

Town of Oro Valley

A Community of Excellence



ANNUAL BUDGET 2008-2009

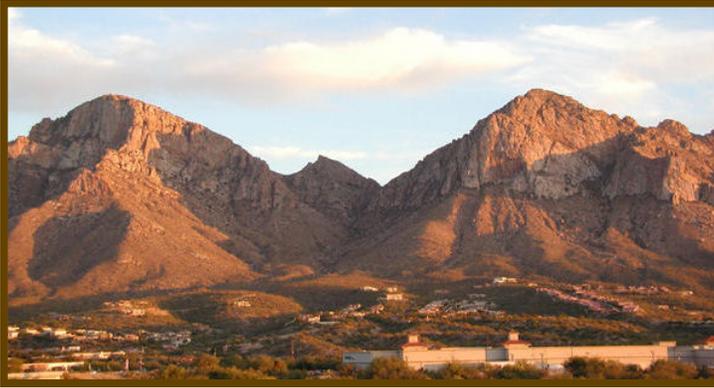




Town of Oro Valley

Arizona

2008 – 2009 Annual Budget



Organizational Mission

The Town of Oro Valley is a “Mission” driven organization. The mission statement is the fundamental purpose of local government. It focuses on what is most important and sets in motion an organizational culture that encourages innovation and strives for excellence.

Guiding Principles

- Committed to *financial sustainability fundamentals*
- *Building a strong team* – between Management, Town Council, and the community
- *Engaging everyone* in the decision making process
- *Consensus Decision Making* is how the Town operates
- *Building strong Community Leadership* is a key to success

Mission

- Act with openness, respect, integrity, accountability and quality;
- Preserve and promote health, safety, and quality of life;
- Continue to provide exceptional municipal services;
- Ensure economic sustainability that maintains the community’s quality of life; and
- Becomes an efficient government that balances the Town’s long-term interests while being responsive to present community needs.

Organizational Values

We are strongly committed to:

- Honesty and Integrity
- Openness and Transparent Government
- Fairness and Trust Worthiness
- Respect for Diversity
- Creativity, Teamwork and Continuous Improvement
- Excellent Customer Service



Table of Contents

Introduction

Budget Message	1
Budget Document Guide	7
Mayor and Council	11
Organizational Chart	12
Strategic Plan	15
General Plan	16
Fund Structure	19
Financial and Budgetary Policies	23
Budget Process	31
Budget Calendar	33

Financial Overview

Budget Overview	35
Fund Balances	39
Budget Summary	40
Revenue Summary	43
Revenue Schedule by Fund	45
Revenue Sources	53
Expenditure Summary	61
Expenditure Schedule by Fund	63
Expenditures by Program	65
Personnel Summary	69
Long Term Forecast	75
Debt Service	83

Program Budgets

Town Council	87
Town Clerk	90
Town Manager	93
Human Resources	96
Economic Development	99
Finance	102
Information Technology	106
Police.....	109
Magistrate Court.....	113
Legal	118
Building Safety	122
Library	126
Planning and Zoning	129
Parks and Recreation	133
Public Works	
Highway Fund	137
Townwide Roadway Impact Fees.....	140
Development Review	141
Facilities Maintenance	143
Public Transit	145
Stormwater Utility.....	148

Program Budgets Cont'd

Water Utility Enterprise Fund	150
Alternative Water Resource Development	
Impact Fee Fund	155
Potable Water System Development	
Impact Fee Fund	156
Non Departmental	157

Capital Improvement Program

Program Overview	159
Projects by Fund	169
Map of Projects.....	175
Project Descriptions	179

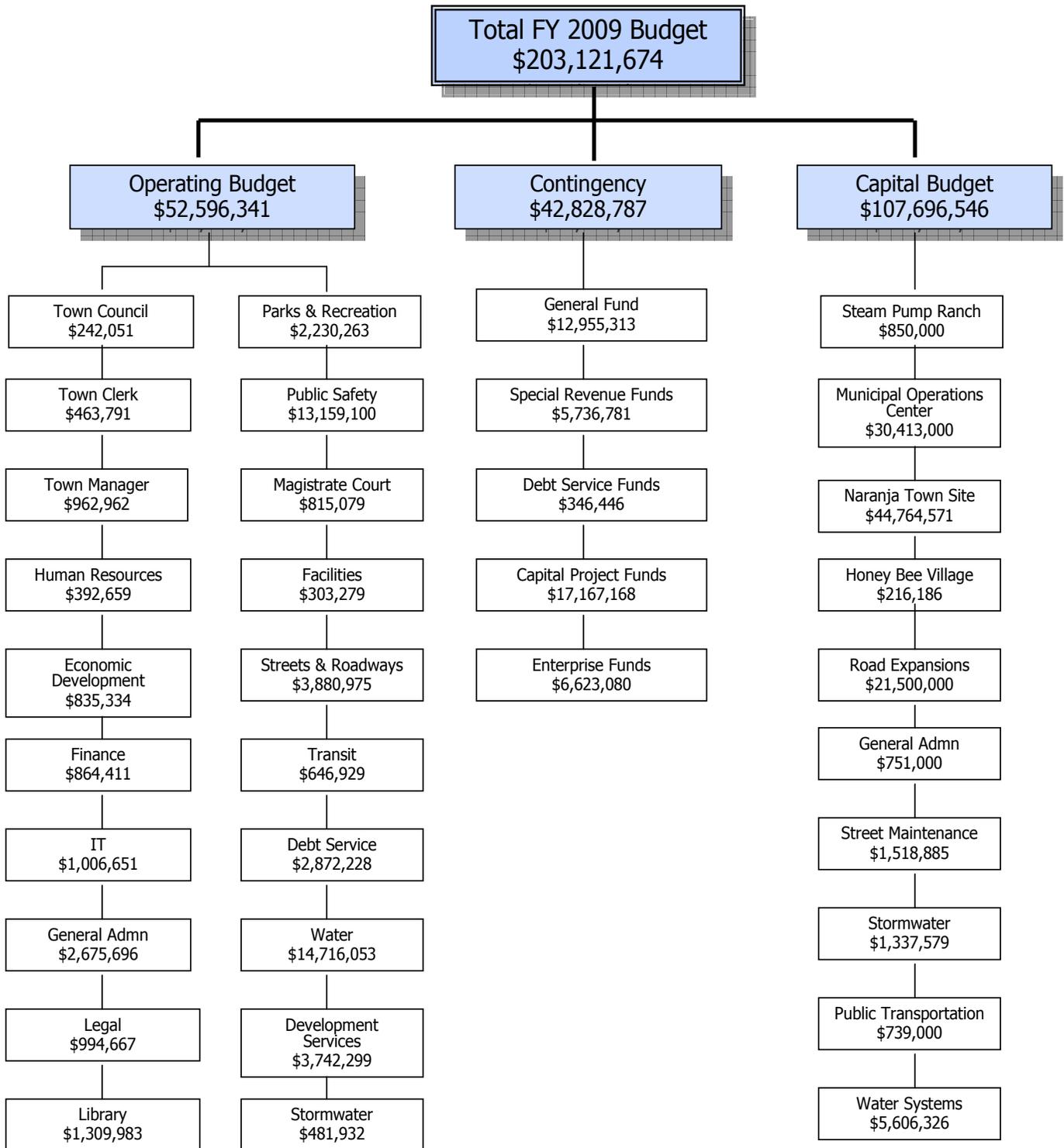
Appendix

Community Profile.....	193
Resolution Adoption	197
Auditor General Statements.....	201
Authorized Personnel Schedule	213
Debt Service Schedules	221
Glossary	229

This Page Intentionally Left Blank



Financial Organizational Chart



This Page Intentionally Left Blank

INTRODUCTION

Budget Message
Budget Document Guide
Mayor and Council
Organization Chart
Strategic Plan
General Plan
Fund Structure
Financial & Budgetary Policies
Budget Process
Budget Calendar





Budget Message



David Andrews, Town Manager

To All Oro Valley Residents and the Honorable Mayor and Town Council Members:

I am pleased to present the Town of Oro Valley balanced budget for fiscal year 2008/2009. This year's budget is structured around major program areas identified by departments which represent services and operations viable to the Town and to which resources are allocated on a fiscal year basis. One of the main benefits of program-based budgeting is that it will allow the Town's leadership and management staff to better evaluate and measure the costs of service delivery to Town citizens. Each department budget outlines highlights and accomplishments of the prior fiscal year, performance metrics and FY 2008/09 goals and objectives. The departmental goals, objectives and budgets are designed to support and fulfill the Town's Strategic Plan and General Plan goals and objectives.

The budget for FY 2008/2009 totals \$203.1 million, an increase of 71% over last year's budget of \$118.8 million. Of the \$203.1 million total budget, the operating budget totals \$52.6 million, the capital budget totals \$107.7 million, and contingency reserves make up the remaining \$42.8 million.

The capital projects budget comprises a significant portion of the total budget for this year. This budget includes a number of planned and potential facility and infrastructure projects in a number of different areas. In order to address the pressing need for more space in Town facilities, the construction of a **municipal operations center** to accommodate Police, Public Works and Water Utility staff is included in the budget and anticipated to begin late in the year. A full facility master plan has been approved by the Town Council for this site, located at the corner of Rancho Vistoso Boulevard and Innovation Park Drive. It will include nearly 64,000 square feet of new space, plus the renovation of almost 11,000 square feet of space at the existing Town Hall site. The estimated cost of this center is approximately \$33 million.

Also, on November 4, 2008, the Town will be holding a special bond election to ask for voter approval to issue \$48.6 million in general obligation (GO) bonds to pay for the future development of Phase I of the **Naranja Town Site park**, located on 213 acres of land purchased by the Town in 2000. Should the ballot question be approved, Phase I of the park would include the earthwork and infrastructure to develop the park, ball fields, tennis and basketball courts, and other outdoor recreation elements.

Efforts to expand local transit options for our residents are also reflected in the budget. Funding from the Regional Transportation Authority (RTA) in the amount of \$675K has been included to construct a **Park N' Ride facility** near Rancho Vistoso Boulevard and Oracle Road. Additional RTA funding in the amount of \$895K has been included to provide a local **circulator bus service** within Oro Valley and expand the current Coyote Run transit service for Town residents.

The Town is also exploring opportunities to expand its town boundaries with a potential annexation of approximately 11,547 acres of State Trust Land to the north of Oro Valley, also referred to as the **Arroyo Grande Annexation**. Negotiations are underway with the State Land department, Pima County, and other regional environmental agencies to move forward with a general plan amendment for this area.

A brief overview of the FY 2009 budget is as follows:

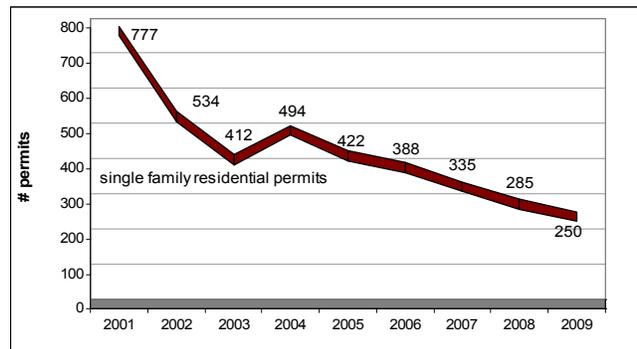
- The FY 2009 budget for the **General Fund** is \$29,850,655. This represents an increase of \$2,516,937 (9.2%) over FY 2008 estimates. The increase is attributed to personnel costs and sales tax rebates for Oro Valley Marketplace and a potential construction sales tax sharing agreement with sanofi-aventis, an expanding pharmaceutical company in Town.



Budget Message

- The **Special Revenue Funds** budget is \$7,225,359 and is a decrease of \$1,444,800 (-16.7%) over prior fiscal year estimates. This decrease is due partly to a large scale capital project in FY 2008 which will not be repeated in FY 2009, and also street rehabilitation projects for FY 2009 will be kept to a minimum due to the decrease in State Shared Revenues. The Special Revenue Fund consists of Streets, Transit and collections from tax on lodging.
- The **Debt Service Fund** has a budget of \$2,872,228 and is an increase of \$1,138,120 (65.6%) over FY 2008 year-end estimates. New to FY 2009 is principal and interest payments on the planned construction of a Municipal Operations Center.
- The budget in **Capital Project Funds** for FY 2009 is \$102,295,413. This is an increase of \$85,749,217 over FY 2008 estimates and is for construction costs associated with the Rancho Vistoso Municipal Operations Center and Naranja Town Site park project.
- The **Enterprise Funds**, which encompass Water Utility and Stormwater, are budgeted at \$18,049,234 for FY 2009. This represents an increase of \$5,658,869 (45.7%) over the previous fiscal year estimate. This increase is largely due to capital projects relating to stormwater drainage and water system improvements and expansions.

The FY 2008/2009 budget was developed on the context of a slowing economic environment. In previous years, the Town relied heavily on residential and commercial development to fund the business of operating a community. Residential building permits, over the last few years, have begun a steady decline as the Town approaches build-out. It is assumed the Town will issue 250 single family residential building permits for FY 08/09. While the number of permits has been decreasing, the value per permit has slightly increased due to the mix of construction where custom homes are being built in place of master planned communities.



Commercial building permit fees are projected to decrease 46% over FY 07/08 estimates. The new Oro Valley Marketplace, a 1.1 million square foot retail center which began construction in 07/08, will near completion this fiscal year. Ongoing activity is anticipated to occur at Steam Pump Village and the Innovation Commerce Campus and Venture West Medical commercial centers are anticipated to begin and complete construction this fiscal year.

As this new construction activity tapers off, this loss in growth-related revenue is expected to be somewhat offset by retail sales taxes from the new commercial centers. Growth in retail sales tax collections from existing base business is anticipated to be flat. The budget also incorporates the sunset of the 2% utility sales tax in April 2009, which will result in a loss of approximately \$1.3 million annually. A 2% decrease in State Shared Revenue is budgeted due to declining collections from the gasoline tax and the state sales tax, but will be slightly offset by slightly increased collections from the vehicle license tax and state income tax.

With the slow down of construction activity and the loss of the 2% utility sales tax, the expenditure budgets are budgeted to remain flat, albeit for a slight inflation factor of 2.5%. The O&M budgets were compiled using a three-year average base target and adjusted for any one-time expenditures. The FY 2008/09 budget will continue to fund the existing basic service levels.

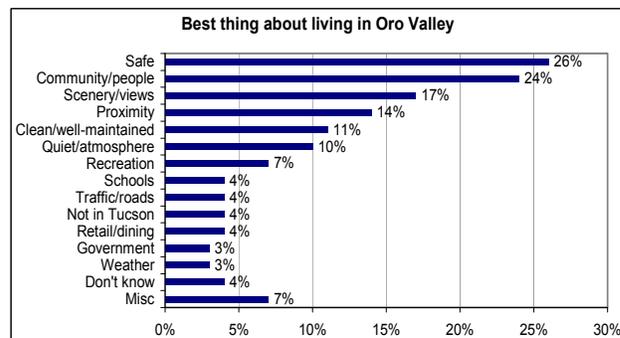
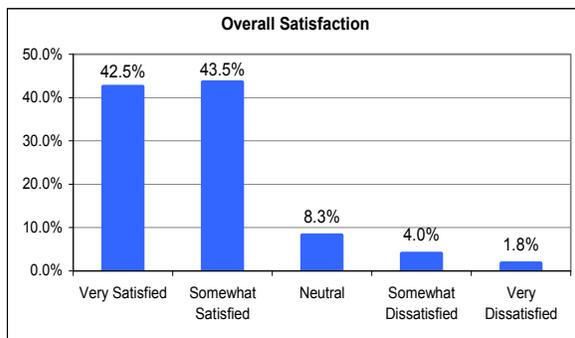


Budget Message

The budget includes the addition of 3.0 new full-time equivalent (FTE) positions. Of these new positions, an Assistant Planning & Zoning Administrator will assist with the planning efforts of the Arroyo Grande potential annexation. The remaining positions, a Meter Reader Supervisor and a Court Clerk, are needed to support existing service levels.

In December 2007, the Town Council enlisted the help of an outside consultant to complete the Town's first community survey. The survey was designed to gauge residents' attitudes, perceptions, and levels of satisfaction with Town services. The survey results would then be used as a management tool in making decisions during the fiscal years. The survey indicated, overall, residents of Oro Valley are satisfied with the services and amenities provided by the Town. Half of all respondents felt that the Town is better at providing services and amenities than other governments where they have lived. In assessing the individual services and amenities provided within the Town, residents felt that the strengths of Oro Valley are library, police, fire and emergency services, trash pickup, and schools.¹

Community Survey Results



The results of the survey combined with outside economic factors are the driving force behind the fiscal 2008/2009 adopted budget. For FY 08/09, Operations and Maintenance (O&M) budgets were flat-lined, several additional staffing requests were eliminated, the capital improvement budget was reduced, and travel and training budgets were flat-lined. The budget will accomplish keeping the Town's current service levels while also planning for the future. Funds have been set aside for the development and construction of master planned projects, and conceptual planning for the potential annexation of approximately 11,547 acres of state trust land known as the Arroyo Grande corridor.

The Town of Oro Valley has a long history of maintaining a high quality of service to its citizens. Whether these service levels fit the "basic service" definition or a "quality of life" definition, the Town seeks a balance to provide services to all of its residents, and at the lowest possible cost. The adopted budget for FY 2008/09 reflects the commitment to maintain these high levels of service.

Maintaining the Town's excellent financial condition is a top priority of the Town Council and staff. The Town will face continuing challenges in the coming year and years ahead as new development tapers off taking with it the revenue source the Town so heavily relied upon. Personnel expenditures represent a significant portion of the total operating budget and escalating benefit premiums will put a further hindrance on our limited revenues. As such, we will continue to focus on the Town's financial planning to model future financial scenarios. Limiting recurring General Fund operating expenses along with enhancing revenues in future years will be a key factor in our scenario planning.

¹ "Community Survey Report of Findings and Analysis", Marketing Research & Strategy Consultants, January 2008.



Budget Message

The budget reflects the Council's policy of preserving Oro Valley's strong financial position by maintaining strong fund balances and reserves, attracting and retaining high quality staff with highly competitive salaries and benefits, adding new programs cautiously and making decisions within the context of our comprehensive financial plan. The budget asserts our commitment to meet and exceed our community's high expectations and to continue to meet these needs at the lowest possible cost to our citizens.

I would like to express my appreciation to all of the Town staff who had a role in the preparation of the annual budget. Without their continued dedication, the budget process and resulting budget document would not be possible. And lastly, thank you to our Mayor and Town Council for the constant guidance in determining and establishing the framework for our "community of excellence."

Respectfully submitted,

David L. Andrews
Town Manager



Town of Oro Valley
Community of Excellence

This Page Intentionally Left Blank

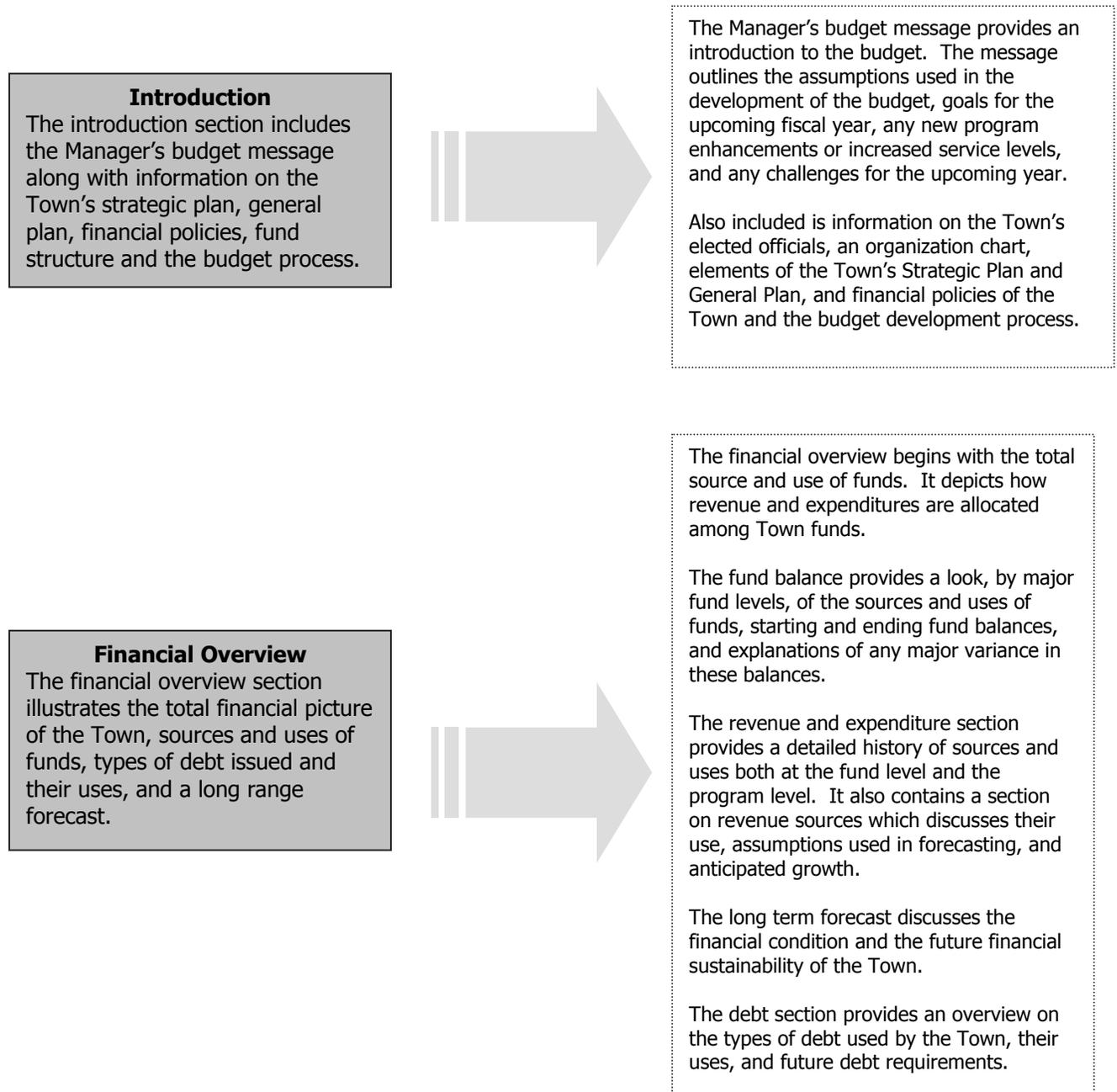


Budget Document Guide

The budget document seeks to implement the Town of Oro Valley's adopted General Plan and Strategic Plan within the boundaries of its available financial resources. The budget is a policy document, financial plan, operations guide and communication device.

The purpose of this guide is to provide the reader with some basic understanding on the organization of the budget document and what is included in each of the sections.

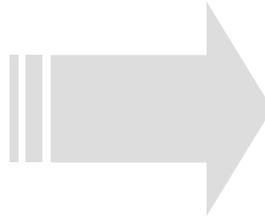
The budget document is comprised of the following five major areas:



Budget Document Guide

Program Budgets

The program budget section contains the operating piece of the budget document. Specifics on types of services offered and associated costs are found in this section.

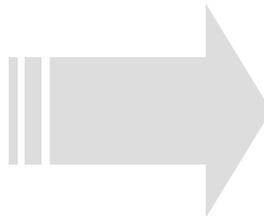


Each program budget begins with the mission and description of the department and the programs offered. It also contains the following information -

- **Highlights:** Lists accomplishments achieved by the departments in the previous fiscal year.
- **Goals & Objectives:** Tie to the Town's Strategic Plan and lists what the departments plan to accomplish this budget year.
- **Performance Metrics:** Depicts select measuring criteria of a department and how they are performing.
- **Departmental Budgets:** Contains data on personnel by program, expenditures by category, and expenditures by program.
- **Expenditures by Program:** Provides expenditures by category for each of the programs offered by the department.

Capital Improvement Program (CIP)

The capital improvement section contains information on the projects budgeted in this fiscal year and their operating impacts on the budget.

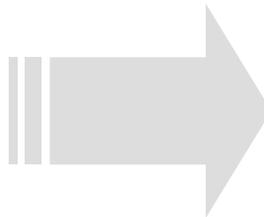


The capital improvement section describes the process and timeline for compiling the CIP budget, a summary of revenue sources to support the program, and a five-year CIP plan.

It also includes a description and justification for each of the projects budgeted and their future operating impact.

Appendix

The appendix section has various information pertaining to personnel, the Town's economic makeup and demographics, debt schedules and a glossary of terms.



The appendix section includes informational facts on the Town of Oro Valley, the resolution adopting the budget, Auditor General Statements, a listing of authorized personnel, complete debt payment schedules, and a glossary of frequently used terms.



Town of Oro Valley
Community of Excellence

This Page Intentionally Left Blank



Mayor and Council

The Mayor and Council of Oro Valley are committed to the creation of a "Community of Excellence" where high quality municipal services are coupled with responsible development. Through the Town Manager, the Mayor and Council provide policy direction by adopting rules, regulations, and procedures to meet community needs. The Mayor and Council remain accountable and accessible to the residents through their commitment to full, honest, and timely communication.



Paul H. Loomis
MAYOR
Term Expires: May 2010



Al Kunisch
VICE-MAYOR
Term Expires: May 2010



Paula Abbott
COUNCILMEMBER
Term Expires: May 2010



Kenneth "KC" Carter
COUNCILMEMBER
Term Expires: May 2010



William Garner
COUNCILMEMBER
Term Expires: May 2012



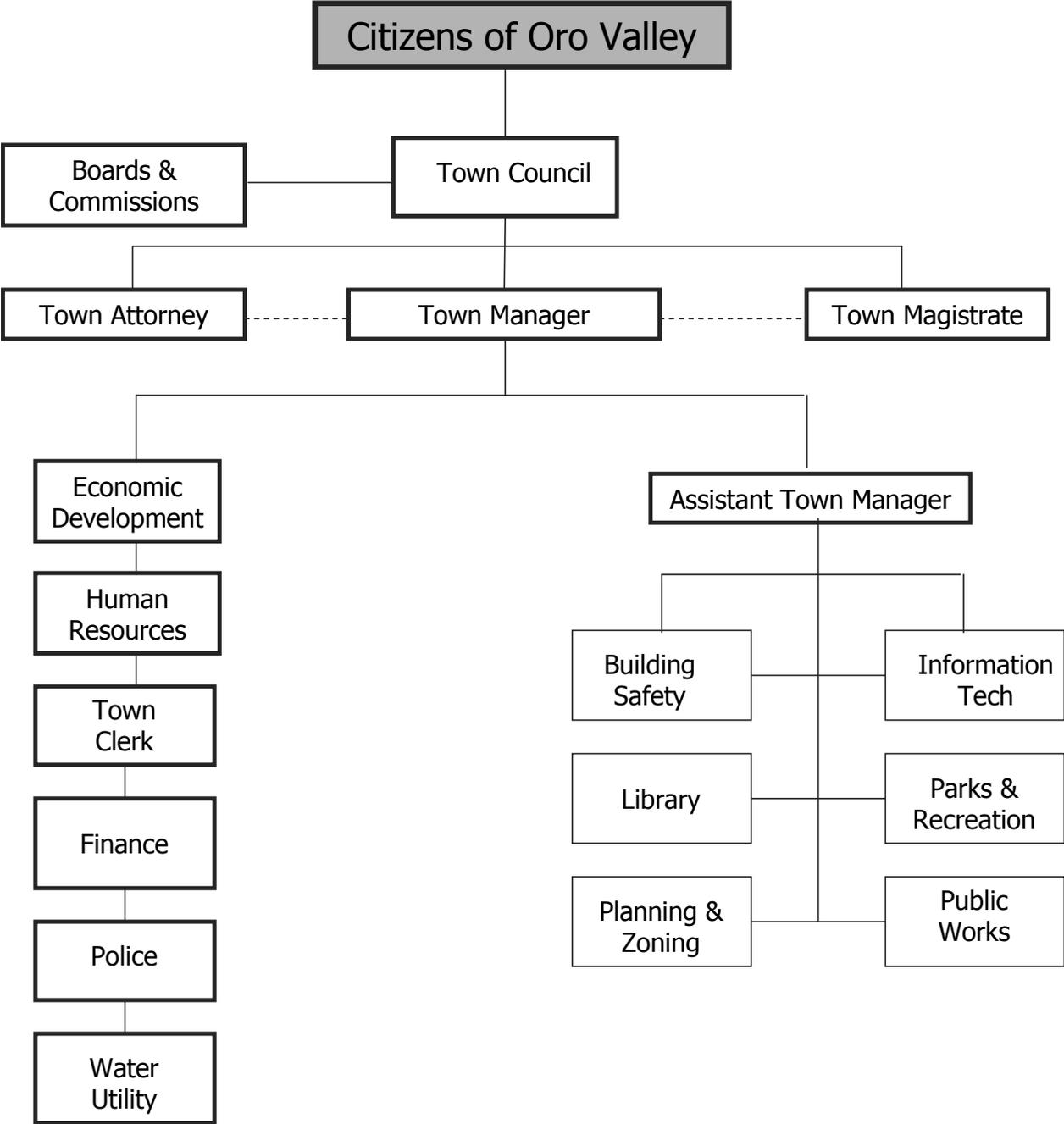
Barry Gillaspie
COUNCILMEMBER
Term Expires: May 2012



Salette Latas
COUNCILMEMBER
Term Expires: May 2012



Organizational Chart





Town of Oro Valley

Community of Excellence

This Page Intentionally Left Blank



Strategic Plan

The Oro Valley Strategic Plan outlines the goals and strategies for the municipal government to successfully address the community's vision. A series of five Focus Areas provide the framework for the Strategic Plan. The focus areas indicate where Oro Valley must direct its attention in order to address community needs and desires. All of the Focus Areas are inter-related and not intended to be viewed independently. Implementing these Focus Areas will require leadership, financial commitment, effective management, and continual evaluation. The goals and objectives of the FY 2008-09 budget encompass the below five Focus Areas:

Financial Sustainability	Quality of Life
<p>Financial sustainability is defined as the Town's ability to ensure stable, long-term resources that do not fluctuate and the ability to fund existing service levels and have adequate future funding.</p> <ul style="list-style-type: none"> ▪ maintain a balanced budget ▪ develop a diverse revenue stream ▪ maintain a contingency fund ▪ ensure financial resources are available to support the expected level of community services 	<p>The Town must develop and implement policies that will manage growth consistently with the Town's General Plan and protect the community's quality of life.</p> <ul style="list-style-type: none"> ▪ preserve open space and manage development in order to protect our quality of life ▪ facilitate economic growth to encourage citizens to live, work and plan in Oro Valley ▪ ensure that quality and sufficient municipal facilities are provided in order to meet service demands and staffing needs ▪ plan for and provide the necessary infrastructure to support community growth and preservation
Leadership and Communication	Protection of the Environment and Cultural Assets
<p>Leadership and communication are interrelated principles. Through effective communication internally as well as externally, a leadership culture will be developed and strengthened at every organizational level.</p> <ul style="list-style-type: none"> ▪ build trust through effective public outreach and communication ▪ create an environment conducive to effective dialogue among the Council, staff, and community ▪ improve intergovernmental relationships ▪ encourage and develop leadership 	<p>For decades, the Oro Valley area has been a preferred place to live. The challenge is to sustain a spirit of volunteerism, and rich cultural, artistic, safe, and recreationally-oriented environments and assets that continue to contribute to the area's desirable quality of life.</p> <ul style="list-style-type: none"> ▪ protect environmentally sensitive lands consistent with community goals ▪ maintain and acquire sufficient water resources to ensure that the community has an adequate water supply to sustain the Town's quality of life and support existing and future residential and commercial development ▪ cultivate and sustain historic, archaeological, cultural, parks, and recreational assets in a manner that achieves the community's shared vision of quality of life
Economic Development	
<p>The purpose of Economic Development is to increase the quality of life for the citizens of Oro Valley and the business community by developing a positive business climate.</p> <ul style="list-style-type: none"> ▪ to provide a strong business climate through the attraction, expansion, and retention of diverse employment, retail, and tourism opportunities 	



General Plan

The citizens of the Town of Oro Valley established and ordained this General Plan for the development and support of the Town. The purpose of the General Plan is to provide basic direction and guidance to all elected and appointed officials, employees, and residents of the Town in their decision making process. The General Plan consists of eleven (11) main elements.

Land Use	Orderly growth that focuses primarily on low-density development is especially important to the community, as is development that is sensitive to and compatible with the Sonoran Desert environment.
Community Design	The Town should integrate the manmade elements into the natural environment with great sensitivity and with minimal disruption to existing topographic forms and ecosystems.
Economic Development	Diversification in the local revenue base is desirable, however, any new development must be consistent with the community's vision for the future and values.
Cost of Development	This Cost of Development element articulates the Town's interest in ensuring that new development does its fair share to perpetuate the high standards that the Town has established since its incorporation.
Transportation/Circulation	Oro Valley's transportation system must provide residents and visitors with safe, convenient and efficient mobility.
Public Facilities, Services and Safety	This element is to provide the Town with development oversight strategies that ensure orderly, rational development of infrastructure to support projected growth and to address the safety needs of its residents.
Housing	Efforts should continue to be made to provide a mix of housing at various densities and price ranges to allow people of all ages to enjoy the splendor of Oro Valley.
Parks and Recreation	This element is intended to protect and enhance the resort/residential image the Town wishes to maintain.
Arts and Culture	To enhance the quality of life by promoting and sustaining the arts and culture in our community.
Archaeological and Historic Resources	To preserve the unique archaeological, cultural, and historic resources within Oro Valley to the degree not already regulated by the State of Arizona.
Open Space and Natural Resources Conservation	This element is intended to identify and address the Town's environmental resources in a comprehensive manner. The protection, restoration, and maintenance of environmental resources require an integrated approach.



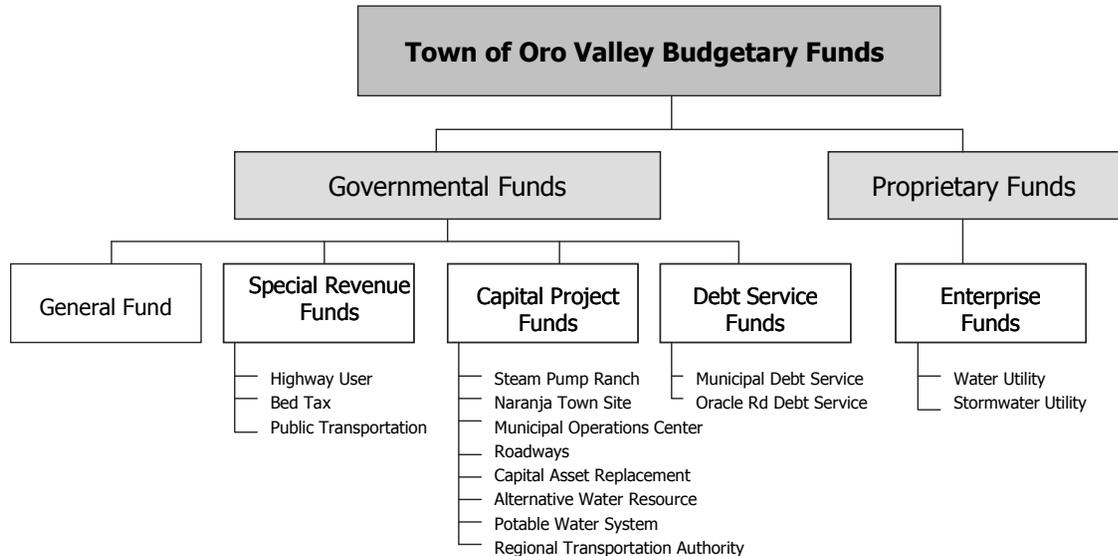
Town of Oro Valley
Community of Excellence

This Page Intentionally Left Blank



Fund Structure

The Town's accounting and budget structure is segregated into various funds. In governmental accounting, a fund is a separate, self-balancing set of accounts that are created and maintained for specific purposes.



The **General Fund** is the primary operating fund of the Town and is set up to account for the resources devoted to finance services traditionally associated with local government. Police, parks and recreation, development services, human resources and general administration are all examples of services in the General Fund.

Special Revenue Funds are used to account for the proceeds of specific revenue sources that are legally restricted to expenditures for a specific purpose.

Capital Project Funds are used to account for revenue received and expenses related to infrastructure improvements such as streets, water, buildings and historic preservation. Revenue is received from impact fees, the issuance of bonds, outside funding and special assessments.

Debt Service Funds are used to account for the payment of principal and interest on general long term debt obligations that are not serviced by the General, Special Revenue and Enterprise Funds. It does not include contractual obligations accounted for in the individual funds.

Enterprise Funds are funds in which the services provided are financed and operated similarly to those of a private business. User fees are established to ensure that revenues are adequate to meet all expenses.

Budgetary Basis

Budgetary basis refers to the basis of accounting used to estimate financing sources and uses in the budget.

Modified Accrual Basis is the method under which revenues are recognized when they become susceptible to accrual; that is when they become both "measurable" and "available to finance expenditures of the current period." The Town's governmental fund type budgets are developed using the modified accrual basis of accounting.

Accrual Basis is the method under which revenues are recorded when they are earned (whether or not cash is received at the time) and expenses are recorded when goods and services are received (whether cash disbursements are made at the time or not). The Town's proprietary fund budgets are developed using the full accrual basis of accounting.

This Page Intentionally Left Blank



Town of Oro Valley
Community of Excellence

This Page Intentionally Left Blank



Financial and Budgetary Policies

The Town of Oro Valley has an important responsibility to its residents to carefully account for public funds, manage its finances prudently, and to plan for the adequate funding of services desired by the public. Sound financial policies will help to ensure the Town's capability to adequately fund and provide the government services desired by the community. These policies are designed to enhance the Town's financial health as well as its image and reputation with residents, the general public, bond and credit rating agencies and investors. The policies contained herein are further designed to foster and support the continued financial strength and stability of the Town of Oro Valley. The policies will serve as guidelines for the Town's overall fiscal planning and management. In addition, the Government Finance Officers Association (GFOA), as well as the National Advisory Council on State and Local Budgeting (NACSLB) recommends formal adoption of financial policies by the jurisdiction's governing board.

A. Financial Planning Policies

A.1 **Balanced Budgeting and Fiscal Planning Policies**

Fiscal planning is the process of identifying resources and allocating those resources among multiple and competing needs. The primary vehicle for this planning is the preparation, monitoring and analysis of the Town's budget.

The Town shall develop an annual budget whereby recurring Town revenues shall be sufficient to support recurring operating expenditures with no use of General Fund contingency to support ongoing operational expenses.

The Town's annual budget will include contingency appropriation to provide for unanticipated increases in service delivery costs, emergencies, and needs that may arise through the fiscal year. The contingency appropriation may only be expended upon Council approval.

Budget development will use strategic multi-year fiscal planning; conservative revenue forecasts and a program/performance based budgeting method. This method requires each department to establish fiscal year goals and objectives that will be evaluated to determine the effectiveness and efficiency of both department and Town resources. Utilization of a program/performance budget format will provide a basis for evaluation of service and other impacts of potential increases or decreases in funding.

Quarterly, budget to actual revenue and expenditure reports will be prepared, for all Town funds, by the Finance Department and presented to the Finance and Bond Committee and Town Council. The reports will also include revenue and expenditure projections through the end of the fiscal year and identify and explain any variances.

The Town will not use one-time (non-recurring) revenues to fund continuing (recurring) uses, or use external borrowing for operational requirements. The budget will incorporate the best available estimates of revenues and expenditures.

All budgetary appropriations that have not been expended or lawfully encumbered shall lapse at the end of the fiscal year, June 30th. Appropriations for capital projects in progress at fiscal year end shall be made for the subsequent fiscal year.

The Town shall work to minimize the financial burden on its taxpayers by routinely evaluating both its administrative and direct service delivery systems in terms of efficiency, effectiveness and responsiveness. Technology shall be utilized when feasible to increase efficiency and cost-effectiveness.

Any fiscal year-end special revenue fund balance amounts in other special revenue funds of the Town shall be maintained, preserved separately, and carried forward within those funds and not considered as part of the contingency reserve requirement for the Town's General Fund.

The Town's annual budget shall be adopted by the Town Council at the fund level, except in the General Fund, where it shall be adopted at the department level. To provide sufficient control and accountability, budgets shall be prepared and monitored by major expenditure categories (personnel, operations and maintenance, capital outlay, debt service). (A *fund* is a fiscal and accounting entity with a self-balancing set of accounts recording cash and other financial resources.)

The Town shall promote the understanding that its employees are its most valuable resource and



Financial and Budgetary Policies

shall employ sound management practices when planning for service delivery. The Town is committed to maintaining and improving the productivity of staff through a pleasant working environment, appropriate equipment including office automation and computer applications, necessary training and adequate supplies and materials as resources and adopted policies permit.

A.2 Long Range Planning

A.2.1 Long Range Forecasts

As part of the annual Town budget preparation cycle, the Finance Department shall prepare a 10-year financial forecast of projected revenues and expenditures to measure the financial sustainability of the Town's operations and service levels.

A.2.2 Cash Management & Investment Policy

Cash and investment programs will be maintained in accordance with the Town's adopted Investment Policy and will ensure that proper controls and safeguards are maintained. Town funds are managed with an emphasis of safety of principal, liquidity and financial yield, in that order.

Bond funds will be segregated from all other funds for arbitrage and accounting purposes.

Ownership of the Town's investment securities will be protected through third party custodial safekeeping.

All Town bank accounts shall be reconciled and reviewed on a monthly basis.

The Town will consolidate cash balances from various funds for investment purposes, and will allocate investment earnings to each participating fund. This will allow the Town to maximize yields from its overall portfolio.

Investment performance will be reviewed and reported on as outlined in the current adopted investment policy.

All treasury activities with financial institutions will be conducted based upon written contracts between the Town and the respective financial institution(s).

A.3 Asset Inventory

Capital assets are assets with an acquisition cost of \$5,000 or more and an estimated useful life of two or more years. Such assets shall be depreciated in the Town's financial statements over their estimated useful lives.

Minor assets are assets with an acquisition cost of \$1,000 or more but less than \$5,000 and an estimated useful life of two or more years. Such assets will not be depreciated in the Town's financial statements.

Expendable items are machinery and equipment purchases whose cost is less than \$1,000. These items will not be depreciated.

The Town will depreciate capital assets using the straight line depreciation method.

The Town will maintain a Capital Asset Replacement Fund to project equipment and vehicle replacement needs for the next five years and will update this projection each year. Subject to funding availability, town departments will be charged an annual contribution amount to this fund based on a portion of their annual asset depreciation.

The Finance Department is responsible for verifying the actual physical existence of capital and minor assets and the accuracy of the Town's asset database. The process will be monitored through asset audits of Town departments and divisions. Any significant irregularities are reported to the Town Manager.

The Town will maintain capital assets and infrastructure at a sufficient level to protect the Town's investment, to minimize future replacement and maintenance costs, and continued service levels.

B. Revenue Policies

B.1 Revenue Diversification

The Town will strive for a General Fund revenue base consisting of a balance of sales taxes, state shared revenues, user fees and other revenue sources.



Financial and Budgetary Policies

The Town will maintain a diversified and stable revenue base to protect against short term fluctuations in any single revenue source and economic changes locally and nationally.

The Town will estimate revenues in a realistic and moderate manner in order to minimize the risk of a revenue shortfall.

B.2 Fees and Charges

All non-enterprise user fees and charges shall be examined annually to determine the cost recovery rate. The acceptable recovery rate and any associated changes to user fees and charges will be considered by Town Council or as otherwise specified in Town code.

Development impact fees for capital expenses attributable to new development will be reviewed periodically to ensure the fees recover all direct and indirect development related expenses.

For enterprise fund operations, the Town will establish rates and fees at levels to cover fully the total direct and indirect costs, including operations, capital outlay, debt service, debt coverage requirements and unrestricted cash reserve balances. Enterprise funds will not be used to subsidize the operation of other funds. Interfund charges will be assessed for the administrative support of the enterprise activity.

B.3 Use of One– Time Revenues

The Town will utilize one-time (non-recurring) revenues to fund one-time operating expenditures, prepay existing debt, or supplement "pay as you go" capital outlay. One-time revenues shall not be used to fund recurring expenditures.

B.4 Use of Unpredictable Revenues

If the Town should receive unpredictable revenues from sales tax audits, unbudgeted grant funding, gifts or donations, the Town shall account for these revenues as one-time revenues. They shall not be used to fund recurring expenditures.

C. Expenditure Policies

C.1 Debt Capacity, Issuance & Management

The Town will seek to maintain and, if possible, improve its current bond rating in order to minimize borrowing costs and preserve access to credit. The Town will encourage and maintain good relations with financial bond rating agencies and will follow a policy of full and open disclosure.

Future bond issue proposals will be accompanied by an analysis showing how the new issue, combined with current debt, impacts the Town's debt capacity and conformance with Town debt policies.

The general policy of the Town is to fund capital projects with new, dedicated streams of revenue or voter-approved debt. Non voter-approved debt may be utilized when a dedicated revenue source other than general revenue can be identified to pay debt service expenditures.

Financing shall not exceed the useful life of the acquired asset.

The Town shall not use long term debt to finance current operations.

The Town will establish debt repayment schedules with fixed annual principal and interest payments.

Proceeds from bonded debt will be used in accordance with the purpose of the issuance. Funds remaining after the project is completed will be used in accordance with the provisions stated in the bond ordinance that authorized the issuance of the debt.

The Town shall comply with the Internal Revenue Service arbitrage rebate requirements for bonded indebtedness.

Interest earnings on bond proceeds will be limited to 1) funding or acquiring the improvement(s) or asset(s) or 2) payment of debt service on the bonds.

All projects funded with bonded debt must be included in the Town's Capital Improvement Program.

When considering refunding any outstanding bonded debt, the Town will perform a cost benefit analysis to compare the present value of the estimated refunding cost savings as a percentage of the amount of outstanding bonds to be refunded to determine the viability of the refunding. Considerations will be made with regard to the existing bond covenants when refunding any bonded debt.



Financial and Budgetary Policies

When utility revenues are pledged as debt service payments, the Town will strive to maintain a 1.3 debt service coverage ratio or the required ratio in the bond indenture (whichever is greater) to ensure debt coverage in times of revenue fluctuation.

The Town will communicate, and where appropriate, coordinate with all jurisdictions with which we share a common tax base concerning our collective plans for future debt issues.

The Arizona Constitution limits the Town's bonded debt capacity (outstanding principal) to a certain percentage of the Town's secondary assessed valuation by the type of project to be constructed. 6% is the limit for general purpose projects; for water, light, sewer, open space, public safety, park, law enforcement, fire and emergency services, and streets and transportation facilities projects there is a 20% limit.

C.2 Capital Improvement Plan Policies

The purpose of the Capital Improvement Plan (CIP) is to systematically identify, plan, schedule, finance, track and monitor capital projects to ensure cost effectiveness as well as conformance to established policies.

A five year Capital Improvement Plan will be developed and updated annually, including anticipated funding sources. Capital improvement projects include infrastructure, equipment purchases or construction resulting in or making improvements to a capitalized asset costing more than \$50,000 and having a useful life of five or more years.

The Capital Improvement Plan will include, in addition to estimated operating maintenance expenditures, adequate funding to support repair and replacement of deteriorating infrastructure and avoidance of a significant unfunded liability.

Proposed capital projects will be reviewed and prioritized by a cross-departmental team regarding accurate costing (design, capital and operating) and overall consistency with the Town's goals and objectives. Financing sources will then be identified for the projects ranking the highest based on the established ranking systems and limited by monies.

Capital improvement lifecycle costs will be coordinated with the development of the operating budget. Future operating maintenance and replacement costs associated with new capital improvements will be forecast, matched to available revenue sources and included in the operating budget.

The current fiscal year of the Capital Improvement Plan will become the capital budget.

Staff will monitor projects to ensure their timely completion or determine if an adjustment to the Capital Improvement Plan needs to be presented to Council. A quarterly status report will be presented to the Town Council monitoring each project's progress and identifying any significant issues.

C.3 Reserve or Stabilization Accounts

Contingency reserves, determined annually, are maintained to offset unanticipated revenue shortfalls and/or unexpected expenditure increases. Contingency reserves may also be used for unanticipated and/or inadequately budgeted events threatening the public health or safety. Use of contingency funds should be utilized only after all budget sources have been examined for available funds, and subject to Town Council approval.

The Town shall maintain, at a minimum, a contingency reserve in the General Fund which represents 25% of the General Fund's annual expenditures with no use of the General Fund contingency to support ongoing operational expenses.

Contingency reserves will be maintained at 5% of the operating budget expenditures for the Water Enterprise Fund.

All Town budgetary fund designations and reserves will be evaluated annually for long-term adequacy and use requirements in conjunction with development of the Town's financial sustainability model.



Financial and Budgetary Policies

C.4 Operating Expenditure Accountability

Expenditures will be controlled as outlined in the approved budget.

Department heads are responsible for monitoring expenditures to prevent exceeding their total departmental expenditure budget. It is the responsibility of department heads to immediately notify the Finance Director and Town Manager of any circumstances that could result in a departmental budget being exceeded.

The Arizona Constitution sets a limit on the expenditures of local jurisdictions. The Town will comply with these expenditure limitations and will submit an audited expenditure limitation report, audited financial statements, and audited reconciliation report as defined by the Uniform Expenditure Reporting System to the State Auditor General within prescribed timelines.

Quarterly, budget to actual revenue and expenditure reports will be prepared, for all Town funds, by the Finance Department and presented to the Finance and Bond Committee and Town Council. The reports will also include revenue and expenditure projections through the end of the fiscal year.

To provide flexibility in the management of departmental budgets for major expenditures (personnel, operations and maintenance, capital outlay and debt service) the following budget amendment and transfer provisions shall apply:

- A. Transfers between funds shall require the recommendation of the Town Manager and formal action by the Town Council.
- B. Transfers between the line items within each major expenditure category shall be permitted upon recommendation of the Department Head and approval by the Town Manager.
- C. Transfers between the line items or major expenditure categories to fund additional personnel or increased expenditures as a result of personnel reclassifications shall require the recommendation of the Town Manager and formal action by the Town Council.
- D. Transfers between the operations and maintenance and capital outlay major

expenditure categories shall be permitted upon recommendation of the Department Head and approval by the Town Manager.

E. Transfers that would reduce or eliminate funding for items designated in the adopted Capital Improvement Program shall require the recommendation of the Town Manager and formal Council action.

F. Transfers that would reduce or eliminate funding for debt service shall require the recommendation of the Town Manager and formal Council action.

D. Financial Reporting Policies

The Town's accounting and financial reporting systems will be maintained in conformance with all state and federal laws, generally accepted accounting principles (GAAP) and standards of the Governmental Accounting Standards Board (GASB) and the Government Finance Officers Association (GFOA).

An annual audit will be performed by an independent public accounting firm, with an audit opinion to be included with the Town's published Comprehensive Annual Financial Report (CAFR).

The Town's CAFR will be submitted to the GFOA Certification of Achievement for Excellence in Financial Reporting Program. The financial report should be in conformity with GAAP, demonstrate compliance with finance related legal and contractual provisions, disclose thoroughness and detail sufficiency, and minimize ambiguities and potentials for misleading inference.

The Town's budget will be submitted to the GFOA Distinguished Budget Presentation Program. The budget should satisfy criteria as a financial and programmatic policy document, as a comprehensive financial plan, as an operations guide for all organizational units and as a communications device for all significant budgetary issues, trends and resource choices.

Financial systems will maintain internal controls to monitor revenues, expenditures and program performance on an ongoing basis.

This Page Intentionally Left Blank



Town of Oro Valley
Community of Excellence

This Page Intentionally Left Blank



Budget Process

Overview

The budget process begins with a review of the current financial condition of the Town and a discussion on varying, high-level projections for the upcoming fiscal year which are presented to Council for consideration and approval. The following key factors will drive the FY 2008/2009 budget process:

- Construction sales tax levels to decrease
- New commercial developments coming online
- 2% utility sales tax sunsets in April 2009
- State Shared Revenues to decrease

Each department within the Town develops their budget at the line-item level. The departments project year-end estimates and formulate the next year's requests. This information is compiled on a program level and an overall department level.

Base Operational Targets

In FY 2008, an effort was undertaken to re-baseline Operation and Maintenance (O&M) expenditures for all departments. Finance staff analyzed each department's historical O&M costs for the past three (3) fiscal years to determine a base average recurring O&M target for each department to use when developing their FY 2008/09 operating budget. Potential savings realized from this expenditure-controlled method could allow for personnel, capital improvements, increased services, and new programs.

Budget Review

Once departments have submitted their budget requests for personnel, O&M, and capital, Finance staff reviews the requests and compiles a financial package for the Town Manager. Any gaps existing between revenue and expenditures are discussed among Finance and Town management with a recommendation for closure.

Simultaneously, a financial sustainability plan is updated with various assumption factors, and projected revenue and departmental costs to complete a ten (10) year financial picture. The financial sustainability plan is developed with input from the citizen-based Finance and Bond Committee and contains recommendations for sustaining the economic future of Oro Valley.

The Town Manager meets with each department director to discuss and review their budget and ultimately recommends a budget for Council consideration. The Town Manager's recommended balanced budget is delivered to the Council and Finance and Bond Committee along with an overview of the Town's ten year (10) financial condition. Council members, during budget work sessions, have the option of adding new items for consideration, as well as amending or removing existing staff recommended budget items. Upon Council's revisions to the Town Manager's recommended budget, Finance compiles and finalizes the proposed tentative budget.

Budget Adoption

The proposed budget was delivered and presented to Council for tentative adoption on June 18, 2008. The adoption of the tentative budget sets the expenditure limitation for the fiscal year. The budget is then available to the general public via newspaper and public hearings. After completion of public hearings, the final budget was adopted on July 16, 2008.



Budget Process

Expenditure Limitation

The State of Arizona imposes an expenditure limitation on local jurisdictions. State Statute sets the limit unless otherwise approved by the voters. If the limit imposed by the State is not sufficient to meet the Town's needs, the budget law provides four options to potentially solve the problem. All of these options require voter approval.

- A local home rule (alternative expenditure limitation)
- A permanent base adjustment
- A capital projects accumulation fund
- A one-time override

The voters of the Town of Oro Valley adopted the Home Rule Option in 2006. The expenditure limit approved by the voters must be used in determining the Town's expenditure limit until a new base is adopted. The Home Rule option is voted on every four (4) years. The expenditure limit for Oro Valley is \$203,121,674.

Budget Amendments

Because detailed budgets are considered by the Town to be a planning tool for department management, departments should have some degree of flexibility in establishing and adjusting such detail including major expenditure categories. To provide such flexibility, the following budget amendment and transfer provisions shall apply:

- a) Transfers between funds shall require the recommendation of the Town Manager and formal action by the Town Council.
- b) Transfers between line items within each major expenditure category shall be permitted upon recommendation of the Department Head and approval by the Town Manager.
- c) Transfers between the line items or major expenditure categories to fund additional personnel or increased expenditures as a result of personnel reclassifications shall require the recommendation of the Town Manager and formal action by the Town Council.
- d) Transfers between the operations and maintenance and capital outlay major expenditure categories shall be permitted upon recommendation of the Department Head and approval by the Town Manager.
- e) Transfers that would reduce or eliminate funding for items designated in the adopted Capital Improvement Plan shall require the recommendation of the Town Manager and formal Council action.
- f) Transfers that would reduce or eliminate funding for debt service shall require the recommendation of the Town Manager and formal Council action.



Budget Calendar

January						
S	M	T	W	Th	F	S
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	31		

February						
S	M	T	W	Th	F	S
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	

March						
S	M	T	W	Th	F	S
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31					

April						
S	M	T	W	Th	F	S
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30			

May						
S	M	T	W	Th	F	S
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

June						
S	M	T	W	Th	F	S
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

2008 Budget Calendar

January

23 Update Council on mid-year financial status and preview FY 2008/09 budget process

24 Finance distributes budget request forms for operations & maintenance and capital expenditures to departments

February

14 The CIP Technical Advisory Committee (CIPTAC) reviews the Capital Improvement Plan (CIP) process and department project requests

22 Departments submit new personnel and employee reclassification requests to Human Resources

29 Departments submit operating and capital expenditure requests to Finance; CIP project scores are tallied and ranked; draft CIP presented to CIPTAC

March

3-14 Finance reviews and analyzes budget requests

17-31 Town Manager meets with department directors and Finance to review the proposed budget

April

1 Draft CIP is presented to Planning & Zoning Commission

1-11 Finance prepares Town Manager Recommended Budget

23 Town Manager Recommended Budget delivered to Council and Finance & Bond Committee

May

3 Council Budget Work Session

12 Council Budget Work Session

14 Council Budget Work Session

28 Council Budget Work Session

29 Council Budget Work Session

June

2-6 Finance prepares Tentative Budget
18 Adoption of Tentative Budget and CIP

July

2 Council Budget Work Session
16 Adoption of *Final* Budget and CIP

July						
S	M	T	W	Th	F	S
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	31		

August						
S	M	T	W	Th	F	S
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30
31						

September						
S	M	T	W	Th	F	S
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30				

October						
S	M	T	W	Th	F	S
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	

November						
S	M	T	W	Th	F	S
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30						

December						
S	M	T	W	Th	F	S
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31			

This Page Intentionally Left Blank

FINANCIAL OVERVIEW

- Budget Overview
 - Fund Balances
 - Budget Summary
- Revenue Summary
 - Revenue Schedule by Fund
 - Revenue Sources
- Expenditure Summary
 - Expenditure Schedule by Fund
 - Expenditures by Program
- Personnel Summary
- Long Term Forecast
- Debt Service

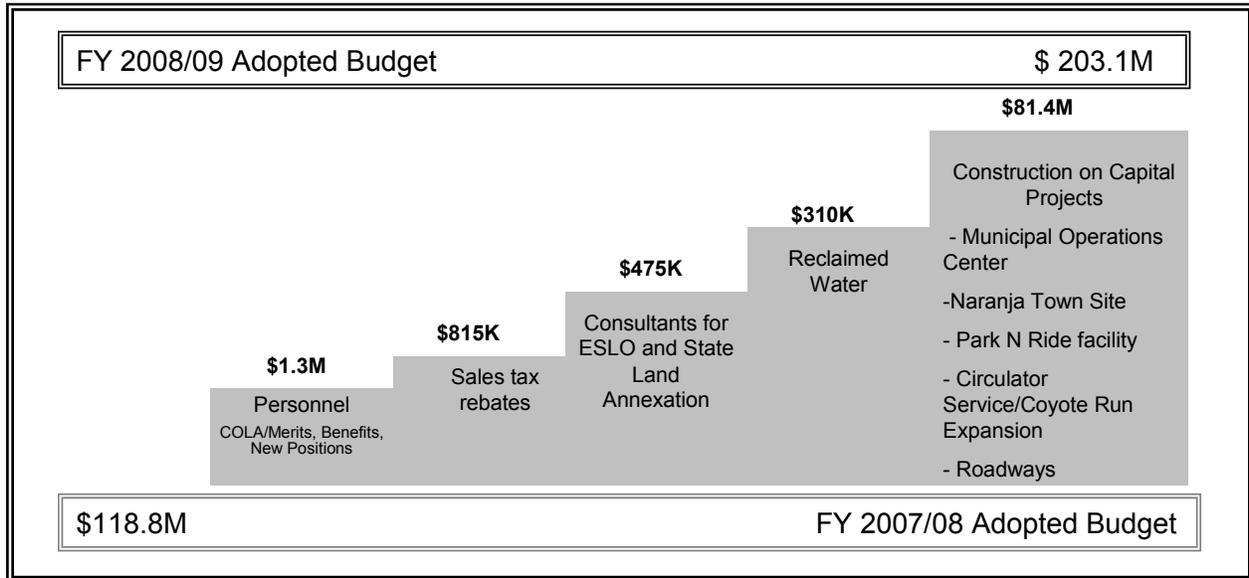




Budget Overview

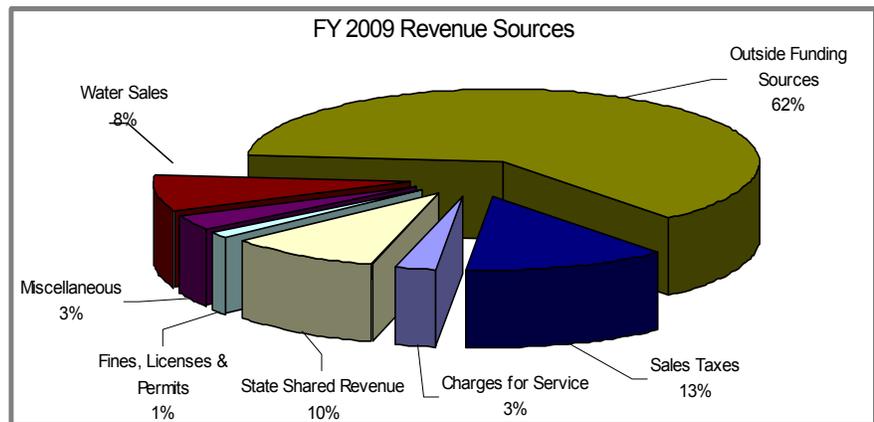
The budget for FY 2008/2009 totals \$203.1 million which includes a \$52.6 million operating budget and \$107.7 million for capital projects and represents a 71% increase over the previous year budget. For FY 2008/09, the Town of Oro Valley is focusing on planning for the future and the budget includes several significant capital improvement projects relating to roadways and master planned projects. As depicted in the chart below, capital projects represent a major portion of the adopted budget for FY 2008/09.

Comprehensive Budget Overview



Revenues

Budgeted revenue for FY 2008-09 totals \$149.0 million and represents a 114.4% increase over FY 07/08. The Town receives a variety of funding sources to finance operations which will be discussed in further detail further in the Financial Overview section of the budget document. A notable increase to FY 2009 revenue is in Outside Funding Sources and accounts for the proceeds from the anticipated issuance of bonds.



In FY 2009, the Town has budgeted revenue from Sales Taxes which is a major funding source (13% of the total), State Shared Revenues (10% of total), and Water Sales (8% of total).



Budget Overview

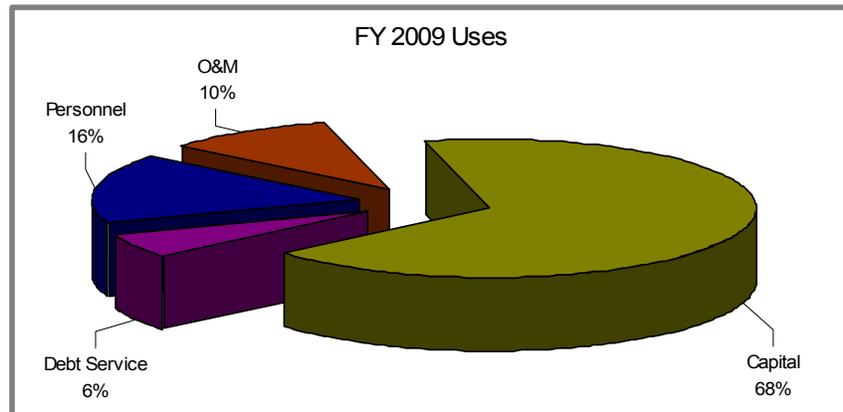
Revenue Sources

	Actual			Projected	Budget	% to FY 2008
	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009	
Sales Taxes	9,939,273	12,891,035	17,351,805	18,043,391	18,877,356	4.6%
Charges for Service	2,073,042	2,130,676	2,358,459	2,942,366	4,077,051	38.6%
State Shared Revenue	10,174,116	11,300,504	13,164,541	14,215,189	14,341,292	0.9%
Fines, Licenses & Permits	2,733,157	2,647,013	2,584,350	2,481,735	2,124,250	-14.4%
Miscellaneous	7,741,152	4,364,361	4,231,576	8,038,996	4,653,158	-42.1%
Water Sales	10,595,873	12,583,613	12,072,291	13,142,570	12,346,100	-6.1%
Outside Funding Sources	19,328,230	9,906,658	7,268,067	16,609,930	92,537,934	457.1%
Total Revenue	\$ 62,584,843	\$ 55,823,859	\$ 59,031,089	\$ 75,474,176	\$ 148,957,141	97.4%

Does not include transfers or carry-forward fund balances

Expenditures

Budgeted expenditures for FY 2008-09 total \$160.3 million and represents a 94.1% increase over FY 07/08. The budget includes \$52.6 million to support daily operations and services and \$107.7 million in capital projects to fund roadway expansions and improvements, master planned projects, transit related services, and water infrastructure improvements.



