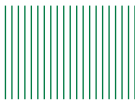


**ANNUAL BUDGET
& FINANCIAL PLAN**

FOR THE FISCAL YEAR
BEGINNING JULY 1, 2023



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Annual Budget and Financial Plan

Town of Marana, Arizona

Fiscal Year 2023 – 2024



Town Council

Ed Honea, Mayor

Jon Post, Vice Mayor

Herb Kai

John Officer

Roxanne Ziegler

Patti Comerford

Jackie Craig

Senior Staff

Jane Fairall, Town Attorney

David Udall, Town Clerk

Yiannis Kalaitzidis, Finance Director

Curry Hale, Human Resources Director

Fausto Burrue, Public Works Director

Ricardo Carlos, Technology Services Director

Lisa Shafer, Community & Neighborhood Svcs Director

Jason Angell, Development Services Director

Laine McDonald, Town Magistrate

Trudi Shumate, Court Administrator

Reuben Nuñez, Chief of Police

Jing Luo, Water Director

Jim Conroy, Parks & Regulation Director

Curt Woody, Economic Development

Town Management

Terry Rozema, Town Manager

Erik Montague, Deputy Town Manager

Prepared By

Yiannis Kalaitzidis, Finance Director

William Knowles, Budget Manager

Ramon Armenta, Visual Communications

Designer

DISTINGUISHED BUDGET PRESENTATION AWARD

The Government Finance Officers Association of the United States and Canada (GFOA) presented an award of Distinguished Budget Presentation to the Town of Marana, Arizona, for its annual budget for the fiscal year beginning July 1, 2022. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communication device.

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



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**Town of Marana
Arizona**

For the Fiscal Year Beginning

July 01, 2022

Christopher P. Morrell

Executive Director

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F I S C A L Y E A R
2023-2024
TOWN MANAGER'S
Adopted Budget Message



To the Honorable Mayor and Council:

I am pleased to present to you the Fiscal Year 2023-2024 Manager's Adopted Budget for the Town of Marana. This adopted budget is a structurally balanced spending plan that reflects the Town of Marana's commitment to responsible fiscal policy, stewardship of public monies, and long-term sustainable financial planning.

In fiscal year 2023, the Town of Marana adopted Strategic Plan Five and proudly unveiled its new mission to provide "five-star service for a thriving community." The Town's new mission statement is focused on meeting community needs and providing excellent service to residents, customers, and businesses as we continue to grow. Each year during the budgeting process, we closely examine our goals and accomplishments to ensure the budget reflects the strategic priorities established by the Town Council. In the past year, we have seen many accomplishments across the five focus areas of our Strategic Plan: Cherished Heritage, Vibrant Community, Thriving Commerce, Healthy Lifestyles, and Proactive Public Services. As we continue to move forward, we will continue to identify additional goals and closely monitor our performance to ensure the needs of the community are met at the highest possible level of service.

Cherished Heritage

Marana's heritage and history are near and dear to us all, including our staff and the community at large. By prioritizing Cherished Heritage as a focus area, we seek to leverage Marana's historic and cultural legacy to strengthen community character, increase community pride, and build heritage-driven tourism. This year, our Signature Events were bigger than ever, offering more activities and fun for all ages. These events included the Star Spangled Spectacular, Marana's Fall Festival, the Holiday Festival and Christmas Tree Lighting, and Marana Founders' Day.

In fiscal year 2023, the Town completed a project to preserve and reconstruct the Pole Barn structure at Marana Heritage River Park. The structure had been condemned due to structural deficiencies. In August of 2022, work began to fill the large cracks in the columns and perform

the epoxy injection stabilization of the columns. The newly reconstructed Pole Barn was completed just in time for use at the Town of Marana's Fall Festival in October 2022. The Town also held a special unveiling for the newly restored "Man on the Horse" statue at the event. This public art piece located at Marana Heritage River Park is one of the art pieces that highlight Marana's heritage.

Improving recognition and awareness of Marana's unique and rich heritage is a top priority. To increase awareness and provide educational opportunities about Marana's heritage, the Town launched a heritage specific webpage: <https://www.maranaaz.gov/heritage>. The webpage, currently in its initial phase, will host heritage-related photos, resources, videos, and events.

We also continue to embrace Marana's film heritage by leveraging the Town's destination marketing organization, Discover Marana. The Marana Film Office continues to engage with filmmakers to bring projects to Marana.

In fiscal year 2024, we will continue honoring our heritage by investing in a new position that will focus on achieving the heritage-related goals identified in Strategic Plan Five.

Vibrant Community

Over the last ten years, the Town of Marana has led as the fastest-growing community in Southern Arizona. In fiscal year 2023, Marana was recognized as the 2nd safest city in Arizona with a population of over 30,000, and the 8th best place to live in Arizona by Strategistico. In order to support new growth and expansion, the Town continues to invest in its future through strategic infrastructure investments. This year, we have seen the completion of significant projects around the Town, which continue to show the Town's dedication to enhanced levels of service and safety to our community.

A significant accomplishment for our community was the completion of the Twin Peaks Road and Sandario Road roundabout, which has improved traffic flow near Marana High School. The Town also completed the Silverbell Road Sidewalk Infill Project. This project was years in the making and residents now have access to new sidewalks, upgraded existing curb ramps, newly installed handrail and rock ground cover along the southbound side of North Silverbell Road from West Carefree Way to North Cortaro Road. In fiscal year 2024, we will continue to invest in our future with important capital projects. Current high-priority projects in the design phase include Twin Peaks Road – Rattlesnake Pass Widening, Tangerine Farms Road – Extension, Tangerine Road Widening – Phase 2A, and Tangerine Traffic Interchange Improvements.

The Town of Marana is committed to providing a safe and connected multi-modal transportation system to support the mobility needs of present and future residents. In fiscal year 2023, the Town embarked on the preparation of the Transportation Master Plan. Ultimately, this plan will develop an action-oriented roadmap that will guide transportation investments for the next 25 years. The planning process for the Transportation Master Plan began in October 2022 and is scheduled to be completed by the end of calendar year 2024.

With the Town's population in excess of 50,000 people, the Town of Marana is now designated as an "Entitlement Community." In fiscal year 2023, the Town of Marana accepted the U.S.

Department of Housing and Urban Development's invitation to operate our own Community Development Block Grant (CDBG) program. The Community and Neighborhood Services Department has been working diligently on the development of the Five-Year Consolidated Plan and Annual Action Plan, which will allow the Town to receive CDBG grant funding. This plan, which includes public input, will outline the Town's priorities, objectives, and strategies for the investment of CDBG funds to address community needs over the next five years. The draft plan is currently available for public input with anticipated approval before the end of fiscal year 2023.

Lastly, delivering transparent and timely distribution of information and keeping our community informed is essential in creating a connected community. This year, we took our approach in delivering information to new heights with the launch of "Real Talk with the Town" podcast. To date, we have released over sixteen episodes addressing the community's hard-hitting and pressing questions. Next year, we will continue to grow the podcast's reach and identify innovative ways to ensure our community is informed.

Thriving Commerce

In fiscal year 2023, the Town's economic development initiatives continued to yield positive results. The Town has not only seen higher-than-anticipated projections and collections for key revenue streams that fund essential services, but also significant wins in commercial and retail development around the community. North Marana is currently booming with commercial activity along the Tangerine Corridor. Southern Arizona Logistics Center broke ground this year with the development of two logistics building, 512,000 and 435,812 square feet, located between Interstate 10 and Clark Farms Boulevard. North Marana will soon welcome CTI Trucking, Mister Carwash, a Maverik gas station, and after several years of waiting, a Fry's Superstore will be coming to Gladden Farms soon. The Marana Center at Twin Peaks Road continues to be an attractive destination for new businesses. Recent commercial projects include the addition of Springhill Suites, American Furniture Warehouse, Bill Luke Automotive, and QuikTrip. Along Cortaro Farms Road east of Interstate 10, Marana welcomed Dutch Bros, Filiberto's Mexican Food, and future projects include Life-Self Storage, a Mazda dealership, and a Super Star Car Wash. While single-family residential projects have slowed down, we have seen impressive gains in multifamily housing projects throughout the community. Currently, over seven projects are under construction, totaling 1,266 units. Growth in multifamily is mostly led by the increase in commercial and retail development, and we anticipate a similar pace going into fiscal year 2024. In summary, we can see that Marana continues to be an attractive destination for businesses to locate, expand, and grow, whether they are commercial or retail in nature.

The Town also continues to focus on the development of Downtown Marana. Marana Main Street will capture the traditional look and feel of a vibrant downtown district. In fiscal year 2023, Downtown Marana welcomed Starbucks and Dutch Bros. Staff have also been working closely with a master developer for the Downtown Main Street project.

Marana Regional Airport continues to be a valuable asset to the community, and we have seen significant accomplishments in its growth and activities over the years. Marana Regional Airport is currently at 100% occupancy of aircrafts, storage hangars, and shade ports, with a 113+

aircraft waiting list. The airport sees over 98,900 operations per year. The continued increase in the number of operations created the need for a tower to enhance airport safety and security. In fiscal year 2024, the Town will begin the design phase for the tower, and construction is slated to begin by fiscal year 2025. The Financial Aviation Administration (FAA) will fund 91.06% of the project and 100% of the labor costs, while the Town and Arizona Department of Transportation (ADOT) will each fund a 4.47% share. This year, the airport runway lights were upgraded to LED and additional projects are underway which include the design for rehabilitation of east and west hangar apron.

Healthy Lifestyles

Parks and Recreation is an essential cornerstone to any healthy and thriving community. Our main objective is to provide a variety of recreational, artistic, and cultural opportunities along with a flourishing natural environment to support healthy and active lifestyles. Bringing new parks, facilities, and outdoor recreational opportunities is a consistent priority for our community.

A new community center has been a topic of conversation for the last few years. We are excited to announce that we are getting closer to making this facility a reality for our community. In fiscal year 2023, the Parks and Recreation Department began the design process for the new Marana Community Center and Aquatics Complex. The project team was assembled consisting of Abacus as the Project Manager, Architekton as the design firm, and Chasse Building to provide pre-construction services. After several meetings with stakeholders and the public, the design of the Marana Community and Aquatics Center is nearing completion with construction slated to begin in early fiscal year 2024. This facility will offer an array of programs, events, and activities to satisfy the needs and interests of all ages.

We are continuing to add improvements to our regional trails system and connectivity. This year, staff has been working with CalPortland to finalize the land acquisition to complete the CalPortland portion of the Santa Cruz River Shared Use Path. This 1.8 mile section will connect North Marana to the entire Shared Use Path, and will increase visitation to Marana's seven properties located along the Santa Cruz River.

Other major Parks and Recreation projects that will be completed in fiscal year 2024 include the new Saguaro Bloom Community Park, which will contain two playgrounds, a dog park, lighted tennis and basketball courts, walking paths, and an open turf area.

Proactive Public Services

A thriving community demands exceptional governance. Here at Marana, we are committed to the highest level of service for our residents, businesses, customers, and employees. From providing quality infrastructure to addressing concerns, our dedicated workforce is prepared to deliver the most efficient and transparent service possible.

As a water service provider, the Town is always thinking of ways to not only provide the best quality drinking water to our customers, but to ensure continuous water resources far into the

future. Several capital improvement projects have been identified to expand our water and waste water infrastructure and accommodate existing growth in Marana. Notable project highlights in fiscal year 2023 include the completions of the Lambert Well Rehabilitation Project and Tangerine Booster Station. We are also beginning construction of the Marana Park and North Marana Interceptor projects. In fiscal year 2023, staff also completed the Water Conservation and Drought Preparedness Plans to encourage water conservation and promote the efficient use of resources.

Town staff, with the direction of the Town Council, worked diligently on the creation of Strategic Plan Five. After several months of planning, the Town Council adopted Strategic Plan Five in September 2022 to inspire and guide the work in all Town service areas in the years ahead. The overall plan is built on five focus areas with corresponding goals and strategies in each. Each strategic plan goal was assigned to a lead staff member responsible for the implementation techniques. In an effort to provide transparency on the goals and strategies identified in Strategic Plan Five, the Town also launched a public dashboard. Marana residents and stakeholders can now view and track the Town's strategic plan progress by visiting: <https://www.maranaaz.gov/strategic-plan>.

Through all Town initiatives, we recognize that it is our dedicated team of Marana employees who see the projects and programs from start to finish, and we will continue to invest directly in our employees. In recent years, we have seen labor shortages across various industries. Although Marana has not experienced significant challenges in recruiting and hiring talent, we recognize the importance of remaining competitive in the market. This year, after the completion of the Classification and Compensation Study, the Town adjusted employee pay grades to ensure we remain competitive and we have also implemented a compensation tool to attract and retain the best fit employees. New employee benefits coming at the onset of fiscal year 2024 include Sick and Managed Time Off payout for employees retiring or separating after 15+ years of service and positive changes to the vacation accrual rate. This budget not only invests in new positions to ensure we continue providing the quality services our growing population expects, but also provides funding to ensure our pay structure and employee benefits remain competitive in the market.

Closing

The spending plan detailed in this budget proposal considers these accomplishments as a guide for future goals. Prudent financial decisions, coupled with conservative forecasting methods, have strengthened the Town's financial position. As we move into fiscal year 2024, we will remain financially prepared to meet the diverse challenges we may face in the future. As Marana succeeds and grows, we will continue to invest strategically while ensuring we deliver the best service to the community. This budget demonstrates a commitment to our vision of providing the best quality of life to our residents and to the tenets of the Strategic Plan.

I would like to thank the Finance Department staff, and all the employees of the Town who have contributed countless hours of preparation and deliberation in the development of the fiscal year 2023-2024 annual budget. Finally, thank you to the Mayor and Town Council for your guidance and leadership in establishing the vision for this great community.

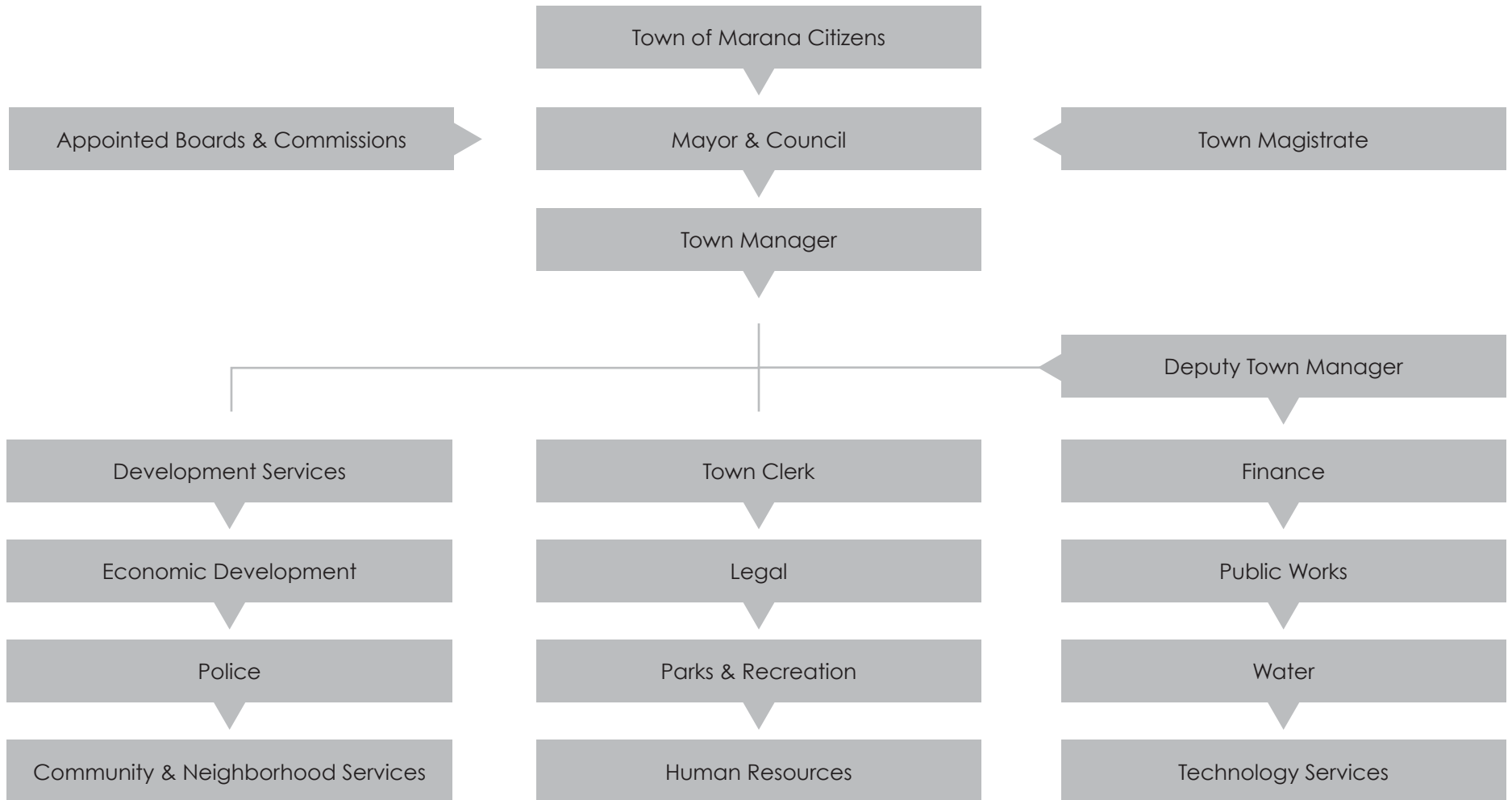
Respectfully,

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

Terry S. Rozema
Town Manager



ORGANIZATIONAL CHART



MAYOR & TOWN COUNCIL

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



Mayor Ed Honea

Term: 2021-2024

Mayor Honea is the third generation of a five-generation Marana family and has served on the council on three different occasions. He worked for the U.S. Postal Service in Marana as a contractor for 29 years before retiring in 2007. Mayor Honea is a member of the Pima Association of Governments, including chair in 2014, and the chair of the Regional Transportation Authority. He serves on the executive board of the Arizona League of Cities and Towns and is a member of Arizona Town Hall, Central Arizona Association of Governments, the Arizona Association of Economic Development, the Marana Optimist Club, and Marana Chamber of Commerce. He formerly served on the Marana Health Center and Marana Food Bank boards. Mayor Honea is a graduate of Marana High School, the U.S. Naval School of Construction, and Pima Community College. He served in the U.S. Navy Seabees during the Vietnam War and is a lifetime member of VFW Post 5990 in Marana. The mayor is an outdoor enthusiast and avid hiker and can be found most days on one of the many trails that run throughout the Marana Community. He has two children and three

grandchildren and is a member of Sanctuary Methodist Church.

EHonea@MaranaAZ.gov - 520-382-1908



Vice Mayor

Jon Post

Term: 2023-2026

A Marana native, Post is owner of Post Farms, a company that employs 20, farms 4,000 acres and operates two retail outlets. He was elected vice mayor in June 2013. He has served on the board of directors for Trico Electric Co-Op, the Cortaro Water Users

Association and Cortaro Marana Irrigation District. He also served as chairman of the Town's Planning and Zoning Commission and was president of the Marana Junior Rodeo Association.

JPost@MaranaAZ.gov – 520-382-1908



Council Member

Herb Kai

Term: 2023-2026

Born and raised in Marana, Kai is a self-employed pecan rancher and cotton farmer. He is married to Diana Kai and they have a son, daughter and two grandchildren. Kai has served on the boards of the Cortaro Marana Irrigation District, the Southern Arizona

Water Users Association and the Arizona Department of Water Resources.

HKai@MaranaAz.gov – 520-382-1908



Council Member

John Officer

Term: 2023-2026

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

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

JOfficer@MaranaAZ.gov – 520-382-1908



Council Member

Roxanne Ziegler

Term: 2021-2024

Councilmember Ziegler was born in Canton, Ohio and grew up on Air Force bases throughout the country. Her father served in the United States Air Force for 30 years and moved his family often as duty called. Prior to coming to Marana in 1989, she lived in San Diego for

eight years working as a contract manager for Bendix Engine Controls. For the past 30 years she has worked as a contract and negotiation manager for many Fortune 500 companies such as Raytheon, Kaman Aerospace, Honeywell and IBM. She retired in 2017. She has a Bachelor's in Business Administration from National University. Councilmember Ziegler was elected to her fifth term in office in November 2020. She is a former member of the Town of Marana's Planning and Zoning Commission and Continental Ranch HOA Board of Directors. Her son and daughter-in-law live in Marana and her grandson, Donovan, is a member of the United States Air Force.

RZiegler@MaranaAz.gov – 520-382-1908



Council Member

Patti Comerford

Term: 2023-2026

Comerford has been elected to three terms on the Town Council, beginning in 2001. She served as vice mayor from 2011 to 2013. She served seven years on the Marana Planning and Zoning Commission, including time as the chair. Since 1994, she and her family have lived in

Continental Ranch where she served on the HOA's Activities and Finance committees. She has also been a member of the Marana Optimist Club and President of the Marana High School Band Boosters. She was founder of the Continental Ranch Little League and served on the Little League District Board. Comerford has a bachelor's degree in recreation administration from San Diego State.

PComerford@MaranaAZ.gov – 520-382-1908



Council Member

Jackie Craig

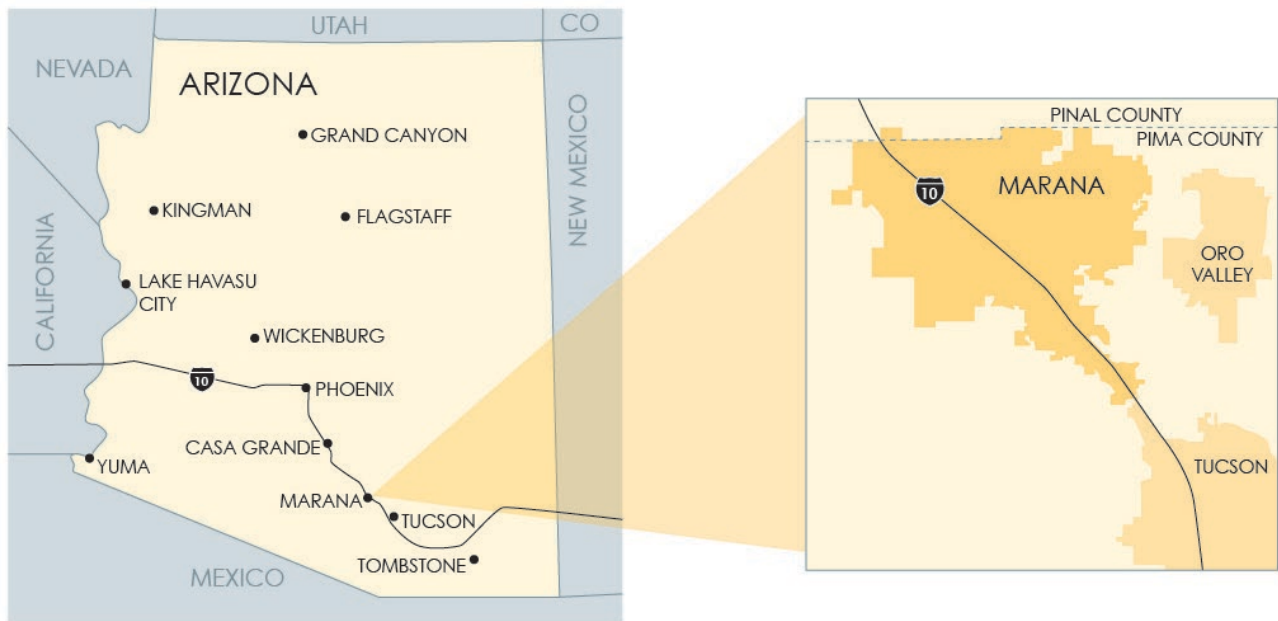
Term: 2021-2024

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

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

JCraig@MaranaAZ.gov – 520-382-1908

Marana Community Profile



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

History

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

The region became a part of the United States with the Gadsden Purchase in 1854 which opened a transcontinental corridor for the Southern Pacific

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

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

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

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

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

The Town was incorporated in March of 1977 amidst citizen concerns for control of water and its impact on their well-being and destiny. The original incorporation covered approximately ten square miles. Since the 1980s, the number of local farms has declined as land has been converted to housing developments. Today, the Town's boundaries encompass 121 square miles with 17-miles of Interstate highway and rail frontage, providing tremendous opportunities for attracting quality jobs so people can work closer to home.

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

Government & Organization

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

The Council fixes the duties and compensation of Town officials and employees, and enacts ordinances and resolutions relating to Town services, taxes, appropriating and borrowing moneys, licensing and regulating businesses and trades, and other municipal purposes. The Town Council appoints the Town Manager, who has full responsibility for executing Council policies and administering Town operations. Town employees are hired under personnel rules approved by the Council. Functions and operations of Town government are provided by a staff of approximately 444.1 (full-time equivalent) employees. An organizational chart is included in the Introduction of this book that depicts the current organizational structure of the Town.

Quality of Life

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

People

Marana is a community of strong, diverse neighborhoods where residents are welcoming and friendly. People choose Marana because of its quality of life, which perfectly blends its small town roots to its modern ambitions. The State of Arizona has recently been one of the fastest growing states in the country and this growth is projected to continue. Arizona's growth brings people and investments that will find quality places to live and raise a family in Marana. Marana has been one of Arizona's fastest growing communities; the population today is approximately 59,400 and is expected to grow to nearly 70,000 during the five-year strategic planning horizon.

Environment/Cultural Resources

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

Principal Economic Activities

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

DEMOGRAPHICS OF THE TOWN OF MARANA

STATISTICS OF THE TOWN

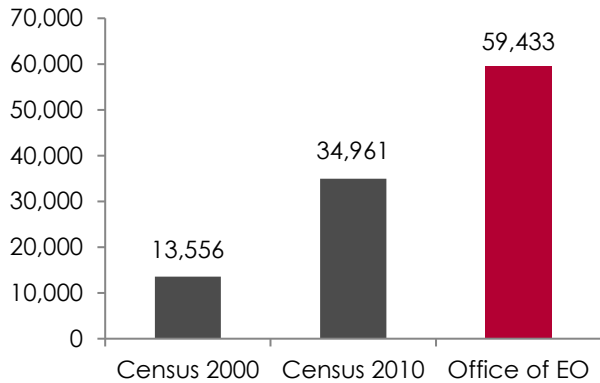
Date of Incorporation	March 20, 1977
Form of Government	Council/Manager
FY2023-2024 Budget	\$336,261,198
Number of Employees	444.10
Miles of Streets	637

Source: Town of Marana

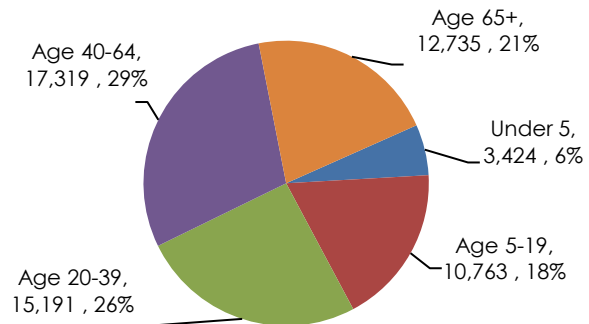
2023 Population	59,433
Median Home Value	\$465,000
Median Household Income	\$97,229
Local Unemployment Rate	3.6%
Area in Square Miles	121

Source: AZ Office of Economic Opportunity, University of Arizona, Multiple Listing Services(MLS) 2022, Town of Marana

POPULATION



AGE DEMOGRAPHICS

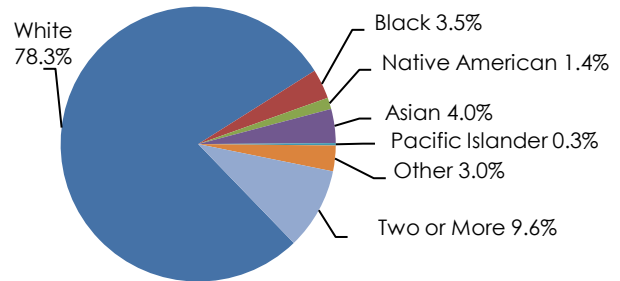


TOP 20 EMPLOYERS

1. Marana Unified School District
2. Town of Marana
3. Walmart
4. The Ritz-Carlton Dove Mountain
5. Fry's Food Stores
6. Sargent Aerospace
7. Tucson Hauling & Transfer
8. Costco
9. MHC Healthcare
10. FLSmidth Krebs
11. Northwest Fire District
12. Swire Coca-Cola
13. Home Depot
14. Target
15. CalPortland Cement
16. Golf Club at Dove Mountain
17. Lowe's
18. Comcast
19. Trico Electric Cooperative
20. Cracker Barrel

Source: Town of Marana

RACIAL DEMOGRAPHICS



Persons who report themselves as hispanic, 28% of Marana's population, may be of any race and are identified as such

EDUCATIONAL ATTAINMENT

Bachelor's Degree or higher	43%
Associate's Degree/Some College	33%
High School Graduate	19%
Less than High School Graduate	5%

PLACE OF BIRTH

Born In Arizona	22,585
Born in US	54,262
Foreign Born	5,171

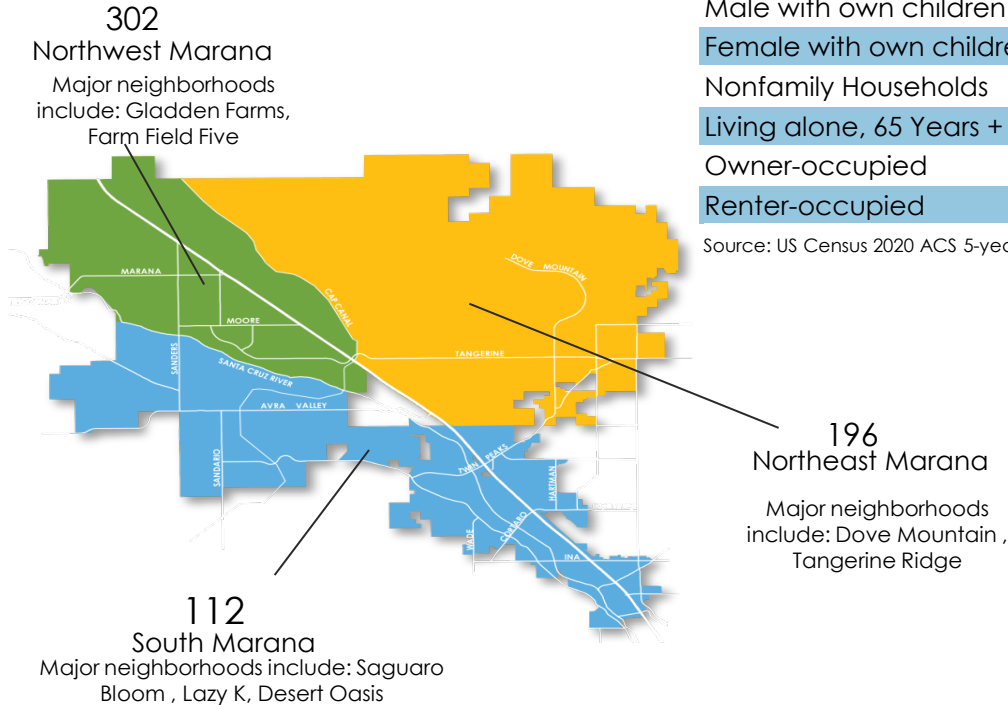
Source: Town of Marana via GIS Planning data tools, US Census 2020 ACS 5-year Survey

DEMOGRAPHICS OF THE TOWN OF MARANA

HOUSING DEMOGRAPHICS

FY2022 - 2023 Issued Single Family Residential (SFR) Permits: 610

Issued SFR Permits by Region



Source: Town of Marana Development Services Department

Total Households	20,208
Family Households	15,560
With children under 18	5,602
Married-couple family	13,135
Male with own children	368
Female with own children	687
Nonfamily Households	4,648
Living alone, 65 Years +	1,464
Owner-occupied	16,793
Renter-occupied	3,415

Source: US Census 2020 ACS 5-year Survey (Table S1101)

QUALITY OF LIFE

Park Statistics

Parks	14
Baseball/Softball Fields	17
Basketball Courts	9
Soccer Fields	10
Tennis Courts	5
Pickleball Courts	7
Park Acreage	158
Playgrounds	19
Ramadas	37
Trails in Miles	51
Splash Pads	2

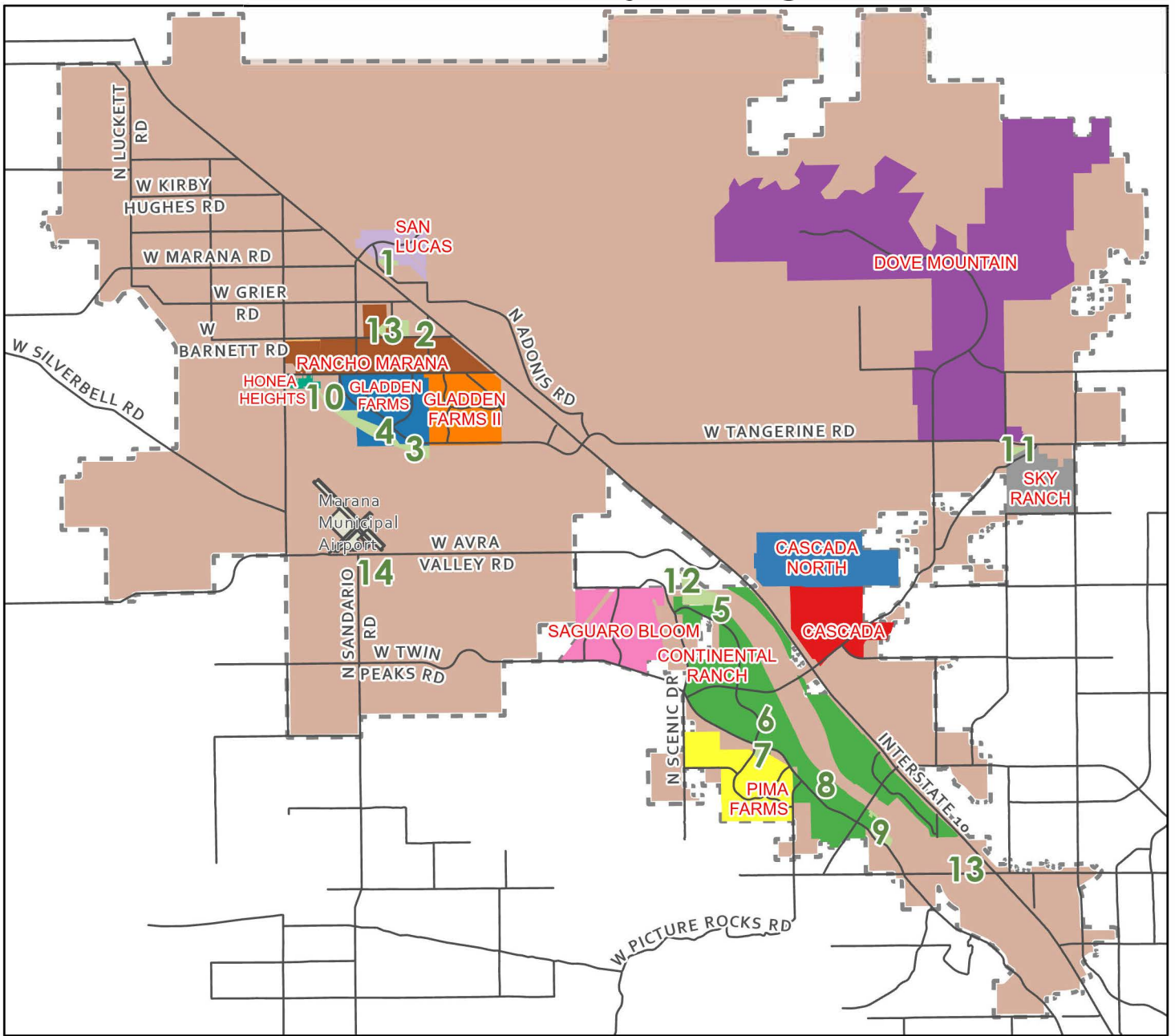
Source: Town of Marana Parks & Recreation Department

Education

Elementary Schools	10
K-8 Schools	2
Middle Schools	2
High Schools	3
Alternative Schools	4



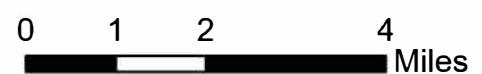
Marana Parks and Major Neighborhoods



	NAME	ADDRESS
1	SAN LUCAS COMMUNITY PARK	14040 N ADONIS RD
2	ORA MAE HARN DISTRICT PARK	13250 N LON ADAMS RD
3	MARANA HERITAGE RIVER PARK	12375 N HERITAGE PARK DR
4	GLADDEN FARMS COMMUNITY PARK	12205 N TANGERINE FARMS RD
5	EL RIO NEIGHBORHOOD PARK	10160 N BLUE CROSSING WY
6	CONTINENTAL RANCH COMMUNITY PARK	8900 N COACHLINE BL
7	CONTINENTAL RESERVE COMMUNITY PARK	8568 N CONTINENTAL RESERVE LP
8	WADE MCLEAN NEIGHBORHOOD PARK	8000 N SILVERBELL RD
9	CROSSROADS AT SILVERBELL DISTRICT PARK	7548 N SILVERBELL RD
10	HONEA HEIGHTS NEIGHBORHOOD PARK	12500 N WHITE AVE
11	TANGERINE SKY COMMUNITY PARK	4411 W TANGERINE RD
12	EL RIO PRESERVE	10190 N COACHLINE BLVD
13	MARANA MUNICIPAL COMPLEX	1155 W CIVIC CENTER DR
14	NIGHT HAWK 72 MARINE MEMORIAL PARK	11700 W AVRA VALLEY RD



 Marana Town Limits



A large, stylized white number '5' is centered on the page. The top horizontal bar of the '5' contains the word 'STRATEGIC' written vertically in white, uppercase letters. The circular bottom part of the '5' contains the word 'PLAN' written horizontally in white, uppercase letters. The background features a vibrant sunset gradient from yellow to orange to red, transitioning into a teal gradient with a pattern of concentric white circles.



VISION:

Marana is a trailblazing community that raises the bar for the best quality of life.

MISSION:

Five-star service for a thriving community.

VALUES:

Dedicated Service

Respect

Teamwork

Engaged Innovation

CHERISHED HERITAGE:

Leverage the region’s historic and cultural legacy to strengthen community character, increase community pride, and build heritage-driven tourism.

VIBRANT COMMUNITY:

Strengthen the sense of place and create opportunities for community connections.

THRIVING COMMERCE:

Recruit and maintain a diverse commercial sector that is supported by local workforce training and funding opportunities.

HEALTHY LIFESTYLES:

Provide a variety of recreational, artistic, and cultural opportunities along with a flourishing natural environment to support healthy and active lifestyles.

PROACTIVE PUBLIC SERVICES:

Foster an open atmosphere that embraces change, creativity, innovation and calculated risk, and maintains the Town’s high quality customer service.

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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 2023-2024 budget, beginning July 1, 2023 and ending June 30, 2024. 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 2022 amounts, current year 2023 estimates, and the adopted 2024 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:

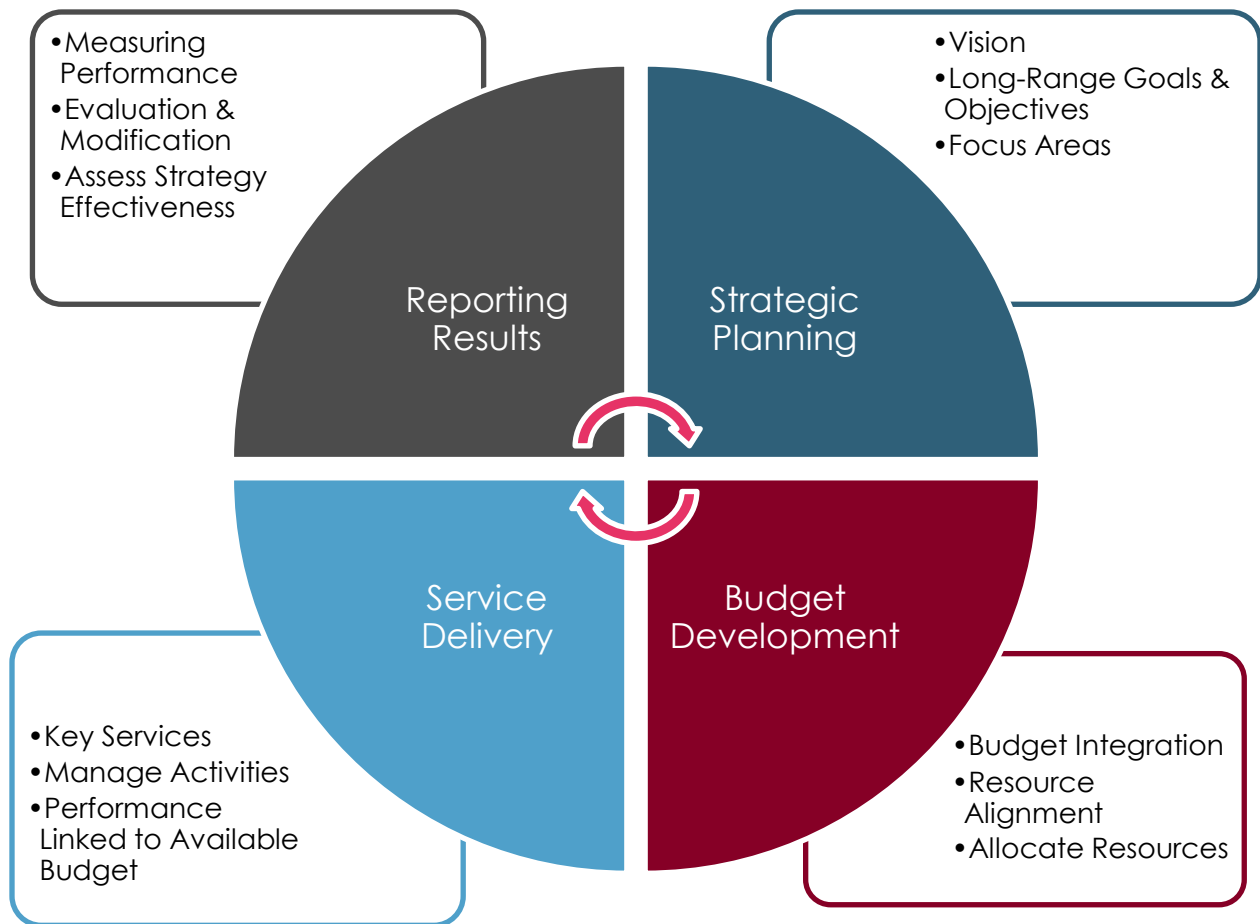
- Projected revenues for all revenue sources, including state-shared revenues,
- Identification of reserve levels,
- Status of the local economic climate, especially development related activity,
- Estimated wage changes for staff, if any,
- Changes to pension unfunded liabilities and status of overall long-term liabilities
- 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 adopted the Strategic Plan II in March 2012, approved the restructured Strategic Plan III in January 2015, adopted the Strategic Plan IV in October 2017, and approved a revamped Strategic Plan V in September 2022. 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 focus areas, listed below:

Cherished Heritage

Leverage the region's historic and cultural legacy to strengthen community character, increase community pride, and build heritage-driven tourism.

Vibrant Community

Strengthen the sense of place and create opportunities for community connections.

Thriving Commerce

Recruit and maintain a diverse commercial sector that is supported by local workforce training and funding opportunities.

Healthy Lifestyles

Provide a variety of recreational, artistic, and cultural opportunities along with a flourishing natural environment to support healthy and active lifestyles.

Proactive Public Services

Foster an open atmosphere that embraces change, creativity, innovation and calculated risk, and maintains the Town's high quality customer service.

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

Public Involvement

Members of the public are given the opportunity to provide input on the budget through several means. Town Council meetings discussing the next year budget are open to the public and residents may offer input on the budget and ask questions in person. Council meeting minutes and upcoming meeting agendas are posted on the Town website at www.maranaaz.gov/agendas-and-minutes. Additionally, community meetings may be held in March and presented by members of the executive budget team to educate the public on the budget process, provide preliminary revenue outlooks for the upcoming budget year, and give opportunity for questions and feedback. Community meetings in recent fiscal years were limited to specific topics due to limited staff resources and the pandemic.

