



MARANA TOWN COUNCIL
STUDY SESSION
NOTICE AND AGENDA

11555 W. Civic Center Drive, Marana, Arizona 85653
Council Chambers, May 26, 2020, at or after 6:00 PM
Ed Honea, Mayor
Jon Post, Vice Mayor
David Bowen, Council Member
Patti Comerford, Council Member
Herb Kai, Council Member
John Officer, Council Member
Roxanne Ziegler, Council Member

Pursuant to A.R.S. § 38-431.02, notice is hereby given to the members of the Marana Town Council and to the general public that the Town Council will hold a meeting open to the public on May 26, 2020, at or after 6:00 PM located in the Council Chambers of the Marana Municipal Complex, 11555 W. Civic Center Drive, Marana, Arizona.

ACTION MAY BE TAKEN BY THE COUNCIL ON ANY ITEM LISTED ON THIS AGENDA. Revisions to the agenda can occur up to 24 hours prior to the meeting. Revised agenda items appear in *italics*.

The Council Chambers are wheelchair and handicapped accessible. Persons with a disability may request a reasonable accommodation, such as a sign language interpreter, by contacting the Town Clerk at (520) 382-1999. Requests should be made as early as possible to arrange the accommodation.

Due to concerns related to the COVID-19 pandemic, as an alternative to appearing in person citizens may speak during the Call to the Public or Public Hearings or when called upon by Council by using Zoom, as directed below:

Please click the link below to join the Council meeting:

<https://us02web.zoom.us/j/89066484351?pwd=Ukkzc0xveGVlYlBIY0ZjTVU5VjBUUT09>
Password: 536715

Please note that in using this option, you will not be able to watch video of the Council meeting, you will only be able to hear the meeting and to speak if you are called upon.

For instructions on joining and participating in the Virtual Town Council Meeting click here: <https://www.maranaaz.gov/virtual-meetings>

This Notice and Agenda posted no later than 24 hours prior to the meeting at the Marana Municipal Complex, 11555 W. Civic Center Drive, the Marana Operations Center, 5100 W. Ina Road, and at www.maranaaz.gov under Agendas and Minutes.

CALL TO ORDER AND ROLL CALL

PLEDGE OF ALLEGIANCE/INVOCATION/MOMENT OF SILENCE

APPROVAL OF AGENDA

DISCUSSION/DIRECTION/POSSIBLE ACTION

- D1 Relating to Public Works; presentation, discussion, and possible direction regarding the draft Marana 2021-2025 Capital Improvement Program (Keith Brann and Scott Schladweiler)
- D2 Relating to Budget; review, discussion, consideration, and direction to staff regarding the fiscal year 2020-2021 Manager's recommended operating budgets for the General Fund, Bed Tax Fund, Highway User Revenue Fund, Water Operating Fund, Wastewater Operating Fund, and the Airport Operating Fund (Jamsheed Mehta and Yiannis Kalaitzidis)

EXECUTIVE SESSIONS

Pursuant to A.R.S. § 38-431.03, the Town Council may vote to go into executive session, which will not be open to the public, to discuss certain matters.

- E1 Executive Session pursuant to A.R.S. §38-431.03 (A), Council may ask for discussion or consideration, or consultation with designated Town representatives, or consultation for legal advice with the Town Attorney, concerning any matter listed on this agenda for any of the reasons listed in A.R.S. §38-431.03 (A).

FUTURE AGENDA ITEMS

Notwithstanding the Mayor's discretion regarding the items to be placed on the agenda, if three or more Council members request that an item be placed on the agenda, it must be placed on the agenda for the second regular Town Council meeting after the date of the request, pursuant to Marana Town Code Section 2-4-2(B).

ADJOURNMENT



Council-Study Session

D1

Meeting Date: 05/26/2020

To: Mayor and Council

From: Keith Brann, Town Engineer

Date: May 26, 2020

Strategic Plan Focus Area:
Not Applicable

Subject: Relating to Public Works; presentation, discussion, and possible direction regarding the draft Marana 2021-2025 Capital Improvement Program (Keith Brann and Scott Schladweiler)

Discussion:

Town staff presented the draft Capital Improvement Program (CIP) to council on March 10, 2020. Since the presentation the Town and the country has experienced drastic changes as a result of the COVID-19 pandemic. Forecasted revenues which are used to determine the timing of projects on the CIP schedule are projected to fall for the fiscal year 2020-21 budget and may be lessened for future years.

Staff has adjusted the Capital Improvement Program based on new projections for revenue and will present this adjusted CIP to council for review and direction. Direction given will be used to finalize next year's capital budget.

Staff Recommendation:

Council's pleasure.

Suggested Motion:

Council's pleasure.

Attachments

CIP Presentation



2021 – 2025 Capital Improvement Program

May 26th, 2020



FY2021 Changed Factors

Transportation Fund

- Reduced Homebuilding and Construction
- Estimated revenue FY21 is -\$1.4M
- Revenue for FY22 onward also less

Adonis Road Extension

- Council direction to take over project

General Fund

- Reduced sales tax collections
- Reduced state shared revenues



FY2021 CIP adjustments

Projects added

- **Adonis Road Extension**

Projects removed

- **Stingray Road**
- **Joplin Lane**
- **Moore Road Rehab (DM)**
- **Adonis Road Ext. Ph2 (CAP east)**
- **ADA Compliance (next 2 yrs)**
- **Camino de Oeste South**
- **Twin Peaks west**

Projects shifted

- **Silverbell Sidewalks Ph2**
- **Moore Road Rehab (GF)**
- **Cortaro Road Rehab**
- **Camino de Oeste South**
- **MPD consoles**
- **MPD Storage**
- **Campus Improvements**
- **MOC Parking rehab**
- **El Rio Preserve-CMID**
- **CAP/NIA Allocation**
- **NW Recharge Facility**
- **SCADA**

Transportation Improvement Projects

Project Name	Project Total	2021	2022	2023	2024	2025
Adonis Road Extension	4,500,000	3,500,000				
Adonis Road Extension Ph2 (CAP east)	2,500,000	300,000		2,200,000		
Adonis Subdivision Drainage Improvements	2,070,034	700,000				
Lon Adams Rd, Reconstruction	4,281,850	2,500,000				
Gladden Farms School Hawk Signal	280,000	280,000				
Rillito Village Tr Drainage Improvements	460,000	60,000	400,000			
Twin Peaks Rd - Sandario Rd Intersection	650,000	650,000				
Silverbell Rd Sidewalk, Wade to Cortaro	315,000		315,000			
Moore Rd Rehab, Sanders Rd to I-10	500,000			500,000		
Postvale Rd, Grier Rd Rehabilitation	300,000	300,000				
North Marana Pavement Rehabilitation	1,200,000	1,200,000				
South Marana Pavement Rehabilitation	550,000	550,000				
West Marana Pavement Rehabilitation	700,000	700,000				
Tangerine Rd Widening, I10 to Dove Mt Blvd *	70,900,000	5,000,000	10,000,000 12,400,000	9,500,000 9,100,000	4,500,000 4,700,000	13,100,000 13,300,000

* Includes external funding.

Funding sources for Transportation Improvement Projects are: Transportation Funds, Impact Fees, and Outside Agencies.

Transportation Improvement Projects, Continued

Project Name	Project Total	2021	2022	2023	2024	2025
ADA Compliance Program	~~1,000,000~~ 600,000	~~200,000~~	~~200,000~~	200,000	200,000	200,000
Town Street Lighting Program	500,000		100,000	100,000	100,000	100,000
Cortaro Rd Rehabilitation	700,000	700,000				
~~Moore Rd Rehab, East and West of Dove Mnt~~	~~400,000~~		~~400,000~~			
~~Stingray Rd, Widening~~	~~2,100,000~~		~~400,000~~		~~1,800,000~~	
~~Twin Peaks Rd Rehabilitation, West Town Limits~~	~~600,000~~		~~600,000~~			
Twin Peaks Rd, Rattlesnake Pass Widening *	14,299,720		10,799,720	3,000,000		
Dove Mnt BI-Moore Rd Signal, North *	740,250			189,000	551,250	
~~Camino de Oeste, South Extension~~	~~400,000~~		~~400,000~~			
~~Joplin Lane~~	~~1,600,000~~				~~400,000~~	
Marana Estates Improvements	1,700,000				200,000	
Subdivision Restoration(s)	3,000,000				1,500,000	1,500,000

* Includes external funding.

Funding sources for Transportation Improvement Projects are: Transportation Funds, Impact Fees, and Outside Agencies.

Marana Police Department Projects

Project Name	Project Total	2021	2022	2023	2024	2025
MPD Console Modernization - Dispatch	300,000		300,000			
MPD Vehicle Storage Facility Improvements at the MOC	200,000		200,000			

Town Facility Projects

Project Name	Project Total	2021	2022	2023	2024	2025
Campus Improvements	750,000		750,000			
MOC Parking Lot Reconstruction	150,000		150,000			

Funding source for the Police Department and Town Facility projects is: General Fund

Airport Improvement Projects

Project Name	Project Total	2021	2022	2023	2024	2025
Airport MIRL, Beacon, PAPI Replacements	2,223,000		2,013,000			
Air Traffic Control Tower	16,440,000	600,000	15,840,000			
Airport Taxiway MITL Lights Upgrade	1,603,200	1,603,200				
East and West Apron Rehabilitation	5,796,000	600,000	5,196,000			
Taxiway C Reconstruction	6,312,001		588,001	5,724,000		
Airport Drainage Study	400,000			400,000		
Airport Perimeter Fence and Gates	200,000			200,000		
Airport Taxiway A Reconstruction	6,312,001			588,001	5,724,000	
Rwy 3-21, Twy B2, Hangar 6, Modifications	9,300,000			900,000	8,400,000	
Airport EA for State Land	480,000				480,000	
Airport Additional Vehicle Parking	72,000					72,000

Funding sources for Airport projects are: Airport Capital Funds, ADOT, and Federal Funding

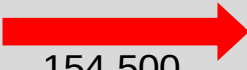
Park Improvement Projects

Project Name	Project Total	2021	2022	2023	2024	2025
Santa Cruz Shared Use Path, at Calportland *	2,806,894	2,500,000				
El Rio Preserve CMID connection *	158,000		158,000			
El Rio Recreation Area Parking Lot	170,000		170,000			
NW Marana Nature Park	1,600,000			100,000	1,500,000	
Tangerine Rd Corridor Path	900,000			900,000		
Heritage River Park Improvements	1,000,000					1,000,000

* Includes external funding.

Funding sources for Parks projects are: Impact Fees, Outside Agencies, and General Fund

Water & Water Reclamation Improvement Projects

Project Name	Project Total	2021	2022	2023	2024	2025
CAP Subcontract - NIA Reallocation	772,500 1,072,743	 ~~154,500~~	154,500 214,549	154,500 214,549	154,500 214,549	154,500 214,549
East Tangerine Pipeline	320,000	320,000				
Marana Park Well	975,000	300,000				
Potable Water System Master Plan Update	100,000	30,000				
Tangerine W, X-zone Booster and PRV	935,444	876,616				
NW Recharge, Recovery, and Delivery System	~~9,371,705~~ 9,420,000	~~3,037,000~~ 700,000	4,290,000 1,500,000	~~1,556,000~~ 6,160,000	650,000	
SCADA and Integrated Telemetry	~~1,157,265~~ 975,265	~~282,000~~ 100,000	216,320	224,973	233,972	
Sewer Conveyance System Rehab	2,066,450	208,000	531,282	552,533	574,635	
Continental Reserve 24-inch Tie-in	2,568,781		2,300,000			
Picture Rocks Interconnect	1,481,500		149,400	1,195,200		
Sanders Rd 24-inch Water Line	~~2,060,000~~ 2,227,700				~~2,300,000~~ 2,227,700	

Funding sources for Water and Water Reclamation projects are: Water and Water Reclamation Capital Funds, Impact Fees, and General Fund.

General Fund Improvement Projects

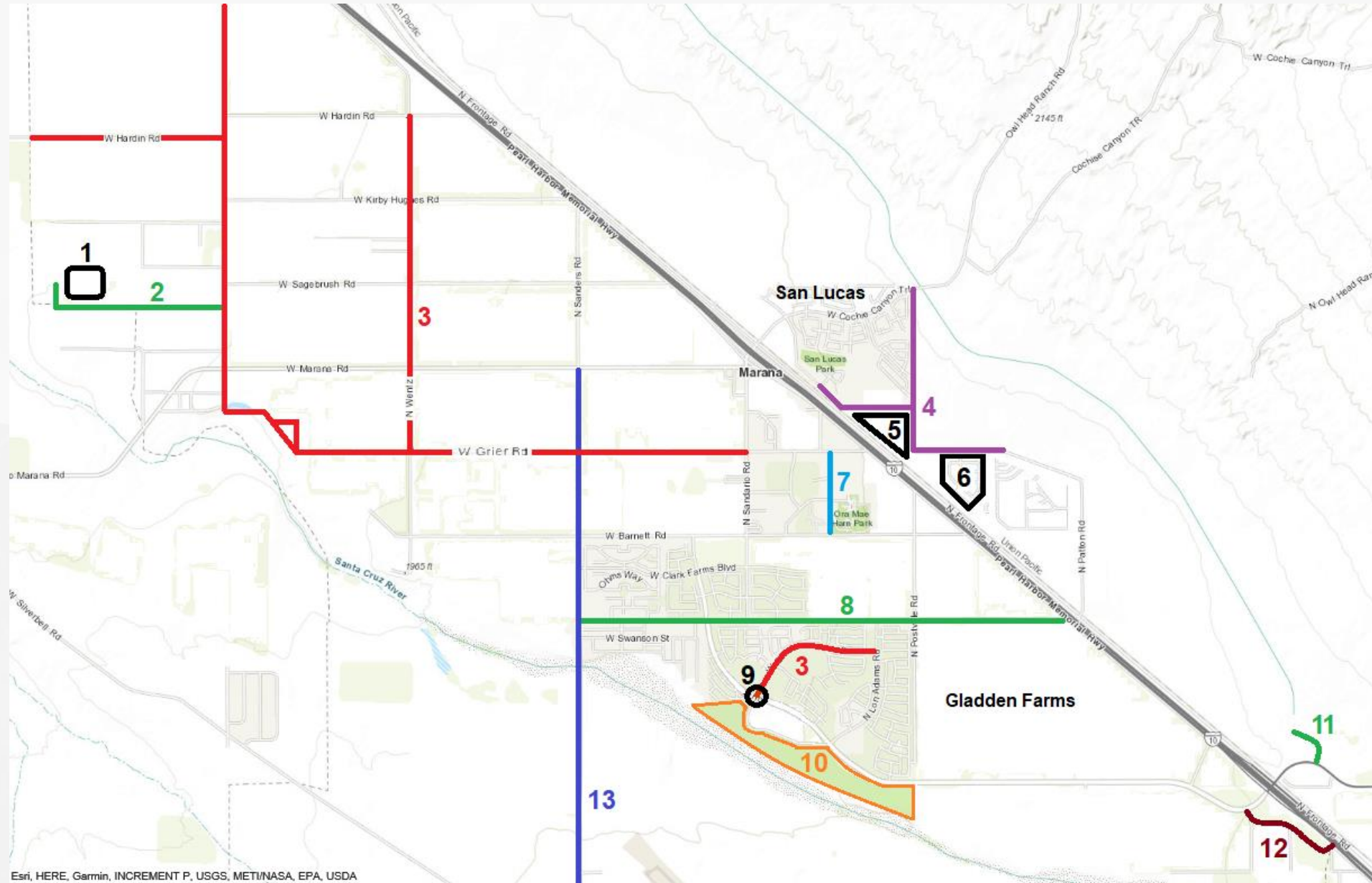
Project Name	Project Total	Requesting Department	2021	2022	2023	2024	2025
ADA Compliance Program	1,000,000 600,000	Public Works	~~200,000~~	~~200,000~~	200,000	200,000	200,000
Town Street Lighting Program	500,000	Public Works		100,000	100,000	100,000	100,000
Campus Improvements	750,000	Engineering		750,000			
El Rio Preserve CMID connection *	158,000 **	Parks		158,000			
MOC Parking Lot Reconstruction	150,000	Public Works		150,000			
MPD Console Modernization	300,000	Police		300,000			
MPD Evidence Storage Facility Improvements	200,000	Police		200,000			
El Rio Recreation Area Parking Lot	170,000	Parks		170,000			
NW Marana Nature Park	1,600,000	Parks			100,000	1,500,000	
Continental Reserve 24-inch Tie-in	2,568,781 **	Water			2,300,000		

* Includes external funding.

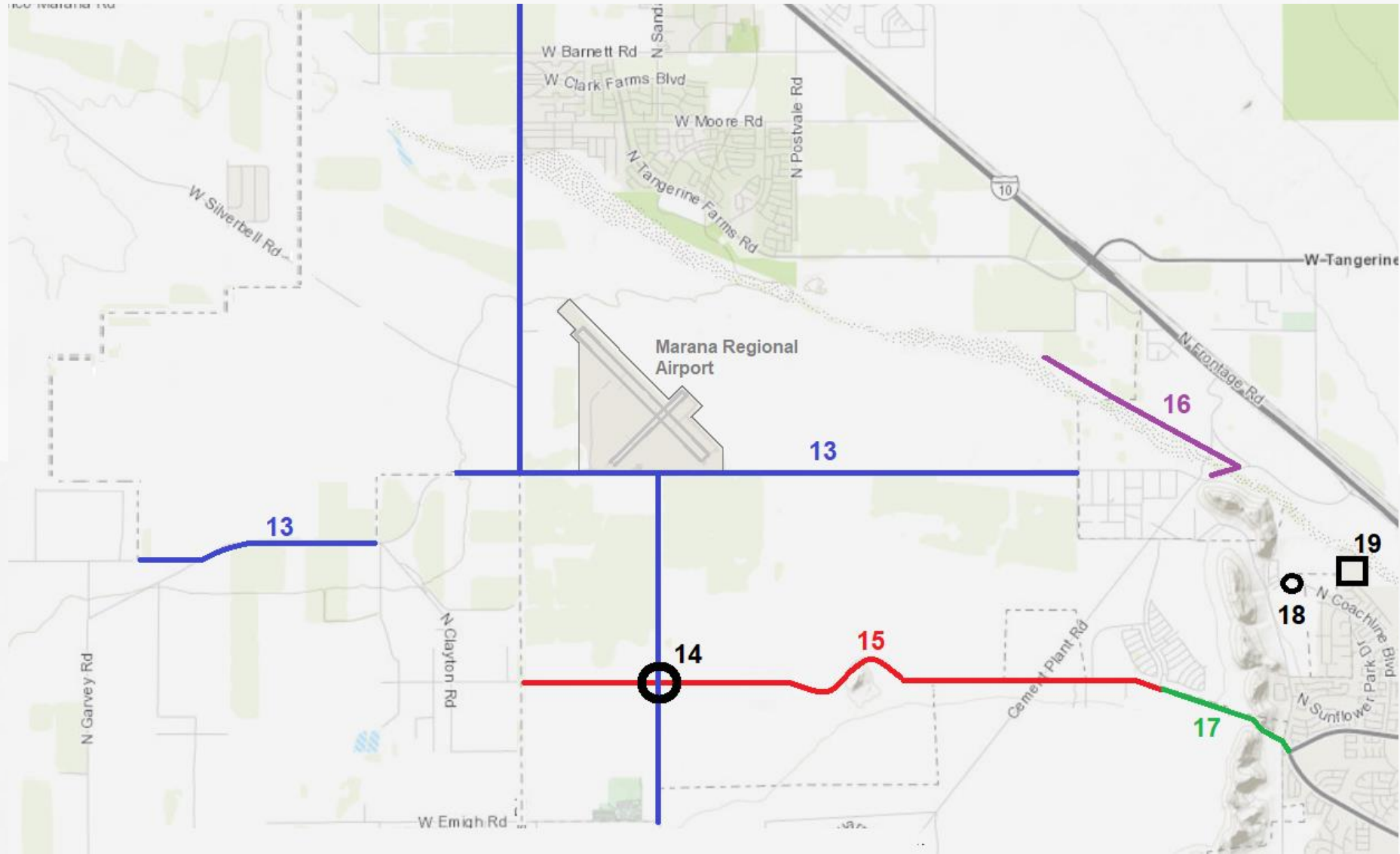
** Includes General Fund and other funding sources.



