing community like Marana. While the Town is adding a large number of positions during this budget cycle, it is important to note that only 2 positions were added in the previous year.

Positions added this year include those that serve the public directly, such as Police Officers and Public Works and Parks maintenance employees, as well as support services positions, including a Finance Manager and Risk Manager which re-align operations and allow for efficient and uninterrupted operations of our ever-growing Town. Four Custodian FTEs will replace contracted custodial services.

The addition of three FTEs in the Water Department will provide needed office support and also help monitor and maintain Town utility assets including the recently completed Water Treatment Campuses. The positions were included within the approved Water rate plan and are being requested in line with growth goals of the department.

PROJECTION OF FINANCIAL CONDITION BY FUND GROUP

| Fund Group | June 30, 2021 Estimated Fund Balance | 2021-2022 Estimated Revenue | 2021-2022 Estimated Expenditures | Transfers In | Transfers Out | June 30, 2022 Estimated Fund Balance |
|------------------------|--|-----------------------------------|--|---------------------|---------------------|--|
| General Fund | \$57,955,049 | \$53,735,342 | \$55,152,321 | \$ - | \$4,284,035 | \$52,252,035 |
| Special Revenue | 6,909,821 | 8,942,101 | 10,568,485 | 100,000 | - | 5,383,437 |
| Capital Projects | 27,097,952 | 20,335,717 | 37,738,395 | 50,000 | 2,080,584 | 7,664,690 |
| Debt Service | 8,342,730 | 11,929,445 | 17,724,648 | 6,499,808 | - | 9,047,335 |
| Enterprise | 10,744,457 | 27,773,343 | 32,664,211 | 4,248,104 | 4,531,293 | 5,570,400 |
| Internal Service | 1,729,536 | 5,067,470 | 5,067,470 | - | - | 1,729,536 |
| Total All Funds | \$112,779,545 | \$127,783,418 | \$158,915,530 | \$10,897,912 | \$10,897,912 | \$81,647,433 |

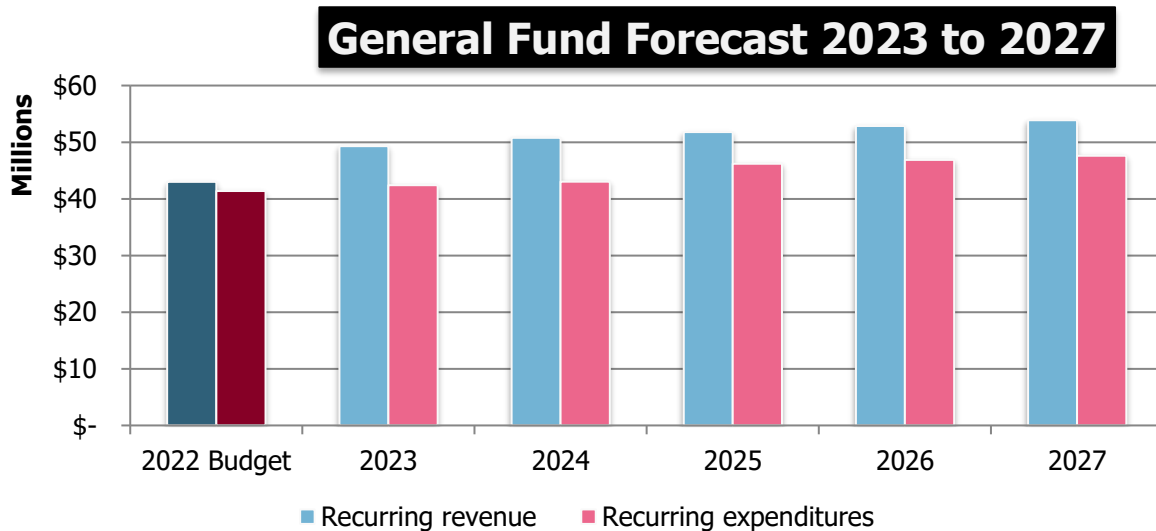
TOWN FUNDS AND FUND BALANCE DETAILED INFORMATION

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, approximately 95 percent of the General Fund's operating revenues are extremely sensitive to fluctuations in the regional and national economies. This was very apparent during the multi-year 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 \$13.6 million will be added to reserve balances for the end of fiscal year 2021.

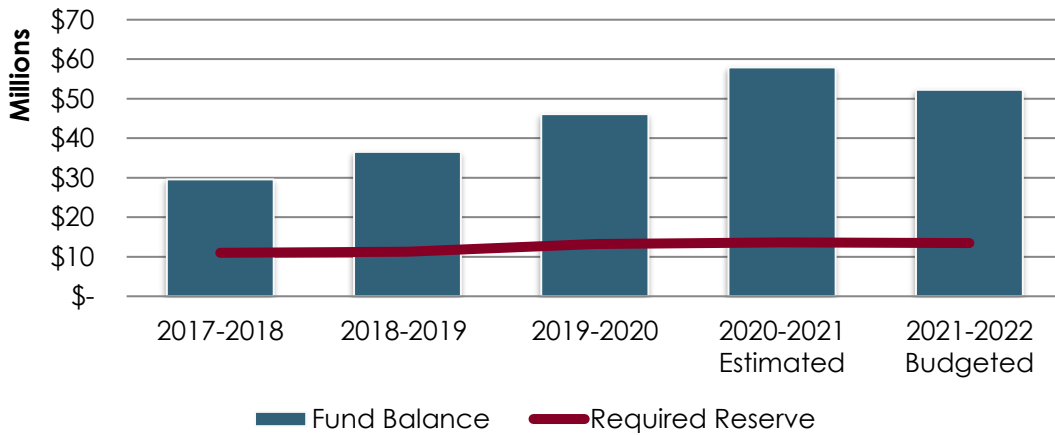
The following chart shows the current year's recurring revenue and expenditure as well as forecasted recurring revenues and expenditures for the next five fiscal years. Consistent with the Town's philosophy and Arizona state law to maintain a structurally balanced budget, recurring expenditures are forecasted to be less than the forecast revenues. These forecasts are updated annually to ensure the Town maintains a healthy budget outlook for the future.



The end of fiscal year 2022 fund balance is projected to be \$52.3 million. This projected number excludes contingent expenditure budget authorization of \$5 million. By policy, use of contingency requires Council approval which is consistent with the Town's financial policies and utilization of those resources. Estimated ending fund balance is approximately 101% of the projected fiscal year's General Fund revenue. This is above the acceptable level according to the Town's policy of fund balance (target of 25% of General Fund's budgeted revenues). The following chart shows fund balance levels for the past four fiscal years and the current fiscal year along with the 25% reserve requirement target.

For fiscal year 2022, the use of fund balance is anticipated to complete several projects that are carried forward from the prior fiscal year, as well as to make several one-time capital investments.

General Fund Reserve Balances

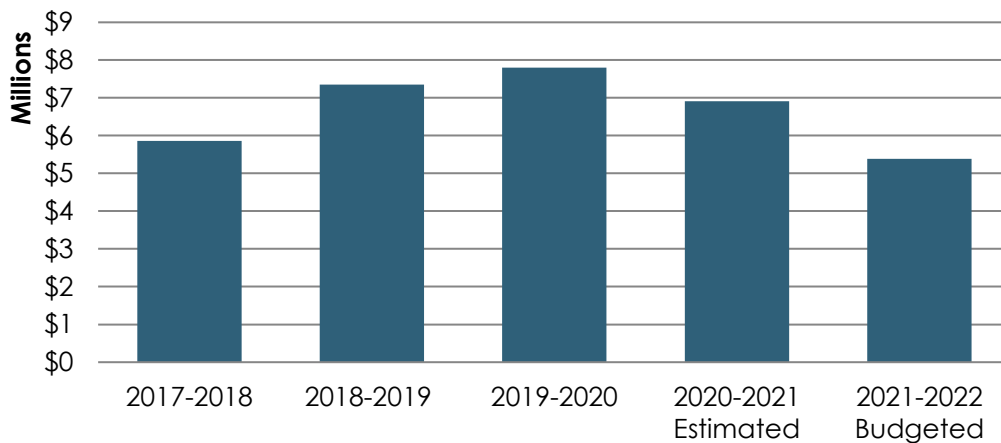


Special Revenue Funds

Special revenue funds account for the proceeds of specified revenue sources, other than major capital projects, that are legally restricted to expenditures for specific purposes. For fiscal year 2022, the Town has budgeted \$2.4 million in funding for unanticipated grants and contributions, including additional new federal relief funds. This will provide the Town the revenue and expenditure authority required to take advantage of grants and similar opportunities that may occur during the year. Additionally, this funding mechanism removes the impact of grant activity on the operating budgets in the General Fund.

For fiscal year 2022, the largest sources of fund balance for special revenue funds are Highway User Revenue and Bed Tax at \$3.0 million and \$2.4 million respectively. The ending fund balance for fiscal year 2022 is projected to decrease by \$1.5 million due to the anticipated completion of existing capital projects primarily related to road infrastructure.

Special Revenue Funds Reserve Balances

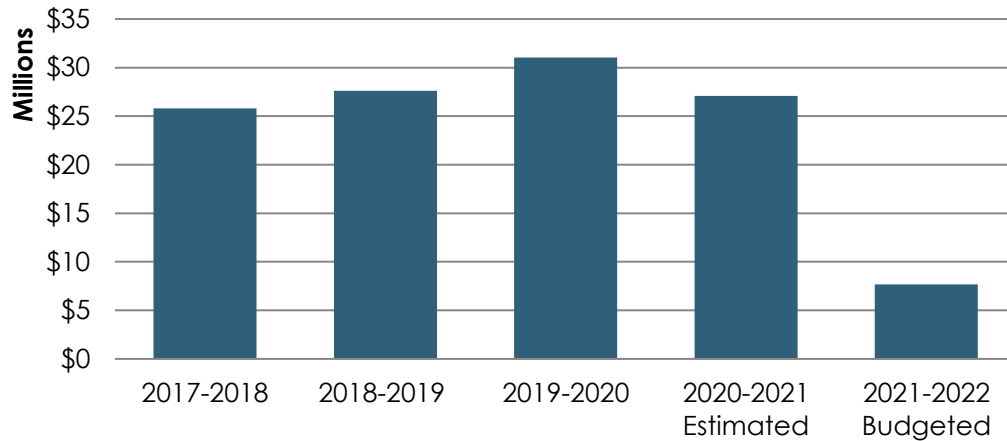


Capital Project Funds

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

The ending fund balance for fiscal year 2022 is projected to decrease 72% to \$7.7 million. This reduction assumes the completion of several large capital projects such as the Twin Peaks Rd Rattlesnake Pass Widening (Page 154), the Tangerine Farms Road Widening (page 152), and the Lon Adams Road Reconstruction project (page 145).

Capital Project Funds Reserve Balances

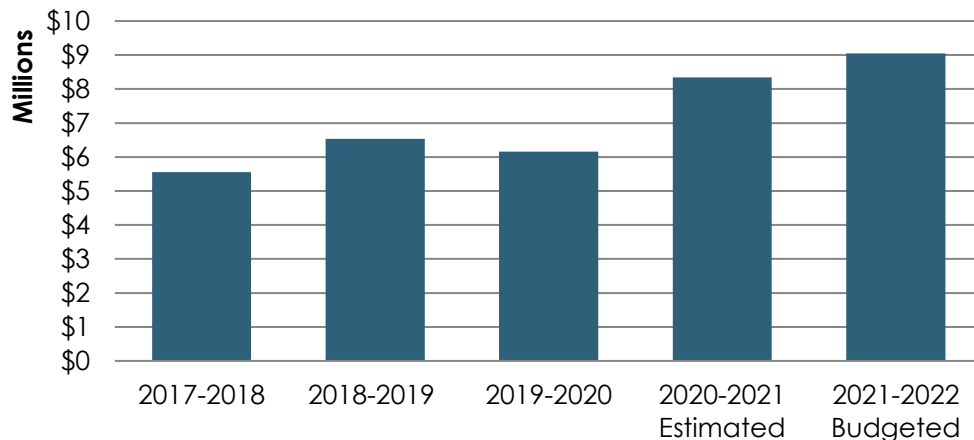


Debt Service Funds

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 2022 is projected to be \$9 million. Most of the fund balance is reserved for future bond payments. A portion of the balance is associated with deposits held related to the Gladden Farms, Gladden Farms II, and Saguaro Springs Community Facilities Districts (a separately presented component unit).

Debt Service Funds Reserve Balances

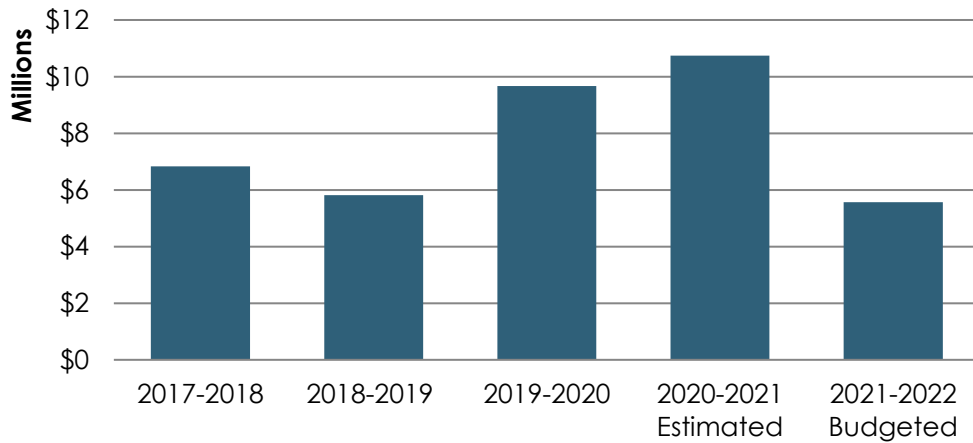


Enterprise Funds

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

For fiscal year 2022, Enterprise Funds include a Water Utility Fund, Wastewater Utility Fund, and an Airport Fund to account for the activities of these enterprises. The estimated ending fund balance for fiscal year 2022 is \$5.6 million.

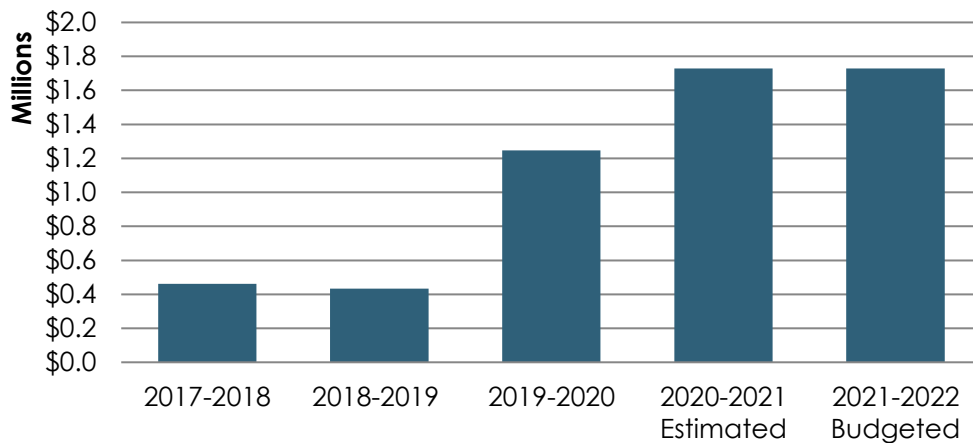
Enterprise Funds Reserve Balances



Internal Service Funds

The internal service funds are used to account for operations serving other funds or departments. The Town has internal service funds for self-insured health and dental benefits. The fund balance for fiscal year 2022 is projected to remain unchanged.

Internal Service Funds Reserve Balances



202

02

NOV

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DEPARTMENT BUDGETS

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

DEPARTMENTAL SUMMARY

The following table provides a summary of the fiscal year 2022 operating and capital budget by department. The table includes the source(s) of funding for each department by fund type and also includes the applicable number of FTEs by department. Detailed information for each department as well as a detailed fund structure and expenditure information can be found in the subsequent departmental pages.

| Department | FTE Count | General Fund | Special Revenue Funds | Capital Projects Funds | Proprietary Funds | Total |
|--|---------------|-------------------|-----------------------|------------------------|-------------------------------------|--------------------|
| Mayor & Council | - | 374,098 | - | - | - | 374,098 |
| Town Manager's Office | 10.50 | 2,129,569 | - | - | - | 2,129,569 |
| Town Clerk | 5.00 | 501,892 | - | - | - | 501,892 |
| Human Resources | 8.00 | 1,073,177 | - | - | - | 1,073,177 |
| Finance Department | 15.75 | 1,571,532 | - | - | - | 1,571,532 |
| Legal Department | 9.00 | 1,112,888 | - | - | - | 1,112,888 |
| Technology Services | 18.00 | 3,583,367 | - | - | - | 3,583,367 |
| Economic Development & Tourism | 3.50 | 311,435 | 494,923 | 442,500 | - | 1,248,858 |
| Development Services | 31.00 | 3,175,614 | - | 333,555 | - | 3,509,169 |
| Police | 127.00 | 16,391,711 | 1,630,381 | - | - | 18,022,092 |
| Magistrate Court | 14.00 | 1,247,301 | 603,805 | - | - | 1,851,106 |
| Public Works | 57.00 | 7,388,998 | 3,970,048 | 30,309,912 | - | 41,668,958 |
| Parks & Recreation | 52.00 | 6,336,557 | 378,500 | 4,232,289 | - | 10,947,346 |
| Community & Neighborhood Services | 10.00 | 1,172,319 | 317,410 | - | - | 1,489,729 |
| Water | 31.60 | - | - | - | 18,696,451 | 18,696,451 |
| Water Reclamation | 7.00 | - | - | - | 9,527,082 | 9,527,082 |
| Airport | 3.00 | - | - | - | 4,594,861 | 4,594,861 |
| Non-Departmental | - | 8,781,863 | 3,173,418 | 2,420,139 | 5,067,470 | 19,442,890 |
| Total | 402.35 | 55,152,321 | 10,568,485 | 37,738,395 | 37,731,681 | 141,190,882 |
| | | | | | Debt Service Funds | 17,724,648 |
| | | | | | Total Town-wide expenditures | 158,915,530 |

Key Performance Measurements

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

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

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

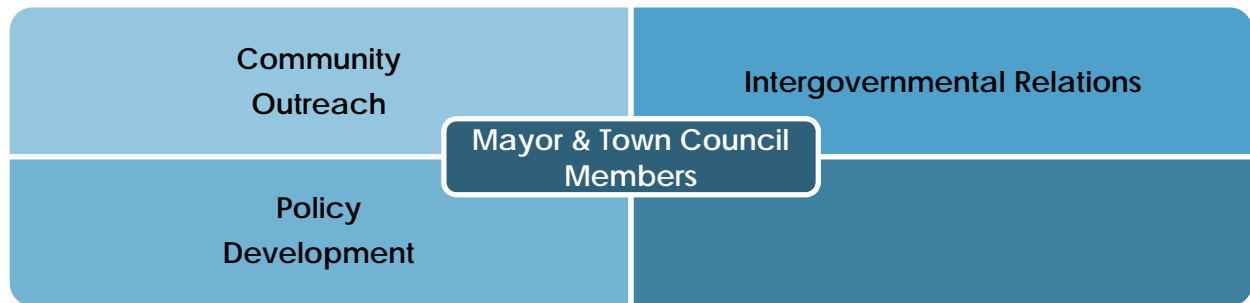
Fiscal year 2021-2022 is the fourth year that departments will be tracking specific criteria based upon outcomes listed in their Key Performance Measurements. As many of these metrics (and corresponding tracking) are still relatively new to the Town, several targets are still being refined and adjusted as departments continue to analyze data that has been collected throughout the year. As departments continue to track and analyze data related to Key Performance Measurements, improvement and evolution will be noticed over time, leading to the continued success of the organization.

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

Each department has formulated key performance indicators listed in the corresponding department summaries in the following pages. The table below is a guide to reading and understanding the key performance indicator tables.

| KEY PERFORMANCE MEASUREMENTS | | | | |
|--|---|--|---|--|
| Council Strategic Plan Goal | Expected Outcome | Performance Measure | FY2021 Actual | FY2022 Target |
| One of the five focus areas and strategic goals as outlined in Marana's Strategic Plan | The desired outcome related to the identified strategic plan goal. This should be an ongoing process, not a one-time achievement. | <i>A specific, measurable, and realistic indicator on how well the Town is achieving the desired outcome. These are not workload indicators.</i> | Real data collected for the fiscal year | A goal for the new fiscal year that is both challenging and realistic to achieve |

MAYOR & TOWN COUNCIL



Department Overview

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

2020 - 2021 Accomplishments

- Adopted a structurally balanced operating budget.
- Adopted a 2021 AZ Legislative Session Policy Priority Program.
- Completed construction of two water treatment campuses to address 1-4 dioxane perfluorinated compounds in the community.
- Approved staff direction to begin the construction of the Adonis Road Extension Project.
- Adopted the Town of Marana Parks and Recreation 10 Year Master Plan.
- Participated in a Council Retreat to identify new policy goals and methods to achieve these goals.

2021 - 2022 Goals & Objectives

- Ensure the use of the Strategic Plan in the development of the annual budget.
- Maintain regular briefing reports and council executive reports.
- Identify and support legislative priorities.
- Take part in the comprehensive redo of the Town of Marana Strategic Plan.
- Ensure that Marana remains a safe, clean and healthy community.
- Look to host a joint Council-meeting among regional jurisdictional peers.

KEY PERFORMANCE MEASUREMENTS

| Council Strategic Plan Goal | Expected Outcome | Performance Measure | FY2021 Actual | FY2022 Target |
|-----------------------------|--|---|---------------|---------------|
| Progress and Innovation | To promote and increase regionalism with neighboring communities | Number of yearly joint meetings with council members from neighboring communities | 0 | 1 |

OPERATING BUDGET SUMMARY

| Expenditures by Category | FY 2019 Actual | FY 2020 Actual | FY 2021 Budget | FY 2022 Budget | Change |
|--------------------------------|------------------|------------------|------------------|------------------|-----------------|
| Personnel & Benefits | \$304,383 | \$318,248 | \$318,418 | \$319,091 | Note 1 \$673 |
| Contracted Services | 12,534 | 9,099 | 18,416 | 40,422 | Note 2 22,006 |
| Operating Supplies & Equipment | 6,780 | 3,589 | 13,410 | 14,585 | Note 3 1,175 |
| Total by Category | \$323,697 | \$330,936 | \$350,244 | \$374,098 | \$23,854 |

OPERATING BUDGET SUMMARY BY FUND

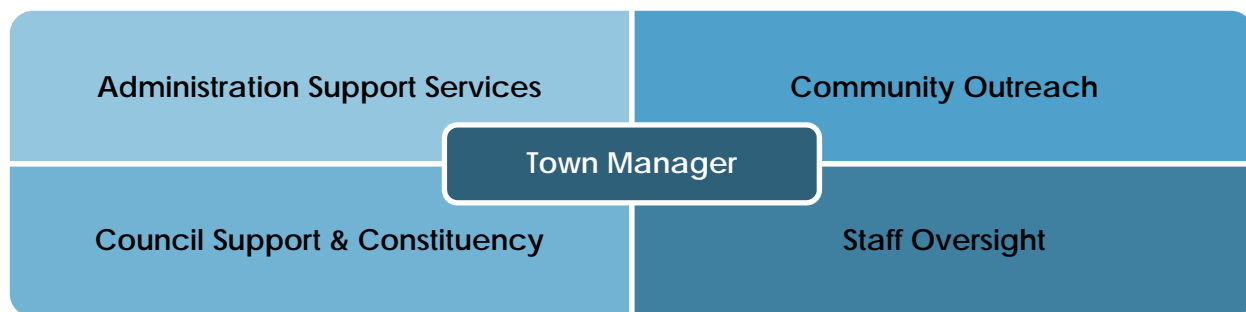
| Expenditures by Fund | FY 2019 Actual | FY 2020 Actual | FY 2021 Budget | FY 2022 Budget | Change |
|----------------------|------------------|------------------|------------------|------------------|-----------------|
| General Fund | \$323,697 | \$330,936 | \$350,244 | \$374,098 | \$23,854 |
| Total by Fund | \$323,697 | \$330,936 | \$350,244 | \$374,098 | \$23,854 |

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

Budget Notes & Changes

1. Personnel & Benefits – Slight increases budgeted due to increases in retirement contributions.
2. Contracted Services – Fiscal year 2021-2022 budget includes increases due to higher anticipated travel and memberships & dues.
3. Operating Supplies & Equipment – Increase to community relations expenses for greater support to community related programs.

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

2020 – 2021 Accomplishments

- Successfully negotiated, crafted, and approved a development agreement to secure proper zoning on key land parcels for the future development of Downtown Marana.
- Maintained a structurally balanced budget in the face of the COVID-19 pandemic.
- Received voter approval of the Marana 2040 General Plan and began implementation of the plan.
- Completed and achieved adoption of the Town of Marana Parks and Recreation 10 Year master plan.
- Approved Home Rule extension for the Town of Marana.
- Began construction on the Adonis Road Extension Project.
- Successfully completed construction and commissioning of two water quality campuses to address 1-4 dioxane and perfluorinated compounds, utilizing financing through the Water Infrastructure Finance Authority (WIFA).
- Successfully transitioned the majority of Town staff to work from home, to protect staff's health, with no service interruption and no loss of productivity during the COVID-19 pandemic.

- Hosted a Council retreat to establish and identify new policy priorities and how to achieve them.

2021 - 2022 Goals & Objectives

- Maintain a structurally balanced budget in the face of economic hardship as a result of the COVID-19 pandemic.
- Continue implementation of the Marana 2040 General Plan.
- Coordinate the design and construction of an air traffic control tower at Marana Regional Airport through the Federal Aviation Administration (FAA) Federal Control Tower Program.
- Implement the Parks and Recreation 10-Year master plan.
- Update and expand the Town's data dashboard.
- Coordinate with regional partners for Regional Transportation Authority (RTA) extension, and propose Town-specific capital projects.
- Coordinate and develop a critical infrastructure project funding mechanism and program.
- Coordinate a comprehensive update to the Town of Marana strategic plan.

COMMUNICATIONS AND MARKETING DIVISION

2020-2021 Accomplishments

COVID-19 Pandemic Emergency Communication

Worked with Town leadership to administer emergency communication of local and state action for the COVID-19 pandemic. This included manager messages to the community, website management, Newsroom articles, and social media monitoring. Staff also worked with departments to update the website when Town services changed to accommodate online services or waiving late fees, and working with the Parks department to keep residents updated on amenity closures.

Courts Webpage Redesign

Updated the courts website to be more user-friendly on all platforms with easy-to-find information. A major addition to this page was the COVID-19 modifications with a Spanish translation, and online services to allow for social distancing.

Video Production

With an increase in video communications from Town departments, staff fine-tuned existing Premiere Pro skills to include text animations, unique transitions, and overall program infrastructure. Videos of note this year are the Parks and Recreation program videos and the Manager Moments from the Town Manager's office.

2020 Census social campaign

Using the newsroom and social media, staff curated content that came from the US Census Bureau to communicate updates and instructions for residents to complete the 2020 Census. There were quite a few adjustments in the schedule and methods of responding to the census this year, so staff also worked on a webpage that would be a one-stop shop for information on how the census is completed, what results mean for the Town, how your personal information is used, and what key deadlines to look out for.

Brand Management for COVID-19

The pandemic required a lot of fast-action from Town staff, which meant fast turnaround for graphic design needs and signage. Staff was able to produce COVID-19 protocol signage for departments to quickly inform the public of building closures or safety requirements. As protocols continued to adapt and evolve throughout the year, staff worked to create compelling and interesting brand designs, such as the pool reopening and the COVID-19 social engagement campaign.

General Brand Management

- Special events brand redesign and collateral, including adapting the Holiday Festival to the Marana Christmas Cruise.
- Parks and Recreation programming, including the Turkey Trot race, #Run Marana series, and Hikes for Hops
- Communications Daily Mail redesign draft

2021-2022 Goals & Objectives

- Provide media relations training for department representatives.
- Explore opportunities for brand representation, including common gathering areas, front counters, lobby, and interoffice mailings.
- Revitalize the "Your Town" marketing brand and expand into collaborations with local artists.

SPECIAL EVENTS DIVISION

2020-2021 Accomplishments

Special Events modifications due to COVID-19

Staff adapted well to the pandemic's impacts on special events, including evaluating and closing events that would not meet CDC-recommended safety guidelines. Town staff successfully planned and implemented the Marana Christmas Cruise, a social-distanced drive-thru holiday event, which was attended by 1,500 people and received praise from the community. Sponsorship agreements were also adjusted to accommodate sponsors while also adhering to safety guidelines. Budget cuts were also made to the event program to support Town cost savings.

2021-2022 Goals & Objectives

- Collaboration with Technology Services to update the Marana Events app.
- Pursue the “Traveling Town Center” event concept, since this series was canceled this year.
- Continue to work in collaboration with departments to attract third-party events to the community.
- Collaborate with departments and staff committees to develop employee-centric programs.

| KEY PERFORMANCE MEASUREMENTS | | | | |
|------------------------------|---|---|--|---|
| Council Strategic Plan Goal | Expected Outcome | Performance Measure | FY 2021 Actual | FY 2022 Target |
| Community | Invest in community input on Town services | Development and deployment of survey instruments | Administer town-wide citizen survey | Administer town-wide citizen survey, utilize social media for community input on services |
| Progress and Innovation | Foster a culture of innovation throughout the Town organization | Designate department public relations liaisons | - | Increase efficient flow of information among liaisons |
| Community | Ensure Town information is easily accessible to the public | Development of transparency apps and platforms | Creation of Town performance dashboard | Upgrade and enhance Town performance dashboard |
| Community | Provide high service to other Town departments for marketing and branding | Frequency of communications with departments during project timeline | 10% increase | Additional 5% increase |
| | | Reduce initial response time for project requests by 20% | 20% reduction | Additional 5% reduction |
| Progress and Innovation | Ensure accurate and timely information is available to employees | Utilize social media, Manager’s Message, MaranaAZ.gov and other media sources | - | Enhance distribution of information to employees by engaging other departments |

| OPERATING BUDGET SUMMARY | | | | | |
|--------------------------------|--------------------|--------------------|--------------------|--------------------|------------------|
| Expenditures by Category | FY 2019 Actual | FY 2020 Actual | FY 2021 Budget | FY 2022 Budget | Change |
| Personnel & Benefits | \$1,253,623 | \$1,249,152 | \$1,178,530 | \$1,340,422 | Note 1 \$161,892 |
| Contracted Services | 119,575 | 81,143 | 103,230 | 482,052 | Note 2 378,822 |
| Operating Supplies & Equipment | 239,961 | 228,664 | 168,475 | 307,095 | Note 3 138,620 |
| Restricted Budget | - | - | 16,000 | - | (16,000) |
| Total by Category | \$1,613,159 | \$1,558,959 | \$1,466,235 | \$2,129,569 | \$663,334 |

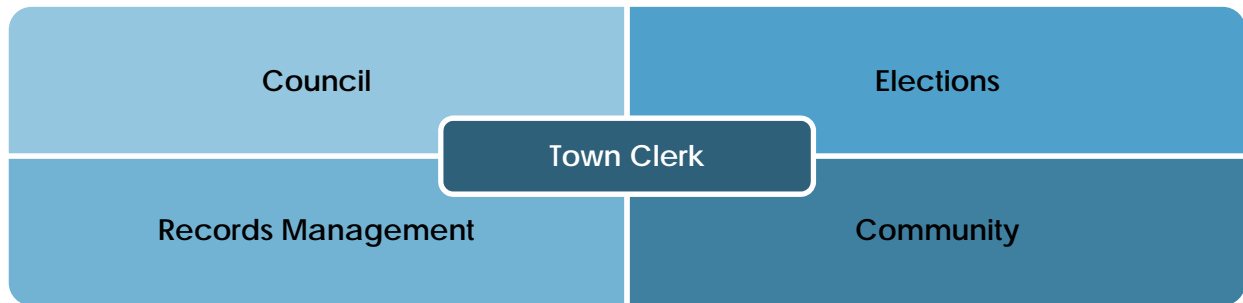
| OPERATING BUDGET SUMMARY BY FUND | | | | | |
|----------------------------------|--------------------|--------------------|--------------------|--------------------|------------------|
| Expenditures by Fund | FY 2019 Actual | FY 2020 Actual | FY 2021 Budget | FY 2022 Budget | Change |
| General Fund | \$1,613,159 | \$1,558,959 | \$1,466,235 | \$2,129,569 | \$663,334 |
| Total by Fund | \$1,613,159 | \$1,558,959 | \$1,466,235 | \$2,129,569 | \$663,334 |

| AUTHORIZED POSITIONS | | | | | |
|---|----------------|----------------|-------------------|----------------|---------------|
| | FY 2019 Actual | FY 2020 Actual | FY 2021 Estimated | FY 2022 Budget | Change |
| Town Manager | 1.00 | 1.00 | 1.00 | 1.00 | - |
| Deputy Town Manager | 1.00 | 1.00 | 1.00 | 1.00 | - |
| Assistant Town Manager | 1.00 | 1.00 | 1.00 | - | (1.00) |
| Executive Assistant to the Town Manager | 1.00 | 1.00 | 1.00 | 1.00 | - |
| Town Engineer | - | - | - | 1.00 | 1.00 |
| Administrative Assistant | 1.00 | 1.00 | 1.00 | 1.00 | - |
| Customer Service Representative | 2.00 | - | - | - | - |
| Assistant to the Town Manager | 1.00 | 1.00 | 1.00 | 1.00 | - |
| Communications Manager | 1.00 | 1.00 | 1.00 | 1.00 | - |
| Communications Specialist | 1.00 | 1.00 | 1.00 | 1.00 | - |
| Graphic Designer | 1.50 | 1.50 | 1.50 | 1.50 | - |
| Special Events Coordinator | 1.00 | 1.00 | 1.00 | 1.00 | - |
| Special Events Programmer | 1.00 | 1.00 | 1.00 | - | (1.00) |
| Total Town Manager's Office | 13.50 | 11.50 | 11.50 | 10.50 | (1.00) |

Budget Notes and Changes

1. Personnel & Benefits – Increase associated with the Town Engineer position moving into the department as well as performance pay adjustments during fiscal year 2020-2021 and budgeted for Fiscal year 2021-2022. The position of Assistant Town Manager, which was not budgeted in the prior year, has been eliminated. Further, the Special Events Programmer position was moved to the Parks department and re-classified in order to assist with Parks operations.
2. Contracted Services – Increase primarily due to professional service costs for a new Master Transportation Plan.
3. Operating Supplies & Equipment – Increase associated primarily to the anticipated return of special events as social gathering was restricted in fiscal year 2020-2021 due to the pandemic.

TOWN CLERK



Department Overview

The Town Clerk manages a variety of internal and external services. The Town Clerk is responsible for the preparation of the Marana Town Council meeting agenda packet and records the official minutes of Council meetings. Another important function is the administration of town elections, and the management of the town's public records, which includes the processing of public records requests. The Town Clerk also processes liquor licenses and fireworks permits, and handles claims against the town, well as providing general property claims management. The Town Clerk provides support to the Marana Citizens' Forum, Marana Health Care Benefits Trust, and Marana Utilities Board. The mission of the Town Clerk's Office is to provide the public and staff with accurate and timely information.

2020-2021 Accomplishments

Elections

- Conducted a successful primary election for mayor and council, which also included two ballot propositions.
- Completed and distributed the required publicity pamphlet for the ballot propositions: Prop 478: "Make Marana 2040" - General Plan, and Prop 479: Alternative Expenditure Limitation – Home Rule Option.
- Updated the Election webpage to include ballot initiative information, important election dates, and candidate campaign finance filings.
- Collaborated with AZ Clean Elections to conduct targeted voter outreach and education regarding town ballot propositions.
- Worked with the Communications division to conduct an on-going social media campaign encouraging residents to vote in the Primary Election.
- Participated in three Community Conversations to educate voters regarding the primary election and ballot propositions.
- Conducted a candidate orientation for interested citizens to discuss the process of running for Town Council.

Records Administration

- Collaborated with the Building Safety Division to create a new electronic submission process for finalized permit records.
- Completed an inventory of Building Permit records, and developed a new process for managing expired and cancelled permit records.
- Reviewed and destroyed 102 boxes of records that met the state retention guidelines.
- Processed over 2,180 scanning and special printing projects for town departments.
- Processed over 540 public records request.
- Ensured the timely recordation of Town documents and recorded over 115 documents.
- Continued the Laserfiche digital imaging cleanup project removing of over 17,000 transitory and duplicate documents from the repository.

Council Meeting Management

- Created a shared network calendar with established deadlines for departments to submit council agenda items.
- Continued to provide agenda training to all staff as needed.

2021-2022 Goals & Objectives

- Establish a contract with the Pima County Recorder's Office to electronically record certain Town documents.
- Start creating a comprehensive standard operating procedure (S.O.P.) guide for critical department functions and tasks.
- Create a new form for Proclamation requests for both internal and external requests to streamline the process.
- Continue working with Technology Services and Finance to improve the AgreeDB workflow process, including a revision of the agreement transmittal form, and work to develop supplemental training materials for the next released version.
- Complete the review and removal of the Real Property template in Laserfiche, redesign the Agreements folder, and continue to improve the search capabilities within the repository.
- Continue looking at technology to further automate and/or improve citizen experience in attending open meetings public or online.

| KEY PERFORMANCE MEASUREMENTS | | | | |
|------------------------------|--|--|---------------|-----------------------|
| Council Strategic Plan Goal | Expected Outcome | Performance Measure | FY2021 Actual | FY2022 Target |
| Community | Bring relevant topics to Citizens' Forum for deliberation | Maintain minimum of 20-25 delegates; recommendations approved by Council are launched for implementation | Ongoing | Ongoing |
| Progress and Innovation | Create a comprehensive preservation policy for historic and culturally significant items | Start a draft outline within first year, engaging entities such as University of Arizona, Arizona State Museum, Sonoran Desert Coalition, and Old Pueblo Archaeology | Ongoing | 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 | Ongoing |

| OPERATING BUDGET SUMMARY | | | | | | |
|--------------------------------|------------------|-------------------|-------------------|-------------------|--------|----------------|
| Expenditures by Category | FY 2019 Actual | FY 2020 Actual | FY 2021 Budget | FY 2022 Budget | Change | |
| Personnel & Benefits | \$362,366 | \$394,825 | \$401,842 | \$421,707 | Note 1 | \$19,865 |
| Contracted Services | 47,723 | 36,120 | 90,990 | 23,185 | Note 2 | (67,805) |
| Operating Supplies & Equipment | 13,221 | 5,225 | 4,280 | 7,000 | Note 3 | 2,270 |
| Restricted | - | - | - | 50,000 | Note 4 | 50,000 |
| Total by Category | \$423,310 | \$ 436,170 | \$ 497,112 | \$ 501,892 | | \$4,780 |

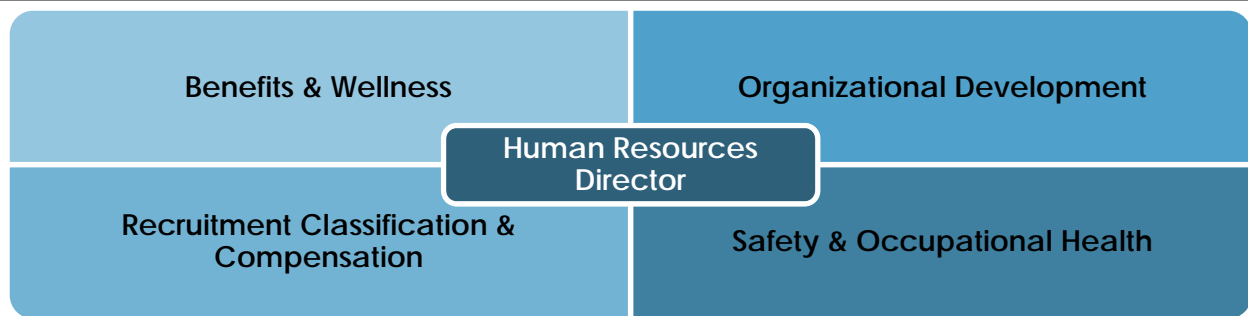
| OPERATING BUDGET SUMMARY BY FUND | | | | | |
|----------------------------------|------------------|------------------|------------------|------------------|----------------|
| Expenditures by Fund | FY 2019 Actual | FY 2020 Actual | FY 2020 Budget | FY 2022 Budget | Change |
| General Fund | \$423,310 | \$436,170 | \$497,112 | \$501,892 | \$4,780 |
| Total by Fund | \$423,310 | \$436,170 | \$497,112 | \$501,892 | \$4,780 |

| AUTHORIZED POSITIONS | | | | | |
|-------------------------|----------------|----------------|-------------------|----------------|----------|
| | FY 2019 Actual | FY 2020 Actual | FY 2021 Estimated | FY 2022 Budget | Change |
| Town Clerk | 1.00 | 1.00 | 1.00 | 1.00 | - |
| Deputy Town Clerk | 1.00 | 1.00 | 1.00 | 1.00 | - |
| Executive Assistant | 1.00 | 1.00 | 1.00 | 1.00 | - |
| Records Clerk | 2.00 | 2.00 | 2.00 | 2.00 | - |
| Total Town Clerk | 5.00 | 5.00 | 5.00 | 5.00 | - |

Budget Notes and Changes

1. Personnel & Benefits – Increase primarily from performance pay adjustments during fiscal year 2020-2021 and budgeted for fiscal year 2021-2022.
2. Contracted Services – Decrease is associated with cost of general and primary elections in fiscal year 2020-2021 that are not budgeted for fiscal year 2021-2022.
3. Operating Supplies & Equipment – Increase related to multiple expenses including community relations as well as membership and dues returning to pre-pandemic levels.
4. Restricted – Restricted expenditure authority due to possibility of unanticipated special election in fiscal year 2021-2022.

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.

2020- 2021 Accomplishments

Administration

- Provided Total Compensation Statement for all benefits eligible employees.
- Maintained Town of Marana Awards program (service and recognition).
- Increased electronic storage of Human Resources files (moving to paperless).

Benefits

- Managed the Affordable Care Act Reporting and disbursement of 1095C forms to all benefit eligible employees.
- Maintained the Tuition Reimbursement program.
- Implemented virtual Open Enrollment Fair.
- Implemented the Families First Coronavirus Response Act.

Organizational Development

- Conducted department and Town wide training:
 - Employee Assistance Training for Supervisors
 - Employee Assistance Program (EAP) workshops for all employees.
- Created Equity and Inclusion committee.

Recruiting

- Conducted executive recruitments.
- Improved recruiting process.
- Implemented diverse interview panels.

Safety & Emergency Management

- Completed appraisal of all Town wide buildings and property.
- Implemented digital audit and inspection platform and record keeping.
- Implemented safety protocols and procedures for COVID-19.

- Facilitated Town wide COVID-19 vaccination process.
- Met new Federal Motor Carrier Safety Administration Clearinghouse requirement.
- Job descriptions audit regarding safety requirements and OSHA compliance.

Wellness

- Held wellness clinics throughout the year, including a Flu Shot Clinic and a Mobile On-Site Mammography Clinic.

2021 – 2022 Goals & Objectives

Administration

- Continue to be a driving force to cultivate and promote the Town's goals, strategic plan and cultural values.
- Upgrade the Personnel Action Form/Requisition (PAF/REQ) workflow with process and electronic enhancements.
- Continue to migrate to paperless processes and data storage.
- Educate and promote equality throughout the organization.

Benefits

- Increase utilization of Employee Self Service for employee compliance notifications
- Enhance online benefit processes and acknowledgements
- Continue to educate on workplace injuries and enhance claims management process

Compensation & Classification

- Improve Reclassification Request process.

Organizational Development

- Assess organizational training needs and develop a strategic training plan based on organizational need.
- Conduct training and development analysis throughout the organization.
- Develop and implement Supervisor Mentor Program.

Recruiting

- Implement an enhanced recruiting process and Hiring Manager Toolkit.
- Implement an electronic interactive on-boarding and orientation process.

Safety & Emergency Management

- Continue to educate organization to mitigate COVID-19 liability.

Wellness

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

| KEY PERFORMANCE MEASUREMENTS | | | | |
|------------------------------|---------------------------------|--|----------------|----------------|
| Council Strategic Plan Goal | Expected Outcome | Performance Measure | FY 2021 Actual | FY 2022 Target |
| Progress and Innovation | To increase employee engagement | Increase the number of touch base meetings | (See note) | 60% |

Note: Due to employees teleworking as a COVID-19 precaution, and in person meetings being discouraged for much of FY21 the key performance measurement of employee engagement (touch base meetings) was negatively impacted and we do not have reportable data for this KPI this year.

| OPERATING BUDGET SUMMARY | | | | | |
|--------------------------------|------------------|------------------|------------------|--------------------|------------------|
| Expenditures by Category | FY 2019 Actual | FY 2020 Actual | FY 2021 Budget | FY 2022 Budget | Change |
| Personnel & Benefits | \$691,595 | \$652,838 | \$685,069 | \$860,368 | Note 1 \$175,299 |
| Contracted Services | 53,559 | 47,685 | 35,824 | 42,340 | Note 2 6,516 |
| Operating Supplies & Equipment | 94,218 | 99,230 | 119,712 | 165,469 | Note 3 45,757 |
| Restricted Budget | - | 7,108 | 10,000 | 5,000 | Note 4 (5,000) |
| Total by Category | \$839,372 | \$806,861 | \$850,605 | \$1,073,177 | \$222,572 |

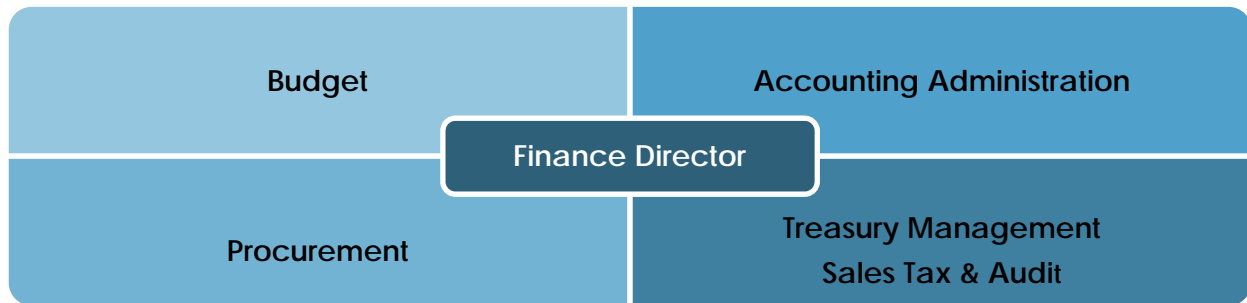
| OPERATING BUDGET SUMMARY BY FUND | | | | | |
|----------------------------------|------------------|------------------|------------------|--------------------|------------------|
| Expenditures by Fund | FY 2019 Actual | FY 2020 Actual | FY 2021 Budget | FY 2022 Budget | Change |
| General Fund | \$839,372 | \$806,861 | \$850,605 | \$1,073,177 | \$222,572 |
| Total by Fund | \$839,372 | \$806,861 | \$850,605 | \$1,073,177 | \$222,572 |

| AUTHORIZED POSITIONS | | | | | |
|---|----------------|----------------|-------------------|----------------|-------------|
| | FY 2019 Actual | FY 2020 Actual | FY 2021 Estimated | FY 2022 Budget | Change |
| Human Resources Director | 1.00 | 1.00 | 1.00 | 1.00 | - |
| Human Resources Deputy Director | 1.00 | 1.00 | 1.00 | 1.00 | - |
| Risk Manager | - | - | - | 1.00 | 1.00 |
| Sr. Human Resources Analyst | 2.00 | 2.00 | 2.00 | 2.00 | - |
| Human Resources Analyst | 1.00 | 1.00 | 1.00 | 1.00 | - |
| Executive Assistant | 1.00 | 1.00 | 1.00 | 1.00 | - |
| Emergency Management & Safety Coordinator | 1.00 | 1.00 | 1.00 | 1.00 | - |
| Total Human Resources | 7.00 | 7.00 | 7.00 | 8.00 | 1.00 |

Budget Notes and Changes

1. Personnel & Benefits – Increase largely attributable to budgeting for a new Risk Manager position in fiscal year 2021-2022 and from performance pay increases.
2. Contracted Services – Increase associated with the return to pre-pandemic budget levels for recruitment advertising and travel and training that were reduced in fiscal year 2020-2021 in response to the impact of the pandemic on the Town's anticipated revenues.
3. Operating Supplies & Equipment – Change due to increased funding for the employee tuition reimbursement program to pre-pandemic levels, increases to employee benefits, and furniture and equipment for new Risk Manager position.
4. Restricted – For unanticipated expenses related to Hearing Officers' process during fiscal year 2021-2022.