Budget Adoption

The Town Manager's recommended, balanced budget is delivered to Council for review and consideration in April. Finance compiles and finalizes the proposed tentative budget after making the recommended changes from Council. The proposed tentative budget is presented to Council for feedback and adoption in May. The adoption of the tentative budget sets the expenditure limitation for the fiscal year. During this time, the budget is available to the general public for feedback and is presented in the local newspapers and the open to public comment via scheduled public hearings. The final budget is adopted by Council during the last Council meeting in June. There were no changes from the FY 2024 tentative budget to the FY 2024 adopted budget.

Budget Basis

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

Fund

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

Governmental Funds

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

Proprietary/Enterprise Funds

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

Budget Amendment Process

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

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

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

BUDGET CALENDAR



FINANCIAL POLICIES

Sound financial, budgetary and economic principles are part of creating a solid financial plan. Marana's budget incorporates the following long-term and short-term financial policies and guidelines. These financial policies establish the framework for overall fiscal planning and management. They set forth guidelines for both short-term and long-range planning to assure the highest standards of fiscal management. The FY 2024 budget complies with all relevant Town financial policies.

Budget Control

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

Capital Planning

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

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

Debt Management

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

Reserve Policies

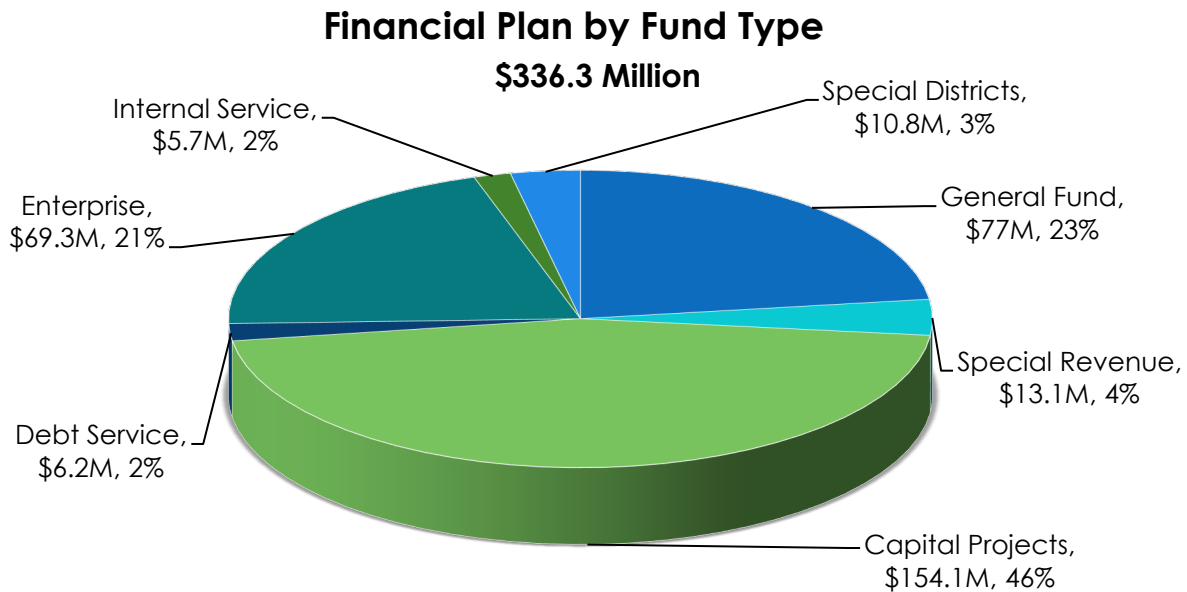
19. Fund balance reserves for the General Fund and Airport Funds shall be maintained at a minimum of 25% of the estimated revenues for the budget year. Fund balance reserves shall be maintained at the equivalent of 90 days of operating and maintenance expenditures for Water funds and 60 days for Wastewater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

Revenue Goals

22. New ongoing operating costs will be funded with permanent, ongoing revenue sources; one-time operating costs are tied to one-time revenue sources to ensure fund balance integrity. Revenues from growth or development should be allocated to one-time costs as much as possible.
23. Annual evaluation of rates, fees and charges for services will be established from recovery rates that are based on the purpose of the fee or charge.
24. Enterprise fund revenues in total will provide for each enterprise to be financially self-sustaining.
25. National and local economic indicators, such as population growth, personal income growth, inflation, business growth, and unemployment will be evaluated regularly.
26. Investment activities focus on objectives of safety, liquidity and yield while adhering to federal, state and any other legal requirements as outlined in Council approval investment policy.

FISCAL YEAR 2023-2024 BUDGET SUMMARY

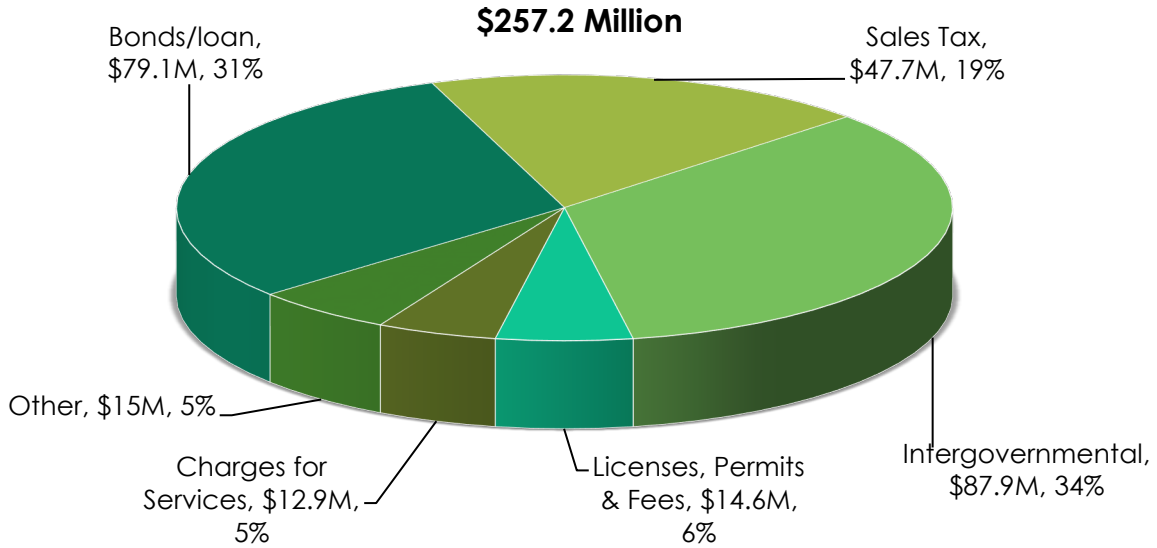
The annual budget for fiscal year 2023-2024 totals \$336.3 million. The following chart depicts appropriations by major fund type. The General Fund comprises 23% of the total budget or \$77 million and Capital Projects funds make up about 46% or \$154.1 million. Enterprise funds, including enterprise related capital projects and debt service payments total \$69.3 million or 20% of the annual budget. Debt Service funds and Special Revenue funds total \$19.3 million and comprise only 2% and 4%, respectively. Special Districts include the funds related to component units such as community facilities districts and other improvement districts and equate to \$10.8 million or 3% of the annual budget.



Revenues and other financing sources for the fiscal year 2023-2024 budget are \$257.2 million. The plan is structurally balanced with ongoing revenues supporting ongoing program expenditures. The financial plan assumes that \$79.1 million in fund balance/equity will be used to complete previously funded projects and other one-time expenditures approved by council. As indicated by the chart on the following page, the largest revenue source is Intergovernmental revenues which comprise \$87.9 million or 34% of budgeted revenues for the Town. These revenues include state shared revenues as well as intergovernmental funding for capital projects from the Federal, State, County and/or other jurisdictions. Local sales taxes also make up a large portion of revenues at \$47.7 million or 19%.

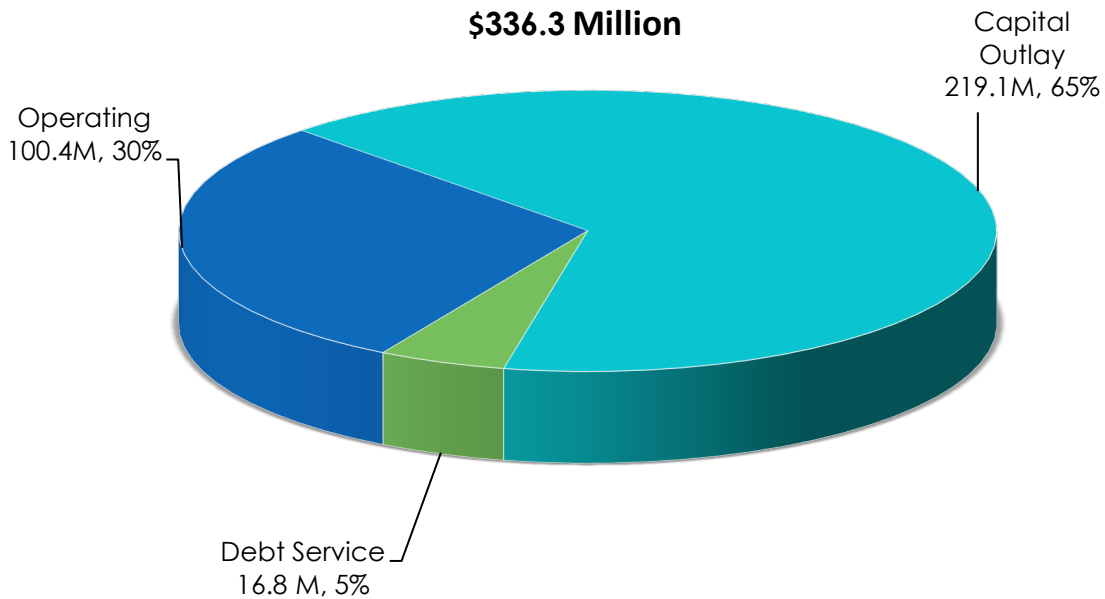
The capital improvement plan for the Town of Marana currently includes the sale of bonds for various infrastructure and water related projects. Anticipated bond and loan proceeds amount to \$79.1 million or 31% of total revenues. Charges for services comprise \$12.9 million or 5% of the budget and include all enterprise fund user fees. Licenses, permits and fees comprise \$14.6 million or 6% of revenues. It should be noted that this revenue stream is heavily dependent on the residential and commercial development and tend to be cyclical in nature. The remaining \$15 million or 5% includes all other revenues such as interest earnings, donations, contributions, grant funding, and other small miscellaneous revenue sources.

Revenue by Category



Operating costs comprise a large portion of the annual budget at \$100.4 million or 30% of the fiscal year 2023-2024 financial plan. Due primarily to the rapid growth within the Town of Marana and in surrounding areas, capital outlay is the largest portion of the annual budget at \$219.1 million or 65%. Capital outlay includes major transportation, park, water, building and airport projects. Debt service comprises the smallest portion of the annual budget at \$16.8 million or 5%.

Expenditure by Category



FISCAL YEAR 2023-2024 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.

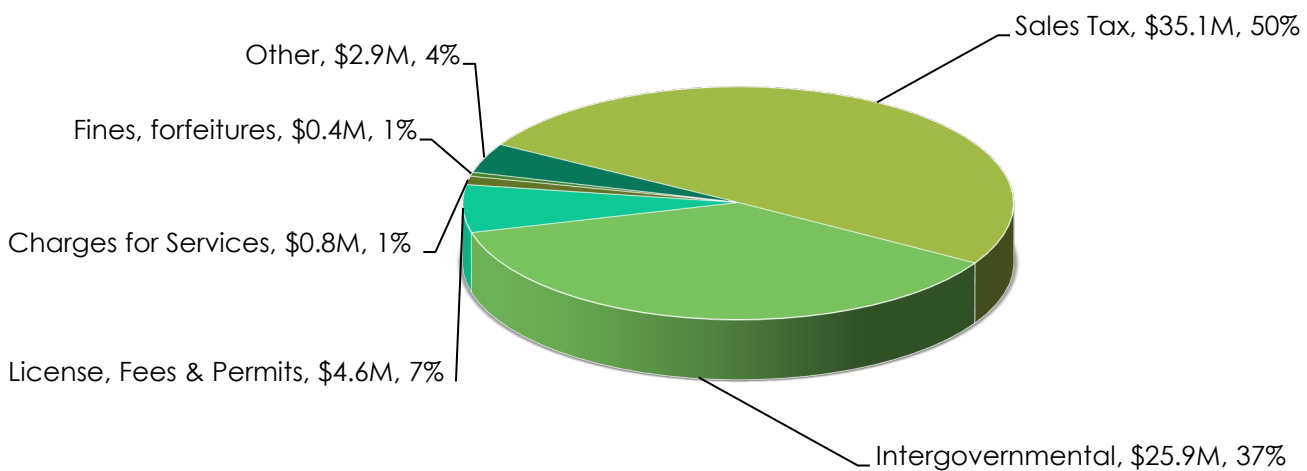
The Town maintains a structurally balanced budget by ensuring that ongoing operating revenue sources support ongoing operating expenditures and that one-time revenue sources support temporary programs and services.

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

- Reduced growth trend as inflation, increasing interest rates and continued supply chain disruptions persist.
- Inflation rate at persistently higher levels, impacted by high interest rates which in turn will slow down the issuance of new residential homes permits and moderate growth.
- Contracting sales tax revenue, building permits and related fees in excess of estimated ongoing costs deemed one-time revenue sources.

General Fund Revenue by Category

\$69.7 Million



The General Fund is the largest source of operating revenue. The estimated revenue for the General Fund for fiscal year 2023-2024 is \$69.7 million. Primary revenues for the General Fund consist 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 94% of the General Fund's operating revenues. These revenues are sensitive to fluctuations in the regional and national economies. As the impact of higher interest rates continue to influence consumer purchases, we expect slower economic growth over the next several fiscal year quarters.

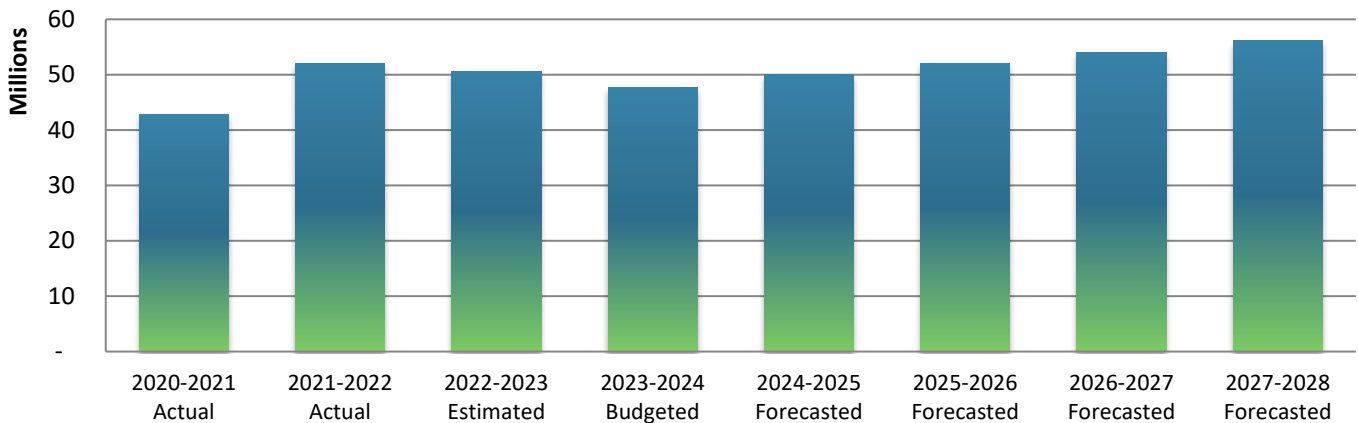
The revenue forecast for the General Fund for this fiscal year anticipates a decrease of 9% or approximately \$6.8 million when compared to FY 2023 estimated actuals, which is largely due to reduced residential and commercial activity combined with slower sales tax growth.

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, food served at restaurants and 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. Beginning in FY 2022, ½ cent of certain tax rates categories will be used to fund the financing of a multigenerational community and aquatics center.
- Rate Structure** The tax rates on the business activities range from 2.5% (retail) to 6.0% (transient lodging).
- Assumptions** Sales taxes are normally the Town's largest revenue source and represent 50% of General Fund revenues and 27% of town-wide revenues. Additionally, contracting sales tax represents approximately 12% of total sales taxes. FY 2023 performance is attributed to stronger than anticipated consumer activity and demand for goods in an inflationary market. There continues to be uncertainty with persistent inflation, continued supply chain disruptions and increasing interest rates which may at best cool down demand in the economy or at worst cause a recession. As a result, revenues are anticipated to contract in the near term prior to a return to growth in later years.

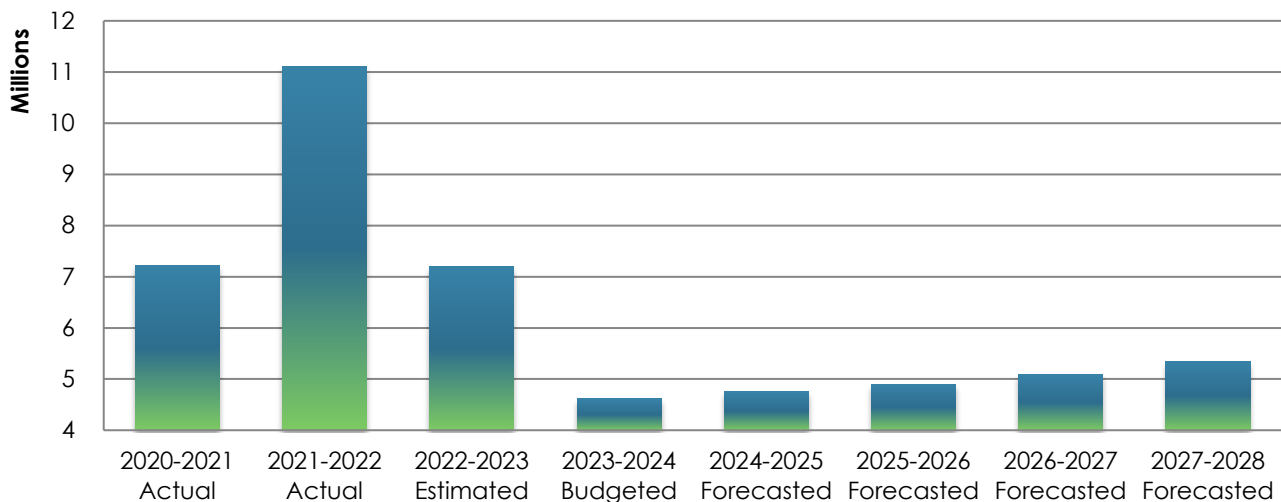
Fiscal Year	\$ Revenue	\$ Change	% Change
2020-2021 Actual	42,846,635	2,141,844	5%
2021-2022 Actual	52,511,532	9,264,897	22%
2022-2023 Estimated	50,531,710	(1,579,822)	-3%
2023-2024 Budgeted	47,741,698	(2,790,012)	-3%
2024-2025 Forecasted	49,985,558	2,243,860	5%
2025-2026 Forecasted	52,484,836	2,499,278	5%
2026-2027 Forecasted	54,584,229	2,099,393	4%
2027-2028 Forecasted	56,767,598	2,183,369	4%



LICENSES, FEES AND PERMITS

- Description** Revenues from licenses, fees and permits include residential and commercial building permits, excavation and grading permits, utility permits, plan review fees, franchise fees, business license fees and other miscellaneous permits.
- Permitted Use** May be utilized for any municipal public purpose. There are no restrictions 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 2024 are based on the issuance of 600 SFR permits. FY 2023 saw a sharp decrease in residential building due to higher mortgage rates which was partially offset by higher than anticipated commercial activity. A decrease in revenue is forecasted in FY 2024 due to high interest rates, which when combined with persistent high housing prices will likely see lower demand over the near term prior to a stabilization in the housing industry and return to growth.

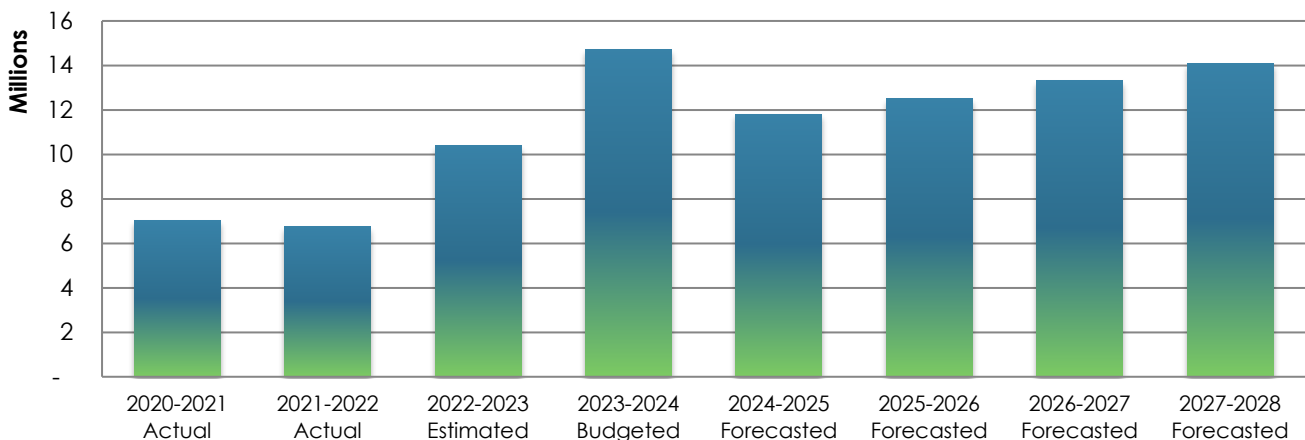
Fiscal Year	\$ Revenue	\$ Change	% Change
2020-2021 Actual	7,225,295	1,232,955	21%
2021-2022 Actual	11,112,418	3,887,123	54%
2022-2023 Estimated	7,190,213	(3,922,205)	-35%
2023-2024 Budgeted	4,617,500	(2,572,713)	-25%
2024-2025 Forecasted	4,756,025	138,525	3%
2025-2026 Forecasted	4,898,706	142,681	3%
2026-2027 Forecasted	5,094,654	195,948	4%
2027-2028 Forecasted	5,349,387	254,733	5%



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. The shared allocation will increase to 18% in FY 2024. 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 18% of income taxes two fiscal years following the fiscal year in which the state collects the income taxes. Each city's and town's 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. FY 2022 through FY 2024 were impacted by tax filing delays which deferred tax returns filings and payments causing a one-time significant increase to distributions in FY 2023 and by changes to legislation that will impact distributions in FY 2024 and FY 2025. Future growth assumptions reflect strong income tax growth for both the Town and the State of Arizona due to continued population inflow in the State over the next several years.

Fiscal Year	\$ Revenue	\$ Change	% Change
2020-2021 Actual	7,007,072	928,386	15%
2021-2022 Actual	6,771,044	(236,028)	-3%
2022-2023 Estimated	10,413,667	3,642,623	54%
2023-2024 Budgeted	14,720,978	4,307,311	41%
2024-2025 Forecasted	11,815,755	(2,905,223)	-20%
2025-2026 Forecasted	12,512,885	697,130	6%
2026-2027 Forecasted	13,301,196	788,312	6%
2027-2028 Forecasted	14,085,967	784,771	6%

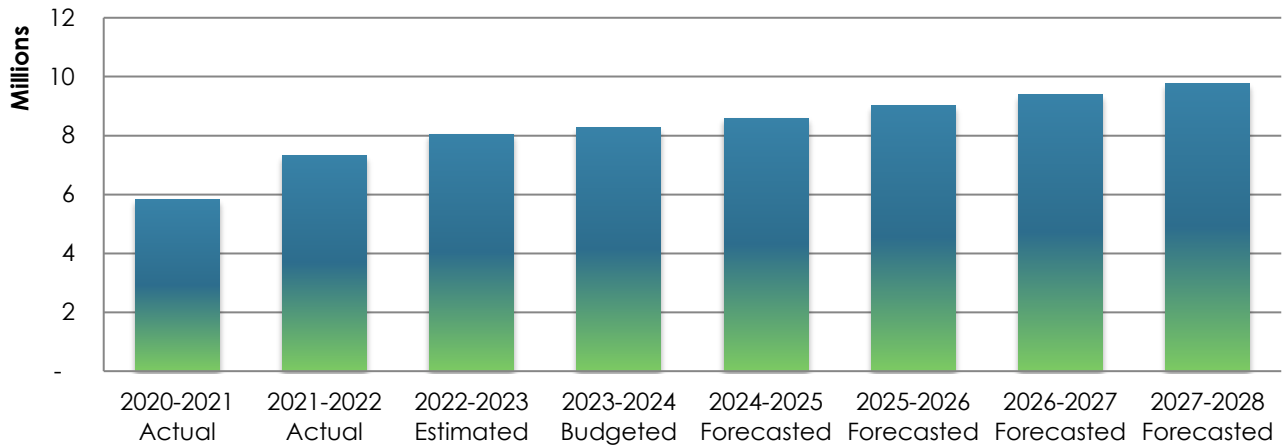


STATE SHARED SALES TAX

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

Based upon figures provided by the Arizona League of Cities and Towns, a 3% increase in collections is estimated for FY 2024. Future fiscal years reflect moderate growth in FY 2025 and beyond in anticipation of a return to economic stability, with interest rates anticipated to stabilize in the upcoming year and a return to a normalized inflationary environment.

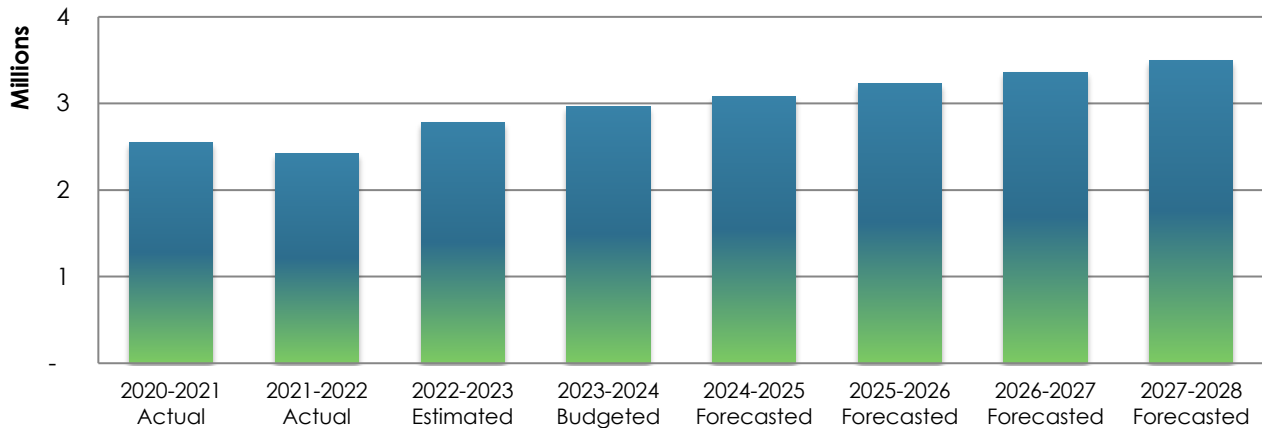
Fiscal Year	\$ Revenue	\$ Change	% Change
2020-2021 Actual	5,816,582	943,757	19%
2021-2022 Actual	7,324,638	1,508,056	26%
2022-2023 Estimated	8,048,317	723,679	10%
2023-2024 Budgeted	8,263,841	215,524	3%
2024-2025 Forecasted	8,594,395	330,554	4%
2025-2026 Forecasted	9,024,114	429,720	5%
2026-2027 Forecasted	9,385,079	360,965	4%
2027-2028 Forecasted	9,760,482	375,403	4%



VEHICLE LICENSE (AUTO LIEU) TAX

- Description** This tax imposed by the Arizona Constitution as an “in-lieu” tax for all ad valorem property taxes on motor vehicles. The Arizona Constitution requires that vehicle license tax (VLT) revenues be distributed to the state, counties and cities.
- Permitted Use** Vehicle license tax revenues received by the Town can be used to pay any expense legally chargeable to the General Fund.
- Rate Structure** The vehicle tax is based on each \$100 of a vehicle's value. The valuation base for the first year is 60% of the manufacturer's base retail price and the depreciation rate for each succeeding year is 16.25%. The statute sets specific rates for each vehicle license to be charged for each distribution recipient. The rate for incorporated cities and towns is calculated at \$2.80 per \$100 of assessed value for a new vehicle and \$2.89 per \$100 of assessed value for used vehicles.
- Assumptions** The budget projection for fiscal year 2024 anticipates an increase of 6% based upon figures provided by the Arizona League of Cities and Towns. The increase over the next several years is associated with continued high anticipated demand for vehicles and the greater availability of newer vehicles as the industry continues to work through and resolve supply chain disruptions. Forecasts reflect anticipated growth consistent with pre-pandemic historical population growth and vehicle licensing trends.

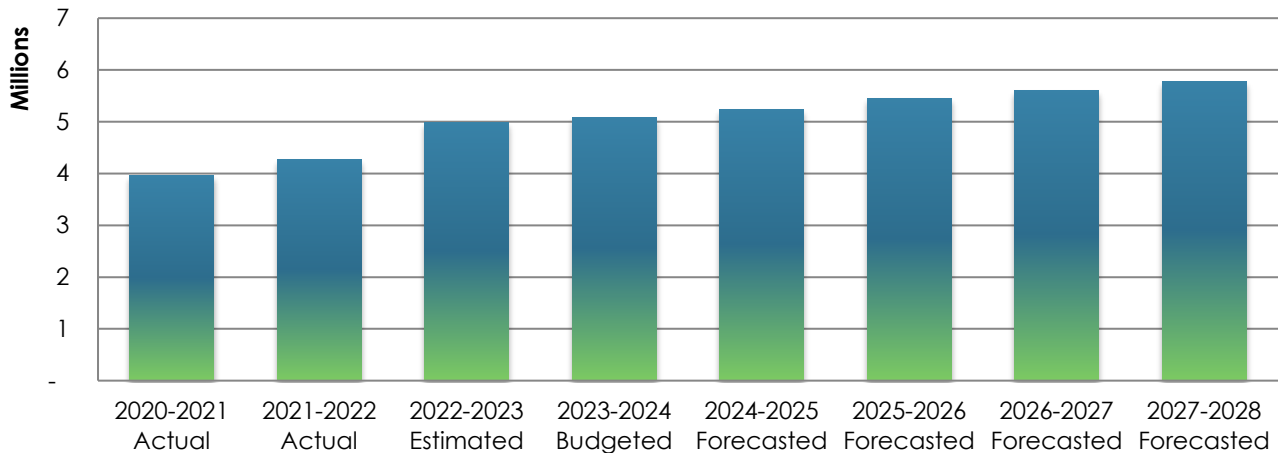
Fiscal Year	\$ Revenue	\$ Change	% Change
2020-2021 Actual	2,547,863	400,827	19%
2021-2022 Actual	2,417,595	(130,268)	-5%
2022-2023 Estimated	2,784,318	366,723	15%
2023-2024 Budgeted	2,960,801	176,483	6%
2024-2025 Forecasted	3,079,233	118,432	4%
2025-2026 Forecasted	3,233,195	153,962	5%
2026-2027 Forecasted	3,362,523	129,328	4%
2027-2028 Forecasted	3,497,023	134,501	4%



HIGHWAY USER REVENUE

- Description** The State of Arizona collects various fees and taxes from users of the State's roads and highways. An excise tax is charged on fuel purchases on a per gallon basis. There are also a number of additional transportation related fees/taxes which are distributed through the Highway User Revenue Fund (HURF).
- Permitted Use** There is a state constitutional restriction on the use of the highway user revenues, which requires that these funds be used solely for street and highway purposes. Up to one-half of the prior year's distribution may also be used for the retirement of debt issued for street and roadway improvements. Law prohibits use of this funding for traffic law enforcement or administration of traffic safety programs.
- Rate Structure** Cities and towns receive 27.5% of highway user revenues based on two factors: population estimates acquired through the most recent census survey; and gasoline sales within each county.
- Assumptions** This revenue source is subject to fluctuations in fuel prices and consumer behavior. HURF revenues are anticipated to increase 2% for fiscal year 2024 largely due to expected stability with slow growth in gasoline sales. Future years reflect historical trend increases adjusted downward for the continued increase of electric vehicles as a percentage of total vehicles in the market.

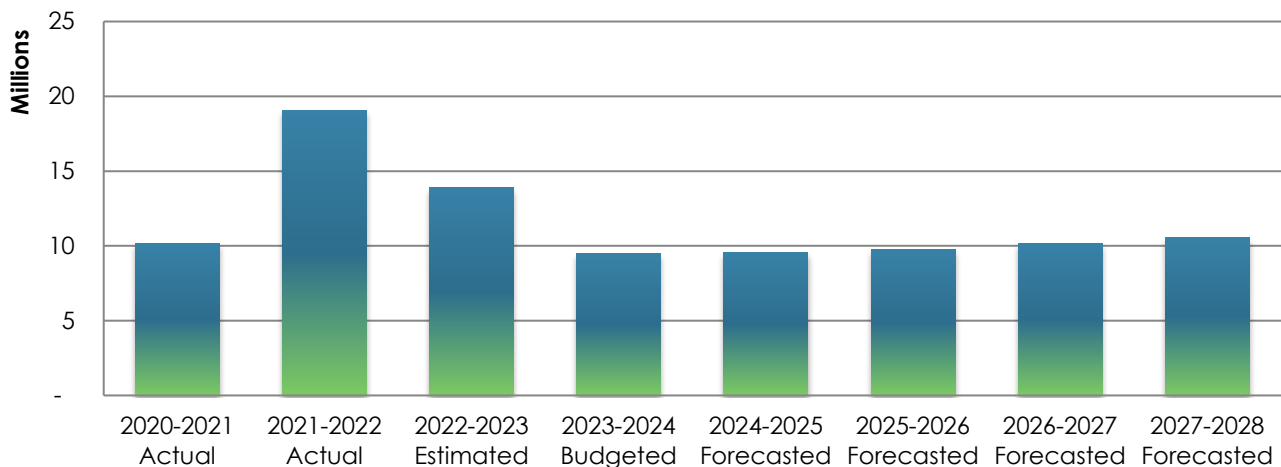
Fiscal year	\$ Revenue	\$ Change	% Change
2020-2021 Actual	3,956,482	130,817	3%
2021-2022 Actual	4,271,391	314,909	8%
2022-2023 Estimated	4,985,520	714,129	17%
2023-2024 Budgeted	5,079,784	94,264	2%
2024-2025 Forecasted	5,232,178	152,394	3%
2025-2026 Forecasted	5,411,465	209,287	4%
2026-2027 Forecasted	5,601,709	163,244	3%
2027-2028 Forecasted	5,722,850	168,141	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 2024 projections are based on 600 Single Family Residential (SFR) permit being issued, after experiencing several years of higher than anticipated residential and commercial activity. Future estimates reflect a slowdown in activity as the market adjusts to higher interest rates, while also recognizing the completion of projects planned in fiscal year 2024 and the continued desirability of development in Marana.

Fiscal year	\$ Revenue	\$ Change	% Change
2020-2021 Actual	10,188,572	1,314,943	15%
2021-2022 Actual	19,069,283	8,880,711	87%
2022-2023 Estimated	13,913,577	(5,155,706)	-27%
2023-2024 Budgeted	9,480,067	(4,433,510)	-32%
2024-2025 Forecasted	9,574,868	94,801	1%
2025-2026 Forecasted	9,766,365	191,497	2%
2026-2027 Forecasted	10,157,020	390,655	4%
2027-2028 Forecasted	10,563,300	406,281	4%



WATER SALES

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

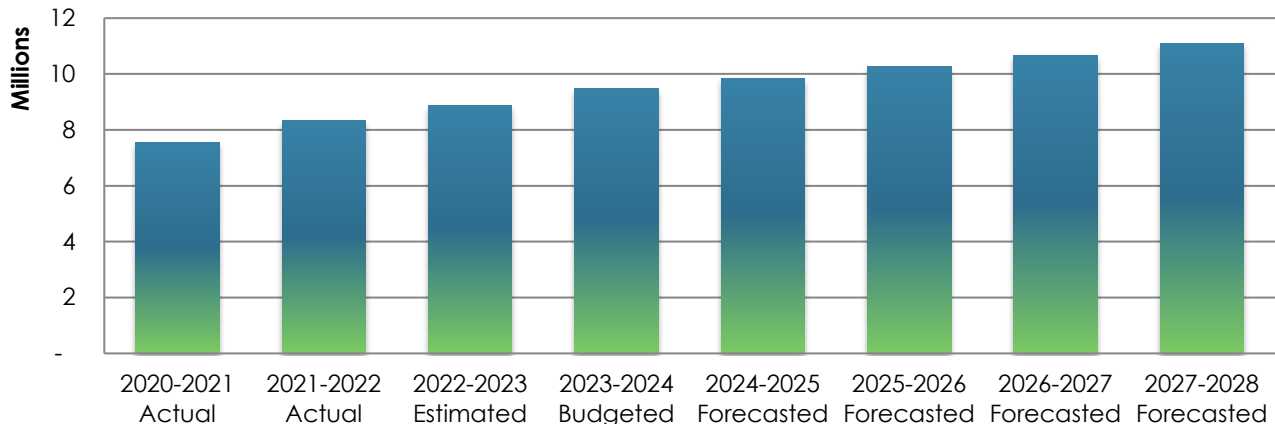
Permitted Use The revenue generated is used to cover the costs of administration, operations, maintenance and replacement of the water production and distribution systems.

Rate Structure

Monthly Service Fee		Consumption Residential Rate		Consumption Other than Residential Rate	
Meter Size	Rate (\$)	Gallons	Rate (\$)	Type	Rate (\$)
5/8"	18.75	0-10k	3.69	Multi Family, Commercial, Industrial, Government.	4.65
3/4"	19.60	10k-20k	5.18		
1"	20.89	20k-30k	6.66		
1.5"	30.73	30k-40k	8.32		
2"	50.43	> 40k	12.01	Standpipe, hydrant/irrigation	5.12
3"	76.98				

Assumptions For fiscal year 2024, rate revenues are based on the new rate structure plus anticipated new account growth of 4%. The Town commissioned a rate study in 2019, which found that projected water revenues were not sufficient to meet the daily operational cost and future capital improvements. The Town will be performing a rate study in 2024. Forecasted revenues for future years are based on expected population growth and corresponding increase water usage. See the full rate study online at maranaaz.gov.

Fiscal year	\$ Revenue	\$ Change	% Change
2020-2021 Actual	7,564,781	1,148,002	18%
2021-2022 Actual	8,332,382	767,601	10%
2022-2023 Estimated	8,861,667	529,285	6%
2023-2024 Budgeted	9,478,546	616,879	7%
2024-2025 Forecasted	9,857,688	379,142	4%
2025-2026 Forecasted	10,251,995	394,142	4%
2026-2027 Forecasted	10,662,075	410,080	4%
2027-2028 Forecasted	11,088,558	426,483	4%



WATER RECLAMATION SALES

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

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

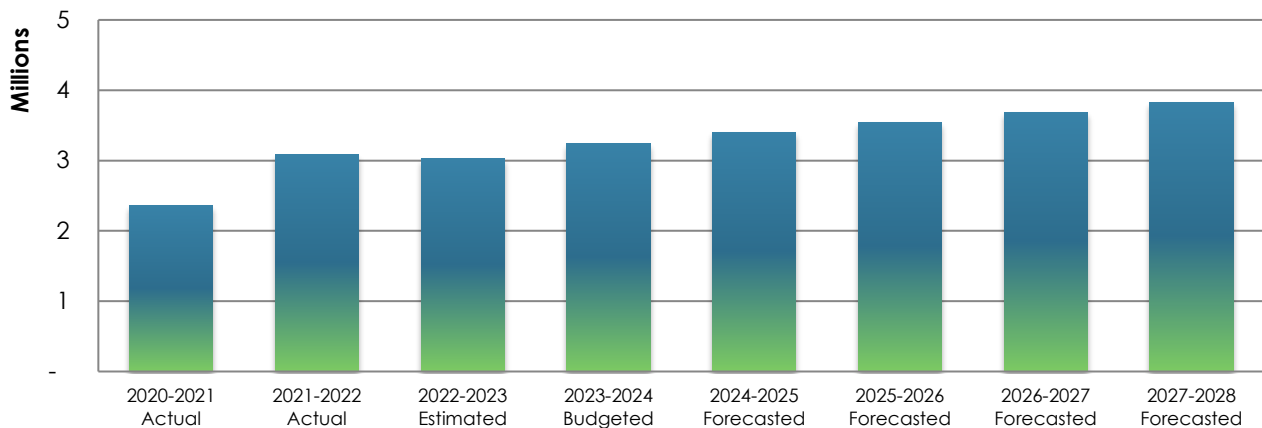
Rate Structure

Monthly Service Fee	
Meter Size	Rate (\$)
Per meter	16.82

Volume Rate Per 1,000 gal	
Rate	Rate (\$)
Sewer Billing	5.42
Groundwater Resource Fee	1.33

Assumptions Revenues projected for fiscal year 2024 are based on the new rate structure and an anticipated account growth of 5%. The Town will be performing a rate study in 2024. As such, forecasted revenues for future years include only projected account growth based on anticipated account and population growth of 4% annually. The current full rate study is available online at maranaaz.gov.

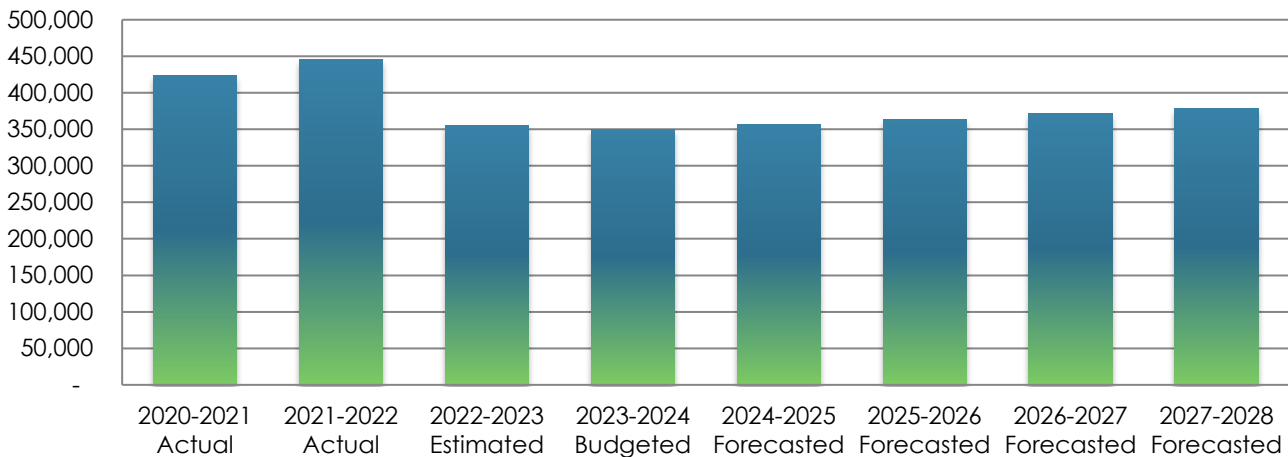
Fiscal year	\$ Revenue	\$ Change	% Change
2020-2021 Actual	2,364,595	488,659	26%
2021-2022 Actual	3,083,831	719,236	30%
2022-2023 Estimated	3,025,326	(58,505)	-2%
2023-2024 Budgeted	3,238,055	212,729	7%
2024-2025 Forecasted	3,399,958	161,903	5%
2025-2026 Forecasted	3,535,956	135,998	4%
2026-2027 Forecasted	3,677,394	141,438	4%
2027-2028 Forecasted	3,824,490	147,096	4%



AIRPORT FEES

- Description** The Marana Regional Airport receives revenues from air hangar leases, fuel charges, open tie-downs and ground leases.
- 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 pursue development opportunities and the completion of a control tower anticipated to happen in the near future.

