



MARANA TOWN COUNCIL  
STUDY SESSION  
NOTICE AND AGENDA  
11555 W. Civic Center Drive, Marana, Arizona 85653  
Council Chambers, April 27, 2021, at or after 6:00 PM

Ed Honea, Mayor  
Jon Post, Vice Mayor  
Patti Comerford, Council Member  
Jackie Craig, Council Member  
Herb Kai, Council Member  
John Officer, Council Member  
Roxanne Ziegler, Council Member

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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 April 27, 2021, 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.

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](http://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 Budget; review, discussion, consideration, and direction to staff regarding the fiscal year 2021-2022 Manager's recommended budget for the Town of Marana (Terry Rozema 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:** 04/27/2021

**To:** Mayor and Council

**From:** Yiannis Kalaitzidis, Finance Director

**Date:** April 27, 2021

**Strategic Plan Focus Area:**

Commerce, Community, Heritage, Recreation, Progress & Innovation

**Subject:** Relating to Budget; review, discussion, consideration, and direction to staff regarding the fiscal year 2021-2022 Manager's recommended budget for the Town of Marana (Terry Rozema and Yiannis Kalaitzidis)

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### **Discussion:**

The Town Manager and Finance Director will present the Town of Marana recommended comprehensive budget for fiscal year 2021-2022. 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 May 18, 2021.

Staff worked to compile a comprehensive summary of the recommended budget which incorporates information presented in previous Council meetings. The attached budget book is similar to the Tentative budget last year, presenting the complete Town budget for all funds 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 2021-2022 recommended budget. Staff anticipates that there will be adequate resources to support these carry forward requests.

Staff has prepared a recommended budget of \$148,395,916 for fiscal year 2020-2021. This budget reflects the careful allocation of the Town's resources to Mayor and Council's goals. Additionally, this budget continues to make significant investments in current employees, resources and tools, and strategic positions.

The budget has been structurally balanced with ongoing revenues used to fund ongoing expenditures. Total revenues anticipated for fiscal year 2020-2021 are \$119,650,692 and include anticipated revenues from the American Rescue Plan Act and the State of Arizona. Fund balances will be utilized for one-time expenditures, carryover requests and capital projects.

The recommended budget reflects an increase of 25 full time equivalent (FTE) positions from 377.35 FTE positions in fiscal year 2020-2021 to 402.35 FTE positions recommended for fiscal year 2021-2022. Only 2 positions were added to the Water Fund in the prior year due to the anticipated impact of the pandemic, which fortunately affected limited revenue areas. Historically, the Town has added 8-12 positions annually over the last six years to keep up with growth and continue to provide quality services to residents. Positions were added in key areas that were determined to be necessary to the mission of local government.

The proposed Capital Improvement Plan (CIP) totals \$47,268,550 or 32%, of the recommended budget. A copy of the recommended five-year CIP schedule is included in the attached recommended budget document.

**Staff Recommendation:**

Staff requests information and direction regarding the Manager's recommended budget for fiscal year 2021-2022, which will be incorporated into the tentative budget for Council's consideration on May 18, 2021.

**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 May 18, 2021.

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**Attachments**

FY 2022 Managers Recommended Budget Book

FY 2020 Manager's Recommended Budget Presentation

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# MANAGER'S RECOMMENDED BUDGET

FOR FISCAL YEAR 2022

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F I S C A L   Y E A R  
**2021-2022**  
**TOWN MANAGER'S**  
Recommended Budget Message



### **Honorable Mayor and Council:**

It is with great pleasure that I present to you the comprehensive FY22 Manager's Recommended Budget for the Town of Marana (Town). This recommended budget continues to demonstrate Marana's balanced approach to responsible fiscal policy, stewardship of public monies, and long-term sustainable financial planning, even during extraordinary times. Each year during the budgeting process, we closely examine our goals and accomplishments. We do this to ensure that allocations align with need, and so that strategies result in the appropriate outcomes. In the past year, even in light of COVID19, we have seen many accomplishments across the 5 Focus Areas of our Strategic Plan, all of which have helped give Marana a competitive edge going into Fiscal Year 2022.

### **COVID19**

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 the policy changes at the federal, state, county, and local levels, the economy had exhibited symptoms that were reminiscent of the 2007/2008 financial crisis. Due to the modifications imposed on businesses throughout our local and regional community, as well as through multiple Executive Orders aimed at slowing the spread of COVID19 issued by Governor Doug Ducey, most transaction privilege taxes (TPT), including retail and restaurant revenues had dropped, housing and general development briefly slowed, and state-shared revenues were expected to be lower than originally anticipated. However, as we enter 2021, we are slowly emerging from the disruption caused by the pandemic. Due to multiple factors, including sound budgeting practices, receiving \$5.6M from the CARES Act, as well as an anticipated \$11.6M from the American Rescue Plan, individual stimulus checks to citizens, accelerated housing development, the incremental lifting of restrictions on local businesses, stronger-than-anticipated retail sales projections, and of course, increased numbers of vaccinations leading to less COVID19 cases, hospitalizations, and deaths, the Town is optimistic in its fiscal and financial position as we move into FY 2022. These factors will allow us to continue to identify and prioritize strategic investments in staffing, projects, infrastructure development, and programs to continue to deliver 5 Star Service to the residents of our community.

## Commerce

In Fiscal Year 2021, the Town has not only seen higher than anticipated projections and collections for key revenue streams that fund essential services, but also, significant wins in commercial development around the community. Three major existing employers in the Town, including Alicat Scientific and FL Smidth Krebs Mining, are currently expanding the footprint of their operations. Alicat Scientific is expanding by approximately 12,000 sq/ft, and FL Smidth Krebs is expanding by upwards of 82,000 sq/ft. The third, Ventana Medical Systems, is expanding at their current site off Tangerine Road and I10, with the addition of a new 60,000 sq/ft facility, featuring 160 new high-tech, high-paying jobs, and a total capital expenditure of approximately \$23M. Additionally, PVB Fabrications, located on the East side of Interstate 10 on Tangerine Road, recently broke ground on its new facility. At buildout, PVB is expected to add 170 new jobs to Marana, in addition to upwards of 115,000 sq/ft of combination office and production/manufacturing space, and a total capital expenditure of \$17M. We've also seen the addition of a brand new Circle K, located at Tangerine Road and Lon Adams, as well as the opening of a QuikTrip on Ina Road and Starcommerce Way. QuikTrip continues to expand within the Town, with an additional location currently under construction at Tangerine Road and I10. In summary, we can see that Marana continues to be an attractive destination for businesses to locate, expand, and grow, whether they are commercial or retail in nature.

The Town also continues to focus on the development of Downtown Marana. Construction of Marana Main Street East has recently been substantially completed, which includes brand new road infrastructure, enhanced lighting, and newly zoned land for commercial development that will capture the traditional look and feel of a downtown, with additional upgraded landscaping to be incorporated along Marana Main Street as well as Center Street. The roundabout will also see a significant landscaping and lighting upgrade, as well as installation of a prominent piece of public art. All of this is slated to be completed by the end of FY 2021. Lastly, the new Northwest Fire Administration building will begin construction this fiscal year, which, over time, will bring more than 200 jobs to Downtown Marana.

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 approximately 300 based aircraft, 232 storage hangars, and 28 shade ports, all at 100% occupancy, with a 30+ aircraft waiting list. The airport also sees over 92,000 operations per year, and serves a wide variety of users, from hobbyists to corporate jet traffic, as well as military training. Additionally, there is significant commercial development activity occurring just outside the fence of the airport, with JD Russell locating their 20,000 sq/ft combination manufacturing/distribution/office facility, on 4 acres with an additional 30 jobs and anticipated \$4M in capital expenditure. This investment in our airport has yielded additional Economic Development interest, with multiple entities expressing interest in locating their aviation-related operations at Marana Regional Airport. The Airport has also recently been awarded a \$1.4M grant from ADOT, that will be used for significant safety upgrades, including switching all runway and taxiway lights to LED. This project will result in overall maintenance and energy cost-savings to the Town, as well as enhanced safety for our airport users.

Additionally, Marana Regional Airport is currently in the midst of the execution of two significant RFQs. You may recall that AVQ was recently accepted into the Federal Contract Tower Program. As a direct result, AVQ is now in the process of completing an environmental site study

for the entirety of the airport property, as well as beginning the process for the siting, design and construction of the Tower. These are two very exciting developments for AVQ, as it will result in many more opportunities for development of this airport as it grows and expands.

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

## Community

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

An exceptional example of dedication to our community is how our Communications, Marketing and Special Events division rose to the occasion to create the Town's first ever Christmas Cruise Event. When it seemed impossible, this innovative and community-oriented event allowed for Marana residents to celebrate the holiday with their loved ones in a COVID safe environment. By transforming our traditional Holiday Festival and Tree Lighting Signature Event into a drive-thru wonderland, we allowed for adults and kids alike to feel the Christmas spirit by enjoying a spectacular light show, Christmas treats, craft kits, and their favorite Christmas characters, including Gingerbread men, Santa's Elves, and of course, Santa Claus himself.

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

Water quality is an issue that continues to take center stage on national, state, and local levels. In direct response to the requests of our residents, and as part of a continued effort to provide clean and safe drinking water to our community, the Town of Marana Town Council directed Staff to seek out funding opportunities to fund construction of two water treatment campuses that address perfluorinated compounds and 1-4 dioxane in our drinking water. We are proud to report that, after securing funding from the Water Infrastructure Finance Authority, and in

addition to other funding sources, the Town has completed construction of both the Airline-Lambert and Picture Rocks Water Treatment Campuses. A COVID-safe grand opening ceremony was held on March 23<sup>rd</sup>, 2021, and both campuses are now fully operational, and have begun treating and delivering clean water to our community.

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

## Innovation

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

As part of the Town's response to 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.

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

Due to the landscape of traditional in office work changing due to COVID19, the Town of Marana will continue to seek out technological means through which we can accommodate and adapt, not only to internal staffing needs, but the needs of our residents and external customers.

## Heritage

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

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

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

## Recreation

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

A direct result of this plan was the identification of a need to construct a multigenerational recreation facility, as well as an aquatics facility, to better serve our community and the region as it grows. While the process for identifying funding mechanisms, as well as designing and constructing the facility may take some time, the Town has already begun the first steps toward making this facility a reality for our community. With direction given to Staff during the recent

Council Retreat in early March of 2021, Parks and Recreation Staff, as well as the Manager's Office, have begun the process of identifying the ideal site for such a facility. This will serve as an integral step in development of these facilities, and properly position us to deliver this essential and much desired asset sooner rather than later.

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

## Closing

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,

Respectfully,

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

Terry S. Rozema  
Town Manager

## BUDGET SUMMARY

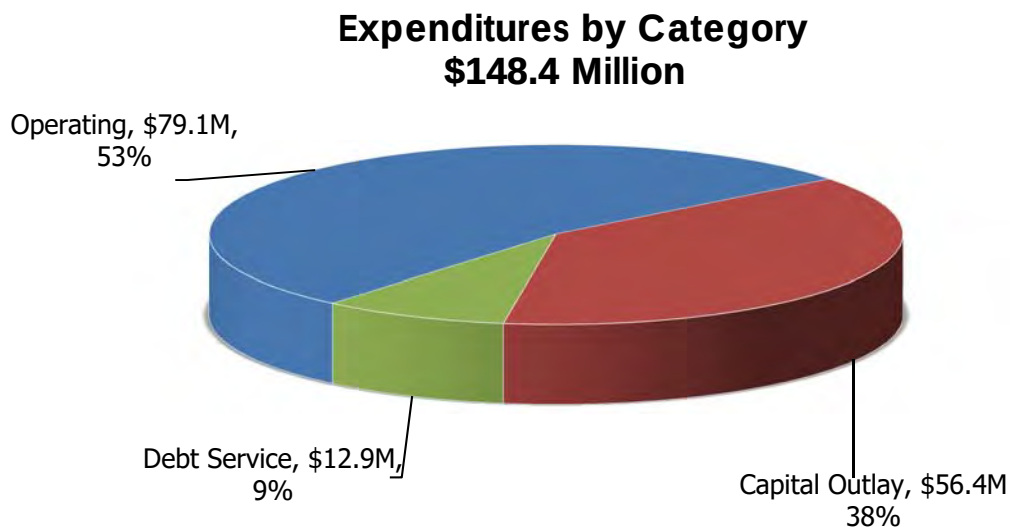
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## Town of Marana Budget Summary

The annual Manager's Recommended budget for fiscal year 2021-2022 (FY22) totals \$148.4 million. The summary includes expenditure budget appropriations for all Town funds and Specials Taxing district funds and reflects the Town's return to a baseline budget that reverses many budget reductions enacted in the prior year due the anticipated impact of the pandemic.

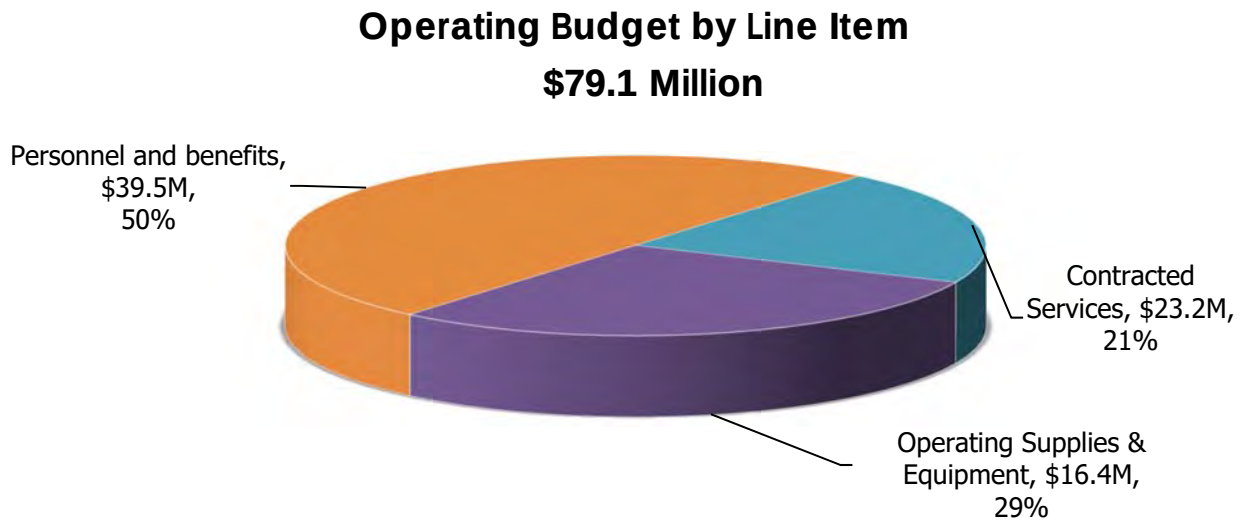
Overall, the budget of \$148.4 million represents a decrease of \$0.9 million as compared to the prior year budget of \$149.3 million. Nevertheless, the better than anticipated economic environment, combined with the latest relief funds from the American Rescue Plan (ARPA) and one-time funding from the State of Arizona will allow the Town to fund some capital projects sooner than anticipated while also investing in merit performance salary increases that ensure we remain competitive in the region and allow the Town to continue to provide residents with high-quality services.



Operating expenditures continue to be the largest category for the Town at \$79.1 million or 53% of the total budget. Primarily due to continued strong growth within the Town and in surrounding areas, capital outlay also comprises a large portion of the annual budget at \$56.4 million or 38%.

The major expenditures in the operating budget are personnel and benefits at 50%, which include all salaries and benefits for Town staff. Changes in this category are primarily due to merit increases, changes to benefits and pension contributions, and the addition of 26 new positions (FTEs) across multiple departments. It is important to note that there were no new positions in the previous year's budget due to anticipated revenue reductions. While the number of new positions is sizable, the number is more consistent with a growing community when considering the increase over two budget years. Operating supplies & equipment and contracted services comprise 29% and 17%, respectively.

Operating supplies has decreased primarily due to the decrease of contingency appropriations by \$5.6 million as compared to the prior year.



A summary of the Town's budget by fund type is presented below. More detailed information on each fund category presented below is available in this document.

**Summary of All Town Funds & Special Districts**  
**Recommended Budget**  
**Fiscal Year 2022**

|                        | 2021<br>Adopted      | 2022<br>Recommended   | \$ Change           | % Change      |
|------------------------|----------------------|-----------------------|---------------------|---------------|
| <u>Primary Entity</u>  |                      |                       |                     |               |
| General Fund           | \$54,116,449         | \$54,916,798          | \$800,349           | 1.50%         |
| Special Revenue Funds  | 15,181,378           | 10,544,985            | -4,636,393          | -30.50%       |
| Capital Projects Funds | 28,893,943           | 32,832,745            | 3,938,802           | 13.60%        |
| Debt Service Funds     | 5,917,415            | 5,908,375             | -9,040              | -0.20%        |
| Enterprise Funds       | 29,786,160           | 26,089,031            | -3,697,129          | -12.40%       |
| Internal Service Funds | 4,711,332            | 5,067,470             | 356,138             | 7.60%         |
| Primary entity         | 138,606,677          | 135,359,404           | -3,247,273          | -2.30%        |
| <u>Component Units</u> |                      |                       |                     |               |
| Special Districts      | 10,652,588           | 13,036,512            | 2,383,924           | 22.40%        |
| <b>Total</b>           | <b>\$149,259,265</b> | <b>\$ 148,395,916</b> | <b>\$ (863,349)</b> | <b>-0.60%</b> |

## Fiscal Year 2021-2022 Highlights by fund types:

- General Fund – Overall the General Fund budget is increasing slightly by \$0.8 million. Notable factors for this change include:
  - o Contingency appropriations were decreased from \$10.6 million to \$5 million. This additional appropriation made available in the prior year provided flexibility in the Town's General Fund budget during a time of economic uncertainty, but was no longer deemed necessary.
  - o Return to a baseline budget that reverses many budget reductions enacted in the prior year due the anticipated impact of the pandemic.
  - o Increases to compensation of \$3.9 million reflect the impact of prior year mid-year and current year merit increases, and the addition of 23 new FTEs (none were allowed in the General Fund in the prior year)
- Special Revenue Funds – The change is primarily associated with AZCares relief funding that was received in the prior year in the Grants Special Revenue fund, offset by some anticipated increases in grant awards. American Rescue Plan Act relief revenue funding has been budgeted in the Water Capital fund in anticipation of using it for water related infrastructure projects.
- Capital Projects Funds – Capital projects budgeted in fiscal year 2021-2022 consist of facilities, transportation, parks and utility projects which align with the Town's goals of providing quality, high level services and amenities to our growing community. These projects include the Tangerine Road Widening to I-10, the Santa Cruz Shared Use Path at CalPortland, the Marana Park Reservoir and Well, and the continuation of projects like the Court's Jury Assembly room.

Detail on all capital projects planned for fiscal year 2021-2022 may be found in the Town's [Capital Improvement Plan](#) available in this document.

- Enterprise Funds – New rate studies approved by Council in fiscal year 2019-2020 restructured and increased some rates in both the Water and Water Reclamation funds. Rate increase will be applied each January until 2024. The approved rate studies included three new positions which are being proposed in the Water fund to provide support to operations and for the ongoing maintenance of the Town's utility assets.

Overall, Enterprise fund budget decreases are due to the completion of the Water Treatment Campuses and the Adonis Lift Station projects. Funding, mainly provided by State and Federal sources, for current year capital projects includes a variety of projects including the Airport MIRL, Beacon, PAPI replacement project, a secondary screw press to provide much needed redundancy for the reclamation facility, and the Northwest Recharge, Recovery and Delivery System project. Funding for the latter is anticipated to be available from the recently approved American Rescue Plan Act (ARPA).

Detail on all capital projects planned for fiscal year 2021-2022 may be found in the Town's [Capital Improvement Plan](#) available in this document.

- Special Districts – The increase is associated with budget capacity for new debt issuances for Community Facility Districts to fund the acquisition of eligible infrastructure. This change is consistent with the increase in home building activity experienced in the Town over the last year.

## 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 Manager's Recommended Budget, the summaries of which are presented later in the document.



STRATEGIC POSITIONS



RESOURCES & TOOLS



CURRENT EMPLOYEES

### I. Employee Compensation and Benefits Investment - \$4,780,534 increase (\$3,882,041 increase in General Fund)

- a. Positions and performance pay adjustments - \$3,660,347 (\$3,063,985 General fund)
  - Up to 3.0% team performance adjustment added to base pay or lump sum for those at the top of their pay range (prior year mid-year increase of 3.5% included in amount above)
  - The pay range for all positions will move up by 2%, however no position will receive more than the proposed 3.0% adjustment.
  - New positions – 26 FTEs (23 in General Fund)
  - Positions that were frozen in the prior year will be filled, unless the position was eliminated during the position review process.
- b. Other pay and benefits:
  - Includes health, retirement, disability insurance, etc.
    1. Employee Retirement Contributions – \$719,274 increase (\$580,628 increase in General Fund)
    2. Worker's Compensation - \$151,675 reduction (\$130,662 from General Fund)
    3. Health Insurance & other benefits – no increases are planned for premium rates. Increased expenses here are associated with new positions and enrollment changes
    4. Tuition Reimbursement program – reinstated to \$25,000

## II. Resources and Tools Investment - \$3,379,626 (\$3,037,126 General Fund)

- a. Vehicle & equipment purchases \$1,778,134 (\$1,727,134 General Fund). Much of this budgeted amount reflects the use of replacement dollars set aside in previous fiscal years and demonstrates the Town's commitment to ensure employees have safe, reliable vehicles and equipment needed to provide a high level of service. The remainder is primarily for new vehicles and equipment related to new positions and the expansion of services.
- b. Police
  - MPD Console modernization for dispatchers - \$250,000 (General Fund)
- c. Transportation
  - Transportation Master Plan - \$350,000 (General Fund)
- d. Technology
  - Utility billing software - \$100,000 (Water Fund carry-over)
  - Cartegraph database structure analysis - \$25,000 (General Fund)
- e. Facilities
  - MMC Court Jury Room addition - \$511,956 (General Fund, Local Technology Fund)
  - MMC campus drainage improvements - \$289,060 (General Fund)
  - MOC remodel, HVAC, Furniture & Gym equipment - \$150,000 (General Fund)
  - Facilities Master Plan Update - \$50,000 (General Fund)
  - Sally Port at MMC- \$33,900 (General Fund)
- f. Recreation
  - Large area mower - \$74,798 (General Fund)
  - Community Garden Renovation - \$15,000 (General Fund)

## III. Strategic Positions

The Manager's Recommended Budget includes the addition of 26 positions, while eliminating the previously vacant position of Assistant Town Manager.

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

|                                      | FY2019 | FY2020 | FY2021 | FY2022 |
|--------------------------------------|--------|--------|--------|--------|
| Budgeted FTE                         | 363.75 | 375.35 | 377.35 | 402.35 |
| Position change from previous year   | 8.00   | 11.40  | 2      | 25     |
| Percentage change from previous year | 2%     | 3%     | 0.5%   | 6.6%   |

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

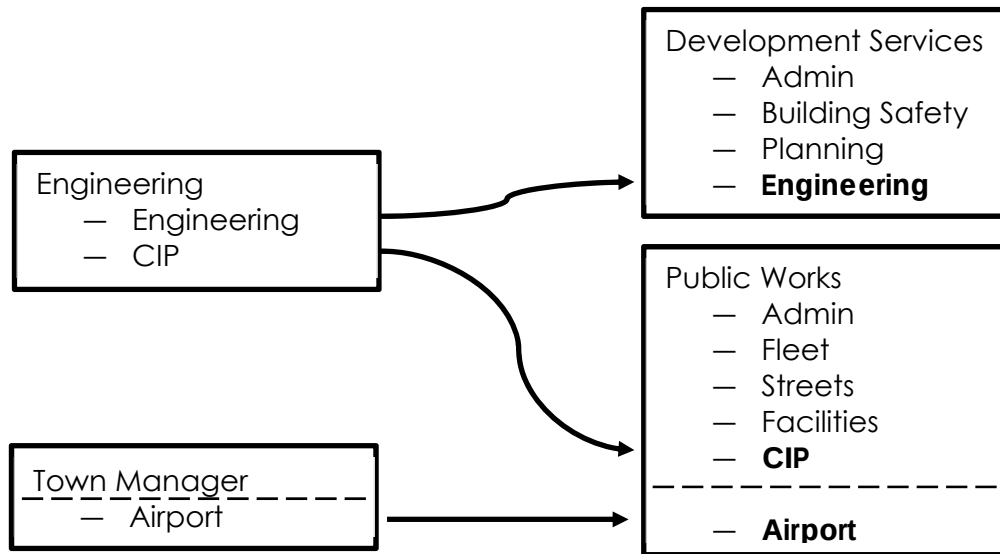
| <b>Working Position Title</b> | <b>FTE</b>   | <b>Department</b>    | <b>Funding Source</b> |
|-------------------------------|--------------|----------------------|-----------------------|
| Police Officer                | 5.00         | Police               | General Fund          |
| Dispatcher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

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

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

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

## Mid-year FTE Position Change Summary



Several re-organizations and changes happened during the year that help advance the Town's Strategic Plan. The Engineering Department divisions of Engineering and CIP were moved to the Development Services Department and the Public Works Department, respectively. The Airport Department was moved to the Public Works Department from the Town Manager's office. Additional reclassifications, renaming of positions and other mid-year FTE changes are summarized by position title and department in the following table:

| Previous Position Title   | Previous Department | Revised Position Title          | Revised Department |
|---------------------------|---------------------|---------------------------------|--------------------|
| 3 Police Officers         | Police              | 3 Police Sergeants              | Police             |
| Police Sergeant           | Police              | Police Lieutenant               | Police             |
| Deputy Chief              | Police              | Captain                         | Police             |
| Dispatcher                | Police              | Telecommunication Supervisor    | Police             |
| Customer Service Clerk    | Police              | Customer Service Representative | Police             |
| Airport Director          | Airport             | Airport Manager                 | Public Works       |
| Special Events Programmer | Town Manager        | Executive Assistant             | Parks              |
| Town Engineer             | Engineering         | Town Engineer                   | Town Manager       |
| Procurement Agent         | Finance             | Financial Specialist            | Finance            |
| Administrative Assistant  | Legal/Finance       | Legal Clerk                     | Legal              |
| Associate Town Attorney   | Legal               | Assistant Town Attorney         | Legal              |

**Continued**

| <b>Previous Position Title</b> | <b>Previous Department</b> | <b>Revised Position Title</b> | <b>Revised Department</b> |
|--------------------------------|----------------------------|-------------------------------|---------------------------|
| Asset Systems Manager          | Finance                    | Asset Systems Manager         | Tech Services             |
| 3 Asset Coordinators           | Parks, Public Works, Water | 3 Asset Coordinators          | Tech Services             |
| Technology Support Specialist  | Tech Services              | Technology Support Supervisor | Tech Services             |
| Technology Manager             | Tech Services              | Technology Supervisor         | Tech Services             |
| Database Administrator         | Techs Services             | Technology Supervisor         | Tech Services             |
| Chief Building Inspector       | Development Services       | Civil Engineer                | Development Services      |
| Permit Clerk                   | Development Services       | Development Coordinator       | Development Services      |
| Principal Planner              | Development Services       | Planning Manager              | Development Services      |
| Real Property Coordinator      | CIP                        | Real Property Coordinator     | Development Services      |
| Public Works Supervisor        | Public Works               | Landscape Supervisor          | Parks                     |
| 4 Maintenance Associates III   | Public Works               | 4 Maintenance Associates III  | Parks                     |
| Maintenance Associate I        | Public Works               | Maintenance Associate I       | Parks                     |

# GOVERNMENTAL FUNDS BUDGET SUMMARY

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## Governmental Funds Budget Summary

### General Fund

The following General Fund summary is structurally balanced (i.e. ongoing revenues support ongoing services and programs). Of the amounts included below, \$47.5 million represents ongoing costs and \$6.3 million represents one-time costs, excluding \$5 million of contingency. Contingency appropriations may only be used with Council approval.

| <b>Summary of General Fund<br/>Recommended Budget<br/>Fiscal Year 2022</b> |                       |                       |                    |                |
|----------------------------------------------------------------------------|-----------------------|-----------------------|--------------------|----------------|
|                                                                            | FY2021<br>Budget      | FY2022<br>Recommended | \$ Change          | % Change       |
| <b>Revenues</b>                                                            |                       |                       |                    |                |
| Sales tax revenues                                                         | \$ 24,389,464         | \$ 30,950,841         | 6,561,377          | 26.9%          |
| Intergovernmental revenues                                                 | 13,435,743            | 14,620,322            | 1,184,579          | 8.8%           |
| Licenses, fees & permits                                                   | 4,427,112             | 5,843,300             | 1,416,188          | 32.0%          |
| Charges for services                                                       | 563,000               | 609,500               | 46,500             | 8.3%           |
| Fines and forfeiture                                                       | 408,500               | 391,500               | (17,000)           | -4.2%          |
| Grants and contributions                                                   | 188,100               | 187,000               | (1,100)            | -0.6%          |
| Investment income                                                          | 610,000               | 150,000               | (460,000)          | -75.4%         |
| Miscellaneous revenues                                                     | 614,471               | 624,371               | 9,900              | 1.6%           |
| <b>Total Revenue</b>                                                       | <b>44,636,390</b>     | <b>53,376,834</b>     | <b>8,740,444</b>   | <b>19.6%</b>   |
| <b>Expenditures</b>                                                        |                       |                       |                    |                |
| Personnel & benefits                                                       | 30,344,536            | 34,226,577            | 3,882,041          | 12.8%          |
| Contracted services                                                        | 5,654,014             | 6,706,864             | 1,052,850          | 18.6%          |
| Operating supplies & equip                                                 | 5,096,994             | 5,148,611             | 51,617             | 1.0%           |
| Capital outlay                                                             | 2,420,905             | 3,834,746             | 1,413,841          | 58.4%          |
| Contingency                                                                | 10,600,000            | 5,000,000             | (5,600,000)        | -52.8%         |
| <b>Total Expenditures</b>                                                  | <b>\$ 54,116,449</b>  | <b>\$ 54,916,798</b>  | <b>\$ 800,349</b>  | <b>1.5%</b>    |
| <b>Over/(Under)</b>                                                        | <b>\$ (9,480,059)</b> | <b>\$ (1,539,964)</b> | <b>7,940,095</b>   | <b>-83.8%</b>  |
| <b>Other Sources and (Uses)</b>                                            |                       |                       |                    |                |
| Transfers in                                                               | 5,628,966             | -                     | (5,628,966)        | -100.0%        |
| Transfers out                                                              | (4,514,884)           | (4,286,035)           | 228,849            | -5.1%          |
| <b>Total Sources and (Uses)</b>                                            | <b>1,114,082</b>      | <b>(4,286,035)</b>    | <b>(5,400,117)</b> | <b>-484.7%</b> |
| <b>Change in fund balance</b>                                              | <b>(8,365,977)</b>    | <b>(5,825,999)</b>    | <b>2,539,978</b>   | <b>-30.4%</b>  |

The following describes major changes between fiscal years:

## Revenues

Sales tax revenues – Anticipated overall tax revenue increase of 26.9% includes anticipated double digit increases across all categories ranging from as little as 23% for retail to 68% for construction sales tax as a result of two factors. The Town had reduced anticipated revenues in FY21 by 10% in most categories. However, the economy performed better than anyone anticipated to the extent that most categories, with the exception of Hotels, performed not only better than budgeted expectations, but also better than actual FY20 revenues. These factors combined with the recent trends are the reason for the double digit increases in anticipated revenues as compared to the prior year budget amounts.

