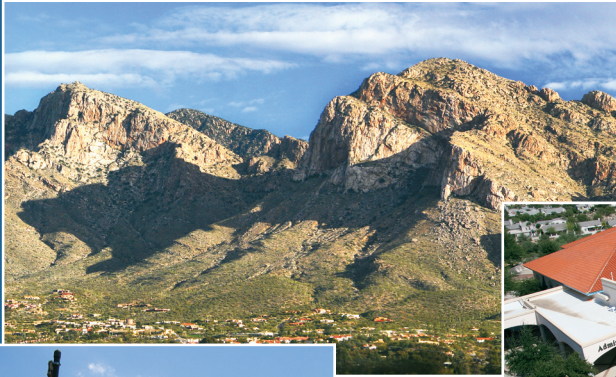


# Town of Oro Valley



# Annual Budget

FY 2010-2011



*Caring for our heritage, our community, our future.*



# Town of Oro Valley

Arizona

## 2010 – 2011 Annual Budget



### **Organizational Mission**

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

### **Guiding Principles**

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

### **Mission**

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

### **Organizational Values**

We are strongly committed to:

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



# Table of Contents

## Introduction

Budget Message .....	1
Budget Document Guide .....	9
Mayor and Council .....	13
Organization Chart .....	14
Strategic Plan .....	17
General Plan .....	23
Fund Structure .....	27
Financial and Budgetary Policies .....	31
Budget Process .....	39
Budget Calendar .....	41

## Financial Overview

Budget Overview .....	43
Fund Balances .....	47
Budget Summary .....	48
Revenue Summary .....	51
Revenue Schedule by Fund .....	53
Revenue Sources .....	61
Expenditure Summary .....	71
Expenditure Schedule by Fund .....	75
Expenditures by Program .....	77
Personnel Summary .....	81
Debt Service .....	87

## Program Budgets

Clerk .....	91
Council .....	94
Development & Infrastructure Svcs	
Development Section .....	97
Highway Fund .....	105
Facilities Maintenance .....	114
Fleet Maintenance .....	117
Stormwater Utility .....	120
Public Transit .....	123
Building Safety.....	126
Development Review.....	131
Planning & Zoning .....	133
Finance .....	138
General Administration .....	146
Human Resources .....	147
Information Technology .....	154
Legal .....	163
Magistrate Court .....	170
Manager .....	173
Parks, Recreation, Library & Cultural Resources .....	181

## Program Budgets Cont'd

Police .....	195
Water Utility .....	215
Alternative Water Resource Development	
Impact Fee Fund .....	223
Potable Water Systems Development	
Impact Fee Fund .....	224
Capital Asset Replacement Fund .....	225
Municipal Debt Service Fund .....	226
Oracle Road Improvement District	
Debt Service Fund .....	227
Roadway Development Impact Fee Fund.....	228
Solar Photovoltaic Fund .....	230

## Capital Improvement Program

Program Overview .....	231
Projects by Fund .....	241
Map of Projects .....	245
Project Descriptions .....	247

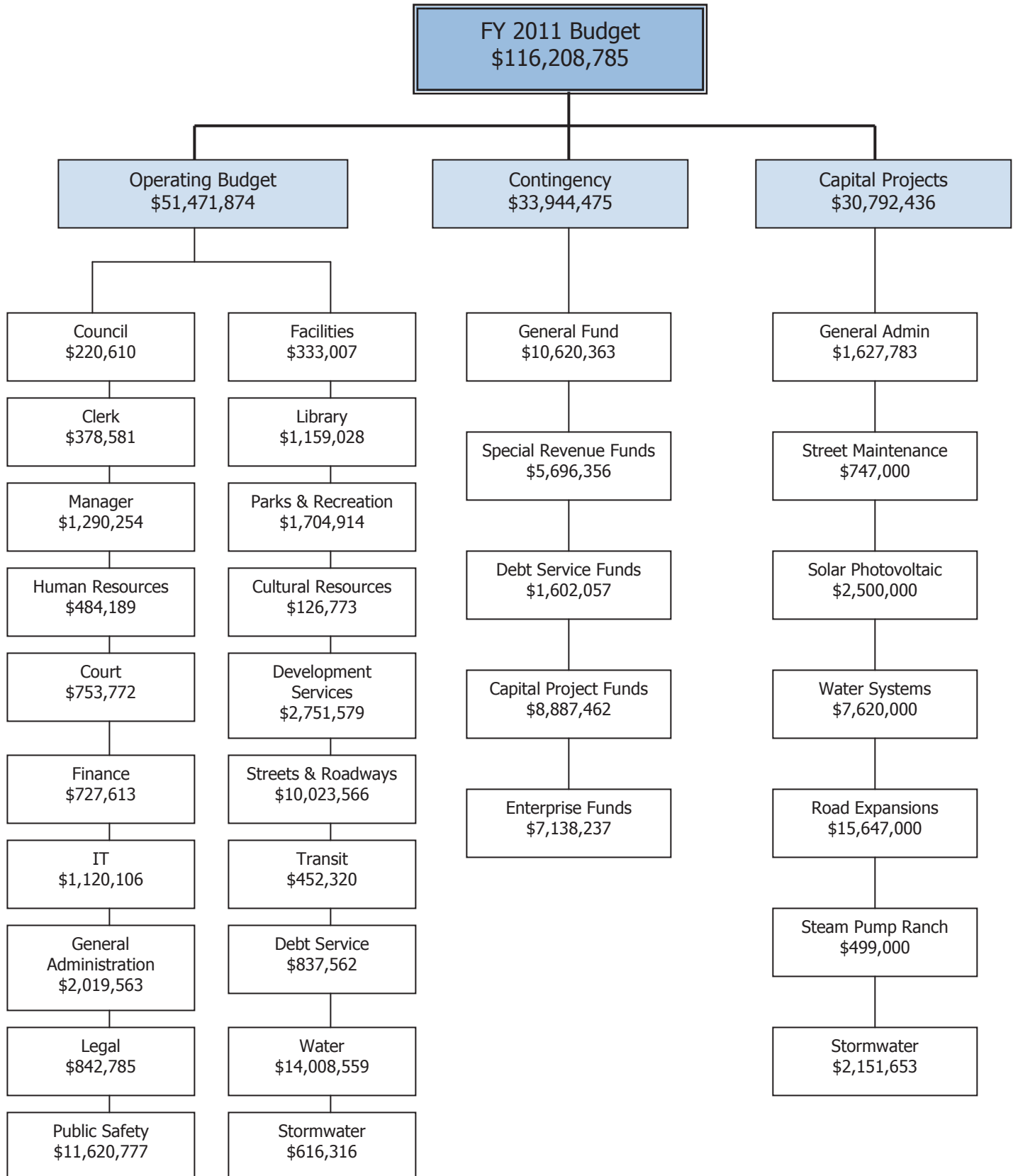
## Appendix

Community Profile .....	255
Oro Valley History .....	259
Resolution Adoption .....	263
Auditor General Statements .....	267
Personnel Schedule .....	281
Debt Service Schedules .....	289
Glossary .....	297

This Page Intentionally Left Blank



## Financial Organizational Chart



This Page Intentionally Left Blank



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**Town of Oro Valley  
Arizona**

For the Fiscal Year Beginning

**July 1, 2009**

President

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented an award of Distinguished Budget Presentation to the Town of Oro Valley, Arizona for its annual budget for the fiscal year beginning July 1, 2009.

In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communication device.

The award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.

This Page Intentionally Left Blank





## Budget Message

Jerene Watson, Town Manager



To All Oro Valley Residents and the Honorable Mayor and Town Councilmembers:

I am pleased to present the Town of Oro Valley balanced budget for fiscal year 2010/2011.

The preparation of this year's budget reflected the collaboration of our citizens, Town Council, and Town staff in a higher-performing team effort. Staff sought public feedback and early direction from the Town Council at our budget retreat in January of 2010 on service level priorities and budget balancing options. We blazed a new approach with 65 who participated at our budget retreat. We followed up with subsequent Council study sessions through winter and spring to verify assumptions and direction given by Council. Simultaneously, we engaged our employees from across the entire organization in the creation of the Town's first Employee Budget Focus Team. Recognizing that our employees are the front line in service delivery to the public, this team was tasked with generating ideas for budgetary savings, revenue enhancements and operational efficiencies that would positively impact the budget. The result of employing all these tools was an inclusive process that produced a balanced budget preserving our core services, supporting the Town's adopted Strategic Plan goals, initiating performance measures and resulted in financial resiliency that sustains our ability to deliver municipal services.

### **BUDGET BALANCING MEASURES – A TIME OF A “NEW NORMAL” AND INNOVATION**

The FY 2010/11 adopted budget totals \$116.2 million, which represents a \$5.3 million, or 4.4%, spending decrease from the prior year adopted budget. The Town continued to face state and local economic decline that resulted in a projected \$1.8 million deficit in the Town's main operating fund, the General Fund. This deficit was due to the continued economic downturn causing a further drop in our major revenue sources in this fund: local sales taxes, state-shared revenues and residential and commercial building permit fees. Town Council, management and staff sought to minimize the operational impacts of all budget reduction and balancing measures aimed at closing the deficit. Emphasis was placed on streamlining service delivery, increasing operating efficiencies, and improving the structural balance of the Town's budget by reducing recurring expenditures to align with continued revenue reductions. Specific actions targeted to achieve those objectives included the following:

- For budgetary savings yielded through staff reductions and realignments of functional areas, increasing employee cross-training opportunities, Building Safety and Planning & Zoning Departments were consolidated with Public Works to form a merged department called Development & Infrastructure Services.
- For better focus on our cultural resources stewardship efforts, elimination of the need for multiple department directors saving personnel costs, and efficiencies through minimizing future personnel additions, Library and Parks & Recreation Departments were consolidated with cultural resources components nestled throughout the Town to form a new department called Parks, Recreation, Library & Cultural Resources.
- With a staff reduction over the past two years approaching 12% of the workforce, we continued a hiring freeze implemented in November 2008 leaving most positions vacated in 2009 unfilled along with some new vacancies not being filled.
- An additional measure of holding the line on personnel costs included no employee merit, step, or cost of living adjustment increases budgeted for FY 2010/11.
- Use of volunteers and non-paid interns in various departments expanded our capacity to serve and added additional ability to reduce and control personnel costs.

- Reallocation of funds included a subsidy of \$600,000 from the Bed Tax Fund budgeted to support General Fund operations. These bed tax funds had previously been identified to pay for operations and maintenance of the Naranja Park, which has been suspended since the failure of the November 2008 bond election.
- Early debt payoff saved taxpayers money by the one-time use of General Fund and Water Utility Fund contingency reserves, resulting in FY 2010/11 savings of \$680,000 in the General Fund and \$294,000 in the Water Utility Fund.
- Long-term utility costs will be reduced through upgrading our energy efficiency features on our Town Hall campus, with one-time use of General Fund, Highway Fund, and Water Utility Fund contingency reserves.
- More roadway pavement preservation and repairs occurred as a result of seeking federal stimulus funds, American Recovery and Reinvestment Act (ARRA), bringing our federal tax dollars back to our Town. These funds are required to be administered by the Arizona Department of Transportation for the benefit of Oro Valley.
- Capital Improvement Plan acquisitions were limited to projects with identified, dedicated funding sources.
- Cost of outside contractors and professional services contract savings were realized through the use of in-house staff whenever possible.

The FY 2010/11 budget was balanced without the need for employee layoffs, furloughs or pay cuts. For the second year in a row, declining revenues have eliminated the possibility of providing employee raises. Due to the hiring freeze and vacant positions, employees have also been asked to take on extra duties. In an effort to preserve morale and recognize the continued dedication of the Town's employees, the Council approved two additional holidays, Christmas Eve and New Year's Eve. FY 2010/11 will also see an increase of 7.1% for health insurance premiums. However, to show appreciation to the employees for their dedication, the Council approved Town coverage of the health insurance increase to employees, holding steady the employees' net take-home pay. These combined measures serve as recognition of the contributions employees have made and the commitment they have shown to the community despite the lack of raises in these tough economic times. Council, management and staff will also be evaluating the budget to determine the feasibility of a modest employee cost of living increase at mid-year.

In an effort to ease the financial burden on the Town's residents, the FY 2010/11 adopted budget maintains no Town property tax levy and did not include any tax increases or base and commodity water rate increases.

## **LOCAL ECONOMIC PROSPECTS AND OUR COMMUNITY ASSETS**

***The economic downside:*** The Town continues to be heavily reliant on local sales taxes, as well as state-shared sales and income taxes. The State's ominous budget crisis predicts continued declines in state-shared revenues for the Town and will weigh significantly on the Town's fiscal condition. In FY 2009/10, the State permanently eliminated Local Transportation Assistance Funds (LTAF), which the Town relied upon to support its local transportation system, Coyote Run. Council approved an increased subsidy from the Town's General Fund to preserve local transportation service levels in FY 2010/11 and will continue to work with our regional transportation partners to find a solution for continuing this valuable service to our community in future years.

As the Town approaches build out, residential and commercial construction will continue to decline. Single family residential permits have dropped precipitously from 422 in FY 2004/05 to 75 budgeted for FY 2010/11 and resulted in double-digit decreases in construction sales taxes over the last two years.

***The good news:*** The Town continues to provide services and programs without a property tax to fund operations. One reason why construction sales tax is going down is due to the completion of an 800,000 square foot commercial shopping center in FY 2008/09, the Oro Valley Marketplace. However, a silver

lining appears as a result of the increase in retail opportunities, with steady year-over-year increases in retail sales tax collections over the past 36 months.

The Town is anticipating future growth in its bio-science sector with expansion not only among our international pharmaceutical corporate citizens, but the arrival of a research outgrowth of the University of Arizona, BIO5 Oro Valley. These jobs may add to Oro Valley's higher median income base and generate increased local demand in our housing industry and retail sectors. Coupled with this clean-industry and research sector growth has been the realization that the Town must facilitate competitive public education offerings to complement our community values and lifestyle amenities. To this end, our officials have worked hard the past two years to draw internally recognized K-12 programs and can now boast the International Baccalaureate program offered in one of our high schools by Amphitheater School District and the nationally acclaimed public charter school, BASIS Oro Valley.

A continuing priority for the Town Council is the potential annexation of 9,100 acres (14 square miles) of State Trust Land to the north of Oro Valley, referred to as the Arroyo Grande Annexation. After making progress towards the annexation in FY 2008/09, the process is currently hampered by the State's budget crisis and the staffing reductions made in the State Land Department. Officials will make every effort to keep the process moving forward. Additionally, an annexation team has been charged with exploring new opportunities for Town boundary expansions that make economic sense.

## **KEY INITIATIVES FOR FY 2010/11**

Oro Valley's current Strategic Plan follows four focus areas:

- Financial and Economic Sustainability
- Quality of Life and Environmental Sustainability
- Community Infrastructure
- Leadership and Communication

The adopted FY 2010/11 budget aims to achieve progress in each of the above areas. In the area of **Financial and Economic Sustainability**, Council and management are focused on efforts to stimulate local economic development, strengthen business retention and improve the business climate of the Town to improve business attraction. The reduction of bureaucratic processes and consolidation of five departments into two will streamline the development review process via cross-training and increased communication with the goal of enhancing the Town's image as being more business-friendly. This measure is part of an increased focus on sales tax generation by encouraging economic development, business growth and expansion, fostering job creation, and expanding retail opportunities. Also, meaningful performance measures have been implemented for FY 2010/11, which support the elements of the Town's adopted Strategic Plan and program-based budget. These measures help let the community and the organization know if we are making progress on our objectives. They are also utilized for benchmarking and resource-allocation decision-making, serving as a basis for preparation of the budget. Finally, management will continue to provide monthly budget updates to the Town Council to closely monitor progression through the budget year. We will also present a comprehensive five-year financial forecast at mid-year to Town Council.

In the area of **Quality of Life and Environmental Sustainability**, the Town is making considerable strides towards clean energy and energy efficiency with town-wide upgrades to facilities and the issuance of Clean Renewable Energy Bonds to finance the installation of solar photovoltaic panels as covered parking. Upon completion of these projects, the Town will apply for Leadership in Energy & Environmental Design (LEED) certification. In addition, the Town will continue its historic preservation efforts at Steam Pump Ranch and has allocated General Funds in combination with existing Pima County bond funds to complete renovation of the Procter/Leiber House and Pusch Ranch House back to their original 1870s and 1930s era look.

In the area of **Community Infrastructure**, the Town's energy efficiency upgrades allow for improvements to Town facilities with zero fiscal impact to the Town. This is a self-sustaining capital improvement project that involves smart one-time use of contingency reserves to be recouped with energy savings. Also, the FY 2010/11 Highway Fund budget provides nearly \$750,000 towards the Town's pavement preservation program dedicated to preserving the overall condition of Town roadways. To address current and future transportation demands, the widening of Lambert Lane will commence in FY 2010/11 with bonds that will be repaid with Pima Association of Governments (PAG) regional funding. Lastly, Oro Valley continues to pursue delivery of Central Arizona Project (CAP) water to the town and continues investigating the most economical way to achieve that.

Finally, in the area of **Leadership and Communication**, the Town will continue to communicate with residents through its monthly Town newsletter, *The Oro Valley Vista*, which is produced electronically and posted on the Town's website. Exploration of whether to reinstate a periodic hard-copy edition of the *Vista* to improve communication is being analyzed. Something new in the way of communication is our financial dashboard. This provides a snapshot of the Town's financial condition, and is posted on the Town Finance Department's website on a monthly basis. Also, Council and management staff are currently revisiting the purpose, goals and objectives of the Town's numerous boards and commissions to ensure they are continuing to provide a relevant and valuable service to the Town.

## **FUTURE FOCUS**

The Home Rule option was approved by voters in 2010, allowing the Town to set its budget limits locally, rather than by the State at an artificially low rate, utilizing all available resources for providing services to the community. Balancing resources against our residents' expectations for services will be an ongoing challenge because we have chosen not to have a property tax and rely heavily on other funding sources that can fluctuate dramatically. This fact will continue to be a decisive driver of future policy and service-level decisions. Finding ways to reduce or wipe out structural budget deficits caused by an excess of recurring expenditures over incoming revenues is critical for continued financial sustainability. To assist in the decision-making process, performance measures implemented in the FY 2010/11 budget will allow our elected officials to make data-driven decisions with regard to future service levels and program delivery, decisions that will become more critical with fewer resources in the future.

The next several years will likely be focused on increased attention to local economic development utilizing re-engineered and innovative approaches. Preserving strong contingency reserves within all of our Town funds is a philosophical and operational cornerstone. We will continue to communicate the Town's budget performance to our residents and the Mayor and Town Council on a monthly basis. Frequent updates of the Town's five-year financial forecast are planned as well as continuing to foster a learning culture by utilizing our employees in an Employee Budget Focus team, Innovations Team or Solutions Squads in order to maintain a proactive, rather than reactive, approach in addressing the dynamic economic climate.

## **WORDS OF RECOGNITION**

The FY 2010/11 budget has been balanced as a result of the ideas and exchange among our residents, the Town Council, management and employees. I remain in awe at the interest and involvement of a significant number of our residents who choose to spend their personal time in a variety of Town-operated or sponsored forums. Many of our citizens attend Council meetings, serve on boards and commissions, learn about how things run through participating in our Community Academy and topic-specific Institutes, or Citizen Police Academy, offer suggestions, analyses and opinions throughout the year in how we operate, can improve and deliver our services and programs. It is the highest form of self-government and a privilege to live in a community where that is truly practiced with a highly-

engaged citizenry. This abundant spirit of volunteerism is one more element of the barometer that defines our community identity and strengthens our reputation as a desirable place to live.

My strong appreciation and thanks goes to the former and new Mayors and Town Councilmembers of the first six months of 2010 who were willing to support a broader approach to our budget process this year. Your guidance and encouragement were key in the development of the FY 2010/11 budget in a uniquely challenging period of our Town's history when leadership changes were occurring nearly every six weeks among our elected and appointed Councilmembers.

Special attention and thanks should be given to the management team and all employees who played a role in the preparation of the annual budget. Their ideas, cooperation, teamwork, and understanding for the tough choices we had to face, were carried out with much thought and respectful deliberation. The dedication of our talented Finance and Budget staff led to a smooth budget production. Without their tireless focus, the resulting budget document would not be possible. To all of our employees, I salute you, for you truly make a difference in our Town.

Sincerely,

A handwritten signature in blue ink that reads "Jerene Watson". The signature is written in a cursive, flowing style.

---

Jerene Watson  
Town Manager

This Page Intentionally Left Blank



# **Town of Oro Valley**

*Caring for our heritage, our community, our future.*

This Page Intentionally Left Blank



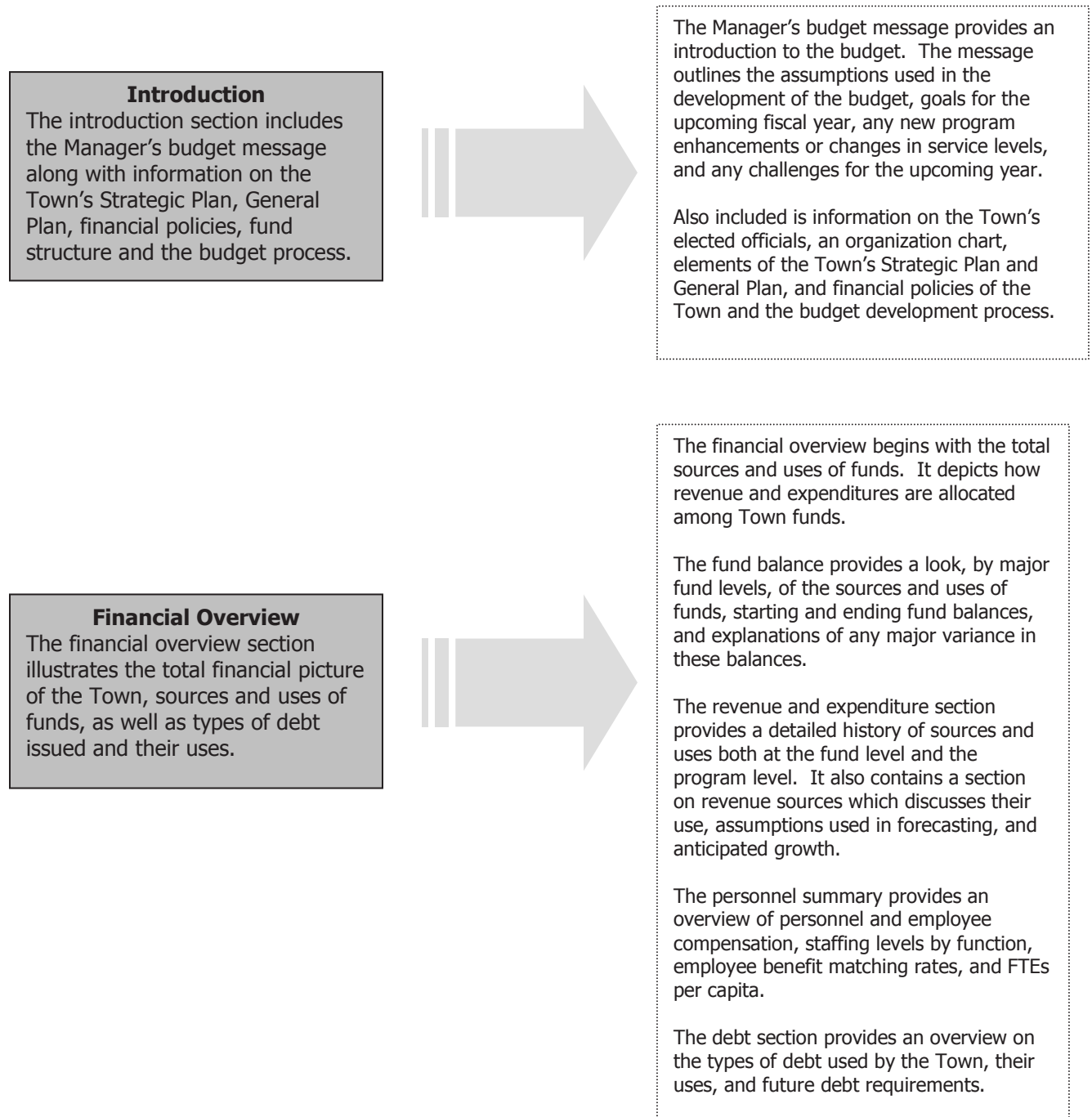


## Budget Document Guide

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

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

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

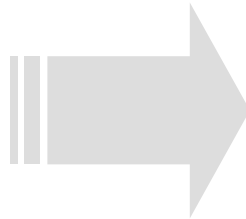




## Budget Document Guide

### Program Budgets

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

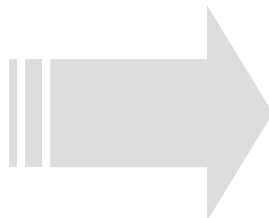


Each program budget begins with a department overview and a summary of expenditures. It also contains the following information -

- **Highlights:** Lists accomplishments achieved by the departments in the previous fiscal year.
- **Goals & Objectives:** Tie to the Town's Strategic Plan and lists what the departments plan to accomplish this budget year.
- **Measures and Indicators:** Performance measures and workload indicators provide an assessment of department outcomes and outputs.
- **Organizational Chart:** Outlines the separate programs within the department. Organizational charts are provided for departments that have more than one program area.
- **Departmental Budgets:** Each departmental budget is divided into program areas. The program areas give a brief description of each program and the service provided. It includes data on personnel, expenditures by category, and explanations on variances between budget years.

### Capital Improvement Program (CIP)

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



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

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

### Appendix

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



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



# **Town of Oro Valley**

*Caring for our heritage, our community, our future.*

This Page Intentionally Left Blank



## Mayor and Council



Satish I. Hiremath  
Mayor  
Term Expires: June 2014

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



William Garner  
Vice-Mayor  
Term Expires: June 2012



Barry Gillaspie  
Councilmember  
Term Expires: June 2012



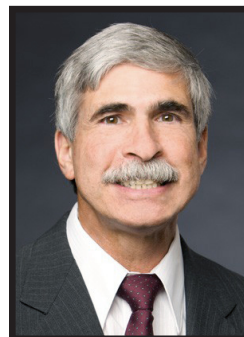
Mary Snider  
Councilmember  
Term Expires: June 2014



Lou Waters  
Councilmember  
Term Expires: June 2014



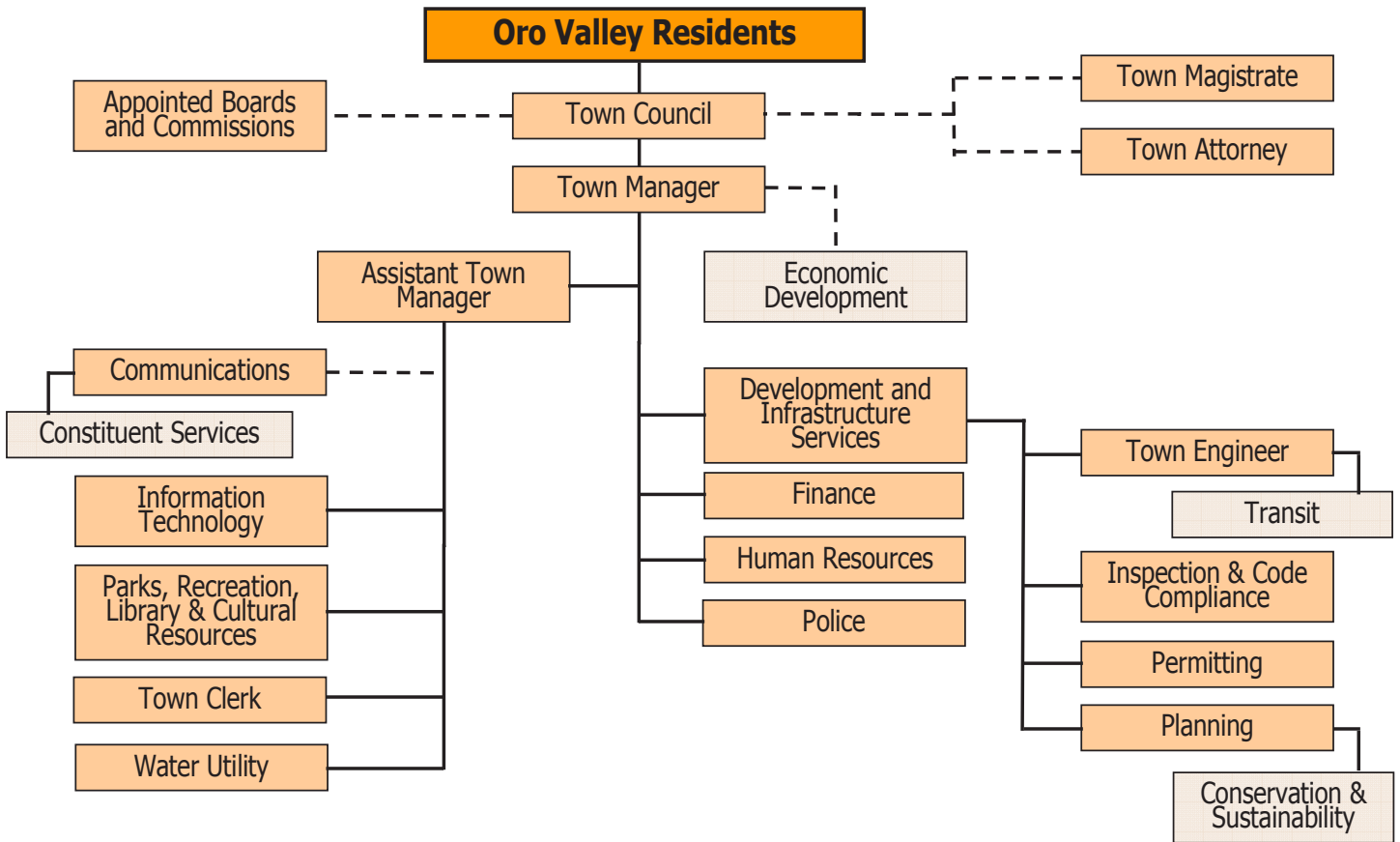
Joe Hornat  
Councilmember  
Term Expires: June 2014



Steve Solomon  
Councilmember  
Term Expires: June 2012



# Organizational Chart



September 1, 2010



# **Town of Oro Valley**

*Caring for our heritage, our community, our future.*

This Page Intentionally Left Blank





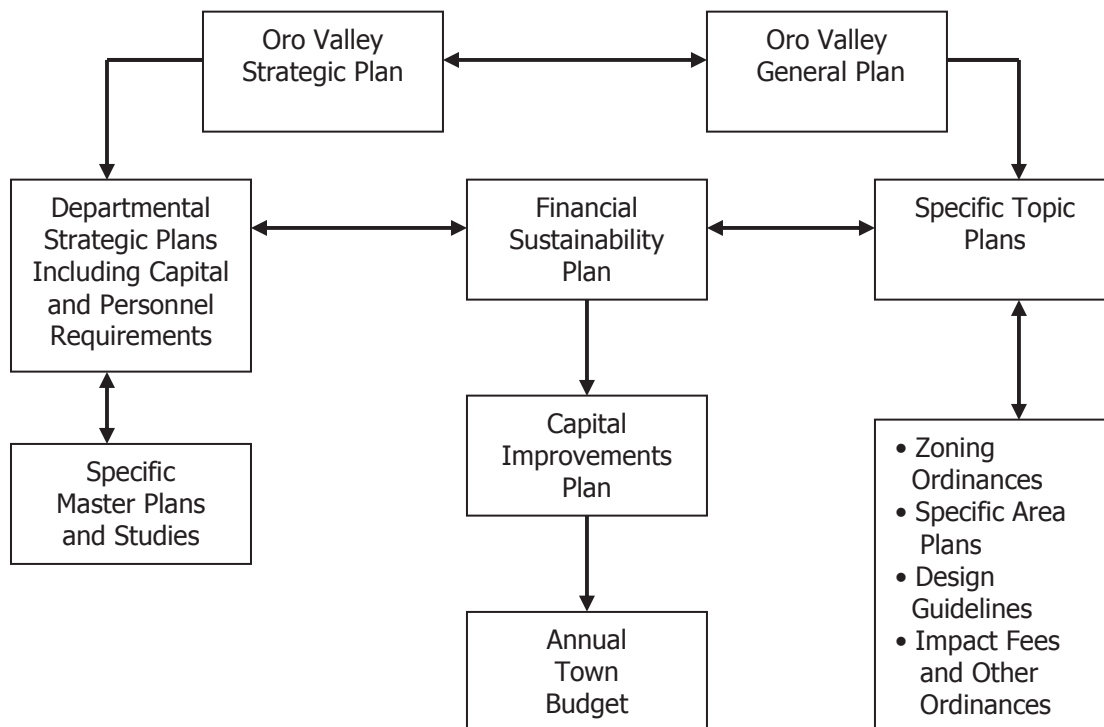
## Overview

The Oro Valley Strategic Plan provides an examination of where the municipal organization is today, identifies priority focus areas and outlines steps to move the community toward its vision. Simply put, the strategic plan is a document that provides direction to local decision-making and a tool to manage resources.

In Oro Valley's 36-year history since incorporation, the challenge has been to balance the Town's long-term interests while being responsive to current community needs. After experiencing significant growth over the last decade, the community will soon be reaching build-out. As the community matures and growth slows, revenues generated by growth will diminish. Therefore, it is critical to ensure that the community has a realistic view of the Town's financial situation balanced against demands for services. Oro Valley is a "community of excellence." With this commitment comes a tremendous responsibility to sustain and balance needs, desires and expectations.

The Town of Oro Valley's strategic plan is a living document that guides the Town in its comprehensive community planning and prioritization process. It is purposely "strategic" in terms of its timeframe (2 to 5 years) because any successful organization must be flexible enough to respond to local, regional and national dynamics and be comprehensive in its scope. The strategic plan provides direction for all municipal activities to move toward its ultimate community goal. The strategic plan will be reviewed and updated periodically by Town management and Council to ensure that the resources and focus are still relevant.

The strategic plan is grounded in the "vision" expressed in the Council-adopted and voter-ratified Oro Valley General Plan. The General Plan provides the long-term (up to 20 years) vision for community growth, development and redevelopment. The following diagram presents the relationship of the Oro Valley Strategic Plan and General Plan with other community documents.





## Focus Areas

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

- Financial & Economic Sustainability
- Quality of Life & Environmental Sustainability
- Community Infrastructure
- Leadership and Communication

Within each Focus Area, there is a focus area description, goals, strategies and community indicators, as defined below. The goals and strategies are designed to be action-oriented, thereby yielding desired outcomes. The numbered goals and strategies do not indicate the order of priority for implementation.

**Focus Areas** are strategic initiatives that will be addressed.

**Focus Area Discussion** defines the focus area's situation.

**Goals** describe a fundamental direction or broad course of action.

**Strategies** are specific tasks that will be accomplished to assist in implementing the related goal.

**Community Indicators** are measures of activities that are important to the community. These indicators are used to track the progress toward established goals. They reveal whether the key organizational attributes are going up or down, forward or backward, getting better or worse, or staying the same.

### A. Financial & Economic Sustainability

The Town has reduced its reliance on growth and development to fuel its economy. However, the community is susceptible to economic fluctuations and continues to rely on growth to a significant extent, especially commercial development. As the Town approaches build-out, revenue previously generated from growth must be replaced. Revenue diversification is essential for the Town to provide services commensurate with the expectations of the community as identified in the community survey and to implement this Strategic Plan.

**Financial & Economic Sustainability** is defined as the Town's ability to ensure stable, long-term resources to fund existing and future service levels.

*Financial & Economic Sustainability Goals:*

1. Maintain a balanced budget.
2. Develop a diverse revenue stream.
3. Adapt, as needed, contingency reserves to meet Town policies.
4. Ensure financial resources are available with a supportable level of community services
5. Cultivate healthy business relationships, opportunities and environment.



### *Strategies:*

1. Maintain current service levels into the future through the following internal mechanisms and reviews:
  - a. Use the Economic Vitality Model to continuously monitor the Town's short-term and long-term financial forecast.
  - b. Prepare timely financial and budgetary performance reports for the Town Council and the Finance and Bond Committee.
  - c. Continuously evaluate Town's user fee policies.
  - d. Ensure compliance with the Town's adopted budget policy guiding the use of contingency funds.
2. Educate and communicate the cost of projects and services.
3. Understand priorities, desires and possibilities through ongoing use of community surveys.
4. Utilize performance measures for benchmarking and resource allocation decision-making.
5. Evaluate annexation opportunities that provide a positive cost/benefit to the Town.
6. Evaluate and determine economic incentive guidelines for high-paying, professional level jobs.
7. Consider new, stable revenue sources by the Town Council and/or the voting public of Oro Valley.
8. Encourage the attraction, expansion and retention of high-tech/bio-tech, tourism/resort/convention and hospital/medical facilities.
9. Collaborate with regional public and private economic development partners.

### *Community Indicators:*

- Maintain bond rating of at least AA- (Fitch Ratings; Standard and Poor's)
- Increase median wage rate within Oro Valley
- Increase in the number of primary jobs in Oro Valley
- Improve statistics showing attraction, expansion or retention in the high-tech/bio-tech, tourism/resort/convention and hospital/medical facilities target industries

## **B. Quality of Life & Environmental Sustainability**

For decades, the Oro Valley area has been a preferred place to live. The challenge is to sustain rich cultural, artistic, safe and recreationally-oriented environments that continue to contribute to the area's desirable quality of life.

Amenities that contribute to our quality of life include:

- Parks, Recreation and trails
- Open Space Preservation
- Library
- Public Safety
- Archaeological & Historic Preservation
- Safe and clean community
- High quality water
- Good air quality
- Cultural events and venues
- Environmental sensitivity
- Archaeological preservation
- Sustainability
- Retail and dining opportunities
- Quality built environment



### *Quality of Life & Environmental Sustainability Goals:*

1. Preserve open space and protect environmentally sensitive lands.
2. Cultivate and sustain archaeological and historic resources.
3. Develop and maintain parks and recreational assets.
4. Create an environment that supports cultural opportunities and events.
5. Maintain a safe community where residents feel secure.
6. Provide diverse educational, informational and recreational opportunities.
7. Manage development in order to assure a quality built environment.

### *Strategies:*

1. Monitor and collaborate with other entities as appropriate on: land use, open space, water, public safety, transportation, information technology and economic development to ensure that growth and development within the Town's planning boundaries have a positive impact on Oro Valley's quality of life.
2. Survey the leadership and community to identify the level of satisfaction with Town services and establish benchmarks.
3. Coordinate and secure funding, either solely or in concert with other public or private entities, to identify and protect environmentally sensitive lands and open space.
4. Coordinate and secure funding, either solely or in concert with other public or private entities, to identify, acquire and manage archaeological, historic, cultural, parks and recreational assets as may be necessary to sustain, expand and diversify them.
5. Provide a high quality potable water supply, promote water conservation and foster regional cooperation for water development.
6. Work with local and regional performing and visual arts groups to provide cultural opportunities.
7. Maintain an efficient and effective local criminal justice system.
8. Maintain an emergency response and business continuity plan to deal with catastrophic events and maintain essential services.

### *Community Indicators:*

- High level of citizen satisfaction as identified through a community survey
- High library usage per capita
- High park usage per capita
- Increase in number of citizens and volunteers involved in Town programs
- Ratings in lifestyle magazines or polls
- Low crime rates per capita
- Low accident rates per capita
- Increased number of environmentally-sensitive acres preserved
- Increased implementation of studies and plans developed to protect the environment, archaeological, historical and cultural assets
- Increased number of arts and cultural events and venues
- Increased number of LEED certified buildings

## **C. Community Infrastructure**

Oro Valley's capacity to provide quality public service is critical. Therefore, adequate services and facilities are necessary to meet community expectations. Maintaining the infrastructure will strengthen the economic viability and quality of life in the Town.



### *Community Infrastructure Goals:*

1. Ensure appropriate municipal facilities to meet service demands and staffing needs.
2. Plan for and provide the necessary infrastructure to support community growth and preservation.
3. Maintain and acquire sufficient water resources to ensure that the community has an adequate water supply.
4. Explore the development of transportation alternatives.
5. Partner with regional jurisdictions to cooperate in the development and maintenance of quality infrastructure, as appropriate.
6. Maintain a high-speed data network to meet information storage and data management needs to provide timely and accurate information.

### *Strategies:*

1. Monitor and collaborate with other entities as appropriate on: land use, open space, water, public safety, transportation, information technology and economic development to ensure that growth and development within the Town's planning boundaries have a positive impact on Oro Valley's quality of life.
2. Develop and implement a comprehensive strategic and operational plan for municipal facilities and infrastructure.
3. Ensure infrastructure is maintained and replaced/upgraded to meet the community's short and long-term needs.
4. Maintain an assured water supply designation by planning and developing a renewable water supply (e.g., Central Arizona Project (CAP) and reclaimed water), providing a high quality potable water supply, promoting water conservation and fostering regional cooperation for water development.
5. Coordinate and secure funding, either solely or in concert with other public or private entities, for the development of community infrastructure.
6. Continue to implement network upgrades and infrastructure improvements, allowing the fastest data transmission speeds across all segments of our local area network (LAN). These improvements will also provide the means to monitor network performance and minimize vulnerabilities and downtime.

### *Community Indicators:*

- Increased rating Overall Condition Index (OCI) of public streets
- Increased number of new lane miles
- Implementation of Regional Transportation Authority circulator and fixed routes
- Increased water storage reserves supply
- Reduce unaccounted for water
- Completion of business continuity plans
- Decreased IT downtime of network
- Completion of scheduled milestones for the CAP water delivery system

## **D. Leadership and Communication**

Leadership and communication are interrelated principles. You cannot have one without the other. Leadership is the ability to communicate a vision well, which in turn motivates people, transforming great ideas into action. It is what makes all achievement possible. Oro Valley is committed to leadership and communication.



Through effective communication internally as well as externally, a leadership culture will be developed and strengthened at every organizational level.

*Leadership and Communication Goals:*

1. Build trust through effective public outreach and communication.
2. Create an environment conducive to effective dialogue among the Council, staff and community.
3. Improve intergovernmental relationships.
4. Encourage and develop leadership skills and opportunities.

*Strategies:*

1. Support and expand community and staff leadership development opportunities.
2. Expand public and organizational communications programs.
3. Develop the capabilities and vehicles to promote community leadership for positive change.
4. Develop and implement a clear, widely-shared and recognized Town identity (brand).
5. Conduct—at a minimum—a biennial community survey to identify levels of citizen expectations and satisfaction with Town services and quality of life indicators.
6. Attract, develop and retain talented employees.
7. Maintain consistency in implementing policy.

*Community Indicators:*

- High satisfaction level expressed from residents responding to community surveys
- Increased employee retention
- Increased staff participation in leadership development opportunities
- Increased participation in local, regional, state and federal collaborative government efforts that provide a positive impact for the town
- Develop opportunities for collaboration in local, regional, state and federal government efforts



## General Plan

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

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

This Page Intentionally Left Blank





# **Town of Oro Valley**

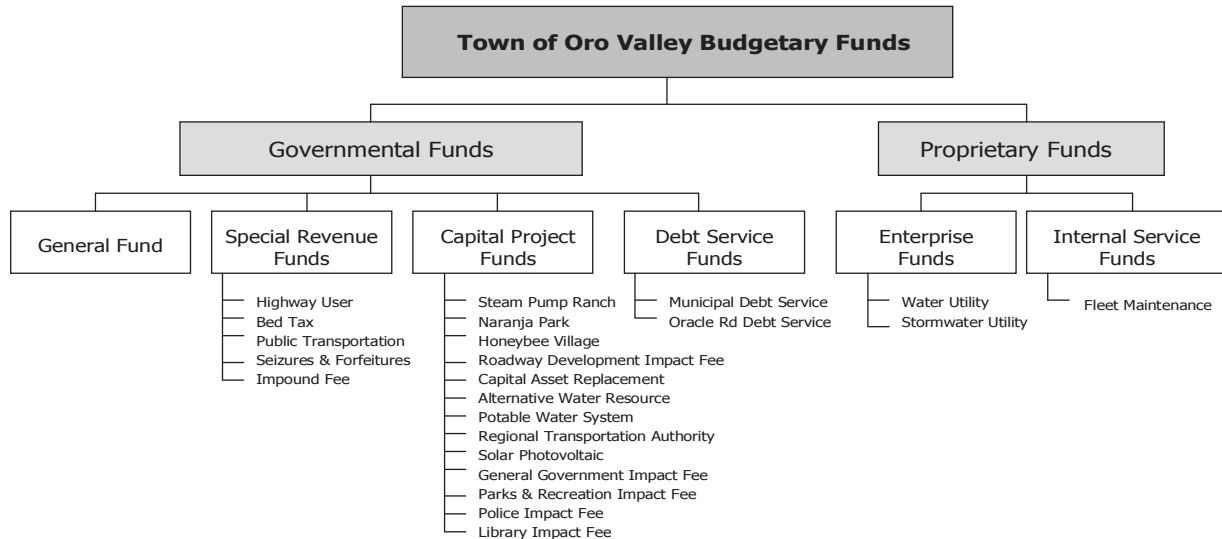
*Caring for our heritage, our community, our future.*

This Page Intentionally Left Blank



## Fund Structure

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



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

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

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

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

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

**Internal Service Funds** are funds that account for services provided to other divisions and departments within the Town government.

### Budget Basis

The Town's governmental and proprietary fund budgets are prepared using the modified accrual basis of accounting. *Modified Accrual Basis* is the method under which revenues are recognized when they become susceptible to accrual; that is when they become both "measurable" and "available to finance expenditures of the current period." Revenue and expenditure recognition is determined by near-term inflows and outflows of financial resources.

### Accounting Basis

The basis of accounting refers to when revenues and expenditures or expenses are to be recognized and reported in the Town's financial statements. *Full Accrual Basis* is the method under which revenues are recorded when they are earned (whether or not cash is received at the time) and expenses are recorded when goods and services are received (whether cash disbursements are made at the time or not).

In accordance with generally accepted accounting principles (GAAP), the Town's proprietary fund financial statements are prepared using the full accrual basis of accounting, while the Town's governmental fund financial statements are prepared using the modified accrual basis of accounting.

This Page Intentionally Left Blank



# **Town of Oro Valley**

*Caring for our heritage, our community, our future.*

This Page Intentionally Left Blank



## Financial and Budgetary Policies

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

### A. Financial Planning Policies

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

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

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

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

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

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

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

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

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

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

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

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



## Financial and Budgetary Policies

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

### A.2 Long Range Planning

#### A.2.1 Long Range Forecasts

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

#### A.2.2 Cash Management & Investment Policy

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

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

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

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

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

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

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

### A.3 Asset Inventory

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

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

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

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

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

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

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

## B. Revenue Policies

### B.1 Revenue Diversification

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





## Financial and Budgetary Policies

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

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

### **B.2 Fees and Charges**

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

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

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

### **B.3 Use of One– Time Revenues**

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

### **B.4 Use of Unpredictable Revenues**

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

## **C. Expenditure Policies**

### **C.1 Debt Capacity, Issuance & Management**

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

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

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

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

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

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

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

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

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

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

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



## Financial and Budgetary Policies

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

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

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

### **C.2 Capital Improvement Plan Policies**

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

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

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

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

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

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

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

### **C.3 Reserve or Stabilization Accounts**

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

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

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

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



## Financial and Budgetary Policies

### C.4 Operating Expenditure Accountability

Expenditures will be controlled as outlined in the approved budget.

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

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

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

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

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

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

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

### D. Financial Reporting Policies

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

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

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

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

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

This Page Intentionally Left Blank



# **Town of Oro Valley**

*Caring for our heritage, our community, our future.*

This Page Intentionally Left Blank



### Overview

The budget process begins with a review of the current financial condition of the Town and a discussion on varying, high-level projections for the upcoming fiscal year which are presented to Council for consideration and approval. The following factors played a key role in the FY 2010/2011 budget development process:

- Local recessionary economy and decreased retail activity
- Decreases in state shared revenues due to the economic downturn
- Decreases in local construction activity

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

Sluggish economic activity, both locally and state-wide, has placed a heavy emphasis on the need to trim operating costs. In the previous budget year, departments were instructed to scrutinize their operating costs from the bottom up – a zero based budgeting approach – while keeping the services they provide to the community whole. For FY 2010/11, with the continued decrease in revenues, departments were again required to identify additional operating cost savings. The Town Manager instructed departments to identify savings ranging from three (3) percent to ten (10) percent, depending on the respective size of each department. In addition, for FY 2010/11, the Town Manager launched an Employee Budget Focus Team. This multi-faceted, cross-functional team of approximately 30 employees voluntarily met several times to brainstorm on cost savings and new revenue generation. This team compiled a comprehensive list of ideas that was presented to Town management in late February 2010.

### Budget Review

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

Simultaneously, a financial sustainability plan is updated with various assumption factors, and projected revenue and departmental costs to complete a five (5) year financial picture. The financial sustainability plan contains recommendations for sustaining the economic future of Oro Valley.

The Town Manager meets with each department director to discuss and review their budget and ultimately recommends a budget for Council consideration. The Town Manager's recommended balanced budget is delivered to the Council along with an overview of the Town's five year (5) financial condition. Council members, during budget work sessions, have the option of adding new items for consideration, as well as amending or removing existing staff recommended budget items. Upon Council's revisions to the Town Manager's recommended budget, Finance compiles and finalizes the proposed tentative budget.

### Budget Adoption

The proposed budget was delivered and presented to Council for tentative adoption on June 2, 2010. The adoption of the tentative budget sets the expenditure limitation for the fiscal year. The budget is then available to the general public via newspaper and public hearings. After completion of public hearings, the final budget was adopted on June 16, 2010.



## Budget Process

---

### Expenditure Limitation

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

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

The voters of the Town of Oro Valley adopted the Home Rule Option in 2010. The expenditure limit approved by the voters must be used in determining the Town's expenditure limit until a new base is adopted. The Home Rule option is voted on every four (4) years. The FY 2010/2011 expenditure limit for Oro Valley is \$116,208,785.

### Budget Amendments

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

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





# Budget Calendar

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

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

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

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

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

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

## 2010 Budget Calendar

**January 23** Council Budget Retreat

**February 10** Update Council on mid-year financial status  
**12** Departments begin compiling requested budget for operations & maintenance and capital expenditures  
**24** Council Budget Work Session  
**25** Employee Budget Focus Team recommendations presented to Town management/directors

**March 8** Council Budget Work Session  
**12** Departments submit operations & maintenance and capital expenditure requests to Finance  
**15-19** Finance reviews and analyzes department budget requests  
**22-26** Town Manager meets with department directors and Finance to review the proposed budget

**29** Finance begins preparing Town Manager recommended budget  
**31** Council Budget Work Session

**April 7** FY 2010/11 budget preview presented to Council

**14** Town Manager Recommended Budget delivered to Council  
**24** Council Budget Work Session  
**28** Council Budget Work Session

**May 12** Council Budget Work Session

**June 2** Adoption of Tentative Budget and CIP  
**16** Adoption of Final Budget and CIP

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

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

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

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

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

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

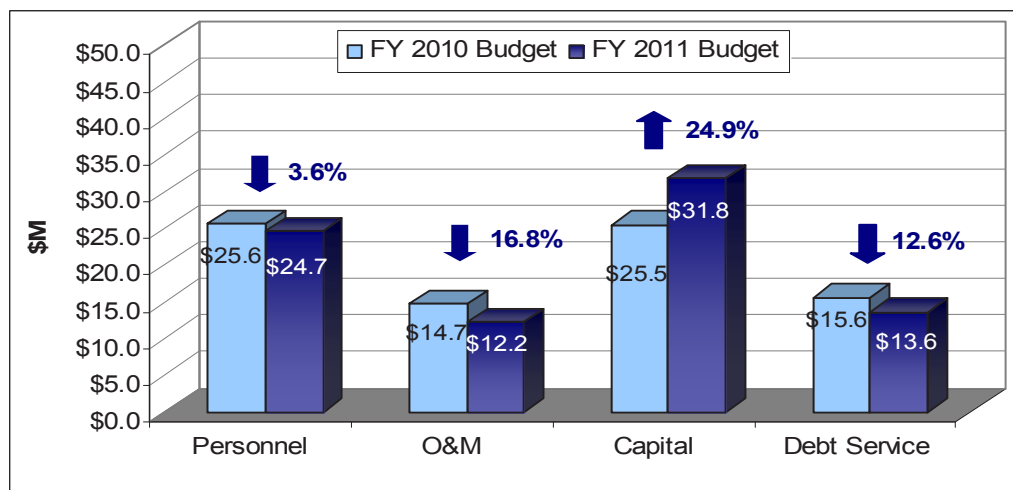
This Page Intentionally Left Blank



## Budget Overview

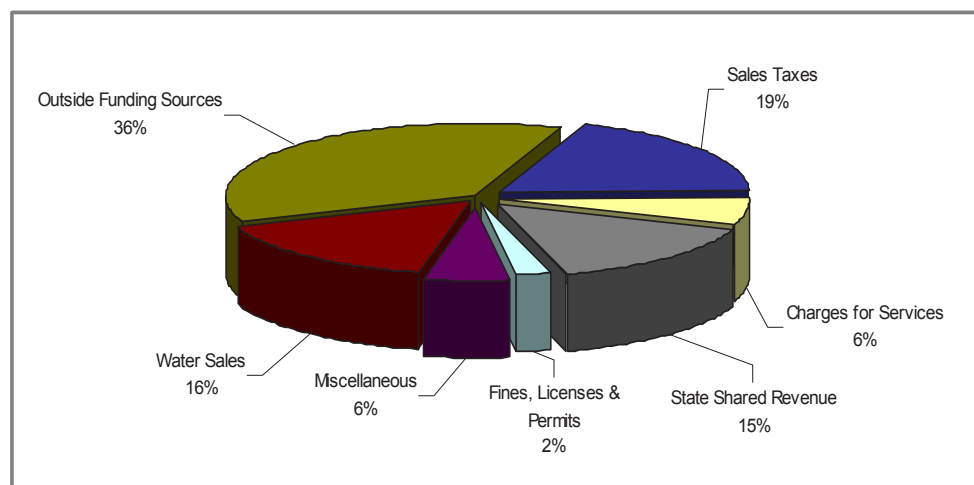
The budget for FY 2010/2011 totals \$116.2 million, which includes a \$51.5 million operating budget and \$30.8 million for capital projects, and represents a slight decrease over the previous fiscal year budget of \$121.5 million. As with the FY 2010 budget, the state and local economic downturn was a dominating factor during the budget process. Departments were again instructed to reduce operating costs. Several departments were consolidated as part of this process. In March 2010, upon recommendation by the Town Manager, the Council approved an early payoff of outstanding debt with the use of a portion of General and Water Utility Fund reserves. This resulted in FY 2011 General Fund savings of nearly \$650,000. A hiring freeze adopted by Council in November 2008 has been continued into FY 2011, and a voluntary severance plan was offered to employees in the spring of 2009. The voluntary severance plan, in combination with the hiring freeze, attributed to personnel savings of nearly \$1 million from the FY 2010 budget. The capital budget increased by 24.9%; however, \$11.9 million in capacity is attributable to the roadway widening of Lambert Lane. A more detailed discussion on the changes to each category can be found in the Expenditure Summary section of this document.

### Comprehensive Budget Overview



### Revenues

Budgeted revenue for FY 2010-11 totals \$74 million and represents a 4% increase over FY 09/10. The Town receives a variety of funding sources to finance operations which will be discussed in further detail in the Financial Overview section of the budget document.



In FY 2011, the Town has budgeted revenue from Sales Taxes, which is a major funding source (19% of the total), State Shared Revenues (15% of total), and Water Sales (16% of total). Revenue from Outside Funding Sources (36% of total) includes \$12,500,000 in bond proceeds.



## Budget Overview

### Revenue Sources

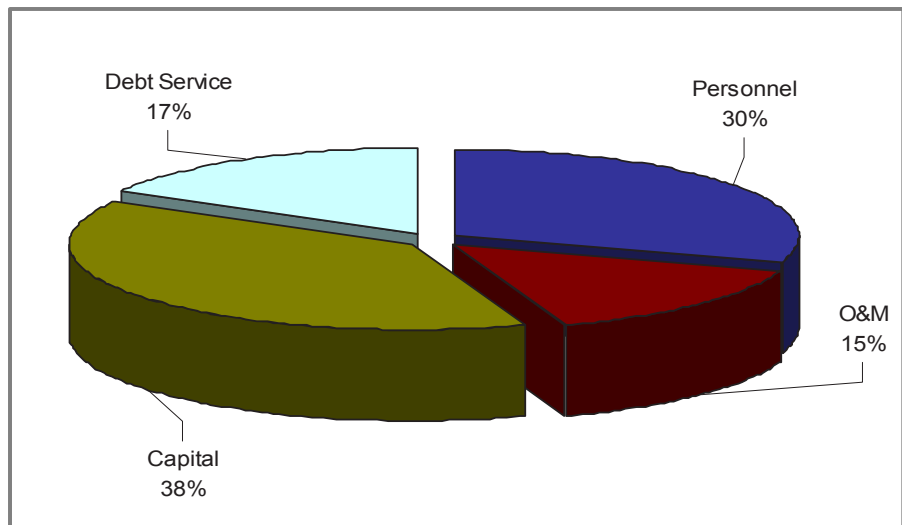
	FY 2009	FY 2009/10		FY 2010/11	Variance	%
	Actual	Budget	Projected	Budget		
Sales Taxes	15,883,094	16,343,805	13,914,245	13,956,007	(2,387,798)	-14.6%
Charges for Services	3,816,191	4,121,237	3,976,339	4,634,745	513,508	12.5%
State Shared Revenue	13,712,397	12,532,280	12,326,056	11,030,182	(1,502,098)	-12.0%
Fines, Licenses & Permits	1,793,557	1,625,385	1,235,052	1,521,702	(103,683)	-6.4%
Miscellaneous	4,299,732	10,882,897	3,574,490	4,144,855	(6,738,042)	-61.9%
Water Sales	11,434,785	11,502,100	11,625,600	11,689,300	187,200	1.6%
Outside Funding Sources	4,119,157	14,089,550	3,825,342	27,019,925	12,930,375	91.8%
<b>Total Revenue</b>	<b>\$ 55,058,913</b>	<b>\$ 71,097,254</b>	<b>\$ 50,477,124</b>	<b>\$ 73,996,716</b>	<b>\$ 2,899,462</b>	<b>4.1%</b>

Does not include interfund transfers or carry-forward fund balances

### Expenditures

Budgeted expenditures for FY 2010-11 total \$82.3 million and represents a 1.2% increase over FY 09/10. The budget includes \$51.5 million to support daily operations and services and \$30.8 million in capital projects to fund roadway expansions and improvements, historical preservation, as well as stormwater and water infrastructure improvements.

Further detail on uses of expenditures and types can be found further in the Financial Overview section of the budget document.



### Budgeted Uses

	FY 2009	FY 2009/10		FY 2010/11	Variance	%
	Actual	Budget	Projected	Budget		
Personnel	26,143,561	25,570,985	24,257,989	24,658,051	(912,934)	-3.6%
O&M	13,739,154	14,663,869	12,799,374	12,193,655	(2,470,214)	-16.8%
Capital	15,181,405	25,476,161	6,244,410	31,822,612	6,346,451	24.9%
Debt Service	4,743,592	15,552,075	17,313,892	13,589,992	(1,962,083)	-12.6%
<b>Total Expenditures</b>	<b>\$ 59,807,712</b>	<b>\$ 81,263,090</b>	<b>\$ 60,615,665</b>	<b>\$ 82,264,310</b>	<b>\$ 1,001,220</b>	<b>1.2%</b>

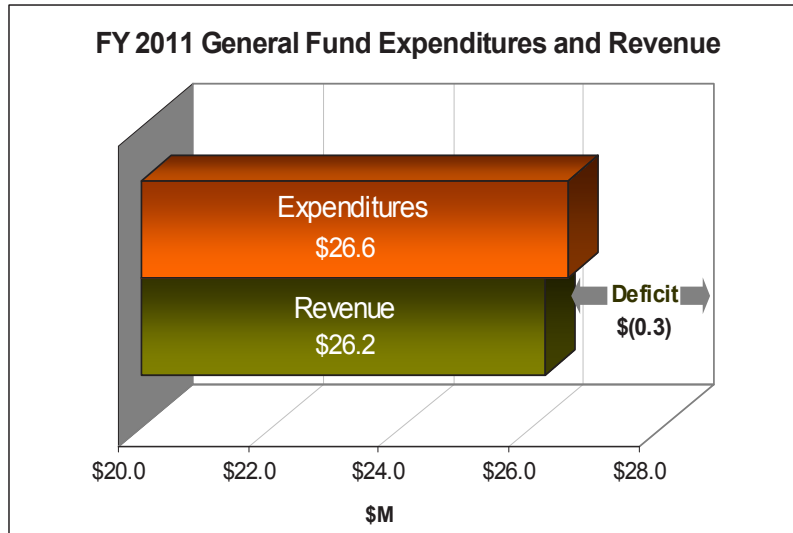
Does not include depreciation, amortization, interfund transfers or contingency amounts



## Budget Overview

### Budget Policy

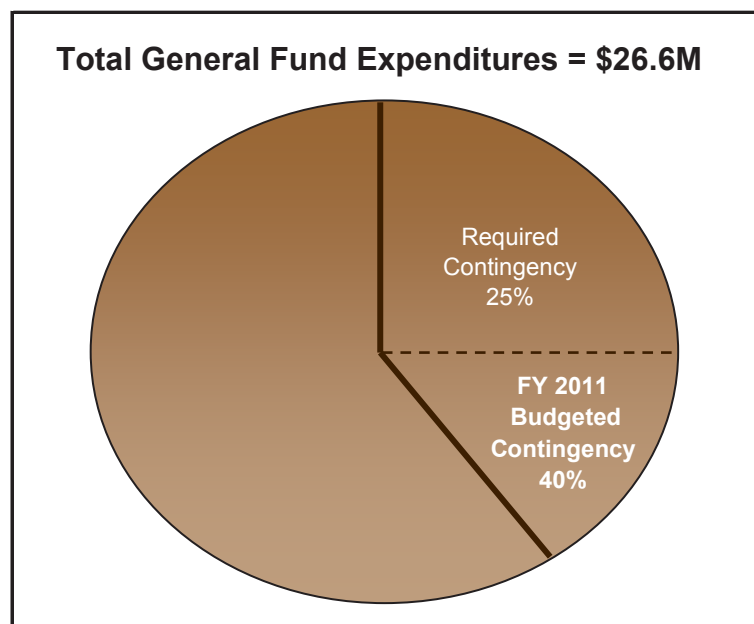
In accordance with the Town Council's Financial Planning Policies, A.1 – Balanced Budgeting and Fiscal Planning Policies, "The Town shall develop an annual budget whereby recurring revenues shall be sufficient to support recurring operating expenditures with no use of General Fund contingency to support ongoing operational expenses."



Revenues	\$26,215,984
Expenditures	26,560,334
(Deficit)/Surplus	\$ ( 344,350)

The negative difference of \$0.3 million between revenues and total expenditures in the General Fund for FY 2010/11 is attributed to one-time expenditures. A detailed listing of one-time expenditures and their uses can be found in the Expenditure Summary section of the budget document.

Another section of Financial Policy A.1, involves contingencies, its uses, and the reserve requirement – "The Town's annual budget will include contingency appropriation to provide for unanticipated increases in service delivery costs, emergencies, and needs that may arise through the fiscal year." The policy set by Council mandates 25% of recurring expenditures must be set aside as a required contingency in the General Fund.



Expenditures	\$26,560,334
Contingency Requirement	25%
Required Contingency	\$ 6,640,084

The budgeted contingency reserve for FY 2010/11 is \$10,620,363 in the General Fund and is equal to 40% of expenditures.