Budgeted Uses

	Actual			Projected	Budget	% to FY 2008
	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009	
Personnel	16,943,557	18,416,233	21,032,922	24,269,504	26,169,851	7.8%
O&M	8,825,678	10,575,856	10,475,154	12,824,613	16,405,875	27.9%
Capital	19,454,906	19,116,938	13,191,185	20,165,612	108,644,567	438.8%
Debt Service	6,278,625	6,462,427	6,884,769	9,414,817	9,072,596	-3.6%
Total Expenditures	\$ 51,502,766	\$ 54,571,453	\$ 51,584,031	\$ 66,674,546	\$ 160,292,889	140.4%

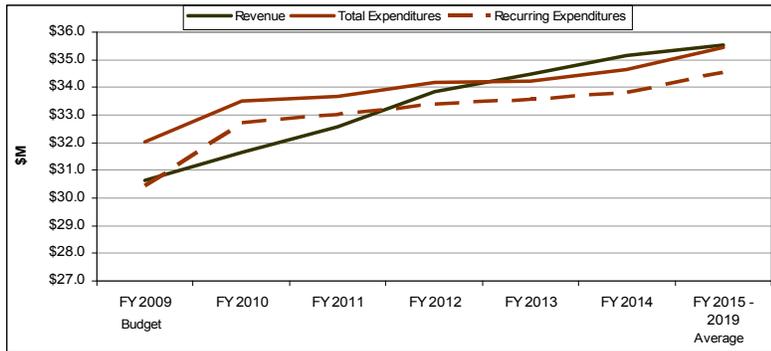
Does not include depreciation, transfers or contingency amounts



Budget Overview

Budget Policy

The Town Council's budgetary policy for the General Fund directs that recurring revenues meet or exceed recurring expenditures and that a contingency reserve equal to 25% or more of recurring expenditures be maintained.

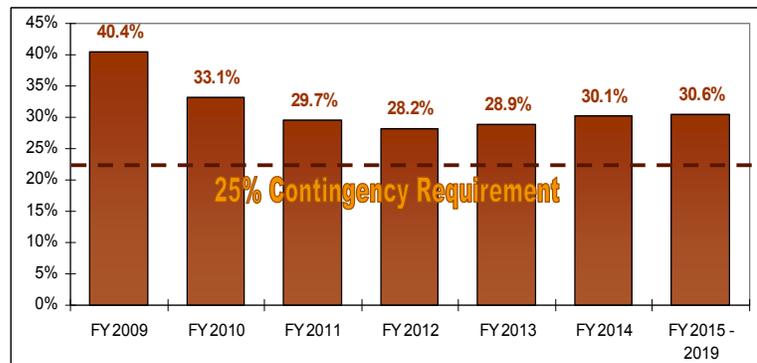


Revenues	\$30,634,386
Expenditures	32,039,037
(Deficit)/Surplus	\$(1,404,651)

The negative difference of \$1.4 million between revenues and total expenditures in the General Fund for FY 2008/09 is attributed to \$671K in one-time CIP projects and \$945K in one-time expenditures, both funded from cash reserves.

Expenditures	\$32,039,037
Contingency Requirement	25%
Required Contingency	\$ 8,009,759

The budgeted contingency reserve for FY 2008/09 is \$12,955,275 in the General Fund and is equal to 40.4% of expenditures.



This Page Intentionally Left Blank



Fund Balances

	(1) General Fund	Special Revenue Funds	(2) Enterprise Funds	(3) Capital Projects Funds	(4) Debt Service Funds	2008-2009 Total
Revenues and Other Sources						
Taxes	\$ 14,112,072	\$ 3,870,534	\$ -	\$ 894,750	\$ -	\$ 18,877,356
Licenses and Permits	1,842,250	32,000	-	-	-	1,874,250
Water Sales	-	-	11,547,900	-	-	11,547,900
Charges for Services	1,059,961	62,830	1,288,000	2,457,460	-	4,868,251
State Shared Revenue	10,991,773	3,349,519	-	-	-	14,341,292
Intergovernmental	650,083	-	-	200,000	-	850,083
Other Financing Sources	-	198,598	-	75,723,000	2,573,144	78,494,742
Grants	1,003,247	856,918	1,200,000	14,027,686	-	17,087,851
Impact Fees	-	-	-	1,476,330	-	1,476,330
Interest Income	600,000	220,000	275,000	921,000	5,000	2,021,000
Miscellaneous	375,000	15,000	-	27,000	372,828	789,828
Total	\$ 30,634,386	\$ 8,605,399	\$ 14,310,900	\$ 95,727,226	\$ 2,950,972	\$ 152,228,883
Expenditures						
General Government	\$ 8,180,993	\$ 646,587	\$ -	\$ -	\$ 11,600	\$ 8,839,180
Public Safety	13,674,100	-	-	-	-	13,674,100
Public Works	-	4,282,904	466,932	-	-	4,749,836
Parks and Recreation	2,192,280	37,983	-	150,000	-	2,380,263
Development Services	3,742,299	-	-	64,000	-	3,806,299
Library Services	1,309,983	-	-	-	-	1,309,983
Water Utility	-	-	8,263,085	396,000	-	8,659,085
Capital Projects	751,000	2,257,885	5,721,905	99,070,757	-	107,801,547
Principal Payments	-	-	1,556,854	1,332,081	1,221,349	4,110,284
Interest Payments	-	-	2,040,458	1,282,575	1,639,279	4,962,312
Other Financing Uses	2,514,266	717,475	40,000	-	-	3,271,741
Total	\$ 32,364,921	\$ 7,942,834	\$ 18,089,234	\$ 102,295,413	\$ 2,872,228	\$ 163,564,630
Excess (Deficiency)	(1,730,535)	662,565	(3,778,334)	(6,568,187)	78,744	(11,335,747)
Beginning Fund Balance	\$ 14,685,848	\$ 5,074,216	\$ 10,401,413	\$ 23,735,355	\$ 267,702	\$ 54,164,534
Ending Fund Balance	\$ 12,955,313	\$ 5,736,781	\$ 6,623,079	\$ 17,167,168	\$ 346,446	\$ 42,828,787

This table depicts the estimated beginning fund balance at July 1, 2008, the budgeted revenues and expenditures for FY 2008/09 and the projected ending fund balance at June 30, 2009.

- (1) The General Fund has a planned deficiency of \$1,730,535 which will be used to finance the CIP program, one-time funding for historic preservation, Arroyo Grande State Land Annexation planning, Environmentally Sensitive Land Ordinances (ESLO), and capital asset replacement needs.
- (2) Special Revenue Funds has a planned surplus of \$662,565 which is earmarked to fund the future operations of the Naranja Town Site, subject to voter approval in November 2008.
- (3) The Enterprise Fund has a planned deficiency of \$3,778,334 which will be used to fund capital improvements and debt service payments.
- (4) The Capital Projects Fund has a planned deficiency of \$6,568,187 which will be used for roadway improvements and construction of a municipal operations center.



Budget Summary

	Actual			Projected	Budget
	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009
Personnel					
General Fund	242.25	257.45	278.90	292.20	293.50
Special Revenue Funds	38.00	40.50	45.10	47.10	46.80
Capital Project Funds	6.50	6.50	-	-	8.60
Enterprise Funds	35.00	35.50	36.50	37.50	38.50
TOTAL PERSONNEL	321.75	339.95	360.50	376.80	387.40
Expenditures by Fund ¹⁾					
General Fund	17,956,846	21,023,898	23,177,436	27,333,718	29,850,655
Special Revenue Funds	3,929,438	5,138,137	6,753,854	8,670,159	7,225,359
Debt Service Funds	1,112,613	1,305,579	3,384,083	1,734,108	2,872,228
Capital Project Funds	20,534,690	19,742,861	9,210,279	16,546,196	102,295,413
Enterprise Funds	7,969,179	7,360,979	9,058,379	12,390,365	18,049,234
TOTAL EXPENDITURES	51,502,766	54,571,453	51,584,031	66,674,546	160,292,889
Expenditures by Category ¹⁾					
Personnel	16,943,557	18,416,233	21,032,922	24,269,504	26,169,851
Contracts/Services	6,189,810	7,881,136	7,718,412	9,681,782	13,031,276
Supplies	827,948	757,135	762,788	1,010,944	1,032,890
Utilities	1,807,921	1,937,585	1,993,954	2,131,887	2,341,709
Capital Outlay	19,454,906	19,116,938	13,191,185	20,165,612	108,644,567
Debt Service	6,278,625	6,462,427	6,884,769	9,414,817	9,072,596
TOTAL EXPENDITURES	51,502,766	54,571,453	51,584,031	66,674,546	160,292,889
Operating Results					
Total Revenues ²⁾	62,584,843	55,823,859	59,031,089	75,474,177	148,957,141
Total Expenditures ¹⁾	51,502,766	54,571,453	51,584,031	66,674,546	160,292,889
NET OPERATING RESULTS	11,082,077	1,252,406	7,447,059	8,799,631	(11,335,748)

1) Excludes contingency amounts and transfers

2) Excludes carry-forward balances and transfers



Town of Oro Valley
Community of Excellence

This Page Intentionally Left Blank



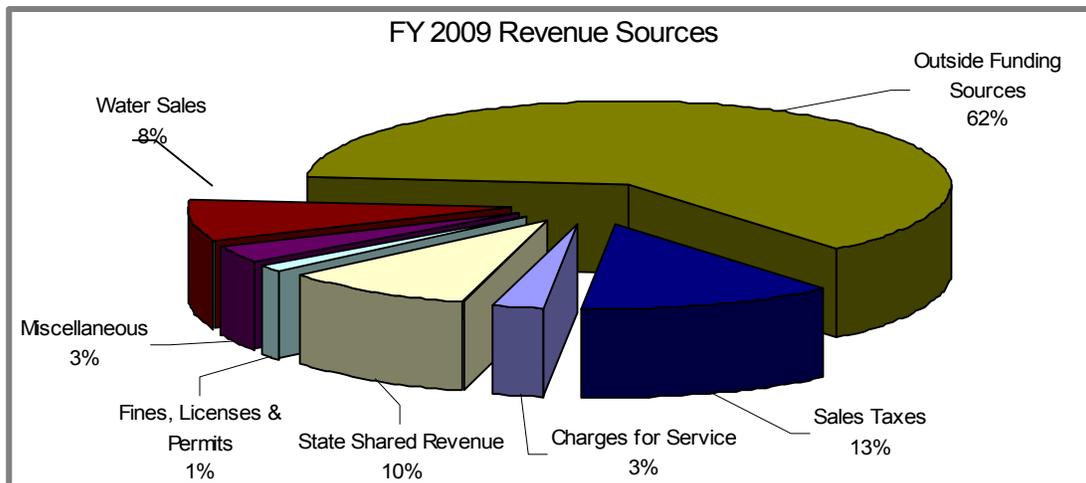
Revenue Summary

Revenue for FY 2008-09 is estimated to total \$148,957,141. Estimates are based on historical data, economic indicators, and information received from State reports and other sources. Each year, the Finance department undertakes a collaborative process to forecast revenue. Participation from Economic Development and Development Services is crucial to accurate forecasting. Revenue is also analyzed and projections are updated quarterly to reflect the current state of operations.

Fiscal year 2009 estimated revenue represents a 114.4% increase over prior years budgeted revenue of \$69,471,235. The Town receives a variety of funding sources to finance operations and further detail on the types of sources and their uses can be found further in the Financial Overview section of the budget document.

	FY 2007/08		FY 2008/09	Variance	%
	Budget	Projected	Budget		
Sales Taxes	17,292,891	18,043,391	18,877,356	1,584,465	9.2%
Charges for Service	2,521,551	2,942,366	4,077,051	1,555,500	61.7%
State Shared Revenue	14,634,876	14,215,189	14,341,292	(293,584)	-2.0%
Fines, Licenses & Permits	2,093,500	2,481,735	2,124,250	30,750	1.5%
Miscellaneous	3,951,703	8,038,996	4,653,158	701,455	17.8%
Water Sales	12,755,500	13,142,570	12,346,100	(409,400)	-3.2%
Outside Funding Sources	16,221,214	16,609,930	92,537,934	76,316,720	470.5%
Total Revenue	\$ 69,471,235	\$ 75,474,177	\$ 148,957,141	\$ 79,485,906	114.4%

Does not include transfers or carry-forward fund balances



A brief description of the changes in sources is as follows:

- \$76.3 million in Outside Funding Sources, by far the largest increase in revenue, includes the capacity to issue General Obligation bonds totaling \$48.6 million, should the November 4th Naranja Town Site ballot measure pass; and the capacity to issue \$26 million in excise tax bonds to fund construction of the Rancho Vistoso Municipal Operations Center.
- \$1.6 million in Local Sales Tax due predominately to the addition of new commercial retail and somewhat offset by the decline in construction related revenue and the sunset of the utility sales tax.
- \$1.6 million in Charges for Service due to the full year collection of the Stormwater Utility fee and proposed increases to the Groundwater Preservation fee.

This Page Intentionally Left Blank



Revenue Schedule by Fund

Major Revenue Accounts	Actual			Projected	Budget
	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009
General Fund					
Local Sales Tax:					
Local Sales Tax	8,189,051	9,989,254	11,830,736	12,779,536	13,337,072
Sales Tax Audit Recoveries	-	306,610	1,241,461	511,000	300,000
Cable Franchise Fees	402,482	435,428	478,175	470,000	475,000
Total Local Sales Tax	8,591,533	10,731,292	13,550,372	13,760,536	14,112,072
License & Permit Fees:					
Business Licenses & Permits	143,365	155,289	163,885	160,000	178,520
Residential Building Permits	1,647,290	1,553,105	1,325,202	1,100,000	1,100,000
Commercial Building Permits	584,262	526,860	749,890	900,000	486,730
Sign Permits	37,234	35,921	32,146	28,000	28,000
Special Inspection Fees	10,388	54,645	16,103	16,600	20,000
Grading Permit Fees	75,743	59,282	41,225	24,000	28,800
Floodplain Requests				135	200
Total License & Permit Fees	2,498,283	2,385,102	2,328,450	2,228,735	1,842,250
Federal Grants:					
Mantis	106,388	128,115	126,149	155,466	155,500
COPS Universal	217,492	349,916	32,592	-	-
DEA OT Reimbursement	22,224	18,387	14,321	22,055	22,000
Miscellaneous Federal Grants	18,112	-	17,475	-	130,000
HIDTA	104,369	118,215	110,794	110,794	99,186
HIDTA-DEA	24,378	57,211	83,872	63,079	63,079
GOHS	32,225	21,410	47,787	16,414	56,884
DOJ Homeland Security	43,973	-	88,411	-	175,000
Joint Terrorism Task Force	4,426	6,945	908	10,000	15,854
Total Federal Grants	573,587	700,199	522,309	377,808	717,503
State Grants:					
Safe Schools Grant	98,940	110,211	108,472	45,573	45,573
Misc State Grants	30,728	101,613	23,056	93,925	230,171
Dept of Public Safety	-	-	13,839	-	-
The 100 Club of Arizona	-	-	-	-	10,000
Total State Grants	129,668	211,824	145,367	139,498	285,744
State/County Shared:					
State Income	2,935,615	3,343,471	4,473,305	5,545,000	5,808,138
State Sales	2,958,376	3,432,007	3,744,864	3,714,904	3,563,635
Vehicle License Tax	1,395,094	1,541,560	1,726,149	1,800,000	1,620,000
Total State/County Shared	7,289,084	8,317,037	9,944,318	11,059,904	10,991,773
Other Intergovernmental:					
JDK Park Contributions	30,000	30,000	30,000	30,000	30,000
PCLD Reimbursements	468,544	492,167	592,769	613,944	620,083
Other	-	49,571	-	-	-
Total Other Intergovernmental	498,544	571,738	622,769	643,944	650,083
Charges for Services:					
Court Costs	122,591	180,928	187,037	180,000	200,000
Public Defender Fees	4,536	4,961	7,488	7,500	7,500
Recording Fees	8,838	7,908	4,743	200	4,000
Zoning & Subdivision Fees	194,112	210,034	167,481	126,000	158,120
User Fees - Swimming Pool	77,053	74,349	86,438	85,000	85,000
User Fees - Electricity	14,216	32,306	20,826	20,000	20,000
User Fees - Miscellaneous	170,144	188,450	230,789	228,000	228,000
Recreation In Lieu Fees	56,300	-	34,920	8,500	37,000
Copy Services	2,511	4,552	5,378	3,600	4,000
Town Hall Usage Fees	7,349	4,721	4,366	3,100	3,500
General Government Other	6,473	5,679	3,055	2,400	3,000
Police Report Copying	16,237	19,069	17,052	18,000	18,000
Police Other	1,104	4,198	13,226	8,000	8,000



Revenue Schedule by Fund

Major Revenue Accounts	Actual			Projected	Budget
	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009
Building Inspection Copying	21	56	217	25	100
Engineer Plan Review Fees	14,570	30,349	39,220	18,000	21,600
Grading Review Fees	9,094	10,518	19,548	13,000	15,600
Grading Inspection Fees	6,394	5,320	3,130	2,000	3,000
Financial Services	36,600	36,600	36,600	109,841	109,841
Real Property Rental Income	79,400	79,400	82,000	82,000	82,000
Maps	682	1,035	649	200	200
Code Book Sales	2,862	1,549	972	1,400	1,500
Impound Processing				30,000	50,000
Total Charges for Services	831,087	901,980	965,134	946,766	1,059,961
Fines:					
Fines	208,672	213,750	215,500	225,000	250,000
Total Fines	208,672	213,750	215,500	225,000	250,000
Interest Income:					
Interest - Investments	255,011	491,734	791,304	875,000	600,000
Total Interest Income	255,011	491,734	791,304	875,000	600,000
Miscellaneous:					
Donations	-	2,646	(2,646)	-	-
Miscellaneous	10,961	33,053	10,440	8,500	5,000
Insurance Recoveries	21,221	19,288	26,091	20,000	20,000
In-Lieu Income	104,070	108,790	80,747	100,000	100,000
Total Miscellaneous	136,251	163,777	114,632	128,500	125,000
TOTAL GENERAL FUND	21,011,720	24,688,432	29,200,154	30,385,691	30,634,386

Highway Fund

Local Sales Tax:					
Construction Sales Tax	1,347,740	a 1,832,972	2,585,667	2,910,562	2,231,463
Total Local Sales Tax	1,347,740	1,832,972	2,585,667	2,910,562	2,231,463
License & Permit Fees:					
Road Permits	24,722	42,551	37,781	27,000	30,000
Floodplain Use Permits	1,480	5,610	2,620	1,000	2,000
Total License & Permit Fees	26,202	48,161	40,401	28,000	32,000
State Grants:					
PAG Reimbursements	40,548	-	-	900,000	-
Total State Grants	40,548	-	-	900,000	-
State/County Shared:					
Highway User	2,693,604	2,793,322	3,031,223	2,970,679	3,160,116
Total State/County Shared	2,693,604	2,793,322	3,031,223	2,970,679	3,160,116
Charges for Services:					
Engineer Plan Review Fees	14,044	2,222	2,276	-	-
Total Charges for Services	14,044	2,222	2,276	-	-
Interest Income:					
Interest - Investments	61,540	158,340	192,680	184,000	180,000
Total Interest Income	61,540	158,340	192,680	184,000	180,000
Miscellaneous:					
Miscellaneous	292,294	53,021	7,950	32,500	5,000
Insurance Recoveries	9,004	18,840	3,962	15,000	-
Total Miscellaneous	301,298	71,861	11,912	47,500	5,000
TOTAL HIGHWAY FUND	4,484,976	4,906,877	5,864,159	7,040,741	5,608,579

a) 4% construction sales tax adopted



Revenue Schedule by Fund

Major Revenue Accounts	Actual			Projected	Budget
	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009
Bed Tax Fund					
Local Sales Tax:					
Local Sales Tax		326,771	1,215,766	1,372,293	1,639,071
Total Local Sales Tax	-	326,771	1,215,766	1,372,293	1,639,071
Interest Income:					
Interest - Investments		3,527	14,851	19,600	20,000
Total Interest Income	-	3,527	14,851	19,600	20,000
TOTAL BED TAX FUND	-	330,298	1,230,617	1,391,893	1,659,071

b) Additional local tax on lodging increased from 3% to 6% effective Jan. 2006 and separate fund established

Public Transportation Fund

Federal Grants:					
Miscellaneous Grants				-	60,000
Total Federal Grants			-	-	60,000
State Grants:					
PAG Reimbursements	-	45,637	52,927	-	-
RTA Reimbursements	-	-		713,020	675,000
LTAF II	89,263	34,778	116,316	64,418	64,418
Miscellaneous Grants	-	-		-	46,500
Total State Grants	89,263	80,415	169,243	777,438	785,918
State/County Shared:					
LTAF	191,427	190,145	189,000	184,606	189,403
Total State/County Shared	191,427	190,145	189,000	184,606	189,403
Charges for Services:					
Fare Box	35,451	38,471	59,511	61,000	62,830
Total Charges for Services	35,451	38,471	59,511	61,000	62,830
Interest Income:					
Interest - Investments	3,912	7,905	9,166	19,500	20,000
Total Interest Income	3,912	7,905	9,166	19,500	20,000
Miscellaneous:					
Miscellaneous	-	10,100	8,024	28,099	10,000
Total Miscellaneous	-	10,100	8,024	28,099	10,000
TOTAL PUBLIC TRANSPORTATION FUND	320,053	327,037	434,944	1,070,643	1,128,151

c) reflects increase to fare box rates

Townwide Roadways Development Impact Fee Fund

Federal Grants:					
Miscellaneous Grants	-	-		-	500,000
Total Federal Grants	-	-	-	-	500,000
State Grants:					
PAG Reimbursements/HELP Loans	13,461,419	2,878,054	3,742,554	11,028,050	11,811,500
RTA Reimbursements	-	-	-	958,624	1,050,000
Total State Grants	13,461,419	2,878,054	3,742,554	11,986,674	12,861,500
Other Intergovernmental:					
Pima County Bond Proceeds	173,941	109,242	38,930	647,887	-
Total Other Intergovernmental	173,941	109,242	38,930	647,887	-



Revenue Schedule by Fund

Major Revenue Accounts	Actual			Projected	Budget
	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009
Impact Fees:					
Development Impact Fees	1,547,819	1,098,977	1,038,217	843,750 ^d	843,750
Total Impact Fees	1,547,819	1,098,977	1,038,217	843,750	843,750
Interest Income:					
Interest - Investments	154,449	170,844	162,164	227,000	220,000
Total Interest Income	154,449	170,844	162,164	227,000	220,000
Miscellaneous:					
Miscellaneous	19,608	13,025	693	7,000	7,000
Total Miscellaneous	19,608	13,025	693	7,000	7,000
TOTAL DEVELOPMENT IMPACT FEE FUND	15,357,236	4,270,141	4,982,557	13,712,311	14,432,250

d) reflects increase in impact fee from \$2920 to \$3375 per residential building permit

Enterprise Fund

Water Sales:					
Residential Water Sales	6,758,806	7,227,509	7,187,885	7,500,000	7,652,600
Commercial Water Sales	515,989	614,474	614,404	600,000	612,100
Irrigation Water Sales	833,179	921,364	980,111	1,066,800	1,131,800
Turf Related Water Sales	1,200,402	1,611,721	1,696,542	1,675,000	1,873,000
Construction Water Sales	401,095	368,784	542,879	541,000	278,400
Other	-	1,235			
Total Water Sales	9,709,471	10,745,087	11,021,820	11,382,800	11,547,900
Charges for Services:					
Engineer Plan Review Fees	10,780	8,495	29,529	5,600	5,000
Construction Inspection Fees	5,820	5,565	83,871	100,000	50,000
Misc Service Revenue	198,034	48,561	26,592	20,700	20,000
Backflow-Install Permit Fee	1,015	1,865	2,713	4,000	2,500
Served by Tucson	10,276	12,560	13,154	11,900	11,900
Served by Metro	9,349	9,651	8,650	8,300	8,300
Sewer Fees	105,825	110,011	112,580	135,000	138,000
Late Fees	89,675	90,455	95,540	100,000	75,000
NSF Fees	5,284	4,462	5,274	7,000	5,000
Rain Sensors	4,285	1,165	1,172	300	300
Meter Income	63,855	100,353	61,570	60,000	75,000
New Service Establish Fees	63,169	58,927	51,624	42,800	40,000
Reconnect Fees	22,221	22,888	28,414	30,000	20,000
Groundwater Preservation Fee	589,788				
Other	13,085	17,745	42,862	81,000	102,000
Total Charges for Services	1,192,461	492,702	563,545	606,600	553,000
Special Assessments:					
Single Family Connections	603,160				
Multi-Family Connections	5,322				
Commerical Connections	170,510				
Irrigation Connections	68,650				
TURF Connections	-				
Fire-Flow Connections	38,760				
Total Special Assessments	886,402	-	-	-	-
Impact Fees:					
Development Impact Fees	147,450				
Total Impact Fees	147,450	-	-	-	-
Interest Income:					
Interest - Investments	593,514	667,223	436,789	400,000	275,000
Total Interest Income	593,514	667,223	436,789	400,000	275,000

Revenue captured in Potable Water System Development Impact Fee Fund for FY 2006 on forward

Revenue captured in Alternative Water Resources Development Impact Fee Fund for FY 2006 on forward



Revenue Schedule by Fund

Major Revenue Accounts	Actual			Projected	Budget
	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009
Miscellaneous:					
Miscellaneous	15,628	20,039	15,307	8,377	-
Capital Contributions	2,934,747	628,501	-	-	-
Total Miscellaneous	2,950,375	648,540	15,307	8,377	-
TOTAL ENTERPRISE FUND	15,479,673	12,553,552	12,037,461	12,397,777	12,375,900

Alternative Water Resources Development Impact Fee Fund

Charges for Services:

Groundwater Preservation Fee		695,300	767,993	970,000	1,656,560
Total Charges for Services	-	695,300	767,993	970,000	1,656,560

Impact Fees:

Development Impact Fees	-	246,737	148,200	443,000	632,580
Total Impact Fees	-	246,737	148,200	443,000	632,580

Interest Income:

Interest - Investments	-	38,212	228,301	55,000	15,800
Total Interest Income	-	38,212	228,301	55,000	15,800

Miscellaneous:

Miscellaneous	-	-	85,000	170,000	-
Total Miscellaneous	-	-	85,000	170,000	-

Other Financing Sources:

WIFA Loan Proceeds	-	-	-	3,549,967	623,000
Total Other Financing Sources	-	-	-	3,549,967	623,000

TOTAL AWRDIF FUND	-	980,249	1,229,494	5,187,967	2,927,940
--------------------------	----------	----------------	------------------	------------------	------------------

Potable Water System Development Impact Fee Fund

Special Assessments:

Single Family Connections		858,616	672,523	661,900	485,900
Multi-Family Connections		218,514	4,435	391,500	10,000
Commerical Connections		395,760	270,965	507,600	200,000
Irrigation Connections		244,268	70,248	138,400	80,000
TURF Connections		24,468	3,230	-	-
Fire-Flow Connections		96,900	29,070	61,370	25,000
Total Special Assessments	-	1,838,526	1,050,471	1,760,770	800,900

Interest Income:

Interest - Investments	-	245,797	492,744	378,000	315,200
Total Interest Income	-	245,797	492,744	378,000	315,200

TOTAL PWSDIF FUND	-	2,084,323	1,543,215	2,138,770	1,116,100
--------------------------	----------	------------------	------------------	------------------	------------------

Stormwater Utility Fund

Federal Grants:

Miscellaneous Federal Grants	-	-	-	147,344	900,000
Total Federal Grants	-	-	-	147,344	900,000

State Grants:

Miscellaneous State Grants	14,710	21,401	363,038	512,837	300,000
Total State Grants	14,710	21,401	363,038	512,837	300,000

Charges for Services:

Stormwater Utility Fee	-	-	-	350,000 ^e	735,000
Total Charges for Services	-	-	-	350,000	735,000



Revenue Schedule by Fund

Major Revenue Accounts	Actual			Projected	Budget
	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009
Interest Income:					
Interest - Investments	(1,584)	4,960	5,998		
Total Interest Income	(1,584)	4,960	5,998	-	-
Miscellaneous:					
Miscellaneous			125		
Total Miscellaneous			125	-	-
TOTAL STORMWATER UTILITY FUND	13,127	26,362	369,161	1,010,181	1,935,000

e) recently adopted stormwater utility fee of \$.29/ERU

Municipal Operations Center Fund

Other Financing Sources:

Bond Proceeds		4,164,050		-	26,000,000
Total Other Financing Sources	-	4,164,050	-	-	26,000,000

Interest Income:

Interest - Investments		32,298	34,119	20,000	20,000
Total Interest Income	-	32,298	34,119	20,000	20,000

TOTAL MUNICIPAL OPERATIONS CENTER	-	4,196,348	34,119	20,000	26,020,000
--	----------	------------------	---------------	---------------	-------------------

Naranja Town Site Acquisition Fund

Other Financing Sources:

Bond Proceeds				-	48,600,000
Total Other Financing Sources	-	-	-	-	48,600,000

Interest Income:

Interest - Investments				-	350,000
Total Interest Income	-	-	-	-	350,000

Miscellaneous:

Miscellaneous			19,171	250,000	20,000
Total Miscellaneous	-	-	19,171	250,000	20,000

TOTAL NARANJA TOWN SITE FUND	-	-	19,171	250,000	48,970,000
-------------------------------------	----------	----------	---------------	----------------	-------------------

Regional Transportation Authority (RTA) Fund

Local Sales Tax:

Local Sales Tax					894,750
Total Local Sales Tax	-	-	-	-	894,750

TOTAL RTA FUND	-	-	-	-	894,750
-----------------------	----------	----------	----------	----------	----------------

Steam Pump Ranch Acquisition Fund

Federal Grants:

Miscellaneous Federal Grants					450,000
Total Federal Grants	-	-	-	-	450,000

Other Intergovernmental:

Pima County Bond Proceeds	9,000	11,000		100,000	200,000
Total Other Intergovernmental	9,000	11,000	-	100,000	200,000

TOTAL STEAM PUMP RANCH FUND	9,000	11,000	-	100,000	650,000
------------------------------------	--------------	---------------	----------	----------------	----------------



Revenue Schedule by Fund

Major Revenue Accounts	Actual			Projected	Budget
	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009
Honey Bee Village Development Fund					
State Grants:					
Miscellaneous State Grants				206,500	216,186
Total State Grants	-	-	-	206,500	216,186
TOTAL HONEY BEE VILLAGE FUND	-	-	-	206,500	216,186
Seizures & Forfeitures Funds					
Interest Income:					
Interest - Investments	5,818	8,784	23,191	19,000	-
Total Interest Income	5,818	8,784	23,191	19,000	-
Miscellaneous:					
Forfeitures	117,755	248,497	213,958	170,000	11,000
Total Miscellaneous	117,755	248,497	213,958	170,000	11,000
TOTAL SEIZURES & FORFEITURES FUNDS	123,572	257,280	237,149	189,000	11,000
Other Special Revenue Funds					
Other Intergovernmental:					
Pima County Bond Proceeds	189,762	910,238			
Total Other Intergovernmental	189,762	910,238	-	-	-
Other Financing Sources:					
Bond Proceeds	3,813,066				
Total Other Financing Sources	3,813,066	-	-	-	-
Interest Income:					
Interest - Investments	72,136	104,543	46,210	-	-
Interests - Special Assessment	1,488,301				
Total Interest Income	1,560,437	104,543	46,210	-	-
Miscellaneous:					
Miscellaneous		77,885			
Total Miscellaneous	-	77,885	-	-	-
TOTAL OTHER SPECIAL REVENUE FUNDS	5,563,265	1,092,666	46,210	-	-
Debt Service Funds					
Other Financing Sources:					
Bond Proceeds	216,967		1,414,899	-	-
Principal Repayments	-		183,607	195,000	205,000
Total Other Financing Sources	216,967	-	1,598,506	195,000	205,000
Interest Income:					
Interest - Investments	4,376	13,189	7,937	5,000	5,000
Interest - Special Assessment	-	85,580	190,020	172,703	167,828
Total Interest Income	4,376	98,769	197,958	177,703	172,828
Miscellaneous:					
Miscellaneous	878	525	6,213	-	-
Total Miscellaneous	878	525	6,213	-	-
TOTAL DEBT SERVICE FUNDS	222,221	99,295	1,802,676	372,703	377,828
TOTAL REVENUE - ALL FUNDS	\$ 62,584,843	\$ 55,823,859	\$ 59,031,089	\$ 75,474,177	\$ 148,957,141

Note: Does not include Transfers or Carry-Forward Balances

This Page Intentionally Left Blank



Revenue Sources

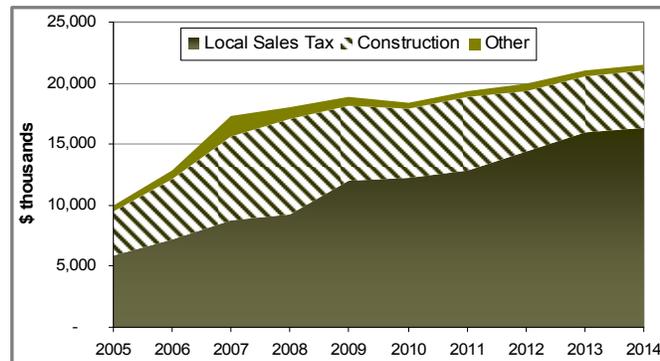
Local Sales Tax

Description

Arizona cities and towns under State Law have the authority to establish certain taxes for revenue purposes. The local sales tax, as a means of financing municipal services, has been increasing in importance. The Town of Oro Valley levies a 2.0% tax on sales collected within the Town boundaries, with the exception of sales on construction activity, which is a 4.0% tax. The Town also levies an additional 6.0% tax on lodging. The sales tax is collected by the State and remitted to the Town on a weekly basis.

Uses

The 2.0% sales tax is used for various general governmental purposes. A portion of the 6.0% tax on lodging is used for the future development of the Naranja Town Site Park and a portion for economic development marketing efforts. 1.5% of the 4.0% tax on construction activity is used to fund maintenance on Town-wide roads and the remaining portion goes to various governmental purposes.



Projections

Local sales tax and construction sales tax has increased significantly in the last several years due to an influx of commercial activity. Commercial development is expected to peak in 2008 and 2009 with the addition of a 1.1 million square foot commercial center. However, minimal activity is expected in years out due to the limited availability of space within Town boundaries. Local sales tax is projected to increase at a modest rate to reflect the addition of the commercial center and various smaller projects over the next several years. The following assumptions were used in compiling the projections:

- cannibalization on base retail businesses factored in from FY 2010-11 as new commercial development comes on-line
- base retail business begins to recover in FY 2012 with an inflation growth rate of 2.5%
- utility sales tax sunsets in April 2009
- major commercial development begins to subside in FY 2009

		Local Sales Tax	Construction Sales Tax	Other
ACTUAL	2005	5,943,051	3,593,740	402,482
	2006	7,261,072	4,887,926	742,038
	2007	8,737,056	6,895,113	1,719,637
PROJECTION	2008	9,300,892	7,761,499	981,000
	2009	12,051,118	6,051,238	775,000
	2010	12,222,238	5,703,245	482,773
	2011	12,884,727	6,010,269	490,547
	2012	14,407,677	4,985,951	498,320
	2013	15,925,988	4,656,336	506,093
	2014	16,404,814	4,581,738	519,316



Revenue Sources

Fines, Licenses and Permits

Description

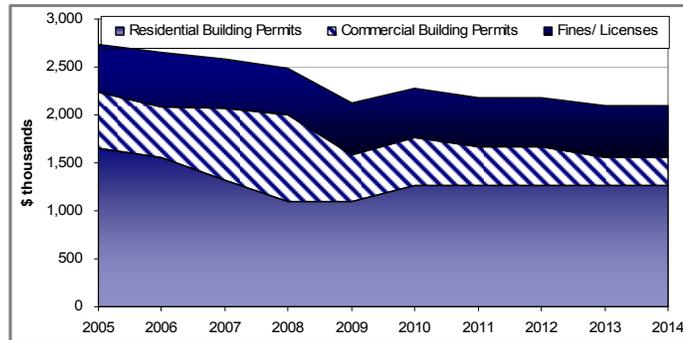
Revenue from court fines comes from traffic violations and other fines paid for the violation of municipal ordinances. License revenue includes fees charged for obtaining a business license to operate a business with Town boundaries. Permit fee revenue includes fees collected from building permits, both residential and commercial, zoning permits and a variety of other programs.

Uses

The revenue received from fines, licenses and permit fees is placed in the General Fund and used for various general governmental purposes.

Projections

Revenues received from fines, licenses and permits are projected to decrease as depicted in the graph. This decrease is attributed to the decline in commercial and residential construction activity as the Town approaches build-out. The following assumptions were used in compiling the projections:



- 250 single family residential (SFR) permits will be issued for FY 2009; 300 SFR permits to be issued each year from FY 2010 on forward
- commercial activity peaks in FY 2008 and declines in years thereafter as the Town approaches build-out
- revenue from business licenses remains steady

		Residential Building Permits	Commercial Building Permits	Business Licenses & Other
ACTUAL	2005	1,647,290	584,262	501,605
	2006	1,553,105	526,860	567,048
	2007	1,325,202	749,890	509,258
PROJECTION	2008	1,100,000	900,000	481,735
	2009	1,100,000	486,730	537,520
	2010	1,260,000	500,000	511,724
	2011	1,260,000	400,000	518,731
	2012	1,260,000	400,000	526,361
	2013	1,260,000	300,000	533,903
	2014	1,260,000	300,000	541,088

State Shared Revenue

Description

Cities and towns in the State receive a portion of the revenues collected by the State of Arizona. These sources consist of the state sales tax, income tax, and vehicle license tax. Oro Valley receives its share of the state sales and income tax based on the relation of its population to the total population of all incorporated cities and towns in the State based on U.S. Census population figures. The vehicle license



Revenue Sources

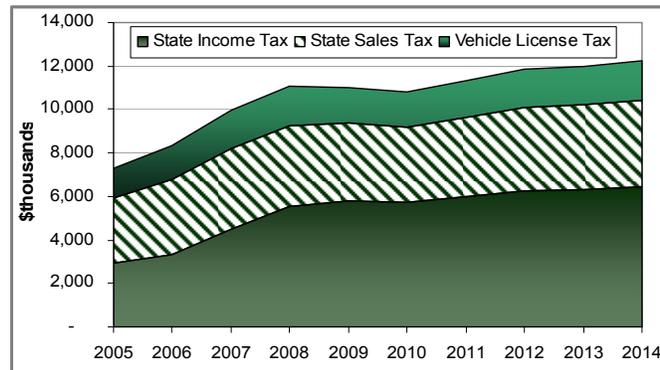
tax is distributed to Oro Valley based on the relation of its population to the total population of all incorporated cities and towns in Pima County.

Uses

State Shared Revenue is collected in the General Fund and used for various general governmental purposes.

Projections

State Shared Revenue is a significant source of funding for the General Fund and represents 36% of budgeted revenue for FY 2009. Due to the current economic conditions, revenue collected from the State Sales tax is projected to decline for FY 2009 and 2010 and begins a slight recovery in years thereafter. State Income and Vehicle License tax is forecasted to grow at a small pace. The following assumptions were used in compiling the projections:



- revenue estimates budgeted for FY 2009 provided by the Arizona Department of Revenue
- FY 2010 assumes a per capita income of \$258.32 and modest growth after the decennial census in 2010

		State Income Tax	State Sales Tax	Vehicle License Tax
ACTUAL	2005	2,935,615	2,958,376	1,395,094
	2006	3,343,471	3,432,007	1,541,560
	2007	4,473,305	3,744,864	1,726,149
PROJECTION	2008	5,545,000	3,714,904	1,800,000
	2009	5,808,138	3,563,635	1,620,000
	2010	5,706,969	3,501,562	1,591,782
	2011	5,988,146	3,674,081	1,670,208
	2012	6,254,992	3,837,806	1,744,636
	2013	6,346,924	3,894,212	1,770,278
	2014	6,459,327	3,963,178	1,801,629

Highway User Revenue (HURF)

Description

HURF revenues are primarily generated from the State collected gasoline tax. Cities and towns receive 27.5% of highway user revenues. One-half of the monies which Oro Valley receives is based on its population in relation to the population of all cities and towns in the State. The remaining half is allocated on the basis of "county of origin" of gasoline sales and the relation of Oro Valley's population to the population of all cities and towns in Pima County. The intent of this distribution formula is to spread a portion of the money across the State solely on the basis of population while the remaining money flows to those areas with the highest gasoline sales.



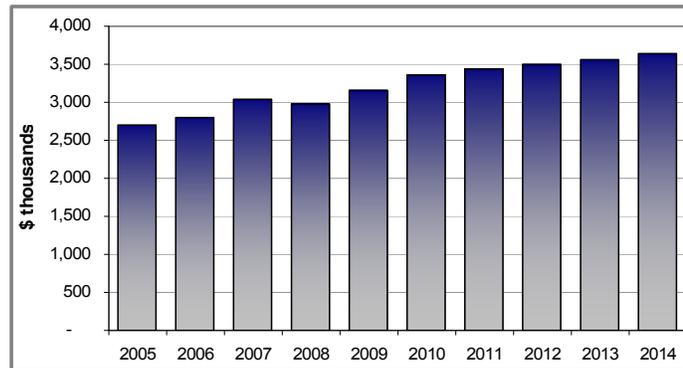
Revenue Sources

Uses

There is a State constitutional restriction on the use of the highway user revenues which requires that these funds be used solely for street and highway purposes. The Town has a separate fund – Highway Fund – where this revenue is collected and distributed for such purposes.

Projections

HURF revenue collections are a significant source of funding for roadway improvements and account for 56% of total revenue in the Highway Fund. As depicted in the chart, revenue is projected to increase slightly over the next several years. The following assumptions were used in compiling the projections:



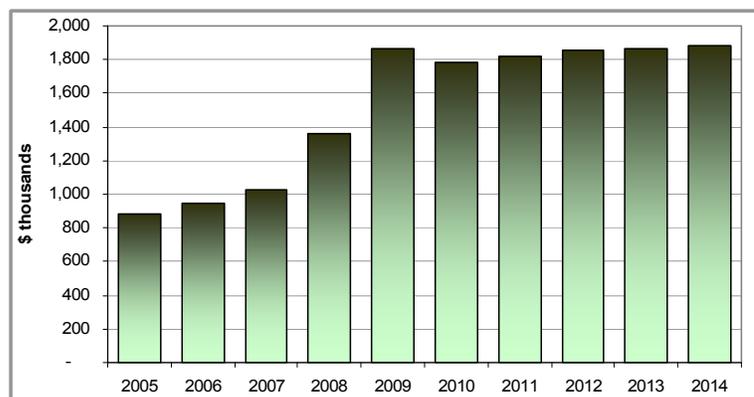
- revenue estimates budgeted for FY 2009 provided by the Arizona Department of Transportation
- FY 2010 thru 2012 revenue remains flat
- FY 2013 and years thereafter reflect a modest growth of 2%

		HURF Revenue
ACTUAL	2005	2,693,604
	2006	2,793,322
	2007	3,031,223
PROJECTION	2008	2,970,679
	2009	3,160,116
	2010	3,369,943
	2011	3,434,916
	2012	3,502,777
	2013	3,566,847
	2014	3,630,016

Charges for Services

Description

Charges for Services are fees charged for specific services provided by the Town. They include recreation user fees, development services fees, fees collected for Stormwater collection, and fares received from transit services, to name a few. With the exception of Development Services fees, the anticipated revenue generated from charges for services is tied to the population and will increase/decrease as the population





Revenue Sources

changes. Fees for development services are tied to development activity and will increase/decrease accordingly based on development growth within the Town.

Projections

As depicted in the graph on the prior page, beginning in 2008 revenue increased significantly due to the implementation of the stormwater utility fee. Revenue from the charges for service category is projected to increase at a small percentage for 2009 - 2014. The following assumptions were used in compiling the projections:

- commercial activity remains stable with an average of 25,000 square feet added each year
- population increases an average of 1.6% each year

		General Services	Development Services	Recreation Fees	Transit	Stormwater
ACTUAL	2005	285,639	241,778	317,713	35,451	-
	2006	348,014	261,038	295,105	38,471	-
	2007	360,944	233,493	372,973	59,511	-
PROJECTION	2008	451,641	160,625	341,500	61,000	350,000
	2009	496,841	200,120	370,000	62,830	735,000
	2010	504,972	124,049	338,449	63,858	756,699
	2011	513,102	124,049	343,899	64,886	792,946
	2012	521,233	124,049	349,348	65,915	792,946
	2013	529,364	124,049	354,798	66,943	792,946
	2014	537,495	124,049	360,247	67,971	792,946

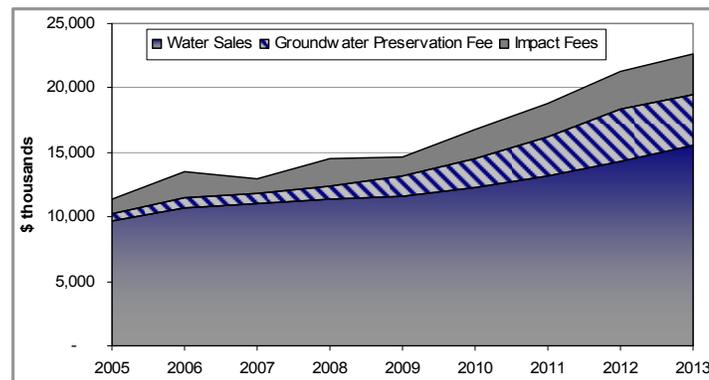
Water Revenue

Description

The Town's water utility fund is a self-sustaining fund with revenue generated from water sales, service fees and miscellaneous charges. Annually, the Oro Valley Water Utility Commission reviews and develops recommendations for water revenue requirements, water rates and fee structures.

Uses

The revenue collected from water sales is used for personnel, operations and maintenance, improvements to existing systems and debt service. Revenue collected from the groundwater preservation fee (GPF) and the alternative water impact fee is used for renewable water capital infrastructure costs and related debt service. Revenue from the potable water system impact fee is used for expansion related potable water system capital infrastructure costs and related debt service.





Revenue Sources

Projections

Revenue projections relating to water sales, impact fees and charges are based on growth of the population as well as proposed rate increases. The following assumptions were used in compiling the projections:

- growth was estimated at 250 new connections for FY 08/09 and 320 new connections annually through FY 2013
- water rate increases to average 7% per year over the next five years
- alternative water resource development impact fee increases to \$5,182 for a 5/8" meter by FY 2012
- average monthly water use remains at 9,000 gallons

		Water Sales	Groundwater Preservation Fee	Development Impact Fees
ACTUAL	2005	9,709,471	589,788	1,033,852
	2006	10,743,852	695,300	2,085,263
	2007	11,021,820	767,993	1,198,671
PROJECTION	2008	11,381,800	970,000	2,203,770
	2009	11,545,200	1,656,560	1,433,480
	2010	12,292,031	2,240,725	2,225,800
	2011	13,207,647	2,975,006	2,613,800
	2012	14,318,305	4,000,704	3,002,400
	2013	15,517,779	4,017,822	3,099,600

Note: Projections were made in March 2008. The assumptions used were for financial modeling purposes as related to proposed changes in water rates and fees to be reviewed and studied by Council at a future date. The actual rates and fees adopted and implemented may differ from budgeted projections.

Bond Proceeds

The Town of Oro Valley has provided budgetary capacity for two bond issues in FY 2009:

➤ Excise Tax Revenue Obligations	\$26,000,000
➤ General Obligation Bonds *	48,600,000

More information on debt and bond proceeds can be found in the debt service section of this document.

** to be issued should the November 4, 2008 Naranja Town Site ballot measure pass*



Town of Oro Valley
Community of Excellence

This Page Intentionally Left Blank



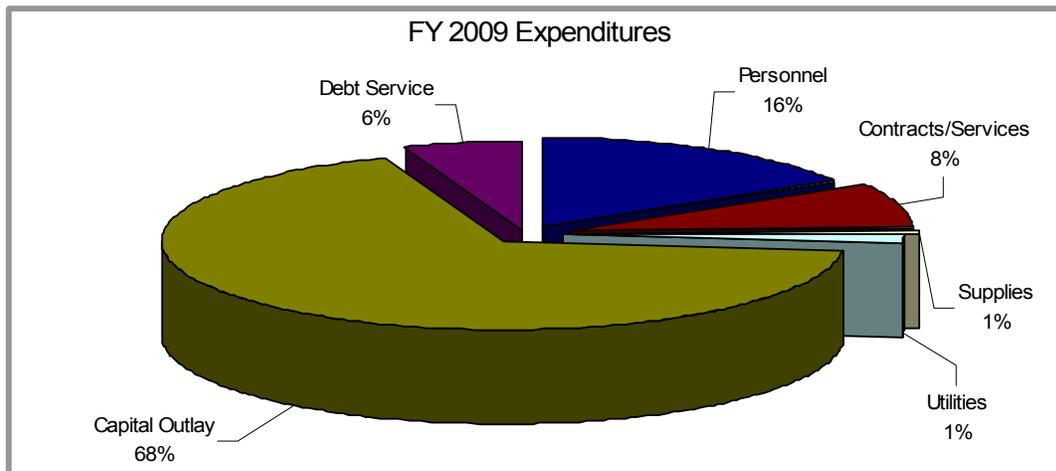
Expenditure Summary

The expenditure budget for FY 2008-09 is estimated to total \$160,292,889. The operations and maintenance (O&M) budgets were compiled using a three-year average base target and adjusted for any one-time expenditures. The Capital budget is prepared through our Capital Improvement Plan (CIP) process.

Fiscal year 2009 projected expenditures represents a 94.1% increase over prior years budgeted expenditures. The budget includes \$52.6 million to support daily operations and services and \$107.7 million in capital projects to fund roadway expansions and improvements, master planned projects, transit related services, and water infrastructure improvements.

Expenditures by Category					
	FY 2007/08		FY 2008/09	Variance	%
	Budget	Projected	Budget		
Personnel	24,876,573	24,269,504	26,169,851	1,293,278	5.2%
Contracts/Services	11,033,875	9,681,782	13,031,276	1,997,401	18.1%
Supplies	1,071,929	1,010,944	1,032,890	(39,039)	-3.6%
Utilities	2,023,276	2,131,887	2,341,709	318,433	15.7%
Capital Outlay	34,462,799	20,165,612	108,644,567	74,181,768	215.3%
Debt Service	9,125,302	9,414,817	9,072,596	(52,706)	-0.6%
Total Expenditures	\$ 82,593,754	\$ 66,674,546	\$ 160,292,889	\$ 77,699,135	94.1%

Does not include depreciation, transfers or contingency amounts



A brief description of the changes in activities is as follows:

- \$74.2 million in Capital Outlay due to construction costs associated with the Rancho Vistoso Municipal Operations Center and Naranja Town Site.
- \$2.0 million in Contracts/Services primarily consisting of sales tax rebates for Oro Valley Marketplace and a potential construction tax sharing agreement with sanofi-aventis for a total of \$815K; consultants for assistance with planning on the Arroyo Grande corridor and Environmentally Sensitive Land Ordinance (ESLO) for \$475K; the purchase of reclaimed water for \$310K; and funding to support the Community Funding program in the amount of \$168K.
- \$1.3 million in Personnel costs which supports the addition of three new positions (\$240K); funding of step increases for public safety employees and up to a 4% merit increase for civilian employees (\$385K); a 1.5% across-the-board annual adjustment for cost of living for all Town employees (\$314K); and funding for a 59% increase in the employer-matching contribution to the Public Safety Personnel Retirement System (\$320K).



Expenditure Summary

The FY 2008/09 budget includes \$945K in one-time expenditures in the General Fund. These one-time expenditures will be funded by cash reserves. The following list identifies the expenditures and their uses.

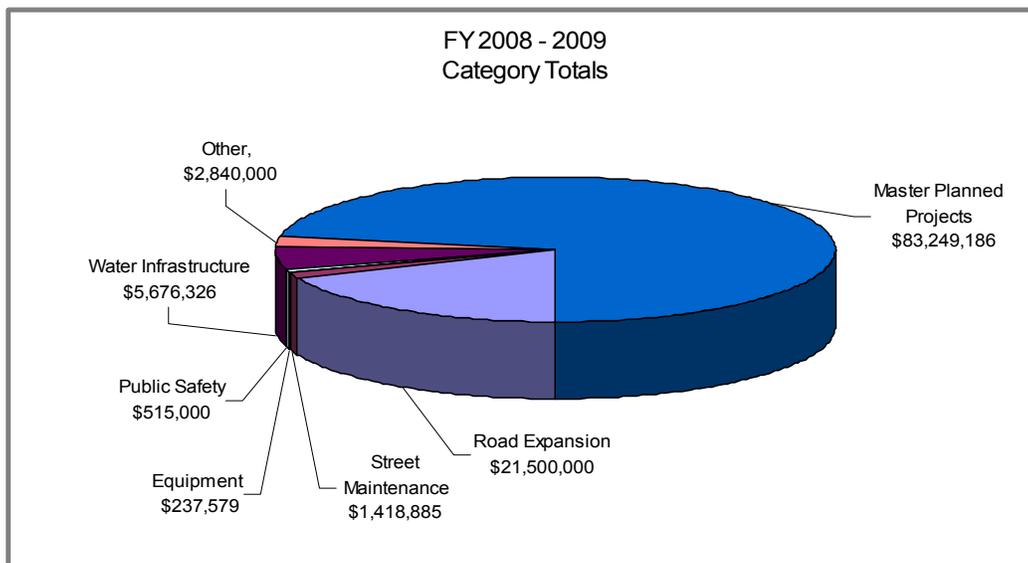
Summary of One-Time Expenditures

Department	Description of One-Time Expenditure	Budgeted Amount
General Administration	Pharmaceutical company sanofi-aventis is constructing a \$36M office facility and requesting a 2% rebate on construction taxes	\$360,000
	Cost of consulting for proposed annexation of Arroyo Grande corridor	300,000
Planning & Zoning	Cost of consulting on Environmentally Sensitive Land Ordinances (ESLO)	175,000
	Funding for an inventory of historical sites within Oro Valley	40,000
Town Clerk	November Primary election	70,000

Capital Improvement Program

The Capital Improvement Program (CIP) is a comprehensive, five-year plan of capital projects that identifies priorities, methods of financing, costs, and associated revenues. It includes a one-year recommendation for the Town's capital budget. The CIP is one of the mechanisms that implement the Town's General Plan. It allocates funds to programs specified in the General Plan, uses implementation of the General Plan in the project evaluation criteria, and its evaluation criteria are based on the goals established in the General Plan.

The FY 08/09 adopted budget includes \$115.4 million in capital improvement projects, funded with a variety of sources. Projects to be completed include roadway improvements, construction of a Park n' Ride facility, construction of a municipal complex, potential development of the Naraja Town Site, and water utility system expansions and improvements. Further information and project descriptions can be found in the Capital Improvement section of the budget document.





Expenditure Schedule by Fund

Major Expenditure Accounts	Actual			Projected	Budget
	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009
General Fund					
Town Council	184,826	183,720	196,911	203,469	242,051
Town Clerk	261,816	457,641	327,470	494,438	463,791
Town Manager	381,629	575,596	615,689	869,919	962,962
Human Resources	257,442	287,013	334,505	371,073	392,659
Economic Development	649,961	685,117	194,143	165,845	188,747
Finance	473,905	535,996	893,157	902,570	864,411
Information Technology	378,306	561,708	706,218	1,172,220	1,074,651
General Administration	323,861	286,084	313,914	1,131,580	2,629,696
Police	8,680,995	10,108,807	11,304,901	12,809,343	13,674,100
Magistrate Court	532,799	593,645	665,418	762,304	815,079
Legal	550,166	904,355	808,250	935,456	994,667
Community Development	368,033	452,056	417,152	-	-
Planning & Zoning	723,324	712,962	885,456	1,182,842	1,614,458
Building Safety	1,126,155	1,382,627	1,460,424	1,710,915	1,604,616
Library Services	954,866	1,035,856	1,202,920	1,361,296	1,309,983
Parks & Recreation	1,684,564	1,790,130	2,229,126	2,563,352	2,192,280
Development Review	284,438	315,474	400,372	521,009	523,225
Custodial/Facilities Maintenance	139,761	155,111	221,410	176,087	303,279
TOTAL GENERAL FUND	17,956,846	21,023,898	23,177,436	27,333,718	29,850,655
Special Revenue Funds					
Highway User Revenue Fund	3,270,965	4,417,801	4,818,618	5,892,102	5,154,860
Public Transportation Fund	429,794	527,581	727,101	1,267,834	1,385,929
Bed Tax Fund	-	47,264	989,363	1,457,791	684,570
Industrial Development Authority	10	10	-	-	-
Seizures & Forfeitures Funds	228,668	145,481	218,772	52,432	-
TOTAL SPECIAL REVENUE FUNDS	3,929,438	5,138,137	6,753,854	8,670,159	7,225,359
Debt Service Funds					
Municipal Debt Service Fund	1,112,238	1,103,596	3,010,116	1,359,930	2,497,800
Oracle Road Improvement District Fund	375	201,983	373,967	374,178	374,428
TOTAL DEBT SERVICE FUNDS	1,112,613	1,305,579	3,384,083	1,734,108	2,872,228
Capital Project Funds					
Steam Pump Ranch Acquisition	9,000	11,000	120,000	209,189	914,000
Honey Bee Village Development	-	-	-	491,979	216,186
Library Construction Fund	211,597	1,019,690	-	-	-
Naranja Town Site Fund	-	-	-	-	44,914,571
Municipal Operations Center	-	3,329,658	113,978	485,000	30,413,000
Alternative Water Resource Development Impact Fee	-	3,459,469	1,425,300	4,760,444	2,885,010
Potable Water Systems Development Impact Fee	-	787,472	1,163,932	1,363,084	1,207,646
Oracle Road Construction Fund	1,703,184	3,683,015	-	-	-
Townwide Roadway Development Impact Fees	18,610,910	7,452,556	6,387,069	9,236,500	21,745,000
TOTAL CAPITAL PROJECT FUNDS	20,534,690	19,742,861	9,210,279	16,546,196	102,295,413
Enterprise Funds					
Water Utility	7,697,709	7,249,284	8,984,144	11,443,845	16,229,723
Stormwater Utility	271,470	111,695	74,235	946,520	1,819,511
TOTAL ENTERPRISE FUNDS	7,969,179	7,360,979	9,058,379	12,390,365	18,049,234
TOTAL EXPENDITURES - ALL FUNDS	\$ 51,502,766	\$ 54,571,453	\$ 51,584,031	\$ 66,674,546	\$ 160,292,889

Note: Does not include Transfers or Contingency amounts

This Page Intentionally Left Blank



Expenditures by Program

The below table represents a summary of the adopted FY 2008 - 2009 budget and is structured around major program areas within departments which represents services and operations viable to the Town and to which resources are allocated on a fiscal year basis. The table also includes funding sources and full-time equivalent employees (FTE) for each program. Further information on a specific program can be found in the Program section of the budget document.

Department/Program	FTE	General Fund	Special Revenue Funds	Debt Service Funds	Capital Project Funds	Enterprise Funds	Total
Town Council	7.00	242,051					242,051
	7.00	242,051	-	-	-	-	242,051
Town Clerk							
Administration	2.50	326,160					326,160
Meeting Management	1.10	78,598					78,598
License Management	1.00	59,033					59,033
	4.60	463,791	-	-	-	-	463,791
Town Manager							
Administration	5.00	567,705					567,705
Community Relations	2.10	313,688					313,688
Constituent Services	1.00	81,569					81,569
	8.10	962,962	-	-	-	-	962,962
Human Resources							
Administration	2.00	193,902					193,902
Recruitment & Employment	1.00	133,970					133,970
Benefits & Safety	1.00	64,787					64,787
	4.00	392,659	-	-	-	-	392,659
Economic Development	2.25	188,747	646,587				835,334
	2.25	188,747	646,587	-	-	-	835,334
Finance							
Administration	2.00	221,314					221,314
Accounting Services	4.00	364,262					364,262
Budgeting	2.00	159,405					159,405
Procurement	1.00	119,430					119,430
	9.00	864,411	-	-	-	-	864,411
Information Technology							
Administration	1.00	241,969					241,969
GIS Services	3.00	262,676					262,676
Technical Services	2.00	203,795					203,795
Web Services	2.00	237,926					237,926
Telecommunications	-	128,285					128,285
	8.00	1,074,651	-	-	-	-	1,074,651
Police							
Administration	5.00	1,990,059					1,990,059
Support Services	59.00	5,187,364					5,187,364
Field Operations	69.00	5,902,230					5,902,230
Professional Development & Training	8.00	471,573					471,573
Professional Standards	1.00	122,874					122,874
	142.00	13,674,100	-	-	-	-	13,674,100
Magistrate Court							
Administration	1.10	131,171					131,171
Adjudication	2.30	313,671					313,671
Case Processing & Collections	5.20	305,148					305,148
Security & Transportation	0.90	65,089					65,089
	9.50	815,079	-	-	-	-	815,079
Legal							
Civil	6.25	602,288					602,288
Prosecution	4.00	392,379					392,379
	10.25	994,667	-	-	-	-	994,667
Planning & Zoning							
Administration	5.50	460,255					460,255



Expenditures by Program

Department/Program	FTE	General Fund	Special Revenue Funds	Debt Service Funds	Capital Project Funds	Enterprise Funds	Total
CPI & Clean-up Programs	-	18,400					18,400
Planning	5.50	754,365					754,365
Zoning Enforcement	6.00	381,438					381,438
	17.00	1,614,458	-	-	-	-	1,614,458
Building Safety							
Administration	4.00	359,328					359,328
Inspection	7.00	568,539					568,539
Plan Review	4.00	491,253					491,253
Intake & Permitting	3.00	154,256					154,256
Implementation Plan	-	31,240					31,240
	18.00	1,604,616	-	-	-	-	1,604,616
Library Services							
Administration	4.00	469,346					469,346
Youth Services	4.20	222,321					222,321
Adult Services	4.70	274,917					274,917
Technology	6.50	343,399					343,399
	19.40	1,309,983	-	-	-	-	1,309,983
Parks & Recreation							
Administration	3.00	393,895	37,983				431,878
Parks	8.40	763,605					763,605
Recreation Programs	6.10	432,720					432,720
Trails	1.00	72,769					72,769
Aquatics	9.60	529,291					529,291
	28.10	2,192,280	37,983	-	-	-	2,230,263
Public Works							
Administration	4.00		700,648		225,000		925,648
Construction Design & Management	6.80		2,161,079				2,161,079
Highway Permitting	1.00		74,698				74,698
Pavement Management	3.60		288,687				288,687
Street Maintenance	17.10		1,570,454				1,570,454
Traffic Engineering	3.00		359,294				359,294
Development Review	6.00	523,225					523,225
Facilities	1.00	303,279					303,279
Stormwater Utility	2.00					1,819,511	1,819,511
Roadway Design					1,315,000		1,315,000
Roadway Construction					20,205,000		20,205,000
	44.50	826,504	5,154,860	-	21,745,000	1,819,511	29,545,875
Public Transportation							
Administration	0.70		779,220				779,220
Fleet Maintenance	0.60		69,926				69,926
Operations	9.30		536,783				536,783
RTA Program	8.60						
	19.20	-	1,385,929	-	-	-	1,385,929
Water Utility							
Administration	15.50					6,678,827	6,678,827
Engineering & Planning	6.00					5,050,272	5,050,272
Production	6.00					3,570,285	3,570,285
Distribution	9.00					930,339	930,339
Alternative Water Resources	-				2,885,010		2,885,010
Potable Water Systems	-				1,207,646		1,207,646
	36.50	-	-	-	4,092,656	16,229,723	20,322,379
Debt Service							
	-	-	-	2,872,228	-	-	2,872,228
	-	-	-	2,872,228	-	-	2,872,228
General Administration							
	-	2,629,696	-		76,457,757		79,087,453
	-	2,629,696	-	-	76,457,757	-	79,087,453
FY 2008/09 Adopted Budget	387.40	29,850,655	7,225,359	2,872,228	102,295,413	18,049,234	160,292,889

Note: Does not include Transfers or Contingency amounts



Town of Oro Valley
Community of Excellence

This Page Intentionally Left Blank



Personnel Summary

Personnel and Employee Compensation

Personnel service continues to represent a significant portion of the total operating budget. Due to the decline in fund balances in the General and Highway funds, escalating benefit premiums, and the future stability of recurring revenues, employee compensation is heavily scrutinized.

