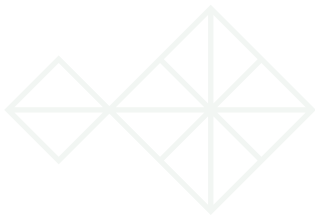




2022/2023

ANNUAL BUDGET & FINANCIAL PLAN

>> FOR THE FISCAL YEAR
BEGINNING JULY 1, 2022



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Annual Budget and Financial Plan

Town of Marana, Arizona

Fiscal Year 2022 – 2023



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 Burruel, 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

Town Management

Terry Rozema, Town Manager

Erik Montague, Deputy Town Manager

Prepared By

Yiannis Kalaitzidis, Finance Director

Kim Baker, Senior Budget Analyst

Hannah Shilling, 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, 2021. 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, 2021

Christopher P. Morill

Executive Director

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F I S C A L Y E A R
2022-2023
TOWN MANAGER'S
Adopted Budget Message



Honorable Mayor and Council:

I am pleased to present to you the comprehensive Fiscal Year (FY) 2022-2023 Adopted Budget for the Town of Marana (Town). This budget reflects the Town of Marana's commitment to responsible fiscal policy, stewardship of public monies, and long-term sustainable financial planning. Each year during the budgeting process, we closely examine our goals and accomplishments. We do this to ensure that allocations align with need, and the priorities identified by the Town Council. In the past year, we have seen many accomplishments across the five Focus Areas of our Strategic Plan: Commerce, Community, Innovation, Heritage, and Recreation all of which have helped give Marana a competitive edge. Fiscal year 2023 is an exciting time for the Town of Marana. As we continue to move forward, we will identify additional goals and accomplishments and closely monitor our performance to ensure the needs of the community are met at the highest possible level of service.

Commerce

In fiscal year 2022, 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. Major existing employers in the Town are currently expanding the footprint of their operations. Roche Tissue Diagnostics is currently expanding its footprint along Tangerine Road by adding a 60,000 square foot facility directly next to its current facility. This expansion will add 140 jobs to the community and completion is scheduled for this summer. PVB Fabrication's new corporate headquarters is under construction. The new 105,000 square foot facility located in north Marana will add an additional 169 jobs and will have an \$83M economic impact over five years. Additionally, Amazon, located at the intersection of Ina Road and Silverbell Road, broke ground this fiscal year on its new facility. The 220,000 square foot facility is expected to add 500 new jobs to the region and will have a \$423M economic impact over five years. 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, Luke Dealership and QuikTrip. New shopping opportunities throughout Town include the addition of a Filiberto's Mexican Food, Starbucks, and Great Clips. 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 2022, the new Northwest Fire District Administration building was completed, which, over time will bring more than 200 jobs to Downtown Marana. Projects currently underway include the installation of a prominent piece of public art at the roundabout and a Dutch Bros.

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 year. Marana Regional Airport currently has approximately 358-based aircraft, 208 storage hangars, and 28 shade ports, all at 100% occupancy, with a 25+ aircraft waiting list. The airport also sees over 98,000 operations per year, and has a diverse mix of aircraft, parachuting operations, and other aeronautical-related activities. The continued increase in the number of operations created the need for a tower to enhance airport safety and security. The Town is now working through the siting study 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. Additional projects underway include the design for reconstruction of east and west hangar apron and an upgrade of the runway lights to LED. Both projects will be mainly funded through federal and state grants.

Community

Over the last ten years, the Town of Marana has shown significant growth, leading as the fastest-growing city in Southern Arizona. In order to support the demand in 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.

Several public projects were completed within the Town's infrastructure. Projects include the Camino de Oeste Road reconstruction, which improved the right-of-way landscaping and added a multi-use path that connects to the path at Tangerine Road, the Marana Road and Sanders Road restoration, and over 81 lane miles of roadway was maintained through our ongoing Payment Preservation Program. In fiscal year 2023, we will continue to invest in our future with important capital projects. Current ongoing high priority projects include the widening of Tangerine Road east of I-10 and Twin Peaks Road west of Silverbell.

The Town of Marana is committed to providing a safe and reliable multi-modal transportation system. This year, the Town is embarking on the preparation of a 20-year Transportation Master Plan that will engage the community and create a roadmap for providing an appropriate multi-modal transportation plan.

Water quality is an issue that continues to take center stage on national, state, and local levels. At the Town of Marana, we are 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 north Marana. The North Marana Sewer Project will add 24-27 inch gravity pipes along Barnett Road, Sanders Road, and Sagerbrush Road; the Tangerine Road 16-inch Water Line Project will extend from Interstate-10

to an existing reservoir east of the freeway; the Marana Park Well and Reservoir Project will install new well and reservoirs at Ora Mae Harn District Park.

Lastly, to ensure Marana's continued development, staff is currently working on updating the Town of Marana Strategic Plan (page 17). This planning document has been updated several times since 2008 to best reflect the goals of the community. Strategic Plan V will establish our vision as an organization committed to providing exceptional public service and will be used as a guide for day-to-day operations, as we continue to ensure the sustained, long-term success of Marana.

Innovation

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

This year, the Town moved to a new internet connection that has increased bandwidth by 2000% and provides redundancy. This is critical as the Town is moving more and more applications to the Cloud. Additionally, to prevent cyber security attacks, Technology Services has implemented next generation firewalls to better secure our network perimeter, allowing us to more readily block traffic from malicious countries and entities. Our Technologies Services team continues to find the best solutions to ensure uninterrupted services throughout our departments.

Development Services also contributed by standardizing applications, forms and checklists and converting them to electronic submittals and fillable forms. This has enabled Development Services to keep up with the increase of development reviews and to continue delivering a high level of services.

Heritage

Marana's heritage and history are near and dear to us all, including our Staff and the community at large. By prioritizing Heritage as a focus area, we seek to preserve our roots, while using it as a guide as we look to the future of growth and development. This year, our Signature Events came back and were well attended. These events included the Star Spangled Spectacular, Marana Founders' Day, and the Holiday Festival and Christmas Tree Lighting.

This year the Town Council adopted the Town's first Neighborhood Preservation Ordinance. Marana's Community Development and Neighborhood Services Development Department is responsible for the oversight of neighborhood revitalization and owner-occupied housing rehabilitation. Through this initiative Town departments work together to develop programming that responds to the needs of the community and respects the character of existing neighborhoods.

We also continue to embrace Marana's film heritage, by leveraging the assets of the Town's destination marketing organization, Discover Marana. The Marana Film Office continues to engage with the film community to bring filming opportunities to Marana.

Recreation

Parks and Recreation is an essential cornerstone to any healthy and thriving community. Our main objective is to provide a wide variety of recreational opportunities to suit our community's needs. After a brief pause, due to COVID restrictions, the Parks and Recreation Department came back full force this year with new programming and event offerings.

This year, the Parks and Recreation Department has worked with developers to construct two new-lighted soccer fields at Gladden Farms Community Park. The addition of these two fields to the Parks and Recreation inventory will greatly increase the number of teams who will participate in activities that use diamond shaped fields that can be accommodated in Marana.

We are always improving our trails and connectivity. This year, the Central Arizona Project (CAP) Trailhead opened with a ribbon cutting ceremony. Project partners from CAP, Pima County, and the Bureau of Reclamation, joined the Town of Marana to celebrate this new highly accessible outdoor amenity.

A new community center has been a topic of conversation for the last few years. This year, the Town is excited to begin design for a state-of-the-art community and aquatics facility for our residents to enjoy for generations to come. This new 50,000+ square foot Community Center, and a year-round aquatics facility will include a competition pool and a recreation pool. These facilities were identified as priorities during the extensive Master Plan process, which recorded more than 6,000 contacts with residents. The goal is to complete the design process in fiscal year 2023.

Other major Parks and Recreation projects in fiscal year 2023 include 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.

Closing

The spending plan detailed in this budget proposal considers these accomplishments as a guide for future goals. As we move into fiscal year 2023, we are happy to see a strong financial position to meet the diverse challenges we may face in the future. As Marana succeeds and grows, it will need to continue to invest strategically while continually innovating to deliver the best service to its residents and customers. This budget demonstrates a commitment to that vision, and to the tenets of the Strategic Plan and the well-being of our community.

Thank you,

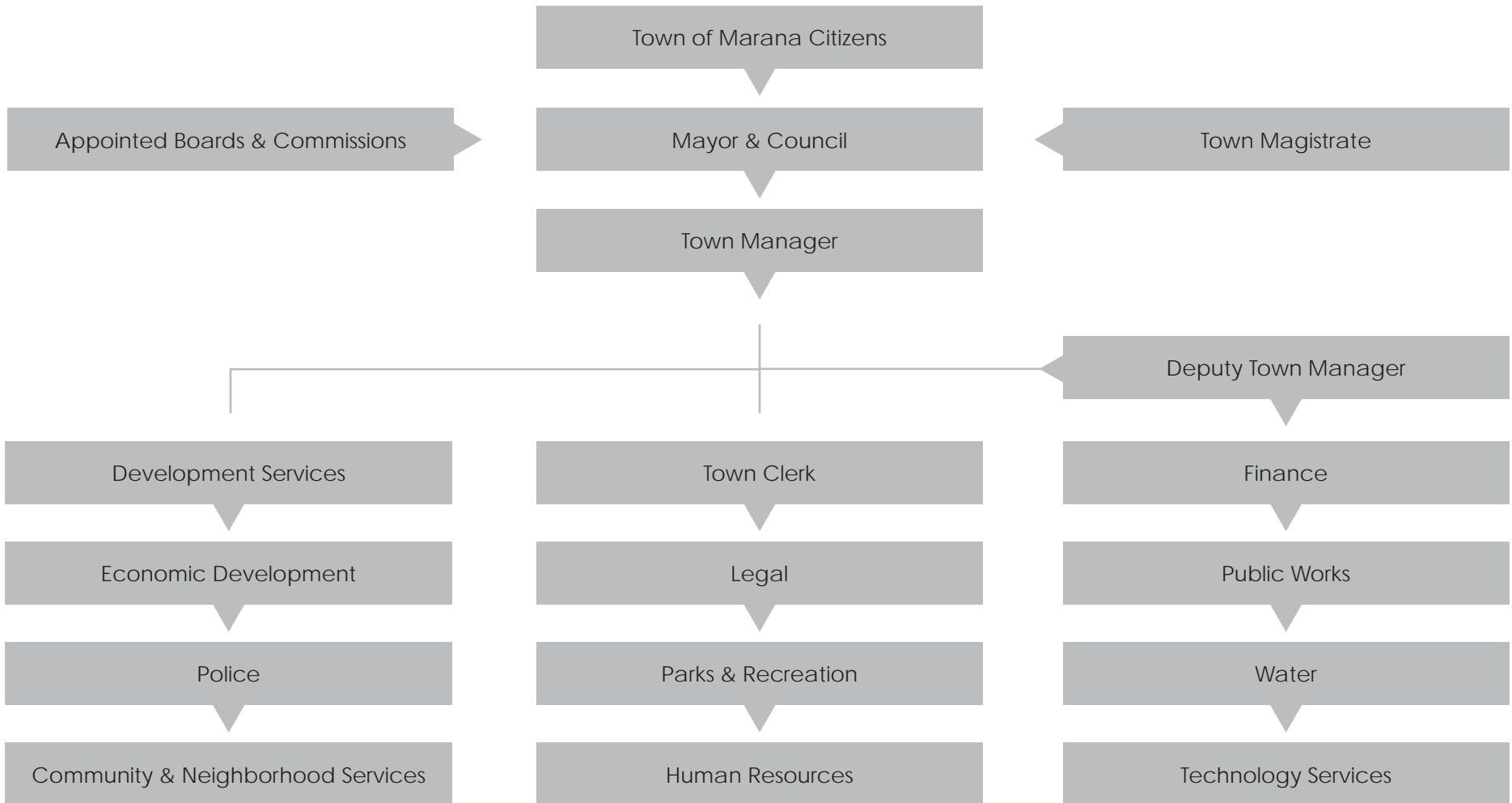
Respectfully,



Terry S. Rozema
Town Manager



ORGANIZATIONAL CHART



MAYOR & TOWN COUNCIL

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



Mayor Ed Honea

Term: 2021-2024

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

grandchildren and is a member of Sanctuary Methodist Church.

EHonea@MaranaAZ.gov - 520-382-1908



Vice Mayor

John Post

Term: 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 had served on the Parks and Recreation Commission. He served on the Planning Commission before being appointed to the Marana Town Council in 2017. Officer volunteered with the Marana Little League to help find donors to build additional facilities for the fields at the Ora Mae Harn Park. He also worked with the Marana Heritage Conservancy, formerly serving as the group's president for two years. He 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 also has been a member of the Marana Optimist Club and President of the Marana High School Band Boosters. She was founder of the Continental Ranch Little League and served on the Little League District Board. Comerford has a bachelor's degree in recreation administration from San Diego State.

PComerford@MaranaAZ.gov – 520-382-1908



Council Member

Jackie Craig

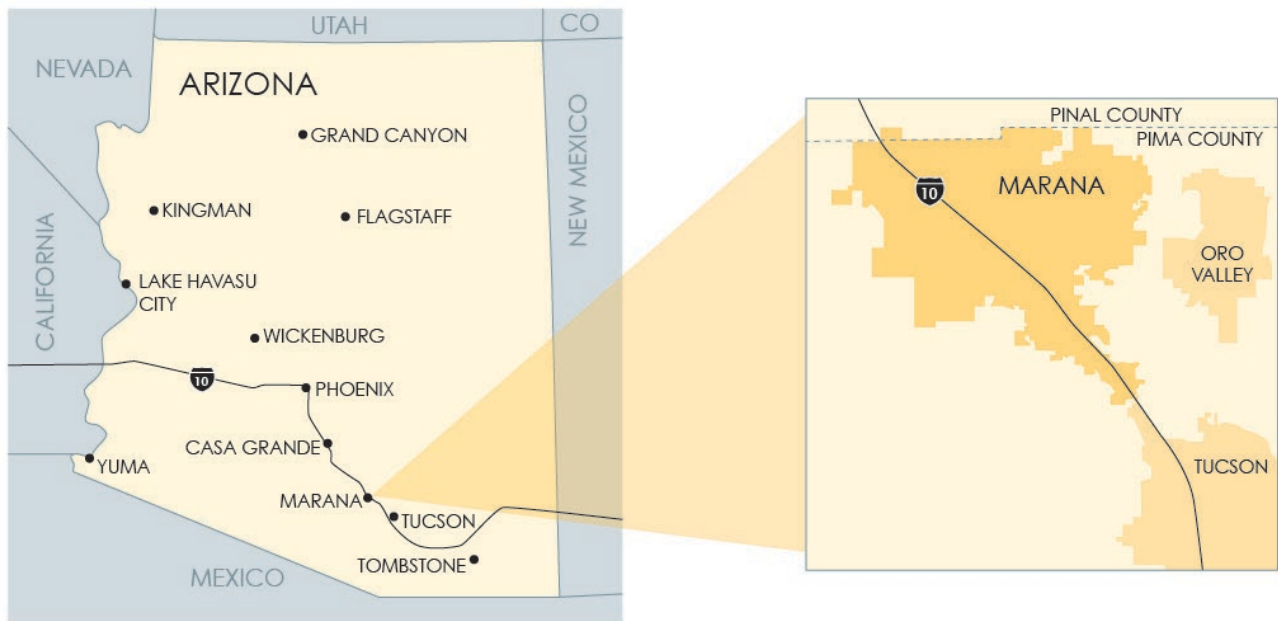
Term: 2021-2024

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

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

JCraig@MaranaAZ.gov – 520-382-1908

Marana Community Profile



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

History

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

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

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

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

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

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

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

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

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

Government & Organization

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

The Council fixes the duties and compensation of Town officials and employees, and enacts ordinances and resolutions relating to Town services, taxes, appropriating and borrowing moneys, licensing and regulating businesses and trades, and other municipal purposes. The Town Council appoints the Town Manager, who has full responsibility for executing Council policies and administering Town operations. Town employees are hired under personnel rules approved by the Council. Functions and operations of Town government are provided by a staff of approximately 429.6 (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, 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

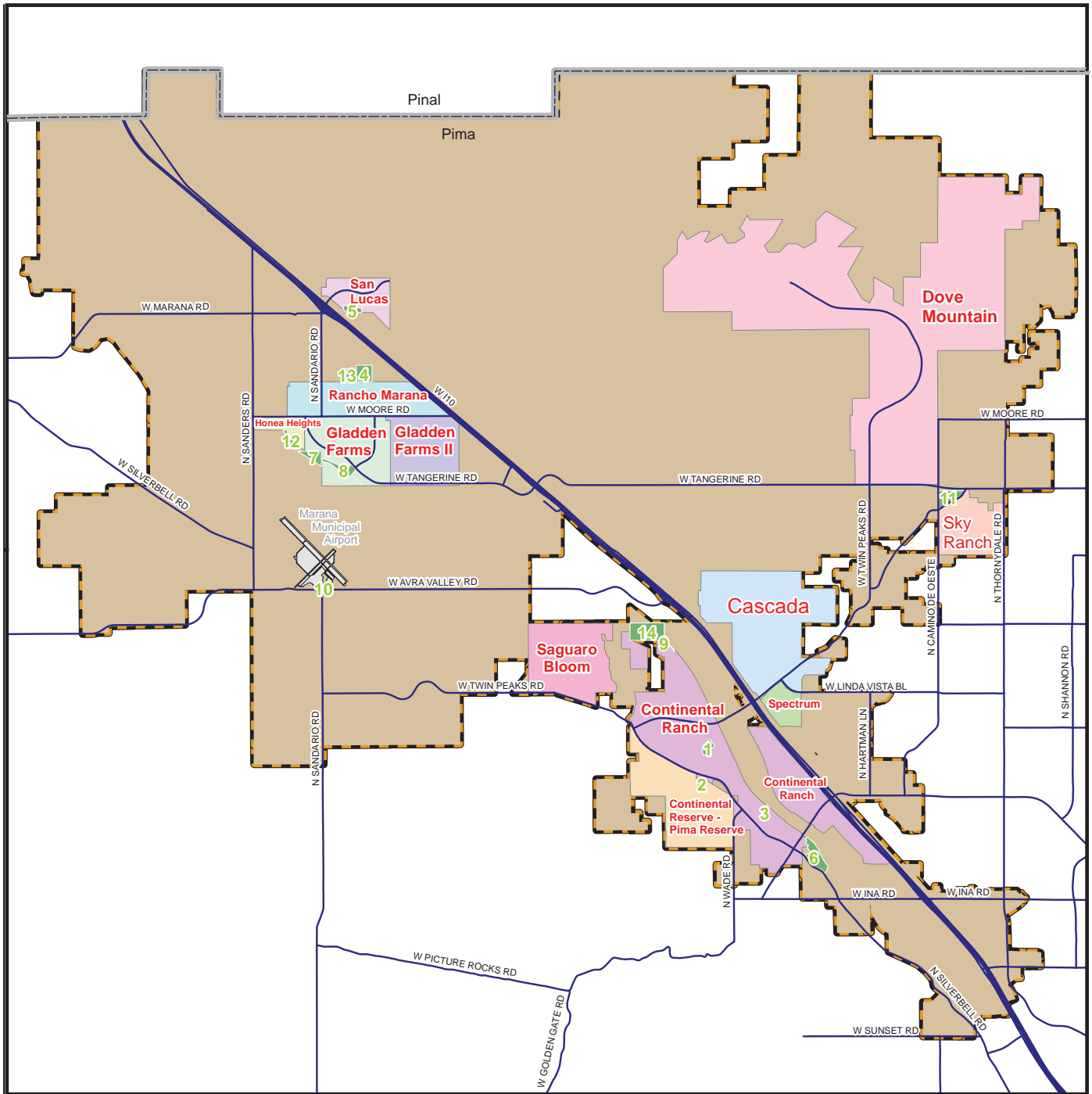
Marana is a community of strong, diverse neighborhoods where residents are welcoming and friendly. People choose Marana because of its quality of life, which perfectly blends its small town roots to its modern ambitions. The State of Arizona has recently been one of the fastest growing states in the 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 56,800 and is expected to grow to over 64,000 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.

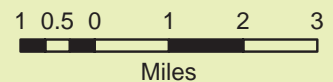


Marana Parks and Major Neighborhoods

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



Marana Town Limits



DEMOGRAPHICS OF THE TOWN OF MARANA

STATISTICS OF THE TOWN

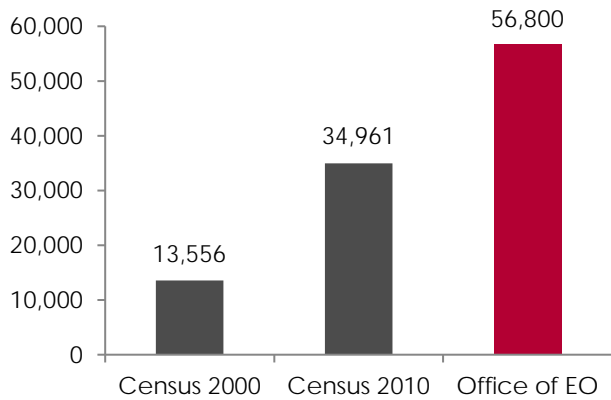
Date of Incorporation	March 20, 1977
Form of government	Council/Manager
FY2022-2023 Budget	\$233,493,137
Number of Employees	429.60
Miles of Streets	617.5

Source: Town of Marana

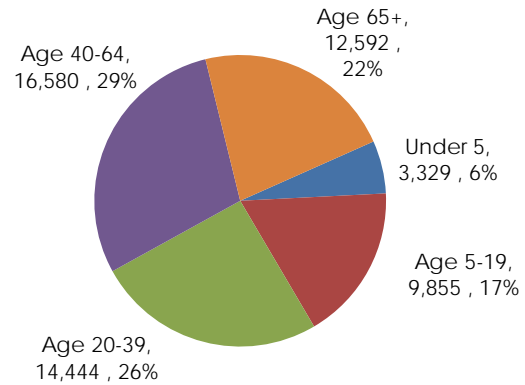
2022 Population	56,800
Median Home Value	\$450,000
Median Household Income	\$90,302
Local Unemployment Rate	4.0%
Area in Square Miles	121

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

POPULATION



AGE DEMOGRAPHICS

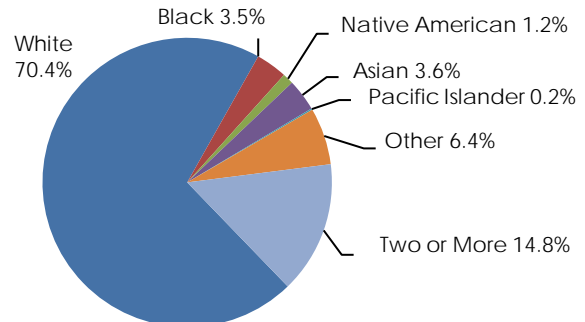


TOP 20 EMPLOYERS

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, 27% of Marana's population, may be of any race and are identified as such above

EDUCATIONAL ATTAINMENT

Bachelor's Degree or higher	43%
Associate's Degree/Some College	34%
High School Graduate	17%
Less than High School Graduate	6%

PLACE OF BIRTH

Born In Arizona	20,931
Born in US	51,052
Foreign Born	5,748

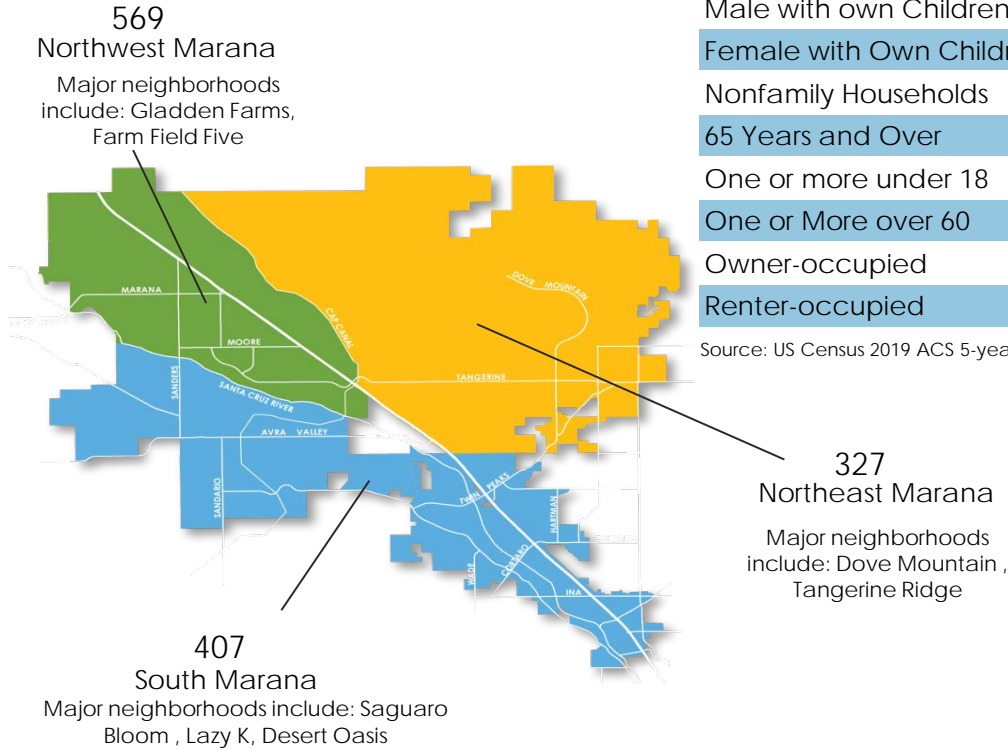
Source: Town of Marana via GIS Planning data tools, US Census 2019 ACS 5-year Survey

DEMOGRAPHICS OF THE TOWN OF MARANA

HOUSING DEMOGRAPHICS

FY2021 - 2022 Issued Single Family Residential (SFR) Permits: 1,303

Issued SFR Permits by Region



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

Source: US Census 2019 ACS 5-year Survey

Source: Town of Marana Development Services Department

QUALITY OF LIFE

Park Statistics

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

Education

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



Source: Town of Marana Parks & Recreation Department

VISION FOR THE FUTURE

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

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

OVERRIDING PRINCIPLES:

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

FIVE FOCUS AREAS AND STRATEGIC GOALS:



COMMERCE

Attract and maintain career-oriented commerce

COMMUNITY

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

PROGRESS AND INNOVATION

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

HERITAGE

Strengthen community character by linking the past, present and future

RECREATION

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

2019 TOWN OF SHELTON

BUDGET SUMMARY

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

THE BUDGET POLICIES & PROCESS

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

This document is the comprehensive decision making tool resulting from the annual budget process and provides detail for the fiscal year 2022-2023 budget, beginning July 1, 2022 and ending June 30, 2023. 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 2021 amounts, current year 2022 estimates, and the adopted 2023 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:

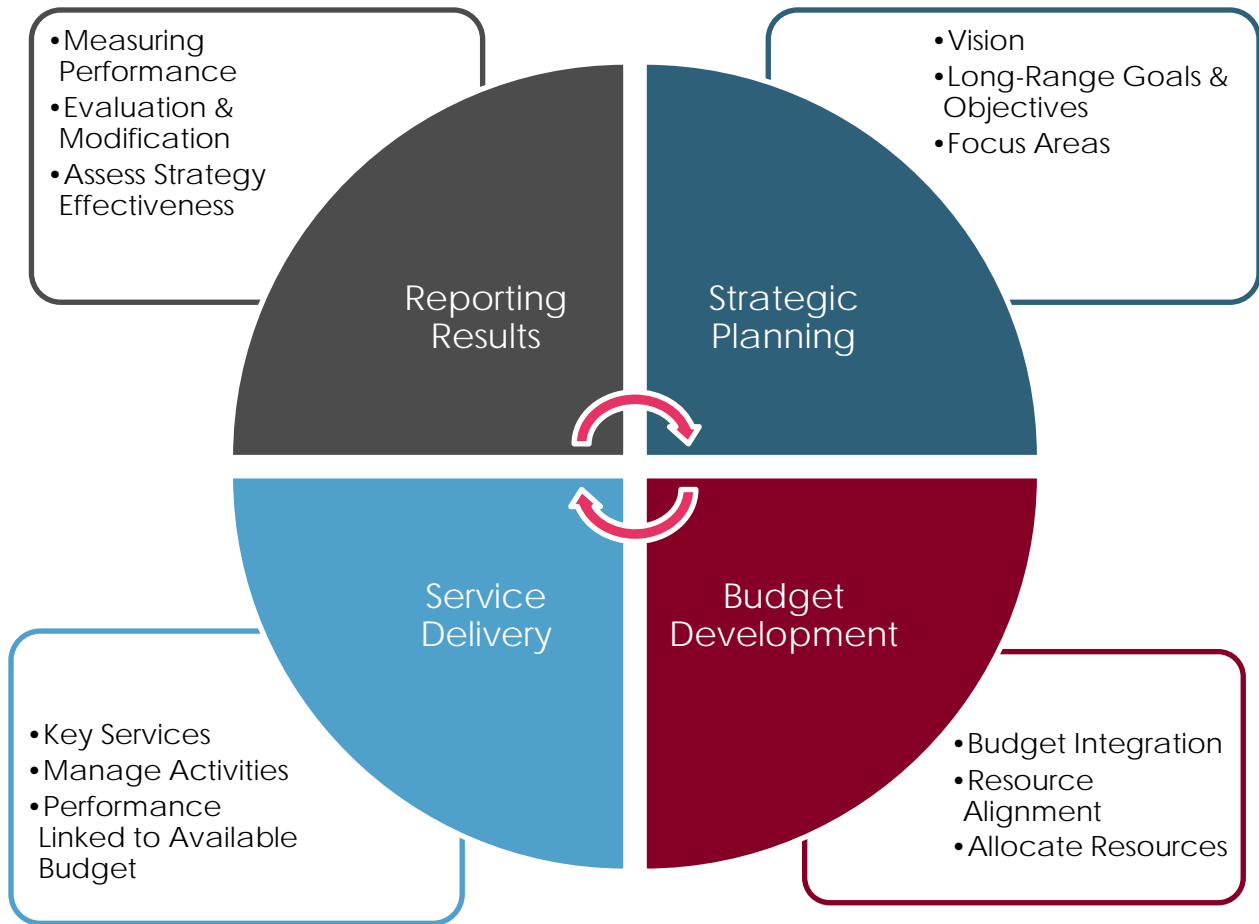
- Projected revenues for all revenue sources, including state-shared revenues,
- Identification of reserve levels,
- Status of the local economic climate, especially development related activity,
- Estimated wage changes for staff, if any,
- Changes to pension unfunded liabilities and status of overall 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 in March 2012 adopted the Strategic Plan II, in January 2015 Council approved the restructured Strategic Plan III, and in October 2017 Council adopted the Strategic Plan IV. This document is utilized by the elected leaders and staff to ensure that resources are continually directed by the Town's vital priorities. The Strategic Plan identified five strategic goals, listed below:



Attract and maintain career-oriented commerce

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

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

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

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

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

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

Budget Kick-Off

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

Department Budget Development

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

Budget Office

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

Executive Budget Team

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

Public Involvement

Members of the public are given the opportunity to provide input on the budget through several means. Town Council meetings discussing the next year budget are open to the public and residents may offer input on the budget and ask questions in person. Council meeting minutes and upcoming meeting agendas are posted on the Town website at www.maranaaz.gov/agendas-and-minutes. Additionally, community meetings are typically held in March and presented by members of the executive budget team to educate the public on the budget process, provide preliminary revenue outlooks for the upcoming budget year, and give opportunity for questions and feedback. Community meetings in FY 2022 were limited to specific topics due to limited staff resources.

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 2023 tentative budget to the FY 2023 adopted budget.

Budget Basis

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

Fund

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

Governmental Funds

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

Proprietary/Enterprise Funds

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

Budget Amendment Process

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

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

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

BUDGET CALENDAR



FINANCIAL POLICIES

Sound financial, budgetary and economic principles are part of creating a solid financial plan. Marana's budget incorporates the following long-term and short-term financial policies and guidelines. These financial policies establish the framework for overall fiscal planning and management. They set forth guidelines for both short-term and long-range planning to assure the highest standards of fiscal management. The FY 2023 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 should be evaluated through the CIP process and approved by the Town Council.

Debt Management

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

Reserve Policies

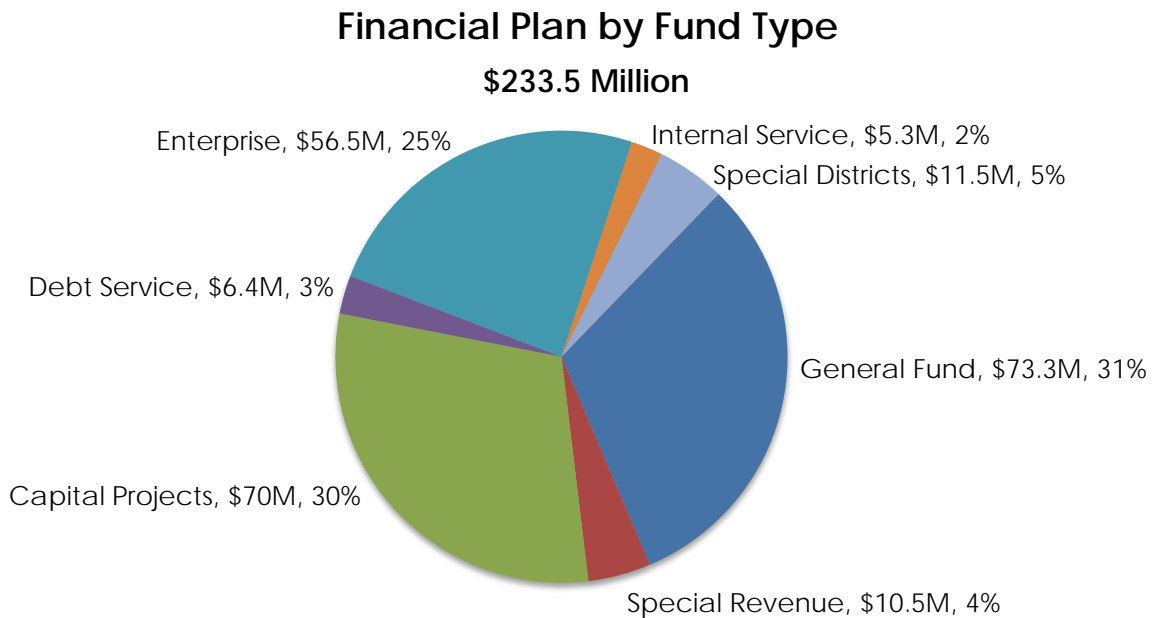
19. Fund balance reserves for the General Fund and Airport Funds shall be maintained at a minimum of 25% of the estimated revenues for the budget year. Fund balance reserves shall be maintained at the equivalent of 90 days of operating and maintenance expenditures for Water funds and 60 days for Wastewater 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.

BUDGET SUMMARY

The annual budget for fiscal year 2022-2023 totals \$233.5 million. The following chart depicts appropriations by major fund type. The General Fund comprises 31% of the total budget or \$73.3 million and Capital Projects funds make up about 30% or \$70 million. Enterprise funds, including enterprise related capital projects and debt service payments totals \$56.5 million or 25% of the annual budget. Debt Service funds and Special Revenue funds total \$16.9 million and comprise only 3% and 4%, respectively. Special Districts include the funds related to component units such as community facilities districts and other improvement districts and equate to \$11.5 million or 5% of the annual budget.



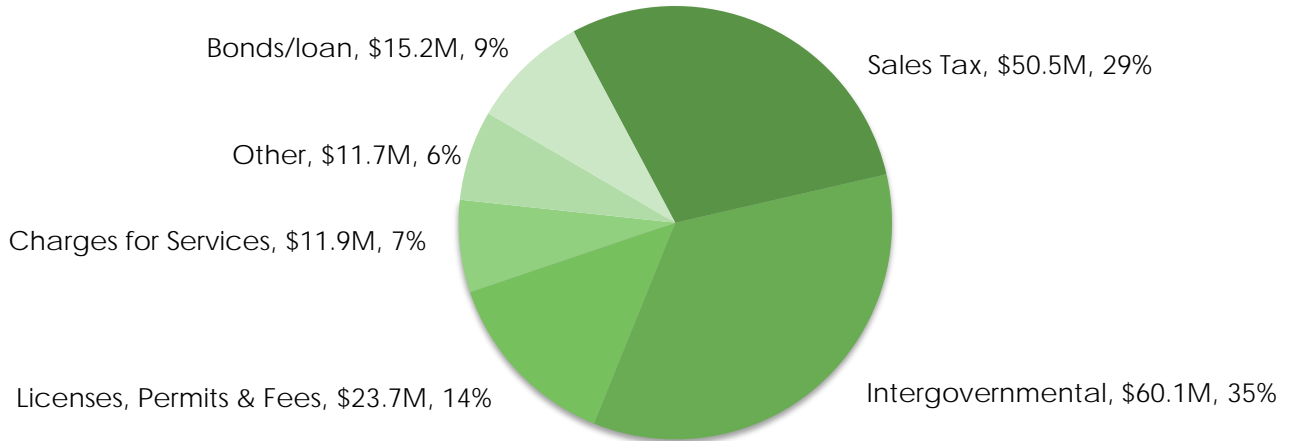
Revenues and other financing sources for the fiscal year 2022-2023 budget are \$173.1 million. The plan is structurally balanced with ongoing revenues supporting ongoing program expenditures. The financial plan assumes that \$60.4 million in fund balance/equity will be used to complete previously funded projects and other one-time expenditures approved by council. As indicated by the chart on the following page, the largest revenue source is Intergovernmental revenues which comprise \$60.1 million or 35% of budgeted revenues for the Town. These revenues include funding from the American Rescue Plan Act for COVID-19 relief, 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 \$50.5 million or 29%.

