



# Town of Oro Valley Fiscal Year 2020-2021 Table of Contents

## Financial Overview

Estimated Fund Balance Report .....	1
Fund Balances .....	2
<i>Budget Summary by Fund</i>	
General Fund .....	3
Highway Fund .....	4
Seizures & Forfeitures .....	5
Community Center Fund .....	6
Municipal Debt Service Fund .....	7
Oracle Road Debt Service Fund .....	8
Alternative Water Resources	
Development Impact Fee Fund .....	9
Potable Water System	
Development Impact Fee Fund .....	10
Water Resource and System	
Development Impact Fee Fund .....	11
Townwide Roadway Development	
Impact Fee Fund .....	12
PAG/RTA Fund .....	13
Parks & Recreation Impact Fee Fund .....	14
Police Impact Fee Fund .....	15
Capital Fund .....	16
Recreation In Lieu Fee Fund .....	17
Benefit Self Insurance Fund .....	18
Water Utility Fund .....	19
Stormwater Utility Fund .....	20
Revenue Summary .....	21
Revenue Schedule by Fund .....	22
Personnel Schedule .....	30

## Program Budgets

Clerk .....	36
Community and Economic Development .....	38
Council .....	50
Finance .....	52
Human Resources .....	55
Information Technology .....	57
Legal .....	59
Magistrate Court .....	61
Town Manager's Office .....	63
Parks and Recreation .....	67
Police .....	76
Public Works .....	85
Stormwater Utility .....	98
Water Utility .....	101

## Capital Improvement Program (CIP)

Capital Improvement Program Overview .....	107
10-Year Proposed CIP .....	108
CIP Project Descriptions .....	111



May 20, 2020

It is my privilege to present the Town Manager's Recommended budget for Fiscal Year 2020/2021. This budget totals \$100.9 million, representing a decrease of \$10.1 million, or 9.1% from the adopted FY 2019/2020 budget of \$111.0, which is further explained below.

The Recommended Budget has been particularly challenging to develop this year due to the considerable uncertainty facing the nation, state and region as a result of the COVID-19 pandemic and the impacts of closures across education, business, hospitality, restaurants, and the service sector have had on the economy. The Town's own facilities and services have also been impacted. The Town temporarily closed the Community Center, many park amenities, and building lobbies, and transit use dropped off more than 80%. These closures and decreased usage all impacted community service delivery as well as some employee work schedules and their income. The uncertainty continues into the foreseeable future, but staff has developed a budget that incorporates the best available information and focuses on the priorities of the community and elected body, while conforming to the reality of less revenue in the coming year.

With strong financial preparation, a collaborative leadership team, and targeted and responsible expenditure reductions, this balanced budget represents the allocation of resources expected to be available in this COVID-19 crisis era next fiscal year. The allocated resources will be focused on achieving the goals and objectives outlined in the Town Council's adopted FY 2019/20 – FY 2020/21 Strategic Leadership Plan, wherever possible.

The Council has identified the following focus areas for investments to support the community:

- Economic Vitality
- Recreation and Culture
- Public Safety
- Roads, Water and Town Assets
- Land Use
- Efficient and Effective Government
- Town Finances

### **A WELL PREPARED TOWN GOVERNMENT**

The Town of Oro Valley is strongly positioned to weather the projected national and state economic downturn with minimal expected impacts on services to the community. Had the trajectory of the Town's actual sales tax collections gone as projected, it was forecasted the Town would have seen a year-over-year increase of sales tax collections nearly 10% higher than the FY 19/20 budget at fiscal

year-end. With the strong first eight-month performance, the Town is projecting to still end the 19/20 fiscal year at 97% of budgeted revenues, despite the sharp decline in sales tax revenues after the start of the COVID-19 crisis. The Town's consistent conservative budgeting and forecasting practices have put the organization in an enviable financial position to start FY 20/21.

In addition, the following other preparations and actions have contributed to the Town's strong financial position:

- Early on in the COVID-19 pandemic, the Town implemented a hiring freeze, travel freeze and expenditure cutbacks starting in March 2020. These actions resulted in sufficient reductions to meet the expected drop in revenues without significant service reductions beyond the state or locally-imposed emergency facility closures.
- The Town has built up a healthy cash reserve in the General Fund above the 25% Council policy. Even with the significant revenue reduction expected at FY 19/20 year-end, the Town is expected to have approximately \$3 million in unassigned fund balance available to program into either the FY 20/21 Recommended Budget or the following fiscal year.
- FY 19/20 is the first year the Town retained 100%, rather than 60%, of the sales taxes collected at the Oro Valley Marketplace following the expiration of a revenue sharing agreement from 10 years ago. Of the estimated \$750,000 in additional revenue this represents to the Town, \$500,000 was applied to an additional PSPRS contribution in FY 19/20. For FY 20/21, this on-going revenue stream will greatly assist in helping mitigate next fiscal year's operating costs.
- The Town has a strong debt position with only \$40.5 million in outstanding loans, bonds, and capital leases across all funds (approximately 12% of total assets). In addition, the Town has a capital investment strategy that relies largely on pay-as-you-go, only utilizing financing for capital projects when financially prudent.

### **PROJECTED ECONOMIC CONDITIONS FOR FY 20/21**

While little data has been reported to date with regard to the Town's actual revenue collections following the statewide emergency closures, economic projections collected from reliable sources (e.g. UA Eller College, Arizona Joint Legislative Budget Committee, J.D. Power, etc.) as of the printing of this Recommended Budget show concerning trends for the upcoming fiscal year:

- Arizona's unemployment rate is expected to surge to 19% by the fourth quarter of 2020, but then drop rapidly, and return to its fourth quarter 2019 level by the end of 2022.
- Housing permit activity is expected to be slower.
- U.S. hotel occupancy rate is down over 58% from last year. More than 40% of the 300,000-plus Arizonans who work in the hotel and resort industry have lost their jobs due to the pandemic.
- Enplanements at Tucson International Airport fell by 52% in March, and TSA reports that daily airport screenings in Arizona declined 96% in April compared with April 2019.
- Consumer spending has plummeted, including a 55% decline in auto sales from last year.
- In early March 2020, 0.25% of all mortgages in the US were in forbearance (lender allows borrower to pause or reduce payments) due to general financial hardship.

In the General Fund, the FY 20/21 Recommended Budget is 3.7% less than the FY 19/20 Adopted Budget when excluding any potential funding from the CARES Act and the significantly larger contingency than last fiscal year explained below. The economic crisis is expected to have a notable impact on the Town's largest revenue source, sales taxes. Using the economic projections currently available, the Town is projecting a sharp drop-off in year-over-year sales tax collections for the first six months of the fiscal

year, and then a gradual uptick starting in January, with an expected overall decrease of 6% in that revenue category by FY 20/21 year-end.

State Shared Revenues is the second largest revenue source for the Town. This revenue category is expected to increase by 5% due exclusively to the state income tax portion of the formula, which lags two years behind. The initial projection by the State showed a 12% increase overall, but was revised downward once the COVID-19 closures became a reality. This reduction reflects a similar expected decrease in sales tax collections, as well as a reduction in the vehicle license tax portion. In addition, prior to the COVID-19 crisis, the Town was projecting an estimated 325 single family permits for FY 20/21. Based on economic projections and discussions with local builders, the Town has adjusted that projection to 225 single family homes constructed during the fiscal year, and commercial permit activity has been reduced by 40% from original projections.

## **TOWN OPERATIONS**

### **Expenditures Reduced**

In the General Fund, Operations and Maintenance (O&M) costs have been reduced 11.5% overall from the FY19/20 Adopted Budget, amounting to \$1.2 million. Department directors worked with their management teams to identify budget reductions that would be supportable and minimize service impacts to the community.

### **Excess Reserves to Fund Capital and Supplement Operations**

The Recommended Budget includes the use of excess reserves in the amount of \$2.3 million, of which \$900,000 will be applied to capital projects, and the balance used to mitigate the need for additional cuts in the General Fund. Ordinarily, excess reserves are used exclusively for one-time expenditures. But the pandemic has necessitated veering from the policy in order to balance cuts with loss of services to residents, for what is expected to be a short-term situation.

The Town Council will also be asked to approve an amendment to the Town's Governmental Accounting Standards Board (GASB) 54 policy, which removes unnecessary restrictions still in place on fund balance from the former Bed Tax Fund that was collapsed into the General Fund in FY 18/19. This change results in the availability of \$1.6 million of additional unassigned fund balance (above the \$3 million mentioned earlier) that will strengthen even further the availability of reserves the Town can use to get through this crisis.

The addition of the former Bed Tax fund balance, and the use of \$2.3 million for the Recommended Budget still leaves \$4.7 million above the Town Council's 25% reserve policy to hold for unforeseen revenue losses, unexpected expenditures, or reserve for capital expenditure use in FY 21/22.

### **Compensation, Benefits and Personnel**

Personnel is a significant expense to the Town's budget, as the government is a service-based organization. Except for several years during the Great Recession, over the recent past the Town has been able to offer step and merit increases for its employees. While the fair compensation and retention of employees is a significant priority for me and for the entire Town management team, and was similarly expressed as a priority by the Town Council during the February 2020 strategic planning

retreat, the FY 20/21 Recommended Budget unfortunately includes neither step/merit increases, nor a market adjustment we had hoped to include. Including step and merit increases would require identifying an additional \$500,000 in the General Fund for FY 20/21, and more importantly, has a compounding effect on future budgets in the five-year forecast. It is hoped that as the economy recovers, those increases and adjustments can be included in future budgets. However, I am pleased to report that the Recommended Budget is balanced without the need to institute layoffs or employee furloughs.

In mid-March 2020, I instituted a hiring freeze affecting seven vacant positions. An additional two positions will become vacant before fiscal year end. All of those positions have been projected vacant through December 31, 2020, in the Recommended Budget.

The Town is self-funded for health benefits, and employees are to be commended for taking advantage of the Town's on-site health clinic, extensive wellness programs, and the "Know Your Numbers" initiative. All of these programs have had a notable positive effect on employee health, resulting in lower claims for employees and their dependents. Consequentially, the Town is able to keep its health premiums at existing levels, and has planned for at least one "premium holiday" for employees in the month of August, when deductions will not be made for health premiums. A potential additional premium holiday may be considered in early 2021, if claims experience continues to be low. In addition, the Town has broadened its financial support for employees choosing the high deductible health plan, increasing the Town's contribution for employee-only coverage from 80% Town-paid to 100% Town-paid starting July 1, 2020. Furthermore, families participating in the high deductible health plan will see their annual contribution to their Health Savings Account (HSA) increase from \$1,000 to \$1,750. These additional options for employees, and the ability to forgo premium increases, will assist our workforce and their families in this economic downturn.

Finally, it is to be expected that the Recommended Budget is conservatively approaching new positions and reclassifications for existing positions. The Water Utility budget includes a new Instrumentation Control Technician position, which is needed to help with the installation, calibration and repair of the utility's growing water system that increasingly relies on technology. The budget also includes the authorization to convert an IT Technician from part-time to full-time, which will only be filled if revenues meet projections. Last year, the Information Technology Department was given authorization for a pilot project converting budgeted professional services dollars used to hire an outside firm, to instead hire a part-time IT Technician. The Town was able to greatly expand the service hours available for help desk activities and reduce the backlog of requests for service, and the extra hours have proved to be even more useful as the department responded to organization-wide requests for technology access during the COVID-19 crisis. It is anticipated that the transition to more telework and expanded access to Town services electronically will only continue; therefore, converting the part-time position to full-time benefits the entire organization. The Recommended Budget also includes the necessary reclassification of 16 positions at a total cost of \$32,704 (\$28,715 in the General Fund). These positions are in Parks and Recreation, Police, Public Works and Human Resources departments. Classifications were adjusted to reflect the actual operational duties assigned to the positions as well as address internal and external equity issues.

### **Potential CARES Act Initiatives**

Pima County received \$87 million in federal CARES Act funding to assist with expenditures related to the COVID-19 crisis. The Town will receive reimbursement for allowed expenditures to date, and the opportunity exists for the development of specific programs to assist businesses in the Oro Valley

Community impacted by the pandemic, which would be eligible for funding through the CARES Act. Therefore, the Recommended Budget includes \$1 million of expenditure capacity of these reimbursable funds in General Administration, and staff is beginning to analyze and develop options for discussion in the near future.

### **Strategic Investments Continue**

The Town Council's FY 19/20 – FY 20/21 Strategic Leadership Plan continues to serve as the foundation for prioritizing resources in the Recommended Budget. While there are some objectives that will need to be extended into FY 21/22 due to reduced resources, the Recommended Budget includes a number of initiatives that support the established direction of the elected body.

**Economic Vitality** – With the Town Council adoption of the Comprehensive Economic Development Strategy in October 2019, the Recommended Budget includes several investments and staff initiatives that will move the community toward future economic growth. The University of Arizona will welcome its first class of 110 students in its inaugural Veterinary Science program in Oro Valley this fall.

In addition, the UA Center for Innovation entered into an agreement with the Oro Valley Innovation Lab (OVIL) to take on the responsibility for managing and supporting the new business incubator currently under construction in Innovation Park. With \$60,000 in previous contributions by the Town and a matching contribution by Pima County for the construction of the building, this facility has already attracted several start-up bio-science companies that are poised to tap into the bio ecosystem at Innovation Park following the opening of the facility in Fall 2020. The Recommended Budget includes \$30,000 to contribute to the University of Arizona's operational commitment and ensure the incubator is resourced to recruit and support these new businesses. In addition, the Recommended Budget includes \$275,000 to continue the Town's long-standing partnership with Visit Tucson in attracting visitors to the community, down \$25,000 from FY 19/20. The Recommended Budget also continues the Town's \$40,000 commitment for an operating agreement with the Oro Valley Chamber of Commerce to support the retention and expansion of Town businesses, with a specific emphasis in the coming fiscal year on ways in which businesses impacted by the COVID-19 crisis can be assisted in their recovery.

**Recreation and Culture** – By late May 2020, the Town will receive the report from PRO's Consulting on the community Parks and Recreation Needs Assessment. The next step in the process is to develop updated master plans for the Town's parks and recreation facilities, which was intended to be part of the PRO's Consulting contract. The planned expenditure was reduced from \$72,000 to just \$30,000, and the Town will rely on internal staff to supplement the consulting work. It is expected that preliminary concepts will be developed during the fiscal year, and include continued public engagement. Detailed master plans, such as formal designs, will be budgeted in future fiscal years.

The Recommended Budget also includes \$550,000 for the renovation of the former garage at Steam Pump Ranch, which will permit the Town to permanently assign staff at the highly popular historic amenity and allow the facility to be open to the public daily. The Town has also partnered with Oro Valley Fast Pitch to fund a new pitching/batting cage at Riverfront Park. In addition, \$300,000 has been reserved in the Town's capital budget to apply toward one or two

top priorities from the needs assessment, to be determined later. In the operating budget, the Recommended Budget includes resources to continue the improvements at park facilities.

In the Fall of 2019, the Town Council approved direction for the operation of and investment in the Town's golf courses. Earlier this month following a three month open competitive process, the Town issued a notice of intent for a new firm to take over operations of the courses from Troon in the new fiscal year. Billy Casper Golf will work with the Town in finalizing budget projections for golf prior to Town Council consideration of the Tentative Budget on June 17. The Recommended Budget currently includes a "placeholder" operating budget for the golf portion of the Community Center Fund. The fund also includes a total of \$800,000 for the irrigation design of both the Conquistador and Canada courses, and the first phase of construction of that project on the Conquistador course. The completed two-course renovation project cost is expected to be \$4.3 million over three fiscal years. As expressed by the Town Council in their actions, these capital investments will be made through available fund balance (pay-as-you-go).

**Public Safety** – With the opening of the new Magee police substation and evidence facility, and the renovation of the vacated space in the main police station, the Town continues its focus on updating essential equipment. Included in the Recommended Budget is \$220,000 to replace all of the department's emergency communications center consoles and other equipment, which are 17 years old. With all positions funded in the Police Department, the community can expect the continuation of effective and efficient core services. The Recommended Budget also includes resources needed to expand the department's focus on the health, wellness and safety of the Town's first responders, to include training, support programs, and appropriate personal protective equipment.

**Land Use** – The Council's Strategic Leadership Plan calls for the reevaluation of Town land use codes. Work has started on this project over the past fiscal year, and several code changes will move through the process to Council throughout the year. Those codes requiring outside consulting assistance will be stretched into FY 21/22 for completion.

**Water, Roads and Town Assets** – The Recommended Budget includes an expected initial investment of \$5.5 million in projects connected to the Northwest Recharge, Recovery and Delivery System (NWRDRS), a partnership with the Town of Marana and the Metro Water District to build infrastructure that will allow all three entities to increase their utilization of Central Arizona Project (CAP) allocations in the future. The Water Utility Director and I are also recommending to the Town Council that the potable water rate increase proposed for FY 20/21 be suspended, and the reclaimed water rate decrease be approved as proposed. The public hearing for the rate changes is scheduled for the Town Council's June 3 meeting.

The Council has specified in its Strategic Leadership Plan maintenance of the Town's high Overall Condition Index (OCI) of 76 for all paved streets. To that end, the Highway User Revenue Fund (HURF) budget includes \$1.5 million for the Pavement Preservation Program. The Recommended Budget applies reduced facility maintenance dollars on HVAC and electrical improvements, roof replacement at the Town's Calle Concordia building, continued exterior painting projects, and other essential facility repairs.

**Effective and Efficient Government** – This overarching focus area touches all Town departments. Resources are again budgeted to continue the highly effective OV Peak Performance process improvement initiative in the new fiscal year. In FY 19/20, Peak

Performance implemented 30 process improvements across the organization resulting in a \$55,000 savings in ongoing time and materials. These improvements originated from Town staff affecting front line operations. Improvements focused on eliminating redundancy, reducing waste, and streamlining processes. Many of these improvements leveraged technology the Town had already invested in, creating more value from our investment. The tremendous success of the Town's process improvement approach has paid off in dividends over the past two months during this pandemic crisis. As a result, I am making a minor organizational change to elevate the focus on innovation in the organization by moving the Strategic Initiatives function from the Town Manager's office to combine with Information Technology, renaming the department Innovation and Technology, effective July 1. Also, with strong advocacy by Chief Riley, the Town's emergency planner will be moved under Strategic Initiatives to better reflect the significant town-wide role this position takes in preparing, supporting and innovating Town operations in an emergency and during the recovery process. Final calculations are being made within the departmental budgets and will be reflected in the version presented to the Town Council on June 17 for tentative adoption.

**Town Finances** – The Town Council has set as a priority the ongoing stability of the Town's financial future. Last year, the Recommended Budget included an additional one-time contribution toward the Town's Public Safety Pension Retirement System (PSPRS) unfunded actuarial liability in the amount of \$500,000. With the impact of the pandemic on Town revenues, the Recommended Budget does not include a contribution in the base budget. However, as more specifically outlined in the paragraph below, there is \$5 million in contingency dollars reserved for unforeseen economic impacts or unexpected expenses. If at the end of the fiscal year revenue projections are indicative of a stronger economic recovery than planned, I will bring a supplemental payment recommendation to PSPRS forward for Town Council consideration.

## **Contingency**

Beginning last fiscal year, the Town changed its practice of including in the annual budget all fund balances and reserves, and instead budgeted a much smaller operating contingency to account for unexpected expenditures. In the current FY 19/20 Adopted Budget, the General Fund contingency amount is \$841,325. With the significant uncertainty of the current economic crisis, the Recommended Budget includes a General Fund contingency of \$5 million, with only \$280,000 coming from the Town Council's 25% reserve set-aside. The majority of the contingency is excess reserves. The hope is that none of this contingency is needed to supplement operations. However, the General Fund is reliant on local and state-shared sales taxes, and with only one month of actual receipts reported through March, it is prudent the Town be prepared to continue operations and mitigate significant cutbacks should revenue projections not materialize as projected during the fiscal year.

## **CAPITAL INVESTMENTS – RENOVATIONS, REPLACEMENTS AND PRIORITIES**

### **Capital Fund**

The expansion of the Capital Fund continues to be a positive source of revenue for necessary capital projects. With over \$250 million in Town assets, continuing investments in existing infrastructure is crucial, even during a down economy. The Town Council's financial policies include a requirement that the Town set aside 5% of sales tax revenues for the Capital Fund annually, which is \$900K for FY 20/21.

This year, the Recommended Budget includes a total of \$3.4 million in capital expenditures from the Capital Fund.

The following are highlights of some the Capital Fund projects included in the FY 20/21 Recommended Budget. The rest can be found in the capital section of the Recommended Budget:

IT Backup Replacements	\$200,000	Hardware replacement
Permitting Software	\$200,000	Replacement of Town’s permitting/inspection software module
911 Console Replacements	\$220,000	Replacement of emergency communications equipment
Multi-Use Path Repair	\$400,000	Oro Valley Marketplace MUP
Riverfront Batting Cage/Bull Pen	\$140,000	New batting cage and fencing, with \$67,000 from outside funding
Steam Pump Ranch Garage	\$550,000	Renovation of former garage for offices, public space/restrooms
Tennis court resurfacing	\$90,000	Annual maintenance for courts
Main Campus sidewalks/ADA	\$200,000	Sidewalk replacements and improved wayfinding

**Roads and Streets**

The Recommended Budget includes funding for several roadway projects in addition to the \$1.5 million in the HURF Fund for pavement preservation. Funding in the amount of \$320,000 in the HURF Fund will be applied to the Lambert Lane pavement overlay project from Lambert Lane Park to La Cholla Blvd. A carryover amount of \$3.6 million is also included in the budget for the last phase of construction of the widening of La Cholla Boulevard. Of this funding, \$1.8 million will come from Regional Transportation Authority (RTA), and \$1.8 million from roadway impact fee funds.

**Fleet**

The Recommended Budget continues to include funding for routine fleet replacements at just over \$963,000. These replacements include 14 vehicles for the Police Department, two vehicles for Street Maintenance, two trucks for Parks and Recreation, four Transit vans, one vehicle for Stormwater Utility and two trucks for the Water Utility.

**Water Utility**

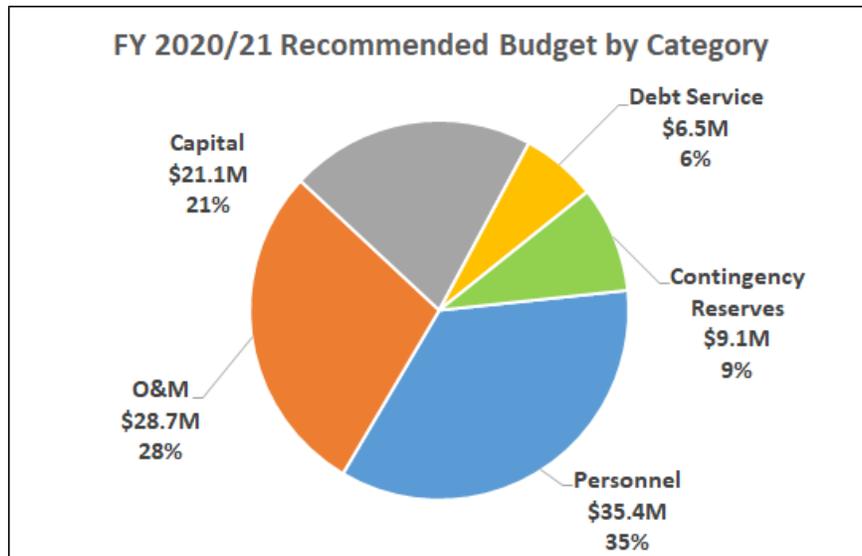
The Water Utility Fund includes a total of 22 capital projects totaling \$9.3 million, details of which can be found in the CIP section of the Recommended Budget.

## Stormwater Utility

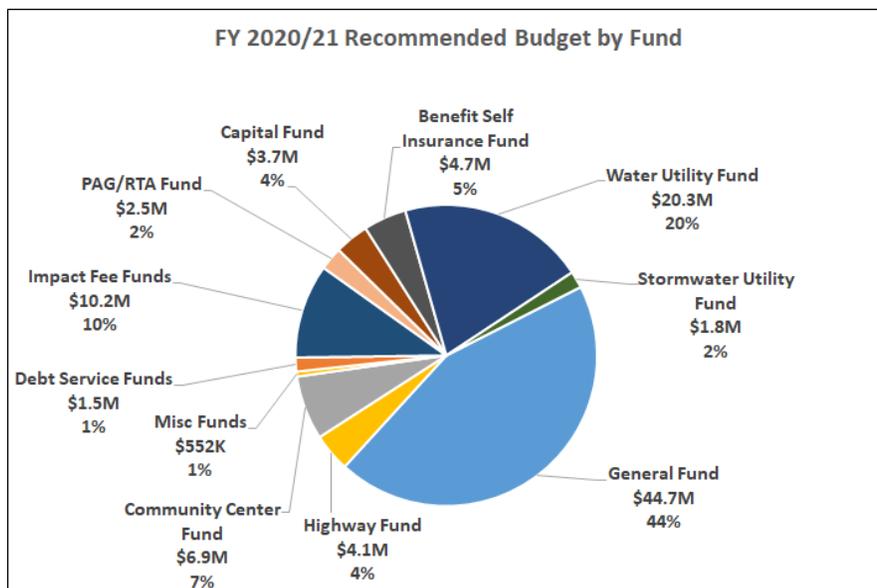
In addition to an O&M budget of \$610,000, the FY 2020/21 Stormwater Utility budget also includes a budgeted contingency of \$500,000 to address any potential monsoon or storm related damage that may occur throughout the Town.

## FINANCIAL OVERVIEW

The following section offers an overview of the main funds of the Recommended Budget, while the chart below depicts the total FY 20/21 Recommended Budget of \$100.9 million by category.



The chart below depicts the total FY 20/21 Recommended Budget by Fund.



## **General Fund**

The recommended General Fund budget totals \$41.4 million (excluding contingency reserves of \$5.0 million and including interfund transfers of \$1.7 million), and is \$0.5 million, or 1.2%, lower than the current year budget of \$41.9 million. The General Fund has a planned use of excess reserves to fund one-time expenditures and some operational expenditures during the COVID-19 pandemic.

The following are key revenue provisions included in the recommended General Fund budget:

- Total FY 20/21 General Fund revenues are \$292,000 or 0.7% lower than FY 19/20 budgeted General Fund revenues.
- The FY 20/21 General Fund budget includes a contingent revenue of \$1.0 million for potential federal funding related to the COVID-19 crisis.
- FY 20/21 local sales tax revenues are \$1.2 million, or 6.1% lower than the adopted FY 19/20 budget. This is largely due to anticipated reductions caused by the global pandemic.
- Licenses and permit revenues are \$392,000 or 19.7% lower than the adopted FY 19/20 budget, which reflect a conservative forecast of commercial and residential development in the near-term.
- Charges for services are \$313,000 or 12.3% lower than the adopted FY 19/20 budget. A bulk of this revenue category is related to Parks & Recreation revenue, which is expected to decline during the first portion of the fiscal year.
- There is an overall increase in of approximately \$664,000, or 5.3% in state-shared revenues. The reason for this increase is due to state-shared income taxes expected to increase \$700,000 or 12.3% from the prior fiscal year.

The following are key expenditure provisions included in the recommended General Fund budget:

- Budgeted personnel costs do not include merit and step increases for FY 20/21. Other employee related expenses are programmed to remain relatively flat for FY 20/21.
- Department operations and maintenance (O&M) budgets are \$1.2 million or 11.5% lower than budgeted FY 19/20 amounts
- A \$1.0 million contingent item is included in the General Fund O&M budget for potential access to federal funding related to the COVID-19 crisis.
- There is a transfer of \$911,000 to the Capital Fund to fund capital needs for FY 20/21.

The estimated year-end reserve balance in the General Fund (excluding contingency) for FY 20/21 is \$14.8 million, or 35.8% of the recommended expenditure budget. The Town's adopted policy level is 25.0%.

## **Water Utility Fund**

Revenues for the Water Utility Fund are estimated at \$19.2 million. This is a \$162,000, or 0.8% decrease from the adopted FY 19/20 budget. The majority of this decrease is due to water sales as overall consumption demands have recently decreased across the region.

Expenditures for the Water Utility Fund are budgeted to decrease \$340,000 or 1.5% from the adopted FY 19/20 budget. This is primarily attributed to less planned capital expenditures for this fiscal year. A listing of planned capital projects for the Water Utility Fund are outlined in the Capital Improvement Program (CIP) section of the Recommended Budget document.

## **10-Year Capital Improvement Program (CIP)**

Town Council financial policies require the development of a 10-year Capital Improvement Program. Reviewed and modified every year based upon needs and projected funding, the full 10-year plan projects a need for \$89.5 million in funding through FY 29/30. Total funding allocated to CIP projects in the Recommended Budget for FY 20/21 is \$20.5 million. Some highlights of the 10-year plan include: \$21.4 million for the Northwest Recharge Recovery and Delivery System (NWRDSD) water project; \$1.5 million in improvements to Steam Pump Ranch; \$10.1 million in improvements and projects in the Community Center Fund; \$18.8 million in continued pavement preservation and management. More details regarding CIP projects and funding is included in the CIP section of the Recommended Budget.

## **CONCLUSION**

I would like to thank the Mayor and Town Council for their vision and leadership in establishing priorities for this community through the adoption of the FY 2019/20 – 2020/21 Strategic Leadership Plan, and throughout the course of the fiscal year. I would also like to recognize and acknowledge the exceptional level of collaboration among staff from all Town departments in the development of the Recommended Budget, especially amid the challenges associated with budget reductions and changes in the workplace due to the pandemic. Finally, I would like to especially recognize my budget team for their extraordinary work in preparing the budget: Senior Budget Analyst Michael Dyckman, Finance and Budget Administrator Wendy Gomez, Chief Financial Officer David Gephart, Assistant Town Manager Chris Cornelison, and Chief Information Officer Chuck Boyer.

Respectfully submitted,

A handwritten signature in black ink, appearing to read 'Mary Jacobs', written in a cursive style.

Mary Jacobs  
Town Manager

**Fund Balance Report**  
**FY 20/21 MANAGER'S RECOMMENDED BUDGET**

Updated: May 15, 2020

	BUDGETED				EXPENDITURES						
	BEGINNING FUND BALANCE	REVENUE	TRANSFERS IN	TOTAL	PERSONNEL	O&M	CAPITAL	TRANSFERS OUT	DEBT SERVICE	CONTINGENCY	TOTAL
GENERAL FUND	7,338,128	38,944,233	120,000	<b>46,402,361</b>	28,909,163	10,025,678	738,000	1,729,520	-	5,000,000	<b>46,402,361</b>
HIGHWAY FUND	445,284	3,700,929	-	<b>4,146,213</b>	1,387,651	648,062	1,910,500	-	-	200,000	<b>4,146,213</b>
SEIZURES & FORFEITURES	208,870	327,000	-	<b>535,870</b>	95,789	-	-	-	-	440,081	<b>535,870</b>
COMMUNITY CENTER FUND	405,988	6,798,333	-	<b>7,204,321</b>	762,713	5,147,230	824,500	278,302	-	191,576	<b>7,204,321</b>
MUNICIPAL DEBT SVC FUND	105,000	144,245	1,076,200	<b>1,325,445</b>	-	10,000	-	-	1,215,445	100,000	<b>1,325,445</b>
ORACLE RD DEBT SVC FUND	2,678	174,038	3,000	<b>179,716</b>	-	3,000	-	-	174,038	2,678	<b>179,716</b>
WRSDIF FUND	2,067,788	2,710,111	16,595,878	<b>21,373,777</b>	-	198,000	6,158,000	-	325,099	300,000	<b>6,981,099</b>
TWDIF FUND	1,765,680	344,320	-	<b>2,110,000</b>	-	10,000	1,800,000	-	-	300,000	<b>2,110,000</b>
ALT WATER RESOURCE FUND	-	-	-	-	-	-	-	8,611,958	-	-	<b>8,611,958</b>
POTABLE WATER SYSTEM FUND	-	-	-	-	-	-	-	5,780,720	-	-	<b>5,780,720</b>
PAG/RTA FUND	594,261	1,903,125	-	<b>2,497,386</b>	-	-	2,365,000	-	-	132,386	<b>2,497,386</b>
PARKS & REC IMPACT FEE FUND	680,332	314,668	-	<b>995,000</b>	-	10,000	685,000	-	-	300,000	<b>995,000</b>
POLICE IMPACT FEE FUND	105,124	95,911	-	<b>201,035</b>	-	10,000	-	100,000	-	91,035	<b>201,035</b>
CAPITAL FUND	1,827,358	950,010	911,143	<b>3,688,511</b>	-	-	3,634,666	-	-	53,845	<b>3,688,511</b>
REC IN LIEU FEE FUND	16,004	-	-	<b>16,004</b>	-	-	-	-	-	16,004	<b>16,004</b>
BENEFIT SELF INSURANCE FUND	500,000	4,157,654	-	<b>4,657,654</b>	-	4,157,654	-	-	-	500,000	<b>4,657,654</b>
WATER UTILITY FUND	3,289,746	19,182,495	-	<b>22,472,241</b>	3,488,801	8,044,042	3,208,622	2,205,721	4,775,055	750,000	<b>22,472,241</b>
STORMWATER UTILITY FUND	368,750	1,439,000	-	<b>1,807,750</b>	830,507	433,243	44,000	-	-	500,000	<b>1,807,750</b>
	<b>19,720,991</b>	<b>81,186,072</b>	<b>18,706,221</b>	<b>119,613,284</b>	<b>35,474,624</b>	<b>28,696,909</b>	<b>21,368,288</b>	<b>18,706,221</b>	<b>6,489,637</b>	<b>8,877,605</b>	<b>119,613,284</b>
			Less Transfers In	<b>(18,706,221)</b>						Less Transfers Out	<b>(18,706,221)</b>
				<b>FY 2020/21 BUDGET</b>							<b>\$ 100,907,063</b>
											<b>FY 2020/21 BUDGET</b>
											<b>\$ 100,907,063</b>

*Does not include non cash outlays for depreciation or amortization*



## Fiscal Year 2020-2021

## Fund Balances

	(1) General Fund	Special Revenue Funds	(2) Enterprise Funds	(3) Capital Project Funds	(4) Internal Service Fund	(5) Debt Service Funds	2020-2021 Total
<b>Revenues and Other Sources</b>							
Taxes	\$ 18,128,304	\$ 2,492,960	\$ -	\$ -	\$ -	\$ -	\$ 20,621,264
Licenses and Permits	1,592,500	25,000	-	-	-	-	1,617,500
Fines	125,000	-	-	-	-	-	125,000
Water Sales	-	-	13,078,000	-	-	-	13,078,000
Charges for Services	2,239,675	4,179,373	4,524,500	28,125	-	-	10,971,673
State Shared Revenue	13,194,438	3,458,929	-	-	-	-	16,653,367
Intergovernmental	1,672,000	-	-	-	-	-	1,672,000
Grants	1,579,816	210,000	-	1,942,000	-	39,245	3,771,061
Seizures & Forfeitures	-	325,000	-	-	-	-	325,000
Impact Fees	-	-	-	3,248,010	-	-	3,248,010
Interest Income	150,000	7,000	76,000	217,000	-	179,038	629,038
Miscellaneous	262,500	128,000	-	633,010	4,157,654	100,000	5,281,164
Other Financing Sources	120,000	-	2,942,995	17,757,021	-	1,079,199	21,899,215
<b>Total</b>	<b>\$ 39,064,233</b>	<b>\$ 10,826,262</b>	<b>\$ 20,621,495</b>	<b>\$ 23,825,166</b>	<b>\$ 4,157,654</b>	<b>\$ 1,397,482</b>	<b>\$ 99,892,292</b>
<b>Expenditures and Other Uses</b>							
General Government							
<i>Town Council</i>	\$ 197,019	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 197,019
<i>Town Manager's Office</i>	1,287,034	-	-	-	-	-	1,287,034
<i>Clerk</i>	428,524	-	-	-	-	-	428,524
<i>Human Resources</i>	457,347	-	-	-	-	-	457,347
<i>Finance</i>	832,888	-	-	-	-	-	832,888
<i>Information Technology</i>	3,386,094	-	-	-	-	-	3,386,094
<i>Legal</i>	870,592	-	-	-	-	-	870,592
<i>Magistrate Court</i>	864,826	-	-	-	-	-	864,826
<i>General Administration</i>	3,010,313	-	-	30,000	4,157,654	13,000	7,210,967
<i>Debt Service</i>	-	-	-	-	-	1,389,483	1,389,483
<i>Capital Projects</i>	-	-	-	4,319,666	-	-	4,319,666
Comm. & Econ Dev.	2,779,661	-	-	-	-	-	2,779,661
Parks & Recreation	3,478,517	6,734,443	-	-	-	-	10,212,960
Police	17,181,136	95,789	-	-	-	-	17,276,925
Public Works	4,898,890	3,946,213	1,307,750	-	-	-	10,152,853
Water Utility	-	-	14,741,465	6,356,000	-	-	21,097,465
<i>Water Utility Debt Service</i>							
<i>Principal</i>	-	-	3,918,061	276,580	-	-	4,194,641
<i>Interest</i>	-	-	856,994	48,519	-	-	905,513
Roadway Improvements	-	-	-	4,165,000	-	-	4,165,000
Other Financing Uses	1,729,520	278,302	2,205,721	14,492,678	-	-	18,706,221
<b>Total</b>	<b>\$ 41,402,361</b>	<b>\$ 11,054,747</b>	<b>\$ 23,029,991</b>	<b>\$ 29,688,443</b>	<b>\$ 4,157,654</b>	<b>\$ 1,402,483</b>	<b>\$ 110,735,679</b>
Increase/(Decrease)	(2,338,128)	(228,485)	(2,408,496)	(5,863,277)	-	(5,001)	(10,843,387)
Beginning Fund Balance	\$ 17,157,343	\$ 1,227,740	\$ 11,160,760	\$ 20,662,679	\$ 1,107,185	\$ 197,503	\$ 51,513,209
<b>Ending Fund Balance</b>	<b>\$ 14,819,215</b>	<b>\$ 999,255</b>	<b>\$ 8,752,264</b>	<b>\$ 14,799,402</b>	<b>\$ 1,107,185</b>	<b>\$ 192,502</b>	<b>\$ 40,669,822</b>

This table depicts the estimated beginning fund balance at July 1, 2020, the budgeted revenues and expenditures for FY 2020/21 and the projected ending fund balance at June 30, 2021.