Health care premiums for FY 08/09 increased 15% over FY 07/08 while the retirement plan for sworn public safety personnel increased 59%. The table below illustrates the changes to employee benefit rates over the last several years.

	Employer Matching Rates			
	FY 05/06	FY 06/07	FY 07/08	FY 08/09
AZ State Retirement System (ASRS)	8.25%	9.10%	9.60%	9.45%
Correction Officers Retirement Plan (CORP)	8.15%	10.18%	6.94%	7.40%
Public Safety Personnel Retirement System (PSPRS)	9.78%	9.86%	10.12%	16.07%
Health Care Premiums (per year)*	\$2,957	\$2,957	\$3,244	\$3,730
Dental Premiums (per year)*	\$253	\$253	\$253	\$290

* based on single-employee HMO coverage

The FY 08/09 personnel budget includes the full funding of the step plan for the public safety employees and up to a 4% merit increase, based on performance, for the civilian employees of the Town. These increases would be effective on the employee's anniversary dates. The budget also includes funding for a 1.5% annual adjustment for cost of living for all employees effective July 1, 2008.

A total of 3.0 new full-time equivalent (FTE) positions are included in the FY 08/09 budget. The positions and justification are as follows:

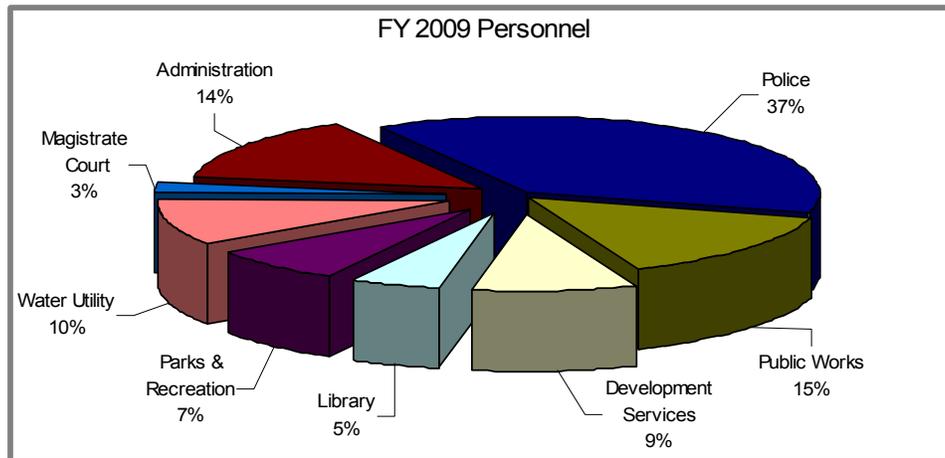
- Assistant Planning & Zoning Director (1.0 FTE) to assist with planning efforts of the Arroyo Grande potential annexation and implementation of the P&Z work plan.
- Part-time Office Assistant to full-time status (0.5 FTE) in Planning & Zoning; this position is offset by the elimination of a part-time Planning intern (-0.5 FTE).
- Court Clerk (1.0 FTE) to assist with the growing number and enforced reporting of DUI cases.
- Meter Reader Supervisor (1.0 FTE) to assist with the implementation of a meter replacement program to reduce lost water and lost revenue.

The following table summarizes the changes in staffing levels for the new fiscal year. A detailed listing of positions by department can be found in the Appendix section of the budget document.

	FY 2007/08 Authorized	FY 08/09 Budget	+/-
Police	142.0	142.0	-
Public Works	56.1	56.1	-
Development Services	34.0	35.0	1.0
Library	19.4	19.4	-
Parks & Recreation	28.1	28.1	-
Water Utility	35.5	36.5	1.0
Magistrate Court	8.5	9.5	1.0
Administration	53.2	53.2	-
Total Positions	376.8	379.8	3.0

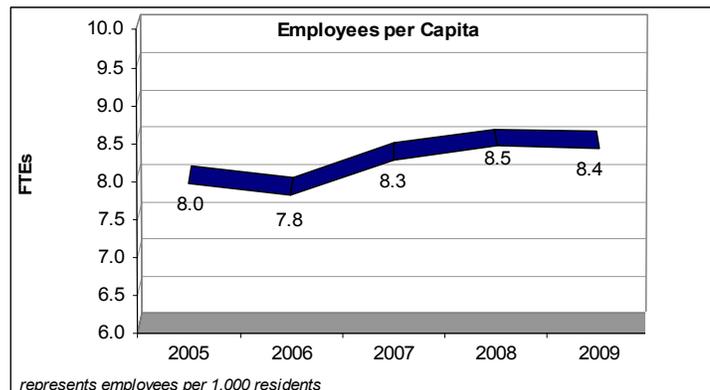


Personnel Summary



The budget also includes a new fund, the Regional Transportation Authority (RTA) Fund, to account for a proposed service level expansion of the Coyote Run Transit Service and the creation of a local circulator bus service. The creation and expansion of these services would necessitate the hiring of 7.6 new FTEs that would be fully funded by RTA funds. These additional FTEs are not included in the totals above, but are accounted for in the Contingency line with the RTA fund since negotiations are still underway between the Town and the RTA for these additional funds.

Looking at employees per capita trend, it shows that employee growth was lagging in FY 2006, but began to play "catch-up" the last couple of years as the Town staffed to support new residential and commercial development. In FY 2009, the trend begins to flatten as the Town approaches residential build-out and population growth remains at an average rate of 1.5% over the next ten years. The trend indicates the ability to keep up with current service levels. Any new services and/or enhancements would require an adjustment to the FTE base.





Personnel Summary

	Actual			Projected	Budget	+/-
	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009	
General Fund						
Town Council	7.00	7.00	7.00	7.00	7.00	-
Town Clerk	4.50	4.50	4.60	4.60	4.60	-
Town Manager	5.00	6.00	6.00	8.10	8.10	-
Human Resources	3.00	3.00	4.00	4.00	4.00	-
Economic Development	2.00	2.00	2.25	2.25	2.25	-
Finance	7.50	7.50	8.00	9.00	9.00	-
Information Technology	4.00	4.00	5.00	8.00	8.00	-
Police	120.00	125.00	139.00	142.00	142.00	-
Magistrate Court	8.50	8.50	8.50	8.50	9.50	1.00
Legal	6.25	10.25	10.25	10.25	10.25	-
Community Development	4.00	4.00	-	-	-	-
Planning & Zoning	13.50	13.50	14.00	16.00	17.00	1.00
Building Safety	16.00	16.00	17.00	18.00	18.00	-
Library Services	14.20	19.40	19.30	19.40	19.40	-
Parks & Recreation	20.80	20.80	27.00	28.10	27.40	(0.70)
Development Review	5.00	5.00	6.00	6.00	6.00	-
Facilities Maintenance	1.00	1.00	1.00	1.00	1.00	-
General Fund Personnel	242.25	257.45	278.90	292.20	293.50	1.30
Special Revenue Funds						
Highway Fund	29.00	29.00	34.50	35.50	35.50	-
Bed Tax Fund	-	-	-	-	0.70	0.70
Public Transportation Fund	9.00	11.50	10.60	11.60	10.60	(1.00)
Special Revenue Funds Personnel	38.00	40.50	45.10	47.10	46.80	(0.30)
Capital Projects Funds						
Townwide Roadways	6.50	6.50	-	-	-	-
Regional Transportation Fund	-	-	-	-	8.60 ⁽¹⁾	8.60
Capital Projects Funds Personnel	6.50	6.50	-	-	8.60	8.60
Enterprise Funds						
Water Utility	34.00	34.50	35.50	35.50	36.50	1.00
Stormwater Utility	1.00	1.00	1.00	2.00	2.00	-
Enterprise Funds Personnel	35.00	35.50	36.50	37.50	38.50	1.00
Total Town Personnel	321.75	339.95	360.50	376.80	387.40	10.60

(1) Positions contingent on Regional Transportation Authority (RTA) funding for new Circulator Service

This Page Intentionally Left Blank



Town of Oro Valley

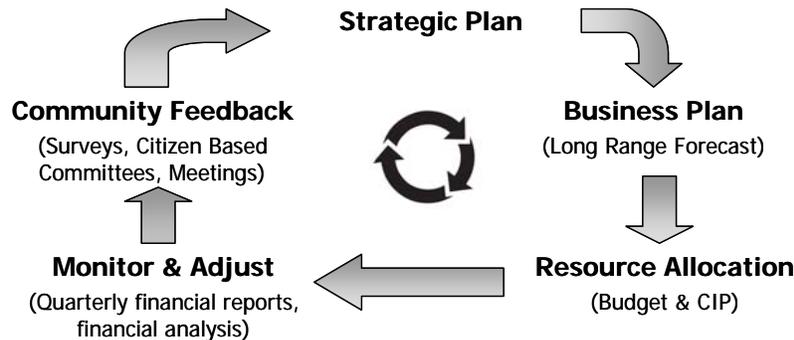
Community of Excellence

This Page Intentionally Left Blank



Long Term Forecast

Oro Valley continues to operate within its budgetary limits. A major area of focus by the Town Council has been on the future financial sustainability of the Town. This type of long term planning involves aligning our Strategic Plan to our long range forecast, which in turn, drives our budget. A long term forecast allows the Town to determine how current spending plans will impact future budgets.

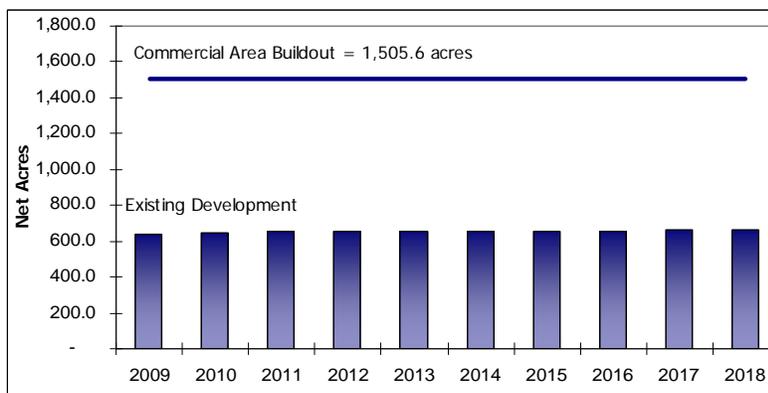


The base forecast is developed using the current services offered by the Town. Assumptions relating to inflation and growth rates are used to predict expenditure levels. Revenues are projected by trend or by specific information, when available. This information is used in conjunction with the impact of new commercial development, future construction projects and economic conditions to develop a long term forecast. New development is crucial to the forecast not only due to the additional tax revenue and service fees, but also the cost of providing services to support the new development.

Finance staff works in tandem with Development Services and Economic Development when compiling projections for long range planning to ensure compatibility among all planning processes. When compiling the long range forecast, the focus is on the General Fund and Highway Fund, the two largest operating funds of the Town.

Economic Environment

In previous years, the Town relied heavily on residential and commercial development to fund the business of operating a community. As the Town approaches build-out and these sources begin to diminish, other revenues sources are needed to continue the viability of the Town.



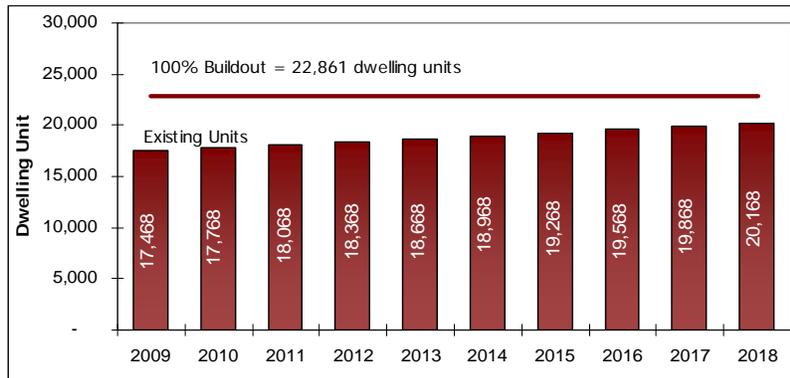
New commercial development activity will peak in FY 2009 with the completion of the Oro Valley Marketplace project, adding over 1.1 million square feet of space. Minimal activity is projected in the remaining years and future commercial development will be limited to specialty stores and small commercial as the number of new households taper. Anchor stores like to see 4,000 – 5,000 new rooftops created before coming into an area.

As reported below, the foreseeable future for housing development does not meet this need in the next decade.



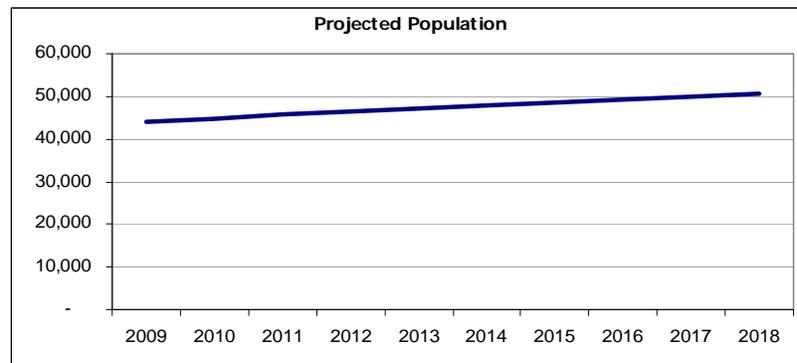
Long Term Forecast

In early 2000, the Town of Oro Valley issued over 700 single family permits (SFR), which was considerably higher than other communities in the area. In 2002 the number of permits began to decline and has begun a steady decrease. Rancho Vistoso has been the major master plan contributor to the volume of homebuilding in Oro Valley, however, it is approaching build out and most of the remaining land is in areas that require custom homes rather than high volume production. With a couple of exceptions, land that would lend itself to large production developments is not available in the area.¹



SFR Permits	
2001	777
2002	534
2003	412
2004	494
2005	422
2006	388
2007	335
2008	285

Population growth is projected to increase at a small pace over the next ten years due in part to the limited amount of developable land within the incorporated boundaries as discussed above.



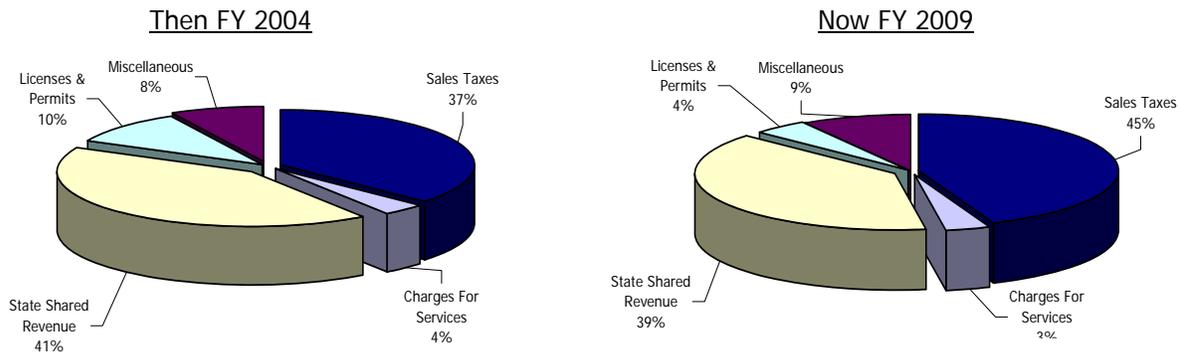
Revenue

Revenue forecasting is crucial to developing a sound budget and long range forecast. Therefore, a very detailed and collaborative process is undertaken in projecting revenues. It is not enough to know the why's behind the increases and decreases in revenue, but also the source of your revenue and what that trend tells over time. In the late 1990's and early 2000's, Oro Valley benefited from an influx of residential construction activity. As that activity and associated revenue source diminishes, there is an added cost of service to support the needs of the increased population base and other more suitable revenue alternatives are needed to cover that cost.

¹ "Special Report for the Town of Oro Valley of a Homebuilding Forecast", John Strobeck of Bright Future Business Consultants, 2007.

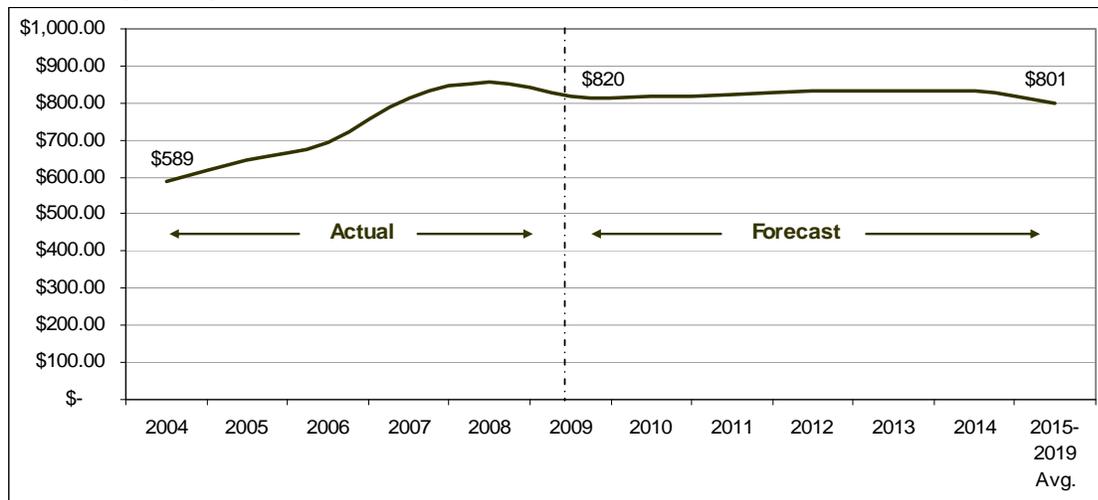


Long Term Forecast



The charts above show changes in the revenue percentages by source for the License & Permit, Sales Tax, and State Shared Revenue categories. In FY 2004 the Town received 10% of its revenue in the General and Highway Fund from commercial and residential building permit revenue. At that point in time, the Town was issuing around 400 SFR permits per year. That level has decreased in the past few years, down to 4% for FY 2009. Revenue from sales tax collections has increased as retail commercial development has grown and will continue to be a major source of revenue in years out. State shared revenue, which is allocated on a per capita basis, has decreased to some extent from FY 2004 and is projected to remain flat until the 2010 decennial census and grow at a modest rate in the next remaining years.

Revenue per Capita



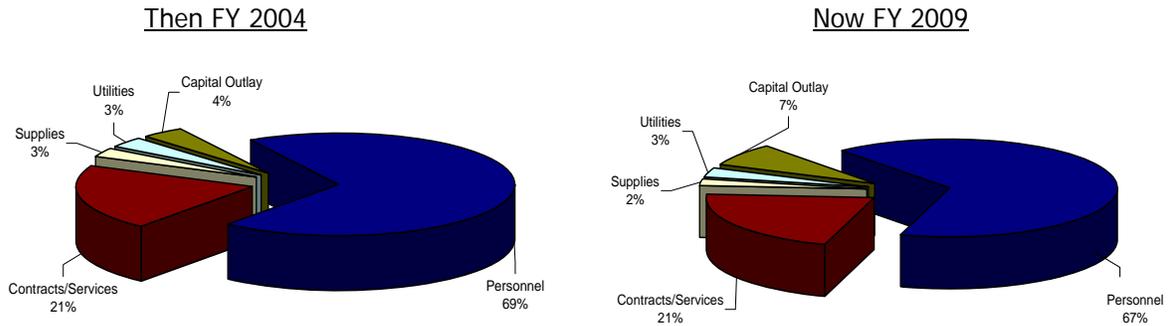
In the years from 2004 – 2008 revenue per capita increased on average 9.9%. While the population increased on average only 3.4%, revenues increased an average of 13.6%. During this span of time, construction activity was at its peak; the Town increased the construction sales tax rate from 2% to 4%, and adopted a 2% utility tax. For the next 10 years, this trend is anticipated to level as population growth and development slows and the utility sales tax sunsets in April 2009. Revenue is projected to grow at an average of 1.1% and population at a rate of 1.5%. The revenue source section beginning on page 53 of the budget document focuses on the types of revenues the Town receives, their uses, and a five-year projection of those sources and how projections were derived. Please reference this section for further detail.



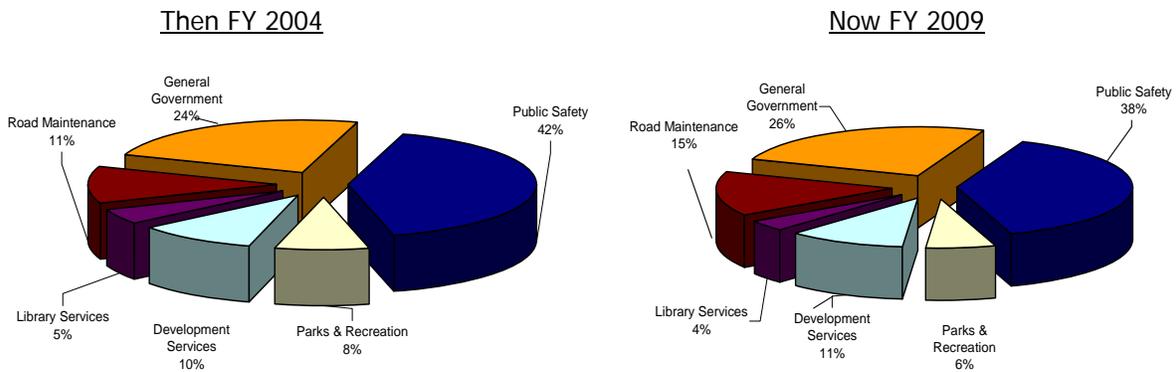
Long Term Forecast

Expenditures

A comparison of expenditures by category was compiled to understand if and how the expenditure categories were shifting. As depicted in the below charts, the categories have remained stable with only minor increases and decreases in percentages.

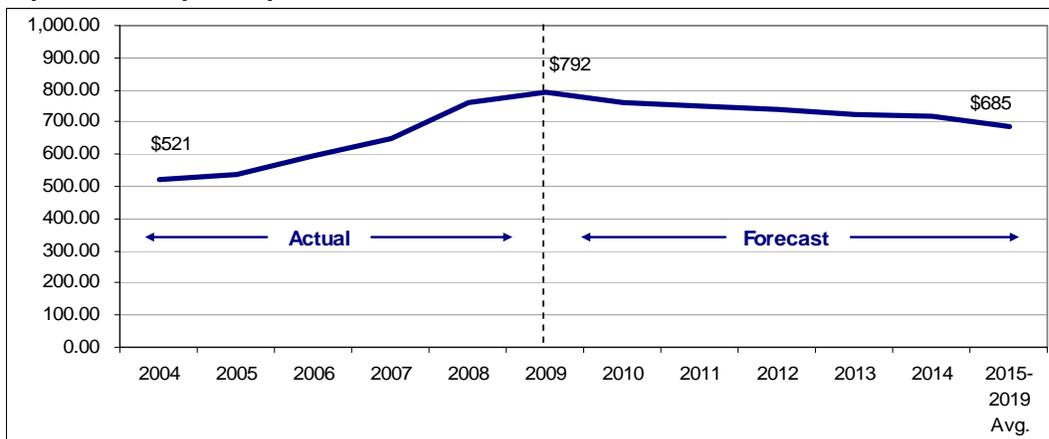


A further comparison was compiled to show expenditures by function.



Expenditures by function, as a percentage of the total General and Highway funds, did not change significantly. There are minor percentage increases and decreases in categories, but they have remained relatively stable from FY 2004 to FY 2009.

Expenditures per Capita

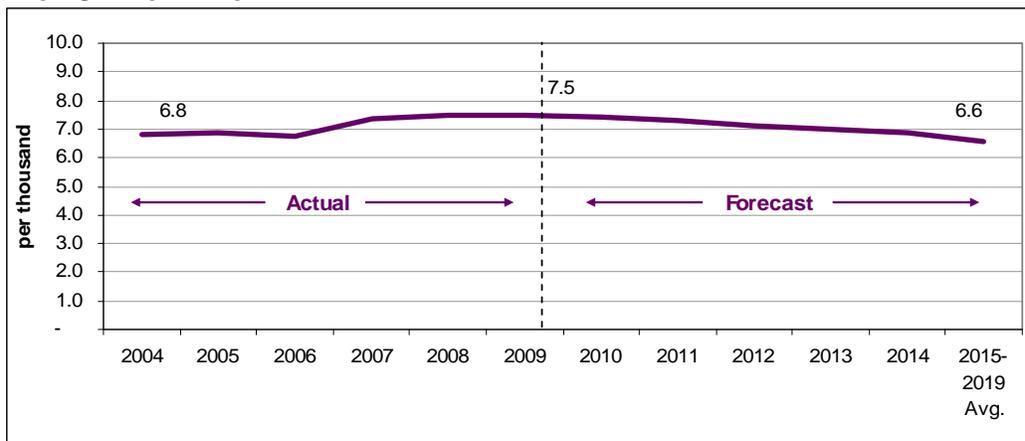




Long Term Forecast

As indicated by the graph on the previous page, in the years from 2004 – 2008 expenditures per capita increased on average 10.1%. During this period of time, the Town added approximately 60 new FTE's to keep in pace with population and to adhere to service level expectations. Also in this time span, healthcare costs and retirement benefits rose on average 10% and are anticipated to continue over the next ten years. The Town also began paying a retail sales tax rebate on economic development agreements, implemented a new financial software system and made capital improvements on roadways and parks and recreation facilities. For the next 10 years, the expenditures per capita ratio is anticipated to decrease slightly as population growth slows and service levels are kept at their current rate, unless new sustainable revenue sources are implemented, capital projects and roadway maintenance will be kept to a minimum and operating budgets will remain flat to current levels, adjusted only for inflation.

Employees per Capita

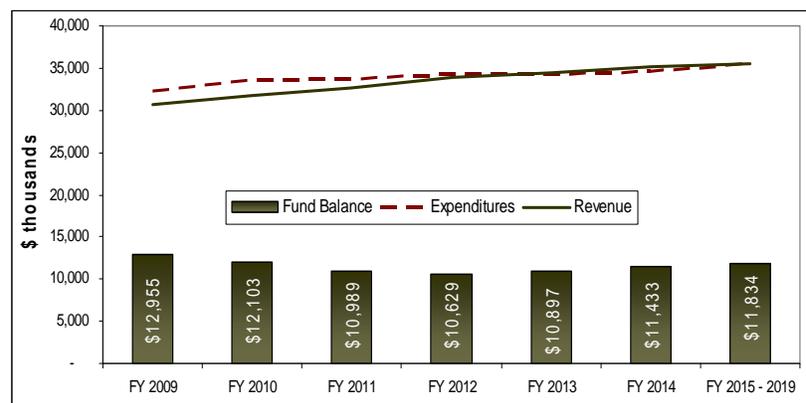


As indicated in the above graph, employees per capita have remained stable from 2004 – 2008 while both Town population and the number of employees has increased. In these years, employees were added to keep up with service level demands and to enhance certain services. This per capita ratio is projected to decrease in the next ten years. Population will continue to grow at a small pace, but new positions will not be added due to insufficient funds. This trend will be monitored closely and service levels adjusted appropriately to ensure the Town's ability to maintain a balanced budget.

Fund Balances

One measure of a city or town's financial strength is the level of its fund balances. Fund balance is the accumulation of excess revenues over expenditures. A healthy fund balance is maintained in each fund to offset unanticipated revenue shortfalls and/or unexpected expenditure increases.

In the General Fund, over the ten year forecast period, revenues are projected to grow at an average rate of 2.5%. Although the Town will be realizing some increase in sales taxes due to new commercial centers, due to the recent nature of the economy, these revenues are anticipated to grow at a small rate. It is anticipated the economy will begin recovering in

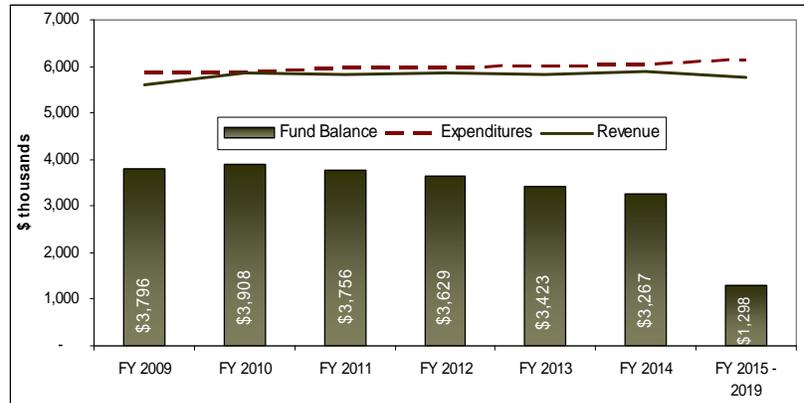




Long Term Forecast

FY 2012 at which revenue is forecasted to grow at a higher growth rate in the 3.0 – 4.0% range. Expenditures are projected to remain flat, increasing only for inflation and the escalation of fringe benefit rates, as the services the Town provides will be kept at their current levels.

In the Highway Fund, over the ten year forecast period, revenues are projected to stay flat. Revenue received from the gasoline sales tax will increase slightly as population increases, but construction sales tax will decrease year-after-year as commercial activity diminishes. Expenditures, therefore, will remain flat. The fund will absorb inflation and the escalation of fringe benefit rates by keeping road maintenance projects minimal.



Conclusion

The current reliance the community has on growth and development to fuel its economy has left Oro Valley vulnerable to economic fluctuations. As new construction activity within the existing Town boundaries is expected to taper off in the years to come, and the utility sales tax sunsets in 2009, to maintain the Town's future financial sustainability, expenditures must remain flat. The Town's ten-year financial forecast was built on this premise and predicts a positive operating position for the General Fund. Expenditures in the Highway Fund will continue to outpace revenue. Although the fund is financially sustainable for the next ten years, the fund balance continues to decrease year after year.

It is important to note that the forecast for the General and Highway Funds demonstrates long-term financial sustainability assuming no major service level changes or added programs. Should there be a desire to increase service levels or expand programs, new revenue sources would need to be explored to fund such expansions.



Town of Oro Valley
Community of Excellence

This Page Intentionally Left Blank

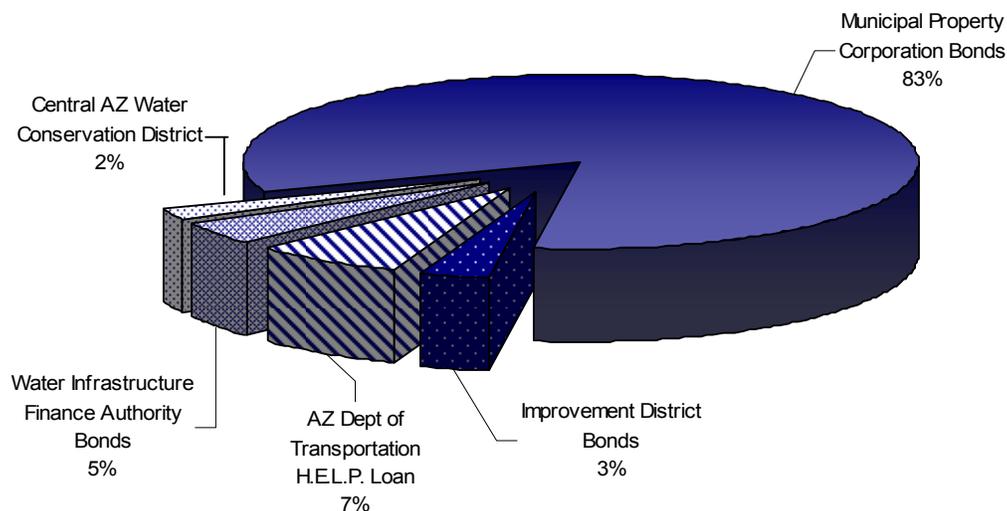


Debt Service

The Town of Oro Valley assumes debt to provide funding for the construction of capital projects. The Town has adopted financial policies on debt capacity that sets guidelines for issuing debt and provides guidance in the timing and structuring of long-term debt commitments. The general policy of the Town is to fund capital projects with new, dedicated streams of revenue or voter-approved debt. Non voter-approved debt may be utilized when a dedicated revenue source other than general revenue can be identified to pay debt service expenditures. The Town currently uses Municipal Property Corporation Bonds, Improvement District Bonds, and programs offered by the State as funding mechanisms for capital projects.

The chart below represents the percentage each type of bonded debt contributes to the total outstanding debt of the Town as of June 30, 2008.

Outstanding Principal = \$111,696,328



The information presented in this section discusses the type of debt issued, the Town's debt capacity and legal debt limitation, and debt requirements for the next twenty (20) years. Specific information on outstanding debt, its uses, and payment schedule can be found in the Appendix section of the budget document.

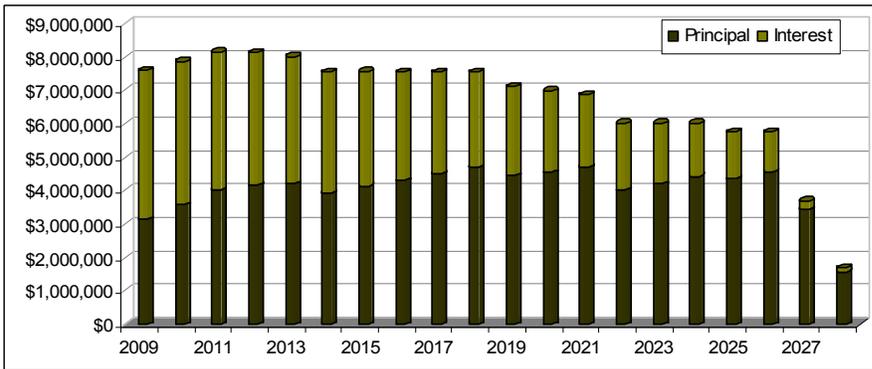
Financing Sources

Municipal Property Corporation Bonds

Municipal Property Corporation Bonds (MPC) are issued by a non-profit corporation formed by the Town for the purpose of financing the construction or acquisition of capital improvement projects. These bonds may be issued without voter approval. The Town of Oro Valley has issued MPC bonds for the construction and improvement of water facilities, and the acquisition of land and construction of buildings to support Town services. Repayment of the debt is pledged with excise sales tax, state shared revenue and other permit and fee revenues.



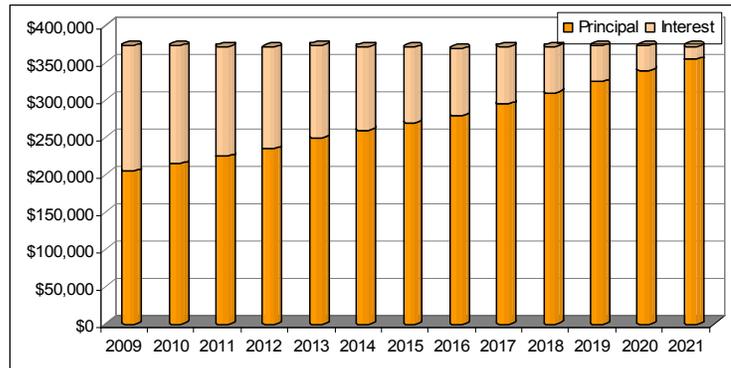
Debt Service



Bond Rating
 Standard & Poor's AA -
 Fitch A +

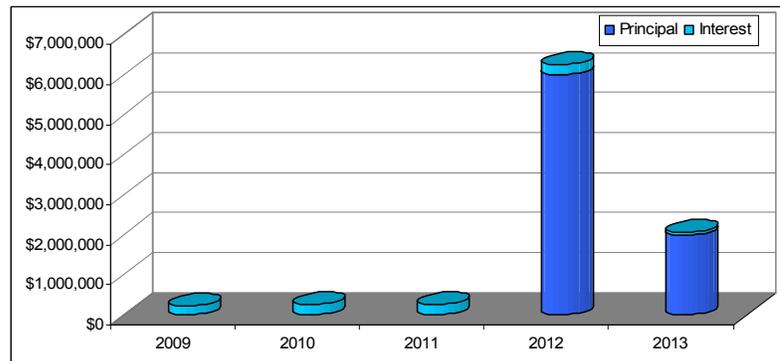
Improvement District Bonds

Improvement District Bonds are issued to finance projects in a designated area within a town or city. The majority of property owners in this district must approve the formation of the district and the amount of indebtedness. The bonds are then repaid by the assessments levied on the property in the district. The Town issued Improvement District Bonds in 2005 in the amount of \$3,945,000 to finance the widening of Oracle Road along the Rooney Ranch development.



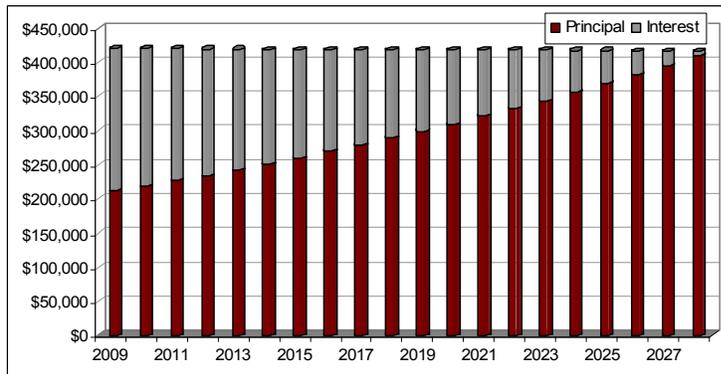
Highway Expansion and Extension Fund Loans (HELP)

The HELP program is a financing option where Arizona's State Infrastructure Bank Loan bridges the gap between roadway improvement needs and available funds. The intent of the HELP program is to accelerate the construction of road projects. Some limitations of the loan include: the amount must be over \$250,000 and the State Infrastructure Bank requires a pay back period of five years or less. In 2007 the Town received \$8M in HELP loan proceeds for the widening of La Canada Drive between Tangerine Road and Naranja Drive. The Town will receive funding from the Pima Association of Governments (PAG) in 2011 and 2012 to assist in the payments of principal on this loan. The interest on this loan is paid with the Town's roadway development impact fees.





Water Infrastructure Finance Authority Bonds (WIFA)

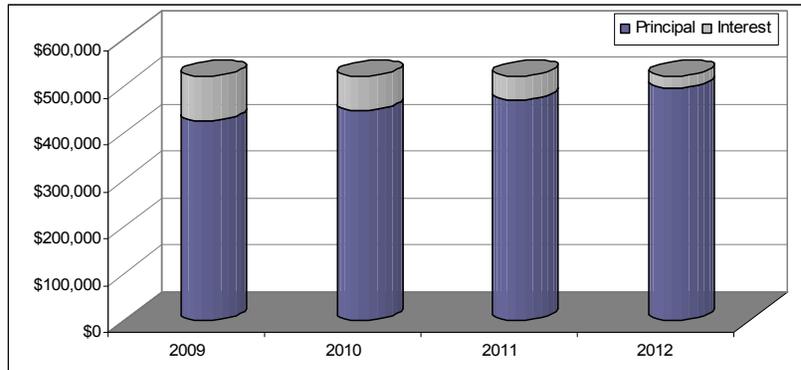


WIFA is a state agency that has specific programs that can improve a city or town’s ability to use bonding as a revenue source. WIFA has statutory charges to assist smaller to medium sized communities’ pool their bond issues together to help lower the costs of issuing debt. They also have monies set aside to help secure the debt and allow the bonds to be issued at the lowest interest rate possible. WIFA’s

charge is specifically with water and wastewater projects. In 2007, the Town was approved for up to \$6M in WIFA loan proceeds for construction of infrastructure to expand the reclaimed water system in the Town.

Central Arizona Water Conservation District (CAWCD)

CAWCD is a state agency with the primary responsibility of managing the Central Arizona Project (CAP). The district is concerned with water fees and property taxes for CAP, water allocation, canal operation and maintenance. CAWCD is responsible for repaying the CAP reimbursable construction costs to the federal government. In 2007, the Town was charged in the amount of \$2.4M for repayment of capital costs associated with the reallocation of 3,557 acre feet of CAP water payable over a five year period.



Debt Capacity

The Arizona Constitution limits the Town’s bonded debt capacity (outstanding principal) to a certain percentage of the Town’s secondary assessed valuation for General Obligation (G.O.) bonds. The Constitution states that for general municipal purposes, the Town cannot incur a debt exceeding 6% of the assessed valuation of taxable property. Additional bonds amounting to 20% of the assessed valuation of taxable property can be issued for water, lighting and sewer projects, and for the acquisition and development of land for open space preserves, parks, playgrounds and recreational facilities. In previous years, the Town has not issued G.O. bonds as a financing mechanism. The FY 2009 budget does include the capacity to issue G.O. bonds totaling \$48.6M, should the November 4, 2008 Naranja Town Site ballot measure pass. The Town of Oro Valley, with a projected 2009 secondary assessed value of \$657,306,663 is limited to no more than \$170,899,733 of debt. With the anticipated issuance of \$48.6M in G.O. bonds in 2009, the Town’s unused debt capacity becomes \$122,299,733.



Debt Service

2009 Projected Secondary Assessed Valuation	\$657,306,663
6% Limitation	\$39,438,400
Less Outstanding Debt	0
Legal Debt Margin	\$39,438,400
20% Limitation	\$131,461,333
Less Outstanding Debt	-
Legal Debt Margin	\$131,461,333
Total Legal Debt Margin	\$170,899,733
Less 2009 Issuance for Naranja Town Site	48,600,000
Unused Debt Capacity	\$122,299,733

Summary

The below information summarizes the total outstanding principal and interest on current Town debt obligations for the next twenty years. A measure of a community's financial soundness is its bond rating. The Town continues to maintain strong growth in revenues and a very strong coverage of debt service which contributes to the favorable bond ratings received from Standard & Poor's and Fitch Investors Service.

	MPC Bonds	Improvement District Bonds	HELP Loans	WIFA Bonds	CAWCD	Total
2009	7,602,473	372,828	222,369	419,806	521,494	9,138,969
2010	7,867,150	372,578	255,760	419,673	521,494	9,436,655
2011	8,148,935	371,828	255,760	419,537	521,494	9,717,553
2012	8,137,869	370,578	6,255,760	419,395	521,494	15,705,095
2013	8,007,171	373,828	2,063,940	419,248	-	10,864,187
2014	7,535,021	371,328	-	419,096	-	8,325,445
2015	7,568,608	370,408	-	418,939	-	8,357,954
2016	7,561,241	368,798	-	418,776	-	8,348,815
2017	7,552,044	371,478	-	418,608	-	8,342,129
2018	7,535,416	371,728	-	418,433	-	8,325,577
2019	7,108,300	372,623	-	418,253	-	7,899,175
2020	6,984,041	372,673	-	418,066	-	7,774,779
2021	6,882,301	371,863	-	417,872	-	7,672,036
2022	6,023,029	-	-	417,671	-	6,440,700
2023	6,019,055	-	-	417,464	-	6,436,519
2024	6,017,599	-	-	417,249	-	6,434,848
2025	5,745,658	-	-	417,026	-	6,162,684
2026	5,750,556	-	-	416,796	-	6,167,352
2027	3,696,313	-	-	416,557	-	4,112,870
2028	1,702,750	-	-	416,310	-	2,119,060
	133,445,530	4,832,533	9,053,589	8,364,776	2,085,976	157,782,403

PROGRAM BUDGETS

- Town Council
- Town Clerk
- Town Manager
- Human Resources
- Economic Development
- Finance
- Information Technology
- Police
- Magistrate Court
- Legal
- Planning & Zoning
- Building Safety
- Library
- Parks & Recreation
- Public Works
- Water Utility
- Non Departmental





Town Council

Mission

The Town of Oro Valley is a "Mission" driven organization. It focuses on what is most important and sets in motion an organizational culture that encourages innovation and strives for excellence. The Mayor and Council of Oro Valley are committed to responsive governance and the creation of a "Community of Excellence." The Mayor and Council provide policy direction by adopting rules, regulations, and procedures to meet community needs. The Mayor and Council remain accountable and accessible to the residents through their commitment to full, honest, and timely communication.

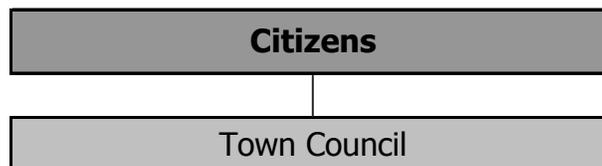
Our mission is to:

- Act with openness, respect, integrity, accountability and quality;
- Preserve and promote health, safety and quality of life;
- Continue to provide exceptional municipal services;
- Ensure economic sustainability that maintains the community's quality of life; and
- Become an efficient government that balances the Town's long-term interests while being responsive to present community needs.

Department Description

The Mayor and Council consist of seven officials elected by residents of the Town. The Mayor is directly elected by the citizens while the Vice-Mayor is selected by the Council annually. Council Members serve four-year overlapping terms in the manner prescribed by State law and are charged with developing policies for the public health, safety and welfare of Town residents.

Mayor and Council/Divisions



Department Personnel				
	FY 2007 Actual	FY 2008 Budget	FY 2008 Projected	FY 2009 Budget
Mayor	1.0	1.0	1.0	1.0
Council Members	6.0	6.0	6.0	6.0
Total FTE's	7.0	7.0	7.0	7.0



Town Council

FY 2008 Highlights

- Adopted a ten-year Financial Sustainability Plan
- Conducted a Town-wide community survey to determine resident's satisfaction with quality of life
- Adopted a Leadership in Energy and Environmental Design (LEED) policy requiring new buildings to meet the Silver standard
- Participated in the conceptual planning process with the Arizona State Land Department for the Arroyo Grande Planning Area
- Hired a new Town Attorney
- Hosted the Arizona Department of Transportation Board meeting in December

FY 2009 Goals and Objectives

Focus Area: Financial Sustainability

- Develop a diverse revenue stream (e.g. taxes, impact fees, state shared revenues, and user fees)
- Ensure financial resources are available to support the expected level of community services

Focus Area: Quality of Life

- Support the growth of quality, high wage employers in the Town
- Commit to preserving scenery through a thoughtful and unique built environment
- Preserve open space throughout the community
- Parks and recreation services easily accessible and affordable

Focus Area: Protection of the Environment and Cultural Assets

- Protect environmentally sensitive lands consistent with community goals
- Cultivate and sustain all historic, archaeological, cultural, parks, and recreational assets in a manner that achieves the community's shared vision of quality of life
- Maintain and acquire sufficient water resources to ensure that the community has an adequate water supply

FY 2009 Goals and Objectives Cont'd

Focus Area: Economic Development

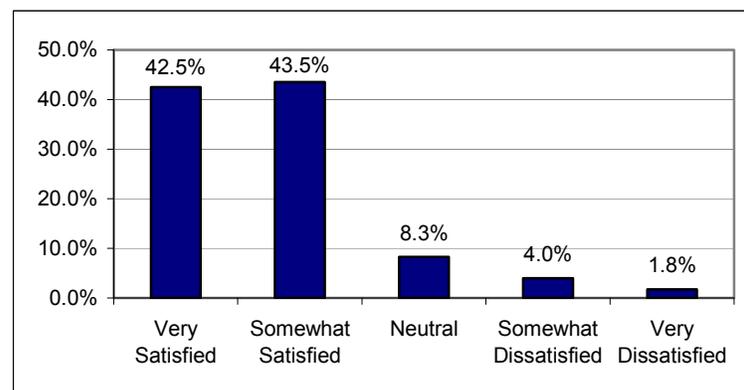
- Provide a strong business climate through the attraction, expansion, and retention of diverse employment, retail, and tourism opportunities
- Continue to develop Oro Valley as a home for high-tech and bio-tech companies

Focus Area: Leadership and Communication

- Make communication a top priority within the organization and to the public
- Update the Town's Strategic Plan
- Be open to other's ideas, seeking to generate unity and create a climate of trust
- Create new avenues for communication
- Provide training to all Boards and Commissions on open meeting laws
- Foster regional cooperation

Performance Metrics

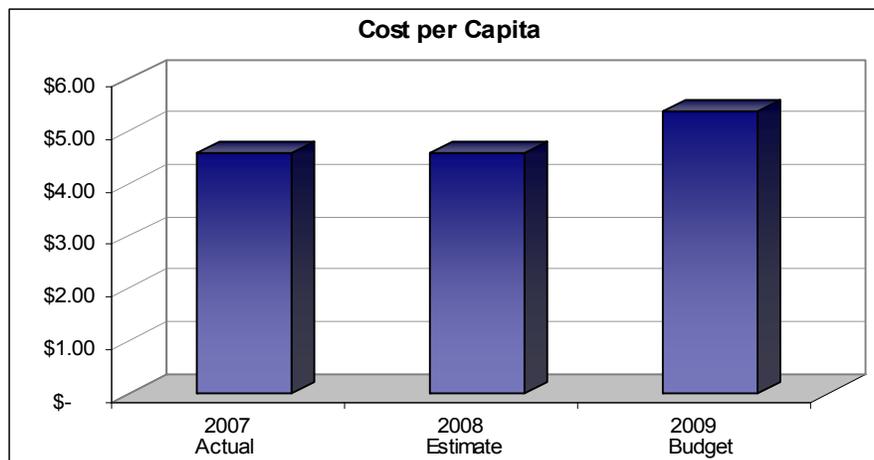
Satisfaction of Residents





Town Council

Expenditures by Category	FY 2008 Budget	FY 2008 Projected	FY 2009 Budget	Variance to Budget
Personnel	\$75,767	\$75,733	\$76,885	\$1,118
Contracts/Services	149,080	125,486	157,766	8,686
Supplies	5,700	2,250	7,400	1,700
Capital Outlay	-	-	-	-
Total Expenditures	\$230,547	\$203,469	\$242,051	\$11,504





Town Clerk

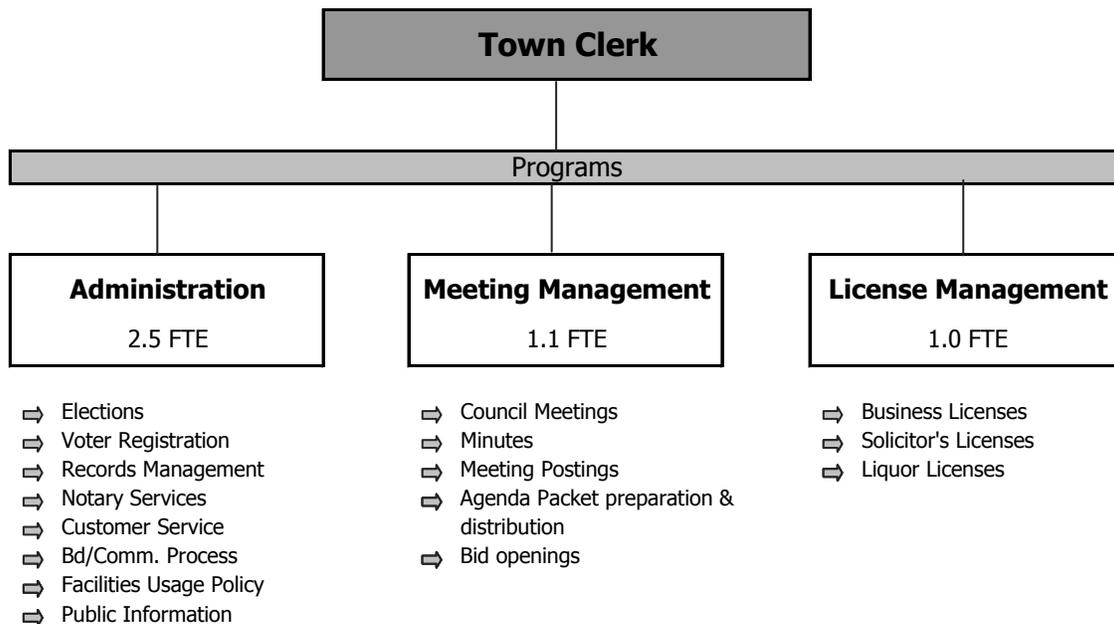
Mission

The Town Clerk Department is committed to maintaining public confidence and trust. The Department continually strives to improve the quality and accessibility of public information, provide fair and impartial elections and provide quality customer service to our citizens, Town Council and staff.

Department Description

The Clerk's Office is the centralized information distribution point for our citizens, Town Council and staff. The Clerk's Office is responsible for preserving the legislative history of the Town, maintaining public records of the Town and conducting fair and impartial elections. The Clerk's Office provides staff support to Town Council; Public Records & Information; Licensing; Records Management; Elections; Voter Registration; Notary Services. Functions of the Clerk's Office are performed in accordance with Arizona Revised Statutes, Oro Valley Town Code and the administrative policies and objectives of the Town.

Departmental Programs/Divisions



Department Personnel				
	FY 2007 Actual	FY 2008 Budget	FY 2008 Projected	FY 2009 Budget
Town Clerk	1.0	1.0	1.0	1.0
Deputy Clerk	1.0	1.0	1.0	1.0
Senior Office Specialist	-	-	-	1.0
Office Specialist	1.0	1.0	1.0	-
Senior Office Assistant	1.0	1.6	1.6	1.6
Office Assistant	0.6	-	-	-
Total FTE's	4.6	4.6	4.6	4.6

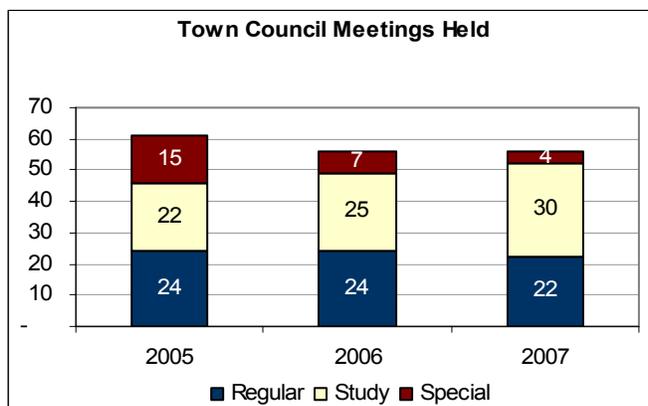
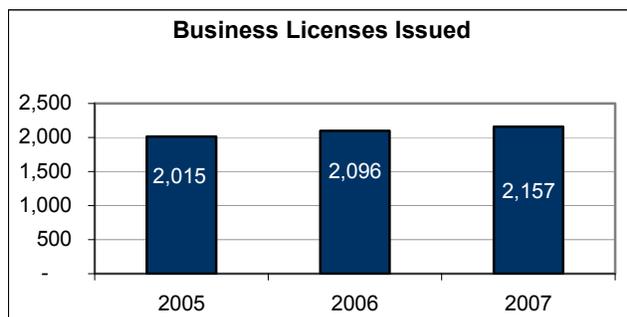


Town Clerk

FY 2008 Highlights

- Continue to improve citizen access to public information by adding the following information on the Town's website:
 - Regular Town Council meetings are now video streamed using the Granicus Streaming System - This was a joint project between the Clerk's Office, Information Technology Department and Communications Division

Performance Metrics



2007-2008 Annual Budget

FY 2009 Goals and Objectives

Focus Area: Financial Sustainability

- Administer Chapter 8 of the Oro Valley Town Code related to Businesses
- Issue business licenses and collect business license fees in accordance with Chapter 8 of the Oro Valley Town Code
- Disseminate Oro Valley sales tax information to applicable businesses and assist Finance Department with monitoring businesses to ensure that the proper sales tax is collected
- Facilitate the processing of liquor license applications in accordance with Arizona State Law and provide accurate information of same

Focus Area: Quality of Life

- Provide excellent customer service in a professional, accurate, timely, courteous and impartial manner
- Continue to provide Agendas, Minutes, Ordinances, Resolutions and Council Meeting Materials and audio/video streaming of public meetings on the Town's website for on-line public access
- Continue to maintain accurate legislative history of the Town Council
- Continue to conduct fair and impartial elections, and when possible conduct ballot by mail elections to increase voter participation and provide convenience to our voters in accordance with Arizona State Law and the Federal Voting Rights Act

Focus Area: Economic Development

- Continue to facilitate the annexation process to ensure compliance with Arizona Annexation Law
- Continue to provide Economic Development Division with updated Business License information

Program Budgets

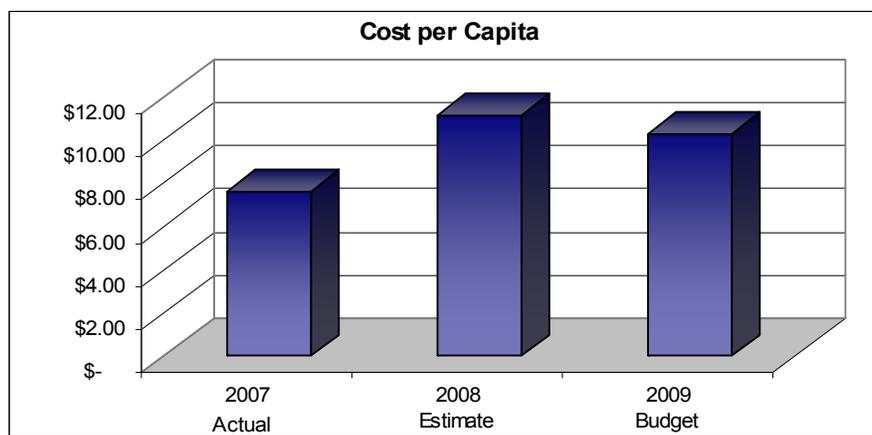


Town Clerk

Personnel by Program	FY 2008 Budget	FY 2008 Projected	FY 2009 Budget	Variance to Budget
Administration	2.5	2.5	2.5	-
Meeting Management	1.1	1.1	1.1	-
License Management	1.0	1.0	1.0	-
Total Personnel	4.6	4.6	4.6	-

Expenditures by Program	FY 2008 Budget	FY 2008 Projected	FY 2009 Budget	Variance to Budget
Administration	\$381,707	\$370,518	\$326,160	\$(55,548)
Meeting Management	81,018	76,386	78,598	(2,419)
License Management	50,102	47,534	59,033	8,931
Program Total	\$512,827	\$494,438	\$463,791	\$(49,036)

Expenditures by Category	FY 2008 Budget	FY 2008 Projected	FY 2009 Budget	Variance to Budget
Personnel	\$282,804	\$263,624	\$314,954	\$32,150
Contracts/Services	213,698	216,015	142,737	(70,961)
Supplies	6,900	5,374	6,100	(800)
Capital Outlay	9,425	9,425	-	(9,425)
Total Expenditures	\$512,827	\$494,438	\$463,791	\$(49,036)



Note: FY 2008 and 2009 are election years and include associated costs



Town Manager

Mission

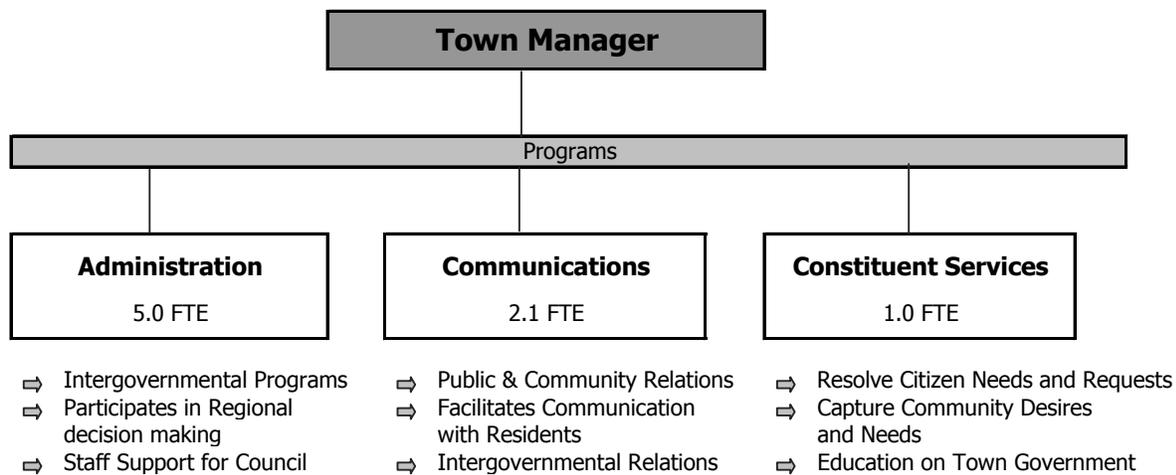
The Town Manager's office provides high-quality, executive level leadership for the community by efficiently planning and directing Town services. These services are provided to implement the policies, rules, and regulations of the Town Council. The Town Manager strives to maintain open communications with the Mayor and Council, Town Management, Town Employees and the greater community as a whole.

Department Description

The Town Manager is responsible for the proper management and administration of the Town and serves as the Chief Administrative Officer of the government under the control and direction of the Town Council.

The Town Manager is further responsible for the coordination of the administrative functions of the various departments, divisions, boards, and services of the Town government. The Town Oro Valley provides the following services: Town Clerk, Human Resources, Finance, Police Department, Water Utility, Planning and Zoning, Building Safety, Parks and Recreation, Information Technology, the Oro Valley Public Library and Public Works.