The capital improvement plan for the Town of Marana currently includes the sale of bonds for various infrastructure and water related projects. Anticipated bond and loan proceeds amount to \$15.2 million or 9% of total revenues. Charges for services comprise \$11.9 million or 7% of the budget and include all enterprise fund user fees. Licenses, permits and fees comprise \$23.7 million or 14% 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 \$11.7 million or 6% includes all other

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

Revenue by Category

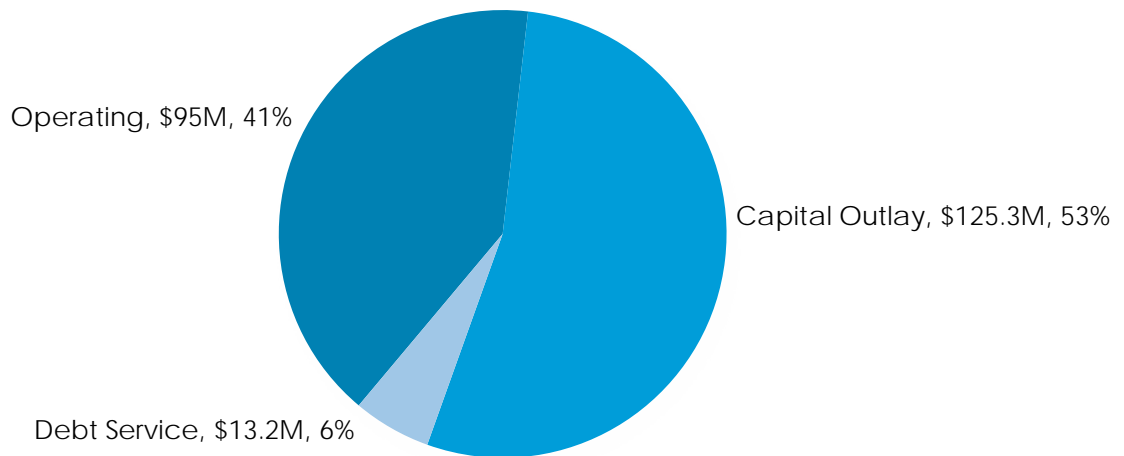
\$173.1 Million



Operating costs comprise a large portion of the annual budget at \$95 million or 41% of the fiscal year 2022-2023 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 \$125.3 million or 53%. Capital outlay includes major transportation, park, water, building and airport projects. Debt service comprises the smallest portion of the annual budget at \$13.2 million or 6%.

Expenditure by Category

\$233.5 Million



REVENUE SUMMARY

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

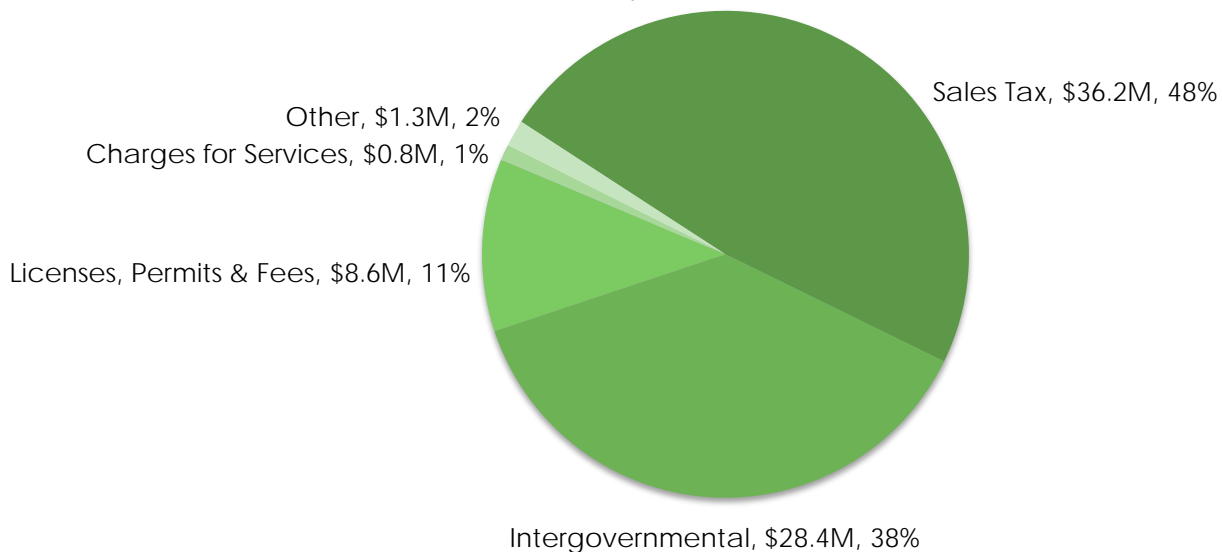
The Town maintains a structurally balanced budget by ensuring that ongoing operating revenue sources support ongoing operating expenditures and that one-time revenue sources support temporary programs and services.

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

- Reduced growth trend as inflation, increasing interest rates and continued supply chains disruptions persist.
- Inflation rate at highest level in four decades, impacted by increasing interest rates which in turn will slow down the issuance of new residential homes permits with population increase at 6.3%.
- 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

\$75.3 Million



The General Fund is the largest source of operating revenue. The estimated revenue for the General Fund for fiscal year 2022-2023 is \$75.3 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 97% of the General Fund's operating revenues. These revenues are sensitive to fluctuations in the regional and national economies and the second and final payment of federal American Rescue Plan Act (ARPA). As the impact of a series of federal relief packages work through the economy and higher interest rates influence consumer purchases, we expect slower economic growth over the next several fiscal year quarters.

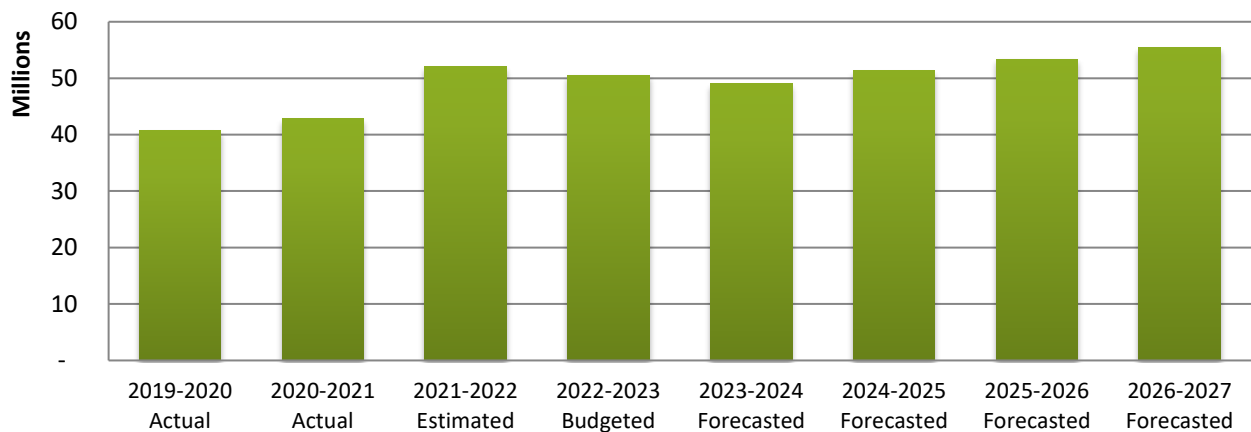
The revenue forecast for the General Fund for this fiscal year anticipates an increase of 11% or approximately \$7.7 million when compared to FY 2022 estimated actuals, which is largely due to timing of the second and final payment of ARPA funding.

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 48% of General Fund revenues and 29% of town-wide revenues. Additionally, contracting sales tax represents approximately 19% of total sales taxes. FY 2022 performance is attributed to several factors including historically low interest rates combined with high consumer 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.

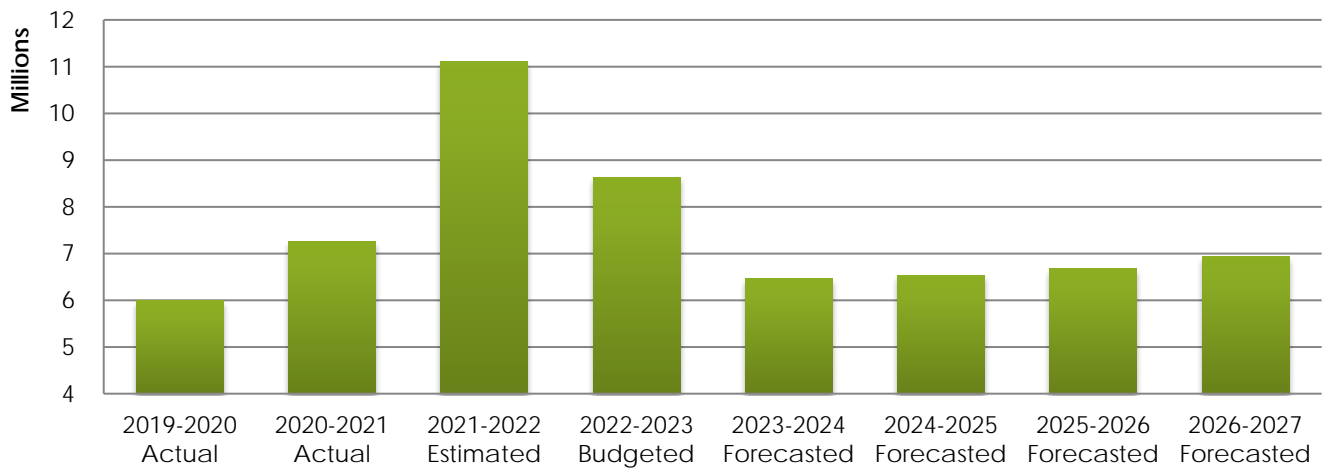
Fiscal Year	\$ Revenue	\$ Change	% Change
2019-2020 Actual	40,704,791	(1,155,552)	-3%
2020-2021 Actual	42,846,635	2,141,844	5%
2021-2022 Estimated	52,511,532	9,264,897	22%
2022-2023 Budgeted	50,531,710	(1,579,822)	-3%
2023-2024 Forecasted	49,015,759	(1,515,951)	-3%
2024-2025 Forecasted	51,319,499	2,303,741	5%
2025-2026 Forecasted	53,372,279	2,052,780	4%
2026-2027 Forecasted	55,507,171	2,134,891	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 2023 are based on the issuance of 1,250 SFR permits. FY 2022 saw a sharp unexpected increase in residential building spurred by low interest rates. A decrease in revenue is forecasted in FY 2023 due to increasing interest rates, which when combined with historically high housing prices, will likely see lower demand over the near term prior to a stabilization in the housing industry and return to growth.

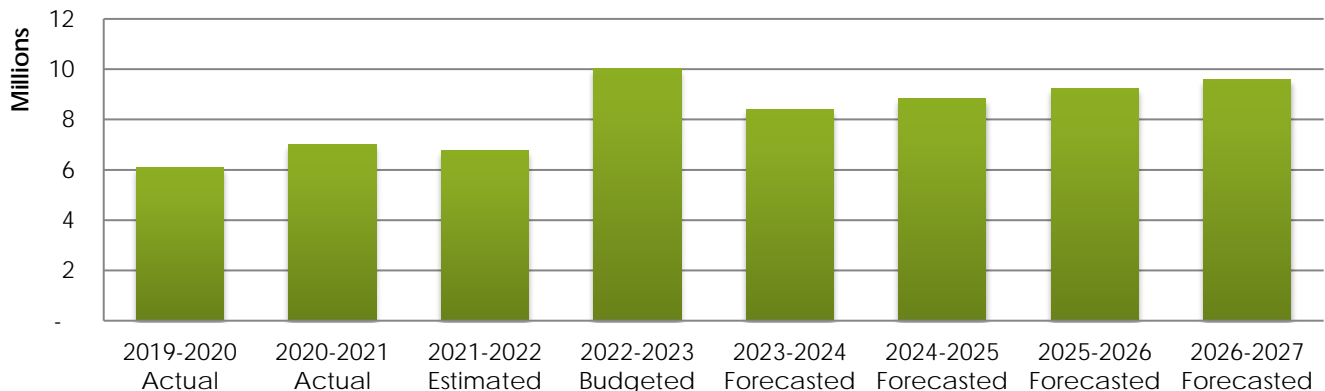
Fiscal Year	\$ Revenue	\$ Change	% Change
2019-2020 Actual	5,992,340	140,946	2%
2020-2021 Actual	7,248,433	1,256,093	21%
2021-2022 Estimated	11,113,073	3,864,640	53%
2022-2023 Budgeted	8,663,000	(2,480,073)	-22%
2023-2024 Forecasted	6,474,750	(2,158,250)	-25%
2024-2025 Forecasted	6,539,498	64,748	1%
2025-2026 Forecasted	6,670,287	130,790	2%
2026-2027 Forecasted	6,937,099	266,811	4%



STATE SHARED INCOME TAX

- Description** Cities and towns in Arizona are precluded from imposing an income tax by Arizona state law. In 1972, the voters of Arizona approved the Urban Revenue Sharing program which requires the State to share 15% of income tax revenue with incorporated cities and towns. These revenues are also known as Urban Revenue Sharing.
- Permitted Use** May be utilized for any municipal public purpose. There are no restrictions regarding the usage of this revenue source.
- Rate Structure** The state distributes to cities and towns 15% of income taxes two fiscal years following the fiscal year in which the state collects the income taxes. Each city and town share is allocated in proportion to its population compared to the total population of the state. The shared allocation will increase to 18% in FY 2024.
- 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 2021 and FY 2022 were impacted by tax filing delays which deferred tax returns filings and payments causing a one-time significant increase to distributions in FY 2023. As a result, even though the shared allocation is anticipated to increase in FY 2024, overall revenue distributions should return to normal levels, barring additional legislative changes. Future growth assumptions reflect strong historical trends for both the Town and the State of Arizona, which we anticipate continuing for several years.

<u>Fiscal Year</u>	<u>\$ Revenue</u>	<u>\$ Change</u>	<u>% Change</u>
2019-2020 Actual	6,078,686	654,381	12%
2020-2021 Actual	7,007,072	928,386	15%
2021-2022 Estimated	6,771,044	(236,028)	-3%
2022-2023 Budgeted	10,018,695	3,247,651	48%
2023-2024 Forecasted	8,415,704	(1,602,991)	-16%
2024-2025 Forecasted	8,819,658	403,954	5%
2025-2026 Forecasted	9,216,542	396,885	5%
2026-2027 Forecasted	9,585,204	368,662	4%

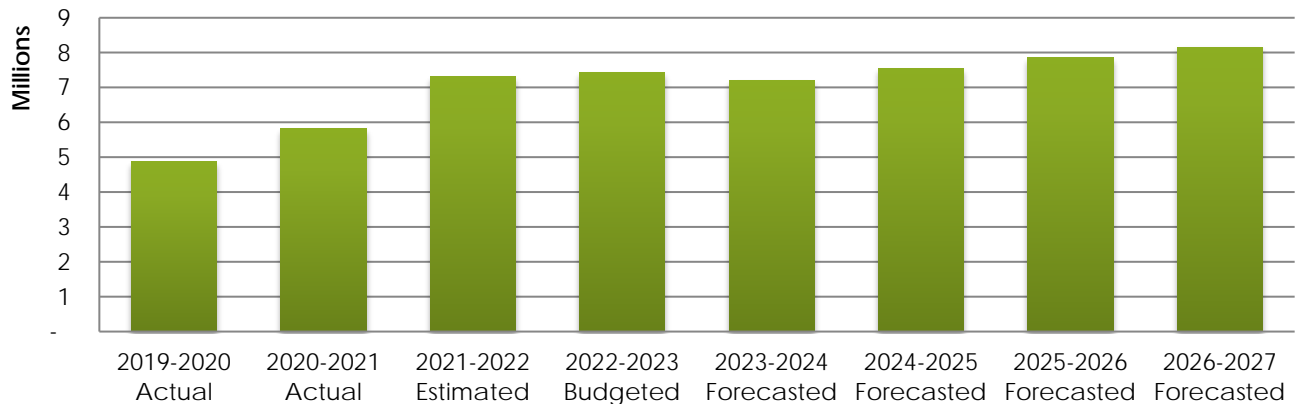


STATE SHARED SALES TAX

- 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 preliminary figures provided by the Arizona League of Cities and Towns, a 1% increase in collections is estimated for FY 2023. Future fiscal years reflect a slight contraction due to increasing interest rates combined with persistent inflation, which are likely to result in lower sales of goods in the short term, with a return to growth in FY 2025 and beyond.

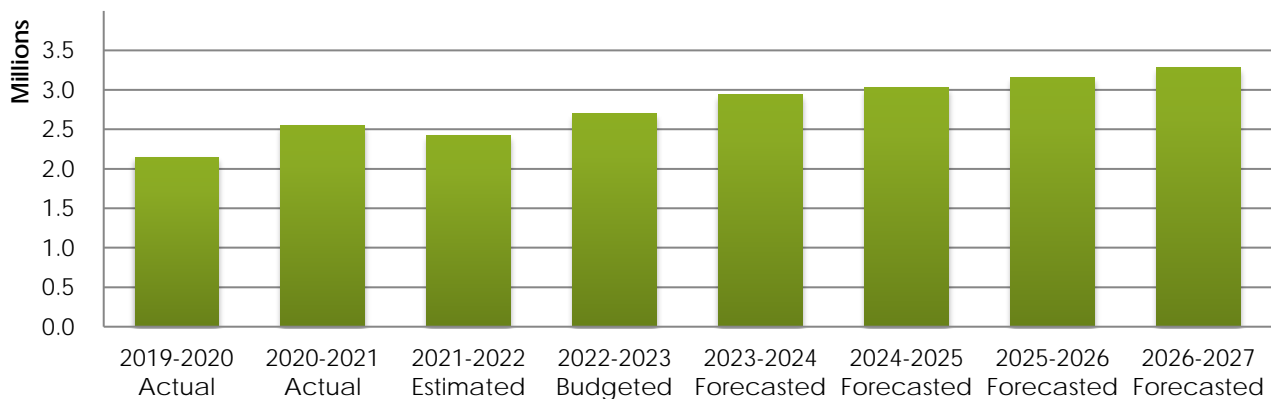
Fiscal Year	\$ Revenue	\$ Change	% Change
2019-2020 Actual	4,872,825	348,816	8%
2020-2021 Actual	5,816,582	943,757	19%
2021-2022 Estimated	7,324,638	1,508,056	26%
2022-2023 Budgeted	7,429,849	105,211	1%
2023-2024 Forecasted	7,206,954	(222,895)	-3%
2024-2025 Forecasted	7,545,680	338,727	5%
2025-2026 Forecasted	7,847,508	301,827	4%
2026-2027 Forecasted	8,161,408	313,900	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 2022 anticipates an increase of 12% based upon figures provided by the Arizona League of Cities and Towns. The increase over the next two years is associated with continued high anticipated demand for vehicles and the greater availability of newer vehicles as manufacturers resolve supply chain disruptions. Future years reflect anticipated growth consistent with pre-pandemic historical population growth and vehicle licensing trends.

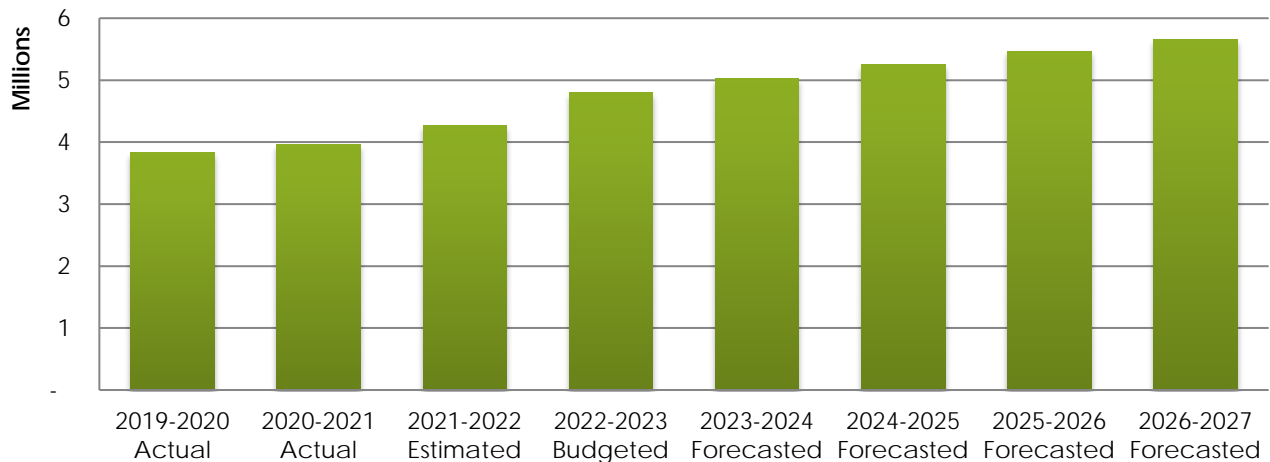
<u>Fiscal Year</u>	<u>\$ Revenue</u>	<u>\$ Change</u>	<u>% Change</u>
2019-2020 Actual	2,147,036	82,730	4%
2020-2021 Actual	2,547,863	400,827	19%
2021-2022 Estimated	2,417,595	(130,268)	-5%
2022-2023 Budgeted	2,700,192	282,597	12%
2023-2024 Forecasted	2,943,209	243,017	9%
2024-2025 Forecasted	3,031,506	88,296	3%
2025-2026 Forecasted	3,152,766	121,260	4%
2026-2027 Forecasted	3,278,876	126,111	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 12% for fiscal year 2023 largely due to a rebound in gasoline sales following the pandemic. Future years reflect historical trend increases adjusted downward for the continued introduction of electric vehicles.

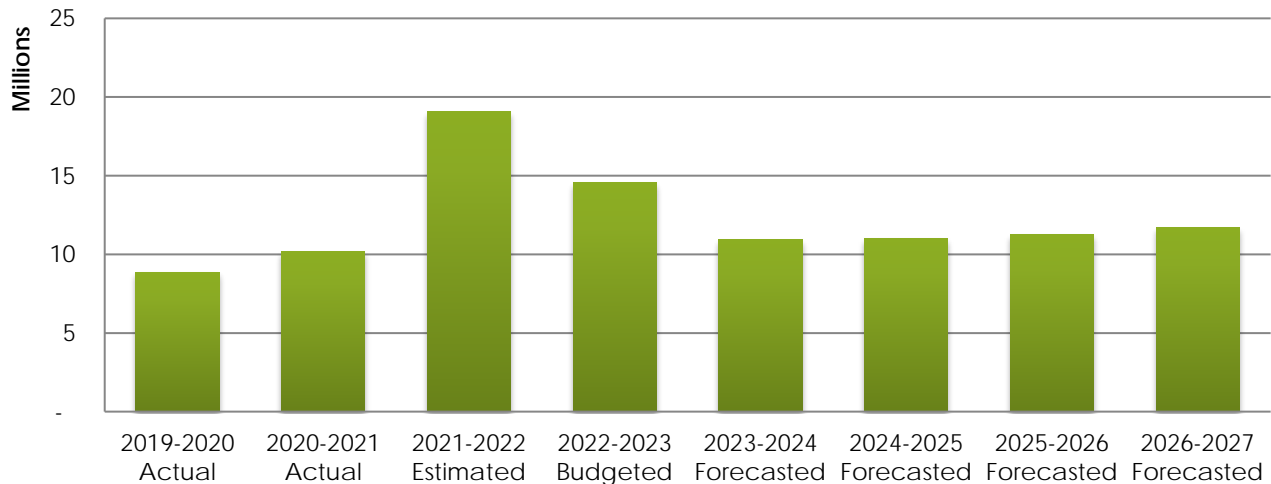
Fiscal year	\$ Revenue	\$ Change	% Change
2019-2020 Actual	3,825,665	218,034	6%
2020-2021 Actual	3,956,482	130,817	3%
2021-2022 Estimated	4,271,391	314,909	8%
2022-2023 Budgeted	4,802,629	531,238	12%
2023-2024 Forecasted	5,023,550	220,921	5%
2024-2025 Forecasted	5,259,657	236,107	5%
2025-2026 Forecasted	5,470,043	210,386	4%
2026-2027 Forecasted	5,662,589	192,546	4%



DEVELOPMENT FEES

- Description** As allowed under A.R.S. §9-463.05, the Town assesses development fees for new construction to offset the cost to the municipality associated with providing necessary public services to a development, including the costs of infrastructure, improvements, real property, financing, engineering/architectural services, associated appurtenances, related equipment and other capital costs. The intent is to ensure that growth “pays for itself,” and current residents are not burdened with additional taxes and fees to defray the capital costs of new development. Development fees are collected with each new building permit.
- Permitted Use** This revenue is utilized to fund the Town’s capital improvement related to growth such as constructing new roads, building new parks and expanding water infrastructure.
- Rate Structure** The Town charges development fees for transportation, parks, water and water reclamation systems and water renewable resources projects. Fees are assessed on each residential dwelling within the defined benefit area. Water system and water resource fees are charged to residential dwellings and commercial development based on the meter service size and number of connections.
- Assumptions** Fiscal year 2023 projections are based on 1,250 Single Family Residential (SFR) permit being issued, after experiencing two 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 2022 and the continued desirability of development in Marana.

Fiscal year	\$ Revenue	\$ Change	% Change
2019-2020 Actual	8,873,629	676,519	8%
2020-2021 Actual	10,188,572	1,314,943	87%
2021-2022 Estimated	19,069,283	8,880,711	87%
2022-2023 Budgeted	14,548,666	(4,520,617)	-24%
2023-2024 Forecasted	10,911,500	(3,637,167)	-25%
2024-2025 Forecasted	11,020,614	109,115	1%
2025-2026 Forecasted	11,241,027	220,412	2%
2026-2027 Forecasted	11,690,668	449,641	4%



WATER SALES

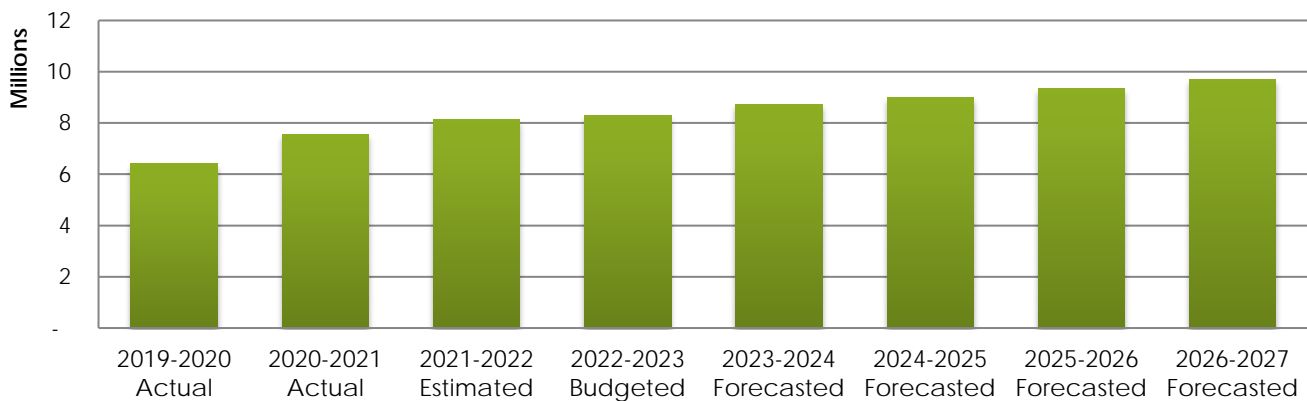
Description The Town provides a potable water system service to residences and commercial customers within the designated service area. Marana Water is financially self-sufficient with funding for most capital and operating requirements derived primarily from rates.

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"	17.77	0-10k	3.50	Multi Family, Commercial, Industrial, Government.	4.41
	3/4"	18.58	10k-20k	4.91		
	1"	19.80	20k-30k	6.31		
	1.5"	29.13	30k-40k	7.89		
	2"	47.80	> 40k	11.38	Standpipe, hydrant/irrigation	4.85
	3"	72.97				

Assumptions For fiscal year 2023, rate revenues are based on the new rate structure plus anticipated new account growth of 2%. The Town commissioned a water rate study in 2019, which found that projected water revenues were not sufficient to meet the daily operational cost and future capital improvements. Accordingly, a 3% rate adjustment is incorporated in the revenue forecast, along with expected customer growth. See the full rate study online at maranaaz.gov.

Fiscal year	\$ Revenue	\$ Change	% Change
2019-2020 Actual	6,416,779	612,491	11%
2020-2021 Actual	7,564,781	1,148,002	18%
2021-2022 Estimated	8,119,614	554,833	7%
2022-2023 Budgeted	8,305,134	185,520	2%
2023-2024 Forecasted	8,720,391	415,257	5%
2024-2025 Forecasted	8,982,002	261,612	3%
2025-2026 Forecasted	9,341,283	359,280	4%
2026-2027 Forecasted	9,714,934	373,651	4%



WATER RECLAMATION SALES

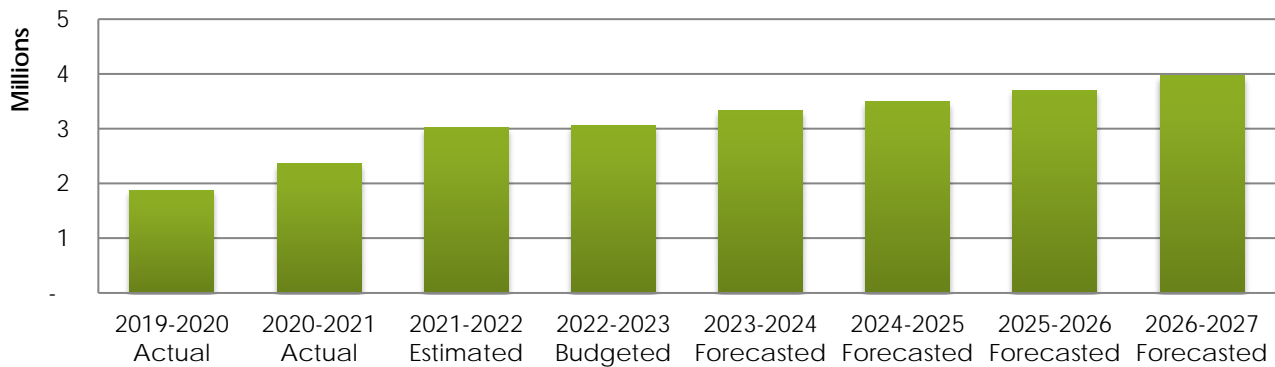
Description The Town charges a fee to each customer having a sewer connection that discharges sewage, industrial waste or other liquids into the Town’s collection system.

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		Volume Rate Per 1,000 gal	
	Meter Size	Rate (\$)	Rate	Rate (\$)
	Per meter	16.02	Sewer Billing	5.16
			Groundwater Resource Fee	1.26

Assumptions Revenues projected for fiscal year 2023 are based on the new rate structure and an anticipated account growth of 4%. The Town commissioned a water rate study in 2019, which found that projected water revenues were not sufficient to meet the daily operational cost and future capital improvements. Accordingly, a 5% rate adjustment is incorporated in the revenue forecast, along with expected customer growth. See the full rate study online at maranaaz.gov.

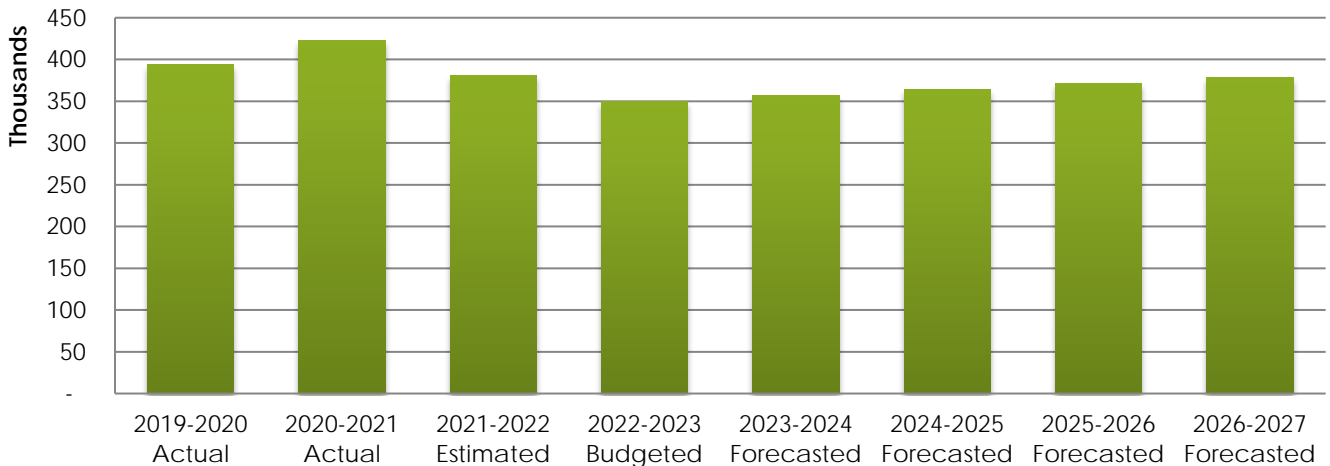
Fiscal year	\$ Revenue	\$ Change	% Change
2019-2020 Actual	1,875,936	247,825	15%
2020-2021 Actual	2,364,595	488,659	26%
2021-2022 Estimated	3,021,723	657,128	28%
2022-2023 Budgeted	3,053,875	32,152	1%
2023-2024 Forecasted	3,328,724	274,849	9%
2024-2025 Forecasted	3,495,160	166,436	5%
2025-2026 Forecasted	3,704,870	209,710	6%
2026-2027 Forecasted	3,964,210	259,341	7%



AIRPORT FEES

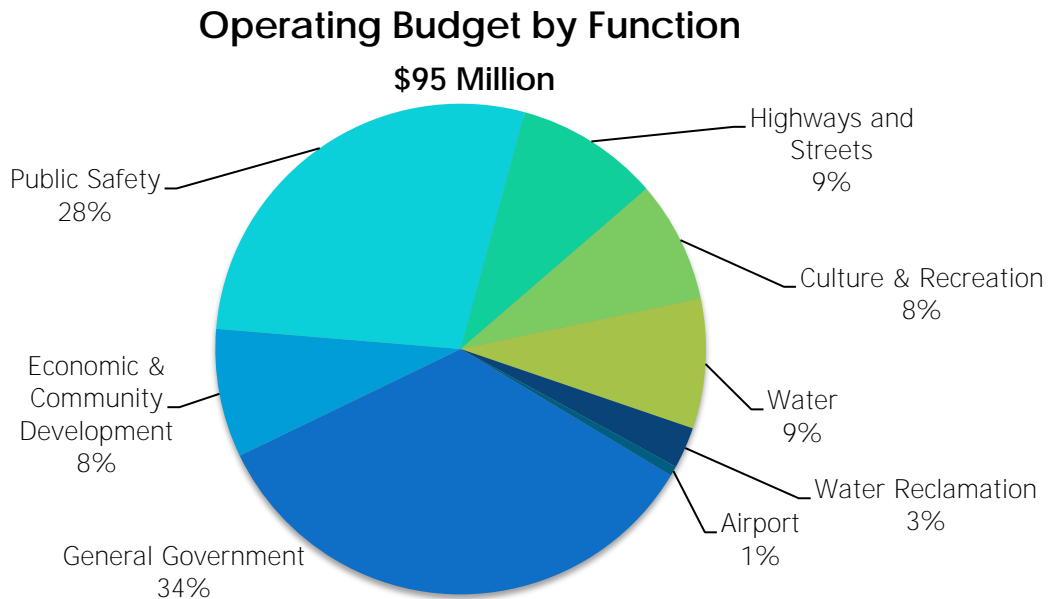
- Description** The Marana Regional Airport receives revenues from air hangar leases, fuel charges, open tie-downs and ground leases.
- Permitted Use** These revenues are not restricted and may be used for any purpose.
- Rate Structure** Pima Aviation, Inc. owns and operates the hangars, covered tie-down 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
2019-2020 Actual	393,856	43608	12%
2020-2021 Actual	423,040	29,184	7%
2021-2022 Estimated	381,073	(41,967)	-10%
2022-2023 Budgeted	349,672	(31,401)	-8%
2023-2024 Forecasted	356,665	6,993	2%
2024-2025 Forecasted	363,799	7,133	2%
2025-2026 Forecasted	371,075	7,276	2%
2026-2027 Forecasted	378,496	7,421	2%

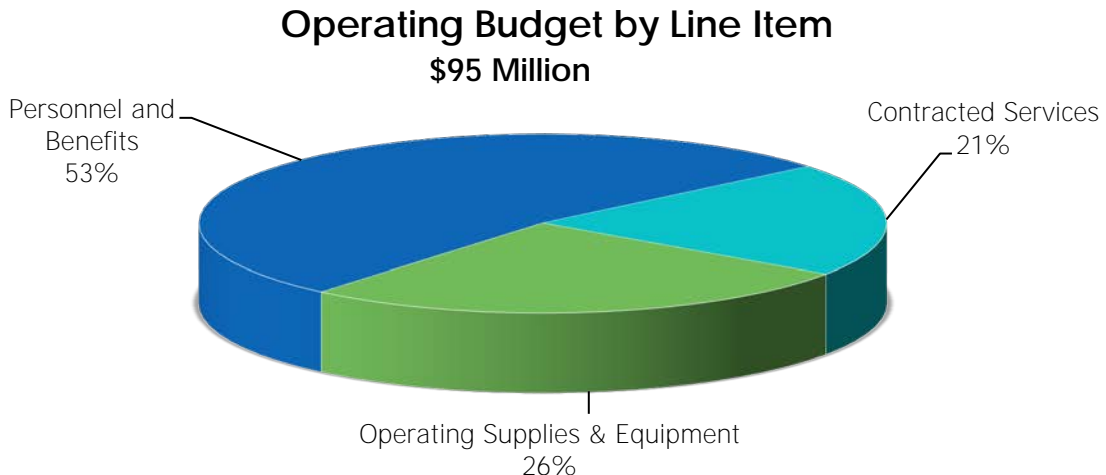


EXPENDITURE SUMMARY

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

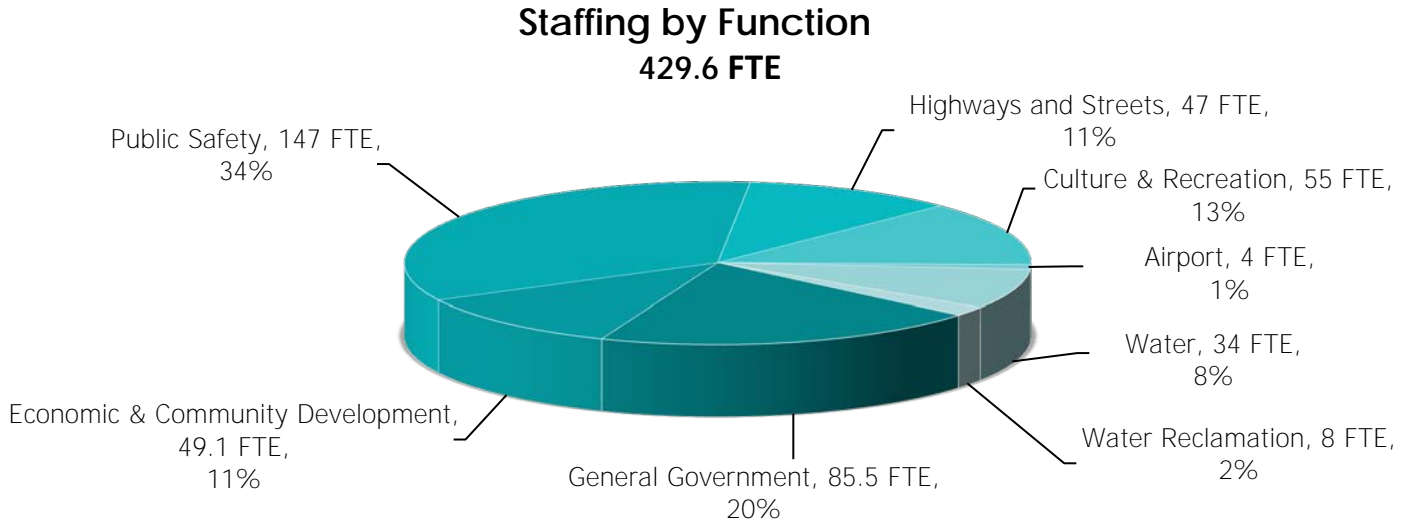


The major expenditures in the operating budget are personnel and benefits at 53%, which include all salaries and benefits for Town staff. Operating supplies and equipment and contractual services comprise 26% and 21%, respectively.