North-West Marana, Projects Map



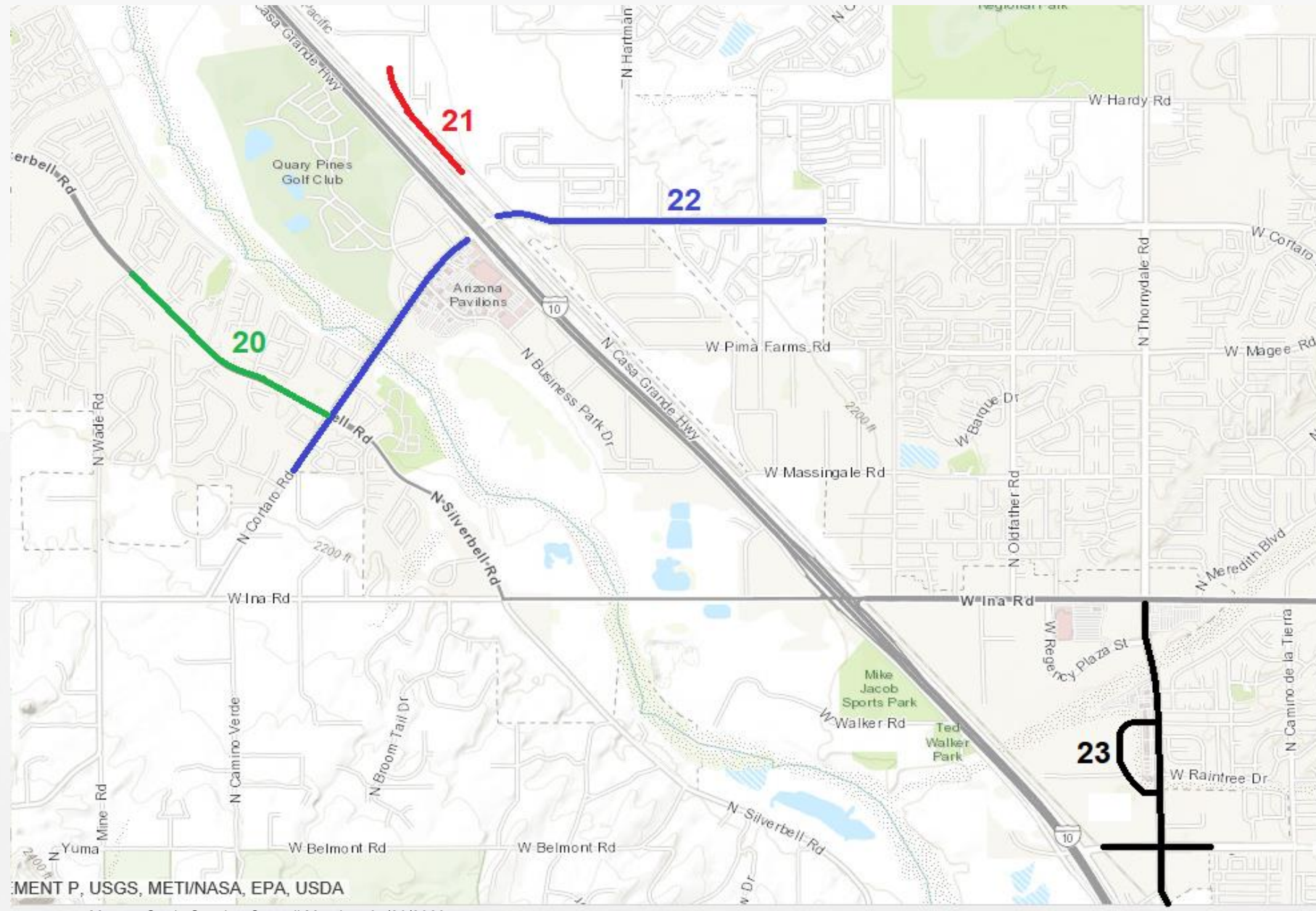
1. NW Marana Nature Park
- ~~2. Stingray Rd, Widening~~
3. North Marana Pavement Rehabilitation
4. Postvale Rd and Grier Rd Rehabilitation
5. Marana Estates Improvements
6. Adonis Subdivision Drainage Improvements
7. Lon Adams Rd, Reconstruction
8. Moore Rd Rehabilitation, Sanders Rd to I-10
9. Gladden Farms School Hawk Signal
10. Heritage River Park Improvements
- ~~11. Adonis Road Extension Ph2 (CAP east)~~
12. Rillito Village Tr Drainage Improvements
13. West Marana Pavement Rehabilitation



West Marana, Projects Map

- 13. West Marana Pavement Rehabilitation
- 14. Twin Peaks Rd - Sandario Rd Intersection
- ~~15. Twin Peaks Rd Restore, West Town Limits~~
- 16. Santa Cruz Shared Use Path, at Calportland
- 17. Twin Peaks Rd, Rattlesnake Pass Widening
- 18. El Rio Preserve CMID Connection
- 19. El Rio Recreation Area Parking Lot

South Marana, Projects Map

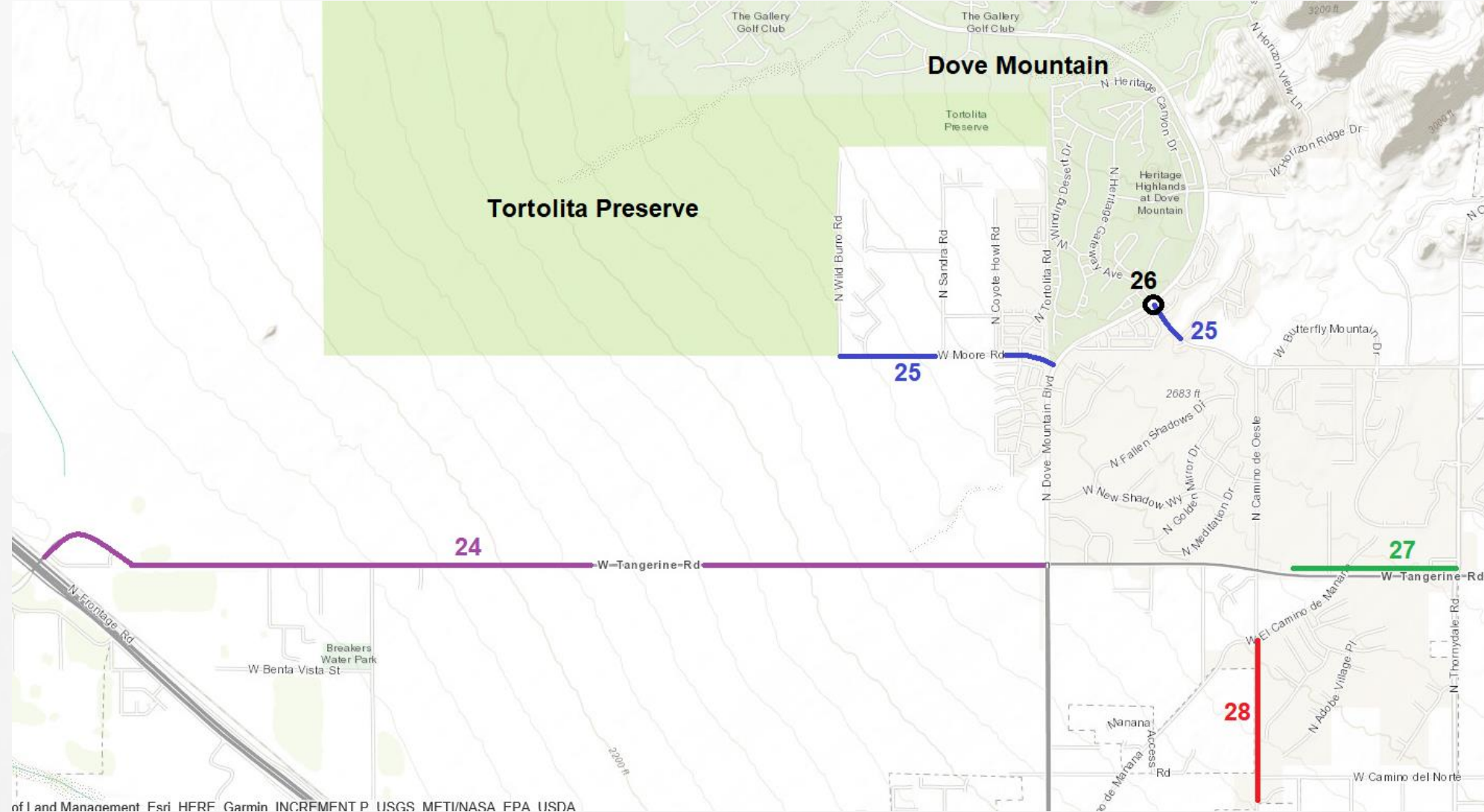


20. Silverbell Rd Sidewalk, Wade to Cortaro

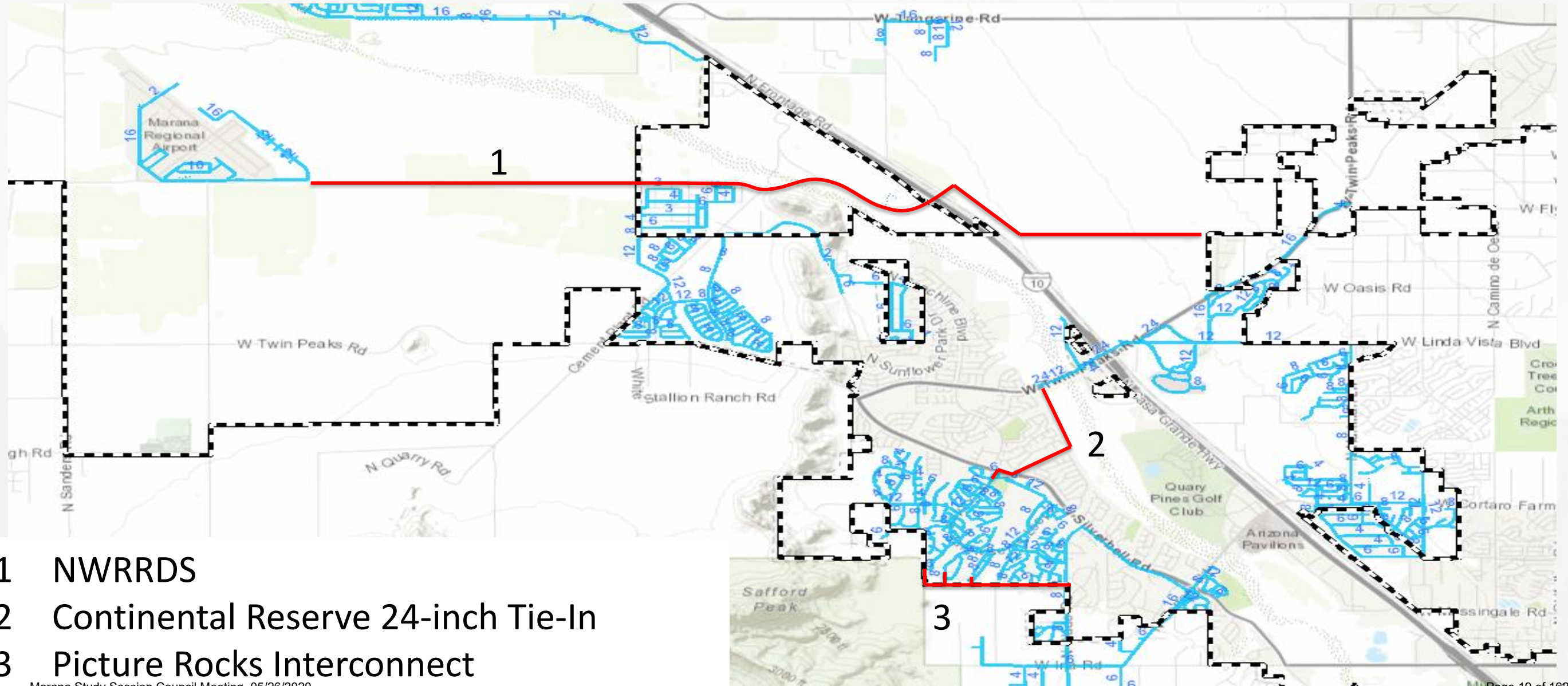
~~21. Joplin Lane~~

22. Cortaro Rd Rehabilitation

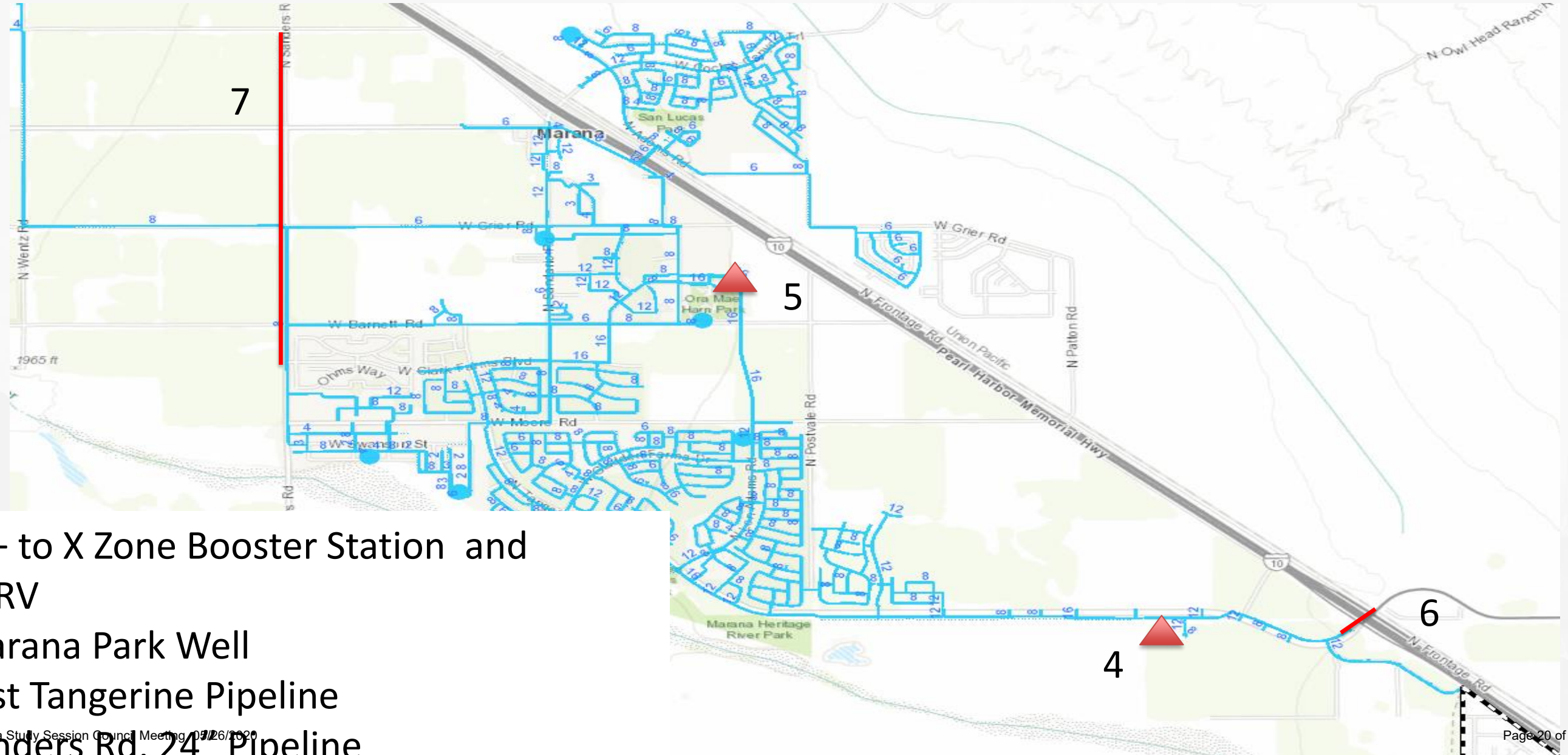
23. South Marana Pavement Rehabilitation



24. Tangerine Rd Widening, I10-Dove Mt
- ~~25. Moore Rd Rehab, East West of Dove Mtn~~
26. Dove Mnt Bl-Moore Rd Signal, North
27. Tangerine Rd Corridor Path
- ~~28. Camino de Oeste, South Extension~~



- 1 NWRRDS
- 2 Continental Reserve 24-inch Tie-In
- 3 Picture Rocks Interconnect



- 4 W+ to X Zone Booster Station and PRV
- 5 Marana Park Well
- 6 East Tangerine Pipeline
- 7 Sanders Rd. 24" Pipeline



Council-Study Session

D2

Meeting Date: 05/26/2020

To: Mayor and Council

From: Yiannis Kalaitzidis, Finance Director

Date: May 26, 2020

Strategic Plan Focus Area:

Commerce, Community, Heritage, Recreation, Progress & Innovation, Not Applicable

Subject: Relating to Budget; review, discussion, consideration, and direction to staff regarding the fiscal year 2020-2021 Manager's recommended operating budgets for the General Fund, Bed Tax Fund, Highway User Revenue Fund, Water Operating Fund, Wastewater Operating Fund, and the Airport Operating Fund (Jamsheed Mehta and Yiannis Kalaitzidis)

Discussion:

The Town Manager and Finance Director will present the recommended operating budgets for the General Fund, Bed Tax Fund, Highway User Revenue Fund, Water Operating Fund, Wastewater Operating Fund, and the Airport Operating Fund for fiscal year 2020-2021. Information and direction received from Council will be incorporated into the Town's tentative budget which will be brought back to Mayor and Council for consideration at the regular meeting on June 16, 2020.

Staff worked to compile a comprehensive summary of the recommended budget which incorporates some information presented in previous Council meetings. The recommended budget includes the impact of reduced revenues to Town operations and projects caused by the COVID-19 pandemic. The General Fund, for example, is expected to have reduced revenues of approximately 6.2% for next fiscal year. To address the reduction in revenues, departments worked to identify budget reductions of 5% of ongoing budget amounts. In the case of the General Fund, the reduction target was largely achieved through vacancy management and departmental reductions of non-personnel expenditure line items. The recommended budget summary attached to this Council report provides additional details.

The document is similar to what was presented last year and includes departmental

summaries with notes explaining major changes between fiscal years. The summary also includes a section on operating capital and projects, which provides brief descriptions of significant one-time items. Lastly, it formally lists the items requested to be carried forward into the 2020-2021 recommended budget. Staff anticipates that there will be adequate one-time resources to support these carry forward requests.

It is important to note that the budgets presented this evening are the operating budgets for the General Fund and other selected operating funds. As such, other Special Revenue, Capital Project and Debt Service Funds are not formally presented here. They will, however, be included in the overall tentative budget which will be presented on June 16, 2020.

Staff Recommendation:

Staff requests information and direction regarding the Manager's recommended budgets for the General Fund, Bed Tax Fund, Highway User Revenue Fund, Water Operating Fund, Wastewater Operating Fund, and the Airport Operating Fund for fiscal year 2020-2021, which will be incorporated into the tentative budget for Council's consideration on June 16, 2020.

Suggested Motion:

I move to direct the Town Manager to incorporate the item(s) discussed this evening in the preparation of the tentative budget which will be considered for possible adoption on June 16, 2020.

Attachments

FY2021 Manager's Recommended Budget

2021

MANAGER'S RECOMMENDED OPERATING BUDGET



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MANAGER'S MESSAGE



Honorable Mayor and Members of Council:

It is with great pleasure that I present to you the Manager's recommended operating budgets for the General Fund, Bed Tax Fund, Highway User Revenue Fund, Water Enterprise Operating Fund, Wastewater Enterprise Operating Fund, and Airport Enterprise Operating Fund. Also included is the recommended Capital Improvement Program General Fund request for fiscal year 2020-2021. These recommended budgets demonstrate the Town of Marana's balanced approach to responsible fiscal policy and positive investment in the community, even during times of hardship. Every year, we examine closely our goals and accomplishments during the budget development process. We do this to make sure that allocations are aligned with need, and that strategies result in the appropriate outcomes. This past year, we have had many accomplishments across the five Focus Areas of our Strategic Plan, all of which put the Town on a strong footing going into Fiscal Year 2021.

COVID19

As we are all aware, 2020 was an anomalous year for the Town of Marana, and indeed, for the entire world. As the COVID19 pandemic gripped our nation and took hold globally, the world scrambled to implement changes that would protect public health at all costs. As a result of this pandemic, as well as these policy changes at the federal, state, county, and local levels, the economy has exhibited symptoms that are reminiscent of the 2007/2008 financial crisis. General consensus is that, from an economic standpoint, we are in uncharted territory and are expected to see continued contraction of economic activity. Due to the modifications imposed on businesses throughout our local and regional community, as well as the Stay at Home Executive Order issued by Governor Doug Ducey, most transaction privilege taxes (TPT), including retail and restaurant revenues have dropped, housing and general development has slowed, and state-shared revenues are expected to be lower than originally anticipated. However, even in the face of these difficult times, the Town of Marana stands well-positioned to weather these financial difficulties, and continue to

deliver exemplary business and customer service to our community. The combination of a strong first 3 quarters of FY20, multiple Federal level stimulus packages aimed at assisting individuals and small businesses, as well as sound budgeting practices over the years, has allowed us to identify and reprioritize our budget that preserves high profile projects, infrastructure development, and perhaps most importantly, maintains our current staffing levels in anticipation of economic recovery.

COMMERCE

The first three quarters of FY 20 have been monumental for commercial development in Marana. The brand new Carondelet Microhospital opened at Cortaro and I10, and provides state of the art healthcare options for our residents. We have also seen the beginning of construction of the Dove Mountain Assisted Living facility, which greatly expands medical and assisted living options for our aging population. Marana has also seen expansions begin for some of our major tech industry employers, including Alicat Scientific and FL Smidth Krebs Mining. PSE Archery has also announced its expansion of its retail and distribution and logistics operations in Marana, and will repurpose and reuse the old Basha's grocery store building at Dove Mountain and Tangerine Road. We've also seen the grand opening of the Hitting Factory, as well as the new Spice Garden Indian Cuisine Restaurant at Arizona Pavilions. We are also expecting construction to begin on two major projects within the Town for FY21, including PVB Fabrications at Tangerine Business Park, and the new Luke Automotive Dealership at the Premium Outlet Mall at Marana Center. In short, Marana continues to be an attractive destination for businesses to start, or for those that are expanding existing operations.

Marana Regional Airport continues to be one of the Town's key Economic Development assets, and we have seen significant accomplishments in its growth and activities over the year. Marana Regional currently has 295 based aircraft, 232 storage hangars, and 28 shade ports, all at 100% occupancy, with a 30 aircraft waiting list. The airport also sees over 92,000 operations per year, and serves a wide variety of users, from hobbyists to corporate jet traffic, as well as military training. Most recently, Marana Regional was awarded 3 ADOT grants in December of 2019. These awards include funding for a Safety Area Improvement Study, to replace and upgrade runway lighting, precision approach path indicators, and the airport beacon light tower, and lastly, to complete repairs and upgrades to the airport's electrical vault houses.

The airport was also accepted into the FAA's Federal Contract Tower Program, and the Town is continuing to engage with the FAA in grant opportunities to fund the construction of an Air Traffic Control Tower through that program, which includes the preliminary Air Traffic Control Tower Siting Study, and the Air Traffic Control Tower Environment Assessment. Lastly, the Marana Regional Airport, in coordination with Economic Development, has developed four different Economic Development prospects in FY 20, including development of aircraft storage hangars, a private

corporate jet aircraft hangar, a Jet Center FBO (fixed base operator) facility, and additional hangar space construction to facilitate military parachute training. The Airport has also been able to generate revenue in the face of the COVID19 pandemic by parking airline aircraft for storage. In short, Marana Regional Airport continues to serve its community, and develop its Economic Development assets to better diversify our local economy.

The Town of Marana's Downtown District continues to be a top priority in the Town's Economic Development Strategy. Since Council's approval of the Downtown Marana Overlay District, we have seen substantial progress in development of Marana's Downtown. The construction of a brand new multi-tenant building on the NE corner of the roundabout at Sandario Road has been completed, and has officially seen its first tenant, Bisbee Breakfast Club, complete tenant improvements and move in. The old Sandario Market, now known as Main Street Market, has also completed improvements to its facility, making it an additional grocery destination for residents in North Marana, the other option being the new Dollar General Store. We are also seeing utility installation for construction of Marana Main Street, going east from the Sandario Roundabout.

The Town is always seeking to serve its Development Services customers in the fastest and most effective ways possible. In the past, we have worked to improve the physical environment of our Development Services Center concierge area, allowing DSC Staff to engage customers directly and improve customer assistance via stations that are outfitted with appropriate technology to review plans, assist in site selection, and answer questions for customers on the spot. DSC has also worked with Engineering to identify any shortcomings in development review processes and to remedy those issues, to ensure the timeliest review of development plans, and create unparalleled turnaround times for our customers.

DSC has also coordinated the Town's Make Marana 2040 General Plan. This has been a coordinated effort among the majority of departments, external stakeholders, and private consultation, to help shape the way the Town of Marana grows for the next twenty years. The document has been completed, and will go to voters in August 2020 for approval.

COMMUNITY

Marana continues to be the fastest growing community in Southern Arizona, and as such, has critical infrastructure needs that the Town Council and staff have worked consistently to address. In the past year, we have seen the completion of several large-scale infrastructure projects, as well as the completion of several Town-wide infrastructure plans. These projects and plans not only enhance the existing quality of life for our residents, but also position us for intelligent growth in the future.

This year, the Town has seen the completion of the Ina Road Restoration, Interchange, and Santa Cruz River Bridge reconstruction projects, all while implementing a program to assist businesses during the transition. These critical infrastructure projects now allow for better and safer traffic flow in an already heavily-trafficked commercial area. It also facilitates additional commercial growth in the region, which is crucial to continued growth in our town.