Departmental Programs/Divisions



Department Personnel				
	FY 2007 Actual	FY 2008 Budget	FY 2008 Projected	FY 2009 Budget
Town Manager	1.0	1.0	1.0	1.0
Assistant Town Manager	1.0	1.0	1.0	1.0
Communications Administrator	1.0	1.0	1.0	1.0
Special Projects Coordinator	1.0	-	-	-
Management Assistant	-	1.0	1.0	1.0
Administrative Assistant	1.0	1.0	1.0	1.0
Constituent Services Coordinator	-	1.0	1.0	1.0
Communications Specialist	-	1.0	1.0	1.0
Senior Office Specialist	-	1.0	1.0	1.0
Office Specialist	1.0	-	-	-
Communications Intern	-	-	0.1	0.1
Total FTE's	6.0	8.0	8.1	8.1



Town Manager

FY 2008 Highlights	FY 2009 Goals and Objectives Cont'd												
<ul style="list-style-type: none"> - Conducted a Town-wide Community Survey - Held the first annual Homeowner's Association Forum - Launched the Oro Valley Vista as a full-color, monthly publication - Launched the "Talk of the Town" new internal employee publication - Hired a new Communications Administrator, Communications Specialist, and Constituent Services Coordinator to enhance public outreach and communication - Hosted the 2007 Governor's Rural Economic Development Conference at the Hilton El Conquistador - Developed a Community Funding Process for the new fiscal year and hosted an orientation program for interested non-profit agencies 	<p>Focus Area: Financial Sustainability</p> <ul style="list-style-type: none"> ▪ Ensure the Town's fees are updated periodically (impact and user fees) ▪ Explore opportunities for additional revenue streams ▪ Seek grants and funding sources to supplement Town funds <p>Focus Area: Quality of Life/Cultural Assets</p> <ul style="list-style-type: none"> ▪ Complete Phase II of the reclaimed water system ▪ Continue with the implementation of CAP water delivery ▪ Continue with the development of Steam Pump Ranch and Naranja Town Site ▪ Continue to work with the Arizona State Land Department on the Arroyo Grande Planning area 												
	Performance Metrics												
FY 2009 Goals and Objectives	Constituent Services												
<p>Focus Area: Leadership and Communication</p> <ul style="list-style-type: none"> ▪ Develop and implement a comprehensive internal communications program ▪ Develop and implement a Town brand to be used in all publications and on the website ▪ Develop a new Council Member Orientation Program ▪ Strengthen regional and intergovernmental programs and activities ▪ Continue to provide focused leadership and management training ▪ Enhance community outreach and public participation <p>Focus Area: Economic Development</p> <ul style="list-style-type: none"> ▪ Develop and launch a Shop Oro Valley Campaign ▪ Assist with Grand Opening of Oro Valley Marketplace ▪ Continue to develop Oro Valley as a home for high-tech and bio-tech companies 	<table border="1" data-bbox="863 1171 1544 1283"> <thead> <tr> <th></th> <th>2005</th> <th>2006</th> <th>2007 *</th> </tr> </thead> <tbody> <tr> <td>Number of Issues/Information Requests Received</td> <td></td> <td></td> <td>320</td> </tr> <tr> <td>% Resolved within 3 Days</td> <td></td> <td></td> <td>99.1%</td> </tr> </tbody> </table> <p>* Represents six-month timeframe</p>		2005	2006	2007 *	Number of Issues/Information Requests Received			320	% Resolved within 3 Days			99.1%
	2005	2006	2007 *										
Number of Issues/Information Requests Received			320										
% Resolved within 3 Days			99.1%										
<i>2008-2009 Annual Budget</i>	<i>Program Budgets</i>												

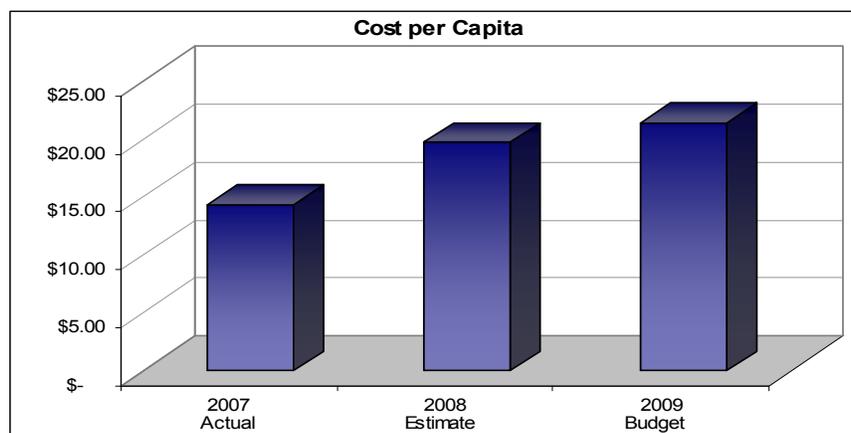


Town Manager

Personnel by Program	FY 2008 Budget	FY 2008 Projected	FY 2009 Budget	Variance to Budget
Administration	4.0	5.0	5.0	1.0
Community Relations	2.0	2.1	2.1	0.1
Constituent Services	2.0	1.0	1.0	(1.0)
Total Personnel	8.0	8.1	8.1	0.1

Expenditures by Program	FY 2008 Budget	FY 2008 Projected	FY 2009 Budget	Variance to Budget
Administration	\$518,724	\$531,942	\$567,705	\$48,981
Community Relations	297,204	242,958	313,688	16,484
Constituent Services	122,529	95,019	81,569	(40,959)
Program Total	\$938,456	\$869,919	\$962,962	\$24,506

Expenditures by Category	FY 2008 Budget	FY 2008 Projected	FY 2009 Budget	Variance to Budget
Personnel	\$751,840	\$752,577	\$787,574	\$35,734
Contracts/Services	121,166	75,689	102,538	(18,628)
Supplies	14,450	12,483	57,850	43,400
Capital Outlay	36,000	24,170	-	(36,000)
Contingency	15,000	5,000	15,000	-
Total Expenditures	\$938,456	\$869,919	\$962,962	\$24,506





Human Resources

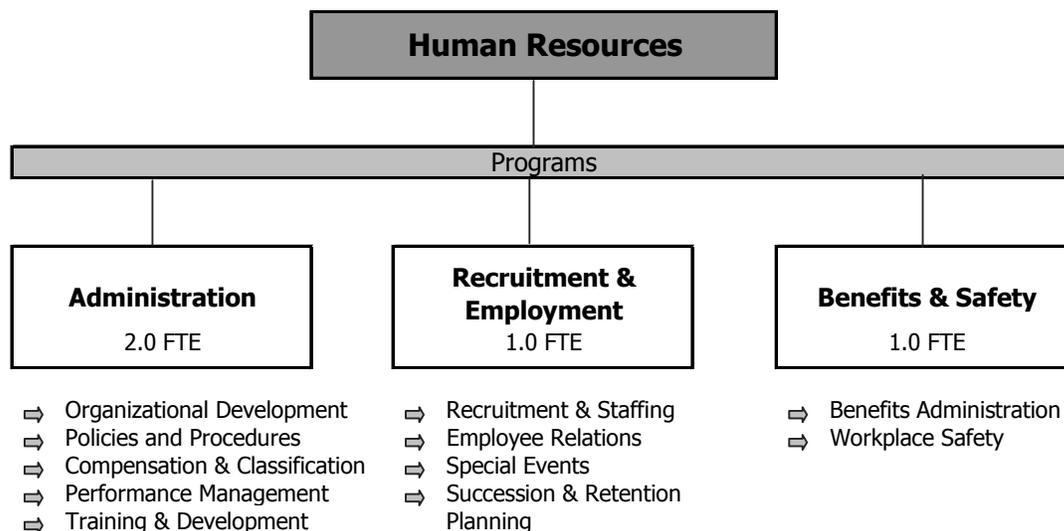
Mission

We provide a complete suite of human resources services from recruitment through retirement. This includes attracting staff with the skills, knowledge and abilities to accomplish the Town's strategic goals; providing compensation and benefits, training and education, performance management, employee relations, and safety and regulatory compliance programs. Our aim is that all Town employees have the resources needed to improve, develop and continue to add value to the Town as its needs change and grow.

Department Description

The Human Resources Department includes three divisions, providing a full range of services for Town employees. The Administration division provides policy guidance including compliance, performance and compensation management plus training and development; The Recruitment and Employment division provides staff planning, recruiting and employee relations services; The Benefits and Safety division provides group benefits programs and workers compensation services.

Departmental Programs/Divisions



Department Personnel				
	FY 2007 Actual	FY 2008 Budget	FY 2008 Projected	FY 2009 Budget
Human Resource Director	1.0	1.0	1.0	1.0
Human Resource Analyst	1.0	1.0	1.0	1.0
Human Resource Technician	1.0	1.0	1.0	2.0
Human Resource Assistant	1.0	1.0	1.0	-
Total FTE's	4.0	4.0	4.0	4.0



Human Resources

FY 2008 Highlights

- Worked as a team with Finance and Information Technology to complete ERP system implementation
- Led facility safety enhancement for phase I of ID/Access cards and electronic door locks
- Developed and implemented new rewards and recognition program for employees
- Began the new performance management program with new appraisal forms and improved employee participation in the evaluation process
- Coordinated presentation of home owner education seminars with the Tucson Association of Realtors
- Partnered with Town Manager and Communications Division to enhance employee communications programs, including support of new employee newsletter

Performance Metrics

	2005	2006	2007
Turnover Rate			8.4%
Longevity Rates:			
<1 year retention rate			15%
1-4 year retention rate			38%
5-10 year retention rate			33%
11+ year retention rate			15%
Recruitment Statistics:			
Applications received			1,037
Interviews conducted			206
# of hires			55
Benefits Utilization Rate (1)			89%
Injury/Accident Rate:			
Frequency (2)			1.43
Severity (3)			26.38

- (1) Desired goal is 75% or lower
 (2) Desired goal is below 2.0
 (3) Desired goal is below 25.0

FY 2009 Goals and Objectives

Focus Area: Financial Sustainability

- Complete phase II of facility security enhancement.
- Complete documentation of compensation procedures and implement new classification system to provide external competitiveness and internal equity in salary administration

Focus Area: Quality Of Life

- Develop a wellness program to promote healthy lifestyles, better education and more consumerism in use of health insurance plans
- Review benefits services and develop 3-5 year benefits strategic plan

Focus Area: Leadership & Communication

- Coordinate in-house and out-sourced training programs with emphasis on a new employee orientation program, supervisor training academy, and enhanced customer service and communications training.
- Work with communications division and Town Manager's office to expand employee newsletter and other communication programs
- Work with Finance and Information Technology to implement employee self-service functionality of ERP system

Focus Area: Economic Development

- Develop opportunities to partner with Oro Valley businesses to promote discounts or other ways to encourage employees to support local companies

Focus Area: Protection Of Environment And Cultural Assets

- Partner with Communications division to communicate with employees about special events, activities and cultural resources within Oro Valley

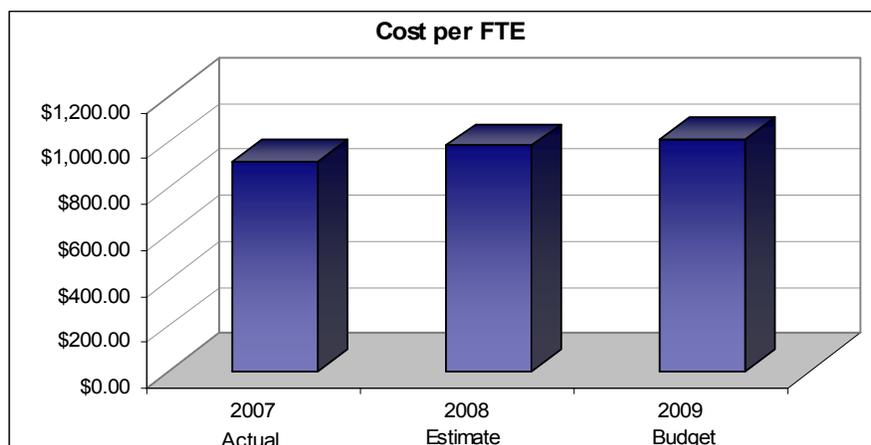


Human Resources

Personnel by Program	FY 2008 Budget	FY 2008 Projected	FY 2009 Budget	Variance to Budget
Administration	1.75	2.0	2.0	.25
Recruitment & Employment	1.25	1.0	1.0	(.25)
Benefits & Safety	1.0	1.0	1.0	-
Total Personnel	4.0	4.0	4.0	-

Expenditures by Program	FY 2008 Budget	FY 2008 Projected	FY 2009 Budget	Variance to Budget
Administration	\$191,898	\$192,141	\$193,902	\$2,004
Recruitment & Employment	118,174	125,220	133,970	15,795
Benefits & Safety	59,443	53,712	64,787	5,344
Program Total	\$369,516	\$371,073	\$392,659	\$23,143

Expenditures by Category	FY 2008 Budget	FY 2008 Projected	FY 2009 Budget	Variance to Budget
Personnel	\$270,516	\$266,361	\$281,164	\$10,648
Contracts/Services	95,500	102,212	107,145	11,645
Supplies	3,500	2,500	4,350	850
Capital Outlay	-	-	-	-
Total Expenditures	\$369,516	\$371,073	\$392,659	\$23,143





Economic Development

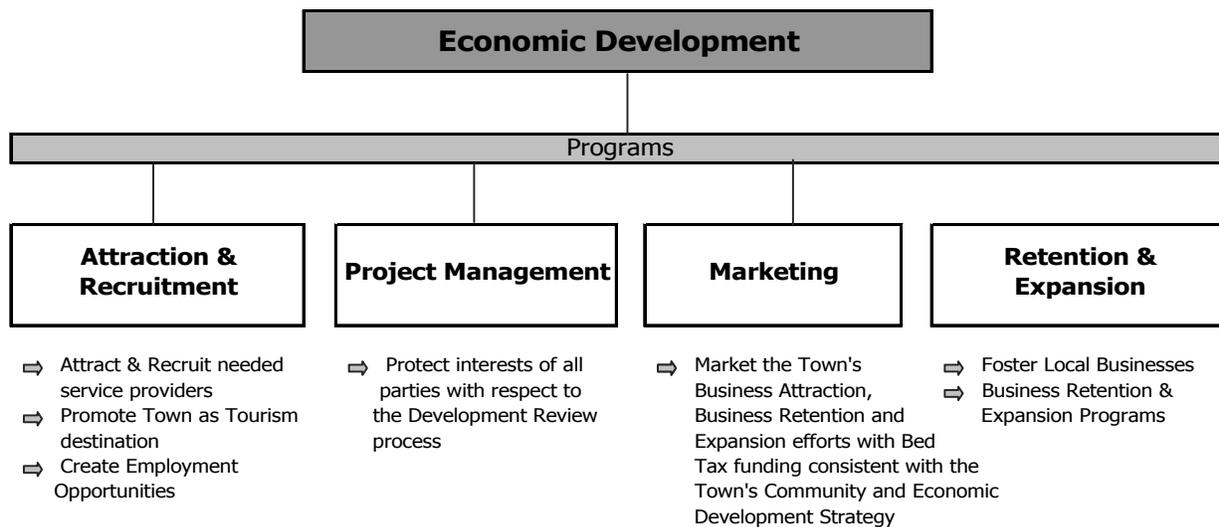
Mission

To increase the quality of life for Oro Valley citizens and the business community by developing a positive business climate consistent with the community's values to ensure the long-term financial and economic sustainability of the Town of Oro Valley.

Department Description

The Economic Development Division provides a variety of important services to the Town Council, Staff, Oro Valley residents, and local businesses, including but not limited to, the recruitment of new businesses, and ombudsman to existing businesses and those going through Oro Valley's building plan review process. Additionally, the Economic Development Division has been a project team leader for development projects, liaison with regional organizations to provide continuity with the community's economic goals, and prepared economic analyses and projections. The Economic Development Division adheres to the 2007 Community Economic Development Strategy (CEDS), which indicated that the residents of Oro Valley are interested in expansion, diversification, and development of local business. According to the Oro Valley General Plan, Oro Valley's economic future is interwoven with its distinctive community character based on a residential/resort image and its proximity to the Pusch Ridge Wilderness, Coronado National Forest, and Catalina State Park. Diversification in the local revenue base encouraged through additions to employment and shopping opportunities is desirable. However, any new development must be consistent with the community vision for the future and values.

Departmental Programs/Divisions



Department Personnel				
	FY 2007 Actual	FY 2008 Budget	FY 2008 Projected	FY 2009 Budget
Economic Development Administrator	1.0	1.0	1.0	1.0
Economic Development Specialist	1.0	1.0	1.0	1.0
U of A Intern	.25	.25	.25	.25
Total FTE's	2.25	2.25	2.25	2.25



Economic Development

FY 2008 Highlights

- Hosted the 2007 Governor's Rural Economic Development Conference held at the Hilton El Conquistador
- Developed a Business Retention & Expansion program
- Oro Valley Business Navigator
 - o Celebrated the first anniversary of the launch of the Oro Valley Business Navigator
 - o Nominated for the 2007 Governor's Excellence in Rural Development Award
 - o Nominated for the Metropolitan Pima Alliance Common Ground Award
- Sanofi Aventis groundbreaking
- Town Council approval of Neighborhood 3 PAD amendment
- Attended BIO 2008 Conference in San Diego
- Grand Opening of:
 - Beztak Development
 - o 123 Fit
 - o Big 5
 - o Fitness Together
 - Oracle Crossings
 - o Christina's Nails
 - o Foot Solutions
 - o Razmataz Interior Design Furnishings
 - o SW2
 - Placita del Oro
 - o ACE Hardware
 - Rooney Ranch
 - o Sports Authority
 - Steam Pump Village
 - o Carpet One
 - o Sour Apple Fabrics
 - o Silk Expressions
 - o Wingate Hotel
 - Vistoso Commerce Plaza
 - o Dr. Hohenstein's Dental Office

FY 2009 Goals and Objectives Cont'd

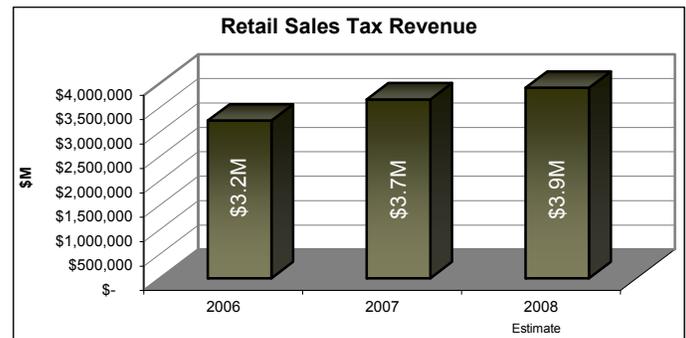
Retention

- Develop and launch a Shop Oro Valley Campaign
- Maintain Business Navigator
- Maintain Business Retention & Expansion Program with the Northern Pima County Chamber of Commerce (NPCCC)

Program Management

- Complete Sanofi Aventis expansion
- Complete VMSI expansion
- Assist Vestar with grand opening of Oro Valley Marketplace
- Update Town video located on the Economic Development webpage

Performance Metrics



	2005	2006	2007
Visits to Oro Valley Business Navigator	-	-	10,923

FY 2009 Goals and Objectives

Focus Area: Economic Development

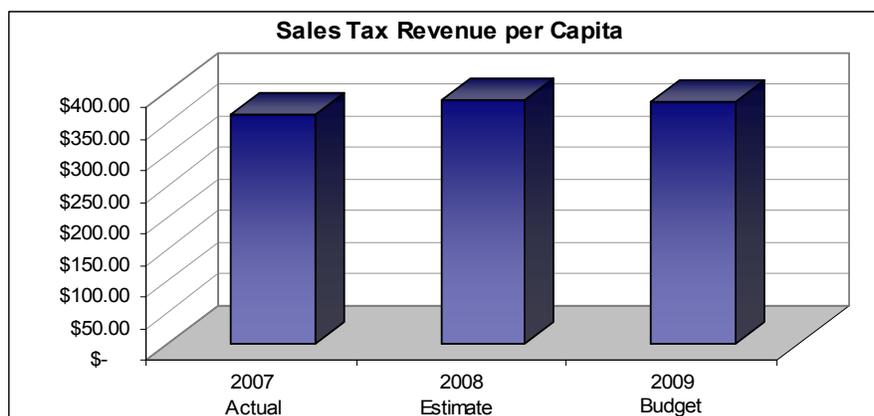
Recruitment

- BIO 2009; BIO represents more than 1,000 biotechnology companies, academic institutions, state biotechnology centers and related organizations in all 50 U.S. states and 33 other nations. BIO members are involved in the research and development of health care, agricultural, industrial and environmental biotechnology products.



Economic Development

Expenditures by Category	FY 2008 Budget	FY 2008 Projected	FY 2009 Budget	Variance to Budget
Personnel	\$174,138	\$153,425	\$170,582	\$(3,556)
Contracts/Services	708,700	707,920	656,902	(51,798)
Supplies	1,460	4,000	7,850	6,390
Capital Outlay	-	-	-	-
Total Expenditures	\$884,298	\$865,345	\$835,334	\$(48,964)





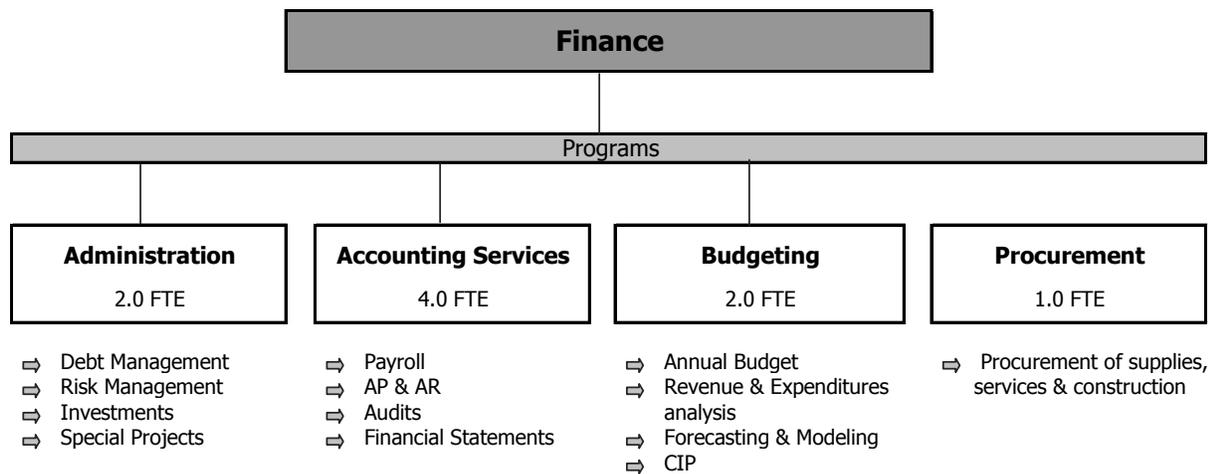
Mission

The Finance Department is dedicated to protecting the financial integrity of the Town of Oro Valley by providing timely, accurate and relevant financial data to support informed decision-making for both internal and external customers of the Town. The Finance Department encourages and promotes learning and growth in the individual employee, the Finance Team and the organization as a whole.

Department Description

The Finance Department is responsible for Town financial activities, including accounting, payroll and accounts payable processing, budget development, coordination and analysis, financial statement preparation, audit coordination, debt management, managerial reporting, sales tax compliance, support for the Town’s Finance and Bond Committee, and participation in a variety of other administrative and special projects. The Department also coordinates the development of the Town’s Capital Improvement Program, assists with the Town’s risk management program and acts as the purchasing oversight agent for the Town.

Departmental Programs/Divisions



Department Personnel				
	FY 2007 Actual	FY 2008 Budget	FY 2008 Projected	FY 2009 Budget
Finance Director	1.0	1.0	1.0	1.0
Procurement Administrator	-	1.0	1.0	1.0
Accounting Supervisor	1.0	1.0	1.0	1.0
Management & Budget Analyst	1.0	1.0	1.0	1.0
Senior Accountant	1.0	1.0	1.0	1.0
Financial Analyst	1.0	1.0	1.0	1.0
Senior Office Specialist	1.0	1.0	1.0	1.0
Payroll Specialist	1.0	1.0	1.0	1.0
Accounting Clerk	1.0	1.0	1.0	1.0
Total FTE's	8.0	9.0	9.0	9.0

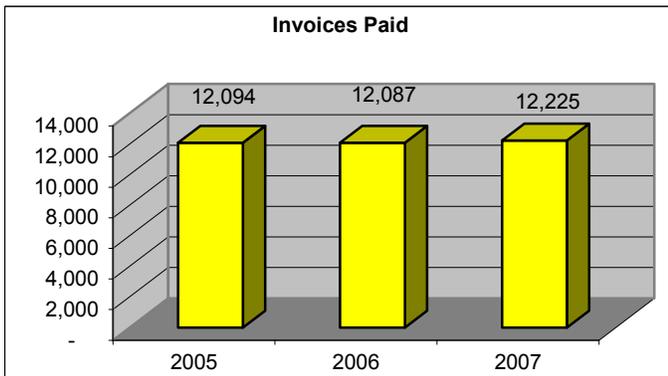
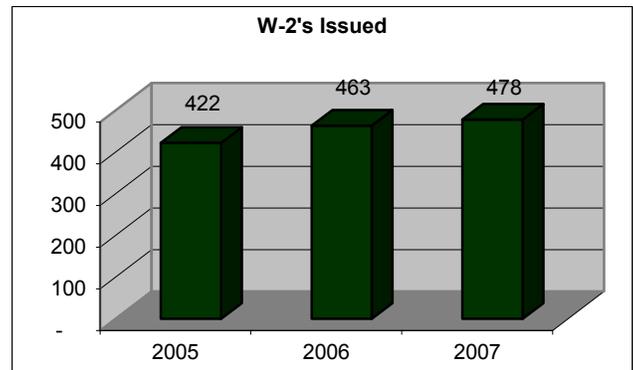
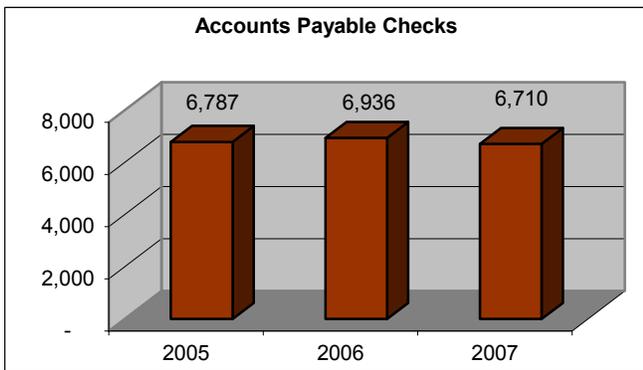
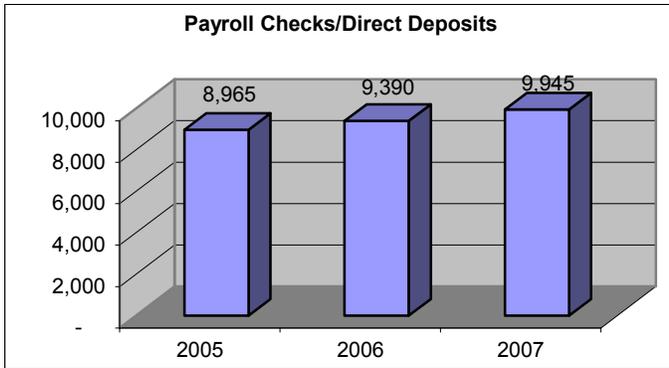


Finance

FY 2008 Highlights	FY 2009 Goals and Objectives Cont'd
<ul style="list-style-type: none"> - Received Government Finance Officers Association (GFOA) Certificate of Achievement for Financial Reporting Excellence for FY 06/07 - Received an unqualified 'clean' audit opinion for FY 06/07 financial statements - Completed implementation of the Tyler MUNIS Enterprise Resource Planning (ERP) System - Continued implementation of program-based budgeting method with budget entry into MUNIS ERP system - Established the Procurement Division within Finance Department and hired a Procurement Administrator - Reorganized and streamlined the Town's Capital Improvement Plan (CIP) process - Assisted in creating a Parks and Recreation User Fee Cost Recovery Policy - Analyzed development review fee cost recovery 	<p>Focus Area: Financial Sustainability</p> <ul style="list-style-type: none"> ▪ Continued renewal of sales tax auditing consultant contract to enhance revenue collections efforts and compliance with Town Tax Code ▪ Utilize Economic Vitality Model to perform cost analyses and short-term and long-term forecasts ▪ Provide timely reporting of financial information to management and Town Council ▪ Continue to receive GFOA Certificate of Achievement for Financial Reporting Excellence ▪ Submit annual budget document to GFOA for Distinguished Budget Presentation Award program ▪ Continue to receive an unqualified audit opinion on Town financial statements ▪ Continue to maintain or improve bond ratings on Town outstanding debt obligations ▪ Continue to recommend a balanced budget each year and comply with the Town's adopted budget policy ▪ Perform periodic reviews of Town user fees
<p style="text-align: center;">FY 2009 Goals and Objectives</p> <p>Focus Area: Protection of Environment and Cultural Assets</p> <ul style="list-style-type: none"> ▪ Assist in coordinating and leveraging funding to protect environmentally sensitive lands ▪ Assist in coordinating and leveraging funding to acquire and manage historic, cultural and recreational assets as may be necessary to sustain and expand them <p>Focus Area: Leadership & Communication</p> <ul style="list-style-type: none"> ▪ Participate in joint Council and staff workshops to ensure good communication and effective implementation of goals ▪ Assist in public education and outreach for Naranja Town Site bond election scheduled for November, 2008 	<p>Focus Area: Quality of Life</p> <ul style="list-style-type: none"> ▪ Provide assistance to support the Town's ability to enhance and preserve its excellent public services ▪ Provide assistance to ensure that quality and sufficient municipal facilities are available to meet service demands and staffing needs



Performance Metrics



2008-2009 Annual Budget

Program Budgets

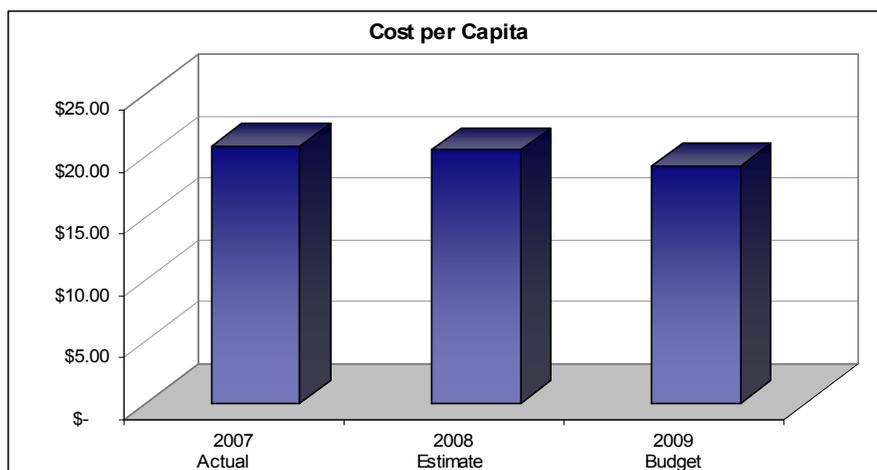


Finance

Personnel by Program	FY 2008 Budget	FY 2008 Projected	FY 2009 Budget	Variance to Budget
Administration	2.0	2.0	2.0	-
Accounting Services	4.0	4.0	4.0	-
Budgeting	2.0	2.0	2.0	-
Procurement	1.0	1.0	1.0	-
Total Personnel	9.0	9.0	9.0	-

Expenditures by Program	FY 2008 Budget	FY 2008 Projected	FY 2009 Budget	Variance to Budget
Administration	\$321,688	\$315,829	\$221,314	\$(100,374)
Accounting Services	346,932	337,960	364,262	17,330
Budgeting	160,173	149,906	159,405	(768)
Procurement	133,906	98,875	119,430	\$(14,476)
Program Total	\$962,699	\$902,570	\$864,411	\$(98,288)

Expenditures by Category	FY 2008 Budget	FY 2008 Projected	FY 2009 Budget	Variance to Budget
Personnel	\$715,399	\$671,969	\$728,871	\$13,472
Contracts/Services	103,700	93,827	119,840	16,140
Supplies	14,500	11,899	14,200	(300)
Capital Outlay	129,100	124,875	1,500	(127,600)
Total Expenditures	\$962,699	\$902,570	\$864,411	\$(98,288)





Information Technology

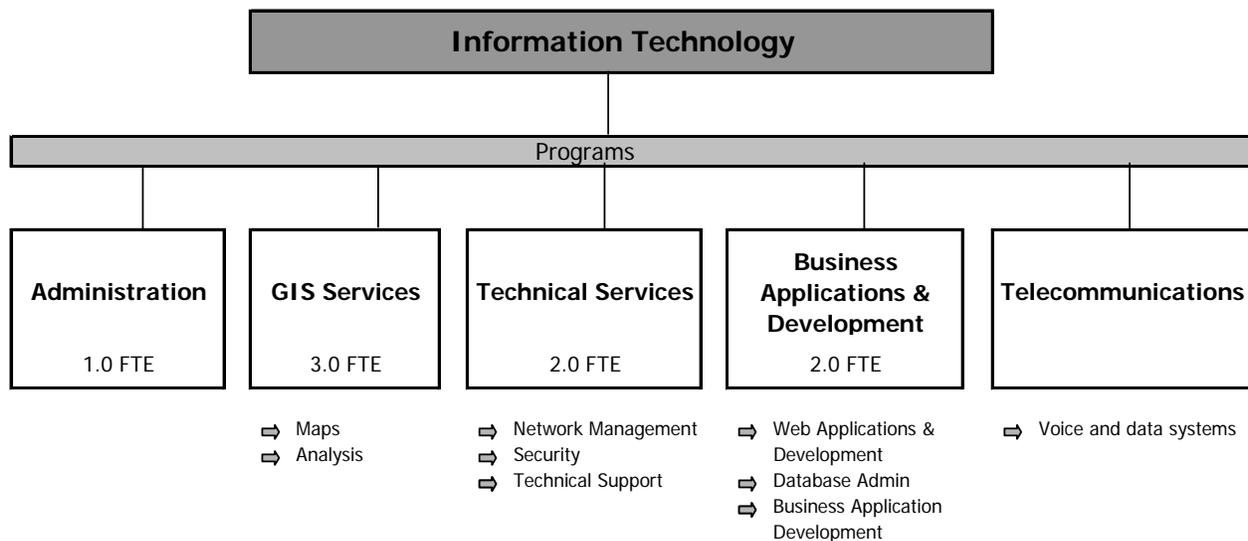
Mission

The Information Technology Department is dedicated to providing the vision and leadership that will enable the Town of Oro Valley to improve public service by delivery of effective information technology products.

Department Description

The first priority is to provide the basic information technology services required by Town departments and offices. These services include, but are not limited to: Local and Wide Area Network, Electronic Mail, Web Applications, Database Administration, Business Development, Geographical Information Systems (GIS), Telecommunications, PC's, Peripherals, Consultation, and Training.

Departmental Programs/Divisions



Department Personnel				
	FY 2007 Actual	FY 2008 Budget	FY 2008 Projected	FY 2009 Budget
Information Technology Director	1.0	1.0	1.0	1.0
Network Administrator	-	1.0	1.0	1.0
Systems Analyst	-	-	-	1.0
Web Master/Programmer	1.0	1.0	1.0	-
Database Analyst	1.0	1.0	1.0	1.0
Senior GIS Analyst	-	1.0	1.0	1.0
GIS Analyst	1.0	1.0	1.0	1.0
Technician	1.0	1.0	1.0	1.0
GIS Technician	-	1.0	1.0	1.0
Total FTE's	5.0	8.0	8.0	8.0



Information Technology

FY 2008 Highlights

- Implemented new video streaming system for Town Council meetings
- Completed implementation of Reverse 911 system
- Successful implementation of MUNIS ERP system
- Completed GIS centralization into the Information Technology Department
- Completed implementation of CarteGraph pavement management and work order system
- Completed implementation of RecTrac management software
- Completed upgrade of Permits and IVR systems
- Implemented InspecTrac mobile building inspector system
- Completed MOC telecommunications and network installations
- Completed Water/Utility base mapping project
- Integrated Water/Utility GIS data into Enterprise Geodatabase

FY 2009 Goals and Objectives

Focus Area: Financial Sustainability

- Update and maintain a reliable Information Technology infrastructure
- Develop comprehensive data continuity plan

Focus Area: Quality of Life

- Utilize new Content Management System to enhance citizen web site experience
- Increase citizen interaction by utilizing e-commerce applications on web site
- Implement public Wi-Fi in all Town Hall buildings

Focus Area: Protection of Environment & Cultural Assets

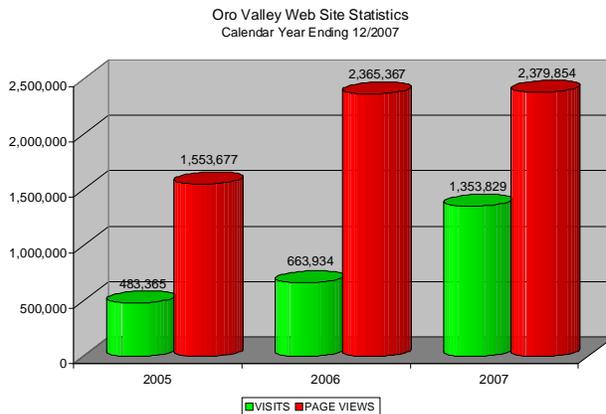
- Enhance and improve GIS mapping and analysis for planning existing and future land use

Focus Area: Economic Development

- Enhance the Business Navigator web site by expanding functionality for the Development and Business communities

Performance Metrics

Web Site Activity Trends



Focus Area: Leadership & Communication

- Utilize existing and new Information Technology tools to inform and educate public officials and citizens
- Update Information Technology Strategic Plan to align with Town Strategic Plan
- Implement IT Help Desk System to assist with developing and tracking IT benchmarks

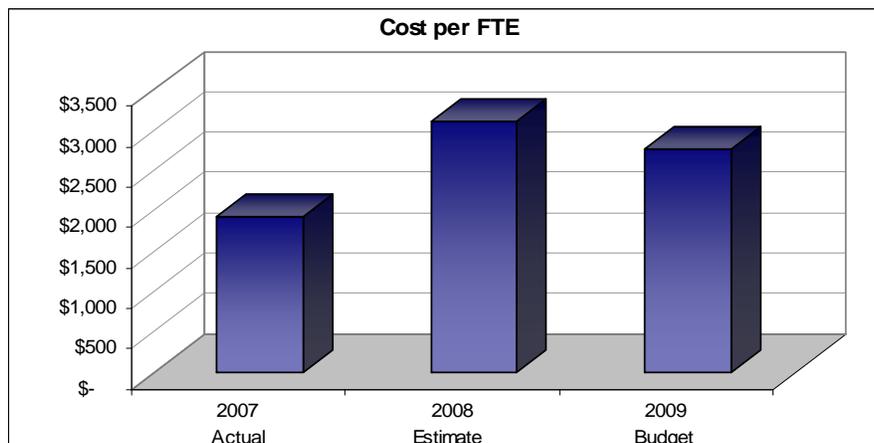


Information Technology

Personnel by Program	FY 2008 Budget	FY 2008 Projected	FY 2009 Budget	Variance to Budget
Administration	2.0	2.0	1.0	(1.0)
GIS Services	3.0	3.0	3.0	-
Technical Services	2.0	2.0	2.0	-
Business Applications & Development	1.0	1.0	2.0	1.0
Total Personnel	8.0	8.0	8.0	-

Expenditures by Program	FY 2008 Budget	FY 2008 Projected	FY 2009 Budget	Variance to Budget
Administration	\$344,732	\$356,269	\$241,969	\$(102,763)
GIS Services	315,752	278,716	262,676	(53,076)
Technical Services	309,060	254,000	203,795	(105,265)
Business Applications & Development	152,302	98,335	237,926	85,624
Telecommunications	168,007	184,900	128,285	(39,722)
Program Total	\$1,289,853	\$1,172,220	\$1,074,651	\$(215,202)

Expenditures by Category	FY 2008 Budget	FY 2008 Projected	FY 2009 Budget	Variance to Budget
Personnel	\$637,426	\$573,044	\$642,991	\$5,565
Contracts/Services	319,327	326,273	350,110	30,783
Supplies	7,500	7,150	6,750	(750)
Capital Outlay	325,600	265,753	74,800	(250,800)
Total Expenditures	\$1,289,853	\$1,172,220	\$1,074,651	\$(215,202)





Mission

We, the members of the Oro Valley Police Department, are dedicated to providing excellent service through partnerships that build trust, prevent crime, and promote a safe environment to enhance the quality of life within our community.

Vision

The Oro Valley Police Department is committed to providing public safety services needed to ensure a safe environment through problem-solving partnerships, adaptability to change, cultural sensitivity, and efficient allocation of resources.

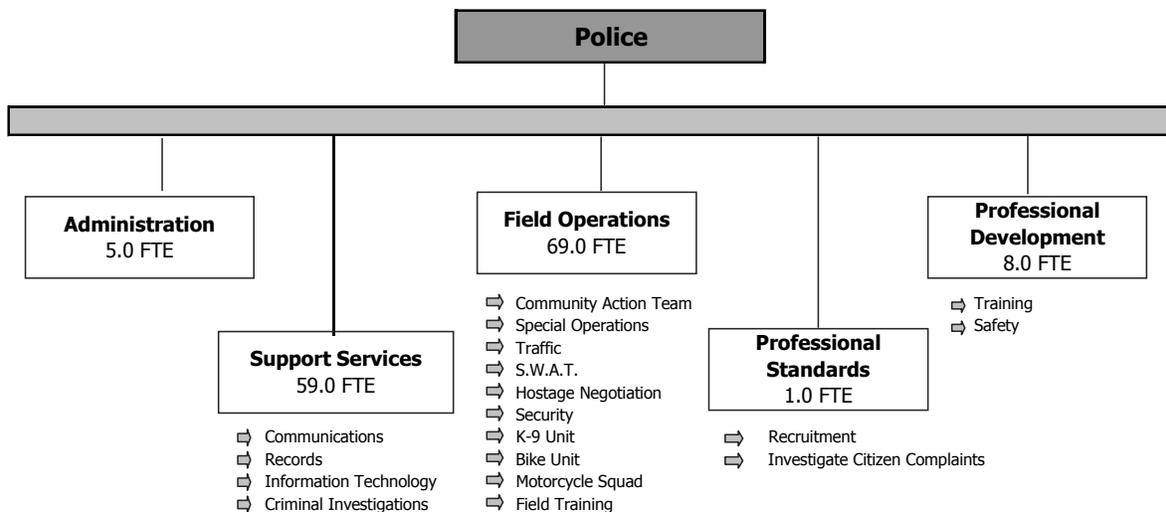
Value Statement

FAIRNESS: We believe every individual must be treated with dignity and respect. The foundation of professional police service is based upon fair and equal treatment of all people.

INTEGRITY: We adhere to the highest moral and ethical standards. We are consistent in, and accountable for, all our actions.

EXCELLENCE: We are committed to quality of performance using teamwork to achieve comprehensive and common goals.

Operating Divisions



Department Personnel				
	FY 2007 Actual	FY 2008 Budget	FY 2008 Projected	FY 2009 Budget
Chief of Police	1.0	1.0	1.0	1.0
Deputy Chief	-	1.0	1.0	1.0
Commander	2.0	2.0	2.0	2.0
Lieutenant	3.0	5.0	5.0	5.0
Sergeant	13.0	13.0	13.0	13.0
Detective	5.0	5.0	5.0	5.0
Officers	81.0	81.0	81.0	81.0
Communications	14.0	14.0	14.0	14.0
Records	9.0	9.0	9.0	9.0
Administrative	11.0	11.0	11.0	11.0
Total FTE's	139.0	142.0	142.0	142.0



FY 2008 Highlights	FY 2009 Goals and Objectives
<ul style="list-style-type: none"> - Purchased and implemented license plate reader program to detect stolen vehicles - Implemented and conducted forensics programs at the middle and high school levels - Applied for and received grant funding from GOHS for safety equipment to be used at night time accident scenes - Created Adopt-a-Business program to increase communication between business owners and managers to address public safety concerns related to retail and restaurants - Produced web based 'Crime Fighter' bulletin - Implemented cutting edge police motorcycle training - Conducted two Citizen and one Teen Academies - Created a 7 beat structure to more effectively deploy police coverage throughout the Town - Increased volunteer staffing from 80 to 100 - Generational differences training provided to all supervisors - Presented Neighborhood Watch information to 15 groups. Six new Neighborhood Watch Groups have been organized as a result - Restructured the School Resource Program - Town Hall address at "Investigate OVPD" event 	<p>Focus Area: Continue to attract and retain the most qualified and professional employees</p> <ul style="list-style-type: none"> ▪ Maintain competitive pay/benefit salaries to attract high quality lateral and recruit applicants from the State of Arizona and other parts of the United States ▪ Provide equipment that enhances safety for our officers, i.e. fire suppression systems for police cars, tactical lights for firearms, and TASERS ▪ Continue training our supervisors, field training officers, and recruiting officers to recognize how "generational differences" play a role in management, recruiting, and retention. The course of instruction will be taught by the Leadership in Police Excellence Program (AZPOST) ▪ In cooperation with EPIC Productions, produce a web-based media production that promotes the Oro Valley Police Department and is consistent with the Town Manager's goal to enhance our ability to recruit and retain qualified police officers ▪ Focus on Leadership Training for Command Staff to enhance our abilities to properly lead the men and women within the Department. The Department will enroll its Command Group members in the FBI National Academy, FBI Command Institute for Law Enforcement Executives, North Western Command College, and the WestPoint Leadership Program
<p style="text-align: center;">FY 2009 Goals and Objectives</p> <p>Focus Area: Focus on proficiency, skill, educational based, and interpersonal management training to ensure public safety and community expectations are met through the most competent and professional police services</p> <ul style="list-style-type: none"> ▪ Implement annual Interpersonal Management and Communications Training (IMPACT) Program designed to evaluate and improve our officers' interpersonal communications abilities ▪ Mandate annual proficiency skill training for Firearms, Defensive Tactics, and Vehicle Operations to reduce risk and increase safety for our officers and our community ▪ Implement an annual Police Ethics course designed to review and refresh proper decision making for all of our members ▪ Introduce a "mandatory participation/voluntary compliance" physical fitness standard to better prepare our officers for the physical demands of the job and increase well being ▪ Continue to retain national experts in the field of Ethics and Constitutional Law to provide training and consultation to members of our Department 	<p>Focus Area: With the expansion of retail, food, and entertainment services in the Town, the Department will focus on strengthening our partnerships with businesses/organizations to reduce crime and promote crime prevention</p> <ul style="list-style-type: none"> ▪ Implement Adopt-A-Business program structured to allow monthly "one-on-one" contact between a police officer and business manager/owner ▪ Continue to have Community Relations Unit participate in the building designs to make crime prevention (CPTED) suggestions ▪ Work with the Vehicle Theft Task Force to ensure additional resources for the prevention and recovery of automobile thefts ▪ When community problems/issues are identified or anticipated, utilize the Community Action Team to take enforcement action <p>Focus Area: Ensure that our community maintains the high quality of life they currently enjoy in the Town of Oro Valley</p> <ul style="list-style-type: none"> ▪ Reduce collisions and collision related injuries through traffic enforcement, engineering, and education ▪ Deploy our resources, using the most up-to-date information as it relates to call activity, response times, and problem areas



Police

FY 2009 Goals and Objectives Cont'd

- Aggressively address construction theft and other property crimes occurring in our neighborhoods through surveillance and other enforcement strategies
- Continue with our current School Resource Officer program, focusing on educating our youth, while maintaining a law enforcement presence to keep our schools free from violence and drugs
- Continue to work in cooperation with local, state, and federal task forces to make certain the Town has all the necessary resources to combat issues affecting our community

Focus Area: Municipal Facilities

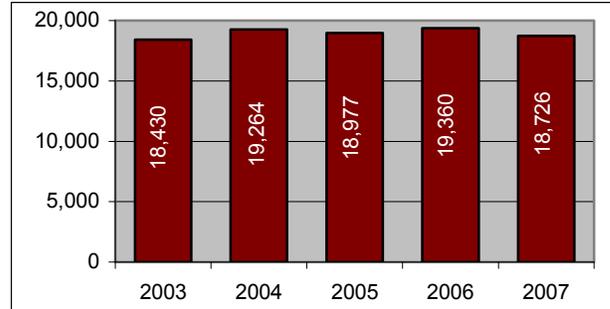
- Construct a new training facility to meet training demands of our progressive and continually evolving proficiency skill and educational based programs
- New construction build out will allow for redesign of main station for more efficient/comfortable use of space
- Construct a substation in the Oro Valley Market Place to allow our officers the proper facilities to perform their necessary job functions, while having a structural presence in one of the largest retail, food, and entertainment developments in the Town

Focus Area: Information Technology

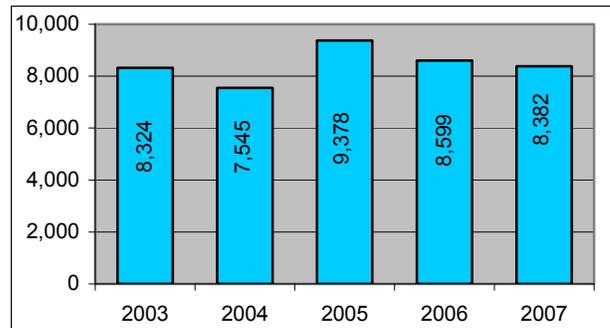
- Continue to look for ways technology can enhance service to our community (i.e. Reverse 911)
- Re-assign personnel within the Department to support the IT Unit
- Provide GPS Mapping and AVL in all police cars to enhance service to our citizens and provide additional safety for our officers
- Work with the Alexandria, VA, police department and employ their help with creating and maintaining a completely paperless/digital Rules and Procedures Manual
- Work with the State of Arizona, and county governments in developing interoperable communications

Performance Metrics

911 Calls

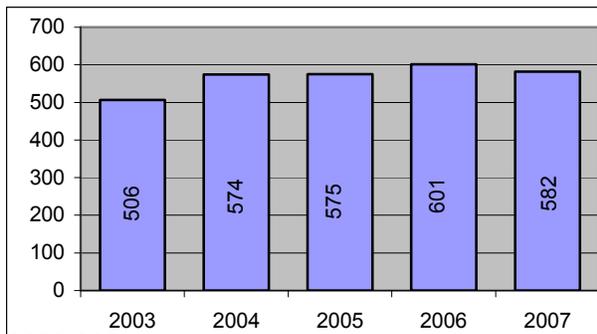


Citations



Performance Metrics

Motor Vehicle Accidents



2008-2009 Annual Budget

Statistical Comparisons	2005	2006	2007
Calls for Service	16,981	17,229	17,389
Total Arrests	2,249	2,113	2,254
Auto Thefts	72	63	50
Burglaries	134	103	125
Thefts	642	564	577
D.U.I.	137	189	242
Liquor Laws	67	75	65
Drug Offenses	207	204	217
Homicides	-	1	-
Assaults	159	149	148
Investigations	4,568	5,699	6,892
K-9 Searches	159	182	303
First Aid Calls	2,006	1,972	2,107
Accidents	575	601	582
Citations	9,378	8,599	8,382
Public Assists	1,482	1,297	2,262
Drug Task Force Arrests	116	151	87

Program Budgets

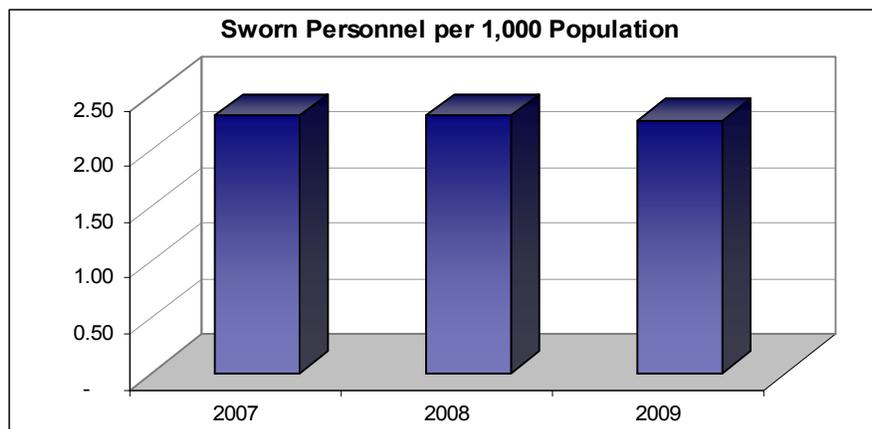


Police

Personnel by Program	FY 2008 Budget	FY 2008 Projected	FY 2009 Budget	Variance to Budget
Administration	5.0	5.0	5.0	-
Support Services	55.0	59.0	59.0	4.0
Field Operations	71.0	69.0	69.0	(2.0)
Professional Standards	3.0	1.0	1.0	(2.0)
Professional Development	8.0	8.0	8.0	-
Total Personnel	142.0	142.0	142.0	-

Expenditures by Program	FY 2008 Budget	FY 2008 Projected	FY 2009 Budget	Variance to Budget
Administration	\$1,450,153	\$1,760,608	\$2,439,276	\$989,123
Support Services	4,573,127	4,519,155	5,187,364	614,237
Field Operations	6,580,060	6,284,558	5,902,230	(677,829)
Professional Standards	291,853	279,605	122,874	(168,979)
Professional Development	406,375	403,634	471,573	65,198
Program Total	\$13,301,567	\$13,247,560	\$14,123,317	\$821,750

Expenditures by Category	FY 2008 Budget	FY 2008 Projected	FY 2009 Budget	Variance to Budget
Personnel	\$10,273,452	\$10,209,797	\$11,045,188	\$771,737
Contracts/Services	1,172,351	1,178,789	1,161,497	(10,853)
Supplies	239,563	212,097	231,100	(8,464)
Utilities	290,118	304,258	336,431	46,313
Capital Outlay	722,513	725,986	589,000	(133,513)
Contingency	603,571	616,633	760,101	156,530
Total Expenditures	\$13,301,567	\$13,247,560	\$14,123,317	\$821,750





Magistrate Court

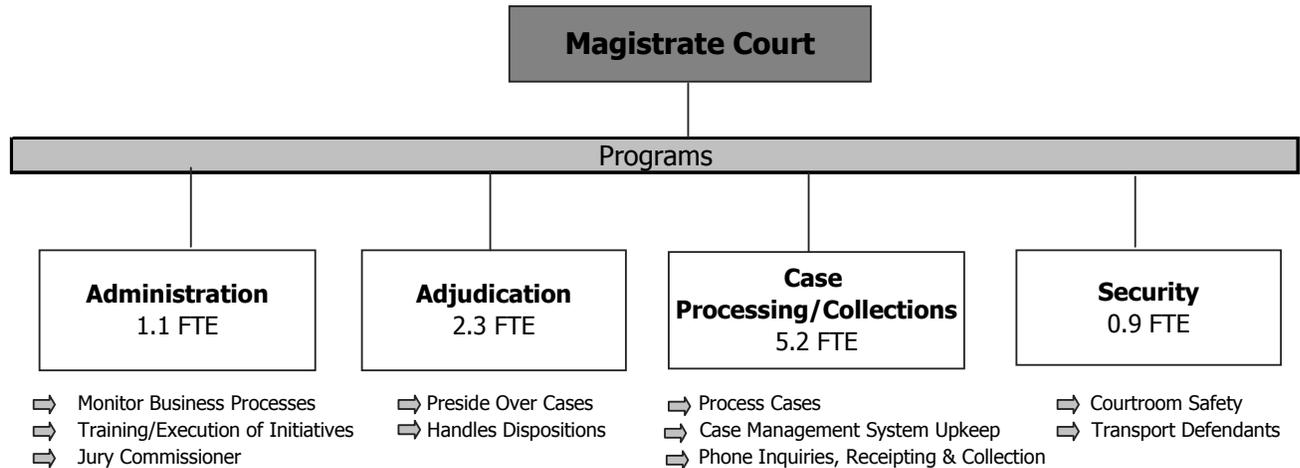
Mission

To uphold the law and administer justice fairly and efficiently and adjudicate all cases brought to the Oro Valley Magistrate Court in a fair, courteous and impartial manner, treating all who come to the Court with dignity and respect, providing prompt, polite and efficient service to those coming before the Oro Valley Magistrate Court, the Town of Oro Valley, and the public in general.

Department Description

The processing and adjudication of all cases, filed in the court, including the trial or other disposition of misdemeanor criminal cases, criminal traffic cases and civil traffic cases; collection of fines, surcharges, restitution and other fees; issuing Injunctions Against Harassment and Domestic Violence Restraining Orders, taking applications for and issuing marriage licenses, and perform some weddings. Services rendered by the court are governed by Rules set by the Arizona Supreme Court and guided by statutes enacted by the Arizona Legislature.

Departmental Programs/Divisions



Department Personnel				
	FY 2007 Actual	FY 2008 Budget	FY 2008 Projected	FY 2009 Budget
Magistrate	1.0	1.0	1.0	1.0
Court Administrator	1.0	1.0	1.0	1.0
Courtroom Clerk	1.0	1.0	1.0	1.0
Senior Court Clerk	4.0	4.0	4.0	4.0
Court Clerk	0.5	0.5	0.5	1.5
Bailiff	1.0	1.0	1.0	1.0
Total FTE's	8.5	8.5	8.5	9.5



Magistrate Court

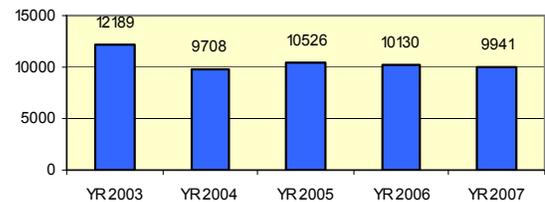
FY 2008 Highlights

- Completed Phase II of eCitations by integrating with Case Management System AZTEC
- Implemented On-Line Credit Card Payments with outside vendor
- Installed mobile filing system and reduced space used for storage by combining three storage locations in one
- Installed remote control locking system on Courtroom entry door securing the safety of the court staff
- Explored a DUI program in accordance with Supreme Court recommendation
- Reviewed all open cases, sent collection notices and placed those eligible in the FARE collection program
- Obtained approval for and acquired grants with JCEF and FTG funds
- Purchased hardware and software for EDMS
- Hired a retired TPD Officer as a permanent bailiff

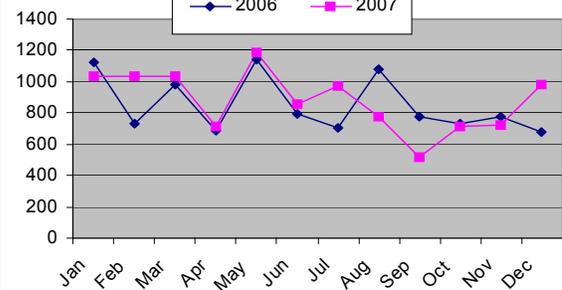
Performance Metrics

The Court's main function is to process the violation citations filed by the Oro Valley Police Department. Metrics can be based only on the number of filings (violations) the court receives and the efficiency with which they are processed.

TOTAL FILINGS LAST 5 YEARS



FILINGS BY MONTH 2006 AND 2007



FY 2009 Goals and Objectives

Focus Area: Quality of Life

- Explore the feasibility of new metal detection devices to provide added security to staff and public
- Reduce the need for overtime by increasing staff

Focus Area: Economic Sustainability

- Provide fair and efficient justice to the public through improved technology
- Explore a Court enhancement fee to violators to finance new and maintain existing technology
- Implement a plan to meet Superior Court recommended completion rate for DUI cases
- Implement Phase 1 of Electronic Document Management System i.e. scanning completed case files

Citations: the "tickets" issued by the officer
Filings: the individual violations charged on a citation - up to 5 filings may be charged per citation
Case: all the documents that pertain to a defendant's citation or complaint
Pending: no completion code is shown in AZTEC
Completed: all filings on a case are adjudicated

6,188 citations were recorded by the court in 2007 which resulted in 9,941 filings. 43% of the citations were written on the eCitation handheld devices. An increase of one motor officer or 500 Criminal or Civil Traffic filings would trigger a need for additional court personnel.

Spikes in filings usually occur when the Police Department has a special enforcement program such as Seat Belt Enforcement or DUI Task Forces. Generally 2007 traffic filings were lower than 2006, while the DUI and misdemeanor filings were higher.



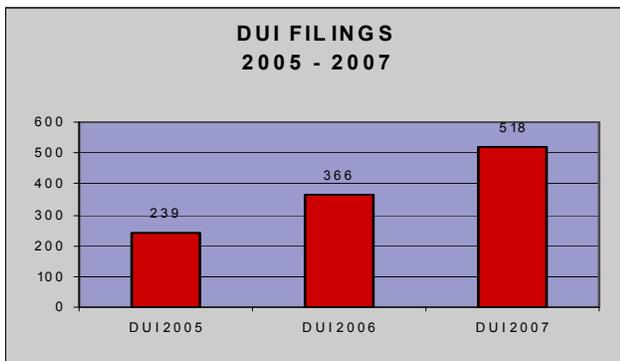
Magistrate Court

Performance Metrics Cont'd

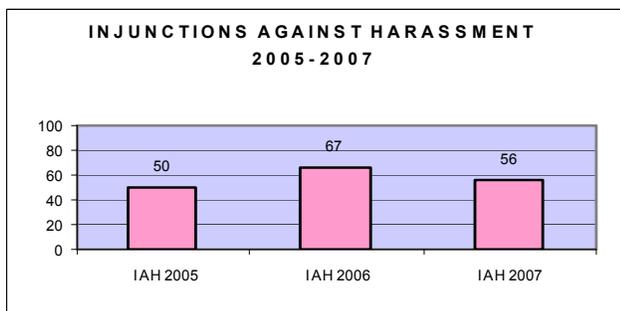
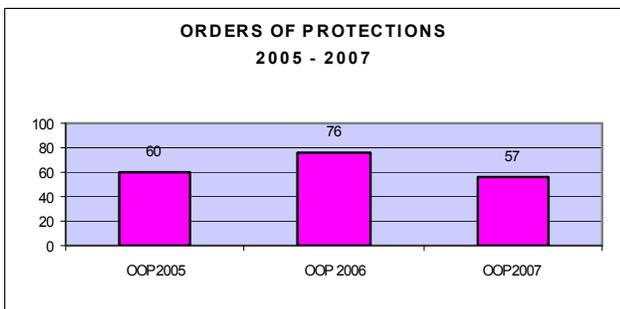
Overview of Filings

The Driving Under the Influence (DUI), Misdemeanor, Orders of Protection (OOP) and Injunction Against Harassment (IAH) filings are the most time consuming in the court's case processing. These filings resulted in over 100 hearings or trials in 2007.

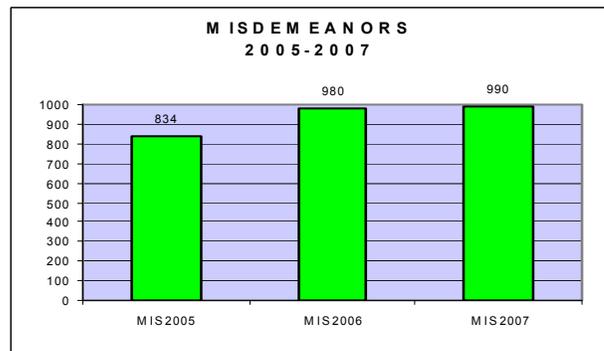
DUI filings increased by 35% in 2006 and another 30% in 2007 resulting in more hearings because of increased fines and sanctions imposed by the Arizona Legislature. This 60% increase has put a heavy strain on the court's resources resulting in overtime and an inability to process older pending cases.



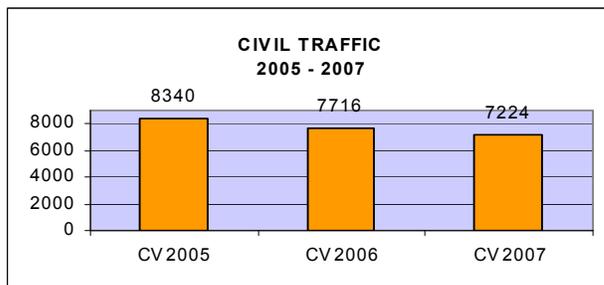
OOP and IAH filings decreased in 2007 but remain higher than 2005. These filings are one of the most time consuming in the court's case processing, as each required at least one hearing and many two hearings.



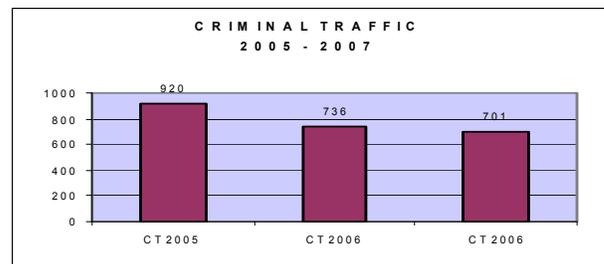
Misdemeanor filings increased 2% from 2006 to 2007. These cases are also very resource intensive to process.