This Page Intentionally Left Blank



## Fund Balances

	(1) General Fund	Special (2) Revenue Funds	(3) Enterprise Funds	Capital (4) Projects Funds	Internal Service Fund	(5) Debt Service Funds	2010-2011 Total
<b>Revenues and Other Sources</b>							
Taxes	\$ 13,064,250	\$ 891,757	\$ -	\$ -	\$ -	\$ -	\$ 13,956,007
Licenses and Permits	1,276,510	50,192	-	-	-	-	1,326,702
Fines	195,000	-	-	-	-	-	195,000
Water Sales	-	-	11,689,300	-	-	-	11,689,300
Charges for Services	1,021,715	94,545	1,202,200	2,316,285	-	-	4,634,745
State Shared Revenue	8,360,415	2,669,767	-	-	-	-	11,030,182
Intergovernmental	607,781	-	-	275,000	-	-	882,781
Grants	1,026,939	667,000	2,153,600	9,774,000	-	15,605	13,637,144
Impact Fees	-	-	-	1,228,985	-	-	1,228,985
Interest Income	151,374	70,405	45,500	56,500	-	141,203	464,982
Miscellaneous	145,000	31,186	-	249,702	-	225,000	650,888
Other Financing Sources	367,000	464,804	1,900,000	12,500,000	874,968	136,754	16,243,526
<b>Total</b>	<b>\$ 26,215,984</b>	<b>\$ 4,939,656</b>	<b>\$ 16,990,600</b>	<b>\$ 26,400,472</b>	<b>\$ 874,968</b>	<b>\$ 518,562</b>	<b>\$ 75,940,242</b>
<b>Expenditures and Other Uses</b>							
General Government							
<i>Clerk</i>	\$ 378,581	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 378,581
<i>Council</i>	220,610	-	-	-	-	-	220,610
<i>Finance</i>	727,613	-	-	-	-	-	727,613
<i>General Administration</i>	2,469,851	-	-	-	-	-	2,469,851
<i>Human Resources</i>	484,189	-	-	-	-	-	484,189
<i>Information Technology</i>	1,120,106	-	-	-	-	-	1,120,106
<i>Legal</i>	842,785	-	-	-	-	-	842,785
<i>Magistrate Court</i>	753,772	-	-	-	-	-	753,772
<i>Manager</i>	974,906	315,348	-	-	-	-	1,290,254
<i>Capital Asset Replacement</i>	-	-	-	444,938	-	-	444,938
<i>Debt Service</i>	-	-	-	-	-	837,562	837,562
<i>Solar Photovoltaic</i>	-	-	-	2,500,000	-	-	2,500,000
Public Safety	11,566,573	54,204	-	-	-	-	11,620,777
Development Services	2,751,579	-	-	-	-	-	2,751,579
Public Works	-	-	-	-	-	-	-
<i>Highway</i>	-	3,902,198	-	-	-	-	3,902,198
<i>Facilities Maintenance</i>	333,007	-	-	-	-	-	333,007
<i>Fleet Maintenance</i>	-	-	-	-	874,968	-	874,968
<i>Stormwater Utility</i>	-	-	2,767,969	-	-	-	2,767,969
<i>Transit</i>	-	402,320	-	50,000	-	-	452,320
Parks and Recreation	1,704,914	-	-	-	-	-	1,704,914
Library Services	1,159,028	-	-	-	-	-	1,159,028
Cultural Resources	83,773	-	-	542,000	-	-	625,773
Water Utility	-	-	14,882,507	7,169,249	-	-	22,051,756
Roadway Improvements	-	-	-	21,949,760	-	-	21,949,760
Other Financing Uses	989,047	283,033	204,446	467,000	-	-	1,943,526
<b>Total</b>	<b>\$ 26,560,334</b>	<b>\$ 4,957,103</b>	<b>\$ 17,854,922</b>	<b>\$ 33,122,947</b>	<b>\$ 874,968</b>	<b>\$ 837,562</b>	<b>\$ 84,207,836</b>
Excess (Deficiency)	(344,350)	(17,447)	(864,322)	(6,722,475)	-	(319,000)	(8,267,594)
Beginning Fund Balance	\$ 10,964,713	\$ 5,713,803	\$ 8,002,559	\$ 15,609,937	\$ -	\$ 1,921,059	\$ 42,212,070
<b>Ending Fund Balance</b>	<b>\$ 10,620,363</b>	<b>\$ 5,696,356</b>	<b>\$ 7,138,237</b>	<b>\$ 8,887,462</b>	<b>\$ -</b>	<b>\$ 1,602,059</b>	<b>\$ 33,944,475</b>

This table depicts the estimated beginning fund balance at July 1, 2010, the budgeted revenues and expenditures for FY 2010/11 and the projected ending fund balance at June 30, 2011.

- (1) The General Fund has a planned deficiency of \$344,350 which will be used to fund energy efficiency upgrades.
- (2) Special Revenue Funds have a planned deficiency of \$17,447 which will be used to fund energy efficiency upgrades.
- (3) Enterprise Funds have a planned deficiency of \$864,322 which will be used to fund energy efficiency upgrades.
- (4) Capital Projects Funds have a planned deficiency of \$6,722,475 which will be used to fund water infrastructure improvement projects, roadway improvement projects, and Water Utility debt service.
- (5) Debt Service Funds have a planned deficiency of \$319,000 which will be used to fund debt service payments.



## Budget Summary

	FY 2008	FY 2009	FY 2010		FY 2011
	Actual		Budget	Projected	Budget
<b>Personnel</b>					
General Fund	288.75	281.74	279.44	262.05	261.47
Special Revenue Funds	46.37	44.02	46.53	38.78	36.94
Capital Project Funds	-	-	-	-	-
Enterprise Funds	37.50	38.80	38.80	38.00	39.50
Internal Service Fund	-	-	2.37	2.37	2.35
<b>TOTAL PERSONNEL</b>	<b>372.62</b>	<b>364.56</b>	<b>367.14</b>	<b>341.20</b>	<b>340.26</b>
<b>Expenditures by Fund</b> <sup>1)</sup>					
General Fund	26,480,867	27,088,216	27,475,289	24,982,607	25,571,287
Special Revenue Funds	7,700,336	6,810,351	8,597,826	4,285,920	4,674,070
Debt Service Funds	1,585,766	1,685,701	7,718,762	7,886,567	837,562
Capital Project Funds	15,520,918	10,598,765	15,075,097	4,891,837	32,655,947
Enterprise Funds	14,667,544	13,624,679	21,500,202	17,670,843	17,650,476
Internal Service Fund	-	-	895,914	897,891	874,968
<b>TOTAL EXPENDITURES</b>	<b>65,955,431</b>	<b>59,807,712</b>	<b>81,263,090</b>	<b>60,615,665</b>	<b>82,264,310</b>
<b>Expenditures by Category</b> <sup>1)</sup>					
Personnel	24,014,645	26,143,561	25,570,985	24,257,989	24,658,051
Operations & Maintenance	12,789,446	13,739,154	14,663,869	12,799,374	12,193,655
Capital Outlay	22,112,413	15,181,405	25,476,161	6,244,410	31,822,612
Debt Service	7,038,927	4,743,592	15,552,075	17,313,892	13,589,992
<b>TOTAL EXPENDITURES</b>	<b>65,955,431</b>	<b>59,807,712</b>	<b>81,263,090</b>	<b>60,615,665</b>	<b>82,264,310</b>
<b>Operating Results</b>					
Total Revenues <sup>2)</sup>	73,198,535	55,058,913	71,097,254	50,477,124	73,996,716
Total Expenditures <sup>1)</sup>	65,955,431	59,807,712	81,263,090	60,615,665	82,264,310
<b>NET OPERATING RESULTS</b>	<b>7,243,104</b>	<b>(4,748,799)</b>	<b>(10,165,836)</b>	<b>(10,138,541)</b>	<b>(8,267,594)</b>

1) Excludes depreciation, amortization, contingency amounts and interfund transfers

2) Excludes carry-forward balances and interfund transfers





# **Town of Oro Valley**

*Caring for our heritage, our community, our future.*

This Page Intentionally Left Blank

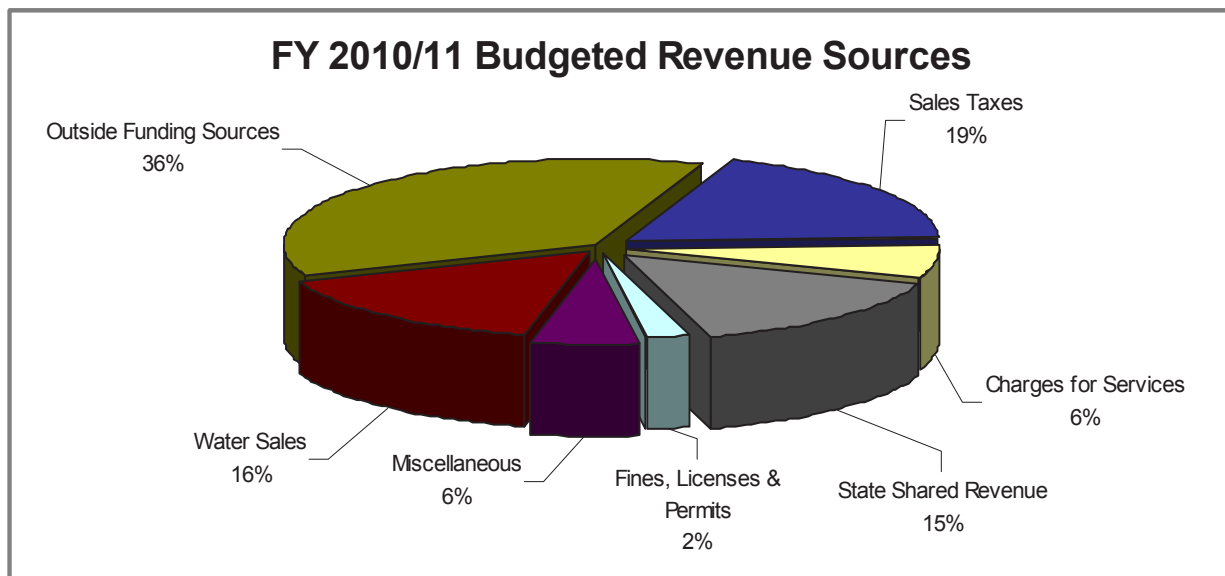


## Revenue Summary

Revenue for FY 2010-11 is estimated to total \$73,996,716. In comparison to the FY 2009-10 budget, revenue is projected to increase 4%. Compiling revenue estimates in an uncertain economic climate is a challenging task. The prolonged local and national recession has ruled out the use of conventional methods of revenue forecasting. Prior to the current economic downturn, revenue estimates were based on historical data, economic indicators, and information received from state reports and other sources. With the uncertainty of the state's budget and the duration of the recession, these methods are not acceptable. Estimates compiled by the Finance Department involve an analysis of each major revenue source, including its susceptibility to economic factors, its performance during the current downturn, and the drivers behind the source.

Local sales tax represents a significant source of the Town's budgeted revenue at 19% of total revenue. In this category, taxes related to retail trade are now the biggest contributor. In previous years, taxes related to construction activity were the greatest component. Prior to the economic downturn, the Town relied on the expertise of a forecaster in the homebuilder industry to project revenue related to residential construction activity. For FY 2010-11, revenue was projected assuming limited development and activity patterns similar to what is currently being observed. Commercial activity is down significantly from previous years, with many projects having been put on hold, delayed, or canceled. In collaboration with Economic Development and Development Services, the Finance Department compiled a list of all commercial projects in the pipeline and their likelihood of completion in the next budget year. FY 2010-11 will see new construction commencing at the Ventana Medical Systems facility (130K+ square feet), which will contribute significantly to permit and impact fees. The FY 2011 budget is also forecasted to see an addition of 280K+ square feet of commercial building in the form of a hotel, a school, restaurants, and office space.

The Town receives a variety of other funding sources to finance operations and further detail on the types of sources, their uses, and assumptions on future projections can be found further in the Financial Overview section of the budget document.





## Revenue Summary

Revenue Sources						
	FY 2009	FY 2009/10		FY 2010/11	Variance	%
	Actual	Budget	Projected	Budget		
Sales Taxes	15,883,094	16,343,805	13,914,245	13,956,007	(2,387,798)	-14.6%
Charges for Services	3,816,191	4,121,237	3,976,339	4,634,745	513,508	12.5%
State Shared Revenue	13,712,397	12,532,280	12,326,056	11,030,182	(1,502,098)	-12.0%
Fines, Licenses & Permits	1,793,557	1,625,385	1,235,052	1,521,702	(103,683)	-6.4%
Miscellaneous	4,299,732	10,882,897	3,574,490	4,144,855	(6,738,042)	-61.9%
Water Sales	11,434,785	11,502,100	11,625,600	11,689,300	187,200	1.6%
Outside Funding Sources	4,119,157	14,089,550	3,825,342	27,019,925	12,930,375	91.8%
<b>Total Revenue</b>	<b>\$ 55,058,913</b>	<b>\$ 71,097,254</b>	<b>\$ 50,477,124</b>	<b>\$ 73,996,716</b>	<b>\$ 2,899,462</b>	<b>4.1%</b>

*Does not include interfund transfers or carry-forward fund balances*

A brief description of the changes in revenue sources from budget year to budget year is as follows:

Sales Taxes \$(2.4M)	<ul style="list-style-type: none"> <li>\$1.3M decrease (25.4%) in construction taxes due to reduced commercial building activity</li> <li>\$1.1M decrease (19%) in retail activity due to revised collection estimates from new commercial centers which came on-line in FY 2009 and FY 2010</li> </ul>
Charges for Services \$514K	<ul style="list-style-type: none"> <li>\$542K increase (30.9%) in Groundwater Preservation Fee</li> </ul>
State Shared Revenue \$(1.5M)	<ul style="list-style-type: none"> <li>\$1.3M decrease (25%) in State Income Tax</li> <li>\$73K decrease (2%) in State Sales Tax</li> <li>\$189K decrease (100%) in Local Transportation Assistance Funds</li> </ul>
Miscellaneous \$(6.7M)	<ul style="list-style-type: none"> <li>\$5.5M decrease in proceeds from WIFA loans for Water Utility</li> <li>\$825K decrease in impact fees due to reductions or delays in commercial building activity</li> <li>\$348K decrease in interest income due to the decline of the interest rate in the Local Government Investment Pool</li> </ul>
Outside Funding Sources \$12.9M	<ul style="list-style-type: none"> <li>\$10M increase in bond proceeds for the roadway widening of Lambert Lane</li> <li>\$2.5M increase in bond proceeds for Clean Renewable Energy Bonds, which will finance the construction of solar panel covered parking structures in the parking lot of Town Hall</li> </ul>



## Revenue Schedule by Fund

Major Revenue Accounts	FY 2008	FY 2009	FY 2010		FY 2011	% to Budget
	Actual		Budget	Projected	Budget	
<b>General Fund</b>						
Local Sales Tax:						
Local Sales Tax	12,712,712	12,284,727	13,318,740	11,616,622	12,364,250	-7.2%
Sales Tax Audit Recoveries	565,969	178,014	100,000	650,000	200,000	100.0%
Cable Franchise Fees	516,652	506,685	475,000	500,000	500,000	5.3%
<b>Total Local Sales Tax</b>	<b>13,795,333</b>	<b>12,969,426</b>	<b>13,893,740</b>	<b>12,766,622</b>	<b>13,064,250</b>	<b>-6.0%</b>
License & Permit Fees:						
Business Licenses & Permits	170,930	171,335	184,920	164,750	165,310	-10.6%
Residential Building Permits	1,250,093	566,583	381,250	459,670	457,500	20.0%
Commercial Building Permits	1,272,320	684,269	679,521	311,249	601,772	-11.4%
Sign Permits	36,386	45,450	47,638	40,137	40,658	-14.7%
Special Inspection Fees	11,180	5,280	7,817	4,082	4,080	-47.8%
Grading Permit Fees	20,235	9,817	12,744	7,194	7,190	-43.6%
<b>Total License &amp; Permit Fees</b>	<b>2,761,325</b>	<b>1,482,734</b>	<b>1,313,890</b>	<b>987,082</b>	<b>1,276,510</b>	<b>-2.8%</b>
Federal Grants:						
CNA	134,365	112,133	99,796	120,347	117,591	17.8%
DEA OT Reimbursement	18,973	23,066	-	33,807	33,807	100.0%
Miscellaneous Federal Grants	4,617	9,849	179,200	8,807	174,200	-2.8%
HIDTA	101,786	98,881	-	99,796	116,333	100.0%
HIDTA-DEA	54,375	86,023	78,169	78,169	90,276	15.5%
GOHS	16,414	27,444	100,000	100,000	150,216	50.2%
DOJ Homeland Security	-	-	170,000	170,000	185,566	9.2%
Joint Terrorism Task Force	7,836	11,342	-	13,251	13,250	100.0%
<b>Total Federal Grants</b>	<b>338,365</b>	<b>368,738</b>	<b>627,165</b>	<b>624,177</b>	<b>881,239</b>	<b>40.5%</b>
State Grants:						
Safe Schools Grant	49,667	52,723	50,000	60,000	60,000	20.0%
Misc State Grants	83,086	99,458	36,000	130,756	75,700	110.3%
The 100 Club of Arizona	-	4,790	20,000	5,000	10,000	-50.0%
<b>Total State Grants</b>	<b>132,753</b>	<b>156,971</b>	<b>106,000</b>	<b>195,756</b>	<b>145,700</b>	<b>37.5%</b>
State/County Shared:						
State Income	5,544,763	5,886,132	5,086,802	5,086,802	3,834,336	-24.6%
State Sales	3,621,016	3,134,789	3,029,090	3,029,090	2,955,878	-2.4%
Vehicle License Tax	1,738,874	1,655,875	1,571,716	1,571,716	1,570,201	-0.1%
<b>Total State/County Shared</b>	<b>10,904,654</b>	<b>10,676,796</b>	<b>9,687,608</b>	<b>9,687,608</b>	<b>8,360,415</b>	<b>-13.7%</b>
Other Intergovernmental:						
JDK Park Contributions	30,000	30,000	30,000	30,000	30,000	0.0%
PCLD Reimbursements	368,205	626,262	596,783	596,783	577,781	-3.2%
<b>Total Other Intergovernmental</b>	<b>398,205</b>	<b>656,262</b>	<b>626,783</b>	<b>626,783</b>	<b>607,781</b>	<b>-3.0%</b>
Charges for Services:						
Court Costs	201,172	233,961	246,996	170,000	235,000	-4.9%
Public Defender Fees	9,258	7,446	10,539	6,300	6,300	-40.2%
Recording Fees	688	415	600	255	300	-50.0%
Zoning & Subdivision Fees	164,340	132,945	116,278	105,700	105,700	-9.1%
User Fees - Swimming Pool	64,601	77,757	87,108	94,608	113,000	29.7%
User Fees - Electricity	5,533	20,673	30,133	40,000	59,000	95.8%
User Fees - Miscellaneous	262,471	221,390	260,000	152,392	150,000	-42.3%
Recreation In Lieu Fees	8,548	33,100	30,000	30,000	30,000	0.0%
Copy Services	3,449	5,233	4,962	3,534	3,500	-29.5%
Town Hall Usage Fees	3,285	3,309	3,056	4,526	4,526	48.1%
General Government Other	2,666	821	699	1,210	1,210	73.1%
Police Report Copying	18,838	20,512	19,207	18,152	18,150	-5.5%
Police Other	5,603	6,957	4,857	8,000	8,000	64.7%
Building Inspection Copying	45	-	-	94	94	100.0%
Engineer Plan Review Fees	21,095	39,053	27,333	68,720	68,720	151.4%
Grading Review Fees	8,652	1,674	2,743	507	507	-81.5%
Grading Inspection Fees	1,640	1,280	1,960	600	600	-69.4%
Financial Services	109,841	122,771	109,841	122,771	135,538	23.4%
Real Property Rental Income	89,100	81,200	82,000	81,200	81,200	-1.0%
Maps	176	313	424	175	175	-58.7%
Code Book Sales	1,915	372	401	195	195	-51.4%



## Revenue Schedule by Fund

Major Revenue Accounts	FY 2008	FY 2009	FY 2010		FY 2011	% to Budget
	Actual		Budget	Projected	Budget	
Impound Processing	44,815	55,810	-	-	-	0.0%
<b>Total Charges for Services</b>	<b>1,027,729</b>	<b>1,066,992</b>	<b>1,039,137</b>	<b>908,939</b>	<b>1,021,715</b>	<b>-1.7%</b>
Fines:						
Fines	249,762	285,628	286,603	195,000	195,000	-32.0%
<b>Total Fines</b>	<b>249,762</b>	<b>285,628</b>	<b>286,603</b>	<b>195,000</b>	<b>195,000</b>	<b>-32.0%</b>
Interest Income:						
Interest - Investments	744,384	226,271	232,730	88,496	151,374	-35.0%
<b>Total Interest Income</b>	<b>744,384</b>	<b>226,271</b>	<b>232,730</b>	<b>88,496</b>	<b>151,374</b>	<b>-35.0%</b>
Miscellaneous:						
Donations	-	1,000	-	59	-	0.0%
Miscellaneous	16,862	15,016	5,000	12,651	25,000	400.0%
Insurance Recoveries	117,362	19,674	20,000	20,584	20,000	0.0%
In-Lieu Income	141,874	119,975	100,000	95,366	100,000	0.0%
Sale of Assets	513	17,142	-	1,009	-	0.0%
Capital Lease Proceeds	-	21,859	-	40,516	-	0.0%
<b>Total Miscellaneous</b>	<b>276,611</b>	<b>194,666</b>	<b>125,000</b>	<b>170,185</b>	<b>145,000</b>	<b>16.0%</b>
<b>TOTAL GENERAL FUND</b>	<b>30,629,121</b>	<b>28,084,484</b>	<b>27,938,656</b>	<b>26,250,648</b>	<b>25,848,984</b>	<b>-7.5%</b>
<b>Highway Fund</b>						
Local Sales Tax:						
Construction Sales Tax	2,639,189	1,928,546	1,899,884	1,029,213	630,188	-66.8%
<b>Total Local Sales Tax</b>	<b>2,639,189</b>	<b>1,928,546</b>	<b>1,899,884</b>	<b>1,029,213</b>	<b>630,188</b>	<b>-66.8%</b>
License & Permit Fees:						
Road Permits	30,619	24,810	23,892	51,970	49,192	105.9%
Floodplain Use Permits	920	385	1,000	1,000	1,000	0.0%
<b>Total License &amp; Permit Fees</b>	<b>31,539</b>	<b>25,195</b>	<b>24,892</b>	<b>52,970</b>	<b>50,192</b>	<b>101.6%</b>
State Grants:						
PAG Reimbursements	695,464	77,274	-	7,200	317,000	100.0%
RTA Reimbursements	-	37,555	-	100,000	-	0.0%
<b>Total State Grants</b>	<b>695,464</b>	<b>114,829</b>	<b>-</b>	<b>107,200</b>	<b>317,000</b>	<b>100.0%</b>
State/County Shared:						
Highway User	3,002,828	2,855,668	2,656,128	2,534,075	2,669,767	0.5%
<b>Total State/County Shared</b>	<b>3,002,828</b>	<b>2,855,668</b>	<b>2,656,128</b>	<b>2,534,075</b>	<b>2,669,767</b>	<b>0.5%</b>
Interest Income:						
Interest - Investments	187,687	65,479	75,223	19,474	53,205	-29.3%
<b>Total Interest Income</b>	<b>187,687</b>	<b>65,479</b>	<b>75,223</b>	<b>19,474</b>	<b>53,205</b>	<b>-29.3%</b>
Miscellaneous:						
Miscellaneous	11,185	9,520	10,193	10,193	10,193	0.0%
Insurance Recoveries	17,388	2,084	2,084	2,493	2,493	19.6%
<b>Total Miscellaneous</b>	<b>28,573</b>	<b>11,604</b>	<b>12,277</b>	<b>12,686</b>	<b>12,686</b>	<b>3.3%</b>
<b>TOTAL HIGHWAY FUND</b>	<b>6,635,595</b>	<b>5,001,321</b>	<b>4,668,404</b>	<b>3,755,618</b>	<b>3,733,038</b>	<b>-20.0%</b>
<b>Seizures &amp; Forfeitures Funds</b>						
Interest Income:						
Interest - Investments	21,586	7,276	7,000	6,340	6,400	-8.6%
<b>Total Interest Income</b>	<b>21,586</b>	<b>7,276</b>	<b>7,000</b>	<b>6,340</b>	<b>6,400</b>	<b>-8.6%</b>
Miscellaneous:						
Forfeitures	97,344	72,282	450,000	350,000	350,000	-22.2%
<b>Total Miscellaneous</b>	<b>97,344</b>	<b>72,282</b>	<b>450,000</b>	<b>350,000</b>	<b>350,000</b>	<b>-22.2%</b>
<b>TOTAL SEIZURES &amp; FORFEITURES FUNDS</b>	<b>118,930</b>	<b>79,558</b>	<b>457,000</b>	<b>356,340</b>	<b>356,400</b>	<b>-22.0%</b>



## Revenue Schedule by Fund

Major Revenue Accounts	FY 2008	FY 2009	FY 2010		FY 2011	%
Actual			Budget	Projected	Budget	to Budget
<b>Bed Tax Fund</b>						
Local Sales Tax:						
Local Sales Tax	1,251,128	985,122	550,181	118,410	261,569	-52.5%
<b>Total Local Sales Tax</b>	<b>1,251,128</b>	<b>985,122</b>	<b>550,181</b>	<b>118,410</b>	<b>261,569</b>	<b>-52.5%</b>
Interest Income:						
Interest - Investments	23,791	14,561	13,512	7,628	9,000	-33.4%
<b>Total Interest Income</b>	<b>23,791</b>	<b>14,561</b>	<b>13,512</b>	<b>7,628</b>	<b>9,000</b>	<b>-33.4%</b>
<b>TOTAL BED TAX FUND</b>	<b>1,274,919</b>	<b>999,683</b>	<b>563,693</b>	<b>126,038</b>	<b>270,569</b>	<b>-52.0%</b>
<b>Regional Transportation Authority (RTA) Fund</b>						
State Grants:						
RTA Reimbursements	-	-	600,000	-	50,000	-91.7%
<b>Total State Grants</b>	<b>-</b>	<b>-</b>	<b>600,000</b>	<b>-</b>	<b>50,000</b>	<b>-91.7%</b>
<b>TOTAL RTA FUND</b>	<b>-</b>	<b>-</b>	<b>600,000</b>	<b>-</b>	<b>50,000</b>	<b>-91.7%</b>
<b>Public Transportation Fund</b>						
Federal Grants:						
Miscellaneous Grants	-	60,000	-	-	-	0.0%
<b>Total Federal Grants</b>	<b>-</b>	<b>60,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>
State Grants:						
PAG Reimbursements	64,418	76,590	75,000	59,983	-	-100.0%
RTA Reimbursements	705,020	851,396	50,000	58,568	-	-100.0%
<b>Total State Grants</b>	<b>769,438</b>	<b>927,986</b>	<b>125,000</b>	<b>118,551</b>	<b>-</b>	<b>-100.0%</b>
State/County Shared:						
LTAF	184,606	179,933	188,544	104,373	-	-100.0%
<b>Total State/County Shared</b>	<b>184,606</b>	<b>179,933</b>	<b>188,544</b>	<b>104,373</b>	<b>-</b>	<b>-100.0%</b>
Charges for Services:						
Fare Box	57,600	55,194	60,900	54,000	34,545	-43.3%
<b>Total Charges for Services</b>	<b>57,600</b>	<b>55,194</b>	<b>60,900</b>	<b>54,000</b>	<b>34,545</b>	<b>-43.3%</b>
Interest Income:						
Interest - Investments	16,175	1,716	2,469	1,617	1,800	-27.1%
<b>Total Interest Income</b>	<b>16,175</b>	<b>1,716</b>	<b>2,469</b>	<b>1,617</b>	<b>1,800</b>	<b>-27.1%</b>
Miscellaneous:						
Miscellaneous	99	450	-	-	-	0.0%
Sale of Assets	28,000	9,405	6,531	-	18,500	183.3%
<b>Total Miscellaneous</b>	<b>28,099</b>	<b>9,855</b>	<b>6,531</b>	<b>-</b>	<b>18,500</b>	<b>183.3%</b>
<b>TOTAL PUBLIC TRANSPORTATION FUND</b>	<b>1,055,918</b>	<b>1,234,684</b>	<b>383,444</b>	<b>278,541</b>	<b>54,845</b>	<b>-85.7%</b>
<b>Fleet Maintenance Fund</b>						
Miscellaneous:						
Insurance Recoveries	-	-	-	1,977	-	0.0%
<b>Total Miscellaneous</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,977</b>	<b>-</b>	<b>0.0%</b>
<b>TOTAL FLEET MAINTENANCE FUND</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,977</b>	<b>-</b>	<b>0.0%</b>
<b>Economic Stimulus Fund</b>						
Federal Grants:						
Miscellaneous Grants	-	-	3,000,000	-	-	-100.0%
<b>Total Federal Grants</b>	<b>-</b>	<b>-</b>	<b>3,000,000</b>	<b>-</b>	<b>-</b>	<b>-100.0%</b>
<b>TOTAL ECONOMIC STIMULUS FUND</b>	<b>-</b>	<b>-</b>	<b>3,000,000</b>	<b>-</b>	<b>-</b>	<b>-100.0%</b>



## Revenue Schedule by Fund

Major Revenue Accounts	FY 2008	FY 2009	FY 2010		FY 2011	%
Actual			Budget	Projected	Budget	to Budget
<b>Impound Fee Fund</b>						
Charges for Services:						
Impound Fees	-	-	60,000	60,000	60,000	0.0%
<b>Total Charges for Services</b>	<b>-</b>	<b>-</b>	<b>60,000</b>	<b>60,000</b>	<b>60,000</b>	<b>0.0%</b>
<b>TOTAL IMPOUND FEE FUND</b>	<b>-</b>	<b>-</b>	<b>60,000</b>	<b>60,000</b>	<b>60,000</b>	<b>0.0%</b>
<b>Municipal Debt Service Fund</b>						
Interest Income:						
Interest	5,051	1,200	2,000	2	-	-100.0%
<b>Total Interest Income</b>	<b>5,051</b>	<b>1,200</b>	<b>2,000</b>	<b>2</b>	<b>-</b>	<b>-100.0%</b>
Federal Grants:						
Miscellaneous Grants	-	-	-	-	15,605	0.0%
<b>Total Federal Grants</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>15,605</b>	<b>0.0%</b>
<b>TOTAL MUNICIPAL DEBT SERVICE FUND</b>	<b>5,051</b>	<b>1,200</b>	<b>2,000</b>	<b>2</b>	<b>15,605</b>	<b>680.3%</b>
<b>Oracle Road Debt Service Fund</b>						
Interest Income:						
Special Assessments	172,788	162,320	152,203	152,203	141,203	-7.2%
Penalties	-	2,298	-	2,340	-	0.0%
<b>Total Interest Income</b>	<b>172,788</b>	<b>164,618</b>	<b>152,203</b>	<b>154,543</b>	<b>141,203</b>	<b>-7.2%</b>
Principal Repayments:						
Principal Repayments	193,023	202,921	215,000	215,000	225,000	4.7%
<b>Total Principal Repayments</b>	<b>193,023</b>	<b>202,921</b>	<b>215,000</b>	<b>215,000</b>	<b>225,000</b>	<b>4.7%</b>
<b>TOTAL ORACLE RD DEBT SERVICE FUND</b>	<b>365,811</b>	<b>367,539</b>	<b>367,203</b>	<b>369,543</b>	<b>366,203</b>	<b>-0.3%</b>
<b>Townwide Roadways Development Impact Fee Fund</b>						
Federal Grants:						
Miscellaneous Grants	500,000	-	-	-	500,000	100.0%
<b>Total Federal Grants</b>	<b>500,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>500,000</b>	<b>100.0%</b>
State Grants:						
PAG Reimbursements/HELP Loans	10,922,116	742,547	5,919,487	1,311,211	8,974,000	51.6%
RTA Reimbursements	1,184,484	855,459	-	76,664	-	0.0%
<b>Total State Grants</b>	<b>12,106,600</b>	<b>1,598,006</b>	<b>5,919,487</b>	<b>1,387,875</b>	<b>8,974,000</b>	<b>51.6%</b>
Other Intergovernmental:						
Pima County Bond Proceeds	591,572	56,315	-	-	-	0.0%
<b>Total Other Intergovernmental</b>	<b>591,572</b>	<b>56,315</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>
Other Financing Sources						
Bond Proceeds	591,572	-	-	-	10,000,000	100.0%
<b>Total Other Intergovernmental</b>	<b>591,572</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>10,000,000</b>	<b>100.0%</b>
Impact Fees:						
Residential Development Impact Fees	910,741	316,954	143,100	143,100	143,100	0.0%
Commercial Development Impact Fee	-	-	908,449	193,000	241,739	-73.4%
<b>Total Impact Fees</b>	<b>910,741</b>	<b>316,954</b>	<b>1,051,549</b>	<b>336,100</b>	<b>384,839</b>	<b>-63.4%</b>
Interest Income:						
Interest - Investments	339,628	69,566	46,679	15,129	15,000	-67.9%
<b>Total Interest Income</b>	<b>339,628</b>	<b>69,566</b>	<b>46,679</b>	<b>15,129</b>	<b>15,000</b>	<b>-67.9%</b>
Miscellaneous:						
Miscellaneous	157,229	(131,001)	10,000	-	-	-100.0%
Real Property Rental Income	14,961	18,000	18,000	18,000	18,000	0.0%
<b>Total Miscellaneous</b>	<b>172,191</b>	<b>(113,001)</b>	<b>28,000</b>	<b>18,000</b>	<b>18,000</b>	<b>-35.7%</b>





## Revenue Schedule by Fund

Major Revenue Accounts	FY 2008	FY 2009	FY 2010		FY 2011	% to Budget
	Actual		Budget	Projected	Budget	
<b>TOTAL DEVELOPMENT IMPACT FEE FUND</b>	<b>14,620,732</b>	<b>1,927,840</b>	<b>7,045,715</b>	<b>1,757,104</b>	<b>19,891,839</b>	<b>182.3%</b>
<b>Parks &amp; Recreation Development Impact Fee Fund</b>						
Impact Fees:						
Residential Development Impact Fees	-	43,186	202,425	164,790	202,425	0.0%
Total Impact Fees	-	43,186	202,425	164,790	202,425	0.0%
<b>TOTAL PARKS DEV. IMPACT FEE FUND</b>	<b>-</b>	<b>43,186</b>	<b>202,425</b>	<b>164,790</b>	<b>202,425</b>	<b>0.0%</b>
<b>Library Development Impact Fee Fund</b>						
Impact Fees:						
Residential Development Impact Fees	-	11,109	52,050	42,392	52,050	0.0%
Total Impact Fees	-	11,109	52,050	42,392	52,050	0.0%
<b>TOTAL LIBRARY DEV. IMPACT FEE FUND</b>	<b>-</b>	<b>11,109</b>	<b>52,050</b>	<b>42,392</b>	<b>52,050</b>	<b>0.0%</b>
<b>Police Development Impact Fee Fund</b>						
Impact Fees:						
Residential Development Impact Fees	-	8,206	38,475	38,475	38,475	0.0%
Commercial Development Impact Fee	-	-	31,358	5,997	8,008	-74.5%
Total Impact Fees	-	8,206	69,833	44,472	46,483	-33.4%
<b>TOTAL POLICE DEV. IMPACT FEE FUND</b>	<b>-</b>	<b>8,206</b>	<b>69,833</b>	<b>44,472</b>	<b>46,483</b>	<b>-33.4%</b>
<b>General Government Development Impact Fee Fund</b>						
Impact Fees:						
Residential Development Impact Fees	-	61,565	29,175	892	29,175	0.0%
Commercial Development Impact Fee	-	-	90,476	12,016	45,705	-49.5%
Total Impact Fees	-	61,565	119,651	12,908	74,880	-37.4%
<b>TOTAL GENERAL GOVT. IMPACT FEE FUND</b>	<b>-</b>	<b>61,565</b>	<b>119,651</b>	<b>12,908</b>	<b>74,880</b>	<b>-37.4%</b>
<b>Steam Pump Ranch Acquisition Fund</b>						
Federal Grants:						
Miscellaneous Federal Grants	-	-	250,000	-	250,000	0.0%
Total Federal Grants	-	-	250,000	-	250,000	0.0%
Other Intergovernmental:						
Pima County Bond Proceeds	32,890	95,712	283,515	-	275,000	-3.0%
Total Other Intergovernmental	32,890	95,712	283,515	-	275,000	-3.0%
<b>TOTAL STEAM PUMP RANCH FUND</b>	<b>32,890</b>	<b>95,712</b>	<b>533,515</b>	<b>-</b>	<b>525,000</b>	<b>-1.6%</b>
<b>Honey Bee Village Development Fund</b>						
State Grants:						
Miscellaneous State Grants	206,500	-	100,000	-	-	-100.0%
Total State Grants	206,500	-	100,000	-	-	-100.0%
<b>TOTAL HONEY BEE VILLAGE FUND</b>	<b>206,500</b>	<b>-</b>	<b>100,000</b>	<b>-</b>	<b>-</b>	<b>-100.0%</b>
<b>Naranja Park Fund</b>						
Other Financing Sources:						
Bond Proceeds	-	-	-	-	-	0.0%
Total Other Financing Sources	-	-	-	-	-	0.0%
Interest Income:						



## Revenue Schedule by Fund

Major Revenue Accounts	FY 2008		FY 2009		FY 2010		FY 2011	%
	Actual	Actual	Budget	Projected	Budget	Budget	to Budget	
Interest - Investments	-	-	-	-	-	-	-	0.0%
<b>Total Interest Income</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>
Miscellaneous:								
Miscellaneous	250,000	-	-	-	-	-	-	0.0%
<b>Total Miscellaneous</b>	<b>250,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>
<b>TOTAL NARANJA PARK FUND</b>	<b>250,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>
<b>Municipal Operations Center Fund</b>								
Other Financing Sources:								
Bond Proceeds	-	-	-	-	-	-	-	0.0%
<b>Total Other Financing Sources</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>
Interest Income:								
Interest - Investments	31,773	9,511	15,295	-	-	-	-	-100.0%
<b>Total Interest Income</b>	<b>31,773</b>	<b>9,511</b>	<b>15,295</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-100.0%</b>
<b>TOTAL MUNICIPAL OPERATIONS CENTER</b>	<b>31,773</b>	<b>9,511</b>	<b>15,295</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-100.0%</b>
<b>Water Utility Fund</b>								
Water Sales:								
Residential Water Sales	7,511,067	7,573,960	7,600,700	7,451,500	7,558,000	7,558,000	7,558,000	-0.6%
Commercial Water Sales	667,910	749,019	687,300	856,400	861,400	861,400	861,400	25.3%
Irrigation Water Sales	1,147,018	1,102,860	1,057,600	1,209,400	1,190,200	1,190,200	1,190,200	12.5%
Turf Related Water Sales	1,706,528	1,655,197	1,757,900	1,864,900	1,839,700	1,839,700	1,839,700	4.7%
Construction Water Sales	652,446	349,994	391,600	242,200	238,800	238,800	238,800	-39.0%
Other	1,630	3,757	7,000	1,200	1,200	1,200	1,200	-82.9%
<b>Total Water Sales</b>	<b>11,686,598</b>	<b>11,434,787</b>	<b>11,502,100</b>	<b>11,625,600</b>	<b>11,689,300</b>	<b>11,689,300</b>	<b>11,689,300</b>	<b>1.6%</b>
Charges for Services:								
Engineer Plan Review Fees	3,911	8,983	5,000	5,000	5,000	5,000	5,000	0.0%
Construction Inspection Fees	83,458	31,050	25,000	15,000	15,000	15,000	15,000	-40.0%
Misc Service Revenue	22,649	33,871	20,000	20,000	20,000	20,000	20,000	0.0%
Backflow-Install Permit Fee	3,150	5,350	4,000	600	600	600	600	-85.0%
Served by Tucson	12,537	11,139	11,000	11,000	11,000	11,000	11,000	0.0%
Served by Metro	8,640	9,114	8,000	8,000	8,000	8,000	8,000	0.0%
Sewer Fees	136,665	164,622	140,000	160,000	160,000	160,000	160,000	14.3%
Late Fees	100,985	98,264	65,000	65,000	65,000	65,000	65,000	0.0%
NSF Fees	6,853	7,346	5,000	5,000	5,000	5,000	5,000	0.0%
Rain Sensors	382	220	200	100	100	100	100	-50.0%
Meter Income	73,025	60,503	30,000	20,000	20,000	20,000	20,000	-33.3%
New Service Establish Fees	50,707	48,757	25,000	35,000	35,000	35,000	35,000	40.0%
Reconnect Fees	35,647	42,443	25,000	30,000	30,000	30,000	30,000	20.0%
Other	81,561	96,195	84,000	84,000	84,000	84,000	84,000	0.0%
<b>Total Charges for Services</b>	<b>620,169</b>	<b>617,857</b>	<b>447,200</b>	<b>458,700</b>	<b>458,700</b>	<b>458,700</b>	<b>458,700</b>	<b>2.6%</b>
State Grants								
Misc State Grants	420,611	-	-	-	35,000	35,000	35,000	100.0%
<b>Total Interest Income</b>	<b>420,611</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>35,000</b>	<b>35,000</b>	<b>35,000</b>	<b>100.0%</b>
Interest Income:								
Interest - Investments	420,611	138,333	120,000	44,000	44,000	44,000	44,000	-63.3%
<b>Total Interest Income</b>	<b>420,611</b>	<b>138,333</b>	<b>120,000</b>	<b>44,000</b>	<b>44,000</b>	<b>44,000</b>	<b>44,000</b>	<b>-63.3%</b>
Miscellaneous:								
Miscellaneous	17,753	12,086	-	36	-	-	-	0.0%
Insurance Recoveries	2,522	304,231	-	-	-	-	-	0.0%
Sale of Assets	-	4,752	-	-	-	-	-	0.0%
<b>Total Miscellaneous</b>	<b>20,276</b>	<b>321,069</b>	<b>-</b>	<b>36</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>
Other Financing Sources:								
WIFA Loan Proceeds	-	-	4,850,000	1,600,000	1,800,000	1,800,000	1,800,000	-62.9%
<b>Total Other Financing Sources</b>	<b>-</b>	<b>-</b>	<b>4,850,000</b>	<b>1,600,000</b>	<b>1,800,000</b>	<b>1,800,000</b>	<b>1,800,000</b>	<b>-62.9%</b>



## Revenue Schedule by Fund

Major Revenue Accounts	FY 2008	FY 2009	FY 2010		FY 2011	% to Budget
	Actual		Budget	Projected	Budget	
<b>TOTAL WATER UTILITY FUND</b>	<b>12,747,655</b>	<b>12,512,046</b>	<b>16,919,300</b>	<b>13,728,336</b>	<b>14,027,000</b>	<b>-17.1%</b>
<b>Alternative Water Resources Development Impact Fee Fund</b>						
Charges for Services:						
Groundwater Preservation Fee	1,092,778	1,323,549	1,756,000	1,736,000	2,298,285	30.9%
<b>Total Charges for Services</b>	<b>1,092,778</b>	<b>1,323,549</b>	<b>1,756,000</b>	<b>1,736,000</b>	<b>2,298,285</b>	<b>30.9%</b>
Impact Fees:						
Development Impact Fees	512,543	812,740	557,984	400,000	468,308	-16.1%
<b>Total Impact Fees</b>	<b>512,543</b>	<b>812,740</b>	<b>557,984</b>	<b>400,000</b>	<b>468,308</b>	<b>-16.1%</b>
Interest Income:						
Interest - Investments	65,719	24,422	18,000	8,000	8,000	-55.6%
<b>Total Interest Income</b>	<b>65,719</b>	<b>24,422</b>	<b>18,000</b>	<b>8,000</b>	<b>8,000</b>	<b>-55.6%</b>
Other Financing Sources:						
WIFA Loan Proceeds	-	-	2,500,000	-	-	-100.0%
<b>Total Other Financing Sources</b>	<b>-</b>	<b>-</b>	<b>2,500,000</b>	<b>-</b>	<b>-</b>	<b>-100.0%</b>
<b>TOTAL AWRDIF FUND</b>	<b>1,841,041</b>	<b>2,160,711</b>	<b>4,831,984</b>	<b>2,144,000</b>	<b>2,774,593</b>	<b>-42.6%</b>
<b>Potable Water System Development Impact Fee Fund</b>						
Impact Fees:						
Single Family Connections	835,264	366,166	143,360	165,155	169,422	18.2%
Multi-Family Connections	374,780	-	-	-	-	0.0%
Commercial Connections	507,600	785,020	112,000	20,550	41,120	-63.3%
Irrigation Connections	160,210	311,920	28,373	4,360	32,700	15.3%
TURF Connections	(13,568)	-	-	-	-	0.0%
Fire-Flow Connections	61,370	124,978	3,771	3,230	6,460	71.3%
<b>Total Impact Fees</b>	<b>1,925,656</b>	<b>1,588,084</b>	<b>287,504</b>	<b>193,295</b>	<b>249,702</b>	<b>-13.1%</b>
Interest Income:						
Interest - Investments	377,930	122,903	136,000	33,500	33,500	-75.4%
<b>Total Interest Income</b>	<b>377,930</b>	<b>122,903</b>	<b>136,000</b>	<b>33,500</b>	<b>33,500</b>	<b>-75.4%</b>
<b>TOTAL PWSDIF FUND</b>	<b>2,303,586</b>	<b>1,710,987</b>	<b>423,504</b>	<b>226,795</b>	<b>283,202</b>	<b>-33.1%</b>
<b>Stormwater Utility Fund</b>						
Federal Grants:						
Miscellaneous Federal Grants	-	10,985	1,275,500	105,000	1,188,500	-6.8%
<b>Total Federal Grants</b>	<b>-</b>	<b>10,985</b>	<b>1,275,500</b>	<b>105,000</b>	<b>1,188,500</b>	<b>-6.8%</b>
State Grants:						
Miscellaneous State Grants	721,180	1,071	726,100	310,000	930,100	28.1%
<b>Total State Grants</b>	<b>721,180</b>	<b>1,071</b>	<b>726,100</b>	<b>310,000</b>	<b>930,100</b>	<b>28.1%</b>
Charges for Services:						
Late Fees	-	1,090	500	1,200	1,000	100.0%
Stormwater Utility Fee	357,602	733,509	739,500	739,500	742,500	0.4%
<b>Total Charges for Services</b>	<b>357,602</b>	<b>734,599</b>	<b>740,000</b>	<b>740,700</b>	<b>743,500</b>	<b>0.5%</b>
Interest Income:						
Interest - Investments	233	2,624	1,982	1,600	1,500	-24.3%
<b>Total Interest Income</b>	<b>233</b>	<b>2,624</b>	<b>1,982</b>	<b>1,600</b>	<b>1,500</b>	<b>-24.3%</b>
Miscellaneous:						
Miscellaneous	-	294	-	320	-	0.0%
<b>Total Miscellaneous</b>	<b>-</b>	<b>294</b>	<b>-</b>	<b>320</b>	<b>-</b>	<b>0.0%</b>
<b>TOTAL STORMWATER UTILITY FUND</b>	<b>1,079,015</b>	<b>749,573</b>	<b>2,743,582</b>	<b>1,157,620</b>	<b>2,863,600</b>	<b>4.4%</b>



## Revenue Schedule by Fund

Major Revenue Accounts	FY 2008	FY 2009	FY 2010		FY 2011	%
	Actual		Budget	Projected	Budget	to Budget
<b>Solar Photovoltaic Fund</b>						
Other Financing Sources:						
Bond Proceeds	-	-	-	-	2,500,000	0.0%
Total Other Financing Sources	-	-	-	-	2,500,000	0.0%
<b>TOTAL SOLAR PHOTOVOLTAIC FUND</b>	-	-	-	-	<b>2,500,000</b>	<b>0.0%</b>

<b>TOTAL REVENUE - ALL FUNDS</b>	<b>\$ 73,198,535</b>	<b>\$ 55,058,913</b>	<b>\$ 71,097,254</b>	<b>\$ 50,477,124</b>	<b>\$ 73,996,716</b>	<b>4.1%</b>
----------------------------------	----------------------	----------------------	----------------------	----------------------	----------------------	-------------

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



## Revenue Sources

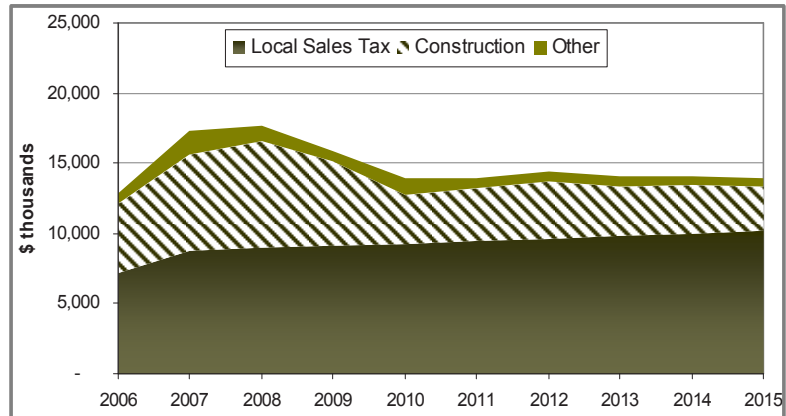
### Local Sales Tax

#### Description

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

#### Uses

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



#### Projections

Local construction sales tax has decreased significantly in the last couple of years, after completion of several major commercial centers, and as the town approaches build-out. In FY 2009, a major commercial center opened, adding 800,000 square feet of retail space. This commercial center is the last of this magnitude for the Town, and minimal commercial activity is expected for the next several years, as the amount of available space within Town boundaries is limited. In response to the state of the economy, retail tax revenues are expected to remain flat to FY 2010 year-end estimates, with slow and gradual recovery over the next few years. The following assumptions were used in compiling the projections:

- base retail business is projected to remain flat in FY 2011. Business begins to recover in FY 2012 with an inflation growth rate of 2.2%
- minimal commercial development anticipated at an average rate of 230K square ft per year through FY 2014 and begins to subside in FY 2015, with a considerable portion attributed to the anticipated expansion of a major bio-tech firm, Ventana Medical Systems (VMS)
- budgeted construction sales tax decreases 25% from FY 2010, increases 8% in FY 2012 due to the VMS expansion, then begins a gradual decline as the VMS expansion nears completion in FY 2015

		Local Sales Tax	Construction Sales Tax	Other
ACTUAL	2005	5,943,051	3,593,740	402,482
	2006	7,261,072	4,887,926	742,038
	2007	8,737,056	6,895,113	1,719,637
	2008	8,983,504	7,619,524	1,082,621
	2009	9,142,532	6,055,863	684,699
PROJECTION	2010	9,293,776	3,470,469	1,150,000
	2011	9,477,330	3,778,677	700,000
	2012	9,643,694	4,099,839	700,000
	2013	9,800,629	3,584,251	700,000
	2014	9,981,702	3,439,012	700,000
	2015	10,166,706	3,131,250	700,000



## Revenue Sources

### Fines, Licenses and Permits

#### Description

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

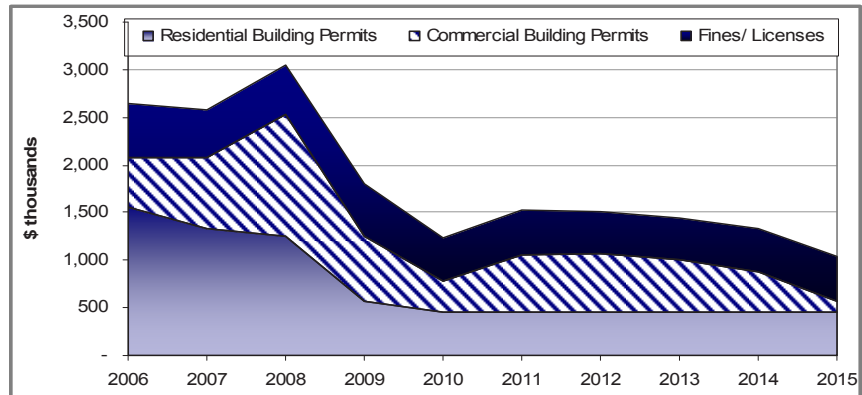
#### Uses

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

#### Projections

Revenues received from fines and licenses are projected to decline gradually over the next 5 years. Fiscal Years 2005 – 2008 saw significant growth in permit

revenues from an influx of commercial activity. As the Town approaches build-out, residential and commercial activity will continue to decrease. The following assumptions were used in compiling the projections:



- 75 single family residential (SFR) permits will be issued per year through FY 2015
- an 800K+ square foot expansion of Ventana Medical Systems is projected over the next 5 years
- 95K+ square feet of new hotel space is anticipated to be added in the next year
- an average of 81K+ square feet of miscellaneous commercial development will be added each year for the next 5 years
- revenue from business licenses and fines remain fairly steady, after a 14% decrease in fine revenue in FY 2010

		Residential Building Permits	Commercial Building Permits	Business Licenses, Fines & Other
ACTUAL	2005	1,647,290	584,262	501,605
	2006	1,553,105	526,860	567,048
	2007	1,325,202	749,890	509,258
	2008	1,250,093	1,272,320	520,212
	2009	566,583	684,269	542,705
PROJECTION	2010	459,670	311,249	464,133
	2011	457,500	601,772	462,430
	2012	457,500	619,401	437,479
	2013	457,500	542,491	446,745
	2014	457,500	416,784	458,651
	2015	457,500	114,937	470,985



## Revenue Sources

### State Shared Revenue

#### Description

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

#### Uses

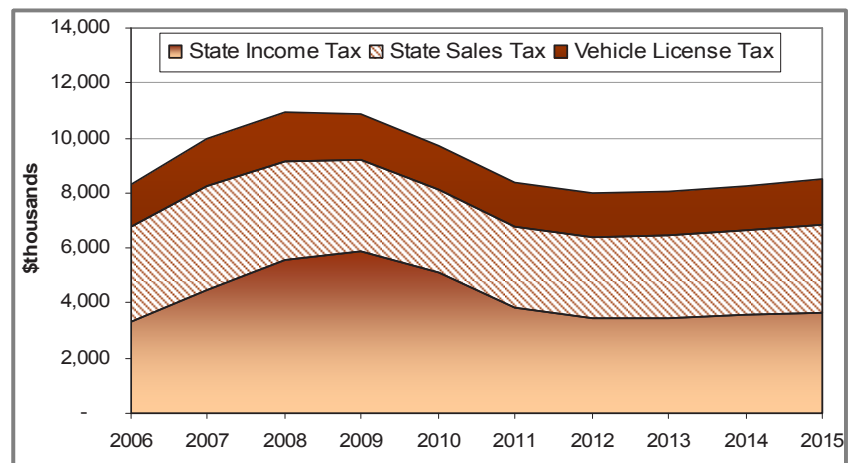
State Shared Revenue is collected in the General Fund and used for various general governmental purposes.

#### Projections

State Shared Revenue is a significant source of funding and represents 32% of General Fund budgeted revenue for FY 2011. With the severe economic downturn that has impacted the state, revenue generated from these sources is projected to decrease through FY 2012.

The following assumptions were used in compiling the projections:

- a 14% decrease is projected in FY 2011
- a 5% decrease is projected for FY 2012
- a 1% increase is projected for FY 2013
- 3% growth per year is projected for fiscal years 2014 and 2015



		State Income Tax	State Sales Tax	Vehicle License Tax
ACTUAL	2005	2,935,615	2,958,376	1,395,094
	2006	3,343,471	3,432,007	1,541,560
	2007	4,473,305	3,744,864	1,726,149
	2008	5,544,763	3,621,016	1,738,874
	2009	5,886,132	3,134,789	1,655,875
PROJECTION	2010	5,086,802	3,029,090	1,571,716
	2011	3,834,336	2,955,878	1,570,201
	2012	3,450,902	2,955,878	1,570,201
	2013	3,450,902	3,014,996	1,570,201
	2014	3,554,429	3,105,445	1,601,605
	2015	3,661,062	3,198,609	1,649,653



## Revenue Sources

### Highway User Revenue (HURF)

#### Description

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

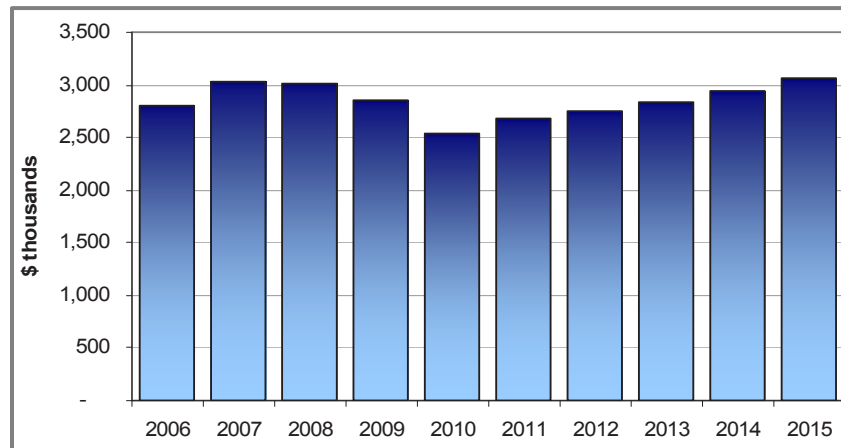
#### Uses

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

#### Projections

HURF revenue collections are a major source of funding for roadway improvements and account for 72% of Highway Fund budgeted revenue for FY 2011. This revenue source is also impacted by economic downturns, as evidenced by the decrease in collections over the last couple of years. Recovery is anticipated beginning FY 2011. The following assumptions were used in compiling the projections:

- revenue is projected to increase 5% in FY 2011
- revenue is projected to increase 3% in FY 2012
- modest growth of 3-4% is projected each year through FY 2015



		HURF Revenue
ACTUAL	2005	2,693,604
	2006	2,793,322
	2007	3,031,223
	2008	3,002,828
	2009	2,855,668
PROJECTION	2010	2,534,075
	2011	2,669,767
	2012	2,739,181
	2013	2,837,791
	2014	2,942,790
	2015	3,060,501





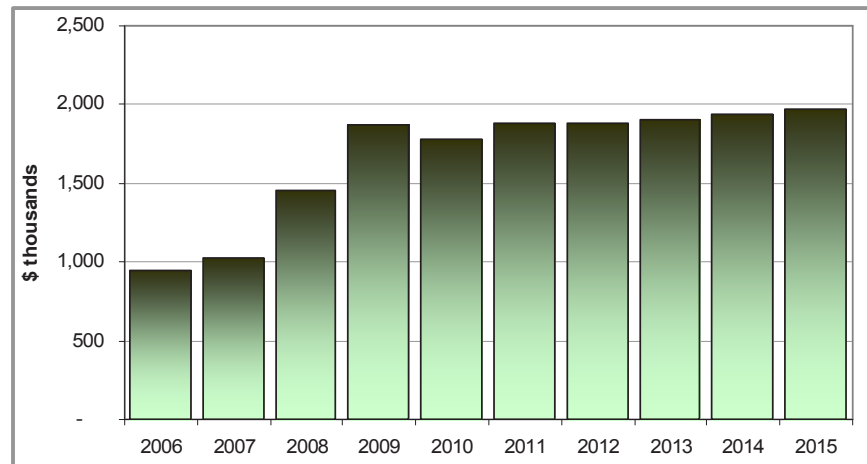
## Revenue Sources

### Charges for Services

#### Description

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

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



#### Projections

As depicted in the graph above, beginning in 2008 revenue increased significantly due to the implementation of the stormwater utility fee. Total revenue from the charges for service category is projected to increase gradually through FY 2015. The following assumptions were used in compiling the projections:

- revenue generated from commercial activity remains relatively flat through FY 2015
- recreation fee revenue increases 11% in FY 2011 due to higher fees and usage levels, and remains relatively flat through FY 2015
- the stormwater utility fee increases slightly each year, as Town population changes

		General Services	Development Services	Recreation Fees	Transit	Stormwater
ACTUAL	2005	285,639	241,778	317,713	35,451	-
	2006	348,014	261,038	295,105	38,471	-
	2007	360,944	233,493	372,973	59,511	-
	2008	503,675	197,862	341,153	57,600	357,602
	2009	556,435	175,637	352,920	55,194	734,599
PROJECTION	2010	493,948	175,991	317,000	54,000	740,700
	2011	571,724	175,991	352,000	34,545	743,500
	2012	583,158	179,415	328,440	35,236	750,925
	2013	594,822	183,003	335,009	35,941	758,424
	2014	606,718	186,663	341,709	36,659	765,998
	2015	618,852	190,397	348,543	37,393	773,648



## Revenue Sources

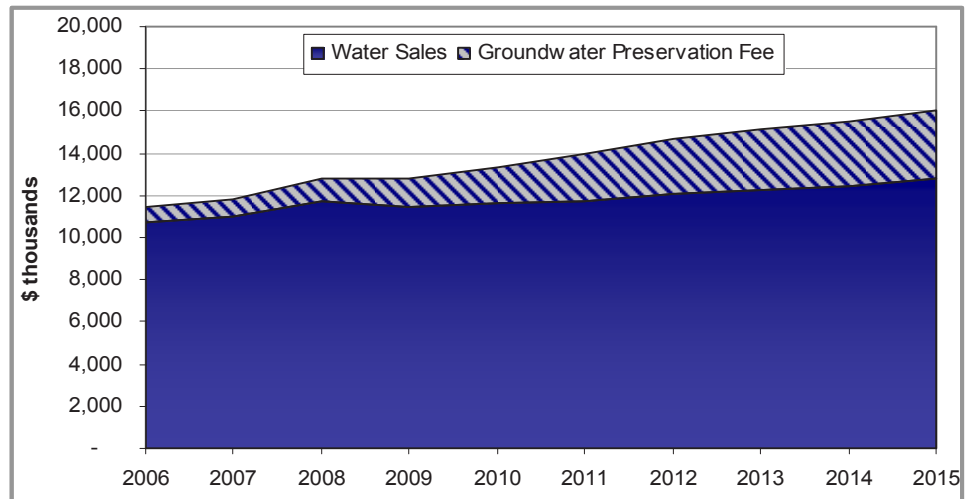
### Water Revenue

#### Description

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

#### Uses

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



#### Projections

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

- growth is estimated at 75 new connections annually through FY 2015
- water rates increase at an average of 1% per year over the next five years
- groundwater preservation fee increases at an average of 2% per year over the next five years
- average monthly water use remains at 8,000 gallons

		Water Sales	Groundwater Preservation Fee
ACTUAL	2005	9,709,471	589,788
	2006	10,743,852	695,300
	2007	11,021,820	767,993
	2008	11,686,598	1,092,778
	2009	11,434,785	1,323,549
PROJECTION	2010	11,625,600	1,736,000
	2011	11,689,300	2,298,285
	2012	12,097,656	2,588,738
	2013	12,263,434	2,831,487
	2014	12,476,412	3,033,173
	2015	12,760,726	3,286,615

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

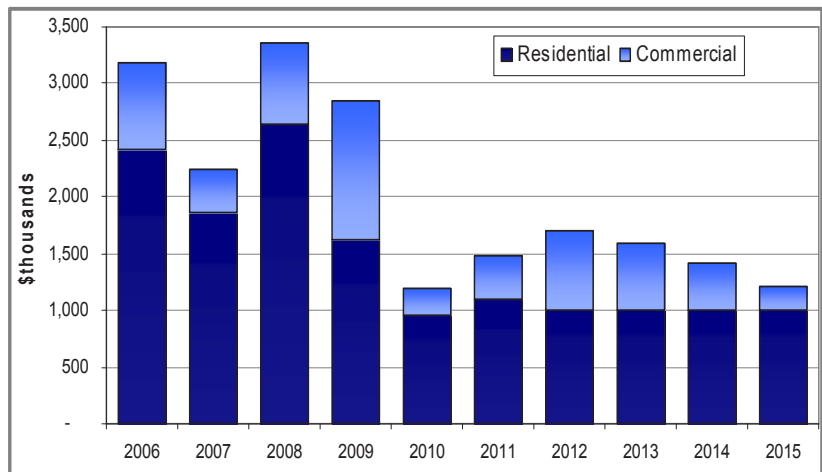


## Revenue Sources

### Development Impact Fees

#### Description

Development Impact Fees are fees assessed by the Town on new development for the purpose of financing infrastructure ultimately needed to support a growing community. In previous years, the Town assessed impact fees only to support roadways and water facilities. In December 2008, Town Council adopted additional impact fees for both residential and commercial to support Police, Library, and Parks and Recreation facilities.



#### Uses

As mandated by state law, impact fee revenue can only be used to support new projects and capital infrastructure.

#### Projections

As the Town approaches build-out, activity from residential and commercial will continue to decrease. The following assumptions were used in compiling the projections:

- 75 single family residential (SFR) permits will be issued per year through 2015
- commercial activity includes an 800K+ square foot expansion of Ventana Medical Systems, 95K+ square feet of new hotel space, and an annual average of 81K+ square feet of miscellaneous commercial development

		Residential Fees	Commercial Fees
ACTUAL	2005	2,303,751	277,920
	2006	2,422,844	761,396
	2007	1,863,375	373,512
	2008	2,633,328	715,612
	2009	1,619,926	1,221,918
PROJECTION	2010	954,804	239,153
	2011	1,102,955	375,732
	2012	1,009,295	695,551
	2013	1,009,295	576,417
	2014	1,009,295	406,284
	2015	1,009,295	197,656



### Loan Proceeds

#### Description

In 2009, the Town was approved for a \$3.4 million loan from the Water Infrastructure Finance Authority (WIFA). WIFA is a state agency that pools the bond issues of smaller to medium sized communities to help lower their costs of issuing debt.

#### Uses

Proceeds from the 2009 loan funds are being used to finance existing water system infrastructure improvements. These improvements include the re-drilling and re-equipping of a well, booster station and replacement of a 16-inch water main. The final loan proceeds from the 2007 WIFA loan were received in FY 2008/09 to finance the expansion of the Town's reclaimed water system.