STAFFING SUMMARY

With personnel and benefits comprising 53% 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 25.25 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. Fiscal year 2022 numbers reflect the midyear council approved addition of 2 positions.

Functional Department	2018-2019 Authorized FTE	2019-2020 Authorized FTE	2020-2021 Authorized FTE	2021-2022 Authorized FTE	2022-2023 Authorized FTE
General Government	73.25	75.25	75.25	80.25	85.50
Economic & Community Development	45.50	42.50	42.50	45.50	49.10
Public Safety	131.00	134.00	134.00	139.00	147.00
Highways & Streets	39.00	44.00	44.00	46.00	47.00
Culture & Recreation	40.00	42.00	42.00	52.00	55.00
Airport	3.00	3.00	3.00	3.00	4.00
Water	25.20	27.60	29.60	31.60	34.00
Wastewater	7.00	7.00	7.00	7.00	8.00
Total FTE	363.95	375.35	377.35	404.35	429.60

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

Position Title	FTE	Department	Funding Source
Visual Communications Designer	1.00	Town Manager	General Fund
HRIS Administrator	1.00	Human Resources	General Fund
Safety Compliance Specialist	1.00	Human Resources	General Fund
Customer Service Representative	1.00	Finance	General Fund
Payroll Technician	1.00	Finance	General Fund
Procurement Specialist	1.00	Finance	General Fund
Accounting Associate	0.25	Finance	General Fund
Technology Services Deputy Director	1.00	Technology Services	General Fund
Technology Support Specialist I	1.00	Technology Services	General Fund
Animal Control Officer	0.60	Community & Neighborhood Services	General Fund
Environmental Specialist	1.00	Development Services	General Fund
Engineering Specialist	1.00	Development Services	General Fund
Police Sergeant	1.00	Police	General Fund
Police Officer	3.00	Police	General Fund
Police Detective	2.00	Police	General Fund
Lead Fleet Technician	1.00	Public Works	General Fund
Project Manager	1.00	Public Works	General Fund
Construction Inspector	1.00	Public Works	General Fund
Irrigation Control Technician	1.00	Parks & Recreation	General Fund
Maintenance Associate III	1.00	Parks & Recreation	General Fund
Water Conservation Specialist	1.00	Water	Water
Civil Engineer	1.00	Water	Water
Water Billing Specialist	0.40	Water	Water
Water Reclamation Operator II	1.00	Water Reclamation	Water Reclamation
Total FTE additions	25.25		

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. The addition of 3.4 FTEs in the Water Department will provide needed office support and also help monitor and maintain Town utility assets. The positions, some of which were included within the approved Water rate plan, and are being requested in line with growth goals of the department.

PROJECTION OF FINANCIAL CONDITION BY FUND GROUP

Fund Group	June 30, 2022 Estimated Fund Balance	2022-2023 Estimated Revenue	2022-2023 Estimated Expenditures	Transfers In	Transfers Out	June 30, 2023 Estimated Fund Balance
General Fund	\$98,486,233	\$75,313,782	\$73,268,176	\$ -	\$20,746,340	\$79,785,499
Special Revenue	10,501,737	9,491,436	10,487,968	100,000	-	9,605,205
Capital Projects	49,534,954	33,178,065	71,440,280	50,000	2,082,168	9,240,571
Debt Service	7,216,070	10,182,568	16,411,822	6,354,466	-	7,341,282
Enterprise	21,827,937	39,684,899	56,594,941	24,081,802	7,757,760	21,241,937
Internal Service	2,366,230	5,289,950	5,289,950	-	-	2,366,230
Total All Funds	\$189,933,161	\$173,140,700	\$233,493,137	\$30,586,268	\$30,586,268	\$129,580,724

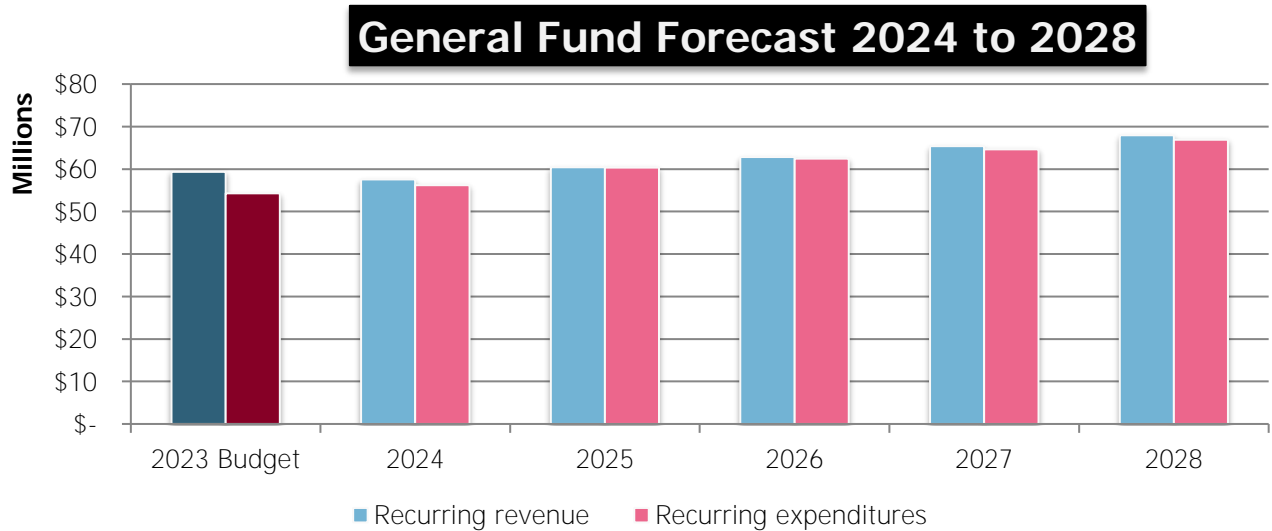
TOWN FUNDS AND FUND BALANCE DETAILED INFORMATION

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 97 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. As a result of these efforts, the Town has maintained healthy reserve balances and, in fact, has increased General Fund balances beyond initial projections. The Town estimates that approximately \$27.1 million will be added to reserve balances for the end of fiscal year 2022.

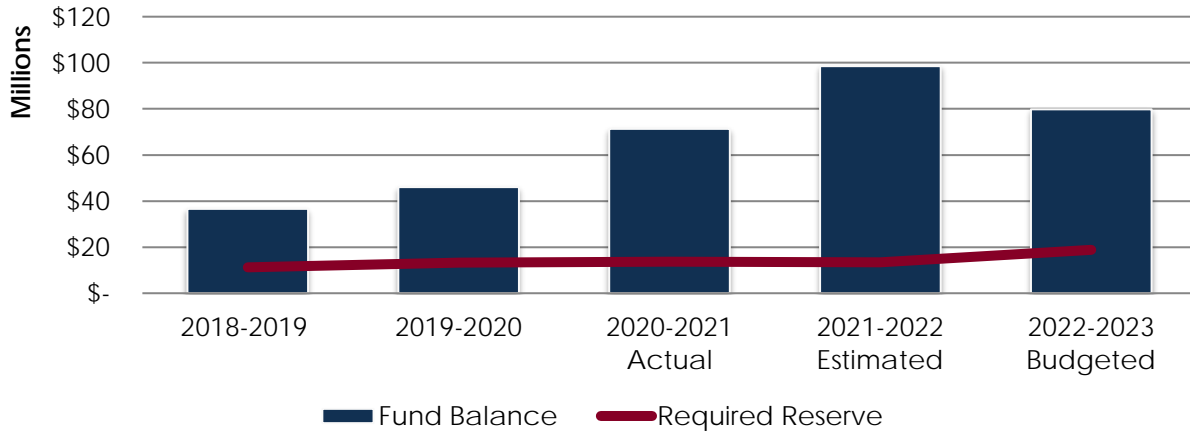
The following chart shows the current year’s recurring revenue and expenditure as well as forecasted recurring revenues and expenditures for the next five fiscal years. Consistent with the Town’s philosophy and Arizona state law to maintain a structurally balanced budget, recurring expenditures are forecasted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



The end of fiscal year 2023 fund balance is projected to be \$79.8 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 106% 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 2023, 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

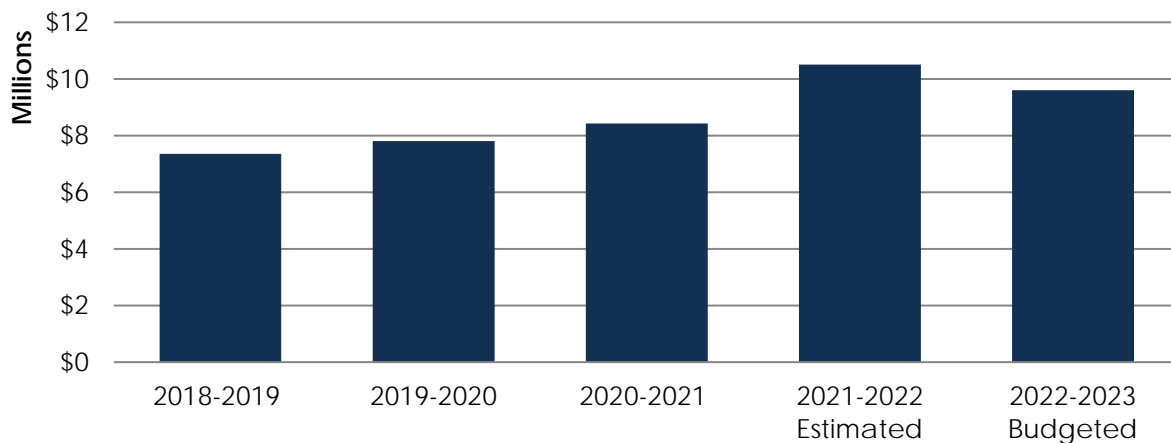


Special Revenue Funds

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. For fiscal year 2023, the Town has budgeted \$2.4 million in funding for unanticipated grants and contributions. This will provide the Town the revenue and expenditure authority required to take advantage of grants and similar opportunities that may occur during the year. Additionally, this funding mechanism removes the impact of grant activity on the operating budgets in the General Fund.

For fiscal year 2023, the largest sources of fund balance for special revenue funds are Highway User Revenue and Bed Tax at \$4.9 million and \$3.5 million respectively. The ending fund balance for fiscal year 2023 is projected to decrease by \$900 thousand due to pavement preservation work carried forward from the prior fiscal year and the one-time purchase of a large grader to replace an aging grader that is beyond its useful life.

Special Revenue Funds Reserve Balances

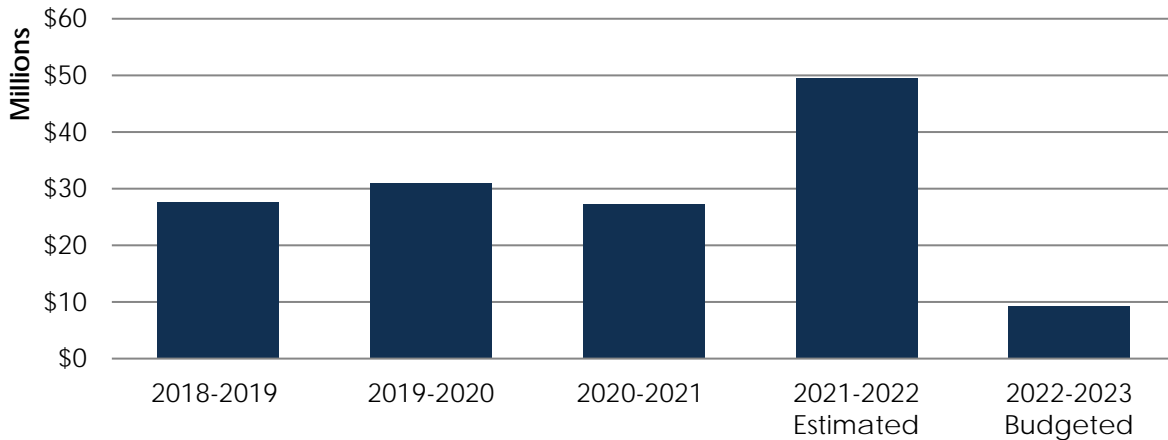


Capital Project Funds

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 2023 is projected to decrease from \$49.5 million to \$9.2 million. This reduction assumes the use of fund balance for a number of capital projects such as the Twin Peaks Rd Rattlesnake Pass Widening (page 132), the Tangerine Farms Road Widening (page 130), and the Lon Adams Road Reconstruction project (page 125).

Capital Project Funds Reserve Balances

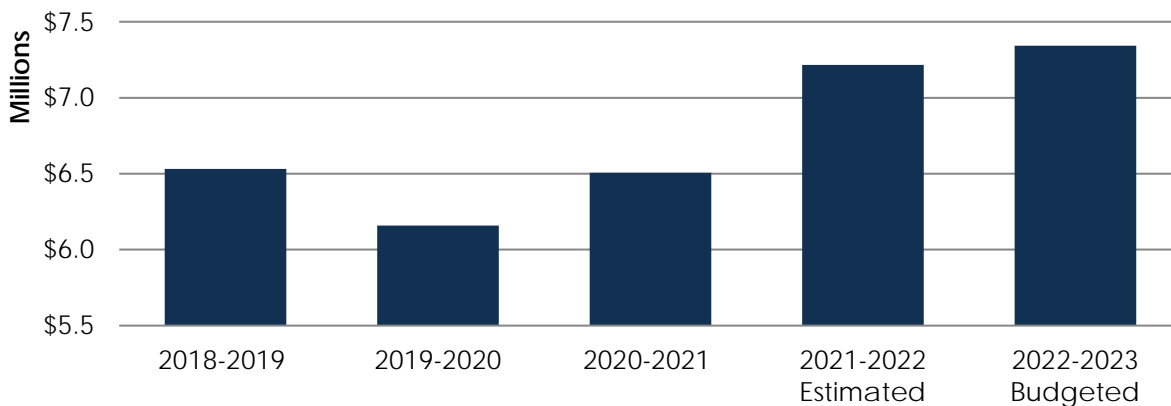


Debt Service Funds

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 2023 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

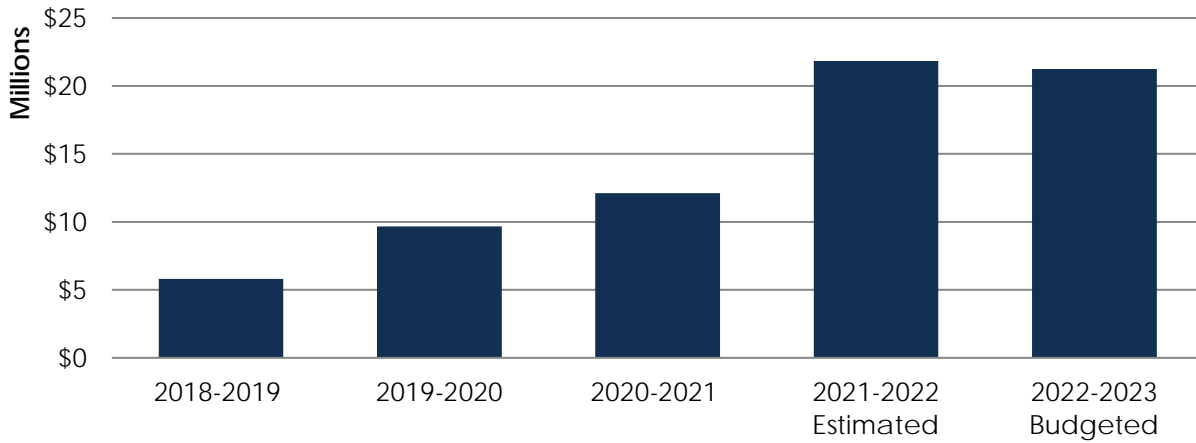


Enterprise Funds

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.

For fiscal year 2023, 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 2023 is \$21.2 million.

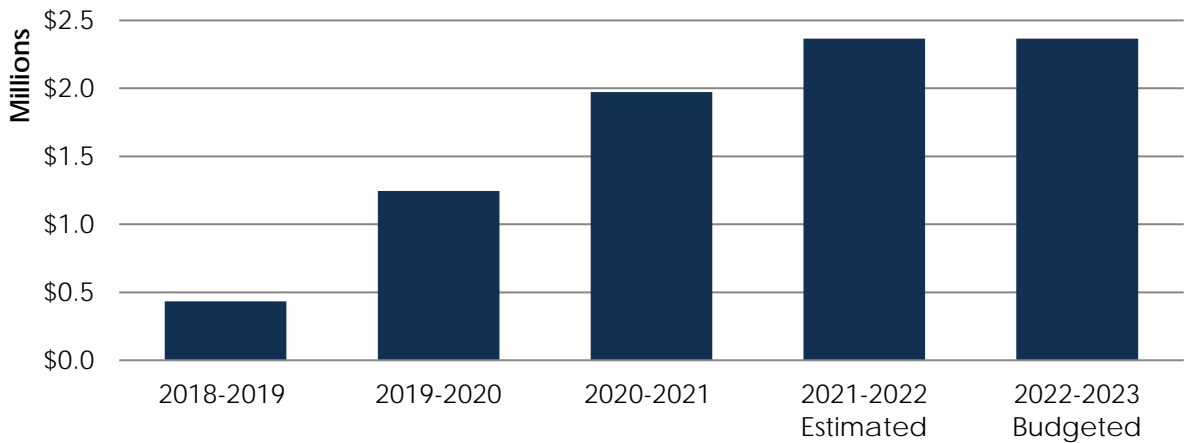
Enterprise Funds Reserve Balances



Internal Service Funds

The internal service funds are used to account for operations serving other funds or departments. The Town has internal service funds for self-insured health and dental benefits. The fund balance for fiscal year 2023 is projected to remain unchanged.

Internal Service Funds Reserve Balances



DEPARTMENT BUDGETS

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

DEPARTMENTAL SUMMARY

The following table provides a summary of the fiscal year 2023 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	-	365,991	-	-	-	-	365,991
Town Manager's Office	8.50	1,794,483	-	-	-	-	1,794,483
Town Clerk	5.00	643,116	-	-	-	-	643,116
Human Resources	10.00	1,409,576	-	-	-	-	1,409,576
Finance Department	19.00	2,040,118	-	-	-	-	2,040,118
Legal Department	9.00	1,204,385	-	-	-	-	1,204,385
Technology Services	20.00	4,405,011	-	-	-	-	4,405,011
Economic Development & Tourism	3.50	315,461	561,333	442,501	-	-	1,319,295
Development Services	35.00	4,479,403	-	213,700	-	-	4,693,103
Police	133.00	25,308,683	889,376	-	-	-	26,198,059
Magistrate Court	14.00	1,248,115	244,305	-	-	-	1,492,420
Public Works	61.00	9,927,376	4,834,644	65,142,496	-	-	79,904,516
Parks & Recreation	55.00	8,390,053	524,050	3,440,333	-	-	12,354,436
Community & Neighborhood Services	10.60	1,302,824	267,435	-	-	-	1,570,259
Water	34.00	-	-	-	-	37,378,527	37,378,527
Water Reclamation	8.00	-	-	-	-	13,045,555	13,045,555
Airport	4.00	-	-	-	-	6,170,859	6,170,859
Non-Departmental	-	10,433,581	3,166,825	2,201,250	16,411,822	5,289,950	37,503,428
Total	<u>429.60</u>	<u>73,268,176</u>	<u>10,487,968</u>	<u>71,440,280</u>	<u>16,411,822</u>	<u>61,884,891</u>	<u>233,493,137</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 2022-2023 is the fifth 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 five focus areas and 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. Their actions are based on solid values, uncompromising integrity, and servant leadership for the community.

Fiscal Year 2021-22 Accomplishments

- Adopted a structurally balanced operating budget.
- Adopted a 2022 AZ Legislative Session Policy Priority Program.
- Obtained community support for a multi-generational recreation center and aquatics facility, including a temporary, half-cent sales tax to fund the project.
- 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 2022-23 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



To promote and increase regionalism with neighboring communities

	FY2021 Actual	FY2022 Target	FY2022 Actual	FY2022 Target Met	FY2023 Target
Number of yearly joint meetings with council members from neighboring communities	0	1	0	X	1

Strategic Goals



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	FY2021 Actual	FY2022 Adopted	FY2023 Adopted	Change FY2022 to FY2023
General Fund	\$317,311	\$374,098	\$365,991	(\$8,107)
Total Budget	\$317,311	\$374,098	\$365,991	(\$8,107)

(1)

Expenditures by Category	FY2021 Actual	FY2022 Adopted	FY2023 Adopted	Change FY2022 to FY2023
Personnel & Benefits	\$311,982	\$319,091	\$310,984	(\$8,107)
Contracted Services	644	40,422	40,422	-
Operating Supplies & Equipment	4,686	14,585	14,585	-
Total Budget	\$317,311	\$374,098	\$365,991	(\$8,107)

(1)

Budget Notes and Significant Changes

-
- 1 Changes to the Mayor & Town Council budget are primarily related to health benefit costs related to enrollment choices.

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


Fiscal Year 2021-22 Accomplishments


- Maintained a structurally balanced budget and strengthened the Town’s financial position.
- Facilitated public open houses on the Town’s water resources to describe steps taken to address water availability on the Colorado River.
- Successfully completed the construction of the Adonis Road Extension Project.
- Hosted a Council retreat which established policy priorities and how to achieve them.
- Updated the Town’s logo and branding materials to celebrate the Town’s 45th year of incorporation.


Fiscal Year 2022-23 Goals & Objectives


- Maintain a structurally balanced budget that advances the priorities identified in the updated Strategic Plan.
- Continue implementation of the Marana 2040 General Plan, including the various master plans and studies described within the plan.
- Coordinate the design and construction of an air traffic control tower at Marana Regional Airport through the Federal Aviation Administration (FAA) Federal Control Tower Program.
- 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

 Invest in community input on Town services					
	FY2021 Actual	FY2022 Target	FY2022 Actual	FY2022 Target Met	FY2023 Target
Development and deployment of survey instruments	Town-wide citizen survey	Administer town-wide citizen survey	-	X	Administer town-wide citizen survey, utilize social media for community input on services

 Foster a culture of innovation throughout the Town organization					
	FY2021 Actual	FY2022 Target	FY2022 Actual	FY2022 Target Met	FY2023 Target
Designate department public relations liaisons	-	Increase efficient flow of information among liaisons	Established connections with departments and updated main contacts	✓	Continue to increase efficient flow of information among liaisons

 Ensure Town information is easily accessible to the public					
	FY2021 Actual	FY2022 Target	FY2022 Actual	FY2022 Target Met	FY2023 Target
Development of transparency apps and platforms	Town performance dashboard	Upgrade & enhance Town performance dashboard	-	X	Upgrade and enhance Town performance dashboard

 Provide high service to other Town departments for marketing and branding					
	FY2021 Actual	FY2022 Target	FY2022 Actual	FY2022 Target Met	FY2023 Target
Frequency of communications with departments during project timeline	10% increase	Additional 5% increase	30% increase	✓	Additional 5% increase
Reduce initial response time for project requests by 20%	20% reduction	Additional 5% reduction	Implemented a 24 hour response email acknowledging receipt of project request; 30% reduction	✓	Additional 5% reduction

Strategic Goals

 COMMERCE	 COMMUNITY	 PROGRESS & INNOVATION	 HERITAGE	 RECREATION
✓ Target Met	X Target Not Met			

N/A - New/Previous Measure



Ensure accurate and timely information is available to employees

	FY2021 Actual	FY2022 Target	FY2022 Actual	FY2022 Target Met	FY2023 Target
Utilize social media, Manager’s Message, MaranaAZ.gov and other media sources	-	Enhance distribution of information to employees by engaging other departments	Partnered with departments to increase social media activity, provided Manager Messages to the website and maintained the MaranaAZ.gov newsroom	✓	Continue to enhance distribution of information to employees by engaging other departments

Strategic Goals



Target Met



Target Not Met

N/A - New/Previous Measure

Department Summary | Town Manager

Staff Summary	FY2021 Actual	FY2022 Adopted	FY2023 Adopted	Change FY2022 to FY2023
Full-time Equivalents	11.50	10.50	8.50	(2.00)
% of town's FTEs			1.98%	

Expenditures By Fund	FY2021 Actual	FY2022 Adopted	FY2023 Adopted	Change FY2022 to FY2023
General Fund	\$1,493,671	\$2,129,569	\$1,794,483	(\$335,086)
Total Budget	\$1,493,671	\$2,129,569	\$1,794,483	(\$335,086)

Expenditures by Category	FY2021 Actual	FY2022 Adopted	FY2023 Adopted	Change FY2022 to FY2023
Personnel & Benefits	\$1,343,963	\$1,340,422	\$1,184,261	(\$156,161) (1)
Contracted Services	61,494	482,052	499,204	17,152 (2)
Operating Supplies & Equipment	88,213	307,095	111,018	(196,077) (3)
Total Budget	\$1,493,671	\$2,129,569	\$1,794,483	(\$335,086)

Budget Notes and Significant Changes

- 1 Personnel & Benefits - Decrease is primarily attributed to the re-assignment of three positions to other departments. Town Engineer position was transferred to the Public Works department. An administrative assistant FTE was re-assigned to the Airport and the Special Events Coordinator position was moved to the Parks and Recreation Department as a the result of a mid year re-organization in FY2022. These decreases were offset by the addition of a new Visual Communications Designer that will help handle the increasing volume of department requests.
- 2 Contracted Services - Includes a number on one-time requests including funds to complete the Master Transportation study, the Town's Strategic plan update, funding for new performance management software, and an update to the Town's website platform. These increase are offset by a reduction of capacity related to Special Events which was transferred to the Parks & Recreation department mid-year in FY2022.
- 3 Operating Supplies & Equipment - Reduction is primarily due to the transfer of Special Events to the Parks & Recreation department mid-year in FY2022.

TOWN CLERK



Overview

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

Fiscal Year 2021-22 Accomplishments

- Transfer Claims Management responsibilities to the newly hired Risk Manager and Human Resources department for processing.
- Updated department processes by training Town department administrative staff in the use of AgendaQuick, and redirecting the preparation of meeting agendas to the Water and Human Resources departments.
- Reduced the number of amendments to a published public meeting agenda during the fiscal year.
- Hired staff to replace departing Clerk office staff.

Fiscal Year 2022-23 Goals & Objectives

- Audit the Town Clerk’s Records Center to ensure accuracy and compliance.
- Conduct a successful election cycle consisting of a primary and general election.
- Fully staff the department and continue providing training to department staff and other staff in using the legislative software and records software.
- Evaluate the need to video stream all public meetings as part of the Town’s transparency policy.

Key Performance Indicators

 **Bring relevant topics to Citizens' Forum for deliberation**

	FY2021 Actual	FY2022 Target	FY2022 Actual	FY2022 Target Met	FY2023 Target
Maintain a minimum of 10-15 delegates; recommendations approved by Council.	Ongoing	Ongoing	13	✓	Ongoing

 **Create a comprehensive preservation policy for historic and culturally significant items**

	FY2021 Actual	FY2022 Target	FY2022 Actual	FY2022 Target Met	FY2023 Target
Start a draft outline within first year, engaging entities such as U of A, AZ State Museum, Sonoran Desert Coalition, Old Pueblo Archaeology, and the AZ State Library Memory Project.	Ongoing	First draft of policy	-	✗	Begin work on first draft of policy

 **Maintain partnership with the Marana Heritage Conservancy and seek out new partnership opportunities**

	FY2021 Actual	FY2022 Target	FY2022 Actual	FY2022 Target Met	FY2023 Target
Identify internal department to assist with collaboration and establishment of programs.	Ongoing	Ongoing	-	✗	Town Manager & Parks

Strategic Goals



Target Met



Target Not Met

N/A - New/Previous Measure

Staff Summary	FY2021 Actual	FY2022 Adopted	FY2023 Adopted	Change FY2022 to FY2023
Full-time Equivalents	5.00	5.00	5.00	-
% of town's FTEs			1.16%	

Expenditures By Fund	FY2021 Actual	FY2022 Adopted	FY2023 Adopted	Change FY2022 to FY2023
General Fund	\$452,183	\$501,892	\$643,116	\$141,224
Total Budget	\$452,183	\$501,892	\$643,116	\$141,224

Expenditures by Category	FY2021 Actual	FY2022 Adopted	FY2023 Adopted	Change FY2022 to FY2023
Personnel & Benefits	\$403,801	\$421,707	\$440,836	\$19,129 (1)
Contracted Services	46,711	23,185	135,680	112,495 (2)
Operating Supplies & Equipment	1,672	7,000	6,600	(400)
Restricted Budget		50,000	60,000	10,000 (3)
Total Budget	\$452,183	\$501,892	\$643,116	\$141,224

Budget Notes and Significant Changes

- 1 Personnel & Benefits - Increase primarily attributed to compensation adjustments as a result of a compensation study being implemented in FY2023.
- 2 Contracted Services - Increase attributed to budget capacity for the scheduled elections in FY2023.
- 3 Restricted Budget - Increase to ensure adequate capacity exists for elections outside the normal election cycle in FY2023.

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 2021-22 Accomplishments

- Provided COVID-19 vaccination sites to organization at the onset of the pandemic.
- Mitigated COVID-19 liability via education and contact tracing.
- Enhanced Risk Management process and reduced liability to organization.

Fiscal Year 2022-23 Goals & Objectives

- Continue to be a driving force to cultivate and promote the Town's goals, strategic plan and cultural values.
- Continue to migrate to paperless processes and data storage.
- Continue to educate on workplace injuries and enhance claims management process.
- Continue to educate organization to mitigate COVID-19 liability.
- Implement an electronic interactive on-boarding & orientation process.

Key Performance Indicators

	FY2021	FY2022	FY2022	FY2022	FY2023
	Actual	Target	Actual	Target Met	Target
Increase the number of touch base meetings	See Note	60%	303	✓	5%

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

	FY2021	FY2022	FY2022	FY2022	FY2023
	Actual	Target	Actual	Target Met	Target
Increase the number of contacts with Town staff via meetings, touch base, trainings and presentations.	N/A	N/A	520	N/A	5%

Strategic Goals



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

Department Summary | Human Resources

Staff Summary	FY2021 Actual	FY2022 Adopted	FY2023 Adopted	Change FY2022 to FY2023
Full-time Equivalents	7.00	8.00	10.00	2.00
% of town's FTEs			2.33%	

Expenditures By Fund	FY2021 Actual	FY2022 Adopted	FY2023 Adopted	Change FY2022 to FY2023
General Fund	\$768,254	\$1,073,177	\$1,409,576	\$336,399
Total Budget	\$768,254	\$1,073,177	\$1,409,576	\$336,399

Expenditures by Category	FY2021 Actual	FY2022 Adopted	FY2023 Adopted	Change FY2022 to FY2023
Personnel & Benefits	\$661,167	\$860,368	\$1,084,614	\$224,246 (1)
Contracted Services	15,745	42,340	109,870	67,530 (2)
Operating Supplies & Equipment	91,343	165,469	178,592	13,123 (3)
Capital Outlay	-	-	36,500	36,500 (4)
Restricted Budget	-	5,000	-	(5,000)
Total Budget	\$768,254	\$1,073,177	\$1,409,576	\$336,399

Budget Notes and Significant Changes

- 1 Personnel & Benefits - Increase primarily attributed to compensation adjustments as a result of a compensation study being implemented in FY2023 as well as the addition of a Systems Administrator and Safety Compliance Specialist FTE that will help manage the Town's ERP system as well as other HR related systems and ensure we remain compliant with numerous regulatory requirements.
- 2 Contracted Services - Increase attributed to increased funding for recruitment expenses due to higher rates of turnover and large number of new positions and additional funding for travel and training some of which was cancelled in prior years due to the pandemic.
- 3 Operating Supplies & Equipment - Increase attributed with the supplies and equipment for new positions.
- 4 Capital Outlay - 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 2021-22 Accomplishments

- Received the 14th 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 13th consecutive year.
- Assisted with the successful implementation of a new utility billing system.
- Implemented a new cost allocation plan.
- Established and implemented a paperless workflow process for invoice approvals.


Fiscal Year 2022-23 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 a permanent adjustment of the Alternative Expenditure Limitation for the Town of Marana.
- Implement a new financial reporting software application.


Key Performance Indicators

 **Maintain or improve credit rating**


	FY2021 Actual	FY2022 Target	FY2022 Actual	FY2022 Target Met	FY2023 Target
Bond rating Excise Tax Revenue Obligations: Standard & Poor's	AA	AA	AA	✓	AA

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

	FY2021 Actual	FY2022 Target	FY2022 Actual	FY2022 Target Met	FY2023 Target
Unmodified audit opinion in financial statements by external CPA firm	No	Yes	Yes	✓	Yes

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

	FY2021 Actual	FY2022 Target	FY2022 Actual	FY2022 Target Met	FY2023 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**

	FY2021 Actual	FY2022 Target	FY2022 Actual	FY2022 Target Met	FY2023 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

Strategic Goals


COMMERCE


COMMUNITY


PROGRESS & INNOVATION


HERITAGE


RECREATION

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



Reasonably conservative budget, maximized use of available funds, and a structurally balanced budget

	FY2021 Actual	FY2022 Target	FY2022 Actual	FY2022 Target Met	FY2023 Target
Variance from budget to actual: Operating revenues	+22%	±5%	+21%	X	±5%
Variance from budget to actual: Operating expenses	±5%	±5%	-8%	X	±5%

Strategic Goals



COMMERCE



COMMUNITY



PROGRESS &
INNOVATION



HERITAGE



RECREATION



Target Met



Target Not Met

N/A - New/Previous Measure

Staff Summary	FY2021 Actual	FY2022 Adopted	FY2023 Adopted	Change FY2022 to FY2023
Full-time Equivalents	16.25	15.75	19.00	3.25
% of town's FTEs			4.42%	

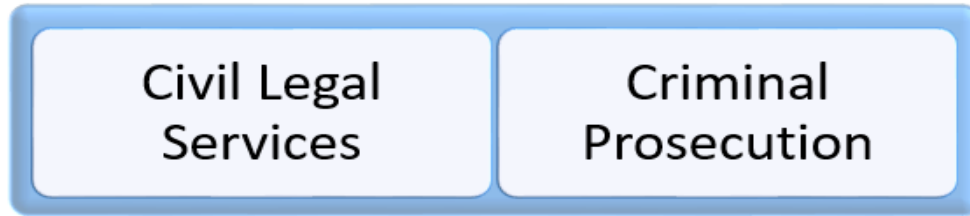
Expenditures By Fund	FY2021 Actual	FY2022 Adopted	FY2023 Adopted	Change FY2022 to FY2023
General Fund	\$1,375,345	\$1,571,532	\$2,040,118	\$468,586
Total Budget	\$1,375,345	\$1,571,532	\$2,040,118	\$468,586

Expenditures by Category	FY2021 Actual	FY2022 Adopted	FY2023 Adopted	Change FY2022 to FY2023
Personnel & Benefits	\$1,250,177	\$1,416,035	\$1,749,812	\$333,777 (1)
Contracted Services	118,998	140,697	209,317	68,620 (2)
Operating Supplies & Equipment	6,170	14,800	30,989	16,189 (3)
Restricted	-	-	50,000	50,000 (4)
Total Budget	\$1,375,345	\$1,571,532	\$2,040,118	\$468,586

Budget Notes and Significant Changes

- 1 Personnel & Benefits - Increase primarily attributed to compensation adjustments as a result of a compensation study being implemented in FY2023 as well as the addition of three new positions and an increase of an existing part time position to a full FTE that will help continue to provide customer service to both our residents and departments and deal with the ever increasing volume of work. New positions will be assigned to the customer service area, accounts payable, payroll and procurement.
- 2 Contracted Services - Increase primarily attributed to funding for the acquisition of new financial reporting software to replace the existing failing software, and for anticipated increased banking service fees which will be offset with correspondingly greater interest revenues as interest rates increase over the course of the fiscal year.
- 3 Operating Supplies & Equipment - Increase are attributed to the furniture and equipment related to the three new positions mentioned above.
- 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.