FINANCE



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.

2020 – 2021 Accomplishments

- Received 13th consecutive Distinguished Budget Presentation Award from the Government Finance Officers Association (GFOA).
- Received the Certificate of Excellence in Financial Reporting from the GFOA for the 12th consecutive year.
- Successfully transitioned utility cashing functions to Finance as part of the resolution of a past audit recommendation.
- Implemented quarterly investment presentations to Council.
- Implemented a digital signature software solution for contracts and agreements.
- Upgraded the Town's Enterprise Resource Planning system, Munis, to the next supported version.
- Continued the clean-up and updates to the Business license data in preparation of transition to new system.
- Continued increasing vendor participation in Automated Clearing House (ACH) program; all Town employee reimbursements are now processed through ACH.
- Issuance of final Gladden, Phase I, Community Facilities District debt.
- Updated Administrative directives, which were delayed due to the pandemic, including Travel, and created new ones for Capital Assets and Grants Management.
- Analyzed the benefits of establishing a convenience fee for credit card charges.
- Updated Chapter 3-4 of the Town Code on procurement thresholds and change orders.

2021 – 2022 Goals & Objectives

- Receive the Distinguished Budget Presentation Award from the GFOA.
- Receive the Certificate of Excellence in Financial Reporting from the GFOA.
- Complete the implementation of a new business licensing software system.

- Assist with the implementation of a new utility billing system.
- Establish a debt management policy and related processes.
- Lead the issuance of Community Facilities District debt.
- Develop and implement a cash flow forecasting model.
- Research the benefits and possibly implement a permanent adjustment of the Alternative Expenditure Limitation for the Town of Marana.
- Establish and implement a paperless workflow process for invoice approvals.
- Develop and implement a cost allocation plan.

| KEY PERFORMANCE MEASUREMENTS | | | | |
|------------------------------|--|--|------------------------|------------------------|
| Council Strategic Plan Goal | Expected Outcome | Performance Measure | FY 2021 Actual | FY 2022 Target |
| Progress and Innovation | Maintain or improve credit rating | Bond rating Excise Tax Revenue Obligations: Fitch | AA | AA |
| | | Bond rating Excise Tax Revenue Obligations: Standard & Poor's | AA | AA |
| Progress and Innovation | Receive a clean audit opinion without any findings or questioned costs | Unmodified audit opinion in financial statements by external CPA firm | No | Yes |
| Progress and Innovation | Invest idle cash to achieve best investment results considering safety, liquidity and yield | Compliance with Town investment and financial policies | 100% | 100% |
| Progress and Innovation | Provide detailed and transparent financial information to the public about the use of public resources | Receipt of GFOA Certificate of Achievement for Excellence in Financial Reporting | Yes (13th consecutive) | Yes (14th consecutive) |
| | | Receipt of GFOA Distinguished Budget Presentation Award | Yes (12th consecutive) | Yes (13th consecutive) |
| Progress and Innovation | Reasonably conservative budget, maximized use of available funds, and a structurally balanced budget | Variance from budget to actual: Operating revenues | + 22% | ± 5% |
| | | Variance from budget to actual: Operating expenses | ± 5% | ± 5% |

| OPERATING BUDGET SUMMARY | | | | | |
|--------------------------------|--------------------|--------------------|--------------------|--------------------|------------------|
| Expenditures by Category | FY 2019 Actual | FY 2020 Actual | FY 2021 Budget | FY 2022 Budget | Change |
| Personnel & Benefits | \$878,913 | \$1,148,896 | \$1,308,837 | \$1,416,035 | Note 1 \$107,198 |
| Contracted Services | 120,620 | 116,831 | 117,948 | 140,697 | Note 2 22,749 |
| Operating Supplies & Equipment | 14,952 | 11,872 | 7,000 | 14,800 | Note 3 7,800 |
| Restricted Budget | - | - | 53,100 | - | (53,100) |
| Total by Category | \$1,014,485 | \$1,277,599 | \$1,486,885 | \$1,571,532 | \$84,647 |

| OPERATING BUDGET SUMMARY BY FUND | | | | | |
|----------------------------------|--------------------|--------------------|--------------------|--------------------|-----------------|
| Expenditures by Fund | FY 2019 Actual | FY 2020 Actual | FY 2021 Budget | FY 2022 Budget | Change |
| General Fund | \$1,014,485 | \$1,277,599 | \$1,486,885 | \$1,571,532 | \$84,647 |
| Total by Fund | \$1,014,485 | \$1,277,599 | \$1,486,885 | \$1,571,532 | \$84,647 |

| AUTHORIZED POSITIONS | | | | | |
|---------------------------------|----------------|----------------|-------------------|----------------|---------------|
| | FY 2019 Actual | FY 2020 Actual | FY 2021 Estimated | FY 2022 Budget | Change |
| Finance Director | 1.00 | 1.00 | 1.00 | 1.00 | - |
| Finance Deputy Director | 1.00 | 1.00 | 1.00 | 1.00 | - |
| Finance Manager | - | - | - | 1.00 | 1.00 |
| Senior Budget Analyst | - | - | 1.00 | 1.00 | - |
| Budget Analyst | 1.00 | 1.00 | - | - | - |
| Revenue and Customer Manager | - | 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 | - |
| Financial Specialist | - | - | - | 1.00 | 1.00 |
| Procurement Agent | 1.00 | 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 | 0.75 | 0.75 | 0.75 | 0.75 | - |
| Administrative Assistant | 0.50 | 0.50 | 0.50 | - | (0.50) |
| Asset Systems Manager | - | 1.00 | 1.00 | - | (1.00) |
| Customer Service Representative | - | 2.00 | 2.00 | 2.00 | - |
| Tax and License Specialist | 1.00 | 1.00 | 1.00 | 1.00 | - |
| Grants Manager | 1.00 | 1.00 | 1.00 | 1.00 | - |
| Total Finance | 12.25 | 16.25 | 16.25 | 15.75 | (0.50) |

Budget Notes and Changes

1. Personnel & Benefits – Increase primarily due to budgeting for a new Finance Manager position and performance pay adjustments. The increase was partially offset by reorganization of positions moving to other departments within the Town.
2. Contracted Services – Increase associated with a cost allocation study that was deferred in fiscal year 2020-2021 and due to the return of multiple budgeted expenses to pre-pandemic levels including travel and training.
3. Operating Supplies & Equipment – Increase related to budgeted furniture and equipment purchases for the new Finance Manager position.

LEGAL



Department Overview

The Marana Legal Department provides superior 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 and Town Code violations committed within the Town limits and serves as an intermediary between and among the police, court personnel, victims, witnesses and defendants. In addition to prosecution of cases, the office helps with the MPD Citizens Police Academy and MPD Explorers and participates in new officer training, issuing cases, the Southern Arizona DUI Task Force, the Domestic Violence Justice League, and the Pima County Domestic Violence Fatality Review Team.

2020 – 2021 Accomplishments

- **Commerce:** Provided legal advice to the Airport director, the Economic Development director, and Planning regarding Marana Regional Airport economic development initiatives, including the rezoning of Town-owned property known as Marana Air Commerce Park in anticipation of future sale of the property. Provided legal advice and support regarding major proposals relating to development, including the Mandarin development agreement, the Vanderbilt Farms and Marana Main Street development agreements, the proposed Rancho Marana development agreement amendment, the annexation and pre-annexation development agreement and related issues regarding La Puerte del Norte, and amendments to the Specific Plans for Continental Ranch, Dove Mountain, and Villas at Sombrero Peak. Pursued payment of unpaid Water Resource Development Impact Fees, including commencing litigation as necessary. Prepared new ordinance regarding regulation of recreational marijuana in the Town, after passage of proposition 207 in the 2020 election.
- **Community:** Provided legal advice and drafted and revised temporary Town policies, administrative directives, and emergency proclamations to address the Coronavirus Disease (COVID-19). Drafted letters and event-related forms in compliance with the Governor's COVID-19 executive orders. Provided top-quality municipal criminal and code enforcement, including efficiently and fairly handling 529 criminal prosecutions, 2 appeals, and 5 code enforcement cases in the first five months of FY2020, for an annualized estimate of 1,200 criminal prosecutions, 4 appeals and 10 code enforcement cases. Prosecutors were in court more each week as the court spaced out hearings due to the pandemic and learned to

utilize Zoom for virtual witness testimony during trials to help keep cases moving. Handled 35 public records requests in the first six months of FY2020, for an annualized estimate of 70 public records requests. Assisted with procurement issues related to the remodeling of the former Parks and Recreation building and wrote and presented to Council the lease agreement for the Chamber's lease of the building as the new Visitor's Center. Assisted the Town Clerk's Office in finalizing the canvass of the vote for the 2020 primary election.

- **Innovation:** Assisted and advised the Planning Department in reducing the size, bulk, and complexity of the zoning chapter of the Land Development Code, and reduced redundant and inconsistent Land Development Code provisions. Drafted policies and directives regarding telework during the COVID-19 pandemic.
- **Heritage:** Assisted with all aspects of Town special events, including agreements and insurance issues, including the reimagined Christmas Cruise event, designed to minimize COVID-19 risks.
- **Recreation:** Assisted in the acquisition of property rights from CalPortland for the extension of the Santa Cruz River Shared Use Path (part of the C. H. Huckelberry Loop). Prepared and presented the 5th Gladden Farms II development agreement amendment, concerning funding for new soccer fields and related amenities in Gladden Farms Community Park. Assisted the Parks & Recreation Department in editing facility use forms and recreational instructor contracts to add COVID-19 related provisions. Assisted Planning in creating new subdivision recreation area requirements and the Subdivision Recreational Area Design Manual.

2021 – 2022 Goals & Objectives

- **Commerce:** Assist the Planning Department in finalizing the land development code comprehensive revision. Assist in the completion of one or more Marana Regional Airport economic development deals. Assist in the planning, design, and construction of an air control tower at the Airport.
- **Community:** Provide legal advice and draft and update any temporary Town policies, administrative directives, and emergency proclamations as needed to reduce the health and economic impacts of COVID-19. Provide legal advice and assistance for the completion of the Adonis Road construction project. Continue providing top-quality municipal criminal and code enforcement. Provide timely victim notice in all criminal cases involving a victim, including meaningful opportunities to consult with prosecutors about cases. Provide prompt disclosure to defendants in all cases to ensure fairness and transparency, as well as smooth and efficient court hearings. Assist Development Services and Community Development & Neighborhood Resources in drafting and bringing to Council new Town Code provisions regarding property maintenance regulations and nuisance properties. Assist the Water Department in implementing a water wheeling policy regarding providing water service to areas near Tucson Water facilities that cannot be served directly by Marana Water and do not meet the Tucson Water service policy for direct service by Tucson Water.
- **Innovation:** Assist in bringing forward and drafting an updated Town strategic plan. Review all administrative directives on a regular schedule and assist in updating as necessary. Work with Technology Service to continue to update and refine the Legal Case Tracker app.

- **Heritage:** Provide legal advice and assistance related to continued development of the Heritage Park and implementation of the Heritage Park Master Plan. Assist in staging safe, reimagined Town events as we emerge from the COVID-19 pandemic.
- **Recreation:** Assist in the implementation of the Parks and Recreation Master Plan. Complete the acquisition of right-of-way for the CalPortland segment of the Santa Cruz River Shared Use Path.

| KEY PERFORMANCE MEASUREMENTS | | | | |
|------------------------------|---|--|----------------|----------------|
| Council Strategic Plan Goal | Expected Outcome | Performance Measure | FY 2021 Actual | FY 2021 Target |
| Progress and Innovation | Efficiently and effectively prosecute misdemeanor cases | % of cases with initial victim notices sent out by first pretrial conference | 100% | 100% |
| | | Ratio of cases disposed to cases filed | 105% | 100% |
| Progress and Innovation | Provide timely and accurate legal advice to the Town | % of successful outcomes in personnel matters | 100% | 95% |
| | | % of ordinances/resolutions drafted within 30 days of request | 97% | 90% |

| OPERATING BUDGET SUMMARY | | | | | |
|--------------------------------|------------------|--------------------|------------------|--------------------|------------------|
| Expenditures by Category | FY 2019 Actual | FY 2020 Actual | FY 2021 Budget | FY 2022 Budget | Change |
| Personnel & Benefits | \$840,485 | \$899,551 | \$895,654 | \$957,344 | Note 1 \$61,690 |
| Contracted Services | 114,991 | 140,160 | 93,172 | 143,244 | Note 2 50,072 |
| Operating Supplies & Equipment | 5,418 | 4,550 | 6,000 | 12,300 | Note 3 6,300 |
| Total by Category | \$960,894 | \$1,044,261 | \$994,826 | \$1,112,888 | \$118,062 |

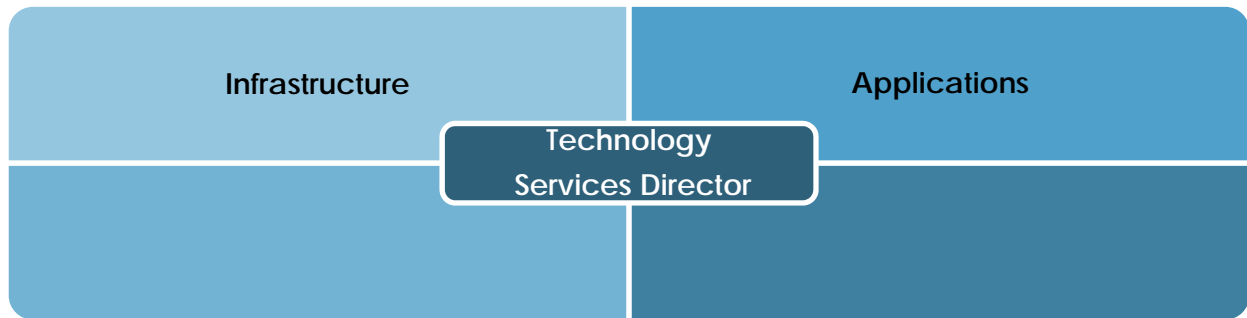
| OPERATING BUDGET SUMMARY BY FUND | | | | | |
|----------------------------------|------------------|--------------------|------------------|--------------------|------------------|
| Expenditures by Fund | FY 2019 Actual | FY 2020 Actual | FY 2021 Budget | FY 2022 Budget | Change |
| General Fund | \$960,894 | \$1,044,261 | \$994,826 | \$1,112,888 | \$118,062 |
| Total by Fund | \$960,894 | \$1,044,261 | \$994,826 | \$1,112,888 | \$118,062 |

| AUTHORIZED POSITIONS | | | | | |
|--------------------------------|----------------|----------------|-------------------|----------------|-------------|
| | FY 2019 Actual | FY 2020 Actual | FY 2021 Estimated | FY 2022 Budget | Change |
| Town Attorney | 1.00 | 1.00 | 1.00 | 1.00 | - |
| Deputy Town Attorney | 1.00 | 1.00 | 1.00 | 1.00 | - |
| Senior Assistant Town Attorney | 1.00 | 1.00 | 1.00 | 1.00 | - |
| Assistant Town Attorney | 1.00 | 1.00 | 1.00 | 1.00 | - |
| Associate Town Attorney | 1.00 | 1.00 | 1.00 | 1.00 | - |
| Paralegal | - | - | - | 1.00 | 1.00 |
| Legal Assistant | 1.00 | 1.00 | 1.00 | 1.00 | - |
| Legal Document Specialist | 1.00 | 1.00 | 1.00 | 1.00 | - |
| Legal Clerk | - | - | - | 1.00 | 1.00 |
| Administrative Assistant | 0.50 | 0.50 | 0.50 | - | (0.50) |
| Total Legal | 7.50 | 7.50 | 7.50 | 9.00 | 1.50 |

Budget Notes and Changes

1. Personnel & Benefits – Increase associated with budgeting for a new Paralegal position which will be hired mid-way through the year, reclassing the administrative assistant position to a full-time legal clerk, and performance pay adjustments. Increase was partially offset by savings from employee turnover that occurred in fiscal year 2020-2021.
2. Contracted Services – Increase due to higher contracted legal services related to ongoing lawsuits.
3. Operating Supplies & Equipment – Increase due to computer equipment and furniture for new Paralegal position.

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.

2020-2021 Major Accomplishments

- Recognized as a top 10 digital city.
- Development of the airport tracking application.
- Implemented several new cybersecurity measures based on the information cybersecurity plan.
- Implemented a print management solution for all Town printers, resulting in approximately \$30,000 of ongoing annual savings.
- Fully documented.
- Made accommodations to the Council Chambers to host Zoom meetings.
- Deployed a new email archiving solution.
- Creation several standard operating procedures and administrative directives that help better align the use of the Town's systems with best practice.

2021-2022 Goals & Objectives

- Continue to modernize service delivery that is based upon industry frameworks and leads to improved response times, productivity and customer satisfaction; to include adoption of formalized standard operating procedures.
- Continue to implement items from the information cybersecurity plan.
- Update to the Town's permitting and business license system.
- Continue to develop the Town's Business Continuity Plan.
- Implementation of a Town-wide mobile device strategy.

| KEY PERFORMANCE MEASUREMENTS | | | | |
|------------------------------|---|--|----------------|----------------|
| Council Strategic Plan Goal | Expected Outcome | Performance Measure | FY 2021 Actual | FY 2021 Target |
| Progress and Innovation | To increase the availability of Town network and server resources | Network and servers availability | 96.25% | 99% |
| Progress and Innovation | Efficient resolution of Town technology issues | Resolve incident tickets submitted to the Help Desk within the defined Service Level Objective | 82% | 80% |
| Progress and Innovation | Timely development of application features and functionality | Length of time new application features or tasks take to move from one status to another | 28 Days | 15 Days |
| Progress and Innovation | Increase cybersecurity awareness Town-wide | The average monthly percentage of staff completing security awareness training | 79.58% | 75% |
| Progress and Innovation | Increase cybersecurity awareness Town-wide | The average monthly percentage of staffing failing internal phishing tests | 3.85% | 1% |

| OPERATING BUDGET SUMMARY | | | | | |
|--------------------------------|--------------------|--------------------|--------------------|--------------------|------------------|
| Expenditures by Category | FY 2019 Actual | FY 2020 Actual | FY 2021 Budget | FY 2022 Budget | Change |
| Personnel & Benefits | \$1,326,400 | \$1,376,908 | \$1,417,800 | \$1,682,092 | Note 1 \$264,292 |
| Contracted Services | 879,063 | 948,431 | 1,288,975 | 1,480,325 | Note 2 191,350 |
| Operating Supplies & Equipment | 616,082 | 372,352 | 333,800 | 420,950 | Note 3 87,150 |
| Capital Outlay | 270,457 | 97,414 | - | - | - |
| Total by Category | \$3,092,002 | \$2,795,105 | \$3,040,575 | \$3,583,367 | \$542,792 |

| OPERATING BUDGET SUMMARY BY FUND | | | | | |
|----------------------------------|--------------------|--------------------|--------------------|--------------------|------------------|
| Expenditures by Fund | FY 2019 Actual | FY 2020 Actual | FY 2021 Budget | FY 2022 Budget | Change |
| General Fund | \$3,092,002 | \$2,795,105 | \$3,040,575 | \$3,583,367 | \$542,792 |
| Total by Fund | \$3,092,002 | \$2,795,105 | \$3,040,575 | \$3,583,367 | \$542,792 |

| AUTHORIZED POSITIONS | | | | | |
|----------------------------------|----------------|----------------|-------------------|----------------|-------------|
| | FY 2019 Actual | FY 2020 Actual | FY 2021 Estimated | FY 2021 Budget | Change |
| Technology Services Director | 1.00 | 1.00 | 1.00 | 1.00 | - |
| Technology Manager | 2.00 | 2.00 | 2.00 | 1.00 | (1.00) |
| Technology Supervisor | - | - | - | 2.00 | 2.00 |
| Senior Network Administrator | 1.00 | 1.00 | 1.00 | 1.00 | - |
| Network Administrator | 1.00 | 1.00 | 1.00 | 1.00 | - |
| Database Administrator | 1.00 | 1.00 | 1.00 | - | (1.00) |
| Software Developer | 1.00 | 1.00 | 1.00 | 1.00 | - |
| Senior GIS Analyst | 1.00 | 1.00 | 1.00 | 1.00 | - |
| GIS Analyst | 1.00 | 1.00 | 1.00 | 1.00 | - |
| Technology Analyst | 2.00 | 2.00 | 2.00 | 2.00 | - |
| Technology Support Supervisor | - | - | 1.00 | 1.00 | - |
| Technology Support Specialist II | 2.00 | 2.00 | 2.00 | 2.00 | - |
| Technology Support Specialist I | 1.00 | 1.00 | - | - | - |
| Asset Systems Manager | - | - | - | 1.00 | 1.00 |
| Assets Coordinator | - | - | - | 3.00 | 3.00 |
| Total Technology Services | 14.00 | 14.00 | 14.00 | 18.00 | 4.00 |

Budget Notes and Changes

1. Personnel & Benefits – The increase is primarily associated with the Asset Manager and Asset Coordinator positions moving into Technology Services from other departments, and performance pay adjustments.
2. Contracted Services – The Increase is associated with new budgeted hardware and software purchases as well as increased hardware and software maintenance costs to improve cybersecurity and operations for the Town.
3. Operating Supplies & Equipment – The change is largely associated with computer replacements for the Town, which was suspended in the prior year due to the pandemic.

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.

2020 – 2021 Accomplishments

- Continued to update and maintain the www.selectmarana.com property database system and revised the videos of marketed properties w/updated graphics.
- Consulted with, and successfully entered two business entities into the Marana Job Creation Incentive Program (MJCIP) incentive (PVB Fabrications and Dove Mountain Assisted Living).
- Completed Plat and Rezone of the industrial land at the airport.
- Completed Lease Agreement for The JD Russel Company's corporate jet hangar.
- Researched, developed, and implemented Business Assistance Program.
- Placed PSE Archery in empty 50,000 square foot facility within 48 hours of request.
- Facilitated Southwest Gas site selection at Tangerine Commerce Park.
- Completed Sales Tax Revenue analysis for resident versus non-resident expenditures.
- Drafted a request for quotes for the tourism Master Plan project.
- Completed tourism impact dashboard.
- Completed comprehensive production crew database for Film Office website (in-progress).
- Conducted scouting tours for film location managers and scouts, and film producers and was invited to speak on 2 panel discussions on the film industry.
- Personally assisted 17 film projects, 2 of which were/will be filmed in Marana (March 2020-February 2021) – during lockdown and/or greatly reduced filming activity.
- Scouted and secured locations for a feature film that will be entirely filmed in Marana in March 2021.

2021 – 2022 Goals & Objectives

- Revise Marana Job Creation Incentive Program (MJCIP) to accept Auto and RV Dealerships into program.
- Enter Luke Dealership into MJCIP program.
- Secure Amazon site selection within the Town of Marana.
- Complete Business Retention & Expansion (BR&E) study and implement plan.
- Continue to market and recruit/expand the four main business sectors as outlined in the Economic Development Strategic Plan.
- Continue to promote the Downtown Marana Reinvestment Fund (DMRF) program and Downtown Overlay Zone for future Marana Main Street businesses.
- Complete the Marana Main Street roundabout landscaping/hardscape project.
- Continue to recruit unique retail projects for the Marana Center and Marana Main Street projects.
- Continue to identify growth areas of the town for infrastructure strategies.
- Continue to work with the Marana Chamber of Commerce for collaboration/partnering opportunities.
- Complete Tourism Master Plan.
- Launch new shopping promotion with El Imparcial to enhance reach to Mexico market.
- Launch new military family program through Southern Arizona Attractions Alliance (SAAA) to enhance visitation within regional drive markets.

| KEY PERFORMANCE MEASUREMENTS | | | | |
|------------------------------|--|---|------------------------|------------------------|
| Council Strategic Plan Goal | Expected Outcome | Performance Measure | FY 2021 Actual | FY 2022 Target |
| Progress and Innovation | To maintain a sustainable increase in living standards and quality of life in Marana | Connecting people with decision making tools | 10% YoY increase | 10% YoY increase |
| | | Response rate on RFI within 24 hours of unsolicited inquiries | 100% | 100% |
| | | Increase of unsolicited inquiries | 40% | 10% |
| | | Implementation of the Econ. Dev. Strategic Plan by marketing the four focus areas | One campaigns | Two campaigns |
| Progress and Innovation | Influencing visitation and purchasing decisions in the Town of Marana | Increase of organic website traffic | 391% | 10% |
| | | Increase personal responsive interactions | 25% | 15% |
| | | Creating and innovating tourism products | One | One |
| | | Influencing travel stays | 10 marketing campaigns | 15 marketing campaigns |

| OPERATING BUDGET SUMMARY | | | | | |
|--------------------------------|------------------|------------------|--------------------|--------------------|------------------|
| Expenditures by Category | FY 2019 Actual | FY 2020 Actual | FY 2021 Budget | FY 2022 Budget | Change |
| Personnel & Benefits | \$332,407 | \$303,971 | \$329,385 | \$398,721 | Note 1 \$69,336 |
| Contracted Services | 218,076 | 161,003 | 691,980 | 708,330 | Note 2 16,350 |
| Operating Supplies & Equipment | 1,986 | 1,656 | 4,200 | 3,700 | (500) |
| Capital Outlay | - | 29,193 | 48,112 | 17,500 | Note 3 (30,612) |
| Restricted | - | - | 12,237 | 120,607 | Note 4 108,370 |
| Total by Category | \$552,469 | \$495,823 | \$1,085,914 | \$1,248,858 | \$162,944 |

| OPERATING BUDGET SUMMARY BY FUND | | | | | |
|----------------------------------|------------------|------------------|--------------------|--------------------|------------------|
| Expenditures by Fund | FY 2019 Actual | FY 2020 Actual | FY 2021 Budget | FY 2022 Budget | Change |
| General Fund | \$264,533 | \$220,847 | \$238,458 | \$311,435 | Note 1 \$72,977 |
| Bed Tax Fund | 287,935 | 245,783 | 349,344 | 494,923 | Note 4 145,579 |
| Downtown Reinvestment Fund | - | - | 450,000 | 425,000 | Note 2 (25,000) |
| PAG – Econ & Tourism | - | 29,193 | 48,112 | 17,500 | Note 3 (30,612) |
| Total by Fund | \$552,469 | \$495,823 | \$1,085,914 | \$1,248,858 | \$162,944 |

| AUTHORIZED POSITIONS | | | | | |
|---|----------------|----------------|-------------------|----------------|----------|
| | FY 2019 Actual | FY 2020 Actual | FY 2021 Estimated | FY 2022 Budget | Change |
| Director of Economic & Tourism Development | 1.00 | 1.00 | 1.00 | 1.00 | - |
| Tourism & Marketing Manager | 1.00 | 1.00 | 1.00 | 1.00 | - |
| Economic Development Specialist | 1.00 | 1.00 | 1.00 | 1.00 | - |
| Graphic Designer | 0.50 | 0.50 | 0.50 | 0.50 | - |
| Total Economic Development & Tourism | 3.50 | 3.50 | 3.50 | 3.50 | - |

Budget Notes and Changes

1. Personnel & Benefits – The change is associated with performance pay adjustments and budgeting a full year for the Economic Development Specialist that was only budgeted for a half year in fiscal year 2020-2021 to account for a delay in hiring the position due to the pandemic.
2. Contracted Services – Increase is primarily associated with new funding for a Tourism Master Plan in the Bed Tax Fund. The decrease in the Downtown Reinvestment fund is due to one-time funding for roundabout artwork in FY2021 that is not carrying forward into FY2022.
3. Capital Outlay – Decrease associated with the completion of the Transportation Art by Youth (TABY) grant related artwork at the downtown roundabout.
4. Restricted Budget – Restricted funding programmed to balance the Bed Tax Fund.

DEVELOPMENT SERVICES



Department Overview

To ensure that all departmental activities (Planning, Building Safety, Engineering, Environmental and Real Property) enhance and support the vision of the strategic plan by providing responsiveness to, and creating partnerships with the development community.

Building Safety Division

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

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

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

Planning Division

The Planning division is dedicated to the physical, social and economic excellence of the Town through sound professional planning practices; consistent policy advice; active public participation and superior public service to promote the welfare and quality of life of the community. Planning is responsible for administering and implementing the General Plan, the Town Code and the Land Development Code. The division provides support and recommendations to the Town Council and Planning Commission to assist each in making decisions regarding land uses and development proposals. The division processes applications for new development and redevelopment within the

Town such as site plan reviews, special use requests, planned development proposals, subdivision proposals and rezoning requests to ensure compliance with Town requirements.

Engineering, Environmental, and Real Property Division

The Engineering division is responsible for addressing the infrastructure needs throughout the Town. The Engineering division 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. The division manages the floodplain and community rating system. The division ensures environmental compliance for private development. The division ensures the Town's compliance with state and federal mandates as well as clears public infrastructure projects. The division manages the Town real property through acquisitions, permitting, and agreements.

2020 – 2021 Accomplishments

Development Services

- Staff continued work with Technology Services on preparing for the software update to TrakIT.
- Work with development related department on records clean-up in preparation for software upgrade.
- When COVID-19 hit, staff made quickly adjusted our operations to allow for workflow to continue without any hiccups. 100% electronic submittals and remote inspections allowed up to stay on top of the increased demand from the development community.
- Lead the efforts in coordinating a bi-weekly "Development Team Meeting". Meetings are conducted with all departments included in the development review process and done to assure everyone stays up to date on what is happening in the field or coming through the process.

Building Safety Division

- Continue to refine Implemented electronic inspection program, reducing paperwork in the field.
- Implement the Remote Virtual Inspection (RVI) program for minor permits.
- Created permitting and inspection program for water heaters and HVAC permits to simplify process and improve customer service.
- Expanded upon online inspection program, all inspection requests from production home builder are done through online system, dramatically reducing phone requested inspections.
- Expanded upon electronic applications and accept electronic plan submittals. All application are submitted electronically.
- Implement electronic plan review program. 100% of plan review is completed electronically.

Planning Division

- Planning staff led the effort to engage local stakeholders in the drafting and approval of new private subdivision recreation requirements. The Town Code was amended to reflect the updated standards as well as the incorporation of a design manual with specific recreation area design criteria.
- Planning staff continues to work on the Land Development Code update with a focus on zoning regulations.
- Planning staff continues to refine the monthly report of commercial and residential development permit activity and key metrics in the Town. The report identifies important trends that are easily identified through graphic representation in charts and maps.

Engineering Division

- Completed the Impact Fee Study.
- Completed the Letter of Map Revision (LOMR) for the Marana Regional Airport.
- Completed the update to Title 19 Grading.
- Completed the Northwest Marana Drainage Study.
- Successful Biannual Federal Emergency Management Agency audit.
- Completed new kiosk sign design and began replacement program.
- Sponsored Project WET remote water festival.

2021 – 2022 Goals & Objectives

Development Services

- Work with Legal and other departments to finalize the final updates to development related codes and bring them through the review and approval process.
- Work with development related departments to identify and implement efficiencies for services delivered in the field (i.e. residential final inspections).
- Evaluate staff levels and locations within the department to increase workflow and productivity.
- Through cross-training, enhance the “Single Point of Contact” service provided to the Town’s customers by the Development Coordinators.

Building Safety Division

- With upgrade in permitting software continue to explore and develop efficiencies with internal and external customers.
- Expand upon Implementation of Remote Virtual Inspection (RVI) program offering more virtual inspections.
- Simplify permit reviews where permit techs/coordinator complete general plan review (over the counter issuance).

- Public outreach and educational awareness (schools) expand upon prior initiative and implementation of internship program.
- With moving to 100% electronic submittal, review and inspection, work with Technology Services regarding data security and continuity of operations.
- Work with legal department to update Town code in regards to building code administration and coordination with the Land Development Code (LDC), and Code Enforcement.

Planning Division

- Planning staff will work to update the remaining chapters of the Land Development Code and relocate them to the Town Code.
- Planning staff will create a simplified rezoning process with reduced criteria for parcels with outdated zoning types identified in the planned, revised zoning code.
- Planning staff will examine the public involvement process for specific land use cases and develop new criteria for public notification.
- 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.

Engineering Division

- Environmental staff will work towards accomplishing a successful and compliant Stormwater audit.
- Environmental staff will continue to work towards completing the Stormwater Outfall mapping.
- Real Property staff will continue to work towards completing an in-house Real Property repository.
- Development Engineering staff will continue to streamline the review process with Development Services.

| KEY PERFORMANCE MEASUREMENTS | | | | |
|------------------------------|---|--|----------------------|----------------|
| Council Strategic Plan Goal | Expected Outcome | Performance Measure | FY 2021 Actual | FY 2022 Target |
| Progress and Innovation | Improve staff training, education, and certification levels | International Code Certifications received | 1 staff due to COVID | 4 staff |
| | | Arizona Building Official Association code training sessions attended per year | 2 staff due to COVID | 8 staff |

| KEY PERFORMANCE MEASUREMENTS | | | | |
|------------------------------|--|---|----------------|----------------|
| Council Strategic Plan Goal | Expected Outcome | Performance Measure | FY 2021 Actual | FY 2022 Target |
| Commerce | Ensure sufficient response to public for permitting and inspections | Single family dwelling plans reviewed within five days | 96% | 90% |
| | | Model plan reviews completed within five days | 90% | 70% |
| | | Field inspections completed within 1 business day of request | 99.5% | 100% |
| Commerce | Streamline public processes to facilitate work with public and developers | In-house plan reviews as a % of total plan reviews taken | 100% | 90% |
| Community | Perform inspections for building code compliance | Build Code Compliance inspections performed | 17,224 | 17,000 |
| Community | To provide exceptional customer service through our Development and Utility Services | % development of related projects reviewed within assigned time (first submittal) | 95% | 95% |
| | | % of permits approved within assigned time frame | 97% | 95% |

| OPERATING BUDGET SUMMARY | | | | | | |
|--------------------------------|--------------------|--------------------|--------------------|--------------------|--------|-----------------|
| Expenditures by Category | FY 2019 Actual | FY 2020 Actual | FY 2021 Budget | FY 2022 Budget | Change | |
| Personnel & Benefits | \$2,582,588 | \$2,728,798 | \$2,806,649 | \$2,780,586 | Note 1 | \$(26,063) |
| Contracted Services | 421,034 | 275,720 | 171,725 | 230,628 | Note 2 | 58,903 |
| Operating Supplies & Equipment | 60,114 | 66,792 | 72,900 | 70,828 | | (2,072) |
| Capital Outlay | 18,013 | 15,484 | 369,115 | 352,075 | Note 4 | (17,040) |
| Restricted | - | - | 15,000 | 75,000 | Note 3 | 60,000 |
| Total by Category | \$3,081,749 | \$3,086,794 | \$3,435,389 | \$3,509,169 | | \$73,780 |

| OPERATING BUDGET SUMMARY BY FUND | | | | | | |
|----------------------------------|--------------------|--------------------|--------------------|--------------------|--------|-----------------|
| Expenditures by Fund | FY 2019 Actual | FY 2020 Actual | FY 2021 Budget | FY 2022 Budget | Change | |
| General Fund | \$3,052,350 | \$3,076,719 | \$3,091,794 | \$3,175,614 | | \$83,820 |
| Downtown Reinvestment Fund | 10,740 | - | 343,595 | 333,555 | Note 4 | (10,040) |
| HURF | 18,659 | 10,075 | - | - | | - |
| Total by Fund | \$3,081,749 | \$3,086,794 | \$3,435,389 | \$3,509,169 | | \$73,780 |

| AUTHORIZED POSITIONS | | | | | |
|--|----------------|----------------|-------------------|----------------|-------------|
| | FY 2019 Actual | FY 2020 Actual | FY 2021 Estimated | FY 2022 Budget | Change |
| Development Services Administration | | | | | |
| Development Services Director | 1.00 | 1.00 | 1.00 | 1.00 | - |
| Business Process Supervisor | - | 1.00 | 1.00 | 1.00 | - |
| Business Process Analyst | 1.00 | - | - | - | - |
| Executive Assistant | 1.00 | 1.00 | 1.00 | 1.00 | - |
| Building Safety | | | | | |
| Chief Building Official | 1.00 | 1.00 | 1.00 | 1.00 | - |
| Assistant Building Official | 1.00 | 1.00 | 1.00 | 1.00 | - |
| Chief Building Inspector | 1.00 | 1.00 | 1.00 | - | (1.00) |
| Senior Plans Examiner | 2.00 | 2.00 | 2.00 | 2.00 | - |
| Plans Examiner | 1.00 | 1.00 | 1.00 | 1.00 | - |
| Building Inspector II | 2.00 | 2.00 | 2.00 | 2.00 | - |
| Building Inspector I | 1.00 | 1.00 | 2.00 | 2.00 | 1.00 |
| Permit Clerk | 3.00 | 3.00 | 2.00 | 1.00 | (1.00) |
| Development Coordinator | 1.00 | 1.00 | 1.00 | 1.00 | - |
| Planning | | | | | |
| Planning Manager | - | - | - | 1.00 | - |
| Principal Planner | 1.00 | 1.00 | 1.00 | - | - |
| Senior Planner | 5.00 | 5.00 | 5.00 | 5.00 | - |
| Engineering | | | | | |
| Development Services Deputy Director | - | - | - | 1.00 | 1.00 |
| Town Engineer | 1.00 | 1.00 | 1.00 | - | (1.00) |
| Engineering Deputy Director | 1.00 | 1.00 | 1.00 | - | (1.00) |
| Civil Engineer | 1.00 | - | - | 1.00 | 1.00 |
| Environmental Project Manager | 1.00 | 1.00 | 1.00 | 1.00 | - |
| Engineering Specialist | 2.00 | 2.00 | 2.00 | 2.00 | - |
| Construction Inspector | 1.00 | - | - | - | - |
| Development Engineering Division Manager | 1.00 | 1.00 | 1.00 | 1.00 | - |
| Development Coordinator | 1.00 | 1.00 | 1.00 | 1.00 | - |
| Real Property Manager | - | - | - | 1.00 | 1.00 |
| Real Property Coordinator | - | - | - | 1.00 | 1.00 |
| Total Development Services | 32.00 | 30.00 | 30.00 | 31.00 | 1.00 |

Budget Notes and Changes

1. Personnel & Benefits – Overall, the decrease is a result of a reorganization that occurred during fiscal year 2020-2021 combined with staffing changes and new positions for the department. With the exception of the Town Engineer who is moving into the Town Manager’s Office the Engineering Division of the Engineering Department is now part of the Development Services Department. The Town Engineer’s movement to the Town Manager’s office is partially offset by budgeting for two new positions, a Real Property Manager and a Real Property Coordinator, and pay for performance increases.
2. Contracted Services – Increase is primarily due to a return to pre-pandemic levels in multiple areas including on-call engineering, right of way services, and travel and training.
3. Restricted Budget – For unforeseen on-call engineering services related to the department transition and unforeseen re-organization costs.
4. Capital Outlay – Prior year funding is primarily related to the Marana Re-alignment project which was funded by the Downtown Reinvestment Fund, most of which is being carried into fiscal year 2022.

POLICE



Department Overview

The Mission of the Marana Police Department (MPD) 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 well respected police department in the State of Arizona.

2020-2021 Accomplishments

- Completed the second year of the Arizona Law Enforcement Accreditation Program (ALEAP) process.
- Maintained clearance rates higher than the national average for crimes of violence according to the FBI publication, Crime in the United States.
- Raised \$20,000 for charity via our 5th annual Pride for the Patch Golf Tournament. This year's proceeds will be going for "Shop with a Cop" to help out needy families this holiday season, who have struggled a financial burden from the Covid-19 pandemic. We will be utilizing \$8,000 for our Shop with a Cop event and the rest will be divided between Open Doors and the Marana Food Bank.
- Maintained current crime rates based on Part I crimes/thousand residents.
- Maintained police response times at current levels.

2021-2022 Goals and Objectives

- 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.
- Implement a Drone Program to assist with speeding up serious/fatal accident investigations, search for lost hikers and children, and search for fleeing suspects.
- Maintain or improve current crime rates based on Part I crimes/thousand residents.
- Maintain or improve response times to citizen calls for police services.

| KEY PERFORMANCE MEASUREMENTS | | | | |
|------------------------------|---|---|----------------|----------------|
| Council Strategic Plan Goal | Expected Outcome | Performance Measure | FY 2021 Actual | FY 2022 Target |
| Community | To maintain a safe community for all Marana residents, citizens, and visitors | Maintain or exceed department clearance rates for all part 1 crimes* as compared to the previous year | 1,191 | 1,131 |
| | | Maintain or reduce total number of part 1 crimes* (excluding shoplifting) per 1,000 residents as compared to the previous year | 680 | 646 |
| | | Maintain or reduce traffic collision rates based on total number of collisions per 1,000 residents as compared to the previous year | 790 | 750 |

*Part 1 crimes as defined by the FBI Uniformed Crime Reporting code.

| OPERATING BUDGET SUMMARY | | | | | |
|--------------------------------|---------------------|---------------------|---------------------|---------------------|--------------------|
| Expenditures by Category | FY 2019 Actual | FY 2020 Actual | FY 2021 Budget | FY 2022 Budget | Change |
| Personnel & Benefits | \$12,658,017 | \$13,429,845 | \$13,522,215 | \$15,278,959 | Note 1 \$1,756,744 |
| Contracted Services | 555,136 | 1,948,924 | 530,586 | 605,206 | Note 2 74,620 |
| Operating Supplies & Equipment | 1,238,249 | 1,495,120 | 1,541,944 | 1,502,927 | Note 3 (39,017) |
| Capital Outlay | 934,086 | 506,001 | 86,500 | 605,000 | Note 4 518,500 |
| Restricted | - | - | - | 30,000 | Note 5 30,000 |
| Total by Category | \$15,385,488 | \$17,379,890 | \$15,681,245 | \$18,022,092 | \$2,340,847 |

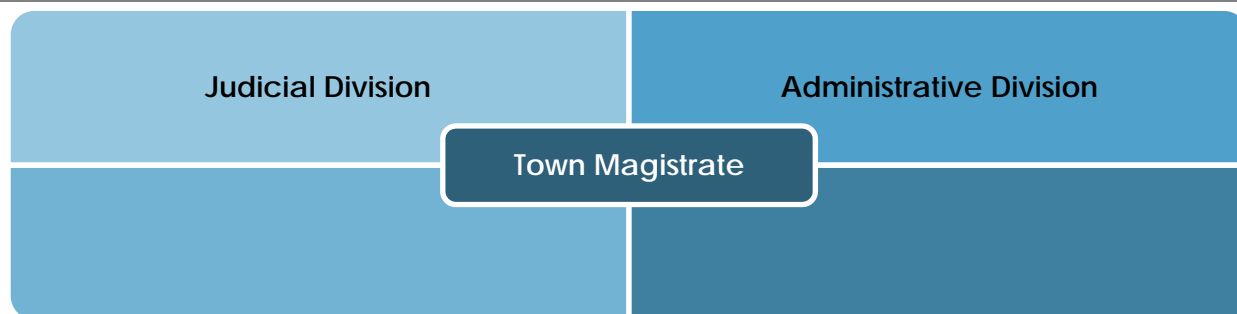
| OPERATING BUDGET SUMMARY BY FUND | | | | | |
|----------------------------------|---------------------|---------------------|---------------------|---------------------|--------------------|
| Expenditures by Fund | FY 2019 Actual | FY 2020 Actual | FY 2021 Budget | FY 2022 Budget | Change |
| General Fund | \$13,549,722 | \$14,693,191 | \$14,123,519 | \$16,391,711 | Note 6 \$2,268,192 |
| Grants & Contributions Fund | 866,451 | 1,103,963 | 1,137,612 | 1,468,154 | Note 7 330,542 |
| RICO Fund | 920,158 | 61,422 | 337,580 | 127,500 | Note 8 (210,080) |
| Police Impound Fund | - | 11,676 | 82,534 | 34,727 | Note 9 (47,807) |
| Emergency Telecommunication Fund | 49,157 | 1,509,638 | - | - | - |
| Total by Fund | \$15,385,488 | \$17,379,890 | \$15,681,245 | \$18,022,092 | \$2,340,847 |

| AUTHORIZED POSITIONS | | | | | |
|--|----------------|----------------|-------------------|----------------|-------------|
| | FY 2019 Actual | FY 2020 Actual | FY 2021 Estimated | FY 2022 Budget | Change |
| 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 | 2.00 | 1.00 |
| Police Lieutenant | 2.00 | 2.00 | 3.00 | 4.00 | 1.00 |
| Police Sergeant | 11.00 | 11.00 | 13.00 | 15.00 | 2.00 |
| Police Officer | 71.00 | 74.00 | 66.00 | 68.00 | 2.00 |
| Police Detective | - | - | 5.00 | 5.00 | - |
| Police Records Supervisor | 1.00 | 1.00 | 1.00 | 1.00 | - |
| Police Telecommunications Manager | 1.00 | 1.00 | 1.00 | 1.00 | - |
| Police Telecommunications Supervisor | 1.00 | 1.00 | 1.00 | 2.00 | 1.00 |
| Dispatcher | 13.00 | 13.00 | 13.00 | 13.00 | - |
| Police Records Specialist | 2.00 | 2.00 | 2.00 | 2.00 | - |
| Police Records Clerk | 4.00 | 4.00 | 4.00 | 4.00 | - |
| Crime Scene Property & Evidence Supervisor | 1.00 | 1.00 | 1.00 | 1.00 | - |
| Property & Evidence Records Clerk | 1.00 | 1.00 | 1.00 | 1.00 | - |
| Crime Analyst | 1.00 | 1.00 | 1.00 | 1.00 | - |
| Crime Scene Specialist | 3.00 | 3.00 | 3.00 | 3.00 | - |
| Administrative Supervisor | 1.00 | 1.00 | 1.00 | 1.00 | - |
| Customer Service Representative | - | - | 1.00 | 1.00 | 1.00 |
| Customer Service Clerk | 1.00 | 1.00 | 1.00 | - | (1.00) |
| Administrative Assistant | 1.00 | 1.00 | 1.00 | 1.00 | - |
| Total Police | 118.00 | 121.00 | 121.00 | 127.00 | 6.00 |

Budget Notes and Changes

1. Personnel & Benefits – The increase is related to budgeting for five new Police Officers positions and a new Dispatcher position, and performance pay and benefits adjustments.
2. Contracted Services – Increases associated with upgrades to computer support and radio systems, as well as budget capacity for vehicle maintenance and travel and training appropriations returning to pre-pandemic levels.
3. Operating Supplies & Equipment – Decrease result of less one-time expenditures in RICO fund than fiscal year 2020-2021 which was partially offset by increased budget capacity for uniforms for new Officers.
4. Capital Outlay – Increase is associated with vehicles purchased for five new officer positions and a lieutenant in fiscal year 2021-2022. Additionally, the MPD Console Modernization capital project is programmed for fiscal year 2021-2022.
5. Restricted Fund – Restricted expenditure authority in the event of any PSPRS Cancer Insurance claim payouts. The Town would act as a pass-through entity between PSPRS and the claimant.
6. General Fund – Increase is associated with a combination of new position costs, performance pay adjustments, new one-time purchases, capital projects, and normal operating expenditures returning to pre-pandemic levels.
7. Grants & Contributions fund – Increase associated with anticipated increases to grant awards that help fund several Police Department programs, including a new School Resource Officer, mostly through salary and overtime grant awards.
8. RICO fund – Decrease associated with less one-time purchases for police operations in fiscal year 2021-2022 as the department shifted budget to this fund in fiscal year 2020-2021 due to the impact of the pandemic to the General fund.
9. Police Impound fund – Decrease associated primarily with the one-time purchase of a police vehicle in fiscal year 2020-2021.