		WIFA Loan Proceeds
ACTUAL	2009	693,522
PROJECTION	2010	1,062,307
	2011	1,800,000
	2012	540,693
	2013	-
	2014	-
	2015	-

More information on debt and bond proceeds can be found in the Debt Service section of the budget document.



# **Town of Oro Valley**

*Caring for our heritage, our community, our future.*

This Page Intentionally Left Blank



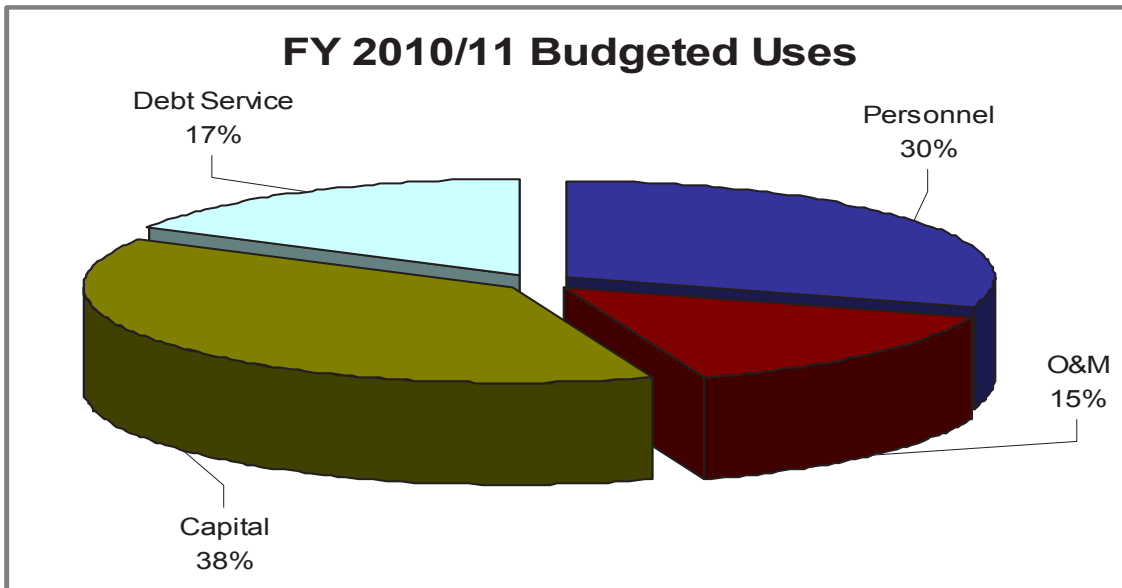
## Expenditure Summary

The expenditure budget for FY 2010-11 is estimated to total \$82,264,310 and represents a 1.2% increase over the prior fiscal year budgeted expenditures. The budget includes \$51.5 million to support daily operations and services and \$30.8 million in capital projects to fund roadway expansions and improvements, historical preservation, as well as stormwater and water infrastructure improvements.

At the onset of the budget planning phase, all departments were instructed to scrutinize their operating costs and find ways of further reducing costs while attempting to keep service levels whole. By reducing the need for outside consultants and services through providing more services with use of in-house staff, consolidating departments, and re-thinking our current ways of doing business, operations and maintenance costs (O&M) were reduced by 16.8% from the FY 09/10 budget. A more comprehensive discussion of significant O&M costs can be found further in the Expenditure section.

In November 2008, the Town Council implemented a hiring freeze as another measure to save on operating costs. As a similar measure, a voluntary severance plan was offered to Town employees in the spring of 2009. The severance plan, in combination with the continued hiring freeze, has allowed the Town to reduce its personnel costs by nearly \$1 million (3.6%) from the FY 09/10 budget. A total of 22.7 vacant positions were not funded for FY 2010/11. Please reference the Personnel section of the budget document for further explanations.

The FY 2010/11 capital budget is limited to projects that were already in the planning stages or under construction with existing funding sources, along with new projects that are fully funded with dedicated revenue sources. Please reference the Capital Improvement Plan (CIP) section of the budget document for further details on capital projects.





## Expenditure Summary

### Expenditures by Category

	FY 2009	FY 2009/10		FY 2010/11	Variance	%
	Actual	Budget	Projected	Budget		
Personnel	26,143,561	25,570,985	24,257,989	24,658,051	(912,934)	-3.6%
O&M	13,739,154	14,663,869	12,799,374	12,193,655	(2,470,214)	-16.8%
Capital	15,181,405	25,476,161	6,244,410	31,822,612	6,346,451	24.9%
Debt Service	4,743,592	15,552,075	17,313,892	13,589,992	(1,962,083)	-12.6%
<b>Total Expenditures</b>	<b>\$ 59,807,712</b>	<b>\$ 81,263,090</b>	<b>\$ 60,615,665</b>	<b>\$ 82,264,310</b>	<b>\$ 1,001,220</b>	<b>1.2%</b>

*Does not include depreciation, amortization, interfund transfers or contingency amounts*

A brief description of the changes in expenditure categories from budget year to budget year is as follows:

Personnel \$(913K)	<ul style="list-style-type: none"> <li>Funded 26.9 fewer FTEs from FY 09/10 budget. Further discussion can be found in the Personnel section of the document.</li> </ul>
O&M \$(2.5M)	<ul style="list-style-type: none"> <li>Election costs of \$140K will not be repeated in FY 11</li> <li>Retail sales and hotel bed tax rebates decreased \$222K, as retail sales and hotel bed tax collections for FY11 are projected to decline from budgeted FY10 levels</li> <li>\$181K decrease due to a suspension of community funding</li> <li>\$150K reduction in Stormwater maintenance costs due to completion of several projects in FY 10</li> <li>\$430K decrease in O&amp;M funded grant capacity</li> <li>\$375K reduction in insurance due to lower premiums and plan modifications</li> <li>\$103K reduction in budgeted street maintenance due to observed lower costs</li> <li>Use of outside services and consultants decreased \$567K due to the following:               <ul style="list-style-type: none"> <li>increased use of in-house staff for service provision</li> <li>reduced capacity for outside consulting and legal costs related to the planning of the Arroyo Grande corridor annexation</li> <li>purchasing of equipment as opposed to leasing</li> <li>reduction in capacity due to observed lower costs in several other operations &amp; maintenance categories, such as building repair &amp; maintenance and custody of prisoners</li> </ul> </li> <li>\$50K reduction in gasoline due to observed lower costs</li> <li>\$50K reduction in office and field supplies due to observed lower costs</li> <li>\$47K reduction in minor equipment purchases</li> </ul>
Capital \$6.3M	<ul style="list-style-type: none"> <li>\$6.4M increase for roadway design and construction, primarily due to the widening of Lambert Lane, to be funded with bond proceeds</li> <li>\$2.5M increase for solar panel covered parking structures funded with Clean Renewable Energy Bonds</li> <li>\$1.8M increase in equipment for energy efficiency upgrades</li> <li>\$453K reduction in roadway surface treatments, due to reduced construction sales tax collections</li> <li>Projects relating to water system improvements and expansion decreased \$3.4M.</li> <li>\$350K reduction due to completion of a police substation in FY 10</li> </ul>
Debt Service \$(2.0M)	<ul style="list-style-type: none"> <li>Several bond series were paid off early in FY 10 in order to reduce ongoing operating costs. This required budget capacity of \$8M in the FY 10 budget.</li> <li>\$6M increase for a principal payment on a Highway Expansion Loan Program (HELP) loan. Further discussion on debt service can be found in the Debt Service section of the budget document.</li> </ul>





## Expenditure Summary

The FY 2010/11 budget includes \$1.1 million in one-time expenditures in the General Fund, as detailed below. The energy efficiency upgrades will be funded in part with the use of cash reserves. The following list identifies the expenditures and their uses.

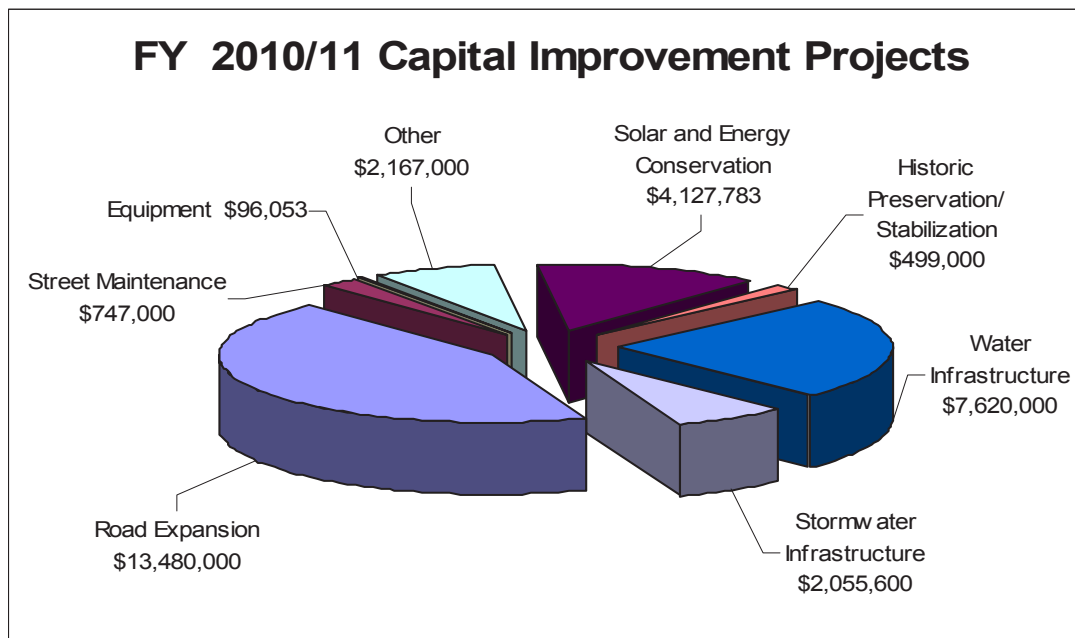
### Summary of FY 2010/11 General Fund One-Time Expenditures

Department	Description of One-Time Expenditure	Budgeted Amount
General Administration	Energy efficiency upgrades	1,059,426
	Cost of legal and surveyor services for potential annexations	15,000
	Cost of Service Study	10,000
Development & Infrastructure Svcs. (Development Section)	Carry-forward consulting costs from FY 10 for Environmentally Sensitive Land Ordinance (ESLO)	50,000
	Printing and outreach rollover costs from FY 10 for Cultural Resources Inventory	10,000

### Capital Improvement Program

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

The FY 10/11 adopted budget includes \$30.8 million in capital improvement projects, funded with a variety of sources. Projects to be completed include roadway improvements, stormwater drainage projects, solar panel covered parking structures, energy efficiency upgrades, historic preservation, and water utility system expansions and improvements. Further information and project descriptions can be found in the Capital Improvement section of the budget document.



This Page Intentionally Left Blank



## Expenditure Schedule by Fund

Major Expenditure Accounts	FY 2008	FY 2009	FY 2010		FY 2011	% to budget
	Actual		Budget	Projected	Budget	
<b>General Fund</b>						
Town Clerk	487,784	398,015	524,020	459,328	378,581	-27.8%
Town Council	185,548	205,183	237,012	193,231	220,610	-6.9%
Dev. & Infrastructure Svcs (Dev. Section)	-	-	-	-	2,751,579	0.0%
Custodial/Facilities Maintenance	197,892	265,758	326,948	259,150	333,007	1.9%
Building Safety	1,569,783	1,419,069	1,411,625	1,170,188	-	-100.0%
Development Review	500,563	512,831	522,613	414,034	-	-100.0%
Planning & Zoning	1,131,630	1,311,277	1,794,040	1,231,750	-	-100.0%
Finance	884,752	852,169	841,141	774,667	727,613	-13.5%
General Administration	1,034,017	1,719,183	2,165,064	1,609,516	2,469,851	14.1%
Human Resources	341,806	351,706	488,000	428,640	484,189	-0.8%
Information Technology	1,113,646	1,055,248	1,097,298	1,078,574	1,120,106	2.1%
Legal	888,361	869,632	920,971	798,913	842,785	-8.5%
Magistrate Court	746,530	718,521	769,183	744,513	753,772	-2.0%
Manager	1,077,023	1,021,387	986,385	929,914	974,906	-1.2%
Parks, Recreation, Library & Cultural Resources	3,578,071	3,400,025	3,162,880	3,071,085	2,947,715	-6.8%
Police	12,743,461	12,988,211	12,228,109	11,819,104	11,566,573	-5.4%
<b>TOTAL GENERAL FUND</b>	<b>26,480,867</b>	<b>27,088,216</b>	<b>27,475,289</b>	<b>24,982,607</b>	<b>25,571,287</b>	<b>-6.9%</b>
<b>Special Revenue Funds</b>						
Highway User Revenue Fund	5,383,828	4,568,146	4,440,345	3,308,031	3,902,198	-12.1%
Public Transportation Fund	1,265,301	1,470,370	557,227	461,989	402,320	-27.8%
Bed Tax Fund	985,090	540,315	500,254	366,874	315,348	-37.0%
Impound Fee Fund	-	-	100,000	93,876	54,204	-45.8%
Economic Stimulus Fund	-	-	3,000,000	-	-	-100.0%
Seizures & Forfeitures Funds	66,117	231,520	-	55,150	-	0.0%
<b>TOTAL SPECIAL REVENUE FUNDS</b>	<b>7,700,336</b>	<b>6,810,351</b>	<b>8,597,826</b>	<b>4,285,920</b>	<b>4,674,070</b>	<b>-45.6%</b>
<b>Debt Service Funds</b>						
Municipal Debt Service Fund	1,210,327	1,232,272	7,349,959	7,517,764	469,759	-93.6%
Oracle Road Improvement District Fund	375,439	453,429	368,803	368,803	367,803	-0.3%
<b>TOTAL DEBT SERVICE FUNDS</b>	<b>1,585,766</b>	<b>1,685,701</b>	<b>7,718,762</b>	<b>7,886,567</b>	<b>837,562</b>	<b>-89.1%</b>
<b>Capital Project Funds</b>						
Steam Pump Ranch	266,378	140,420	995,000	79,500	542,000	-45.5%
Honey Bee Village Development	483,750	-	-	-	-	0.0%
Naranja Park Fund	10,350	-	-	-	-	0.0%
Regional Transportation Authority Fund	-	-	600,000	-	50,000	-91.7%
Solar Photovoltaic Fund	-	-	-	-	2,500,000	0.0%
Capital Asset Replacement Fund	-	500,361	-	-	444,938	0.0%
Municipal Operations Center	672,370	89,185	-	217,838	-	0.0%
Alternative Water Resource Dev. Impact Fee	3,600,006	1,314,601	4,973,830	1,942,036	3,099,578	-37.7%
Potable Water Systems Dev. Impact Fee	737,568	309,398	2,554,021	688,371	4,069,671	59.3%
Townwide Roadway Dev. Impact Fees	9,750,498	8,244,800	5,952,246	1,964,092	21,949,760	268.8%
<b>TOTAL CAPITAL PROJECT FUNDS</b>	<b>15,520,918</b>	<b>10,598,765</b>	<b>15,075,097</b>	<b>4,891,837</b>	<b>32,655,947</b>	<b>116.6%</b>
<b>Enterprise Funds</b>						
Water Utility	13,689,331	12,976,460	18,747,160	16,550,297	14,882,507	-20.6%
Stormwater Utility	978,213	648,220	2,753,042	1,120,546	2,767,969	0.5%
<b>TOTAL ENTERPRISE FUNDS</b>	<b>14,667,544</b>	<b>13,624,680</b>	<b>21,500,202</b>	<b>17,670,843</b>	<b>17,650,476</b>	<b>-17.9%</b>
<b>Internal Service Funds</b>						
Fleet Maintenance	-	-	895,914	897,891	874,968	-2.3%
<b>TOTAL INTERNAL SERVICE FUNDS</b>	<b>-</b>	<b>-</b>	<b>895,914</b>	<b>897,891</b>	<b>874,968</b>	<b>-2.3%</b>
<b>TOTAL EXPENDITURES - ALL FUNDS</b>	<b>\$ 65,955,432</b>	<b>\$ 59,807,712</b>	<b>\$ 81,263,090</b>	<b>\$ 60,615,665</b>	<b>\$ 82,264,310</b>	<b>1.2%</b>

Note: Does not include depreciation, amortization, interfund transfers or contingency amounts

This Page Intentionally Left Blank



## Expenditures by Program

This table represents a summary of the adopted FY 2010 - 2011 budget and is structured around major program areas within departments which represent services and operations viable to the Town and to which resources are allocated on a fiscal year basis. The table also includes funding sources and full-time equivalent employees (FTE) for each program. Further information on a specific program can be found in the Program Budgets Section of the budget document.

Department/Program	FTE	General Fund	Special Revenue Funds	Debt Service Funds	Capital Project Funds	Enterprise Funds	Internal Service Fund	Total
<b>Clerk</b>	4.63	378,581						378,581
	<b>4.63</b>	<b>378,581</b>	-	-	-	-	-	<b>378,581</b>
<b>Council</b>	7.00	220,610						220,610
	<b>7.00</b>	<b>220,610</b>	-	-	-	-	-	<b>220,610</b>
<b>Dev. &amp; Infrastructure Svcs. (Dev Section)</b>								
Administration	2.00	231,241						231,241
Plan Review	6.70	628,800						628,800
Intake, Issuance & Records Mgmt	3.30	220,296						220,296
Planning	6.60	603,054						603,054
Annexation and Special Projects	1.20	107,362						107,362
Conservation and Sustainability	1.20	285,129						285,129
Inspection	7.20	538,118						538,118
Code Compliance	1.80	137,579						137,579
	<b>30.00</b>	<b>2,751,579</b>	-	-	-	-	-	<b>2,751,579</b>
<b>Public Works</b>								
Administration	3.25		826,121					826,121
Transportation Engineering	5.20		1,285,320					1,285,320
Pavement Management	2.40		201,893					201,893
Street Maintenance	11.50		954,481					954,481
Traffic Engineering	5.95		634,383					634,383
Public Transportation	7.24		402,320		50,000			452,320
Facilities Maintenance	2.35	333,007						333,007
Fleet Maintenance	2.35						874,968	874,968
Stormwater Utility	3.50					2,767,969		2,767,969
	<b>43.74</b>	<b>333,007</b>	<b>4,304,518</b>	-	<b>50,000</b>	<b>2,767,969</b>	<b>874,968</b>	<b>8,330,462</b>
<b>Finance</b>								
Administration	1.00	161,656						161,656
Accounting Services	3.00	294,332						294,332
Budgeting	2.00	158,471						158,471
Procurement	1.00	113,154						113,154
	<b>7.00</b>	<b>727,613</b>	-	-	-	-	-	<b>727,613</b>
<b>General Administration</b>	-	2,469,851						2,469,851
	-	<b>2,469,851</b>	-	-	-	-	-	<b>2,469,851</b>
<b>Human Resources</b>								
Administration	2.00	244,619						244,619
Personnel Services	2.00	137,121						137,121
Safety & Risk Management	1.00	102,449						102,449
	<b>5.00</b>	<b>484,189</b>	-	-	-	-	-	<b>484,189</b>
<b>Information Technology</b>								
Administration	1.00	362,900						362,900
GIS Services	2.00	146,670						146,670
Technical Services	3.00	317,642						317,642
Business Application & Development	2.00	174,394						174,394
Telecommunications	-	118,500						118,500
	<b>8.00</b>	<b>1,120,106</b>	-	-	-	-	-	<b>1,120,106</b>
<b>Legal</b>								
Civil	4.00	444,576						444,576
Prosecution	4.00	398,209						398,209
	<b>8.00</b>	<b>842,785</b>	-	-	-	-	-	<b>842,785</b>
<b>Magistrate Court</b>	9.00	753,772						753,772
	<b>9.00</b>	<b>753,772</b>	-	-	-	-	-	<b>753,772</b>
<b>Manager</b>								
Town Management & Intergov	4.00	510,563						510,563
Council Support & Constituency	1.50	93,233						93,233
Communications & Comm. Relations	3.60	297,899						297,899
Economic Development	1.40	73,211	315,348					388,559
	<b>10.50</b>	<b>974,906</b>	<b>315,348</b>	-	-	-	-	<b>1,290,254</b>



## Expenditures by Program

Department/Program	FTE	General Fund	Special Revenue Funds	Debt Service Funds	Capital Project Funds	Enterprise Funds	Internal Service Fund	Total
<b>Parks, Recreation, Library &amp; Cult. Rscs.</b>								
Administration	2.80	277,809						277,809
Parks	6.90	565,482						565,482
Recreation	4.90	344,539						344,539
Trails	0.90	65,483						65,483
Aquatics	7.15	451,601						451,601
Library Services	18.36	1,159,028						1,159,028
Cultural Resources	1.30	83,773			542,000			625,773
	<b>42.31</b>	<b>2,947,715</b>	-	-	<b>542,000</b>	-	-	<b>3,489,715</b>
<b>Police</b>								
Administration	4.00	1,021,690						1,021,690
Support Services	54.70	4,431,169	54,204					4,485,373
Field Services	66.00	5,694,028						5,694,028
Training & Reserves	3.38	316,482						316,482
Professional Standards	1.00	103,204						103,204
	<b>129.08</b>	<b>11,566,573</b>	<b>54,204</b>	-	-	-	-	<b>11,620,777</b>
<b>Water Utility</b>								
Administration	15.00					6,610,611		6,610,611
Engineering & Planning	6.00					4,820,678		4,820,678
Production	7.00					2,659,108		2,659,108
Distribution	8.00					792,110		792,110
Alternative Water Resources	-				3,099,578			3,099,578
Potable Water Systems	-				4,069,671			4,069,671
	<b>36.00</b>	-	-	-	<b>7,169,249</b>	<b>14,882,507</b>	-	<b>22,051,756</b>
<b>Capital Asset Replacement</b>								
	-				444,938			444,938
	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>444,938</b>	<b>-</b>	<b>-</b>	<b>444,938</b>
<b>Debt Service</b>								
	-			837,562				837,562
	<b>-</b>	<b>-</b>	<b>-</b>	<b>837,562</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>837,562</b>
<b>Roadway Improvements</b>								
	-				21,949,760			21,949,760
	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>21,949,760</b>	<b>-</b>	<b>-</b>	<b>21,949,760</b>
<b>Solar Photovoltaic</b>								
	-				2,500,000			2,500,000
	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>2,500,000</b>	<b>-</b>	<b>-</b>	<b>2,500,000</b>
<b>FY 2010/11 Adopted Budget</b>	<b>340.26</b>	<b>25,571,287</b>	<b>4,674,070</b>	<b>837,562</b>	<b>32,655,947</b>	<b>17,650,476</b>	<b>874,968</b>	<b>82,264,310</b>

Note: Does not include depreciation, amortization, interfund transfers or contingency amounts



# **Town of Oro Valley**

*Caring for our heritage, our community, our future.*

This Page Intentionally Left Blank





## Personnel Summary

### Personnel and Employee Compensation

Personnel service represents 47.9% of the total operating budget. As it is a significant portion of the budget, employee compensation is heavily scrutinized. Due to the economic and financial conditions affecting many cities and towns, and escalating benefit premiums, Town management sought ways to somewhat lessen this rising cost.

In November 2008, as revenues continued to decline, the Town Manager, with Council's approval, implemented a hiring freeze. The hiring freeze is still in effect and will be carried into FY 10/11 and reviewed periodically to determine its continued feasibility. In addition, in the spring of 2009, a voluntary severance plan was offered to Town employees. The voluntary severance plan, in combination with the hiring freeze, resulted in savings of \$913K and 26.9 fewer funded FTEs in the FY 2010/11 budget.

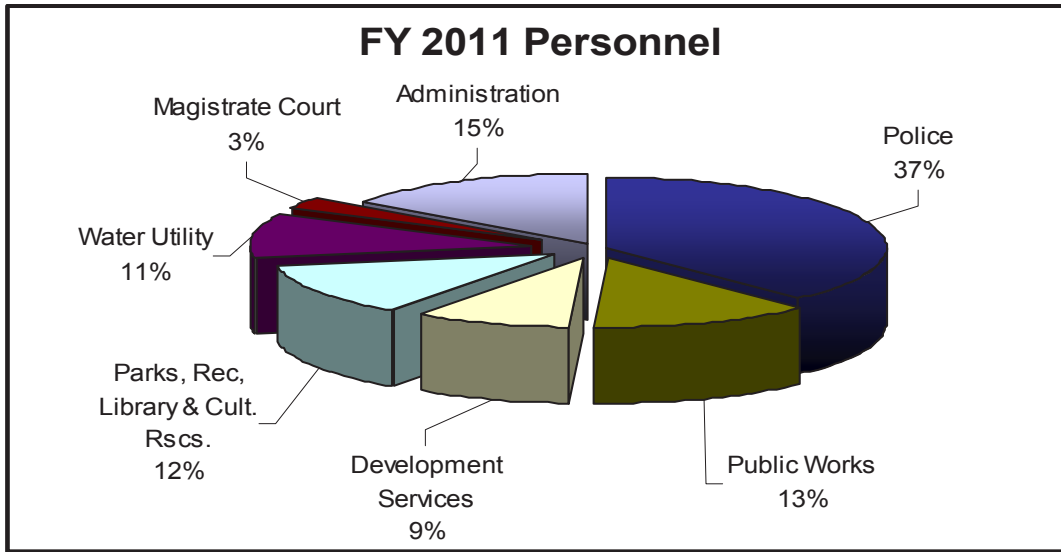
For the second year in a row, the Town's budget does not include funding for employee merits, step increases, or cost of living adjustments. Based on the financial scenario laid out for the next five years, the Town's recurring revenues are not likely to support increases of this kind.

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

	FY 2009/10 Budget	FY 2010/11 Budget	+/-
Police	131.88	129.08	(2.80)
Public Works	56.40	43.74	(12.66)
Development Services	34.00	30.00	(4.00)
Library	18.53	18.36	(.17)
Parks & Recreation	27.05	22.65	(4.40)
Cultural Resources	-	1.30	1.30
Water Utility	36.50	36.00	(.50)
Magistrate Court	9.00	9.00	-
Administration	53.78	50.13	(3.65)
<b>Total Positions</b>	<b>367.14</b>	<b>340.26</b>	<b>(26.88)</b>



# Personnel Summary



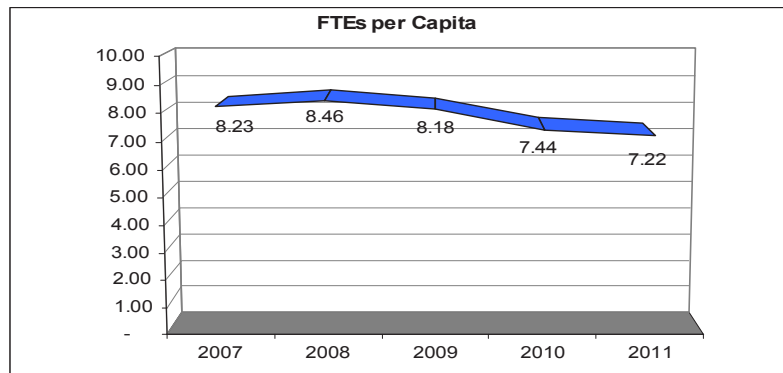
Health care premiums for FY 2010/11 increased 7.1%. In addition, the contribution rates for each of the Town's retirement plans experienced increases for FY 10/11. On a positive note, dental premiums decreased nearly 15%. The table below illustrates the changes to employee benefit rates over the last several years.

	Employer Matching Rates			
	FY 07/08	FY 08/09	FY 09/10	FY 10/11
AZ State Retirement System (ASRS)	9.60%	9.45%	9.00%	9.60%
Correction Officers Retirement Plan (CORP)	6.94%	7.40%	9.52%	9.68%
Public Safety Personnel Retirement System (PSPRS)	10.12%	16.07%	14.88%	15.63%
Health Care Premiums (per year)*	\$3,244	\$3,730	\$3,595	\$3,849
Dental Premiums (per year)**	\$253	\$290	\$273	\$233

\* single-employee HMO coverage

\*\* single-employee base plan coverage

Looking at an employee per capita trend, employee growth was gradually increasing through FY 2008, as the Town staffed to support new residential and commercial development. In FY 2009, FTEs per capita began declining, as economic conditions required the Town to implement a hiring freeze. FTEs per capita for FY 2010/11 are less than in FY 2003/04.





## Personnel Summary by Fund

	FY 2008	FY 2009	FY 2010		FY 2011	+/- to Budget
	Actual		Budget	Projected	Budget	
<b>General Fund</b>						
Clerk	4.60	4.60	4.63	4.00	4.63	-
Council	7.00	7.00	7.00	7.00	7.00	-
Development Svcs (Dev. Section)	-	-	-	-	30.00	30.00
Facilities Maintenance	1.00	1.00	2.00	2.00	2.35	0.35
Building Safety	18.00	16.00	17.00	14.00	-	(17.00)
Development Review	6.00	6.00	6.00	4.00	-	(6.00)
Planning & Zoning	16.00	17.00	17.00	13.00	-	(17.00)
Finance	9.00	9.00	9.00	7.00	7.00	(2.00)
Human Resources	4.00	4.00	5.00	4.00	5.00	-
Information Technology	8.00	7.00	8.00	8.00	8.00	-
Legal	10.25	10.00	9.25	8.00	8.00	(1.25)
Magistrate Court	8.50	9.00	9.00	9.00	9.00	-
Manager	10.10	9.50	10.10	9.50	10.10	-
Parks, Rec, Library & Cultural Rscs.	47.45	46.26	45.58	45.95	42.31	(3.27)
Police	138.85	135.38	129.88	126.60	128.08	(1.80)
<b>General Fund Personnel</b>	<b>288.75</b>	<b>281.74</b>	<b>279.44</b>	<b>262.05</b>	<b>261.47</b>	<b>(17.97)</b>
<b>Special Revenue Funds</b>						
Highway Fund	35.50	34.63	33.63	28.64	28.30	(5.33)
Bed Tax Fund	0.25	0.40	0.80	0.40	0.40	(0.40)
Impound Fee Fund	-	-	2.00	2.00	1.00	(1.00)
Public Transportation Fund	10.62	8.99	10.10	7.74	7.24	(2.86)
<b>Special Revenue Funds Personnel</b>	<b>46.37</b>	<b>44.02</b>	<b>46.53</b>	<b>38.78</b>	<b>36.94</b>	<b>(9.59)</b>
<b>Enterprise Funds</b>						
Water Utility	35.50	36.50	36.50	35.00	36.00	(0.50)
Stormwater Utility	2.00	2.30	2.30	3.00	3.50	1.20
<b>Enterprise Funds Personnel</b>	<b>37.50</b>	<b>38.80</b>	<b>38.80</b>	<b>38.00</b>	<b>39.50</b>	<b>0.70</b>
<b>Internal Service Fund</b>						
Fleet Maintenance	-	-	2.37	2.37	2.35	(0.02)
<b>Internal Service Fund Personnel</b>	<b>-</b>	<b>-</b>	<b>2.37</b>	<b>2.37</b>	<b>2.35</b>	<b>(0.02)</b>
<b>Total Town Personnel</b>	<b>372.62</b>	<b>364.56</b>	<b>367.14</b>	<b>341.20</b>	<b>340.26</b>	<b>(26.88)</b>

This Page Intentionally Left Blank



# **Town of Oro Valley**

*Caring for our heritage, our community, our future.*

This Page Intentionally Left Blank

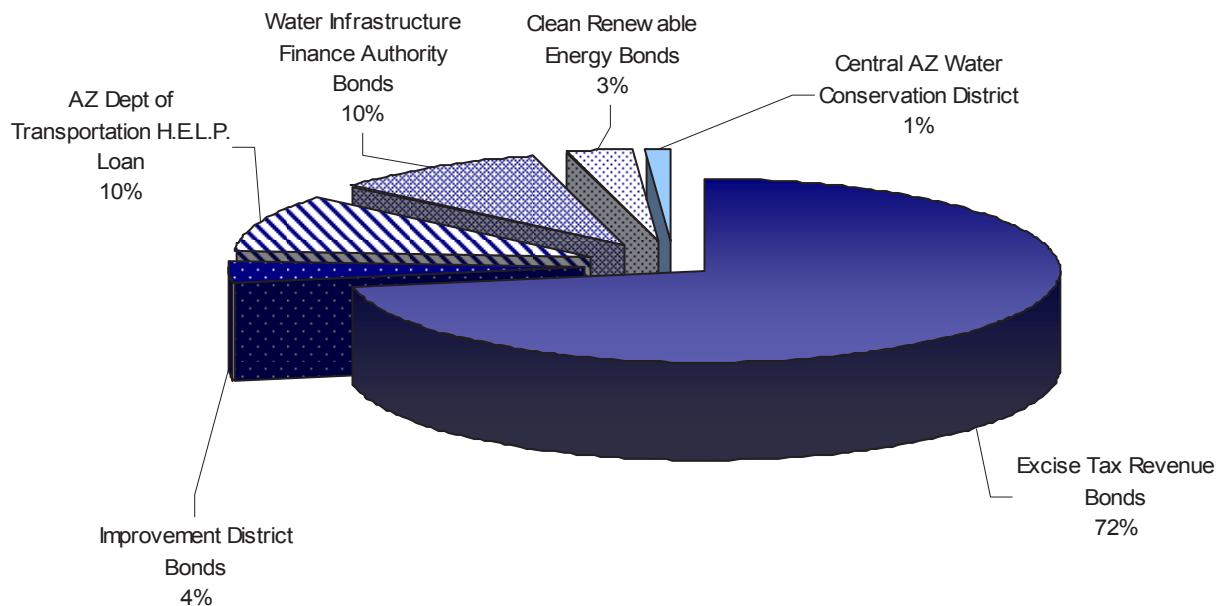


## Debt Service

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

The chart below represents the percentage each type of bonded debt contributes to the total outstanding debt of the Town as of June 30, 2010.

**Outstanding Principal = \$79,359,593**

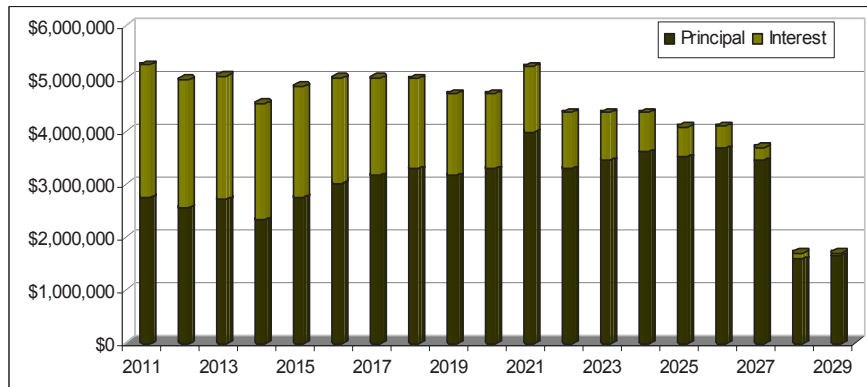


The information presented in this section discusses the type of debt issued, the Town's debt capacity and legal debt limitation, and debt requirements for the next twenty (20) years. Specific information on outstanding debt, its uses, and payment schedule can be found in the Appendix section of the budget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

### Financing Sources

#### Excise Tax Revenue Bonds

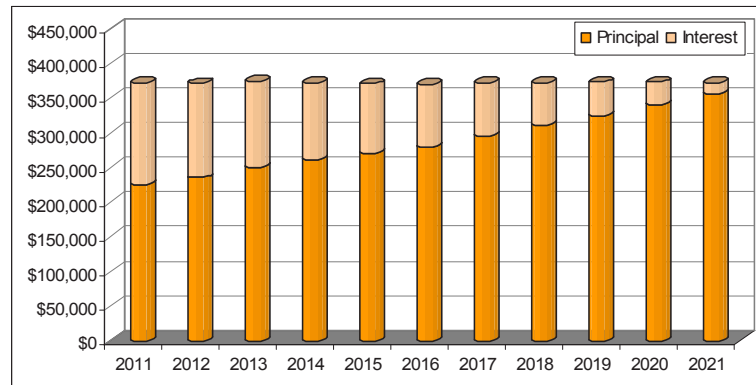
Excise Tax Revenue Bonds are issued by the Town for the purpose of financing the construction or acquisition of capital improvement projects. These bonds may be issued without voter approval. The Town of Oro Valley has issued excise tax revenue bonds for the construction and improvement of water facilities, and the acquisition of land and construction of buildings to support Town services. Repayment of the debt is pledged with excise sales tax, state shared revenue and other permit and fee revenues.



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

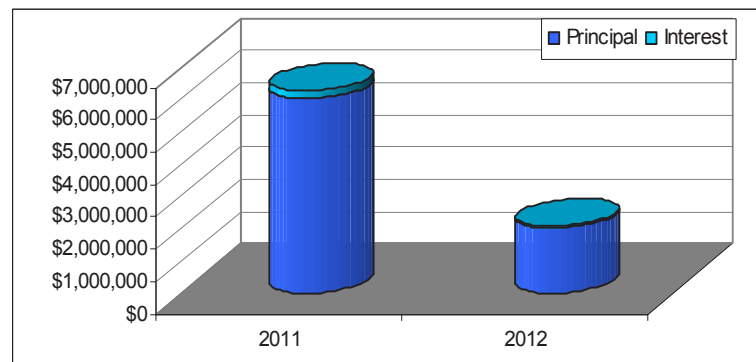
### Improvement District Bonds

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



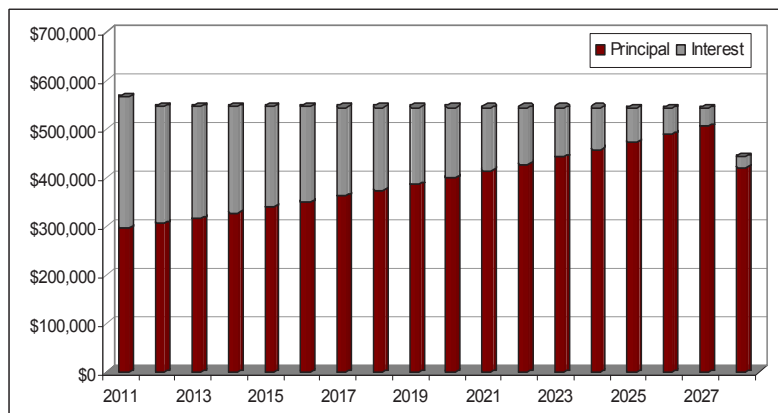
### Highway Expansion and Extension Fund Loans (HELP)

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





## Water Infrastructure Finance Authority Bonds (WIFA)

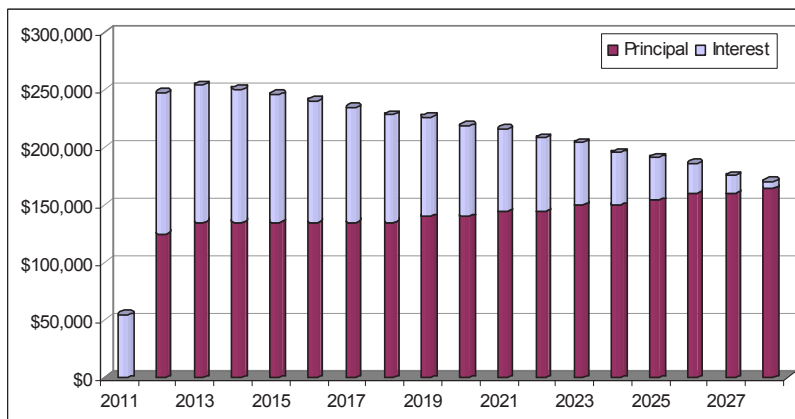


WIFA is a state agency that has specific programs that can improve a city or town's ability to use bonding as a revenue source. WIFA has statutory charges to assist smaller to medium sized communities in pooling their bond issues to help lower the costs of issuing debt. They also have monies set aside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

wastewater projects. In 2007, the Town was approved for up to \$6M in WIFA loan proceeds for infrastructure expansion of the reclaimed water system in the Town. In 2009, the Town was approved for a \$3.4 million loan to finance existing water system infrastructure improvements.

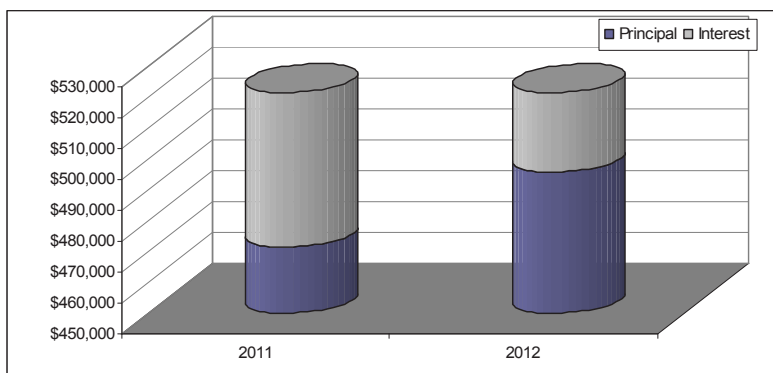
## Clean Renewable Energy Bonds (CREBS)

In 2010, the Town issued Clean Renewable Energy Bonds in the amount of \$2.4 million to finance the construction of solar panel covered parking structures in the parking lot of Town hall. The bonds are secured by the Town's excise tax revenues. Debt service on the bonds will be paid through a combination of energy savings, electricity rebates from Tucson Electric Power Company, and a 70% interest subsidy from the U.S. Internal Revenue service.



## Central Arizona Water Conservation District (CAWCD)

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





## Debt Service

### Debt Capacity

The Arizona Constitution limits the Town's bonded debt capacity (outstanding principal) to a certain percentage of the Town's secondary assessed valuation for General Obligation (G.O.) bonds. The Constitution states that for general municipal purposes, the Town cannot incur a debt exceeding 6% of the assessed valuation of taxable property. Additional bonds amounting to 20% of the assessed valuation of taxable property can be issued for water, lighting and sewer projects, and for the acquisition and development of land for open space preserves, parks, playgrounds and recreational facilities. The Town's current bond holdings do not include G.O. bonds and, therefore, are not subject to the debt limitation.

### Summary

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

	Excise Tax Revenue Bonds	Improvement District Bonds	HELP Loans	WIFA Bonds	CREBS	CAWCD	Total
2011	5,251,307	371,828	6,255,760	567,759	54,740	521,494	13,022,888
2012	4,973,031	370,578	2,063,940	547,205	247,689	521,494	8,723,937
2013	5,039,775	373,828	-	547,029	254,691	-	6,215,322
2014	4,524,976	371,328	-	546,846	250,864	-	5,694,013
2015	4,839,782	370,408	-	546,657	246,274	-	6,003,120
2016	5,003,484	368,798	-	546,462	240,887	-	6,159,630
2017	5,002,412	371,478	-	546,260	234,900	-	6,155,049
2018	4,986,601	371,728	-	546,051	228,460	-	6,132,840
2019	4,709,444	372,623	-	545,835	226,507	-	5,854,408
2020	4,701,817	372,673	-	545,612	219,108	-	5,839,209
2021	5,209,331	371,863	-	545,381	216,354	-	6,342,929
2022	4,349,669	-	-	545,142	208,249	-	5,103,060
2023	4,347,125	-	-	544,896	204,706	-	5,096,727
2024	4,348,919	-	-	544,640	195,721	-	5,089,280
2025	4,076,978	-	-	544,376	191,318	-	4,812,672
2026	4,083,956	-	-	544,104	186,370	-	4,814,429
2027	3,696,313	-	-	543,821	176,066	-	4,416,199
2028	1,702,750	-	-	443,834	170,437	-	2,317,021
2029	1,706,625	-	-	228,905	-	-	1,935,530
2030	-	-	-	228,796	-	-	228,796
	<b>82,554,293</b>	<b>4,087,128</b>	<b>8,319,700</b>	<b>10,199,613</b>	<b>3,753,337</b>	<b>1,042,988</b>	<b>109,957,058</b>



## Overview

The Clerk's Office is the centralized information distribution point for our citizens, Town Council and staff. The Clerk's Office is responsible for preserving the legislative history of the Town, maintaining public records of the Town and conducting fair and impartial elections. The Clerk's Office provides staff support to Town Council; public records & information; 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.

Personnel	FY 2009	FY 2010	FY 2010	FY 2011	FY 2011	Variance to Budget
	Actual	Budget	Projected	Authorized	Funded	
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	-
Senior Office Assistant	1.63	1.63	1.00	1.00	1.00	(0.63)
Office Assistant	-	-	-	0.63	0.63	0.63
<b>Total FTEs</b>	<b>4.63</b>	<b>4.63</b>	<b>4.00</b>	<b>4.63</b>	<b>4.63</b>	-

Expenditures	FY 2009	FY 2010	FY 2010	FY 2011	Variance to Budget
	Actual	Budget	Projected	Budget	
Personnel	\$ 307,394	\$ 314,473	\$ 284,342	\$ 334,129	6.3%
Operations & Maintenance	90,621	209,547	174,986	44,452	-78.8%
<b>Total Expenditures</b>	<b>\$ 398,015</b>	<b>\$ 524,020</b>	<b>\$ 459,328</b>	<b>\$ 378,581</b>	<b>-27.8%</b>

	Revenue Sources				Variance to Budget
	FY 2009	FY 2010		FY 2011	
	Actual	Budget	Projected	Budget	
Business Licenses & Permits	\$ 171,335	\$ 184,920	\$ 164,750	\$ 165,310	-10.6%
Copy Services	5,233	4,962	3,534	3,500	-29.5%
<b>Total Revenues</b>	<b>\$ 176,568</b>	<b>\$ 189,882</b>	<b>\$ 168,284</b>	<b>\$ 168,810</b>	<b>-11.1%</b>

### FY 2010/2011 Expenditure and Staffing Changes

#### Operations & Maintenance

Operations & Maintenance decreased 78.8%, as no Town elections will be held in FY 2011.

## Mission

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

FY 2010 Highlights	FY 2011 Goals and Objectives
<ul style="list-style-type: none"> <li>- All Council meetings video streamed and most public meetings now audio streamed using Granicus system</li>   <li>- Provided educational instruction and handbook on minute preparation and use of the Granicus mobile encoder and minutesmaker system</li>   <li>- Successfully completed Ballot by Mail Election - March 9, 2010 Primary, with observed voter turnout of 41%</li>   <li>- Implementation of Agenda Quick software program to automate Council agenda &amp; packet preparation process</li>   <li>- Developed tracking system for future Council agenda items</li>   <li>- Conducted board/commission annual training session</li>   <li>- Initiated credit card payments for convenience of customers</li>   <li>- Updated business license annual renewal form to help provide demographics for economic development</li> </ul>	<p><b>Focus Area: Financial and Economic Sustainability</b></p> <ul style="list-style-type: none"> <li>■ Administer Chapter 8 of the Oro Valley Town Code related to businesses</li> <li>■ Issue business licenses and collect business license fees in accordance with Chapter 8 of the Oro Valley Town Code</li> <li>■ Disseminate Oro Valley sales tax information to applicable businesses and assist Finance department with monitoring businesses to ensure that the proper sales tax is collected</li> <li>■ Facilitate the processing of liquor license applications in accordance with Arizona State Law and provide accurate information of same</li> <li>■ Assist businesses with understanding the business licensing process</li> <li>■ Provide Economic Development Manager with updated Business License information</li> <li>■ Facilitate the annexation process to ensure compliance with Arizona Annexation Law</li> </ul> <p><b>Focus Area: Quality of Life and Environmental Sustainability</b></p> <ul style="list-style-type: none"> <li>■ Provide excellent customer service in a professional, accurate, timely, courteous and impartial manner</li> <li>■ Maintain and provide public records in accordance with Arizona State Law</li> <li>■ Provide Agendas, Minutes, Ordinances, Resolutions and Council Meeting materials and audio/video streaming of public meetings on the Town's website for on-line public access</li> <li>■ Maintain accurate legislative history of the Town Council</li> <li>■ Conduct fair and impartial elections, and when possible conduct ballot by mail elections to increase voter participation and provide convenience to our voters in accordance with Arizona State Law and the Federal Voting Rights Act</li> <li>■ Assist with boards/commission training</li> </ul>

## Performance Measures

	FY 2009 Actual	FY 2010 Estimate	FY 2011 Projected
▶ Percentage of public records requests fulfilled within 48 hours of request	82%	89%	78%
▶ Percentage of minutes from Council meetings ready for approval at second subsequent regular session	58%	80%	70%
▶ Percentage of public meetings posted in accordance with Arizona Open Meetings Law	100%	100%	100%

## Workload Indicators

	FY 2009 Actual	FY 2010 Estimate	FY 2011 Projected
▶ Number of town stand-alone elections (ballot by mail) <i>Voter turnout</i>	0	1 41.46%	0
▶ Number of town elections consolidated with Pima County (polling place) <i>Voter turnout</i>	0	1 61%	0
▶ Number of public records requests received and completed	181	126	140
▶ Attended and prepared minutes for ____ Town Council meetings	43	43	40
▶ Total business licenses issued	2,294	2,194	2,094
▶ Number of public meetings posted in accordance with Arizona Open Meetings Law	188	148	150



# Council

## Overview

The Mayor and Council consist of seven officials elected by residents of the Town. The Mayor is directly elected by the citizens while the Vice-Mayor is selected by the Council annually. Councilmembers serve four-year overlapping terms in the manner prescribed by state law. The Mayor and Councilmembers of Oro Valley are committed to caring for our heritage, our community and our future, where high quality municipal services are coupled with 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, responsible governance.

	FY 2009 Actual	FY 2010 Budget	FY 2010 Projected	FY 2011 Authorized	FY 2011 Funded	Variance to Budget
<b>Personnel</b>						
Mayor	1.00	1.00	1.00	1.00	1.00	-
Councilmember	6.00	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>	<b>7.00</b>	<b>-</b>

	FY 2009 Actual	FY 2010 Budget	FY 2010 Projected	FY 2011 Budget	Variance to Budget
<b>Expenditures</b>					
Personnel	\$ 78,069	\$ 76,896	\$ 73,098	\$ 76,922	0.0%
Operations & Maintenance	127,114	160,116	120,133	143,688	-10.3%
<b>Total Expenditures</b>	<b>\$ 205,183</b>	<b>\$ 237,012</b>	<b>\$ 193,231</b>	<b>\$ 220,610</b>	<b>-6.9%</b>

### FY 2010/2011 Expenditure and Staffing Changes

#### Operations & Maintenance

Operations & Maintenance decreased 10.3%, due to reductions in insurance premiums, as well as reductions in expenditures relating to Council meetings and sessions, the volunteer recognition ceremony, and miscellaneous expenditures Council may incur.

## Mission

The Town of Oro Valley is a "Mission" driven organization. Our Mission is to: Act with openness, respect, integrity, accountability, and quality to preserve and protect the health, safety and welfare of the community; and promote organizational efficiency that upholds the long-term interests of the town while responding to present community needs.

The Town Council focuses on the most important community issues and sets in motion an organizational culture that encourages innovation and strives for excellence. The Mayor and Councilmembers are committed to responsive governance and the creation of a "Community of Excellence."

FY 2010 Highlights	FY 2011 Goals and Objectives
<ul style="list-style-type: none"> <li>- Approved revised Landscape Conservation code</li> <li>- Approved energy efficiency project funding</li> <li>- Approved resources conservation measures including residential gray water and solar-ready ordinances</li> <li>- Oro Valley voted one of the top "100 Best Places to Live" by Fortune Small Business magazine, coming in at #44</li> <li>- Steam Pump Ranch listed in the National Register of Historic Places</li> <li>- Approved major expansion of Ventana Medical Systems campus at Innovation Park</li> <li>- Signatory to the U.S. Conference of Mayors Climate Protection Agreement</li> <li>- Approved renovation of Calle Concordia Town site</li> <li>- Approved \$3.4M WIFA loan for water utility improvements</li> <li>- Initiated Granicus video streaming of all Council Chamber meetings</li> </ul>	<p><b>Focus Area: Financial &amp; Economic Sustainability</b></p> <ul style="list-style-type: none"> <li>■ Maintain a balanced budget</li> <li>■ Develop diverse revenue streams</li> <li>■ Maintain consistency in the implementation of Town policy</li> </ul> <p><b>Focus Area: Quality of Life &amp; Environmental Sustainability</b></p> <ul style="list-style-type: none"> <li>■ Maintain community safety and security</li> <li>■ Provide diverse educational and recreational opportunities</li> <li>■ Continue to preserve open space and protect environmentally sensitive lands</li> <li>■ Promote the understanding and preservation of unique cultural resources</li> </ul> <p><b>Focus Area: Community Infrastructure</b></p> <ul style="list-style-type: none"> <li>■ Ensure that municipal facilities and staffing are adequate to meet community needs</li> <li>■ Plan for and provide the necessary infrastructure to support community growth and improvement</li> <li>■ Acquire and maintain an adequate community water supply</li> <li>■ Strengthen regional partnerships</li> </ul> <p><b>Focus Area: Leadership and Communication</b></p> <ul style="list-style-type: none"> <li>■ Continue to cultivate a healthy environment for personal and professional relationships</li> <li>■ Attract, develop, and retain talented employees</li> <li>■ Continue to improve organizational and community-wide communications programs</li> </ul>

**Performance Measures**

	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Projected</b>
▶ Percentage of residents on Community Survey who have attended a public Town meeting or watched a meeting online	N/A <sup>(1)</sup>	N/A <sup>(1)</sup>	55%
▶ Percentage of residents on Community Survey rating overall satisfaction with Town services and amenities as very or somewhat satisfied	N/A <sup>(2)</sup>	N/A <sup>(2)</sup>	87%
▶ Percentage of residents on Community Survey rating Oro Valley's overall quality of life as excellent or good	N/A <sup>(3)</sup>	N/A <sup>(3)</sup>	85%

*(1) This question will be posed in upcoming Community Survey (January 2008 response was 55%)*

*(2) This question will be posed in upcoming Community Survey (January 2008 response was 86%)*

*(3) This new question will be posed in upcoming Community Survey*

**Workload Indicators**

	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Projected</b>
▶ Number of Council On Your Corner/Town Halls held	10	5	7





# Development and Infrastructure Services

## Development Section

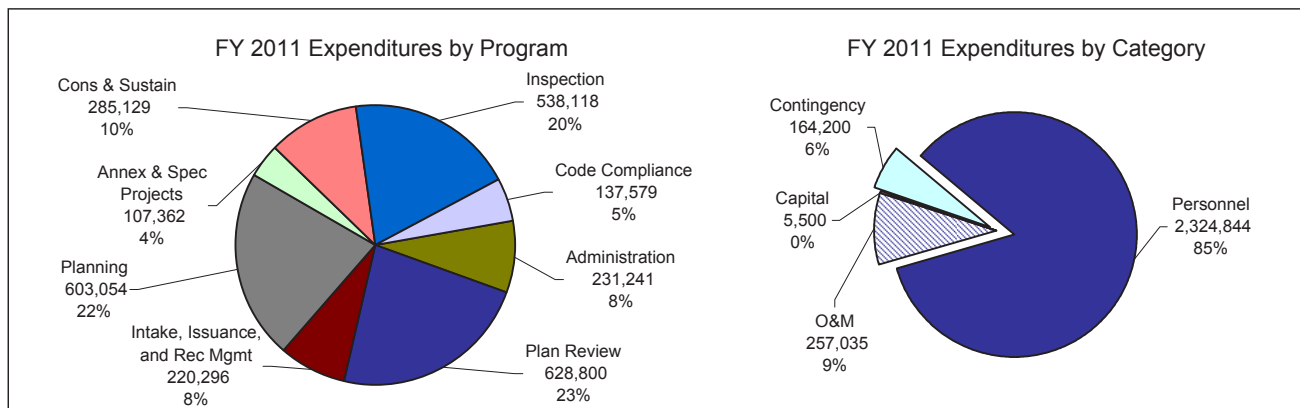
### Overview

The Development and Infrastructure Services Department is comprised of the former departments of Planning & Zoning and Building Safety, as well as Public Works. It is organized in to two primary areas of service: Development and Infrastructure. The Development section is organized into three functional divisions: Planning, Permitting, and Inspection and Compliance. The Planning division administers the General Plan and Zoning Code for the harmonious growth of the Town. The Permitting division coordinates all facets of plan review and permitting to assess compliance with the codes and ordinances adopted by the Town. The Inspection and Compliance Division is responsible for inspecting all new and altered commercial and residential construction within the Town to assess compliance with codes and ordinances adopted by the Town.

Total FTEs				
2009 Actual	FY 2010		FY 2011	
	Budget	Projected	Authorized	Funded
-	-	-	36.00	30.00

	Expenditures by Program Area				
	FY 2009 Actual	FY 2010		FY 2011 Budget	% to Budget
		Budget	Projected		
Administration	\$ -	\$ -	\$ -	\$ 231,241	0.0%
Plan Review	-	-	-	628,800	0.0%
Intake, Issuance & Records Mgmt	-	-	-	220,296	0.0%
Planning	-	-	-	603,054	0.0%
Annexation and Special Projects	-	-	-	107,362	0.0%
Conservation and Sustainability	-	-	-	285,129	0.0%
Inspection	-	-	-	538,118	0.0%
Code Compliance	-	-	-	137,579	0.0%
<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 2,751,579</b>	<b>0.0%</b>

	Revenue Sources				
	FY 2009 Actual	FY 2010		FY 2011 Budget	% to Budget
		Budget	Projected		
Residential Building Permits	\$ -	\$ -	\$ -	\$ 457,500	0.0%
Commercial Building Permits	-	-	-	601,772	0.0%
Special Inspection Fees	-	-	-	4,080	0.0%
Copying Fees/Code Book Sales	-	-	-	195	0.0%
Zoning and Subdivision Fees	-	-	-	105,700	0.0%
Sign Permits	-	-	-	40,658	0.0%
Energy Efficien. & Conserv. Grant	-	-	-	164,200	0.0%
Grading Permit Fees	-	-	-	7,190	0.0%
Engineer Plan Review Fees	-	-	-	68,720	0.0%
Grading Review Fees	-	-	-	507	0.0%
Grading Inspection Fees	-	-	-	600	0.0%
<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,451,122</b>	<b>0.0%</b>



## Mission

We are committed to ensuring harmonious growth and the health, safety, and welfare of the public in a quality built environment by providing exceptional services enabling the greatest return on community investment.

## FY 2011 Goals and Objectives

### Focus Area: Financial & Economic Sustainability

- Continue to streamline and improve the review and permitting processes to promote business development while maintaining community standards
- Create revenue through the review and permitting process
- Continue to provide internal review of all plans and inspection services rather than utilizing costly outside plan review services
- Annex areas to fulfill the goals of the General Plan and work to secure outside funding in order to ensure financial resources to support the expected level of community services
- Implement the Green Team Sustainability Plan, the Energy Efficiency Conservation Program, and the public outreach program for community sustainability
- Update the General Plan and Zoning Code
  - Initiate update of the 2005 General Plan
  - Review and update Zoning Code and Design Guidelines, including sustainability standards
  - Complete and implement the Sign Code Update
- Sustain and expand environmentally sensitive lands, riparian and wildlife corridors by implementing the Environmentally Sensitive Lands (ESL) Ordinance and negotiating open space in new subdivisions

### Focus Area: Quality of Life & Environmental Sustainability

- Continue to collaborate with regional and local jurisdictions in areas of code development, interpretation, and sustainability
- Preserve open space and control development by collaborating with other regional partners on State Trust land planning & other regional efforts
- Preserve open space and protect environmentally sensitive lands through the adoption of the new ESL Ordinance
- Assist the new Parks, Recreation, Library and Cultural Resources (PRL&CR) department in coordinating and sustaining cultural assets to promote community quality of life standards
- Improve consistency of code interpretation, plan review and inspections for a safer built environment and to ensure development in accordance with community standards
- Pursue certifications for green building through the International Code Council (ICC) and Leadership in Energy and Environmental Design (LEED) organizations
- Implement the water harvesting provisions of the new Zoning Code revisions and Drainage Criteria Manual to conserve ground water.

### Focus Area: Community Infrastructure

- Assist in the assessment and development of the five-year CIP for Town facility needs
- Partner with regional jurisdictions to cooperate in the development and maintenance of quality infrastructure, as appropriate for the Town
- Explore the development of transportation alternatives
- Minimize transportation impacts through the review process

### Focus Area: Leadership & Communication

- Build trust through effective public outreach and communication including:
  - Restructure Citizen Planning Institute (CPI) classes to expanded Citizens Academy Program
  - Coordinate successful neighborhood meetings on new development
  - Homeowners Association (HOA) forums and other speaking engagements
  - Continuing the training program to assist the building industry doing work in the Town
- Expand citizen leadership training opportunities
  - Promote Citizens Academy Program with other departments
  - Ensure ongoing Boards & Commission training
- Increase staff cross training to develop expertise and provide opportunities for career growth
- Create an advocate for the customer through the effective use of the new ombudsman position
- Increase the information available to the public and publish via the web site
- Continue to partner with local and regional jurisdictions to build and improve intergovernmental relationships

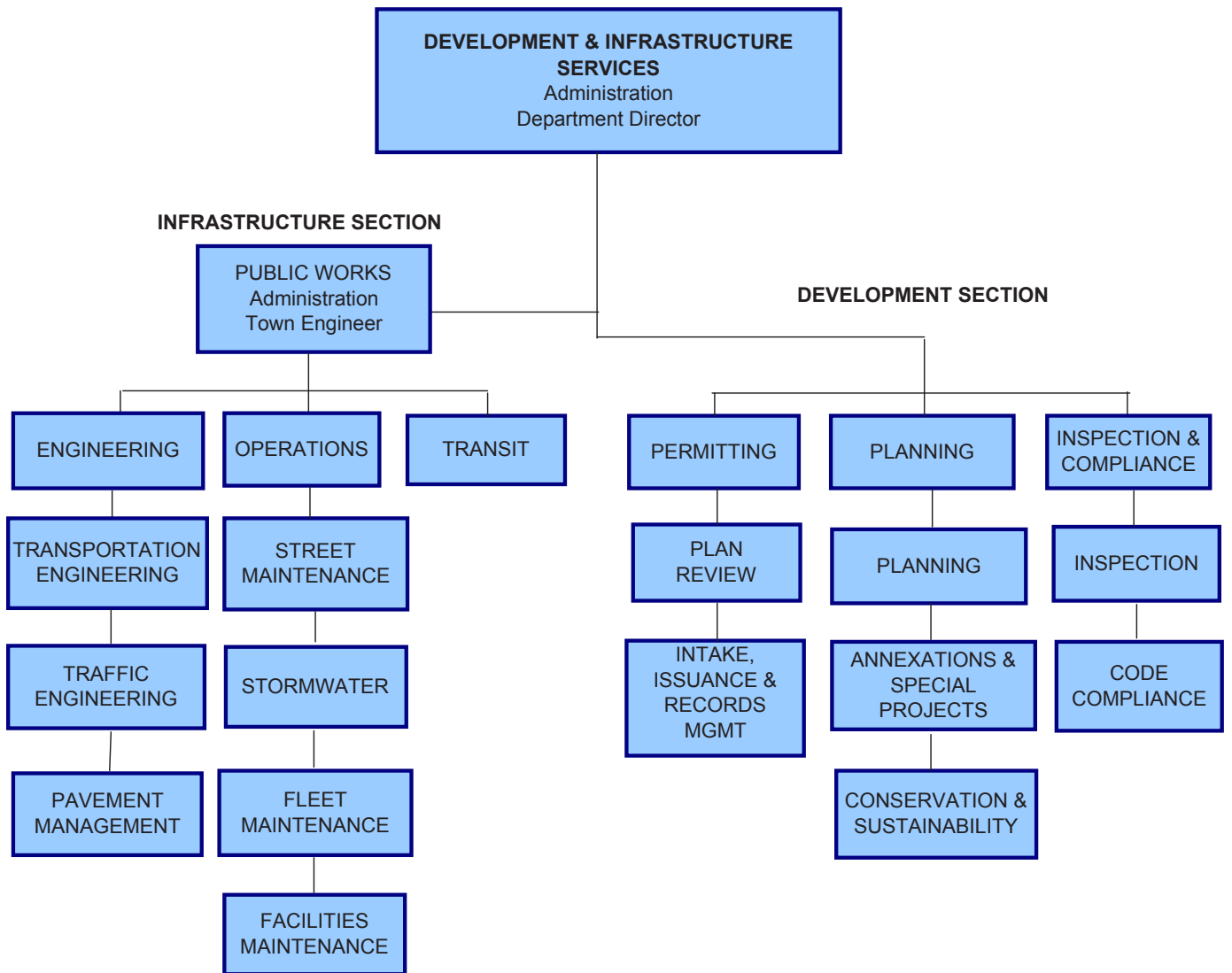
**Performance Measures**

		FY 2009 Actual	FY 2010 Estimate	FY 2011 Projected
▶ Percentage of plan reviews completed within established timeframes (goal is 90%)				
Custom single family residence		N/A *	N/A *	90%
Model single family residence		N/A	N/A	90%
New commercial building		N/A	N/A	90%
New tenant improvement		N/A	N/A	90%
New commercial addition/alteration		N/A	N/A	90%
Preliminary/Final Plats		N/A	N/A	90%
Development Plans		N/A	N/A	90%
Landscape Plans		N/A	N/A	90%
Improvement Plans		N/A	N/A	90%
▶ Average calendar days from first plan submittal to first review comments sent to applicants	Goal Days			
Custom single family residence	20	17	9	20
Model single family residence	10	6	5	10
New commercial building	20	12	13	20
New tenant improvement	20	11	8	20
New commercial addition/alteration	20	11	10	20
Preliminary/Final Plats	20	N/A *	N/A *	20
Development Plans	20	N/A *	N/A *	20
Landscape Plans	20	N/A *	N/A *	20
Improvement Plans	20	N/A *	N/A *	20
▶ Percentage of inspections completed on next business day for requests received by 3:30pm on the previous business day		N/A *	N/A *	90%
▶ Average calendar days from first zoning violation complaint to investigation		2	2	2
▶ Average calendar days from zoning case inspection to voluntary compliance		15	15	15
▶ Average calendar days from zoning case inspection to forced compliance		90	90	90
▶ Percentage of zoning violation cases voluntarily resolved		98%	98%	95%
▶ Percentage of zoning violation cases resolved with forced compliance		2%	2%	5%
▶ Average personnel hours per master development plan review		N/A *	N/A *	29
▶ Average number of consultant re-submittals per master development plan at acceptance		3.8	3.4	3.4

\* New performance measure in FY 2011; prior fiscal year data not available

**Workload Indicators**

	FY 2009 Actual	FY 2010 Estimate	FY 2011 Projected
▶ Number of building inspections conducted	27,225	15,670	16,000
▶ Number of building permits issued	1,545	1,260	1,300
▶ Number of building inspections conducted per day per FTE	21	13	15
▶ Number of zoning amendments reviewed	7	6	3
▶ Number of zoning violation cases received	501	446	450
▶ Number of development plan/preliminary and final plat reviews conducted	187	130	56
▶ Number of right-of-way permits issued/monitored	172	101	170
▶ Number of grading permit field observations/inspections conducted	3,900 (est.)	2,900	2,100



Administration Program Overview

The primary function of the Development & Infrastructure Services 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 Town engineer and division managers, provides leadership, direction and support to the department's staff. One of Administration's primary functions is to provide effective public outreach and communication by providing information via the web page, public open house meetings, and other forums. In addition, Administration has a single point, an ombudsman, that the community may call upon to find the information or assistance they may need.