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. During a Census year, revenues should be estimated using the official centennial census population numbers. However, these numbers will not be made available until next September. As a result, the intergovernmental revenue estimates shown here are based upon a combination of preliminary estimates provided by the League of Arizona Cities for Urban Revenues, State Shared Sales tax and for Vehicle License tax, using prior year population numbers as the allocation basis. Based on the League's estimates Shared State Sales tax and Vehicle License tax increased by 26.9% and 22.5%, respectively, as compared to fiscal year 2020-2021. As anticipated Urban Revenues show a decrease of 10% as a result of deferred income tax collections in fiscal year 2019-2020. ***The above revenue estimates could still change in the next few weeks as the League works to obtain updated information and further guidance from the Arizona Department of Transportation and the Department of revenue.***

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 940, a 52% increase from the prior year budgeted SFRs of 617, which were reduced due to the anticipated impact of the pandemic on construction activity. This adjustment reflects recent industry trends and information received from various members of the home building industry indicating that continued low interest rates and a shortage of housing, combined with Town's location near the highway will continue to benefit home building activity during next fiscal year.

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 Park ramadas and other facility rental revenues, as we recover from the pandemic and people seek to utilize the Town's parks and recreational amenities.

Fines and forfeiture – This revenue stream has performed above budgeted expectations in recent years while the number of court fines have been declining nationally. However, with recent changes in legislation and continued declining trends we anticipate a reduction in revenues for FY22.

Investment income – Investment revenues which have declined in markets during the last year, were supported by dividends from our insurance risk pool over the last two years as they were reducing unneeded reserves. Based on communications with risk pool representatives they do not anticipate similar large size dividends in FY22. These changes are reflecting in the 75.4% reduction for this revenue source.

## **Expenditures**

In general, increases to expenditures represent a return to a baseline budget that reverses many budget reductions enacted in the prior year due the anticipated impact of the pandemic and the reinstatement of outstanding projects and capital purchases that will allow departments to continue their mission of providing quality services to residents.

Personnel and benefits – The increases in personnel costs of 12.8% are primarily due to the following factors:

- o A mid-year pay for performance increase of 3.5% to salaries in FY21.
- o A recommended pay for performance 3% increase to salaries in FY22.
- o Reinstatement of budget appropriation for 3 of the 4 positions that were frozen during FY21. The Assistant Town Manager position was eliminated from the Town's budget in FY22.
- o The addition of 23 FTEs in multiple departments that will support Town operations, maintain Town assets and provide services to residents.

Furthermore, contributing to the increase are all changes to salary and benefits, payroll tax changes and pension contributions. Health benefit premium contribution rates remain unchanged from the prior year.

Contracted services – Budget increases of 18.6% to contracted services are primarily associated with one-time planned projects like the Master Transportation Plan update and the Facilities Master Plan update and technology related improvements to help protect the Town from the ever-increasing cyber threats. In addition, travel and training budgets, which were reduced by 40% in the prior year, were reinstated. Restricted budget amounts that may be used under specific circumstances are also included here (i.e. costs for an unplanned election).

Operating supplies & equipment – Generally, slight increases to operating supplies & equipment are related to anticipated increases due to inflation, and due to the expenses related to the new positions being added in multiple departments. Staff continue to review costs and identify savings opportunities when possible (i.e. entering into a copier/printer maintenance contract which we anticipate will better control maintenance and toner supply costs).

Capital outlay – Costs associated with capital outlay increased primarily due to a return from a reduced budget which deferred several projects and requests. As a result of the positive economic conditions, several one-time departmental requests and projects were included in the current year budget, including a variety of improvements and repairs at the MOC, the MMC Building waterproofing and drainage improvements and the MPD (Dispatch) Console modernization to replace furniture and equipment that has exceeded its useful life. Also, costs include the purchases of replacement vehicles and equipment as well as new vehicles for new positions being added in the current year.

Transfers in – The amount of \$5.6 million in the prior year was directly related to a one-time distribution of the AZCares award from the State of Arizona to the Town from U.S. Treasury Funds to partially reimburse public safety salary and employee related costs.

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 included is a transfer to the Water and Wastewater Funds for debt service payments.

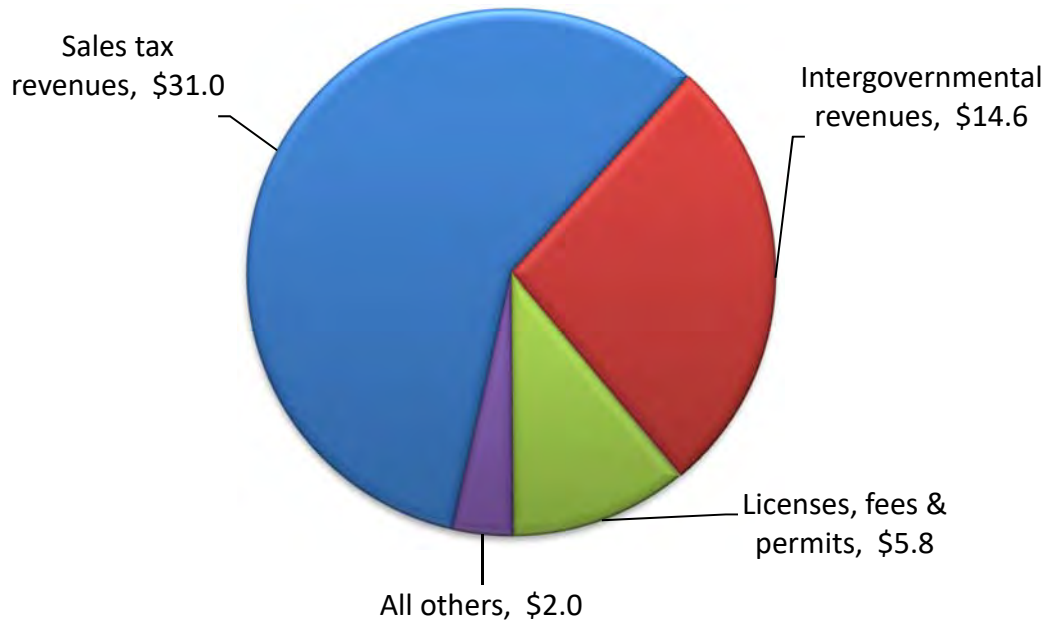
### **Change in Fund Balance**

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.

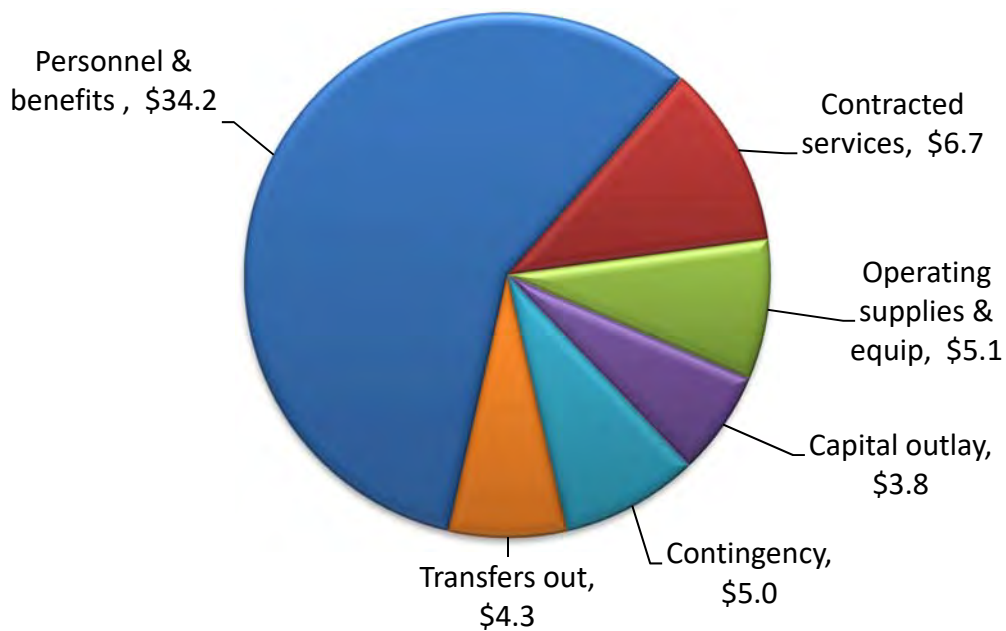
Utilization of \$5.8 million of reserve balances is primarily related to the normal contingency appropriation of \$5 million that may be used only by Council approval, and to one-time request for projects, some of which were budgeted in the prior fiscal year and are slated for completion in fiscal year 2021-2022.

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

**FY2021-2022 General Fund - Sources (in millions)**

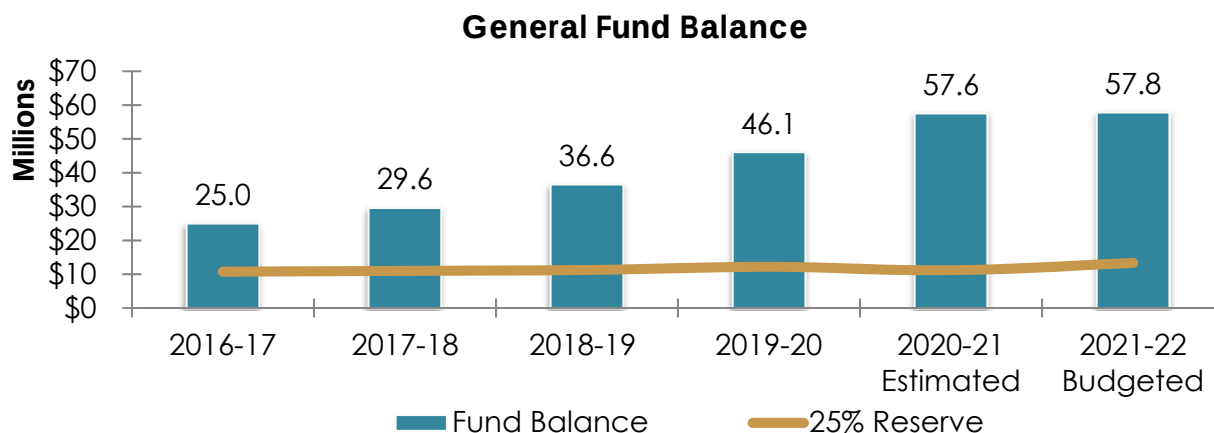


**FY2021-2022 General Fund - Uses (in millions)**



## General Fund Balance and Available Reserves

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.



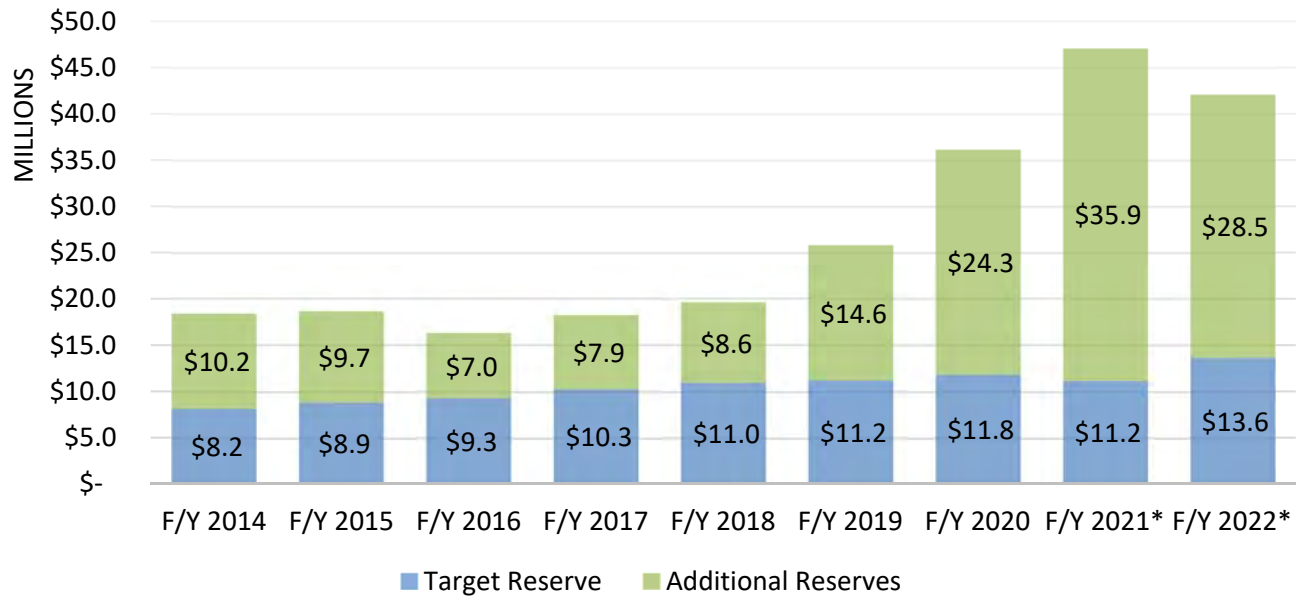
The Town has been modestly adding back to General Fund reserve balances since fiscal year 2008-2009 to a recent high of \$46.1 million at the end of fiscal year 2019-2020. General Fund balances are estimated to increase by approximately \$11.5 million by the end of fiscal year 2020-2021. This is attributed to the reduced pandemic budget combined with a much better than anticipated economy during the pandemic, and relief funding received over the last two fiscal years.

As a result, the fiscal year 2021-2022 ending fund balance is estimated at \$57.8 million with the current proposed budget.

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 one or more important initiatives.

The following chart depicts the Town's Target Reserve and Additional Reserves that may be used for such initiatives. Amounts other than the Target Reserve are available for uses beyond those proposed in the current General Fund Budget for fiscal year 2021-2022.

## GENERAL FUND RESERVES



\* Estimated ending balances based on projections

The proposed fiscal year 2021-2022 budget includes a contingency amount of \$5 million which is available upon Council approval to address any unanticipated events during the year and provide flexibility to Town operations. Historically, the majority of contingency amounts remain unspent. Therefore, if most of the contingency amount was not spent in fiscal year 2021-2022, the Additional Reserves balance at year end would potentially exceed \$30 million.

### Amounts owed to the General Fund

In past years, the General Fund has provided funding to other funds in order to facilitate the construction of projects which promoted growth or supported other Town operations. This support included the Town's Municipal airport where money owed to the General fund has been consistently reduced over the last few years. Further, repayment of \$3.1 million in funding provided to the Wastewater Fund for the construction of infrastructure under a protected facility agreement has started in fiscal year 2020-2021. Repayments are expected to continue in fiscal year 2021-2022 and future years and will be available for use on other Council approved initiatives.

## Special Revenue Funds

### 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 2022

|                               | FY2021<br>Budget    | FY2022<br>Recommended | \$ Change      | % Change     |
|-------------------------------|---------------------|-----------------------|----------------|--------------|
| Revenues                      |                     |                       |                |              |
| Sales revenues                | \$ 1,104,840        | \$ 1,243,341          | \$ 138,501     | 12.5%        |
| <b>Total Revenue</b>          | <b>\$ 1,104,840</b> | <b>\$ 1,243,341</b>   | <b>138,501</b> | <b>12.5%</b> |
| Expenditures                  |                     |                       |                |              |
| Personnel & benefits          | \$ 137,707          | \$ 144,916            | \$ 7,209       | 5.2%         |
| Contracted services           | 829,891             | 859,891               | 30,000         | 3.6%         |
| Operating supplies & equip    | 137,242             | 238,534               | 101,292        | 73.8%        |
| <b>Total Expenditures</b>     | <b>\$ 1,104,840</b> | <b>\$ 1,243,341</b>   | <b>138,501</b> | <b>12.5%</b> |
| <b>Over/(Under)</b>           | <b>\$ -</b>         | <b>\$ -</b>           | <b>\$ -</b>    | <b>0.0%</b>  |
| <b>Change in fund balance</b> | <b>-</b>            | <b>-</b>              | <b>-</b>       | <b>0.0%</b>  |

The following describes major changes between fiscal years:

### Revenues

Sales tax revenues – The anticipated bed tax revenue increase of 12.5% represents the anticipated recovery from the significant negative impact to the hospitality industry from the pandemic. Staff continues to monitor data on hotel occupancy rates and revenues and may adjust the current forecast if deemed necessary. Budgeted levels remain lower than revenues experienced prior to the pandemic.

## **Expenditures**

Personnel & benefits – The increase is primarily due to the compounding effect of the prior year mid-year increases along with the current year increase for pay for performance, combined with small changes to other employee related charges.

Contracted services – The increase is for the creation of a Tourism Master Plan, as identified in the Town's General Master Plan. This is a one-time expense.

Operating supplies & equipment – The changes in operating costs represent budget appropriations placed in a restricted account to be used only if needed with Town Manager approval.

## 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 2022

|                               | FY2021<br>Budget    | FY2022<br>Recommended | \$ Change         | % Change      |
|-------------------------------|---------------------|-----------------------|-------------------|---------------|
| Revenues                      |                     |                       |                   |               |
| Intergovernmental revenues    | \$ 3,276,296        | \$ 3,912,106          | \$ 635,810        | 19.4%         |
| Investment income             | 5,000               | 5,000                 | -                 | 0.0%          |
| <b>Total Revenue</b>          | <b>\$ 3,281,296</b> | <b>\$ 3,917,106</b>   | <b>\$ 635,810</b> | <b>19.4%</b>  |
| Expenditures                  |                     |                       |                   |               |
| Contracted services           | \$ 2,933,500        | \$ 3,750,948          | \$ 817,448        | 27.9%         |
| Operating supplies & equip    | 935,000             | 435,000               | (500,000)         | -53.5%        |
| Capital outlay                | 298,155             | 89,100                | (209,055)         | -70.1%        |
| <b>Total Expenditures</b>     | <b>\$ 4,166,655</b> | <b>\$ 4,275,048</b>   | <b>108,393</b>    | <b>2.6%</b>   |
| <b>Over/(Under)</b>           | <b>\$ (885,359)</b> | <b>\$ (357,942)</b>   | <b>\$ 527,417</b> | <b>-59.6%</b> |
| <b>Change in fund balance</b> | <b>(885,359)</b>    | <b>(357,942)</b>      | <b>527,417</b>    | <b>-59.6%</b> |

The following describes major changes between fiscal years:

### Revenues

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 and the League of Arizona Cities and Towns based on prior year population estimates and anticipated trends as results from the centennial census will not be available prior to September. **Therefore, the revenue estimate presented in the summary above could still change as the League works to obtain additional information on this revenue source.**

## **Expenditures**

Contracted services – The increase in contracted services is mainly attributable to the Town's pavement preservation program which was expanded during this fiscal year primarily for pavement work to be performed on Dove Mountain Boulevard and some carry forward funding for work from the prior year that is anticipated to finish during FY22. Furthermore, funding received in prior years from private parties to pay for planned preservation work is included in the FY22 budget.

Operating supplies & equipment – Fiscal year 2020-2021 (FY21) included approximately \$495,000 in restricted funding for the purchase of capital equipment and other one-time needs. The reduction of almost 54% is directly related to those needs which are anticipated to be fulfilled by the end of June as the economy performed much better than original expectations. As a result, fiscal year 2021-2022 remains largely unchanged and continues to include restricted funding for potential monsoon related damages or other emergency purchases in the amount of \$200,000.

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. Fiscal year 2021-2022 requests are significantly lower from the prior year as the Public Works department was able to fulfill most capital equipment needs in FY21.

Changes in fund balance – Similar to the General Fund, HURF is structurally balanced with ongoing expenses financed with ongoing revenues. The changes in fund balance is due to the use of funding received in prior years from private parties to pay for pavement preservation work on their behalf and restricted funding that may be used for potential monsoon related damages or other emergency purchases. The fund is anticipating increasing reserve balances by the end of FY21.

## All Other Special Revenue Funds

Other Special Revenue Funds include funds that account for a variety of grants and contributions including the Community Development Block and Affordable Housing grants, and public safety special revenue funds for the Town's Police Department and the Magistrate Court, including Racketeer Influenced and Corrupt Organizations Act funds (RICO), impound fees and various court fees, which are required to be kept in separate funds by Arizona Revised Statutes and grant agreements. Historically, the majority of revenues and expenses in these funds are provided by outside sources, with small amounts contributed by the General Fund to comply with grant matching requirements.

### Summary of All Other Special Revenue Funds Recommended Budget Fiscal Year 2022

|                                 | FY2021<br>Budget      | FY2022<br>Recommended | \$ Change          | % Change      |
|---------------------------------|-----------------------|-----------------------|--------------------|---------------|
| <b>Revenues</b>                 |                       |                       |                    |               |
| Intergovernmental revenues      | \$ 8,230,023          | \$ 3,267,019          | \$ (4,963,004)     | -60.3%        |
| Fines and forfeiture            | 67,500                | 78,500                | 11,000             | 16.3%         |
| Grants and contributions        | 417,589               | 386,135               | (31,454)           | -7.5%         |
| Investment income               | 7,500                 | 5,000                 | (2,500)            | -33.3%        |
| Miscellaneous revenues          | 45,000                | 45,000                | -                  | 0.0%          |
| <b>Total Revenue</b>            | <b>8,767,612</b>      | <b>3,781,654</b>      | <b>(4,985,958)</b> | <b>-56.9%</b> |
| <b>Expenditures</b>             |                       |                       |                    |               |
| Personnel & benefits            | 1,092,406             | 1,430,452             | 338,046            | 30.9%         |
| Contracted services             | 323,157               | 351,537               | 28,380             | 8.8%          |
| Operating supplies & equip      | 7,997,820             | 2,844,607             | (5,153,213)        | -64.4%        |
| Capital outlay                  | 496,500               | 400,000               | (96,500)           | -19.4%        |
| <b>Total Expenditures</b>       | <b>\$ 9,909,883</b>   | <b>\$ 5,026,596</b>   | <b>(4,883,287)</b> | <b>-49.3%</b> |
| <b>Over/(Under)</b>             | <b>\$ (1,142,271)</b> | <b>\$ (1,244,942)</b> | <b>(102,671)</b>   | <b>9.0%</b>   |
| <b>Other Sources and (Uses)</b> |                       |                       |                    |               |
| Transfers in                    | 100,000               | 100,000               | -                  | 0.0%          |
| Transfers out                   | (5,628,966)           | -                     | 5,628,966          | -100.0%       |
| <b>Total Sources and (Uses)</b> | <b>(5,528,966)</b>    | <b>100,000</b>        | <b>5,628,966</b>   | <b>-102%</b>  |
| <b>Change in fund balance</b>   | <b>(6,671,237)</b>    | <b>(1,144,942)</b>    | <b>5,526,295</b>   | <b>-82.8%</b> |

The following describes major changes between fiscal years:

## **Revenues**

Intergovernmental revenues – These revenues account for both anticipated and unanticipated grant award revenues. The reduction in revenues is primarily associated with AZCares relief funding that was received in the prior year, offset by some anticipated increases in grant awards in fiscal year 2021-2022. American Rescue Plan Act relief funding has been budgeted in the Water Capital fund in anticipation of using such funding for water related infrastructure projects.

## **Expenditures**

Personnel & benefits – Costs here account for grant funded salaries and related costs associated with a variety of grants such as the Vehicle Theft Taskforce grant, Drug Enforcement Agency, High Intensity Drug Trafficking Area, Counter Narcotics Alliance and School Resource Officers (SRO). Amounts may fluctuate from one year to the next based on anticipated grant award funding availability. We do anticipate receiving funding for an additional SRO position in fiscal year 2021-2022.

Contracted services – Increases primarily account for expenses from the Police Impound fund for radio system upgrades for motorcycles.

Operating supplies & equipment – Decreases are primarily due to AZCares funding that was received in the prior year. The recommended budget amount is primarily available for other unanticipated grants in order to allow the Town flexibility to accept grant awards that have may become available on a first-come, first-served basis during fiscal year 2021-2022.

Capital outlay – Amounts here reflect budget carried forward from the prior year in the Court's Local Technology fund for the construction of the Jury Court Room.

Transfers out – Prior year amounts were related to the AZCares award granted to the Town by the State of Arizona from U.S. Treasury Funds to partially reimburse public safety salary and employee related costs expended in the General Fund.

## Capital Projects Funds

The Town's Capital Projects Funds are utilized for many of the projects presented in the Town's [Capital Improvement Plan](#). Capital Projects Funds include funds that account for Impact fees, construction sales taxes (Transportation Fund and Downtown Reinvestment Fund), and funding provided by outside sources like the Pima Association of Governments, the County and private parties to be utilized for the construction and acquisition of capital projects.