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.

2020 - 2021 Accomplishments

- 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.
- Continued implementation of the Arizona Supreme Court's Security Standards Recommendations, to include both armed security officers becoming certified by attending and successfully completing the Court Security Officer Academy and Firearms Academy, all paid for with non-general fund monies.
- Operated a Mental Health Court program to provide greater services and accountability for defendants with mental health diagnoses.
- Continued updates to the Marana Court webpage, providing clearer language and more access to self-service resources.
- Provided exemplary access to the court throughout the pandemic, keeping our doors open each and every day and providing multiple safe options for court users to resolve cases.
- Implemented a return to jury trials plan to ensure the safety of jurors and trial participants when jury trials can safely resume.
- Streamlined the plea by mail process so that eligible cases can be resolved without a personal appearance by the defendant.
- Began construction process for jury assembly room.

2021 – 2022 Goals & Objectives

- Continue updates to the Marana Court webpage to provide the public with additional resources for interacting with the court system.

- Continue to seek methods to provide court users with greater access to justice.
- Continue construction process for jury assembly room.
- Install a publicly accessible AZPOINT computer kiosk for court users.
- Continue exploration of the Town Public Defender option.

| KEY PERFORMANCE MEASUREMENTS | | | | |
|------------------------------|---|--|----------------|----------------|
| Council Strategic Plan Goal | Expected Outcome | Performance Measure | FY 2021 Actual | FY 2022 Target |
| Community | Provide for a forum for fair, impartial, and efficient adjudication of alleged violations in an environment that is respectful and safe | percentage of cases with customer service complaints | less than 1% | less than 1% |
| | | Percentage of cases adjudicated | 100% | 100% |
| | | Percentage of cases referred to judicial commission | less than 1% | less than 1% |
| Community | Provide participants in the court system with necessary services for the fair adjudication of cases | Percentage of qualified cases receiving court appointed cases | 100% | 100% |
| | | Percentage of qualified cases receiving interpreter services | 100% | 100% |
| Community | Promptly disburse monies received by the court, which are held in trust and payable as restitution, bonds, or fees | Percentage of timely disbursements for bond refunds, restitution orders, fees to other government agencies, and payment for services | 100% | 100% |

| OPERATING BUDGET SUMMARY | | | | | |
|--------------------------------|--------------------|--------------------|--------------------|--------------------|------------------|
| Expenditures by Category | FY 2019 Actual | FY 2020 Actual | FY 2021 Budget | FY 2022 Budget | Change |
| Personnel & Benefits | \$897,375 | \$972,677 | \$986,790 | \$1,127,251 | Note1 \$140,461 |
| Contracted Services | 130,509 | 113,236 | 223,700 | 227,300 | Note 2 3,600 |
| Operating Supplies & Equipment | 30,038 | 11,925 | 94,750 | 146,555 | Note 3 51,805 |
| Capital Outlay | - | 65,262 | 410,000 | 350,000 | Note 4 (60,000) |
| Total by Category | \$1,057,922 | \$1,163,100 | \$1,715,240 | \$1,851,106 | \$135,866 |

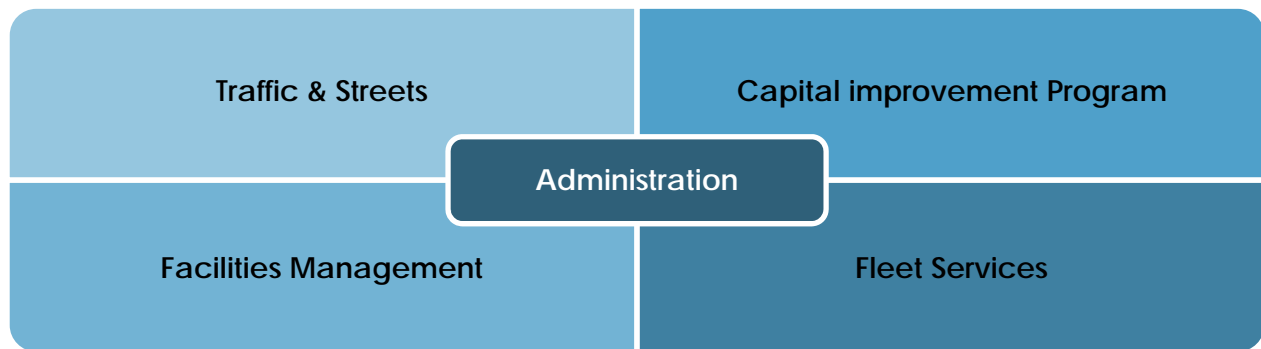
| OPERATING BUDGET SUMMARY BY FUND | | | | | |
|----------------------------------|--------------------|--------------------|--------------------|--------------------|------------------|
| Expenditures by Fund | FY 2019 Actual | FY 2020 Actual | FY 2021 Budget | FY 2022 Budget | Change |
| General Fund | \$955,601 | \$1,076,522 | \$1,102,740 | \$1,247,301 | \$144,561 |
| JCEF Fund | 14,471 | 39,981 | 90,000 | 131,805 | Note 3 41,805 |
| Fill the Gap Fund | - | - | 34,500 | 34,500 | - |
| Local Technology Fund | 87,850 | 46,597 | 488,000 | 437,500 | (50,500) |
| Total by Fund | \$1,057,922 | \$1,163,100 | \$1,715,240 | \$1,851,106 | \$135,866 |

| AUTHORIZED POSITIONS | | | | | |
|------------------------------|----------------|----------------|-------------------|----------------|----------|
| | FY 2019 Actual | FY 2020 Actual | FY 2021 Estimated | FY 2022 Budget | Change |
| 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 Officer | 2.00 | 2.00 | 2.00 | 2.00 | - |
| Court Collections Specialist | 1.00 | 1.00 | 1.00 | 1.00 | - |
| Court Supervisor | 1.00 | 1.00 | 1.00 | 1.00 | - |
| Senior Courtroom Specialist | 1.00 | 1.00 | 1.00 | 1.00 | - |
| Courtroom Specialist | 1.00 | 1.00 | 1.00 | 1.00 | - |
| Court Clerk | 3.00 | 3.00 | 3.00 | 3.00 | - |
| Senior Court Clerk | 1.00 | 1.00 | 1.00 | 1.00 | - |
| Total Courts | 14.00 | 14.00 | 14.00 | 14.00 | - |

Budget Notes and Changes

1. Personnel & Benefits – The change is primarily associated with salary savings programmed in fiscal year 2020-2021 to maintain the Court Supervisor position that is now budgeted to be filled in fiscal year 2021-2022. Additional increases are from performance pay adjustments.
2. Contracted Services – Change associated with increased per diem and mileage reimbursement budgeted for jury participants as more jury trials are expected in fiscal year 2021-2022.
3. Operating Supplies & Equipment – Increase is associated with security upgrades and enhancements to the Courts budgeted for fiscal year 2021-2022.
4. Capital Outlay – Increase is primarily associated with the use of Local Technology funds toward the construction of the Court’s Jury Room addition. This is carried over from fiscal year 2020-2021. As construction is planned to start in April 2021, this amount might be adjusted further (downward) prior to the completion of the budget process.

PUBLIC WORKS



Department Overview

The Public Works Department is committed to providing the highest level of service and showcase Marana's high standard of excellence while planning, designing, constructing, operating, and maintaining safe and reliable infrastructure for the community. The Department strives to spend taxpayer funds judiciously, execute cost-effective designs, and employ innovative ways to operate, improve, maintain, and enhance public facilities, roadways, bridges, sidewalks, ADA ramps, drainage-ways, landscaping, traffic signals, street lights, pavement markings, and Town fleet in an efficient manner and, subsequently, improve the quality of life in the Town. The airport which is a division of Public Works is presented as a separate department summary.

2020-2021 Accomplishments

Facilities Management:

- B Building Tenant Improvement Project has been completed for Water, Parks and Recreation and Community and Neighborhood Services Departments.
- Facilities staff remodeled the old Water Department side at the MOC A Building for Public Works Administration, Traffic and Facilities to occupy.
- The Parks Administration Building has been remodeled to create a Visitors Center Facility for the Town that will house the Marana Chamber of Commerce.
- The existing cubicles from the MOC Public Works modular building have been relocated to PD Communication to replace the old wood desk overflow stations and provide a more functional work area that fits 2 additional staff.

Fleet Services:

- Second year vehicle and equipment GPS tracking system in order to prioritize Town-wide services and reduce vehicle/equipment idle time. This will assist in reducing fossil fuel resources and wear and tear on equipment and vehicles.
- All Fleet employees gained valuable Red Cross CPR, First Aid, and AED LifeSaver course training.
- Completed over 375 Cartegraph tasks on vehicles, equipment and machinery at a cost of over \$520,000 in parts and labor.
- Will be requisitioning and purchase and replacement of 22 vehicles and equipment at a cost over \$1.125 million, utilizing the Town's Capital Vehicle replacement funds through a priority phased program based on actual needs

- Surplused vehicles and equipment resulting in \$97,664.20 from Sierra Auction and \$22,150.00 from the Public Surplus online auction with proceeds going back into the Town's general fund.
- Shop inventory constantly being audited and reduced to account for and reduce overhead operating cost.
- Reviewing FY21 and future FY22 budget and making adjusted recommendations to finance in order to reduce expenditures for a sound budget.
- Reviewing and possibly extending service life of equipment and vehicles due to current pandemic.
- Working smarter and implementing ways to reduce operating and maintenance cost without compromising safety and customer service.
- Have several plans in motion and available should social distancing operations become more critical in order to maintain current level of scheduled and unscheduled services.
- Working on goals to eventually gain automotive service at sally port, with Fleet having on hand the major automotive support equipment for that facility.

Street Maintenance:

- Implemented weed abatement program/contractor services.
- Supplemented inmate services with contractor services due to COVID-19 impact. Impacted areas include I-10 and Town right-a-way landscape.
- Implemented ADA ramp, sidewalk and curb maintenance program.
- Implemented the annual pavement preservation and crack sealing program as part of the Pavement Management Program. The Town is completing the preservation of 140 lane miles.
- Implemented the Annual Culvert Maintenance Program; the Town has over 800 culverts Town wide.
- Implemented Street Sweeping Program. Major roadways are swept monthly and subdivisions are swept quarterly.
- Implemented the Annual Road Failure Repair Program, identifying road failures ahead of time will help reduce emergency repairs and allow us to be more proactive with roadway maintenance.

Traffic:

- Developed a scope of work and selected a contractor for conversion of decorative lamps on the public streets near the Marana Municipal Complex to LED to realize annual cost savings.
- Conducted aspects of an audit of fiber-optic and communications equipment for traffic signal connectivity.
- Using data from traffic signal equipment and the University of Arizona research team has evaluated traffic patterns before and during the pandemic.
- Turned on a new traffic signal at Dove Mountain/Moore Road, including successful coordination with the Marana School District, the design engineering firm, the construction firm, and the Dove Mountain HOA.
- Improved traffic flow at Twin Peaks/Coachline while maintaining safety for schoolchildren using a pedestrian-activated illuminated "NO RIGHT TURN ON RED" sign.
- Updated sign database to include up to 90% of existing signs.
- Developed a pavement marking maintenance program, separating short line and long lines, according to district, to provide a predictable schedule for pavement restriping.
- Developed a concept for signing for special traffic enforcement on Scenic Drive.
- Developed a scope of work for traffic noise study in the Dove Mountain area, collected noise level measurements, and provided continuing updates with constituents.

- Received and have on file signed contracts for all school zones operating within Town limits, according to State guidelines.
- Developed concept for safe parking and access to the Central Arizona Project (CAP) canal linear park.

Capital Improvement Program:

- Completed the design and started construction of the new Courts Jury Assembly Room.
- Completed the design of CalPortland Shared Use Path.
- Completed the design and began utility relocations for Lon Adams Road.
- Completed construction of Adonis Subdivision Improvements.
- Completed construction of Avra Valley Road.
- Completed construction of Tortolita Sidewalks.
- Completed design and construction for Adonis Road Extension.
- Assisted Parks and Recreation with the developer design of Saguaro Bloom Park and Gladden Farms Park.
- Completed construction Camino de Oeste.
- Completed construction Marana Main Street and Settlement Repair .
- Completed Gladden Farms Hawk Signal.
- Completed design of Thornydale Road.
- Completed design of Twin Peaks – Sandario Intersection.
- Completed 2021 Pavement Preservation Program and a series of rubberized chip seals throughout the Town.
- Completed repairs to settlement areas in The Pines neighborhood.
- Started construction of the Transportation Art by Youth (TABY) Downtown Roundabout Project.
- Completed design and started construction of Clark Farms Flow Split.
- Complete design and started construction of Marana Rd – Sanders Road 21-inch Main.

2021 - 2022 Goals & Objectives

Administration:

- The Public Works Department is working to achieve the status of Accredited agency through the American Public Works Association (APWA). The objective is to create impetus for organizational self-improvement, stimulate a general rising of standards, and improve performance and the delivery of services.

Facilities Management:

- Transition away from the contract custodial staff to internal custodial staff to better serve the needs of the Town.
- Finalize the Facilities Asset Management templates to start entering all Facilities assets into the system. Have all staff utilize the Cartegraph work management system to track tasks and request.
- Assess the old Public Works modular buildings at the MOC to see if they can be remodeled for future use and /or remove due to age and maintenance cost.
- Remodel the old PD Sally Port for Fleet to occupy as an automotive service facility at MMC. This project was put on hold due to budgetary constraints.

- Update Facilities Master Plan to add standard Town colors, asset inventory with replacement program and updated department needs assessments, and to identify ownership and responsibilities of all Town Assets.
- Review the recommendations of the comprehensive energy audit from Wendel Energy and plan a replacement plan based on the Town's best interest and practices.

Fleet Services:

- Update and reduce older shop parts inventory system in asset tracking in Cartegraph.
- Provide service and maintenance support at MMC Sally Port.
- Update staff technical skills and obtain additional ASE certifications.
- Explore new maintenance software for vehicles and equipment.
- Work with Safety in providing updated equipment training on new equipment in order to be compliant with OSHA standards.

Street Maintenance:

- Continue to assist with implementation of the Pavement Management Projects.
- Continue Annual Crack Sealing Program as part of Pavement Management Program.
- Continue the Annual Road Failure Repair Program, identifying road failures ahead of time will help reduce emergency repairs and allow us to be more proactive with roadway maintenance.
- Continue sidewalk, curb and ADA Ramp Maintenance Program.
- Establish ADA ramp compliance program Town-wide/Federally mandated. (CIP Project)
- Continue Culvert Cleaning Program. (800 culverts Town-wide)
- Continue Weed Abatement Maintenance Program/Contractor Service.
- Establish Landscape Beautification Program. Identify older infrastructure in Town ROW. (CIP Project)
- Continue Town Bridge Painting Program. Orange Grove TI (IGA ADOT)
- Continue Street Sweeping Program – roadways swept monthly and subdivisions swept quarterly.
- Continue Bridge De-Icing Program (Operation Freeze).
- Continue Establishing a Town Bridge Management/Maintenance Program, addressing any needed repairs identified by ADOT's National Bridge Inspection Program.
- Continue Annual Maintenance Program for Orange Grove Pump Station. (Add Alert System)
- Continue Improving Storm Preparedness Plan. (Operation Splash)
- Continue to work with Special Events, Parks, and Facilities on Town Events.
- Continue the Partnership between Public Works and Parks to better utilize departments expertise and resources that will benefit the Town.
- Continue to supplement inmate services with contractor services as needed due to COVID-19 impact. Impacted areas include I-10 and Town right-of-way landscape.

Traffic:

- Begin implementation of a multi-year plan that utilizes the Town's existing investments in traffic signal infrastructure to produce a state-of-the-art signal system.
- Prepare a Traffic Signal Management Plan that spells out how the traffic signal system will be operated and managed to meet the Town's goals and objectives for safe and efficient traffic signal operations.

- Develop a Functional Class Map for Town of Marana for use with planning, engineering, and maintenance activities.
- Improve the process by which over-sized vehicle permits are evaluated.
- Develop formal documentation of all policies, procedures and practices for Traffic Operations activities.

Capital Improvement Program:

- Complete construction of Cal Portland Shared Use Path.
- Complete construction of Lon Adams Road.
- Complete State Land acquisitions and potentially start construction of Twin Peaks over Rattlesnake Pass.
- Complete construction of the next phase of Silverbell Road Sidewalks.
- Complete design and construction of Rillito Village Trail Drainage Improvements.
- Complete construction of the 2022 Pavement Preservation Program.
- Complete subsurface stabilization for the Pines Subdivision.
- Complete design for El Rio Disc Golf.
- Design and Construct the Pole Barn at the Heritage Farm.
- Complete construction for airport runway lighting project.
- Start design for Adonis Extension Ph2.
- Start design for Marana Main Street Extension.
- Start design for Tangerine Farms Road, Marana Road to I-10.
- Start design for Tangerine Road Widening, Phase 2A.
- Complete site selection study and start design for Marana Community & Aquatic Center.
- Complete construction of MMC Drainage Improvements.
- Complete second phase rehabilitation of Postvale/Grier Roads.
- Complete second phase rehabilitation of various roads in south Marana.
- Complete rehabilitation of Twin Peaks Road to west Town limit.
- Complete design and reconstruction of the MOC parking lot.
- Complete design and construction of MOC security walls and entry gate.
- Complete electrical improvements to Civic Center Drive.
- Complete LED street lighting project near Crossroads Park.
- Complete design and construction for El Rio Disc Golf.
- Complete construction for parking lot at El Rio.

| KEY PERFORMANCE MEASUREMENTS | | | | |
|------------------------------|---|--|----------------|----------------|
| Council Strategic Plan Goal | Expected Outcome | Performance Measure | FY 2021 Actual | FY 2022 Target |
| Community | Accurately assess town facilities and assets to determine ownership | Continual updating and maintaining of ownership assessment | 100% | 100% |
| Progress and Innovation | Reduce overhead and operating costs related to an aging fleet of vehicles | Percentage of vehicles greater than 15 years of age or near end of life replaced | 100% | 100% |

| KEY PERFORMANCE MEASUREMENTS | | | | |
|------------------------------|---|---|----------------|----------------|
| Council Strategic Plan Goal | Expected Outcome | Performance Measure | FY 2021 Actual | FY 2022 Target |
| Community | To maintain the Town's streets at an acceptable high level | Continue with the Pavement Preservation five-year plan | 100% | 100% |
| Community | Increase the capacity of roadway corridors through innovational use of technologies and decrease traffic delays | Percentage increase of roadway capacity plus percentage decrease of traffic delays | 5% | 5% |
| Commerce | To ensure that capital improvement projects advance the community's economic development goals | Percent of projects that advance economic development goals | 100% | 100% |
| Commerce | To ensure that capital rehabilitation projects adhere to aesthetic standards | Percent of rehabilitation projects that are able to improve upon the aesthetics of the corridor | 35% | 40% |
| Commerce | To ensure that capital improvement projects adhere to aesthetic standards | Percent of projects that are able to improve upon the aesthetics of the corridor | 100% | 100% |

| OPERATING BUDGET SUMMARY | | | | | |
|--------------------------------|---------------------|---------------------|---------------------|---------------------|--------------------|
| Expenditures by Category | FY 2019 Actual | FY 2020 Actual | FY 2021 Budget | FY 2022 Budget | Change |
| Personnel & Benefits | \$3,700,905 | \$4,053,099 | \$4,112,088 | \$4,592,264 | Note 1 \$480,176 |
| Contracted Services | 2,531,147 | 4,200,306 | 3,859,195 | 4,349,029 | Note 2 489,834 |
| Operating Supplies & Equipment | 769,997 | 377,380 | 404,911 | 565,313 | Note 3 160,402 |
| Capital Outlay | 12,697,885 | 6,806,875 | 26,084,491 | 31,862,352 | Note 4 5,777,861 |
| Debt Service | 1,418 | 3,652 | - | - | - |
| Restricted Budget | - | - | 695,000 | 300,000 | Note 5 (395,000) |
| Total by Category | \$19,701,352 | \$15,441,312 | \$35,155,685 | \$41,668,958 | \$6,513,273 |

| OPERATING BUDGET SUMMARY BY FUND | | | | | |
|-----------------------------------|---------------------|---------------------|---------------------|---------------------|--------------------|
| Expenditures by Fund | FY 2019 Actual | FY 2020 Actual | FY 2021 Budget | FY 2022 Budget | Change |
| General Fund | \$5,101,528 | \$6,283,510 | \$6,446,983 | \$7,388,998 | Note 6 \$942,015 |
| Highway User Revenue Fund | 2,468,042 | 4,070,944 | 4,166,655 | 3,970,048 | Note 7 (196,607) |
| South Benefit Area Impact Fee | - | - | 535,000 | 5,573,071 | 5,038,071 |
| Park Impact Fee Fund | - | 2,008 | - | - | - |
| Transportation Fund | 10,623,936 | 4,720,199 | 19,407,698 | 14,670,602 | (4,737,096) |
| Pima Association of Governments | - | - | - | 189,000 | Note 8 189,000 |
| Other Agency | 88,768 | - | 2,010,000 | 8,510,000 | 6,500,000 |
| RTA | 1,301,722 | 17,157 | - | 750,000 | 750,000 |
| Northeast Benefit Area Impact Fee | 180 | - | 43,582 | 32,336 | (11,246) |
| Other Capital Projects | 114,463 | 347,494 | 2,510,767 | 561,149 | (1,949,618) |
| Northwest Benefit Area Impact Fee | 2,713 | - | 35,000 | 23,754 | (11,246) |
| Total by Fund | \$19,701,352 | \$15,441,312 | \$35,155,685 | \$41,668,958 | \$6,513,273 |

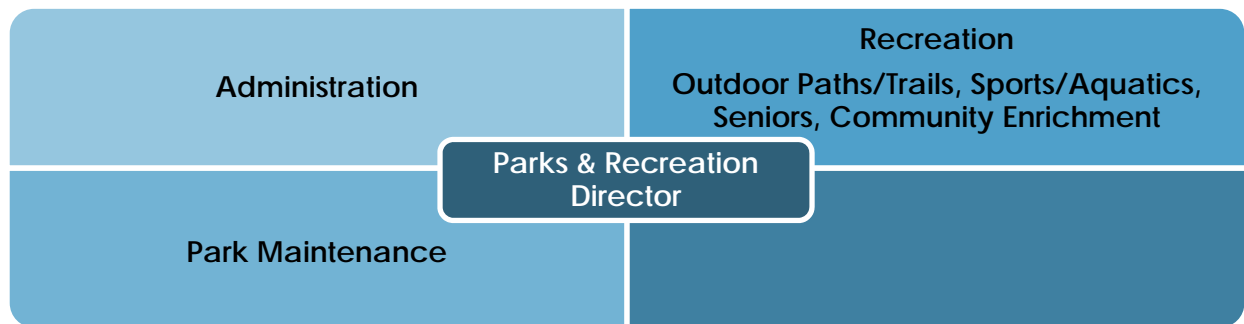
| AUTHORIZED POSITIONS | | | | | |
|------------------------------|----------------|----------------|-------------------|----------------|--------|
| | FY 2019 Actual | FY 2020 Actual | FY 2021 Estimated | FY 2022 Budget | Change |
| Public Works Director | 1.00 | 1.00 | 1.00 | 1.00 | - |
| Public Works Deputy Director | 1.00 | 1.00 | 1.00 | 1.00 | - |
| Traffic 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 | - |
| Fleet Division | | | | | |
| Superintendent | 1.00 | 1.00 | 1.00 | 1.00 | - |
| Lead Fleet Technician | 1.00 | 1.00 | 1.00 | 1.00 | - |
| Fleet Technician II | 2.00 | 2.00 | 2.00 | 2.00 | - |
| Fleet Technician I | 1.00 | 1.00 | 1.00 | 1.00 | - |
| Equipment Mechanic | 1.00 | 1.00 | 1.00 | 1.00 | - |

| TENTATIVE - AUTHORIZED POSITIONS | | | | | |
|------------------------------------|-------------------|-------------------|----------------------|-------------------|-------------|
| | FY 2019 Actual | FY 2020 Actual | FY 2021 Estimated | FY 2022 Budget | Change |
| Streets Division | | | | | |
| Superintendent | 1.00 | 1.00 | 1.00 | 1.00 | - |
| Traffic Technician III | 1.00 | 1.00 | 1.00 | 1.00 | - |
| Traffic Technician II | 1.00 | 1.00 | 1.00 | 1.00 | - |
| Traffic Technician I | - | 1.00 | - | - | - |
| Signs & Markings Technician I | - | - | 1.00 | 1.00 | - |
| Signs & Markings Specialist | 1.00 | 1.00 | 1.00 | 1.00 | - |
| Public Works Supervisor | 2.00 | 2.00 | 2.00 | 1.00 | (1.00) |
| Equipment Operator II | 1.00 | 1.00 | 1.00 | 1.00 | - |
| Equipment Operator I | 2.00 | 3.00 | 3.00 | 3.00 | - |
| Maintenance Associate III | 7.00 | 7.00 | 7.00 | 3.00 | (4.00) |
| Maintenance Associate II | 4.00 | 4.00 | 4.00 | 4.00 | - |
| Maintenance Associate I | 1.00 | 1.00 | 1.00 | 4.00 | 3.00 |
| Engineering Aide | 1.00 | 1.00 | 1.00 | 1.00 | - |
| Engineering Specialist | 1.00 | 1.00 | 1.00 | 1.00 | - |
| Assets Coordinator | 1.00 | 1.00 | 1.00 | - | (1.00) |
| Facilities Division | | | | | |
| Superintendent | 1.00 | 1.00 | 1.00 | 1.00 | - |
| Public Works Supervisor | 1.00 | 1.00 | 1.00 | 1.00 | - |
| Facilities Tradesman | 2.00 | 2.00 | 2.00 | 2.00 | - |
| Facilities Technician II | 1.00 | 2.00 | 2.00 | 3.00 | 1.00 |
| Facilities Technician I | 1.00 | 1.00 | 1.00 | 1.00 | - |
| Custodian II | - | - | - | 1.00 | 1.00 |
| Custodian I | - | - | - | 3.00 | 3.00 |
| Capital Improvement Program | | | | | |
| CIP Engineering Division Manager | 2.00 | 2.00 | 2.00 | 2.00 | - |
| Project Manager | 3.00 | 3.00 | 3.00 | 3.00 | - |
| CIP Process Analyst | 1.00 | 1.00 | 1.00 | 1.00 | - |
| Construction Inspector | 2.00 | 3.00 | 3.00 | 3.00 | - |
| Right of Way Inspector | 1.00 | 1.00 | 1.00 | 1.00 | - |
| Real Property Acquisition Agent | 1.00 | - | - | - | - |
| Project Coordinator - CIP | 1.00 | 1.00 | 1.00 | 1.00 | - |
| Engineering Document Clerk | 1.00 | - | - | - | - |
| Real Property Coordinator | - | 1.00 | 1.00 | - | (1.00) |
| Total Public Works | 53.00 | 56.00 | 56.00 | 57.00 | 1.00 |

Budget Notes and Changes

1. Personnel & Benefits – Increase is related to the reorganization of the Engineering Department, with most of the CIP division positions moving to Public works, while also adding one new facilities Technician II position and four new Custodian positions. Additional increases relate to performance pay adjustments and other benefits adjustments for existing and new positions that will be hired in fiscal year 2021-2022. The new Custodian positions will replace the currently contracted custodial services contract and will provide for an improved level of service to Town facilities.
2. Contracted Services – Increase primarily due to higher funding for the Pavement Preservation Program which was partially offset by decreased costs related to landscaping operations and maintenance costs that moved to the Parks and Recreation and Recreation Department.
3. Operating Supplies & Equipment – Increase is related to budget furniture costs for CIP personnel moving to the public works department space in the MOC building as part of the reorganization. Increased costs are also related to new gym equipment to be purchased for the MOC complex.
4. Capital Outlay – Increase associated with one-time purchases and capital projects such as the Twin Peaks Rattlesnake Pass Widening project and Tangerine Road Widening project. Please refer to the separate Capital Improvement Plan section in this document for more details on all capital projects.
5. Restricted – Costs in this line item are associated with restricted contingency items in the Highway User Revenue Fund such as emergency road repair, storm damage repairs and funding for potential maintenance and repairs at the MMC building.
6. General Fund – Increase is associated with the personnel & benefits changes noted above as well as multiple capital projects such as Civic Center Dr. electrical improvements, Cortaro Farms Beautification, and MMC Drainage Improvements.
7. Highway User Revenue Fund – Decrease is primarily associated with the completion of several large vehicle purchases, the Adonis Subdivision Drainage Improvements project and the Pines Roadway Stabilization 2020 project in fiscal year 2020-2021.
8. Pima Association of Governments – Funding for the planning and design phase of the Dove Mountain to Moore Rd Signal capital project may begin construction as early as fiscal year 2022-2023.
9. Remaining funds – Funding is programmed from several sources for the completion of an impact fee study and a variety of ongoing and new capital projects including the Tangerine Road Widening and Twin Peak Road Rattlesnake Pass widening capital projects. For more details please refer to the Town's Capital Improvement Plan section of this document.

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.

2020 – 2021 Accomplishments

- The “Ten Year Marana Parks and Recreation Department’s Master Plan 2020-2030” was completed and adopted by Mayor and Council on February 2, 2021. This comprehensive planning document will be a road map for the Town’s parks and recreation development for the next decade.
- As part of the “10 Year Parks and Recreation Department Master Plan” a 16 person Advisory Committee was organized, it was made up of a diverse group of Marana residents representing a variety of stakeholder groups including youth sports, hiking and mountain biking, swimming, seniors, and groups with environmental interests.
- Office Move, in the Summer of 2020 the Parks and Recreation Department moved from their long time Parks & Recreation office on Lon Adams Road into their new office at the MMC Complex, first floor of Building “B”. This new office in Building “B” will provide the Parks & Recreation Department the room needed to accommodate their growing staff.
- Construction of the El Rio Preserve CMID water connection was completed and activated, bringing water into the El Rio Preserve year-round.
- Completion and opening of the Central Arizona Project (CAP) temporary Trailhead in conjunction with Pima County. This trailhead is accessed from the new Adonis road. This access will allow path users to enjoy the CAP trail from Tangerine Road north to the Pinal County line.
- Parks and Recreation staff worked closely with Developer Crown West, during the design and selection of materials for the new soccer fields at Gladden Farms Community Park. Construction for these fields started in December 2020 and are planned to be open in the Fall of 2021.
- The design of the CalPortland segment of the Shared Use Path (SUP) was completed, Construct and opening of this 1.8 miles section connecting Gladden Farms Community Park to Avra Valley Road should be completed by December 2021. This will connect North Marana to the entire 100 plus miles of the Pima County Loop trail system.
- Facility conversion, in an effort to maximize recreation program space Parks and Recreation management converted one tennis court in Ora Mae Harn Park into three Pickleball courts. This

facility conversion is a good example of how the Parks and Recreation Department is trying to maximize existing facilities to better serve the public.

- In efforts to maintain essential services during the COVID-19 Pandemic, Recreation staff hosted five (5) months of Team T.O.M. Camp to assist employees in need of childcare solutions during state-wide closures.
- Recreation staff implemented new safety protocols at all programs to continue modified services for the community during the COVID-19 pandemic.
- Department was awarded two (2) Outstanding Program Awards at the 70th annual Arizona Parks and Recreation Association Conference. Awards acknowledged outstanding programs in the Aquatics category for Doggy Paddle Pool Party and the Active Adult category for Senior Program Law Enforcement Appreciation Day.
- Recreation Superintendent, Corey Larriva, received the 2020 President's Award from the Arizona Parks and Recreation Association. The APRA President's Award highlights and recognizes one member who has provided outstanding service and dedication to the organization and industry.
- Staff created and hosted a comprehensive Peanut Butter and Jelly Drive to assist residents in need. All donations were distributed through a partnership with the Marana Resource Center and Community Food Bank. More than 700 jars of peanut butter and jelly were collected.
- The department partnered with Communications to develop a digital education and programs during the State mandated the stay at home orders. This campaign included a video series, social media tutorials, and online games targeted at engaging families to stay active, stay connected while staying at home to reduce the spread of Covid-19.
- Installed new raised beds at the Heritage River Park community garden to enhance the user experience.
- Constructed and installed ramada reservation holder frames in parks and at sports fields to improve customer service for facility users.
- Improved aesthetics at Ora Mae Harn Pool and increased useable deck space by removing shade structure.
- Implemented safety practices/protocols in Town parks and facilities to increase safety related to COVID-19: closed/cordoned all playgrounds, restrooms, and ramadas; deactivated all drinking fountains; spray sanitized all heavy touch surfaces including some Town work areas.
- Continued proven turf management practices by aerating all turf areas in all parks achieving nine inches depth to provide needed oxygen, water penetration and soil de-compaction for softer more healthy fields.
- Achieved certification for year five as Tree City USA.
- Installed new Sportaflex home run fences on 4 Continental Ranch Community Park ball fields.
- Made improvements to soil/infields at Crossroads District Park, Continental Ranch Community Park and Ora Mae Harn Park to improve playing conditions and increase safety.
- Extended 2-wire irrigation control and water from Heritage River Park to Honea Heights pocket park.
- Instituted Vector control program in El Rio Preserve and, in all parks, and along Shared Use Path flooded areas to mitigate mosquito infestation.

2021 – 2022 Goals and Objectives

- Saguaro Bloom Community Park, construct and open phase 1.
- Partner with Marana Unified School District to host a district-wide environmental educational program for elementary students at the El Rio Preserve.
- Launch the #RunMarana Race Series rebrand.

- Promote, and program activities at the new CAP Trailhead.
- Promote and program activities at new Ora Mae Harn Park pickleball courts.
- Construct new parking for El Rio Disc Golf Course and El Rio Recreation Area.
- Construct new El Rio Disc Golf Course.
- Construct new structure to replace Pole Barn at Heritage River Park.
- Develop a cost recovery model for recreation programs and create a policy and tools for implementation.
- Integrate Public Works Landscape Maintenance crew into Parks and Recreation operation and all associated functions.

| KEY PERFORMANCE MEASUREMENTS | | | | |
|------------------------------|---|---|----------------------------------|----------------------------------|
| Council Strategic Plan Goal | Expected Outcome | Performance Measure | FY2021 Actual | FY2022 Target |
| Progress and Innovation | The Town will have a new feature (wildlife island) to enhance the visitor experience at the El Rio Preserve | % of in-house resources used to complete the wildlife island | 100% | 100% |
| Recreation | A 10 Year Masterplan that has public support and addresses the recreation needs of Marana | Participation in the planning progress through public outreach and information gathering. | Increase total enrollment by 15% | Increase total enrollment by 15% |
| Recreation | To provide high quality, entertaining recreation activities that are valued by participants | Program Satisfaction Survey ratings provided by program participants | 12% | 15% |

| OPERATING BUDGET SUMMARY | | | | | |
|--------------------------------|--------------------|--------------------|--------------------|---------------------|--------------------|
| Expenditures by Category | FY 2019 Actual | FY 2020 Actual | FY 2021 Budget | FY 2022 Budget | Change |
| Personnel & Benefits | \$2,486,831 | \$2,641,426 | \$2,814,381 | \$3,785,147 | Note 1 \$970,766 |
| Contracted Services | 690,104 | 555,285 | 679,830 | 1,064,012 | Note 2 384,182 |
| Operating Supplies & Equipment | 963,768 | 961,630 | 1,007,566 | 1,187,706 | Note 3 180,140 |
| Capital Outlay | 1,158,297 | 791,418 | 2,636,903 | 4,910,481 | Note 4 2,273,578 |
| Restricted Budget | - | - | 73,341 | - | Note 5 (73,341) |
| Total by Category | \$5,299,000 | \$4,949,759 | \$7,212,021 | \$10,947,346 | \$3,735,325 |

| OPERATING BUDGET SUMMARY BY FUND | | | | | |
|----------------------------------|--------------------|--------------------|--------------------|---------------------|--------------------|
| Expenditures by Fund | FY 2019 Actual | FY 2020 Actual | FY 2021 Budget | FY 2022 Budget | Change |
| General Fund | \$4,559,358 | \$4,167,110 | \$4,723,832 | \$6,336,557 | \$1,612,725 |
| HURF | - | - | - | 378,500 | Note 2 378,500 |
| Park Impact Fee | 709,126 | 414,224 | 2,430,189 | 2,174,289 | (255,900) |
| Other Agency | - | 95,160 | - | - | - |
| Other Agency Capital Projects | 30,516 | 273,265 | 58,000 | 2,058,000 | Note 4 2,000,000 |
| Total by Fund | \$5,299,000 | \$4,949,759 | \$7,212,021 | \$10,947,346 | \$3,735,325 |

| AUTHORIZED POSITIONS | | | | | |
|------------------------------------|----------------|----------------|-------------------|----------------|--------|
| | FY 2019 Actual | FY 2020 Actual | FY 2021 Estimated | FY 2022 Budget | Change |
| Parks - Administration | | | | | |
| Parks & Recreation Director | 1.00 | 1.00 | 1.00 | 1.00 | - |
| Parks & Recreation Deputy Director | 1.00 | 1.00 | 1.00 | 1.00 | - |
| Executive Assistant | 1.00 | 1.00 | 1.00 | 2.00 | 1.00 |
| Superintendent | 1.00 | 1.00 | 1.00 | 1.00 | - |
| Business Process Manager | - | 1.00 | 1.00 | 1.00 | - |
| Recreation Division | | | | | |
| Recreation Coordinator | 1.00 | - | - | - | - |
| Recreation Supervisor | - | 1.00 | 1.00 | 1.00 | - |
| Recreation Programmer | 1.00 | 1.00 | 1.00 | 1.00 | - |
| Maintenance Division | | | | | |
| Superintendent | 1.00 | 1.00 | 1.00 | 1.00 | - |
| Parks Maintenance Supervisor | 2.00 | 3.00 | 3.00 | 4.00 | 1.00 |
| Irrigation Control Specialist | 2.00 | 2.00 | 2.00 | 2.00 | - |
| Assets Coordinator | 1.00 | 1.00 | 1.00 | - | (1.00) |
| Maintenance Associate III | 10.00 | 10.00 | 10.00 | 15.00 | 5.00 |
| Maintenance Associate II | 4.00 | 4.00 | 4.00 | 4.00 | - |
| Maintenance Associate I | 5.00 | 5.00 | 5.00 | 7.00 | 2.00 |
| Aquatics Division | | | | | |
| Recreation Coordinator | 1.00 | - | - | - | - |
| Facilities Tradesman | - | - | - | 1.00 | 1.00 |
| Recreation Supervisor | - | 1.00 | 1.00 | 1.00 | - |
| Recreation Programmer | 1.00 | 1.00 | 1.00 | 1.00 | - |

| AUTHORIZED POSITIONS | | | | | |
|-------------------------------------|----------------|----------------|-------------------|----------------|--------------|
| | FY 2019 Actual | FY 2020 Actual | FY 2021 Estimated | FY 2022 Budget | Change |
| Special Interests Division | | | | | |
| Customer Service Representative | 2.00 | 2.00 | 2.00 | 2.00 | - |
| Recreation Coordinator | 1.00 | - | - | - | - |
| Recreation Supervisor | - | 1.00 | 1.00 | 1.00 | - |
| Recreation Programmer | 1.00 | 1.00 | 1.00 | 1.00 | - |
| Outdoor Division | | | | | |
| Recreation Coordinator | 1.00 | - | - | - | - |
| Recreation Supervisor | - | 1.00 | 1.00 | 1.00 | - |
| Recreation Programmer | - | - | - | 1.00 | 1.00 |
| Maintenance Associate III | 1.00 | 1.00 | 1.00 | 1.00 | - |
| Maintenance Associate I | 1.00 | 1.00 | 1.00 | 1.00 | - |
| Total Parks & Recreation | 40.00 | 42.00 | 42.00 | 52.00 | 10.00 |

Budget Notes and Changes

1. Personnel & Benefits – Increase associated primarily with a departmental re-organization moving five maintenance associate positions from Public Works to the Parks and Recreation Maintenance division as well as budgeting capacity to hire an additional Maintenance Associate II position, a Maintenance Associate I position, a Facilities Tradesman position, and a Recreation Programmer position that will assist with the maintenance and operations of the department as more assets are added to the Department’s portfolio (parks, soccer fields, etc.). In addition to new positions, personnel and benefits increased due to benefits and performance pay adjustments in fiscal year 2020-2021 and budgeted in fiscal year 2021-2022.
2. Contracted Services – Increase primarily due to weed control and landscaping costs which moved from the Public Works department to the Parks and Recreation maintenance division. Most of these costs are in HURF funded.
3. Operating Supplies & Equipment – Increase primarily due to Irrigation water costs to provide water to newly expanded parks and the El Rio Preserve and for new equipment purchases for youth sports programs.
4. Capital Outlay – Most of what is budgeted in capital outlay is new funding for the Marana Community Center project and carry-forward for the Santa Cruz Shared Use Path at CalPortland capital project. The project was programmed to be constructed in fiscal year 2020-2021 but is not expected to begin construction until fiscal year 2021-2022.
5. Restricted – Prior year restricted funding was budgeted for the one-time purchases of a large area mower and other parks related equipment, to be used only if economic conditions were better than anticipated and if new parks were added to the Town’s portfolio during fiscal year 2020-2021. As the new parks will be added to the Town’s portfolio in the near future, the large area mower has been included in the fiscal year 2021-2022 budget.

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.

2020 – 2021 Accomplishments

- Received Marana Animal Services first grant from Arizona Companion Animal Spay and Neuter License Plates for the Town's spay/neuter and trap-neuter-return (TNR) programs.
- Despite issues brought on by COVID-19, strategically found ways to social distance while still meeting the needs of the community.
- Held five successful animal services programs, spay/neuter, vaccination and microchip.
- Held community electronic, paper shred, grease and Christmas tree recycling events.
- Completed rehabilitation on six qualifying homes that included AC units, roof replacements, water heaters, and plumbing assistance.
- Provided 35 community dumpsters to the neighborhoods throughout the Town for neighborhood cleanups.
- Successfully utilized The Town's Nextdoor social media platform to strengthen communications with neighborhoods and residents during this difficult pandemic. The Town has over 18,000 households currently on Nextdoor.