- (1) The General Fund is planned to decrease by \$2,338,128 due to projected revenue reductions and for one-time expenditures.
- (2) Special Revenue Funds are planned to decrease \$228,485 for planned capital projects.
- (3) Enterprise Funds are planned to decrease by \$2,408,496 due to one-time capital projects.
- (4) Capital Project Funds are planned to decrease by \$5,863,277 due to one-time capital projects and equipment.
- (5) The Debt Service Funds are planned to decrease by \$5,001 for debt service payments and associated costs.



**Fiscal Year 2020-2021**

**General Fund  
Fund Summary**

	<b>FY 2020 Budget</b>	<b>FY 2020 Projected</b>	<b>FY 2021 Budget</b>	<b>\$ to Budget</b>	<b>% to Budget</b>
<b>Revenues and Other Sources</b>					
Local Taxes	19,311,206	18,793,612	18,128,304	(1,182,902)	-6.1%
Licenses and Permits	1,984,118	2,184,210	1,592,500	(391,618)	-19.7%
Federal Grants	549,543	377,500	1,504,816	955,273	173.8%
State Grants	75,000	75,000	75,000	-	0.0%
State Shared Revenues	12,530,715	12,070,307	13,194,438	663,723	5.3%
Intergovernmental	1,675,000	1,585,000	1,672,000	(3,000)	-0.2%
Charges for Services	2,552,639	2,141,965	2,239,675	(312,964)	-12.3%
Fines	120,000	120,000	125,000	5,000	4.2%
Interest Income	150,000	555,980	150,000	-	0.0%
Miscellaneous	288,000	295,800	262,500	(25,500)	-8.9%
Transfer from Community Center Fund	120,000	120,000	120,000	-	0.0%
<b>Total</b>	<b>\$ 39,356,221</b>	<b>\$ 38,319,374</b>	<b>\$ 39,064,233</b>	<b>\$ (291,988)</b>	<b>-0.7%</b>
<b>Expenditures and Other Uses</b>					
Personnel	29,146,622	28,432,662	28,909,163	(237,459)	-0.8%
Operations & Maintenance	10,193,107	9,922,934	10,025,678	(167,429)	-1.6%
Capital Outlay	706,050	482,664	738,000	31,950	4.5%
Transfer to Capital Fund:	1,100,000	1,100,000	911,143	(188,857)	-17.2%
Transfer to Debt Service Fund	795,436	795,436	818,377	22,941	2.9%
<b>Total</b>	<b>\$ 41,941,215</b>	<b>\$ 40,733,696</b>	<b>\$ 41,402,361</b>	<b>\$ (538,854)</b>	<b>-1.3%</b>
Increase/(Decrease)	\$ (2,584,994)	\$ (2,414,322)	\$ (2,338,128)		
Beginning Fund Balance			17,157,343		
<b>Total Ending Fund Balance</b>			14,819,215		
25% Coverage			10,350,590		



**Fiscal Year 2020-2021**

**Highway Fund  
Fund Summary**

	<b>FY 2020 Budget</b>	<b>FY 2020 Projected</b>	<b>FY 2021 Budget</b>	<b>\$ to Budget</b>	<b>% to Budget</b>
<b>Revenues and Other Sources</b>					
Licenses and Permits	-	-	25,000	25,000	0.0%
State Grants	180,000	180,000	210,000	30,000	16.7%
State Shared Revenues	3,604,407	3,513,856	3,458,929	(145,478)	-4.0%
Interest Income	-	3,168	5,000	5,000	0.0%
Miscellaneous	1,500	63,827	2,000	500	33.3%
<b>Total</b>	<b>\$ 3,785,907</b>	<b>\$ 3,760,851</b>	<b>\$ 3,700,929</b>	<b>\$ (84,978)</b>	<b>-2.2%</b>
<b>Expenditures and Other Uses</b>					
Personnel	1,378,198	1,378,198	1,387,651	9,453	0.7%
Operations & Maintenance	584,450	556,177	648,062	63,612	10.9%
Capital Outlay	2,160,500	2,080,500	1,910,500	(250,000)	-11.6%
<b>Total</b>	<b>\$ 4,123,148</b>	<b>\$ 4,014,875</b>	<b>\$ 3,946,213</b>	<b>\$ (176,935)</b>	<b>-4.3%</b>
Increase/(Decrease)	\$ (337,241)	\$ (254,024)	\$ (245,284)		
Beginning Fund Balance Committed			\$ 612,882		
<b>Ending Fund Balance Committed</b>			<b>\$ 367,598</b>		



**Fiscal Year 2020-2021**

**Seizures & Forfeitures  
Fund Summary**

	<b>FY 2020 Budget</b>	<b>FY 2020 Projected</b>	<b>FY 2021 Budget</b>	<b>\$ to Budget</b>	<b>% to Budget</b>
<b>Revenues and Other Sources</b>					
Seizures and Forfeitures	325,000	33,000	325,000	-	0.0%
Interest Income	-	6,100	2,000	2,000	0.0%
<b>Total</b>	<b>\$ 325,000</b>	<b>\$ 39,100</b>	<b>\$ 327,000</b>	<b>\$ 2,000</b>	<b>0.6%</b>
<b>Expenditures and Other Uses</b>					
Personnel	82,846	1,600	95,789	12,943	15.6%
Operations & Maintenance	-	38,500	-	-	0.0%
Capital Outlay	-	19,493	-	-	0.0%
<b>Total</b>	<b>\$ 82,846</b>	<b>\$ 59,593</b>	<b>\$ 95,789</b>	<b>\$ -</b>	<b>15.6%</b>
Increase/(Decrease)	\$ 242,154	\$ (20,493)	\$ 231,211		
Beginning Fund Balance Restricted			\$ 208,870		
<b>Ending Fund Balance</b> Restricted			<b>\$ 440,081</b>		



**Fiscal Year 2020-2021**

**Community Center Fund  
Fund Summary**

	<b>FY 2020 Budget</b>	<b>FY 2020 Projected</b>	<b>FY 2021 Budget</b>	<b>\$ to Budget</b>	<b>% to Budget</b>
<b>Revenues and Other Sources</b>					
Local Sales Tax	2,478,552	2,300,962	2,492,960	14,408	0.6%
Charges for Services	4,270,053	3,734,208	4,179,373	(90,680)	-2.1%
Miscellaneous	-	12,390	126,000	126,000	0.0%
<b>Total</b>	<b>\$ 6,748,605</b>	<b>\$ 6,047,560</b>	<b>\$ 6,798,333</b>	<b>\$ 49,728</b>	<b>0.7%</b>
<b>Expenditures and Other Uses</b>					
Personnel	850,734	773,964	762,713	(88,021)	-10.3%
Operations & Maintenance	4,786,685	4,560,277	4,708,762	(77,923)	-1.6%
Equipment Leases	438,468	427,953	438,468	-	0.0%
Capital Outlay	106,500	106,500	824,500	718,000	674.2%
Transfer to Debt Service Fund	148,810	148,810	158,302	9,492	6.4%
Transfer to General Fund	120,000	120,000	120,000	-	0.0%
<b>Total</b>	<b>\$ 6,451,197</b>	<b>\$ 6,137,504</b>	<b>\$ 7,012,745</b>	<b>\$ 561,548</b>	<b>8.7%</b>
Increase/(Decrease)	\$ 297,408	\$ (89,944)	\$ (214,412)		
Beginning Fund Balance Committed			\$ 405,988		
<b>Ending Fund Balance</b> Restricted			<b>\$ 191,576</b>		



## Fiscal Year 2020-2021

### Municipal Debt Service Fund Summary

	FY 2020 Budget	FY 2020 Projected	FY 2021 Budget	\$ to Budget	% to Budget
<b>Revenues and Other Sources</b>					
Federal Subsidy	43,509	43,509	39,245	(4,264)	-9.8%
Interest Income	5,000	18,639	5,000	-	0.0%
Miscellaneous	100,000	104,000	100,000	-	0.0%
Transfer from General Fund	795,437	795,436	815,376	19,939	2.5%
Transfer from Police Impact Fee Fund	100,000	100,000	100,000	-	0.0%
Transfer from Comm Center Fund	148,810	148,810	158,302	9,492	6.4%
Transfer from Water Utility Fund	2,472	2,472	2,521	49	2.0%
<b>Total</b>	<b>\$ 1,195,228</b>	<b>\$ 1,212,866</b>	<b>\$ 1,220,444</b>	<b>\$ 25,216</b>	<b>2.1%</b>
<b>Expenditures and Other Uses</b>					
Operations & Maintenance	10,000	10,000	10,000	-	0.0%
Debt Service	1,190,228	1,190,228	1,215,445	25,217	2.1%
<b>Total</b>	<b>\$ 1,200,228</b>	<b>\$ 1,200,228</b>	<b>\$ 1,225,445</b>	<b>\$ 25,217</b>	<b>2.1%</b>
Increase/(Decrease)	\$ (5,000)	\$ 12,638	\$ (5,001)		
Beginning Fund Balance Restricted			\$ 194,825		
<b>Ending Fund Balance</b> Restricted			<b>\$ 189,824</b>		



**Fiscal Year 2020-2021**

**Oracle Road Improvement District  
Debt Service Fund Summary**

	<b>FY 2020 Budget</b>	<b>FY 2020 Projected</b>	<b>FY 2021 Budget</b>	<b>\$ to Budget</b>	<b>% to Budget</b>
<b>Revenues and Other Sources</b>					
Interest Repayments	11,912	9,682	4,038	(7,874)	-66.1%
Principal Repayments	165,000	158,948	170,000	5,000	3.0%
Transfer from General Fund	-	-	3,000	3,000	0.0%
<b>Total</b>	<b>\$ 176,912</b>	<b>\$ 168,630</b>	<b>\$ 177,038</b>	<b>\$ 126</b>	<b>0.1%</b>
<b>Expenditures and Other Uses</b>					
Operations & Maintenance	3,000	3,000	3,000	-	0.0%
Debt Service	176,912	172,874	174,038	(2,874)	-1.6%
<b>Total</b>	<b>\$ 179,912</b>	<b>\$ 175,874</b>	<b>\$ 177,038</b>	<b>\$ (2,874)</b>	<b>-1.6%</b>
Increase/(Decrease)	\$ (3,000)	\$ (7,244)	\$ -		
Beginning Fund Balance Restricted			\$ 2,678		
<b>Ending Fund Balance Restricted</b>			<b>\$ 2,678</b>		



**Fiscal Year 2020-2021**

**Alternative Water Resources  
Development Impact Fee Fund Summary**

	<b>FY 2020 Budget</b>	<b>FY 2020 Projected</b>	<b>FY 2021 Budget</b>	<b>\$ to Budget</b>	<b>% to Budget</b>
<b>Revenues and Other Sources</b>					
Interest Income	40,000	20,935	-	(40,000)	-100.0%
Impact Fees	1,276,190	798,638	-	(1,276,190)	-100.0%
<b>Total</b>	<b>\$ 1,316,190</b>	<b>\$ 819,573</b>	<b>\$ -</b>	<b>\$ (1,316,190)</b>	<b>-100.0%</b>
<b>Expenditures and Other Uses</b>					
Operations & Maintenance	203,877	203,877	-	(203,877)	-100.0%
Capital Outlay	2,355,923	1,023,681	-	(2,355,923)	-100.0%
Transfer to WRSDIF	-	-	8,611,958	8,611,958	0.0%
<b>Total</b>	<b>\$ 2,559,800</b>	<b>\$ 1,227,558</b>	<b>\$ 8,611,958</b>	<b>\$ 6,052,158</b>	<b>236.4%</b>
Increase/(Decrease)	\$ (1,243,610)	\$ (407,985)	\$ (8,611,958)		
Beginning Fund Balance			8,611,958		
<b>Ending Fund Balance</b>			<b>\$ -</b>		



**Fiscal Year 2020-2021**

**Potable Water System  
Development Impact Fee Fund Summary**

	<b>FY 2020 Budget</b>	<b>FY 2020 Projected</b>	<b>FY 2021 Budget</b>	<b>\$ to Budget</b>	<b>% to Budget</b>
<b>Revenues and Other Sources</b>					
Interest Income	36,800	20,000	-	(36,800)	-100.0%
Impact Fees	635,728	397,836	-	(635,728)	-100.0%
<b>Total</b>	<b>\$ 672,528</b>	<b>\$ 417,836</b>	<b>\$ -</b>	<b>\$ (672,528)</b>	<b>-100.0%</b>
<b>Expenditures and Other Uses</b>					
Operations & Maintenance	10,000	10,000	-	(10,000)	-100.0%
Debt Service	325,996	325,996	-	(325,996)	-100.0%
Capital Outlay	800,000	110,000	-	(800,000)	-100.0%
Transfer to WRSDIF	-	-	5,780,720	5,780,720	0.0%
<b>Total</b>	<b>\$ 1,135,996</b>	<b>\$ 445,996</b>	<b>\$ 5,780,720</b>	<b>\$ 4,644,724</b>	<b>408.9%</b>
Increase/(Decrease)	\$ (463,468)	\$ (28,160)	\$ (5,780,720)		
Beginning Fund Balance			5,780,720		
<b>Ending Fund Balance</b>			<b>\$ -</b>		



**Fiscal Year 2020-2021**

**Water Resource and System Development  
Impact Fee Fund Summary**

	<b>FY 2020 Budget</b>	<b>FY 2020 Projected</b>	<b>FY 2021 Budget</b>	<b>\$ to Budget</b>	<b>% to Budget</b>
<b>Revenues and Other Sources</b>					
Impact Fees	-	-	2,528,111	2,528,111	0.0%
Interest Income	-	-	182,000	182,000	0.0%
Transfer From Water Utility Fund	-	-	2,203,200	2,203,200	0.0%
Transfer From Impact Fee Funds	-	-	14,392,678		
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 19,305,989</b>	<b>\$ 19,305,989</b>	<b>0.0%</b>
<b>Expenditures and Other Uses</b>					
Operations & Maintenance	-	-	198,000	198,000	0.0%
Debt Service	-	-	325,099	325,099	0.0%
Capital Outlay	-	-	6,158,000	6,158,000	0.0%
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 6,681,099</b>	<b>\$ 6,681,099</b>	<b>0.0%</b>
Increase/(Decrease)	\$ -	\$ -	\$ 12,624,890		
Beginning Fund Balance			\$ -		
<b>Ending Fund Balance</b>			<b>\$ 12,624,890</b>		



**Fiscal Year 2020-2021**

**Townwide Roadway Development  
Impact Fee Fund Summary**

	<b>FY 2020 Budget</b>	<b>FY 2020 Projected</b>	<b>FY 2021 Budget</b>	<b>\$ to Budget</b>	<b>% to Budget</b>
<b>Revenues and Other Sources</b>					
Interest Income	30,000	29,387	30,000	-	0.0%
Impact Fees	541,430	525,095	314,320	(227,110)	-41.9%
State Grants	-	-	-	-	0.0%
<b>Total</b>	<b>\$ 571,430</b>	<b>\$ 554,482</b>	<b>\$ 344,320</b>	<b>\$ (227,110)</b>	<b>-39.7%</b>
<b>Expenditures and Other Uses</b>					
Operations & Maintenance	10,000	10,000	10,000	-	0.0%
Capital Outlay	2,700,000	1,006,000	1,800,000	(900,000)	-33.3%
<b>Total</b>	<b>\$ 2,710,000</b>	<b>\$ 1,016,000</b>	<b>\$ 1,810,000</b>	<b>\$ (900,000)</b>	<b>-33.2%</b>
Increase/(Decrease)	\$ (2,138,570)	\$ (461,518)	\$ (1,465,680)		
Beginning Fund Balance Restricted			\$ 2,796,426		
<b>Ending Fund Balance Restricted</b>			<b>\$ 1,330,746</b>		



**Fiscal Year 2020-2021**

**PAG/RTA Fund  
Fund Summary**

	<b>FY 2020 Budget</b>	<b>FY 2020 Projected</b>	<b>FY 2021 Budget</b>	<b>\$ to Budget</b>	<b>% to Budget</b>
<b>Revenues and Other Sources</b>					
State Grants	10,300,000	11,716,553	1,875,000	(8,425,000)	-81.8%
Charges for Services	28,125	28,125	28,125	-	0.0%
Miscellaneous	-	198,401	-	-	0.0%
<b>Total</b>	<b>\$ 10,328,125</b>	<b>\$ 11,943,079</b>	<b>\$ 1,903,125</b>	<b>(8,425,000)</b>	<b>-81.6%</b>
<b>Expenditures and Other Uses</b>					
Capital Outlay	10,300,000	11,914,954	2,365,000	(7,935,000)	-77.0%
<b>Total</b>	<b>\$ 10,300,000</b>	<b>\$ 11,914,954</b>	<b>\$ 2,365,000</b>	<b>(7,935,000)</b>	<b>-77.0%</b>
Increase/(Decrease)	28,125	28,125	(461,875)		
Beginning Fund Balance Restricted			\$ 594,261		
<b>Ending Fund Balance Restricted</b>			<b>\$ 132,386</b>		



**Fiscal Year 2020-2021**

**Parks and Recreation Impact Fee Fund Summary**

	<b>FY 2020 Budget</b>	<b>FY 2020 Projected</b>	<b>FY 2021 Budget</b>	<b>\$ to Budget</b>	<b>% to Budget</b>
<b>Revenues and Other Sources</b>					
Impact Fees	244,816	240,025	309,668	64,852	26.5%
Interest Income	-	9,480	5,000	5,000	0.0%
<b>Total</b>	<b>\$ 244,816</b>	<b>\$ 249,505</b>	<b>\$ 314,668</b>	<b>\$ 69,852</b>	<b>28.5%</b>
<b>Expenditures and Other Uses</b>					
Operations & Maintenance	10,000	10,000	10,000	-	0.0%
Capital Outlay	400,000	90,000	685,000	285,000	71.3%
<b>Total</b>	<b>\$ 410,000</b>	<b>\$ 100,000</b>	<b>\$ 695,000</b>	<b>\$ 285,000</b>	<b>69.5%</b>
Increase/(Decrease)	\$ (165,184)	\$ 149,505	\$ (380,332)		
Beginning Fund Balance Restricted			\$ 680,828		
<b>Ending Fund Balance Restricted</b>			<b>\$ 300,496</b>		



## Fiscal Year 2020-2021

### Police Impact Fee Fund Summary

	FY 2020 Budget	FY 2020 Projected	FY 2021 Budget	\$ to Budget	% to Budget
<b>Revenues and Other Sources</b>					
Impact Fees	111,074	104,951	95,911	(15,163)	-13.7%
Interest Income	-	1,600	-	-	0.0%
<b>Total</b>	<b>\$ 111,074</b>	<b>\$ 106,551</b>	<b>\$ 95,911</b>	<b>(15,163)</b>	<b>-13.7%</b>
<b>Expenditures and Other Uses</b>					
Operations & Maintenance	10,000	10,000	10,000	-	0.0%
Capital Outlay	-	-	-	-	0.0%
Transfer to Debt Service Fund	100,000	100,000	100,000	-	0.0%
<b>Total</b>	<b>\$ 110,000</b>	<b>\$ 110,000</b>	<b>\$ 110,000</b>	<b>-</b>	<b>0.0%</b>
Increase/(Decrease)	\$ 1,074	\$ (3,449)	\$ (14,089)		
Beginning Fund Balance Restricted			\$ 105,124		
<b>Ending Fund Balance</b> Restricted			<b>\$ 91,035</b>		



## Fiscal Year 2020-2021

### Capital Fund Fund Summary

	FY 2020 Budget	FY 2020 Projected	FY 2021 Budget	\$ to Budget	% to Budget
<b>Revenues and Other Sources</b>					
Transfer from General Fund	1,100,000	1,100,000	911,143	(188,857)	-17.2%
Federal Grants	229,500	108,401	-	(229,500)	-100.0%
State Grants	100,000	88,116	67,000	(33,000)	-33.0%
Bond Proceeds	-	-	-	-	0.0%
Miscellaneous	-	490,512	250,000	250,000	0.0%
Vehicle Reserves	536,900	536,900	633,010	96,110	17.9%
<b>Total</b>	<b>\$ 1,966,400</b>	<b>\$ 2,323,929</b>	<b>\$ 1,861,153</b>	<b>(105,247)</b>	<b>-5.4%</b>
<b>Expenditures and Other Uses</b>					
Operations & Maintenance	-	950	-	-	0.0%
Capital Outlay	3,999,100	3,856,666	3,634,666	(364,434)	-9.1%
<b>Total</b>	<b>\$ 3,999,100</b>	<b>\$ 3,857,616</b>	<b>\$ 3,634,666</b>	<b>(364,434)</b>	<b>-9.1%</b>
Increase/(Decrease)	\$ (2,032,700)	\$ (1,533,687)	\$ (1,773,513)		
Beginning Fund Balance Assigned			2,077,358		
<b>Ending Fund Balance Assigned</b>			<b>\$ 303,845</b>		



**Fiscal Year 2020-2021**

**Recreation In Lieu Fee  
Fund Summary**

	<b>FY 2020 Budget</b>	<b>FY 2020 Projected</b>	<b>FY 2021 Budget</b>	<b>\$ to Budget</b>	<b>% to Budget</b>
<b>Revenues and Other Sources</b>					
Charges for Services	-	-	-	-	0.0%
Other Financing Sources	-	286	-	-	0.0%
<b>Total</b>	<b>\$ -</b>	<b>\$ 286</b>	<b>\$ -</b>	<b>-</b>	<b>0.0%</b>
<b>Expenditures and Other Uses</b>					
Capital Outlay	-	-	-	-	0.0%
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>-</b>	<b>0.0%</b>
Increase/(Decrease)	\$ -	\$ 286	\$ -		
Beginning Fund Balance Restricted			16,004		
<b>Ending Fund Balance</b> Restricted			<b>\$ 16,004</b>		



## Fiscal Year 2020-2021

### Benefit Self Insurance Fund Fund Summary

	FY 2020 Budget	FY 2020 Projected	FY 2021 Budget	\$ to Budget	% to Budget
<b>Revenues and Other Sources</b>					
Self Ins Premiums - Employer	3,120,884	3,058,467	3,220,753	99,868	3.2%
Self Ins Premiums - Employee	649,868	669,364	571,509	(78,359)	-12.1%
COBRA Premiums	50,000	50,000	50,000	-	0.0%
Retiree Premiums	45,000	45,000	50,000	5,000	11.1%
UHC Wellness Program	20,000	20,000	20,000	-	0.0%
Miscellaneous	129,220	145,321	245,392	116,172	89.9%
<b>Total</b>	<b>\$ 4,014,972</b>	<b>\$ 3,988,151</b>	<b>\$ 4,157,654</b>	<b>\$ 142,682</b>	<b>3.6%</b>
<b>Expenditures and Other Uses</b>					
Outside Professional Services	662,495	662,495	782,324	119,829	18.1%
Wellness Program	40,000	40,000	40,000	-	0.0%
Claim Settlement	3,312,477	2,914,980	3,335,330	22,853	0.7%
<b>Total</b>	<b>\$ 4,014,972</b>	<b>\$ 3,617,475</b>	<b>\$ 4,157,654</b>	<b>\$ 142,682</b>	<b>3.6%</b>
Increase/(Decrease)	\$ -	\$ 370,677	\$ -		
Beginning Fund Balance			\$ 1,107,185		
<b>Ending Fund Balance</b>			<b>\$ 1,107,185</b>		



## Fiscal Year 2020-2021

### Water Utility Fund Summary

	FY 2020 Budget	FY 2020 Projected	FY 2021 Budget	\$ to Budget	% to Budget
<b>Revenues and Other Sources</b>					
Charges for Services	3,262,700	3,219,500	3,086,500	(176,200)	-5.4%
Interest Income	63,000	130,000	75,000	12,000	19.0%
Miscellaneous	-	185,050	-	-	0.0%
Other Financing Sources	2,305,000	1,500,000	2,942,995	637,995	27.7%
Water Sales	13,714,000	13,434,000	13,078,000	(636,000)	-4.6%
<b>Total</b>	<b>\$ 19,344,700</b>	<b>\$ 18,468,550</b>	<b>\$ 19,182,495</b>	<b>(162,205)</b>	<b>-0.8%</b>
<b>Expenses and Other Uses</b>					
Personnel	3,370,579	3,338,997	3,488,801	118,222	3.5%
Operations & Maintenance	11,937,217	11,331,252	11,878,042	(59,175)	-0.5%
Capital Outlay	4,732,728	3,600,000	3,208,622	(1,524,106)	-32.2%
Debt Service	5,730,553	5,730,553	4,775,055	(955,498)	-16.7%
Transfer to Debt Service Fund	2,472	2,472	2,521	49	2.0%
Transfer to Impact Fee Fund	-	-	2,203,200	2,203,200	100.0%
<b>Total</b>	<b>\$ 25,773,549</b>	<b>\$ 24,003,274</b>	<b>\$ 25,556,241</b>	<b>(217,308)</b>	<b>-0.8%</b>
<b>Cash Total *</b>	<b>\$ 22,062,549</b>	<b>\$ 20,292,274</b>	<b>\$ 21,722,241</b>	<b>(340,308)</b>	<b>-1.5%</b>
Increase/(Decrease)	\$ (2,717,849)	\$ (1,823,724)	\$ (2,539,746)		
Beginning Fund Balance			10,215,769		
<b>Ending Fund Balance</b>			<b>\$ 7,676,023</b>		

\* Total expenses less non-cash outlays for depreciation & amortization



## Fiscal Year 2020-2021

### Stormwater Utility Fund Summary

	FY 2020 Budget	FY 2020 Projected	FY 2021 Budget	\$ to Budget	% to Budget
<b>Revenues and Other Sources</b>					
Charges for Services	1,422,000	1,438,000	1,438,000	16,000	1.1%
State Grants	2,100,000	-	-	(2,100,000)	-100.0%
Interest Income	1,000	17,852	1,000	-	0.0%
Miscellaneous	-	10	-	-	0.0%
<b>Total</b>	<b>\$ 3,523,000</b>	<b>\$ 1,455,862</b>	<b>\$ 1,439,000</b>	<b>(2,084,000)</b>	<b>-59.2%</b>
<b>Expenses and Other Uses</b>					
Personnel	785,580	771,210	830,507	44,927	5.7%
Operations & Maintenance	666,825	486,907	610,243	(56,582)	-8.5%
Capital Outlay	2,471,000	371,000	44,000	(2,427,000)	-98.2%
<b>Total</b>	<b>\$ 3,923,405</b>	<b>\$ 1,629,117</b>	<b>\$ 1,484,750</b>	<b>(2,438,655)</b>	<b>-62.2%</b>
<b>Cash Total *</b>	<b>\$ 3,748,405</b>	<b>\$ 1,454,117</b>	<b>\$ 1,307,750</b>	<b>(2,440,655)</b>	<b>-65.1%</b>
Increase/(Decrease)	\$ (225,405)	\$ 1,745	\$ 131,250		
Beginning Fund Balance			944,991		
<b>Ending Fund Balance</b>			<b>\$ 1,076,241</b>		

\* Total expenses less non-cash outlays for depreciation & amortization

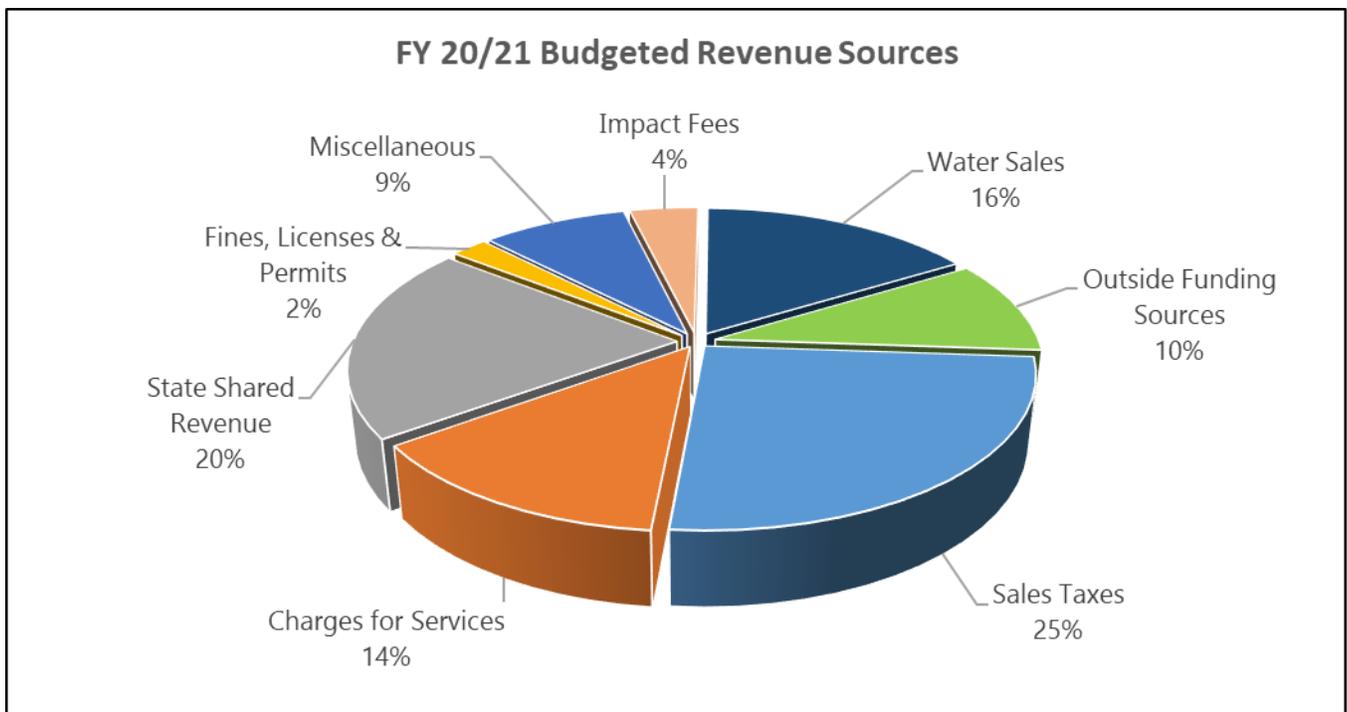


## Revenue Summary

Revenue for FY 20/21 is estimated to total \$81,186,072. In comparison to the FY 19/20 budget, revenue is projected to decrease by approximately \$13.2 million, or 14.0%. This decrease is attributable to budgeted decreases in numerous revenues streams affected by the COVID-19 pandemic as well as grant and bond-funded capital projects, namely the La Cholla roadway widening project and a Stormwater Utility project.

With the abrupt change in global, national and regional economies caused by COVID-19, revenue estimates were revised with the most information possible, but many uncertainties still exist. With that in mind, projections remain conservative while still trying to be as accurate as possible. Revenues tied to consumer spending are all expected to see decreases for FY 20/21. Local sales tax revenues are expected to decrease 5.4% or \$1.2 million compared to the FY 19/20 budget. The bulk of these decreases are anticipated to be seen in construction, restaurants & bars, as well as hotel/bed tax categories. Revenues in these categories are projected to show a sharp drop-off in year-over-year collections for the first six months of the fiscal year and a gradual increase beginning in January. Town revenues associated with residential and commercial development are also projected to see declines in the upcoming fiscal year. The Town has budgeted 225 single family residential (SFR) permits and modest commercial activity for FY 20/21, compared to the 300 SFR permits projected for FY 19/20. Overall, State shared revenues are anticipated to increase approximately \$500,000 or 3.2% from the previous fiscal year. While the Town expects to see decreases in State shared sales tax, vehicle license tax, and highway user fund revenues, a \$700,000 or 12.3% increase is expected from State shared income taxes. The State distributes to cities and towns 15% of income taxes two fiscal year following the fiscal year in which the State collects the income tax. Because of this, the Town is expected to see modest growth in this category.

Depending on the particular revenue source, estimates are based on susceptibility to economic factors, current performance, economic drivers and indicators, and information received from State reports and other sources. The Town receives a variety of other funding sources to finance operations. Refer to the Revenue Schedule by Fund for detailed changes in revenue from budget year to budget year.