	FY 2009 Actual	FY 2010 Budget	FY 2010 Projected	FY 2011 Authorized	FY 2011 Funded	Variance to Budget
<b>Personnel</b>						
Director, Dev. & Infrastruc. Svcs	-	-	-	1.00	1.00	1.00
Office Specialist/Ombudsman	-	-	-	1.00	1.00	1.00
<b>Total FTEs</b>	-	-	-	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>

	FY 2009 Actual	FY 2010 Budget	FY 2010 Projected	FY 2011 Budget	Variance to Budget
<b>Expenditures</b>					
Personnel	\$ -	\$ -	\$ -	\$ 197,391	0.0%
Operations & Maintenance	-	-	-	33,850	0.0%
Capital	-	-	-	-	0.0%
<b>Total Expenditures</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 231,241</b>	<b>0.0%</b>

Plan Review Program Overview

All plan review is performed by the department's staff of certified plans examiners, licensed engineers and technicians. This team is responsible for the review of all commercial and residential construction plans for new and altered site work, utility infrastructure, buildings and other structures which includes the following disciplines: civil, architectural, structural, fire-resistive, life/safety, mechanical, plumbing, and electrical systems. Plan review is also provided for all development plans, preliminary and final plats, and improvement and grading plans. In addition, this team ensures implementation of the Zoning Code and development approval decisions of the Development Review Board and Town Council.

	FY 2009 Actual	FY 2010 Budget	FY 2010 Projected	FY 2011 Authorized	FY 2011 Funded	Variance to Budget
<b>Personnel</b>						
Division Manager, Permitting	-	-	-	0.70	0.70	0.70
Senior Civil Engineer	-	-	-	1.00	1.00	1.00
Civil Engineering Technician	-	-	-	1.00	-	-
Engineering Design Reviewer	-	-	-	1.00	1.00	1.00
Plans Examiner II	-	-	-	3.00	2.00	2.00
Plans Examiner I	-	-	-	1.00	1.00	1.00
Zoning Plans Examiner	-	-	-	1.00	1.00	1.00
<b>Total FTEs</b>	-	-	-	<b>8.70</b>	<b>6.70</b>	<b>6.70</b>

	FY 2009 Actual	FY 2010 Budget	FY 2010 Projected	FY 2011 Budget	Variance to Budget
<b>Expenditures</b>					
Personnel	\$ -	\$ -	\$ -	\$ 561,880	0.0%
Operations & Maintenance	-	-	-	66,920	0.0%
Capital	-	-	-	-	0.0%
<b>Total Expenditures</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 628,800</b>	<b>0.0%</b>

Intake, Issuance & Records Mgmt Program Overview

All permit applications are received and reviewed by the certified permit technicians to ensure all necessary documentation is included to provide a timely review. At each stage of review, they monitor, coordinate and issue comments until complete. Once review is complete, they issue the permit and coordinate inspections. They also collect and release assurances posted to ensure that development occurs in a timely manner and in compliance with approved plans. This team of technicians is also responsible for records management in compliance with the State's records retention law.

	FY 2009 Actual	FY 2010 Budget	FY 2010 Projected	FY 2011 Authorized	FY 2011 Funded	Variance to Budget
<b>Personnel</b>						
Division Manager, Permitting	-	-	-	0.30	0.30	0.30
Development Coordinator	-	-	-	2.00	1.00	1.00
Building Permit Tech	-	-	-	2.00	2.00	2.00
<b>Total FTEs</b>	-	-	-	<b>4.30</b>	<b>3.30</b>	3.30

	FY 2009 Actual	FY 2010 Budget	FY 2010 Projected	FY 2011 Budget	Variance to Budget
<b>Expenditures</b>					
Personnel	\$ -	\$ -	\$ -	\$ 197,611	0.0%
Operations & Maintenance	-	-	-	22,685	0.0%
Capital	-	-	-	-	0.0%
<b>Total Expenditures</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 220,296</b>	<b>0.0%</b>

Planning Program Overview

The primary function of the Planning program is to ensure the proper implementation of adopted plans, policies and standards. Planning provides direction and support for the Planning and Zoning Commission, Development Review Board, Board of Adjustment, and the Art Review Commission. The planning team coordinates the review of development projects by various Town departments and divisions as well as external review agencies. Planning also prepares and analyzes amendments to the General Plan, Zoning Code, Planned Area Developments, and rezoning cases. Staff develops recommendations to promote the aesthetic, organized growth and development of the Town, and is responsible for the Citizen's Planning Institute.

	FY 2009 Actual	FY 2010 Budget	FY 2010 Projected	FY 2011 Authorized	FY 2011 Funded	Variance to Budget
<b>Personnel</b>						
Division Manager, Planning	-	-	-	0.80	0.80	0.80
Senior Planner	-	-	-	3.00	3.00	3.00
Principal Planner	-	-	-	1.00	1.00	1.00
Senior Office Specialist	-	-	-	0.90	0.90	0.90
Senior Office Assistant	-	-	-	0.90	0.90	0.90
Office Assistant	-	-	-	1.00	-	-
<b>Total FTEs</b>	-	-	-	<b>7.60</b>	<b>6.60</b>	<b>6.60</b>

	FY 2009 Actual	FY 2010 Budget	FY 2010 Projected	FY 2011 Budget	Variance to Budget
<b>Expenditures</b>					
Personnel	\$ -	\$ -	\$ -	\$ 497,954	0.0%
Operations & Maintenance	-	-	-	105,100	0.0%
Capital	-	-	-	-	0.0%
<b>Total Expenditures</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 603,054</b>	<b>0.0%</b>

Annexations & Special Projects Program Overview

The Special Projects and Annexations program is responsible for special projects within the Town, annexation efforts, participation in economic development, public outreach, and other planning and zoning related issues.

	FY 2009 Actual	FY 2010 Budget	FY 2010 Projected	FY 2011 Authorized	FY 2011 Funded	Variance to Budget
<b>Personnel</b>						
Division Manager, Planning	-	-	-	0.10	0.10	0.10
Special Projects Coordinator	-	-	-	1.00	1.00	1.00
Senior Office Assistant	-	-	-	0.10	0.10	0.10
<b>Total FTEs</b>	-	-	-	<b>1.20</b>	<b>1.20</b>	<b>1.20</b>

	FY 2009 Actual	FY 2010 Budget	FY 2010 Projected	FY 2011 Budget	Variance to Budget
<b>Expenditures</b>					
Personnel	\$ -	\$ -	\$ -	\$ 105,612	0.0%
Operations & Maintenance	-	-	-	1,750	0.0%
Capital	-	-	-	-	0.0%
<b>Total Expenditures</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 107,362</b>	<b>0.0%</b>

Conservation & Sustainability Program Overview

The Office of Conservation and Sustainability is responsible for implementing conservation and environmental sustainability policies town-wide, energy efficiency programs, and seeking outside grants, appropriations and other federal funds.

	FY 2009 Actual	FY 2010 Budget	FY 2010 Projected	FY 2011 Authorized	FY 2011 Funded	Variance to Budget
<b>Personnel</b>						
Division Manager, Planning	-	-	-	0.10	0.10	0.10
Cons. & Sustain. Administrator	-	-	-	1.00	1.00	1.00
Senior Office Specialist	-	-	-	0.10	0.10	0.10
<b>Total FTEs</b>	-	-	-	<b>1.20</b>	<b>1.20</b>	<b>1.20</b>

	FY 2009 Actual	FY 2010 Budget	FY 2010 Projected	FY 2011 Budget	Variance to Budget
<b>Expenditures</b>					
Personnel	\$ -	\$ -	\$ -	\$ 117,979	0.0%
Operations & Maintenance	-	-	-	2,950	0.0%
Capital	-	-	-	-	0.0%
Contingency	-	-	-	164,200	0.0%
<b>Total Expenditures</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 285,129</b>	<b>0.0%</b>

Inspection Program Overview

All Inspection is performed by the department's staff of certified inspectors and technicians. This team is responsible for the inspection of all commercial and residential construction plans for new and altered site work, utility infrastructure, buildings and other structures which include the following disciplines: civil, architectural, structural, fire-resistive, life/safety, mechanical, plumbing, and electrical systems, and zoning. In addition, this team is responsible for inspection to ensure implementation of the development approval decisions of the Development Review Board and Town Council.

	FY 2009 Actual	FY 2010 Budget	FY 2010 Projected	FY 2011 Authorized	FY 2011 Funded	Variance to Budget
<b>Personnel</b>						
Div. Mgr, Inspec. and Compl.	-	-	-	0.80	0.80	0.80
Building Inspector II	-	-	-	5.00	4.00	4.00
Civil Engineering Technician	-	-	-	1.00	1.00	1.00
Zoning Technician	-	-	-	1.00	1.00	1.00
Zoning Inspector Technician	-	-	-	1.00	-	-
Senior Office Assistant	-	-	-	0.40	0.40	0.40
<b>Total FTEs</b>	-	-	-	<b>9.20</b>	<b>7.20</b>	<b>7.20</b>

	FY 2009 Actual	FY 2010 Budget	FY 2010 Projected	FY 2011 Budget	Variance to Budget
<b>Expenditures</b>					
Personnel	\$ -	\$ -	\$ -	\$ 512,463	0.0%
Operations & Maintenance	-	-	-	20,155	0.0%
Capital	-	-	-	5,500	0.0%
<b>Total Expenditures</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 538,118</b>	<b>0.0%</b>

Code Compliance Program Overview

This program is responsible for the monitoring and enforcement of the Zoning, Building and Town codes and ordinances for all construction, plant salvage, landscape, signage, and development performance standards. In addition, this program monitors and enforces the expiration process for all permits and permit applications. This program is supported by the technical expertise of the inspectors, plans examiners, and permit technicians.

	FY 2009 Actual	FY 2010 Budget	FY 2010 Projected	FY 2011 Authorized	FY 2011 Funded	Variance to Budget
<b>Personnel</b>						
Div. Mgr, Inspec. and Compl.	-	-	-	0.20	0.20	0.20
Code Compliance Coordinator	-	-	-	1.00	1.00	1.00
Senior Office Assistant	-	-	-	0.60	0.60	0.60
<b>Total FTEs</b>	-	-	-	<b>1.80</b>	<b>1.80</b>	<b>1.80</b>

	FY 2009 Actual	FY 2010 Budget	FY 2010 Projected	FY 2011 Budget	Variance to Budget
<b>Expenditures</b>					
Personnel	\$ -	\$ -	\$ -	\$ 133,954	0.0%
Operations & Maintenance	-	-	-	3,625	0.0%
Capital	-	-	-	-	0.0%
<b>Total Expenditures</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 137,579</b>	<b>0.0%</b>





# Infrastructure Section - Public Works Highway Fund

## Overview

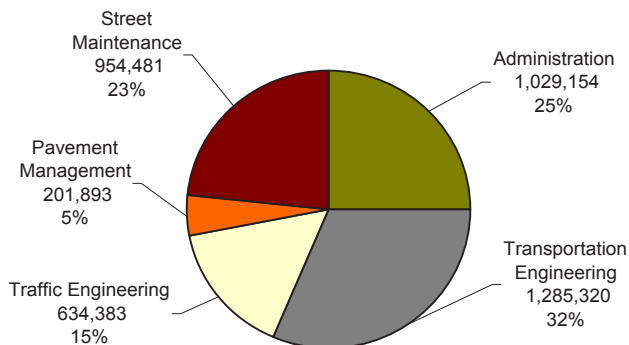
Public Works (the Infrastructure Section of Development & Infrastructure Services) is led by the Town Engineer, which is a position that is required by State Law. The Town Engineer maintains an active role in regional financial and legislative actions for cooperation in the development and maintenance of a quality infrastructure. Public Works is organized into three functional divisions: Engineering, Operations, and Transit. The Engineering Division is responsible for managing the design and construction of roadway projects, issuing right-of-way permits for all activities within the Town's right-of-way, developing annual and long term schedules for surface treatments on Town streets, as well as maintaining and operating the Town's traffic intersection signals and lights. The Operations Division is responsible for the Town's Stormwater Utility, maintaining the Town's streets and drainage ways, facilities maintenance including repairs and minor renovations, and fleet maintenance for vehicles and heavy equipment.

Total FTEs				
FY 2009 Actual	FY 2010		FY 2011	
	Budget	Projected	Authorized	Funded
<b>34.63</b>	<b>33.63</b>	<b>28.64</b>	<b>33.30</b>	<b>28.30</b>

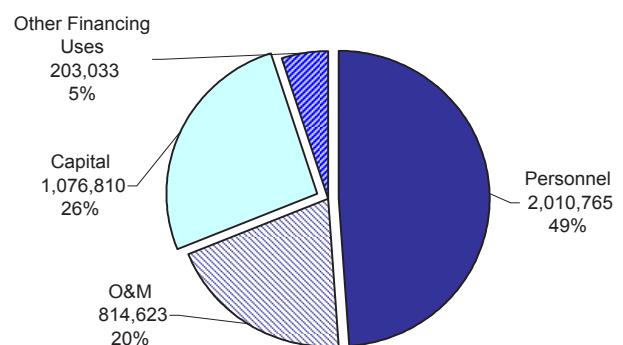
	Expenditures by Program				
	FY 2009 Actual	FY 2010		FY 2011 Budget	% to Budget
		Budget	Projected		
Administration	\$ 784,303	\$ 995,807	\$ 933,579	\$ 1,029,154	3.3%
Construction Design & Mgmt	1,801,079	1,895,165	1,035,535	-	-100.0%
Highway Permitting	70,265	69,862	67,977	-	-100.0%
Transportation Engineering	-	-	-	1,285,320	0.0%
Pavement Management	297,032	294,273	271,110	201,893	-31.4%
Street Maintenance	1,489,468	1,010,254	832,617	954,481	-5.5%
Traffic Engineering	355,631	606,289	598,518	634,383	4.6%
	<b>\$ 4,797,778</b>	<b>\$ 4,871,650</b>	<b>\$ 3,739,336</b>	<b>\$ 4,105,231</b>	<b>-15.7%</b>

	Revenue Sources				
	FY 2009 Actual	FY 2010		FY 2011 Budget	% to Budget
		Budget	Projected		
Construction Sales Tax	\$ 1,928,546	\$ 1,899,884	\$ 1,029,213	\$ 630,188	-66.8%
Licenses & Permits	25,195	24,892	52,970	50,192	101.6%
State Grants	114,829	-	107,200	317,000	0.0%
HURF Gas Taxes	2,855,668	2,656,128	2,534,075	2,669,767	0.5%
Interest	65,479	75,223	19,474	53,205	-29.3%
Miscellaneous	11,603	12,277	12,686	12,686	3.3%
Other Financing Sources	-	-	-	64,804	0.0%
	<b>\$ 5,001,320</b>	<b>\$ 4,668,404</b>	<b>\$ 3,755,618</b>	<b>\$ 3,797,842</b>	<b>-18.6%</b>

FY 2011 Expenditures by Program



FY 2011 Expenditures by Category



## Mission

To provide the highest quality, cost effective and responsive services in a manner that is transparent to citizens.

FY 2010 Highlights	FY 2011 Goals and Objectives
<ul style="list-style-type: none"> <li>- Crack sealed 100 lane miles of paved streets</li> <li>- Monthly buffelgrass pull in Town rights of way &amp; washes</li> <li>- Helped Sun City neighborhood form a buffelgrass group</li> <li>- Completed surface treatments                             <ul style="list-style-type: none"> <li>W. Soaring Hawk Pl.      N. Copper Spring TR</li> <li>W. Silver Eagle Ct.      N. Tall Grass Dr.</li> <li>W. Sedona Ridge Pl.      W. Prairie Bluff Dr.</li> <li>W. Kachina Ridge Pl.      W. Iron wood Valley Dr.</li> <li>W. Granite View Dr.      N. Reflection Ridge Dr.</li> <li>N. Morgan Ranch Rd.      N. Reflection Ridge Pl.</li> <li>N. Spirit Mountain Rd.      W. Silver Spring Pl.</li> <li>N. Piping Rock Rd.      W. Placita Luna Nueva</li> <li>N. Rock Creek Rd.      W. Dancing Rain Ct.</li> <li>W. Burntwater Dr.      W. Morning Thunder Ct.</li> <li>N. Green Tree Dr.      W. Lighting Song Pl.</li> <li>N. Desert Butte Dr.      W. Painted Cloud Pl.</li> <li>E. Crossbow Dr.      W. Moore Rd.</li> <li>W. Valora Dr.      N. Red Mountain Dr.</li> <li>W. Atua Pl.      W. Coyote Moon Pl.</li> <li>N. Desert Sky Rd.      W. Red Mountain Pl.</li> <li>E. Desert Sky Rd.      W. Silhouette Ridge Pl.</li> <li>N. Egleston Dr.</li> <li>N/W. Valle Del Oro Rd.</li> <li>N. Desert Sky Pl.</li> </ul> </li> <li>- La Cholla Boulevard Overlay and Bike Lanes</li> <li>- Hardy Northern Roundabout</li> <li>- American Recovery and Reinvestment Act (ARRA) projects overlay</li> </ul>	<ul style="list-style-type: none"> <li><b>Focus Area: Financial &amp; Economic Sustainability</b> <ul style="list-style-type: none"> <li>■ Maintain a balanced budget</li> <li>■ Maintain and improve the current good rating of our paved roads system</li> <li>■ Deliver CIP projects on time and on budget</li> <li>■ Maximize usage of other non-Town funding sources to include grants, bonds, and in-kind support from the Pima County Flood Control District, the Arizona Department of Environmental Protection Agency and the Community Groups</li> <li>■ Plan, design and build roadway projects within budget</li> <li>■ Continue securing regional funds from Pima Association of Governments for arterial roads within the Town</li> <li>■ Pursue American Recovery and Reinvestment Act (ARRA) bid savings for La Canada Overlay and Vistoso Commerce Loop Drive</li> </ul> </li> <li><b>Focus Area: Quality of Life &amp; Environmental Sustainability</b> <ul style="list-style-type: none"> <li>■ Improve good air quality by reducing congestion at intersections and roadways</li> <li>■ Reduce noise levels</li> <li>■ All roadway construction projects designed to comply with environmental regulations such as the Clean Water Act and Clean Air Act</li> <li>■ Enforce Manual of Uniform Traffic Control Devices standards in public streets</li> <li>■ Continue the buffelgrass and fountain grass eradication program</li> <li>■ Maintain good quality road surfaces</li> <li>■ Meet environmental quality guidelines</li> <li>■ Maintain safe roadway system</li> </ul> </li> <li><b>Focus Area: Community Infrastructure</b> <ul style="list-style-type: none"> <li>■ Develop an annual preventative maintenance plan and schedule for our roadway systems</li> <li>■ Build long lasting roadway projects</li> <li>■ Maintain the pavement management program</li> <li>■ Provide multi-use paths and sidewalks on all new roadway projects</li> <li>■ Partner and work with other departments and utility companies</li> </ul> </li> </ul>

**Performance Measures**

	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Projected</b>
▶ Percentage of paved streets in which surface and structure data are included in pavement management system (public streets)	100%	100%	100%
▶ Road rehabilitation expenditures per paved lane mile	\$1,395	\$820	\$1,103
▶ Percentage of paved lane miles on which road rehabilitation was completed (includes crack sealing)	30%	25%	27%
▶ Overall Condition Index (OCI) rating for paved streets	78	79	79
▶ Percentage of residents on Community Survey rating street conditions as excellent or good	N/A *	N/A *	75%
▶ Percentage of residents on Community Survey rating street sweeping services as excellent or good	N/A *	N/A *	75%
▶ Percentage of residents on Community Survey rating traffic flow and congestion levels on Town maintained roads and streets as good or excellent	N/A *	N/A *	75%

\* This new question will be posed in upcoming Community Survey

**Workload Indicators**

	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Projected</b>
▶ Miles of paved streets maintained (lane mile = 12 ft. wide by 1 mile long)	645	675	680
▶ Number of street maintenance work orders completed	725	750	760

Administration Program Overview

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

	FY 2009 Actual	FY 2010 Budget	FY 2010 Projected	FY 2011 Authorized	FY 2011 Funded	Variance to Budget
<b>Personnel</b>						
Town Engineer	1.00	1.00	1.00	1.00	1.00	-
Transit Administrator	-	-	-	0.50	0.50	0.50
Administration Coordinator	1.00	1.00	1.00	1.00	1.00	-
Office Specialist	1.00	1.00	1.00	0.75	0.75	(0.25)
<b>Total FTEs</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.25</b>	<b>3.25</b>	<b>0.25</b>

	FY 2009 Actual	FY 2010 Budget	FY 2010 Projected	FY 2011 Budget	Variance to Budget
<b>Expenditures</b>					
Personnel	\$ 287,758	\$ 261,479	\$ 249,751	\$ 301,738	15.4%
Operations & Maintenance	266,913	277,823	239,323	201,823	-27.4%
Capital	-	25,200	13,200	322,560	1180.0%
Other Financing Uses	229,632	431,305	431,305	203,033	-52.9%
<b>Total Expenditures</b>	<b>\$ 784,303</b>	<b>\$ 995,807</b>	<b>\$ 933,579</b>	<b>\$ 1,029,154</b>	<b>3.3%</b>

**FY 2010/2011 Expenditure and Staffing Changes**

**Personnel**

Personnel increased 15.4% as half of the Transit Administrator's personnel expenditures were transferred to this program area for FY 2011.

**Operations & Maintenance**

Operations & Maintenance decreased 27.4% due to lower insurance premiums and the discontinuation of a building lease.

**Capital**

Capital increased 1180% due to anticipated outlay for energy efficiency upgrades.

**Other Financing Uses**

Other Financing Uses decreased 52.9%. Unspent bond proceeds will be used towards debt service in FY 2011; therefore, a transfer to the debt service fund is unnecessary.

### Construction Design Program Overview

The Construction Design program is responsible for managing the design and construction of roadway projects. While most large projects are designed by consultants, the Engineering Division has a small in-house design section to design small Town projects. This program is responsible for the construction management for all the public roadway projects, large and small. **Beginning FY 2011, the Construction Design and Highway Permitting programs will merge to become Transportation Engineering.**

	FY 2009 Actual	FY 2010 Budget	FY 2010 Projected	FY 2011 Authorized	FY 2011 Funded	Variance to Budget
<b>Personnel</b>						
Engineering Division Manager	1.00	1.00	1.00	-	-	(1.00)
Senior Civil Engineer	0.75	0.75	0.75	-	-	(0.75)
Civil Engineer/Project Manager	1.00	1.00	1.00	-	-	(1.00)
Construction Manager	1.00	1.00	-	-	-	(1.00)
Civil Engineer Designer	1.00	1.00	1.00	-	-	(1.00)
Construction Inspector	1.00	1.00	1.00	-	-	(1.00)
Construction Clerk	1.00	1.00	-	-	-	(1.00)
<b>Total FTEs</b>	<b>6.75</b>	<b>6.75</b>	<b>4.75</b>	<b>-</b>	<b>-</b>	<b>(6.75)</b>

	FY 2009 Actual	FY 2010 Budget	FY 2010 Projected	FY 2011 Budget	Variance to Budget
<b>Expenditures</b>					
Personnel	\$ 572,227	\$ 565,165	\$ 452,746	\$ -	-100.0%
Operations & Maintenance	95,482	129,000	81,789	-	-100.0%
Capital	1,133,370	1,201,000	501,000	-	-100.0%
<b>Total Expenditures</b>	<b>\$ 1,801,079</b>	<b>\$ 1,895,165</b>	<b>\$ 1,035,535</b>	<b>\$ -</b>	<b>-100.0%</b>

### Highway Permitting Program Overview

Highway Permitting is responsible for issuing right-of-way permits for all activities within the Town's right-of-way. This program performs construction observation for all private development thus ensuring that private developments are built in compliance with Town approved improvement plans. **Beginning FY 2011, the Highway Permitting and Construction Design programs will merge to become Transportation Engineering.**

	FY 2009 Actual	FY 2010 Budget	FY 2010 Projected	FY 2011 Authorized	FY 2011 Funded	Variance to Budget
<b>Personnel</b>						
Senior Civil Engineer Technician	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>-</b>	<b>-</b>	<b>(1.00)</b>

	FY 2009 Actual	FY 2010 Budget	FY 2010 Projected	FY 2011 Budget	Variance to Budget
<b>Expenditures</b>					
Personnel	\$ 70,140	\$ 68,862	\$ 66,977	\$ -	-100.0%
Operations & Maintenance	125	1,000	1,000	-	-100.0%
<b>Total Expenditures</b>	<b>\$ 70,265</b>	<b>\$ 69,862</b>	<b>\$ 67,977</b>	<b>\$ -</b>	<b>-100.0%</b>

Transportation Engineering Program Overview

**This program is a result of the merging of Construction Design and Highway Permitting.** Transportation Engineering is responsible for managing the design and construction of roadway projects. While most large projects are designed by consultants, the Engineering Division has a small in-house design section for small Town projects. This program is responsible for the construction management for all the public roadway projects, large and small, as well as issuing right-of-way permits for all activities within the Town's right-of-way.

	FY 2009 Actual	FY 2010 Budget	FY 2010 Projected	FY 2011 Authorized	FY 2011 Funded	Variance to Budget
<b>Personnel</b>						
Engineering Division Manager	-	-	-	0.70	0.70	0.70
Senior Civil Engineer	-	-	-	0.50	0.50	0.50
Senior Civil Engineer Technician	-	-	-	1.00	1.00	1.00
Civil Engineer/Project Manager	-	-	-	1.00	1.00	1.00
Construction Manager	-	-	-	1.00	-	-
Civil Engineer Designer	-	-	-	1.00	1.00	1.00
Construction Inspector	-	-	-	1.00	1.00	1.00
Construction Clerk	-	-	-	1.00	-	-
<b>Total FTEs</b>	-	-	-	<b>7.20</b>	<b>5.20</b>	<b>5.20</b>

	FY 2009 Actual	FY 2010 Budget	FY 2010 Projected	FY 2011 Budget	Variance to Budget
<b>Expenditures</b>					
Personnel	\$ -	\$ -	\$ -	\$ 442,120	0.0%
Operations & Maintenance	-	-	-	96,200	0.0%
Capital	-	-	-	747,000	0.0%
<b>Total Expenditures</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,285,320</b>	<b>0.0%</b>

Traffic Engineering Program Overview

Traffic Engineering is a program within the Engineering Division. This program is responsible for maintaining and operating the Town's traffic intersection signals and lights, pavement markings, traffic signage, and traffic studies.

	FY 2009 Actual	FY 2010 Budget	FY 2010 Projected	FY 2011 Authorized	FY 2011 Funded	Variance to Budget
<b>Personnel</b>						
Engineering Division Manager	0.10	0.10	0.10	0.10	0.10	-
Senior Civil Engineer	0.25	0.25	0.25	0.50	0.50	0.25
Civil Engineer	0.20	0.20	0.20	0.20	0.20	-
Senior Traffic Technician	1.00	1.00	1.00	1.00	1.00	-
Civil Engineer Technician	-	1.00	-	-	-	(1.00)
Traffic Technician	1.00	1.00	1.00	1.00	1.00	-
Traffic Signs/Markings Crew Leader	-	-	1.00	1.00	1.00	1.00
Sr. Traffic Signs/Markings Worker	-	1.00	1.00	1.00	1.00	-
Traffic Signs/Markings Worker	1.00	1.00	1.00	1.00	1.00	-
Senior Office Assistant	0.46	0.46	0.13	0.48	0.15	(0.31)
<b>Total FTEs</b>	<b>4.01</b>	<b>6.01</b>	<b>5.68</b>	<b>6.28</b>	<b>5.95</b>	<b>(0.06)</b>

	FY 2009 Actual	FY 2010 Budget	FY 2010 Projected	FY 2011 Budget	Variance to Budget
<b>Expenditures</b>					
Personnel	\$ 249,004	\$ 367,939	\$ 370,918	\$ 415,033	12.8%
Operations & Maintenance	80,781	236,850	226,100	217,100	-8.3%
Capital	25,846	1,500	1,500	2,250	50.0%
<b>Total Expenditures</b>	<b>\$ 355,631</b>	<b>\$ 606,289</b>	<b>\$ 598,518</b>	<b>\$ 634,383</b>	<b>4.6%</b>

**FY 2010/2011 Expenditure and Staffing Changes**

**Personnel**

Personnel increased 12.8% due to reorganization of staff time within Public Works programs for better alignment of duties.

**Operations & Maintenance**

Operations and Maintenance decreased 8.3% due to electricity savings and reduction in field supplies expenditures.

**Capital**

Capital increased 50% due to necessary equipment replacements.

Pavement Management Program Overview

Pavement Management is a program within the Engineering Division. This program is responsible for operating the pavement management system and developing annual and long term schedules for surface treatments on Town streets.

	FY 2009 Actual	FY 2010 Budget	FY 2010 Projected	FY 2011 Authorized	FY 2011 Funded	Variance to Budget
<b>Personnel</b>						
Engineering Division Manager	0.40	0.40	0.40	0.20	0.20	(0.20)
Civil Engineer	0.80	0.80	0.80	0.20	0.20	(0.60)
Civil Engineer Designer	1.00	1.00	1.00	1.00	1.00	-
Pavement Management Specialist	1.00	1.00	1.00	1.00	1.00	-
Senior Office Assistant	0.46	0.46	0.13	0.33	-	(0.46)
<b>Total FTEs</b>	<b>3.66</b>	<b>3.66</b>	<b>3.33</b>	<b>2.73</b>	<b>2.40</b>	<b>(1.26)</b>

	FY 2009 Actual	FY 2010 Budget	FY 2010 Projected	FY 2011 Budget	Variance to Budget
<b>Expenditures</b>					
Personnel	\$ 283,034	\$ 284,523	\$ 268,360	\$ 195,143	-31.4%
Operations & Maintenance	9,310	9,250	2,250	1,750	-81.1%
Capital	4,688	500	500	5,000	900.0%
<b>Total Expenditures</b>	<b>\$ 297,032</b>	<b>\$ 294,273</b>	<b>\$ 271,110</b>	<b>\$ 201,893</b>	<b>-31.4%</b>

**FY 2010/2011 Expenditure and Staffing Changes**

**Personnel**

Personnel decreased 31.4% due to a senior office assistant vacancy and the reorganization of staff time to other Public Works programs for better alignment of duties.

**Operations & Maintenance**

Operations and Maintenance decreased 81.1% as software maintenance and licensing expenditures are now budgeted in the Information Technology department.

**Capital**

Capital increased 900% due to necessary equipment replacements.



Street Maintenance Program Overview

Street Maintenance is a program within the Operations Division. This program is responsible for maintaining the Town's streets and drainage ways.

	FY 2009 Actual	FY 2010 Budget	FY 2010 Projected	FY 2011 Authorized	FY 2011 Funded	Variance to Budget
<b>Personnel</b>						
Operations Division Manager	0.50	0.50	0.50	0.75	0.75	0.25
Civil Engineer	-	-	-	0.40	0.40	0.40
Streets & Drainage Sr. Crew Leader	1.00	1.00	1.00	1.00	1.00	-
Heavy Equipment Mechanic	1.00	-	-	-	-	-
Streets & Drainage Crew Leader	2.00	3.00	2.00	3.00	2.00	(1.00)
Traffic Signs/Markings Crew Leader	1.00	-	-	-	-	-
Sr. Heavy Equipment Operator	1.00	1.00	1.00	1.00	1.00	-
Sr. Traffic Signs/Markings Worker	1.00	-	-	-	-	-
Facilities Maintenance Technician	1.00	-	-	-	-	-
Heavy Equipment Operator	5.00	5.00	4.00	5.00	4.00	(1.00)
Senior Office Assistant	0.71	0.71	0.38	0.68	0.35	(0.36)
Maintenance Worker	2.00	2.00	2.00	2.00	2.00	-
<b>Total FTEs</b>	<b>16.21</b>	<b>13.21</b>	<b>10.88</b>	<b>13.83</b>	<b>11.50</b>	<b>(1.71)</b>

	FY 2009 Actual	FY 2010 Budget	FY 2010 Projected	FY 2011 Budget	Variance to Budget
<b>Expenditures</b>					
Personnel	\$ 902,738	\$ 707,878	\$ 567,550	\$ 656,731	-7.2%
Operations & Maintenance	468,542	300,876	263,567	297,750	-1.0%
Capital	118,188	1,500	1,500	-	-100.0%
<b>Total Expenditures</b>	<b>\$ 1,489,468</b>	<b>\$ 1,010,254</b>	<b>\$ 832,617</b>	<b>\$ 954,481</b>	<b>-5.5%</b>

**FY 2010/2011 Expenditure and Staffing Changes**

**Personnel**

Personnel decreased 7.2% due to vacant positions that will not be funded in FY 2011.

**Capital**

Due to limited funding, equipment has not been budgeted within this program for FY 2011.



# Public Works - Operations Division

## Custodial & Facility Maintenance

### Overview

Facilities Maintenance, a program within the Operations Division of Public Works, provides building maintenance repairs, minor renovations, project management, contract administration, energy management and HVAC services for the Town's facilities. This program is responsible for the maintenance of 13 Town buildings and structures encompassing approximately 76,000 square feet of building space.

	FY 2009 Actual	FY 2010 Budget	FY 2010 Projected	FY 2011 Authorized	FY 2011 Funded	Variance to Budget
<b>Personnel</b>						
Facilities Maintenance Crew Leader	1.00	1.00	1.00	1.00	1.00	-
Facilities Maintenance Tech	-	1.00	1.00	1.00	1.00	-
Civil Engineer	-	-	-	0.20	0.20	0.20
Senior Office Assistant	-	-	-	0.15	0.15	0.15
<b>Total FTEs</b>	<b>1.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.35</b>	<b>2.35</b>	<b>0.35</b>

	FY 2009 Actual	FY 2010 Budget	FY 2010 Projected	FY 2011 Budget	Variance to Budget
<b>Expenditures</b>					
Personnel	\$ 60,274	\$ 112,683	\$ 105,127	\$ 132,725	17.8%
Operations & Maintenance	190,484	213,590	153,348	200,282	-6.2%
Capital	15,000	675	675	-	-100.0%
<b>Total Expenditures</b>	<b>\$ 265,758</b>	<b>\$ 326,948</b>	<b>\$ 259,150</b>	<b>\$ 333,007</b>	<b>1.9%</b>

### FY 2010/2011 Expenditure and Staffing Changes

#### Personnel

Personnel increased 17.8% due to a realignment of staff time and personnel costs within public works.

#### Operations & Maintenance

Operations & Maintenance decreased 6.2% as part of a Town-wide effort to reduce operating costs.

## Mission

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

FY 2010 Highlights	FY 2011 Goals and Objectives
<p>- Developed and using Preventative Maintenance program for all facilities</p> <p>- Remodeling of Council chambers and Parks and Recreation building lobby</p>	<p><b>Focus Area: Financial and Economic Sustainability</b></p> <ul style="list-style-type: none"> <li>■ Maintain a balanced budget</li> <li>■ Monitor the energy use for each building to maintain baseline costs</li> </ul> <p><b>Focus Area: Quality of Life and Environmental Sustainability</b></p> <ul style="list-style-type: none"> <li>■ Maintain a clean safe environment for public and staff in all buildings</li> <li>■ Use of green cleaning products</li> </ul> <p><b>Focus Area: Community Infrastructure</b></p> <ul style="list-style-type: none"> <li>■ Continue the preventative maintenance program for all buildings</li> </ul> <p><b>Focus Area: Leadership and Communication</b></p> <ul style="list-style-type: none"> <li>■ Efficient use of work order system</li> <li>■ Continue staff training and certifications</li> </ul>

**Performance Measures**

	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Projected</b>
▶ Repair expenditures per square foot of buildings maintained	\$2.40	\$2.57	\$2.70
▶ Percentage of internal customers rating overall satisfaction with custodial service as excellent or good	80%	83%	80%
▶ Percentage of work order requests completed within five business days	85% (est.)	85%	85%

**Workload Indicators**

	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Projected</b>
▶ Number of work order requests completed	1,035	900	950
▶ Square footage of buildings maintained	80,571	80,571	84,000
▶ Repair requests per 100,000 square feet of buildings maintained	12.9	11.2	11.3



# Public Works - Operations Division Fleet Maintenance

## Overview

The Fleet Maintenance program area was a newly created program area beginning FY 2010. The program area is set up as an internal service fund under the Public Works Operations Division and each Town department that maintains a fleet of vehicles and/or heavy equipment contributes to this fund based on their respective fleet size and related costs. The Fleet Maintenance program area is responsible for the 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.

	FY 2009 Actual	FY 2010 Budget	FY 2010 Projected	FY 2011 Authorized	FY 2011 Funded	Variance to Budget
<b>Personnel</b>						
Maintenance Technician	-	1.00	-	-	-	(1.00)
Heavy Equipment Mechanic	-	1.00	-	-	-	(1.00)
Fleet Maintenance Mechanic III	-	-	1.00	1.00	1.00	1.00
Fleet Maintenance Mechanic II	-	-	1.00	1.00	1.00	1.00
Senior Office Assistant	-	0.37	0.37	0.35	0.35	(0.02)
<b>Total FTEs</b>	-	<b>2.37</b>	<b>2.37</b>	<b>2.35</b>	<b>2.35</b>	<b>(0.02)</b>

	FY 2009 Actual	FY 2010 Budget	FY 2010 Projected	FY 2011 Budget	Variance to Budget
<b>Expenditures</b>					
Personnel	\$ -	\$ 131,882	\$ 134,943	\$ 138,561	5.1%
Operations & Maintenance	-	764,032	762,948	736,407	-3.6%
<b>Total Expenditures</b>	<b>\$ -</b>	<b>\$ 895,914</b>	<b>\$ 897,891</b>	<b>\$ 874,968</b>	<b>-2.3%</b>

	Revenue Sources				Variance to Budget
	FY 2009 Actuals	FY 2010		FY 2011 Budget	
		Budget	Projected		
Other Financing Sources	\$ -	\$ 895,914	\$ 895,914	\$ 874,968	-2.3%
Miscellaneous	-	-	1,977	-	0.0%
<b>Total Revenues</b>	<b>\$ -</b>	<b>\$ 895,914</b>	<b>\$ 897,891</b>	<b>\$ 874,968</b>	<b>-2.3%</b>

### FY 2010/2011 Expenditure and Staffing Changes

#### Personnel

Personnel increased 5.1% due to change in benefits coverage of an employee.

#### Operations & Maintenance

Operations & Maintenance decreased 3.6% due to reduced fuel expenditures.

FY 2010 Highlights	FY 2011 Goals and Objectives
<ul style="list-style-type: none"> <li>- Hired Fleet Mechanic II and Fleet Mechanic III</li> <li>- Developed and populated computerized fleet maintenance program to account for all mechanical repairs, preventative maintenance, repair costs and work history.</li> <li>- Developed work order system within fleet maintenance program that uses activity codes to capture costs and group for summary.</li> <li>- Develop reports that show costs by individual equipment for each department and division within the town. Reports are generated monthly and budgeted year to date.</li> <li>- Worked with procurement to secure contracts with three outside repair shops to complete normal preventative maintenance and repairs for town vehicles.</li> </ul>	<p><b>Focus Area: Financial &amp; Economic Sustainability</b></p> <ul style="list-style-type: none"> <li>■ Maintain a balanced budget</li> <li>■ Maintain all Town vehicles and heavy equipment in excellent mechanical shape</li> <li>■ Evaluate brands and quality, and purchase in bulk to save in cost of repair parts</li> </ul> <p><b>Focus Area: Quality of Life &amp; Environmental Sustainability</b></p> <ul style="list-style-type: none"> <li>■ Maintain all vehicles and heavy equipment in a manner to reduce its carbon foot print</li> <li>■ Maintain Town vehicles and heavy equipment in excellent mechanical condition to ensure the safety of the operator and the public</li> <li>■ Evaluate new types of vehicles, equipment and fuels for future replacement and use</li> </ul> <p><b>Focus Area: Community Infrastructure</b></p> <ul style="list-style-type: none"> <li>■ Maintain the repair shop in safe useable condition</li> </ul> <p><b>Focus Area: Leadership and Communication</b></p> <ul style="list-style-type: none"> <li>■ Maintain open lines a communication with town departments and outside repair shops for vehicle repairs</li> <li>■ Work with fleet mechanics to maintain training for new equipment and vehicles</li> </ul>

## Performance Measures

	FY 2009 <sup>*</sup> Actual	FY 2010 Estimate	FY 2011 Projected
▶ Total cost per mile to operate and maintain light vehicles (repair and fuel cost only)	N/A	\$0.35	\$0.35
▶ Total cost per mile to operate and maintain heavy vehicles (repair and fuel cost only)	N/A	\$9.58	\$8.50
▶ Total cost per hour to operate and maintain heavy equipment (repair and fuel cost only)	N/A	\$12.35	\$10.00
▶ Percentage of internal customers rating quality of Fleet Maintenance services as excellent or good	N/A	80%	90%
▶ Percentage of internal customers rating timeliness of Fleet Maintenance services as excellent or good	N/A	80%	90%

*\* Because Fleet Maintenance was a new program area beginning FY 2010, performance measures for FY 2009 are not available*

## Workload Indicators

	FY 2009 Actual	FY 2010 Estimate	FY 2011 Projected
▶ Number of vehicles maintained (includes motorcycles)	209	209	199
▶ Number of heavy equipment maintained	52	52	52



# Public Works - Operations Division Stormwater Utility

## Overview

The Utility is managed through a section of the Public Works Operations Division. The section is responsible for meeting all quality and quantity issues including the Town's Stormwater Management Plan, Floodplain and Erosion Hazard Management, and supporting all other Town programs that are impacted by storm events. The Division also coordinates with federal, state and local government agencies related to the Town's Stormwater program.

	FY 2009 Actual	FY 2010 Budget	FY 2010 Projected	FY 2011 Authorized	FY 2011 Funded	Variance to Budget
<b>Personnel</b>						
Stormwater Engineer	1.00	1.00	1.00	1.00	1.00	-
Operations Division Manager	-	-	-	0.25	0.25	0.25
Civil Engineer	-	-	1.00	1.00	1.00	1.00
Civil Engineering Technician	1.00	1.00	1.00	1.00	1.00	-
Office Specialist	-	-	-	0.25	0.25	0.25
Intern	0.30	0.30	-	-	-	(0.30)
<b>Total FTEs</b>	<b>2.30</b>	<b>2.30</b>	<b>3.00</b>	<b>3.50</b>	<b>3.50</b>	<b>1.20</b>

	FY 2009 Actual	FY 2010 Budget	FY 2010 Projected	FY 2011 Budget	Variance to Budget
<b>Expenditures</b>					
Personnel	\$ 163,000	\$ 185,842	\$ 205,393	\$ 271,877	46.3%
Operations & Maintenance	280,918	426,600	365,600	243,368	-43.0%
Capital	204,302	2,140,600	549,553	2,252,724	5.2%
Other Financing Uses	-	43,973	43,973	108,804	147.4%
<b>Total Expenditures</b>	<b>\$ 648,220</b>	<b>\$ 2,797,015</b>	<b>\$ 1,164,519</b>	<b>\$ 2,876,773</b>	<b>2.9%</b>

*Does not include non-cash outlays for depreciation*

	Revenue Sources				Variance to Budget
	FY 2009 Actual	FY 2010		FY 2011 Budget	
		Budget	Projected		
Federal Grants	\$ 10,985	\$ 1,275,500	\$ 105,000	\$ 1,188,500	-6.8%
State Grants	1,071	726,100	310,000	930,100	28.1%
Stormwater Fee	734,599	739,500	739,500	742,500	0.4%
Interest	2,624	1,982	1,600	1,500	-24.3%
Miscellaneous	294	500	1,520	1,000	100.0%
<b>Total Revenues</b>	<b>\$ 749,573</b>	<b>\$ 2,743,582</b>	<b>\$ 1,157,620</b>	<b>\$ 2,863,600</b>	<b>4.4%</b>

## FY 2010/2011 Expenditure and Staffing Changes

### Personnel

Personnel increased 46.3% due to a realignment of staff time within Public Works. Costs associated with a civil engineer and a portion of the Operations Division manager and an office specialist will now be charged to Stormwater.

### Operations & Maintenance

Operations & Maintenance decreased 43% due to a reduction in Stormwater maintenance costs, as several projects were completed in FY 2010.

### Other Financing Uses

Other Financing Uses increased 147.4% due to a transfer in FY 2011 to the Highway Fund for storm street sweeping cleanup and project design services.



## Mission

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

FY 2010 Highlights	FY 2011 Goals and Objectives
<ul style="list-style-type: none"> <li>- Received \$485K from the Pima County Regional Flood Control District (PCRFCDD) for two drainage improvement projects in Town and awarded \$18K from US Fish and Wildlife Service for buffelgrass removal support</li> <li>- Annual stormwater management plan report was commended by Arizona Department of Environmental Quality (ADEQ) for meeting all the state's quality permit requirements</li> <li>- Implemented a comprehensive Stormwater Pollution Prevention Program (SWPPP) and inspected all private SWPPPs within the Town</li> <li>- Cañada Del Oro Wash Levee system was certified by Federal Emergency Management Agency (FEMA) as meeting their standards for the 100 year storm</li> <li>- Completed Geographical Information Systems (GIS) inventory, map and inspection of stormwater management facilities within the Town</li> <li>- Purchased additional equipment to support maintenance of infrastructure to include chipper and dump truck</li> <li>- Expanded Stormwater web page on Town web site to include floodplain management section and expanded stormwater quality information</li> <li>- Increased public outreach and education with semi-annual flyers in water bills and quarterly inputs for <i>Vista</i> publication</li> <li>- Stormwater Pollution Prevention presentations/displays given at Painted Sky, Wilson, and Immaculate Heart Elementary schools, Town Farmers Market, Pima Association of Governments (PAG) Stormwater Conference and to several Town Homeowners Associations (HOAs)</li> <li>- Numerous studies, designs, and minor repair projects completed by the Utility for public infrastructure in Town</li> <li>- Continued to lead in stormwater leadership as shown by the Stormwater Utility manager being voted chair of the Pima County Flood Advisory Committee</li> </ul>	<ul style="list-style-type: none"> <li><b>Focus Area: Financial &amp; Economic Sustainability</b> <ul style="list-style-type: none"> <li>■ Continue to maximize usage of other non-Town funding sources to include grants, bonds and in-kind support from government agencies, including Pima County Regional Flood Control District (PCRFCDD), Arizona Department of Environmental Quality (ADEQ), Arizona Division of Emergency Management (ADEM), Environmental Protection Agency (EPA), and community groups</li> <li>■ Continue to improve the bill collection process to maintain the existing low bad debt ratio for non Oro Valley water customers</li> <li>■ Establish a stormwater equipment and infrastructure renewal fund balance to address life cycle costs of the Stormwater Utility.</li> </ul> </li> <li><b>Focus Area: Quality of Life &amp; Environmental Sustainability</b> <ul style="list-style-type: none"> <li>■ Improve balance between flood control and riparian areas/native plants through inspection and maintenance of all public drainageways and easements</li> <li>■ Continue to expand and improve storm related vector monitoring and control as appropriate to improve public health in Town</li> <li>■ Develop cooperative research programs with the University of Arizona to qualify and quantify the best available technology for water quality specifically tailored for our unique Oro Valley environment.</li> </ul> </li> <li><b>Focus Area: Community Infrastructure</b> <ul style="list-style-type: none"> <li>■ Continue to eliminate "storm hot spots," public infrastructure impaired during storms, through in-house or contract studies and projects</li> <li>■ Continue planning for floodplain management within Arroyo Grande to facilitate the future renewal of the annexation process</li> <li>■ Continue to improve support and customer service to owners of private stormwater management facilities throughout the Town</li> </ul> </li> <li><b>Focus Area: Leadership and Communication</b> <ul style="list-style-type: none"> <li>■ Continue to expand the Stormwater web page to aid the Town and local community</li> <li>■ Continue to improve outreach venues within the Town and pursue additional stormwater leadership opportunities throughout the state</li> <li>■ Develop a Stormwater Good Housekeeping Training Program for the appropriate Town staff</li> </ul> </li> </ul>

**Performance Measures**

	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Projected</b>
▶ Number of reduced/mitigated drainage problem areas out of total identified town-wide	5 / 55	7 / 50	8 / 43

**Workload Indicators**

	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Projected</b>
▶ Number of outfall stormwater structures inspected twice per year	195	205	215
▶ Number of public education sessions held to increase awareness of need to reduce stormwater pollution	9	18	20
▶ Number of mosquito traps set for testing West Nile virus	200	200	200
▶ Number of town-owned property pollutant sources reported and investigated	0	0	0
▶ Number of town-owned property pollutant sources reported and mitigated	0	0	0



# Public Works Transit Division

## Overview

The Transit Division is responsible for providing a locally run, reasonably priced service to enable our residents with disabilities, and those who are older and transportation dependent, to achieve mobility. This para-transit service is provided via the Town's Coyote Run Transit Service.

	FY 2009 Actual	FY 2010 Budget	FY 2010 Projected	FY 2011 Authorized	FY 2011 Funded	Variance to Budget
<b>Personnel</b>						
Transit Services Administrator	1.00	1.00	1.00	0.50	0.50	(0.50)
Dispatcher	1.00	1.00	1.00	1.00	1.00	-
Lead Transit Driver	1.00	1.00	1.00	1.00	1.00	-
Driver	5.99	7.10	4.74	6.81	4.74	(2.36)
<b>Total FTEs</b>	<b>8.99</b>	<b>10.10</b>	<b>7.74</b>	<b>9.31</b>	<b>7.24</b>	<b>(2.86)</b>

	FY 2009 Actual	FY 2010 Budget	FY 2010 Projected	FY 2011 Budget	Variance to Budget
<b>Expenditures</b>					
Personnel	\$ 434,277	\$ 440,910	\$ 393,070	\$ 344,470	-21.9%
Operations & Maintenance	128,395	103,117	50,885	60,850	-41.0%
Capital	907,698	613,200	18,034	47,000	-92.3%
Other Financing Uses	-	100,973	100,973	80,000	-20.8%
<b>Total Expenditures</b>	<b>\$ 1,470,370</b>	<b>\$ 1,258,200</b>	<b>\$ 562,962</b>	<b>\$ 532,320</b>	<b>-57.7%</b>

	Revenue Sources				Variance to Budget
	FY 2009 Actual	FY 2010		FY 2011 Budget	
		Budget	Projected		
Federal Grants	\$ 60,000	\$ -	\$ -	\$ -	0.0%
LTAf	179,933	188,544	104,373	-	-100.0%
PAG Reimbursement	76,590	75,000	59,983	-	-100.0%
RTA Reimbursement	851,396	650,000	58,568	50,000	-92.3%
Fare Box	55,194	60,900	54,000	34,545	-43.3%
Interest	1,716	2,469	1,617	1,800	-27.1%
Miscellaneous	9,855	6,531	-	18,500	183.3%
General Fund Subsidy	198,598	302,000	302,000	400,000	32.5%
<b>Total Revenues</b>	<b>\$ 1,433,282</b>	<b>\$ 1,285,444</b>	<b>\$ 580,541</b>	<b>\$ 504,845</b>	<b>-60.7%</b>

### FY 2010/2011 Expenditure and Staffing Changes

#### Personnel

Personnel decreased 21.9% due to driver vacancies that will not be funded in FY 2011.

#### Operations & Maintenance

Operations & Maintenance decreased 41% due to lower insurance premiums, reduced travel and training for staff, and the transfer of software maintenance and licensing expenditures to the Information Technology Department.

#### Capital

Capital decreased 92.3%. Capacity of \$600,00 that was budgeted in FY 2010 for potential RTA projects will not be carried forward to FY 2011.

#### Other Financing Uses

Other Financing Uses decreased 20.8% due to anticipated savings in Transit's fleet expenditures, thereby reducing the amount transferred to the Fleet Maintenance Fund.

## Mission

Working proudly to provide and encourage mobility to all of Oro Valley through an alternative mode of transportation.

FY 2010 Highlights	FY 2011 Goals and Objectives
<ul style="list-style-type: none"> <li>- Coyote Run developed and implemented a volunteer driver program to aid in the delivery of service, saving over \$12,000.</li>   <li>- The Regional Transportation Authority and Oro Valley launched two new circulator Sun Shuttle service for demonstration in May 2010.</li>   <li>- First transit art shelter was completed at the Rancho Vistoso Park and Ride.</li>   <li>- While ridership decreased due to the service cap, service productivity increased to over 2.0 passengers per hour.</li> </ul>	<ul style="list-style-type: none"> <li><b>Focus Area: Financial &amp; Economic Sustainability</b> <ul style="list-style-type: none"> <li>■ Maintain a balanced budget</li> <li>■ Continue to manage the Intergovernmental Agreement with the Regional Transportation Authority (RTA) to provide funding for transit related projects</li> <li>■ Explore alternative funding sources supporting transit services</li> </ul> </li>   <li><b>Focus Area: Quality of Life &amp; Environmental Sustainability</b> <ul style="list-style-type: none"> <li>■ Work with the RTA to modify Sun Shuttle services to ensure community "fit"</li> <li>■ Work with the RTA to develop alternative services for the growing number of residents that fall into categories not covered by ADA but in need of transit services</li> </ul> </li>   <li><b>Focus Area: Community Infrastructure</b> <ul style="list-style-type: none"> <li>■ Work with the RTA to identify transit related infrastructure needs for the community in support of local circulator service</li> <li>■ Encourage transit development throughout Oro Valley</li> </ul> </li>   <li><b>Focus Area: Leadership and Communication</b> <ul style="list-style-type: none"> <li>■ Build trust through effective public outreach and communication</li> <li>■ Develop a team environment that is supportive and goal oriented in order to achieve excellence in transit service</li> </ul> </li> </ul>

**Performance Measures**

	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Projected</b>
▶ Total cost per passenger trip	\$31.02	\$33.47	\$33.47
▶ Total Town subsidy per passenger trip	\$27.80	\$30.25	\$30.25
▶ Percentage of requested reservations fulfilled	100%	86%	86%

**Workload Indicators**

	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Projected</b>
▶ Number of registered riders	1,212	1,323	1,407
▶ Percentage increase in registered riders	10%	9%	6%
▶ Percentage increase in passengers per hour	6%	15%	-1%



# Building Safety

## Overview

Building Safety is responsible for ensuring the health, safety, and welfare of the public in the built environment. The Department coordinates all facets of building plan review and the subsequent inspection process during construction for code conformance in the interest of public safety. The Department is responsible for all residential and commercial construction plan review which includes: architecture, structural, fire-resistive, life/safety, mechanical, plumbing, and electrical systems, as well as all site development plans, walls, and pool/spas to assess their compliance with the codes. The Department also performs inspections on the construction of all structures, whether new, remodeled or altered, within the Town to verify they are constructed to the health and safety standards contained within the codes and ordinances adopted by the Town. In coordination with the Fire Marshal, the Department is responsible for field inspections on projects under construction and on existing buildings for compliance with fire codes, ordinances and laws. **Beginning FY 2011, Building Safety will be consolidated into a new department called Development and Infrastructure Services.**

Total FTEs				
FY 2009 Actual	FY 2010		FY 2011	
	Budget	Projected	Authorized	Funded
16.00	17.00	14.00	-	-

	Expenditures by Program Area				
	FY 2009 Actual	FY 2010		FY 2011 Budget	% to Budget
		Budget	Projected		
Building Safety Administration	\$ 346,490	\$ 360,241	\$ 253,002	\$ -	-100.0%
Inspection	556,142	546,531	492,661	-	-100.0%
Plan Review	378,369	385,428	316,271	-	-100.0%
Intake & Permitting	124,402	95,585	92,314	-	-100.0%
Implementation Plan	13,666	23,840	15,940	-	-100.0%
	<b>\$ 1,419,069</b>	<b>\$ 1,411,625</b>	<b>\$ 1,170,188</b>	<b>\$ -</b>	<b>-100.0%</b>

	Revenue Sources				
	FY 2009 Actual	FY 2010		FY 2011 Budget	% to Budget
		Budget	Projected		
Residential Building Permits	\$ 566,583	\$ 381,250	\$ 459,670	\$ -	-100.0%
Commercial Building Permits	684,269	679,521	311,249	-	-100.0%
Special Inspection Fees	5,280	7,817	4,082	-	-100.0%
Copying Fees/Code Book Sales	372	401	195	-	-100.0%
	<b>\$ 1,256,504</b>	<b>\$ 1,068,989</b>	<b>\$ 775,196</b>	<b>\$ -</b>	<b>-100.0%</b>

## **Mission**

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

---

## **FY 2010 Highlights**

---

- Projected to generate approximately \$775,000 in revenues for the Town.
- Projected to meet the needs of approximately 6,600 walk in customers, receive 1,250 permit applications, approve 1,240 permits, issue 1,260 permits, and provide 15,670 inspections.
- Utilized our staff to complete the Council Chamber remodel project, Steam Pump Ranch selective demolition project, and Calle Concordia reception area Americans with Disabilities Act (ADA) compliance project.
- Provided proactive preconstruction and construction assistance for large projects including: BASIS Charter School, Sanofi Aventis, and Ventana Medical Systems.
- Cross trained inspection staff internally and with other departments to expand capacity for service.
- Increased information available to the public via the web.
- Expanded the use of preconstruction meetings to all commercial projects.
- Successfully completed the Intergovernmental Agreement (IGA) for Addressing Services with Pima County.
- Worked with the directors of Planning & Zoning and Public Works departments to develop and implement the consolidation of the three departments into one, Development and Infrastructure Services, for FY 2011.

Administration Program Overview

The primary function of the Building Safety Director is ensure that all buildings constructed within the Town meet the health and safety standards contained in the Town's codes and ordinances as well as determine if proposed alternate means and methods meet the codes intent. The Director, with support of the Assistant Building Official, provides leadership, direction and support to the Department's staff. Administrative staff responsibilities include clerical duties, maintaining the Department's website, records management, and logistical support.

	FY 2009 Actual	FY 2010 Budget	FY 2010 Projected	FY 2011 Authorized	FY 2011 Funded	Variance to Budget
<b>Personnel</b>						
Building Safety Director	1.00	1.00	1.00	-	-	(1.00)
Assistant Building Official	1.00	1.00	-	-	-	(1.00)
Office Specialist	1.00	1.00	-	-	-	(1.00)
Senior Office Assistant	-	1.00	1.00	-	-	(1.00)
<b>Total FTEs</b>	<b>3.00</b>	<b>4.00</b>	<b>2.00</b>	<b>-</b>	<b>-</b>	<b>(4.00)</b>

	FY 2009 Actual	FY 2010 Budget	FY 2010 Projected	FY 2011 Budget	Variance to Budget
<b>Expenditures</b>					
Personnel	\$ 318,903	\$ 327,591	\$ 232,693	\$ -	-100.0%
Operations & Maintenance	27,587	32,650	20,309	-	-100.0%
<b>Total Expenditures</b>	<b>\$ 346,490</b>	<b>\$ 360,241</b>	<b>\$ 253,002</b>	<b>\$ -</b>	<b>-100.0%</b>

Inspection Program Overview

All inspections are performed by the Department's staff of Certified Building Inspectors. They are responsible for inspecting all commercial and residential construction for new and altered buildings/ structures within the Town to verify they are constructed to the health and safety standards contained within the codes and ordinances adopted by the Town. The Chief Building Inspector provides leadership, direction and support to the Inspection Staff.

	FY 2009 Actual	FY 2010 Budget	FY 2010 Projected	FY 2011 Authorized	FY 2011 Funded	Variance to Budget
<b>Personnel</b>						
Chief Building Inspector	1.00	1.00	1.00	-	-	(1.00)
Building Inspector II	6.00	6.00	5.00	-	-	(6.00)
Building Inspector I	-	-	-	-	-	-
<b>Total FTEs</b>	<b>7.00</b>	<b>7.00</b>	<b>6.00</b>	<b>-</b>	<b>-</b>	<b>(7.00)</b>

	FY 2009 Actual	FY 2010 Budget	FY 2010 Projected	FY 2011 Budget	Variance to Budget
<b>Expenditures</b>					
Personnel	\$ 528,683	\$ 528,421	\$ 477,901	\$ -	-100.0%
Operations & Maintenance	27,459	18,110	14,760	-	-100.0%
<b>Total Expenditures</b>	<b>\$ 556,142</b>	<b>\$ 546,531</b>	<b>\$ 492,661</b>	<b>\$ -</b>	<b>-100.0%</b>



### Plan Review Program Overview

All Plan Review is performed by the Department's staff of Certified Plans Examiners. They are responsible for the review of all commercial and residential construction plan review for new and altered buildings/ structures which includes: architecture, structural, fire-resistive, life/safety, mechanical, plumbing, and electrical systems, as well as all site development plans, walls and pools/spas, to assess their compliance with the codes.

	FY 2009 Actual	FY 2010 Budget	FY 2010 Projected	FY 2011 Authorized	FY 2011 Funded	Variance to Budget
<b>Personnel</b>						
Plans Examiner II	4.00	4.00	4.00	-	-	(4.00)
<b>Total FTEs</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	-	-	<b>(4.00)</b>

	FY 2009 Actual	FY 2010 Budget	FY 2010 Projected	FY 2011 Budget	Variance to Budget
<b>Expenditures</b>					
Personnel	\$ 324,960	\$ 328,528	\$ 310,171	\$ -	-100.0%
Operations & Maintenance	53,409	56,900	6,100	-	-100.0%
<b>Total Expenditures</b>	<b>\$ 378,369</b>	<b>\$ 385,428</b>	<b>\$ 316,271</b>	<b>\$ -</b>	<b>-100.0%</b>

### Intake & Permitting Program Overview

All applications are received and reviewed by the certified permit technicians to ensure all necessary documentation is included to provide a timely review by all departments. At each stage of review, they monitor, coordinate and issue comments until complete. Once review is complete, they issue the permit and coordinate the inspector's interactive voice response system.

	FY 2009 Actual	FY 2010 Budget	FY 2010 Projected	FY 2011 Authorized	FY 2011 Funded	Variance to Budget
<b>Personnel</b>						
Building Permit Tech	2.00	2.00	2.00	-	-	(2.00)
<b>Total FTEs</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	-	-	<b>(2.00)</b>

	FY 2009 Actual	FY 2010 Budget	FY 2010 Projected	FY 2011 Budget	Variance to Budget
<b>Expenditures</b>					
Personnel	\$ 122,534	\$ 92,875	\$ 89,804	\$ -	-100.0%
Operations & Maintenance	1,868	2,710	2,510	-	-100.0%
<b>Total Expenditures</b>	<b>\$ 124,402</b>	<b>\$ 95,585</b>	<b>\$ 92,314</b>	<b>\$ -</b>	<b>-100.0%</b>

### Implementation Plan Program Overview

Based on a management study completed in 2006-07 there are three key areas for improvement in the Building Safety Department in order to reach the goal of enhancing customer service satisfaction: access to information; the permitting process; and inspection process.