2021 – 2022 Goals & Objectives

- Establish the Town’s first Neighborhood Preservation Code.
- Begin preparations for the Town to begin its own CDBG funded program.
- Continue to look for partners to bring new programs or community events to the Town.
- Create a program for monitoring off-site donation bins throughout the Town.
- Increase opportunities and participation in the Community Restitution Program.
- Improve communication of the Neighborhood Mediation Program to residents.

| KEY PERFORMANCE MEASUREMENTS | | | | |
|------------------------------|---|--|----------------|----------------|
| Council Strategic Plan Goal | Expected Outcome | Performance Measure | FY 2021 Actual | FY 2022 Target |
| Community | To enhance the community, protect property values, and engage the community | Increase the voluntary compliance by property owners on violation notices | 98% | 93% |
| | | Tons of refuse collected from utilization of the Community Trailer by residents/ communities | 22 tons | 45 tons |
| | | Tons of refuse collected in community dumpsters provided in Neighborhoods | 55 tons | 60 tons |
| Commerce | To return lost pets to owners without the need for shelter intake | Number of pets receiving services from Town sponsored microchipping, vaccination, licensing, spay & neuter clinics | 146 pets | 250 pets |
| | | Annual increase of registered users on Marana Pets App | 568 users | 500 users |
| | | Return more pets to owners than are taken to shelter | 49% | 55% |

| OPERATING BUDGET SUMMARY | | | | | |
|--------------------------------|--------------------|--------------------|--------------------|--------------------|-----------------|
| Expenditures by Category | FY 2019 Actual | FY 2020 Actual | FY 2021 Budget | FY 2022 Budget | Change |
| Personnel & Benefits | \$715,431 | \$815,374 | \$796,991 | \$838,906 | Note 1 \$41,915 |
| Contracted Services | 161,021 | 180,929 | 309,747 | 377,220 | Note 2 67,473 |
| Operating Supplies & Equipment | 114,666 | 126,028 | 274,917 | 270,103 | (4,814) |
| Capital Outlay | 11,074 | 37,503 | 77,000 | - | Note 3 (77,000) |
| Restricted Budget | - | - | 10,000 | 3,500 | (6,500) |
| Total by Category | \$1,002,192 | \$1,159,834 | \$1,468,655 | \$1,489,729 | \$21,074 |

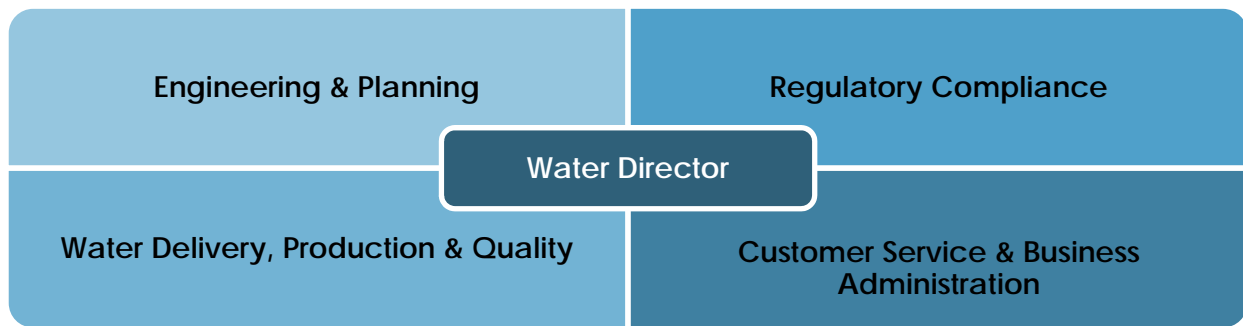
| OPERATING BUDGET SUMMARY BY FUND | | | | | |
|-----------------------------------|--------------------|--------------------|--------------------|--------------------|-----------------|
| Expenditures by Fund | FY 2019 Actual | FY 2020 Actual | FY 2021 Budget | FY 2022 Budget | Change |
| General Fund | \$947,859 | \$1,085,964 | \$1,163,998 | \$1,172,319 | \$8,321 |
| Community Development Block Grant | 54,333 | 50,396 | 180,000 | 180,000 | - |
| Revolving Affordable Housing Fund | - | 23,474 | 124,657 | 137,410 | 12,753 |
| Total by Fund | \$1,002,192 | \$1,159,834 | \$1,468,655 | \$1,489,729 | \$21,074 |

| AUTHORIZED POSITIONS | | | | | |
|--|----------------|----------------|-------------------|----------------|----------|
| | FY 2019 Actual | FY 2020 Actual | FY 2021 Estimated | FY 2022 Budget | Change |
| Community Neighborhood Services Director | 1.00 | 1.00 | 1.00 | 1.00 | - |
| Community Outreach Coordinator | 1.00 | 1.00 | 1.00 | 1.00 | - |
| Housing Rehabilitation Specialist | 1.00 | 1.00 | 1.00 | 1.00 | - |
| Community Services Specialist | 1.00 | - | - | - | - |
| Executive Assistant | - | 1.00 | 1.00 | 1.00 | - |
| Code Enforcement | | | | | |
| Chief Code Enforcement & Animal Control Officer | 1.00 | 1.00 | 1.00 | 1.00 | - |
| Code Enforcement Officer II | 1.00 | 1.00 | 1.00 | 1.00 | - |
| Code Enforcement Officer I | - | 1.00 | 1.00 | 1.00 | - |
| Animal Services | | | | | |
| Animal Control Officer | 3.00 | 3.00 | 3.00 | 3.00 | - |
| Total Community & Neighborhood Services | 9.00 | 10.00 | 10.00 | 10.00 | - |

Budget Notes and Changes

1. Personnel & Benefits – Increase primarily due to benefits and performance pay adjustments in fiscal year 2020-2021 and budgeted for fiscal year 2021-2022.
2. Contracted Services – Change is associated with budgeted consulting services for a consolidated CDBG program plan and an increase in budget appropriations in the Revolving Affordable Housing Special Revenue Fund. The latter may be used as needed during the year.
3. Capital Outlay – Prior year expenses related to the one-time purchase of a new animal control vehicle for the improved operations of the division and safety of animals during transportation in hot weather.

WATER



Department Overview

Marana Water 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.

2020 – 2021 Accomplishments

- Replaced 875 water meters as part of the aging meter program.
- Installed 713 water meters (to date) to accommodate new growth.
- Moved main water offices from the Marana Operations Center (MOC) to the Marana Municipal Complex (MMC).
- Maintained all customer service, production and delivery of water service during the global COVID-19 pandemic.
- Continued public outreach on Instagram.
- Expanded the use of Cartegraph for customer service to capture over 90% of customer service work orders.
- Successfully created a new billing cycle to increase efficiency in meter reading both for the office and the field staff.
- Awarded a Groundwater Conservation Grant from the Arizona Department of Water Resources Water Management Assistance Program.
- Replaced and upgraded meter reading software.
- Completed the construction of the Airline/Lambert and Picture Rocks Water Treatment Campuses for the removal of unregulated compounds and begin operation.
- Continued updating SCADA infrastructure based on SCADA Master Plan recommendations.
- Replaced all SCADA servers.
- Began the Water Infrastructure Improvement Plan update.
- Began an update to the 2010 Potable Water Master Plan.
- Continued AMI implementation, currently have over 900 AMI meters installed.
- Implementing a new Customer Information System, customer portal, and customer service work order management system.

- Executed an agreement with the City of Tucson to wheel a portion of Marana's CAP allocation to locations in Marana that otherwise may not receive water service.
- Began construction of the Tangerine to X-Zone Booster Station and pressure reducing valve (PRV).
- Initiated online water availability requests.
- Rehabilitated the Gladden Farms Well.
- Complete design of the new Marana Park Reservoir.
- Update Town Code to require evaluation of non-potable use with every new development.
- Designed and drilled the Marana Park Well to meet growth and water quality goals.
- Recharged approximately 650 acre-feet of treated effluent in FY 2021 (ongoing).
- Begin work with water resources consultant to evaluate viability of NIA reallocation and evaluate water supply opportunities.
- Continued design of the Continental Reserve 24-inch Tie-In to connect the Hartman Vistas and Picture Rocks water systems
- Continue with valve assessment and replacement program.
- Continued design of the Northwest Recharge, Recovery, and Delivery System (NWRDRS) in partnership with other water providers in the region.
- Continued implementation of the asset management program by converting paper processes to an electronic format increasing efficiencies.
- Continued partnerships with other local community water suppliers.
- Upgraded Marana Park Booster Station pumps to accommodate demand and pressure issues.

2021 – 2022 Goals & Objectives

- Continue meter replacement program; replace 800 meters.
- Install 851 new meters.
- Complete the design of the Continental Reserve 24-inch Tie-in.
- Equip Marana Park Well.
- Complete construction of the Marana Park Reservoir.
- Begin construction of the Northwest Recharge, Recovery and Delivery System (NWRDRS) with Metro Water and Oro Valley.
- Complete an Integrated Water Resources Plan by end of FY22.
- Rehabilitate the Sandario Well Begin work on line replacement program.
- Begin work on line replacement program – Oshrin System.
- Continue with valve assessment and replacement program.
- Continue with well electrical upgrade program-Amole.
- Complete impact fee study.
- Continue implementation of the asset management program.
- Complete implementation of new customer information system including new customer portal, new customer service work order management system and payment processor.
- Continue to replace the current SCADA system with updated infrastructure based on recommendations from the SCADA Master Plan.
- Continuously develop and implement a conservation based messaging campaign for customer base.
- Recruit and host the first Marana Citizens' Water Academy.
- Continue forward with advanced metering infrastructure (AMI) implementation system-wide.

| KEY PERFORMANCE MEASUREMENTS | | | | |
|------------------------------|--|---|----------------|----------------|
| Council Strategic Plan Goal | Expected Outcome | Performance Measure | FY 2021 Actual | FY 2022 Target |
| Community | Continuous increase in number of water customers | Number of new water customers | 713 | 851 |
| 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% | 4.5% |

| OPERATING BUDGET SUMMARY | | | | | | |
|--------------------------------|--------------------|---------------------|---------------------|---------------------|--------|----------------------|
| Expenditures by Category | FY 2019 Actual | FY 2020 Actual | FY 2021 Budget | FY 2022 Budget | Change | |
| Personnel & Benefits | \$1,747,854 | \$2,013,803 | \$2,287,468 | \$2,799,225 | Note 1 | \$511,757 |
| Contracted Services | 1,328,531 | 1,175,850 | 1,864,023 | 2,316,696 | Note 2 | 452,673 |
| Operating Supplies & Equipment | 1,762,933 | 1,903,656 | 2,279,971 | 2,495,288 | Note 3 | 215,317 |
| Capital Outlay | 1,989,646 | 15,889,328 | 13,127,812 | 9,112,286 | Note 4 | (4,015,526) |
| Debt Service | 1,636,736 | 1,646,633 | 1,399,956 | 1,501,773 | Note 5 | 101,817 |
| Restricted Budget | - | - | 258,350 | 317,000 | Note 6 | 58,650 |
| Total by Category | \$8,465,700 | \$22,629,270 | \$21,217,580 | \$18,542,268 | | \$(2,675,312) |

| OPERATING BUDGET SUMMARY BY FUND | | | | | | |
|----------------------------------|--------------------|---------------------|---------------------|---------------------|--------|----------------------|
| Expenditures by Fund | FY 2019 Actual | FY 2020 Actual | FY 2021 Budget | FY 2022 Budget | Change | |
| Water Operating Fund | \$5,337,843 | \$12,745,169 | \$7,658,018 | \$8,960,652 | Note 7 | \$1,302,634 |
| Water Capital Fund | 1,205,305 | 7,613,365 | 10,034,029 | 4,967,088 | | (5,066,941) |
| Water Infrastructure | 292,273 | 739,996 | 3,160,533 | 3,849,262 | | 688,729 |
| Renewable Resources Fund | 1,630,279 | 1,530,740 | 365,000 | 765,266 | | 400,266 |
| Total by Fund | \$8,465,700 | \$22,629,270 | \$21,217,580 | \$18,542,268 | | \$(2,675,312) |

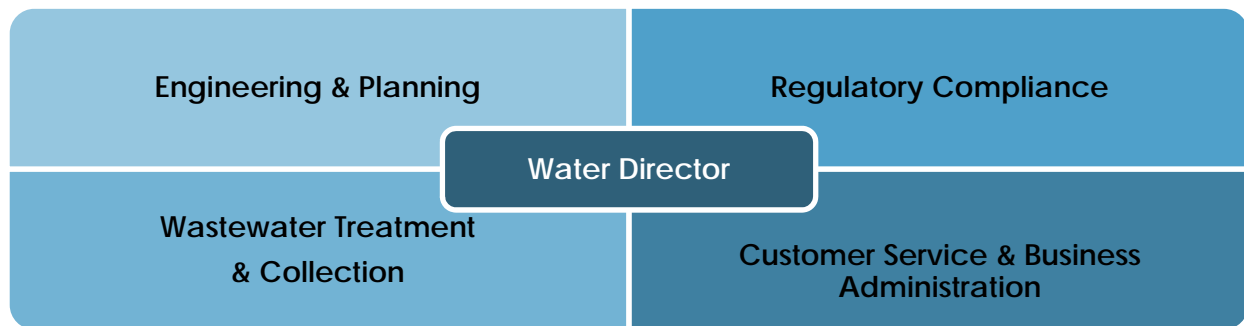
| AUTHORIZED POSITIONS | | | | | |
|--|-------------------|-------------------|----------------------|-------------------|-------------|
| | FY 2019 Actual | FY 2020 Actual | FY 2021 Estimated | FY 2022 Budget | Change |
| Water Director | 1.00 | 1.00 | 1.00 | 1.00 | - |
| Water Deputy Director | 1.00 | 1.00 | 1.00 | 1.00 | - |
| Water Business Services Coordinator | 1.00 | 1.00 | 1.00 | 1.00 | - |
| Water Business Services Analyst | - | - | - | 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 Supervisor | - | - | 1.00 | 1.00 | - |
| Water Quality Specialist | 1.00 | 1.00 | - | - | - |
| Water Quality Technician | - | 2.00 | 2.00 | 2.00 | - |
| Water Construction Inspector | 1.00 | 1.00 | 1.00 | 1.00 | - |
| Facilities Tradesman | - | - | 1.00 | 1.00 | - |
| Water Operator III | 2.00 | 2.00 | 2.00 | 2.00 | - |
| Water Operator II | 6.00 | 6.00 | 7.00 | 7.00 | - |
| Water Operator I | 1.00 | 1.00 | 1.00 | 2.00 | 1.00 |
| Civil Engineer | 1.00 | 1.00 | 1.00 | 2.00 | 1.00 |
| Water Billing Specialist | 2.20 | 2.60 | 2.60 | 2.60 | - |
| SCADA Administrator | 1.00 | 1.00 | 1.00 | 1.00 | - |
| Water Technology Support Specialist II | 1.00 | 1.00 | 1.00 | 1.00 | - |
| Assets Coordinator | 1.00 | 1.00 | 1.00 | - | (1.00) |
| Executive Assistant | 1.00 | 1.00 | 1.00 | 1.00 | - |
| Water Operations Manager | 1.00 | 1.00 | 1.00 | 1.00 | - |
| Total Water Department | 25.20 | 27.60 | 29.60 | 31.60 | 2.00 |

Budget Notes and Changes

1. Personnel & Benefits – Increase in this category is attributable to the addition of a new Water Business Services Analyst position, a new Water Operator I position, and a new Civil Engineer position for fiscal year 2021-2022. The positions were programmed in the rate study approved by Council in fiscal year 2019-2020 and will aid in the operation and maintenance of all water and water reclamation assets. Additional increases are attributable to performance pay adjustments in both fiscal year 2020-2021 and budgeted in fiscal year 2021-2022.
2. Contracted Services – Increase related to system repairs and meter replacements due to aging infrastructure, increased water sampling costs related to the two new water treatment facilities and for planned system repairs including the Honea West well.
3. Operating Supplies & Equipment – Increase primarily due to higher utility costs associated with the operation of the new treatment plants, increase to the costs of wholesale and CAP water and charges for services and support provided by the general fund.

4. Capital Outlay – The decrease is primarily attributed to the construction of the Water Treatment Plants that were completed in fiscal year 2020-2021. For more details please refer to the Town’s Capital Improvement Plan.
5. Debt Service – Increase related to higher interest and fees for WIFA loans used to fund the construction of the new water treatment plants. Amounts increased as we are now drawing down the final amounts from these loans.
6. Restricted – For unanticipated expenses during fiscal year 2020-2021, including emergency water hauling in case of emergency caused by a well failure which would require the department to haul water in order to continue providing service to existing customers.
7. Water Operating Fund – Increases are associated with a combination of salary increases for town new positions and performance adjustments, increased operating and maintenance costs, and increased debt service payments for the WIFA loans being drawn down to fund the construction of the Water Treatment Plants project.
8. Remaining funds – Decreases in the remaining Water funds are due to the completion of the two water treatment capital projects in fiscal year 2020-2021. For more details on water related projects for fiscal year 2021-2022 please refer to the Town’s Capital Improvement Plan.

WATER RECLAMATION



Department Overview

Marana Water 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.

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.

2020 – 2021 Accomplishments

- Completed construction of the Adonis Lift Station and Force Main.
- Rehabilitated the Airport Lift Station and sewer infrastructure.
- Aquifer Protection Permit Amendment (Clean closure of package plants, Headworks, & Clarifiers) was realized.
- Implemented asset management program utilizing a Computerized Maintenance Management System (CMMS). To date, 50% of Water Reclamation Facility (WRF) and 80% of sewer conveyance system assets have been downloaded into Cartegraph and preventative maintenance work orders are being auto-generated.
- Updated Continuity of Operations Plan (COOP) for the WRF and collection system.
- Cleaning of sewer mains, CCTV, and manhole inspections were performed along the Sanders Rd., Marana Rd and Sandario Rd. alignments, 45,000 ft. total.
- Implemented a pilot odor Control measures applied at the Saguaro Bloom Lift Station and Rillito Vista Lift Station that flows into the Tangerine/Downtown Phase II alignment Odor control measures (carbon pillows in manholes) were applied in San Lucas.
- Completed design of the Clark Farms Flow Splits and the Marana-Sanders 21-inch main and began construction.
- Began rehabilitation of sanitary sewer conveyance system; Planned removal and replacement 3 end of service life manholes on Sanders Rd. to coincide with Marana-Sanders 21-inch main upgrade.

2021 – 2022 Goals & Objectives

- Add 606 new sewer connections to the system.
- Continue rehabilitation of sanitary sewer conveyance system; Remove and replace end of service life manholes on Sanders Rd, Marana Rd., and Stingray Rd.
- Complete construction of the Clark Farms Flow Splits and the Marana-Sanders 21-inch main.
- Vector control program all of sanitary sewer system (all manholes every other year per federal guidance).
- 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.
- Continue to implement the asset management program utilizing a Computerized Maintenance Management System (CMMS).
- Clean, CCTV, and manhole inspections of the next quarter in the rotation of the sanitary sewer conveyance system (~15 miles).
- SCADA upgrades for the Lift Stations (Saguaro Bloom & Rillito Vista).
- Rehab/Upgrade of the Rillito Vista Lift Station.
- Permanent Odor Control measures applied at the Saguaro Bloom Lift Station and Rillito Vista Lift Station that flows into the Tangerine/Downtown Phase II alignment.
- Review and update of Capacity, Management, Operations and Maintenance (CMOM) Plan.
- Water Reclamation Facility (WRF) Screw Press No. 2 (design, procure, install).
- Complete an Arizona Pollutant Discharge Elimination System (AZPDES) Permit renewal.
- Continue Adonis Lagoons clean and close process. Start Rillito Vista Lagoon clean and close process.

| KEY PERFORMANCE MEASUREMENTS | | | | |
|------------------------------|--|------------------------------------|----------------|----------------|
| Council Strategic Plan Goal | Expected Outcome | Performance Measure | FY 2021 Actual | FY 2022 Target |
| Community | Continuous increase in number of sewer customers | Number of new sewer customers | 563 | 606 |
| Community | Provide resources necessary to maintain safe, compliant and environmentally friendly operation of the sanitary sewer conveyance system | Number of sanitary sewer overflows | 1 | 0 |

| OPERATING BUDGET SUMMARY | | | | | |
|--------------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| Expenditures by Category | FY 2019 Actual | FY 2020 Actual | FY 2021 Budget | FY 2022 Budget | Change |
| Personnel & Benefits | \$537,217 | \$552,114 | \$583,306 | \$618,590 | Note 1 \$35,284 |
| Contracted Services | 269,360 | 351,615 | 477,000 | 888,800 | Note 2 411,800 |
| Operating Supplies & Equipment | 157,019 | 283,359 | 302,800 | 365,306 | Note 3 62,506 |
| Capital Outlay | 1,104,337 | 2,703,342 | 2,122,515 | 6,781,221 | Note 4 4,658,706 |
| Debt Service | 1,193,915 | 789,381 | 858,781 | 873,165 | Note 5 14,384 |
| Restricted Budget | - | - | 118,000 | - | (118,000) |
| Total by Category | \$3,261,849 | \$4,679,811 | \$4,460,402 | \$9,527,082 | \$5,064,680 |

| OPERATING BUDGET SUMMARY BY FUND | | | | | |
|------------------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| Expenditures by Fund | FY 2019 Actual | FY 2020 Actual | FY 2021 Budget | FY 2022 Budget | Change |
| Water Reclamation Operating Fund | \$2,157,512 | \$2,609,018 | \$2,289,887 | \$2,745,861 | Note 6 \$455,974 |
| Water Reclamation Capital Fund | 1,025,103 | 670,143 | 1,394,565 | 6,058,000 | Note 4 4,663,435 |
| Water Reclamation Impact (Post SB) | 79,234 | 1,400,650 | 777,950 | 723,221 | Note 4 (54,729) |
| Total by Fund | \$3,261,849 | \$4,679,811 | \$4,460,402 | \$9,527,082 | \$5,064,680 |

| AUTHORIZED POSITIONS | | | | | |
|---|----------------|----------------|-------------------|----------------|----------|
| | FY 2019 Actual | FY 2020 Actual | FY 2021 Estimated | FY 2022 Budget | Change |
| 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 | 2.00 | 2.00 | 2.00 | 2.00 | - |
| Water Reclamation Operator I | 1.00 | 1.00 | 1.00 | 1.00 | - |
| Water Reclamation Mechanic | 1.00 | 1.00 | 1.00 | 1.00 | - |
| Associate Water Reclamation Mechanic | 1.00 | 1.00 | 1.00 | 1.00 | - |
| Total Water Reclamation Department | 7.00 | 7.00 | 7.00 | 7.00 | - |

Budget Notes and Changes

1. Personnel & benefits – The major change between fiscal years is primarily due to performance pay adjustments in both fiscal year 2020-2021 and budgeted in fiscal year 2021-2022.
2. Contracted Services – The major change between fiscal years is primarily due to increased system repair and maintenance and upgrades to the sanitary sewer collection system. These include replacement of a UV Weir and a sand filter compressor.
3. Operating supplies and equipment – This category accounts for the majority of costs to operate the recently constructed water reclamation facility. The increase is primarily due to increased electrical costs from additional flows at the facility and developer rebates related to a protected facility agreement.
4. Capital outlay – In the operating fund, this category includes the purchase and replacement of vehicles, equipment and infrastructure necessary to provide services. Such purchases for such items were not deemed necessary for fiscal year 2021-2022. In the capital and impact fee funds, this category includes budget for capital improvement projects. The overall Increase is associated with the new sewer conveyance expansion project which is necessary to accommodate housing growth.
5. Debt Service – Increase primarily due to the new Adonis WIFA loan entered into in fiscal year 2020-2021.
6. Water Reclamation Operating Fund – Increases are due to a combination of performance pay salary adjustments, increased electricity costs and budget appropriations for certain system repairs and upgrades.

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 promotes the aviation industry for the community while maintaining the highest level of safety and professional customer service. The department also markets and leases airport land for aviation related businesses and development. Other department duties include:

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

2020 – 2021 Accomplishments

- Completed three ADOT grant projects.
 - Runway 30 Safety Area Improvement Study (\$150,000) – Runway 30 has an inadequate safety area. This study will determine which type of mitigation option is most cost effective. Options include re-aligning Avra Valley Rd., shifting the runway to the northwest, installing an Engineered Material Arrestor System (EMAS), using declared distances and a displaced threshold.
 - Replace Runways 12-30 and Runways 3-21 MIRLs, Airport Beacon, and PAPIs Design (\$175,000) – This project is for the design phase of replacing all of the runway lighting Medium Intensity Runway Lights (MIRL) with a new efficient LED system, Precision Approach Path Indicators (PAPI), and airport beacon light tower. All of the existing lights are approaching the end of their 20 year useful life.
 - Electrical Vault Switchgear Replacement (\$50,000) – The airport’s electrical vault houses all of the airport’s electrical equipment and regulators. This grant will fund the replacement of some of the switchgear which had reached end of useful life.
- Signed land lease agreement with The J D Russell Company to build corporate hangar adjacent to East Ramp.
- Applied for FAA Air Traffic Control Tower Siting Study grant.
- Ongoing marketing of available airport land parcels for additional business development.
- Crack sealed East Ramp and Taxiways A, C, and E.

2021 – 2022 Goals & Objectives

- Conduct Air Traffic Control Tower Siting Study.
- Continue to work with developers interested in individual and corporate hangar development.
- Construction of Runways 12-30 and Runways 3-21 MIRLs, Airport Beacon, and PAPIs (ADOT-\$1,408,000).
- Design West and East Hangar Apron Reconstruction (ADOT-\$500,000).
- Construction of The J D Russell Company corporate aircraft hangar.
- Market land parcels available for additional business development.
- Apply for air traffic control tower environmental assessment grant with FAA (\$150,000).
- Conduct airport open house event (November 2021).

| KEY PERFORMANCE MEASUREMENTS | | | | |
|------------------------------|---|-----------------------------|----------------|----------------|
| Council Strategic Plan Goal | Expected Outcome | Performance Measure | FY 2021 Actual | FY 2022 Target |
| Commerce | Increase land lease income | Lease revenue | \$275,000 | \$273,000 |
| Commerce | Increase airport corporate jet operations | Corporate jet operations | 1,500 | 1,600 |
| Commerce | Develop new airport hangars | Overall aircraft operations | 88,000 | 90,000 |

| OPERATING BUDGET SUMMARY | | | | | |
|--------------------------------|--------------------|--------------------|--------------------|--------------------|------------------|
| Expenditures by Category | FY 2019 Actual | FY 2020 Actual | FY 2021 Budget | FY 2022 Budget | Change |
| Personnel & Benefits | \$257,773 | \$300,396 | \$290,663 | \$295,278 | \$4,615 |
| Contracted Services | 113,691 | 70,589 | 108,665 | 142,365 | Note 1 33,700 |
| Operating Supplies & Equipment | 81,971 | 50,235 | 60,850 | 62,800 | 1,950 |
| Capital Outlay | 3,600,966 | 2,263,924 | 3,521,000 | 3,953,418 | Note 2 432,418 |
| Restricted Budget | - | - | 125,000 | 141,000 | Note 3 16,000 |
| Total by Category | \$4,054,401 | \$2,685,144 | \$4,106,178 | \$4,594,861 | \$488,683 |

| OPERATING BUDGET SUMMARY BY FUND | | | | | |
|----------------------------------|--------------------|--------------------|--------------------|--------------------|------------------|
| Expenditures by Fund | FY 2019 Actual | FY 2020 Actual | FY 2021 Budget | FY 2022 Budget | Change |
| Airport Operating Fund | \$453,435 | \$416,441 | \$585,178 | \$641,443 | \$56,265 |
| Airport Capital Fund | 3,600,966 | 2,268,703 | 3,521,000 | 3,953,418 | Note 2 432,418 |
| Total by Fund | \$4,054,401 | \$2,685,144 | \$4,106,178 | \$4,594,861 | \$488,683 |

| AUTHORIZED POSITIONS | | | | | |
|---------------------------------|----------------|----------------|-------------------|----------------|----------|
| | FY 2019 Actual | FY 2020 Actual | FY 2021 Estimated | FY 2022 Budget | Change |
| Airport Director | 1.00 | 1.00 | - | - | - |
| Airport Manager | - | - | 1.00 | 1.00 | - |
| Airport Operations Supervisor | 1.00 | 1.00 | 1.00 | 1.00 | - |
| Maintenance Associate III | 1.00 | 1.00 | 1.00 | 1.00 | - |
| Total Airport Operations | 3.00 | 3.00 | 3.00 | 3.00 | - |

Budget Notes and Changes

1. Contracted Services – Increase associated with a new one-time project to install surveillance cameras.
2. Capital Outlay – Increase associated primarily with the large capital project, Airport MIRL, Beacon, PAPI Replacements budgeted to begin construction in fiscal year 2021-2022.
3. Restricted – Primarily available for outstanding contractual obligations that may come due in fiscal year 2021-2022. Increase is related to additional budget capacity that may be needed for landscaping and weed control services.

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CAPITAL IMPROVEMENT PLAN

The Capital Improvement Plan section contains a five-year plan for the Town's capital improvements and detailed information on individual projects.

CAPITAL IMPROVEMENT PROGRAM

Fiscal Year 2021 – 2022 CIP Plan

Overview

The Fiscal Year 2021-2022 Capital Improvement Plan (CIP) projects out the Town's capital investments over a five-year period. Capital investments involve major Town projects that have at least a five year useful life and at least a \$100,000 total project budget. The CIP is both a fiscal and planning device that allows the Town to inventory and monitor all capital project costs, funding sources, departmental responsibilities, and timing schedules. Each year the CIP is reviewed within the context of ongoing Town, county, state, and federal planning programs and policies as well as the Town's General and Strategic Plans.

Capital improvements may include new construction or an expansion, upgrade, replacement, or other addition designed to improve, conserve, or maintain the value of Town assets or enhance service capacity and/or visual environment. At any given time, the Town has numerous capital projects in various stages that include the following: 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 from staff and the public.

The CIP committee met during the budget cycle to prioritize all requested CIP projects. The resulting recommendations were presented to the Town Council by the Town Manager on February 23, 2021 at the Town Council CIP study session. The CIP was adopted simultaneously with the Operating Budget on June 15, 2021.

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 a variety of projects are constructed which will benefit all residents of the community.

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

- Impact fees and improvement district bonds
- Municipal Property Corporation and water revenue bonds
- Pima County general obligation bonds

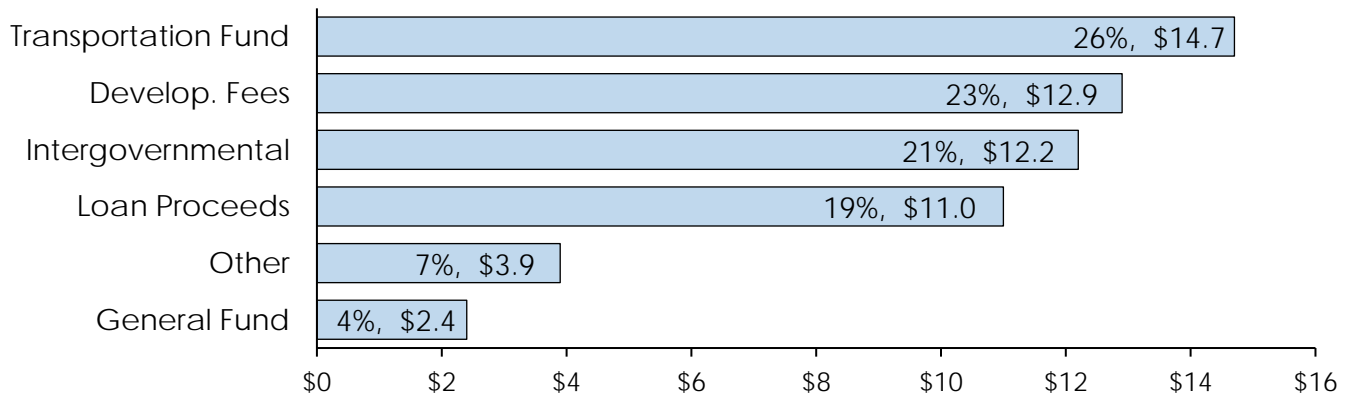
- Transportation sales tax funds (75% of the Town's construction sales tax dollars are dedicated for transportation improvements)
- Pima Association of Governments (PAG) funding
- Regional Transportation Authority (RTA) funds
- Pima County Flood Control District (PCFCD) funds
- State of Arizona funds
- American Rescue Act Plan (ARPA)
- Water utility revenues
- Water Infrastructure Financing Authority Loans (WIFA)
- General Fund dollars and various grant or third-party contributions

As shown by the following chart, the largest single CIP funding source comes from the Transportation Fund at \$14.7 million. This funding source accounts for the majority of the Town's road infrastructure projects and the reconstruction of neighborhood subdivisions.

Developer Fees, the second largest funding source at \$12.9 million, are impact fee revenues associated with construction and development.

Intergovernmental revenues, another large funding source at \$12.2 million, contain HURF and other agency type funds, including anticipated funding from the state of Arizona to be used for the Tangerine to I-10 road widening project and from possible state and federal aviation capital improvement grants. Other CIP funding sources primarily contain funding sources for enterprise related projects.

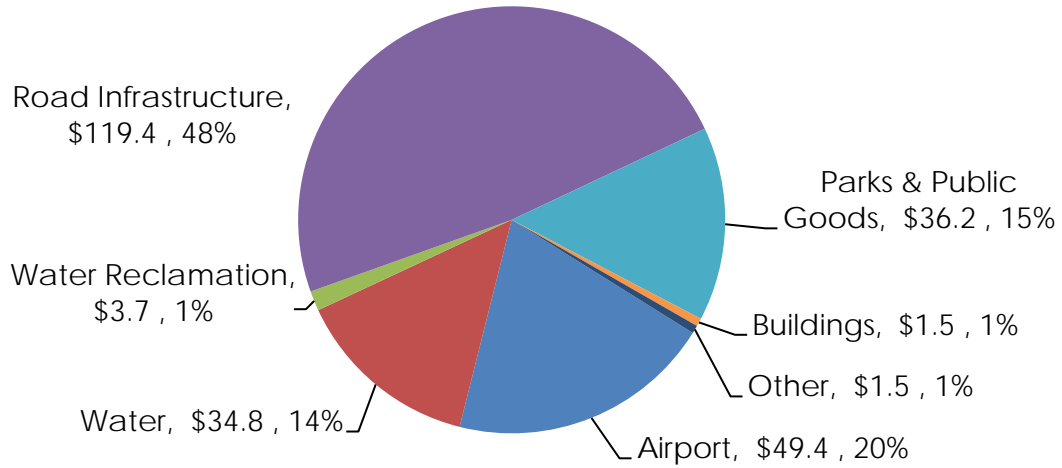
FY2022 CIP Funding Source \$57.1 Million



Capital Improvement Program Summary

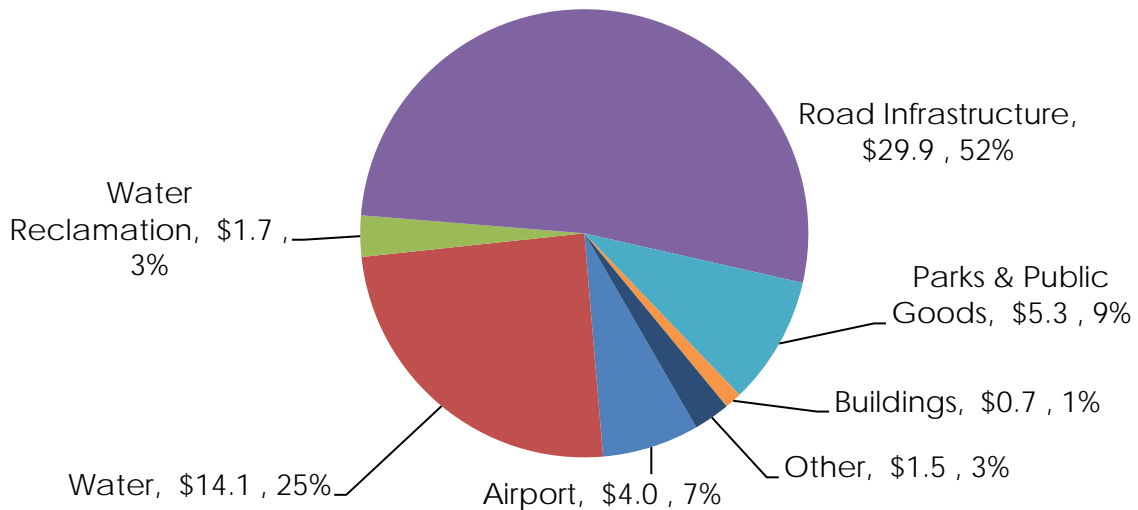
The cumulative five-year CIP for the Town of Marana totals \$246.5 million from FY2022 through FY2026. The chart below shows the breakdown by CIP category for the five-year period with road infrastructure being the largest of the categories at \$119.4 million and airport related projects the second largest at \$49.4 million.

**5-Year CIP (FY2022-2026)
\$246.5 Million**



The adopted fiscal year 2021-2022 CIP totals \$57.1 million, including enterprise funds, and is approximately 36% of the annual budget. Road infrastructure encompasses the largest portion of the adopted CIP at \$29.9 million. Water related projects are the second largest at \$14.1 million or 25% of the CIP program. A breakdown is shown below.

**FY2022 CIP by Category
\$57.1 Million**



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

FISCAL YEAR 2021-2022
TOWN OF MARANA FIVE YEAR CAPITAL IMPROVEMENT PROGRAM

| PROJECT NAME | 2021-2022 | 2022-2023 | 2023-2024 | 2024-2025 | 2025-2026 | Grand Total |
|--|-----------|-----------|------------|-----------|-----------|-------------|
| ADA Compliance Program | | 200,000 | 200,000 | 200,000 | 200,000 | 800,000 |
| Adonis Road Extension | 55,000 | | | | | 55,000 |
| Adonis Road Extension Phase 2 | 400,000 | 2,200,000 | | | | 2,600,000 |
| Adonis Subdivision Drainage Improvements | 35,000 | | | | | 35,000 |
| Air Traffic Control Tower | 401,000 | 1,560,000 | 14,400,000 | | | 16,361,000 |
| Airport Drainage Study | | | | 480,000 | | 480,000 |
| Airport EA, RWY 3-21, TWY B2, Hanger 6 | | | | 480,000 | | 480,000 |
| Airport MIRL, Beacon, PAPI Replacements | 1,898,854 | | | | | 1,898,854 |
| Airport Runway 30 Safety Study | 63,564 | | | | | 63,564 |
| Airport Taxiway A Reconstruction | | 588,000 | | 6,204,000 | | 6,792,000 |
| Airport Taxiway MITL Lights Upgrade | | 1,603,200 | | | | 1,603,200 |
| Amole Electrical Upgrade | 160,000 | | | | | 160,000 |
| Aquatics Center | | | | | 2,000,000 | 2,000,000 |
| Barnett Channel, Tang Farms ConArch | 450,000 | | | | | 450,000 |
| Camino De Oeste Road Reconstruction | 122,175 | | | | | 122,175 |
| CAP Subcontract - NIA Reallocation | 215,500 | 215,500 | 215,500 | 215,500 | 215,500 | 1,077,500 |
| Civic Center Dr, Electrical Improvements | 120,000 | | | | | 120,000 |
| Clark Farms Flow Split | 449,902 | | | | | 449,902 |
| Continental Com Park Loop Connection | | | | 50,000 | 300,000 | 350,000 |
| Continental Reserve 24-inch Tie-in | 155,938 | 2,530,001 | | | | 2,685,939 |
| Cortaro Rd Rehabilitation | 35,000 | | | | | 35,000 |
| Cortaro, Cortaro Farms Beautification | 150,000 | | | | | 150,000 |
| Court Jury Assembly Room | 475,918 | | | | | 475,918 |
| Crossroads Park Path Entry Reconstruction | | 90,000 | | | | 90,000 |
| Dove Mnt BI-Moore Rd Signal, North | 189,000 | 551,250 | | | | 740,250 |
| East and West Apron Rehabilitation | 1,100,000 | 1,750,000 | 2,250,000 | | | 5,100,000 |
| East Tangerine, Segment 1 Pipeline, Upsizing | | 320,000 | | | | 320,000 |
| El Rio Disc Golf | 40,000 | 200,000 | | | | 240,000 |

FISCAL YEAR 2021-2022
TOWN OF MARANA FIVE YEAR CAPITAL IMPROVEMENT PROGRAM

| PROJECT NAME | 2021-2022 | 2022-2023 | 2023-2024 | 2024-2025 | 2025-2026 | Grand Total |
|--|-----------|------------|------------|-----------|-----------|-------------|
| El Rio Preserve Connection | 133,950 | | | | | 133,950 |
| El Rio Preserve Expansion | | | 65,000 | 400,000 | | 465,000 |
| El Rio Recreation Area Parking Lot | 170,000 | | | | | 170,000 |
| Gladden Farms Baseball Fields | 50,000 | 500,000 | | | | 550,000 |
| Heritage Park Pole Barn | 140,000 | | | | | 140,000 |
| Heritage River Park Improvements | | | | 1,000,000 | | 1,000,000 |
| Honea Heights Emergency Sewer Program | | 75,000 | | | | 75,000 |
| Honea Heights Phase 2 | | 50,000 | 1,000,000 | | | 1,050,000 |
| Impact Fee Study, Parks, FY2021 | 100,000 | | | | | 100,000 |
| Impact Fee Study, Streets, FY2021 | 71,262 | | | | | 71,262 |
| Impact Fee Study, Water, FY2021 | 119,300 | | | | | 119,300 |
| Ina Rd Bridge | 400,000 | | | | | 400,000 |
| Integrated Water Resources Plan and DAWS | 185,000 | | | | | 185,000 |
| LED Street Lighting AZ Pavilions North | | 319,000 | | | | 319,000 |
| LED Street Lighting AZ Pavilions South | | | 230,000 | | | 230,000 |
| LED Street Lighting Near Crossroads Park | 300,000 | | | | | 300,000 |
| LED Street Lighting, Business Park Dr | | | 420,000 | | | 420,000 |
| Lon Adams Rd, Reconstruction | 3,846,419 | | | | | 3,846,419 |
| Marana Community Center | 2,041,000 | 15,000,000 | 10,000,000 | | | 27,041,000 |
| Marana Main Street Extension | 300,000 | 3,000,000 | | | | 3,300,000 |
| Marana Park Reservoir | 3,000,000 | | | | | 3,000,000 |
| Marana Park Well | 705,888 | | | | | 705,888 |
| Marana Public Safety Facility | 531,149 | | | | | 531,149 |
| Marana Rd Realignment | 333,555 | | | | | 333,555 |
| Marana Rd-Sanders Rd 21-Inch Main | 233,551 | | | | | 233,551 |
| Marana WRF, Screw Press 2 | 825,000 | | | | | 825,000 |
| MMC Drainage Improvements | 289,006 | | | | | 289,006 |
| MMC Generator Upgrade | | 800,000 | | | | 800,000 |

FISCAL YEAR 2021-2022
TOWN OF MARANA FIVE YEAR CAPITAL IMPROVEMENT PROGRAM

| PROJECT NAME | 2021-2022 | 2022-2023 | 2023-2024 | 2024-2025 | 2025-2026 | Grand Total |
|--|-----------|-----------|-----------|-----------|-----------|-------------|
| MMC Interior Lighting Improvements | 202,000 | | | | | 202,000 |
| MOC Parking Lot Reconstruction | 150,000 | | | | | 150,000 |
| MOC Security Walls, New Entry Gate | 314,000 | | | | | 314,000 |
| Moore Rd Rehab, Sanders Rd to I-10 | | | 500,000 | | | 500,000 |
| Moore Rd Rehabilitation, East and West of Dove Mtn | | 220,000 | | | | 220,000 |
| MPD Console Modernization | 250,000 | | | | | 250,000 |
| North Marana Pavement Rehabilitation | 45,000 | | | | | 45,000 |
| North Marana Sewer Interceptor | 5,000,000 | 5,300,000 | | | | 10,300,000 |
| NW Recharge, Recovery, and Delivery System | 3,760,723 | 6,900,000 | 650,000 | | | 11,310,723 |
| Ora Mae Harn Park Renovation | | | | | 150,000 | 150,000 |
| Oshrin Line Replacement | 105,000 | | | | | 105,000 |
| Picture Rocks Interconnect | | | 284,750 | 1,196,750 | | 1,481,500 |
| Pines Settlement Repair, FY2022 | 660,000 | | | | | 660,000 |
| Pines Settlement Repair, FY2023 | | 460,000 | | | | 460,000 |
| Postvale Rd, Grier Rd Rehab Phase 2 | 260,000 | | | | | 260,000 |
| Postvale Rd, Grier Rd Rehabilitation | 20,000 | | | | | 20,000 |
| Rillito Village Tr Drainage Improvements | 846,465 | | | | | 846,465 |
| Rillito Vista Lift Station Upgrade | 191,400 | | | | | 191,400 |
| Rwy 3-21, Twy B2, Hangar 6, Modifications | | 900,000 | 900,000 | 9,120,000 | | 10,920,000 |
| Sandario Well Rehabilitation | 140,000 | | | | | 140,000 |
| Sanders Rd 24-inch Water Line | | | 2,227,700 | | | 2,227,700 |
| Santa Cruz Shared Use Path, at Calportland | 2,534,289 | | | | | 2,534,289 |
| SCADA and Integrated Telemetry | 232,740 | 224,973 | 233,972 | | | 691,685 |
| Sewer Conveyance System Rehab | 41,600 | 731,282 | 552,533 | 574,635 | | 1,900,050 |
| Silverbell Rd Sidewalk, TP to Coach | 315,000 | | | | | 315,000 |
| Silverbell Rd Widening, Ina Rd to Sunset Rd | | | 400,000 | | 2,000,000 | 2,400,000 |
| South Marana Pavement Rehab Phase 2 | 600,000 | | | | | 600,000 |
| South Marana Pavement Rehabilitation | 35,000 | | | | | 35,000 |

FISCAL YEAR 2021-2022
TOWN OF MARANA FIVE YEAR CAPITAL IMPROVEMENT PROGRAM

| PROJECT NAME | 2021-2022 | 2022-2023 | 2023-2024 | 2024-2025 | 2025-2026 | Grand Total |
|--|-------------------|-------------------|-------------------|-------------------|-------------------|--------------------|
| Subdivision Restoration(s) | | | | 1,500,000 | 1,500,000 | 3,000,000 |
| TABY Downtown Roundabout | 17,500 | | | | | 17,500 |
| Tangerine Farms Rd, Barnett Rd to Marana Rd | | 400,000 | | | 6,000,000 | 6,400,000 |
| Tangerine Farms Rd, Marana Rd to I-10 | 300,000 | 20,000 | 3,500,000 | | | 3,820,000 |
| Tangerine Rd Widening, Phase 2A | 7,200,000 | 18,100,000 | 1,700,000 | | | 27,000,000 |
| Tangerine Rd Widening, Phase 2B | | | | 24,350,000 | 19,000,000 | 43,350,000 |
| Tangerine W, X-zone Booster and PRV | 320,966 | | | | | 320,966 |
| Taxiway C Reconstruction | 490,000 | | 5,170,000 | | | 5,660,000 |
| Tortolita Preserve Improvements | 30,000 | 100,000 | | | | 130,000 |
| Town Street Lighting Program | | 100,000 | 100,000 | 100,000 | 100,000 | 400,000 |
| Twin Peaks Rd - Sandario Rd Intersection | 985,544 | | | | | 985,544 |
| Twin Peaks Rd Rehabilitation, West Town Limits | 450,000 | | | | | 450,000 |
| Twin Peaks Rd, Rattlesnake Pass Widening | 11,299,317 | 2,000,000 | | | | 13,299,317 |
| West Marana Pavement Rehabilitation | 40,000 | | | | | 40,000 |
| Grand Total | 57,128,475 | 67,008,206 | 44,999,455 | 45,870,885 | 31,465,500 | 246,472,521 |

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 11 positions in the CIP Department are directly engaged in design, inspection, contract administration, and project management related to street and drainage, traffic devices, facilities, and other general government capital projects.