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 2021-22 Accomplishments

- Assisted the Development Services Department in finalizing comprehensive revisions to the Land Development Code.
- Assisted the Community Development & Neighborhood Services Department with drafting and adoption of the Town's new Public Nuisance and Property Preservation Ordinance.
- Assisted with legal interpretation of the American Rescue Plan Act of 2021 (ARPA) and identification of projects eligible for funding.
- Assisted the Human Resources Department in implementing new employee benefits regarding shift differential pay, second language pay, and holiday pay, including drafting and revising policies and directives, and training Town personnel.
- Provided top-quality municipal criminal and code enforcement, including efficiently and fairly handling 515 criminal prosecutions, 2 appeals, 7 aggressive dog designation cases (new this year) and 6 code enforcement cases in the first five and half months of FY2021.

Fiscal Year 2022-23 Goals & Objectives

- Assist Capital Improvements Program and Parks and Recreation with completion of acquisition of property rights from CalPortland for the extension of the Santa Cruz River Shared Use Path (part of the C. H. Huckelberry Loop).
- 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 implementation of updated infrastructure improvement plans, land use assumptions, and development impact fees for Water, Wastewater, Streets and Parks.
- Assist with all legal aspects of design and construction of the Town's new Multi-Generational Community Center and Aquatic Facility.

Key Performance Indicators



Efficiently and effectively prosecute misdemeanor cases

	FY2021 Actual	FY2022 Target	FY2022 Actual	FY2022 Target Met	FY2023 Target
% of cases with initial victim notices sent out by first pretrial conference	100%	100%	100%	✓	100%
Ratio of cases disposed to cases filed	100%	100%	84%	✗	90%



Provide timely and accurate legal advice to the Town

	FY2021 Actual	FY2022 Target	FY2022 Actual	FY2022 Target Met	FY2023 Target
% of successful outcomes in personnel matters	100%	95%	100%	✓	95%
% of ordinances/resolutions drafted within 30 days of request	97%	90%	95%	✓	90%

Strategic Goals



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

Staff Summary	FY2021 Actual	FY2022 Adopted	FY2023 Adopted	Change FY2022 to FY2023
Full-time Equivalents	7.50	9.00	9.00	-
% of town's FTEs			2.09%	

Expenditures By Fund	FY2021 Actual	FY2022 Adopted	FY2023 Adopted	Change FY2022 to FY2023
General Fund	\$917,581	\$1,112,888	\$1,204,385	\$91,497
Total Budget	\$917,581	\$1,112,888	\$1,204,385	\$91,497

Expenditures by Category	FY2021 Actual	FY2022 Adopted	FY2023 Adopted	Change FY2022 to FY2023
Personnel & Benefits	\$835,028	\$957,344	\$1,037,356	\$80,012 (1)
Contracted Services	77,565	143,244	164,029	20,785 (2)
Operating Supplies & Equipment	4,988	12,300	3,000	(9,300) (3)
Total Budget	\$917,581	\$1,112,888	\$1,204,385	\$91,497

Budget Notes and Significant Changes

- 1 Personnel & Benefits - Increase primarily attributed to compensation adjustments as a result of a compensation study being implemented in FY2023.
- 2 Contracted Services - Increase to provide funding for outside counsel fees related to ongoing legal matters.
- 3 Operating Supplies & Equipment - The decrease is primarily attributed to one-time funding for furniture and equipment related to a new position added in FY2022.

TECHNOLOGY SERVICES

Infrastructure

Applications

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 2021-22 Accomplishments

- Implemented multifactor authentication and single sign-on capabilities.
- Implemented a mobile device management solution.
- Developed a new project management intake and prioritization process.
- Migrated the Town to a new Internet and WAN provider--increasing the Town's internet bandwidth by 2000%.
- Implemented SIEM and advanced threat detection security tools.

Fiscal Year 2022-23 Goals & Objectives

- Migrate on premise email to Microsoft Office 365 - to include SharePoint on premise migration.
- Select and implement a new permitting and licensing system.
- Continue expansion of Town's cybersecurity initiatives.
- Develop an Asset Management strategic plan.

Key Performance Indicators



To increase the availability of Town network and server resources

	FY2021	FY2022	FY2022	FY2022	FY2023
	Actual	Target	Actual	Target Met	Target
Network and servers availability	96.25%	99.00%	98%	X	99%



Efficient resolution of Town technology issues

	FY2021	FY2022	FY2022	FY2022	FY2023
	Actual	Target	Actual	Target Met	Target
Resolve incident tickets submitted to the Help Desk within the defined Service Level Objective	82%	80%	89%	✓	85%



Timely development of application features and functionality

	FY2021	FY2022	FY2022	FY2022	FY2023
	Actual	Target	Actual	Target Met	Target
Length of time new application features or tasks take to move from one status to another	28 days	15	65 days	X	30 days



Increase cybersecurity awareness Town-wide

	FY2021	FY2022	FY2022	FY2022	FY2023
	Actual	Target	Actual	Target Met	Target
The average monthly percentage of staff completing security awareness training	79.58%	75.00%	76%	✓	80%



Increase cybersecurity awareness Town-wide

	FY2021	FY2022	FY2022	FY2022	FY2023
	Actual	Target	Actual	Target Met	Target
The average monthly percentage of staffing failing internal phishing tests	3.85%	1.00%	4.49%	X	2%

Strategic Goals



N/A - New/Previous Measure

Department Summary | Technology Services

Staff Summary	FY2021 Actual	FY2022 Adopted	FY2023 Adopted	Change FY2022 to FY2023
Full-time Equivalents	14.00	18.00	20.00	2.00
% of town's FTEs			4.66%	

Expenditures By Fund	FY2021 Actual	FY2022 Adopted	FY2023 Adopted	Change FY2022 to FY2023
General Fund	\$2,658,235	\$3,583,367	\$4,405,011	\$821,644
Total Budget	\$2,658,235	\$3,583,367	\$4,405,011	\$821,644

Expenditures by Category	FY2021 Actual	FY2022 Adopted	FY2023 Adopted	Change FY2022 to FY2023
Personnel & Benefits	\$1,175,817	\$1,682,092	\$1,900,761	\$218,669 (1)
Contracted Services	1,099,438	1,480,325	2,239,894	759,569 (2)
Operating Supplies & Equipment	315,008	420,950	264,356	(156,594) (3)
Capital Outlay	67,973	-	-	-
Total Budget	\$2,658,235	\$3,583,367	\$4,405,011	\$821,644

Budget Notes and Significant Changes

- 1 Personnel & Benefits - Increase primarily attributed to compensation adjustments as a result of a compensation study being implemented in FY2023 as well as the addition of two new positions that will help enhance security measures and provide additional support to departments.

- 2 Contracted Services - Increase is primarily associated with an increase 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 a hardware and equipment to replace existing aging equipment in a number of locations including Council Chambers.

- 3 Operating Supplies & Equipment - This line item includes a number of one-time equipment purchases. Additional budget was included in the prior fiscal year to purchase equipment which was deferred during the onset of the pandemic. The current year reduction represents a return to the normal funding levels which include computer and police radio replacements.

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 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 division'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 2021-22 Accomplishments

- Building Safety: Simplified permit reviews where permit techs/coordinator complete general plan review - over-the-counter issuance.
- Planning: Planning staff, collaborating 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: Updating the Town's storm water ordinance to comply with the new MS4 Permit.
- Real Property: Bringing Real Property services and staff back in-house.
- Development Engineering: Standardizing applications, forms and checklists as well as converting them to electronic submittals and fillable forms.

Fiscal Year 2022-23 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: Mapping of 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: To streamline the permitting and inspection process.

Key Performance Indicators

 Ensure sufficient response to public for permitting and inspections

	FY2021 Actual	FY2022 Target	FY2022 Actual	FY2022 Target Met	FY2023 Target
Single family dwelling plans reviewed within five days	96%	90%	96%	✓	96%
Model plan reviews completed within five days	90%	70%	92%	✓	92%
Field inspections completed within 1 business day of request	99.50%	100%	99%	✗	99%

 Streamline public processes to facilitate work with public and developers

	FY2021 Actual	FY2022 Target	FY2022 Actual	FY2022 Target Met	FY2023 Target
In-house plan reviews as a % of total plan reviews taken	100%	90%	100%	✓	100%

 Perform inspections for building code compliance

	FY2021 Actual	FY2022 Target	FY2022 Actual	FY2022 Target Met	FY2023 Target
Build Code Compliance inspections performed	17,224	17,000	17,172	✓	17,500

 To provide exceptional customer service through our Development and Utility Services

	FY2021 Actual	FY2022 Target	FY2022 Actual	FY2022 Target Met	FY2023 Target
% development of related projects reviewed within assigned time (first submittal)	95%	95%	95%	✓	95%
% of permits approved within assigned time frame	97%	95%	97%	✓	97%

Strategic Goals


COMMERCE


COMMUNITY


PROGRESS & INNOVATION


HERITAGE


RECREATION

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

Department Summary | Development Services

Staff Summary	FY2021 Actual	FY2022 Adopted	FY2023 Adopted	Change FY2022 to FY2023
Full-time Equivalents	30.00	31.00	35.00	4.00
% of town's FTEs			8.15%	

Expenditures By Fund	FY2021 Actual	FY2022 Adopted	FY2023 Adopted	Change FY2022 to FY2023
General Fund	\$3,120,339	\$3,175,614	\$4,479,403	\$1,303,789
Downtown Reinvestment Fund	10,040	333,555	213,700	(119,855)
Total Budget	\$3,130,379	\$3,509,169	\$4,693,103	\$1,183,934

Expenditures by Category	FY2021 Actual	FY2022 Adopted	FY2023 Adopted	Change FY2022 to FY2023
Personnel & Benefits	\$2,788,354	\$2,780,638	\$3,317,918	\$537,280
Contracted Services	246,693	230,628	844,148	613,520
Operating Supplies & Equipment	59,848	70,828	203,537	132,709
Capital Outlay	35,484	352,075	327,500	(24,575)
Restricted Budget	-	75,000	-	(75,000)
Total Budget	\$3,130,379	\$3,509,169	\$4,693,103	\$1,183,934

Budget Notes and Significant Changes

- 1 Personnel & Benefits - Increase primarily attributed to compensation adjustments as a result of a compensation study being implemented in FY2023 as well as the addition of four new positions, two of which were approved by Council mid-year in FY2022. New positions will help the department manage the greatly increased volume experienced due to the growth in development activity.
- 2 Contracted Services - Increase primarily due to the inclusion of budget capacity for the development of a master plan identified in the 2040 General Plan and additional credit card fees, resulting from the greatly increased volume in permit issuance. Additional capacity has also been included for 3rd-party plan review on call services and for the creation of a drainage study reference document to be used by all engineers developing in the Town of Marana.
- 3 Operating Supplies & Equipment - Increase is associated with 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 - Budget capacity includes 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.

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 2021-22 Accomplishments

- Tourism Master Plan Request For Proposal ready to launch.
- Launched new shopping campaigns with El Imparcial to enhance reach to Mexico market.
- Launched small-scaled military family program through SAAA to enhance visitation within regional drive markets.
- Attracted JD Russell, Southwest Gas, PSE Archery, and PVB Fabrications to the Town.
- Platted and rezoned 55 acres at Airport for development opportunities.

Fiscal Year 2022-23 Goals & Objectives

- Re-fresh and re-boot series of short promotional videos to target new visitor profile.
- Migrate DiscoverMarana.org to new operating system with updated branding photos.
- Develop and implement a professional studies program for high school upperclassmen, in conjunction with the Marana Unified School District, the Marana Chamber of Commerce, and the business community. This will serve as both a workforce development and business retention and expansion strategy.
- Advance the development of Marana Main Street, in line with the Town's Economic Development Strategic Plan.
- Continue to recruit, retain, and expand retail, commercial, and industrial tenants to the Town.

Key Performance Indicators



To maintain a sustainable increase in living standards and quality of life in Marana

	FY2021 Actual	FY2022 Target	FY2022 Actual	FY2022 Target Met	FY2023 Target
Connecting people with decision making tools	10% YoY increase	10% YoY increase	20%	✓	10%
Response rate on RFI within 24 hours of unsolicited inquiries	100%	100%	100%	✓	100%
Increase of unsolicited inquiries	40%	10%	70%	✓	40%
Implementation of the Econ. Dev. Strategic Plan by marketing the four focus areas	1 campaign	2 campaign	1 campaign	✗	1 campaign



Influencing visitation and purchasing decisions in the Town of Marana

	FY2021 Actual	FY2022 Target	FY2022 Actual	FY2022 Target Met	FY2023 Target
Increase of organic website traffic	391%	10%	154%*	✓	200%
Increase personal responsive interactions	25%	15%	100%	✓	50%
Creating and innovating tourism products	1	1	2	✓	2
Influencing travel stays (marketing campaigns)	10	15	13	✗	15

*Compared to 2019 annual traffic, not 2020

Strategic Goals

COMMERCE

COMMUNITY

PROGRESS & INNOVATION

HERITAGE

RECREATION

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

Department Summary | Economic Development and Tourism

Staff Summary	FY2021 Actual	FY2022 Adopted	FY2023 Adopted	Change FY2022 to FY2023
Full-time Equivalents	3.50	3.50	3.50	-
% of town's FTEs			0.81%	

Expenditures By Fund	FY2021 Actual	FY2022 Adopted	FY2023 Adopted	Change FY2022 to FY2023
General Fund	\$199,894	\$311,435	\$315,461	\$4,026
Bed Tax Fund	255,206	494,923	561,333	66,410 (2)
Downtown Reinvestment Fund	-	425,000	425,000	-
PAG - Econ & Tourism	30,578	17,500	17,501	1
Total Budget	\$485,678	\$1,248,858	\$1,319,295	\$70,437

Expenditures by Category	FY2021 Actual	FY2022 Adopted	FY2023 Adopted	Change FY2022 to FY2023
Personnel & Benefits	\$298,818	\$398,721	\$402,711	\$3,990 (1)
Contracted Services	153,297	708,330	813,681	105,351 (2)
Operating Supplies & Equipment	2,985	3,700	2,410	(1,290)
Capital Outlay	30,578	17,500	17,501	1 (3)
Restricted Budget	-	120,607	82,992	(37,615) (4)
Total Budget	\$485,678	\$1,248,858	\$1,319,295	\$70,437

Budget Notes and Significant Changes

- 1 Personnel & Benefits - Increase primarily attributed to compensation adjustments as a result of a compensation study being implemented in FY2023. □
- 2 Contracted Services - Increase primarily attributed to funding in the Bed Tax Fund toward the update of the Town's Discover Marana website.
- 3 Capital Outlay - Associated with the installation of the TABY grant related artwork at the downtown roundabout in case the project is not completed by the end of FY2022.
- 4 Restricted Budget - Restricted funding programmed to balance the Bed Tax Fund.

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 2021-22 Accomplishments

- Achieved reaccreditation for the 3rd year.
- Replaced weapons system from .40 cal to 9mm complete with red dot aiming system.
- Implemented a Drone Program to assist with speeding up serious/fatal accident investigations, search for lost hikers and children, and search for fleeing suspects.

Fiscal Year 2022-23 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 2021 ranking.

Key Performance Indicators

 To maintain a safe community for all Marana residents, citizens, and visitors	FY2021 Actual	FY2022 Target	FY2022 Actual	FY2022 Target Met	FY2023 Target
Maintain or exceed department clearance rates for all part 1 crimes* as compared to the previous year	33.2	33.2	34.9	✓	36.6
Maintain or reduce total number of part 1 crimes* (excluding shoplifting) per 1,000 residents as compared to the previous year	11.5	33.2	10.9	✓	10.4
Maintain or reduce traffic collision rates based on total number of collisions per 1,000 residents as compared to the previous year	17.1	17.1	16.2	✓	15.4
Part 1 Violent Crime rate per 1,000	0.90	N/A	0.86	N/A	0.81
Part 1 Property Crime rate per 1,000 (includes shoplifting)	23.0	N/A	21.8	N/A	20.8
Part 1 Property Crime rate per 1,000 (excludes shoplifting)	10.6	N/A	10.1	N/A	9.5

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

Strategic Goals


 COMMERCE


 COMMUNITY


 PROGRESS & INNOVATION


 HERITAGE


 RECREATION

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

Staff Summary	FY2021 Actual	FY2022 Adopted	FY2023 Adopted	Change FY2022 to FY2023
Full-time Equivalents	121.00	127.00	133.00	6.00
% of town's FTEs			30.96%	

Expenditures By Fund	FY2021 Actual	FY2022 Adopted	FY2023 Adopted	Change FY2022 to FY2023
General Fund	\$14,372,575	\$16,391,711	\$25,308,683	\$8,916,972 (1)
Grants & Contributions Fund	1,337,605	1,468,154	767,149	(701,005) (5)
RICO Fund	153,794	127,500	87,500	(40,000)
Police Impound Fund	65,652	34,727	34,727	-
Total Budget	\$15,929,626	\$18,022,092	\$26,198,059	\$8,175,967

Expenditures by Category	FY2021 Actual	FY2022 Adopted	FY2023 Adopted	Change FY2022 to FY2023
Personnel & Benefits	\$13,965,470	\$15,278,959	\$22,939,458	\$7,660,499 (1)
Contracted Services	351,730	605,206	673,821	68,615 (2)
Operating Supplies & Equipment	1,443,271	1,502,927	1,551,072	48,145 (3)
Capital Outlay	169,155	605,000	1,033,708	428,708 (4)
Restricted Budget		30,000	-	(30,000)
Total Budget	\$15,929,626	\$18,022,092	\$26,198,059	\$8,175,967

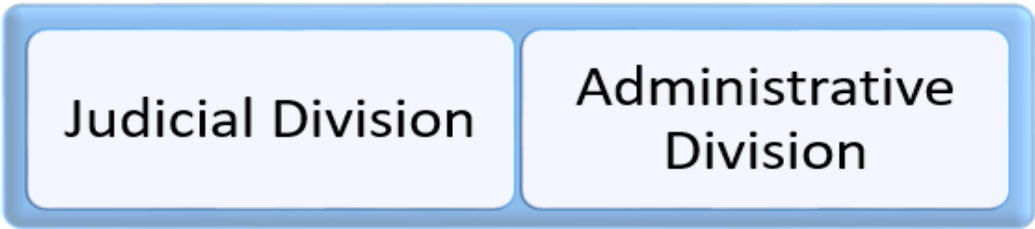
Budget Notes and Significant Changes

- 1 Personnel & Benefits - Increase primarily attributed to a one-time \$6 million contribution into the department's pension fund to reduce the unfunded liability by about one third. Increase also includes compensation adjustments as a result of a compensation study being implemented in FY2023 as wells as the addition of six new positions, which include three officers, one sergeant and two detectives.
- 2 Contracted Services - Increase is primarily attributed to additional budget capacity in anticipation of a change in internal policy which will charge the full deductible of claims to department budgets allowing for full costing of such expenses.
- 3 Operating Supplies & Equipment - Increase attributed to a number of factors including increase 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 - Funding for vehicle purchases for the six new positions as well as carry over amounts from the prior year budget as the Town continues to deal with supply chain disruptions and potential delivery delays for vehicles already on order.

- 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 2021-22 Accomplishments

- Successfully installed and operated a publicly accessible computer kiosk in the court lobby for plaintiffs to use to initiate protective order petitions.
- Court security officers successfully completed the Court Security Officer training academy and Firearms academy and are certified and authorized by the Arizona Supreme Court to carry firearms.
- Completed construction and began utilization of the court's Jury Assembly Room.
- Completed research regarding Town Public Defender and transferred project to Executive Branch for further review and possible implementation.
- Began exploration of transitioning to paperless court files.

Fiscal Year 2022-23 Goals & Objectives

- Continue exploration of transition to paperless court files.
- Begin exploration of ways to improve the functionality of the court's case management system in conjunction with Technology Services and the Arizona Supreme Court.
- Work to increase effectiveness of court monitored probation and diversion.
- Continue working to provide robust resources to unrepresented parties appearing in Marana Court.

Key Performance Indicators

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

	FY2021	FY2022	FY2022	FY2022	FY2023
	Actual	Target	Actual	Target Met	Target
Percentage of cases with customer service complaints	<1%	<1%	<1%	✓	<1%
Percentage of cases adjudicated	100%	100%	100%	✓	100%
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

	FY2021	FY2022	FY2022	FY2022	FY2023
	Actual	Target	Actual	Target Met	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

	FY2021	FY2022	FY2022	FY2022	FY2023
	Actual	Target	Actual	Target Met	Target
Percentage of timely disbursements for bond refunds, restitution orders, fees to other government agencies, and payment for services	100%	100%	100%	✓	100%

Strategic Goals



COMMERCE



COMMUNITY



PROGRESS & INNOVATION



HERITAGE



RECREATION

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

Staff Summary	FY2021 Actual	FY2022 Adopted	FY2023 Adopted	Change FY2022 to FY2023
Full-time Equivalents	14.00	14.00	14.00	-
% of town's FTEs			3.26%	

Expenditures By Fund	FY2021 Actual	FY2022 Adopted	FY2023 Adopted	Change FY2022 to FY2023
General Fund	\$1,088,655	\$1,247,301	\$1,248,115	\$814
JCEF Fund	320	131,805	131,805	-
Fill the Gap Fund	-	34,500	34,500	-
Local Technology Fund	207,119	437,500	78,000	(359,500) (3)
Total Budget	\$1,296,094	\$1,851,106	\$1,492,420	(\$358,686)

Expenditures by Category	FY2021 Actual	FY2022 Adopted	FY2023 Adopted	Change FY2022 to FY2023
Personnel & Benefits	\$1,002,652	\$1,127,251	\$1,138,915	\$11,664 (1)
Contracted Services	94,995	224,750	206,600	(18,150) (2)
Operating Supplies & Equipment	12,128	149,105	146,905	(2,200)
Capital Outlay	186,319	350,000	-	(350,000) (3)
Total Budget	\$1,296,094	\$1,851,106	\$1,492,420	(\$358,686)

Budget Notes and Significant Changes

- 1 Personnel & Benefits - Increase primarily attributed to compensation adjustments as a result of a compensation study being implemented in FY2023.
- 2 Contracted Services - Decrease is primarily attributed in anticipated reduced costs for public defender services, jury fees and travel and training.
- 3 Capital Outlay - The reduction represents the one-time contribution of funding in FY2022 from the Local Technology Fund toward the construction of the Court Jury Room addition.

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 2021-22 Accomplishments

- FLEET-To have completed Sally Port Project and move in NLT end of FY2022 Budget.
- Pavement Management Program. The Town is completing the preservation of 48 lane miles.
- Completed MOC remodel for Public Works and new Gym. Completed Sally Port remodel for Fleet.
- Upgraded decorative street lights in North Marana to LED, and installed advanced traffic signal management system and server.


Fiscal Year 2022-23 Goals & Objectives

- Expand GPS Services to 142 vehicles due to vehicle growth.
- Implement the Pavement Management Projects.
- Initiate revisions to the 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 stakeholders.


Key Performance Indicators

 **To maintain the Town's streets at an acceptable high level**


	FY2021 Actual	FY2022 Target	FY2022 Actual	FY2022 Target Met	FY2023 Target
Continue with the Pavement Preservation five-year plan	100%	100%	100%	✓	100%

 **Increase the capacity of roadway corridors through innovational use of technologies and decrease traffic delays**


	FY2021 Actual	FY2022 Target	FY2022 Actual	FY2022 Target Met	FY2023 Target
Percentage increase of roadway capacity plus percentage decrease of traffic delays	5%	5%	5%	✓	5%

 **To ensure that capital improvement projects advance the community's economic development goals**

	FY2021 Actual	FY2022 Target	FY2022 Actual	FY2022 Target Met	FY2023 Target
Percent of projects that advance economic development goals	100%	100%	100%	✓	100%

 **To ensure that capital rehabilitation projects adhere to aesthetic standards**

	FY2021 Actual	FY2022 Target	FY2022 Actual	FY2022 Target Met	FY2023 Target
Percent of rehabilitation projects that are able to improve upon the aesthetics of the corridor	35%	40%	5%	✗	35%

 **To ensure that capital improvement projects adhere to aesthetic standards**

	FY2021 Actual	FY2022 Target	FY2022 Actual	FY2022 Target Met	FY2023 Target
Percent of projects that are able to improve upon the aesthetics of the corridor	100%	100%	100%	✓	100%

Strategic Goals



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

Staff Summary	FY2021 Actual	FY2022 Adopted	FY2023 Adopted	Change FY2022 to FY2023
Full-time Equivalents	56.00	57.00	61.00	4.00
% of town's FTEs			14.20%	

Expenditures By Fund	FY2021 Actual	FY2022 Adopted	FY2023 Adopted	Change FY2022 to FY2023
General Fund	\$5,528,080	\$7,388,998	\$9,927,376	\$2,538,378 (6)
Highway User Revenue Fund	3,700,904	3,970,048	4,834,644	864,596 (7)
South Benefit Area Impact Fee	13,888	5,573,071	9,481,439	3,908,368
Northwest Benefit Area Impact Fee	3,118	23,754	1,311,588	1,287,834
Transportation Fund	9,421,469	14,670,602	25,356,356	10,685,754
Pima Association of Governments	-	189,000	740,250	551,250
1/2 Cent Sales Tax	-	-	12,000,000	12,000,000
Other Agency	-	8,510,000	8,288,533	(221,467)
Regional Transportation	-	750,000	7,300,000	6,550,000
Northeast Benefit Area Impact Fee	46,028	32,336	131,681	99,345
Other Capital Projects Fund	4,091,045	561,149	532,649	(28,500)
Total Budget	\$22,804,533	\$41,668,958	\$79,904,516	\$38,235,558

Expenditures by Category	FY2021 Actual	FY2022 Adopted	FY2023 Adopted	Change FY2022 to FY2023
Personnel & Benefits	\$4,104,075	\$4,592,264	\$5,377,101	\$784,837 (1)
Contracted Services	3,358,703	4,349,029	4,782,449	433,420 (2)
Operating Supplies & Equipment	366,083	565,313	790,446	225,133 (3)
Capital Outlay	12,872,363	31,862,352	68,353,020	36,490,668 (4)
Debt Service	1,145	-	1,500	1,500
Restricted Budget	2,102,164	300,000	600,000	300,000 (5)
Total Budget	\$22,804,533	\$41,668,958	\$79,904,516	\$38,235,558

Budget Notes and Significant Changes

1 Personnel & Benefits - Increase primarily attributed to compensation adjustments as a result of a compensation study being implemented in FY2023 as wells as the addition of four new positions that will help continue to provide customer service to both our residents and departments and deal with the ever increasing volume of work. The positions include a project manager, a construction inspector, and a lead fleet technician. The budget was also impacted by the transfer of the Town Engineer position from the Town Manager's Office.

Department Summary | Public Works

- 2 Contracted Services - Increase is primarily attributed to a number of facility related one-time projects, including cooling tower maintenance, flooring 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.
- 3 Operating Supplies & Equipment - Increases is attributed to a number of factors, including higher costs due to inflation, impacting the cost of fuel and equipment, as well as, increase developer reimbursements from the Northeast Benefit Area Impact Fee fund due to increased growth and construction activity in that benefit area. One-time budget capacity was also included to replace aging jury box seats, courtroom seating and other furniture and equipment at the Court.
- 4 Capital Outlay - Increases are associated with a number of new and ongoing projects including the Community and Aquatics project and multiple transportation projects. Please refer to the separate Capital Improvement Plan section in this document for more details on all capital projects.
- 5 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.
- 6 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.
- 7 Highway User Revenue Fund - Increase is primarily associated with the purchase of equipment to replace old and aging vehicles including a 15 year old road grader. Budget capacity includes funding for the ADA compliance projects and carry-over funding for the pavement preservation program and some equipment that will not be delivered on time due to supply chain issues.
- 8 Remaining Funds - Funding is programmed from several sources for a number of ongoing and new projects, including the Tangerine Widening and the Community and Aquatics Center. 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 2021-22 Accomplishments

- Implementation of the Parks and Recreation 10 Year Master Plan, which features a 50,000+ square foot Community Center, and a year-round aquatic facility that includes a competition pool and a recreation pool. These facilities were identified as priorities during the extensive Master Plan process which recorded more than 6,000 contacts with citizens.
- Worked with developers to construct two new lighted soccer fields at Gladden Farms Community Park. The addition of these two fields to the Parks and Recreation inventory will greatly increase the number of teams/participants who participate in activities that use diamond shaped fields that can be accommodated in Marana.
- The Central Arizona Project (CAP) Trailhead was officially opened with a ribbon cutting ceremony on October 30, 2021. Project partners joined the Town of Marana to celebrate the new highly accessible outdoor amenity. The opening of this new trail system in Marana continues to meet the Town Strategic Goals (i.e. Recreation – Provide diverse recreational opportunities that create economic benefits and a healthy lifestyle.)
- Marana Parks and Recreation received three Arizona Parks and Recreation state awards. Winning entries were: 1.) The Spread the Love Campaign – Outstanding Community or Neighborhood Special Event 2.) #SplashSavvy – Outstanding Aquatics Program 3.) #SplashSavvy – Outstanding Education Program.

Fiscal Year 2022-23 Goals & Objectives

- The Parks and Recreation Department will work with the contracted design team to complete the design of the Marana Community Center and Aquatic Complex. This process will include public outreach, as well as input from internal stakeholder departments. The goal is to complete the design process in Fiscal Year 2023.
- In 2022, 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.
- In FY2023 the Parks and Recreation will 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.

Fiscal Year 2022-23 Goals & Objectives (continued)

- Popular Parks and Recreation programs have seen drastic decreases in participation since the start of the pandemic. Parks and Recreation will seek to recapture public interest by working with staff to create safe recreation opportunities and by seeking partnerships that will allow for enhanced marketing and a greater reach to possible participants. We will seek to increase participation in the #RunMarana Race Series by more than 100%. Our goal will be to register a minimum of 800 participants for the series which will include; the Mother's Day 55, Aquathon, Turkey Trot, Dirt Dash, and Egg Nog Jog.


Key Performance Indicators

 **Maintain park facilities and spaces to the highest standard.**

	FY2021	FY2022	FY2022	FY2022	FY2023
	Actual	Target	Actual	Target Met	Target
% of daily park maintenance tasks tracked and recorded in Cartegraph	N/A	N/A	29%	N/A	75%

 **Capitalize on the uniqueness and value of the Sonoran Desert in our precreation programming,**

	FY2021	FY2022	FY2022	FY2022	FY2023
	Actual	Target	Actual	Target Met	Target
# of Outdoor Recreation programs offered compared to previous year	N/A	N/A	44	N/A	88

 **Promote healthy and active lifestyles though dynamic programming, community partnerships, and high-quality recreational amenities for Marana residents and visitors.**

	FY2021	FY2022	FY2022	FY2022	FY2023
	Actual	Target	Actual	Target Met	Target
# of participants registered for #RunMarana race events	N/A	N/A	348	N/A	800

Strategic Goals



COMMERCE



COMMUNITY



PROGRESS & INNOVATION



HERITAGE



RECREATION



Target Met



Target Not Met

N/A - New/Previous Measure

Department Summary | Parks & Recreation

Staff Summary	FY2021 Actual	FY2022 Adopted	FY2023 Adopted	Change FY2022 to FY2023
Full-time Equivalents	42.00	52.00	55.00	3.00
% of town's FTEs			12.80%	

Expenditures By Fund	FY2021 Actual	FY2022 Adopted	FY2023 Adopted	Change FY2022 to FY2023
General Fund	\$4,182,710	\$6,336,557	\$8,390,053	\$2,053,496 (4)
Highway User Revenue Fund	1,695	378,500	524,050	145,550 (2)
Park Impact Fee Fund	192,501	2,174,289	3,440,333	1,266,044 (4)
Other Agency Capital Projects	29,510	2,058,000	-	(2,058,000) (5)
Total Budget	\$4,406,416	\$10,947,346	\$12,354,436	\$1,407,090

Expenditures by Category	FY2021 Actual	FY2022 Adopted	FY2023 Adopted	Change FY2022 to FY2023
Personnel & Benefits	\$2,609,191	\$3,785,147	\$4,195,556	\$410,409 (1)
Contracted Services	379,391	1,064,012	1,485,447	421,435 (2)
Operating Supplies & Equipment	1,059,448	1,187,706	1,943,425	755,719 (3)
Capital Outlay	358,386	4,910,481	4,730,008	(180,473) (4)
Total Budget	\$4,406,416	\$10,947,346	\$12,354,436	\$1,407,090

Budget Notes and Significant Changes

- 1 Personnel & Benefits - Increase primarily attributed to compensation adjustments as a result of a compensation study being implemented in FY2023, as well as the re-assignment of the Special Events Coordinator from the Town Manager's Office and two new positions that will help provide much needed assistance in the areas of irrigation and maintenance for parks operations.

- 2 Contracted Services - Increase is primarily attributed to increased costs for a number of items including fertilizer, herbicide, vehicle maintenance, sod for fields maintenance, and the first of a 5 year park electrical maintenance program. One time funding is also included for the resurfacing of the Heritage Park Splash Pad.

- 3 Operating Supplies & Equipment - Increase is primarily attributed to increases of ongoing costs for a number of items including fuel, irrigation supplies, water utility costs, and a combination of increases for the Town's special events which include the one-time purchase of a Christmas tree.

Department Summary | Parks & Recreation

- 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, and the Tangerine Sky Park, Phase 2, as well as carry over capacity for the ongoing Santa Cruz Shared Use Path at CalPortland project.

- 5 Other Agency Capital Projects - FY2022 funding was primarily associated with the Community and Aquatics Center project which has 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 2021-22 Accomplishments

- Council Adopted the Town's first Neighborhood Preservation Ordinance.
- Council Approved the first Code Enforcement Policy document.
- Made significant update to Title 6, Animal Control, of the Town Code.
- Established a retired American flag drop off location and program for proper destruction.

Fiscal Year 2022-23 Goals & Objectives

- Creation of a Consolidated Plan for the Town's own Community Block Grant Program.
- Create recycling opportunities for various household waste items.
- Look at opportunities to bring free responsible pet ownership classes to Marana.

Key Performance Indicators



To enhance the community, protect property values, and engage the community

	FY2021 Actual	FY2022 Target	FY2022 Actual	FY2022 Target Met	FY2023 Target
Increase the voluntary compliance by property owners on violation notices	98%	93%	95%	✓	90%
Tons of refuse collected from utilization of the Community Trailer by residents/ communities	35	45	40	✗	50
Tons of refuse collected in community dumpsters provided in Neighborhoods	35	60	50	✗	45



To provide needed animal services to residents to protect pets and limit shelter intake

	FY2021 Actual	FY2022 Target	FY2022 Actual	FY2022 Target Met	FY2023 Target
Pets Microchipped at Town Events	114	N/A	100	N/A	125
Number of pets receiving services from Town sponsored microchipping, vaccination, licensing, spay & neuter clinics	265	250	295	✓	300
Increasing number registered users on Marana Pets App	568	500	657	✓	700
Return more pets to owners than are taken to shelter	53%	55%	54%	✗	55%

Strategic Goals



Target Not Met N/A - New/Previous Measure

Department Summary | Community and Neighborhood Services

Staff Summary	FY2021 Actual	FY2022 Adopted	FY2023 Adopted	Change FY2022 to FY2023
Full-time Equivalents	10.00	10.00	10.60	0.60
% of town's FTEs			2.47%	

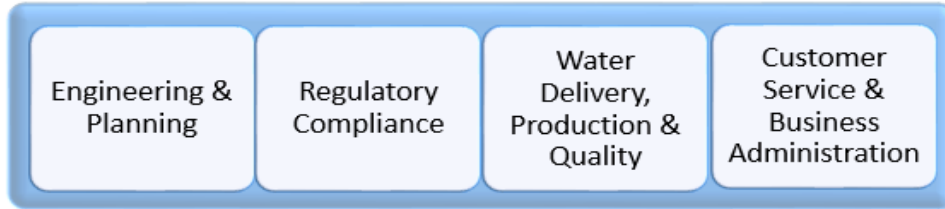
Expenditures By Fund	FY2021 Actual	FY2022 Adopted	FY2023 Adopted	Change FY2022 to FY2023
General Fund	\$1,140,328	\$1,172,319	\$1,302,824	\$130,505 (1)
Community Development Block Grant	53,058	180,000	180,000	-
Revolving Affordable Housing Fund	26,260	137,410	87,435	(49,975) (2)
Total Budget	\$1,219,645	\$1,489,729	\$1,570,259	\$80,530

Expenditures by Category	FY2021 Actual	FY2022 Adopted	FY2023 Adopted	Change FY2022 to FY2023
Personnel & Benefits	\$840,046	\$838,906	\$944,545	\$105,639 (1)
Contracted Services	182,344	377,220	328,840	(48,380) (2)
Operating Supplies & Equipment	129,311	270,103	296,874	26,771 (3)
Capital Outlay	67,944	-	-	-
Restricted Budget	-	3,500	-	(3,500)
Total Budget	\$1,219,645	\$1,489,729	\$1,570,259	\$80,530

Budget Notes and Significant Changes

- 1 Personnel & Benefits - Increase primarily attributed to compensation adjustments as a result of a compensation study being implemented in FY2023 as well as the addition one new part-time animal control officer.
- 2 Contracted Services - Decrease is primarily attributed to a reduction in planned expenditures out of the Revolving Affordable Housing Fund which is budgeted so not to exceed projected available funding for FY2023.
- 3 Operating Supplies & Equipment - Increase is primarily attributed to equipment needed for the new part-time animal control officer and vehicle replacement charges to be used in the future to replace existing vehicles and help ensure services are provided with no interruptions.