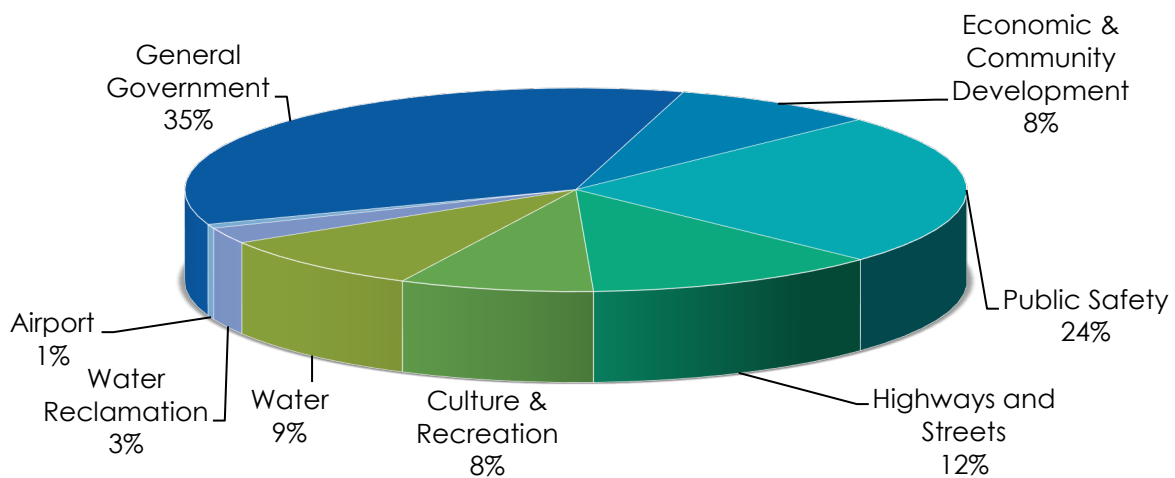
Fiscal year	\$ Revenue	\$ Change	% Change
2020-2021 Actual	423,040	43608	12%
2021-2022 Actual	445,091	29,184	7%
2022-2023 Estimated	355,481	(89,610)	-20%
2023-2024 Budgeted	349,672	(5,809)	-2%
2024-2025 Forecasted	356,665	6,993	2%
2025-2026 Forecasted	363,799	7,133	2%
2026-2027 Forecasted	371,075	7,276	2%
2027-2028 Forecasted	378,496	7,421	2%



FISCAL YEAR 2023-2024 EXPENDITURE SUMMARY

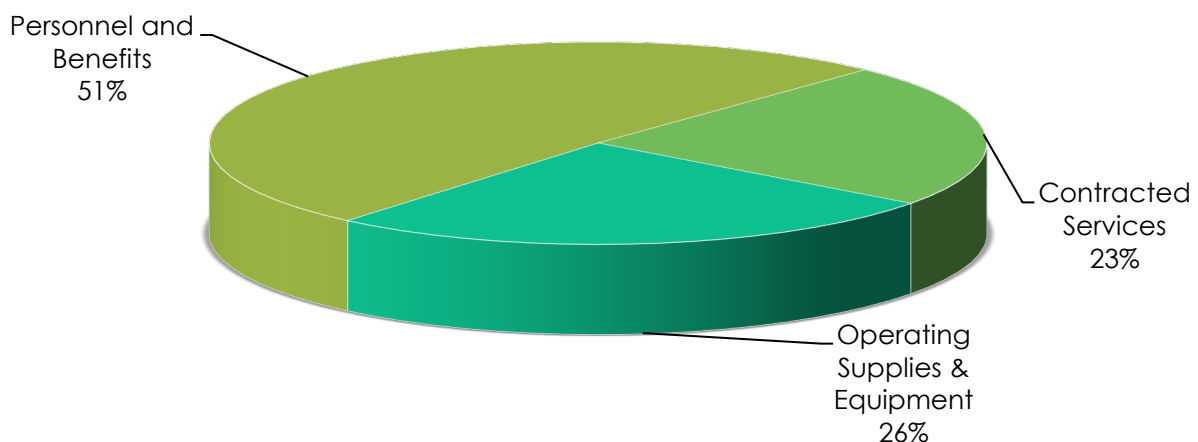
The budgeted expenditures include services and programs for the community such as general government, public safety, community and economic development, culture and recreation, highways and streets, airport and water services. While most operating costs are accounted for in the General Fund, some costs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

Operating Budget by Function \$100.4 Million



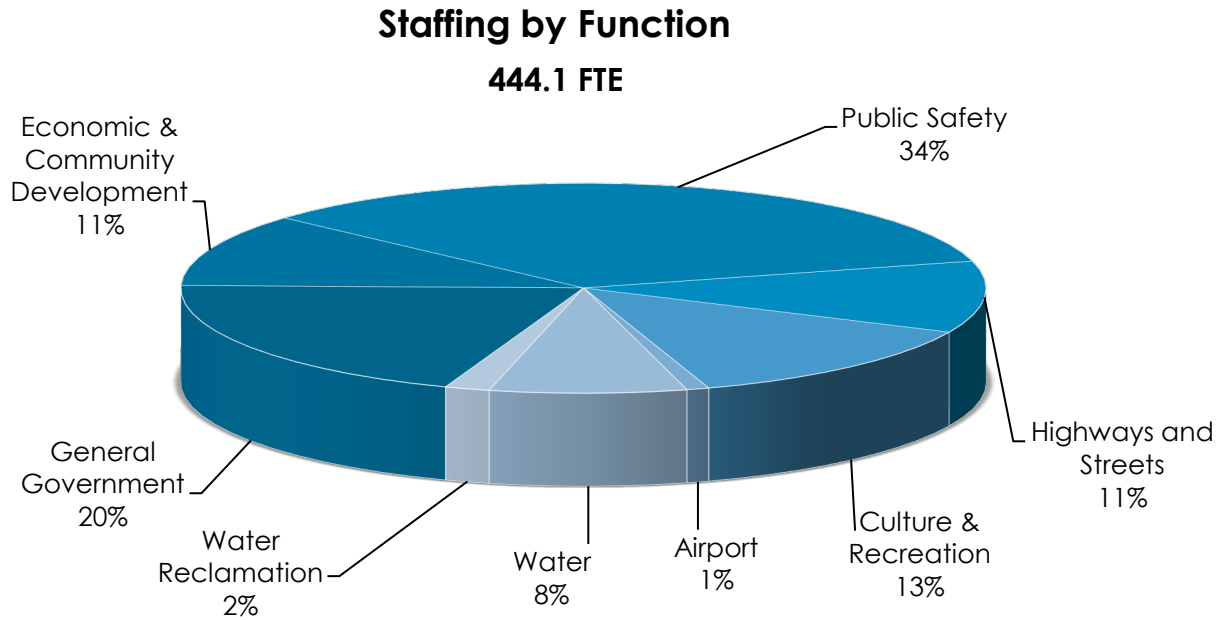
The major expenditures in the operating budget are personnel and benefits at 51%, which include all salaries and benefits for Town staff. Operating supplies and equipment and contractual services comprise 26% and 23%, respectively.

Operating Budget by Line Item \$100.4 Million



FISCAL YEAR 2023-2024 STAFFING SUMMARY

With personnel and benefits comprising 51% 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 14.50 full-time equivalent (FTE) positions through the budgetary process. The following table shows changes in staffing over the past four fiscal years and the current fiscal year.

Functional Department	2019-2020 Authorized FTE	2020-2021 Authorized FTE	2021-2022 Authorized FTE	2022-2023 Authorized FTE	2023-2024 Authorized FTE
General Government	75.25	75.25	80.25	85.50	88.00
Economic & Community Development	42.50	42.50	45.50	49.10	50.10
Public Safety	134.00	134.00	139.00	147.00	152.00
Highways & Streets	44.00	44.00	46.00	47.00	49.00
Culture & Recreation	42.00	42.00	52.00	55.00	58.00
Airport	3.00	3.00	3.00	4.00	4.00
Water	27.60	29.60	31.60	34.00	35.00
Wastewater	7.00	7.00	7.00	8.00	8.00
Total FTE	375.35	377.35	404.35	429.60	444.10

The following table lists the new full time equivalent (FTE) positions added in 2023-2024:

Position Title	FTE	Department	Funding Source
Historian	0.50	Town Manager	General Fund
Organizational Development Manager	1.00	Human Resources	General Fund
Superintendent	1.00	Parks & Recreation	General Fund
Recreation Programmer	1.00	Parks & Recreation	General Fund
Parks and Recreation Maintenance Associate II	1.00	Parks & Recreation	General Fund
Police Officer	5.00	Police	General Fund
Police Assets Coordinator	1.00	Police	General Fund
Custodian	1.00	Public Works	General Fund
Business Process Analyst	1.00	Public Works	General Fund
Technology Support Specialist II	1.00	Technology Services	General Fund
Construction Inspector	1.00	Water Reclamation	General Fund
Total FTE additions	14.50		

The addition of key positions is critical in maintaining service levels. This is especially important in a fast-growing community like Marana. Positions added this year include those that serve the public directly, such as Police Officers and Public Works and Parks maintenance employees, as well as support services positions to re-align operations and allow for efficient and uninterrupted operations of our ever-growing Town.

PROJECTION OF FINANCIAL CONDITION BY FUND GROUP

Fund Group	June 30, 2023 Estimated Fund Balance	2023-2024 Estimated Revenue	2023-2024 Estimated Expenditures	Transfers In	Transfers Out	June 30, 2024 Estimated Fund Balance
General Fund	\$93,588,862	\$69,786,496	\$77,026,555	\$ -	\$4,516,981	\$81,831,822
Special Revenue	11,530,105	9,943,033	13,051,469	100,000	-	8,521,669
Capital Projects	58,624,223	113,106,767	155,743,417	100,000	2,083,950	14,003,623
Debt Service	7,302,986	9,231,928	15,356,954	6,360,436	-	7,538,396
Enterprise	34,203,719	49,475,422	69,386,635	8,169,474	8,128,979	14,333,001
Internal Service	2,169,738	5,696,168	5,696,168	-	-	2,169,738
Total All Funds	\$207,419,633	\$257,239,814	\$336,261,198	\$14,729,910	\$14,729,910	\$128,398,249

TOWN FUNDS AND FUND BALANCE DETAILED INFORMATION

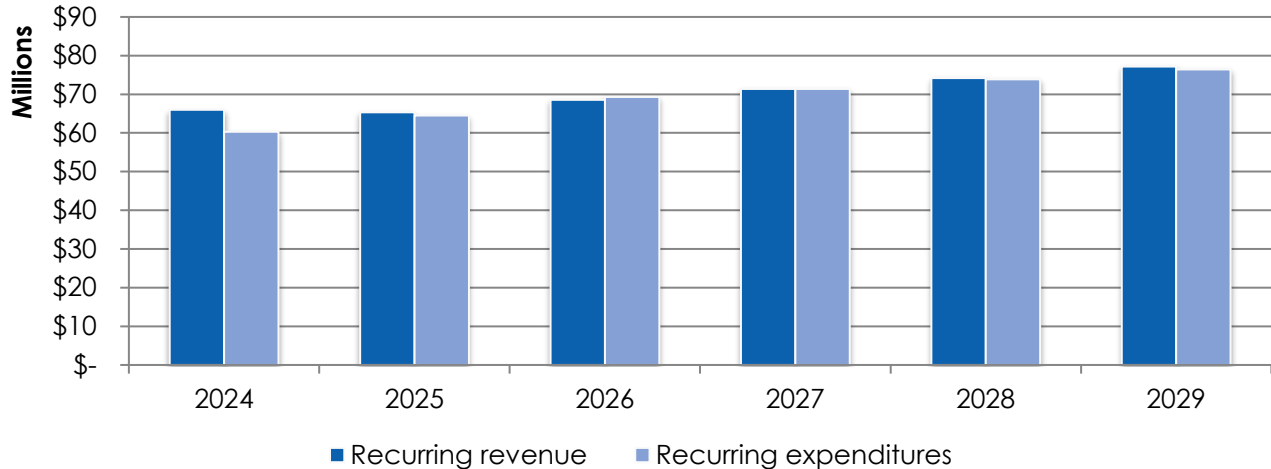
General Fund

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

As described earlier, approximately 94 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 pandemic over the last couple of years. The Town proactively managed the budget during this period and during prior economic downturns resulting in an increase of \$27.1 million in reserve balance at the end of fiscal year 2022. In fiscal year 2023 the Town has continued to be successful in efforts to continually maintain healthy fund balances. The estimated year end fund balance is \$93.6 million.

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.

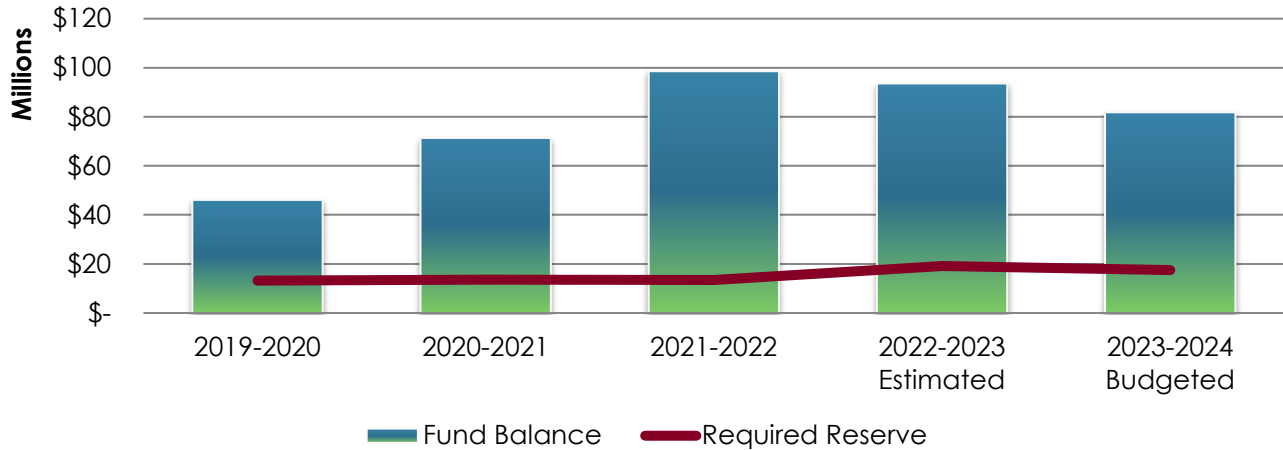
General Fund Forecast 2024 to 2029



The end of fiscal year 2024 fund balance is projected to be \$81.8 million. This projected number includes contingent expenditure budget authorization of \$5 million, most of which is often not spent. 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 117% 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 2024, the use of fund balance is anticipated to complete several projects and purchases that are carried forward from the prior fiscal year, as well as to make several one-time capital investments.

General Fund Reserve Balances

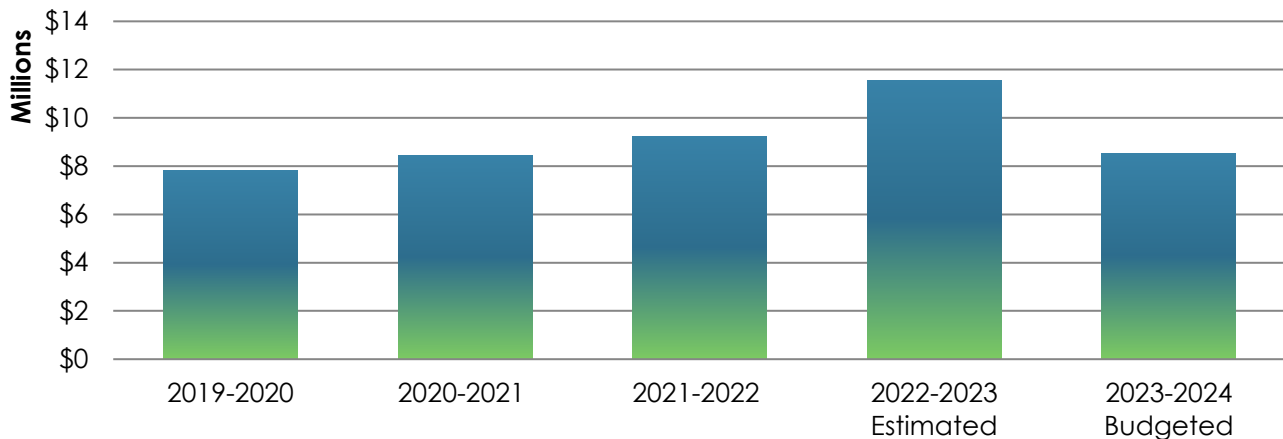


Special Revenue Funds

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. The Town has budgeted \$2.8 million in fiscal year 2024 for unanticipated grants and contributions. This will provide the Town the revenue and expenditure authority required to take advantage of grants and similar opportunities that may occur during the year. Additionally, this funding mechanism removes the impact of grant activity on the operating budgets in the General Fund.

For fiscal year 2024, the largest sources of fund balance for special revenue funds are Highway User Revenue and Bed Tax at \$5 million and \$1.5 million respectively. The ending fund balance for fiscal year 2024 is projected to decrease by \$3 million which is primarily due to expenditures related to the continuation of a multi-year pavement preservation plan.

Special Revenue Funds Reserve Balances

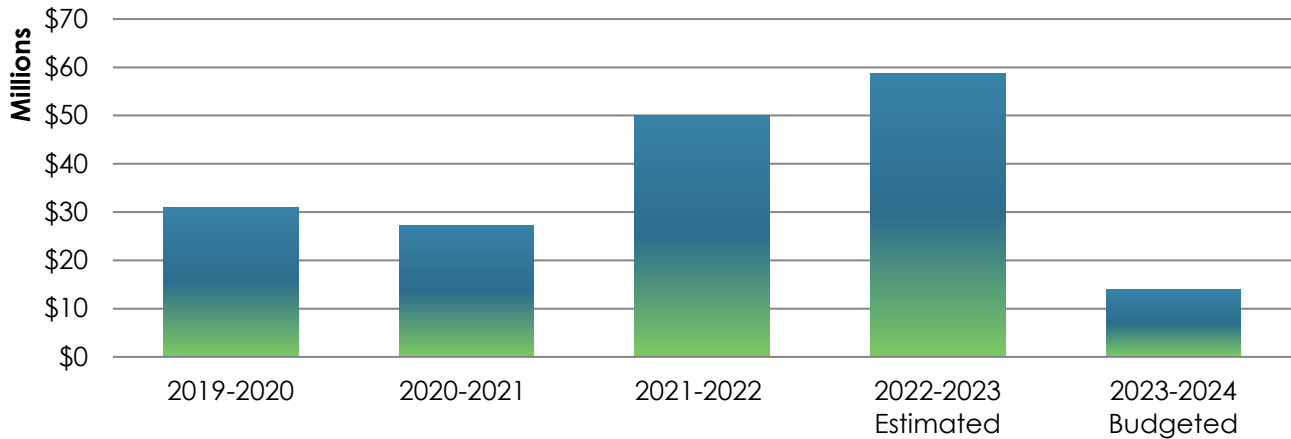


Capital Project Funds

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 2024 is projected to decrease from \$58.6 million to \$14 million. This reduction assumes the use of fund balance for a number of capital projects such as the Tangerine Farms Road Widening (page 132), the Twin Peaks Road Rattlesnake Pass Widening (page 134), and the Marana Community Center and Aquatic Complex (page 137).

Capital Project Funds Reserve Balances

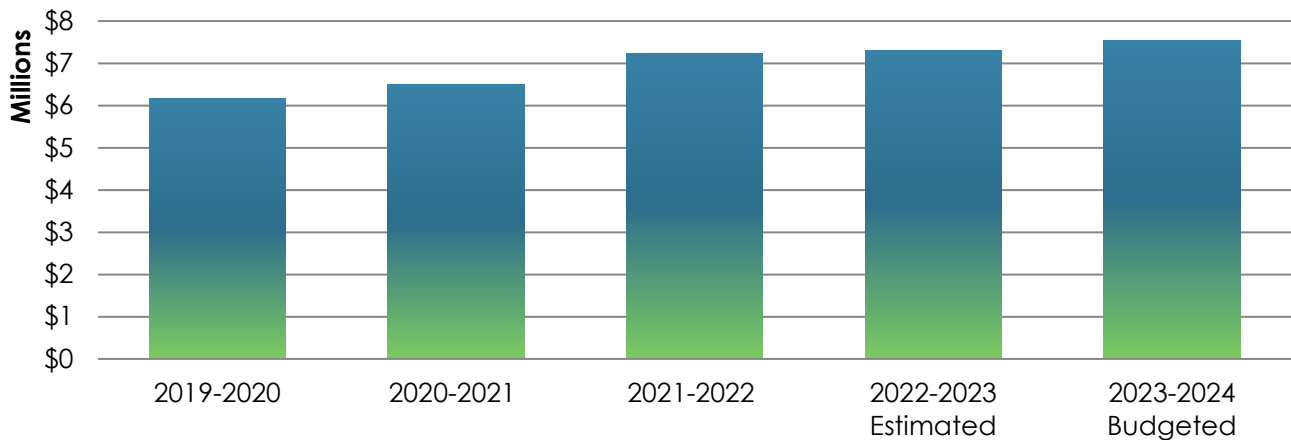


Debt Service Funds

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 2024 is projected to be \$7.3 million. Most of the fund balance is reserved for future bond payments. A portion of the balance is associated with deposits held related to the Gladden Farms, Gladden Farms II, and Saguaro Springs Community Facilities Districts (separately presented component units).

Debt Service Funds Reserve Balances

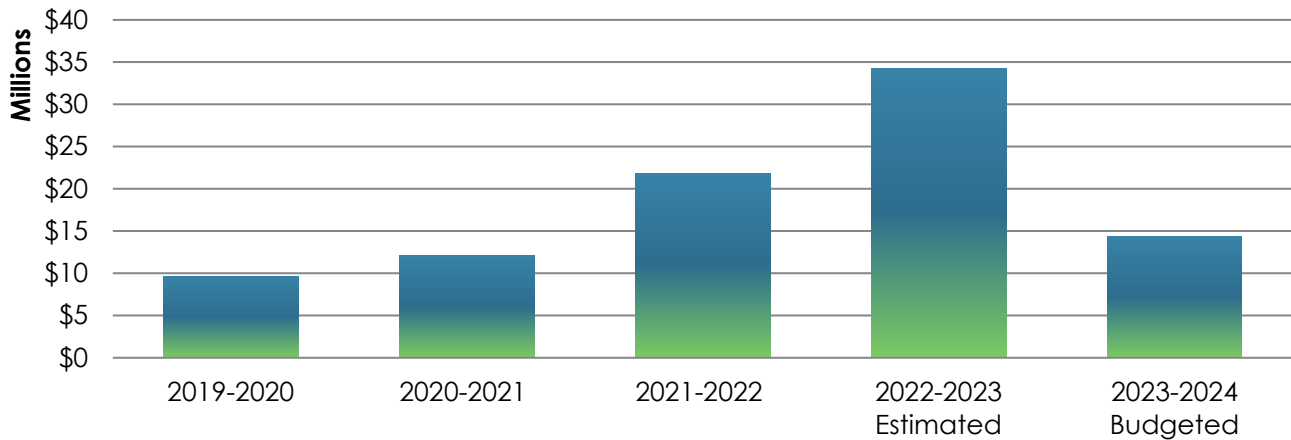


Enterprise Funds

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.

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 2024 is \$14.3 million. The decrease assumes use of fund balance for several existing and new capital projects in fiscal year, including the North Marana Sewer Interceptor, the New Renewable Water Resource Acquisition and the East Apron Reconstruction at the Marana Airport.

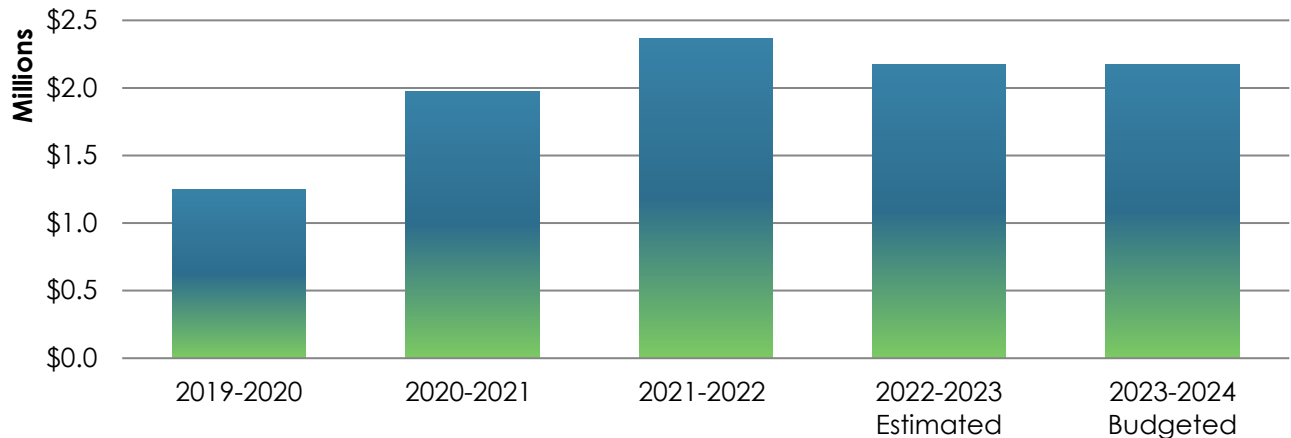
Enterprise Funds Reserve Balances



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 2024 is projected to remain unchanged.

Internal Service Funds Reserve Balances



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 2024 operating and capital budget by department. The table includes the source(s) of funding for each department by fund type and also includes the applicable number of FTEs by department. Detailed information for each department as well as a detailed fund structure and expenditure information can be found in the subsequent departmental pages.

Department	FTE Count	General Fund	Special Revenue Funds	Capital Projects Funds	Debt Service Funds	Proprietary Funds	Total
Mayor & Council	-	\$ 387,745	-	-	-	-	\$ 387,745
Town Manager's Office	9.00	1,600,517	-	-	-	-	1,600,517
Town Clerk	5.00	570,215	-	-	-	-	570,215
Human Resources	13.00	1,772,626	-	-	-	-	1,772,626
Finance	17.00	1,898,127	-	-	-	-	1,898,127
Legal	9.00	1,244,565	-	-	-	-	1,244,565
Technology Services	21.00	5,989,155	-	-	-	-	5,989,155
Economic Development & Tourism	3.50	326,774	1,139,816	425,000	-	-	1,891,590
Development Services	36.00	4,573,023	-	-	-	-	4,573,023
Police	139.00	22,530,049	1,337,136	-	-	-	23,867,185
Magistrate Court	14.00	1,326,710	244,305	-	-	-	1,571,015
Public Works	62.00	13,217,186	6,282,878	145,219,094	-	-	164,719,158
Parks & Recreation	58.00	8,617,693	482,150	5,188,573	-	-	14,288,416
Community & Neighborhood Services	10.60	1,319,486	365,000	-	-	-	1,684,486
Water	35.00	-	-	-	-	39,059,108	39,059,108
Water Reclamation	8.00	-	-	-	-	21,989,842	21,989,842
Airport	4.00	-	-	-	-	8,337,685	8,337,685
Non-Departmental	-	11,652,684	3,200,184	4,910,750	15,356,954	5,696,168	40,816,740
Total	<u>444.10</u>	<u>\$77,026,555</u>	<u>\$13,051,469</u>	<u>\$155,743,417</u>	<u>\$15,356,954</u>	<u>\$75,082,803</u>	<u>\$336,261,198</u>

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 2023-2024 is the sixth year that departments will be tracking specific criteria based upon outcomes listed in their Key Performance Measurements. As many of these metrics and corresponding tracking are still relatively new to the Town, several targets are still being refined and adjusted as departments continue to analyze data that has been collected throughout the year. As departments continue to track and analyze data related to Key Performance Measurements, improvement and evolution will be noticed over time, leading to the continued success of the organization.

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

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

Council Strategic Plan Goal: One of the strategic goals as outlined in Marana's Strategic Plan			
Expected Outcome	Performance Measure	FY20xx Actual	FY20xx Target
The desired outcome related to the identified strategic plan goal. This should be an ongoing process, not a one-time achievement.	<i>A specific, measurable, and realistic indicator on how well the Town is achieving the desired outcome. These are not workload indicators.</i>	Real data collected for the fiscal year	A goal for the new fiscal year that is both challenging and realistic to achieve

MAYOR & TOWN COUNCIL



Overview

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

Fiscal Year 2022-23 Accomplishments

- Adopted a structurally balanced operating budget.
- Adopted a 2023 Arizona Legislative Session Policy Priority Program.
- Adopted a comprehensive update to the Strategic Plan.
- Participated in a Council Retreat to identify new policy goals and methods to achieve these goals.

Fiscal Year 2023-24 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.
- Look to host a joint Council meeting among regional jurisdictional peers.

Key Performance Indicators

Promote and increase Town representation throughout the state.

	FY2022	FY2023	FY2023	FY2023	FY2024
	Actual	Target	Actual	Target Met	Target
Number of regional and statewide committees with council member participation	N/A	N/A	N/A	N/A	8

 **Target Met**
 **Target Not Met**
 N/A - New/Previous Measure

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

Expenditures By Fund	FY2022 Actual	FY2023 Adopted	FY2024 Adopted	Change FY2023 to FY2024
General Fund	\$326,719	\$365,991	\$387,745	\$21,754
Total Budget	\$326,719	\$365,991	\$387,745	\$21,754

(1)

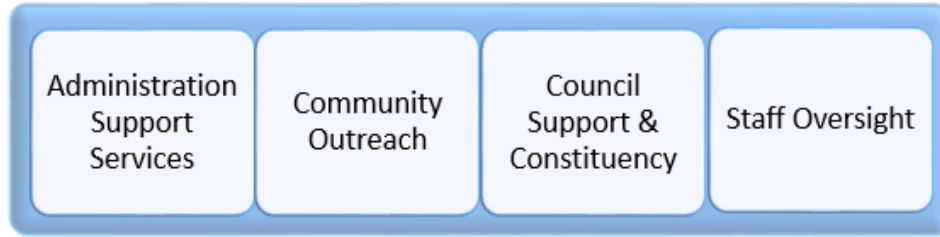
Expenditures by Category	FY2022 Actual	FY2023 Adopted	FY2024 Adopted	Change FY2023 to FY2024
Personnel & Benefits	\$310,733	\$310,984	\$327,704	\$16,720
Contracted Services	9,966	40,422	41,556	1,134
Operating Supplies & Equipment	6,020	14,585	18,485	3,900
Total Budget	\$326,719	\$365,991	\$387,745	\$21,754

(1)

Budget Notes and Significant Changes

- Changes to the Mayor & Town Council budget are primarily related to anticipated increases of existing and ongoing expenses, including increases to pension contributions and health care premiums.

TOWN MANAGER



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 of customer service and effective solutions to complex changes. The Manager's Team will never compromise our integrity or the public's trust.

Fiscal Year 2022-23 Accomplishments

- Maintained a structurally balanced budget and strengthened the Town's financial position.
- Adopted Strategic Plan Five and launched a performance management dashboard to track organizational progress.
- Hosted a Council retreat which established policy priorities and how to achieve them.
- Launched phase one of the Marana Lifestyle Brand to showcase Marana's uniqueness through various products.
- Launched Real Talk with the Town of Marana podcast as a method of providing accurate and timely information to the community.

Fiscal Year 2023-24 Goals & Objectives

- Maintain a structurally balanced budget that advances the priorities identified in the updated Strategic Plan.
- Continue implementation of the Strategic Plan Five performance management dashboard to ensure progress towards meeting our identified goals.
- Continue implementation of the Marana 2040 General Plan, including the various master plans and studies described within the plan.
- Continue to enhance the Town's communications tools, including website host, social media platforms and use of data dashboards.
- Coordinate with regional partners for Regional Transportation Authority (RTA) extension, and propose Town-specific capital projects.

Key Performance Indicators

Invite citizen involvement and deliver transparent and timely distribution of information through a variety of innovative platforms.

	FY2022	FY2023	FY2023	FY2023	FY2024
	Actual	Target	Actual	Target Met	Target
Percentage of customer satisfaction rating of "Very Satisfied" or "Satisfied" for Communications services	N/A	N/A	N/A	N/A	65%
Total number of new Town Newsroom subscribers	N/A	N/A	N/A	N/A	600
Community outreach and educational videos produced in-house	N/A	N/A	N/A	N/A	115
Total number of podcast plays per year	N/A	N/A	N/A	N/A	10,000

 **Target Met**
 **Target Not Met**
 N/A - New/Previous Measure

Department Summary | Town Manager

Staff Summary	FY2022 Actual	FY2023 Adopted	FY2024 Adopted	Change FY2023 to FY2024
Full-time Equivalents	10.50	8.50	9.00	0.50
% of town's FTEs			2.03%	

Expenditures By Fund	FY2022 Actual	FY2023 Adopted	FY2024 Adopted	Change FY2023 to FY2024
General Fund	\$1,407,224	\$1,794,483	\$1,600,517	(\$193,966)
Total Budget	\$1,407,224	\$1,794,483	\$1,600,517	(\$193,966)

Expenditures by Category	FY2022 Actual	FY2023 Adopted	FY2024 Adopted	Change FY2023 to FY2024
Personnel & Benefits	\$1,207,779	\$1,184,261	\$1,262,709	\$78,448 (1)
Contracted Services	98,255	499,204	237,452	(261,752) (2)
Operating Supplies & Equipment	101,190	111,018	100,356	(10,662) (3)
Total Budget	\$1,407,224	\$1,794,483	\$1,600,517	(\$193,966)

Budget Notes and Significant Changes

- 1 Personnel & Benefits - Increase is primarily attributed to the addition of a new Heritage Specialist part-time position, as well as increases to health care contributions and for performance pay adjustments budgeted for fiscal year 2023-2024.

- 2 Contracted Services - Decrease is primarily associated with the transfer of budget for the Master Transportation study to the Public Works department. One-time funding is included for an update to the Town's website platform.

- 3 Operating Supplies & Equipment - Reduction is primarily due to the Strategic Plan update which was completed in fiscal year 2022-2023

TOWN CLERK



Overview

The Town Clerk's Office is driven to serve, preserve, and enrich our community. We do this through proactively serving Marana residents, the Town Council, and Town staff; carefully preserving the Town's cherished heritage and records for future generations; timely providing access to public meetings, documents, and information; and fairly and impartially overseeing Town elections in accordance with the law.

Fiscal Year 2022-23 Accomplishments

- Successfully oversaw two elections: the Town Council candidate election held during the 2022 primary election and the Permanent Base Adjustment proposition election held during the 2022 general election, which included the preparation and publishing of a publicity pamphlet.
- Developed a new department vision and mission statement and revamped the Town Clerk webpages.
- Provided AgendaQuick training and minutes instruction to Town staff from multiple departments.
- Developed a proclamation request policy, created a downloadable proclamation template, and created a centralized, online proclamation request portal.
- Provided consistent, internally and externally recognized, 5-star service in records management and retrieval.

Fiscal Year 2023-24 Goals & Objectives

- Continue to support and seek innovative ways to improve open and responsive government through: (1) timely and accurately preparing and posting required notices, agenda materials, and meeting minutes; and (2) timely responding to public records requests.
- Prioritize preserving Marana's cherished heritage by: (1) providing support for the Marana Cultural and Heritage Preservation Plan; and (2) proactively managing and preserving official Town records, including through identifying and pursuing improvements to the Town's records management processes and on- and off-site records storage locations.
- Encourage voter confidence by providing fair and impartial election information and by fairly and impartially overseeing Town election preparations and candidate filings in accordance with the law.

Key Performance Indicators

Elevate the Town's public service by providing timely public access to Town information.

	FY2022	FY2023	FY2023	FY2023	FY2024
	Actual	Target	Actual	Target Met	Target
Percentage of agendas and notices posted in compliance with state law	N/A	100%	100%	✓	100%
Percentage of public records requests acknowledged within 24 hours	N/A	100%	95%	✗	100%
Percentage of draft Council and CFD minutes with little to no modification prior to Council adoption	N/A	N/A	N/A	N/A	90%

 Target Met
  Target Not Met
 N/A - New/Previous Measure

Staff Summary	FY2022 Actual	FY2023 Adopted	FY2024 Adopted	Change FY2023 to FY2024
Full-time Equivalents	5.00	5.00	5.00	-
% of town's FTEs			1.13%	

Expenditures By Fund	FY2022 Actual	FY2023 Adopted	FY2024 Adopted	Change FY2023 to FY2024
General Fund	\$369,375	\$643,116	\$570,215	(\$72,901)
Total Budget	\$369,375	\$643,116	\$570,215	(\$72,901)

Expenditures by Category	FY2022 Actual	FY2023 Adopted	FY2024 Adopted	Change FY2023 to FY2024
Personnel & Benefits	\$333,891	\$440,836	\$459,825	\$18,989 (1)
Contracted Services	31,158	135,680	40,270	(95,410) (2)
Operating Supplies & Equipment	4,326	6,600	10,120	3,520
Restricted Budget	-	60,000	60,000	- (3)
Total Budget	\$369,375	\$643,116	\$570,215	(\$72,901)

Budget Notes and Significant Changes

- 1 Personnel & Benefits - Change primarily attributed to health care premium increases and performance pay adjustments for fiscal year 2023-2024.
- 2 Contracted Services - The prior year budget included additional funding for elections activity that happens every other year in addition to a special election for the Town's permanent base adjustment to the Expenditure Limitation.
- 3 Restricted Budget - Available to ensure adequate capacity exists for elections outside the normal election cycle in fiscal year 2023-2024.

HUMAN RESOURCES



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.

Fiscal Year 2022-23 Accomplishments

- Completed Classification & Compensation Study.
- Implemented Compensation Tool to attract and retain best fit employees.
- Streamlined hiring process.
- Implemented Call Out Supplemental Pay and provided Time Sheet Refresher Training.

Fiscal Year 2023-24 Goals & Objectives

- Update job descriptions.
- Establish Supervisor Academy.
- Enhance training and professional development opportunities.
- Improve existing processes.
- Implement paperless processes.

Key Performance Indicators

Foster a workplace culture that attracts, retains, and motivates a talented workforce.

	FY2022 Actual	FY2023 Target	FY2023 Actual	FY2023 Target Met	FY2024 Target
Percentage of employees who rate overall workplace culture as positive; agree and strongly agree	N/A	70%	78%	✓	70%
Percentage of employees who feel the organization invests in their development; agree and strongly agree	N/A	70%	74%	✓	70%
Percentage of employees who feel they are adequately prepared to compete for internal promotions when available; agree and strongly agree	N/A	N/A	N/A	N/A	70%

 Target Met
  Target Not Met
 N/A - New/Previous Measure

Department Summary | Human Resources

Staff Summary	FY2022 Actual	FY2023 Adopted	FY2024 Adopted	Change FY2023 to FY2024
Full-time Equivalents	8.00	10.00	13.00	3.00
% of town's FTEs			2.93%	

Expenditures By Fund	FY2022 Actual	FY2023 Adopted	FY2024 Adopted	Change FY2023 to FY2024
General Fund	\$1,025,701	\$1,409,576	\$1,772,626	\$363,050
Total Budget	\$1,025,701	\$1,409,576	\$1,772,626	\$363,050

Expenditures by Category	FY2022 Actual	FY2023 Adopted	FY2024 Adopted	Change FY2023 to FY2024
Personnel & Benefits	\$809,161	\$1,084,614	\$1,452,879	\$368,265 (1)
Contracted Services	82,717	109,870	132,488	22,618 (2)
Operating Supplies & Equipment	133,823	178,592	187,259	8,667 (3)
Capital Outlay	-	36,500	-	(36,500) (4)
Total Budget	\$1,025,701	\$1,409,576	\$1,772,626	\$363,050

Budget Notes and Significant Changes

- 1 Personnel & Benefits - Increase primarily attributed to the new Organizational Development Manager position, health care premium increases and performance pay adjustments. Reflected in the FTE change is the transfer of 2 payroll related FTE positions from the Finance Department to the HR Department as approved by Council in the prior fiscal year.
- 2 Contracted Services - Increase primarily attributed to additional funding for travel and training needs associated with the increase in FTE positions and additional funding needed toward safety related services.
- 3 Operating Supplies & Equipment - Increase attributed with resupplying first aid stations.
- 4 Capital Outlay - FY2023 included a one-time expense for a new vehicle for the Safety Compliance Specialist.

FINANCE



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.

Fiscal Year 2022-23 Accomplishments

- Received the 15th consecutive Distinguished Budget Presentation Awards from the Government Finance Officers Association (GFOA).
- Received the Certificate of Excellence in Financial Reporting from the GFOA for the 14th consecutive year.
- Assisted with the implementation of a permanent adjustment of the Alternative Expenditure Limitation for the Town of Marana.
- Implemented a new financial statement preparation program.
- Prepared the first annual Debt Report and Profile for FY2021-22

Fiscal Year 2023-24 Goals & Objectives

- Receive the Distinguished Budget Presentation Award from the GFOA.
- Receive the Certificate of Excellence in Financial Reporting from the GFOA.
- Implement a new business licensing software system.
- Assist with the implementation of the Town's new permitting system.

Key Performance Indicators

Receive a clean audit opinion without any findings or questioned costs.

	FY2022	FY2023	FY2023	FY2023	FY2024
	Actual	Target	Actual	Target Met	Target
Unmodified audit opinion in financial statements by external CPA firm	Yes	Yes	Yes	✓	Yes

Invest idle cash to achieve best investment results considering safety, liquidity and yield.

	FY2022	FY2023	FY2023	FY2023	FY2024
	Actual	Target	Actual	Target Met	Target
Compliance with Town investment and financial policies	100%	100%	100%	✓	100%

Provide detailed and transparent financial information to the public about the use of public resources.

	FY2022	FY2023	FY2023	FY2023	FY2024
	Actual	Target	Actual	Target Met	Target
Receipt of GFOA Certificate of Achievement for Excellence in Financial Reporting	Yes	Yes	Yes	✓	Yes
Receipt of GFOA Distinguished Budget Presentation Award	Yes	Yes	Yes	✓	Yes

 **Target Met**
 **Target Not Met**
 N/A - New/Previous Measure

Staff Summary	FY2022 Actual	FY2023 Adopted	FY2024 Adopted	Change FY2023 to FY2024
Full-time Equivalents	15.75	19.00	17.00	(2.00)
% of town's FTEs			3.83%	

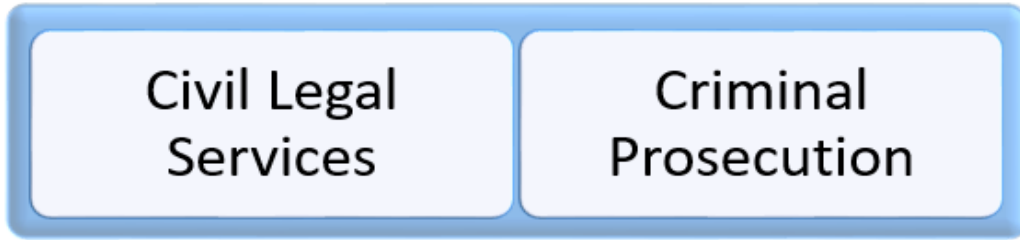
Expenditures By Fund	FY2022 Actual	FY2023 Adopted	FY2024 Adopted	Change FY2023 to FY2024
General Fund	\$1,417,753	\$2,040,118	\$1,898,127	(\$141,991)
Total Budget	\$1,417,753	\$2,040,118	\$1,898,127	(\$141,991)

Expenditures by Category	FY2022 Actual	FY2023 Adopted	FY2024 Adopted	Change FY2023 to FY2024
Personnel & Benefits	\$1,284,008	\$1,749,812	\$1,666,192	(\$83,620) (1)
Contracted Services	121,376	209,317	134,235	(75,082) (2)
Operating Supplies & Equipment	12,369	30,989	7,700	(23,289) (3)
Restricted	-	50,000	90,000	40,000 (4)
Total Budget	\$1,417,753	\$2,040,118	\$1,898,127	(\$141,991)

Budget Notes and Significant Changes

- 1 Personnel & Benefits - Reflected in the FTE change is the transfer of 2 payroll related FTE positions from the Finance department to the HR department as approved by Council in the prior fiscal year. This change and decrease in budget appropriation is offset by increases to health premiums and performance pay adjustments.
- 2 Contracted Services - Decrease primarily attributed to funding for the acquisition of new financial reporting software implemented in the prior year and due to anticipated decreases for banking service fees which are offset by higher interest rates over the course of the fiscal year.
- 3 Operating Supplies & Equipment - Decrease attributed to the furniture and equipment related to new positions hired in the prior year.
- 4 Restricted - Budget capacity to be utilized by Town Manager approval for consulting services related to planning future long term funding and financing of Town needs. Additional funding included in fiscal year 2023-2024 toward the implementation of new budget interactive software.