## Revenue Schedule by Fund

Major Revenue Accounts	FY 2018	FY 2019	FY 2020		FY 2021	%
	Actual	Actual	Budget	Projected	Budget	
<b>General Fund</b>						
Local Sales Tax:						
Local Sales Tax	17,959,999	20,454,936	18,686,206	18,168,612	17,513,304	-6.3%
Sales Tax Audit Recoveries	1,200	-	-	-	-	0.0%
Cable Franchise Fees	656,664	635,494	625,000	625,000	615,000	-1.6%
<b>Total Local Sales Tax</b>	<b>18,617,864</b>	<b>21,090,430</b>	<b>19,311,206</b>	<b>18,793,612</b>	<b>18,128,304</b>	<b>-6.1%</b>
License & Permit Fees:						
Business Licenses & Permits	206,927	204,385	206,300	206,300	202,500	-1.8%
Residential Building Permits	1,463,401	1,626,779	1,345,000	1,360,000	1,005,000	-25.3%
Commercial Building Permits	683,494	247,688	232,818	353,734	217,500	-6.6%
Sign Permits	29,709	21,658	20,000	22,550	20,000	0.0%
Special Inspection Fees	7,821	11,653	8,000	8,650	8,500	6.3%
Grading Permit Fees	162,012	168,781	90,000	126,445	75,000	-16.7%
Road Permits	-	-	25,000	32,872	-	-100.0%
Floodplain Use Permits	-	-	2,000	4,500	4,000	100.0%
Fire Permits & Fees	81,211	75,675	55,000	69,159	60,000	9.1%
<b>Total License &amp; Permit Fees</b>	<b>2,634,574</b>	<b>2,356,618</b>	<b>1,984,118</b>	<b>2,184,210</b>	<b>1,592,500</b>	<b>-19.7%</b>
Federal Grants:						
CNA	19,928	-	-	-	-	0.0%
DEA Overtime Reimbursement	36,697	31,806	36,000	36,000	36,000	0.0%
Miscellaneous Federal Grants	4,475	16,444	6,750	26,750	1,028,200	15132.6%
HIDTA	110,667	17,702	-	-	-	0.0%
HIDTA-DEA	104,643	95,659	100,000	100,000	101,316	1.3%
GOHS	38,313	35,917	259,450	67,407	192,000	-26.0%
Homeland Security	54,486	166,153	129,000	129,000	129,000	0.0%
Joint Terrorism Task Force	17,887	21,913	18,343	18,343	18,300	-0.2%
<b>Total Federal Grants</b>	<b>387,097</b>	<b>385,593</b>	<b>549,543</b>	<b>377,500</b>	<b>1,504,816</b>	<b>173.8%</b>
State Grants:						
Misc State Grants	139,391	75,022	75,000	75,000	75,000	0.0%
<b>Total State Grants</b>	<b>139,391</b>	<b>75,022</b>	<b>75,000</b>	<b>75,000</b>	<b>75,000</b>	<b>0.0%</b>
State/County Shared:						
State Income	5,422,693	5,370,779	5,870,065	5,870,065	6,593,212	12.3%
State Sales	4,210,168	4,469,774	4,660,650	4,460,242	4,618,121	-0.9%
Vehicle License Tax	1,944,973	2,039,397	2,000,000	1,740,000	1,983,105	-0.8%
<b>Total State/County Shared</b>	<b>11,577,834</b>	<b>11,879,951</b>	<b>12,530,715</b>	<b>12,070,307</b>	<b>13,194,438</b>	<b>5.3%</b>
Other Intergovernmental:						
School Resource Officers	186,022	81,139	180,000	90,000	180,000	0.0%
RTA Reimbursements	1,339,272	1,223,125	1,385,000	1,385,000	1,380,000	-0.4%
PCLD Reimbursements	13,395	25,684	20,000	20,000	20,000	0.0%
Animal Control Revenues	97,666	103,191	90,000	90,000	92,000	2.2%
<b>Total Other Intergovernmental</b>	<b>1,636,354</b>	<b>1,433,139</b>	<b>1,675,000</b>	<b>1,585,000</b>	<b>1,672,000</b>	<b>-0.2%</b>
Charges for Services:						
Court Costs	146,042	151,909	130,000	131,000	135,000	3.8%
Public Defender Fees	6,557	2,445	2,400	3,000	2,400	0.0%
Zoning & Subdivision Fees	137,224	172,569	145,000	145,000	140,000	-3.4%
User Fees - Swimming Pool	615,111	627,842	681,000	353,001	430,000	-36.9%
User Fees - Fields & Courts	97,704	118,453	119,800	96,165	115,000	-4.0%
User Fees - Miscellaneous	161,001	165,419	161,800	115,615	151,800	-6.2%
Copy Services	3,231	2,650	2,100	2,600	2,250	7.1%
Town Hall Usage Fees	420	40	-	-	-	0.0%
General Government Other	2,715	2,685	2,500	2,618	2,500	0.0%
Police Report Copying	6,592	7,470	6,400	6,400	6,500	1.6%
Police Other	9,754	17,487	8,000	6,500	8,000	0.0%
Engineer Plan Review Fees	78,356	80,965	55,000	60,000	50,000	-9.1%
Grading Review Fees	1,300	1,078	-	-	-	0.0%



## Revenue Schedule by Fund

Major Revenue Accounts	FY 2018	FY 2019	FY 2020		FY 2021	% to Budget
	Actual	Actual	Budget	Projected	Budget	
Fare Box	119,536	138,125	140,000	140,000	121,500	-13.2%
Administrative Services	513,000	701,256	732,050	732,050	732,050	0.0%
Financial Services	185,076	195,480	197,075	197,075	197,075	0.0%
Real Property Rental Income	87,067	87,233	87,414	87,414	87,500	0.1%
Maps	3,120	3,110	-	20	250	0.0%
Impound Processing	-	28,920	15,000	14,000	15,000	0.0%
Pawn Slips	600	600	600	600	600	0.0%
Police Fingerprinting	14,640	16,420	14,000	16,100	4,500	-67.9%
Concession Sales	25,942	23,727	30,000	10,371	15,000	-50.0%
Public Record Request Fees	2,270	2,599	2,500	2,400	2,500	0.0%
Parks Cancellation Fees	439	978	-	36	250	0.0%
Court Security Fee	-	-	20,000	20,000	20,000	0.0%
<b>Total Charges for Services</b>	<b>2,217,697</b>	<b>2,549,459</b>	<b>2,552,639</b>	<b>2,141,965</b>	<b>2,239,675</b>	<b>-12.3%</b>
Fines:						
Fines	131,393	135,771	120,000	120,000	125,000	4.2%
<b>Total Fines</b>	<b>131,393</b>	<b>135,771</b>	<b>120,000</b>	<b>120,000</b>	<b>125,000</b>	<b>4.2%</b>
Interest Income:						
Interest - Investments	(27,573)	648,233	150,000	555,980	150,000	0.0%
<b>Total Interest Income</b>	<b>(27,573)</b>	<b>648,233</b>	<b>150,000</b>	<b>555,980</b>	<b>150,000</b>	<b>0.0%</b>
Miscellaneous:						
Miscellaneous	22,823	18,632	4,000	4,000	5,000	25.0%
Special Events	17,865	24,704	14,000	1,300	5,000	-64.3%
Insurance Recoveries	46,156	-	-	34,000	-	0.0%
In-Lieu Income	325,056	296,160	270,000	243,000	245,000	-9.3%
Sale of Assets	5,703	30,624	-	13,500	7,500	0.0%
<b>Total Miscellaneous</b>	<b>417,603</b>	<b>370,119</b>	<b>288,000</b>	<b>295,800</b>	<b>262,500</b>	<b>-8.9%</b>
<b>TOTAL GENERAL FUND</b>	<b>37,732,233</b>	<b>40,924,335</b>	<b>39,236,221</b>	<b>38,199,374</b>	<b>38,944,233</b>	<b>-0.7%</b>
<b>Highway Fund</b>						
License & Permit Fees:						
Road Permits	40,971	26,773	-	50	25,000	0.0%
Floodplain Use Permits	4,145	4,440	-	-	-	0.0%
<b>Total License &amp; Permit Fees</b>	<b>45,116</b>	<b>31,213</b>	<b>-</b>	<b>50</b>	<b>25,000</b>	<b>0.0%</b>
State Grants:						
PAG Reimbursements	16,645	-	-	-	-	0.0%
RTA Reimbursements	129,563	127,008	180,000	180,000	210,000	16.7%
<b>Total State Grants</b>	<b>146,208</b>	<b>127,008</b>	<b>180,000</b>	<b>180,000</b>	<b>210,000</b>	<b>16.7%</b>
State/County Shared:						
Highway User	3,333,250	3,563,828	3,604,407	3,513,856	3,458,929	-4.0%
<b>Total State/County Shared</b>	<b>3,333,250</b>	<b>3,563,828</b>	<b>3,604,407</b>	<b>3,513,856</b>	<b>3,458,929</b>	<b>-4.0%</b>
Interest Income:						
Interest - Investments	31,054	122,107	-	3,168	5,000	0.0%
<b>Total Interest Income</b>	<b>31,054</b>	<b>122,107</b>	<b>-</b>	<b>3,168</b>	<b>5,000</b>	<b>0.0%</b>
Miscellaneous:						
Miscellaneous	10,275	1,137	1,500	4,177	2,000	33.3%
Insurance Recoveries	3,310	5,978	-	59,650	-	0.0%
<b>Total Miscellaneous</b>	<b>13,585</b>	<b>7,115</b>	<b>1,500</b>	<b>63,827</b>	<b>2,000</b>	<b>33.3%</b>
<b>TOTAL HIGHWAY FUND</b>	<b>3,569,213</b>	<b>3,851,269</b>	<b>3,785,907</b>	<b>3,760,901</b>	<b>3,700,929</b>	<b>-2.2%</b>



## Revenue Schedule by Fund

Major Revenue Accounts	FY 2018	FY 2019	FY 2020		FY 2021	%
	Actual	Actual	Budget	Projected	Budget	
<b>Bed Tax Fund</b>						
Local Sales Tax:						
Local Sales Tax	1,372,344	-	-	-	-	0.0%
<b>Total Local Sales Tax</b>	<b>1,372,344</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>
Interest Income:						
Interest - Investments	(86)	-	-	-	-	0.0%
<b>Total Interest Income</b>	<b>(86)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>
Miscellaneous:						
Miscellaneous	-	-	-	-	-	0.0%
<b>Total Miscellaneous</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>
<b>TOTAL BED TAX FUND</b>	<b>1,372,257</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>
<b>Seizures &amp; Forfeitures Funds</b>						
Interest Income:						
Interest - Investments	4,428	9,101	-	6,100	2,000	0.0%
<b>Total Interest Income</b>	<b>4,428</b>	<b>9,101</b>	<b>-</b>	<b>6,100</b>	<b>2,000</b>	<b>0.0%</b>
Miscellaneous:						
Forfeitures	361,106	81,615	325,000	33,000	325,000	0.0%
<b>Total Miscellaneous</b>	<b>361,106</b>	<b>81,615</b>	<b>325,000</b>	<b>33,000</b>	<b>325,000</b>	<b>0.0%</b>
<b>TOTAL SEIZURES &amp; FORFEITURES FUNDS</b>	<b>365,534</b>	<b>90,716</b>	<b>325,000</b>	<b>39,100</b>	<b>327,000</b>	<b>0.6%</b>
<b>Impound Fee Fund</b>						
Charges for Services:						
Impound Fees	36,750	-	-	-	-	0.0%
<b>Total Charges for Services</b>	<b>36,750</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>
<b>TOTAL IMPOUND FEE FUND</b>	<b>36,750</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>
<b>Community Center Fund</b>						
Local Sales Tax:						
Local Sales Tax	2,330,941	2,469,464	2,478,552	2,300,962	2,492,960	0.6%
<b>Total Local Sales Tax</b>	<b>2,330,941</b>	<b>2,469,464</b>	<b>2,478,552</b>	<b>2,300,962</b>	<b>2,492,960</b>	<b>0.6%</b>
Charges for Services:						
User Fees - Daily Drop-In	33,194	30,305	35,000	26,279	30,000	-14.3%
User Fees - Member Dues	723,789	704,244	757,000	513,783	707,000	-6.6%
User Fees - Recreation Programs	160,410	199,443	170,000	77,536	160,000	-5.9%
User Fees - Swimming Pools	16,498	19,969	16,000	3,713	8,000	-50.0%
Rental Income	61,583	80,657	87,782	71,290	70,002	-20.3%
Concession Sales	260	174	-	135	100	0.0%
Management Contract Revenues	3,386,855	3,232,076	3,204,271	3,041,472	3,204,271	0.0%
<b>Total Charges for Services</b>	<b>4,382,588</b>	<b>4,266,868</b>	<b>4,270,053</b>	<b>3,734,208</b>	<b>4,179,373</b>	<b>-2.1%</b>
Interest Income:						
Interest - Investments	-	16,179	-	12,390	1,000	0.0%
<b>Total Interest Income</b>	<b>-</b>	<b>16,179</b>	<b>-</b>	<b>12,390</b>	<b>1,000</b>	<b>0.0%</b>
Miscellaneous:						
Miscellaneous	404	-	-	-	125,000	0.0%
Special Events	-	(125)	-	-	-	0.0%
Sale of Assets	-	-	-	-	-	0.0%
Insurance Recoveries	560	-	-	-	-	0.0%
<b>Total Miscellaneous</b>	<b>963</b>	<b>(125)</b>	<b>-</b>	<b>-</b>	<b>125,000</b>	<b>0.0%</b>
<b>TOTAL COMMUNITY CENTER FUND</b>	<b>6,714,492</b>	<b>6,752,386</b>	<b>6,748,605</b>	<b>6,047,560</b>	<b>6,798,333</b>	<b>0.7%</b>



## Revenue Schedule by Fund

Major Revenue Accounts	FY 2018	FY 2019	FY 2020		FY 2021	%
	Actual	Actual	Budget	Projected	Budget	
<b>Municipal Debt Service Fund</b>						
Interest Income:						
Interest	4,296	85,154	5,000	18,639	5,000	0.0%
<b>Total Interest Income</b>	<b>4,296</b>	<b>85,154</b>	<b>5,000</b>	<b>18,639</b>	<b>5,000</b>	<b>0.0%</b>
Federal Grants:						
Miscellaneous Grants	45,119	56,013	43,509	43,509	39,245	-9.8%
<b>Total Federal Grants</b>	<b>45,119</b>	<b>56,013</b>	<b>43,509</b>	<b>43,509</b>	<b>39,245</b>	<b>-9.8%</b>
Miscellaneous:						
Miscellaneous	100,670	110,639	100,000	104,000	100,000	0.0%
<b>Total Miscellaneous</b>	<b>100,670</b>	<b>110,639</b>	<b>100,000</b>	<b>104,000</b>	<b>100,000</b>	<b>0.0%</b>
<b>TOTAL MUNICIPAL DEBT SERVICE FUND</b>	<b>150,085</b>	<b>251,805</b>	<b>148,509</b>	<b>166,148</b>	<b>144,245</b>	<b>-2.9%</b>
<b>Oracle Road Debt Service Fund</b>						
Interest Income:						
Special Assessments	26,730	17,959	11,912	9,397	4,038	-66.1%
Penalties	226	1,741	-	285	-	0.0%
<b>Total Interest Income</b>	<b>26,955</b>	<b>19,700</b>	<b>11,912</b>	<b>9,682</b>	<b>4,038</b>	<b>-66.1%</b>
Principal Repayments:						
Principal Repayments	149,124	156,107	165,000	158,948	170,000	3.0%
<b>Total Principal Repayments</b>	<b>149,124</b>	<b>156,107</b>	<b>165,000</b>	<b>158,948</b>	<b>170,000</b>	<b>3.0%</b>
<b>TOTAL ORACLE RD DEBT SERVICE FUND</b>	<b>176,080</b>	<b>175,807</b>	<b>176,912</b>	<b>168,630</b>	<b>174,038</b>	<b>-1.6%</b>
<b>Townwide Roadway Development Impact Fee Fund</b>						
State Grants:						
PAG Reimbursements	-	250,000	-	-	-	0.0%
<b>Total State Grants</b>	<b>-</b>	<b>250,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>
Impact Fees:						
Residential Impact Fees	501,480	643,594	330,340	412,495	297,350	-10.0%
Commercial Impact Fees	340,597	42,953	211,090	112,600	16,970	-92.0%
<b>Total Impact Fees</b>	<b>842,077</b>	<b>686,547</b>	<b>541,430</b>	<b>525,095</b>	<b>314,320</b>	<b>-41.9%</b>
Interest Income:						
Interest - Investments	26,589	148,136	30,000	29,387	30,000	0.0%
<b>Total Interest Income</b>	<b>26,589</b>	<b>148,136</b>	<b>30,000</b>	<b>29,387</b>	<b>30,000</b>	<b>0.0%</b>
<b>TOTAL ROADWAY IMPACT FEE FUND</b>	<b>868,666</b>	<b>1,084,683</b>	<b>571,430</b>	<b>554,482</b>	<b>344,320</b>	<b>-39.7%</b>
<b>PAG/RTA Fund</b>						
State Grants:						
PAG Reimbursements	2,402,914	3,238	-	-	-	0.0%
RTA Reimbursements	1,965,976	6,341,111	10,300,000	11,716,553	1,875,000	-81.8%
<b>Total State Grants</b>	<b>4,368,890</b>	<b>6,344,349</b>	<b>10,300,000</b>	<b>11,716,553</b>	<b>1,875,000</b>	<b>-81.8%</b>
Miscellaneous:						
Miscellaneous	182,457	1,387	-	198,401	-	0.0%
<b>Total Miscellaneous</b>	<b>182,457</b>	<b>1,387</b>	<b>-</b>	<b>198,401</b>	<b>-</b>	<b>0.0%</b>
Charges for Services:						
Real Property Rental Income	22,969	28,125	28,125	28,125	28,125	0.0%
<b>Total Charges for Services</b>	<b>22,969</b>	<b>28,125</b>	<b>28,125</b>	<b>28,125</b>	<b>28,125</b>	<b>0.0%</b>
<b>TOTAL PAG/RTA FUND</b>	<b>4,574,315</b>	<b>6,373,861</b>	<b>10,328,125</b>	<b>11,943,079</b>	<b>1,903,125</b>	<b>-81.6%</b>



## Revenue Schedule by Fund

Major Revenue Accounts	FY 2018	FY 2019	FY 2020		FY 2021	%
	Actual	Actual	Budget	Projected	Budget	
<b>General Government Development Impact Fee Fund</b>						
Interest Income:						
Interest - Investments	31	44	-	-	-	0.0%
<b>Total Interest Income</b>	<b>31</b>	<b>44</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>
<b>TOTAL GEN. GOVT. IMPACT FEE FUND</b>	<b>31</b>	<b>44</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>
<b>Parks &amp; Recreation Development Impact Fee Fund</b>						
Impact Fees:						
Residential Impact Fees	293,608	253,760	244,816	240,025	309,668	26.5%
<b>Total Impact Fees</b>	<b>293,608</b>	<b>253,760</b>	<b>244,816</b>	<b>240,025</b>	<b>309,668</b>	<b>26.5%</b>
Interest Income:						
Interest - Investments	2,893	11,624	-	9,480	5,000	0.0%
<b>Total Interest Income</b>	<b>2,893</b>	<b>11,624</b>	<b>-</b>	<b>9,480</b>	<b>5,000</b>	<b>0.0%</b>
<b>TOTAL PARKS IMPACT FEE FUND</b>	<b>296,501</b>	<b>265,384</b>	<b>244,816</b>	<b>249,505</b>	<b>314,668</b>	<b>28.5%</b>
<b>Police Development Impact Fee Fund</b>						
Impact Fees:						
Residential Impact Fees	105,164	91,496	93,000	88,210	85,911	-7.6%
Commercial Impact Fees	38,285	7,960	18,074	16,741	10,000	-44.7%
<b>Total Impact Fees</b>	<b>143,449</b>	<b>99,456</b>	<b>111,074</b>	<b>104,951</b>	<b>95,911</b>	<b>-13.7%</b>
Interest Income:						
Interest - Investments	5,251	3,193	-	1,600	-	0.0%
<b>Total Interest Income</b>	<b>5,251</b>	<b>3,193</b>	<b>-</b>	<b>1,600</b>	<b>-</b>	<b>0.0%</b>
<b>TOTAL POLICE IMPACT FEE FUND</b>	<b>148,700</b>	<b>102,650</b>	<b>111,074</b>	<b>106,551</b>	<b>95,911</b>	<b>-13.7%</b>
<b>Community Center Bond Fund</b>						
Other Financing Sources:						
Bond Proceeds	-	-	3,000,000	-	-	-100.0%
<b>Total Other Financing Sources</b>	<b>-</b>	<b>-</b>	<b>3,000,000</b>	<b>-</b>	<b>-</b>	<b>-100.0%</b>
<b>TOTAL COMMUNITY CENTER BOND FUND</b>	<b>-</b>	<b>-</b>	<b>3,000,000</b>	<b>-</b>	<b>-</b>	<b>-100.0%</b>
<b>Capital Fund</b>						
State Grants:						
Misc State Grants	-	-	100,000	-	67,000	-33.0%
<b>Total State Grants</b>	<b>-</b>	<b>-</b>	<b>100,000</b>	<b>-</b>	<b>67,000</b>	<b>-33.0%</b>
Federal Grants:						
Misc Federal Grants	-	261,090	229,500	-	-	-100.0%
<b>Total Federal Grants</b>	<b>-</b>	<b>261,090</b>	<b>229,500</b>	<b>-</b>	<b>-</b>	<b>-100.0%</b>
Other Financing Sources:						
Bond Proceeds	-	2,035,000	-	-	-	0.0%
<b>Total Other Financing Sources</b>	<b>-</b>	<b>2,035,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>
Interest - Investments	-	88,437	-	-	-	0.0%
<b>Total Interest Income</b>	<b>-</b>	<b>88,437</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>



## Revenue Schedule by Fund

Major Revenue Accounts	FY 2018	FY 2019	FY 2020		FY 2021	%
	Actual	Actual	Budget	Projected	Budget	
<b>Miscellaneous:</b>						
Vehicle Reserves	-	-	536,900	-	633,010	17.9%
Insurance Recoveries	-	-	-	-	-	0.0%
Miscellaneous	-	-	-	-	250,000	0.0%
<b>Total Miscellaneous</b>	-	-	536,900	-	883,010	64.5%
<b>TOTAL CAPITAL FUND</b>	-	<b>2,384,527</b>	<b>866,400</b>	-	<b>950,010</b>	<b>9.7%</b>
<b>Fleet Fund</b>						
<b>Miscellaneous:</b>						
Insurance Recoveries	11,488	-	-	-	-	0.0%
Vehicle Reserves	374,896	-	-	-	-	0.0%
Sale of Assets	70,939	-	-	-	-	0.0%
<b>Total Miscellaneous</b>	457,324	-	-	-	-	0.0%
<b>Charges for Services:</b>						
Fleet Services	860,271	-	-	-	-	0.0%
<b>Total Charges for Services</b>	860,271	-	-	-	-	0.0%
<b>TOTAL FLEET FUND</b>	<b>1,317,595</b>	-	-	-	-	<b>0.0%</b>
<b>Benefit Self Insurance Fund</b>						
<b>Interest Income:</b>						
Interest - Investments	-	26,798	-	-	-	0.0%
<b>Total Interest Income</b>	-	26,798	-	-	-	0.0%
<b>Miscellaneous:</b>						
Self Insurance Premiums - Employer	2,782,028	2,801,349	3,120,884	3,058,467	3,220,753	3.2%
Self Insurance Premiums - Employee	616,999	637,196	649,868	669,364	571,509	-12.1%
COBRA Premiums	51,367	26,813	50,000	50,000	50,000	0.0%
Retiree Premiums	21,189	45,988	45,000	45,000	50,000	11.1%
UHC Wellness Program	-	20,000	20,000	20,000	20,000	0.0%
Miscellaneous	120,716	124,403	129,220	145,321	245,392	89.9%
<b>Total Miscellaneous</b>	3,592,299	3,655,749	4,014,972	3,988,152	4,157,654	3.6%
<b>TOTAL BENEFIT SELF INSURANCE FUND</b>	<b>3,592,299</b>	<b>3,682,547</b>	<b>4,014,972</b>	<b>3,988,152</b>	<b>4,157,654</b>	<b>3.6%</b>
<b>Water Utility Fund</b>						
<b>Water Sales:</b>						
Residential Water Sales	8,990,121	9,018,737	9,638,800	9,442,004	9,400,000	-2.5%
Commercial Water Sales	860,124	856,941	909,200	890,637	920,000	1.2%
Irrigation Water Sales	1,433,059	1,157,011	1,412,300	1,383,465	1,186,000	-16.0%
Turf Related Water Sales	1,769,304	1,237,413	1,541,200	1,509,733	1,362,000	-11.6%
Construction Water Sales	534,060	312,406	212,500	208,161	210,000	-1.2%
<b>Total Water Sales</b>	13,586,668	12,582,508	13,714,000	13,434,000	13,078,000	-4.6%
<b>Charges for Services:</b>						
Engineer Plan Review Fees	9,646	25,384	10,000	7,000	10,000	0.0%
Construction Inspection Fees	52,870	20,289	25,000	56,000	35,000	40.0%
Misc Service Revenue	19,045	29,669	15,000	25,000	20,000	33.3%
Backflow-Install Permit Fee	3,055	2,860	3,300	6,000	5,000	51.5%
Sewer Fees	273,537	339,719	390,000	372,000	375,000	-3.8%
Late Fees	91,054	86,804	88,000	78,000	90,000	2.3%
NSF Fees	3,264	3,706	4,500	2,500	4,500	0.0%
Rain Sensors	23	8	-	-	-	0.0%
Meter Income	108,116	83,990	91,400	94,000	95,000	3.9%



## Revenue Schedule by Fund

Major Revenue Accounts	FY 2018	FY 2019	FY 2020		FY 2021	%
	Actual	Actual	Budget	Projected	Budget	
New Service Establish Fees	93,340	99,175	90,000	95,000	90,000	0.0%
Reconnect Fees	34,208	42,039	32,000	30,000	32,000	0.0%
Groundwater Preservation Fee	2,611,075	2,213,303	2,400,500	2,336,000	2,217,000	-7.6%
Other	112,812	115,511	113,000	118,000	113,000	0.0%
<b>Total Charges for Services</b>	<b>3,412,043</b>	<b>3,062,457</b>	<b>3,262,700</b>	<b>3,219,500</b>	<b>3,086,500</b>	<b>-5.4%</b>
Interest Income:						
Interest - Investments	(36,589)	195,897	63,000	130,000	75,000	19.0%
<b>Total Interest Income</b>	<b>(36,589)</b>	<b>195,897</b>	<b>63,000</b>	<b>130,000</b>	<b>75,000</b>	<b>19.0%</b>
Miscellaneous:						
Miscellaneous	379	6,248	-	5,000	-	0.0%
Insurance Recoveries	1,520	-	-	11,000	-	0.0%
Sale of Assets	855	-	-	50	-	0.0%
<b>Total Miscellaneous</b>	<b>2,755</b>	<b>6,248</b>	<b>-</b>	<b>16,050</b>	<b>-</b>	<b>0.0%</b>
Other Financing Sources:						
Bond Proceeds	-	-	2,305,000	1,500,000	2,188,000	-5.1%
NWRRDS Funding	-	-	-	-	754,995	0.0%
<b>Total Other Financing Sources</b>	<b>-</b>	<b>-</b>	<b>2,305,000</b>	<b>1,500,000</b>	<b>2,942,995</b>	<b>27.7%</b>
<b>TOTAL WATER UTILITY FUND</b>	<b>16,964,876</b>	<b>15,847,109</b>	<b>19,344,700</b>	<b>18,299,550</b>	<b>19,182,495</b>	<b>-0.8%</b>
<b>Alternative Water Resources Development Impact Fee Fund</b>						
Impact Fees:						
Residential Impact Fees	1,268,104	1,037,537	1,213,500	1,194,000	-	-100.0%
Commercial Impact Fees	370,071	209,301	62,690	450,000	-	-100.0%
<b>Total Impact Fees</b>	<b>1,638,175</b>	<b>1,246,838</b>	<b>1,276,190</b>	<b>1,644,000</b>	<b>-</b>	<b>-100.0%</b>
Interest Income:						
Interest - Investments	18,584	293,514	40,000	69,271	-	-100.0%
<b>Total Interest Income</b>	<b>18,584</b>	<b>293,514</b>	<b>40,000</b>	<b>69,271</b>	<b>-</b>	<b>-100.0%</b>
<b>TOTAL AWRDIF FUND</b>	<b>1,656,759</b>	<b>1,540,352</b>	<b>1,316,190</b>	<b>1,713,271</b>	<b>-</b>	<b>-100.0%</b>
<b>Potable Water System Development Impact Fee Fund</b>						
Impact Fees:						
Single Family Connections	631,701	506,770	604,500	540,000	-	-100.0%
Multi-Family Connections	-	10,075	-	45,000	-	0.0%
Commercial Connections	110,004	35,359	13,096	113,000	-	-100.0%
Irrigation Connections	74,340	68,902	18,132	120,000	-	-100.0%
<b>Total Impact Fees</b>	<b>816,045</b>	<b>621,106</b>	<b>635,728</b>	<b>818,000</b>	<b>-</b>	<b>-100.0%</b>
Interest Income:						
Interest - Investments	(14,597)	269,046	36,800	63,729	-	-100.0%
<b>Total Interest Income</b>	<b>(14,597)</b>	<b>269,046</b>	<b>36,800</b>	<b>63,729</b>	<b>-</b>	<b>-100.0%</b>
<b>TOTAL PWSDIF FUND</b>	<b>801,448</b>	<b>890,152</b>	<b>672,528</b>	<b>881,729</b>	<b>-</b>	<b>-100.0%</b>
<b>Water Resources Development Impact Fee Fund</b>						
Impact Fees:						
Residential Impact Fees	-	-	-	-	2,075,775	0.0%
Non-Residential Impact Fees	-	-	-	-	452,336	0.0%
<b>Total Impact Fees</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>2,528,111</b>	<b>0.0%</b>
Interest Income:						
Interest - Investments	-	-	-	-	182,000	0.0%
<b>Total Interest Income</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>182,000</b>	<b>0.0%</b>
<b>TOTAL WRSDIF FUND</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>2,710,111</b>	<b>0.0%</b>



## Revenue Schedule by Fund

Major Revenue Accounts	FY 2018	FY 2019	FY 2020		FY 2021	% to Budget
	Actual	Actual	Budget	Projected	Budget	
<b>Stormwater Utility Fund</b>						
State Grants:						
Miscellaneous State Grants	-	-	2,100,000	-	-	-100.0%
<b>Total State Grants</b>	-	-	2,100,000	-	-	-100.0%
Charges for Services:						
Late Fees	1,488	1,940	1,500	910	1,500	0.0%
Stormwater Utility Fee	1,384,324	1,424,096	1,420,500	1,437,090	1,436,500	1.1%
<b>Total Charges for Services</b>	1,385,811	1,426,036	1,422,000	1,438,000	1,438,000	1.1%
Interest Income:						
Interest - Investments	5,916	16,393	1,000	17,852	1,000	0.0%
<b>Total Interest Income</b>	5,916	16,393	1,000	17,852	1,000	0.0%
Miscellaneous:						
Miscellaneous	467	210	-	10	-	0.0%
<b>Total Miscellaneous</b>	467	210	-	10	-	0.0%
<b>TOTAL STORMWATER UTILITY FUND</b>	<b>1,392,195</b>	<b>1,442,639</b>	<b>3,523,000</b>	<b>1,455,862</b>	<b>1,439,000</b>	<b>-59.2%</b>
<hr/>						
<b>TOTAL REVENUE - ALL FUNDS</b>	<b>\$ 81,730,030</b>	<b>\$ 85,660,266</b>	<b>\$ 94,414,389</b>	<b>\$ 87,573,894</b>	<b>\$ 81,186,072</b>	<b>-14.0%</b>

*Note: Does not include Interfund Transfers or Carry-Forward Balances*



## Personnel Schedule

	FY 2018	FY 2019	FY 2020		FY2021	+/- to Budget
	Actual	Actual	Budget	Projected	Budget	
<b>Clerk</b>						
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	1.00	1.00	1.00	-
Office Assistant	1.44	1.48	1.48	1.48	1.48	-
Communications Intern	0.25	0.25	0.25	0.25	0.25	-
<b>Total Clerk</b>	<b>4.69</b>	<b>4.73</b>	<b>4.73</b>	<b>4.73</b>	<b>4.73</b>	<b>-</b>

Full-time employees: 4  
Part-time employees: 2

<b>Community and Economic Development (CED)</b>						
CED Director	-	1.00	1.00	1.00	1.00	-
Director, Community Dev. & Public Works	1.00	-	-	-	-	-
Division Manager, Permitting	1.00	1.00	1.00	1.00	1.00	-
Division Manager, Planning	1.00	1.00	1.00	1.00	1.00	-
Div Mgr, Inspect. & Comp./Bldg Official	1.00	1.00	1.00	1.00	1.00	-
Senior Civil Engineer	1.00	1.00	1.00	1.00	1.00	-
Principal Planner	2.00	2.00	2.00	2.00	2.00	-
Senior Planner	1.00	1.00	1.00	1.00	1.00	-
Planner	1.00	1.00	1.00	1.00	1.00	-
Economic Development Specialist	-	1.00	1.00	1.00	1.00	-
Senior Planning Technician	1.00	1.00	1.00	1.00	1.00	-
Engineering Design Reviewer	1.00	1.00	1.00	1.00	1.00	-
Plans Examiner II	2.00	2.00	2.00	2.00	2.00	-
Building Inspector II	4.00	4.00	4.00	4.00	4.00	-
Building Inspector I	1.00	1.00	1.00	1.00	1.00	-
Plans Examiner I	1.00	1.00	1.00	1.00	1.00	-
Code Compliance Specialist	1.00	1.00	1.00	1.00	1.00	-
Administrative Coordinator	-	0.60	0.60	-	-	(0.60)
Zoning Technician	1.00	1.00	1.00	1.00	1.00	-
Building Permit Technician	2.00	2.00	2.00	2.00	2.00	-
Senior Office Specialist	1.00	1.00	1.00	1.00	2.00	1.00
Office Specialist	1.08	0.48	0.48	0.48	0.48	-
Senior Office Assistant	1.00	1.00	1.00	1.00	1.00	-
Office Assistant	0.50	1.00	1.00	1.00	1.00	(1.00)
Intern	0.30	0.30	0.30	0.30	0.30	-
<b>Total CED</b>	<b>26.88</b>	<b>28.38</b>	<b>28.38</b>	<b>27.78</b>	<b>27.78</b>	<b>(0.60)</b>

Full-time employees: 28  
Part-time employees: 1

<b>Council</b>						
Mayor	1.00	1.00	1.00	1.00	1.00	-
Council Member	6.00	6.00	6.00	6.00	6.00	-
<b>Total Council</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>	<b>-</b>

Full-time employees: -  
Part-time employees: 7



## Personnel Schedule

	FY 2018	FY 2019	FY 2020		FY2021	+/- to Budget
	Actual	Actual	Budget	Projected	Budget	
<b>Finance</b>						
Chief Financial Officer	1.00	1.00	1.00	1.00	1.00	-
Finance and Budget Administrator	-	-	-	1.00	1.00	1.00
Finance Manager	1.00	1.00	1.00	-	-	(1.00)
Senior Budget Analyst	1.00	1.00	1.00	1.00	1.00	-
Senior Accountant	1.00	1.00	1.00	1.00	1.00	-
Chief Procurement Officer	1.00	1.00	1.00	1.00	1.00	-
Procurement Specialist	-	1.00	1.00	1.00	1.00	-
Accounting Specialist	1.00	1.00	1.00	1.00	1.00	-
Senior Office Specialist	1.00	1.00	1.00	1.00	0.20	(0.80)
<b>Total Finance</b>	<b>7.00</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>	<b>7.20</b>	<b>(0.80)</b>