Water quality continues to be a national issue, as well as a focus area for the Town. To that point, we have secured funding through the Water Infrastructure Finance Authority (WIFA) for the design and construction of two water treatment campuses that will address perfluorinated compounds in our drinking water. These campuses have begun construction this year, and are anticipated to be complete and operational by October 2020. Additional funding has been secured through WIFA for the Adonis Colonia Wastewater Project, as well. This project modernizes wastewater processing for one of Marana's oldest neighborhoods, and continues to show the Town's dedication to the revitalization and maintenance of our colonias throughout Marana.

As mentioned above, Staff has also completed multiple infrastructure plans and studies to address the various needs of our community, and to actively plan for the future. These plans and studies include the Utility Rate Study, the Sewer Conveyance Plan, the N. Marana Drainage Study, and the Pavement Management Plan. Each of these plans and studies was methodically identified and completed in an effort to address existing needs of our community, and to identify future needs. These documents will better prepare us to continue to deliver exemplary service today, as well as in the future.

Public safety is something that the Marana Town Council, Staff, and community holds dear. In addition to the construction and opening of the new Marana Police Department Public Safety Facility, this year, Marana PD was the recipient of statewide accreditation as an organization. Once again, Marana PD has demonstrated its unwavering commitment to public safety, and has answered the call to protect our community while balancing the needs and wants of all.

INNOVATION

The Town of Marana puts innovation at the forefront of how we operate. From our innovative and dedicated workforce, to our innovative day to day practices and Town-wide strategies, innovation is at the core of our operations and allows us to deliver the best services to our residents and customers in the most efficient and transparent manner possible.

To continue to ensure that the Town delivers the best quality roads in the region, our Public Works Department contracted with a 3rd party, Infrastructure Management Services (IMS), to survey, assess, and map the Town's roadway network, and establish a five year pavement management plan. The survey established the overall condition

index (OCI) rating for each individual road throughout the Town, and allowed us to identify an OCI of 75 for our overall road network. As a result, Public Works has more efficiently designed our Pavement Preservation Program for the Town to maintain an OCI rating of 75 for our street network, while applying the right treatment to the right road at the right time. This greatly enhances service delivery, extends the life of our roads, and extends the value of every dollar we spend on pavement management.

As part of the Town's response to COVID19 to ensure the health and safety of our Staff and our residents, the Town coordinated and implemented innovative solutions to allow for a seamless transition of services, which allowed the vast majority of our staff to work from home. By utilizing a combination of mobile technology, machine virtualization, digital meeting platforms, expanded VPN access, and mobile conferencing tools, our Technology Services Department was able to facilitate telework for in-office Staff. This permitted Town Staff to continue to deliver high levels of service to customers and to the public, while preserving their health and safety.

With additional coordination among key departments, Technology Services was also able to transition Town Council Meetings to a virtual medium as well. This allowed for further protection of the health and well-being of Staff, Council, and the public, while assuring that critical issues continued to be addressed by Council as necessary.

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

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

HERITAGE

Marana's heritage plays a large role in today's development, special events, and Town offerings. One of the Town's priorities is to continue the community heritage dialogue while place-making through development and expanded services. This priority has been demonstrated through events like the Town of Marana's Star Spangled Spectacular and Founders' Day. Additional offerings like Gastronomy Tours and Movie Familiarization Tours have reinforced this commitment.

The Town of Marana held its annual Star Spangled Spectacular Signature event this year, to the enjoyment of our region. The largest 4th of July Event in the region, the Star Spangled Spectacular sees between 12,000 and 15,000 visitors each year, and celebrates our national heritage by bringing people together from all over the community, as well as our surrounding community neighbors. Featuring live music, events for kids, a huge variety of food trucks, and the region's largest fireworks show, this event truly accomplishes our goal of unifying our community and providing an exceptional experience for all.

Marana Founders' Day is another example of our prized and treasured Signature Events that focuses on our local heritage and history. Typically held in North Marana in our Downtown, Founders' Day features a parade, local food vendors, arts and crafts events for children, car shows, live music, and more. While we were not able to celebrate Founders' Day this year due to the pandemic, the support that we received from our community in canceling this event and waiting until such a time as it is safe to celebrate truly showed how unified and dedicated our community is to one another, for which we are grateful.

We have also embraced a piece of our heritage that few knew anything about: Marana's filming heritage. Discover Marana has developed a comprehensive program, in coordination with the Marana Chamber of Commerce, to help incentivize film project production in Marana. By leveraging Marana's history as a filming hotspot for old western movies in the 40's, 50's and 60's, and coupling that history with our iconic scenery and historic dude ranches, Discover Marana assisted with 27 film projects this year. Discover Marana has also created the Town's first filming permits, to generate revenue for the Town, and also created and organized first-of-its-kind FAM (familiarization) tours to attract movie scouting talent. Consider this a new trick with an old twist.

RECREATION

The Town of Marana takes Parks and Recreation very seriously. To continue to keep our community healthy and to take advantage of local and regional assets, Parks and Recreation officially kicked off its Parks and Recreation Master Plan process this year. In coordination with a third-party consultant, the Town's Parks and Rec Department Master Plan process will take a hard look at our parks assets, solicit feedback from the community, and compile this information to create a comprehensive plan that not only addresses maintenance of existing park and recreation assets, but identifies potential for further expansion of those assets. This will allow the Town to better prepare from a budget perspective, as well as from an asset delivery perspective for our community.

Additionally, the Town also completed construction and opened the Honea Heights Pocket Park in the historic Honea Heights Neighborhood. A much-needed amenity

addition to the area, this pocket park features brand new jungle gym equipment, a water fountain, basketball court, and ramada. This recreation facility will further complement the Heritage River Park, as well as the Town's extensive park system.

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

From a programming perspective, we continue to offer adaptive and inclusive programs, including the Sensory Swimming Program and the Cape Chase Adaptive Race events. These programs allow the Town to interact with community members that it may not have been able to do so with before, as well as offers much-deserved active programming to those with special needs.

CONCLUSION

The recommended spending plan detailed in this budget proposal considers these accomplishments as guide posts for future goals, while also recognizing the diverse challenges we will continue to face in the future. It also fully recognizes the challenge presented by the COVID19 pandemic as a key driver in how our economy has changed, and how we as an organization continue to be nimble to adapt quickly to such changes. As Marana succeeds and grows, it will need to continue to invest strategically while continually innovating to deliver the best service to its residents and customers. This budget demonstrates a commitment to that vision, and to the tenets of the Strategic Plan and the well-being of our community.

Thank you,



Jamsheed Mehta

Town Manager

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RECOMMENDED INVESTMENTS

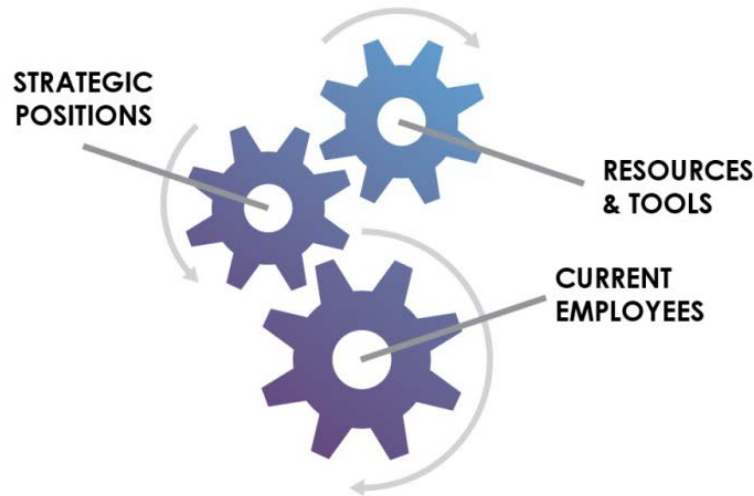


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Recommended Investments

The following outline describes several of the Town's investments into identified priority areas. The General Fund's contributions to these are detailed below. These investments represent changes in costs that are included within the recommended budget, the summaries of which are presented later in the document.



I. **Employee Compensation and Benefits Investment - \$344,628 reduction (\$684,619 reduction in General Fund)**

- a. Compensation – The overall reduction in compensation and related employer related benefit costs were achieved through vacancy management. No pay cuts or furloughs are included in the Manager's Recommended budget. However, additional cost cutting measures may be considered as economic data becomes available in the new year.
- b. General fund includes salary savings of \$576,271 due to the freezing of vacant positions for some portion of the new fiscal year.
- c. Non-General Fund overtime increases for grant funded hours - \$215,400
- d. Other pay and benefits:
 - Includes health, retirement, disability insurance, etc.
 1. Employee Retirement – \$31,533 reduction (\$19,684 increase in General Fund)
 2. Worker's Compensation - \$58,818 reduction (\$59,211 from General Fund)
 3. Health Insurance & other benefits - \$180,367 increase (\$119,113 General Fund). The Town absorbed 100% health care insurance increases for the new fiscal year.
 4. Tuition Reimbursement program - \$25,000 maintained

II. Resources and Tools Investment - \$2,744,677 (\$1,414,397 General Fund)

- a. Vehicle & equipment purchases \$1,271,817 (\$1,005,017 General Fund).
Much of this budgeted amount reflects the use of replacement dollars set aside in previous fiscal years and demonstrates the organization's commitment in ensuring employees have safe and reliable vehicles and equipment needed to provide a high level of service. Some vehicle replacements may be necessary early in the year but most replacements will be ordered based on economic conditions.
- b. Technology
 - Permitting, code enforcement, business license software - \$82,500 (General Fund carry over)
 - Utility billing software - \$100,000 (Water Fund carry over)
 - Cartegraph database structure analysis - \$25,000 (General Fund)
- c. Facilities
 - MMC campus drainage improvements - \$126,125 (General Fund)
 - MMC Court remodel addition - \$538,764 (General Fund, Local Technology Fund)
 - Visitor's Center remodel - \$483,161 (General Fund)
 - MOC campus remodel - \$70,000 (General Fund)
- d. Recreation
 - Parks Master Plan - \$110,000 (General Fund)

III. Strategic Positions

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

Working Position Title	FTE	Department	Funding Source
Water Operator II	1.00	Water	Water Fund
Electrician	1.00	Water	Water Fund
Total FTE Changes	2.00		

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

Multi-year FTE Position Change Summary

The following table shows the change in authorized positions by FTE over the past four fiscal years.

	FY2018	FY2019	FY2020	FY2021
Budgeted FTE	355.75	363.75	375.35	377.35
Position change from previous year	8.00	8.00	11.40	2
Percentage change from previous year	2%	2%	3%	0.5%

Mid-year FTE Position Change Summary

The following table highlights mid-year FTE changes and reclassifications by position title and department for positions that were vacant and unfilled for an extended period of time. Changes are only considered if they help advance one of the five focus areas of the Town's Strategic Plan.

Previous Position Title	Previous Department	Revised Position Title	Revised Department
2 Police Officers	Police	2 Police Sergeants	Police
Police Sergeant	Police	Police Lieutenant	Police
5 Police Officers*	Police	5 Detectives	Police
Water Quality Specialist	Water	Water Quality Supervisor	Water
Budget Analyst	Finance	Senior Budget Analyst	Finance
Permit Clerk	Building Safety	Building Inspector I	Building Safety

**The Police Department has been using police officer FTEs with the use of special assignment pay to staff the department with detectives. The above change formalizes the classification of Detectives in the Town's job classification schedule. The change has no financial or FTE impact.*

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GOVERNMENTAL FUNDS BUDGET SUMMARY



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Governmental Funds Budget Summary

General Fund

The following General Fund summary is within \$76,000 of being structurally balanced (i.e. ongoing revenues supporting ongoing services and programs). One-time resources support one-time projects and programs. Of the amounts included below, \$42.7 million represents ongoing costs and \$3.9 million represents one-time costs.

Summary of General Fund Recommended Budget Fiscal Year 2021¹

	FY2020	FY2021 Recommended	\$ Change	% Change
Revenues				
Sales tax revenues	\$ 26,910,247	\$ 24,389,464	(2,520,783)	-9.4%
Intergovernmental revenues	12,840,139	13,047,755	207,616	1.6%
Licenses, fees & permits	4,881,012	4,427,112	(453,900)	-9.3%
Charges for services	494,750	563,000	68,250	13.8%
Fines and forfeiture	402,000	408,500	6,500	1.6%
Grants and contributions	209,600	188,100	(21,500)	-10.3%
Investment income	777,000	610,000	(167,000)	-21.5%
Miscellaneous revenues	673,919	614,471	(59,448)	-8.8%
Total Revenue	47,188,667	44,248,402	(2,940,265)	-6.2%
Expenditures				
Personnel & benefits	31,029,155	30,344,536	(684,619)	-2.2%
Contracted services	7,870,623	5,845,015	(2,025,608)	-25.7%
Operating supplies & equip	4,442,589	4,833,462	390,873	8.8%
Capital outlay	3,444,180	1,655,792	(1,788,388)	-51.9%
Total Expenditures	\$ 46,786,547	\$ 42,678,805	(4,107,742)	-8.8%
Over/(Under)	\$ 402,120	\$ 1,569,597	1,167,477	290.3%
Other Sources and (Uses)				
Transfers out	(4,510,542)	(3,789,685)	720,857	-16.0%
Total Sources and (Uses)	(4,510,542)	(3,789,685)	720,857	-16.0%
Change in fund balance	(4,108,422)	(2,220,088)	1,888,334	-46.0%

Note 1: Both the FY2020 and FY2021 budgets shown here exclude contingency which may only be utilized when approved by Council. The FY2021 budget will include a contingency appropriation.

The following describes major changes between fiscal years:

Revenues:

- Sales tax revenues – Anticipated overall tax revenue reduction 9.4% includes anticipated decreases of 10% across all categories including retail, restaurants and hotel taxes paid. However, remained unchanged compared to fiscal year 2020 levels as those were deemed to be at already conservative levels compared to actual revenues collected in prior years and as we expect a slowdown in building activity due to the uncertainty caused by the pandemic.
- Intergovernmental revenues – The shared revenue estimate is based on HB2483, which authorizes the State of Arizona to utilize annual Federal Census population estimates as the basis for allocating state shared revenues to Arizona cities and towns. The intergovernmental revenue estimate shown here is based upon a preliminary estimate provided by the League of Arizona Cities and Towns and Town developed forecasts. The final Federal population estimate and shared revenue numbers will be provided to cities and towns later in the year. ***Therefore, the revenue estimate presented in the summary above could change significantly if the Federal Census estimates used for the final shared revenue allocation are materially different than the population estimates used in the above estimate.***
- Licenses, fees & permits – The majority of this revenue is attributable to single family residential permits (SFR's). Budgeted SFRs for fiscal year 2020-2021 are 617, a 16.1% reduction from the prior year budgeted SFRs of 735. This adjustment reflects information received from various members of the home building industry, that the COVID-19 pandemic will have an impact on new single-family residential units.
- Charges for services revenue – This revenue stream is primarily comprised of user fees the Town charges for specific services rendered. An overall increase is expected based on current forecasts of Parks ramadas and other facility rental revenues, but these amounts are undergoing further review as we determine the ultimate impact of the pandemic.
- Fines and forfeiture – This revenue stream has performed above budgeted expectations in recent years while the number of court fines have been declining nationally. The current forecast includes a drop from actual amounts collected in recent years.

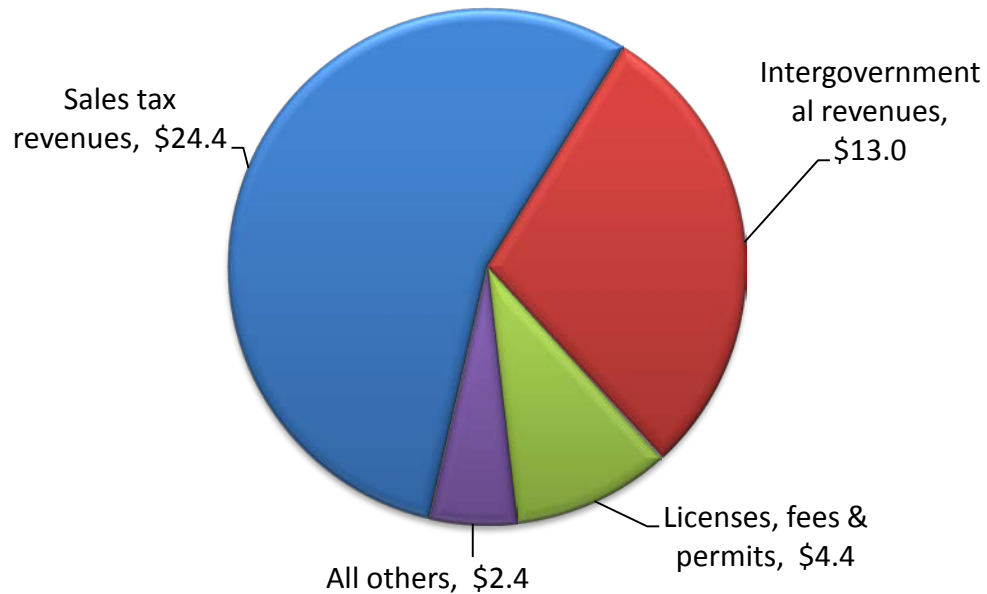
Expenditures:

- Personnel and benefits – The changes in personnel costs include salary savings to be realized by maintaining 4 FTE positions vacant throughout the fiscal year, and delaying the hiring of certain other select positions. Further, all changes to salary charges and benefits, such as health care premium contributions, payroll tax changes and pension contributions are included. Health benefit contributions are increasing slightly by 3.2% from the prior year. The Town is absorbing the full cost of this increase in fiscal year 2020-2021. Finally, no new General Fund positions or merit increases are being considered at this time.
- Contracted Services – Significant budget decreases to contracted services are primarily associated with the completion of one-time projects such as the Council Chambers HVAC upgrade, the deferment of some projects, as well as fewer one-time item requests as part of cost saving measures associated with the pandemic. Further, ongoing costs were also reduced, including an overall reduction of approximately 40% of the travel and training budget.
- Operating supplies & equipment – The increase of 1.2% is due to an anticipated reimbursement of \$654,000 as part of the Marana Jobs Creation economic development program. All other costs were controlled or adjusted to amounts that will allow the Town to continue operations at current levels.
- Capital Outlay – Costs associated with capital outlay decreased due to the completion of projects such as the remodel of the MMC B-Building and the deferment of \$1.750 million of new projects to future periods as well as some other capital purchases. Costs include the purchases of replacement vehicles and equipment as well as construction costs to remodel the Visitor's center and some funding for the new Jury Court. Some vehicle replacements may be necessary early in the year but most will be ordered based on economic conditions.
- Transfers out – In addition to required debt service transfers, the General Fund budget for FY2020 includes transfers for planned capital projects and cash matches for potential grant awards. Also shown is a transfer to the Water and Wastewater Funds for debt service payments.

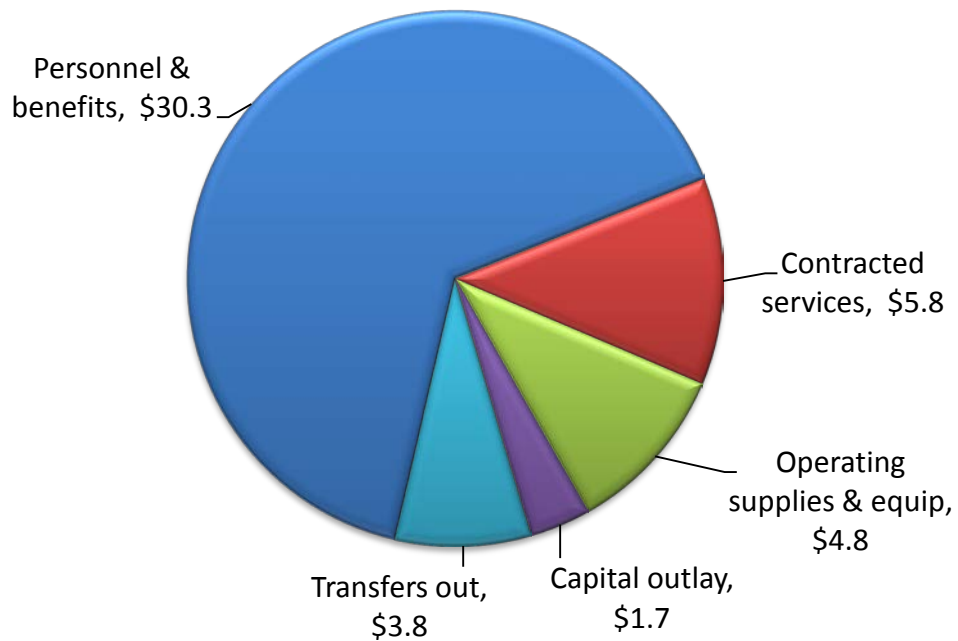
Change in Fund Balance – The General Fund is structurally balanced with ongoing expenses financed with ongoing revenues. Reserves are, by definition, a one-time resource which can only be deployed toward one-time projects and programs. For fiscal year 2020-2021, utilization of \$2.2 million of reserve balances is related to one-time expenses some of which are comprised of carry-forward amounts related to important one-time initiatives that were not completed in the previous fiscal year.

The following charts present the overall General Fund sources and uses of projected resources.

FY2020-2021 General Fund - Sources

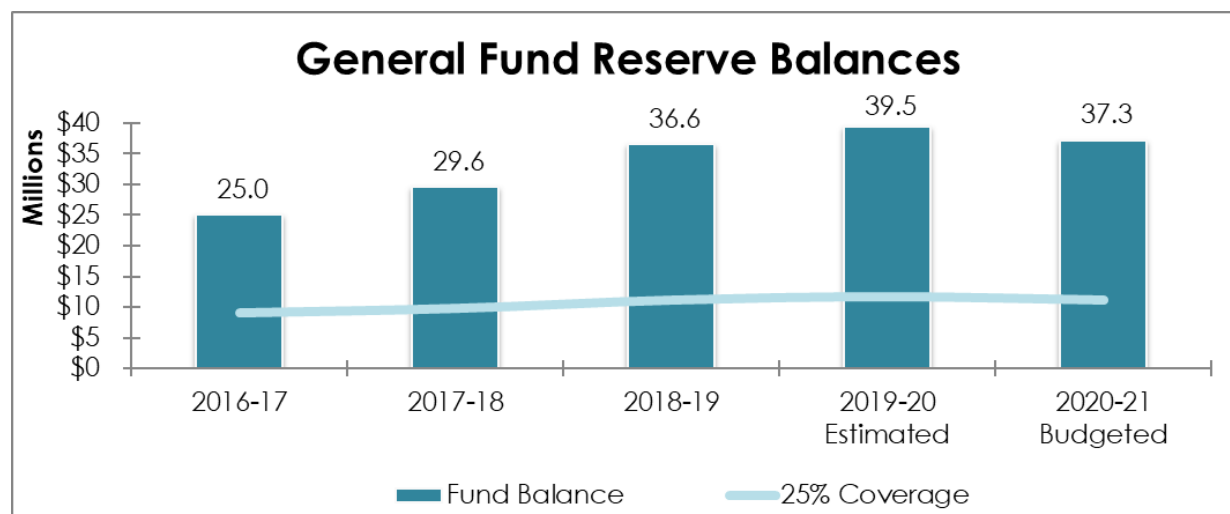


FY2020-2021 General Fund - Uses



General Fund Reserve Balances

Fund balance reserves provide the Town with the liquidity to meet current cash needs, the capacity to invest in key initiatives and flexibility in determining how certain items are funded. Recognizing the importance of healthy reserve balances, Town Council adopted a target, minimum reserve balance of 25% of estimated revenues for the budget year. As depicted in the chart below, the Town exceeded the minimum reserve balance in all fiscal years.