LEGAL



Overview

The Marana Legal Department provides superior legal services to ensure that the Town is a safe, sustainable community with a high quality of life, now and in the future. We strive to achieve justice and to protect the Town by developing sound legal direction and strategies, protecting victims' rights, upholding the law with fairness and integrity, and maintaining a strong work ethic. 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, working closely with the Police Department and Marana Municipal Court.

Fiscal Year 2022-23 Accomplishments

- Assisted with implementation of updated infrastructure improvement plans, land use assumptions, and development impact fees for Water, Wastewater, Streets and Parks.
- Assisted the Development Services Department with drafting and adoption of new zoning regulations related to solar facilities and battery storage facilities.
- Assisted the Finance Department and Town Clerk's Office with all legal issues related to the successful Permanent Base Adjustment election.
- Drafted and assisted the Human Resources Department with adoption of new Drug and Alcohol-Free Workplace Policy and Administrative Directive.
- Provided top-quality municipal criminal and code enforcement, including efficiently and fairly handling 725 criminal prosecutions, 6 aggressive dog designation cases, and 7 code enforcement cases in the first 7 months of FY2023.

Fiscal Year 2023-24 Goals & Objectives

- Assist the Water Department with implementation of Water Resources Master Plan Update, including assisting with legal aspects of water acquisitions.
- Continue to provide top-quality municipal criminal prosecution services, by ethically and efficiently prosecuting cases with the goal of achieving justice, and protecting victims' legal rights.
- Assist with all legal aspects of design and construction of the Town's new Marana Community Center and Aquatic Complex.
- Assist with all legal aspects of the Town's operation of our own Community Block Grant Program.

- Assist the Council, Town Manager's Office, Development Services, Water, and all Town departments in evaluating current development practices to ensure that the Town develops in a sustainable manner.

Key Performance Indicators

Efficiently and effectively prosecute misdemeanor cases.

	FY2022 Actual	FY2023 Target	FY2023 Actual	FY2023	FY2024 Target
				Target Met	
Percentage of cases with initial victim notices sent out by first pretrial conference	100%	100%	100%	✓	100%
Ratio of cases disposed to cases filed	84%	90%	92%	✓	90%

Provide timely and accurate legal advice to the Town.

	FY2022 Actual	FY2023 Target	FY2023 Actual	FY2023	FY2024 Target
				Target Met	
Percentage of successful outcomes in personnel matters	100%	95%	100%	✓	95%
Percentage of ordinances/resolutions drafted within 30 days of request	95%	90%	88%	✗	90%

 **Target Met**
 **Target Not Met**
 N/A - New/Previous Measure

Staff Summary	FY2022 Actual	FY2023 Adopted	FY2024 Adopted	Change FY2023 to FY2024
Full-time Equivalents	9.00	9.00	9.00	-
% of town's FTEs			2.03%	

Expenditures By Fund	FY2022 Actual	FY2023 Adopted	FY2024 Adopted	Change FY2023 to FY2024
General Fund	\$1,067,074	\$1,204,385	\$1,244,565	\$40,180
Total Budget	\$1,067,074	\$1,204,385	\$1,244,565	\$40,180

Expenditures by Category	FY2022 Actual	FY2023 Adopted	FY2024 Adopted	Change FY2023 to FY2024
Personnel & Benefits	\$877,802	\$1,037,356	\$1,025,067	(\$12,289) (1)
Contracted Services	184,580	164,029	214,098	50,069 (2)
Operating Supplies & Equipment	4,692	3,000	5,400	2,400 (3)
Total Budget	\$1,067,074	\$1,204,385	\$1,244,565	\$40,180

Budget Notes and Significant Changes

- 1 Personnel & Benefits - Change reflects currently filled positions, which includes an underfilled full time position (hired as part time), offset by higher health premiums and performance pay adjustments.
- 2 Contracted Services - Increase to provide funding software archiving needs and increased costs for subscriptions and continuing education.
- 3 Operating Supplies & Equipment - The increase is primarily higher costs for office supplies and office equipment.

TECHNOLOGY SERVICES



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.

Fiscal Year 2022-23 Accomplishments

- Filled 5 of 7 vacant positions and added 2 new positions.
- Redesigned the Current and Proposed Projects web application.
- Implemented recommended project portfolio management strategy and processes to ensure that initiatives are aligned to meet the Town's objectives and priorities.
- Migrated the Police Department to a new mobile broadband service provider to ensure continuous internet connectivity throughout the Town's boundaries and nearby areas.
- Launched a new manhole inspection application to eliminate duplicate data entry into our asset management system.

Fiscal Year 2023-24 Goals & Objectives

- Migrate on premise email to Microsoft Office 365 - to include SharePoint on premise migration.
- Select a new permitting and licensing system and initiate its implementation project.
- Pursue strategy to delegate or automate processes to achieve operational improvements and elevate public service.
- Develop an Asset Management strategic plan.
- Fully implement an incident response plan and provide recommendations for the secondary server room to ensure business continuity.

Key Performance Indicators

Elevate the Town's public service quality through efficient resolution of Town technology issues.

	FY2022	FY2023	FY2023	FY2023	FY2024
	Actual	Target	Actual	Target Met	Target
Average internal customer services satisfaction rating with technical support provided (on a scale of five stars)	N/A	N/A	N/A	N/A	5
Percentage of service requests completed within defined service level targets	N/A	N/A	N/A	N/A	90%
Percentage of unplanned downtime of major applications affecting business continuity	N/A	N/A	N/A	N/A	< 1%
Percentage of unplanned downtime of public facing applications (websites, GIS viewers) affecting public service	N/A	N/A	N/A	N/A	< 0.5%
Total number of departmental dashboards built to show asset management costs for Parks and Recreation, Public Works, and Water	N/A	N/A	N/A	N/A	3

 **Target Met**
 **Target Not Met**
 N/A - New/Previous Measure

Department Summary | Technology Services

Staff Summary	FY2022 Actual	FY2023 Adopted	FY2024 Adopted	Change FY2023 to FY2024
Full-time Equivalents	18.00	20.00	21.00	1.00
% of town's FTEs			4.73%	

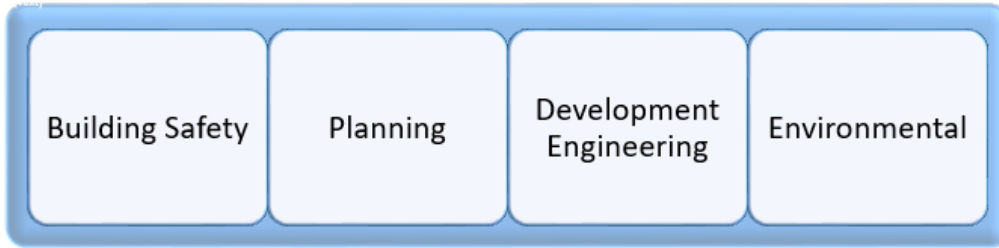
Expenditures By Fund	FY2022 Actual	FY2023 Adopted	FY2024 Adopted	Change FY2023 to FY2024
General Fund	\$3,385,512	\$4,405,011	\$5,989,155	\$1,584,144
Total Budget	\$3,385,512	\$4,405,011	\$5,989,155	\$1,584,144

Expenditures by Category	FY2022 Actual	FY2023 Adopted	FY2024 Adopted	Change FY2023 to FY2024
Personnel & Benefits	\$1,420,637	\$1,900,761	\$2,144,070	\$243,309 (1)
Contracted Services	1,346,683	2,239,894	3,008,084	768,190 (2)
Operating Supplies & Equipment	438,694	264,356	687,001	422,645 (3)
Capital Outlay	179,498	-	100,000	100,000 (4)
Restricted	-	-	50,000	50,000 (5)
Total Budget	\$3,385,512	\$4,405,011	\$5,989,155	\$1,584,144

Budget Notes and Significant Changes

- 1 Personnel & Benefits - Increase primarily attributed a new Technology Support Specialist position, the reclassification of the Software Developer position to a Senior Software Developer, as well as increases for higher health premiums and performance pay adjustments.
- 2 Contracted Services - Increase associated with a number of factors including increases to the cost of existing software as well as a number of new software including a new permitting and licensing system that will provide increased functionality to both staff and customers. Funding is also included for hardware and equipment to replace aging equipment and create hybrid meeting solutions for select conference rooms.
- 3 Operating Supplies & Equipment - Increases due to a number of one-time equipment purchases including a significant increase for police radio replacements (first year of a 4 year replacement cycle). Additional one-time budget was included for office furniture that will allow the department to convert unused space to office space.
- 4 Capital Outlay - Increase associated with creating redundancy for the Town's internet fiber connection. The funding will be used for design and planning.
- 5 Restricted - Funding capacity for unanticipated or emergency needs.

DEVELOPMENT SERVICES



Overview

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

Building Safety Division

The Building Safety division is responsible for establishing the minimum requirements that safeguard public health. This is accomplished by adopting the most up-to-date technical building code and enforcement of that code through field inspection. The division collectively works with a fire service agency within the Town to administer provisions of the fire code. The goal is to provide the highest level of service and to maintain the vision of the Town, by incorporating the strategic plan into the divisions's policies and procedures whenever possible.

Planning Division

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

Engineering, Environmental, and Real Property Division

The Engineering, Environmental and Real Property division is responsible for addressing the infrastructure needs throughout the Town. The Engineering division provides oversight of projects to ensure that private development follows Town ordinances and engineering practices, maintains the safety of the public and the environment, recommends mitigation measures to reduce impacts from development. The division manages the floodplain and community rating system and ensures environmental compliance for private development. The division ensures the Town's compliance with state and federal mandates as well as clears public infrastructure projects. In addition, the division manages the Town real property through acquisitions, permitting, and agreements.

Fiscal Year 2022-23 Accomplishments

- Building Safety: Simplified permit reviews where permit technicians and coordinator complete general plan review - over-the-counter issuance.
- Planning: Planning staff, collaborated with other Town departments, delivered a major update to the Land Development Code, particularly zoning regulation, that was incorporated into the Town Code by the approval of Town Council. The updated Code streamlined regulation by the comprehensive use of tables and a easy to use matrix system that helps users find information quickly, while at the same time, reduces the size of the Code.
- Environmental: Updated the Town's storm water ordinance to comply with the new MS4
- Real Property: Brought Real Property services and staff back in-house.
- Development Engineering: Standardized applications, forms and checklists as well as converted them to electronic submittals and fillable forms.

Fiscal Year 2023-24 Goals & Objectives

- Building Safety: Continue with efficiencies in digital plan review and inspections, coordinate with Technology Services on digital document management and customer submittals.
- Planning: Planning staff will continuously monitor the actual implementation and use of the updated Land Development Code by the tracking of any issues or Code conflicts that arise in order to determine, if and when, any additional revisions are required. Revisions to the Code will also be brought forward as new, pertinent information is generated by the completion of studies and master plans identified in the General Plan.
- Environmental: Map storm water outfalls for private development.
- Real Property: Develop and make public a real property website with all of the Town's property and conveyance documents.
- Development Engineering: Streamline the permitting and inspection process.

Key Performance Indicators

Ensure sufficient response to public for permitting and inspections.

	FY2022	FY2023	FY2023	FY2023	FY2024
	Actual	Target	Actual	Target Met	Target
Percentage of single family dwelling plans reviewed within five days	96%	96%	97%	✓	95%
Percentage of model plan reviews completed within five days	92%	92%	97%	✓	92%
Percentage of field inspections completed within one business day of request	99%	99%	100%	✓	99%

Streamline public processes to facilitate work with public and developers.

	FY2022	FY2023	FY2023	FY2023	FY2024
	Actual	Target	Actual	Target Met	Target
In-house plan reviews as a % of total plan reviews taken	100%	90%	100%	✓	90%

Provide exceptional customer service through our Development and Utility Services.

	FY2022	FY2023	FY2023	FY2023	FY2024
	Actual	Target	Actual	Target Met	Target
Percentage of development related projects reviewed within assigned time (first submittal)	95%	95%	97%	✓	95%
Percentage of permits approved within assigned time frame	97%	95%	96%	✓	95%

 **Target Met**
 **Target Not Met**
 N/A - New/Previous Measure

Department Summary | Development Services

Staff Summary	FY2022 Actual	FY2023 Adopted	FY2024 Adopted	Change FY2023 to FY2024
Full-time Equivalents	33.00	35.00	36.00	1.00
% of town's FTEs			8.11%	

Expenditures By Fund	FY2022 Actual	FY2023 Adopted	FY2024 Adopted	Change FY2023 to FY2024
General Fund	\$2,980,070	\$4,479,403	\$4,573,023	\$93,620
Downtown Reinvestment Fund	340,673	213,700	-	(213,700)
Total Budget	\$3,320,743	\$4,693,103	\$4,573,023	(\$120,080)

Expenditures by Category	FY2022 Actual	FY2023 Adopted	FY2024 Adopted	Change FY2023 to FY2024
Personnel & Benefits	\$2,447,968	\$3,317,918	\$3,658,966	\$341,048 (1)
Contracted Services	432,968	844,148	751,888	(92,260) (2)
Operating Supplies & Equipment	75,661	203,537	148,534	(55,003) (3)
Capital Outlay	364,146	327,500	13,635	(313,865) (4)
Total Budget	\$3,320,743	\$4,693,103	\$4,573,023	(\$120,080)

Budget Notes and Significant Changes

- 1 Personnel & Benefits - Increase primarily attributed to the transfer and reclassification of the Town Engineer position to a Floodplain Manager position from the Public Works Department, and to higher health premiums and performance pay adjustments.
- 2 Contracted Services - Prior year amount included additional capacity for 3rd-party plan review on call services. The reduction is primarily associated with an anticipated reduction for such services as the department is optimistic of recruiting vacant positions as development cools down next year.
- 3 Operating Supplies & Equipment - Prior year amount included one-time funding for furniture and equipment for the new positions and additional one-time purchases of equipment that will increase the efficiency of reviews for existing staff.
- 4 Capital Outlay - Prior year amount included funding for the purchase of two vehicles for the new positions as well as carry over capacity for the completion of the Marana Re-alignment project funded by the Downtown Reinvestment Fund. Remaining funding is available for compliance with ADEQ requirements.

OFFICE OF ECONOMIC DEVELOPMENT AND TOURISM



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.

Fiscal Year 2022-23 Accomplishments

- Tourism Master Plan Request For Proposal ready to launch.
- Redesigned and updated DiscoverMarana.org website.
- Launched Ritz-Carlton three-part TV short stories campaign.
- Attracted Luke Dealership, American Furniture, Tucson Medical Center, Shamrock, and Fry's to the Town.
- Began discussions with master developer for the downtown main street project.

Fiscal Year 2023-24 Goals & Objectives

- Work with the Ritz-Carlton to develop summer attraction campaign for conferences.
- Migrate DiscoverMarana.org to new operating system with complete redesign and rebrand.
- Develop new, innovative marketing campaigns for the Town's assets.
- Work with developer of Marana Main Street to create conceptual master plan and identify first project to launch.
- Continue to recruit, retain, and expand retail, commercial, and industrial tenants to the Town.

Key Performance Indicators

Provide a supportive environment for industry leaders, startups, small businesses, and entrepreneurs through every stage of development.

	FY2022 Actual	FY2023 Target	FY2023 Actual	FY2023 Target Met	FY2024 Target
Number of jobs served through the Marana Job Creation Incentive Program (MJCIP)	N/A	N/A	N/A	N/A	400

Expand Marana's thriving tourism industry by promoting its heritage, cultural resources, scenic open spaces, and signature events.

	FY2022 Actual	FY2023 Target	FY2023 Actual	FY2023 Target Met	FY2024 Target
Total number of Discover Marana website visits	N/A	N/A	N/A	N/A	155,000
Total number of tourism marketing campaigns	N/A	N/A	N/A	N/A	2

 **Target Met**
 **Target Not Met**
 N/A - New/Previous Measure

Department Summary | Economic Development and Tourism

Staff Summary	FY2022 Actual	FY2023 Adopted	FY2024 Adopted	Change FY2023 to FY2024
Full-time Equivalents	3.50	3.50	3.50	-
% of town's FTEs			0.79%	

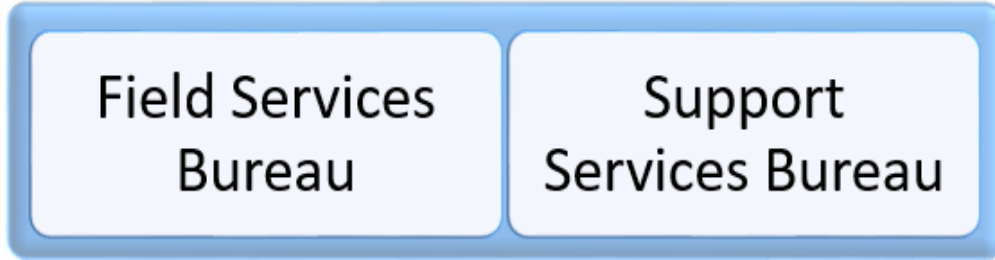
Expenditures By Fund	FY2022 Actual	FY2023 Adopted	FY2024 Adopted	Change FY2023 to FY2024
General Fund	\$291,362	\$315,461	\$326,774	\$11,313
Bed Tax Fund	291,197	561,333	1,139,816	578,483 (2)
Downtown Reinvestment Fund	2,603	425,000	425,000	-
PAG - Econ & Tourism	15,229	17,501	-	(17,501)
Total Budget	\$600,391	\$1,319,295	\$1,891,590	\$572,295

Expenditures by Category	FY2022 Actual	FY2023 Adopted	FY2024 Adopted	Change FY2023 to FY2024
Personnel & Benefits	\$355,037	\$402,711	\$422,502	\$19,791 (1)
Contracted Services	226,969	813,681	881,090	67,409 (2)
Operating Supplies & Equipment	3,156	2,410	2,410	-
Capital Outlay	15,229	17,501	-	(17,501) (3)
Restricted Budget	-	82,992	585,588	502,596 (4)
Total Budget	\$600,391	\$1,319,295	\$1,891,590	\$572,295

Budget Notes and Significant Changes

- 1 Personnel & Benefits - Increase primarily attributed to performance pay adjustments. □
- 2 Contracted Services - Increase primarily attributed to higher tourism related advertising costs from the Bed Tax Fund.
- 3 Capital Outlay - Prior year amount included for the completion and installation of the TABY grant related artwork at the downtown roundabout.
- 4 Restricted Budget - Restricted funding programmed to balance the Bed Tax Fund. Approximately \$500,000 has been included as restricted funding to be used if tourism related programs are identified during the fiscal year.

POLICE



Overview

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

Fiscal Year 2022-23 Accomplishments

- Achieved reaccreditation for the 4th year.
- Completed the Communications Renovation and Console project.
- Implemented a Force Commander Program increasing managerial oversight on swings and midnight shifts.
- Implemented a Chaplain Program.
- Initiated No Belt Required (NBR) defensive tactics training for officers.

Fiscal Year 2023-24 Goals & 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.
- Improve our ranking on the safest cities in Arizona list from our 2022 ranking.
- Maintain response times with established criteria.

Key Performance Indicators

Provide high-level public safety services that strengthen Marana's reputation as a safe and secure Town.

	FY2022 Actual	FY2023 Target	FY2023 Actual	FY2023 Target Met	FY2024 Target
Maintain or exceed department clearance rates for all part 1 crimes* as compared to the previous year	34.9	36.6	37.6	✓	39.4
Maintain or reduce total number of part 1 crimes* (excluding shoplifting) per 1,000 residents as compared to the previous year	10.9	10.4	10.6	✗	10.1
Maintain or reduce traffic collision rates based on total number of collisions per 1,000 residents as compared to the previous year	16.2	15.4	17.6	✗	16.8
Part 1 Violent Crime rate per 1,000 residents	0.86	0.81	0.74	✓	0.70
Part 1 Property Crime rate per 1,000 residents (includes shoplifting)	21.8	20.8	20.0	✓	19.0
Part 1 Property Crime rate per 1,000 residents (excludes shoplifting)	10.1	9.5	9.8	✗	9.36

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

 Target Met
  Target Not Met
 N/A - New/Previous Measure

	FY2022 Actual	FY2023 Adopted	FY2024 Adopted	Change FY2023 to FY2024
Staff Summary				
Full-time Equivalents	127.00	133.00	139.00	6.00
% of town's FTEs			31.30%	

	FY2022 Actual	FY2023 Adopted	FY2024 Adopted	Change FY2023 to FY2024
Expenditures By Fund				
General Fund	\$15,517,918	\$25,308,683	\$22,530,049	(\$2,778,634) (1)
Grants & Contributions Fund	1,426,241	767,149	1,190,336	423,187 (5)
RICO Fund	90,593	87,500	121,800	34,300
Police Impound Fund	32,349	34,727	25,000	(9,727)
Total Budget	\$17,067,101	\$26,198,059	\$23,867,185	(\$2,330,874)

	FY2022 Actual	FY2023 Adopted	FY2024 Adopted	Change FY2023 to FY2024
Expenditures by Category				
Personnel & Benefits	\$14,709,758	\$22,939,458	\$20,132,321	(\$2,807,137) (1)
Contracted Services	521,157	673,821	814,877	141,056 (2)
Operating Supplies & Equipment	1,502,796	1,551,072	2,021,367	470,295 (3)
Capital Outlay	333,390	1,033,708	898,620	(135,088) (4)
Total Budget	\$17,067,101	\$26,198,059	\$23,867,185	(\$2,330,874)

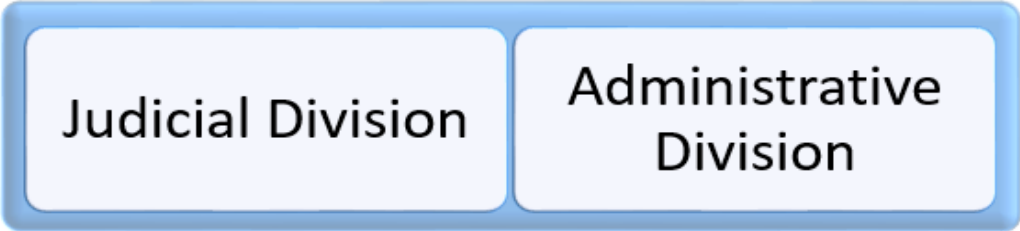
Budget Notes and Significant Changes

- 1 Personnel & Benefits - Prior year amount included a one-time \$6 million contribution into the department's pension fund to reduce the unfunded liability by about one third. The current year amount includes a one-time \$1.2 million contribution to eliminate the Dispatcher's pension liability. Funding is also included for five new Police Officer positions, one Asset Management Specialist position and performance pay adjustments.
- 2 Contracted Services - Increase attributed for budget capacity to expend Smart & Safe funding for officer continuing education and training, as well as anticipated increases for jail costs and increased costs for vehicle maintenance.
- 3 Operating Supplies & Equipment - Increase attributed for budget capacity to expend Smart & Safe funding for officer equipment related needs and for a number of factors including increased fuel costs and other related operating costs associated with the addition of the six new positions, as well as increased vehicle replacement charges as part of the Town's replacement program.

- 4 Capital Outlay - Budget capacity includes funding for vehicle purchases for the five new officer positions as well as carry over funding from prior year unfulfilled vehicle orders as the Town continues to deal with supply chain disruptions and potential delivery delays.

- 5 Grants & Contributions Fund - Funding is associated with a number of grant awards that help fund several Police Department programs. Capacity is allocated based on known award amounts and may be adjusted during the fiscal year as grants are renewed or if new grants and grant allocations are made available by grantors.

COURTS



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.

Fiscal Year 2022-23 Accomplishments

- Successfully implemented remote hearing options increasing accessibility for all persons interacting with the court.
- Updated the court website to improve ease of navigation and resources provided.
- Continued to explore possible transition to paperless court files, increasing efficiency and decreasing duplication of work.
- Implemented procedures to ensure accurate reporting of criminal history information at the state level.
- Implemented review hearings to gain timely compliance with diversion and probation requirements.

Fiscal Year 2023-24 Goals & Objectives

- Continue exploration of transition to paperless court files.
- Obtain LiveScan terminal to ensure compliance with new fingerprinting requirements under ARS 41-1750.
- Implement annual training for judges pro tempore.

Key Performance Indicators

Provide for a forum for fair, impartial, and efficient adjudication of alleged violations in an environment that is respectful and safe.

	FY2022 Actual	FY2023 Target	FY2023 Actual	FY2023 Target Met	FY2024 Target
Percentage of cases with customer service complaints	<1%	<1%	<1%	✓	<1%
Percentage of cases referred to judicial commission	<1%	<1%	<1%	✓	<1%

Provide participants in the court system with necessary services for the fair adjudication of cases.

	FY2022 Actual	FY2023 Target	FY2023 Actual	FY2023 Target Met	FY2024 Target
Percentage of qualified cases receiving court appointed counsel	100%	100%	100%	✓	100%
Percentage of qualified cases receiving interpreter services	100%	100%	100%	✓	100%

Promptly disburse monies received by the court, which are held in trust and payable as restitution, bonds, or fees.

	FY2022 Actual	FY2023 Target	FY2023 Actual	FY2023 Target Met	FY2024 Target
Percentage of timely disbursements for bond refunds, restitution orders, fees to other government agencies, and payment for services	100%	100%	97%	✗	100%

 **Target Met**
 **Target Not Met**
 N/A - New/Previous Measure

Staff Summary	FY2022 Actual	FY2023 Adopted	FY2024 Adopted	Change FY2023 to FY2024
Full-time Equivalents	14.00	14.00	14.00	-
% of town's FTEs			3.15%	

Expenditures By Fund	FY2022 Actual	FY2023 Adopted	FY2024 Adopted	Change FY2023 to FY2024
General Fund	\$1,120,725	\$1,248,115	\$1,326,710	\$78,595
JCEF Fund	2,424	131,805	131,805	-
Fill the Gap Fund	-	34,500	34,500	-
Local Technology Fund	238,249	78,000	78,000	-
Total Budget	\$1,361,398	\$1,492,420	\$1,571,015	\$78,595

Expenditures by Category	FY2022 Actual	FY2023 Adopted	FY2024 Adopted	Change FY2023 to FY2024
Personnel & Benefits	\$1,024,023	\$1,138,915	\$1,191,910	\$52,995
Contracted Services	108,816	206,600	230,800	24,200
Operating Supplies & Equipment	14,099	146,905	148,305	1,400
Capital Outlay	214,460	-	-	-
Total Budget	\$1,361,398	\$1,492,420	\$1,571,015	\$78,595

Budget Notes and Significant Changes

- 1 Personnel & Benefits - Increase primarily attributed to higher health care premiums and performance pay adjustments.
- 2 Contracted Services - Increase is primarily attributed to higher anticipated for public defender services.
- 3 Capital Outlay - The FY2022 amount represents the one-time contribution of funding from the Local Technology Fund toward the construction of the Court Jury Room addition. Budget capacity is included in FY2024 for unanticipated technology needs and training reflected under contracted services.

PUBLIC WORKS



Overview

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

Fiscal Year 2022-23 Accomplishments

- Developed online traffic data platform with the University of Arizona.
- Pavement Management Program. The Town is completing the preservation of 55 lane miles.
- Replaced expansion joint on Thornydale bridge crossing Cañada del Oro including adjacent median improvements.
- Completed drainage improvements and electrical upgrades at the Marana Municipal Center and along Civic Center Drive.
- Upgraded the interior lights in Marana Municipal Center Building A to LED.

Fiscal Year 2023-24 Goals & Objectives

- Complete the Town of Marana Transportation Master Plan.
- Implement the Pavement Management Projects.
- Participate in the development of a new Town of Marana Facilities Master Plan.
- Expand traffic monitoring and implementation of traffic signal performance measures.
- Implement the CIP projects on time, on budget and to the satisfaction of customers and

Key Performance Indicators

Prioritize infrastructure and maintenance that support new growth and development in a proactive and sustainable manner.

	FY2022	FY2023	FY2023	FY2023	FY2024
	Actual	Target	Actual	Target Met	Target
Percentage of resident street maintenance requests reponded to within 24 hours	N/A	N/A	N/A	N/A	70%
Achieve a "Good" (between 70-or better) Pavement Condition Index rating for the Town's street system	N/A	N/A	N/A	N/A	70
Percentage of preventative v. reactive facilities work orders	N/A	N/A	N/A	N/A	80% 20%
Percentage of preventative v. reactive facilities fleet work orders	N/A	N/A	N/A	N/A	80% 20%

 **Target Met**
 **Target Not Met**
 N/A - New/Previous Measure

Staff Summary	FY2022 Actual	FY2023 Adopted	FY2024 Adopted	Change FY2023 to FY2024
Full-time Equivalents	57.00	61.00	62.00	1.00
% of town's FTEs			13.96%	

Expenditures By Fund	FY2022 Actual	FY2023 Adopted	FY2024 Adopted	Change FY2023 to FY2024
General Fund	\$5,337,066	\$9,927,376	\$13,217,186	\$3,289,810 (5)
Highway User Revenue Fund	2,834,852	4,834,644	6,282,878	1,448,234 (6)
South Benefit Area Impact Fee	437,803	9,481,439	6,697,393	(2,784,046) (7)
Northwest Benefit Area Impact Fee	8,382	1,311,588	1,291,472	(20,116) (7)
Transportation Fund	970,294	25,356,356	28,133,914	2,777,558 (7)
Pima Association of Governments	-	740,250	9,772,250	9,032,000 (7)
1/2 Cent Sales Tax	-	12,000,000	60,670,697	48,670,697 (7)
Other Agency	474,891	8,288,533	23,628,438	15,339,905 (7)
Regional Transportation	1,351	7,300,000	13,431,903	6,131,903 (7)
Northeast Benefit Area Impact Fee	72,747	131,681	77,238	(54,443) (7)
Other Capital Projects Fund	70,894	532,649	1,515,789	983,140 (7)
Total Budget	\$10,208,280	\$79,904,516	\$164,719,158	\$84,814,642

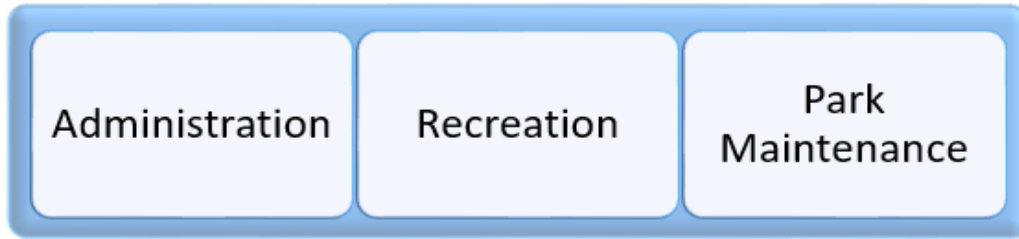
Expenditures by Category	FY2022 Actual	FY2023 Adopted	FY2024 Adopted	Change FY2023 to FY2024
Personnel & Benefits	\$4,135,657	\$5,377,101	\$5,711,546	\$334,445 (1)
Contracted Services	3,205,473	4,782,449	7,192,484	2,410,035 (2)
Operating Supplies & Equipment	553,460	790,446	790,943	497 (3)
Capital Outlay	2,313,064	68,353,020	150,422,685	82,069,665 (3)
Debt Service	626	1,500	1,500	- (4)
Restricted Budget	-	600,000	600,000	- (4)
Total Budget	\$10,208,280	\$79,904,516	\$164,719,158	\$84,814,642

Budget Notes and Significant Changes

- 1 Personnel & Benefits - Increase primarily attributed to higher health premiums, performance pay adjustments as well as the addition of of a new custodian position needed for the maintenance of Town facilities and a new Business Process Analyst position that will assist with systems implementation and maintenance. The budget was also impacted by the transfer of the Town Engineer position to the Development Services department where it was reclassified as a Floodplain Manager position.

- 2 Contracted Services - Increase is primarily attributed to a number of facility related one-time projects, including cooling tower maintenance, furniture repairs, aging equipment replacement, and a remodel of the front desk receptionist area at MMC building A. In addition the increase was also impacted by higher costs for goods and services. Finally, funding was carried over from the prior year for the completion of the Transportation Plan and the Facilities Master Plan.
- 3 Capital Outlay - Increases are associated with a number of new and ongoing projects including the Marana Community Center and Aquatics Complex project and multiple transportation projects. Please refer to the separate Capital Improvement Plan section in this document for more details on all capital projects.
- 4 Restricted Budget - Costs in this line item are associated with restricted contingency items in the Highway User Revenue Funds such as emergency road repair, storm damage repairs and \$400,000 in restricted funding for the Ina Road Bridge project that has not yet been reconciled and closed out by the Arizona Department of Transportation.
- 5 General Fund - Increase is associated with the personnel and benefits changes noted above as well as inflationary costs, a number of maintenance and replacement costs, and capital projects including the emergency MMC generator upgrade and a roof replacement at the MOC. These latter projects were carried over from the prior fiscal year and allocated additional budget capacity based on updated estimated costs.
- 6 Highway User Revenue Fund - Increase is primarily associated with a one-time request to perform a town-wide roadway pavement preservation assessment as part of the Town's five year pavement preservation program. A similar study was performed approximately four years ago.
- 7 Remaining Funds - Funding is programmed from several sources for a number of ongoing and new projects, including the Tangerine Widening and the Marana Community Center and Aquatics Complex. For more details please refer to the Town's Capital Improvement Plan section in this document.

PARKS & RECREATION



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.

Fiscal Year 2022-23 Accomplishments

- Began the design process for the new Marana Community Center and Aquatics Complex. The project team was assembled consisting of Abacus as the Project Manager, Architekton as the design firm, and Chase Building Team to provide pre-construction services.
- Completed the restoration of the Pole Barn at Heritage River Park. The project was completed in time for use at the October 2022 Fall Festival.
- The Parks and Recreation Department's Marana Pool 50th Jubilee celebration of the pool's 50th anniversary was selected by Aquatics International Magazine as the winner of the Best Programming award in the Best of the Best of Aquatics 2022 Award Program.
- Received two Arizona Parks and Recreation state awards. Winning entries were: 1.) Founders Day - Cultural Program Award 2.) El Rio Preserve – Natural Resource Award.

Fiscal Year 2023-24 Goals & Objectives

- In 2023, finalize the long awaited completion of the CalPortland portion of the Shared Use Path. This 1.8 mile section will connect North Marana to the entire Shared Use Path and will continue to increase visitation to Marana's seven properties located along the Santa Cruz River.
- Open the new Saguaro Bloom Community Park, which will contain two playgrounds, a dog park, lighted tennis and basketball courts, walking paths, and open turf area.
- Work to complete 3 CIP projects in the El Rio Recreation Area. The largest of the projects will be to add depth as well as material to prevent seepage to the lake. The goal of this project is to create a deeper, healthier body of water which will create a more welcoming environment for wildlife as well as for visitors to this popular amenity. Other projects in this area include constructing a Disc Golf course to replace the previous course which was washed away when the Santa Cruz breached and created the area that is now filled with water. The final project will construct a parking lot to be used primarily by users of the disc golf course but that will also provide an additional access point to the Shared Use Path.

Key Performance Indicators

Offer a wide variety of recreational programs, events, and amenities for residents of all ages and abilities.

	FY2022 Actual	FY2023 Target	FY2023 Actual	FY2023 Target Met	FY2024 Target
Number of Parks and Recreation programs offered	N/A	N/A	N/A	N/A	105
Number of Parks and Recreation program participants	N/A	N/A	N/A	N/A	17,400
Total number of Signature Event attendees	N/A	N/A	N/A	N/A	26,000
Total number of hours dedicated to athletic maintenance	N/A	N/A	N/A	N/A	1,860

 **Target Met**
 **Target Not Met**
 N/A - New/Previous Measure

Department Summary | Parks & Recreation

Staff Summary	FY2022 Actual	FY2023 Adopted	FY2024 Adopted	Change FY2023 to FY2024
Full-time Equivalents	53.00	55.00	58.00	3.00
% of town's FTEs			13.06%	

Expenditures By Fund	FY2022 Actual	FY2023 Adopted	FY2024 Adopted	Change FY2023 to FY2024
General Fund	\$5,728,186	\$8,390,053	\$8,617,693	\$227,640 (1)
Highway User Revenue Fund	359,989	524,050	482,150	(41,900) (4)
Park Impact Fee Fund	55,317	3,440,333	5,188,573	1,748,240 (4)
Other Agency Capital Projects	31,713	-	-	- (5)
Total Budget	\$6,175,205	\$12,354,436	\$14,288,416	\$1,933,980

Expenditures by Category	FY2022 Actual	FY2023 Adopted	FY2024 Adopted	Change FY2023 to FY2024
Personnel & Benefits	\$3,412,307	\$4,195,556	\$4,758,403	\$562,847 (1)
Contracted Services	849,201	1,485,447	1,378,306	(107,141) (2)
Operating Supplies & Equipment	1,517,574	1,943,425	1,906,882	(36,543) (3)
Capital Outlay	396,123	4,730,008	6,244,825	1,514,817 (4)
Total Budget	\$6,175,205	\$12,354,436	\$14,288,416	\$1,933,980

Budget Notes and Significant Changes

- 1 Personnel & Benefits - Increase primarily attributed to three new positions that will enhance recreation programming and provide additional support for parks maintenance as well as higher health premiums and performance pay adjustments.
- 2 Contracted Services - Decrease is primarily attributed to the completion of the resurfacing of the Heritage Park Splash Pad in the prior fiscal year offset by a one-time funding request for parking lot treatments.
- 3 Operating Supplies & Equipment - Decrease is primarily attributed to the one-time purchase of a Christmas tree, offset by higher utility costs, one time requests to resurface basketball and tennis courts and increased vehicle replacement charges.
- 4 Capital Outlay - Several projects have capacity either for design or construction in the current fiscal year including the El Rio Golf Course, the Gladden Farms Baseball Fields, the Honea Heights Park, East, as well as carry over capacity for the ongoing Santa Cruz Shared Use Path at CalPortland project. Also included are vehicle and equipment purchases, some of which were completed in the prior year resulting in decreases in the Highway User Revenue fund.

- 5 Other Agency Capital Projects - FY2022 actual expenses were primarily associated with the Marana Community Center and Aquatics Complex project which has since been moved to the Half-Cent Sales Tax fund under the Public Works Department.

COMMUNITY AND NEIGHBORHOOD SERVICES



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.

Fiscal Year 2022-23 Accomplishments

- Adopted the 5-Year Consolidated Plan for the Town's own Community Block Grant Program.
- Adopted the Citizen Participation Plan for the Town's own Community Block Grant Program.
- Established a program for graffiti abatement within the Town.

Fiscal Year 2023-24 Goals & Objectives

- Begin operating the new Town run CDBG program as a direct recipient from HUD.
- Expand awareness on the importance of rabies vaccinations and the Town's requirement for dog licensing.
- Creation of Urban Camping protocol and reporting program.
- Create recycling opportunities for various household waste items.

Key Performance Indicators

Support initiatives that enhance the quality of Marana neighborhoods.

	FY2022	FY2023	FY2023	FY2023	FY2024
	Actual	Target	Actual	Target Met	Target
Increase the voluntary compliance by property owners on violation notices	95%	90%	95%	✓	93%
Tons of refuse collected from utilization of the Community Trailer by residents/ communities	18	20	22	✓	20
Tons of refuse collected in community dumpsters provided in Neighborhoods	53	50	52	✓	50

Provide needed animal services to residents to protect pets and limit shelter intake.

	FY2022	FY2023	FY2023	FY2023	FY2024
	Actual	Target	Actual	Target Met	Target
Pets microchipped at Town Events	108	100	121	✓	115
Number of pets receiving services from Town sponsored microchipping, vaccination, licensing, spay & neuter clinics	295	290	310	✓	300
Increasing number registered users on Marana Pets App	657	750	826	✓	850
Return more pets to owners than are taken to shelter	59%	55%	47%	✗	50%

 **Target Met**
 **Target Not Met**
 N/A - New/Previous Measure

Department Summary | Community and Neighborhood Services

Staff Summary	FY2022 Actual	FY2023 Adopted	FY2024 Adopted	Change FY2023 to FY2024
Full-time Equivalents	10.00	10.60	10.60	-
% of town's FTEs			2.39%	

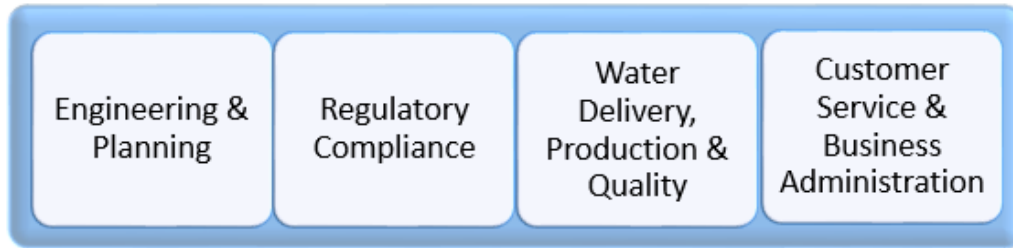
Expenditures By Fund	FY2022 Actual	FY2023 Adopted	FY2024 Adopted	Change FY2023 to FY2024
General Fund	\$1,125,651	\$1,302,824	\$1,319,486	\$16,662 (1)
Comm. Development Block Grant	66,674	180,000	260,000	80,000 (3)
Revolving Affordable Housing Fund	10,411	87,435	105,000	17,565 (2)
Total Budget	\$1,202,736	\$1,570,259	\$1,684,486	\$114,227

Expenditures by Category	FY2022 Actual	FY2023 Adopted	FY2024 Adopted	Change FY2023 to FY2024
Personnel & Benefits	\$872,711	\$944,545	\$1,000,595	\$56,050 (1)
Contracted Services	183,061	328,840	307,905	(20,935) (2)
Operating Supplies & Equipment	146,964	296,874	372,486	75,612 (3)
Restricted Budget	-	-	3,500	3,500
Total Budget	\$1,202,736	\$1,570,259	\$1,684,486	\$114,227

Budget Notes and Significant Changes

- 1 Personnel & Benefits - Increase primarily attributed to higher health premiums and performance pay adjustments.
- 2 Contracted Services - Prior year included one-time funding for consulting services associated with the creation of a consolidated CDBG plan. This reduction was offset by increased funding in the Revolving Affordable Housing Fund that may be used for impact fees and development fees for low income residents.
- 3 Operating Supplies & Equipment - Increase is primarily attributed the Town's anticipated receipt of direct federal funding of CDBG grant awards. This will be the first year the Town will be receiving a direct award from the federal government. In prior years, funding at lower amounts was passed through Pima County to the Town.

WATER



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.

Fiscal Year 2022-23 Accomplishments

- Replaced approximately 320 meters as part of the aging meter program.
- Continued to maintain high levels of customer service and water system reliability during the global COVID-19 pandemic.
- Completed the construction of the Tangerine W+ to X-Zone Booster Station.
- Continued implementation of the asset management program and utilization of Cartegraph.
- Recharged approximately 825 acre feet of treated effluent in FY2021-22 (ongoing).

Fiscal Year 2023-24 Goals & Objectives

- Continue meter replacement program to replace 600 - 800 meters.
- Complete construction of the Marana Park Reservoir and Equipping Marana Park Well.
- Complete Impact Fee Study.
- Complete Water Master Plan.
- Complete implementation of new customer information system including new customer portal.

Key Performance Indicators

Maintain an assured water supply and provide high-quality water infrastructure to meet existing and future customer needs.