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

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

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

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

ADA Compliance Program

Est. Completion: FY 2026

Location: Various ROW locations throughout Marana

Description: Upgrade ramps to Marana standard specifications and is federally mandated by the Americans with Disabilities Act (ADA). This is a ten year program estimating \$200,000 per year at an average of \$2,000 per ramp.

Operating Budget Impact: No foreseeable operating costs

| Funding Sources (in thousands of dollars) | Total Project Cost | Expended Thru 06/21 | Adopted 2021/22 | Forecast 2022/23 | Forecast 2023/24 | Forecast 2024/25 | Forecast 2025/26 | Future | Total Remaining Budget |
|--|--------------------|---------------------|-----------------|------------------|------------------|------------------|------------------|----------|------------------------|
| General Fund | 800.0 | - | - | 200.0 | 200.0 | 200.0 | 200.0 | - | 800.0 |
| Total: | 800.0 | - | - | 200.0 | 200.0 | 200.0 | 200.0 | - | 800.0 |

Adonis Road Extension - (ST059)

Est. Completion: FY 2022

Location: Adonis Road from west Grier Road to west Tangerine Road

Description: Construction of a 2 lane roadway, providing secondary access for the Adonis and San Lucas communities. The new road will be approximately 3 miles long and 24' wide with two 11' travel lanes and corresponding 4' shoulders.

Operating Budget Impact: \$15,840 Annual O&M cost

| Funding Sources (in thousands of dollars) | Total Project Cost | Expended Thru 06/21 | Adopted 2021/22 | Forecast 2022/23 | Forecast 2023/24 | Forecast 2024/25 | Forecast 2025/26 | Future | Total Remaining Budget |
|--|--------------------|---------------------|-----------------|------------------|------------------|------------------|------------------|----------|------------------------|
| Transportation Fund | 5,183.7 | 5,128.7 | 55.0 | - | - | - | - | - | 55.0 |
| Total: | 5,183.7 | 5,128.7 | 55.0 | - | - | - | - | - | 55.0 |

Adonis Road Extension Phase 2 - (ST089)

Est. Completion: FY 2023

Location: Adonis Road just north of Tangerine

Description: Approximately 2,500 linear feet of a two lane roadway with bike lanes. Lighting at the intersection with Tangerine Road.

Operating Budget Impact: \$1,000 Annual O&M cost

| Funding Sources (in thousands of dollars) | Total Project Cost | Expended Thru 06/21 | Adopted 2021/22 | Forecast 2022/23 | Forecast 2023/24 | Forecast 2024/25 | Forecast 2025/26 | Future | Total Remaining Budget |
|--|--------------------|---------------------|-----------------|------------------|------------------|------------------|------------------|----------|------------------------|
| Transportation Fund | 2,600.0 | - | 400.0 | 2,200.0 | - | - | - | - | 2,600.0 |
| Total: | 2,600.0 | - | 400.0 | 2,200.0 | - | - | - | - | 2,600.0 |

Adonis Subdivision Drainage Improvements - (ST062)

Est. Completion: FY 2022

Location: The Adonis Subdivision

Description: 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.

Operating \$1,150 Annual O&M cost

Budget Impact:

| Funding Sources (in thousands of dollars) | Total Project Cost | Expended Thru 06/21 | Adopted 2021/22 | Forecast 2022/23 | Forecast 2023/24 | Forecast 2024/25 | Forecast 2025/26 | Future | Total Remaining Budget |
|---|--------------------------|------------------------|--------------------|---------------------|---------------------|---------------------|---------------------|----------|------------------------------|
| General Fund | 307.0 | 307.0 | - | - | - | - | - | - | - |
| HURF | 199.0 | 199.0 | - | - | - | - | - | - | - |
| Transportation Fund | 1,689.5 | 1,654.5 | 35.0 | - | - | - | - | - | 35.0 |
| Total: | 2,195.5 | 2,160.5 | 35.0 | - | - | - | - | - | 35.0 |

Barnett Channel, Tang Farms ConArch - (ST072)

Est. Completion: FY 2022

Location: Barnett Channel, Tangerine Farms and Barnett Road

Description: 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.

Operating No foreseeable operating costs

Budget Impact:

| Funding Sources (in thousands of dollars) | Total Project Cost | Expended Thru 06/21 | Adopted 2021/22 | Forecast 2022/23 | Forecast 2023/24 | Forecast 2024/25 | Forecast 2025/26 | Future | Total Remaining Budget |
|---|--------------------------|------------------------|--------------------|---------------------|---------------------|---------------------|---------------------|----------|------------------------------|
| Transportation Fund | 450.0 | - | 450.0 | - | - | - | - | - | 450.0 |
| Total: | 450.0 | - | 450.0 | - | - | - | - | - | 450.0 |

Camino De Oeste Road Reconstruction - (ST066)

Est. Completion: FY 2022

Location: Camino De Oeste from Rain Cloud Stret to Moore Road

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

Operating \$23,800 Annual O&M cost

Budget Impact:

| Funding Sources (in thousands of dollars) | Total Project Cost | Expended Thru 06/21 | Adopted 2021/22 | Forecast 2022/23 | Forecast 2023/24 | Forecast 2024/25 | Forecast 2025/26 | Future | Total Remaining Budget |
|---|--------------------------|------------------------|--------------------|---------------------|---------------------|---------------------|---------------------|----------|------------------------------|
| Transportation Fund | 1,719.9 | 1,597.7 | 122.2 | - | - | - | - | - | 122.2 |
| Total: | 1,719.9 | 1,597.7 | 122.2 | - | - | - | - | - | 122.2 |

Civic Center Dr, Electrical Improvements - (ST090)

Est. Completion: FY 2022

Location: West Civic Center Drive

Description: This project will increase the electrical capacity and provide safe electrical connections to be used for special events and improve safety.

Operating Budget Impact: No foreseeable operating costs

| Funding Sources (in thousands of dollars) | Total Project Cost | Expended Thru 06/21 | Adopted 2021/22 | Forecast 2022/23 | Forecast 2023/24 | Forecast 2024/25 | Forecast 2025/26 | Future | Total Remaining Budget |
|--|--------------------|---------------------|-----------------|------------------|------------------|------------------|------------------|----------|------------------------|
| General Fund | 120.0 | - | 120.0 | - | - | - | - | - | 120.0 |
| Total: | 120.0 | - | 120.0 | - | - | - | - | - | 120.0 |

Cortaro Rd Rehabilitation - (ST080)

Est. Completion: FY 2022

Location: Cortaro Road from 1-10 to western town limits

Description: A rubberized chip will be applied with structural patch work as needed.

Operating Budget Impact: No additional operational and maintenance costs will be required. Once rehabbed, the need for maintenance will reduce.

| Funding Sources (in thousands of dollars) | Total Project Cost | Expended Thru 06/21 | Adopted 2021/22 | Forecast 2022/23 | Forecast 2023/24 | Forecast 2024/25 | Forecast 2025/26 | Future | Total Remaining Budget |
|--|--------------------|---------------------|-----------------|------------------|------------------|------------------|------------------|----------|------------------------|
| Transportation Fund | 35.0 | - | 35.0 | - | - | - | - | - | 35.0 |
| Total: | 35.0 | - | 35.0 | - | - | - | - | - | 35.0 |

Cortaro, Cortaro Farms Beautification - (ST091)

Est. Completion: FY 2022

Location: Cortaro Farms Road I-10 west to Town Limits, Cortaro Farms Road I-10 east to Town limits

Description: New design, decorative gravel, trees and plants, and Irrigation

Operating Budget Impact: No foreseeable operating costs

| Funding Sources (in thousands of dollars) | Total Project Cost | Expended Thru 06/21 | Adopted 2021/22 | Forecast 2022/23 | Forecast 2023/24 | Forecast 2024/25 | Forecast 2025/26 | Future | Total Remaining Budget |
|--|--------------------|---------------------|-----------------|------------------|------------------|------------------|------------------|----------|------------------------|
| General Fund | 150.0 | - | 150.0 | - | - | - | - | - | 150.0 |
| Total: | 150.0 | - | 150.0 | - | - | - | - | - | 150.0 |

Dove Mnt Bl-Moore Rd Signal, North - (ST100)

Est. Completion: FY 2023

Location: Dove Mountain and Moore Road Intersection (northern intersection)

Description: This project will replace the existing 4-way stop with a signal.

Operating \$10,500 Annual O&M cost

Budget Impact:

| Funding Sources (in thousands of dollars) | Total Project Cost | Expended Thru 06/21 | Adopted 2021/22 | Forecast 2022/23 | Forecast 2023/24 | Forecast 2024/25 | Forecast 2025/26 | Future | Total Remaining Budget |
|---|--------------------------|------------------------|--------------------|---------------------|---------------------|---------------------|---------------------|----------|------------------------------|
| PAG | 740.3 | - | 189.0 | 551.3 | - | - | - | - | 740.3 |
| Total: | 740.3 | - | 189.0 | 551.3 | - | - | - | - | 740.3 |

Impact Fee Study, Streets, FY2021 - (ST081)

Est. Completion: FY 2022

Location: N/A

Description: A study of the Town's transportation growth and capacity, and the associated impact fees that will be necessary to fund that growth.

Operating No foreseeable operating costs

Budget Impact:

| Funding Sources (in thousands of dollars) | Total Project Cost | Expended Thru 06/21 | Adopted 2021/22 | Forecast 2022/23 | Forecast 2023/24 | Forecast 2024/25 | Forecast 2025/26 | Future | Total Remaining Budget |
|---|--------------------------|------------------------|--------------------|---------------------|---------------------|---------------------|---------------------|----------|------------------------------|
| South Benefit Area Impact Fee Fund | 35.0 | 11.2 | 23.8 | - | - | - | - | - | 23.8 |
| Northwest Benefit Area Impact Fee Fund | 35.0 | 11.2 | 23.8 | - | - | - | - | - | 23.8 |
| North Benefit Area Impact Fee Fund | 35.0 | 11.2 | 23.8 | - | - | - | - | - | 23.8 |
| Total: | 105.0 | 33.6 | 71.4 | - | - | - | - | - | 71.4 |

Ina Rd Bridge - (ST025)

Est. Completion: FY 2022

Location: Ina Road between Silverbell Road and Star Commerce Drive

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

Operating Budget Impact: \$8,800 Annual O&M cost

| Funding Sources (in thousands of dollars) | Total Project Cost | Expended Thru 06/21 | Adopted 2021/22 | Forecast 2022/23 | Forecast 2023/24 | Forecast 2024/25 | Forecast 2025/26 | Future | Total Remaining Budget |
|--|--------------------|---------------------|-----------------|------------------|------------------|------------------|------------------|----------|------------------------|
| Transportation Fund | 8,895.9 | 8,495.9 | 400.0 | - | - | - | - | - | 400.0 |
| Other Agency | 135.6 | 135.6 | - | - | - | - | - | - | - |
| Total: | 9,031.5 | 8,631.5 | 400.0 | - | - | - | - | - | 400.0 |

LED Street Lighting AZ Pavilions North

Est. Completion: FY 2023

Location: Arizona Pavilions Drive from I-10 Frontage Road to Cortaro Road

Description: This project installs street lighting along Arizona Pavilions Drive, from the Interstate 10 eastbound frontage road to Cortaro Road, a distance of approximately 2,750 feet, to improve safety for all users.

Operating Budget Impact: Approx. \$8,175 annual O&M cost

| Funding Sources (in thousands of dollars) | Total Project Cost | Expended Thru 06/21 | Adopted 2021/22 | Forecast 2022/23 | Forecast 2023/24 | Forecast 2024/25 | Forecast 2025/26 | Future | Total Remaining Budget |
|--|--------------------|---------------------|-----------------|------------------|------------------|------------------|------------------|----------|------------------------|
| Transportation Fund | 319.0 | - | - | 319.0 | - | - | - | - | 319.0 |
| Total: | 319.0 | - | - | 319.0 | - | - | - | - | 319.0 |

LED Street Lighting AZ Pavilions South

Est. Completion: FY 2024

Location: Arizona Pavilions from Cortaro Road to Burlingame Road

Description: This project installs street lighting along Arizona Pavilions Drive from Cortaro Road to Burlingame Road (1,950 ft.), to improve traffic safety.

Operating Budget Impact: Approx. \$5,232 annual O&M cost

| Funding Sources (in thousands of dollars) | Total Project Cost | Expended Thru 06/21 | Adopted 2021/22 | Forecast 2022/23 | Forecast 2023/24 | Forecast 2024/25 | Forecast 2025/26 | Future | Total Remaining Budget |
|--|--------------------|---------------------|-----------------|------------------|------------------|------------------|------------------|----------|------------------------|
| Transportation Fund | 230.0 | - | - | - | 230.0 | - | - | - | 230.0 |
| Total: | 230.0 | - | - | - | 230.0 | - | - | - | 230.0 |

LED Street Lighting Near Crossroads Park - (ST092)

Est. Completion: FY 2022

Location: Mamie Kai Dr., Leilani Lane, Schisler Dr. near Crossroads at Silverbell District Park

Description: This project installs street lighting along 2,100 feet of road to improve safety for all users.

Operating Budget Impact: Approx. \$8,829 annual O&M cost

| Funding Sources (in thousands of dollars) | Total Project Cost | Expended Thru 06/21 | Adopted 2021/22 | Forecast 2022/23 | Forecast 2023/24 | Forecast 2024/25 | Forecast 2025/26 | Future | Total Remaining Budget |
|--|--------------------|---------------------|-----------------|------------------|------------------|------------------|------------------|----------|------------------------|
| Transportation Fund | 300.0 | - | 300.0 | - | - | - | - | - | 300.0 |
| Total: | 300.0 | - | 300.0 | - | - | - | - | - | 300.0 |

LED Street Lighting, Business Park Dr

Est. Completion: FY 2024

Location: Business Park Drive, from Burlingame Road to Hartman Lane

Description: This project installs street lighting along Business Park Drive from Burlingame Road to Hartman Lane (3,700 ft.), to improve traffic safety.

Operating Budget Impact: Approx. \$12,099 annual O&M cost

| Funding Sources (in thousands of dollars) | Total Project Cost | Expended Thru 06/21 | Adopted 2021/22 | Forecast 2022/23 | Forecast 2023/24 | Forecast 2024/25 | Forecast 2025/26 | Future | Total Remaining Budget |
|--|--------------------|---------------------|-----------------|------------------|------------------|------------------|------------------|----------|------------------------|
| Transportation Fund | 420.0 | - | - | - | 420.0 | - | - | - | 420.0 |
| Total: | 420.0 | - | - | - | 420.0 | - | - | - | 420.0 |

Lon Adams Rd, Reconstruction - (ST068)

Est. Completion: FY 2022

Location: Lon Adams Road, Grier Road to Barnett Road

Description: Reconstruct approx. 1/2 mile of 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.

Operating Budget Impact: \$3,000 Annual O&M cost

| Funding Sources (in thousands of dollars) | Total Project Cost | Expended Thru 06/21 | Adopted 2021/22 | Forecast 2022/23 | Forecast 2023/24 | Forecast 2024/25 | Forecast 2025/26 | Future | Total Remaining Budget |
|--|--------------------|---------------------|-----------------|------------------|------------------|------------------|------------------|----------|------------------------|
| Transportation Fund | 4,284.9 | 438.5 | 3,846.4 | - | - | - | - | - | 3,846.4 |
| Total: | 4,284.9 | 438.5 | 3,846.4 | - | - | - | - | - | 3,846.4 |

Marana Main Street Extension - (ST093)

Est. Completion: FY 2023

Location: Marana Main Street

Description: Construction of Marana Main Street to connect the two existing sections of Marana Main Street. This will include streets, street lighting, sidewalks, pedestrian lighting, landscaping, etc. to match the existing Marana Main Street sections.

Operating Budget Impact: Approx \$1,000 annual O&M cost

| Funding Sources (in thousands of dollars) | Total Project Cost | Expended Thru 06/21 | Adopted 2021/22 | Forecast 2022/23 | Forecast 2023/24 | Forecast 2024/25 | Forecast 2025/26 | Future | Total Remaining Budget |
|--|--------------------|---------------------|-----------------|------------------|------------------|------------------|------------------|----------|------------------------|
| Transportation Fund | 3,300.0 | - | 300.0 | 3,000.0 | - | - | - | - | 3,300.0 |
| Total: | 3,300.0 | - | 300.0 | 3,000.0 | - | - | - | - | 3,300.0 |

Marana Rd Realignment - (ST044)

Est. Completion: FY 2022

Location: Marana Road west of Sandario Road

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

Operating Budget Impact: \$7,500 Annual O&M cost

| Funding Sources (in thousands of dollars) | Total Project Cost | Expended Thru 06/21 | Adopted 2021/22 | Forecast 2022/23 | Forecast 2023/24 | Forecast 2024/25 | Forecast 2025/26 | Future | Total Remaining Budget |
|--|--------------------|---------------------|-----------------|------------------|------------------|------------------|------------------|----------|------------------------|
| Downtown Reinvestment Fund | 384.0 | 50.5 | 333.6 | - | - | - | - | - | 333.6 |
| North Benefit Area Impact Fee Fund | 1,418.5 | 1,418.5 | - | - | - | - | - | - | - |
| Northwest Benefit Area Impact Fee Fund | 214.9 | 214.9 | - | - | - | - | - | - | - |
| Transportation Fund | 901.1 | 901.1 | - | - | - | - | - | - | - |
| Total: | 2,918.6 | 2,585.0 | 333.6 | - | - | - | - | - | 333.6 |

Moore Rd Rehab, Sanders Rd to I-10

Est. Completion: FY 2024
Location: Moore Road from Sanders Road to I-10
Description: A rubberized chip will be applied.
Operating No additional operational and maintenance costs will be required
Budget Impact: and will reduce maintenance cost to the road

| Funding Sources (in thousands of dollars) | Total Project Cost | Expended Thru 06/21 | Adopted 2021/22 | Forecast 2022/23 | Forecast 2023/24 | Forecast 2024/25 | Forecast 2025/26 | Future | Total Remaining Budget |
|--|--------------------|---------------------|-----------------|------------------|------------------|------------------|------------------|----------|------------------------|
| Transportation Fund | 500.0 | - | - | - | 500.0 | - | - | - | 500.0 |
| Total: | 500.0 | - | - | - | 500.0 | - | - | - | 500.0 |

Moore Rd Rehabilitation, East and West of Dove Mtn

Est. Completion: FY 2023
Location: Moore Road west from Dove Mountain Blvd. to Wild Burro Road
Description: A rubberized chip will be applied and cattle guard removed and replaced in pavement.
Operating No additional operational and maintenance costs will be required
Budget Impact: and will reduce maintenance cost to the road

| Funding Sources (in thousands of dollars) | Total Project Cost | Expended Thru 06/21 | Adopted 2021/22 | Forecast 2022/23 | Forecast 2023/24 | Forecast 2024/25 | Forecast 2025/26 | Future | Total Remaining Budget |
|--|--------------------|---------------------|-----------------|------------------|------------------|------------------|------------------|----------|------------------------|
| Transportation Fund | 220.0 | - | - | 220.0 | - | - | - | - | 220.0 |
| Total: | 220.0 | - | - | 220.0 | - | - | - | - | 220.0 |

North Marana Pavement Rehabilitation - (ST083)

Est. Completion: FY 2022
Location: Hardin Road, Wentz Road, Gladden Farms Road, Grier Road
Description: Approximately 33,400 linear feet of road will have a rubberized chip seal application applied, with structural patch work as needed.
Operating \$44,600 Annual O&M cost
Budget Impact:

| Funding Sources (in thousands of dollars) | Total Project Cost | Expended Thru 06/21 | Adopted 2021/22 | Forecast 2022/23 | Forecast 2023/24 | Forecast 2024/25 | Forecast 2025/26 | Future | Total Remaining Budget |
|--|--------------------|---------------------|-----------------|------------------|------------------|------------------|------------------|----------|------------------------|
| Transportation Fund | 1,200.0 | 1,155.0 | 45.0 | - | - | - | - | - | 45.0 |
| Total: | 1,200.0 | 1,155.0 | 45.0 | - | - | - | - | - | 45.0 |

Pines Settlement Repair, FY2022 - (ST094)

Est. Completion:

Location: The Pines Subdivision

Description: Repair settled areas of asphalt with poly foam injection at various failed locations.

Operating Budget Impact: No additional operational and maintenance costs will be required

| Funding Sources (in thousands of dollars) | Total Project Cost | Expended Thru 06/21 | Adopted 2021/22 | Forecast 2022/23 | Forecast 2023/24 | Forecast 2024/25 | Forecast 2025/26 | Future | Total Remaining Budget |
|--|--------------------|---------------------|-----------------|------------------|------------------|------------------|------------------|----------|------------------------|
| Transportation Fund | 660.0 | - | 660.0 | - | - | - | - | - | 660.0 |
| Total: | 660.0 | - | 660.0 | - | - | - | - | - | 660.0 |

Pines Settlement Repair, FY2023

Est. Completion: FY 2023

Location: The Pines Subdivision

Description: Repair settled areas of asphalt on street with poly foam injection at various failed locations.

Operating Budget Impact: No additional operational and maintenance costs will be required

| Funding Sources (in thousands of dollars) | Total Project Cost | Expended Thru 06/21 | Adopted 2021/22 | Forecast 2022/23 | Forecast 2023/24 | Forecast 2024/25 | Forecast 2025/26 | Future | Total Remaining Budget |
|--|--------------------|---------------------|-----------------|------------------|------------------|------------------|------------------|----------|------------------------|
| Transportation Fund | 460.0 | - | - | 460.0 | - | - | - | - | 460.0 |
| Total: | 460.0 | - | - | 460.0 | - | - | - | - | 460.0 |

Postvale Rd, Grier Rd Rehab Phase 2 - (ST095)

Est. Completion: FY 2022

Location: Grier Road from Frontage Road to Sandario Road; Postvale Road from Frontage Road to Moore Road

Description: Rubberized chip with structural patch work as needed

Operating Budget Impact: No additional operating costs

| Funding Sources (in thousands of dollars) | Total Project Cost | Expended Thru 06/21 | Adopted 2021/22 | Forecast 2022/23 | Forecast 2023/24 | Forecast 2024/25 | Forecast 2025/26 | Future | Total Remaining Budget |
|--|--------------------|---------------------|-----------------|------------------|------------------|------------------|------------------|----------|------------------------|
| Transportation Fund | 260.0 | - | 260.0 | - | - | - | - | - | 260.0 |
| Total: | 260.0 | - | 260.0 | - | - | - | - | - | 260.0 |

Postvale Rd, Grier Rd Rehabilitation - (ST084)

Est. Completion: FY 2022

Location: Postvale Road from Adonis/Postvale intersection south and east to end of pavement

Description: Approximately 2.25 miles of road will have a rubberized chip applied along with structural patch work as needed

Operating Budget Impact: \$3,700 annual O&M costs

| Funding Sources (in thousands of dollars) | Total Project Cost | Expended Thru 06/21 | Adopted 2021/22 | Forecast 2022/23 | Forecast 2023/24 | Forecast 2024/25 | Forecast 2025/26 | Future | Total Remaining Budget |
|--|--------------------|---------------------|-----------------|------------------|------------------|------------------|------------------|----------|------------------------|
| Transportation Fund | 300.0 | 280.0 | 20.0 | - | - | - | - | - | 20.0 |
| Total: | 300.0 | 280.0 | 20.0 | - | - | - | - | - | 20.0 |

Rillito Village Tr Drainage Improvements - (ST085)

Est. Completion: FY 2022

Location: Rillito Village Trail, from Tangerine Farms Road to Frontage Road

Description: Repair failed sections, and correct drainage issues to remove standing water within the ROW.

Operating Budget Impact: \$500 Annual O&M cost

| Funding Sources (in thousands of dollars) | Total Project Cost | Expended Thru 06/21 | Adopted 2021/22 | Forecast 2022/23 | Forecast 2023/24 | Forecast 2024/25 | Forecast 2025/26 | Future | Total Remaining Budget |
|--|--------------------|---------------------|-----------------|------------------|------------------|------------------|------------------|----------|------------------------|
| Transportation Fund | 860.0 | 13.5 | 846.5 | - | - | - | - | - | 846.5 |
| Total: | 860.0 | 13.5 | 846.5 | - | - | - | - | - | 846.5 |

Silverbell Rd Sidewalk, TP to Coach - (ST069)

Est. Completion: FY 2022

Location: Silverbell Road: Twin Peaks Road to Coachline Boulevard

Description: Construct a concrete sidewalk along the west side of Silverbell Road

Operating Budget Impact: \$200 Annual O&M cost

| Funding Sources (in thousands of dollars) | Total Project Cost | Expended Thru 06/21 | Adopted 2021/22 | Forecast 2022/23 | Forecast 2023/24 | Forecast 2024/25 | Forecast 2025/26 | Future | Total Remaining Budget |
|--|--------------------|---------------------|-----------------|------------------|------------------|------------------|------------------|----------|------------------------|
| Transportation Fund | 315.0 | - | 315.0 | - | - | - | - | - | 315.0 |
| Total: | 315.0 | - | 315.0 | - | - | - | - | - | 315.0 |

Silverbell Rd Widening, Ina Rd to Sunset Rd

Est. Completion: FY 2025

Location: Silverbell Road, Ina to Sunset

Description: The RTA project Silverbell Road, Ina Road to Grant Road is a divided desert parkway, with drainage improvements and bike lanes that will widen Silverbell Road from 2 lanes to 3 lanes from Ina rd. to Sunset Road The Town of Marana will contribute funds to the lead agency (Pima County) necessary to increase this from a 3-lane roadway to a 4-lane roadway.

Operating Budget Impact: \$8,000 Annual O&M cost

| Funding Sources (in thousands of dollars) | Total Project Cost | Expended Thru 06/21 | Adopted 2021/22 | Forecast 2022/23 | Forecast 2023/24 | Forecast 2024/25 | Forecast 2025/26 | Future | Total Remaining Budget |
|--|--------------------|---------------------|-----------------|------------------|------------------|------------------|------------------|----------|------------------------|
| South Benefit Impact Fee Fund | 2,400.0 | - | - | - | 400.0 | - | 2,000.0 | - | 2,400.0 |
| Total: | 2,400.0 | - | - | - | 400.0 | - | 2,000.0 | - | 2,400.0 |

South Marana Pavement Rehab Phase 2 - (ST096)

Est. Completion: FY 2022

Location: Silverbell Road, Sanders Road, Emigh Road, South Marana

Description: Silverbell Road from Twin Peaks Road to Town limits, Rubberized Chip.
Emigh Road from Sandario Road to Sanders Road, Rubberized Chip.
Sanders Road from Twin Peaks Road to Emigh Road, Rubberized Chip with Drainage Improvements / Ford Wall.

Operating Budget Impact: No additional operational and maintenance costs will be required

| Funding Sources (in thousands of dollars) | Total Project Cost | Expended Thru 06/21 | Adopted 2021/22 | Forecast 2022/23 | Forecast 2023/24 | Forecast 2024/25 | Forecast 2025/26 | Future | Total Remaining Budget |
|--|--------------------|---------------------|-----------------|------------------|------------------|------------------|------------------|----------|------------------------|
| Transportation Fund | 600.0 | - | 600.0 | - | - | - | - | - | 600.0 |
| Total: | 600.0 | - | 600.0 | - | - | - | - | - | 600.0 |

South Marana Pavement Rehabilitation - (ST086)

Est. Completion: FY 2022

Location: Various roads in south Marana

Description: Thornydale Road (Ina Road to Town limits on the south), Orange Grove Road (from I-10 on the west to Town limits on the east), and Costco Loop will have a rubberized chip seal application applied, with structural patch work as needed.

Operating Budget Impact: No additional operational and maintenance costs will be required



| Funding Sources (in thousands of dollars) | Total Project Cost | Expended Thru 06/21 | Adopted 2021/22 | Forecast 2022/23 | Forecast 2023/24 | Forecast 2024/25 | Forecast 2025/26 | Future | Total Remaining Budget |
|--|--------------------|---------------------|-----------------|------------------|------------------|------------------|------------------|----------|------------------------|
| Transportation Fund | 550.0 | 515.0 | 35.0 | - | - | - | - | - | 35.0 |
| Total: | 550.0 | 515.0 | 35.0 | - | - | - | - | - | 35.0 |

Subdivision Restoration(s)

Est. Completion: FY 2026

Location: Various subdivisions

Description: Removal and replacement of existing asphalt at various subdivisions throughout the town as needed

Operating Budget Impact: No additional operational and maintenance costs will be required

| Funding Sources (in thousands of dollars) | Total Project Cost | Expended Thru 06/21 | Adopted 2021/22 | Forecast 2022/23 | Forecast 2023/24 | Forecast 2024/25 | Forecast 2025/26 | Future | Total Remaining Budget |
|--|--------------------|---------------------|-----------------|------------------|------------------|------------------|------------------|----------|------------------------|
| Transportation Fund | 3,000.0 | - | - | - | - | 1,500.0 | 1,500.0 | - | 3,000.0 |
| Total: | 3,000.0 | - | - | - | - | 1,500.0 | 1,500.0 | - | 3,000.0 |

Tangerine Farms Rd, Barnett Rd to Marana Rd

Est. Completion: FY 2026

Location: Tangerine Farms Road from Barnett to Marana Road

Description: This project will be a 4 lane divided roadway with a path, sidewalk, landscaping and lighting.

Operating Budget Impact: \$4,000 O&M cost

| Funding Sources (in thousands of dollars) | Total Project Cost | Expended Thru 06/21 | Adopted 2021/22 | Forecast 2022/23 | Forecast 2023/24 | Forecast 2024/25 | Forecast 2025/26 | Future | Total Remaining Budget |
|--|--------------------|---------------------|-----------------|------------------|------------------|------------------|------------------|----------|------------------------|
| Transportation Fund | 6,400.0 | - | - | 400.0 | - | - | 6,000.0 | - | 6,400.0 |
| Total: | 6,400.0 | - | - | 400.0 | - | - | 6,000.0 | - | 6,400.0 |

Tangerine Farms Rd, Marana Rd to I-10 - (ST097)

Est. Completion: FY 2024

Location: Tangerine Farms Road, Marana Road to I-10

Description: This project will be a four lane divided roadway with sidewalks, a path, landscaping, and lighting.

Operating Budget Impact: Approx. \$60,000 annual O&M cost

| Funding Sources (in thousands of dollars) | Total Project Cost | Expended Thru 06/21 | Adopted 2021/22 | Forecast 2022/23 | Forecast 2023/24 | Forecast 2024/25 | Forecast 2025/26 | Future | Total Remaining Budget |
|--|--------------------|---------------------|-----------------|------------------|------------------|------------------|------------------|----------|------------------------|
| Transportation Fund | 3,820.0 | - | 300.0 | 20.0 | 3,500.0 | - | - | - | 3,820.0 |
| Total: | 3,820.0 | - | 300.0 | 20.0 | 3,500.0 | - | - | - | 3,820.0 |

Tangerine Rd Widening, Phase 2A - (ST098)

Est. Completion: FY 2024

Location: Tangerine Road from I-10 to Dove Mt.

Description: Construction of a 4 lane road with drainage improvements, sidewalks, ADA facilities, multi-use path, right-of-way acquisitions, utility relocations, Marana Water line extensions, and sewer modifications and additions.

Operating Budget Impact: Approx. \$60,000 annual O&M cost

| Funding Sources (in thousands of dollars) | Total Project Cost | Expended Thru 06/21 | Adopted 2021/22 | Forecast 2022/23 | Forecast 2023/24 | Forecast 2024/25 | Forecast 2025/26 | Future | Total Remaining Budget |
|--|--------------------|---------------------|-----------------|------------------|------------------|------------------|------------------|----------|------------------------|
| Transportation Fund | 10,000.0 | - | 2,200.0 | 6,100.0 | 1,700.0 | - | - | - | 10,000.0 |
| Agency Fund | 5,000.0 | - | 5,000.0 | - | - | - | - | - | 5,000.0 |
| RTA | 12,000.0 | - | - | 12,000.0 | - | - | - | - | 12,000.0 |
| Total: | 27,000.0 | - | 7,200.0 | 18,100.0 | 1,700.0 | - | - | - | 27,000.0 |

Tangerine Rd Widening, Phase 2B - (ST060)

Est. Completion: FY 2026

Location: From Interstate 10 to approximately 2 miles to the east of Interstate 10.

Description: Tangerine Road will be widen to a 4-lane divided desert parkway, with bike lanes, drainage improvements and turn lanes.

Operating Budget Impact: Approx. \$60,000 annual O&M cost

| Funding Sources (in thousands of dollars) | Total Project Cost | Expended Thru 06/21 | Adopted 2021/22 | Forecast 2022/23 | Forecast 2023/24 | Forecast 2024/25 | Forecast 2025/26 | Future | Total Remaining Budget |
|--|--------------------|---------------------|-----------------|------------------|------------------|------------------|------------------|----------|------------------------|
| Transportation Fund | 2,000.0 | - | - | - | - | 1,000 | 1,000 | - | 2,000.0 |
| RTA | 41,350.0 | - | - | - | - | 23,350 | 18,000 | - | 41,350.0 |
| Total: | 43,350.0 | - | - | - | - | 24,350 | 19,000 | - | 43,350.0 |

Town Street Lighting Program

Est. Completion: FY 2026
Location: Town wide
Description: Installations of lights for residential streets that enter major arterial roadways to improve public safety.
Operating Budget Impact: Estimated \$10,000 annual O&M

| Funding Sources (in thousands of dollars) | Total Project Cost | Expended Thru 06/21 | Adopted 2021/22 | Forecast 2022/23 | Forecast 2023/24 | Forecast 2024/25 | Forecast 2025/26 | Future | Total Remaining Budget |
|--|--------------------|---------------------|-----------------|------------------|------------------|------------------|------------------|----------|------------------------|
| General Fund | 400.0 | - | - | 100.0 | 100.0 | 100.0 | 100.0 | - | 400.0 |
| Total: | 400.0 | - | - | 100.0 | 100.0 | 100.0 | 100.0 | - | 400.0 |

Twin Peaks Rd - Sandario Rd Intersection - (ST087)

Est. Completion: FY 2022
Location: Twin Peaks Road and Sandario Road
Description: Installation of signalized intersection at, Twin Peaks Road and Sandario Road to provide easier access to Marana High School.
Operating Budget Impact: \$10,500 Annual O&M cost

| Funding Sources (in thousands of dollars) | Total Project Cost | Expended Thru 06/21 | Adopted 2021/22 | Forecast 2022/23 | Forecast 2023/24 | Forecast 2024/25 | Forecast 2025/26 | Future | Total Remaining Budget |
|--|--------------------|---------------------|-----------------|------------------|------------------|------------------|------------------|----------|------------------------|
| Transportation Fund | 1,000.0 | 14.5 | 985.5 | - | - | - | - | - | 985.5 |
| Total: | 1,000.0 | 14.5 | 985.5 | - | - | - | - | - | 985.5 |

Twin Peaks Rd Rehabilitation, West Town Limits - (ST099)

Est. Completion: FY 2022
Location: Western Town limit of Twin Peaks Road to the intersection of Twin Peaks Road and Saguaro Highlands
Description: A rubberized chip seal will be applied.
Operating Budget Impact: No additional annual O&M cost

| Funding Sources (in thousands of dollars) | Total Project Cost | Expended Thru 06/21 | Adopted 2021/22 | Forecast 2022/23 | Forecast 2023/24 | Forecast 2024/25 | Forecast 2025/26 | Future | Total Remaining Budget |
|--|--------------------|---------------------|-----------------|------------------|------------------|------------------|------------------|----------|------------------------|
| Transportation Fund | 450.0 | - | 450.0 | - | - | - | - | - | 450.0 |
| Total: | 450.0 | - | 450.0 | - | - | - | - | - | 450.0 |

Twin Peaks Rd, Rattlesnake Pass Widening - (ST073)

Est. Completion: FY 2023

Location: Twin Peaks Road from the western boundary of the Saguaro Springs development and extending to the intersection of Twin Peaks Road and Silverbell Road

Description: Reconstruct road, a four-lane arterial road cross-section, including the installation of westbound right-turn lanes and eastbound left-turn lanes at its intersections with Saguaro Peaks Blvd. and Saguaro Highlands Drive and install a traffic control signal at the Twin Peaks/Saguaro Peaks Blvd. intersection.

Operating Budget Impact: \$36,800 Annual O&M cost

| Funding Sources (in thousands of dollars) | Total Project Cost | Expended Thru 06/21 | Adopted 2021/22 | Forecast 2022/23 | Forecast 2023/24 | Forecast 2024/25 | Forecast 2025/26 | Future | Total Remaining Budget |
|---|--------------------|---------------------|-----------------|------------------|------------------|------------------|------------------|----------|------------------------|
| Transportation Fund | 4,000.0 | - | 2,000.0 | 2,000.0 | - | - | - | - | 4,000.0 |
| South Benefit Area Impact Fee Fund | 5,549.7 | 0.4 | 5,549.3 | - | - | - | - | - | 5,549.3 |
| Agency Fund | 3,000.0 | - | 3,000.0 | - | - | - | - | - | 3,000.0 |
| RTA | 750.0 | - | 750.0 | - | - | - | - | - | 750.0 |
| Total: | 13,299.7 | 0.4 | 11,299.3 | 2,000.0 | - | - | - | - | 13,299.3 |

West Marana Pavement Rehabilitation - (ST088)

Est. Completion: FY 2022

Location: Sanders Rd from Avra Valley Road to Marana Road, Sandario Road from Avra Valley Road to southern town limits

Description: Approximately 6 linear miles of Sanders Rd and Sandario Road will have a rubberized chip seal application applied, with structural patch work as needed. Approximately 6 linear miles of Avra Valley Road will have an application of asphalt emulsion sealer.

Operating Budget Impact: No additional operational and maintenance costs will be required. The maintenance cost will be reduced.

| Funding Sources (in thousands of dollars) | Total Project Cost | Expended Thru 06/21 | Adopted 2021/22 | Forecast 2022/23 | Forecast 2023/24 | Forecast 2024/25 | Forecast 2025/26 | Future | Total Remaining Budget |
|---|--------------------|---------------------|-----------------|------------------|------------------|------------------|------------------|----------|------------------------|
| Transportation Fund | 50.0 | 40.0 | 10.0 | - | - | - | - | - | 10.0 |
| Other Capital Fund | 650.0 | 620.0 | 30.0 | - | - | - | - | - | 30.0 |
| Total: | 700.0 | 660.0 | 40.0 | - | - | - | - | - | 40.0 |

Aquatics Center

Est. Completion: FY 2026
Location: TBD
Description: A year round, heated aquatic facility. Programming will include senior aqua aerobics, children's swimming Lessons, open recreation swim, swim team competition, and fitness lap swimming.

Operating Budget Impact: Estimated \$1,600,000 Annual O&M Costs

| Funding Sources (in thousands of dollars) | Total Project Cost | Expended Thru 06/21 | Adopted 2021/22 | Forecast 2022/23 | Forecast 2023/24 | Forecast 2024/25 | Forecast 2025/26 | Future | Total Remaining Budget |
|---|--------------------|---------------------|-----------------|------------------|------------------|------------------|------------------|----------|------------------------|
| Other Capital Fund | 2,000.0 | - | - | - | - | - | 2,000.0 | - | 2,000.0 |
| Total: | 2,000.0 | - | - | - | - | - | 2,000.0 | - | 2,000.0 |

Continental Com Park Loop Connection

Est. Completion: FY 2026
Location: Continental Ranch Community Park
Description: Add a paved path from Continental Ranch Community Park to connect to the Loop.

Operating Budget Impact: \$500 Annual O&M cost

| Funding Sources (in thousands of dollars) | Total Project Cost | Expended Thru 06/21 | Adopted 2021/22 | Forecast 2022/23 | Forecast 2023/24 | Forecast 2024/25 | Forecast 2025/26 | Future | Total Remaining Budget |
|---|--------------------|---------------------|-----------------|------------------|------------------|------------------|------------------|----------|------------------------|
| General Fund | 350.0 | - | - | - | - | 50.0 | 300.0 | - | 350.0 |
| Total: | 350.0 | - | - | - | - | 50.0 | 300.0 | - | 350.0 |

Crossroads Park Path Entry Reconstruction

Est. Completion: FY 2023
Location: Silverbell Park
Description: Expansion of the Path entry at Silverbell Park.

Operating Budget Impact: \$500 Annual O&M cost

| Funding Sources (in thousands of dollars) | Total Project Cost | Expended Thru 06/21 | Adopted 2021/22 | Forecast 2022/23 | Forecast 2023/24 | Forecast 2024/25 | Forecast 2025/26 | Future | Total Remaining Budget |
|---|--------------------|---------------------|-----------------|------------------|------------------|------------------|------------------|----------|------------------------|
| General Fund | 90.0 | - | - | 90.0 | - | - | - | - | 90.0 |
| Total: | 90.0 | - | - | 90.0 | - | - | - | - | 90.0 |

El Rio Disc Golf - (PK031)

Est. Completion: FY 2023
Location: East of the El Rio Riparian Area
Description: Construct a disk golf course east of the El Rio Riparian Area.
Operating Budget Impact: \$15,000 Annual O&M cost

| Funding Sources (in thousands of dollars) | Total Project Cost | Expended Thru 06/21 | Adopted 2021/22 | Forecast 2022/23 | Forecast 2023/24 | Forecast 2024/25 | Forecast 2025/26 | Future | Total Remaining Budget |
|--|--------------------|---------------------|-----------------|------------------|------------------|------------------|------------------|----------|------------------------|
| General Fund | 240.0 | - | 40.0 | 200.0 | - | - | - | - | 240.0 |
| Total: | 240.0 | - | 40.0 | 200.0 | - | - | - | - | 240.0 |

El Rio Preserve Connection - (PK029)

Est. Completion: FY 2022
Location: El Rio Preserve
Description: This project will convey water into the El Rio Preserve which will allow the Town to maintain water in this important outdoor recreation asset year-round.
Operating Budget Impact: \$15,000 Annual O&M cost

| Funding Sources (in thousands of dollars) | Total Project Cost | Expended Thru 06/21 | Adopted 2021/22 | Forecast 2022/23 | Forecast 2023/24 | Forecast 2024/25 | Forecast 2025/26 | Future | Total Remaining Budget |
|--|--------------------|---------------------|-----------------|------------------|------------------|------------------|------------------|----------|------------------------|
| General Fund | 82.0 | 6.0 | 76.0 | - | - | - | - | - | 76.0 |
| Other Capital Fund | 58.0 | - | 58.0 | - | - | - | - | - | 58.0 |
| Total: | 140.0 | 6.0 | 134.0 | - | - | - | - | - | 134.0 |

El Rio Preserve Expansion

Est. Completion: FY 2025
Location: El Rio Preserve
Description: Develop a trail system in the El Rio Preserve to include tables, benches, and wildlife viewing areas throughout the preserve.
Operating Budget Impact: \$1,000 Annual O&M cost

| Funding Sources (in thousands of dollars) | Total Project Cost | Expended Thru 06/21 | Adopted 2021/22 | Forecast 2022/23 | Forecast 2023/24 | Forecast 2024/25 | Forecast 2025/26 | Future | Total Remaining Budget |
|--|--------------------|---------------------|-----------------|------------------|------------------|------------------|------------------|----------|------------------------|
| General Fund | 465.0 | - | - | - | 65.0 | 400.0 | - | - | 465.0 |
| Total: | 465.0 | - | - | - | 65.0 | 400.0 | - | - | 465.0 |

El Rio Recreation Area Parking Lot - (PK032)

Est. Completion: FY 2022
Location: El Rio Riparian Area
Description: A parking facility to provide parking for the El Rio Recreation area to prevent excessive street parking in the neighborhood.
Operating Budget Impact: \$1,740 Annual O&M cost



| Funding Sources (in thousands of dollars) | Total Project Cost | Expended Thru 06/21 | Adopted 2021/22 | Forecast 2022/23 | Forecast 2023/24 | Forecast 2024/25 | Forecast 2025/26 | Future | Total Remaining Budget |
|--|--------------------|---------------------|-----------------|------------------|------------------|------------------|------------------|----------|------------------------|
| Other Capital Fund | 170.0 | - | 170.0 | - | - | - | - | - | 170.0 |
| Total: | 170.0 | - | 170.0 | - | - | - | - | - | 170.0 |

Gladden Farms Baseball Fields - (PK033)

Est. Completion: FY 2023
Location: Gladden Farms Community Park
Description: Add two lighted and fenced diamond shaped ball fields.
Operating Budget Impact: \$5,000 Annual O&M cost

| Funding Sources (in thousands of dollars) | Total Project Cost | Expended Thru 06/21 | Adopted 2021/22 | Forecast 2022/23 | Forecast 2023/24 | Forecast 2024/25 | Forecast 2025/26 | Future | Total Remaining Budget |
|--|--------------------|---------------------|-----------------|------------------|------------------|------------------|------------------|----------|------------------------|
| Park Impact Fund | 550.0 | - | 50.0 | 500.0 | - | - | - | - | 550.0 |
| Total: | 550.0 | - | 50.0 | 500.0 | - | - | - | - | 550.0 |

Heritage Park Pole Barn - (PK034)

Est. Completion: FY 2022
Location: Heritage River Park
Description: Replace the existing pole barn with a new group ramada.
Operating Budget Impact: No foreseeable operating costs

| Funding Sources (in thousands of dollars) | Total Project Cost | Expended Thru 06/21 | Adopted 2021/22 | Forecast 2022/23 | Forecast 2023/24 | Forecast 2024/25 | Forecast 2025/26 | Future | Total Remaining Budget |
|--|--------------------|---------------------|-----------------|------------------|------------------|------------------|------------------|----------|------------------------|
| General Fund | 140.0 | - | 140.0 | - | - | - | - | - | 140.0 |
| Total: | 140.0 | - | 140.0 | - | - | - | - | - | 140.0 |

Heritage River Park Improvements

Est. Completion: FY 2025
Location: Heritage Park
Description: Increase capacity at Heritage Park. Reduce size of garden beds. Raise garden beds. Create spaces for ancient gardening displays/programs in partnership with outside agencies. Develop areas for educational displays including a Pit House.