	FY 2009 Actual	FY 2010 Budget	FY 2010 Projected	FY 2011 Budget	Variance to Budget
<b>Expenditures</b>					
Operations & Maintenance	\$ 8,566	\$ 18,340	\$ 10,440	\$ -	-100.0%
Capital	5,100	5,500	5,500	-	-100.0%
<b>Total Expenditures</b>	<b>\$ 13,666</b>	<b>\$ 23,840</b>	<b>\$ 15,940</b>	<b>\$ -</b>	<b>-100.0%</b>



# Public Works Development Review

## Overview

The Development Review Division reviews all development plans, preliminary plats, improvement and grading plans for privately constructed commercial, institutional and residential projects within the Town. The Division issues grading and floodplain use permits for all of the approved projects. The primary emphasis is assuring that projects adhere to all Town codes, standards and policies. This Division also manages and issues all permits required for private construction within the Town's right-of-ways. **Beginning FY 2011, Development Review will be consolidated into a new department called Development and Infrastructure Services.**

	FY 2009 Actual	FY 2010 Budget	FY 2010 Projected	FY 2011 Authorized	FY 2011 Funded	Variance to Budget
<b>Personnel</b>						
Development Review Division Manager	1.00	1.00	1.00	-	-	(1.00)
Senior Civil Engineer	1.00	1.00	1.00	-	-	(1.00)
Civil Engineer	1.00	1.00	-	-	-	(1.00)
Engineering Design Reviewer	1.00	1.00	1.00	-	-	(1.00)
Civil Engineering Technician	2.00	2.00	1.00	-	-	(2.00)
<b>Total FTEs</b>	<b>6.00</b>	<b>6.00</b>	<b>4.00</b>	-	-	<b>(6.00)</b>

	FY 2009 Actual	FY 2010 Budget	FY 2010 Projected	FY 2011 Budget	Variance to Budget
<b>Expenditures</b>					
Personnel	\$ 498,505	\$ 502,763	\$ 399,184	\$ -	-100.0%
Operations & Maintenance	14,326	19,850	14,850	-	-100.0%
Capital	-	-	-	-	0.0%
<b>Total Expenditures</b>	<b>\$ 512,831</b>	<b>\$ 522,613</b>	<b>\$ 414,034</b>	<b>\$ -</b>	<b>-100.0%</b>

	<b>Revenue Sources</b>				Variance to Budget
	FY 2009 Actuals	FY 2010		FY 2011 Budget	
		Budget	Projected		
Grading Permit Fees	\$ 9,817	\$ 12,744	\$ 7,194	\$ -	-100.0%
Engineer Plan Review Fees	39,053	27,333	68,720	-	-100.0%
Grading Review Fees	1,674	2,743	507	-	-100.0%
Grading Inspection Fees	1,280	1,960	600	-	-100.0%
<b>Total Revenues</b>	<b>\$ 51,824</b>	<b>\$ 44,780</b>	<b>\$ 77,021</b>	<b>\$ -</b>	<b>-100.0%</b>

## **Mission**

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

---

## **FY 2010 Highlights**

---

- Completed, published and implemented the new Drainage Criteria Manual to be used for all development within the Town
- Assisted the Planning & Zoning Department in the creation and implementation of the new Landscape Zoning Code revision
- Assisted the Planning & Zoning Department in the creation and implementation of the new Neighborhood Development Participation Meeting Zoning Code revision - Section 22.15 Public Participation
- Assisted the Planning & Zoning Department by creating the new Hillside Development Zone slope analysis criteria to be utilized in the upcoming Environmentally Sensitive Land (ESL) Ordinance
- Fully integrated Civil Improvement Plan review into Permits Plus software
- In coordination with Planning & Zoning and Building Safety Departments, implemented new development review criteria focused at decreasing project processing time through the Town approval process. Examples of this are the successful approvals of the Ventana Medical Master Expansion Project and the BASIS Charter School construction.



# Planning & Zoning

## Overview

The Planning & Zoning Department administers the Zoning Code and the General Plan for the harmonious growth of the Town. The department is responsible for providing planning and zoning services to the Community, Town Council, Planning and Zoning Commission, Development Review Board, Board of Adjustment, Historic Preservation Committee, Public Art Review Committee, and project teams. The department is made up of three teams that work in close coordination: Administration, Planning, and Zoning. **Beginning FY 2011, Planning & Zoning will be consolidated into a new department called Development and Infrastructure Services.**

Total FTEs				
FY 2009 Actual	FY 2010		FY 2011	
	Budget	Projected	Authorized	Funded
17.00	17.00	13.00	-	-

	Expenditures by Program Area				
	FY 2009 Actual	FY 2010		FY 2011 Budget	% to Budget
		Budget	Projected		
Planning & Zoning Administration	\$ 422,385	\$ 639,739	\$ 377,181	\$ -	-100.0%
Planning	500,905	500,182	449,671	-	-100.0%
Zoning Enforcement	371,981	365,288	288,959	-	-100.0%
Work Plan	16,006	17,500	16,969	-	-100.0%
Conservation & Sustainability	-	271,331	98,970	-	100.0%
	<b>\$ 1,311,277</b>	<b>\$ 1,794,040</b>	<b>\$ 1,231,750</b>	<b>\$ -</b>	<b>-100.0%</b>

	Revenue Sources				
	FY 2009 Actual	FY 2010		FY 2011 Budget	% to Budget
		Budget	Projected		
Zoning & Subdivision Fees	\$ 132,945	\$ 116,278	\$ 105,700	\$ -	-100.0%
Sign Permits	45,450	47,638	40,137	-	-100.0%
Energy Effic. & Cons. Block Grant	-	164,200	-	-	-100.0%
	<b>\$ 178,395</b>	<b>\$ 328,116</b>	<b>\$ 145,837</b>	<b>\$ -</b>	<b>-100.0%</b>

## Mission

Engage the community to preserve on past and realize a sustainable future by ensuring the values and standards of the community are upheld.

## FY 2010 Highlights

### Historic Preservation & Archaeological Projects

- Steam Pump Ranch listed on National Register of Historic Places
- Completed Cultural Resources Inventory
- Continuing work on Steam Pump Ranch Implementation Program
- Extensive historic document and photo recovery & archiving
- Town achieved Certified Local Government Accreditation
- Historic Preservation Commission adopted FY 2010-12 Work Plan

### Zoning Code Amendments

- Landscape Conservation Code
- Public Outreach Plan
- Solar Ready Measures and Grey Water Requirements
- Completed Standardized Project Submittal & Review Checklists
- Environmentally Sensitive Lands (ESL) Ordinance (complete summer 2010)
- Recreation Areas in Residential Districts (complete summer 2010)
- Sign Code Update underway (complete September 2010)
- Preparing options for streamlining development review process

### Financial Sustainability/Economic Development Projects

- Completed 10 acre residential annexation
- Expedited plan review for Ventana Medical Systems / Roche expansion plans
- Expedited review for BASIS Charter School
- Reviewed and processed several development plans

### Citizen Outreach/Participation/Education

- Graduated 22 residents from the '09 Citizen Planning Institute
- Solar training classes hosted in Oro Valley
- Established Technical and Public Advisory Committees for ESL ordinance
- Established Sign Code Task Force

### Environmental - Quality of Life

- Green Team established Sustainability Plan
- Awarded Energy Efficiency Conservation Block Grant
- Developed Town Energy Efficiency Conservation Strategy
- Beginning implementation of Town campus building energy improvements

### Customer Service

- Established Planner on Duty to better serve front desk customers
- Practiced 'same day' or within 24 hour response to customer inquiries
- Conducted successful neighborhood clean-up program
- P&Z served approximately 3,500 front desk customers
- Coordinated 2010 Census programs

Administration Program Overview

The primary function of the Planning & Zoning Director is to assure the proper implementation of adopted plans, policies and standards as well as make determinations as they apply to specific development projects. The Director, supported by staff, provides direction to, and support for the other teams; the Planning and Zoning Commission, Development Review Board, Board of Adjustment, Historic Preservation Committee, and the Art Review Committee. The Director is responsible for staff growth and development. The department is responsible for Town projects and annexation efforts, and participation in Economic Development, and other planning and zoning related issues.

	FY 2009 Actual	FY 2010 Budget	FY 2010 Projected	FY 2011 Authorized	FY 2011 Funded	Variance to Budget
<b>Personnel</b>						
Planning & Zoning Director	1.00	1.00	-	-	-	(1.00)
Assistant P&Z Director	0.50	0.50	0.50	-	-	(0.50)
Special Projects Coordinator	1.00	1.00	1.00	-	-	(1.00)
Senior Office Specialist	1.00	1.00	1.00	-	-	(1.00)
Senior Office Assistant	1.00	1.00	1.00	-	-	(1.00)
Office Assistant	1.00	1.00	-	-	-	(1.00)
<b>Total FTEs</b>	<b>5.50</b>	<b>5.50</b>	<b>3.50</b>	<b>-</b>	<b>-</b>	<b>(5.50)</b>

	FY 2009 Actual	FY 2010 Budget	FY 2010 Projected	FY 2011 Budget	Variance to Budget
<b>Expenditures</b>					
Personnel	\$ 376,910	\$ 406,759	\$ 312,652	\$ -	-100.0%
Operations & Maintenance	45,475	232,980	64,529	-	-100.0%
<b>Total Expenditures</b>	<b>\$ 422,385</b>	<b>\$ 639,739</b>	<b>\$ 377,181</b>	<b>\$ -</b>	<b>-100.0%</b>

Planning Program Overview

The planning team is responsible for the coordination of review of development projects by various Town departments and divisions as well as external review agencies. Planning also prepares amendments to the Zoning Code as determined by the work program adopted by the Town Council. Amendments to the General Plan, Planned Area Developments (PADs), and rezoning cases are processed and analyzed by this team. Staff develops recommendations to promote the aesthetic, organized growth and development of the Town, and is responsible for the Citizen's Planning Institute (CPI).

	FY 2009 Actual	FY 2010 Budget	FY 2010 Projected	FY 2011 Authorized	FY 2011 Funded	Variance to Budget
<b>Personnel</b>						
Assistant P&Z Director	0.50	0.50	0.50	-	-	(0.50)
Principal Planner	1.00	-	-	-	-	-
Senior Planner	3.00	3.00	3.00	-	-	(3.00)
Planner	1.00	1.00	1.00	-	-	(1.00)
<b>Total FTEs</b>	<b>5.50</b>	<b>4.50</b>	<b>4.50</b>	<b>-</b>	<b>-</b>	<b>(4.50)</b>

	FY 2009 Actual	FY 2010 Budget	FY 2010 Projected	FY 2011 Budget	Variance to Budget
<b>Expenditures</b>					
Personnel	\$ 408,383	\$ 332,882	\$ 295,562	\$ -	-100.0%
Operations & Maintenance	92,522	166,300	154,109	-	-100.0%
Capital	-	1,000	-	-	-100.0%
<b>Total Expenditures</b>	<b>\$ 500,905</b>	<b>\$ 500,182</b>	<b>\$ 449,671</b>	<b>\$ -</b>	<b>-100.0%</b>

### Zoning Enforcement Program Overview

The zoning team enforces the Zoning Code and implements the development approval decisions of the Town Council and Development Review Board. This team issues all zoning permits, except grading permits; reviews site plans for all buildings, pools, walls, etc.; and monitors compliance with Town plant salvage, landscape, sign and development performance standards. They also collect and release assurances posted to ensure that development occurs in a timely manner and in compliance with approved plans. Zoning coordinates and maintains files for all development projects. They are also responsible for the neighborhood cleanup program.

	FY 2009 Actual	FY 2010 Budget	FY 2010 Projected	FY 2011 Authorized	FY 2011 Funded	Variance to Budget
<b>Personnel</b>						
Zoning Program Supervisor	1.00	1.00	1.00	-	-	(1.00)
Zoning Inspector	1.00	1.00	1.00	-	-	(1.00)
Planning Technician	1.00	1.00	1.00	-	-	(1.00)
Development Coordinator	2.00	2.00	1.00	-	-	(2.00)
Zoning Inspector Tech	1.00	1.00	-	-	-	(1.00)
<b>Total FTEs</b>	<b>6.00</b>	<b>6.00</b>	<b>4.00</b>	<b>-</b>	<b>-</b>	<b>(6.00)</b>

	FY 2009 Actual	FY 2010 Budget	FY 2010 Projected	FY 2011 Budget	Variance to Budget
<b>Expenditures</b>					
Personnel	\$ 357,930	\$ 353,438	\$ 283,734	\$ -	-100.0%
Operations & Maintenance	14,051	11,850	5,225	-	-100.0%
<b>Total Expenditures</b>	<b>\$ 371,981</b>	<b>\$ 365,288</b>	<b>\$ 288,959</b>	<b>\$ -</b>	<b>-100.0%</b>

### Work Plan - Community Services Program Overview

The Planning & Zoning Department's annual work plan includes staff and financial support for three community service programs. Neighborhood Cleanup, Household Hazardous Waste, and the Citizens Planning Institute provide the residents of Oro Valley an enhanced quality of life through education and service. These programs have been developed to promote the Town's philosophy of providing our residents with the highest standard of environment integrity and education.

	FY 2009 Actual	FY 2010 Budget	FY 2010 Projected	FY 2011 Budget	Variance to Budget
<b>Expenditures</b>					
Personnel	\$ 1,451	\$ -	\$ -	\$ -	0.0%
Operations & Maintenance	14,555	17,500	16,969	-	-100.0%
<b>Total Expenditures</b>	<b>\$ 16,006</b>	<b>\$ 17,500</b>	<b>\$ 16,969</b>	<b>\$ -</b>	<b>-100.0%</b>



Office of Conservation & Sustainability Program Overview

The Office of Conservation & Sustainability was a new program in the Planning & Zoning Department beginning FY 2010. This program is managed by the Town's existing principal planner, who is in charge of implementing conservation and environmental sustainability policies town-wide, as well as seeking outside grants, appropriations and federal stimulus funds in this area.

	FY 2009 Actual	FY 2010 Budget	FY 2010 Projected	FY 2011 Authorized	FY 2011 Funded	Variance to Budget
<b>Personnel</b>						
Conserv. & Sustain. Manager	-	1.00	1.00	-	-	(1.00)
<b>Total FTEs</b>	-	<b>1.00</b>	<b>1.00</b>	-	-	<b>(1.00)</b>

	FY 2009 Actual	FY 2010 Budget	FY 2010 Projected	FY 2011 Budget	Variance to Budget
<b>Expenditures</b>					
Personnel	\$ -	\$ 105,431	\$ 97,592	\$ -	-100.0%
Operations & Maintenance	-	1,700	1,378	-	-100.0%
Contingency	-	164,200	-	-	-100.0%
<b>Total Expenditures</b>	<b>\$ -</b>	<b>\$ 271,331</b>	<b>\$ 98,970</b>	<b>\$ -</b>	<b>-100.0%</b>



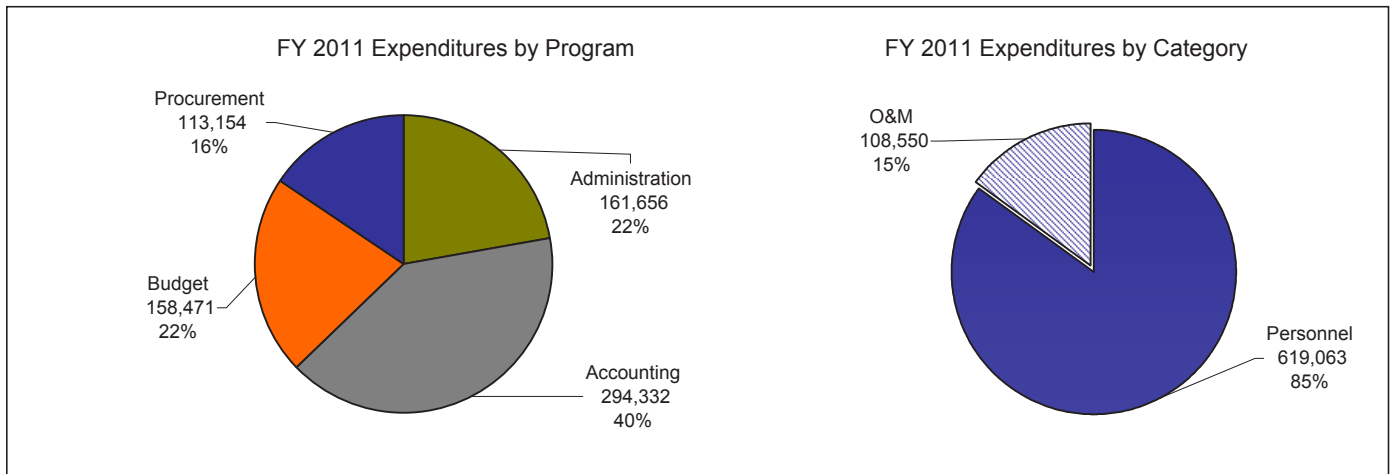
## Overview

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

Total FTEs					
FY 2009 Actual	FY 2010		FY 2011		
	Budget	Projected	Authorized	Funded	
<b>9.00</b>	<b>9.00</b>	<b>7.00</b>	<b>9.00</b>	<b>7.00</b>	

	Expenditures by Program Area				
	FY 2009 Actual	FY 2010		FY 2011 Budget	% to Budget
		Budget	Projected		
Finance Administration	\$ 207,130	\$ 199,568	\$ 171,200	\$ 161,656	-19.0%
Accounting	361,613	362,678	318,183	294,332	-18.8%
Budgeting	164,634	161,396	171,740	158,471	-1.8%
Procurement	118,792	117,499	113,544	113,154	-3.7%
	<b>\$ 852,169</b>	<b>\$ 841,141</b>	<b>\$ 774,667</b>	<b>\$ 727,613</b>	<b>-13.5%</b>

	Revenue Sources				
	FY 2009 Actual	FY 2010		FY 2011 Budget	% to Budget
		Budget	Projected		
Sales Tax Audit Recovery Fees	\$ 178,014	\$ 100,000	\$ 650,000	\$ 200,000	100.0%
	<b>\$ 178,014</b>	<b>\$ 100,000</b>	<b>\$ 650,000</b>	<b>\$ 200,000</b>	<b>100.0%</b>



## Mission

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

FY 2010 Highlights	FY 2011 Goals and Objectives
<ul style="list-style-type: none"> <li>- Received Distinguished Budget Presentation Award from Government Finance Officers Association (GFOA) for FY 2009/2010 annual budget</li> <li>- Received GFOA Certificate of Achievement for Financial Reporting Excellence for FY 2008/2009</li> <li>- Received National Purchasing Institute's (NPI) Achievement of Excellence in Procurement (AEP) Award</li> <li>- Received an unqualified "clean" audit opinion for FY 2008/2009 financial statements</li> <li>- Performed Parks &amp; Recreation program cost recovery analysis resulting in fee increases to improve cost recovery</li> <li>- Coordinated preparation of March 2010 Home Rule election publicity pamphlet and participated in public outreach effort</li> <li>- Assisted with the implementation of meaningful departmental performance measures in the FY 2011 budget</li> <li>- Performed cost/benefit analysis and return on investment of Town's solar photovoltaic project and energy conservation upgrades</li> <li>- Facilitated the issuance of New Clean Renewable Energy Bonds - Direct Payment for Town's solar photovoltaic project</li> <li>- Continued use of cooperative purchasing agreements resulting in cost savings and increased procurement efficiency</li> <li>- Defeased Series 2000 Excise Tax Revenue Bonds, Series 2001 Municipal Property Corporation (MPC) Excise Tax Revenue Bonds and Series 2003 MPC Excise Tax Revenue Refunding Bonds thereby saving the Town approximately \$650,000 in annual debt service payments in FY 2010/2011.</li> <li>- Assisted in facilitating the Town's first employee budget focus group which yielded cost saving ideas that were implemented in the FY 10/11 budget</li> </ul>	<p><b>Focus Area: Financial &amp; Economic Sustainability</b></p> <ul style="list-style-type: none"> <li>■ Prepare 5-year Economic Resiliency Plan to forecast future Town revenues and expenditures and determine reallocation of personnel and resources during economic downturn</li> <li>■ Clearly identify recurring vs. one-time revenues and expenditures for proper alignment in budget with the goal of achieving a structurally balanced budget</li> <li>■ Regularly evaluate program cost recovery and user fee levels to target maximum cost recovery</li> <li>■ Per Council direction, continue to evaluate opportunities to diversify Town's revenue base</li> <li>■ Continue utilization of cooperative purchasing agreements and competitive bidding for products and services to achieve cost savings and procurement standardization and efficiencies</li> <li>■ Prepare timely financial and budgetary performance reports</li> <li>■ Assist departments in monitoring their program performance measures established in FY 2010</li> </ul> <p><b>Focus Area: Quality of Life &amp; Environmental Sustainability</b></p> <ul style="list-style-type: none"> <li>■ Continue use of MUNIS Enterprise Resource Planning (ERP) system to provide on-line transaction capability, such as on-line timesheet entry and payroll direct deposit information to reduce the use of paper</li> <li>■ Continue use of Town's website as a repository for financial documents and information to reduce the cost of printing documents and use of paper</li> <li>■ Monitor return on investment of energy efficiency projects for the Town</li> <li>■ Ensure timely and accurate debt service payments on the New Clean Renewable Energy Bonds (CREBs) issued in FY 2011</li> </ul> <p><b>Focus Area: Community Infrastructure</b></p> <ul style="list-style-type: none"> <li>■ Maintain an accurate inventory database with Town-wide infrastructure valuations and useful lives</li> <li>■ Evaluate cost efficient financing alternatives to pay for Town infrastructure construction</li> <li>■ Prepare and annually update the Town's 5-year Capital Improvement Plan</li> </ul> <p><b>Focus Area: Leadership and Communication</b></p> <ul style="list-style-type: none"> <li>■ Participate in leadership development opportunities</li> <li>■ Participate in public outreach efforts to enhance community knowledge and understanding of Town budgetary issues and program-specific issues</li> <li>■ Participate in joint Council and staff workshops to ensure good communication and effective implementation of goals</li> </ul>

---

**Performance Measures**


---

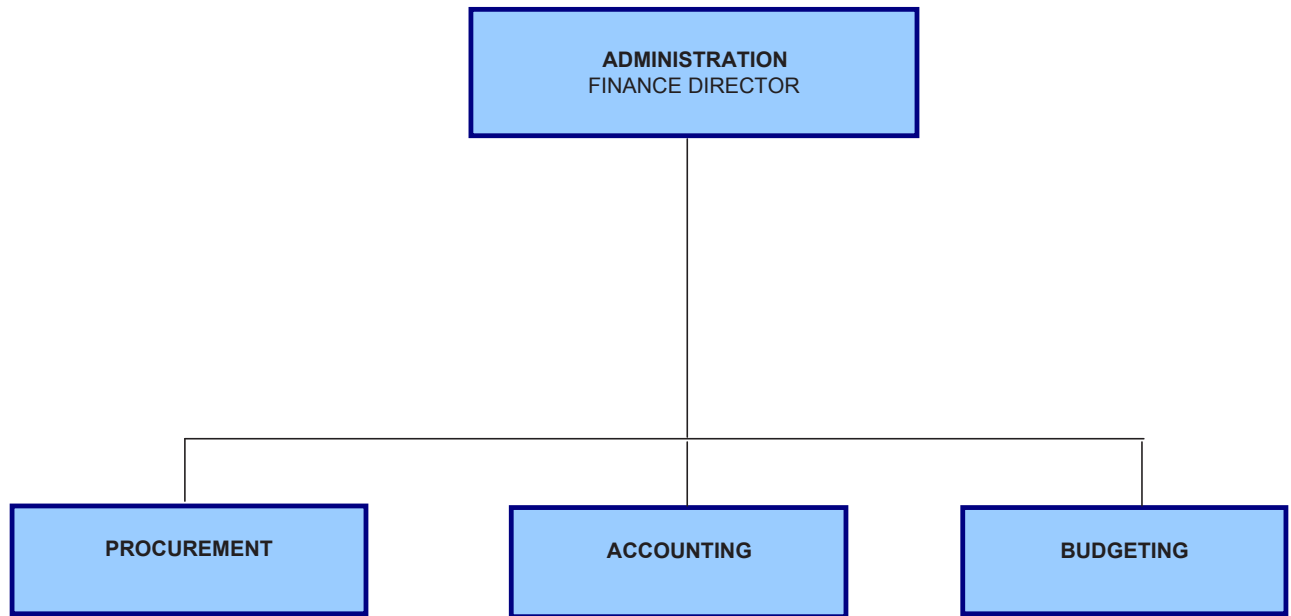
	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Projected</b>
▶ Number of months during fiscal year in which posting, balancing, and closing of each month's financial transactions were completed by 10th working day of following month	12	12	12
▶ Consecutive years awarded the Government Finance Officers Association Certificate of Achievement for Excellence in Financial Reporting	16	17	18
▶ Consecutive years awarded the Government Finance Officers Association Distinguished Budget Award	1	2	3
▶ Percentage variance between mid-year revenue forecast and actual fiscal year-end revenue for all tax-based funds	1%	1%	3%
▶ Percentage of internal customers rating Procurement quality as excellent or good	95%	100%	100%
▶ Percentage of internal customers rating Procurement timeliness as excellent or good	100%	100%	100%
▶ Standard and Poor's (S&P) and Fitch bond ratings	AA- (S&P) A+ Fitch	AA- (S&P) A+ Fitch	AA- (S&P) AA- Fitch

---

**Workload Indicators**


---

	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Projected</b>
▶ Number of Procurement protests filed and sustained	0	0	0
▶ Number of cooperative purchasing agreements utilized with other governmental jurisdictions	47	50	50
▶ Number of Accounts Payable checks processed	6,272	5,302	4,772
▶ Number of invoices paid	17,645	14,368	12,931



Administration Program Overview

The Administration program of the Finance Department provides leadership and resources to support all divisions within the Finance Department and the Town's Finance and Bond Committee, oversees the debt management activities of the Town, and administers the Town's investment program. This program also participates in a variety of other administrative and special projects requested by Town management and the Mayor and Council.

	FY 2009 Actual	FY 2010 Budget	FY 2010 Projected	FY 2011 Authorized	FY 2011 Funded	Variance to Budget
<b>Personnel</b>						
Finance Director	1.00	1.00	1.00	1.00	1.00	-
Senior Office Specialist	1.00	1.00	-	1.00	-	(1.00)
<b>Total FTEs</b>	<b>2.00</b>	<b>2.00</b>	<b>1.00</b>	<b>2.00</b>	<b>1.00</b>	<b>(1.00)</b>

	FY 2009 Actual	FY 2010 Budget	FY 2010 Projected	FY 2011 Budget	Variance to Budget
<b>Expenditures</b>					
Personnel	\$ 190,935	\$ 195,068	\$ 165,525	\$ 147,756	-24.3%
Operations & Maintenance	16,195	4,500	4,350	13,900	208.9%
Capital	-	-	1,325	-	0.0%
<b>Total Expenditures</b>	<b>\$ 207,130</b>	<b>\$ 199,568</b>	<b>\$ 171,200</b>	<b>\$ 161,656</b>	<b>-19.0%</b>

**FY 2010/2011 Expenditure and Staffing Changes**

**Personnel**

Personnel decreased 24.3%, as a vacant Senior Office Specialist position will not be funded in FY 2011.

**Operations & Maintenance**

Operations & Maintenance increased 208.9% due to consolidation of postage, telecommunications, and office supplies from other Finance programs to Administration beginning FY 2011.

Accounting Program Overview

The Accounting program of the Finance Department maintains efficient accounting systems and controls and performs the following activities: payroll and accounts payable processing, accounts receivable, annual audit coordination and financial statement preparation.

	FY 2009 Actual	FY 2010 Budget	FY 2010 Projected	FY 2011 Authorized	FY 2011 Funded	Variance to Budget
<b>Personnel</b>						
Accounting Supervisor	1.00	1.00	1.00	1.00	1.00	-
Senior Accountant	1.00	1.00	1.00	1.00	1.00	-
Payroll Specialist	1.00	1.00	-	1.00	-	(1.00)
Accounting Clerk	1.00	1.00	1.00	1.00	1.00	-
<b>Total FTEs</b>	<b>4.00</b>	<b>4.00</b>	<b>3.00</b>	<b>4.00</b>	<b>3.00</b>	<b>(1.00)</b>

	FY 2009 Actual	FY 2010 Budget	FY 2010 Projected	FY 2011 Budget	Variance to Budget
<b>Expenditures</b>					
Personnel	\$ 269,149	\$ 269,478	\$ 227,583	\$ 210,332	-21.9%
Operations & Maintenance	92,464	93,200	90,600	84,000	-9.9%
Capital	-	-	-	-	0.0%
<b>Total Expenditures</b>	<b>\$ 361,613</b>	<b>\$ 362,678</b>	<b>\$ 318,183</b>	<b>\$ 294,332</b>	<b>-18.8%</b>

**FY 2010/2011 Expenditure and Staffing Changes**

**Personnel**

Personnel decreased 21.9%, as a vacant Payroll Specialist position will not be funded in FY 2011.

**Operations & Maintenance**

Operations & Maintenance decreased 9.9% due to consolidation of postage, telecommunications and office supplies from Accounting to Administration beginning FY 2011.

Budgeting Program Overview

The Budgeting program of the Finance Department is responsible for preparation and monitoring of the budget Town's annual budget. Duties of this program include revenue and expenditure analysis, forecasting and modeling, capital improvement plan compilation, performing cost/benefit analyses, and preparing special financial studies and reports.

	FY 2009 Actual	FY 2010 Budget	FY 2010 Projected	FY 2011 Authorized	FY 2011 Funded	Variance to Budget
<b>Personnel</b>						
Budget & Management Analyst	1.00	1.00	1.00	1.00	1.00	-
Finance Analyst	1.00	1.00	1.00	1.00	1.00	-
<b>Total FTEs</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>-</b>

	FY 2009 Actual	FY 2010 Budget	FY 2010 Projected	FY 2011 Budget	Variance to Budget
<b>Expenditures</b>					
Personnel	\$ 156,205	\$ 155,846	\$ 166,390	\$ 152,321	-2.3%
Operations & Maintenance	8,429	5,550	5,350	6,150	10.8%
Capital	-	-	-	-	0.0%
<b>Total Expenditures</b>	<b>\$ 164,634</b>	<b>\$ 161,396</b>	<b>\$ 171,740</b>	<b>\$ 158,471</b>	<b>-1.8%</b>

**FY 2010/2011 Expenditure and Staffing Changes**

**Operations & Maintenance**

Operations & Maintenance increased 10.8% for travel and training expenditures.



Procurement Program Overview

The Procurement division administers the timely procurement of supplies, services and construction needed by Town departments in accordance with the Town Code, Standard Operating Procedure, and all other federal, state and local laws, policies and procedures. One of the primary purposes of this function is to maximize the buying power of the Town and minimize inefficiencies in the purchasing process.

	FY 2009 Actual	FY 2010 Budget	FY 2010 Projected	FY 2011 Authorized	FY 2011 Funded	Variance to Budget
<b>Personnel</b>						
Procurement Administrator	1.00	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>1.00</b>	<b>-</b>

	FY 2009 Actual	FY 2010 Budget	FY 2010 Projected	FY 2011 Budget	Variance to Budget
<b>Expenditures</b>					
Personnel	\$ 113,168	\$ 112,199	\$ 108,368	\$ 108,654	-3.2%
Operations & Maintenance	5,624	5,300	5,176	4,500	-15.1%
Capital	-	-	-	-	0.0%
<b>Total Expenditures</b>	<b>\$ 118,792</b>	<b>\$ 117,499</b>	<b>\$ 113,544</b>	<b>\$ 113,154</b>	<b>-3.7%</b>

**FY 2010/2011 Expenditure and Staffing Changes**

**Operations & Maintenance**

Operations & Maintenance decreased 15.1% due to a decrease in memberships and subscriptions expenditures, as well as consolidation of postage, telecommunications and office supplies from Procurement to Administration beginning FY 2011.



# General Administration

## Overview

The General Administration budget accounts for certain overhead costs such as utility expenses and general liability insurance. It also allocates monetary transfers to subsidize various funds, i.e. debt service, Transit, Fleet, and some capital project funds.

	FY 2009 Actual	FY 2010 Budget	FY 2010 Projected	FY 2011 Budget	Variance to Budget
<b>Expenditures</b>					
Operations & Maintenance	1,490,746	1,950,064	1,398,689	1,519,625	-22.1%
Capital	221,578	215,000	210,827	950,226	342.0%
Other Financing Uses	1,728,124	4,636,299	4,674,884	989,047	-78.7%
<b>Total Expenditures</b>	<b>\$ 3,440,448</b>	<b>\$ 6,801,363</b>	<b>\$ 6,284,400</b>	<b>\$ 3,458,898</b>	<b>-49.1%</b>

### FY 2010/2011 Expenditure Changes

#### Operations & Maintenance

Operations and Maintenance decreased 22.1% due to lower insurance premiums, suspension of community funding, reduction in capacity for annexation expenditures, and sales tax rebate savings.

#### Capital

Capital increased 342% due to anticipated outlay for energy efficiency upgrades.

#### Other Financing Uses

Other Financing Uses decreased 78.7%, largely due to a one-time early payoff of bonds that was budgeted in FY 2010. The transfer to debt service is lower in FY 2011, not only as a result of the early payoff, but also because some unspent construction funds will be used towards debt service in FY 2011. In addition, there was a one-time transfer to the Steam Pump Ranch Fund (capital projects fund) in FY 2010. There are no budgeted transfers to capital project funds in FY 2011.



# Human Resources

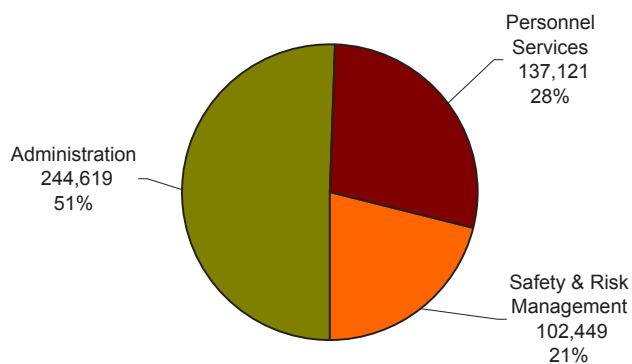
## Overview

The Human Resources Department includes three divisions, providing a full range of services for Town employees. The Administration Division provides policy guidance including compliance, performance and compensation management plus training and development; the Personnel Services Division provides staff planning, recruiting, employee relations, and benefits programs services; the Safety and Risk Management Division provides safety and risk management services.

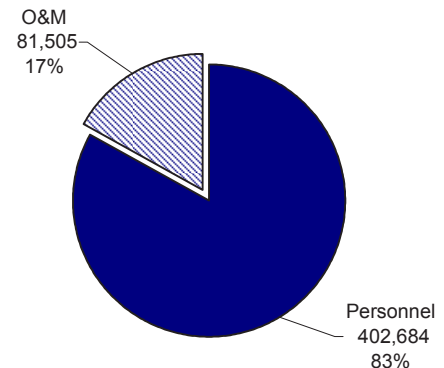
Total FTEs				
FY 2009	FY 2010		FY 2011	
Actual	Budget	Projected	Authorized	Funded
4.00	5.00	4.00	5.00	5.00

	Expenditures by Program Area				
	FY 2009 Actual	FY 2010		FY 2011 Budget	% to Budget
		Budget	Projected		
Administration	\$ 181,065	\$ 249,502	\$ 197,593	\$ 244,619	-2.0%
Personnel Services	107,051	70,671	71,093	137,121	94.0%
Safety and Risk Management	63,590	167,827	159,954	102,449	-39.0%
	<b>\$ 351,706</b>	<b>\$ 488,000</b>	<b>\$ 428,640</b>	<b>\$ 484,189</b>	<b>-0.8%</b>

FY 2011 Expenditures by Program



FY 2011 Expenditures by Category



## Mission

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

FY 2010 Highlights	FY 2011 Goals and Objectives
<p>– Began a reorganization of the Employee Innovation Team and Advisory Board of Oro Valley Employees (ABOVE) Group initiatives. Volunteer employees are drafting an Administrative Directive outlining the program.</p> <p>– Conducted negotiations with multiple health care providers resulting in employees receiving a cafeteria plan model of benefits with an overall low financial impact to both employees and the Town.</p> <p>– Successfully revamped and enhanced the Town's fledgling employee wellness program, resulting in high voluntary participation and heightened employee awareness of health issues.</p> <p>– Safety &amp; Risk Management manager implemented the Town's Occupational Safety &amp; Health Manual (OSHM), which includes twenty-three (23) policies.</p> <p>– Reviewed property &amp; casualty insurance coverage, premium costs and deductions, which resulted in \$111,000 in savings for FY 2010-11.</p> <p>– Coordinated a voluntary safety &amp; risk management independent audit of three (3) departments and four (4) facilities. Coordinated findings and abatement recommendations and strategies with all departments and with the Town of Oro Valley Loss Control Committee members. Successfully abated all findings.</p>	<p><b>Focus Area: Financial and Economic Sustainability</b></p> <ul style="list-style-type: none"> <li>■ Improve the collection of data and subrogation of claims resulting from damage to Town property by June 2011.</li> <li>■ Conduct training and investigative follow-up, during the fiscal year, with the fleet safety program and accident investigation to reduce accident frequency, lost time injuries, vehicle inoperability and cost of insurance deductibles.</li> </ul> <p><b>Focus Area: Quality of Life and Environmental Sustainability</b></p> <ul style="list-style-type: none"> <li>■ Implement the Occupational Safety and Health Manual (OSHM). Focus will be on training and supervision to enhance safer work practices and reduce Workers Compensation costs, which will keep our workforce healthy and comfortable.</li> </ul> <p><b>Focus Area: Leadership and Communication</b></p> <ul style="list-style-type: none"> <li>■ Create and deliver training, mentoring and support to supervisory staff concerning all applicable OSHM policies during the fiscal year.</li> <li>■ Create and deliver training, mentoring and support to supervisory staff concerning fiduciary responsibilities and collective impact on best risk management practices during the fiscal year.</li> <li>■ Standardize the Family and Medical Leave Act process by incorporating the Department of Labor standardized forms, develop tracking system with the MUNIS Town operating system, and ensure employees and supervisors receive training on new process and procedures by June 2011.</li> <li>■ Research and recommend software system to use to move the hiring process from manual system into a technologically savvy database by December 2010.</li> <li>■ Develop and conduct training needs assessment and develop Town training plan by June 2011.</li> <li>■ Provide foundation for Council decisions on organizational policies relating to classification and compensation by December 2010.</li> <li>■ Develop and implement a volunteer and intern usage program across the organization by December 2010.</li> </ul>

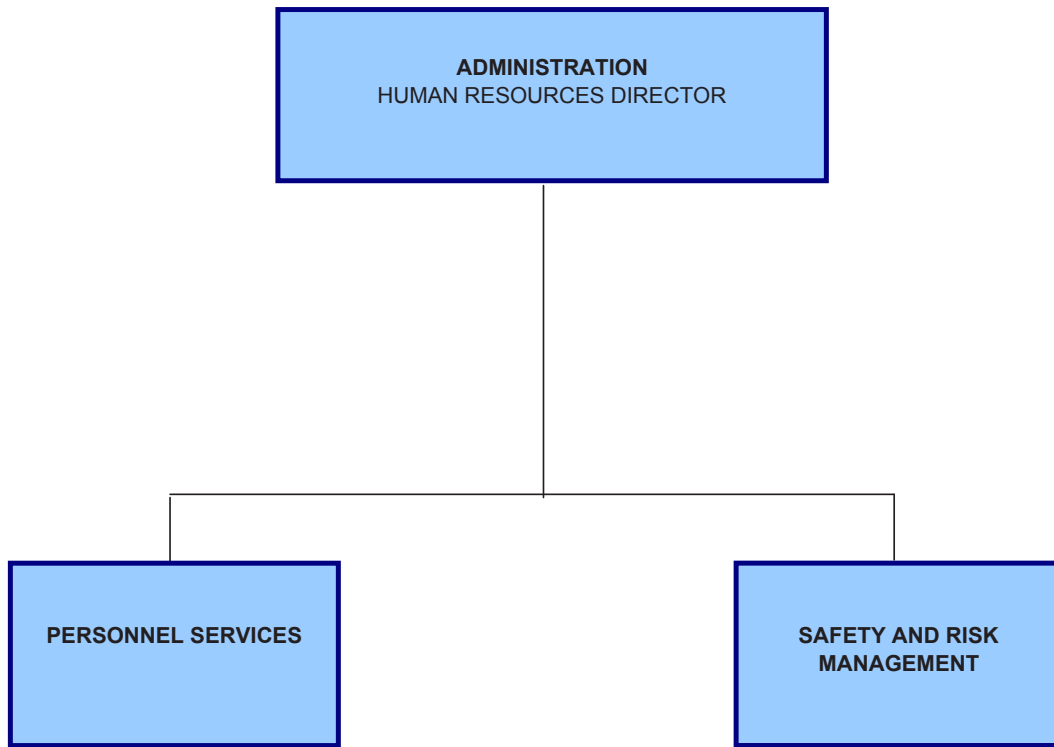
## Performance Measures

	FY 2009 Actual	FY 2010 Estimate	FY 2011 Projected
▶ Dollar amount of health insurance claims per FTE	No Data	\$367	\$367
▶ Number of traffic accidents involving Police vehicles per 100,000 miles driven	1.74	1.61	1.67
▶ Number of traffic accidents involving non-Police vehicles per 100,000 miles driven	1.95	3.4	2.67
▶ Number of sick leave hours used in workforce per 1,000 hours worked	34	34	30
▶ Number of workers compensation claims per 100 FTE's	8.5	7.5	7.5
▶ Average years of tenure (employee retention) in workforce	8	8	8
▶ Percentage of employee turnover	14.3%	14.7%	12.0%
▶ Number of hours of leadership and supervisory training per FTE	N/A *	N/A *	24

\* New performance measure for FY 2011; prior fiscal year data not available

## Workload Indicators

	FY 2009 Actual	FY 2010 Estimate	FY 2011 Projected
▶ Number of job applications received	843	655	655
▶ Number of job interviews conducted	139	161	161
▶ Number of new hires (includes seasonal and part-time employees)	41	27	27



Administration Program Overview

The Administration Division partners with Town management in developing organization improvements; develops and implements policies and procedures; designs and administers annual compensation and classifications plans; administers the performance management process; creates and updates job descriptions; provides or coordinates ongoing training and development opportunities; administers tuition reimbursement; provides orientation programs; and partners with management to develop succession plans or performance improvement plans.

	FY 2009 Actual	FY 2010 Budget	FY 2010 Projected	FY 2011 Authorized	FY 2011 Funded	Variance to Budget
<b>Personnel</b>						
Human Resource Director	1.00	1.00	1.00	1.00	1.00	-
Employee & Org. Dev. Analyst	-	1.00	-	1.00	1.00	-
Human Resource Specialist	1.00	-	-	-	-	-
<b>Total FTEs</b>	<b>2.00</b>	<b>2.00</b>	<b>1.00</b>	<b>2.00</b>	<b>2.00</b>	<b>-</b>

	FY 2009 Actual	FY 2010 Budget	FY 2010 Projected	FY 2011 Budget	Variance to Budget
<b>Expenditures</b>					
Personnel	\$ 152,373	\$ 197,307	\$ 146,280	\$ 199,424	1.1%
Operations & Maintenance	28,692	52,195	51,313	45,195	-13.4%
Capital	-	-	-	-	0.0%
<b>Total Expenditures</b>	<b>\$ 181,065</b>	<b>\$ 249,502</b>	<b>\$ 197,593</b>	<b>\$ 244,619</b>	<b>-2.0%</b>

FY 2010/2011 Expenditure and Staffing Changes

**Operations & Maintenance**

Operations & Maintenance decreased 13.4% due to a reduction in temporary employee agency services.

## Personnel Services Program Overview

This division (formerly called Recruitment & Employment) partners with supervisors to plan staffing needs, advertises for open positions, assists in applicant selection, schedules and conducts interviews, coordinates background checks, communicates with applicants and newly selected staff members, consults with supervisors on employee relations and grievance resolution, manages disciplinary procedures, coordinates the employee assistance program, negotiates with public service employee representatives, oversees the Human Resources module of the MUNIS Enterprise Resource Planning (ERP) system, administers the workers compensation program, and coordinates employee recognition and special events. The division also negotiates and administers employee benefits; Consolidated Omnibus Budget Reconciliation Act (COBRA) health coverage administration; leave administration including Family and Medical Leave Act (FMLA), annual leave, accrual, sick time used, donation of leave time, etc.

	FY 2009 Actual	FY 2010 Budget	FY 2010 Projected	FY 2011 Authorized	FY 2011 Funded	Variance to Budget
<b>Personnel</b>						
Human Resource Analyst	1.00	-	-	-	-	-
Human Resource Specialist	-	1.00	1.00	2.00	2.00	1.00
<b>Total FTEs</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>2.00</b>	<b>2.00</b>	<b>1.00</b>

	FY 2009 Actual	FY 2010 Budget	FY 2010 Projected	FY 2011 Budget	Variance to Budget
<b>Expenditures</b>					
Personnel	\$ 93,438	\$ 39,996	\$ 40,418	\$ 102,746	156.9%
Operations & Maintenance	13,613	30,675	30,675	34,375	12.1%
Capital	-	-	-	-	0.0%
<b>Total Expenditures</b>	<b>\$ 107,051</b>	<b>\$ 70,671</b>	<b>\$ 71,093</b>	<b>\$ 137,121</b>	<b>94.0%</b>

### FY 2010/2011 Expenditure and Staffing Changes

#### Personnel

Personnel increased 156.9% due to the transfer of a human resource specialist from the Safety and Risk Management Division.

#### Operations & Maintenance

Operations & Maintenance increased 12.1% due to the transfer of expenditures for employee service awards from Safety and Risk Management.



Safety and Risk Management Program Overview

The Safety & Risk Management Division (formerly called Benefits & Safety) administers Town-wide drug testing as required; ensures Arizona Division of Occupational Safety and Health (ADOSH) compliance; and oversees risk management and work place safety training.

	FY 2009 Actual	FY 2010 Budget	FY 2010 Projected	FY 2011 Authorized	FY 2011 Funded	Variance to Budget
<b>Personnel</b>						
Safety & Risk Manager	-	1.00	1.00	1.00	1.00	-
Human Resource Specialist	1.00	1.00	1.00	-	-	(1.00)
<b>Total FTEs</b>	<b>1.00</b>	<b>2.00</b>	<b>2.00</b>	<b>1.00</b>	<b>1.00</b>	<b>(1.00)</b>

	FY 2009 Actual	FY 2010 Budget	FY 2010 Projected	FY 2011 Budget	Variance to Budget
<b>Expenditures</b>					
Personnel	\$ 49,769	\$ 148,612	\$ 140,917	\$ 100,514	-32.4%
Operations & Maintenance	13,821	19,215	19,037	1,935	-89.9%
Capital	-	-	-	-	0.0%
<b>Total Expenditures</b>	<b>\$ 63,590</b>	<b>\$ 167,827</b>	<b>\$ 159,954</b>	<b>\$ 102,449</b>	<b>-39.0%</b>

**FY 2010/2011 Expenditure and Staffing Changes**

**Personnel**

Personnel decreased 32.4% due to the transfer of a human resource specialist to the Personnel Services Division.

**Operations & Maintenance**

Operations & Maintenance decreased 89.9% due to the transfer of expenditures for employee service awards to Personnel Services.



# Information Technology

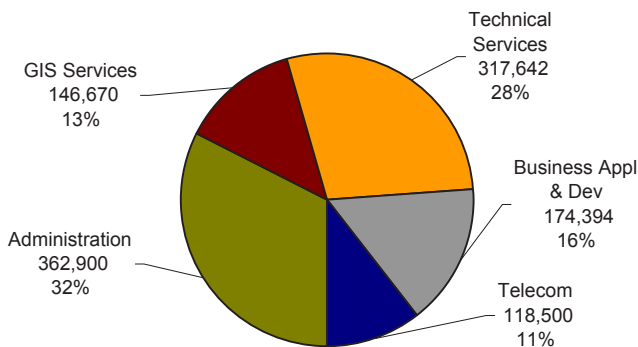
## Overview

The mission of the Information Technology (IT) Department is to effectively deploy and manage information services and telecommunications technologies and to assist Town departments individually and collectively in achieving their business goals.

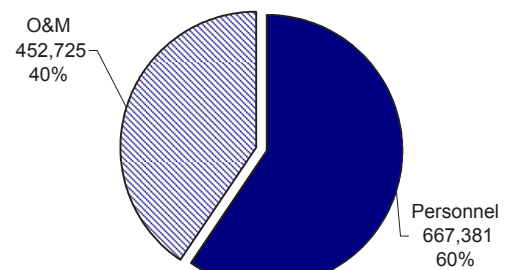
Total FTEs				
FY 2009	FY 2010		FY 2011	
Actual	Budget	Projected	Authorized	Funded
7.00	8.00	8.00	8.00	8.00

	Expenditures by Program Area				
	FY 2009	FY 2010		FY 2011	% to Budget
	Actual	Budget	Projected	Budget	
Administration	\$ 249,589	\$ 270,122	\$ 289,695	\$ 362,900	34.3%
GIS Services	216,792	187,728	185,273	146,670	-21.9%
Technical Services	233,983	360,402	328,466	317,642	-11.9%
Business Applications & Development	232,096	160,421	156,342	174,394	8.7%
Telecommunications	122,788	118,625	118,798	118,500	-0.1%
	<b>\$ 1,055,248</b>	<b>\$ 1,097,298</b>	<b>\$ 1,078,574</b>	<b>\$ 1,120,106</b>	<b>2.1%</b>

FY 2011 Expenditures by Program



FY 2011 Expenditures by Category



## Mission

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

FY 2010 Highlights	FY 2011 Goals and Objectives
<ul style="list-style-type: none"> <li>- Successful implementation of multi-media enhancements in the Library and Magistrate Court</li> <li>- Installed public announcement system in Library</li> <li>- Completed public wireless printing system in Library</li> <li>- Upgraded wireless Wide Area Network (WAN) link to Public Works facility</li> <li>- Launched data center virtualization project</li> <li>- Successfully completed major software upgrades: MUNIS, Permits Plus, Web Site Content Management System, Constituent Services Portal, RecTrack, Judicial Dialog, 911 Communications</li> </ul>	<p><b>Focus Area: Financial &amp; Economic Sustainability</b></p> <ul style="list-style-type: none"> <li>■ Update and maintain a reliable Information Technology infrastructure</li> <li>■ Develop comprehensive data continuity plan</li> <li>■ Enhance the Town's web site by expanding functionality for the development and business communities</li> </ul> <p><b>Focus Area: Quality of Life &amp; Environmental Sustainability</b></p> <ul style="list-style-type: none"> <li>■ Utilize new Content Management System to enhance citizen web site experience</li> <li>■ Increase citizen interaction by utilizing e-commerce applications on web site</li> <li>■ Enhance and improve GIS mapping and analysis for planning existing and future land use</li> </ul> <p><b>Focus Area: Leadership &amp; Communication</b></p> <ul style="list-style-type: none"> <li>■ Utilize existing and new Information Technology tools to inform and educate public officials and citizens</li> </ul>

---

**Performance Measures**


---

	FY 2009 <sup>*</sup> Actual	FY 2010 Estimate	FY 2011 Projected
▶ Percentage of network and desktop device moves, additions, or changes completed when scheduled	N/A	100%	100%
▶ Percentage of Help Desk calls resolved at time of call	N/A	50%	50%
▶ Percentage of Help Desk calls resolved within 4 hours of call	N/A	80%	80%
▶ Percentage of Help Desk calls resolved within 8 hours of call	N/A	100%	100%
▶ Percentage of internal customers rating overall satisfaction with IT services as excellent or good	N/A	80%	90%

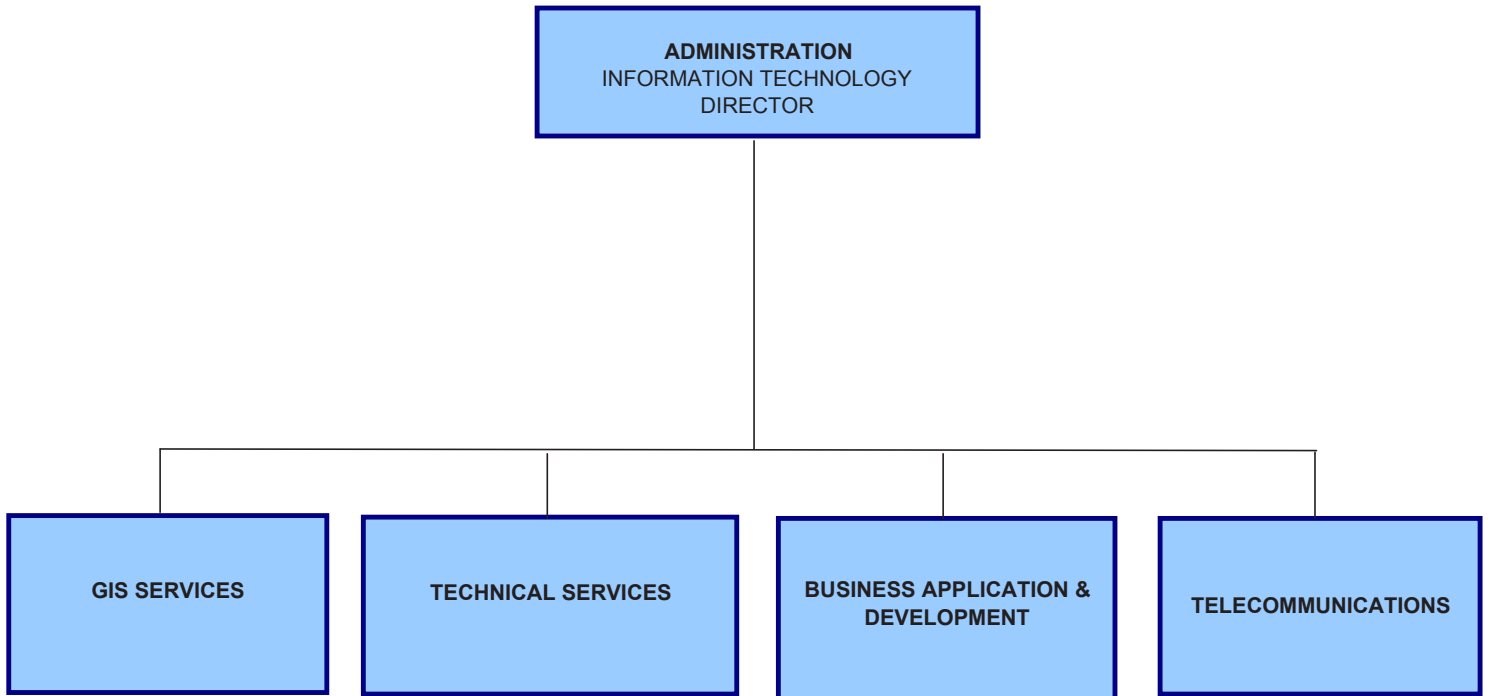
\* New performance measures in FY 2010; prior fiscal year data not available

---

**Workload Indicators**


---

	FY 2009 Actual	FY 2010 Estimate	FY 2011 Projected
▶ Number of vendor applications supported	15	27	27
▶ Number of custom applications supported	47	47	50
▶ Number of Telecommunications service requests received	90	90	120
▶ Number of Help Desk requests received	550	550	600
▶ Number of GIS mapping/analysis requests received	336	336	350



Administration Program Overview

The Administration program manages all of Information Technology's logistics including procurements, budget information and operations, and management and oversight.

	FY 2009 Actual	FY 2010 Budget	FY 2010 Projected	FY 2011 Authorized	FY 2011 Funded	Variance to Budget
<b>Personnel</b>						
Information Technology Director	1.00	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>1.00</b>	<b>-</b>

	FY 2009 Actual	FY 2010 Budget	FY 2010 Projected	FY 2011 Budget	Variance to Budget
<b>Expenditures</b>					
Personnel	\$ 121,969	\$ 119,772	\$ 116,281	\$ 120,750	0.8%
Operations & Maintenance	127,620	150,350	173,414	242,150	61.1%
Capital	-	-	-	-	0.0%
<b>Total Expenditures</b>	<b>\$ 249,589</b>	<b>\$ 270,122</b>	<b>\$ 289,695</b>	<b>\$ 362,900</b>	<b>34.3%</b>

**FY 2010/2011 Expenditure and Staffing Changes**

**Operations & Maintenance**

Operations & Maintenance increased 61.1% due to consolidation of all departments' software maintenance and licensing expenditures within the Information Technology department.

GIS Services Program Overview

The GIS division is responsible for providing complete, accurate and current GIS maps, analysis, proposals, and presentations to support the operations used by each department.

	FY 2009 Actual	FY 2010 Budget	FY 2010 Projected	FY 2011 Authorized	FY 2011 Funded	Variance to Budget
<b>Personnel</b>						
GIS Analyst	2.00	2.00	2.00	2.00	2.00	-
<b>Total FTEs</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>-</b>

	FY 2009 Actual	FY 2010 Budget	FY 2010 Projected	FY 2011 Budget	Variance to Budget
<b>Expenditures</b>					
Personnel	\$ 160,169	\$ 140,228	\$ 136,276	\$ 141,020	0.6%
Operations & Maintenance	56,623	47,500	48,997	5,650	-88.1%
Capital	-	-	-	-	0.0%
<b>Total Expenditures</b>	<b>\$ 216,792</b>	<b>\$ 187,728</b>	<b>\$ 185,273</b>	<b>\$ 146,670</b>	<b>-21.9%</b>

**FY 2010/2011 Expenditure and Staffing Changes**

**Operations & Maintenance**

Operations & Maintenance decreased 88.1% due to the consolidation of GIS software maintenance and licensing expenditures within Information Technology Administration.

Technical Services Program Overview

The Technical Services division provides management and security of the Town's computer networks, desktop and network Technology acquisition, support, and training.

	FY 2009 Actual	FY 2010 Budget	FY 2010 Projected	FY 2011 Authorized	FY 2011 Funded	Variance to Budget
<b>Personnel</b>						
Network Administrator	1.00	1.00	1.00	1.00	1.00	-
Network Manager	-	1.00	1.00	1.00	1.00	-
IT Technician	1.00	1.00	1.00	1.00	1.00	-
<b>Total FTEs</b>	<b>2.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>-</b>

	FY 2009 Actual	FY 2010 Budget	FY 2010 Projected	FY 2011 Budget	Variance to Budget
<b>Expenditures</b>					
Personnel	\$ 153,741	\$ 246,377	\$ 241,146	\$ 249,667	1.3%
Operations & Maintenance	28,368	70,025	52,495	67,975	-2.9%
Capital	51,874	44,000	34,825	-	-100.0%
<b>Total Expenditures</b>	<b>\$ 233,983</b>	<b>\$ 360,402</b>	<b>\$ 328,466</b>	<b>\$ 317,642</b>	<b>-11.9%</b>

**FY 2010/2011 Expenditure and Staffing Changes**

**Capital**

Capital decreased 100% due to completion of necessary equipment replacements in FY 2010.



Business Application & Development Program Overview

The Business Application & Development division is responsible for application development and support, database management, project management, web site management and oversight, and development of Electronic Government (E-Gov) and future E-commerce applications.

	FY 2009 Actual	FY 2010 Budget	FY 2010 Projected	FY 2011 Authorized	FY 2011 Funded	Variance to Budget
<b>Personnel</b>						
Systems Analyst	1.00	1.00	1.00	1.00	1.00	-
Database Analyst	1.00	1.00	1.00	1.00	1.00	-
<b>Total FTEs</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>-</b>

	FY 2009 Actual	FY 2010 Budget	FY 2010 Projected	FY 2011 Budget	Variance to Budget
<b>Expenditures</b>					
Personnel	\$ 155,259	\$ 154,821	\$ 150,902	\$ 155,944	0.7%
Operations & Maintenance	9,404	5,600	5,440	18,450	229.5%
Capital	67,433	-	-	-	0.0%
<b>Total Expenditures</b>	<b>\$ 232,096</b>	<b>\$ 160,421</b>	<b>\$ 156,342</b>	<b>\$ 174,394</b>	<b>8.7%</b>

**FY 2010/2011 Expenditure and Staffing Changes**

**Operations & Maintenance**

Operations & Maintenance increased 229.5% as other departments' consulting and tech support costs were consolidated within Information Technology.

Telecommunications Program Overview

The telecommunications division is responsible for the management of all voice and data systems including the Town's PBX (private branch exchange) phone system, voice mail, long distance, internet access, wireless and point-to-point communication.