Full-time employees: 7  
Part-time employees: -

<b>Human Resources</b>						
Human Resources Director	1.00	1.00	1.00	1.00	1.00	-
Human Resources Analyst	2.00	2.00	2.00	2.00	2.00	-
Office Specialist	0.48	-	-	-	-	-
Human Resources Assistant	-	1.00	1.00	1.00	1.00	-
<b>Total Human Resources</b>	<b>3.48</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>-</b>

Full-time employees: 4  
Part-time employees: -

<b>Information Technology</b>						
Chief Information Officer	1.00	1.00	1.00	1.00	1.00	-
NetOps Supervisor	-	-	-	1.00	1.00	1.00
Network Administrator	2.00	2.00	2.00	1.00	1.00	(1.00)
Systems Analyst	1.00	2.00	2.00	2.00	2.00	-
IT Analyst	1.00	1.00	1.00	1.00	1.00	-
Database Analyst	1.00	1.00	1.00	1.00	1.00	-
Senior GIS Administrator	1.00	1.00	1.00	1.00	1.00	-
GIS Analyst	1.00	1.00	1.00	1.00	1.00	-
Senior Office Specialist	-	-	-	-	0.80	0.80
<b>Total Information Technology</b>	<b>8.00</b>	<b>9.00</b>	<b>9.00</b>	<b>9.00</b>	<b>9.80</b>	<b>0.80</b>

Full-time employees: 10  
Part-time employees: -

<b>Legal</b>						
Legal Services Director	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	1.00	-
Senior Paralegal	1.00	1.00	1.00	1.00	1.00	-
Paralegal I	1.00	1.00	1.00	1.00	1.00	-
Legal Secretary	1.00	1.00	1.00	1.00	1.00	-
<b>Total Legal</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>-</b>

Full-time employees: 6  
Part-time employees: -



## Personnel Schedule

	FY 2018	FY 2019	FY 2020		FY2021	+/- to Budget
	Actual	Actual	Budget	Projected	Budget	
<b>Magistrate Court</b>						
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	3.00	3.00	3.00	3.00	-
Court Clerk	1.00	1.00	1.48	1.48	1.48	-
Court Security Officer	-	-	-	-	1.00	1.00
Bailiff	1.00	1.00	1.00	1.00	-	(1.00)
<b>Total Magistrate Court</b>	<b>8.00</b>	<b>8.00</b>	<b>8.48</b>	<b>8.48</b>	<b>8.48</b>	<b>-</b>

Full-time employees: 8  
Part-time employees: 1

<b>Town Manager's Office</b>						
Town Manager	1.00	1.00	1.00	1.00	1.00	-
Assistant Town Manager	1.00	1.00	1.00	1.00	1.00	-
Executive Assistant	1.00	1.00	1.00	1.00	1.00	-
Senior Office Specialist	1.00	1.00	1.00	1.00	1.00	-
Management Intern	0.38	0.38	0.38	0.38	0.38	-
Strategic Initiatives Manager	-	1.00	1.00	1.00	1.00	-
Economic Development Manager	1.00	-	-	-	-	-
Economic Development Specialist	1.00	-	-	-	-	-
Communications Administrator	1.00	1.00	1.00	1.00	1.00	-
New Media Developer	1.00	1.00	1.00	-	-	(1.00)
Digital Content Specialist	-	-	-	1.00	1.00	1.00
Marketing & Communications Specialist	1.00	1.00	1.00	1.00	1.00	-
Constituent Services Coordinator	1.00	1.00	1.00	1.00	1.00	-
Public Information Officer	-	1.00	1.00	1.00	1.00	-
<b>Total Town Manager's Office</b>	<b>10.38</b>	<b>10.38</b>	<b>10.38</b>	<b>10.38</b>	<b>10.38</b>	<b>-</b>

Full-time employees: 10  
Part-time employees: 1

<b>Parks and Recreation</b>						
Parks & Recreation Director	1.00	1.00	1.00	1.00	1.00	-
Deputy Parks & Recreation Director	-	1.00	1.00	1.00	1.00	-
Recreation & Culture Manager	1.00	1.00	1.00	1.00	1.00	-
Recreation Facility Manager	1.00	1.00	1.00	1.00	1.00	-
Multimodal Planner	1.00	1.00	1.00	-	-	(1.00)
Parks Maintenance Superintendent	1.00	1.00	1.00	1.00	1.00	-
Parks Maintenance Supervisor	1.00	1.00	1.00	1.00	1.00	-
Parks Maintenance Crew Leader	1.00	1.00	1.00	-	-	(1.00)



## Personnel Schedule

	FY 2018	FY 2019	FY 2020		FY2021	+/- to Budget
	Actual	Actual	Budget	Projected	Budget	
Parks Maintenance Worker III	-	-	-	1.00	1.00	1.00
Parks Maintenance Worker II	1.00	1.00	1.00	1.00	1.00	-
Parks Maintenance Worker I	5.00	5.00	5.00	5.00	5.00	-
Park Monitor	0.96	0.96	0.96	0.96	0.96	-
Facilities Maintenance Technician	2.00	-	-	-	-	-
Senior Office Specialist	2.00	2.00	3.00	3.00	3.00	-
Office Specialist	1.00	1.00	-	1.00	1.00	1.00
Office Assistant	1.00	1.00	1.00	-	-	(1.00)
Assistant Recreation Manager	2.00	2.00	2.00	3.00	3.00	1.00
Recreation Leader	2.91	2.91	2.91	2.91	2.91	-
Aquatics Manager	1.00	1.00	1.00	1.00	1.00	-
Assistant Aquatics Manager	1.00	1.00	1.00	1.00	1.00	-
Lifeguard Supervisor	-	-	-	-	2.25	2.25
Aquatics Facility Supervisor	2.25	2.25	2.25	2.25	-	(2.25)
Aquatics Shift Leader	3.08	2.54	2.54	2.54	2.54	-
Aquatics Facility Attendant	5.76	4.80	4.80	4.80	4.80	-
Custodian	0.48	0.48	0.48	0.48	0.48	-
Recreation Supervisor	-	-	-	-	0.75	0.75
Facility Supervisor	-	-	-	0.75	-	-
Facility Attendant	5.00	5.00	5.00	4.25	4.25	(0.75)
Recreation Aide	6.63	6.63	6.63	6.63	6.63	-
Fitness Instructor	1.75	2.00	2.00	2.00	2.00	-
Lifeguard/Swim Instructor	8.96	13.53	13.53	13.53	13.53	-
<b>Total Parks and Recreation</b>	<b>60.78</b>	<b>63.10</b>	<b>63.10</b>	<b>63.10</b>	<b>63.10</b>	<b>-</b>

Full-time employees: 23  
(not including seasonal employees) Part-time employees: 34

<b>Police</b>						
Chief of Police	1.00	1.00	1.00	1.00	1.00	-
Deputy Chief of Police	1.00	1.00	1.00	1.00	1.00	-
Commander	2.00	2.00	2.00	2.00	2.00	-
Lieutenant	5.00	5.00	5.00	5.00	5.00	-
Sergeant	12.00	12.00	13.00	13.00	13.00	-
Public Relations Sergeant	1.00	1.00	1.00	1.00	1.00	-
Detective	6.00	7.00	7.00	7.00	7.00	-
Patrol Officer	53.00	51.00	54.00	54.00	55.00	1.00
Traffic Investigator	-	-	-	-	1.00	1.00
Motorcycle Officer	6.00	6.00	6.00	6.00	4.00	(2.00)
School Resource Officer	9.00	8.00	9.00	9.00	9.00	-
K-9 Officer	2.00	2.00	2.00	3.00	3.00	1.00
DUI Officer	2.00	3.00	3.00	2.00	2.00	(1.00)
Training Officer	1.00	1.00	1.00	1.00	1.00	-
Reserve Officer	2.88	2.88	2.88	2.88	2.88	-
Systems Analyst	1.00	1.00	1.00	1.00	1.00	-
Police Telecommunications Manager	1.00	1.00	1.00	1.00	1.00	-
Telecommunications Supervisor	2.00	2.00	2.00	2.00	2.00	-
Public Safety Telecommunicator	10.00	10.00	10.00	10.00	10.00	-



## Personnel Schedule

	FY 2018	FY 2019	FY 2020		FY2021	+/- to Budget
	Actual	Actual	Budget	Projected	Budget	
Records Supervisor	1.00	1.00	1.00	1.00	1.00	-
Records Specialist	5.00	5.00	5.00	5.00	5.00	-
Crime Scene Technician Supervisor	1.00	1.00	1.00	1.00	1.00	-
Crime Scene Technician	2.00	2.00	2.00	2.00	2.00	-
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	-
Emergency Mgmt & Safety Coordinator	1.00	1.00	1.00	1.00	1.00	-
Fleet Control Specialist	1.00	-	-	-	-	-
Senior Office Specialist	2.00	2.00	2.00	2.00	3.00	1.00
Office Specialist	1.00	1.00	1.00	1.00	-	(1.00)
Office Assistant	1.25	1.25	1.25	1.25	1.25	-
<b>Total Police</b>	<b>135.13</b>	<b>133.13</b>	<b>138.13</b>	<b>138.13</b>	<b>138.13</b>	<b>-</b>

Full-time employees: 134  
Part-time employees: 8

### Public Works

Public Works Director & Town Engineer	-	1.00	1.00	1.00	1.00	-
Assistant Public Works Director	-	1.00	1.00	1.00	1.00	-
Asst. Comm. Dev. & Public Works Director	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	1.00	1.00	-
Senior Stormwater Civil Engineer	-	1.00	1.00	1.00	1.00	-
Stormwater Civil Engineer	1.00	-	-	-	-	-
Civil Engineer	1.00	1.00	1.00	1.00	1.00	-
Stormwater Utility Division Manager	1.00	1.00	1.00	1.00	1.00	-
Stormwater Utility Project Manager	1.00	1.00	1.00	1.00	1.00	-
Streets and Drainage Operations Supervisor	-	-	-	-	1.00	1.00
Stormwater Field Superintendent	1.00	1.00	1.00	1.00	-	(1.00)
Senior Transit Crew Leader	1.00	1.00	1.00	1.00	1.00	-
Transit Crew Leader	1.00	1.00	1.00	1.00	1.00	-
Civil Engineering Designer	1.00	1.00	1.00	1.00	1.00	-
Senior Civil Engineering Tech	3.00	3.00	3.00	3.00	3.00	-
Streets & Drainage Op. Superintendent	-	-	-	-	1.00	1.00
Streets Maintenance Superintendent	1.00	1.00	1.00	1.00	-	(1.00)
Senior Traffic Technician	1.00	1.00	1.00	1.00	1.00	-
Construction Inspector	2.00	3.00	3.00	3.00	3.00	-
Construction Clerk	0.50	-	-	-	-	-
Administrative Coordinator	1.00	0.40	0.40	1.00	1.00	0.60
Stormwater Utility Analyst	1.00	1.00	1.00	1.00	1.00	-
Stormwater Inspector Designer	1.00	1.00	1.00	1.00	1.00	-
Fleet and Facility Manager	-	-	-	1.00	1.00	1.00
Facilities Maintenance Crew Leader	1.00	1.00	1.00	1.00	1.00	-
Fleet Maintenance Mechanic III	1.00	1.00	1.00	1.00	1.00	-
Fleet Control Specialist	-	1.00	1.00	1.00	1.00	-
Traffic Signs/Markings Crew Leader	1.00	1.00	1.00	1.00	1.00	-
Traffic Signs/Markings Worker	1.00	1.00	1.00	1.00	1.00	-
Streets & Drainage Crew Leader	2.00	2.00	2.00	2.00	2.00	-
Traffic Technician	1.00	1.00	1.00	1.00	1.00	-
Facilities Maintenance Technician	1.00	3.00	3.00	3.00	3.00	-
Heavy Equipment Operator III	1.00	1.00	1.00	-	-	(1.00)



## Personnel Schedule

	FY 2018	FY 2019	FY 2020		FY2021	+/- to Budget
	Actual	Actual	Budget	Projected	Budget	
Heavy Equipment Operator II	7.00	7.00	7.00	8.00	8.00	1.00
Heavy Equipment Operator I	1.00	1.00	1.00	-	-	(1.00)
Senior Office Specialist	-	1.00	1.00	1.00	1.00	-
Office Specialist	1.40	1.00	1.00	1.00	2.00	1.00
Transit Specialist	1.11	1.11	1.11	1.11	1.11	-
Transit Dispatcher	2.11	2.11	2.11	2.11	2.11	-
Office Assistant	1.96	1.96	1.96	1.96	0.96	(1.00)
Transit Driver	19.71	19.71	19.71	19.71	19.71	-
<b>Total Public Works</b>	<b>65.79</b>	<b>70.29</b>	<b>70.29</b>	<b>70.89</b>	<b>70.89</b>	<b>0.60</b>

Full-time employees: 48  
Part-time employees: 61

<b>Water Utility</b>						
Water Utility Director	1.00	1.00	1.00	1.00	1.00	-
Engineering & Planning 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 Operations Manager	-	1.00	1.00	1.00	1.00	-
Water Production Superintendent	1.00	-	-	-	-	-
Water Distribution Superintendent	1.00	1.00	1.00	1.00	1.00	-
Water Engineer Project Manager	1.00	1.00	-	-	-	-
Water Production & Meter Ops. Superint.	-	1.00	1.00	1.00	1.00	-
Senior Engineering Associate	-	-	2.00	2.00	2.00	-
Meter Operations Supervisor	1.00	1.00	1.00	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	4.00	3.00	3.00	3.00	3.00	-
Construction Inspector	2.00	2.00	2.00	2.00	2.00	-
Water Control Systems Supervisor	-	-	-	1.00	1.00	1.00
Electric and Control Technician	1.00	1.00	1.00	-	-	(1.00)
Instrumentation & Control Technican	-	-	-	-	1.00	1.00
Civil Engineer Tech	1.00	1.00	1.00	1.00	1.00	-
Water Utility Operator III	7.00	8.00	8.00	8.00	8.00	-
Water Utility Operator II	4.00	4.00	4.00	4.00	4.00	-
Senior Office Specialist	1.00	1.00	1.00	1.00	1.00	-
Water Utility Analyst	-	-	-	1.00	1.00	1.00
Customer Service Supervisor	1.00	1.00	1.00	-	-	(1.00)
Water Utility Operator I	5.00	4.00	4.00	4.00	4.00	-
Customer Service Specialist	4.00	4.00	4.00	4.00	4.00	-
Customer Service Representative	0.48	0.48	0.48	0.48	0.48	-
<b>Total Water Utility</b>	<b>39.48</b>	<b>39.48</b>	<b>39.48</b>	<b>39.48</b>	<b>40.48</b>	<b>1.00</b>

Full-time employees: 40  
Part-time employees: 1

<b>Total Personnel</b>	<b>382.61</b>	<b>391.49</b>	<b>396.97</b>	<b>396.97</b>	<b>397.97</b>	<b>1.00</b>
------------------------	---------------	---------------	---------------	---------------	---------------	-------------

**Full-time employees: 322**  
**Part-time employees: 114**

# Clerk

## OVERVIEW

The Clerk's Office is the centralized information distribution point for our citizens, Town Council and staff. Responsibilities include 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 and information; business licensing; records management; elections; voter registration; and 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.

## 2019-2020 MAJOR ACCOMPLISHMENTS

- Implemented a solution to broaden electronic access to Town contracts through existing software
- Added 633 documents consisting of 53,983 pages to the Town's electronic document database
- Implemented a new recording solution for public meetings resulting in budget savings and an increased user experience
- Implemented AgendaQuick for use among all town boards and commissions resulting in a more uniform and efficient agenda management process

## 2020-2021 GOALS, OBJECTIVES AND PERFORMANCE MEASURES

### STRATEGIC LEADERSHIP PLAN GOAL

Enable greater transparency and more efficient community access to Town information and performance

COUNCIL FOCUS AREA	OBJECTIVE(S)
Effective & Efficient Government	Explore and implement a new business licensing software system that would provide a more streamlined and efficient user experience

# Clerk

	FY 2019 Actual	FY 2020 Budget	FY 2020 Projected	FY 2021 Budget	Variance to Budget
<b>Personnel</b>					
Town Clerk	1.00	1.00	1.00	1.00	-
Deputy Town Clerk	1.00	1.00	1.00	1.00	-
Senior Office Specialist	1.00	1.00	1.00	1.00	-
Office Assistant	1.48	1.48	1.48	1.48	-
Communications Intern	0.25	0.25	0.25	0.25	-
<b>Total FTEs</b>	<b>4.73</b>	<b>4.73</b>	<b>4.73</b>	<b>4.73</b>	<b>-</b>

	FY 2019 Actual	FY 2020 Budget	FY 2020 Projected	FY 2021 Budget	Variance to Budget
<b>Expenditures</b>					
Personnel	\$ 311,544	\$ 337,936	\$ 337,936	\$ 340,424	0.7%
Operations & Maintenance	73,838	28,400	23,140	88,100	210.2%
Capital Outlay	2,980	-	-	-	0.0%
<b>Total Expenditures</b>	<b>\$ 388,362</b>	<b>\$ 366,336</b>	<b>\$ 361,076</b>	<b>\$ 428,524</b>	<b>17.0%</b>

	Revenue Sources				Variance to Budget
	FY 2019 Actual	FY 2020 Budget	FY 2020 Projected	FY 2021 Budget	
Business Licenses & Permits	\$ 204,385	\$ 206,300	\$ 206,300	\$ 206,300	0.0%
Public Record Request Fees	2,599	2,500	2,400	2,500	0.0%
<b>Total Revenues</b>	<b>\$ 206,984</b>	<b>\$ 208,800</b>	<b>\$ 208,700</b>	<b>\$ 208,800</b>	<b>0.0%</b>

# Community & Economic Development(CED)



## OVERVIEW

The Community and Economic Development (CED) Department supports and welcomes new and expanded business and residential development in the Town of Oro Valley. The department provides excellent customer service in coordinating all facets of economic development, planning, permitting, inspection and compliance of both horizontal and vertical construction within the community we serve. Our team is dedicated to ensuring that development proceeds in a safe and efficient manner to meet today's business needs. The department encourages the use of best practices in both community and economic development including innovative design that supports a sustainable economy, diverse employment opportunities, expanded education and cultural experiences for local residents.

## 2019-2020 MAJOR ACCOMPLISHMENTS

### ADMINISTRATION

- Adopted, expanded and achieved new CED performance metrics
- Updated cross training of staff and succession planning
- Completed CED work plans aligned with the SLP and CEDS
- Successfully implemented CED Continuity of Operations
- Achieved new levels of efficiency across all CED team.

### PERMITTING

- Continued trend of increasing number of digital submittals from applicants, now receiving all submittals digitally and issuing out all permits and inspection cards digitally
- Relocated front counter staff into a more secure and updated front lobby area with enhancements for both customers and staff
- As of the end of April '20, issued a total of 1,916 permits, including 231 single family residential permits, 38 grading permits, 45 commercial building permits, 156 photovoltaic permits, and 137 pool permits

## Community & Economic Development(CED)

- Collected over \$1.9 million in plan review and permit fees representing more than \$156 million in work valuation for new private construction
- Issued commercial building permits for projects such as the UA Center for Innovation, Ventana's Central Utility Plant and new Building 4, Leman Academy Expansion, Dutch Bros, Dunn Edwards, Pusch Ridge Christian Academy Expansion, Ironwood Dermatology, Street Tacos and Beer Co, Avant Dermatology and Sonoran ENT
- Issued grading permits for new residential subdivisions such as DR Horton's Residences at Miller Ranch, Meritage's Saguaro Viejos East and Fairfield's Rancho Vistoso Parcel 10A

### PLANNING

- Facilitated seven in-person neighborhood meetings, two General Plan Amendment case informational videos, two General Plan Amendment interactive web based ZOOM meetings, and four General Plan Amendment focus area ZOOM meetings anticipated this summer
- Processed 99 applications of various types, including 16 pre-applications
- Presented cases (including code amendments) before the Planning and Zoning Commission, Town Council and Board of Adjustment
- Completed Planning review comments within time standards for all development applications
- Represented the Town at various state and regional meetings (PAG, ASLA, APA)
- Conducted various board and commission trainings, including site tours for cases
- Organized and ran a successful Community Academy (over 38 participants)
- Vigilantly implemented saguaro preservation best practices during construction of three subdivisions with exceptionally dense and tall specimens
- Completed Zoning Code update to enable monument signs in public rights of way upon approval by Town Council
- Completed zoning code update drafts for the following Strategic Leadership Plan items: improvements to the Economic Expansion Zone & Commercial Code/Tech Park & Odor mitigation standards (all three jointly presented to the Planning & Zoning Commission twice and Town Council on three occasions), and Noise standard amendments (presented to the Planning & Zoning Commission in June)
- Completed staff research elements of the Environmentally Sensitive Lands Ordinance update project. Consultants were interviewed to weigh in on key technical components and provide an objective evaluation. Contract process was put on indefinite hold due to COVID-19 related budget concerns
- Comprehensively evaluated *Your Voice, Our Future* General Plan Action Item implementation and updated the Planning Work plan accordingly.
- Increased community understanding of development objectives and growth via media articles and website improvements
- Led purchase and implementation effort to improve Town website search engine for Town and Zoning codes
- Design and implementation of user friendly improvements to OVprojects.com

# Community & Economic Development(CED)

## INSPECTION & COMPLIANCE

- Successfully implemented the 2018 Building Codes, and has provided relevant training to inspection staff, in an effort to maintain professionalism and consistency
- Performed just over 28,000 inspections at approximately 11,000 locations. Some high profile projects include Lemna Academy (Phase 2), multiple tenant improvement projects for Ventana Medical, the Oro Valley Hospital Pharmacy reconstruction, Miles Label Company (industrial project), Charred Pie Restaurant in Oro Valley Marketplace, Street Tacos in Rooney Ranch, and Dutch Bro's. at El Corridor
- With an assist from I.T. staff, we have provided an opportunity for customers to utilize Skype as an option when scheduling inspections
- Staff has also responded to an estimated 91 complaints and has opened 423 code-compliance related violations

## ECONOMIC DEVELOPMENT

- Changes implemented in response to COVID 19 shifted the emphasis of business outreach from retention and expansion to recovery. Prior to this change, 53 businesses had been visited and Mayor Winfield joined Town staff and the Oro Valley Chamber for 20 of the visits. When it is deemed safe to resume in-person visits, council members will be also be joining staff for business visits if they are able.
- Created and frequently updated a new Business Resources site during the COVID 19 emergency.
- During COVID 19 emergency--Implemented a plan with assistance from multiple Town department staff to contact all store front business owners in Oro Valley via phone or email. Sharing information about available resources on the Town's website; seeking information about layoffs, temporary closures, and shortened hours of operation; confirming contact information and a show of goodwill were goals of this plan. Town staff has personally delivered regular updates to more than four hundred businesses in Oro Valley.
- Council unanimously adopted the 2019-2024 Comprehensive Economic Development Strategic (CEDs) Plan. Staff has implemented more than a dozen of its goals and objectives.
- Regularly added net new primary employer business projects into the active business expansion and attraction pipeline which currently has more than 60 potential projects.
- Several primary employer prospects announced new locations in Oro Valley, including the UA Center of Innovation at Oro Valley, Miles Labeling Company, Avant Dermatology/MOHS Surgical Center, and the UA Veterinarian College. Expansions included Roche Tissue Diagnostics campus in Oro Valley.
- Town West Realty began working with the Town last summer and is submitting a new blended use for the former Oro Valley Marketplace. Project now known as the Oro Valley Village Center.
- Expanded the Economic Development page on the Town's new website to include a "Site Selectors" section.
- Created and completed multiple MOU's with other public and private organizations to help launch the Oro Valley Innovations Labs Project at Innovation Park. A multi-year agreement was reached with the University of Arizona to run the incubator under the name of the UA Center of Innovation at Oro Valley. Construction will be completed in the summer of 2020.

# Community & Economic Development(CED)

- The Town provided direct assistance to the U of A in support of the new Veterinarian College. Staff met with the American Veterinary Medical Association Council and Education Board and UA’s project steering committee to provide added support
- Provided on location detailed community briefings to dozens of commercial and industrial real estate brokers, home builders, contractors, project consultants and several related trade associations, such as the Southern, Arizona Home Builders Association, the Metropolitan Planning Alliance and several Chambers of Commerce and economic development organizations
- CED hosted a booth Oro Valley at the BIOSA/BIO5 Student Industry Networking Event to support new talent attraction programs

## 2020-2021 GOALS, OBJECTIVES AND PERFORMANCE MEASURES

### STRATEGIC LEADERSHIP PLAN GOAL

Ensure quality development with integrated architecture and natural open space while maintaining and enhancing the character of the community

COUNCIL FOCUS AREA	OBJECTIVE(S)
Land Use	<ul style="list-style-type: none"> <li>• Review and evaluate effectiveness of the Environmentally Sensitive Land Ordinance (ESLO) against goals in which it was originally established, identify any unintended consequences, and recommend changes to the Planning and Zoning Commission and Town Council</li> <li>• Review and recommend to Planning and Zoning Commission and Town Council updates of Town Codes in the following key areas: signs in public right-of-way; residential design standards; noise and odor abatement; and the Economic Expansion Zone (EEZ)</li> </ul>

# Community & Economic Development(CED)

## STRATEGIC LEADERSHIP PLAN GOAL

Improve Town responsiveness to commercial investments that better correlate to the speed of business

COUNCIL FOCUS AREA	OBJECTIVE(S)
Economic Vitality	<ul style="list-style-type: none"> <li>• Complete transition to electronic plan submittal and review</li> <li>• Benchmark similar planning and permitting processes and procedures in highly successful local governments, prioritize improvements and implement improvement plan</li> </ul>

## STRATEGIC LEADERSHIP PLAN GOAL

Implement strategies to improve opportunities to attract, grow and retain primary employers and expand local job opportunities

COUNCIL FOCUS AREA	OBJECTIVE(S)
Economic Vitality	<ul style="list-style-type: none"> <li>• Develop and present a business incentive program to Town Council</li> <li>• Analyze and develop strategies to expand available properties for primary employment</li> <li>• Support local and regional collaborative initiatives that help attract and grow start-up businesses in key target sectors within Oro Valley, including an incubator/accelerator at Innovation Park</li> <li>• Identify ways in which Town can support collaborative efforts between educational institutions, business, government and non-profits to continue improving student knowledge, skills and abilities in preparation for workforce entry</li> </ul>

# Community & Economic Development(CED)

## STRATEGIC LEADERSHIP PLAN GOAL

Implement strategies to attract retail and restaurant investment and expansion in primary commercial centers within the community

COUNCIL FOCUS AREA	OBJECTIVE(S)
Economic Vitality	<ul style="list-style-type: none"> <li>• Conduct an external retail market assessment by a qualified firm to provide targeted data designed to assist the town in attracting and retaining retail</li> <li>• Partner with Greater Oro Valley Chamber of Commerce to convene annual business summit focused on increasing town and community’s understanding of challenges and opportunities associated with a thriving retail and restaurant market</li> <li>• Develop and begin implementation of a robust economic development marketing strategy that provides targeted and expected information for business and retail prospects</li> </ul>

## Community & Economic Development(CED)

Total FTEs			
FY 2019 Actual	FY 2020		FY 2021 Budget
	Budget	Projected	
<b>28.38</b>	<b>28.38</b>	<b>27.78</b>	<b>27.78</b>

Expenditures by Division					
	FY 2019 Actual	FY 2020		FY 2021 Budget	Variance to Budget
		Budget	Projected		
Administration	\$ 236,632	\$ 314,113	\$ 251,426	\$ 277,641	-11.6%
Permitting	953,861	1,068,982	1,007,605	999,664	-6.5%
Planning	547,273	603,906	524,635	561,517	-7.0%
Inspection and Compliance	818,514	864,113	849,269	840,638	-2.7%
Economic Development	95,363	188,307	177,849	100,201	-46.8%
	<b>\$ 2,651,643</b>	<b>\$ 3,039,421</b>	<b>\$ 2,810,784</b>	<b>\$ 2,779,661</b>	<b>-8.5%</b>

Revenue Sources					
	FY 2019 Actual	FY 2020		FY 2021 Budget	Variance to Budget
		Budget	Projected		
Residential Building Permits	\$ 1,626,779	\$ 1,345,000	\$ 1,360,000	\$ 1,005,000	-25.3%
Commercial Building Permits	247,688	232,818	353,734	217,500	-6.6%
Special Inspection Fees	11,653	8,000	8,650	8,500	6.3%
Zoning and Subdivision Fees	172,569	145,000	145,000	140,000	-3.4%
Sign Permits	21,658	20,000	22,550	20,000	0.0%
Grading Permit Fees	168,781	90,000	126,445	75,000	-16.7%
Engineer Plan Review Fees	80,965	55,000	60,000	50,000	-9.1%
Fire Permits and Fees	75,675	55,000	69,159	60,000	9.1%
Grading Review Fees	1,078	-	-	-	0.0%
	<b>\$ 2,406,846</b>	<b>\$ 1,950,818</b>	<b>\$ 2,145,538</b>	<b>\$ 1,576,000</b>	<b>-19.2%</b>

## CED – Administration

### OVERVIEW

The primary function of the Community and Economic Development Director is to ensure harmonious growth as well as the health, safety, and welfare of the public in the built environment. The director, with support of the division managers and administrators, provides leadership, direction and support to the department's staff. Responsibilities include: establishing departmental policy; leadership direction and support of the department's staff; preparation and management of the department's operating and capital budget; code interpretation and enforcement; revisions to the Town Code; Council support; Town Manager's Executive Leadership Team; customer service including effective public outreach and communication; and resolution of personnel and legal issues.

Personnel	FY 2019 Actual	FY 2020 Budget	FY 2020 Projected	FY 2021 Budget	Variance to Budget
CED Director	1.00	1.00	1.00	1.00	-
Senior Office Specialist	-	-	1.00	1.00	1.00
Administrative Coordinator	0.60	0.60	-	-	(0.60)
<b>Total FTEs</b>	<b>1.60</b>	<b>1.60</b>	<b>2.00</b>	<b>2.00</b>	<b>0.40</b>

Expenditures	FY 2019 Actual	FY 2020 Budget	FY 2020 Projected	FY 2021 Budget	Variance to Budget
Personnel	\$ 215,707	\$217,263	\$ 226,513	\$ 247,741	14.0%
Operations & Maintenance	20,925	96,850	24,913	29,900	-69.1%
<b>Total Expenditures</b>	<b>\$ 236,632</b>	<b>\$ 314,113</b>	<b>\$ 251,426</b>	<b>\$ 277,641</b>	<b>-11.6%</b>

## CED – Permitting

### OVERVIEW

The Permitting division coordinates all facets of plan review for permitting and development by assessing compliance with the codes and ordinances adopted by the Town. Plan review and coordination of projects include conceptual and final site plans, improvement plans, grading, building, walls, pools, spas, signs, equipment and miscellaneous projects for both residential and commercial development.

Personnel	FY 2019 Actual	FY 2020 Budget	FY 2020 Projected	FY 2021 Budget	Variance to Budget
Division Mgr, Permitting	1.00	1.00	1.00	1.00	-
Senior Civil Engineer	1.00	1.00	1.00	1.00	-
Engineering Design Reviewer	1.00	1.00	1.00	1.00	-
Plans Examiner II	2.00	2.00	2.00	2.00	-
Plans Examiner I	1.00	1.00	1.00	1.00	-
Senior Planning Technician	1.00	1.00	1.00	1.00	-
Building Permit Tech	2.00	2.00	2.00	2.00	-
Office Specialist	0.48	0.48	0.48	0.48	-
Office Assistant	1.00	1.00	-	-	(1.00)
<b>Total FTEs</b>	<b>10.48</b>	<b>10.48</b>	<b>9.48</b>	<b>9.48</b>	<b>(1.00)</b>

Expenditures	FY 2019 Actual	FY 2020 Budget	FY 2020 Projected	FY 2021 Budget	Variance to Budget
Personnel	\$ 921,063	\$967,597	\$ 926,497	\$ 901,349	-6.8%
Operations & Maintenance	32,798	101,385	81,108	98,315	-3.0%
<b>Total Expenditures</b>	<b>\$ 953,861</b>	<b>\$ 1,068,982</b>	<b>\$ 1,007,605</b>	<b>\$ 999,664</b>	<b>-6.5%</b>

## CED – Planning

### OVERVIEW

The Planning division administers the General Plan and Zoning Code for the harmonious growth of the town. The division is responsible for providing planning and zoning services to the community, Town Council, Planning and Zoning Commission, Board of Adjustment, and project teams. The division's current work plan focuses on updates to the sign code, zoning code, general plan and associated guidelines and standards.

Personnel	FY 2019 Actual	FY 2020 Budget	FY 2020 Projected	FY 2021 Budget	Variance to Budget
Division Mgr, Planning	1.00	1.00	1.00	1.00	-
Principal Planner	2.00	2.00	2.00	2.00	-
Senior Planner	1.00	1.00	1.00	1.00	-
Planner	1.00	1.00	1.00	1.00	-
Senior Office Specialist	1.00	1.00	1.00	1.00	-
Intern	0.30	0.30	0.30	0.30	-
<b>Total FTEs</b>	<b>6.30</b>	<b>6.30</b>	<b>6.30</b>	<b>6.30</b>	-

Expenditures	FY 2019 Actual	FY 2020 Budget	FY 2020 Projected	FY 2021 Budget	Variance to Budget
Personnel	\$ 512,063	\$549,196	\$ 472,660	\$ 531,607	-3.2%
Operations & Maintenance	35,210	54,710	51,975	29,910	-45.3%
<b>Total Expenditures</b>	<b>\$ 547,273</b>	<b>\$ 603,906</b>	<b>\$ 524,635</b>	<b>\$ 561,517</b>	<b>-7.0%</b>

## CED – Inspection & Compliance

### OVERVIEW

The Inspection and Compliance division is responsible for inspecting all new and altered, commercial and residential, vertical and horizontal construction within the town to assess their compliance with the codes and ordinances adopted by the Town. The division is also responsible for the monitoring and enforcement of the zoning, building and Town codes and ordinances, including all construction, plant salvage, landscape, signage, and development performance standards.

Personnel	FY 2019 Actual	FY 2020 Budget	FY 2020 Projected	FY 2021 Budget	Variance to Budget
Division Mgr, Insp. & Comp.	1.00	1.00	1.00	1.00	-
Building Inspector II	4.00	4.00	4.00	4.00	-
Building Inspector I	1.00	1.00	1.00	1.00	-
Code Compliance Specialist	1.00	1.00	1.00	1.00	-
Zoning Technician	1.00	1.00	1.00	1.00	-
Senior Office Assistant	1.00	1.00	1.00	1.00	-
<b>Total FTEs</b>	<b>9.00</b>	<b>9.00</b>	<b>9.00</b>	<b>9.00</b>	-

Expenditures	FY 2019 Actual	FY 2020 Budget	FY 2020 Projected	FY 2021 Budget	Variance to Budget
Personnel	\$ 805,572	\$850,558	\$ 838,425	\$ 830,764	-2.3%
Operations & Maintenance	12,942	13,555	10,844	9,874	-27.2%
<b>Total Expenditures</b>	<b>\$ 818,514</b>	<b>\$ 864,113</b>	<b>\$ 849,269</b>	<b>\$ 840,638</b>	<b>-2.7%</b>

## CED – Economic Development

### OVERVIEW

Beginning FY 2019, Economic Development was a new General Fund division within the Community and Economic Development Department. These costs were previously budgeted in the Bed Tax Fund. Economic Development is responsible for business recruitment, retention and expansion.