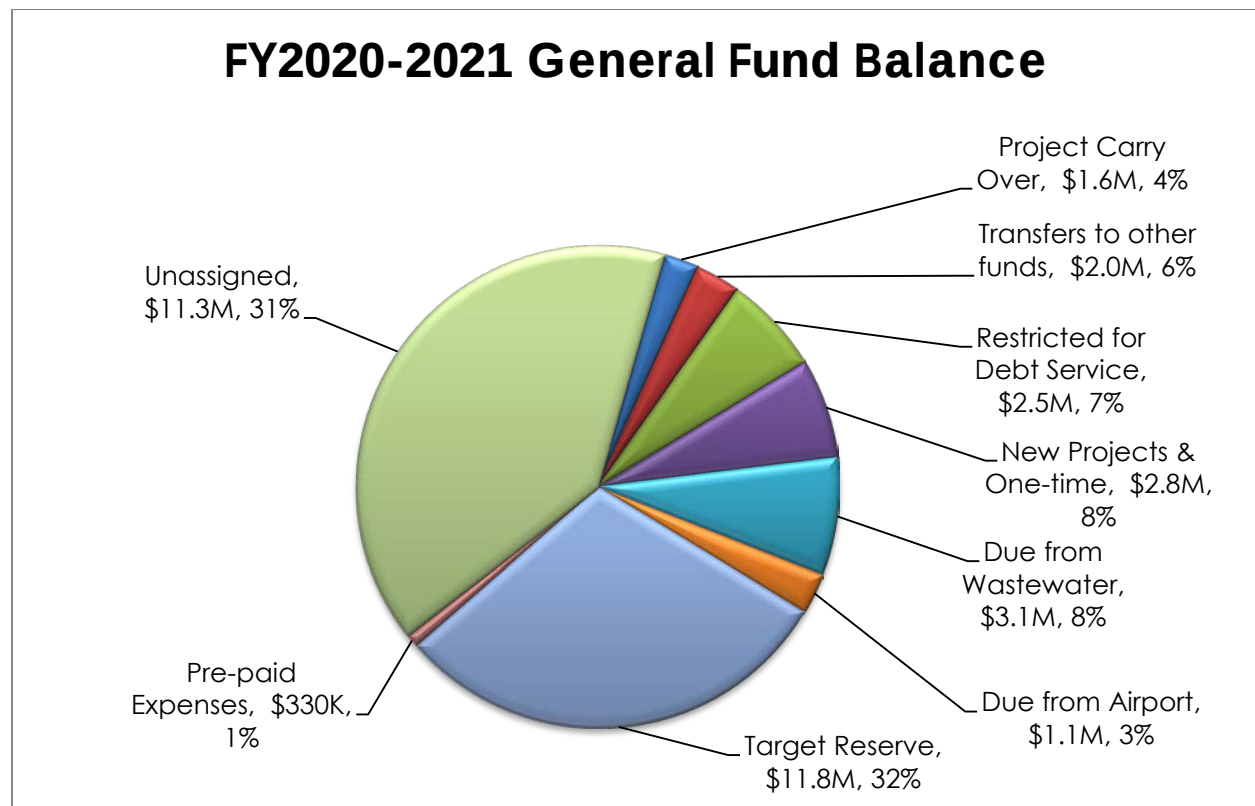


The Town has been modestly adding back to General Fund reserve balances since fiscal year 2008-2009 to a recent high of \$36.6 million at the end of fiscal year 2018-2019. General Fund balances are estimated to increase by approximately \$2.9 million by end of fiscal year 2020-2021. This is attributed mostly to controlled spending in response to the current economic uncertainty caused by the pandemic as the Town is experiencing a drastic drop in economic activity in the last quarter of the fiscal year. Also, some of the unspent funds is related to one-time projects that will be brought forward in the next fiscal year.

The estimated dip in reserves for fiscal year 2020-2021 is driven by planned one-time General Fund investments in operating capital and other projects, some of which is carry-forward from the current fiscal year. This estimate also anticipates a transfer out of the General Fund for debt service related to the two Water Treatment Campuses and continued support of airport operations. The numbers included in the General Fund summary and the fund balance represented above exclude any use of contingency.

As mentioned above, reserves are, by definition, a one-time resource which can only be deployed toward one-time projects and programs. Often the nature of these one-time project uses is beyond the normal operating capital needs of the organization. Often times, the use of reserves may advance an important initiative.

The chart and table below depict the possible impact on reserves should all projects under consideration move forward in the amounts originally requested.



Estimated Fund Balance @6/30/20	\$ 39,455,856
Project Carry Over	911,425
FY2020-2021 Projects	2,637,651
Transfers to Other Funds	1,190,122
Restricted for Debt Service	2,599,563
Due from Wastewater	3,111,943
Due from Airport	1,079,926
Pre-paid Expenses	330,333
Target Reserve	11,797,726
Unassigned	<u><u>\$ 15,797,726</u></u>

Bed Tax Fund

The Bed Tax Fund accounts for the discriminatory portion of the transient lodging (bed tax) rate which exceeds the Town's regular tax rate on other businesses. This portion must be used exclusively for the promotion of tourism as required by A.R.S. § 9-500.06(C).

Summary of Bed Tax Fund Recommended Budget Fiscal Year 2021

		FY2021		
Revenues	FY2020 Budget	Recommended	\$ Change	% Change
Sales revenues	\$ 1,227,600	\$ 1,104,840	\$ (122,760)	-10.0%
Total Revenue	\$ 1,227,600	\$ 1,104,840	\$ (122,760)	-10.0%
Expenditures				
Personnel & benefits	\$ 129,108	\$ 137,707	\$ 8,599	6.7%
Contracted services	758,622	829,891	71,269	9.4%
Operating supplies & equip	339,870	137,242	(202,628)	-59.6%
Total Expenditures	\$ 1,227,600	\$ 1,104,840	(122,760)	-10.0%
Over/(Under)	\$ -	\$ -	\$ -	0.0%
Change in fund balance	-	-	-	0.0%

The following describes major changes between fiscal years:

Revenues:

- Sales tax revenues – The anticipated bed tax revenue decrease of 10% is consistent with the Town's forecast of reduced revenues due to the impact of the pandemic. Staff continues to monitor data on hotel occupancy rates and revenues and may adjust the current forecast if deemed necessary.

Expenditures:

- Contracted Services – Increases are primarily due to anticipated increase to the State Land Lease payments for the Tortolita preserve.
- Operating Supplies & Equipment – The changes in operating costs include anticipated developer reimbursements.

Highway User Revenue Fund

The Highway User Revenue Fund (HURF) accounts for our portion of state shared taxes on the sale of gasoline, sale of diesel fuels and other transportation related fees. A state constitutional restriction on the use of the highway user revenues requires that these funds be used solely for street and highway purposes within the public right-of-way. This shared gas tax is the primary source of revenue used for the maintenance of our transportation system.

Summary of Highway User Revenue Fund Recommended Budget Fiscal Year 2021

		FY2021		
Revenues	FY2020 Budget	Recommended	\$ Change	% Change
Intergovernmental revenues	\$ 3,640,329	\$ 3,276,296	\$ (364,033)	-10.0%
Investment income	15,000	5,000	(10,000)	-66.7%
Total Revenue	\$ 3,655,329	\$ 3,281,296	\$ (374,033)	-10.2%
Expenditures				
Contracted services	4,017,881	2,933,500	(1,084,381)	-27.0%
Operating supplies & equip	470,000	935,000	465,000	98.9%
Capital outlay	419,000	-	(419,000)	-100.0%
Total Expenditures	\$ 4,906,881	\$ 3,868,500	(1,038,381)	-21.2%
Over/(Under)	\$ (1,251,552)	\$ (587,204)	\$ 664,348	-53.1%
Change in fund balance	(1,251,552)	(587,204)	664,348	-53.1%

The following describes major changes between fiscal years:

- Intergovernmental revenues – The HURF shared revenue estimate (intergovernmental revenues) is based on HB2483. This bill utilizes the annual Federal Census population estimate as the basis for allocating state shared revenues to the various cities and towns. The intergovernmental revenue estimate shown here is based upon a preliminary estimate prepared by Town staff as the League of Arizona Cities and Towns has not yet provided an update reflecting the impact of the pandemic. The final Federal population estimate and shared revenue numbers and final revenue estimate will be provided by League of Arizona Cities and Towns around the end of May and July. **Therefore, the revenue estimate presented in the summary above could change**

significantly if the Federal Census estimates used for the final shared revenue allocation are materially different than the population estimates used in the above estimate, or potentially if the State of Arizona takes adverse legislative steps to sweep shared revenues as they have done in the past.

Expenditures:

- Contracted services – The decrease in contracted services is mainly attributable to the completion of the Town's expanded pavement preservation program. Pavement preservation for fiscal year 2020 included approximately \$1 million of funding carried over from the prior year. All such, fiscal year amounts included one year of pavement preservation programming.
- Operating supplies & equipment – For fiscal year 2020-2021 restricted funding was added to respond to potential monsoon related damages in the amount of \$200,000. Additional amounts of \$495,000 we included in restricted funding toward the purchase of capital equipment and other one-time expenditures. Restricted amounts may only be used if funding beyond budgeted amounts becomes available.
- Capital outlay – Capital outlay is associated with the replacement and purchase of vehicles and equipment required to maintain the Town's roads and right-of-way. For fiscal year 2020-2021 all such amounts were placed in a restricted account, and may only be used if funding becomes available during the year.
- Changes in Fund Balance – Similar to the General Fund, HURF is structurally balanced with ongoing expenses financed with ongoing revenues. One-time expenses have been restricted and may happen if funding becomes available. The fund is anticipating adding to reserve balances by the end of fiscal year 2019-2020.

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ENTERPRISE FUNDS BUDGET SUMMARY



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Enterprise Funds Budget Summary

Water Operating Fund

The primary revenues for the Water Operating Fund are for charges for water delivered and sold to customers. As such, it is set up and operates as a stand-alone enterprise fund.

Summary of Water Operating Fund Recommended Budget Fiscal Year 2021

	FY2020	FY2021 Recommended	\$ Change	% Change
<u>Revenues</u>				
Charges for services	\$ 5,895,969	\$ 5,655,873	(240,096)	-4.1%
Intergovernmental revenues	-	85,000	85,000	0.0%
Licenses, fees & permits	50,000	42,500	(7,500)	-15.0%
Grants and contributions	28,000	28,000	-	0.0%
Investment income	25,000	25,000	-	0.0%
Miscellaneous revenues	50,000	116,500	66,500	133.0%
Total Revenue	6,048,969	5,952,873	(96,096)	-1.6%
<u>Expenditures</u>				
Personnel & benefits	2,155,330	2,287,468	132,138	6.1%
Contracted services	1,823,841	2,071,623	247,782	13.6%
Operating supplies & equip	1,914,778	1,783,971	(130,807)	-6.8%
Capital outlay	205,000	114,000	(91,000)	-44.4%
Debt Service	1,262,689	1,399,956	137,267	10.9%
Total Expenditures	\$ 7,361,638	\$ 7,657,018	295,380	4.0%
Over/(Under)	\$ (1,312,669)	\$ (1,704,145)	(391,476)	29.8%
<u>Other Sources and (Uses)</u>				
Transfers in	1,072,298	1,112,404	40,106	3.7%
Total Sources and (Uses)	1,072,298	1,112,404	40,106	3.7%
Change in fund balance	(240,371)	(591,741)	(351,370)	146.2%

The following describes major changes between fiscal years:

Revenues:

- Charges for services – Charges for services, or rate revenues are the main source of revenue for the Water Fund. Rate revenues are solely based on the existing rate structure plus new account growth. These rates were re-structured in January 2020 based on a water rate study approved by Council. The changes in revenue are primarily due to a slight overestimation of revenues related to account growth in fiscal year 2020, as well as, the restructuring of rate revenues and reduced account growth as a result of the pandemic.
- Intergovernmental revenues – Increases in this revenue source are related to amounts remitted to the Town from the City of Tucson for water resources charges and for grant opportunities the department plans to pursue in fiscal year 2021.
- License fees & permits – Changes in this revenue source are related an anticipated reduction in inspections.
- Transfers in – Increases in this category are associated with a transfer from the General Fund to the Water Fund for debt service payments for the WIFA loan acquired to build the two new Water Treatment Campuses.
- Miscellaneous revenues – The amount in this category represents administrative related revenues for resources expended by the Water Fund in the operation of water reclamation facilities.

Expenditures:

- Personnel & benefits – Increases in this category are attributable to the addition of a new Water Operator position and a new Electrician position for fiscal year 2020-2021. These positions will aid in the operation and maintenance of the two new Water Treatment Campuses and were programmed in the rate study approved by Council in fiscal year 2019-2020. The positions are scheduled to be hired no earlier than January 2021.
- Contracted Services – This category includes the majority of the Water Fund's maintenance and rehabilitation programs. Increases for fiscal year 2020-2021 are attributable to funding that has been restricted and may be used if grant revenues become available, or in case of emergency caused by a well failure which would require the department to haul water in order to continue providing service to existing customers.

- Operating supplies & equipment – The decrease is mostly attributable to reduced developer reimbursements in fiscal year 2020-2021.
- Capital outlay – This category includes the purchase and replacement of vehicles and equipment necessary to provide services. For fiscal year 2020-2021 only vehicles needed to support the new positions of Water Operator and Electrician are included in the Manager's Recommended Budget. Vehicle replacements have been programmed to be purchased from the Water Capital fund with vehicle replacement funding the department has been accumulating for that purpose over the last few years. As such, the budget for those purchases is not presented in the above schedule.
- Debt service – The increase in debt service for fiscal year 2020-2021 is due to higher interest and fees for WIFA loans used to fund the two new Water Treatment Campuses, which increase as we draw down and utilize those loans.
- Change in Fund Balance – The Water Operating Fund budget includes a deficit balance. The recently approved water study assumed a deficit of approximately \$0.5 million in fiscal year 2020-2021. The deficit in the current budget is slightly higher as the department budgeted funding to be used only in case of emergency caused by a well failure which would require the department to haul water in order to continue providing service to existing customers.

Water Reclamation Operating

The primary revenues for the Water Reclamation Operating Fund are for customer charges to deliver and treat sewer flows at the north Marana Water Reclamation Facility. The primary customers are outside of the organization. As such, it is set up and operates as a stand-alone enterprise fund.

Summary of Water Reclamation Operating Fund Recommended Budget Fiscal Year 2021

Revenues	FY2020	FY2021 Recommended	\$ Change	% Change
Charges for services	\$ 1,490,045	\$ 1,841,278	351,233	23.6%
Licenses, fees & permits	30,000	28,900	(1,100)	-3.7%
Investment income	1,000	2,000	1,000	100.0%
Total Revenue	1,521,045	1,872,178	351,133	23.1%
Expenditures				
Personnel & benefits	628,941	583,306	(45,635)	-7.3%
Contracted services	549,885	748,000	198,115	36.0%
Operating supplies & equip	360,850	302,800	(58,050)	-16.1%
Capital outlay	71,800	-	(71,800)	-100.0%
Debt Service	855,911	858,781	2,870	0.3%
Total Expenditures	\$ 2,467,387	\$ 2,492,887	25,500	1.0%
Over/(Under)	\$ (946,342)	\$ (620,709)	325,633	34.4%
Other Sources and (Uses)				
Transfers in	859,070	809,070	(50,000)	-5.8%
Total Sources and (Uses)	859,070	809,070	(50,000)	-5.8%
Change in fund balance	(87,272)	188,361	275,633	315.8%

The following describes major changes between fiscal years:

Revenues:

- Charges for services – Charges for services, or rate revenues are the main source of revenue for the Water Reclamation Fund. Rate revenues are solely based on new account growth and rates charged to customers. These rates were increased in January 2020 based on a waste water rate study approved by Council. The increase in revenues is due to account growth in fiscal year 2020 as well as the increase in rates.

Expenditures:

- Personnel & benefits – The major change between fiscal years is primarily due to turnover in existing positions as employees that were promoted were replaced with employees hired at a lower salary.
- Contracted Services – The major change between fiscal years is primarily due to increased system repair and maintenance on the sanitary sewer collection system.
- Operating supplies and equipment – This category accounts for the majority of costs to operate the recently constructed water reclamation facility. The reduction is primarily due to reduced electrical costs at the facility.
- Capital outlay – This category includes the purchase and replacement of vehicles, equipment and infrastructure necessary to provide services. Such purchases for such items were not deemed necessary for fiscal year 2020-2021.
- Debt service – The fiscal year budget included projected debt service on the portions of the 2017 Series bonds attributable to the WRF expansion to 1.5MGD as well as WIFA loans for repairs to the collections system in the Adonis neighborhood.
- Change in Fund Balance – The Water Reclamation Operating Fund is structurally balanced with ongoing expenses financed with ongoing revenues. One of the goals of the recently Council approved rate study in fiscal year 2020-2021, was to establish and maintain adequate reserves to provide for 60 days of operations and maintenance expenses. As such revenues in excess of expenses will be used for that stated purpose. Amounts over adequate reserves may also be deployed toward one-time projects and programs.

Airport Operating Fund

The primary revenues for the Airport Operating Fund are for customer charges for facility or ground lease revenues, open tie-down permits and fueling fees for planes at the airport. The primary services are to customers outside of the organization. As such, it is set up and operates as a stand-alone enterprise fund.

Summary of Airport Operating Fund Recommended Budget Fiscal Year 2021

Revenues	FY2020	FY2021 Recommended	\$ Change	% Change
Charges for services	\$ 339,200	\$ 360,336	21,136	6.2%
Miscellaneous revenues	63,000	25,000	(38,000)	-60.3%
Total Revenue	402,200	385,336	(16,864)	-4.2%
Expenditures				
Personnel & benefits	291,331	290,663	(668)	-0.2%
Contracted services	249,649	208,465	(41,184)	-16.5%
Operating supplies & equip	73,900	60,850	(13,050)	-17.7%
Capital outlay	30,000	-	(30,000)	-100.0%
Total Expenditures	\$ 644,880	\$ 559,978	(84,902)	-13.2%
Over/(Under)	\$ (242,680)	\$ (174,642)	68,038	-28.0%
Other Sources and (Uses)				
Transfers in	242,680	174,642	(68,038)	-28.0%
Total Sources and (Uses)	242,680	174,642	(68,038)	-28.0%
Change in fund balance	-	-	-	0.0%

The following describes major changes between fiscal years:

Revenues:

- Charges for services – This revenue source is comprised of air hangar leases, fuel charges, and open tie-downs. Revenues include amounts for the short-term parking or large commercial airline jets, which will likely leave sometime by the middle of fiscal year 2021.

- Transfers in – The budgeted transfer for fiscal year 2020-2021 represents what may likely be an ongoing, operating subsidy from the General Fund. In fact, over the years, these operating deficiencies have accumulated a balance of over \$1.0M which the Airport Fund owes the General Fund. The airport does not generate revenues adequate to support the needs of an airport with significantly aged infrastructure. Additional planning and coordination with the Economic Development Department is underway in an effort to improve the airport's ability to generate adequate revenues.

Expenditures:

- Contracted services – The change is associated with a combination of cost-cutting measures related to the economic uncertainty caused by the pandemic and due a one-time facilities maintenance projects during fiscal year 2019-2020. There are no large non-capital facilities projects budgeted for fiscal year 2020-2021.
- Operating Supplies & Equipment – The change is due to cost-cutting measures related to the economic uncertainty caused by the pandemic.
- Capital outlay – The change is associated with a one-time purchase of equipment in fiscal year 2019-2020 to help maintain current airport facilities. There are no purchases of capital equipment in fiscal year 2020-2021.

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DEPARTMENT BUDGET SUMMARIES



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MAYOR & TOWN COUNCIL



Department Overview

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

2019 - 2020 Accomplishments

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

2020 - 2021 Goals & Objectives

- Ensure the use of the Strategic Plan in the development of the annual budget.
- Maintain regular briefing reports and Council Executive Reports.
- Identify and support legislative priorities.
- Ensure that Marana remains a safe, clean and healthy community.

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

OPERATING BUDGET SUMMARY					
Expenditures by Category	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Recommended	Change
Personnel & Benefits	\$253,605	\$304,383	\$315,670	\$318,418	Note 1 \$2,748
Contracted Services	6,942	12,534	9,658	18,416	Note 2 8,758
Operating Supplies & Equipment	9,441	6,780	9,564	13,410	3,846
Total by Category	\$269,988	\$323,697	\$334,892	\$350,244	\$15,352

OPERATING BUDGET SUMMARY BY FUND					
Expenditures by Fund	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Recommended	Change
General Fund	\$269,988	\$323,697	\$334,892	\$350,244	\$15,352
Total by Fund	\$269,988	\$323,697	\$334,892	\$350,244	\$15,352

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

Budget Notes & Changes

1. Personnel & Benefits – Slight increases budgeted due to increases in health care related costs.
2. Contracted Services – Change is the result of lower estimated spending in fiscal year 2019-2020 due to reduced spending associated with the pandemic. Fiscal year 2020-2021 budget includes slight decreases due to a reduction in anticipated travel

TOWN MANAGER



Department Overview

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

TOWN MANAGER'S OFFICE

2019 – 2020 Accomplishments

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

2020 - 2021 Goals & Objectives

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

COMMUNICATIONS AND MARKETING DIVISION

2019-2020 Accomplishments

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

2020-2021 Goals & Objectives

- Conduct internal services survey to better serve employee communications needs.
- Provide media relations training for department representatives.
- Improve emergency communication practices and strategies through the use of Town-wide tabletop exercises.
- Explore opportunities for brand representation, including common gathering areas, front counters, lobby, and interoffice mailings.
- Revitalize the "Your Town" marketing brand and expand into collaborations with local artists.
- Brand education in the Daily Mail.

SPECIAL EVENTS DIVISION

2019-2020 Accomplishments

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

2020-2021 Goals & Objectives

- Collaboration with Tech Services to update the Marana Events app.
- Pursue the "Traveling Town Center" event concept.
- Continue to work in collaboration with departments to attract third-party events to the community.
- Collaborate with departments and staff committees to develop employee-centric programs.