	FY 2009 Actual	FY 2010 Budget	FY 2010 Projected	FY 2011 Budget	Variance to Budget
<b>Expenditures</b>					
Operations & Maintenance	\$ 122,788	\$ 118,625	\$ 118,798	\$ 118,500	-0.1%
Capital	-	-	-	-	0.0%
<b>Total Expenditures</b>	<b>\$ 122,788</b>	<b>\$ 118,625</b>	<b>\$ 118,798</b>	<b>\$ 118,500</b>	<b>-0.1%</b>



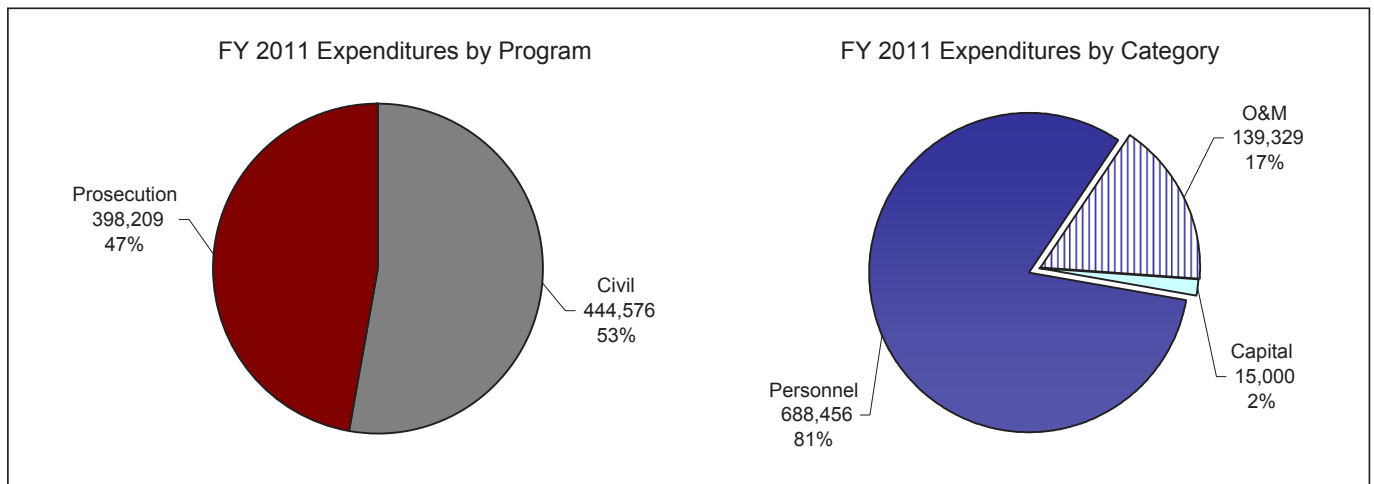
**Overview**

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

Total FTEs				
FY 2009 Actual	FY 2010		FY 2011	
	Budget	Projected	Authorized	Funded
10.00	9.25	8.00	8.00	8.00

	FY 2009 Actual	FY 2010		FY 2011 Budget	% to Budget
		Budget	Projected		
Civil	\$ 527,117	\$ 519,653	\$ 423,432	\$ 444,576	-14.4%
Prosecution	342,515	401,318	375,481	398,209	-0.8%
	<b>\$ 869,632</b>	<b>\$ 920,971</b>	<b>\$ 798,913</b>	<b>\$ 842,785</b>	<b>-8.5%</b>

	FY 2009 Actual	FY 2010		FY 2011 Budget	% to Budget
		Budget	Projected		
State Grants	-	15,000	-	15,000	100.0%
	<b>\$ -</b>	<b>\$ 15,000</b>	<b>\$ -</b>	<b>\$ 15,000</b>	<b>100.0%</b>



---

## Performance Measures

---

	FY 2009 Actual	FY 2010 Estimate	FY 2011 Projected
▶ Budgeted per capita Civil Program operating and maintenance (O&M) expenditures	\$2.40	\$2.31	\$2.22
▶ Budgeted per capita Prosecution Program O&M expenditures	\$1.05	\$0.99	\$0.86
▶ Number of cases processed per prosecutor			
Town Prosecutor	657 *	650 *	650 *
Assistant Town Prosecutor	594	600	600
▶ Percentage of requests from Town Council and staff for legal opinions, ordinances, resolutions and other civil matters responded to within 14 days	100% *	100% *	100% *

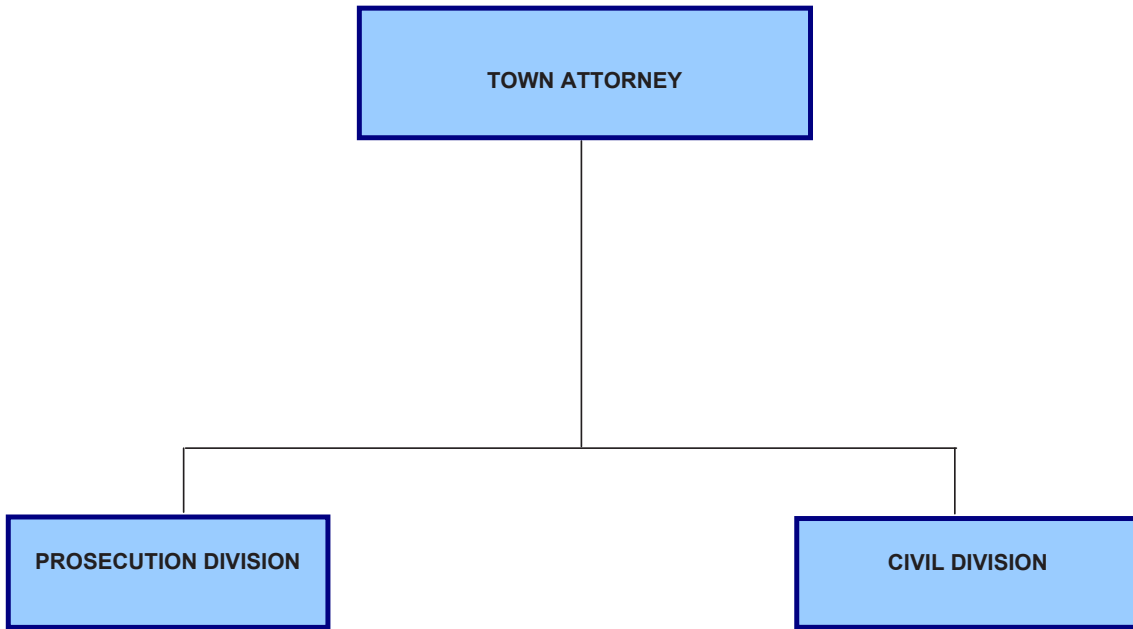
\* Measured on calendar year basis

---

## Workload Indicators

---

	CY 2009 Actual	CY 2010 Estimate	CY 2011 Projected
▶ Number of civil files opened	219	220	220
▶ Number of ordinances drafted	24	24	26
▶ Number of resolutions drafted	83	96	96
▶ Number of Council agenda items worked	505	535	535
▶ Number of opinions issued	8	6	6
▶ Number of prosecution files opened	1,251	1,250	1,250
▶ Training of sworn Police personnel on arrest standards and legal trends conducted ___ times per year	2	2	2



## Civil Mission

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

FY 2010 Highlights	FY 2011 Goals and Objectives
<ul style="list-style-type: none"> <li>– Turken v. Gordon - worked with the City of Scottsdale on the amicus curiae brief before the Arizona Supreme Court. Initiated research to determine the constitutionality of the existing Economic Development Agreements as they pertain to each related development project.</li> <li>– Successfully negotiated new lease for Police Substation. Successfully negotiated new lease for the Parks and Recreation recreation room.</li> <li>– Worked on Oro Valley Marketplace development inter-jurisdictional issues.</li> <li>– Worked on the Library Review Committee.</li> <li>– Worked on Tucson Electric Power undergrounding issues.</li> <li>– Maximized training opportunities for required and optional continuing legal education within budget constraints.</li> <li>– Drafted Financial Participation Agreements for outside agencies.</li> <li>– Improved processes with Town Clerk -- Town Attorney's office now drafts all resolutions and ordinances prior to Council packet distribution.</li> <li>– Improved council communication processes with Town Manager-- Town Attorney now reviews all council communications prior to council packet distribution.</li> <li>– Worked with Stormwater Utility to standardize a Stormwater Utility Delinquent Fees procedure.</li> <li>– Worked closely with Risk Retention pool on litigation and Notice of Claim matters.</li> <li>– Worked with the Hilton El Conquistador and Town Staff regarding issues on the South Pond leakage.</li> <li>– Worked on the Environmentally Sensitive Lands Ordinance committee.</li> <li>– Assisted in drafting both the gray water and solar utilization ordinances.</li> <li>– Finalized the Town Attorney and Civil Division's new website.</li> <li>– Assisted in the orientation and training of new Board and Commission members.</li> <li>– Drafted the Ordinance permitting Mountain View Fire District to annex areas within the Town located south of Hardy Road.</li> <li>– Drafted provisions for the public art code.</li> <li>– Assisted in drafting an Agreement between the Town and Ventana Medical Systems, Inc. for streetlights on Innovation Drive.</li> <li>– Prepared a legal analysis regarding the fire protection options and standards in Oro Valley.</li> <li>– Assisted in drafting the Addressing Intergovernmental Agreement (IGA).</li> <li>– Worked on the Public Safety Negotiation Team.</li> </ul>	<p><b>Focus Area: Leadership and Communication</b></p> <ul style="list-style-type: none"> <li>■ Assign staff to maximize productivity given limited resources</li> <li>■ Ensure continuing development of attorneys and staff</li> </ul> <p><b>Focus Area: Financial and Economic Sustainability</b></p> <ul style="list-style-type: none"> <li>■ Continue to provide accurate and timely legal advice and representation to Mayor and Council and Town Staff</li> <li>■ Evaluate cases for appropriateness relating to potential utilization of outside counsel</li> </ul> <p><b>Focus Area: Quality of Life &amp; Environmental Sustainability</b></p> <ul style="list-style-type: none"> <li>■ Emphasize retention of professional staff</li> </ul>

Civil Program Overview

The Civil Division is analogous to the General Counsel's office of a corporation. The Town itself is the client, with the Council and Manager the primary "control group." They set the overall direction of legal services in accordance with goals and objectives set by the Council as the governing board and the Manager as Council's chief administrative officer.

The division drafts and/or reviews all Town contracts, resolutions and ordinances, policies and procedures; advises officials and employees about regulatory compliance and risk management issues associated with the matter for which they are responsible; advises officials and employees and assists them in complying with administrative requirements such as open meeting, public records and conflict of interest laws. The Civil Division handles code enforcement matters and a variety of negotiations arising out of contract and litigation matters.

	FY 2009 Actual	FY 2010 Budget	FY 2010 Projected	FY 2011 Authorized	FY 2011 Funded	Variance to Budget
<b>Personnel</b>						
Town Attorney	1.00	1.00	1.00	1.00	1.00	-
Chief Civil Deputy Attorney	1.00	1.00	1.00	1.00	1.00	-
Civil Attorney	1.00	-	-	-	-	-
Paralegal II	1.00	1.00	1.00	1.00	1.00	-
Paralegal I	1.00	1.00	-	-	-	(1.00)
Civil Law Clerk	-	0.25	-	-	-	(0.25)
Office Assistant	1.00	1.00	1.00	1.00	1.00	-
<b>Total FTEs</b>	<b>6.00</b>	<b>5.25</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>(1.25)</b>

	FY 2009 Actual	FY 2010 Budget	FY 2010 Projected	FY 2011 Budget	Variance to Budget
<b>Expenditures</b>					
Personnel	\$ 505,423	\$ 413,491	\$ 356,685	\$ 343,019	-17.0%
Operations & Maintenance	21,643	105,662	66,747	101,557	-3.9%
Capital	51	500	-	-	-100.0%
<b>Total Expenditures</b>	<b>\$ 527,117</b>	<b>\$ 519,653</b>	<b>\$ 423,432</b>	<b>\$ 444,576</b>	<b>-14.4%</b>

**FY 2010/2011 Expenditure and Staffing Changes**

**Personnel**

Personnel decreased 17%, as the vacant Paralegal I and Civil Law Clerk positions will not be funded in FY 2011.

## Prosecution Mission

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

FY 2010 Highlights	FY 2011 Goals and Objectives
<ul style="list-style-type: none"> <li>– The division saw a small increase overall in the number of criminal case files.</li> <li>– Town prosecutor and senior paralegal conducted an evaluation of the Town of Sahuarita Prosecution Department.</li> <li>– Senior paralegal negotiated a zero increase for the coming year in licensing fees for our prosecution case management system.</li> <li>– Worked with Mothers Against Drunk Drivers (MADD).</li> <li>– Worked with Pima County Victim/Witness in their obtaining a federal grant.</li> <li>– Town prosecutor was on the State Prosecution Board (APAAC) and participated in hiring a statewide prosecutor training coordinator.</li> <li>– With the local Magistrate Court updated Town Code violation fines.</li> <li>– Town prosecutor was on the hiring committee for the Sahuarita Town Prosecutor.</li> <li>– Conducted numerous Rule 11 (mental health) hearings.</li> <li>– Continued upgrading our case management system and obtained a small grant.</li> <li>– Took back the Registrar of Contractor cases from the civil division.</li> <li>– Completed Incident Command System (ICS) training.</li> <li>– Senior paralegal completed DISCself online supervisory style assessment and analysis program.</li> <li>– Senior paralegal assisted Apache County Attorney's Office regarding their obtaining a new prosecution case management system.</li> <li>– Town prosecutor taught a semester class for Northern Arizona University regarding conflict management.</li> <li>– Drafted and wrote ordinances.</li> </ul>	<p><b>Focus Area: Leadership and Communication</b></p> <ul style="list-style-type: none"> <li>■ Promote integrity in the prosecution profession &amp; coordination in the criminal justice system. This includes active involvement in APAAC and with the State Legislature.</li> </ul> <p><b>Focus Area: Financial &amp; Economic Sustainability</b></p> <ul style="list-style-type: none"> <li>■ Use of standardized plea offers, including fines</li> </ul> <p><b>Focus Area: Quality of Life &amp; Environmental Sustainability</b></p> <ul style="list-style-type: none"> <li>■ Promote the fair, impartial and expeditious pursuit of justice</li> <li>■ Promote and ensure a safer community</li> </ul>



Prosecution Program Overview

The Prosecution Division prosecutes, diverts, or otherwise handles misdemeanor crimes and traffic violations within the Town.

The Prosecution Division also provides legal advice and training to the Oro Valley Police Department in handling criminal investigations of matters that will be prosecuted by the County Attorney or Arizona Attorney General.

The Prosecution Division handles Rule 11 mental health hearings at Superior Court for those persons charged with criminal offenses.

The Prosecution Division provides Victim Services under the Arizona Constitution.

	FY 2009 Actual	FY 2010 Budget	FY 2010 Projected	FY 2011 Authorized	FY 2011 Funded	Variance to Budget
<b>Personnel</b>						
Town Prosecutor	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	-
Legal Secretary	1.00	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>4.00</b>	<b>-</b>

	FY 2009 Actual	FY 2010 Budget	FY 2010 Projected	FY 2011 Budget	Variance to Budget
<b>Expenditures</b>					
Personnel	\$ 317,072	\$ 342,911	\$ 332,209	\$ 345,437	0.7%
Operations & Maintenance	25,443	43,407	38,272	37,772	-13.0%
Capital	-	15,000	5,000	15,000	0.0%
<b>Total Expenditures</b>	<b>\$ 342,515</b>	<b>\$ 401,318</b>	<b>\$ 375,481</b>	<b>\$ 398,209</b>	<b>-0.8%</b>

**FY 2010/2011 Expenditure and Staffing Changes**

**Operations & Maintenance**

Operations & Maintenance decreased 13% due to reductions in travel & training, outside professional services, and memberships & subscriptions.



# Magistrate Court

## Overview

Services rendered by Magistrate Court include the processing and adjudication of all cases filed in the court, including the trial or other disposition of misdemeanor criminal cases, criminal traffic cases, town code violations and civil traffic cases; collection of fines, surcharges, restitution and other fees; issuing injunctions against harassment and domestic violence orders of protection, 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 and guided by statutes enacted by the Arizona Legislature.

	FY 2009 Actual	FY 2010 Budget	FY 2010 Projected	FY 2011 Authorized	FY 2011 Funded	Variance to Budget
<b>Personnel</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	2.00	2.00	2.00	2.00	2.00	-
Bailiff	1.00	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>	<b>9.00</b>	<b>-</b>

	FY 2009 Actual	FY 2010 Budget	FY 2010 Projected	FY 2011 Budget	Variance to Budget
<b>Expenditures</b>					
Personnel	\$ 586,517	\$ 617,033	\$ 605,259	\$ 632,377	2.5%
Operations & Maintenance	132,004	152,150	139,254	121,395	-20.2%
Capital	-	-	-	-	0.0%
<b>Total Expenditures</b>	<b>\$ 718,521</b>	<b>\$ 769,183</b>	<b>\$ 744,513</b>	<b>\$ 753,772</b>	<b>-2.0%</b>

	Revenue Sources				Variance to Budget
	FY 2009 Actual	FY 2010		FY 2011 Budget	
		Budget	Projected		
Court Costs	\$ 233,961	\$ 246,996	\$ 170,000	\$ 235,000	-4.9%
Public Defender Fees	7,446	10,539	6,300	6,300	-40.2%
Fines	285,628	286,603	195,000	195,000	-32.0%
<b>Total Revenues</b>	<b>\$ 527,035</b>	<b>\$ 544,138</b>	<b>\$ 371,300</b>	<b>\$ 436,300</b>	<b>-19.8%</b>

### FY 2010/2011 Expenditure and Staffing Changes

#### Operations & Maintenance

Operations & Maintenance decreased 20.2% due to reduced insurance premiums and court appointed attorney fees, as well as the transfer of software maintenance and licensing expenditures to the Information Technology Department.

## Mission

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

FY 2010 Highlights	FY 2011 Goals and Objectives
<ul style="list-style-type: none"> <li>- Replaced defective security scanning devices through a grant purchase</li>   <li>- Applied for and received a grant for an interactive whiteboard for the courtroom and are using it for court cases and webcasts of court related topics</li>   <li>- Reduced the time between filing and adjudicating DUI cases by working with legal and police departments and defense attorneys</li>   <li>- Reduced pending files by 33%</li>   <li>- Hired and trained six new Judge Pro Tempores to serve on as-needed basis</li>   <li>- Held three jury trials</li> </ul>	<p><b>Focus Area: Financial &amp; Economic Sustainability</b></p> <ul style="list-style-type: none"> <li>■ Upgrade eCitations to become paperless by interfacing directly into the court's case management system through the State's Department of Public Safety (DPS) lines</li>   <li>■ Obtain approval from the Administrative Office of the Court (AOC) to destroy files after scanning them into the Electronic Document Management System thereby reducing the need to retain and store completed case files</li> </ul> <p><b>Focus Area: Quality of Life &amp; Environmental Sustainability</b></p> <ul style="list-style-type: none"> <li>■ Provide opportunities for staff leadership development through seminars, classes and workshops</li>   <li>■ Conduct an annual survey to foster better communication with the public coming to the courthouse</li>   <li>■ Work toward the filing of motions, etc. electronically</li> </ul>

## Performance Measures

	FY 2009 Actual	FY 2010 Estimate	FY 2011 Projected
▶ Variance between total cases completed and total cases filed (goal is 10%)	12.85%	15.29%	15.00%
▶ Percentage of court visitors rating fairness of the court as excellent or good (goal is 75%)	No Data	74.4%	75.0%
▶ Percentage of court visitors rating promptness and courteousness as excellent or good (goal is 80%)	No Data	78.8%	80.0%
▶ Compliant with the Administrative Office of the Court (AOC) Minimum Accounting Standards * Compliant with one infraction (safe not bolted to the floor)	Yes *	Yes *	Yes *

## Workload Indicators

	FY 2009 Actual	FY 2010 Estimate	FY 2011 Projected
▶ Number of total cases filed	10,523	7,500	7,500
▶ Number of DUI cases filed	390	311	311
▶ Number of protective orders filed	133	147	147



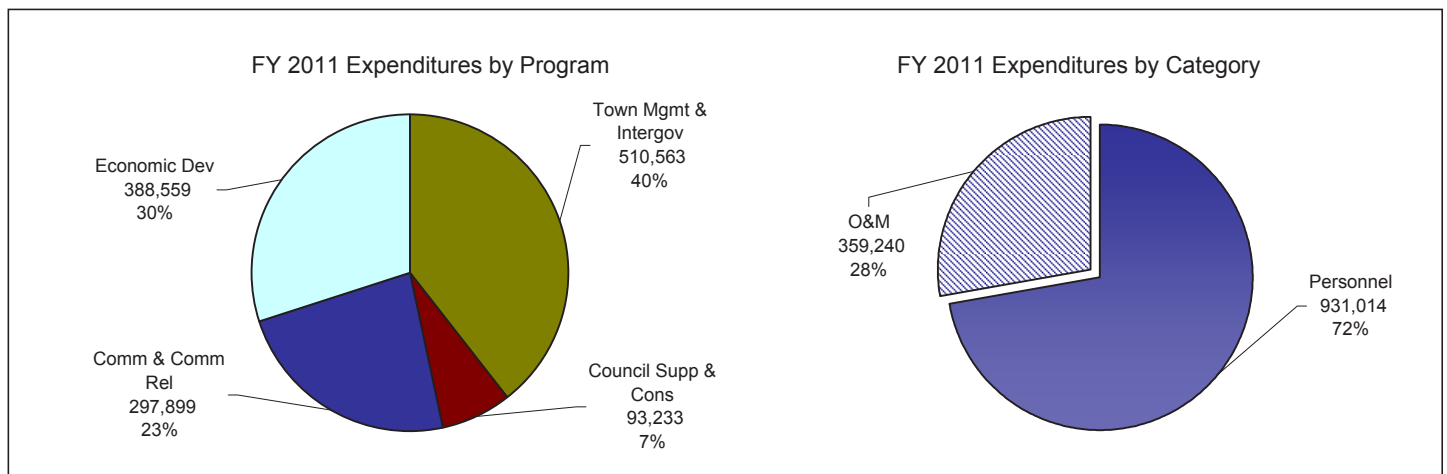
## Overview

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 control and direction of the Town Council. The Town Manager is further responsible for the promotion of economic development, 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: Manager; Clerk; Human Resources; Finance; Legal; Police; Water Utility; Development and Infrastructure Services; Parks, Recreation, Library, and Cultural Resources; Information Technology; and Magistrate Court.

Total FTEs				
FY 2009 Actual	FY 2010		FY 2011	
	Budget	Projected	Authorized	Funded
<b>9.90</b>	<b>10.90</b>	<b>9.90</b>	<b>10.90</b>	<b>10.50</b>

	FY 2009 Actual	FY 2010		FY 2011 Budget	% to Budget
		Budget	Projected		
Town Management and Intergov	\$ 577,465	\$ 517,368	\$ 481,847	\$ 510,563	-1.3%
Council Support and Constituency	68,940	110,377	106,512	93,233	-15.5%
Communications and Community Rel.	297,550	282,991	269,055	297,899	5.3%
Economic Development	583,465	575,903	439,374	388,559	-32.5%
	<b>\$ 1,527,420</b>	<b>\$ 1,486,639</b>	<b>\$ 1,296,788</b>	<b>\$ 1,290,254</b>	<b>-13.2%</b>

	FY 2009 Actual	FY 2010		FY 2011 Budget	% to Budget
		Budget	Projected		
Hotel Bed Taxes	\$ 985,122	\$ 1,250,181	\$ 818,410	\$ 861,569	-31.1%
	<b>\$ 985,122</b>	<b>\$ 1,250,181</b>	<b>\$ 818,410</b>	<b>\$ 861,569</b>	<b>-31.1%</b>



## Mission

To execute the policies and programs established by the Town Council and to provide administrative leadership and management of municipal operations.

FY 2010 Highlights	FY 2011 Goals and Objectives
<ul style="list-style-type: none"> <li>- Secured the groundbreaking of BASIS Charter School</li> <li>- Expanded businesses in Oro Valley Marketplace and other commercial and office districts</li> <li>- Awarded 2009 Public Relations Society of America Award for Excellence in Communications for the <i>Oro Valley Vista</i> community newsletter</li> <li>- Launched the Town's social media platforms, including Facebook, Twitter and YouTube</li> <li>- Conducted public outreach and education on Home Rule initiative, resulting in 73% approval by the voters</li> <li>- Conducted public outreach and education regarding 2010 Census, resulting in 78% response rate</li> <li>- Completed the Town Style Guide and Graphics Standards Manual and distributed throughout the organization</li> <li>- Completed the Steam Pump Ranch Historical Gardens project</li> <li>- Performed energy audit and began implementation of energy efficiency plans</li> </ul>	<p><b>Focus Area: Financial &amp; Economic Sustainability</b></p> <ul style="list-style-type: none"> <li>■ Explore opportunities for additional revenue streams</li> <li>■ Seek grant and other outside funding sources</li> <li>■ Build on the success of Innovation Park</li> <li>■ Work with federal and state legislators to secure funding for Town projects</li> </ul> <p><b>Focus Area: Quality of Life &amp; Environmental Sustainability</b></p> <ul style="list-style-type: none"> <li>■ Collaborate with neighboring jurisdictions to promote quality of life and environmental sustainability</li> <li>■ Re-engage Arizona State Land Department in the Arroyo Grande planning process</li> <li>■ Develop a signature community event</li> <li>■ Continue progress at Steam Pump Ranch</li> <li>■ Initiate improvements to Naranja Park</li> </ul> <p><b>Focus Area: Community Infrastructure</b></p> <ul style="list-style-type: none"> <li>■ Improve online Business Navigator tools</li> <li>■ Continue Business Retention &amp; Expansion Program</li> <li>■ Expand the Shop Oro Valley campaign</li> <li>■ Coordinate Oro Valley Business Expo with Northern Pima County Chamber of Commerce</li> <li>■ Host 2010 Bio Tour with local and state elected officials</li> <li>■ Create "Welcome Guide" for new residents, businesses and visitors</li> </ul> <p><b>Focus Area: Leadership and Communication</b></p> <ul style="list-style-type: none"> <li>■ Create an environment conducive to open dialogue between the Town Council, staff and the community</li> <li>■ Continue to provide focused leadership and management training</li> <li>■ Build trust through effective public outreach and communication</li> </ul>

**Performance Measures**

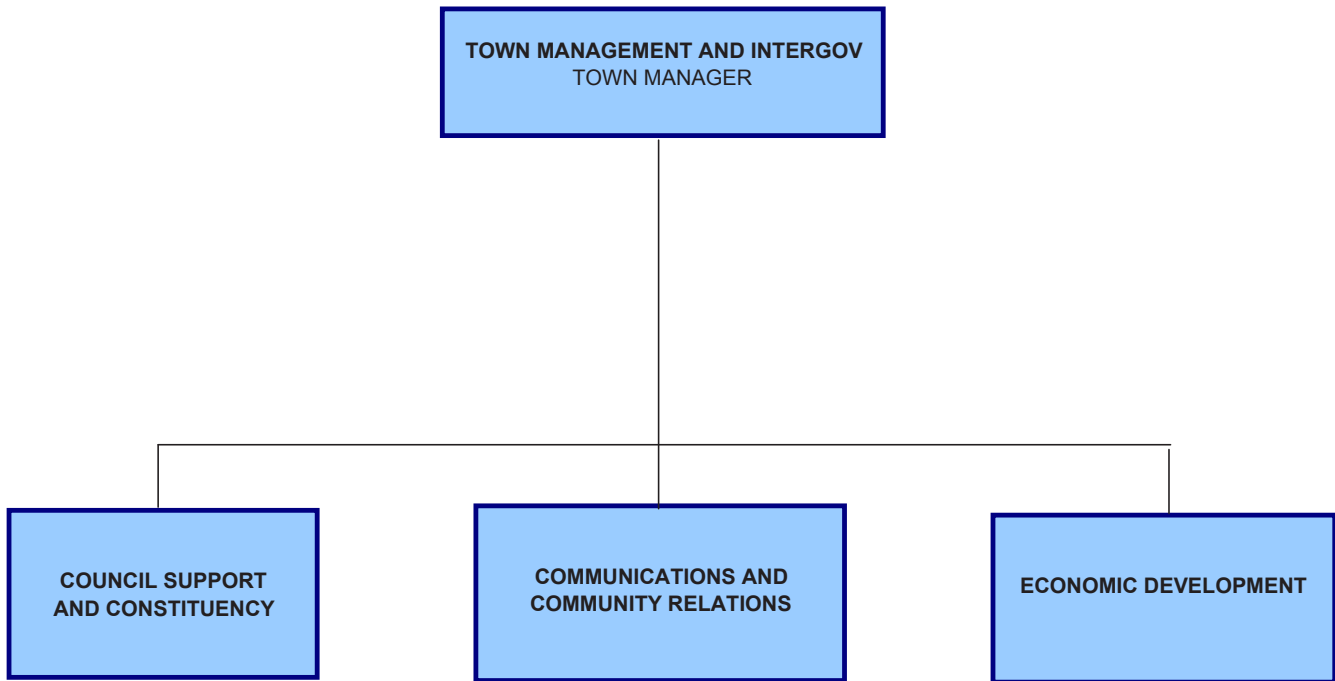
	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Projected</b>
▶ Number of constituency issues/information requests resolved within an average of three business days	475	291	410
▶ Percentage of residents on Community Survey rating their access to town information as excellent or good	N/A <sup>(1)</sup>	N/A <sup>(1)</sup>	85%
▶ Percentage of business retention site visit participants rating satisfaction with site visit as excellent or good	N/A <sup>(2)</sup>	N/A <sup>(2)</sup>	90%
▶ Percentage increase in number of persons who use Business Navigator (online Oro Valley business locator) to learn of local shopping opportunities	4%	6%	8%
▶ Percentage of internal customers rating Manager communications as excellent or good	N/A <sup>(2)</sup>	N/A <sup>(2)</sup>	80%

*(1) This new question will be posed in upcoming Community Survey*

*(2) New performance measure; prior fiscal year data not available*

**Workload Indicators**

	<b>FY 2009 Actual</b>	<b>FY 2010 Estimate</b>	<b>FY 2011 Projected</b>
▶ Number of constituency issues/information requests received	476	350	415
▶ Number of open houses/meetings held with opportunity for public input (excluding Council and board & commission meetings but including Public Works, neighborhood meetings, HOA outreach, etc.)	42	48	60
▶ Number of business retention/expansion site visits conducted	13	13	12
▶ Number of visits/downloads/comments received via Town's electronic communications tools	433	351	400





Town Management and Intergov Program 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 press and media relations, promotes the Town's legislative agenda through intergovernmental programs, 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 our needs considered in regional decision-making.

	FY 2009 Actual	FY 2010 Budget	FY 2010 Projected	FY 2011 Authorized	FY 2011 Funded	Variance to Budget
<b>Personnel</b>						
Town Manager	1.00	1.00	-	1.00	1.00	-
Assistant Town Manager	1.00	1.00	1.00	1.00	1.00	-
Assistant to the Town Manager	1.00	1.00	1.00	1.00	1.00	-
Executive Assistant	1.00	1.00	1.00	0.75	0.75	(0.25)
Senior Office Specialist	1.00	-	-	0.25	0.25	0.25
Management Intern	0.40	-	0.40	0.40	-	-
<b>Total FTEs</b>	<b>5.40</b>	<b>4.00</b>	<b>3.40</b>	<b>4.40</b>	<b>4.00</b>	<b>-</b>

	FY 2009 Actual	FY 2010 Budget	FY 2010 Projected	FY 2011 Budget	Variance to Budget
<b>Expenditures</b>					
Personnel	\$ 528,722	\$ 477,428	\$ 450,838	\$ 485,763	1.7%
Operations & Maintenance	37,387	24,940	26,933	24,800	-0.6%
Contingency	11,356	15,000	4,076	-	-100.0%
<b>Total Expenditures</b>	<b>\$ 577,465</b>	<b>\$ 517,368</b>	<b>\$ 481,847</b>	<b>\$ 510,563</b>	<b>-1.3%</b>

**FY 2010/2011 Expenditure and Staffing Changes**

**Contingency**

Contingency decreased 100%, as it is not anticipated that capacity will be required in FY 2011.

Council Support and Constituency Program Overview

The Council Support & Constituent Services Division provides administrative support to the Town Council through a one-stop constituent "office" (Constituent Services Office) where concerns, complaints, inquiries, referrals and information requests are addressed with stellar customer service and a common sense approach. The Constituent Services Coordinator (CSC) facilitates public education efforts, coordinates departmental responses, and ensures that constituent voices and perspectives are consistently captured and transmitted to Town leadership. The Constituent Services Office also conducts the Council on Your Corner program and provides outreach to homeowner associations. Constituent issues are tracked to monitor changing community needs and desires, allowing the Town Manager's office to adjust policies and budget options in order to better serve town residents.

	FY 2009 Actual	FY 2010 Budget	FY 2010 Projected	FY 2011 Authorized	FY 2011 Funded	Variance to Budget
<b>Personnel</b>						
Constituent Services Coordinator	1.00	1.00	1.00	1.00	1.00	-
Senior Office Specialist	-	1.00	1.00	0.25	0.25	(0.75)
Executive Assistant	-	-	-	0.25	0.25	0.25
<b>Total FTEs</b>	<b>1.00</b>	<b>2.00</b>	<b>2.00</b>	<b>1.50</b>	<b>1.50</b>	<b>(0.50)</b>

	FY 2009 Actual	FY 2010 Budget	FY 2010 Projected	FY 2011 Budget	Variance to Budget
<b>Expenditures</b>					
Personnel	\$ 64,402	\$ 107,177	\$ 105,054	\$ 92,233	-13.9%
Operations & Maintenance	4,538	3,200	1,458	1,000	-68.8%
<b>Total Expenditures</b>	<b>\$ 68,940</b>	<b>\$ 110,377</b>	<b>\$ 106,512</b>	<b>\$ 93,233</b>	<b>-15.5%</b>

**FY 2010/2011 Expenditure and Staffing Changes**

**Personnel**

Personnel decreased 13.9% due to reallocation of staff time among Manager programs.

**Operations & Maintenance**

Operations & Maintenance decreased 68.8% due to reductions in telecommunications, postage, and printing & binding expenditures.

Communications and Community Relations Program Overview

The Communications & Community Relations division manages and facilitates all media relations on behalf of the organization. The communications administrator is responsible for the oversight of communication, branding, marketing related programs, activities and project management. In addition, the division 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.

	FY 2009 Actual	FY 2010 Budget	FY 2010 Projected	FY 2011 Authorized	FY 2011 Funded	Variance to Budget
<b>Personnel</b>						
Communications Administrator	1.00	1.00	1.00	1.00	1.00	-
Public Information Officer	-	1.00	1.00	1.00	1.00	-
Communications Specialist	1.00	1.00	1.00	1.00	1.00	-
Communications Intern	0.10	0.10	0.10	0.10	0.10	-
Senior Office Specialist	-	-	-	0.50	0.50	0.50
<b>Total FTEs</b>	<b>2.10</b>	<b>3.10</b>	<b>3.10</b>	<b>3.60</b>	<b>3.60</b>	<b>0.50</b>

	FY 2009 Actual	FY 2010 Budget	FY 2010 Projected	FY 2011 Budget	Variance to Budget
<b>Expenditures</b>					
Personnel	\$ 176,577	\$ 257,793	\$ 255,425	\$ 278,289	8.0%
Operations & Maintenance	120,973	25,198	13,630	19,610	-22.2%
<b>Total Expenditures</b>	<b>\$ 297,550</b>	<b>\$ 282,991</b>	<b>\$ 269,055</b>	<b>\$ 297,899</b>	<b>5.3%</b>

**FY 2010/2011 Expenditure and Staffing Changes**

**Personnel**

Personnel increased 8% due to reallocation of staff time among Manager programs.

**Operations & Maintenance**

Operations & Maintenance decreased 22.2% due to a reduction in postage, office supplies, outside professional and public information services.

Economic Development Program Overview

The Economic Development Division provides services such as business recruitment and retention, relocation assistance, liaison to regional tourism and economic development organizations, development project team leadership, and economic analysis and projections. The economic development manager adheres to the 2007 Community Economic Development Strategy (CEDs), which indicated that the residents of Oro Valley are interested in expansion, diversification, and development of local business.

	FY 2009 Actual	FY 2010 Budget	FY 2010 Projected	FY 2011 Authorized	FY 2011 Funded	Variance to Budget
<b>Personnel</b>						
Economic Development Manager	1.00	1.00	1.00	1.00	1.00	-
Intern	0.40	0.80	0.40	0.40	0.40	(0.40)
<b>Total FTEs</b>	<b>1.40</b>	<b>1.80</b>	<b>1.40</b>	<b>1.40</b>	<b>1.40</b>	<b>(0.40)</b>

	FY 2009 Actual	FY 2010 Budget	FY 2010 Projected	FY 2011 Budget	Variance to Budget
<b>Expenditures</b>					
Personnel	\$ 79,604	\$ 84,990	\$ 69,304	\$ 74,729	-12.1%
Operations & Maintenance	503,861	490,913	370,070	313,830	-36.1%
<b>Total Expenditures</b>	<b>\$ 583,465</b>	<b>\$ 575,903</b>	<b>\$ 439,374</b>	<b>\$ 388,559</b>	<b>-32.5%</b>

**FY 2010/2011 Expenditure and Staffing Changes**

**Personnel**

Personnel decreased 12.1% due to a reallocation of intern staff time to the Town Management and Intergov Program area.

**Operations & Maintenance**

Operations & Maintenance decreased 36.1% due to reduced economic development and community funding, as well as bed tax rebate savings.



# Parks, Recreation, Library & Cultural Resources

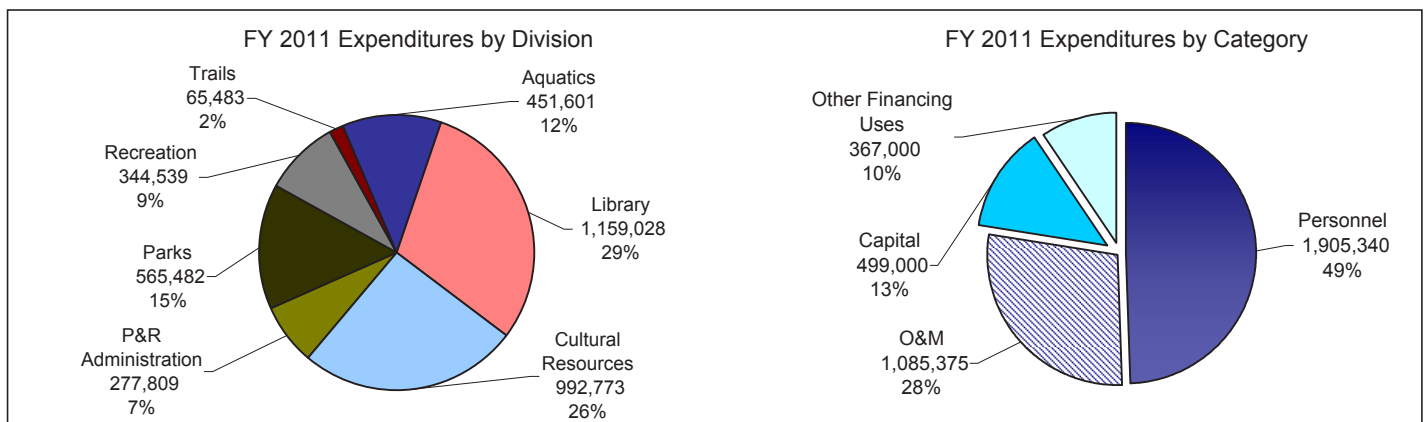
## Overview

**This Department represents a consolidation of the Oro Valley Public Library (OVPL), the Parks & Recreation Department, and the cultural resource components nestled in various Town departments.** Municipal services are provided in six areas, including parks, recreation, trails, aquatics, library, and cultural and historic resources. This department is further responsible to provide staff support to the Parks and Recreation Advisory Board, the Historic Preservation Commission, the OVPL Family Advisory Board, the OVPL Teen Advisory Board, and the Friends of the Oro Valley Public Library. The Cultural Resources Division is responsible for the 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.

Total FTEs				
FY 2009 Actual	FY 2010		FY 2011	
	Budget	Projected	Authorized	Funded
<b>46.26</b>	<b>45.58</b>	<b>45.95</b>	<b>43.76</b>	<b>42.31</b>

Expenditures by Division					
	FY 2009 Actual	FY 2010		FY 2011 Budget	% to Budget
		Budget	Projected		
Parks & Rec Administration	\$ 379,389	\$ 333,185	\$ 301,068	\$ 277,809	-16.6%
Parks	797,735	648,995	671,025	565,482	-12.9%
Recreation	372,338	398,896	347,019	344,539	-13.6%
Trails	73,000	72,514	70,136	65,483	-9.7%
Aquatics	582,571	471,857	501,700	451,601	-4.3%
Library	1,229,276	1,237,433	1,180,137	1,159,028	-6.3%
Cultural Resources	140,420	995,000	79,500	992,773	-0.2%
	<b>\$ 3,574,729</b>	<b>\$ 4,157,880</b>	<b>\$ 3,150,585</b>	<b>\$ 3,856,715</b>	<b>-7.2%</b>

Revenue Sources					
	FY 2009 Actual	FY 2010		FY 2011 Budget	% to Budget
		Budget	Projected		
Charges for Services	\$ 352,920	\$ 407,241	\$ 317,000	\$ 352,000	-13.6%
Other Intergovernmental Revenue	656,262	626,783	626,783	607,781	-3.0%
State Grants	-	21,000	75,000	-	-100.0%
Federal Grants	-	250,000	-	250,000	0.0%
Pima County Bond Proceeds	95,712	283,515	-	275,000	-3.0%
Other Financing Sources	-	470,000	470,000	-	-100.0%
	<b>\$ 1,104,894</b>	<b>\$ 2,058,539</b>	<b>\$ 1,488,783</b>	<b>\$ 1,484,781</b>	<b>-27.9%</b>



# Highlights & Goals

# Parks, Recreation, Library & Cultural Resources

## Mission

To enhance the quality of life for all Oro Valley residents by providing exceptional community facilities and programs for all ages.

FY 2010 Highlights	FY 2011 Goals and Objectives
<p><b>Parks &amp; Rec Administration</b></p> <ul style="list-style-type: none"> <li>- Utilized new RecTrac brochure capabilities to streamline online registration process.</li> <li>- Remodeled reception area to enhance customer service.</li> <li>- Implemented new ramada reservation process, increasing revenues and enhancing customer convenience.</li> <li>- Updated facility reservation and pass memberships from manual to an electronic process.</li> </ul> <p><b>Aquatics</b></p> <ul style="list-style-type: none"> <li>- Continued exceptional lifeguard training and maintained standards through Ellis &amp; Associates, Inc.</li> <li>- Offered annual lease option for pool usage to swim teams.</li> <li>- Solar heating approved through energy audit; pool to receive new thermal covers to keep heating costs down.</li> </ul> <p><b>Trails</b></p> <ul style="list-style-type: none"> <li>- Held the Town's second annual Bike to Work Day as part of the Regional Bike Fest.</li> <li>- Obtained \$150,000 in funding for the Calle Concordia Bike Lane project through the RTA funding process.</li> <li>- Obtained an ADOT Transportation Grant for \$500,000 (and matching RTA funding for \$873,000) for the CDO Shared Use Path Final Phase from First Avenue to Steam Pump Village.</li> </ul> <p><b>Recreation</b></p> <ul style="list-style-type: none"> <li>- Hosted the Town's first Hershey Track and Field Games.</li> <li>- Received "Sticks for Kids" grant for golf program.</li> <li>- Received archery grant from the National Recreation and Parks Association.</li> <li>- Held Town's first Parks and Recreation Fair.</li> <li>- Partnered with Catalina State Park for fall and spring camps.</li> </ul> <p><b>Parks</b></p> <ul style="list-style-type: none"> <li>- Upgraded electrical components for ball field lights at James D. Kriegh Park and Cañada Del Oro Riverfront Park.</li> <li>- Painted all racquetball courts and north restroom at James D. Kriegh Park.</li> <li>- Installed surface water drainage system along the east side of pool deck at James D. Kriegh Park.</li> <li>- Transitioned out of all outside landscape maintenance contracts with 100% of the work being performed by Parks Division staff.</li> <li>- Installed "Nature Trail" informational signage at three of our parks to include James D. Kriegh Park, CDO Linear Park, and West Lambert Lane Park.</li> </ul> <p><b>Library</b></p> <ul style="list-style-type: none"> <li>- 4th Book Festival held February 13, 2010 with the theme "The Many Colors of the Library--come celebrate the diversity of our programs, technology, and books."</li> <li>- Substantial increases in gate count, circulation statistics, computer usage, and program attendance.</li> <li>- Transition completed of circulation system to one that is more labor saving and cost efficient.</li> <li>- Wireless printing installed using Friends of the Oro Valley Public Library funds.</li> <li>- State of the Art multimedia equipment installed in main conference room using Friends of the Oro Valley Public Library funds.</li> </ul> <p><b>Cultural Resources</b></p> <ul style="list-style-type: none"> <li>- Held 2009 holiday festival at Steam Pump Ranch.</li> </ul>	<p><b>Focus Area: Financial &amp; Economic Sustainability</b></p> <p><b>Library</b></p> <ul style="list-style-type: none"> <li>■ Respond to current economic conditions by working smarter and engaging more volunteers.</li> <li>■ Partner with Economic Development division to host another Business expo to promote local businesses. Use newly formed Oro Valley Business Club to promote library services. Continue partnering with Service Corps of Retired Executives (SCORE) to encourage business development. Partner with Mature Workers Connection to help job seekers.</li> </ul> <p><b>Focus Area: Leadership and Communication</b></p> <p><b>Parks &amp; Rec Administration</b></p> <ul style="list-style-type: none"> <li>■ To enhance customer service by simplifying the registration process and developing a more convenient and user friendly online activity registration.</li> </ul> <p><b>Library</b></p> <ul style="list-style-type: none"> <li>■ Use webinars, conferences and offerings by Town Human Resources Department to allow staff to grow in their jobs.</li> </ul> <p><b>Focus Area: Quality of Life &amp; Environmental Sustainability</b></p> <p><b>Aquatics</b></p> <ul style="list-style-type: none"> <li>■ Implement RecTrac software at the Oro Valley Municipal Pool.</li> <li>■ Collaborate with the parks, recreation, library and the communication division to enhance the visibility of the department's programs and events.</li> </ul> <p><b>Trails</b></p> <ul style="list-style-type: none"> <li>■ Seek grants for bicycle, pedestrian, and trails facilities, including Transportation Enhancement and RTA funding for Lambert Lane Bike Lanes.</li> <li>■ Expand the Town's Bike to Work Day through additional publicity and sponsor funding.</li> <li>■ Encourage businesses to participate in the Adopt A Trail program.</li> </ul> <p><b>Recreation</b></p> <ul style="list-style-type: none"> <li>■ Establish online field request forms.</li> <li>■ Increase Parks and Recreation Fair attendance.</li> <li>■ Continue cooperation with outside agencies.</li> <li>■ Continue improving cost recovery rates on all programs.</li> </ul> <p><b>Parks</b></p> <ul style="list-style-type: none"> <li>■ Install landscaping associated with the solar photovoltaic project at Town Hall campus.</li> <li>■ Oversee installation of a new ramada along the multi-use trail at the north side of the new Cañada Del Oro Wash bridge.</li> <li>■ Establish a maintenance program for the multi-use trail from the Cañada Del Oro Wash bridge to Tangerine Road.</li> </ul> <p><b>Library</b></p> <ul style="list-style-type: none"> <li>■ Use the Library's collection, programs and technology to keep Oro Valley residents informed and entertained.</li> </ul> <p><b>Cultural Resources</b></p> <ul style="list-style-type: none"> <li>■ Coordinate with other Town departments and community partners to accomplish Steam Pump Ranch capital improvements.</li> </ul>

## Performance Measures

	FY 2009 Actual	FY 2010 Estimate	FY 2011 Projected
<i>Parks and Recreation</i>			
▶ Park acres per 1,000 residents	8.56	8.31	8.17
▶ Parks and Recreation FTE's per 1,000 population	0.63	0.60	0.52
▶ Percentage cost recovery for Aquatics division	18.5%	25%	31%
▶ Percentage cost recovery for youth recreation programs	53%	60%	63%
▶ Percentage of residents on Community Survey rating overall satisfaction with Parks and Recreation as very or somewhat satisfied	N/A <sup>(1)</sup>	N/A <sup>(1)</sup>	75%
▶ Percentage of residents on Community Survey rating appearance of Parks and Recreation facilities as excellent or good	N/A <sup>(2)</sup>	N/A <sup>(2)</sup>	75%
<i>Library</i>			
▶ Operating and maintenance (O&M) expenditures per capita	\$10.85	\$9.03	\$7.43
▶ O&M expenditures per registered borrower	\$18.28	\$14.41	\$11.07
▶ Number of FTE's per 1,000 town residents	0.42	0.40	0.39
▶ Volunteer hours per 1,000 town residents	321	305	306.5
▶ Percentage of residents on Community Survey rating overall satisfaction with library services as very or somewhat satisfied	N/A <sup>(3)</sup>	N/A <sup>(3)</sup>	86%

(1) This question will be posed in upcoming Community Survey (January 2008 response was 71%)

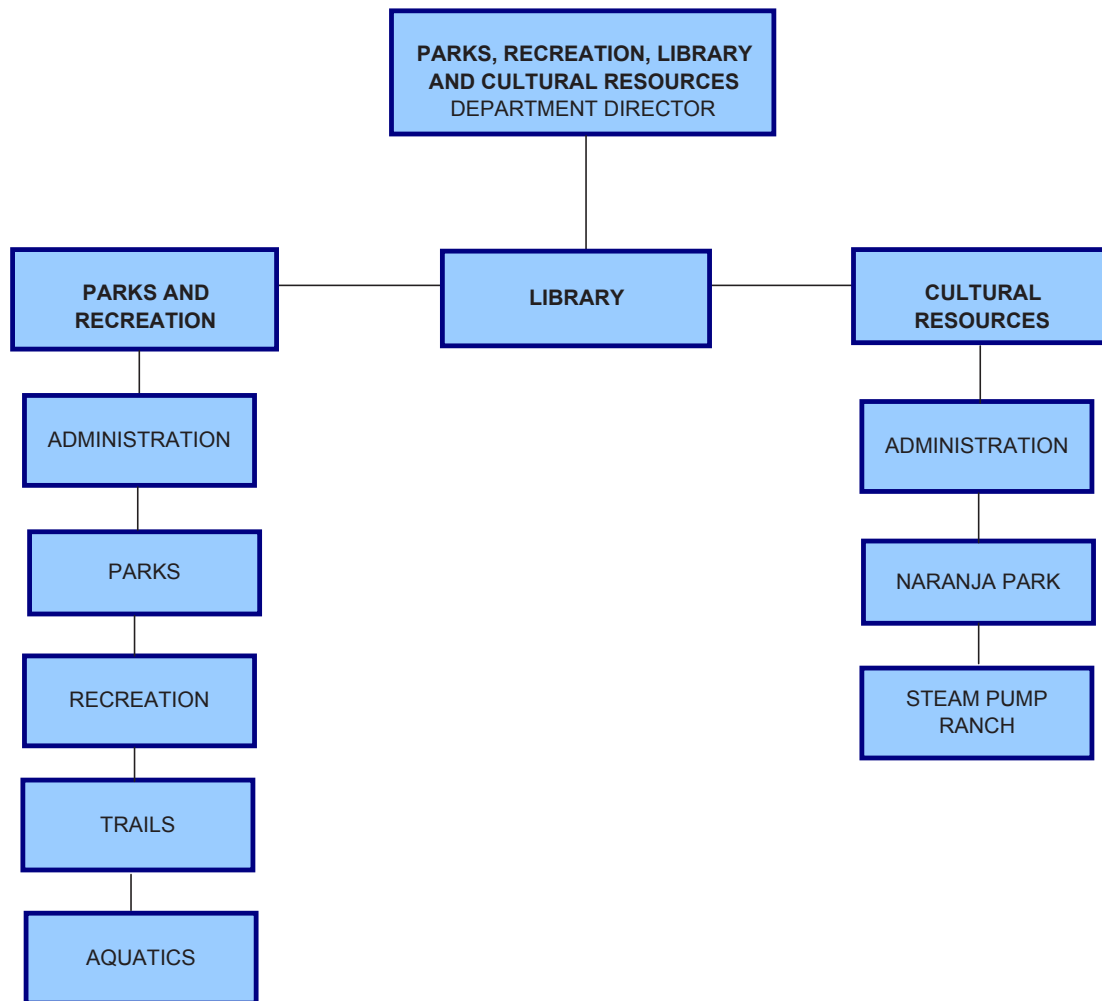
(2) This new question will be posed in upcoming Community Survey

(3) This question will be posed in upcoming Community Survey (January 2008 response was 86%)

## Workload Indicators

	FY 2009 Actual	FY 2010 Estimate	FY 2011 Projected
<i>Parks and Recreation</i>			
▶ Number of park acres maintained	374	374	376
▶ Annual swimming pool attendance	112,000	120,000	115,000
▶ Number of summer camp attendees	660	600	600
▶ Number of spring and fall camp attendees	75	80	85
▶ Hours of ball field usage	8,200	8,500	8,500
<i>Library</i>			
▶ Number of library visitors	221,534	227,916	235,000
▶ Number of circulation transactions (check-outs and check-ins)	439,160	689,033	800,000
▶ Number of youth services programs held and number of attendees	380 / 11,085	453 / 14,272	475 / 16,000
▶ Number of adult services programs held and number of attendees	467 / 5,220	410 / 5,271	360 / 5,322
▶ Number of library visits per capita	5.2	15.3	17.3





**Administration Program Overview**

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

	FY 2009 Actual	FY 2010 Budget	FY 2010 Projected	FY 2011 Authorized	FY 2011 Funded	Variance to Budget
<b>Personnel</b>						
PRL&CR Director	1.00	1.00	1.00	0.90	0.90	(0.10)
Senior Office Specialist	1.00	1.00	1.00	0.90	0.90	(0.10)
Senior Office Assistant	1.00	1.00	1.00	1.00	1.00	-
<b>Total FTEs</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>2.80</b>	<b>2.80</b>	<b>(0.20)</b>

	FY 2009 Actual	FY 2010 Budget	FY 2010 Projected	FY 2011 Budget	Variance to Budget
<b>Expenditures</b>					
Personnel	\$ 219,055	\$ 217,085	\$ 212,015	\$ 211,309	-2.7%
Operations & Maintenance	160,334	116,100	89,053	66,500	-42.7%
Capital	-	-	-	-	0.0%
<b>Total Expenditures</b>	<b>\$ 379,389</b>	<b>\$ 333,185</b>	<b>\$ 301,068</b>	<b>\$ 277,809</b>	<b>-16.6%</b>

**FY 2010/2011 Expenditure and Staffing Changes**

**Personnel**

Personnel decreased 2.7%, due to a reallocation of a portion of staff time to the new Cultural Resources Division.

**Operations & Maintenance**

Operations & Maintenance decreased 42.7% due to a reduced insurance premiums and a reduction in outside professional services.

**Parks Program Overview**

The Parks Division is responsible for building maintenance, janitorial services, turf management, landscape maintenance and property upkeep for all parks, natural trails, and bicycle/pedestrian oasis facilities. Parks is also responsible for the landscape maintenance at Town Hall, including the Police Department and Library. Parks oversees all parks construction projects, including new construction, renovations and repairs.

	FY 2009 Actual	FY 2010 Budget	FY 2010 Projected	FY 2011 Authorized	FY 2011 Funded	Variance to Budget
<b>Personnel</b>						
Parks Maintenance Manager	1.00	1.00	1.00	0.80	0.80	(0.20)
Parks Maintenance Crew Lead	1.00	1.00	1.00	0.80	0.80	(0.20)
Senior Parks Maint Worker	2.00	2.00	2.00	1.80	1.80	(0.20)
Parks Maintenance Worker	3.00	3.00	3.00	2.80	2.80	(0.20)
Park Monitor	1.40	1.40	0.70	1.40	0.70	(0.70)
<b>Total FTEs</b>	<b>8.40</b>	<b>8.40</b>	<b>7.70</b>	<b>7.60</b>	<b>6.90</b>	<b>(1.50)</b>

	FY 2009 Actual	FY 2010 Budget	FY 2010 Projected	FY 2011 Budget	Variance to Budget
<b>Expenditures</b>					
Personnel	\$ 421,978	\$ 391,945	\$ 386,964	\$ 321,332	-18.0%
Operations & Maintenance	359,311	257,050	284,061	244,150	-5.0%
Capital	16,446	-	-	-	0.0%
<b>Total Expenditures</b>	<b>\$ 797,735</b>	<b>\$ 648,995</b>	<b>\$ 671,025</b>	<b>\$ 565,482</b>	<b>-12.9%</b>

**FY 2010/2011 Expenditure and Staffing Changes**

**Personnel**

Personnel decreased 18% due to a vacant Park Monitor position, which will not be funded in FY 2011, and the reallocation of a portion of staff time to the new Cultural Resources Division.

**Operations & Maintenance**

Operations & Maintenance decreased 5% due to reductions in field supplies, building repair and maintenance, and outside professional services.

**Recreation Program Overview**

The Recreation Division is responsible for providing recreational programs, activities, classes, hikes, and special events for all ages. This division is also responsible for ball field management and contracts. Programs are provided at parks, public schools, the Library, and at the Rec Room - a 1,370 sq. ft. storefront space on the southwest corner of La Cañada Drive and Naranja Drive.

	FY 2009 Actual	FY 2010 Budget	FY 2010 Projected	FY 2011 Authorized	FY 2011 Funded	Variance to Budget
<b>Personnel</b>						
Recreation Manager	1.00	1.00	1.00	0.90	0.90	(0.10)
Assistant Recreation Manager	1.00	1.00	1.00	0.90	0.90	(0.10)
Recreation Leader	0.34	0.40	0.40	0.40	0.40	-
Recreation Aide	3.04	3.70	3.05	2.70	2.70	(1.00)
<b>Total FTEs</b>	<b>5.38</b>	<b>6.10</b>	<b>5.45</b>	<b>4.90</b>	<b>4.90</b>	<b>(1.20)</b>

	FY 2009 Actual	FY 2010 Budget	FY 2010 Projected	FY 2011 Budget	Variance to Budget
<b>Expenditures</b>					
Personnel	\$ 206,114	\$ 213,126	\$ 172,782	\$ 179,649	-15.7%
Operations & Maintenance	166,224	185,770	174,237	164,890	-11.2%
Capital	-	-	-	-	0.0%
<b>Total Expenditures</b>	<b>\$ 372,338</b>	<b>\$ 398,896</b>	<b>\$ 347,019</b>	<b>\$ 344,539</b>	<b>-13.6%</b>

**FY 2010/2011 Expenditure and Staffing Changes**

**Personnel**

Personnel decreased 15.7% due to a reduction in recreation aide FTEs, as well as a reallocation of a portion of staff time to the new Cultural Resources Division.

**Operations & Maintenance**

Operations & Maintenance decreased 11.2% due to a reduction in contracted recreation programs and an expanded use of in-house staff for program offerings.

**Trails Program Overview**

The Trails Division is responsible for insuring that the Town's Trails Plan, as well as the Pedestrian & Bicycle Plan, are implemented and followed. This section handles grant writing for the department, addresses trail issues, manages the Adopt-a-Trail program, and provides public information, safety and instructional programs. Additionally, Trails performs development review to insure that all "bike, ped & trails" issues are properly addressed when development occurs.

	FY 2009 Actual	FY 2010 Budget	FY 2010 Projected	FY 2011 Authorized	FY 2011 Funded	Variance to Budget
<b>Personnel</b>						
Multimodal Planner	1.00	1.00	1.00	0.90	0.90	(0.10)
<b>Total FTEs</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>0.90</b>	<b>0.90</b>	<b>(0.10)</b>

	FY 2009 Actual	FY 2010 Budget	FY 2010 Projected	FY 2011 Budget	Variance to Budget
<b>Expenditures</b>					
Personnel	\$ 70,229	\$ 70,969	\$ 68,591	\$ 64,053	-9.7%
Operations & Maintenance	2,771	1,545	1,545	1,430	-7.4%
Capital	-	-	-	-	0.0%
<b>Total Expenditures</b>	<b>\$ 73,000</b>	<b>\$ 72,514</b>	<b>\$ 70,136</b>	<b>\$ 65,483</b>	<b>-9.7%</b>

**FY 2010/2011 Expenditure and Staffing Changes**

**Personnel**

Personnel decreased 9.7% due a reallocation of a portion of staff time to the new Cultural Resources Division.

**Operations & Maintenance**

Operations & Maintenance decreased 7.4% due to a reduction in memberships and subscriptions.

**Aquatics Program Overview**

The Aquatics Division is responsible for the safe operation, maintenance and management of the Oro Valley Municipal Pool. This facility includes an Olympic sized swimming pool, a wading pool, canteen, office and bath house. The pool is open year-round and hosts over 120,000 visitors per year.

	FY 2009 Actual	FY 2010 Budget	FY 2010 Projected	FY 2011 Authorized	FY 2011 Funded	Variance to Budget
<b>Personnel</b>						
Aquatics Manager	1.00	1.00	1.00	1.00	1.00	-
Assistant Pool Manager	0.50	0.75	-	0.75	-	(0.75)
Water Safety Instructor	8.30	6.80	9.30	6.15	6.15	(0.65)
<b>Total FTEs</b>	<b>9.80</b>	<b>8.55</b>	<b>10.30</b>	<b>7.90</b>	<b>7.15</b>	<b>(1.40)</b>

	FY 2009 Actual	FY 2010 Budget	FY 2010 Projected	FY 2011 Budget	Variance to Budget
<b>Expenditures</b>					
Personnel	\$ 340,726	\$ 269,682	\$ 285,569	\$ 231,956	-14.0%
Operations & Maintenance	238,884	202,175	216,131	219,645	8.6%
Capital	2,961	-	-	-	0.0%
<b>Total Expenditures</b>	<b>\$ 582,571</b>	<b>\$ 471,857</b>	<b>\$ 501,700</b>	<b>\$ 451,601</b>	<b>-4.3%</b>

**FY 2010/2011 Expenditure and Staffing Changes**

**Personnel**

Personnel decreased 14% due to the vacant Assistant Pool Manager position, which will not be funded in FY 2011, and a reduction in Water Safety Instructor FTEs.

**Operations & Maintenance**

Operations & Maintenance increased 8.6% due to escalating chemical, testing and safety supply costs, as well as an increase in water and sewage expenditures.

**Library Program Overview**

The Library Division operates and maintains the Oro Valley Public Library as an affiliate of the Pima County Public Library system. The Library operates a 25,000 square foot facility with 50 hours of operation per week.

	FY 2009 Actual	FY 2010 Budget	FY 2010 Projected	FY 2011 Authorized	FY 2011 Funded	Variance to Budget
<b>Personnel</b>						
Library Services Manager	1.00	1.00	1.00	1.00	1.00	-
Librarian	4.00	4.00	4.00	4.00	4.00	-
Library Associate	5.17	5.42	4.95	4.95	4.95	(0.47)
Library Page	4.55	4.15	3.05	3.05	3.05	(1.10)
Customer Service Rep	2.96	2.96	4.50	4.36	4.36	1.40
Office Specialist	1.00	1.00	1.00	1.00	1.00	-
<b>Total FTEs</b>	<b>18.68</b>	<b>18.53</b>	<b>18.50</b>	<b>18.36</b>	<b>18.36</b>	<b>(0.17)</b>

	FY 2009 Actual	FY 2010 Budget	FY 2010 Projected	FY 2011 Budget	Variance to Budget
<b>Expenditures</b>					
Personnel	\$ 814,771	\$ 808,333	\$ 819,437	\$ 815,768	0.9%
Operations & Maintenance	399,463	417,100	355,700	343,260	-17.7%
Capital	15,042	12,000	5,000	-	-100.0%
<b>Total Expenditures</b>	<b>\$ 1,229,276</b>	<b>\$ 1,237,433</b>	<b>\$ 1,180,137</b>	<b>\$ 1,159,028</b>	<b>-6.3%</b>

**FY 2010/2011 Expenditure and Staffing Changes**

**Operations & Maintenance**

Operations & Maintenance decreased 17.7% due to reductions in several areas, including outside professional services, collections materials, travel & training, and telecommunications. In addition, software maintenance & licensing expenditures were transferred to the Information Technology Department.

**Capital**

Capital decreased 100%, as equipment will not be purchased for this program in FY 2011.

**Administration Program Overview**

Cultural Resources Administration provides administrative oversight for the division, staff support for the Historic Preservation Commission, and handles all public inquiries. Additionally, Administration writes and manages grants, coordinates with other Town divisions and departments, and facilitates partnerships with outside agencies.

	FY 2009 Actual	FY 2010 Budget	FY 2010 Projected	FY 2011 Authorized	FY 2011 Funded	Variance to Budget
<b>Personnel</b>						
PRL&CR Director	-	-	-	0.10	0.10	0.10
Multimodal Planner	-	-	-	0.10	0.10	0.10
Senior Office Specialist	-	-	-	0.10	0.10	0.10
<b>Total FTEs</b>	-	-	-	<b>0.30</b>	<b>0.30</b>	<b>0.30</b>

	FY 2009 Actual	FY 2010 Budget	FY 2010 Projected	FY 2011 Budget	Variance to Budget
<b>Expenditures</b>					
Personnel	\$ -	\$ -	\$ -	\$ 26,111	0.0%
Operations & Maintenance	-	-	-	-	0.0%
Capital	-	-	-	-	0.0%
<b>Total Expenditures</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 26,111</b>	<b>0.0%</b>

**FY 2010/2011 Expenditure and Staffing Changes**

**Personnel**

A portion of staff time previously charged to Parks & Recreation is now allocated to the new Cultural Resources Division.



**Naranja Park Program Overview**

This program area provides for the maintenance and management of this 213-acre passive park. Additionally, the Town has received donated funding for the park's future development.

	FY 2009 Actual	FY 2010 Budget	FY 2010 Projected	FY 2011 Authorized	FY 2011 Funded	Variance to Budget
<b>Personnel</b>						
Parks Maintenance Manager	-	-	-	0.10	0.10	0.10
Parks Maintenance Crew Lead	-	-	-	0.10	0.10	0.10
Senior Parks Maint Worker	-	-	-	0.10	0.10	0.10
Parks Maintenance Worker	-	-	-	0.10	0.10	0.10
<b>Total FTEs</b>	-	-	-	<b>0.40</b>	<b>0.40</b>	<b>0.40</b>

	FY 2009 Actual	FY 2010 Budget	FY 2010 Projected	FY 2011 Budget	Variance to Budget
<b>Expenditures</b>					
Personnel	\$ -	\$ -	\$ -	\$ 21,556	0.0%
Operations & Maintenance	-	-	-	2,500	0.0%
Capital	-	-	-	-	0.0%
<b>Total Expenditures</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 24,056</b>	<b>0.0%</b>

**FY 2010/2011 Expenditure and Staffing Changes**

**Personnel**

A portion of staff time previously charged to Parks & Recreation is now allocated to the new Cultural Resources Division.

**Operations & Maintenance**

Waste disposal fees at Naranja Park, which were previously charged to the Parks Division, will now be charged to the new Cultural Resources Division.

**Steam Pump Program Overview**

Expenditures for Steam Pump Ranch consist of building and infrastructure assessment of the historic site and related staff costs. The project represents Oro Valley's efforts to preserve the history and culture of the Town. Funding for Steam Pump Ranch is provided by Pima County bond proceeds, grants, and Town general funds.

	FY 2009 Actual	FY 2010 Budget	FY 2010 Projected	FY 2011 Authorized	FY 2011 Funded	Variance to Budget
<b>Personnel</b>						
Parks Maintenance Manager	-	-	-	0.10	0.10	0.10
Parks Maintenance Crew Lead	-	-	-	0.10	0.10	0.10
Senior Parks Maint Worker	-	-	-	0.10	0.10	0.10
Parks Maintenance Worker	-	-	-	0.10	0.10	0.10
Recreation Manager	-	-	-	0.10	0.10	0.10
Assistant Recreation Manager	-	-	-	0.10	0.10	0.10
<b>Total FTEs</b>	-	-	-	<b>0.60</b>	<b>0.60</b>	<b>0.60</b>

	FY 2009 Actual	FY 2010 Budget	FY 2010 Projected	FY 2011 Budget	Variance to Budget
<b>Expenditures</b>					
Personnel	\$ -	\$ -	\$ -	\$ 33,606	0.0%
Operations & Maintenance	101,632	51,000	44,500	43,000	-15.7%
Capital	38,788	944,000	35,000	499,000	-47.1%
Other Financing Uses	-	-	-	367,000	0.0%
<b>Total Expenditures</b>	<b>\$ 140,420</b>	<b>\$ 995,000</b>	<b>\$ 79,500</b>	<b>\$ 942,606</b>	<b>-5.3%</b>

**FY 2010/2011 Expenditure and Staffing Changes**

**Personnel**

A portion of staff time previously charged to Parks & Recreation is now allocated to the new Cultural Resources Division.