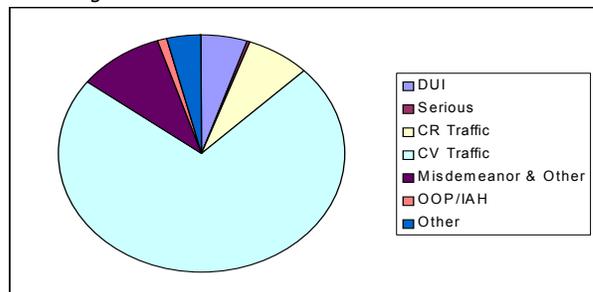
Civil Traffic filings decreased by 14% in 2007. There were 5630 Civil Traffic citations issued in 2007 and 47% were issued via use of Hand Held citation devices.



Criminal Traffic filings decreased by 5% from 2006 and 24% from 2005. A reduction in filings did not reduce the overall workload as a change in the prosecution plea policy has caused an increase in the number of criminal traffic trials.



Total filings for 2007 were 9941





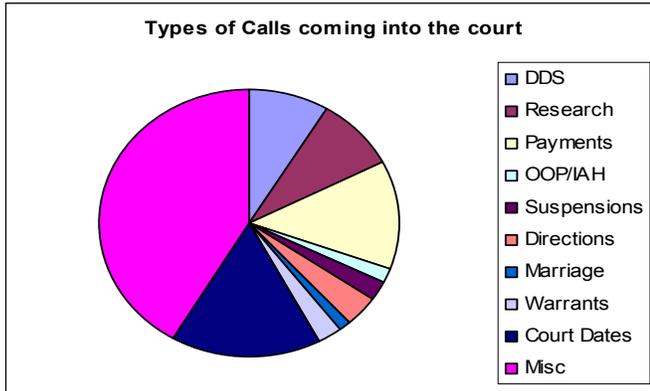
Performance Metrics Cont'd

Incoming Calls

In an analysis of the first 4 months of 2007, the Court handled an average 1,300 calls per month. This number varied depending on the number of citations filed with the Court for each month.

About 60% of the incoming calls required a clerk to access the Case Management System and retrieve the defendant file from the shelf. A majority of the miscellaneous calls required a return call or were transferred to another person in the Court.

A phone forwarding system is under consideration to redirect calls in the high volume areas to improve efficiency.

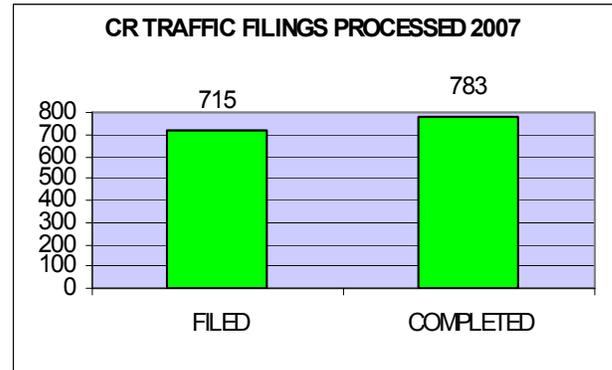


Performance Measurements

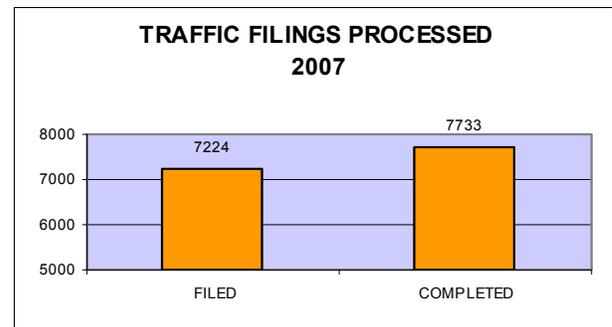
Performance is measured by the efficiency of the court case processing. While we could find no set performance measures from the AOC or other courts it would seem that the minimum requirements is that there be no more than a 5 to 10% difference in the number of filings to the number of completed cases. More completions than filings creating a reduction in pending files can be defined as a higher measure of performance.

These charts show that more filings, which have increased by 37% from July 2007 through January 2008 over the same period the previous year, were completed than filed except for the DUI cases. However, the number of completions on DUI cases did not stay within a - 5% to + 5% completion rate. All other filings are within acceptable performance measurements, however completions are significantly lower than last year's measurements. This means the Court is within an acceptable measure of performance matching completions with incoming filings but is not appreciably clearing up pending cases in order to reduce older open cases. Additional resources are needed to process these labor intensive cases.

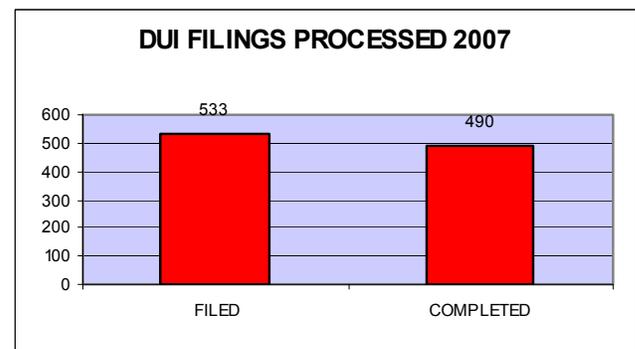
CRIMINAL TRAFFIC 10.9% completion ratio



CIVIL TRAFFIC 9% completion ratio



DUI -8% completion ratio



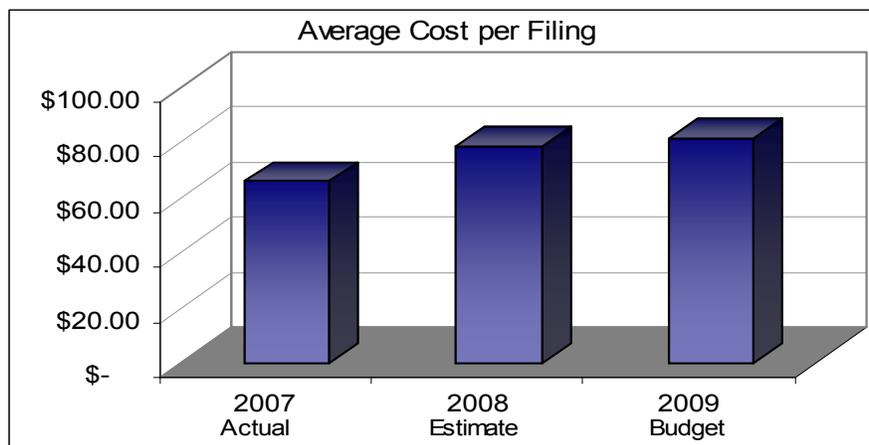


Magistrate Court

Personnel by Program	FY 2008 Budget	FY 2008 Projected	FY 2009 Budget	Variance to Budget
Administration	1.1	1.1	1.1	-
Adjudication	2.0	2.0	2.3	0.3
Case Processing & Collections	4.5	4.5	5.2	0.7
Security & Transportation	.9	.9	0.9	-
Total Personnel	8.5	8.5	9.5	1.0

Expenditures by Program	FY 2008 Budget	FY 2008 Projected	FY 2009 Budget	Variance to Budget
Administration	\$137,192	\$166,871	\$131,171	\$(6,021)
Adjudication	296,111	288,916	313,671	17,560
Case Processing & Collections	248,604	252,229	305,148	56,544
Security & Transportation	70,095	54,288	65,089	(5,006)
Program Total	\$752,002	\$762,304	\$815,079	\$63,077

Expenditures by Category	FY 2008 Budget	FY 2008 Projected	FY 2009 Budget	Variance to Budget
Personnel	\$592,091	\$578,580	\$662,431	\$70,340
Contracts/Services	134,531	158,231	140,498	5,967
Supplies	8,700	9,655	10,150	1,450
Utilities	1,380	1,442	2,000	620
Capital Outlay	15,300	14,396	-	(15,300)
Total Expenditures	\$752,002	\$762,304	\$815,079	\$63,077





Mission

Department Description

The Legal Department is organized into two divisions, Civil and Prosecution, under supervision of the Town Attorney. The Legal Department provides two very different types of legal services to the Town: handling civil matters, including managing legal services by outside counsel; and prosecuting misdemeanor crimes and traffic violations within the Town.

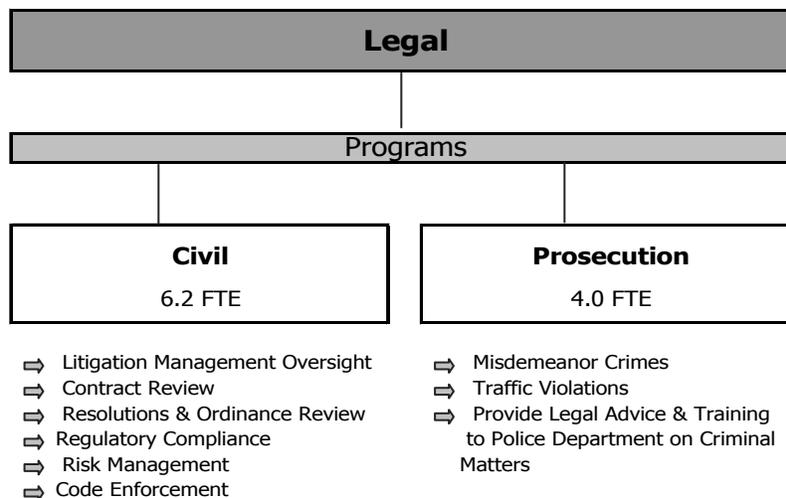
Civil Division Mission:

The members of the Civil Division value a respectful approach to working with people; personal commitment and loyalty to our client; timely and effective legal work; and consideration of other points of view. We understand that legal issues are generally only one factor that Council and administration need to consider in handling their respective responsibilities to the Town. We value a “preventative law” approach to providing legal services whenever possible.

Prosecution Division Mission:

The members of the Prosecution Division promise to fairly resolve criminal or civil court matters while respecting the rights of all parties in as timely a manner as resources allow.

Departmental Programs/Divisions



Department Personnel				
	FY 2007 Actual	FY 2008 Budget	FY 2008 Projected	FY 2009 Budget
Town Attorney	1.0	1.0	1.0	1.0
Town Prosecutor	1.0	1.0	1.0	1.0
Chief Civil Deputy Attorney	1.0	1.0	1.0	1.0
Assistant Civil Attorney	1.0	1.0	1.0	1.0
Assistant Town Prosecutor	1.0	1.0	1.0	1.0
Senior Paralegal	-	1.0	1.0	1.0
Paralegal II	1.0	1.0	1.0	1.0
Paralegal I	2.0	1.0	1.0	1.0
Legal Secretary	1.0	1.0	1.0	1.0
Office Assistant	1.0	1.0	1.0	1.0
Law Clerk	.25	.25	.25	.25
Total FTE's	10.25	10.25	10.25	10.25



Civil Division

FY 2008 Highlights	FY 2009 Goals and Objectives Cont'd																					
<ul style="list-style-type: none"> - Steam Pump Ranch south parcel acquisition finalized through eminent domain - Worked with Building Safety to finalize Reflection at the Buttes' Certificate of Occupancy - Worked with Management to negotiate an Intergovernmental Agreement between the Pima County Free Library District and the Town for provision and payment for library services - Working with Procurement Administrator to revise and update contracting system - Developed "Legal Research and Opinion" File to be searchable electronically - Worked with staff to draft Sanofi Aventis Financial Participation Agreement - Comcast – negotiated new License Agreement between TOV and Comcast - Worked on the OV Marketplace development inter-jurisdictional issues - Assisted Risk Retention Insurance Pool with successful litigation regarding the Vistoso Memorial Chapel - Drafted the Backflow Prevention Code which was adopted by Council - Assisted HR in revising the Personnel Code to bring personnel policies in line with public employment law - Assisted the Finance Department by providing information on legal requirements associated with types of revenue streams the Town may consider - Participated in the Management Study of the Legal Department 	<p>Focus Area: Review Use of Outside Counsel for Litigation Matters</p> <ul style="list-style-type: none"> ▪ Review selection criteria for those cases where Outside Counsel is not dictated by Town's insurance contracts ▪ Exercise appropriate oversight and control of all Outside Counsel to minimize costs and maximize effectiveness of representation ▪ Review pricing of outside legal services to determine cost-effectiveness of representation <p>Focus Area: Improve Office Structuring</p> <ul style="list-style-type: none"> ▪ Improve/maintain good communication between attorneys and paralegals through weekly meetings ▪ Ensure work is delegated to correct level of responsibility ▪ Review existing file management and retention procedures <p>Focus Area: Encourage Professional Development</p> <ul style="list-style-type: none"> ▪ Maximize training opportunities for required and optional continuing legal education ▪ Involve attorneys and staff in challenging and interesting assignments ▪ Increase diversity awareness among attorneys and staff within the office <p>Focus Area: Maximize Retention of Professional Staff</p> <ul style="list-style-type: none"> ▪ Review compensation and benefits to assure competitiveness with similar public offices ▪ Maintain positive, team-oriented working environment 																					
FY 2009 Goals and Objectives	Performance Metrics																					
<p>Focus Area: Maintain Client Satisfaction</p> <ul style="list-style-type: none"> ▪ Increase and maintain client satisfaction with the services of the office through customer feedback ▪ Commitment to timeliness of legal services by attorneys and staff ▪ Identify alternative solutions in instances where legal constraints prevent implementation of requested courses of action 	<table border="1" data-bbox="873 1629 1497 1822"> <thead> <tr> <th></th> <th>2006</th> <th>2007</th> </tr> </thead> <tbody> <tr> <td>Total Files Opened</td> <td>283</td> <td>306</td> </tr> <tr> <td>Ordinances Drafted</td> <td>25</td> <td>44</td> </tr> <tr> <td>Resolutions Drafted</td> <td>104</td> <td>143</td> </tr> <tr> <td>Agenda Items Worked</td> <td>418</td> <td>337</td> </tr> <tr> <td>Business Licenses Handled</td> <td>376</td> <td>69</td> </tr> <tr> <td>Opinions Issued</td> <td>73</td> <td>37</td> </tr> </tbody> </table>		2006	2007	Total Files Opened	283	306	Ordinances Drafted	25	44	Resolutions Drafted	104	143	Agenda Items Worked	418	337	Business Licenses Handled	376	69	Opinions Issued	73	37
	2006	2007																				
Total Files Opened	283	306																				
Ordinances Drafted	25	44																				
Resolutions Drafted	104	143																				
Agenda Items Worked	418	337																				
Business Licenses Handled	376	69																				
Opinions Issued	73	37																				



Criminal Division

FY 2008 Highlights	Performance Metrics																																																																											
<ul style="list-style-type: none"> - Completed installation of computer hook-up with the Oro Valley Police Department and Sheriff's Office. Training is on-going - Conducted 8 training sessions - Applied for and received a grant to upgrade the Division's eight-year old prosecution case management system - the upgrade and training are anticipated to be completed around the start of the new fiscal year - Conducted and tabulated the Division's own community survey for prosecution services - Participated in the Management Study of the Legal Department - Opened approximately 1,042 new files for the calendar year - DUI cases increased approximately 40 percent - Held the State of Arizona Prosecutor Summer Conference 	<table border="1"> <thead> <tr> <th></th> <th>2005</th> <th>2006</th> <th>2007</th> </tr> </thead> <tbody> <tr> <td>Total Files Opened</td> <td>947</td> <td>1008</td> <td>1072</td> </tr> <tr> <td>Alcohol (Misc.)</td> <td></td> <td></td> <td>7</td> </tr> <tr> <td>Animal</td> <td></td> <td></td> <td>15</td> </tr> <tr> <td>Assault</td> <td>12</td> <td>18</td> <td>14</td> </tr> <tr> <td>Bad Check</td> <td></td> <td></td> <td>1</td> </tr> <tr> <td>Civil Traffic</td> <td>172</td> <td>176</td> <td>154</td> </tr> <tr> <td>Civil Traffic Appeal</td> <td></td> <td></td> <td>1</td> </tr> <tr> <td>Class One Misdemeanor</td> <td></td> <td></td> <td>74</td> </tr> <tr> <td>Criminal Traffic</td> <td>344</td> <td>300</td> <td>226</td> </tr> <tr> <td>Domestic Violence</td> <td>95</td> <td>117</td> <td>105</td> </tr> <tr> <td>Drugs</td> <td>63</td> <td>92</td> <td>127</td> </tr> <tr> <td>DUI</td> <td>93</td> <td>144</td> <td>234</td> </tr> <tr> <td>Registrar of Contractors</td> <td></td> <td></td> <td>8</td> </tr> <tr> <td>Shoplift/Theft</td> <td></td> <td></td> <td>45</td> </tr> <tr> <td>Town Code</td> <td>15</td> <td>7</td> <td>6</td> </tr> <tr> <td>Underage Offenses</td> <td></td> <td></td> <td>57</td> </tr> <tr> <td>Other</td> <td>153</td> <td>154</td> <td>-</td> </tr> </tbody> </table>					2005	2006	2007	Total Files Opened	947	1008	1072	Alcohol (Misc.)			7	Animal			15	Assault	12	18	14	Bad Check			1	Civil Traffic	172	176	154	Civil Traffic Appeal			1	Class One Misdemeanor			74	Criminal Traffic	344	300	226	Domestic Violence	95	117	105	Drugs	63	92	127	DUI	93	144	234	Registrar of Contractors			8	Shoplift/Theft			45	Town Code	15	7	6	Underage Offenses			57	Other	153	154	-
	2005	2006	2007																																																																									
Total Files Opened	947	1008	1072																																																																									
Alcohol (Misc.)			7																																																																									
Animal			15																																																																									
Assault	12	18	14																																																																									
Bad Check			1																																																																									
Civil Traffic	172	176	154																																																																									
Civil Traffic Appeal			1																																																																									
Class One Misdemeanor			74																																																																									
Criminal Traffic	344	300	226																																																																									
Domestic Violence	95	117	105																																																																									
Drugs	63	92	127																																																																									
DUI	93	144	234																																																																									
Registrar of Contractors			8																																																																									
Shoplift/Theft			45																																																																									
Town Code	15	7	6																																																																									
Underage Offenses			57																																																																									
Other	153	154	-																																																																									
<p align="center">FY 2009 Goals and Objectives</p> <p>Focus Area: Promote the fair, impartial & expeditious pursuit of justice</p> <ul style="list-style-type: none"> ▪ Offenders held accountable ▪ Case disposition appropriate for offense & offender ▪ Timely & efficient administration of justice ▪ Improved service delivery to victims & witnesses <p>Focus Area: Ensure Safer Communities</p> <ul style="list-style-type: none"> ▪ Reduce Crime ▪ Reduce fear of crime <p>Focus Area: Promote integrity in the prosecution, profession & coordination in the criminal justice system</p> <ul style="list-style-type: none"> ▪ Competent & professional behavior ▪ Efficient & fiscally responsible management & administration ▪ Consistent & coordinated enforcement efforts & administration of justice 																																																																												

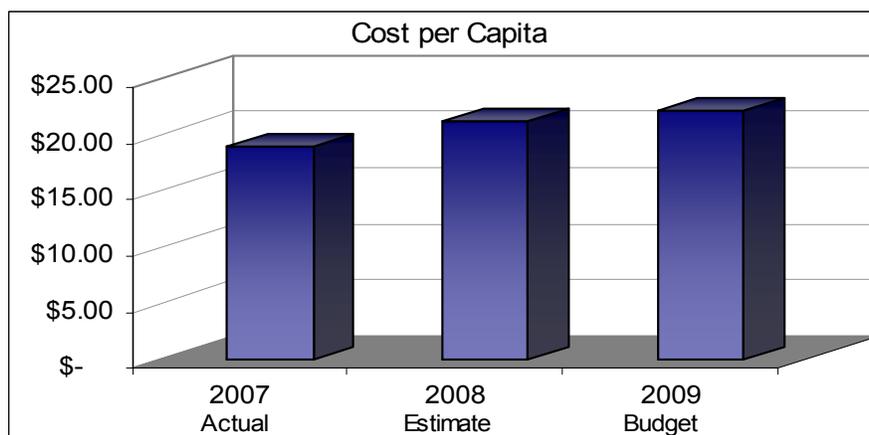


Legal

Personnel by Program	FY 2008 Budget	FY 2008 Projected	FY 2009 Budget	Variance to Budget
Civil	6.25	6.25	6.25	-
Criminal	4.0	4.0	4.0	-
Total Personnel	10.25	10.25	10.25	-

Expenditures by Program	FY 2008 Budget	FY 2008 Projected	FY 2009 Budget	Variance to Budget
Civil	\$596,300	\$552,330	\$602,288	\$5,988
Criminal	400,878	383,126	392,379	(8,499)
Program Total	\$997,178	\$935,456	\$994,667	\$(2,511)

Expenditures by Category	FY 2008 Budget	FY 2008 Projected	FY 2009 Budget	Variance to Budget
Personnel	\$823,775	\$796,374	\$823,238	\$(537)
Contracts/Services	142,403	106,632	141,929	(474)
Supplies	12,500	9,450	12,500	-
Capital Outlay	18,500	23,000	17,000	(1,500)
Total Expenditures	\$997,178	\$935,456	\$994,667	\$(2,511)





Building Safety

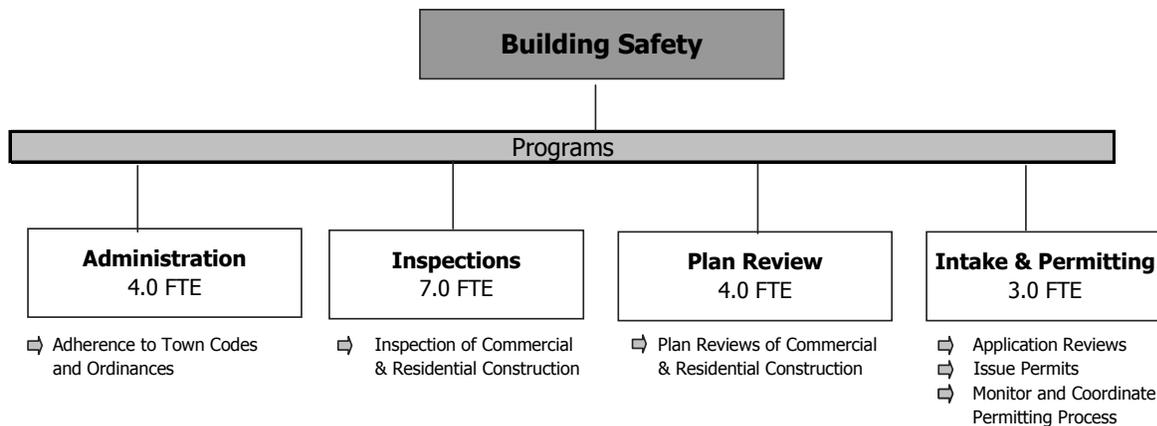
Mission

The Oro Valley Building Safety Department is committed to public safety. We pledge to maintain the highest standards of integrity and treat all persons with courtesy, equality and fairness. We will strive to serve the public efficiently, accurately and in a timely fashion. We are committed to the performance of our duties in a manner that fosters mutual respect between our employees and our customers.

Department Description

This Department is responsible for ensuring the health, safety and welfare of the public in the built environment. The Department coordinates all facets of building plan review and the subsequent inspection process during construction for code conformance in the interest of public safety. The Building Safety Department is responsible for the review of site development plans, construction plans including architecture, structural, fire-resistive, life/safety, plumbing, electrical and mechanical systems, retaining walls and pools/spas to assess their compliance with the codes. The Department also performs inspections on the construction of all buildings, remodeled or altered, within the Town to verify they are constructed to the health and safety standards contained within the codes and ordinances adopted by the Town. In coordination with the Fire Marshal, the Department is responsible for field inspections on projects under construction and on existing buildings for compliance with fire codes, ordinances and laws.

Departmental Programs/Divisions



Department Personnel				
	FY 2007 Actual	FY 2008 Budget	FY 2008 Projected	FY 2009 Budget
Building Director	1.0	1.0	1.0	1.0
Assistant Building Official	1.0	1.0	1.0	1.0
Chief Building Inspector	1.0	1.0	1.0	1.0
Plans Examiner II	2.0	2.0	3.0	4.0
Plans Examiner I	2.0	2.0	1.0	-
Senior Building Permit Technician	1.0	1.0	1.0	1.0
Building Permit Technician	2.0	2.0	2.0	2.0
Building Inspector II	4.0	4.0	4.0	6.0
Building Inspector I	2.0	2.0	2.0	-
Office Specialist	1.0	1.0	1.0	1.0
Sr. Office Assistant	-	1.0	1.0	1.0
Total FTE's	17.0	18.0	18.0	18.0



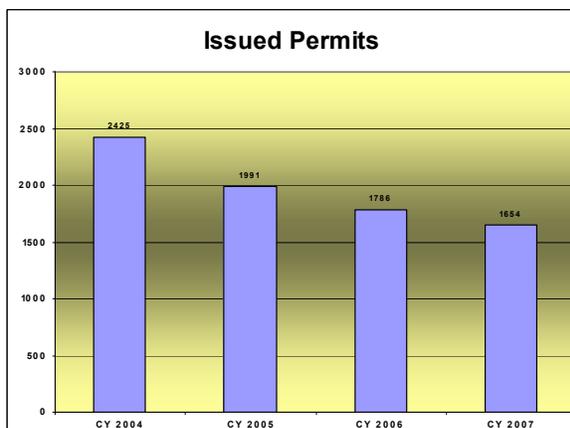
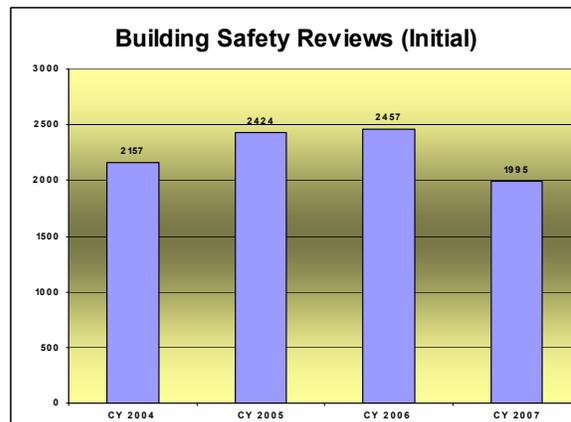
Building Safety

FY 2008 Highlights	FY 2009 Goals and Objectives Cont'd
<ul style="list-style-type: none"> - Generated approximately \$2.5 Million in revenues for the Town, up from \$1.7 Million last year. - Met the needs of approximately 9,400 walk in customers, processed and issued 1,650 permits, performed 2,400 first and follow-up plan reviews, and provided 36,300 inspections - Initiated the Implementation Plan for improving the permitting, inspection and information processes - Provided on-line access to information for all Inspections, permit information was completed the year prior - Provided proactive preconstruction and construction assistance for large projects including: Ventana Medical Systems, OV Marketplace and Steam Pump Village 	<p>Focus Area: Quality of Life</p> <ul style="list-style-type: none"> ▪ Manage development in order to protect our quality of life ▪ Update the Town's Pool and Spa Code ▪ Provide training of staff and information to the community for thorough understanding of the Codes to increase public safety in the built environment ▪ Complete the Implementation Plan to provide the ability for all staff to perform commercial plan review and inspections <p>Focus Area: Leadership & Communication</p> <ul style="list-style-type: none"> ▪ Build trust through effective public outreach and communication ▪ Create an advocate for the customer through the effective use of the Assistant Building Official position ▪ Increase the information available to the public via the Building Safety home page ▪ Continue the training program to provide information to assist the building industry doing work in the Town ▪ Participate in building organizations, trade shows and other venues to provide effective public outreach ▪ Improve intergovernmental relationships ▪ Collaborate with the other 4 local jurisdictions to improve consistency of code interpretation, plan review and inspections ▪ Collaborate with Pima Co on Residential Green Building Program ▪ Encourage and develop leadership ▪ Increase staff training to develop expertise and provide opportunities for career growth
FY 2009 Goals and Objectives	
<p>Focus Area: Financial Sustainability</p> <ul style="list-style-type: none"> ▪ Develop a diverse revenue stream ▪ Utilize professional cost estimating services to adjust the actual costs of construction for up-to-date building valuations yearly ▪ Provide more internal review of plans to off-set costs of Outside Plan Review Services <p>Focus Area: Economic Development</p> <ul style="list-style-type: none"> ▪ Support a strong business climate ▪ Provide same day over-the-counter service for small residential renovation/addition and commercial tenant improvement permits ▪ Continue to improve and streamline processes to bring businesses on line sooner 	
<i>2008-2009 Annual Budget</i>	<i>Program Budgets</i>



Building Safety

Performance Metrics



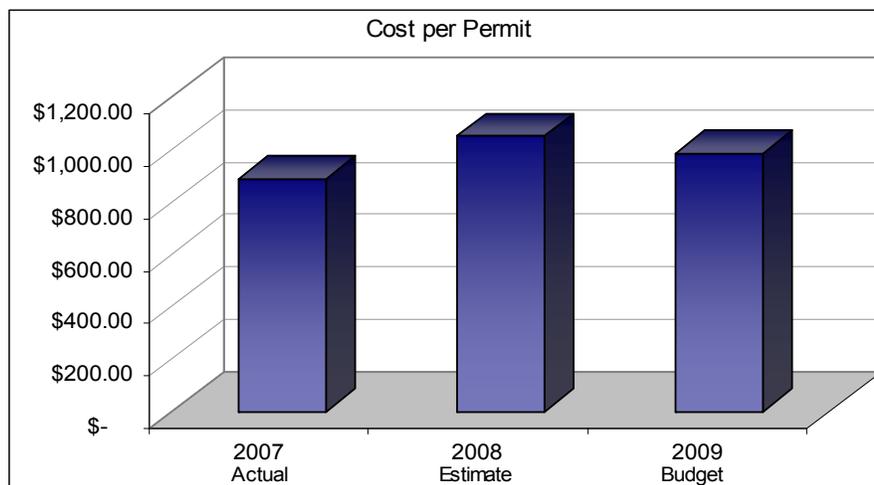


Building Safety

Personnel by Program	FY 2008 Budget	FY 2008 Projected	FY 2009 Budget	Variance to Budget
Administration	4.0	4.0	4.0	-
Inspection	7.0	7.0	7.0	-
Plan Review	4.0	4.0	4.0	-
Intake & Permitting	3.0	3.0	3.0	-
Total Personnel	18.0	18.0	18.0	-

Expenditures by Program	FY 2008 Budget	FY 2008 Projected	FY 2009 Budget	Variance to Budget
Administration	\$375,986	\$351,720	\$359,328	\$(16,658)
Inspection	521,888	518,741	568,539	46,651
Plan Review	481,320	640,890	491,253	9,933
Intake & Permitting	142,177	146,997	154,256	12,079
Implementation Plan	113,930	52,567	31,240	(82,690)
Program Total	\$1,635,301	\$1,710,915	\$1,604,616	\$(30,685)

Expenditures by Category	FY 2008 Budget	FY 2008 Projected	FY 2009 Budget	Variance to Budget
Personnel	\$1,254,891	\$1,244,959	\$1,315,671	\$60,780
Contracts/Services	291,920	404,705	247,845	(44,075)
Supplies	18,150	17,700	17,900	(250)
Utilities	10,100	10,100	12,200	2,100
Capital Outlay	60,240	33,451	11,000	(49,240)
Total Expenditures	\$1,635,301	\$1,710,915	\$1,604,616	\$(30,685)





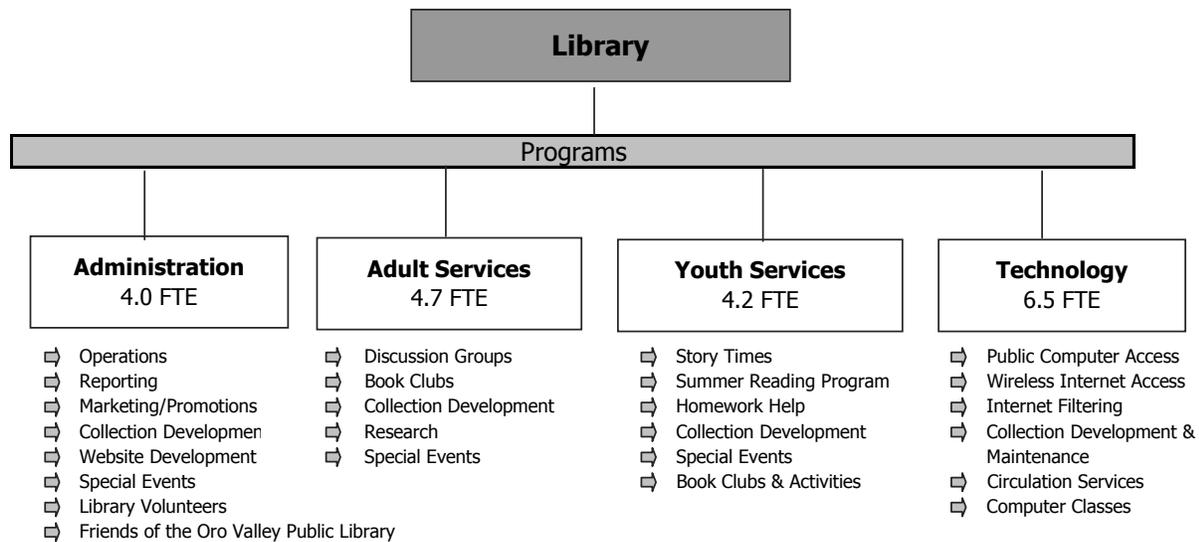
Mission

The Oro Valley Public Library, an affiliate of the Pima County Public Library, endeavors to provide resources, services, programs, and activities to meet or address the cultural, educational, and recreational needs and desires of Oro Valley and surrounding communities while encouraging interaction among citizens.

Division Description

The Library Division operates and maintains the Oro Valley Public Library as an affiliate of the Pima County Public Library system. The Library operates a 25,000 square foot facility with 50 hours of operation per week. In 2006, Library staff updated the current strategic plan with public input. The following programs reflect the updates.

Divisions/Programs



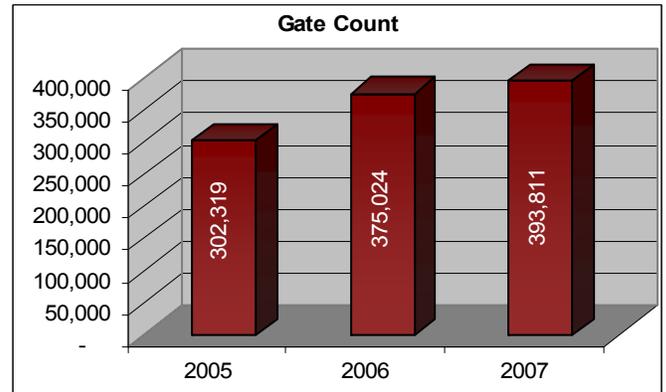
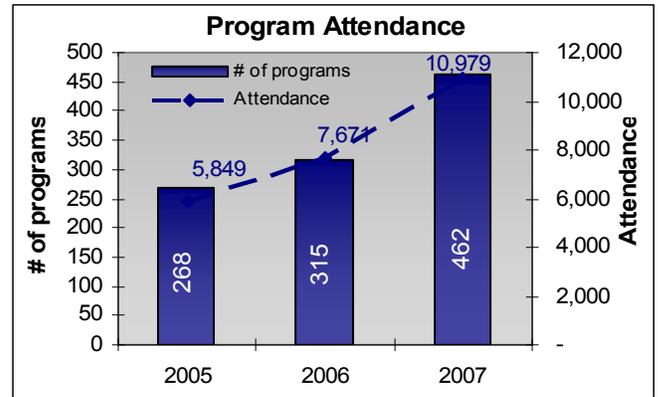
Department Personnel				
	FY 2007 Actual	FY 2008 Budget	FY 2008 Projected	FY 2009 Budget
Library Administrator	1.0	1.0	1.0	1.0
Senior Librarian	1.0	1.0	1.0	1.0
Librarian	3.0	3.0	3.0	3.0
Library Associate	5.2	5.2	5.4	5.4
Customer Service Representative	3.6	3.6	3.5	3.5
Library Page	4.5	4.5	4.5	4.5
Office Specialist	-	1.0	1.0	1.0
Office Assistant	1.0	-	-	-
Total FTE's	19.3	19.3	19.4	19.4



FY 2008 Highlights

- Increasing programs, program attendance, circulation, hold requests and the gate count.
- Partnering with schools, NW Medical Center, Cancer Center, Southern Arizona Opera Guild, Oro Valley Historical Society, SCORE, Pima County On Aging, Pima Community College, AARP, Pima County Cooperative Extension Program, and the Attorney General's office, to provide programs.
- Developing and expanding the collection with assistance from the Rotary Club, the Friends of the Oro Valley Public Library, the Attorney General's office, local authors, and private donors.
- Holding special events such as the second annual Book Festival "Oro Valley Rocks!", the 2007 Summer Reading Program and Earth Day.
- Implementing Wireless Internet Connection, the Internet Filtering Policy, the Laptop Loan program, computer classes and replacing all the public computers.
- Adding five desktop computers, fifteen laptops and one catalog computer, with a generous donation from the Friends of the Oro Valley Public Library.
- Installing and implementing the electronic signage, with a generous donation from the Friends of the Oro Valley Public Library.
- Implementing the revised Council-approved meeting room policy.

Performance Metrics



FY 2009 Goals and Objectives

Focus Area: Quality of Life

- Support life-long learning with materials, activities and services

Focus Area: Leadership/Communication

- Provide a variety of activities, services and materials
- Interdepartmental and community collaborations
- Public information display area

Focus Area: Protection of Environmental and Cultural Assets

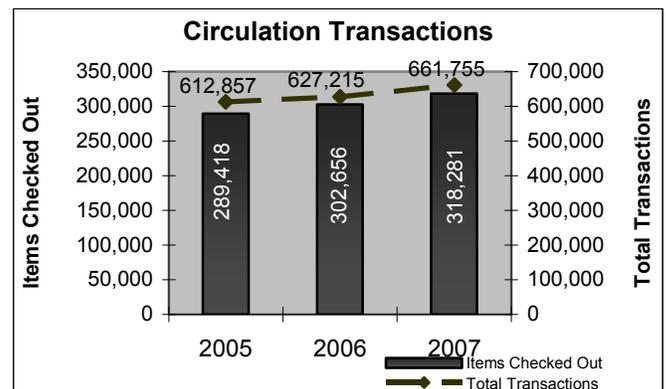
- Support environmental and cultural activities and events such as Earth Day and Oro Valley Historical Society
- Public information display area

Focus Area: Financial Sustainability

- Ensure fiscal responsibility with regard to budget
- Develop depreciation schedule for furnishings
- Develop a technology plan with IT input

Focus Area: Economic Development

- Library services and activities for businesses
- Public information display area



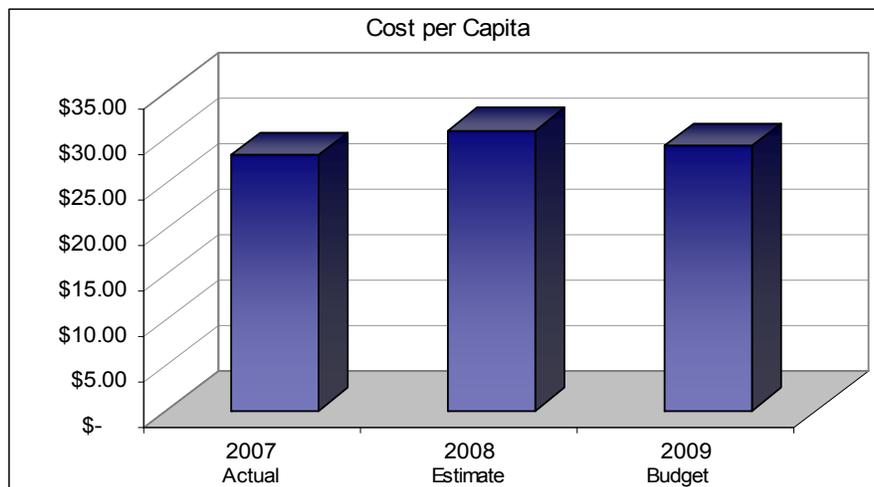


Library

Personnel by Program	FY 2008 Budget	FY 2008 Projected	FY 2009 Budget	Variance to Budget
Administration	5.2	4.0	4.0	(1.2)
Youth Services	3.7	4.2	4.2	0.5
Adult Services	3.9	4.7	4.7	0.8
Technology	6.5	6.5	6.5	-
Total Personnel	19.3	19.4	19.4	0.1

Expenditures by Program	FY 2008 Budget	FY 2008 Projected	FY 2009 Budget	Variance to Budget
Administration	\$576,913	\$545,886	\$469,346	\$(107,567)
Youth Services	212,459	208,699	222,321	9,862
Adult Services	252,897	242,467	274,917	22,020
Technology	343,154	364,244	343,399	245
Program Total	\$1,385,423	\$1,361,296	\$1,309,983	\$(75,440)

Expenditures by Category	FY 2008 Budget	FY 2008 Projected	FY 2009 Budget	Variance to Budget
Personnel	\$837,749	\$813,730	\$844,789	\$7,040
Contracts/Services	417,893	412,543	323,699	(94,194)
Supplies	15,281	30,918	19,595	4,314
Utilities	79,100	80,400	85,200	6,100
Capital Outlay	35,400	23,705	36,700	1,300
Total Expenditures	\$1,385,423	\$1,361,296	\$1,309,983	\$(75,440)





Planning & Zoning

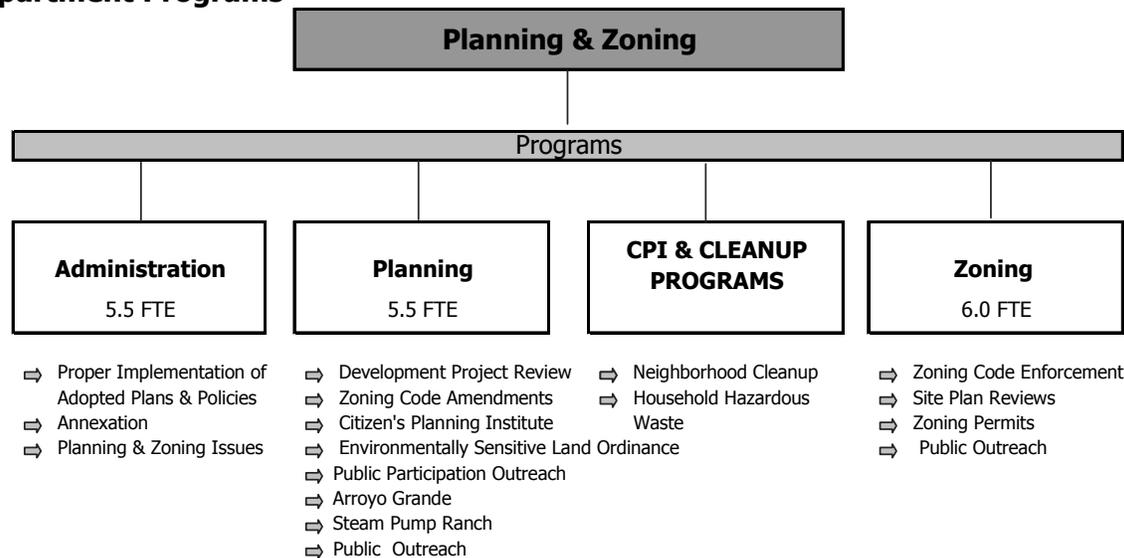
Mission

To provide a healthy, pleasant environment for those who live, work and visit Oro Valley by protecting the unique natural resources of our community and ensuring quality, sustainable development. The work setting provides challenges, opportunities to excel, professional development, and the satisfaction of helping create a community of quality. A highly motivated and creative staff has a goal of providing excellent customer service.

Department Description

The Planning and Zoning Department administers the Zoning Code and the General Plan for the harmonious growth of the Town. The department is responsible for providing planning and zoning services to the community, Town Council, Planning and Zoning Commission, Development Review Board, Board of Adjustment, Historic Preservation Commission, Public Art Review Committee, and project teams. The department is made up of three teams that work in close coordination: Administration, Planning, and Zoning.

Department Programs



Department Personnel				
	FY 2007 Actual	FY 2008 Budget	FY 2008 Projected	FY 2009 Budget
Planning & Zoning Director	1.0	1.0	1.0	1.0
Assistant Planning & Zoning Director	-	-	-	1.0
Principal Planner	1.0	1.0	1.0	1.0
Senior Planner	2.0	3.0	3.0	3.0
Special Projects Coordinator	-	1.0	1.0	1.0
Planner	2.0	1.0	1.0	1.0
Zoning Program Supervisor	-	1.0	1.0	1.0
Senior Zoning Inspector	1.0	-	-	-
Zoning Inspector	1.0	1.0	1.0	1.0
Planning Technician	1.0	1.0	1.0	1.0
Zoning Inspection Tech	1.0	1.0	1.0	1.0
Development Coordinator	2.0	2.0	2.0	2.0
Senior Office Specialist	-	1.0	1.0	1.0
Office Specialist	1.0	-	-	-
Senior Office Assistant	-	1.0	1.0	1.0
Office Assistant	0.5	0.5	0.5	1.0
Intern	0.5	0.5	0.5	-
Total FTE's	14.0	16.0	16.0	17.0

2008-2009 Annual Budget

Program Budgets



Planning & Zoning

FY 2008 Highlights

Historic Preservation & Archaeological Projects

- Completed Honey Bee Village Archaeological Preserve Wall & Fence
- Completed Steam Pump Ranch Master Plan process
- Facilitated Historic Preservation Commission in developing the HPC Work Plan

Mandates

- New zoning regulation for religious institutions
- Zoning regulation to fulfill Growing Smarter statutes

Financial Sustainability/Economic Development Projects

- Guided development of medical/bio-tech corridor
- Completed two annexations

Citizen Outreach/Participation/Education

- Graduated 24 residents from the '07 Citizens Planning Institute (CPI)
- Conducted Household Hazardous Waste program and Neighborhood cleanups for Oro Valley residents

Commercial/Retail

- Participated in staff project teams to facilitate the Oro Valley Market Place, Steam Pump Village & Ventana Medical Systems expansion

Environmental – Quality of Life

- Developed LEED policy for adoption by Town Council, and initiated a broader sustainability initiative for the Town

Customer-Service Initiatives

- HOA Forum
- Initiated 4+4 review of cases, which provides a more consistent review schedule for developments
- Implemented online technology for citizen access to Board & Commission meetings

Enhanced Public Notification

- Expanded notification to all Town HOAs
- Posted standard size notices in Development Services Center lobby

FY 2009 Goals and Objectives

Focus Area: Quality of Life

- Preserve open space & control development
 - Collaborate with other regional partners on State trust land planning & other regional efforts
 - Promote annexation strategies which uphold community values & standards
 - Assure development in accordance with community standards through development plan/plat review

FY 2009 Goals and Objectives Cont'd

Focus Area: Financial Sustainability

- Ensure financial resources to support the expected level of community services
 - 2010 Census program to bring increased revenues
 - Evaluate & implement necessary permit fees for services
 - Annex those areas necessary to fulfill the goals of the General Plan
 - Position the Town to secure outside funding sources

Focus Area: Protection of the Environment and Cultural Assets

- Sustain/expand environmentally sensitive lands and wildlife corridors
 - Protect identified open space in the Arroyo Grande Planning Area
 - Environmentally Sensitive Lands Ordinance (ESLO)
 - Negotiate open space in new subdivisions
- Coordinate & sustain historic, cultural assets to promote community's quality of life standard
 - Develop and begin implementation of Historic Preservation Plan
 - Maintain Steam Pump Ranch to protect historic value

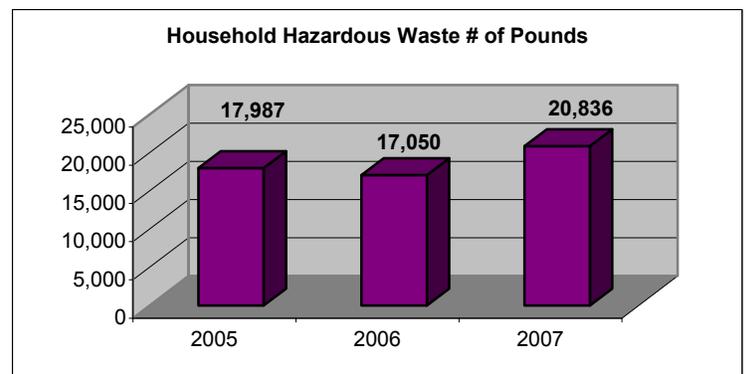
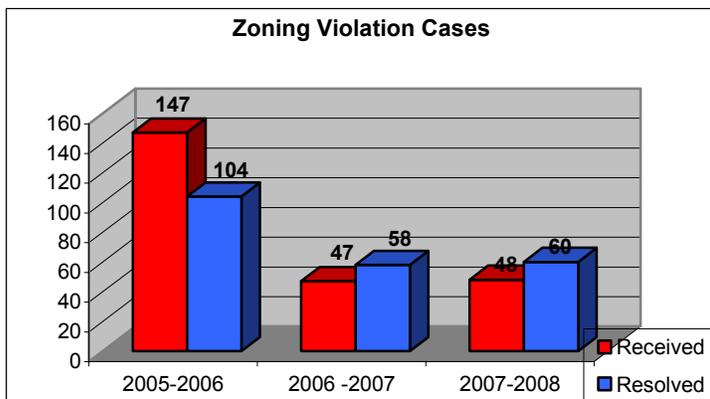
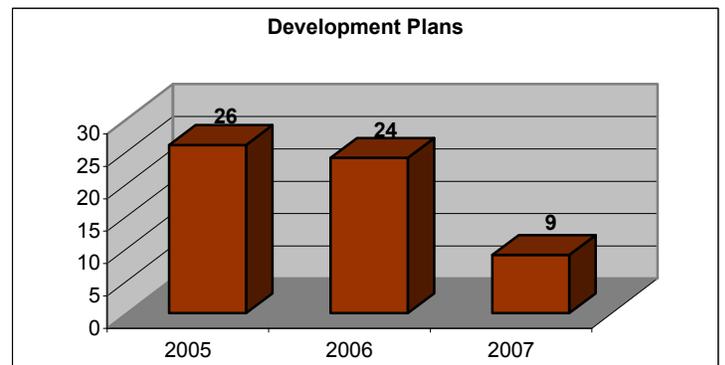
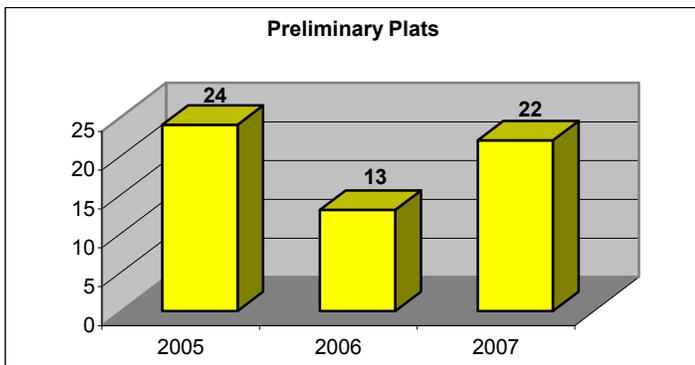
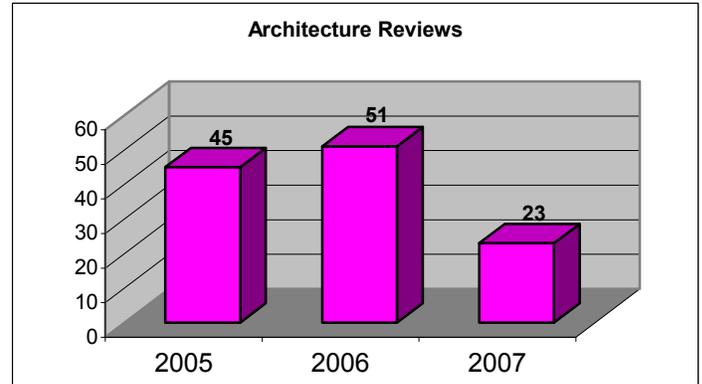
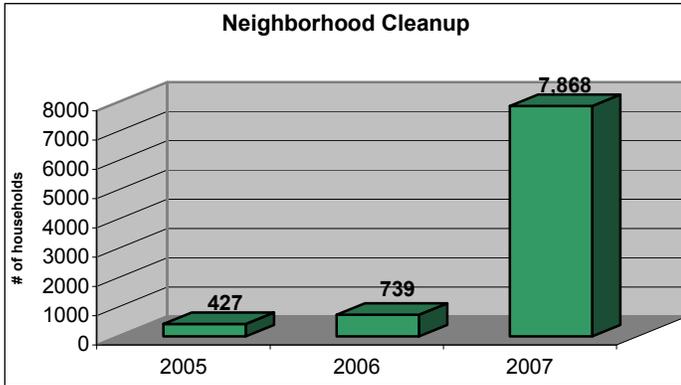
Focus Area: Leadership and Communication

- Build trust through effective public outreach & communication
 - Create opportunities for public education & engagement
 - Continue offering CPI classes
 - Arrange HOA forums
 - Coordinate neighborhood clean-ups
 - Assure successful neighborhood meeting on new development
 - Improve public notice practice
 - Continue to promote online subscriber notification service
 - Proposed larger sign size & increased notice area
- Expand citizen leadership training opportunities
 - Promote Citizens Planning Institute (CPI) ongoing program
 - Explore advanced workshops for graduates of CPI
 - Ensure ongoing Boards & Commission (B&C) training



Planning & Zoning

Performance Metrics



2008-2009 Annual Budget

Program Budgets

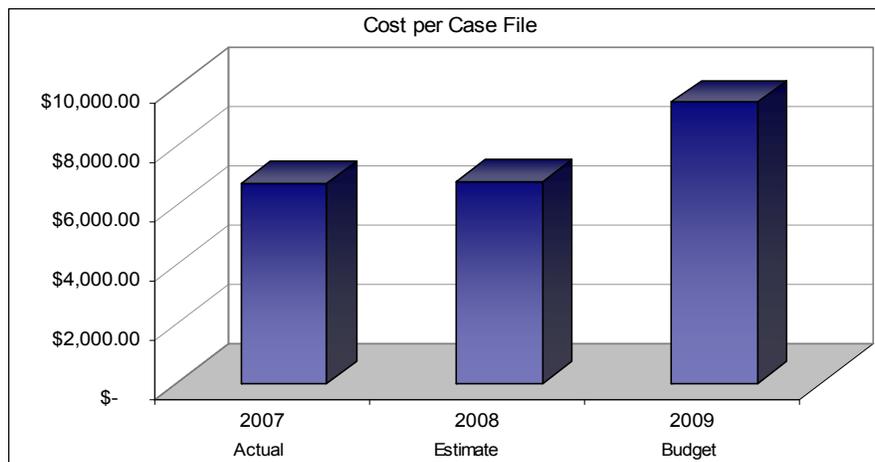


Planning & Zoning

Personnel by Program	FY 2008 Budget	FY 2008 Projected	FY 2009 Budget	Variance to Budget
Administration	4.0	4.0	5.5	1.5
Planning	6.3	6.3	5.5	(0.8)
CPI & Clean-up Programs	0.6	0.6	-	(0.6)
Zoning	5.1	5.1	6.0	0.9
Total Personnel	16.0	16.0	17.0	1.0

Expenditures by Program	FY 2008 Budget	FY 2008 Projected	FY 2009 Budget	Variance to Budget
Administration	\$281,561	\$297,910	\$460,255	\$178,694
Planning	503,072	497,732	754,365	251,293
CPI & Clean-up Programs	56,960	67,998	18,400	(38,560)
Zoning	325,719	319,202	381,438	55,720
Program Total	\$1,167,311	\$1,182,842	\$1,614,458	\$447,147

Expenditures by Category	FY 2008 Budget	FY 2008 Projected	FY 2009 Budget	Variance to Budget
Personnel	\$1,062,018	\$1,049,029	\$1,228,958	\$166,940
Contracts/Services	65,763	63,733	325,300	259,537
Supplies	36,530	56,580	54,700	18,170
Utilities	3,000	3,500	3,500	500
Capital Outlay	-	10,000	2,000	2,000
Total Expenditures	\$1,167,311	\$1,182,842	\$1,614,458	\$447,147





Parks and Recreation

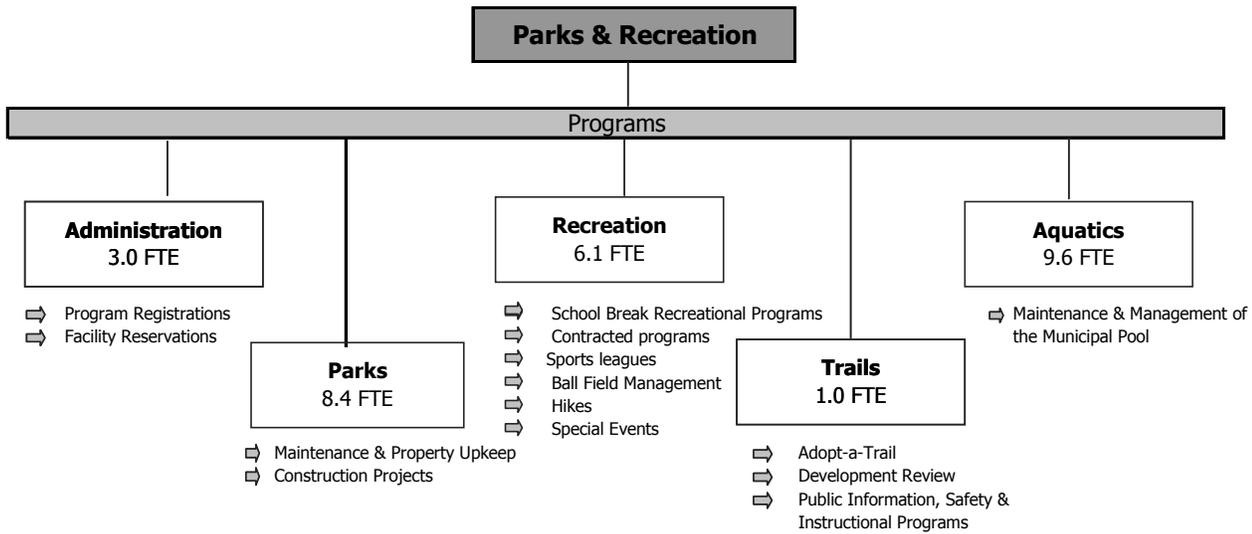
Mission

To enhance the quality of life for all Oro Valley residents by providing exceptional parks, recreation, and trail facilities and offering a wide range of programs and activities for all ages.

Department Description

This Department provides municipal Parks and Recreation services to the residents of Oro Valley, including park facilities, recreational programs, reservation services, trails, special events, and all related maintenance functions.

