



FISCAL YEAR
2020-2021

ANNUAL BUDGET
& FINANCIAL PLAN



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TOWN OF MARANA, ARIZONA ANNUAL BUDGET

For the Fiscal Year July 1, 2020 – June 30, 2021

TOWN OF MARANA LEADERSHIP

TOWN COUNCIL

Ed Honea, Mayor

Jon Post, Vice Mayor

Roxanne Ziegler, Council Member

Herb Kai, Council Member

Patti Comerford, Council Member

John Officer, Council Member

Dave Bowen, Council Member

MANAGEMENT STAFF

Jamsheed Mehta, Town Manager

Erik Montague, Deputy Town Manager

Vacant, Assistant Town Manager

SENIOR STAFF

Keith Brann, Town Engineer

Laine McDonald, Town Magistrate

Frank Cassidy, Town Attorney

Trudi Shumate, Court Administrator

Cherry Lawson, Town Clerk

Terry Rozema, Chief of Police

Yiannis Kalaitzidis, Finance Director

Steve Miller, Airport Director

Curry Hale, Human Resources Director

Scott Schladweiler, Water Director

Mohammad El-Ali, Public Works Director

Jim Conroy, Parks & Recreation Director

Isaac Abbs, Technology Services Director

Lisa Shafer, Community & Neighborhood
Services Director

Jason Angell, Development Services
Director

DISTINGUISHED BUDGET PRESENTATION AWARD

The Government Finance Officers Association of the United States and Canada (GFOA) presented an award of Distinguished Budget Presentation to the Town of Marana, Arizona, for its annual budget for the fiscal year beginning July 1, 2019. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communication device.

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



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

Town of Marana
Arizona

For the Fiscal Year Beginning

July 1, 2019

Christopher P. Morrill

Executive Director

TABLE OF CONTENTS

Introduction:

Town Leadership.....	1
Distinguished Budget Presentation Award	2
Table of Contents	3
Budget Message.....	5
Mayor & Town Council	9
Town Organization Chart	13
Community Profile & Demographics	14
Town Map	17
Strategic Plan Summary	21

Budget Summary:

The Budget Policies & Process	25
Budget Calendar.....	30
Financial Policies.....	31
Budget Summary	34
Revenue Summary	36
Expenditure Summary	48
Staffing Summary.....	49
Projection of Financial Condition by Fund Group	51

Departmental Budgets:

Department Summary	59
Mayor & Town Council	61
Town Manager.....	63
Town Clerk	68
Human Resources.....	72
Finance	76
Legal.....	79
Technology Services	83
Office of Economic Development and Tourism	86
Development Services.....	90
Police.....	95

Courts	99
Public Works	102
Engineering.....	108
Parks & Recreation	112
Community Development & Neighborhood Services	117
Water	121
Water Reclamation	125
Airport.....	128

Capital Improvement Plan:

Capital Improvement Program	135
Schedule of 5-year Capital Improvement Plan	138
Administration & Budget Impacts of Capital Improvement Plan.....	141
Capital Improvement Project Sheets	142
Capital Improvement Project Sheets – Road Infrastructure	142
Capital Improvement Project Sheets – Public Goods & Parks Related.....	155
Capital Improvement Project Sheets - Airport.....	159
Capital Improvement Project Sheets – Water	164
Capital Improvement Project Sheets – Water Reclamation	169

Supplemental Schedules:

Revenue Schedule	174
Expenditure Schedule	176
Interfund Transfers Schedule	178
Debt Service Summary Schedule.....	179
Carryover Requests Schedule	188
Vehicle Replacement Schedule	190
Authorized Position Schedule	191
Classified, Temporary, Non-Sworn & Sworn Salary Schedules.....	203

Appendix:

Budget Resolution.....	215
Auditor General Budget Forms	217
Summary of Fund Accounting Structure	230
Glossary of Terms	232

F I S C A L Y E A R
2020-2021
**TOWN MANAGER'S
FINAL BUDGET MESSAGE**



Honorable Mayor and Council:

I am pleased to present to you the Fiscal Year 2020-2021 budget for the Town of Marana. This spending plan exhibits the Town of Marana's balanced approach to responsible fiscal policy and positive investment in the community. Every year, we examine closely our goals and accomplishments during the budget development process. We do this to make sure that allocations are aligned with need, and that strategies are resulting in the appropriate outcomes. This past year, we have had many accomplishments across the five Focus Areas of our Strategic Plan, all of which put the Town on a strong footing going into Fiscal Year 2021. As we continue to move forward, we will identify additional goals and accomplishments, and closely monitor our performance to ensure expected budget outcomes are being achieved.

COVID19

As we are all aware, 2020 continues to be an anomalous year for the Town of Marana, and indeed, for the entire world. As the COVID19 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 these policy changes at the federal, state, county, and local levels, the economy has exhibited symptoms that are reminiscent of the 2007/2008 financial crisis. General consensus is that, from an economic standpoint, we are in uncharted territory and are expected to see continued contraction of economic activity. Due to the modifications imposed on businesses throughout our local and regional community, as well as through multiple Executive Orders aimed at slowing the spread of COVID19 issued by Governor Doug Ducey, most transaction privilege taxes (TPT), including retail and restaurant revenues have dropped, housing and general development has slowed, and state-shared revenues are expected to be lower than originally anticipated. However, even in the face of these difficult times, the Town of Marana stands well-positioned to weather these financial difficulties, and continue to deliver exemplary business and customer service to our community. The combination of a strong first 3 quarters of FY20, multiple Federal level stimulus packages aimed at assisting individuals and small businesses, as well as sound budgeting practices over the years, has allowed us to identify and

reprioritize our budget that preserves high profile projects, infrastructure development, and perhaps most importantly, maintains our current staffing levels in anticipation of economic recovery.

Budget Methodology

In addition to our sound budgeting practices developed over the years, Town Staff has taken extra care in the preparation of this budget due to COVID19. All budgets have been adjusted in accordance with known limitations in the wake of the pandemic. Due to projected shortfalls in sales tax and other revenues, the Town is in a holding pattern on hiring for vacant positions, until we come out of this pandemic with some level of increased certainty of our economic future. The Town has also engaged in some budgetary “cleanup” efforts, one example being the dissolution of the Vanderbilt Farms CFD. Finance Staff has also placed several categories of expenses into restricted accounts, which ensures additional scrutiny on needs and expenditures. Town-wide, Staff has adapted in multiple ways, including Department Heads reducing their budgets by approximately 5%, while still maintaining focus on providing high levels of service, as well as necessary travel and training opportunities to maintain required certifications for key Town Staff. Another effort put forth in controlling costs for the budget was not issuing salary increases this year. We believe this is a perfect example of our Staff’s commitment to Marana, its residents, as well as the bigger picture for the health and operations of our organization as a whole. We have also increased budgeted amounts in the Grants Special Revenue Fund by \$5M in anticipation of any additional State or Federal grants available in the next 12 months. Lastly, we have increased our contingency from \$5M in FY20 to \$10.6M for FY21 to account for AZCares Fund monies that the Town has received from the State. This coming fiscal year will be one of sacrifice and diligence, but our team has once again come together to demonstrate our Core Values and to continue to display dedication to our community and the services we provide, while maintaining good stewardship and transparency of use of our taxpayer dollars.

Major Initiatives

Town Staff has been working tirelessly on the Make Marana 2040 General Plan. This plan is a document required by Arizona state law that will function 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 10th 2019, and goes to the voters on August 4th 2020 for ratification as Proposition 478. Upon ratification, this plan will act as the Town’s blueprint, and shall be revised at least every 10 years, per Arizona Revised Statute. The Make Marana 2040 General Plan is one of the most important documents that guides Marana’s community into the future.

Another important initiative that goes to the voters is Proposition 479, better known as “Home Rule” or the “Alternative Expenditure Limitation”. The Home Rule option, when passed, will allow the Town of Marana to determine its own overall expenditure limit

based on its own budget needs. These needs are determined by multiple departments of the Town of Marana organization, and are intended to accurately reflect anticipated revenues, anticipated expenditures, delivery of town services, external market forces, and public input.

Lastly, 2020 is the year of the decennial census. Every ten years, the United States is obligated to count as accurately as possible every single citizen in the country. The importance of the United States Census cannot be overstated, as the results of this initiative will help determine Marana's share of billions of dollars of federal funding. These dollars assist in paying for things like health clinics, fire services, schools, roads, highways, and other essential services and infrastructure. Not only that, but the United States Census count determines how many seats each state gets in Congress.

These three major initiatives are some of the most pressing issues for Marana in 2020. They will each have a unique impact on our organization, the services we deliver, and how we deliver them. Collectively, they impact the Town from funding, budgetary, planning, and legislative perspectives, and will have an impact on Town operations in the near, mid, and long terms.

Strategic Investments

A key concept at the heart of the Town and our operations is the idea of Innovation. By investing in strategic software deployments, and implementing these effectively, we can streamline internal services that lead to better outcomes for our customers. We have made a strategic investment in software deployment, and will be implementing our new permitting and licensing software in FY21. Development is one of our most active and dynamic service areas, seeing a stream of daily customers and long-term projects across multiple departments. Successful coordination and implementation of this system includes internal divisions and external entities, as well as both public and private input. By unifying this platform, these multiple interests can be brought together for the best possible outcome for both our residents and our customers.

As has been true for our organization, our strongest asset is our employees as a whole. We will continue to thoughtfully make investments in new positions when necessary and feasible to better enhance our services to our customers. A strong example of this is two new positions in the Water Department, which will be utilized for the Town's ever-expanding water infrastructure, including the two new water treatment campuses being built to address the issues of 1-4 Dioxane and perfluorinated compounds, as well as providing support to water production, assisting in maintaining wells, reservoirs, booster stations, and electrical equipment throughout the system. We will also be filling multiple existing vacancies in Marana PD, to enhance our already sterling public safety operations. Lastly, our Finance Department has also hired a new Customer Service Representative to assist with the increase in payments being made at the front counter as a result of the Water Department moving to the MMC's Building B, as well as in anticipation of additional increased activity as a result of the implementation of our new business license software.

There are also many additional infrastructure investments that we are making around our community. The Town is looking forward to the opening of the aforementioned water treatment campuses, which are currently under construction. These campuses represent a direct investment in water infrastructure for the Town of Marana, and also serve as a symbol of our dedication and commitment to our residents' health and safety. These campuses are slated to be fully operational and to open in October of 2020. The Town is also continuing to make improvements to the El Rio Preserve. In addition to the interpretive signage, new trailhead plaza and parking area, and observation deck, the Town has recently completed construction of a "wildlife island" at the preserve. This feature will attract more species of animals to the area, increase the amount of visitor traffic, and lead to additional collaboration for onsite educational programs.

Another key project that the Town has assumed responsibility for is the Adonis Road extension. In an effort to expedite this priority project, Town Council decided to take decisive action, and assumed the developer's responsibility of constructing this key piece of infrastructure for residents in North Marana. Once completed, this project will provide secondary access via a three mile-long, two lane roadway from W. Grier Road to W. Tangerine Road. This provides a vital safety outlet for the San Lucas and Adonis neighborhoods, as well as continuity of traffic circulation that is frequently interrupted by the railroad crossing at Cochie Canyon Trail and Interstate 10.

Closing

These strategic investments for Fiscal Year 2021 are both necessary and sound. They meet the needs of the community, and help us continue to pave the way for future generations of Marana. Through continued commitment to our organization's Core Values as well as the five Focus Areas of our Strategic Plan, we are able to take limited resources, even more so due to COVID19, and turn them into remarkable, tangible products for our residents, businesses, and customers of Marana. Our team remains dedicated and nimble, and will continue to serve our community through any challenge presented to us.

Respectfully,



Jamsheed Mehta
Town Manager

MAYOR & TOWN COUNCIL

The Marana Town Council is a seven-member governing body that makes policy for the Town and directs the allocation of resources through the fiscal budget. They are a non-partisan body elected by Town of Marana residents, including a direct election for the position of Mayor. Council members serve four-year staggered terms.



Ed Honea, Mayor

Term: 2016-2020

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

Mayor Honea is a member of the Pima Association of Governments, including chair in 2014, and a Board Member of the Regional Transportation Authority. He serves on the executive board of the Arizona League of Cities and Towns and is a member of Arizona Town Hall, Central Arizona Association of Governments, the Marana Optimist Club and Marana Chamber of Commerce. He formerly served on the Marana Health Center and Marana Food Bank boards.

Mayor Honea is a graduate of Marana High School, the U.S Naval School of Construction, and Pima Community College. He served in the U.S. Navy Seabees during the Vietnam War and is a lifetime member of VFW Post 5990 in Marana.

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

John Post, Vice Mayor

Term: 2018-2022

Vice Mayor Post is a Marana native. Post is owner of Post Farms, a company that employs 20, farms 4,000 acres and operates two retail outlets. He was appointed to the Town Council in January 2008 and has held the position as Vice Mayor since August 2016. He has served on the board of directors for Trico Electric Co-Op, the Cortaro Water Users Association and Cortaro Marana Irrigation District. He also served as chairman of the Town's Planning and Zoning Commission and was president of the Marana Junior Rodeo Association.

**Herb Kai, Council Member**

Term: 2018-2022



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

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

John Officer, Council Member

Term: 2018-2022

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



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

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



Roxanne Ziegler, Council Member

Term: 2016-2020

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

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

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

Patti Comerford, Council Member

Term: 2016-2020

Council Member Comerford was first elected to the Town Council on June 2001. She was named Vice Mayor in 2011. She served seven years on the Marana Planning and Zoning Commission, including time as the chair.

Since 1994, she and her family have lived in Continental Ranch, where she served on the HOA's Activities and Finance committees. She also has been a member of the Marana Optimist Club



and President of the Marana High School Band Boosters. She was founder of the Continental Ranch Little League and served on the Little League District Board. Comerford has a bachelor's degree in recreation administration from San Diego State.



Dave Bowen, Council Member

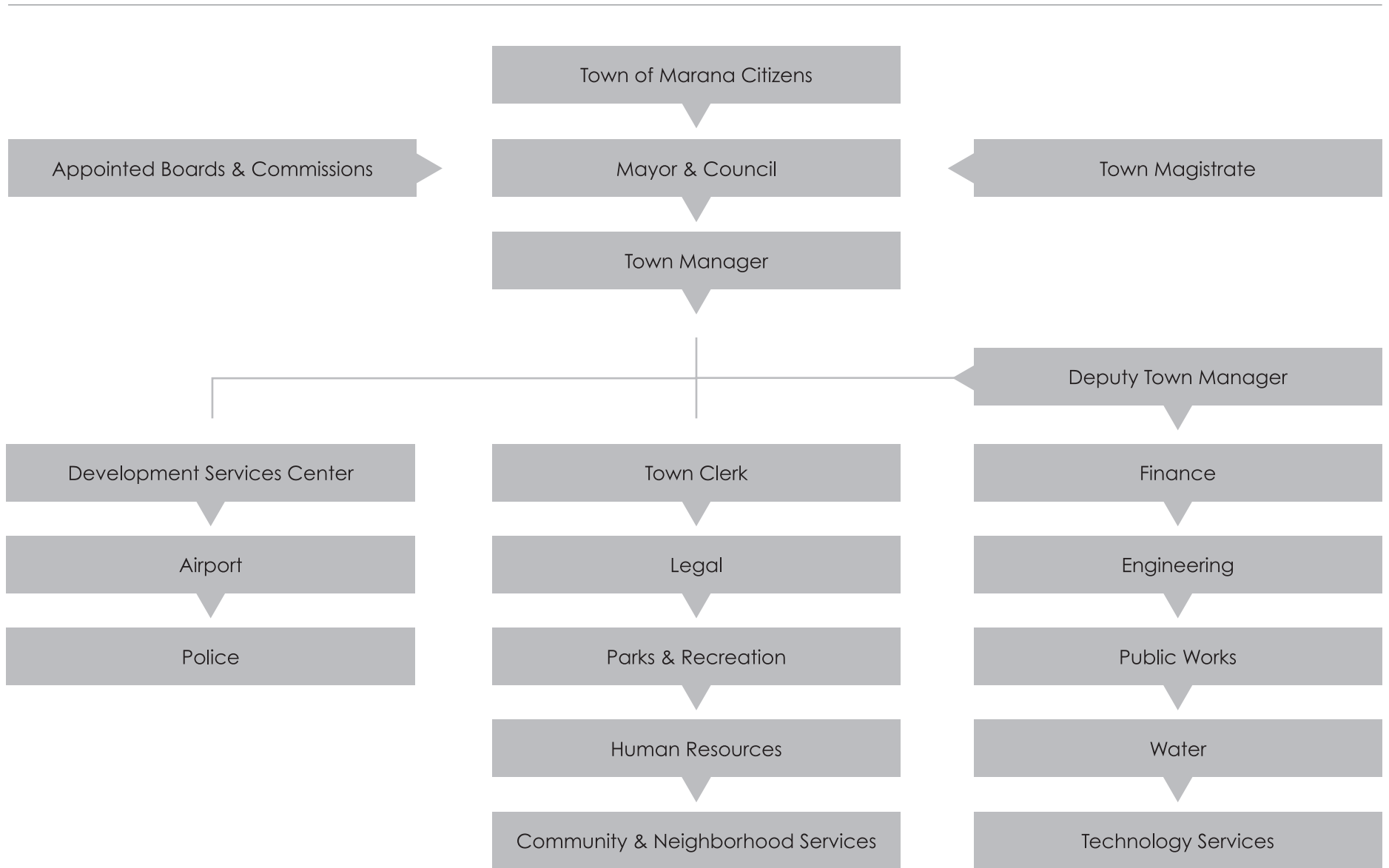
Term: 2016-2020

Council Member Bowen was first elected to the Town Council in March, 2013. He was raised in the agricultural Midwest and graduated college in 1980 with a degree in education. Prior to coming to Marana in 1996, he lived in Ivory Coast, West Africa, for eight years, working as a government liaison and language teacher for a foreign missionary organization. Upon arriving in Marana, he made a career change and opened his own brokerage business. He earned the prestigious Certified Financial Planner designation in 2003.

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

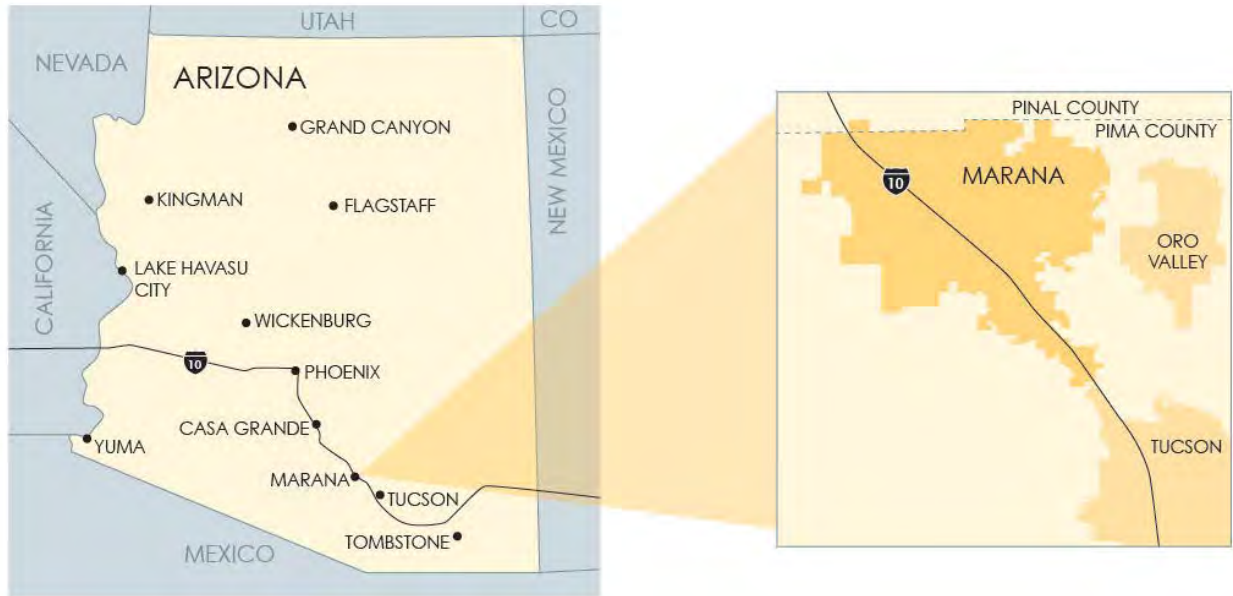


ORGANIZATIONAL CHART



COMMUNITY PROFILE

MARANA, ARIZONA



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

HISTORY OF MARANA

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

The Town was incorporated in March of 1977. The impetus for incorporation was citizen concerns for control of water and its impact on their (citizens) well-being and destiny. The original incorporation covered approximately ten square miles. Today, the Town's boundaries encompass 121 square miles with 17-miles of Interstate highway and rail

frontage providing tremendous opportunities for attracting quality jobs so people can work closer to home.

GOVERNMENT & ORGANIZATION

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

The Council fixes the duties and compensation of Town officials and employees, and enacts ordinances and resolutions relating to Town services, taxes, appropriating and borrowing moneys, licensing and regulating businesses and trades, and other municipal purposes. The Town Council appoints the Town Manager who has full responsibility for executing Council policies and administering Town operations. Town employees are hired under personnel rules approved by the Council. Functions and operations of Town government are provided by a staff of approximately 377 (full-time equivalent) employees. An organizational chart is included on Page 13 of this book that depicts the current organizational structure of the Town.

QUALITY OF LIFE

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

People

Marana is a community of strong, diverse neighborhoods where residents are welcoming and friendly. People choose Marana because of its quality of life, which perfectly blends its small town roots to its modern ambitions. The State of Arizona has recently been one of the fastest growing states in the country and this growth is projected to continue. Arizona's growth brings people and investment that will find quality places to live and raise a family in Marana. Marana has been one of Arizona's fastest growing communities. The population today is approximately 49,030 and is expected to grow to over 50,000 during the five-year strategic planning horizon.

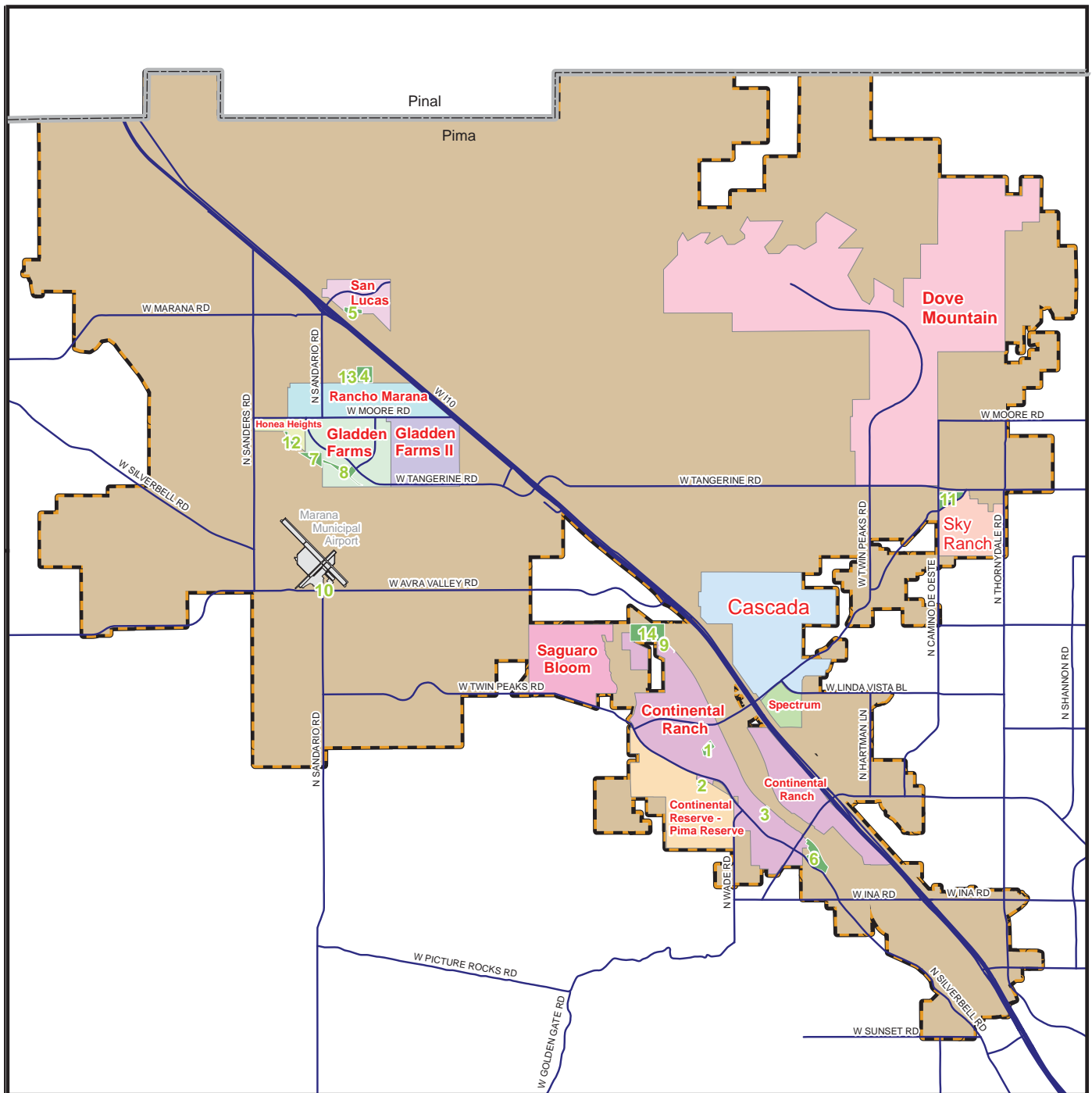
Environment/Cultural Resources

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

Principal Economic Activities

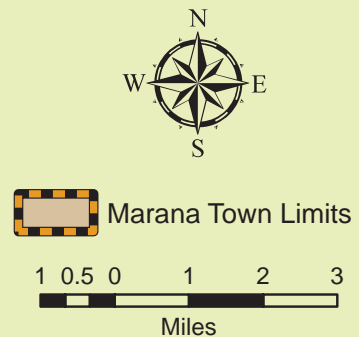
Although agriculture remains a major force in Marana's economy, a recent influx of residential and commercial development has occurred. This influx is largely due to Marana's location between Phoenix and Tucson along I-10 and Union Pacific Railroad,

a business-friendly government and no Marana property taxes. To the south, adjacent to Tucson, is a new commercial business district. Continental Ranch Industrial Park continuously attracts new tenants, and new industrial properties are available at the Marana Regional Airport. The Town of Marana prides itself on being a regional partner to provide cross-jurisdictional government and synergy for a collective benefit to all. A regional partner for Marana is demonstrated through joint problem solving, collaborative intergovernmental projects, joint action on business attraction, and other strategic economic efforts. These approaches ensure we embody our commitment to innovation and forward-thinking qualities that have proved community and business successes within Marana.



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 HIGHTS NEIGHBORHOOD PARK	12500 North White Avenue
13	MARANA MUNICIPAL COMPLEX & MPD	11555 West Civic Center Drive
14	EL RIO PRESEVE	10190 North Coachline Blvd

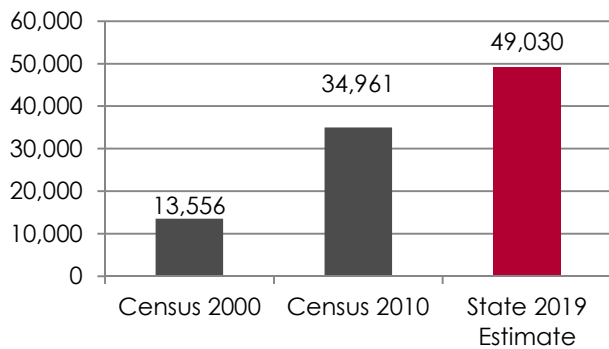


DEMOGRAPHICS OF THE TOWN OF MARANA

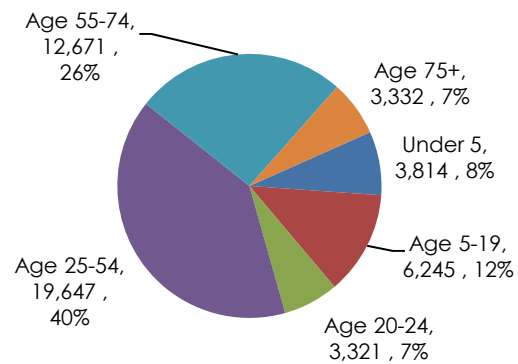
STATISTICS OF THE TOWN

Date of Incorporation	March 20, 1977	2019 Population	49,030
Form of government	Council/Manager	Median Home Value	\$255,000
FY2020-2021 Budget	\$149,259,265	Median Household Income	\$84,491
Number of Employees	377.35	Local Unemployment Rate	7.7%
Miles of Streets	570	Area in Square Miles	121

POPULATION



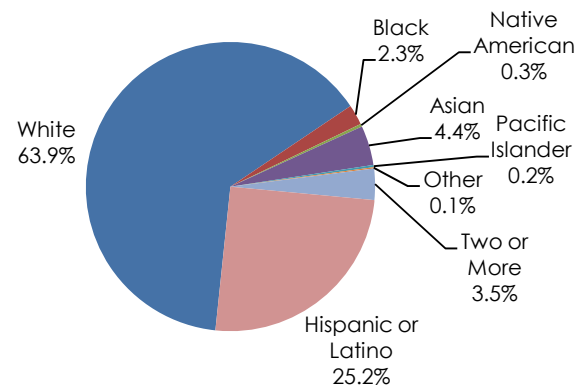
AGE DEMOGRAPHICS



TOP 20 EMPLOYERS

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

RACIAL DEMOGRAPHICS



EDUCATIONAL ATTAINMENT*

Bachelor's Degree or higher	44.1% (15,729)
Associate Degree/Some College	34% (12,127)
High School Graduate	16.5% (5,888)
Less than High School Graduate	5.4% (1,906)

*25 years & older

PLACE OF BIRTH

Born In Arizona	17,920
Born in US	44,078
Foreign Born	4,952

Sources: US Census 2018 ACS 5-year Survey, Marana Department of Economic Development, U.S. BLS, Local Area Unemployment Statistics.

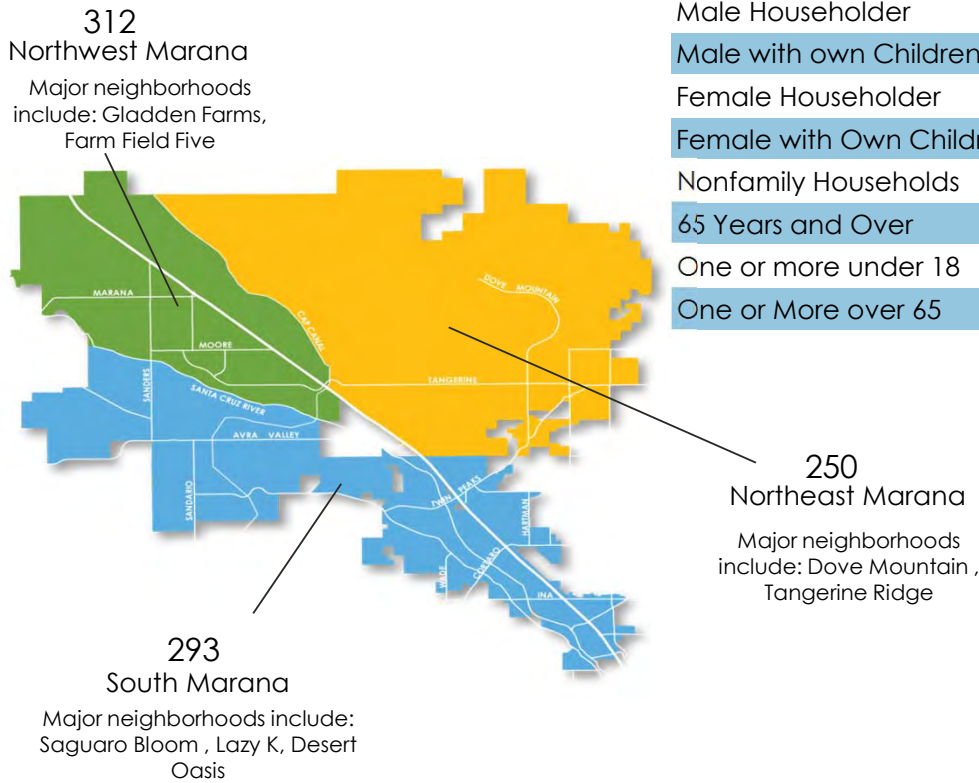
DEMOGRAPHICS OF THE TOWN OF MARANA

HOUSING DEMOGRAPHICS

FY2019 - 2020 Issued Single Family Residential (SFR) Permits: 855

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

Issued SFR Permits by Region



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

Education

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



Sources: Town of Marana Parks & Recreation Department, Town of Marana Development Services Department, Marana Chamber of Commerce, US Census Bureau, 2018 American Community Survey

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VISION FOR THE FUTURE

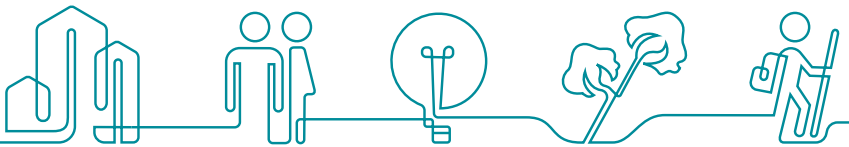
Marana's Strategic Plan outlines the vision for the future and identifies five focus areas with goals to achieve that vision. The focus areas, with their corresponding goals, identify where resources should be directed to achieve Marana's vision.

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

OVERRIDING PRINCIPLES:

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

FIVE FOCUS AREAS AND STRATEGIC GOALS:



COMMERCE

Attract and maintain career-oriented commerce

COMMUNITY

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

PROGRESS AND INNOVATION

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

HERITAGE

Strengthen community character by linking the past, present and future

RECREATION

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

FOUR

STRATEGIC

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BUDGET SUMMARY

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

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THE BUDGET POLICIES & PROCESS

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

This document is the comprehensive decision making tool resulting from the annual budget process and provides detail for the fiscal year 2020-2021 budget, beginning July 1, 2020 and ending June 30, 2021. 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 2018 and 2019 amounts, current year 2020 estimates, and the adopted 2021 budget.

Budget Philosophy

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

Budget Development

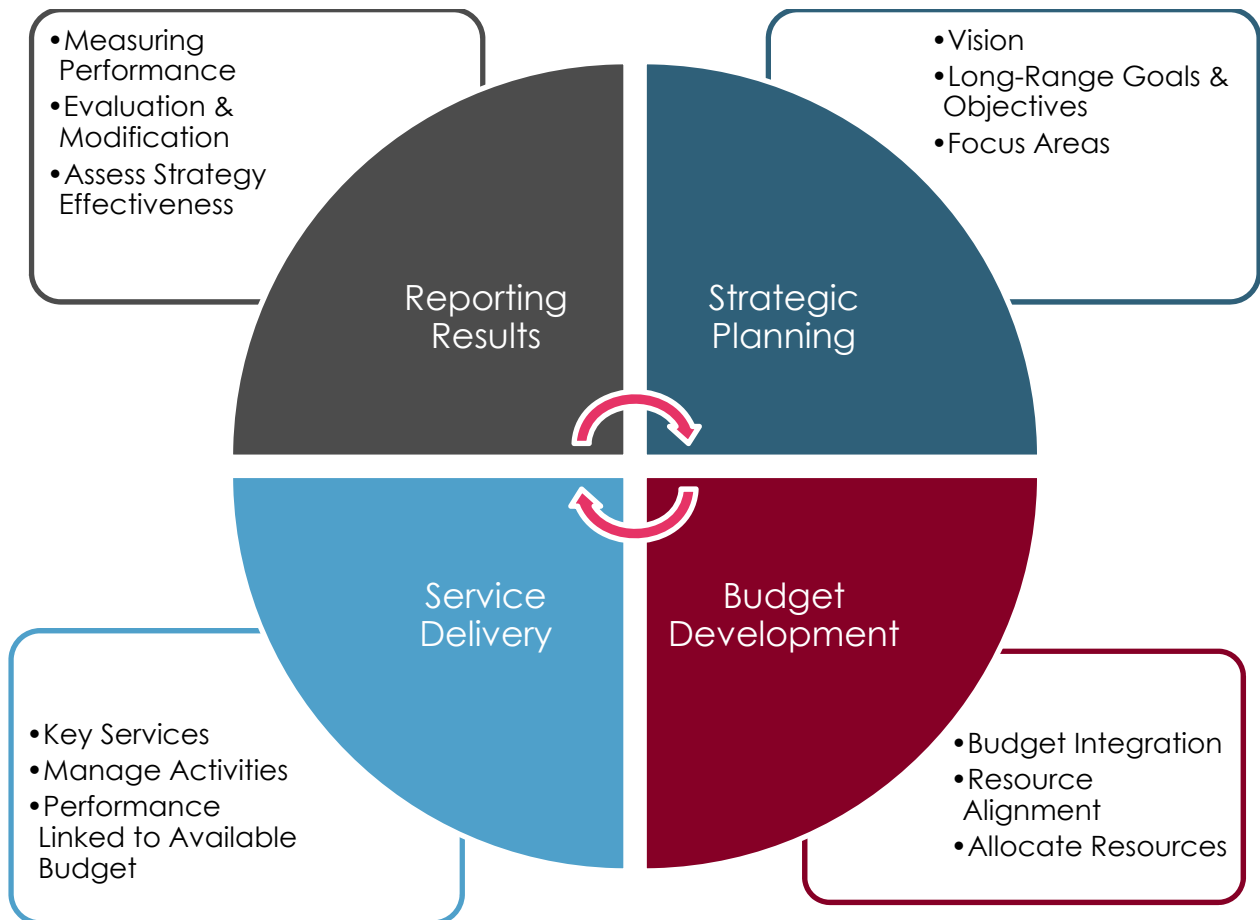
In essence, the budget process is an ongoing process throughout the year as new regulations, funding sources, new Town Council initiatives and policies and improved methods of delivering services to citizens are identified and brought forward to staff and Town Council. Beginning in August of each year,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

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

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

Strategic Planning & Budgeting

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



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

IV. This document is utilized by the elected leaders and staff to ensure that resources are continually directed by the Town's vital priorities. The Strategic Plan identified five strategic goals, listed below:



Commerce

Attract and maintain career-oriented commerce.

Community

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

Progress & Innovation

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

Heritage

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

Recreation

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

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

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

Budget Kick-Off

Budget kick-off occurs at the end of January, and is an organization-wide meeting that provides the opportunity to set the tone and tenor to the departments as directed by

Council. It is used as an opportunity to communicate expectations, and reinforce the organization's commitment to the Town's strategic plan and Council's vision for the coming year. During this meeting, the Finance Department distributes instructions and forms to the departments.

Department Budget Development

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

Budget Office

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

Executive Budget Team

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

Budget Adoption

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

Budget Basis

The budget is adopted by department for the general fund and enterprise funds. It is developed in accordance with GAAP using the modified accrual basis of accounting. The basis of accounting for budgeting is the same as the basis of accounting used in the Town's audited financial statements. Under the modified accrual basis, revenues are recognized as soon as they are measurable and available. Revenues are considered available when they are collectable within the current period or soon

enough thereafter, to pay liabilities of the current period. Expenditures are generally recorded when the liability is incurred except in some cases, such as compensated absences and claims, which are recorded when payment is due.

Fund

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

Governmental Funds

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

Proprietary/Enterprise Funds

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

Budget Amendment Process

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

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

BUDGET CALENDAR

FISCAL YEAR 2020 - 2021		
Dates:	Stage in Budget Process	Task Description
November 14, 2019	Planning	New budget year planning with Town Manager's Office
November 14 – 22, 2019	Preparing	Departments review/revise Key Performance Measurements as necessary
November 25 – December 6, 2019	Planning	Budget Entry Training courses; budget entry via Munis, and Q&A sessions about FY2021 budget process
December 9 – 20, 2019	Preparing	Departments to enter revenue estimates via Munis Departments to use this time to update their division/program spreadsheets and Key Performance Measurements through 2 nd quarter
December 9, 2019	Planning	Finance and CIP to discuss preliminary CIP revenues and expenditures
December 20, 2019	Preparing	Department revenues estimates due to Finance
January 14, 2020	Planning	Council Special Study Session – adoption of Council goals and objectives
January 15, 2020	Preparing	Budget Session – organizational meeting, preliminary outlook, and operating budget formation/entry
January 31, 2020	Preparing	Base department budgets and preliminary carryover requests all due to Finance
February 3 – 28, 2020	Preparing	Budget Office review, compile department budgets, and assemble decision package
March 4, 2020	Preparing	Executive Budget Team initial meeting
March 10, 2020	Preparing	Council Study Session – Presentation, discussion, and possible action regarding FY2021 – 2025 CIP program
March 6 – 13, 2020	Preparing	Department budget presentations
April 1- 30, 2020	Preparing	Executive Budget Team post meeting department presentations
May 5, 2020	Reviewing	Presentation and discussion on revised Budget outlook and Council direction
May 26, 2020	Preparing	Council Study Session – Presentation, discussion, and possible action regarding revised FY2021 – 2025 CIP program
May 26, 2020	Approving	Manager's Recommended Operating Budget
June 2, 2020	Preparing	Final Revenue Estimates
June 23, 2020	Approving	Council Adoption of Tentative Budget
July 21, 2020	Approving	Council Adoption of Final Budget

FINANCIAL POLICIES

Sound financial, budgetary and economic principles are part of creating a solid financial plan. Marana's budget incorporates the following long-term and short-term financial policies and guidelines. These financial policies establish the framework for overall fiscal planning and management. They set forth guidelines for both short-term and long-range planning to assure the highest standards of fiscal management.