KEY PERFORMANCE MEASUREMENTS				
Council Strategic Plan Goal	Expected Outcome	Performance Measure	FY 2020 Target	FY 2021 Target
Community	Invest in community input on Town services	Development and deployment of survey instruments	Administer town-wide citizen survey	Administer town-wide citizen survey, utilize social media for community input on services
Progress and Innovation	Foster a culture of innovation throughout the Town organization	Designate department PR Liaisons	-	Increase efficient flow of information among liaisons
Community	Ensure Town information is easily accessible to the public	Development of transparency apps and platforms	Creation of Town performance dashboard	Upgrade and enhance Town performance dashboard

KEY PERFORMANCE MEASUREMENTS				
Council Strategic Plan Goal	Expected Outcome	Performance Measure	FY 2020 Target	FY 2021 Target
Community	Provide high service to other Town departments for marketing and branding	Increase the frequency of project communications with departments during project timeline	10% increase	Additional 5% increase
		Reduce initial response time for project requests by 20%	20% reduction	Additional 5% reduction
Progress and Innovation	Ensure accurate and timely information is available to employees	Utilize social media, Manager's Message, MaranaAZ.gov and other media sources	-	Enhance distribution of information methods to employees by engaging other departments

OPERATING BUDGET SUMMARY					
Expenditures by Category	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Recommended	Change
Personnel & Benefits	\$1,239,477	\$1,253,623	\$1,247,412	\$1,178,530	Note 1 \$(68,882)
Contracted Services	100,853	119,575	102,400	103,230	830
Operating Supplies & Equipment	221,985	239,961	232,556	115,025	Note 2 (117,531)
Capital Outlay	(835)	-	-	-	-
Restricted Budget	-	-	-	16,000	Note 3 16,000
Total by Category	\$1,561,480	\$1,613,159	\$1,582,368	\$1,412,785	\$(183,983)

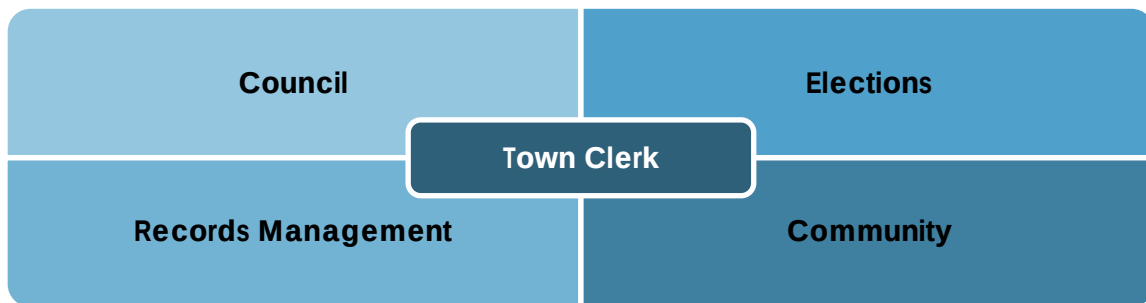
OPERATING BUDGET SUMMARY BY FUND					
Expenditures by Fund	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Recommended	Change
General Fund	\$1,560,990	\$1,613,159	\$1,582,368	\$1,412,785	\$(183,983)
Bed Tax Fund	490	-	-	-	-
Total by Fund	\$1,561,480	\$1,613,159	\$1,582,368	\$1,412,785	\$(183,983)

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

Budget Notes and Changes

1. Personnel & Benefits – Decrease associated with salary savings as the department plans to maintain the Assistant Town Manager position vacant during fiscal year 2020-2021.
2. Operating Supplies & Equipment – Decrease associated primarily to changes related to special events during the year due to impact of the pandemic to social gatherings.
3. Restricted – For unanticipated expenses during fiscal year 2020-2021.

TOWN CLERK



Department Overview

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

2019-2020 Accomplishments

Records Administration

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

Community

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

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

Council and Department Organization

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

Elections

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

2020-2021 Goals & Objectives

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

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

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

KEY PERFORMANCE MEASUREMENTS				
Council Strategic Plan Goal	Expected Outcome	Performance Measure	FY2020 Target	FY2021 Target
Community	Bring relevant topics to Citizens' Forum for deliberation	Maintain minimum of 20-25 delegates; recommendations approved by Council are launched for implementation	Ongoing	Ongoing
Progress and Innovation	Create a comprehensive preservation policy for historic and culturally significant items	Start a draft outline within first year, engaging entities such as U of A, AZ State Museum, Sonoran Desert Coalition, and Old Pueblo Archaeology	First draft of policy	First draft of policy
Community	Maintain partnership with the Marana Heritage Conservancy and seek out new partnership opportunities	Identify internal departments to assist with collaboration and establishment of program	Ongoing	Ongoing

OPERATING BUDGET SUMMARY					
Expenditures by Category	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Recommended	Change
Personnel & Benefits	\$388,132	\$362,366	\$391,939	\$401,842	\$9,903
Contracted Services	22,890	47,723	44,063	90,990	Note 1 46,927
Operating Supplies & Equipment	6,440	16,221	10,631	4,280	Note 2 (6,351)
Total by Category	\$417,462	\$426,310	\$446,633	\$497,112	\$50,479

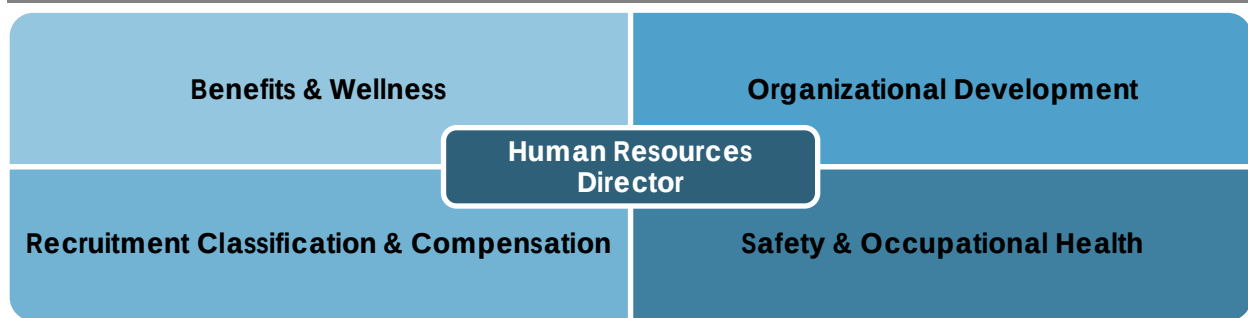
OPERATING BUDGET SUMMARY BY FUND					
Expenditures by Fund	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Recommended	Change
General Fund	\$417,462	\$426,310	\$446,633	\$497,112	\$50,479
Total by Fund	\$417,462	\$426,310	\$446,633	\$497,112	\$50,479

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

Budget Notes and Changes

1. Contracted Services – Increase is associated with cost of general and primary elections in fiscal year 2020-2021.
2. Operating Supplies & Equipment – Decrease associated to multiple expenses including community relations as well as membership and dues reduced in response to the impact of the pandemic on the Town's fiscal year 2020-2021 anticipated revenues.

HUMAN RESOURCES



Department Overview

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

2019– 2020 Accomplishments

Administration

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

Benefits

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

Compensation & Classification

- Conducted a salary schedule study.

Organizational Development

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

Recruiting

- Conducted Executive recruitments.
- Improved recruiting process.

Safety & Emergency Management

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

Wellness

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

2020 – 2021 Goals & Objectives

Administration

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

Benefits

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

Compensation & Classification

- Improve Reclassification Request process

Organizational Development

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

Recruiting

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

Safety & Emergency Management

- Complete the development of the Continuity of Operations Plans (COOP) for all Town departments and incorporate them into the Town's Emergency Operations Plan (EOP)
- Update the Town's Emergency Operations Plan (EOP)

Wellness

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

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

OPERATING BUDGET SUMMARY					
Expenditures by Category	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Recommended	Change
Personnel & Benefits	\$657,874	\$691,595	\$648,178	\$685,069	Note 1 \$36,891
Contracted Services	39,578	53,559	78,445	35,824	Note 2 (42,621)
Operating Supplies & Equipment	112,099	94,218	204,350	132,480	Note 3 (71,870)
Restricted Budget	-	-	-	10,000	Note 4 10,000
Total by Category	\$809,551	\$839,372	\$930,973	\$866,373	\$(67,600)

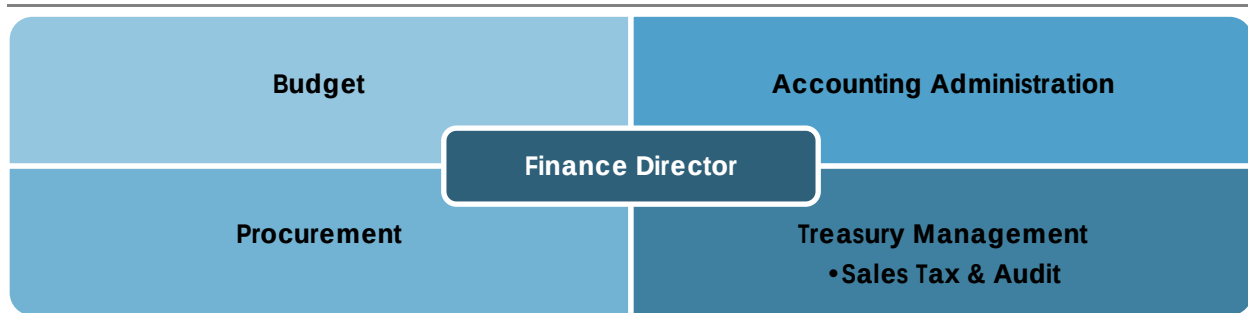
OPERATING BUDGET SUMMARY BY FUND					
Expenditures by Fund	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Recommended	Change
General Fund	\$809,551	\$839,372	\$930,973	\$866,373	\$(67,600)
Total by Fund	\$809,551	\$839,372	\$930,973	\$866,373	\$(67,600)

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

Budget Notes and Changes

1. Personnel & Benefits – Amounts estimated to be spent in fiscal year 2019-2020 are below budgeted levels due to turnover which resulted in vacancy savings during fiscal year 2019-2020 as compared to the budget.
2. Contracted Services – Decrease associated with the completion of a compensation study during fiscal year 2019-2020, as well as, reductions in recruitment advertising and travel and training budgets in response to the impact of the pandemic on the Town's fiscal year 2020-2021 anticipated revenues.
3. Operating Supplies & Equipment – Decrease associated primarily to reduction in employee recognition events and wellness program expenses due to impact of the pandemic to social gatherings and the Town's fiscal year 2020-2021 anticipated revenues.
4. Restricted – For unanticipated expenses related to Hearing officers process during fiscal year 2020-2021 and for possible budget capacity toward the implementation of a second language pay program.

FINANCE DEPARTMENT



Department Overview

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

2019 – 2020 Accomplishments

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

2020 – 2021 Goals & Objectives

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

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

OPERATING BUDGET SUMMARY					
Expenditures by Category	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Recommended	Change
Personnel & Benefits	\$851,260	\$878,913	\$1,133,630	\$1,308,837	Note 1 \$175,207
Contracted Services	114,961	120,620	140,695	117,948	Note 2 (22,747)
Operating Supplies & Equipment	6,851	14,952	11,643	7,000	(4,643)
Restricted Budget	-	-	-	25,000	Note 3 25,000
Total by Category	\$973,072	\$1,014,485	\$1,285,968	\$1,458,785	\$172,817

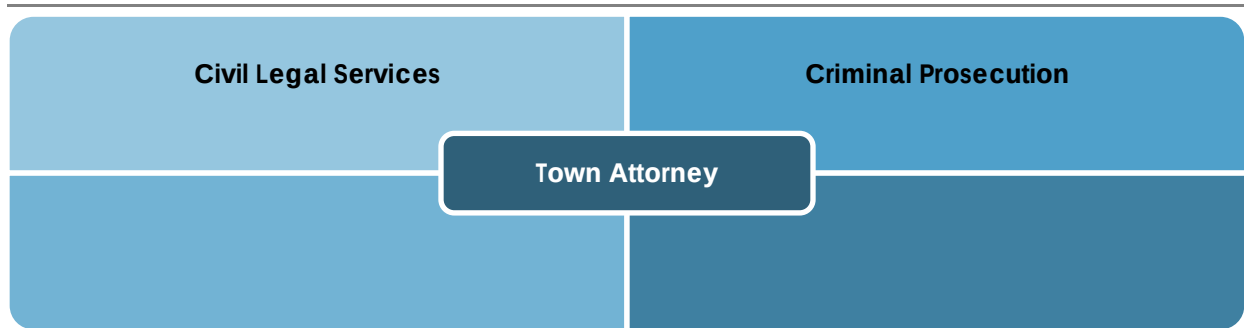
OPERATING BUDGET SUMMARY BY FUND					
Expenditures by Fund	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Recommended	Change
General Fund	\$973,072	\$1,014,485	\$1,285,968	\$1,458,785	\$172,817
Total by Fund	\$973,072	\$1,014,485	\$1,285,968	\$1,458,785	\$172,817

AUTHORIZED POSITIONS					
	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Recommended	Change
Finance Director	1.00	1.00	1.00	1.00	-
Finance Deputy Director	1.00	1.00	1.00	1.00	-
Senior Budget Analyst	-	-	-	1.00	1.00
Budget Analyst	1.00	1.00	1.00	-	(1.00)
Revenue and Customer Manager	-	-	1.00	1.00	-
Payroll Administrator	1.00	1.00	1.00	1.00	-
Procurement Officer	1.00	1.00	1.00	1.00	-
Procurement Agent	1.00	1.00	1.00	1.00	-
Senior Accountant	2.00	2.00	2.00	2.00	-
Senior Accounting Associate	1.00	1.00	1.00	1.00	-
Accounting Associate	0.75	0.75	0.75	0.75	-
Administrative Assistant	0.50	0.50	0.50	0.50	-
Asset Administrator	-	-	1.00	1.00	-
Customer Service Representative	-	-	2.00	2.00	-
Tax and License Specialist	1.00	1.00	1.00	1.00	-
Grants Manager	1.00	1.00	1.00	1.00	-
Total Finance	12.25	12.25	16.25	16.25	-

Budget Notes and Changes

1. Personnel & Benefits – Difference of fiscal year 2020-2021 budget to estimated fiscal year 2019-2020 amounts is due to turnover in positions, as well as, the delayed hiring of several positions in fiscal year 2019-2020. One of those positions will remain vacant in fiscal year 2020-2021.
2. Operating Supplies & Equipment – Decrease associated to deferral of a cost allocation study to future years and due to reductions to multiple budgeted expenses including travel and training in response to the impact of the pandemic on the Town's fiscal year 2020-2021 anticipated revenues.
3. Restricted – Funding for a Cartegraph restructure analysis necessary to resolve operations issues when using the software in the field.

LEGAL



Department Overview

The Marana Legal Department provides superior legal services to help the Town become a sustainable community with a high quality of life. The Legal Department provides legal advice to the Mayor and Council, the Town Manager's Office and all Town departments, and directly or through outside counsel represents the Town in litigation. The Legal Department also prosecutes misdemeanor offenses and Town Code violations committed within the Town limits and serves as an intermediary between and among the police, court personnel, victims, witnesses and defendants. In addition to prosecution of cases, the office helps with the MPD Citizens Police Academy and MPD Explorers and participates in new officer training, issuing cases, the Southern Arizona DUI Task Force, the Domestic Violence Justice League, and the Pima County Domestic Violence Fatality Review Team.

2019 – 2020 Accomplishments

- **Commerce:** Assisted in bringing the 2020-2040 Marana General Plan through the public hearing process and to Council for approval. Provided legal advice to the Airport director, the Economic Development director, and Finance-Procurement regarding Marana Regional Airport economic development initiatives and the ongoing Airport rehabilitation project. Assisted in the finalization and amendment of the Town's CFD policy. Provided legal advice and support regarding major proposals relating to development, including Gladden Farms Phase II CFD and Saguaro Bloom CFD bond sales, the Villages of Tortolita CFD application, the Villages of Tortolita development agreement amendment, proposed Vanderbilt Farms and Marana Main Street development agreements, several Cortaro Ranch Commercial applications, amendments to the Uptown Specific Plan, an approved expansion of a medical marijuana dispensary, and a Council-rejected Arizona State Land Department proposal relating to development in and around the Tortolita Preserve. Pursued payment of unpaid Water Resource Development Impact Fees. Presented and implemented a Town conduit use policy. Processed nine liquor licenses in the first seven months of FY2020, for an annualized estimate of 15 liquor licenses.
- **Community:** Provided advice and documentation for the design and construction of two new water treatment facilities and a new Adonis-area wastewater pumping facility and force main interconnection to the Town's existing wastewater collection system. Prepared revisions to the Town Code's business license, parking, and medical marijuana regulations for Council adoption. Negotiated and drafted a wheeling agreement with the City of Tucson, to provide water service to areas near Tucson Water facilities that

cannot be served directly by Marana Water and do not meet the Tucson Water service policy for direct service by Tucson Water. Settled pending litigation and amended an existing agreement for property rights acquisitions needed for the Tangerine Adonis Road Extension project. Negotiated and settled the final Tangerine Road Corridor and Adonis Road right-of-way acquisitions, and began right-of-way acquisition for the Lon Adams Road and Santa Cruz River Shared Use Path CalPortland Segment projects. Provided legal advice and drafted and revised temporary Town policies, administrative directives, and emergency proclamations to address the Coronavirus Disease (COVID-19). Worked on updates to the Town's policies regarding Alcohol and Drug-Free Workplace, Social Media, Network Access & Security, Network Storage, Employee Reserved Parking, Driver's Licenses and Vehicle Operation, Mobile Communication Equipment, and Destination Marketing/Film Office Lead Generation. Provided top-quality municipal criminal and code enforcement, including efficiently and fairly handling 800 misdemeanor prosecutions, five criminal appeals, and ten code enforcement cases in the first seven months of FY2020, for an annualized estimate of 1,370 misdemeanor prosecutions, eight criminal appeals, and 17 code enforcement cases. Handled 45 public records requests in the first eight months of FY2020, for an annualized estimate of 77 public records requests.

- **Innovation:** Assisted and advised the Planning Department in reducing the size, bulk, and complexity of the zoning chapter of the Land Development Code, and reduced redundant and inconsistent Land Development Code provisions. Assisted Human Resources and Finance in establishing a medical insurance trust as required by A.R.S. § 11-981 for a self-funded program in a county with a population of over one million. Continued the Legal Department's new training series. Implemented in-house office hours for police legal advisors at the Marana Police Department, to improve communication and interaction between the Legal Department and MPD.
- **Heritage:** Assisted with all aspects of Town special events (Cotton Festival, Founders Day, Christmas Tree Lighting, etc.), including agreements and insurance issues.
- **Recreation:** Provided legal advice and prepared agreements related to the Pima County Flood Control District's design and construction of the soil cement bank protection for the El Río Preserve. Assisted in the acquisition of property rights from CalPortland for the extension of the Santa Cruz River Shared Use Path (part of the C. H. Huckelberry Loop). Prepared and presented the Gladden Farms II development agreement amendment, concerning funding for new soccer fields and related amenities in Gladden Farms Community Park.

2020 – 2021 Goals & Objectives

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

- **Innovation:** Assist in bringing forward and drafting an updated Town strategic plan.
- **Heritage:** Provide legal advice and assistance related to continued development of the Heritage Park and implementation of the Heritage Park Master Plan.
- **Recreation:** Assist in the implementation of the Parks and Recreation Master Plan. Complete the acquisition of right-of-way for the CalPortland segment of the Santa Cruz River Shared Use Path.

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

OPERATING BUDGET SUMMARY					
Expenditures by Category	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Recommended	Change
Personnel & Benefits	\$731,144	\$840,485	\$895,673	\$895,654	\$(19)
Contracted Services	97,561	114,991	118,550	93,172	Note 1 (25,378)
Operating Supplies & Equipment	3,815	5,418	4,500	6,000	1,500
Total by Category	\$832,520	\$960,894	\$1,018,723	\$994,826	\$(23,897)

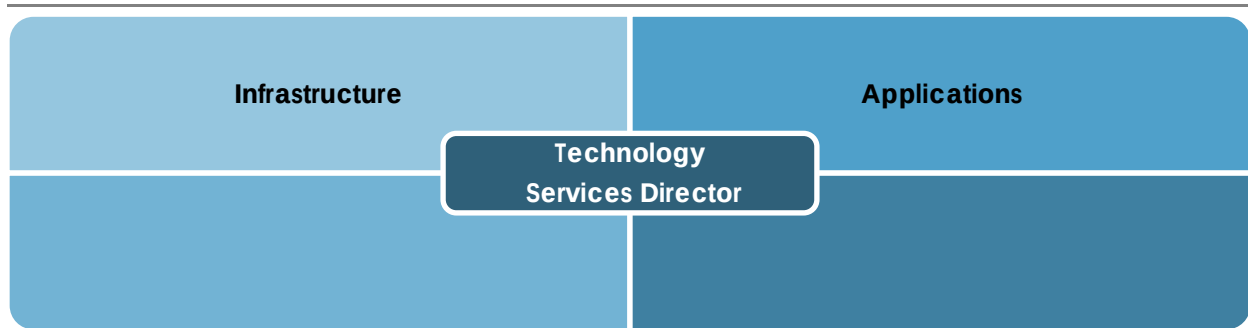
OPERATING BUDGET SUMMARY BY FUND					
Expenditures by Fund	FY 2017 Actual	FY 2018 Actual	FY 2019 Estimated	FY 2020 Recommended	Change
General Fund	\$832,520	\$960,894	\$1,018,723	\$994,826	\$(23,897)
Total by Fund	\$832,520	\$960,894	\$1,018,723	\$994,826	\$(23,897)

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

Budget Notes and Changes

1. Contracted Services – Decreases associated with a reduction in contracted legal services and travel and training in response to anticipated reduced revenues in fiscal year 2020-2021 due to the pandemic.

TECHNOLOGY SERVICES



Department Overview

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

2019-2020 Major Accomplishments

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

2020-2021 Goals & Objectives

- Continue to modernize service delivery that is based upon industry frameworks and leads to improved response times, productivity and customer satisfaction; to include adoption of formalized standard operating procedures
- Implementation of Phase I and II of information cybersecurity plan
- Update to the Town's permitting and business license system
- Full implementation of the Town's disaster recovery system
- Implementation of a Town-wide mobile device strategy
- Rollout of the Airport tracking application
- Creation of a Town-wide cloud strategy
- Implement a comprehensive Asset Management system
- Lay the groundwork and make progress towards a comprehensive business continuity plan

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

OPERATING BUDGET SUMMARY					
Expenditures by Category	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Recommended	Change
Personnel & Benefits	\$1,265,968	\$1,326,399	\$1,370,888	\$1,417,800	Note 1 \$46,912
Contracted Services	976,964	879,063	1,211,631	1,288,975	Note 2 77,344
Operating Supplies & Equipment	203,978	616,082	345,462	333,800	(11,662)
Capital Outlay	38,226	270,457	-	-	-
Total by Category	\$2,485,136	\$3,092,001	\$2,927,981	\$3,040,575	\$112,594

OPERATING BUDGET SUMMARY BY FUND					
Expenditures by Fund	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY2021 Recommended	Change
General Fund	\$2,485,136	\$3,092,001	\$2,927,981	\$3,040,575	\$112,594
Total by Fund	\$2,485,136	\$3,092,001	\$2,927,981	\$3,040,575	\$112,594

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

Budget Notes and Changes

1. Personnel & Benefits – The change is associated with salary savings experienced in fiscal year 2019-2020 due to staff turnover.
2. Contracted Services – The change is associated with unspent funding for the permitting and business licenses system upgrade that will be carried forward and spent in fiscal year 2020-2021 as that project is ongoing.