Departmental Programs/Divisions



Department Personnel				
	FY 2007 Actual	FY 2008 Budget	FY 2008 Projected	FY 2009 Budget
Parks & Recreation Director	1.0	1.0	1.0	1.0
Parks Manager	1.0	1.0	1.0	1.0
Recreation Manager	1.0	1.0	1.0	1.0
Multimodal Planner	1.0	1.0	1.0	1.0
Aquatics Manager	1.0	1.0	1.0	1.0
Parks Maintenance Crew Leader	1.0	1.0	1.0	1.0
Senior Parks Maintenance Worker	2.0	2.0	2.0	2.0
Senior Office Specialist	-	1.0	1.0	1.0
Office Specialist	1.0	-	-	-
Senior Office Assistant	1.0	1.0	1.0	1.0
Assistant Recreation Manager	1.0	1.0	1.0	1.0
Recreation Leader	0.5	0.5	0.4	0.4
Assistant Pool Manager	0.5	0.5	0.5	0.5
Parks Maintenance Worker	3.0	3.0	3.0	3.0
Park Monitor	1.4	1.4	1.4	1.4
Recreation Aide	2.5	2.5	3.7	3.7
Water Safety Instructor	8.1	8.1	8.1	8.1
Total FTE's	27.0	27.0	28.1	28.1



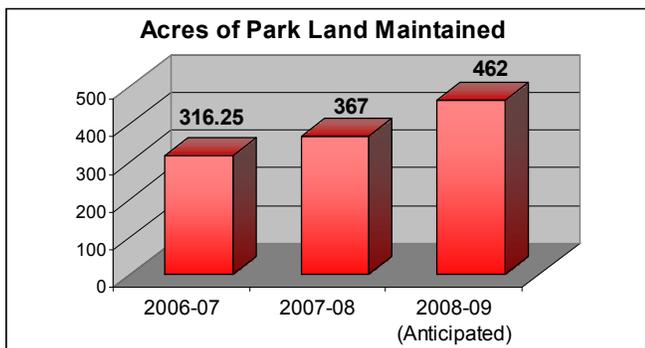
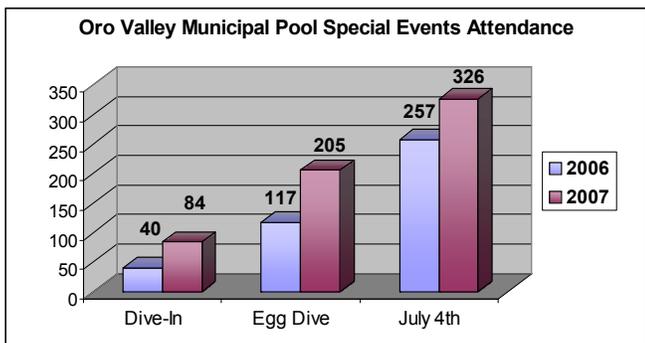
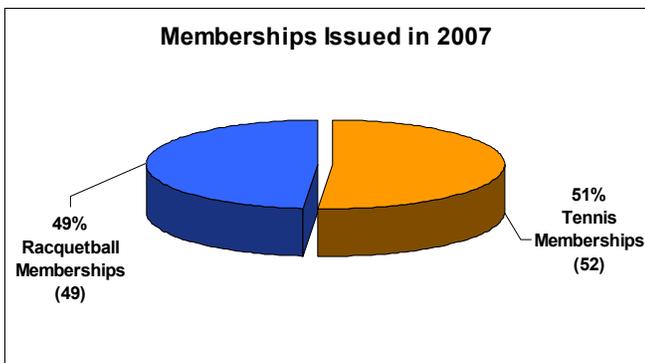
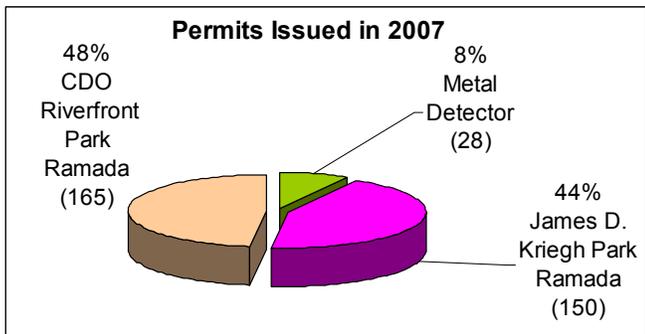
Parks and Recreation

FY 2008 Highlights	FY 2009 Goals and Objectives
<p>Administration:</p> <ul style="list-style-type: none"> - Implementation of the RecTrac software system. The program allows for a more streamlined approach to activity registration and maintenance <p>Aquatics:</p> <ul style="list-style-type: none"> - Installation of new pool deck/surface <p>Trails:</p> <ul style="list-style-type: none"> - Added 1.4 miles shared use paths & 1.77 miles of paved shoulders (First Ave.) to Town inventory (work done by Public Works Department) <p>Parks:</p> <ul style="list-style-type: none"> - Designed & Installed Landscape around West Parking Lot at Library - Designed & Installed Landscape at Entrance to New MOC Center - Field Renovations of Field #1 at JDK Park, including the re-grading of the infield, re-sodding, and rebuilding of the pitching mounds - Installation of New Steps to Access off Lambert Lane to Lambert Lane Park - Installation of New Irrigation System at JDK Park - Started Tree Replacement and Pruning Program at JDK Park, installing a total of 12 new trees <p>Recreation:</p> <ul style="list-style-type: none"> - Oro Valley Recreation had a very successful third year of Basketball. The feedback has been very positive - The Summer 2007 Recreation programs were well attended with an overall attendance of approximately 210 children per week across 3 local sites - The Recreation Division is working with Pima Community College to offer educational opportunities to Oro Valley citizens 	<p>Focus Area: Leadership and Communication</p> <ul style="list-style-type: none"> ▪ To enhance our activity registration process for our patrons, providing them the option of registering for activities online <p>Focus Area: Quality of Life</p> <p>Aquatics Revenue</p> <ul style="list-style-type: none"> ▪ Promote and establish more aquatics programs and classes to increase usage and interest by 25% <p>Trails</p> <ul style="list-style-type: none"> ▪ Increase the number of groups participating in the Adopt A Trail Program by 25% ▪ Distribute Adopt-A-Trail brochures throughout Town ▪ Speak to Home Owner's Associations and other groups about the program ▪ Publicize program through the Vista and the Town's Web site <p>Recreation</p> <ul style="list-style-type: none"> ▪ Continue to build Contracted employment classes to fully utilize the Recreation Room to a capacity that creates an 80% to 100% room recovery rate ▪ Improve field utilization and tracing to create greater opportunity for field usage by a larger number of organizations, families and groups ▪ Create greater opportunities for youth and adult sports leagues ▪ Add in-house recreation programs for the Oro Valley community
<p><i>2008-2009 Annual Budget</i></p>	<p><i>Program Budgets</i></p>



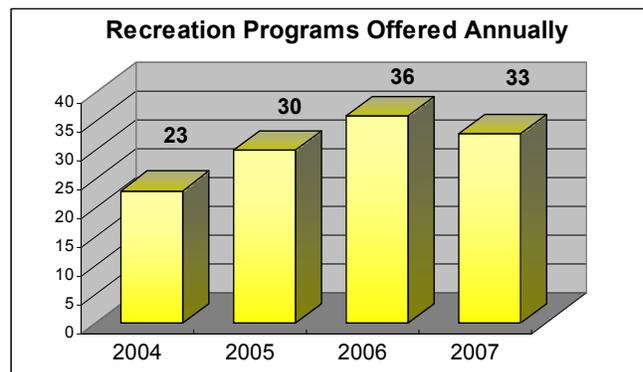
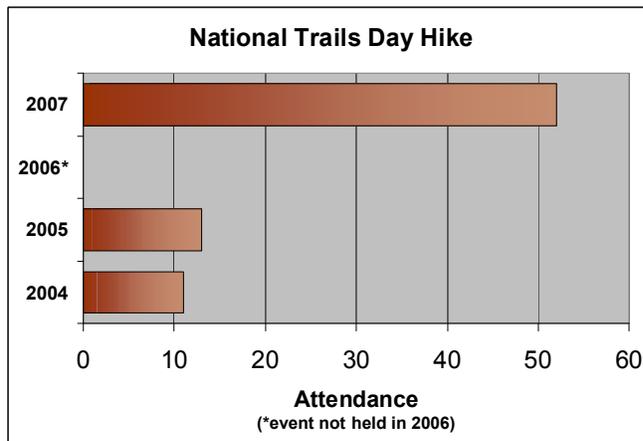
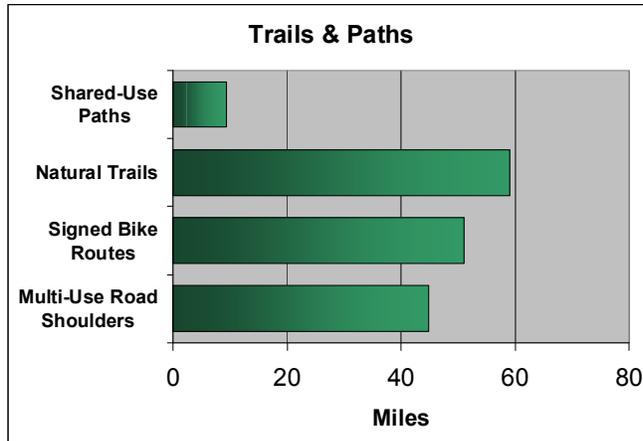
Parks and Recreation

Performance Metrics



2008-2009 Annual Budget

Performance Metrics



Program Budgets

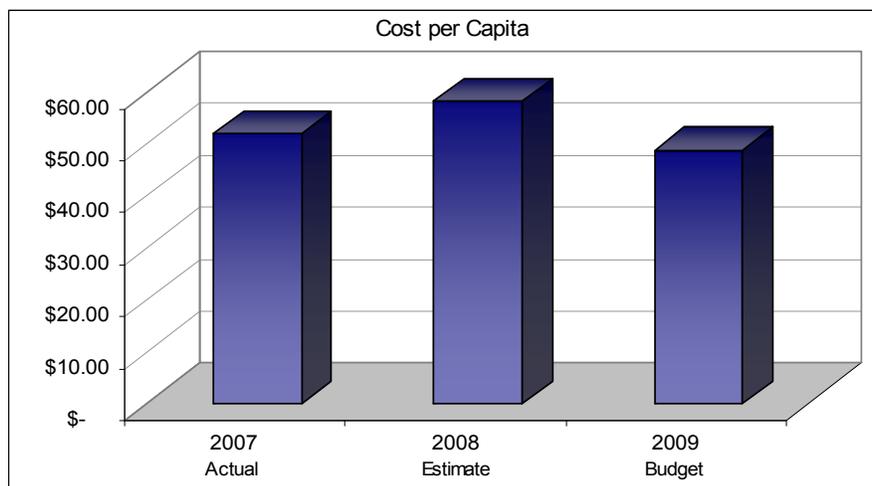


Parks and Recreation

Personnel by Program	FY 2008 Budget	FY 2008 Projected	FY 2009 Budget	Variance to Budget
Administration	3.0	3.0	3.0	-
Parks	8.4	8.4	7.7	(0.7)
Recreation Programs	5.0	6.1	6.1	1.1
Trails	1.0	1.0	1.0	-
Aquatics	9.6	9.6	9.6	-
Total Personnel	27.0	28.1	27.4	0.4

Expenditures by Program	FY 2008 Budget	FY 2008 Projected	FY 2009 Budget	Variance to Budget
Administration	\$524,577	\$420,865	\$393,895	\$(130,682)
Parks	1,712,906	1,771,603	801,588	(911,318)
Recreation Programs	397,011	427,295	432,720	35,708
Trails	74,632	70,831	72,769	(1,861)
Aquatics	632,910	631,049	529,291	(103,620)
Program Total	\$3,342,036	\$3,321,643	\$2,230,263	\$(1,111,773)

Expenditures by Category	FY 2008 Budget	FY 2008 Projected	FY 2009 Budget	Variance to Budget
Personnel	\$1,193,677	\$1,170,979	\$1,206,479	\$12,803
Contracts/Services	683,650	565,379	535,590	(148,060)
Supplies	161,774	146,768	146,450	(15,324)
Utilities	219,244	276,355	278,924	59,679
Capital Outlay	1,083,691	1,162,162	62,820	(1,020,871)
Total Expenditures	\$3,342,036	\$3,321,643	\$2,230,263	\$(1,111,773)





Highway Operations

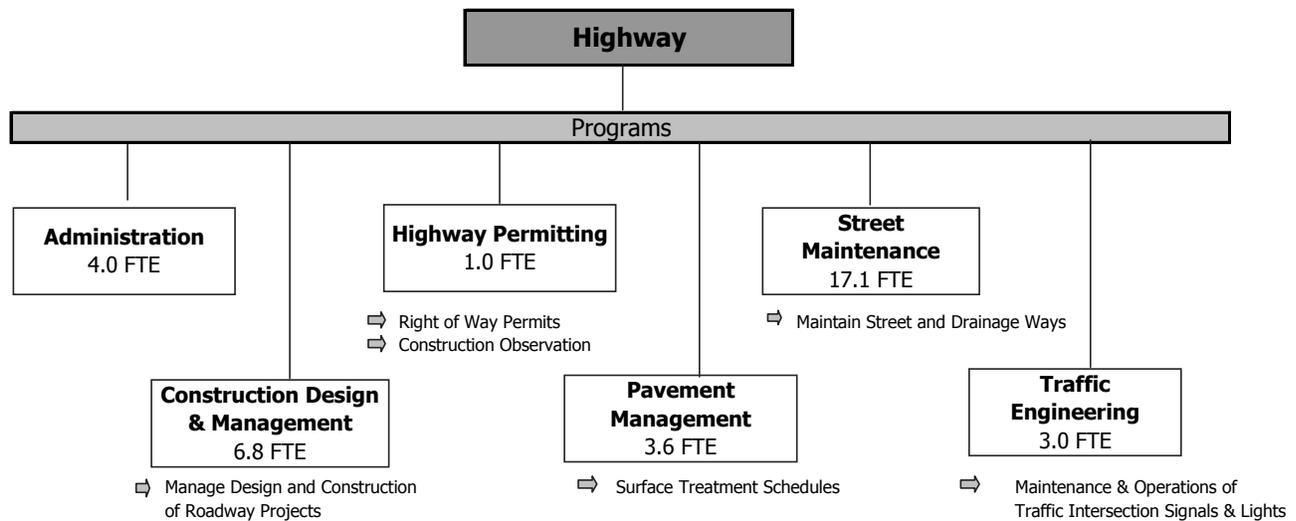
Mission

To provide and maintain efficient roadways, provide healthy, safe and functional working environments for employees, and ensure that roadway projects, private and public, are designed and built with all Town codes, standards and policies.

Department Description

The department is lead by the Town Engineer which is a position that is required by State Law. The Department is organized into three functional divisions: Engineering, Development Review and Operations.

Departmental Programs/Divisions



Department Personnel				
	FY 2007 Actual	FY 2008 Budget	FY 2008 Projected	FY 2009 Budget
Town Engineer	1.0	1.0	1.0	1.0
Engineering Division Manager	1.0	1.0	1.0	1.0
Engineering Staff	10.7	10.7	10.7	6.8
Operations Division Manager	1.0	1.0	1.0	1.0
Operations Staff	17.3	18.3	18.3	21.2
Administrative Coordinator	-	1.0	1.0	1.0
Contract Coordinator	1.0	-	-	-
Office Specialist	-	-	-	1.0
Facilities Maintenance Technician	-	-	-	1.0
Senior Office Assistant	2.0	2.0	2.0	1.5
Office Assistant	0.5	0.5	0.5	-
Total FTE's	34.5	35.5	35.5	35.5



Highway Operations

FY 2008 Highlights	FY 2009 Goals and Objectives Cont'd
<p>The following projects were designed in-house</p> <ul style="list-style-type: none"> - Highlands Wash Culvert - Suffolk Hills Subdivision (Phase I and II) Pavement Preservation - Copper Creek Subdivision (Phase III) Pavement Preservation - Rancho Catalina Subdivision Pavement Preservation - Linda Vista Blvd – Calle Milagro to Oracle Road Pavement Preservation - Calle Buena Vista - Linda Vista to Valle Del Oro Pavement Preservation - Rancho Vistoso Boulevard Asphalt Rubber Pavement Overlay - Glover and Mountain Breeze Intersection Improvement (Knuckle) - Oro Valley Country Club Retaining Wall Completion - Honey Bee Village Screen Wall - Crack Sealed 80 lane miles of pavement 	<p>Focus Area: Quality of Life</p> <ul style="list-style-type: none"> ▪ Continue to maintain safe and efficient roadways within the Town ▪ Maintain good air quality by reducing congestion at intersections ▪ Improve the level of services for all Town’s roadway network system and provide a timely and consistent construction inspection for private development ▪ Continue pursuit of neighborhood outreach program ▪ Continue efforts to inform/educate the public regarding Pavement Management programs ▪ Maintain and update Public Works web page <p>Focus Area: Economic Development</p> <ul style="list-style-type: none"> ▪ Maintain the operational and functional roadway infrastructure thus enhancing the quality of life through mobility and maintaining property values
<p>FY 2009 Goals and Objectives</p>	<p>Performance Metrics</p>
<p>Focus Area: Financial Sustainability</p> <ul style="list-style-type: none"> ▪ Maintain and improve the current good rating of our paved roads system ▪ Continue securing funds for roadway projects ▪ Deliver CIP projects on budget and on schedule ▪ Continue securing funds for Town Wide Pavement Surface Treatment programs ▪ Continue securing funds for Town Street Maintenance programs <p>Focus Area: Protection of Environment and Cultural Assets</p> <ul style="list-style-type: none"> ▪ All roadway construction projects designed to comply with environmental regulations such as the “Clean Water Act” and “Clean Air Act” ▪ Litter bags distributed to motorists to prevent roadway littering ▪ Adopt-a-roadway program that encourages volunteers to pick up litter from specific roadway corridors 	<ul style="list-style-type: none"> ▪ All minor projects were designed in-house ▪ Construction administration for all roadway projects were performed in-house ▪ Computerized Word Order System has been installed and operating in Streets, Traffic, Pavement Management, and Facility Maintenance ▪ Maintain 506 lane miles paved road and 12 lane miles gravel roads annually
<p><i>2008-2009 Annual Budget</i></p>	<p><i>Program Budgets</i></p>

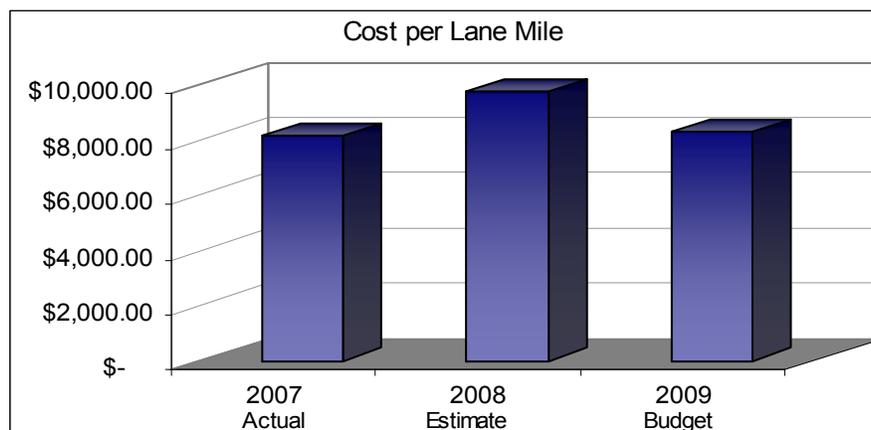


Highway Operations

Personnel by Program	FY 2008 Budget	FY 2008 Projected	FY 2009 Budget	Variance to Budget
Administration	3.0	3.0	4.0	1.0
Construction Design & Mgmt	10.8	9.8	6.8	(4.0)
Highway Permitting	1.2	2.2	1.0	(0.2)
Pavement Management	2.5	2.5	3.6	1.1
Street Maintenance	15.0	15.0	17.1	2.1
Traffic Engineering	3.0	3.0	3.0	-
Total Personnel	35.5	35.5	35.5	-

Expenditures by Program	FY 2008 Budget	FY 2008 Projected	FY 2009 Budget	Variance to Budget
Administration	\$4,573,804	\$5,635,402	\$5,214,421	\$640,617
Construction Design & Mgmt	3,537,762	2,817,345	2,161,079	(1,376,683)
Highway Permitting	107,469	105,716	74,698	(32,771)
Pavement Management	211,216	190,467	288,687	77,472
Street Maintenance	1,467,786	1,488,152	1,570,454	102,667
Traffic Engineering	345,086	393,444	359,294	14,208
Program Total	\$10,243,123	\$10,630,526	\$9,668,633	\$(574,490)

Expenditures by Category	FY 2008 Budget	FY 2008 Projected	FY 2009 Budget	Variance to Budget
Personnel	\$2,327,205	\$2,315,328	\$2,372,047	\$44,843
Contracts/Services	849,127	838,027	841,655	(7,473)
Supplies	205,811	205,329	125,000	(80,811)
Utilities	190,768	192,768	212,573	21,805
Capital Outlay	3,002,775	2,340,650	1,603,585	(1,399,190)
Other Financing Uses	678,370	678,370	717,475	39,105
Contingency	2,989,067	4,060,054	3,796,298	807,231
Total Expenditures	\$10,243,123	\$10,630,526	\$9,668,633	\$(574,490)





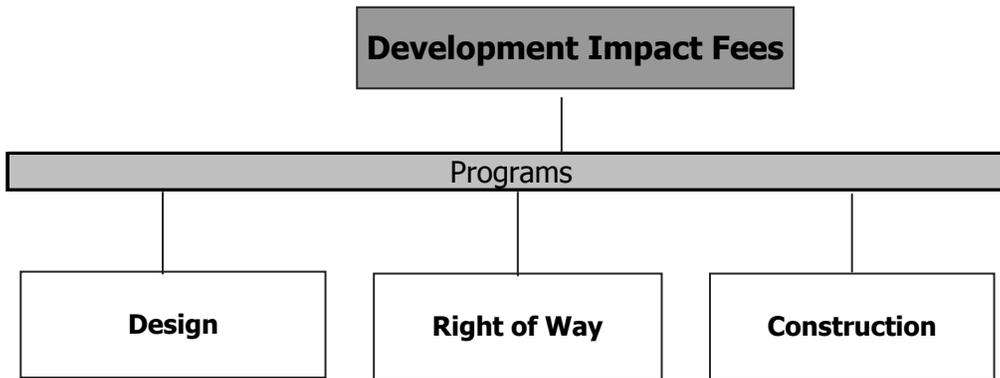
Roadway Development Impact Fees

Mission

To provide and maintain efficient roadways, provide a healthy, safe and functional working environment for employees, and ensure that roadway projects are designed and built with all Town codes, standards and policies.

Division Description

The Division manages all Capital Improvement Projects from planning, design and construction. The Division is the lead for the consultant selection and preparation of the RFP's; reviews traffic control plans; performs contract administration; maintains the website for DPW.



FY 2008 Highlights	FY 2009 Goals and Objectives
<p>The following projects were completed within FY 07/08:</p> <ul style="list-style-type: none"> - CDO Shared Use Path - Safety improvements at the La Cholla and Lambert intersection - Safety improvements at the La Cholla and Glover intersection 	<p>Focus Area: Financial Sustainability</p> <ul style="list-style-type: none"> ▪ Continue securing regional funds from Pima Association of Governments for Arterial Roads within the Town. ▪ Building roadway projects within budget. <p>Focus Area: Quality of Life</p> <ul style="list-style-type: none"> ▪ Improve good air quality by reducing congestion at intersections and roadways.

Expenditures by Category	FY 2008 Budget	FY 2008 Projected	FY 2009 Budget	Variance to Budget
Contracts/Services	\$25,000	\$25,000	\$-	\$(25,000)
Capital Outlay	14,540,000	6,680,000	21,520,000	6,980,000
Debt Service	400,000	2,531,500	225,000	(175,000)
Contingency	1,621,347	8,190,527	877,777	(743,570)
Total Expenditures	\$16,586,347	\$17,427,027	\$22,622,777	\$6,036,430



Development Review

Mission

This division's primary purpose is to ensure that private developments are designed and built in compliance with all Town codes, standards and policies.

Division Description

The Development Review Division reviews all development plans, preliminary plats, improvement and grading plans for privately constructed commercial, institutional and residential projects within the Town. The division issues grading and floodplain use permits for all of the approved projects. The primary emphasis is assuring that projects adhere to all Town codes, standards and policies.

This division also manages and issues all permits required for private construction within the Town's Right-of-Ways.

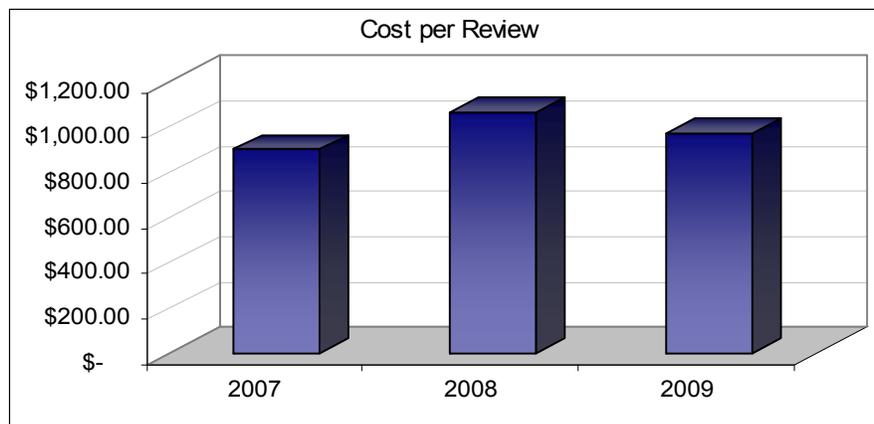
Department Personnel				
	FY 2007 Actual	FY 2008 Budget	FY 2008 Projected	FY 2009 Budget
Development Review Division Manager	1.0	1.0	1.0	1.0
Senior Civil Engineer	1.0	1.0	1.0	1.0
Civil Engineer	1.0	1.0	1.0	1.0
Engineering Design Reviewer	1.0	1.0	1.0	1.0
Civil Engineering Technician	2.0	2.0	2.0	2.0
Total FTE's	6.0	6.0	6.0	6.0

FY 2008 Highlights	FY 2009 Goals and Objectives Cont'd																												
<ul style="list-style-type: none"> - Revised and updated the drainage Criteria manual to current development standards - Assisted the Planning & Zoning Dept. in revising the Development Review Process for better citizen input and shortened processing schedules on private development projects - Assisted the IT Department in modifying the Permits Plus system to include the Development Review Process - Increased TOV Staff field presence on private development projects to better control construction impacts to the general community - Have decreased consultant plan review cycles to an average of 3.3 reviews from initial submittal to acceptance by the Town 	<p>Focus Area: Financial Sustainability</p> <ul style="list-style-type: none"> ▪ Continue to work with the Finance Department to revise the permit and review fee structure to recover the Town resources expended to permit and control private development <p>Focus Area: Leadership and Communication</p> <ul style="list-style-type: none"> ▪ In association with the Planning & Zoning department, create a Development Review and Submittal Criteria Manual to better address inconsistent and substandard developer plans and documentation being submitted to the Town 																												
FY 2009 Goals and Objectives	Performance Metrics																												
<p>Focus Area: Protection of Environment and Cultural Assets</p> <ul style="list-style-type: none"> ▪ Continue to increase staff presence in the field to control construction impacts to the general community ▪ Revise the Subdivision Street Standards to incorporate changes needed to reflect current code and environmental construction standards 	<p>Permits Reviewed and/or Issued</p> <table border="1"> <thead> <tr> <th></th> <th>2005</th> <th>2006</th> <th>2007</th> </tr> </thead> <tbody> <tr> <td>Type 1</td> <td>424</td> <td>508</td> <td>665</td> </tr> <tr> <td>Type 2</td> <td>24</td> <td>28</td> <td>10</td> </tr> <tr> <td>Type 3</td> <td>20</td> <td>11</td> <td>11</td> </tr> <tr> <td>Conditional Use</td> <td>-</td> <td>9</td> <td>9</td> </tr> </tbody> </table> <p>Plans Reviewed</p> <table border="1"> <thead> <tr> <th></th> <th>2005</th> <th>2006</th> <th>2007</th> </tr> </thead> <tbody> <tr> <td>Improvement, Development, Preliminary Plats, Final Plats, General Plan Amendments, Re-zonings, Grading Exceptions, Conditional Use, Public Art & Landscape</td> <td>325</td> <td>445</td> <td>491</td> </tr> </tbody> </table>		2005	2006	2007	Type 1	424	508	665	Type 2	24	28	10	Type 3	20	11	11	Conditional Use	-	9	9		2005	2006	2007	Improvement, Development, Preliminary Plats, Final Plats, General Plan Amendments, Re-zonings, Grading Exceptions, Conditional Use, Public Art & Landscape	325	445	491
	2005	2006	2007																										
Type 1	424	508	665																										
Type 2	24	28	10																										
Type 3	20	11	11																										
Conditional Use	-	9	9																										
	2005	2006	2007																										
Improvement, Development, Preliminary Plats, Final Plats, General Plan Amendments, Re-zonings, Grading Exceptions, Conditional Use, Public Art & Landscape	325	445	491																										
<i>2008-2009 Annual Budget</i>	<i>Program Budgets</i>																												



Development Review

Expenditures by Category	FY 2008 Budget	FY 2008 Projected	FY 2009 Budget	Variance to Budget
Personnel	\$500,464	\$479,691	\$492,949	\$(7,515)
Contracts/Services	29,752	29,838	26,426	(3,326)
Supplies	2,600	1,480	3,850	1,250
Capital Outlay	-	10,000	-	-
Total Expenditures	\$532,816	\$521,009	\$523,225	\$(9,591)





Custodial & Facility Maintenance

Mission

The Custodial and Facility Maintenance Division of the Public Works Department is dedicated to providing a safe, healthy and functional working environment for employees and citizens of the Town of Oro Valley to conduct daily business.

Division Description

The Facilities Maintenance Division provides building maintenance repairs, minor renovations, project management, contract administration, energy management and HVAC services for the Town's facilities. This division is responsible for the maintenance of 13 Town buildings and structures totaling approximately 76,000 square feet of building space.

Department Personnel				
	FY 2007 Actual	FY 2008 Budget	FY 2008 Projected	FY 2009 Budget
Facilities Maintenance Crew Leader	-	-	-	1.0
Facilities Maintenance Technician	1.0	1.0	1.0	-
Total FTE's	1.0	1.0	1.0	1.0

FY 2008 Highlights

- Repaired the Library's lights and replaced the boiler
- Replaced the compressor for the heating and cooling system at Calle Concordia
- Repaired the fire suppression system in the Development Services Building
- Remodeled the old Transit and Water Operations areas at Calle Concordia for Public Works Operations Staff
- Painted numerous offices in the Development Services building

FY 2009 Goals and Objectives

Focus Area: Quality of Life

- Purchased and installed Carbon Monoxide detectors in all Town Buildings

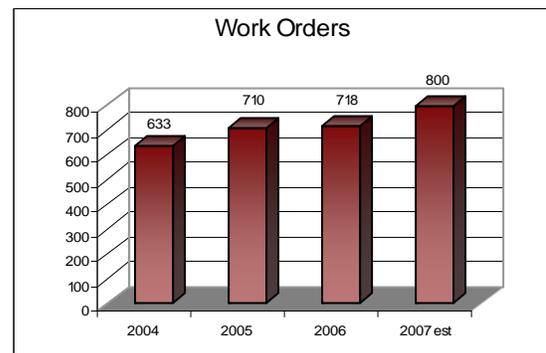
Focus Area: Financial Sustainability

- Continue to train existing and new facility maintenance crew for the new computerized work order system

Focus Area: Leadership and Communication

- Request new personnel – Facility Maintenance Crew Leader
- Develop and perform scheduled Preventive Maintenance of all Town Buildings

Performance Metrics



Cost Per Square Foot

Building	2007 Actual	2008 Est	2009 Budget
Administration	\$2.83	\$3.09	\$3.21
Library	2.68	*	3.84
Water Utility	2.51	3.98	4.94
Court	2.51	3.34	4.09
Development Services	2.85	3.13	3.27
Police	2.51	2.40	2.86
Calle Concordia	4.94	4.42	6.67
Municipal Operations Center	-	-	3.48

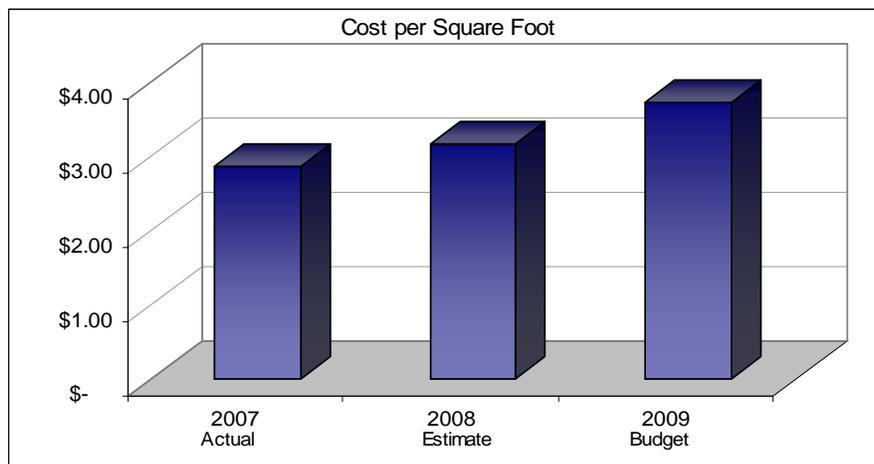
* Library operating costs captured in Library department for FY08



Custodial & Facility Maintenance

Expenditures by Category	FY 2008 Budget	FY 2008 Projected	FY 2009 Budget	Variance to Budget
Personnel	\$55,069	\$42,881	\$60,034	\$4,965
Contracts/Services	131,431	112,152	208,275	76,844
Supplies	43,930	16,314	19,550	(24,380)
Utilities	-	140	420	420
Capital Outlay	4,398	4,600	15,000	10,602
Total Expenditures	\$234,828	\$176,087	\$303,279	\$68,451

Expenditures by Building	FY 2008 Budget	FY 2008 Projected	FY 2009 Budget	Variance to Budget
Library	\$-	\$7,222	\$96,078	\$96,078
Administration	65,418	57,839	60,093	(5,325)
Water Utility	10,566	8,720	10,821	255
Magistrate Court	15,852	14,089	17,214	1,362
Development Services	33,588	31,262	32,716	(872)
Police & Substations	32,880	25,609	30,530	(2,350)
Calle Concordia	35,450	26,996	40,783	5,333
Municipal Operations Center	-	4,350	15,044	15,044
Steam Pump Ranch	41,074	-	-	(41,074)
Total Expenditures	\$234,828	\$176,087	\$303,279	\$68,451





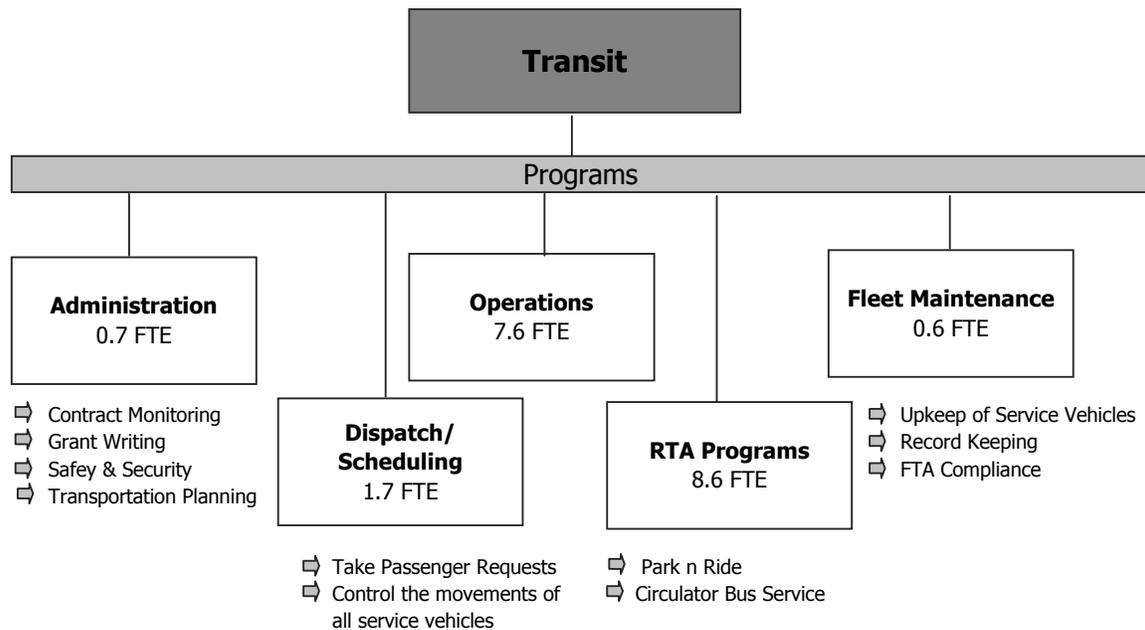
Mission

Independence is one of the most important things we can offer our residents who have certain special needs. That's why the Town of Oro Valley has established our own transit service.

Division Description

The Town Council's goal is to provide a locally run, reasonably priced service to enable our neighbors with disabilities to achieve the mobility that many of us take for granted. It will also help our residents who are older and otherwise would not have a way to get to doctor's appointments or shop for groceries. The Town's transit division will consist of a Transit Administrator who shall also serve as the Operations Manager for the Town's Para-transit service called Coyote Run, and as many drivers and dispatchers as may from time to time be deemed necessary by the Council for the efficient operation of the Transit Division. This years programming includes the potential to expand the department and services through utilization of Regional Transit Authority funding.

Departmental Programs/Divisions



Department Personnel				
	FY 2007 Actual	FY 2008 Budget	FY 2008 Projected	FY 2009 Budget
Transit Service Administrator	1.0	1.0	1.0	1.0
Transit Coordinator	-	1.0	1.0	1.0
Lead Driver	1.0	1.0	1.0	1.0
Driver	7.1	7.1	7.1	14.2
Dispatcher	1.5	1.5	1.5	2.0
Total FTE's	10.6	11.6	11.6	19.2



Transit

FY 2008 Highlights

- Coyote Run continues to experience ridership growth
- First complete year of successful implementation of the TRAPEZE Novus scheduling system
- The fare increase implemented produced an all time high of \$59,511 fare box revenues an increase of 54.7%
- Updated public information materials including the Coyote Run brochure and Rider's Guide
- Staff attended the annual TRAPEZE conference to learn how to better utilize the NOVUS dispatching system to optimize transit scheduling

FY 2009 Goals and Objectives

Focus Area: Quality of Life

- Implement increased service hours for Coyote Run providing more independence to Oro Valley residents
- Provide service options for the new transit circulator and implement through use of RTA funds

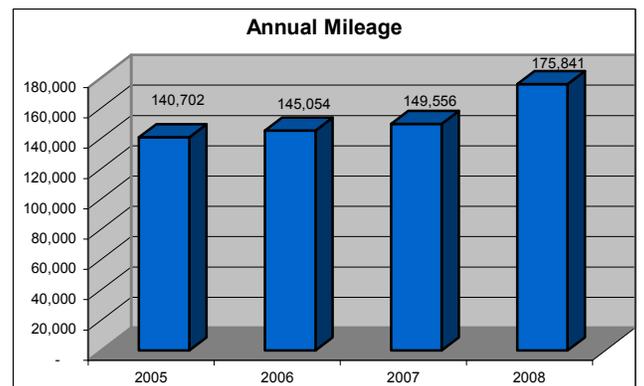
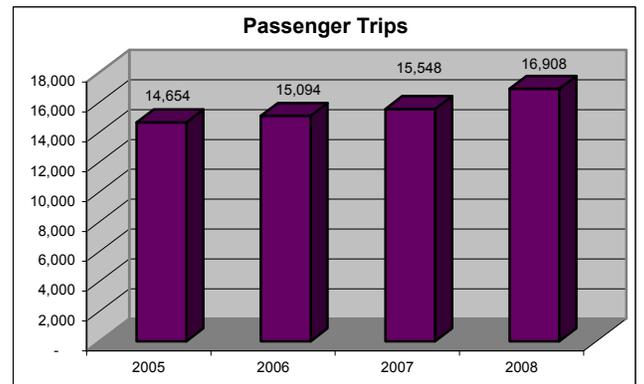
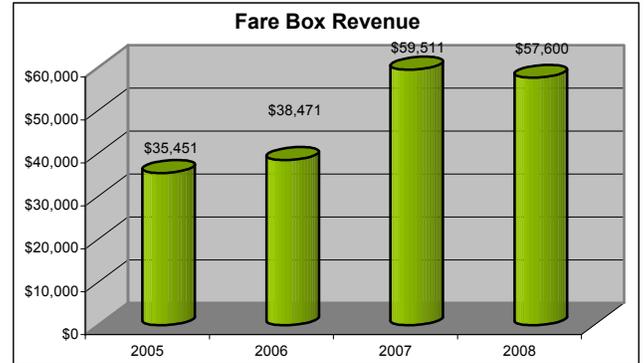
Focus Area: Economic Development

- Design and construct the new RTA funded Park and Ride by the end of the fiscal year
- Work with local transit agency, Sun Tran, to ensure the successful implementation of work commuter expresses from Oro Valley to the Downtown Central Business District and Raytheon utilizing RTA funding

Focus Area: Financial Sustainability

- Gain authorization and approval of newly developed Intergovernmental Agreements with the RTA to provide funding for transit expansion

Performance Metrics



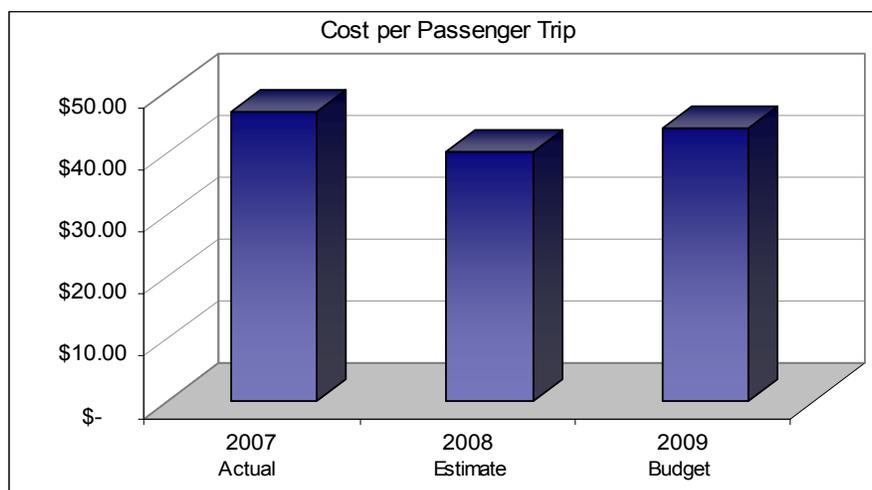


Transit

Personnel by Program	FY 2008 Budget	FY 2008 Projected	FY 2009 Budget	Budget to Variance
Administration	0.9	0.9	0.7	(0.2)
Fleet Maintenance	0.9	0.9	0.6	(0.3)
Operations	9.8	9.8	9.3	(0.5)
RTA Program	-	-	8.6	8.6
Total Personnel	11.6	11.6	19.2	7.6

Expenditures by Program	FY 2008 Budget	FY 2008 Projected	FY 2009 Budget	Budget to Variance
Administration	\$109,360	\$211,347	\$162,593	\$53,233
Fleet Maintenance	79,558	51,509	69,926	(9,632)
Operations	603,483	417,511	536,783	(66,700)
RTA Program	-	705,020	1,569,750	1,569,750
Program Total	\$792,401	\$1,385,387	\$2,339,052	\$1,546,651

Expenditures by Category	FY 2008 Budget	FY 2008 Projected	FY 2009 Budget	Budget to Variance
Personnel	\$530,161	\$405,175	\$485,024	\$(45,137)
Contracts/Services	90,895	68,775	90,730	(165)
Supplies	4,501	3,553	6,175	1,674
Utilities	45,000	62,811	65,000	20,000
Capital Outlay	120,000	727,520	739,000	619,000
Contingency	1,844	117,553	953,123	951,279
Total Expenditures	\$792,401	\$1,385,387	\$2,339,052	\$1,546,651





Stormwater Utility

Mission

We will provide safe and efficient management of the Stormwater Utility to promote and protect life and safety, water quality, and the Town's working and natural environments before, during, and after the occurrence of storm events in accordance with all Town codes, standards and policies.

Division Description

The Utility is managed through a section of the Operations Division. The section is responsible for meeting all Quality and Quantity Issues including the Town's Stormwater Management Plan, Floodplain and Erosion Hazard Management, and supporting all other Town programs that are impacted by storm events. The Division also coordinates with Federal, State and local government agencies related to the Town's Stormwater program.

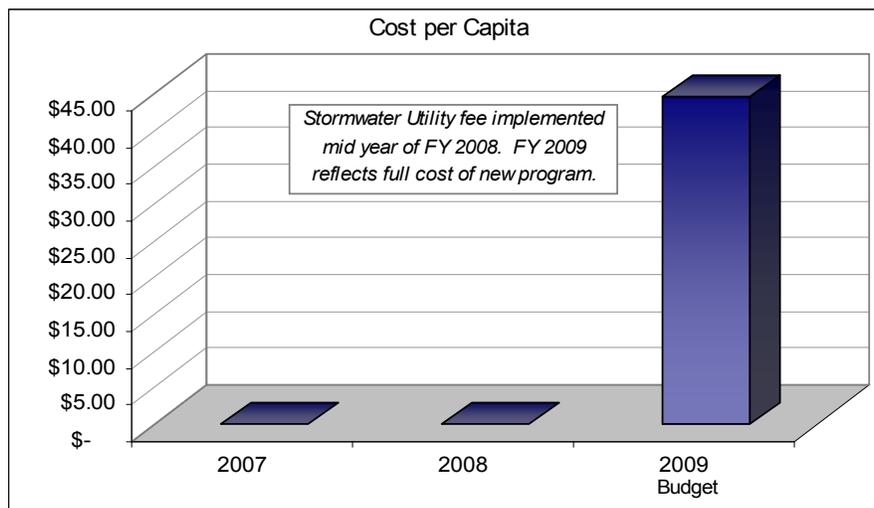
Department Personnel				
	FY 2007 Actual	FY 2008 Budget	FY 2008 Projected	FY 2009 Budget
Stormwater Engineer	-	1.0	1.0	1.0
Civil Engineering Technician	1.0	1.0	1.0	1.0
Total FTE's	1.0	2.0	2.0	2.0

FY 2008 Highlights	FY 2009 Goals and Objectives Cont'd
<ul style="list-style-type: none"> - The Town Council approved a new Stormwater Utility Fee for all residential and commercial locations in the Town - A Stormwater Manager was hired to support all aspects of the Utility - The Stormwater Utility Commission's involvement was greatly enhanced - Community outreach broadened with numerous presentations to HOAs, businesses, and public forums - Completed the internal review process for several new and updated Town Ordinances, Manuals and Studies dealing with Stormwater Management - Increased the level of in-house Stormwater support across Town 	<p>Focus Area: Protection of Environment and Cultural Assets</p> <ul style="list-style-type: none"> ▪ Increase documentation and inspections of private Stormwater Management Infrastructure Operations and Maintenance ▪ Highlight Hazardous Materials/Waste Management with Businesses and Community <p>Focus Area: Financial Sustainability</p> <ul style="list-style-type: none"> ▪ Incorporate the Stormwater Fee assessment process into the Development Services Permit Approval checklist. ▪ Maximize usage of other non-Town sources of funds to include grants, bonds, and in-kind support from the PCFCD, ADEQ, EPA and Community Groups <p>Focus Area: Economic Development</p> <ul style="list-style-type: none"> ▪ Accomplish Floodplain Management studies for any future annexation initiatives ▪ Minimize disruptions caused by storm events through improved maintenance of the Storm Utility and public roads <p>Focus Area: Quality of Life</p> <ul style="list-style-type: none"> ▪ Improved drainage debris cleanup after storm events
<p>FY 2009 Goals and Objectives</p> <p>Focus Area: Leadership and Communication</p> <ul style="list-style-type: none"> ▪ Continue to expand Stormwater Utility Commission involvement ▪ Expand Outreach Venues to Schools and Public Forums ▪ Improve Stormwater Web Page Effectiveness 	



Stormwater Utility

Expenditures by Category	FY 2008 Budget	FY 2008 Projected	FY 2009 Budget	Variance to Budget
Personnel	\$152,468	\$99,279	\$159,982	\$7,515
Contracts/Services	72,900	134,584	288,450	215,550
Supplies	4,300	7,614	11,500	7,200
Utilities	-	500	5,000	5,000
Capital Outlay	191,215	704,543	1,354,579	1,163,364
Other Financing Uses	-	-	40,000	40,000
Contingency	219,179	68,382	143,871	(75,308)
Total Expenditures	\$640,061	\$1,014,902	\$2,003,382	\$1,363,321





Water Utility

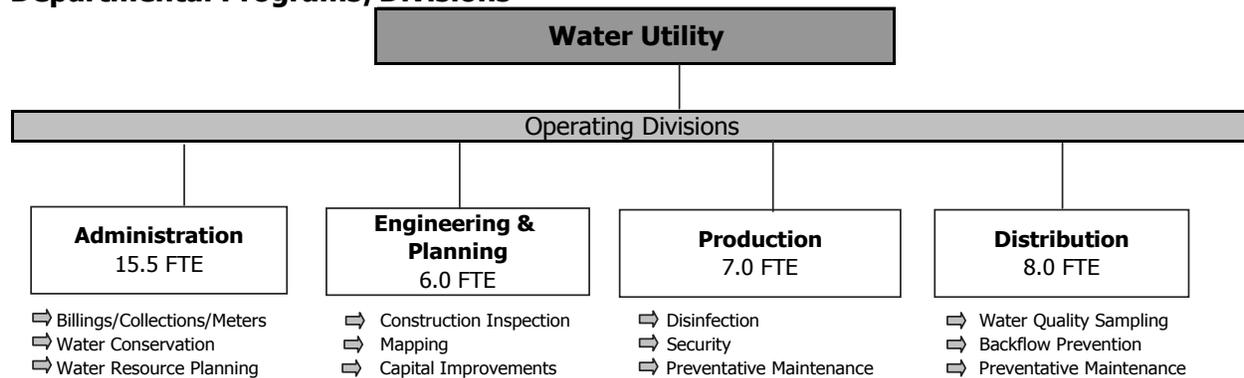
Mission

The Oro Valley Water Utility has the responsibility and obligation to ensure that safe, high quality and reliable drinking water is delivered to every customer. The Utility ensures that adequate amounts of water and pressure are available at all times. The Utility will strive to develop, finance and maintain all infrastructures deemed necessary to meet public safety needs. The Utility Staff shall strive to treat all customers with respect, courtesy and professionalism and provide the highest quality of customer service.

Department Description

The primary function of the Water Utility is the protection of public health and safety through the production and efficient delivery of water that meets and/or exceeds water quality standards and in sufficient quantity to meet customer demands. Responsibilities include regulatory compliance, customer service, promoting water conservation, generating customer billings, collection of utility revenues, efficient use of available water resources, planning for future water resource requirements, and coordination with the development community.

Departmental Programs/Divisions



Department Personnel				
	FY 2007 Actual	FY 2008 Budget	FY 2008 Projected	FY 2009 Budget
Water Utility Director	1.0	1.0	1.0	1.0
Engineering Division Manager	1.0	1.0	1.0	1.0
Water Utility Administrator	1.0	1.0	1.0	1.0
Water Production Superintendent	1.0	1.0	1.0	1.0
Water Distribution Superintendent	1.0	1.0	1.0	1.0
Project Manager	1.0	1.0	1.0	1.0
Meter Reader Supervisor	-	-	-	1.0
Engineering Design Reviewer	-	1.0	1.0	1.0
Conservation Specialist	1.0	1.0	1.0	1.0
Lead Water Utility Operator	3.0	4.0	4.0	4.0
Construction Inspector	2.0	2.0	2.0	2.0
GIS Analyst	1.0	-	-	-
Senior Civil Engineering Technician	1.0	-	-	-
Civil Engineering Technician	1.0	1.0	1.0	1.0
Water Utility Operator II	9.0	8.0	8.0	8.0
Senior Office Specialist	-	1.0	1.0	1.0
Customer Service Supervisor	1.0	1.0	1.0	1.0
Water Utility Operator I	5.0	6.0	6.0	6.0
Office Specialist	1.0	-	-	-
Customer Service Representative	4.0	4.0	4.0	4.0
Water Conservation Intern	0.5	0.5	0.5	0.5
Total FTE's	35.5	35.5	35.5	36.5



Water Utility

FY 2008 Highlights	FY 2009 Goals and Objectives Cont'd
--------------------	-------------------------------------

- The Utility took 5,998 water quality samples with all results meeting federal, state and local water quality regulations
- Increased customer base in CY 2007 by 383 new connections for a total of 18,035 connections as of 12/31/07
- Phase 1 of the reclaimed water system delivered 500,894,000 gallons of reclaimed water to golf courses. This is a direct savings of potable groundwater
- Phase 2 of the reclaimed water system is expected to be complete by October 2008. Phase 2 will provide reclaimed water to the 2 Hilton golf courses south of Tangerine Rd - It is estimated that Phase 2 reclaimed deliveries will total over 300,000,000 gallons
- The Utility performed 205 residential water use audits in CY 2007 - Customers continue to save water as a result of these audits
- The Potable Water System Development Impact Fees and the Alternative Water Resources Development Impact Fees were both increased during CY 2007
- The Utility refinanced bonds originally issued in 1996 and realized a savings in interest payments of approximately \$1,000,000.00

Focus Area: Quality of Life

- Maintain a high quality, safe and reliable drinking water supply
- Conduct water resource planning for existing and future needs
- Plan for direct delivery of CAP water
- Continue to promote water conservation

Focus Area: Protection of Environment and Cultural Assets

- Promote water conservation through water use audits, public education and outreach
- Complete the construction of the reclaimed water delivery system
- Construct potable water facilities to meet demands and enhance system reliability
- Installation of additional security equipment to protect the safety of the potable water supply

FY 2009 Goals and Objectives

Focus Area: Financial Sustainability

- Review water rates, fees and charges to make sure costs incurred by the Utility to provide services are being recovered through the fees charged

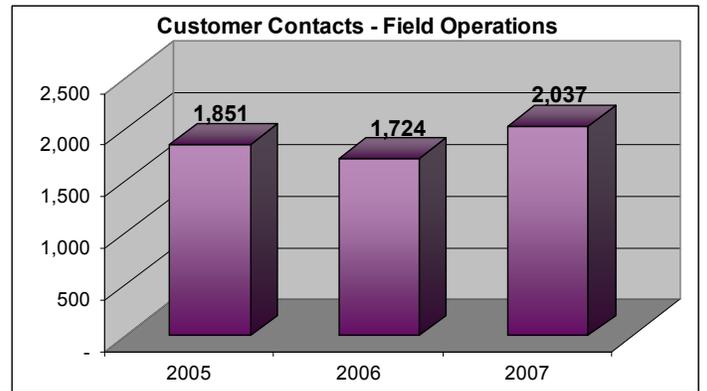
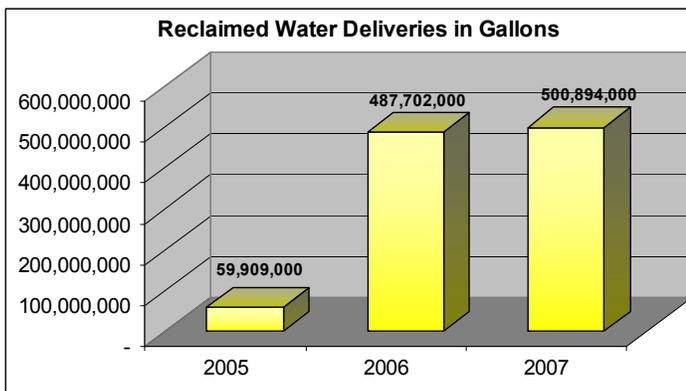
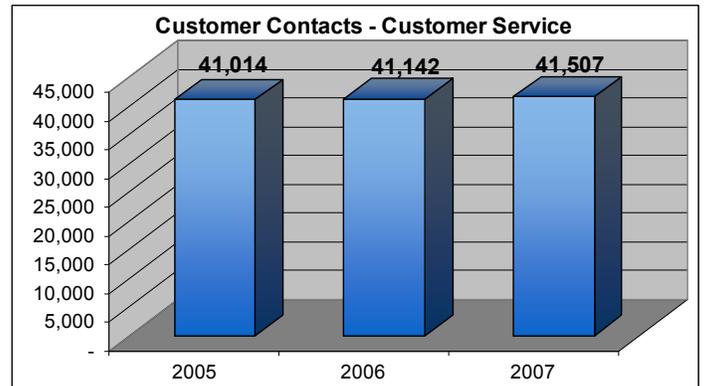
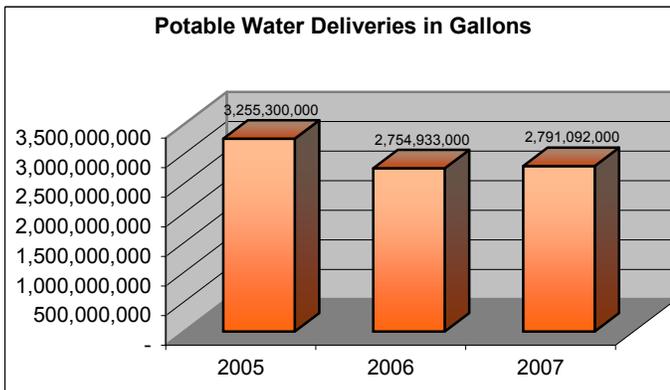
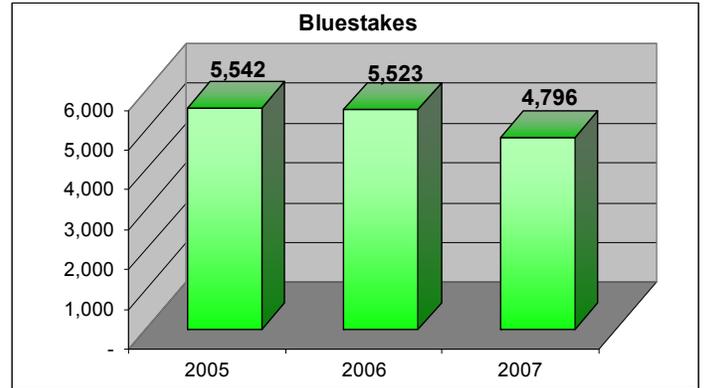
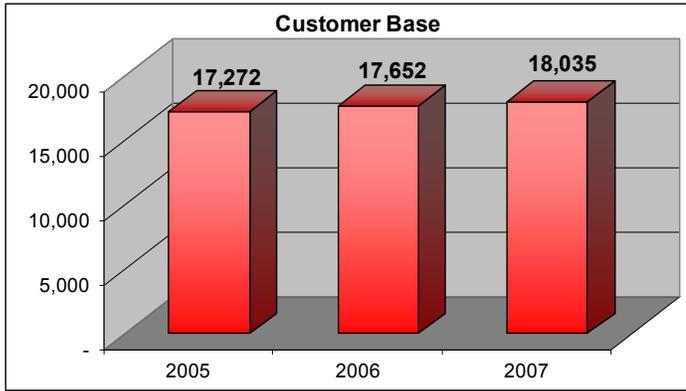
Focus Area: Economic Development

- Review water improvement plans for new development
- Develop renewable water supplies for existing and future customers



Water Utility

Performance Metrics



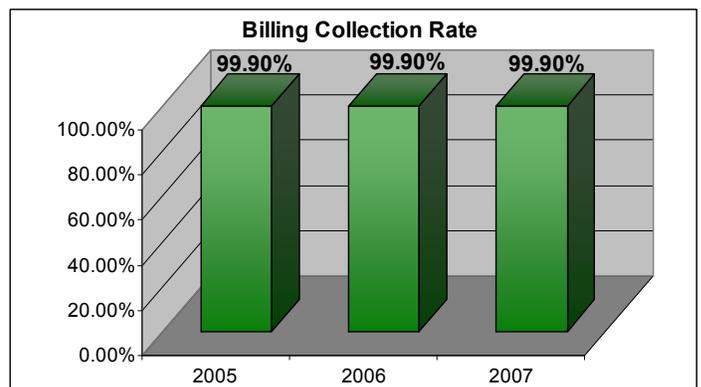
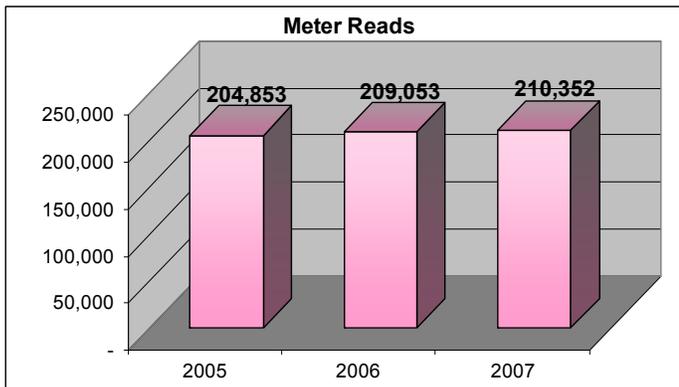
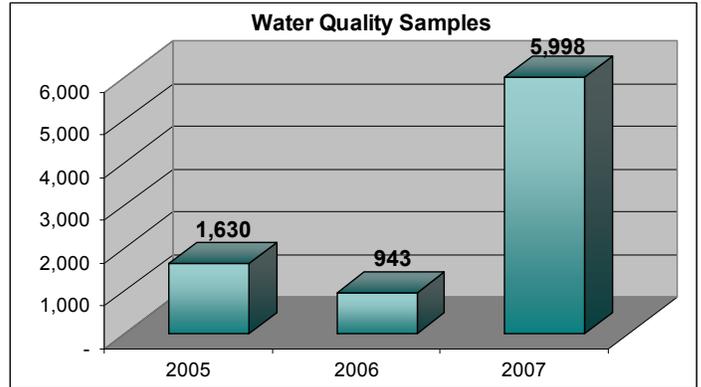
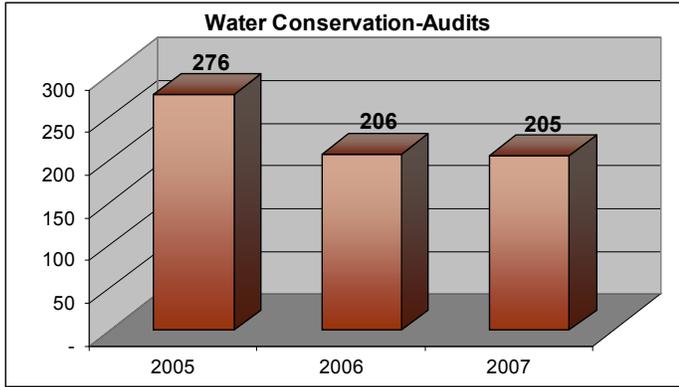
2008-2009 Annual Budget

Program Budgets



Water Utility

Performance Metrics Cont'd



2008-2009 Annual Budget

Program Budgets



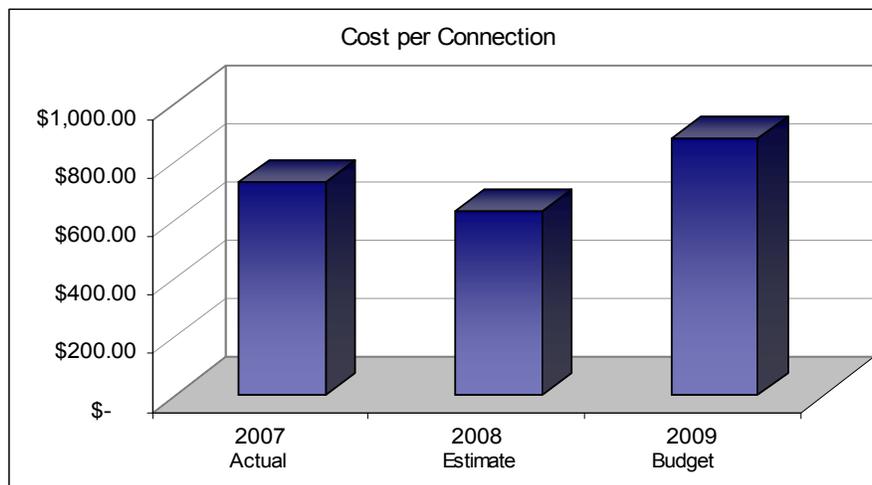
Water Utility

Personnel by Program	FY 2008 Budget	FY 2008 Projected	FY 2009 Budget	Variance to Budget
Administration	14.5	14.5	15.5	1.0
Engineering & Planning	6.0	6.0	6.0	-
Production	7.0	7.0	7.0	-
Distribution	8.0	8.0	8.0	-
Total Personnel	35.5	35.5	36.5	1.0

Expenditures by Program	FY 2008 Budget	FY 2008 Projected	FY 2009 Budget	Variance to Budget
Administration	\$12,909,086	\$20,493,125	\$15,662,035	\$2,752,949
Engineering & Planning	5,951,010	2,464,589	5,050,272	(900,735)
Production	2,452,103	2,603,159	3,570,285	1,118,181
Distribution	1,052,639	1,022,427	930,339	(122,302)
Program Total	\$22,364,838	\$26,583,300	\$25,212,931	\$2,848,093

Expenditures by Category	FY 2008 Budget	FY 2008 Projected	FY 2009 Budget	Variance to Budget
Personnel	\$2,365,664	\$2,306,969	\$2,470,040	\$104,376
Contracts/Services	5,990,701	5,252,815	6,440,744	450,043
Supplies	209,778	162,598	140,420	(69,358)
Utilities	1,092,266	1,096,753	1,226,381	134,115
Capital Outlay	5,662,140	2,128,363	4,858,826	(803,314)
Debt Service	2,952,047	2,952,047	3,597,312	645,265
Other Financing Uses	1,750,724	2,350,724	-	(1,750,724)
Contingency	2,341,518	10,333,031	6,479,208	4,137,690
Total Expenditures	\$22,364,838	\$26,583,300	\$25,212,931	\$2,848,093
Cash Total *	\$20,165,838	\$24,127,600	\$22,708,931	\$2,543,093

* Total expenditures less non-cash outlays for Depreciation and Amortization





Alternative Water Resource Development Impact Fee Fund

Description

This fund accounts for expenditures for alternative water resource capital costs and any related debt service. Revenues are received from impact fees. Groundwater Preservation fees collected through the Enterprise Fund are contributed to the Alternative Water Resource Development Impact Fee (AWRD) Fund to assist with debt service. Specific activities include analysis, planning, design and construction of infrastructure required to deliver alternative water resources (CAP and reclaimed water) to the Town.

Expenditures by Category	FY 2008 Budget	FY 2008 Projected	FY 2009 Budget	Budget to Variance
Contracts/Services	\$35,500	\$83,718	\$396,000	\$360,500
Capital Outlay	5,650,000	3,099,884	737,000	(4,913,000)
Debt Service	1,577,118	1,576,842	1,752,010	174,892
Other Financing Uses	-	2,912,461	-	-
Contingency	1,495,422	228,412	271,342	(1,224,080)
Total Expenditures	\$8,758,040	\$7,901,317	\$3,156,352	\$(5,601,688)



Potable Water System Development Impact Fee Fund

Description

This fund accounts for expenditures for potable water capital improvements that are growth related and debt service. Revenues are received from impact fees. The impact fees collected are used for repayment of bonds sold to finance the capital projects. Specific activities include design and construction of infrastructure required to deliver potable water to meet the needs of future customers.

Expenditures by Category	FY 2008 Budget	FY 2008 Projected	FY 2009 Budget	Budget to Variance
Capital Outlay	\$1,570,000	\$731,164	\$570,000	\$(1,000,000)
Debt Service	631,920	631,920	637,646	5,726
Other Financing Uses	-	2,456,034	-	-
Contingency	11,428,222	8,207,604	8,116,058	(3,312,164)
Total Expenditures	\$13,630,142	\$12,026,722	\$9,323,704	\$(4,306,438)



Non Departmental

Description

The Non Departmental budget includes expenditures for General Administration which consists of overhead and pooled costs for utility expenses, pool vehicle maintenance and operations, general liability insurance, and monetary transfers to other funds. It also includes capital costs for certain projects and principal and interest payments on Town general debt issuances.