Revenue Goals

1. New ongoing operating costs will be funded with permanent, ongoing revenue sources; one-time operating costs are tied to one-time revenue sources to ensure fund balance integrity. Revenues from growth or development should be allocated to one-time costs as much as possible.
2. Annual evaluation of rates, fees and charges for services will be established from recovery rates that are based on the purpose of the fee or charge.
3. Enterprise fund revenues in total will provide for each enterprise to be financially self-sustaining.
4. National and local economic indicators, such as population growth, personal income growth, inflation, business growth, and unemployment will be evaluated regularly.

Reserve Policies

1. Fund balance reserves for the General Fund and 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.
2. 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.
3. Appropriation of a minimum contingency/reserve will be included in the budget to provide for emergencies and potential economic downturns.

Debt Management

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

Budget Control

1. The budget will be fundamentally balanced and utilize permanent, ongoing revenues to fund ongoing expenditures and one-time revenues will be allocated to one-time costs.
2. Fund balances should only be used for one-time expenditures, such as capital equipment and improvements or contingency expenditures.
3. Ongoing operating costs, i.e. day-to-day expenses and maintenance costs will be financed with operating revenues, rather than with bonds (debt) or reserves.
4. Fluctuating federal grants should not be used to finance ongoing programs.
5. Estimated budgets for all departments, including contribution driven programs will be submitted by each department to ensure adequate appropriation each year.
6. Mid-year budget adjustments will be kept to a minimum to minimize the impact on future budgets.
7. All departments are responsible for ensuring that expenditures do not exceed their approved budget.
8. Transfer of general fund contingency appropriation requires Town Council approval. All other transfers require Town Manager or designee approval in accordance with established policies.
9. If unexpected resources are secured after budget adoption, departments must check with Finance for direction prior to making any expenditure of the funds.

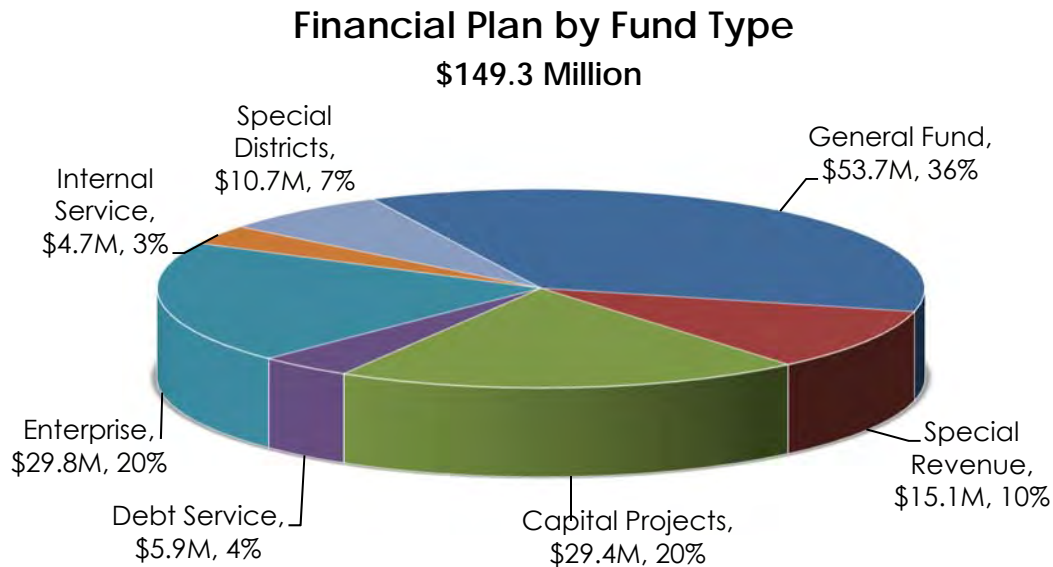
Capital Planning

1. A Capital Improvement Plan (CIP) shall be developed for a five-year period to allow for appropriate planning.
2. Capital improvements included in the CIP are those projects that:
 - a. Cost \$100,000 or more, and
 - b. Have a projected minimum useful life of five years.
3. The CIP shall be reviewed and updated annually.
4. Capital projects should:
 - a. Support Town Council goals and objectives and be consistent with the Town of Marana's General Plan,
 - b. Prevent the deterioration of the Town's existing infrastructure and protect its investments in parks, streets, buildings and utilities,
 - c. Encourage and sustain economic development in Marana,
 - d. Respond to and anticipate future growth in the Town, and
 - e. Increase the efficiency and productivity of Town operations.

5. When possible, capital projects constructed in response to residential or commercial development should be financed through growth in the tax base or development fees.
6. Where appropriate, capital projects should take maximum advantage of improvements and/or funding provided by other units of government.
7. The impact of capital projects on the operating budget is always an important consideration when evaluating projects for inclusion in the CIP.
8. The Capital Improvement Plan must satisfactorily address all legal and financial limitations and maintain the Town's favorable investment ratings.
9. Major changes to the CIP should be evaluated through the CIP process and approved by the Town Council.

BUDGET SUMMARY

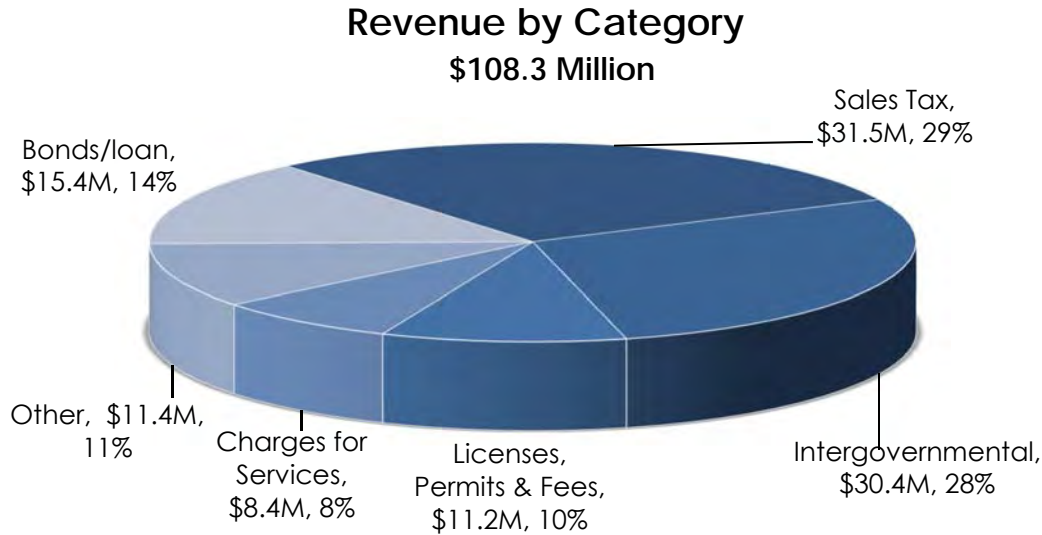
The annual budget for fiscal year 2020-2021 totals \$149.3 million. The following chart depicts appropriations by major fund type. The General Fund comprises 36% of the total budget or \$53.7 million and Capital Project funds make up about 20% or \$29.4 million. Enterprise funds, including enterprise related capital projects and debt service payments equates to \$29.8 million or 20% of the annual budget. Debt Service funds and Special Revenue funds total \$21 million and comprise only 4% and 10%, respectively. Special Districts include the funds related to component units such as community facilities districts and other improvement districts and equate to \$10.7 million or 7% of the annual budget.



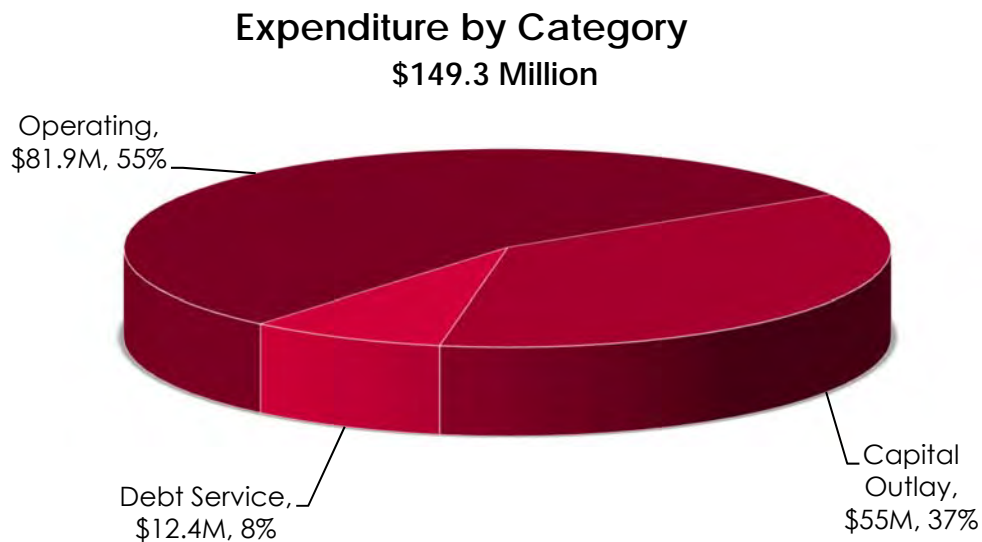
Revenues and other financing sources for the fiscal year 2020-2021 budget are \$108.3 million. The plan is structurally balanced with ongoing revenues supporting ongoing program expenditures. The financial plan assumes that \$43 million in fund balance/equity will be used to complete previously funded projects and other one-time expenditures approved by council. As indicated by the chart on the following page, the largest revenue source is local sales taxes which comprise \$31.5 million or 29% of budgeted revenues for the Town. Intergovernmental revenues also make up a large portion of revenues at \$30.4 million or 28%. These revenues include State shared revenues as well as intergovernmental funding for capital projects from the Federal, State, County and/or other jurisdictions.

The capital improvement plan for the Town of Marana currently includes the sale of bonds for various infrastructure and water related projects. Anticipated bond and loan proceeds amount to \$15.4 million or 14% of total revenues. Charges for services

comprise \$8.4 million or 8% of the budget and include all enterprise fund user fees. Licenses, permits and fees comprise \$11.2 million or 10% of revenues. It should be noted that this revenue stream is heavily dependent on the residential and commercial development and are very cyclical in nature. The remaining \$11.4 million or 11% includes all other revenues such as interest earnings, donations, contributions, grant funding, and other small miscellaneous revenue sources.



Operating costs are the largest category for the Town at \$81.9 million or 55% of the fiscal year 2020-2021 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 \$55.6 million or 37%. Capital outlay includes major transportation, park, water, building and airport projects. When compared to the previous year budget, this financial plan increased by \$5.5 million or 3.8%. Most of that change is attributable to increases in contingency appropriations.



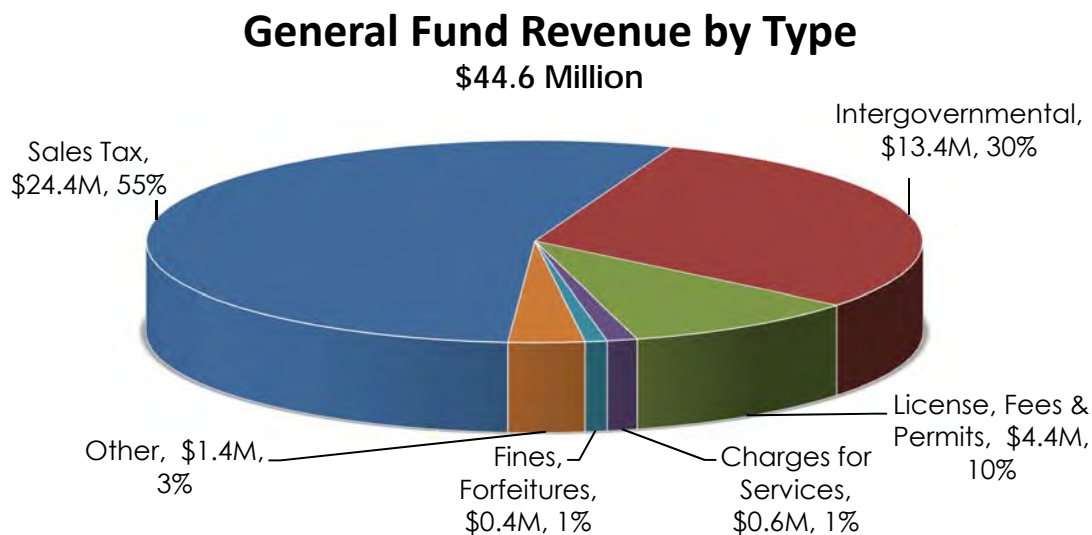
REVENUE SUMMARY

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:

- Reduction of ongoing revenues like certain sales tax categories and intergovernmental revenues for fiscal year 2020-2021,
- Inflation rate holding at 2.2%, 4% population growth, 617 new residential homes permits, and
- 50% of contracting sales tax revenue, building permits and related fees deemed one-time revenue sources.



The General Fund is the largest source of operating revenue. The estimated revenue for the General Fund for fiscal year 2020-2024 is \$44.6 million. Primary revenues for the General Fund consists of local sales tax (transaction privilege tax) collections, state

shared revenues (intergovernmental) as well as development related revenues (license, fees and permits). Collectively, these revenues comprise nearly 95% of the General Fund's operating revenues. As demonstrated by their significant decline during the Great Recession, these revenues are extremely sensitive to fluctuations in the regional and national economies and are expected to decrease modestly due to the national economic recession resulting from the COVID-19 pandemic.

The revenue forecast for the General Fund for this fiscal year anticipates a decrease of 5.4% or approximately \$2.6 million. The decline is principally due anticipated decreases in local sales taxes collections as a result of declining economic factors in response to the COVID-19 pandemic.

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

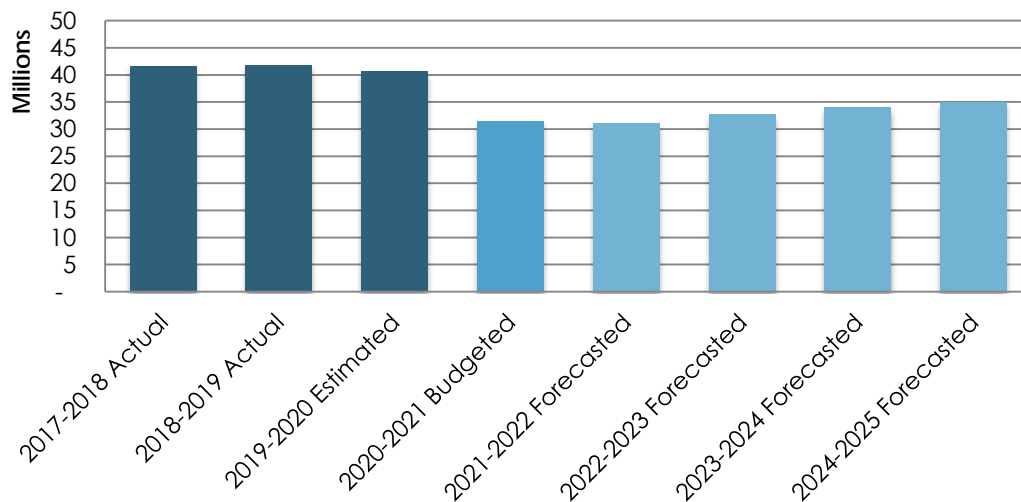
- Description** The Town imposes a tax on certain business activities within Town limits. A use tax is also in effect for goods brought into and used in the Town of Marana. Food for home consumption is not taxed. However, prepared foods at restaurants or take out are taxed.

- 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 55% of General Fund revenues and 34% of town-wide revenues. Additionally, contracting sales tax (one-time revenue) represents approximately 24% of total sales taxes and, as such, 77% of these revenues fund one-time projects. Beginning in fiscal year 2015-2016 revenues sharply increased largely due to a temporary ½ cent sales tax increase that was used to fund a new public safety facility. The tax rate reduction is attributed to the repeal of the ½ cent sales tax increase as of January 1, 2019. Revenue is forecasted to decline sharply in FY21 due to worsening national economic conditions from the COVID-19 pandemic. The Town is forecasting a gentle recovery after FY2022.

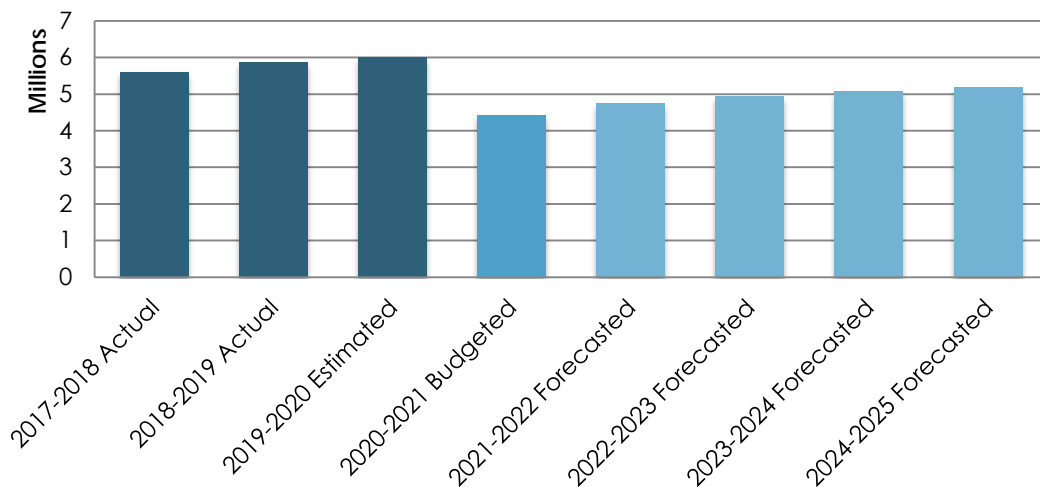
Fiscal Year	\$ Revenue	\$ Change	% Change
2017-2018 Actual	41,689,483	4,189,264	11%
2018-2019 Actual	41,860,343	170,860	0%
2019-2020 Estimated	40,704,791	(1,155,552)	-3%
2020-2021 Budgeted	31,472,804	(9,231,987)	-23%
2021-2022 Forecasted	31,158,076	(314,728)	-1%
2022-2023 Forecasted	32,715,980	1,557,904	5%
2023-2024 Forecasted	34,024,619	1,308,639	4%
2024-2025 Forecasted	35,045,358	1,020,739	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 2020-2021 are based on the issuance of 617 SFR permits. For FY2021, a budgeted decrease in revenue is forecasted as developments are maturing there is less lot space available than in the prior two years. As this revenue stream is sensitive to fluctuations in the economy a conservative forecasting model is applied to reflect the national economic recession due to COVID-19.

Fiscal Year	\$ Revenue	\$ Change	% Change
2017-2018 Actual	5,593,212	753,035	16%
2018-2019 Actual	5,851,394	258,182	5%
2019-2020 Estimated	5,993,870	142,476	2%
2020-2021 Budgeted	4,427,112	(1,566,758)	-26%
2021-2022 Forecasted	4,737,010	309,898	7%
2022-2023 Forecasted	4,926,490	189,480	4%
2023-2024 Forecasted	5,074,285	147,795	3%
2024-2025 Forecasted	5,175,771	101,486	2%



STATE SHARED INCOME TAX

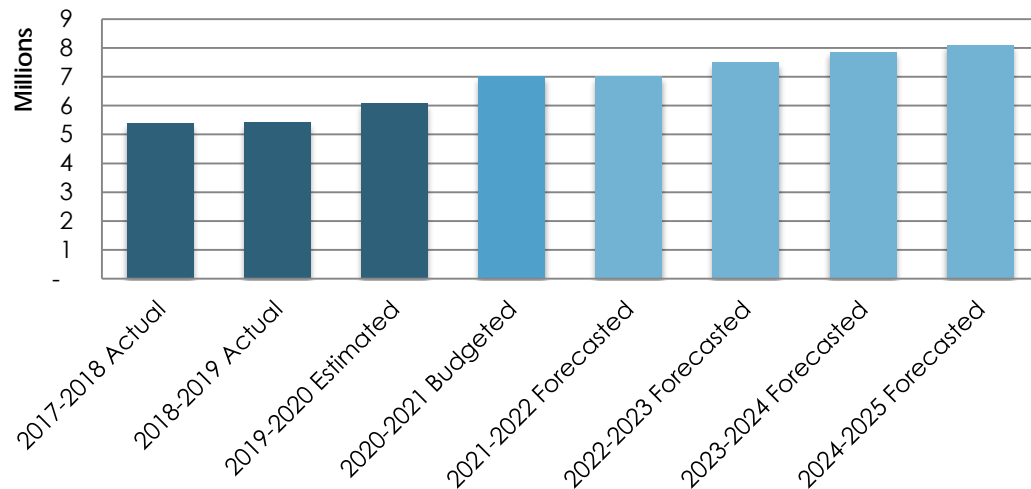
- Description** Cities and towns in Arizona are precluded from imposing an income tax by Arizona state law. In 1972, the voters of Arizona approved the Urban Revenue Sharing program which requires the State to share 15% of income tax revenue with incorporated cities and towns. These revenues are also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

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

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

- Assumptions** This revenue source is based on economic conditions during the year for which the income was taxed and is subject to fluctuations in employment, corporate profits, tax credits and exemptions. This revenue source is also subject to changes made by the State legislature. The state uses the annual U.S. Census population estimates as the basis for the next year allocations.

Fiscal Year	\$ Revenue	\$ Change	% Change
2017-2018 Actual	5,384,669	330,077	7%
2018-2019 Actual	5,424,305	39,636	1%
2019-2020 Estimated	6,078,686	654,381	12%
2020-2021 Budgeted	7,007,072	928,386	15%
2021-2022 Forecasted	7,000,065	(7,007)	-0.1%
2022-2023 Forecasted	7,490,069	490,005	7.0%
2023-2024 Forecasted	7,864,573	374,503	5.0%
2024-2025 Forecasted	8,100,510	235,937	3.0%



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.

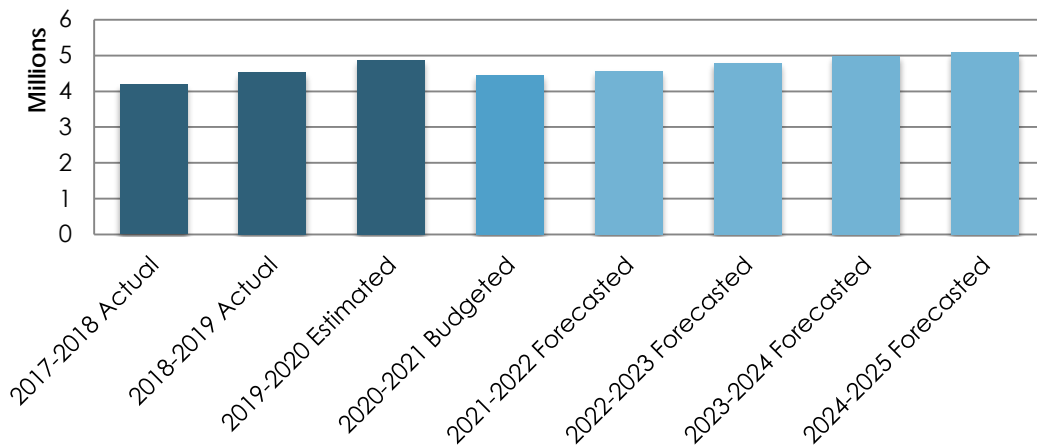
Permitted Use There are no restrictions regarding the use of this revenue source. The funds may be used for any expense legally chargeable to the General Fund.

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 9% decrease in collections for the fiscal year is estimated as modest recession in the economy is expected with a return to pre-COVID levels in FY2022.

Fiscal Year	\$ Revenue	\$ Change	% Change
2017-2018 Actual	4,186,856	388,353	10%
2018-2019 Actual	4,524,009	337,153	8%
2019-2020 Estimated	4,872,825	348,816	8%
2020-2021 Budgeted	4,444,645	(428,180)	-9%
2021-2022 Forecasted	4,561,071	116,426	3%
2022-2023 Forecasted	4,790,770	229,699	5%
2023-2024 Forecasted	4,982,401	191,631	4%
2024-2025 Forecasted	5,082,049	99,648	2%



VEHICLE LICENSE (AUTO LIEU) TAX

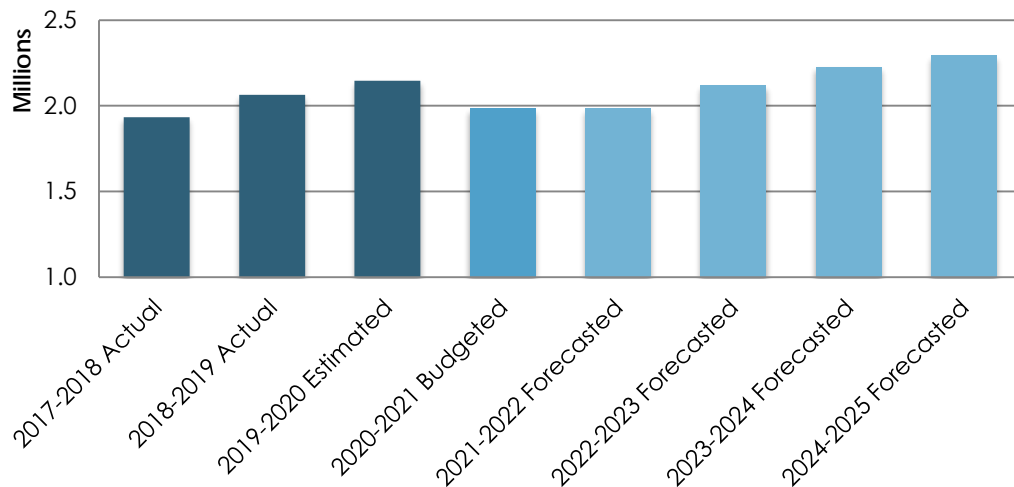
- Description** This tax imposed by the Arizona Constitution as an “in-lieu” tax for all ad valorem property taxes on motor vehicles. The Arizona Constitution requires that vehicle license tax (VLT) revenues be distributed to the state, counties and cities.

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

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

- Assumptions** The budget projection for fiscal year 2020-2021 anticipates a decrease of 8% based upon figures provided by the Arizona Department of Revenue due to the COVID-19 pandemic. Revenues are expected to return to pre-COVID levels after FY2022.

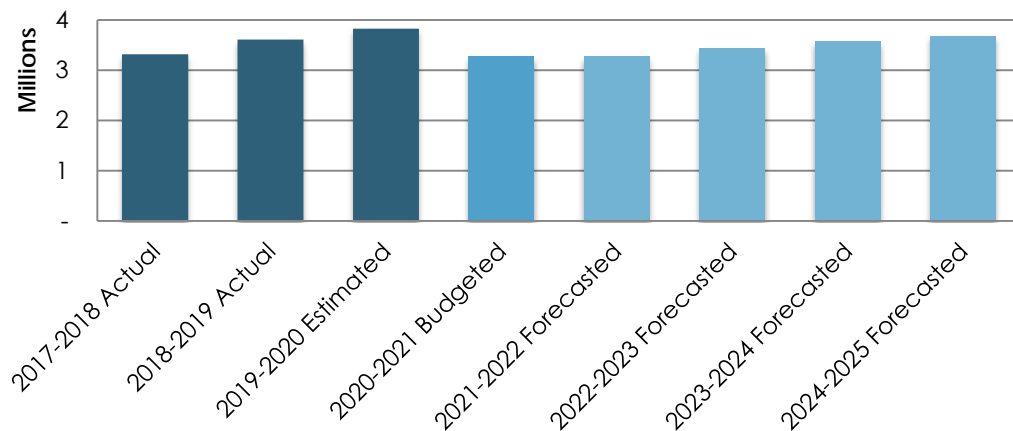
Fiscal Year	\$ Revenue	\$ Change	% Change
2017-2018 Actual	1,934,150	168,228	10%
2018-2019 Actual	2,064,306	130,156	7%
2019-2020 Estimated	2,147,036	82,730	4%
2020-2021 Budgeted	1,984,026	(163,010)	-8%
2021-2022 Forecasted	1,982,042	(1,984)	0%
2022-2023 Forecasted	2,120,785	138,743	7%
2023-2024 Forecasted	2,226,824	106,039	5%
2024-2025 Forecasted	2,293,629	66,805	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 14% for fiscal year 2020-2021. This decrease is attributed to an economic recession brought on by the COVID-19 pandemic.

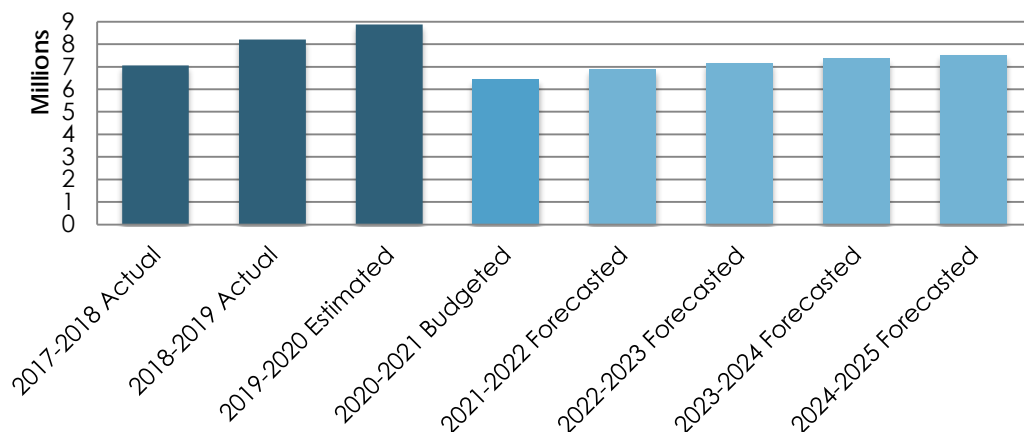
Fiscal year	\$ Revenue	\$ Change	% Change
2017-2018 Actual	3,316,057	216,748	7%
2018-2019 Actual	3,607,631	291,574	9%
2019-2020 Estimated	3,825,665	218,034	6%
2020-2021 Budgeted	3,276,296	(549,369)	-14%
2021-2022 Forecasted	3,273,020	(3,276)	0%
2022-2023 Forecasted	3,436,671	163,651	5%
2023-2024 Forecasted	3,574,138	137,467	4%
2024-2025 Forecasted	3,681,362	107,224	3%



DEVELOPMENT FEES

- Description** As allowed under A.R.S. §9-463.05, the Town assesses development fees for new construction to offset the cost to the municipality associated with providing necessary public services to a development, including the costs of infrastructure, improvements, real property, 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 2020-2021 projections are based on 617 Single Family Residential (SFR) permit being issued. Due to the cyclical nature of construction, the Town uses a conservative approach to development fee revenues. Higher than anticipated revenue collections for prior fiscal years is attributable to increased SFR and commercial permit issuances.

Fiscal year	\$ Revenue	\$ Change	% Change
2017-2018 Actual	7,056,959	2,039,160	41%
2018-2019 Actual	8,197,110	1,140,151	16%
2019-2020 Estimated	8,873,629	676,519	8%
2020-2021 Budgeted	6,427,227	(2,446,402)	-28%
2021-2022 Forecasted	6,877,133	449,906	7%
2022-2023 Forecasted	7,152,218	275,085	4%
2023-2024 Forecasted	7,366,785	214,567	3%
2024-2025 Forecasted	7,514,120	147,336	2%



WATER SALES

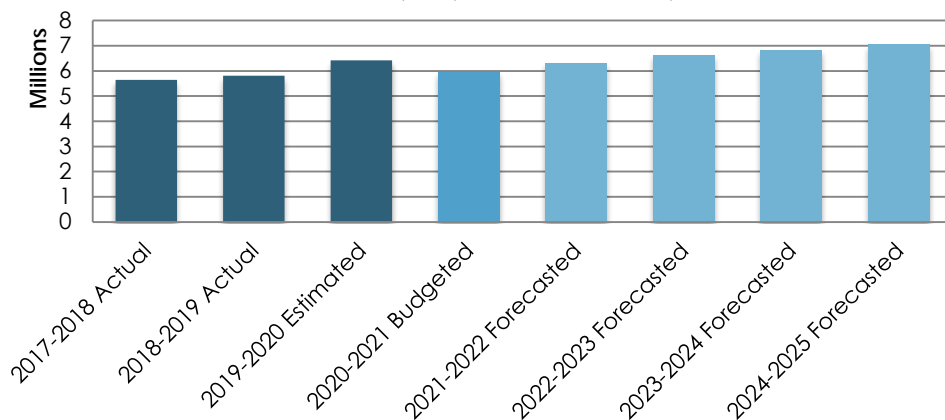
Description The Town provides a potable water system service to residences and commercial customers within the designated service area. Marana Water is financially self-sufficient with funding for capital and operating requirements derived primarily from rates.

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"	15.96	0-10k	3.15	Multi Family,	
	3/4"	16.69	10k-20k	4.41	Commercial, Industrial,	3.96
	1"	17.79	20k-30k	5.67	Government.	
	1.5"	26.17	30k-40k	7.09	Standpipe,	
	2"	42.95	> 40k	10.23	hydrant/irrigation	4.36
	4"	65.56				

Assumptions For fiscal year 2020-2021, rate revenues are solely based on the existing 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 FY20 through FY23, and 3% for FY24 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
2017-2018 Actual	5,644,733	565,258	11%
2018-2019 Actual	5,804,288	159,555	3%
2019-2020 Estimated	6,416,779	612,491	11%
2020-2021 Budgeted	5,952,872	(463,907)	-7%
2021-2022 Forecasted	6,310,044	357,172	6%
2022-2023 Forecasted	6,625,547	315,502	5%
2023-2024 Forecasted	6,824,313	198,766	3%
2024-2025 Forecasted	7,029,042	204,729	3%



WATER RECLAMATION SALES

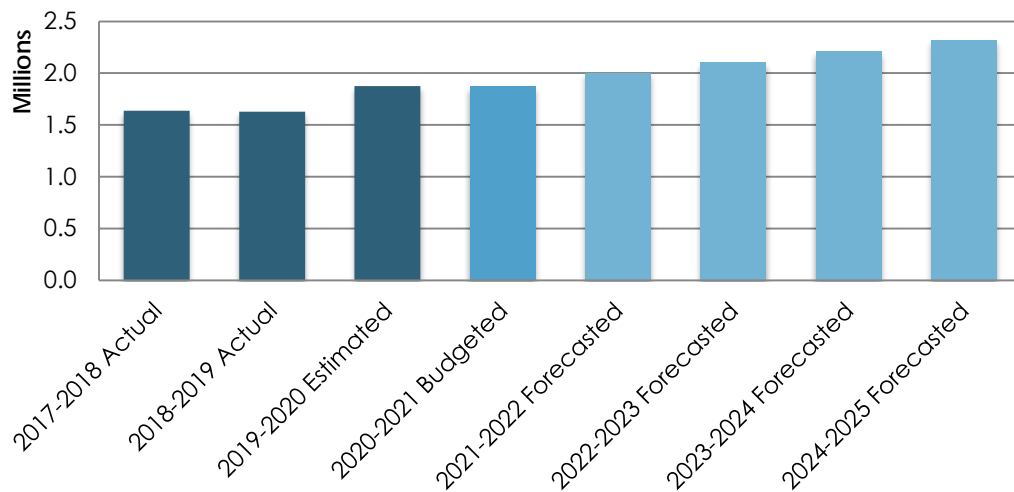
Description The Town charges a fee to each customer having a sewer connection that discharges sewage, industrial waste or other liquids into the Town's collection system.

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		Volume Rate	
	Meter Size	Rate (\$)	Rate	Rate (\$)
	Per meter	\$ 14.26	Per 1,000 gallons	\$ 4.59

Assumptions Revenues projected for fiscal year 2020-2021 are solely based on the existing 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 FY20 and FY21, and 5% in FY22 through FY24 are required in order to fund continued operations, capital reinvestment and maintain adequate reserves. See the full rate study online at maranaaz.gov.

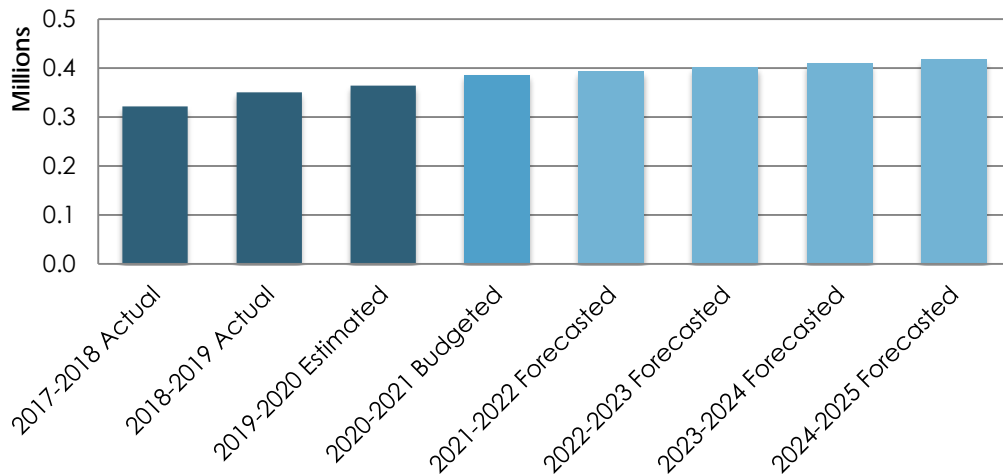
Fiscal year	\$ Revenue	\$ Change	% Change
2017-2018 Actual	1,637,133	554,904	51%
2018-2019 Actual	1,628,111	(9,022)	-1%
2019-2020 Estimated	1,875,936	247,825	15%
2020-2021 Budgeted	1,872,178	(3,758)	-0.2%
2021-2022 Forecasted	2,003,230	131,052	7%
2022-2023 Forecasted	2,103,392	100,162	5%
2023-2024 Forecasted	2,208,562	105,170	5%
2024-2025 Forecasted	2,318,990	110,428	5%



AIRPORT FEES

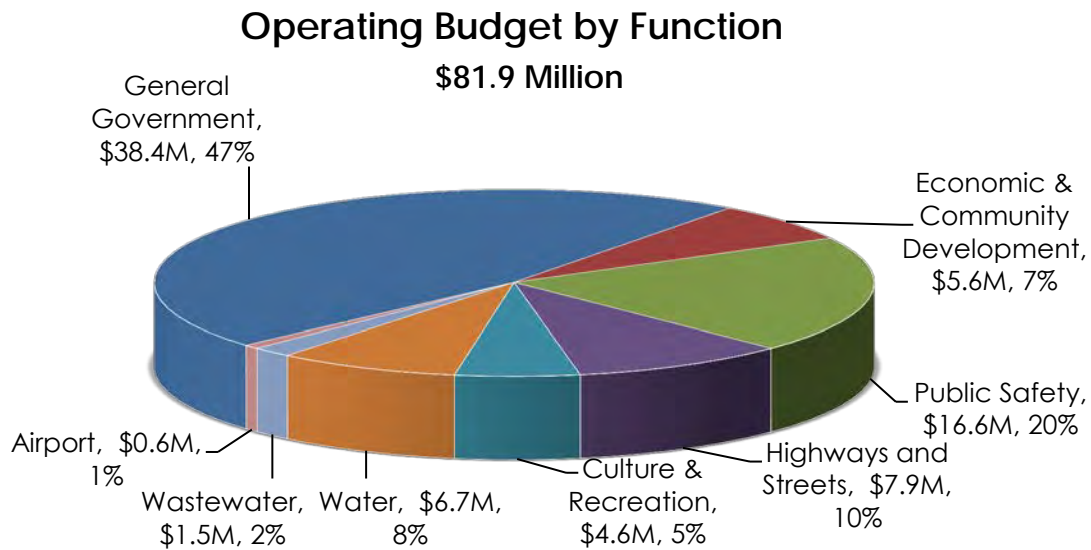
- Description** The Marana Regional Airport receives revenues from air hangar leases, fuel charges and open tie-downs.
- Permitted Use** These revenues are not restricted and may be used for any purpose.
- Rate Structure** Pima Aviation, Inc. owns and operates the hangars, covered tie-down areas and 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. Fiscal Year 2020-2021 revenue is expected to increase modestly as changes to several lease agreements and increased traffic are anticipated to generate additional revenue.

Fiscal year	\$ Revenue	\$ Change	% Change
2017-2018 Actual	321,712	16,682	5%
2018-2019 Actual	350,248	28,536	9%
2019-2020 Estimated	363,845	13,597	4%
2020-2021 Budgeted	385,336	21,491	6%
2021-2022 Forecasted	393,043	7,707	2%
2022-2023 Forecasted	400,904	7,861	2%
2023-2024 Forecasted	408,922	8,018	2%
2024-2025 Forecasted	417,100	8,178	2%

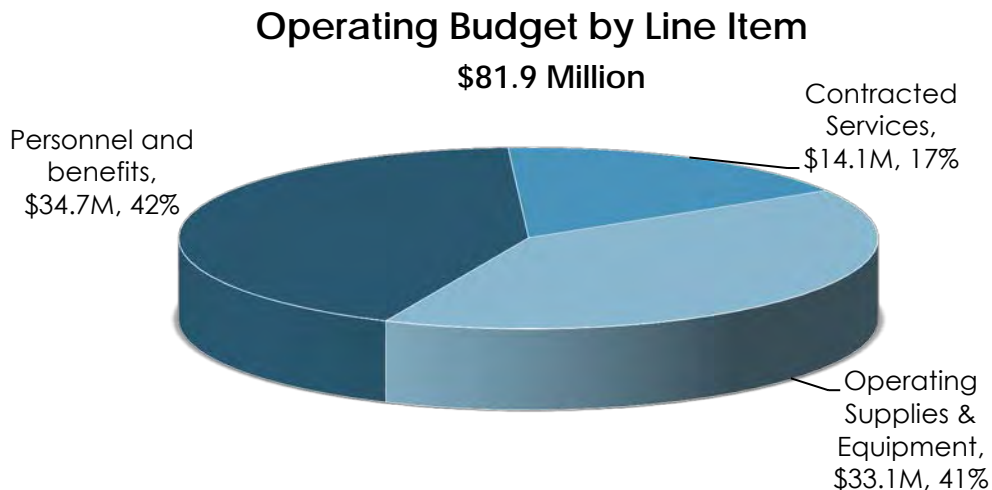


EXPENDITURE SUMMARY

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.