WATER



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 2021-22 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 2022-23 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

 Continuous increase in number of water customers

	FY2021 Actual	FY2022 Target	FY2022 Actual	FY2022 Target Met	FY2023 Target
Number of new water customers	668	851	866	✓	744

 Provide resources necessary to maintain the water distribution system and accurately account for water produced and consumed

	FY2021 Actual	FY2022 Target	FY2022 Actual	FY2022 Target Met	FY2023 Target
Percent of lost and unaccounted for water	6%	5%	4.17%	✓	5%

Strategic Goals

- 
COMMERCE
- 
COMMUNITY
- 
PROGRESS & INNOVATION
- 
HERITAGE
- 
RECREATION

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

Staff Summary	FY2021 Actual	FY2022 Adopted	FY2023 Adopted	Change FY2022 to FY2023
Full-time Equivalents	29.60	31.60	34.00	2.40
% of town's FTEs			7.91%	

Expenditures By Fund	FY2021 Actual	FY2022 Adopted	FY2023 Adopted	Change FY2022 to FY2023
Water Operating Fund	\$5,912,293	\$8,960,652	\$9,285,022	\$324,370 (1)
Water Capital Fund	126,550	4,967,088	10,740,052	5,772,964 (4)
Water Infrastructure	277,242	3,849,262	11,934,485	8,085,223 (4)
Renewable Resources Fund	11,970	765,266	5,418,968	4,653,702 (4)
Total Budget	\$6,328,055	\$18,542,268	\$37,378,527	\$18,836,259

Expenditures by Category	FY2021 Actual	FY2022 Adopted	FY2023 Adopted	Change FY2022 to FY2023
Personnel & Benefits	\$2,273,762	\$2,799,225	\$3,202,451	\$403,226 (1)
Contracted Services	1,636,989	2,316,696	2,021,391	(295,305) (2)
Operating Supplies & Equipment	1,883,735	2,495,288	2,700,504	205,216 (3)
Capital Outlay	145,402	9,112,286	27,360,151	18,247,865 (4)
Debt Service	294,074	1,501,773	1,894,030	392,257 (5)
Restricted Budget	94,094	317,000	200,000	(117,000) (6)
Total Budget	\$6,328,055	\$18,542,268	\$37,378,527	\$18,836,259

Budget Notes and Significant Changes

- 1 Personnel & Benefits - Increase primarily attributed to compensation adjustments as a result of a compensation study being implemented in FY2023 as well as the addition of two new positions and an increase of an existing part time FTE to a full FTE that will help continue to provide quality service to customers and deal with the ever-increasing volume of work. The new positions include a Civil Engineer and a Water Conservation Specialist. The latter will only be funded for the second half of the year.
- 2 Contracted Services - Decrease is primarily due to a reduction in sampling related amounts, which are being adjusted to a proper level after experiencing the first full year of the water treatment plant operations.
- 3 Operating Supplies & Equipment - Increase is primarily attributed to higher costs for water rights (CAP, CAGR). Also, a portion of the increase is due to higher costs for chlorine as a result of inflation.

- 4 Capital Outlay - The increase is attributed to a number of projects 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. Capacity was also made available for the Continental Reserve 24-inch tie in project in case grant funding is made available through the Federal Government. For more details please refer to the Town's Capital Improvement Plan.
- 5 Debt Service - Increase is due to budget capacity toward debt issuance costs to provide financing for the NWRDRS project, as half of the project is funded by impact fees which have not yet been collected.
- 6 Restricted Budget - For unanticipated expenses, including emergency water hauling due to a possible well failure which would require the hauling of water in order to provide service to existing customers.

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 2021-22 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 construction of the Clark Farms Flow Splits and the Marana-Sanders 21-inch main.
- Updated the Capacity, Management, Operations and Maintenance (CMOM) Plan.
- Continued to implement the asset management program utilizing a Computerized Maintenance Management System (CMMS) - Cartegraph.

Fiscal Year 2022-23 Goals & Objectives

- Successfully complete the design of the Sewer Conveyance System Project (Design/Build) in North Marana.
- Successfully complete the 2nd Screw Press Project and the Marana WRF.
- Successfully complete the Rillito Vista Lift Station Rehabilitation Project.
- 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.

Key Performance Indicators



Continuous increase in number of sewer customers

	FY2021	FY2022	FY2022	FY2022	FY2023
	Actual	Target	Actual	Target Met	Target
Number of new sewer customers	506	606	628	✓	605



Provide resources necessary to maintain safe, compliant and environmentally friendly operation of the sanitary sewer conveyance system

	FY2021	FY2022	FY2022	FY2022	FY2023
	Actual	Target	Actual	Target Met	Target
Number of sanitary sewer overflows	1	0	2	✗	0

Strategic Goals



Target Met



Target Not Met

N/A - New/Previous Measure

Department Summary | Water Reclamation

Staff Summary	FY2021 Actual	FY2022 Adopted	FY2023 Adopted	Change FY2022 to FY2023
Full-time Equivalents	7.00	7.00	8.00	1.00
% of town's FTEs			1.86%	

Expenditures By Fund	FY2021 Actual	FY2022 Adopted	FY2023 Adopted	Change FY2022 to FY2023
Water Reclamation Operating Fund	\$2,523,971	\$2,745,861	\$3,531,393	\$785,532 (4)
Water Reclamation Capital Fund	578,970	6,058,000	9,468,962	3,410,962 (3)
Water Reclamation Impact (Post SB)	39,335	723,221	45,200	(678,021) (3)
Total Budget	\$3,142,276	\$9,527,082	\$13,045,555	\$3,518,473

Expenditures by Category	FY2021 Actual	FY2022 Adopted	FY2023 Adopted	Change FY2022 to FY2023
Personnel & Benefits	\$577,130	\$618,590	\$761,501	\$142,911 (1)
Contracted Services	599,826	888,800	1,447,983	559,183 (2)
Operating Supplies & Equipment	558,683	365,306	381,511	16,205
Capital Outlay	605,255	6,781,221	9,587,562	2,806,341 (3)
Debt Service	801,382	873,165	866,998	(6,167)
Restricted Budget	-	-	-	-
Total Budget	\$3,142,276	\$9,527,082	\$13,045,555	\$3,518,473

Budget Notes and Significant Changes

- 1 Personnel & Benefits - Increase primarily attributed to compensation adjustments as a result of a compensation study being implemented in FY2023 as well as the addition of a new Water Reclamation Operator II needed for plant operations due to the continued strong growth and increased plant flows.

- 2 Contracted Services - Increase is attributed to additional funding for one-time and ongoing system repairs, upgrades and rehabilitation that will help ensure the continued and uninterrupted system operations. Funding is also included for a sewer master plan and legal services.

- 3 Capital Outlay - A number of ongoing projects are included in the FY2023 budget including the North Marana Sewer Interceptor Expansion, the Rillito Vista Lift Station upgrade 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 for the completion of the ongoing impact fee study.

- 4 Water Reclamation Operating Fund - Increases primarily due to new position and compensation adjustments, along with increases costs for contracted services to ensure the continued maintenance and uninterrupted system operations.

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 2021-22 Accomplishments

- Conduct air traffic control Tower siting Study (FAA-Grant).
- Construction of Runways 12-30 and Runways 3-21 MIRLS, Airport Beacon, and PAPIs (ADOT-Grant).
- Construction of the J D Russell Company corporate aircraft hangar (East-Ramp).
- Design West and East Hangar Apron Reconstruction (ADOT-Grant).
- Runway 30 Safety Area Improvement Study (ADOT-Grant).

Fiscal Year 2022-23 Goals & Objectives

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

Key Performance Indicators

 Increase land lease income

	FY2021 Actual	FY2022 Target	FY2022 Actual	FY2022 Target Met	FY2023 Target
Lease revenue	\$275,000	\$273,000	\$297,632	✓	\$300,000

 Increase airport corporate jet operations

	FY2021 Actual	FY2022 Target	FY2022 Actual	FY2022 Target Met	FY2023 Target
Corporate jet operations	1,500	1,600	1,683	✓	1,800

 Develop new airport hangars

	FY2021 Actual	FY2022 Target	FY2022 Actual	FY2022 Target Met	FY2023 Target
Overall aircraft operations	88,000	90,000	91,838	✓	93,000

Strategic Goals



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

Staff Summary	FY2021 Actual	FY2022 Adopted	FY2023 Adopted	Change FY2022 to FY2023
Full-time Equivalents	3.00	3.00	4.00	1.00
% of town's FTEs			0.93%	

Expenditures By Fund	FY2021 Actual	FY2022 Adopted	FY2023 Adopted	Change FY2022 to FY2023
Airport Operating Fund	\$856,828	\$641,443	\$629,423	(\$12,020)
Airport Capital Fund	268,812	3,953,418	5,541,436	1,588,018 (3)
Total Budget	\$1,125,640	\$4,594,861	\$6,170,859	\$1,575,998

Expenditures by Category	FY2021 Actual	FY2022 Adopted	FY2023 Adopted	Change FY2022 to FY2023
Personnel & Benefits	\$305,321	\$295,278	\$303,228	\$7,950 (1)
Contracted Services	48,246	142,365	243,215	100,850 (2)
Operating Supplies & Equipment	44,195	62,800	63,400	600
Capital Outlay	89,960	3,953,418	5,561,016	1,607,598 (3)
Restricted Budget	637,917	141,000	-	(141,000) (4)
Total Budget	\$1,125,640	\$4,594,861	\$6,170,859	\$1,575,998

Budget Notes and Significant Changes

- 1 Personnel & Benefits - Increase primarily attributed to compensation adjustments as a result of a compensation study being implemented in FY2023, as well as the re-assignment of an administrative assistant to the Airport from the Town Manager's Office.
- 2 Contracted Services - The increase is primarily associated with funding for airport surface maintenance and landscaping services in lieu of inmates in the event that inmates services are not available.
- 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 match for the current fiscal year amount to approximately a half million dollars budgeted as a transfer out from the General Fund.
- 4 Restricted Budget - Primarily associated with a one-time contractual obligation that was settled in the prior fiscal year.

CAPITAL IMPROVEMENT PLAN

THE CAPITAL IMPROVEMENT PLAN section contains a five-year plan for the Town's capital improvements and detailed information on individual projects.

CAPITAL IMPROVEMENT PROGRAM

Fiscal Year 2022 – 2023 CIP Plan

Overview

The Fiscal Year 2022-2023 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 year, 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 22, 2022 at the Town Council CIP study session. The CIP was adopted simultaneously with the Operating Budget on June 21, 2022.

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)
- American Rescue Plan Act (ARPA)
- Water and sewer utility revenues

- Water Infrastructure Financing Authority (WIFA) loans
- 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 the Transportation Fund at nearly \$25.0 million. This funding source accounts for the majority of the Town's road infrastructure projects and the reconstruction of neighborhood subdivisions.

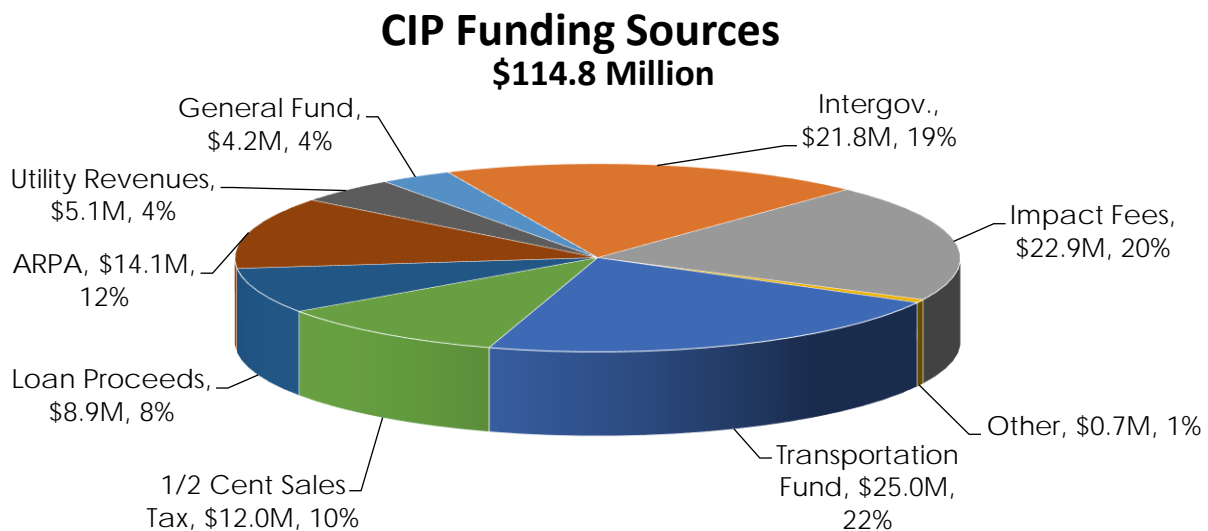
Developer Fees are the second largest funding source at \$22.9 million. These are impact fee revenues associated with construction and development of new or expanded road, park, water, and sewer related infrastructure.

Intergovernmental revenues are another large source in the fiscal year 2022-2023 CIP at \$21.8 million. They contain HURF and other agency type funds, including anticipated funding from the State of Arizona to be used for the Tangerine Road widening project and from possible state and federal aviation capital improvement grants.

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, certain capital investments related to water and sewer infrastructure are eligible to receive funding. As such, the Town has programmed several water and water reclamation projects for fiscal year 2022-2023.

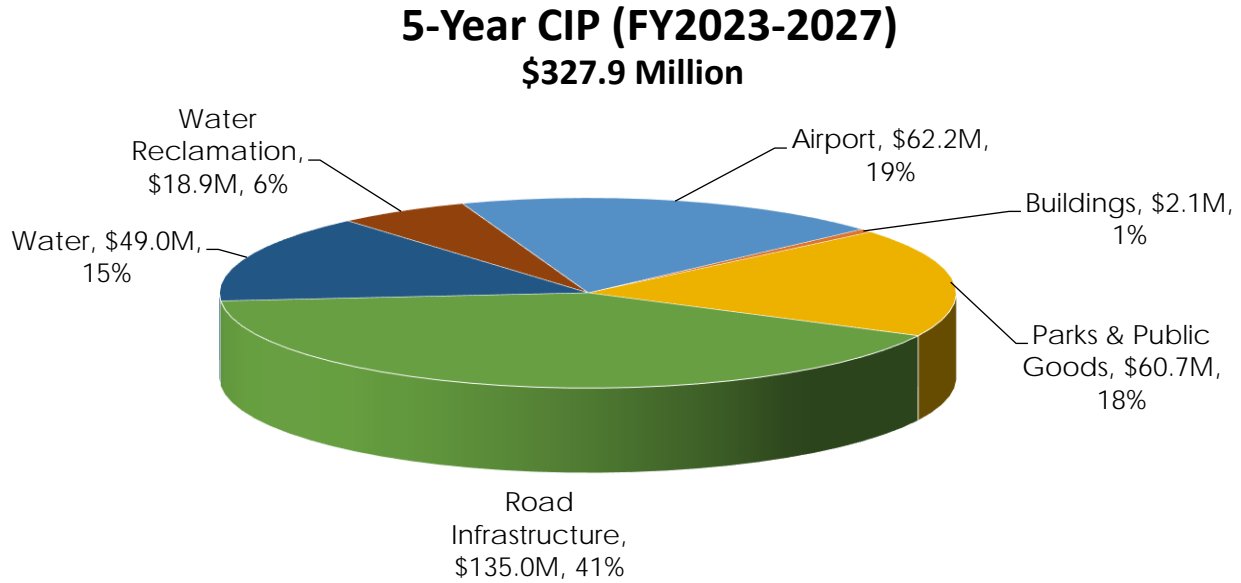
On October 19, 2021, the Town of Marana passed ordinance No. 2021.022, increasing the local sales tax rate from 2.0% to 2.5% to help fund the design and construction of a new multigenerational recreation and aquatic center. The Town has programmed \$12.0 million for fiscal year 2022-2023, with additional funding scheduled in future years.

To help ensure the required expansion and rehabilitation of critical water and sewer infrastructure, the Town has programmed \$8.9 million in loan proceeds to be aimed at specific water and sewer infrastructure projects. General water and sewer revenues are also programmed in fiscal year 2022-2023 at \$5.1 million to assist with critical projects.

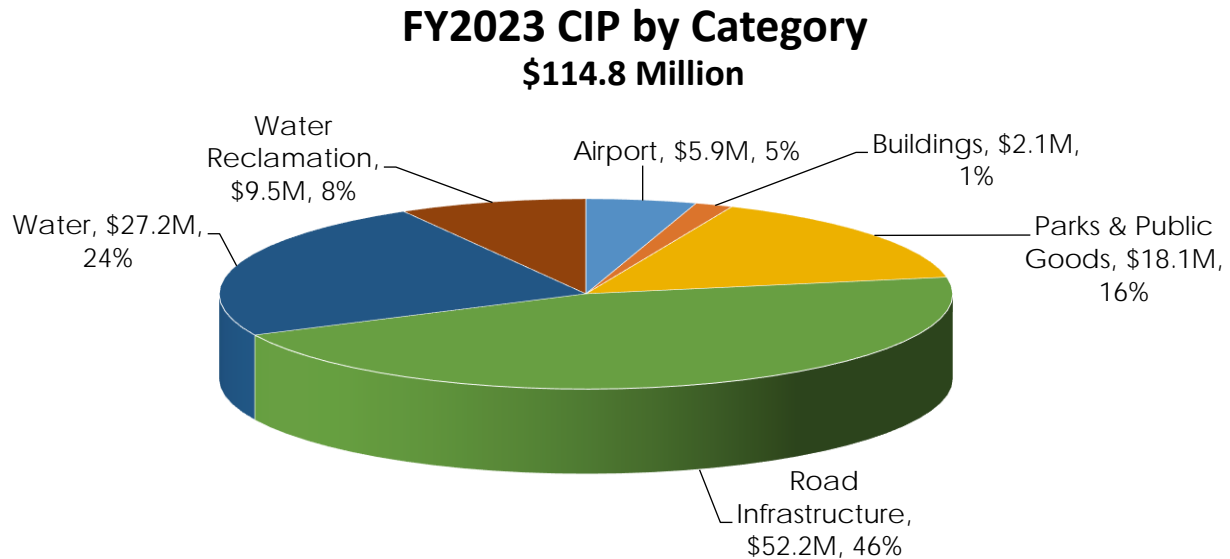


Capital Improvement Program Summary

The cumulative five-year CIP for the Town of Marana totals \$327.9 million from FY2023 through FY2027. The chart below shows the breakdown by CIP category for the five-year period with road infrastructure being the largest of the categories at \$135.0 million and airport related projects the second largest at \$62.2 million.



The adopted fiscal year 2022-2023 CIP totals \$114.8 million and is approximately 50% of the adopted annual budget. Road infrastructure encompasses the largest portion of the adopted CIP at \$52.2 million. Water related projects are the second largest at \$27.2 million or 24% of the CIP program. A breakdown is shown below.



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

FISCAL YEAR 2022-2023
TOWN OF MARANA FIVE YEAR CAPITAL IMPROVEMENT PROGRAM

Project Name	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	Grand Total
ADA Compliance Program	200,000	200,000	200,000	200,000		800,000
Adonis Road Extension	25,175					25,175
Adonis Road Extension Phase 2	2,600,000					2,600,000
Adonis Subdivision Drainage Improvements	35,000					35,000
Airport Control Tower, Siting Study	136,329					136,329
Airport Control Tower	301,000	1,300,000	12,000,000			13,601,000
Airport Drainage Study		400,000				400,000
Airport Land Acquisition			323,962			323,962
Airport MIRL, Beacon, PAPI Light Replacement	1,635,285					1,635,285
Airport Northwest Well Rehabilitation					140,000	140,000
Airport Part 150 Noise Study					250,000	250,000
Airport Runway 30 Safety Study	16,641					16,641
Airport Security Fence		323,962				323,962
Airport Southeast Well Site Upgrade		675,000				675,000
Barnett Channel, Tangerine Farms ConArch	698,600					698,600
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	220,581	215,500	215,500	215,500		867,081
Civic Center Dr, Electrical Improvements	278,500					278,500
Continental Ranch Park to Loop Extension			50,000	300,000		350,000
Continental Reserve 24-inch Tie-in	2,783,987					2,783,987
Cortaro Farms Beautification	120,000					120,000
Crossroads Park Entry Path Loop Improvements	90,000					90,000
C-Zone Booster				192,188	1,627,187	1,819,375
Dove Mountain Blvd & Moore Rd Signal	740,250					740,250
East Apron Reconstruction Phase 1	2,425,000					2,425,000
East Apron Reconstruction Phase 2		2,055,000				2,055,000
East Tangerine Water Pipeline Upsizing	2,579,742					2,579,742
El Rio Disc Golf	292,905					292,905
El Rio Preserve Expansion	85,000	400,000				485,000
El Rio Recreation Area Parking Lot	122,827					122,827
Gladden Farms Baseball Fields	541,043					541,043

FISCAL YEAR 2022-2023
TOWN OF MARANA FIVE YEAR CAPITAL IMPROVEMENT PROGRAM

Project Name	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	Grand Total
Gladden Farms Bike Park			200,000		800,000	1,000,000
Hartman Booster Station Electrical Upgrade			220,000			220,000
Heritage Park Pole Barn	115,051					115,051
Heritage Park Water Plant	315,741	5,012,382				5,328,123
Honea Heights 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
Integrated Water Resources Plan & DAWS	406,850					406,850
LED Street Lighting AZ Pavilions			549,000			549,000
LED Street Lighting Near Crossroads Park	269,815					269,815
LED Street Lighting, Business Park Dr			420,000			420,000
Lon Adams Road Reconstruction	5,809,218					5,809,218
Marana Community Center & Aquatic Complex	12,000,000	35,000,000				47,000,000
Marana Gateway Monument Signage	160,000	160,000	160,000			480,000
Marana Main Street Extension	300,000	3,000,000				3,300,000
Marana Park Reservoir	4,462,387					4,462,387
Marana Park Well	1,206,980					1,206,980
Marana Park Well, Booster & Electrical Upgrade		220,000				220,000
Marana Road Realignment	213,700					213,700
Water Reclamation Facility 2nd Screw Press	1,176,570					1,176,570
MMC Campus Improvements	531,149					531,149
MMC Drainage Improvements	251,440					251,440
MMC Generator Upgrade	800,000					800,000
MMC Interior Lighting Improvements	258,000					258,000
MOC Parking Lot Reconstruction	150,000					150,000
MOC Roof & HVAC Replacement	300,000					300,000
MOC Security Walls, New Entry Gate	314,000					314,000
Moore Rd Rehabilitation from Sanders Rd to I-10			500,000			500,000
Moore Rd Rehabilitation East & West of Dove Mtn	220,000					220,000
Marana Police Department Console Modernization	218,108					218,108
New Renewable Water Resource Acquisition	4,444,750				4,444,750	8,889,500
North Marana Drainage Improvements	200,000					200,000
North Marana Pavement Rehabilitation Phase 2			550,000			550,000

FISCAL YEAR 2022-2023
TOWN OF MARANA FIVE YEAR CAPITAL IMPROVEMENT PROGRAM

Project Name	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	Grand Total
North Marana Sewer Interceptor	7,459,392	7,645,877				15,105,269
Northwest Recharge, Recovery, & Delivery System	9,884,621	4,170,578				14,055,199
Ora Mae Harn Park Facility Expansion				400,000		400,000
Oshrin Line Replacement	210,000	125,000	140,000			475,000
Oshrin Well Rehabilitation		140,000				140,000
Palo Verde Well Rehabilitation				140,000		140,000
Picture Rocks Interconnect		183,563	1,370,600			1,554,163
Pines Settlement Repair	1,210,000					1,210,000
Pioneer Well Electrical Upgrade					220,000	220,000
Postvale Rd. to Grier Rd. Rehabilitation Phase 2	260,000					260,000
Rillito Village Tr. Drainage Improvements	795,815					795,815
Rillito Vista Lift Station Upgrade	671,400					671,400
Rwy 30 Safety Mitigation					150,000	150,000
Runway 3-21, Taxiway B2 Reconstruction, Hangar 6 Removal				1,127,924	6,000,000	7,127,924
Saguaro Bloom Community Park, Phase 2	350,000		3,000,000			3,350,000
Saguaro Bloom Generator Replacement	120,000					120,000
Sandario Well Rehabilitation	140,000					140,000
Sanders Rd 24-inch Water Line	356,095	4,522,407				4,878,502
Santa Cruz Shared Use Path, at Calportland	2,289,290					2,289,290
SCADA & Integrated Telemetry	232,884	300,000				532,884
Sewer Conveyance System Rehabilitation	41,600	661,282	552,533	574,635		1,830,050
Silverbell Rd. Sidewalk, Twin Peaks to Coachline	315,000					315,000
Silverbell Rd. Widening, Ina Rd. to Sunset Rd.		400,000		2,000,000		2,400,000
South Marana Pavement Rehabilitation Phase 2	600,000					600,000
Streets Impact Fee Study	60,347					60,347
TABY Downtown Artwork	17,501					17,501
Tangerine 16-Inch with Break Tanks				560,700	100,000	660,700
Tangerine Farms Rd. Extension	2,800,000	10,000,000	9,000,000			21,800,000
Tangerine Farms Rd. Irrigation Improvements	120,000	600,000				720,000
Tangerine Rd. Widening Phase 2A	15,745,081	13,443,452				29,188,533
Tangerine Rd. Widening Phase 2B				21,286,848	15,000,000	36,286,848
Tangerine Sky Park Phase 2	200,000		1,100,000			1,300,000

FISCAL YEAR 2022-2023
TOWN OF MARANA FIVE YEAR CAPITAL IMPROVEMENT PROGRAM

Project Name	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	Grand Total
Taxiway A Reconstruction				700,000	8,860,000	9,560,000
Taxiway C Reconstruction				190,000	2,310,000	2,500,000
Taxiways B and E Lighting Upgrade					1,650,000	1,650,000
Tortolita Preserve Improvements	259,549					259,549
Town Street Lighting Program	100,000	100,000	100,000	100,000	100,000	500,000
Twin Peaks Rd. & Sandario Rd. Intersection	1,130,657					1,130,657
Twin Peaks Rd. Rehabilitation	450,000					450,000
Twin Peaks Rd. Restoration to West Town Limits		300,000		5,000,000		5,300,000
Twin Peaks Rd. at Rattlesnake Pass Widening	17,523,323					17,523,323
Water Impact Fee Study	106,337					106,337
Water Operations New Field Office		40,000	360,000			400,000
Water Quality Blend Evaluation		120,000				120,000
West Apron Reconstruction Phase 1	1,027,181		2,250,000			3,277,181
West Apron Reconstruction Phase 2				7,290,000		7,290,000
Grand Total	114,802,697	91,789,003	34,186,595	40,799,047	46,311,663	327,889,005

Administration and Operating Budget Impacts

Several positions in the General Fund are directly involved with capital projects and as a result are funded by capital projects funds through reimbursement. 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 has begun steps to prepare for its future.

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

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

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

ADA Compliance Program

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

Operating Budget Impact: None

Funding Sources (in thousands of dollars)	Total Project Cost	Expended Thru 06/22	Adopted 2022/23	Forecast 2023/24	Forecast 2024/25	Forecast 2025/26	Forecast 2026/27	Total Remaining Budget
General Fund	800.0	-	200.0	200.0	200.0	200.0	-	800.0
Total:	800.0	-	200.0	200.0	200.0	200.0	-	800.0

Adonis Road Extension - (ST059)

Est. Completion: FY 2023
Location: Adonis Road from west Grier Road to west Tangerine Road
Description: Construction of a 2 lane roadway, providing secondary access for the Adonis and San Lucas communities. The new road will be approximately 3 miles long and 24' wide with two 11' travel lanes and corresponding 4' shoulders.

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

Funding Sources (in thousands of dollars)	Total Project Cost	Expended Thru 06/22	Adopted 2022/23	Forecast 2023/24	Forecast 2024/25	Forecast 2025/26	Forecast 2026/27	Total Remaining Budget
Transportation Fund	5,371.0	5,346.0	25.0	-	-	-	-	25.0
Total:	5,371.0	5,346.0	25.0	-	-	-	-	25.0

Adonis Road Extension Phase 2 - (ST089)

Est. Completion: FY 2023
Location: Adonis Road just north of Tangerine
Description: Approximately 2,500 linear feet of a two lane roadway with bike lanes. Lighting
Operating Budget Impact: \$1,000 Annual O&M cost

Funding Sources (in thousands of dollars)	Total Project Cost	Expended Thru 06/22	Adopted 2022/23	Forecast 2023/24	Forecast 2024/25	Forecast 2025/26	Forecast 2026/27	Total Remaining Budget
Transportation Fund	2,600.0	-	2,600.0	-	-	-	-	2,600.0
Total:	2,600.0	-	2,600.0	-	-	-	-	2,600.0

Adonis Subdivision Drainage Improvements - (ST062)

Est. Completion: FY 2023
Location: The Adonis Subdivision
Description: Reconstruction of subdivision roadways to repair and improve the storm water drainage and road damage. This includes constructing inverted roadways, construction of culverts, and/or recreating roadway ditches and drainage basins.

Operating Budget \$1,150 Annual O&M cost
Impact:

Funding Sources (in thousands of dollars)	Total Project Cost	Expended Thru 06/22	Adopted 2022/23	Forecast 2023/24	Forecast 2024/25	Forecast 2025/26	Forecast 2026/27	Total Remaining Budget
General Fund	224.0	224.0	-	-	-	-	-	-
HURF Fund	187.0	187.0	-	-	-	-	-	-
Transportation Fund	1,324.0	1,289.0	35.0	-	-	-	-	35.0
Total:	1,735.0	1,700.0	35.0	-	-	-	-	35.0

Barnett Channel, Tang Farms ConArch - (ST072)

Est. Completion: FY 2023
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 None
Impact:

Funding Sources (in thousands of dollars)	Total Project Cost	Expended Thru 06/22	Adopted 2022/23	Forecast 2023/24	Forecast 2024/25	Forecast 2025/26	Forecast 2026/27	Total Remaining Budget
Transportation Fund	699.0	-	699.0	-	-	-	-	699.0
Total:	699.0	-	699.0	-	-	-	-	699.0

Civic Center Dr, 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 06/22	Adopted 2022/23	Forecast 2023/24	Forecast 2024/25	Forecast 2025/26	Forecast 2026/27	Total Remaining Budget
General Fund	311.0	32.0	279.0	-	-	-	-	279.0
Total:	311.0	32.0	279.0	-	-	-	-	279.0

FY2023 CAPITAL IMPROVEMENT PROGRAM

ROAD INFRASTRUCTURE PROJECTS

Cortaro, Cortaro Farms Beautification - (ST091)

Est. Completion: FY 2023
Location: Cortaro Farms Road I-10 west to Town Limits, Cortaro Farms Road I-10 east to Town limits
Description: New design, decorative gravel, trees and plants, and Irrigation
Operating Budget: None
Impact:

Funding Sources (in thousands of dollars)	Total Project Cost	Expended Thru 06/22	Adopted 2022/23	Forecast 2023/24	Forecast 2024/25	Forecast 2025/26	Forecast 2026/27	Total Remaining Budget
General Fund	120.0	-	120.0	-	-	-	-	120.0
Total:	120.0	-	120.0	-	-	-	-	120.0

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

Est. Completion: FY 2023
Location: Dove Mountain and Moore Road Intersection (northern intersection)
Description: This project will replace the existing 4-way stop with a signal.
Operating Budget: \$10,500 Annual O&M cost
Impact:

Funding Sources (in thousands of dollars)	Total Project Cost	Expended Thru 06/22	Adopted 2022/23	Forecast 2023/24	Forecast 2024/25	Forecast 2025/26	Forecast 2026/27	Total Remaining Budget
PAG Fund	740.0	-	740.0	-	-	-	-	740.0
Total:	740.0	-	740.0	-	-	-	-	740.0

Impact Fee Study, Streets, FY2021 - (ST081)

Est. Completion: FY 2023
Location: N/A
Description: A study of the Town's transportation growth and capacity, and the associated impact fees that will be necessary to fund that growth.
Operating Budget: None
Impact:

Funding Sources (in thousands of dollars)	Total Project Cost	Expended Thru 06/22	Adopted 2022/23	Forecast 2023/24	Forecast 2024/25	Forecast 2025/26	Forecast 2026/27	Total Remaining Budget
South Benefit Area Impact Fee Fund	31.0	11.0	20.0	-	-	-	-	20.0
Northwest Benefit Area Impact Fee Fund	31.0	11.0	20.0	-	-	-	-	20.0
North Benefit Area Impact Fee Fund	31.0	11.0	20.0	-	-	-	-	20.0
Total:	93.0	33.0	60.0	-	-	-	-	60.0

LED Street Lighting AZ Pavilions North

Est. Completion: FY 2025

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 \$8,175 Annual O&M cost

Impact:

Funding Sources (in thousands of dollars)	Total Project Cost	Expended Thru 06/22	Adopted 2022/23	Forecast 2023/24	Forecast 2024/25	Forecast 2025/26	Forecast 2026/27	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 2025

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 \$5,232 Annual O&M cost

Impact:

Funding Sources (in thousands of dollars)	Total Project Cost	Expended Thru 06/22	Adopted 2022/23	Forecast 2023/24	Forecast 2024/25	Forecast 2025/26	Forecast 2026/27	Total Remaining Budget
Transportation Fund	230.0	-	-	-	230.0	-	-	230.0
Total:	230.0	-	-	-	230.0	-	-	230.0

LED Street Lighting Near Crossroads Park - (ST092)

Est. Completion: FY 2023

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

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

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

Impact:

Funding Sources (in thousands of dollars)	Total Project Cost	Expended Thru 06/22	Adopted 2022/23	Forecast 2023/24	Forecast 2024/25	Forecast 2025/26	Forecast 2026/27	Total Remaining Budget
Transportation Fund	334.0	64.0	270.0	-	-	-	-	270.0
Total:	334.0	64.0	270.0	-	-	-	-	270.0

LED Street Lighting, Business Park Dr

Est. Completion: FY 2025

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 06/22	Adopted 2022/23	Forecast 2023/24	Forecast 2024/25	Forecast 2025/26	Forecast 2026/27	Total Remaining Budget
Transportation Fund	420.0	-	-	-	420.0	-	-	420.0
Total:	420.0	-	-	-	420.0	-	-	420.0

Lon Adams Rd, Reconstruction - (ST068)

Est. Completion: FY 2023

Location: Lon Adams Road, Grier Road to Barnett Road

Description: Reconstruct approx. 1/2 mile of road. This project will consist of replacing the existing pavement section, adding sidewalks, lighting, landscaping, and improving the drainage. It will accommodate for pedestrian improvements from the existing Marana Municipal Complex to the Ora Mae Harn Park.

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

Funding Sources (in thousands of dollars)	Total Project Cost	Expended Thru 06/22	Adopted 2022/23	Forecast 2023/24	Forecast 2024/25	Forecast 2025/26	Forecast 2026/27	Total Remaining Budget
Transportation Fund	6,413.0	604.0	5,809.0	-	-	-	-	5,809.0
Total:	6,413.0	604.0	5,809.0	-	-	-	-	5,809.0

Marana Gateway Monument Signage - (ST102)

Est. Completion: FY 2025

Location: Marana's major roadways off of Interstate 10.

Description: Project includes a series of monument signs located on Cortaro Road, Ina Road, Tangerine Road, and Twin Peaks Road near the I-10 interchanges. The monument signs will identify Marana Town limits.

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

Funding Sources (in thousands of dollars)	Total Project Cost	Expended Thru 06/22	Adopted 2022/23	Forecast 2023/24	Forecast 2024/25	Forecast 2025/26	Forecast 2026/27	Total Remaining Budget
General Fund	480.0	-	160.0	160.0	160.0	-	-	480.0
Total:	480.0	-	160.0	160.0	160.0	-	-	480.0

Marana Main Street Extension - (ST093)

Est. Completion: FY 2022
Location: Cortaro Road from 1-10 to western town limits
Description: A rubberized chip will be applied with structural patch work as needed.
Operating Budget Impact: No additional operational and maintenance costs will be required. Once rehabbed, the need for maintenance will reduce.

Funding Sources (in thousands of dollars)	Total Project Cost	Expended Thru 06/22	Adopted 2022/23	Forecast 2023/24	Forecast 2024/25	Forecast 2025/26	Forecast 2026/27	Total Remaining Budget
Transportation Fund	3,300.0	-	300.0	3,000.0	-	-	-	3,300.0
Total:	3,300.0	-	300.0	3,000.0	-	-	-	3,300.0

Marana Road Realignment - (ST044)

Est. Completion: FY 2023
Location: Marana Road west of Sandario Road
Description: Realign Marana Road such that its terminus with Sandario Road will be relocated from just north of the Circle K to just south of the Marana Market. The relocated alignment will reside in the ultimate right of way for Marana road in a scenario where Tangerine Farms Road is the primary roadway from the Marana interchange.

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

Funding Sources (in thousands of dollars)	Total Project Cost	Expended Thru 06/22	Adopted 2022/23	Forecast 2023/24	Forecast 2024/25	Forecast 2025/26	Forecast 2026/27	Total Remaining Budget
Downtown Reinvestment Fund	600.0	386.0	214.0	-	-	-	-	214.0
North Benefit Area Impact Fee Fund	1,419.0	1,419.0	-	-	-	-	-	-
Northwest Benefit Area Impact Fee Fund	214.0	214.0	-	-	-	-	-	-
Transportation Fund	874.0	874.0	-	-	-	-	-	-
Total:	3,107.0	2,893.0	214.0	-	-	-	-	214.0

Moore Rd Rehab, Sanders Rd to I-10

Est. Completion: FY 2025
Location: Moore Road from Sanders Road to I-10
Description: A rubberized chip will be applied.
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 06/22	Adopted 2022/23	Forecast 2023/24	Forecast 2024/25	Forecast 2025/26	Forecast 2026/27	Total Remaining Budget
Transportation Fund	500.0	-	-	-	500.0	-	-	500.0
Total:	500.0	-	-	-	500.0	-	-	500.0

Moore Rd Rehabilitation, East and West of Dove Mtn - (ST103)

Est. Completion: FY 2023
Location: Moore Road west from Dove Mountain Blvd. to Wild Burro Road
Description: A rubberized chip will be applied and cattle guard removed and replaced in pavement.
Operating 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 06/22	Adopted 2022/23	Forecast 2023/24	Forecast 2024/25	Forecast 2025/26	Forecast 2026/27	Total Remaining Budget
Transportation Fund	220.0	-	220.0	-	-	-	-	220.0
Total:	220.0	-	220.0	-	-	-	-	220.0

North Marana Drainage Improvements - (EN011)

Est. Completion: FY 2023
Location: San Lucas Block 9/Price Ln Storm Basin
Description: The North Marana drainage improvement (EN011) project will resolve two distinct drainage issues in north Marana.
Operating Budget Impact: \$500 Annual O&M cost

Funding Sources (in thousands of dollars)	Total Project Cost	Expended Thru 06/22	Adopted 2022/23	Forecast 2023/24	Forecast 2024/25	Forecast 2025/26	Forecast 2026/27	Total Remaining Budget
Transportation Fund	200.0	-	200.0	-	-	-	-	200.0
Total:	200.0	-	200.0	-	0.0	-	-	200.0

North Marana Pavement Rehabilitation - Phase 2

Est. Completion: FY 2025
Location: Silverbell Rd, Write Way, Linda Ln, Imogene Pl, Phyllis Dr, 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 06/22	Adopted 2022/23	Forecast 2023/24	Forecast 2024/25	Forecast 2025/26	Forecast 2026/27	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 2023
Location: The Pines Subdivision
Description: Repair settled areas of asphalt with poly foam injection at various failed locations.