### Summary of Capital Projects Funds Recommended Budget Fiscal Year 2022

|                                 | FY2021<br>Budget       | FY2022<br>Recommended  | \$ Change         | % Change      |
|---------------------------------|------------------------|------------------------|-------------------|---------------|
| <b>Revenues</b>                 |                        |                        |                   |               |
| Sales tax revenues              | \$ 5,978,500           | \$ 7,728,500           | 1,750,000         | 29.3%         |
| Intergovernmental revenues      | 2,010,000              | 9,449,000              | 7,439,000         | 370.1%        |
| Licenses, fees & permits        | 1,995,616              | 2,925,821              | 930,205           | 46.6%         |
| Grants and contributions        | 48,112                 | -                      | (48,112)          | -100.0%       |
| Investment income               | 50,000                 | 50,000                 | -                 | 0.0%          |
| <b>Total Revenue</b>            | <b>10,082,228</b>      | <b>20,153,321</b>      | <b>10,071,093</b> | <b>99.9%</b>  |
| <b>Expenditures</b>             |                        |                        |                   |               |
| Contracted services             | 450,000                | 125,000                | (325,000)         | -72.2%        |
| Operating supplies & equip      | 1,030,582              | 1,208,482              | 177,900           | 17.3%         |
| Capital outlay                  | 27,413,361             | 31,499,263             | 4,085,902         | 14.9%         |
| <b>Total Expenditures</b>       | <b>\$ 28,893,943</b>   | <b>\$ 32,832,745</b>   | <b>3,938,802</b>  | <b>13.6%</b>  |
| <b>Over/(Under)</b>             | <b>\$ (18,811,715)</b> | <b>\$ (12,679,424)</b> | <b>6,132,291</b>  | <b>-32.6%</b> |
| <b>Other Sources and (Uses)</b> |                        |                        |                   |               |
| Transfers in                    | -                      | 50,000                 | 50,000            | 100.0%        |
| Transfers out                   | (1,680,229)            | (2,080,584)            | (400,355)         | 23.8%         |
| <b>Total Sources and (Uses)</b> | <b>(1,680,229)</b>     | <b>(2,030,584)</b>     | <b>(350,355)</b>  | <b>20.9%</b>  |
| <b>Change in fund balance</b>   | <b>(20,491,944)</b>    | <b>(14,710,008)</b>    | <b>5,781,936</b>  | <b>-28.2%</b> |

The following describes major changes between fiscal years:

## **Revenues**

Sales tax revenues – The increase is primarily based on recent trends experienced over the last few years, but also due to strong home building activity, which is expected to continue next year, as well as planned construction of large projects, including a used car dealership and the completion of ongoing projects. This revenue was budgeted conservatively in the prior year due to the potential economic impact of the pandemic which was less severe than anticipated. These revenues are recorded in the Transportation and Downtown Reinvestment Funds.

Intergovernmental revenues – These revenues account for funding provided by outside sources including the County and private parties to be utilized for the construction and acquisition of capital projects. The increase from the prior year is primarily due to an additional \$5 million in funding from the State of Arizona budgeted for the construction of the Tangerine to I-10 road project, and \$3 million for the Twin Peaks Road, Rattlesnake widening project to be provided by developers as part of their contributions toward the funding of the project. Remaining revenues are associated with funding to be provided by the County under an intergovernmental agreement for the Parks and Recreation Santa Cruz shared use path at CalPortland project.

Licenses, fees & permits – This revenue is attributable to impact fees collected from the issuance of permits. Budgeted single family residential permits (SFR) for fiscal year 2021-2022 are 940, a significant increase from the prior year budgeted SFRs of 617. This adjustment reflects information received from various members of the home building industry that the current low interest environment, combined with the Town's location close to the highway along with land availability will continue to attract development of new single-family residential units over the next fiscal year.

Grants and contributions – Prior year amounts were associated with a TABY grant awarded to the Town by the Pima Association of Governments (PAG) for artwork that will be completed in fiscal year 2020-2021. The Town does not anticipate requesting grant funding from PAG in fiscal year 2021-2022.

Transfers-in – The amount of \$50,000 presents the first payment of \$2.4 million due to the Transportation fund from the Wastewater fund borrowed for the construction of the Water Reclamation facility.

## **Expenditures**

Contracted services – Amounts here provide budget capacity for potential consulting fees to assist with development opportunities of the downtown area. The reduction is associated with payments under a development agreement anticipated to materialize during fiscal year 2020-2021. All amounts are budgeted in the Downtown reinvestment funds.

Operating supplies & equipment – Costs here account for developer agreement reimbursements to Cottonwood Properties Inc. and Pulte Home Corporation made out of the Town's Transportation fund. Amounts reimbursed are dependent on actual construction sales taxes collected within the development areas covered by the agreements. The increase reflects the anticipated continued strong demand for Single Family Residential homes in those areas.

Capital Outlay – Costs account for a variety of Transportation and impact fee funded projects. Amounts may fluctuate from one year to the next based on a variety of factors, including funding availability, which projects were completed in prior years and anticipated needs on Town infrastructure. Additional information on the projects included is available in the Town's [Capital Improvement Plan](#) included in this document.

Transfers out – Amounts transferred from Impact fees and Transportation Fund revenues toward the maintenance of debt service payments on financing used to construct Town infrastructure. The increase reflects increased cash flows required for scheduled payments in early July of 2022 for the Series 2017B debt.

## Debt Service Funds

Debt service funds are used to account for the accumulation of resources for, and the payment of, general long-term principal and interest. The Town's funds account for the payments of several prior year debt issuances and refunding of revenue bonds, including Series 2013, Series 2014 and Series 2017. Funding, in the form of transfers in, is provided from a variety of sources including General Fund, Transportation, and Impact Fee Fund revenues.

There have been no issuances of Town obligated debt since 2017. Amounts below fluctuate based on funding needs to maintain existing debt payments. Increases to Transfers-in reflect additional cash flows needed for the scheduled debt service payment of the Series 2017B bonds due in July of 2022.

### Summary of Debt Service Funds Recommended Budget Fiscal Year 2022

|                                   | FY2021<br>Budget          | FY2022<br>Recommended     | \$ Change           | % Change          |
|-----------------------------------|---------------------------|---------------------------|---------------------|-------------------|
| Expenditures                      |                           |                           |                     |                   |
| Debt Service                      | \$ 5,917,415              | \$ 5,908,375              | (9,040)             | -0.2%             |
| <b>Total Expenditures</b>         | <b>\$ 5,917,415</b>       | <b>\$ 5,908,375</b>       | <b>(9,040)</b>      | <b>-0.2%</b>      |
| <br><b>Over/(Under)</b>           | <br><b>\$ (5,917,415)</b> | <br><b>\$ (5,908,375)</b> | <br><b>\$ 9,040</b> | <br><b>-0.2%</b>  |
| Other Sources                     |                           |                           |                     |                   |
| Transfers in                      | 5,986,941                 | 6,499,808                 | 512,867             | 8.6%              |
| <b>Total Sources and (Uses)</b>   | <b>5,986,941</b>          | <b>6,499,808</b>          | <b>512,867</b>      | <b>8.6%</b>       |
| <br><b>Change in fund balance</b> | <br><b>69,526</b>         | <br><b>591,433</b>        | <br><b>521,907</b>  | <br><b>750.7%</b> |

## SPECIAL DISTRICTS BUDGET SUMMARY

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## Special Taxing Districts (Districts)

Special Taxing Districts include several Community Facilities Districts (CFD) and the Tangerine Farms Road Improvement District (Tangerine ID). CFDs levy property taxes to pay for bonds issued to finance the acquisition and construction of public infrastructure benefiting the district and to pay costs of issuance related to the bonds and certain maintenance and operations costs. The Tangerine ID accounts for special assessments collected by the property owners of the district to pay for bonds issued to finance the acquisition and construction of infrastructure improvements and to pay costs of issuance related to the bonds.

### Summary of Special Taxing District Funds Recommended Budget Fiscal Year 2022

|                                 | FY2021<br>Budget      | FY2022<br>Recommended | \$ Change          | % Change     |
|---------------------------------|-----------------------|-----------------------|--------------------|--------------|
| Revenues                        |                       |                       |                    |              |
| Property Taxes                  | \$ 1,425,457          | \$ 1,702,353          | \$ 276,896         | 19.4%        |
| Grants and contributions        | 2,208,220             | 2,664,488             | 456,268            | 20.7%        |
| Miscellaneous revenues          | 218,237               | 70,000                | (148,237)          | -67.9%       |
| <b>Total Revenue</b>            | <b>3,851,914</b>      | <b>4,436,841</b>      | <b>584,927</b>     | <b>15.2%</b> |
| Expenditures                    |                       |                       |                    |              |
| Contracted services             | 62,350                | 62,350                | -                  | 0.0%         |
| Operating supplies & equip      | 844,552               | 1,160,889             | 316,337            | 37.5%        |
| Capital outlay                  | 5,570,000             | 7,200,000             | 1,630,000          | 29.3%        |
| Debt service                    | 4,175,686             | 4,613,273             | 437,587            | 10.5%        |
| <b>Total Expenditures</b>       | <b>\$ 10,652,588</b>  | <b>\$ 13,036,512</b>  | <b>2,383,924</b>   | <b>22.4%</b> |
| <b>Over/(Under)</b>             | <b>\$ (6,800,674)</b> | <b>\$ (8,599,671)</b> | <b>(1,798,997)</b> | <b>26.5%</b> |
| Other Sources and (Uses)        |                       |                       |                    |              |
| Bond proceeds                   | 6,050,000             | 7,675,000             | 1,625,000          | 26.9%        |
| <b>Total Sources and (Uses)</b> | <b>6,050,000</b>      | <b>7,675,000</b>      | <b>1,625,000</b>   | <b>27%</b>   |
| <b>Change in fund balance</b>   | <b>(750,674)</b>      | <b>(924,671)</b>      | <b>(173,997)</b>   | <b>23.2%</b> |

The following describes major changes between fiscal years:

## **Revenues**

Property taxes – These revenues account for taxes levied on property owners within the boundaries of each CFD. The change is attributed to increases in property assessed valuations as compared to the prior fiscal year. Tax rates levied by the CFDs are not anticipated to change in fiscal year 2021-2022 for any of the Districts.

Grants and contributions – These revenues account for special assessments charged to the property owners within the Tangerine ID. Amounts increased from the prior fiscal year as we anticipate a possible increase in the amount of pre-paid assessments during fiscal year 2020-2021 related to increased interest and activity within the District boundaries.

Miscellaneous revenues – These revenues account for potential developer contributions needed to cover debt service payment amounts beyond the max targeted tax rate of \$2.50. Reductions from the prior year reflect the strong growth in property valuations. Amounts contributed by developers depend on the rate of collections from property taxes as well as the ultimate amount and the structure of new debt that may be approved at the discretion of the District Board.

## **Expenditures**

Operating supplies & equipment – Costs here account for the operations and maintenance of the Districts. The majority of the budget appropriation represents maintenance reserves for the Gladden Farms and Saguaro Bloom CFDs. The increase from the previous year is primarily due to an increase of reserves in the Gladden Farms CFD. Funds may be used toward the maintenance of District assets as allowed by an intergovernmental agreement between the corresponding District and the Town.

Capital outlay – Costs account for the purchase of infrastructure paid through new debt financing issued by the District. The amount of acquisitions has increased in fiscal year 2021-2022 as prior year debt issuance for the Saguaro Bloom CFD was deferred until additional infrastructure was constructed. As a result, staff anticipates issuing a larger amount of debt for the Saguaro Bloom CFD, while also issuing new debt for the Gladden Farms, Phase II, CFD to purchase eligible infrastructure. In the prior year, debt was issued for the Gladden Farms CFD.

Debt service – The decrease in debt service payments is mainly attributed to an increase in anticipated pre-paid special assessments from property owners in the Tangerine ID but also due to the anticipated new debt issuances for the Gladden Farms, Phase II, and Saguaro Bloom CFD.

Bond proceeds – Amounts increased in fiscal year 2021-2022 as staff has added budget capacity to issue new debt for two of the Districts (Gladden Farms, Phase II CFD and Saguaro Springs CFD). In the prior year, debt was issued for the Gladden Farms CFD.

## ENTERPRISE FUNDS BUDGET SUMMARY

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## Enterprise Funds Budget Summary

### Water Funds (Operating, Capital and Impact Fee)

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. Impact fees are used for water capital improvement projects and debt service payments and thus are presented as part of the Water enterprise fund.

#### Summary of Water Funds Recommended Budget Fiscal Year 2022

|                                 | FY2021                 | FY2022               |                    |                |
|---------------------------------|------------------------|----------------------|--------------------|----------------|
|                                 | Budget                 | Recommended          | \$ Change          | % Change       |
| <b>Revenues</b>                 |                        |                      |                    |                |
| Charges for services            | \$ 5,655,873           | \$ 7,723,232         | 2,067,359          | 36.6%          |
| Intergovernmental revenues      | 85,000                 | 6,027,550            | 5,942,550          | 100.0%         |
| Licenses, fees & permits        | 2,800,598              | 4,846,137            | 2,045,539          | 73.0%          |
| Grants and contributions        | 145,219                | 139,160              | (6,059)            | -4.2%          |
| Investment income               | 25,000                 | 5,000                | (20,000)           | -80.0%         |
| Miscellaneous revenues          | 116,499                | 116,500              | 1                  | 0.0%           |
| <b>Total Revenue</b>            | <b>8,828,189</b>       | <b>18,857,579</b>    | <b>10,029,390</b>  | <b>113.6%</b>  |
| <b>Expenditures</b>             |                        |                      |                    |                |
| Personnel & benefits            | 2,287,468              | 2,799,225            | 511,757            | 22.4%          |
| Contracted services             | 2,122,373              | 2,633,696            | 511,323            | 24.1%          |
| Operating supplies & equip      | 2,279,971              | 2,495,288            | 215,317            | 9.4%           |
| Capital outlay                  | 13,127,812             | 8,221,394            | (4,906,418)        | -37.4%         |
| Debt Service                    | 1,399,956              | 1,501,773            | 101,817            | 7.3%           |
| <b>Total Expenditures</b>       | <b>\$ 21,217,580</b>   | <b>\$ 17,651,376</b> | <b>(3,566,204)</b> | <b>-16.8%</b>  |
| <b>Over/(Under)</b>             | <b>\$ (12,389,391)</b> | <b>\$ 1,206,203</b>  | <b>13,595,594</b>  | <b>-109.7%</b> |
| <b>Other Sources and (Uses)</b> |                        |                      |                    |                |
| Transfers in                    | 1,812,404              | 1,838,955            | 26,551             | 1.5%           |
| Transfers out                   | (1,530,337)            | (2,154,183)          | (623,846)          | 40.8%          |
| Loan proceeds                   | 8,157,435              | -                    | (8,157,435)        | -100.0%        |
| <b>Total Sources and (Uses)</b> | <b>8,439,502</b>       | <b>(315,228)</b>     | <b>(8,754,730)</b> | <b>-103.7%</b> |
| <b>Change in fund balance</b>   | <b>(3,949,889)</b>     | <b>890,975</b>       | <b>4,840,864</b>   | <b>-122.6%</b> |

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 and increased in January 2020 and 2021 based on a water rate study approved by Council. The increase in revenues is due to significant account growth in fiscal year 2021-2022 due to sustained new home construction as well as the increase in rates.

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 2021-2022.

License fees & permits – Changes in this revenue source are related to an anticipated growth in inspections but primarily due to higher than normal impact fee collections associated with significant new home construction in benefit areas served by the Town's utility.

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.

Investment income – The decrease reflects current trends and anticipated market returns as interest rates will likely remain close to historic lows for the short term.

Transfers in – Amounts are associated with transfers from the General Fund to the Water Fund and the Water Impact Fee fund for WIFA debt service payments for the WIFA loans and for intra-fund transfers for the funding of water capital projects.

Loan proceeds – Prior year amounts were associated with the WIFA loans issued to finance the construction of the water treatment campuses. The reduction is due to the use of these loans being fully drawn down during fiscal year 2020-2021 with the completion of the projects.

## **Expenditures**

Personnel & benefits – Increases in this category are primarily attributable to the compounding effect of the prior year mid-year increases along with the current year increase for pay for performance and the addition of 3 new FTEs which were programmed in the rate study approved by Council in fiscal year 2019-2020. These positions will aid in the operation of the department and maintenance of water and water reclamation assets.

Contracted Services – This category includes the majority of the Water Fund's maintenance and rehabilitation programs. Increases in fiscal year 2021-2022 are primarily for increased water sampling related to the new water treatment plants, for increased number of water meter replacements, and

for planned system repairs including the Honea West well. Restricted funding continues to be included 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 Water Operating Fund expenses in this category increased primarily due to increases in anticipated utility costs associated with the operation of the new treatment plants, increases to the costs of wholesale and Central Arizona Project (CAP) water and General Fund charges for services and support provided by the General Fund.

Capital outlay – This category includes the purchase and replacement of vehicles and equipment necessary to provide services as well as water related capital improvement projects. For fiscal year 2021-2022 one vehicle needed to support the new Water Operator position is included in the Recommended Budget. Funding continues to be set aside in the Water Capital Fund to assist with vehicle replacement purchases in the future. The decrease is primarily associated with the completion of the water treatment plants. For more details please refer to the Town's [Capital Improvement Plan](#).

Debt service – The increase in debt service for fiscal year 2021-2022 is due to higher interest and fees for WIFA loans used to fund the two new water treatment campuses, as we have drawn down 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 \$0.3 million in fiscal year 2021-2022. The deficit in the current budget is slightly lower primarily for restricted 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. The remaining deficit of almost \$4.7 million is related to capital improvement projects much of which will be funded from existing impact fee funding which has accumulated for the projects already identified in the most recent impact fee plan. Funding for the Northwest Recharge, Recovery and Delivery System project is anticipated from the recently approved American Rescue Plan Act (ARPA).

## Water Reclamation Funds (Operating, Capital & Impact Fee)

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.

Impact fees are used for water reclamation capital improvement projects and debt service payments and thus are presented as part of the Water Reclamation enterprise fund.

### Summary of Water Reclamation Funds Recommended Budget Fiscal Year 2022

|                                 | FY2021<br>Budget    | FY2022<br>Recommended | \$ Change          | % Change       |
|---------------------------------|---------------------|-----------------------|--------------------|----------------|
| <b>Revenues</b>                 |                     |                       |                    |                |
| Charges for services            | \$ 1,841,278        | \$ 2,341,902          | 500,624            | 27.2%          |
| Licenses, fees & permits        | 1,930,725           | 2,529,873             | 599,148            | 31.0%          |
| Grants and contributions        | 27,701              | 30,807                | 3,106              | 100.0%         |
| Investment income               | 2,000               | 2,000                 | -                  | 0.0%           |
| <b>Total Revenue</b>            | <b>3,801,704</b>    | <b>4,904,582</b>      | <b>1,102,878</b>   | <b>29.0%</b>   |
| <b>Expenditures</b>             |                     |                       |                    |                |
| Personnel & benefits            | 583,306             | 618,590               | 35,284             | 6.0%           |
| Contracted services             | 595,000             | 813,400               | 218,400            | 36.7%          |
| Operating supplies & equip      | 302,800             | 365,306               | 62,506             | 20.6%          |
| Capital outlay                  | 2,122,515           | 1,271,551             | (850,964)          | -40.1%         |
| Debt Service                    | 858,781             | 873,165               | 14,384             | 1.7%           |
| <b>Total Expenditures</b>       | <b>\$ 4,462,402</b> | <b>\$ 3,942,012</b>   | <b>(520,390)</b>   | <b>-11.7%</b>  |
| <b>Over/(Under)</b>             | <b>\$ (660,698)</b> | <b>\$ 962,570</b>     | <b>1,623,268</b>   | <b>-245.7%</b> |
| <b>Other Sources and (Uses)</b> |                     |                       |                    |                |
| Transfers in                    | 809,070             | 809,070               | -                  | 0.0%           |
| Transfers out                   | (1,308,110)         | (1,360,710)           | (52,600)           | 4.0%           |
| Loan proceeds                   | 1,186,565           | -                     | (1,186,565)        | -100.0%        |
| <b>Total Sources and (Uses)</b> | <b>687,525</b>      | <b>(551,640)</b>      | <b>(1,239,165)</b> | <b>-180.2%</b> |
| <b>Change in fund balance</b>   | <b>26,827</b>       | <b>410,930</b>        | <b>384,103</b>     | <b>1431.8%</b> |

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 and 2021 based on a waste water rate study approved by Council. The increase in revenues is due to significant account growth in fiscal year 2021-2022 due to sustained new home construction as well as the increase in rates.

Licenses permits & fees – This revenue is primarily comprised of impact fees. The change is primarily due to higher than normal impact fee collections associated with significant new home construction in benefit areas served by the Town's utility.

Loan proceeds – Amounts are associated with the WIFA loans issued to finance the construction of the Adonis Lift Station project which was completed during fiscal year 2020-2021.

## **Expenditures**

Personnel & benefits – The change between fiscal years is primarily due to the compounding effect of the prior year mid-year increases along with the current year increase for pay for performance, combined with small changes to other employee related charges.

Contracted Services – The major change between fiscal years is primarily due to increased system repairs and maintenance on the sanitary sewer collection system. These include replacement of a UV Weir and a sand filter compressor.

Operating supplies and equipment – This category accounts for the majority of costs to operate the recently constructed water reclamation facility. The increase is primarily due to electrical costs at the facility associated with additional flows at the plant and with anticipated development payments related to a protected facility agreement.

Capital outlay – In the operating fund, this category includes the purchase and replacement of vehicles, equipment and infrastructure necessary to provide services. Purchases for such items were not deemed necessary for fiscal year 2021-2022.

In the capital and impact fee funds, this category includes budget for capital improvement projects. The overall decrease is associated with the completion of the Adonis Lift station project in fiscal year 2020-2021. Funding for new projects in fiscal year 2021-2022 is included for the rehabilitation of the Rillito Vista Lift Station and a second screw press that will provide redundancy for plant operations.

Debt service – The fiscal year budget includes 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.

Transfers-out – The increase is primarily due to the first payment of \$50,000 being transferred to the Transportation fund toward the repayment of \$2.4 million borrowed for the construction of the Water Reclamation facility.

### **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 recent 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. Staff anticipate achieving the aforementioned reserves goal with this recommended budget.

## Airport Funds (Operating and Capital)

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.

Federal and State grants, matched by Town funding are used for airport capital improvement projects as grant awards become available and accepted by Council.

### Summary of Airport Funds Recommended Budget Fiscal Year 2022

|                                 | FY2021<br>Budget    | FY2022<br>Recommended | \$ Change        | % Change     |
|---------------------------------|---------------------|-----------------------|------------------|--------------|
| <b>Revenues</b>                 |                     |                       |                  |              |
| Charges for services            | \$ 360,336          | \$ 342,334            | (18,002)         | -5.0%        |
| Intergovernmental revenues      | 3,395,697           | 3,568,130             | 172,433          | 5.1%         |
| Miscellaneous revenues          | 25,000              | 1,500                 | (23,500)         | -94.0%       |
| <b>Total Revenue</b>            | <b>3,781,033</b>    | <b>3,911,964</b>      | <b>130,931</b>   | <b>3.5%</b>  |
| <b>Expenditures</b>             |                     |                       |                  |              |
| Personnel & benefits            | 290,663             | 295,278               | 4,615            | 1.6%         |
| Contracted services             | 233,665             | 283,365               | 49,700           | 21.3%        |
| Operating supplies & equip      | 60,850              | 62,800                | 1,950            | 3.2%         |
| Capital outlay                  | 3,521,000           | 3,854,200             | 333,200          | 9.5%         |
| <b>Total Expenditures</b>       | <b>\$ 4,106,178</b> | <b>\$ 4,495,643</b>   | <b>389,465</b>   | <b>9.5%</b>  |
| <b>Over/(Under)</b>             | <b>\$ (325,145)</b> | <b>\$ (583,679)</b>   | <b>(258,534)</b> | <b>79.5%</b> |
| <b>Other Sources and (Uses)</b> |                     |                       |                  |              |
| Transfers in                    | 325,145             | 583,679               | 258,534          | 79.5%        |
| <b>Total Sources and (Uses)</b> | <b>325,145</b>      | <b>583,679</b>        | <b>258,534</b>   | <b>79.5%</b> |
| <b>Change in fund balance</b>   | <b>-</b>            | <b>-</b>              | <b>-</b>         | <b>0.0%</b>  |

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 decreased primarily due to the departure of large commercial airline jets, which provided a boost to parking revenues in the prior fiscal year. This decrease was partially offset by higher fuel revenues anticipated for FY22 based on recent trends.

Intergovernmental revenues – This revenue source is primarily comprised of federal and state grants awards, which are to be used toward airport capital improvement projects along with cash match funding from the Town.

Miscellaneous revenues – The drop in miscellaneous revenues is due to the discontinued use of the airport ramp by a car club.

Transfers in – The budgeted transfer in fiscal year 2021-2022 represents what may likely be an ongoing, operating subsidy from the General Fund. Over the years, these operating deficiencies have accumulated a balance just below \$1.0M which the Airport Fund owes the General Fund. The airport does not generate adequate revenues to support the needs of an airport with significantly aged infrastructure and large capital improvement needs. Planning and coordination efforts with the Economic Development Department are underway to improve the airport's ability to generate adequate revenues.

Overall, for both operating and capital funds, transfers increased from the prior fiscal year to help cover operating costs and matching funds for capital projects provided by the Town.

## **Expenditures**

Contracted services – The change is associated with a combination a return to a baseline budget, reinstating some of the prior year cuts and due to one-time facilities maintenance projects for surveillance cameras which will enhance security measures around the airport. There are no large non-capital facilities projects budgeted for fiscal year 2021-2022.

Operating Supplies & Equipment – The change is due to the reinstatement of some prior year cost-cutting measures as well as anticipated increases to fuel costs.

Capital outlay – The change is primarily associated with anticipated airport capital improvement projects, conditional on funding availability by Federal or State sources. To date, we have been notified of a state grant which will provide \$1,267,200, or 90%, toward the MIRL, Beacon, PAPI replacement project.

## INTERNAL SERVICE FUNDS BUDGET SUMMARY

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## Internal Service Funds

Internal Service funds account for the Town's self-insured medical, dental and vision benefits for the Town's employees.

### Summary of Internal Service Funds Recommended Budget Fiscal Year 2022

|                               | FY2021<br>Budget    | FY2022<br>Recommended | \$ Change      | % Change    |
|-------------------------------|---------------------|-----------------------|----------------|-------------|
| Revenues                      |                     |                       |                |             |
| Miscellaneous revenues        | \$ 4,711,332        | \$ 5,067,470          | 356,138        | 7.6%        |
| <b>Total Revenue</b>          | <b>4,711,332</b>    | <b>5,067,470</b>      | <b>356,138</b> | <b>7.6%</b> |
| Expenditures                  |                     |                       |                |             |
| Contracted services           | 649,728             | 779,921               | 130,193        | 20.0%       |
| Operating supplies & equip    | 4,061,604           | 4,287,549             | 225,945        | 5.6%        |
| <b>Total Expenditures</b>     | <b>\$ 4,711,332</b> | <b>\$ 5,067,470</b>   | <b>356,138</b> | <b>7.6%</b> |
| <b>Over/(Under)</b>           | <b>\$ -</b>         | <b>\$ -</b>           | <b>-</b>       | <b>0.0%</b> |
| <b>Change in fund balance</b> | <b>-</b>            | <b>-</b>              | <b>-</b>       | <b>0.0%</b> |

The following describes major changes between fiscal years:

#### Revenues

Miscellaneous revenues – These revenues are comprised of employee and employer premiums. While premium rates remain unchanged from the prior year, increases to revenues are associated with new employee positions and plan enrollment changes.

#### Expenditures

Contracted services – Costs are primarily increasing due to higher stop-loss insurance premiums.

Operating supplies & equipment – Costs here account for medical, dental and vision claims. Fiscal year 2021-2022 increases are primarily related to industry related trends and inflation factors including the return of members to routine, preventive appointments post Covid-19 restrictions.

## 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, through a combination of policy development, efficient municipal services, and progressive community planning. Their actions are based on solid values, uncompromising integrity, and servant leadership for the community.