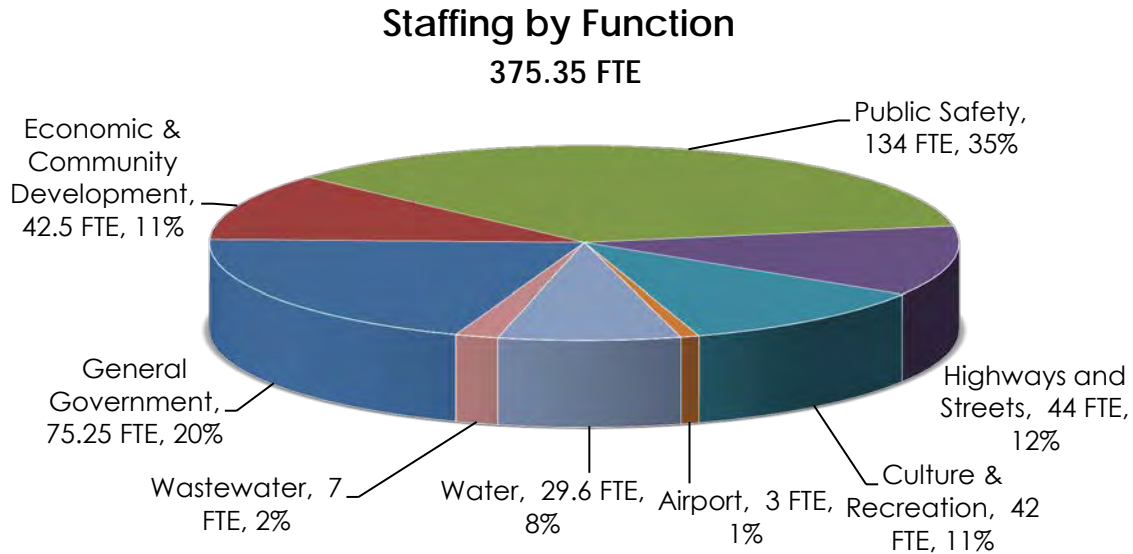


The major expenditures in the operating budget are personnel and benefits at 42%, which include all salaries and benefits for Town staff. Operating supplies and equipment and contractual services comprise 41% and 17%, respectively. Operating supplies & equipment is approximately \$10.7M greater than the prior year's budget primarily due to a \$5.6M increase of contingency and \$5M increase in grants from AZCares grant funds.



STAFFING SUMMARY

With personnel and benefits comprising 42% of the Town's operating budget, employees play a significant part in providing services to the community and our citizens. The following graph identifies percentage of staffing by function.



The town has increased its staffing level this fiscal year by 2 full-time equivalent (FTE) positions through the budgetary process. Including all position adjustments and additions, staffing has increased from 375.35 positions to 377.35. These staffing numbers include two new positions within Water. The following table shows changes in staffing over the past four fiscal years and the current fiscal year.

Functional Department	2016-2017 Authorized FTE	2017-2018 Authorized FTE	2018-2019 Authorized FTE	2019-2020 Authorized FTE	2020-2021 Authorized FTE
General Government	72.88	73.25	73.25	75.25	75.25
Economic & Community Development	43.00	46.50	45.50	42.50	42.50
Public Safety	125.00	127.00	131.00	134.00	134.00
Highways & Streets	34.00	36.00	39.00	44.00	44.00
Culture & Recreation	41.75	41.00	40.00	42.00	42.00
Airport	3.00	3.00	3.00	3.00	3.00
Water	23.00	24.00	25.20	27.60	29.60
Wastewater	4.00	5.00	7.00	7.00	7.00
Total FTE	346.63	355.75	363.95	375.35	377.35

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

Position	FTE	Department	Funding Source
Water Operator II	1.00	Water	Water Fund
Electrician	1.00	Water	Water Fund
Total FTE Additions	2.00		

The addition of key positions is critical in maintaining service levels. The addition of an additional Water Operator II and an Electrician will provide much needed support to help monitor and maintain Town utility assets including the soon to be completed Water Treatment Campuses. The positions were included within the approved Water rate plan and will likely be hired mid fiscal year or as need arises and financial conditions allow.

PROJECTION OF FINANCIAL CONDITION BY FUND GROUP

Fund Group	June 30, 2020 Estimated Fund Balance	2020-2021 Estimated Revenue	2020-2021 Estimated Expenditures	Transfers In	Transfers Out	June 30, 2021 Estimated Fund Balance
General Fund	\$46,819,921	\$44,636,390	\$54,116,449	\$5,628,966	\$4,514,884	\$38,453,944
Special Revenue	11,751,653	13,153,748	15,181,378	100,000	5,628,966	4,195,057
Capital Projects	29,144,231	10,234,955	29,797,845	-	1,680,229	7,901,112
Debt Service	5,962,439	9,749,187	15,666,101	5,986,941	-	6,032,466
Enterprise	12,337,835	25,754,926	29,786,160	3,154,619	3,046,447	8,414,773
Internal Service	1,363,273	4,711,332	4,711,332	-	-	1,363,273
Total All Funds	\$107,379,352	\$108,240,538	\$149,259,265	\$14,870,526	\$14,870,526	\$66,360,625

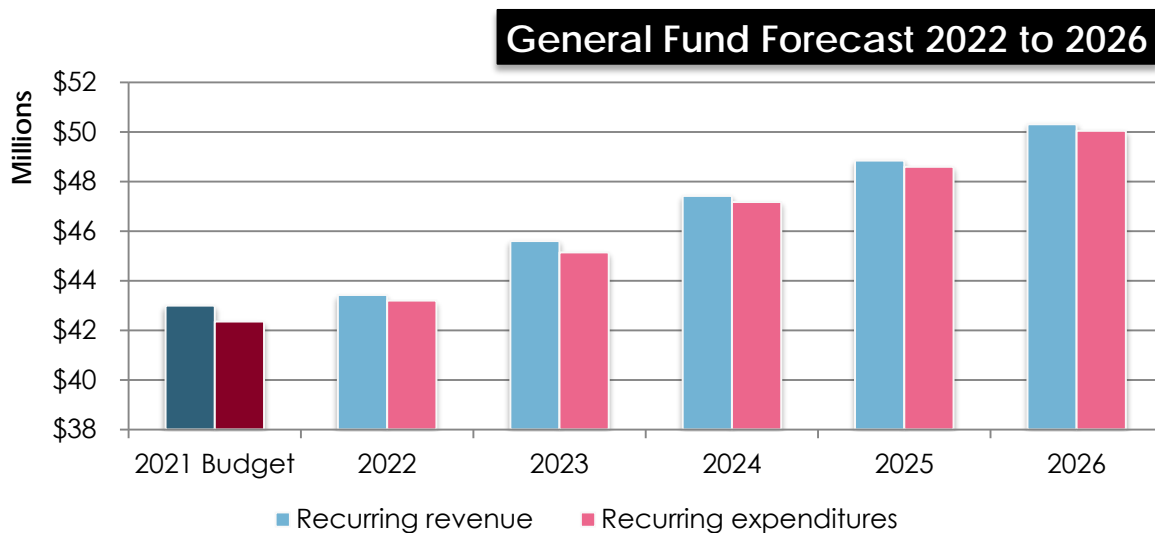
TOWN FUNDS AND FUND BALANCE DETAILED INFORMATION

General Fund

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

As described earlier, nearly 95 percent of the General Fund's operating revenues are extremely sensitive to fluctuations in the regional and national economies. This was very apparent during the multi-year economic recession. The Town proactively managed its budget through the depths of the Great Recession and beyond. As a result of that effort, the Town has maintained healthy reserve balances and, in fact, has increased General Fund balances to prior Great Recession levels. The Town estimates that approximately \$10.2 million will be added to reserve balances for the end of fiscal year 2019-2020.

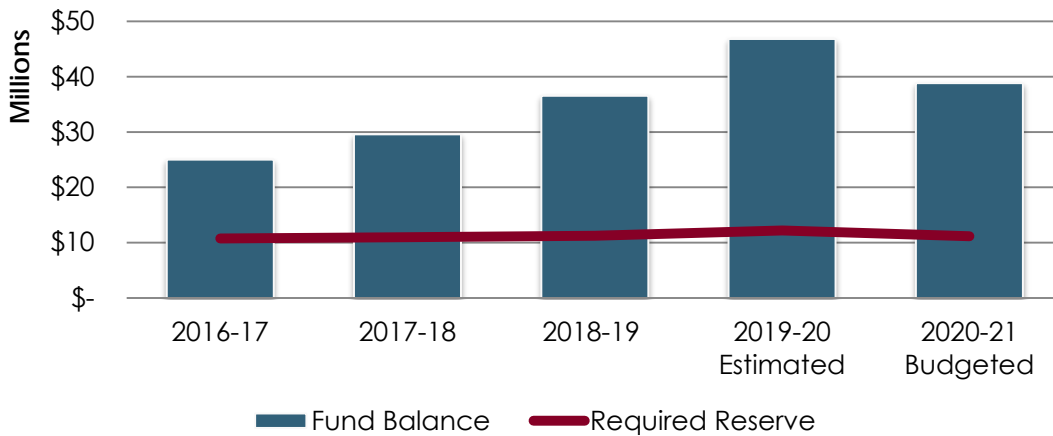
The following chart shows the current year's recurring revenue and expenditure as well as forecasted recurring revenues and expenditures for the next five fiscal years. Consistent with the Town's philosophy and Arizona state law to maintain a structurally balanced budget, recurring expenditures are forecasted 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 2020-2021 fund balance is projected to be \$38.5 million. This projected number excludes contingent expenditure budget authorization of \$15.6 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 87% 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 2020-2021, 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

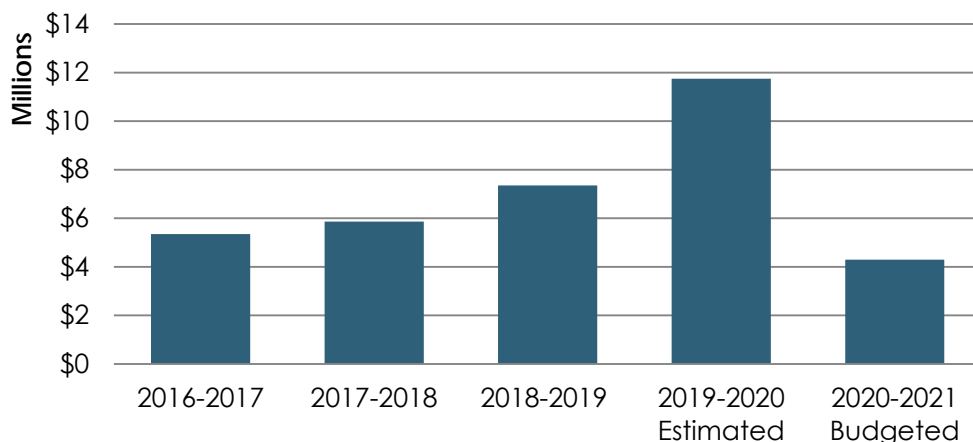


Special Revenue Funds

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 2020-2021 the Town has budgeted \$7.4 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 2020-2021, the largest sources of fund balance for special revenue funds are Grant & Contributions at \$8.4 million and Highway User Revenue at \$3.7 million respectively. The ending fund balance for fiscal year 2020-2021 is projected to decrease by \$7.5 million mostly due to the use of AZCares grant funds for Police Department salaries totaling \$5.6 million.

Special Revenue Funds Reserve Balances

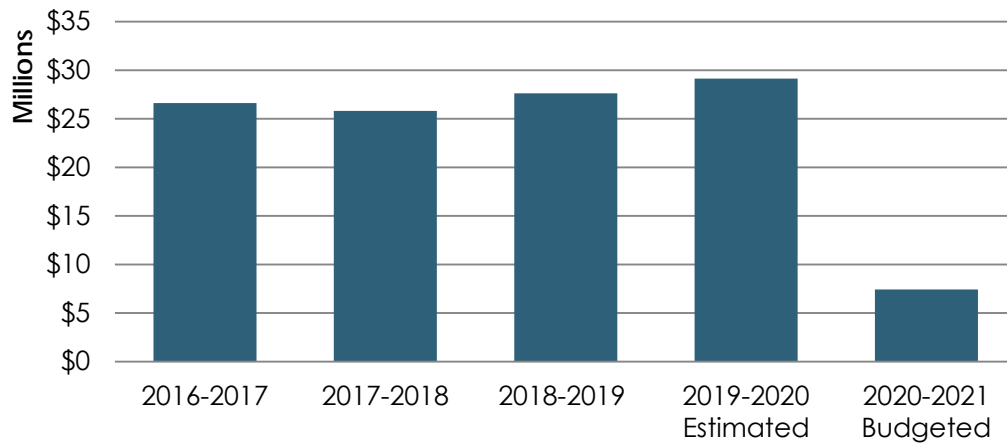


Capital Project Funds

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 2020-2021 is projected to decrease 73% to \$7.9 million. This reduction is due to the anticipated completion of several large capital projects such as the Adonis Road Extension project (page 142), the Airline/Lambert Water Treatment Campus (page 164), the Picture Rocks Water Treatment Campus (Page 167), and the Lon Adams Road Reconstruction project (page 147).

Capital Project Funds Reserve Balances

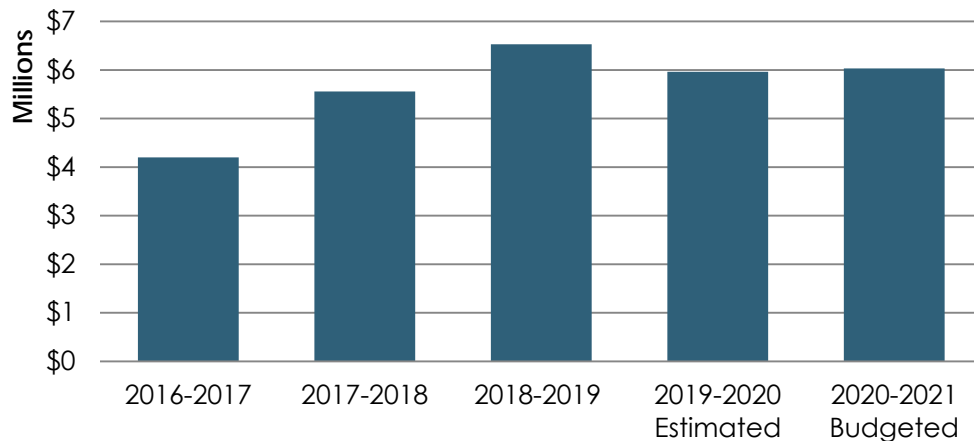


Debt Service Funds

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 2020-2021 is projected to be \$6 million. A significant 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

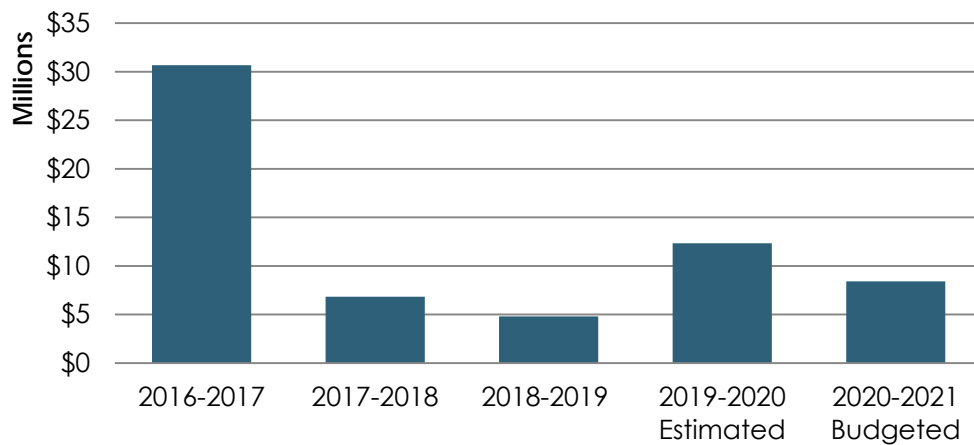


Enterprise Funds

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 2020-2021, 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 2020-2021 is \$8.4 million. The large amount of reserve balances ending for fiscal year 2016-2017 is attributable to inter-fund borrowing and bond proceeds that funded the construction of a water reclamation facility beginning in fiscal year 2016-2017 and ending in fiscal year 2018-2019.

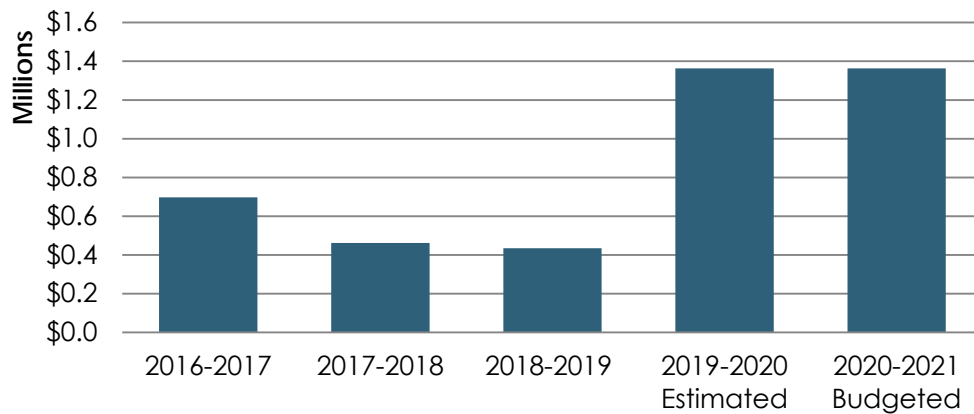
Enterprise Funds Reserve Balances



Internal Service Funds

The internal service funds are used to account for operations serving other funds or departments. The Town has internal service funds for self-insured health and dental benefits. The fund balance for fiscal year 2020-2021 is projected to remain unchanged.

Internal Service Funds Reserve Balances



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DEPARTMENT BUDGETS

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

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DEPARTMENTAL SUMMARY

The following table provides a summary of the fiscal year 2020-2021 Operating Budget by department. The table includes the source(s) of funding for each department by fund type and also includes the applicable number of FTEs by department. Detailed information for each department as well as a detailed fund structure and expenditure information can be found in the subsequent departmental pages.

Department	FTE Count	General Fund	Proprietary Funds	Special Revenue Funds	Total
Mayor & Council	-	350,244	-	-	350,244
Town Manager's Office	11.50	1,466,235	-	-	1,466,235
Town Clerk	5.00	497,112	-	-	497,112
Human Resources	7.00	850,605	-	-	850,605
Finance Department	16.25	1,486,885	-	-	1,486,885
Legal Department	7.50	994,826	-	-	994,826
Technology Services	14.00	3,040,575	-	-	3,040,575
Economic Development & Tourism	3.50	238,458	-	349,344	587,802
Development Services	22.00	1,945,087	-	-	1,945,087
Police	121.00	14,123,519	-	1,567,726	15,691,245
Magistrate Court	14.00	1,102,740	-	612,500	1,715,240
Public Works	44.00	4,360,725	-	4,067,455	8,428,180
Engineering	20.00	3,232,965	-	298,155	3,531,120
Parks & Recreation	42.00	4,723,832	-	-	4,723,832
Community & Neighborhood Services	10.00	1,163,998	-	304,657	1,468,655
Water	29.60	-	21,217,580	-	21,217,580
Water Reclamation	7.00	-	4,462,402	-	4,462,402
Airport	3.00	-	4,106,178	-	4,106,178
Non-Departmental	-	14,538,643	4,711,332	7,981,541	27,231,516
Total	377.35	54,116,449	34,497,492	15,181,378	103,795,319

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 2020-2021 is the third year that departments will be tracking specific criteria based upon outcomes listed in their Key Performance Measurements. As many of these metrics (and corresponding tracking) are still relatively new to the Town, several targets are still being refined and adjusted as departments continue to analyze data that has been collected throughout the year. As departments continue to track and analyze data related to Key Performance Measurements, improvement and evolution will be noticed over time, leading to the continued success of the organization.

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

MAYOR & TOWN COUNCIL



Department Overview

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

2019 - 2020 Accomplishments

- Adopted a structurally balanced operating budget.
- Hosted the Town of Marana Legislative Day.
- Approved funding for the construction of two water treatment campuses to address perfluorinated compounds.
- Approved the Downtown Marana Overlay District.

2020 - 2021 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.
- Ensure that Marana remains a safe, clean and healthy community.

KEY PERFORMANCE MEASUREMENTS				
Council Strategic Plan Goal	Expected Outcome	Performance Measure	FY2020 Actual	FY2021 Target
Progress and Innovation	To promote and increase regionalism with neighboring communities	Number of yearly joint meetings with council members from neighboring communities	1	1

OPERATING BUDGET SUMMARY				
Expenditures by Category	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Budget
Personnel & Benefits	\$253,605	\$304,383	\$318,248	\$318,418
Contracted Services	6,942	12,534	9,174	18,416
Operating Supplies & Equipment	9,441	6,780	7,469	13,410
Total by Category	\$269,988	\$323,697	\$334,891	\$350,244

OPERATING BUDGET SUMMARY BY FUND				
Expenditures by Fund	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Budget
General Fund	\$269,988	\$323,697	\$334,891	\$350,244
Total by Fund	\$269,988	\$323,697	\$334,891	\$350,244

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

TOWN MANAGER



Department Overview

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

TOWN MANAGER'S OFFICE

2019 – 2020 Accomplishments

- Completed the Ina Road Restoration, Interchange, and Santa Cruz River Bridge Reconstruction projects, and assisted businesses with the transition.
- Maintained a structurally balanced budget.
- Coordinated the development of the Marana 2040 General Plan.
- Completed multiple Marana Regional Airport Rehab and Facilities Upgrades.
- Created and adopted the Downtown Marana Overlay District.
- Received Marana Police Department Accreditation.
- Completed multiple studies and plans, including the Utility Rate Study, Sewer Conveyance Plan, N. Marana Drainage Study, and the Pavement Management Plan.
- Secured Funding for construction of water quality campuses through the Water Infrastructure Finance Authority (WIFA).
- Secured funding through WIFA for the Adonis colonia wastewater project.
- Prepared and adopted a new Community Facilities District (CFD) policy for new CFD's in the Town of Marana.
- Initiated Town-wide Employee Rewards and Recognition Program.
- Implemented enhanced employee benefits by implementing additional employee leave for employees who are about to become parents.

2020 - 2021 Goals & Objectives

- Maintain a structurally balanced budget in the face of economic hardship as a result of the COVID19 pandemic.
- Implement the Marana 2040 General Plan.
- Coordinate the design and construction of an air traffic control tower at Marana Regional Airport through the FAA Federal Control Tower Program.
- Complete the Parks and Recreation Master Plan.
- Update and expand the Town's Data Dashboard.
- Approve Home Rule Extension.
- Coordinate with regional partners for RTA extension, and propose Town-specific capital projects.
- Coordinate the potable water plan for the Town of Marana.

COMMUNICATIONS AND MARKETING DIVISION**2019-2020 Accomplishments**

- FEMA training for emergency communication.
- Improved information flow between team and departments through PR Liaisons.
- Recurring Manager Messages in Tucson Local Media.
- Drafted official messaging in annual Marana Chamber guide.
- Updated the MaranaAZ.gov website template.
- Began applying ADA-compliant strategies for the website (photo captions, etc)
- Formalized work flow process, including draft templates, approval processes, and presentations.
- Budget-friendly strategies, with maximum impact.
- Work with Town leadership on State of the Town concept development and deliverables.
- Improved tracking system for department customer service metrics.

2020-2021 Goals & Objectives

- Conduct internal services survey to better serve employee communications needs.
- Provide media relations training for department representatives.
- Improve emergency communication practices and strategies through the use of Town-wide tabletop exercises.
- 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.
- Brand education in the Daily Mail.

SPECIAL EVENTS DIVISION

2019-2020 Accomplishments

- Support natural growth of signature events with solutions; shuttles, parking, signage, logistics, etc.
- Sought solutions for even safety concerns; electrical issues, parking, traffic flow, security.
- Evolved community events with upcoming Traveling Town Square concept.
- Serve as a resource for Town departments for events; ground breakings, ceremonies, etc.
- Implemented vendor feedback tool.
- Planned and executed Ina Road Celebration Weekend in collaboration with Ina Rd businesses and various intergovernmental organizations.
- Implemented new application process for all vendors to offer full year of event registration at once, streamlining the process of filling vendor spaces for all events and gathering required documentation.
- Implemented Incident Action Plans for all signature events
- Collaborated with finance department to streamline the documentation process for food vendors' fire inspections.

2020-2021 Goals & Objectives

- Collaboration with Tech Services to update the Marana Events app.
- Pursue the "Traveling Town Center" event concept.
- 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 2020 Actual	FY 2021 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 PR 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

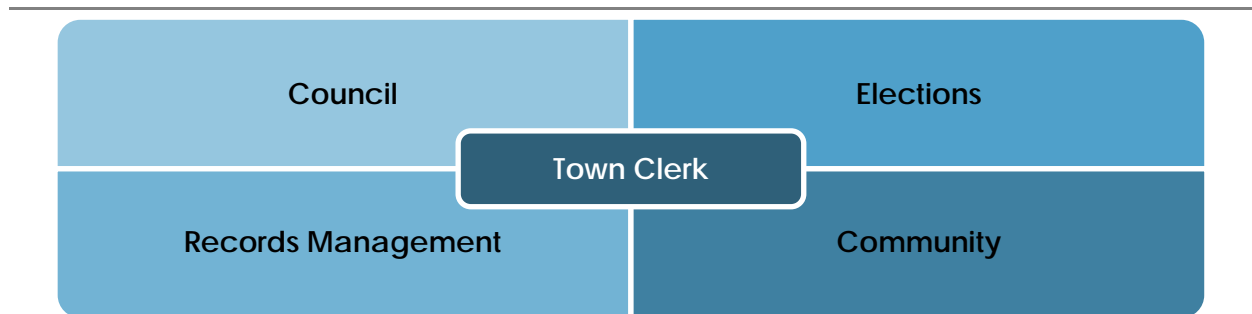
KEY PERFORMANCE MEASUREMENTS				
Council Strategic Plan Goal	Expected Outcome	Performance Measure	FY 2020 Actual	FY 2021 Target
Community	Provide high service to other Town departments for marketing and branding	Increase the frequency of project communications with departments during project timeline	10% increase	Additional 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 methods to employees by engaging other departments

OPERATING BUDGET SUMMARY				
Expenditures by Category	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Budget
Personnel & Benefits	\$1,239,477	\$1,253,623	\$1,249,152	\$1,178,530
Contracted Services	100,853	119,575	100,793	103,230
Operating Supplies & Equipment	221,985	239,961	254,893	168,475
Capital Outlay	(835)	-	-	-
Restricted Budget	-	-	-	16,000
Total by Category	\$1,561,480	\$1,613,159	\$1,604,838	\$1,466,235

OPERATING BUDGET SUMMARY BY FUND				
Expenditures by Fund	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Budget
General Fund	\$1,560,990	\$1,613,159	\$1,604,838	\$1,466,235
Bed Tax Fund	490	-	-	-
Total by Fund	\$1,561,480	\$1,613,159	\$1,604,838	\$1,466,235

AUTHORIZED POSITIONS				
	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Budget
Town Manager	1.00	1.00	1.00	1.00
Deputy Town Manager	1.00	1.00	1.00	1.00
Assistant Town Manager	1.00	1.00	1.00	1.00
Executive Assistant to the Town Manager	1.00	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	1.00	1.00
Customer Service Clerk	1.00	-	-	-
Customer Service Representative	1.00	2.00	-	-
Assistant to the Town Manager	1.00	1.00	1.00	1.00
Communications Manager	1.00	1.00	1.00	1.00
Communications Specialist	1.00	1.00	1.00	1.00
Graphic Designer	1.00	1.50	1.50	1.50
Marketing & Design Associate	0.50	-	-	-
Special Events Coordinator	1.00	1.00	1.00	1.00
Special Events Programmer	1.00	1.00	1.00	1.00
Total Town Manager's Office	13.50	13.50	11.50	11.50

TOWN CLERK



Department Overview

The Town Clerk is responsible for oversight of Council meetings, the administration of town elections, public records management, the processing of public records requests, processing liquor licenses, claims management, and the coordination of interdepartmental services related to the town. Under the direction of the Town Manager's office, the Town Clerk prepares official Council agenda packets, records official minutes of all Council meetings, handles claims against the town, and provides support staff for the Marana Citizens' Forum. Community is the keystone of the Strategic Plan that enhances the mission of the Town Clerk's department, which is to assist the public and internal staff with accurate and timely information.

2019-2020 Accomplishments

Records Administration

- Laserfiche digital imaging clean-up continues with the removal of over 18,932 transitory and duplicate documents from the repository
- Reviewed and transferred over 55 permanent and semi-permanent records to off-site storage planning boxes to off-site storage
- Processed over 2,430 scanning and special printing projects for town departments
- Conducted a facility site assessment and review of records management preservation practices with the assistance of the Arizona State Library
- File room inventory of transitory and permanent public records ongoing

Community

- **Marana Citizens' Forum:** Provided oversight and management of the Marana Citizens' Forum hosting 12 forum meetings (total amount at the end of the current fiscal year), assisting Forum Members with developing and organizing its recommendations to Council.
- **Council Boards and Commissions:** Published and posted notification of open positions, as well as providing Town Clerk Office staffing support for the newly created Marana Health Care Benefits Board Trust.
- **Marana Healthcare Foundation Balloon Festival:** Town Clerk Office collaborated with Development Service, Marana Police, Legal Department, Engineering, Finance and Northwest Fire District to ensure this community event was successful.

- **Southwest Women Leading Governments:** Town Clerk Office staff collaborated with multiple town departments as well as with the Town of Oro Valley to host for the first time its quarterly luncheon at the Highlands at Dove Mountain Golf Course Club House on October 2, 2019. This event hosted over 100 women from across Southern Arizona to meet, learn and share experiences with each other as they navigate leadership in government.

Council and Department Organization

- Continue to provide agenda training as needed to all staff
- Member of the town's safety team
- Member of the town's wellness team
- Member of the town's benefits team
- Developed a calendar system to aid departments in submitting agenda items for placement on council related agenda.
- Participated with members of Administration, Legal, Finance and Technology Services in the creation and development of the AgreeDB software. Clerk's Office lead in developing training material in collaboration with stated departments, and is the designated department to provide training to users of the system.
- Developed departmental statistic form providing Administration with monthly updates in the following areas:
 - Council Related Meetings
 - Number of Meetings Types
 - Type of Item Considered
 - Claims Management
 - Property Related Claims
 - Records Division
 - Notarial Services
 - Loyalty Oaths
 - Elections Administration

Elections

- Two staff members completed the Arizona Secretary of State's election training and awarded the Certified Election Officer credential, and one staff is pursuing credentialing.

2020-2021 Goals & Objectives

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

- Continue Laserfiche and Versatile clean-up project to enhance software capabilities
- Complete the clean-up of the Public Works and Real Property templates and continue to improve the search capabilities within the repository
- Continue reorganization of the Records room and relocation of files to the Sanders Road Archive unit
- Continue working with Technology Services, Finance and Administration to fine tune AgreeDB and develop training materials for the next released version.

- Continue looking at technology to further automate and/or improve citizen experience in attending open meetings public or online.

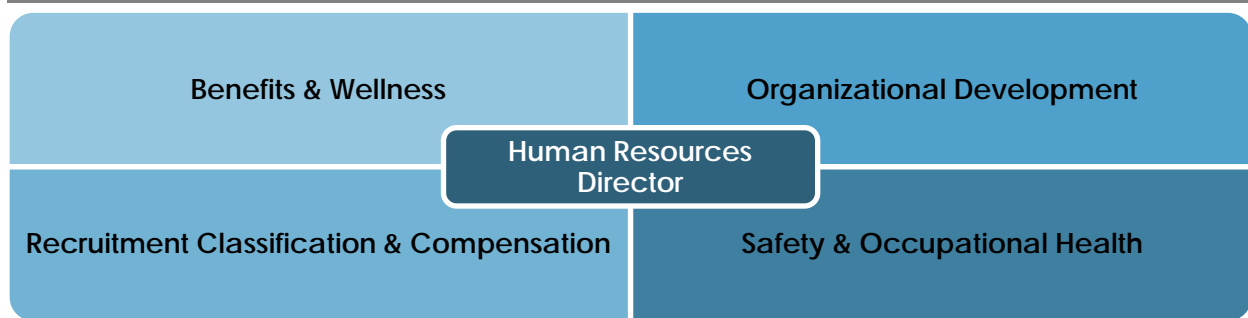
KEY PERFORMANCE MEASUREMENTS				
Council Strategic Plan Goal	Expected Outcome	Performance Measure	FY2020 Actual	FY2021 Target
Community	Bring relevant topics to Citizens' Forum for deliberation	Maintain minimum of 20-25 delegates; recommendations approved by Council are launched for implementation	Ongoing	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 U of A, AZ State Museum, Sonoran Desert Coalition, and Old Pueblo Archaeology	First draft of policy	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 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Budget
Personnel & Benefits	\$388,132	\$362,366	\$394,825	\$401,842
Contracted Services	22,890	47,723	44,346	90,990
Operating Supplies & Equipment	6,440	13,221	10,631	4,280
Total by Category	\$417,462	\$423,310	\$449,802	\$497,112

OPERATING BUDGET SUMMARY BY FUND				
Expenditures by Fund	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Budget
General Fund	\$417,462	\$423,310	\$449,802	\$497,112
Total by Fund	\$417,462	\$423,310	\$449,802	\$497,112

AUTHORIZED POSITIONS				
	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Budget
Town Clerk	1.00	1.00	1.00	1.00
Deputy Town Clerk	1.00	1.00	1.00	1.00
Executive Assistant	1.00	1.00	1.00	1.00
Records Clerk	2.00	2.00	2.00	2.00
Total Town Clerk	5.00	5.00	5.00	5.00

HUMAN RESOURCES



Department Overview

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

2019- 2020 Accomplishments

Administration

- Provided Total Compensation Statement for all benefits eligible employees.
- Implemented T.O.M. Awards program (service and recognition).
- Increased electronic storage of HR files (moving to paperless).

Benefits

- Managed the Affordable Care Act Reporting and disbursement of 1095C forms to all benefit eligible employees
- Reinstated Tuition Reimbursement program
- Implemented Parental Leave program
- Established Health Benefits Trust

Compensation & Classification

- Conducted a salary schedule study

Organizational Development

- Conducted Executive Assistant MUNIS training
- Conducted Department & Town wide training:
 - Employee Assistance Training for Supervisors
 - Inmate Training
 - EAP Workshops for all employees
- Established Supervisor standards in PERFORM.
- Pima College Leadership Training (Fall)

Recruiting

- Conducted Executive recruitments.
- Improved recruiting process.

Safety & Emergency Management

- Completed Emergency Operations Plan
- Completed state multi-jurisdiction hazard mitigation plan
- Completed Continuity of Operations Plans (COOPs) Town wide
- Obtained new Emergency Operations Center (EOC) equipment
- Completed appraisal of all Town wide buildings and property

Wellness

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

2020 – 2021 Goals & Objectives**Administration**

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

Safety & Emergency Management

- Complete the development of the Continuity of Operations Plans (COOP) for all Town departments and incorporate them into the Town's Emergency Operations Plan (EOP)
- Continue to educate organization to mitigate COVID-19 liability

Wellness

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

KEY PERFORMANCE MEASUREMENTS				
Council Strategic Plan Goal	Expected Outcome	Performance Measure	FY 2020 Actual	FY 2021 Target
Progress and Innovation	To reduce the number of avoidable ER visits	Reduction in avoidable ER claims/costs (BCBS reporting)	5%	5%
Progress and Innovation	To increase employee engagement	Increase the number of touch base meetings	2%	60%

OPERATING BUDGET SUMMARY				
Expenditures by Category	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Budget
Personnel & Benefits	\$657,874	\$691,595	\$652,838	\$685,069
Contracted Services	39,578	53,559	78,445	35,824
Operating Supplies & Equipment	112,099	94,218	105,572	119,712
Restricted Budget	-	-	-	10,000
Total by Category	\$809,551	\$839,372	\$836,855	\$850,605

OPERATING BUDGET SUMMARY BY FUND				
Expenditures by Fund	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Budget
General Fund	\$809,551	\$839,372	\$836,855	\$850,605
Total by Fund	\$809,551	\$839,372	\$836,855	\$850,605

AUTHORIZED POSITIONS				
	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Budget
Human Resources Director	1.00	1.00	1.00	1.00
Human Resources Deputy Director	1.00	1.00	1.00	1.00
Sr. Human Resources Analyst	2.00	2.00	2.00	2.00
Human Resources Analyst	1.00	1.00	1.00	1.00
Executive Assistant	1.00	1.00	1.00	1.00
Emergency Management & Safety Coordinator	1.00	1.00	1.00	1.00
Total Human Resources	7.00	7.00	7.00	7.00

FINANCE DEPARTMENT



Department Overview

The Finance Department provides financial support services throughout the Town including accounting, fiscal planning, treasury services, cash receipts, purchasing, accounts payable, payroll, debt management, development and monitoring of the annual operating budget, establishing and monitoring internal controls, preparing the Comprehensive Annual Financial Report, facilitating external audits and independent reviews and grant management.

2019 – 2020 Accomplishments

- Received 12th consecutive Distinguished Budget Presentation Award from the Government Finance Officers of America
- Received the Certificate of Excellence in Financial Reporting from the Government Finance Officers of America for the 11th consecutive year
- Successfully transitioned customer service front desk operations to Finance
- Updated Investment Manager Contract
- Streamlined the purchase order process to increase processing efficiencies
- Updated Munis forms to a new platform, in preparation of the main Munis system upgrade next year.
- Performed clean-up and updates to the Business license data in preparation of transition to new system.
- Increased vendor participation in ACH program
- Assisted in the issuance of two WIFA loans and Community Facilities District debt
- Updated Administrative directives, including Travel, and created new ones for Capital Assets and Grants Management.

2020 – 2021 Goals & Objectives

- Receive the Distinguished Budget Presentation Award from the Government Finance Officers of America
- Receive the Certificate of Excellence in Financial Reporting from the Government Finance Officers of America
- Acquire and implement a new business licensing software system
- Establish a debt management policy and related processes
- Develop and implement a cash flow forecasting model
- Preparing the community for the Alternative Expenditure Limitation, Home Rule option, through multiple communication media and meetings
- Upgrade the Town's ERP system, Munis, to the next supported version
- Establish and implement a paperless workflow process for invoice approvals.

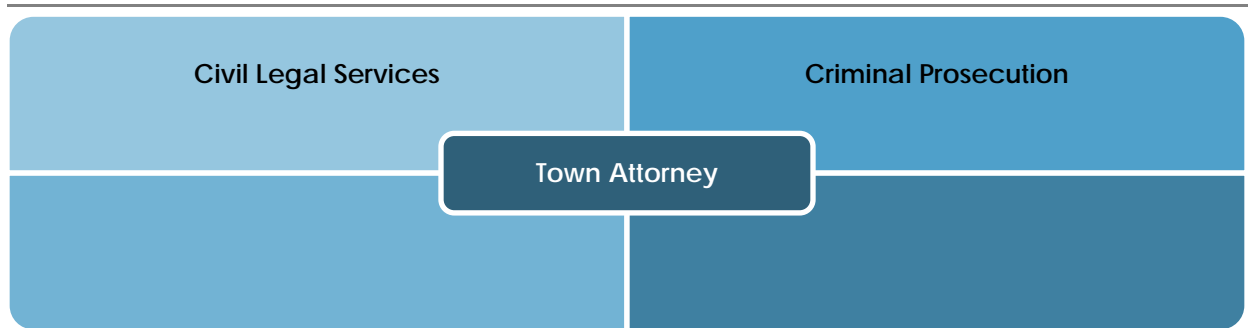
KEY PERFORMANCE MEASUREMENTS				
Council Strategic Plan Goal	Expected Outcome	Performance Measure	FY 2020 Actual	FY 2021 Target
Progress and Innovation	Maintain or improve credit rating	Bond rating Excise Tax Revenue Obligations: Fitch	AA-	AA-
		Bond rating Excise Tax Revenue Obligations: Standard & Poor's	AA	AA
Progress and Innovation	Receive a clean audit opinion without any findings or questioned costs	Unmodified audit opinion in financial statements by external CPA firm	Yes	Yes
Progress and Innovation	Invest idle cash to achieve best investment results considering safety, liquidity and yield	Compliance with Town investment and financial policies	100%	100%
Progress and Innovation	Provide detailed and transparent financial information to the public about the use of public resources	Receipt of GFOA Certificate of Achievement for Excellence in Financial Reporting	Yes (12th consecutive)	Yes (13th consecutive)
		Receipt of GFOA Distinguished Budget Presentation Award	Yes (11th consecutive)	Yes (12th consecutive)
Progress and Innovation	Ensure budgeted numbers are reasonably conservative and maximize use of available funds and a structurally balanced budget	Targeted variance from budget to actual: Operating revenues	± 5%	± 5%
		Targeted variance from budget to actual: Operating expenses	± 5%	± 5%

OPERATING BUDGET SUMMARY				
Expenditures by Category	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Budget
Personnel & Benefits	\$851,260	\$878,913	\$1,148,898	\$1,308,837
Contracted Services	114,961	120,620	143,800	117,948
Operating Supplies & Equipment	6,851	14,952	21,275	7,000
Restricted Budget	-	-	-	53,100
Total by Category	\$973,072	\$1,014,485	\$1,313,973	\$1,486,885

OPERATING BUDGET SUMMARY BY FUND				
Expenditures by Fund	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Budget
General Fund	\$973,072	\$1,014,485	\$1,313,973	\$1,486,885
Total by Fund	\$973,072	\$1,014,485	\$1,313,973	\$1,486,885

AUTHORIZED POSITIONS				
	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Budget
Finance Director	1.00	1.00	1.00	1.00
Finance Deputy Director	1.00	1.00	1.00	1.00
Senior Budget Analyst	-	-	-	1.00
Budget Analyst	1.00	1.00	1.00	-
Revenue and Customer Manager	-	-	1.00	1.00
Payroll Administrator	1.00	1.00	1.00	1.00
Procurement Officer	1.00	1.00	1.00	1.00
Procurement Agent	1.00	1.00	1.00	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 Administrator	-	-	1.00	1.00
Customer Service Representative	-	-	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	12.25	16.25	16.25

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.