Expenditures by Program	FY 2008 Budget	FY 2008 Projected	FY 2009 Budget	Variance to Budget
General Administration	\$17,117,231	\$21,593,594	\$18,099,275	\$982,044
Debt Service	2,032,733	2,001,810	3,218,674	1,185,941
Capital Asset Replacement	500,000	500,000	1,000,000	500,000
Municipal Operations Center	6,612,690	6,558,830	32,093,830	25,481,140
Steam Pump Village	628,113	475,000	915,811	287,698
Naranja Town Site Park	-	269,171	49,239,171	49,239,171
Honey Bee Village	206,500	491,979	216,186	9,686
Total Expenditures	\$27,097,267	\$31,890,384	\$104,782,947	\$77,685,680

Expenditures by Category	FY 2008 Budget	FY 2008 Projected	FY 2009 Budget	Variance to Budget
Contracts/Services	\$1,176,939	\$876,180	\$2,444,796	\$1,267,857
Supplies	54,500	58,000	67,000	12,500
Utilities	92,300	103,000	135,500	43,200
Capital Outlay	1,286,500	1,292,168	76,451,757	75,165,257
Debt Service	3,564,217	1,722,508	2,860,628	(703,589)
Other Financing Uses	5,959,581	5,959,581	2,514,266	(3,445,315)
Contingency	14,963,230	21,878,947	20,309,000	5,345,770
Total Expenditures	\$27,097,267	\$31,890,384	\$104,782,947	\$77,685,680

This Page Intentionally Left Blank



Capital Improvement Program Overview

Overview

Providing infrastructure is a primary function of a local government. Maintaining public safety, town services, parks and recreation facilities, adequate transportation systems, and the community's quality of life are all heavily dependent on how the Town handles infrastructure issues.

The Capital Improvement Program (CIP) is a comprehensive, five-year plan of capital projects that will support the continued growth and development of the Town. The CIP establishes the Capital Budget, which is submitted as the capital outlay portion of the annual Town budget. The CIP is used in implementing the General Plan and supporting the Town's adopted Strategic Plan by developing a prioritized schedule of short-range and long-range community capital needs, evaluating projects, and analyzing the community's ability and willingness to pay for them in the most cost-effective way. The Town uses the CIP as its method in determining future infrastructure requirements and planning the financing of facilities and equipment to maintain the service levels provided to Town citizens.

The Town identifies capital projects as those which:

- Cost \$50,000 or more;
- Have an expected useful life of five or more years; and
- Becomes, or preserves, an asset of the Town

Town staff, a Town Council representative, and board and commission representatives, form a CIP Technical Advisory Committee (CIPTAC). Each year the CIPTAC identifies new projects for inclusion in the CIP. The new projects incorporate goals and objectives identified in the Towns' Strategic Plan for the coming fiscal year. The approved CIP projects are incorporated into the Town's annual budget, while the remaining years offer insight into the needs of the Town for the next four years.

The CIP is comprised of four components:

- Needs assessment that identifies all needed and planned community infrastructure
- Financial analysis and determination of options and projected costs
- A plan that programs infrastructure by year over a five-year period
- A capital budget to be included in the annual budget for the new fiscal year

The Town uses the Capital Improvement Program as an avenue of communication to the public. Through the CIP document, residents and businesses are provided with an accurate and concise view of the Town's long term direction for capital investment and the Town's need for stable revenue sources to fund large, multi-year capital projects.

CIP Process and Timeline

In an effort to redefine and improve the Town's Capital Improvement Program (CIP) for Fiscal Year 2008/09 and beyond, the Town has made several changes to the current CIP process to achieve a number of goals as outlined below:

- Format the CIP to encompass all funds and funding sources, including General Funds, Highway Funds, Impact Fee Funds, Regional Transportation Authority (RTA) Funds, Local and Pima County Bond Funds and Town Enterprise Funds
- Create a 5-year funding and spending plan for the Capital Asset Replacement Fund to fund the routine replacement of Town vehicles, computer equipment, Police weapons, etc. for General Fund operations

CAPITAL IMPROVEMENT PROGRAM

Program Overview
Projects by Fund
Map of Projects
Project Descriptions





Capital Improvement Program Overview

- Incorporate all major facility construction, improvement and master planning projects into the program for projects such as the Municipal Operations Center, Naranja Town Site, Steam Pump Ranch development, Honeybee Village development, etc.
- Analyze and include estimated operations and maintenance (O&M) budget impacts for each respective CIP project over the five year planning period
- Automate the process of delivery and receipt of CIP project request forms and format information in Excel spreadsheets for automatic consolidation of data in a central spreadsheet for reporting by Finance staff
- Streamline the CIP Technical Advisory Committee (CIPTAC) by reducing the size to ten (10) members consisting of the following:
 - One (1) Council Member Liaison, (non-scoring member)
 - Three (3) Department Heads, (scoring member)
 - The Town Manager, (non-scoring member)
 - Finance Director, (scoring member)
 - Town Attorney Representative, (scoring member)
 - One (1) member of the Finance and Bond Committee, (scoring member)
 - One (1) member of the Planning and Zoning Commission, and (scoring member)
 - One (1) member of the Parks and Recreation Advisory Board (scoring member)
- Make slight revisions to the CIP scoring and ranking process whereby each scoring member of the CIPTAC will score each CIP project on their own against all eight (8) proposed criteria and tally up a total score for each project. The members' scores for each project will then be totaled and the projects will be ranked in priority order from the highest score to the lowest score for funding allocation.
- Expand the evaluation criteria by adding the criteria element – Avoidance of Future Capital Expenditures
- Maintain the existing policy of allowing a one-year "rollover" of CIP projects that are not initiated or completed in the first year of funding

It is hoped that with these changes, the CIP process will be more meaningful and provide a clearer picture of both the capital costs and related O&M costs faced by the Town of Oro Valley over the next five years.

As a result of the changes made to the process, the CIP timeline was modified to accommodate the changes and provide adequate timing for a thorough analysis of the projects. A summary of the process and timeline is provided below:

September – October:	Board and Commission member appointments to CIPTAC
November – January:	Request forms & instructions set up for central access by staff Department requests completed and submitted Cost analysis performed by Finance and Procurement staff
February:	CIPTAC meetings scheduled to present project requests and allow time for scoring
March:	Projects scores are tallied and ranked Draft of comprehensive CIP presented to CIPTAC CIPTAC finalizes CIP and recommends for Council adoption
April:	CIP presented to Planning & Zoning Commission



Capital Improvement Program Overview

- May: Budget study session to present CIP to Mayor and Town Council
- June: Adoption of Tentative Budget and CIP by Mayor and Town Council
- July: Adoption of Final Budget and CIP by Mayor and Town Council

Project Evaluation Criteria

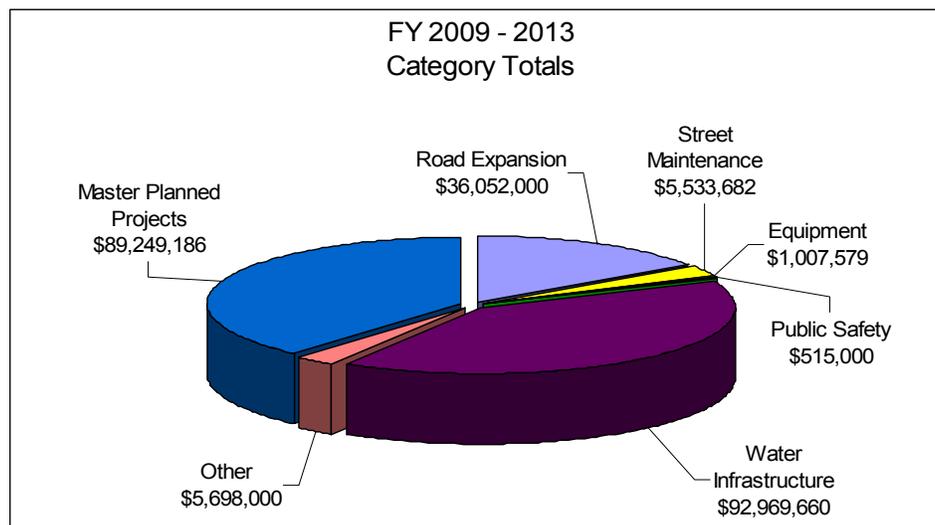
Critical to the selection of the CIP projects are the criteria by which projects are assessed and evaluated. The evaluation criteria guide the CIPTAC in their selection of the projects to be funded. The CIPTAC has selected eight criteria for project evaluation. They are as follows:

- Public Health, Safety and Welfare
- Supports Stated Community Goals
- Fiscal Impact to Town
- Impact on Service Levels
- Impact on Operations and Maintenance
- Legal Ramifications
- Relationship to Other Projects/Coordination
- Avoidance of Future Capital Expenditures

Only projects funded by the General Fund are subject to the evaluation criteria. Projects funded from the remaining Town Funds (ex. Highway, Development Impact Fee and Water Utility) are deemed vital and necessary to the Town's infrastructure. Furthermore, these funds are either self sustaining, receive funding from outside sources such as the Pima Association of Governments (PAG) and other governmental agencies and jurisdictions, or have dedicated revenues that specify the use of the funds.

Capital Improvement Program Summary

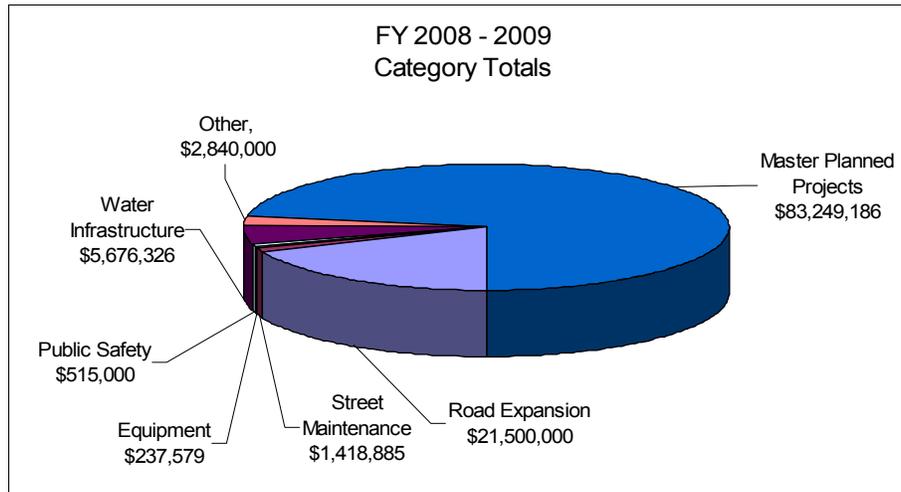
The cumulative 5-year capital budget for the Town of Oro Valley totals \$231,025,107 for fiscal years 2008-09 through 2012-13. The five year outlook is concentrated on Roadway expansion, Street maintenance and Equipment, Public Safety, Water infrastructure and the Town's Master Planned Projects. The projects will have a substantial impact on the Town's ability to provide the citizens and community with the infrastructure and service that is essential for continued growth. The graph below shows the allocations by category for the given years:





Capital Improvement Program Overview

The amount allocated for CIP projects in the FY 08/09 proposed budget is \$115,436,976. The graph below shows the allocations by category for FY 08/09. The projects included in the FY 08/09 CIP reflect the needs of the Town based on goals established in both the General and Strategic Plans. The projects represent a significant investment in the infrastructure, parks and recreation and public safety of the Town and attempt to meet the needs of the community.



Financing the Capital Improvement Program

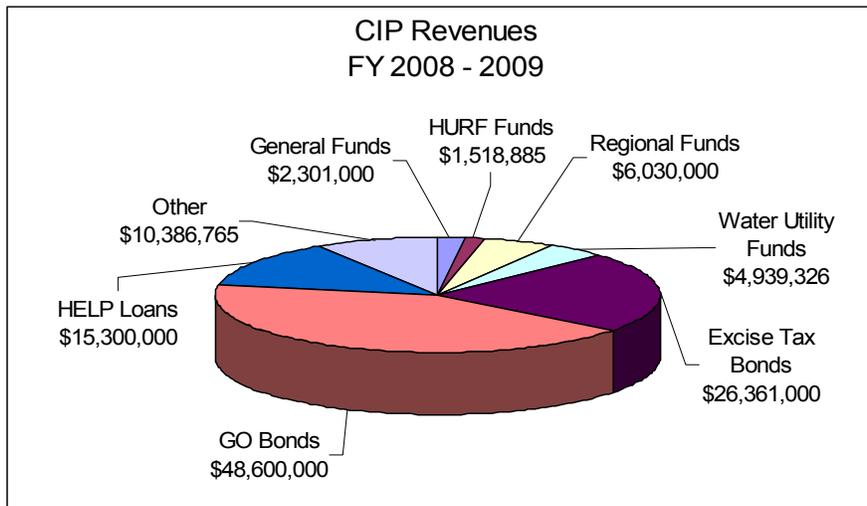
Over the years, the Town of Oro Valley has financed a substantial portion of capital improvements through operating revenue and use of cash reserves. The "pay-as-you-go" financing method has been the preferred method for funding CIP projects in the past. The following options were considered when analyzing potential funding sources for CIP projects:

- Pay-as-you-go financing
- Bonds
- Certificates of participation
- Lease-purchase agreements
- Improvement districts
- Development impact fee ordinances
- Federal and State grants
- Donations and intergovernmental agreements
- User fees

Funding for the 2008 - 2009 CIP is derived from a variety of sources as depicted in the chart below:



Capital Improvement Program Overview



Significant funding is generated through local taxes, development fees, intergovernmental grants, and Pima County bond proceeds. The Town relies heavily on income related to development to fund the projects, and a challenge for the Town will be to continue to develop funding sources to replace this income as construction activity declines in future years.

MULTI-YEAR CAPITAL PROJECTS – HISTORIC PRESERVATION AND TOWN FACILITIES

The following section identifies a number of significant capital projects that are currently under assessment by the Town Council and Town management. Funding in the specified amounts has been included in the FY 08/09 annual budget to further plan for the completion of these projects. More detailed multi-year budget amounts for these projects will be developed in future CIP plans as it becomes clearer how these projects will develop and what revenue sources are available to construct and operate them.

Steam Pump Ranch

Steam Pump Ranch was established in the 1870's along what is now Oracle Road, north of First Avenue, (within current Oro Valley town limits). Use of the Steam Pump Ranch area began with transient passage following the course of the Canada del Oro. The ranch was along a frequently traveled route between Tucson and Camp Grant, a military outpost near the junction of Aravaipa Creek and the San Pedro River. The founders dug a well at the confluence of the nearby washes and installed a steam pump to bring water to the surface – which represents one of the first steam pumps used in the region. The name "Steam Pump" came from the wood-fired pump that was imported from Germany.

The Steam Pump Ranch budget for FY 2008 – 2009 is \$850,000. The budgeted amount will be expended on building and infrastructure assessments and immediate stabilization of all historic structures. Funding for the Steam Pump Ranch is provided by Pima County Bond Funds and Town General Funds. The Town is currently in the process of developing a master plan for the site that will guide its future development.

Honey Bee Village

The Honey Bee Village is a settlement that was established near the start of the Hohokam Cultural sequence (around A.D. 450-600) and was continuously occupied up to the thirteenth century. It is the only such historic Hohokam village site left largely intact within the Town of Oro Valley. The Honey Bee Village site is located along the east side of Rancho Vistoso Boulevard immediately south of the Moore Road alignment.



Capital Improvement Program Overview

The FY 2008 – 2009 budget is \$216,186. The funds will be used for the design, construction and installation of interpretive site signage, benches, shade structures, creation of paths and walkways, and landscaping and irrigation within the Honey Bee Village Preserve.

Naranja Town Site

The 213+ acre property is centrally located in Oro Valley, north of Naranja Road, east of Copper Creek subdivision, south of Tangerine Road, and west of the Monterra Hills subdivision. In 1996, the Town purchased the west 40 acres of the site for recreational purposes and the remaining 173 acres were purchased at a State Land auction in October of 2000. Although the site is currently vacant and void of buildings, it was once used as a sand and gravel operation, as well as a mixing plant.

The Town will be holding a special bond election on November 4, 2008 to ask for voter approval to issue \$48.6 million in general obligation bonds to pay for all earthwork, infrastructure, ball fields, tennis and basketball courts, and other outdoor recreation elements for Phase I development of the park. Future phases of development of the park could include a community center/theater, aquatics center and music pavilion per the adopted Naranja Town Site Programming and Concept Design report approved by the Town Council in March 2007.

Municipal Operations Center (MOC)

Due to the growth in Town operations and personnel, the Town has established a Municipal Operations Center Fund for the planning and construction of new Town facilities which will be located on Town-owned property at Rancho Vistoso Blvd. and Innovation Way. In FY 2007 – 2008 Town staff from the Public Works and Water Departments relocated to modular buildings the Town has installed on the property. A full facility master plan is nearly complete for this site and includes nearly 64,000 square feet of new space, plus the renovation of almost 11,000 square feet of space at the existing Town Hall site for Phase I. Phase I estimated project costs are approximately \$33 million. It is anticipated that funding for this capital project will come from General Fund, Highway Fund and Water Utility cash reserves, remaining bond funds from series 2005 excise tax bonds used to purchase the land, and a new issuance of excise tax bonds to fund the balance.

CIPTAC Recommendations

During this year's process, the CIPTAC recommended the following changes to the CIP for FY 2008 – 2009 and beyond:

- Departments do not combine multiple projects in a single request. Individual projects must meet the capital project criteria, as defined in this document, for consideration.
- The Town research the use of bond funds as an alternative source of funding for the Vestar Tenant Improvement project
- The Town research lease-purchase options for high dollar equipment purchases
- The Town research Improvement Districts as an alternative funding mechanism for new sidewalk construction and installation
- The Town research the issuance of excise tax bonds as an alternative funding source for street and road preservation and maintenance

The recommendations provided by the CIPTAC have allowed the Town to thoroughly evaluate the project requests to ensure the needs of the public are being met. Furthermore, the recommendations have provided increased flexibility in the uses of funds from both the General and Highway Funds. As a result of the recommendations put forth by the CIPTAC, the CIP has increased in its value as a planning document for the future capital needs of the Town.



Capital Improvement Program Overview

Summary

Projects included in the FY 2008 – 2009 CIP reflect the combined efforts of all Town Departments as well as the Town Council and Oro Valley residents. The plan recognizes the added benefits the projects will bring to the Town, while understanding the fiscal requirements and obligations each of these projects will entail. The CIP is updated annually, and new projects may be included should additional funding sources be identified.

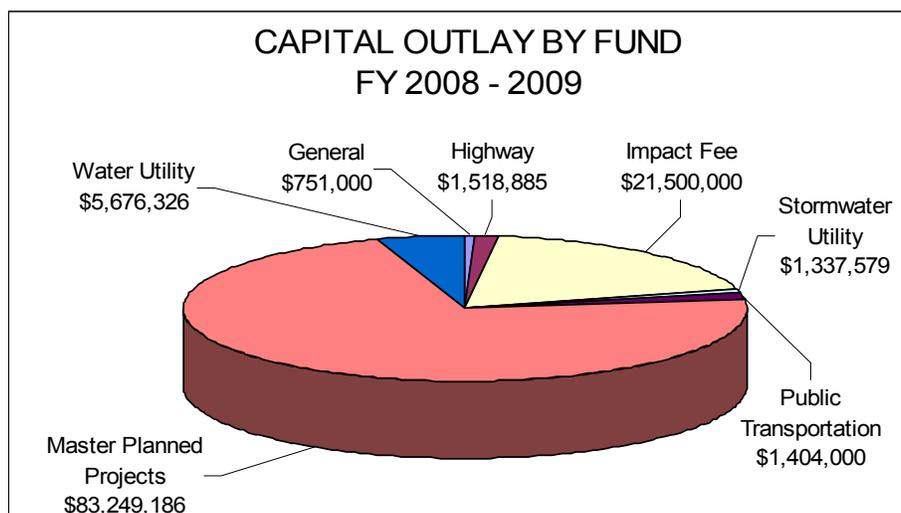
The 2008 – 2009 CIP attempts to meet the priority needs of the community, at the same time maintaining financial sustainability in future years. The plan as submitted is financially feasible and the projects included can be expected to be complete before the end of the fiscal year. As Town priorities and policies change, it is imperative that the CIP is continually reevaluated to assure the projects and funding sources are in accordance with the Town Council priorities and policies.

The documents provided on the following pages offer an in-depth view into the CIP Budget and provide detailed information on the projects and the impact they have on the operating budget.

Table 1 below shows the Five Year CIP Projects by Fund:

Table 1

<u>Fund</u>	<u>Fiscal Year</u>					<u>Totals</u>
	<u>08/09</u>	<u>09/10</u>	<u>10/11</u>	<u>11/12</u>	<u>12/13</u>	
General	\$ 751,000	\$ 906,000	\$ 6,000	\$ 6,000	\$ -	\$ 1,669,000
Highway	\$ 1,518,885	\$ 1,160,000	\$ 1,210,000	\$ 1,150,000	\$ 1,314,797	\$ 6,353,682
Impact Fee	\$ 21,500,000	\$ 4,680,000	\$ 4,581,000	\$ 5,291,000	\$ -	\$ 36,052,000
Stormwater Utility	\$ 1,337,579	\$ 50,000	\$ -	\$ -	\$ -	\$ 1,387,579
Public Transportation	\$ 1,404,000	\$ 425,000	\$ 425,000	\$ 425,000	\$ 665,000	\$ 3,344,000
Master Planned Projects	\$ 83,249,186	\$ -	\$ 6,000,000	\$ -	\$ -	\$ 89,249,186
Water Utility	\$ 5,676,326	\$ 4,115,000	\$ 24,023,334	\$ 35,393,334	\$ 23,761,666	\$ 92,969,660
Total All Funds	\$115,436,976	\$11,336,000	\$36,245,334	\$42,265,334	\$25,741,463	\$231,025,107



Note: Funds included in these totals may be in contingency.

This Page Intentionally Left Blank



Town of Oro Valley
Community of Excellence

This Page Intentionally Left Blank



Projects by Fund

Table 2 below identifies the General Fund Projects for Fiscal Years 2009 – 2013:

Table 2

General Fund

<u>Project Name</u>	<u>Department</u>	<u>FY 08/09</u>	<u>FY 09/10</u>	<u>FY 10/11</u>	<u>FY 11/12</u>	<u>FY 12/13</u>
Employee/Facility Security phase II	General Administration	\$ 168,000	\$ -	\$ -	\$ -	\$ -
Town-wide Phone System Replacement	Information Technology	\$ -	\$ 400,000	\$ -	\$ -	\$ -
Content Management System - Rollover	Information Technology	\$ 68,000	\$ -	\$ -	\$ -	\$ -
Trailhead Access to Tortolita Mountains	Parks and Recreation	\$ -	\$ 500,000	\$ -	\$ -	\$ -
Vestar Tenant Improvements	Police	\$ 373,000	\$ -	\$ -	\$ -	\$ -
Digital Information Management System (DIMS)	Police	\$ 53,000	\$ -	\$ -	\$ -	\$ -
Spillman Mapping Upgrade	Police	\$ 89,000	\$ -	\$ -	\$ -	\$ -
General Fund Totals		\$ 751,000	\$ 906,000	\$ 6,000	\$ 6,000	\$ -

Table 3 below identifies the Highway Fund Projects for Fiscal Years 2009 – 2013:

Table 3

Highway Fund

<u>Project Name</u>	<u>Department</u>	<u>FY 08/09</u>	<u>FY 09/10</u>	<u>FY 10/11</u>	<u>FY 11/12</u>	<u>FY 12/13</u>
Stress Absorbant Membrane (SAM) Project	Public Works	\$ 876,002	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000
Fog Seal Project	Public Works	\$ 128,396	\$ -	\$ -	\$ -	\$ 114,797
Fog Seal Project - Rollover	Public Works	\$ 114,487	\$ -	\$ -	\$ -	\$ -
Purchase 4000 gallon water truck	Public Works	\$ 100,000	\$ -	\$ -	\$ -	\$ -
Suffolk Hills Street Rehabilitation - Rollover	Public Works	\$ 150,000	\$ -	\$ -	\$ -	\$ -
Linda Vista Blvd Street Rehabilitation - Rollover	Public Works	\$ 50,000	\$ -	\$ -	\$ -	\$ -
Calle Buena Vista Street Rehabilitation - Rollover	Public Works	\$ 100,000	\$ -	\$ -	\$ -	\$ -
Vibratory Roller with smooth drum and water bar	Public Works	\$ -	\$ -	\$ -	\$ -	\$ 75,000
Upgrade current loader to a 956 cat loader	Public Works	\$ -	\$ -	\$ -	\$ 150,000	\$ -
Cat Backhoe 426	Public Works	\$ -	\$ -	\$ 85,000	\$ -	\$ -
Asphalt truck	Public Works	\$ -	\$ 85,000	\$ -	\$ -	\$ -
Asphalt oil distributor	Public Works	\$ -	\$ -	\$ -	\$ -	\$ 125,000
863 Bobcat with attachments	Public Works	\$ -	\$ 75,000	\$ -	\$ -	\$ -
10 ton end dump truck	Public Works	\$ -	\$ -	\$ 125,000	\$ -	\$ -
Highway Fund Totals		\$ 1,518,885	\$ 1,160,000	\$ 1,210,000	\$ 1,150,000	\$ 1,314,797

Table 4 below identifies the Stormwater Fund Projects for Fiscal Years 2009 – 2013:

Table 4

Stormwater Fund

<u>Project Name</u>	<u>Department</u>	<u>FY 08/09</u>	<u>FY 09/10</u>	<u>FY 10/11</u>	<u>FY 11/12</u>	<u>FY 12/13</u>
Street Sweeper	Public Works	\$ 57,579	\$ -	\$ -	\$ -	\$ -
Purchase a 80 HP tractor with attachments	Public Works	\$ 80,000	\$ -	\$ -	\$ -	\$ -
Oro Valley Country Club Drainage	Public Works	\$ 200,000	\$ -	\$ -	\$ -	\$ -
Lomas de Oro Construction	Public Works	\$ 1,000,000	\$ -	\$ -	\$ -	\$ -
Side cast broom	Public Works	\$ -	\$ 50,000	\$ -	\$ -	\$ -
Stormwater Fund Totals		\$ 1,337,579	\$ 50,000	\$ -	\$ -	\$ -



Projects by Fund

Table 5 below identifies the Public Transportation Fund Projects for Fiscal Years 2009 – 2013:

Table 5

Public Transportation Fund

<u>Project Name</u>	<u>Department</u>	<u>FY 08/09</u>	<u>FY 09/10</u>	<u>FY 10/11</u>	<u>FY 11/12</u>	<u>FY 12/13</u>
Coyote Run replacement vehicles	Transit Services	\$ 64,000	\$ 60,000	\$ 60,000	\$ 60,000	\$ -
New Circulator Expansion Service Vehicles	Transit Services	\$ 665,000	\$ 365,000	\$ 365,000	\$ 365,000	\$ 665,000
Construction of a Park and Ride	Transit Services	\$ 675,000	\$ -	\$ -	\$ -	\$ -
Public Transportation Fund Totals		\$ 1,404,000	\$ 425,000	\$ 425,000	\$ 425,000	\$ 665,000

Table 6 below identifies the Impact Fee Fund Projects for Fiscal Years 2009 – 2013:

Table 6

Development Impact Fee Fund

<u>Project Name</u>	<u>Department</u>	<u>FY 08/09</u>	<u>FY 09/10</u>	<u>FY 10/11</u>	<u>FY 11/12</u>	<u>FY 12/13</u>
La Canada Widening (Naranja to Tangerine) - Rollover	Public Works	\$ 6,100,000	\$ -	\$ -	\$ -	\$ -
La Cholla - (Overton to Tangerine)	Public Works	\$ -	\$ 180,000	\$ 1,081,000	\$ 2,191,000	\$ -
La Cholla Overlay (Lambert to Tangerine)	Public Works	\$ 1,000,000	\$ -	\$ -	\$ -	\$ -
Lambert Lane Widening - (La Cholla to Autumn Hills)	Public Works	\$ 10,200,000	\$ 3,000,000	\$ 2,600,000	\$ 2,000,000	\$ -
Magee Road - (Oracle to N. 1st Avenue)	Public Works	\$ 225,000	\$ 1,000,000	\$ -	\$ -	\$ -
Naranja - (Shannon to La Canada)	Public Works	\$ 300,000	\$ -	\$ 900,000	\$ 1,100,000	\$ -
Tangerine - (Shannon to La Canada)	Public Works	\$ 225,000	\$ 500,000	\$ -	\$ -	\$ -
CDO Shared Use Path - Rollover	Public Works	\$ 1,310,000	\$ -	\$ -	\$ -	\$ -
La Cholla/Glover Intersection - Rollover	Public Works	\$ 580,000	\$ -	\$ -	\$ -	\$ -
Pedestrian Bridge over CDO Wash - Rollover	Public Works	\$ 700,000	\$ -	\$ -	\$ -	\$ -
Shannon Road Project Assessment	Public Works	\$ 50,000	\$ -	\$ -	\$ -	\$ -
Hardy Road @ Northern Intersection	Public Works	\$ 810,000	\$ -	\$ -	\$ -	\$ -
Development Impact Fee Fund Totals		\$ 21,500,000	\$ 4,680,000	\$ 4,581,000	\$ 5,291,000	\$ -

Table 7 below identifies the Existing System Improvement Projects for the Water Utility for Fiscal Years 2009 – 2013:

Table 7

Existing System Improvements

<u>Project Name</u>	<u>FY 08/09</u>	<u>FY 09/10</u>	<u>FY 10/11</u>	<u>FY 11/12</u>	<u>FY 12/13</u>
Pusch View Well Equipping - ROLLOVER	\$ 800,000				
Well Drill Steam Pump	\$ 400,000				
Well Drill E-1		\$ 400,000			
Steam Pump Well Equipping	\$ 750,000	\$ 750,000			
Well E-1 Equipping		\$ 600,000	\$ 600,000		
Well E-8 Development			\$ 60,000		
North La Canada 3.0 MG E-Zone		\$ 1,000,000	\$ 1,000,000		
Crimson Canyon Booster			\$ 30,000	\$ 500,000	
Sheraton D-Zone Booster - ROLLOVER	\$ 10,000	\$ 350,000	\$ 350,000		
High Mesa G-Zone Booster			\$ 550,000		
High Mesa F-Zone Booster			\$ 550,000		
Tangerine Booster				\$ 520,000	
CDO Booster - possible demolition			\$ 100,000		
Tangerine Hills Main Replacement		\$ 150,000	\$ 1,000,000		
N. La Canada E-Zone 16" Main			\$ 500,000		
West Lambert Ln. 12" Main Relocation (DPW)	\$ 400,000				



Projects by Fund

Table 7 - Cont'd

Existing System Improvements

<u>Project Name</u>	<u>FY 08/09</u>	<u>FY 09/10</u>	<u>FY 10/11</u>	<u>FY 11/12</u>	<u>FY 12/13</u>
Highlands Main Replacement - ROLLOVER	\$ 1,368,000				
Campo Bello Main Replacement		\$ 50,000	(\$ 500,000		
Hilton 6" Meter By-Pass		(\$ 40,000			
Innovation Way 16" E-Zone Modifications	\$ 400,000				
RTA Utility Relocation (allowance) ROLLOVER	\$ 50,000				
Access Road High Mesa	\$ 30,000				
Access Road & Wall - Well D-6		\$ 100,000			
RV Chlorine Storage			\$ 300,000		
Linda Vista Drainage Improvements			\$ 150,000		
Access Road / Wall - Well C-8		\$ 100,000			
Well D-8 Electrical Upgrades - ROLLOVER	\$ 30,000				
Wall at CS-2 - Countryside		\$ 75,000			
La Canada Reservoir Design - ROLLOVER	\$ 50,000				
El Con Booster Drainage - ROLLOVER	\$ 81,326				
Existing System Improvement Totals	\$ 4,369,326	\$ 3,615,000	\$ 5,690,000	\$ 1,020,000	\$ -

Table 8 below identifies the Expansion Related Improvement Projects for the Water Utility for Fiscal Years 2009 – 2013:

Table 8

Expansion Related Improvements

<u>Project Name</u>	<u>FY 08/09</u>	<u>FY 09/10</u>	<u>FY 10/11</u>	<u>FY 11/12</u>	<u>FY 12/13</u>
New Well				\$ 600,000	\$ 600,000
Palisades Reservoir 3.2 MG				\$ 390,000	\$ 6,465,000
North La Canada 3.0MG E-Zone		\$ 500,000	\$ 500,000		
Moore Road Main Oversize* - ROLLOVER	\$ 70,000		\$ 250,000	\$ 1,300,000	
Palisades C-Zone Main				\$ 250,000	\$ 780,000
West Lambert Ln. 12" Main (DPW)	\$ 500,000				
Total Expansion Related Improvements	\$ 570,000	\$ 500,000	\$ 750,000	\$ 2,540,000	\$ 7,845,000

Table 9 below identifies Reclaimed Water Improvement Projects for the Water Utility for Fiscal Years 2009 – 2013:

Table 9

Reclaimed Water Improvements

<u>Project Name</u>	<u>FY 08/09</u>	<u>FY 09/10</u>	<u>FY 10/11</u>	<u>FY 11/12</u>	<u>FY 12/13</u>
Painted Sky Booster - ROLLOVER	\$ 30,000	\$ -	\$ -	\$ -	\$ -
Phase II La Canada Dr. - ROLLOVER	\$ 707,000	\$ -	\$ -	\$ -	\$ -
Reclaimed Water Improvement Totals	\$ 737,000	\$ -	\$ -	\$ -	\$ -



Projects by Fund

Table 10 below identifies CAP Improvement Projects for the Water Utility for Fiscal Years 2009 -2013:

Table 10
CAP Improvements

Project Name	<u>FY 08/09</u>	<u>FY 09/10</u>	<u>FY 10/11</u>	<u>FY 11/12</u>	<u>FY 12/13</u>
Treatment & Delivery System			\$ 17,583,334	\$ 31,833,334	\$ 15,916,666
CAP Improvement Totals	\$ -	\$ -	\$ 17,583,334	\$ 31,833,334	\$ 15,916,666



Town of Oro Valley
Community of Excellence

This Page Intentionally Left Blank

This Page Intentionally Left Blank



Town of Oro Valley

Community of Excellence

This Page Intentionally Left Blank



Project Descriptions

The following are detailed descriptions of all of the projects identified for Fiscal Year 2009 above. They include the operating impact to the Town as well as indicating any additional funding the Town will receive to complete the project.

PROJECT TITLE:	Employee/Facility Security Phase II				
DEPARTMENT:	General Administration				
PROJECT COST:	\$168,000				
PRIMARY FUNDING:	General Fund				
ADDITIONAL FUNDING:	None				
PROJECT DESCRIPTION:	To enhance the safety and security of all Town employees				
PROJECT JUSTIFICATION:	The System will provide safety and security to Town staff				
OPERATING IMPACT:	Fiscal Years				
	<u>08/09</u>	<u>09/10</u>	<u>10/11</u>	<u>11/12</u>	<u>12/13</u>
Operating Revenue	-	-	-	-	-
Operating Costs	-	-	-	-	-
Operating Savings	-	-	-	-	-
<hr/>					
PROJECT TITLE:	Vestar Tenant Improvements				
DEPARTMENT:	Police				
PROJECT COST:	\$373,000				
PRIMARY FUNDING:	General Fund				
ADDITIONAL FUNDING:	None				
PROJECT DESCRIPTION:	Tenant improvements made to leased space located in the OV Marketplace				
PROJECT JUSTIFICATION:	Project will house Motor & Bicycle Units and provide needed additional space				
OPERATING IMPACT:	Fiscal Years				
	<u>08/09</u>	<u>09/10</u>	<u>10/11</u>	<u>11/12</u>	<u>12/13</u>
Operating Revenue	-	-	-	-	-
Operating Costs	18,000	18,456	18,917	19,390	19,875
Operating Savings	83,550	83,550	83,550	83,550	83,550
<hr/>					
PROJECT TITLE:	Digital Information Management System (DIMS)				
DEPARTMENT:	Police				
PROJECT COST:	\$53,000				
PRIMARY FUNDING:	General Fund				
ADDITIONAL FUNDING:	None				
PROJECT DESCRIPTION:	The system will allow officers to store digital photos, audio and video				
PROJECT JUSTIFICATION:	Allows for more accurate documentation in criminal/civil court proceedings				
OPERATING IMPACT:	Fiscal Years				
	<u>08/09</u>	<u>09/10</u>	<u>10/11</u>	<u>11/12</u>	<u>12/13</u>
Operating Revenue	-	-	-	-	-
Operating Costs	2,500	2,500	2,500	2,500	2,500
Operating Savings	-	-	-	-	-



Project Descriptions

PROJECT TITLE: Spillman Mapping Upgrade
DEPARTMENT: Police
PROJECT COST: \$89,000
PRIMARY FUNDING: General Fund
ADDITIONAL FUNDING: None
PROJECT DESCRIPTION: Purchase of 65 mapping module software licenses and 60 GPS antenna's
PROJECT JUSTIFICATION: Enhances public safety by providing instant access to locations of 911 calls
OPERATING IMPACT:

	Fiscal Years				
	<u>08/09</u>	<u>09/10</u>	<u>10/11</u>	<u>11/12</u>	<u>12/13</u>
Operating Revenue	-	-	-	-	-
Operating Costs	3,000	3,075	3,152	3,231	3,311
Operating Savings	-	-	-	-	-

PROJECT TITLE: Content Management System
DEPARTMENT: Information Technology
PROJECT COST: \$68,000
PRIMARY FUNDING: General Fund
ADDITIONAL FUNDING: None
PROJECT DESCRIPTION: Implementation of a Content Management System to be utilized town wide
PROJECT JUSTIFICATION: Will enable the Town to provide current and accurate information to the public
OPERATING IMPACT:

	Fiscal Years				
	<u>08/09</u>	<u>09/10</u>	<u>10/11</u>	<u>11/12</u>	<u>12/13</u>
Operating Revenue	-	-	-	-	-
Operating Costs	7,000	7,000	7,000	7,000	7,000
Operating Savings	-	-	-	-	-

PROJECT TITLE: Coyote Run Replacement Vehicle
DEPARTMENT: Public Works, Transit Services Division
PROJECT COST: \$64,000
PRIMARY FUNDING: Federal Transit Administration (FTA) Funds (\$60,000)
ADDITIONAL FUNDING: General Fund (\$4,000)
PROJECT DESCRIPTION: Replacement of existing Coyote Run vehicle
PROJECT JUSTIFICATION: Current vehicle has reached its useful life and needs to be replaced
OPERATING IMPACT:

	Fiscal Years				
	<u>08/09</u>	<u>09/10</u>	<u>10/11</u>	<u>11/12</u>	<u>12/13</u>
Operating Revenue	-	-	-	-	-
Operating Costs	7,700	7,893	8,090	8,292	8,499
Operating Savings	-	-	-	-	-



Project Descriptions

PROJECT TITLE: Stress Absorbant Membrane (SAM) Project
DEPARTMENT: Public Works, Street Division
PROJECT COST: \$876,002
PRIMARY FUNDING: Highway Fund
ADDITIONAL FUNDING: None
PROJECT DESCRIPTION: Pavement preservation and surface treatments of Oro Valley streets and roads
PROJECT JUSTIFICATION: Preserves the existing Town infrastructure and extends street/road lifespan

OPERATING IMPACT:	Fiscal Years				
	<u>08/09</u>	<u>09/10</u>	<u>10/11</u>	<u>11/12</u>	<u>12/13</u>
Operating Revenue	-	-	-	-	-
Operating Costs	-	-	-	-	-
Operating Savings	820,000	1,640,000	2,460,000	3,280,000	4,100,000

PROJECT TITLE: Fog Seal Project - FY 08/09 (\$128,396) and FY 07/08 Rollover (\$114,487)
DEPARTMENT: Public Works, Street Division
PROJECT COST: \$242,883
PRIMARY FUNDING: Highway Fund
ADDITIONAL FUNDING: None
PROJECT DESCRIPTION: Pavement preservation and surface treatments of Oro Valley streets and roads
PROJECT JUSTIFICATION: Preserves the existing Town infrastructure and extends street/road lifespan

OPERATING IMPACT:	Fiscal Years				
	<u>08/09</u>	<u>09/10</u>	<u>10/11</u>	<u>11/12</u>	<u>12/13</u>
Operating Revenue	-	-	-	-	-
Operating Costs	-	-	-	-	-
Operating Savings	-	70,000	70,000	70,000	-

PROJECT TITLE: Suffolk Hills Street Rehabilitation - Rollover Project
DEPARTMENT: Public Works, Street Division
PROJECT COST: \$150,000
PRIMARY FUNDING: Highway Fund
ADDITIONAL FUNDING: None
PROJECT DESCRIPTION: Replace existing pavement, place headers and drainage improvements
PROJECT JUSTIFICATION: Improvements will provide safer surface for residents and prolong road life

OPERATING IMPACT:	Fiscal Years				
	<u>08/09</u>	<u>09/10</u>	<u>10/11</u>	<u>11/12</u>	<u>12/13</u>
Operating Revenue	-	-	-	-	-
Operating Costs	-	-	-	-	-
Operating Savings	4,000	4,000	4,000	4,000	-



Project Descriptions

PROJECT TITLE: Linda Vista Blvd Street Rehabilitation - Rollover Project
DEPARTMENT: Public Works, Street Division
PROJECT COST: \$50,000
PRIMARY FUNDING: Highway Fund
ADDITIONAL FUNDING: None
PROJECT DESCRIPTION: Surface treatment on Linda Vista Blvd
PROJECT JUSTIFICATION: Prolongs the life span of pavement and improves safety for drivers
OPERATING IMPACT:

	Fiscal Years				
	<u>08/09</u>	<u>09/10</u>	<u>10/11</u>	<u>11/12</u>	<u>12/13</u>
Operating Revenue	-	-	-	-	-
Operating Costs	-	-	-	-	-
Operating Savings	4,000	4,000	5,000	5,000	-

PROJECT TITLE: Calle Buena Vista Street Rehabilitation - Rollover Project
DEPARTMENT: Public Works, Street Division
PROJECT COST: \$100,000
PRIMARY FUNDING: Highway Fund
ADDITIONAL FUNDING: None
PROJECT DESCRIPTION: Remove and replace asphalt on Calle Buena Vista
PROJECT JUSTIFICATION: Prolongs the life span of pavement and improves safety for drivers
OPERATING IMPACT:

	Fiscal Years				
	<u>08/09</u>	<u>09/10</u>	<u>10/11</u>	<u>11/12</u>	<u>12/13</u>
Operating Revenue	-	-	-	-	-
Operating Costs	-	-	-	-	-
Operating Savings	4,000	5,000	5,000	5,000	-

PROJECT TITLE: Purchase 4000 Gallon Water Truck
DEPARTMENT: Public Works, Street Division
PROJECT COST: \$100,000
PRIMARY FUNDING: Highway Fund
ADDITIONAL FUNDING: None
PROJECT DESCRIPTION: Replacement of current water truck
PROJECT JUSTIFICATION: Current truck is undersized and is becoming to costly to operate
OPERATING IMPACT:

	Fiscal Years				
	<u>08/09</u>	<u>09/10</u>	<u>10/11</u>	<u>11/12</u>	<u>12/13</u>
Operating Revenue	-	-	-	-	-
Operating Costs	15,000	15,660	16,224	16,873	17,550
Operating Savings	-	-	-	-	-



Project Descriptions

PROJECT TITLE: New Circulator Expansion Vehicles
DEPARTMENT: Public Works, Transit Services Division
PROJECT COST: \$665,000
PRIMARY FUNDING: Regional Transportation Authority Funds (\$665,000)
ADDITIONAL FUNDING: None
PROJECT DESCRIPTION: Purchase of 3 new circulator vehicles to be used in the new circulator service
PROJECT JUSTIFICATION: New service is funded entirely by the RTA and is identified in their RTA Plan

OPERATING IMPACT:	Fiscal Years				
	<u>08/09</u>	<u>09/10</u>	<u>10/11</u>	<u>11/12</u>	<u>12/13</u>
Operating Revenue	665,000	365,000	365,000	365,000	665,000
Operating Costs	665,000	365,000	365,000	365,000	665,000
Operating Savings	-	-	-	-	-

PROJECT TITLE: Construction of a Park and Ride
DEPARTMENT: Public Works, Transit Services Division
PROJECT COST: \$675,000
PRIMARY FUNDING: Regional Transportation Authority Funds (\$675,000)
ADDITIONAL FUNDING: None
PROJECT DESCRIPTION: Construction of a Park and Ride facility in Oro Valley
PROJECT JUSTIFICATION: Project is outlined in RTA Plan and is funded entirely by the RTA

OPERATING IMPACT:	Fiscal Years				
	<u>08/09</u>	<u>09/10</u>	<u>10/11</u>	<u>11/12</u>	<u>12/13</u>
Operating Revenue	-	-	-	-	-
Operating Costs	-	52,353	52,353	52,353	52,353
Operating Savings	-	-	-	-	-

PROJECT TITLE: Street Sweeper
DEPARTMENT: Public Works, Street Division
PROJECT COST: \$57,579
PRIMARY FUNDING: Stormwater Utility Fund
ADDITIONAL FUNDING: None
PROJECT DESCRIPTION: Purchase of additional street sweeper
PROJECT JUSTIFICATION: Additional sweeper will allow for regular, routine sweeping of all Town streets

OPERATING IMPACT:	Fiscal Years				
	<u>08/09</u>	<u>09/10</u>	<u>10/11</u>	<u>11/12</u>	<u>12/13</u>
Operating Revenue	-	-	-	-	-
Operating Costs	20,000	20,800	21,635	22,176	22,730
Operating Savings	-	-	-	-	-



Project Descriptions

PROJECT TITLE: Purchase an 80 Horsepower Tractor with Attachments
DEPARTMENT: Public Works, Street Division
PROJECT COST: \$80,000
PRIMARY FUNDING: Stormwater Utility Fund
ADDITIONAL FUNDING: None
PROJECT DESCRIPTION: Purchase new tractor with loader and brush hog
PROJECT JUSTIFICATION: New equipment will aide in controlling vegetation in washes and draining system

OPERATING IMPACT:	Fiscal Years				
	<u>08/09</u>	<u>09/10</u>	<u>10/11</u>	<u>11/12</u>	<u>12/13</u>
Operating Revenue	-	-	-	-	-
Operating Costs	4,500	4,680	4,867	5,062	5,265
Operating Savings	-	-	-	-	-

PROJECT TITLE: Oro Valley Country Club Drainage
DEPARTMENT: Public Works, Street Division
PROJECT COST: \$200,000
PRIMARY FUNDING: Pima County Flood Control District
ADDITIONAL FUNDING: None
PROJECT DESCRIPTION: Drainage improvements at the Oro Valley Country Club
PROJECT JUSTIFICATION: Improvements will provide increased safety to country club residents

OPERATING IMPACT:	Fiscal Years				
	<u>08/09</u>	<u>09/10</u>	<u>10/11</u>	<u>11/12</u>	<u>12/13</u>
Operating Revenue	-	-	-	-	-
Operating Costs	-	-	-	-	-
Operating Savings	-	-	-	-	-

PROJECT TITLE: Lomas de Oro Construction
DEPARTMENT: Public Works, Street Division
PROJECT COST: \$1,000,000
PRIMARY FUNDING: FEMA
ADDITIONAL FUNDING: None
PROJECT DESCRIPTION: Repair wash to meet flood control standards
PROJECT JUSTIFICATION: Needed repair due to damage from 2006 Summer Monsoons

OPERATING IMPACT:	Fiscal Years				
	<u>08/09</u>	<u>09/10</u>	<u>10/11</u>	<u>11/12</u>	<u>12/13</u>
Operating Revenue	-	-	-	-	-
Operating Costs	-	-	-	-	-
Operating Savings	-	-	-	-	-



Project Descriptions

PROJECT TITLE: La Canada Widening (Naranja to Tangerine) - Rollover Project
DEPARTMENT: Public Works
PROJECT COST: \$6,100,000
PRIMARY FUNDING: Highway Expansion and Extension Loan Program (\$6,100,000)
ADDITIONAL FUNDING: None
PROJECT DESCRIPTION: Widen La Canada between Naranja and Tangerine to 4 lanes
PROJECT JUSTIFICATION: Per Transportation Improvement Program as set by PAG
OPERATING IMPACT:

	Fiscal Years				
	<u>08/09</u>	<u>09/10</u>	<u>10/11</u>	<u>11/12</u>	<u>12/13</u>
Operating Revenue	-	-	-	-	-
Operating Costs	-	-	-	-	-
Operating Savings	-	-	-	-	-

PROJECT TITLE: Lambert Lane Widening (La Cholla to Autumn Hills)
DEPARTMENT: Public Works
PROJECT COST: \$10,200,000
PRIMARY FUNDING: Highway Expansion and Extension Loan Program (\$9,200,000)
ADDITIONAL FUNDING: Impact Fee Fund (\$200,000), PAG (\$800,000)
PROJECT DESCRIPTION: Widen Lambert Lane between La Cholla and Autumn Hills to 4 lanes
PROJECT JUSTIFICATION: Per Transportation Improvement Program as set by PAG
OPERATING IMPACT:

	Fiscal Years				
	<u>08/09</u>	<u>09/10</u>	<u>10/11</u>	<u>11/12</u>	<u>12/13</u>
Operating Revenue	-	-	-	-	-
Operating Costs	-	-	-	-	-
Operating Savings	-	-	-	-	-

PROJECT TITLE: Magee Road (Oracle to N. 1st Avenue) - Design Only
DEPARTMENT: Public Works
PROJECT COST: \$225,000
PRIMARY FUNDING: Pima Association of Government Regional Funds (\$225,000)
ADDITIONAL FUNDING: None
PROJECT DESCRIPTION: Reconstruction of Magee between Oracle and 1st Avenue
PROJECT JUSTIFICATION: Per Transportation Improvement Program as set by PAG
OPERATING IMPACT:

	Fiscal Years				
	<u>08/09</u>	<u>09/10</u>	<u>10/11</u>	<u>11/12</u>	<u>12/13</u>
Operating Revenue	-	-	-	-	-
Operating Costs	-	-	-	-	-
Operating Savings	-	-	-	-	-



Project Descriptions

PROJECT TITLE: Tangerine (Shannon to La Canada) - Design Only
DEPARTMENT: Public Works
PROJECT COST: \$225,000
PRIMARY FUNDING: Pima Association of Government Regional Funds (\$225,000)
ADDITIONAL FUNDING: None
PROJECT DESCRIPTION: Widen Tangerine from Shannon to La Canada to 4 lanes
PROJECT JUSTIFICATION: Per Transportation Improvement Program as set by PAG

OPERATING IMPACT:	Fiscal Years				
	<u>08/09</u>	<u>09/10</u>	<u>10/11</u>	<u>11/12</u>	<u>12/13</u>
Operating Revenue	-	-	-	-	-
Operating Costs	-	-	-	-	-
Operating Savings	1,000	1,000	1,000	1,000	1,000

PROJECT TITLE: CDO Shared Use Path - Rollover Project
DEPARTMENT: Public Works
PROJECT COST: \$1,310,000
PRIMARY FUNDING: Federal Grant (\$500,000)
ADDITIONAL FUNDING: Impact Fee Fund (\$810,000)
PROJECT DESCRIPTION: Construct new 12' linear trail
PROJECT JUSTIFICATION: Per Transportation Improvement Program as set by PAG

OPERATING IMPACT:	Fiscal Years				
	<u>08/09</u>	<u>09/10</u>	<u>10/11</u>	<u>11/12</u>	<u>12/13</u>
Operating Revenue	-	-	-	-	-
Operating Costs	-	-	-	-	-
Operating Savings	-	-	-	-	-

PROJECT TITLE: Glover/La Cholla Intersection Traffic Signal - Rollover Project
DEPARTMENT: Public Works
PROJECT COST: \$580,000
PRIMARY FUNDING: Regional Transportation Authority (\$580,000)
ADDITIONAL FUNDING: None
PROJECT DESCRIPTION: Installation of traffic signal at Glover/La Cholla intersection
PROJECT JUSTIFICATION: Increases public safety

OPERATING IMPACT:	Fiscal Years				
	<u>08/09</u>	<u>09/10</u>	<u>10/11</u>	<u>11/12</u>	<u>12/13</u>
Operating Revenue	-	-	-	-	-
Operating Costs	1,500	1,500	1,500	1,500	1,500
Operating Savings	-	-	-	-	-



Project Descriptions

PROJECT TITLE: Pedestrian Bridge over CDO Wash - Rollover Project
DEPARTMENT: Public Works
PROJECT COST: \$700,000
PRIMARY FUNDING: Impact Fee Fund
ADDITIONAL FUNDING: None
PROJECT DESCRIPTION: Construction of pedestrian bridge of CDO wash
PROJECT JUSTIFICATION: Increases public safety; provides users access to both sides of wash
OPERATING IMPACT:

	Fiscal Years				
	<u>08/09</u>	<u>09/10</u>	<u>10/11</u>	<u>11/12</u>	<u>12/13</u>
Operating Revenue	-	-	-	-	-
Operating Costs	-	-	-	-	-
Operating Savings	-	-	-	-	-

PROJECT TITLE: Hardy Road @ Northern Intersection
DEPARTMENT: Public Works
PROJECT COST: \$810,000
PRIMARY FUNDING: Pima Association of Government Regional Funds (\$810,000)
ADDITIONAL FUNDING: None
PROJECT DESCRIPTION: Install modern round-about at the intersection
PROJECT JUSTIFICATION: Per Transportation Improvement Program as set by PAG
OPERATING IMPACT:

	Fiscal Years				
	<u>08/09</u>	<u>09/10</u>	<u>10/11</u>	<u>11/12</u>	<u>12/13</u>
Operating Revenue	-	-	-	-	-
Operating Costs	-	-	-	-	-
Operating Savings	-	-	-	-	-

PROJECT TITLE: Naranja (Shannon to La Canada) - Design Only
DEPARTMENT: Public Works
PROJECT COST: \$300,000
PRIMARY FUNDING: Pima Association of Government Regional Funds (\$300,000)
ADDITIONAL FUNDING: None
PROJECT DESCRIPTION: Road reconstruction with sidewalks and shoulders installed
PROJECT JUSTIFICATION: Per Transportation Improvement Program as set by PAG
OPERATING IMPACT:

	Fiscal Years				
	<u>08/09</u>	<u>09/10</u>	<u>10/11</u>	<u>11/12</u>	<u>12/13</u>
Operating Revenue	-	-	-	-	-
Operating Costs	-	-	-	-	-
Operating Savings	-	-	-	-	-



Project Descriptions

PROJECT TITLE: Pusch View Well - Rollover Project
DEPARTMENT: Water
PROJECT COST: \$800,000
PRIMARY FUNDING: Water Utility Fund
ADDITIONAL FUNDING: None
PROJECT DESCRIPTION: New well in the vicinity of Oracle and Pusch View Lane
PROJECT JUSTIFICATION: Require additional well capacity to maintain current level of service
OPERATING IMPACT:

	Fiscal Years				
	<u>08/09</u>	<u>09/10</u>	<u>10/11</u>	<u>11/12</u>	<u>12/13</u>
Operating Revenue	-	-	-	-	-
Operating Costs	30,000	30,000	30,000	30,000	30,000
Operating Savings	-	-	-	-	-

PROJECT TITLE: Well Drill - Steam Pump Ranch
DEPARTMENT: Water
PROJECT COST: \$400,000
PRIMARY FUNDING: Water Utility Fund
ADDITIONAL FUNDING: None
PROJECT DESCRIPTION: Well spacing analysis to acquire well drilling permit to drill well at Steam Pump
PROJECT JUSTIFICATION: Project is being complete in anticipation of further development at the site
OPERATING IMPACT:

	Fiscal Years				
	<u>08/09</u>	<u>09/10</u>	<u>10/11</u>	<u>11/12</u>	<u>12/13</u>
Operating Revenue	-	-	-	-	-
Operating Costs	-	-	-	-	-
Operating Savings	-	-	-	-	-

PROJECT TITLE: Well Equipping - Steam Pump Ranch
DEPARTMENT: Water
PROJECT COST: \$750,000
PRIMARY FUNDING: Water Utility Fund
ADDITIONAL FUNDING: None
PROJECT DESCRIPTION: Design and construct well at the site
PROJECT JUSTIFICATION: Project is being complete in anticipation of further development at the site
OPERATING IMPACT:

	Fiscal Years				
	<u>08/09</u>	<u>09/10</u>	<u>10/11</u>	<u>11/12</u>	<u>12/13</u>
Operating Revenue	-	-	-	-	-
Operating Costs	-	30,000	30,000	30,000	30,000
Operating Savings	-	-	-	-	-



Project Descriptions

PROJECT TITLE: West Lambert Lane 12 inch Main
DEPARTMENT: Water
PROJECT COST: \$900,000
PRIMARY FUNDING: Potable Water Impact Fees (\$500,000)
ADDITIONAL FUNDING: Water Utility Fund (\$400,000)
PROJECT DESCRIPTION: Design and construct new 12 inch main on Lambert Lane
PROJECT JUSTIFICATION: Due to widening of Lambert Lane existing main needs to be extended

OPERATING IMPACT:	Fiscal Years				
	<u>08/09</u>	<u>09/10</u>	<u>10/11</u>	<u>11/12</u>	<u>12/13</u>
Operating Revenue	-	-	-	-	-
Operating Costs	-	-	-	-	-
Operating Savings	-	-	-	-	-

PROJECT TITLE: Highlands Main Replacement - Rollover Project
DEPARTMENT: Water
PROJECT COST: \$1,368,000
PRIMARY FUNDING: Water Utility Fund
ADDITIONAL FUNDING: None
PROJECT DESCRIPTION: Construction to replace undersized mains
PROJECT JUSTIFICATION: Existing system is deficient and does not meet Water Utility standards

OPERATING IMPACT:	Fiscal Years				
	<u>08/09</u>	<u>09/10</u>	<u>10/11</u>	<u>11/12</u>	<u>12/13</u>
Operating Revenue	-	-	-	-	-
Operating Costs	-	-	-	-	-
Operating Savings	-	-	-	-	-

PROJECT TITLE: Innovation Way 16 inch Main Replacment
DEPARTMENT: Water
PROJECT COST: \$400,000
PRIMARY FUNDING: Water Utility Fund
ADDITIONAL FUNDING: None
PROJECT DESCRIPTION: Install new 16 inch ductile iron pipe to replace original main
PROJECT JUSTIFICATION: Existing pipe material not reliable; new pipe will improve existing facilities

OPERATING IMPACT:	Fiscal Years				
	<u>08/09</u>	<u>09/10</u>	<u>10/11</u>	<u>11/12</u>	<u>12/13</u>
Operating Revenue	-	-	-	-	-
Operating Costs	-	-	-	-	-
Operating Savings	-	-	-	-	-



Project Descriptions

PROJECT TITLE:	RTA Utility Relocation					
DEPARTMENT:	Water					
PROJECT COST:	\$50,000					
PRIMARY FUNDING:	Water Utility Fund					
ADDITIONAL FUNDING:	None					
PROJECT DESCRIPTION:	Allowance in budget to relocate existing water infrastructure if needed					
PROJECT JUSTIFICATION:	Allowance will accommodate unknown road improvements					
OPERATING IMPACT:	Fiscal Years					
	<u>08/09</u>	<u>09/10</u>	<u>10/11</u>	<u>11/12</u>	<u>12/13</u>	
Operating Revenue	-	-	-	-	-	-
Operating Costs	-	-	-	-	-	-
Operating Savings	-	-	-	-	-	-
<hr/>						
PROJECT TITLE:	Access Road High Mesa					
DEPARTMENT:	Water					
PROJECT COST:	\$30,000					
PRIMARY FUNDING:	Water Utility Fund					
ADDITIONAL FUNDING:	None					
PROJECT DESCRIPTION:	Grade, compact & place hardened surface on access road to High Mesa Res.					
PROJECT JUSTIFICATION:	Existing access has poor drainage & erosion; not safe as an access route					
OPERATING IMPACT:	Fiscal Years					
	<u>08/09</u>	<u>09/10</u>	<u>10/11</u>	<u>11/12</u>	<u>12/13</u>	
Operating Revenue	-	-	-	-	-	-
Operating Costs	-	-	-	-	-	-
Operating Savings	-	-	-	-	-	-
<hr/>						
PROJECT TITLE:	La Canada Reservoir Design - Rollover Project					
DEPARTMENT:	Water					
PROJECT COST:	\$50,000					
PRIMARY FUNDING:	Water Utility Fund					
ADDITIONAL FUNDING:	None					
PROJECT DESCRIPTION:	Design from Moore Road/La Canada to future reservoir at N. La Canada					
PROJECT JUSTIFICATION:	Improve existing facilities and help Utility keep pace with Town growth					
OPERATING IMPACT:	Fiscal Years					
	<u>08/09</u>	<u>09/10</u>	<u>10/11</u>	<u>11/12</u>	<u>12/13</u>	
Operating Revenue	-	-	-	-	-	-
Operating Costs	-	-	-	-	-	-
Operating Savings	-	-	-	-	-	-



Project Descriptions

PROJECT TITLE: El Con Booster Drainage - Rollover Project
DEPARTMENT: Water
PROJECT COST: \$81,326
PRIMARY FUNDING: Water Utility Fund
ADDITIONAL FUNDING: None
PROJECT DESCRIPTION: Install drainage structure under access road designed by consultant
PROJECT JUSTIFICATION: Improve existing facilities and help Utility keep pace with Town growth

OPERATING IMPACT:	Fiscal Years				
	<u>08/09</u>	<u>09/10</u>	<u>10/11</u>	<u>11/12</u>	<u>12/13</u>
Operating Revenue	-	-	-	-	-
Operating Costs	-	-	-	-	-
Operating Savings	-	-	-	-	-

PROJECT TITLE: Moore Road Main Over-sizing - Rollover Project
DEPARTMENT: Water
PROJECT COST: \$70,000
PRIMARY FUNDING: Oro Valley Water Connection Fees Fund
ADDITIONAL FUNDING: None
PROJECT DESCRIPTION: Upsizing of a developer driven installation of an "F" zone main
PROJECT JUSTIFICATION: Improve existing facilities and help Utility keep pace with Town growth

OPERATING IMPACT:	Fiscal Years				
	<u>08/09</u>	<u>09/10</u>	<u>10/11</u>	<u>11/12</u>	<u>12/13</u>
Operating Revenue	-	-	-	-	-
Operating Costs	-	-	-	-	-
Operating Savings	-	-	-	-	-

PROJECT TITLE: La Canada Drive Reclaimed Water Pipe Line - Rollover Project
DEPARTMENT: Water
PROJECT COST: \$707,000
PRIMARY FUNDING: Alternative Water Resource Development Fund
ADDITIONAL FUNDING: None
PROJECT DESCRIPTION: Irrigation of golf courses to be converted from potable to reclaimed water
PROJECT JUSTIFICATION: Construction of project expected to be complete in October 2008

OPERATING IMPACT:	Fiscal Years				
	<u>08/09</u>	<u>09/10</u>	<u>10/11</u>	<u>11/12</u>	<u>12/13</u>
Operating Revenue	-	-	-	-	-
Operating Costs	-	-	-	-	-
Operating Savings	-	-	-	-	-



Project Descriptions

PROJECT TITLE: Well D-8 Electrical Upgrades - Rollover Project
DEPARTMENT: Water
PROJECT COST: \$30,000
PRIMARY FUNDING: Water Utility Fund
ADDITIONAL FUNDING: None
PROJECT DESCRIPTION: Replace existing starter and miscellaneous electrical components
PROJECT JUSTIFICATION: Preservation of well

OPERATING IMPACT:	Fiscal Years				
	<u>08/09</u>	<u>09/10</u>	<u>10/11</u>	<u>11/12</u>	<u>12/13</u>
Operating Revenue	-	-	-	-	-
Operating Costs	-	-	-	-	-
Operating Savings	-	-	-	-	-

PROJECT TITLE: Sheraton D-Zone Booster - Rollover Project
DEPARTMENT: Water
PROJECT COST: \$10,000
PRIMARY FUNDING: Water Utility Fund
ADDITIONAL FUNDING: None
PROJECT DESCRIPTION: Re-design existing booster station; upgrade facility with new electrical
PROJECT JUSTIFICATION: Existing pumps are undersized and in need of replacement

OPERATING IMPACT:	Fiscal Years				
	<u>08/09</u>	<u>09/10</u>	<u>10/11</u>	<u>11/12</u>	<u>12/13</u>
Operating Revenue	-	-	-	-	-
Operating Costs	10,000	10,000	10,000	10,000	-
Operating Savings	-	-	-	-	-

PROJECT TITLE: Painted Sky Booster - Rollover Project
DEPARTMENT: Water
PROJECT COST: \$30,000
PRIMARY FUNDING: Alternative Water Resource Development Fund
ADDITIONAL FUNDING: None
PROJECT DESCRIPTION: Convert school playground from potable to reclaimed water
PROJECT JUSTIFICATION: Improve existing facilities and help Utility keep pace with Town growth

OPERATING IMPACT:	Fiscal Years				
	<u>08/09</u>	<u>09/10</u>	<u>10/11</u>	<u>11/12</u>	<u>12/13</u>
Operating Revenue	-	-	-	-	-
Operating Costs	2,400	2,400	2,400	2,400	-
Operating Savings	-	-	-	-	-

APPENDIX

Community Profile
Resolution Adoption
Auditor General Statements
Authorized Personnel Schedule
Debt Schedules
Glossary





Community Profile

Oro Valley is in Northwestern Pima County, six miles north of the Tucson city limits. The valley, formed by the Santa Cruz River joining Gold Creek in the Catalina Mountains, covers nearly 32 square miles.
 Source: Arizona Dept of Commerce

Basic Information

Founded: 1881
 Incorporated: 1974
 County: Pima
 Form of Government: Council – Manager
 Legislative District: 26
 Congressional District: 8

Distance to Major Cities:
 Phoenix: 109 miles
 Tucson: 6 miles



Population

	1990	2000	2007
Oro Valley	6,670	29,700	42,551
Pima County	666,957	843,746	1,003,235
Arizona	3,665,228	5,130,632	6,500,194

Source: Az Dept of Economic Security and US Census Bureau

Age & Gender Composition

Male	48.5%
Female	51.5%
Median Age	45.3
Under 5 years	5.0%
5 to 9 years	5.9%
10 to 14 years	6.9%
15 to 19 years	5.4%
20 to 34 years	11.1%
35 to 44 years	15.3%
45 to 54 years	14.8%
55 to 64 years	12.9%
65 + years	22.7%

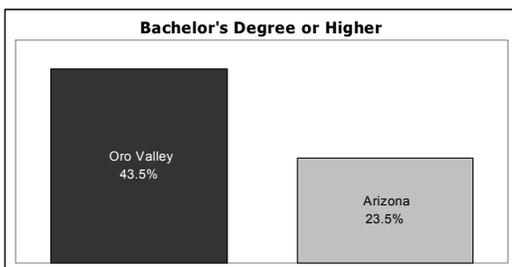
Source: US Census Bureau, 2000

Marital Status

Single	14.6%
Married	72.2%
Separated	0.5%
Widowed	5.2%
Divorced	7.5%

Source: US Census Bureau, 2000

Education Attainment

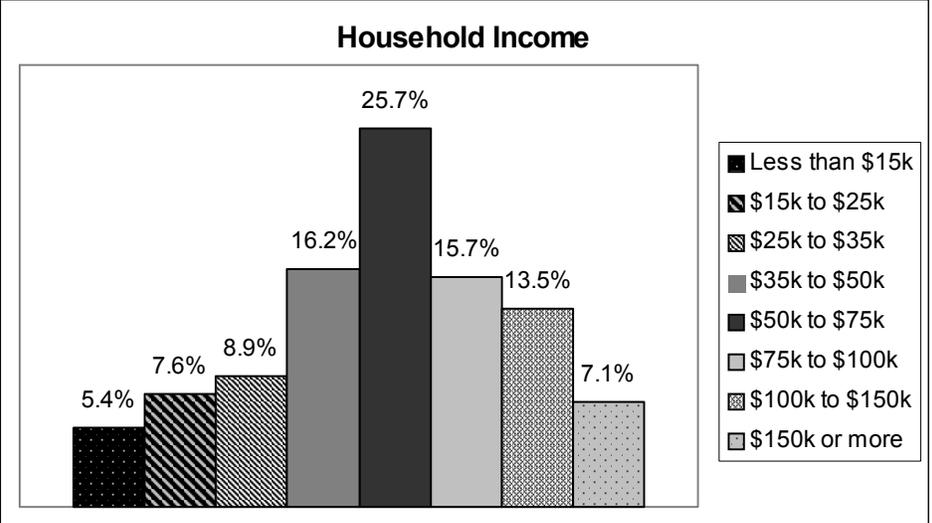


Source: US Census Bureau, 2000

Labor Force

	1990	2000	2007
Civilian Labor Force	3,201	13,741	15,376
Unemployed	102	353	395
Unemployment Rate	3.2%	2.6%	2.6%

Source: Az Dept of Economic Security



Source: US Census Bureau, 2000

Major Private Employers

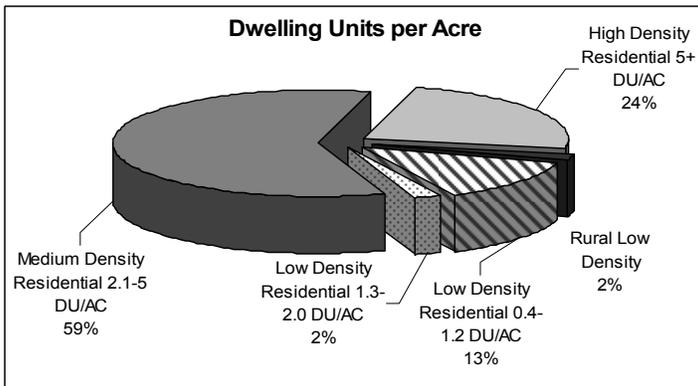
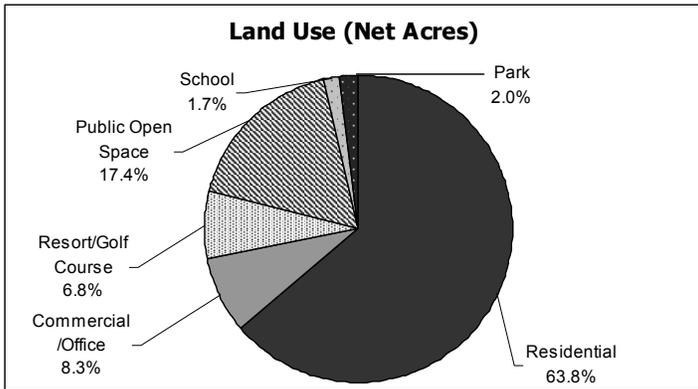
Fry's Food and Drug
 Honeywell
 Securaplane
 Hilton El Conquistador
 Target
 Ventana Medical Systems, Inc.