	FY2022 Actual	FY2023 Target	FY2023 Actual	FY2023 Target Met	FY2024 Target
Percentage of lost and unaccounted for water	N/A	4.17%	5.03%	✓	< 6%
Number of water meters replaced system-wide	N/A	N/A	N/A	N/A	400
Percentage of preventative v. reactive work activities	N/A	N/A	N/A	N/A	80% 20%
Percentage of calls handled and resolved immediately by customer service staff	N/A	N/A	N/A	N/A	75%
Continuously meet Safe Drinking Water Act Standards for water quality	Met	Meet	Met	✓	Meet

 **Target Met**
 **Target Not Met**
 N/A - New/Previous Measure

Staff Summary	FY2022 Actual	FY2023 Adopted	FY2024 Adopted	Change FY2023 to FY2024
Full-time Equivalents	31.60	34.00	35.00	1.00
% of town's FTEs			7.88%	

Expenditures By Fund	FY2022 Actual	FY2023 Adopted	FY2024 Adopted	Change FY2023 to FY2024
Water Operating Fund	\$7,253,664	\$9,285,022	\$10,301,621	\$1,016,599 (1)
Water Capital Fund	736,648	10,740,052	6,708,179	(4,031,873) (4)
Water Infrastructure	236,208	11,934,485	10,245,611	(1,688,874) (4)
Renewable Resources Fund	1,144,254	5,418,968	11,803,697	6,384,729 (4)
Total Budget	\$9,370,774	\$37,378,527	\$39,059,108	\$1,680,581

Expenditures by Category	FY2022 Actual	FY2023 Adopted	FY2024 Adopted	Change FY2023 to FY2024
Personnel & Benefits	\$2,307,557	\$3,202,451	\$3,544,061	\$341,610 (1)
Contracted Services	2,156,460	2,021,391	2,638,484	617,093 (2)
Operating Supplies & Equipment	2,267,668	2,700,504	2,812,613	112,109 (3)
Capital Outlay	2,244,305	27,360,151	27,491,737	131,586 (4)
Debt Service	394,784	1,894,030	2,572,213	678,183 (5)
Restricted Budget	-	200,000	-	(200,000) (6)
Total Budget	\$9,370,774	\$37,378,527	\$39,059,108	\$1,680,581

Budget Notes and Significant Changes

- 1 Personnel & Benefits - Increase primarily attributed to higher health premiums, performance pay adjustments and for the addition of a new Water Construction Inspector. Budget capacity was also added for a term limited temporary Billing Specialist. These positions will help continue to provide quality service to customers and deal with the high volume of work in inspections
- 2 Contracted Services - Increase is primarily due to the inclusion of a potable water reuse study and the renewal of a rate and fee study that was last performed approximately 4 years ago. Both studies are budgeted in the Water Operating Fund.
- 3 Operating Supplies & Equipment - Increase is primarily attributed to higher electricity costs. Funding is also included for water conservation partnerships in the event grant funding becomes available for such programs during the fiscal year.

- 4 Capital Outlay - A number of projects are included such as the Northwest Recharge and Recovery Distribution System (NWRDRS) and the Marana Park Reservoir and Well as well as impact fee funding capacity if the opportunity arises to make new renewable water acquisitions. The department has also secured WIFA loans to help pay for some of the capital projects. A significant portion of these loans is forgivable (i.e. \$4 million of \$5.5 million to be borrowed). For more details please refer to the Town's Capital Improvement Plan in this document.

- 5 Debt Service - Increase is due to budget capacity toward debt issuance costs to provide financing toward the purchase of renewable water resources. Impact fees have not yet been collected to cover the full budgeted amounts. Staff will consider additional financing methods as water resource availability is determined.

- 6 Restricted Budget - Prior year funding included emergency water hauling due to a possible well failure which would require the hauling of water in order to provide service to existing customers. The department is currently constructing a water line that will eliminate the need to haul water to that location.

WATER RECLAMATION



Overview

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

Fiscal Year 2022-23 Accomplishments

- Continued to work with local, state, and federal regulatory agencies to maintain compliance and operation of the wastewater reclamation facility and sanitary sewer conveyance system.
- Completed the cleaning, CCTV, and manhole inspections of one quarter of the sanitary sewer conveyance system (~20 miles).
- Completed 60% design of 2nd Screw Press at the Marana WRF.
- Completed 30% design of Rillito Vista Lift Station Upgrades.
- Awarded the Arizona Water Association Sanitary Sewer System of the Year.

Fiscal Year 2023-24 Goals & Objectives

- Successfully complete the design of the Sewer Conveyance System Project (Design/Build) in North Marana.
- Successfully complete the design and construction of the 2nd Screw Press Project and the Marana WRF.
- Clean, CCTV, and perform manhole inspections of the next quarter in the rotation of the sanitary sewer conveyance system (~20 miles).
- Continue to work with local, state, and federal regulatory agencies to maintain compliance and operation of the wastewater reclamation facility and sanitary sewer conveyance system.
- Continue to implement the asset management program utilizing a Computerized Maintenance Management System (CMMS) - Cartegraph, as well as implementation of GIS tools to track Manhole Inspections and Vector Control Treatments.

Key Performance Indicators

Maintain an assured water supply and provide high-quality water reclamation infrastructure to meet existing and future customer needs.

	FY2022	FY2023	FY2023	FY2023	FY2024
	Actual	Target	Actual	Target Met	Target
Number of sanitary sewer system overflows	2	0	0	✓	0
Percentage of preventative v. reactive work activities	N/A	N/A	N/A	N/A	80% 20%
Number of gallons recharged	N/A	N/A	N/A	N/A	75%
Continuously meet Aquifer Protection Permit standards for treated water quality	Met	Meet	Met	✓	Meet

 Target Met
  Target Not Met
 N/A - New/Previous Measure

Department Summary | Water Reclamation

Staff Summary	FY2022 Actual	FY2023 Adopted	FY2024 Adopted	Change FY2023 to FY2024
Full-time Equivalents	7.00	8.00	8.00	-
% of town's FTEs			1.80%	

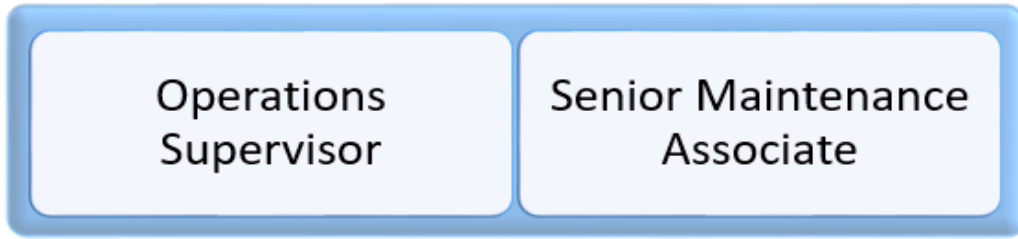
Expenditures By Fund	FY2022 Actual	FY2023 Adopted	FY2024 Adopted	Change FY2023 to FY2024
Water Reclamation Operating Fund	\$2,796,258	\$3,531,393	\$3,531,314	(\$79) (5)
Water Reclamation Capital Fund	274,962	9,468,962	10,051,049	582,087 (4)
Water Reclamation Impact (Post SB)	609,289	45,200	8,407,479	8,362,279 (4)
Total Budget	\$3,680,509	\$13,045,555	\$21,989,842	\$8,944,287

Expenditures by Category	FY2022 Actual	FY2023 Adopted	FY2024 Adopted	Change FY2023 to FY2024
Personnel & Benefits	\$596,579	\$761,501	\$780,944	\$19,443 (1)
Contracted Services	1,023,782	1,447,983	1,333,077	(114,906) (2)
Operating Supplies & Equipment	384,259	381,511	438,012	56,501 (3)
Capital Outlay	867,052	9,587,562	18,570,828	8,983,266 (4)
Debt Service	808,837	866,998	866,981	(17) (4)
Total Budget	\$3,680,509	\$13,045,555	\$21,989,842	\$8,944,287

Budget Notes and Significant Changes

- 1 Personnel & Benefits - Funding is included for performance pay adjustments and higher health premiums. These increases are offset by lower overtime and shift costs, as well as lower benefits costs associated with employee benefit elections.
- 2 Contracted Services - Decrease is attributed to prior year one-time and ongoing system repairs, upgrades and rehabilitation that were completed and will help ensure the continued and uninterrupted system operations.
- 3 Operating Supplies & Equipment - Increase is attributed to higher operational costs, including electricity consumption, as the plant is processing greater quantities of waste water, in line with the increased customer base.
- 4 Capital Outlay - A number of ongoing projects are included in the FY2024 budget including the North Marana Sewer Interceptor Expansion and a second screw press for the water reclamation plant. For more details please refer to the Capital Improvement Plan. Impact fee funding was made available Water Reclamation Plant, Phase II design.
- 5 Water Reclamation Operating Fund - Increases for salaries and operating costs, were offset by lower maintenance costs.

AIRPORT



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.

Fiscal Year 2022-23 Accomplishments

- Applied for air traffic control tower environmental assessment (FAA-Grant).
- Applied to replace existing AWOS with AWOS III P/T (FAA-Grant).
- ALP Update to reflect Runway 30 Safety Mitigation Project, ATCT Siting Study, and Land Releases (ADOT-Grant).
- Awarded East Hangar Apron Reconstruction ADOT Grant.

Fiscal Year 2023-24 Goals & Objectives

- Apply for Air Traffic Control Tower, Design (FAA Grant).
- Apply for Security Fence 4,000 LF, Design & Construction (FAA AIG).
- Airport Drainage Study (ADOT Grant).
- East Hangar Apron Reconstruction Phase 2, Construction (ADOT Grant).

Key Performance Indicators

Maximize the economic impact of the airport by identifying and recruiting aviation and non-aviation related industries for business development opportunities.

	FY2022 Actual	FY2023 Target	FY2023 Actual	FY2023 Target Met	FY2024 Target
Total fuel flow revenue	N/A	N/A	N/A	N/A	\$ 55,000
Total number of corporate jet operations	1,683	1,800	1,227	X	1,850
Total number of aircraft operations	91,838	93,000	76,343	X	93,500

 Target Met
  Target Not Met
 N/A - New/Previous Measure

Staff Summary	FY2022 Actual	FY2023 Adopted	FY2024 Adopted	Change FY2023 to FY2024
Full-time Equivalents	3.00	4.00	4.00	-
% of town's FTEs			0.90%	

Expenditures By Fund	FY2022 Actual	FY2023 Adopted	FY2024 Adopted	Change FY2023 to FY2024
Airport Operating Fund	\$460,185	\$629,423	\$647,162	\$17,739
Airport Capital Fund	613,913	5,541,436	7,690,523	2,149,087
Total Budget	\$1,074,098	\$6,170,859	\$8,337,685	\$2,166,826

Expenditures by Category	FY2022 Actual	FY2023 Adopted	FY2024 Adopted	Change FY2023 to FY2024
Personnel & Benefits	\$242,054	\$303,228	\$324,362	\$21,134
Contracted Services	171,645	243,215	254,950	11,735
Operating Supplies & Equipment	56,486	63,400	67,850	4,450
Capital Outlay	603,913	5,561,016	7,690,523	2,129,507
Total Budget	\$1,074,098	\$6,170,859	\$8,337,685	\$2,166,826

Budget Notes and Significant Changes

- 1 Personnel & Benefits - Increase primarily attributed to higher health premiums and performance pay adjustments.
- 2 Contracted Services - The increase is primarily associated with increased funding for ongoing facility and vehicle maintenance.
- 3 Capital Outlay - Funding is for a number of airport related capital projects including the continuation of the multi-year Control Tower project. The Town's estimated match for the current fiscal year of approximately \$664,000 is budgeted as a transfer out from the General Fund.



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 PLAN

Fiscal Year 2023 – 2024 CIP Plan

Overview

The Fiscal Year 2023-2024 Capital Improvement Plan (CIP) forecasts the Town's capital investments over a five-year period. Capital investments involve major Town projects that have at least a five year useful life and at least a \$100,000 total project budget. The CIP is both a fiscal and planning device that allows the Town to inventory and monitor all capital project costs, funding sources, departmental responsibilities, and timing schedules. Each year the CIP is reviewed within the context of ongoing Town, county, state, and federal planning programs and policies as well as the Town's General and Strategic Plans.

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

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

The CIP committee met during the budget cycle to prioritize all requested CIP projects. The resulting recommendations were presented to the Town Council on March 13, 2023 at the Town Council retreat.

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 for the various capital improvements projects may include:

- Development related impact fees
- Transportation sales tax funds (75% of the Town's construction sales tax dollars are dedicated for transportation improvements)
- Intergovernmental sources including: State of Arizona, Pima Association of Governments (PAG), Regional Transportation Authority (RTA)
- Water and sewer utility revenues
- Water Infrastructure Financing Authority (WIFA) loans or other bond financing
- Various grant and third-party contributions
- General Fund revenues and reserves

As shown by the following chart, the largest single CIP funding source comes from bond or loan proceeds at \$66.4 million. The proceeds will help ensure the timely construction of a number of projects that have dedicated funding sources, including the half cent sales tax and impact fees, but lack the cash flow needed to complete the projects in the planned timeframe. Planned projects include the Marana Community Center and Aquatic Complex and the expansion and rehabilitation of critical water and sewer infrastructure projects, including potential water resource acquisitions.

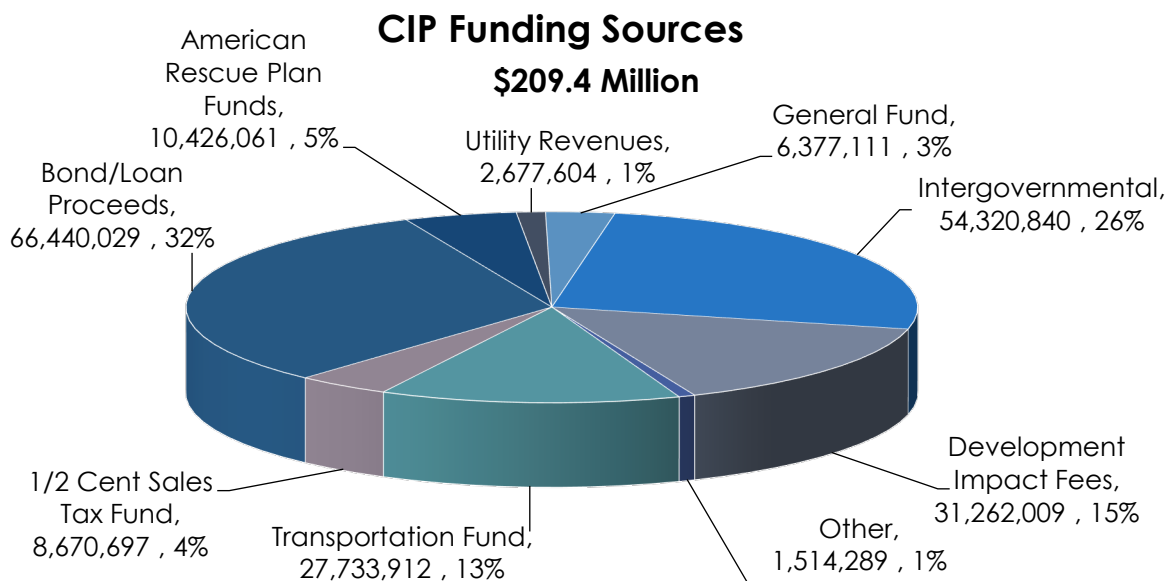
Intergovernmental revenues are the second largest funding source at \$54.3 million. They contain HURF and other agency type funds, including funding received from the State of Arizona to be used for the Tangerine Road widening project and from possible state and federal aviation capital improvement grants.

Developer Fees are another large source in the fiscal year 2023-2024 CIP at \$31.3 million. These are impact fee revenues associated with construction and development of new or expanded road, park, water, and sewer related infrastructure.

The Transportation Fund accounts for \$27.7 million of capital project funding. This funding source provides revenues for the majority of the Town's road infrastructure projects and the reconstruction of neighborhood subdivisions.

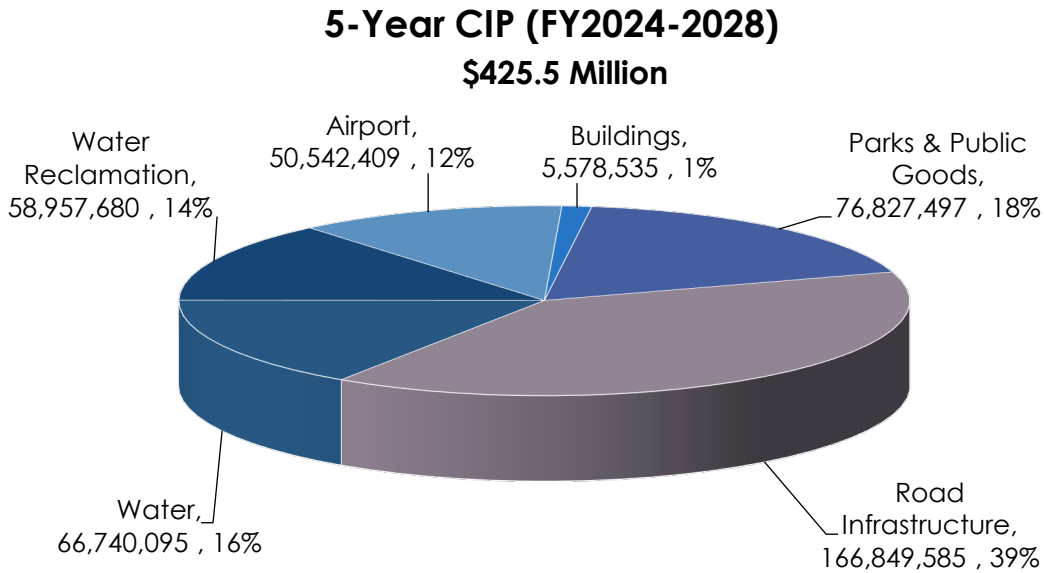
The American Rescue Plan Act (ARPA) was signed into law on March 11, 2021. Among the provisions was \$350 billion to help states, counties, cities and tribal governments mitigate the effects of COVID-19 and make meaningful investments into the community. Under ARPA regulations the Town claimed all \$16.4 million as lost revenues in the General Fund and subsequently decided to expend this one-time funding for water and sewer infrastructure projects.

On October 19, 2021, the Town of Marana passed ordinance No. 2021.022, increasing the local sales tax rate from 2.0% to 2.5% to help fund the design and construction of a new Community Center and Aquatic Complex. The Town has programmed \$60.7 million for fiscal year 2023-2024, a portion of which will likely be carried over to the following fiscal year. Funding for the construction of this project will consist of mostly bond proceeds along with \$8.7 million in anticipated sales taxes.

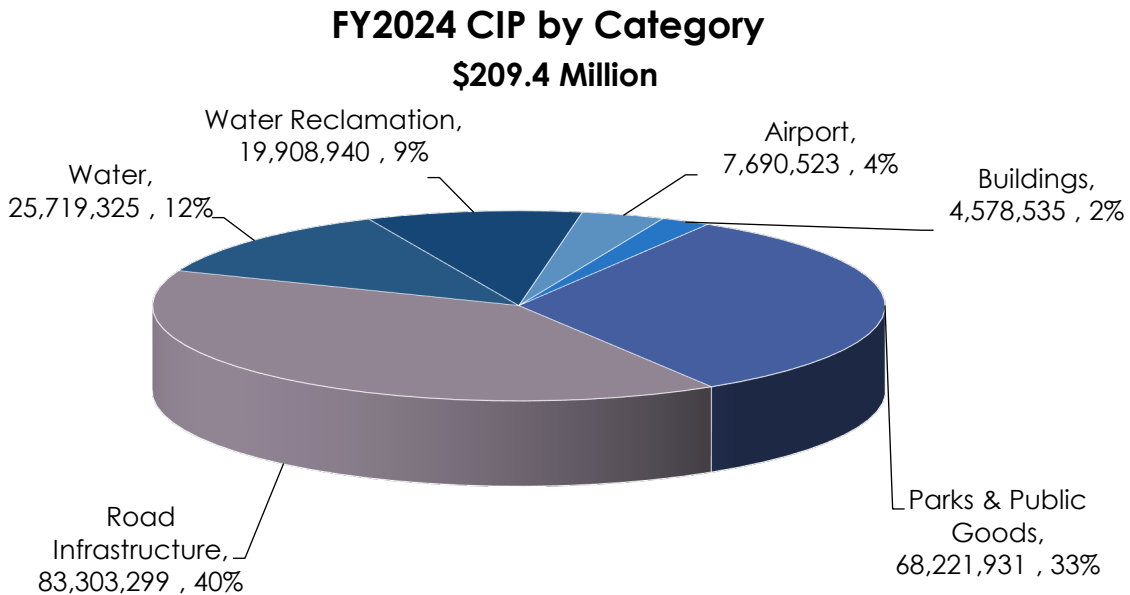


Capital Improvement Plan Summary

The cumulative five-year CIP for the Town of Marana totals \$425.5 million from FY2024 through FY2028. The chart below shows the breakdown by CIP category for the five-year period with Road Infrastructure being the largest of the categories at \$166.8 million, and Parks and Public Goods related projects the second largest at \$76.8 million.



The adopted fiscal year 2023-2024 CIP totals \$209.4 million and is approximately 62% of the adopted annual budget. Road Infrastructure encompasses the largest portion at \$83.3 million. Parks and Public Goods projects are the second largest at \$68.2 million. 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.

Administration and Operating Budget Impacts

Several positions in the General Fund are directly involved with capital projects and as a result may be funded by capital projects funds through reimbursement. Several positions in the Public Works 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 continues to plan for its future.

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

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

Operation and maintenance costs for 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.

FISCAL YEAR 2023-2024
TOWN OF MARANA FIVE YEAR CAPITAL IMPROVEMENT PLAN

PROJECT NAME	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028	Grand Total
ROAD INFRASTRUCTURE PROJECTS						
ADA Compliance Program	400,000	200,000	200,000			800,000
Adonis Road Extension Phase 2	2,600,000					2,600,000
Avra Valley Road, Overlay, FY2024	2,000,000					2,000,000
Barnett Channel, Tangerine Farms ConArch	1,188,000					1,188,000
Dove Mountain Boulevard-Moore Road Signal, North	740,250					740,250
LED Street Lighting AZ Pavilions North				319,000		319,000
LED Street Lighting AZ Pavilions South				230,000		230,000
LED Street Lighting Near Crossroads Park	34,903					34,903
LED Street Lighting, Business Park Drive				420,000		420,000
Lon Adams Road, Reconstruction	5,785,498					5,785,498
Marana Road Traffic Interchange		6,600,000				6,600,000
Moore Road Rehabilitation, Sanders Road to I-10		700,000				700,000
Moore Road Rehabilitation, East and West of Dove Mountain	220,000					220,000
North Marana Pavement Rehab Phase 2		550,000				550,000
Pines Settlement Repair, FY2022	20,000					20,000
Pines Settlement Repair, FY2023	435,229					435,229
Tangerine Farms Road Extension	2,800,000	19,000,000				21,800,000
Tangerine Road Widening, Phase 2A	34,600,027					34,600,027
Tangerine Road Widening, Phase 2B			29,286,848	15,000,000		44,286,848
Tangerine TI Improvements	2,720,000	3,500,000				6,220,000
Twin Peaks Road, Rattlesnake Pass Widening	29,759,393	7,540,438				37,299,831
PARKS/PUBLIC GOODS PROJECTS						
El Rio Disc Golf	257,695					257,695
El Rio Preserve Expansion	455,770					455,770
El Rio Recreation Area Parking Lot	26,557					26,557
Gladden Farms Baseball Fields	1,162,654					1,162,654
Honea Heights Emergency Sewer Program	75,000	75,000	75,000	75,000	75,000	375,000
Honea Heights Park, East	200,000	850,000				1,050,000
Mandarina Community Park		700,000				700,000
Marana Community Center and Aquatic Complex	60,670,697					60,670,697
Marana Estates Improvements	200,000	200,000	200,000	200,000	200,000	1,000,000
Marana Public Safety Facility	514,289					514,289
North Marana Drainage Improvements	152,070					152,070

FISCAL YEAR 2023-2024
TOWN OF MARANA FIVE YEAR CAPITAL IMPROVEMENT PLAN

PROJECT NAME	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028	Grand Total
Ora Mae Harn Park Facility Expansion				400,000		400,000
Saguaro Bloom Community Park, Phase 2	350,000		2,227,783	2,227,783		4,805,566
Santa Cruz Shared Use Path, at Calportland	3,606,698					3,606,698
Tangerine Farms Road, Irrigation Improvements	120,000					120,000
Tangerine Sky Park, Phase 2	181,883	1,100,000				1,281,883
Tortolita Preserve Improvements	248,617					248,617
AIRPORT PROJECTS						
Airport Control Tower, Construction		12,000,000				12,000,000
Airport Control Tower, Design	1,300,000					1,300,000
Airport Control Tower, Ea	301,000					301,000
Airport Control Tower, Siting Study	44,990					44,990
Airport Drainage Study	400,000					400,000
Airport NW Well Rehabilitation				140,000		140,000
Airport Security Fence	323,962					323,962
AWOS Replacement	61,105					61,105
East Apron Reconstruction Ph-1, Construction	2,250,000					2,250,000
East Apron Reconstruction Ph-1, Design	22,163					22,163
East Apron Reconstruction Ph-2, Construction	2,055,000					2,055,000
Land Acquisition of State Land		323,962				323,962
RWY 30 Safety Mitigate Project, EA				150,000		150,000
RWY 3-21, TWY-B, Hang-6, Reconstruct, Construction				6,000,000		6,000,000
RWY 3-21, TWY-B, Hang-6, Reconstruct, Design			647,924			647,924
RWY 3-21, TWY-B, Hang-6, Reconstruct, EA			480,000			480,000
Taxiway A Reconstruction, MITL, Design			700,000			700,000
Taxiway A Reconstruction, MITL, Construction				8,860,000		8,860,000
Taxiway C Reconstruction, Construction				2,310,000		2,310,000
Taxiway C Reconstruction, Design			190,000			190,000
TWY B, E, Lighting Upgrade, Constuction				1,500,000		1,500,000
TWY B, E, Lighting Upgrade, Design				150,000		150,000
West Apron Reconstruction Ph-1, Construction		2,250,000				2,250,000
West Apron Reconstruction Ph-1, Design	932,303					932,303
West Apron Reconstruction Ph-2, Construction			7,290,000			7,290,000

**FISCAL YEAR 2023-2024
TOWN OF MARANA FIVE YEAR CAPITAL IMPROVEMENT PLAN**

PROJECT NAME	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028	Grand Total
WATER PROJECTS						
Airport Southeast Well Site Upgrade		75,000	600,000			675,000
B-Zone Booster and Transmission Line			381,002	4,032,276		4,413,278
B-Zone Reservoir			65,250	552,450		617,700
CAP Subcontract - NIA Reallocation	215,500	215,500	215,500			646,500
Continental Reserve 24-inch Tie-in	2,386,984	501,085				2,888,069
C-Zone Booster			192,188	1,627,187		1,819,375
East Tangerine, Segment 1 Pipeline, Upsizing	2,508,431					2,508,431
Hartman Booster Station Electrical Upgrade		220,000				220,000
Heritage Park Water Plant	315,741		2,506,191	2,506,191		5,328,123
Honea East Well Upgrade		193,675				193,675
Integrated Water Resources Plan and DAWS	222,183					222,183
Marana Park Reservoir	4,364,914					4,364,914
Marana Park Well	1,206,980					1,206,980
Marana Park Well, Booster, Electric Upgrade	220,000					220,000
New Renewable Water Resource Acquisition	8,889,500					8,889,500
NW Recharge, Recovery and Delivery System	4,281,904	7,509,530	3,642,612			15,434,046
Oshrin Line Replacement	223,620	140,000				363,620
Oshrin Well Rehabilitation		140,000				140,000
Palo Verde Well Rehabilitation			140,000			140,000
Picture Rocks Interconnect	183,563	1,370,000				1,553,563
Pioneer Well Electrical Upgrade				220,000		220,000
Recharge Basins Phase II		400,476	3,604,290			4,004,766
Sandario Well Rehabilitation	20,000					20,000
Sanders Road 24-inch Water Line	356,095	4,522,407				4,878,502
SCADA and Integrated Telemetry	323,910					323,910
Tangerine 16-Inch with Break Tanks			560,700	100,000	4,647,260	5,307,960

**FISCAL YEAR 2023-2024
TOWN OF MARANA FIVE YEAR CAPITAL IMPROVEMENT PLAN**

PROJECT NAME	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028	Grand Total
WATER RECLAMATION PROJECTS						
Marana WRF, Screw Press 2	1,873,601					1,873,601
North Marana Sewer Interceptor	14,996,940					14,996,940
Rillito Vista Lift Station Upgrade	137,575	1,000,000				1,137,575
Sewer Conveyance System Rehabilitation		661,282	552,533	574,635		1,788,450
WRF Phase II Design	2,900,824		18,130,145	18,130,145		39,161,114
BUILDINGS PROJECTS						
Civic Center Drive, Electrical Improvements	36,244					36,244
MMC Drainage Improvements	34,454					34,454
MMC Fiber Optic Upgrade	100,000					100,000
MMC Generator Upgrade	2,100,750					2,100,750
MMC HVAC Mechanical Systems Upgrade	100,000	1,000,000				1,100,000
MMC Interior Lighting Improvements	258,000					258,000
MMC Reception Remodel	200,000					200,000
MOC Fleet Warehouse Roof and HVAC Replacement	500,000					500,000
MOC Generator Replacement	600,000					600,000
MOC Parking Lot Reconstruction	150,000					150,000
MOC Security Walls, New Entry Gate	499,087					499,087
Grand Total	209,422,553	73,538,355	71,887,966	65,724,667	4,922,260	425,495,801

ADA Compliance Program

Est. Completion: FY 2026
Location: Various Right of Way (ROW) locations throughout Marana
Description: Upgrade ramps to Marana standard specifications and is federally mandated by the Americans with Disabilities Act (ADA). This is a multi-year program estimating \$200,000 per year at an average of \$2,000 per ramp.

Operating Budget Impact: None

Funding Sources (in thousands of dollars)	Total Project Cost	Expended Thru 06/23	Adopted 2023/24	Forecast 2024/25	Forecast 2025/26	Forecast 2026/27	Forecast 2027/28	Total Remaining Budget
General Fund	800.0	-	400.0	200.0	200.0	-	-	800.0
Total:	800.0	-	400.0	200.0	200.0	-	-	800.0

Adonis Road Extension Phase 2 - (ST089)

Est. Completion: FY 2024
Location: Adonis Road just north of Tangerine
Description: Approximately 2,500 linear feet of a two lane roadway with bike lanes, including lighting at the intersection with Tangerine Road.

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

Funding Sources (in thousands of dollars)	Total Project Cost	Expended Thru 06/23	Adopted 2023/24	Forecast 2024/25	Forecast 2025/26	Forecast 2026/27	Forecast 2027/28	Total Remaining Budget
Transportation Fund	2,600.0	-	2,600.0	-	-	-	-	2,600.0
Total:	2,600.0	-	2,600.0	-	-	-	-	2,600.0

Avra Valley Road, Overlay (ST108)

Est. Completion: FY2024
Location: Avra Valley Road East Town Limits West to Sanders Road
Description: Approximately 4 miles of Avra Valley Road from East Town Limits West to Sanders Road. This section was micro milled and is in need of a 1.5" to 2" overlay.

Operating Budget Impact: None

Funding Sources (in thousands of dollars)	Total Project Cost	Expended Thru 06/23	Adopted 2023/24	Forecast 2024/25	Forecast 2025/26	Forecast 2026/27	Forecast 2027/28	Total Remaining Budget
Other Capital Fund	1,000.0	-	1,000.0	-	-	-	-	1,000.0
Transportation Fund	1,000.0	-	1,000.0	-	-	-	-	1,000.0
Total:	2,000.0	-	2,000.0	-	-	-	-	2,000.0

Barnett Channel, Tangerine Farms ConArch - (ST072)

Est. Completion: FY 2024
Location: Barnett Channel, Tangerine Farms and Barnett Road
Description: The developer for Rancho Marana is required to construct Tangerine Farms Road to Barnett Road, The town is required to construct a conarch over the Barnett Channel.

Operating Budget Impact: None

Funding Sources (in thousands of dollars)	Total Project Cost	Expended Thru 06/23	Adopted 2023/24	Forecast 2024/25	Forecast 2025/26	Forecast 2026/27	Forecast 2027/28	Total Remaining Budget
Transportation Fund	1,188.0	-	1,188.0	-	-	-	-	1,188.0
Total:	1,188.0	-	1,188.0	-	-	-	-	1,188.0

Dove Mountain Boulevard-Moore Road Signal, North - (ST100)

Est. Completion: FY 2024
Location: Dove Mountain and Moore Road Intersection (northern intersection)
Description: This project will replace the existing 4-way stop with a signal.

Operating Budget Impact: \$10,500 Annual O&M cost

Funding Sources (in thousands of dollars)	Total Project Cost	Expended Thru 06/23	Adopted 2023/24	Forecast 2024/25	Forecast 2025/26	Forecast 2026/27	Forecast 2027/28	Total Remaining Budget
PAG Fund	746.9	6.9	740.0	-	-	-	-	740.0
Total:	746.9	6.9	740.0	-	-	-	-	740.0

LED Street Lighting AZ Pavilions North

Est. Completion: FY 2027
Location: Arizona Pavilions Drive from I-10 Frontage Road to Cortaro Road
Description: This project installs street lighting along Arizona Pavilions Drive from the Interstate 10 eastbound frontage road to Cortaro Road, a distance of approximately 2,750 feet, to improve safety for all users.

Operating Budget Impact: \$8,175 Annual O&M cost

Funding Sources (in thousands of dollars)	Total Project Cost	Expended Thru 06/23	Adopted 2023/24	Forecast 2024/25	Forecast 2025/26	Forecast 2026/27	Forecast 2027/28	Total Remaining Budget
Transportation Fund	319.0	-	-	-	-	319.0	-	319.0
Total:	319.0	-	-	-	-	319.0	-	319.0

LED Street Lighting AZ Pavilions South

Est. Completion: FY 2027
Location: Arizona Pavilions from Cortaro Road to Burlingame Road
Description: This project installs street lighting along Arizona Pavilions Drive from Cortaro Road to Burlingame Road (1,950 ft.) to improve traffic safety.

Operating Budget Impact: \$5,232 Annual O&M cost

Funding Sources (in thousands of dollars)	Total Project Cost	Expended Thru 06/23	Adopted 2023/24	Forecast 2024/25	Forecast 2025/26	Forecast 2026/27	Forecast 2027/28	Total Remaining Budget
Transportation Fund	230.0	-	-	-	-	230.0	-	230.0
Total:	230.0	-	-	-	-	230.0	-	230.0

LED Street Lighting, Business Park Drive

Est. Completion: FY 2027
Location: Business Park Drive, from Burlingame Road to Hartman Lane
Description: This project installs street lighting along Business Park Drive from Burlingame Road to Hartman Lane (3,700 ft.), to improve traffic safety.

Operating Budget Impact: \$12,099 Annual O&M cost

Funding Sources (in thousands of dollars)	Total Project Cost	Expended Thru 06/23	Adopted 2023/24	Forecast 2024/25	Forecast 2025/26	Forecast 2026/27	Forecast 2027/28	Total Remaining Budget
Transportation Fund	420.0	-	-	-	-	420.0	-	420.0
Total:	420.0	-	-	-	-	420.0	-	420.0

LED Street Lighting Near Crossroads Park - (ST092)

Est. Completion: FY 2024
Location: Mamie Kai Drive, Leilani Lane, Schisler Drive near Crossroads at Silverbell District Park
Description: This project installs street lighting along 2,100 feet of road to improve safety for all users.

Operating Budget Impact: \$8,829 Annual O&M cost

Funding Sources (in thousands of dollars)	Total Project Cost	Expended Thru 06/23	Adopted 2023/24	Forecast 2024/25	Forecast 2025/26	Forecast 2026/27	Forecast 2027/28	Total Remaining Budget
Transportation Fund	220.8	185.8	35.0	-	-	-	-	35.0
Total:	220.8	185.8	35.0	-	-	-	-	35.0

Lon Adams Road, Reconstruction

Est. Completion: FY 2024
Location: Lon Adams Road, Grier Road to Barnett Road
Description: Reconstruct approximately 1/2 mile of road. This project will consist of replacing the existing pavement section, adding sidewalks, lighting, landscaping, and improving the drainage. It will accommodate for pedestrian improvements from the existing Marana Municipal Complex (MMC) to the Ora Mae Harn Park.
Operating Budget Impact: \$3,000 Annual O&M cost

Funding Sources (in thousands of dollars)	Total Project Cost	Expended Thru 06/23	Adopted 2023/24	Forecast 2024/25	Forecast 2025/26	Forecast 2026/27	Forecast 2027/28	Total Remaining Budget
Transportation Fund	6,389.1	604.1	5,785.0	-	-	-	-	5,785.0
Total:	6,389.1	604.1	5,785.0	-	-	-	-	5,785.0

Marana Road Traffic Interchange - (ST064)

Est. Completion: FY 2025
Location:
Description: Reconstruction of Moore Road under I-10 to a 5-lane section by construction of one new westbound travel lane and one new eastbound lane between the existing I-10 bridge piers and the bridge abutments, one lane on the north side of the existing roadway and one lane on the south side of the existing roadway.
Operating Budget Impact: None

Funding Sources (in thousands of dollars)	Total Project Cost	Expended Thru 06/23	Adopted 2023/24	Forecast 2024/25	Forecast 2025/26	Forecast 2026/27	Forecast 2027/28	Total Remaining Budget
Northwest Benefit Area Impact Fee Fund	6,600.0	-	-	6,600.0	-	-	-	6,600.0
Total:	6,600.0	-	-	6,600.0	-	-	-	6,600.0

Moore Road Rehabilitation, Sanders Road to I-10

Est. Completion: FY 2025
Location: Moore Road from Sanders Road to I-10
Description: Application of rubberized chip on Moore Road.
Operating Budget Impact: No additional operational and maintenance costs will be required and will reduce maintenance cost to the road

Funding Sources (in thousands of dollars)	Total Project Cost	Expended Thru 06/23	Adopted 2023/24	Forecast 2024/25	Forecast 2025/26	Forecast 2026/27	Forecast 2027/28	Total Remaining Budget
Transportation Fund	700.0	-	-	700.0	-	-	-	700.0
Total:	700.0	-	-	700.0	-	-	-	700.0

Moore Road Rehabilitation, East and West of Dove Mountain - (ST103)

Est. Completion: FY 2024
Location: Moore Road west from Dove Mountain Boulevard to Wild Burro Road
Description: A rubberized chip will be applied and cattle guard removed and replaced in pavement.

Operating Budget Impact: No additional operational and maintenance costs will be required and will reduce maintenance cost to the road

Funding Sources (in thousands of dollars)	Total Project Cost	Expended Thru 06/23	Adopted 2023/24	Forecast 2024/25	Forecast 2025/26	Forecast 2026/27	Forecast 2027/28	Total Remaining Budget
Transportation Fund	295.1	75.1	220.0	-	-	-	-	220.0
Total:	295.1	75.1	220.0	-	-	-	-	220.0

North Marana Pavement Rehabilitation - Phase 2

Est. Completion: FY 2025
Location: Silverbell Road, Write Way, Linda Lane, Imogene Place, Phyllis Drive, North Marana.
Description: Rehabilitate sections of the Town's roadway network overall condition index at a high level.

Operating Budget Impact: None

Funding Sources (in thousands of dollars)	Total Project Cost	Expended Thru 06/23	Adopted 2023/24	Forecast 2024/25	Forecast 2025/26	Forecast 2026/27	Forecast 2027/28	Total Remaining Budget
Transportation Fund	550.0	-	-	550.0	-	-	-	550.0
Total:	550.0	-	-	550.0	-	-	-	550.0

Pines Settlement Repair, FY2022 - (ST094)

Est. Completion: FY 2024
Location: The Pines Subdivision
Description: Repair settled areas of asphalt with poly foam injection at various failed locations.

Operating Budget Impact: None

Funding Sources (in thousands of dollars)	Total Project Cost	Expended Thru 06/23	Adopted 2023/24	Forecast 2024/25	Forecast 2025/26	Forecast 2026/27	Forecast 2027/28	Total Remaining Budget
Transportation Fund	714.3	694.3	20.0	-	-	-	-	20.0
Total:	714.3	694.3	20.0	-	-	-	-	20.0

Pines Settlement Repair, FY2023 - (ST104)

Est. Completion: FY 2024
Location: The Pines Subdivision
Description: Repair settled areas of asphalt on street with poly foam injection at various failed locations.

Operating Budget Impact: None

Funding Sources (in thousands of dollars)	Total Project Cost	Expended Thru 06/23	Adopted 2023/24	Forecast 2024/25	Forecast 2025/26	Forecast 2026/27	Forecast 2027/28	Total Remaining Budget
Transportation Fund	459.4	24.4	435.0	-	-	-	-	435.0
Total:	459.4	24.4	435.0	-	-	-	-	435.0

Tangerine Farms Road Extension - (ST097)

Est. Completion: FY 2025
Location: Tangerine Farms Road, Marana Road to I-10
Description: Construction of a four lane divided roadway with a path, sidewalks, landscaping and lighting

Operating Budget Impact: \$60,000 annual O&M costs

Funding Sources (in thousands of dollars)	Total Project Cost	Expended Thru 06/23	Adopted 2023/24	Forecast 2024/25	Forecast 2025/26	Forecast 2026/27	Forecast 2027/28	Total Remaining Budget
North Benefit Area Impact Fee Fund	84.0	-	84.0	-	-	-	-	84.0
Northwest Benefit Area Impact Fee Fund	1,208.0	-	1,208.0	-	-	-	-	1,208.0
Transportation Fund	20,508.0	-	1,508.0	19,000.0	-	-	-	20,508.0
Total:	21,800.0	-	2,800.0	19,000.0	-	-	-	21,800.0

Tangerine Road Widening, Phase 2A - (ST098)

Est. Completion: FY 2024
Location: Tangerine Road from I-10 to Dove Mountain
Description: Construction of a 4 lane road with drainage improvements, sidewalks, ADA facilities, multi-use path, right-of-way acquisitions, utility relocations, Marana Water line extensions, and sewer modifications and additions.

Operating Budget Impact: \$60,000 Annual O&M cost

Funding Sources (in thousands of dollars)	Total Project Cost	Expended Thru 06/23	Adopted 2023/24	Forecast 2024/25	Forecast 2025/26	Forecast 2026/27	Forecast 2027/28	Total Remaining Budget
Transportation Fund	11,091.0	613.0	10,478.0	-	-	-	-	10,478.0
Agency Fund	4,186.9	1,778.9	2,408.0	-	-	-	-	2,408.0
PAG Fund	9,032.0	0.0	9,032.0	-	-	-	-	9,032.0
RTA Fund	12,700.9	18.9	12,682.0	-	-	-	-	12,682.0
Total:	37,010.8	2,410.8	34,600.0	-	-	-	-	34,600.0

Tangerine Road Widening, Phase 2B - (ST060)

Est. Completion: FY 2027
Location: From Interstate 10 to approximately 2 miles to the east of Interstate 10.
Description: Tangerine Road will widen to a 4-lane divided desert parkway, with bike lanes, drainage improvements and turn lanes.

Operating Budget Impact: \$60,000 Annual O&M cost

Funding Sources (in thousands of dollars)	Total Project Cost	Expended Thru 06/23	Adopted 2023/24	Forecast 2024/25	Forecast 2025/26	Forecast 2026/27	Forecast 2027/28	Total Remaining Budget
Transportation Fund	1,287.0	-	-	-	1,287.0	-	-	1,287.0
RTA Fund	43,000.0	-	-	-	28,000.0	15,000	-	43,000.0
Total:	44,287.0	-	-	-	29,287.0	15,000	-	44,287.0

Tangerine T1 Improvements - (ST107)

Est. Completion: FY 2025
Location: Tangerine Road and I-10
Description: Reconstruction of Tangerine Road under I-10 to a seven-lane section by restriping of the existing roadway between other concrete barriers to a five-lane section that includes one travel lane in each direction, two westbound left turn lanes, and one eastbound right turn lane

Operating Budget Impact: None

Funding Sources (in thousands of dollars)	Total Project Cost	Expended Thru 06/23	Adopted 2023/24	Forecast 2024/25	Forecast 2025/26	Forecast 2026/27	Forecast 2027/28	Total Remaining Budget
Agency Fund	2,987.0	267.0	2,720.0	-	-	-	-	2,720.0
Northwest Benefit Area Impact Fee Fund	1,500.0	-	-	1,500.0	-	-	-	1,500.0
Transportation Fund	2,600.0	600.0	-	2,000.0	-	-	-	2,000.0
Total:	7,087.0	867.0	2,720.0	3,500.0	-	-	-	6,220.0

Twin Peaks Road, Rattlesnake Pass Widening - (ST073)

Est. Completion: FY 2025

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

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

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

Funding Sources (in thousands of dollars)	Total Project Cost	Expended Thru 06/23	Adopted 2023/24	Forecast 2024/25	Forecast 2025/26	Forecast 2026/27	Forecast 2027/28	Total Remaining Budget
Transportation Fund	11,903.0	51.0	4,312.0	7,540.0	-	-	-	11,852.0
South Benefit Area Impact Fee Fund	7,980.6	1,283.6	6,697.0	-	-	-	-	6,697.0
Agency Fund	18,000.0	-	18,000.0	-	-	-	-	18,000.0
RTA Fund	750.0	-	750.0	-	-	-	-	750.0
Total:	38,633.6	1,334.6	29,759.0	7,540.0	-	-	-	37,299.0

El Rio Disc Golf - (PK031)

Est. Completion: FY 2024
Location: East of the El Rio Riparian Area
Description: Construct a disk golf course east of the El Rio Riparian Area.