2019 – 2020 Accomplishments

- Commerce:** Assisted in bringing the 2020-2040 Marana General Plan through the public hearing process and to Council for approval. Provided legal advice to the Airport director, the Economic Development director, and Finance-Procurement regarding Marana Regional Airport economic development initiatives and the ongoing Airport rehabilitation project. Assisted in the finalization and amendment of the Town's CFD policy. Provided legal advice and support regarding major proposals relating to development, including Gladden Farms Phase II CFD and Saguaro Bloom CFD bond sales, the Villages of Tortolita CFD application, the Villages of Tortolita development agreement amendment, proposed Vanderbilt Farms and Marana Main Street development agreements, several Cortaro Ranch Commercial applications, amendments to the Uptown Specific Plan, an approved expansion of a medical marijuana dispensary, and a Council-rejected Arizona State Land Department proposal relating to development in and around the Tortolita Preserve. Pursued payment of unpaid Water Resource Development Impact Fees. Presented and implemented a Town conduit use policy. Processed nine liquor licenses in the first seven months of FY2020, for an annualized estimate of 15 liquor licenses.
- Community:** Provided advice and documentation for the design and construction of two new water treatment facilities and a new Adonis-area wastewater pumping facility and force main interconnection to the Town's existing wastewater collection system. Prepared revisions to the Town Code's business license, parking, and medical marijuana regulations for Council adoption. Negotiated and drafted a wheeling agreement with the City of Tucson, to provide 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. Settled pending litigation and amended an existing agreement for property rights acquisitions needed for the Tangerine Adonis Road Extension project. Negotiated and settled the final Tangerine Road Corridor and Adonis Road right-of-way acquisitions, and began right-of-way acquisition for the Lon Adams Road and Santa Cruz River Shared Use Path CalPortland Segment projects. Provided legal advice and drafted and revised temporary Town policies, administrative directives, and emergency proclamations to address the Coronavirus Disease (COVID-19). Worked on updates to the Town's policies regarding Alcohol and Drug-Free Workplace, Social Media, Network Access & Security, Network Storage, Employee Reserved Parking, Driver's Licenses and Vehicle Operation, Mobile Communication Equipment, and Destination Marketing/Film Office Lead Generation. Provided top-quality municipal criminal and code enforcement, including efficiently and fairly handling 800 misdemeanor prosecutions, five criminal appeals, and ten code enforcement cases in the first seven months of FY2020, for an annualized estimate of 1,370 misdemeanor prosecutions, eight criminal appeals, and 17 code enforcement cases. Handled 45 public records requests in the first eight months of FY2020, for an annualized estimate of 77 public records requests.

- **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. Assisted Human Resources and Finance in establishing a medical insurance trust as required by A.R.S. § 11-981 for a self-funded program in a county with a population of over one million. Continued the Legal Department's new training series. Implemented in-house office hours for police legal advisors at the Marana Police Department, to improve communication and interaction between the Legal Department and MPD.
- **Heritage:** Assisted with all aspects of Town special events (Cotton Festival, Founders Day, Christmas Tree Lighting, etc.), including agreements and insurance issues.
- **Recreation:** Provided legal advice and prepared agreements related to the Pima County Flood Control District's design and construction of the soil cement bank protection for the El Río Preserve. 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 Gladden Farms II development agreement amendment, concerning funding for new soccer fields and related amenities in Gladden Farms Community Park.

2020 – 2021 Goals & Objectives

- **Commerce:** Assist the Planning Department in finalizing the land development code comprehensive revision and in translating the zoning of alphabet-zoned lands to modern zoning designations. Assist in the completion of one or more Marana Regional Airport economic development deals.
- **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 the Coronavirus Disease (COVID-19). Provide legal advice and assistance for the completion of the two new water treatment facilities and the new Adonis-area wastewater pumping facility and force main interconnection to the Town's existing wastewater collection system. Continue providing top-quality municipal criminal and code enforcement.

- **Innovation:** Assist in bringing forward and drafting an updated Town strategic plan.
- **Heritage:** Provide legal advice and assistance related to continued development of the Heritage Park and implementation of the Heritage Park Master Plan.
- **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.

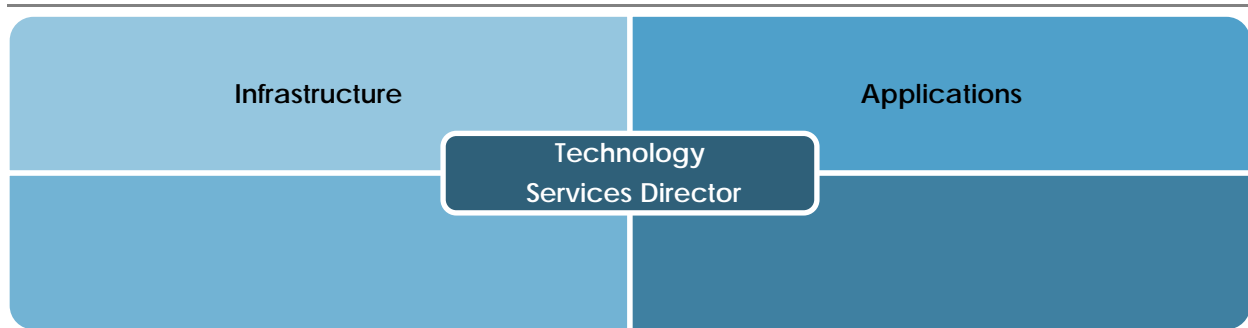
KEY PERFORMANCE MEASUREMENTS				
Council Strategic Plan Goal	Expected Outcome	Performance Measure	FY 2020 Actual	FY 2021 Target
Progress and Innovation	Efficiently and effectively prosecute misdemeanor cases	% of cases with initial victim notices sent out by first pretrial conference	100%	100%
		Ratio of cases disposed to cases filed	80%	100%
Progress and Innovation	Provide timely and accurate legal advice to the Town	% of successful outcomes in personnel matters	95%	95%
		% of ordinances/resolutions drafted within 30 days of request	90%	90%

OPERATING BUDGET SUMMARY				
Expenditures by Category	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Budget
Personnel & Benefits	\$731,144	\$840,485	\$899,551	\$895,654
Contracted Services	97,561	114,991	120,590	93,172
Operating Supplies & Equipment	3,815	5,418	3,379	6,000
Total by Category	\$832,520	\$960,894	\$1,023,520	\$994,826

OPERATING BUDGET SUMMARY BY FUND				
Expenditures by Fund	FY 2017 Actual	FY 2018 Actual	FY 2019 Estimated	FY 2020 Budget
General Fund	\$832,520	\$960,894	\$1,023,520	\$994,826
Total by Fund	\$832,520	\$960,894	\$1,023,520	\$994,826

AUTHORIZED POSITIONS				
	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Budget
Town Attorney	1.00	1.00	1.00	1.00
Deputy Town Attorney	1.00	1.00	1.00	1.00
Senior Assistant Town Attorney	1.00	1.00	1.00	1.00
Assistant Town Attorney	1.00	1.00	1.00	1.00
Associate Town Attorney	-	1.00	1.00	1.00
Legal Assistant	1.00	1.00	1.00	1.00
Legal Document Specialist	1.00	1.00	1.00	1.00
Administrative Assistant	0.50	0.50	0.50	0.50
Total Legal	6.50	7.50	7.50	7.50

TECHNOLOGY SERVICES



Department Overview

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

2019-2020 Major Accomplishments

- Upgrade to enterprise-wide GIS system
- Development of Police Department Motors application
- Development of internal agreements database
- Development of Parks and Recreation mobile application
- Installation of secondary internet connection
- Increased overall network bandwidth for Town by 900%, which proved crucial due to the need to telecommute during the COVID-19 pandemic
- Implementation of employee Cybersecurity Training program
- Refresh of infrastructure hardware (moved from outdated and out-of-life servers and storage)
- Recognized as a Top 10 Digital City
- Creation several SOPs and Administrative Directives that help better align the use of the Town's systems with best practice
- Completion of a comprehensive security assessment

2020-2021 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
- Implementation of Phase I and II of information cybersecurity plan
- Update to the Town's permitting and business license system
- Full implementation of the Town's disaster recovery system
- Implementation of a Town-wide mobile device strategy
- Rollout of the Airport tracking application
- Creation of a Town-wide cloud strategy
- Implement a comprehensive Asset Management system
- Lay the groundwork and make progress towards a comprehensive business continuity plan

KEY PERFORMANCE MEASUREMENTS				
Council Strategic Plan Goal	Expected Outcome	Performance Measure	FY 2020 Actual	FY 2021 Target
Progress and Innovation	To increase the availability of Town network and server resources	Network and servers availability	99%	99%
Progress and Innovation	Efficient resolution of Town technology issues	Resolve incident tickets submitted to the Help Desk within the defined Service Level Objective	80%	80%
Progress and Innovation	Timely development of application features and functionality	Length of time new application features or tasks take to move from one status to another	15 Days	15 Days

OPERATING BUDGET SUMMARY				
Expenditures by Category	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Budget
Personnel & Benefits	\$1,265,968	\$1,326,399	\$1,376,908	\$1,417,800
Contracted Services	976,964	879,063	1,211,631	1,288,975
Operating Supplies & Equipment	203,978	616,082	357,453	333,800
Capital Outlay	38,226	270,457	-	-
Total by Category	\$2,485,136	\$3,092,001	\$2,945,992	\$3,040,575

OPERATING BUDGET SUMMARY BY FUND				
Expenditures by Fund	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY2021 Budget
General Fund	\$2,485,136	\$3,092,001	\$2,945,992	\$3,040,575
Total by Fund	\$2,485,136	\$3,092,001	\$2,945,992	\$3,040,575

AUTHORIZED POSITIONS				
	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Budget
Technology Services Director	1.00	1.00	1.00	1.00
Technology Manager	2.00	2.00	2.00	2.00
Senior Network Administrator	1.00	1.00	1.00	1.00
Network Administrator	1.00	1.00	1.00	1.00
Database Administrator	1.00	1.00	1.00	1.00
Software Developer	1.00	1.00	1.00	1.00
Senior GIS Analyst	1.00	1.00	1.00	1.00
GIS Analyst	1.00	1.00	1.00	1.00
Technology Analyst	1.00	2.00	2.00	2.00
Technology Support Specialist II	2.00	2.00	2.00	2.00
Technology Support Specialist I	1.00	1.00	1.00	1.00
Business Process Analyst	1.00	-	-	-
Total Technology Services	14.00	14.00	14.00	14.00

OFFICE OF ECONOMIC DEVELOPMENT AND TOURISM



Department Overview

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

2019 – 2020 Accomplishments

- Completed a DA between downtown developer and the Town of Marana that incentivized them to enter into the Downtown Overlay District
- Completed design and fabrication of the art project for the downtown roundabout
- Completed the Pinal County / Airpark annexation study to begin the process of acquiring those parcels into the Town
- 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 MJCIP incentive (PVB Fabrications, & Alicat Scientific)
- Continued to promote Marana by participating on several public speaking panels, monthly Chamber Updates, and serving on the Marana Chamber Board of Directors
- Completed Economic Impact Study for Tourism in the Town of Marana
- Completed market study appraisal for Town owned industrial land at the airport
- Successfully completed three current recruitment/expansion projects
- Completed membership into Sun Corridor Inc organization
- Completed two Business Walks in conjunction with the Marana Chamber
- Developed comprehensive production crew database for Film Office website (in-progress)
- Conducted 5 scouting tours for film location managers and scouts, and film producers and was invited to speak on 3 panel discussions on the film industry
- Assisted in launching the Arizona Film Expo in partnership with Darryl Mallett
- Personally assisted 18 film projects, 6 of which were filmed in Marana (July 2019-February 2020)

2020 – 2021 Goals & Objectives

- Continue to work on the Pinal County/Airpark annexation strategy and begin the process to acquire those parcels into the Town of Marana
- Complete BR&E (Business Retention & Expansion) 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 DMRF program and Downtown Overlay Zone for future Marana Main Street Businesses
- Complete the Marana Main Street roundabout landscaping/hardscape project
- Continue to recruit unique retail projects for the Marana Center and Marana Main Street projects
- Continue to identify growth areas of the town for infrastructure strategies
- Continue to work with the Marana Chamber of Commerce for collaboration/partnering opportunities
- Launch Tourism Master Plan
- Continue to market the Town for tourism travel, dining, and shopping opportunities
- Complete airport rezone & plat for future businesses
- Provide commercial real estate broker event
- Create Character Area Plan for the downtown district

KEY PERFORMANCE MEASUREMENTS				
Council Strategic Plan Goal	Expected Outcome	Performance Measure	FY 2020 Actual	FY 2021 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
		Provide response rate on RFI within 24 hours of unsolicited inquiries	100%	100%
		Increase the number of unsolicited inquiries	10%	10%
		Implementation of the Econ Dev Strategic Plan by marketing the four focus areas	Two campaigns	One campaign
Progress and Innovation	Influencing visitation and purchasing decisions in the Town of Marana	Increase website traffic through organic searches	10%	10%
		Increase personal responsive interactions	20%	15%
		Creating and innovating tourism products	One	One per year
		Influencing travel stays	Frequency & reach - 15 marketing campaigns	Frequency & reach - 15 marketing campaigns

OPERATING BUDGET SUMMARY				
Expenditures by Category	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Budget
Personnel & Benefits	\$322,490	\$332,407	\$303,971	\$329,385
Contracted Services	179,384	218,076	178,860	241,980
Operating Supplies & Equipment	2,110	1,986	2,754	4,200
Restricted	-	-	-	34,536
Total by Category	\$503,985	\$552,468	\$485,585	\$587,802

OPERATING BUDGET SUMMARY BY FUND				
Expenditures by Fund	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Budget
General Fund	\$247,649	\$264,533	\$233,301	\$238,458
Bed Tax Fund	256,336	287,935	252,284	349,344
Total by Fund	\$503,985	\$552,468	\$485,585	\$587,802

AUTHORIZED POSITIONS				
	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Budget
Director of Economic & Tourism Development	1.00	1.00	1.00	1.00
Tourism & Marketing Manager	1.00	1.00	1.00	1.00
Economic Development Specialist	1.00	1.00	1.00	1.00
Graphic Designer	-	0.50	0.50	0.50
Marketing & Design Associate	0.50	-	-	-
Total Economic Development & Tourism	3.50	3.50	3.50	3.50

DEVELOPMENT SERVICES



Department Overview

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

Building Safety Division

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

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

The Building Safety division, in an effort to provide the highest level of service to our community, collectively works with fire service agency within the town to administer provisions of the fire code. The 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.

2019 – 2020 Accomplishments

Development Services

- Staff re-organization to help identify efficiencies and streamline workflow.
- Work with development related department on records clean-up in preparation for software upgrade
- Central conference room remodel and added technology upgrades to assist all staff with meeting needs
- Increased involvement in the process of town initiated projects and events

Building Safety Division

- Continue to refine Implemented electronic inspection program, reducing paperwork in the field.
- Expanded upon on-line inspection program, all inspection requests from production home builder are done thru online system, dramatically reducing phone requested inspections.
- Trained all staff on 2018 Building codes
- GPS units installed in all fleet vehicles and trained supervisors in the use and intent of Synovia System.
- 100% of staff obtained certification from the International Code Council (ICC) for their respective position.
- Implemented single point of contact system for building permit applicants on major projects.

Planning Division

- Planning staff led the effort to coordinate and engage Town departments, local stakeholders and Marana citizens in the creation and approval of the new, Make Marana 2040 General Plan, the 2010 General Plan update.
- Planning staff continues to work on the Land Development Code update. As a part of that work, a new parking code was adopted, replacing traditional parking standards with regulations that will meet users' needs.
- Planning staff created a monthly report based on key metrics of commercial and residential development permit activity. The report identifies important trends that are easily identified through graphic representation.
- Planning staff enhanced the monthly report of commercial and residential development permit activity that presents key metrics in the Town. The report identifies important trends that are easily identified through graphic representation in charts and maps.

2020 – 2021 Goals & Objectives

Development Services

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

Building Safety Division

- With upgrade in permitting software implement electronic plan review program.
- Expand upon electronic applications and accept electronic plan submittal – on-line submittals
- Create permitting and inspection program for water heaters and HVAC permits to simplify process and improve customer service.
- Implement electronic/remote inspection program for minor permits
- 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.

Planning Division

- Planning staff will work to update the remaining chapters of the Land Development Code and relocate them in the Town Code.
- Planning staff will initiate a Town-wide rezoning of parcels non-conforming to the planned, new Town Code zoning chapters
- Planning staff will continue to review, assess, revise and implement new development review policies and procedures in order to provide better service for our customers.

KEY PERFORMANCE MEASUREMENTS				
Council Strategic Plan Goal	Expected Outcome	Performance Measure	FY 2020 Actual	FY 2021 Target
Progress and Innovation	Improve staff training, education, and certification levels	International Code Certifications received	4 staff	4 staff
		Arizona Building Official Association code training sessions attended per year	9 staff	8 staff
Commerce	Ensure sufficient response to public for permitting and inspections	Single family dwelling plans reviewed within five days	90%	90%
		Model plan reviews completed within five days	90%	70%
		Field inspections completed within one business day of request	100%	100%

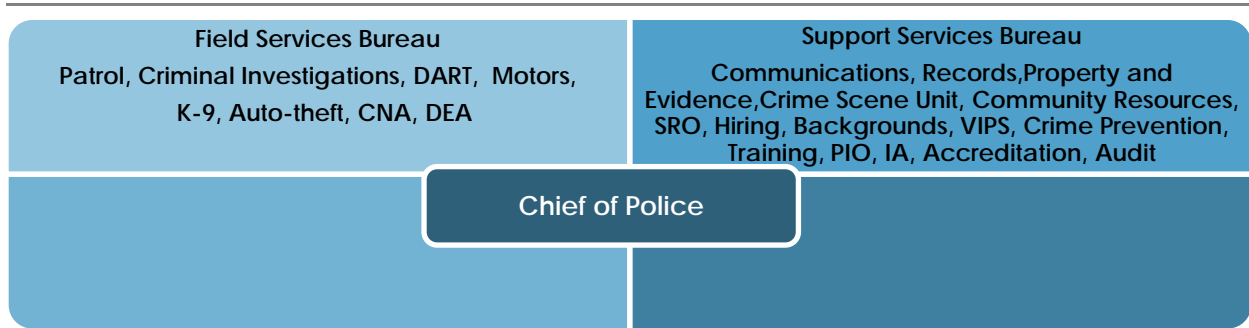
KEY PERFORMANCE MEASUREMENTS				
Council Strategic Plan Goal	Expected Outcome	Performance Measure	FY 2020 Actual	FY 2021 Target
Commerce	Streamline public processes to make it easier for public and developers to work with the Town	In-house plan reviews as a percent of total plan reviews taken	100%	90%
Community	Perform inspections for building code compliance	Number of Build Code Compliance inspections performed	23	25
Community	To provide exceptional customer service through our Development and Utility Services	Higher submittal return time met through efficiency improvements	96% development of related projects reviewed within assigned time frame for first submittal	95% development of related projects reviewed within assigned time frame for first submittal
		Higher submittal approval time met through efficiency improvements	96% of permits approved within assigned time frame	95% of permits approved within assigned time frame

OPERATING BUDGET SUMMARY				
Expenditures by Category	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Budget
Personnel & Benefits	\$1,506,930	\$1,626,655	\$1,688,473	\$1,761,491
Contracted Services	267,239	355,863	254,554	126,375
Operating Supplies & Equipment	55,148	45,446	57,804	57,221
Total by Category	\$1,829,317	\$2,027,964	\$2,000,831	\$1,945,087

OPERATING BUDGET SUMMARY BY FUND				
Expenditures by Fund	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Budget
General Fund	\$1,829,317	\$2,027,964	\$2,000,831	\$1,945,087
Total by Fund	\$1,829,317	\$2,027,964	\$2,000,831	\$1,945,087

AUTHORIZED POSITIONS				
	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Budget
Development Services Administration				
Development Services Director	1.00	1.00	1.00	1.00
Business Process Supervisor	-	-	1.00	1.00
Business Process Analyst	1.00	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
Building Safety Manager	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
Building Inspector II	3.00	2.00	2.00	2.00
Building Inspector I	1.00	1.00	1.00	2.00
Permit Clerk	3.00	3.00	3.00	2.00
Development Coordinator	1.00	1.00	1.00	1.00
Planning				
Planning Director	1.00	-	-	-
Environmental Project Manager	1.00	-	-	-
Principal Planner	1.00	1.00	1.00	1.00
Senior Planner	4.00	5.00	5.00	5.00
Total Development Services	23.00	22.00	22.00	22.00

POLICE



Department Overview

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

2019-2020 Accomplishments

- Became one of three agencies in the State to complete the Arizona Law Enforcement Accreditation Program (ALEAP) making Marana PD a fully accredited law enforcement agency in September 2019.
- In conjunction with the University of AZ developed an Internship program whereby 2-4 Criminal Justice students participate as interns for one semester (1-2 /semester)
- Outsource Police Off-Duty management to save money and police resources and make the off-duty program more efficient and transparent.
- Transitioned from our current e-citation system to the new State system (AZ Tracs) saving the Town approximately \$20,000/year.
- Completed the Police shooting range, fully operational and in use.
- Maintained clearance rates higher than the national average for crimes of violence according to the FBI publication, Crime in the United States.
- Raised \$17,000 for charity via our 4th annual Pride for the Patch Golf Tournament
- Raised approximately \$10,000 for Special Olympics via our annual Tip-A-Cop event at Texas Roadhouse
- Expanded the Pride for the Patch Fitness Challenge to include all Town employees
- Maintained current crime rates based on Part I crimes/thousand residents
- Maintained police response times at current levels
- Completed a Reorganization of the Department, adding two patrol squads and an additional Lieutenant to assist with the management and leadership of SSB
- Transitioned the Department to a new uniform and new police graphic
- Initiated a new recruiting campaign

2019-2020 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 2020 Actual	FY 2021 Target
Community	To maintain a safe community for all Marana residents, citizens, and visitors	Maintain or exceed department clearance rates for all part one crimes (Part 1 crimes as defined by the FBI Uniformed Crime Reporting codes) as compared to the previous year	58%	59%
		Maintain or reduce Part 1 crime rates based on total number of part 1 crimes (excluding shoplifting) per 1,000 residents as compared to the previous year	22%	23%
		Maintain or reduce traffic collision rates based on total number of collisions per 1,000 residents as compared to the previous year	5%	5%

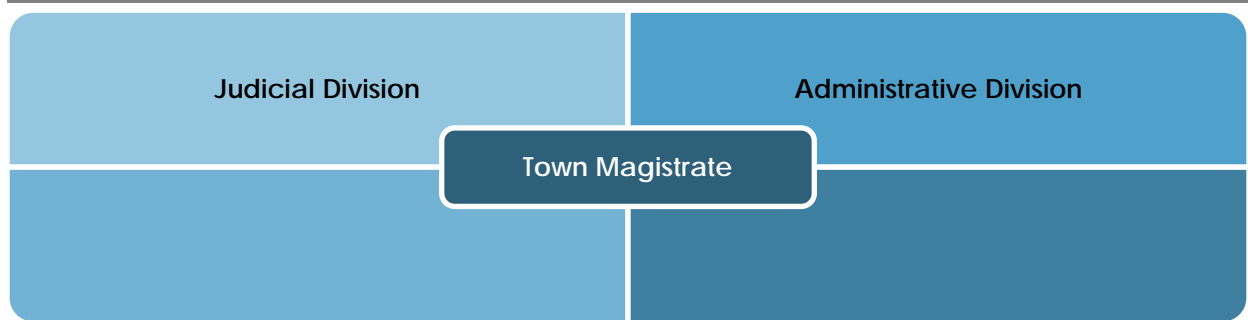
OPERATING BUDGET SUMMARY				
Expenditures by Category	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Budget
Personnel & Benefits	\$11,958,438	\$12,658,017	\$13,218,108	\$13,522,215
Contracted Services	563,390	555,136	600,995	530,586
Operating Supplies & Equipment	1,192,570	1,238,249	1,425,082	1,551,944
Capital Outlay	38,242	1,033,506	207,591	86,500
Total by Category	\$13,752,641	\$15,484,908	\$15,451,776	\$15,691,245

OPERATING BUDGET SUMMARY BY FUND				
Expenditures by Fund	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Budget
General Fund	\$13,248,168	\$13,549,722	\$14,385,206	\$14,123,519
Grants & Contributions	410,773	866,451	936,126	1,147,612
RICO Fund	8,920	1,109,577	59,768	337,580
Police Impound Fund	21,634	-	11,676	82,534
Emergency Telecommunications Fund	63,145	49,157	59,000	-
Total by Fund	\$13,752,641	\$15,484,908	\$15,451,776	\$15,691,245

AUTHORIZED POSITIONS				
	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Budget
Chief of Police	1.00	1.00	1.00	1.00
Deputy Chief of Police	1.00	1.00	1.00	1.00
Police Captain	1.00	1.00	1.00	1.00
Police Lieutenant	2.00	2.00	2.00	3.00
Police Sergeant	11.00	11.00	11.00	13.00
Police Officer	71.00	71.00	74.00	66.00
Police Detective	-	-	-	5.00
Police Records Supervisor	1.00	1.00	1.00	1.00
Police Telecommunications Manager	-	1.00	1.00	1.00
Police Telecommunications Supervisor	2.00	1.00	1.00	1.00
Dispatcher	12.00	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
Crime Analyst	1.00	1.00	1.00	1.00

AUTHORIZED POSITIONS				
	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Budget
Crime Scene Specialist	3.00	3.00	3.00	3.00
Administrative Supervisor	1.00	1.00	1.00	1.00
Customer Service Clerk	-	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	1.00	1.00
Total Police	115.00	118.00	121.00	121.00

COURTS



Department Overview

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

2019 - 2020 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 physical building improvements and the purchase of bullet resistant vests for security officers, all paid for with non-general fund monies
- Began participation in the Community Misdemeanor Problem Solving Court in collaboration with Pima County Justice Court and Tucson City Court
- Implemented a specialized 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
- Implemented the Arizona Protective Order Initiation and Notification Tool (AZPOINT)
- Began certification process for Court Security Officers
- Began exploration of a Town Public Defender in consultation with the Legal Department and Town Manager's Office

2020 – 2021 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 certification process for Court Security Officers and further implementation of the Arizona Supreme Court's Court Security Standards Recommendations
- Install a publicly accessible AZPOINT computer kiosk for court users
- Continue exploration of the Town Public Defender option

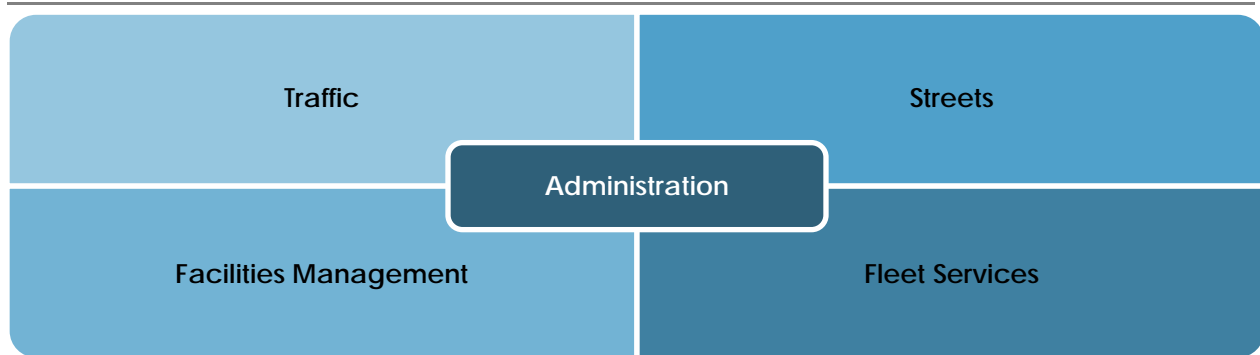
KEY PERFORMANCE MEASUREMENTS				
Council Strategic Plan Goal	Expected Outcome	Performance Measure	FY 2020 Actual	FY 2021 Target
Community	Provide for a forum for fair, impartial, and efficient adjudication of alleged violations in an environment that is respectful and safe	percentage of cases with customer 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 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Budget
Personnel & Benefits	\$822,178	\$897,375	\$904,057	\$986,790
Contracted Services	118,549	130,509	110,010	223,700
Operating Supplies & Equipment	13,082	30,037	77,279	94,750
Capital Outlay	5,5516	-	-	410,000
Total by Category	\$959,326	\$1,057,922	\$1,091,346	\$1,715,240

OPERATING BUDGET SUMMARY BY FUND				
Expenditures by Fund	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Budget
General Fund	\$880,461	\$955,601	\$1,004,290	\$1,102,740
JCEF Fund	-	14,471	41,006	90,000
Fill the Gap Fund	-	-	-	34,500
Local Technology Fund	78,864	87,850	46,050	488,000
Total by Fund	\$959,326	\$1,057,922	\$1,091,346	\$1,715,240

AUTHORIZED POSITIONS				
	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Budget
Town Magistrate	1.00	1.00	1.00	1.00
Court Operations Specialist	1.00	1.00	1.00	1.00
Court Administrator	1.00	1.00	1.00	1.00
Court Probation Monitor	1.00	1.00	1.00	1.00
Court Security 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

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 maintaining a safe and reliable infrastructure for all members of the community. We strive to always seek innovative ways to operate, improve, maintain, and enhance public facilities, public roadways, sidewalks, ADA ramps, drainageways, landscaping and traffic operations systems in a cost-effective manner and in so doing fulfill the vision of "Advancing quality for all." The department supports the Town's strategic plan, and considers itself a developing partner in the growth and prosperity of the community.

2019-2020 Accomplishments

Facilities Management:

- B Building Tenant Improvement Project has been completed for Water, Parks and Rec and Community and Neighborhood Services to start moving into the renovated old PD Building
- The HVAC Upgrade Project at the Council Chambers has been completed which eliminated the aging and often noisy mechanical HVAC equipment from the interior of the Chambers and placed all equipment to the exterior which helps with maintenance and sound issues
- Facilities staff remodeled the old PD Sub Station side of the MOC A Building for Public Works Street Staff to occupy. PD will have 4 offices, 2 holding cells, an interview room and restroom on a secure side of the A Building for their remodeled Substation
- We finalized the design for the renovation of the old Parks Administration Building to create a Chamber of Commerce/Visitors Center Facility
- Respond to the Town's needs and continue to assess staff locations by adding barrier guards at public and staff counters in response to the COVID-19 emergency.

Fleet Services:

- Implemented a 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.
- Provided company support from Synovia on November 2019 with 37 Town staff resulting in them being trained on basic operations and navigation to successfully utilize the GPS.
- Completed over 350 Cartegraph tasks on vehicles, equipment and machinery at a cost of over \$522,000 in parts and labor.
- Requisitioned purchase and replacement of 39 vehicles and equipment at a cost over 1.75 million dollars, utilizing the Town's Capital Vehicle replacement funds.

- Surplused vehicles and equipment resulting in over \$84,000 going back into the Town's general fund.
- Shop inventory being audited and reduced to account for and reduce overhead operating cost
- Reviewing FY21 budget and making adjusted recommendations to finance in order to reduce expenditures for a sound budget.
- Reviewing and possibly extending service life for 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.

Street Maintenance:

- Completed Tangerine Farms Beautification with DG, Trees, and Plants. Replaced dead trees and plants to restore medians and shoulders to original plans.
- Implemented weed abatement program/contractor services.
- Implemented ADA Ramp, sidewalk and curb program. The Town has over 2,000 ramps that are out of compliance and need to be upgraded.
- 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.
- Completed painting of I-10/Marana Road and Cortaro Road TI Bridges.

Traffic:

- In an effort to increase safety and provide more flexibility to programming traffic signal operations, the Town has implemented the conversion of all permissive/protected left-turn indications within the Town to a flashing-yellow left-turn operation. All the existing traffic signals have been converted. All new construction is being required to have the flashing-yellow left-turn indication.
- To bring better communication and traffic operation mitigation between traffic signals, the Town has implemented the installation of fiber optic communication lines along the Cortaro Road corridor and Silverbell Road south of Cortaro Road.
- Implemented the LED street light conversion program which will yield energy and electricity savings. By April, 100% of the 434 High Pressure Sodium (HPS) street lights have been converted to LED for an annual energy savings of \$53, 817.
- Completed conversion of the back plates on all traffic signals to include retroreflective tape around the entire back plate. This will increase safety at the intersections and help reduce the number of crashes.
- To improve traffic signal operations, completed installation and activation of the MioVision advanced traffic performance monitoring system along Thornydale between Orange Grove and Horizon Hills.

- The Town of Marana Speed Zone Map was evaluated and updated. As part of the process, various speed limits were modified throughout the Town in an effort to increase safety and efficiency of vehicle traffic while eliminating driver confusion.

2020 - 2021 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:

- Finish remodel of the old PD Sally Port at the MMC for a new satellite Fleet bay and office
- Remodel the MOC A Building after Marana Water moves out for Public Works to utilize this space. Building is in need of carpet, LVT flooring, ceiling tiles and paint
- Start remodel of the old Parks Administration building to create a Chamber of Commerce/Visitors Center Facility
- Begin the lighting upgrade project at the MMC buildings A, B and C. The estimated electrical savings for this project is over \$35k per year
- Update Facilities Master Plan to add standard Town colors, asset inventory with replacement program and updated department needs assessments, need to identify ownership and responsibilities of all Town Assets
- Review the recommendations of the comprehensive energy audit from Wendel Energy and plan out a replacement plan based on the Town's best interest and practices

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 ADA ramp, sidewalk, and curb program. Establish ADA ramp compliance program Town-wide/Federally mandated.
- Continue Culvert Cleaning Program.
- Continue to improve Landscape Beautification and Weed Abatement Program.
- Continue Town Bridge Painting Program.
- Continue Street Sweeping Program - Roadways Swept Monthly and Subdivisions Swept Quarterly.
- Continue Bridge De-Icing Program (Operation Freeze).
- Continue Establishing a Town Bridge Maintenance Program, addressing any needed repairs identified by ADOT's National Bridge Inspection Program.
- Continue Improving Storm Preparedness Plan.
- Establish a Partnership between Public Works and Parks to better utilize departments expertise and resources that will benefit the Town.

Traffic:

- Expand communications connectivity to traffic signals where fiber-optic cable is installed (approximately 65% of signals) for remote access.
- Expand use of Automated Traffic Signal Performance Measures (ATSPMs) to improve traffic signal operations.
- Continue the LED street lighting luminaire replacement program which will yield energy and electricity savings.
- Include 100% of permanent traffic control signs in the sign database.
- Establish contracts with schools for all school zones, as required by the state.

KEY PERFORMANCE MEASUREMENTS				
Council Strategic Plan Goal	Expected Outcome	Performance Measure	FY 2020 Actual	FY 2021 Target
Community	Accurately assess town facilities and assets to determine ownership	Continual updating and maintaining of ownership assessment	100%	100%
Progress and Innovation	Reduce overhead and operating costs related to an aging fleet of vehicles	Replacement of vehicles greater than 15 years of age or near end of life as determined by Equipment Replacement Program	100%	100%
Community	To maintain the Town's streets at an acceptable high level	Continue with the Pavement Preservation approved five year plan	100%	100%
Community	Increase the capacity of roadway corridors through innovative use of technologies and decrease traffic delays	Percentage increase of roadway capacity plus percentage decrease of traffic delays	5%	5%

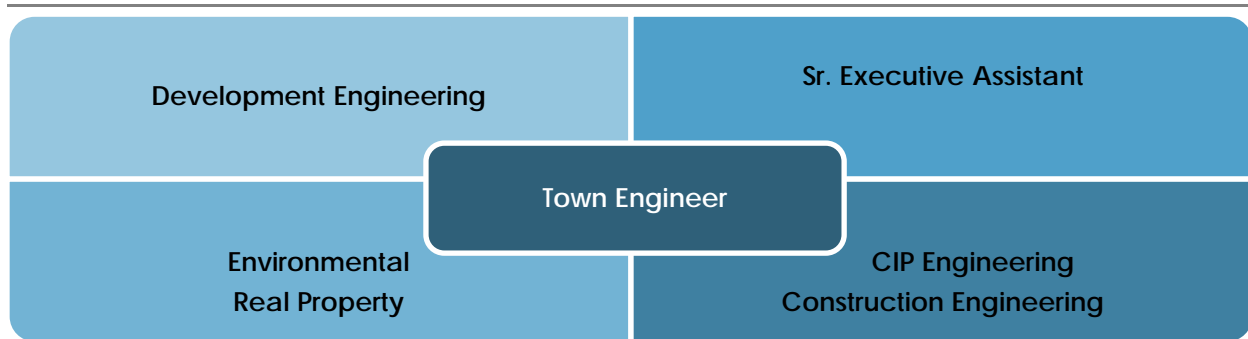
OPERATING BUDGET SUMMARY				
Expenditures by Category	FY2018 Actual	FY2019 Actual	FY2020 Estimated	FY2021 Budget
Personnel & Benefits	\$2,563,668	\$2,682,139	\$2,992,307	\$3,051,384
Contracted Services	2,563,886	2,184,624	4,515,261	3,814,310
Operating Supplies & Equipment	410,717	725,285	378,939	367,702
Capital Outlay	357,139	468,048	1,334,016	499,784
Restricted Budget	-	-	-	695,000
Total by Category	\$5,895,410	\$6,060,096	\$9,220,523	\$8,428,180

OPERATING BUDGET SUMMARY BY FUND				
Expenditures by Fund	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Budget
General Fund	\$3,641,087	\$3,660,582	\$4,434,915	\$4,360,725
Highway User Revenue Fund	2,254,323	2,399,514	4,785,608	4,067,455
Total by Fund	\$5,895,410	\$6,060,096	\$9,220,523	\$8,428,180

AUTHORIZED POSITIONS				
	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Budget
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

AUTHORIZED POSITIONS				
	FY2018 Actual	FY2019 Actual	FY2020 Estimated	FY2021 Budget
Streets Division				
Superintendent	1.00	1.00	1.00	1.00
Traffic Technician III	1.00	1.00	1.00	1.00
Traffic Technician II	1.00	1.00	1.00	1.00
Traffic Technician I	1.00	-	1.00	1.00
Signs & Markings Specialist	-	1.00	1.00	1.00
Public Works Supervisor	2.00	2.00	2.00	2.00
Equipment Operator II	1.00	1.00	1.00	1.00
Equipment Operator I	2.00	2.00	3.00	3.00
Maintenance Associate III	7.00	7.00	7.00	7.00
Maintenance Associate II	3.00	4.00	4.00	4.00
Maintenance Associate I	2.00	1.00	1.00	1.00
Engineering Aide	-	1.00	1.00	1.00
Engineering Specialist	-	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	1.00	1.00	2.00	2.00
Facilities Technician II	1.00	1.00	1.00	2.00
Facilities Technician I	1.00	1.00	1.00	1.00
Total Public Works	38.00	41.00	44.00	44.00

ENGINEERING



Department Overview

The Engineering Department is responsible for addressing the infrastructure needs throughout the Town. The Engineering department plans, designs, and constructs public infrastructure. The Engineering Department provides oversight of projects to ensure that private development follows Town ordinances and engineering practices, maintains the safety of the public and the environment, recommends mitigation measures to reduce impacts from development and addresses the infrastructure needs throughout the town.