Major Public Employers

Amphitheater School District
 Town of Oro Valley



Community Profile



Source: Town of Oro Valley GIS

Home Values

Less than \$50k	0.2%
\$50k to \$99k	2.8%
\$100k to \$199k	60.5%
\$200k to \$299k	27.5%
\$300k to \$499k	8.1%
\$500 k to \$999k	0.8%
\$1M or more	0.1%

Source: US Census Bureau, 2000

Community Facilities

Oro Valley offers a broad range of community and cultural facilities including a park with an Olympic-sized swimming pool, racquetball courts and Little League fields. Oro Valley has two country clubs, four 18-hole golf courses and one 9-hole course. Tennis and swimming as well as other recreation activities are available at the country clubs.

<u>Educational Institutions</u>	<u>Public</u>	<u>Private</u>
Elementary	Y	Y
High School	Y	Y

Financial

Number of banks: 3

Government

Fire Department: Golder Ranch Fire District & Rural/Metro

Law Enforcement: Town of Oro Valley

Medical

Northwest Medical Center

Northwest Urgent Care

Hotel & Lodging

Number of Rooms: 430

Source: Arizona Dept of Commerce

Taxes

Property Tax Rate

Elementary/High Schools	5.55%
Countywide	6.35%
City/Fire District	0.00%
Town of Oro Valley	0.0%
Total	11.90%*

* Per \$100 assessed valuation

Sales Tax

City/Town	2.0%
County	0.5%
State	5.6%

Service Statistics

Police:

Sworn Personnel:	108
Non-Sworn Personnel:	34
Total Police Personnel	142
Officers per 1,000 residents:	2.3
Ave. Emergency Response Time:	
Priority 1 calls < 5 minutes	78% of the time
Priority 2 calls < 8 minutes	84% of the time
Priority 3 calls < 15 minutes	96% of the time
Priority 4 calls < 30 minutes	98% of the time

Transit:

Eligible riders:	790
Ave. Trips per month:	1,400

Parks and Recreation:

# of Parks:	4
Park Acres Maintained:	367
Recreation Programs Offered:	33
Miles of Trails & Paths:	150
Municipal Pool Usage (annual swimmers):	112,000

Public Works:

Total Town Lane Miles:	606
2008 Lane Miles resurfaced:	23

Water:

Customer Base:	18,035
Water Deliveries – Gallons:	2.8MM
Conservation Audits:	205
Meter Reads:	210k
Billing Collection Rate:	99.9%



Town of Oro Valley
Community of Excellence

This Page Intentionally Left Blank

RESOLUTION NO. (R) 08- 55

A RESOLUTION OF THE MAYOR AND COUNCIL OF THE TOWN OF ORO VALLEY, ARIZONA, APPROVING THE ADOPTION OF THE BUDGET OF THE TOWN OF ORO VALLEY FOR THE FISCAL YEAR 2008-2009.

WHEREAS, on June 18, 2008 and in accordance with Arizona Revised Statutes §§ 42-17101 and 42-17102, the Town authorized an estimate of the different amounts required to meet the public expenditures for the ensuing year, also an estimate of revenues from sources other than direct taxation, and the amount to be raised by taxation upon real and personal property of the Town of Oro Valley; and

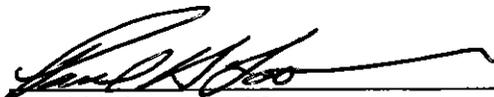
WHEREAS, after notice of a public hearing in accordance with Arizona Revised Statutes §§ 42-17103, 42-17104, and 42-17105, the Council met on July 16, 2008 at which time any taxpayer was entitled to appear and be heard in favor of or against any of the proposed expenditures or tax levies before the Council adopted the estimates of the proposed expenditures, constituting the budget of the Town of Oro Valley for the Fiscal Year 2008-2009; and

WHEREAS, the sums to be raised by taxation, as specified therein, do not in the aggregate amount exceed the primary property tax levy limits as calculated in accordance with Arizona Revised Statutes § 42-17051(A).

NOW, THEREFORE, BE IT RESOLVED by the Mayor and Council of the Town of Oro Valley, Arizona, that the said estimates of revenues and expenditures/expenses shown on the accompanying schedules, as now increased, reduced or changed, are hereby adopted as the budget of the Town of Oro Valley for the Fiscal Year 2008-2009 in the amount of \$203,121,674.

PASSED AND ADOPTED by the Mayor and Town Council of the Town of Oro Valley, Arizona this 16th day of July, 2008.

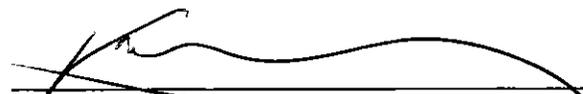
TOWN OF ORO VALLEY, ARIZONA


Paul H. Loomis, Mayor

ATTEST:


Kathryn E. Cuvelier, Town Clerk

APPROVED AS TO FORM:


Tobin Rosen, Town Attorney

This Page Intentionally Left Blank



Town of Oro Valley
Community of Excellence

This Page Intentionally Left Blank

CITY/TOWN OF ORO VALLEY
Summary Schedule of Estimated Revenues and Expenditures/Expenses
Fiscal Year 2009

FUND	ADOPTED BUDGETED EXPENDITURES/EXPENSES* 2008	ACTUAL EXPENDITURES/EXPENSES ** 2008	FUND BALANCE/ NET ASSETS*** July 1, 2008**	PROPERTY TAX REVENUES 2009	ESTIMATED REVENUES OTHER THAN PROPERTY TAXES 2009	OTHER FINANCING 2009		INTERFUND TRANSFERS 2009		TOTAL FINANCIAL RESOURCES AVAILABLE 2009	BUDGETED EXPENDITURES/EXPENSES 2009
						SOURCES	<USES>	IN	<OUT>		
1. General Fund	\$ 37,887,946	\$ 41,836,151	\$ 14,685,848	Primary: \$ Secondary:	\$ 30,634,386	\$	\$	\$ 2,514,266	\$ 42,805,968	\$ 42,805,968	
2. Special Revenue Funds	12,584,308	13,744,375	5,074,215		8,406,801			198,598	12,962,139	12,962,139	
3. Debt Service Funds Available	2,032,733	2,001,810	267,702		377,828			2,573,143	3,218,673	3,218,673	
4. Less: Designation for Future Debt Retirement											
5. Total Debt Service Funds	2,032,733	2,001,810	267,702		377,828			2,573,143	3,218,673	3,218,673	
6. Capital Projects Funds	46,921,832	40,281,551	23,735,355		20,004,226	75,223,000		500,000	119,462,581	119,462,581	
7. Permanent Funds											
8. Enterprise Funds Available	19,055,175	22,791,778	10,401,413		14,310,900			40,000	24,672,313	24,672,313	
9. Less: Designation for Future Debt Retirement											
10. Total Enterprise Funds	19,055,175	22,791,778	10,401,413		14,310,900			40,000	24,672,313	24,672,313	
11. Internal Service Funds											
12. TOTAL ALL FUNDS	\$ 118,481,994	\$ 120,655,665	\$ 54,164,533	\$	\$ 73,734,141	\$ 75,223,000	\$	\$ 3,271,741	\$ 203,121,674	\$ 203,121,674	

EXPENDITURE LIMITATION COMPARISON

	2008	2009
1. Budgeted expenditures/expenses	\$ 118,481,994	\$ 203,121,674
2. Add/subtract: estimated net reconciling items		
3. Budgeted expenditures/expenses adjusted for reconciling items	118,481,994	203,121,674
4. Less: estimated exclusions		
5. Amount subject to the expenditure limitation	\$ 118,481,994	\$ 203,121,674
6. EEC or voter-approved alternative expenditure limitation	\$	\$

The city/town does not levy property taxes and does not have special assessment districts for which property taxes are levied. Therefore, Schedule B has been omitted.

* Includes Expenditure/Expense Adjustments Approved in current year from Schedule E.

** Includes actual amounts as of the date the proposed budget was prepared, adjusted for estimated activity for the remainder of the fiscal year.

*** Amounts in this column represent Fund Balance/Net Asset amounts except for amounts invested in capital assets, net of related debt, and reserved/restricted amounts established as offsets to assets presented for informational purposes (i.e., prepaids, inventory, etc.).

CITY/TOWN OF ORO VALLEY
Summary by Fund Type of Revenues Other Than Property Taxes
Fiscal Year 2009

SOURCE OF REVENUES	ESTIMATED REVENUES 2008	ACTUAL REVENUES* 2008	ESTIMATED REVENUES 2009
GENERAL FUND			
Local taxes			
Local Sales Tax	\$ 12,608,840	\$ 13,290,536	\$ 13,637,072
Cable Franchise Tax	426,000	470,000	475,000
Licenses and permits			
Licenses	158,000	160,000	178,520
Permits	1,624,000	2,028,000	1,614,730
Fees	50,000	40,735	49,000
Intergovernmental			
State/County Shared	11,141,691	11,059,904	10,991,773
State Grants	267,000	139,498	285,744
Federal Grants	601,366	377,808	717,503
Other	722,711	643,944	650,083
Charges for services			
Reimbursements	175,000	187,500	207,500
Fees	543,500	503,800	575,820
Other	154,541	255,466	276,641
Fines and forfeits			
Fines	210,000	225,000	250,000
Interest on investments			
Interest Income	600,000	875,000	600,000
In-lieu property taxes			
Contributions			
Voluntary contributions			
Miscellaneous			
Miscellaneous	145,000	128,500	125,000
Total General Fund	\$ 29,427,649	\$ 30,385,691	\$ 30,634,386

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

CITY/TOWN OF ORO VALLEY
Summary by Fund Type of Revenues Other Than Property Taxes
Fiscal Year 2009

SOURCE OF REVENUES	ESTIMATED REVENUES 2008	ACTUAL REVENUES* 2008	ESTIMATED REVENUES 2009
SPECIAL REVENUE FUNDS			
Highway User Revenue Fund			
Local Sales Tax	\$ 2,885,758	\$ 2,910,562	\$ 2,231,463
State Grants	900,000	900,000	
Highway User Fuel Tax	3,308,579	2,970,679	3,160,116
Other	208,500	259,500	217,000
Total Highway User Revenue Fund	\$ 7,302,837	\$ 7,040,741	\$ 5,608,579
Local Transportation Assistance Fund			
Local Transportation Assistance	\$ 248,286	\$ 192,606	\$ 189,403
Grants	50,000		106,500
Other	191,000	878,037	832,248
Total Local Transportation Assistance Fund	\$ 489,286	\$ 1,070,643	\$ 1,128,151
Bed Tax Fund			
Local Sales Tax	\$ 1,372,293	\$ 1,372,293	\$ 1,639,071
Other	15,000	19,600	20,000
Total Bed Tax Fund	\$ 1,387,293	\$ 1,391,893	\$ 1,659,071
Seizure & Forfeitures - State Fund			
	\$ 70,000	\$ 77,000	\$ 4,000
Total Seizures & Forfeitures - State Fund	\$ 70,000	\$ 77,000	\$ 4,000
Seizures & Forfeitures - Justice Fund			
	\$ 100,000	\$ 112,000	\$ 7,000
Total Seizures & Forfeitures - Justice Fund	\$ 100,000	\$ 112,000	\$ 7,000
Total Special Revenue Funds	\$ 9,349,416	\$ 9,692,277	\$ 8,406,801

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

CITY/TOWN OF ORO VALLEY
Summary by Fund Type of Revenues Other Than Property Taxes
Fiscal Year 2009

<u>SOURCE OF REVENUES</u>	<u>ESTIMATED REVENUES 2008</u>	<u>ACTUAL REVENUES* 2008</u>	<u>ESTIMATED REVENUES 2009</u>
DEBT SERVICE FUNDS			
Municipal Debt Service			
	\$ 5,000	\$ 5,000	\$ 5,000
	\$ 5,000	\$ 5,000	\$ 5,000
Oracle Road Improvement District			
	\$ 367,703	\$ 367,703	\$ 372,828
	\$ 367,703	\$ 367,703	\$ 372,828
Total Debt Service Funds	\$ 372,703	\$ 372,703	\$ 377,828

CITY/TOWN OF ORO VALLEY
Summary by Fund Type of Revenues Other Than Property Taxes
Fiscal Year 2009

SOURCE OF REVENUES	ESTIMATED REVENUES 2008	ACTUAL REVENUES* 2008	ESTIMATED REVENUES 2009
CAPITAL PROJECTS FUNDS			
Alternative Water Resources Development Impact Fees			
Development Impact Fees	\$ 588,000	\$ 443,000	\$ 632,580
Miscellaneous	1,154,000	1,195,000	1,672,360
Total Alternative Water Resources Fees	\$ 1,742,000	\$ 1,638,000	\$ 2,304,940
Potable Water System Development Impact Fees			
Charges for Services	\$ 947,500	\$ 1,760,770	\$ 800,900
Other	430,000	378,000	315,200
Total Potable Water System Fees	\$ 1,377,500	\$ 2,138,770	\$ 1,116,100
Townwide Roadway Development Impact Fees			
State Grants	\$ 10,100,000	\$ 11,028,050	\$ 11,811,500
Federal Grants	500,000		500,000
State/County Shared	2,120,000	1,606,511	1,050,000
Development Impact Fees	1,080,000	843,750	843,750
Other	145,000	234,000	227,000
Total Roadway Impact Fees	\$ 13,945,000	\$ 13,712,311	\$ 14,432,250
Regional Transportation Authority			
Local Sales Tax	\$		\$ 894,750
Total Regional Transportation Authority	\$	\$	\$ 894,750
Steam Pump Acquisition			
State/County Shared	\$ 463,113	100,000	\$ 200,000
Federal Grants			450,000
Total Steam Pump Ranch Acquisition	\$ 463,113	\$ 100,000	\$ 650,000
Naranja Town Site			
Other	\$	250,000	\$ 370,000
Total Naranja Town Site	\$	\$ 250,000	\$ 370,000
Honey Bee Village Acquisition			
Other	\$	206,500	\$ 216,186
Total Honey Bee Village	\$	\$ 206,500	\$ 216,186
Municipal Operations Center			
Other	\$ 15,000	20,000	\$ 20,000
Total Municipal Operations Center	\$ 15,000	\$ 20,000	\$ 20,000
Total Capital Projects Funds	\$ 17,542,613	\$ 18,065,581	\$ 20,004,226

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

CITY/TOWN OF ORO VALLEY
Summary by Fund Type of Revenues Other Than Property Taxes
Fiscal Year 2009

SOURCE OF REVENUES	ESTIMATED REVENUES 2008	ACTUAL REVENUES* 2008	ESTIMATED REVENUES 2009
ENTERPRISE FUNDS			
Oro Valley Water Utility			
Water Sales	\$ 11,343,000	\$ 11,382,800	\$ 11,547,900
Charges For Services	465,000	606,600	553,000
Other	350,000	408,377	275,000
Total Oro Valley Water Utility	\$ 12,158,000	\$ 12,397,777	\$ 12,375,900
Stormwater Utility			
Federal Grants	\$ 147,344	\$ 147,344	\$ 900,000
State Grants	473,510	512,837	300,000
Charges for Services	620,854	350,000	735,000
Total Enterprise Funds	\$ 12,778,854	\$ 13,407,958	\$ 14,310,900

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

TOTAL ALL FUNDS \$ 69,471,235 \$ 71,924,210 \$ 73,734,141

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

CITY/TOWN OF ORO VALLEY
Summary by Fund Type of Other Financing Sources/<Uses> and Interfund Transfers
Fiscal Year 2009

FUND	OTHER FINANCING 2009		INTERFUND TRANSFERS 2009	
	SOURCES	<USES>	IN	<OUT>
GENERAL FUND				
Transfer to Public Transportation Fund	\$	\$	\$	\$ 198,598
Transfer to Municipal Debt Service Fund				1,815,668
Transfer to Capital Project Fund				500,000
Total General Fund	\$	\$	\$	\$ 2,514,266
SPECIAL REVENUE FUNDS				
Highway Fund	\$	\$	\$	\$ 717,475
Public Transportation Fund			198,598	
Total Special Revenue Funds	\$	\$	\$ 198,598	\$ 717,475
DEBT SERVICE FUNDS				
Municipal Debt Service Fund	\$	\$	\$ 2,573,143	\$
Total Debt Service Funds	\$	\$	\$ 2,573,143	\$
CAPITAL PROJECTS FUNDS				
Capital Asset Replacement Fund	\$	\$	\$ 500,000	\$
Naranja Town Site	48,600,000			
Municipal Operations Center	26,000,000			
Alternative Water Resources	623,000			
Total Capital Projects Funds	\$ 75,223,000	\$	\$ 500,000	\$
ENTERPRISE FUNDS				
Stormwater Utility	\$	\$	\$	\$ 40,000
Oro Valley Water Utility				
Total Enterprise Funds	\$	\$	\$	\$ 40,000
INTERNAL SERVICE FUNDS				
	\$	\$	\$	\$
Total Internal Service Funds	\$	\$	\$	\$
TOTAL ALL FUNDS	\$ 75,223,000	\$	\$ 3,271,741	\$ 3,271,741

CITY/TOWN OF ORO VALLEY
Summary by Department of Expenditures/Expenses Within Each Fund Type
Fiscal Year 2009

FUND/DEPARTMENT	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2008	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2008	ACTUAL EXPENDITURES/ EXPENSES* 2008	BUDGETED EXPENDITURES/ EXPENSES 2009
GENERAL FUND				
Town Council	\$ 230,547	\$	\$ 203,469	\$ 242,051
Town Clerk	512,827		494,438	463,791
Town Manager	938,456		869,919	962,962
Human Resources	369,516		371,073	392,659
Economic Development	184,798		165,845	188,747
Finance	962,699		902,570	864,411
Information Technology	1,289,853		1,172,220	1,074,651
General Administration	1,428,739		1,131,580	2,629,696
Legal	997,178		935,456	994,667
Planning & Zoning	1,167,311		1,182,842	1,614,458
Building Safety	1,635,301		1,710,915	1,604,616
Library	1,385,423		1,361,296	1,309,983
Parks & Recreation	2,524,697	59,048	2,563,352	2,192,280
Police	12,952,996		12,809,343	13,674,100
Magistrate Court	752,002		762,304	815,079
Development Review	532,816		521,009	523,225
Facilities Maintenance	234,828		176,087	303,279
Contingency Reserve	10,073,438	(344,527)	14,502,433	12,955,313
Total General Fund	\$ 38,173,425	\$ (285,479)	\$ 41,836,151	\$ 42,805,968
SPECIAL REVENUE FUNDS				
Highway Fund	\$ 9,564,753	\$	\$ 9,952,156	\$ 8,951,158
Public Transportation	792,401		1,385,387	1,444,302
Seizures and Forfeitures	348,571		490,650	449,218
Bed Tax	1,878,583		1,916,182	2,117,461
Total Special Revenue Funds	\$ 12,584,308	\$	\$ 13,744,375	\$ 12,962,139
DEBT SERVICE FUNDS				
Municipal Debt Service	\$ 1,568,239	\$	\$ 1,527,519	\$ 2,745,732
Oracle Rd Improvement District	464,494		474,291	472,941
Total Debt Service Funds	\$ 2,032,733	\$	\$ 2,001,810	\$ 3,218,673
CAPITAL PROJECTS FUNDS				
Regional Transportation Authority	\$	\$	\$	\$ 894,750
Townwide Dev. Impact Fees	16,586,347		17,427,027	22,622,777
Capital Asset Replacement	500,000		500,000	1,000,000
Steam Pump Ranch	628,113		475,000	915,811
Honey Bee Village	206,500		491,979	216,186
Naranja Town Site			269,171	49,239,171
Municipal Operations Center	6,612,690		6,558,830	32,093,830
Alternative Water Resources	8,758,040		4,988,856	3,156,352
Potable Water System	13,630,142		9,570,688	9,323,704
Total Capital Projects Funds	\$ 46,921,832	\$	\$ 40,281,551	\$ 119,462,581
PERMANENT FUNDS				
	\$	\$	\$	\$
Total Permanent Funds	\$	\$	\$	\$
ENTERPRISE FUNDS				
Oro Valley Water Utility	\$ 18,415,114	\$	\$ 21,776,876	\$ 22,708,931
Stormwater Utility	640,061		1,014,902	1,963,382
Total Enterprise Funds	\$ 19,055,175	\$	\$ 22,791,778	\$ 24,672,313
INTERNAL SERVICE FUNDS				
	\$	\$	\$	\$
Total Internal Service Funds	\$	\$	\$	\$
TOTAL ALL FUNDS	\$ 118,767,473	\$ (285,479)	\$ 120,655,665	\$ 203,121,674

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

CITY/TOWN OF ORO VALLEY
Summary by Department of Expenditures/Expenses
Fiscal Year 2009

DEPARTMENT/FUND	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2008	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2008	ACTUAL EXPENDITURES/ EXPENSES * 2008	BUDGETED EXPENDITURES/ EXPENSES 2009
Public Works				
General Fund	\$ 532,816	\$	\$ 697,096	\$ 826,504
Highway Fund	9,564,753		9,952,156	8,951,158
Townwide Dev. Impact Fee Fund	16,586,347		15,622,027	22,652,777
Stormwater Utility Fund	640,061		1,014,902	1,963,382
Regional Transportation				894,750
Department Total	\$ 27,323,977	\$	\$ 27,286,181	\$ 35,288,571
Water Utility				
Oro Valley Water Utility Fund	\$ 18,415,114	\$	\$ 21,776,876	\$ 22,708,931
Alternative Water Resources	8,758,040		4,988,856	3,156,352
Potable Water System	13,630,142		9,570,688	9,323,704
Department Total	\$ 40,803,296	\$	\$ 36,336,420	\$ 35,188,987
General Administration				
General Fund	\$ 1,428,739	\$	\$ 1,131,580	2,629,696
Municipal Operations Center	6,612,690		6,558,830	32,093,830
Capital Asset Replacement	500,000		500,000	1,000,000
Steampump Village	628,113		475,000	915,811
Honeybee Village	206,500		491,979	216,186
Naranja Town Site			269,171	49,239,171
Bed Tax Fund	420,792		458,391	1,432,892
Municipal Debt Service	1,568,239		1,527,519	2,745,733
Oracle Rd Improvement District	464,494		474,291	472,941
Department Total	\$ 11,829,567	\$	\$ 11,886,761	\$ 90,746,260
Economic Development				
General Fund	184,798		165,845	188,747
Bed Tax Fund	699,500		699,500	646,587
Department Total	\$ 884,298	\$	\$ 865,345	\$ 835,334
Parks & Recreation				
General Fund	2,524,697	59,048	2,562,602	2,192,280
Bed Tax Fund	758,291		758,291	37,983
Department Total	\$ 3,282,988	\$ 59,048	\$ 3,320,893	\$ 2,230,263
Police				
General Fund	12,952,996		12,809,343	13,674,100
Seizures & Forfeitures	348,571		490,650	449,218
Department Total	\$ 13,301,567	\$	\$ 13,299,993	\$ 14,123,318

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

This Page Intentionally Left Blank



Town of Oro Valley
Community of Excellence

This Page Intentionally Left Blank



Authorized Personnel Schedule

	Actual			Projected	Budget	+/-
	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009	
Town Council						
Mayor	1.00	1.00	1.00	1.00	1.00	-
Council Member	6.00	6.00	6.00	6.00	6.00	-
Town Council Department	7.00	7.00	7.00	7.00	7.00	-
Town Clerk						
Town Clerk	1.00	1.00	1.00	1.00	1.00	-
Deputy Town Clerk	1.00	1.00	1.00	1.00	1.00	-
Senior Office Specialist	-	-	-	-	1.00	1.00
Office Specialist	1.00	1.00	1.00	1.00	-	(1.00)
Senior Office Assistant	-	1.00	1.00	1.60	1.60	-
Office Assistant	1.50	0.50	0.60	-	-	-
Town Clerk Department	4.50	4.50	4.60	4.60	4.60	-
Town Manager						
Town Manager	1.00	1.00	1.00	1.00	1.00	-
Assistant Town Manager	-	1.00	1.00	1.00	1.00	-
Community Relations Administrator	1.00	1.00	1.00	1.00	1.00	-
Special Projects Coordinator	1.00	1.00	1.00	-	-	-
Management Assistant	-	-	-	1.00	1.00	-
Administrative Assistant	1.00	1.00	1.00	1.00	1.00	-
Constituent Services Coordinator	-	-	-	1.00	1.00	-
Communications Specialist	-	-	-	1.00	1.00	-
Senior Office Specialist	-	-	-	1.00	1.00	-
Office Specialist	1.00	1.00	1.00	-	-	-
Communications Intern	-	-	-	0.10	0.10	-
Town Manager Department	5.00	6.00	6.00	8.10	8.10	-
Human Resources						
Human Resource Director	1.00	1.00	1.00	1.00	1.00	-
Human Resource Analyst	1.00	1.00	1.00	1.00	1.00	-
Human Resource Technician	-	-	1.00	1.00	2.00	1.00
Human Resource Assistant	1.00	1.00	1.00	1.00	-	(1.00)
Human Resources Department	3.00	3.00	4.00	4.00	4.00	-
Economic Development						
Economic Development Administrator	1.00	1.00	1.00	1.00	1.00	-
Economic Development Specialist	1.00	1.00	1.00	1.00	1.00	-
Economic Development Intern	-	-	0.25	0.25	0.25	-
Economic Development Department	2.00	2.00	2.25	2.25	2.25	-
Finance						
Finance Director	1.00	1.00	1.00	1.00	1.00	-
Procurement Administrator	-	-	-	1.00	1.00	-
Accounting Supervisor	1.00	1.00	1.00	1.00	1.00	-
Management & Budget Analyst	1.00	1.00	1.00	1.00	1.00	-
Senior Accountant	1.00	1.00	1.00	1.00	1.00	-
Financial Analyst	-	-	1.00	1.00	1.00	-
Senior Office Specialist	1.00	1.00	1.00	1.00	1.00	-
Payroll Specialist	-	-	1.00	1.00	1.00	-
Senior Accounting Clerk	1.50	1.50	-	-	-	-
Accounting Clerk	1.00	1.00	1.00	1.00	1.00	-
Finance Department	7.50	7.50	8.00	9.00	9.00	-
Information Technology						
IT Director	-	-	1.00	1.00	1.00	-
IT Administrator	1.00	1.00	-	-	-	-



Authorized Personnel Schedule

	Actual			Projected	Budget	+/-
	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009	
Network Administrator	-	-	-	1.00	1.00	-
Systems Analyst	-	-	-	-	1.00	1.00
Webmaster	1.00	1.00	1.00	1.00	-	(1.00)
Data Base Analyst	-	-	1.00	1.00	1.00	-
Senior GIS Analyst	-	-	-	1.00	1.00	-
GIS Analyst	1.00	1.00	1.00	1.00	1.00	-
IT Technician	1.00	1.00	1.00	1.00	1.00	-
GIS Technician	-	-	-	1.00	1.00	-
Information Technology Department	4.00	4.00	5.00	8.00	8.00	-
Police						
Chief of Police	1.00	1.00	1.00	1.00	1.00	-
Deputy Chief of Police	-	-	-	1.00	1.00	-
Commander	2.00	2.00	2.00	2.00	2.00	-
Lieutenant	3.00	3.00	3.00	5.00	5.00	-
Sergeant	13.00	13.00	13.00	13.00	13.00	-
Detective	3.00	5.00	5.00	5.00	5.00	-
Patrol Officer	49.00	51.00	57.00	57.00	57.00	-
Motorcycle Officer	6.00	6.00	6.00	6.00	6.00	-
School Resource Officer	3.00	3.00	4.00	7.00	7.00	-
K-9 Officer	3.00	3.00	4.00	4.00	4.00	-
D.A.R.E. Officer	2.00	2.00	3.00	-	-	-
Training Officer	1.00	1.00	1.00	1.00	1.00	-
Reserve Officer	6.00	6.00	6.00	6.00	6.00	-
Communications Supervisor	1.00	1.00	1.00	1.00	1.00	-
Lead Dispatcher	2.00	2.00	3.00	3.00	3.00	-
Dispatcher	9.00	9.00	10.00	10.00	10.00	-
Records Supervisor	1.00	1.00	1.00	1.00	1.00	-
Records Clerk	5.50	5.50	6.50	6.50	6.50	-
Lead IT Forensics Technician	-	1.00	1.00	1.00	1.00	-
Property Forensics Technician	2.00	2.00	2.00	2.00	2.00	-
Professional Dev. & Training Administrator	1.00	1.00	1.00	1.00	1.00	-
Public Information Officer	1.00	1.00	1.00	1.00	1.00	-
Administrative Services Manager	1.00	1.00	1.00	1.00	1.00	-
Crime Analyst	1.00	1.00	1.00	1.00	1.00	-
Senior Office Specialist	1.00	1.00	1.00	1.00	1.00	-
Office Specialist	1.00	1.00	2.00	2.00	2.00	-
Maintenance Technician	-	-	1.00	1.00	1.00	-
Office Assistant	1.50	1.50	1.50	1.50	1.50	-
Police Department	120.00	125.00	139.00	142.00	142.00	-
Magistrate Court						
Magistrate Judge	1.00	1.00	1.00	1.00	1.00	-
Court Administrator	1.00	1.00	1.00	1.00	1.00	-
Courtroom Clerk	1.00	1.00	1.00	1.00	1.00	-
Senior Court Clerk	3.00	4.00	4.00	4.00	4.00	-
Court Clerk	1.50	0.50	0.50	0.50	1.50	1.00
Baliff	1.00	1.00	1.00	1.00	1.00	-
Magistrate Court Department	8.50	8.50	8.50	8.50	9.50	1.00
Legal						
Town Attorney	1.00	1.00	1.00	1.00	1.00	-
Prosecutor	1.00	1.00	1.00	1.00	1.00	-
Chief Civil Deputy Attorney	1.00	1.00	1.00	1.00	1.00	-
Assistant Town Prosecutor	-	1.00	1.00	1.00	1.00	-
Assistant Civil Attorney	-	1.00	1.00	1.00	1.00	-



Authorized Personnel Schedule

	Actual			Projected	Budget	+/-
	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009	
Senior Paralegal	-	-	-	1.00	1.00	-
Paralegal II	-	1.00	1.00	1.00	1.00	-
Paralegal I	1.00	1.00	2.00	1.00	1.00	-
Legal Assistant	1.00	1.00	-	-	-	-
Legal Secretary	1.00	1.00	1.00	1.00	1.00	-
Law Clerk	0.25	0.25	0.25	0.25	0.25	-
Office Assistant	-	1.00	1.00	1.00	1.00	-
Legal Department	6.25	10.25	10.25	10.25	10.25	-
Community Development						
Community Development Director	1.00	1.00	-	-	-	-
Senior Office Specialist	1.00	1.00	-	-	-	-
Senior Office Assistant	1.00	1.00	-	-	-	-
Office Assistant	1.00	1.00	-	-	-	-
Community Development Department	4.00	4.00	-	-	-	-
Planning & Zoning						
Planning & Zoning Director	-	-	1.00	1.00	1.00	-
Assistant Planning & Zoning Director	-	-	-	-	1.00	1.00
Planning & Zoning Administrator	1.00	1.00	-	-	-	-
Principal Planner	1.00	1.00	1.00	1.00	1.00	-
Senior Planner	2.00	2.00	2.00	3.00	3.00	-
Special Projects Coordinator	-	-	-	1.00	1.00	-
Planner	2.00	2.00	2.00	1.00	1.00	-
Zoning Program Supervisor	-	-	-	1.00	1.00	-
Senior Zoning Inspector	1.00	1.00	1.00	-	-	-
Zoning Inspector	1.00	1.00	1.00	1.00	1.00	-
Planning Tech	1.00	1.00	1.00	1.00	1.00	-
Development Coordinator	2.00	2.00	2.00	2.00	2.00	-
Zoning Inspector Tech	1.00	1.00	1.00	1.00	1.00	-
Senior Office Specialist	-	-	-	1.00	1.00	-
Office Specialist	1.00	1.00	1.00	-	-	-
Senior Office Assistant	-	-	-	1.00	1.00	-
Office Assistant	0.50	0.50	0.50	0.50	1.00	0.50
Intern	-	-	0.50	0.50	-	(0.50)
Planning & Zoning Department	13.50	13.50	14.00	16.00	17.00	1.00
Building Safety						
Building Safety Director	-	-	1.00	1.00	1.00	-
Building Safety Administrator	1.00	1.00	-	-	-	-
Assistant Building Official	-	-	1.00	1.00	1.00	-
Chief Building Inspector	1.00	1.00	1.00	1.00	1.00	-
Plans Examiner II	2.00	2.00	2.00	3.00	4.00	1.00
Plans Examiner I	2.00	2.00	2.00	1.00	-	(1.00)
Building Inspector II	4.00	2.00	4.00	4.00	6.00	2.00
Building Inspector I	2.00	4.00	2.00	2.00	-	(2.00)
Senior Building Permit Technician	1.00	1.00	1.00	1.00	1.00	-
Building Permit Manager	1.00	1.00	-	-	-	-
Building Permit Technician	2.00	2.00	2.00	2.00	2.00	-
Office Specialist	-	-	1.00	1.00	1.00	-
Senior Office Assistant	-	-	-	1.00	1.00	-
Building Safety Department	16.00	16.00	17.00	18.00	18.00	-
Library Services						
Library Administrator	1.00	1.00	1.00	1.00	1.00	-
Senior Librarian	1.00	1.00	1.00	1.00	1.00	-
Librarian	2.00	3.00	3.00	3.00	3.00	-



Authorized Personnel Schedule

	Actual			Projected	Budget	+/-
	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009	
Office Specialist	-	-	-	1.00	1.00	-
Library Associate	3.00	5.40	5.20	5.40	5.40	-
Customer Service Representative	3.50	3.50	3.60	3.50	3.50	-
Office Assistant	1.00	1.00	1.00	-	-	-
Library Page	2.70	4.50	4.50	4.50	4.50	-
Library Services Department	14.20	19.40	19.30	19.40	19.40	-
Parks & Recreation						
Parks & Recreation Director	-	-	1.00	1.00	1.00	-
Parks & Recreation Administrator	1.00	1.00	-	-	-	-
Parks Manager	1.00	1.00	1.00	1.00	1.00	-
Recreation Manager	1.00	1.00	1.00	1.00	1.00	-
Multimodal Planner	1.00	1.00	1.00	1.00	1.00	-
Aquatics Manager	1.00	1.00	1.00	1.00	1.00	-
Parks Maintenance Crew Leader	1.00	1.00	1.00	1.00	1.00	-
Senior Park Maintenance Worker	2.00	2.00	2.00	2.00	2.00	-
Senior Office Specialist	-	-	-	1.00	1.00	-
Office Specialist	1.00	1.00	1.00	-	-	-
Senior Office Assistant	-	-	1.00	1.00	1.00	-
Assistant Recreation Manager	0.50	0.50	1.00	1.00	1.00	-
Recreation Leader	0.50	0.50	0.50	0.40	0.40	-
Assistant Pool Manager	0.50	0.50	0.50	0.50	0.50	-
Park Maintenance Worker	2.00	2.00	3.00	3.00	3.00	-
Park Monitor	2.00	2.00	1.40	1.40	1.40	-
Recreation Aide	2.50	2.50	2.50	3.70	3.70	-
Water Safety Instructor	3.80	3.80	8.10	8.10	8.10	-
Parks & Recreation Department	20.80	20.80	27.00	28.10	28.10	-
Development Review						
Development Review Division Manager	1.00	1.00	1.00	1.00	1.00	-
Senior Civil Engineer	-	-	1.00	1.00	1.00	-
Civil Engineer	1.00	1.00	1.00	1.00	1.00	-
Engineering Design Reviewer	1.00	1.00	1.00	1.00	1.00	-
Civil Engineering Tech	2.00	2.00	2.00	2.00	2.00	-
Development Review Department	5.00	5.00	6.00	6.00	6.00	-
Facilities						
Facilities Maintenance Crew Leader	-	-	-	-	1.00	1.00
Facilities Maintenance Tech	1.00	1.00	1.00	1.00	-	(1.00)
Facilities Department	1.00	1.00	1.00	1.00	1.00	-
Public Works						
Town Engineer	1.00	1.00	1.00	1.00	1.00	-
Engineering Division Manager	1.00	1.00	1.00	1.00	1.00	-
Operations Division Manager	1.00	1.00	1.00	1.00	1.00	-
Senior Civil Engineer	-	-	1.00	1.00	1.00	-
Civil Engineer	1.00	1.00	2.00	2.00	2.00	-
Construction Manager	-	-	1.00	1.00	1.00	-
Streets Superintendent	1.00	1.00	1.00	1.00	-	(1.00)
Civil Engineer Designer	2.00	2.00	2.00	2.00	2.00	-
Sr. Traffic Signal/Signage Technician	-	-	-	1.00	1.00	-
Senior Civil Engineer Tech	2.00	2.00	2.00	2.00	1.00	(1.00)
Streets & Drainage Field Supervisor	1.00	1.00	1.00	-	-	-
Construction Inspector	-	-	1.00	1.00	1.00	-
Administrative Coordinator	-	-	-	1.00	1.00	-
Traffic Sign/Signal Technician	-	1.00	1.00	1.00	1.00	-
Heavy Equipment Mechanic	1.00	1.00	1.00	1.00	1.00	-



Authorized Personnel Schedule

	Actual			Projected	Budget	+/-
	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009	
Civil Engineer Tech	3.00	2.00	2.00	2.00	-	(2.00)
Contracts Coordinator	0.50	0.50	1.00	-	-	-
Pavement Management Specialist	-	-	-	1.00	1.00	-
Streets & Drainage Senior Crew Leader	-	-	-	-	1.00	1.00
Streets & Drainage Crew Leader	1.00	1.00	1.00	2.00	3.00	1.00
Traffic S/M Crew Leader	1.00	1.00	1.00	1.00	1.00	-
Senior Heavy Equipment Crew Lead	-	-	1.00	1.00	1.00	-
Senior Heavy Equipment Operator	1.00	1.00	-	-	-	-
Senior Traffic S/M Worker	-	2.00	2.00	2.00	1.00	(1.00)
Office Specialist	-	-	-	-	1.00	1.00
Facilities Maintenance Technician	-	-	-	-	1.00	1.00
Heavy Equipment Operator	2.00	2.00	2.00	1.00	2.00	1.00
Traffic S/M Worker	4.00	2.00	2.00	2.00	2.00	-
Senior Maintenance Worker	-	1.00	1.00	1.00	-	(1.00)
Construction Clerk	-	-	1.00	1.00	1.00	-
Senior Office Assistant	2.00	2.00	2.00	2.00	1.50	(0.50)
Office Assistant	0.50	0.50	0.50	0.50	-	(0.50)
Maintenance Worker	3.00	2.00	2.00	2.00	4.00	2.00
Public Works Department	29.00	29.00	34.50	35.50	35.50	-
Transit						
Transit Services Administrator	1.00	1.00	1.00	1.00	1.00	-
Transit Coordinator	-	-	-	1.00	1.00	-
Dispatcher	-	1.00	1.50	1.50	2.00	0.50
Lead Transit Driver	1.00	1.00	1.00	1.00	1.00	-
Driver	7.00	8.50	7.10	7.10	14.20	7.10
Transit Department	9.00	11.50	10.60	11.60	19.20	7.60
Townwide Roadways						
Senior Civil Engineer	1.00	1.00	-	-	-	-
Construction Manager	1.00	1.00	-	-	-	-
Civil Engineer	1.00	1.00	-	-	-	-
Contract Coordinator	0.50	0.50	-	-	-	-
Civil Engineer Tech	2.00	2.00	-	-	-	-
Construction Clerk	1.00	1.00	-	-	-	-
Townwide Roadways Department	6.50	6.50	-	-	-	-
Stormwater Utility						
Stormwater Engineer	-	-	-	1.00	1.00	-
Civil Engineer Tech	1.00	1.00	1.00	1.00	1.00	-
Stormwater Utility Department	1.00	1.00	1.00	2.00	2.00	-
Water Utility						
Water Utility Director	1.00	1.00	1.00	1.00	1.00	-
Engineering Division Manager	1.00	1.00	1.00	1.00	1.00	-
Water Utility Administrator	1.00	1.00	1.00	1.00	1.00	-
Water Production Superintendent	1.00	1.00	1.00	1.00	1.00	-
Water Distribution Superintendent	1.00	1.00	1.00	1.00	1.00	-
Water Engineer Project Manager	1.00	1.00	1.00	1.00	1.00	-
Meter Reader Supervisor	-	-	-	-	1.00	1.00
Engineering Design Reviewer	-	-	-	1.00	1.00	-
Water Conservation Specialist	1.00	1.00	1.00	1.00	1.00	-
Lead Water Utility Operator	3.00	3.00	3.00	4.00	4.00	-
Senior Civil Engineer Tech	1.00	1.00	1.00	-	-	-
GIS Analyst	1.00	1.00	1.00	-	-	-
Construction Inspector	2.00	2.00	2.00	2.00	2.00	-
Civil Engineer Tech	1.00	1.00	1.00	1.00	1.00	-



Authorized Personnel Schedule

	Actual			Projected	Budget	+/-
	FY 2005	FY 2006	FY 2007	FY 2008	FY 2009	
Water Utility Operator II	6.00	8.00	9.00	8.00	8.00	-
Senior Office Specialist	-	-	-	1.00	1.00	-
Customer Service Supervisor	1.00	1.00	1.00	1.00	1.00	-
Water Utility Operator I	7.00	5.00	5.00	6.00	6.00	-
Office Specialist	1.00	1.00	1.00	-	-	-
Customer Service Representative	4.00	4.00	4.00	4.00	4.00	-
Water Conservation Intern	-	0.50	0.50	0.50	0.50	-
Water Utility Department	34.00	34.50	35.50	35.50	36.50	1.00
Total Authorized Personnel	321.75	339.95	360.50	376.80	387.40	10.60



Town of Oro Valley
Community of Excellence

This Page Intentionally Left Blank



Debt Service Schedules

\$4,930,000 Excise Tax Revenue Bonds, Series 1999

- Date:** June 1, 1999
- Interest:** Payable semiannually commencing on January 1, 2000, and semiannually thereafter on July 1 and January 1 of each year.
- Purpose:** The bonds were issued to fund the costs of (1) construction on the Development Services building, (2) construct and equip water facilities, (3) refund and refinance the Special Assessment and Water Revenue Bonds, Series 1992, and pay amounts due to the City of Tucson under a 'Settlement Agreement'.
- Security:** Excise Taxes

Debt Service:

<u>Fiscal Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2009	370,000	110,560	480,560
2010	285,000	93,755	378,755
2011	195,000	82,700	277,700
2012	200,000	73,340	273,340
2013	100,000	63,740	163,740
2014-2018	885,000	209,070	1,094,070
2019-2020	320,000	16,125	336,125
Total	\$2,355,000	\$649,290	\$3,004,290

\$2,580,000 Excise Tax Revenue Obligations, Series 2000

- Date:** November 1, 2000
- Interest:** Payable semiannually commencing on January 1, 2001, and semiannually thereafter on July 1 and January 1 of each year.
- Purpose:** The bonds were issued to purchase 3 parcels of land for park and recreational facilities.
- Security:** Excise Taxes

Debt Service:

<u>Fiscal Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2009	100,000	19,665	119,665
2010	110,000	14,570	124,570
2011	115,000	9,058	124,058
2012	120,000	3,120	123,120
Total	\$445,000	\$46,413	\$491,413



Debt Service Schedules

\$9,010,000 Excise Tax Revenue Bonds, Series 2001

- Date:** April 1, 2001
- Interest:** Payable semiannually commencing on July 1, 2001, and semiannually thereafter on January 1 and July 1 of each year.
- Purpose:** The bonds were issued for the purpose of providing funding to make improvements to the existing water system, and costs for constructing and equipping a Library building.
- Security:** Excise Taxes

Debt Service:

<u>Fiscal Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2009	375,000	102,441	477,441
2010	400,000	86,106	486,106
2011	400,000	68,756	468,756
2012	425,000	50,656	475,656
2013	440,000	31,406	471,406
2012	465,000	10,753	475,753
Total	\$2,505,000	\$350,119	\$2,855,119

\$15,750,000 Excise Tax Revenue Refunding Bonds, Series 2003

- Date:** December 1, 2003
- Interest:** Payable semiannually commencing on January 1, 2004, and semiannually thereafter on July 1 and January 1 of each year.
- Purpose:** The bonds were issued for the purpose of providing funding to refinance certain outstanding excise tax secured obligations.
- Security:** Excise Taxes

Debt Service:

<u>Fiscal Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2009	390,000	602,835	992,835
2010	400,000	591,960	991,960
2011	410,000	579,554	989,554
2012	1,200,000	552,148	1,752,148
2013	1,375,000	496,773	1,871,773
2014-2018	8,385,000	1,429,806	9,814,806
2019-2020	2,715,000	117,045	2,832,045
Total	\$14,875,000	\$4,370,120	\$19,245,120



Debt Service Schedules

\$29,205,000

Senior Lien Water Project Revenue Bonds, Series 2003

- Date:** December 18, 2003
- Interest:** Payable semiannually commencing on July 1, 2004, and semiannually thereafter on January 1 and July 1 of each year.
- Purpose:** The bonds were issued to provide funding to refinance certain outstanding excise tax secured obligations, to construct Phase I of the reclaimed water system, and provide funds for the expansion and improvements to the potable water system.
- Security:** Excise Taxes

Debt Service:

<u>Fiscal Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2009	1,275,000	1,248,548	2,523,548
2010	1,315,000	1,209,698	2,524,698
2011	1,355,000	1,167,954	2,522,954
2012	1,400,000	1,123,185	2,523,185
2013	1,445,000	1,067,923	2,512,923
2014-2018	5,315,000	4,628,355	9,943,355
2019-2023	6,745,000	3,151,125	9,896,125
2024-2028	7,440,000	1,355,750	8,795,750
2029	1,665,000	41,625	1,706,625
Total	\$27,955,000	\$14,994,161	\$42,949,161

\$6,215,000

Excise Tax Revenue Obligations, Series 2005

- Date:** September 29, 2005
- Interest:** Payable semiannually commencing on July 1, 2006, and semiannually thereafter on January 1 and July 1 of each year.
- Purpose:** The bonds were issued for the land acquisition, development costs and construction of a Municipal Operations Center.
- Security:** Excise Taxes

Debt Service:

<u>Fiscal Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2009	235,000	224,263	459,263
2010	240,000	216,544	456,544
2011	250,000	208,738	458,738
2012	255,000	200,369	455,369
2013	265,000	189,613	454,613
2014-2018	1,495,000	780,544	2,275,544
2019-2023	1,810,000	454,731	2,264,731
2024-2026	1,275,000	81,503	1,356,503
Total	\$5,825,000	\$2,356,303	\$8,181,303



Debt Service Schedules

\$3,945,000

Roadway Improvement Assessment Bonds, Series 2005

- Date:** January 20, 2005
- Interest:** Payable semiannually commencing on July 1, 2005, and semiannually thereafter on January 1 and July 1 of each year.
- Purpose:** The bonds were issued for the improvement of Oracle Road along the Rooney Ranch development.
- Security:** The bonds are payable from and secured by special assessment proceeds.

Debt Service:

<u>Fiscal Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2009	205,000	167,828	372,828
2010	215,000	157,578	372,578
2011	225,000	146,828	371,828
2012	235,000	135,578	370,578
2013	250,000	123,828	373,828
2014-2018	1,415,000	438,738	1,853,738
2019-2021	1,020,000	97,158	1,117,158
Total	<u>\$3,565,000</u>	<u>\$1,267,533</u>	<u>\$4,832,533</u>

\$17,810,000

Excise Tax Revenue Refunding Bonds, Series 2007

- Date:** April 19, 2007
- Interest:** Payable semiannually commencing on July 1, 2007, and semiannually thereafter on January 1 and July 1 of each year.
- Purpose:** The bonds were issued for the purpose of providing funding to refinance certain outstanding excise tax secured obligations.
- Security:** Excise Taxes

Debt Service:

<u>Fiscal Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2009	-	797,188	797,188
2010	435,000	788,488	1,223,488
2011	865,000	761,406	1,626,406
2012	115,000	740,581	855,581
2013	120,000	735,588	855,588
2014-2018	2,265,000	3,493,731	5,758,731
2019-2023	6,880,000	2,435,700	9,315,700
2024-2027	7,130,000	626,663	7,756,663
Total	<u>\$17,810,000</u>	<u>\$10,379,344</u>	<u>\$28,189,344</u>



Debt Service Schedules

\$8,000,000 Highway Expansion and Extension Loan (H.E.L.P.)

- Date:** October 7, 2007
- Interest:** Payable annually commencing on August 8, 2008, and payable August 1 of each year.
- Purpose:** Proceeds from the loan are used to finance the improvements of La Canada Drive from Tangerine Road to Naranja Drive.
- Security:** Impact fees and funding secured from the Pima Association of Governments (PAG).

Debt Service:

<u>Fiscal Year</u>	<u>Principal*</u>	<u>Interest</u>	<u>Total</u>
2009	-	222,369	222,369
2010	-	255,760	255,760
2011	-	255,760	255,760
2012	6,000,000	255,760	6,255,760
2012	2,000,000	63,940	2,063,940
Total	\$8,000,000	\$1,053,589	\$9,053,589

** The Town will receive \$3M in 12.6% funding and \$3M in STPX funding in FY 2011, and \$2.5M in 12.6% funding in FY 2012 for the principal payments.*

\$6,000,000 Water Infrastructure Finance Authority Bonds

- Date:** August 17, 2007
- Interest:** Payable semiannually commencing on January 1, 2008, and semiannually thereafter on July 1 and January 1 of each year.
- Purpose:** The bonds were issued to finance the construction of infrastructure to expand the reclaimed water system in the Town.
- Security:** Water revenue

Debt Service:

<u>Fiscal Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2009	211,383	208,423	419,806
2010	218,857	200,816	419,673
2011	226,596	192,940	419,537
2012	234,609	184,786	419,395
2013	242,904	176,344	419,248
2014-2018	1,349,596	744,258	2,093,853
2019-2023	1,605,686	483,640	2,089,326
2024-2028	1,910,370	173,569	2,083,939
Total	\$6,000,000	\$2,364,776	\$8,364,776



Debt Service Schedules

\$2,362,128
Central AZ Water Conservation District (CAWCD)

- Date:** December 1, 2007
- Interest:** Payable annually commencing on December 1, 2008, and payable December 1 of each year.
- Purpose:** The loan was used to finance the repayment of capital costs associated with the reallocation of 3,557 acre feet of CAP water.
- Security:** Water revenue

Debt Service:

<u>Fiscal Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2009	425,781	95,713	521,494
2010	447,922	73,572	521,494
2011	471,214	50,280	521,494
2012	495,717	25,777	521,494
Total	\$1,840,634	\$245,342	\$2,085,976



Town of Oro Valley
Community of Excellence

This Page Intentionally Left Blank



Glossary of Terms

ADOPTED BUDGET: Formal action made by Town Council that sets the spending limits for the fiscal year.

ALLOCATION: Assigning one or more items of cost or revenue to one or more segments of an organization according to benefits received, responsibilities, or other logical measures of use.

ANNUALIZED COSTS: Operating costs incurred at annual rates for a portion of the prior fiscal year and which must be incurred at similar rates for the entire 12 months of the succeeding fiscal year.

BALANCED BUDGET: A budget in which recurring revenues equal recurring expenditures.

BOND: A municipality will issue this debt instrument and agree to repay the face amount of the bond on the designated maturity date. Bonds are primarily used to finance capital projects.

BUDGET: A financial plan consisting of an estimate of proposed expenditures and their purposes for a given period and the proposed means of financing them.

CAPITAL EXPENDITURE: Those items valued over \$1000 with a life expectancy of at least 5 years.

CAPITAL IMPROVEMENT PLAN (CIP): A comprehensive five-year plan consisting of items costing \$50,000 or more which will support the continued growth and development of the Town.

CAPITAL PROJECT FUND: Fund used to account for financial resources used for acquisition or construction of major assets.

CARRYFORWARD: Year-end savings that may be re-appropriated in the following fiscal year to cover one-time expenses.

CENTRAL ARIZONA WATER CONSERVATION DISTRICT (CAWCD): a state agency with the primary responsibility of

CONTINGENCY: Monies set aside as carryover to the following fiscal year, but which can be used to finance unforeseen expenditures of the various operating funds.

DEBT SERVICE: Principal and interest payments on outstanding bonds.

DEBT SERVICE FUND: Fund used to account for accumulation of resources that will be used to pay general long-term debt.

DEPARTMENT: A major administrative division of the Town that indicates overall management responsibility for an operation or group of related operations within a functional area.

DIVISION: A functional unit of a department.

ENTERPRISE FUND: Accounts for expenses of programs or services, which are intended to be self-sustaining and primarily user fees cover the cost of services.

ESTIMATED REVENUE: The amount of projected revenue to be collected during the fiscal year.

EXPENDITURE: The use of government funds to acquire goods or services.

EXPENDITURE LIMITATION: The Arizona State Legislature imposed constitutional amendment that limits the annual expenditures of all municipalities. The Economic Estimates Commission sets the annual limit based on population growth and inflation. All municipalities have the option of proposing an alternative expenditure limitation to its voters. Oro Valley citizens approved the Home Rule Option in 2006.

FISCAL YEAR: Any period of twelve consecutive months establishing the beginning and the ending of financial transactions. For the Town of Oro Valley this period begins July 1 and ends June 30.



Glossary of Terms

FULL TIME EQUIVALENT (FTE): A position, permanent or temporary, based on 2,080 hours per year. Part-time positions are converted for budget purposes to a decimal equivalent of a full-time position based on 2,080 hours per year. For example, a part-time employee working 20 hours per week would be equivalent to a 0.5 FTE.

FUND: A fiscal and accounting entity with a self-balancing set of accounts recording cash and other financial resources.

FUND BALANCE: A balance or carry over that occurs when actual revenues exceed budgeted revenues and/or when actual expenditures are less than budgeted expenditures.

GENERAL FUND: A fund used to account for all general purpose transactions of the Town that do not require a special type of fund.

GENERAL OBLIGATION BONDS: Bonds that are guaranteed by the full taxing power of a city or town. These bonds are usually retired from property tax funds.

GENERAL PLAN: A plan approved by Town Council that provides the fundamental policy direction and guidance on development decisions in the Town. The General Plan is the "constitution" for growth and development in the community.

GOAL: A statement of broad direction, purpose or intent based on the needs of the community.

GRANT: A contribution by the state or federal government or other agency to support a particular function.

HIGHWAY EXPANSION AND EXTENSION FUND LOANS (HELP): The HELP program is a financing option where Arizona's State Infrastructure Bank Loan bridges the gap between roadway improvement needs and available funds.

HIGHWAY USERS REVENUE FUND (HURF): This revenue source consists of the gasoline tax collected by the state and distributed to counties and cities based on the county of origin and population. These revenues are to be used for street and highway purposes.

HOME RULE OPTION: An alternative expenditure limitation that allows a municipality to expend what it anticipates in revenues each fiscal year. This limitation must be approved by the voters and is effective for four fiscal years.

IMPACT FEES: The fees charged to offset the cost of town improvements that are required due to growth related development.

IMPROVEMENT DISTRICT BONDS: Bonds are issued to finance projects in a designated area within a town or city. The majority of property owners in this district must approve the formation of the district and the amount of indebtedness. The bonds are then repaid by the assessments levied on the property in the district.

INFRASTRUCTURE: Facilities that support the continuance and growth of a community.

LONG TERM DEBT: Debt with a maturity of more than one year after date of issuance.

MUNICIPAL PROPERTY CORPORATION BONDS: Bonds that are issued by a non-profit corporation formed by the Town for the purpose of financing the construction or acquisition of capital improvement projects. These bonds may be issued without voter approval.

OBJECTIVE: A statement of specific measurable outcomes that contribute toward accomplishing the departmental goal.

OPERATING BUDGET: Appropriations for the day-to-day costs of delivering Town services.

PAG: Pima Association of Governments.

PER CAPITA: A unit of measure that indicates the amount of some quantity per person.

PERFORMANCE METRICS: Indication of levels of activity with a department.



PROGRAM: A group of related functions or activities performed by a division where there is a desire to budget and identify expenditures independently of other activities within the division.

RESERVES: To set aside a portion of a fund balance to protect against economic downturns or emergencies.

REVENUE: Amounts estimated to be received from taxes and other sources during the fiscal year.

SPECIAL REVENUE FUND: Fund used to account for revenues from specific taxes or other earmarked revenue sources that by law are designated to finance particular functions or activities of government.

STATE SHARED REVENUE: Includes the Town's portion of state sales tax revenues, state income tax receipts, and Motor Vehicle taxes.

TRANSFER: Movement of resources between two funds.

USER FEES: Fees charged for the direct receipt of a public service to the party or parties who benefits from the service.

WATER INFRASTRUCTURE FINANCE AUTHORITY BONDS (WIFA): WIFA is a state agency that has specific programs that can improve a city or town's ability to use bonding as a revenue source. WIFA has statutory charges to assist smaller to medium sized communities' pool their bond issues together to help lower the costs of issuing debt. They also have monies set aside to help secure the debt and allow the bonds to be issued at the lowest interest rate possible.

This Page Intentionally Left Blank