OFFICE OF ECONOMIC DEVELOPMENT AND TOURISM



Department Overview

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

2019 – 2020 Accomplishments

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

2020 – 2021 Goals & Objectives

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

KEY PERFORMANCE MEASUREMENTS				
Council Strategic Plan Goal	Expected Outcome	Performance Measure	FY 2020 Target	FY 2021 Target
Progress and Innovation	To maintain a sustainable increase in living standards and quality of life in Marana	Connecting people with decision making tools	10% YoY increase	10% YoY increase
		Provide response rate on RFI within 24 hours of unsolicited inquiries	100%	100%
		Increase the number of unsolicited inquiries	10%	10%
		Implementation of the Econ Dev Strategic Plan by marketing the four focus areas	Two campaigns	Two campaigns
Progress and Innovation	Influencing visitation and purchasing decisions in the Town of Marana	Increase website traffic through organic searches	10%	10%
		Increase personal responsive interactions	20%	15%
		Creating and innovating tourism products	One	One per year
		Influencing travel stays	Frequency & reach - 15 marketing campaigns	Frequency & reach - 15 marketing campaigns

OPERATING BUDGET SUMMARY					
Expenditures by Category	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Recommended	Change
Personnel & Benefits	\$322,490	\$332,407	\$305,529	\$329,385	Note 1 \$23,856
Contracted Services	179,384	218,076	229,493	241,980	Note 2 2,487
Operating Supplies & Equipment	2,110	1,986	2,754	4,200	1,446
Total by Category	\$503,985	\$552,468	\$537,776	\$575,565	\$37,789

OPERATING BUDGET SUMMARY BY FUND					
Expenditures by Fund	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Recommended	Change
General Fund	\$247,649	\$264,533	\$227,572	\$238,458	\$10,886
Bed Tax Fund	256,336	287,935	310,204	337,107	26,903
Total by Fund	\$503,985	\$552,468	\$537,776	\$575,565	\$37,789

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

Budget Notes and Changes

1. Personnel & Benefits – The change is associated with salary savings experienced in fiscal year 2019-2020 due to staff turnover. Additional salary savings are planned for fiscal year 2020-2021, as the hiring of the Economic Development Specialist position will be delayed until January 2021 in response to anticipated reduced revenues in fiscal year 2020-2021 due to the pandemic.
2. Contracted Services – Amounts estimated to be spent in fiscal year 2019-2020 are below budget levels due to reduced spending associated with the pandemic. Decreases have been budgeted in multiple areas including advertising and travel and training in response to anticipated reduced revenues in fiscal year 2020-2021 due to the pandemic.

DEVELOPMENT SERVICES



Department Overview

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

Building Safety Division

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

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

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

Planning Division

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

2019 – 2020 Accomplishments

Development Services

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

Building Safety Division

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

Planning Division

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

2020 – 2021 Goals & Objectives

Development Services

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

Building Safety Division

- With upgrade in permitting software implement electronic plan review program.
- Expand upon electronic applications and accept electronic plan submittal – on-line submittals
- Create permitting and inspection program for water heaters and HVAC permits to simplify process and improve customer service.
- Implement electronic/remote inspection program for minor permits
- Simplify permit reviews where permit techs/coordinator complete general plan review (over the counter issuance)
- Public outreach and educational awareness (schools) expand upon prior initiative and implementation of internship program.

Planning Division

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

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

KEY PERFORMANCE MEASUREMENTS				
Council Strategic Plan Goal	Expected Outcome	Performance Measure	FY 2020 Target	FY 2021 Target
Commerce	Streamline public processes to make it easier for public and developers to work with the Town	In-house plan reviews as a percent of total plan reviews taken	99%	90%
Community	Perform inspections for building code compliance	Number of Build Code Compliance inspections performed	25	25
Community	To provide exceptional customer service through our Development and Utility Services	Higher submittal return time met through efficiency improvements	95% development of related projects reviewed within assigned time frame for first submittal	95% development of related projects reviewed within assigned time frame for first submittal
		Higher submittal approval time met through efficiency improvements	95% of permits approved within assigned time frame	95% of permits approved within assigned time frame

OPERATING BUDGET SUMMARY					
Expenditures by Category	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Recommended	Change
Personnel & Benefits	\$1,506,930	\$1,626,655	\$1,671,110	\$1,761,491	Note 1 \$90,381
Contracted Services	267,239	355,863	239,869	126,375	Note 2 (113,494)
Operating Supplies & Equipment	55,148	45,446	57,804	57,221	(583)
Total by Category	\$1,829,317	\$2,027,964	\$1,968,783	\$1,945,087	\$(23,696)

OPERATING BUDGET SUMMARY BY FUND					
Expenditures by Fund	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Recommended	Change
General Fund	\$1,829,317	\$2,027,964	\$1,968,783	\$1,945,087	\$(23,696)
Total by Fund	\$1,829,317	\$2,027,964	\$1,968,783	\$1,945,087	\$(23,696)

AUTHORIZED POSITIONS					
	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Recommended	Change
Development Services Administration					
Development Services Director	1.00	1.00	1.00	1.00	-
Business Process Supervisor	-	-	1.00	1.00	-
Business Process Analyst	1.00	1.00	-	-	-
Executive Assistant	1.00	1.00	1.00	1.00	-
Building Safety					
Chief Building Official	1.00	1.00	1.00	1.00	-
Assistant Building Official	-	1.00	1.00	1.00	-
Building Safety Manager	1.00	-	-	-	-
Chief Building Inspector	1.00	1.00	1.00	1.00	-
Senior Plans Examiner	2.00	2.00	2.00	2.00	-
Plans Examiner	-	1.00	1.00	1.00	-
Building Inspector II	3.00	2.00	2.00	2.00	-
Building Inspector I	1.00	1.00	1.00	2.00	1.00
Permit Clerk	3.00	3.00	3.00	2.00	(1.00)
Development Coordinator	1.00	1.00	1.00	1.00	-
Planning					
Planning Director	1.00	-	-	-	-
Environmental Project Manager	1.00	-	-	-	-
Principal Planner	1.00	1.00	1.00	1.00	-
Senior Planner	4.00	5.00	5.00	5.00	-
Total Development Services	23.00	22.00	22.00	22.00	-

Budget Notes and Changes

1. Personnel & Benefits – The change is associated with the Chief Building Inspector position. The department plans to maintain the Assistant Town Manager position vacant during fiscal year 2020-2021 in response to anticipated reduced revenues in fiscal year 2020-2021 due to the pandemic. Estimated fiscal year 2019-2020 amounts are lower than anticipated due to turnover in certain positions resulting in vacancy savings.
2. Contracted Services – Decrease associated to the completion of the Town's General Plan 2040. Additional decreases have been budgeted in multiple areas including travel and training in response to anticipated reduced revenues in fiscal year 2020-2021 due to the pandemic.

POLICE



Department Overview

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

2019-2020 Accomplishments

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

2019-2020 Goals and Objectives

- Maintain or exceed department clearance rates for crimes of violence as compared to the previous year.
- Maintain or exceed department clearance rates for property crimes as compared to the previous year.

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

KEY PERFORMANCE MEASUREMENTS				
Council Strategic Plan Goal	Expected Outcome	Performance Measure	FY 2020 Target	FY 2021 Target
Community	To maintain a safe community for all Marana residents, citizens, and visitors	Maintain or exceed department clearance rates for all part one crimes (Part 1 crimes as defined by the FBI Uniformed Crime Reporting codes) as compared to the previous year	48	48
		Maintain or reduce Part 1 crime rates based on total number of part 1 crimes (excluding shoplifting) per 1,000 residents as compared to the previous year	22	22
		Maintain or reduce traffic collision rates based on total number of collisions per 1,000 residents as compared to the previous year	5%	5%

OPERATING BUDGET SUMMARY					
Expenditures by Category	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Recommended	Change
Personnel & Benefits	\$11,572,094	\$11,821,554	\$12,122,048	\$12,429,809	Note 1 \$307,761
Contracted Services	488,904	484,340	553,364	488,086	Note 2 (65,278)
Operating Supplies & Equipment	1,148,928	1,210,249	1,425,082	1,205,624	Note 3 (219,458)
Capital Outlay	38,242	33,580	207,591	-	Note 4 (207,591)
Total by Category	\$13,248,168	\$13,549,722	\$14,680,009	\$14,123,519	\$(184,566)

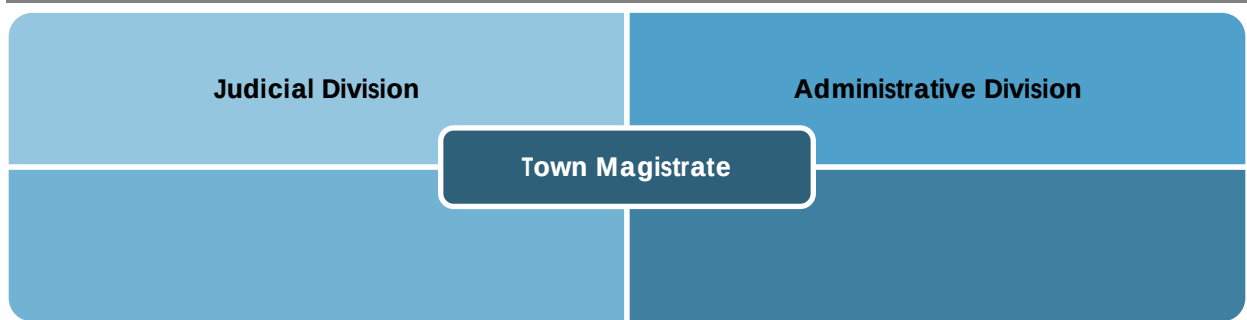
OPERATING BUDGET SUMMARY BY FUND					
Expenditures by Fund	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Recommended	Change
General Fund	\$13,248,168	\$13,549,722	\$14,680,009	\$14,123,519	\$(184,566)
Grants & Contributions	-	-	-	-	-
RICO Fund	-	-	-	-	-
Police Impound Fund	-	-	-	-	-
Emergency Telecommunications Fund	-	-	-	-	-
Total by Fund	\$13,248,168	\$13,549,722	\$14,680,009	\$14,123,519	\$(184,566)

AUTHORIZED POSITIONS					
	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Recommended	Change
Chief of Police	1.00	1.00	1.00	1.00	-
Deputy Chief of Police	1.00	1.00	1.00	1.00	-
Police Captain	1.00	1.00	1.00	1.00	-
Police Lieutenant	2.00	2.00	2.00	3.00	1.00
Police Sergeant	11.00	11.00	11.00	13.00	2.00
Police Officer	71.00	71.00	74.00	66.00	(8.00)
Police Detective	-	-	-	5.00	5.00
Police Records Supervisor	1.00	1.00	1.00	1.00	-
Police Telecommunications Manager	-	1.00	1.00	1.00	-
Police Telecommunications Supervisor	2.00	1.00	1.00	1.00	-
Dispatcher	12.00	13.00	13.00	13.00	-
Police Records Specialist	2.00	2.00	2.00	2.00	-
Police Records Clerk	4.00	4.00	4.00	4.00	-
Crime Scene Property & Evidence Supervisor	1.00	1.00	1.00	1.00	-
Property & Evidence Records Clerk	-	1.00	1.00	1.00	-
Crime Analyst	1.00	1.00	1.00	1.00	-
Crime Scene Specialist	3.00	3.00	3.00	3.00	-
Administrative Supervisor	1.00	1.00	1.00	1.00	-
Customer Service Clerk	-	1.00	1.00	1.00	-
Administrative Assistant	1.00	1.00	1.00	1.00	-
Total Police	115.00	118.00	121.00	121.00	-

Budget Notes and Changes

1. Personnel & Benefits – Estimated fiscal year 2019-2020 amounts are lower than anticipated due to turnover in certain positions resulting in vacancy savings. For fiscal year 2020-2021 there are some planned delays in the hiring of non-essential police department positions in response to anticipated reduced revenues due to the pandemic.
2. Contracted Services – Decreases associated with completed software purchased in fiscal year 2019-2020, as well as, reduced budget capacity for travel and training in response to anticipated reduced revenues in fiscal year 2020-2021 due to the pandemic.
3. Operating Supplies & Equipment – Decrease associated to multiple expenses including small tools, fuel and vehicle replacement charged reduced due to the impact of the pandemic on the Town's fiscal year 2020-2021 anticipated revenues.
4. Capital Outlay – Decrease is associated with vehicles purchased for new officer positions in fiscal year 2019-2020. No new position additions are planned for fiscal year 2020-2021.

COURTS



Department Overview

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

2019 - 2020 Accomplishments

- Provided defendants with active warrants the option of walking in to court during business hours to address their warrants, rather than requiring them to wait for the next official court session, thereby preventing unnecessary incarceration and reducing jail costs for the Town
- Provided judicial staffing during Marana Police Department warrant sweeps to prevent police officers from having to transport defendants to the jail, thereby increasing the efficiency of the program, preventing unnecessary incarceration, and reducing jail costs for the Town
- Continued implementation of the Arizona Supreme Court's Security Standards Recommendations, to include physical building improvements and the purchase of bullet resistant vests for security officers, all paid for with non-general fund monies
- Began participation in the Community Misdemeanor Problem Solving Court in collaboration with Pima County Justice Court and Tucson City Court
- Implemented a specialized Mental Health Court program to provide greater services and accountability for defendants with mental health diagnoses
- Continued updates to the Marana Court webpage, providing clearer language and more access to self-service resources
- Implemented the Arizona Protective Order Initiation and Notification Tool (AZPOINT)
- Began certification process for Court Security Officers
- Began exploration of a Town Public Defender in consultation with the Legal Department and Town Manager's Office

2020 – 2021 Goals & Objectives

- Continue updates to the Marana Court webpage to provide the public with additional resources for interacting with the court system
- Continue to seek methods to provide court users with greater access to justice
- Continue certification process for Court Security Officers and further implementation of the Arizona Supreme Court's Court Security Standards Recommendations
- Install a publicly accessible AZPOINT computer kiosk for court users
- Continue exploration of the Town Public Defender option

KEY PERFORMANCE MEASUREMENTS				
Council Strategic Plan Goal	Expected Outcome	Performance Measure	FY 2020 Target	FY 2021 Target
Community	Provide for a forum for fair, impartial, and efficient adjudication of alleged violations in an environment that is respectful and safe	percentage of cases with customer service complaints	less than 1%	less than 1%
		Percentage of cases adjudicated	100%	100%
		Percentage of cases referred to judicial commission	less than 1%	less than 1%
Community	Provide participants in the court system with necessary services for the fair adjudication of cases	Percentage of qualified cases receiving court appointed cases	100%	100%
		Percentage of qualified cases receiving interpreter services	100%	100%
Community	Promptly disburse monies received by the court, which are held in trust and payable as restitution, bonds, or fees	Percentage of timely disbursements for bond refunds, restitution orders, fees to other government agencies, and payment for services	100%	100%

OPERATING BUDGET SUMMARY					
Expenditures by Category	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Recommended	Change
Personnel & Benefits	\$822,178	\$897,375	\$969,842	\$986,790	Note 1 \$16,948
Contracted Services	118,549	130,509	128,777	223,700	Note 2 94,923
Operating Supplies & Equipment	13,082	30,037	107,740	126,750	19,010
Capital Outlay	5,5516	-	-	410,000	Note 3 410,000
Total by Category	\$959,326	\$1,057,922	\$1,206,359	\$1,747,240	\$540,881

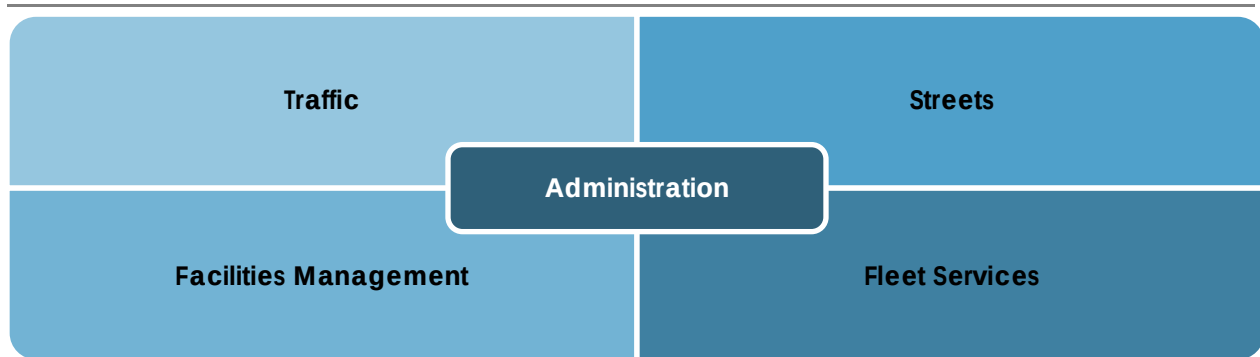
OPERATING BUDGET SUMMARY BY FUND					
Expenditures by Fund	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Recommended	Change
General Fund	\$880,461	\$955,601	\$1,066,463	\$1,102,740	\$36,277
JCEF Fund	-	14,471	50,000	122,000	72,000
Fill the Gap Fund	-	-	-	34,500	34,500
Local Technology Fund	78,864	87,850	89,896	488,000	398,104
Total by Fund	\$959,326	\$1,057,922	\$1,206,359	\$1,747,240	\$540,881

AUTHORIZED POSITIONS					
	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Recommended	Change
Town Magistrate	1.00	1.00	1.00	1.00	-
Court Operations Specialist	1.00	1.00	1.00	1.00	-
Court Administrator	1.00	1.00	1.00	1.00	-
Court Probation Monitor	1.00	1.00	1.00	1.00	-
Court Security Officer	2.00	2.00	2.00	2.00	-
Court Collections Specialist	1.00	1.00	1.00	1.00	-
Court Supervisor	1.00	1.00	1.00	1.00	-
Senior Courtroom Specialist	1.00	1.00	1.00	1.00	-
Courtroom Specialist	1.00	1.00	1.00	1.00	-
Court Clerk	3.00	3.00	3.00	3.00	-
Senior Court Clerk	1.00	1.00	1.00	1.00	-
Total Courts	14.00	14.00	14.00	14.00	-

Budget Notes and Changes

1. Personnel & Benefits – The change is associated with an increase to the Judge's compensation during fiscal year 2019-2020.
2. Contracted Services – Change associated with non-general fund funded projects and budget capacity for unanticipated projects that may be mandated for the Court in fiscal year 2020-2021.
3. Capital Outlay – Increase is associate to the use of Local Technology funds toward the construction of the Court's Jury remodel addition.

PUBLIC WORKS



Department Overview

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

2019-2020 Accomplishments

Facilities Management:

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

Fleet Services:

- Implemented a vehicle and equipment GPS tracking system in order to prioritize Town-wide services and reduce vehicle/equipment idle time. This will assist in reducing fossil fuel resources and wear and tear on equipment and vehicles.
- Provided company support from Synovia on November 2019 with 37 Town staff resulting in them being trained on basic operations and navigation to successfully utilize the GPS.
- Completed over 350 Cartegraph tasks on vehicles, equipment and machinery at a cost of over \$522,000 in parts and labor.
- Requisitioned purchase and replacement of 39 vehicles and equipment at a cost over 1.75 million dollars, utilizing the Town's Capital Vehicle replacement funds.

- Surplused vehicles and equipment resulting in over \$84,000 going back into the Town's general fund.
- Shop inventory being audited and reduced to account for and reduce overhead operating cost
- Reviewing FY21 budget and making adjusted recommendations to finance in order to reduce expenditures for a sound budget.
- Reviewing and possibly extending service life for equipment and vehicles due to current pandemic.
- Working smarter and implementing ways to reduce operating and maintenance cost without compromising safety and customer service.
- Have several plans in motion and available should social distancing operations become more critical in order to maintain current level of scheduled and unscheduled services.

Street Maintenance:

- Completed Tangerine Farms Beautification with DG, Trees, and Plants. Replaced dead trees and plants to restore medians and shoulders to original plans.
- Implemented weed abatement program/contractor services.
- Implemented ADA Ramp, sidewalk and curb program. The Town has over 2,000 ramps that are out of compliance and need to be upgraded.
- Implemented the annual pavement preservation and crack sealing program as part of the Pavement Management Program. The Town is completing the preservation of 140 lane miles.
- Implemented the Annual Culvert Maintenance Program; the Town has over 800 culverts Town-wide.
- Implemented Street Sweeping Program. Major roadways are swept monthly and subdivisions are swept quarterly.
- Implemented the Annual Road Failure Repair Program, identifying road failures ahead of time will help reduce emergency repairs and allow us to be more proactive with roadway maintenance.
- Completed painting of I-10/Marana Road and Cortaro Road TI Bridges.

Traffic:

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

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

2020 - 2021 Goals & Objectives

Administration:

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

Facilities Management:

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

Fleet Services:

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

Street Maintenance:

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

Traffic:

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

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

OPERATING BUDGET SUMMARY					
Expenditures by Category	FY2018 Actual	FY2019 Actual	FY2020 Estimated	FY2021 Recommended	Change
Personnel & Benefits	\$2,563,668	\$2,682,139	\$2,976,599	\$3,051,384	\$74,785
Contracted Services	2,563,886	2,184,624	5,335,023	3,814,310	Note 1 (1,520,713)
Operating Supplies & Equipment	410,717	725,285	378,939	367,702	(11,237)
Capital Outlay	357,139	468,048	1,708,830	-	Note 2 (1,708,830)
Restricted Budget	-	-	100,000	695,000	Note 3 595,000
Total by Category	\$5,895,410	\$6,060,096	\$10,499,391	\$7,928,396	\$(2,570,995)

OPERATING BUDGET SUMMARY BY FUND					
Expenditures by Fund	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Recommended	Change
General Fund	\$3,641,087	\$3,660,582	\$5,819,510	\$4,059,896	Note 4 \$(1,759,614)
Highway User Revenue Fund	2,254,323	2,399,514	4,679,881	3,868,500	Note 5 (811,381)
Total by Fund	\$5,895,410	\$6,060,096	\$10,499,391	\$7,928,396	\$(2,570,995)

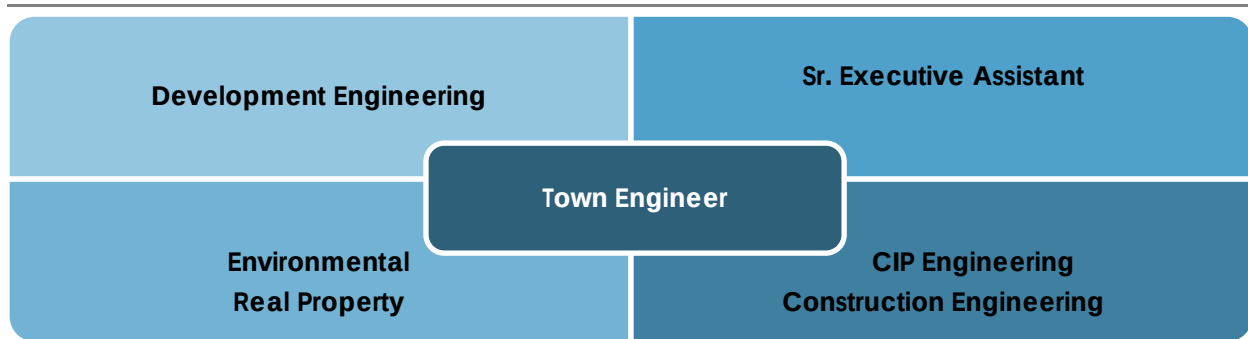
AUTHORIZED POSITIONS					
	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Recommended	Change
Public Works Director	1.00	1.00	1.00	1.00	-
Public Works Deputy Director	1.00	1.00	1.00	1.00	-
Traffic Manager	1.00	1.00	1.00	1.00	-
Executive Assistant	1.00	1.00	1.00	1.00	-
Administrative Assistant	1.00	1.00	1.00	1.00	-
Fleet Division					
Superintendent	1.00	1.00	1.00	1.00	-
Lead Fleet Technician	1.00	1.00	1.00	1.00	-
Fleet Technician II	2.00	2.00	2.00	2.00	-
Fleet Technician I	1.00	1.00	1.00	1.00	-
Equipment Mechanic	1.00	1.00	1.00	1.00	-

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

Budget Notes and Changes

1. Contracted Services – Decrease associated with the completion of multiple projects including the pavement preservation program, and the Council Chambers HVAC, while other projects have been deferred until future periods. Further, decreases have been other areas including travel and training in response to anticipated reduced revenues in fiscal year 2020-2021 due to the pandemic.
2. Capital Outlay – Decrease associated with one-time purchases and projects completed in fiscal year 2019-2020 primarily for new vehicles and the MMC Building B remodel project.
3. Restricted – Costs in this line item are associated with restricted contingency items in the Highway User Revenue Fund such as emergency road repair, storm damage repairs and vehicles that will only be purchased if revenues collected are higher than anticipated.
4. General Fund – Decrease is associated with the completion of multiple projects including the Council Chambers HVAC, the MMC Building B remodel, the purchases on new vehicles and equipment to support new positions hired in fiscal year 2019-2020 and the deferral of certain projects until future periods.
5. Highway User Revenue Fund – Decrease associated with the completion of the extended pavement preservation program which included funding carried over from fiscal year 2018-2019 and spent in fiscal year 2019-2020.