2019-2020 Accomplishments

- Completed the Town's Northwest Drainage Study
- Completed the Town's first FEMA Community Assistance Visit in 10 years from
- Developed standardized special provisions for CIP projects
- Achieved a 15% cost savings to Marana residents for flood insurance by participating in the Community Rating System
- Completed the feasibility of Sandario Road Drainage Improvements
- Completed the design for the next phase of Silverbell Road Sidewalks and completed the construction of the first phase
- Completed the design of the new Courts Jury Assembly Room
- Completed the design of Cal Portland Shared Use Path
- Completed the design and began construction for Lon Adams Road
- Completed design and construction of Adonis Subdivision improvements
- Completed design and began construction of Avra Valley Road
- Completed design for Thornydale Road
- Completed the design and began construction of Tortolita Sidewalks
- Coordinated with developer for the design of Adonis Road
- 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 construction on the CAP Trailhead
- Completed construction on Desert Traditions
- Completed Construction on Honea Heights Pocket Park
- Worked with Airport to assist in resolving contractual issues with the Project Manger

2020 – 2021 Goals & Objectives

- Complete Gladden Farms Hawk Signal
- Complete design of Sandario Road Drainage Improvements
- Complete design of Stingray Road
- Completed design and Construction of Twin Peaks – Sandario Intersection
- Complete construction of the next phase of Silverbell Road Sidewalks Complete construction of the new Courts Jury Assembly Room
- Complete construction of Cal Portland Shared Use Path
- Complete construction of Lon Adams Road
- Complete construction of Avra Valley Road
- Complete construction of Thornydale Road
- Complete construction of Tortolita Sidewalks

KEY PERFORMANCE MEASUREMENTS				
Council Strategic Plan Goal	Expected Outcome	Performance Measure	FY 2020 Actual	FY 2021 Target
Commerce	To ensure that capital improvement projects advance the community's economic development goals	Percent of projects that advance economic development goals	100%	100%
Commerce	To ensure that capital rehabilitation projects adhere to aesthetic standards	Percent of rehabilitation projects that are able to improve upon the aesthetics of the corridor	25%	32%
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%

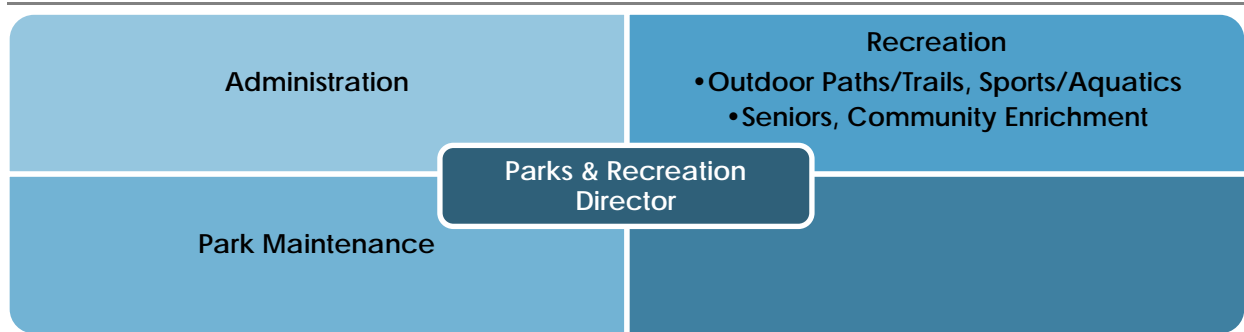
OPERATING BUDGET SUMMARY				
Expenditures by Category	FY2018 Actual	FY2019 Actual	FY2020 Estimated	FY2021 Budget
Personnel & Benefits	\$2,076,754	\$1,943,108	\$2,101,117	\$2,105,862
Contracted Services	86,476	411,693	111,410	90,235
Operating Supplies & Equipment	64,196	59,380	51,037	44,306
Capital Outlay	26,707	69,808	24,289	1,275,717
Restricted Budget	-	-	-	15,000
Total by Category	\$2,254,133	\$2,483,989	\$2,287,853	\$3,531,120

OPERATING BUDGET SUMMARY BY FUND				
Expenditures by Fund	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Budget
General Fund	\$2,254,133	\$2,465,331	\$2,287,853	\$3,232,965
Highway User Revenue Fund	-	18,658	-	298,155
Transportation Fund	-	-	-	-
Northeast Benefit Area Impact Fee	-	-	-	-
Total by Fund	\$2,254,133	\$2,483,989	\$2,287,853	\$3,531,120

AUTHORIZED POSITIONS				
	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Budget
Town Engineer	1.00	1.00	1.00	1.00
Engineering Deputy Director	1.00	1.00	1.00	1.00
Traffic Division Manager	1.00	-	-	-
Civil Engineer	1.00	1.00	-	-
Environmental Project Manager	1.00	1.00	1.00	1.00
Engineering Specialist	3.00	2.00	2.00	2.00
Engineering Aide	1.00	-	-	-
Construction Inspector	-	1.00	-	-

AUTHORIZED POSITIONS				
	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Budget
Development Engineering Division Manager	1.00	1.00	1.00	1.00
Development Coordinator	1.00	1.00	1.00	1.00
Senior Executive Assistant	1.00	1.00	1.00	1.00
CIP 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	2.00	3.00	3.00
Right of Way Inspector	1.00	1.00	1.00	1.00
Real Property Acquisition Agent	1.00	1.00	-	-
Project Coordinator - CIP	1.00	1.00	1.00	1.00
Engineering Document Clerk	1.00	1.00	-	-
Real Property Clerk	-	-	1.00	1.00
Total Engineering	24.00	22.00	20.00	20.00

PARKS & RECREATION



Department Overview

The Town of Marana Parks and Recreation department is dedicated to developing and implementing quality parks, trails, and leisure services for our community with a proud commitment to excellence, safety, and sustainability.

2019 – 2020 Accomplishments

- Design, Construction, and Opening of El Rio Preserve Observation Deck.
- Partnered with Pima County Department of Cultural Resources to have Installed new bus parking lot at El Rio Preserve, and Town of Marana CIP installed crosswalk to provide access to the adjacent Los Morteros Archeological site.
- Design, Construction, and Opening of Honea Neighborhood Park.
- Design, Construction, and completion of the Central Arizona Project Trailhead in conjunction with Pima County.
- Ten year Parks and Recreation Master Plan 2020-2030 was approved during this fiscal year and will be completed with a recommendation to Mayor and Council during the Fall of 2020.
- Created an 16 person 10 Year Parks and Recreation Department Master Plan Advisory Committee consisting 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.
- Completed public outreach phase of 2020-2030 Marana Parks and Recreation Master Plan, hosting public meetings in all three geographic areas of Marana. Through the public engagement process 2,354 residents participated in our Master Plan Survey.
- Completed remodel of Ora Mae Harn Snack Bar, including new commercial grade plumbing and sinks.
- Completed Landscape Renovation of MMC Courtyard including replacement of turf, redesign of irrigation, and tree replacement, and grading and turf growth in MPD Basin.
- Continued maintenance enhancements to improve the quality of turf on athletic fields. This was accomplished through an aggressive aeration program to improve turf health and relieve soil compaction by adding deep tine aeration program period.
- Continued systematic improvements to diamond fields (baseball and softball fields) by adding soil amendments, building bullpens and mounds, securing field enclosures, and installing new Spring-flex outfield fences at Continental Ranch Community Park.
- Completed irrigation upgrades, running lines from Heritage River Park to Honea Neighborhood Park, and finding a creative solution to run wire inside handrails along the Loop SUP from El Rio Pocket Park to the El Rio Preserve.

- Purchased portable pitching mounds and installed them at various softball and baseball fields throughout park system to expand availability of lighted fields.
- Recreation program enhancement, established a new revenue sharing IGA with Pima County Natural Resources, Parks and Recreation to expand outdoor education services.
- Expanded recreation programming with the new Cape Chase Special Event, which was awarded the 2019 Outstanding Adaptive Program Award from the Arizona Parks and Recreation Association.
- 6 staff members successfully passed the Certified Park and Recreation Professional exam administered by the National Recreation and Parks Association.

2020 – 2021 Goals and Objectives

- Completion of the 10 year Marana Parks and Recreation Master Plan 2020-2030 process.
- Gladden Farms Park, construct and open 2 soccer fields.
- Saguaro Bloom Community Park, construct and open phase 1.
- CalPortland Shared Use Path, construct and open 1.8 miles connecting Beard House to Avra Valley Road. This will connect North Marana to the entire Loop.
- Partner with Marana Unified School District to host a district-wide environmental educational program for elementary students at the El Rio Preserve.
- Replace all sprinkler heads with opposing nozzles at Continental Community Ranch Neighborhood Community Park and Continental Reserve Park to provide consistent inventory of irrigation equipment and improve quality of turf.
- Launch the #RunMarana Race Series rebrand.
- Open, promote, and program activities at the new CAP Trailhead.
- Promote and program activities at new Ora Mae Harn Park Pickleball courts.

KEY PERFORMANCE MEASUREMENTS				
Council Strategic Plan Goal	Expected Outcome	Performance Measure	FY2020 Actual	FY2021 Target
Progress and Innovation	Create an efficient method to schedule Short Term Temporary Staff to work activities and events.	Implement scheduling software that will allow staff to select assignments independently	100%	100%
Recreation	To provide high levels of service to program participants and public	Increase in enrollment in recreation programs throughout the Town	Increase total enrollment by 15%	Increase total enrollment by 15%
Recreation	To provide high quality, entertaining recreation activities and events for seniors	Increase in number of senior memberships purchased	12%	15%
		Increase in number of active Senior Program members.	450	520

OPERATING BUDGET SUMMARY				
Expenditures by Category	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Budget
Personnel & Benefits	\$2,383,790	\$2,486,831	\$2,492,307	\$2,814,381
Contracted Services	520,366	690,105	524,748	679,830
Operating Supplies & Equipment	947,266	963,768	952,840	1,007,566
Capital Outlay	897,217	418,655	5,375	148,714
Restricted Budget	-	-	-	73,341
Total by Category	\$4,748,639	\$4,559,359	\$3,975,270	\$4,723,832

OPERATING BUDGET SUMMARY BY FUND				
Expenditures by Fund	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Budget
General Fund	\$4,748,639	\$4,559,359	\$3,975,270	\$4,723,832
Total by Fund	\$4,748,639	\$4,559,359	\$3,975,270	\$4,723,832

AUTHORIZED POSITIONS				
	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Budget
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	1.00
Superintendent	1.00	1.00	1.00	1.00
Business Process Manager	-	-	1.00	1.00
Recreation Division				
Recreation Coordinator	3.00	1.00	-	-
Recreation Supervisor	-	-	1.00	1.00
Recreation Programmer	2.00	1.00	1.00	1.00

AUTHORIZED POSITIONS				
	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Budget
Maintenance Division				
Superintendent	1.00	1.00	1.00	1.00
Parks Maintenance Supervisor	2.00	2.00	3.00	3.00
Irrigation Control Specialist	2.00	2.00	2.00	2.00
Assets Coordinator	1.00	1.00	1.00	1.00
Maintenance Associate III	11.00	10.00	10.00	10.00
Maintenance Associate II	-	4.00	4.00	4.00
Maintenance Associate I	-	5.00	5.00	5.00
Attendant	10.00	-	-	-
Aquatics Division				
Recreation Coordinator	-	1.00	-	-
Recreation Supervisor	-	-	1.00	1.00
Recreation Programmer	-	1.00	1.00	1.00
Special Interests Division				
Customer Service Representative	2.00	2.00	2.00	2.00
Recreation Coordinator	1.00	1.00	-	-
Recreation Supervisor	-	-	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
Maintenance Associate III	-	1.00	1.00	1.00
Maintenance Associate I	-	1.00	1.00	1.00
Total Parks & Recreation	40.00	40.00	42.00	42.00

COMMUNITY AND NEIGHBORHOOD SERVICES



Department Overview

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

The key functions in Community and Neighborhood Services all center on providing appropriate services to the general population and working to solve issues that affect individuals, neighborhoods, and the entire community. These functions include: Neighborhood Services, Housing Rehab, Animal Services, Transit Management, Code Enforcement, and Community-wide outreach.

2019 – 2020 Accomplishments

- Held five successful animal services programs for the community, bringing the total to over 1,000 pets participating in Town programs in our first three years of Marana Animal Services
- Held community electronic, paper shred, grease and Christmas tree recycling events
- We completed rehabilitation on seven qualifying homes that included AC units, electrical upgrade, water heaters, and porch re-builds
- Added a covered bus shelter with pad site to the Sun Tran Express Route along Ina
- Provided 40 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
- Entered into the first contract with outside company for off-site shopping cart retrieval throughout the Town
- Department staff participated in over 20 community events and meetings
- Partnered with the Marana Food Bank, MUSD and MHC Healthcare to host the Marana Momentum Alliance Senior and Veteran's Fair at the Community Center

2020 – 2021 Goals & Objectives

- Establish the Town's first Property Preservation Code
- Continue to look for outside partners to bring new programs or community events to the Town

- Provide the Animal Control Officers more opportunities to educate the residents of Marana on responsible pet ownership and animal safety
- Create a program for monitoring off-site donation bins throughout the Town
- 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 2020 Actual	FY 2021 Target
Community	To enhance the community, protect property values, and engage the community	Increase the voluntary compliance by property owners on violation notices	96%	93%
		Tons of refuse collected from utilization of the Community Trailer by residents/communities	50 tons	45 tons
		Tons of refuse collected in community dumpsters provided in Neighborhoods	81 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	471 pets	250 pets
		YoY increase registered users on Marana Pets App	477 users	500 users
		Return more pets to owners than are taken to shelter	57%	55%

OPERATING BUDGET SUMMARY				
Expenditures by Category	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Budget
Personnel & Benefits	\$628,774	\$715,431	\$805,788	\$796,991
Contracted Services	165,426	161,021	152,032	309,747
Operating Supplies & Equipment	64,322	114,666	124,932	274,917
Capital Outlay	52,959	49,855	74,853	77,000
Restricted Budget	-	-	-	10,000
Total by Category	\$911,482	\$1,040,972	\$1,157,605	\$1,468,655

OPERATING BUDGET SUMMARY BY FUND				
Expenditures by Fund	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Budget
General Fund	\$896,080	\$947,859	\$1,059,146	\$1,163,998
Community Development Block Grant	665	54,333	66,680	180,000
Revolving Affordable Housing Fund	14,736	38,781	31,779	124,657
Total by Fund	\$911,482	\$1,040,972	\$1,157,605	\$1,468,655

AUTHORIZED POSITIONS				
	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Budget
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

AUTHORIZED POSITIONS				
	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Budget
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
Animal Services				
Animal Control Officer	3.00	3.00	3.00	3.00
Total Community & Neighborhood Services	8.00	9.00	10.00	10.00

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.

2019 – 2020 Accomplishments

- Replaced over five hundred water meters as part of the aging meter program
- Installed over four hundred water meters to accommodate new growth
- Completed a multi-year rate and fee study; implemented new water rates and fees
- Completed an Automated Meter Infrastructure (AMI) pilot study
- Expanded public outreach to Instagram
- Offered online start/stop service forms to acquire more accurate information from customers and increase efficiencies
- Completed design and began construction of Picture Rocks and Airline/Lambert Water Treatment Campuses for the removal of unregulated compounds
- Rehabilitated the Cortaro East and Hartman Wells
- Completed the design of the Tangerine W+ to X-Zone Booster Station and PRV
- Designed and drilled the Marana Park Well to meet growth and water quality goals
- Recharged approximately 600 acre-feet of treated effluent in FY 2020 (ongoing)
- Began design of the Continental Reserve 24-inch Tie-In to connect the Hartman Vistas and Picture Rocks water systems
- 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
- Completed electrical system upgrades at the Honea West well site to meet current safety guidelines and provide efficiencies
- Continued partnerships with other local community water suppliers

2020 – 2021 Goals & Objectives

- Continue meter replacement program; replace 400-500 meters
- Complete the design of the Continental Reserve 24-inch Tie-in
- Complete construction of the Amole Well electrical upgrade
- Complete rehabilitation of that Sandario Well
- Equip Marana Park Well
- Complete design and construction of the new Marana Park Reservoir
- Complete construction of the Tangerine W+ to X Zone Booster Station and PRV
- Continue design and begin construction of the Northwest Recharge and Recovery Delivery System with Metro Water and Oro Valley
- Complete construction and begin operation of the Picture Rocks and Airline/Lambert Water Treatment Campuses
- Begin the update to the Potable Water Master Plan
- Continue implementation of the asset management program
- 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
- Select and implement a new Customer Information System
- Continue forward with AMI implementation system-wide
- Upgrade our meter reading software
- Transition all customer service work orders to digital format

KEY PERFORMANCE MEASUREMENTS				
Council Strategic Plan Goal	Expected Outcome	Performance Measure	FY 2020 Actual	FY 2021 Target
Community	Continuous increase in number of water customers	Number of new water customers	633	458
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%

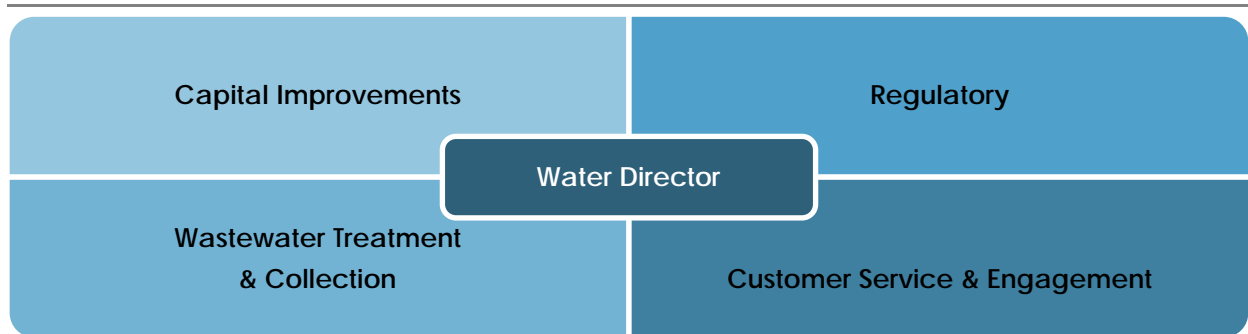
OPERATING BUDGET SUMMARY				
Expenditures by Category	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Budget
Personnel & Benefits	\$1,889,563	\$1,747,854	\$1,990,173	\$2,287,468
Contracted Services	1,399,267	1,328,532	1,305,385	1,864,023
Operating Supplies & Equipment	1,580,487	1,762,933	1,748,967	2,279,971
Capital Outlay	2,805,315	1,461,620	8,445,295	13,127,812
Debt Service	479,264	311,302	1,094,960	1,399,956
Restricted Budget	-	-	-	258,350
Total by Category	\$8,153,896	\$6,612,241	\$14,584,780	\$21,217,580

OPERATING BUDGET SUMMARY BY FUND				
Expenditures by Fund	FY2018 Actual	FY2019 Actual	FY2020 Estimated	FY2021 Budget
Water Operating Fund	\$5,151,561	\$5,011,418	\$6,515,055	\$7,658,018
Water Capital Fund	430,359	1,205,305	7,425,833	10,034,029
Water Infrastructure	202,619	292,273	643,892	3,160,533
Renewable Resources Fund	2,369,357	103,245	-	365,000
Total by Fund	\$8,153,896	\$6,612,241	\$14,584,780	\$21,217,580

AUTHORIZED POSITIONS				
	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Budget
Water Director	1.00	1.00	1.00	1.00
Water Deputy Director	1.00	1.00	1.00	1.00
Water Business Services Coordinator	1.00	1.00	1.00	1.00
Water Distribution Supervisor	1.00	1.00	1.00	1.00
Water Production Supervisor	1.00	1.00	1.00	1.00
Water Resource Coordinator	1.00	1.00	1.00	1.00
Water Quality Supervisor	-	-	-	1.00

AUTHORIZED POSITIONS				
	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Budget
Water Quality Specialist	-	1.00	1.00	-
Water Quality Technician	1.00	-	2.00	2.00
Water Construction Inspector	1.00	1.00	1.00	1.00
Electrician	-	-	-	1.00
Water Mechanic	1.00	-	-	-
Water Operator III	2.00	2.00	2.00	2.00
Water Operator II	6.00	6.00	6.00	7.00
Water Operator I	1.00	1.00	1.00	1.00
Civil Engineer	1.00	1.00	1.00	1.00
Water Billing Specialist	2.00	2.20	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
Assets Coordinator	-	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	24.00	25.20	27.60	29.60

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.

2019 – 2020 Accomplishments

- Completed construction of the Marana Water Reclamation Facility (official final completion date was 4/19/19)
- 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 PM work orders are being auto-generated
- Updated Continuity of Operations Plan (COOP) for the WRF and collection system
- Rehabilitated the Adonis conveyance system, and realized 100% design for new Lift Station and Force Main to connect to Marana regional sewer system
- Cleaning of sewer mains, CCTV, and manhole inspections were performed in all the Gladden Farms subdivisions
- Odor control measures (carbon pillows in manholes) were applied on the Tangerine/Downtown Phase II alignment. This sewer alignment receives sanitary sewer flows from Saguaro Bloom and Rillito Vista Subdivisions.
- Completed a multi-year rate and fee study; implemented new sewer rates and fees

2020 – 2021 Goals & Objectives

- Vector control program all of sanitary sewer system (all manholes every other year per CMOM).
- Continue to work with local, state, and federal regulatory agencies to maintain compliance and operation of the wastewater reclamation facility and sanitary sewer conveyance system.
- Complete construction of the Adonis Sewer lift station and force main.
- 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 Airport Lift Station and sewer infrastructure.
- Rehab/Upgrade of the Rillito Vista Lift Station.
- Remove and replace end of service life manholes on Sanders Rd, Marana Rd., and Stingray Rd.
- 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.

KEY PERFORMANCE MEASUREMENTS				
Council Strategic Plan Goal	Expected Outcome	Performance Measure	FY 2020 Actual	FY 2021 Target
Community	Continuous increase in number of sewer customers	Number of new sewer customers	478	308
Community	Provide resources necessary to maintain safe, compliant and environmentally friendly operation of the sanitary sewer conveyance system	Number of sanitary sewer overflows	0	0

OPERATING BUDGET SUMMARY				
Expenditures by Category	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Budget
Personnel & Benefits	\$351,378	\$537,218	\$530,715	\$583,306
Contracted Services	647,235	269,360	345,139	477,000
Operating Supplies & Equipment	132,773	157,019	160,336	302,800
Capital Outlay	20,443,756	1,104,337	1,311,082	2,122,515
Debt Service	544,413	1,193,915	1,741,961	858,781
Restricted Budget	-	-	-	118,000
Total by Category	\$22,119,555	\$3,261,849	\$4,089,233	\$4,462,402

OPERATING BUDGET SUMMARY BY FUND				
Expenditures by Fund	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY2021 Budget
Water Reclamation Operating Fund	\$1,675,800	\$2,157,512	\$2,835,539	\$2,289,887
Water Reclamation Capital Fund	20,388,107	1,025,103	1,177,238	1,394,565
Water Reclamation Impact (Post SB)	55,649	79,234	76,456	777,950
Total by Fund	\$22,119,555	\$3,261,849	\$4,089,233	\$4,462,402

AUTHORIZED POSITIONS				
	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Budget
Water Reclamation Operations Manager	1.00	1.00	1.00	1.00
Chief Water Reclamation Operator	1.00	1.00	1.00	1.00
Water Reclamation Operator II	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
Associate Water Reclamation Mechanic	-	1.00	1.00	1.00
Total Water Reclamation Department	5.00	7.00	7.00	7.00

AIRPORT



Department Overview

The Airport department provides the community with a valuable general aviation air transportation resource that is part of the National Air Transportation System and enhances and 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 airports operations capital improvement projects budget
- Provide presentations, press releases, and general information for community outreach and community relations

2019 – 2020 Accomplishments

- Applied and accepted into Federal Contract Tower program.
- Awarded three ADOT grants:
 - 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 EMAS (Engineered Material Arrestor System), 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 MIRLs (medium intensity runway lights) with a new efficient LED system, PAPIs (precision approach path indicator), and airport beacon light tower. All of the existing lights are approaching the end of their 20 year useful life.
- Electrical Vault Equipment 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 older, malfunctioning components.
- Selected Dibble Engineering as airports on call engineer and planner for up to a 5 year period.
- Ongoing marketing of available airport land parcels for additional business development.
- Completed \$6 million pavement reconstruction project. This project started in December 2018 and was completed in December 2019. The project entailed the complete reconstruction of 6.5 million square feet of airport ramp and taxiway pavement of the airport's terminal ramp, general aviation parking ramp, south hangar ramp, a new jet parking ramp, and 1,600 feet of Taxiway B.
- Crack sealed Runways 12/30 and 3/21.

2020 – 2021 Goals & Objectives

- Continue searching and securing funding for the necessary air traffic control tower projects.
- Complete three ADOT grant projects.
- Continue to work with developers interested in individual and corporate hangar development.
- Market land parcels available for additional business development.
- Rehab/Upgrade of the Airport Lift Station and sewer infrastructure.

KEY PERFORMANCE MEASUREMENTS				
Council Strategic Plan Goal	Expected Outcome	Performance Measure	FY 2020 Actual	FY 2021 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	Increase economic impact of airport	35%	25%

OPERATING BUDGET SUMMARY				
Expenditures by Category	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Budget
Personnel & Benefits	\$277,869	\$257,773	\$297,105	\$290,663
Contracted Services	550,181	113,691	67,400	108,665
Operating Supplies & Equipment	57,834	81,971	50,483	60,850
Capital Outlay	49,428	3,600,966	2,287,873	3,521,000
Restricted Budget	-	-	-	125,000
Total by Category	\$935,812	\$4,054,401	\$2,702,861	\$4,106,178

OPERATING BUDGET SUMMARY BY FUND				
Expenditures by Fund	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Budget
Airport Operating Fund	\$885,884	\$453,435	\$452,028	\$585,178
Airport Capital Fund	49,428	3,600,966	2,250,833	3,521,000
Total by Fund	\$935,812	\$4,054,401	\$2,702,861	\$4,106,178

AUTHORIZED POSITIONS				
	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Budget
Airport Director	1.00	1.00	1.00	1.00
Airport Operations Supervisor	1.00	1.00	1.00	1.00
Maintenance Associate III	1.00	1.00	1.00	1.00
Total Airport Operations	3.00	3.00	3.00	3.00

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CAPITAL IMPROVEMENT PLAN

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

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CAPITAL IMPROVEMENT PROGRAM

Fiscal 2020 – 2021 CIP Plan

Overview

The Fiscal Year 2020-2021 Capital Improvement Plan (CIP) projects out the Town's capital investments over a five-year period. Capital investments involve major Town projects that have at least a five year useful life, and at least a \$100,000 total project budget. The CIP is both a fiscal and planning device that allows the Town to inventory and monitor all capital project costs, funding sources, departmental responsibilities, and timing schedules. Each year the CIP is reviewed within the context of on-going Town, County, State, and Federal planning programs and policies as well as the Town's General and Strategic Plans.

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

The first year of the CIP, along with any applicable carry-forward of funds from the prior fiscal year, comprise the total capital budget for each CIP project beginning July 1 of the fiscal year. The remaining four years of the CIP serve as a financial plan for capital investments. The five-year financial plan is reviewed and updated each year, and the Mayor and Council adopt the capital budget and the five-year financial plan after recommendations have been received from staff and the public.

The CIP committee met during the budget cycle to prioritize all requested CIP projects. The resulting recommendations were forwarded to the Town Council by the Town Manager on March 10, 2020 and subsequently revised on May 26, 2020 at Town Council Study sessions. The CIP budget was adopted simultaneously with the Operating Budget on July 21, 2020.

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 are:

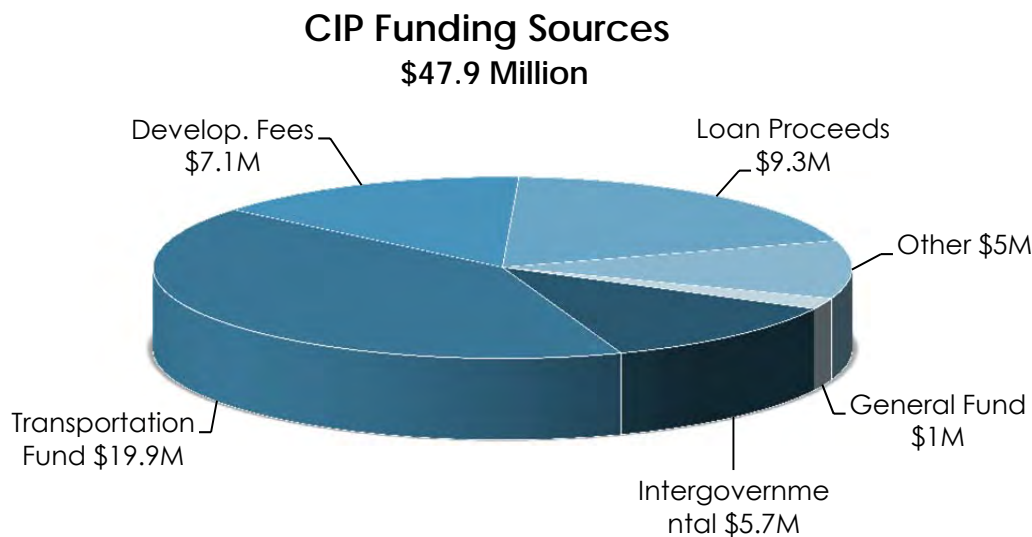
- Impact Fees and Improvement District bonds
- Municipal Property Corporation and Water Revenue Bonds

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

As shown by the following chart, the largest single CIP funding source comes from the Transportation Fund at \$19.9 million. This funding sources accounts for the majority of the Town's road infrastructure projects such as the restoration of Adonis Road extension and the reconstruction of neighborhood subdivisions.

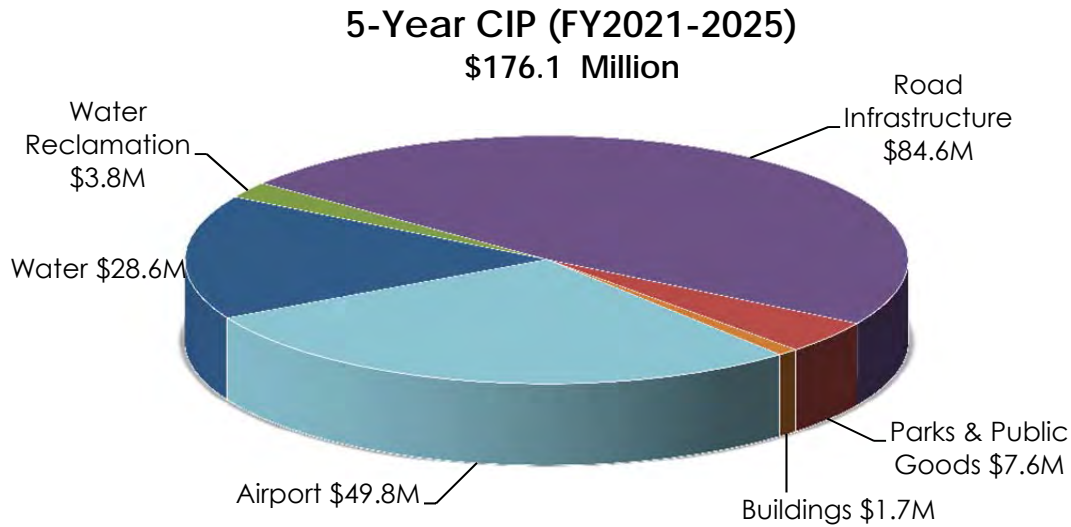
Loan proceeds are the second largest funding source in the fiscal year 2020-2021 CIP at \$9.3 million, the largest of which came from the Water Infrastructure Finance Authority (WIFA). On January 22, 2019, WIFA approved a loan to the Town of Marana for \$15 million for the design and construction of an advanced water treatment facility at two impacted systems. In May 2020, WIFA approved an additional loan of \$1.1 million to be utilized toward the completion of the same project. More information can be found about these projects on page 164 and page 167. The other remaining bond proceeds are related to sewer related improvements for a Marana colonia. More information about this project can be found on page 168.

Developer Fees, another large funding source at \$7.1 million, are impact fee revenues associated with construction and development. Intergovernmental revenues at \$5.7 million contain HURF, and other agency type funds. Other CIP funding sources primarily contain funding sources for enterprise related projects.

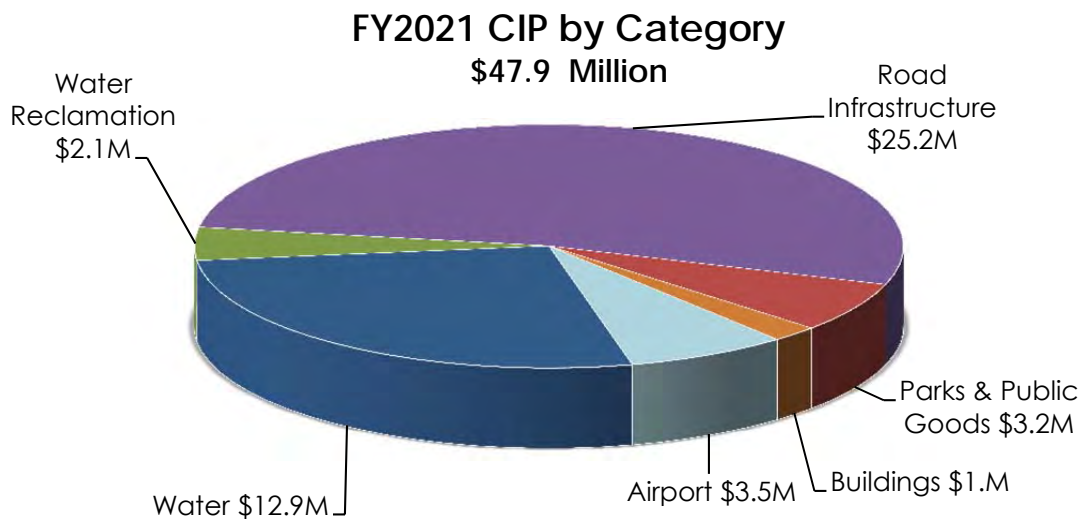


Capital Improvement Program Summary

The cumulative five-year CIP for the Town of Marana totals \$176.1 million from FY2021 through FY2025. The chart below shows the breakdown by CIP category for the five-year period with road infrastructure being the largest of the categories at \$84.6 million and Airport related projects the second largest at \$49.8 million.



The adopted fiscal year 2020-2021 CIP totals \$47.9 million and is approximately 32% of the annual budget. Road infrastructure encompasses the largest portion of the adopted CIP at \$25.2 million. Water related projects are the second largest at \$12.9 million or 27% of the CIP program. A breakdown is shown below.



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

FISCAL YEAR 2020-2021
TOWN OF MARANA FIVE YEAR CAPITAL IMPROVEMENT PROGRAM

PROJECT NAME	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	Grand Total
ADA Compliance Program			200,000	200,000	200,000	600,000
Adonis Road Extension	5,231,009					5,231,009
Adonis Sewer Connection & Rehabilitation	1,186,564					1,186,564
Adonis Subdivision Drainage Improvements	2,091,565					2,091,565
Air Traffic Control Tower	600,000	15,840,000				16,440,000
Airline/Lambert Water Treatment Campus	4,050,169					4,050,169
Airport Additional Vehicle Parking					72,000	72,000
Airport Drainage Study	175,000		225,000			400,000
Airport EA for State Land				480,000		480,000
Airport EA, RWY 3-21, TWY B2, Hanger 6					480,000	480,000
Airport MIRL, Beacon, PAPI Replacements	342,800	1,880,200				2,223,000
Airport Perimeter Fence and Gates			200,000			200,000
Airport Runway 30 Safety Study	175,000					175,000
Airport Taxiway A Reconstruction			588,001	5,724,000		6,312,001
Airport Taxiway MITL Lights Upgrade	1,603,200					1,603,200
Avra Valley Road Pavement Reconstruction	2,660,766					2,660,766
Barnett Channel, Tangerine Farms Conarch	50,000					50,000
Camino De Oeste Road Reconstruction	1,598,261					1,598,261
Campus Improvements		750,000				750,000
CAP Subcontract - NIA Reallocation		214,549	214,549	214,549	214,549	858,194
Clark Farms Flow Split	452,000					452,000
Continental Ranch, Blk 29,36-38,40	411,566					411,566
Continental Reserve 24 Inch Tie-in	191,137	2,300,000				2,491,137
Cortaro Road Rehabilitation	700,000					700,000
Court Jury Assembly Room	538,764					538,764
Dove Mnt Bl-Moore Rd Signal, North			189,000	551,250		740,250
Downtown Visitor Center	483,161					483,161
East and West Apron Rehabilitation	600,000	5,196,000				5,796,000

FISCAL YEAR 2020-2021
TOWN OF MARANA FIVE YEAR CAPITAL IMPROVEMENT PROGRAM

PROJECT NAME	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	Grand Total
East Tangerine, Segment 1 Pipeline, Upsizing	320,000					320,000
El Rio Preserve CMID connection	120,000					120,000
El Rio Recreation Area Parking Lot		170,000				170,000
Gladden Farms School HAWK Signal	280,000					280,000
Heritage River Park Improvements					1,000,000	1,000,000
Impact Fee Study, Parks, FY2021	100,000					100,000
Impact Fee Study, Streets, FY2021	105,000					105,000
Impact Fee Study, Water, FY2021	120,000					120,000
Ina Road Bridge	2,070,327					2,070,327
Ina Road Pavement Reconstruction	147,677					147,677
Lon Adams Road Reconstruction	4,012,840					4,012,840
Maintenance Yard Parking Lot Paving		100,000				100,000
Marana Estates Improvements				200,000		200,000
Marana Main Street Settlement Repair	150,000					150,000
Marana Park Reservoir	1,245,979					1,245,979
Marana Park Well	551,970					551,970
Marana Road Realignment	343,595					343,595
Marana Road, Sanders Road 21 Inch Main	235,950					235,950
MOC Parking Lot Reconstruction		150,000				150,000
Moore Road Rehab, Sanders Rd to I-10			500,000			500,000
MPD Console Modernization		300,000				300,000
MPD Evidence Storage Facility Improvements		200,000				200,000
North Marana Pavement Rehabilitation	1,200,000					1,200,000
NW Marana Nature Park			100,000	1,500,000		1,600,000
NW Recharge, Recovery, and Delivery System	1,096,686	1,500,000	6,160,000	650,000		9,406,686
Parks Department Master Plan	186,838					186,838
Picture Rocks Interconnect		149,400	1,195,200			1,344,600
Picture Rocks Water Treatment Campus	4,107,266					4,107,266

FISCAL YEAR 2020-2021
TOWN OF MARANA FIVE YEAR CAPITAL IMPROVEMENT PROGRAM

PROJECT NAME	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	Grand Total
Pines, Road Stabilization	477,000					477,000
Postvale Road, Grier Road Rehabilitation	300,000					300,000
Potable Water System Master Plan Update	95,000					95,000
Rehab of Transient, Tie Down Heli, Terminal Aprons	25,000					25,000
Rillito Village Tr Drainage Improvements	60,000	400,000				460,000
Runway 3-21, Taxiway B2, Hangar 6 Modifications			900,000	8,400,000		9,300,000
Sandario Road Drainage Improvement	4,175					4,175
Sanders Road 24 Inch Water Line				2,227,700		2,227,700
Santa Cruz Shared Use Path at CalPortland	2,719,841					2,719,841
SCADA and Integrated Telemetry	211,356	216,320	224,973	233,972		886,621
Sewer Conveyance System Rehab	208,000	531,282	552,533	574,635		1,866,450
Silverbell Rd Sidewalk, TP to Coach		315,000				315,000
South Marana Pavement Rehabilitation	550,000					550,000
Subdivision Restorations				1,500,000	1,500,000	3,000,000
TABY Downtown Roundabout	53,459					53,459
Tangerine Corridor Community Park	5,347					5,347
Tangerine Road Corridor Path			900,000			900,000
Tangerine Road Widening, I10 to Dove Mountain	200,000	12,400,000	9,100,000	4,700,000	13,100,000	39,500,000
Tangerine Road Widening, I10 to Town	452,964					452,964
Tangerine W to X Zone Booster and PRV	911,446					911,446
Taxiway C Reconstruction		588,001	5,724,000			6,312,001
Thornydale Road North Widening	68,237					68,237
Tortolita Road Sidewalks	231,171					231,171
Town Street Lighting Program		100,000	100,000	100,000	100,000	400,000
Twin Peaks Road - Sandario Road Intersection	650,000					650,000
Twin Peaks Road, Rattlesnake Pass Widening	500,000	10,799,720	3,000,000			14,299,720
West Marana Pavement Rehabilitation	700,000					700,000
Grand Total	47,952,738	54,100,472	30,073,256	27,256,106	16,666,549	176,049,119

Administration and Operating Budget Impacts

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

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

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

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

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

TOWN OF MARANA FY2021 CAPITAL IMPROVEMENT PROGRAM PROJECT DETAIL ROAD INFRASTRUCTURE PROJECTS

ADA COMPLIANCE PROGRAM

FUNDING SOURCES	PROJECT BUDGET	EXPENDED THRU FY2020	FY2021 BUDGET	FUTURE BUDGET
GENERAL FUND	2,000,000	-	-	2,000,000
PROJECT TOTALS	2,000,000	-	-	2,000,000



POST PROJECT OPERATIONS & MAINTENANCE

ESTIMATED YEARLY ROAD MAINTENANCE *no foreseeable operating costs*

ESTIMATED ANNUAL OPERATING COSTS

-

Upgrade ramps to Marana standard specifications and is federally mandated. This is a ten year program estimating \$200,000 per year at an average of \$2,000 per ramp. The goal is to do 1,000 ramps over a ten year period.