Operating Budget \$15,000 Annual O&M cost
Impact:

Funding Sources (in thousands of dollars)	Total Project Cost	Expended Thru 06/23	Adopted 2023/24	Forecast 2024/25	Forecast 2025/26	Forecast 2026/27	Forecast 2027/28	Total Remaining Budget
General Fund	50.6	32.9	17.7	-	-	-	-	17.7
Park Impact Fund	240.0	-	240.0	-	-	-	-	240.0
Total:	290.6	32.9	257.7	-	-	-	-	257.7

El Rio Preserve Expansion - (PK038)

Est. Completion: FY 2024
Location: El Rio Preserve
Description: Develop a trail system in the El Rio Preserve to include tables, benches, and wildlife viewing areas throughout the preserve.

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

Funding Sources (in thousands of dollars)	Total Project Cost	Expended Thru 06/23	Adopted 2023/24	Forecast 2024/25	Forecast 2025/26	Forecast 2026/27	Forecast 2027/28	Total Remaining Budget
General Fund	499.3	43.3	456.0	-	-	-	-	456.0
Total:	499.3	43.3	456.0	-	-	-	-	456.0

El Rio Recreation Area Parking Lot - (PK032)

Est. Completion: FY 2024
Location: El Rio Riparian Area
Description: A parking facility to provide parking for the El Rio Recreation area to prevent excessive street parking in the neighborhood.

Operating Budget \$1,740 Annual O&M cost
Impact:

Funding Sources (in thousands of dollars)	Total Project Cost	Expended Thru 06/23	Adopted 2023/24	Forecast 2024/25	Forecast 2025/26	Forecast 2026/27	Forecast 2027/28	Total Remaining Budget
General Fund	82.6	55.6	27.0	-	-	-	-	27.0
Total:	82.6	55.6	27.0	-	-	-	-	27.0

Gladden Farms Baseball Fields - (PK033)

Est. Completion: FY 2024
Location: Gladden Farms Community Park
Description: Fencing and lighting will be added to the two existing diamond shaped fields, allowing the fields to be used for games and increased usage by teams and leagues.

Operating Budget \$5,000 Annual O&M cost
Impact:

Funding Sources (in thousands of dollars)	Total Project Cost	Expended Thru 06/23	Adopted 2023/24	Forecast 2024/25	Forecast 2025/26	Forecast 2026/27	Forecast 2027/28	Total Remaining Budget
Park Impact Fund	1,200.3	37.3	1,163.0	-	-	-	-	1,163.0
Total:	1,200.3	37.3	1,163.0	-	-	-	-	1,163.0

Honea Heights Emergency Sewer Program (CD006)

Est. Completion: FY 2028
Location: Honea Heights Subdivision
Description: Emergency hookups to the sewer line for residents whose septic tanks have failed.

Operating Budget None
Impact:

Funding Sources (in thousands of dollars)	Total Project Cost	Expended Thru 06/23	Adopted 2023/24	Forecast 2024/25	Forecast 2025/26	Forecast 2026/27	Forecast 2027/28	Total Remaining Budget
General Fund	673.8	298.8	75.0	75.0	75.0	75.0	75.0	375.0
Total:	673.8	298.8	75.0	75.0	75.0	75.0	75.0	375.0

Honea Heights Park, East - (PK039)

Est. Completion: FY 2025
Location: Honea Heights Park
Description: A full basketball court will expand potential use of the facility. Construction of expanded parking to provide additional paved parking spaces. Construction of a restroom.

Operating Budget \$10,000 Annual O&M cost
Impact:

Funding Sources (in thousands of dollars)	Total Project Cost	Expended Thru 06/23	Adopted 2023/24	Forecast 2024/25	Forecast 2025/26	Forecast 2026/27	Forecast 2027/28	Total Remaining Budget
Park Impact Fund	1,056.0	6.0	200.0	850.0	-	-	-	1,050.0
Total:	1,056.0	6.0	200.0	850.0	-	-	-	1,050.0

Mandarina Community Park

Est. Completion: FY 2025

Location: Mandarinina Boulevard, east of I-10, north of Tangerine Road

Description: Park amenities include 8 lighted pickleball courts with viewing and a group ramada, 2 lighted soccer fields, a large and small dog park, a large playground area with ramadas, a 9 hole disc golf course and a maintenance yard.

Operating Budget \$90,000 Annual O&M cost

Impact:

Funding Sources (in thousands of dollars)	Total Project Cost	Expended Thru 06/23	Adopted 2023/24	Forecast 2024/25	Forecast 2025/26	Forecast 2026/27	Forecast 2027/28	Total Remaining Budget
Park Impact Fund	700.0	-	-	700.0	-	-	-	700.0
Total:	700.0	-	-	700.0	-	-	-	700.0

Marana Community Center and Aquatic Complex - (PK035)

Est. Completion: FY 2024

Location: Northeast corner of Bill Gaudette Drive and Marana Main Street

Description: Construct a large multi-generational recreation facility to include; exercise/fitness facilities, multi-use gymnasium space, classroom and meeting space, indoor walking track, and other recreation amenities.

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

Impact:

Funding Sources (in thousands of dollars)	Total Project Cost	Expended Thru 06/23	Adopted 2023/24	Forecast 2024/25	Forecast 2025/26	Forecast 2026/27	Forecast 2027/28	Total Remaining Budget
General Fund	54.0	54.0	-	-	-	-	-	-
Other Capital Projects Fund	30.0	30.0	-	-	-	-	-	-
1/2 Cent Sales Tax	63,770.7	3,099.7	60,671.0	-	-	-	-	60,671.0
Total:	63,854.7	3,183.7	60,671.0	-	-	-	-	60,671.0

Marana Estates Improvements - (EN012)

Est. Completion: FY 2028

Location: TBD

Description: Monument signage program to promote community identity and continue with the signage already built on Ina Road.

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

Impact:

Funding Sources (in thousands of dollars)	Total Project Cost	Expended Thru 06/23	Adopted 2023/24	Forecast 2024/25	Forecast 2025/26	Forecast 2026/27	Forecast 2027/28	Total Remaining Budget
General Fund	1,000.0	-	200.0	200.0	200.0	200.0	200.0	1,000.0
Total:	1,000.0	-	200.0	200.0	200.0	200.0	200.0	1,000.0

Marana Public Safety Facility Improvements - (PDFAC)

Est. Completion: FY 2024
Location: Marana Municipal Complex Campus
Description: Various safety improvements, erosion protection, and visual improvements and seating for special events.

Operating Budget \$2,740 Annual O&M cost
Impact:

Funding Sources (in thousands of dollars)	Total Project Cost	Expended Thru 06/23	Adopted 2023/24	Forecast 2024/25	Forecast 2025/26	Forecast 2026/27	Forecast 2027/28	Total Remaining Budget
Other Capital Fund	530.9	16.9	514.0	-	-	-	-	514.0
Total:	530.9	16.9	514.0	-	-	-	-	514.0

North Marana Drainage Improvements - (EN011)

Est. Completion: FY 2024
Location: San Lucas Block 9/Price Lane Storm Basin
Description: Design and construct drainage solution to resolve the Cochie Canyon Trail and Artisan Way drainage issues in north Marana.

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

Funding Sources (in thousands of dollars)	Total Project Cost	Expended Thru 06/23	Adopted 2023/24	Forecast 2024/25	Forecast 2025/26	Forecast 2026/27	Forecast 2027/28	Total Remaining Budget
Transportation Fund	152.0	-	152.0	-	-	-	-	152.0
Total:	152.0	-	152.0	-	-	-	-	152.0

Ora Mae Harn Park Facility Expansion

Est. Completion: FY 2027
Location: Ora Mae Harn Park
Description: Renovate Ora Mae Harn Park. Elements include upgrading play structures, removing swimming pool and bathhouse, constructing a community pavilion, remove and replace existing restrooms, creating a racquet sport area, constructing a small rectangular field, and expanded parking.

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

Funding Sources (in thousands of dollars)	Total Project Cost	Expended Thru 06/23	Adopted 2023/24	Forecast 2024/25	Forecast 2025/26	Forecast 2026/27	Forecast 2027/28	Total Remaining Budget
General Fund	400.0	-	-	-	-	400.0	-	400.0
Total:	400.0	-	-	-	-	400.0	-	400.0

Saguaro Bloom Community Park, Phase 2 - (PK040)

Est. Completion: FY 2027

Location: Saguaro Bloom Subdivision

Description: Complete park buildout to comply with elements identified in Parks 2020-2030 Master Plan. Elements include 2 lighted diamond fields, 1 lighted rectangular field, additional parking, and relocation of 1 dog park.

Operating Budget Impact: \$5,000 Annual O&M cost

Funding Sources (in thousands of dollars)	Total Project Cost	Expended Thru 06/23	Adopted 2023/24	Forecast 2024/25	Forecast 2025/26	Forecast 2026/27	Forecast 2027/28	Total Remaining Budget
Park Impact Fund	4,806.0	-	350.0	-	2,228.0	2,228.0	-	4,806.0
Total:	4,806.0	-	350.0	-	2,228.0	2,228.0	-	4,806.0

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

Est. Completion: FY 2024

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

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

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

Funding Sources (in thousands of dollars)	Total Project Cost	Expended Thru 06/23	Adopted 2023/24	Forecast 2024/25	Forecast 2025/26	Forecast 2026/27	Forecast 2027/28	Total Remaining Budget
Park Impact Fund	3,649.7	542.7	3,107.0	-	-	-	-	3,107.0
Agency Fund	500.0	-	500.0	-	-	-	-	500.0
Total:	4,149.7	542.7	3,607.0	-	-	-	-	3,607.0

Tangerine Farms Road Irrigation Improvements - (ST105)

Est. Completion: FY 2024

Location: Tangerine Farms Road to Lon Adams Road

Description: Remove and replace existing irrigation system water lines, and replace with PVC piping.

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

Funding Sources (in thousands of dollars)	Total Project Cost	Expended Thru 06/23	Adopted 2023/24	Forecast 2024/25	Forecast 2025/26	Forecast 2026/27	Forecast 2027/28	Total Remaining Budget
HURF Fund	120.0	-	120.0	-	-	-	-	120.0
Total:	120.0	-	120.0	-	-	-	-	120.0

Tangerine Sky Park Phase 2 - (PK041)

Est. Completion: FY 2025

Location: Tangerine Sky Community Park

Description: Build a new splash pad, add a shade pavilion over basketball court, and expand parking.

Operating Budget \$23,000 Annual O&M cost

Impact:

Funding Sources (in thousands of dollars)	Total Project Cost	Expended Thru 06/23	Adopted 2023/24	Forecast 2024/25	Forecast 2025/26	Forecast 2026/27	Forecast 2027/28	Total Remaining Budget
General Fund	1,284.5	2.5	182.0	1,100.0	-	-	-	1,282.0
Total:	1,284.5	2.5	182.0	1,100.0	-	-	-	1,282.0

Tortolita Preserve Improvements - (PK036)

Est. Completion: FY 2024

Location: Tortolita Preserve at Moore Road

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

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

Impact:

Funding Sources (in thousands of dollars)	Total Project Cost	Expended Thru 06/23	Adopted 2023/24	Forecast 2024/25	Forecast 2025/26	Forecast 2026/27	Forecast 2027/28	Total Remaining Budget
General Fund	266.1	17.1	249.0	-	-	-	-	249.0
Total:	266.1	17.1	249.0	-	-	-	-	249.0

Airport Control Tower, Construction

Est. Completion: FY 2025
Location: Marana Regional Airport
Description: Construct new Air Traffic control tower.

Operating Budget \$50,000 Annual O&M cost
Impact:

Funding Sources (in thousands of dollars)	Total Project Cost	Expended Thru 06/23	Adopted 2023/24	Forecast 2024/25	Forecast 2025/26	Forecast 2026/27	Forecast 2027/28	Total Remaining Budget
Airport Capital Fund	12,000.0	-	-	12,000.0	-	-	-	12,000.0
Total:	12,000.0	-	-	12,000.0	-	-	-	12,000.0

Airport Control Tower, Design - (AP043)

Est. Completion: FY 2024
Location: Marana Regional Airport
Description: Design of a new Airport control tower.

Operating Budget None
Impact:

Funding Sources (in thousands of dollars)	Total Project Cost	Expended Thru 06/23	Adopted 2023/24	Forecast 2024/25	Forecast 2025/26	Forecast 2026/27	Forecast 2027/28	Total Remaining Budget
Airport Capital Fund	1,300.0	-	1,300.0	-	-	-	-	1,300.0
Total:	1,300.0	-	1,300.0	-	-	-	-	1,300.0

Airport Control Tower, Environmental - (AP031)

Est. Completion: FY 2024
Location: Marana Regional Airport
Description: Environmental study of a new Airport control tower.

Operating Budget None
Impact:

Funding Sources (in thousands of dollars)	Total Project Cost	Expended Thru 06/23	Adopted 2023/24	Forecast 2024/25	Forecast 2025/26	Forecast 2026/27	Forecast 2027/28	Total Remaining Budget
Airport Capital Fund	321.7	20.7	301.0	-	-	-	-	301.0
Total:	321.7	20.7	301.0	-	-	-	-	301.0

Airport Control Tower, Sifting Study - (AP037)

Est. Completion: FY 2024
Location: Marana Regional Airport
Description: Required siting study for Control Tower project

Operating Budget None
Impact:

Funding Sources (in thousands of dollars)	Total Project Cost	Expended Thru 06/23	Adopted 2023/24	Forecast 2024/25	Forecast 2025/26	Forecast 2026/27	Forecast 2027/28	Total Remaining Budget
Airport Capital Fund	189.4	144.4	45.0	-	-	-	-	45.0
Total:	189.4	144.4	45.0	-	-	-	-	45.0

Airport Drainage Study - (AP027)

Est. Completion: FY 2024
Location: Marana Regional Airport
Description: New airport drainage study. Previous drainage study was done in 2007 and is out of date.

Operating Budget None
Impact:

Funding Sources (in thousands of dollars)	Total Project Cost	Expended Thru 06/23	Adopted 2023/24	Forecast 2024/25	Forecast 2025/26	Forecast 2026/27	Forecast 2027/28	Total Remaining Budget
Airport Capital Fund	400.0	-	400.0	-	-	-	-	400.0
Total:	400.0	-	400.0	-	-	-	-	400.0

Airport Northwest Well Rehabilitation

Est. Completion: FY 2027
Location: Marana Regional Airport
Description: In accordance with American Water Works Association (AWWA) standards, existing motor, pump, and column pipe will be pulled and inspected. An inspection of well casing, to include video, will be provided. Mechanical rehabilitation of well will include swabbing, brushing, bailing, surging, surge blocking, air lifting, zonal rehabilitation, jetting, and more. Repairs/replacements will be performed, followed by test pumping and sampling.

Operating Budget \$4,160 Annual O&M cost
Impact:

Funding Sources (in thousands of dollars)	Total Project Cost	Expended Thru 06/23	Adopted 2023/24	Forecast 2024/25	Forecast 2025/26	Forecast 2026/27	Forecast 2027/28	Total Remaining Budget
Airport Capital Fund	140.0	-	-	-	-	140.0	-	140.0
Total:	140.0	-	-	-	-	140.0	-	140.0

Airport Security Fence

Est. Completion: FY 2024
Location: Marana Regional Airport
Description: This project will complete the airport property security fence on the northeast side of the airport property. Approximately 4,000 linear feet of chain link security fence will be installed.

Operating Budget None
Impact:

Funding Sources (in thousands of dollars)	Total Project Cost	Expended Thru 06/23	Adopted 2023/24	Forecast 2024/25	Forecast 2025/26	Forecast 2026/27	Forecast 2027/28	Total Remaining Budget
Airport Capital Fund	324.0	-	324.0	-	-	-	-	324.0
Total:	324.0	-	324.0	-	-	-	-	324.0

AWOS Replacement

Est. Completion: FY 2024
Location: Marana Regional Airport
Description: Updating the existing Automated Weather Observing System at the Town of Marana Airport to a new AWOS III P/T.

Operating Budget None
Impact:

Funding Sources (in thousands of dollars)	Total Project Cost	Expended Thru 06/23	Adopted 2023/24	Forecast 2024/25	Forecast 2025/26	Forecast 2026/27	Forecast 2027/28	Total Remaining Budget
Airport Capital Fund	61.0	-	61.0	-	-	-	-	61.0
Total:	61.0	-	61.0	-	-	-	-	61.0

East Apron Reconstruction Phase 1, Design and Construction - (AP038, AP039)

Est. Completion: FY 2024
Location: Marana Regional Airport
Description: Design and construct the rehabilitation of the east apron (215,195 sq. ft.)

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

Funding Sources (in thousands of dollars)	Total Project Cost	Expended Thru 06/23	Adopted 2023/24	Forecast 2024/25	Forecast 2025/26	Forecast 2026/27	Forecast 2027/28	Total Remaining Budget
Airport Capital Fund	2,526.9	254.7	2,272.2	-	-	-	-	2,272.2
Total:	2,526.9	254.7	2,272.2	-	-	-	-	2,272.2

East Apron Reconstruction Phase 2, Construction - (AP045)

Est. Completion: FY 2024
Location: Marana Regional Airport
Description: This project will complete the construction of the East Hangar Apron pavement. The asphalt has deteriorated to a point that requires full depth reconstruction with soil stabilization. Phase 1 of construction and the design were either completed or will be completed as part of separate projects.
Operating Budget Impact: \$500 Annual O&M cost

Funding Sources (in thousands of dollars)	Total Project Cost	Expended Thru 06/23	Adopted 2023/24	Forecast 2024/25	Forecast 2025/26	Forecast 2026/27	Forecast 2027/28	Total Remaining Budget
Airport Capital Fund	2,055.0	-	2,055.0	-	-	-	-	2,055.0
Total:	2,055.0	-	2,055.0	-	-	-	-	2,055.0

Land Acquisition of State Land

Est. Completion: FY 2025
Location: Marana Regional Airport
Description: Purchase of State land located within the Town of Marana Airport

Operating Budget Impact: None

Funding Sources (in thousands of dollars)	Total Project Cost	Expended Thru 06/23	Adopted 2023/24	Forecast 2024/25	Forecast 2025/26	Forecast 2026/27	Forecast 2027/28	Total Remaining Budget
Airport Capital Fund	324.0	-	-	324.0	-	-	-	324.0
Total:	324.0	-	-	324.0	-	-	-	324.0

Runway 30 Safety Mitigation

Est. Completion: FY 2027
Location: Marana Regional Airport
Description: Once operations of C-II or larger aircraft exceed 500 annually, this project will install an Engineered Material Arresting System (EMAS) for the Runway 30 end of runway safety area. This project aligns with the preferred alternative developed from the Runway 30 Safety Area study.

Operating Budget Impact: None

Funding Sources (in thousands of dollars)	Total Project Cost	Expended Thru 06/23	Adopted 2023/24	Forecast 2024/25	Forecast 2025/26	Forecast 2026/27	Forecast 2027/28	Total Remaining Budget
Airport Capital Fund	150.0	-	-	-	-	150.0	-	150.0
Total:	150.0	-	-	-	-	150.0	-	150.0

Runway 3-21, Taxiway B2 Reconstruction, Hangar 6 Removal

Est. Completion: FY 2028
Location: Marana Regional Airport
Description: The project will design and construct the reconstruction of Runway 3-21, relocation of Taxiway B2 and the removal of Hangar 6. The runway pavement requires reconstruction. Taxiway B2 relocation will remove direct access from the center apron and runway 3-21. Hangar 6 is considered a penetration to the Taxiway 'B' Taxiway Object Free Area (TOFA) and require removal.
Operating Budget \$10,000 Annual O&M cost
Impact:

Funding Sources (in thousands of dollars)	Total Project Cost	Expended Thru 06/23	Adopted 2023/24	Forecast 2024/25	Forecast 2025/26	Forecast 2026/27	Forecast 2027/28	Total Remaining Budget
Airport Capital Fund	7,128.0	-	-	-	-	1,128.0	6,000.0	7,128.0
Total:	7,128.0	-	-	-	-	1,128.0	6,000.0	7,128.0

Taxiway A Reconstruction

Est. Completion: FY 2027
Location: Marana Regional Airport
Description: Design and construction of Taxiway A and lighting reconstruction. Anticipated low pavement condition from tri-annual Arizona Department of Transportatin (ADOT) inspection.
Operating Budget \$4,000 a year in upkeep, cleaning and crack sealing pavement
Impact:

Funding Sources (in thousands of dollars)	Total Project Cost	Expended Thru 06/23	Adopted 2023/24	Forecast 2024/25	Forecast 2025/26	Forecast 2026/27	Forecast 2027/28	Total Remaining Budget
Airport Capital Fund	9,560.0	-	-	-	700	8,860.0	-	9,560.0
Total:	9,560.0	-	-	-	700	8,860.0	-	9,560.0

Taxiway C Reconstruction, Design and Construction - (AP035)

Est. Completion: FY 2027
Location: Marana Regional Airport
Description: Design and construction of Taxiway C (50 ft. x 2,000 ft.).
Operating Budget \$3,500 a year in up keep, cleaning and crack sealing pavement.
Impact:

Funding Sources (in thousands of dollars)	Total Project Cost	Expended Thru 06/23	Adopted 2023/24	Forecast 2024/25	Forecast 2025/26	Forecast 2026/27	Forecast 2027/28	Total Remaining Budget
Airport Capital Fund	2,500.0	-	-	-	190.0	2,310.0	-	2,500.0
Total:	2,500.0	-	-	-	190.0	2,310.0	-	2,500.0

TWY B, E, Lighting Upgrade, Design and Construction

Est. Completion: FY 2028

Location: Marana Regional Airport

Description: The lighting systems for Taxiway B and E are beyond their useful life and require replacement. This project will replace lighting and signage fixtures, along with airfield lighting cable. The two lighting systems will be upgraded to LED fixtures.

Operating Budget \$500 Annual O&M cost

Impact:

Funding Sources (in thousands of dollars)	Total Project Cost	Expended Thru 06/23	Adopted 2023/24	Forecast 2024/25	Forecast 2025/26	Forecast 2026/27	Forecast 2027/28	Total Remaining Budget
Airport Capital Fund	1,650.0	-	-	-	-	-	1,650.0	1,650.0
Total:	1,650.0	-	-	-	-	-	1,650.0	1,650.0

West Apron Reconstruction Phase 1

Est. Completion: FY 2026

Location: Marana Regional Airport

Description: Design and construct the rehabilitation of the west apron (476,758 sq. ft.)

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

Impact:

Funding Sources (in thousands of dollars)	Total Project Cost	Expended Thru 06/23	Adopted 2023/24	Forecast 2024/25	Forecast 2025/26	Forecast 2026/27	Forecast 2027/28	Total Remaining Budget
Airport Capital Fund	3,262.0	80.0	932.0	2,250.0	-	-	-	3,182.0
Total:	3,262.0	80.0	932.0	2,250.0	-	-	-	3,182.0

West Apron Reconstruction Phase 2

Est. Completion: FY 2026

Location: Marana Regional Airport

Description: This project will complete the construction of the West Hangar Apron pavement. The asphalt has deteriorated to a point that requires full depth reconstruction with soil stabilization. Phase 1 of construction and the design were either completed or will be completed as part of separate projects.

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

Impact:

Funding Sources (in thousands of dollars)	Total Project Cost	Expended Thru 06/23	Adopted 2023/24	Forecast 2024/25	Forecast 2025/26	Forecast 2026/27	Forecast 2027/28	Total Remaining Budget
Airport Capital Fund	7,290.0	-	-	-	7,290.0	-	-	7,290.0
Total:	7,290.0	-	-	-	7,290.0	-	-	7,290.0

Airport Southeast Well Site Upgrade

Est. Completion: FY 2026
Location: Southeast of Marana Airport
Description: Project will help provide recovered water from recharge basins and contribute to the overall Northwest Recharge, Recovery, and Delivery System (NWRDRS) project, which will provide recovered Colorado River Water (CAP) to respective partners.

Operating Budget Impact: \$4,160 Annual O&M cost

Funding Sources (in thousands of dollars)	Total Project Cost	Expended Thru 06/23	Adopted 2023/24	Forecast 2024/25	Forecast 2025/26	Forecast 2026/27	Forecast 2027/28	Total Remaining Budget
Water Capital Fund	675.0	-	-	75.0	600.0	-	-	675.0
Total:	675.0	-	-	75.0	600.0	-	-	675.0

B-Zone Booster and Transmission Line

Est. Completion: FY 2027
Location: Twin Peaks Corridor (starting at Twin Peaks and Blue Bonnet)
Description: This project will continue to provide water supply and fire flow capacity north along the Twin Peaks Corridor for new development.

Operating Budget Impact: \$4,160 Annual O&M cost

Funding Sources (in thousands of dollars)	Total Project Cost	Expended Thru 06/23	Adopted 2023/24	Forecast 2024/25	Forecast 2025/26	Forecast 2026/27	Forecast 2027/28	Total Remaining Budget
Water Infrastructure	4,413.0	-	-	-	381.0	4,032.0	-	4,413.0
Total:	4,413.0	-	-	-	381.0	4,032.0	-	4,413.0

B-Zone Reservoir

Est. Completion: FY 2027
Location: Twin Peaks Corridor (close to the southeast corner of Twin Peaks and Tangerine)
Description: This project will continue to provide water supply and fire flow capacity north along Twin Peaks Corridor for new development.

Operating Budget Impact: \$4,160 Annual O&M cost

Funding Sources (in thousands of dollars)	Total Project Cost	Expended Thru 06/23	Adopted 2023/24	Forecast 2024/25	Forecast 2025/26	Forecast 2026/27	Forecast 2027/28	Total Remaining Budget
Water Infrastructure	617.0	-	-	-	65.0	552.0	-	617.0
Total:	617.0	-	-	-	65.0	552.0	-	617.0

CAP Subcontract - NIA Reallocation - (WT042)

Est. Completion: FY 2026
Location: Marana
Description: Charges for 515 acre-feet per year of Non-Indian Agricultural priority CAP water be re-allocated to the Town of Marana to meet town growth.

Operating Budget Impact: \$60,000 Annual O&M costs

Funding Sources (in thousands of dollars)	Total Project Cost	Expended Thru 06/23	Adopted 2023/24	Forecast 2024/25	Forecast 2025/26	Forecast 2026/27	Forecast 2027/28	Total Remaining Budget
Renewable Resources	1,877.0	1,229.0	216.0	216.0	216.0	-	-	648.0
Total:	1,877.0	1,229.0	216.0	216.0	216.0	-	-	648.0

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

Est. Completion: FY 2025
Location: Twin Peaks Boulevard to Silverbell Road
Description: Construct 24-inch interconnect between Hartman Vistas/Twin Peaks water service area and Continental Reserve water service area to create redundancy. The project will also facilitate the maintenance of the Continental Reserve Reservoir (future project).

Operating Budget Impact: \$1,000 for annual corrosion testing and periodic valve maintenance

Funding Sources (in thousands of dollars)	Total Project Cost	Expended Thru 06/23	Adopted 2023/24	Forecast 2024/25	Forecast 2025/26	Forecast 2026/27	Forecast 2027/28	Total Remaining Budget
Water Infrastructure	3,153.1	265.1	2,387.0	501.0	-	-	-	2,888.0
Total:	3,153.1	265.1	2,387.0	501.0	-	-	-	2,888.0

C-Zone Booster

Est. Completion: FY 2027
Location: Twin Peaks Road and Tangerine Road Intersection.
Description: This project will continue to provide water supply and fire flow capacity north along Twin Peaks Corridor for new development.

Operating Budget Impact: \$4,160 Annual O&M cost

Funding Sources (in thousands of dollars)	Total Project Cost	Expended Thru 06/23	Adopted 2023/24	Forecast 2024/25	Forecast 2025/26	Forecast 2026/27	Forecast 2027/28	Total Remaining Budget
Water Infrastructure	1,819.0	-	-	-	192.0	1,627.0	-	1,819.0
Total:	1,819.0	-	-	-	192.0	1,627.0	-	1,819.0

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

Est. Completion: FY 2024
Location: Tangerine Road, East of I-10
Description: The Tangerine 16-inch at Interstate 10 project consists of 6,547 feet of 16-inch water main and is part of the loop connecting the Airport Water System to the North Marana Water System.

Operating Budget Impact: \$5,000 Annual O&M cost

Funding Sources (in thousands of dollars)	Total Project Cost	Expended Thru 06/23	Adopted 2023/24	Forecast 2024/25	Forecast 2025/26	Forecast 2026/27	Forecast 2027/28	Total Remaining Budget
Water Infrastructure	4,211.8	1,703.8	2,508.0	-	-	-	-	2,508.0
Water Capital Fund	26.7	26.7	-	-	-	-	-	-
Total:	4,238.5	1,730.5	2,508.0	-	-	-	-	2,508.0

Hartman Booster Station Electrical Upgrade

Est. Completion: FY 2025
Location: Hartman Reservoir Site
Description: Planning, design, and construction of electrical modifications required to install new auto transfer switches and generators. Generator must be sufficient to provide power for the booster site, including the Supervisory Control and Data Acquisition (SCADA) system.

Operating Budget Impact: \$4,160 Annual O&M cost

Funding Sources (in thousands of dollars)	Total Project Cost	Expended Thru 06/23	Adopted 2023/24	Forecast 2024/25	Forecast 2025/26	Forecast 2026/27	Forecast 2027/28	Total Remaining Budget
Water Capital Fund	220.0	-	-	220.0	-	-	-	220.0
Total:	220.0	-	-	220.0	-	-	-	220.0

Heritage Park Water Plant - (WT064)

Est. Completion: FY 2027
Location: North Marana
Description: The Heritage Park Water Plan Project consists of design and construction of a 1,800,000-gallon storage reservoir, a 1,000-gpm well, and a 1,200-gpm booster.

Operating Budget Impact: \$16,160 Annual O&M cost

Funding Sources (in thousands of dollars)	Total Project Cost	Expended Thru 06/23	Adopted 2023/24	Forecast 2024/25	Forecast 2025/26	Forecast 2026/27	Forecast 2027/28	Total Remaining Budget
Water Infrastructure	5,328.0	-	316.0	-	2,506.0	2,506.0	-	5,328.0
Total:	5,328.0	-	316.0	-	2,506.0	2,506.0	-	5,328.0

Honea East Well Upgrade - (WT063)

Est. Completion: FY 2025
Location: Honea East Production Facility, north Marana
Description: Help provide the additional water supply and fire flow capacity needed to support continued growth in this area.
Operating Budget Impact: \$4,160 Annual O&M cost

Funding Sources (in thousands of dollars)	Total Project Cost	Expended Thru 06/23	Adopted 2023/24	Forecast 2024/25	Forecast 2025/26	Forecast 2026/27	Forecast 2027/28	Total Remaining Budget
Water Infrastructure	194.0	-	-	194.0	-	-	-	194.0
Total:	194.0	-	-	194.0	-	-	-	194.0

Integrated Water Resources Plan and DAWS - (WT056)

Est. Completion: FY 2024
Location: Marana water service area
Description: Produce a long-term Integrated Water Resources Plan to provide comprehensive guidelines for water supply and support external communications regarding water resources. Application and modification of Designation of Assured Water Supply.
Operating Budget Impact: None

Funding Sources (in thousands of dollars)	Total Project Cost	Expended Thru 06/23	Adopted 2023/24	Forecast 2024/25	Forecast 2025/26	Forecast 2026/27	Forecast 2027/28	Total Remaining Budget
Water Capital Fund	198.6	198.6	-	-	-	-	-	-
Renewable Resources	367.6	145.6	222.0	-	-	-	-	222.0
Total:	566.2	344.2	222.0	-	-	-	-	222.0

Marana Park Reservoir - (WT046)

Est. Completion: FY 2024
Location: Ora Mae Harn Park
Description: Design and construct a new 1,000,000 gallon reservoir at the existing Marana Park Well Site. The project will provide additional storage required future development.
Operating Budget Impact: \$4,160 Annual O&M cost

Funding Sources (in thousands of dollars)	Total Project Cost	Expended Thru 06/23	Adopted 2023/24	Forecast 2024/25	Forecast 2025/26	Forecast 2026/27	Forecast 2027/28	Total Remaining Budget
Water Capital Fund	1,000.0	-	1,000.0	-	-	-	-	1,000.0
Water Infrastructure	3,483.2	118.2	3,365.0	-	-	-	-	3,365.0
Total:	4,483.2	118.2	4,365.0	-	-	-	-	4,365.0

Marana Park Well - (WT047)

Est. Completion: FY 2024
Location: Ora Mae Harn Park
Description: Drill and equip a new production well near the Marana Park water facility to provide additional source capacity for future growth. The desired production is 650 gallons per minute.

Operating Budget Impact: \$16,160 Annual O&M cost

Funding Sources (in thousands of dollars)	Total Project Cost	Expended Thru 06/23	Adopted 2023/24	Forecast 2024/25	Forecast 2025/26	Forecast 2026/27	Forecast 2027/28	Total Remaining Budget
Water Infrastructure	1,711.0	504.0	1,207.0	-	-	-	-	1,207.0
Total:	1,711.0	504.0	1,207.0	-	-	-	-	1,207.0

Marana Park Well, Booster and Electrical Upgrade

Est. Completion: FY 2024
Location: Marana Park Reservoir Site
Description: Plan, design, and construct electrical modifications required to install new auto transfer switches and generators. Generator must be sufficient to provide power for the booster site, including SCADA system.

Operating Budget Impact: \$4,160 Annual O&M cost

Funding Sources (in thousands of dollars)	Total Project Cost	Expended Thru 06/23	Adopted 2023/24	Forecast 2024/25	Forecast 2025/26	Forecast 2026/27	Forecast 2027/28	Total Remaining Budget
Water Capital Fund	220.0	-	220.0	-	-	-	-	220.0
Total:	220.0	-	220.0	-	-	-	-	220.0

New Renewable Water Resource Acquisition - (WT066)

Est. Completion: FY 2024
Location: N/A
Description: Based on future growth projections from 2023 through 2032, renewable supplies will need to be purchased due to IIP projects.

Operating Budget Impact: None

Funding Sources (in thousands of dollars)	Total Project Cost	Expended Thru 06/23	Adopted 2023/24	Forecast 2024/25	Forecast 2025/26	Forecast 2026/27	Forecast 2027/28	Total Remaining Budget
Renewable Resources	8,909.6	19.6	8,890.0	-	-	-	-	8,890.0
Total:	8,909.6	19.6	8,890.0	-	-	-	-	8,890.0

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

Est. Completion: FY 2024
Location: Marana
Description: A collaborative effort between Marana Domestic Water Improvemnt District and the Town of Oro Valley to plan, design, and construct a delivery system to convey recovered CAP water. Additionally, Marana Water will design and construct other necessary system improvements to connect to the Marana Water distribution system.

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

Funding Sources (in thousands of dollars)	Total Project Cost	Expended Thru 06/23	Adopted 2023/24	Forecast 2024/25	Forecast 2025/26	Forecast 2026/27	Forecast 2027/28	Total Remaining Budget
Water Capital Fund	9,293.9	1,331.9	2,386.0	3,755.0	1,821.0	-	-	7,962.0
Water Infrastructure	7,472.0	-	1,896.0	3,755.0	1,821.0	-	-	7,472.0
Total:	16,765.9	1,331.9	4,282.0	7,510.0	3,642.0	-	-	15,434.0

Oshrin Line Replacement - (WT057)

Est. Completion: FY 2025
Location: Oshrin community
Description: Furnish, install 30 1 inch service lines, provide traffic control and applicable permits, replace asphalt.

Operating Budget Impact: Minimal O&M costs

Funding Sources (in thousands of dollars)	Total Project Cost	Expended Thru 06/23	Adopted 2023/24	Forecast 2024/25	Forecast 2025/26	Forecast 2026/27	Forecast 2027/28	Total Remaining Budget
Water Capital Fund	575.4	211.4	224.0	140.0	-	-	-	364.0
Total:	575.4	211.4	224.0	140.0	-	-	-	364.0

Oshrin Well Rehabilitation

Est. Completion: FY 2024
Location: Oshrin community
Description: In accordance with AWWA standards, existing motor, pump and column pipe will be pulled and inspected. An inspection of well casing, including video, will be provided. Mechanical rehabilitation of well will include swabbing, brushing, bailing, surging, surge blocking, air lifting, zonal rehabilitation, jetting. Repairs and replacements will be performed, followed by test pumping and sampling.

Operating Budget Impact: \$4,160 Annual O&M cost

Funding Sources (in thousands of dollars)	Total Project Cost	Expended Thru 06/23	Adopted 2023/24	Forecast 2024/25	Forecast 2025/26	Forecast 2026/27	Forecast 2027/28	Total Remaining Budget
Water Capital Fund	140.0	-	-	140.0	-	-	-	140.0
Total:	140.0	-	-	140.0	-	-	-	140.0

Palo Verde Well Rehabilitation

Est. Completion: FY 2026
Location: Palo Verde
Description: In accordance with AWWA standards, existing motor, pump, and column pipe will be pulled and inspected. An inspection of well casing, including video, will be provided. Mechanical rehab of well will include swabbing, brushing, bailing, surging, surge blocking, air lifting, zonal rehab, jetting. Repairs/replacements will be performed, followed by test pumping and sampling.

Operating Budget Impact: \$4,160 Annual O&M cost.

Funding Sources (in thousands of dollars)	Total Project Cost	Expended Thru 06/23	Adopted 2023/24	Forecast 2024/25	Forecast 2025/26	Forecast 2026/27	Forecast 2027/28	Total Remaining Budget
Water Capital Fund	140.0	-	-	-	140.0	-	-	140.0
Total:	140.0	-	-	-	140.0	-	-	140.0

Picture Rocks Interconnect - (WT036)

Est. Completion: FY 2025
Location: Wade Road west
Description: Construct approximately 6,600 linear feet of 12" water main in the Picture Rocks Water System. The main will connect two blocks of Continental Reserve development that have lower pressure due to their location. The two blocks would be converted to the Picture Rocks service area with new zone boundaries.

Operating Budget Impact: Minimal O&M costs

Funding Sources (in thousands of dollars)	Total Project Cost	Expended Thru 06/23	Adopted 2023/24	Forecast 2024/25	Forecast 2025/26	Forecast 2026/27	Forecast 2027/28	Total Remaining Budget
Water Infrastructure	1,591.0	37.0	184.0	1,370.0	-	-	-	1,554.0
Total:	1,591.0	37.0	184.0	1,370.0	-	-	-	1,554.0

Pioneer Well Electrical Upgrade

Est. Completion: FY 2027
Location: Pioneer Well Site
Description: Planning, design, and construction of electrical modifications required to install new auto transfer switches and generators. Generator must be sufficient to provide power for the booster site, including SCADA system.

Operating Budget Impact: \$4,160 Annual O&M cost

Funding Sources (in thousands of dollars)	Total Project Cost	Expended Thru 06/23	Adopted 2023/24	Forecast 2024/25	Forecast 2025/26	Forecast 2026/27	Forecast 2027/28	Total Remaining Budget
Water Capital Fund	220.0	-	-	-	-	220.0	-	220.0
Total:	220.0	-	-	-	-	220.0	-	220.0

Recharge Basins Phase II

Est. Completion: FY 2026
Location: North Marana
Description: Recharge basins are constructed for Marana WRF effluent. The recharge basins allow purified water to be recharged and then become available as groundwater recharge credits to offset groundwater pumping. Therefore, half of the cost, plus debt service, will be assigned to the water resource fee and half will be assigned to water reclamation fee. An expansion of the recharge basins is planned during the next ten years

Operating Budget Impact: \$30,000 Annual O&M cost

Funding Sources (in thousands of dollars)	Total Project Cost	Expended Thru 06/23	Adopted 2023/24	Forecast 2024/25	Forecast 2025/26	Forecast 2026/27	Forecast 2027/28	Total Remaining Budget
Renewable Resources Fund	2,002.0	-	-	200.0	1,802.0	-	-	2,002.0
Waste Water Impact Fee	2,112.0	110.0	-	200.0	1,802.0	-	-	2,002.0
Total:	4,114.0	110.0	-	400.0	3,604.0	-	-	4,004.0

Sandario Well Rehabilitation - (WT058)

Est. Completion: FY 2024
Location: Sandario well site
Description: Rehabilitation of Sandario well which is starting to lose productivity and efficiency due to aging.

Operating Budget Impact: None

Funding Sources (in thousands of dollars)	Total Project Cost	Expended Thru 06/23	Adopted 2023/24	Forecast 2024/25	Forecast 2025/26	Forecast 2026/27	Forecast 2027/28	Total Remaining Budget
Water Capital Fund	20.0	-	20.0	-	-	-	-	20.0
Total:	20.0	-	20.0	-	-	-	-	20.0

Sanders Road 24-Inch Water Line - (WT067)

Est. Completion: FY 2025
Location: Sanders Road alignment from Clark Farms Boulevard to Marana Road
Description: Design and construct approximately 9,000 linear feet of 24-inch water line to support planned future development.

Operating Budget Impact: \$1,000 annual corrosion testing. Will eventually lower power costs by allowing a greater portion of the system to be served by gravity instead of being pumped.

Funding Sources (in thousands of dollars)	Total Project Cost	Expended Thru 06/23	Adopted 2023/24	Forecast 2024/25	Forecast 2025/26	Forecast 2026/27	Forecast 2027/28	Total Remaining Budget
Water Infrastructure	4,878.0	-	356.0	4,522.0	-	-	-	4,878.0
Total:	4,878.0	-	356.0	4,522.0	-	-	-	4,878.0

SCADA and Integrated Telemetry - (WT026)

Est. Completion: FY 2024
Location: Various Water Facilities
Description: Various projects to improve efficiency, control, communication, ability to control data and security while standardizing software/hardware installations in the water distribution system.

Operating Budget Impact: \$10,000 a year in software upgrades and system equipment

Funding Sources (in thousands of dollars)	Total Project Cost	Expended Thru 06/23	Adopted 2023/24	Forecast 2024/25	Forecast 2025/26	Forecast 2026/27	Forecast 2027/28	Total Remaining Budget
Water Capital Fund	1,560.0	1,236.0	324.0	-	-	-	-	324.0
Total:	1,560.0	1,236.0	324.0	-	-	-	-	324.0

Tangerine 16-Inch with Break Tanks

Est. Completion: FY 2028
Location: Tangerine/Twin Peaks Corridor
Description: This project entails parcel acquisitions and installing 16,750 linear feet of water main and two 50,000 break tanks. This is required to help complete the Loop from the Twin Peaks Corridor and into North Marana and will help provide adequate water supply and fire flow capacity to this region.

Operating Budget Impact: \$4,160 Annual O&M cost

Funding Sources (in thousands of dollars)	Total Project Cost	Expended Thru 06/23	Adopted 2023/24	Forecast 2024/25	Forecast 2025/26	Forecast 2026/27	Forecast 2027/28	Total Remaining Budget
Water Infrastructure	5,308.0	-	-	-	561.0	100.0	4,647.0	5,308.0
Total:	5,308.0	-	-	-	561.0	100.0	4,647.0	5,308.0

Marana WRF, Screw Press 2 - (WR019)

Est. Completion: FY 2024
Location: Marana Water Reclamation Facility solids handling facility
Description: This project includes the purchase and installation of 1 Screw Press, 1 Polymer Blending Unit and 1 Solids Conveyor system to provide critical system redundancy to meet water quality standards.