	FY 2019 Actual	FY 2020 Budget	FY 2020 Projected	FY 2021 Budget	Variance to Budget
<b>Personnel</b>					
Economic Dev. Specialist	1.00	1.00	1.00	1.00	-
<b>Total FTEs</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>-</b>

	FY 2019 Actual	FY 2020 Budget	FY 2020 Projected	FY 2021 Budget	Variance to Budget
<b>Expenditures</b>					
Personnel	80,041	\$83,729	83,729	79,380	-5.2%
Operations & Maintenance	15,322	104,578	94,120	20,821	-80.1%
<b>Total Expenditures</b>	<b>95,363</b>	<b>188,307</b>	<b>177,849</b>	<b>\$ 100,201</b>	<b>-46.8%</b>

# Council

---

## OVERVIEW

Town Council consists 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. Councilmembers serve four-year overlapping terms in the manner prescribed by state law. The Mayor and Councilmembers of Oro Valley are committed to high quality municipal services and responsible development. Through the Town Manager, the Town Council provides policy direction by adopting rules, regulations, and procedures to meet community needs. The Mayor and Councilmembers remain accountable and accessible to the residents through their commitment to full, honest, and timely communication and exchange promoting responsive, accountable governance.

## 2019-2020 MAJOR ACCOMPLISHMENTS

- Issued a Mayoral Declaration of Emergency and amendments to help ensure the community was protected from the COVID19 pandemic.
- Implemented remote Town Council meetings that still allowed for the conduct of municipal business and effective public participation while affected by the Governor's stay at home order.
- Adopted a balanced budget for FY 19/20 totaling just over \$111 million, reflecting the community's values and priorities.
- Approved a plan to continue operating the Town's 36 holes of golf with predictable investments, implement course improvements on a pay-as-you-go basis, and lease the Pusch Ridge 9-hole course to HSL.
- Approved the placement of a permanent base adjustment ballot initiative on the August 2020 primary election ballot.
- Adopted the Town's first Comprehensive Economic Development Strategy to guide the attraction of future businesses and the expansion/retention of existing businesses.
- Selected Commander Kara Riley as the Town's next Chief of Police following a national search.

## 2020-2021 GOALS

- Economic Vitality
  - ✓ Implement strategies to improve opportunities to attract, grow and retain primary employers and expand local job opportunities
  - ✓ Implement strategies to attract retail and restaurant investment and expansion in primary commercial centers within the community
  - ✓ Develop a comprehensive annexation blueprint to guide the Town's strategic growth and economic expansion
  - ✓ Improve Town responsiveness to commercial investments that better correlate to the speed of business
  - ✓ Identify opportunities to increase sustainable tourism investment in the community
- Culture and Recreation
  - ✓ Invest in and maintain a high quality parks, recreation and trail system that is accessible, comprehensive, connected and serves the community's needs
- Public Safety
  - ✓ Support strategies that result in a safe community with low crime, safe neighborhoods and positive relationships between law enforcement and community members

# Council

## 2020-2021 GOALS (continued)

- Roads, Water and Town Assets
  - ✓ Support investments and strategies that maintain and enhance a quality, integrated and connected transportation network for the community
  - ✓ Provide a high quality, safe and reliable water supply that meets the long-term needs of the community while considering the natural environment
- Land Use
  - ✓ Ensure quality development with integrated architecture and natural open space while maintaining and enhancing the character of the community
- Effective and Efficient Government
  - ✓ Strengthen community engagement and citizen outreach
  - ✓ Enable greater transparency and more efficient community access to Town information and performance
  - ✓ Identify internal efficiency opportunities for continuous improvement to effect a high performing organization and culture
  - ✓ Recruit and retain talented employees to effectively carry out the Town's mission
- Town Finances
  - ✓ Ensure the Town's financial future remains stable

Personnel	FY 2019 Actual	FY 2020 Budget	FY 2020 Projected	FY 2021 Budget	Variance to Budget
Mayor	1.00	1.00	1.00	1.00	-
Councilmember	6.00	6.00	6.00	6.00	-
<b>Total FTEs</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>	-

Expenditures	FY 2019 Actual	FY 2020 Budget	FY 2020 Projected	FY 2021 Budget	Variance to Budget
Personnel	\$ 78,956	\$78,801	\$ 78,801	\$ 78,819	0.0%
Operations & Maintenance	111,331	127,200	127,200	118,200	-7.1%
<b>Total Expenditures</b>	<b>\$ 190,287</b>	<b>\$ 206,001</b>	<b>\$ 206,001</b>	<b>\$ 197,019</b>	<b>-4.4%</b>

# Finance

---

## OVERVIEW

Finance 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, and participation in a variety of other administrative and special projects. Finance also coordinates the development of the Town's Capital Improvement Program and provides procurement administration for the Town.

## 2019-2020 MAJOR ACCOMPLISHMENTS

- Increased resident understanding of the Town's financial structure, including revenue sources, operational costs and programs, facilities and capital investments through the following:
  - Received the Distinguished Budget Presentation award from the Government Finance Officers Association (GFOA) for the 12<sup>th</sup> consecutive year
  - Received the Certificate of Achievement for Financial Reporting Excellence from GFOA for the 27<sup>th</sup> consecutive year
  - Received the Popular Annual Financial Reporting award from GFOA for the 9<sup>th</sup> consecutive year
  - Received the Achievement of Excellence in Procurement award from the National Procurement Institute for the 13<sup>th</sup> consecutive year
  - Received an unmodified "clean" audit opinion for the Town's annual financial statements
  - Presented monthly financial updates to Town Council and Budget & Finance Commission
- Due to conservative budgeting practices, prudent fiscal management and strong fund balance reserves, it is projected that the Town will be able to absorb the financial impact from COVID-19 for FY 19/20, and will end the fiscal year on budget in the General Fund
- Secured Council approval of a resolution to propose a permanent base adjustment to voters in the fall of 2020
- 100% of internal customers rated Procurement quality as excellent or good
- 96% of internal customers rated Procurement timeliness as excellent or good
- Continued to align the Town's capital investments with Council's Strategic Leadership Plan and financial policies
- Continued to align the Town's annual budget and associated work plans with conservatively forecasted revenues

# Finance

## 2020-2021 GOALS, OBJECTIVES AND PERFORMANCE MEASURES

### STRATEGIC LEADERSHIP PLAN GOAL

Ensure the Town's financial future remains stable

COUNCIL FOCUS AREA	OBJECTIVE(S)
Town Finances	<ul style="list-style-type: none"> <li>• Explore opportunities to broaden revenue diversity to improve the Town's long-term financial stability</li> <li>• Adopt and implement a long-term strategy to adequately fund the Town's Public Safety Pension Retirement System (PSPRS) liability</li> </ul>

### STRATEGIC LEADERSHIP PLAN GOAL

Enable greater transparency and more efficient community access to Town information and performance

COUNCIL FOCUS AREA	OBJECTIVE(S)
Effective and Efficient Government	Leverage technology to broaden electronic access to information and data on Town's finances and contracts

# Finance

Personnel	FY 2019 Actual	FY 2020 Budget	FY 2020 Projected	FY 2021 Budget	Variance to Budget
Chief Financial Officer	1.00	1.00	1.00	1.00	-
Finance & Budget Administrator	-	-	1.00	1.00	-
Chief Procurement Officer	1.00	1.00	1.00	1.00	-
Procurement Specialist	1.00	1.00	1.00	1.00	-
Finance Manager	1.00	1.00	-	-	-
Senior Budget Analyst	1.00	1.00	1.00	1.00	-
Senior Accountant	1.00	1.00	1.00	1.00	-
Accounting Specialist	1.00	1.00	1.00	1.00	-
Senior Office Specialist	1.00	1.00	1.00	0.20	(0.80)
<b>Total FTEs</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>	<b>7.20</b>	<b>(0.80)</b>

Expenditures	FY 2019 Actual	FY 2020 Budget	FY 2020 Projected	FY 2021 Budget	Variance to Budget
Personnel	\$ 803,605	\$ 862,220	\$ 696,855	\$ 763,288	-11.5%
Operations & Maintenance	72,950	74,600	200,726	69,600	-6.7%
<b>Total Expenditures</b>	<b>\$ 876,555</b>	<b>\$ 936,820</b>	<b>\$ 897,581</b>	<b>\$ 832,888</b>	<b>-11.1%</b>

# Human Resources

## OVERVIEW

Human Resources provides services and support in the following areas: policy and procedure administration and compliance, compensation and benefits, training and education, employee and labor relations, and performance management.

## 2019-2020 MAJOR ACCOMPLISHMENTS

- Drafted and implemented new HR policies and procedures to accommodate new working conditions due to COVID-19 virus and the federal and state laws enacted as a result of the pandemic.
- Transitioned from paper, in person, new hire onboarding process to collecting electronic forms and signatures prior to the employee’s start date; enhanced onboarding experience by streamlining the time for new employees to gain access to Town systems with time savings for staff and new employees.
- Implemented an improved new employee orientation/onboarding program by introducing an Employee Navigator to serve as a personal mentor for the first 90 days. A Navigator’s Guide and Supervisor’s Guide to New Employee Orientation/Onboarding were developed to enhance the overall orientation/onboarding experience for all with the goal of reducing turnover and increasing employee engagement.
- Facilitated the Town’s first all on-line, passive open enrollment for employee benefits, whereby employee participation was required only in the event of plan changes.
- Completed Open Enrollment: Phase II by transitioning from manual enrollment and address updates with medical, dental, and vision files to a monthly electronic-data interchange file with our vendor, saving significant time and enhanced security.

## 2020-2021 GOALS, OBJECTIVES AND PERFORMANCE MEASURES

### STRATEGIC LEADERSHIP PLAN GOAL

Recruit and retain talented employees to effectively carry out the Town’s mission

COUNCIL FOCUS AREA	OBJECTIVE(S)
Effective & Efficient Government	<ul style="list-style-type: none"> <li>• Benchmark workforce policies and practices and recommend and implement sustainable changes to the Town’s Personnel Policies and internal procedures as appropriate</li> <li>• Develop a robust on-going training program that supports delivery of quality services, strengthens employee engagement and builds leadership skills</li> <li>• Update and implement an effective employee onboarding program that builds employee knowledge of and connection with Town practices and supports a positive organizational culture</li> </ul>

# Human Resources

Personnel	FY 2019 Actual	FY 2020 Budget	FY 2020 Projected	FY 2021 Budget	Variance to Budget
Human Resource Director	1.00	1.00	1.00	1.00	-
Human Resource Analyst	2.00	2.00	2.00	2.00	-
Human Resource Assistant	1.00	1.00	1.00	1.00	-
<b>Total FTEs</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>-</b>

Expenditures	FY 2019 Actual	FY 2020 Budget	FY 2020 Projected	FY 2021 Budget	Variance to Budget
Personnel	\$ 345,443	\$ 379,175	\$ 348,508	\$ 388,974	2.6%
Operations & Maintenance	84,528	83,873	155,777	68,373	-18.5%
<b>Total Expenditures</b>	<b>\$ 429,971</b>	<b>\$ 463,048</b>	<b>\$ 504,285</b>	<b>\$ 457,347</b>	<b>-1.2%</b>

# Information Technology

## OVERVIEW

Information Technology (IT) identifies, implements and supports technology needs throughout all Town departments to support their business needs. Responsibilities include: management and security of the Town's computer networks; Geographic Information System (GIS) maps; desktop and network technology acquisition; application development and support; database management; website support; and management of all Town voice and data systems.

## 2019-2020 ACCOMPLISHMENTS

- Implemented solutions to accommodate new working conditions due to COVID-19. These included: expanded Working From Home (WFH) capabilities, support of interactive online public meetings, digital signatures, Multifactor Authentication (MFA), and technology to support remote building inspections.
- Implemented electronic employee expense module.
- Cybersecurity – Implemented mandatory new hire cybersecurity training. Continue to provide updated cybersecurity training courses twice per year. Continue ongoing phishing testing campaign with remedial training.
- Continued expansion of Town asset management software into the Water Utility and Facilities.
- Implemented high availability access to the Internet.
- Leveraged GIS tools to create an interactive map-based reference for Town projects.

## 2020-2021 GOALS, OBJECTIVES AND PERFORMANCE MEASURES

- Replacement of Permits, Code Enforcement, and Business License software.
- Upgrade the Town's backup solution to accommodate modern technologies.
- Upgrade office suite software to maintain functionality and keep with current standards.
- GIS enterprise software upgrade to maintain functionality and keep with current standards.
- ERP enterprise upgrade to maintain functionality and keep with current standards.

## STRATEGIC LEADERSHIP PLAN GOAL

Implement strategies to improve opportunities to attract, grow and retain primary employers and expand local job opportunities

COUNCIL FOCUS AREA	OBJECTIVE(S)
Economic Vitality	Explore feasibility of a Town-owned fiber optic network to minimize reliance on third party carriers and increase technology capabilities at Town facilities

# Information Technology

## STRATEGIC LEADERSHIP PLAN GOAL

Enable greater transparency and more efficient community access to town information and performance

COUNCIL FOCUS AREA	OBJECTIVE(S)
Effective & Efficient Government	Leverage technology to broaden electronic access to information and data on Town finances and contracts

Personnel	FY 2019 Actual	FY 2020 Budget	FY 2020 Projected	FY 2021 Budget	Variance to Budget
Chief Information Officer (CIO)	1.00	1.00	1.00	1.00	-
NetOps Supervisor	-	-	-	1.00	1.00
Network Administrator	2.00	2.00	2.00	1.00	(1.00)
Systems Analyst	2.00	2.00	2.00	2.00	-
Database Analyst	1.00	1.00	1.00	1.00	-
Senior GIS Administrator	1.00	1.00	1.00	1.00	-
GIS Analyst	1.00	1.00	1.00	1.00	-
Senior Office Specialist	-	-	-	0.80	0.80
IT Analyst	1.00	1.00	1.00	1.00	-
<b>Total FTEs</b>	<b>9.00</b>	<b>9.00</b>	<b>9.00</b>	<b>9.80</b>	<b>0.80</b>

Expenditures	FY 2019 Actual	FY 2020 Budget	FY 2020 Projected	FY 2021 Budget	Variance to Budget
Personnel	\$ 887,296	\$ 942,627	\$ 939,116	\$ 1,013,294	7.5%
Operations & Maintenance	1,807,688	2,053,875	1,951,181	2,087,300	1.6%
Capital Outlay	216,156	252,000	250,000	285,500	13.3%
<b>Total Expenditures</b>	<b>\$ 2,911,140</b>	<b>\$ 3,248,502</b>	<b>\$ 3,140,297</b>	<b>\$ 3,386,094</b>	<b>4.2%</b>

# Legal

---

## OVERVIEW

The Legal Services Department is managed by the Legal Services Director. A contract attorney is hired by the Mayor and Council to act as their chief legal advisor. The Legal Services Department is committed to providing the highest quality representation possible to meet the present and future needs of the Town in an efficient and effective manner.

## 2019-2020 MAJOR ACCOMPLISHMENTS

- Received the Administrative Professional Lifetime Achievement Award
- Provided statewide training to police officers and prosecutors
- Responded to legal claims against the Town
- Reviewed policies, contracts and ordinances

## 2020-2021 GOALS, OBJECTIVES AND PERFORMANCE MEASURES

### STRATEGIC LEADERSHIP PLAN GOAL

Support strategies that result in a safe community with low crime, safe neighborhoods and positive relationships between law enforcement and community members

COUNCIL FOCUS AREA	OBJECTIVE(S)
Public Safety	Provide the highest quality representation in order to meet the present and future needs of the Town in an efficient and effective manner

# Legal

---

	FY 2019 Actual	FY 2020 Budget	FY 2020 Projected	FY 2021 Budget	Variance to Budget
<b>Personnel</b>					
Legal Services Director	1.00	1.00	1.00	1.00	-
Chief Civil Deputy Attorney	1.00	1.00	1.00	1.00	-
Assistant Town Prosecutor	1.00	1.00	1.00	1.00	-
Senior Paralegal	1.00	1.00	1.00	1.00	-
Paralegal I	1.00	1.00	1.00	1.00	-
Legal Secretary	1.00	1.00	1.00	1.00	-
<b>Total FTEs</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>-</b>

	FY 2019 Actual	FY 2020 Budget	FY 2020 Projected	FY 2021 Budget	Variance to Budget
<b>Expenditures</b>					
Personnel	\$ 698,873	\$ 733,322	\$ 733,322	\$ 721,071	-1.7%
Operations & Maintenance	109,765	140,735	133,698	149,521	6.2%
<b>Total Expenditures</b>	<b>\$ 808,638</b>	<b>\$ 874,057</b>	<b>\$ 867,020</b>	<b>\$ 870,592</b>	<b>-0.4%</b>

# Magistrate Court

## OVERVIEW

The Oro Valley Magistrate Court is charged with the processing and adjudication by trial, hearing or otherwise, of all cases filed in the Court. This includes misdemeanor criminal and traffic cases, civil traffic cases and Town Code violations. The Court is also responsible for the collection of; fines, surcharges, restitution and other fees, issuing domestic violence orders of protection and injunctions against harassment, taking applications for and issuing marriage licenses, and performing weddings. Services rendered by the Court are governed by rules set by the Arizona Supreme Court, statutes and/or ordinances enacted by the Arizona Legislature and/or the Oro Valley Town Council.

## 2019-2020 ACCOMPLISHMENTS

- Planned, (including attending multiple trainings and conferences) set ground work and launched the Diversion Court.
- Initiated the purchase of “video conferencing equipment” to create a direct connection to a jail courtroom for hearings with in-custody defendants, eliminating the need for weekly transports of prisoners.
- Held “safety trainings” for the staff including “Active Shooter (beyond that provided by the PD), Stop the Bleed and NARCAN trainings.
- Started an “In House” training program to ensure consistency with our court customers.
- Successfully cross-trained our senior court clerk to manage daily/month deposits, remittances, and reporting.
- Revised some of our payment plan policies to assist our court customers in reestablishing payment plans and getting their driver licenses reinstated.
- Engaged in Community Outreach with a presentation in Saddlebrook.
- Transitioned from the previous form of court security, i.e. a “bailiff in a police uniform” to a “Court Security Officer”, including all the training and certification involved in that process

## 2019-2020 GOALS, OBJECTIVES AND PERFORMANCE MEASURES

### STRATEGIC LEADERSHIP PLAN GOAL

Support strategies that result in a safe community with low crime, safe neighborhoods and positive relationships between law enforcement and community members

COUNCIL FOCUS AREA	OBJECTIVE(S)
Public Safety	Explore the feasibility of establishing a “Drug Court” within the Town’s Municipal Court to provide opportunities for individuals convicted of certain crimes to address substance abuse issues

# Magistrate Court

Personnel	FY 2019 Actual	FY 2020 Budget	FY 2020 Projected	FY 2021 Budget	Variance to Budget
Magistrate Judge	1.00	1.00	1.00	1.00	-
Court Administrator	1.00	1.00	1.00	1.00	-
Courtroom Clerk	1.00	1.00	1.00	1.00	-
Senior Court Clerk	3.00	3.00	3.00	3.00	-
Court Clerk	1.00	1.48	1.48	1.48	-
Court Security Officer	-	-	-	1.00	1.00
Bailiff	1.00	1.00	1.00	-	(1.00)
<b>Total FTEs</b>	<b>8.00</b>	<b>8.48</b>	<b>8.48</b>	<b>8.48</b>	<b>-</b>

Expenditures	FY 2019 Actual	FY 2020 Budget	FY 2020 Projected	FY 2021 Budget	Variance to Budget
Personnel	\$ 722,082	\$ 788,291	\$ 776,899	\$ 724,216	-8.1%
Operations & Maintenance	122,381	135,270	146,662	140,610	3.9%
<b>Total Expenditures</b>	<b>\$ 844,463</b>	<b>\$ 923,561</b>	<b>\$ 923,561</b>	<b>\$ 864,826</b>	<b>-6.4%</b>

	Revenue Sources				Variance to Budget
	FY 2019 Actual	FY 2020 Budget	FY 2020 Projected	FY 2021 Budget	
Court Costs	\$ 151,909	\$ 130,000	\$ 131,000	\$ 135,000	3.8%
Court Security Fee	-	20,000	20,000	20,000	0.0%
Public Defender Fees	2,445	2,400	3,000	2,400	0.0%
Fines	135,771	120,000	120,000	120,000	0.0%
<b>Total Revenues</b>	<b>\$ 290,125</b>	<b>\$ 272,400</b>	<b>\$ 274,000</b>	<b>\$ 277,400</b>	<b>1.8%</b>

# Town Manager's Office

---



## OVERVIEW

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 direction of the Town Council. The Town Manager is further responsible for tourism promotion, intergovernmental programs, communications, and for coordination of the administrative functions of the various departments, divisions, boards, and services of the Town government. The Town of Oro Valley is made up of the following departments and/or offices: Town Manager; Town Clerk; Finance; Human Resources; Information Technology; Legal Services; Police; Water Utility; Community and Economic Development; Public Works; Parks and Recreation; and Magistrate Court.

## 2019-2020 MAJOR ACCOMPLISHMENTS

- Effectively managed the COVID19 crisis and related fiscal year-end financial impacts, resulting in minimal impacts to critical community services and positive positioning of the Town for FY20/21.
- Increased employee participation in the OV Peak Performance process improvement initiative resulting in a cost savings of more than \$55k for the fiscal year from 29 implemented process improvements.
- Earned a significant bond upgrade from Standard and Poor's from AA- rating to AAA, the second highest available to local governments.
- Trained all Senior Management Team members in the Peak Leadership initiative, a process and data-driven approach to managing and operating Town business.
- Implemented a robust 2020 Census outreach program, resulting in the Town of Oro Valley boasting the highest citizen response rate in the State of Arizona.
- Researched and recommended to the Town Council a ballot initiative to adjust the Town's state-imposed permanent base in order to more effectively manage future Town finances, which the elected body agreed to place on the August 2020 ballot for consideration by Oro Valley voters.
- Increased the number of videos utilized for resident communication, resulting in a significant increase in engagement in the Town's social media and website.
- Developed and launched a new Town website that is more user-friendly and includes a public engagement tool called "Discuss," which enables more resident input on important topics.

# Town Manager's Office

## 2020-2021 GOALS AND OBJECTIVES

### STRATEGIC LEADERSHIP PLAN GOAL

- Strengthen community engagement and citizen outreach
- Enable greater transparency and more efficient community access to town information and performance
- Identify internal efficiency opportunities for continuous improvement to effect a high performing organization and culture

COUNCIL FOCUS AREA	OBJECTIVE(S)
Effective and Efficient Government	<ul style="list-style-type: none"> <li>• Effectively maximize the use of communication tools such as social media, the town website and other marketing avenues to keep residents informed of Town services, programs and events</li> <li>• Develop and implement a strategy to enhance Council interaction with residents</li> <li>• Design and begin implementation of a multi-faced strategy to more effectively seek citizen input, especially underrepresented segments of the community</li> <li>• Expand employees training and use of process improvement tools through the Town's internal OV Peak Performance initiative</li> </ul>

Total FTEs			
FY 2019 Actual	FY 2020		FY 2021 Budget
	Budget	Projected	
<b>10.38</b>	<b>10.38</b>	<b>10.38</b>	<b>10.38</b>

	Expenditures by Program				Variance to Budget
	FY 2019 Actual	FY 2020		FY 2021 Budget	
		Budget	Projected		
Administration	\$ 642,854	\$ 688,045	\$ 679,001	\$ 675,138	-1.9%
Communications	574,414	626,100	586,222	611,896	-2.3%
	<b>\$1,217,268</b>	<b>\$1,314,145</b>	<b>\$1,265,223</b>	<b>\$1,287,034</b>	<b>-2.1%</b>

## Town Manager's Office – Administration

### OVERVIEW

The Town Manager's office is responsible for the fiscal health of the Town government, and for direction and coordination of the administrative functions of the various departments, divisions, boards, and services of the Town Government. The Town Manager's office provides staff support to the Town Council, handles media relations, promotes the Town's legislative agenda through intergovernmental programs, promotes tourism, and seeks opportunities for partnerships and financial assistance at the county, state and federal levels through grants, legislation and federal appropriation requests. The Town Manager's office also maintains citizen and community relations, as well as Oro Valley representation on regional boards and quasi-governmental councils to keep the Town's needs and interests considered in regional decision-making.

Staff also provide administrative support to the Town leadership through the Constituent Services Coordinator where concerns, complaints, inquiries, and referrals are addressed with excellent customer service and a common sense approach. The Constituent Services Coordinator facilitates public education efforts, coordinates departmental responses, and ensures that constituent voices and perspectives are consistently captured and transmitted to Town leadership. Constituent issues are tracked to monitor changing community needs and desires, allowing the Town leadership to adjust policies and budget options in order to better serve town residents.

Personnel	FY 2019 Actual	FY 2020 Budget	FY 2020 Projected	FY 2021 Budget	Variance to Budget
Town Manager	1.00	1.00	1.00	1.00	-
Assistant Town Manager	1.00	1.00	1.00	1.00	-
Strategic Initiatives Manager	1.00	1.00	1.00	1.00	-
Executive Assistant	1.00	1.00	1.00	1.00	-
Senior Office Specialist	0.50	0.50	0.50	0.50	-
Management Intern	0.38	0.38	0.38	0.38	-
<b>Total FTEs</b>	<b>4.88</b>	<b>4.88</b>	<b>4.88</b>	<b>4.88</b>	-

Expenditures	FY 2019 Actual	FY 2020 Budget	FY 2020 Projected	FY 2021 Budget	Variance to Budget
Personnel	\$ 591,121	\$ 623,525	\$ 623,525	\$ 628,868	0.9%
Operations & Maintenance	51,733	64,520	55,476	46,270	-28.3%
<b>Total Expenditures</b>	<b>\$ 642,854</b>	<b>\$ 688,045</b>	<b>\$ 679,001</b>	<b>\$ 675,138</b>	<b>-1.9%</b>

## Town Manager's Office – Communications

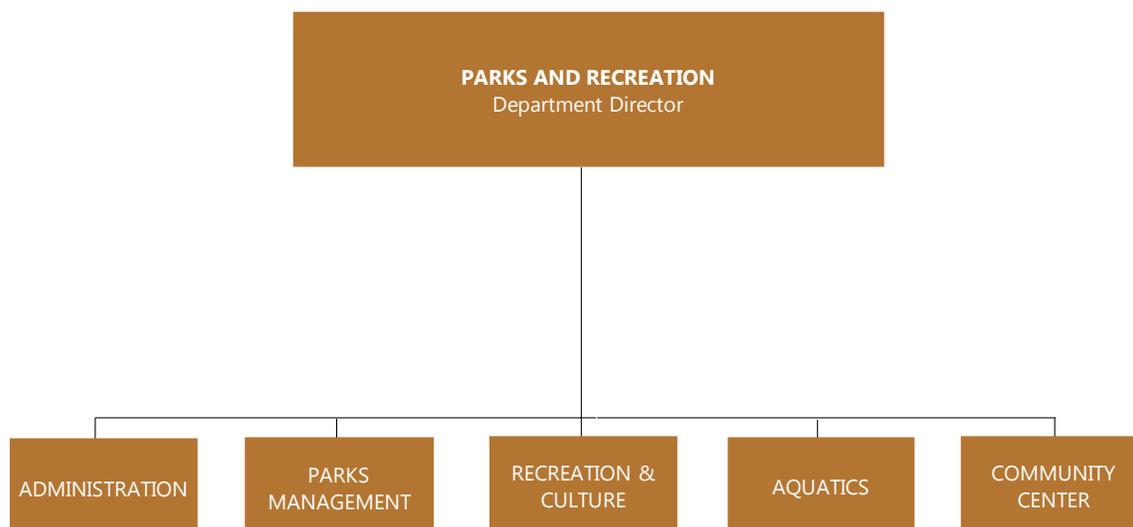
### OVERVIEW

The Communications Administrator manages and facilitates all media relations on behalf of the Town (with the exception of the Police Department, which has a designated public information officer). The Communications Division is responsible for internal and external communications and publications, the Town's website and employee intranet, oversight of the Town's social media accounts, graphic design and photography. Additionally, the Communications Division, in partnership with Economic Development, manages and facilitates the Town's marketing and advertising efforts. The division also plans, develops and produces publications and services designed to facilitate communication between Town leadership and residents in order to keep residents informed about Town services, activities and programs.

Personnel	FY 2019 Actual	FY 2020 Budget	FY 2020 Projected	FY 2021 Budget	Variance to Budget
Communications Administrator	1.00	1.00	1.00	1.00	-
New Media Developer	1.00	1.00	-	-	(1.00)
Constituent Services Coordinator	1.00	1.00	1.00	1.00	-
Marketing & Comm. Specialist	1.00	1.00	1.00	1.00	-
Public Information Officer	1.00	1.00	1.00	1.00	-
Digital Content Specialist	-	-	1.00	1.00	1.00
Senior Office Specialist	0.50	0.50	0.50	0.50	-
<b>Total FTEs</b>	<b>5.50</b>	<b>5.50</b>	<b>5.50</b>	<b>5.50</b>	<b>-</b>

Expenditures	FY 2019 Actual	FY 2020 Budget	FY 2020 Projected	FY 2021 Budget	Variance to Budget
Personnel	\$ 469,705	\$ 501,562	\$ 489,479	\$ 489,611	-2.4%
Operations & Maintenance	104,709	124,538	96,743	120,085	-3.6%
Capital	-	-	-	2,200	0.0%
<b>Total Expenditures</b>	<b>\$ 574,414</b>	<b>\$ 626,100</b>	<b>\$ 586,222</b>	<b>\$ 611,896</b>	<b>-2.3%</b>

# Parks and Recreation



## OVERVIEW

The Parks and Recreation Department is comprised of the following divisions: Administration, Parks Management, Recreation and Culture, Aquatics, and Community Center. The department is further responsible for providing staff support to the Parks and Recreation Advisory Board and the Historic Preservation Commission.

## 2019-2020 MAJOR ACCOMPLISHMENTS

### ADMINISTRATION

- Developed an RFP for a Needs Assessment and Master Plan. Selected PRO's Consulting and began work in December. Needs Assessment final report presented to Council in May. Phase II (Master Plan) will take place in FY20/21
- Secured a SHPO Grant for an Adaptive Reuse Study at Steam Pump Ranch
- Implemented new recreation management software system (CivicRec) after developing competitive Request for Proposal

### PARKS MANAGEMENT

- Installed a new restroom at James D. Kriegh Park
- Developed an RFP for a new playground at Naranja Park. Secured Norris Design as design team and the first phase of infrastructure started in February. We anticipate the project to be completed in the fall 2020.
- Implemented an Eatable Orchard at Steam Pump Ranch as part of the Planting Plan
- Upgraded first phase of irrigation pump system at Riverfront Park

### RECREATION & CULTURE

- Expanded October community event programming that resulted in over 10,000 participants throughout the month.
- Implemented a very successful Friday night concert series
- Implemented senior programming to include day trips
- Completed Proctor-Leiber House backyard improvement project

# Parks and Recreation

## AQUATICS

- Continued to support and attract special events that are linked to economic impact
- Upgraded restroom/locker room flooring
- Painted interior and exterior walls of building and fencing
- Implemented new facility rental fee schedule to align all groups and teams paying the same rate

## COMMUNITY CENTER

- Installed two, post-tension concrete slab Pickleball Courts
- Implemented new Pickleball leagues
- Implemented a Member Engagement series
- Implemented a weekly member newsletter

## 2020-2021 GOALS, OBJECTIVES AND PERFORMANCE MEASURES

### STRATEGIC LEADERSHIP PLAN GOAL

Invest in and maintain a high quality parks, recreation and trail system that is accessible, comprehensive, connected and serves the community’s needs

COUNCIL FOCUS AREA	OBJECTIVE(S)
Culture and Recreation	<ul style="list-style-type: none"> <li>• Conduct a comprehensive, community-wide needs assessment for parks and recreation amenities and programs</li> <li>• Implement the Town Council’s decision regarding the Town’s golf course property and Community Center</li> <li>• Install a new playground and related amenities (e.g. shade structure, parking lot and lighting) at Naranja Park</li> <li>• Explore opportunities to partner with the Amphitheater Unified School District to utilize school amenities within the Town limits and expand the intergovernmental agreement as appropriate</li> <li>• Using the needs assessment information, develop a comprehensive, Town-wide Parks and Recreation Master Plan with input from the community, including individual plans for the Community Center, James D. Kriegh Park, Riverfront Park and Naranja Park</li> <li>• Review the Steam Pump Master Plan and Needs Assessment and reprioritize capital investments and programming opportunities consistent with community and Town Council input</li> </ul>

# Parks and Recreation

## STRATEGIC LEADERSHIP PLAN GOAL

Ensure the Town's financial future remains stable

COUNCIL FOCUS AREA	OBJECTIVE(S)
Town Finances	Explore opportunities to broaden revenue diversity to improve the Town's long-term financial stability

Total FTEs			
FY 2019 Actual	FY 2020		FY 2021 Budget
	Budget	Projected	
<b>63.10</b>	<b>63.10</b>	<b>63.10</b>	<b>63.10</b>

Expenditures by Fund					
	FY 2019 Actual	FY 2020		FY 2021 Budget	Variance to Budget
		Budget	Projected		
General Fund	\$ 3,380,695	\$ 3,808,366	\$ 3,561,826	\$ 3,478,517	-8.7%
Community Center Fund	1,085,273	1,161,194	1,071,575	1,803,250	55.3%
	<b>\$ 4,465,968</b>	<b>\$ 4,969,560</b>	<b>\$ 4,633,401</b>	<b>\$ 5,281,767</b>	<b>6.3%</b>

Revenues by Fund					
	FY 2019 Actual	FY 2020		FY 2021 Budget	Variance to Budget
		Budget	Projected		
General Fund	\$ 938,974	\$ 992,600	\$ 567,052	\$ 714,050	-28.1%
Community Center Fund	6,752,511	6,748,605	6,060,271	6,673,333	-1.1%
	<b>\$ 7,691,485</b>	<b>\$ 7,741,205</b>	<b>\$ 6,627,323</b>	<b>\$ 7,387,383</b>	<b>-4.6%</b>

## Parks and Recreation – General Fund

Total FTEs			
FY 2019 Actual	FY 2020		FY 2021 Budget
	Budget	Projected	
<b>41.55</b>	<b>41.55</b>	<b>41.55</b>	<b>41.55</b>

	Expenditures by Division				Variance to Budget
	FY 2019 Actual	FY 2020		FY 2021 Budget	
		Budget	Projected		
Administration	\$ 502,000	\$ 662,528	\$ 631,515	\$ 466,519	-29.6%
Parks Management	1,108,938	1,267,083	1,153,957	1,394,179	10.0%
Recreation and Culture	407,879	465,377	423,400	543,350	16.8%
Aquatics	1,361,878	1,413,378	1,352,954	1,074,469	-24.0%
	<b>\$3,380,695</b>	<b>\$3,808,366</b>	<b>\$3,561,826</b>	<b>\$3,478,517</b>	<b>-8.7%</b>

	Revenue Sources				Variance to Budget
	FY 2019 Actual	FY 2020		FY 2021 Budget	
		Budget	Projected		
Aquatics User Fees	\$ 627,842	\$ 681,000	\$ 353,001	\$ 430,000	-36.9%
Concession Sales	23,717	30,000	10,371	15,000	-50.0%
Fields & Courts User Fees	118,454	119,800	85,465	115,000	-4.0%
Miscellaneous User Fees	168,961	161,800	118,215	154,050	-4.8%
State Grants	-	-	-	-	0.0%
	<b>\$ 938,974</b>	<b>\$ 992,600</b>	<b>\$ 567,052</b>	<b>\$ 714,050</b>	<b>-28.1%</b>

# Parks and Recreation – General Fund

## Administration

### OVERVIEW

The Parks and Recreation Administration Division is responsible for program registrations, processing fees and making deposits, coordinating facility reservations, grant writing and management for the department, responding to all phone, walk-in and email inquiries, and clerical and organizational support to the entire department. Additionally, this division provides administrative support to the Parks and Recreation Advisory Board.