Operating Budget None
Impact:

Funding Sources (in thousands of dollars)	Total Project Cost	Expended Thru 06/22	Adopted 2022/23	Forecast 2023/24	Forecast 2024/25	Forecast 2025/26	Forecast 2026/27	Total Remaining Budget
Transportation Fund	750.0	-	750.0	-	-	-	-	750.0
Total:	750.0	-	750.0	-	-	-	-	750.0

Pines Settlement Repair, FY2023 - (ST104)

Est. Completion: FY 2023
Location: The Pines Subdivision
Description: Repair settled areas of asphalt on street with poly foam injection at various failed locations.

Operating Budget None
Impact:

Funding Sources (in thousands of dollars)	Total Project Cost	Expended Thru 06/22	Adopted 2022/23	Forecast 2023/24	Forecast 2024/25	Forecast 2025/26	Forecast 2026/27	Total Remaining Budget
Transportation Fund	460.0	-	460.0	-	-	-	-	460.0
Total:	460.0	-	460.0	-	-	-	-	460.0

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

Est. Completion: FY 2023
Location: Grier Road from Frontage Road to Sandario Road; Postvale Road from Frontage Road to Moore Road
Description: Rubberized chip with structural patch work as needed

Operating Budget None
Impact:

Funding Sources (in thousands of dollars)	Total Project Cost	Expended Thru 06/22	Adopted 2022/23	Forecast 2023/24	Forecast 2024/25	Forecast 2025/26	Forecast 2026/27	Total Remaining Budget
Transportation Fund	260.0	-	260.0	-	-	-	-	260.0
Total:	260.0	-	260.0	-	-	-	-	260.0

Rillito Village Tr Drainage Improvements - (ST085)

Est. Completion: FY 2023
Location: Rillito Village Trail, from Tangerine Farms Road to Frontage Road
Description: Repair failed sections, and correct drainage issues to remove standing water within the ROW.
Operating Budget Impact: \$500 Annual O&M cost

Funding Sources (in thousands of dollars)	Total Project Cost	Expended Thru 06/22	Adopted 2022/23	Forecast 2023/24	Forecast 2024/25	Forecast 2025/26	Forecast 2026/27	Total Remaining Budget
Transportation Fund	862.0	66.0	796.0	-	-	-	-	796.0
Total:	862.0	66.0	796.0	-	-	-	-	796.0

Silverbell Rd Sidewalk, Twin Peaks Rd to Coach - (ST069)

Est. Completion: FY 2023
Location: Silverbell Road: Twin Peaks Road to Coachline Boulevard
Description: Construct a concrete sidewalk along the west side of Silverbell Road
Operating Budget Impact: \$200 Annual O&M cost

Funding Sources (in thousands of dollars)	Total Project Cost	Expended Thru 06/22	Adopted 2022/23	Forecast 2023/24	Forecast 2024/25	Forecast 2025/26	Forecast 2026/27	Total Remaining Budget
Transportation Fund	613.0	298.0	315.0	-	-	-	-	315.0
Total:	613.0	298.0	315.0	-	-	-	-	315.0

Silverbell Rd Widening, Ina Rd to Sunset Rd

Est. Completion: FY 2027
Location: Silverbell Road, Ina to Sunset
Description: The RTA project Silverbell Road, Ina Road to Grant Road is a divided desert parkway, with drainage improvements and bike lanes that will widen Silverbell Road from 2 lanes to 3 lanes from Ina rd. to Sunset Road The Town of Marana will contribute funds to the lead agency (Pima County) necessary to increase this from a 3-lane roadway to a 4-lane roadway.
Operating Budget Impact: \$8,000 Annual O&M cost

Funding Sources (in thousands of dollars)	Total Project Cost	Expended Thru 06/22	Adopted 2022/23	Forecast 2023/24	Forecast 2024/25	Forecast 2025/26	Forecast 2026/27	Total Remaining Budget
South Benefit Impact Fee Fund	2,400.0	-	-	400.0	-	2,000.0	-	2,400.0
Total:	2,400.0	-	-	400.0	-	2,000.0	-	2,400.0

South Marana Pavement Rehab Phase 2 - (ST096)

Est. Completion: FY 2023
Location: Silverbell Road, Sanders Road, Emigh Road, South Marana
Description: Silverbell Road from Twin Peaks Road to Town limits, Rubberized Chip. Emigh Road from Sandario Road to Sanders Road, Rubberized Chip. Sanders Road from Twin Peaks Road to Emigh Road, Rubberized Chip with Drainage Improvements / Ford Wall.

Operating Budget Impact: None

Funding Sources (in thousands of dollars)	Total Project Cost	Expended Thru 06/22	Adopted 2022/23	Forecast 2023/24	Forecast 2024/25	Forecast 2025/26	Forecast 2026/27	Total Remaining Budget
Transportation Fund	600.0	-	600.0	-	-	-	-	600.0
Total:	600.0	-	600.0	-	-	-	-	600.0

Tangerine Farms Rd. 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
Operating Budget Impact: \$1,000 Annual O&M cost

Funding Sources (in thousands of dollars)	Total Project Cost	Expended Thru 06/22	Adopted 2022/23	Forecast 2023/24	Forecast 2024/25	Forecast 2025/26	Forecast 2026/27	Total Remaining Budget
HURF Fund	720.0	-	120.0	600.0	-	-	-	720.0
Total:	720.0	-	120.0	600.0	-	-	-	720.0

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

Est. Completion: FY 2025
Location: Tangerine Farms Road, Marana Road to I-10
Description: This project will be a four lane divided roadway with sidewalks, a path, landscaping, and lighting.
Operating Budget Impact: \$60,000 annual O&M cost

Funding Sources (in thousands of dollars)	Total Project Cost	Expended Thru 06/22	Adopted 2022/23	Forecast 2023/24	Forecast 2024/25	Forecast 2025/26	Forecast 2026/27	Total Remaining Budget
Transportation Fund	20,509.0	-	1,509.0	10,000.0	9,000.0	-	-	20,509.0
Agency Fund	1,207.0	-	1,207.0	-	-	-	-	1,207.0
RTA Fund	84.0	-	84.0	-	-	-	-	84.0
Total:	21,800.0	-	2,800.0	10,000.0	9,000.0	-	-	21,800.0

Tangerine Rd Widening, Phase 2A - (ST098)

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

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

Funding Sources (in thousands of dollars)	Total Project Cost	Expended Thru 06/22	Adopted 2022/23	Forecast 2023/24	Forecast 2024/25	Forecast 2025/26	Forecast 2026/27	Total Remaining Budget
Transportation Fund	10,411.0	-	4,217.0	6,194.0	-	-	-	10,411.0
Agency Fund	5,400.0	422.0	4,978.0	-	-	-	-	4,978.0
RTA Fund	13,801.0	1.0	6,550.0	7,250.0	-	-	-	13,800.0
Total:	29,612.0	423.0	15,745.0	13,444.0	-	-	-	29,189.0

Tangerine Rd 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 be widened 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 06/22	Adopted 2022/23	Forecast 2023/24	Forecast 2024/25	Forecast 2025/26	Forecast 2026/27	Total Remaining Budget
Transportation Fund	1,287.0	-	-	-	-	1,287	-	1,287.0
RTA Fund	35,000.0	-	-	-	-	20,000	15,000	35,000.0
Total:	36,287.0	-	-	-	-	21,287	15,000	36,287.0

Town Street Lighting Program - (ST106)

Est. Completion: FY 2027
Location: Town wide
Description: Installations of lights for residential streets that enter major arterial roadways to improve public safety.

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

Funding Sources (in thousands of dollars)	Total Project Cost	Expended Thru 06/22	Adopted 2022/23	Forecast 2023/24	Forecast 2024/25	Forecast 2025/26	Forecast 2026/27	Total Remaining Budget
General Fund	500.0	-	100.0	100.0	100.0	100.0	100.0	500.0
Total:	500.0	-	100.0	100.0	100.0	100.0	100.0	500.0

Twin Peaks Rd - Sandario Rd Intersection - (ST087)

Est. Completion: FY 2023
Location: Twin Peaks Road and Sandario Road
Description: Installation of signalized intersection at, Twin Peaks Road and Sandario Road to provide easier access to Marana High School.

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

Funding Sources (in thousands of dollars)	Total Project Cost	Expended Thru 06/22	Adopted 2022/23	Forecast 2023/24	Forecast 2024/25	Forecast 2025/26	Forecast 2026/27	Total Remaining Budget
Transportation Fund	1,584.0	453.0	1,131.0	-	-	-	-	1,131.0
Total:	1,584.0	453.0	1,131.0	-	-	-	-	1,131.0

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

Est. Completion: FY 2023
Location: Western Town limit of Twin Peaks Road to the intersection of Twin Peaks Road and Saguaro Highlands
Description: A rubberized chip seal will be applied.

Operating Budget Impact: None

Funding Sources (in thousands of dollars)	Total Project Cost	Expended Thru 06/22	Adopted 2022/23	Forecast 2023/24	Forecast 2024/25	Forecast 2025/26	Forecast 2026/27	Total Remaining Budget
Transportation Fund	450.0	-	450.0	-	-	-	-	450.0
Total:	450.0	-	450.0	-	-	-	-	450.0

Twin Peaks Rd, Rattlesnake Pass Widening - (ST073)

Est. Completion: FY 2023
Location: Twin Peaks Road from the western boundary of the Saguaro Springs development and extending to the intersection of Twin Peaks Road and Silverbell Road
Description: Reconstruct road, a four-lane arterial road cross-section, including the installation of westbound right-turn lanes and eastbound left-turn lanes at its intersections with Saguaro Peaks Blvd. and Saguaro Highlands Drive and install a traffic control signal at the Twin Peaks/Saguaro Peaks Blvd. intersection.

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

Funding Sources (in thousands of dollars)	Total Project Cost	Expended Thru 06/22	Adopted 2022/23	Forecast 2023/24	Forecast 2024/25	Forecast 2025/26	Forecast 2026/27	Total Remaining Budget
Transportation Fund	4,311.0	-	4,311.0	-	-	-	-	4,311.0
South Benefit Area Impact Fee Fund	9,901.0	440.0	9,461.0	-	-	-	-	9,461.0
Agency Fund	3,000.0	-	3,000.0	-	-	-	-	3,000.0
RTA Fund	750.0	-	750.0	-	-	-	-	750.0
Total:	17,962.0	440.0	17,522.0	-	-	-	-	17,522.0

Twin Peaks Rd. Restoration to West Town Limits

Est. Completion: FY 2026

Location: Town limits on the East to Town limits on the West (Sanders Road)

Description: Approximately 21,000 linear feet of Twin Peaks Rd. will have a SAMI & 2" overlay with drainage improvements. This project will be between Town limits on the East (just west of the Saguaro Bloom Development) to Town limits on the West (Sanders Road alignment).

Operating Budget None

Impact:

Funding Sources (in thousands of dollars)	Total Project Cost	Expended Thru 06/22	Adopted 2022/23	Forecast 2023/24	Forecast 2024/25	Forecast 2025/26	Forecast 2026/27	Total Remaining Budget
Transportation Fund	5,300.0	-	-	300.0	-	5,000.0	-	5,300.0
Total:	5,300.0	-	-	300.0	-	5,000.0	-	5,300.0

Continental Com Park Loop Connection

Est. Completion: FY 2026
Location: Continental Ranch Community Park
Description: Add a paved path from Continental Ranch Community Park to connect to the Loop.
Operating Budget \$500 Annual O&M cost
Impact:

Funding Sources (in thousands of dollars)	Total Project Cost	Expended Thru 06/22	Adopted 2022/23	Forecast 2023/24	Forecast 2024/25	Forecast 2025/26	Forecast 2026/27	Total Remaining Budget
General Fund	350.0	-	-	-	50.0	300.0	-	350.0
Total:	350.0	-	-	-	50.0	300.0	-	350.0

Crossroads Park Path Entry Reconstruction - (PK037)

Est. Completion: FY 2023
Location: Silverbell Park
Description: Expansion of the Path entry at Silverbell Park.
Operating Budget \$500 Annual O&M cost
Impact:

Funding Sources (in thousands of dollars)	Total Project Cost	Expended Thru 06/22	Adopted 2022/23	Forecast 2023/24	Forecast 2024/25	Forecast 2025/26	Forecast 2026/27	Total Remaining Budget
General Fund	90.0	-	90.0	-	-	-	-	90.0
Total:	90.0	-	90.0	-	-	-	-	90.0

El Rio Disc Golf - (PK031)

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

Funding Sources (in thousands of dollars)	Total Project Cost	Expended Thru 06/22	Adopted 2022/23	Forecast 2023/24	Forecast 2024/25	Forecast 2025/26	Forecast 2026/27	Total Remaining Budget
General Fund	313.0	20.0	293.0	-	-	-	-	293.0
Total:	313.0	20.0	293.0	-	-	-	-	293.0

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

Funding Sources (in thousands of dollars)	Total Project Cost	Expended Thru 06/22	Adopted 2022/23	Forecast 2023/24	Forecast 2024/25	Forecast 2025/26	Forecast 2026/27	Total Remaining Budget
General Fund	485.0	-	85.0	400.0	-	-	-	485.0
Total:	485.0	-	85.0	400.0	-	-	-	485.0

El Rio Recreation Area Parking Lot - (PK032)

Est. Completion: FY 2023
Location: El Rio Riparian Area
Description: A parking facility to provide parking for the El Rio Recreation area to prevent excessive street parking in the neighborhood.

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

Funding Sources (in thousands of dollars)	Total Project Cost	Expended Thru 06/22	Adopted 2022/23	Forecast 2023/24	Forecast 2024/25	Forecast 2025/26	Forecast 2026/27	Total Remaining Budget
General Fund	146.0	23.0	123.0	-	-	-	-	123.0
Total:	146.0	23.0	123.0	-	-	-	-	123.0

Gladden Farms Baseball Fields - (PK033)

Est. Completion: FY 2023
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 Impact: \$5,000 Annual O&M cost

Funding Sources (in thousands of dollars)	Total Project Cost	Expended Thru 06/22	Adopted 2022/23	Forecast 2023/24	Forecast 2024/25	Forecast 2025/26	Forecast 2026/27	Total Remaining Budget
Park Impact Fund	574.0	33.0	541.0	-	-	-	-	541.0
Total:	574.0	33.0	541.0	-	-	-	-	541.0

Gladden Farms Bike Park

Est. Completion: FY 2027
Location: Gladden Farms Park
Description: Bike park will be an all ages facility, accomodating a variety of skill levels, and will include separate pump tracks and limited jump options.

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

Funding Sources (in thousands of dollars)	Total Project Cost	Expended Thru 06/22	Adopted 2022/23	Forecast 2023/24	Forecast 2024/25	Forecast 2025/26	Forecast 2026/27	Total Remaining Budget
Park Impact Fund	1,000.0	0.0	-	-	200.0	-	800.0	1,000.0
Total:	1,000.0	0.0	-	-	200.0	-	800.0	1,000.0

Heritage Park Pole Barn - (PK034)

Est. Completion: FY 2023
Location: Heritage River Park
Description: Replace the existing pole barn with a new group ramada.
Operating Budget None
Impact:

Funding Sources (in thousands of dollars)	Total Project Cost	Expended Thru 06/22	Adopted 2022/23	Forecast 2023/24	Forecast 2024/25	Forecast 2025/26	Forecast 2026/27	Total Remaining Budget
General Fund	159.0	44.0	115.0	-	-	-	-	115.0
Total:	159.0	44.0	115.0	-	-	-	-	115.0

Honea Heights Emergency Sewer Program (CD006)

Est. Completion: FY 2027
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 06/22	Adopted 2022/23	Forecast 2023/24	Forecast 2024/25	Forecast 2025/26	Forecast 2026/27	Total Remaining Budget
General Fund	638.0	263.0	75.0	75.0	75.0	75.0	75.0	375.0
Total:	638.0	263.0	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 06/22	Adopted 2022/23	Forecast 2023/24	Forecast 2024/25	Forecast 2025/26	Forecast 2026/27	Total Remaining Budget
Park Impact Fund	1,050.0	-	200.0	-	850.0	-	-	1,050.0
Total:	1,050.0	-	200.0	-	850.0	-	-	1,050.0

Marana Community Center - (PK035)

Est. Completion: FY 2024

Location: Northeast corner of Bill Guadette 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 Impact: \$3,000,000 Annual O&M cost

Funding Sources (in thousands of dollars)	Total Project Cost	Expended Thru 06/22	Adopted 2022/23	Forecast 2023/24	Forecast 2024/25	Forecast 2025/26	Forecast 2026/27	Total Remaining Budget
General Fund	24.0	24.0	-	-	-	-	-	-
Other Capital Projects Fund	30.0	30.0	-	-	-	-	-	-
1/2 Cent Sales Tax	47,000.0	0.0	12,000.0	35,000	-	-	-	47,000.0
Total:	47,054.0	54.0	12,000.0	35,000	-	-	-	47,000.0

Ora Mae Harn Park Renovation

Est. Completion: FY 2026

Location: Ora Mae Harn Park

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

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

Funding Sources (in thousands of dollars)	Total Project Cost	Expended Thru 06/22	Adopted 2022/23	Forecast 2023/24	Forecast 2024/25	Forecast 2025/26	Forecast 2026/27	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 2025

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 06/22	Adopted 2022/23	Forecast 2023/24	Forecast 2024/25	Forecast 2025/26	Forecast 2026/27	Total Remaining Budget
Park Impact Fund	3,350.0	-	350.0	-	3,000.0	-	-	3,350.0
Total:	3,350.0	-	350.0	-	3,000.0	-	-	3,350.0

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

Est. Completion: FY 2023
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 06/22	Adopted 2022/23	Forecast 2023/24	Forecast 2024/25	Forecast 2025/26	Forecast 2026/27	Total Remaining Budget
Park Impact Fund	2,374.0	395.0	1,979.0	-	-	-	-	1,979.0
Agency Fund	310.0	-	310.0	-	-	-	-	310.0
Total:	2,684.0	395.0	2,289.0	-	-	-	-	2,289.0

TABY Downtown Roundabout - (AD015)

Est. Completion: FY 2023
Location: Roundabout at N. Sanders Road and W. Nichols Street
Description: A monument sculpture located in the round-about at Sandario Road and Marana Main Street.

Operating Budget Impact: None

Funding Sources (in thousands of dollars)	Total Project Cost	Expended Thru 06/22	Adopted 2022/23	Forecast 2023/24	Forecast 2024/25	Forecast 2025/26	Forecast 2026/27	Total Remaining Budget
PAG Fund	93.0	75.0	18.0	-	-	-	-	18.0
Total:	93.0	75.0	18.0	-	-	-	-	18.0

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 Impact: \$23,000 Annual O&M cost

Funding Sources (in thousands of dollars)	Total Project Cost	Expended Thru 06/22	Adopted 2022/23	Forecast 2023/24	Forecast 2024/25	Forecast 2025/26	Forecast 2026/27	Total Remaining Budget
General Fund	1,300.0	-	200.0	-	1,100.0	-	-	1,300.0
Total:	1,300.0	-	200.0	-	1,100.0	-	-	1,300.0

Tortolita Preserve Improvements - (PK036)

Est. Completion: FY 2023

Location: Tortolita Preserve at Moore Road

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

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

Funding Sources (in thousands of dollars)	Total Project Cost	Expended Thru 06/22	Adopted 2022/23	Forecast 2023/24	Forecast 2024/25	Forecast 2025/26	Forecast 2026/27	Total Remaining Budget
General Fund	267.0	7	260.0	-	-	-	-	260.0
Total:	267.0	7	260.0	-	-	-	-	260.0

Air Traffic Control Tower

Est. Completion: FY 2023
Location: Marana Regional Airport
Description: Environmental, siting study, design, and construction of a new air traffic control tower.
Operating Budget Impact: O&M expenses of \$50,000 per year starting in FY 2024/25

Funding Sources (in thousands of dollars)	Total Project Cost	Expended Thru 06/22	Adopted 2022/23	Forecast 2023/24	Forecast 2024/25	Forecast 2025/26	Forecast 2026/27	Total Remaining Budget
Airport Capital Fund	13,601.0	-	301.0	1,300.0	12,000.0	-	-	13,601.0
Total:	13,601.0	-	301.0	1,300.0	12,000.0	-	-	13,601.0

Air Traffic Control Tower, Siting Study - (AP037)

Est. Completion: FY 2023
Location: Marana Regional Airport
Description: Required siting study for Control Tower project
Operating Budget Impact: None

Funding Sources (in thousands of dollars)	Total Project Cost	Expended Thru 06/22	Adopted 2022/23	Forecast 2023/24	Forecast 2024/25	Forecast 2025/26	Forecast 2026/27	Total Remaining Budget
Airport Capital Fund	269.0	133.0	136.0	-	-	-	-	136.0
Total:	269.0	133.0	136.0	-	-	-	-	136.0

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 Impact: None

Funding Sources (in thousands of dollars)	Total Project Cost	Expended Thru 06/22	Adopted 2022/23	Forecast 2023/24	Forecast 2024/25	Forecast 2025/26	Forecast 2026/27	Total Remaining Budget
Airport Capital Fund	400.0	-	-	400.0	-	-	-	400.0
Total:	400.0	-	-	400.0	-	-	-	400.0

Airport Land Acquisition

Est. Completion: FY 2023
Location: Vicinity of Marana Regional Airport
Description: Land purchase considerations for future purposes
Operating Budget Impact: None

Funding Sources (in thousands of dollars)	Total Project Cost	Expended Thru 06/22	Adopted 2022/23	Forecast 2023/24	Forecast 2024/25	Forecast 2025/26	Forecast 2026/27	Total Remaining Budget
Airport Capital Fund	324.0	-	-	-	324.0	-	-	324.0
Total:	324.0	-	-	-	324.0	-	-	324.0

Airport MIRL, Beacon, PAPI Replacements - (AP026)

Est. Completion: FY 2023
Location: Marana Regional Airport
Description: Airport Runway MIRL (Medium Intensity Runway Lights) upgrade, replace rotating Beacon, and replace PAPI's (Precision Approach Path Indicators) on Runway 12-30 and 3-21. Replacements due to current age. Upgrade for safety.
Operating Budget Impact: \$2,500 a year in cleaning and preventative maintenance. This includes bulbs and having the equipment inspected once a year.

Funding Sources (in thousands of dollars)	Total Project Cost	Expended Thru 06/22	Adopted 2022/23	Forecast 2023/24	Forecast 2024/25	Forecast 2025/26	Forecast 2026/27	Total Remaining Budget
Airport Capital Fund	1,913.0	278.0	1,635.0	-	-	-	-	1,635.0
Total:	1,913.0	278.0	1,635.0	-	-	-	-	1,635.0

Airport Northwest Well Rehabilitation

Est. Completion: FY 2027
Location: Marana Regional Airport
Description: In accordance with 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 rehab of well will include swabbing, brushing, bailing, surging, surge blocking, air lifting, zonal rehab, jetting, and more. 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 06/22	Adopted 2022/23	Forecast 2023/24	Forecast 2024/25	Forecast 2025/26	Forecast 2026/27	Total Remaining Budget
General Fund	-	-	-	-	-	-	-	-
Airport Capital Fund	140.0	-	-	-	-	-	140.0	140.0
Total:	140.0	-	-	-	-	-	140.0	140.0

Airport Part 150 Noise Study

Est. Completion: FY 2027
Location: Marana Regional Airport
Description: Noise Study
Operating Budget Impact: None

Funding Sources (in thousands of dollars)	Total Project Cost	Expended Thru 06/22	Adopted 2022/23	Forecast 2023/24	Forecast 2024/25	Forecast 2025/26	Forecast 2026/27	Total Remaining Budget
General Fund	-	-	-	-	-	-	-	-
Airport Capital Fund	250.0	-	-	-	-	-	250.0	250.0
Total:	250.0	-	-	-	-	-	250.0	250.0

Airport Runway 30 Safety Study - (AP029)

Est. Completion: FY 2023
Location: Marana Regional Airport
Description: Study to analyze mitigation options for insufficient Runway 30 safety area.
Operating Budget Impact: None

Funding Sources (in thousands of dollars)	Total Project Cost	Expended Thru 06/22	Adopted 2022/23	Forecast 2023/24	Forecast 2024/25	Forecast 2025/26	Forecast 2026/27	Total Remaining Budget
Airport Capital Fund	151.0	134.0	17.0	-	-	-	-	17.0
Total:	151.0	134.0	17.0	-	-	-	-	17.0

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 Impact: None

Funding Sources (in thousands of dollars)	Total Project Cost	Expended Thru 06/22	Adopted 2022/23	Forecast 2023/24	Forecast 2024/25	Forecast 2025/26	Forecast 2026/27	Total Remaining Budget
Airport Capital Fund	324.0	-	-	324.0	-	-	-	324.0
Total:	324.0	-	-	324.0	-	-	-	324.0

Airport 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 ADOT inspection.

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

Funding Sources (in thousands of dollars)	Total Project Cost	Expended Thru 06/22	Adopted 2022/23	Forecast 2023/24	Forecast 2024/25	Forecast 2025/26	Forecast 2026/27	Total Remaining Budget
Airport Capital Fund	9,560.0	-	-	-	-	700.0	8,860	9,560.0
Total:	9,560.0	-	-	-	-	700.0	8,860	9,560.0

East Apron Reconstruction Phase 1

Est. Completion: FY 2023
Location: Marana Regional Airport
Description: Design and construction of the rehabilitation of the east apron (215,195 sq. ft.)

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

Funding Sources (in thousands of dollars)	Total Project Cost	Expended Thru 06/22	Adopted 2022/23	Forecast 2023/24	Forecast 2024/25	Forecast 2025/26	Forecast 2026/27	Total Remaining Budget
Airport Capital Fund	2,568.0	143.0	2,425.0	-	-	-	-	2,425.0
Total:	2,568.0	143.0	2,425.0	-	-	-	-	2,425.0

East Apron Reconstruction Phase 2

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 06/22	Adopted 2022/23	Forecast 2023/24	Forecast 2024/25	Forecast 2025/26	Forecast 2026/27	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

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

Est. Completion: FY 2027

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

Funding Sources (in thousands of dollars)	Total Project Cost	Expended Thru 06/22	Adopted 2022/23	Forecast 2023/24	Forecast 2024/25	Forecast 2025/26	Forecast 2026/27	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

Rwy 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 06/22	Adopted 2022/23	Forecast 2023/24	Forecast 2024/25	Forecast 2025/26	Forecast 2026/27	Total Remaining Budget
Airport Capital Fund	150.0	-	-	-	-	-	150.0	150.0
Total:	150.0	-	-	-	-	-	150.0	150.0

Taxiways B and E Lighting Upgrade

Est. Completion: FY 2027

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 Impact: \$500 Annual O&M cost

Funding Sources (in thousands of dollars)	Total Project Cost	Expended Thru 06/22	Adopted 2022/23	Forecast 2023/24	Forecast 2024/25	Forecast 2025/26	Forecast 2026/27	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

Taxiway C Reconstruction - (AP035)

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

Funding Sources (in thousands of dollars)	Total Project Cost	Expended Thru 06/22	Adopted 2022/23	Forecast 2023/24	Forecast 2024/25	Forecast 2025/26	Forecast 2026/27	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

West Apron Reconstruction Phase 1

Est. Completion: FY 2025
Location: Marana Regional Airport
Description: Design and construction of the rehabilitation of the west apron (476,758 sq. ft.)
Operating Budget Impact: \$2,000 Annual O&M cost

Funding Sources (in thousands of dollars)	Total Project Cost	Expended Thru 06/22	Adopted 2022/23	Forecast 2023/24	Forecast 2024/25	Forecast 2025/26	Forecast 2026/27	Total Remaining Budget
Airport Capital Fund	3,357.0	80.0	1,027.0	-	2,250.0	-	-	3,277.0
Total:	3,357.0	80.0	1,027.0	-	2,250.0	-	-	3,277.0

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

Funding Sources (in thousands of dollars)	Total Project Cost	Expended Thru 06/22	Adopted 2022/23	Forecast 2023/24	Forecast 2024/25	Forecast 2025/26	Forecast 2026/27	Total Remaining Budget
Airport Capital Fund	7,290.0	-	-	-	-	7,290	-	7,290.0
Total:	7,290.0	-	-	-	-	7,290	-	7,290.0

Airport Southeast Well Site Upgrade

Est. Completion: FY 2024
Location: Southeast of Marana Airport
Description: Project will help provide recovered water from recharge basins and contribute to the overall NWRDSD 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 06/22	Adopted 2022/23	Forecast 2023/24	Forecast 2024/25	Forecast 2025/26	Forecast 2026/27	Total Remaining Budget
Water Capital Fund	675.0	-	-	675.0	-	-	-	675.0
Total:	675.0	-	-	675.0	-	-	-	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 06/22	Adopted 2022/23	Forecast 2023/24	Forecast 2024/25	Forecast 2025/26	Forecast 2026/27	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 06/22	Adopted 2022/23	Forecast 2023/24	Forecast 2024/25	Forecast 2025/26	Forecast 2026/27	Total Remaining Budget
Water Infrastructure	618.0	-	-	-	-	65.0	553.0	618.0
Total:	618.0	-	-	-	-	65.0	553.0	618.0

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 06/22	Adopted 2022/23	Forecast 2023/24	Forecast 2024/25	Forecast 2025/26	Forecast 2026/27	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

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 06/22	Adopted 2022/23	Forecast 2023/24	Forecast 2024/25	Forecast 2025/26	Forecast 2026/27	Total Remaining Budget
Renewable Resources	1,077.0	210.0	220.0	216.0	216.0	215.0	-	867.0
Total:	1,077.0	210.0	220.0	216.0	216.0	215.0	-	867.0

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

Est. Completion: FY 2023
Location: Twin Peaks Blvd. to Silverbell Road
Description: Construct 24-inch interconnect between Hartman Vistas/Twin Peaks water service area and Continental Reserve water service area to create redundancy. The project will also facilitate the maintenance of the Continental Reserve Reservoir (future project).
Operating Budget Impact: \$1,000 for annual corrosion testing and periodic valve maintenance

Funding Sources (in thousands of dollars)	Total Project Cost	Expended Thru 06/22	Adopted 2022/23	Forecast 2023/24	Forecast 2024/25	Forecast 2025/26	Forecast 2026/27	Total Remaining Budget
Water Infrastructure	3,048.0	264.0	2,784.0	-	-	-	-	2,784.0
Total:	3,048.0	264.0	2,784.0	-	-	-	-	2,784.0

East Tangerine Water Pipeline Upsizing - (WT053)

Est. Completion: FY 2023
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 06/22	Adopted 2022/23	Forecast 2023/24	Forecast 2024/25	Forecast 2025/26	Forecast 2026/27	Total Remaining Budget
Water Infrastructure	2,580.0	-	2,580.0	-	-	-	-	2,580.0
Water Capital Fund	9.0	9.0	-	-	-	-	-	-
Total:	2,589.0	9.0	2,580.0	-	-	-	-	2,580.0

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 SCADA system.

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

Funding Sources (in thousands of dollars)	Total Project Cost	Expended Thru 06/22	Adopted 2022/23	Forecast 2023/24	Forecast 2024/25	Forecast 2025/26	Forecast 2026/27	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 2024
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 06/22	Adopted 2022/23	Forecast 2023/24	Forecast 2024/25	Forecast 2025/26	Forecast 2026/27	Total Remaining Budget
Water Infrastructure	5,328.0	-	316.0	5,012.0	-	-	-	5,328.0
Total:	5,328.0	-	316.0	5,012.0	-	-	-	5,328.0

Impact Fee Study, Water, FY2021 - (WT054)

Est. Completion: FY 2023
Location: Marana
Description: Update the current Infrastructure Improvement Plans and Impact Fee Study to ensure fair and appropriate fees are collected.

Operating Budget Impact: None

Funding Sources (in thousands of dollars)	Total Project Cost	Expended Thru 06/22	Adopted 2022/23	Forecast 2023/24	Forecast 2024/25	Forecast 2025/26	Forecast 2026/27	Total Remaining Budget
Water Infrastructure	84.0	45.0	39.0	-	-	-	-	39.0
Renewable Resources	53.0	31.0	22.0	-	-	-	-	22.0
Wastewater Impact	103.0	58.0	45.0	-	-	-	-	45.0
Total:	240.0	134.0	106.0	-	-	-	-	106.0

Integrated Water Resources Plan and DAWS - (WT056)

Est. Completion: FY 2023
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 06/22	Adopted 2022/23	Forecast 2023/24	Forecast 2024/25	Forecast 2025/26	Forecast 2026/27	Total Remaining Budget
Renewable Resources	476.0	69.0	407.0	-	-	-	-	407.0
Total:	476.0	69.0	407.0	-	-	-	-	407.0

Marana Park Reservoir - (WT046)

Est. Completion: FY 2023
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 06/22	Adopted 2022/23	Forecast 2023/24	Forecast 2024/25	Forecast 2025/26	Forecast 2026/27	Total Remaining Budget
Water Capital Fund	1,000.0	-	1,000.0	-	-	-	-	1,000.0
Water Infrastructure	3,572.0	110.0	3,462.0	-	-	-	-	3,462.0
Total:	4,572.0	110.0	4,462.0	-	-	-	-	4,462.0

Marana Park Well - (WT047)

Est. Completion: FY 2023
Location: Ora Mae Harn Park
Description: Drill and equip and a new production well near the Marana Park water facility to provide additional source capacity for future growth. The desired production is 650 gallons per minute.

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

Funding Sources (in thousands of dollars)	Total Project Cost	Expended Thru 06/22	Adopted 2022/23	Forecast 2023/24	Forecast 2024/25	Forecast 2025/26	Forecast 2026/27	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: 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 06/22	Adopted 2022/23	Forecast 2023/24	Forecast 2024/25	Forecast 2025/26	Forecast 2026/27	Total Remaining Budget
Water Capital Fund	220.0	-	-	220.0	-	-	-	220.0
Total:	220.0	-	-	220.0	-	-	-	220.0

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

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

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

Funding Sources (in thousands of dollars)	Total Project Cost	Expended Thru 06/22	Adopted 2022/23	Forecast 2023/24	Forecast 2024/25	Forecast 2025/26	Forecast 2026/27	Total Remaining Budget
Water Capital Fund	7,825.0	1,301.0	6,524.0	-	-	-	-	6,524.0
Water Infrastructure	7,531.0	-	3,361.0	4,170.0	-	-	-	7,531.0
Total:	15,356.0	1,301.0	9,885.0	4,170.0	-	-	-	14,055.0

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 06/22	Adopted 2022/23	Forecast 2023/24	Forecast 2024/25	Forecast 2025/26	Forecast 2026/27	Total Remaining Budget
Renewable Resources	8,890.0	-	4,445.0	-	-	-	4,445	8,890.0
Total:	8,890.0	-	4,445.0	-	-	-	4,445	8,890.0

Oshrin Line Replacement - (WT057)

Est. Completion: FY 2025
Location: Oshrin community
Description: Furnish, install 1 inch service lines, provide traffic control and applicable permits, replace asphalt. 30 service lines.
Operating Budget Impact: Minimal O&M costs

Funding Sources (in thousands of dollars)	Total Project Cost	Expended Thru 06/22	Adopted 2022/23	Forecast 2023/24	Forecast 2024/25	Forecast 2025/26	Forecast 2026/27	Total Remaining Budget
Water Capital Fund	575.0	100.0	210.0	125.0	140.0	-	-	475.0
Total:	575.0	100.0	210.0	125.0	140.0	-	-	475.0

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 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 06/22	Adopted 2022/23	Forecast 2023/24	Forecast 2024/25	Forecast 2025/26	Forecast 2026/27	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 06/22	Adopted 2022/23	Forecast 2023/24	Forecast 2024/25	Forecast 2025/26	Forecast 2026/27	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 06/22	Adopted 2022/23	Forecast 2023/24	Forecast 2024/25	Forecast 2025/26	Forecast 2026/27	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 06/22	Adopted 2022/23	Forecast 2023/24	Forecast 2024/25	Forecast 2025/26	Forecast 2026/27	Total Remaining Budget
Water Capital Fund	220.0	-	-	-	-	-	220.0	220.0
Total:	220.0	-	-	-	-	-	220.0	220.0

Sandario Well Rehabilitation - (WT058)

Est. Completion: FY 2023
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 06/22	Adopted 2022/23	Forecast 2023/24	Forecast 2024/25	Forecast 2025/26	Forecast 2026/27	Total Remaining Budget
Water Capital Fund	140.0	-	140.0	-	-	-	-	140.0
Total:	140.0	-	140.0	-	-	-	-	140.0

Sanders Road 24-Inch Water Line - (WT067)

Est. Completion: FY 2024
Location: Sanders Road alignment from Clark Farms Blvd. to Marana Road
Description: Design and construct approximately 9,000 linear feet of 24-inch water line to support planned future development.
Operating Budget Impact: \$1,000 annual corrosion testing. Will eventually lower power costs by allowing a greater portion of the system to be served by gravity instead of being pumped.

Funding Sources (in thousands of dollars)	Total Project Cost	Expended Thru 06/22	Adopted 2022/23	Forecast 2023/24	Forecast 2024/25	Forecast 2025/26	Forecast 2026/27	Total Remaining Budget
Water Infrastructure	4,879.0	-	357.0	4,522.0	-	-	-	4,879.0
Total:	4,879.0	-	357.0	4,522.0	-	-	-	4,879.0

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 06/22	Adopted 2022/23	Forecast 2023/24	Forecast 2024/25	Forecast 2025/26	Forecast 2026/27	Total Remaining Budget
Water Capital Fund	1,769.0	1,236.0	233.0	300.0	-	-	-	533.0
Total:	1,769.0	1,236.0	233.0	300.0	-	-	-	533.0

Tangerine 16-Inch with Break Tanks

Est. Completion: FY 2027

Location: Tangerine/Twin Peaks Corridor

Description: This project entails parcel acquisitions, 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 06/22	Adopted 2022/23	Forecast 2023/24	Forecast 2024/25	Forecast 2025/26	Forecast 2026/27	Total Remaining Budget
Water Infrastructure	661.0	-	-	-	-	561.0	100.0	661.0
Total:	661.0	-	-	-	-	561.0	100.0	661.0

Water Operations New Field Office

Est. Completion: FY 2025

Location: 12775 N Sanders Road

Description: Purchase new modular office for Sanders yard, including electrical and water and sewer connections.