ADONIS ROAD EXTENSION

FUNDING SOURCES	PROJECT BUDGET	EXPENDED THRU FY2020	FY2021 BUDGET	FUTURE BUDGET
TRANSPORTATION FUND	6,200,000	968,991	5,231,009	-
PROJECT TOTALS	6,200,000	968,991	5,231,009	-

POST PROJECT OPERATIONS & MAINTENANCE

ESTIMATED YEARLY ROAD MAINTENANCE 15,840

ESTIMATED ANNUAL OPERATING COSTS

15,840

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



ADONIS SUBDIVISION DRAINAGE IMPROVEMENTS

FUNDING SOURCES	PROJECT BUDGET	EXPENDED THRU FY2020	FY2021 BUDGET	FUTURE BUDGET
GENERAL FUND	306,998	103,853	203,145	-
HIGHWAY USER REVENUE FUND	198,955	-	198,955	-
TRANSPORTATION FUND	1,689,465	-	1,689,465	-
PROJECT TOTALS	2,195,418	103,853	2,091,565	-



POST PROJECT OPERATIONS & MAINTENANCE

ESTIMATED YEARLY ROAD MAINTENANCE 1,150

ESTIMATED ANNUAL OPERATING COSTS

1,150

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

TOWN OF MARANA FY2021 CAPITAL IMPROVEMENT PROGRAM PROJECT DETAIL ROAD INFRASTRUCTURE PROJECTS

AVRA VALLEY ROAD PAVEMENT RECONSTRUCTION

FUNDING SOURCES	PROJECT BUDGET	EXPENDED THRU FY2020	FY2021 BUDGET	FUTURE BUDGET
TRANSPORTATION FUND	800,000	-	800,000	-
OTHER CAPITAL PROJECTS FUND	1,973,810	113,045	1,860,765	-
PROJECT TOTALS	2,773,810	113,045	2,660,765	-

POST PROJECT OPERATIONS & MAINTENANCE

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

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



BARNETT CHANNEL, TANGERINE FARMS CONARCH

FUNDING SOURCES	PROJECT BUDGET	EXPENDED THRU FY2020	FY2021 BUDGET	FUTURE BUDGET
TRANSPORTATION FUND	50,000	-	50,000	-
PROJECT TOTALS	50,000	-	50,000	-



POST PROJECT OPERATIONS & MAINTENANCE

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

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

CAMINO DE OESTE ROAD RECONSTRUCTION

FUNDING SOURCES	PROJECT BUDGET	EXPENDED THRU FY2020	FY2021 BUDGET	FUTURE BUDGET
TRANSPORTATION FUND	1,719,913	121,652	1,598,261	-
PROJECT TOTALS	1,719,913	121,652	1,598,261	-

POST PROJECT OPERATIONS & MAINTENANCE

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

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



TOWN OF MARANA FY2021 CAPITAL IMPROVEMENT PROGRAM PROJECT DETAIL ROAD INFRASTRUCTURE PROJECTS

CONTINENTAL RANCH, BLK 29,36-38,40

FUNDING SOURCES	PROJECT BUDGET	EXPENDED THRU FY2020	FY2021 BUDGET	FUTURE BUDGET
TRANSPORTATION FUND	1,611,567	1,200,001	411,566	-
PROJECT TOTALS	1,611,567	1,200,001	411,566	-



POST PROJECT OPERATIONS & MAINTENANCE

ESTIMATED YEARLY ROAD MAINTENANCE 2,370

ESTIMATED ANNUAL OPERATING COSTS 2,370

Reconstruction of neighborhoods streets. Upgrade of ADA sidewalk Ramps.

CORTARO ROAD REHABILITATION

FUNDING SOURCES	PROJECT BUDGET	EXPENDED THRU FY2020	FY2021 BUDGET	FUTURE BUDGET
TRANSPORTATION FUND	700,000	-	700,000	-
PROJECT TOTALS	700,000	-	700,000	-

POST PROJECT OPERATIONS & MAINTENANCE

ESTIMATED YEARLY ROAD MAINTENANCE *no foreseeable operating costs*

ESTIMATED ANNUAL OPERATING COSTS -

Cortaro Road from the eastern Town Limits to the western town limits, a rubberized chip will be applied with structural patch work as needed.



DOVE MNT BL-MOORE RD SIGNAL, NORTH

FUNDING SOURCES	PROJECT BUDGET	EXPENDED THRU FY2020	FY2021 BUDGET	FUTURE BUDGET
OTHER AGENCY FUNDING	740,250	-	740,250	-
PROJECT TOTALS	740,250	-	740,250	-



POST PROJECT OPERATIONS & MAINTENANCE

ESTIMATED YEARLY MAINTENANCE 10,500

ESTIMATED ANNUAL OPERATING COSTS 10,500

This project will replace the existing 4-way stop at the N. Dove Mountain and W. Moore Road intersection with a traffic signal.

TOWN OF MARANA FY2021 CAPITAL IMPROVEMENT PROGRAM PROJECT DETAIL ROAD INFRASTRUCTURE PROJECTS

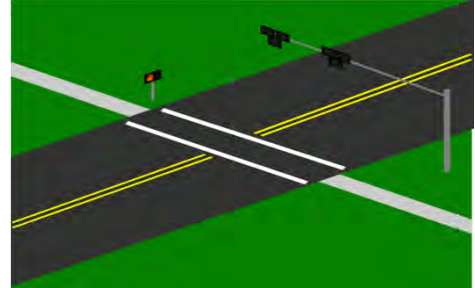
GLADDEN FARMS SCHOOL HAWK SIGNAL

FUNDING SOURCES	PROJECT BUDGET	EXPENDED THRU FY2020	FY2021 BUDGET	FUTURE BUDGET
TRANSPORATION FUND	280,000	-	280,000	-
PROJECT TOTALS	280,000	-	280,000	-

POST PROJECT OPERATIONS & MAINTENANCE

ESTIMATED YEARLY MAINTENANCE	3,100
ESTIMATED ANNUAL OPERATING COSTS	3,100

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



IMPACT FEE STUDY, SREETS, FY2021

FUNDING SOURCES	PROJECT BUDGET	EXPENDED THRU FY2020	FY2021 BUDGET	FUTURE BUDGET
SOUTH BENEFIT AREA IMPACT FEE FUND	35,000	-	35,000	-
NORTHEAST BENEFIT AREA IMPACT FEE FUND	35,000	-	35,000	-
NORTHWEST BENEFIT AREA IMPACT FEE FUND	35,000	-	35,000	-
PROJECT TOTALS	105,000	-	105,000	-

POST PROJECT OPERATIONS & MAINTENANCE

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

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



TOWN OF MARANA FY2021 CAPITAL IMPROVEMENT PROGRAM PROJECT DETAIL ROAD INFRASTRUCTURE PROJECTS

INA ROAD BRIDGE				
FUNDING SOURCES	PROJECT BUDGET	EXPENDED THRU FY2020	FY2021 BUDGET	FUTURE BUDGET
TRANSPORTATION FUND	8,895,888	6,825,561	2,070,327	-
OTHER AGENCY FUNDING	135,574	135,574	-	-
PROJECT TOTALS	9,031,462	6,961,135	2,070,327	-

POST PROJECT OPERATIONS & MAINTENANCE

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



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

INA ROAD PAVEMENT RECONSTRUCTION				
FUNDING SOURCES	PROJECT BUDGET	EXPENDED THRU FY2020	FY2021 BUDGET	FUTURE BUDGET
TRANSPORTATION FUND	4,090,526	3,942,849	147,677	-
PROJECT TOTALS	4,090,526	3,942,849	147,677	-



POST PROJECT OPERATIONS & MAINTENANCE

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

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

TOWN OF MARANA FY2021 CAPITAL IMPROVEMENT PROGRAM PROJECT DETAIL ROAD INFRASTRUCTURE PROJECTS

LON ADAMS ROAD RECONSTRUCTION

FUNDING SOURCES	PROJECT BUDGET	EXPENDED THRU FY2020	FY2021 BUDGET	FUTURE BUDGET
TRANSPORTATION FUND	4,284,880	272,040	4,012,840	-
PROJECT TOTALS	4,284,880	272,040	4,012,840	-

POST PROJECT OPERATIONS & MAINTENANCE

ESTIMATED YEARLY ROAD MAINTENANCE	11,450
ESTIMATED YEARLY LANDSCAPE MAINTENANCE	1,150

ESTIMATED ANNUAL OPERATING COSTS	12,600
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Reconstruct Lon Adams Road from Grier Road to Barnett Road (approx. 1/2 mile). This project will consist of replacing the existing pavement section, adding sidewalks, lighting, landscaping, and improving the drainage. It will accommodate for pedestrian improvements from the existing Marana Municipal Complex to the Ora Mae Harn Park.



MAINTENANCE YARD PARKING LOT PAVING

FUNDING SOURCES	PROJECT BUDGET	EXPENDED THRU FY2020	FY2021 BUDGET	FUTURE BUDGET
GENERAL FUND	100,000	-	100,000	-
PROJECT TOTALS	100,000	-	100,000	-



POST PROJECT OPERATIONS & MAINTENANCE

ESTIMATED YEARLY ROAD MAINTENANCE	800
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ESTIMATED ANNUAL OPERATING COSTS	800
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Paving of Parks & Recreation equipment maintenance yard adjacent to Ora Mae Harn Park. Yard is used to stage equipment and vehicles for parking and currently floods during monsoon season. Paving will alleviate mud and pooled water issues.

MARANA ESTATES IMPROVEMENTS

FUNDING SOURCES	PROJECT BUDGET	EXPENDED THRU FY2020	FY2021 BUDGET	FUTURE BUDGET
TRANSPORTATION FUND	1,700,000	-	-	1,700,000
PROJECT TOTALS	1,700,000	-	-	1,700,000

POST PROJECT OPERATIONS & MAINTENANCE

ESTIMATED YEARLY ROAD MAINTENANCE	583
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ESTIMATED ANNUAL OPERATING COSTS	583
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This project includes addressing the drainage in the neighborhood. The pavement will be rehabilitated and additional improvements will need to be scoped. This may include sidewalks, landscaping, addressing, water, and lighting.



TOWN OF MARANA FY2021 CAPITAL IMPROVEMENT PROGRAM PROJECT DETAIL ROAD INFRASTRUCTURE PROJECTS

MARANA MAIN STREET SETTLEMENT REPAIR

FUNDING SOURCES	PROJECT BUDGET	EXPENDED THRU FY2020	FY2021 BUDGET	FUTURE BUDGET
TRANSPORTATION FUND	200,000	-	-	200,000
PROJECT TOTALS	200,000	-	-	200,000



POST PROJECT OPERATIONS & MAINTENANCE

ESTIMATED YEARLY ROAD MAINTENANCE *no foreseeable operating costs*

ESTIMATED ANNUAL OPERATING COSTS

-

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

MARANA ROAD REALIGNMENT

FUNDING SOURCES	PROJECT BUDGET	EXPENDED THRU FY2020	FY2021 BUDGET	FUTURE BUDGET
DOWNTOWN REINVESTMENT FUND	384,145	40,550	343,595	-
NORTH BENEFIT AREA IMPACT FEE FUND	1,418,528	1,418,528	-	-
NORTHWEST BENEFIT AREA IMPACT FEE FUND	214,886	214,886	-	-
TRANSPORATION FUND	901,115	901,115	-	-
PROJECT TOTALS	2,918,674	2,575,079	343,595	-

POST PROJECT OPERATIONS & MAINTENANCE

ESTIMATED YEARLY ROAD MAINTENANCE 2,700

ESTIMATED YEARLY LANDSCAPE MAINTENANCE 4,800

ESTIMATED ANNUAL OPERATING COSTS

7,500

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



TOWN OF MARANA FY2021 CAPITAL IMPROVEMENT PROGRAM PROJECT DETAIL ROAD INFRASTRUCTURE PROJECTS

MOORE ROAD REHAB, SANDERS RD to I-10

FUNDING SOURCES	PROJECT BUDGET	EXPENDED THRU FY2020	FY2021 BUDGET	FUTURE BUDGET
TRANSPORTATION FUND	500,000			500,000
PROJECT TOTALS	500,000	-	-	500,000



POST PROJECT OPERATIONS & MAINTENANCE

ESTIMATED YEARLY ROAD MAINTENANCE	15,153
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ESTIMATED ANNUAL OPERATING COSTS

	15,153
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Moore rd from Sanders Road to I-10, a rubberized chip will be applied.

NORTH MARANA PAVEMENT REHABILITATION

FUNDING SOURCES	PROJECT BUDGET	EXPENDED THRU FY2020	FY2021 BUDGET	FUTURE BUDGET
TRANSPORTATION FUND	1,200,000	-	1,200,000	-
PROJECT TOTALS	1,200,000	-	1,200,000	-

POST PROJECT OPERATIONS & MAINTENANCE

ESTIMATED YEARLY ROAD MAINTENANCE	44,600
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ESTIMATED ANNUAL OPERATING COSTS

	44,600
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The Following projects will have a rubberized chip seal application applied, with structural patch work as needed. All lengths are approximations.

- 5,200 Linear feet of Hardin Road
- 10,500 Linear feet of Wentz Road
- 4,500 Linear feet of Gladden Farms Road
- 13,200 Linear feet of Grier Road
- 8,600 Linear feet of Luckett Road



PINES, ROAD STABILIZATION

FUNDING SOURCES	PROJECT BUDGET	EXPENDED THRU FY2020	FY2021 BUDGET	FUTURE BUDGET
GENERAL FUND	377,800		377,800	
HURF	99,200	-	99,200	-
PROJECT TOTALS	477,000	-	477,000	-



POST PROJECT OPERATIONS & MAINTENANCE

ESTIMATED YEARLY ROAD MAINTENANCE	1,000
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ESTIMATED ANNUAL OPERATING COSTS

	-
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Stabilization of failed roadway sections within The Pines neighborhood.

TOWN OF MARANA FY2021 CAPITAL IMPROVEMENT PROGRAM PROJECT DETAIL ROAD INFRASTRUCTURE PROJECTS

POSTVALE ROAD, GRIER ROAD REHABILITATION

FUNDING SOURCES	PROJECT BUDGET	EXPENDED THRU FY2020	FY2021 BUDGET	FUTURE BUDGET
TRANSPORTATION FUND	300,000	-	300,000	-
PROJECT TOTALS	300,000	-	300,000	-



POST PROJECT OPERATIONS & MAINTENANCE

ESTIMATED YEARLY ROAD MAINTENANCE 3,700

ESTIMATED ANNUAL OPERATING COSTS 3,700

Approximately 2 miles of Postvale Rd, Grier Rd. and Adonis rd, will have a rubberized chip applied along with structural patch work as needed. This project will be begin at the intersection of Adonis Rd. and Postvale Rd. and will continue south on Postvale and east on Grier to the end of pavement. And include Postvale rd from Coacie canyon to Adonis rd.

RILLITO VILLAGE TR DRAINAGE IMPROVEMENTS

FUNDING SOURCES	PROJECT BUDGET	EXPENDED THRU FY2020	FY2021 BUDGET	FUTURE BUDGET
TRANSPORTATION FUND	460,000	-	60,000	400,000
PROJECT TOTALS	460,000	-	60,000	400,000

POST PROJECT OPERATIONS & MAINTENANCE

ESTIMATED YEARLY ROAD MAINTENANCE 500

ESTIMATED ANNUAL OPERATING COSTS 500

Repair failed sections, and correct drainage issues to remove standing water that accumulates during rain.



SANDARIO ROAD DRAINAGE IMPROVEMENTS

FUNDING SOURCES	PROJECT BUDGET	EXPENDED THRU FY2020	FY2021 BUDGET	FUTURE BUDGET
TRANSPORTATION FUND	770,000	165,825	4,175	600,000
PROJECT TOTALS	770,000	165,825	4,175	600,000



POST PROJECT OPERATIONS & MAINTENANCE

ESTIMATED YEARLY LANDSCAPE MAINTENANCE 500

ESTIMATED ANNUAL OPERATING COSTS 500

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

TOWN OF MARANA FY2021 CAPITAL IMPROVEMENT PROGRAM PROJECT DETAIL ROAD INFRASTRUCTURE PROJECTS

SILVERBELL ROAD SIDEWALK, TP TO COACH

FUNDING SOURCES	PROJECT BUDGET	EXPENDED THRU FY2020	FY2021 BUDGET	FUTURE BUDGET
TRANSPORTATION FUND	613,273	298,273	-	315,000
PROJECT TOTALS	613,273	298,273	-	315,000

POST PROJECT OPERATIONS & MAINTENANCE

ESTIMATED YEARLY MAINTENANCE	1,000
ESTIMATED ANNUAL OPERATING COSTS	1,000

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



SOUTH MARANA PAVEMENT REHABILITATION

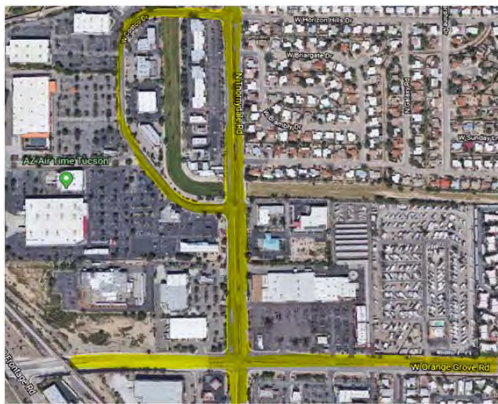
FUNDING SOURCES	PROJECT BUDGET	EXPENDED THRU FY2020	FY2021 BUDGET	FUTURE BUDGET
TRANSPORTATION FUND	550,000	-	550,000	-
PROJECT TOTALS	550,000	-	550,000	-

POST PROJECT OPERATIONS & MAINTENANCE

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

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1. Approximately 6,300 LF of Thornydale Rd. will have a rubberized chip seal application applied, with structural patch work as needed. This project will be from Ina Road (on the north) to Town limits on the south.
2. Approximately 2,200 LF of Orange Grove Road will have a rubberized chip seal application applied, with structural patch work as needed. This section of the project will be from I-10 on the west (ADOT's jurisdiction) to Town limits on the east.
3. Approximately 2,500 LF of Coscto Loop will have a rubberized chip seal application applied, with structural patch work as needed. This section of the project will be the entire loop from Thornydale Road to Thornydale Rd

SUBDIVISION RESTORATIONS

FUNDING SOURCES	PROJECT BUDGET	EXPENDED THRU FY2020	FY2021 BUDGET	FUTURE BUDGET
TRANSPORTATION FUND	4,500,000	-	-	4,500,000
PROJECT TOTALS	4,500,000	-	-	4,500,000

POST PROJECT OPERATIONS & MAINTENANCE

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

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



TOWN OF MARANA FY2021 CAPITAL IMPROVEMENT PROGRAM PROJECT DETAIL ROAD INFRASTRUCTURE PROJECTS

TANGERINE ROAD WIDENING, I10 TO TOWN

FUNDING SOURCES	PROJECT BUDGET	EXPENDED THRU FY2020	FY2021 BUDGET	FUTURE BUDGET
TRANSPORTATION FUND	2,015,938	1,562,975	452,963	-
OTHER AGENCY FUND	7,257,975	7,257,975	-	-
RTA FUND	49,422,467	49,422,467	-	-
NORTHEAST BENEFIT IMPACT FEE FUND	3,645,700	3,645,700	-	-
PROJECT TOTALS	62,342,080	61,889,117	452,963	-



POST PROJECT OPERATIONS & MAINTENANCE

ESTIMATED YEARLY ROAD MAINTENANCE	25,000
ESTIMATED YEARLY LANDSCAPE MAINTENANCE	35,000

ESTIMATED ANNUAL OPERATING COSTS	60,000
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On Tangerine Rd, from Dove Mountain Blvd to La Canada Dr. Construction of a 4 lane road with drainage improvements, sidewalks, ADA facilities, multi-use path, Traffic Signals, Right-of-Way acquisitions, Utility relocations, Marana Water line extensions, and sewer modifications and additions.

TANGERINE ROAD WIDENING, I10 TO DOVE MOUNTAIN

FUNDING SOURCES	PROJECT BUDGET	EXPENDED THRU FY2020	FY2021 BUDGET	FUTURE BUDGET
TRANSPORTATION FUND	16,600,000	-	200,000	16,400,000
RTA FUND	58,700,000	-	-	54,300,000
PROJECT TOTALS	75,300,000	-	200,000	70,700,000

POST PROJECT OPERATIONS & MAINTENANCE

ESTIMATED YEARLY ROAD MAINTENANCE	25,000
ESTIMATED YEARLY LANDSCAPE MAINTENANCE	35,000

ESTIMATED ANNUAL OPERATING COSTS	60,000
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On Tangerine Rd, from Interstate 10 to Dove Mountain Blvd. Construction of a 4 lane road with drainage improvements, sidewalks, ADA facilities, multi-use path, Traffic Signals, Right-of-Way acquisitions, Utility relocations, Marana Water line extensions, and sewer modifications and additions.



TOWN OF MARANA FY2021 CAPITAL IMPROVEMENT PROGRAM PROJECT DETAIL ROAD INFRASTRUCTURE PROJECTS

THORNYDALE ROAD NORTH WIDENING

FUNDING SOURCES	PROJECT BUDGET	EXPENDED THRU FY2020	FY2021 BUDGET	FUTURE BUDGET
TRANSPORTATION FUND	1,583,461	115,224	68,237	1,400,000
PROJECT TOTALS	1,583,461	115,224	68,237	1,400,000



POST PROJECT OPERATIONS & MAINTENANCE

ESTIMATED YEARLY ROAD MAINTENANCE	4,700
ESTIMATED YEARLY LANDSCAPE MAINTENANCE	5,050

ESTIMATED ANNUAL OPERATING COSTS	9,750
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On Thornydale Road, from Tangerine Crossing Drive to Moore Road, widen the existing 20' roadway to a 28' - 30' roadway. Project will include a multiuse path from Tangerine Road to Moore Road. Project will include landscape improvements to achieve a uniform look consistent with the Tangerine Corridor Project.

TORTOLITA ROAD SIDEWALKS

FUNDING SOURCES	PROJECT BUDGET	EXPENDED THRU FY2020	FY2021 BUDGET	FUTURE BUDGET
TRANSPORTATION FUND	250,000	18,829	231,171	-
PROJECT TOTALS	250,000	18,829	231,171	-

POST PROJECT OPERATIONS & MAINTENANCE

ESTIMATED YEARLY ROAD MAINTENANCE	800
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ESTIMATED ANNUAL OPERATING COSTS	800
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Sidewalks infill along Tortolita Rd between Dove Mountain Fire Station and Bajada Drive.



TOWN STREET LIGHTING PROGRAM

FUNDING SOURCES	PROJECT BUDGET	EXPENDED THRU FY2020	FY2021 BUDGET	FUTURE BUDGET
GENERAL FUND	500,000			500,000
PROJECT TOTALS	500,000	-	-	500,000



POST PROJECT OPERATIONS & MAINTENANCE

ESTIMATED YEARLY ROAD MAINTENANCE	<i>no foreseeable operating costs</i>
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ESTIMATED ANNUAL OPERATING COSTS	-
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Installations of lights for residential streets that enter major arterial roadways to improve public safety.

TOWN OF MARANA FY2021 CAPITAL IMPROVEMENT PROGRAM PROJECT DETAIL ROAD INFRASTRUCTURE PROJECTS

TWIN PEAKS ROAD - SANDARIO ROAD INTERSECTION

FUNDING SOURCES	PROJECT BUDGET	EXPENDED THRU FY2020	FY2021 BUDGET	FUTURE BUDGET
TRANSPORTATION FUND	650,000	-	650,000	-
PROJECT TOTALS	650,000	-	650,000	-

POST PROJECT OPERATIONS & MAINTENANCE

ESTIMATED YEARLY ROAD MAINTENANCE	10,500
ESTIMATED ANNUAL OPERATING COSTS	10,500

Installation of signalized intersection at, Twin Peaks Rd and Sandario Rd to provide easier access to Marana High School.



TWIN PEAKS ROAD, RATTLESNAKE PASS WIDENING

FUNDING SOURCES	PROJECT BUDGET	EXPENDED THRU FY2020	FY2021 BUDGET	FUTURE BUDGET
SOUTH BENEFIT IMPACT FEE FUND	4,549,720	-	500,000	4,049,720
TRANSPORTATION FUND	6,000,000	-	-	6,000,000
OTHER AGENCY FUNDS	3,000,000	-	-	3,000,000
RTA	750,000	-	-	750,000
PROJECT TOTALS	14,299,720	-	500,000	13,799,720



POST PROJECT OPERATIONS & MAINTENANCE

ESTIMATED YEARLY ROAD MAINTENANCE	36,800
ESTIMATED ANNUAL OPERATING COSTS	36,800

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

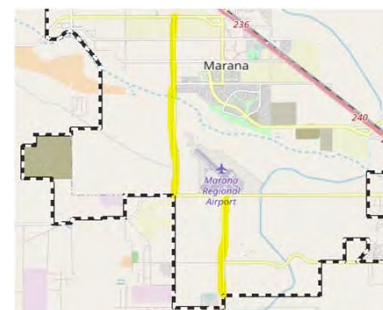
WEST MARANA PAVEMENT REHABILITATION

FUNDING SOURCES	PROJECT BUDGET	EXPENDED THRU FY2020	FY2021 BUDGET	FUTURE BUDGET
TRANSPORTATION FUND	50,000	-	50,000	-
OTHER CAPITAL PROJECTS FUND	650,000	-	650,000	-
PROJECT TOTALS	650,000	-	650,000	-

POST PROJECT OPERATIONS & MAINTENANCE

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

Approximately 6 linear miles of Sanders Rd and Sandario Rd. will have a rubberized chip seal application applied, with structural patch work as needed. This project will be on Sanders Rd from Avra Valley rd to Marana rd, and on Sandario Rd from Avra Valley rd to Southern town limits. Approximately 6 linear miles of Avra Valley Rd will have an application of TRSS asphalt emulsion sealer.



TOWN OF MARANA FY2021 CAPITAL IMPROVEMENT PROGRAM PROJECT DETAIL PUBLIC GOODS AND PARKS RELATED PROJECTS

NW MARANA NATURE PARK				
FUNDING SOURCES	PROJECT BUDGET	EXPENDED THRU FY2020	FY2021 BUDGET	FUTURE BUDGET
GENERAL FUND	1,600,000	-	-	1,600,000
PROJECT TOTALS	1,600,000	-	-	1,600,000



POST PROJECT OPERATIONS & MAINTENANCE

ESTIMATED YEARLY MAINTENANCE

*To be determined by
2020-2030 Master Plan*

ESTIMATED ANNUAL OPERATING COSTS

-

The new park facility located at NW Marana west of Lucket Rd with walking paths, a restroom, landscaping, lighting, interpretive signage, parking lot, and a ramada.

CAMPUS IMPROVEMENTS				
FUNDING SOURCES	PROJECT BUDGET	EXPENDED THRU FY2020	FY2021 BUDGET	FUTURE BUDGET
GENERAL FUND	750,000	-	-	750,000
PROJECT TOTALS	750,000	-	-	750,000

POST PROJECT OPERATIONS & MAINTENANCE

ESTIMATED YEARLY MAINTENANCE

2,740

ESTIMATED ANNUAL OPERATING COSTS

2,740

Improvements to the Marana municipal Complex Campus including a shaded seating area, additional directional signage, additional safety improvements, erosion protection at south basin, lighting between PD and parking lot, Site furniture, and a stage for the basin.



EL RIO PRESERVE CMID CONNECTION				
FUNDING SOURCES	PROJECT BUDGET	EXPENDED THRU FY2020	FY2021 BUDGET	FUTURE BUDGET
GENERAL FUND	62,000	-	120,000	
OTHER CAPITAL FUND	58,000		58,000	
PROJECT TOTALS	120,000	-	178,000	-



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POST PROJECT OPERATIONS & MAINTENANCE

ESTIMATED YEARLY MAINTENANCE

15,000

ESTIMATED ANNUAL OPERATING COSTS

15,000

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, and maintaining this as a vital riparian environment in the regional wildlife corridor.

TOWN OF MARANA FY2021 CAPITAL IMPROVEMENT PROGRAM PROJECT DETAIL PUBLIC GOODS AND PARKS RELATED PROJECTS

EL RIO RECREATION AREA PARKING LOT

FUNDING SOURCES	PROJECT BUDGET	EXPENDED THRU FY2020	FY2021 BUDGET	FUTURE BUDGET
GENERAL FUND	170,000	-	-	170,000
PROJECT TOTALS	170,000	-	-	170,000

POST PROJECT OPERATIONS & MAINTENANCE

ESTIMATED YEARLY MAINTENANCE	1,740
ESTIMATED ANNUAL OPERATING COSTS	1,740

A parking facility to provide parking for the El Rio Recreation area to prevent excessive street parking in the neighborhood



HERITAGE RIVER PARK IMPROVEMENTS

FUNDING SOURCES	PROJECT BUDGET	EXPENDED THRU FY2020	FY2021 BUDGET	FUTURE BUDGET
PARK IMPACT FEE FUND	1,000,000	-	-	1,000,000
PROJECT TOTALS	1,000,000	-	-	1,000,000



POST PROJECT OPERATIONS & MAINTENANCE

ESTIMATED YEARLY MAINTENANCE	<i>TBD</i>
ESTIMATED ANNUAL OPERATING COSTS	-

Improvements to Heritage River Park to be identified in the 2020-2030 Master Plan

IMPACT FEE STUDY, PARKS, FY2021

FUNDING SOURCES	PROJECT BUDGET	EXPENDED THRU FY2020	FY2021 BUDGET	FUTURE BUDGET
PARKS IMPACT FEE FUND	100,000	-	100,000	-
PROJECT TOTALS	100,000	-	100,000	-

POST PROJECT OPERATIONS & MAINTENANCE

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

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



**TOWN OF MARANA FY2021 CAPITAL IMPROVEMENT PROGRAM PROJECT DETAIL
PUBLIC GOODS AND PARKS RELATED PROJECTS**

PARKS AND RECREATION DEPARTMENT MASTER PLAN

FUNDING SOURCES	PROJECT BUDGET	EXPENDED THRU FY2020	FY2021 BUDGET	FUTURE BUDGET
GENERAL FUND	223,250	151,412	71,838	-
PARKS IMPACT FEE FUND	350,000	235,000	115,000	-
PROJECT TOTALS	573,250	386,412	186,838	-



POST PROJECT OPERATIONS & MAINTENANCE

ESTIMATED YEARLY ROAD MAINTENANCE *no foreseeable operating costs*

ESTIMATED ANNUAL OPERATING COSTS

-

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

SANTA CRUZ SHARED USE PATH AT CALPORTLAND

FUNDING SOURCES	PROJECT BUDGET	EXPENDED THRU FY2020	FY2021 BUDGET	FUTURE BUDGET
PARK IMPACT FEE FUND	2,306,894	97,053	2,209,841	-
OTHER AGENCY FUND	510,000	-	510,000	-
PROJECT TOTALS	2,816,894	97,053	2,719,841	-

POST PROJECT OPERATIONS & MAINTENANCE

ESTIMATED YEARLY MAINTENANCE 4,095

ESTIMATED ANNUAL OPERATING COSTS

4,095

Obtain necessary easements, design & construct a 14' wide asphalt path with above grade crossing at CalPortland Haul Road and underpass at conveyor belt. Completion of this portion of the SUP will connect existing neighborhoods, new residential developments, and schools to proposed commercial development providing residents of Northern Marana an alternate transportation route for work, play, and shopping.



TABY DOWNTOWN ROUNDABOUT

FUNDING SOURCES	PROJECT BUDGET	EXPENDED THRU FY2020	FY2021 BUDGET	FUTURE BUDGET
PIMA ASSOC. OF GOV'T'S.	75,000	26,888	48,112	-
PROJECT TOTALS	75,000	26,888	48,112	-



POST PROJECT OPERATIONS & MAINTENANCE

ESTIMATED YEARLY MAINTENANCE *no foreseeable operating costs*

ESTIMATED ANNUAL OPERATING COSTS

-

A monument sculpture located in the round-about at Sandario Rd. and Marana Main St.

TOWN OF MARANA FY2021 CAPITAL IMPROVEMENT PROGRAM PROJECT DETAIL PUBLIC GOODS AND PARKS RELATED PROJECTS

TANGERINE CORRIDOR COMMUNITY PARK

FUNDING SOURCES	PROJECT BUDGET	EXPENDED THRU FY2020	FY2021 BUDGET	FUTURE BUDGET
DESERT EDUCATION FUND	378,395	378,395	-	-
PARK IMPACT FEE FUND	3,771,009	3,765,661	5,348	-
PROJECT TOTALS	4,149,404	4,144,056	5,348	-

POST PROJECT OPERATIONS & MAINTENANCE

ESTIMATED YEARLY MAINTENANCE 60,000

ESTIMATED ANNUAL OPERATING COSTS 60,000

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



TANGERINE ROAD CORRIDOR PATH

FUNDING SOURCES	PROJECT BUDGET	EXPENDED THRU FY2020	FY2021 BUDGET	FUTURE BUDGET
PARK IMPACT FEE FUND	900,000	-	-	900,000
PROJECT TOTALS	900,000	-	-	900,000

POST PROJECT OPERATIONS & MAINTENANCE

ESTIMATED YEARLY MAINTENANCE 400

ESTIMATED ANNUAL OPERATING COSTS 400



Tangerine Rd , from Thoryndale rd to Camino de Oeste. The development of a 12' multiuse path on the south side of tangerine rd, to include ADA upgrades

TOWN OF MARANA FY2021 CAPITAL IMPROVEMENT PROGRAM PROJECT DETAIL AIRPORT PROJECTS

AIR TRAFFIC CONTROL TOWER

FUNDING SOURCES	PROJECT BUDGET	EXPENDED THRU FY2020	FY2021 BUDGET	FUTURE BUDGET
GENERAL FUND	734,868	-	26,820	708,048
AIRPORT CAPITAL FUND	15,705,132	-	573,180	15,131,952
PROJECT TOTALS	16,440,000	-	600,000	15,840,000



POST PROJECT OPERATIONS & MAINTENANCE

ESTIMATED YEARLY MAINTENANCE *50,000*

ESTIMATED ANNUAL OPERATING COSTS **50,000**

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

AIRPORT ADDITIONAL VEHICLE PARKING

FUNDING SOURCES	PROJECT BUDGET	EXPENDED THRU FY2020	FY2021 BUDGET	FUTURE BUDGET
GENERAL FUND	7,200	-	-	7,200
AIRPORT CAPITAL FUND	64,800	-	-	64,800
PROJECT TOTALS	72,000	-	-	72,000

POST PROJECT OPERATIONS & MAINTENANCE

ESTIMATED YEARLY MAINTENANCE *no foreseeable operating costs*

ESTIMATED ANNUAL OPERATING COSTS **-**

Design for the construction of an additional parking lot (4,000 square yards).



Source: Armstrong Consultants, inc., 2015

AIRPORT DRAINAGE STUDY

FUNDING SOURCES	PROJECT BUDGET	EXPENDED THRU FY2020	FY2021 BUDGET	FUTURE BUDGET
AIRPORT CAPITAL FUND	400,000	-	175,000	225,000
PROJECT TOTALS	400,000	-	175,000	225,000



POST PROJECT OPERATIONS & MAINTENANCE

ESTIMATED YEARLY MAINTENANCE *no foreseeable operating costs*

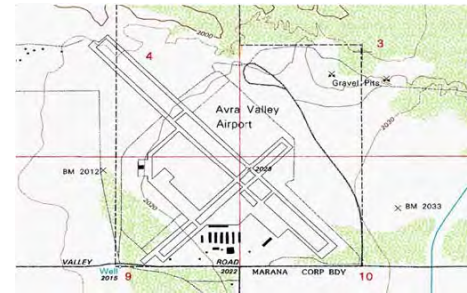
ESTIMATED ANNUAL OPERATING COSTS **-**

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

TOWN OF MARANA FY2021 CAPITAL IMPROVEMENT PROGRAM PROJECT DETAIL AIRPORT PROJECTS

AIRPORT EA FOR STATE LAND				
FUNDING SOURCES	PROJECT BUDGET	EXPENDED THRU FY2020	FY2021 BUDGET	FUTURE BUDGET
GENERAL FUND	21,456	-	-	21,456
AIRPORT CAPITAL FUND	458,544	-	-	458,544
PROJECT TOTALS	480,000	-	-	480,000

POST PROJECT OPERATIONS & MAINTENANCE	
ESTIMATED YEARLY MAINTENANCE	<i>no foreseeable operating costs</i>
ESTIMATED ANNUAL OPERATING COSTS	-



Environmental Assessment for the purchase of approximately 101.3 acres of state land within runways 12-30

AIRPORT EA, RWY 3-21, TWY B2, HANGER 6				
FUNDING SOURCES	PROJECT BUDGET	EXPENDED THRU FY2020	FY2021 BUDGET	FUTURE BUDGET
GENERAL FUND	21,456	-	-	21,456
AIRPORT CAPITAL FUND	458,544	-	-	458,544
PROJECT TOTALS	480,000	-	-	480,000



Source: Armstrong Consultants, inc., 2015

POST PROJECT OPERATIONS & MAINTENANCE	
ESTIMATED YEARLY MAINTENANCE	<i>no foreseeable operating costs</i>
ESTIMATED ANNUAL OPERATING COSTS	-

An Environmental Assessment for the new Runway 3-21, Taxiway B2, and Hanger 6, located at the Marana Airport.

AIRPORT MIRL, BEACON, PAPI LIGHT REPLACEMENT				
FUNDING SOURCES	PROJECT BUDGET	EXPENDED THRU FY2020	FY2021 BUDGET	FUTURE BUDGET
AIRPORT CAPITAL FUND	2,223,000	-	342,800	1,880,200
PROJECT TOTALS	2,223,000	-	342,800	1,880,200

POST PROJECT OPERATIONS & MAINTENANCE	
ESTIMATED YEARLY MAINTENANCE	880
ESTIMATED ANNUAL OPERATING COSTS	880

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



TOWN OF MARANA FY2021 CAPITAL IMPROVEMENT PROGRAM PROJECT DETAIL AIRPORT PROJECTS

AIRPORT PERIMETER FENCE AND GATES

FUNDING SOURCES	PROJECT BUDGET	EXPENDED THRU FY2020	FY2021 BUDGET	FUTURE BUDGET
AIRPORT CAPITAL FUND	200,000	-	200,000	-
PROJECT TOTALS	200,000	-	200,000	-



POST PROJECT OPERATIONS & MAINTENANCE

ESTIMATED YEARLY MAINTENANCE *no foreseeable operating costs*

ESTIMATED ANNUAL OPERATING COSTS

-

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

AIRPORT RUNWAY 30 SAFETY STUDY

FUNDING SOURCES	PROJECT BUDGET	EXPENDED THRU FY2020	FY2021 BUDGET	FUTURE BUDGET
AIRPORT CAPITAL FUND	175,000	-	175,000	-
PROJECT TOTALS	175,000	-	175,000	-

POST PROJECT OPERATIONS & MAINTENANCE

ESTIMATED YEARLY ROAD MAINTENANCE *no foreseeable operating costs*

ESTIMATED ANNUAL OPERATING COSTS

-



A Project to Study and Analyze Mitigation Options for Insufficient RWY 30 Safety Areas.

AIRPORT TAXIWAY A RECONSTRUCTION

FUNDING SOURCES	PROJECT BUDGET	EXPENDED THRU FY2020	FY2021 BUDGET	FUTURE BUDGET
GENERAL FUND	282,147	-	-	282,147
AIRPORT CAPITAL FUND	6,029,854	-	-	6,029,854
PROJECT TOTALS	6,312,001	-	-	6,312,001



POST PROJECT OPERATIONS & MAINTENANCE

ESTIMATED YEARLY MAINTENANCE *no foreseeable operating costs*

ESTIMATED ANNUAL OPERATING COSTS

-

Design and construction of Taxiway A (50'x 6,901') and MITL Reconstruction. Anticipated low PCI from 2020 tri-annual APMS inspection.

TOWN OF MARANA FY2021 CAPITAL IMPROVEMENT PROGRAM PROJECT DETAIL AIRPORT PROJECTS

AIRPORT TAXIWAY MITL LIGHTS UPGRADE

FUNDING SOURCES	PROJECT BUDGET	EXPENDED THRU FY2020	FY2021 BUDGET	FUTURE BUDGET
GENERAL FUND	71,663	-	71,663	-
AIRPORT CAPITAL FUND	1,531,537	-	1,531,537	-
PROJECT TOTALS	1,603,200	-	1,603,200	-

POST PROJECT OPERATIONS & MAINTENANCE

ESTIMATED YEARLY MAINTENANCE	2,500
ESTIMATED ANNUAL OPERATING COSTS	2,500

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



AIRPORT EAST AND WEST APRON REHABILITATION

FUNDING SOURCES	PROJECT BUDGET	EXPENDED THRU FY2020	FY2021 BUDGET	FUTURE BUDGET
GENERAL FUND	259,081	-	26,820	232,261
AIRPORT CAPITAL FUND	5,536,919	-	573,180	4,963,739
PROJECT TOTALS	5,796,000	-	600,000	5,196,000



POST PROJECT OPERATIONS & MAINTENANCE

ESTIMATED YEARLY ASPHALT MAINTENANCE	2,000
ESTIMATED ANNUAL OPERATING COSTS	2,000

Design and Construction of the rehabilitation of the east apron (215,195 Sq ft) and west apron (476,758 sq ft).

REHAB OF TRANSIENT, TIE DOWN HELI, TERMINAL APRONS

FUNDING SOURCES	PROJECT BUDGET	EXPENDED THRU FY2020	FY2021 BUDGET	FUTURE BUDGET
AIRPORT CAPITAL FUND	7,203,831	7,178,831	25,000	-
PROJECT TOTALS	7,203,831	7,178,831	25,000	-

POST PROJECT OPERATIONS & MAINTENANCE

ESTIMATED YEARLY ASPHALT MAINTENANCE	4,500
ESTIMATED ANNUAL OPERATING COSTS	4,500

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



**TOWN OF MARANA FY2021 CAPITAL IMPROVEMENT PROGRAM PROJECT DETAIL
AIRPORT PROJECTS**

RUNWAY 3-21, TAXIWAY B2, HANGAR 6 MODIFICATIONS

FUNDING SOURCES	PROJECT BUDGET	EXPENDED THRU FY2020	FY2021 BUDGET	FUTURE BUDGET
GENERAL FUND	415,710			415,710
AIRPORT CAPITAL	8,884,290	-	-	8,884,290
PROJECT TOTALS	9,300,000	-	-	9,300,000



POST PROJECT OPERATIONS & MAINTENANCE

ESTIMATED YEARLY ASPHALT MAINTENANCE 4,500

ESTIMATED ANNUAL OPERATING COSTS 4,500

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

TAXIWAY C RECONSTRUCTION

FUNDING SOURCES	PROJECT BUDGET	EXPENDED THRU FY2020	FY2021 BUDGET	FUTURE BUDGET
GENERAL FUND	282,147	-	-	282,147
AIRPORT CAPITAL	6,029,854	-	-	6,029,854
PROJECT TOTALS	6,312,001	-	-	6,312,001

POST PROJECT OPERATIONS & MAINTENANCE

ESTIMATED YEARLY ROAD MAINTENANCE 3,500

ESTIMATED ANNUAL OPERATING COSTS 3,500

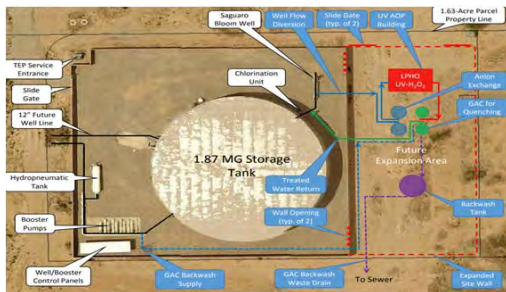
Design of and reconstruction Taxiway C (50 ft x 2,000 ft).