### 2020 - 2021 Accomplishments

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

### 2021 - 2022 Goals & Objectives

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

## KEY PERFORMANCE MEASUREMENTS

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

## RECOMMENDED - OPERATING BUDGET SUMMARY

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

## RECOMMENDED - OPERATING BUDGET SUMMARY BY FUND

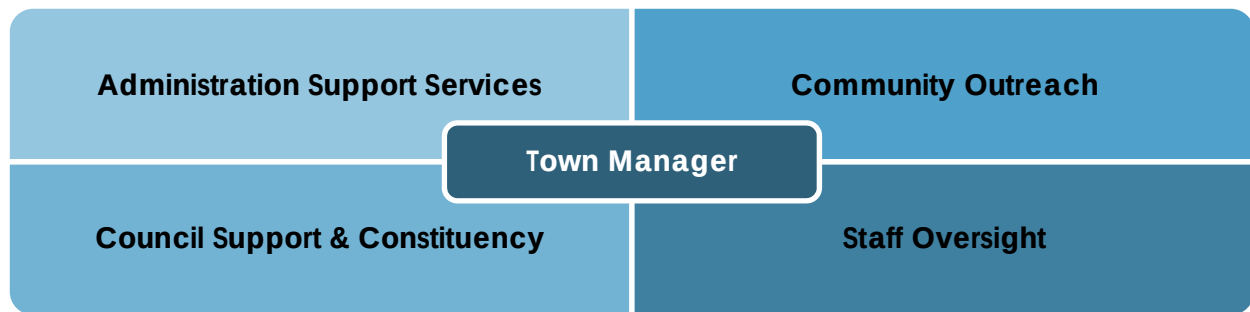
| Expenditures by Fund | FY 2019 Actual   | FY 2020 Actual   | FY 2021 Budget   | FY 2022 Budget   | Change          |
|----------------------|------------------|------------------|------------------|------------------|-----------------|
| General Fund         | \$323,697        | \$330,936        |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

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

### Budget Notes & Changes

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

## TOWN MANAGER



### Department Overview

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

### TOWN MANAGER'S OFFICE

#### 2020 – 2021 Accomplishments

- Successfully negotiated, crafted, and approved a Development Agreement to secure proper zoning on key land parcels for the future development of Downtown Marana.
- Maintained a structurally balanced budget in the face of the COVID19 pandemic.
- Received voter approval of the Marana 2040 General Plan and began implementation of the plan.
- Completed and achieved adoption of the Town of Marana Parks and Recreation 10 Year Master Plan.
- Approved Home Rule Extension for the Town of Marana.
- Began construction on the Adonis Road Extension Project.
- Successfully completed construction and commissioning of two water quality campuses to address 1-4 dioxane and perfluorinated compounds, utilizing financing through the Water Infrastructure Finance Authority (WIFA).
- Successfully transitioned the majority of Town Staff to work from home, to protect Staff's health, with no service interruption and no loss of productivity during the COVID19 Pandemic.

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

## **2021 - 2022 Goals & Objectives**

- Maintain a structurally balanced budget in the face of economic hardship as a result of the COVID19 pandemic.
- Continue implementation 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.
- Implement the Parks and Recreation 10 Year Master Plan.
- Update and expand the Town's Data Dashboard.
- Coordinate with regional partners for RTA extension, and propose Town-specific capital projects.
- Coordinate and develop a critical infrastructure project funding mechanism and program.
- Coordinate a comprehensive update to the Town of Marana Strategic Plan.

## **COMMUNICATIONS AND MARKETING DIVISION**

### **2020-2021 Accomplishments**

#### **COVID-19 Pandemic Emergency Communication**

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

#### **Courts Webpage Redesign**

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

#### **Video Production**

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

## **2020 Census social campaign**

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

## **Brand Management for COVID-19**

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

## **General Brand Management**

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

## **2021-2022 Goals & Objectives**

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

\*These goals are passed on from the previous year due to limitations during COVID-19.

## **SPECIAL EVENTS DIVISION**

### **2020-2021 Accomplishments**

#### **Special Events modifications due to COVID-19**

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

## 2021-2022 Goals & Objectives

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

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

### RECOMMENDED - OPERATING BUDGET SUMMARY

| Expenditures by Category       | FY 2019<br>Actual  | FY 2020<br>Actual  | FY 2021<br>Budget  | FY 2022<br>Budget  | Change           |
|--------------------------------|--------------------|--------------------|--------------------|--------------------|------------------|
| Personnel & Benefits           | \$1,253,623        | \$1,249,152        | \$1,178,530        | \$1,343,422        | Note 1 \$164,892 |
| Contracted Services            | 119,575            | 81,143             | 103,230            | 482,052            | Note 2 378,822   |
| Operating Supplies & Equipment | 239,961            | 228,664            | 168,475            | 307,095            | Note 3 138,620   |
| Capital Outlay                 | -                  | -                  | -                  | -                  | -                |
| Restricted Budget              | -                  | -                  | 16,000             | -                  | (16,000)         |
| <b>Total by Category</b>       | <b>\$1,613,159</b> | <b>\$1,558,959</b> | <b>\$1,466,235</b> | <b>\$2,132,569</b> | <b>\$666,334</b> |

### RECOMMENDED - OPERATING BUDGET SUMMARY BY FUND

| Expenditures by Fund | FY 2019<br>Actual  | FY 2020<br>Actual  | FY 2021<br>Budget  | FY 2022<br>Budget  | Change           |
|----------------------|--------------------|--------------------|--------------------|--------------------|------------------|
| General Fund         | \$1,613,159        | \$1,558,959        | \$1,466,235        | \$2,132,569        | \$666,334        |
| <b>Total by Fund</b> | <b>\$1,613,159</b> | <b>\$1,558,959</b> | <b>\$1,466,235</b> | <b>\$2,132,569</b> | <b>\$666,334</b> |

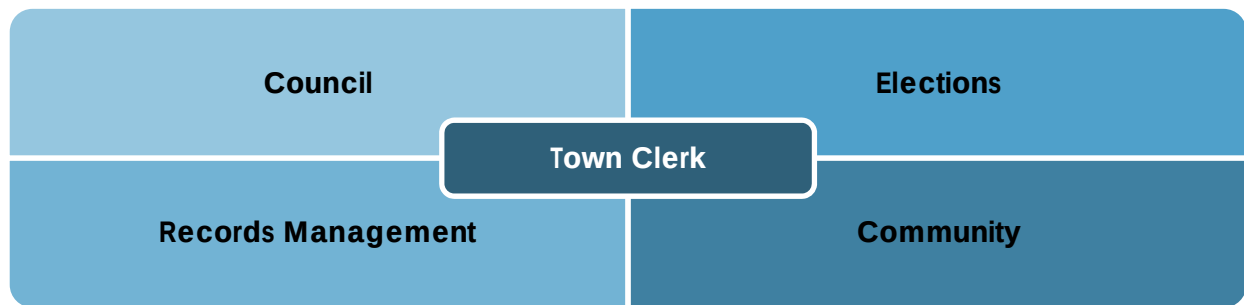
### RECOMMENDED - AUTHORIZED POSITIONS

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

## Budget Notes and Changes

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

## TOWN CLERK



### Department Overview

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

### 2020-2021 Accomplishments

#### Elections

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

## **Records Administration**

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

## **Council Meeting Management**

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

## **2021-2022 Goals & Objectives**

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

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

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

### RECOMMENDED - OPERATING BUDGET SUMMARY BY FUND

| Expenditures by Fund | FY 2019<br>Actual | FY 2020<br>Actual | FY 2020<br>Budget | FY 2022<br>Budget | Change         |
|----------------------|-------------------|-------------------|-------------------|-------------------|----------------|
| General Fund         | \$423,310         | \$436,170         | \$497,112         | \$501,892         | \$4,780        |
| <b>Total by Fund</b> | <b>\$423,310</b>  | <b>\$436,170</b>  | <b>\$497,112</b>  | <b>\$501,892</b>  | <b>\$4,780</b> |

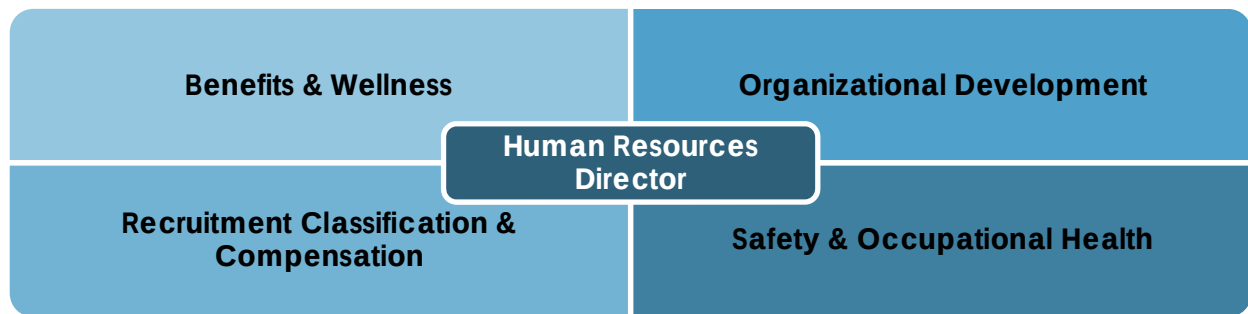
### RECOMMENDED - AUTHORIZED POSITIONS

|                         | FY 2019<br>Actual | FY 2020<br>Actual | FY 2021<br>Estimated | FY 2022<br>Budget | Change   |
|-------------------------|-------------------|-------------------|----------------------|-------------------|----------|
| Town Clerk              | 1.00              | 1.00              | 1.00                 | 1.00              | -        |
| Deputy Town Clerk       | 1.00              | 1.00              | 1.00                 | 1.00              | -        |
| Executive Assistant     | 1.00              | 1.00              | 1.00                 | 1.00              | -        |
| Records Clerk           | 2.00              | 2.00              | 2.00                 | 2.00              | -        |
| <b>Total Town Clerk</b> | <b>5.00</b>       | <b>5.00</b>       | <b>5.00</b>          | <b>5.00</b>       | <b>-</b> |

#### Budget Notes and Changes

1. Personnel & Benefits – Increase primarily from performance pay adjustments during fiscal year 2020-2021 and budgeted for Fiscal year 2021-2022.
2. Contracted Services – Decrease is associated with cost of general and primary elections in fiscal year 2020-2021 that are not budgeted for fiscal year 2021-2022.
3. Operating Supplies & Equipment – Increase related to multiple expenses including community relations as well as membership and dues returning to pre-pandemic levels.
4. Restricted –Restricted expenditure authority due to possibility of unanticipated special election in FY2021-2022.

## HUMAN RESOURCES



### Department Overview

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

### 2020– 2021 Accomplishments

#### Administration

- Provided Total Compensation Statement for all benefits eligible employees.
- Maintained 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
- Maintained Tuition Reimbursement program
- Implemented virtual Open Enrollment Fair
- Implemented FFCRA

#### Organizational Development

- Conducted Department & Town wide training:
  - Employee Assistance Training for Supervisors
  - EAP Workshops for all employees
- Created Equity & Inclusion committee

#### Recruiting

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

#### Safety & Emergency Management

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

- Met new Federal Motor Carrier Safety Administration Clearinghouse requirement
- Job descriptions audit regarding safety requirements and OSHA compliance

### **Wellness**

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

## **2021 – 2022 Goals & Objectives**

### **Administration**

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

### **Benefits**

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

### **Compensation & Classification**

- Improve Reclassification Request process

### **Organizational Development**

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

### **Recruiting**

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

### **Safety & Emergency Management**

- Continue to educate organization to mitigate COVID-19 liability

### **Wellness**

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

| KEY PERFORMANCE MEASUREMENTS |                                 |                                            |                |                |
|------------------------------|---------------------------------|--------------------------------------------|----------------|----------------|
| Council Strategic Plan Goal  | Expected Outcome                | Performance Measure                        | FY 2021 Actual | FY 2022 Target |
| Progress and Innovation      | To increase employee engagement | Increase the number of touch base meetings | 2%             | 60%            |

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

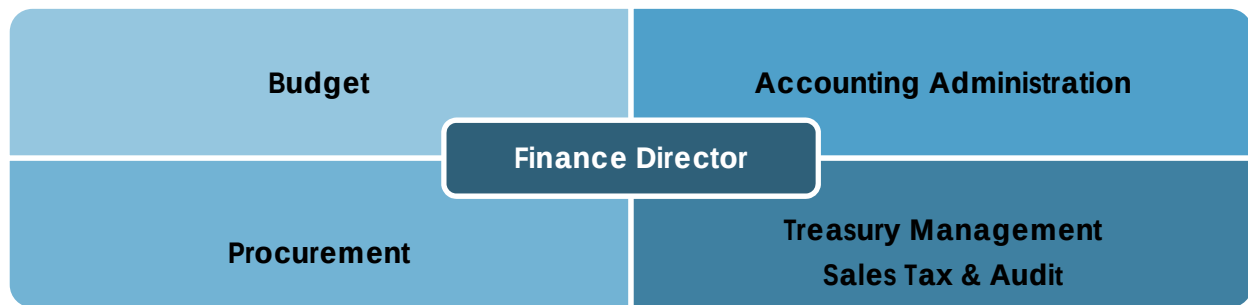
| RECOMMENDED - OPERATING BUDGET SUMMARY BY FUND |                  |                  |                  |                    |                  |
|------------------------------------------------|------------------|------------------|------------------|--------------------|------------------|
| Expenditures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

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

## Budget Notes and Changes

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

## FINANCE



### Department Overview

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

### 2020 – 2021 Accomplishments

- Received 13<sup>th</sup> 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 12<sup>th</sup> consecutive year
- Successfully transitioned utility cashiering functions to Finance as part of the resolution of a past audit recommendation
- Implemented quarterly investment presentations to Council
- Implemented a digital signature software solution for contracts and agreements
- Upgraded the Town's ERP system, Munis, to the next supported version
- Continued the clean-up and updates to the Business license data in preparation of transition to new system
- Continued increasing vendor participation in ACH program; all Town employee reimbursements are now processed through ACH
- Issuance of final Gladden, Phase I, Community Facilities District debt
- Updated Administrative directives, which were delayed due to the pandemic, including Travel, and created new ones for Capital Assets and Grants Management
- Analyzed the benefits of establishing a convenience fee for credit card charges
- Updated Chapter 3-4 of the Town Code on procurement thresholds and change orders

### 2021 – 2022 Goals & Objectives

- Receive the Distinguished Budget Presentation Award from the Government Finance Officers of America
- Receive the Certificate of Excellence in Financial Reporting from the Government Finance Officers of America

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

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

### RECOMMENDED - OPERATING BUDGET SUMMARY

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

### RECOMMENDED - OPERATING BUDGET SUMMARY BY FUND

| Expenditures by Fund | FY 2019<br>Actual  | FY 2020<br>Actual  | FY 2021<br>Budget  | FY 2022<br>Budget  | Change          |
|----------------------|--------------------|--------------------|--------------------|--------------------|-----------------|
| General Fund         | \$1,014,485        | \$1,277,599        | \$1,486,885        | \$1,571,532        | \$84,647        |
| <b>Total by Fund</b> | <b>\$1,014,485</b> | <b>\$1,277,599</b> | <b>\$1,486,885</b> | <b>\$1,571,532</b> | <b>\$84,647</b> |

### RECOMMENDED - AUTHORIZED POSITIONS

|                                 | FY 2019<br>Actual | FY 2020<br>Actual | FY 2021<br>Estimated | FY 2022<br>Budget | Change        |
|---------------------------------|-------------------|-------------------|----------------------|-------------------|---------------|
| Finance Director                | 1.00              | 1.00              | 1.00                 | 1.00              | -             |
| Finance Deputy Director         | 1.00              | 1.00              | 1.00                 | 1.00              | -             |
| Finance Manager                 | -                 | -                 | -                    | 1.00              | 1.00          |
| Senior Budget Analyst           | -                 | -                 | 1.00                 | 1.00              | -             |
| Budget Analyst                  | 1.00              | 1.00              | -                    | -                 | -             |
| Revenue and Customer Manager    | -                 | 1.00              | 1.00                 | 1.00              | -             |
| Payroll Administrator           | 1.00              | 1.00              | 1.00                 | 1.00              | -             |
| Procurement Officer             | 1.00              | 1.00              | 1.00                 | 1.00              | -             |
| Financial Specialist            | -                 | -                 | -                    | 1.00              | 1.00          |
| Procurement Agent               | 1.00              | 1.00              | 1.00                 | -                 | (1.00)        |
| Senior Accountant               | 2.00              | 2.00              | 2.00                 | 2.00              | -             |
| Senior Accounting Associate     | 1.00              | 1.00              | 1.00                 | 1.00              | -             |
| Accounting Associate            | 0.75              | 0.75              | 0.75                 | 0.75              | -             |
| Administrative Assistant        | 0.50              | 0.50              | 0.50                 | -                 | (0.50)        |
| Asset Systems Manager           | -                 | 1.00              | 1.00                 | -                 | (1.00)        |
| Customer Service Representative | -                 | 2.00              | 2.00                 | 2.00              | -             |
| Tax and License Specialist      | 1.00              | 1.00              | 1.00                 | 1.00              | -             |
| Grants Manager                  | 1.00              | 1.00              | 1.00                 | 1.00              | -             |
| <b>Total Finance</b>            | <b>12.25</b>      | <b>16.25</b>      | <b>16.25</b>         | <b>15.75</b>      | <b>(0.50)</b> |

## **Budget Notes and Changes**

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

## LEGAL



### Department Overview

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

### 2020 – 2021 Accomplishments

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

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

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

## 2021 – 2022 Goals & Objectives

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

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

| KEY PERFORMANCE MEASUREMENTS |                                                         |                                                                              |                |                |
|------------------------------|---------------------------------------------------------|------------------------------------------------------------------------------|----------------|----------------|
| Council Strategic Plan Goal  | Expected Outcome                                        | Performance Measure                                                          | FY 2021 Actual | FY 2021 Target |
| Progress and Innovation      | Efficiently and effectively prosecute misdemeanor cases | % of cases with initial victim notices sent out by first pretrial conference | 99%            | 100%           |
|                              |                                                         | Ratio of cases disposed to cases filed                                       | 87%            | 100%           |
| Progress and Innovation      | Provide timely and accurate legal advice to the Town    | % of successful outcomes in personnel matters                                | 100%           | 95%            |
|                              |                                                         | % of ordinances/resolutions drafted within 30 days of request                | 90%            | 90%            |

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

### RECOMMENDED - OPERATING BUDGET SUMMARY BY FUND

| Expenditures by Fund | FY 2019<br>Actual | FY 2020<br>Actual  | FY 2021<br>Budget | FY 2022<br>Budget  | Change           |
|----------------------|-------------------|--------------------|-------------------|--------------------|------------------|
| General Fund         | \$960,894         | \$1,044,261        | \$994,826         | \$1,112,888        | \$118,062        |
| <b>Total by Fund</b> | <b>\$960,894</b>  | <b>\$1,044,261</b> | <b>\$994,826</b>  | <b>\$1,112,888</b> | <b>\$118,062</b> |

### RECOMMENDED - AUTHORIZED POSITIONS

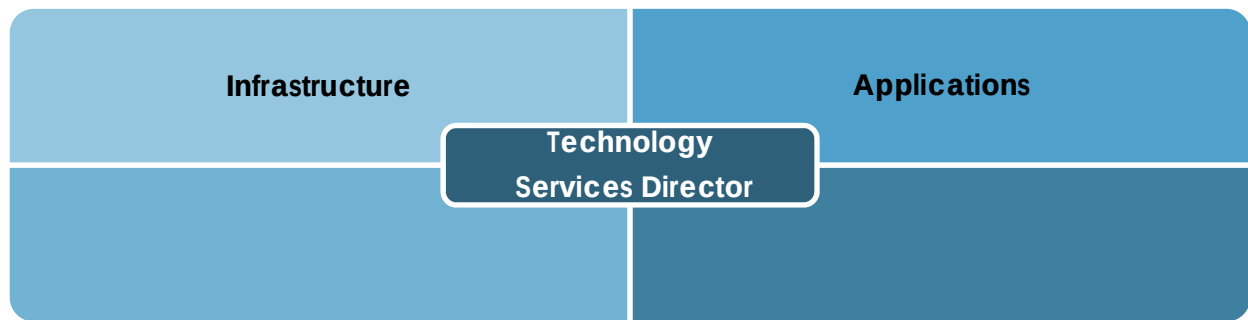
|                                | FY 2019<br>Actual | FY 2020<br>Actual | FY 2021<br>Estimated | FY 2022<br>Budget | Change      |
|--------------------------------|-------------------|-------------------|----------------------|-------------------|-------------|
| Town Attorney                  | 1.00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

### Budget Notes and Changes

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

## TECHNOLOGY SERVICES

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### Department Overview

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

### 2020-2021 Major Accomplishments

- Recognized as a Top 10 Digital City
- Development of the Airport tracking application
- Implemented several new cybersecurity measures based on the information cybersecurity plan
- Implemented a print management solution for all Town printers, resulting in approximately \$30,000 of ongoing annual savings
- Fully documented
- Made accommodations to the Council Chambers to host Zoom meetings
- Deployed a new Email Archiving solution
- Creation several SOPs and Administrative Directives that help better align the use of the Town's systems with best practice

### 2021-2022 Goals & Objectives

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

| KEY PERFORMANCE MEASUREMENTS |                                                                   |                                                                                                |                |                |
|------------------------------|-------------------------------------------------------------------|------------------------------------------------------------------------------------------------|----------------|----------------|
| Council Strategic Plan Goal  | Expected Outcome                                                  | Performance Measure                                                                            | FY 2021 Actual | FY 2021 Target |
| Progress and Innovation      | To increase the availability of Town network and server resources | Network and servers availability                                                               | 96.25%         | 99%            |
| Progress and Innovation      | Efficient resolution of Town technology issues                    | Resolve incident tickets submitted to the Help Desk within the defined Service Level Objective | 84.23%         | 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       | 25 Days        | 15 Days        |
| Progress and Innovation      | Increase cybersecurity awareness Town-wide                        | The average monthly percentage of staff completing security awareness training                 | 78.6%          | 75%            |
| Progress and Innovation      | Increase cybersecurity awareness Town-wide                        | The average monthly percentage of staffing failing internal phishing tests                     | 2.5%           | 1%             |

| RECOMMENDED - OPERATING BUDGET SUMMARY |                    |                    |                    |                    |                  |
|----------------------------------------|--------------------|--------------------|--------------------|--------------------|------------------|
| Expenditures by Category               | FY 2019 Actual     | FY 2020 Actual     | FY 2021 Budget     | FY 2022 Budget     | Change           |
| Personnel & Benefits                   | \$1,326,400        | \$1,376,908        | \$1,417,800        | \$1,682,092        | Note 1 \$264,292 |
| Contracted Services                    | 879,063            | 948,431            | 1,288,975          | 1,455,325          | Note 2 166,350   |
| Operating Supplies & Equipment         | 616,082            | 372,352            | 333,800            | 420,950            | Note 3 87,150    |
| Capital Outlay                         | 270,457            | 97,414             | -                  | -                  | -                |
| Total by Category                      | <b>\$3,092,002</b> | <b>\$2,795,105</b> | <b>\$3,040,575</b> | <b>\$3,558,367</b> | <b>\$517,792</b> |

### RECOMMENDED - OPERATING BUDGET SUMMARY BY FUND

| Expenditures by Fund | FY 2019<br>Actual  | FY 2020<br>Actual  | FY 2021<br>Budget  | FY 2022<br>Budget  | Change           |
|----------------------|--------------------|--------------------|--------------------|--------------------|------------------|
| General Fund         | \$3,092,002        | \$2,795,105        | \$3,040,575        | \$3,558,367        | \$517,792        |
| <b>Total by Fund</b> | <b>\$3,092,002</b> | <b>\$2,795,105</b> | <b>\$3,040,575</b> | <b>\$3,558,367</b> | <b>\$517,792</b> |

### RECOMMENDED - AUTHORIZED POSITIONS

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

#### Budget Notes and Changes

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

## OFFICE OF ECONOMIC DEVELOPMENT AND TOURISM

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### Department Overview

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

### 2020 – 2021 Accomplishments

- Continued to update and maintain the [www.selectmarana.com](http://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, & Dove Mountain Assisted Living)
- Completed Plat and Rezone of the industrial land at the airport
- Completed Lease Agreement for JDR's corporate jet hangar
- Researched, developed, and implemented Business Assistance Program
- Placed PSE Archery in empty 50k sf facility within 48hrs of request
- Facilitated SW Gas site selection at Tangerine Commerce Park
- Completed Sales Tax Revenue analysis for resident vs non-resident expenditures
- Drafted tourism Master Plan project RFQ
- Completed tourism impact dashboard
- Completed comprehensive production crew database for Film Office website (in-progress)
- Conducted scouting tours for film location managers and scouts, and film producers and was invited to speak on 2 panel discussions on the film industry
- Personally assisted 17 film projects, 2 of which were/will be filmed in Marana (March 2020-February 2021) – during lockdown and/or greatly reduced filming activity.
- Scouted and secured locations for a feature film that will be entirely filmed in Marana in March 2021

## 2021 – 2022 Goals & Objectives

- Revise MJCIP to accept Auto and RV Dealerships into program
- Enter Luke Dealership into MJCIP program
- Secure Amazon site selection within the Town of Marana
- Complete 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
- Complete Tourism Master Plan
- Launch new shopping promotion with El Imparcial to enhance reach to Mexico market
- Launch new military family program through SAAA to enhance visitation within regional drive markets

| KEY PERFORMANCE MEASUREMENTS |                                                                                      |                                                                                 |                        |                        |
|------------------------------|--------------------------------------------------------------------------------------|---------------------------------------------------------------------------------|------------------------|------------------------|
| Council Strategic Plan Goal  | Expected Outcome                                                                     | Performance Measure                                                             | FY 2021 Actual         | FY 2022 Target         |
| Progress and Innovation      | To maintain a sustainable increase in living standards and quality of life in Marana | Connecting people with decision making tools                                    | 10% YoY increase       | 10% YoY increase       |
|                              |                                                                                      | Response rate on RFI within 24 hours of unsolicited inquiries                   | 100%                   | 100%                   |
|                              |                                                                                      | Increase of unsolicited inquiries                                               | 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 of organic website traffic                                             | 10%                    | 10%                    |
|                              |                                                                                      | Increase personal responsive interactions                                       | 20%                    | 15%                    |
|                              |                                                                                      | Creating and innovating tourism products                                        | One                    | One                    |
|                              |                                                                                      | Influencing travel stays                                                        | 15 marketing campaigns | 15 marketing campaigns |

### RECOMMENDED - OPERATING BUDGET SUMMARY

| Expenditures by Category       | FY 2019<br>Actual | FY 2020<br>Actual | FY 2021<br>Budget  | FY 2022<br>Budget | Change             |
|--------------------------------|-------------------|-------------------|--------------------|-------------------|--------------------|
| Personnel & Benefits           | \$332,407         | \$303,971         | \$329,385          | \$398,721         | Note 1 \$69,336    |
| Contracted Services            | 218,076           | 161,003           | 691,980            | 408,330           | Note 2 (283,650)   |
| Operating Supplies & Equipment | 1,986             | 1,656             | 4,200              | 3,700             | (500)              |
| Capital Outlay                 | -                 | 29,193            | 48,112             | -                 | Note 3 (48,112)    |
| Restricted                     | -                 | -                 | 12,237             | 120,607           | Note 4 108,370     |
| <b>Total by Category</b>       | <b>\$552,469</b>  | <b>\$495,823</b>  | <b>\$1,085,914</b> | <b>\$931,358</b>  | <b>\$(154,556)</b> |

### RECOMMENDED - OPERATING BUDGET SUMMARY BY FUND

| Expenditures by Fund       | FY 2019<br>Actual | FY 2020<br>Actual | FY 2021<br>Budget  | FY 2022<br>Budget | Change             |
|----------------------------|-------------------|-------------------|--------------------|-------------------|--------------------|
| General Fund               | \$264,533         | \$220,847         | \$238,458          | \$311,435         | Note 1 \$72,977    |
| Bed Tax Fund               | 287,935           | 245,783           | 349,344            | 494,923           | Note 4 145,579     |
| Downtown Reinvestment Fund | -                 | -                 | 450,000            | 125,000           | Note 2 (325,000)   |
| PAG – Econ & Tourism       | -                 | 29,193            | 48,112             | -                 | Note 3 (48,112)    |
| <b>Total by Fund</b>       | <b>\$552,469</b>  | <b>\$495,823</b>  | <b>\$1,085,914</b> | <b>\$931,358</b>  | <b>\$(154,556)</b> |

### RECOMMENDED - AUTHORIZED POSITIONS

|                                                 | FY 2019<br>Actual | FY 2020<br>Actual | FY 2021<br>Estimated | FY 2022<br>Budget | Change   |
|-------------------------------------------------|-------------------|-------------------|----------------------|-------------------|----------|
| Director of Economic & Tourism Development      | 1.00              | 1.00              | 1.00                 | 1.00              | -        |
| Tourism & Marketing Manager                     | 1.00              | 1.00              | 1.00                 | 1.00              | -        |
| Economic Development Specialist                 | 1.00              | 1.00              | 1.00                 | 1.00              | -        |
| Graphic Designer                                | 0.50              | 0.50              | 0.50                 | 0.50              | -        |
| <b>Total Economic Development &amp; Tourism</b> | <b>3.50</b>       | <b>3.50</b>       | <b>3.50</b>          | <b>3.50</b>       | <b>-</b> |

## Budget Notes and Changes

1. Personnel & Benefits – The change is associated with performance pay adjustments and budgeting a full year for the Economic Development Specialist that was only budgeted for a half year in Fiscal year 2020-2021 to account for a delay in hiring the position due to the pandemic.
2. Contracted Services – Decrease is primarily associated with the expiration of a development agreement in the Downtown Reinvestment Fund that was budgeted in fiscal year 2020-2021. This was partially offset by new funding for a Tourism Master Plan in the Bed Tax Fund.
3. Capital Outlay – Decrease associated with the completion of the TABY grant related artwork at the downtown roundabout.
4. Restricted Budget – Restricted funding programmed to balance the Bed Tax Fund.