Operating Budget Impact: \$1,200 Annual O&M cost

| Funding Sources (in thousands of dollars) | Total Project Cost | Expended Thru 06/21 | Adopted 2021/22 | Forecast 2022/23 | Forecast 2023/24 | Forecast 2024/25 | Forecast 2025/26 | Future | Total Remaining Budget |
|--|--------------------|---------------------|-----------------|------------------|------------------|------------------|------------------|----------|------------------------|
| Park Impact Fund | 1,000.0 | - | - | - | - | 1,000.0 | - | - | 1,000.0 |
| Total: | 1,000.0 | - | - | - | - | 1,000.0 | - | - | 1,000.0 |

Honea Heights Emergency Sewer Program (CD006)

Est. Completion: FY 2023
Location: Honea Heights Subdivision
Description: Emergency hookups to the sewer line for residents whose septic tanks have failed.

Operating Budget Impact: No foreseeable operating costs

| Funding Sources (in thousands of dollars) | Total Project Cost | Expended Thru 06/21 | Adopted 2021/22 | Forecast 2022/23 | Forecast 2023/24 | Forecast 2024/25 | Forecast 2025/26 | Future | Total Remaining Budget |
|--|--------------------|---------------------|-----------------|------------------|------------------|------------------|------------------|----------|------------------------|
| General Fund | 75.0 | - | - | 75.0 | - | - | - | - | 75.0 |
| Total: | 75.0 | - | - | 75.0 | - | - | - | - | 75.0 |

Honea Heights Phase II

Est. Completion: FY 2024
Location: Honea Heights Park
Description: Add 2 new lighted rectangle shaped fields at Honea Heights Park. Convert existing half court basketball court to full court.

Operating Budget Impact: \$80,000 Annual O&M cost

| Funding Sources (in thousands of dollars) | Total Project Cost | Expended Thru 06/21 | Adopted 2021/22 | Forecast 2022/23 | Forecast 2023/24 | Forecast 2024/25 | Forecast 2025/26 | Future | Total Remaining Budget |
|--|--------------------|---------------------|-----------------|------------------|------------------|------------------|------------------|----------|------------------------|
| Park Impact Fund | 1,050.0 | - | - | 50.0 | 1,000.0 | - | - | - | 1,050.0 |
| Total: | 1,050.0 | - | - | 50.0 | 1,000.0 | - | - | - | 1,050.0 |

Impact Fee Study, Parks, FY2021 - (PK030)

Est. Completion: FY 2022
Location: N/A
Description: A study of the Town's growth and capacity, and the associated impact fees that will be necessary to fund park improvements.
Operating Budget Impact: No foreseeable operating costs

| Funding Sources (in thousands of dollars) | Total Project Cost | Expended Thru 06/21 | Adopted 2021/22 | Forecast 2022/23 | Forecast 2023/24 | Forecast 2024/25 | Forecast 2025/26 | Future | Total Remaining Budget |
|---|--------------------|---------------------|-----------------|------------------|------------------|------------------|------------------|----------|------------------------|
| Park Impact Fund | 100.0 | - | 100.0 | - | - | - | - | - | 100.0 |
| Total: | 100.0 | - | 100.0 | - | - | - | - | - | 100.0 |

Marana Community Center - (PK035)

Est. Completion: FY 2024
Location: TBD
Description: Construct a large multi-generational recreation facility to include; exercise/fitness facilities, multi-use gymnasium space, classroom and meeting space, indoor walking track, and other recreation amenities.
Operating Budget Impact: \$1,400,000 Annual O&M cost

| Funding Sources (in thousands of dollars) | Total Project Cost | Expended Thru 06/21 | Adopted 2021/22 | Forecast 2022/23 | Forecast 2023/24 | Forecast 2024/25 | Forecast 2025/26 | Future | Total Remaining Budget |
|---|--------------------|---------------------|-----------------|------------------|------------------|------------------|------------------|----------|------------------------|
| General Fund | 41.0 | - | 41.0 | - | - | - | - | - | 41.0 |
| Other Capital Fund | 27,000.0 | - | 2,000.0 | 15,000 | 10,000 | - | - | - | 27,000.0 |
| Total: | 27,041.0 | - | 2,041.0 | 15,000 | 10,000 | - | - | - | 27,041.0 |

MMC Drainage Improvements - (FA108)

Est. Completion: FY 2022
Location: Marana Municipal Complex
Description: Improve ground water drainage around the Marana Municipal Complex.
Operating Budget Impact: No additional operating budget impact

| Funding Sources (in thousands of dollars) | Total Project Cost | Expended Thru 06/21 | Adopted 2021/22 | Forecast 2022/23 | Forecast 2023/24 | Forecast 2024/25 | Forecast 2025/26 | Future | Total Remaining Budget |
|---|--------------------|---------------------|-----------------|------------------|------------------|------------------|------------------|----------|------------------------|
| General Fund | 305.1 | 16.1 | 289.0 | - | - | - | - | - | 289.0 |
| Total: | 305.1 | 16.1 | 289.0 | - | - | - | - | - | 289.0 |

Ora Mae Harn Park Renovation

Est. Completion: FY 2027

Location: Ora Mae Harn Park

Description: Renovation of Ora Mae Harn Park. Elements include upgrading play structures, removing swimming pool and bathhouse, constructing a community pavilion, remove and replace existing restrooms, creating a racquet sport area, constructing a small rectangular field, and expanded parking.

Operating Budget Impact: \$2,000 Annual O&M cost

| Funding Sources (in thousands of dollars) | Total Project Cost | Expended Thru 06/21 | Adopted 2021/22 | Forecast 2022/23 | Forecast 2023/24 | Forecast 2024/25 | Forecast 2025/26 | Future | Total Remaining Budget |
|--|--------------------|---------------------|-----------------|------------------|------------------|------------------|------------------|----------------|------------------------|
| General Fund | 1,485.0 | - | - | - | - | - | 150.0 | 1,335.0 | 1,485.0 |
| Total: | 1,485.0 | - | - | - | - | - | 150.0 | 1,335.0 | 1,485.0 |

Santa Cruz Shared Use Path, at CalPortland - (PK023)

Est. Completion: FY 2022

Location: North of Avra Valley Road along the Santa Cruz River bank

Description: Obtain necessary easements, design & construct a 14' wide asphalt path with above grade crossing.

Operating Budget Impact: \$4,095 Annual O&M cost



| Funding Sources (in thousands of dollars) | Total Project Cost | Expended Thru 06/21 | Adopted 2021/22 | Forecast 2022/23 | Forecast 2023/24 | Forecast 2024/25 | Forecast 2025/26 | Future | Total Remaining Budget |
|--|--------------------|---------------------|-----------------|------------------|------------------|------------------|------------------|----------|------------------------|
| Park Impact Fund | 2,306.9 | 282.6 | 2,024.3 | - | - | - | - | - | 2,024.3 |
| Agency Fund | 510.0 | - | 510.0 | - | - | - | - | - | 510.0 |
| Total: | 2,816.9 | 282.6 | 2,534.3 | - | - | - | - | - | 2,534.3 |

TABY Downtown Roundabout - (AD015)

Est. Completion: FY 2022

Location: Roundabout at N. Sanders Road and W. Nichols Street

Description: A monument sculpture located in the round-about at Sandario Road and Marana Main Street.

Operating Budget Impact: No foreseeable operating costs

| Funding Sources (in thousands of dollars) | Total Project Cost | Expended Thru 06/21 | Adopted 2021/22 | Forecast 2022/23 | Forecast 2023/24 | Forecast 2024/25 | Forecast 2025/26 | Future | Total Remaining Budget |
|--|--------------------|---------------------|-----------------|------------------|------------------|------------------|------------------|----------|------------------------|
| PAG | 75.0 | 57.5 | 17.5 | - | - | - | - | - | 17.5 |
| Total: | 75.0 | 57.5 | 17.5 | - | - | - | - | - | 17.5 |

Tortolita Preserve Improvements - (PK036)

Est. Completion: FY 2023

Location: Tortolita Preserve at Moore Road

Description: Improve trail access by creating a formal entry with signage, adding a ramada, adding an area for a portable restroom, improving trails, and adding informational and interpretive signage.

Operating Budget Impact: \$4,000 Annual O&M cost

| Funding Sources (in thousands of dollars) | Total Project Cost | Expended Thru 06/21 | Adopted 2021/22 | Forecast 2022/23 | Forecast 2023/24 | Forecast 2024/25 | Forecast 2025/26 | Future | Total Remaining Budget |
|---|--------------------------|------------------------|--------------------|---------------------|---------------------|---------------------|---------------------|----------|------------------------------|
| General Fund | 130.0 | - | 30.0 | 100.0 | - | - | - | - | 130.0 |
| Total: | 130.0 | - | 30.0 | 100.0 | - | - | - | - | 130.0 |

Air Traffic Control Tower - (AP031)

Est. Completion: FY 2024

Location: Marana Regional Airport

Description: Environmental, siting study, design, and construction of a new air traffic control tower.

Operating Budget Impact: O&M expenses of \$50,000 per year starting in FY 2024/25

| Funding Sources (in thousands of dollars) | Total Project Cost | Expended Thru 06/21 | Adopted 2021/22 | Forecast 2022/23 | Forecast 2023/24 | Forecast 2024/25 | Forecast 2025/26 | Future | Total Remaining Budget |
|--|--------------------|---------------------|-----------------|------------------|------------------|------------------|------------------|----------|------------------------|
| General Fund | 88.0 | - | 18.4 | 69.6 | - | - | - | - | 88.0 |
| Airport Capital Fund | 16,273.0 | - | 382.8 | 1,490.3 | 14,400.0 | - | - | - | 16,273.0 |
| Total: | 16,361.0 | - | 401.1 | 1,559.9 | 14,400.0 | - | - | - | 16,361.0 |

Airport Drainage Study - (AP027)

Est. Completion: FY 2026

Location: Marana Regional Airport

Description: New airport drainage study. Previous drainage study was done in 2007 and is out of date.

Operating Budget Impact: No foreseeable operating costs

| Funding Sources (in thousands of dollars) | Total Project Cost | Expended Thru 06/21 | Adopted 2021/22 | Forecast 2022/23 | Forecast 2023/24 | Forecast 2024/25 | Forecast 2025/26 | Future | Total Remaining Budget |
|--|--------------------|---------------------|-----------------|------------------|------------------|------------------|------------------|----------|------------------------|
| General Fund | 48.0 | - | - | - | - | 48.0 | - | - | 48.0 |
| Airport Capital Fund | 432.0 | - | - | - | - | 432.0 | - | - | 432.0 |
| Total: | 480.0 | - | - | - | - | 480.0 | - | - | 480.0 |

Airport EA, RWY 3-21, TWY B2, Hanger 6

Est. Completion: FY 2025

Location: Marana Regional Airport

Description: An Environmental Assessment for the new Runway 3-21, Taxiway B2, and Hanger 6.

Operating Budget Impact: No foreseeable operating costs

| Funding Sources (in thousands of dollars) | Total Project Cost | Expended Thru 06/21 | Adopted 2021/22 | Forecast 2022/23 | Forecast 2023/24 | Forecast 2024/25 | Forecast 2025/26 | Future | Total Remaining Budget |
|--|--------------------|---------------------|-----------------|------------------|------------------|------------------|------------------|----------|------------------------|
| General Fund | 21.5 | - | - | - | - | 21.5 | - | - | 22 |
| Airport Capital Fund | 458.5 | - | - | - | - | 458.5 | - | - | 459 |
| Total: | 480.0 | - | - | - | - | 480.0 | - | - | 480.0 |

Airport MIRL, Beacon, PAPI Replacements - (AP026)

Est. Completion: FY 2022

Location: Marana Regional Airport

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

Operating \$2,500 a year in cleaning and preventative maintenance. This

Budget Impact: includes bulbs and having the equipment inspected once a year.

| Funding Sources (in thousands of dollars) | Total Project Cost | Expended Thru 06/21 | Adopted 2021/22 | Forecast 2022/23 | Forecast 2023/24 | Forecast 2024/25 | Forecast 2025/26 | Future | Total Remaining Budget |
|---|--------------------------|------------------------|--------------------|---------------------|---------------------|---------------------|---------------------|----------|------------------------------|
| General Fund | 181.6 | - | 181.6 | - | - | - | - | - | 181.6 |
| Airport Capital Fund | 1,849.4 | 132.1 | 1,717.3 | - | - | - | - | - | 1,717.3 |
| Total: | 2,031.0 | 132.1 | 1,898.9 | - | - | - | - | - | 1,898.9 |

Airport Runway 30 Safety Study - (AP029)

Est. Completion: FY 2022

Location: Marana Regional Airport

Description: Study to analyze mitigation options for insufficient Runway 30 safety area.

Operating No foreseeable operating costs

Budget Impact:

| Funding Sources (in thousands of dollars) | Total Project Cost | Expended Thru 06/21 | Adopted 2021/22 | Forecast 2022/23 | Forecast 2023/24 | Forecast 2024/25 | Forecast 2025/26 | Future | Total Remaining Budget |
|---|--------------------------|------------------------|--------------------|---------------------|---------------------|---------------------|---------------------|----------|------------------------------|
| Airport Capital Fund | 175.0 | 111.4 | 63.6 | - | - | - | - | - | 63.6 |
| Total: | 175.0 | 111.4 | 63.6 | - | - | - | - | - | 63.6 |

Airport Taxiway A Reconstruction

Est. Completion: FY 2025

Location: Marana Regional Airport

Description: Design and construction of Taxiway A and lighting reconstruction. Anticipated low pavement condition from tri-annual ADOT inspection.

Operating \$4,000 a year in upkeep, cleaning and crack sealing pavement

Budget Impact:

| Funding Sources (in thousands of dollars) | Total Project Cost | Expended Thru 06/21 | Adopted 2021/22 | Forecast 2022/23 | Forecast 2023/24 | Forecast 2024/25 | Forecast 2025/26 | Future | Total Remaining Budget |
|---|--------------------------|------------------------|--------------------|---------------------|---------------------|---------------------|---------------------|----------|------------------------------|
| General Fund | 314.7 | - | - | 58.8 | - | 255.9 | - | - | 314.7 |
| Airport Capital Fund | 6,477.3 | - | - | 529.2 | - | 5,948.1 | - | - | 6,477.3 |
| Total: | 6,792.0 | - | - | 588.0 | - | 6,204.0 | - | - | 6,792.0 |

Airport Taxiway MITL Lights Upgrade - (AP032)

Est. Completion: FY 2023
Location: Marana Regional Airport
Description: Design and Construct the Airport Taxiway MITL (Medium Intensity Taxiway Lighting) upgrades. Replacement due to current age. Upgrade for safety.
Operating Budget Impact: \$2,500 a year in cleaning and preventative maintenance. This includes bulbs and having the equipment inspected once a year.

| Funding Sources (in thousands of dollars) | Total Project Cost | Expended Thru 06/21 | Adopted 2021/22 | Forecast 2022/23 | Forecast 2023/24 | Forecast 2024/25 | Forecast 2025/26 | Future | Total Remaining Budget |
|--|--------------------|---------------------|-----------------|------------------|------------------|------------------|------------------|----------|------------------------|
| General Fund | 71.7 | - | - | 71.7 | - | - | - | - | 71.7 |
| Airport Capital Fund | 1,531.5 | - | - | 1,531.5 | - | - | - | - | 1,531.5 |
| Total: | 1,603.2 | - | - | 1,603.2 | - | - | - | - | 1,603.2 |

East and West Apron Rehabilitation - (AP033)

Est. Completion: FY 2024
Location: Marana Regional Airport
Description: Design and construction of the rehabilitation of the east apron (215,195 sq. ft.) and west apron (476,758 sq. ft.).
Operating Budget Impact: \$4,000 a year in upkeep, maintenance, etc for each- \$2,000 east and \$2,000 west

| Funding Sources (in thousands of dollars) | Total Project Cost | Expended Thru 06/21 | Adopted 2021/22 | Forecast 2022/23 | Forecast 2023/24 | Forecast 2024/25 | Forecast 2025/26 | Future | Total Remaining Budget |
|--|--------------------|---------------------|-----------------|------------------|------------------|------------------|------------------|----------|------------------------|
| General Fund | 450.0 | - | 50.0 | 175.0 | 225.0 | - | - | - | 450.0 |
| Airport Capital Fund | 4,650.0 | - | 1,050.0 | 1,575.0 | 2,025.0 | - | - | - | 4,650.0 |
| Total: | 5,100.0 | - | 1,100.0 | 1,750.0 | 2,250.0 | - | - | - | 5,100.0 |

Rwy 3-21, Twy B2, Hangar 6, Modifications

Est. Completion: FY 2025
Location: Marana Regional Airport
Description: Design and Construction/Reconstruction of Runway 3-21, Taxiway B2 and the removal of Hangar 6.
Operating Budget Impact: O&M expenses of \$4,500 per year starting in FY 2025/26.

| Funding Sources | Total Project Cost | Expended Thru 06/21 | Adopted 2021/22 | Forecast 2022/23 | Forecast 2023/24 | Forecast 2024/25 | Forecast 2025/26 | Future | Total Remaining Budget |
|----------------------|--------------------|---------------------|-----------------|------------------|------------------|------------------|------------------|----------|------------------------|
| General Fund | 505.7 | - | - | 40.2 | 90.0 | 375.5 | - | - | 505.7 |
| Airport Capital Fund | 10,414.3 | - | - | 859.8 | 810.0 | 8,744.5 | - | - | 10,414.3 |
| Total: | 10,920.0 | - | - | 900.0 | 900.0 | 9,120.0 | - | - | 10,920.0 |

Taxiway C Reconstruction - (AP035)

Est. Completion: FY 2024

Location: Marana Regional Airport

Description: Design and construction of Taxiway C (50 ft. x 2,000 ft.).

Operating \$3,500 a year in up keep, cleaning and crack sealing pavement.

Budget Impact:

| Funding Sources (in thousands of dollars) | Total Project Cost | Expended Thru 06/21 | Adopted 2021/22 | Forecast 2022/23 | Forecast 2023/24 | Forecast 2024/25 | Forecast 2025/26 | Future | Total Remaining Budget |
|---|--------------------------|------------------------|--------------------|---------------------|---------------------|---------------------|---------------------|----------|------------------------------|
| General Fund | 262.2 | - | 49.0 | - | 213.2 | - | - | - | 262.2 |
| Airport Capital Fund | 5,397.8 | - | 441.0 | - | 4,956.8 | - | - | - | 5,397.8 |
| Total: | 5,660.0 | - | 490.0 | - | 5,170.0 | - | - | - | 5,660.0 |

Amole Electrical Upgrade - (WT055)

Est. Completion: FY 2022

Location: Amole well site

Description: Electrical upgrades to help bring the site to meet current OSHA and electrical regulations.

Operating Costs saving as ugrade will be less hard on motors and will allow

Budget Impact: operators to more safely replace fuses.

| Funding Sources (in thousands of dollars) | Total Project Cost | Expended Thru 06/21 | Adopted 2021/22 | Forecast 2022/23 | Forecast 2023/24 | Forecast 2024/25 | Forecast 2025/26 | Future | Total Remaining Budget |
|--|--------------------|---------------------|-----------------|------------------|------------------|------------------|------------------|----------|------------------------|
| Water Capital Fund | 160.0 | - | 160.0 | - | - | - | - | - | 160.0 |
| Total: | 160.0 | - | 160.0 | - | - | - | - | - | 160.0 |

CAP Subcontract - NIA Reallocation - (WT042)

Est. Completion: FY 2026

Location: Marana

Description: Charges for 515 acre-feet per year of Non-Indian Agricultural priority CAP water be re-allocated to the Town of Marana to meet town growth.

Operating Approx \$60,000 of annual O&M costs

Budget Impact:

| Funding Sources (in thousands of dollars) | Total Project Cost | Expended Thru 06/21 | Adopted 2021/22 | Forecast 2022/23 | Forecast 2023/24 | Forecast 2024/25 | Forecast 2025/26 | Future | Total Remaining Budget |
|--|--------------------|---------------------|-----------------|------------------|------------------|------------------|------------------|----------|------------------------|
| Renewable Resources | 1,077.5 | - | 215.5 | 215.5 | 215.5 | 215.5 | 215.5 | - | 1,077.5 |
| Total: | 1,077.5 | - | 215.5 | 215.5 | 215.5 | 215.5 | 215.5 | - | 1,077.5 |

Continental Reserve 24-inch Tie-in - (WT035)

Est. Completion: FY 2023

Location: Twin Peaks Blvd. to Silverbell Road

Description: Construct 24-inch interconnect between Hartman Vistas/Twin Peaks water service area and Continental Reserve water service area to create redundancy. The project will also facilitate the maintenance of the Continental Reserve Reservoir (future project).

Operating \$1,000 for annual corrostion testing and periodic valve

Budget Impact: maintenance

| Funding Sources | Total Project Cost | Expended Thru 06/21 | Adopted 2021/22 | Forecast 2022/23 | Forecast 2023/24 | Forecast 2024/25 | Forecast 2025/26 | Future | Total Remaining Budget |
|----------------------|--------------------|---------------------|-----------------|------------------|------------------|------------------|------------------|----------|------------------------|
| Water Infrastructure | 2,798.8 | 112.9 | 155.9 | 2,530.0 | - | - | - | - | 2,685.9 |
| Total: | 2,798.8 | 112.9 | 155.9 | 2,530.0 | - | - | - | - | 2,685.9 |

East Tangerine, Segment 1 Pipeline, Upsizing - (WT053)

Est. Completion: FY 2023

Location: East Tangerine

Description: The Town of Marana will assess the existing well to potentially increase its capacity to at least 200 gallons per minute. In addition, other areas in the vicinity will be researched and investigated to see if there is a location that would be a good candidate to design, drill, and equip a new well.

Operating Budget Impact: \$12,000 in annual electrical pumping costs, inspections, and maintenance

| Funding Sources (in thousands of dollars) | Total Project Cost | Expended Thru 06/21 | Adopted 2021/22 | Forecast 2022/23 | Forecast 2023/24 | Forecast 2024/25 | Forecast 2025/26 | Future | Total Remaining Budget |
|--|--------------------|---------------------|-----------------|------------------|------------------|------------------|------------------|----------|------------------------|
| Water Capital Fund | 320.0 | - | - | 320.0 | - | - | - | - | 320.0 |
| Total: | 320.0 | - | - | 320.0 | - | - | - | - | 320.0 |

Impact Fee Study, Water, FY2021 - (WT054)

Est. Completion: FY 2022

Location: Marana

Description: Update the current Infrastructure Improvement Plans and Impact Fee Study to ensure fair and appropriate fees are collected.

Operating Budget Impact: N/A

| Funding Sources (in thousands of dollars) | Total Project Cost | Expended Thru 06/21 | Adopted 2021/22 | Forecast 2022/23 | Forecast 2023/24 | Forecast 2024/25 | Forecast 2025/26 | Future | Total Remaining Budget |
|--|--------------------|---------------------|-----------------|------------------|------------------|------------------|------------------|----------|------------------------|
| Water Infrastructure | 43.8 | 4.0 | 39.8 | - | - | - | - | - | 39.8 |
| Renewable Resources | 43.8 | 4.0 | 39.8 | - | - | - | - | - | 39.8 |
| Wastewater Impact | 43.8 | 4.0 | 39.8 | - | - | - | - | - | 39.8 |
| Total: | 131.4 | 12.0 | 119.4 | - | - | - | - | - | 119.4 |

Integrated Water Resources Plan and DAWS - (WT056)

Est. Completion: FY 2022

Location: Marana water service area

Description: Produce a long-term Integrated Water Resources Plan to provide comprehensive guidelines for water supply and support external communications regarding water resources. Application and modification of Designation of Assured Water Supply.

Operating Budget Impact: N/A

| Funding Sources (in thousands of dollars) | Total Project Cost | Expended Thru 06/21 | Adopted 2021/22 | Forecast 2022/23 | Forecast 2023/24 | Forecast 2024/25 | Forecast 2025/26 | Future | Total Remaining Budget |
|--|--------------------|---------------------|-----------------|------------------|------------------|------------------|------------------|----------|------------------------|
| Renewable Resources | 185.0 | - | 185.0 | - | - | - | - | - | 185.0 |
| Total: | 185.0 | - | 185.0 | - | - | - | - | - | 185.0 |

Marana Park Reservoir - (WT046)

Est. Completion: FY 2022

Location: Ora Mae Harn Park

Description: Design and construct a new 1,000,000 gallon reservoir at the existing Marana Park Well Site. The project will provide additional storage required future development.

Operating Budget Impact: \$4,160 annual O&M costs

| Funding Sources (in thousands of dollars) | Total Project Cost | Expended Thru 06/21 | Adopted 2021/22 | Forecast 2022/23 | Forecast 2023/24 | Forecast 2024/25 | Forecast 2025/26 | Future | Total Remaining Budget |
|--|--------------------|---------------------|-----------------|------------------|------------------|------------------|------------------|----------|------------------------|
| Water Capital Fund | 567.9 | - | 567.9 | - | - | - | - | - | 567.9 |
| Water Infrastructure | 2,447.0 | 14.9 | 2,432.1 | - | - | - | - | - | 2,432.1 |
| Total: | 3,014.9 | 14.9 | 3,000.0 | - | - | - | - | - | 3,000.0 |

Marana Park Well - (WT047)

Est. Completion: FY 2023

Location: Ora Mae Harn Park

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

Operating Budget Impact: Approx. \$16,160 annual O&M costs

| Funding Sources (in thousands of dollars) | Total Project Cost | Expended Thru 06/21 | Adopted 2021/22 | Forecast 2022/23 | Forecast 2023/24 | Forecast 2024/25 | Forecast 2025/26 | Future | Total Remaining Budget |
|--|--------------------|---------------------|-----------------|------------------|------------------|------------------|------------------|----------|------------------------|
| Water Infrastructure | 732.0 | 26.1 | 705.9 | - | - | - | - | - | 705.9 |
| Total: | 732.0 | 26.1 | 705.9 | - | - | - | - | - | 705.9 |

NW Recharge, Recovery, and Delivery System - (WT048)

Est. Completion: FY 2024

Location: Marana

Description: A collaborative effort between Marana Domestic Water Improvement District and the Town of Oro Valley to plan, design, and construct a delivery system to convey recovered CAP water. Additionally, Marana Water will design and construct other necessary system improvements to connect to the Marana Water distribution system.

Operating Budget Impact: The O&M costs of this project not yet known at this time. There will be additional booster stations to maintain, but there will be reduced pumping of wells in other areas to help offset costs.

| Funding Sources (in thousands of dollars) | Total Project Cost | Expended Thru 06/21 | Adopted 2021/22 | Forecast 2022/23 | Forecast 2023/24 | Forecast 2024/25 | Forecast 2025/26 | Future | Total Remaining Budget |
|--|--------------------|---------------------|-----------------|------------------|------------------|------------------|------------------|----------|------------------------|
| Water Capital Fund | 11,816.7 | 506.0 | 3,760.7 | 6,900.0 | 650.0 | - | - | - | 11,310.7 |
| Total: | 11,816.7 | 506.0 | 3,760.7 | 6,900.0 | 650.0 | - | - | - | 11,310.7 |

Oshrin Line Replacement - (WT057)

Est. Completion: FY 2022

Location: Oshrin community

Description: Furnish, install 1 inch service lines, provide traffic control and applicable permits, replace asphalt. 30 service lines.

Operating Budget Impact: Minimal O&M costs

| Funding Sources (in thousands of dollars) | Total Project Cost | Expended Thru 06/21 | Adopted 2021/22 | Forecast 2022/23 | Forecast 2023/24 | Forecast 2024/25 | Forecast 2025/26 | Future | Total Remaining Budget |
|--|--------------------|---------------------|-----------------|------------------|------------------|------------------|------------------|----------|------------------------|
| Water Capital Fund | 105.0 | - | 105.0 | - | - | - | - | - | 105.0 |
| Total: | 105.0 | - | 105.0 | - | - | - | - | - | 105.0 |

Picture Rocks Interconnect - (WT036)

Est. Completion: FY 2025

Location: Wade Road west

Description: Construct approximately 6,600 linear feet of 12" water main in the Picture Rocks Water System. The main will connect two blocks of Continental Reserve development that have lower pressure due to their location. The two blocks would be converted to the Picture Rocks service area with new zone boundaries.

Operating Budget Impact: Minimal O&M costs

| Funding Sources (in thousands of dollars) | Total Project Cost | Expended Thru 06/21 | Adopted 2021/22 | Forecast 2022/23 | Forecast 2023/24 | Forecast 2024/25 | Forecast 2025/26 | Future | Total Remaining Budget |
|--|--------------------|---------------------|-----------------|------------------|------------------|------------------|------------------|----------|------------------------|
| Water Infrastructure | 1,481.5 | - | - | - | 284.8 | 1,196.7 | - | - | 1,481.5 |
| Total: | 1,481.5 | - | - | - | 284.8 | 1,196.7 | - | - | 1,481.5 |

Sandario Well Rehabilitation - (WT058)

Est. Completion: FY 2022

Location: Sandario well site

Description: Rehabilitation of Sandario well which is starting to lose productivity and efficiency due to aging.

Operating Budget Impact: N/A

| Funding Sources (in thousands of dollars) | Total Project Cost | Expended Thru 06/21 | Adopted 2021/22 | Forecast 2022/23 | Forecast 2023/24 | Forecast 2024/25 | Forecast 2025/26 | Future | Total Remaining Budget |
|--|--------------------|---------------------|-----------------|------------------|------------------|------------------|------------------|----------|------------------------|
| Water Capital Fund | 140.0 | - | 140.0 | - | - | - | - | - | 140.0 |
| Total: | 140.0 | - | 140.0 | - | - | - | - | - | 140.0 |

Sanders Road 24-Inch Water Line

Est. Completion: FY 2025
Location: Sanders Road alignment from Clark Farms Blvd. to Marana Road
Description: Design and construct approximately 9,000 linear feet of 24-inch water line to support planned future development.
Operating Budget Impact: \$1,000 annual corrosion testing. Will eventually lower power costs by allowing a greater portion of the system to be served by gravity instead of being pumped.

| Funding Sources (in thousands of dollars) | Total Project Cost | Expended Thru 06/21 | Adopted 2021/22 | Forecast 2022/23 | Forecast 2023/24 | Forecast 2024/25 | Forecast 2025/26 | Future | Total Remaining Budget |
|--|--------------------|---------------------|-----------------|------------------|------------------|------------------|------------------|----------|------------------------|
| Water Infrastructure | 2,227.7 | - | - | - | 2,227.7 | - | - | - | 2,227.7 |
| Total: | 2,227.7 | - | - | - | 2,227.7 | - | - | - | 2,227.7 |

SCADA and Integrated Telemetry - (WT026)

Est. Completion: FY 2024
Location: Various Water Facilities
Description: Various projects to improve efficiency, control, communication, ability to control data and security while standardizing software/hardware installations in the water distribution system.
Operating Budget Impact: \$10,000 a year in software upgrades and system equipment

| Funding Sources (in thousands of dollars) | Total Project Cost | Expended Thru 06/21 | Adopted 2021/22 | Forecast 2022/23 | Forecast 2023/24 | Forecast 2024/25 | Forecast 2025/26 | Future | Total Remaining Budget |
|--|--------------------|---------------------|-----------------|------------------|------------------|------------------|------------------|----------|------------------------|
| Water Capital Fund | 901.1 | 209.4 | 232.7 | 225.0 | 234.0 | - | - | - | 691.7 |
| Total: | 901.1 | 209.4 | 232.7 | 225.0 | 234.0 | - | - | - | 691.7 |

Tangerine W, X-zone Booster and PRV - (WT037)

Est. Completion: FY 2022
Location: Tangerine Farms west of I-10
Description: Design and construct an booster station and pressure release valve station. The booster station will allow water service to expand east of I-10 upon installation of the pipeline and support future gravity storage reservoirs.
Operating Budget Impact: \$4,160 annual O&M

| Funding Sources (in thousands of dollars) | Total Project Cost | Expended Thru 06/21 | Adopted 2021/22 | Forecast 2022/23 | Forecast 2023/24 | Forecast 2024/25 | Forecast 2025/26 | Future | Total Remaining Budget |
|--|--------------------|---------------------|-----------------|------------------|------------------|------------------|------------------|----------|------------------------|
| Water Infrastructure | 1,396.5 | 1,075 | 321.0 | - | - | - | - | - | 321.0 |
| Total: | 1,396.5 | 1,075 | 321.0 | - | - | - | - | - | 321.0 |

Clark Farms Flow Split - (WR017)

Est. Completion: FY 2022

Location: Clark Farms Blvd. at Sandario Road and Tangerine Farms Road

Description: Modification of the existing wastewater collection system to split the incoming flows between Clark Farms and Sandario Road by replacing an existing weir with a control structure, replacing existing manholes, and installation of 12" gravity main.

Operating Budget Impact: \$440 annual O&M costs

| Funding Sources (in thousands of dollars) | Total Project Cost | Expended Thru 06/21 | Adopted 2021/22 | Forecast 2022/23 | Forecast 2023/24 | Forecast 2024/25 | Forecast 2025/26 | Future | Total Remaining Budget |
|--|--------------------|---------------------|-----------------|------------------|------------------|------------------|------------------|----------|------------------------|
| Wastewater Impact | 465.8 | 15.9 | 449.9 | - | - | - | - | - | 449.9 |
| Total: | 465.8 | 15.9 | 449.9 | - | - | - | - | - | 449.9 |

Marana Rd-Sanders Rd 21-Inch Main - (WR018)

Est. Completion: FY 2022

Location:

Description: Remove approximately 90 linear feet of 18" gravity sewer main and replace with 21" gravity sewer main; Remove and replace two existing manholes.

Operating Budget Impact: \$7,240 annual O&M costs

| Funding Sources | Total Project Cost | Expended Thru 06/21 | Adopted 2021/22 | Forecast 2022/23 | Forecast 2023/24 | Forecast 2024/25 | Forecast 2025/26 | Future | Total Remaining Budget |
|-------------------|--------------------|---------------------|-----------------|------------------|------------------|------------------|------------------|----------|------------------------|
| Wastewater Impact | 248.0 | 14.4 | 233.6 | - | - | - | - | - | 233.6 |
| Total: | 248.0 | 14.4 | 233.6 | - | - | - | - | - | 233.6 |

Marana WRF, Screw Press 2 - (WR019)

Est. Completion: FY 2022

Location: Marana Water Reclamation Facility solids handling facility

Description: This project includes the purchase and installation of 1 Screw Press, 1 Polymer Blending Unit and 1 Solids Conveyor system to provide critical system redundancy to meet water quality standards.

Operating Budget Impact: Estimated \$500 annual maintenance costs for additional oil and grease.

| Funding Sources (in thousands of dollars) | Total Project Cost | Expended Thru 06/21 | Adopted 2021/22 | Forecast 2022/23 | Forecast 2023/24 | Forecast 2024/25 | Forecast 2025/26 | Future | Total Remaining Budget |
|--|--------------------|---------------------|-----------------|------------------|------------------|------------------|------------------|----------|------------------------|
| Wastewater Capital | 825.0 | - | 825.0 | - | - | - | - | - | 825.0 |
| Total: | 825.0 | - | 825.0 | - | - | - | - | - | 825.0 |

Rillito Vista Lift Station Upgrade - (WR020)

Est. Completion: FY 2022

Location: Rillito Vista Lift Station

Description: This project will replace mechanical and electrical equipment at the Rillito Vista Lift Station that is at the end of its life cycle while adding an emergency backup power supply.

Operating Budget Impact: \$1,000 annual O&M costs

| Funding Sources (in thousands of dollars) | Total Project Cost | Expended Thru 06/21 | Adopted 2021/22 | Forecast 2022/23 | Forecast 2023/24 | Forecast 2024/25 | Forecast 2025/26 | Future | Total Remaining Budget |
|--|--------------------|---------------------|-----------------|------------------|------------------|------------------|------------------|----------|------------------------|
| Wastewater Capital | 191.4 | - | 191.4 | - | - | - | - | - | 191.4 |
| Total: | 191.4 | - | 191.4 | - | - | - | - | - | 191.4 |

Sewer Conveyance System Rehab - (WR012)

Est. Completion: FY 2025

Location: Marana sewer system

Description: The project includes the rehabilitation and/or replacement of existing sewer conveyance infrastructure (manholes, sewer mains, & lift stations) that have deteriorated over time.

Operating Budget Impact: There should be no change in operational cost. The project will be completed proactively to prevent possible emergency repairs.

| Funding Sources (in thousands of dollars) | Total Project Cost | Expended Thru 06/21 | Adopted 2021/22 | Forecast 2022/23 | Forecast 2023/24 | Forecast 2024/25 | Forecast 2025/26 | Future | Total Remaining Budget |
|--|--------------------|---------------------|-----------------|------------------|------------------|------------------|------------------|----------|------------------------|
| Wastewater Capital | 1,900.1 | - | 41.6 | 731.3 | 552.5 | 574.7 | - | - | 1,900.1 |
| Total: | 1,900.1 | - | 41.6 | 731.3 | 552.5 | 574.7 | - | - | 1,900.1 |

North Marana Sewer Interceptor - (WR021)

Est. Completion: FY 2023

Location: W. Sagebrush Road and N. Wentz Road

Description: Intallation of four gravity pipes to accommodate additional sewer flows from projected development growth.

Operating Budget Impact: Estimated \$10,000 annual O&M costs

| Funding Sources (in thousands of dollars) | Total Project Cost | Expended Thru 06/21 | Adopted 2021/22 | Forecast 2022/23 | Forecast 2023/24 | Forecast 2024/25 | Forecast 2025/26 | Future | Total Remaining Budget |
|--|--------------------|---------------------|-----------------|------------------|------------------|------------------|------------------|----------|------------------------|
| Wastewater Capital | 10,300.0 | - | 5,000.0 | 5,300.0 | - | - | - | - | 10,300.0 |
| Total: | 10,300.0 | - | 5,000.0 | 5,300.0 | - | - | - | - | 10,300.0 |

Court Jury Assembly Room - (FA102)

Est. Completion: FY 2022
Location: Marana Municipal Complex
Description: Expansion of the Courts building, to add a Jury Assembly room.
Operating Budget Impact: Approx. \$2,500 annual O&M costs

| Funding Sources (in thousands of dollars) | Total Project Cost | Expended Thru 06/21 | Adopted 2021/22 | Forecast 2022/23 | Forecast 2023/24 | Forecast 2024/25 | Forecast 2025/26 | Future | Total Remaining Budget |
|--|--------------------|---------------------|-----------------|------------------|------------------|------------------|------------------|----------|------------------------|
| General Fund | 564.9 | 439.0 | 125.9 | - | - | - | - | - | 125.9 |
| Local Tech Fund | 400.0 | 50.0 | 350.0 | - | - | - | - | - | 350.0 |
| Total: | 964.9 | 489.0 | 475.9 | - | - | - | - | - | 475.9 |

Marana Public Safety Facility - (PDFAC)

Est. Completion: FY 2022
Location: Marana Municipal Complex Campus
Description: Various safety improvements, erosion protection, and visual improvements and seating for special events.
Operating Budget Impact: Approx. \$2,740 annual O&M cost

| Funding Sources (in thousands of dollars) | Total Project Cost | Expended Thru 06/21 | Adopted 2021/22 | Forecast 2022/23 | Forecast 2023/24 | Forecast 2024/25 | Forecast 2025/26 | Future | Total Remaining Budget |
|--|--------------------|---------------------|-----------------|------------------|------------------|------------------|------------------|----------|------------------------|
| Other Capital Fund | 531.1 | - | 531.1 | - | - | - | - | - | 531.1 |
| Total: | 531.1 | - | 531.1 | - | - | - | - | - | 531.1 |

MMC Generator Upgrade

Est. Completion: FY 2023
Location: Marana Municipal Complex
Description: Replace the existing generator with a larger one.
Operating Budget Impact: Annual operating cost would remain relatively the same.

| Funding Sources (in thousands of dollars) | Total Project Cost | Expended Thru 06/21 | Adopted 2021/22 | Forecast 2022/23 | Forecast 2023/24 | Forecast 2024/25 | Forecast 2025/26 | Future | Total Remaining Budget |
|--|--------------------|---------------------|-----------------|------------------|------------------|------------------|------------------|----------|------------------------|
| General Fund | 800.0 | - | - | 800.0 | - | - | - | - | 800.0 |
| Total: | 800.0 | - | - | 800.0 | - | - | - | - | 800.0 |

MMC Interior Lighting Improvements - (FA104)

Est. Completion: FY 2022
Location: Marana Municipal Complex
Description: Removal of all non LED bulbs and ballasts throughout the entire complex and upgrade with new LED replacement bulbs and outfitted with new controls system. Dispose of all old florescent bulbs through the proper recycling companies.

Operating Budget Impact: Approx \$54,320 annual savings

| Funding Sources (in thousands of dollars) | Total Project Cost | Expended Thru 06/21 | Adopted 2021/22 | Forecast 2022/23 | Forecast 2023/24 | Forecast 2024/25 | Forecast 2025/26 | Future | Total Remaining Budget |
|--|--------------------|---------------------|-----------------|------------------|------------------|------------------|------------------|----------|------------------------|
| General Fund | 202.0 | - | 202.0 | - | - | - | - | - | 202.0 |
| Total: | 202.0 | - | 202.0 | - | - | - | - | - | 202.0 |

MOC Parking Lot Reconstruction - (FA105)

Est. Completion: FY 2022
Location: MOC Parking Lot - 5100 W Ina Road
Description: Replace the worn out front parking lot that has numerous cracks, dips and raveling.



Operating Budget Impact: Seal and stripe parking lot every 6 years (\$10,000)

| Funding Sources | Total Project Cost | Expended Thru 06/21 | Adopted 2021/22 | Forecast 2022/23 | Forecast 2023/24 | Forecast 2024/25 | Forecast 2025/26 | Future | Total Remaining Budget |
|-----------------|--------------------|---------------------|-----------------|------------------|------------------|------------------|------------------|----------|------------------------|
| General Fund | 150.0 | - | 150.0 | - | - | - | - | - | 150.0 |
| Total: | 150.0 | - | 150.0 | - | - | - | - | - | 150.0 |

MOC Security Walls, New Entry Gate - (FA106)

Est. Completion: FY 2022
Location: MOC Parking Lot - 5100 W Ina Road
Description: Remove existing chain link fencing, install new 8 ft tall block or metal wall along entire length of the property and add an additional secure entry gate on the north end of the property.