TOWN OF MARANA FY2021 CAPITAL IMPROVEMENT PROGRAM PROJECT DETAIL WATER PROJECTS

AIRLINE/LAMBERT WATER TREATMENT CAMPUS

FUNDING SOURCES	PROJECT BUDGET	EXPENDED THRU FY2020	FY2021 BUDGET	FUTURE BUDGET
WATER CAPITAL FUND	7,892,796	3,842,627	4,050,169	-
PROJECT TOTALS	7,892,796	3,842,627	4,050,169	-



POST PROJECT OPERATIONS & MAINTENANCE

ESTIMATED YEARLY OPERATING COSTS 63,280

ESTIMATED ANNUAL OPERATING COSTS 63,280

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

CAP SUBCONTRACT - NIA REALLOCATION

FUNDING SOURCES	PROJECT BUDGET	EXPENDED THRU FY2020	FY2021 BUDGET	FUTURE BUDGET
RENEWABLE RESOURCES FUND	1,072,743	-	-	1,072,743
PROJECT TOTALS	1,072,743	-	-	1,072,743

POST PROJECT OPERATIONS & MAINTENANCE

ESTIMATED YEARLY MAINTENANCE *no foreseeable costs*

ESTIMATED ANNUAL OPERATING COSTS -

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



CONTINENTAL RESERVE 24 INCH TIE-IN

FUNDING SOURCES	PROJECT BUDGET	EXPENDED THRU FY2020	FY2021 BUDGET	FUTURE BUDGET
GENERAL FUND	878,135	-	-	878,135
WATER INFRASTRUCTURE IMPACT FEE FUND	1,690,646	77,644	191,137	1,421,865
PROJECT TOTALS	2,568,781	77,644	191,137	2,300,000



POST PROJECT OPERATIONS & MAINTENANCE

ESTIMATED YEARLY MAINTENANCE 240

ESTIMATED ANNUAL OPERATING COSTS 240

Construct 24-inch interconnect between Hartman Vistas/Twin Peaks water service area and Continental Reserve water service area to create redundancy. The project will also facilitate the maintenance of the Continental Reserve Reservoir (future project). The project will include the installation of approximately 6,200 linear feet of 24" pipe.

TOWN OF MARANA FY2021 CAPITAL IMPROVEMENT PROGRAM PROJECT DETAIL WATER PROJECTS

EAST TANGERINE, SEGMENT 1 PIPELINE, UPSIZING				
FUNDING SOURCES	PROJECT BUDGET	EXPENDED THRU FY2020	FY2021 BUDGET	FUTURE BUDGET
WATER CAPITAL FUND	320,000	-	320,000	-
PROJECT TOTALS	320,000	-	320,000	-

POST PROJECT OPERATIONS & MAINTENANCE	
ESTIMATED YEARLY MAINTENANCE	12,000
ESTIMATED ANNUAL OPERATING COSTS	12,000



The Town of Marana will assess the existing well to see if there are any viable methods of increasing its capacity to at least 200 gpm. In addition, other areas in the vicinity of this service area 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.

IMPACT FEE STUDY, WATER, FY2021				
FUNDING SOURCES	PROJECT BUDGET	EXPENDED THRU FY2020	FY2021 BUDGET	FUTURE BUDGET
WATER IMPACT FEES FUND	40,000	-	40,000	-
RENEWABLE RESOURCES FUND	40,000	-	40,000	-
WASTEWATER IMPACT FEES FUND	40,000	-	40,000	-
PROJECT TOTALS	120,000	-	120,000	-



POST PROJECT OPERATIONS & MAINTENANCE	
ESTIMATED YEARLY MAINTENANCE	<i>no foreseeable costs</i>
ESTIMATED ANNUAL OPERATING COSTS	-

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

MARANA PARK RESERVOIR				
FUNDING SOURCES	PROJECT BUDGET	EXPENDED THRU FY2020	FY2021 BUDGET	FUTURE BUDGET
WATER IMPACT FEE FUND	1,269,000	23,021	1,245,979	-
PROJECT TOTALS	1,269,000	23,021	1,245,979	-

POST PROJECT OPERATIONS & MAINTENANCE	
ESTIMATED YEARLY MAINTENANCE	4,100
ESTIMATED ANNUAL OPERATING COSTS	4,100

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



TOWN OF MARANA FY2021 CAPITAL IMPROVEMENT PROGRAM PROJECT DETAIL WATER PROJECTS

MARANA PARK WELL				
FUNDING SOURCES	PROJECT BUDGET	EXPENDED THRU FY2020	FY2021 BUDGET	FUTURE BUDGET
WATER INFRASTRUCTURE IMPACT FEE FUND	975,000	423,030	551,970	-
PROJECT TOTALS	975,000	423,030	551,970	-



POST PROJECT OPERATIONS & MAINTENANCE

ESTIMATED YEARLY MAINTENANCE 16,160

ESTIMATED ANNUAL OPERATING COSTS 16,160

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

NORTHWEST RECHARGE RECOVERY AND DELIVERY SYSTEM				
FUNDING SOURCES	PROJECT BUDGET	EXPENDED THRU FY2020	FY2021 BUDGET	FUTURE BUDGET
WATER CAPITAL FUND	9,606,667	199,981	1,096,686	8,310,000
PROJECT TOTALS	9,606,667	199,981	1,096,686	8,310,000

POST PROJECT OPERATIONS & MAINTENANCE

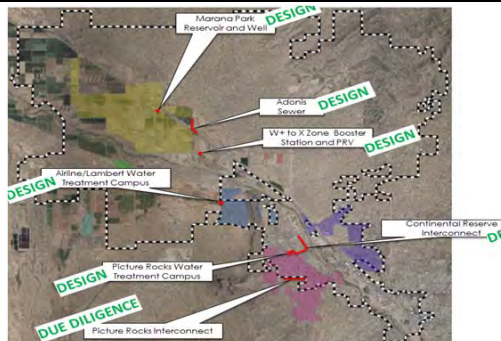
ESTIMATED YEARLY MAINTENANCE *unknown at this time*

ESTIMATED ANNUAL OPERATING COSTS -

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



PICTURE ROCKS INTERCONNECT				
FUNDING SOURCES	PROJECT BUDGET	EXPENDED THRU FY2020	FY2021 BUDGET	FUTURE BUDGET
WATER INFRASTRUCTURE IMPACT FEE FUND	1,344,600	-	-	1,344,600
PROJECT TOTALS	1,344,600	-	-	1,344,600



POST PROJECT OPERATIONS & MAINTENANCE

ESTIMATED YEARLY MAINTENANCE 780

ESTIMATED ANNUAL OPERATING COSTS 780

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

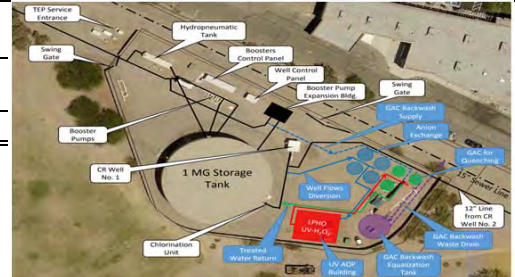
TOWN OF MARANA FY2021 CAPITAL IMPROVEMENT PROGRAM PROJECT DETAIL WATER PROJECTS

PICTURE ROCKS WATER TREATMENT CAMPUS

FUNDING SOURCES	PROJECT BUDGET	EXPENDED THRU FY2020	FY2021 BUDGET	FUTURE BUDGET
WATER CAPITAL FUND	7,865,975	3,758,709	4,107,266	-
PROJECT TOTALS	7,865,975	3,758,709	4,107,266	-

POST PROJECT OPERATIONS & MAINTENANCE

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



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

POTABLE WATER SYSTEM MASTER PLAN UPDATE

FUNDING SOURCES	PROJECT BUDGET	EXPENDED THRU FY2020	FY2021 BUDGET	FUTURE BUDGET
WATER CAPITAL FUND	100,000	5,000	95,000	-
PROJECT TOTALS	100,000	5,000	95,000	-

POST PROJECT OPERATIONS & MAINTENANCE

ESTIMATED YEARLY MAINTENANCE *no foreseeable costs*

ESTIMATED ANNUAL OPERATING COSTS

-



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

SANDERS ROAD 24 INCH WATER LINE

FUNDING SOURCES	PROJECT BUDGET	EXPENDED THRU FY2020	FY2021 BUDGET	FUTURE BUDGET
WATER INFRASTRUCTURE IMPACT FEE FUND	2,277,700	-	-	2,277,700
PROJECT TOTALS	2,277,700	-	-	2,277,700

POST PROJECT OPERATIONS & MAINTENANCE

ESTIMATED YEARLY MAINTENANCE	1,000
ESTIMATED ANNUAL OPERATING COSTS	1,000

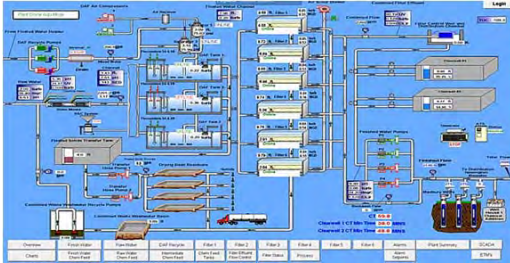
Design and construct approximately 9,000 lineal feet of 24-inch water line from Clark Farms Blvd. to Marana Road to support planned future development.



TOWN OF MARANA FY2021 CAPITAL IMPROVEMENT PROGRAM PROJECT DETAIL WATER PROJECTS

SCADA AND INTERGRATED TELEMTRY

FUNDING SOURCES	PROJECT BUDGET	EXPENDED THRU FY2020	FY2021 BUDGET	FUTURE BUDGET
WATER CAPTIAL FUND	1,356,877	470,256	211,356	675,265
PROJECT TOTALS	1,356,877	470,256	211,356	675,265



POST PROJECT OPERATIONS & MAINTENANCE	
ESTIMATED YEARLY MAINTENANCE	10,000
ESTIMATED ANNUAL OPERATING COSTS	10,000

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

TANGERINE W TO X ZONE BOOSTER AND PRV

FUNDING SOURCES	PROJECT BUDGET	EXPENDED THRU FY2020	FY2021 BUDGET	FUTURE BUDGET
WATER INFRASTRUCTURE IMPACT FEE FUND	972,674	61,228	911,446	-
PROJECT TOTALS	972,674	61,228	911,446	-

POST PROJECT OPERATIONS & MAINTENANCE	
ESTIMATED YEARLY MAINTENANCE	4,160
ESTIMATED ANNUAL OPERATING COSTS	4,160

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



TOWN OF MARANA FY2021 CAPITAL IMPROVEMENT PROGRAM PROJECT DETAIL WATER RECLAMATION PROJECTS

ADONIS SEWER CONNECTION & REHABILITATION

FUNDING SOURCES	PROJECT BUDGET	EXPENDED THRU FY2020	FY2021 BUDGET	FUTURE BUDGET
WASTE WATER CAPITAL FUND	1,471,282	284,718	1,186,564	-
PROJECT TOTALS	1,471,282	284,718	1,186,564	-



POST PROJECT OPERATIONS & MAINTENANCE

ESTIMATED YEARLY MAINTENANCE 5,600

ESTIMATED ANNUAL OPERATING COSTS

5,600

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

CLARK FARMS FLOW SPLIT

FUNDING SOURCES	PROJECT BUDGET	EXPENDED THRU FY2020	FY2021 BUDGET	FUTURE BUDGET
WASTE WATER IMPACT FEE FUND	465,750	13,750	452,000	-
PROJECT TOTALS	465,750	13,750	452,000	-

POST PROJECT OPERATIONS & MAINTENANCE

ESTIMATED YEARLY MAINTENANCE 440

ESTIMATED ANNUAL OPERATING COSTS

440

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



MARANA ROAD, SANDERS ROAD 21 INCH MAIN

FUNDING SOURCES	PROJECT BUDGET	EXPENDED THRU FY2020	FY2021 BUDGET	FUTURE BUDGET
WASTE WATER IMPACT FEE FUND	248,000	12,050	235,950	-
PROJECT TOTALS	248,000	12,050	235,950	-



POST PROJECT OPERATIONS & MAINTENANCE

ESTIMATED YEARLY MAINTENANCE 7,240

ESTIMATED ANNUAL OPERATING COSTS

7,240

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

**TOWN OF MARANA FY2021 CAPITAL IMPROVEMENT PROGRAM PROJECT DETAIL
WATER RECLAMATION PROJECTS**

SEWER CONVEYANCE SYSTEM REHAB				
FUNDING SOURCES	PROJECT BUDGET	EXPENDED THRU FY2020	FY2021 BUDGET	FUTURE BUDGET
WASTE WATER CAPITAL FUND	1,866,450	-	208,000	1,658,450
PROJECT TOTALS	1,866,450	-	208,000	1,658,450

POST PROJECT OPERATIONS & MAINTENANCE

ESTIMATED YEARLY MAINTENANCE *no foreseeable costs*

ESTIMATED ANNUAL OPERATING COSTS -

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



TOWN OF MARANA FY2021 CAPITAL IMPROVEMENT PROGRAM PROJECT DETAIL BUILDINGS PROJECTS

COURT JURY ASSEMBLY ROOM

FUNDING SOURCES	PROJECT BUDGET	EXPENDED THRU FY2020	FY2021 BUDGET	FUTURE BUDGET
GENERAL FUND	169,931	31,167	138,764	
LOCAL TECHNOLOGY FUND	400,000	-	400,000	-
PROJECT TOTALS	569,931	31,167	538,764	-



POST PROJECT OPERATIONS & MAINTENANCE

ESTIMATED YEARLY MAINTENANCE 2,500

ESTIMATED ANNUAL OPERATING COSTS

2,500

The objective of this project is to construct an approximately 1,048 square foot addition to the existing Courts Building at the Town of Marana Municipal Complex that will provide separated assembly space for jurors. The scope of work consists of new building construction, modifications to the existing building, and site improvements.

DOWNTOWN VISITOR CENTER

FUNDING SOURCES	PROJECT BUDGET	EXPENDED THRU FY2020	FY2021 BUDGET	FUTURE BUDGET
GENERAL FUND	500,000	16,839	483,161	-
PROJECT TOTALS	500,000	16,839	483,161	-

POST PROJECT OPERATIONS & MAINTENANCE

ESTIMATED YEARLY MAINTENANCE TBD

ESTIMATED ANNUAL OPERATING COSTS

-

The remodeling of the existing Parks Administration Building into a Downtown Visitor Center.



MOC PARKING LOT RECONSTRUCTION

FUNDING SOURCES	PROJECT BUDGET	EXPENDED THRU FY2020	FY2021 BUDGET	FUTURE BUDGET
GENERAL FUND	150,000	-	-	150,000
PROJECT TOTALS	150,000	-	-	150,000



POST PROJECT OPERATIONS & MAINTENANCE

ESTIMATED YEARLY MAINTENANCE 10,000

ESTIMATED ANNUAL OPERATING COSTS

10,000

The MOC is used by the Public Works Department, MPD Substation and Parks Community Programs. The aging parking lot was chip sealed in 2014 and is now beyond what a surface treatment can fix. 51,727 sq ft of parking lot to be pulverized, compacted to grade and paved, sealed and striped

TOWN OF MARANA FY2021 CAPITAL IMPROVEMENT PROGRAM PROJECT DETAIL BUILDINGS PROJECTS

MPD CONSOLE MODERNIZATION

FUNDING SOURCES	PROJECT BUDGET	EXPENDED THRU FY2020	FY2021 BUDGET	FUTURE BUDGET
GENERAL FUND	300,000	-		300,000
PROJECT TOTALS	300,000	-	-	300,000

POST PROJECT OPERATIONS & MAINTENANCE

ESTIMATED YEARLY MAINTENANCE *no foreseeable costs*

ESTIMATED ANNUAL OPERATING COSTS -

Replace 6 consoles/workstations utilized by dispatchers in the Marana Police Department Communications Division.



MPD EVIDENCE STORAGE FACILITY IMPROVEMENTS

FUNDING SOURCES	PROJECT BUDGET	EXPENDED THRU FY2020	FY2021 BUDGET	FUTURE BUDGET
GENERAL FUND	200,000	-	-	200,000
PROJECT TOTALS	200,000	-	-	200,000



POST PROJECT OPERATIONS & MAINTENANCE

ESTIMATED YEARLY MAINTENANCE *no foreseeable costs*

ESTIMATED ANNUAL OPERATING COSTS -

Improvements to the outside evidence storage area in order to increase security. The chain link fence will be replaced with a block wall, security gate, electrical upgrade, and a shade structure.

SUPPLEMENTAL SCHEDULES

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

REVENUE SCHEDULE

Revenue Schedule	2018 Actual	2019 Actual	2020 Estimates	2021 Adopted
General Fund				
Sales taxes	\$ 27,236,047	\$ 28,972,723	\$ 27,544,103	\$ 24,389,464
Intergovernmental	11,506,530	12,012,620	12,746,882	13,435,743
Licenses, fees and permits	5,593,212	5,851,394	5,651,633	4,427,112
Fines and forfeiture	612,638	527,446	482,091	408,500
Charges for services	449,802	435,358	336,922	418,000
Leases	135,589	147,564	157,404	145,000
Investment income	320,915	1,149,805	1,080,281	610,000
Miscellaneous	789,568	1,199,764	817,737	802,571
Total General Fund	46,644,301	50,296,674	48,817,053	44,636,390
Special Revenue Funds				
Highway User Revenue Fund	3,331,900	3,647,574	3,655,925	3,281,296
Community Development Block Grant	87,807	50,547	33,455	180,000
Affordable Housing	12,840	1,954	10,730	10,000
Judicial Collection Enhancement	8,691	9,910	8,333	8,000
Fill-the-Gap	5,301	5,201	3,001	4,500
Local Technology	63,376	60,033	44,243	45,000
Bed Tax	1,327,289	1,429,401	1,126,429	1,104,840
Other SRF	1,065,075	1,011,734	1,130,760	8,520,112
Total Special Revenue Funds	5,902,279	6,216,354	6,012,876	13,153,748
Capital Projects Funds				
Northwest Transportation Impact Fees	80,672	125,239	178,280	119,723
Northeast Transportation Impact Fees	603,419	434,722	134,921	270,333
South Transportation Impact Fees	1,020,191	2,031,532	1,499,954	856,746
Park Impact Fees	1,193,492	1,599,669	874,901	520,502
Transportation	7,539,604	8,496,221	7,779,390	8,800,000
RTA	14,117,969	3,296,300	16,954	-
1/2 Cent Sales Tax	5,537,475	2,944,927	-	-
Downtown Reinvestment	230,946	231,954	218,504	228,500
Pima Association of Governments	51,790	-	22,263	48,112
Other Capital Projects	3,774,868	359,449	336,995	2,238,312
Community Facilities Districts Capital	80,974	104,337	129,808	152,727
Total Capital Projects Funds	34,231,400	19,624,350	11,191,970	10,234,955

REVENUE SCHEDULE

Revenue Schedule	2018 Actual	2019 Actual	2020 Estimates	2021 Adopted
Debt Service Funds				
Tangerine Farms Improvement District	988,702	2,868,658	2,048,936	2,208,220
Community Facility Districts DSF	492,320	481,430	457	1,490,967
Other Debt Service	-	-	-	-
Total Debt Service Funds	1,481,022	3,350,088	2,049,393	3,699,187
Enterprise Funds				
Airport	350,954	3,464,309	2,024,104	3,781,033
Water Utility	7,957,450	9,322,010	9,847,339	8,828,189
Wastewater Utility	3,658,464	3,273,106	3,811,521	3,801,704
Total Enterprise Funds	11,966,868	16,059,425	15,682,964	16,410,926
Internal Service Funds				
Health Benefits	4,197,241	4,076,335	4,256,808	4,414,173
Dental Benefits	302,205	325,647	331,924	297,159
Total Internal Service Funds	4,499,446	4,401,982	4,588,732	4,711,332
Total ALL Funds	\$ 104,725,316	\$ 99,948,873	\$ 88,342,988	\$ 92,846,538

EXPENDITURE SCHEDULE

Expenditure Schedule	2018 Actual	2019 Actual	2020 Estimates	2021 Adopted
General Fund				
Personnel and Benefits	\$ 27,099,269	\$ 27,959,081	\$ 28,967,123	\$ 30,344,536
Contracted Services	4,719,132	5,466,830	5,508,068	5,654,014
Operating Supplies & Equipment	3,836,725	5,413,257	5,432,358	5,096,994
Capital Outlay	1,712,897	1,712,897	2,167,763	2,420,905
Other Financing Uses	370,000	-	-	10,600,000
Total General Fund	37,738,023	40,552,065	42,075,312	54,116,449
Special Revenue Funds				
Highway User Revenue Fund	2,836,562	2,486,700	4,785,608	4,166,655
Community Development Block Grant	87,807	54,333	31,779	180,000
Affordable Housing	14,736	38,781	66,680	124,657
JCEF	-	14,471	41,006	90,000
Fill-the-Gap	-	-	-	34,500
Local Technology	78,863	87,850	46,050	488,000
Bed Tax	831,818	983,535	884,167	1,104,840
Other SRF	663,732	1,976,144	1,163,443	8,992,726
Total Special Revenue Funds	4,513,518	5,641,814	7,018,733	15,181,378
Capital Projects Funds				
Northwest Transportation Impact Fees	1,282,389	-	-	35,000
Northeast Transportation Impact Fees	3,651,633	180	-	43,582
South Transportation Impact Fees	9,857	5,189	4,471	535,000
Park Impact Fees	3,488,845	752,900	418,535	2,455,989
Transportation	3,756,973	11,374,089	5,582,781	20,403,898
Regional Transportation Authority	13,831,324	1,331,984	19,069	-
1/2 Cent Sales Tax	11,508,382	6,027,015	-	-
Downtown Reinvestment	24,280	10,740	-	793,595
Pima Association of Governments	498,952	-	29,193	48,112
Other Capital Projects	2,433,516	1,199,811	1,154,860	4,578,767
Community Facilities Distircts	328	39,482	9,192	903,902
Total Capital Projects Funds	40,486,479	20,741,390	7,218,101	29,797,845

EXPENDITURE SCHEDULE

Expenditure Schedule	2018 Actual	2019 Actual	2020 Estimates	2021 Adopted
Debt Service Funds				
2013 MMPC Bond	3,031,425	3,032,525	3,042,113	3,034,400
2014 Excise Tax Bond	533,908	794,469	792,346	791,815
2017B Excise Tax Bond	655,602	1,761,300	2,098,900	2,091,200
Tangerine Farms Imprv. District	298,563	2,433,450	2,804,517	2,208,220
Gladden CFD Debt	485,863	473,213	528,513	5,263,200
Gladden II CFD Debt	-	-	1,230,085	54,544
Saguaro Springs CFD Debt	-	4,003,512	2,258,639	2,222,722
Total Debt Service Funds	5,005,361	12,498,469	12,755,113	15,666,101
Enterprise Funds				
Airport	935,313	4,054,401	2,702,861	4,106,178
Water	7,709,296	8,586,397	14,584,780	21,217,580
Wastewater	23,972,321	6,280,532	4,089,233	4,462,402
Total Enterprise Funds	32,616,930	18,921,330	21,376,874	29,786,160
Internal Service Funds				
Health Benefits	4,506,412	4,137,149	3,447,920	4,414,173
Dental Benefits	238,251	290,592	219,963	297,159
Total Internal Service Funds	4,744,663	4,427,741	3,667,883	4,711,332
Total ALL Funds	\$ 125,104,974	\$ 102,782,809	\$ 94,112,016	\$ 149,259,265

**INTERFUND TRANSFERS
Fiscal Year 2020-2021**

TRANSFER SUMMARY										
Transfers From:										
Transfers To:	General Fund	Other Grants	Transportation Fund	South Transportation Fund	North East Transportation Impact Fee Fund	Vanderbilt CFD	Water Resource	Wastewater Operating	Wastewater Impact Fee Fund	Total
General Fund	-	5,628,966	-	-	-	-	-	-	-	5,628,966
Other Grants	100,000	-	-	-	-	-	-	-	-	100,000
2013 Debt	1,256,350	-	-	-	-	-	903,575	-	903,575	3,063,500
2014 Debt	801,941	-	-	-	-	-	-	-	-	801,941
2017 Debt	441,271	-	693,731	500,674	485,824	-	-	-	-	2,121,500
Water	890,177	-	-	-	-	-	222,227	-	-	1,112,404
Water Capital	700,000	-	-	-	-	-	-	-	-	700,000
Airport Operating	199,842	-	-	-	-	-	-	-	-	199,842
Airport Capital	125,303	-	-	-	-	-	-	-	-	125,303
Waste Water Operating	-	-	-	-	-	-	404,535	-	404,535	809,070
Waste Water Capital	-	-	-	-	-	5,660	-	208,000	-	213,660
Total	4,514,884	5,628,966	693,731	500,674	485,824	5,660	1,530,337	208,000	1,308,110	14,876,186

DEBT SERVICE SUMMARY

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

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

Total Bonded Debt			
Fiscal Year	Principal	Interest	Total
2021	6,203,000	3,699,147	9,902,147
2022	6,166,000	3,502,462	9,668,462
2023	6,889,000	3,278,735	10,167,735
2024	6,780,000	3,025,256	9,805,256
2025	7,049,000	2,755,578	9,804,578
2026-2030	26,403,000	9,647,373	36,050,373
2031-2032	12,730,000	5,592,177	18,322,177
2033-2040	11,945,000	2,938,584	14,883,584
2041-2045	8,985,000	609,972	9,594,972
Totals	93,150,000	35,049,284	128,199,284

Municipal Property Corporation Revenue Bonds

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

2017 Series B – Revenue Bonds			
Fiscal Year	Principal	Interest	Total
2021	1,235,000	854,200	2,089,200
2022	1,290,000	797,250	2,087,250
2023	1,860,000	718,500	2,578,500
2024	1,955,000	623,125	2,578,125
2025	2,055,000	522,875	2,577,875
2026-2029	9,430,000	976,749	10,406,749
Totals	17,825,000	4,492,699	22,317,699

2017 Series A&C – Revenue Bonds			
Fiscal Year	Principal	Interest	Total
2021	0	809,069	809,069
2022	0	809,069	809,069
2023	0	809,069	809,069
2024	0	809,069	809,069
2025	0	809,069	809,069
2026-2030	30,000	4,044,594	4,074,594
2031-2035	2,535,000	3,913,968	6,448,968
2036-2040	10,225,000	2,405,865	12,630,865
2041-2042	6,990,000	426,600	7,416,600
Totals	19,780,000	14,836,372	34,616,372

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
2021	1,795,000	1,237,400	3,032,400
2022	1,860,000	1,164,300	3,024,300
2023	1,940,000	1,088,300	3,028,300
2024	2,015,000	999,125	3,014,125
2025	2,115,000	895,875	3,010,875
2026-2030	11,025,000	2,777,850	13,802,850
2031-2034	6,425,000	653,100	7,078,100
Totals	27,175,000	8,815,950	35,990,950

2014 Series – Excise Tax Revenue Obligations			
Fiscal Year	Principal	Interest	Total
2021	696,000	93,815	789,815
2022	715,000	75,824	790,824
2023	735,000	57,337	792,337
2024	609,000	40,201	649,201
2025	629,000	24,416	653,416
2026	643,000	8,198	651,198
Totals	4,027,000	299,791	4,326,791

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 2020-21 the rate for debt service was \$2.50/\$100 of assessed valuation.

Gladden Farms – CFD General Obligation Bonds - 2016			
Fiscal Year	Principal	Interest	Total
2021	410,000	255,563	665,563
2022	420,000	247,263	667,263
2023	430,000	236,613	666,613
2024	440,000	223,563	663,563
2025	455,000	210,138	665,138
2026-2030	2,540,000	769,961	3,309,961
2031-2035	2,430,000	224,049	2,654,049
2036-2040	100,000	15,625	115,625
2041-2042	50,000	1,563	51,563
Totals	7,275,000	2,184,338	9,459,338

Gladden Farms II – CFD General Obligation Bonds - 2019			
Fiscal Year	Principal	Interest	Total
2021	0	49,544	49,544
2022	30,000	48,944	78,944
2023	35,000	47,644	82,644
2024	35,000	46,244	81,244
2025	35,000	44,844	79,844
2026-2030	205,000	200,618	405,618
2031-2035	250,000	157,031	407,031
2036-2040	295,000	104,344	399,344
2041-2045	360,000	38,528	398,528
Totals	1,245,000	737,741	1,982,741

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 2020-21 the rate for debt service was \$2.50/\$100 of assessed valuation.

Saguaro Springs - CFD General Obligation Bonds - 2018			
Fiscal Year	Principal	Interest	Total
2021	105,000	140,100	245,100
2022	105,000	138,000	243,000
2023	105,000	135,375	240,375
2024	110,000	132,150	242,150
2025	115,000	128,775	243,775
2026-2030	625,000	579,925	1,204,925
2031-2035	765,000	442,100	1,207,100
2036-2040	930,000	273,000	1,203,000
2041-2044	885,000	72,500	957,500
Totals	3,745,000	2,041,925	5,786,925

Saguaro Springs - CFD General Obligation Bonds - 2019			
Fiscal Year	Principal	Interest	Total
2021	55,000	62,400	117,400
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
2026-2030	280,000	257,625	537,625
2031-2035	325,000	201,925	526,925
2036-2040	395,000	139,750	534,750
2041-2044	700,000	70,781	770,781
Totals	1,950,000	967,306	2,917,306

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
2021	1,721,000	184,838	1,905,838
2022	1,508,000	153,487	1,661,487
2023	1,537,000	123,931	1,660,931
2024	1,566,000	93,806	1,659,806
2025	1,595,000	63,112	1,658,112
2026	1,625,000	31,850	1,656,850
Totals	9,552,000	651,024	10,203,024

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
2021	186,000	12,220	198,220
2022	193,000	7,426	200,426
2023	197,000	2,492	199,492
Totals	576,000	22,138	598,138

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 2020-2021, both 2019 series WIFA loans are showing estimated schedules based on the full loan amount. As of the start of the fiscal year, these loans have not been fully drawn down.

Water Infrastructure Finance Authority Loan - 2010			
Fiscal Year	Principal	Interest	Total
2021	239,614	38,506	278,120
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
2026-2030	1,471,533	55,269	1,526,802
Totals	2,742,864	211,028	2,953,892

Water Infrastructure Finance Authority Loan - 2019 Adonis			
Fiscal Year	Principal	Interest	Total
2021	29,711	3,439	33,150
2022	30,457	6,724	37,181
2023	31,220	6,413	37,633
2024	32,003	6,095	38,098
2025	32,806	5,768	38,574
2026-2030	176,793	23,645	200,438
2031-2035	200,103	14,160	214,263
2036-2039	178,918	3,663	182,581
Totals	712,011	69,907	781,918

Water Infrastructure Finance Authority (WIFA) Loans continued

Water Infrastructure Finance Authority Loan - 2019			
Fiscal Year	Principal	Interest	Total
2021	605,176	96,627	701,803
2022	619,943	175,423	795,366
2023	635,069	167,266	802,335
2024	650,565	158,909	809,474
2025	666,439	150,348	816,787
2026-2030	3,584,193	615,843	4,200,036
2031-2035	4,043,330	368,236	4,411,566
2036-2039	3,604,523	95,129	3,699,652
Totals	14,409,238	1,827,781	16,237,019

Water Infrastructure Finance Authority Loan - 2020			
Fiscal Year	Principal	Interest	Total
2021	0	0	0
2022	19,187	12,128	31,315
2023	19,839	10,362	30,201
2024	20,514	9,979	30,493
2025	21,211	9,583	30,794
2026-2030	117,376	41,480	158,856
2031-2035	138,734	29,342	168,076
2036-2040	163,977	14,995	178,972
2041	73,662	700	74,362
Totals	574,500	128,569	703,069

Water Infrastructure Finance Authority (WIFA) Loans continued

Water Infrastructure Finance Authority Loan-2020 Adonis II			
Fiscal Year	Principal	Interest	Total
2021	0	0	0
2022	7,932	5,014	12,946
2023	8,202	4,284	12,486
2024	8,480	4,125	12,605
2025	8,768	3,962	12,730
2026-2030	48,524	17,148	65,672
2031-2035	57,353	12,130	69,483
2036-2040	67,789	6,199	73,988
2041	30,452	289	30,741
Totals	237,500	53,151	290,651

SCHEDULE OF CARRYOVER REQUESTS

Schedule of Carryover Requests	FY 2021 Budget
GENERAL FUND	
Downtown Visitor Center	483,161
Pines, Road Stabilization	477,000
Adonis Subdivision Drainage Improvements	203,145
Court Jury Assembly Room	138,764
Parks Department Master Plan	71,838
Total for General Fund	\$1,373,908
HIGHWAY USER REVENUE FUND	
Adonis Subdivision Drainage Improvements	198,955
Total for Highway User Revenue Fund	\$198,955
SOUTH BENEFIT AREA FUND	
Twin Peaks Road, Rattlesnake Pass Widening	500,000
Total for South Benefit Area Fund	\$500,000
PARK IMPACT FUND	
Santa Cruz Shared Use Path at CalPortland	209,841
Parks Department Master Plan	115,000
TABY Downtown Roundabout	5,347
Total for Park Impact Fund	\$330,188
DOWNTOWN REN	
Marana Road Realignment	343,595
Total for Downtown Ren Fund	\$343,595
TRANSPORTATION	
Ina Road Bridge	2,070,327
Camino De Oeste Road Reconstruction	1,598,261
Lon Adams Road Reconstruction	1,512,840
Adonis Subdivision Drainage Improvements	989,465
Avra Valley Road Pavement Reconstruction	800,000
Tangerine Road Widening, I10 to Town	452,964
Continental Ranch, Blk 29,36-38,40	411,566
Tortolita Road Sidewalks	231,171
Tangerine Road Widening, I10 to Dove Mountain	200,000
Marana Main Street Settlement Repair	150,000
Ina Road Pavement Reconstruction	147,677
Thornydale Road North Widening	68,237
Barnett Channel, Tangerine Farms Conarch	50,000
Adonis Road Extension	31,009
Sandario Road Drainage Improvement	4,175
Total for Transportation Fund	\$8,717,692

Schedule of Carryover Requests Continued	FY 2021 Budget
PAG	
TABY Downtown Roundabout	48,112
Total for PAG Fund	<u>\$48,112</u>
OTHER CAPITAL FUND	
Avra Valley Road Pavement Reconstruction	1,860,766
Total for Other Capital Fund	<u>\$1,860,766</u>
WATER CAPITAL	
Picture Rocks Water Treatment Campus	4,107,266
Airline/Lambert Water Treatment Campus	4,050,169
NW Recharge, Recovery, and Delivery System	396,686
SCADA and Integrated Telemetry	111,356
Potable Water System Master Plan Update	65,000
Total for Water Capital Fund	<u>\$8,730,477</u>
WATER IMPACT	
Marana Park Reservoir	1,245,979
Marana Park Well	251,970
Continental Reserve 24 Inch Tie-in	191,137
Tangerine W to X Zone Booster and PRV	34,830
Total for Water Impact Fund	<u>\$1,723,915</u>
AIRPORT CAPITAL	
Airport MIRL, Beacon, PAPI Replacements	342,800
Airport Drainage Study	175,000
Airport Runway 30 Safety Study	175,000
Rehab of Transient, Tie Down Heli, Terminal Aprons	25,000
Total for Airport Capital Fund	<u>\$717,800</u>
WASTEWATER CAPITAL	
Adonis Sewer Connection & Rehabilitation	1,186,564
Total for Wastewater Capital Fund	<u>\$1,186,564</u>
WASTEWATER IMPACT	
Clark Farms Flow Split	452,000
Marana Road, Sanders Road 21 Inch Main	235,950
Total for Wastewater Impact Fund	<u>\$687,950</u>
Grand Total	<u><u>\$26,419,922</u></u>

VEHICLE REPLACEMENT SCHEDULE

Vehicle Replacement Schedule	FY 2021 Budget
RICO FUND	
Unit 592-2100 Jeep Cherokee; Replace with Honda Accord or Nissan Altima	50,000
Total for RICO Fund	\$50,000
POLICE IMPOUND FUND	
Unit 586-2013 Victory MC; Replace with new BMW MC	36,500
Total for Police Impound Fund	\$36,500
WATER FUND - CAPITAL	
Unit 726-2003 Vermeer E550 excavator; Replace with equivalent	72,500
Unit 2005-2009 Ford F350 4x4 with utility bed; Replace with equivalent	63,500
Unit 716-2000 Carson dump trailer-Water; Replace with equivalent	16,800
Total for Water - Capital Fund	\$152,800
VEHICLE REPLACEMENT FUND	
Unit 575-2013 Chevy Caprice; Replace with Durango Pursuit	65,400
Unit 531-2011 Crown Vic; Replace with PPV Tahoe	68,900
Unit 553-2011 Crown Vic; Replace with PPV Tahoe	68,900
Unit 556-2011 Crown Vic; Replace with PPV Tahoe	68,900
Unit 560-2011 Crown Vic; Replace with PPV Tahoe	68,900
Unit 561-2011 Crown Vic; Replace with PPV Tahoe	68,900
Unit 562-2011 Crown Vic; Replace with PPV Tahoe	68,900
Unit 563-2011 Crown Vic; Replace with PPV Tahoe	68,900
Unit 8804-2009 Kubota RTV; Replace with equivalent	15,500
Unit 546-2011 Tahoe PPV. Replace with PPV Tahoe	61,300
Unit 120-2006 Toyota Camry; Replace with equivalent or SUV	33,500
Unit 585-2013 Chevy Caprice; Replace with PPV Tahoe	68,900
Unit 526-2010 Tahoe PPV; Replace with PPV Tahoe	68,900
Unit 588-2007 Infiniti M35 Sedan; Replace with van	48,500
Unit 551-2011 Crown Vic K9; Replace with Tahoe PPV K9	72,500
Total for Vehicle Replacement Fund	\$916,800
Grand Total	\$1,156,100

ADOPTED AUTHORIZED POSITION SCHEDULE FISCAL YEAR 2020 - 2021

	2018 Adopted	2018 Actual	2019 Adopted	2019 Actual	2020 Adopted	2020 Estimated	2021 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	1.00
Executive Assistant to the Town Manager	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Customer Service Clerk	1.00	1.00	1.00	-	-	-	-
Assistant to the Town Manager	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Customer Service Representative	1.00	1.00	1.00	2.00	-	-	-
Communication and Marketing Division							
Communications Manager	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Communications Specialist	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Graphic Designer	1.00	1.00	1.00	1.50	1.50	1.50	1.50
Marketing & Design Associate (Tourism & Marketing)	0.50	0.50	0.50	-	-	-	-
Special Events Division							
Special Events Coordinator	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Special Events Programmer	-	1.00	1.00	1.00	1.00	1.00	1.00
Total Town Manager Office	12.50	13.50	13.50	13.50	11.50	11.50	11.50
Town Clerk							
Town Clerk	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Deputy Town Clerk	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Executive Assistant	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Records Clerk	2.00	2.00	2.00	2.00	2.00	2.00	2.00
Total Town Clerk	5.00	5.00	5.00	5.00	5.00	5.00	5.00

ADOPTED AUTHORIZED POSITION SCHEDULE FISCAL YEAR 2020 - 2021

	2018 Adopted	2018 Actual	2019 Adopted	2019 Actual	2020 Adopted	2020 Estimated	2021 Budget
Human Resources							
Human Resources Director	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Human Resources Deputy Director	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Sr. Human Resources Analyst	2.00	2.00	2.00	2.00	2.00	2.00	2.00
Human Resources Analyst	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Executive Assistant	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Safety Division							
Emergency Management and Safety Coordinator	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Total Human Resources	7.00	7.00	7.00	7.00	7.00	7.00	7.00
Finance							
Finance Director	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Finance Deputy Director	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Revenue & Customer Manager	-	-	-	-	1.00	1.00	1.00
Budget Analyst	1.00	1.00	1.00	1.00	1.00	1.00	-
Payroll Administrator	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Procurement Officer	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Procurement Agent	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Grants Manager	-	1.00	1.00	1.00	1.00	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
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	0.50
Asset Administrator	1.00	-	-	-	1.00	1.00	1.00
Customer Service Representative	-	-	-	-	2.00	2.00	2.00
Total Finance	12.25	12.25	12.25	12.25	16.25	16.25	16.25