## DEVELOPMENT SERVICES



### Department Overview

To provide clear support, coordination and quality control oversight for the Town of Marana Development Services department (Planning, Building Safety, Engineering, Environmental and Real Property), 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.

### **Engineering, Environmental, and Real Property Division**

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

### **2020 – 2021 Accomplishments**

#### **Development Services**

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

#### **Building Safety Division**

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

## **Planning Division**

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

## **Engineering Division**

- Completed the Impact Fee Study.
- Completed the LOMR for the Marana Regional Airport.
- Completed the update to Title 19 Grading.
- Completed the Northwest Marana Drainage Study.
- Successful Biannual FEMA audit.
- Completed new kiosk sign design and began replacement program.
- Sponsored Project WET remote water festival.

## **2021 – 2022 Goals & Objectives**

### **Development Services**

- Work with Legal and other departments to finalize the final updates to development related codes and bring them through the review and approval process.
- Work with development related departments to identify and implement efficiencies for services delivered in the field (i.e. SFR final inspections).
- Evaluate staff levels and locations within the department to increase workflow and productivity.
- 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 continue to explore and develop efficiencies with internal and external customers.
- Expand upon Implementation of Remote Virtual inspection (RVI) program offering more virtual inspections.
- Simplify permit reviews where permit techs/coordinator complete general plan review (over the counter issuance)

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

### Planning Division

- Planning staff will work to update the remaining chapters of the Land Development Code and relocate them to the Town Code.
- Planning staff will create a simplified rezoning process with reduced criteria for parcels with outdated zoning types identified in the planned, revised zoning code.
- Planning staff will examine the public involvement process for specific land use cases and develop new criteria for public notification.
- Planning staff will continue to review, assess, revise and implement new development review policies and procedures in order to provide better service for our customers.

### Engineering Division

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

| KEY PERFORMANCE MEASUREMENTS |                                                             |                                                                                |                      |                |
|------------------------------|-------------------------------------------------------------|--------------------------------------------------------------------------------|----------------------|----------------|
| Council Strategic Plan Goal  | Expected Outcome                                            | Performance Measure                                                            | FY 2021 Actual       | FY 2022 Target |
| Progress and Innovation      | Improve staff training, education, and certification levels | International Code Certifications received                                     | 1 staff due to COVID | 4 staff        |
|                              |                                                             | Arizona Building Official Association code training sessions attended per year | 0 staff due to COVID | 8 staff        |

| KEY PERFORMANCE MEASUREMENTS |                                                                                      |                                                                                   |                |                |
|------------------------------|--------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------|----------------|----------------|
| Council Strategic Plan Goal  | Expected Outcome                                                                     | Performance Measure                                                               | FY 2021 Actual | FY 2022 Target |
| Commerce                     | Ensure sufficient response to public for permitting and inspections                  | Single family dwelling plans reviewed within five days                            | 90%            | 90%            |
|                              |                                                                                      | Model plan reviews completed within five days                                     | 90%            | 70%            |
|                              |                                                                                      | Field inspections completed within 1 business day of request                      | 100%           | 100%           |
| Commerce                     | Streamline public processes to facilitate work with public and developers            | In-house plan reviews as a % of total plan reviews taken                          | 100%           | 90%            |
| Community                    | Perform inspections for building code compliance                                     | Build Code Compliance inspections performed                                       | 23             | 25             |
| Community                    | To provide exceptional customer service through our Development and Utility Services | % development of related projects reviewed within assigned time (first submittal) | 96%            | 95%            |
|                              |                                                                                      | % of permits approved within assigned time frame                                  | 96%            | 95%            |

| RECOMMENDED - OPERATING BUDGET SUMMARY |                    |                    |                    |                    |                    |
|----------------------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| Expenditures by Category               | FY 2019 Actual     | FY 2020 Actual     | FY 2021 Budget     | FY 2022 Budget     | Change             |
| Personnel & Benefits                   | \$2,582,588        | \$2,728,798        | \$2,806,649        | \$2,780,586        | Note 1 \$(26,063)  |
| Contracted Services                    | 421,034            | 275,720            | 171,725            | 268,188            | Note 2 96,463      |
| Operating Supplies & Equipment         | 60,114             | 66,792             | 72,900             | 70,828             | (2,072)            |
| Capital Outlay                         | 18,013             | 15,484             | 369,115            | 18,520             | Note 4 (350,595)   |
| Restricted                             | -                  | -                  | 15,000             | 75,000             | Note 3 60,000      |
| <b>Total by Category</b>               | <b>\$3,081,749</b> | <b>\$3,086,794</b> | <b>\$3,435,389</b> | <b>\$3,213,122</b> | <b>\$(222,267)</b> |

| RECOMMENDED - OPERATING BUDGET SUMMARY BY FUND |                    |                    |                    |                    |                    |
|------------------------------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| Expenditures by Fund                           | FY 2019 Actual     | FY 2020 Actual     | FY 2021 Budget     | FY 2022 Budget     | Change             |
| General Fund                                   | \$3,052,350        | \$3,076,719        | \$3,091,794        | \$3,213,122        | \$121,328          |
| Downtown Reinvestment Fund                     | 10,740             | -                  | 343,595            | -                  | Note 4 (343,595)   |
| HURF                                           | 18,659             | 10,075             | -                  | -                  | -                  |
| <b>Total by Fund</b>                           | <b>\$3,081,749</b> | <b>\$3,086,794</b> | <b>\$3,435,389</b> | <b>\$3,213,122</b> | <b>\$(222,267)</b> |

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

## Budget Notes and Changes

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

## 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.

### 2020-2021 Accomplishments

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

### 2021-2022 Goals and Objectives

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

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

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

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

### RECOMMENDED - OPERATING BUDGET SUMMARY BY FUND

| Expenditures by Fund             | FY 2019 Actual      | FY 2020 Actual      | FY 2021 Budget      | FY 2022 Budget      | Change             |
|----------------------------------|---------------------|---------------------|---------------------|---------------------|--------------------|
| General Fund                     | \$13,549,722        | \$14,693,191        | \$14,123,519        | \$16,391,711        | Note 6 \$2,239,290 |
| Grants & Contributions Fund      | 866,451             | 1,103,963           | 1,137,612           | 1,468,154           | Note 7 331,682     |
| RICO Fund                        | 920,158             | 61,422              | 337,580             | 127,500             | Note 8 (210,080)   |
| Police Impound Fund              | -                   | 11,676              | 82,534              | 34,727              | Note 9 (47,807)    |
| Emergency Telecommunication Fund | 49,157              | 1,509,638           | -                   | -                   | -                  |
| <b>Total by Fund</b>             | <b>\$15,385,488</b> | <b>\$17,379,890</b> | <b>\$15,681,245</b> | <b>\$18,022,092</b> | <b>\$2,340,847</b> |

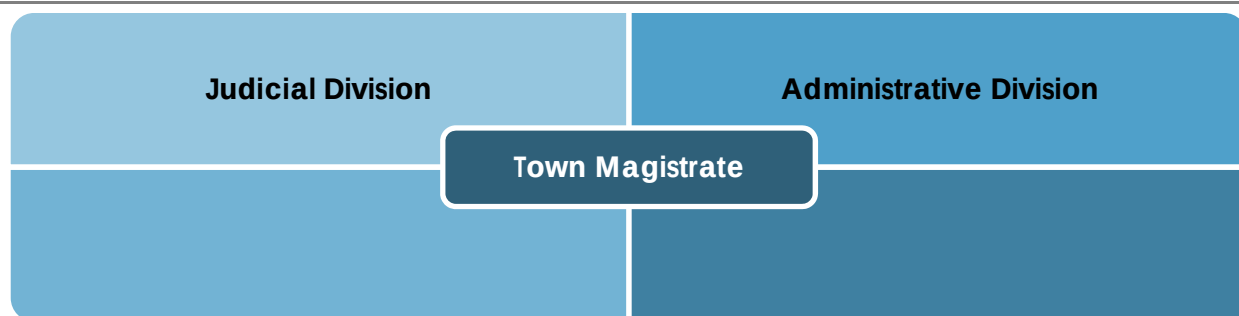
### RECOMMENDED - AUTHORIZED POSITIONS

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

## Budget Notes and Changes

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

## COURTS



### Department Overview

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

### 2020 - 2021 Accomplishments

- Provided defendants with active warrants the option of walking in to court during business hours to address their warrants, rather than requiring them to wait for the next official court session, thereby preventing unnecessary incarceration and reducing jail costs for the Town
- Provided judicial staffing during Marana Police Department warrant sweeps to prevent police officers from having to transport defendants to the jail, thereby increasing the efficiency of the program, preventing unnecessary incarceration, and reducing jail costs for the Town
- Continued implementation of the Arizona Supreme Court's Security Standards Recommendations, to include both armed security officers becoming certified by attending and successfully completing the Court Security Officer Academy and Firearms Academy, all paid for with non-general fund monies
- Operated a Mental Health Court program to provide greater services and accountability for defendants with mental health diagnoses
- Continued updates to the Marana Court webpage, providing clearer language and more access to self-service resources
- Provided exemplary access to the court throughout the pandemic, keeping our doors open each and every day and providing multiple safe options for court users to resolve cases
- Implemented a return to jury trials plan to ensure the safety of jurors and trial participants when jury trials can safely resume
- Streamlined the plea by mail process so that eligible cases can be resolved without a personal appearance by the defendant
- Began construction process for jury assembly room

### 2021 – 2022 Goals & Objectives

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

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

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

| RECOMMENDED - OPERATING BUDGET SUMMARY |                    |                    |                    |                    |                  |
|----------------------------------------|--------------------|--------------------|--------------------|--------------------|------------------|
| Expenditures by Category               | FY 2019 Actual     | FY 2020 Actual     | FY 2021 Budget     | FY 2022 Budget     | Change           |
| Personnel & Benefits                   | \$897,375          | \$972,677          | \$986,790          | \$1,127,251        | Note 1 \$140,461 |
| Contracted Services                    | 130,509            | 113,236            | 223,700            | 227,300            | Note 2 3,600     |
| Operating Supplies & Equipment         | 30,038             | 11,925             | 94,750             | 146,555            | Note 3 51,805    |
| Capital Outlay                         | -                  | 65,262             | 410,000            | 400,000            | Note 4 10,000    |
| <b>Total by Category</b>               | <b>\$1,057,922</b> | <b>\$1,163,100</b> | <b>\$1,715,240</b> | <b>\$1,901,106</b> | <b>\$185,866</b> |

### RECOMMENDED - OPERATING BUDGET SUMMARY BY FUND

| Expenditures by Fund  | FY 2019<br>Actual  | FY 2020<br>Actual  | FY 2021<br>Budget  | FY 2022<br>Budget  | Change           |
|-----------------------|--------------------|--------------------|--------------------|--------------------|------------------|
| General Fund          | \$955,601          | \$1,076,522        | \$1,102,740        | \$1,247,287        | \$144,547        |
| JCEF Fund             | 14,471             | 39,981             | 90,000             | 131,805            | Note 3 41,805    |
| Fill the Gap Fund     | -                  | -                  | 34,500             | 34,500             | -                |
| Local Technology Fund | 87,850             | 46,597             | 488,000            | 487,500            | (500)            |
| <b>Total by Fund</b>  | <b>\$1,057,922</b> | <b>\$1,163,100</b> | <b>\$1,715,240</b> | <b>\$1,901,106</b> | <b>\$185,866</b> |

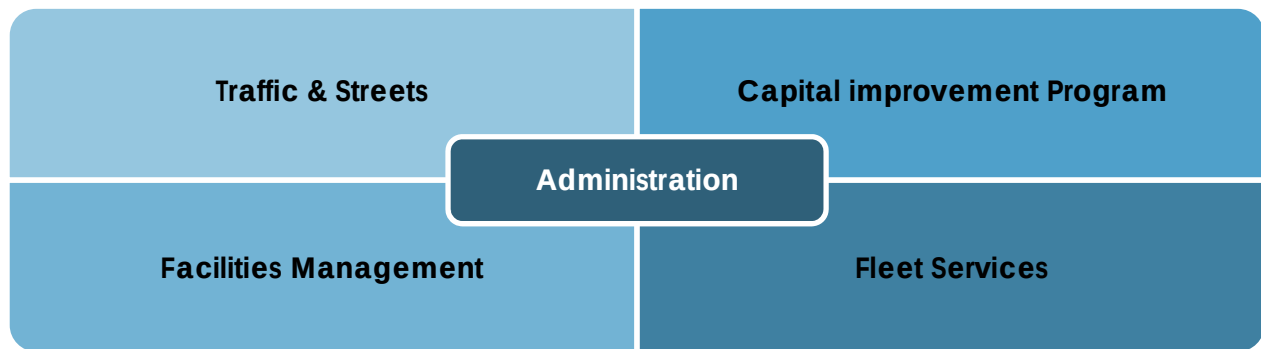
### RECOMMENDED - AUTHORIZED POSITIONS

|                              | FY 2019<br>Actual | FY 2020<br>Actual | FY 2021<br>Estimated | FY 2022<br>Budget | Change   |
|------------------------------|-------------------|-------------------|----------------------|-------------------|----------|
| Town Magistrate              | 1.00              | 1.00              | 1.00                 | 1.00              | -        |
| Court Operations Specialist  | 1.00              | 1.00              | 1.00                 | 1.00              | -        |
| Court Administrator          | 1.00              | 1.00              | 1.00                 | 1.00              | -        |
| Court Probation Monitor      | 1.00              | 1.00              | 1.00                 | 1.00              | -        |
| Court Security Officer       | 2.00              | 2.00              | 2.00                 | 2.00              | -        |
| Court Collections Specialist | 1.00              | 1.00              | 1.00                 | 1.00              | -        |
| Court Supervisor             | 1.00              | 1.00              | 1.00                 | 1.00              | -        |
| Senior Courtroom Specialist  | 1.00              | 1.00              | 1.00                 | 1.00              | -        |
| Courtroom Specialist         | 1.00              | 1.00              | 1.00                 | 1.00              | -        |
| Court Clerk                  | 3.00              | 3.00              | 3.00                 | 3.00              | -        |
| Senior Court Clerk           | 1.00              | 1.00              | 1.00                 | 1.00              | -        |
| <b>Total Courts</b>          | <b>14.00</b>      | <b>14.00</b>      | <b>14.00</b>         | <b>14.00</b>      | <b>-</b> |

#### Budget Notes and Changes

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

## PUBLIC WORKS



### Department Overview

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

### 2020-2021 Accomplishments

#### Facilities Management:

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

#### Fleet Services:

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

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

#### **Street Maintenance:**

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

#### **Traffic:**

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

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

#### **Capital Improvement Program:**

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

### **2021 - 2022 Goals & Objectives**

#### **Administration:**

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

#### **Facilities Management:**

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

- Review the recommendations of the comprehensive energy audit from Wendel Energy and plan a replacement plan based on the Town's best interest and practices.

### **Fleet Services:**

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

### **Street Maintenance:**

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

### **Traffic:**

- Begin implementation of a multi-year plan that utilizes the Town's existing investments in traffic signal infrastructure to produce a state-of-the-art signal system.
- Prepare a Traffic Signal Management Plan that spells out how the traffic signal system will be operated and managed to meet the Town's goals and objectives for safe and efficient traffic signal operations.
- Develop a Functional Class Map for Town of Marana for use with planning, engineering, and maintenance activities.
- Improve the process by which over-sized vehicle permits are evaluated.

- Develop formal documentation of all policies, procedures and practices for Traffic Operations activities.

#### **Capital Improvement Program:**

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

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

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

| RECOMMENDED - OPERATING BUDGET SUMMARY |                |                |                |                |                  |
|----------------------------------------|----------------|----------------|----------------|----------------|------------------|
| Expenditures by Category               | FY 2019 Actual | FY 2020 Actual | FY 2021 Budget | FY 2022 Budget | Change           |
| Personnel & Benefits                   | \$3,700,905    | \$4,053,099    | \$4,112,088    | \$4,592,264    | Note 1 \$480,176 |
| Contracted Services                    | 2,531,147      | 4,200,306      | 3,859,195      | 4,251,469      | Note 2 392,274   |
| Operating Supplies & Equipment         | 769,997        | 377,380        | 404,911        | 538,513        | Note 3 133,602   |
| Capital Outlay                         | 12,697,885     | 6,806,875      | 26,084,491     | 30,893,246     | Note 4 4,808,755 |
| Debt Service                           | 1,418          | 3,652          | -              | -              | -                |
| Restricted Budget                      | -              | -              | 695,000        | 300,000        | Note 5 (395,000) |
| Total by Category                      | \$19,701,352   | \$15,441,312   | \$35,155,685   | \$40,575,492   | \$5,419,807      |

### RECOMMENDED - OPERATING BUDGET SUMMARY BY FUND

| Expenditures by Fund              | FY 2019<br>Actual   | FY 2020<br>Actual   | FY 2021<br>Budget   | FY 2022<br>Budget   | Change             |
|-----------------------------------|---------------------|---------------------|---------------------|---------------------|--------------------|
| General Fund                      | \$5,101,528         | \$6,283,510         | \$6,446,983         | \$7,280,734         | Note 6 \$833,751   |
| Highway User Revenue Fund         | 2,468,042           | 4,070,944           | 4,166,655           | 3,891,548           | Note 7 (275,107)   |
| South Benefit Area Impact Fee     | -                   | -                   | 535,000             | 5,541,280           | 5,006,280          |
| Park Impact Fee Fund              | -                   | 2,008               | -                   | -                   | -                  |
| Transportation Fund               | 10,623,936          | 4,720,199           | 19,407,698          | 13,843,199          | 5,564,499)         |
| Pima Association of Governments   | -                   | -                   | -                   | 189,000             | Note 8 189,000     |
| Other Agency                      | 88,768              | -                   | 2,010,000           | 8,510,000           | 6,500,000          |
| RTA                               | 1,301,722           | 17,157              | -                   | 750,000             | 750,000            |
| Northeast Benefit Area Impact Fee | 180                 | -                   | 43,582              | 8,582               | (35,000)           |
| Other Capital Projects            | 114,463             | 347,494             | 2,510,767           | 561,149             | 1,949,618)         |
| Northwest Benefit Area Impact Fee | 2,713               | -                   | 35,000              | -                   | (35,000)           |
| <b>Total by Fund</b>              | <b>\$19,701,352</b> | <b>\$15,441,312</b> | <b>\$35,155,685</b> | <b>\$40,575,492</b> | <b>\$5,419,807</b> |

### RECOMMENDED - AUTHORIZED POSITIONS

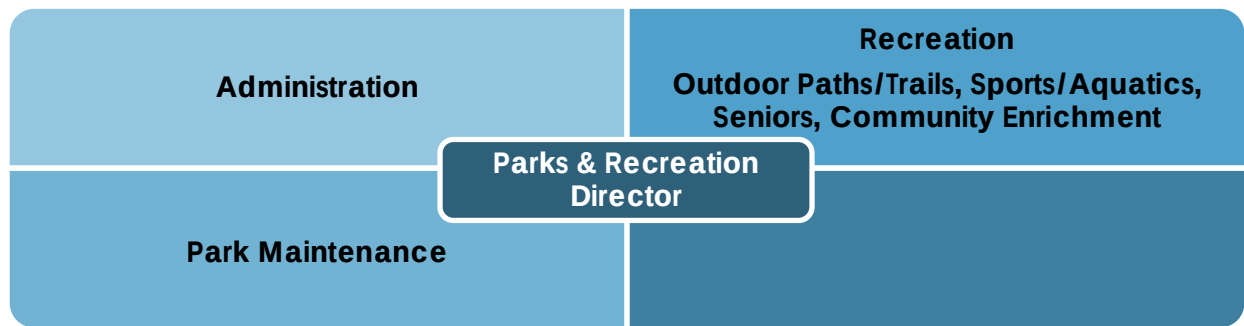
|                              | FY 2019<br>Actual | FY 2020<br>Actual | FY 2021<br>Estimated | FY 2022<br>Budget | Change |
|------------------------------|-------------------|-------------------|----------------------|-------------------|--------|
| Public Works Director        | 1.00              | 1.00              | 1.00                 | 1.00              | -      |
| Public Works Deputy Director | 1.00              | 1.00              | 1.00                 | 1.00              | -      |
| Traffic Manager              | 1.00              | 1.00              | 1.00                 | 1.00              | -      |
| Executive Assistant          | 1.00              | 1.00              | 1.00                 | 1.00              | -      |
| Administrative Assistant     | 1.00              | 1.00              | 1.00                 | 1.00              | -      |
| Fleet Division               |                   |                   |                      |                   |        |
| Superintendent               | 1.00              | 1.00              | 1.00                 | 1.00              | -      |
| Lead Fleet Technician        | 1.00              | 1.00              | 1.00                 | 1.00              | -      |
| Fleet Technician II          | 2.00              | 2.00              | 2.00                 | 2.00              | -      |
| Fleet Technician I           | 1.00              | 1.00              | 1.00                 | 1.00              | -      |
| Equipment Mechanic           | 1.00              | 1.00              | 1.00                 | 1.00              | -      |

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

## Budget Notes and Changes

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

## PARKS & RECREATION



### Department Overview

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

### 2020 – 2021 Accomplishments

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

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

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

## **2021 – 2022 Goals and Objectives**

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

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

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

| RECOMMENDED - OPERATING BUDGET SUMMARY |                    |                    |                    |                    |                    |
|----------------------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| Expenditures by Category               | FY 2019 Actual     | FY 2020 Actual     | FY 2021 Budget     | FY 2022 Budget     | Change             |
| Personnel & Benefits                   | \$2,486,831        | \$2,641,426        | \$2,814,381        | \$3,785,147        | Note 1 \$970,766   |
| Contracted Services                    | 690,104            | 555,285            | 679,830            | 1,069,012          | Note 2 389,182     |
| Operating Supplies & Equipment         | 963,768            | 961,630            | 1,007,566          | 1,187,706          | Note 3 180,140     |
| Capital Outlay                         | 1,158,297          | 791,418            | 2,636,903          | 2,772,007          | Note 4 135,104     |
| Restricted Budget                      | -                  | -                  | 73,341             | -                  | Note 5 (73,341)    |
| <b>Total by Category</b>               | <b>\$5,299,000</b> | <b>\$4,949,759</b> | <b>\$7,212,021</b> | <b>\$8,813,872</b> | <b>\$1,601,851</b> |

### RECOMMENDED - OPERATING BUDGET SUMMARY BY FUND

| Expenditures by Fund             | FY 2019<br>Actual  | FY 2020<br>Actual  | FY 2021<br>Budget  | FY 2022<br>Budget  | Change             |
|----------------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| General Fund                     | \$4,559,358        | \$4,167,110        | \$4,723,832        | \$6,325,737        | \$1,601,905        |
| HURF                             | -                  | -                  | -                  | 383,500            | Note 2 383,500     |
| Park Impact Fee                  | 709,126            | 414,224            | 2,430,189          | 2,046,635          | (383,554)          |
| Other Agency                     | -                  | 95,160             | -                  | -                  | -                  |
| Other Agency Capital<br>Projects | 30,516             | 273,265            | 58,000             | 58,000             | -                  |
| <b>Total by Fund</b>             | <b>\$5,299,000</b> | <b>\$4,949,759</b> | <b>\$7,212,021</b> | <b>\$8,813,872</b> | <b>\$1,601,851</b> |

### RECOMMENDED - AUTHORIZED POSITIONS

|                                    | FY 2019<br>Actual | FY 2020<br>Actual | FY 2021<br>Estimated | FY 2022<br>Budget | Change |
|------------------------------------|-------------------|-------------------|----------------------|-------------------|--------|
| <b>Parks - Administration</b>      |                   |                   |                      |                   |        |
| Parks & Recreation Director        | 1.00              | 1.00              | 1.00                 | 1.00              | -      |
| Parks & Recreation Deputy Director | 1.00              | 1.00              | 1.00                 | 1.00              | -      |
| Executive Assistant                | 1.00              | 1.00              | 1.00                 | 2.00              | 1.00   |
| Superintendent                     | 1.00              | 1.00              | 1.00                 | 1.00              | -      |
| Business Process Manager           | -                 | 1.00              | 1.00                 | 1.00              | -      |
| <b>Recreation Division</b>         |                   |                   |                      |                   |        |
| Recreation Coordinator             | 1.00              | -                 | -                    | -                 | -      |
| Recreation Supervisor              | -                 | 1.00              | 1.00                 | 1.00              | -      |
| Recreation Programmer              | 1.00              | 1.00              | 1.00                 | 1.00              | -      |
| <b>Maintenance Division</b>        |                   |                   |                      |                   |        |
| Superintendent                     | 1.00              | 1.00              | 1.00                 | 1.00              | -      |
| Parks Maintenance Supervisor       | 2.00              | 3.00              | 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          | 10.00             | 10.00             | 10.00                | 15.00             | 5.00   |
| Maintenance Associate II           | 4.00              | 4.00              | 4.00                 | 4.00              | -      |
| Maintenance Associate I            | 5.00              | 5.00              | 5.00                 | 7.00              | 2.00   |
| <b>Aquatics Division</b>           |                   |                   |                      |                   |        |
| Recreation Coordinator             | 1.00              | -                 | -                    | -                 | -      |
| Facilities Tradesman               | -                 | -                 | -                    | 1.00              | 1.00   |
| Recreation Supervisor              | -                 | 1.00              | 1.00                 | 1.00              | -      |
| Recreation Programmer              | 1.00              | 1.00              | 1.00                 | 1.00              | -      |

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

### Budget Notes and Changes

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

## COMMUNITY AND NEIGHBORHOOD SERVICES



### Department Overview

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

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

### 2020 – 2021 Accomplishments

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

## 2021 – 2022 Goals & Objectives

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

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

| RECOMMENDED - OPERATING BUDGET SUMMARY |                    |                    |                    |                    |                 |
|----------------------------------------|--------------------|--------------------|--------------------|--------------------|-----------------|
| Expenditures by Category               | FY 2019 Actual     | FY 2020 Actual     | FY 2021 Budget     | FY 2022 Budget     | Change          |
| Personnel & Benefits                   | \$715,431          | \$815,374          | \$796,991          | \$838,906          | Note 1 \$41,915 |
| Contracted Services                    | 161,021            | 180,929            | 309,747            | 377,220            | Note 2 67,473   |
| Operating Supplies & Equipment         | 114,666            | 126,028            | 274,917            | 270,104            | (4,813)         |
| Capital Outlay                         | 11,074             | 37,503             | 77,000             | -                  | Note 3 (77,000) |
| Restricted Budget                      | -                  | -                  | 10,000             | 3,500              | (6,500)         |
| <b>Total by Category</b>               | <b>\$1,002,192</b> | <b>\$1,159,834</b> | <b>\$1,468,655</b> | <b>\$1,489,730</b> | <b>\$21,075</b> |