Personnel	FY 2019 Actual	FY 2020 Budget	FY 2020 Projected	FY 2021 Budget	Variance to Budget
Parks & Recreation Director	1.00	1.00	1.00	1.00	-
Deputy Parks & Rec. Director	1.00	1.00	1.00	1.00	-
Senior Office Specialist	1.00	1.00	1.00	1.00	-
Multimodal Planner	1.00	1.00	-	-	(1.00)
Office Specialist	-	-	1.00	1.00	1.00
Office Assistant	1.00	1.00	-	-	(1.00)
<b>Total FTEs</b>	<b>5.00</b>	<b>5.00</b>	<b>4.00</b>	<b>4.00</b>	<b>(1.00)</b>

Expenditures	FY 2019 Actual	FY 2020 Budget	FY 2020 Projected	FY 2021 Budget	Variance to Budget
Personnel	\$ 429,081	\$ 462,395	\$ 462,395	\$ 358,246	-22.5%
Operations & Maintenance	72,919	200,133	169,120	108,273	-45.9%
<b>Total Expenditures</b>	<b>\$ 502,000</b>	<b>\$ 662,528</b>	<b>\$ 631,515</b>	<b>\$ 466,519</b>	<b>-29.6%</b>

# Parks and Recreation – General Fund

## Parks Management

### OVERVIEW

The Parks Maintenance Division is responsible for janitorial services, turf management, landscape maintenance and property upkeep for all parks, natural trails, and bicycle/pedestrian oasis facilities. Parks Maintenance is also responsible for the landscape maintenance at the Town Hall campus.

Personnel	FY 2019 Actual	FY 2020 Budget	FY 2020 Projected	FY 2021 Budget	Variance to Budget
Parks Maint Superintendent	1.00	1.00	1.00	1.00	-
Parks Maintenance Supervisor	1.00	1.00	1.00	1.00	-
Parks Maintenance Crew Leader	1.00	1.00	-	-	(1.00)
Parks Maintenance Worker III	-	-	1.00	1.00	1.00
Parks Maintenance Worker II	1.00	1.00	1.00	1.00	-
Parks Maintenance Worker I	5.00	5.00	5.00	5.00	-
Park Monitor	0.96	0.96	0.96	0.96	-
<b>Total FTEs</b>	<b>9.96</b>	<b>9.96</b>	<b>9.96</b>	<b>9.96</b>	-

Expenditures	FY 2019 Actual	FY 2020 Budget	FY 2020 Projected	FY 2021 Budget	Variance to Budget
Personnel	537,776	\$ 566,133	\$ 528,107	\$ 565,429	-0.1%
Operations & Maintenance	480,666	600,850	540,765	614,750	2.3%
Capital Outlay	90,496	100,100	85,085	214,000	113.8%
<b>Total Expenditures</b>	<b>\$ 1,108,938</b>	<b>\$ 1,267,083</b>	<b>\$ 1,153,957</b>	<b>\$ 1,394,179</b>	<b>10.0%</b>

# Parks and Recreation – General Fund

## Recreation & Culture

### OVERVIEW

The Recreation and Culture Division is a consolidation of the previous Recreation and Cultural Resources Divisions. The Recreation and Culture Division is responsible for providing recreational programs, activities, classes, hikes, and special events for all ages, as well as ball field management and contracts. It is also responsible for management of all town historic and cultural properties, such as Steam Pump Ranch. Additionally, this division is responsible for implementation and follow-through of master plans for town historic sites and cultural resources.

Personnel	FY 2019 Actual	FY 2020 Budget	FY 2020 Projected	FY 2021 Budget	Variance to Budget
Recreation & Culture Manager	1.00	1.00	1.00	1.00	-
Assistant Recreation Manager	1.00	1.00	2.00	2.00	1.00
Recreation Leader	1.95	1.95	1.95	1.95	-
Recreation Aide	1.75	1.75	1.75	1.75	-
<b>Total FTEs</b>	<b>5.70</b>	<b>5.70</b>	<b>6.70</b>	<b>6.70</b>	<b>1.00</b>

Expenditures	FY 2019 Actual	FY 2020 Budget	FY 2020 Projected	FY 2021 Budget	Variance to Budget
Personnel	250,824	\$ 297,607	\$ 297,607	\$ 385,930	29.7%
Operations & Maintenance	151,051	159,770	120,793	157,420	-1.5%
Capital	6,004	8,000	5,000	-	-100.0%
<b>Total Expenditures</b>	<b>\$ 407,879</b>	<b>\$ 465,377</b>	<b>\$ 423,400</b>	<b>\$ 543,350</b>	<b>16.8%</b>

# Parks and Recreation – General Fund

## Aquatics

### OVERVIEW

The Aquatics Division is responsible for the safe operation, maintenance and management of the Oro Valley Aquatic Center. This facility includes an Olympic-sized swimming pool, a 25-yard pool, a splash pad for children and other family-friendly amenities. The facility serves as one of Southern Arizona's premier, competition-level facilities.

	FY 2019 Actual	FY 2020 Budget	FY 2020 Projected	FY 2021 Budget	Variance to Budget
<b>Personnel</b>					
Aquatics Manager	1.00	1.00	1.00	1.00	-
Assistant Aquatics Manager	1.00	1.00	1.00	1.00	-
Senior Office Specialist	-	1.00	1.00	1.00	-
Facility Supervisor	2.25	2.25	2.25	2.25	-
Shift Leader	0.96	0.96	0.96	0.96	-
Facility Attendant	4.80	4.80	4.80	4.80	-
Lifeguard/Swim Instructor	9.88	9.88	9.88	9.88	-
<b>Total FTEs</b>	<b>20.89</b>	<b>20.89</b>	<b>20.89</b>	<b>20.89</b>	<b>-</b>

	FY 2019 Actual	FY 2020 Budget	FY 2020 Projected	FY 2021 Budget	Variance to Budget
<b>Expenditures</b>					
Personnel	\$ 717,432	\$ 805,138	\$ 805,138	\$ 764,269	-5.1%
Operations & Maintenance	611,711	604,240	543,816	303,200	-49.8%
Capital Outlay	32,734	4,000	4,000	7,000	75.0%
<b>Total Expenditures</b>	<b>\$ 1,361,878</b>	<b>\$ 1,413,378</b>	<b>\$ 1,352,954</b>	<b>\$ 1,074,469</b>	<b>-24.0%</b>

# Community Center Fund

## OVERVIEW

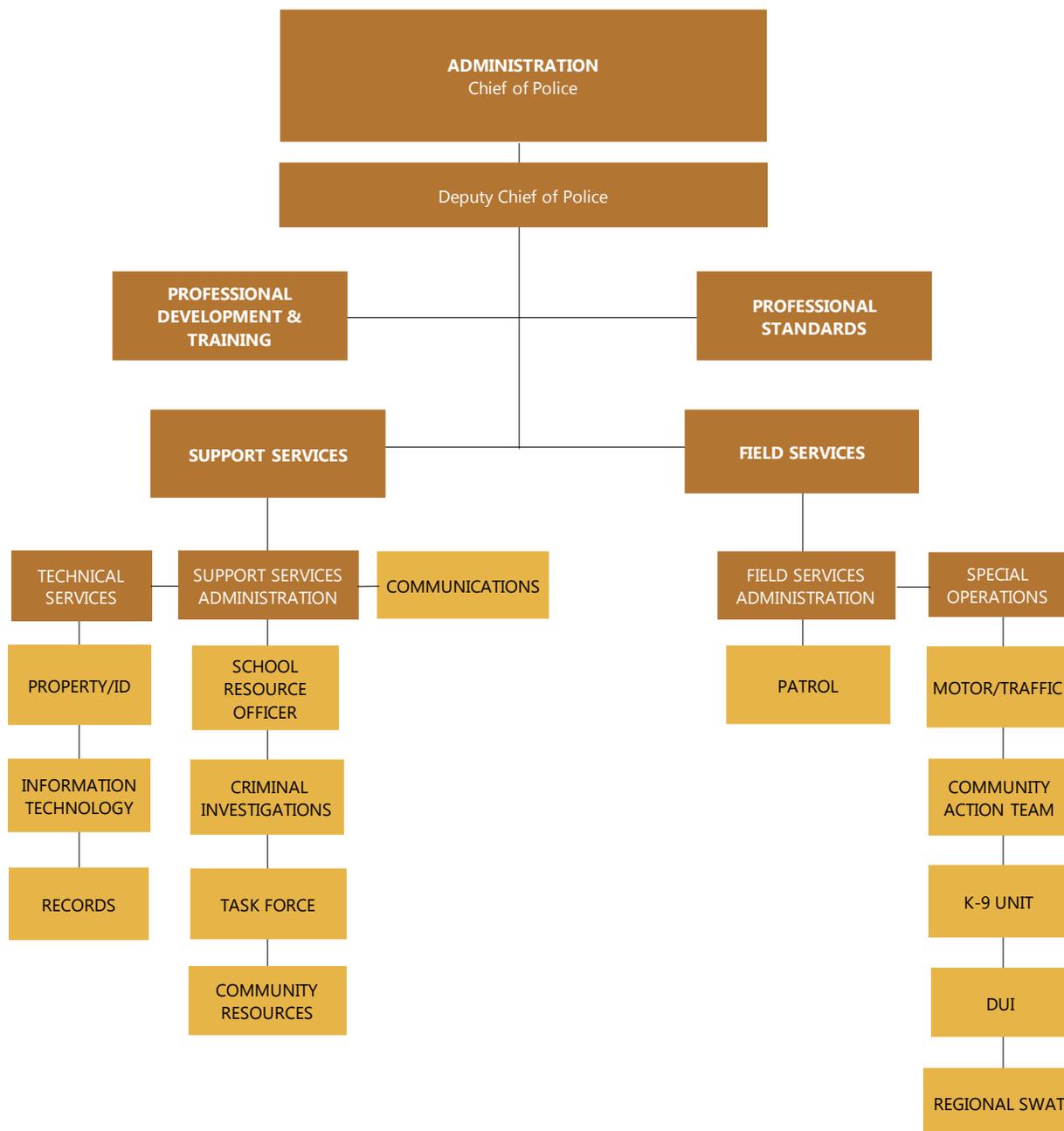
This fund is used to manage the operations of the Town's Community Center, golf, food & beverage and tennis facilities. Revenues include a dedicated 0.5% sales tax, as well as revenues from golf, tennis, food and beverage, fitness and recreation activities. Expenditures include personnel, operating and capital improvement costs for the facilities. Golf, as well as food and beverage, are managed by an outside contractor.

	FY 2019 Actual	FY 2020 Budget	FY 2020 Projected	FY 2021 Budget	Variance to Budget
<b>Personnel</b>					
Recreation Facility Manager	1.00	1.00	1.00	1.00	-
Assistant Recreation Manager	1.00	1.00	1.00	1.00	-
Senior Office Specialist	1.00	1.00	1.00	1.00	-
Custodian	0.48	0.48	0.48	0.48	-
Facility Supervisor	-	-	0.75	0.75	0.75
Facility Attendant	5.00	5.00	4.25	4.25	(0.75)
Aquatics Shift Leader	1.58	1.58	1.58	1.58	-
Lifeguard	3.65	3.65	3.65	3.65	-
Recreation Leader	0.96	0.96	0.96	0.96	-
Recreation Aide	4.88	4.88	4.88	4.88	-
Fitness Instructor	2.00	2.00	2.00	2.00	-
<b>Total FTEs</b>	<b>21.55</b>	<b>21.55</b>	<b>21.55</b>	<b>21.55</b>	-

	FY 2019 Actual	FY 2020 Budget	FY 2020 Projected	FY 2021 Budget	Variance to Budget
<b>Expenditures</b>					
Personnel	\$ 698,672	\$ 850,734	\$ 773,964	\$ 762,713	-10.3%
Operations & Maintenance	4,930,474	5,225,153	4,988,230	5,147,230	-1.5%
Capital Outlay	125,987	106,500	106,500	824,500	674.2%
<b>Total Expenditures</b>	<b>\$ 5,755,133</b>	<b>\$ 6,182,387</b>	<b>\$ 5,868,694</b>	<b>\$ 6,734,443</b>	<b>8.9%</b>

	Revenue Sources				Variance to Budget
	FY 2019 Actual	FY 2020 Budget	FY 2020 Projected	FY 2021 Budget	
Local Sales Taxes	\$ 2,469,464	\$ 2,478,552	\$ 2,313,673	\$ 2,492,960	0.6%
Charges for Services	4,266,869	4,270,053	3,734,208	4,179,373	-2.1%
Miscellaneous	16,179	-	12,390	1,000	0.0%
<b>Total Revenues</b>	<b>\$ 6,752,511</b>	<b>\$ 6,748,605</b>	<b>\$ 6,060,271</b>	<b>\$ 6,673,333</b>	<b>-1.1%</b>

# Police



## OVERVIEW

The Oro Valley Police Department (OVPD) is committed to providing public safety services to ensure a safe environment. This is accomplished through collaborative partnerships between our organization, our citizens, business owners/managers, schools, community organizations, media, and other government partners. OVPD members seek the highest amount of professional development with one S.E.R.V.I.C.E. vision in mind:

**Seek Excellence Remain Vigilant Involve Community Enforcement**

# Police

---

## 2019-2020 MAJOR ACCOMPLISHMENTS

- Conducted department wide training of sworn personnel in Interdiction for the Protection of Children (IPC) to assist officers in identify and assisting a child who may be missing, exploited or at risk of being exploited.
- Conducted department wide training of sworn personnel in Officer Wellness and Suicide prevention to address national trends.
- Provided 15 active shooter response trainings and threat vulnerability risk assessments to non-profits, business, schools and other community groups.
- Established a fully functional back up Emergency Communications Center (ECC) at OVPD for Marana to utilize while their ECC was being worked on. Marana co-operated out of OVPD's ECC for 2 months.
- Collaborated with partner agencies to create the Southern Arizona Law Enforcement Explorer Academy (SALEEA).
- Continued to support back to school and 'Shop with a Cop' programs.
- Continued hosting Coffee with a Cop program at multiple Oro Valley restaurants.
- Implemented a 911 education program, taught by Oro Valley Public Safety Telecommunicators, for local elementary schools.
- Citizen Volunteer Assistants Program (CVAP) members contributed 8,564 volunteer hours during the first three quarters.
- Explorers contributed approximately 500 volunteer hours during the first three quarters.
- Received funding of \$107,000 from the Governor's Office of Highway Safety for overtime and equipment to support DUI enforcement, hazardous moving violation enforcement and participation during Southern Arizona DUI Task Force Operations.
- Awarded funding of \$226,900 from Operation Stonegarden for equipment, overtime and mileage to combat illegal contraband / human smuggling and apprehend terrorists entering the country.
- OVPD officers participated in all eight Southern Arizona DUI Task Force deployments.
- OVPD Public Safety Telecommunicators exceeded national quality assurance expectations, with a yearly average score of 98.21%.

# Police

## 2020-2021 GOALS, OBJECTIVES AND PERFORMANCE MEASURES

### STRATEGIC LEADERSHIP PLAN GOAL

Support strategies that result in a safe community with low crime, safe neighborhoods and positive relationships between law enforcement and community members

COUNCIL FOCUS AREA	OBJECTIVE(S)
Public Safety	<ul style="list-style-type: none"> <li>• Continue Regional Approach to Active Shooter Preparedness.</li> <li>• Deploy High Visibility Enforcement (HiVE) in high collision areas to address the increasing volume of traffic and associated issues in and around Oro Valley roadways.</li> <li>• Analyze Police call, response and service trends/data and develop a responsible short and long-term plan to ensure the community continues to receive high quality public safety services.</li> <li>• Implement driver’s training to address contemporary operator issues.</li> <li>• Develop and implement the “Return Me Home Safe” concept to assist with the safe return of the population subject to additional hazards associated with Alzheimer’s and dementia.</li> <li>• Improve Department preparedness by updating stored and issued personal protective equipment (PPE).</li> </ul>

# Police

Total FTEs			
FY 2019 Actual	FY 2020		FY 2021 Budget
	Budget	Projected	
<b>133.13</b>	<b>138.13</b>	<b>138.13</b>	<b>138.13</b>

	Expenditures by Division				Variance to Budget
	FY 2019 Actual	FY 2020		FY 2021 Budget	
		Budget	Projected		
Administration	\$ 1,373,839	\$ 1,452,336	\$ 1,452,336	\$ 1,295,732	-10.8%
Support Services	6,221,072	6,568,381	6,261,651	6,440,374	-1.9%
Field Services	8,177,873	9,137,667	8,889,628	8,930,751	-2.3%
Professional Dev. & Training	189,152	180,189	183,029	327,252	81.6%
Professional Standards	167,362	192,888	292,888	187,027	-3.0%
	<b>\$ 16,129,298</b>	<b>\$ 17,531,461</b>	<b>\$ 17,079,532</b>	<b>\$ 17,181,136</b>	<b>-2.0%</b>

	Revenue Sources				Variance to Budget
	FY 2019 Actual	FY 2020		FY 2021 Budget	
		Budget	Projected		
Federal Grants	\$ 385,594	\$ 549,543	\$ 377,500	\$ 503,500	-8.4%
Intergovernmental	81,138	180,000	90,000	180,000	0.0%
State Grants	75,022	75,000	75,000	75,000	0.0%
Seizures & Forfeitures	263,643	82,846	54,213	95,789	15.6%
Fingerprinting	16,420	14,000	16,100	4,500	-67.9%
Report Copying	7,470	6,400	6,400	6,500	1.6%
Impound Processing	28,920	15,000	14,000	15,000	0.0%
Other	-	26,210	-	-	-100.0%
	<b>\$ 858,207</b>	<b>\$ 948,999</b>	<b>\$ 633,213</b>	<b>\$ 880,289</b>	<b>-7.2%</b>

# Police - Administration

## OVERVIEW

The Oro Valley Police Department (OVPD) is a true community policing organization and understands community policing is a "way of life" for an organization. In Oro Valley, community policing is considered a core value that underlies all programs and initiatives. The Police Department Administration embodies this philosophy and guides all staff towards embracing this philosophy throughout the entire organization.

	FY 2019 Actual	FY 2020 Budget	FY 2020 Projected	FY 2021 Budget	Variance to Budget
<b>Personnel</b>					
Police Chief	1.00	1.00	1.00	1.00	-
Deputy Police Chief	1.00	1.00	1.00	1.00	-
Lieutenant	1.00	1.00	1.00	1.00	-
Public Info. Officer - Sergeant	1.00	1.00	1.00	1.00	-
Administrative Services Manager	1.00	1.00	1.00	1.00	-
<b>Total FTEs</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	-

	FY 2019 Actual	FY 2020 Budget	FY 2020 Projected	FY 2021 Budget	Variance to Budget
<b>Expenditures</b>					
Personnel	\$ 895,166	\$ 896,916	\$ 896,916	\$ 889,423	-0.8%
Operations & Maintenance	478,673	555,420	555,420	406,309	-26.8%
Capital Outlay	-	-	-	-	0.0%
<b>Total Expenditures</b>	<b>\$ 1,373,839</b>	<b>\$ 1,452,336</b>	<b>\$ 1,452,336</b>	<b>\$ 1,295,732</b>	<b>-10.8%</b>

## Police – Support Services

### OVERVIEW

The Support Services Division (SSD) provides the necessary support and enhancement to the Field Services Division and Administration. SSD personnel are specially trained in law enforcement functions specific to the organization and community, which enhance our ability to provide service. SSD must consistently evaluate the service efforts of the department and make changes based upon these efforts. This is accomplished through technology, expertise, resource allocation, intelligence gathering and education.

Personnel	FY 2019 Actual	FY 2020 Budget	FY 2020 Projected	FY 2021 Budget	Variance to Budget
Commander	1.00	1.00	1.00	1.00	-
Lieutenant	2.00	2.00	2.00	2.00	-
Sergeant	3.00	3.00	3.00	3.00	-
School Resource Officer	8.00	9.00	9.00	9.00	-
Detective	7.00	7.00	7.00	7.00	-
Officer	6.00	6.00	6.00	6.00	-
Officer/Special Events Coord.	1.00	1.00	1.00	1.00	-
Telecommunications Manager	1.00	1.00	1.00	1.00	-
Telecommunications Supervisor	2.00	2.00	2.00	2.00	-
Telecommunicator	10.00	10.00	10.00	10.00	-
Records Supervisor	1.00	1.00	1.00	1.00	-
Records Specialist	5.00	5.00	5.00	5.00	-
Office Assistant	1.25	1.25	1.25	1.25	-
Systems Analyst	1.00	1.00	1.00	1.00	-
Crime Scene Tech Supervisor	1.00	1.00	1.00	1.00	-
Crime Scene Technician	2.00	2.00	2.00	2.00	-
Emerg. Mgmt. & Safety Coord.	1.00	-	-	-	-
Senior Office Specialist	1.00	1.00	1.00	1.00	-
Reserve Officer	0.96	0.96	0.96	0.96	-
<b>Total FTEs</b>	<b>55.21</b>	<b>55.21</b>	<b>55.21</b>	<b>55.21</b>	<b>-</b>

Expenditures	FY 2019 Actual	FY 2020 Budget	FY 2020 Projected	FY 2021 Budget	Variance to Budget
Personnel	\$ 5,927,505	\$ 6,021,856	\$ 5,931,856	\$ 6,039,651	0.3%
Operations & Maintenance	215,151	255,075	255,075	208,223	-18.4%
Capital Outlay	78,416	291,450	74,720	192,500	-34.0%
<b>Total Expenditures</b>	<b>\$ 6,221,072</b>	<b>\$ 6,568,381</b>	<b>\$ 6,261,651</b>	<b>\$ 6,440,374</b>	<b>-1.9%</b>

## Police – Field Services

### OVERVIEW

The Field Services Division (FSD) is the largest division of the Police Department and is comprised of officers and supervisors who provide the "front line" service to the community. FSD must continually monitor crime trends, deployment methods, beat structure, business and neighborhood issues and response times to ensure that the department is providing the most efficient and effective services.

Personnel	FY 2019 Actual	FY 2020 Budget	FY 2020 Projected	FY 2021 Budget	Variance to Budget
Commander	1.00	1.00	1.00	1.00	-
Lieutenant	2.00	2.00	2.00	2.00	-
Sergeant	8.00	9.00	9.00	8.00	(1.00)
Lead Officer	9.00	9.00	9.00	9.00	-
K-9 Officer	2.00	2.00	2.00	2.00	-
DUI Officer	3.00	3.00	3.00	2.00	(1.00)
Traffic Investigator	-	-	-	1.00	1.00
Motorcycle Officer	5.00	5.00	5.00	3.00	(2.00)
Officer	36.00	39.00	39.00	41.00	2.00
Reserve Officer	1.44	1.44	1.44	1.44	-
Emerg. Mgmt. & Safety Coord.	-	1.00	1.00	1.00	-
Crime Analyst	1.00	1.00	1.00	1.00	-
Senior Office Specialist	1.00	1.00	1.00	2.00	1.00
Office Specialist	1.00	1.00	1.00	-	(1.00)
<b>Total FTEs</b>	<b>70.44</b>	<b>75.44</b>	<b>75.44</b>	<b>74.44</b>	<b>(1.00)</b>

Expenditures	FY 2019 Actual	FY 2020 Budget	FY 2020 Projected	FY 2021 Budget	Variance to Budget
Personnel	\$ 8,142,935	\$ 9,088,757	\$ 8,840,718	\$ 8,899,541	-2.1%
Operations & Maintenance	34,938	36,910	36,910	31,210	-15.4%
Capital Outlay	-	12,000	12,000	-	-100.0%
<b>Total Expenditures</b>	<b>\$ 8,177,873</b>	<b>\$ 9,137,667</b>	<b>\$ 8,889,628</b>	<b>\$ 8,930,751</b>	<b>-2.3%</b>

# Police – Professional Development & Training

## OVERVIEW

Professional Development & Training is tasked to ensure that members provide the most efficient and effective public safety service to the community in support of a community policing philosophy. Personnel are trained to deliver a high level of service that not only meets community expectations but also allows our staff to maintain professional certifications. Professional Development & Training focuses on developing the skills, abilities, knowledge, and talents of the OVPD to maintain professional and expert service. This program is also responsible for new-hire recruit officer orientation. This orientation is provided to prepare new officers for the stresses of attending a police academy along with orienting them to Oro Valley.

Personnel	FY 2019 Actual	FY 2020 Budget	FY 2020 Projected	FY 2021 Budget	Variance to Budget
Sergeant	-	-	-	1.00	1.00
Training Officer	1.00	1.00	1.00	1.00	-
Reserve Officer	0.48	-	-	-	-
<b>Total FTEs</b>	<b>1.48</b>	<b>1.00</b>	<b>1.00</b>	<b>2.00</b>	<b>1.00</b>

Expenditures	FY 2019 Actual	FY 2020 Budget	FY 2020 Projected	FY 2021 Budget	Variance to Budget
Personnel	\$ 131,722	\$ 123,389	\$ 123,389	\$ 280,252	127.1%
Operations & Maintenance	57,430	56,800	59,640	47,000	-17.3%
<b>Total Expenditures</b>	<b>\$ 189,152</b>	<b>\$ 180,189</b>	<b>\$ 183,029</b>	<b>\$ 327,252</b>	<b>81.6%</b>

## Police – Professional Standards

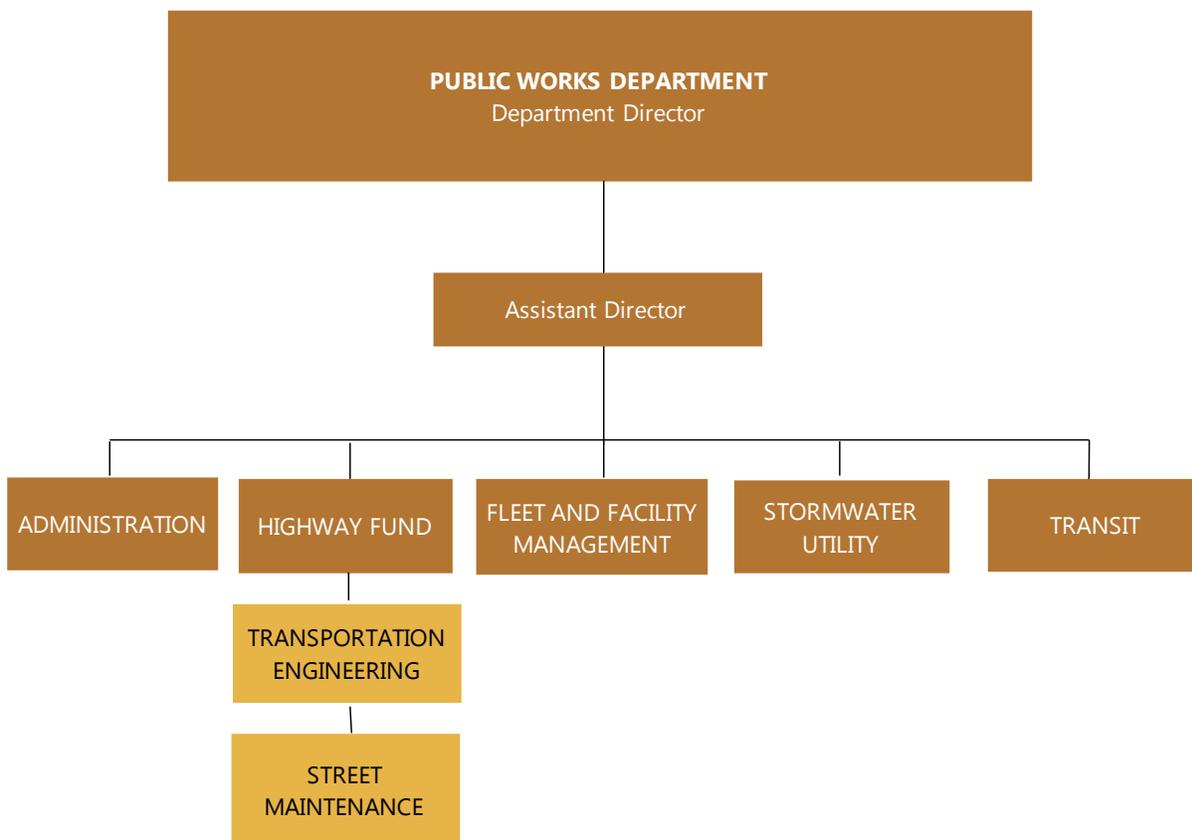
### OVERVIEW

It is the policy of the OVPD to thoroughly investigate all complaints against its employees in order to preserve public confidence in our willingness to oversee and control the actions of our employees. The Office of Professional Standards (O.P.S.) is managed by a sergeant who oversees and investigates citizen complaints and internally ordered inspections. O.P.S. also maintains records of use of force incidences, vehicle pursuits and policy revisions. Finally, O.P.S. conducts the hiring process and background investigations for interested Police Department applicants.

	FY 2019 Actual	FY 2020 Budget	FY 2020 Projected	FY 2021 Budget	Variance to Budget
<b>Personnel</b>					
Sergeant	1.00	1.00	1.00	1.00	-
Reserve Officer	-	0.48	0.48	0.48	-
<b>Total FTEs</b>	<b>1.00</b>	<b>1.48</b>	<b>1.48</b>	<b>1.48</b>	<b>-</b>

	FY 2019 Actual	FY 2020 Budget	FY 2020 Projected	FY 2021 Budget	Variance to Budget
<b>Expenditures</b>					
Personnel	\$ 150,260	\$ 183,238	\$ 283,238	\$ 174,647	-4.7%
Operations & Maintenance	17,102	9,650	9,650	12,380	28.3%
<b>Total Expenditures</b>	<b>\$ 167,362</b>	<b>\$ 192,888</b>	<b>\$ 292,888</b>	<b>\$ 187,027</b>	<b>-3.0%</b>

# Public Works



## OVERVIEW

The Public Works Department is organized into five functional areas: Administration, Highway Fund, Fleet and Facility Management, Stormwater, and Transit. Administration manages all the department’s activities, non-fund specific capital projects and capital project management/support to other departments as needed. Highway Fund, which includes Transportation Engineering and Street Maintenance divisions are responsible for road related construction projects as well as routine maintenance. Fleet and Facility Management is responsible for Town facility maintenance including repairs and minor renovations, and fleet maintenance for vehicles and equipment. Stormwater is responsible for management and operation of the Town’s Stormwater Utility. Transit is responsible for management and operation of the Sun Shuttle Dial-a-Ride public transit service under contract with the Regional Transportation Authority.

# Public Works

Total FTEs			
FY 2019 Actual	FY 2020		FY 2021 Budget
	Budget	Projected	
<b>70.29</b>	<b>70.29</b>	<b>70.89</b>	<b>70.89</b>

	Expenditures by Fund **				Variance to Budget
	FY 2019 Actual	FY 2020		FY 2021 Budget	
		Budget	Projected		
General Fund	\$ 3,202,286	\$ 4,826,507	\$ 4,678,010	\$ 4,898,820	1.5%
Highway Fund	2,784,086	4,123,148	3,904,615	3,941,101	-4.4%
Stormwater Utility Fund	1,291,489	3,923,405	1,629,117	1,484,750	-62.2%
	<b>\$ 7,277,861</b>	<b>\$ 12,873,060</b>	<b>\$ 10,211,742</b>	<b>\$ 10,324,671</b>	<b>-19.8%</b>

*Divisions/programs supported by the General Fund include Fleet Maintenance, Facilities Maintenance, Transit and Administration (beginning FY 2020)*

*\*\* Does not include the PAG/RTA Fund or the Roadway Impact Fee Fund*

	Revenues by Fund **				Variance to Budget
	FY 2019 Actual	FY 2020		FY 2021 Budget	
		Budget	Projected		
General Fund	\$ 1,361,250	\$ 1,545,000	\$ 1,545,000	\$ 1,521,500	-1.5%
Highway Fund	953,861	3,785,907	3,760,851	3,700,929	-2.2%
Stormwater Utility Fund	1,442,639	3,523,000	1,455,862	1,439,000	-59.2%
	<b>\$ 3,757,750</b>	<b>\$ 8,853,907</b>	<b>\$ 6,761,713</b>	<b>\$ 6,661,429</b>	<b>-24.8%</b>

*\*\* Does not include the PAG/RTA Fund or the Roadway Impact Fee Fund*

# Public Works – Administration

## OVERVIEW

Administration is responsible for department management and oversight, funding and program implementation, contract management, and obtaining reimbursement of outside funding for projects from Pima Association of Governments, the Arizona Department of Transportation and the Federal Emergency Management Agency. Administrative staff responsibilities include clerical duties, maintaining the Public Works Department website, records management, and logistical support.

## 2019-2020 MAJOR ACCOMPLISHMENTS

- Drafted and prepared the Public Works Continuity of Operations Plan.
- Provided oversight, project management and administration to over 105 projects and plan development.
- Development and implementation of a town wide Traffic Safety Committee to discuss concerns and issues related to improving safety within the right-of ways and reduce collision and fatalities.
- Naranja Park infrastructure development and construction (over 50,000 CY of material moved)

## 2020-2021 GOALS, OBJECTIVES AND PERFORMANCE MEASURES

### STRATEGIC LEADERSHIP PLAN GOAL

Identify internal efficiency opportunities for continuous improvement to effect a high performing organization and culture

COUNCIL FOCUS AREA	OBJECTIVE(S)
Effective and Efficient Government	<ul style="list-style-type: none"> <li>• Expand use of process improvement tools through the Town’s internal OV Peak Performance initiative</li> </ul>

## Public Works – Administration

Personnel	FY 2019 Actual	FY 2020 Budget	FY 2020 Projected	FY 2021 Budget	Variance to Budget
PW Director & Town Engineer	0.50	1.00	1.00	1.00	-
Assistant Public Works Director	1.00	0.75	0.75	0.75	-
Fleet & Facilities Manager	-	-	1.00	1.00	1.00
Operations Division Manager	-	1.00	-	-	(1.00)
Streets & Drainage Op. Super.	-	-	-	1.00	1.00
Streets Maint Superintendent	-	1.00	1.00	-	(1.00)
Streets & Drainage Crew Leader	-	2.00	2.00	2.00	-
Heavy Equipment Operator III	-	1.00	-	-	(1.00)
Heavy Equipment Operator II	-	4.00	5.00	5.00	1.00
Heavy Equipment Operator I	-	1.00	-	-	(1.00)
Administrative Coordinator	0.40	0.40	1.00	1.00	0.60
Office Specialist	-	1.00	1.00	1.00	-
<b>Total FTEs</b>	<b>1.90</b>	<b>13.15</b>	<b>12.75</b>	<b>12.75</b>	<b>(0.40)</b>

Expenditures	FY 2019 Actual	FY 2020 Budget	FY 2020 Projected	FY 2021 Budget	Variance to Budget
Personnel	\$ -	\$ 1,205,232	\$ 1,101,901	\$ 1,147,889	-4.8%
Operations & Maintenance		174,170	174,170	132,025	-24.2%
<b>Total Expenditures</b>	<b>\$ -</b>	<b>\$ 1,379,402</b>	<b>\$ 1,276,071</b>	<b>\$ 1,279,914</b>	<b>-7.2%</b>

# Public Works – Fleet & Facility Management

## OVERVIEW

Fleet & Facility Maintenance are programs within the Fleet & Facilities Management Division of the Public Works Department. Facility Maintenance is responsible for building maintenance repairs, energy management, heating, ventilation and air conditioning services, minor renovations, project management, and contract administration for all the Town's buildings and facilities.