**Operations & Maintenance**

Operations & Maintenance decreased 15.7% due to a reduction in water, sewage, and waste disposal costs.

**Capital**

Capital decreased 47.1% due to a possible scale-back in development plans for this site.

**Other Financing Uses**

Other Financing Uses increased due to a budgeted transfer to the General Fund in FY 2011.



**Overview**

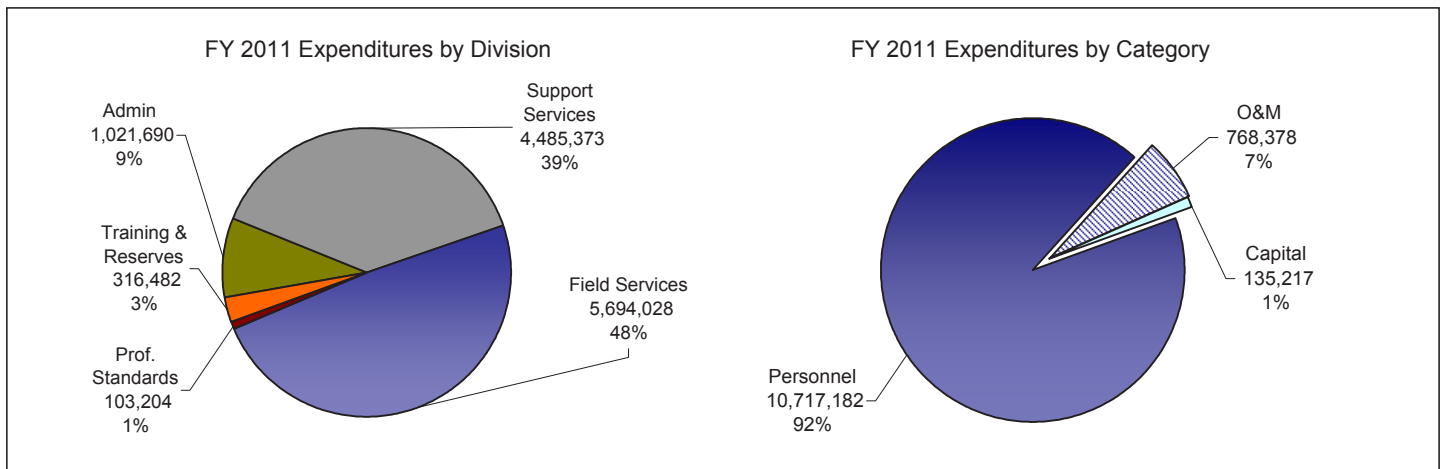
The Oro Valley Police Department (OVPD) is committed to providing needed public safety services to ensure a safe environment. This is accomplished through collaborative partnerships between our organization, our citizens, business owners/managers, schools, community organizations, media, and other government 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**

Total FTEs				
FY 2009 Actual	FY 2010		FY 2011	
	Budget	Projected	Authorized	Funded
<b>135.38</b>	<b>131.88</b>	<b>128.60</b>	<b>133.08</b>	<b>129.08</b>

	Expenditures by Division				
	FY 2009 Actual	FY 2010		FY 2011 Budget	% to Budget
		Budget	Projected		
Administration	\$ 1,547,725	\$ 1,632,018	\$ 1,463,660	\$ 1,021,690	-37.4%
Support Services	5,010,708	4,448,644	4,283,945	4,485,373	0.8%
Field Services	6,098,573	5,819,449	5,838,872	5,694,028	-2.2%
Training & Reserves	444,844	321,656	276,021	316,482	-1.6%
Professional Standards	117,880	106,342	105,632	103,204	-3.0%
	<b>\$ 13,219,730</b>	<b>\$ 12,328,109</b>	<b>\$ 11,968,130</b>	<b>\$ 11,620,777</b>	<b>-5.7%</b>

	Revenue Sources				
	FY 2009 Actual	FY 2010		FY 2011 Budget	% to Budget
		Budget	Projected		
Federal Grants	\$ 368,738	\$ 462,965	\$ 624,177	\$ 717,039	54.9%
State Grants	156,971	70,000	120,700	130,700	86.7%
Report Copying	20,512	19,207	18,152	18,150	-5.5%
Impound Processing	55,810	60,000	60,000	60,000	0.0%
Other	6,957	4,857	8,000	8,000	64.7%
	<b>\$ 608,988</b>	<b>\$ 617,029</b>	<b>\$ 831,029</b>	<b>\$ 933,889</b>	<b>51.4%</b>



## Mission

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

FY 2010 Highlights	FY 2011 Goals and Objectives
<ul style="list-style-type: none"> <li>- OVPD Dispose-A-Med program became a national model and has guided other organizations seeking to develop prescription medicine disposal programs</li> <li>- OVPD School Resource Officer CSI program continues to gain notoriety through statewide regional competitions. This past year CSI students at CDO high school placed 1st and 3rd in competition.</li> <li>- OVPD School Resource Officers conducted 752.5 hours of classroom education to students K-12.</li> <li>- The OVPD Community Resource Unit assisted residents with forming eight (8) new Neighborhood Watch Groups.</li> <li>- The OVPD Traffic/Special Events Unit planned and executed 13 formal special events.</li> <li>-The OVPD Traffic Unit raised \$2,500 for Special Olympics during the 14th Annual Southwest Police Motorcycle Training and Competition.</li> <li>- In 2009, the OVPD Citizen Volunteer Assistance Program members contributed 17,022 volunteer hours, an increase of 1,849 hours from the previous year.</li> <li>- In 2009, the OVPD per capita Part I Crime Rate was 16.87, a decrease of 8.27% from the previous year.</li> <li>- In 2009, there were no traffic related fatalities on any roadway within the Town.</li> <li>- Completed DVD "Agency Overview" and "Recruitment" videos designed to bring public awareness to the many services and opportunities within the OVPD.</li> <li>- OVPD received \$55,170 in funding through the application of grants, which were used to provide services to the community and equipment for the staff.</li> <li>- Oro Valley Explorers placed 1st, 3rd, 3rd, and 4th out of seven (7) competitive exercises during the 2010 Chandler, AZ Regional Explorer Post Competition.</li> <li>- In April of 2010, Property/ID completed the automation/computerized tracking entry of all evidence kept by the Department. This project started in October of 2008 and concluded with the entry of 19,644 packaged pieces.</li> </ul>	<ul style="list-style-type: none"> <li><b>Focus Area: Quality of Life &amp; Environmental Sustainability</b> <ul style="list-style-type: none"> <li>■ High visibility traffic enforcement                             <ul style="list-style-type: none"> <li>□ Emphasize traffic safety and compliance, low injury/fatal collision rate, and remove impaired drivers from our roadways.</li> </ul> </li> <li>■ Dispose-A-Med program                             <ul style="list-style-type: none"> <li>□ Continue monthly program to remove unwanted or unused prescription medications from households in an effort to keep them away from children and drug users and out of our ground water.</li> </ul> </li> <li>■ Identity Theft                             <ul style="list-style-type: none"> <li>□ Continue to partner with private company to sponsor venues so residents can shred personal documents that contain information sensitive to identity theft.</li> </ul> </li> </ul> </li> <li><b>Focus Area: Leadership &amp; Communication</b> <ul style="list-style-type: none"> <li>■ Chaplaincy Program                             <ul style="list-style-type: none"> <li>□ Implement program designed to provide spiritual and pastoral support for service personnel within the OVPD.</li> </ul> </li> <li>■ IMPACT                             <ul style="list-style-type: none"> <li>□ Complete Interpersonal Management Program and Communications Training (IMPACT) for all sworn personnel to increase their awareness and application of good communication techniques.</li> </ul> </li> <li>■ Awards Ceremony                             <ul style="list-style-type: none"> <li>□ Locate funding to re-implement an annual awards ceremony designed to recognize outstanding achievement and heroic efforts by both the men and women of the OVPD and residents of Oro Valley.</li> </ul> </li> </ul> </li> <li><b>Focus Area: Community Infrastructure</b> <ul style="list-style-type: none"> <li>■ Regional Motorcycle Academy                             <ul style="list-style-type: none"> <li>□ Continue to participate and maintain the Pima Regional Motor Academy and Training, regional deployments such as DUI checkpoints/taskforce and commercial vehicle safety enforcement.</li> </ul> </li> <li>■ Investigate OVPD                             <ul style="list-style-type: none"> <li>□ Re-implement the annual Town Hall address that allows Oro Valley residents to visit the Police Department, learn about our services, and watch various demonstrations in an effort to improve relations with our residents and showcase the services of OVPD.</li> </ul> </li> <li>■ Launch and manage a Department-wide quartermaster system.                             <ul style="list-style-type: none"> <li>□ OVPD Property/ID Unit now has the information storage and technological capabilities to manage the physical assets of the police department. The department plans to enter all items of significant value into this database to better manage assets and anticipate future replacement needs/costs.</li> </ul> </li> </ul> </li> </ul>

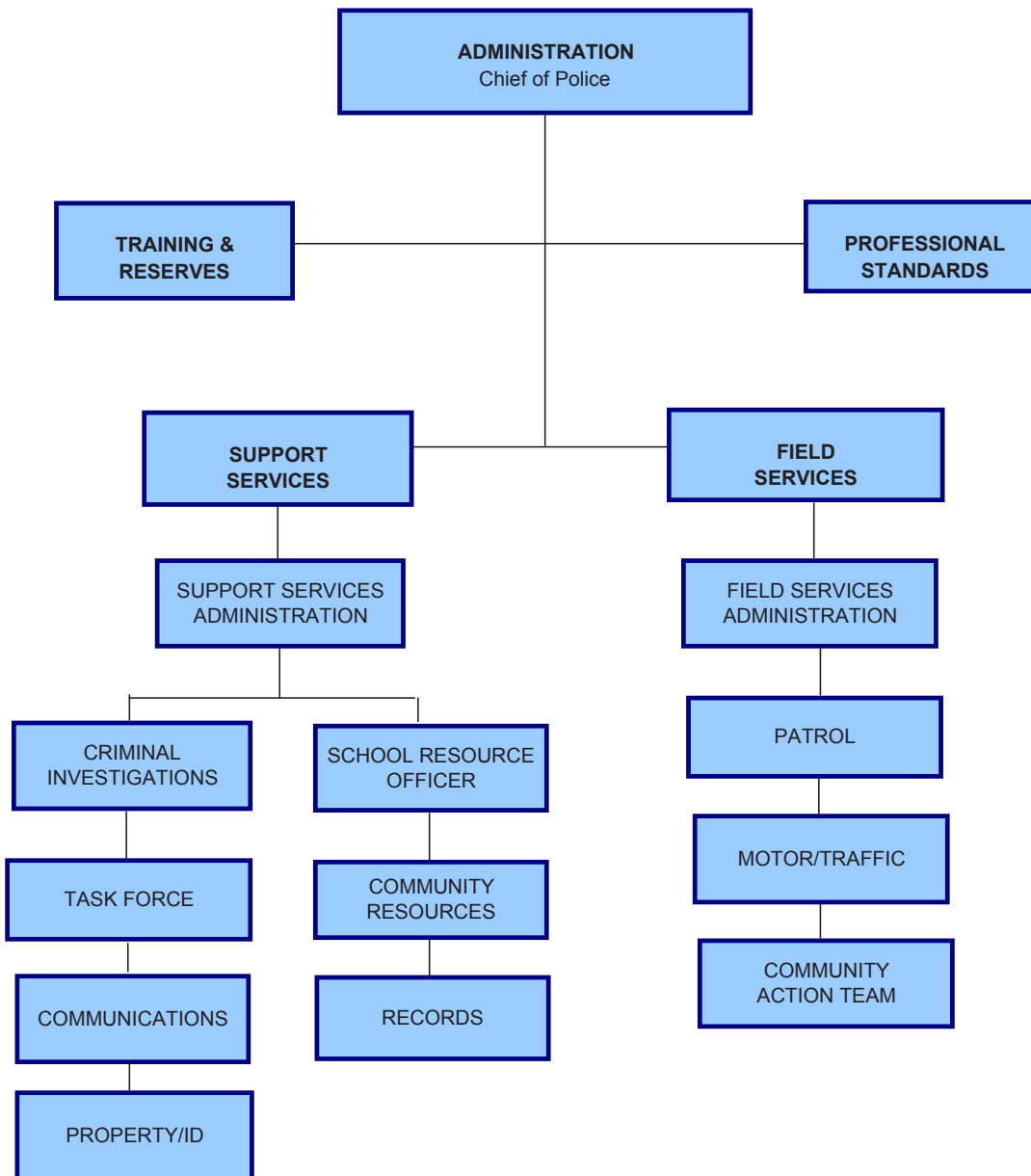
## Performance Measures

	FY 2009 Actual	FY 2010 Estimate	FY 2011 Projected
▶ Percentage of priority I calls responded to in under five minutes	83%	82%	85%
▶ Percentage of priority II calls responded to in under eight minutes	89%	92%	96%
▶ Percentage of residents on Community Survey rating safety of business areas during the day as very or somewhat safe	N/A *	N/A *	TBD *
▶ Percentage of residents on Community Survey rating safety of business areas after dark as very or somewhat safe	N/A *	N/A *	TBD *
▶ Percentage of residents on Community Survey rating safety of their neighborhoods during the day as very or somewhat safe	N/A *	N/A *	93%
▶ Percentage of residents on Community Survey rating safety of their neighborhoods after dark as very or somewhat safe	N/A *	N/A *	98%
▶ Percentage of residents on Community Survey rating their contact with the Police Department as excellent or good (of those who indicated they had contact with the Police Department during last 12 months)	N/A *	N/A *	97%

\* This new question will be posed in upcoming Community Survey

## Workload Indicators

	FY 2009 Actual	FY 2010 Estimate	FY 2011 Projected
▶ Calls for service responded to by police officers	16,741	16,734	16,825
▶ Number of incoming emergency and non-emergency phone calls answered by police dispatchers	63,070	62,225	61,694
▶ Number of volunteer hours completed by Citizens Volunteer Assistance Program	13,913	17,022	18,725
▶ Per capita operating and maintenance (O&M) expenditures	\$32.83	\$17.47	\$16.04
▶ Arrests for part I crimes per sworn FTE	2.15	2.22	2.53
▶ Total arrests per 1,000 population	56.14	54.98	54.79
▶ Arrests for part II drug offenses per 1,000 population	7.00	7.26	7.69
▶ DUI arrests per 1,000 population	5.79	7.48	8.90



Administration Program 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 2009 Actual	FY 2010 Budget	FY 2010 Projected	FY 2011 Authorized	FY 2011 Funded	Variance to Budget
<b>Personnel</b>						
Police Chief	1.00	1.00	1.00	1.00	1.00	-
Deputy Police Chief	1.00	1.00	1.00	1.00	1.00	-
Lieutenant	1.00	1.00	1.00	1.00	1.00	-
Public Info Officer	1.00	-	-	-	-	-
Administrative Services Mgr	1.00	1.00	1.00	1.00	1.00	-
<b>Total FTEs</b>	<b>5.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>-</b>

	FY 2009 Actual	FY 2010 Budget	FY 2010 Projected	FY 2011 Budget	Variance to Budget
<b>Expenditures</b>					
Personnel	\$ 569,935	\$ 516,375	\$ 506,528	\$ 524,998	1.7%
Operations & Maintenance	683,478	655,340	530,466	496,692	-24.2%
Capital	294,312	350,000	336,864	-	-100.0%
Contingency	-	110,303	89,802	-	-100.0%
<b>Total Expenditures</b>	<b>\$ 1,547,725</b>	<b>\$ 1,632,018</b>	<b>\$ 1,463,660</b>	<b>\$ 1,021,690</b>	<b>-37.4%</b>

**FY 2010/2011 Expenditure and Staffing Changes**

**Operations & Maintenance**

Operations & Maintenance decreased 24.2%, largely due to reduced insurance premiums.

**Capital**

Capital decreased 100%, as construction of a substation was completed in FY 2010.

**Contingency**

Contingency decreased 100%, as capacity for potential grant funding will not be necessary in FY 2011.

Training and Reserves Program Overview

Training and Reserves (formerly the Professional Development Unit) 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. Training and Reserves 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.

	FY 2009 Actual	FY 2010 Budget	FY 2010 Projected	FY 2011 Authorized	FY 2011 Funded	Variance to Budget
<b>Personnel</b>						
Prof Dev/Training Administrator	1.00	-	-	-	-	-
Reserve Officer	2.38	2.38	1.90	2.38	2.38	-
Training Officer	1.00	1.00	1.00	1.00	1.00	-
<b>Total FTEs</b>	<b>4.38</b>	<b>3.38</b>	<b>2.90</b>	<b>3.38</b>	<b>3.38</b>	<b>-</b>

	FY 2009 Actual	FY 2010 Budget	FY 2010 Projected	FY 2011 Budget	Variance to Budget
<b>Expenditures</b>					
Personnel	\$ 340,291	\$ 215,206	\$ 180,125	\$ 214,782	-0.2%
Operations & Maintenance	95,469	106,450	95,896	101,700	-4.5%
Capital	9,084	-	-	-	0.0%
<b>Total Expenditures</b>	<b>\$ 444,844</b>	<b>\$ 321,656</b>	<b>\$ 276,021</b>	<b>\$ 316,482</b>	<b>-1.6%</b>

**FY 2010/2011 Expenditure and Staffing Changes**

**Operations & Maintenance**

Operations & Maintenance decreased 4.5% due to a decrease in ammunition purchases and reduced travel and training.



Professional Standards Program 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 citizens 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 2009 Actual	FY 2010 Budget	FY 2010 Projected	FY 2011 Authorized	FY 2011 Funded	Variance to Budget
<b>Personnel</b>						
Sergeant	1.00	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>1.00</b>	<b>-</b>

	FY 2009 Actual	FY 2010 Budget	FY 2010 Projected	FY 2011 Budget	Variance to Budget
<b>Expenditures</b>					
Personnel	\$ 105,424	\$ 104,792	\$ 102,619	\$ 101,004	-3.6%
Operations & Maintenance	12,456	1,550	3,013	2,200	41.9%
Capital	-	-	-	-	0.0%
<b>Total Expenditures</b>	<b>\$ 117,880</b>	<b>\$ 106,342</b>	<b>\$ 105,632</b>	<b>\$ 103,204</b>	<b>-3.0%</b>

**FY 2010/2011 Expenditure and Staffing Changes**

**Operations & Maintenance**

Operations & Maintenance increased 41.9% due to an increase in budget capacity for required pre-employment services.

Support Services Program 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.

	FY 2009 Actual	FY 2010 Budget	FY 2010 Projected	FY 2011 Authorized	FY 2011 Funded	Variance to Budget
<b>Personnel</b>						
Commander	1.00	1.00	1.00	1.00	1.00	-
Lieutenant	2.00	2.00	2.00	2.00	2.00	-
Office Specialist	1.00	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>4.00</b>	<b>-</b>

	FY 2009 Actual	FY 2010 Budget	FY 2010 Projected	FY 2011 Budget	Variance to Budget
<b>Expenditures</b>					
Personnel	\$ 425,702	\$ 550,453	\$ 414,491	\$ 434,209	-21.1%
Operations & Maintenance	7,827	13,592	11,488	9,700	-28.6%
Capital	-	-	-	-	0.0%
Contingency	13,749	135,000	113,800	-	-100.0%
<b>Total Expenditures</b>	<b>\$ 447,278</b>	<b>\$ 699,045</b>	<b>\$ 539,779</b>	<b>\$ 443,909</b>	<b>-36.5%</b>

**FY 2010/2011 Expenditure and Staffing Changes**

**Personnel**

Personnel decreased 21.1% due to a reallocation in budget capacity for overtime pay within the department.

**Operations & Maintenance**

Operations & Maintenance decreased 28.6% due to a decrease in ammunition purchases.

**Contingency**

Contingency decreased 100%, as capacity for potential grant funding will not be necessary in FY 2011.

**Criminal Investigations Unit Program Overview**

The Criminal Investigations Unit (CIU) is the primary investigative arm of the OVPD and is responsible for investigating all major crimes that occur in Oro Valley. These crimes are coordinated into two separate categories:

Crimes against Person(s): Homicide, Sexual Assault, Aggravated Assault, etc.

Crimes against Property: Burglary, Larceny, Auto Theft, etc.

Detectives are cross-trained to investigate the various types of crimes committed in Oro Valley and many of them network with task force groups outside Oro Valley to enhance service within our community.

	FY 2009 Actual	FY 2010 Budget	FY 2010 Projected	FY 2011 Authorized	FY 2011 Funded	Variance to Budget
<b>Personnel</b>						
Sergeant	1.00	1.00	1.00	1.00	1.00	-
Detective	5.00	5.00	5.00	5.00	5.00	-
Crime Analyst	1.00	1.00	1.00	1.00	1.00	-
<b>Total FTEs</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>	<b>-</b>

	FY 2009 Actual	FY 2010 Budget	FY 2010 Projected	FY 2011 Budget	Variance to Budget
<b>Expenditures</b>					
Personnel	\$ 625,795	\$ 606,904	\$ 583,624	\$ 637,314	5.0%
Operations & Maintenance	21,576	16,950	15,593	15,708	-7.3%
Capital	-	-	-	-	0.0%
<b>Total Expenditures</b>	<b>\$ 647,371</b>	<b>\$ 623,854</b>	<b>\$ 599,217</b>	<b>\$ 653,022</b>	<b>4.7%</b>

**FY 2010/2011 Expenditure and Staffing Changes**

**Personnel**

Personnel increased 5% due to a reallocation in budget capacity for overtime and on-call pay within the department.

**Operations & Maintenance**

Operations & Maintenance decreased 7.3% due to a decrease in office and field supplies.

School Resource Officer Unit Program Overview

The School Resource Officer (SRO) program is designed upon the "basic triad concept" of being a law enforcement officer, teacher, and counselor to the school community. This "community" includes the school administration, faculty and staff, parents, students, *and* the schools surrounding the Oro Valley community. An SRO provides this service in many ways while always taking a personal interest in students' lives, activities, and problems. Officers are assigned to Canyon del Oro High School, Ironwood Ridge High School, Copper Creek Elementary, Painted Sky Elementary, and Wilson K-8.

	FY 2009 Actual	FY 2010 Budget	FY 2010 Projected	FY 2011 Authorized	FY 2011 Funded	Variance to Budget
<b>Personnel</b>						
Sergeant	-	1.00	1.00	1.00	1.00	-
SRO Officer	-	7.00	7.00	7.00	7.00	-
<b>Total FTEs</b>	-	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>	-

	FY 2009 Actual	FY 2010 Budget	FY 2010 Projected	FY 2011 Budget	Variance to Budget
<b>Expenditures</b>					
Personnel	\$ -	\$ 629,910	\$ 665,612	\$ 689,027	9.4%
Operations & Maintenance	-	10,020	6,020	4,170	-58.4%
Capital	-	-	-	-	0.0%
<b>Total Expenditures</b>	<b>\$ -</b>	<b>\$ 639,930</b>	<b>\$ 671,632</b>	<b>\$ 693,197</b>	<b>8.3%</b>

**FY 2010/2011 Expenditure and Staffing Changes**

**Personnel**

Personnel increased 9.4% due to a reallocation in budget capacity for overtime and on-call pay within the department.

**Operations & Maintenance**

Operations & Maintenance decreased 58.4% due to reductions in field supplies, office supplies, and miscellaneous other operating expenditures.

Task Force Operations Program Overview

The OVPD is actively involved in multi-jurisdictional joint task forces across southern Arizona.

**Counter Narcotics Alliance (CNA)** is a multi-jurisdictional drug task force that consists of 18 participating agencies to include local law enforcement, prosecuting agencies, the Arizona High Intensity Drug Trafficking Area (AZHIDTA), and the Davis Monthan Air Force Base (DMAFB) operating in the Pima County metro area. Each agency compliments the task force with staffing and administrative processes.

**Drug Enforcement Agency (DEA)** has numerous multi-jurisdictional task force groups that include federal agents, prosecuting agencies, and state and local law enforcement agencies. Each task force takes a different segment of the trafficking, production and use of drug related crime to combat this national epidemic.

**Joint Terrorism Task Force (JTTF)** are small cells of highly trained, locally based investigators, analysts, linguists, SWAT experts, and other specialists from dozens of U.S. law enforcement and intelligence agencies. It is a multi-agency effort led by the Justice Department and FBI designed to combine the resources of federal, state, and local law enforcement.

The **Gang and Immigration Intelligence Team Enforcement Mission (GIITEM)** is a multi-jurisdictional task force that focuses on street gang crime as well as U.S. border and immigration crimes. GIITEM strives to accomplish its mission through a task force concept involving personnel from tribal, federal, state, county, and municipal law enforcement agencies.

	FY 2009 Actual	FY 2010 Budget	FY 2010 Projected	FY 2011 Authorized	FY 2011 Funded	Variance to Budget
<b>Personnel</b>						
Sergeant	1.00	1.00	1.00	1.00	1.00	-
Officer	7.00	7.00	7.00	7.00	7.00	-
<b>Total FTEs</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>	<b>-</b>

	FY 2009 Actual	FY 2010 Budget	FY 2010 Projected	FY 2011 Budget	Variance to Budget
<b>Expenditures</b>					
Personnel	\$ 742,957	\$ 659,684	\$ 756,968	\$ 789,292	19.6%
Operations & Maintenance	4,886	-	-	-	0.0%
Capital	-	-	-	135,217	0.0%
<b>Total Expenditures</b>	<b>\$ 747,843</b>	<b>\$ 659,684</b>	<b>\$ 756,968</b>	<b>\$ 924,509</b>	<b>40.1%</b>

**FY 2010/2011 Expenditure and Staffing Changes**

**Personnel**

Personnel increased 19.6%, largely due to a reallocation in budget capacity for overtime and shift differential pay within the department.

**Capital**

Capital increased for equipment and vehicle expenditures; contingent upon grant funding.

Community Resources Program Overview

The Community Resource Unit (CRU) is dedicated to preventing crime through public education and offers a wide range of presentations and programs.

**Neighborhood Watch Program**

Consists of a cohesive body of concerned citizens addressing issues that affect their neighborhood. OVPD has two officers who organize, train, and provide valuable information to these neighborhoods in order to reduce and prevent crime. Neighborhood Watch provides communities a direct liaison with the OVPD and quarterly newsletters are distributed.

**Crime Free Multi-Housing Program**

This program is similar to Neighborhood Watch but for apartment complexes. It encourages neighbors to interact with one another but also holds apartment managers to strict criteria when signing new tenants.

**Citizen Volunteer Assistants Program (C.V.A.P.)**

This program provides the opportunity for citizens to serve their community by assisting the Police department. The volunteers become an extra set of eyes and ears and assist in many different areas. Volunteers patrol residential neighborhoods, business complexes, shopping centers and assist with scene security at accidents or crime scenes.

**Explorers Program**

Consists of young men and women, ages 14 to 21, who are interested in a career in law enforcement. Police officers are the Explorer advisors and assist in weekly instruction and training. Explorers dedicate themselves to community service and help the CRU during special events.

	FY 2009 Actual	FY 2010 Budget	FY 2010 Projected	FY 2011 Authorized	FY 2011 Funded	Variance to Budget
<b>Personnel</b>						
Sergeant	2.00	1.00	1.00	1.00	1.00	-
SRO Officer	7.00	-	-	-	-	-
Officer	2.00	2.00	2.00	2.00	2.00	-
<b>Total FTEs</b>	<b>11.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>-</b>

	FY 2009 Actual	FY 2010 Budget	FY 2010 Projected	FY 2011 Budget	Variance to Budget
<b>Expenditures</b>					
Personnel	\$ 897,783	\$ 249,205	\$ 261,357	\$ 256,133	2.8%
Operations & Maintenance	88,587	51,320	44,298	43,670	-14.9%
Capital	-	2,000	2,000	-	-100.0%
<b>Total Expenditures</b>	<b>\$ 986,370</b>	<b>\$ 302,525</b>	<b>\$ 307,655</b>	<b>\$ 299,803</b>	<b>-0.9%</b>

**FY 2010/2011 Expenditure and Staffing Changes**

**Operations & Maintenance**

Operations & Maintenance decreased 14.9% due to reductions in uniform and other miscellaneous operating expenditures.

**Capital**

Capital decreased 100%, as equipment will not be purchased for this program in FY 2011.

Communications Program Overview

The Communications Center is the primary answering point for all 9-1-1 emergency calls in Oro Valley. The center operates 24 hours a day, 7 days a week. Public Safety Communications is skilled emergency service work that involves receiving emergency and non-emergency requests for police assistance, determining the nature and the urgency of calls, initiating police or other emergency service personnel action and maintaining close contact with field units to monitor response and needed support requirements.

	FY 2009 Actual	FY 2010 Budget	FY 2010 Projected	FY 2011 Authorized	FY 2011 Funded	Variance to Budget
<b>Personnel</b>						
Communications Supervisor	1.00	1.00	1.00	1.00	1.00	-
Lead Dispatcher	3.00	3.00	3.00	3.00	3.00	-
Dispatcher	9.00	10.00	9.00	10.00	9.00	(1.00)
<b>Total FTEs</b>	<b>13.00</b>	<b>14.00</b>	<b>13.00</b>	<b>14.00</b>	<b>13.00</b>	<b>(1.00)</b>

	FY 2009 Actual	FY 2010 Budget	FY 2010 Projected	FY 2011 Budget	Variance to Budget
<b>Expenditures</b>					
Personnel	\$ 820,778	\$ 828,265	\$ 756,248	\$ 789,159	-4.7%
Operations & Maintenance	11,234	5,550	4,450	5,350	-3.6%
Capital	-	-	-	-	0.0%
<b>Total Expenditures</b>	<b>\$ 832,012</b>	<b>\$ 833,815</b>	<b>\$ 760,698</b>	<b>\$ 794,509</b>	<b>-4.7%</b>

**FY 2010/2011 Expenditure and Staffing Changes**

**Personnel**

Personnel decreased 4.7% due to a dispatcher vacancy that will not be funded in FY 2011.

**Operations & Maintenance**

Operations & Maintenance decreased 3.6% due to a reduction in dispatch supplies expenditures, such as headsets, transmitters, and cabling.

Records Program Overview

The Records Unit is responsible for processing, distributing, and maintaining all public law enforcement records generated by OVPD. The Records Unit adheres to the release policy mandated by state Law. The Unit is also responsible for the handling of impound releases of vehicles, verifying the required documentation through the Motor Vehicle Division, preparing the proper paperwork, and collecting the necessary fees.

	FY 2009 Actual	FY 2010 Budget	FY 2010 Projected	FY 2011 Authorized	FY 2011 Funded	Variance to Budget
<b>Personnel</b>						
Records Supervisor	1.00	1.00	1.00	1.00	1.00	-
Records Specialist	6.50	6.00	6.00	6.00	6.00	-
Office Assistant	1.50	1.50	1.70	1.70	1.70	0.20
<b>Total FTEs</b>	<b>9.00</b>	<b>8.50</b>	<b>8.70</b>	<b>8.70</b>	<b>8.70</b>	<b>0.20</b>

	FY 2009 Actual	FY 2010 Budget	FY 2010 Projected	FY 2011 Budget	Variance to Budget
<b>Expenditures</b>					
Personnel	\$ 455,878	\$ 425,686	\$ 424,464	\$ 432,037	1.5%
Operations & Maintenance	13,775	8,791	7,009	8,953	0.0%
Capital	-	-	-	-	0.0%
<b>Total Expenditures</b>	<b>\$ 469,653</b>	<b>\$ 434,477</b>	<b>\$ 431,473</b>	<b>\$ 440,990</b>	<b>1.5%</b>

**FY 2010/2011 Expenditure and Staffing Changes**

**Personnel**

Personnel increased 1.5% due to Town-wide increases in pension, benefit, and workers compensation costs.



### Information Technology Program Overview

The Information Technology Unit (ITU) provides support service to the department and is responsible for planning, acquiring, implementing and developing information technology solutions to facilitate the department's mission. The ITU also evaluates and acquires emerging technologies, information systems and networks that have law enforcement applications. **In FY 2010, the ITU program was transferred to the Town's Information Technology Department in an effort to align common duties across the organization.**

	FY 2009 Actual	FY 2010 Budget	FY 2010 Projected	FY 2011 Authorized	FY 2011 Funded	Variance to Budget
<b>Personnel</b>						
Detective/IT Manager	1.00	-	-	-	-	-
Senior Office Specialist	1.00	-	-	-	-	-
<b>Total FTEs</b>	<b>2.00</b>	-	-	-	-	-

	FY 2009 Actual	FY 2010 Budget	FY 2010 Projected	FY 2011 Budget	Variance to Budget
<b>Expenditures</b>					
Personnel	\$ 150,534	\$ -	\$ -	\$ -	0.0%
Operations & Maintenance	37,080	-	-	-	0.0%
Capital	36,800	-	-	-	0.0%
<b>Total Expenditures</b>	<b>\$ 224,414</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0.0%</b>

### Fleet Maintenance Program Overview

Fleet Maintenance assists with the procurement, outfitting, assigning and maintenance of all vehicles in the OVPD fleet. Fleet Maintenance ensures that all warranty work is performed and the fleet is maintained to manufacturer specifications at the most competitive rates available. It is further tasked with preventative safety equipment maintenance. **In FY 2010, the Fleet Maintenance program was transferred out of the Police Department into its own stand-alone internal service fund. Maintenance costs for all departments are now consolidated into this fund.**

	FY 2009 Actual	FY 2010 Budget	FY 2010 Projected	FY 2011 Authorized	FY 2011 Funded	Variance to Budget
<b>Personnel</b>						
Maintenance Technician	1.00	-	-	-	-	-
<b>Total FTEs</b>	<b>1.00</b>	-	-	-	-	-

	FY 2009 Actual	FY 2010 Budget	FY 2010 Projected	FY 2011 Budget	Variance to Budget
<b>Expenditures</b>					
Personnel	\$ 46,147	\$ -	\$ -	\$ -	0.0%
Operations & Maintenance	370,928	-	-	-	0.0%
Capital	-	-	-	-	0.0%
<b>Total Expenditures</b>	<b>\$ 417,075</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0.0%</b>

Property/I.D. Program Overview

The Property and ID Unit is staffed with skilled technicians that locate, collect, secure and preserve a variety of critical, physical and sometimes fragile evidence at crime scenes. Technicians must write accurate narratives, follow up on collected evidence for scientific analysis, liaison with other agencies for complete related casework, and prepare testimony for court proceedings.

	FY 2009 Actual	FY 2010 Budget	FY 2010 Projected	FY 2011 Authorized	FY 2011 Funded	Variance to Budget
<b>Personnel</b>						
Lead IT Forensic Tech	1.00	1.00	1.00	1.00	1.00	-
Property/ID Technician	2.00	2.00	2.00	2.00	2.00	-
<b>Total FTEs</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>-</b>

	FY 2009 Actual	FY 2010 Budget	FY 2010 Projected	FY 2011 Budget	Variance to Budget
<b>Expenditures</b>					
Personnel	\$ 207,762	\$ 184,914	\$ 197,123	\$ 200,934	8.7%
Operations & Maintenance	30,930	70,400	19,400	34,500	-51.0%
Capital	-	-	-	-	0.0%
<b>Total Expenditures</b>	<b>\$ 238,692</b>	<b>\$ 255,314</b>	<b>\$ 216,523</b>	<b>\$ 235,434</b>	<b>-7.8%</b>

**FY 2010/2011 Expenditure and Staffing Changes**

**Personnel**

Personnel increased 8.7% due to a reallocation in budget capacity for overtime and on call pay within the department.

**Operations & Maintenance**

Operations & Maintenance decreased 51% due to a decrease in crime scene equipment and supplies expenditures.

Field Services Division 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.

	FY 2009 Actual	FY 2010 Budget	FY 2010 Projected	FY 2011 Authorized	FY 2011 Funded	Variance to Budget
<b>Personnel</b>						
Commander	1.00	1.00	1.00	1.00	1.00	-
Lieutenant	2.00	2.00	2.00	2.00	2.00	-
Emergency Response Planner	-	-	-	1.00	1.00	1.00
Senior Office Specialist	-	1.00	1.00	1.00	1.00	-
Office Specialist	1.00	1.00	1.00	1.00	1.00	-
<b>Total FTEs</b>	<b>4.00</b>	<b>5.00</b>	<b>5.00</b>	<b>6.00</b>	<b>6.00</b>	<b>1.00</b>

	FY 2009 Actual	FY 2010 Budget	FY 2010 Projected	FY 2011 Budget	Variance to Budget
<b>Expenditures</b>					
Personnel	\$ 623,292	\$ 681,034	\$ 307,736	\$ 564,947	-17.0%
Operations & Maintenance	16,419	13,775	3,330	3,280	-76.2%
Capital	192	-	-	-	0.0%
Contingency	-	170,000	170,000	-	-100.0%
<b>Total Expenditures</b>	<b>\$ 639,903</b>	<b>\$ 864,809</b>	<b>\$ 481,066</b>	<b>\$ 568,227</b>	<b>-34.3%</b>

**FY 2010/2011 Expenditure and Staffing Changes**

**Personnel**

Personnel decreased 17% due to a reallocation of budget capacity for overtime and holiday pay within the department. (The new Emergency Response Planner position is 100% grant funded).

**Operations & Maintenance**

Operations & Maintenance decreased 76.2% due to decreases in outside professional services, uniforms, equipment repair & maintenance, and travel & training.

**Contingency**

Contingency decreased 100%, as capacity for potential grant funding will not be necessary in FY 2011.

Patrol Program Overview

The Patrol Division consists of six squads that focus on providing 24 hours, 7 days a week police service to the citizens and visitors of Oro Valley. The Town is divided into four geographical patrol areas that officers are assigned to patrol. Deployment of patrol is based on call loads, crime statistics, and neighborhood issues. The Patrol Division emphasizes a focus on community policing. Patrol officers develop partnerships within the community to promote the prevention of crime and create a safe environment to enhance the quality of life and gain public trust. Analyzing statistics, crime trends and identifying specific problem areas allow the officers to approach each issue in a proactive manner and solve issues before they become problems. Incorporated within the Patrol Division are the K-9 Unit and DUI Unit.

**K-9**

Four K-9 teams (handler/canine) are deployed throughout the week. Three of the teams are "dual purpose" and are trained in two specific areas; patrol/handler protection, and narcotics detection. The remaining team is trained to detect explosives and accelerant components used to make explosive devices. Three separate canine breeds are used: German Shepard, Belgium Malinois, and Golden Retriever.

**DUI**

The DUI Unit is comprised of two officers dedicated solely to actively seeking impaired drivers. Patrol officers who have developed special skills in the area of drug recognition and phlebotomy supplement them in their task. In total, OVPD maintains six Drug Recognition Experts (DRE's) and seven phlebotomists. DUI officers assume the lead investigative role in impairment investigations initiated by patrol officers and are well versed in the field of impaired driver investigations. The OVPD is a participant in the Southern Arizona DUI Task Force and participates in at least 13 DUI checkpoint deployments each year. Because we are active participants, OVPD has obtained four DUI grants totaling \$68K for 2009 and \$38.5K for 2010.

	FY 2009 Actual	FY 2010 Budget	FY 2010 Projected	FY 2011 Authorized	FY 2011 Funded	Variance to Budget
<b>Personnel</b>						
Sergeant	6.00	6.00	6.00	6.00	6.00	-
Lead Officer	6.00	6.00	6.00	6.00	5.00	(1.00)
K-9 Officer	4.00	4.00	4.00	4.00	4.00	-
DUI Officer	2.00	2.00	2.00	2.00	2.00	-
Officer	31.00	29.00	27.00	29.00	27.00	(2.00)
<b>Total FTEs</b>	<b>49.00</b>	<b>47.00</b>	<b>45.00</b>	<b>47.00</b>	<b>44.00</b>	<b>(3.00)</b>

	FY 2009 Actual	FY 2010 Budget	FY 2010 Projected	FY 2011 Budget	Variance to Budget
<b>Expenditures</b>					
Personnel	\$ 4,409,524	\$ 3,559,567	\$ 3,955,367	\$ 3,647,686	2.5%
Operations & Maintenance	77,473	44,515	26,443	21,905	-50.8%
Capital	1,618	2,000	2,000	-	-100.0%
<b>Total Expenditures</b>	<b>\$ 4,488,615</b>	<b>\$ 3,606,082</b>	<b>\$ 3,983,810</b>	<b>\$ 3,669,591</b>	<b>1.8%</b>

**FY 2010/2011 Expenditure and Staffing Changes**

**Personnel**

Personnel costs increased 2.5%. Although several positions are being held vacant due to a hiring freeze, a reallocation in budget capacity was required for overtime, holiday, on call, and shift differential pay within the department. Town-wide escalating pension, benefit, and workers compensation costs are also attributable to the increase.

**Operations & Maintenance**

Operations & Maintenance decreased 50.8% as part of a Town-wide effort to reduce operating costs.

**Capital**

Capital decreased 100%, as equipment will not be purchased for this program in FY 2011.

Motor/Traffic Unit Program Overview

The goals of the Oro Valley Motor Unit are: to respond to citizens traffic concerns; be highly visible to the public and; enforce traffic laws. By staying proactive and achieving these goals, the Motor Unit is able to deter criminal behavior from residing in or targeting Oro Valley. The three measures deploying the Motor Unit are: highest collision intersections, special events, and citizen traffic concerns.

	FY 2009 Actual	FY 2010 Budget	FY 2010 Projected	FY 2011 Authorized	FY 2011 Funded	Variance to Budget
<b>Personnel</b>						
Sergeant	1.00	1.00	1.00	1.00	1.00	-
Lead Officer	1.00	1.00	1.00	1.00	1.00	-
Officer/Special Events Coord.	1.00	1.00	1.00	1.00	1.00	-
Motorcycle Officer	5.00	7.00	7.00	7.00	7.00	-
<b>Total FTEs</b>	<b>8.00</b>	<b>10.00</b>	<b>10.00</b>	<b>10.00</b>	<b>10.00</b>	<b>-</b>

	FY 2009 Actual	FY 2010 Budget	FY 2010 Projected	FY 2011 Budget	Variance to Budget
<b>Expenditures</b>					
Personnel	\$ 571,777	\$ 827,834	\$ 866,997	\$ 893,131	7.9%
Operations & Maintenance	39,191	22,450	14,020	19,550	-12.9%
Capital	3,163	-	-	-	0.0%
<b>Total Expenditures</b>	<b>\$ 614,131</b>	<b>\$ 850,284</b>	<b>\$ 881,017</b>	<b>\$ 912,681</b>	<b>7.3%</b>

**FY 2010/2011 Expenditure and Staffing Changes**

**Personnel**

Personnel increased 7.9% due to a reallocation in budget capacity for overtime, holiday, on call, and shift differential pay within the department. Town-wide escalating pension, benefit, and workers compensation costs are also attributable to the increase.

**Operations & Maintenance**

Operations & Maintenance decreased 12.9% as part of a Town-wide effort to reduce operating costs.

Community Action Team Program Overview

The Community Action Team (C.A.T.) serves as one of OVPD's most pro-active and successful community policing initiatives. The primary premise of C.A.T. is to focus on the "root-causes" of problems and identify which crimes lead to secondary crimes and how they are associated. C.A.T. members spend a great deal of time gathering information on specific issues through various connections with other law enforcement organizations and the public. These "partnerships" foster trust between the community and our organization and has been paramount in our ability to combat crime.

	FY 2009 Actual	FY 2010 Budget	FY 2010 Projected	FY 2011 Authorized	FY 2011 Funded	Variance to Budget
<b>Personnel</b>						
Sergeant	1.00	1.00	1.00	1.00	1.00	-
Lead Officer	1.00	1.00	1.00	1.00	1.00	-
Officer	4.00	4.00	4.00	4.00	4.00	-
<b>Total FTEs</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	-

	FY 2009 Actual	FY 2010 Budget	FY 2010 Projected	FY 2011 Budget	Variance to Budget
<b>Expenditures</b>					
Personnel	\$ 344,001	\$ 493,074	\$ 489,879	\$ 542,529	10.0%
Operations & Maintenance	11,923	5,200	3,100	1,000	-80.8%
Capital	-	-	-	-	0.0%
<b>Total Expenditures</b>	<b>\$ 355,924</b>	<b>\$ 498,274</b>	<b>\$ 492,979</b>	<b>\$ 543,529</b>	<b>9.1%</b>

**FY 2010/2011 Expenditure and Staffing Changes**

**Personnel**

Personnel increased 10% due to a reallocation in budget capacity for overtime, on call, and shift differential pay within the department. Town-wide escalating pension, benefit, and workers compensation costs are also attributable to the increase.

**Operations & Maintenance**

Operations & Maintenance decreased 80.8% due to a reduction in travel & training and field supplies.



# 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 and in sufficient quantity to meet customer demands. Responsibilities include regulatory compliance, customer service, promoting water conservation, generating customer billings, collection of utility revenues, efficient use of available water resources, planning for future water resource requirements, and coordination with the development community.

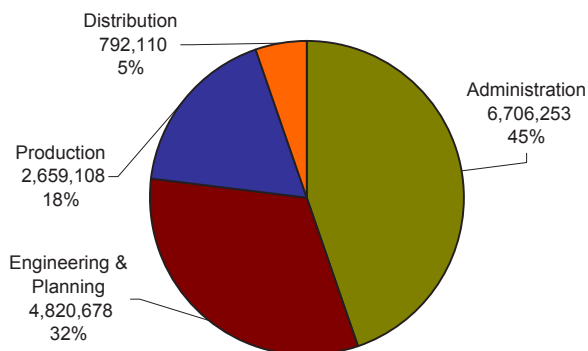
Total FTEs				
FY 2009 Actual	FY 2010		FY 2011	
	Budget	Projected	Authorized	Funded
<b>36.33</b>	<b>36.50</b>	<b>35.00</b>	<b>36.50</b>	<b>36.00</b>

	FY 2009 Actual	FY 2010		FY 2011 Budget	% to Budget
		Budget	Projected		
Administration	\$ 6,569,374	\$ 8,523,423	\$ 10,389,029	\$ 6,706,253	-21.3%
Engineering & Planning	3,139,439	6,724,613	2,885,485	4,820,678	-28.3%
Production	2,379,035	2,744,026	2,549,939	2,659,108	-3.1%
Distribution	888,612	850,421	821,167	792,110	-6.9%
	<b>\$12,976,460</b>	<b>\$18,842,483</b>	<b>\$ 16,645,620</b>	<b>\$14,978,149</b>	<b>-20.5%</b>

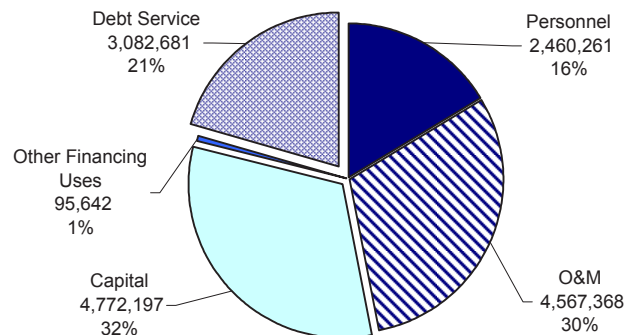
Does not include non-cash outlays for depreciation and amortization

	FY 2009 Actual	FY 2010		FY 2011 Budget	% to Budget
		Budget	Projected		
Charges for Services	\$ 617,858	\$ 447,200	\$ 458,700	\$ 458,700	2.6%
State Grants	-	-	-	35,000	0.0%
Interest	138,333	120,000	44,000	44,000	-63.3%
Miscellaneous	321,070	-	36	-	0.0%
WIFA Loan Proceeds	-	4,850,000	1,600,000	1,800,000	-62.9%
Water Sales	11,434,787	11,502,100	11,625,600	11,689,300	1.6%
Other Financing Sources	1,517,313	-	200,000	100,000	0.0%
	<b>\$14,029,361</b>	<b>\$16,919,300</b>	<b>\$ 13,928,336</b>	<b>\$14,127,000</b>	<b>-16.5%</b>

FY 2011 Expenditures by Division



FY 2011 Expenditures by Category



## Mission

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

CY 2009 Highlights	FY 2011 Goals and Objectives
<ul style="list-style-type: none"> <li>- The Utility took 4,000 water quality samples with all results meeting federal, state, and local water quality regulations</li> <li>- Increased customer base by 71 new connections for a total of 18,401 connections as of 12/31/09</li> <li>- Potable water deliveries were 2,492,488,000 gallons</li> <li>- Reclaimed water deliveries were 637,132,000 gallons</li> <li>- The Utility performed 179 residential water use audits. Customers continue to save water as a result of these audits</li> <li>- Replaced 490 water meters of varying sizes</li> <li>- Recharged 4,000 acre feet of Central Arizona Project water</li> <li>- Purchased 4,000 acre feet of groundwater extinguishment credits</li> <li>- Reduced annual debt service payments by early defeasance of 1999 and 2001 bonds</li> <li>- Installed additional water system security features and updated the Emergency Response Plan</li> <li>- In cooperation with the Northwest Water Providers, the Utility has continued to study water quality, delivery and distribution for our Central Arizona Project (CAP) water delivery system. We are also conducting a study for determining costs for the interim delivery of our CAP water through the Tucson Water system.</li> <li>- The U.S. Bureau of Reclamation has included an appropriation for funding the reliability component for delivery of CAP water to the Northwest Water Providers in the FY 2010-11 budget. Representatives from the Town Council and Town Management went to Washington, D.C. to lobby for this item to be approved in the federal budget. There have also been value planning studies conducted for this reliability component.</li> <li>- Oro Valley received a loan from WIFA to finance capital improvements in the amount of \$3,403,000 at an interest rate of 3.171%</li> <li>- Capital improvements during the past year include the drilling of a well, a 16-inch water main replacement and the modification of three pressure reducing valves.</li> </ul>	<p><b>Focus Area: Financial &amp; Economic Sustainability</b></p> <ul style="list-style-type: none"> <li>■ Review water rates, fees and charges to ensure costs incurred by the Utility to provide services are being recovered through the rates and fees charged.</li> <li>■ Reduce debt when feasible</li> <li>■ When feasible, seek low interest loans through state agencies to finance capital improvements</li> <li>■ Review water improvement plans for new development</li> <li>■ Develop and use renewable water supplies for existing and future customers</li> </ul> <p><b>Focus Area: Quality of Life &amp; Environmental Sustainability</b></p> <ul style="list-style-type: none"> <li>■ Maintain a high quality, safe and reliable drinking water supply</li> <li>■ Conduct water resource planning for existing and future needs</li> <li>■ Plan for treatment and delivery of Central Arizona Project water</li> <li>■ Continue to promote water conservation through water use audits, public education and outreach</li> </ul> <p><b>Focus Area: Community Infrastructure</b></p> <ul style="list-style-type: none"> <li>■ Construct potable water facilities to meet demands and enhance system reliability</li> <li>■ Installation of additional security equipment to protect the safety of the potable water supply</li> <li>■ Construct and inspect water facilities in accordance with approved plans and specifications</li> <li>■ Energy efficiency improvements</li> </ul>

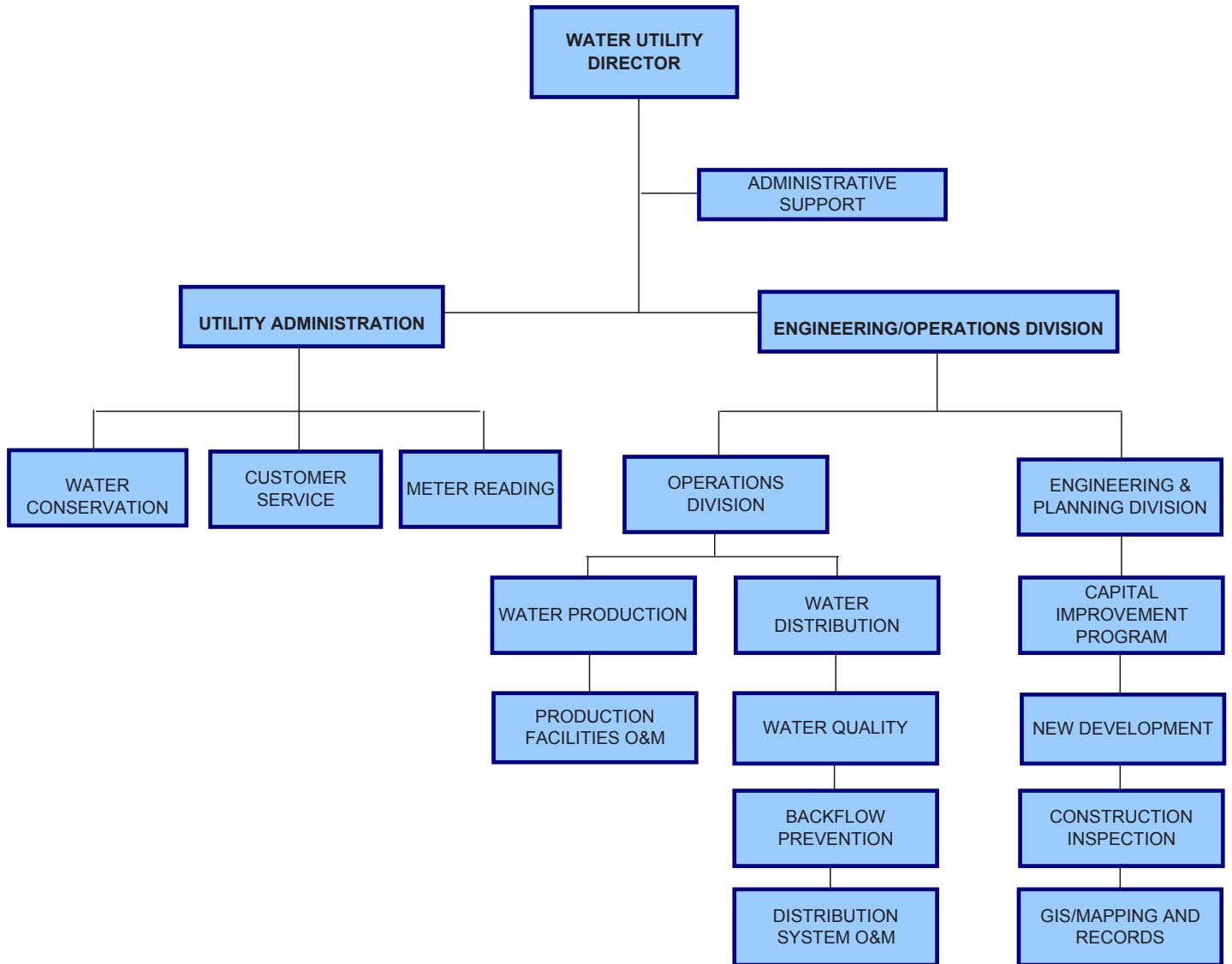


## Performance Measures

	FY 2009 Actual	FY 2010 Estimate	FY 2011 Projected
▶ Number of voluntary water conservation audits	149	167	150
▶ Debt service coverage (annual net operating revenue divided by annual debt service) for water revenue bonds (goal 1.3 minimum)	2.19	1.41	1.89
▶ Percentage of customers rating overall satisfaction with Water Utility as excellent or good	---	---	85%
▶ Number of years worth of reserves contained in groundwater storage accounts	3.14	4.15	3.43
▶ Compliant with Arizona Department of Water Resources assured water supply requirements for service area	Yes	Yes	Yes
▶ Compliant with all Arizona Department of Environmental Quality and Arizona Department of Water Resources regulations	Yes	Yes	Yes
▶ Percentage of critical broken valves replaced within 45 days after they are identified as being broken	100%	100%	100%
▶ Percentage of broken fire hydrants repaired or replaced within 7 days after they are identified as being broken	100%	100%	100%

## Workload Indicators

	FY 2009 Actual	FY 2010 Estimate	FY 2011 Projected
▶ Percentage of valves in distribution system exercised	70%	70%	70%
▶ Number of metered connections	18,373	18,440	18,515
▶ Number of water plans approved	26	15	20
▶ Feet of pipeline inspected (new construction)	10,000	5,500	15,000
▶ Number of production facilities inspected (new construction)	1	1	2
▶ Percentage of unplanned service outages as a percentage of total annual customer hours	< 0.01	< 0.01	< 0.01
▶ Number of water meters replaced	486	500	500
▶ Number of operating wells rehabilitated (out of 20 well sites)	3	3	3
▶ Number of reservoirs cleaned and inspected (out of 18 reservoir sites)	6	5	5



Administration Division Overview

The Administration Division is responsible for the overall management of the Utility, customer service, meter reading, water utility billings, collection of water revenues, administration of department's budget, implementation of water rates, fees and charges, and strategic planning. Programs within this division include:

- Billings/Collections/Meters
- Water Conservation
- Water Resource Planning

	FY 2009 Actual	FY 2010 Budget	FY 2010 Projected	FY 2011 Authorized	FY 2011 Funded	Variance to Budget
<b>Personnel</b>						
Water Utility Director	1.00	1.00	1.00	1.00	1.00	-
Water Utility Administrator	1.00	1.00	1.00	1.00	1.00	-
Senior Office Specialist	1.00	1.00	1.00	1.00	1.00	-
Customer Service Supervisor	1.00	1.00	1.00	1.00	1.00	-
Meter Reader Supervisor	1.00	1.00	1.00	1.00	1.00	-
Water Utility Operator I	5.00	5.00	4.00	5.00	5.00	-
Customer Service Rep.	4.00	4.00	4.00	4.00	4.00	-
Water Conservation Specialist	1.00	1.00	1.00	1.00	1.00	-
Water Conservation Assistant	0.33	0.50	-	0.50	-	(0.50)
<b>Total FTEs</b>	<b>15.33</b>	<b>15.50</b>	<b>14.00</b>	<b>15.50</b>	<b>15.00</b>	<b>(0.50)</b>

	FY 2009 Actual	FY 2010 Budget	FY 2010 Projected	FY 2011 Budget	Variance to Budget
<b>Expenditures</b>					
Personnel	\$ 951,562	\$ 1,006,748	\$ 934,927	\$ 969,728	-3.7%
Operations & Maintenance	3,215,357	1,986,723	2,431,021	2,000,005	0.7%
Capital	241,551	155,000	155,000	558,197	260.1%
Other Financing Uses	-	95,323	95,323	95,642	0.3%
Debt Service	2,160,904	5,279,629	6,772,758	3,082,681	-41.6%
<b>Total Expenditures</b>	<b>\$ 6,569,374</b>	<b>\$ 8,523,423</b>	<b>\$ 10,389,029</b>	<b>\$ 6,706,253</b>	<b>-21.3%</b>

Does not include non-cash outlays for depreciation and amortization

**FY 2010/2011 Expenditure and Staffing Changes**

**Capital**

Capital increased 260.1% due to anticipated outlay for energy efficiency upgrades.

**Debt Service**

Debt service decreased 41.6% due to an early payoff of selected existing debt in FY 2010.

Engineering & Planning Division Overview

This Division is responsible for managing design and construction of the capital improvement program and new development, construction inspection and the geographic information mapping system. Programs within this division include:

- Construction Inspection
- Mapping
- Capital Improvements

	FY 2009 Actual	FY 2010 Budget	FY 2010 Projected	FY 2011 Authorized	FY 2011 Funded	Variance to Budget
<b>Personnel</b>						
Engineering Division Manager	1.00	1.00	1.00	1.00	1.00	-
Project Manager	1.00	1.00	1.00	1.00	1.00	-
Engineering Design Reviewer	1.00	1.00	1.00	1.00	1.00	-
Construction Inspector	2.00	2.00	2.00	2.00	2.00	-
Civil Engineering Technician	1.00	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>6.00</b>	<b>-</b>

	FY 2009 Actual	FY 2010 Budget	FY 2010 Projected	FY 2011 Budget	Variance to Budget
<b>Expenditures</b>					
Personnel	\$ 491,302	\$ 487,862	\$ 469,108	\$ 489,027	0.2%
Operations & Maintenance	150,818	142,751	145,038	141,651	-0.8%
Capital	2,497,319	6,094,000	2,271,339	4,190,000	-31.2%
<b>Total Expenditures</b>	<b>\$ 3,139,439</b>	<b>\$ 6,724,613</b>	<b>\$ 2,885,485</b>	<b>\$ 4,820,678</b>	<b>-28.3%</b>

**FY 2010/2011 Expenditure and Staffing Changes**

**Capital**

Capital decreased 31.2% as certain projects budgeted in FY 2010 were completed or partially completed, with remaining outlay carried forward to FY 2011.

Operations Division - Production Overview

Production programs within this division are responsible for production of the potable water supply, operation and maintenance of all potable and reclaimed water production, facilities including wells, reservoirs, booster stations, electrical controls and operation and maintenance of security devices. Production programs include:

- Disinfection
- Security
- Preventative Maintenance

	FY 2009 Actual	FY 2010 Budget	FY 2010 Projected	FY 2011 Authorized	FY 2011 Funded	Variance to Budget
<b>Personnel</b>						
Water Production Superintendent	1.00	1.00	1.00	1.00	1.00	-
Lead Water Utility Operator	1.00	1.00	1.00	1.00	1.00	-
Water Utility Operator II	5.00	5.00	5.00	5.00	5.00	-
<b>Total FTEs</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>	<b>-</b>

	FY 2009 Actual	FY 2010 Budget	FY 2010 Projected	FY 2011 Budget	Variance to Budget
<b>Expenditures</b>					
Personnel	\$ 450,621	\$ 461,089	\$ 437,095	\$ 457,471	-0.8%
Operations & Maintenance	1,827,507	2,234,937	2,064,844	2,177,637	-2.6%
Capital	100,907	48,000	48,000	24,000	-50.0%
<b>Total Expenditures</b>	<b>\$ 2,379,035</b>	<b>\$ 2,744,026</b>	<b>\$ 2,549,939</b>	<b>\$ 2,659,108</b>	<b>-3.1%</b>

*Does not include non-cash outlays for depreciation and amortization*

**FY 2010/2011 Expenditure and Staffing Changes**

**Capital**

Capital decreased 50% as less equipment will be purchased in FY 2011.

Operations Division - Distribution Overview

Distribution programs within this division are responsible for the operation and maintenance of potable and reclaimed water distribution facilities including, but not limited to, water mains, fire hydrants, and valves. Distribution programs include:

- Water Quality Sampling
- Backflow Prevention
- Preventative Maintenance

	FY 2009 Actual	FY 2010 Budget	FY 2010 Projected	FY 2011 Authorized	FY 2011 Funded	Variance to Budget
<b>Personnel</b>						
Water Distribution Superintendent	1.00	1.00	1.00	1.00	1.00	-
Lead Water Utility Operator	3.00	3.00	3.00	3.00	3.00	-
Water Utility Operator II	2.00	2.00	2.00	2.00	2.00	-
Water Utility Operator I	2.00	2.00	2.00	2.00	2.00	-
<b>Total FTEs</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>	<b>-</b>

	FY 2009 Actual	FY 2010 Budget	FY 2010 Projected	FY 2011 Budget	Variance to Budget
<b>Expenditures</b>					
Personnel	\$ 554,157	\$ 533,496	\$ 515,892	\$ 544,035	2.0%
Operations & Maintenance	252,860	304,425	305,275	248,075	-18.5%
Capital	81,595	12,500	-	-	-100.0%
<b>Total Expenditures</b>	<b>\$ 888,612</b>	<b>\$ 850,421</b>	<b>\$ 821,167</b>	<b>\$ 792,110</b>	<b>-6.9%</b>

**FY 2010/2011 Expenditure and Staffing Changes**

**Operations & Maintenance**

Operations & Maintenance decreased 18.5% as less equipment repairs are anticipated in FY 2011.

**Capital**

Capital decreased 100% as no meters within this program area are expected to be replaced in FY 2011.



# Water Utility

## Alternative Water Resource Development

### Overview

The Alternative Water Resource Development Impact Fee Fund accounts for expenditures for alternative water resource capital costs and any related debt service. Revenues are received from a groundwater preservation fee and impact fees. Specific activities include analysis, planning, design and construction of infrastructure required to deliver alternative water resources (Central Arizona Project and reclaimed water) to the Town.

	FY 2009 Actual	FY 2010 Budget	FY 2010 Projected	FY 2011 Budget	Variance to Budget
<b>Expenditures</b>					
Operations & Maintenance	\$ 159,064	\$ 273,200	\$ 100,000	\$ 313,660	14.8%
Capital	706,181	3,000,000	70,000	-	-100.0%
Debt Service	449,356	1,700,630	1,772,036	2,785,918	63.8%
Other Financing Uses	879,668	-	200,000	100,000	0.0%
<b>Total Expenditures</b>	<b>\$ 2,194,269</b>	<b>\$ 4,973,830</b>	<b>\$ 2,142,036</b>	<b>\$ 3,199,578</b>	<b>-35.7%</b>

	Revenue Sources				Variance to Budget
	FY 2009 Actual	FY 2010		FY 2011 Budget	
		Budget	Projected		
Groundwater Preservation Fee	\$ 1,323,549	\$ 1,756,000	\$ 1,736,000	\$ 2,298,285	30.9%
Impact Fees	812,740	557,984	400,000	468,308	-16.1%
WIFA Loan Proceeds	-	2,500,000	-	-	-100.0%
Interest	24,422	18,000	8,000	8,000	-55.6%
<b>Total Revenues</b>	<b>\$ 2,160,711</b>	<b>\$ 4,831,984</b>	<b>\$ 2,144,000</b>	<b>\$ 2,774,593</b>	<b>-42.6%</b>

### FY 2010/2011 Expenditure Changes

#### Operations & Maintenance

Operations & Maintenance increased 14.8% due to Central Arizona Project (CAP) system maintenance costs associated with the Town's allotment of CAP water. These costs were previously budgeted in the Water Utility Enterprise Fund.