### RECOMMENDED - OPERATING BUDGET SUMMARY BY FUND

| Expenditures by Fund                 | FY 2019<br>Actual  | FY 2020<br>Actual  | FY 2021<br>Budget  | FY 2022<br>Budget  | Change          |
|--------------------------------------|--------------------|--------------------|--------------------|--------------------|-----------------|
| General Fund                         | \$947,859          | \$1,085,964        | \$1,163,998        | \$1,172,320        | \$8,322         |
| Community Development<br>Block Grant | 54,333             | 50,396             | 180,000            | 180,000            | -               |
| Revolving Affordable Housing<br>Fund | -                  | 23,474             | 124,657            | 137,410            | 12,753          |
| <b>Total by Fund</b>                 | <b>\$1,002,192</b> | <b>\$1,159,834</b> | <b>\$1,468,655</b> | <b>\$1,489,730</b> | <b>\$21,075</b> |

### RECOMMENDED - AUTHORIZED POSITIONS

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

#### Budget Notes and Changes

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

## WATER



### Department Overview

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

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

### 2020 – 2021 Accomplishments

- Replaced approximately eight hundred water meters as part of the aging meter program
- Installed over four hundred water meters (to date) to accommodate new growth
- Moved main water offices from the Marana Operations Center (MOC) to the Marana Municipal Complex (MMC)
- Maintained all customer service, production and delivery of water service during the global COVID-19 pandemic
- Transferred all billing and fee collection to Finance
- Suspended all disconnects for nonpayment in an effort to ensure all customers had access to safe, reliable water to maintain proper hygiene during the pandemic
- Continued public outreach on Instagram
- Created a payment plan program and a customer assistance/financial hardship program
- Expanded the use of Cartegraph for customer service to capture over 90% of customer service work orders
- Successfully created a new billing cycle to increase efficiency in meter reading both for the office and the field staff
- Collaborated with Development Services Department on new software implementation for plan review, permitting, inspection, and fee collection
- Awarded a Groundwater Conservation Grant from the Arizona Department of Water Resources Water Management Assistance Program
- Replaced and upgraded meter reading software
- Completed the construction of the Airline/Lambert and Picture Rocks Water Treatment Campuses for the removal of unregulated compounds and begin operation
- Continued updating SCADA infrastructure based on SCADA Master Plan recommendations

- Replaced all SCADA servers
- Began the Water Infrastructure Improvement Plan update
- Began an update to the 2010 Potable Water Master Plan
- Continued AMI implementation
- Selected a new customer information system and began implementation
- Executed an agreement with the City of Tucson to wheel a portion of Marana's CAP allocation to locations in Marana that otherwise may not receive water service
- Began construction of the Tangerine W+ to X-Zone Booster Station and PRV
- Initiated online water availability requests
- Rehabilitated the Gladden Farms Well
- Complete design of the new Marana Park Reservoir
- Update Town Code to require evaluation of non-potable use with every new development
- Designed and drilled the Marana Park Well to meet growth and water quality goals
- Recharged approximately 650 acre-feet of treated effluent in FY 2021 (ongoing)
- Begin work with water resources consultant to evaluate viability of NIA reallocation and evaluate water supply opportunities
- Continued design of the Continental Reserve 24-inch Tie-In to connect the Hartman Vistas and Picture Rocks water systems
- Continue with valve assessment and replacement program
- Continued design of the Northwest Recharge, Recovery, and Delivery System (NWRDRS) in partnership with other water providers in the region
- Continued implementation of the asset management program by converting paper processes to an electronic format increasing efficiencies
- Continued partnerships with other local community water suppliers
- Upgraded Marana Park Booster Station pumps to accommodate demand and pressure issues

## **2021 – 2022 Goals & Objectives**

- Continue meter replacement program; replace 400-500 meters
- Install 851 new meters
- Complete the design of the Continental Reserve 24-inch Tie-in
- Equip Marana Park Well
- Complete construction of the Marana Park Reservoir
- Begin construction of the Northwest Recharge, Recovery and Delivery System (NWRDRS) with Metro Water and Oro Valley
- Complete the implementation of a new Customer Information System
- Rehabilitate the Sandario Well Begin work on line replacement program
- Continue with valve assessment and replacement program
- Continue with well electrical upgrade program-Amole
- Complete impact fee study
- Continue implementation of the asset management program
- Complete implementation of new customer information system including new customer portal
- 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
- Continue forward with AMI implementation system-wide

| KEY PERFORMANCE MEASUREMENTS |                                                                                                                              |                                           |                |                |
|------------------------------|------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------|----------------|----------------|
| Council Strategic Plan Goal  | Expected Outcome                                                                                                             | Performance Measure                       | FY 2021 Actual | FY 2022 Target |
| Community                    | Continuous increase in number of water customers                                                                             | Number of new water customers             | 633            | 458            |
| Community                    | Provide resources necessary to maintain the water distribution system and accurately account for water produced and consumed | Percent of lost and unaccounted for water | 6%             | 4.5%           |

| RECOMMENDED - OPERATING BUDGET SUMMARY |                    |                     |                     |                     |                      |             |
|----------------------------------------|--------------------|---------------------|---------------------|---------------------|----------------------|-------------|
| Expenditures by Category               | FY 2019 Actual     | FY 2020 Actual      | FY 2021 Budget      | FY 2022 Budget      | Change               |             |
| Personnel & Benefits                   | \$1,747,854        | \$2,013,803         | \$2,287,468         | \$2,799,225         | Note 1               | \$511,757   |
| Contracted Services                    | 1,328,531          | 1,175,850           | 1,864,023           | 2,316,696           | Note 2               | 452,673     |
| Operating Supplies & Equipment         | 1,762,933          | 1,903,656           | 2,279,971           | 2,495,288           | Note 3               | 215,317     |
| Capital Outlay                         | 1,989,646          | 15,889,328          | 13,127,812          | 8,221,394           | Note 4               | (4,906,418) |
| Debt Service                           | 1,636,736          | 1,646,633           | 1,399,956           | 1,501,773           | Note 5               | 101,817     |
| Restricted Budget                      | -                  | -                   | 258,350             | 317,000             | Note 6               | 58,650      |
| Transfers Out                          | 1,527,034          | 1,530,740           | 1,530,337           | 2,154,183           | Note 7               | 623,846     |
| <b>Total by Category</b>               | <b>\$8,465,700</b> | <b>\$22,629,270</b> | <b>\$22,747,917</b> | <b>\$19,805,559</b> | <b>\$(2,942,358)</b> |             |

| RECOMMENDED - OPERATING BUDGET SUMMARY BY FUND |                    |                     |                     |                     |                      |
|------------------------------------------------|--------------------|---------------------|---------------------|---------------------|----------------------|
| Expenditures by Fund                           | FY 2019 Actual     | FY 2020 Actual      | FY 2021 Budget      | FY 2022 Budget      | Change               |
| Water Operating Fund                           | \$5,337,843        | \$12,745,169        | \$7,658,018         | \$9,581,972         | Note 8 \$1,923,954   |
| Water Capital Fund                             | 1,205,305          | 7,613,365           | 10,034,029          | 4,199,800           | (5,834,229)          |
| Water Infrastructure                           | 292,273            | 739,996             | 3,160,533           | 3,745,424           | 584,891              |
| Renewable Resources Fund                       | 1,630,279          | 1,530,740           | 1,895,337           | 2,278,363           | 383,026              |
| <b>Total by Fund</b>                           | <b>\$8,465,700</b> | <b>\$22,629,270</b> | <b>\$22,747,917</b> | <b>\$19,805,559</b> | <b>\$(2,942,358)</b> |

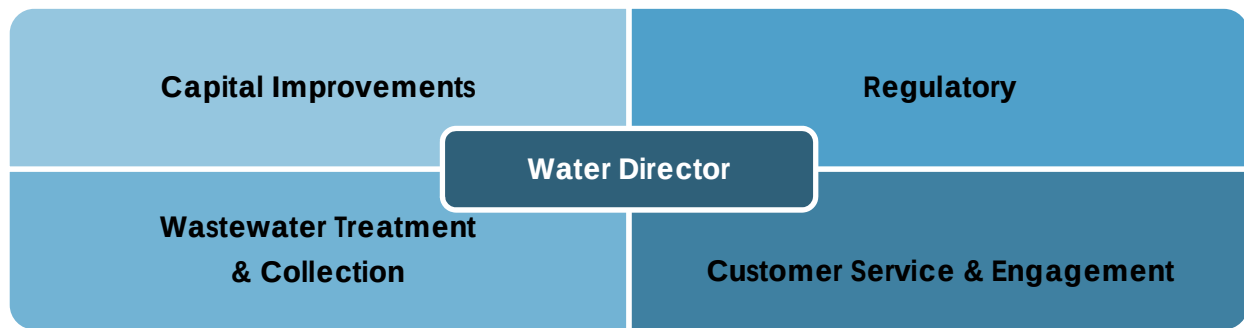
| RECOMMENDED - AUTHORIZED POSITIONS     |                   |                   |                      |                   |             |
|----------------------------------------|-------------------|-------------------|----------------------|-------------------|-------------|
|                   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

### Budget Notes and Changes

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

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

## WATER RECLAMATION



### Department Overview

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

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

### 2020 – 2021 Accomplishments

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

## 2021 – 2022 Goals & Objectives

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

| KEY PERFORMANCE MEASUREMENTS |                                                                                                                                        |                                    |                |                |
|------------------------------|----------------------------------------------------------------------------------------------------------------------------------------|------------------------------------|----------------|----------------|
| Council Strategic Plan Goal  | Expected Outcome                                                                                                                       | Performance Measure                | FY 2021 Actual | FY 2022 Target |
| Community                    | Continuous increase in number of sewer customers                                                                                       | Number of new sewer customers      | 478            | 308            |
| Community                    | Provide resources necessary to maintain safe, compliant and environmentally friendly operation of the sanitary sewer conveyance system | Number of sanitary sewer overflows | 0              | 0              |

### RECOMMENDED - OPERATING BUDGET SUMMARY

| Expenditures by Category       | FY 2019<br>Actual  | FY 2020<br>Actual  | FY 2021<br>Budget  | FY 2022<br>Budget  | Change |                  |
|--------------------------------|--------------------|--------------------|--------------------|--------------------|--------|------------------|
| Personnel & Benefits           | \$537,217          | \$552,114          | \$583,306          | \$618,590          | Note 1 | \$35,284         |
| Contracted Services            | 269,360            | 351,615            | 477,000            | 813,400            | Note 2 | 336,400          |
| Operating Supplies & Equipment | 157,019            | 283,359            | 302,800            | 365,306            | Note 3 | 62,506           |
| Capital Outlay                 | -                  | -                  | 2,122,515          | 1,271,551          | Note 4 | (850,964)        |
| Debt Service                   | 1,193,915          | 789,381            | 858,781            | 873,165            | Note 5 | 14,384           |
| Restricted Budget              | -                  | -                  | 118,000            | -                  |        | (118,000)        |
| Transfers Out                  | 4,123,021          | 2,703,342          | 1,516,110          | 2,377,110          | Note 6 | 861,000          |
| <b>Total by Category</b>       | <b>\$6,280,532</b> | <b>\$4,679,811</b> | <b>\$5,978,512</b> | <b>\$6,319,122</b> |        | <b>\$340,610</b> |

### RECOMMENDED - OPERATING BUDGET SUMMARY BY FUND

| Expenditures by Fund               | FY 2019<br>Actual  | FY 2020<br>Actual  | FY 2021<br>Budget  | FY 2022<br>Budget  | Change |                  |
|------------------------------------|--------------------|--------------------|--------------------|--------------------|--------|------------------|
| Water Reclamation Operating Fund   | \$3,871,529        | \$2,609,018        | \$2,497,887        | \$3,736,861        | Note 7 | \$1,238,974      |
| Water Reclamation Capital Fund     | 1,025,103          | 670,143            | 1,394,565          | 1,016,400          | Note 4 | (378,165)        |
| Water Reclamation Impact (Post SB) | 1,383,900          | 1,400,650          | 2,086,060          | 1,565,861          | Note 4 | (520,199)        |
| <b>Total by Fund</b>               | <b>\$6,280,532</b> | <b>\$4,679,811</b> | <b>\$5,978,512</b> | <b>\$6,319,122</b> |        | <b>\$340,610</b> |

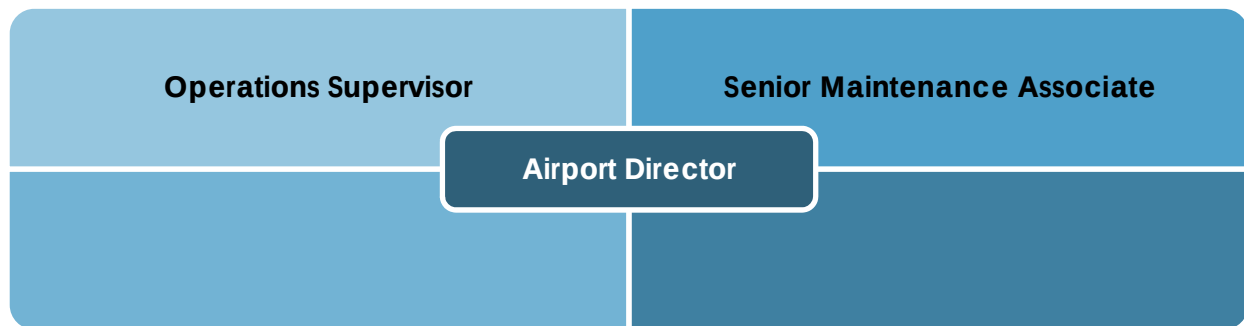
### RECOMMENDED - AUTHORIZED POSITIONS

|                                           | FY 2019<br>Actual | FY 2020<br>Actual | FY 2021<br>Estimated | FY 2022<br>Budget | Change   |
|-------------------------------------------|-------------------|-------------------|----------------------|-------------------|----------|
| Water Reclamation Operations Manager      | 1.00              | 1.00              | 1.00                 | 1.00              | -        |
| Chief Water Reclamation Operator          | 1.00              | 1.00              | 1.00                 | 1.00              | -        |
| Water Reclamation Operator II             | 2.00              | 2.00              | 2.00                 | 2.00              | -        |
| Water Reclamation Operator I              | 1.00              | 1.00              | 1.00                 | 1.00              | -        |
| Water Reclamation Mechanic                | 1.00              | 1.00              | 1.00                 | 1.00              | -        |
| Associate Water Reclamation Mechanic      | 1.00              | 1.00              | 1.00                 | 1.00              | -        |
| <b>Total Water Reclamation Department</b> | <b>7.00</b>       | <b>7.00</b>       | <b>7.00</b>          | <b>7.00</b>       | <b>-</b> |

## Budget Notes and Changes

1. Personnel & benefits – The major change between fiscal years is primarily due to performance pay adjustments in both fiscal year 2020-2021 and budgeted in fiscal year 2021-2022.
2. Contracted Services – The major change between fiscal years is primarily due to increased system repair and maintenance and upgrades to the sanitary sewer collection system. These include replacement of a UV Weir and a sand filter compressor.
3. Operating supplies and equipment – This category accounts for the majority of costs to operate the recently constructed water reclamation facility. The increase is primarily due to increased electrical costs from additional flows at the facility and developer rebates related to a protected facility agreement.
4. Capital outlay – In the operating fund, this category includes the purchase and replacement of vehicles, equipment and infrastructure necessary to provide services. Such purchases for such items were not deemed necessary for fiscal year 2021-2022. In the capital and impact fee funds, this category includes budget for capital improvement projects. The overall decrease is associated with the completion of the Adonis sewer connection/rehab project in fiscal year 2020-2021.
5. Debt Service – Increase primarily due to the new Adonis WIFA loan entered into in fiscal year 2020-2021.
6. Transfers out – The increase is primarily due to the first payment of \$50,000 being transferred to the Transportation fund for the repayment of \$2.4 million borrowed for the construction of the Water Reclamation facility.
7. Water Reclamation Operating Fund – Increases are due to a combination of performance pay salary adjustments, increased electricity costs and budget appropriations for certain system repairs and upgrades.

## AIRPORT



### Department Overview

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

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

## **2020 – 2021 Accomplishments**

- Completed three ADOT grant projects.
  - 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 Switchgear Replacement (\$50,000) – The airport's electrical vault houses all of the airport's electrical equipment and regulators. This grant will fund the replacement of some of the switchgear which had reached end of useful life.
- Signed land lease agreement with The J D Russell Company to build corporate hangar adjacent to East Ramp.
- Applied for FAA Air Traffic Control Tower Siting Study grant.
- Ongoing marketing of available airport land parcels for additional business development.
- Crack sealed East Ramp and Taxiways A, C, and E.

## **2021 – 2022 Goals & Objectives**

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

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

| RECOMMENDED - OPERATING BUDGET SUMMARY |                    |                    |                    |                    |                  |
|----------------------------------------|--------------------|--------------------|--------------------|--------------------|------------------|
| Expenditures by Category               | FY 2019 Actual     | FY 2020 Actual     | FY 2021 Budget     | FY 2022 Budget     | Change           |
| Personnel & Benefits                   | \$257,773          | \$300,396          | \$290,663          | \$295,278          | \$4,615          |
| Contracted Services                    | 113,691            | 70,589             | 108,665            | 142,365            | Note 1 33,700    |
| Operating Supplies & Equipment         | 81,971             | 50,235             | 60,850             | 62,800             | 1,950            |
| Capital Outlay                         | 3,600,966          | 2,263,924          | 3,521,000          | 3,854,200          | Note 2 333,200   |
| Restricted Budget                      | -                  | -                  | 125,000            | 141,000            | Note 3 16,000    |
| <b>Total by Category</b>               | <b>\$4,054,401</b> | <b>\$2,685,144</b> | <b>\$4,106,178</b> | <b>\$4,495,643</b> | <b>\$389,465</b> |

| RECOMMENDED - OPERATING BUDGET SUMMARY BY FUND |                    |                    |                    |                    |                  |
|------------------------------------------------|--------------------|--------------------|--------------------|--------------------|------------------|
| Expenditures by Fund                           | FY 2019 Actual     | FY 2020 Actual     | FY 2021 Budget     | FY 2022 Budget     | Change           |
| Airport Operating Fund                         | \$453,435          | \$416,441          | \$585,178          | \$641,443          | \$56,265         |
| Airport Capital Fund                           | 3,600,966          | 2,268,703          | 3,521,000          | 3,854,200          | Note 2 333,200   |
| <b>Total by Fund</b>                           | <b>\$4,054,401</b> | <b>\$2,685,144</b> | <b>\$4,106,178</b> | <b>\$4,495,643</b> | <b>\$389,465</b> |

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

### Budget Notes and Changes

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

# CAPITAL IMPROVEMENT PLAN

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## **CAPITAL IMPROVEMENT PROGRAM**

### **Fiscal Year 2021 – 2022 Recommended CIP Plan**

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#### **Overview**

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

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

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

The CIP committee met during the budget cycle to prioritize all requested CIP projects. The resulting recommendations were presented to the Town Council by the Town Manager on February 23, 2021 at the Town Council CIP study session.

#### **Funding Sources**

The CIP presented incorporates a diverse financing plan. The plan not only utilizes development fees to ensure that new development is paying for cost associated with growth, but also includes funds from the General Fund that allow existing residents to contribute to the many projects that are planned. This is an important balance to maintain when a variety of projects are constructed which will benefit all residents of the community.

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

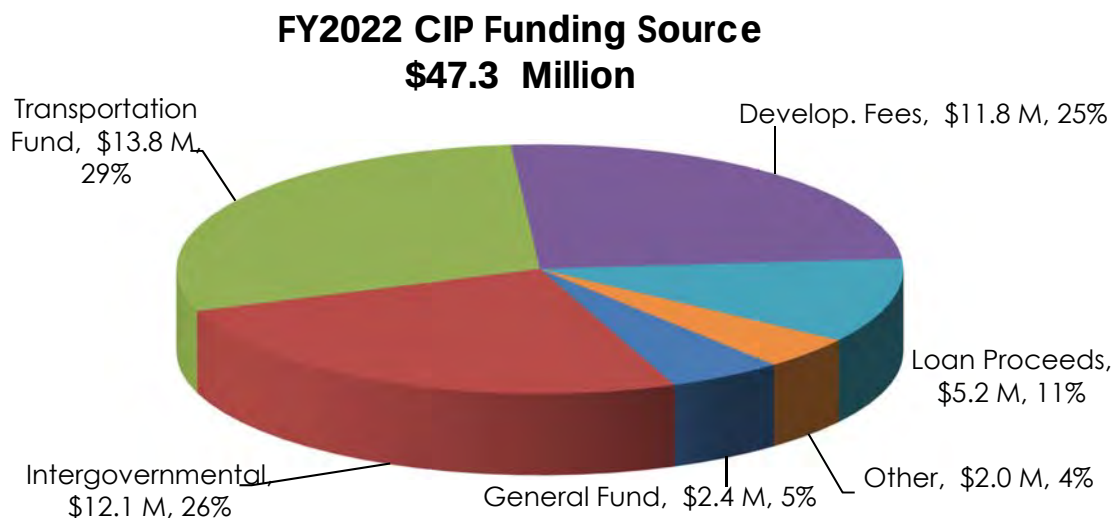
- Impact fees and improvement district bonds
- Municipal Property Corporation and water revenue bonds
- Pima County general obligation bonds
- Transportation sales tax funds (75% of the Town's construction sales tax dollars are dedicated for transportation improvements)

- Pima Association of Governments (PAG) funding
- Regional Transportation Authority (RTA) funds
- Pima County Flood Control District (PCFCD) funds
- State of Arizona funds
- American Rescue Act Plan (ARPA)
- Water utility revenues
- Water Infrastructure Financing Authority Loans (WIFA)
- General Fund dollars and various grant or third-party contributions

As shown by the following chart, the largest single CIP funding source comes from the Transportation Fund at \$13.8 million. This funding source accounts for the majority of the Town's road infrastructure projects and the reconstruction of neighborhood subdivisions.

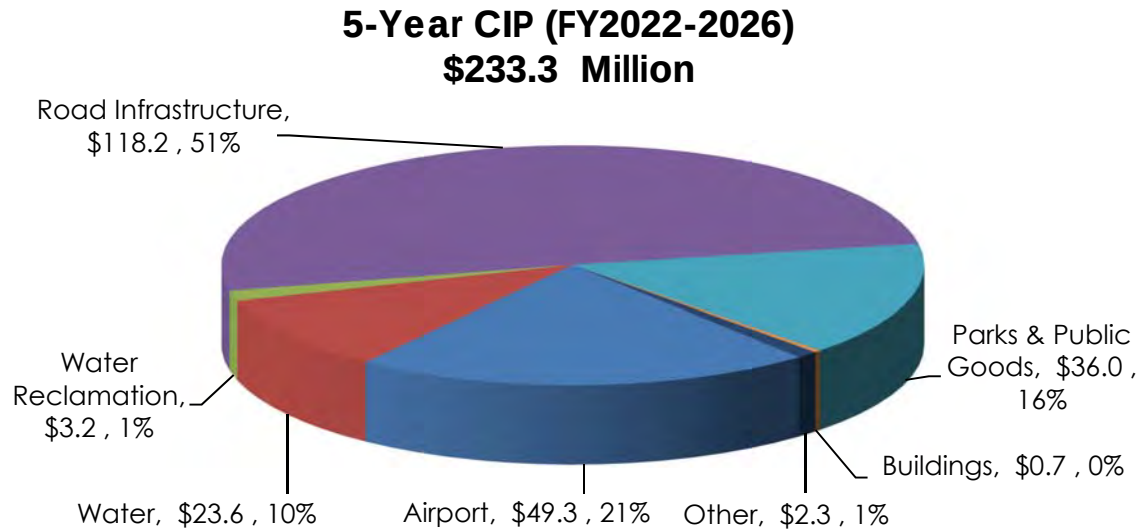
Intergovernmental revenues are the second largest funding source in the fiscal year 2021-2022 CIP at \$12.1 million. They contain HURF and other agency type funds, including anticipated funding from the state of Arizona to be used for the Tangerine to I-10 road widening project and from possible state and federal aviation capital improvement grants.

Developer Fees, another large funding source at \$11.8 million, are impact fee revenues associated with construction and development. Other CIP funding sources primarily contain funding sources for enterprise related projects.

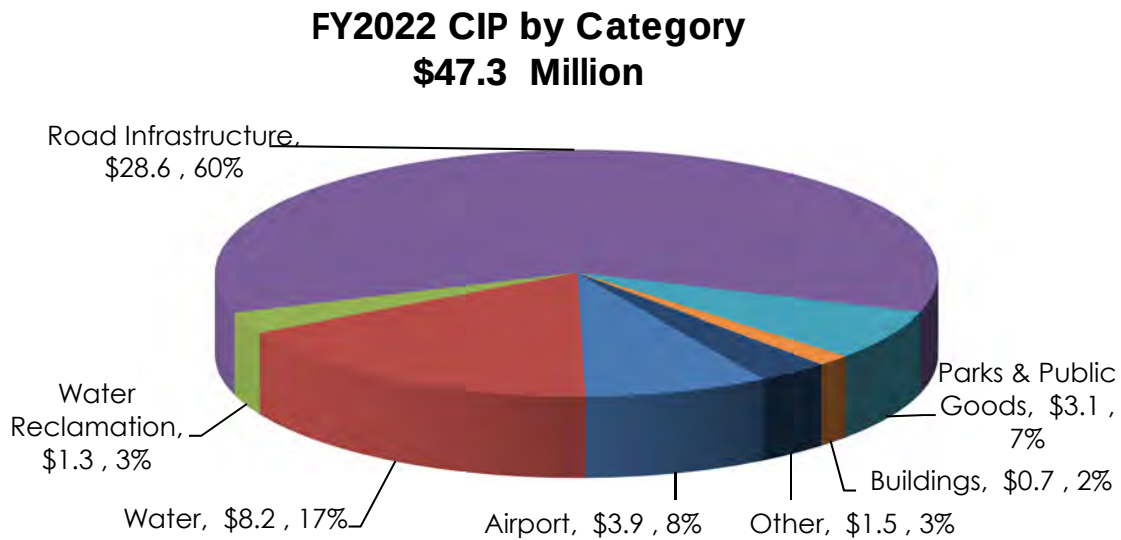


### Capital Improvement Program Summary

The cumulative five-year CIP for the Town of Marana totals \$233.3 million from FY2022 through FY2026. The chart below shows the breakdown by CIP category for the five-year period with road infrastructure being the largest of the categories at \$118.2 million and airport related projects the second largest at \$49.3 million.



The recommended fiscal year 2020-2021 CIP totals \$47.3 million and is approximately 32% of the recommended annual budget. Road infrastructure encompasses the largest portion of the recommended CIP at \$28.6 million. Water related projects are the second largest at \$8.2 million or 17% of the CIP program. A breakdown is shown below.