Operating Budget Impact: \$2,000 annual maintenance cost

| Funding Sources (in thousands of dollars) | Total Project Cost | Expended Thru 06/21 | Adopted 2021/22 | Forecast 2022/23 | Forecast 2023/24 | Forecast 2024/25 | Forecast 2025/26 | Future | Total Remaining Budget |
|--|--------------------|---------------------|-----------------|------------------|------------------|------------------|------------------|----------|------------------------|
| General Fund | 314.0 | - | 314.0 | - | - | - | - | - | 314.0 |
| Total: | 314.0 | - | 314.0 | - | - | - | - | - | 314.0 |

MPD Console Modernization - (FA107)

Est. Completion: FY 2022
Location: Marana Municipal Complex
Description: Replace six console/workstations utilized by dispatchers in the Marana Police Department Communications Division



Operating Budget Impact: No additional O&M costs

| Funding Sources (in thousands of dollars) | Total Project Cost | Expended Thru 06/21 | Adopted 2021/22 | Forecast 2022/23 | Forecast 2023/24 | Forecast 2024/25 | Forecast 2025/26 | Future | Total Remaining Budget |
|--|--------------------|---------------------|-----------------|------------------|------------------|------------------|------------------|----------|------------------------|
| General Fund | 250.0 | - | 250.0 | - | - | - | - | - | 250.0 |
| Total: | 250.0 | - | 250.0 | - | - | - | - | - | 250.0 |



SUPPLEMENTAL SCHEDULES

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

REVENUE SCHEDULE

| Revenue Schedule | 2019 Actual | 2020 Actual | 2021 Estimates | 2022 Adopted |
|--|-------------------|-------------------|-------------------|-------------------|
| General Fund | | | | |
| Sales taxes | \$ 28,972,723 | \$ 30,497,789 | \$ 32,003,988 | \$ 30,950,841 |
| Intergovernmental | 12,012,620 | 13,098,547 | 14,609,359 | 14,620,322 |
| Licenses, fees and permits | 5,851,394 | 5,992,340 | 5,845,712 | 5,843,300 |
| Fines and forfeiture | 527,446 | 515,514 | 517,220 | 391,500 |
| Charges for services | 435,358 | 352,828 | 250,721 | 464,500 |
| Leases | 147,564 | 157,404 | 154,077 | 145,000 |
| Investment income | 1,149,805 | 1,409,293 | 500,000 | 508,508 |
| Miscellaneous | 1,199,764 | 951,979 | 655,335 | 811,371 |
| Total General Fund | 50,296,674 | 52,975,694 | 54,536,412 | 53,735,342 |
| Special Revenue Funds | | | | |
| Highway User Revenue Fund | 3,647,574 | 4,239,055 | 4,106,073 | 3,917,106 |
| Community Development Block Grant | 50,547 | 45,121 | 24,332 | 180,000 |
| Affordable Housing | 1,954 | 10,730 | 1,926 | 10,000 |
| Judicial Collection Enhancement | 9,910 | 8,960 | 6,988 | 8,000 |
| Fill-the-Gap | 5,201 | 4,002 | 3,916 | 4,500 |
| Local Technology | 60,033 | 46,318 | 30,000 | 50,000 |
| Bed Tax | 1,429,401 | 1,288,972 | 979,864 | 1,243,341 |
| Other SRF | 1,011,734 | 2,312,158 | 3,589,672 | 3,529,154 |
| Total Special Revenue Funds | 6,216,354 | 7,955,316 | 8,742,771 | 8,942,101 |
| Capital Projects Funds | | | | |
| Northwest Transportation Impact Fees | 125,239 | 178,302 | 90,100 | 310,780 |
| Northeast Transportation Impact Fees | 434,722 | 135,212 | 358,792 | 768,518 |
| South Transportation Impact Fees | 2,031,532 | 1,626,554 | 1,935,014 | 856,746 |
| Park Impact Fees | 1,599,669 | 875,771 | 448,547 | 739,777 |
| Transportation | 8,496,221 | 9,876,422 | 7,625,498 | 7,550,000 |
| RTA | 3,296,300 | 63,621 | - | 750,000 |
| 1/2 Cent Sales Tax | 2,944,927 | - | - | - |
| Downtown Reinvestment | 231,954 | 260,075 | 180,700 | 228,500 |
| Pima Association of Governments | - | 28,568 | 17,453 | 189,000 |
| Other Capital Projects | 359,449 | 251,898 | 243,619 | 8,760,000 |
| Community Facilities Districts Capital | 104,337 | 130,388 | - | - |
| Total Capital Projects Funds | 19,624,350 | 13,426,811 | 10,899,723 | 20,153,321 |

REVENUE SCHEDULE

| Revenue Schedule | 2019 Actual | 2020 Actual | 2021 Estimates | 2022 Adopted |
|--------------------------------------|----------------------|-----------------------|-----------------------|-----------------------|
| Debt Service Funds | | | | |
| Tangerine Farms Improvement District | 2,868,658 | 2,091,138 | 2,202,900 | 2,664,488 |
| Community Facility Districts DSF | 481,430 | 15,499 | 43,400 | 70,000 |
| Other Debt Service | - | - | - | - |
| Total Debt Service Funds | 3,350,088 | 2,106,637 | 2,246,300 | 2,734,488 |
| Enterprise Funds | | | | |
| Airport | 3,464,309 | 2,504,819 | 629,676 | 4,011,182 |
| Water Utility | 9,322,010 | 13,253,927 | 17,517,422 | 18,857,579 |
| Wastewater Utility | 3,273,106 | 6,852,991 | 5,419,393 | 4,904,582 |
| Total Enterprise Funds | 16,059,425 | 22,611,737 | 23,566,491 | 27,773,343 |
| Internal Service Funds | | | | |
| Health Benefits | 4,076,335 | 4,257,063 | 4,700,225 | 4,715,470 |
| Dental Benefits | 325,647 | 332,341 | 335,084 | 352,000 |
| Total Internal Service Funds | 4,401,982 | 4,589,404 | 5,035,309 | 5,067,470 |
| Total ALL Funds * | \$ 99,948,873 | \$ 103,665,599 | \$ 105,027,006 | \$ 118,406,065 |

*Note: The total revenue above excludes all loan proceeds and property taxes

EXPENDITURE SCHEDULE

| Expenditure Schedule | 2019 Actual | 2020 Actual | 2021 Estimates | 2022 Adopted |
|--------------------------------------|-------------------|-------------------|-------------------|-------------------|
| General Fund | | | | |
| Personnel and Benefits | \$ 27,959,081 | \$ 29,957,935 | \$ 29,308,208 | \$ 34,223,577 |
| Contracted Services | 5,466,830 | 5,140,196 | 5,768,961 | 6,761,864 |
| Operating Supplies & Equipment | 5,413,257 | 4,564,455 | 5,000,346 | 5,307,410 |
| Capital Outlay | 1,712,897 | 2,725,456 | 1,597,009 | 3,859,470 |
| Other Financing Uses | - | - | - | 5,000,000 |
| Total General Fund | 40,552,065 | 42,388,042 | 41,674,524 | 55,152,321 |
| Special Revenue Funds | | | | |
| Highway User Revenue Fund | 2,486,700 | 4,081,020 | 3,815,020 | 4,348,548 |
| Community Development Block Grant | 54,333 | 50,396 | 68,168 | 180,000 |
| Affordable Housing | 38,781 | 66,680 | - | 137,410 |
| JCEF | 14,471 | 39,981 | 20,320 | 131,805 |
| Fill-the-Gap | - | - | - | 34,500 |
| Local Technology | 87,850 | 46,597 | 74,316 | 437,500 |
| Bed Tax | 983,535 | 820,775 | 1,011,603 | 1,243,341 |
| Other SRF | 1,976,144 | 2,706,347 | 1,536,684 | 4,055,381 |
| Total Special Revenue Funds | 5,641,814 | 7,811,796 | 6,526,111 | 10,568,485 |
| Capital Projects Funds | | | | |
| Northwest Transportation Impact Fees | - | - | 24,507 | 23,754 |
| Northeast Transportation Impact Fees | 180 | - | 34,507 | 32,336 |
| South Transportation Impact Fees | 5,189 | 5,426 | 136,171 | 5,573,071 |
| Park Impact Fees | 752,900 | 412,670 | 243,224 | 2,187,189 |
| Transportation | 11,374,089 | 6,411,245 | 12,328,457 | 15,857,602 |
| Regional Transportation Authority | 1,331,984 | 19,069 | - | 750,000 |
| 1/2 Cent Sales Tax | 6,027,015 | - | - | - |
| Downtown Reinvestment | 10,740 | - | 17,090 | 758,555 |
| Pima Association of Governments | - | 29,193 | 18,078 | 206,500 |
| Other Capital Projects | 1,199,811 | 1,023,384 | 2,250,506 | 11,129,149 |
| Community Facilities Distircts | 39,482 | 42,075 | 4,501 | 1,220,239 |
| Total Capital Projects Funds | 20,741,390 | 7,943,062 | 15,057,041 | 37,738,395 |

EXPENDITURE SCHEDULE

| Expenditure Schedule | 2019 Actual | 2020 Actual | 2021 Estimates | 2022 Adopted |
|-------------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| Debt Service Funds | | | | |
| 2013 MMPC Bond | 3,032,525 | 3,042,113 | 3,034,400 | 3,026,300 |
| 2014 Excise Tax Bond | 794,469 | 792,346 | 791,815 | 792,825 |
| 2017B Excise Tax Bond | 1,761,300 | 2,098,900 | 2,091,200 | 2,089,250 |
| Tangerine Farms Imprv. District | 2,433,450 | 2,804,517 | 2,207,838 | 2,664,488 |
| Gladden CFD Debt | 473,213 | 528,513 | 5,009,178 | 774,507 |
| Gladden II CFD Debt | - | 1,230,085 | 50,744 | 4,393,656 |
| Saguaro Springs CFD Debt | 4,003,512 | 2,258,639 | 363,025 | 3,983,622 |
| Total Debt Service Funds | 12,498,469 | 12,755,113 | 13,548,200 | 17,724,648 |
| Enterprise Funds | | | | |
| Airport | 4,054,401 | 2,685,144 | 661,501 | 4,594,861 |
| Water | 8,586,397 | 22,629,270 | 17,965,846 | 18,542,268 |
| Wastewater | 6,280,532 | 4,276,508 | 3,998,395 | 9,527,082 |
| Total Enterprise Funds | 18,921,330 | 29,590,922 | 22,625,742 | 32,664,211 |
| Internal Service Funds | | | | |
| Health Benefits | 4,137,149 | 3,551,563 | 4,254,827 | 4,715,470 |
| Dental Benefits | 290,592 | 225,877 | 297,159 | 352,000 |
| Total Internal Service Funds | 4,427,741 | 3,777,440 | 4,551,986 | 5,067,470 |
| Total ALL Funds | \$ 102,782,809 | \$ 104,266,375 | \$ 103,983,604 | \$ 158,915,530 |

INTERFUND TRANSFERS Fiscal Year 2021-2022

| TRANSFER SUMMARY | | | | | | | | | |
|-----------------------|------------------|---------------------|---------------------------|---|-----------------|------------------|----------------------|----------------------------|-------------------|
| Transfers From: | | | | | | | | | |
| Transfers To: | General Fund | Transportation Fund | South Transportation Fund | North East Transportation Impact Fee Fund | Water Operating | Water Resource | Wastewater Operating | Wastewater Impact Fee Fund | Total |
| Transportation Fund | | | | | | | 50,000 | | 50,000 |
| Other Grants | 100,000 | | | | | | | | 100,000 |
| 2013 Debt | 1,256,750 | | | | | 906,175 | | 906,175 | 3,069,100 |
| 2014 Debt | 803,708 | | | | | | | | 803,708 |
| 2017 Debt | 546,416 | 859,029 | 619,972 | 601,583 | | | | | 2,627,000 |
| Water | 995,482 | | | | | 222,153 | | | 1,217,635 |
| Water Capital | | | | | 621,320 | | | | 621,320 |
| Airport Operating | 297,609 | | | | | | | | 297,609 |
| Airport Capital | 286,070 | | | | | | | | 286,070 |
| Waste Water Operating | | | | | | 404,535 | | 404,535 | 809,070 |
| Waste Water Capital | | | | | | | 1,016,400 | | 1,016,400 |
| Total | 4,286,035 | 859,029 | 619,972 | 601,583 | 621,320 | 1,532,863 | 1,066,400 | 1,310,710 | 10,897,912 |

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 |
|---|---------------------------------------|
| Excise Tax Revenue Obligations | AA |
| Gladden Farms CFD General Obligation Bonds | AA |
| Saguaro Springs CFD General Obligation Bonds | AA |
| Tangerine Farms Special Assessment Bonds | Not Rated |
| Gladden Farms II CFD General Obligation Bonds | Not Rated |

| Total Bonded Debt | | | |
|-------------------|-------------------|-------------------|--------------------|
| Fiscal Year | Principal | Interest | Total |
| 2022 | 6,319,000 | 3,604,219 | 9,923,219 |
| 2023 | 6,778,000 | 3,380,060 | 10,158,060 |
| 2024 | 6,667,000 | 3,128,758 | 9,795,758 |
| 2025 | 7,035,000 | 2,859,794 | 9,894,794 |
| 2026 | 7,326,000 | 2,574,674 | 9,900,674 |
| 2027- 2031 | 22,000,000 | 9,011,050 | 31,011,050 |
| 2032-2036 | 13,835,000 | 5,384,975 | 19,219,975 |
| 2037-2041 | 14,075,000 | 2,632,091 | 16,707,091 |
| 2041-2045 | 6,765,000 | 313,594 | 7,078,594 |
| Totals | 90,800,000 | 32,889,215 | 123,689,215 |

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 |
| 2022 | 1,860,000 | 1,164,300 | 3,024,300 |
| 2023 | 1,940,000 | 1,088,300 | 3,028,300 |
| 2024 | 2,015,000 | 999,125 | 3,014,125 |
| 2025 | 2,115,000 | 895,875 | 3,010,875 |
| 2026 | 2,225,000 | 787,375 | 3,012,375 |
| 2027-2031 | 10,305,000 | 2,266,575 | 12,571,575 |
| 2032-2034 | 4,920,000 | 377,000 | 5,297,000 |
| Totals | 25,380,000 | 7,578,550 | 32,958,550 |

| 2014 Series – Excise Tax Revenue Obligations | | | |
|---|------------------|-----------------|------------------|
| Fiscal Year | Principal | Interest | Total |
| 2022 | 715,000 | 75,824 | 790,824 |
| 2023 | 735,000 | 57,337 | 792,337 |
| 2024 | 609,000 | 40,201 | 649,201 |
| 2025 | 629,000 | 24,416 | 653,416 |
| 2026 | 643,000 | 8,198 | 651,198 |
| Totals | 3,331,000 | 205,796 | 3,536,976 |

| 2017 Series B – Excise Tax Revenue Bonds | | | |
|---|-------------------|------------------|-------------------|
| Fiscal Year | Principal | Interest | Total |
| 2022 | 1,290,000 | 797,250 | 2,087,250 |
| 2022 | 1,860,000 | 718,500 | 2,578,500 |
| 2023 | 1,955,000 | 623,125 | 2,578,125 |
| 2024 | 2,055,000 | 522,875 | 2,577,875 |
| 2026 | 2,170,000 | 417,250 | 2,587,850 |
| 2027-2029 | 7,260,000 | 559,500 | 7,819,500 |
| Totals | 16,590,000 | 3,638,500 | 20,228,500 |

Excise Tax Revenue Obligations continued

| 2017 Series A&C – Excise Tax Revenue Bonds | | | |
|---|-------------------|-------------------|-------------------|
| Fiscal Year | Principal | Interest | Total |
| 2022 | 0 | 809,069 | 809,069 |
| 2023 | 0 | 809,069 | 809,069 |
| 2024 | 0 | 809,069 | 809,069 |
| 2025 | 0 | 809,069 | 809,069 |
| 2026 | 0 | 809,069 | 809,069 |
| 2027-2031 | 100,000 | 4,041,343 | 4,141,343 |
| 2032-2036 | 4,540,000 | 3,747,468 | 8,287,468 |
| 2037-2041 | 10,390,000 | 2,001,347 | 12,391,347 |
| 2042-2043 | 4,750,000 | 191,800 | 4,941,800 |
| Totals | 19,780,000 | 14,027,303 | 33,807,303 |

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 2021-2022 the rate for debt service was \$2.50/\$100 of assessed valuation.

| Gladden Farms – CFD General Obligation Bonds - 2016 | | | |
|--|------------------|------------------|------------------|
| Fiscal Year | Principal | Interest | Total |
| 2022 | 420,000 | 247,262 | 667,262 |
| 2023 | 430,000 | 236,611 | 666,611 |
| 2024 | 440,000 | 223,563 | 663,563 |
| 2025 | 455,000 | 210,138 | 665,138 |
| 2026 | 470,000 | 193,913 | 663,913 |
| 2027-2031 | 2,635,000 | 666,463 | 3,301,463 |
| 2032-2036 | 1,885,000 | 138,012 | 2,023,012 |
| 2037-2041 | 105,000 | 12,421 | 117,421 |
| 2042 | 25,000 | 391 | 25,391 |
| Totals | 6,865,000 | 1,928,776 | 8,793,776 |

Gladden Farms Community Facilities District General Obligation Bonds continued

| Gladden Farms – CFD General Obligation Bonds - 2020 | | | |
|--|------------------|------------------|------------------|
| Fiscal Year | Principal | Interest | Total |
| 2022 | 0 | 110,244 | 110,244 |
| 2023 | 0 | 110,244 | 110,244 |
| 2024 | 0 | 110,244 | 110,244 |
| 2025 | 100,000 | 108,744 | 208,744 |
| 2026 | 100,000 | 105,743 | 205,743 |
| 2027-2031 | 555,000 | 481,544 | 1,036,544 |
| 2032-2036 | 1,095,000 | 375,194 | 1,470,194 |
| 2037-2041 | 1,900,000 | 163,281 | 2,063,281 |
| 2042 | 405,000 | 4,808 | 409,808 |
| Totals | 4,155,000 | 1,570,047 | 5,725,047 |

Gladden Farms II Community Facilities District General Obligation Bonds

The Gladden Farms II 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 2021-2022 the rate for debt service was \$2.50/\$100 of assessed valuation.

| Gladden Farms II – CFD General Obligation Bonds - 2019 | | | |
|---|------------------|-----------------|------------------|
| Fiscal Year | Principal | Interest | Total |
| 2022 | 30,000 | 48,944 | 78,944 |
| 2023 | 35,000 | 47,644 | 82,644 |
| 2024 | 35,000 | 46,244 | 81,244 |
| 2025 | 35,000 | 44,843 | 79,843 |
| 2026 | 40,000 | 43,344 | 83,344 |
| 2027-2031 | 210,000 | 192,375 | 402,375 |
| 2032-2036 | 260,000 | 147,400 | 407,400 |
| 2037-2041 | 305,000 | 92,344 | 397,344 |
| 2042-2045 | 295,000 | 25,058 | 320,058 |
| Totals | 1,245,000 | 688,197 | 1,933,197 |

Saguaro Springs Community Facilities District General Obligation Bonds

The Saguaro Springs Community Facilities District (a component unit) issued general obligation (GO) bonds to acquire infrastructure improvements within the district. These GO bonds are payable solely from a secondary property tax that is levied on property within the district. For fiscal year 2021-2022 the rate for debt service was \$2.50/\$100 of assessed valuation.

| Saguaro Springs - CFD General Obligation Bonds - 2018 | | | |
|--|------------------|------------------|------------------|
| Fiscal Year | Principal | Interest | Total |
| 2022 | 105,000 | 138,000 | 243,000 |
| 2023 | 105,000 | 135,375 | 240,375 |
| 2024 | 110,000 | 132,149 | 242,149 |
| 2025 | 115,000 | 128,775 | 243,775 |
| 2026 | 115,000 | 125,325 | 240,325 |
| 2027-2031 | 650,000 | 555,000 | 1,205,000 |
| 2032-2036 | 795,000 | 410,900 | 1,205,900 |
| 2037-2041 | 970,000 | 235,000 | 1,205,000 |
| 2041-2044 | 675,000 | 41,301 | 716,301 |
| Totals | 3,640,000 | 1,901,825 | 5,541,825 |

| Saguaro Springs - CFD General Obligation Bonds - 2019 | | | |
|--|------------------|-----------------|------------------|
| Fiscal Year | Principal | Interest | Total |
| 2022 | 45,000 | 60,900 | 105,900 |
| 2023 | 50,000 | 59,475 | 109,475 |
| 2024 | 50,000 | 57,975 | 107,975 |
| 2025 | 50,000 | 56,475 | 106,475 |
| 2026 | 55,000 | 54,900 | 109,900 |
| 2027-2031 | 285,000 | 248,250 | 533,250 |
| 2032-2036 | 340,000 | 189,000 | 529,000 |
| 2037-2041 | 405,000 | 127,697 | 532,697 |
| 2041-2045 | 615,000 | 50,234 | 665,234 |
| Totals | 1,895,000 | 904,906 | 2,799,906 |

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 |
| 2022 | 1,661,000 | 145,000 | 1,806,000 |
| 2023 | 1,426,000 | 115,013 | 1,541,013 |
| 2024 | 1,453,000 | 87,063 | 1,540,063 |
| 2025 | 1,481,000 | 58,584 | 1,539,584 |
| 2026 | 1,508,000 | 29,557 | 1,537,557 |
| Totals | 7,529,000 | 435,217 | 7,964,217 |

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 |
| 2022 | 193,000 | 7,426 | 200,426 |
| 2023 | 197,000 | 2,492 | 199,492 |
| Totals | 390,000 | 9,918 | 399,918 |

Water Infrastructure Finance Authority (WIFA) Loans

The Town has issued WIFA loans to acquire water wells, improve aging water treatment and conveyance systems, and complete water infrastructure improvements. These loans are payable solely from water revenues. For fiscal year 2021-2022, both 2019 series WIFA loans are showing estimated schedules based on the full loan amount. As of the start of the fiscal year, some of these loans have not been fully drawn down.

| Water Infrastructure Finance Authority Loan - 2010 | | | |
|---|------------------|-----------------|------------------|
| Fiscal Year | Principal | Interest | Total |
| 2022 | 246,726 | 34,937 | 281,663 |
| 2023 | 254,049 | 31,261 | 285,310 |
| 2024 | 261,589 | 27,476 | 289,065 |
| 2025 | 269,353 | 23,579 | 292,932 |
| 2026 | 277,347 | 19,566 | 296,913 |
| 2027- 2030 | 1,194,186 | 35,703 | 1,229,889 |
| Totals | 2,503,250 | 172,522 | 2,675,772 |

| Water Infrastructure Finance Authority Loan - 2019 Adonis | | | |
|--|------------------|-----------------|----------------|
| Fiscal Year | Principal | Interest | Total |
| 2022 | 35,105 | 6,399 | 41,504 |
| 2023 | 30,008 | 6,072 | 36,081 |
| 2024 | 30,761 | 5,766 | 36,527 |
| 2025 | 31,532 | 5,452 | 36,985 |
| 2026 | 32,323 | 5,130 | 37,454 |
| 2027-2031 | 174,191 | 20,535 | 194,726 |
| 2032-2036 | 197,158 | 11,188 | 208,346 |
| 2037-2039 | 121,457 | 1,768 | 123,225 |
| Totals | 652,535 | 62,310 | 714,845 |

Water Infrastructure Finance Authority (WIFA) Loans continued

| Water Infrastructure Finance Authority Loan - 2019 | | | |
|---|-------------------|------------------|-------------------|
| Fiscal Year | Principal | Interest | Total |
| 2022 | 619,943 | 136,601 | 756,544 |
| 2023 | 635,069 | 167,266 | 802,335 |
| 2024 | 650,565 | 158,909 | 809,474 |
| 2025 | 666,439 | 150,348 | 816,787 |
| 2026 | 682,700 | 141,579 | 824,279 |
| 2027-2031 | 3,671,647 | 568,680 | 4,240,327 |
| 2032-2036 | 4,141,988 | 315,031 | 4,457,019 |
| 2037-2039 | 2,735,711 | 53,918 | 2,789,629 |
| Totals | 13,804,062 | 1,692,332 | 15,496,394 |

| Water Infrastructure Finance Authority Loan - 2020 | | | |
|---|------------------|-----------------|----------------|
| Fiscal Year | Principal | Interest | Total |
| 2022 | 23,943 | 5,272 | 29,215 |
| 2023 | 24,392 | 10,229 | 34,621 |
| 2024 | 24,849 | 9,761 | 34,610 |
| 2025 | 25,315 | 9,285 | 34,600 |
| 2026 | 25,789 | 8,799 | 34,588 |
| 2027-2031 | 136,376 | 36,389 | 172,765 |
| 2032-2036 | 149,641 | 22,812 | 172,453 |
| 2037-2041 | 164,195 | 7,914 | 172,109 |
| Totals | 574,500 | 110,461 | 684,961 |

Water Infrastructure Finance Authority (WIFA) Loans continued

| Water Infrastructure Finance Authority Loan-2020 Adonis II | | | |
|---|------------------|-----------------|----------------|
| Fiscal Year | Principal | Interest | Total |
| 2022 | 9,220 | 591 | 9,811 |
| 2023 | 9,392 | 775 | 10,167 |
| 2024 | 9,568 | 739 | 10,307 |
| 2025 | 9,748 | 703 | 10,451 |
| 2026 | 9,930 | 666 | 10,596 |
| 2027-2031 | 52,513 | 2,756 | 55,269 |
| 2032-2036 | 57,621 | 1,728 | 59,349 |
| 2037-2041 | 63,225 | 600 | 63,825 |
| Totals | 221,217 | 8,558 | 229,775 |

SCHEDULE OF CARRYOVER REQUESTS

| Schedule of Carryover Requests | FY 2022 Budget |
|--|--------------------|
| GENERAL FUND | |
| Court Jury Assembly Room | 475,918 |
| MMC Drainage Improvements | 109,006 |
| Carry-over funding from FY21 pavement preservation. | 100,000 |
| El Rio Preserve Connection | 75,950 |
| Marana Community Center | 41,000 |
| Carryforward Traffic and congestion studies with the University of Arizona | 25,000 |
| Total for General Fund | \$826,874 |
| SOUTH BENEFIT AREA FUND | |
| Twin Peaks Road, Rattlesnake Pass Widening | 499,597 |
| Impact Fee Study, Streets, FY2021 | 23,754 |
| Total for South Benefit Area Fund | \$523,351 |
| NORTHWEST BENEFIT AREA FUND | |
| Impact Fee Study, Streets, FY2021 | 23,754 |
| Total for South Benefit Area Fund | \$23,754 |
| NORTHEAST BENEFIT AREA FUND | |
| Impact Fee Study, Streets, FY2021 | 23,754 |
| Total for South Benefit Area Fund | \$23,754 |
| PARK IMPACT FUND | |
| Santa Cruz Shared Use Path at CalPortland | 2,024,289 |
| Impact Fee Study, Streets, FY2021 | 100,000 |
| Total for Park Impact Fund | \$2,124,289 |
| DOWNTOWN REN | |
| Marana Road Realignment | 333,555 |
| Total for Downtown Ren Fund | \$333,555 |
| TRANSPORTATION | |
| Lon Adams Rd, Reconstruction | 3,846,419 |
| Twin Peaks Rd - Sandario Rd Intersection | 635,544 |
| Ina Rd Bridge | 400,000 |
| Camino De Oeste Road Reconstruction | 122,175 |
| Adonis Road Extension | 55,000 |
| Rillito Village Tr Drainage Improvements | 46,465 |
| North Marana Pavement Rehabilitation | 45,000 |
| Adonis Subdivision Drainage Improvements | 35,000 |
| Cortaro Rd Rehabilitation | 35,000 |
| South Marana Pavement Rehabilitation | 35,000 |
| Postvale Rd, Grier Rd Rehabilitation | 20,000 |
| West Marana Pavement Rehabilitation | 10,000 |
| Total for Transportation Fund | \$5,285,603 |

| Schedule of Carryover Requests Continued | FY 2022 Budget |
|--|-----------------------------------|
| PAG | |
| TABY Downtown Roundabout | 17,500 |
| Total for PAG Fund | <u>\$17,500</u> |
| AGENCY | |
| Santa Cruz Shared Use Path, at Calportland | 510,000 |
| Total for PAG Fund | <u>\$510,000</u> |
| OTHER CAPITAL FUND | |
| El Rio Preserve Connection | 58,000 |
| West Marana Pavement Rehabilitation | 30,000 |
| Total for Other Capital Fund | <u>\$88,000</u> |
| WATER RECLAMATION - OPERATING | |
| Carry forward for screw press replacement | 75,400 |
| Total for Water Reclamation - Operating | <u>\$75,400</u> |
| WATER CAPITAL | |
| NW Recharge, Recovery, and Delivery System | 682,723 |
| SCADA and Integrated Telemetry | 16,420 |
| Total for Water Capital Fund | <u>\$699,143</u> |
| WATER IMPACT | |
| Marana Park Reservoir | 1,231,125 |
| Tangerine W, X-zone Booster and PRV | 320,966 |
| Continental Reserve 24-inch Tie-in | 155,938 |
| Marana Park Well | 105,888 |
| Impact Fee Study, Water, FY2021 | 71,932 |
| Total for Water Impact Fund | <u>\$1,885,849</u> |
| AIRPORT CAPITAL | |
| Airport MIRL, Beacon, PAPI Replacements | 210,654 |
| East and West Apron Rehabilitation | 600,000 |
| Airport Runway 30 Safety Study | 63,564 |
| Total for Airport Capital Fund | <u>\$874,218</u> |
| WASTEWATER CAPITAL | |
| Sewer Conveyance System Rehab | 41,600 |
| Total for Wastewater Capital Fund | <u>\$41,600</u> |
| WASTEWATER IMPACT | |
| Clark Farms Flow Split | 449,902 |
| Marana Rd-Sanders Rd 21-Inch Main | 233,551 |
| Impact Fee Study, Water, FY2021 | 35,968 |
| Total for Wastewater Impact Fund | <u>\$719,421</u> |
| Grand Total | <u><u>\$14,052,311</u></u> |

VEHICLE REPLACEMENT SCHEDULE

| Vehicle Replacement Schedule | FY 2022 Budget |
|---|----------------------------------|
| VEHICLE REPLACEMENT FUND | |
| Unit 525-2010 Chevrolet Tahoe PPV; Replace with Tahoe PPV | 70,700 |
| Unit 545-2011 Chevrolet Tahoe PPV; Replace with Tahoe PPV | 70,700 |
| Unit 573-2013 Chevrolet Tahoe SSV 4 x 4; Replace with Tahoe SSV 4 x 4 | 73,700 |
| Unit 580-2013 Chevrolet Caprice PPV; Replace with Tahoe PPV | 70,700 |
| Unit 593-2014 Chevrolet Tahoe PPV; Replace with Tahoe PPV | 70,700 |
| Unit 1024-2015 Ford Fusion; Replace with Nissan Frontier or Toyota Tacoma | 48,500 |
| Unit 2006-2010 Ford Explorer-XLT-Non Police; Replace with Base Explorer | 50,000 |
| Unit 1015-2015 Chevrolet Tahoe SSV 4 x 4; Replace with Tahoe SSV 4 x 4 | 73,700 |
| Unit 2080-2017 Ford F-250 Animal Control; Replace with same or similar | 45,500 |
| Unit 526-2010 Chevrolet Tahoe PPV; Replace with Tahoe PPV | 70,017 |
| <i>Carryforward purchases</i> | |
| Unit 531-2011 Chevrolet Tahoe PPV; Replace with Tahoe PPV | 70,017 |
| Unit 556-2011 Chevrolet Tahoe PPV; Replace with Tahoe PPV | 70,017 |
| Unit 561-2011 Crown Victoria; Replace with Tahoe PPV | 70,017 |
| Unit 562-2011 Crown Victoria; Replace with Tahoe PPV | 70,017 |
| Unit 552-2011 Crown Victoria; Replace with Tahoe PPV | 70,017 |
| Unit 599-2014 Crown Victoria; Replace with Tahoe PPV | 70,017 |
| Unit 546-2011 Chevrolet Tahoe PPV; Replace with Tahoe PPV | 70,017 |
| Grand Total | <u><u>\$1,134,336</u></u> |

ADOPTED AUTHORIZED POSITION SCHEDULE FISCAL YEAR 2021 - 2022

| | 2019 Adopted | 2019 Actual | 2020 Adopted | 2020 Actual | 2021 Adopted | 2021 Estimated | 2022 Budget |
|--|-----------------|----------------|-----------------|----------------|-----------------|-------------------|----------------|
| Town Manager | | | | | | | |
| Town Manager | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Deputy Town Manager | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Assistant Town Manager | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | - |
| Executive Assistant to the Town Manager | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Town Engineer | - | - | - | - | - | - | 1.00 |
| Administrative Assistant | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Customer Service Clerk | 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 | 2.00 | - | - | - | - | - |
| Communication and Marketing Division | | | | | | | |
| Communications Manager | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Communications Specialist | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Graphic Designer | 1.00 | 1.50 | 1.50 | 1.50 | 1.50 | 1.50 | 1.50 |
| Marketing & Design Associate (Tourism & Marketing) | 0.50 | - | - | - | - | - | - |
| Special Events Division | | | | | | | |
| Special Events Coordinator | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Special Events Programmer | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | - |
| Total Town Manager Office | 13.50 | 13.50 | 11.50 | 11.50 | 11.50 | 11.50 | 10.50 |
| Town Clerk | | | | | | | |
| Town Clerk | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Deputy Town Clerk | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Executive Assistant | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Records Clerk | 2.00 | 2.00 | 2.00 | 2.00 | 2.00 | 2.00 | 2.00 |
| Total Town Clerk | 5.00 | 5.00 | 5.00 | 5.00 | 5.00 | 5.00 | 5.00 |

ADOPTED AUTHORIZED POSITION SCHEDULE FISCAL YEAR 2021 - 2022

| | 2019 Adopted | 2019 Actual | 2020 Adopted | 2020 Actual | 2021 Adopted | 2021 Estimated | 2022 Budget |
|---|-----------------|----------------|-----------------|----------------|-----------------|-------------------|----------------|
| Human Resources | | | | | | | |
| Human Resources Director | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Human Resources Deputy Director | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Risk Manager | - | - | - | - | - | - | 1.00 |
| Sr. Human Resources Analyst | 2.00 | 2.00 | 2.00 | 2.00 | 2.00 | 2.00 | 2.00 |
| Human Resources Analyst | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Executive Assistant | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Safety Division | | | | | | | |
| Emergency Management and Safety Coordinator | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Total Human Resources | 7.00 | 7.00 | 7.00 | 7.00 | 7.00 | 7.00 | 8.00 |
| Finance | | | | | | | |
| Finance Director | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Finance Deputy Director | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Finance Manager | - | - | - | - | - | - | 1.00 |
| Revenue & Customer Manager | - | - | 1.00 | 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 | 1.00 | 1.00 | 1.00 |
| Procurement Officer | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Financial Specialist | - | - | - | - | - | - | 1.00 |
| Procurement Agent | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | - |
| Grants Manager | 1.00 | 1.00 | 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 |
| Senior Budget Analyst | - | - | - | - | 1.00 | 1.00 | 1.00 |
| Accounting Associate | 0.75 | 0.75 | 0.75 | 0.75 | 0.75 | 0.75 | 0.75 |
| Tax & License Specialist | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Administrative Assistant | 0.50 | 0.50 | 0.50 | 0.50 | 0.50 | 0.50 | - |
| Asset Systems Manager | - | - | 1.00 | 1.00 | 1.00 | 1.00 | - |
| Customer Service Representative | - | - | 2.00 | 2.00 | 2.00 | 2.00 | 2.00 |
| Total Finance | 12.25 | 12.25 | 16.25 | 16.25 | 16.25 | 16.25 | 15.75 |

ADOPTED AUTHORIZED POSITION SCHEDULE FISCAL YEAR 2021 - 2022

| | 2019 Adopted | 2019 Actual | 2020 Adopted | 2020 Actual | 2021 Adopted | 2021 Estimated | 2022 Budget |
|----------------------------------|-----------------|----------------|-----------------|----------------|-----------------|-------------------|----------------|
| Legal | | | | | | | |
| 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 |
| Associate Town Attorney | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Paralegal | - | - | - | - | - | - | 1.00 |
| Legal Assistant | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Legal Document Specialist | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Legal Clerk | - | - | - | - | - | - | 1.00 |
| Administrative Assistant | 0.50 | 0.50 | 0.50 | 0.50 | 0.50 | 0.50 | - |
| Total Legal Department | 7.50 | 7.50 | 7.50 | 7.50 | 7.50 | 7.50 | 9.00 |
| 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 | 1.00 |
| Technology Supervisor | - | - | - | - | - | - | 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 | - |
| Software Developer | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Senior GIS Analyst | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| GIS Analyst | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Technology Analyst | 1.00 | 2.00 | 2.00 | 2.00 | 2.00 | 2.00 | 2.00 |
| Technology Support Supervisor | - | - | - | - | - | 1.00 | 1.00 |
| Technology Support Specialist II | 2.00 | 2.00 | 2.00 | 2.00 | 2.00 | 2.00 | 2.00 |
| Technology Support Specialist I | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | - | - |
| Asset Systems Manager | - | - | - | - | - | - | 1.00 |
| Assets Coordinator | - | - | - | - | - | - | 3.00 |
| Total Technology Services | 14.00 | 14.00 | 14.00 | 14.00 | 14.00 | 14.00 | 18.00 |

ADOPTED AUTHORIZED POSITION SCHEDULE FISCAL YEAR 2021 - 2022

| | 2019 Adopted | 2019 Actual | 2020 Adopted | 2020 Actual | 2021 Adopted | 2021 Estimated | 2022 Budget |
|--|-----------------|----------------|-----------------|----------------|-----------------|-------------------|----------------|
| Office of Economic & Tourism Development | | | | | | | |
| Director of Economic and Tourism Development | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Tourism & Marketing Manager | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Economic Development Specialist | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Graphic Designer | - | 0.50 | 0.50 | 0.50 | 0.50 | 0.50 | 0.50 |
| Marketing & Design Associate (Tourism & Marketing) | 0.50 | - | - | - | - | - | - |
| Total Office Economic & Tourism Development | 3.50 | 3.50 | 3.50 | 3.50 | 3.50 | 3.50 | 3.50 |
| Community & Neighborhood Services | | | | | | | |
| Community & Neighborhood Services Director | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Community Outreach Coordinator | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Housing Rehabilitation Specialist | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Community Services Specialist | - | 1.00 | 1.00 | - | - | - | - |
| Executive Assistant | - | - | - | 1.00 | 1.00 | 1.00 | 1.00 |
| Code Enforcement Division | | | | | | | |
| Chief Code Enforcement & Animal Control Officer | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Code Enforcement Officer II | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Code Enforcement Officer I | - | - | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Animal Services Division | | | | | | | |
| Animal Control Officer | 3.00 | 3.00 | 3.00 | 3.00 | 3.00 | 3.00 | 3.00 |
| Total Community & Neighborhood Services | 8.00 | 9.00 | 10.00 | 10.00 | 10.00 | 10.00 | 10.00 |

ADOPTED AUTHORIZED POSITION SCHEDULE FISCAL YEAR 2021 - 2022

| | 2019 Adopted | 2019 Actual | 2020 Adopted | 2020 Actual | 2021 Adopted | 2021 Estimated | 2022 Budget |
|--|-----------------|----------------|-----------------|----------------|-----------------|-------------------|----------------|
| Development Services | | | | | | | |
| Development Services Administration | | | | | | | |
| Development Services Director | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Business Process Supervisor | - | - | - | 1.00 | 1.00 | 1.00 | 1.00 |
| Business Process Analyst | 1.00 | 1.00 | 1.00 | - | - | - | - |
| Executive Assistant | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Building Safety | | | | | | | |
| Chief Building Official | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Assistant Building Official | - | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Chief Building Inspector | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | - |
| Senior Plans Examiner | 2.00 | 2.00 | 2.00 | 2.00 | 2.00 | 2.00 | 2.00 |
| Plans Examiner | - | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Building Inspector II | 3.00 | 2.00 | 2.00 | 2.00 | 2.00 | 2.00 | 2.00 |
| Building Inspector I | 1.00 | 1.00 | 1.00 | 1.00 | 2.00 | 2.00 | 2.00 |
| Permit Clerk | 3.00 | 3.00 | 3.00 | 3.00 | 2.00 | 2.00 | 1.00 |
| Development Coordinator | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 2.00 |
| Engineering | | | | | | | |
| Development Services Deputy Director | - | - | - | - | - | - | 1.00 |
| Town Engineer | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | - |
| Engineering Deputy Director | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | - |
| Civil Engineer | 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 | 2.00 | 2.00 | 2.00 | 2.00 | 2.00 | 2.00 |
| Construction Inspector | - | 1.00 | - | - | - | - | - |
| Development Engineering Division Manager | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Development Coordinator | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Real Property Manager | - | - | - | - | - | - | 1.00 |
| Real Property Coordinator | - | - | - | - | - | - | 1.00 |
| Senior Executive Assistant | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |

ADOPTED AUTHORIZED POSITION SCHEDULE FISCAL YEAR 2021 - 2022

| | 2019 Adopted | 2019 Actual | 2020 Adopted | 2020 Actual | 2021 Adopted | 2021 Estimated | 2022 Budget |
|--|-----------------|----------------|-----------------|----------------|-----------------|-------------------|----------------|
| Development Services, continued | | | | | | | |
| Planning | | | | | | | |
| Planning Director | 1.00 | - | - | - | - | - | - |
| Environmental Project Manager | 1.00 | - | - | - | - | - | - |
| Planning Manager | - | - | - | - | - | - | 1.00 |
| Principal Planner | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | - |
| Senior Planner | 4.00 | 5.00 | 5.00 | 5.00 | 5.00 | 5.00 | 5.00 |
| Total Development Services Department | 35.00 | 32.00 | 30.00 | 30.00 | 30.00 | 30.00 | 31.00 |
| 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 | 3.00 | 3.00 | 3.00 |
| Police Sergeant | 11.00 | 11.00 | 11.00 | 11.00 | 13.00 | 13.00 | 14.00 |
| Police Officer | 71.00 | 71.00 | 74.00 | 74.00 | 66.00 | 66.00 | 70.00 |
| Police Detective | - | - | - | - | 5.00 | 5.00 | 5.00 |
| Police Records Supervisor | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Police Telecommunications Manager | - | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Police Telecommunications Supervisor | 2.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 2.00 |
| Dispatcher | 13.00 | 13.00 | 13.00 | 13.00 | 13.00 | 13.00 | 13.00 |
| Police Records Specialist | 2.00 | 2.00 | 2.00 | 2.00 | 2.00 | 2.00 | 2.00 |
| Police Records Clerk | 4.00 | 4.00 | 4.00 | 4.00 | 4.00 | 4.00 | 4.00 |
| Crime Scene Property & Evidence Supervisor | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Property & Evidence Records Clerk | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Crime Analyst | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Crime Scene Specialist | 3.00 | 3.00 | 3.00 | 3.00 | 3.00 | 3.00 | 3.00 |
| Administrative Supervisor | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Customer Service Representative | - | - | - | - | - | - | 1.00 |
| Customer Service Clerk | 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 |
| Total Police Department | 118.00 | 118.00 | 121.00 | 121.00 | 121.00 | 121.00 | 127.00 |

ADOPTED AUTHORIZED POSITION SCHEDULE FISCAL YEAR 2021 - 2022

| | 2019 Adopted | 2019 Actual | 2020 Adopted | 2020 Actual | 2021 Adopted | 2021 Estimated | 2022 Budget |
|------------------------------------|-----------------|----------------|-----------------|----------------|-----------------|-------------------|----------------|
| Courts | | | | | | | |
| Town Magistrate | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Court Operations Specialist | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Court Administrator | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Court Probation Monitor | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Court Security Officer | 2.00 | 2.00 | 2.00 | 2.00 | 2.00 | 2.00 | 2.00 |
| Court Collections Specialist | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Court Supervisor | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Senior Courtroom Specialist | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Courtroom Specialist | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Court Clerk | 3.00 | 3.00 | 3.00 | 3.00 | 3.00 | 3.00 | 3.00 |
| Senior Court Clerk | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Total Courts | 14.00 | 14.00 | 14.00 | 14.00 | 14.00 | 14.00 | 14.00 |
| Public Works | | | | | | | |
| Public Works Administration | | | | | | | |
| Public Works Director | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Public Works Deputy Director | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Traffic Manager | 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 |
| Administrative Assistant | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Fleet Division | | | | | | | |
| Superintendent | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Lead Fleet Technician | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Fleet Technician II | 2.00 | 2.00 | 2.00 | 2.00 | 2.00 | 2.00 | 2.00 |
| Fleet Technician I | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Equipment Mechanic | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |

ADOPTED AUTHORIZED POSITION SCHEDULE FISCAL YEAR 2021 - 2022

| | 2019 Adopted | 2019 Actual | 2020 Adopted | 2020 Actual | 2021 Adopted | 2021 Estimated | 2022 Budget |
|--------------------------------|-----------------|----------------|-----------------|----------------|-----------------|-------------------|----------------|
| Public Works, continued | | | | | | | |
| Streets Division | | | | | | | |
| Superintendent | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Traffic Technician III | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Traffic Technician II | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Traffic Technician I | 1.00 | - | 1.00 | 1.00 | 1.00 | - | - |
| Signs & Markings Technician | - | - | - | - | - | 1.00 | 1.00 |
| Signs & Marking Specialist | - | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Public Works Supervisor | 2.00 | 2.00 | 2.00 | 2.00 | 2.00 | 2.00 | 1.00 |
| Equipment Operator II | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Equipment Operator I | 2.00 | 2.00 | 3.00 | 3.00 | 3.00 | 3.00 | 3.00 |
| Maintenance Associate III | 7.00 | 7.00 | 7.00 | 7.00 | 7.00 | 7.00 | 3.00 |
| Maintenance Associate II | 3.00 | 4.00 | 4.00 | 4.00 | 4.00 | 4.00 | 4.00 |
| Maintenance Associate I | 2.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 4.00 |
| Engineering Aide | - | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Engineering Specialist | - | 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 | - |
| Facilities Division | | | | | | | |
| Superintendent | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Public Works Supervisor | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Facilities Tradesman | 2.00 | 2.00 | 2.00 | 2.00 | 2.00 | 2.00 | 2.00 |
| Facilities Technician II | 1.00 | 1.00 | 2.00 | 2.00 | 2.00 | 2.00 | 3.00 |
| Facilities Technician I | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Custodian II | - | - | - | - | - | - | 1.00 |
| Custodian I | - | - | - | - | - | - | 3.00 |

ADOPTED AUTHORIZED POSITION SCHEDULE FISCAL YEAR 2021 - 2022

| | 2019 Adopted | 2019 Actual | 2020 Adopted | 2020 Actual | 2021 Adopted | 2021 Estimated | 2022 Budget |
|--|-----------------|----------------|-----------------|----------------|-----------------|-------------------|----------------|
| Public Works, continued | | | | | | | |
| Capital Improvement Program | | | | | | | |
| CIP Engineering Division Manager | 2.00 | 2.00 | 2.00 | 2.00 | 2.00 | 2.00 | 2.00 |
| Project Manager | 3.00 | 3.00 | 3.00 | 3.00 | 3.00 | 3.00 | 3.00 |
| CIP Process Analyst | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Construction Inspector | 2.00 | 2.00 | 3.00 | 3.00 | 3.00 | 3.00 | 3.00 |
| Right of Way Inspector | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Real Property Acquisition Agent | 1.00 | 1.00 | - | - | - | - | - |
| Project Coordinator - CIP | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Engineering Document Clerk | 1.00 | 1.00 | 1.00 | - | - | - | - |
| Real Property Coordinator | - | - | - | 1.00 | 1.00 | 1.00 | - |
| Total Public Works Department | 51.00 | 53.00 | 56.00 | 56.00 | 56.00 | 56.00 | 57.00 |
| Parks & Recreation | | | | | | | |
| Parks & Recreation Administration | | | | | | | |
| Parks and Recreation Director | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Parks and Recreation Deputy Director | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Executive Assistant | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 2.00 |
| Superintendent | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Business Process Manager | - | - | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Recreation Division | | | | | | | |
| Recreation Coordinator | 1.00 | 1.00 | 1.00 | - | - | - | - |
| Recreation Supervisor | - | - | - | 1.00 | 1.00 | 1.00 | 1.00 |
| Recreation Programmer | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |

ADOPTED AUTHORIZED POSITION SCHEDULE FISCAL YEAR 2021 - 2022

| | 2019 Adopted | 2019 Actual | 2020 Adopted | 2020 Actual | 2021 Adopted | 2021 Estimated | 2022 Budget |
|--|-----------------|----------------|-----------------|----------------|-----------------|-------------------|----------------|
| Parks & Recreation, continued | | | | | | | |
| Maintenance Division | | | | | | | |
| Superintendent | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Parks Maintenance Supervisor | 2.00 | 2.00 | 3.00 | 3.00 | 3.00 | 3.00 | 4.00 |
| Irrigation Control Specialist | 2.00 | 2.00 | 2.00 | 2.00 | 2.00 | 2.00 | 2.00 |
| Assets Coordinator | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | - |
| Maintenance Associate III | 10.00 | 10.00 | 10.00 | 10.00 | 10.00 | 10.00 | 15.00 |
| Maintenance Associate II | - | 4.00 | 4.00 | 4.00 | 4.00 | 4.00 | 4.00 |
| Maintenance Associate I | - | 5.00 | 5.00 | 5.00 | 5.00 | 5.00 | 7.00 |
| Attendant | 9.00 | - | - | - | - | - | - |
| Aquatics Division | | | | | | | |
| Recreation Coordinator | 1.00 | 1.00 | 1.00 | - | - | - | - |
| Aquatic Maintenance Technician | - | - | - | - | - | - | 1.00 |
| Recreation Supervisor | - | - | - | 1.00 | 1.00 | 1.00 | 1.00 |
| Recreation Programmer | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Special Interests Division | | | | | | | |
| Customer Service Representative | 2.00 | 2.00 | 2.00 | 2.00 | 2.00 | 2.00 | 2.00 |
| Recreation Coordinator | 1.00 | 1.00 | 1.00 | - | - | - | - |
| Recreation Supervisor | - | - | - | 1.00 | 1.00 | 1.00 | 1.00 |
| Recreation Programmer | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Outdoor Division | | | | | | | |
| Recreation Coordinator | 1.00 | 1.00 | 1.00 | - | - | - | - |
| Recreation Supervisor | - | - | - | 1.00 | 1.00 | 1.00 | 1.00 |
| Recreation Programmer | - | - | - | - | - | - | 1.00 |
| Maintenance Associate III | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Maintenance Associate I | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Total Parks Department | 40.00 | 40.00 | 42.00 | 42.00 | 42.00 | 42.00 | 52.00 |