Fleet Maintenance is responsible for preventative maintenance and repair of the Town's fleet of vehicles and heavy equipment. This is accomplished through the combination of service contracts and staff. Fleet costs for the Town's Water Utility and Stormwater Utility are budgeted in the Enterprise Funds.

## 2019-2020 MAJOR ACCOMPLISHMENTS

Between fleet and facilities, over 3700 tasks and projects were completed, among them were:

- Police Department Substation and Evidence Facility
- 680 Fuel Island – Canopy light shield structures
- 680 electrical system assessment
- Sound abatement of select offices in the Administration building.
- Aquatic Center Restroom Floor Resurfacing
- Aquatics Center interior and exterior painting
- Community Center emergency structural beam repair
- Hopi Room improvements
- La Canada Golf Maintenance electrical assessment
- PD Main sally port evaporative cooler replacement
- PD Property Room Renovation
- PWCED Front Counter Safety Remodel
- Town Admin Restroom Renovation - Exterior
- Town Campus Roof Renewal Project
- Community Center Fire Suppression system emergency repair
- Development of a Preventative Maintenance program with in Cartgraph OMS.
- Building C (Modular) flooring replacement
- Library boiler repair assessment
- Community Center electrical system emergency repair
- PD main station soffits stabilization
- Fleet Management Plan for use of 3rd Bay @ 680 Calle Concordia
- Stayed at or below annual budget allocations
- Developed new preventative fleet maintenance schedule within Cartegraph to decrease the labor hours attributed to manual processing.

# Public Works – Fleet & Facility Management

## 2020-2021 GOALS, OBJECTIVES AND PERFORMANCE MEASURES

### STRATEGIC LEADERSHIP PLAN GOAL

Implement and support initiatives and strategies to maintain and enhance the durability, safety and appearance of the Town's fleet and facility assets.

COUNCIL FOCUS AREA	OBJECTIVE(S)
Roads, Water and Town Assets	<ul style="list-style-type: none"> <li>• Develop a comprehensive, organization-wide facility space plan concept that maximizes efficiencies and reflects the best use of Town properties for the future</li> <li>• Integrate the capital asset replacement and maintenance plan into the Town's capital improvement program</li> <li>• Develop and implement a long-term capital improvement plan for all Town fleet</li> <li>• Complete all necessary routine maintenance tasks to town equipment and vehicles</li> </ul>

## Public Works – Fleet & Facility Management

Personnel	FY 2019 Actual	FY 2020 Budget	FY 2020 Projected	FY 2021 Budget	Variance to Budget
PW Director & Town Engineer	0.25	-	-	-	-
Facilities Maintenance Super.	-	-	1.00	1.00	1.00
Operations Division Manager	0.80	-	-	-	-
Facilities Maint Crew Leader	1.00	1.00	1.00	1.00	-
Facilities Maint Technician	3.00	3.00	3.00	3.00	-
Fleet Maint Mechanic III	1.00	1.00	1.00	1.00	-
Fleet Control Specialist	1.00	1.00	1.00	1.00	-
Office Specialist	0.45	-	-	-	-
<b>Total FTEs</b>	<b>7.50</b>	<b>6.00</b>	<b>7.00</b>	<b>7.00</b>	<b>1.00</b>

Expenditures	FY 2019 Actual	FY 2020 Budget	FY 2020 Projected	FY 2021 Budget	Variance to Budget
Personnel	\$ 635,595	\$ 497,823	\$ 518,627	\$ 514,229	3.3%
Operations & Maintenance	1,317,130	1,697,400	1,653,026	1,885,750	11.1%
Capital Outlay	85,340	-	13,359	-	0.0%
<b>Total Expenditures</b>	<b>\$ 2,038,065</b>	<b>\$ 2,195,223</b>	<b>\$ 2,185,012</b>	<b>\$ 2,399,979</b>	<b>9.3%</b>

	Revenue Sources				Variance to Budget
	FY 2019 Actual	FY 2020 Budget	FY 2020 Projected	FY 2021 Budget	
Other Intergovernmental Revenue	\$ -	\$ 20,000	\$ 20,000	\$ 20,000	0.0%
<b>Total Revenues</b>	<b>\$ -</b>	<b>\$ 20,000</b>	<b>\$ 20,000</b>	<b>\$ 20,000</b>	<b>0.0%</b>

# Public Works – Highway Fund

## OVERVIEW

Within the Highway Fund, Public Works is responsible for managing the design and construction of roadway projects, issuing right-of-way permits, developing annual and long term schedules for surface treatments on town streets, as well as maintaining and operating the town's traffic signs, striping, intersection signals and lights. In addition, Public Works is responsible for street maintenance, including landscape maintenance, pavement repair, storm readiness and clean-up.

## 2019-2020 MAJOR ACCOMPLISHMENTS

Between transportation and streets maintenance over 2,800 tasks and projects were completed, among them were:

- Continued and accelerated construction on the La Cholla Boulevard roadway widening project
- Over 80 sidewalk and curb repairs
- Shannon Road Design
- Via De La Verbenita cul-da-sac rehabilitation
- La Canada Drive & Moore Road Roundabout
- Annual crack sealing over 25 lane miles (over 90,000 LBS)
- Tangerine Road safety access (Safeway Vistoso Plaza)
- Pusch View Lane Mill/Overlay pavement
- La Canada Canada Hills Rectangular Rapid Flashing Beckons (RRFB) Crosswalk
- Annual main line striping
- Maintained a pavement overall condition index (OCI) of 76.95.

## 2020-2021 GOALS, OBJECTIVES AND PERFORMANCE MEASURES

### STRATEGIC LEADERSHIP PLAN GOAL

Support investments and strategies that maintain and enhance a quality, integrated and connected transportation network for the community

COUNCIL FOCUS AREA	OBJECTIVE(S)
Roads, Water and Town Assets	<ul style="list-style-type: none"> <li>• Maintain an Overall Condition Index (OCI) rating of 76 for all paved streets</li> <li>• Explore the feasibility of partnering with the Arizona Department of Transportation (ADOT) to improve Oracle Road pavement conditions and traffic signal coordination</li> </ul>

## Public Works – Highway Fund

Total FTEs			
FY 2019 Actual	FY 2020		FY 2021 Budget
	Budget	Projected	
<b>26.65</b>	<b>15.00</b>	<b>15.00</b>	<b>15.00</b>

Expenditures by Program					
	FY 2019 Actual	FY 2020		FY 2021 Budget	Variance to Budget
		Budget	Projected		
Transportation Engineering	2,474,539	3,821,428	3,793,155	3,592,881	-6.0%
Street Maintenance	309,547	301,720	111,460	348,220	15.4%
	<b>\$ 2,784,086</b>	<b>\$ 4,123,148</b>	<b>\$ 3,904,615</b>	<b>\$ 3,941,101</b>	<b>-4.4%</b>

Revenue Sources					
	FY 2019 Actual	FY 2020		FY 2021 Budget	Variance to Budget
		Budget	Projected		
HURF Gas Taxes	\$ 3,563,828	\$ 3,604,407	\$ 3,513,856	\$ 3,458,929	-4.0%
Licenses and Permits		-	-	25,000	0.0%
State Grants	127,008	180,000	180,000	210,000	16.7%
Interest Income		-	3,168	5,000	0.0%
Miscellaneous	1,137	1,500	63,827	2,000	33.3%
	<b>\$ 3,691,973</b>	<b>\$ 3,785,907</b>	<b>\$ 3,760,851</b>	<b>\$ 3,700,929</b>	<b>-2.2%</b>

# Public Works – Transportation Engineering

## Highway Fund

### OVERVIEW

Transportation Engineering is responsible for managing the design and construction of roadway projects. While most large projects are designed by consultants, Public Works has a small in-house design team for smaller projects. Transportation Engineering also issues permits for all activity within the Town's right-of-way, develops annual and long-term schedules for surface treatments on Town streets, and maintains and operates the Town's traffic signals, roadway signs and pavement markings.

Personnel	FY 2019 Actual	FY 2020 Budget	FY 2020 Projected	FY 2021 Budget	Variance to Budget
Engineering Division Manager	1.00	1.00	1.00	1.00	-
Senior Civil Engineer	1.00	1.00	1.00	1.00	-
Senior Civil Engineer Tech	3.00	3.00	3.00	3.00	-
Civil Engineer/Project Manager	1.00	1.00	1.00	1.00	-
Civil Engineer Designer	1.00	1.00	1.00	1.00	-
Senior Traffic Technician	1.00	1.00	1.00	1.00	-
Traffic Technician	1.00	1.00	1.00	1.00	-
Traffic Signs/Markings Crew Leader	1.00	1.00	1.00	1.00	-
Traffic Signs/Markings Worker	1.00	1.00	1.00	1.00	-
Construction Inspector	3.00	3.00	3.00	3.00	-
Senior Office Specialist	1.00	1.00	1.00	1.00	-
<b>Total FTEs</b>	<b>15.00</b>	<b>15.00</b>	<b>15.00</b>	<b>15.00</b>	-

Expenditures	FY 2019 Actual	FY 2020 Budget	FY 2020 Projected	FY 2021 Budget	Variance to Budget
Personnel	\$ 1,282,639	\$ 1,378,198	\$ 1,378,198	\$ 1,387,651	0.7%
Operations & Maintenance	246,745	282,730	254,457	294,730	4.2%
Capital Outlay	945,155	2,160,500	2,160,500	1,910,500	-11.6%
<b>Total Expenditures</b>	<b>\$ 2,474,539</b>	<b>\$ 3,821,428</b>	<b>\$ 3,793,155</b>	<b>\$ 3,592,881</b>	<b>-6.0%</b>

# Public Works – Street Maintenance

## Highway Fund

### OVERVIEW

Street Maintenance is responsible for maintaining the town's streets and drainage ways. *Beginning FY 19/20, personnel associated with this division have shifted to Administration.*

Personnel	FY 2019 Actual	FY 2020 Budget	FY 2020 Projected	FY 2021 Budget	Variance to Budget
Operations Division Manager	0.20	-	-	-	-
Streets Maint Superintendent	1.00	-	-	-	-
Streets & Drainage Crew Leader	2.00	-	-	-	-
Heavy Equipment Operator III	1.00	-	-	-	-
Heavy Equipment Operator II	4.00	-	-	-	-
Heavy Equipment Operator I	1.00	-	-	-	-
Office Specialist	0.55	-	-	-	-
<b>Total FTEs</b>	<b>9.75</b>	-	-	-	-

Expenditures	FY 2019 Actual	FY 2020 Budget	FY 2020 Projected	FY 2021 Budget	Variance to Budget
Operations & Maintenance	309,547	301,720	111,460	348,220	15.4%
Capital Outlay	-	-	-	-	0.0%
<b>Total Expenditures</b>	<b>\$ 309,547</b>	<b>\$ 301,720</b>	<b>\$ 111,460</b>	<b>\$ 348,220</b>	<b>15.4%</b>

# Public Works – Transit Services

## OVERVIEW

Transit Services facilitates partnerships and coordinates transportation services among public and private agencies, serving Oro Valley to improve mobility for community residents. Transit Services has developed a long-term partnership with the Regional Transportation Authority (RTA) to improve the transportation network and maximize transportation options available to the community at the lowest possible cost. Transit Services is proud to operate the regional Sun Shuttle Dial-a-Ride service under contract with the RTA and is committed to providing high quality transit alternatives and planning for the future.

## 2019-2020 MAJOR ACCOMPLISHMENTS

- Successfully awarded state grant funds ADOT 5310 program to reimburse lift preventative maintenance
- Prior to COVID-19 pandemic-increased ridership by an average of 150 riders per month from 2019
- Prior to COVID-19 pandemic-decreased mileage per month by an average of 300 miles from 2019
- Improved accident prevention rate from 1 per 47k miles (2019) to 1 per 65k miles (2020)

## 2020-2021 GOALS, OBJECTIVES AND PERFORMANCE MEASURES

### STRATEGIC LEADERSHIP PLAN GOAL

Support investments and strategies that maintain and enhance a quality, integrated and connected transportation network for the community

COUNCIL FOCUS AREA	OBJECTIVE(S)
Roads, Water and Town Assets	Partner with the Regional Transportation Authority (RTA) in evaluating long-term transportation needs for future RTA continuation, ensuring Oro Valley's needs are fairly represented

# Public Works – Transit Services

## STRATEGIC LEADERSHIP PLAN GOAL

Ensure the Town's financial future remains stable

COUNCIL FOCUS AREA	OBJECTIVE(S)
Town Finances	<ul style="list-style-type: none"> <li>Explore opportunities to broaden revenue diversity to improve the Town's long-term financial stability</li> <li>Continue to align the annual budget and associated work plans with conservatively forecasted revenues</li> </ul>

Personnel	FY 2019 Actual	FY 2020 Budget	FY 2020 Projected	FY 2021 Budget	Variance to Budget
Senior Transit Crew Leader	1.00	1.00	1.00	1.00	-
Transit Crew Leader	1.00	1.00	1.00	1.00	-
Transit Specialist	1.11	1.11	1.11	1.11	-
Dispatcher	2.11	2.11	2.11	2.11	-
Driver	19.71	19.71	19.71	19.71	-
Office Assistant	0.96	0.96	0.96	0.96	-
<b>Total FTEs</b>	<b>25.89</b>	<b>25.89</b>	<b>25.89</b>	<b>25.89</b>	-

Expenditures	FY 2019 Actual	FY 2020 Budget	FY 2020 Projected	FY 2021 Budget	Variance to Budget
Personnel	\$ 1,097,519	\$ 1,165,182	\$ 1,130,227	\$ 1,150,181	-1.3%
Operations & Maintenance	52,804	68,200	68,200	51,946	-23.8%
Capital Outlay	13,898	18,500	18,500	16,800	-9.2%
<b>Total Expenditures</b>	<b>\$ 1,164,221</b>	<b>\$ 1,251,882</b>	<b>\$ 1,216,927</b>	<b>\$ 1,218,927</b>	<b>-2.6%</b>

	Revenue Sources				Variance to Budget
	FY 2019 Actual	FY 2020 Budget	FY 2020 Projected	FY 2021 Budget	
RTA Reimbursement	\$ 1,223,125	\$ 1,385,000	\$ 1,385,000	\$ 1,380,000	-0.4%
Farebox	138,125	140,000	140,000	121,500	-13.2%
<b>Total Revenues</b>	<b>\$ 1,361,250</b>	<b>\$ 1,525,000</b>	<b>\$ 1,525,000</b>	<b>\$ 1,501,500</b>	<b>-1.5%</b>

# Public Works - Stormwater Utility

## OVERVIEW

The Stormwater Utility enterprise is a division within the Public Works Department. The Stormwater Utility is responsible for federally mandated compliance with the Clean Water Act, meeting all surface water flow quality and quantity issues, including: the Town's stormwater management plan, floodplain and erosion hazard management, and support of all other Town programs that are impacted by storm events. The Stormwater Utility also coordinates with federal, state and local government agencies with regard to floodplain issues.

## 2019-2020 MAJOR ACCOMPLISHMENTS

- Revised the Drainage Criteria Manual
- Further developed the ten-year capital improvement program for Stormwater
- Developed the stormwater pollution prevention plan (SWPPP) inspection & tracking program
- Further developed the Municipal Separate Storm Sewer System (MS4) program
- Further developed town wide stormwater asset inspections and tracking system
- Submitted Pre-Disaster Mitigation Grant (PDM) application for Highland Wash
- Completed Highland, North Ranch, and Carmack Wash Watershed Studies with our partners at Pima County Regional Flood Control District
- Completed Arizona Disaster Emergency Mitigation Assistance Grant (ADEMA) of \$220K for Lambert Lane drainage CIP project Phase 2, east of Cross Road

## 2020-2021 GOALS, OBJECTIVES AND PERFORMANCE MEASURES

### STRATEGIC LEADERSHIP PLAN GOAL

Ensure quality development with integrated architecture and natural open space while maintaining and enhancing the character of the community

COUNCIL FOCUS AREA	OBJECTIVE(S)
Land Use	Update the Drainage Criteria Manual in the Town's Stormwater Code and Floodplain Ordinance to incentivize commercial property maintenance of drainage facilities and minimize pollutant runoff

# Public Works - Stormwater Utility

## STRATEGIC LEADERSHIP PLAN GOAL

Support investments and strategies that maintain and enhance a quality, integrated and connected transportation network for the community

COUNCIL FOCUS AREA	OBJECTIVE(S)
Roads, Water and Town Assets	High-quality and well-maintained Town assets, including streets, infrastructure and facilities

## STRATEGIC LEADERSHIP PLAN GOAL

Ensure the Town's financial future remains stable

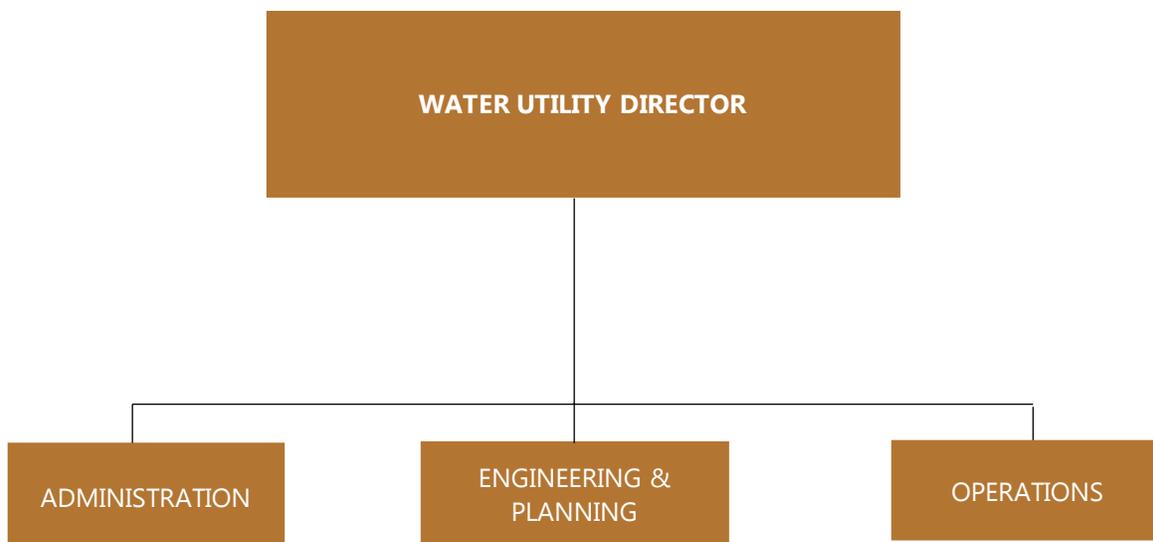
COUNCIL FOCUS AREA	OBJECTIVE(S)
Town Finances	Continue to align the annual budget and associated work plans with conservatively forecasted revenues

	FY 2019 Actual	FY 2020 Budget	FY 2020 Projected	FY 2021 Budget	Variance to Budget
<b>Personnel</b>					
PW Director & Town Engineer	0.25	-	-	-	-
Assistant Public Works Director	-	0.25	0.25	0.25	-
Stormwater Utility Division Mgr	1.00	1.00	1.00	1.00	-
Senior Stormwater Engineer	1.00	1.00	1.00	1.00	-
Streets & Drainage Op. Supervisor	-	-	-	1.00	1.00
Stormwater Field Superintendent	1.00	1.00	1.00	-	(1.00)
Stormwater Utility Project Manager	1.00	1.00	1.00	1.00	-
Stormwater Inspector Designer	1.00	1.00	1.00	1.00	-
Stormwater Utility Analyst	1.00	1.00	1.00	1.00	-
Heavy Equipment Operator II	3.00	3.00	3.00	3.00	-
Office Specialist				1.00	1.00
Office Assistant	1.00	1.00	1.00	-	(1.00)
<b>Total FTEs</b>	<b>10.25</b>	<b>10.25</b>	<b>10.25</b>	<b>10.25</b>	<b>-</b>

	FY 2019 Actual	FY 2020 Budget	FY 2020 Projected	FY 2021 Budget	Variance to Budget
<b>Expenditures</b>					
Personnel	\$ 695,011	\$ 785,580	\$ 771,210	\$ 830,507	5.7%
Operations & Maintenance	545,116	666,825	486,907	610,243	-8.5%
Capital Outlay	51,362	2,471,000	371,000	44,000	-98.2%
<b>Total Expenditures</b>	<b>\$ 1,291,489</b>	<b>\$ 3,923,405</b>	<b>\$ 1,629,117</b>	<b>\$ 1,484,750</b>	<b>-62.2%</b>

Revenue Sources					
	FY 2019 Actual	FY 2020 Budget	FY 2020 Projected	FY 2021 Budget	Variance to Budget
Charges for Services	\$ 1,426,036	\$ 1,422,000	\$ 1,438,000	\$ 1,438,000	1.1%
State Grants	-	2,100,000	-	-	-100.0%
Miscellaneous	210	-	10	-	0.0%
Interest Income	16,393	1,000	17,852	1,000	0.0%
<b>Total Revenues</b>	<b>\$ 1,442,639</b>	<b>\$ 3,523,000</b>	<b>\$ 1,455,862</b>	<b>\$ 1,439,000</b>	<b>-59.2%</b>

# Water Utility



## OVERVIEW

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. 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.

## 2019-2020 MAJOR ACCOMPLISHMENTS

- Delivered a combined total of 2.90 billion gallons of water to our customers
- 49% of the total deliveries were water supplies other than groundwater
  - 841 million gallons of CAP water
  - 567 million gallons of reclaimed water
- Utilized our full allocation of 10,305 acre feet of CAP water for potable use and recharge
- Pumped 1,764 acre feet of groundwater less than the estimated sustainable production rate
- Took 3,820 water quality samples with all results meeting regulatory requirements
- 293 new metered connections for a total customer base of 20,481 connections
- 533 elementary students participated in the Youth Water Conservation Education program
- Performed 61 water conservation audits (14 more than last year)
- Participated in the Wilson Elementary Schools' STEM fair
- The WaterSmart customer portal has 5,068 registered users and has provided over 7,000 leak alerts directly to our customers
- Completed the 2019 reclaimed water cost allocation analysis
- Developed an updated reclaimed water cost allocation model

# Water Utility

## 2020-2021 GOALS, OBJECTIVES AND PERFORMANCE MEASURES

### STRATEGIC LEADERSHIP PLAN GOAL

Provide a high quality, safe and reliable water supply that meets the long-term needs of the community while considering the natural environment

COUNCIL FOCUS AREA	OBJECTIVE(S)
Roads, Water and Town Assets	<ul style="list-style-type: none"> <li>• Reduce groundwater pumping to further preserve groundwater supplies by maximizing Central Arizona Project (CAP) water deliveries and existing infrastructure</li> <li>• Expand education and outreach programs to communicate with residents and businesses about incorporating effective water conservation strategies at home and at work</li> <li>• Align the Town of Oro Valley’s water code with regional and state drought contingency plans and other best management practices and present to the Town Council for adoption</li> </ul>

### STRATEGIC LEADERSHIP PLAN GOAL

Provide a high quality, safe and reliable water supply that meets the long-term needs of the community while considering the natural environment

COUNCIL FOCUS AREA	OBJECTIVE(S)
Roads, Water and Town Assets	<ul style="list-style-type: none"> <li>• Reduce groundwater pumping to further preserve groundwater supplies by maximizing Central Arizona Project (CAP) water deliveries and existing infrastructure</li> <li>• Expand education and outreach programs to communicate with residents and businesses about incorporating effective water conservation strategies at home and at work</li> <li>• Align the Town of Oro Valley’s water code with regional and state drought contingency plans and other best management practices and present to the Town Council for adoption</li> </ul>

# Water Utility

Total FTEs			
FY 2019 Actual	FY 2020		FY 2021 Budget
	Budget	Projected	
<b>39.48</b>	<b>39.48</b>	<b>39.48</b>	<b>40.48</b>

Expenditures by Division					
	FY 2019 Actual	FY 2020		FY 2021 Budget	Variance to Budget
		Budget	Projected		
Administration	\$ 9,294,400	\$ 12,346,477	\$ 11,502,121	\$ 13,412,571	8.6%
Engineering and Planning	798,367	5,120,064	3,940,809	3,472,841	-32.2%
Operations	3,965,488	4,596,008	4,849,344	4,656,768	1.3%
	<b>\$ 14,058,255</b>	<b>\$ 22,062,549</b>	<b>\$ 20,292,274</b>	<b>\$ 21,542,180</b>	<b>-2.4%</b>

Revenue Sources					
	FY 2019 Actual	FY 2020		FY 2021 Budget	Variance to Budget
		Budget	Projected		
Charges for Services	\$ 3,062,457	\$ 3,262,700	\$ 3,219,500	\$ 3,086,500	-5.4%
Interest Income	195,894	63,000	130,000	75,000	19.0%
Miscellaneous	3,074,466	-	185,050	-	0.0%
Bond Proceeds	-	2,305,000	1,500,000	2,942,995	27.7%
Water Sales	12,413,502	13,714,000	13,434,000	13,078,000	-4.6%
	<b>\$ 18,746,319</b>	<b>\$ 19,344,700</b>	<b>\$ 18,468,550</b>	<b>\$ 19,182,495</b>	<b>-0.8%</b>

## Water Utility – Administration

### OVERVIEW

The Administration Division is responsible for the overall management of the Utility, including customer service, water utility billings, collection of water revenues, administration of the department's budget, implementation of water rates, fees and charges, water conservation, water resource planning and strategic planning.

Personnel	FY 2019 Actual	FY 2020 Budget	FY 2020 Projected	FY 2021 Budget	Variance to Budget
Water Utility Director	1.00	1.00	1.00	1.00	-
Water Utility Administrator	1.00	1.00	1.00	1.00	-
Senior Office Specialist	1.00	1.00	1.00	1.00	-
Customer Service Supervisor	1.00	1.00	-	-	(1.00)
Customer Service Specialist	4.00	4.00	4.00	4.00	-
Customer Service Representative	0.48	0.48	0.48	0.48	-
Water Utility Analyst	-	-	1.00	1.00	1.00
Water Conservation Specialist	1.00	1.00	1.00	1.00	-
<b>Total FTEs</b>	<b>9.48</b>	<b>9.48</b>	<b>9.48</b>	<b>9.48</b>	-

Expenditures	FY 2019 Actual	FY 2020 Budget	FY 2020 Projected	FY 2021 Budget	Variance to Budget
Personnel	\$ 727,601	\$ 837,039	\$ 869,096	\$ 827,256	-1.2%
Operations & Maintenance	7,550,968	5,776,413	4,900,000	5,604,539	-3.0%
Capital Outlay	22,098	-	-	-	0.0%
Debt Service	991,152	5,730,553	5,730,553	4,775,055	-16.7%
Other Financing Uses	2,581	2,472	2,472	2,205,721	89128.2%
<b>Total Expenditures</b>	<b>\$ 9,294,400</b>	<b>\$ 12,346,477</b>	<b>\$ 11,502,121</b>	<b>\$ 13,412,571</b>	<b>8.6%</b>

## Water Utility – Engineering and Planning

### OVERVIEW

The Engineering and Planning Division is responsible for providing engineering support for the Operations Division as well as managing the capital improvement program. Additional responsibilities include new development plan review, construction inspection and regulatory compliance, as well as the maintenance and updating of the geographic information system.

Personnel	FY 2019 Actual	FY 2020 Budget	FY 2020 Projected	FY 2021 Budget	Variance to Budget
Engineering & Planning Manager	1.00	1.00	1.00	1.00	-
Project Manager	1.00	-	-	-	-
Senior Engineering Associate	-	2.00	2.00	2.00	-
Engineering Design Reviewer	1.00	-	-	-	-
Construction Inspector	2.00	2.00	2.00	2.00	-
Civil Engineering Technician	1.00	1.00	1.00	1.00	-
<b>Total FTEs</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	-

Expenditures	FY 2019 Actual	FY 2020 Budget	FY 2020 Projected	FY 2021 Budget	Variance to Budget
Personnel	\$ 581,452	\$ 584,196	\$ 520,557	\$ 591,256	1.2%
Operations & Maintenance	164,952	220,252	220,252	210,585	-4.4%
Capital Outlay	51,963	4,315,616	3,200,000	2,671,000	-38.1%
<b>Total Expenditures</b>	<b>\$ 798,367</b>	<b>\$ 5,120,064</b>	<b>\$ 3,940,809</b>	<b>\$ 3,472,841</b>	<b>-32.2%</b>

# Water Utility - Operations

## OVERVIEW

The Operations Division oversees the operation and maintenance of all potable and reclaimed water production and distribution facilities, to include: wells, boosters, reservoirs, metering stations, water mains, fire hydrants and valves. Additional responsibilities include meter installations, commercial meter testing, water quality testing, backflow prevention, construction of minor water main projects and oversight of the Advanced Metering Infrastructure system, disinfection systems and security systems.

Personnel	FY 2019 Actual	FY 2020 Budget	FY 2020 Projected	FY 2021 Budget	Variance to Budget
Water Operations Manager	1.00	1.00	1.00	1.00	-
Water Distribution Superintendent	1.00	1.00	1.00	1.00	-
Prod. & Meter Ops. Superint.	1.00	1.00	1.00	1.00	-
Lead Water Utility Operator	3.00	3.00	3.00	3.00	-
Water Control Systems Supervisor	-	-	1.00	1.00	1.00
Electric & Control Technician	1.00	1.00	-	-	(1.00)
Instrumentation & Control Tech.	-	-	-	1.00	1.00
Meter Operations Supervisor	1.00	1.00	1.00	1.00	-
Water Utility Operator III	8.00	8.00	8.00	8.00	-
Water Utility Operator II	4.00	4.00	4.00	4.00	-
Water Utility Operator I	4.00	4.00	4.00	4.00	-
<b>Total FTEs</b>	<b>24.00</b>	<b>24.00</b>	<b>24.00</b>	<b>25.00</b>	<b>1.00</b>

Expenditures	FY 2019 Actual	FY 2020 Budget	FY 2020 Projected	FY 2021 Budget	Variance to Budget
Personnel	\$ 1,832,439	\$ 1,949,344	\$ 1,949,344	\$ 2,040,228	4.7%
Operations & Maintenance	2,019,033	2,229,552	2,500,000	2,228,918	0.0%
Capital Outlay	114,016	417,112	400,000	387,622	-7.1%
<b>Total Expenditures</b>	<b>\$ 3,965,488</b>	<b>\$ 4,596,008</b>	<b>\$ 4,849,344</b>	<b>\$ 4,656,768</b>	<b>1.3%</b>



## Capital Improvement Program (CIP) Overview

### Overview

Providing infrastructure is a primary function of local governments. 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, ten-year plan of capital projects that will support the continued growth and development of the town. The CIP is used in implementing the General Plan and supporting the Town's adopted Strategic Leadership 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

*Although facility repair and maintenance, as well as fleet replacements, do not meet the definition of a capital project, they are a significant expense for the Town, and thus are included in the CIP for planning purposes.*

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 projects funded in FY 2020-21 total \$20,465,287. The table below shows this breakdown by Fund:

<b>Fund</b>	<b>Amount</b>
Capital Fund	\$3,634,666
Highway Fund	\$1,900,000
Community Center Fund	\$800,000
Roadway Impact Fee Fund	\$1,800,000
PAG/RTA Fund	\$2,365,000
Parks and Recreation Impact Fee Fund	\$685,000
Water Utility Fund	\$3,122,621
Water Impact Fee Fund	\$6,158,000
<b>Total All Funds</b>	<b>\$20,465,287</b>

Please refer to the comprehensive ten-year CIP schedules and the project descriptions for additional detail on all projects.