ENGINEERING



Department Overview

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

2019-2020 Accomplishments

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

2020 – 2021 Goals & Objectives

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

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

OPERATING BUDGET SUMMARY

Expenditures by Category	FY2018 Actual	FY2019 Actual	FY2020 Estimated	FY2021 Recommended	Change
Personnel & Benefits	\$2,076,754	\$1,943,108	\$2,093,005	\$2,105,862	\$12,857
Contracted Services	86,476	411,693	130,666	90,235	Note 1 (40,431)
Operating Supplies & Equipment	64,196	59,380	55,817	44,306	(11,511)
Restricted Budget	-	-	-	15,000	Note 2 15,000
Total by Category	\$2,227,426	\$2,414,181	\$2,279,488	\$2,255,403	\$(24,085)

OPERATING BUDGET SUMMARY BY FUND

Expenditures by Fund	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Recommended	Change
General Fund	\$2,227,426	\$2,395,523	\$2,279,488	\$2,255,403	Note 3 \$(24,085)
Highway User Revenue Fund	-	18,658	-	-	-
Transportation Fund	-	-	-	-	-
Northeast Benefit Area Impact Fee	-	-	-	-	-
Total by Fund	\$2,227,426	\$2,414,181	\$2,279,488	\$2,255,403	\$(24,085)

AUTHORIZED POSITIONS

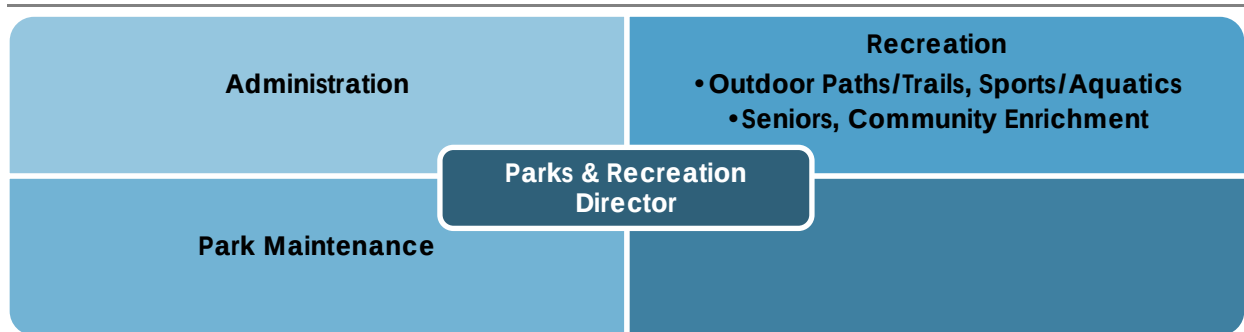
	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Recommended	Change
Town Engineer	1.00	1.00	1.00	1.00	-
Engineering Deputy Director	1.00	1.00	1.00	1.00	-
Traffic Division Manager	1.00	-	-	-	-
Civil Engineer	1.00	1.00	-	-	-
Environmental Project Manager	1.00	1.00	1.00	1.00	-
Engineering Specialist	3.00	2.00	2.00	2.00	-
Engineering Aide	1.00	-	-	-	-
Construction Manager	-	-	-	-	-
Construction Inspector	-	1.00	-	-	-
Development Engineering Division Manager	1.00	1.00	1.00	1.00	-
Development Coordinator	1.00	1.00	1.00	1.00	-
Senior Executive Assistant	1.00	1.00	1.00	1.00	-

AUTHORIZED POSITIONS					
	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Recommended	Change
CIP Program					
CIP Engineering Division Manager	2.00	2.00	2.00	2.00	-
Project Manager	3.00	3.00	3.00	3.00	-
CIP Process Analyst	1.00	1.00	1.00	1.00	-
Construction Inspector	2.00	2.00	3.00	3.00	-
Right of Way Inspector	1.00	1.00	1.00	1.00	-
Real Property Acquisition Agent	1.00	1.00	-	-	-
Project Coordinator - CIP	1.00	1.00	1.00	1.00	-
Engineering Document Clerk	1.00	1.00	-	-	-
Real Property Clerk	-	-	1.00	1.00	-
Total Engineering	24.00	22.00	20.00	20.00	-

Budget Notes and Changes

1. Contracted Services – Decreases have been budgeted in multiple areas including professional services for and travel and training in response to anticipated reduced revenues in fiscal year 2020-2021 due to the pandemic.
2. Restricted Budget – This budget category is associated with restricted contingency funding should unanticipated highly specialized engineering tasks be needed in the fiscal year.
3. General Fund - Decreases have been budgeted in multiple areas including operating supplies, professional services for and travel and training in response to anticipated reduced revenues in fiscal year 2020-2021 due to the pandemic.

PARKS & RECREATION



Department Overview

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

2019 – 2020 Accomplishments

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

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

2020 – 2021 Goals and Objectives

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

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

OPERATING BUDGET SUMMARY

Expenditures by Category	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Recommended	Change
Personnel & Benefits	\$2,383,790	\$2,486,831	\$2,638,961	\$2,814,381	Note 1 \$175,420
Contracted Services	520,366	690,105	733,619	677,330	Note 2 (56,289)
Operating Supplies & Equipment	947,266	963,768	983,217	1,007,566	24,349
Capital Outlay	897,217	418,655	67,212	14,876	(52,336)
Restricted Budget	-	-	-	73,341	Note 3 73,341
Total by Category	\$4,748,639	\$4,559,359	\$4,423,009	\$4,587,494	\$164,485

OPERATING BUDGET SUMMARY BY FUND

Expenditures by Fund	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Recommended	Change
General Fund	\$4,748,639	\$4,559,359	\$4,423,009	\$4,587,494	\$164,485
Total by Fund	\$4,748,639	\$4,559,359	\$4,423,009	\$4,587,494	\$164,485

AUTHORIZED POSITIONS

	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Recommended	Change
Parks - Administration					
Parks & Recreation Director	1.00	1.00	1.00	1.00	-
Parks & Recreation Deputy Director	1.00	1.00	1.00	1.00	-
Executive Assistant	1.00	1.00	1.00	1.00	-
Superintendent	1.00	1.00	1.00	1.00	-
Business Process Manager	-	-	1.00	1.00	-
Recreation Division					
Recreation Coordinator	3.00	1.00	-	-	-
Recreation Supervisor	-	-	1.00	1.00	-
Recreation Programmer	2.00	1.00	1.00	1.00	-
Maintenance Division					
Superintendent	1.00	1.00	1.00	1.00	-
Parks Maintenance Supervisor	2.00	2.00	3.00	3.00	-
Irrigation Control Specialist	2.00	2.00	2.00	2.00	-
Assets Coordinator	1.00	1.00	1.00	1.00	-
Maintenance Associate III	11.00	10.00	10.00	10.00	-
Maintenance Associate II	-	4.00	4.00	4.00	-
Maintenance Associate I	-	5.00	5.00	5.00	-
Attendant	10.00	-	-	-	-

AUTHORIZED POSITIONS					
	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Recommended	Change
Aquatics Division					
Recreation Coordinator	-	1.00	-	-	-
Recreation Supervisor	-	-	1.00	1.00	-
Recreation Programmer	-	1.00	1.00	1.00	-
Special Interests Division					
Customer Service Representative	2.00	2.00	2.00	2.00	-
Recreation Coordinator	1.00	1.00	-	-	-
Recreation Supervisor	-	-	1.00	1.00	-
Recreation Programmer	1.00	1.00	1.00	1.00	-
Outdoor Division					
Recreation Coordinator	-	1.00	-	-	-
Recreation Supervisor	-	-	1.00	1.00	-
Maintenance Associate III	-	1.00	1.00	1.00	-
Maintenance Associate I	-	1.00	1.00	1.00	-
Total Parks & Recreation	40.00	40.00	42.00	42.00	-

Budget Notes and Changes

1. Personnel & Benefits – Change associated with salary savings as the department suspended short term temporary positions in fiscal year 2019-2020 while the Town closed parks facilities and programs in response to the pandemic.
2. Contracted Services – Decrease associated with the Parks master plan as that project is nearing completion and with the completion of other one-time projects including the Pool repairs. Also, decreases have been budgeted in multiple areas including travel and training in response to anticipated reduced revenues in fiscal year 2020-2021 due to the pandemic.
3. Restricted – For the purchase of new equipment needed for the maintenance of new soccer fields and the Saguaro Bloom park. The purchase depends on the timing of the completion of the new facilities in fiscal year 2020-2021.

COMMUNITY AND NEIGHBORHOOD SERVICES



Department Overview

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

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

2019 – 2020 Accomplishments

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

2020 – 2021 Goals & Objectives

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

- Provide the Animal Control Officers more opportunities to educate the residents of Marana on responsible pet ownership and animal safety
- Create a program for monitoring off-site donation bins throughout the Town
- Increase opportunities and participation in the Community Restitution Program
- Improve communication of the Neighborhood Mediation Program to residents

KEY PERFORMANCE MEASUREMENTS				
Council Strategic Plan Goal	Expected Outcome	Performance Measure	FY 2020 Target	FY 2021 Target
Community	To enhance the community, protect property values, and engage the community	Increase the voluntary compliance by property owners on violation notices	90%	93%
		Tons of refuse collected from utilization of the Community Trailer by residents/ communities	25 tons	45 tons
		Tons of refuse collected in community dumpsters provided in Neighborhoods	60 tons	60 tons
Commerce	To return lost pets to owners without the need for shelter intake	Number of pets receiving services from Town sponsored microchipping, vaccination, licensing, spay & neuter clinics	200 pets	250 pets
		YoY increase registered users on Marana Pets App	400 users	500 users
		Return more pets to owners than are taken to shelter	55%	55%

OPERATING BUDGET SUMMARY					
Expenditures by Category	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Recommended	Change
Personnel & Benefits	\$628,774	\$693,309	\$791,522	\$796,991	\$5,469
Contracted Services	165,426	161,021	163,242	185,090	21,848
Operating Supplies & Equipment	64,322	82,455	103,934	94,917	(9,017)
Capital Outlay	37,558	11,074	31,647	77,000	Note 1 45,353
Restricted Budget	-	-	-	10,000	10,000
Total by Category	\$896,080	\$947,859	\$1,090,345	\$1,163,998	\$73,653

OPERATING BUDGET SUMMARY BY FUND

Expenditures by Fund	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Recommended	Change
General Fund	\$896,080	\$947,859	\$1,090,345	\$1,163,998	\$73,652
Community Development Block Grant	-	-	-	-	-
Revolving Affordable Housing Fund	-	-	-	-	-
Total by Fund	\$896,080	\$947,859	\$1,090,345	\$1,163,998	\$73,653

AUTHORIZED POSITIONS

	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Recommended	Change
Community Neighborhood Services Director	1.00	1.00	1.00	1.00	-
Community Outreach Coordinator	1.00	1.00	1.00	1.00	-
Housing Rehabilitation Specialist	1.00	1.00	1.00	1.00	-
Community Services Specialist	-	1.00	-	-	-
Executive Assistant	-	-	1.00	1.00	-
Code Enforcement					
Chief Code Enforcement & Animal Control Officer	1.00	1.00	1.00	1.00	-
Code Enforcement Officer II	1.00	1.00	1.00	1.00	-
Code Enforcement Officer I	-	-	1.00	1.00	-
Animal Services					
Animal Control Officer	3.00	3.00	3.00	3.00	-
Total Community & Neighborhood Services	8.00	9.00	10.00	10.00	-

Budget Notes and Changes

1. Capital Outlay – Increase associated the purchase and equipping of a new truck to meet current animal control operational needs as current equipment is aging.

WATER



Department Overview

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

We have an obligation to make sure that our residential customers, business customers and other public entities such as our schools, medical facilities and parks have reliable access to the water they need. Marana is committed to this mission and is taking proactive steps to achieve it.

2019 – 2020 Accomplishments

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

2020 – 2021 Goals & Objectives

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

KEY PERFORMANCE MEASUREMENTS				
Council Strategic Plan Goal	Expected Outcome	Performance Measure	FY 2020 Target	FY 2021 Target
Community	Continuous increase in number of water customers	Number of new water customers	400	541
Community	Provide resources necessary to maintain the water distribution system and accurately account for water produced and consumed	Percent of lost and unaccounted for water	6%	4.5%

OPERATING BUDGET SUMMARY

Expenditures by Category	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Recommended	Change
Personnel & Benefits	\$1,889,563	\$1,747,854	\$1,906,302	\$2,287,468	Note 1 \$381,166
Contracted Services	1,400,557	1,328,532	1,787,364	1,813,273	25,909
Operating Supplies & Equipment	1,382,167	1,623,730	1,876,482	1,783,971	Note 2 (92,511)
Restricted Budget	-	-	-	258,350	Note 3 258,350
Total by Category	\$4,672,287	\$4,700,116	\$5,570,148	\$6,143,062	\$572,914

OPERATING BUDGET SUMMARY BY FUND

Expenditures by Fund	FY2018 Actual	FY2019 Actual	FY2020 Estimated	FY2021 Recommended	Change
Water Operating Fund	\$4,672,287	\$4,700,116	\$5,570,148	\$6,143,062	\$572,914
Total by Fund	\$4,672,287	\$4,700,116	\$5,570,148	\$6,143,062	\$572,914

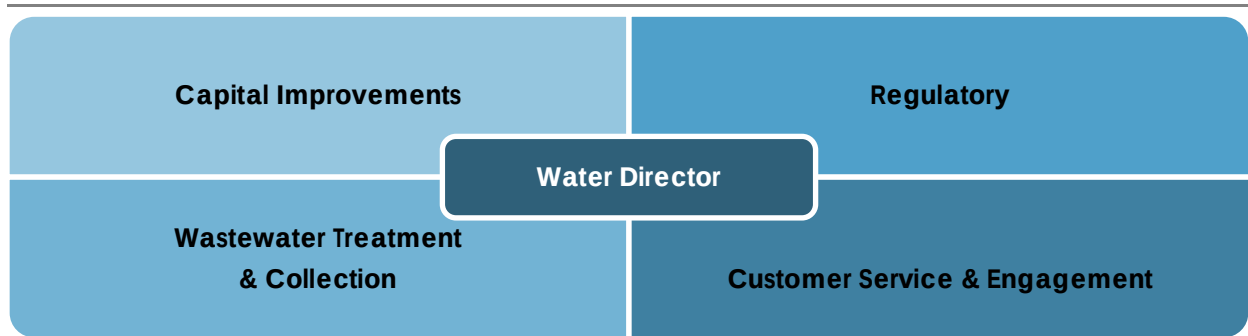
AUTHORIZED POSITIONS

	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Recommended	Change
Water Director	1.00	1.00	1.00	1.00	-
Water Deputy Director	1.00	1.00	1.00	1.00	-
Water Business Services Coordinator	1.00	1.00	1.00	1.00	-
Water Distribution Supervisor	1.00	1.00	1.00	1.00	-
Water Production Supervisor	1.00	1.00	1.00	1.00	-
Water Resource Coordinator	1.00	1.00	1.00	1.00	-
Water Quality Supervisor	-	-	-	1.00	1.00
Water Quality Specialist	-	1.00	1.00	-	(1.00)
Water Quality Technician	1.00	-	2.00	2.00	-
Water Construction Inspector	1.00	1.00	1.00	1.00	-
Electrician	-	-	-	1.00	1.00
Water Mechanic	1.00	-	-	-	-
Water Operator III	2.00	2.00	2.00	2.00	-
Water Operator II	6.00	6.00	6.00	7.00	1.00
Water Operator I	1.00	1.00	1.00	1.00	-
Civil Engineer	1.00	1.00	1.00	1.00	-
Water Billing Specialist	2.00	2.20	2.60	2.60	-
SCADA Administrator	1.00	1.00	1.00	1.00	-
Water Technology Support Specialist II	-	1.00	1.00	1.00	-
Assets Coordinator	-	1.00	1.00	1.00	-
Executive Assistant	1.00	1.00	1.00	1.00	-
Water Operations Manager	1.00	1.00	1.00	1.00	-
Total Water Department	24.00	25.20	27.60	29.60	2.00

Budget Notes and Changes

1. Personnel & Benefits – Increase associated with the addition of a new Electrician and Water Operator II position for fiscal year 2020-2021 to aid in the operation and maintenance of the two new Water Treatment Campuses. These positions are anticipated to be hired in January 2021. The change is also due to turnover in positions which resulted in salary savings in fiscal year 2019-2020.
2. Operating Supplies & Equipment – Decrease associated to reduced developer reimbursements during fiscal year 2020-2021.
3. Restricted – For unanticipated expenses during fiscal year 2020-2021, including emergency water hauling in case of emergency caused by a well failure which would require the department to haul water in order to continue providing service to existing customers.

WATER RECLAMATION



Department Overview

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

The Town will endeavor to ensure effluent owned by the Town is put to the highest and best possible use to meet long term planning goals and objectives of the Town.

2019 – 2020 Accomplishments

- Completed construction of the Marana Water Reclamation Facility (official final completion date was 4/19/19)
- Aquifer Protection Permit Amendment (Clean closure of package plants, Headworks, & Clarifiers) was realized
- Implemented asset management program utilizing a Computerized Maintenance Management System (CMMS). To date, 50% of Water Reclamation Facility (WRF) and 80% of sewer conveyance system assets have been downloaded into Cartegraph and PM work orders are being auto-generated
- Updated Continuity of Operations Plan (COOP) for the WRF and collection system
- Rehabilitated the Adonis conveyance system, and realized 100% design for new Lift Station and Force Main to connect to Marana regional sewer system
- Cleaning of sewer mains, CCTV, and manhole inspections were performed in all the Gladden Farms subdivisions
- Odor control measures (carbon pillows in manholes) were applied on the Tangerine/Downtown Phase II alignment. This sewer alignment receives sanitary sewer flows from Saguario Bloom and Rillito Vista Subdivisions.
- Completed a multi-year rate and fee study; implemented new sewer rates and fees

2020 – 2021 Goals & Objectives

- Vector control program all of sanitary sewer system (all manholes every other year per CMOM).
- Continue to work with local, state, and federal regulatory agencies to maintain compliance and operation of the wastewater reclamation facility and sanitary sewer conveyance system.
- Complete construction of the Adonis Sewer lift station and force main.
- Continue to implement the asset management program utilizing a Computerized Maintenance Management System (CMMS).

- Clean, CCTV, and manhole inspections of the next quarter in the rotation of the sanitary sewer conveyance system (~15 miles).
- SCADA upgrades for the Lift Stations (Saguaro Bloom & Rillito Vista).
- Rehab/Upgrade of the Airport Lift Station and sewer infrastructure.
- Rehab/Upgrade of the Rillito Vista Lift Station.
- Remove and replace end of service life manholes on Sanders Rd, Marana Rd., and Stingray Rd.
- Permanent Odor Control measures applied at the Saguaro Bloom Lift Station and Rillito Vista Lift Station that flows into the Tangerine/Downtown Phase II alignment.
- Review and update of Capacity, Management, Operations and Maintenance (CMOM) Plan.