ADOPTED AUTHORIZED POSITION SCHEDULE FISCAL YEAR 2021 - 2022

| | 2019 Adopted | 2019 Actual | 2020 Adopted | 2020 Actual | 2021 Adopted | 2021 Estimated | 2022 Budget |
|--|-----------------|----------------|-----------------|----------------|-----------------|-------------------|----------------|
| Water Department | | | | | | | |
| Water Director | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Water Deputy Director | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Water Business Services Coordinator | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Water Business Services Analyst | - | - | - | - | - | - | 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 Supervisor | - | - | - | - | 1.00 | 1.00 | 1.00 |
| Water Quality Specialist | - | 1.00 | 1.00 | 1.00 | - | - | - |
| Water Quality Technician | 1.00 | - | 2.00 | 2.00 | 2.00 | 2.00 | 2.00 |
| Water Construction Inspector | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Facilities Tradesman | - | - | - | - | 1.00 | 1.00 | 1.00 |
| Water Operator III | 2.00 | 2.00 | 2.00 | 2.00 | 2.00 | 2.00 | 2.00 |
| Water Operator II | 6.00 | 6.00 | 6.00 | 6.00 | 7.00 | 7.00 | 7.00 |
| Water Operator I | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 2.00 |
| Civil Engineer | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 2.00 |
| Water Billing Specialist | 2.20 | 2.20 | 2.60 | 2.60 | 2.60 | 2.60 | 2.60 |
| SCADA Administrator | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Water Technology Support Specialist II | 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 | - |
| Executive Assistant | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Water Operations Manager | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Total Water Department | 25.20 | 25.20 | 27.60 | 27.60 | 29.60 | 29.60 | 31.60 |

ADOPTED AUTHORIZED POSITION SCHEDULE FISCAL YEAR 2021 - 2022

| | 2019 Adopted | 2019 Actual | 2020 Adopted | 2020 Actual | 2021 Adopted | 2021 Estimated | 2022 Budget |
|---|-----------------|----------------|-----------------|----------------|-----------------|-------------------|----------------|
| Water Reclamation 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 | 2.00 | 2.00 | 2.00 | 2.00 | 2.00 | 2.00 | 2.00 |
| Water Reclamation Operator I | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Water Reclamation Mechanic | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Associate Water Reclamation Mechanic | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Total Water Reclamation Department | 7.00 | 7.00 | 7.00 | 7.00 | 7.00 | 7.00 | 7.00 |
| Airport Operations | | | | | | | |
| Airport Director | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | - | - |
| Airport Manager | - | - | - | - | - | 1.00 | 1.00 |
| Airport Operations Supervisor | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Maintenance Associate III | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 |
| Total Airport Operations | 3.00 | 3.00 | 3.00 | 3.00 | 3.00 | 3.00 | 3.00 |
| TOTAL TOWN AUTHORIZED POSITIONS | 363.95 | 363.95 | 375.35 | 375.35 | 377.35 | 377.35 | 402.35 |



Human Resources

Salary Schedules Fiscal Year 2021-2022

Classified Positions

Exempt Positions

| Job Code | Job Title | FLSA** Status | Minimum | Midpoint | Maximum | |
|------------------|--|---------------|--------------------|--------------------|--------------------|---------------|
| GRADE 109 | | | \$50,569.69 | \$63,212.93 | \$75,855.08 | Annual |
| 713 | Airport Operations Supervisor | Exempt | | | | |
| 475 | Business Process Supervisor | Exempt | | | | |
| 198 | Communications Specialist | Exempt | | | | |
| 439 | Executive Assistant to the Town Manager | Exempt | | | | |
| 252 | Geographic Information Systems (GIS) Analyst | Exempt | | | | |
| 840 | Graphic Designer | Exempt | | | | |
| 208 | Human Resources Analyst | Exempt | | | | |
| 276 | Management Assistant | Exempt | | | | |
| 752 | Parks Maintenance Supervisor | Exempt | | | | |
| 712 | Public Works Supervisor | Exempt | | | | |
| 753 | Recreation Supervisor | Exempt | | | | |
| 210 | Senior Accountant | Exempt | | | | |
| 246 | Senior Planner | Exempt | | | | |
| 440 | Special Events Coordinator | Exempt | | | | |
| 487 | Water Business Services Supervisor | Exempt | | | | |
| 722 | Water Distribution Supervisor | Exempt | | | | |
| 723 | Water Production Supervisor | Exempt | | | | |
| 486 | Water Quality Supervisor | Exempt | | | | |

| Job Code | Job Title | FLSA** Status | Minimum | Midpoint | Maximum | |
|------------------|--|---------------|--------------------|--------------------|--------------------|---------------|
| GRADE 110 | | | \$55,627.21 | \$69,534.01 | \$83,440.81 | Annual |
| 719 | Chief Water Reclamation Operator | Exempt | | | | |
| 237 | CIP Process Analyst | Exempt | | | | |
| 330 | Database Administrator | Exempt | | | | |
| 202 | Economic Development Specialist | Exempt | | | | |
| 341 | Network Administrator | Exempt | | | | |
| 214 | Payroll Administrator | Exempt | | | | |
| 211 | Procurement Officer | Exempt | | | | |
| 285 | Revenue and Customer Service Manager | Exempt | | | | |
| 325 | Safety & Emergency Management Coordinator | Exempt | | | | |
| 221 | Senior Budget Analyst | Exempt | | | | |
| 206 | Senior Human Resources Analyst | Exempt | | | | |
| 320 | Software Developer | Exempt | | | | |
| 268 | Technology Analyst | Exempt | | | | |
| GRADE 111 | | | \$61,746.08 | \$77,182.03 | \$92,619.10 | Annual |
| 655 | Asset Systems Manager | Exempt | | | | |
| 222 | Associate Town Attorney | Exempt | | | | |
| 124 | Assistant Building Official | Exempt | | | | |
| 239 | Construction & Inspection Manager | Exempt | | | | |
| 814 | Crime Scene Property & Evidence Supervisor | Exempt | | | | |
| 400 | Deputy Town Clerk | Exempt | | | | |
| 163 | Environmental Project Manager | Exempt | | | | |
| 217 | Grants Manager | Exempt | | | | |
| 164 | Police Telecommunications Manager | Exempt | | | | |
| 467 | SCADA Administrator | Exempt | | | | |
| 258 | Senior GIS Analyst | Exempt | | | | |
| 340 | Senior Network Administrator | Exempt | | | | |
| 502 | Superintendent | Exempt | | | | |
| 241 | Technology Supervisor | Exempt | | | | |
| 201 | Tourism & Marketing Manager | Exempt | | | | |
| 481 | Water Resources Coordinator | Exempt | | | | |

| Job Code | Job Title | FLSA** Status | Minimum | Midpoint | Maximum | |
|------------------|---|---------------|--------------------|---------------------|---------------------|---------------|
| GRADE 112 | | | \$69,155.82 | \$86,444.49 | \$103,733.17 | Annual |
| 261 | Assistant Town Attorney | Exempt | | | | |
| 177 | Chief Code Enforcement and Animal Control Officer | Exempt | | | | |
| 230 | Civil Engineer | Exempt | | | | |
| 274 | Finance Manager | Exempt | | | | |
| 161 | Project Manager | Exempt | | | | |
| 319 | Real Property Manager | Exempt | | | | |
| 329 | Risk Manager | Exempt | | | | |
| 240 | Technology Manager | Exempt | | | | |
| 263 | Traffic Manager | Exempt | | | | |
| 488 | Water Business Services Manager | Exempt | | | | |
| 159 | Water Operations Manager | Exempt | | | | |
| 153 | Water Reclamation Operations Manager | Exempt | | | | |
| GRADE 113 | | | \$78,146.11 | \$97,682.09 | \$117,218.07 | Annual |
| 175 | Chief Building Official | Exempt | | | | |
| 151 | CIP Engineering Division Manager | Exempt | | | | |
| 170 | Court Administrator | Exempt | | | | |
| 147 | Development Engineering Division Manager | Exempt | | | | |
| 345 | Planning Manager | Exempt | | | | |
| GRADE 114 | | | \$88,304.87 | \$110,381.06 | \$132,457.28 | Annual |
| 129 | Development Services 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 | | | | |

| Job Code | Job Title | FLSA** Status | Minimum | Midpoint | Maximum | |
|------------------|----------------------|---------------|--------------------|---------------------|---------------------|---------------|
| GRADE 115 | | | \$99,784.01 | \$124,730.57 | \$149,676.01 | Annual |
| 154 | Deputy Town Attorney | Exempt | | | | |

Non-Exempt Positions

| | | | | | | |
|------------------|------------------------|------------|--------------------|--------------------|--------------------|---------------|
| GRADE 207 | | | \$29,751.80 | \$36,445.50 | \$43,140.24 | Annual |
| | | | \$14.3037 | \$17.5219 | \$20.7405 | Hourly |
| 746 | Custodian | Non-exempt | | | | |
| 436 | Customer Service Clerk | Non-exempt | | | | |

| | | | | | | |
|------------------|-----------------------------------|------------|--------------------|--------------------|--------------------|---------------|
| GRADE 208 | | | \$31,833.88 | \$38,996.88 | \$46,159.62 | Annual |
| | | | \$15.3047 | \$18.7485 | \$22.1921 | Hourly |
| 417 | Accounting Associate | Non-exempt | | | | |
| 406 | Administrative Assistant | Non-exempt | | | | |
| 456 | Court Clerk | Non-exempt | | | | |
| 680 | Customer Service Representative | Non-exempt | | | | |
| 429 | Legal Clerk | Non-exempt | | | | |
| 700 | Maintenance Associate I | 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 | | | \$34,062.60 | \$41,727.14 | \$49,391.68 | Annual |
| | | | \$16.3762 | \$20.0611 | \$23.7460 | Hourly |
| 748 | Facilities Technician I | Non-exempt | | | | |
| 427 | Legal Document Specialist | Non-exempt | | | | |
| 600 | Maintenance Associate II | Non-exempt | | | | |
| 442 | Water Billing Specialist | Non-exempt | | | | |

| Job Code | Job Title | FLSA** Status | Minimum | Midpoint | Maximum | |
|------------------|--------------------------------------|---------------|--------------------|--------------------|--------------------|---------------|
| GRADE 210 | | | \$36,447.32 | \$44,647.72 | \$52,848.64 | Annual |
| | | | \$17,5228 | \$21,4652 | \$25,4080 | 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 | | | | |
| 747 | Lead Custodian | Non-exempt | | | | |
| 419 | License and Tax Specialist | Non-exempt | | | | |
| 604 | Maintenance Associate III | Non-exempt | | | | |
| 547 | Project Coordinator-CIP | Non-exempt | | | | |
| 323 | Real Property Coordinator | Non-exempt | | | | |
| 418 | Senior Accounting Associate | Non-exempt | | | | |
| GRADE 211 | | | \$38,998.70 | \$47,772.66 | \$56,547.40 | Annual |
| | | | \$18,7494 | \$22,9676 | \$27,1863 | Hourly |
| 729 | Associate Water Reclamation Mechanic | Non-exempt | | | | |
| 453 | Court Operations Specialist | Non-exempt | | | | |
| 242 | Court Probation Monitor | Non-exempt | | | | |
| 812 | Court Security Officer | Non-exempt | | | | |
| 810 | Crime Scene Specialist | Non-exempt | | | | |
| 448 | Dispatcher | Non-exempt | | | | |
| 741 | Equipment Operator I | Non-exempt | | | | |
| 438 | Executive Assistant | Non-exempt | | | | |
| 508 | Fleet Technician II | Non-exempt | | | | |
| 312 | GIS Technician | Non-exempt | | | | |
| 744 | Irrigation Control Technician | Non-exempt | | | | |
| 445 | Police Records Specialist | Non-exempt | | | | |
| 466 | Recreation Programmer | Non-exempt | | | | |
| 455 | Senior Court Clerk | Non-exempt | | | | |
| 621 | Senior Courtroom Specialist | Non-exempt | | | | |
| 704 | Signs and Markings Technician I | Non-exempt | | | | |

| Job Code | Job Title | FLSA** Status | Minimum | Midpoint | Maximum | |
|------------------|---------------------------------|---------------|--------------------|--------------------|--------------------|---------------|
| 441 | Special Events Programmer | Non-exempt | | | | |
| GRADE 212 | | | \$42,118.18 | \$51,594.92 | \$61,071.66 | Annual |
| | | | \$20.2491 | \$24.8053 | \$29.3614 | Hourly |
| 209 | Accountant | Non-exempt | | | | |
| 527 | Animal Control Officer | Non-exempt | | | | |
| 603 | Aquatic Maintenance Technician | Non-exempt | | | | |
| 616 | Equipment Mechanic | Non-exempt | | | | |
| 743 | Equipment Operator II | Non-exempt | | | | |
| 219 | Financial Specialist | Non-exempt | | | | |
| 426 | Legal Assistant | Non-exempt | | | | |
| 309 | Technology Support Specialist I | Non-exempt | | | | |
| 371 | Traffic Technician I | Non-exempt | | | | |
| 736 | Water Operator I | Non-exempt | | | | |
| GRADE 213 | | | \$45,488.30 | \$55,722.68 | \$65,957.58 | Annual |
| | | | \$21.8694 | \$26.7897 | \$31.7104 | Hourly |
| 518 | Building Inspector I | Non-exempt | | | | |
| 315 | Buisness Process Analyst | Non-exempt | | | | |
| 522 | Code Enforcement Officer I | Non-exempt | | | | |
| 461 | Community Outreach Coordinator | Non-exempt | | | | |
| 525 | Construction Inspector | Non-exempt | | | | |
| 248 | Crime Analyst | Non-exempt | | | | |
| 510 | Lead Fleet Technician | Non-exempt | | | | |
| 520 | Planner | Non-exempt | | | | |
| 302 | Plans Examiner | Non-exempt | | | | |
| 526 | Right of Way Inspector | Non-exempt | | | | |
| 632 | Senior Executive Assistant | Non-exempt | | | | |
| 705 | Signs and Markings Specialist | Non-exempt | | | | |
| 372 | Traffic Technician II | Non-exempt | | | | |
| 532 | Water Quality Technician | Non-exempt | | | | |
| 728 | Water Reclamation Mechanic | Non-exempt | | | | |
| 730 | Water Reclamation Operator I | Non-exempt | | | | |
| 737 | Water Operator II | Non-exempt | | | | |

| Job Code | Job Title | FLSA** Status | Minimum | Midpoint | Maximum | |
|------------------|--|---------------|--------------------|--------------------|--------------------|---------------|
| GRADE 214 | | | \$49,581.74 | \$60,737.56 | \$71,893.64 | Annual |
| | | | \$23.8374 | \$29.2007 | \$34.5643 | Hourly |
| 471 | Administrative Supervisor | Non-exempt | | | | |
| 516 | Building Inspector II | Non-exempt | | | | |
| 521 | Code Enforcement Officer II | Non-exempt | | | | |
| 560 | Engineering Specialist | Non-exempt | | | | |
| 751 | Facilities Tradesman | Non-exempt | | | | |
| 514 | Housing Rehabilitation Specialist | Non-exempt | | | | |
| 470 | Police Records Supervisor | Non-exempt | | | | |
| 464 | Police Telecommunications Supervisor | Non-exempt | | | | |
| 215 | Procurement Agent | Non-exempt | | | | |
| 313 | Technology Support Specialist II | Non-exempt | | | | |
| 738 | Water Operator III | Non-exempt | | | | |
| 533 | Water Quality Specialist | Non-exempt | | | | |
| 731 | Water Reclamation Operator II | Non-exempt | | | | |
| 469 | Water Technology Support Specialist II | Non-exempt | | | | |
| GRADE 215 | | | \$54,539.68 | \$66,811.16 | \$79,083.16 | Annual |
| | | | \$26.2210 | \$32.1208 | \$38.0207 | Hourly |
| 176 | Chief Building Inspector | Non-exempt | | | | |
| 452 | Court Supervisor | Non-exempt | | | | |
| 300 | Senior Plans Examiner | Non-exempt | | | | |
| 373 | Traffic Technician III | Non-exempt | | | | |
| GRADE 216 | | | \$59,993.96 | \$73,492.38 | \$86,991.58 | Annual |
| | | | \$28.8432 | \$35.3329 | \$41.8229 | Hourly |
| 243 | Technology Support Supervisor | 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 | | \$47,276.84 | |
| | | | Hourly | | \$22.7293 | |
| 806 | PO | Police Officer | Non-Exempt | Minimum | Midpoint | Maximum |
| | | | Annual | \$50,586.12 | \$60,882.64 | \$71,179.42 |
| | | | Hourly | \$24.3203 | \$29.2705 | \$34.2209 |
| 804 | DET | Police Detective | Non-Exempt | Minimum | Midpoint | Maximum |
| | | | Annual | \$54,380.04 | \$65,449.02 | \$76,517.74 |
| | | | Hourly | \$26.1443 | \$31.4659 | \$36.7874 |
| 802 | SGT | Police Sergeant | Non-Exempt | Minimum | Midpoint | Maximum |
| | | | Annual | \$73,060.26 | \$80,932.28 | \$88,804.04 |
| | | | Hourly | \$35.1251 | \$38.9098 | \$42.6943 |

Exempt Positions

| | | | | | | |
|-----|------|-------------------|---------------|--------------------|---------------------|---------------------|
| 800 | LT | Police Lieutenant | Exempt Annual | Minimum | Midpoint | Maximum |
| | | | | \$86,957.13 | \$101,743.84 | \$116,530.53 |
| 801 | CAPT | Police Captain | Exempt Annual | Minimum | Midpoint | Maximum |
| | | | | \$95,652.30 | \$115,122.70 | \$134,593.09 |

Police Officer Special Assignments Pays

| | |
|---|-------------------------------|
| 5% added to base pay | Auto Theft Task Force |
| 5% added to base pay | Lead Police Officer |
| 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 | GIITEM Task Force |
| 5% added to base pay | Investigator |
| 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 |

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 | | | \$69,155.82 | \$86,444.49 | \$103,733.17 | Annual |
| 260 | Assistant to the Town Manager | Exempt | | | | |
| Grade B | | | \$78,146.11 | \$97,682.09 | \$117,218.07 | Annual |
| 141 | Communications & Special Events Manager | Exempt | | | | |
| Grade C | | | \$88,304.87 | \$110,381.06 | \$132,457.28 | Annual |
| 143 | Airport Manager | Exempt | | | | |
| Grade D | | | \$99,784.01 | \$124,730.57 | \$149,676.01 | Annual |
| 182 | Deputy Chief of Police | Exempt | | | | |
| Town Officers Grade I | | | \$96,006.44 | \$122,408.94 | \$148,810.33 | Annual |
| 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 | | | \$114,699.68 | \$146,241.67 | \$177,783.64 | Annual |
| 112 | Assistant Town Manager | Exempt | | | | |
| 110 | Deputy Town Manager | Exempt | | | | |
| 118 | Finance Director | Exempt | | | | |
| 138 | Chief of Police | Exempt | | | | |
| 120 | Town Attorney | Exempt | | | | |
| 132 | Town Engineer | Exempt | | | | |

Temporary Positions

| Job Code | Job Title | FLSA** Status | Minimum | | Midpoint | | Maximum |
|----------|------------------|---------------|---------|---------|----------|---------|---------|
| 826 | *Lifeguard | Non-exempt | \$13.00 | \$13.25 | \$13.50 | \$13.75 | \$14.00 |
| 828 | *Head Lifeguard | Non-exempt | \$13.50 | \$13.75 | \$14.00 | \$14.25 | \$14.50 |
| 824 | *Recreation Aide | Non-exempt | \$13.00 | \$13.25 | \$13.50 | \$13.75 | \$14.00 |

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

| Job Code | Job Title | FLSA** Status | High School | College | Grad School | Law School |
|----------|-----------|---------------|-------------|---------|-------------|------------|
| 480 | Intern | Non-exempt | \$12.15 | \$13.15 | \$14.15 | \$15.15 |

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

| Job Code | Job Title | FLSA** Status | Flat Rate |
|----------|----------------|---------------|-----------|
| 447 | Dispatcher STT | Non-exempt | \$18.38 |

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

Additional Pay (Applies only to Non-Exempt position)

Shift Differential \$0.90 per hour *Pay for employees who work between 6:00 p.m. and 6:00 a.m.*

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

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APPENDICES

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

Official Budget Forms

TOWN OF MARANA

Fiscal year 2022

TOWN OF MARANA

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Fiscal year 2022

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MARANA RESOLUTION NO. 2021-099

RELATING TO BUDGET; ADOPTING THE TOWN OF MARANA'S FISCAL YEAR 2021-2022 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 18, 2021, 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 15, 2021, 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 15, 2021, 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 2021-2022.

PASSED AND ADOPTED BY THE MAYOR AND COUNCIL OF THE TOWN OF MARANA, Arizona, this 15th day of June, 2021.

Ed Honea For
Mayor Ed Honea

ATTEST:

Cherry L. Lawson
Cherry L. Lawson, Town Clerk

APPROVED AS TO FORM:

Jane Fairall
Jane Fairall, Town Attorney



TOWN OF MARANA
Summary Schedule of Estimated Revenues and Expenditures/Expenses
Fiscal year 2022

| 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 | | |
| 2021 | Adopted/Adjusted Budgeted Expenditures/Expenses* | E | 1 | 54,118,510 | 15,104,317 | 15,666,101 | 29,797,845 | 0 | 29,861,160 | 4,711,332 | 149,259,265 |
| 2021 | Actual Expenditures/Expenses** | E | 2 | 41,674,524 | 6,526,111 | 13,548,200 | 15,057,041 | 0 | 22,625,742 | 4,551,986 | 103,983,604 |
| 2022 | Fund Balance/Net Position at July 1*** | | 3 | | | | | | | | 0 |
| 2022 | Primary Property Tax Levy | B | 4 | 0 | | | | | | | 0 |
| 2022 | Secondary Property Tax Levy | B | 5 | | | 1,519,957 | 182,396 | | | | 1,702,353 |
| 2022 | Estimated Revenues Other than Property Taxes | C | 6 | 53,735,342 | 8,942,101 | 2,734,488 | 20,153,321 | 0 | 27,773,343 | 5,067,470 | 118,406,065 |
| 2022 | Other Financing Sources | D | 7 | 0 | 0 | 7,675,000 | 0 | 0 | 0 | 0 | 7,675,000 |
| 2022 | Other Financing (Uses) | D | 8 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 2022 | Interfund Transfers In | D | 9 | 0 | 100,000 | 6,499,808 | 50,000 | 0 | 4,248,104 | 0 | 10,897,912 |
| 2022 | Interfund Transfers (Out) | D | 10 | 4,286,035 | 0 | 0 | 2,080,584 | 0 | 4,531,293 | 0 | 10,897,912 |
| 2022 | Line 11: Reduction for Fund Balance Reserved for Future Budget Year Expenditures | | | | | | | | | | |
| | Maintained for Future Debt Retirement | | | | | | | | | | 0 |
| | Maintained for Future Capital Projects | | 11 | | | | | | | | 0 |
| | Maintained for Future Financial Stability | | | | | | | | | | 0 |
| | | | | | | | | | | | 0 |
| | | | | | | | | | | | 0 |
| 2022 | Total Financial Resources Available | | 12 | 49,449,307 | 9,042,101 | 18,429,253 | 18,305,133 | 0 | 27,490,154 | 5,067,470 | 127,783,418 |
| 2022 | Budgeted Expenditures/Expenses | E | 13 | 55,152,321 | 10,568,485 | 17,724,648 | 37,738,395 | 0 | 32,664,211 | 5,067,470 | 158,915,530 |

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

| | 2021 | 2022 |
|---|----------------|----------------|
| 1 | \$ 149,259,265 | \$ 158,915,530 |
| 2 | | |
| 3 | 149,259,265 | 158,915,530 |
| 4 | | |
| 5 | \$ 149,259,265 | \$ 158,915,530 |
| 6 | \$ | \$ |

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

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

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

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

TOWN OF MARANA
Tax Levy and Tax Rate Information
Fiscal year 2022

| | 2021 | 2022 |
|--|--------------|--------------|
| 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 | \$ _____ | \$ _____ |
| Property tax judgment | _____ | _____ |
| B. Secondary property taxes | 1,425,457 | 1,702,353 |
| Property tax judgment | _____ | _____ |
| C. Total property tax levy amounts | \$ 1,425,457 | \$ 1,702,353 |
| 4. Property taxes collected* | | |
| A. Primary property taxes | | |
| (1) Current year's levy | \$ _____ | |
| (2) Prior years' levies | _____ | |
| (3) Total primary property taxes | \$ _____ | |
| B. Secondary property taxes | | |
| (1) Current year's levy | \$ 1,424,174 | |
| (2) Prior years' levies | 1,283 | |
| (3) Total secondary property taxes | \$ 1,425,457 | |
| C. Total property taxes collected | \$ 1,425,457 | |
| 5. Property tax rates | | |
| A. City/Town tax rate | | |
| (1) Primary property tax rate | _____ | _____ |
| Property tax judgment | _____ | _____ |
| (2) Secondary property tax rate | 2.8000 | 2.8000 |
| Property tax judgment | _____ | _____ |
| (3) Total city/town tax rate | 2.8000 | 2.8000 |
| B. Special assessment district tax rates | | |
| Secondary property tax rates—As of the date the proposed budget was prepared, the city/town was operating <u>three</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 2022

| Source of revenues | Estimated revenues 2021 | Actual revenues* 2021 | Estimated revenues 2022 |
|------------------------------------|-------------------------------|--------------------------|-------------------------------|
| General Fund | | | |
| Local taxes | | | |
| Sales taxes | \$ 24,389,464 | \$ 32,003,988 | \$ 30,950,841 |
| Licenses and permits | | | |
| Building and development fees | 3,412,300 | 4,790,900 | 4,786,800 |
| Business and license fees | 145,000 | 140,000 | 145,000 |
| Animal license fees | 91,500 | 86,500 | 86,500 |
| Franchise fees | 495,000 | 545,000 | 525,000 |
| Host fees | 283,312 | 283,312 | 300,000 |
| Intergovernmental | | | |
| State shared sales taxes | 4,444,645 | 5,236,500 | 5,756,874 |
| Urban revenue sharing | 7,007,072 | 7,007,072 | 6,397,237 |
| Auto lieu | 1,984,026 | 2,365,787 | 2,466,211 |
| Charges for services | | | |
| Charges for services | 563,000 | 404,798 | 609,500 |
| Fines and forfeits | | | |
| Court fines and fees | 408,500 | 517,220 | 391,500 |
| Interest on investments | | | |
| Interest | 610,000 | 500,000 | 508,508 |
| Contributions | | | |
| Voluntary contributions | 188,100 | 79,111 | 187,000 |
| Miscellaneous | | | |
| Other miscellaneous | 614,471 | 576,224 | 624,371 |
| Total General Fund | \$ 44,636,390 | \$ 54,536,412 | \$ 53,735,342 |
| Special Revenue Funds | | | |
| Community development block grants | \$ 180,000 | \$ 24,332 | \$ 180,000 |
| Affordable housing revolving | 10,000 | 1,926 | 10,000 |
| Other grants and contributions | 8,472,612 | 3,478,071 | 3,493,154 |
| RICO | 37,500 | 5,792 | 20,000 |
| | <u>\$ 8,700,112</u> | <u>\$ 3,510,121</u> | <u>\$ 3,703,154</u> |
| Impound | \$ 10,000 | \$ 16,350 | \$ 16,000 |
| Bed tax | 1,104,840 | 979,864 | 1,243,341 |
| Emergency telecommunications | | 89,459 | |
| Local JCEF | 8,000 | 6,988 | 8,000 |
| | <u>\$ 1,122,840</u> | <u>\$ 1,092,661</u> | <u>\$ 1,267,341</u> |
| Fill the GAP | \$ 4,500 | \$ 3,916 | \$ 4,500 |
| Local technology enhancement | 45,000 | 30,000 | 50,000 |
| Highway user revenue | 3,281,296 | 4,106,073 | 3,917,106 |
| | <u>\$ 3,330,796</u> | <u>\$ 4,139,989</u> | <u>\$ 3,971,606</u> |
| Total Special Revenue Funds | \$ 13,153,748 | \$ 8,742,771 | \$ 8,942,101 |

* 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 2022

| Source of revenues | Estimated revenues 2021 | Actual revenues* 2021 | Estimated revenues 2022 |
|---|----------------------------|--------------------------|----------------------------|
| Debt Service Funds | | | |
| Tangerine farms road improvement district | \$ 2,208,220 | \$ 2,202,900 | \$ 2,664,488 |
| Gladden farms CFD debt | 212,000 | 30,000 | 70,000 |
| Gladden farms II CFD debt | 5,360 | 13,400 | |
| Saguaro springs CFD debt | 877 | | |
| | \$ 2,426,457 | \$ 2,246,300 | \$ 2,734,488 |
| Total Debt Service Funds | \$ 2,426,457 | \$ 2,246,300 | \$ 2,734,488 |
| Capital Projects Funds | | | |
| Transportation | \$ 5,800,000 | \$ 7,625,498 | \$ 7,550,000 |
| Impact fee funds | 1,767,304 | 2,832,453 | 2,675,821 |
| Other capital projects | 2,238,312 | 243,619 | 8,760,000 |
| | \$ 9,805,616 | \$ 10,701,570 | \$ 18,985,821 |
| Downtown reinvestment | \$ 228,500 | \$ 180,700 | \$ 228,500 |
| Regional transportation authority | | | 750,000 |
| Pima association of governments | 48,112 | 17,453 | 189,000 |
| | \$ 276,612 | \$ 198,153 | \$ 1,167,500 |
| Total Capital Projects Funds | \$ 10,082,228 | \$ 10,899,723 | \$ 20,153,321 |
| Permanent Funds | | | |
| | \$ | \$ | \$ |
| | \$ | \$ | \$ |
| Total Permanent Funds | \$ | \$ | \$ |
| Enterprise Funds | | | |
| Water utility | \$ 8,828,189 | \$ 17,517,422 | \$ 18,857,579 |
| Airport | 3,781,033 | 629,676 | 4,011,182 |
| Wastewater utility | 3,801,704 | 5,419,393 | 4,904,582 |
| | \$ 16,410,926 | \$ 23,566,491 | \$ 27,773,343 |
| Total Enterprise Funds | \$ 16,410,926 | \$ 23,566,491 | \$ 27,773,343 |
| Internal Service Funds | | | |
| Health benefits | \$ 4,414,173 | \$ 4,700,225 | \$ 4,715,470 |
| Dental benefits | 297,159 | 335,084 | 352,000 |
| | \$ 4,711,332 | \$ 5,035,309 | \$ 5,067,470 |
| Total Internal Service Funds | \$ 4,711,332 | \$ 5,035,309 | \$ 5,067,470 |
| Total all Funds | \$ 91,421,081 | \$ 105,027,006 | \$ 118,406,065 |

* 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 2022

| Fund | Other financing 2022 | | Interfund transfers 2022 | |
|-------------------------------------|-------------------------|--------|-----------------------------|---------------|
| | Sources | (Uses) | In | (Out) |
| General Fund | | | | |
| Other grants and contributions | \$ | \$ | \$ | \$ 100,000 |
| 2013 debt service | | | | 1,256,750 |
| 2014 debt service | | | | 803,708 |
| 2017 debt service | | | | 546,416 |
| Airport | | | | 583,679 |
| Water utility | | | | 995,482 |
| Total General Fund | \$ | \$ | \$ | \$ 4,286,035 |
| Special Revenue Funds | | | | |
| Other grants and contributions | \$ | \$ | \$ 100,000 | \$ |
| Total Special Revenue Funds | \$ | \$ | \$ 100,000 | \$ |
| Debt Service Funds | | | | |
| 2013 debt service | \$ | \$ | \$ 3,069,100 | \$ |
| 2014 debt service | | | 803,708 | |
| 2017 debt service | | | 2,627,000 | |
| Saguaro springs CFD debt service | 3,425,000 | | | |
| Gladden Farms CFD debt service | 4,250,000 | | | |
| Total Debt Service Funds | \$ 7,675,000 | \$ | \$ 6,499,808 | \$ |
| Capital Projects Funds | | | | |
| Transportation | \$ | \$ | \$ 50,000 | \$ 859,029 |
| Impact fees | | | | 1,221,555 |
| Total Capital Projects Funds | \$ | \$ | \$ 50,000 | \$ 2,080,584 |
| Permanent Funds | | | | |
| | \$ | \$ | \$ | \$ |
| Total Permanent Funds | \$ | \$ | \$ | \$ |
| Enterprise Funds | | | | |
| Airport | \$ | \$ | \$ 583,679 | \$ |
| Water utility | | | 1,838,955 | 2,154,183 |
| Wastewater utility | | | 1,825,470 | 2,377,110 |
| Total Enterprise Funds | \$ | \$ | \$ 4,248,104 | \$ 4,531,293 |
| Internal Service Funds | | | | |
| | \$ | \$ | \$ | \$ |
| Total Internal Service Funds | \$ | \$ | \$ | \$ |
| Total all Funds | \$ 7,675,000 | \$ | \$ 10,897,912 | \$ 10,897,912 |

TOWN OF MARANA
Expenditures/Expenses by Fund
Fiscal year 2022

| Fund/Department | Adopted Budgeted Expenditures/ Expenses 2021 | Expenditure/ Expense adjustments approved 2021 | Actual Expenditures/ Expenses* 2021 | Budgeted Expenditures/ Expenses 2022 |
|------------------------------------|--|--|--|---|
| General Fund | | | | |
| Non-departmental | \$ 3,021,843 | \$ | \$ 2,828,749 | \$ 2,647,527 |
| Mayor and council | 350,244 | | 320,407 | 374,098 |
| Town manager | 1,466,235 | | 1,365,062 | 2,129,569 |
| Town clerk | 497,112 | | 454,219 | 501,892 |
| Human resources | 850,605 | | 776,163 | 1,073,177 |
| Finance | 1,486,885 | | 1,471,247 | 1,571,532 |
| Legal | 994,826 | | 972,196 | 1,112,888 |
| Technology services | 3,040,575 | 40,000 | 2,948,832 | 3,583,367 |
| Economic development and tourism | 238,458 | | 235,686 | 311,435 |
| Development services | 1,945,087 | 2,000 | 1,932,724 | 3,157,094 |
| Engineering | 2,255,403 | | 2,176,912 | |
| Police | 14,123,519 | 37,061 | 14,123,519 | 15,786,711 |
| Courts | 1,102,740 | | 1,054,355 | 1,247,301 |
| Public works | 4,059,896 | | 4,005,883 | 5,965,576 |
| Parks and recreation | 4,575,118 | | 4,409,435 | 5,658,365 |
| Community development | 1,086,998 | | 1,002,126 | 1,172,319 |
| Capital outlay | 2,420,905 | | 1,597,009 | 3,859,470 |
| Contingency | 10,600,000 | (77,000) | | 5,000,000 |
| Total General Fund | \$ 54,116,449 | \$ 2,061 | \$ 41,674,524 | \$ 55,152,321 |
| Special Revenue Funds | | | | |
| Highway user revenue | \$ 4,166,655 | \$ | \$ 3,815,020 | \$ 4,348,548 |
| Revolving affordable housing | 124,657 | | | 137,410 |
| Local JCEF | 90,000 | | 20,320 | 131,805 |
| Fill the GAP | 34,500 | | | 34,500 |
| Local technology | 488,000 | | 74,316 | 437,500 |
| CDBG | 180,000 | | 68,168 | 180,000 |
| Bed tax | 1,104,840 | | 1,011,603 | 1,243,341 |
| Other grants and contributions | 8,572,612 | (77,061) | 1,336,717 | 3,893,154 |
| RICO | 337,580 | | 133,085 | 127,500 |
| Impound fees | 82,534 | | 66,882 | 34,727 |
| Total Special Revenue Funds | \$ 15,181,378 | \$ (77,061) | \$ 6,526,111 | \$ 10,568,485 |
| Debt Service Funds | | | | |
| Series 2013 debt | \$ 3,034,400 | \$ | \$ 3,034,400 | \$ 3,026,300 |
| Series 2014 debt | 791,815 | | 791,815 | 792,825 |
| Series 2017 debt | 2,091,200 | | 2,091,200 | 2,089,250 |
| Tangerine farms ID debt | 2,208,220 | | 2,207,838 | 2,664,488 |
| Gladden farms CFD debt | 5,263,200 | | 5,009,178 | 774,507 |
| Gladden farms II CFD debt | 54,544 | | 50,744 | 4,393,656 |
| Saguaro springs CFD debt | 2,222,722 | | 363,025 | 3,983,622 |
| Total Debt Service Funds | \$ 15,666,101 | \$ | \$ 13,548,200 | \$ 17,724,648 |

TOWN OF MARANA
Expenditures/Expenses by Fund
Fiscal year 2022

| Fund/Department | Adopted Budgeted Expenditures/ Expenses 2021 | Expenditure/ Expense adjustments approved 2021 | Actual Expenditures/ Expenses* 2021 | Budgeted Expenditures/ Expenses 2022 |
|-------------------------------------|--|--|--|---|
| Capital Projects Funds | | | | |
| Transportation | \$ 20,403,898 | \$ 550,000 | \$ 12,328,457 | \$ 15,857,602 |
| Impact fee funds | 3,069,571 | | 438,409 | 7,816,350 |
| Other capital projects | 4,578,767 | (550,000) | 2,250,506 | 11,129,149 |
| Downtown reinvestment | 793,595 | | 17,090 | 758,555 |
| Pima association of governments | 48,112 | | 18,078 | 206,500 |
| Regional transportation authority | | | | 750,000 |
| Gladden farms CFD | 678,500 | | 1,350 | 928,500 |
| Gladden farms II CFD | 5,902 | | 1,827 | 17,239 |
| Saguaro springs CFD | 219,500 | | 1,324 | 274,500 |
| Total Capital Projects Funds | \$ 29,797,845 | \$ | \$ 15,057,041 | \$ 37,738,395 |
| Permanent Funds | | | | |
| | \$ | \$ | \$ | \$ |
| Total Permanent Funds | \$ | \$ | \$ | \$ |
| Enterprise Funds | | | | |
| Water utility | \$ 21,217,580 | \$ 75,000 | \$ 17,965,846 | \$ 18,542,268 |
| Airport | 4,106,178 | | 661,501 | 4,594,861 |
| Wastewater utility | 4,462,402 | | 3,998,395 | 9,527,082 |
| Total Enterprise Funds | \$ 29,786,160 | \$ 75,000 | \$ 22,625,742 | \$ 32,664,211 |
| Internal Service Funds | | | | |
| Health benefits | \$ 4,414,173 | \$ | \$ 4,254,827 | \$ 4,715,470 |
| Dental benefits | 297,159 | | 297,159 | 352,000 |
| Total Internal Service Funds | \$ 4,711,332 | \$ | \$ 4,551,986 | \$ 5,067,470 |
| Total all Funds | \$ 149,259,265 | \$ | \$ 103,983,604 | \$ 158,915,530 |

* 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 2022

| Department/Fund | Adopted Budgeted Expenditures/ Expenses | Expenditure/ Expense adjustments approved | Actual Expenditures/ Expenses* | Budgeted Expenditures/ Expenses |
|---|--|--|---------------------------------------|--|
| | 2021 | 2021 | 2021 | 2022 |
| Economic development and tourism | | | | |
| General fund | \$ 238,458 | \$ 2,000 | \$ 235,686 | \$ 311,435 |
| Bed tax fund | 349,344 | | 271,559 | 494,923 |
| Department Total | \$ 587,802 | \$ 2,000 | \$ 507,245 | \$ 806,358 |
| List Department: | | | | |
| Police | | | | |
| General Fund | \$ 14,123,519 | | \$ 14,123,519 | \$ 16,391,711 |
| Grants and contributions | 1,147,612 | 37,061 | 1,052,822 | 1,468,154 |
| RICO | 337,580 | | 48,275 | 127,500 |
| Impound fees | 82,534 | | 23,393 | 34,727 |
| Department Total | \$ 15,691,245 | \$ 37,061 | \$ 15,248,009 | \$ 18,022,092 |
| List Department: | | | | |
| Court | | | | |
| General Fund | \$ 1,102,740 | | \$ 1,054,355 | \$ 1,247,301 |
| Local JCEF | 90,000 | | 320 | 131,805 |
| Fill the GAP | 34,500 | | | 34,500 |
| Local tech enhancement | 488,000 | | 74,316 | 437,500 |
| Department Total | \$ 1,715,240 | \$ | \$ 1,128,991 | \$ 1,851,106 |
| List Department: | | | | |
| Public works | | | | |
| General Fund | \$ 4,059,896 | | \$ 4,047,446 | \$ 7,388,998 |
| Highway user revenue fund | 4,067,455 | | 3,850,061 | 3,970,048 |
| Department Total | \$ 8,127,351 | \$ | \$ 7,897,507 | \$ 11,359,046 |
| List Department: | | | | |
| Parks & recreation | | | | |
| General Fund | \$ 4,575,118 | | \$ 4,409,435 | \$ 6,336,557 |
| Highway user revenue fund | | | | 378,500 |
| Department Total | \$ 4,575,118 | \$ | \$ 4,409,435 | \$ 6,715,057 |
| List Department: | | | | |
| Community development | | | | |
| General Fund | \$ 1,086,998 | | \$ 1,002,126 | \$ 1,172,320 |
| CDBG | 180,000 | | 68,168 | 180,000 |
| Revolving affordable housing | 124,657 | | | 137,410 |
| Department Total | \$ 1,391,655 | \$ | \$ 1,070,294 | \$ 1,489,730 |

* 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 2022

| Fund | Full-Time Equivalent (FTE) 2022 | Employee Salaries and Hourly Costs 2022 | Retirement Costs 2022 | Healthcare Costs 2022 | Other Benefit Costs 2022 | Total Estimated Personnel Compensation 2022 |
|------------------------------------|------------------------------------|--|--------------------------|--------------------------|-----------------------------|--|
| General Fund | 359.25 | \$ 23,058,023 | \$ 4,301,384 | \$ 4,613,908 | \$ 2,250,262 | \$ 34,223,577 |
| Special Revenue Funds | | | | | | |
| Bed Tax | 1.50 | \$ 103,868 | \$ 12,694 | \$ 20,288 | \$ 8,066 | \$ 144,916 |
| Total Special Revenue Funds | 1.50 | \$ 103,868 | \$ 12,694 | \$ 20,288 | \$ 8,066 | \$ 144,916 |
| Enterprise Funds | | | | | | |
| Water utility | 31.60 | \$ 1,988,612 | \$ 238,673 | \$ 393,435 | \$ 178,505 | \$ 2,799,225 |
| Airport | 3.00 | 202,064 | 24,559 | 44,487 | 24,168 | 295,278 |
| Wastewater utility | 7.00 | 408,845 | 48,742 | 120,582 | 40,421 | 618,590 |
| Total Enterprise Funds | 41.60 | \$ 2,599,521 | \$ 311,974 | \$ 558,504 | \$ 243,094 | \$ 3,713,093 |
| Total all Funds | 402.35 | \$ 25,761,412 | \$ 4,626,052 | \$ 5,192,700 | \$ 2,501,422 | \$ 38,081,586 |

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. 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.

Town of Marana Budgeted Funds

| Governmental Funds | Proprietary Funds |
|--|--|
| <p>Used to account for general government operations and include the General Fund, Debt Service funds, Special Revenue funds, and Capital Projects funds.</p> | <p>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.</p> |
| <p><i>General Fund</i> 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.</p> | <p><i>Enterprise Funds</i> These funds are used for services provided to the public on a user charge basis, similar to the operation of a commercial enterprise. Water and sewage utilities are common examples of government enterprises. The Town of Marana has enterprise funds for water, water reclamation and the airport departments.</p> |
| <p><i>Special Revenue Funds</i> 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.</p> | <p><i>Internal Service Funds</i> 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.</p> |
| <p><i>Capital Projects Funds</i> This fund type accounts for revenue received to pay for infrastructure improvements, acquisition or development of major capital equipment and structures. The financing sources of these projects are usually provided by transfers from other funds, bond issue proceeds, intergovernmental revenues or grants.</p> | |
| <p><i>Debt Service Funds</i> 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.</p> | |

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.

ADOT: Arizona Department of Transportation. ADOT is an Arizona state government agency charged with managing the state's highway system and is also involved with public transportation and municipal airports.

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

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

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

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

Budget: A detailed plan with dollar amounts.

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

Budget Message: The opening section of the budget document from the Town Manager which provides a general summary of highlighting the most important aspects of the budget, changes from the

previous fiscal year, key issues impacting the budget and recommendations regarding the financial policy for the upcoming period.

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

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

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

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

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

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

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

Comprehensive Annual Financial Report (CAFR): The official annual report for the Town prepared in accordance with Generally Accepted Accounting

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

CMID: Cortaro-Marana Irrigation District. A political subdivision that serves the agricultural irrigation needs of the Marana, Avra Valley and Cortaro communities

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.

CPA: Certified Public Accountant. The CPA is a license to provide accounting services to the public.

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.

FAA: Federal Aviation Administration. The FAA regulates all civil aviation within the United States.

FEMA: Federal Emergency Management Agency. 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.

MMC: Marana Municipal Complex. A complex with multiple buildings including the Town of Marana town hall.

MOC: Marana Operations Center. A separate campus from the MMC located on Ina Road approximately 1/3 mile west of I-10.

O&M: Operating and maintenance.

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.

PAG: Pima Association of Governments. PAG is a metropolitan planning organization for the greater Tucson region and an association of local, state and tribal governments that works to build consensus among its members and the public on regional planning for transportation, water quality, air quality and economic vitality.

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.

PSPRS: Public Safety Personnel Retirement System. A statewide retirement program for Arizona's public safety personnel.

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.

RTA: Regional Transportation Authority. An independent taxing district within Pima County. The RTA oversees delivery of multimodal transportation projects.

SCADA: Supervisory Control and Data Acquisition. A network system of computers, software, applications and communication systems used to remotely monitor and collect information on the water and water reclamation facilities and operations.

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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