ADOPTED AUTHORIZED POSITION SCHEDULE FISCAL YEAR 2020 - 2021

	2018 Adopted	2018 Actual	2019 Adopted	2019 Actual	2020 Adopted	2020 Estimated	2021 Budget
Legal Department							
Town Attorney	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Deputy Town Attorney	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Senior Assistant Town Attorney	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Assistant Town Attorney	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Legal Assistant	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Legal Document Specialist	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Administrative Assistant	0.50	0.50	0.50	0.50	0.50	0.50	0.50
Associate Town Attorney	-	-	1.00	1.00	1.00	1.00	1.00
Total Legal Department	6.50	6.50	7.50	7.50	7.50	7.50	7.50
Technology Services							
Technology Services Director	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Technology Manager	2.00	2.00	2.00	2.00	2.00	2.00	2.00
Senior Network Administrator	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Network Administrator	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Database Administrator	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Software Developer	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Senior GIS Analyst	1.00	1.00	1.00	1.00	1.00	1.00	1.00
GIS Analyst	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Technology Analyst	1.00	1.00	1.00	2.00	2.00	2.00	2.00
Technology Support Specialist II	2.00	2.00	2.00	2.00	2.00	2.00	2.00
Technology Support Specialist I	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Business Process Analyst	1.00	1.00	1.00	-	-	-	-
Total Technology Services	14.00	14.00	14.00	14.00	14.00	14.00	14.00

ADOPTED AUTHORIZED POSITION SCHEDULE FISCAL YEAR 2020 - 2021

	2018 Adopted	2018 Actual	2019 Adopted	2019 Actual	2020 Adopted	2020 Estimated	2021 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
Marketing & Design Associate (Tourism & Marketing)	0.50	0.50	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
Grants & Housing Coordinator	1.00	-	-	-	-	-	-
Community Outreach Coordinator	-	1.00	1.00	1.00	1.00	1.00	1.00
Housing Rehabilitation Specialist	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Community Services Specialist	-	-	-	1.00	1.00	-	-
Executive Assistant	-	-	-	-	-	1.00	1.00
Code Enforcement Division							
Code Enforcement Official	1.00	-	-	-	-	-	-
Chief Code Enforcement & Animal Control Officer	-	1.00	1.00	1.00	1.00	1.00	1.00
Code Enforcement Officer II	2.00	1.00	1.00	1.00	1.00	1.00	1.00
Code Enforcement Officer I	-	-	-	-	1.00	1.00	1.00
Animal Services Division							
Animal Control Officer	2.00	3.00	3.00	3.00	3.00	3.00	3.00
Total Community & Neighborhood Services	8.00	8.00	8.00	9.00	10.00	10.00	10.00

ADOPTED AUTHORIZED POSITION SCHEDULE FISCAL YEAR 2020 - 2021

	2018 Adopted	2018 Actual	2019 Adopted	2019 Actual	2020 Adopted	2020 Estimated	2021 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
Business Process Analyst	-	1.00	1.00	1.00	1.00	-	-
Executive Assistant	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Building Safety							
Building Safety Director	-	-	-	-	-	-	-
Chief Building Official	-	1.00	1.00	1.00	1.00	1.00	1.00
Assistant Building Official	-	-	-	1.00	1.00	1.00	1.00
Building Safety Manager	1.00	1.00	1.00	-	-	-	-
Chief Building Inspector	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Building Safety Coordinator	1.00	-	-	-	-	-	-
Senior Plans Examiner	1.00	2.00	2.00	2.00	2.00	2.00	2.00
Plans Examiner	1.00	-	-	1.00	1.00	1.00	1.00
Building Inspector II	2.00	3.00	3.00	2.00	2.00	2.00	2.00
Building Inspector I	1.00	1.00	1.00	1.00	1.00	1.00	2.00
Permit Clerk	3.00	3.00	3.00	3.00	3.00	3.00	2.00
Development Coordinator	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Planning							
Planning Director	1.00	1.00	1.00	-	-	-	-
Environmental Project Manager	1.00	1.00	1.00	-	-	-	-
Principal Planner	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Senior Planner	4.00	4.00	4.00	5.00	5.00	5.00	5.00
Business Process Analyst	1.00	-	-	-	-	-	-
Development Coordinator	1.00	-	-	-	-	-	-
Total Development Services Department	23.00	23.00	23.00	22.00	22.00	22.00	22.00

ADOPTED AUTHORIZED POSITION SCHEDULE FISCAL YEAR 2020 - 2021

	2018 Adopted	2018 Actual	2019 Adopted	2019 Actual	2020 Adopted	2020 Estimated	2021 Budget
Engineering							
Town Engineer	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Engineering Deputy Director	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Traffic Division Manager	1.00	1.00	1.00	-	-	-	-
Civil Engineer	1.00	1.00	1.00	1.00	-	-	-
Environmental Project Manager	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Engineering Specialist	3.00	3.00	3.00	2.00	2.00	2.00	2.00
Engineering Aide	1.00	1.00	1.00	-	-	-	-
Construction Manager	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
Senior Executive Assistant	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Capital Improvement Program							
CIP Engineering Division Manager	2.00	2.00	2.00	2.00	2.00	2.00	2.00
Project Manager	1.00	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	2.00	2.00	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	1.00	1.00	-	-	-
Project Coordinator - CIP	2.00	1.00	1.00	1.00	1.00	1.00	1.00
Engineering Document Clerk	1.00	1.00	1.00	1.00	1.00	-	-
Real Property Clerk	-	-	-	-	-	1.00	1.00
Total Engineering	24.00	24.00	24.00	22.00	20.00	20.00	20.00

ADOPTED AUTHORIZED POSITION SCHEDULE FISCAL YEAR 2020 - 2021

	2018 Adopted	2018 Actual	2019 Adopted	2019 Actual	2020 Adopted	2020 Estimated	2021 Budget
Police							
Chief of Police	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Deputy Chief of Police	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Police Captain	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Police Lieutenant	2.00	2.00	2.00	2.00	2.00	2.00	3.00
Police Sergeant	11.00	11.00	11.00	11.00	11.00	11.00	13.00
Police Officer	71.00	71.00	71.00	71.00	74.00	74.00	66.00
Police Detective	-	-	-	-	-	-	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
Police Telecommunications Supervisor	2.00	2.00	2.00	1.00	1.00	1.00	1.00
Dispatcher	12.00	12.00	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
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 Clerk	-	-	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	115.00	115.00	118.00	118.00	121.00	121.00	121.00

ADOPTED AUTHORIZED POSITION SCHEDULE FISCAL YEAR 2020 - 2021

	2018 Adopted	2018 Actual	2019 Adopted	2019 Actual	2020 Adopted	2020 Estimated	2021 Budget
Courts							
Town Magistrate	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Court Operations Specialist	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Court Administrator	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Court Probation Monitor	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Court Security Officer	2.00	2.00	2.00	2.00	2.00	2.00	2.00
Court Collections Specialist	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Court Supervisor	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Senior Courtroom Specialist	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Courtroom Specialist	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Court Clerk	4.00	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
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
Traffic Manager	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Community Response Manager	1.00	-	-	-	-	-	-
Executive Assistant	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Fleet Division							
Superintendent	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Lead Fleet Technician	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Equipment Mechanic	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Fleet Technician II	2.00	2.00	2.00	2.00	2.00	2.00	2.00
Fleet Technician I	1.00	1.00	1.00	1.00	1.00	1.00	1.00

ADOPTED AUTHORIZED POSITION SCHEDULE FISCAL YEAR 2020 - 2021

	2018 Adopted	2018 Actual	2019 Adopted	2019 Actual	2020 Adopted	2020 Estimated	2021 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	1.00
Signs & Markings Technician	1.00	-	-	-	-	-	-
Signs & Marking Specialist	-	-	-	1.00	1.00	1.00	1.00
Public Works Supervisor	2.00	2.00	2.00	2.00	2.00	2.00	2.00
Equipment Operator II	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Equipment Operator I	2.00	2.00	2.00	2.00	3.00	3.00	3.00
Maintenance Associate II	4.00	3.00	3.00	4.00	4.00	4.00	4.00
Assets Coordinator	-	1.00	1.00	1.00	1.00	1.00	1.00
Maintenance Associate III	7.00	7.00	7.00	7.00	7.00	7.00	7.00
Maintenance Associate I	2.00	2.00	2.00	1.00	1.00	1.00	1.00
Engineering Aide	-	-	-	1.00	1.00	1.00	1.00
Engineering Specialist	-	-	-	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	-	1.00	2.00	2.00	2.00	2.00	2.00
Facilities Technician III	1.00	-	-	-	-	-	-
Facilities Technician II	1.00	1.00	1.00	1.00	2.00	2.00	2.00
Facilities Technician I	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Total Public Works Department	38.00	38.00	39.00	41.00	44.00	44.00	44.00
Parks & Recreation							
Admin							
Parks and Recreation Director	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Parks and Recreation Deputy Director	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Executive Assistant	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Superintendent	-	1.00	1.00	1.00	1.00	1.00	1.00
Business Process Manager	-	-	-	-	1.00	1.00	1.00

ADOPTED AUTHORIZED POSITION SCHEDULE FISCAL YEAR 2020 - 2021

	2018 Adopted	2018 Actual	2019 Adopted	2019 Actual	2020 Adopted	2020 Estimated	2021 Budget
Parks & Recreation, continued							
Recreation Division							
Recreation Coordinator	3.00	3.00	1.00	1.00	1.00	-	-
Recreation Supervisor	-	-	-	-	-	1.00	1.00
Recreation Programmer	2.00	2.00	1.00	1.00	1.00	1.00	1.00
Business Services Coordinator	1.00	-	-	-	-	-	-
Recreation Assistant	1.00	-	-	-	-	-	-
Maintenance Division							
Superintendent	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Parks Maintenance Supervisor	2.00	2.00	2.00	2.00	3.00	3.00	3.00
Irrigation Control Specialist	1.00	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	1.00
Maintenance Associate III	12.00	11.00	10.00	10.00	10.00	10.00	10.00
Maintenance Associate II	-	-	-	4.00	4.00	4.00	4.00
Maintenance Associate I	-	-	-	5.00	5.00	5.00	5.00
Attendant	10.00	10.00	9.00	-	-	-	-
Aquatics Division							
Recreation Coordinator	-	-	1.00	1.00	1.00	-	-
Recreation Supervisor	-	-	-	-	-	1.00	1.00
Recreation Programmer	-	-	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	1.00	1.00	-	-
Recreation Supervisor	-	-	-	-	-	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
Maintenance Associate III	-	-	1.00	1.00	1.00	1.00	1.00
Maintenance Associate I	-	-	1.00	1.00	1.00	1.00	1.00
Total Parks Department	41.00	40.00	40.00	40.00	42.00	42.00	42.00

ADOPTED AUTHORIZED POSITION SCHEDULE FISCAL YEAR 2020 - 2021

	2018 Adopted	2018 Actual	2019 Adopted	2019 Actual	2020 Adopted	2020 Estimated	2021 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 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
Water Quality Specialist	-	-	-	1.00	1.00	1.00	-
Water Quality Technician	1.00	1.00	1.00	-	2.00	2.00	2.00
Water Construction Inspector	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Electrician	-	-	-	-	-	-	1.00
Water Mechanic	1.00	1.00	-	-	-	-	-
Water Operator III	1.00	2.00	2.00	2.00	2.00	2.00	2.00
Water Operator II	7.00	6.00	6.00	6.00	6.00	6.00	7.00
Water Operator I	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Civil Engineer	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Water Billing Specialist	2.00	2.00	2.20	2.20	2.60	2.60	2.60
SCADA Administrator	-	1.00	1.00	1.00	1.00	1.00	1.00
Water Technology Coordinator	1.00	-	-	-	-	-	-
Water Technology Support Specialist II	-	-	1.00	1.00	1.00	1.00	1.00
Assets Coordinator	-	-	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	24.00	24.00	25.20	25.20	27.60	27.60	29.60

ADOPTED AUTHORIZED POSITION SCHEDULE FISCAL YEAR 2020 - 2021

	2018 Adopted	2018 Actual	2019 Adopted	2019 Actual	2020 Adopted	2020 Estimated	2021 Budget
Waste Water Department							
Water Reclamation Operations Manager	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Chief Water Reclamation Operator	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Water Reclamation Operator II	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
Associate Water Reclamation Mechanic	-	-	1.00	1.00	1.00	1.00	1.00
Total Waste Water Department	5.00	5.00	7.00	7.00	7.00	7.00	7.00
Airport Operations							
Airport Director	1.00	1.00	1.00	1.00	1.00	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
Maintenance Associate	1.00	-	-	-	-	-	-
Total Airport Operations	3.00	3.00	3.00	3.00	3.00	3.00	3.00
TOTAL TOWN AUTHORIZED POSITIONS	355.75	355.75	363.95	363.95	375.35	375.35	377.35



Salary Schedules Fiscal Year 2020-2021

Classified Positions

Exempt Positions

Job Code	Job Title	FLSA** Status	Minimum	Midpoint	Maximum	
			\$49,578.13	\$61,973.46	\$74,367.73	Annual
GRADE 109						
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				
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			\$54,536.48	\$68,170.60	\$81,804.72	Annual
719	Chief Water Reclamation Operator	Exempt				
237	CIP Process Analyst	Exempt				
330	Database Administrator	Exempt				
202	Economic Development Specialist	Exempt				
341	Network Administrator	Exempt				
214	Payroll Administrator	Exempt				
211	Procurement Officer	Exempt				
285	Revenue and Customer Service Manager	Exempt				
325	Safety & Emergency Management Coordinator	Exempt				
221	Senior Budget Analyst	Exempt				
206	Senior Human Resources Analyst	Exempt				
268	Technology Analyst	Exempt				
GRADE 111			\$60,535.37	\$75,668.66	\$90,803.04	Annual
655	Asset Systems Manager	Exempt				
222	Associate Town Attorney	Exempt				
124	Assistant Building Official	Exempt				
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				
320	Software Developer	Exempt				
502	Superintendent	Exempt				
201	Tourism & Marketing Manager	Exempt				

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

**Fair Labor Standards Act

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

**Fair Labor Standards Act

Job Code	Job Title	FLSA** Status	Minimum	Midpoint	Maximum	
GRADE 210			\$35,732.84	\$43,772.04	\$51,812.28	Annual
			\$17.1792	\$21.0443	\$24.9098	Hourly
660	Assets Coordinator	Non-exempt				
450	Court Collections Specialist	Non-exempt				
620	Courtroom Specialist	Non-exempt				
434	Development Coordinator	Non-exempt				
336	Engineering Aide	Non-exempt				
749	Facilities Technician II	Non-exempt				
614	Fleet Technician I	Non-exempt				
604	Maintenance Associate III	Non-exempt				
547	Project Coordinator-CIP	Non-exempt				
323	Real Property Coordinator	Non-exempt				
418	Senior Accounting Associate	Non-exempt				
			\$38,234.04	\$46,835.88	\$55,438.76	Annual
GRADE 211			\$18.3818	\$22.5173	\$26.6532	Hourly
729	Associate Water Reclamation Mechanic	Non-exempt				
453	Court Operations Specialist	Non-exempt				
242	Court Probation Monitor	Non-exempt				
812	Court Security Officer	Non-exempt				
810	Crime Scene Specialist	Non-exempt				
448	Dispatcher	Non-exempt				
741	Equipment Operator I	Non-exempt				
438	Executive Assistant	Non-exempt				
508	Fleet Technician II	Non-exempt				
312	GIS Technician	Non-exempt				
744	Irrigation Control Technician	Non-exempt				
445	Police Records Specialist	Non-exempt				
466	Recreation Programmer	Non-exempt				
455	Senior Court Clerk	Non-exempt				
621	Senior Courtroom Specialist	Non-exempt				
704	Signs and Markings Technician I	Non-exempt				
441	Special Events Programmer	Non-exempt				

**Fair Labor Standards Act

Job Code	Job Title	FLSA** Status	Minimum	Midpoint	Maximum	
GRADE 212			\$41,292.42	\$50,583.26	\$59,874.36	Annual
			\$19.8521	\$24.3189	\$28.7857	Hourly
209	Accountant	Non-exempt				
527	Animal Control Officer	Non-exempt				
616	Equipment Mechanic	Non-exempt				
743	Equipment Operator II	Non-exempt				
414	Human Resources Specialist	Non-exempt				
426	Legal Assistant	Non-exempt				
309	Technology Support Specialist I	Non-exempt				
371	Traffic Technician I	Non-exempt				
736	Water Operator I	Non-exempt				
GRADE 213			\$44,596.50	\$54,629.90	\$64,664.34	Annual
			\$21.4406	\$26.2644	\$31.0886	Hourly
518	Building Inspector I	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				

**Fair Labor Standards Act

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

Additional Pay (Applies only to Non Exempt Positions)

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

Classified Sworn Positions

Non-Exempt Positions

Job Code	Grade	Job Title	FLSA ** Status			
807	POR	Police Recruit	Non-Exempt	Flat Rate		
			Annual		\$46,349.94	
			Hourly		\$22.2836	
806	PO	Police Officer	Non-Exempt	Minimum	Midpoint	Maximum
			Annual	\$49,594.22	\$59,688.98	\$69,783.74
			Hourly	\$23.8434	\$28.6966	\$33.5499
804	DET	Police Detective	Non-Exempt	Minimum	Midpoint	Maximum
			Annual	\$53,313.94	\$64,165.71	\$75,017.49
			Hourly	\$25.6317	\$30.8489	\$36.0661
802	SGT	Police Sergeant	Non-Exempt	Minimum	Midpoint	Maximum
			Annual	\$71,627.66	\$79,345.50	\$87,063.08
			Hourly	\$34.4364	\$38.1469	\$41.8572

Exempt Positions

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

Police Officer Special Assignments Pays

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

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

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

**Fair Labor Standards Act

Unclassified Positions

Exempt Positions

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

**Fair Labor Standards Act

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	\$12.00	\$13.00	\$14.00	\$15.00

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

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

Additional Pay (Applies only to Non-Exempt position)

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

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

APPENDICES

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

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MARANA RESOLUTION NO. 2020-078

RELATING TO BUDGET; ADOPTING THE TOWN OF MARANA'S FISCAL YEAR 2020-2021 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 June 23, 2020, 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 July 21, 2020, 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 July 21, 2020, 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).

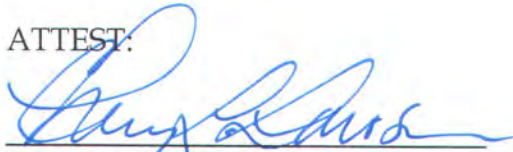
NOW, THEREFORE, BE IT RESOLVED by the Mayor and Council of the Town of Marana, Arizona, that the said estimates of revenues and expenditures/expenses shown on the accompanying schedules, attached hereto as Exhibit A and incorporated herein by this reference, as now increased, reduced, or changed, are hereby adopted as the budget of the Town of Marana for the fiscal year 2020-2021.

PASSED AND ADOPTED BY THE MAYOR AND COUNCIL OF THE TOWN OF MARANA, Arizona, this 21st day of July, 2020.



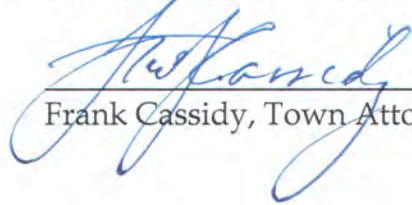
Mayor Ed Honea

ATTEST:



Cherry L. Lawson, Town Clerk

APPROVED AS TO FORM:



Frank Cassidy, Town Attorney



OFFICIAL BUDGET FORMS

TOWN OF MARANA

Fiscal Year 2021

TOWN OF MARANA
TABLE OF CONTENTS
Fiscal Year 2021

[Resolution for the Adoption of the Budget](#)

[Schedule A—Summary Schedule of Estimated Revenues and Expenditures/Expenses](#)

[Schedule B—Tax Levy and Tax Rate Information](#)

[Schedule C—Revenues Other Than Property Taxes](#)

[Schedule D—Other Financing Sources/\(Uses\) and Interfund Transfers](#)

[Schedule E—Expenditures/Expenses by Fund](#)

[Schedule F—Expenditures/Expenses by Department \(as applicable\)](#)

[Schedule G—Full-Time Employees and Personnel Compensation](#)

TOWN OF MARANA
Summary Schedule of Estimated Revenues and Expenditures/Expenses
Fiscal Year 2021

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	
2020	E 1	51,161,547	10,935,733	13,027,249	23,216,756	0	40,390,310	5,049,200	143,780,795	
2020	E 2	42,075,312	7,018,733	12,755,113	7,218,101	0	21,376,874	3,667,883	94,112,016	
2021	3	42,997,597	11,751,653	5,962,439	29,144,231	0	12,337,835	1,363,273	103,557,028	
2021	B 4	0							0	
2021	B 5			1,272,730	152,727				1,425,457	
2021	C 6	44,636,390	13,153,748	2,426,457	10,082,228	0	16,410,926	4,711,332	91,421,081	
2021	D 7	0	0	6,050,000	0	0	9,344,000	0	15,394,000	
2021	D 8	0	0	0	0	0	0	0	0	
2021	D 9	5,628,966	100,000	5,986,941	0	0	3,154,619	0	14,870,526	
2021	D 10	4,514,884	5,628,966	0	1,680,229	0	3,046,447	0	14,870,526	
2021	11									
LESS:									0	
									0	
									0	
									0	
									0	
2021	12	88,748,069	19,376,435	21,698,567	37,698,957	0	38,200,933	6,074,605	211,797,566	
2021	E 13	54,116,449	15,181,378	15,666,101	29,797,845	0	29,786,160	4,711,332	149,259,265	

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

	2020	2021
1	\$ 143,780,795	\$ 149,259,265
2		
3	143,780,795	149,259,265
4		
5	\$ 143,780,795	\$ 149,259,265
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 2021

	2020	2021
1. Maximum allowable primary property tax levy. A.R.S. §42-17051(A)	\$ _____	\$ _____
2. Amount received from primary property taxation in the current year in excess of the sum of that year's maximum allowable primary property tax levy. A.R.S. §42-17102(A)(18)	\$ _____	
3. Property tax levy amounts		
A. Primary property taxes	\$ _____	\$ _____
B. Secondary property taxes	1,182,845	1,425,457
C. Total property tax levy amounts	\$ 1,182,845	\$ 1,425,457
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	\$ 1,181,780	
(2) Prior years' levies	1,065	
(3) Total secondary property taxes	\$ 1,182,845	
C. Total property taxes collected	\$ 1,182,845	
5. Property tax rates		
A. City/Town tax rate		
(1) Primary property tax rate	_____	_____
(2) Secondary property tax rate	2.8000	2.8000
(3) Total city/town tax rate	2.8000	2.8000
B. Special assessment district tax rates		
Secondary property tax rates - As of the date the proposed budget was prepared, the city/town was operating <u>four</u> special assessment districts for which secondary property taxes are levied. For information pertaining to these special assessment districts and their tax rates, please contact the city/town.		

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

**TOWN OF MARANA
Revenues Other Than Property Taxes
Fiscal Year 2021**

SOURCE OF REVENUES	ESTIMATED REVENUES 2020	ACTUAL REVENUES* 2020	ESTIMATED REVENUES 2021
GENERAL FUND			
Local taxes			
Sales taxes	\$ 26,910,247	\$ 27,544,103	\$ 24,389,464
Licenses and permits			
Building and development fees	3,851,200	4,594,647	3,412,300
Business and license fees	160,000	145,444	145,000
Animal license fees	91,500	86,848	91,500
Franchise fees	495,000	517,249	495,000
Host fees	283,312	307,445	283,312
Intergovernmental			
State shared sales taxes	4,707,099	4,703,115	4,444,645
Urban revenue sharing	5,928,567	6,078,686	7,007,072
Auto lieu	2,204,473	1,965,081	1,984,026
Other			
Charges for services			
Charges for services	494,750	494,326	563,000
Fines and forfeits			
Court fines and fees	402,000	482,091	408,500
Interest on investments			
Interest	777,000	1,080,281	610,000
In-lieu property taxes			
Contributions			
Voluntary contributions	209,600	115,309	188,100
Miscellaneous			
Other miscellaneous	673,919	702,428	614,471
Total General Fund	\$ 47,188,667	\$ 48,817,053	\$ 44,636,390

* 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 2021

SOURCE OF REVENUES	ESTIMATED REVENUES 2020	ACTUAL REVENUES* 2020	ESTIMATED REVENUES 2021
SPECIAL REVENUE FUNDS			
Community development block grants	\$ 150,000	\$ 33,455	\$ 180,000
Affordable housing revolving	10,000	10,730	10,000
Other grants and contributions	3,384,974	1,032,999	8,472,612
RICO	37,500	33,561	37,500
	<u>\$ 3,582,474</u>	<u>\$ 1,110,745</u>	<u>\$ 8,700,112</u>
Impound	\$ 8,000	\$ 15,000	\$ 10,000
Bed tax	1,227,600	1,126,429	1,104,840
Emergency telecommunications	49,200	49,200	
Local JCEF	8,000	8,333	8,000
	<u>\$ 1,292,800</u>	<u>\$ 1,198,962</u>	<u>\$ 1,122,840</u>
Fill the GAP	\$ 4,500	\$ 3,001	\$ 4,500
Local technology enhancement	45,000	44,243	45,000
Highway user revenue	3,655,329	3,655,925	3,281,296
	<u>\$ 3,704,829</u>	<u>\$ 3,703,169</u>	<u>\$ 3,330,796</u>
Total Special Revenue Funds	<u>\$ 8,580,103</u>	<u>\$ 6,012,876</u>	<u>\$ 13,153,748</u>

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

DEBT SERVICE FUNDS

Tangerine farms road improvement district	\$ 2,873,670	\$ 2,048,936	\$ 2,208,220
Gladden farms CFD debt	29,149		212,000
Gladden farms II CFD debt	4,031	457	5,360
Saguaro springs CFD debt			877
	<u>\$ 2,906,850</u>	<u>\$ 2,049,393</u>	<u>\$ 2,426,457</u>
Total Debt Service Funds	<u>\$ 2,906,850</u>	<u>\$ 2,049,393</u>	<u>\$ 2,426,457</u>

**TOWN OF MARANA
Revenues Other Than Property Taxes
Fiscal Year 2021**

SOURCE OF REVENUES	ESTIMATED REVENUES 2020	ACTUAL REVENUES* 2020	ESTIMATED REVENUES 2021
CAPITAL PROJECTS FUNDS			
Transportation	\$ 5,421,050	\$ 7,779,390	\$ 5,800,000
Impact fee funds	2,186,196	2,359,734	1,767,304
Other capital projects	937,587	336,995	2,238,312
	<u>\$ 8,544,833</u>	<u>\$ 10,476,119</u>	<u>\$ 9,805,616</u>
Downtown reinvestment	\$ 234,000	\$ 218,504	\$ 228,500
Regional transportation authority	35,000	16,954	
Pima association of governments	75,000	22,263	48,112
	<u>\$ 344,000</u>	<u>\$ 257,721</u>	<u>\$ 276,612</u>
Vanderbilt farms CFD capital	\$ 27,500	\$	\$
	<u>\$ 27,500</u>	<u>\$</u>	<u>\$</u>
Total Capital Projects Funds	<u>\$ 8,916,333</u>	<u>\$ 10,733,840</u>	<u>\$ 10,082,228</u>

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

PERMANENT FUNDS

	\$	\$	\$
	<u>\$</u>	<u>\$</u>	<u>\$</u>
Total Permanent Funds	<u>\$</u>	<u>\$</u>	<u>\$</u>

ENTERPRISE FUNDS

Water utility	\$ 9,116,785	\$ 9,847,339	\$ 8,828,189
Airport	6,730,663	2,024,104	3,781,033
Wastewater utility	3,199,548	3,811,521	3,801,704
	<u>\$ 19,046,996</u>	<u>\$ 15,682,964</u>	<u>\$ 16,410,926</u>
Total Enterprise Funds	<u>\$ 19,046,996</u>	<u>\$ 15,682,964</u>	<u>\$ 16,410,926</u>

**TOWN OF MARANA
Revenues Other Than Property Taxes
Fiscal Year 2021**

SOURCE OF REVENUES	ESTIMATED REVENUES 2020	ACTUAL REVENUES* 2020	ESTIMATED REVENUES 2021
* Includes actual revenues recognized on the modified accrual or accrual basis as of the date the proposed budget was prepared, plus estimated revenues for the remainder of the fiscal year.			
INTERNAL SERVICE FUNDS			
Health benefits	\$ 4,712,720	\$ 4,249,783	\$ 4,414,173
Dental benefits	336,480	331,924	297,159
	<u>5,049,200</u>	<u>4,581,707</u>	<u>4,711,332</u>
Total Internal Service Funds	\$ 5,049,200	\$ 4,581,707	\$ 4,711,332
TOTAL ALL FUNDS	\$ 91,688,149	\$ 87,877,833	\$ 91,421,081

* 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 2021**

FUND	OTHER FINANCING 2021		INTERFUND TRANSFERS 2021	
	SOURCES	(USES)	IN	(OUT)
GENERAL FUND				
Other grants and contributions	\$	\$	\$ 5,628,966	\$ 100,000
2013 debt service				1,256,350
2014 debt service				801,941
2017 debt service				441,271
Airport				325,145
Water utility				1,590,177
Total General Fund	\$	\$	\$ 5,628,966	\$ 4,514,884
SPECIAL REVENUE FUNDS				
Other grants and contributions	\$	\$	\$ 100,000	\$ 5,628,966
Total Special Revenue Funds	\$	\$	\$ 100,000	\$ 5,628,966
DEBT SERVICE FUNDS				
2013 debt service	\$	\$	\$ 3,063,500	\$
2014 debt service			801,941	
2017 debt service			2,121,500	
Saguaro springs CFD debt service	1,750,000			
Gladden Farms CFD debt service	4,300,000			
Total Debt Service Funds	\$ 6,050,000	\$	\$ 5,986,941	\$
CAPITAL PROJECTS FUNDS				
Transportation	\$	\$	\$	\$ 693,731
Impact fees				986,498
Total Capital Projects Funds	\$	\$	\$	\$ 1,680,229
PERMANENT FUNDS				
	\$	\$	\$	\$
Total Permanent Funds	\$	\$	\$	\$
ENTERPRISE FUNDS				
Airport	\$	\$	\$ 325,145	\$
Water utility	8,157,435		1,812,404	1,530,337
Wastewater utility	1,186,565		1,017,070	1,516,110
Total Enterprise Funds	\$ 9,344,000	\$	\$ 3,154,619	\$ 3,046,447
INTERNAL SERVICE FUNDS				
	\$	\$	\$	\$
Total Internal Service Funds	\$	\$	\$	\$
TOTAL ALL FUNDS	\$ 15,394,000	\$	\$ 14,870,526	\$ 14,870,526

TOWN OF MARANA
Expenditures/Expenses by Fund
Fiscal Year 2021

FUND/DEPARTMENT	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2020	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2020	ACTUAL EXPENDITURES/ EXPENSES* 2020	BUDGETED EXPENDITURES/ EXPENSES 2021
GENERAL FUND				
Non-departmental	\$ 2,074,932	\$	\$ 2,016,866	\$ 3,021,843
Mayor and council	349,616		334,891	350,244
Town manager	1,870,089		1,604,838	1,466,235
Town clerk	534,528		449,802	497,112
Human resources	1,142,205		836,855	850,605
Finance	1,522,424		1,313,973	1,486,885
Legal	1,043,625		1,023,520	994,826
Technology services	3,006,286		2,945,992	3,040,575
Economic development and tourism	287,827		233,301	238,458
Development services	2,254,562		2,000,831	1,945,087
Engineering	2,585,051		2,287,853	2,255,403
Police	14,406,429		14,385,206	14,123,519
Courts	1,156,666		1,004,290	1,102,740
Public works	4,947,120		4,434,915	4,059,896
Parks and recreation	4,861,855	(115,000)	3,975,270	4,575,118
Community development	1,164,152		1,059,146	1,086,998
Capital outlay	3,544,180	377,800	2,167,763	2,420,905
Contingency	5,000,000	(852,800)		10,600,000
Total General Fund	\$ 51,751,547	\$ (590,000)	\$ 42,075,312	\$ 54,116,449
SPECIAL REVENUE FUNDS				
Highway user revenue	\$ 5,106,881	\$	\$ 4,785,608	\$ 4,166,655
Revolving affordable housing	93,206		66,680	124,657
Local JCEF	166,000		41,006	90,000
Fill the GAP	34,500			34,500
Local technology	430,000		46,050	488,000
Community development block gran	150,000		31,779	180,000
Bed tax	1,227,600		884,167	1,104,840
Other grants and contributions	3,546,846		1,032,999	8,572,612
RICO	79,500		59,768	337,580
Impound fees	30,200		11,676	82,534
Emergency telecommunications	71,000		59,000	
Total Special Revenue Funds	\$ 10,935,733	\$	\$ 7,018,733	\$ 15,181,378
DEBT SERVICE FUNDS				
Series 2013 debt	\$ 3,042,113	\$	\$ 3,042,113	\$ 3,034,400
Series 2014 debt	792,346		792,346	791,815
Series 2017 debt	2,098,900		2,098,900	2,091,200
Tangerine farms ID debt	3,775,170		2,804,517	2,208,220
Gladden farms CFD debt	532,313		528,513	5,263,200
Saguaro springs CFD debt	1,524,650		2,258,639	2,222,722
Gladden farms II CFD debt	1,261,757		1,230,085	54,544
Total Debt Service Funds	\$ 13,027,249	\$	\$ 12,755,113	\$ 15,666,101

**TOWN OF MARANA
Expenditures/Expenses by Fund
Fiscal Year 2021**

FUND/DEPARTMENT	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2020	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2020	ACTUAL EXPENDITURES/ EXPENSES* 2020	BUDGETED EXPENDITURES/ EXPENSES 2021
CAPITAL PROJECTS FUNDS				
Transportation	\$ 16,434,682	\$	\$ 5,582,781	\$ 20,403,898
One-half percent sales tax	200,000			
Impact fee funds	1,178,491		423,006	3,069,571
Other capital projects	3,844,812	115,000	1,154,860	4,578,767
Downtown reinvestment	474,125			793,595
Pima association of governments	75,000		29,193	48,112
Regional transportation authority	44,996		19,069	
Gladden farms CFD	678,500		3,441	678,500
Gladden farms II CFD	3,550		1,489	5,902
Saguaro springs CFD	139,500		2,737	219,500
Vanderbilt farms CFD	28,100		1,525	
Total Capital Projects Funds	\$ 23,101,756	\$ 115,000	\$ 7,218,101	\$ 29,797,845
PERMANENT FUNDS				
	\$	\$	\$	\$
Total Permanent Funds	\$	\$	\$	\$
ENTERPRISE FUNDS				
Water utility	\$ 27,641,423	\$	\$ 14,584,780	\$ 21,217,580
Airport	7,541,343		2,702,861	4,106,178
Wastewater utility	4,732,544	475,000	4,089,233	4,462,402
Total Enterprise Funds	\$ 39,915,310	\$ 475,000	\$ 21,376,874	\$ 29,786,160
INTERNAL SERVICE FUNDS				
Health benefits	\$ 4,712,720	\$	\$ 3,447,920	\$ 4,414,173
Dental benefits	336,480		219,963	297,159
Total Internal Service Funds	\$ 5,049,200	\$	\$ 3,667,883	\$ 4,711,332
TOTAL ALL FUNDS	\$ 143,780,795	\$	\$ 94,112,016	\$ 149,259,265

* 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 2021**

DEPARTMENT/FUND	ADOPTED BUDGETED EXPENDITURES/ EXPENSES	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED	ACTUAL EXPENDITURES/ EXPENSES*	BUDGETED EXPENDITURES/ EXPENSES
	2020	2020	2020	2021
Economic development and tourism				
General fund	\$ 287,827	\$	\$ 233,301	\$ 238,458
Bed tax fund	314,808		252,284	349,344
Department Total	\$ 602,635	\$	\$ 485,585	\$ 587,802
List Department:				
Police				
General Fund	\$ 14,406,429	\$	\$ 14,385,206	\$ 14,123,519
Grants and contributions	1,121,846		936,126	1,147,612
RICO	79,500		59,768	337,580
Impound fees	30,200		11,676	82,534
Emergency telecommunications	71,000		59,000	
Department Total	\$ 15,708,975	\$	\$ 15,451,776	\$ 15,691,245
List Department:				
Court				
General Fund	\$ 1,156,666	\$	\$ 1,004,290	\$ 1,102,740
Local JCEF	166,000		41,006	90,000
Fill the GAP	34,500			34,500
Local tech enhancement	430,000		46,050	488,000
Department Total	\$ 1,787,166	\$	\$ 1,091,346	\$ 1,715,240
List Department:				
Public works				
General Fund	\$ 4,947,120	\$	\$ 4,434,915	\$ 4,059,896
Highway user revenue fund	5,106,881		4,785,608	4,067,455
Department Total	\$ 10,054,001	\$	\$ 9,220,523	\$ 8,127,351
List Department:				
Community development				
General Fund	\$ 1,164,152	\$	\$ 1,059,146	\$ 1,086,998
CDBG	150,000		66,680	180,000
Revolving affordable housing	93,206		31,779	124,657
Department Total	\$ 1,407,358	\$	\$ 1,157,605	\$ 1,391,655

* 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.

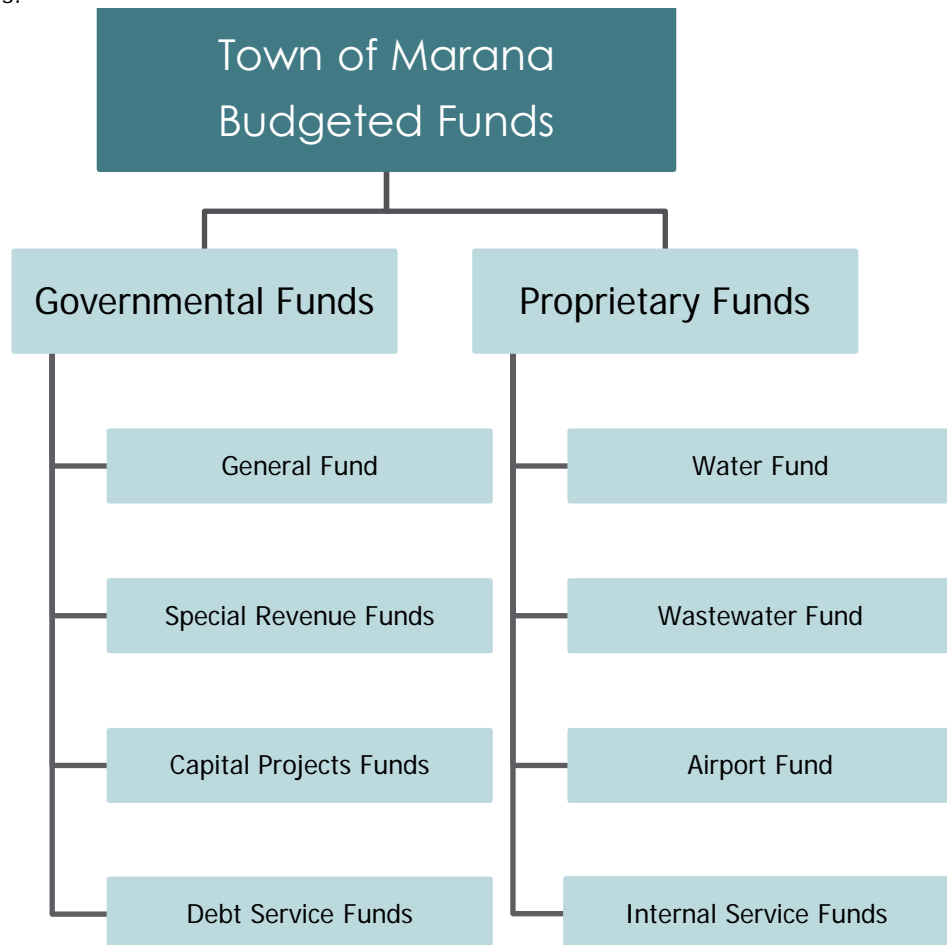
**TOWN OF MARANA
Full-Time Employees and Personnel Compensation
Fiscal Year 2021**

FUND	Full-Time Equivalent (FTE)	Employee Salaries and Hourly Costs	Retirement Costs	Healthcare Costs	Other Benefit Costs	Total Estimated Personnel Compensation
	2021	2021	2021	2021	2021	2021
GENERAL FUND	336.75	\$ 20,534,237	\$ 3,720,756	\$ 4,116,850	\$ 1,972,693	\$ 30,344,536
SPECIAL REVENUE FUNDS						
Bed tax	1.00	\$ 98,013	\$ 11,802	\$ 20,253	\$ 7,639	\$ 137,707
Total Special Revenue Funds	1.00	\$ 98,013	\$ 11,802	\$ 20,253	\$ 7,639	\$ 137,707
ENTERPRISE FUNDS						
Water utility	29.60	\$ 1,625,821	\$ 201,752	\$ 306,353	\$ 153,542	\$ 2,287,468
Airport	3.00	202,845	24,291	39,860	23,667	290,663
Wastewater utility	7.00	398,190	46,500	101,819	36,797	583,306
Total Enterprise Funds	39.60	\$ 2,226,856	\$ 272,543	\$ 448,032	\$ 214,006	\$ 3,161,437
TOTAL ALL FUNDS	377.35	\$ 22,859,106	\$ 4,005,101	\$ 4,585,135	\$ 2,194,338	\$ 33,643,680

SUMMARY OF FUND ACCOUNTING STRUCTURE

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

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



GOVERNMENTAL FUNDS

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

General Fund

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

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

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

Special Revenue Funds

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

Capital Projects Funds

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

Debt Service Funds

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

PROPRIETARY FUNDS

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

Enterprise Funds

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

Internal Service Funds

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

GLOSSARY OF TERMS

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

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

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

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

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

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

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

Budget: A detailed plan with dollar amounts.

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

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

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

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

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

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

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

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

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

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

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

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

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

Disbursement: The expenditure of money from an account.

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

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

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

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

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

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

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

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

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

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

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

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

Goal: An observable and measurable end result having one or more objectives to be achieved within a stated timeframe. Goals are the basic planning tools underlying all

strategic activities. Along with objectives, they serve as the basis for policy and performance appraisals.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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