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

Funding Sources (in thousands of dollars)	Total Project Cost	Expended Thru 06/23	Adopted 2023/24	Forecast 2024/25	Forecast 2025/26	Forecast 2026/27	Forecast 2027/28	Total Remaining Budget
Wastewater Capital	1,934.1	60.1	1,874.0	-	-	-	-	1,874.0
Total:	1,934.1	60.1	1,874.0	-	-	-	-	1,874.0

North Marana Sewer Interceptor - (WR021)

Est. Completion: FY 2024
Location: W. Sagebrush Road and N. Wentz Road
Description: Intallation of four gravity pipes to accommodate additional sewer flows from projected development growth.

Operating Budget Impact: \$10,000 Annual O&M cost

Funding Sources (in thousands of dollars)	Total Project Cost	Expended Thru 06/23	Adopted 2023/24	Forecast 2024/25	Forecast 2025/26	Forecast 2026/27	Forecast 2027/28	Total Remaining Budget
Wastewater Capital	8,423.2	383.2	8,040.0	-	-	-	-	8,040.0
Wastewater Impact	6,957.0	0.0	6,957.0	-	-	-	-	6,957.0
Total:	15,380.2	383.2	14,997.0	-	-	-	-	14,997.0

Rillito Vista Lift Station Upgrade - (WR020)

Est. Completion: FY 2025
Location: Rillito Vista Lift Station
Description: This project will replace mechanical and electrical equipment at the Rillito Vista Lift Station that is at the end of its life cycle while adding an emergency backup power supply.

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

Funding Sources (in thousands of dollars)	Total Project Cost	Expended Thru 06/23	Adopted 2023/24	Forecast 2024/25	Forecast 2025/26	Forecast 2026/27	Forecast 2027/28	Total Remaining Budget
Wastewater Capital	1,148.2	10.2	138.0	1,000.0	-	-	-	1,138.0
Total:	1,148.2	10.2	138.0	1,000.0	-	-	-	1,138.0

Sewer Conveyance System Rehabilitation - (WR012)

Est. Completion: FY 2027
Location: Marana sewer system
Description: The project includes the rehabilitation and/or replacement of existing sewer conveyance infrastructure (manholes, sewer mains, & lift stations) that have deteriorated over time.

Operating Budget Impact: None

Funding Sources (in thousands of dollars)	Total Project Cost	Expended Thru 06/23	Adopted 2023/24	Forecast 2024/25	Forecast 2025/26	Forecast 2026/27	Forecast 2027/28	Total Remaining Budget
Wastewater Capital	1,789.0	-	-	661.0	553.0	575.0	-	1,789.0
Total:	1,789.0	-	-	661.0	553.0	575.0	-	1,789.0

WRF Phase II Design - (WR023)

Est. Completion: FY 2027
Location: North Marana
Description: Design for the construction of an additional treatment facility to accommodate additional growth in north Marana.

Operating Budget Impact: None

Funding Sources (in thousands of dollars)	Total Project Cost	Expended Thru 06/23	Adopted 2023/24	Forecast 2024/25	Forecast 2025/26	Forecast 2026/27	Forecast 2027/28	Total Remaining Budget
Renewable Resources	19,580.0	0.0	1,450.0	-	9,065.0	9,065.0	-	19,580.0
Wastewater Impact	19,580.0	0.0	1,450.0	-	9,065.0	9,065.0	-	19,580.0
Total:	39,160.0	0.0	2,900.0	-	18,130.0	18,130.0	-	39,160.0

Civic Center Drive, Electrical Improvements - (ST090)

Est. Completion: FY 2023
Location: West Civic Center Drive
Description: This project will increase the electrical capacity and provide safe electrical connections to be used for special events and improve safety.

Operating Budget None
Impact:

Funding Sources (in thousands of dollars)	Total Project Cost	Expended Thru 06/23	Adopted 2023/24	Forecast 2024/25	Forecast 2025/26	Forecast 2026/27	Forecast 2027/28	Total Remaining Budget
General Fund	269.0	233.0	36.0	-	-	-	-	36.0
Total:	269.0	233.0	36.0	-	-	-	-	36.0

MMC Drainage Improvements - (FA108)

Est. Completion: FY 2024
Location: Marana Municipal Complex
Description: Improve ground water drainage around the Marana Municipal Complex.

Operating Budget None
Impact:

Funding Sources (in thousands of dollars)	Total Project Cost	Expended Thru 06/23	Adopted 2023/24	Forecast 2024/25	Forecast 2025/26	Forecast 2026/27	Forecast 2027/28	Total Remaining Budget
General Fund	803.4	769.4	34.0	-	-	-	-	34.0
Total:	803.4	769.4	34.0	-	-	-	-	34.0

MMC Fiber Optic Upgrade

Est. Completion: FY 2024
Location: Marana Municipal Complex
Description: Construction of additional fiber optic infrastructure at the Town of Marana Municipal Complex for redundancies in critical components and functions to increase communication reliability.

Operating Budget None
Impact:

Funding Sources (in thousands of dollars)	Total Project Cost	Expended Thru 06/23	Adopted 2023/24	Forecast 2024/25	Forecast 2025/26	Forecast 2026/27	Forecast 2027/28	Total Remaining Budget
General Fund	100.0	-	100.0	-	-	-	-	100.0
Total:	100.0	-	100.0	-	-	-	-	100.0

MMC Generator Upgrade - (FA109)

Est. Completion: FY 2024
Location: Marana Municipal Complex
Description: Replace the existing generator with a larger one.

Operating Budget Annual operating cost would remain relatively the same.
Impact:

Funding Sources (in thousands of dollars)	Total Project Cost	Expended Thru 06/23	Adopted 2023/24	Forecast 2024/25	Forecast 2025/26	Forecast 2026/27	Forecast 2027/28	Total Remaining Budget
General Fund	2,153.5	52.5	2,101.0	-	-	-	-	2,101.0
Total:	2,153.5	52.5	2,101.0	-	-	-	-	2,101.0

MMC HVAC Mechanical Systems Upgrade - (FA112)

Est. Completion: FY 2025
Location: Marana Municipal Complex
Description: Design a construction of a new HVAC system at the Town of Marana Municipal Complex.

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

Funding Sources (in thousands of dollars)	Total Project Cost	Expended Thru 06/23	Adopted 2023/24	Forecast 2024/25	Forecast 2025/26	Forecast 2026/27	Forecast 2027/28	Total Remaining Budget
General Fund	1,100.0	-	100.0	1,000.0	-	-	-	1,100.0
Total:	1,100.0	-	100.0	1,000.0	-	-	-	1,100.0

MMC Interior Lighting Improvements - (FA104)

Est. Completion: FY 2024
Location: Marana Municipal Complex
Description: Removal of all non LED bulbs and ballasts throughout the entire complex and upgrade with new LED replacement bulbs and outfitted with new controls system. Dispose of all old florescent bulbs through the proper recycling companies.

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

Funding Sources (in thousands of dollars)	Total Project Cost	Expended Thru 06/23	Adopted 2023/24	Forecast 2024/25	Forecast 2025/26	Forecast 2026/27	Forecast 2027/28	Total Remaining Budget
General Fund	258.0	-	258.0	-	-	-	-	258.0
Total:	258.0	-	258.0	-	-	-	-	258.0

MMC Reception Remodel - (FA113)

Est. Completion: FY 2025
Location: Marana Municipal Complex
Description: Design and remodel of the 1st floor reception area, to include additional safety barriers and equipment.

Operating Budget None
Impact:

Funding Sources (in thousands of dollars)	Total Project Cost	Expended Thru 06/23	Adopted 2023/24	Forecast 2024/25	Forecast 2025/26	Forecast 2026/27	Forecast 2027/28	Total Remaining Budget
General Fund	200.0	-	200.0	-	-	-	-	200.0
Total:	200.0	-	200.0	-	-	-	-	200.0

MOC Fleet Warehouse Roof & HVAC Replacement - (FA110)

Est. Completion: FY 2024
Location: Marana Operations Center Parking Lot - 5100 W Ina Road
Description: Remove existing evaporative coolers, insulation, fascia and roof decking and replace with all new roof TPO system, flute fillers, insulation, drip edge, fascia and newly designed HVAC system to eliminate evaporative coolers completely off roof.

Operating Budget \$600 Annual O&M cost
Impact:

Funding Sources (in thousands of dollars)	Total Project Cost	Expended Thru 06/23	Adopted 2023/24	Forecast 2024/25	Forecast 2025/26	Forecast 2026/27	Forecast 2027/28	Total Remaining Budget
General Fund	500.0	-	500.0	-	-	-	-	500.0
Total:	500.0	-	500.0	-	-	-	-	500.0

MOC Generator Replacement - (FA114)

Est. Completion: FY 2024
Location: Marana Operations Center
Description: Replacement of the two 100KW generators with one 200 to 300KW generator to power the entire Marana Operations Complex in the event of a power outage.

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

Funding Sources (in thousands of dollars)	Total Project Cost	Expended Thru 06/23	Adopted 2023/24	Forecast 2024/25	Forecast 2025/26	Forecast 2026/27	Forecast 2027/28	Total Remaining Budget
General Fund	600.0	-	600.0	-	-	-	-	600.0
Total:	600.0	-	600.0	-	-	-	-	600.0

MOC Parking Lot Reconstruction - (FA105)

Est. Completion: FY 2024
Location: MOC Parking Lot - 5100 W Ina Road
Description: Replace the worn out front parking lot that has numerous cracks, dips and raveling.

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

Funding Sources (in thousands of dollars)	Total Project Cost	Expended Thru 06/23	Adopted 2023/24	Forecast 2024/25	Forecast 2025/26	Forecast 2026/27	Forecast 2027/28	Total Remaining Budget
General Fund	271.6	121.6	150.0	-	-	-	-	150.0
Total:	271.6	121.6	150.0	-	-	-	-	150.0

MOC Security Walls, New Entry Gate - (FA106)

Est. Completion: FY 2024
Location: Marana Operations Center Parking Lot - 5100 W Ina Road
Description: Remove existing chain link fencing, install new 8 ft tall block or metal wall along entire length of the property and add an additional secure entry gate on the north end of the property. At the Marana Police Department Evidence Storage Facility, using the existing space, the chain link fence would be replaced with a block wall. There would need to be an electrical upgrade utilizing the current electricity lines/source.

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

Funding Sources (in thousands of dollars)	Total Project Cost	Expended Thru 06/23	Adopted 2023/24	Forecast 2024/25	Forecast 2025/26	Forecast 2026/27	Forecast 2027/28	Total Remaining Budget
General Fund	523.6	24.6	499.0	-	-	-	-	499.0
Total:	523.6	24.6	499.0	-	-	-	-	499.0

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SUPPLEMENTAL SCHEDULES

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

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REVENUE SCHEDULE

Revenue Schedule	2021 Actual	2022 Actual	2023 Estimates	2024 Adopted
General Fund				
Sales taxes	\$ 34,001,109	\$ 37,758,894	\$ 41,886,312	\$ 35,123,831
Intergovernmental	23,559,040	24,710,836	21,246,302	25,945,620
Licenses, fees and permits	7,248,433	11,190,988	7,190,213	4,617,500
Fines and forfeiture	436,491	382,476	332,395	389,500
Charges for services	541,107	988,782	638,167	678,000
Leases	158,998	264,148	174,067	145,000
Investment income	476,105	(180,161)	4,280,344	2,000,000
Miscellaneous	653,923	758,688	831,610	887,045
Total General Fund	67,075,206	75,874,651	76,579,410	69,786,496
Special Revenue Funds				
Highway User Revenue Fund	4,281,331	4,357,233	4,985,520	5,079,784
Community Development Block Grant	49,819	78,972	65,380	260,000
Affordable Housing	1,928	1,924	12,927	2,000
Judicial Collection Enhancement	7,048	5,399	6,468	8,000
Fill-the-Gap	4,353	3,009	2,676	4,500
Local Technology	31,568	25,776	29,756	50,000
Bed Tax	1,246,249	1,901,388	1,833,725	1,450,000
Other SRF	3,983,309	1,822,458	1,599,697	3,088,749
Total Special Revenue Funds	9,605,605	8,196,159	8,536,149	9,943,033
Capital Projects Funds				
Northwest Transportation Impact Fees	208,990	591,434	239,807	288,767
Northeast Transportation Impact Fees	441,109	1,010,036	419,651	132,210
South Transportation Impact Fees	1,776,198	4,994,200	3,109,770	649,050
Park Impact Fees	492,132	2,822,752	1,428,670	475,657
Transportation	7,385,040	9,553,563	13,933,279	4,200,000
RTA	-	-	39,073	13,431,903
1/2 Cent Sales Tax	-	3,608,070	7,480,472	6,561,367
Downtown Reinvestment	220,493	447,265	504,395	456,500
Pima Association of Governments	28,703	4,500	-	9,772,250
Other Capital Projects	262,041	5,315,626	1,574,757	23,878,438
Community Facilities Districts Capital	152,138	181,925	221,643	260,625
Total Capital Projects Funds	10,966,844	28,529,371	28,951,517	60,106,767

REVENUE SCHEDULE

Revenue Schedule	2021 Actual	2022 Actual	2023 Estimates	2024 Adopted
Debt Service Funds				
Tangerine Farms Improvement District	2,297,832	1,801,409	2,014,725	2,020,059
Community Facility Districts DSF	1,284,576	1,516,828	1,847,026	2,361,869
Other Debt Service	21	860	-	-
Total Debt Service Funds	3,582,429	3,319,097	3,861,751	4,381,928
Enterprise Funds				
Airport	668,849	1,045,524	1,711,679	7,376,814
Water Utility	15,215,315	19,018,643	14,866,424	15,145,285
Wastewater Utility	7,862,381	8,657,857	5,736,248	5,680,280
Total Enterprise Funds	23,746,545	28,722,024	22,314,351	28,202,379
Internal Service Funds				
Health Benefits	4,706,262	4,698,789	5,473,850	5,344,168
Dental Benefits	335,735	234,248	334,485	352,000
Total Internal Service Funds	5,041,997	4,933,037	5,808,335	5,696,168
Total ALL Funds *	\$ 120,018,626	\$ 149,574,339	\$ 146,051,513	\$ 178,116,771

*Note: The total revenue above excludes all bond or loan proceeds.

EXPENDITURE SCHEDULE

Expenditure Schedule	2021 Actual	2022 Actual	2023 Estimates	2024 Adopted
General Fund				
Personnel and Benefits	\$ 30,268,994	\$ 31,783,353	\$ 37,829,240	\$ 44,101,900
Contracted Services	4,598,463	5,537,208	5,921,313	10,347,731
Operating Supplies & Equipment	3,807,118	5,518,815	4,953,282	12,684,749
Capital Outlay	1,444,410	1,719,096	3,298,315	9,625,675
Other Financing Uses	16,125	15,998	42,524	266,500
Total General Fund	40,135,110	44,574,470	52,044,674	77,026,555
Special Revenue Funds				
Highway User Revenue Fund	3,702,599	3,194,839	4,355,081	6,765,028
Community Development Block Grant	53,057	66,674	65,380	260,000
Affordable Housing	26,261	10,410	2,593	105,000
JCEF	320	2,424	3,831	131,805
Fill-the-Gap	-	-	-	34,500
Local Technology	207,119	238,249	22,583	78,000
Bed Tax	887,696	1,122,077	1,153,620	1,950,000
Other SRF	1,619,264	1,624,110	1,795,468	3,727,136
Total Special Revenue Funds	6,496,316	6,258,783	7,398,556	13,051,469
Capital Projects Funds				
Northwest Transportation Impact Fees	3,118	8,382	9,410	1,307,468
Northeast Transportation Impact Fees	46,028	72,747	133,155	77,238
South Transportation Impact Fees	20,705	441,647	726,605	6,702,393
Park Impact Fees	235,071	56,607	309,171	5,188,573
Transportation	10,765,198	1,965,399	7,983,773	28,793,914
Regional Transportation Authority	-	1,350	39,073	13,431,903
1/2 Cent Sales Tax	-	-	4,175,010	63,170,697
Downtown Reinvestment	10,040	343,276	45,941	425,000
Pima Association of Governments	30,578	15,229	-	9,772,250
Other Capital Projects	2,039,220	599,121	1,245,130	25,228,231
Community Facilities Distircts	4,143	4,072	4,275	1,645,750
Total Capital Projects Funds	13,154,101	3,507,830	14,671,543	155,743,417

EXPENDITURE SCHEDULE

Expenditure Schedule	2021 Actual	2022 Actual	2023 Estimates	2024 Adopted
Debt Service Funds				
2013 MMPC Bond	3,034,400	3,026,300	3,030,300	3,016,125
2014 Excise Tax Bond	791,814	792,824	794,336	651,201
2017B Excise Tax Bond	2,091,200	2,089,250	2,580,500	2,580,125
Tangerine Farms Imprv. District	2,207,838	1,979,001	2,068,231	2,333,819
Gladden CFD Debt	4,958,013	780,006	780,006	777,557
Gladden II CFD Debt	50,744	4,677,008	6,607,998	608,477
Saguaro Springs CFD Debt	363,025	3,257,556	637,550	5,389,650
Total Debt Service Funds	13,497,034	16,601,945	16,498,921	15,356,954
Enterprise Funds				
Airport	1,735,761	2,233,130	1,788,571	8,337,685
Water	7,941,049	12,585,255	13,930,527	39,059,108
Wastewater	5,951,157	6,013,447	3,766,728	21,989,842
Total Enterprise Funds	15,627,967	20,831,832	19,485,826	69,386,635
Internal Service Funds				
Health Benefits	4,092,095	4,277,761	5,433,218	5,344,168
Dental Benefits	224,354	260,864	271,554	352,000
Total Internal Service Funds	4,316,449	4,538,625	5,704,772	5,696,168
Total ALL Funds	\$ 93,226,977	\$ 96,313,485	\$ 115,804,292	\$ 336,261,198

INTERFUND TRANSFERS Fiscal Year 2023-2024

TRANSFER SUMMARY									
Transfers From:									
Transfers To:	General Fund	Transportation Fund	South Transportation Fund	North East Transportation Impact Fee Fund	Water Operating	Water Resource	Wastewater Operating	Wastewater Impact Fee Fund	Total
Transportation Fund							100,000		100,000
Other Grants	100,000								100,000
2013 Debt	1,259,000					903,375		903,375	3,065,750
2014 Debt	663,436								663,436
2017 Debt	547,300	860,419	620,975	602,556					2,631,250
Water	986,374					221,999			1,208,373
Water Capital					3,153,585				3,153,585
Airport Operating	297,490								297,490
Airport Capital	663,381								663,381
Waste Water Operating						404,535		404,535	809,070
Waste Water Capital							2,037,575		2,037,575
Total	4,516,981	860,419	620,975	602,556	3,153,585	1,529,909	2,137,575	1,307,910	14,729,910

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 Excise Tax Revenue bonds, Community Facilities District bonds, Improvement District bonds and Water Infrastructure Finance Authority loans outstanding.

Debt Issuances	Ratings Standard & Poor's/Fitch
Excise Tax Revenue Obligations	AA
Gladden Farms CFD General Obligation Bonds	AA
Saguaro Springs CFD General Obligation Bonds	AA
Tangerine Farms Special Assessment Bonds	Not Rated
Gladden Farms II CFD General Obligation Bonds	AA

Total Bonded Debt			
Fiscal Year	Principal	Interest	Total
2024	5,954,000	3,671,164	9,625,164
2025	6,482,000	3,347,269	9,829,269
2026	6,770,000	3,070,682	9,840,682
2027	5,755,000	2,778,019	8,533,019
2028	6,025,000	2,496,894	8,521,894
2029-2033	18,355,000	9,443,300	27,798,300
2034-2038	17,906,000	6,042,197	23,948,197
2039-2043	17,600,000	2,759,097	20,359,097
2044-2048	4,960,000	465,669	5,425,669
Totals	89,807,000	34,074,290	123,881,290

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
2024	2,015,000	999,125	3,014,125
2025	2,115,000	895,875	3,010,875
2026	2,225,000	787,375	3,012,375
2027	2,335,000	673,375	3,008,375
2028	2,450,000	553,750	3,003,750
2029-2033	8,720,000	1,373,450	10,093,450
2034	1,720,000	43,000	1,763,000
Totals	21,580,000	5,325,950	26,905,950

2014 Series – Excise Tax Revenue Obligations			
Fiscal Year	Principal	Interest	Total
2024	609,000	40,201	649,201
2025	629,000	24,416	653,416
2026	643,000	8,198	651,198
Totals	1,881,000	72,815	1,953,815

2017 Series B – Excise Tax Revenue Bonds			
Fiscal Year	Principal	Interest	Total
2024	1,955,000	623,125	2,578,125
2025	2,055,000	522,875	2,577,875
2026	2,170,000	417,250	2,587,250
2027	2,280,000	306,000	2,586,000
2028	2,400,000	189,000	2,589,000
2029	2,580,000	64,500	2,644,500
Totals	13,440,000	2,122,750	15,562,750

Excise Tax Revenue Obligations continued

2017 Series A&C – Excise Tax Revenue Bonds			
Fiscal Year	Principal	Interest	Total
2024	0	809,069	809,069
2025	0	809,069	809,069
2026	0	809,069	809,069
2027	0	809,069	809,069
2028	0	809,069	809,069
2029- 2033	410,000	4,016,844	4,426,844
2034-2038	8,150,000	3,194,269	11,344,269
2039-2043	11,220,000	1,152,709	12,372,709
Totals	19,780,000	12,409,166	32,189,166

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 2023-2024 the rate for debt service was \$2.50/\$100 of assessed valuation.

Gladden Farms – CFD General Obligation Bonds - 2016			
Fiscal Year	Principal	Interest	Total
2024	440,000	223,563	663,563
2025	455,000	210,138	665,138
2026	470,000	193,913	663,913
2027	490,000	174,713	664,713
2028	510,000	154,713	664,713
2029- 2033	2,840,000	447,563	3,287,563
2034-2038	720,000	34,363	754,363
2039-2042	90,000	5,937	95,937
Totals	6,015,000	1,444,900	7,459,900

Gladden Farms Community Facilities District General Obligation Bonds continued

Gladden Farms – CFD General Obligation Bonds - 2020			
Fiscal Year	Principal	Interest	Total
2024	0	110,244	110,244
2025	100,000	108,744	208,744
2026	100,000	105,743	205,743
2027	100,000	102,743	202,743
2028	100,000	99,744	199,744
2029- 2033	620,000	446,369	1,066,369
2034-2038	1,560,000	300,150	1,860,150
2039-2042	1,575,000	75,822	1,650,822
Totals	4,155,000	1,349,560	5,504,560

Gladden Farms II Community Facilities District General Obligation Bonds

The Gladden Farms II Community Facilities District (a component unit) issued general obligation (GO) bonds to acquire infrastructure improvements within the district. These GO bonds are payable solely from a secondary property tax that is levied on property within the district. For fiscal year 2023-2024 the rate for debt service was \$2.50/\$100 of assessed valuation.

Gladden Farms II – CFD General Obligation Bonds - 2019			
Fiscal Year	Principal	Interest	Total
2024	35,000	46,244	81,244
2025	35,000	44,843	79,843
2026	40,000	43,344	83,344
2027	40,000	41,744	81,744
2028	40,000	40,144	80,144
2029- 2033	230,000	175,250	405,250
2034-2038	275,000	126,875	401,875
2039-2043	330,000	66,669	396,669
2044-2045	155,000	6,497	161,497
Totals	1,180,000	591,610	1,771,610

Gladden Farms II Community Facilities District General Obligation Bonds continued

Gladden Farms II – CFD General Obligation Bonds - 2021			
Fiscal Year	Principal	Interest	Total
2024	0	144,850	144,850
2025	110,000	143,200	253,200
2026	120,000	139,750	259,750
2027	125,000	136,075	261,075
2028	130,000	132,250	262,250
2029- 2033	705,000	599,825	1,304,825
2034-2038	820,000	485,025	1,305,025
2039-2043	975,000	319,900	1,294,900
2044-2047	1,095,000	96,100	1,191,100
Totals	4,080,000	2,196,975	6,276,975

Gladden Farms II – CFD General Obligation Bonds - 2022			
Fiscal Year	Principal	Interest	Total
2024	0	378,383	378,383
2025	140,000	307,500	447,500
2026	145,000	300,375	445,375
2027	155,000	292,875	447,875
2028	160,000	285,000	445,000
2029- 2033	940,000	1,291,750	2,231,750
2034-2038	1,200,000	1,026,000	2,226,000
2039-2043	1,525,000	686,875	2,211,875
2044-2047	1,955,000	253,875	2,208,875
Totals	6,220,000	4,822,633	11,042,633

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 2023-2024 the rate for debt service was \$2.50/\$100 of assessed valuation.

Saguaro Springs - CFD General Obligation Bonds - 2018			
Fiscal Year	Principal	Interest	Total
2024	110,000	132,149	242,149
2025	115,000	128,775	243,775
2026	115,000	125,326	240,326
2027	120,000	121,200	241,200
2028	125,000	116,300	241,300
2029- 2033	705,000	500,900	1,205,900
2034-2038	860,000	344,600	1,204,600
2039-2043	1,045,000	154,500	1,199,500
2044	235,000	4,700	239,700
Totals	3,430,000	1,628,450	5,058,450

Saguaro Springs - CFD General Obligation Bonds - 2019			
Fiscal Year	Principal	Interest	Total
2024	50,000	57,975	107,975
2025	50,000	56,475	106,475
2026	55,000	54,900	109,900
2027	55,000	53,250	108,250
2028	55,000	51,600	106,600
2029- 2033	305,000	226,850	531,850
2034-2038	365,000	163,925	528,925
2039-2043	430,000	102,134	532,134
2044-2045	435,000	17,422	452,422
Totals	1,800,000	784,531	2,584,531

Saguaro Springs Community Facilities District General Obligation Bonds continued

Saguaro Springs - CFD General Obligation Bonds - 2021			
Fiscal Year	Principal	Interest	Total
2024	115,000	72,525	187,525
2025	50,000	70,050	120,050
2026	50,000	68,550	118,550
2027	55,000	66,975	121,975
2028	55,000	65,325	120,325
2029- 2033	300,000	300,000	600,000
2034-2038	355,000	251,175	606,175
2039-2043	410,000	194,550	604,550
2044-2045	1,085,000	87,075	1,172,075
Totals	2,475,000	1,176,225	3,651,225

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
2024	1,234,000	73,912	1,307,912
2025	1,257,000	49,725	1,306,725
2026	1,280,000	25,088	1,305,088
Totals	3,771,000	148,725	3,919,725

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 generally payable from water revenues.

Water Infrastructure Finance Authority Loan - 2010			
Fiscal Year	Principal	Interest	Total
2024	261,589	27,476	289,065
2025	269,353	23,579	292,932
2026	277,347	19,566	296,913
2027	285,579	15,435	301,014
2028	294,055	11,180	305,235
2029- 2030	614,552	9,088	623,639
Totals	2,002,475	106,324	2,108,799

Water Infrastructure Finance Authority Loan - 2019 Adonis			
Fiscal Year	Principal	Interest	Total
2024	30,761	5,766	36,527
2025	31,532	5,452	36,984
2026	32,323	5,130	37,453
2027	33,134	4,800	37,934
2028	33,965	4,462	38,427
2029-2033	183,038	16,934	199,972
2034-2038	207,172	7,113	214,285
2039	35,496	179	35,675
Totals	587,421	49,838	637,259

Water Infrastructure Finance Authority Loan - 2019			
Fiscal Year	Principal	Interest	Total
2024	650,565	114,903	765,468
2025	666,439	108,713	775,152
2026	682,700	102,373	785,073
2027	699,358	95,877	795,235
2028	716,422	89,223	805,645
2029-2033	3,853,010	340,478	4,193,487
2034-2038	4,346,583	148,011	4,494,594
2039	933,973	4,390	938,363
Totals	12,549,049	1,003,967	13,553,017

Water Infrastructure Finance Authority (WIFA) Loans continued

Water Infrastructure Finance Authority Loan - 2020			
Fiscal Year	Principal	Interest	Total
2024	21,457	1,586	23,043
2025	21,859	1,506	23,365
2026	22,268	1,423	23,691
2027	22,685	1,339	24,024
2028	23,111	1,253	24,364
2029-2033	122,213	4,926	127,139
2034-2038	134,100	2,533	136,633
2039-2041	67,506	311	67,817
Totals	435,198	14,878	450,076

Water Infrastructure Finance Authority Loan-2020 Adonis II			
Fiscal Year	Principal	Interest	Total
2024	9,568	739	10,307
2025	9,748	703	10,451
2026	9,930	666	10,596
2027	10,116	629	10,745
2028	10,306	591	10,897
2029-2033	54,499	2,356	56,856
2034-2038	59,800	1,289	61,089
2039-2041	38,637	218	38,855
Totals	202,605	7,193	209,797

Additional WIFA loans were awarded for the Marana Park Reservoir project and an interconnect project. A portion of these loans is forgivable. Neither of these loans have been drawn down yet and as such are not presented here in any detail as amounts to be paid up are dependent on actual amounts drawn down for each project. The amount of outstanding principal, after any forgivable amount is estimated at \$1.5 million, excluding interest and fees.

SCHEDULE OF SELECT CARRYOVER REQUESTS

Schedule of Carryover Requests	FY 2024 Budget
GENERAL FUND	
Police	
Vehicles for new positions in FY2023	358,200
Crime Scene Van	90,420
Total for Police	\$448,620
Public Works	
MMC Generator upgrade	800,000
MOC Roof & HVAC Replacement	300,000
MMC Interior Lighting Improvements	258,000
MOC Security Walls & New Entry Gate	314,000
MOC Parking Lot Reconstruction	150,000
Total for Public Works	\$1,822,000
Parks and Recreation	
Tangerine Sky Park, Phase 2	196,385
Tortolita Preserve Improvements	61,079
El Rio area projects combined (Disc Golf, parking lot, expansion)	74,252
Vehicle for new positions in FY2023	129,490
Total for Parks and Recreation	\$461,206
Technology Services	
New Permitting/Licensing System	275,000
Network upgrades (hardware)	88,929
Total for Technology Services	\$363,929
Vehicle Replacements	
Vehicles from the FY2023 planned replacements	679,250
Total for Vehicle Replacements	\$679,250
General Fund Total	\$3,775,005
HURF FUND	
Public Works	
Pavement Preservation	1,423,210
HURF Fund Total	\$1,423,210
Grand Total	\$5,198,215

VEHICLE REPLACEMENT SCHEDULE

Vehicle Replacement Schedule	FY 2024 Budget
VEHICLE REPLACEMENT FUND	
Unit 125-2009 Camry Hybrid	43,500
Unit 290-2007 Ford F-350	81,500
Unit 835-2002 John Deere Model 310 Backhoe	165,000
Unit 568-2011 Chevrolet Classic Car	92,500
Unit 575-2013 Chevrolet Caprice	92,500
Unit 577-2013 Chevrolet Caprice	92,500
Unit 578-2013 Chevrolet Caprice	92,500
Unit 581-2013 Chevrolet Caprice	92,500
Unit 582-2013 Chevrolet Caprice	92,500
Unit 591-2013 Chevrolet Tahoe	92,500
Unit 595-2014 Chevrolet Tahoe	92,500
Unit 596-2014 Chevrolet Tahoe	92,500
Unit 1001-2014 Chevrolet Tahoe	94,850
Unit 1003-2014 Chevrolet Tahoe	94,850
Unit 1014-2015 Chevrolet Tahoe	92,500
Unit 1016-2015 Chevrolet Tahoe	94,850
Unit 1020-2015 Chevrolet Tahoe	92,500
Unit 1036-2017 Ford Explorer	92,500
Unit 1046-2018 Chevrolet Tahoe	92,500
Unit 574-2013 Chevrolet Tahoe	94,850
Unit 1002-2014 Chevrolet Tahoe	94,850
Unit 2056-2014 Ford F-150 Supercab	80,883
Unit 901-2000 Kohler 60KW 60 Hertz Generator - HURF	93,000
Unit 2017-2011 Ford F-450 - Water	82,000
Unit 2033-2013 Ford F-350 - Water	111,500
Unit 2035-2013 Ford F-150 - Water	53,500
Unit 836-John Deere Model 4310 Tractor Mower - Water Reclamation	68,900
 <i>Carryforward purchases</i>	
Unit 1021-2015 Chevrolet Tahoe	86,350
Unit 1019-2015 Chevrolet Tahoe	86,350
Unit 598-2014 Chevrolet Tahoe	86,350
Unit 597-2014 Chevrolet Tahoe	86,350
Unit 594-2014 Chevrolet Tahoe	86,350
Unit 583-2013 Chevrolet Caprice	86,350
Unit 576-2013 Chevrolet Caprice	86,350
Unit 430-2004 Chevrolet Silverado Crew Cab 4 x 4	74,800
Vermeer V2501D Replacement - HURF (FY2023)	41,544
Vehicle for Water Reclamation Operator II - Water (FY2023)	43,400
Vehicles for Irrigation Control Tech and Maintenance Associate III (FY2023)	129,490
Vehicles for 5 new Police Officers (FY2023)	312,800

Vehicle Replacement Schedule Continued	FY 2024 Budget
VEHICLE REPLACEMENT FUND	
Vehicle for new Detective position (FY2023)	45,400
Vehicle for Crime Scene Unit - Van (FY2023)	90,420
<i>Total</i>	<u><u>\$3,798,837</u></u>

**ADOPTED AUTHORIZED POSITION SCHEDULE
FISCAL YEAR 2023-2024**

	2021 Adopted	2021 Actual	2022 Adopted	2022 Actual	2023 Adopted	2023 Estimated	2024 Adopted
Town Manager							
Town Manager	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Deputy Town Manager	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Assistant Town Manager	1.00	1.00	-	-	-	-	-
Executive Assistant to the Town Manager	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Town Engineer	-	-	1.00	1.00	-	-	-
Administrative Assistant	1.00	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
Historian	-	-	-	-	-	-	0.50
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
Graphics Designer	1.50	1.50	1.50	-	-	-	-
Visual Communications Designer	-	-	-	1.50	2.50	2.50	2.50
Special Events Division							
Special Events Coordinator	1.00	1.00	1.00	-	-	-	-
Special Events Programmer	1.00	1.00	-	-	-	-	-
Total Town Manager	11.50	11.50	10.50	9.50	8.50	8.50	9.00
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
Human Resources							
Human Resources Director	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Human Resources Deputy Director	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Risk Manager	-	-	1.00	1.00	1.00	1.00	1.00
Organizational Development Manager	-	-	-	-	-	-	1.00
Sr. Human Resources Analyst	2.00	2.00	2.00	2.00	2.00	-	-
Senior Human Resources Generalist	-	-	-	-	-	2.00	2.00
HRIS Administrator	-	-	-	-	1.00	-	-
HRIS & Payroll Manager	-	-	-	-	-	1.00	1.00

**ADOPTED AUTHORIZED POSITION SCHEDULE
FISCAL YEAR 2023-2024**

	2021 Adopted	2021 Actual	2022 Adopted	2022 Actual	2023 Adopted	2023 Estimated	2024 Adopted
Human Resources, continued							
Payroll Administrator	-	-	-	-	-	1.00	1.00
Payroll Technician	-	-	-	-	-	1.00	1.00
Human Resources Analyst	1.00	1.00	1.00	1.00	1.00	-	-
Human Resources Generalist	-	-	-	-	-	1.00	1.00
Executive Assistant	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Safety Division							
Safety & Emergency Management Coordinator	1.00	1.00	1.00	1.00	1.00	-	-
Safety & Health Coordinator	-	-	-	-	-	1.00	1.00
Safety Compliance Specialist	-	-	-	-	1.00	-	-
Safety & Health Specialist	-	-	-	-	-	1.00	1.00
Total Human Resources	6.00	6.00	7.00	7.00	10.00	12.00	13.00
Finance							
Finance Director	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Finance Deputy Director	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Finance Manager	-	-	1.00	1.00	1.00	1.00	1.00
Revenue & Customer Manager	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Senior Budget Analyst	1.00	1.00	1.00	1.00	1.00	-	-
Budget Manager	-	-	-	-	-	1.00	1.00
Payroll Administrator	1.00	1.00	1.00	1.00	1.00	-	-
Payroll Technician	-	-	-	-	1.00	-	-
Procurement Officer	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Procurement Specialist	-	-	-	-	1.00	1.00	1.00
Financial Specialist	-	-	1.00	1.00	1.00	1.00	1.00
Procurement Agent	1.00	1.00	-	-	-	-	-
Grants Manager	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Senior Accountant	2.00	2.00	2.00	2.00	2.00	2.00	2.00
Senior Accounting Associate	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Total Finance	16.25	16.25	15.75	15.75	19.00	17.00	17.00
Legal							
Town Attorney	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Deputy Town Attorney	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Senior Assistant Town Attorney	1.00	1.00	1.00	1.00	1.00	1.00	1.00

**ADOPTED AUTHORIZED POSITION SCHEDULE
FISCAL YEAR 2023-2024**

	2021 Adopted	2021 Actual	2022 Adopted	2022 Actual	2023 Adopted	2023 Estimated	2024 Adopted
Legal, continued							
Assistant Town Attorney	1.00	1.00	1.00	2.00	2.00	1.00	1.00
Associate Town Attorney	1.00	1.00	1.00	-	-	1.00	1.00
Paralegal	-	-	1.00	-	-	-	-
Senior Legal Assistant	-	-	-	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
Legal Clerk	-	-	1.00	1.00	1.00	1.00	1.00
Administrative Assistant	0.50	0.50	-	-	-	-	-
Total Legal Department	7.50	7.50	9.00	9.00	9.00	9.00	9.00
Technology Services							
Technology Services Director	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Technology Services Deputy Director	-	-	-	-	1.00	1.00	1.00
Technology Manager	2.00	2.00	1.00	1.00	1.00	1.00	1.00
Technology Supervisor	-	-	2.00	2.00	2.00	2.00	2.00
Senior Network Administrator	1.00	1.00	1.00	2.00	2.00	1.00	1.00
Network Administrator	1.00	1.00	1.00	-	-	1.00	1.00
Database Administrator	1.00	1.00	-	-	-	-	-
Senior Software Developer	-	-	-	-	-	-	1.00
Software Developer	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	2.00	2.00	2.00	2.00	2.00	2.00	2.00
Technology Support Supervisor	-	1.00	1.00	1.00	1.00	1.00	1.00
Technology Support Specialist II	2.00	2.00	2.00	2.00	2.00	2.00	3.00
Technology Support Specialist I	1.00	-	-	-	1.00	1.00	1.00
Asset Systems Manager	-	-	1.00	1.00	1.00	1.00	1.00
Assets Coordinator	-	-	3.00	3.00	3.00	3.00	3.00
Total Technology Services	14.00	14.00	18.00	18.00	20.00	20.00	21.00

**ADOPTED AUTHORIZED POSITION SCHEDULE
FISCAL YEAR 2023-2024**

	2021 Adopted	2021 Actual	2022 Adopted	2022 Actual	2023 Adopted	2023 Estimated	2024 Adopted
Office of Economic & Tourism Development							
Director of Economic & 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
Graphics Designer	0.50	0.50	0.50	-	-	-	-
Visual Communications Designer	-	-	-	0.50	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
Community Outreach Coordinator	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Housing Rehabilitation Specialist	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Executive Assistant	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Code Enforcement Division							
Chief Code Enforcement & Animal Control Officer	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Code Enforcement Officer II	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Code Enforcement Officer I	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Animal Services Division							
Animal Control Officer	3.00	3.00	3.00	3.00	3.60	3.60	3.60
Total Community & Neighborhood Services	10.00	10.00	10.00	10.00	10.60	10.60	10.60
Development Services							
Development Services Administration							
Development Services Director	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Business Process Supervisor	1.00	1.00	1.00	-	-	-	-
Development Services 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							
Chief Building Official	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Assistant Building Official	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Chief Building Inspector	1.00	1.00	-	-	-	-	-
Senior Plans Examiner	2.00	2.00	2.00	2.00	2.00	2.00	2.00
Plans Examiner	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Building Inspector II	2.00	2.00	2.00	2.00	2.00	2.00	2.00

**ADOPTED AUTHORIZED POSITION SCHEDULE
FISCAL YEAR 2023-2024**

	2021 Adopted	2021 Actual	2022 Adopted	2022 Actual	2023 Adopted	2023 Estimated	2024 Adopted
Development Services, continued							
Building Inspector I	2.00	2.00	2.00	3.00	3.00	3.00	3.00
Permit Clerk	2.00	2.00	1.00	-	-	-	-
Development Coordinator	1.00	1.00	2.00	-	-	-	-
Permit Technician	-	-	-	3.00	3.00	3.00	3.00
Engineering							
Development Services Deputy Director	-	-	1.00	1.00	1.00	1.00	1.00
Town Engineer	1.00	1.00	-	-	-	-	-
Floodplain Manager	-	-	-	-	-	1.00	1.00
Engineering Deputy Director	1.00	1.00	-	-	-	-	-
Civil Engineer	-	-	1.00	1.00	1.00	1.00	1.00
Environmental Project Manager	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Environmental Specialist	-	-	-	-	1.00	1.00	1.00
Engineering Specialist	2.00	2.00	2.00	2.00	3.00	3.00	3.00
Development Engineering Division Manager	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Development Coordinator	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Real Property Manager	-	-	1.00	1.00	1.00	1.00	1.00
Real Property Coordinator	-	-	1.00	1.00	1.00	1.00	1.00
Senior Executive Assistant	1.00	1.00	1.00	-	-	-	-
Planning							
Planning Manager	-	-	1.00	1.00	1.00	1.00	1.00
Development Coordinator	-	-	-	1.00	1.00	1.00	1.00
Principal Planner	1.00	1.00	-	-	-	-	-
Senior Planner	5.00	5.00	5.00	5.00	5.00	5.00	5.00
Business Process Supervisor	-	-	-	1.00	1.00	1.00	1.00
Total Development Services Department	30.00	30.00	31.00	33.00	35.00	36.00	36.00
Police							
Chief of Police	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Deputy Chief of Police	1.00	1.00	1.00	-	-	-	-
Police Captain	1.00	1.00	1.00	2.00	2.00	2.00	2.00
Police Lieutenant	3.00	3.00	3.00	4.00	4.00	4.00	4.00
Police Sergeant	13.00	13.00	14.00	14.00	15.00	15.00	15.00
Police Officer	66.00	66.00	70.00	70.00	73.00	73.00	78.00

**ADOPTED AUTHORIZED POSITION SCHEDULE
FISCAL YEAR 2023-2024**

	2021 Adopted	2021 Actual	2022 Adopted	2022 Actual	2023 Adopted	2023 Estimated	2024 Adopted
Police, continued							
Police Detective	5.00	5.00	5.00	5.00	7.00	7.00	7.00
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	-	-	-	-
Police Telecommunications Supervisor	1.00	1.00	2.00	2.00	2.00	2.00	2.00
Dispatcher	13.00	13.00	13.00	13.00	13.00	13.00	13.00
Police Records Specialist	2.00	2.00	2.00	2.00	2.00	2.00	2.00
Police Records Clerk	4.00	4.00	4.00	4.00	4.00	4.00	4.00
Crime Scene Property & Evidence Supervisor	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Property & Evidence Records Clerk	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Crime Analyst	1.00	1.00	1.00	-	-	-	-
Senior Crime Analyst	-	-	-	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
Asset Management Specialist	-	-	-	-	-	-	1.00
Customer Service Representative	-	-	1.00	1.00	1.00	1.00	1.00
Customer Service Clerk	1.00	1.00	-	-	-	-	-
Administrative Assistant	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Total Police Department	121.00	121.00	127.00	127.00	133.00	133.00	139.00
Courts							
Town Magistrate	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Court Operations Specialist	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Court Administrator	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Court Probation Monitor	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Court Security Officer	2.00	2.00	2.00	2.00	2.00	2.00	2.00
Court Collections Specialist	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Court Supervisor	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Senior Courtroom Specialist	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Courtroom Specialist	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Court Clerk	3.00	3.00	3.00	3.00	3.00	3.00	3.00
Senior Court Clerk	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Total Courts	14.00	14.00	14.00	14.00	14.00	14.00	14.00