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

Funding Sources (in thousands of dollars)	Total Project Cost	Expended Thru 06/22	Adopted 2022/23	Forecast 2023/24	Forecast 2024/25	Forecast 2025/26	Forecast 2026/27	Total Remaining Budget
Water Capital Fund	400.0	-	-	40.0	360.0	-	-	400.0
Total:	400.0	-	-	40.0	360.0	-	-	400.0

Water Quality Blend Evaluation

Est. Completion: FY 2024

Location: Twin Peaks & Hartman service areas

Description: The Town desires to maximize use of its CAP water allocation through NWRDSD to reduce groundwater pumping within its service area and stabilize the observed trends in declining groundwater levels. Recovered water from NWRDSD will have higher levels of mineral content than wells currently serving the Town's water systems. Higher TDS in water can affect aesthetic characteristics and corrosivity.

Operating Budget Impact: None

Funding Sources (in thousands of dollars)	Total Project Cost	Expended Thru 06/22	Adopted 2022/23	Forecast 2023/24	Forecast 2024/25	Forecast 2025/26	Forecast 2026/27	Total Remaining Budget
Water Capital Fund	120.0	-	-	120.0	-	-	-	120.0
Total:	120.0	-	-	120.0	0.0	-	-	120.0

Marana WRF, Screw Press 2 - (WR019)

Est. Completion: FY 2023
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 06/22	Adopted 2022/23	Forecast 2023/24	Forecast 2024/25	Forecast 2025/26	Forecast 2026/27	Total Remaining Budget
Wastewater Capital	1,177.0	-	1,177.0	-	-	-	-	1,177.0
Total:	1,177.0	-	1,177.0	-	-	-	-	1,177.0

Rillito Vista Lift Station Upgrade - (WR020)

Est. Completion: FY 2023
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 06/22	Adopted 2022/23	Forecast 2023/24	Forecast 2024/25	Forecast 2025/26	Forecast 2026/27	Total Remaining Budget
Wastewater Capital	671.0	-	671.0	-	-	-	-	671.0
Total:	671.0	-	671.0	-	-	-	-	671.0

Saguaro Bloom Generator Replacement - (WR022)

Est. Completion: FY 2023
Location: Saguaro Bloom Lift Station
Description: Replaces an existing emergency standby generator at the Saguaro Bloom Lift Station with a new unit. The new unit will provide emergency power to the site in the event of utility power loss and prevent a sanitary sewer overflow during a power outage.
Operating Budget Impact: \$1,500 Annual O&M cost

Funding Sources (in thousands of dollars)	Total Project Cost	Expended Thru 06/22	Adopted 2022/23	Forecast 2023/24	Forecast 2024/25	Forecast 2025/26	Forecast 2026/27	Total Remaining Budget
Wastewater Capital	120.0	-	120.0	-	-	-	-	120.0
Total:	120.0	-	120.0	-	-	-	-	120.0

Sewer Conveyance System Rehab - (WR012)

Est. Completion: FY 2026
Location: Marana sewer system
Description: The project includes the rehabilitation and/or replacement of existing sewer conveyance infrastructure (manholes, sewer mains, & lift stations) that have deteriorated over time.
Operating Budget Impact: There should be no change in operational cost. The project will be completed proactively to prevent possible emergency repairs.

Funding Sources (in thousands of dollars)	Total Project Cost	Expended Thru 06/22	Adopted 2022/23	Forecast 2023/24	Forecast 2024/25	Forecast 2025/26	Forecast 2026/27	Total Remaining Budget
Wastewater Capital	1,830.0	-	42.0	661.0	553.0	574.0	-	1,830.0
Total:	1,830.0	-	42.0	661.0	553.0	574.0	-	1,830.0

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 06/22	Adopted 2022/23	Forecast 2023/24	Forecast 2024/25	Forecast 2025/26	Forecast 2026/27	Total Remaining Budget
Wastewater Capital	7,626.0	167.0	7,459.0	-	-	-	-	7,459.0
Wastewater Impact	7,646.0	0.0	-	7,646.0	-	-	-	7,646.0
Total:	15,272.0	167.0	7,459.0	7,646.0	-	-	-	15,105.0

Marana Public Safety Facility Improvements - (PDFAC)

Est. Completion: FY 2023
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 06/22	Adopted 2022/23	Forecast 2023/24	Forecast 2024/25	Forecast 2025/26	Forecast 2026/27	Total Remaining Budget
Other Capital Fund	544.0	13.0	531.0	-	-	-	-	531.0
Total:	544.0	13.0	531.0	-	-	-	-	531.0

MMC Drainage Improvements - (FA108)

Est. Completion: FY 2023
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 06/22	Adopted 2022/23	Forecast 2023/24	Forecast 2024/25	Forecast 2025/26	Forecast 2026/27	Total Remaining Budget
General Fund	303.0	52.0	251.0	-	-	-	-	251.0
Total:	303.0	52.0	251.0	-	-	-	-	251.0

MMC Generator Upgrade - (FA109)

Est. Completion: FY 2023
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 06/22	Adopted 2022/23	Forecast 2023/24	Forecast 2024/25	Forecast 2025/26	Forecast 2026/27	Total Remaining Budget
General Fund	800.0	-	800.0	-	-	-	-	800.0
Total:	800.0	-	800.0	-	-	-	-	800.0

MMC Interior Lighting Improvements - (FA104)

Est. Completion: FY 2023
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 06/22	Adopted 2022/23	Forecast 2023/24	Forecast 2024/25	Forecast 2025/26	Forecast 2026/27	Total Remaining Budget
General Fund	258.0	-	258.0	-	-	-	-	258.0
Total:	258.0	-	258.0	-	-	-	-	258.0

MOC Parking Lot Reconstruction - (FA105)

Est. Completion: FY 2023
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 06/22	Adopted 2022/23	Forecast 2023/24	Forecast 2024/25	Forecast 2025/26	Forecast 2026/27	Total Remaining Budget
General Fund	150.0	-	150.0	-	-	-	-	150.0
Total:	150.0	-	150.0	-	-	-	-	150.0

MOC Roof & HVAC Replacement - (FA110)

Est. Completion: FY 2023
Location: MOC 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 06/22	Adopted 2022/23	Forecast 2023/24	Forecast 2024/25	Forecast 2025/26	Forecast 2026/27	Total Remaining Budget
General Fund	300.0	-	300.0	-	-	-	-	300.0
Total:	300.0	-	300.0	-	-	-	-	300.0

MOC Security Walls, New Entry Gate - (FA106)

Est. Completion: FY 2023

Location: MOC Parking Lot - 5100 W Ina Road

Description: Remove existing chain link fencing, install new 8 ft tall block or metal wall along entire length of the property and add an additional secure entry gate on the north end of the property.

At the MPD Evidence Storage Facility, using the existing space,

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

Impact:

Funding Sources (in thousands of dollars)	Total Project Cost	Expended Thru 06/22	Adopted 2022/23	Forecast 2023/24	Forecast 2024/25	Forecast 2025/26	Forecast 2026/27	Total Remaining Budget
General Fund	332.0	18.0	314.0	-	-	-	-	314.0
Total:	332.0	18.0	314.0	-	-	-	-	314.0

MPD Console Modernization - (FA107)

Est. Completion: FY 2023

Location: Marana Municipal Complex

Description: Replace six console/workstations utilized by dispatchers in the Marana Police Department Communications Division

Operating Budget None

Impact:

Funding Sources (in thousands of dollars)	Total Project Cost	Expended Thru 06/22	Adopted 2022/23	Forecast 2023/24	Forecast 2024/25	Forecast 2025/26	Forecast 2026/27	Total Remaining Budget
General Fund	252.0	34.0	218.0	-	-	-	-	218.0
Total:	252.0	34.0	218.0	-	-	-	-	218.0

SECTION 404

SUPPLEMENTAL SCHEDULES

THE SUPPLEMENTAL SCHEDULE section contains current and historical data used for decision-making during the budget process.

REVENUE SCHEDULE

Revenue Schedule	2020 Actual	2021 Actual	2022 Estimates	2023 Adopted
General Fund				
Sales taxes	\$ 30,497,789	\$ 34,001,109	\$ 37,344,827	\$ 36,215,052
Intergovernmental	13,098,547	23,559,040	24,700,801	28,336,259
Licenses, fees and permits	5,992,340	7,248,433	11,113,073	8,633,000
Fines and forfeiture	515,514	436,491	383,241	391,500
Charges for services	352,828	541,107	928,195	662,000
Leases	157,404	158,998	171,913	145,000
Investment income	1,409,293	476,105	(180,162)	150,000
Miscellaneous	951,979	653,923	907,099	780,971
Total General Fund	52,975,694	67,075,206	75,368,987	75,313,782
Special Revenue Funds				
Highway User Revenue Fund	4,239,055	4,281,331	4,271,391	4,807,629
Community Development Block Grant	45,121	49,819	78,972	180,000
Affordable Housing	10,730	1,928	1,924	10,000
Judicial Collection Enhancement	8,960	7,048	5,399	8,000
Fill-the-Gap	4,002	4,353	3,009	4,500
Local Technology	46,318	31,568	25,776	50,000
Bed Tax	1,288,972	1,246,249	1,901,823	1,338,158
Other SRF	2,312,158	3,983,309	1,820,437	3,093,149
Total Special Revenue Funds	7,955,316	9,605,605	8,108,731	9,491,436
Capital Projects Funds				
Northwest Transportation Impact Fees	178,302	208,990	591,434	315,511
Northeast Transportation Impact Fees	135,212	441,109	1,010,036	363,877
South Transportation Impact Fees	1,626,554	1,776,198	4,994,200	1,713,492
Park Impact Fees	875,771	492,132	2,822,752	936,900
Transportation	9,876,422	7,385,040	8,336,361	6,800,000
RTA	63,621	-	-	7,300,000
1/2 Cent Sales Tax	-	-	3,001,250	6,000,000
Downtown Reinvestment	260,075	220,493	435,287	228,500
Pima Association of Governments	28,568	28,703	4,500	757,751
Other Capital Projects	251,898	262,041	5,212,534	8,538,533
Community Facilities Districts Capital	130,388	152,138	181,923	223,501
Total Capital Projects Funds	13,426,811	10,966,844	26,590,277	33,178,065

REVENUE SCHEDULE

Revenue Schedule	2020 Actual	2021 Actual	2022 Estimates	2023 Adopted
Debt Service Funds				
Tangerine Farms Improvement District	2,091,138	2,297,832	1,801,409	2,020,059
Community Facility Districts DSF	15,499	1,284,606	1,516,062	1,862,509
Other Debt Service	-	21	860	-
Total Debt Service Funds	2,106,637	3,582,459	3,318,331	3,882,568
Enterprise Funds				
Airport	2,504,819	668,849	625,520	5,385,568
Water Utility	13,253,927	15,215,315	15,011,885	18,364,741
Wastewater Utility	6,852,991	7,862,381	6,124,633	7,003,340
Total Enterprise Funds	22,611,737	23,746,545	21,762,038	30,753,649
Internal Service Funds				
Health Benefits	4,257,063	4,706,262	4,698,682	4,937,950
Dental Benefits	332,341	335,735	233,990	352,000
Total Internal Service Funds	4,589,404	5,041,997	4,932,672	5,289,950
Total ALL Funds *	\$ 103,665,599	\$ 120,018,656	\$ 140,081,036	\$ 157,909,450

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

EXPENDITURE SCHEDULE

Expenditure Schedule	2020 Actual	2021 Actual	2022 Estimates	2023 Adopted
General Fund				
Personnel and Benefits	\$ 29,957,935	\$ 30,268,994	\$ 31,775,429	\$ 45,115,799
Contracted Services	5,140,196	4,598,463	5,502,800	9,008,906
Operating Supplies & Equipment	4,564,455	3,807,118	5,253,020	11,834,108
Capital Outlay	2,725,456	1,444,410	1,656,333	7,146,363
Other Financing Uses	-	16,125	28,210	163,000
Total General Fund	42,388,042	40,135,110	44,215,792	73,268,176
Special Revenue Funds				
Highway User Revenue Fund	4,081,020	3,702,599	3,192,819	5,358,694
Community Development Block Grant	50,396	53,057	66,674	180,000
Affordable Housing	66,680	26,261	10,411	87,435
JCEF	39,981	320	2,424	131,805
Fill-the-Gap	-	-	-	34,500
Local Technology	46,597	207,119	238,249	78,000
Bed Tax	820,775	887,696	1,122,077	1,338,158
Other SRF	2,706,347	1,619,264	1,548,082	3,279,376
Total Special Revenue Funds	7,811,796	6,496,316	6,180,736	10,487,968
Capital Projects Funds				
Northwest Transportation Impact Fees	-	3,118	8,832	1,227,584
Northeast Transportation Impact Fees	-	46,028	47,001	131,681
South Transportation Impact Fees	5,426	20,705	441,647	9,486,439
Park Impact Fees	412,670	235,071	56,607	3,440,333
Transportation	6,411,245	10,765,198	1,904,378	26,104,856
Regional Transportation Authority	19,069	-	1,351	7,300,000
1/2 Cent Sales Tax	-	-	-	12,000,000
Downtown Reinvestment	-	10,040	343,276	638,700
Pima Association of Governments	29,193	30,578	15,229	757,751
Other Capital Projects	1,023,384	2,019,186	608,011	8,905,186
Community Facilities Distircts	42,075	4,143	3,750	1,447,750
Total Capital Projects Funds	7,943,062	13,134,067	3,430,082	71,440,280

EXPENDITURE SCHEDULE

Expenditure Schedule	2020 Actual	2021 Actual	2022 Estimates	2023 Adopted
Debt Service Funds				
2013 MMPC Bond	3,042,113	3,034,400	3,026,300	3,030,300
2014 Excise Tax Bond	792,346	791,814	792,824	794,337
2017B Excise Tax Bond	2,098,900	2,091,200	2,089,250	2,580,500
Tangerine Farms Imprv. District	2,804,517	2,207,838	1,979,000	2,020,059
Gladden CFD Debt	528,513	4,958,013	780,006	779,357
Gladden II CFD Debt	1,230,085	50,744	4,677,008	6,532,494
Saguaro Springs CFD Debt	2,258,639	363,025	3,257,557	674,775
Total Debt Service Funds	12,755,113	13,497,034	16,601,945	16,411,822
Enterprise Funds				
Airport	2,685,144	1,735,761	995,836	6,170,859
Water	22,629,270	7,941,049	9,937,575	37,378,527
Wastewater	4,276,508	5,951,157	3,339,893	13,045,555
Total Enterprise Funds	29,590,922	15,627,967	14,273,304	56,594,941
Internal Service Funds				
Health Benefits	3,551,563	4,092,095	4,277,341	4,937,950
Dental Benefits	225,877	224,353	260,864	352,000
Total Internal Service Funds	3,777,440	4,316,448	4,538,205	5,289,950
Total ALL Funds	\$ 104,266,375	\$ 93,206,942	\$ 89,240,063	\$ 233,493,137

INTERFUND TRANSFERS
Fiscal Year 2022-2023

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
Other Grants	100,000								100,000
Transportation Fund							50,000		50,000
2013 Debt	1,255,750					905,375		905,375	3,066,500
2014 Debt	658,966								658,966
2017 Debt	546,832	859,683	620,444	602,041					2,629,000
Water	999,501					222,077			1,221,578
Water Capital	4,300,000				2,827,893				7,127,893
Airport Operating	279,751								279,751
Airport Capital	505,540								505,540
Waste Water Operating						404,535		404,535	809,070
Waste Water Capital	12,100,000						2,037,970		14,137,970
Total	20,746,340	859,683	620,444	602,041	2,827,893	1,531,987	2,087,970	1,309,910	30,586,268

DEBT SERVICE SUMMARY

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

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

Total Bonded Debt			
Fiscal Year	Principal	Interest	Total
2023	7,166,000	3,597,053	10,763,053
2024	6,679,000	3,339,939	10,018,939
2025	7,089,000	3,068,870	10,157,870
2026	7,389,000	2,780,877	10,169,877
2027	5,600,000	2,485,144	8,085,144
2028-2032	20,235,000	8,990,250	29,225,250
2033-2037	14,905,000	5,554,463	20,459,463
2038-2042	15,930,000	2,667,197	18,597,197
2043-2047	6,115,000	378,931	6,493,931
Totals	91,108,000	32,862,724	123,970,724

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
2023	1,940,000	1,088,300	3,028,300
2024	2,015,000	999,125	3,014,125
2025	2,115,000	895,875	3,010,875
2026	2,225,000	787,375	3,012,375
2027	2,335,000	673,375	3,008,375
2028-2032	9,530,000	1,800,200	11,330,200
2033-2037	3,360,000	170,000	3,530,000
Totals	23,520,000	6,414,250	29,934,250

2014 Series – Excise Tax Revenue Obligations			
Fiscal Year	Principal	Interest	Total
2023	735,000	57,337	792,337
2024	609,000	40,201	649,201
2025	629,000	24,416	653,416
2026	643,000	8,198	651,198
Totals	2,616,000	130,152	2,746,152

2017 Series B – Excise Tax Revenue Bonds			
Fiscal Year	Principal	Interest	Total
2023	1,860,000	718,500	2,578,500
2024	1,955,000	623,125	2,578,125
2025	2,055,000	522,875	2,577,875
2026	2,170,000	417,250	2,587,250
2027	2,280,000	306,000	2,586,000
2028- 2029	4,980,000	253,500	5,233,500
Totals	15,300,000	2,841,250	18,141,250

Excise Tax Revenue Obligations continued

2017 Series A&C – Excise Tax Revenue Bonds			
Fiscal Year	Principal	Interest	Total
2023	0	809,069	809,069
2024	0	809,069	809,069
2025	0	809,069	809,069
2026	0	809,069	809,069
2027	0	809,069	809,069
2028- 2032	235,000	4,032,969	4,267,969
2033-2037	6,325,000	3,506,194	9,831,194
2038-2042	10,800,000	1,585,327	12,385,327
2043-2045	2,420,000	48,400	2,468,400
Totals	19,780,000	13,218,235	32,998,235

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 2022-2023 the rate for debt service was \$2.50/\$100 of assessed valuation.

Gladden Farms – CFD General Obligation Bonds - 2016			
Fiscal Year	Principal	Interest	Total
2023	430,000	236,611	666,611
2024	440,000	223,563	663,563
2025	455,000	210,138	665,138
2026	470,000	193,913	663,913
2027	490,000	174,713	664,713
2028- 2032	2,735,000	559,063	3,294,063
2033-2037	1,315,000	74,450	1,389,450
2038-2042	110,000	9,062	119,062
Totals	6,445,000	1,681,513	8,126,513

Gladden Farms Community Facilities District General Obligation Bonds continued

Gladden Farms – CFD General Obligation Bonds - 2020			
Fiscal Year	Principal	Interest	Total
2023	0	110,244	110,244
2024	0	110,244	110,244
2025	100,000	108,744	208,744
2026	100,000	105,743	205,743
2027	100,000	102,743	202,743
2028- 2032	585,000	464,444	1,049,444
2033-2037	1,325,000	340,019	1,665,019
2038-2042	1,945,000	117,622	2,062,622
Totals	4,155,000	1,459,803	5,614,803

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 2022-2023 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
2023	35,000	47,644	82,644
2024	35,000	46,244	81,244
2025	35,000	44,843	79,843
2026	40,000	43,344	83,344
2027	40,000	41,744	81,744
2028- 2032	220,000	183,950	403,950
2033-2037	265,000	137,350	402,350
2038-2042	320,000	79,800	399,800
2043-2045	225,000	14,334	239,334
Totals	1,215,000	639,253	1,854,253

Gladden Farms II Community Facilities District General Obligation Bonds continued

Gladden Farms II – CFD General Obligation Bonds - 2021			
Fiscal Year	Principal	Interest	Total
2023	0	144,850	144,850
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- 2032	685,000	620,675	1,305,675
2033-2037	795,000	510,125	1,305,125
2038-2042	935,000	358,100	1,293,100
2043-2047	1,310,000	144,200	1,454,200
Totals	4,080,000	2,341,825	6,421,825

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 2022-2023 the rate for debt service was \$2.50/\$100 of assessed valuation.

Saguaro Springs - CFD General Obligation Bonds - 2018			
Fiscal Year	Principal	Interest	Total
2023	105,000	135,375	240,375
2024	110,000	132,149	242,149
2025	115,000	128,775	243,775
2026	115,000	125,326	240,326
2027	120,000	121,200	241,200
2028- 2032	675,000	528,500	1,203,500
2033-2037	830,000	378,400	1,208,400
2038-2042	1,005,000	195,500	1,200,500
2043-2044	460,000	18,600	478,600
Totals	3,535,000	1,763,825	5,298,825

Saguaro Springs Community Facilities District General Obligation Bonds continued

Saguaro Springs - CFD General Obligation Bonds - 2019			
Fiscal Year	Principal	Interest	Total
2023	50,000	59,475	109,475
2024	50,000	57,975	107,975
2025	50,000	56,475	106,475
2026	55,000	54,900	109,900
2027	55,000	53,250	108,250
2028- 2032	295,000	238,025	533,025
2033-2037	350,000	176,325	526,325
2038-2042	420,000	115,159	535,159
2043-2045	525,000	32,422	557,422
Totals	1,850,000	844,006	2,694,006

Saguaro Springs - CFD General Obligation Bonds - 2021			
Fiscal Year	Principal	Interest	Total
2023	245,000	77,925	322,925
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- 2032	295,000	308,925	603,925
2033-2037	340,000	261,600	601,600
2038-2042	395,000	206,625	601,625
2043-2045	1,175,000	120,975	1,295,975
Totals	2,720,000	1,254,150	3,974,151

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
2023	1,569,000	109,230	1,678,230
2024	1,350,000	80,870	1,430,870
2025	1,375,000	54,410	1,429,410
2026	1,401,000	27,460	1,428,460
Totals	5,695,000	271,970	5,966,970

Water Utility Revenue Obligations

The Town has issued utility revenue obligations to refund portions of prior issuances related to the acquisition of water systems. These bonds are payable solely from the water utility rate revenues collected by the Town.

2014 Series – Water Utility Revenue Obligations			
Fiscal Year	Principal	Interest	Total
2023	197,000	2,492	199,492
Totals	197,000	2,492	199,492

Water Infrastructure Finance Authority (WIFA) Loans

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

Water Infrastructure Finance Authority Loan - 2010			
Fiscal Year	Principal	Interest	Total
2023	254,049	31,261	285,310
2024	261,589	27,476	289,065
2025	269,353	23,579	292,932
2026	277,347	19,566	296,913
2027	285,579	15,435	301,014
2028- 2030	908,607	20,268	928,875
Totals	2,256,524	137,585	2,394,109

Water Infrastructure Finance Authority Loan - 2019 Adonis			
Fiscal Year	Principal	Interest	Total
2023	30,008	6,072	36,080
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
2028-2032	178,560	18,757	197,317
2033-2037	202,103	9,176	211,279
2038-2039	79,009	757	79,766
Totals	617,430	55,910	673,340

Water Infrastructure Finance Authority (WIFA) Loans continued

Water Infrastructure Finance Authority Loan - 2019			
Fiscal Year	Principal	Interest	Total
2023	635,069	120,946	756,015
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
2028-2032	3,761,236	376,264	4,137,500
2033-2037	4,243,052	188,383	4,431,435
2038-2039	1,845,700	17,454	1,863,154
Totals	13,184,119	1,124,913	14,309,032

Water Infrastructure Finance Authority Loan - 2020			
Fiscal Year	Principal	Interest	Total
2023	24,392	1,334	25,726
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
2028-2032	119,966	5,378	125,344
2033-2037	131,634	3,031	134,665
2038-2041	95,329	614	95,943
Totals	459,590	16,211	475,802

Water Infrastructure Finance Authority (WIFA) Loans continued

Water Infrastructure Finance Authority Loan-2020 Adonis II			
Fiscal Year	Principal	Interest	Total
2023	9,392	775	10,167
2024	9,568	739	10,307
2025	9,748	703	10,451
2026	9,930	666	10,596
2027	10,116	629	10,745
2028-2032	53,497	2,558	56,055
2033-2037	58,701	1,511	60,212
2038-2041	51,045	386	51,431
Totals	211,997	7,967	219,964

SCHEDULE OF SELECT CARRYOVER REQUESTS

Schedule of Carryover Requests	FY 2023 Budget
GENERAL FUND	
Dove Mountain Residences MJCIP Reimbursement	100,000
Ventana Roche MJCIP Reimbursement	215,000
PVB MJCIP Reimbursement	145,000
Master Transportation Study	320,000
Tortolita Preserve Improvements (PK036)	19,700
Compartment Sinks at Snack Bars per Health Code	10,000
Top Dresser for Lawn Maintenance	16,718
Consultant for Consolidated CDBG Plan	50,000
MPD Console Modernization (FA107)	218,108
MMC Interior Lighting Improvements (FA104)	158,000
MOC Parking Lot Reconstruction (FA105)	150,000
MOC Security Walls & New Entry Gate (FA106)	314,000
MMC Drainage Improvements (FA108)	251,440
Civic Center Drive Electrical Improvements (ST090)	98,500
Cortaro Farms Beautification (ST091)	120,000
El Rio Disc Golf (PK031)	52,905
El Rio Recreation Parking Lot (PK032)	122,827
Heritage Pole Barn (PK034)	115,051
Total for General Fund	\$2,477,249
SOUTH BENEFIT AREA FUND	
Twin Peaks Road, Rattlesnake Pass Widening (ST073)	5,308,184
Impact Fee Study, Streets, FY2021 (ST081)	20,116
Total for South Benefit Area Fund	\$5,328,300
NORTHWEST BENEFIT AREA FUND	
Impact Fee Study, Streets, FY2021 (ST081)	20,116
Total for Northwest Benefit Area Fund	\$20,116
NORTHEAST BENEFIT AREA FUND	
Impact Fee Study, Streets, FY2021	20,116
Total for Northeast Benefit Area Fund	\$20,116
PARK IMPACT FUND	
Santa Cruz Shared Use Path at CalPortland (PK023)	1,826,940
Gladden Farms Baseball Fields (PK033)	41,043
Total for Park Impact Fund	\$1,867,983
DOWNTOWN REINVESTMENT FUND	
Marana Road Realignment (ST044)	213,700
Total for Downtown Reinvestment Fund	\$213,700

Schedule of Carryover Requests Continued	FY 2023 Budget
TRANSPORTATION FUND	
Lon Adams Rd, Reconstruction (ST068)	3,809,218
Twin Peaks Rd - Sandario Rd Intersection (ST087)	930,657
Adonis Road Extension (ST059)	25,175
Adonis Road Extension, Phase II (ST089)	400,000
Rillito Village Tr Drainage Improvements (ST085)	795,815
Adonis Subdivision Drainage Improvements (ST062)	35,000
South Marana Pavement Rehabilitation, Phase II (ST096)	600,000
Postvale Rd, Grier Rd Rehabilitation, Phase II (ST095)	260,000
Silverbell Road Sidewalk - Twin Peaks to Coach (ST069)	315,000
Barnett Channel, Tangerine Farms Conarch (ST072)	698,600
Twin Peaks Road, Rattlesnake Pass Widening (ST073)	1,500,000
LED Street Lighting, Crossroads Park (ST092)	269,815
Marana Main Street Extension (ST093)	300,000
Pines Settlement Repair FY22 (ST094)	750,000
Twin Peaks Rehabilitation, West (ST099)	450,000
Tangerine Farms Rd, Marana Rd I-10 (ST097)	300,000
Total for Transportation Fund	\$11,439,280
PAG FUND	
TABY Downtown Roundabout (AD015)	17,501
Total for PAG Fund	\$17,501
OTHER AGENCY FUND	
Santa Cruz Shared Use Path at CalPortland (PK023)	310,000
Tangerine Rd Widening, Phase 2A (ST098)	4,113,236
Twin Peaks Road, Rattlesnake Pass Widening (ST073)	3,750,000
Total for Other Agency Fund	\$8,173,236
HURF FUND	
Pavement Preservation	300,000
Traffic & Congestion Study	25,000
Total for HURF Fund	\$325,000
BED TAX FUND	
Master Plan	30,000
Total for Bed Tax Fund	\$30,000
OTHER CAPITAL FUND	
MPD Facility Improvements (PDFAC)	531,149
Total for Other Capital Fund	\$531,149
WATER RECLAMATION - OPERATING FUND	
Sand Filter Compressor Repair	90,000
Overflow Basin Liner Repair	16,000
UV Weir Replacement	76,500
Screw Press	1,176,570
Total for Water Reclamation - Operating Fund	\$1,359,070

Schedule of Carryover Requests Continued	FY 2023 Budget
WATER CAPITAL FUND	
NW Recharge, Recovery, and Delivery System (WT048)	3,510,327
Oshrin Line Replacement (WT057)	100,000
SCADA and Integrated Telemetry (WT026)	16,564
Sandario Well Rehabilitation (WT058)	140,000
Total for Water Capital Fund	<u>\$3,766,891</u>
WATER IMPACT FUND	
Marana Park Reservoir (WT046)	2,960,568
Continental Reserve 24-inch Tie-in (WT035)	76,518
Marana Park Well (WT047)	711,832
Impact Fee Study, Water, FY2021	39,350
East Tangerine, Segment 1 Pipeline Upsizing (WT053)	445,614
Total for Water Impact Fund	<u>\$4,233,882</u>
AIRPORT CAPITAL FUND	
Airport MIRL, Beacon, PAPI Replacements	210,654
East and West Apron Rehabilitation	600,000
Airport Runway 30 Safety Study	63,564
Total for Airport Capital Fund	<u>\$874,218</u>
WASTE WATER CAPITAL FUND	
North Marana Sewer Interceptor (WR021)	4,692,315
Rillito Vista Lift Station Upgrade (WR020)	171,400
Marana WRF Screw Press 2 (WR019)	802,500
Sewer Conveyence System Rehabilitation	41,600
Total for Wastewater Capital Fund	<u>\$5,707,815</u>
WASTE WATER IMPACT FUND	
Impact Fee Study, Water, FY2021(WT054)	45,200
Total for Wastewater Impact Fund	<u>\$45,200</u>
Grand Total	<u><u>\$46,430,706</u></u>

VEHICLE REPLACEMENT SCHEDULE

Schedule of Carryover Requests	FY 2023 Budget
VEHICLE REPLACEMENT FUND	
Unit 574-2013 Tahoe SSV PPV 4x4	89,100
Unit 576-2013 Chevy Caprice	86,350
Unit 583-2013 Chevy Caprice	86,350
Unit 594-2014 Tahoe PPV	86,350
Unit 597-2014 Tahoe PPV	86,350
Unit 598-2014 Tahoe PPV	86,350
Unit 1002-2014 Tahoe SSV PPV 4x4	89,100
Unit 1019-2015 Tahoe PPV	86,350
Unit 1021-2015 Tahoe PPV	86,350
Unit 606-2001 GMC 6500 Series	140,250
Unit 845-2003 Ingersol Rand Bobcat	79,200
Unit 2015-2010 Ford F150 Super Cab 4x4	54,450
Unit 2024-2012 E450 Passenger Bus	86,790
Unit 430-2004 Chevy Silverado Crew Cab 4x4	74,800
Unit 614-2011 Ford F640 Super	162,700
Unit 2100 – Ford Explorer (due to accident)	38,000
Road Grader Replacement – HURF	450,000
Vermeer V2501D Replacement -HURF	52,250
Brush Chipper BC 100XL - HURF	58,000
 <i>Carryforward purchases</i>	
6 PD Units: 573-2013, 1015-2015, 525-2010, 545-2011, 580-2013, 593-2014	390,000
Unit 1024-2016 Ford Fusion	32,000
Unit 2051-2015 Ford Explorer SUV	38,000
New Vehicles for 5 new police officers (FY2022)	325,000
New Vehicle for Public Works New Position - Custodian II (FY2022)	36,500
New Vehicle for Parks new position – Maintenance III (FY2022)	38,750
Grand Total	\$2,839,340

**ADOPTED AUTHORIZED POSITION SCHEDULE
FISCAL YEAR 2022-2023**

	2020 Adopted	2020 Actual	2021 Adopted	2021 Actual	2022 Adopted	2022 Estimated	2023 Budget
Town Manager							
Town Manager	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Deputy Town Manager	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Assistant Town Manager	1.00	1.00	1.00	1.00	-	-	-
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	1.00	1.00	-
Assistant to the Town Manager	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Communication and Marketing Division							
Communications Manager	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Communications Specialist	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Graphics Designer	1.50	1.50	1.50	1.50	1.50	-	-
Visual Communications Designer	-	-	-	-	-	1.50	2.50
Special Events Division							
Special Events Coordinator	1.00	1.00	1.00	1.00	1.00	-	-
Special Events Programmer	1.00	1.00	1.00	1.00	-	-	-
Total Town Manager Office	11.50	11.50	11.50	11.50	10.50	9.50	8.50
Town Clerk							
Town Clerk	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Deputy Town Clerk	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Executive Assistant	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Records Clerk	2.00	2.00	2.00	2.00	2.00	2.00	2.00
Total Town Clerk	5.00	5.00	5.00	5.00	5.00	5.00	5.00
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
Sr. Human Resources Analyst	2.00	2.00	2.00	2.00	2.00	2.00	2.00
HRIS Administrator	-	-	-	-	-	-	1.00
Human Resources Analyst	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Executive Assistant	1.00	1.00	1.00	1.00	1.00	1.00	1.00

**ADOPTED AUTHORIZED POSITION SCHEDULE
FISCAL YEAR 2022-2023**

	2020 Adopted	2020 Actual	2021 Adopted	2021 Actual	2022 Adopted	2022 Estimated	2023 Budget
Human Resources, continued							
Safety Division							
Emergency Management and Safety Coordinator	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Safety Compliance Specialist	-	-	-	-	-	-	1.00
Total Human Resources	7.00	7.00	7.00	7.00	8.00	8.00	10.00
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
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 Analyst	1.00	1.00	-	-	-	-	-
Payroll Administrator	1.00	1.00	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
Financial Specialist	-	-	-	-	1.00	1.00	1.00
Procurement Agent	1.00	1.00	1.00	1.00	-	-	-
Grants Manager	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Senior Accountant	2.00	2.00	2.00	2.00	2.00	2.00	2.00
Senior Accounting Associate	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Accounting Associate	0.75	0.75	0.75	0.75	0.75	0.75	1.00
License & Tax Specialist	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Administrative Assistant	0.50	0.50	0.50	0.50	-	-	-
Asset Systems Manager	1.00	1.00	1.00	1.00	-	-	-
Customer Service Representative	2.00	2.00	2.00	2.00	2.00	2.00	3.00
Total Finance	16.25	16.25	16.25	16.25	15.75	15.75	19.00
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
Assistant Town Attorney	1.00	1.00	1.00	1.00	1.00	2.00	2.00
Associate Town Attorney	1.00	1.00	1.00	1.00	1.00	-	-

**ADOPTED AUTHORIZED POSITION SCHEDULE
FISCAL YEAR 2022-2023**

	2020 Adopted	2020 Actual	2021 Adopted	2021 Actual	2022 Adopted	2022 Estimated	2023 Budget
Legal, continued							
Paralegal	-	-	-	-	1.00	-	-
Senior Legal Assistant	-	-	-	-	-	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
Administrative Assistant	0.50	0.50	0.50	0.50	-	-	-
Total Legal Department	7.50	7.50	7.50	7.50	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
Technology Manager	2.00	2.00	2.00	2.00	1.00	1.00	1.00
Technology Supervisor	-	-	-	-	2.00	2.00	2.00
Senior Network Administrator	1.00	1.00	1.00	1.00	1.00	2.00	2.00
Network Administrator	1.00	1.00	1.00	1.00	1.00	-	-
Database Administrator	1.00	1.00	1.00	1.00	-	-	-
Software Developer	1.00	1.00	1.00	1.00	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
Technology Support Specialist II	2.00	2.00	2.00	2.00	2.00	2.00	2.00
Technology Support Specialist I	1.00	1.00	1.00	-	-	-	1.00
Asset Systems Manager	-	-	-	-	1.00	1.00	1.00
Assets Coordinator	-	-	-	-	3.00	3.00	3.00
Total Technology Services	14.00	14.00	14.00	14.00	18.00	18.00	20.00
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	0.50	0.50	-	-
Visual Communications Designer	-	-	-	-	-	0.50	0.50
Total Office Economic & Tourism Development	3.50	3.50	3.50	3.50	3.50	3.50	3.50

**ADOPTED AUTHORIZED POSITION SCHEDULE
FISCAL YEAR 2022-2023**

	2020 Adopted	2020 Actual	2021 Adopted	2021 Actual	2022 Adopted	2022 Estimated	2023 Budget
Community & Neighborhood Services							
Community & Neighborhood Services Director	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Community Outreach Coordinator	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Housing Rehabilitation Specialist	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Community Services Specialist	1.00	-	-	-	-	-	-
Executive Assistant		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	3.00	3.00	3.60
Total Community & Neighborhood Services	10.00	10.00	10.00	10.00	10.00	10.00	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	1.00	-	-
Development Services Analyst						1.00	1.00
Business Process Analyst	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	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
Building Inspector I	1.00	1.00	2.00	2.00	2.00	3.00	3.00
Permit Clerk	3.00	3.00	2.00	2.00	1.00	-	-
Development Coordinator	1.00	1.00	1.00	1.00	2.00	-	-
Business Process Supervisor	-	-	-	-	-	1.00	1.00
Permit Technician	-	-	-	-	-	3.00	3.00