## Town of Oro Valley 10-Year Proposed Capital Improvement Program

Funding Source Project Title	Fiscal Year										Grand Total
	FY 20/21	FY 21/22	FY 22/23	FY 23/24	FY 24/25	FY 25/26	FY 26/27	FY 27/28	FY 28/29	FY 29/30	
<b>General Fund</b>	<b>3,634,666</b>	<b>2,878,390</b>	<b>1,567,000</b>	<b>2,306,579</b>	<b>1,520,000</b>	<b>1,492,250</b>	<b>1,252,250</b>	<b>1,192,250</b>	<b>1,092,250</b>	<b>1,104,500</b>	<b>\$ 18,040,135</b>
680 Admin Building Remodel		102,000									\$ 102,000
680 Maintenance Bay		125,000									\$ 125,000
Admin Building Basement Remodel		100,000									\$ 100,000
Admin Building Reconfiguration		200,000									\$ 200,000
Archery Range Restrooms			160,000								\$ 160,000
Backups Replacement	200,000										\$ 200,000
Council Chamber AV Upgrades		105,000									\$ 105,000
Council Chambers Furniture		55,000									\$ 55,000
Emergency Comm Center Console Replace	220,000										\$ 220,000
EOC Generator	133,566										\$ 133,566
Motorola APX6000 Portable Radio Replacement				335,000	335,000						\$ 670,000
OV MarketPlace MUP	400,000										\$ 400,000
OVAC Pump Room Upgrades		247,000	247,000	247,000							\$ 741,000
OVPD Main Soffit Repair	50,000										\$ 50,000
Parks & Rec Needs Assessment Amenities	300,000										\$ 300,000
Pavement Preservation Non-Roads	60,000										\$ 60,000
Permits Replacement	200,000										\$ 200,000
Police Command Post				189,579							\$ 189,579
Pusch Tennis Stairs			75,000								\$ 75,000
Rancho Vistoso Blvd. Street Lights		325,000									\$ 325,000
Replacement of E-Citation and Crash Report Software		150,390									\$ 150,390
Replacement Phone System						300,000					\$ 300,000
Riverfront Batting Cage & Bullpen	140,000										\$ 140,000
Server OS Upgrade		50,000						60,000			\$ 110,000
Steam Pump Ranch BBQ Building Renovation		200,000									\$ 200,000
Steam Pump Ranch Garage	550,000										\$ 550,000
Steam Pump Ranch Improvements				250,000	150,000	100,000	100,000	100,000			\$ 700,000
Tennis Court Resurfacing	90,000	90,000	90,000	90,000	90,000						\$ 450,000
Town Hall Parking Lot		184,000									\$ 184,000
Town Hall Sidewalks, ADA & Wayfinding Improvements	200,000										\$ 200,000
Friends of Oro Valley Library - Patio & Landscaping	250,000										\$ 250,000
Town wide Facility Improvements			50,000	50,000							\$ 100,000
Upgrade Desktop Operating System				200,000							\$ 200,000
Vehicle Replacement Program	841,100	945,000	945,000	945,000	945,000	1,092,250	1,092,250	1,092,250	1,092,250	1,104,500	\$ 10,094,600
<b>Community Center Fund</b>	<b>800,000</b>	<b>1,945,000</b>	<b>4,845,000</b>	<b>2,500,000</b>							<b>\$ 10,090,000</b>
Community Center Improvements			2,500,000	2,500,000							\$ 5,000,000
Community Center Parking Lot		395,000	395,000								\$ 790,000
Golf Course Irrigation	800,000	1,550,000	1,950,000								\$ 4,300,000

## Town of Oro Valley 10-Year Proposed Capital Improvement Program

Funding Source Project Title	Fiscal Year											Grand Total
	FY 20/21	FY 21/22	FY 22/23	FY 23/24	FY 24/25	FY 25/26	FY 26/27	FY 27/28	FY 28/29	FY 29/30		
<b>Highway Fund</b>	<b>1,900,000</b>	<b>3,050,345</b>	<b>1,926,109</b>	<b>1,719,988</b>	<b>1,831,903</b>	<b>1,838,558</b>	<b>1,850,307</b>	<b>1,802,149</b>	<b>1,794,087</b>	<b>1,831,848</b>	<b>\$ 19,545,294</b>	
Illuminated Street Signs		55,000	55,000	55,000	55,000	55,000	55,000	55,000	55,000	55,000	\$ 495,000	
Lambert Lane Pavement Overlay to La Cholla	320,000										\$ 320,000	
Pavement Preservation Program	1,500,000	1,445,345	1,411,109	1,459,988	1,456,903	1,468,558	1,480,307	1,492,149	1,504,087	1,511,848	\$ 14,730,294	
Planned Heavy Equipment Replacement		150,000	410,000	155,000	270,000	165,000	165,000	105,000	85,000	115,000	\$ 1,620,000	
Shannon Road - Lambert to Naranja Drive		1,400,000									\$ 1,400,000	
Shannon Road Design and Reconstruction	80,000										\$ 80,000	
Sidewalk Safety Program			50,000	50,000	50,000	150,000	150,000	150,000	150,000	150,000	\$ 900,000	
<b>PAG/RTA Fund Balance</b>	<b>2,365,000</b>			<b>75,000</b>			<b>75,000</b>				<b>\$ 2,515,000</b>	
Ford F450 4x2 Sign Truck w/ Lift Gate	90,000										\$ 90,000	
La Canada Safety Enhancements	200,000										\$ 200,000	
La Cholla Blvd Phase II	1,800,000										\$ 1,800,000	
PAG TABY Grant	75,000			75,000			75,000				\$ 225,000	
Sign Truck Replacement & Outfitting	200,000										\$ 200,000	
<b>Park Impact Fees</b>	<b>685,000</b>			<b>500,000</b>	<b>500,000</b>						<b>\$ 1,685,000</b>	
Naranja Park Improvements				500,000	500,000						\$ 1,000,000	
Naranja Park Playground	685,000										\$ 685,000	
<b>Road Development Impact Fees</b>	<b>1,800,000</b>	<b>450,000</b>	<b>450,000</b>								<b>\$ 2,700,000</b>	
La Cholla and Moore Intersection Improvement		450,000	450,000								\$ 900,000	
La Cholla Blvd Phase II	1,800,000										\$ 1,800,000	
<b>Water Impact Fees</b>	<b>6,158,000</b>	<b>3,580,193</b>	<b>1,070,193</b>	<b>12,020,000</b>	<b>500,000</b>						<b>\$ 23,328,386</b>	
Moore Road "F" Zone Interconnect		750,000									\$ 750,000	
NWRDSDS - Independent	2,363,000	830,193	330,193	11,100,000							\$ 14,623,386	
NWRDSDS - Partnered	3,145,000	2,000,000	740,000	920,000							\$ 6,805,000	
Palisades C-Zone Storage Tank and Pipeline					500,000						\$ 500,000	
Steam Pump Well Drill and Construct	650,000										\$ 650,000	
<b>Water Utility Fund</b>	<b>3,122,621</b>	<b>1,677,000</b>	<b>1,925,000</b>	<b>2,564,000</b>	<b>2,064,000</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>50,000</b>	<b>\$ 11,602,621</b>	
4 inch PRV on Rancho Sonora Dr. (Design)	10,000										\$ 10,000	
6 inch PRV @ Lambert D-8 (Design)	10,000	70,000									\$ 80,000	
Allied Signal Reservoir Replacement	750,000										\$ 750,000	
Booster Rehab (2 year - Design)	20,000	20,000	20,000	20,000	20,000						\$ 100,000	
Booster Rehab (Construction)		200,000		200,000	400,000						\$ 800,000	
Countryside DVA's (Design)					10,000						\$ 10,000	
El Con Resort Supply Redundancy	50,000	285,000									\$ 335,000	
El Con/Cmo. Diestro Main & Valve Replc. (Const.)	200,000										\$ 200,000	
Fire Line Backflow Protection	20,000	20,000	20,000	20,000	20,000						\$ 100,000	
Hilton Main Replacement (Design)					75,000						\$ 75,000	
Hydropneumatic Tank Replacement (High Mesa "F")	75,000	175,000	175,000	175,000	175,000						\$ 775,000	
Hydropneumatic Tank Replacement (Well F-1)	75,000	100,000	100,000	100,000	150,000						\$ 525,000	
La Canada E-F & E-G Booster Design and Construct		150,000	700,000								\$ 850,000	
La Canada Reservoir Booster Station (Woodburn Relocation)	373,000										\$ 373,000	
Main Valve Replacements	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	\$ 500,000	

## Town of Oro Valley 10-Year Proposed Capital Improvement Program

Funding Source Project Title	Fiscal Year										Grand Total	
	FY 20/21	FY 21/22	FY 22/23	FY 23/24	FY 24/25	FY 25/26	FY 26/27	FY 27/28	FY 28/29	FY 29/30		
Nakoma Sky Replacement Well	738,000											\$ 738,000
Palisades Neighborhood Pipeline Redundancy			50,000	470,000	500,000							\$ 1,020,000
Production Facility Storage and Drainage Improvements	150,000	100,000			200,000							\$ 450,000
Pusch Ridge Estates Main Replacement (Design)					75,000							\$ 75,000
Reservoir Relining		175,000		175,000								\$ 350,000
Water Meters - New Connections	78,621	106,000	102,000	76,000	73,000							\$ 435,621
Water Utility Vehicle Replacement	84,000	76,000	108,000	118,000	76,000							\$ 462,000
Well D-8 Replacement Drill & Construct			450,000	1,010,000								\$ 1,460,000
Well Rehabilitation (D1/CS1)	150,000	150,000	150,000	150,000	240,000							\$ 840,000
Instrumentation Replacement	54,000											\$ 54,000
SCADA Upgrade/Equipment	85,000											\$ 85,000
Utility Billing Software	150,000											\$ 150,000
<b>Grand Total</b>	<b>20,465,287</b>	<b>13,580,928</b>	<b>11,783,302</b>	<b>21,685,567</b>	<b>6,415,903</b>	<b>3,380,808</b>	<b>3,227,557</b>	<b>3,044,399</b>	<b>2,936,337</b>	<b>2,986,348</b>	<b>2,986,348</b>	<b>\$ 89,506,436</b>



## CIP Project Descriptions

The following are detailed descriptions of all of the recommended CIP projects for Fiscal Year 2020-21. Discussion includes potential operating impact to the Town (if known and identifiable at this time) as well as indicating any additional funding the Town will receive to complete the project.

### **General Fund Related Projects**

---

PROJECT TITLE:	Backups Replacement
FY 20-21 PROJECT BUDGET:	\$200,000
PRIMARY FUNDING:	General Fund - \$200,000
ADDITIONAL FUNDING:	N/A
PROJECT DESCRIPTION:	Update of the Town's backups system
PROJECT JUSTIFICATION:	This project will upgrade our backup system to enable us to be prepared to recover our IT environment from modern threats. Threats such as ransomware, command and control attacks, cryptojacking, and malware may require us to restore our systems from backup.
ANNUAL OPERATING IMPACT:	No changes in operating costs anticipated

---

PROJECT TITLE:	Emergency Communications Center Console Replacement
FY 20-21 PROJECT BUDGET:	\$220,000
PRIMARY FUNDING:	General Fund - \$220,000
ADDITIONAL FUNDING:	N/A
PROJECT DESCRIPTION:	Replacing the five current consoles and adding one additional console, including necessary equipment
PROJECT JUSTIFICATION:	The Emergency Communications Center was built as an addition to the police department in 2003. Since the addition of the center, no consoles have been refreshed or replaced. The typical lifecycle of console furniture is 10 years and the existing 17 year old workstations have reached end of life and are no longer serviceable.
ANNUAL OPERATING IMPACT:	\$12,600 is estimated for the five new consoles and the addition of a sixth

---



## CIP Project Descriptions

---

PROJECT TITLE:	Emergency Operations Center (EOC) Generator
FY 20-21 PROJECT BUDGET:	\$133,566
PRIMARY FUNDING:	General Fund - \$133,566
ADDITIONAL FUNDING:	N/A
PROJECT DESCRIPTION:	The EOC is the focal point for coordination of the Town's emergency planning, training and response/recovery efforts in the event of an emergency, natural disaster or act of terrorism
PROJECT JUSTIFICATION:	The generator must maintain the functionality of the entire facility to provide uninterrupted communications and continuity of operations; maintenance of operation includes the Town's ability to continue IT functionality through redundant systems
ANNUAL OPERATING IMPACT:	\$3,000 in maintenance costs

---

PROJECT TITLE:	Oro Valley MarketPlace Multi Use Path
FY 20-21 PROJECT BUDGET:	\$400,000
PRIMARY FUNDING:	General Fund - \$400,000
ADDITIONAL FUNDING:	N/A
PROJECT DESCRIPTION:	Reconstruct multi-use path along the OV Market Place a total of 1.3 miles
PROJECT JUSTIFICATION:	This particular path has reached a pavement condition with severe deterioration in need of base repair and safety mitigation due to uneven pavement.
ANNUAL OPERATING IMPACT:	None anticipated

---

PROJECT TITLE:	Oro Valley PD Main Soffit Repair
FY 20-21 PROJECT BUDGET:	\$50,000
PRIMARY FUNDING:	General Fund - \$50,000
ADDITIONAL FUNDING:	N/A
PROJECT DESCRIPTION:	Repair OVPD's facility soffits (exterior roof structure)
PROJECT JUSTIFICATION:	The Main OVPD facility's soffits have deteriorated and are falling down. Repair of the soffit will improve the appearance of the facility and prevent animals from nesting in the exposed cavities
ANNUAL OPERATING IMPACT:	\$3,000 in maintenance costs

---



## CIP Project Descriptions

PROJECT TITLE:	Parks & Recreation Needs Assessment Amenities
FY 20-21 PROJECT BUDGET:	\$300,000
PRIMARY FUNDING:	General Fund - \$300,000
ADDITIONAL FUNDING:	N/A
PROJECT DESCRIPTION:	Provide to capacity to begin community identified needs upon completion of the Parks & Recreation Needs Assessment
PROJECT JUSTIFICATION:	Upon the completion of the Parks & Recreation Needs Assessment and Master Plan, this will provide funding to begin completed needs identified by the community
ANNUAL OPERATING IMPACT:	Unknown at this time

PROJECT TITLE:	Pavement Preservation Non-Roads
FY 20-21 PROJECT BUDGET:	\$60,000
PRIMARY FUNDING:	General Fund - \$60,000
ADDITIONAL FUNDING:	N/A
PROJECT DESCRIPTION:	project consists of applying an asphalt pavement surface treatment to Town owned parking lots and multi-use paths
PROJECT JUSTIFICATION:	This project is necessary to preserve and extend the service life of the pavement areas in parking lots and multi-use paths
ANNUAL OPERATING IMPACT:	Preserves the Town's most expensive infrastructure, and reduces or eliminates potential claims related to pavement condition

PROJECT TITLE:	Permitting Software Replacement
FY 20-21 PROJECT BUDGET:	\$200,000
PRIMARY FUNDING:	General Fund - \$200,000
ADDITIONAL FUNDING:	N/A
PROJECT DESCRIPTION:	Replacement of the Town's permits system
PROJECT JUSTIFICATION:	Replace the Munis Permits and Code Enforcement module with a permitting software that will not only allow us to achieve a Strategic Leadership Plan goal, but to also grow with Oro Valley's technical needs around permits and code enforcement
ANNUAL OPERATING IMPACT:	No changes in operating costs anticipated



## CIP Project Descriptions

PROJECT TITLE: Riverfront Batting Cage & Bullpen

FY 20-21 PROJECT BUDGET: \$140,000

PRIMARY FUNDING: General Fund - \$73,000

ADDITIONAL FUNDING: Oro Valley Fast Pitch Softball - \$67,000

PROJECT DESCRIPTION: Installation of a covered and lighted hitting cage and bull pen at Riverfront Park

PROJECT JUSTIFICATION: The existing batting cage is very small and allows for only one athlete to use at a time. With the installation of this new facility 14 athletes can train/practice at the same time

ANNUAL OPERATING IMPACT: \$500 is estimated at this time for the expansion

PROJECT TITLE: Steam Pump Ranch Garage

FY 20-21 PROJECT BUDGET: \$550,000

PRIMARY FUNDING: General Fund - \$550,000

ADDITIONAL FUNDING: N/A

PROJECT DESCRIPTION: Restoration of a historically significant building (Garage) at Steam Pump Ranch

PROJECT JUSTIFICATION: This project will allow for the Recreation and Culture division to move to Steam Pump Ranch and open the facility from one day a week to six. It will add indoor recreation/programming space that will allow for more recreation options for our community

ANNUAL OPERATING IMPACT: \$12,000 estimated to O&M budget for staffing and maintaining a work environment

PROJECT TITLE: Tennis Court Improvements

FY 20-21 PROJECT BUDGET: \$90,000

PRIMARY FUNDING: General Fund

ADDITIONAL FUNDING: N/A

PROJECT DESCRIPTION: Crack repair, resurfacing and repainting of asphalt tennis courts at the Oro Valley Community Center

PROJECT JUSTIFICATION: Prevent further degradation, which creates tripping hazards and results in more costly repairs in the future; ensures courts are maintained for safe and enjoyable use by public

ANNUAL OPERATING IMPACT: Avoidance of future costly removal and reconstruction costs; avoidance of liability for personal injury claims



## CIP Project Descriptions

---

PROJECT TITLE:	Main Campus Sidewalk/ADA Improvements & Wayfinding
FY 20-21 PROJECT BUDGET:	\$200,000
PRIMARY FUNDING:	General Fund - \$200,000
ADDITIONAL FUNDING:	N/A
PROJECT DESCRIPTION:	Repair and reconstruction of Town Hall sidewalks for enhanced safety and ADA compliance as well as the addition of campus wayfinding for citizens
PROJECT JUSTIFICATION:	The uneven walking surface created by different heights at the cement slab seams and in the decorative red brick creates a tripping hazard. The settling of the slabs has created slopes that are out of ADA compliance in some areas. Additionally citizens and members of the public are unsure where to located needed services such as Water, Courts, and Police. This project will repair needed areas and include wayfinding for citizens to easily locate needed services
ANNUAL OPERATING IMPACT:	Impact would be determined when project specifics are available

---

PROJECT TITLE:	Friends of Oro Valley Library - Patio & Landscaping
FY 20-21 PROJECT BUDGET:	\$250,000
PRIMARY FUNDING:	Outside Agency Funding - \$250,000
ADDITIONAL FUNDING:	N/A
PROJECT DESCRIPTION:	Create a new outside patio on the North side of the library and update the existing landscaping around the entire building
PROJECT JUSTIFICATION:	This project request is being requested and fully funded by the Friends of the Oro Valley Library. Because this project is an improvement to Town owned public land/building, the Town must administer the construction.
ANNUAL OPERATING IMPACT:	Slight increases to landscape maintenance is anticipated

---

PROJECT TITLE:	Town-Wide Fleet Replacements
FY 20-21 PROJECT BUDGET:	\$925,100
PRIMARY FUNDING:	Vehicle reserves - \$841,100
ADDITIONAL FUNDING:	Water Utility Fund revenues - \$84,000
PROJECT DESCRIPTION:	Annual replacement of vehicles across Town departments
PROJECT JUSTIFICATION:	Replacement of aging fleet helps control vehicle repair and maintenance costs; vehicle reserves are set-aside annually to fund replacements
ANNUAL OPERATING IMPACT:	Potential for reduced maintenance costs as aging fleet are replaced

---



## CIP Project Descriptions

### Community Center Projects

---

PROJECT TITLE:	Golf Course Irrigation
FY 20-21 PROJECT BUDGET:	\$800,000
PRIMARY FUNDING:	Community Center Fund - \$800,000
ADDITIONAL FUNDING:	N/A
PROJECT DESCRIPTION:	Irrigation system improvements to the 18-hole Conquistador golf course
PROJECT JUSTIFICATION:	Council direction to start golf course irrigation improvements in May 2021 on the Conquistador course. Work will span two fiscal years (FY20/21 & FY21/22).
ANNUAL OPERATING IMPACT:	\$25,000 decrease in annual irrigation costs

---

### Highway Fund Projects

---

PROJECT TITLE:	Lambert Lane Pavement Overlay to La Cholla
FY 20-21 PROJECT BUDGET:	\$320,000
PRIMARY FUNDING:	Highway Fund - \$320,000
ADDITIONAL FUNDING:	N/A
PROJECT DESCRIPTION:	Construct 5 foot multi-use paved shoulders, apply a stress absorbing membrane and 1.5 inch asphalt overlay between Lambert Lane Park and La Cholla Boulevard
PROJECT JUSTIFICATION:	This section of Lambert Lane has several distressed pavement sections that need to be removed and replaced, and there are no paved shoulders between Lambert Lane Park and the new La Cholla Boulevard project
ANNUAL OPERATING IMPACT:	Minimal increases anticipated with addition of multi-use paths

---

PROJECT TITLE:	Pavement Preservation Program
FY 20-21 PROJECT BUDGET:	\$1,500,000
PRIMARY FUNDING:	Highway Fund - \$1,500,000
ADDITIONAL FUNDING:	N/A
PROJECT DESCRIPTION:	Perform annual roadway and multi-use path surface treatments per the Town's pavement preservation and management program
PROJECT JUSTIFICATION:	Enhances and improves the roadway system, maintains current overall condition index (OCI) rating, meeting key elements of the General and Strategic Plans
ANNUAL OPERATING IMPACT:	Maintaining adequate funding for this program prevents future costly roadway reconstruction and rehabilitation

---



## CIP Project Descriptions

PROJECT TITLE:	Shannon Road Design and Reconstruction
FY 20-21 PROJECT BUDGET:	\$80,000
PRIMARY FUNDING:	Highway Fund - \$80,000
ADDITIONAL FUNDING:	N/A
PROJECT DESCRIPTION:	Design and reconstruction of Shannon Road from Lambert Lane to Naranja Drive
PROJECT JUSTIFICATION:	The new road will improve the public's safety, mobility, and welfare, meeting key elements of the General Plan
ANNUAL OPERATING IMPACT:	The project will save money in the out years by preserving the Town's most expensive infrastructure, and reduce or eliminate potential claims related to pavement condition.

### **PAG/RTA Related Projects**

PROJECT TITLE:	Ford F450 4x2 Sign Truck With Lift Gate
FY 20-21 PROJECT BUDGET:	\$90,000
PRIMARY FUNDING:	PAG/RTA Fund Balance - \$90,000
ADDITIONAL FUNDING:	N/A
PROJECT DESCRIPTION:	Replace work truck for Signs & Stripping division
PROJECT JUSTIFICATION:	Current vehicle has reached end of life and is no longer useable. Current Signs & Stripping team is using a secondary vehicle that was scheduled to go to auction
ANNUAL OPERATING IMPACT:	Estimated decrease in maintenance costs as vehicle would be new and with warranty

PROJECT TITLE:	La Canada Safety Enhancements
FY 20-21 PROJECT BUDGET:	\$200,000
PRIMARY FUNDING:	PAG/RTA Fund Balance - \$200,000
ADDITIONAL FUNDING:	N/A
PROJECT DESCRIPTION:	Mitigate potential safety issues and increase the intersection's functionality and safety level of service
PROJECT JUSTIFICATION:	Presently the intersection of La Canada and the Leman school ingress/egress points exhibit a low level of service and as such poses a safety issue. With the upcoming expansion of the school student population coupled with no bus service (100% parent drop-off), this problem will exacerbate
ANNUAL OPERATING IMPACT:	None anticipated at this time



## CIP Project Descriptions

---

PROJECT TITLE:	La Cholla Boulevard from Overton to Tangerine Widening Project
FY 20-21 PROJECT BUDGET:	\$3,600,000
PRIMARY FUNDING:	Regional Transportation Authority (RTA) funds - \$1,800,000
ADDITIONAL FUNDING:	Roadway impact fees - \$1,800,000
PROJECT DESCRIPTION:	Widen La Cholla Boulevard from Overton Road to Tangerine Road to four lanes, make drainage improvements and add multi-use lanes
PROJECT JUSTIFICATION:	As per the adopted RTA plan
ANNUAL OPERATING IMPACT:	None anticipated for the first five years; the increase in asphalt will be added to the Town's Pavement Preservation Program

---

PROJECT TITLE:	Transportation Art by Youth (TABY) Project
FY 20-21 PROJECT BUDGET:	\$75,000
PRIMARY FUNDING:	TABY/PAG Grant - \$75,000
ADDITIONAL FUNDING:	N/A
PROJECT DESCRIPTION:	Design and construct public art with the Town's right-of-ways by local youth
PROJECT JUSTIFICATION:	Oro Valley has an ongoing commitment to create beautiful surroundings that enhance the quality of life for all who live, work and play in the town. This program allows us to use outside funding to support our Public Art program
ANNUAL OPERATING IMPACT:	Estimated decrease in maintenance costs as vehicle would be new and with warranty

---

PROJECT TITLE:	Sign Truck Replacement & Outfitting
FY 20-21 PROJECT BUDGET:	\$200,000
PRIMARY FUNDING:	PAG/RTA Fund Balance - \$200,000
ADDITIONAL FUNDING:	N/A
PROJECT DESCRIPTION:	Replace current sign truck with a new model and larger bucket
PROJECT JUSTIFICATION:	Current vehicle is past its useful life. In addition, currently only one technician can be in the bucket at a time which presents a safety issues when hoisting heavy signs and technical equipment
ANNUAL OPERATING IMPACT:	Anticipated decrease in operating costs due to new vehicle with warranty

---



## CIP Project Descriptions

### Park Impact Fee Projects

---

PROJECT TITLE:	Naranja Park Playground and Infrastructure
FY 20-21 PROJECT BUDGET:	\$685,000
PRIMARY FUNDING:	Park Impact Fees - \$685,000
ADDITIONAL FUNDING:	N/A
PROJECT DESCRIPTION:	A new roadway, additional paved and lighted parking lots, improved drainage, a large playground, and ramadas
PROJECT JUSTIFICATION:	Level of service will increase to the general public in that roadways will be safer, parking will be safer, and a new playground/ramada picnic area will be available; project is included in Town Council Strategic Leadership Plan
ANNUAL OPERATING IMPACT:	\$2,000 for parking lot cleaning and playground safety inspection costs; could be offset with ramada rental income

---

### Water Related Projects

---

PROJECT TITLE:	Northwest Recharge & Recovery Delivery System - Independent Portion
FY 20-21 PROJECT BUDGET:	\$2,363,000
PRIMARY FUNDING:	Water Impact Fees - \$2,363,000
ADDITIONAL FUNDING:	Water Utility Fund
PROJECT DESCRIPTION:	Northwest Recharge & Recovery Delivery System (NWRDSD) - Pipeline, easement acquisition, forebay reservoir & booster station
PROJECT JUSTIFICATION:	Project supports providing an additional 4,000 Acre-ft. per year of CAP water to the Oro Valley Water Utility Service Area
ANNUAL OPERATING IMPACT:	Operating costs expected to increase with the addition of new infrastructure. Accurate estimates to be determined during construction and testing

---



## CIP Project Descriptions

---

PROJECT TITLE:	Northwest Recharge & Recovery Delivery System - Partnered Portion
FY 20-21 PROJECT BUDGET:	\$3,145,000
PRIMARY FUNDING:	Water Impact Fees - \$3,145,000
ADDITIONAL FUNDING:	Water Utility Fund
PROJECT DESCRIPTION:	Northwest Recharge & Recovery Delivery System (NWRDSD) - Consultant transmission main & reservoir design
PROJECT JUSTIFICATION:	Project supports providing an additional 4,000 Acre-ft. per year of CAP water to the Oro Valley Water Utility Service Area
ANNUAL OPERATING IMPACT:	Operating costs expected to increase with the addition of new infrastructure. Accurate estimates to be determined during construction and testing

---

PROJECT TITLE:	Steam Pump Well Drill and Construct
FY 20-21 PROJECT BUDGET:	\$650,000
PRIMARY FUNDING:	Water Impact Fees - \$650,000
ADDITIONAL FUNDING:	N/A
PROJECT DESCRIPTION:	Well equipping and system tie-in for replacement of retiring wells
PROJECT JUSTIFICATION:	Capital investment of water infrastructure for system reliability
ANNUAL OPERATING IMPACT:	Replacement well; none anticipated

---

PROJECT TITLE:	4 Inch PRV on Ranch Sonora Drive - Design
FY 20-21 PROJECT BUDGET:	\$10,000
PRIMARY FUNDING:	Water Utility Fund - \$10,000
ADDITIONAL FUNDING:	N/A
PROJECT DESCRIPTION:	Design PRV for redundancy and system reliability drop water from C Zone to B Zone, West of La Canada and South of Lambert
PROJECT JUSTIFICATION:	Capital improvement for infrastructure system redundancy, dependency and reliability
ANNUAL OPERATING IMPACT:	None anticipated at this time

---



## CIP Project Descriptions

---

PROJECT TITLE: 6 Inch PRV at Lambert D-8 - Design

FY 20-21 PROJECT BUDGET: \$10,000

PRIMARY FUNDING: Water Utility Fund - \$10,000

ADDITIONAL FUNDING: N/A

PROJECT DESCRIPTION: Design PRV to serve C to B+ Zone with out having to take out of service and to allow for bypass of C+ water to B+ Zone

PROJECT JUSTIFICATION: Capital improvement for infrastructure system redundancy, dependency and reliability

ANNUAL OPERATING IMPACT: None anticipated

---

PROJECT TITLE: Allied Signal Reservoir Replacement

FY 20-21 PROJECT BUDGET: \$750,000

PRIMARY FUNDING: Water Utility 2018 Bond Funding - \$750,000

ADDITIONAL FUNDING: N/A

PROJECT DESCRIPTION: Replacement of Allied Signal Reservoir to serve La Reserve Service area

PROJECT JUSTIFICATION: Inspections of the reservoir revealed serious structural issues that would eventually lead to reservoir failure. Reservoir rehab costs 80% of reservoir replacement and is the most economical solution over time

ANNUAL OPERATING IMPACT: None anticipated

---

PROJECT TITLE: Booster Rehabilitation

FY 20-21 PROJECT BUDGET: \$20,000

PRIMARY FUNDING: Water Utility Fund - \$20,000

ADDITIONAL FUNDING: N/A

PROJECT DESCRIPTION: Design work of header and pump efficiency evaluation. Construction in FY2021-2022

PROJECT JUSTIFICATION: Reinvestment in capital for continued system reliability

ANNUAL OPERATING IMPACT: Project will extend the facility's service life

---



## CIP Project Descriptions

---

PROJECT TITLE:	El Conquistador Resort Supply Redundancy
FY 20-21 PROJECT BUDGET:	\$50,000
PRIMARY FUNDING:	Water Utility Fund - \$50,000
ADDITIONAL FUNDING:	N/A
PROJECT DESCRIPTION:	Design portion of system for El Conquistador water supply with increased system reliability
PROJECT JUSTIFICATION:	Capital improvement for infrastructure system redundancy, dependency and reliability
ANNUAL OPERATING IMPACT:	None anticipated

---

PROJECT TITLE:	El Con & Camino Diestro Main and Valve Modification and Replacement
FY 20-21 PROJECT BUDGET:	\$200,000
PRIMARY FUNDING:	Water Utility Fund - \$200,000
ADDITIONAL FUNDING:	N/A
PROJECT DESCRIPTION:	Re-design a portion of the distribution system entering El Conquistador to create added redundancy and reliability to system
PROJECT JUSTIFICATION:	Capital infrastructure investment for a more reliable and efficient distribution system
ANNUAL OPERATING IMPACT:	None anticipated

---

PROJECT TITLE:	Fire Line Backflow Protection
FY 20-21 PROJECT BUDGET:	\$20,000
PRIMARY FUNDING:	Water Utility Fund - \$20,000
ADDITIONAL FUNDING:	N/A
PROJECT DESCRIPTION:	Retrofit and bring substandard fire service lines up to current standards to protect public health
PROJECT JUSTIFICATION:	From 1999 to 2004, fire line backflow protection devices were not required per code; old stagnant water in them has created a potential health hazard if a backflow event occurs
ANNUAL OPERATING IMPACT:	None anticipated

---



## CIP Project Descriptions

---

PROJECT TITLE:	Hydropneumatic Tank Replacement (High Mesa "F")
FY 20-21 PROJECT BUDGET:	\$75,000
PRIMARY FUNDING:	Water Utility 2018 Bond Funding - \$75,000
ADDITIONAL FUNDING:	N/A
PROJECT DESCRIPTION:	Rehabilitation of 5,000 gallon Hydro Tank coating, complete refabrication to comply with American Standard of Mechanical Engineers Certified Tank
PROJECT JUSTIFICATION:	The existing tank is not certified by the American Society of Mechanical Engineers or National Board registered; ultrasonic thickness gauge measurements indicate corrosion inside the tank. Capital reinvestment for system reliability
ANNUAL OPERATING IMPACT:	\$500 decrease in maintenance costs due to new tank

---

PROJECT TITLE:	Hydropneumatic Tank Replacement (Well F-1)
FY 20-21 PROJECT BUDGET:	\$75,000
PRIMARY FUNDING:	Water Utility 2018 Bond Funding - \$75,000
ADDITIONAL FUNDING:	N/A
PROJECT DESCRIPTION:	Rehabilitation of 5,000 gallon Hydro Tank coating, complete refabrication to comply with American Standard of Mechanical Engineers Certified Tank
PROJECT JUSTIFICATION:	The existing tank is not certified by the American Society of Mechanical Engineers or National Board registered; ultrasonic thickness gauge measurements indicate corrosion inside the tank. Capital reinvestment for system reliability
ANNUAL OPERATING IMPACT:	\$500 decrease in maintenance costs due to new tank

---

PROJECT TITLE:	Woodshade Booster Station
FY 20-21 PROJECT BUDGET:	\$373,000
PRIMARY FUNDING:	Water Utility Fund - \$373,000
ADDITIONAL FUNDING:	N/A
PROJECT DESCRIPTION:	Engineering design/build of woodshade evaluating from pressure control to level controlled system and construction of new pumps and header pipe
PROJECT JUSTIFICATION:	Increased system reliability and efficiency
ANNUAL OPERATING IMPACT:	No increases to operating costs anticipated at this time

---



## CIP Project Descriptions

---

PROJECT TITLE:	Main Valve Replacements
FY 20-21 PROJECT BUDGET:	\$50,000
PRIMARY FUNDING:	Water Utility Fund - \$50,000
ADDITIONAL FUNDING:	N/A
PROJECT DESCRIPTION:	Identify and replace non-working isolation valves throughout water system
PROJECT JUSTIFICATION:	Supports goals and strategies outlined in the Town's General and Strategic Plans
ANNUAL OPERATING IMPACT:	\$500 decrease in maintenance costs due to new valves

---

PROJECT TITLE:	Nakoma Sky Replacement Well
FY 20-21 PROJECT BUDGET:	\$738,000
PRIMARY FUNDING:	Water Utility 2018 Bond Funding - \$738,000
ADDITIONAL FUNDING:	N/A
PROJECT DESCRIPTION:	Complete the equipping of a new well at the Nakoma Sky development at First Ave. and Lambert Lane
PROJECT JUSTIFICATION:	Replace lost well capacity; maintain healthy groundwater capacity during periods of increased summer demand and in the event of CAP water outage as a redundant system
ANNUAL OPERATING IMPACT:	Replacement well; none anticipated

---

PROJECT TITLE:	Production Facility Storage and Drainage Improvements
FY 20-21 PROJECT BUDGET:	\$150,000
PRIMARY FUNDING:	Water Utility Fund - \$200,000
ADDITIONAL FUNDING:	N/A
PROJECT DESCRIPTION:	Modify existing drainage ways and retention basins to comply with the Water Utility's de-minimus permit for discharges while providing additional space to move an existing storage container to the production facility
PROJECT JUSTIFICATION:	Ensures de-minimus compliance while at the same time transfers material currently stored at the MOC
ANNUAL OPERATING IMPACT:	No increases to operating costs anticipated at this time

---



## CIP Project Descriptions

---

PROJECT TITLE: Water Meters - New System Connections  
FY 20-21 PROJECT BUDGET: \$78,621  
PRIMARY FUNDING: Water Utility Fund - \$78,621  
ADDITIONAL FUNDING: N/A  
PROJECT DESCRIPTION: Purchase of new Ami water meter for new system connections  
PROJECT JUSTIFICATION: AMI meters provide superior system resource metering and tracking  
ANNUAL OPERATING IMPACT: None anticipated

---

PROJECT TITLE: Well Rehabilitation  
FY 20-21 PROJECT BUDGET: \$150,000  
PRIMARY FUNDING: Water Utility 2018 Bond Funding - \$150,000  
ADDITIONAL FUNDING: N/A  
PROJECT DESCRIPTION: Rehabilitation of Well D1/CS1 to increase useful life  
PROJECT JUSTIFICATION: Video log assessment, brush bail, pump efficiently evaluation/replacement to provide system reliability and efficiency  
ANNUAL OPERATING IMPACT: None anticipated

---

PROJECT TITLE: Instrumentation Replacement  
FY 20-21 PROJECT BUDGET: \$54,000  
PRIMARY FUNDING: Water Utility Fund - \$54,000  
ADDITIONAL FUNDING: N/A  
PROJECT DESCRIPTION: Rehabilitation of Well D1/CS1 to increase useful life  
PROJECT JUSTIFICATION: Video log assessment, brush bail, pump efficiently evaluation/replacement to provide system reliability and efficiency  
ANNUAL OPERATING IMPACT: None anticipated

---



## CIP Project Descriptions

---

PROJECT TITLE: SCADA Upgrade/Equipment

FY 20-21 PROJECT BUDGET: \$85,000

PRIMARY FUNDING: Water Utility Fund - \$85,000

ADDITIONAL FUNDING: N/A

PROJECT DESCRIPTION: Upgrade of HMI, RTU, PLC's SCADA system for added reliability and communications with water system

PROJECT JUSTIFICATION: System reliability and redundancy to controls and operations

ANNUAL OPERATING IMPACT: None anticipated

---

PROJECT TITLE: Utility Billing Software

FY 20-21 PROJECT BUDGET: \$150,000

PRIMARY FUNDING: Water Utility Fund - \$150,000

ADDITIONAL FUNDING: N/A

PROJECT DESCRIPTION: Procurement and implementation of a new water utility billing software

PROJECT JUSTIFICATION: Purchase and implementation of a new water billing software to expand business module and customer account information

ANNUAL OPERATING IMPACT: Annual Software costs are unknown at this time

---