**ADOPTED AUTHORIZED POSITION SCHEDULE
FISCAL YEAR 2023-2024**

	2021 Adopted	2021 Actual	2022 Adopted	2022 Actual	2023 Adopted	2023 Estimated	2024 Adopted
Public Works							
Public Works Administration							
Public Works Director	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Public Works Deputy Director	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Traffic Manager	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Executive Assistant	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Business Process Analyst	-	-	-	-	-	-	1.00
Fleet Division							
Superintendent	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Public Works Supervisor	-	-	-	-	-	1.00	1.00
Lead Fleet Technician	1.00	1.00	1.00	1.00	2.00	1.00	1.00
Fleet Technician II	2.00	2.00	2.00	2.00	2.00	2.00	2.00
Fleet Technician I	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Equipment Mechanic	1.00	1.00	1.00	1.00	1.00	1.00	1.00
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	-	-	-	-	-	-
Signs & Markings Technician	-	1.00	1.00	1.00	1.00	1.00	1.00
Signs & Marking Specialist	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Public Works Supervisor	2.00	2.00	1.00	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	3.00	3.00	3.00	3.00	3.00	3.00	3.00
Maintenance Associate III	7.00	7.00	3.00	5.00	5.00	-	-
Public Works Maintenance Associate III	-	-	-	-	-	5.00	5.00
Maintenance Associate II	4.00	4.00	4.00	1.00	1.00	-	-
Public Works Maintenance Associate II	-	-	-	-	-	1.00	1.00
Maintenance Associate I	1.00	1.00	4.00	4.00	4.00	-	-
Public Works Maintenance Associate I	-	-	-	-	-	4.00	4.00
Engineering Aide	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Senior Engineering Specialist	-	-	-	1.00	1.00	1.00	1.00
Engineering Specialist	1.00	1.00	1.00	-	-	-	-
Assets Coordinator	1.00	1.00	-	-	-	-	-

**ADOPTED AUTHORIZED POSITION SCHEDULE
FISCAL YEAR 2023-2024**

	2021 Adopted	2021 Actual	2022 Adopted	2022 Actual	2023 Adopted	2023 Estimated	2024 Adopted
Public Works, continued							
Facilities Division							
Superintendent	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Public Works Supervisor	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Facilities Tradesman	2.00	2.00	2.00	2.00	2.00	2.00	2.00
Facilities Technician II	2.00	2.00	3.00	3.00	3.00	1.00	1.00
Facilities Specialist	-	-	-	-	-	2.00	2.00
Facilities Technician I	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Custodian II	-	-	1.00	-	-	-	-
Lead Custodian	-	-	-	1.00	1.00	1.00	1.00
Custodian I	-	-	3.00	-	-	-	-
Custodian	-	-	-	3.00	3.00	3.00	4.00
Capital Improvement Program							
Town Engineer	-	-	-	-	1.00	-	-
CIP Engineering Division Manager	2.00	2.00	2.00	2.00	2.00	2.00	2.00
Project Manager	3.00	3.00	3.00	3.00	4.00	4.00	4.00
CIP Process Analyst	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Construction Inspector	3.00	3.00	3.00	3.00	4.00	4.00	4.00
Right of Way Inspector	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Project Coordinator - CIP	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Real Property Coordinator	1.00	1.00	-	-	-	-	-
Total Public Works Department	56.00	56.00	57.00	57.00	61.00	60.00	62.00
Parks & Recreation							
Parks & Recreation Administration							
Parks and Recreation Director	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Parks and Recreation Deputy Director	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Executive Assistant	1.00	1.00	2.00	2.00	2.00	2.00	2.00
Superintendent	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Business Process Manager	1.00	1.00	1.00	-	-	-	-
Business Process Supervisor	-	-	-	1.00	1.00	1.00	1.00
Recreation Supervisor (Special Events)	-	-	-	1.00	1.00	1.00	1.00
Recreation Division							
Superintendent	-	-	-	-	-	-	1.00
Recreation Supervisor	1.00	1.00	1.00	1.00	1.00	1.00	1.00

**ADOPTED AUTHORIZED POSITION SCHEDULE
FISCAL YEAR 2023-2024**

	2021 Adopted	2021 Actual	2022 Adopted	2022 Actual	2023 Adopted	2023 Estimated	2024 Adopted
Parks & Recreation, continued							
Recreation Programmer	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Maintenance Division							
Superintendent	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Parks Maintenance Supervisor	3.00	3.00	4.00	4.00	4.00	4.00	4.00
Irrigation Control Specialist	2.00	2.00	2.00	-	-	-	-
Irrigation Control Technician	-	-	-	2.00	3.00	3.00	3.00
Assets Coordinator	1.00	1.00	-	-	-	-	-
Maintenance Associate III	10.00	10.00	15.00	15.00	16.00	-	-
Parks and Recreation Maintenance Associate III	-	-	-	-	-	17.00	17.00
Maintenance Associate II	4.00	4.00	4.00	4.00	4.00	-	-
Parks and Recreation Maintenance Associate II	-	-	-	-	-	4.00	5.00
Maintenance Associate I	5.00	5.00	7.00	7.00	7.00	-	-
Parks and Recreation Maintenance Associate I	-	-	-	-	-	5.00	5.00
Parks Project Specialist	-	-	-	-	-	1.00	1.00
Aquatics Division							
Aquatic Maintenance Technician	-	-	1.00	1.00	1.00	1.00	1.00
Recreation Supervisor	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Recreation Programmer	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Special Interests Division							
Customer Service Representative	2.00	2.00	2.00	2.00	2.00	2.00	2.00
Recreation Supervisor	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Recreation Programmer	1.00	1.00	1.00	1.00	1.00	1.00	2.00
Outdoor Division							
Recreation Supervisor	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Recreation Programmer	-	-	1.00	1.00	1.00	1.00	1.00
Maintenance Associate III	1.00	1.00	1.00	1.00	1.00	-	-
Parks and Recreation Maintenance Associate III	-	-	-	-	-	1.00	2.00
Maintenance Associate I	1.00	1.00	1.00	1.00	1.00	-	-
Parks and Recreation Maintenance Associate I	-	-	-	-	-	1.00	-
Total Parks Department	42.00	42.00	52.00	53.00	55.00	55.00	58.00

**ADOPTED AUTHORIZED POSITION SCHEDULE
FISCAL YEAR 2023-2024**

	2021 Adopted	2021 Actual	2022 Adopted	2022 Actual	2023 Adopted	2023 Estimated	2024 Adopted
Water Department							
Water Director	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Water Deputy Director	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Water Business Services Coordinator	1.00	1.00	1.00	-	-	-	-
Water Business Services Supervisor	-	-	-	1.00	1.00	1.00	1.00
Water Business Services Analyst	-	-	1.00	-	-	-	-
Business Financial Manager	-	-	-	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	-	-
Water Resources Administrator	-	-	-	-	-	1.00	1.00
Water Quality Supervisor	1.00	1.00	1.00	-	-	-	-
Chief Water Quality Operator	-	-	-	1.00	1.00	1.00	1.00
Water Quality Specialist	-	-	-	-	-	1.00	1.00
Water Quality Technician	2.00	2.00	2.00	2.00	3.00	2.00	2.00
Water Construction Inspector	1.00	1.00	1.00	1.00	1.00	1.00	2.00
Water Conservation Specialist	-	-	-	-	1.00	-	-
Water Conservation Analyst	-	-	-	-	-	1.00	1.00
Facilities Tradesman	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Water Operator III	2.00	2.00	2.00	2.00	2.00	2.00	2.00
Water Operator II	7.00	7.00	7.00	7.00	6.00	6.00	6.00
Water Operator I	1.00	1.00	2.00	2.00	2.00	2.00	2.00
Civil Engineer	1.00	1.00	2.00	1.00	2.00	2.00	2.00
CIP Engineering Division Manager	-	-	-	1.00	1.00	-	-
Water Engineering Manager	-	-	-	-	-	1.00	1.00
Water Billing Specialist	2.60	2.60	2.60	2.60	3.00	3.00	3.00
SCADA Administrator	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Water Technology Support Specialist II	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Assets Coordinator	1.00	1.00	-	-	-	-	-
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	29.60	29.60	31.60	31.60	34.00	34.00	35.00

**ADOPTED AUTHORIZED POSITION SCHEDULE
FISCAL YEAR 2023-2024**

	2021 Adopted	2021 Actual	2022 Adopted	2022 Actual	2023 Adopted	2023 Estimated	2024 Adopted
Water Reclamation Department							
Water Reclamation Operations Manager	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Chief Water Reclamation Operator	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Water Reclamation Operator II	2.00	2.00	2.00	2.00	3.00	3.00	3.00
Water Reclamation Operator I	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Water Reclamation Mechanic	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Associate Water Reclamation Mechanic	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Total Water Reclamation Department	7.00	7.00	7.00	7.00	8.00	8.00	8.00
Airport Operations							
Airport Director	1.00	-	-	-	-	-	-
Airport Manager	-	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
Administrative Assistant	-	-	-	-	1.00	1.00	1.00
Maintenance Associate III	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Total Airport Operations	3.00	3.00	3.00	3.00	4.00	4.00	4.00
TOTAL TOWN AUTHORIZED POSITIONS	376.35	376.35	401.35	403.35	429.60	429.60	444.10



Human Resources

Salary Schedules Fiscal Year 2023-2024

Classified Positions

Exempt Positions

Job Code	Job Title	FLSA** Status	Minimum	Midpoint	Maximum	
GRADE 109			\$51,581.08	\$64,477.19	\$77,372.18	Annual
713	Airport Operations Supervisor	Exempt				
198	Communications Specialist	Exempt				
439	Executive Assistant to the Town Manager	Exempt				
205	Human Resources Generalist	Exempt				
707	Parks Project Specialist	Exempt				
515	Planner	Exempt				
223	Procurement Specialist	Exempt				
327	Safety & Health Specialist	Exempt				
840	Visual Communications Designer	Exempt				
487	Water Business Services Supervisor	Exempt				
479	Water Conservation Analyst	Exempt				
GRADE 110			\$56,739.75	\$70,924.69	\$85,109.63	Annual
475	Business Process Supervisor	Exempt				
718	Chief Water Quality Operator	Exempt				
237	CIP Process Analyst	Exempt				
477	Development Services Analyst	Exempt				
202	Economic Development Specialist	Exempt				
252	GIS Analyst	Exempt				
276	Management Assistant	Exempt				
752	Parks Maintenance Supervisor	Exempt				
214	Payroll Administrator	Exempt				
712	Public Works Supervisor	Exempt				
753	Recreation Supervisor	Exempt				

Job Code	Job Title	FLSA** Status	Minimum	Midpoint	Maximum	
485	Revenue and Customer Service Manager	Exempt				
335	Safety & Health Coordinator	Exempt				
210	Senior Accountant	Exempt				
203	Senior Human Resources Generalist	Exempt				
246	Senior Planner	Exempt				
268	Technology Analyst	Exempt				
722	Water Distribution Supervisor	Exempt				
723	Water Production Supervisor	Exempt				
GRADE 111			\$62,981.00	\$78,725.67	\$94,471.48	Annual
655	Asset Systems Manager	Exempt				
719	Chief Water Reclamation Operator	Exempt				
239	Construction & Inspection Manager	Exempt				
814	Crime Scene Property & Evidence Supervisor	Exempt				
400	Deputy Town Clerk	Exempt				
163	Environmental Project Manager	Exempt				
229	Floodplain Manager	Exempt				
217	Grants Manager	Exempt				
199	HRIS and Payroll Manager	Exempt				
341	Network Administrator	Exempt				
211	Procurement Officer	Exempt				
467	SCADA Administrator	Exempt				
320	Software Developer	Exempt				
502	Superintendent	Exempt				
201	Tourism & Marketing Manager	Exempt				
GRADE 112			\$70,538.94	\$88,173.38	\$105,807.83	Annual
124	Assistant Building Official	Exempt				
222	Associate Town Attorney	Exempt				
177	Chief Code Enforcement and Animal Control Officer	Exempt				
197	Organizational Development Manager	Exempt				
161	Project Manager	Exempt				
319	Real Property Manager	Exempt				

Job Code	Job Title	FLSA** Status	Minimum	Midpoint	Maximum
329	Risk Manager	Exempt			
258	Senior GIS Analyst	Exempt			
340	Senior Network Administrator	Exempt			
339	Senior Software Developer	Exempt			
241	Technology Supervisor	Exempt			
247	Technology Support Supervisor	Exempt			
489	Water Resources Administrator	Exempt			

GRADE 113			\$79,709.03	\$99,635.73	\$119,562.43	Annual
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261	Assistant Town Attorney	Exempt			
275	Budget Manager	Exempt			
488	Business Financial Manager	Exempt			
230	Civil Engineer	Exempt			
170	Court Administrator	Exempt			
274	Finance Manager	Exempt			
240	Technology Manager	Exempt			
263	Traffic Manager	Exempt			
159	Water Operations Manager	Exempt			
153	Water Reclamation Operations Manager	Exempt			

GRADE 114			\$90,070.97	\$112,588.68	\$135,106.43	Annual
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175	Chief Building Official	Exempt			
151	CIP Engineering Division Manager	Exempt			
147	Development Engineering Division Manager	Exempt			
245	Planning Manager	Exempt			
262	Senior Assistant Town Attorney	Exempt			
167	Water Engineering Manager	Exempt			

GRADE 115			\$101,779.69	\$127,225.18	\$152,669.53	Annual
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129	Development Services Deputy Director	Exempt			
149	Finance Deputy Director	Exempt			
250	Human Resources Deputy Director	Exempt			
155	Parks & Recreation Deputy Director	Exempt			

Job Code	Job Title	FLSA** Status	Minimum	Midpoint	Maximum	
158	Public Works Deputy Director	Exempt				
135	Technology Services Deputy Director	Exempt				
148	Water Deputy Director	Exempt				
GRADE 116			\$115,011.05	\$143,764.45	\$172,516.57	Annual
154	Deputy Town Attorney	Exempt				

Non-Exempt Positions

GRADE 208			\$32,470.36	\$39,776.88	\$47,082.62	Annual
			\$15.6108	\$19.1235	\$22.6359	Hourly
406	Administrative Assistant	Non-exempt				
746	Custodian	Non-exempt				
680	Customer Service Representative	Non-exempt				
703	Parks and Recreation Maintenance Associate I	Non-exempt				
701	Public Works Maintenance Associate I	Non-exempt				

GRADE 209			\$34,743.80	\$42,561.48	\$50,379.42	Annual
			\$16.7037	\$20.4623	\$24.2209	Hourly
417	Accounting Associate	Non-exempt				
456	Court Clerk	Non-exempt				
408	Customer Service Specialist	Non-exempt				
429	Legal Clerk	Non-exempt				
598	Parks and Recreation Maintenance Associate II	Non-exempt				
444	Police Records Clerk	Non-exempt				
599	Public Works Maintenance Associate II	Non-exempt				
443	Property & Evidence Records Clerk	Non-exempt				
423	Records Clerk	Non-exempt				
442	Water Billing Specialist	Non-exempt				

GRADE 210			\$37,176.36	\$45,540.56	\$53,905.80	Annual
			\$17.8733	\$21.8945	\$25.9162	Hourly
450	Court Collections Specialist	Non-exempt				
620	Courtroom Specialist	Non-exempt				
748	Facilities Technician I	Non-exempt				
614	Fleet Technician I	Non-exempt				
747	Lead Custodian	Non-exempt				

Job Code	Job Title	FLSA** Status	Minimum	Midpoint	Maximum	
427	Legal Document Specialist	Non-exempt				
607	Parks and Recreation Maintenance Associate III	Non-exempt				
605	Public Works Maintenance Associate III	Non-exempt				
GRADE 211			\$39,778.70	\$48,728.16	\$57,678.40	Annual
			\$19.1244	\$23.4270	\$27.7300	Hourly
660	Assets Coordinator	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				
434	Development Coordinator	Non-exempt				
336	Engineering Aide	Non-exempt				
741	Equipment Operator I	Non-exempt				
749	Facilities Technician II	Non-exempt				
508	Fleet Technician II	Non-exempt				
419	License & Tax Specialist	Non-exempt				
413	Payroll Technician	Non-exempt				
433	Permit Technician	Non-exempt				
665	Police Assets Coordinator	Non-exempt				
445	Police Records Specialist	Non-exempt				
547	Project Coordinator-CIP	Non-exempt				
323	Real Property Coordinator	Non-exempt				
418	Senior Accounting Associate	Non-exempt				
455	Senior Court Clerk	Non-exempt				
621	Senior Courtroom Specialist	Non-exempt				
704	Signs and Markings Technician I	Non-exempt				
GRADE 212			\$42,960.58	\$52,626.86	\$62,293.14	Annual
			\$20.6541	\$25.3014	\$29.9486	Hourly
527	Animal Control Officer	Non-exempt				
603	Aquatic Maintenance Technician	Non-exempt				
729	Associate Water Reclamation Mechanic	Non-exempt				
517	Code Enforcement Technician	Non-exempt				
448	Dispatcher	Non-exempt				
616	Equipment Mechanic	Non-exempt				

Job Code	Job Title	FLSA** Status	Minimum	Midpoint	Maximum	
743	Equipment Operator II	Non-exempt				
438	Executive Assistant	Non-exempt				
744	Irrigation Control Technician	Non-exempt				
426	Legal Assistant	Non-exempt				
466	Recreation Programmer	Non-exempt				
309	Technology Support Specialist I	Non-exempt				
736	Water Operator I	Non-exempt				
GRADE 213			\$46,398.04	\$56,837.04	\$67,276.82	Annual
			\$22.3068	\$27.3255	\$32.3446	Hourly
522	Code Enforcement Officer I	Non-exempt				
461	Community Outreach Coordinator	Non-exempt				
525	Construction Inspector	Non-exempt				
224	Environmental Technician	Non-exempt				
754	Facilities Specialist	Non-exempt				
414	Human Resources Specialist	Non-exempt				
510	Lead Fleet Technician	Non-exempt				
526	Right of Way Inspector	Non-exempt				
431	Senior Legal Assistant	Non-exempt				
705	Signs and Markings Specialist	Non-exempt				
372	Traffic Technician II	Non-exempt				
737	Water Operator II	Non-exempt				
532	Water Quality Technician	Non-exempt				
730	Water Reclamation Operator I	Non-exempt				
GRADE 214			\$50,573.38	\$61,952.28	\$73,331.70	Annual
			\$24.3141	\$29.7847	\$35.2556	Hourly
471	Administrative Supervisor	Non-exempt				
518	Building Inspector I	Non-exempt				
315	Business Process Analyst	Non-exempt				
521	Code Enforcement Officer II	Non-exempt				
560	Engineering Specialist	Non-exempt				
225	Environmental Specialist	Non-exempt				
751	Facilities Tradesman	Non-exempt				
219	Financial Specialist	Non-exempt				
514	Housing Rehabilitation Specialist	Non-exempt				
302	Plans Examiner	Non-exempt				

Job Code	Job Title	FLSA** Status	Minimum	Midpoint	Maximum	
470	Police Records Supervisor	Non-exempt				
313	Technology Support Specialist II	Non-exempt				
738	Water Operator III	Non-exempt				
533	Water Quality Specialist	Non-exempt				
728	Water Reclamation Mechanic	Non-exempt				
731	Water Reclamation Operator II	Non-exempt				
469	Water Technology Support Specialist II	Non-exempt				
GRADE 215			\$55,630.38	\$68,147.56	\$80,664.74	Annual
			\$26.7454	\$32.7632	\$38.7811	Hourly
452	Court Supervisor	Non-exempt				
464	Police Telecommunications Supervisor	Non-exempt				
249	Senior Crime Analyst	Non-exempt				
561	Senior Engineering Specialist	Non-exempt				
373	Traffic Technician III	Non-exempt				
GRADE 216			\$61,193.86	\$74,962.42	\$88,731.50	Annual
			\$29.4201	\$36.0396	\$42.6594	Hourly
516	Building Inspector II	Non-exempt				
300	Senior Plans Examiner	Non-exempt				

Additional Pay (Applies only to Non Exempt Positions)

Shift Differential Pay	\$1.15 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.

*Final paygrade/title subject to position review later in the year

Classified Sworn Positions

Non-Exempt Positions

Job Code	Grade	Job Title	Salary Schedules	Minimum	Midpoint	Maximum
806	PO	Police Officer	Non-Exempt			
			Annual	\$59,595.64	\$71,725.68	\$83,856.50
			Hourly	\$28.6517	\$34.4835	\$40.3156
804	DET	Police Detective	Non-Exempt			
			Annual	\$63,767.08	\$76,746.54	\$89,726.52
			Hourly	\$30.6573	\$36.8974	\$43.1377
802	SGT	Police Sergeant	Non-Exempt			
			Annual	\$84,432.92	\$93,530.06	\$102,627.46
			Hourly	\$40.5927	\$44.9664	\$49.3401

Exempt Positions

800	LT	Police Lieutenant	Exempt Annual	Minimum \$99,517.22	Midpoint \$116,439.72	Maximum \$133,362.20
801	CAPT	Police Captain	Exempt Annual	Minimum \$109,468.32	Midpoint \$130,240.68	Maximum \$151,013.04

Police Officer Special Assignments Pays

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

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

Shift Differential	\$1.15 per hour	Pay for employees who work between 6:00 p.m. and 6:00 a.m.
On-Call/Stand-By Pay	\$1.00 per hour	Pay for employees who stand ready to work during non-work hours as assigned.

Unclassified Positions

Exempt Positions						
Job Code	Job Title	FLSA** Status	Minimum	Midpoint	Maximum	
Grade AA			\$47,295.13	\$59,118.62	\$70,943.24	Annual
190	Historian	Exempt				
Grade A			\$70,538.94	\$88,173.38	\$105,807.83	Annual
260	Assistant to the Town Manager	Exempt				
Grade B			\$79,709.03	\$99,635.73	\$119,562.43	Annual
141	Communications Manager	Exempt				
Grade C			\$90,070.97	\$112,588.68	\$135,106.43	Annual
143	Airport Manager	Exempt				
Grade E			\$122,135.63	\$152,670.21	\$183,203.43	Annual
182	Deputy Chief of Police	Exempt				
Town Officers Grade II			\$116,993.67	\$149,166.50	\$181,339.31	Annual
114	Community and Neighborhood Services Director	Exempt				
127	Development Services Director	Exempt				
115	Director of Economic Development and Tourism	Exempt				
118	Finance 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 III			\$131,032.91	\$167,066.48	\$203,100.03	Annual
138	Chief of Police	Exempt				
110	Deputy Town Manager	Exempt				
120	Town Attorney	Exempt				

Temporary Positions

Job Code	Job Title	FLSA** Status	Minimum		Midpoint		Maximum
828	*Head Lifeguard	Non-exempt	\$17.00	\$17.25	\$17.50	\$17.75	\$18.00
826	*Lifeguard	Non-exempt	\$16.00	\$16.25	\$16.50	\$16.75	\$17.00
824	*Recreation Aide	Non-exempt	\$14.00	\$14.25	\$14.50	\$14.75	\$15.00

*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	\$13.85	\$14.85	\$15.85	\$16.85

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

Job Code	Job Title	FLSA** Status	Flat Rate
805	Background Investigator	Non-exempt	\$17.8733
447	Dispatcher STT	Non-exempt	\$20.6541

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

Additional Pay (Applies only to Non-Exempt position)

Shift Differential \$1.15 per hour *Pay for employees who work between 6:00 p.m. and 6:00 a.m.*

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

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APPENDICES

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

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Town of Marana

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Schedule B—Tax levy and tax rate information

Schedule C—Revenues other than property taxes

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Schedule E—Expenditures/expenses by fund

Schedule F—Expenditures/expenses by department (as applicable)

Schedule G—Full-time employees and personnel compensation

MARANA RESOLUTION NO. 2023-072

RELATING TO BUDGET; ADOPTING THE TOWN OF MARANA'S FISCAL YEAR 2023-2024 FINAL BUDGET

WHEREAS in accordance with the provisions of Title 42, Chapter 17, Articles 1-5, Arizona Revised Statutes (A.R.S.), the Marana Town Council did, on May 16, 2023, make an estimate of the different amounts required to meet the public expenditures/expenses for the ensuing year, also an estimate of revenues from sources other than direct taxation, and the amount to be raised by taxation upon real and personal property of the Town of Marana; and

WHEREAS in accordance with said chapter of said title, and following due public notice, the Council met on June 20, 2023, at which meeting any taxpayer was privileged to appear and be heard in favor of or against any of the proposed expenditures/expenses or tax levies; and

WHEREAS it appears that publication has been duly made as required by law, of said estimates together with a notice that the Town Council would meet on June 20, 2023, 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 2023-2024.

PASSED AND ADOPTED BY THE MAYOR AND COUNCIL OF THE TOWN OF MARANA, Arizona, this 20th day of June, 2023.



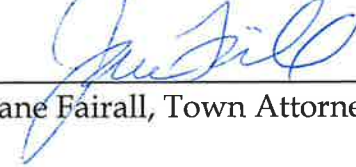
Mayor Ed Honea

ATTEST:



David L. Udall, Town Clerk

APPROVED AS TO FORM:



Jane Fairall, Town Attorney



Town of Marana
Summary Schedule of estimated revenues and expenditures/expenses
Fiscal year 2024

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		
2023	Adopted/adjusted budgeted expenditures/expenses*	E	1	73,268,176	10,487,968	16,411,822	71,440,280	0	56,594,941	5,289,950	233,493,137
2023	Actual expenditures/expenses**	E	2	60,919,029	7,398,556	16,498,922	14,671,543	0	19,485,826	5,704,772	124,678,648
2024	Beginning fund balance/(deficit) or net position/(deficit) at July 1***		3	93,588,862	11,530,105	7,302,986	58,624,223	0	34,203,719	2,169,738	207,419,633
2024	Primary property tax levy	B	4	0							0
2024	Secondary property tax levy	B	5			2,174,869	260,625				2,435,494
2024	Estimated revenues other than property taxes	C	6	69,786,496	9,943,033	2,207,059	59,846,142	0	28,202,379	5,696,168	175,681,277
2024	Other financing sources	D	7	0	0	4,850,000	53,000,000	0	21,273,043	0	79,123,043
2024	Other financing (uses)	D	8	0	0	0	0	0	0	0	0
2024	Interfund transfers in	D	9	0	100,000	6,360,436	100,000	0	8,169,474	0	14,729,910
2024	Interfund Transfers (out)	D	10	4,516,981	0	0	2,083,950	0	8,128,979	0	14,729,910
2024	Line 11: Reduction for fund balance reserved for future budget year expenditures										
	Maintained for future debt retirement										0
	Maintained for future capital projects										0
	Maintained for future financial stability			17,446,624							17,446,624
	Maintained for future retirement contributions										0
											0
2024	Total financial resources available		12	141,411,753	21,573,138	22,895,350	169,747,040	0	83,719,636	7,865,906	447,212,823
2024	Budgeted expenditures/expenses	E	13	77,026,555	13,051,469	15,356,954	155,743,417	0	69,386,635	5,696,168	336,261,198

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

	2023	2024
1	\$ 233,493,137	\$ 336,261,198
2		
3	233,493,137	336,261,198
4		
5	\$ 233,493,137	\$ 336,261,198
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 beginning fund balance/(deficit) or net position/(deficit) amounts except for nonspendable amounts (e.g., prepaids and inventories) or amounts 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 2024

	2023	2024
1. Maximum allowable primary property tax levy. A.R.S. §42-17051(A)	\$ _____	\$ _____
2. Amount received from primary property taxation in the current year in excess of the sum of that year's maximum allowable primary property tax levy. A.R.S. §42-17102(A)(18)	\$ _____	
3. Property tax levy amounts		
A. Primary property taxes	\$ _____	\$ _____
Property tax judgment	_____	_____
B. Secondary property taxes	2,086,010	2,435,494
Property tax judgment	_____	_____
C. Total property tax levy amounts	\$ 2,086,010	\$ 2,435,494
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	\$ 2,054,993	
(2) Prior years' levies	13,676	
(3) Total secondary property taxes	\$ 2,068,669	
C. Total property taxes collected	\$ 2,068,669	
5. Property tax rates		
A. City/Town tax rate		
(1) Primary property tax rate	_____	_____
Property tax judgment	_____	_____
(2) Secondary property tax rate	2.8000	2.8000
Property tax judgment	_____	_____
(3) Total city/town tax rate	2.8000	2.8000
B. Special assessment district tax rates		
Secondary property tax rates—As of the date the proposed budget was prepared, the city/town was operating <u>three</u> special assessment districts for which secondary property taxes are levied. For information pertaining to these special assessment districts and their tax rates, please contact the city/town.		

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

Town of Marana
Revenues other than property taxes
Fiscal Year 2024

Source of revenues	Estimated revenues 2023	Actual revenues* 2023	Estimated revenues 2024
General Fund			
Local taxes			
Sales taxes	\$ 36,215,052	\$ 41,886,312	\$ 35,123,831
Licenses and permits			
Building and development fees	7,526,500	6,058,249	3,516,000
Business and license fees	145,000	146,592	145,000
Animal fees	86,500	75,285	81,500
Franchise fees	575,000	595,168	575,000
Host fees	300,000	314,919	300,000
Intergovernmental			
State shared sales taxes	7,429,849	8,048,317	8,263,841
Urban revenue sharing	10,018,695	10,413,667	14,720,978
Auto lieu	2,700,192	2,784,318	2,960,801
Federal - ARPA	8,187,523		
Charges for services			
Charges for services	807,000	812,234	823,000
Fines and forfeits			
Court fines and fees	391,500	332,395	389,500
Interest on investments			
Interest	150,000	4,280,344	2,000,000
Contributions			
Voluntary contributions	154,100	271,199	146,100
Miscellaneous			
Other miscellaneous	626,871	560,411	740,945
Total General Fund	\$ 75,313,782	\$ 76,579,410	\$ 69,786,496

* 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.

Special revenue funds

Community development block grants	\$ 180,000	\$ 65,380	\$ 260,000
Affordable housing revolving	10,000	12,927	2,000
Other grants and contributions	3,057,149	1,571,826	3,057,149
RICO	20,000	16,171	20,000
	\$ 3,267,149	\$ 1,666,304	\$ 3,339,149
Impound	\$ 16,000	\$ 11,700	\$ 11,600
Bed tax	1,338,158	1,833,725	1,450,000
Local JCEF	8,000	6,468	8,000
Fill the GAP	4,500	2,676	4,500
	\$ 1,366,658	\$ 1,854,569	\$ 1,474,100
Local technology enhancement	\$ 50,000	\$ 29,756	\$ 50,000
Highway user revenue	4,807,629	4,985,520	5,079,784
	\$ 4,857,629	\$ 5,015,276	\$ 5,129,784
Total special revenue funds	\$ 9,491,436	\$ 8,536,149	\$ 9,943,033

* 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 2024**

Source of revenues	Estimated revenues 2023	Actual revenues* 2023	Estimated revenues 2024
Debt service funds			
Tangerine farms road improvement district	\$ 2,020,059	\$ 2,014,725	\$ 2,020,059
Gladden farms CFD debt			
Gladden farms II CFD debt			187,000
Saguaro springs CFD debt			
	\$ 2,020,059	\$ 2,014,725	\$ 2,207,059
Total debt service funds	\$ 2,020,059	\$ 2,014,725	\$ 2,207,059
Capital projects funds			
Transportation	\$ 6,800,000	\$ 13,933,279	\$ 4,200,000
Half cent sales tax	6,000,000	7,480,472	6,561,367
Impact fee funds	3,329,780	5,197,898	1,545,684
Other capital projects	8,538,533	1,574,757	23,878,438
	\$ 24,668,313	\$ 28,186,406	\$ 36,185,489
Downtown reinvestment	\$ 228,500	\$ 504,395	\$ 456,500
Regional transportation authority	7,300,000	39,073	13,431,903
Pima association of governments	757,751		9,772,250
	\$ 8,286,251	\$ 543,468	\$ 23,660,653
Total capital projects funds	\$ 32,954,564	\$ 28,729,874	\$ 59,846,142
* Includes actual revenues recognized on the modified accrual or accrual basis as of the date the proposed budget was prepared, plus estimated revenues for the remainder of the fiscal year.			
Permanent funds			
	\$	\$	\$
Total permanent funds	\$	\$	\$
Enterprise funds			
Water utility	\$ 18,364,741	\$ 14,866,424	\$ 15,145,285
Airport	5,385,568	1,711,679	7,376,814
Water reclamation utility	7,003,340	5,736,248	5,680,280
	\$ 30,753,649	\$ 22,314,351	\$ 28,202,379
Total enterprise funds	\$ 30,753,649	\$ 22,314,351	\$ 28,202,379
* 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	\$ 4,937,950	\$ 5,173,850	\$ 5,344,168
Dental benefits	352,000	334,485	352,000
	\$ 5,289,950	\$ 5,508,335	\$ 5,696,168
Total internal service funds	\$ 5,289,950	\$ 5,508,335	\$ 5,696,168
Total all funds	\$ 155,823,440	\$ 143,682,844	\$ 175,681,277

* 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 2024

Fund	Other financing 2024		Interfund transfers 2024	
	Sources	(Uses)	In	(Out)
General Fund				
Other grants and contributions	\$	\$	\$	\$ 100,000
2013 debt service				1,259,000
2014 debt service				663,436
2017 debt service				547,300
Airport				960,871
Water utility				986,374
Water reclamation utility				
Total General Fund	\$	\$	\$	\$ 4,516,981
Special revenue funds				
Other grants and contributions	\$	\$	\$ 100,000	\$
Total special revenue funds	\$	\$	\$ 100,000	\$
Debt service funds				
2013 debt service	\$	\$	\$ 3,065,750	\$
2014 debt service			663,436	
2017 debt service			2,631,250	
Saguaro springs CFD	4,850,000			
Total debt service funds	\$ 4,850,000	\$	\$ 6,360,436	\$
Capital projects funds				
Transportation	\$	\$	\$ 100,000	\$ 860,419
Impact fees				1,223,531
Half cent sales tax	53,000,000			
Total capital projects funds	\$ 53,000,000	\$	\$ 100,000	\$ 2,083,950
Permanent funds				
	\$	\$	\$	\$
Total permanent funds	\$	\$	\$	\$
Enterprise funds				
Airport	\$	\$	\$ 960,871	\$
Water utility	21,273,043		4,361,958	4,683,494
Water reclamation utility			2,846,645	3,445,485
Total enterprise funds	\$ 21,273,043	\$	\$ 8,169,474	\$ 8,128,979
Internal service funds				
	\$	\$	\$	\$
Total Internal Service Funds	\$	\$	\$	\$
Total all funds	\$ 79,123,043	\$	\$ 14,729,910	\$ 14,729,910

**Town of Marana
Expenditures/expenses by fund
Fiscal year 2024**

Fund/Department	Adopted budgeted expenditures/ expenses 2023	Expenditure/ expense adjustments approved 2023	Actual expenditures/ expenses* 2023	Budgeted expenditures/ expenses 2024
General Fund				
Non-departmental	\$ 3,554,741	\$	\$ 3,385,323	\$ 3,925,801
Mayor and council	365,991		328,155	387,745
Town manager	1,794,483	105,000	1,685,579	1,600,517
Town clerk	643,116		485,757	570,215
Human resources	1,373,076	192,369	1,370,489	1,772,626
Finance	2,040,118	(192,369)	1,597,598	1,898,127
Legal	1,204,385		1,099,835	1,244,565
Technology services	4,405,011	750,000	3,737,928	5,889,155
Economic development and tourism	315,461		316,355	326,774
Development services	4,365,603	(105,000)	3,447,759	4,559,388
Police	24,274,975	585,000	24,044,729	21,631,429
Courts	1,248,115		1,191,566	1,326,710
Public works	7,075,536	190,000	5,780,957	8,354,401
Parks and recreation	7,158,378	(160,000)	6,503,273	7,593,941
Community development	1,302,824		1,326,943	1,319,486
Capital outlay	7,146,363		4,616,783	9,625,675
Contingency	5,000,000	(1,365,000)		5,000,000
Total General Fund	\$ 73,268,176	\$	\$ 60,919,029	\$ 77,026,555
Special revenue funds				
Highway user revenue	\$ 5,358,694	\$	\$ 4,355,081	\$ 6,765,028
Revolving affordable housing	87,435		2,593	105,000
Local JCEF	131,805		3,831	131,805
Fill the GAP	34,500			34,500
Local technology	78,000		22,583	78,000
Community development block grants	180,000		65,380	260,000
Bed tax	1,338,158		1,153,620	1,950,000
Other grants and contributions	3,157,149		1,736,164	3,580,336
RICO	87,500		38,177	121,800
Impound fees	34,727		21,127	25,000
Total special revenue funds	\$ 10,487,968	\$	\$ 7,398,556	\$ 13,051,469
Debt service funds				
Series 2013 debt	\$ 3,030,300	\$	\$ 3,030,300	\$ 3,016,125
Series 2014 debt	794,337		794,337	651,201
Series 2017 debt	2,580,500		2,580,500	2,580,125
Tangerine farms ID debt	2,020,059		2,068,231	2,333,819
Gladden farms CFD debt	779,357		780,006	777,557
Galdden farms, Phase II CFD debt	6,532,494		6,607,998	608,477
Saguaro springs CFD debt	674,775		637,550	5,389,650
Total debt service funds	\$ 16,411,822	\$	\$ 16,498,922	\$ 15,356,954

**Town of Marana
Expenditures/expenses by fund
Fiscal year 2024**

Fund/Department	Adopted budgeted expenditures/ expenses 2023	Expenditure/ expense adjustments approved 2023	Actual expenditures/ expenses* 2023	Budgeted expenditures/ expenses 2024
Capital projects funds				
Transportation	\$ 26,104,856	\$	\$ 7,983,773	\$ 28,793,914
Impact fee funds	14,370,041		1,178,341	13,359,676
Other capital projects	8,821,182	600,000	1,245,130	25,144,227
Downtown reinvestment	638,700		45,941	425,000
Pima association of governments	757,751			9,772,250
Regional transportation authority	7,300,000	(600,000)	39,073	13,431,903
Half cent sale tax fund	12,000,000		4,175,010	63,170,697
Gladden farms CFD	1,028,500		1,500	1,128,500
Gladden farms, Phase II CFD	54,750		1,375	52,750
Saguaro springs CFD	364,500		1,400	464,500
Total capital projects funds	\$ 71,440,280	\$	\$ 14,671,543	\$ 155,743,417
Permanent funds				
	\$	\$	\$	\$
Total permanent funds	\$	\$	\$	\$
Enterprise funds				
Water utility	\$ 37,378,527	\$	\$ 13,930,527	\$ 39,059,108
Airport	6,170,859		1,788,571	8,337,685
Water reclamation utility	13,045,555		3,766,728	21,989,842
Total enterprise funds	\$ 56,594,941	\$	\$ 19,485,826	\$ 69,386,635
Internal service funds				
Health benefits	\$ 4,937,950	\$	\$ 5,433,218	\$ 5,344,168
Dental benefits	352,000		271,554	352,000
Total internal service funds	\$ 5,289,950	\$	\$ 5,704,772	\$ 5,696,168
Total all funds	\$ 233,493,137	\$	\$ 124,678,648	\$ 336,261,198

* 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 2024**

Department/Fund	Adopted budgeted expenditures/ expenses	Expenditure/ expense adjustments approved	Actual expenditures/ expenses*	Budgeted expenditures/ expenses
	2023	2023	2023	2024
Economic development and tourism				
General fund	\$ 315,461	\$	\$ 316,355	\$ 326,774
Bed tax fund	561,333		376,795	1,139,816
Department total	\$ 876,794	\$	\$ 693,150	\$ 1,466,590
List department:				
Police:				
General fund	\$ 25,308,683	\$	\$ 24,044,729	\$ 22,530,049
Grants and contributions	1,768,456		1,636,164	1,190,336
RICO	87,500		38,177	121,800
Impound fees	34,727		21,127	25,000
Department total	\$ 27,199,366	\$	\$ 25,740,197	\$ 23,867,185
List department:				
Court:				
General fund	\$ 1,248,115	\$	\$ 1,191,566	\$ 1,326,710
Local JCEF	131,805		3,831	131,805
Fill the GAP	34,500			34,500
Local tech enhancement	78,000		22,583	78,000
Department total	\$ 1,492,420	\$	\$ 1,217,980	\$ 1,571,015
List department:				
Public works:				
General fund	\$ 9,927,376	\$	\$ 5,780,957	\$ 11,314,661
Highway user revenue fund	4,834,644		3,802,412	6,162,888
Department total	\$ 14,762,020	\$	\$ 9,583,369	\$ 17,477,549
List department:				
Parks and recreation:				
General fund	\$ 8,390,053	\$	\$ 6,503,273	\$ 8,617,693
Highway user revenue fund	524,050		552,669	482,150
Department total	\$ 8,914,103	\$	\$ 7,055,942	\$ 9,099,843
List department:				
Community development:				
General fund	\$ 1,302,824	\$	\$ 1,326,943	\$ 1,319,486
CDBG	180,000		65,380	260,000
Revolving affordable housing	87,435		2,593	105,000
Department total	\$ 1,570,259	\$	\$ 1,394,916	\$ 1,684,486

* 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 2024

Fund	Full-time equivalent (FTE) 2024	Employee salaries and hourly costs 2024	Retirement costs 2024	Healthcare costs 2024	Other benefit costs 2024	Total estimated personnel compensation 2024
General Fund	395.60	\$ 29,188,786	\$ 6,723,799	\$ 5,213,369	\$ 2,975,946	\$ 44,101,900
Special revenue funds						
Bed tax	1.50	\$ 114,993	\$ 13,887	\$ 23,988	\$ 9,085	\$ 161,953
Total special revenue funds	1.50	\$ 114,993	\$ 13,887	\$ 23,988	\$ 9,085	\$ 161,953
Enterprise funds						
Water utility	35.00	\$ 2,564,026	\$ 302,262	\$ 445,001	\$ 232,772	\$ 3,544,061
Airport	4.00	216,811	25,277	55,525	26,749	324,362
Water reclamation utility	8.00	550,294	61,307	115,201	54,142	780,944
Total enterprise funds	47.00	\$ 3,331,131	\$ 388,846	\$ 615,727	\$ 313,663	\$ 4,649,367
Total all funds	444.10	\$ 32,634,910	\$ 7,126,532	\$ 5,853,084	\$ 3,298,694	\$ 48,913,220

SUMMARY OF FUND ACCOUNTING STRUCTURE

The Town of Marana uses fund accounting to track revenues and expenditures. The operations of each fund are accounted for with a separate set of self-balancing accounts that comprise assets, liabilities, fund balance (equity), and revenues and expenses, as appropriate. Government resources are allocated to and accounted for in individual funds based upon the purposes for which they are to be spent and the means by which spending activities are controlled. Budgetary accounting is reflected within two major fund groups: Governmental funds and Proprietary funds. Different fund types are found within each of these two classifications.

Town of Marana Budgeted Funds

Governmental Funds	Proprietary Funds
<p>Used to account for general government operations and include the General Fund, Debt Service funds, Special Revenue funds, and Capital Projects funds.</p>	<p>Used to account for the Town's ongoing organizations and activities that are similar to businesses found in the private sector. These funds are considered self-supporting in that the services rendered by them are generally financed through user charges or on a cost reimbursement basis.</p>

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.

Special Revenue Funds

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

Capital Projects Funds

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

Debt Service Funds

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

Enterprise Funds

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

Internal Service Funds

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

GLOSSARY OF TERMS

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

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

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

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

Annual Comprehensive Financial Report (ACFR): 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 ACFR 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.

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.

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

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

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

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

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

Disbursement: The expenditure of money from an account.

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

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

Enterprise Funds: A fund used to account for operations (a) that are financed and operated in a manner similar to private business enterprises where

the intent of the governing body is that the costs of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges or (b) where the governing body has decided that periodic determination of revenues earned, expenses incurred, and/or net income is appropriate for capital maintenance, public policy, management control, accountability, or other purposes.

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

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

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

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

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

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

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

Fund: A system of accounts that segregates all financial transactions for restricted or designated uses by a government entity. The fund categories used within the Town of Marana are the General

Fund, Special Revenue Funds, Capital Projects Fund, Debt Service Fund, Enterprise Funds.

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

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

Goal: An observable and measurable end result having one or more objectives to be achieved within a stated timeframe. Goals are the basic planning tools underlying all strategic activities. Along with objectives, they serve as the basis for policy and performance appraisals.

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

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

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

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

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

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

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

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

O&M: Operating and maintenance.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

ANNUAL BUDGET & FINANCIAL PLAN



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