**ADOPTED AUTHORIZED POSITION SCHEDULE
FISCAL YEAR 2022-2023**

	2020 Adopted	2020 Actual	2021 Adopted	2021 Actual	2022 Adopted	2022 Estimated	2023 Budget
Development Services, continued							
Engineering							
Development Services Deputy Director	-	-	-	-	1.00	1.00	1.00
Town Engineer	1.00	1.00	1.00	1.00	-	-	-
Engineering Deputy Director	1.00	1.00	1.00	1.00	-	-	-
Civil Engineer	-	-	-	-	1.00	1.00	1.00
Environmental Project Manager	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Environmental Specialist	-	-	-	-	-	-	1.00
Engineering Specialist	2.00	2.00	2.00	2.00	2.00	2.00	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
Real Property Coordinator	-	-	-	-	1.00	1.00	1.00
Senior Executive Assistant	1.00	1.00	1.00	1.00	1.00	-	-
Planning							
Planning Manager	-	-	-	-	1.00	1.00	1.00
Development Coordinator	-	-	-	-	-	1.00	1.00
Principal Planner	1.00	1.00	1.00	1.00	-	-	-
Senior Planner	5.00	5.00	5.00	5.00	5.00	5.00	5.00
Total Development Services Department	30.00	30.00	30.00	30.00	31.00	33.00	35.00
Police							
Chief of Police	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Deputy Chief of Police	1.00	1.00	1.00	1.00	1.00	-	-
Police Captain	1.00	1.00	1.00	1.00	1.00	2.00	2.00
Police Lieutenant	2.00	2.00	3.00	3.00	3.00	4.00	4.00
Police Sergeant	11.00	11.00	13.00	13.00	14.00	14.00	15.00
Police Officer	74.00	74.00	66.00	66.00	70.00	70.00	73.00
Police Detective	-	-	5.00	5.00	5.00	5.00	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	1.00	1.00	-	-
Police Telecommunications Supervisor	1.00	1.00	1.00	1.00	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

**ADOPTED AUTHORIZED POSITION SCHEDULE
FISCAL YEAR 2022-2023**

	2020 Adopted	2020 Actual	2021 Adopted	2021 Actual	2022 Adopted	2022 Estimated	2023 Budget
Police, continued							
Police Records Clerk	4.00	4.00	4.00	4.00	4.00	4.00	4.00
Crime Scene Property & Evidence Supervisor	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Property & Evidence Records Clerk	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Crime Analyst	1.00	1.00	1.00	1.00	1.00	-	-
Senior Crime Analyst	-	-	-	-	-	1.00	1.00
Crime Scene Specialist	3.00	3.00	3.00	3.00	3.00	3.00	3.00
Administrative Supervisor	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Customer Service Representative	-	-	-	-	1.00	1.00	1.00
Customer Service Clerk	1.00	1.00	1.00	1.00	-	-	-
Administrative Assistant	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Total Police Department	121.00	121.00	121.00	121.00	127.00	127.00	133.00
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
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

**ADOPTED AUTHORIZED POSITION SCHEDULE
FISCAL YEAR 2022-2023**

	2020 Adopted	2020 Actual	2021 Adopted	2021 Actual	2022 Adopted	2022 Estimated	2023 Budget
Public Works, continued							
Fleet Division							
Superintendent	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Lead Fleet Technician	1.00	1.00	1.00	1.00	1.00	1.00	2.00
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	1.00	1.00	-	-	-	-
Signs & Markings Technician	-	-	-	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	2.00	2.00	1.00	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	7.00	7.00	3.00	5.00	5.00
Maintenance Associate II	4.00	4.00	4.00	4.00	4.00	1.00	1.00
Maintenance Associate I	1.00	1.00	1.00	1.00	4.00	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
Engineering Specialist	1.00	1.00	1.00	1.00	1.00	-	-
Assets Coordinator	1.00	1.00	1.00	1.00	-	-	-
Facilities Division							
Superintendent	1.00	1.00	1.00	1.00	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	2.00	2.00	3.00	3.00	3.00
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
Custodian I	-	-	-	-	3.00	-	-
Custodian	-	-	-	-	-	3.00	3.00

**ADOPTED AUTHORIZED POSITION SCHEDULE
FISCAL YEAR 2022-2023**

	2020 Adopted	2020 Actual	2021 Adopted	2021 Actual	2022 Adopted	2022 Estimated	2023 Budget
Public Works, continued							
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	3.00	3.00	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	3.00	3.00	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
Engineering Document Clerk	1.00	-	-	-	-	-	-
Real Property Coordinator	-	1.00	1.00	1.00	-	-	-
Total Public Works Department	56.00	56.00	56.00	56.00	57.00	57.00	61.00
Parks & Recreation							
Parks & Recreation Administration							
Parks and Recreation Director	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Parks and Recreation Deputy Director	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Executive Assistant	1.00	1.00	1.00	1.00	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	1.00	1.00	-	-
Business Process Supervisor	-	-	-	-	-	1.00	1.00
Recreation Supervisor (Special Events)	-	-	-	-	-	1.00	1.00
Recreation Division							
Recreation Coordinator	1.00	-	-	-	-	-	-
Recreation Supervisor	-	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
Maintenance Division							
Superintendent	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Parks Maintenance Supervisor	3.00	3.00	3.00	3.00	4.00	4.00	4.00
Irrigation Control Specialist	2.00	2.00	2.00	2.00	2.00	-	-
Irrigation Control Technician	-	-	-	-	-	2.00	3.00
Assets Coordinator	1.00	1.00	1.00	1.00	-	-	-
Maintenance Associate III	10.00	10.00	10.00	10.00	15.00	15.00	16.00
Maintenance Associate II	4.00	4.00	4.00	4.00	4.00	4.00	4.00
Maintenance Associate I	5.00	5.00	5.00	5.00	7.00	7.00	7.00

**ADOPTED AUTHORIZED POSITION SCHEDULE
FISCAL YEAR 2022-2023**

	2020 Adopted	2020 Actual	2021 Adopted	2021 Actual	2022 Adopted	2022 Estimated	2023 Budget
Parks & Recreation, continued							
Aquatics Division							
Recreation Coordinator	1.00	-	-	-	-	-	-
Aquatic Maintenance Technician	-	-	-	-	1.00	1.00	1.00
Recreation Supervisor	-	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 Coordinator	1.00	-	-	-	-	-	-
Recreation Supervisor	-	1.00	1.00	1.00	1.00	1.00	1.00
Recreation Programmer	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Outdoor Division							
Recreation Coordinator	1.00	-	-	-	-	-	-
Recreation Supervisor	-	1.00	1.00	1.00	1.00	1.00	1.00
Recreation Programmer	-	-	-	-	1.00	1.00	1.00
Maintenance Associate III	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Maintenance Associate I	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Total Parks Department	42.00	42.00	42.00	42.00	52.00	53.00	55.00
Water Department							
Water Director	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Water Deputy Director	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Water Business Services Coordinator	1.00	1.00	1.00	1.00	1.00	-	-
Water Business Services Supervisor	-	-	-	-	-	1.00	1.00
Water Business Services Analyst	-	-	-	-	1.00	-	-
Business Financial Manager	-	-	-	-	-	1.00	1.00
Water Distribution Supervisor	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Water Production Supervisor	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Water Resource Coordinator	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Water Quality Supervisor	-	-	1.00	1.00	1.00	-	-
Chief Water Quality Operator	-	-	-	-	-	1.00	1.00
Water Quality Specialist	1.00	1.00	-	-	-	-	-
Water Quality Technician	2.00	2.00	2.00	2.00	2.00	2.00	3.00
Water Construction Inspector	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Water Conservation Specialist	-	-	-	-	-	-	1.00

**ADOPTED AUTHORIZED POSITION SCHEDULE
FISCAL YEAR 2022-2023**

	2020 Adopted	2020 Actual	2021 Adopted	2021 Actual	2022 Adopted	2022 Estimated	2023 Budget
Water Department, continued							
Facilities Tradesman	-	-	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	6.00	6.00	7.00	7.00	7.00	7.00	6.00
Water Operator I	1.00	1.00	1.00	1.00	2.00	2.00	2.00
Civil Engineer	1.00	1.00	1.00	1.00	2.00	1.00	2.00
CIP Engineering Division Manager	-	-	-	-	-	1.00	1.00
Water Billing Specialist	2.60	2.60	2.60	2.60	2.60	2.60	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	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	27.60	27.60	29.60	29.60	31.60	31.60	34.00
Water Reclamation Department							
Water Reclamation Operations Manager	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Chief Water Reclamation Operator	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Water Reclamation Operator II	2.00	2.00	2.00	2.00	2.00	2.00	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	7.00	7.00	8.00
Airport Operations							
Airport Director	1.00	1.00	1.00	-	-	-	-
Airport Manager	-	-	-	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
Maintenance Associate III	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Total Airport Operations	3.00	3.00	3.00	3.00	3.00	3.00	4.00
TOTAL TOWN AUTHORIZED POSITIONS	375.35	375.35	377.35	377.35	402.35	404.35	429.60



Human Resources

Salary Schedules Fiscal Year 2022-2023

Classified Positions

Exempt Positions

Job Code	Job Title	FLSA** Status	Minimum	Midpoint	Maximum	
GRADE 109			\$50,569.69	\$63,212.93	\$75,855.08	Annual
713	Airport Operations Supervisor	Exempt				
198	Communications Specialist	Exempt				
439	Executive Assistant to the Town Manager	Exempt				
208	Human Resources Analyst	Exempt				
520	Planner	Exempt				
109	Procurement Specialist*	Exempt				
327	Safety Compliance Specialist	Exempt				
840	Visual Communications Designer	Exempt				
487	Water Business Services Supervisor	Exempt				
GRADE 110			\$55,627.21	\$69,534.01	\$83,440.81	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				
199	HRIS Administrator	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	
285	Revenue and Customer Service Manager	Exempt				
325	Safety & Emergency Management Coordinator	Exempt				
210	Senior Accountant	Exempt				
206	Senior Human Resources Analyst	Exempt				
246	Senior Planner	Exempt				
268	Technology Analyst	Exempt				
722	Water Distribution Supervisor	Exempt				
723	Water Production Supervisor	Exempt				
GRADE 111			\$61,746.08	\$77,182.03	\$92,619.10	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				
341	Network Administrator	Exempt				
211	Procurement Officer	Exempt				
467	SCADA Administrator	Exempt				
221	Senior Budget Analyst	Exempt				
320	Software Developer	Exempt				
502	Superintendent	Exempt				
201	Tourism & Marketing Manager	Exempt				
GRADE 112			\$69,155.82	\$86,444.49	\$103,733.17	Annual
124	Assistant Building Official	Exempt				
222	Associate Town Attorney	Exempt				
177	Chief Code Enforcement and Animal Control Officer	Exempt				
161	Project Manager	Exempt				
319	Real Property Manager	Exempt				
329	Risk Manager	Exempt				

Job Code	Job Title	FLSA** Status	Minimum	Midpoint	Maximum	
258	Senior GIS Analyst	Exempt				
340	Senior Network Administrator	Exempt				
241	Technology Supervisor	Exempt				
243	Technology Support Supervisor	Exempt				
481	Water Resources Coordinator	Exempt				
GRADE 113			\$78,146.11	\$97,682.09	\$117,218.07	Annual
261	Assistant Town Attorney	Exempt				
230	Civil Engineer	Exempt				
170	Court Administrator	Exempt				
274	Finance Manager	Exempt				
240	Technology Manager	Exempt				
263	Traffic Manager	Exempt				
488	Business Financial Manager	Exempt				
159	Water Operations Manager	Exempt				
153	Water Reclamation Operations Manager	Exempt				
GRADE 114			\$88,304.87	\$110,381.06	\$132,457.28	Annual
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				
GRADE 115			\$99,784.01	\$124,730.57	\$149,676.01	Annual
129	Development Services Deputy Director	Exempt				
149	Finance Deputy Director	Exempt				
250	Human Resources Deputy Director	Exempt				
155	Parks & Recreation Deputy Director	Exempt				
158	Public Works Deputy Director	Exempt				
135	Technology Services Deputy Director	Exempt				
148	Water Deputy Director	Exempt				

Job Code	Job Title	FLSA** Status	Minimum	Midpoint	Maximum	
GRADE 116			\$112,755.93	\$140,945.54	\$169,133.89	Annual
154	Deputy Town Attorney	Exempt				

Non-Exempt Positions

GRADE 207			\$29,751.80	\$36,445.50	\$43,140.24	Annual
			\$14.3037	\$17.5219	\$20.7405	Hourly

746	Custodian	Non-exempt				
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GRADE 208			\$31,833.88	\$38,996.88	\$46,159.62	Annual
			\$15.3047	\$18.7485	\$22.1921	Hourly

406	Administrative Assistant	Non-exempt				
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680	Customer Service Representative	Non-exempt				
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700	Maintenance Associate I	Non-exempt				
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GRADE 209			\$34,062.60	\$41,727.14	\$49,391.68	Annual
			\$16.3762	\$20.0611	\$23.7460	Hourly

417	Accounting Associate	Non-exempt				
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456	Court Clerk	Non-exempt				
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429	Legal Clerk	Non-exempt				
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600	Maintenance Associate II	Non-exempt				
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444	Police Records Clerk	Non-exempt				
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443	Property & Evidence Records Clerk	Non-exempt				
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423	Records Clerk	Non-exempt				
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442	Water Billing Specialist	Non-exempt				
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479	Water Conservation Specialist*	Non-exempt				
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GRADE 210			\$36,447.32	\$44,647.72	\$52,848.64	Annual
			\$17.5228	\$21.4652	\$25.4080	Hourly

660	Assets Coordinator	Non-exempt				
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450	Court Collections Specialist	Non-exempt				
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620	Courtroom Specialist	Non-exempt				
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748	Facilities Technician I	Non-exempt				
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614	Fleet Technician I	Non-exempt				
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747	Lead Custodian	Non-exempt				
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427	Legal Document Specialist	Non-exempt				
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604	Maintenance Associate III	Non-exempt				
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433	Permit Technician	Non-exempt				
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**Fair Labor Standards Act

Job Code	Job Title	FLSA** Status	Minimum	Midpoint	Maximum	
418	Senior Accounting Associate	Non-exempt				
GRADE 211			\$38,998.70	\$47,772.66	\$56,547.40	Annual
			\$18.7494	\$22.9676	\$27.1863	Hourly
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				
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			\$42,118.18	\$51,594.92	\$61,071.66	Annual
			\$20.2491	\$24.8053	\$29.3614	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				
743	Equipment Operator II	Non-exempt				
438	Executive Assistant	Non-exempt				
744	Irrigation Control Technician	Non-exempt				
426	Legal Assistant	Non-exempt				

Job Code	Job Title	FLSA** Status	Minimum	Midpoint	Maximum	
466	Recreation Programmer	Non-exempt				
309	Technology Support Specialist I	Non-exempt				
736	Water Operator I	Non-exempt				
GRADE 213			\$45,488.30	\$55,722.68	\$65,957.58	Annual
			\$21.8694	\$26.7897	\$31.7104	Hourly
522	Code Enforcement Officer I	Non-exempt				
461	Community Outreach Coordinator	Non-exempt				
525	Construction Inspector	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				
728	Water Reclamation Mechanic	Non-exempt				
730	Water Reclamation Operator I	Non-exempt				
GRADE 214			\$49,581.74	\$60,737.56	\$71,893.64	Annual
			\$23.8374	\$29.2007	\$34.5643	Hourly
471	Administrative Supervisor	Non-exempt				
518	Building Inspector I	Non-exempt				
315	Buisness 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				
520	Planner	Non-exempt				
302	Plans Examiner	Non-exempt				
470	Police Records Supervisor	Non-exempt				
313	Technology Support Specialist II	Non-exempt				
738	Water Operator III	Non-exempt				

Job Code	Job Title	FLSA** Status	Minimum	Midpoint	Maximum	
533	Water Quality Specialist	Non-exempt				
731	Water Reclamation Operator II	Non-exempt				
469	Water Technology Support Specialist II	Non-exempt				
GRADE 215			\$54,539.68	\$66,811.16	\$79,083.16	Annual
			\$26.2210	\$32.1208	\$38.0207	Hourly
516	Building Inspector II	Non-exempt				
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			\$59,993.96	\$73,492.38	\$86,991.58	Annual
			\$28.8432	\$35.3329	\$41.8229	Hourly
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 subject to position review later in the year

Classified Sworn Positions

Non-Exempt Positions

Job Code	Grade	Job Title	FLSA ** Status	Minimum	Midpoint	Maximum
806	PO	Police Officer	Non-Exempt			
			Annual	\$58,426.94	\$70,319.34	\$82,212.26
			Hourly	\$28.0899	\$33.8074	\$39.5251
804	DET	Police Detective	Non-Exempt			
			Annual	\$62,517.00	\$75,241.66	\$87,967.10
			Hourly	\$30.0562	\$36.1739	\$42.2919
802	SGT	Police Sergeant	Non-Exempt			
			Annual	\$82,777.24	\$91,696.28	\$100,615.06
			Hourly	\$39.7968	\$44.0847	\$48.3726

Exempt Positions

800	LT	Police Lieutenant	Exempt Annual	Minimum \$97,565.90	Midpoint \$114,156.59	Maximum \$130,747.25
801	CAPT	Police Captain	Exempt Annual	Minimum \$107,321.88	Midpoint \$127,686.94	Maximum \$148,052.00

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 A			\$69,155.82	\$86,444.49	\$103,733.17	Annual
260	Assistant to the Town Manager	Exempt				
Grade B			\$78,146.11	\$97,682.09	\$117,218.07	Annual
141	Communications Manager	Exempt				
Grade C			\$88,304.87	\$110,381.06	\$132,457.28	Annual
143	Airport Manager	Exempt				
Grade E			\$119,740.81	\$149,676.68	\$179,611.21	Annual
182	Deputy Chief of Police	Exempt				
Town Officers Grade II			\$114,699.68	\$146,241.67	\$177,783.64	Annual
114	Community and Neighborhood Services Director	Exempt				
115	Director of Economic Development and Tourism	Exempt				
127	Development Services Director	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			\$128,463.64	\$163,790.67	\$199,117.68	Annual
110	Deputy Town Manager	Exempt				
138	Chief of Police	Exempt				
120	Town Attorney	Exempt				

Temporary Positions

Job Code	Job Title	FLSA** Status	Minimum		Midpoint		Maximum
826	*Lifeguard	Non-exempt	\$14.50	\$14.75	\$15.00	\$15.25	\$15.50
828	*Head Lifeguard	Non-exempt	\$15.50	\$15.75	\$16.00	\$16.25	\$16.50
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	\$12.80	\$13.80	\$14.80	\$15.80

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

Job Code	Job Title	FLSA** Status	Flat Rate
447	Dispatcher STT	Non-exempt	\$20.2491

Safety
Compliance

*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, as well as a glossary of terms.

Official Budget Forms

Town of Marana

Fiscal year 2023

Town of Marana

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MARANA RESOLUTION NO. 2022-069

RELATING TO BUDGET; ADOPTING THE TOWN OF MARANA'S FISCAL YEAR 2022-2023 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 17, 2022, 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

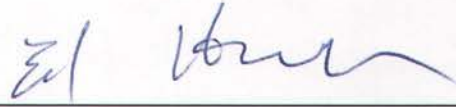
WHEREAS in accordance with said chapter of said title, and following due public notice, the Council met on June 21, 2022, at which meeting any taxpayer was privileged to appear and be heard in favor of or against any of the proposed expenditures/expenses or tax levies; and

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 21, 2022, 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 2022-2023.

PASSED AND ADOPTED BY THE MAYOR AND COUNCIL OF THE TOWN OF MARANA, Arizona, this 21st day of June, 2022.



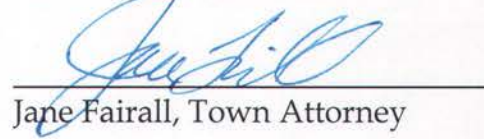
Mayor Ed Honea

ATTEST:



Cherry L. Lawson, Town Clerk

APPROVED AS TO FORM:



Jane Fairall, Town Attorney



Town of Marana
Summary Schedule of estimated revenues and expenditures/expenses
Fiscal year 2023

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		
2022	Adopted/adjusted budgeted expenditures/expenses*	E	1	54,394,126	10,568,485	17,724,648	37,238,395	0	33,922,406	5,067,470	158,915,530
2022	Actual expenditures/expenses**	E	2	43,244,677	6,619,545	16,601,946	3,055,559	0	13,925,237	4,800,101	88,247,065
2023	Beginning fund balance/(deficit) or net position/(deficit) at July 1***		3	89,952,137	8,671,110	7,329,189	38,276,326	0	21,530,937	2,198,945	167,958,644
2023	Primary property tax levy	B	4	0							0
2023	Secondary property tax levy	B	5			1,862,509	223,501				2,086,010
2023	Estimated revenues other than property taxes	C	6	75,313,782	9,491,436	2,020,059	32,954,564	0	30,753,649	5,289,950	155,823,440
2023	Other financing sources	D	7	0	0	6,300,000	0	0	8,931,250	0	15,231,250
2023	Other financing (uses)	D	8	0	0	0	0	0	0	0	0
2023	Interfund transfers in	D	9	0	100,000	6,354,466	50,000	0	24,081,802	0	30,586,268
2023	Interfund Transfers (out)	D	10	20,746,340	0	0	2,082,168	0	7,757,760	0	30,586,268
2023	Line 11: Reduction for fund balance reserved for future budget year expenditures										
	Maintained for future debt retirement										0
	Maintained for future capital projects		11								0
	Maintained for future financial stability										0
											0
											0
2023	Total financial resources available		12	144,519,579	18,262,546	23,866,223	69,422,223	0	77,539,878	7,488,895	341,099,344
2023	Budgeted expenditures/expenses	E	13	73,268,176	10,487,968	16,411,822	71,440,280	0	56,594,941	5,289,950	233,493,137

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

	2022	2023
1	\$ 158,915,530	\$ 233,493,137
2		
3	158,915,530	233,493,137
4		
5	\$ 158,915,530	\$ 233,493,137
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 2023

	2022	2023
1. Maximum allowable primary property tax levy. A.R.S. §42-17051(A)	\$ _____	\$ _____
2. Amount received from primary property taxation in the current year in excess of the sum of that year's maximum allowable primary property tax levy. A.R.S. §42-17102(A)(18)	\$ _____	
3. Property tax levy amounts		
A. Primary property taxes	\$ _____	\$ _____
Property tax judgment	_____	_____
B. Secondary property taxes	1,702,353	2,086,010
Property tax judgment	_____	_____
C. Total property tax levy amounts	\$ 1,702,353	\$ 2,086,010
4. Property taxes collected*		
A. Primary property taxes		
(1) Current year's levy	\$ _____	
(2) Prior years' levies	_____	
(3) Total primary property taxes	\$ _____	
B. Secondary property taxes		
(1) Current year's levy	\$ 1,696,240	
(2) Prior years' levies	399	
(3) Total secondary property taxes	\$ 1,696,639	
C. Total property taxes collected	\$ 1,696,639	
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 2023**

Source of revenues	Estimated revenues 2022	Actual revenues* 2022	Estimated revenues 2023
General Fund			
Local taxes			
Sales taxes	\$ 30,950,841	\$ 36,563,012	\$ 36,215,052
Licenses and permits			
Building an development fees	4,786,800	8,849,709	7,526,500
Business and license fees	145,000	145,000	145,000
Animal fees	86,500	86,500	86,500
Franchise fees	525,000	592,000	575,000
Host fees	300,000	320,000	300,000
Intergovernmental			
State shared sales taxes	5,756,874	7,387,059	7,429,849
Urban revenue sharing	6,397,237	6,771,044	10,018,695
Auto lieu	2,466,211	2,293,077	2,700,192
Federal - ARPA			8,187,523
Charges for services			
Charges for services	609,500	1,000,000	807,000
Fines and forfeits			
Court fines and fees	391,500	350,000	391,500
Interest on investments			
Interest	508,508	475,000	150,000
Contributions			
Voluntary contributions	187,000	117,405	154,100
Miscellaneous			
Other miscellaneous	624,371	623,925	626,871
Total General Fund	\$ 53,735,342	\$ 65,573,731	\$ 75,313,782

* 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	\$ 34,512	\$ 180,000
Affordable housing revolving	10,000	1,283	10,000
Other grants and contributions	3,493,154	1,568,284	3,057,149
RICO	20,000	97,917	20,000
	\$ 3,703,154	\$ 1,701,996	\$ 3,267,149
Impound	\$ 16,000	\$ 10,000	\$ 16,000
Bed tax	1,243,341	1,625,800	1,338,158
Local JCEF	8,000	5,000	8,000
Fill the GAP	4,500	3,000	4,500
	\$ 1,271,841	\$ 1,643,800	\$ 1,366,658
Local technology enhancement	\$ 50,000	\$ 30,000	\$ 50,000
Highway user revenue	3,917,606	4,199,168	4,807,629
	\$ 3,967,606	\$ 4,229,168	\$ 4,857,629
Total special revenue funds	\$ 8,942,601	\$ 7,574,964	\$ 9,491,436

* 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 2023**

Source of revenues	Estimated revenues 2022	Actual revenues* 2022	Estimated revenues 2023
Debt service funds			
Tangerine farms road improvement district	\$ 2,664,488	\$ 1,938,221	\$ 2,020,059
Gladden farms CFD debt	70,000		
Gladden farms II CFD debt			
Saguaro springs CFD debt			
	\$ 2,734,488	\$ 1,938,221	\$ 2,020,059
Total debt service funds	\$ 2,734,488	\$ 1,938,221	\$ 2,020,059
Capital projects funds			
Transportation	\$ 7,550,000	\$ 6,885,092	\$ 6,800,000
Half cent sales tax		3,307,095	6,000,000
Impact fee funds	2,675,821	3,411,293	3,329,780
Other capital projects	8,760,000	5,282,036	8,538,533
	\$ 18,985,821	\$ 18,885,516	\$ 24,668,313
Downtown reinvestment	\$ 228,500	\$ 329,018	\$ 228,500
Regional transportation authority	750,000		7,300,000
Pima association of governments	189,000	4,500	757,751
	\$ 1,167,500	\$ 333,518	\$ 8,286,251
Total capital projects funds	\$ 20,153,321	\$ 19,219,034	\$ 32,954,564
* 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	\$ 18,857,579	\$ 12,890,106	\$ 18,364,741
Airport	4,011,182	1,616,600	5,385,568
Water reclamation utility	4,904,582	6,337,642	7,003,340
	\$ 27,773,343	\$ 20,844,348	\$ 30,753,649
Total enterprise funds	\$ 27,773,343	\$ 20,844,348	\$ 30,753,649
* 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	\$ 4,715,470	\$ 4,682,284	\$ 4,937,950
Dental benefits	352,000	345,000	352,000
	\$ 5,067,470	\$ 5,027,284	\$ 5,289,950
Total internal service funds	\$ 5,067,470	\$ 5,027,284	\$ 5,289,950
Total all funds	\$ 118,406,565	\$ 120,177,582	\$ 155,823,440

* 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 2023

Fund	Other financing 2023		Interfund transfers 2023	
	Sources	(Uses)	In	(Out)
General Fund				
Other grants and contributions	\$	\$	\$	\$ 100,000
2013 debt service				1,255,750
2014 debt service				658,966
2017 debt service				546,832
Airport				5,299,501
Water utility				785,291
Water reclamation utility				12,100,000
Total General Fund	\$	\$	\$	\$ 20,746,340
Special revenue funds				
Other grants and contributions	\$	\$	\$ 100,000	\$
Total special revenue funds	\$	\$	\$ 100,000	\$
Debt service funds				
2013 debt service	\$	\$	\$ 3,066,500	\$
2014 debt service			658,966	
2017 debt service			2,629,000	
Gladden Farms, Phase II CFD	6,300,000			
Total debt service funds	\$ 6,300,000	\$	\$ 6,354,466	\$
Capital projects funds				
Transportation	\$	\$	\$ 50,000	\$ 859,683
Impact fees				1,222,485
Total capital projects funds	\$	\$	\$ 50,000	\$ 2,082,168
Permanent funds				
	\$	\$	\$	\$
Total permanent funds	\$	\$	\$	\$
Enterprise funds				
Airport	\$	\$	\$ 785,291	\$
Water utility	8,931,250		8,349,471	4,359,880
Water reclamation utility			14,947,040	3,397,880
Total enterprise funds	\$ 8,931,250	\$	\$ 24,081,802	\$ 7,757,760
Internal service funds				
	\$	\$	\$	\$
Total Internal Service Funds	\$	\$	\$	\$
Total all funds	\$ 15,231,250	\$	\$ 30,586,268	\$ 30,586,268

**Town of Marana
Expenditures/expenses by fund
Fiscal year 2023**

Fund/Department	Adopted budgeted expenditures/ expenses 2022	Expenditure/ expense adjustments approved 2022	Actual expenditures/ expenses* 2022	Budgeted expenditures/ expenses 2023
General Fund				
Non-departmental	\$ 2,647,527	\$	\$ 2,511,099	\$ 3,554,741
Mayor and council	374,098		318,480	365,991
Town manager	2,129,569	(359,149)	1,343,881	1,794,483
Town clerk	501,892		360,725	643,116
Human resources	1,073,177		972,057	1,373,076
Finance	1,571,532		1,362,695	2,040,118
Legal	1,112,888		988,495	1,204,385
Technology services	3,583,367		3,483,367	4,405,011
Economic development and tourism	311,435		290,472	315,461
Development services	3,157,094	88,000	2,464,140	4,365,603
Police	15,786,711		15,786,711	24,274,975
Courts	1,247,301		1,080,351	1,248,115
Public works	5,965,576	(8,000)	4,867,490	7,075,536
Parks and recreation	5,658,365	356,330	4,999,067	7,158,378
Community development	1,172,319		1,063,210	1,302,824
Capital outlay	3,859,470	14,819	1,352,437	7,146,363
Contingency	5,000,000	(850,195)		5,000,000
Total General Fund	\$ 55,152,321	\$ (758,195)	\$ 43,244,677	\$ 73,268,176
Special revenue funds				
Highway user revenue	\$ 4,348,548	\$	\$ 3,869,006	\$ 5,358,694
Revolving affordable housing	137,410		25,000	87,435
Local JCEF	131,805		2,424	131,805
Fill the GAP	34,500			34,500
Local technology	437,500		239,495	78,000
CDBG	180,000		63,746	180,000
Bed tax	1,243,341		891,378	1,338,158
Other grants and contributions	3,893,154		1,456,394	3,157,149
RICO	127,500		37,375	87,500
Impound fees	34,727		34,727	34,727
Total special revenue funds	\$ 10,568,485	\$	\$ 6,619,545	\$ 10,487,968
Debt service funds				
Series 2013 debt	\$ 3,026,300	\$	\$ 3,026,300	\$ 3,030,300
Series 2014 debt	792,825		792,824	794,337
Series 2017 debt	2,089,250		2,089,250	2,580,500
Tangerine farms ID debt	2,664,488		1,979,001	2,020,059
Gladden farms CFD debt	774,507		780,006	779,357
Galdden farms, Phase II CFD debt	4,393,656		4,677,008	6,532,494
Saguaro springs CFD debt	3,983,622		3,257,557	674,775
Total debt service funds	\$ 17,724,648	\$	\$ 16,601,946	\$ 16,411,822

**Town of Marana
Expenditures/expenses by fund
Fiscal year 2023**

Fund/Department	Adopted budgeted expenditures/ expenses 2022	Expenditure/ expense adjustments approved 2022	Actual expenditures/ expenses* 2022	Budgeted expenditures/ expenses 2023
Capital projects funds				
Transportation	\$ 15,857,602	\$ (500,000)	\$ 1,501,337	\$ 26,104,856
Impact fee funds	7,816,350		620,529	14,370,041
Other capital projects	11,129,149		182,069	8,821,182
Downtown reinvestment	758,555		708,554	638,700
Pima association of governments	206,500		2,000	757,751
Regional transportation authority	750,000		1,270	7,300,000
Half cent sale tax fund			35,000	12,000,000
Gladden farms CFD	928,500		1,600	1,028,500
Galdden farms, Phase II CFD	17,239		1,600	54,750
Saguaro springs CFD	274,500		1,600	364,500
Total capital projects funds	\$ 37,738,395	\$ (500,000)	\$ 3,055,559	\$ 71,440,280
Permanent funds				
	\$	\$	\$	\$
Total permanent funds	\$	\$	\$	\$
Enterprise funds				
Water utility	\$ 18,542,268	\$ 833,195	\$ 9,265,684	\$ 37,378,527
Airport	4,594,861		744,516	6,170,859
Water reclamation utility	9,527,082	425,000	3,915,037	13,045,555
Total enterprise funds	\$ 32,664,211	\$ 1,258,195	\$ 13,925,237	\$ 56,594,941
Internal service funds				
Health benefits	\$ 4,715,470	\$	\$ 4,503,531	\$ 4,937,950
Dental benefits	352,000		296,570	352,000
Total internal service funds	\$ 5,067,470	\$	\$ 4,800,101	\$ 5,289,950
Total all funds	\$ 158,915,530	\$	\$ 88,247,065	\$ 233,493,137

* 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 2023

Department/Fund	Adopted budgeted expenditures/expenses	Expenditure/expense adjustments approved	Actual expenditures/expenses*	Budgeted expenditures/expenses
	2022	2022	2022	2023
Economic development and tourism				
General fund	\$ 311,435	\$	\$ 290,472	\$ 315,461
Bed tax fund	494,923		274,665	561,333
Department total	\$ 806,358	\$	\$ 565,137	\$ 876,794
List department:				
Police:				
General fund	\$ 16,391,711	\$	\$ 15,786,711	\$ 25,308,683
Grants and contributions	1,468,154		1,356,394	1,768,456
RICO	127,500		37,375	87,500
Impound fees	34,727		34,727	34,727
Department total	\$ 18,022,092	\$	\$ 17,215,207	\$ 27,199,366
List department:				
Court:				
General fund	\$ 1,247,301	\$	\$ 1,080,351	\$ 1,248,115
Local JCEF	131,805		2,424	131,805
Fill the GAP	34,500			34,500
Local tech enhancement	437,500		239,495	78,000
Department total	\$ 1,851,106	\$	\$ 1,322,270	\$ 1,492,420
List department:				
Public works:				
General fund	\$ 7,388,998	\$	\$ 5,097,654	\$ 9,927,376
Highway user revenue fund	3,970,048		3,551,630	4,834,644
Department total	\$ 11,359,046	\$	\$ 8,649,284	\$ 14,762,020
List department:				
Parks and recreation:				
General fund	\$ 6,336,557	\$	\$ 5,149,352	\$ 8,390,053
Highway user revenue fund	378,500		317,376	524,050
Department total	\$ 6,715,057	\$	\$ 5,466,728	\$ 8,914,103
List department:				
Community development:				
General fund	\$ 1,172,320	\$	\$ 1,063,210	\$ 1,302,824
CDBG	180,000		63,746	180,000
Revolving affordable housing	137,410		25,000	87,435
Department total	\$ 1,489,730	\$	\$ 1,151,956	\$ 1,570,259

* 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 2023

Fund	Full-time equivalent (FTE)	Employee salaries and hourly costs	Retirement costs	Healthcare costs	Other benefit costs	Total estimated personnel compensation
	2023	2023	2023	2023	2023	2023
General Fund	382.10	\$ 26,564,686	\$ 11,221,977	\$ 4,621,031	\$ 2,708,105	\$ 45,115,799
Special revenue funds						
Bed tax	1.50	\$ 110,852	\$ 13,264	\$ 20,152	\$ 8,612	\$ 152,880
Total special revenue funds	1.50	\$ 110,852	\$ 13,264	\$ 20,152	\$ 8,612	\$ 152,880
Enterprise funds						
Water utility	34.00	\$ 2,335,113	\$ 274,569	\$ 385,030	\$ 207,739	\$ 3,202,451
Airport	4.00	212,372	24,516	39,529	26,811	303,228
Water reclamation utility	8.00	516,005	59,792	138,393	47,311	761,501
Total enterprise funds	46.00	\$ 3,063,490	\$ 358,877	\$ 562,952	\$ 281,861	\$ 4,267,180
Total all funds	429.60	\$ 29,739,028	\$ 11,594,118	\$ 5,204,135	\$ 2,998,578	\$ 49,535,859

SUMMARY OF FUND ACCOUNTING STRUCTURE

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

Town of Marana Budgeted Funds

Governmental Funds	Proprietary Funds
<p>Used to account for general government operations and include the General Fund, Debt Service funds, Special Revenue funds, and Capital Projects funds.</p>	<p>Used to account for the Town's ongoing organizations and activities that are similar to businesses found in the private sector. These funds are considered self-supporting in that the services rendered by them are generally financed through user charges or on a cost reimbursement basis.</p>
<p><i>General Fund</i> The General Fund includes all sources of revenue the Town receives that are not designated for a specific purpose or required to be accounted for in another fund. General Fund revenue may be used by the Town Council for any legal public purpose. The General Fund finances the basic operation of the Town, such as public safety, parks & recreation, municipal court, administration, and development services. Most Town departments receive at least some support from the General Fund.</p>	<p><i>Enterprise Funds</i> These funds are used for services provided to the public on a user charge basis, similar to the operation of a commercial enterprise. Water and sewage utilities are common examples of government enterprises. The Town of Marana has enterprise funds for water, water reclamation and the airport departments.</p>
<p><i>Special Revenue Funds</i> This fund type is used to account for the proceeds of specific revenue sources that are legally restricted to expenditures for a specific purpose. The largest special revenue funds for the Town of Marana include the Highway User Revenue Fund (HURF) and grant funds.</p>	<p><i>Internal Service Funds</i> These funds are used for operations serving other funds or departments within a government on a cost-reimbursement basis. The Town has internal service funds for self-insured health and dental benefits.</p>
<p><i>Capital Projects Funds</i> This fund type accounts for revenue received to pay for infrastructure improvements, acquisition or development of major capital equipment and structures. The financing sources of these projects are usually provided by transfers from other funds, bond issue proceeds, intergovernmental revenues or grants.</p>	
<p><i>Debt Service Funds</i> This fund type is used to account for the long-term payment of principal and interest on long-term debt, such as general obligation bonds, revenue bonds, etc.</p>	

GLOSSARY OF TERMS

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

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

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

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

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.



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