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

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

| PROJECT NAME                                 | 2021-2022 | 2022-2023 | 2023-2024  | 2024-2025 | 2025-2026 | Grand Total |
|----------------------------------------------|-----------|-----------|------------|-----------|-----------|-------------|
| ADA Compliance Program                       |           | 200,000   | 200,000    | 200,000   | 200,000   | 800,000     |
| Adonis Road Extension Phase 2                | 400,000   | 2,200,000 |            |           |           | 2,600,000   |
| Air Traffic Control Tower                    | 401,000   | 1,560,000 | 14,400,000 |           |           | 16,361,000  |
| Airport Drainage Study                       |           |           |            | 480,000   |           | 480,000     |
| Airport EA, RWY 3-21, TWY B2, Hanger 6       |           |           |            | 480,000   |           | 480,000     |
| Airport MIRL, Beacon, PAPI Replacements      | 1,863,200 |           |            |           |           | 1,863,200   |
| Airport Taxiway A Reconstruction             |           | 588,000   |            | 6,204,000 |           | 6,792,000   |
| Airport Taxiway MITL Lights Upgrade          |           | 1,603,200 |            |           |           | 1,603,200   |
| Amole Electrical Upgrade                     | 160,000   |           |            |           |           | 160,000     |
| Aquatics Center                              |           |           |            |           | 2,000,000 | 2,000,000   |
| Barnett Channel, Tang Farms ConArch          | 450,000   |           |            |           |           | 450,000     |
| CAP Subcontract - NIA Reallocation           | 215,500   | 215,500   | 215,500    | 215,500   | 215,500   | 1,077,500   |
| Civic Center Dr, Electrical Improvements     | 120,000   |           |            |           |           | 120,000     |
| Clark Farms Flow Split                       | 158,397   |           |            |           |           | 158,397     |
| Continental Com Park Loop Connection         |           |           |            | 50,000    | 300,000   | 350,000     |
| Continental Reserve 24-inch Tie-in           | 120,266   | 2,530,000 |            |           |           | 2,650,266   |
| Cortaro Rd Rehabilitation                    | 35,000    |           |            |           |           | 35,000      |
| Cortaro, Cortaro Farms Beautification        | 150,000   |           |            |           |           | 150,000     |
| Court Jury Assembly Room                     | 511,956   |           |            |           |           | 511,956     |
| Crossroads Park Path Entry Reconstruction    |           | 90,000    |            |           |           | 90,000      |
| Dove Mnt Bl-Moore Rd Signal, North           | 189,000   | 551,250   |            |           |           | 740,250     |
| East and West Apron Rehabilitation           | 1,100,000 | 1,750,000 | 2,250,000  |           |           | 5,100,000   |
| East Tangerine, Segment 1 Pipeline, Upsizing |           | 320,000   |            |           |           | 320,000     |
| El Rio Disc Golf                             | 40,000    | 200,000   |            |           |           | 240,000     |
| El Rio Preserve Connection                   | 134,129   |           |            |           |           | 134,129     |
| El Rio Preserve Expansion                    |           |           | 65,000     | 400,000   |           | 465,000     |
| El Rio Recreation Area Parking Lot           | 170,000   |           |            |           |           | 170,000     |

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

| PROJECT NAME                                       | 2021-2022 | 2022-2023 | 2023-2024  | 2024-2025  | 2025-2026 | Grand Total |
|----------------------------------------------------|-----------|-----------|------------|------------|-----------|-------------|
| Gladden Farms Baseball Fields                      | 50,000    | 500,000   |            |            |           | 550,000     |
| Heritage Park Pole Barn                            | 140,000   |           |            |            |           | 140,000     |
| Heritage River Park Improvements                   |           |           |            | 1,000,000  |           | 1,000,000   |
| Honea Heights Emergency Sewer Program              |           | 75,000    |            |            |           | 75,000      |
| Honea Heights Phase 2                              |           | 50,000    | 1,000,000  |            |           | 1,050,000   |
| Impact Fee Study, Water, FY2021                    | 60,000    |           |            |            |           | 60,000      |
| Integrated Water Resources Plan and DAWS           | 185,000   |           |            |            |           | 185,000     |
| LED Street Lighting AZ Pavilions North             |           | 319,000   |            |            |           | 319,000     |
| LED Street Lighting AZ Pavilions South             |           |           | 230,000    |            |           | 230,000     |
| LED Street Lighting Near Crossroads Park           | 300,000   |           |            |            |           | 300,000     |
| LED Street Lighting, Business Park Dr              |           |           | 420,000    |            |           | 420,000     |
| Lon Adams Rd, Reconstruction                       | 3,690,406 |           |            |            |           | 3,690,406   |
| Marana Community Center                            | 30,000    | 2,000,000 | 15,000,000 | 10,000,000 |           | 27,030,000  |
| Marana Main Street Extension                       | 300,000   | 3,000,000 |            |            |           | 3,300,000   |
| Marana Park Reservoir                              | 2,432,124 |           |            |            |           | 2,432,124   |
| Marana Park Well                                   | 705,887   |           |            |            |           | 705,887     |
| Marana Public Safety Facility                      | 531,149   |           |            |            |           | 531,149     |
| Marana Rd-Sanders Rd 21-Inch Main                  | 76,754    |           |            |            |           | 76,754      |
| Marana WRF, Screw Press 2                          | 825,000   |           |            |            |           | 825,000     |
| MMC Drainage Improvements                          | 289,060   |           |            |            |           | 289,060     |
| MMC Generator Upgrade                              |           | 800,000   |            |            |           | 800,000     |
| MMC Interior Lighting Improvements                 | 202,000   |           |            |            |           | 202,000     |
| MOC Parking Lot Reconstruction                     | 150,000   |           |            |            |           | 150,000     |
| MOC Security Walls, New Entry Gate                 | 314,000   |           |            |            |           | 314,000     |
| Moore Rd Rehab, Sanders Rd to I-10                 |           |           | 500,000    |            |           | 500,000     |
| Moore Rd Rehabilitation, East and West of Dove Mtn |           | 220,000   |            |            |           | 220,000     |
| MPD Console Modernization                          | 250,000   |           |            |            |           | 250,000     |

# FISCAL YEAR 2021-2022

## TOWN OF MARANA FIVE YEAR CAPITAL IMPROVEMENT PROGRAM

| PROJECT NAME                                | 2021-2022 | 2022-2023  | 2023-2024 | 2024-2025  | 2025-2026  | Grand Total |
|---------------------------------------------|-----------|------------|-----------|------------|------------|-------------|
| North Marana Pavement Rehabilitation        | 45,000    |            |           |            |            | 45,000      |
| NW Recharge, Recovery, and Delivery System  | 3,577,730 | 6,900,000  | 650,000   |            |            | 11,127,730  |
| Ora Mae Harn Park Renovation                |           |            |           |            | 150,000    | 150,000     |
| Oshrin Line Replacement                     | 105,000   |            |           |            |            | 105,000     |
| Picture Rocks Interconnect                  |           |            | 284,750   | 1,196,750  |            | 1,481,500   |
| Pines Settlement Repair, FY2022             | 660,000   |            |           |            |            | 660,000     |
| Pines Settlement Repair, FY2023             |           | 460,000    |           |            |            | 460,000     |
| Postvale Rd, Grier Rd Rehab Phase 2         | 260,000   |            |           |            |            | 260,000     |
| Postvale Rd, Grier Rd Rehabilitation        | 20,000    |            |           |            |            | 20,000      |
| Rillito Village Tr Drainage Improvements    | 834,728   |            |           |            |            | 834,728     |
| Rillito Vista Lift Station Upgrade          | 191,400   |            |           |            |            | 191,400     |
| Rwy 3-21, Twy B2, Hangar 6, Modifications   |           | 900,000    | 900,000   | 9,120,000  |            | 10,920,000  |
| Sandario Well Rehabilitation                | 140,000   |            |           |            |            | 140,000     |
| Sanders Rd 24-inch Water Line               |           |            | 2,227,700 |            |            | 2,227,700   |
| Santa Cruz Shared Use Path, at Calportland  | 2,506,634 |            |           |            |            | 2,506,634   |
| SCADA and Integrated Telemetry              | 216,320   | 224,973    | 233,972   |            |            | 675,265     |
| Sewer Conveyance System Rehab               |           | 731,282    | 552,533   | 574,635    |            | 1,858,450   |
| Silverbell Rd Sidewalk, TP to Coach         | 315,000   |            |           |            |            | 315,000     |
| Silverbell Rd Widening, Ina Rd to Sunset Rd |           |            | 400,000   |            | 2,000,000  | 2,400,000   |
| South Marana Pavement Rehab Phase 2         | 600,000   |            |           |            |            | 600,000     |
| South Marana Pavement Rehabilitation        | 35,000    |            |           |            |            | 35,000      |
| Subdivision Restoration(s)                  |           |            |           | 1,500,000  | 1,500,000  | 3,000,000   |
| Tangerine Farms Rd, Barnett Rd to Marana Rd |           | 400,000    |           |            | 6,000,000  | 6,400,000   |
| Tangerine Farms Rd, Marana Rd to I-10       | 300,000   | 20,000     | 3,500,000 |            |            | 3,820,000   |
| Tangerine Rd Widening, Phase 2A             | 7,200,000 | 18,100,000 | 1,700,000 |            |            | 27,000,000  |
| Tangerine Rd Widening, Phase 2B             |           |            |           | 24,350,000 | 19,000,000 | 43,350,000  |
| Tangerine W, X-zone Booster and PRV         | 272,563   |            |           |            |            | 272,563     |

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

| PROJECT NAME                                   | 2021-2022         | 2022-2023         | 2023-2024         | 2024-2025         | 2025-2026         | Grand Total        |
|------------------------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|--------------------|
| Taxiway C Reconstruction                       | 490,000           |                   | 5,170,000         |                   |                   | 5,660,000          |
| Tortolita Preserve Improvements                | 30,000            | 100,000           |                   |                   |                   | 130,000            |
| Town Street Lighting Program                   |                   | 100,000           | 100,000           | 100,000           | 100,000           | 400,000            |
| Twin Peaks Rd - Sandario Rd Intersection       | 938,064           |                   |                   |                   |                   | 938,064            |
| Twin Peaks Rd Rehabilitation, West Town Limits | 450,000           |                   |                   |                   |                   | 450,000            |
| Twin Peaks Rd, Rattlesnake Pass Widening       | 11,291,280        | 2,000,000         |                   |                   |                   | 13,291,280         |
| West Marana Pavement Rehabilitation            | 40,000            |                   |                   |                   |                   | 40,000             |
| <b>Grand Total</b>                             | <b>47,268,548</b> | <b>48,708,205</b> | <b>49,999,455</b> | <b>55,870,885</b> | <b>31,465,500</b> | <b>233,312,593</b> |

## 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                                  | Recommended Budget |
|-----------------------------------------------------------------|--------------------|
| <b>Town Manager</b>                                             |                    |
| Master Transportation Plan                                      | 350,000            |
|                                                                 | <u>\$350,000</u>   |
| <b>Town Clerk</b>                                               |                    |
| Restricted – in the event of an unscheduled special election    | 50,000             |
| Total for Town Clerk                                            | <u>\$50,000</u>    |
| <b>Finance</b>                                                  |                    |
| Indirect cost allocation plan                                   | 20,000             |
| Total for Finance                                               | <u>\$20,000</u>    |
| <b>Technology Services</b>                                      |                    |
| Cartegraph database re-structure                                | 25,000             |
| Microsoft office licenses                                       | 51,000             |
| Tape Library replacement                                        | 27,000             |
| Police Mobile Data Computer (MDC) replacement                   | 50,000             |
| Printer/Copier replacement                                      | 25,000             |
| Total for Technology Services                                   | <u>\$178,000</u>   |
| <b>Police</b>                                                   |                    |
| MPD Console Modernization                                       | 250,000            |
| ASAP2PSAP Spillman add-on                                       | 26,148             |
| Total for Police                                                | <u>\$276,148</u>   |
| <b>Public Works – Facilities Division</b>                       |                    |
| Facilities Master Plan update                                   | 50,000             |
| Sally Port setup project - MMC                                  | 33,900             |
| MMC Building A, Ceiling tiles addition in Communications office | 15,000             |
| Community Center receptionist desk replacement (ADA)            | 15,000             |
| MMC Building repairs - restricted                               | 100,000            |
| Furniture for MOC                                               | 60,000             |
| MOC Building A, HVAC replacement                                | 25,000             |
| MOC Buildings L & M remodel                                     | 25,000             |
| MOC Gym equipment                                               | 40,000             |
| Total for Public Works – Facilities Division                    | <u>\$363,900</u>   |

| Operating Capital and Projects                              | Recommended Budget |
|-------------------------------------------------------------|--------------------|
| <b>Parks and Recreation – Parks Maintenance Division</b>    |                    |
| Community Garden renovation                                 | 15,000             |
| Concession stand improvements – Crossroads Park             | 27,500             |
| Hydraulic Power Unit                                        | 19,444             |
| Large area mower                                            | 74,798             |
| Total for Parks and Recreation – Parks Maintenance Division | <u>\$136,742</u>   |
| <b>Community and Neighborhood Services</b>                  |                    |
| CDBG Program Consolidate Plan Consulting Services           | 50,000             |
| Total for Community and Neighborhood Services               | <u>\$50,000</u>    |
| <b>Water Operating</b>                                      |                    |
| Utility Billing software                                    | 100,000            |
| Total for Water Operating                                   | <u>\$100,000</u>   |
| <b>Wastewater Operating</b>                                 |                    |
| Wastewater gate access controller replacement               | 25,000             |
| UV Weir replacement                                         | 76,500             |
| Sand Filter Compression Replacement                         | 90,000             |
| Total for Wastewater Operating                              | <u>\$191,500</u>   |
| <b>Vehicle Purchases related to New Positions</b>           |                    |
| Vehicles for 5 Police Officers                              | 355,000            |
| Vehicle for Custodian II position                           | 36,000             |
| Vehicle for Maintenance III position                        | 51,000             |
| Vehicle for Tradesman position                              | 36,000             |
| Vehicle for Water Operator                                  | 51,000             |
| Total for Vehicle Purchases related to New Positions        | <u>\$529,000</u>   |
| <b>Vehicle Replacements*</b>                                |                    |
| Unit 525-2010 Tahoe PPV; Replace with Tahoe PPV             | 70,700             |
| Unit 545-2011 Tahoe PPV; Replace with Tahoe PPV             | 70,700             |
| Unit 573-2013 Tahoe SSV 4x4; Replace with Tahoe SSV 4x4     | 73,700             |
| Unit 580-2014 Tahoe PPV; Replace with Tahoe PPV             | 70,700             |
| Unit 593-2014 Tahoe PPV; Replace with Tahoe PPV             | 70,700             |
| Unit 1024-2015 Ford Fusion; Replace with Nissan or Toyota   | 48,500             |
| Unit 2006-2010 Ford Explorer; Replace with Ford Explorer    | 50,000             |
| Unit 1015-2015 Tahoe SSV 4x4; Replace with Tahoe SSV 4x4    | 73,700             |
| Unit 2080-2017 Ford F-250; Replace with same or similar     | 45,500             |
| Unit 526-2010 Tahoe PPV; Replace with Tahoe PPV             | 70,017             |

| Operating Capital and Projects                    | Recommended Budget  |
|---------------------------------------------------|---------------------|
| <u><i>Carry-forward purchases**</i></u>           |                     |
| Unit 531-2011 Tahoe PPV; Replace with Tahoe PPV   | 70,017              |
| Unit 546 - 2011 Tahoe PPV; Replace with Tahoe PPV | 70,017              |
| Unit 552-2011 Tahoe PPV; Replace with Tahoe PPV   | 70,017              |
| Unit 556-2011 Crown Vic. Replace with Tahoe PPV   | 70,017              |
| Unit 561-2011 Crown Vic; Replace with Tahoe PPV   | 70,017              |
| Unit 562-2011 Crown Vic; Replace with Tahoe PPV   | 70,017              |
| Unit 599-2014 Tahoe PPV; Replace with Tahoe PPV   | 70,017              |
| Total for Vehicle Replacements                    | \$1,134,336         |
| <b>Grand Total</b>                                | <b>\$ 3,379,626</b> |

\* 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 presented above were scheduled for purchase in the prior year, but a shortage of components will delay delivery by the manufacturer until fiscal year 2021-2022. Thus, the corresponding vehicles and updated budget amounts were carried forward to this year's proposed budget.

## Capital Projects

A complete list of the Town's five year Capital Improvement Plan is included in a different section of this document.

The following projects and initiatives, being funded in part or in whole by the General Fund, are being considered in the 2021-2022 fiscal year budget process and are currently factored in when calculating the estimated ending fund balance for fiscal year 2021-2022. Many of these projects were included in the prior year budget, but were deferred as part of the Town's budget cuts.

| Project*                                               | Description                                                                     | Recommended Budget |
|--------------------------------------------------------|---------------------------------------------------------------------------------|--------------------|
| Civic Center Dr., Electrical Improvements              | Electrical improvements at Civic Center Drive roundabout                        | \$120,000          |
| MMC Court's Remodel Addition**                         | To add a Jury Court room to address space and legal confidentiality issues      | 111,956            |
| El Rio CMID Connection                                 | Provide a water connection to El Rio Preserve                                   | 76,129             |
| El Rio Disc Golf course                                | For the design of the El Rio Disc Golf course                                   | 40,000             |
| El Rio Recreation Area Parking Lot                     | To create additional parking at the El Rio Recreation area                      | 170,000            |
| Heritage Park Pole Barn                                | To repair/replace the Heritage Park Pole Barn which is structurally compromised | 140,000            |
| Marana Recreation Center                               | Feasibility study for the Marana Recreation Center and Aquatics Facility        | 30,000             |
| Tortolita Preserve Improvements                        | For the design of improvements at the Tortolita Preserve trailhead              | 30,000             |
| Cortaro Farms Beautification                           | Landscaping improvements                                                        | 150,000            |
| MPD Console Modernization                              | Replacement of consoles and furniture for dispatchers                           | 250,000            |
| MMC Interior Lighting Improvements                     | Conversion of existing lighting to LEDs                                         | 202,000            |
| MOC Parking Lot Reconstruction                         | Reconstruction of the MOC parking lot                                           | 150,000            |
| MOC Security Walls & New Entry Gate                    | Security and safety improvements at the MOC                                     | 314,000            |
| MMC Building A Waterproofing and Drainage Improvements | Funding to address water related damage to MMC Building A                       | 289,060            |
| Total for General Fund                                 |                                                                                 | \$2,073,146        |

\* Some of the projects above started construction in fiscal year 2021 and will be completed in fiscal year 2021-2022. Thus, amounts presented above reflect estimates of budget appropriation that may be needed to finish the projects and may be adjusted further prior to the issuance of the final budget.

\*\*Additional funding not to exceed \$400,000 for this project is budgeted from the Court's Local Technology Fund.

## CARRY FORWARD REQUESTS

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## Carry Forward Requests

The following items, present select projects that were requested for carry forward into the fiscal year 2021-2022 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. Transportation related and impact fee funded projects are not included below.

A complete list of the Town's five year Capital Improvement Plan is included in a different section of this document.

| Carry Forward Requests - Updated                            | Recommended Budget      |
|-------------------------------------------------------------|-------------------------|
| <b>Public Works</b>                                         |                         |
| MMC Courts remodel addition*                                | 111,956                 |
| MMC Building A Waterproofing and Drainage Improvements      | 109,060                 |
| Total for Public Works – Facilities Division                | <u>\$302,016</u>        |
| <b>Parks and Recreation – Parks Maintenance Division</b>    |                         |
| El Rio Preserve Connection                                  | 76,129                  |
| Total for Parks and Recreation – Parks Maintenance Division | <u>\$76,129</u>         |
| <b>General Fund Total</b>                                   | <u><b>\$378,145</b></u> |
| <b>Water Operating</b>                                      |                         |
| Utility Billing Software                                    | 100,000                 |
| Total for Water Operating                                   | <u>\$100,000</u>        |

*\*Additional funding not to exceed \$400,000 for this project is budgeted from the Court's Local Technology Fund.*

## AUTHORIZED PERSONNEL

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# RECOMMENDED AUTHORIZED POSITION SCHEDULE

## FISCAL YEAR 2021 - 2022

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

## RECOMMENDED AUTHORIZED POSITION SCHEDULE FISCAL YEAR 2021 - 2022

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

## RECOMMENDED AUTHORIZED POSITION SCHEDULE FISCAL YEAR 2021 - 2022

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

## RECOMMENDED AUTHORIZED POSITION SCHEDULE FISCAL YEAR 2021 - 2022

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

# RECOMMENDED AUTHORIZED POSITION SCHEDULE

## FISCAL YEAR 2021 - 2022

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

## RECOMMENDED AUTHORIZED POSITION SCHEDULE FISCAL YEAR 2021 - 2022

|                                              | 2019<br>Adopted | 2019<br>Actual | 2020<br>Adopted | 2020<br>Actual | 2021<br>Adopted | 2021<br>Estimated | 2022<br>Budget |
|----------------------------------------------|-----------------|----------------|-----------------|----------------|-----------------|-------------------|----------------|
| <b>Development Services, continued</b>       |                 |                |                 |                |                 |                   |                |
| <b>Planning</b>                              |                 |                |                 |                |                 |                   |                |
| Planning Director                            | 1.00            | -              | -               | -              | -               | -                 | -              |
| Environmental Project Manager                | 1.00            | -              | -               | -              | -               | -                 | -              |
| Planning Manager                             | -               | -              | -               | -              | -               | -                 | 1.00           |
| Principal Planner                            | 1.00            | 1.00           | 1.00            | 1.00           | 1.00            | 1.00              | -              |
| Senior Planner                               | 4.00            | 5.00           | 5.00            | 5.00           | 5.00            | 5.00              | 5.00           |
| <b>Total Development Services Department</b> | <b>35.00</b>    | <b>32.00</b>   | <b>30.00</b>    | <b>30.00</b>   | <b>30.00</b>    | <b>30.00</b>      | <b>31.00</b>   |
| <b>Police</b>                                |                 |                |                 |                |                 |                   |                |
| 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              | -              |
| Police Captain                               | 1.00            | 1.00           | 1.00            | 1.00           | 1.00            | 1.00              | 2.00           |
| Police Lieutenant                            | 2.00            | 2.00           | 2.00            | 2.00           | 3.00            | 3.00              | 4.00           |
| Police Sergeant                              | 11.00           | 11.00          | 11.00           | 11.00          | 13.00           | 13.00             | 15.00          |
| Police Officer                               | 71.00           | 71.00          | 74.00           | 74.00          | 66.00           | 66.00             | 68.00          |
| Police Detective                             | -               | -              | -               | -              | 5.00            | 5.00              | 5.00           |
| Police Records Supervisor                    | 1.00            | 1.00           | 1.00            | 1.00           | 1.00            | 1.00              | 1.00           |
| Police Telecommunications Manager            | -               | 1.00           | 1.00            | 1.00           | 1.00            | 1.00              | 1.00           |
| Police Telecommunications Supervisor         | 2.00            | 1.00           | 1.00            | 1.00           | 1.00            | 1.00              | 2.00           |
| Dispatcher                                   | 13.00           | 13.00          | 13.00           | 13.00          | 13.00           | 13.00             | 13.00          |
| Police Records Specialist                    | 2.00            | 2.00           | 2.00            | 2.00           | 2.00            | 2.00              | 2.00           |
| Police Records Clerk                         | 4.00            | 4.00           | 4.00            | 4.00           | 4.00            | 4.00              | 4.00           |
| Crime Scene Property & Evidence Supervisor   | 1.00            | 1.00           | 1.00            | 1.00           | 1.00            | 1.00              | 1.00           |
| Property & Evidence Records Clerk            | 1.00            | 1.00           | 1.00            | 1.00           | 1.00            | 1.00              | 1.00           |
| Crime Analyst                                | 1.00            | 1.00           | 1.00            | 1.00           | 1.00            | 1.00              | 1.00           |
| Crime Scene Specialist                       | 3.00            | 3.00           | 3.00            | 3.00           | 3.00            | 3.00              | 3.00           |
| Administrative Supervisor                    | 1.00            | 1.00           | 1.00            | 1.00           | 1.00            | 1.00              | 1.00           |
| Customer Service Representative              | -               | -              | -               | -              | -               | -                 | 1.00           |
| Customer Service Clerk                       | 1.00            | 1.00           | 1.00            | 1.00           | 1.00            | 1.00              | -              |
| Administrative Assistant                     | 1.00            | 1.00           | 1.00            | 1.00           | 1.00            | 1.00              | 1.00           |
| <b>Total Police Department</b>               | <b>118.00</b>   | <b>118.00</b>  | <b>121.00</b>   | <b>121.00</b>  | <b>121.00</b>   | <b>121.00</b>     | <b>127.00</b>  |

## RECOMMENDED AUTHORIZED POSITION SCHEDULE FISCAL YEAR 2021 - 2022

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

# RECOMMENDED AUTHORIZED POSITION SCHEDULE

## FISCAL YEAR 2021 - 2022

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

## RECOMMENDED AUTHORIZED POSITION SCHEDULE FISCAL YEAR 2021 - 2022

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

## RECOMMENDED AUTHORIZED POSITION SCHEDULE FISCAL YEAR 2021 - 2022

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

## RECOMMENDED AUTHORIZED POSITION SCHEDULE FISCAL YEAR 2021 - 2022

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

## RECOMMENDED AUTHORIZED POSITION SCHEDULE FISCAL YEAR 2021 - 2022

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





# Fiscal Year 2021-2022 Manager's Recommended Budget

4/27/2021

## FY2022 Manager's Recommended Budget

- Manager's Recommended Budget – Complete Budget
  - General Fund
  - Special Revenue Funds
  - Capital Projects Funds (including impact fees)
  - Debt Service Funds
  - Internal Service Funds
  - Enterprise Funds
  - Special Taxing Districts

# Overview

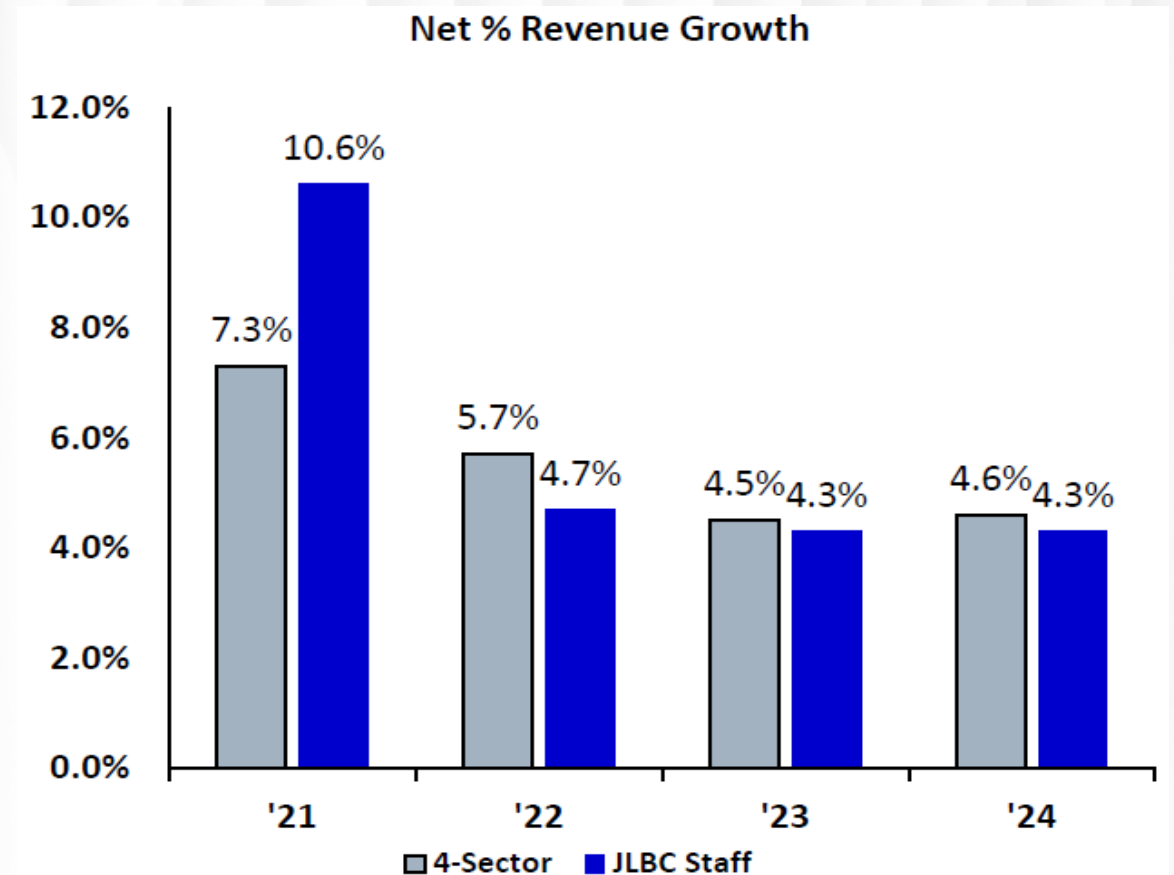
- Economic Outlook
- Revenue Outlook
- Budget Overview
- Investment Summary
- Selected Budget Summaries
- Next Steps



# ECONOMIC OUTLOOK

## FY2022 Economic Outlook

- AZ ranks 6<sup>th</sup> in Economic Momentum (NGA/NCSL Project)
- Revenue growth remains strong
- Boosted by Federal Stimulus



## **FY2022 Economic Outlook**

- State unemployment continues to improve\*
  - Recovered 64.5% of job losses
  - Pima County is lagging at 48.1%
  - Full recovery estimated in early 2022
- Leisure & Hospitality still recovering
- Town of Marana projected revenues in FY2021 better than FY2020 by 3%