KEY PERFORMANCE MEASUREMENTS				
Council Strategic Plan Goal	Expected Outcome	Performance Measure	FY 2020 Target	FY 2021 Target
Community	Continuous increase in number of sewer customers	Number of new sewer customers	320	351
Community	Provide resources necessary to maintain safe, compliant and environmentally friendly operation of the sanitary sewer conveyance system	Number of sanitary sewer overflows	0	0

OPERATING BUDGET SUMMARY					
Expenditures by Category	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Recommended	Change
Personnel & Benefits	\$351,378	\$537,218	\$535,192	\$583,306	Note 1 \$48,114
Contracted Services	647,235	269,360	538,887	427,000	Note 2 (111,887)
Operating Supplies & Equipment	132,773	157,019	353,633	302,800	Note 3 (50,833)
Capital Outlay	-	-	70,364	-	Note 4 (70,364)
Restricted Budget	-	-	-	321,000	Note 5 321,000
Total by Category	\$1,131,386	\$963,596	\$1,498,076	\$1,634,106	\$136,030

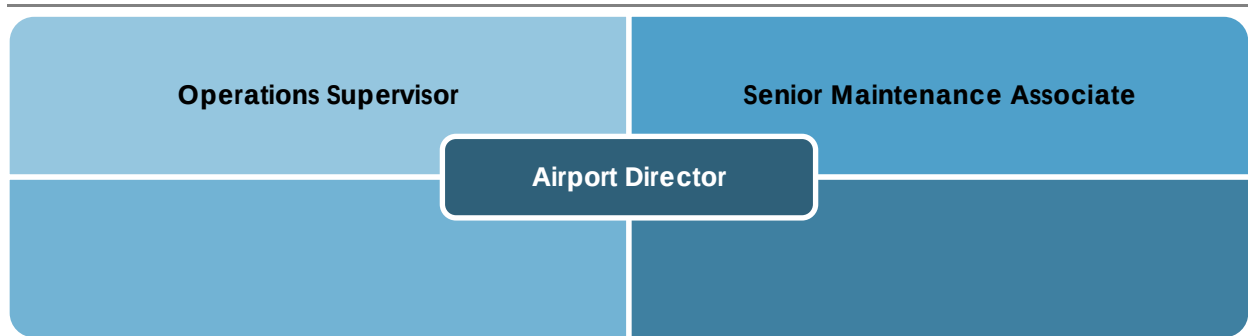
OPERATING BUDGET SUMMARY BY FUND					
Expenditures by Fund	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY2021 Recommended	Change
Water Reclamation Operating Fund	\$1,131,386	\$963,596	\$1,498,076	\$1,634,106	\$136,030
Total by Fund	\$1,131,386	\$963,596	\$1,498,076	\$1,634,106	\$136,030

AUTHORIZED POSITIONS					
	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Recommended	Change
Water Reclamation Operations Manager	1.00	1.00	1.00	1.00	-
Chief Water Reclamation Operator	1.00	1.00	1.00	1.00	-
Water Reclamation Operator II	2.00	2.00	2.00	2.00	-
Water Reclamation Operator I	1.00	1.00	1.00	1.00	-
Water Reclamation Mechanic	-	1.00	1.00	1.00	-
Associate Water Reclamation Mechanic	-	1.00	1.00	1.00	-
Total Water Reclamation Department	5.00	7.00	7.00	7.00	-

Budget Notes and Changes

1. Personnel & Benefits – Change associated with salary savings realized in fiscal year 2019-2020 due to turnover in executive and managerial positions. Further, as new employees were promoted or hired at lower salaries we anticipate some savings in fiscal year 2020-2021 as compared to budgeted fiscal year 2019-2020 salaries.
2. Contracted Services – Decreases are associated with a reduction in budget capacity for certain system repairs that may be repaired based on the availability of funds. Such funds have been moved restricted in the department's budget. Also, some decreases have been budgeted in other areas including travel and training in response to anticipated reduced revenues in fiscal year 2020-2021 due to the pandemic.
3. Operating Supplies & Equipment – Decrease associated with reduced electrical costs for the operation of the recently constructed water reclamation facility.
4. Capital Outlay – Decrease associated with purchases of vehicles and equipment that took place in fiscal year 2019-2020. Such purchases were not deemed necessary for fiscal year 2020-2021.
5. Restricted – Expenses for system repairs and upgrades, including manhole replacement were restricted and may be released and made available for spending upon confirmation of funding availability.

AIRPORT



Department Overview

The Airport department provides the community with a valuable general aviation air transportation resource that is part of the National Air Transportation System and enhances and promotes the aviation industry for the community while maintaining the highest level of safety and professional customer service. The department also markets and leases airport land for aviation related businesses and development. Other department duties include:

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

2019 – 2020 Accomplishments

- Applied and accepted into Federal Contract Tower program.
- Awarded three ADOT grants:
 - o Runway 30 Safety Area Improvement Study (\$150,000) – Runway 30 has an inadequate safety area. This study will determine which type of mitigation option is

most cost effective. Options include re-aligning Avra Valley Rd., shifting the runway to the northwest, installing an EMAS (Engineered Material Arrestor System), using declared distances and a displaced threshold.

- o Replace Runways 12-30 and Runways 3-21 MIRLs, Airport Beacon, and PAPIs Design (\$175,000) – This project is for the design phase of replacing all of the runway lighting MIRLs (medium intensity runway lights) with a new efficient LED system, PAPIs (precision approach path indicator), and airport beacon light tower. All of the existing lights are approaching the end of their 20 year useful life.
- o Electrical Vault Equipment Replacement (\$50,000) – The airport's electrical vault houses all of the airport's electrical equipment and regulators. This grant will fund the replacement of some of the older, malfunctioning components.
- Selected Dibble Engineering as airports on call engineer and planner for up to a 5 year period.
- Ongoing marketing of available airport land parcels for additional business development.
- Completed \$6 million pavement reconstruction project. This project started in December 2018 and was completed in December 2019. The project entailed the complete reconstruction of 6.5 million square feet of airport ramp and taxiway pavement of the airport's terminal ramp, general aviation parking ramp, south hangar ramp, a new jet parking ramp, and 1,600 feet of Taxiway B.
- Crack sealed Runways 12/30 and 3/21.

2020 – 2021 Goals & Objectives

- Continue searching and securing funding for the necessary air traffic control tower projects.
- Complete three ADOT grant projects.
- Continue to work with developers interested in individual and corporate hangar development.
- Market land parcels available for additional business development.
- Conduct airport open house event (November 2020).Rehab/Upgrade of the Airport Lift Station and sewer infrastructure.
- Rehab/Upgrade of the Rillito Vista Lift Station.
- Remove and replace end of service life manholes on Sanders Rd, Marana Rd., and Stingray Rd.
- Permanent Odor Control measures applied at the Saguaro Bloom Lift Station and Rillito Vista Lift Station that flows into the Tangerine/Downtown Phase II alignment.
- Review and update of Capacity, Management, Operations and Maintenance (CMOM) Plan.

KEY PERFORMANCE MEASUREMENTS				
Council Strategic Plan Goal	Expected Outcome	Performance Measure	FY 2020 Target	FY 2021 Target
Commerce	Increase land lease income	Lease revenue	\$275,000	\$273,000
Commerce	Increase airport corporate jet operations	Corporate jet operations	1,500	1,600
Commerce	Develop new airport hangars	Increase economic impact of airport	35%	25%

OPERATING BUDGET SUMMARY					
Expenditures by Category	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Recommended	Change
Personnel & Benefits	\$277,869	\$257,773	\$287,211	\$290,663	\$3,452
Contracted Services	550,181	113,691	99,719	83,465	Note 1 (16,254)
Operating Supplies & Equipment	57,834	81,971	59,120	60,850	1,730
Capital Outlay	-	-	30,000	-	Note 2 (30,000)
Restricted Budget	-	-	-	125,000	Note 3 125,000
Total by Category	\$885,884	\$453,435	\$476,050	\$559,978	\$83,928

OPERATING BUDGET SUMMARY BY FUND					
Expenditures by Fund	FY 2018 Actual	FY 2019 Actual	FY 2020 Estimated	FY 2021 Recommended	Change
Airport Fund	\$885,884	\$453,435	\$476,050	\$559,978	\$83,928
Total by Fund	\$885,884	\$453,435	\$476,050	\$559,978	\$83,928

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

Budget Notes and Changes

1. Contracted Services – Decreases are associated with the completion or deferral of one-time projects to future periods. Also, some areas including maintenance and travel and training were reduced in response to anticipated reduced revenues in fiscal year 2020-2021 due to the pandemic.
2. Capital Outlay – Decrease associated with the purchase of equipment in fiscal year 2019-2020. There are no plans to capital purchases in fiscal year 2020-2021.
3. Restricted – For outstanding contractual obligations that may come due in fiscal year 2020-2021.

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OPERATING CAPITAL AND PROJECTS



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Operating Capital and Projects

Operating capital and projects capture costs associated with the repair and maintenance of capital assets, replacement of equipment, studies, and all other project type costs that do not result in the acquisition or construction of a capital infrastructure asset.

Operating Capital and Projects	Manager Recommended
Town Clerk	
Election services for 2020 Primary and General	70,000
Total for Town Clerk	<u>\$70,000</u>
Human Resources	
Employee appreciation and recognition events	21,380
Rewards and recognition program	28,000
Tuition reimbursement program	25,000
Total for Human Resources	<u>\$74,380</u>
Finance	
Cartegraph database structure analysis	25,000
Total for Finance	<u>\$25,000</u>
Technology Services	
Ortho photography for digital mapping	27,000
Hardware for Munis upgrade	17,000
Fiber cabling repair at the MOC	25,000
Police Mobile Data Computer (MDC) replacement	122,000
Total for Technology Services	<u>\$191,000</u>
Engineering	
Way finding kiosks	10,000
Total for Engineering	<u>\$10,000</u>
Police (all RICO funded)	
Drone program (two drones, computer, training and insurance)	45,000
Dispatch furniture console replacement	200,000
SWAT ballistic vest replacements	25,000
Microsoft Word and Excel conversion for MDC's	25,000
Recording system upgrade for communications/dispatch	33,480
ASAP2PSAP Spillman add-on	27,000
Total for Police	<u>\$355,480</u>

Operating Capital and Projects	Manager Recommended
Public Works – Facilities Division	
Janitorial supplies and services related to COVID-19 response	10,000
Building B conference table and chairs	13,000
Total for Public Works – Facilities Division	<u>\$23,000</u>
Parks and Recreation – Parks Maintenance Division	
Sand filter replacements at splash pad and pool	6,000
Concession stand sink and plumbing improvements	10,000
200 gallon slide-in skid sprayer	14,876
Groundmaster 4500-D mower	73,341
Total for Parks and Recreation – Parks Maintenance Division	<u>\$104,217</u>
Community and Neighborhood Services	
New Animal Control truck 1/2ton with box, lights and radio	77,000
Total for Public Works – Streets Maintenance (HURF)	<u>\$77,000</u>
Water Operating	
Treatment campuses startup and initial filtration supplies	50,000
New utility billing software system	100,000
Sandario well rehab	140,000
Recharge facility fencing and erosion control	20,000
Unit 2005 - 2009 Ford F350 4x4 with utility bed; Replace with Equivalent	63,500
Unit 716 - 2000 Carson dump trailer; Replace with Equivalent	16,800
Unit 726 - 2003 Vermeer E550 excavator; Replace with Equivalent	72,500
Total for Water Operating	<u>\$462,800</u>
Wastewater Operating	
Lift station inspection and maintenance	118,000
Sewer manhole replacements at certain locations	203,000
Total for Wastewater Operating	<u>\$321,000</u>
Vehicle Purchases related to New Positions	
Vehicles for 2 Water positions	114,000
Total for Vehicle Purchases related to New Positions	<u>\$114,000</u>
Vehicle Replacements*	
Unit 526 - 2010 Tahoe PPV; Replace with PPV Tahoe	68,900
Unit 531 - 2011 Crown Vic; Replace with PPV Tahoe	68,900

Operating Capital and Projects	Manager Recommended
Unit 546 - 2011 Tahoe PPV; Replace with PPV Tahoe	61,300
Unit 551-2011 Crown Vic-K9; Replace with PPV Tahoe K9	72,500
Unit 553-2011 Crown Vic; Replace with PPV Tahoe	68,900
Unit 556-2011 Crown Vic. Replace with PPV Tahoe	68,900
Unit 560-2011 Crown Vic; Replace with PPV Tahoe	68,900
Unit 561-2011 Crown Vic; Replace with PPV Tahoe	68,900
Unit 562-2011 Crown Vic; Replace with PPV Tahoe	68,900
Unit 563-2011 Crown Vic; Replace with PPV Tahoe	68,900
Unit 575-2013 Chevy Caprice; Replace with Durango Pursuit	65,400
Unit 585-2013 Chevy Caprice; Replace with PPV Tahoe	68,900
Unit 588-2007 Infiniti M35 Sedan; Replace with van	48,500
Unit 120-2006 Toyota Camry; Replace with equivalent or SUV	33,500
Unit 8804-2009 Kubota RTV; Replace with Equivalent	15,500
Total for Vehicle Replacements	\$916,800
Grand Total	\$ 2,744,677

** Vehicle Replacements reflect the use of replacement dollars set aside in previous fiscal years and reflect the organization's commitment in ensuring employees have safe and reliable vehicles and equipment needed to provide a high level of service. Some vehicle replacements may be necessary early in the fiscal year but most replacements will be ordered based on economic conditions.*

Capital Projects

The following projects and initiatives are being considered in the 2020-2021 fiscal year budget process and are currently factored in when calculating the estimated ending fund balance for fiscal year 2020-2021. It should be noted that new project requests amounting to \$1.750 million were deferred to future periods due to the financial uncertainty caused by the pandemic.

Project	Description	Manager Recommended
Visitor's Center Remodel	Funding to remodel building in preparation to lease to Chamber of Commerce	483,161
MMC Court's Remodel Addition*	Funding to add Jury Court room to address space and legal confidentiality issues	138,764
MMC Building A Waterproofing and Drainage Improvements	Funding to address water related damage to MMC Building A	126,125
Total for General Fund		\$748,050

**Additional funding of \$400,000 is budgeted for the MMC Court's remodel addition project from the Court's Local Technology Fund.*

CARRY FORWARD REQUESTS



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Carry Forward Requests

The following items were requested for carry forward into the recommended fiscal year 2020-2021 budget. The amounts included within this section are projected carry forward, and only reflect the request to expend remaining budget approved in the prior fiscal year. It should be noted that carry forward funding for certain projects was discontinued due to the economic uncertainty caused by the pandemic. Those projects may be considered in the future.

Carry Forward Requests	Manager Recommended
Technology Services	
New permitting, code enforcement, business licensing software system	82,500
Total for Technology Services	<u>\$82,500</u>
Public Works – Facilities Division	
MOC campus remodel	70,000
Visitor's Center remodel	483,161
MMC Courts remodel addition*	138,764
Total for Public Works – Facilities Division	<u>\$691,925</u>
Engineering – CIP Division	
Drainage study	27,000
Total for Engineering – CIP Division	<u>\$27,000</u>
Parks and Recreation – Parks Maintenance Division	
Parks Master Plan	110,000
Total for Parks and Recreation – Parks Maintenance Division	<u>\$110,000</u>
General Fund Total	<u>\$911,425</u>
Wastewater Operating	
Utility Billing Software	100,000
Total for Wastewater Operating	<u>\$100,000</u>

**Additional funding of \$400,000 is budgeted for the MMC Court's remodel addition project from the Court's Local Technology Fund.*

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AUTHORIZED PERSONNEL



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MANAGER'S RECOMMENDED AUTHORIZED POSITION SCHEDULE

FISCAL YEAR 2020 - 2021

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

MANAGER'S RECOMMENDED AUTHORIZED POSITION SCHEDULE

FISCAL YEAR 2020 - 2021

	2018 Adopted	2018 Actual	2019 Adopted	2019 Actual	2020 Adopted	2020 Estimated	2021 Budget
Human Resources							
Human Resources Director	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Human Resources Deputy Director	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Sr. Human Resources Analyst	2.00	2.00	2.00	2.00	2.00	2.00	2.00
Human Resources Analyst	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Executive Assistant	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Safety Division							
Emergency Management and Safety Coordinator	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Total Human Resources	7.00	7.00	7.00	7.00	7.00	7.00	7.00
Finance							
Finance Director	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Finance Deputy Director	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Revenue & Customer Manager	-	-	-	-	1.00	1.00	1.00
Budget Analyst	1.00	1.00	1.00	1.00	1.00	1.00	-
Payroll Administrator	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Procurement Officer	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Procurement Agent	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Grants Manager	-	1.00	1.00	1.00	1.00	1.00	1.00
Senior Accountant	2.00	2.00	2.00	2.00	2.00	2.00	2.00
Senior Accounting Associate	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Senior Budget Analyst	-	-	-	-	-	-	1.00
Accounting Associate	0.75	0.75	0.75	0.75	0.75	0.75	0.75
Tax & License Specialist	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Administrative Assistant	0.50	0.50	0.50	0.50	0.50	0.50	0.50
Asset Administrator	1.00	-	-	-	1.00	1.00	1.00
Customer Service Representative	-	-	-	-	2.00	2.00	2.00
Total Finance	12.25	12.25	12.25	12.25	16.25	16.25	16.25

MANAGER'S RECOMMENDED AUTHORIZED POSITION SCHEDULE

FISCAL YEAR 2020 - 2021

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

MANAGER'S RECOMMENDED AUTHORIZED POSITION SCHEDULE

FISCAL YEAR 2020 - 2021

	2018 Adopted	2018 Actual	2019 Adopted	2019 Actual	2020 Adopted	2020 Estimated	2021 Budget
Office of Economic & Tourism Development							
Director of Economic and Tourism Development	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Tourism & Marketing Manager	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Economic Development Specialist	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Graphic Designer	-	-	-	0.50	0.50	0.50	0.50
Marketing & Design Associate (Tourism & Marketing)	0.50	0.50	0.50	-	-	-	-
Total Office Economic & Tourism Development	3.50	3.50	3.50	3.50	3.50	3.50	3.50
Community & Neighborhood Services							
Community & Neighborhood Services Director	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Grants & Housing Coordinator	1.00	-	-	-	-	-	-
Community Outreach Coordinator	-	1.00	1.00	1.00	1.00	1.00	1.00
Housing Rehabilitation Specialist	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Community Services Specialist	-	-	-	1.00	1.00	-	-
Executive Assistant	-	-	-	-	-	1.00	1.00
Code Enforcement Division							
Code Enforcement Official	1.00	-	-	-	-	-	-
Chief Code Enforcement & Animal Control Officer	-	1.00	1.00	1.00	1.00	1.00	1.00
Code Enforcement Officer II	2.00	1.00	1.00	1.00	1.00	1.00	1.00
Code Enforcement Officer I	-	-	-	-	1.00	1.00	1.00
Animal Services Division							
Animal Control Officer	2.00	3.00	3.00	3.00	3.00	3.00	3.00
Total Community & Neighborhood Services	8.00	8.00	8.00	9.00	10.00	10.00	10.00

MANAGER'S RECOMMENDED AUTHORIZED POSITION SCHEDULE

FISCAL YEAR 2020 - 2021

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

MANAGER'S RECOMMENDED AUTHORIZED POSITION SCHEDULE

FISCAL YEAR 2020 - 2021

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

MANAGER'S RECOMMENDED AUTHORIZED POSITION SCHEDULE

FISCAL YEAR 2020 - 2021

	2018 Adopted	2018 Actual	2019 Adopted	2019 Actual	2020 Adopted	2020 Estimated	2021 Budget
Police							
Chief of Police	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Deputy Chief of Police	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Police Captain	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Police Lieutenant	2.00	2.00	2.00	2.00	2.00	2.00	3.00
Police Sergeant	11.00	11.00	11.00	11.00	11.00	11.00	13.00
Police Officer	71.00	71.00	71.00	71.00	74.00	74.00	66.00
Police Detective	-	-	-	-	-	-	5.00
Police Records Supervisor	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Police Telecommunications Manager	-	-	-	1.00	1.00	1.00	1.00
Police Telecommunications Supervisor	2.00	2.00	2.00	1.00	1.00	1.00	1.00
Dispatcher	12.00	12.00	13.00	13.00	13.00	13.00	13.00
Police Records Specialist	2.00	2.00	2.00	2.00	2.00	2.00	2.00
Police Records Clerk	4.00	4.00	4.00	4.00	4.00	4.00	4.00
Crime Scene Property & Evidence Supervisor	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Property & Evidence Records Clerk	-	-	1.00	1.00	1.00	1.00	1.00
Crime Analyst	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Crime Scene Specialist	3.00	3.00	3.00	3.00	3.00	3.00	3.00
Administrative Supervisor	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Customer Service Clerk	-	-	1.00	1.00	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Total Police Department	115.00	115.00	118.00	118.00	121.00	121.00	121.00

MANAGER'S RECOMMENDED AUTHORIZED POSITION SCHEDULE

FISCAL YEAR 2020 - 2021

	2018 Adopted	2018 Actual	2019 Adopted	2019 Actual	2020 Adopted	2020 Estimated	2021 Budget
Courts							
Town Magistrate	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Court Operations Specialist	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Court Administrator	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Court Probation Monitor	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Court Security Officer	2.00	2.00	2.00	2.00	2.00	2.00	2.00
Court Collections Specialist	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Court Supervisor	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Senior Courtroom Specialist	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Courtroom Specialist	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Court Clerk	4.00	3.00	3.00	3.00	3.00	3.00	3.00
Senior Court Clerk	-	1.00	1.00	1.00	1.00	1.00	1.00
Total Courts	14.00	14.00	14.00	14.00	14.00	14.00	14.00
Public Works							
Public Works Administration							
Public Works Director	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Public Works Deputy Director	-	1.00	1.00	1.00	1.00	1.00	1.00
Traffic Manager	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Community Response Manager	1.00	-	-	-	-	-	-
Executive Assistant	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Fleet Division							
Superintendent	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Lead Fleet Technician	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Equipment Mechanic	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Fleet Technician II	2.00	2.00	2.00	2.00	2.00	2.00	2.00
Fleet Technician I	1.00	1.00	1.00	1.00	1.00	1.00	1.00

MANAGER'S RECOMMENDED AUTHORIZED POSITION SCHEDULE

FISCAL YEAR 2020 - 2021

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

MANAGER'S RECOMMENDED AUTHORIZED POSITION SCHEDULE

FISCAL YEAR 2020 - 2021

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

MANAGER'S RECOMMENDED AUTHORIZED POSITION SCHEDULE

FISCAL YEAR 2020 - 2021

	2018 Adopted	2018 Actual	2019 Adopted	2019 Actual	2020 Adopted	2020 Estimated	2021 Budget
Water Department							
Water Director	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Water Deputy Director	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Water Business Services Coordinator	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Water Distribution Supervisor	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Water Production Supervisor	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Water Resource Coordinator	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Water Quality Supervisor	-	-	-	-	-	-	1.00
Water Quality Specialist	-	-	-	1.00	1.00	1.00	-
Water Quality Technician	1.00	1.00	1.00	-	2.00	2.00	2.00
Water Construction Inspector	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Electrician	-	-	-	-	-	-	1.00
Water Mechanic	1.00	1.00	-	-	-	-	-
Water Operator III	1.00	2.00	2.00	2.00	2.00	2.00	2.00
Water Operator II	7.00	6.00	6.00	6.00	6.00	6.00	7.00
Water Operator I	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Civil Engineer	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Water Billing Specialist	2.00	2.00	2.20	2.20	2.60	2.60	2.60
SCADA Administrator	-	1.00	1.00	1.00	1.00	1.00	1.00
Water Technology Coordinator	1.00	-	-	-	-	-	-
Water Technology Support Specialist II	-	-	1.00	1.00	1.00	1.00	1.00
Assets Coordinator	-	-	1.00	1.00	1.00	1.00	1.00
Executive Assistant	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Water Operations Manager	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Total Water Department	24.00	24.00	25.20	25.20	27.60	27.60	29.60

MANAGER'S RECOMMENDED AUTHORIZED POSITION SCHEDULE

FISCAL YEAR 2020 - 2021

	2018 Adopted	2018 Actual	2019 Adopted	2019 Actual	2020 Adopted	2020 Estimated	2021 Budget
Waste Water Department							
Water Reclamation Operations Manager	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Chief Water Reclamation Operator	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Water Reclamation Operator II	2.00	2.00	2.00	2.00	2.00	2.00	2.00
Water Reclamation Operator I	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Water Reclamation Mechanic	-	-	1.00	1.00	1.00	1.00	1.00
Associate Water Reclamation Mechanic	-	-	1.00	1.00	1.00	1.00	1.00
Total Waste Water Department	5.00	5.00	7.00	7.00	7.00	7.00	7.00
Airport Operations							
Airport Director	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Airport Operations Supervisor	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Maintenance Associate III	-	1.00	1.00	1.00	1.00	1.00	1.00
Maintenance Associate	1.00	-	-	-	-	-	-
Total Airport Operations	3.00	3.00	3.00	3.00	3.00	3.00	3.00
TOTAL TOWN AUTHORIZED POSITIONS	355.75	355.75	363.95	363.95	375.35	375.35	377.35

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