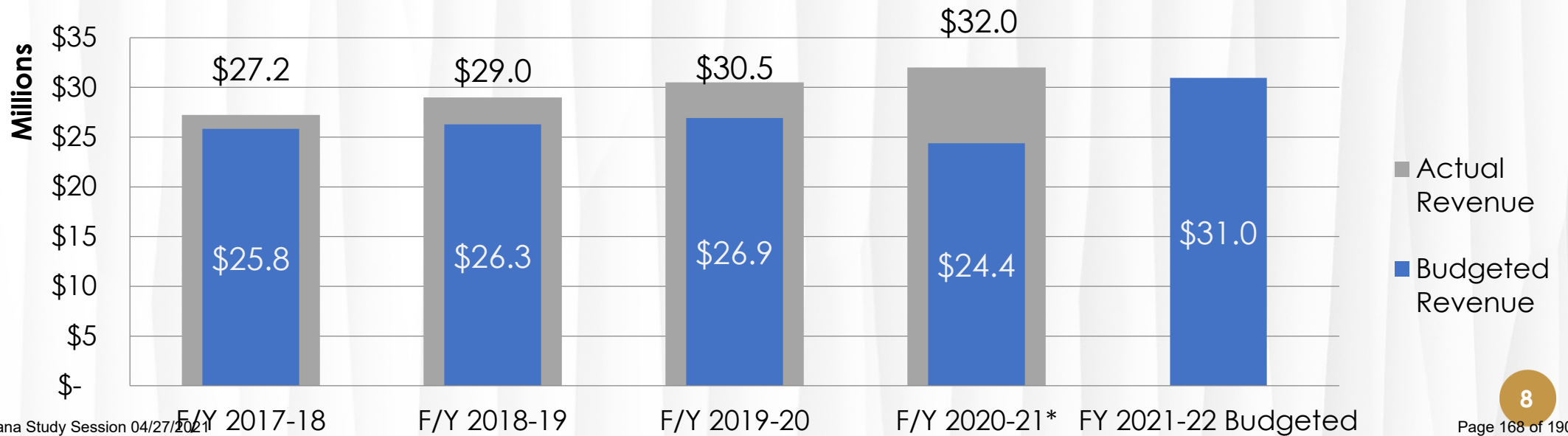
*\*Rounds Consulting Group presentation to JLBC*

# REVENUES OUTLOOK

## Sales Taxes

Change from FY2021 Budget: ↑ 26.9% or \$6.6M

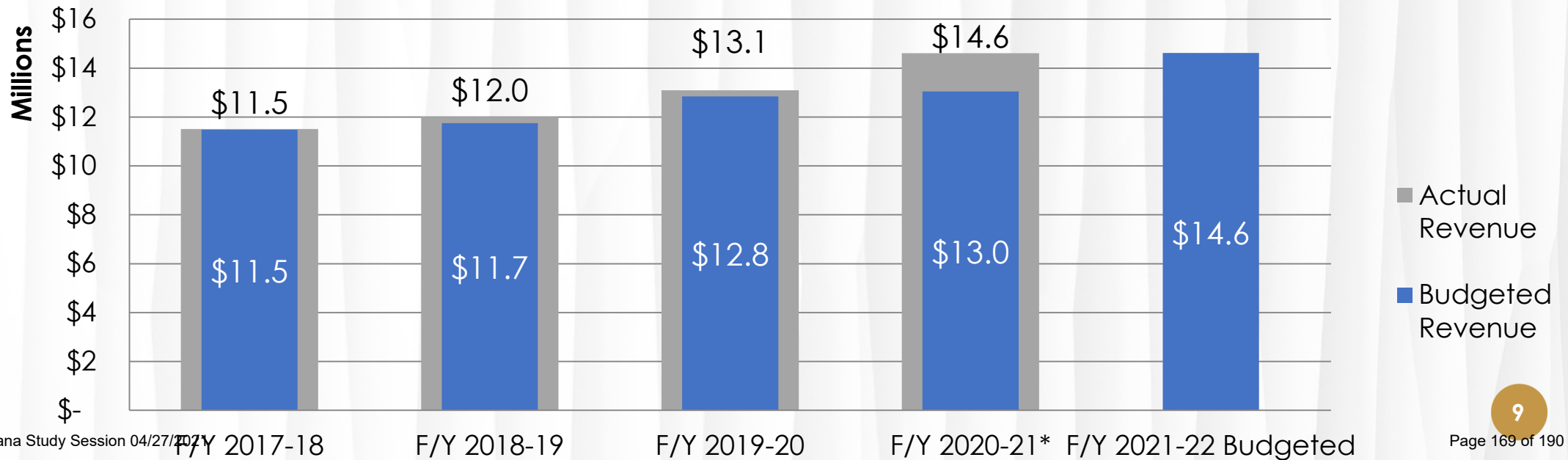
- Retail: ↑ 22.8%
- Utilities: ↑ 27.1%
- Contracting: ↑ 68.4%
- Restaurants: ↑ 23.4%



## State Shared Revenues

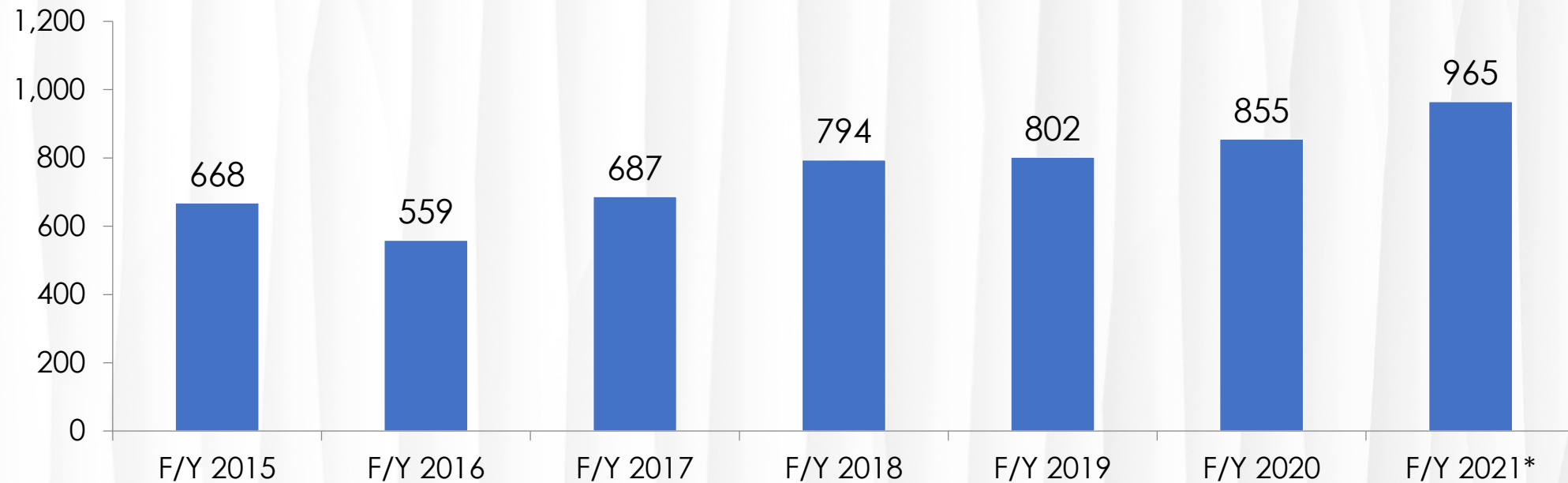
Change from FY2021 Budget: ↑ 8.8% or \$1.2M

- Shared Sales Tax: ↑ 26.9%
- Auto Lieu: ↑ 22.5%
- Urban Revenue: ↓ 10%



## Licenses, Fees & Permits

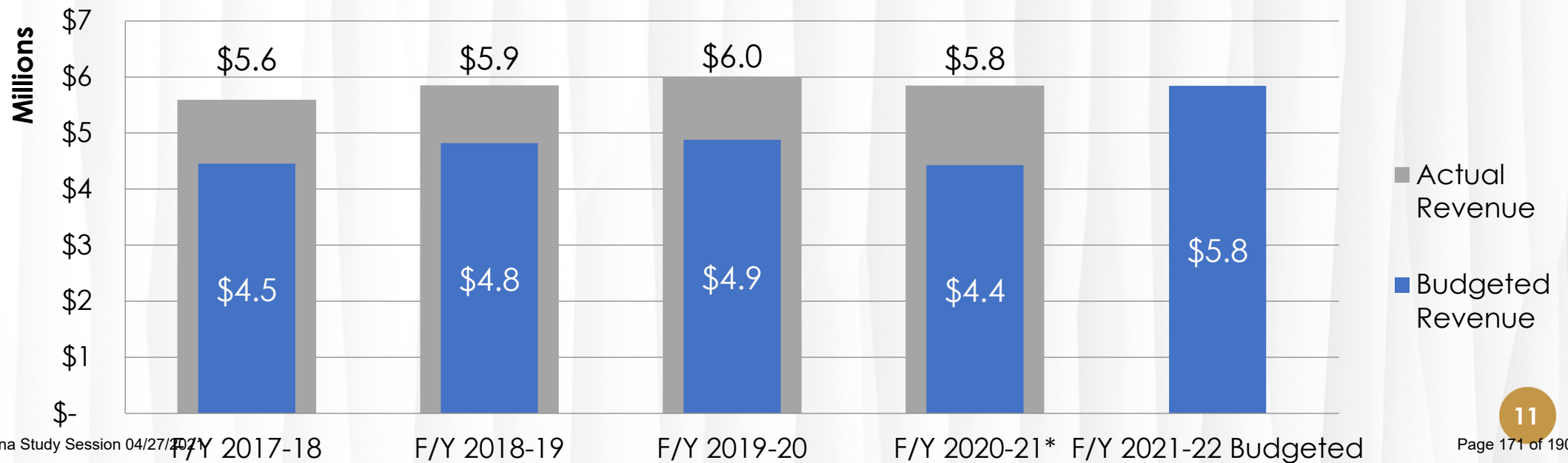
### Single Family Residence Building Permits by Fiscal Year (FY2021 Budget: 617)



## Licenses, Fees & Permits

Change from FY2021 Budget: ↑ 32% or \$1.4M

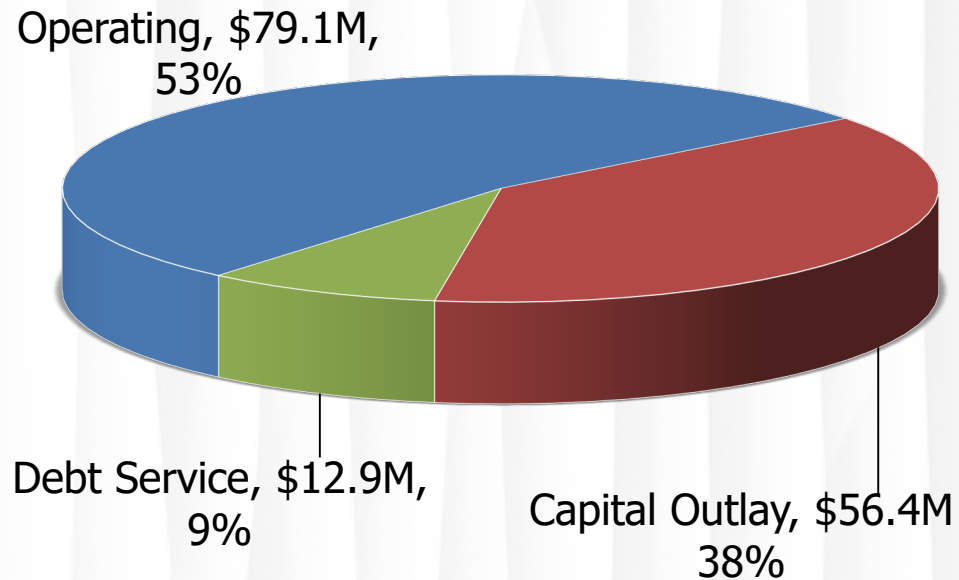
- SFR FY2022 Budget: 940



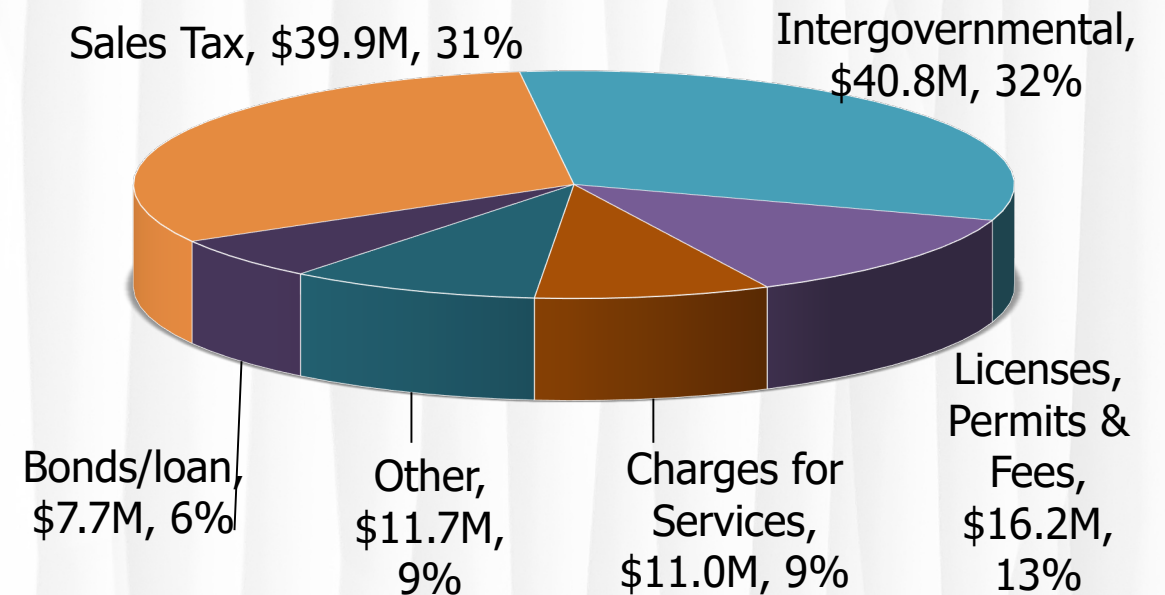
# BUDGET OVERVIEW

# Manager's Recommended Budget Fiscal year 2021-2022 Overview

**Expenditures by Category**  
**\$148.4 Million**



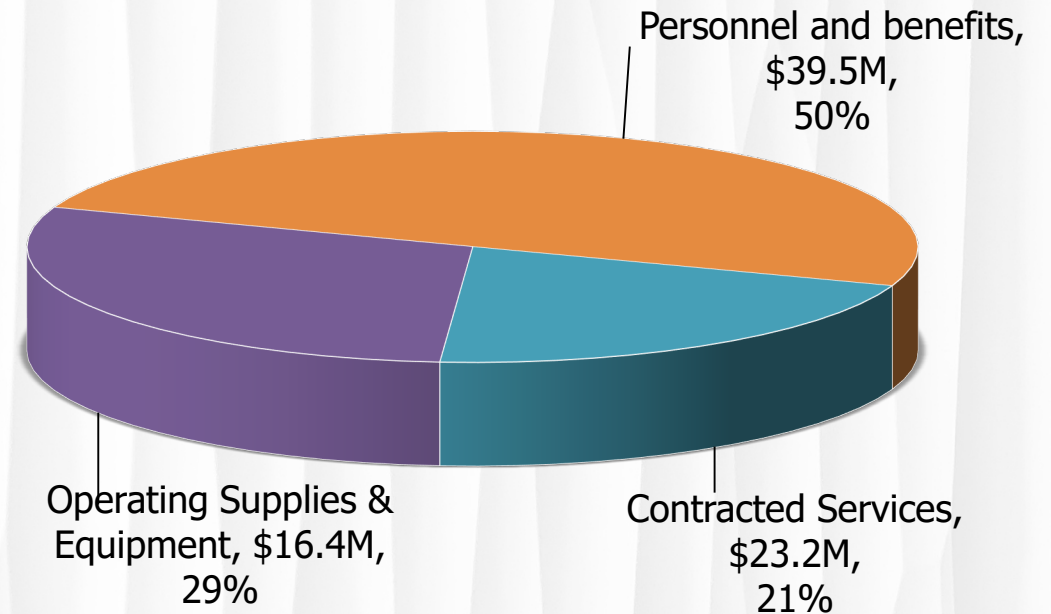
**Revenues**  
**\$127.3 Million**



# Manager's Recommended Budget Fiscal year 2021-2022 Overview

- Structurally balanced budget
- Baseline budget – reversed prior year budget reductions
- Budget consistent with pre-pandemic budgets
- Contingency - \$5 million

Operating Budget by Line Item  
\$79.1 Million



## FY 2022 Recommended Budget Summary

| Primary Entity         | 2021<br>Adopted       | 2022<br>Recommended   | \$ Change           | % Change      |
|------------------------|-----------------------|-----------------------|---------------------|---------------|
| General Fund           | \$ 54,116,449         | \$ 54,916,798         | \$ 800,349          | 1.50%         |
| Special Revenue Funds  | 15,181,378            | 10,544,985            | (4,636,393)         | -30.50%       |
| Capital Projects Funds | 28,893,943            | 32,832,745            | 3,938,802           | 13.60%        |
| Debt Service Funds     | 5,917,415             | 5,908,375             | (9,040)             | -0.20%        |
| Enterprise Funds       | 29,786,160            | 26,089,031            | (3,697,129)         | -12.40%       |
| Internal Service Funds | 4,711,332             | 5,067,470             | 356,138             | 7.60%         |
| Primary entity         | 138,606,677           | 135,359,404           | (3,247,273)         | -2.30%        |
| Component Units        |                       |                       |                     |               |
| Special Districts      | 10,652,588            | 13,036,512            | 2,383,924           | 22.40%        |
| <b>Total</b>           | <b>\$ 149,259,265</b> | <b>\$ 148,395,916</b> | <b>\$ (863,349)</b> | <b>-0.60%</b> |

## Included in the Budget

- State of AZ - \$5 million for Tangerine Rd Widening
- Federal stimulus - \$5.8 million for water infrastructure
- WIFA loan payments for water treatment plants – General Fund, ongoing funding for debt service
- CFD – New debt issuance requests anticipated
- Capital projects - \$47.3 million

# Investment & Initiatives



STRATEGIC POSITIONS



RESOURCES & TOOLS



CURRENT EMPLOYEES

## Current Employees

Compensation & Benefits adjustments - \$4.8m (\$3.9 in Gen. Fund)

- 3% merit based adjustment (includes 2% movement of paygrades)
- Rates unchanged for health care premiums
- Tuition reimbursement reinstated to \$25,000

## Strategic Positions

26 New FTEs - \$2.2m (\$1.9m in Gen. Fund)

| <u>Working Position Title</u> | <u>FTE</u> | <u>Working Position Title</u> | <u>FTE</u> |
|-------------------------------|------------|-------------------------------|------------|
| • Police Officer              | 5          | • Custodian II                | 1          |
| • Dispatcher                  | 1          | • Custodian I                 | 3          |
| • Maintenance Assoc I         | 5          | • Real Property Manager       | 1          |
| • Maintenance Assoc III       | 1          | • Finance Manager             | 1          |
| • Tradesman(Aquatic)          | 1          | • Risk Manager                | 1          |
| • Recreation Programmer       | 1          | • Water Operator              | 1          |
| • Facilities Tech I           | 1          | • Civil Engineer              | 1          |
| • Paralegal                   | 1          | • Business Services Analyst   | 1          |

## Resources & Tools

### Budgeted Expenditures \$3.4m (\$3m in Gen. Fund)

- Vehicles & Equipment
  - New & replacement vehicles including delayed purchases
  - Large area mower for new soccer fields
- Projects
  - MPD Console Modernization
  - Transportation and Facilities master plan updates
  - MMC & MOC facilities updates & repairs
  - Utility billing software
  - Community Garden Renovation

# BUDGET SUMMARIES

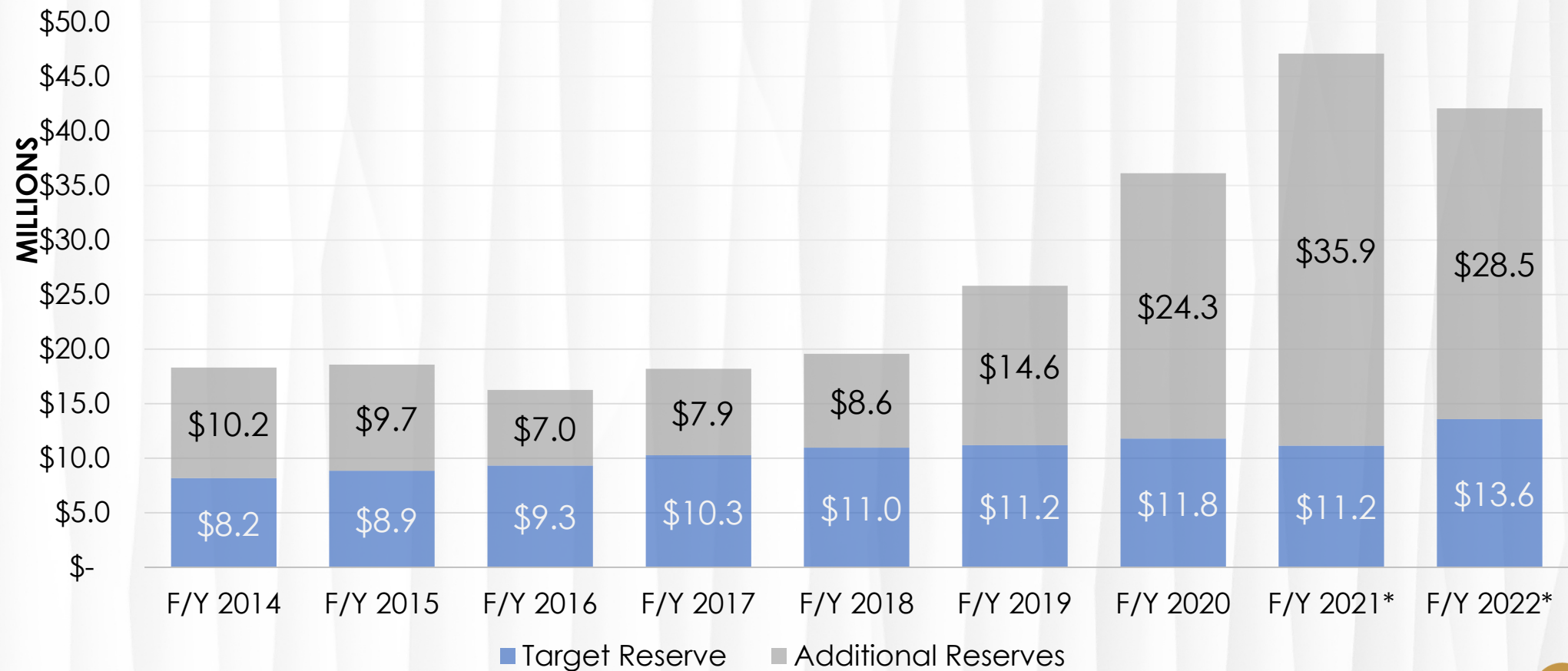
# General Fund Budget Summary

| Category               | FY2022              |                     |                     |               |
|------------------------|---------------------|---------------------|---------------------|---------------|
|                        | FY2021 Budget       | Recommended         | \$ Change           | % Change      |
| Revenue                | \$ 44,636,390       | \$ 53,376,834       | \$ 8,740,444        | 19.6%         |
| Expenditures           | 43,516,449          | 49,916,798          | 6,400,349           | 14.7%         |
| Transfers In           | 5,628,966           | -                   | (5,628,966)         | -100.0%       |
| Transfers Out          | 4,514,884           | 4,286,035           | (228,849)           | -5.1%         |
| Change in fund balance | <u>\$ 2,234,023</u> | <u>\$ (825,999)</u> | <u>\$ 2,568,944</u> | <u>115.0%</u> |

## Expenditures

- Personnel:  12.8%
- Capital Outlay:  58.4%
- Contracted Services:  18.6%
- Contingency:  52.8%

# General Fund Reserves



# Bed Tax Fund Budget Summary

| Category               | FY2022        |              |            |          |
|------------------------|---------------|--------------|------------|----------|
|                        | FY2021 Budget | Recommended  | \$ Change  | % Change |
| Revenue                | \$ 1,104,840  | \$ 1,243,341 | \$ 138,501 | 12.5%    |
| Expenditures           | 1,104,840     | 1,243,341    | 138,501    | 12.5%    |
| Change in fund balance | \$ -          | \$ -         | \$ -       | 0 %      |

## Revenue

- Sales: ↑ 12.5%

## Expenditures

- Personnel: ↑ 5.2%
- Contracted Services: ↑ 3.6%
- Restricted: ↑ 73.8%

# HURF Fund Budget Summary

| Category               | FY2021 Budget | FY2022 Recommended | \$ Change  | % Change |
|------------------------|---------------|--------------------|------------|----------|
| Revenue                | \$ 3,281,296  | \$ 3,917,106       | \$ 635,810 | 19.4%    |
| Expenditures           | 4,166,655     | 4,275,048          | 108,393    | 2.6%     |
| Change in fund balance | \$ (885,359)  | \$ (357,942)       | \$ 527,417 | -59.6%   |

## Revenue

- Intergovernmental:  19.4%

## Expenditures

- Contracted Services:  27.9%
- Operating Supp. & Equip:  53.5%
- Capital Outlay:  70.1%

# Water Operating Fund Budget Summary

| Category               | FY2022        |              |              |          |
|------------------------|---------------|--------------|--------------|----------|
|                        | FY2021 Budget | Recommended  | \$ Change    | % Change |
| Revenue                | \$ 5,952,872  | \$ 8,097,282 | \$ 2,144,410 | 36.0%    |
| Expenditures           | 7,658,018     | 8,960,652    | 1,302,634    | 17.0%    |
| Transfers In           | 1,112,404     | 1,217,635    | 105,231      | 9.5%     |
| Transfers Out          | -             | 621,320      | 621,320      | 0%       |
| Change in fund balance | \$ (592,742)  | \$ (267,055) | \$ 325,681   | -54.9%   |

## Revenue

- Charges for Services:  36.6%

## Expenditures

- Personnel:  22.4%
- Contracted Services:  27.1%
- Oper. Supp. & Equip:  10.7%

# Wastewater Operating Fund Budget Summary

| Category               | FY2022        |              |              |          |
|------------------------|---------------|--------------|--------------|----------|
|                        | FY2021 Budget | Recommended  | \$ Change    | % Change |
| Revenue                | \$ 1,872,178  | \$ 2,373,902 | \$ 501,724   | 26.8%    |
| Expenditures           | 2,497,887     | 2,670,461    | 172,574      | 6.9%     |
| Transfers In           | 809,070       | 809,070      | -            | 0.0%     |
| Transfers Out          | -             | 1,066,400    | 1,066,400    | 100.0%   |
| Change in fund balance | \$ 183,361    | \$ (553,889) | \$ (737,250) | -402.1%  |

## Revenue

- Charges for Services:  27.2%

## Expenditures

- Personnel:  6.0%
- Contracted Services:  8.0%
- Oper. Supp. & Equip:  20.6%

# Airport Operating Fund Budget Summary

| Category               | FY2022        |             |             |          |
|------------------------|---------------|-------------|-------------|----------|
|                        | FY2021 Budget | Recommended | \$ Change   | % Change |
| Revenue                | \$ 385,336    | \$ 343,834  | \$ (41,502) | -10.8%   |
| Expenditures           | 585,178       | 641,443     | 56,265      | 9.6%     |
| Transfers In           | 199,842       | 297,609     | 97,767      | 48.9%    |
| Change in fund balance | \$ -          | \$ -        | \$ -        | - %      |

## Revenue

- Charges for Services:  5.0%
- Miscellaneous:  94.0%

## Expenditures

- Personnel:  1.6%
- Contracted Services:  21.3%

## Key Dates

| <b>Dates:</b>        | <b>Stage in Budget Process</b> | <b>Task Description</b>              |
|----------------------|--------------------------------|--------------------------------------|
| <b>May 18, 2021</b>  | Approving                      | Council Adoption of Tentative Budget |
| <b>June 15, 2021</b> | Approving                      | Council Adoption of Final Budget     |

# DISCUSSION