#### Capital

Capital decreased 100%. Plans for construction of a CAP treatment plant and delivery system have been put on hold, while the Utility investigates the potential for delivery of CAP water on an interim basis by wheeling the water through neighboring water provider infrastructure.

#### Debt Service

Debt service increased 63.8% due to the Utility's Series 2003 bonds, which were previously budgeted in the Water Utility Enterprise Fund.



# Water Utility Potable Water Systems Development

## Overview

The Potable Water Systems Development Impact Fee Fund accounts for expenditures for potable water capital improvements that are growth-related and debt service. Revenues are received from impact fees which are collected and used for repayment of bonds sold to finance the capital projects. Specific activities include design and construction of infrastructure required to deliver potable water to meet the needs of future customers.

	FY 2009 Actual	FY 2010 Budget	FY 2010 Projected	FY 2011 Budget	Variance to Budget
<b>Expenditures</b>					
Capital	\$ -	\$ 1,920,000	\$ 50,000	\$ 3,430,000	78.6%
Debt Service	174,185	634,021	638,371	639,671	0.9%
Other Financing Uses	637,645	-	-	-	0.0%
Miscellaneous	135,213	-	-	-	0.0%
<b>Total Expenditures</b>	<b>\$ 947,043</b>	<b>\$ 2,554,021</b>	<b>\$ 688,371</b>	<b>\$ 4,069,671</b>	<b>59.3%</b>

	Revenue Sources				
	FY 2009 Actual	FY 2010		FY 2011 Budget	Variance to Budget
		Budget	Projected		
Single Family Connections	\$ 366,166	\$ 143,360	\$ 165,155	\$ 169,422	18.2%
Multi - Family Connections	-	-	-	-	0.0%
Commercial Connections	785,020	112,000	20,550	41,120	-63.3%
Irrigation Connections	311,920	28,373	4,360	32,700	15.3%
TURF Connections	-	-	-	-	0.0%
Fire Flow Connections	124,978	3,771	3,230	6,460	71.3%
Interest	122,903	136,000	33,500	33,500	-75.4%
<b>Total Revenues</b>	<b>\$ 1,710,987</b>	<b>\$ 423,504</b>	<b>\$ 226,795</b>	<b>\$ 283,202</b>	<b>-33.1%</b>

### FY 2010/2011 Expenditure Changes

#### Capital

Capital increased 78.6% for carryforward capacity for construction of a new reservoir. Originally intended to be utilized equally for existing-system and expansion/growth-related needs, the reservoir will now be utilized to a greater extent to meet growth-related demands.





# Capital Asset Replacement Fund

## Overview

The Capital Asset Replacement Fund was established to allow the Town to accumulate the money needed to replace its fleet of General Fund cars, trucks and other equipment, as well as computers, telephone systems and other technology-related equipment at regular intervals. Town departments pay annually into the fund based on a percent of their annual fixed asset depreciation. Replacement equipment is purchased according to an established replacement schedule and paid for from this fund.

	FY 2009 Actual	FY 2010 Budget	FY 2010 Projected	FY 2011 Budget	Variance to Budget
<b>Expenditures</b>					
Capital	\$ 500,361	\$ -	\$ -	\$ 444,938	0.0%
<b>Total Expenditures</b>	<b>\$ 500,361</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 444,938</b>	<b>0.0%</b>

	Revenue Sources			FY 2011 Budget	Variance to Budget
	FY 2009 Actual	FY 2010			
		Budget	Projected		
Other Financing Sources	\$ 500,000	\$ -	\$ -	\$ -	0.0%
<b>Total Revenues</b>	<b>\$ 500,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0.0%</b>

### FY 2010/2011 Expenditure Changes

#### Capital

The capital budget in FY 2011 is for replacement of vehicles and the Town's telephone system.



# Municipal Debt Service Fund

## Overview

The Municipal Debt Service Fund allocates money for principal and interest payments on the issuance of Municipal Property Bonds. The Town has issued bonds for the acquisition of land and construction of buildings to support Town services. Beginning FY 2011, this fund will also allocate money for principal and interest payments on the Town's new Clean Renewable Energy Bonds (CREBS). Repayment of debt is pledged with excise sales tax, state shared revenue and other permit and fee revenues.

	FY 2009 Actual	FY 2010 Budget	FY 2010 Projected	FY 2011 Budget	Variance to Budget
<b>Expenditures</b>					
Operations & Maintenance	\$ 12,000	\$ 35,127	\$ 28,187	\$ 10,000	-71.5%
Debt Service	1,220,272	7,314,832	7,489,577	459,759	-93.7%
<b>Total Expenditures</b>	<b>\$ 1,232,272</b>	<b>\$ 7,349,959</b>	<b>\$ 7,517,764</b>	<b>\$ 469,759</b>	<b>-93.6%</b>

	Revenue Sources				Variance to Budget
	FY 2009 Actual	FY 2010		FY 2011 Budget	
		Budget	Projected		
Other Financing Sources	\$ 1,212,300	\$ 9,240,680	\$ 9,279,265	\$ 136,754	-98.5%
Misc Fed Grants	-	-	-	15,605	0.0%
Interest Income	1,200	2,000	2	-	-100.0%
<b>Total Revenues</b>	<b>\$ 1,213,500</b>	<b>\$ 9,242,680</b>	<b>\$ 9,279,267</b>	<b>\$ 152,359</b>	<b>-98.4%</b>

### FY 2010/2011 Expenditure Changes

#### Operations & Maintenance

Operations & Maintenance decreased 71.5%, as FY 2010 costs were largely attributable to outside professional services provided for a one-time early payoff of bonds.

#### Debt Service

Debt service decreased 93.7%, as FY 2010 costs were largely attributable to a one-time early payoff of bonds.



# Oracle Road Improvement District

## Overview

The Oracle Road Improvement District Debt Service Fund allocates money for principal and interest payments on the issuance of Improvement District Bonds. The Town issued bonds in 2005 to finance the widening of Oracle Road along the Rooney Ranch development. The bonds are repaid by the assessments levied on the property owners in the improvement district.

	FY 2009 Actual	FY 2010 Budget	FY 2010 Projected	FY 2011 Budget	Variance to Budget
<b>Expenditures</b>					
Operations & Maintenance	\$ 1,813	\$ 1,600	\$ 1,600	\$ 1,600	0.0%
Debt Service	451,616	367,203	367,203	366,203	-0.3%
<b>Total Expenditures</b>	<b>\$ 453,429</b>	<b>\$ 368,803</b>	<b>\$ 368,803</b>	<b>\$ 367,803</b>	<b>-0.3%</b>

	Revenue Sources				Variance to Budget
	FY 2009 Actual	FY 2010		FY 2011 Budget	
		Budget	Projected		
Interest Repayments	\$ 162,320	\$ 152,203	\$ 152,203	\$ 141,203	-7.2%
Principal Repayments	202,921	215,000	215,000	225,000	4.7%
Penalty	2,298	-	2,340	-	0.0%
<b>Total Revenues</b>	<b>\$ 367,539</b>	<b>\$ 367,203</b>	<b>\$ 369,543</b>	<b>\$ 366,203</b>	<b>-0.3%</b>



# Roadway Development Impact Fee Fund

## Overview

This Fund is used to manage all roadway Capital Improvement Projects (CIP) from the planning stage through design and construction. This process includes consultant selection and preparation of the Request for Proposal (RFP) process, review of traffic control plans, and contract administration. This fund is managed by Public Works staff.

	FY 2009 Actual	FY 2010 Budget	FY 2010 Projected	FY 2011 Budget	Variance to Budget
<b>Expenditures</b>					
Operations & Maintenance	\$ 101,557	\$ 25,000	\$ -	\$ -	-100.0%
Capital	7,855,983	5,671,486	1,708,332	15,694,000	176.7%
Debt Service	287,260	255,760	255,760	6,255,760	2345.9%
<b>Total Expenditures</b>	<b>\$ 8,244,800</b>	<b>\$ 5,952,246</b>	<b>\$ 1,964,092</b>	<b>\$ 21,949,760</b>	<b>268.8%</b>

	Revenue Sources				Variance to Budget
	FY 2009 Actual	FY 2010		FY 2011 Budget	
		Budget	Projected		
Federal Grants	\$ -	\$ -	\$ -	\$ 500,000	0.0%
State Grants	1,598,006	5,919,487	1,387,875	8,974,000	51.6%
Pima County Bonds	56,315	-	-	-	0.0%
Other Financing Sources	-	-	-	10,000,000	0.0%
Development Impact Fees	316,954	1,051,549	336,100	384,839	-63.4%
Interest	69,566	46,679	15,129	15,000	-67.9%
Miscellaneous	(113,001)	28,000	18,000	18,000	-35.7%
<b>Total Revenues</b>	<b>\$ 1,927,840</b>	<b>\$ 7,045,715</b>	<b>\$ 1,757,104</b>	<b>\$ 19,891,839</b>	<b>182.3%</b>

### FY 2010/2011 Expenditure Changes

#### Capital

Capital increased 176.7% due to new projects that are starting in FY 2011, the largest being the widening of Lambert Lane.

#### Debt Service

Debt service increased 2345.9%, as a principal payment on a Highway Expansion Loan Program (HELP) loan is due in FY 2011.

FY 2010 Highlights	FY 2011 Goals and Objectives
<p>Projects completed in FY 2010:</p> <ul style="list-style-type: none"> <li>- Completion of La Cholla improvements</li> <li>- Completion of Hardy Northern roundabout</li> <li>- Awarding and starting Magee safety improvements</li> </ul>	<p><b>Focus Area: Financial &amp; Economic Sustainability</b></p> <ul style="list-style-type: none"> <li>■ Continue to secure regional funds from Pima Association of Governments (PAG) for roadway projects</li> <li>■ Plan, design and build roadway projects within budget</li> <li>■ Perform in-house design projects</li> </ul> <p><b>Focus Area: Quality of Life &amp; Environmental Sustainability</b></p> <ul style="list-style-type: none"> <li>■ Improve air quality by reducing congestion at intersections and roadways</li> <li>■ Mitigate noise levels on new roads</li> <li>■ Compliance with the National Environmental Policy Act (NEPA)</li> </ul> <p><b>Focus Area: Community Infrastructure</b></p> <ul style="list-style-type: none"> <li>■ Projects to be completed in FY 10/11:                             <ul style="list-style-type: none"> <li>□ Magee Road Improvement</li> <li>□ Big Wash Multi-use Path Trail</li> <li>□ American Recovery &amp; Reinvestment Act (ARRA) projects</li> </ul> </li> </ul>



# Solar Photovoltaic Fund

## Overview

The Solar Photovoltaic Fund is a new capital project fund in FY 2011. This fund will be used to account for the construction of solar-panel covered parking structures in the parking lot of the Town's Administrative offices. Clean Renewable Energy Bond (CREBS) proceeds will be used for construction. Debt service on the bonds will be paid through electricity savings, subsidy payments from the federal government, and renewable energy credits from Tucson Electric Power Company.

	FY 2009 Actual	FY 2010 Budget	FY 2010 Projected	FY 2011 Budget	Variance to Budget
<b>Expenditures</b>					
Capital	\$ -	\$ -	\$ -	\$ 2,500,000	0.0%
<b>Total Expenditures</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 2,500,000</b>	<b>0.0%</b>

	Revenue Sources			FY 2011 Budget	Variance to Budget
	FY 2009 Actual	FY 2010			
		Budget	Projected		
Other Financing Sources	\$ -	\$ -	\$ -	\$ 2,500,000	0.0%
<b>Total Revenues</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 2,500,000</b>	<b>0.0%</b>



## Capital Improvement Program Overview

---

### Overview

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

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

The Town identifies capital projects as those which:

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

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

The CIP is comprised of four components:

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

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

**As a result of declining sales tax and state shared revenues projected in FY 10/11, the CIP process was limited to evaluating projects currently in the planning stages or under construction with existing funding sources along with new projects that are fully funded with dedicated revenue sources. An internal, cross-departmental review of such projects was completed in order to prepare the proposed Five-Year Capital Improvement Plan rather than convening the CIP Technical Advisory Committee as has been standard practice in prior fiscal years.**

**The following information details the standard CIP process that has typically been followed in prior years to solicit, rank and recommend new projects for inclusion into the CIP.**



# Capital Improvement Program Overview

---

## CIP Process and Timeline

The CIP is an eight month process that begins in November and ends with the adoption of the Town's final budget in June. During this eight month time frame, project requests are submitted, reviewed and analyzed by Finance staff and the CIPTAC is formed. CIPTAC meetings convene in February for project presentation and evaluation. The meetings conclude in March with a CIPTAC recommendation for Council approval of the CIP document. A summary of the process and timeline is provided below:

November – December:	Department requests due/CIPTAC appointments
December – February:	Cost analysis performed, forms edited
February:	CIPTAC meeting scheduled to present project requests Project rankings due from CIPTAC
March:	Present draft CIP to CIPTAC CIPTAC finalizes CIP and recommends for Council adoption
April:	Budget study session to present Budget and CIP to Mayor and Council
May:	CIP presented to Planning and Zoning Commission
June:	Adoption of Tentative Budget and CIP Adoption of Final Budget and CIP

## Project Evaluation Criteria

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

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

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





# Capital Improvement Program Overview

## Impact on the Operating Budget

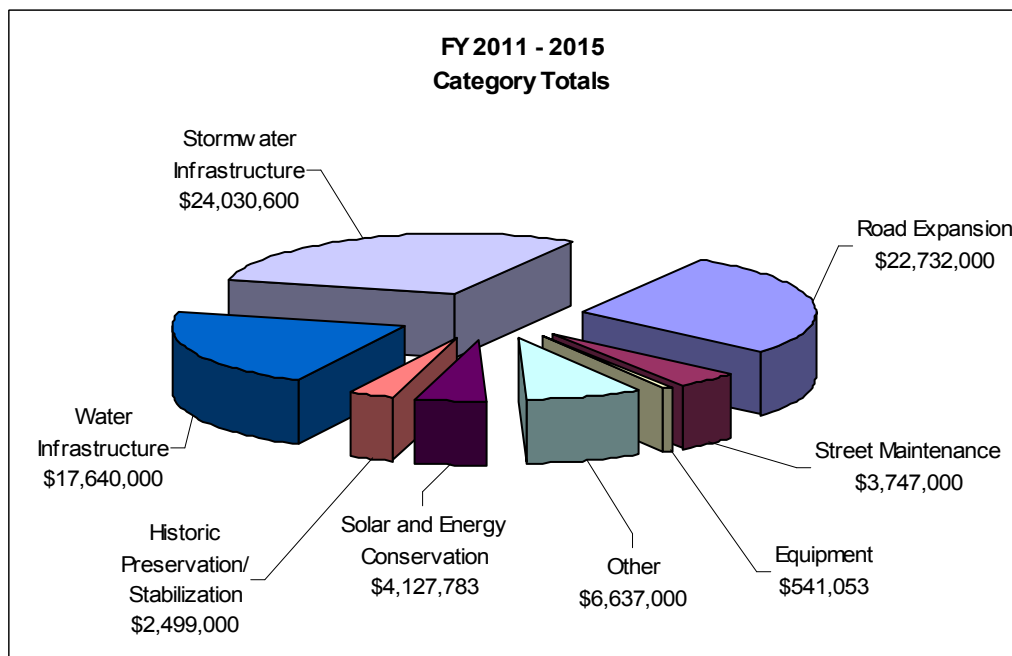
Capital improvement projects funded by the General Fund are weighed heavily on their impacts to the Town's operating budget. Most new projects require ongoing and sometimes significant operations and maintenance costs. Current economic conditions place even greater emphasis on the desire for self-sustaining projects with neutral fiscal impact.

The Steam Pump Ranch master plan project, as discussed in greater detail throughout this document, is receiving a portion of its funding from the Town's General Fund. Current project outlay is funding immediate stabilization and preservation of historic structures. Immediate stabilization of these structures is necessary for preventing future damage at greater cost. Additional development is planned for this site, subject to available funding.

Energy efficiency projects planned for completion in FY 2010/11 will be self-sustaining, with zero impact to the Town's operating budget. Detailed fiscal impact analysis was conducted prior to approval of these projects. These energy efficiency measures and upgrades will significantly reduce the Town's electricity costs. Installation of solar photovoltaic structures will be funded with Clean Renewable Energy Bonds (CREBS). Debt service on the bonds will be paid through a combination of electricity savings, a rebate from Tucson Electric Power Company, and an interest subsidy from the U.S. Treasury Department. These energy efficiency projects attribute directly to goals outlined in the Quality of Life & Environmental Sustainability element of the Town's Strategic Plan.

## Capital Improvement Program Summary

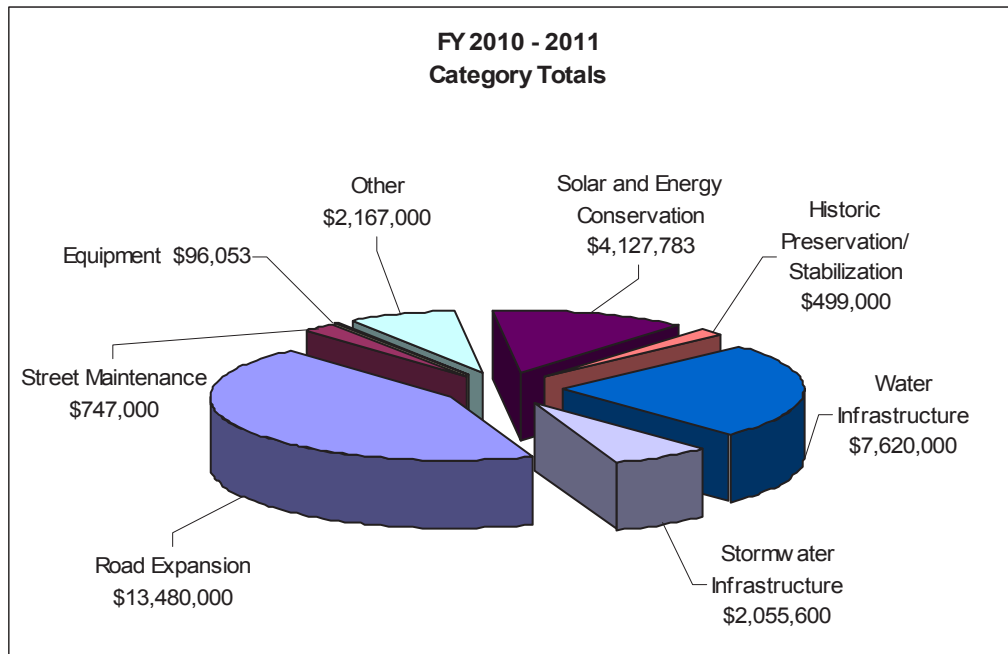
The cumulative 5-year capital budget for the Town of Oro Valley totals \$81,954,436 for fiscal years 2010-11 through 2014-15. The five year outlook is concentrated on roadway expansion, stormwater infrastructure, water infrastructure and historic structure preservation and stabilization efforts guided by the Steam Pump Ranch Master Plan. The graph below shows the allocations by category for the given years:





## Capital Improvement Program Overview

The amount allocated for CIP projects in the FY 10/11 proposed budget is \$30,792,436. The graph below shows the allocations by category for FY 10/11. The projects included in the FY 10/11 CIP reflect the needs of the Town based on goals established in both the General and Strategic Plans. The projects represent a significant investment in the infrastructure of the Town and attempt to meet the needs of the community.



### Financing the Capital Improvement Program

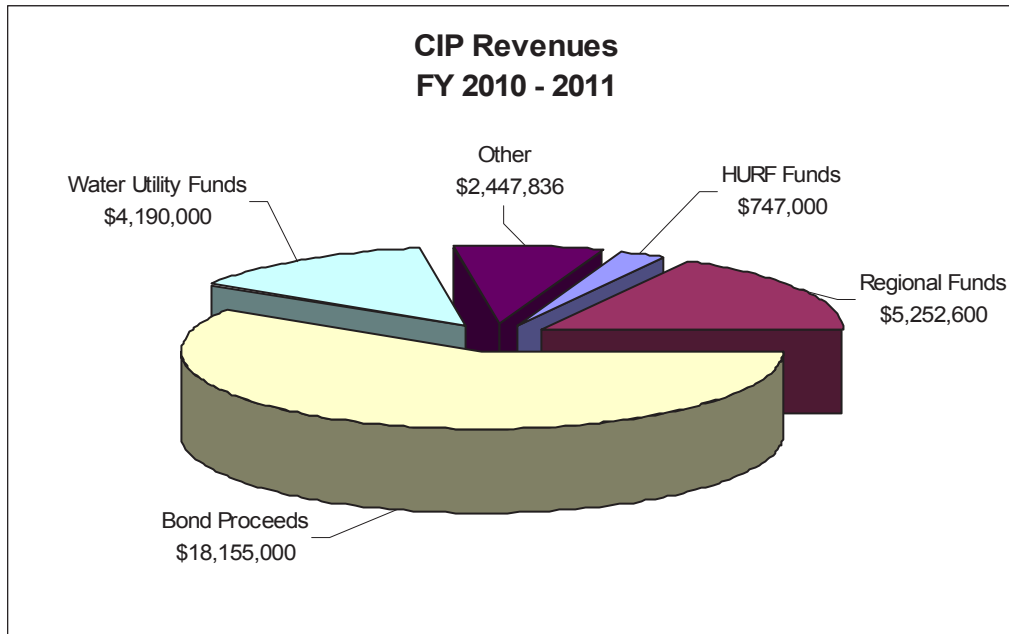
Over the years, the Town of Oro Valley has financed a substantial portion of capital improvements through operating revenue and use of cash reserves. The "pay-as-you-go" financing method has been the preferred method for funding CIP projects in the past. The following options are considered when analyzing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

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



## Capital Improvement Program Overview

Funding for the 2010 - 2011 CIP is derived from a variety of sources as depicted in the chart below:



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

### **MULTI-YEAR CAPITAL PROJECTS – HISTORIC PRESERVATION AND TOWN FACILITIES**

**Due to the recessionary economy and the need for the Town to prioritize its resources and allocation of funds, many of the multi-year capital projects have been suspended, eliminated or re-prioritized. The following section outlines the Town's current multi-year capital project.**

#### **Steam Pump Ranch**

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

The Steam Pump Ranch capital budget for FY 2010 – 2011 is \$499,000. The budgeted amount will be expended on building and infrastructure assessments and immediate stabilization of all historic structures. Funding for the Steam Pump Ranch is provided by Pima County Bond Funds, Town General Funds and possible receipt of federal appropriation dollars targeted for historic preservation. The Town has adopted a master plan for the site that will guide its future development.



## Capital Improvement Program Overview

---

### CIPTAC Recommendations

**During the annual CIP process the CIPTAC provides recommendations related to the continued improvement of the process along with project funding recommendations. The CIPTAC was not convened in FY 10/11 as a result of the reduced scope of the CIP process.**

### Summary

Projects included in the FY 2010 – 2011 CIP reflect the combined efforts of all Town Departments as well as the Town Council and Oro Valley residents. The plan recognizes the added benefits the projects will bring to the Town, while understanding the fiscal requirements and obligations each of these projects will entail. The CIP is updated annually, and new projects may be included should additional funding sources be identified.

The 2010 – 2011 CIP attempts to meet the priority needs of the community, at the same time maintaining financial sustainability in future years. The plan as submitted is financially feasible and the projects included can be expected to be complete before the end of the fiscal year. As Town priorities and policies change, it is imperative that the CIP is continually reevaluated to assure the projects and funding sources are in accordance with the Town Council priorities and policies.

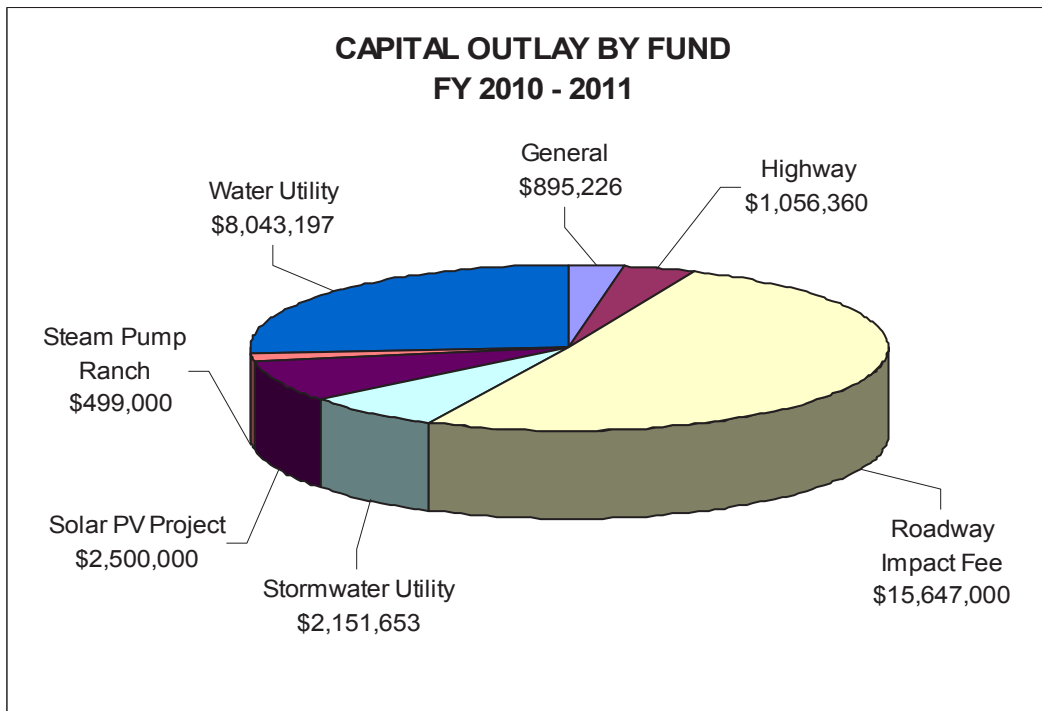
The documents provided on the following pages offer an in-depth view into the CIP budget and provide detailed information on the projects and the impact they have on the operating budget.



## Capital Improvement Program Overview

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

<b>Fund</b>	<b>Table 1 Fiscal Year</b>					<b>Totals</b>
	<b>10/11</b>	<b>11/12</b>	<b>12/13</b>	<b>13/14</b>	<b>14/15</b>	
General	\$ 895,226	\$ -	\$ 1,400,000	\$ 70,000	\$ 9,000,000	\$ 11,365,226
Highway	\$ 1,056,360	\$ 820,000	\$ 840,000	\$ 810,000	\$ 975,000	\$ 4,501,360
Roadway Impact Fee	\$ 15,647,000	\$ 990,000	\$ -	\$ -	\$ 2,262,000	\$ 18,899,000
Stormwater Utility	\$ 2,151,653	\$ 1,100,000	\$ 5,000,000	\$ 4,575,000	\$ 11,300,000	\$ 24,126,653
Solar PV Project	\$ 2,500,000	\$ -	\$ -	\$ -	\$ -	\$ 2,500,000
Steam Pump Ranch	\$ 499,000	\$ -	\$ 2,000,000	\$ -	\$ -	\$ 2,499,000
Water Utility	\$ 8,043,197	\$ 3,530,000	\$ 1,410,000	\$ 2,200,000	\$ 2,880,000	\$ 18,063,197
<b>Total All Funds</b>	<b>\$ 30,792,436</b>	<b>\$ 6,440,000</b>	<b>\$ 10,650,000</b>	<b>\$ 7,655,000</b>	<b>\$ 26,417,000</b>	<b>\$ 81,954,436</b>



This Page Intentionally Left Blank



# **Town of Oro Valley**

*Caring for our heritage, our community, our future.*

This Page Intentionally Left Blank





## Projects by Fund

Table 2 below identifies the General Fund Projects for Fiscal Years 2011 – 2015:

Table 2

### General Fund

Project Name	FY 10/11	FY 11/12	FY 12/13	FY 13/14	FY 14/15
Energy Conservation Measure Upgrades	\$ 895,226	\$ -	\$ -	\$ -	\$ -
New Ramada at JDK Park	\$ -	\$ -	\$ -	\$ 70,000	\$ -
FCC Mandated Bandwidth Implementation	\$ -	\$ -	\$ 400,000	\$ -	\$ -
JDK Park Upgrades - Pima County Bond Project	\$ -	\$ -	\$ 1,000,000	\$ -	\$ -
Big Wash Linear Park and CDO Linear Park - Bond Project	\$ -	\$ -	\$ -	\$ -	\$ 3,000,000
Hardy Road/Overton Road Property Acquisition - Bond Project	\$ -	\$ -	\$ -	\$ -	\$ 6,000,000
<b>Totals</b>	<b>\$ 895,226</b>	<b>\$ -</b>	<b>\$ 1,400,000</b>	<b>\$ 70,000</b>	<b>\$ 9,000,000</b>

**Note: The Pima County Bond Projects are included for informational purposes only and subject to a future bond election. The Town will continually monitor these projects and update the CIP as more details become available.**

Table 3 below identifies the Highway Fund Projects for Fiscal Years 2011 – 2015:

Table 3

### Highway Fund

Project Name	FY 10/11	FY 11/12	FY 12/13	FY 13/14	FY 14/15
Sidecast Broce Broom	\$ -	\$ 70,000	\$ -	\$ -	\$ -
Purchase new Cat Backhoe	\$ -	\$ -	\$ 90,000	\$ -	\$ -
Purchase a skidsteer tractor, 'Bobcat' with attachments	\$ -	\$ -	\$ -	\$ 60,000	\$ -
Loader	\$ -	\$ -	\$ -	\$ -	\$ 225,000
Energy Conservation Measure Upgrades	\$ 309,360	\$ -	\$ -	\$ -	\$ -
Oro Valley Surface Treatments	\$ 747,000	\$ 750,000	\$ 750,000	\$ 750,000	\$ 750,000
<b>Totals</b>	<b>\$ 1,056,360</b>	<b>\$ 820,000</b>	<b>\$ 840,000</b>	<b>\$ 810,000</b>	<b>\$ 975,000</b>

Table 4 below identifies the Stormwater Fund Projects for Fiscal Years 2011 – 2015:

Table 4

### Stormwater Fund

Project Name	FY 10/11	FY 11/12	FY 12/13	FY 13/14	FY 14/15
Lomas De Oro Subdivision - Rollover	\$ 1,555,600	\$ -	\$ -	\$ -	\$ -
Portable Vehicle Wash Rack	\$ 96,053	\$ -	\$ -	\$ -	\$ -
Oro Valley C.C. Site 7	\$ 500,000	\$ -	\$ -	\$ -	\$ -
Chalk Wash Erosion and Flood Protection - PC Bond Project	\$ -	\$ -	\$ 1,000,000	\$ -	\$ -
CDO Wash Floodplain Land Acq. - PC Bond Project	\$ -	\$ -	\$ 4,000,000	\$ -	\$ -
Pegler Wash Basin Mgmt. Study	\$ -	\$ 75,000	\$ -	\$ -	\$ -
Lambert Road Box Culvert	\$ -	\$ 600,000	\$ -	\$ -	\$ -
Highland Wash Basin Improvements - PC Bond Project	\$ -	\$ -	\$ -	\$ 1,500,000	\$ -
Un-named Wash Basin Mgmt. Study	\$ -	\$ 75,000	\$ -	\$ -	\$ -
Arroyo Grande Basin Improvements	\$ -	\$ -	\$ -	\$ 2,000,000	\$ -
Moore Road Box Culverts	\$ -	\$ 350,000	\$ -	\$ -	\$ -
Carmack Wash Basin Mgmt. Study	\$ -	\$ -	\$ -	\$ 75,000	\$ -
Pegler Wash Drainage Improvements	\$ -	\$ -	\$ -	\$ 500,000	\$ -
Un-named Wash Improvements	\$ -	\$ -	\$ -	\$ 500,000	\$ -
Carmack Wash Drainage Improvements	\$ -	\$ -	\$ -	\$ -	\$ 500,000
Big Wash Land Acq/Recharge Project - PC Bond Project	\$ -	\$ -	\$ -	\$ -	\$ 10,725,000
Villages Wash Basin Mgmt. Study	\$ -	\$ -	\$ -	\$ -	\$ 75,000
<b>Totals</b>	<b>\$ 2,151,653</b>	<b>\$ 1,100,000</b>	<b>\$ 5,000,000</b>	<b>\$ 4,575,000</b>	<b>\$ 11,300,000</b>

**Note: The Pima County Bond Projects are included for informational purposes only. The Town will continually monitor these projects and update the CIP as more details become available.**



## Projects by Fund

Table 5 below identifies the Roadway Impact Fee Fund Projects for Fiscal Years 2011 – 2015:

Table 5

### Roadway Impact Fee Fund

<b>Project Name</b>	<b>FY 10/11</b>	<b>FY 11/12</b>	<b>FY 12/13</b>	<b>FY 13/14</b>	<b>FY 14/15</b>
Lambert Lane Widening (La Canada to Pusch View I	\$ 11,950,000	\$ -	\$ -	\$ -	\$ -
Naranja - (Shannon to La Canada) - Rollover	\$ 77,000	\$ 990,000	\$ -	\$ -	\$ 2,187,000
Magee Road (Oracle to N. 1st Avenue) - Rollover	\$ 1,253,000	\$ -	\$ -	\$ -	\$ -
Hardy @ Northern - Rollover	\$ 200,000	\$ -	\$ -	\$ -	\$ -
Calle Concordia Bike Lane	\$ 150,000	\$ -	\$ -	\$ -	\$ -
CDO Shared Use Path - Final Phase	\$ 1,373,000	\$ -	\$ -	\$ -	\$ -
Rancho Vistoso Boulevard/Big Wash Bridge Barrier	\$ 420,000	\$ -	\$ -	\$ -	\$ -
Wireless Signal Link	\$ 224,000	\$ -	\$ -	\$ -	\$ -
Tangerine - (Shannon to La Canada)	\$ -	\$ -	\$ -	\$ -	\$ 75,000
<b>Totals</b>	<b>\$ 15,647,000</b>	<b>\$ 990,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 2,262,000</b>

Table 6 below identifies the Existing System Improvement Projects for the Water Utility for Fiscal Years 2011 – 2015:

Table 6

### Existing System Improvements

<b>Project Name</b>	<b>FY 10/11</b>	<b>FY 11/12</b>	<b>FY 12/13</b>	<b>FY 13/14</b>	<b>FY 14/15</b>
Well Drill & Equip E-1B - Rollover	\$ 650,000	\$ -	\$ -	\$ -	\$ -
Well Drill & Equip Steam Pump	\$ -	\$ 650,000	\$ 1,000,000	\$ -	\$ -
Well E-8 Development	\$ -	\$ -	\$ 60,000	\$ -	\$ -
Redrill Well E-3	\$ -	\$ -	\$ -	\$ 600,000	\$ 1,000,000
North La Canada 3.0 MG, 50% - Rollover	\$ 700,000	\$ -	\$ -	\$ -	\$ -
Crimson Canyon Booster	\$ -	\$ -	\$ -	\$ -	\$ 300,000
Sheraton D-Zone Booster - Rollover	\$ 700,000	\$ -	\$ -	\$ -	\$ -
High Mesa G-Zone Booster	\$ -	\$ -	\$ -	\$ 550,000	\$ -
High Mesa F-Zone Booster	\$ -	\$ -	\$ -	\$ 550,000	\$ -
Tangerine Booster	\$ -	\$ -	\$ -	\$ -	\$ 150,000
CDO Booster - possible demolition	\$ -	\$ -	\$ 50,000	\$ -	\$ -
Deer Run Booster	\$ -	\$ -	\$ -	\$ -	\$ 1,280,000
Tangerine Hills - 8 Inch Main Replacement	\$ -	\$ 2,000,000	\$ 200,000	\$ -	\$ -
East Lambert Lane 12" Main Relocation (DPW) - Rollover	\$ 1,000,000	\$ -	\$ -	\$ -	\$ -
Campo Bello - 8 Inch Main Replacement	\$ 650,000	\$ 650,000	\$ -	\$ -	\$ -
RTA Utility Relocation (allowance) - Rollover	\$ 50,000	\$ -	\$ -	\$ -	\$ -
Rancho Verde Main Replacement	\$ -	\$ -	\$ -	\$ 500,000	\$ -
La Canada 24 Inch Main - 50% - Rollover	\$ 90,000	\$ -	\$ -	\$ -	\$ -
Acces Road & Wall - Well D-6	\$ -	\$ 100,000	\$ -	\$ -	\$ -
RV Chlorine Storage	\$ 350,000	\$ -	\$ -	\$ -	\$ -
Linda Vista Drainage Improvements	\$ -	\$ -	\$ -	\$ -	\$ 150,000
Access Road - Well C-8	\$ -	\$ 50,000	\$ -	\$ -	\$ -
Security Wall - Well C-8	\$ -	\$ -	\$ 100,000	\$ -	\$ -
Energy Conservation Measure Upgrades	\$ 423,197	\$ -	\$ -	\$ -	\$ -
Replace Security Wall at CS-2 - Countryside	\$ -	\$ 80,000	\$ -	\$ -	\$ -
<b>Totals</b>	<b>\$ 4,613,197</b>	<b>\$ 3,530,000</b>	<b>\$ 1,410,000</b>	<b>\$ 2,200,000</b>	<b>\$ 2,880,000</b>

Table 7 below identifies the Expansion Related Improvement Projects for the Water Utility for Fiscal Years 2011 – 2015:

Table 7

### Expansion Related Improvements

<b>Project Name</b>	<b>FY 10/11</b>	<b>FY 11/12</b>	<b>FY 12/13</b>	<b>FY 13/14</b>	<b>FY 14/15</b>
North La Canada 3.0 MG, 50% - Rollover	\$ 3,000,000	\$ -	\$ -	\$ -	\$ -
Moore Road Main Oversize - Rollover	\$ 70,000	\$ -	\$ -	\$ -	\$ -
La Canada 24 Inch Main - Rollover	\$ 360,000	\$ -	\$ -	\$ -	\$ -
<b>Totals</b>	<b>\$ 3,430,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>



## Projects by Fund

Table 8 below identifies the Solar Photovoltaic Fund Projects scheduled for Fiscal Years 2011 – 2015:

**Table 8**

**Solar Photovoltaic Fund**

<b>Project Name</b>	<b><u>FY 10/11</u></b>	<b><u>FY 11/12</u></b>	<b><u>FY 12/13</u></b>	<b><u>FY 13/14</u></b>	<b><u>FY 14/15</u></b>
Solar Photovoltaic Parking Structures	\$ 2,500,000	\$ -	\$ -	\$ -	\$ -
<b>Totals</b>	<b>\$ 2,500,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

Table 9 below identifies the Steam Pump Ranch Fund Projects scheduled for Fiscal Years 2011 – 2015:

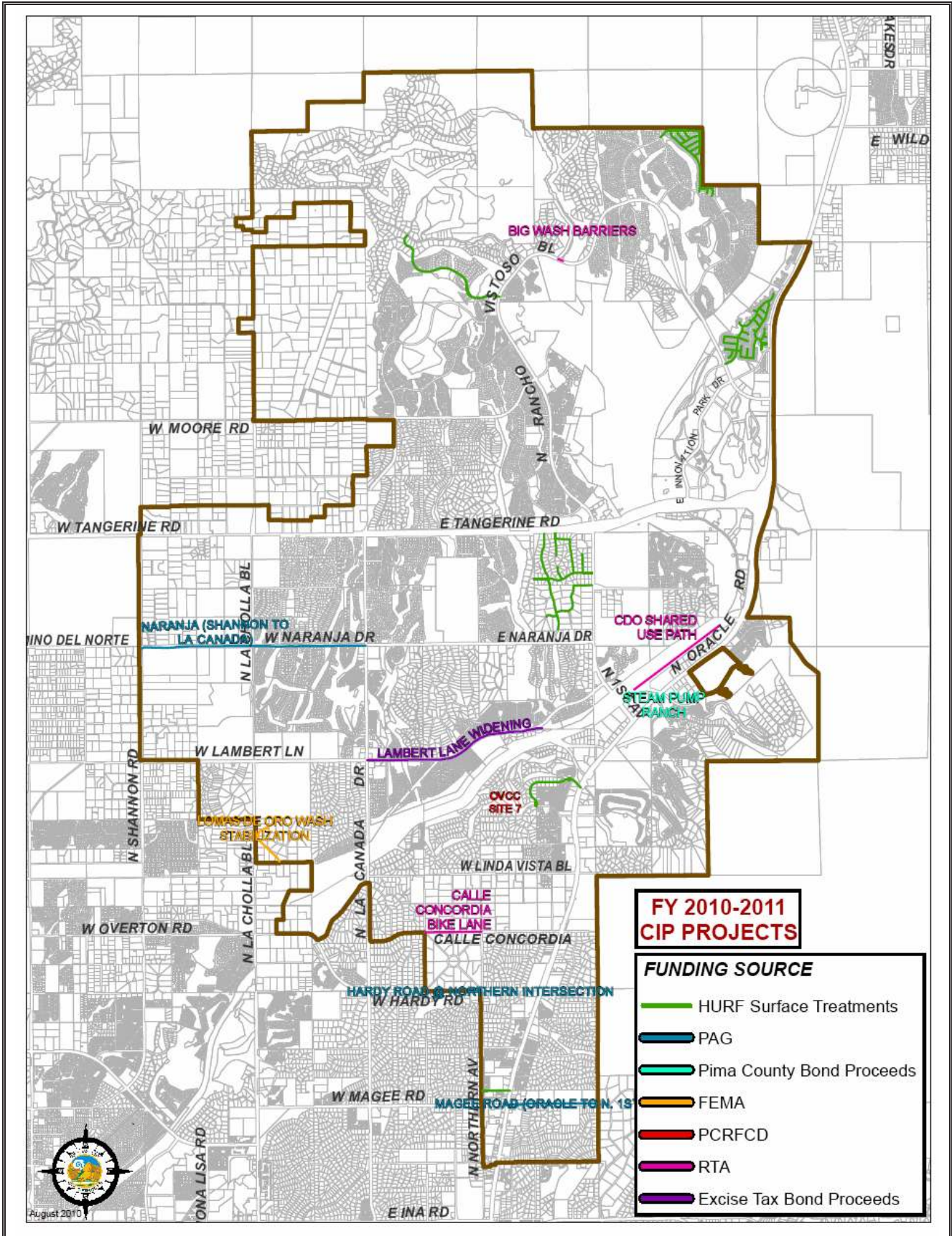
**Table 9**

**Steam Pump Ranch Fund**

<b>Project Name</b>	<b><u>FY 10/11</u></b>	<b><u>FY 11/12</u></b>	<b><u>FY 12/13</u></b>	<b><u>FY 13/14</u></b>	<b><u>FY 14/15</u></b>
Steam Pump Ranch	\$ 499,000	\$ -	\$ 2,000,000	\$ -	\$ -
<b>Totals</b>	<b>\$ 499,000</b>	<b>\$ -</b>	<b>\$ 2,000,000</b>	<b>\$ -</b>	<b>\$ -</b>

This Page Intentionally Left Blank

The Town of Oro Valley map below identifies the location of the major projects scheduled for FY 2011:



This Page Intentionally Left Blank



## Project Descriptions

The following are detailed descriptions of all of the projects identified for Fiscal Year 2011 above. They include the operating impact to the Town as well as indicating any additional funding the Town will receive to complete the project.

PROJECT TITLE: Energy Conservation Measure Upgrades  
 DEPARTMENT: Development and Infrastructure Services, Conservation and Sustainability Division  
 PROJECT COST: \$1,627,783  
 PRIMARY FUNDING: General, Highway and Water Utility Enterprise Contingency Funds  
 ADDITIONAL FUNDING: Federal Energy Efficiency and Conservation Block Grant  
 PROJECT DESCRIPTION: Energy upgrades to existing Town facilities including HVAC and lighting upgrades  
 PROJECT JUSTIFICATION: Per the Town's completed Energy Audit

OPERATING IMPACT:	Fiscal Years				
	<u>10/11</u>	<u>11/12</u>	<u>12/13</u>	<u>13/14</u>	<u>14/15</u>
Operating Revenue	57,000	-	-	-	-
Operating Costs	-	-	-	-	-
Operating Savings	163,679	163,679	163,679	163,679	163,679

PROJECT TITLE: Solar Photovoltaic Project  
 DEPARTMENT: Development and Infrastructure Services, Conservation and Sustainability Division  
 PROJECT COST: \$2,500,000  
 PRIMARY FUNDING: Excise Tax Revenue Obligations (New Clean Renewable Energy Bonds - Direct Payment)  
 ADDITIONAL FUNDING: None  
 PROJECT DESCRIPTION: Construction of 1,344 solar photovoltaic panels on parking shade structures at Town Hall  
 PROJECT JUSTIFICATION: Per the Town's completed Energy Audit

OPERATING IMPACT:	Fiscal Years				
	<u>10/11</u>	<u>11/12</u>	<u>12/13</u>	<u>13/14</u>	<u>14/15</u>
Operating Revenue	83,202	83,202	83,202	83,202	83,202
Operating Costs	9,753	189,490	193,245	193,245	193,245
Operating Savings	71,000	71,000	71,000	71,000	71,000

PROJECT TITLE: Oro Valley Surface Treatments  
 DEPARTMENT: Public Works, Street Division  
 PROJECT COST: \$747,000  
 PRIMARY FUNDING: Highway Fund  
 ADDITIONAL FUNDING: None  
 PROJECT DESCRIPTION: Pavement preservation and surface treatments of Oro Valley streets and roads  
 PROJECT JUSTIFICATION: Preserves the existing Town infrastructure and extends street/road lifespan

OPERATING IMPACT:	Fiscal Years				
	<u>10/11</u>	<u>11/12</u>	<u>12/13</u>	<u>13/14</u>	<u>14/15</u>
Operating Revenue	-	-	-	-	-
Operating Costs	-	-	-	-	-
Operating Savings	Varies depending on pavement preservation application type				



## Project Descriptions

PROJECT TITLE: Purchase vehicle wash rack  
 DEPARTMENT: Public Works, Operations Division  
 PROJECT COST: \$96,053  
 PRIMARY FUNDING: Stormwater Utility Fund  
 ADDITIONAL FUNDING: None  
 PROJECT DESCRIPTION: Purchase of vehicle wash rack  
 PROJECT JUSTIFICATION: Bring Town into compliance with Federal and State regulations

OPERATING IMPACT:	Fiscal Years				
	<u>10/11</u>	<u>11/12</u>	<u>12/13</u>	<u>13/14</u>	<u>14/15</u>
Operating Revenue	-	-	-	-	-
Operating Costs	1,500	1,500	1,500	1,500	1,500
Operating Savings	-	-	-	-	-

PROJECT TITLE: Oro Valley Country Club Site 7  
 DEPARTMENT: Public Works, Street Division  
 PROJECT COST: \$500,000  
 PRIMARY FUNDING: Pima County Flood Control District  
 ADDITIONAL FUNDING: None  
 PROJECT DESCRIPTION: Drainage improvements at the Oro Valley Country Club  
 PROJECT JUSTIFICATION: Improvements will provide increased safety to country club residents

OPERATING IMPACT:	Fiscal Years				
	<u>10/11</u>	<u>11/12</u>	<u>12/13</u>	<u>13/14</u>	<u>14/15</u>
Operating Revenue	-	-	-	-	-
Operating Costs	-	-	-	-	-
Operating Savings	-	500	1,000	1,000	2,000

PROJECT TITLE: Lomas de Oro Construction - Rollover Project  
 DEPARTMENT: Public Works, Street Division  
 PROJECT COST: \$1,555,600  
 PRIMARY FUNDING: FEMA  
 ADDITIONAL FUNDING: Pima County Flood Control District  
 PROJECT DESCRIPTION: Repair wash to meet flood control standards  
 PROJECT JUSTIFICATION: Needed repair due to damage from 2006 Summer Monsoons

OPERATING IMPACT:	Fiscal Years				
	<u>10/11</u>	<u>11/12</u>	<u>12/13</u>	<u>13/14</u>	<u>14/15</u>
Operating Revenue	-	-	-	-	-
Operating Costs	-	-	-	-	-
Operating Savings	-	2,500	5,000	2,500	5,000





## Project Descriptions

**PROJECT TITLE:** Lambert Lane Widening (La Canada to Pusch View Lane) - Rollover Project  
**DEPARTMENT:** Public Works  
**PROJECT COST:** \$11,950,000  
**PRIMARY FUNDING:** Excise Tax Bonds  
**ADDITIONAL FUNDING:** Pima Association of Governments Regional Funds  
**PROJECT DESCRIPTION:** Widen Lambert Lane between La Canada and Pusch View Lane to 4 lanes  
**PROJECT JUSTIFICATION:** Per Transportation Improvement Program as set by PAG  
**OPERATING IMPACT:**

	Fiscal Years				
	<u>10/11</u>	<u>11/12</u>	<u>12/13</u>	<u>13/14</u>	<u>14/15</u>
Operating Revenue	-	-	-	-	-
Operating Costs	-	-	-	-	-
Operating Savings	-	-	-	-	-

**PROJECT TITLE:** Magee Road (Oracle to N. 1st Avenue) - Rollover Project  
**DEPARTMENT:** Public Works  
**PROJECT COST:** \$1,253,000  
**PRIMARY FUNDING:** Pima Association of Government Regional Funds (\$1,253,000)  
**ADDITIONAL FUNDING:** None  
**PROJECT DESCRIPTION:** Reconstruction of Magee between Oracle and 1st Avenue  
**PROJECT JUSTIFICATION:** Per Transportation Improvement Program as set by PAG  
**OPERATING IMPACT:**

	Fiscal Years				
	<u>10/11</u>	<u>11/12</u>	<u>12/13</u>	<u>13/14</u>	<u>14/15</u>
Operating Revenue	-	-	-	-	-
Operating Costs	-	-	-	-	-
Operating Savings	-	-	-	-	-

**PROJECT TITLE:** Hardy Road @ Northern Intersection - Rollover Project  
**DEPARTMENT:** Public Works  
**PROJECT COST:** \$200,000  
**PRIMARY FUNDING:** Pima Association of Government Regional Funds  
**ADDITIONAL FUNDING:** None  
**PROJECT DESCRIPTION:** Install modern round-about at the intersection  
**PROJECT JUSTIFICATION:** Per Transportation Improvement Program as set by PAG  
**OPERATING IMPACT:**

	Fiscal Years				
	<u>10/11</u>	<u>11/12</u>	<u>12/13</u>	<u>13/14</u>	<u>14/15</u>
Operating Revenue	-	-	-	-	-
Operating Costs	-	-	-	-	-
Operating Savings	-	-	-	-	-



## Project Descriptions

PROJECT TITLE: Naranja (Shannon to La Canada) - Rollover Project

DEPARTMENT: Public Works

PROJECT COST: \$77,000

PRIMARY FUNDING: Pima Association of Government Regional Funds

ADDITIONAL FUNDING: None

PROJECT DESCRIPTION: Road reconstruction with sidewalks and shoulders installed

PROJECT JUSTIFICATION: Per Transportation Improvement Program as set by PAG

OPERATING IMPACT:	Fiscal Years				
	<u>10/11</u>	<u>11/12</u>	<u>12/13</u>	<u>13/14</u>	<u>14/15</u>
Operating Revenue	-	-	-	-	-
Operating Costs	-	-	-	-	-
Operating Savings	-	-	-	-	-

PROJECT TITLE: Calle Concordia Bike Lane

DEPARTMENT: Public Works

PROJECT COST: \$150,000

PRIMARY FUNDING: Regional Transportation Authority (RTA) Funds

ADDITIONAL FUNDING: None

PROJECT DESCRIPTION: Adding 5' paved bike lanes/overlying road width from Buena Vista to Loma Linda

PROJECT JUSTIFICATION: Per Transportation Improvement Program as set by PAG

OPERATING IMPACT:	Fiscal Years				
	<u>10/11</u>	<u>11/12</u>	<u>12/13</u>	<u>13/14</u>	<u>14/15</u>
Operating Revenue	-	-	-	-	-
Operating Costs	-	-	-	-	-
Operating Savings	-	-	-	-	-

PROJECT TITLE: CDO Shared Use Path - Final Phase

DEPARTMENT: Public Works

PROJECT COST: \$1,373,000

PRIMARY FUNDING: Regional Transportation Authority (RTA) Funds

ADDITIONAL FUNDING: Federal Transportation Enhancement Grant

PROJECT DESCRIPTION: Construct new 12' linear trail along CDO multi-use path

PROJECT JUSTIFICATION: Per Transportation Improvement Program as set by PAG

OPERATING IMPACT:	Fiscal Years				
	<u>10/11</u>	<u>11/12</u>	<u>12/13</u>	<u>13/14</u>	<u>14/15</u>
Operating Revenue	-	-	-	-	-
Operating Costs	-	-	-	-	-
Operating Savings	-	-	-	-	-



## Project Descriptions

PROJECT TITLE: Rancho Vistoso Boulevard/Big Wash Bridge Barrier  
 DEPARTMENT: Public Works  
 PROJECT COST: \$420,000  
 PRIMARY FUNDING: Regional Transportation Authority (RTA) Funds  
 ADDITIONAL FUNDING: None  
 PROJECT DESCRIPTION: Removing & replacing barrier walls on the bridge over Big Wash  
 PROJECT JUSTIFICATION: Per Transportation Improvement Program as set by PAG

OPERATING IMPACT:	Fiscal Years				
	<u>10/11</u>	<u>11/12</u>	<u>12/13</u>	<u>13/14</u>	<u>14/15</u>
Operating Revenue	-	-	-	-	-
Operating Costs	-	-	-	-	-
Operating Savings	-	-	-	-	-

PROJECT TITLE: Wireless Signal Link  
 DEPARTMENT: Public Works  
 PROJECT COST: \$224,000  
 PRIMARY FUNDING: Regional Transportation Authority (RTA) Funds  
 ADDITIONAL FUNDING: None  
 PROJECT DESCRIPTION: Purchase & install wireless comm. and video infrastructure for 15 intersections  
 PROJECT JUSTIFICATION: Per Transportation Improvement Program as set by PAG

OPERATING IMPACT:	Fiscal Years				
	<u>10/11</u>	<u>11/12</u>	<u>12/13</u>	<u>13/14</u>	<u>14/15</u>
Operating Revenue	-	-	-	-	-
Operating Costs	-	-	-	-	-
Operating Savings	-	-	-	-	-

PROJECT TITLE: Well Drill and Equip E-1B - Rollover  
 DEPARTMENT: Water  
 PROJECT COST: \$650,000  
 PRIMARY FUNDING: Water Utility Fund  
 ADDITIONAL FUNDING: Water Infrastructure Financing Authority (WIFA) Loan  
 PROJECT DESCRIPTION: New well in the vicinity of Tangelo and First Avenue  
 PROJECT JUSTIFICATION: Require additional well capacity to maintain current level of service

OPERATING IMPACT:	Fiscal Years				
	<u>10/11</u>	<u>11/12</u>	<u>12/13</u>	<u>13/14</u>	<u>14/15</u>
Operating Revenue	-	-	-	-	-
Operating Costs	-	20,000	20,000	20,000	20,000
Operating Savings	-	-	-	-	-



## Project Descriptions

PROJECT TITLE: N. La Canada 3.0 MG Reservoir - Rollover  
 DEPARTMENT: Water  
 PROJECT COST: \$3,700,000  
 PRIMARY FUNDING: Water Utility Fund (20%), Potable Water System Development Impact Fee Fund (80%)  
 ADDITIONAL FUNDING: 2003 Bond Proceeds  
 PROJECT DESCRIPTION: 3.0 million gallon concrete reservoir located at King Air and Moore Road  
 PROJECT JUSTIFICATION: Provide reliable storage for fire flow and future system demand

OPERATING IMPACT:	Fiscal Years				
	<u>10/11</u>	<u>11/12</u>	<u>12/13</u>	<u>13/14</u>	<u>14/15</u>
Operating Revenue	-	-	-	-	-
Operating Costs	-	2,500	2,500	2,500	2,500
Operating Savings	-	-	-	-	-

PROJECT TITLE: Sheraton D-Zone Booster Station - Rollover  
 DEPARTMENT: Water  
 PROJECT COST: \$700,000  
 PRIMARY FUNDING: Water Utility Fund  
 ADDITIONAL FUNDING: WIFA Loan  
 PROJECT DESCRIPTION: Re-design booster pump facility  
 PROJECT JUSTIFICATION: Existing booster pump facility undersized to meet customer demand

OPERATING IMPACT:	Fiscal Years				
	<u>10/11</u>	<u>11/12</u>	<u>12/13</u>	<u>13/14</u>	<u>14/15</u>
Operating Revenue	-	-	-	-	-
Operating Costs	2,000	8,000	8,000	8,000	8,000
Operating Savings	-	-	-	-	-

PROJECT TITLE: East Lambert Lane 12 inch Main Relocation - Rollover  
 DEPARTMENT: Water  
 PROJECT COST: \$1,000,000  
 PRIMARY FUNDING: Water Utility Fund  
 ADDITIONAL FUNDING: None  
 PROJECT DESCRIPTION: Relocate existing water main - Autumn Hills to First Avenue  
 PROJECT JUSTIFICATION: To accommodate Public Works Road Improvement Project

OPERATING IMPACT:	Fiscal Years				
	<u>10/11</u>	<u>11/12</u>	<u>12/13</u>	<u>13/14</u>	<u>14/15</u>
Operating Revenue	-	-	-	-	-
Operating Costs	-	1,000	1,000	1,000	1,000
Operating Savings	-	-	-	-	-



## Project Descriptions

PROJECT TITLE: Campo Bello - 8 Inch Main Replacement

DEPARTMENT: Water

PROJECT COST: \$650,000

PRIMARY FUNDING: Water Utility Fund

ADDITIONAL FUNDING: None

PROJECT DESCRIPTION: Install new 8 Inch pipe and new fire hydrants

PROJECT JUSTIFICATION: Current system undersized and costly to maintain

OPERATING IMPACT:	Fiscal Years				
	<u>10/11</u>	<u>11/12</u>	<u>12/13</u>	<u>13/14</u>	<u>14/15</u>
Operating Revenue	-	-	-	-	-
Operating Costs	-	1,000	1,000	1,000	1,000
Operating Savings	-	-	-	-	-

PROJECT TITLE: RTA Utility Relocation

DEPARTMENT: Water

PROJECT COST: \$50,000

PRIMARY FUNDING: Water Utility Fund

ADDITIONAL FUNDING: None

PROJECT DESCRIPTION: Allowance in budget to relocate existing water infrastructure if needed

PROJECT JUSTIFICATION: Allowance will accommodate unknown road improvements

OPERATING IMPACT:	Fiscal Years				
	<u>10/11</u>	<u>11/12</u>	<u>12/13</u>	<u>13/14</u>	<u>14/15</u>
Operating Revenue	-	-	-	-	-
Operating Costs	-	-	-	-	-
Operating Savings	-	-	-	-	-

PROJECT TITLE: La Canada 24-inch Main - Rollover

DEPARTMENT: Water

PROJECT COST: \$450,000

PRIMARY FUNDING: Water Utility Fund (20%), Potable Water System Development Impact Fee Fund (80%)

ADDITIONAL FUNDING: 2003 Bond Proceeds

PROJECT DESCRIPTION: Install 24-inch main in the vicinity of Moore Road and King Air

PROJECT JUSTIFICATION: New main needed to connect to La Canada reservoir

OPERATING IMPACT:	Fiscal Years				
	<u>10/11</u>	<u>11/12</u>	<u>12/13</u>	<u>13/14</u>	<u>14/15</u>
Operating Revenue	-	-	-	-	-
Operating Costs	-	1,000	1,000	1,000	1,000
Operating Savings	-	-	-	-	-



## Project Descriptions

PROJECT TITLE:	Rancho Vistoso Chlorine Storage					
DEPARTMENT:	Water					
PROJECT COST:	\$350,000					
PRIMARY FUNDING:	Water Utility Fund					
ADDITIONAL FUNDING:	None					
PROJECT DESCRIPTION:	Relocate chlorine storage from the Big Wash Facility to reclaimed facility in RV					
PROJECT JUSTIFICATION:	Centralize chlorine production at one location; reduce chlorine degradation					
OPERATING IMPACT:	Fiscal Years					
	<u>10/11</u>	<u>11/12</u>	<u>12/13</u>	<u>13/14</u>	<u>14/15</u>	
Operating Revenue	-	-	-	-	-	-
Operating Costs	-	-	-	-	-	-
Operating Savings	-	-	-	-	-	-

PROJECT TITLE:	Moore Road Main Over-sizing - Rollover Project					
DEPARTMENT:	Water					
PROJECT COST:	\$70,000					
PRIMARY FUNDING:	Oro Valley Water Connection Fees Fund					
ADDITIONAL FUNDING:	None					
PROJECT DESCRIPTION:	Upsizing of a developer driven installation of an "F" zone main					
PROJECT JUSTIFICATION:	Improve existing facilities and help Utility keep pace with Town growth					
OPERATING IMPACT:	Fiscal Years					
	<u>10/11</u>	<u>11/12</u>	<u>12/13</u>	<u>13/14</u>	<u>14/15</u>	
Operating Revenue	-	-	-	-	-	-
Operating Costs	-	1,000	1,000	1,000	1,000	-
Operating Savings	-	-	-	-	-	-

PROJECT TITLE:	Steam Pump Ranch					
DEPARTMENT:	Parks, Recreation, Library and Cultural Resources - Cultural Resources Division					
PROJECT COST:	\$499,000					
PRIMARY FUNDING:	Pima County Bond Proceeds					
ADDITIONAL FUNDING:	General Fund Contingency Funds					
PROJECT DESCRIPTION:	Preservation and Stabilization of Steam Pump Ranch					
PROJECT JUSTIFICATION:	Outlined in the Steam Pump Ranch Master Plan					
OPERATING IMPACT:	Fiscal Years					
	<u>10/11</u>	<u>11/12</u>	<u>12/13</u>	<u>13/14</u>	<u>14/15</u>	
Operating Revenue	-	-	-	-	-	-
Operating Costs	-	-	-	-	-	-
Operating Savings	-	-	-	-	-	-



# Community Profile

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

## Basic Information

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

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



## Population

	1990	2000	2009
Oro Valley	6,670	29,700	43,521
Pima County	666,880	843,746	1,018,012
Arizona	3,665,228	5,130,632	6,683,129

Source: Arizona Department of Commerce and US Census Bureau

## Age & Gender Composition

Male	47.4%
Female	52.6%
Median Age	48.8
Under 5 years	5.3%
5 to 9 years	5.1%
10 to 14 years	5.8%
15 to 19 years	6.1%
20 to 34 years	10.0%
35 to 44 years	12.2%
45 to 54 years	15.7%
55 to 64 years	14.4%
65 + years	25.4%

Source: US Census Bureau, 2006-2008 American Community Survey

## Labor Force

	1990	2000	2009
Civilian Labor Force	3,201	13,741	16,196
Unemployed	102	353	939
Unemployment Rate	3.2%	2.6%	5.8%

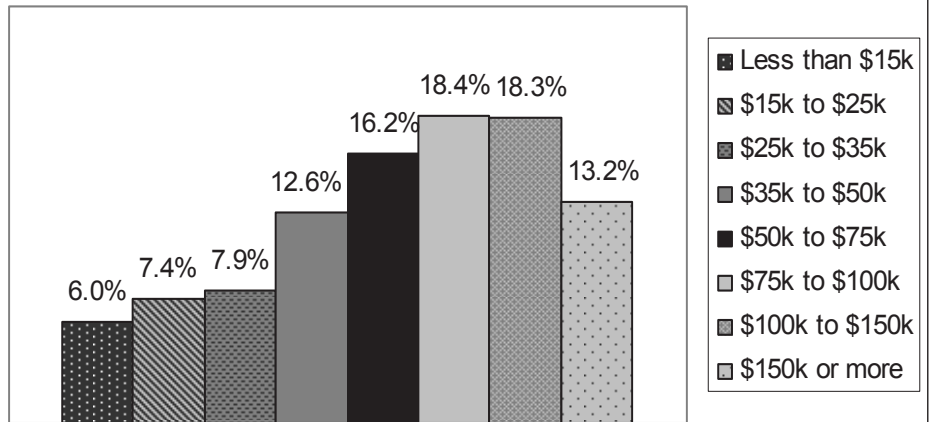
Source: Arizona Department of Commerce

## Marital Status

Single	17.7%
Married	64.0%
Separated	0.6%
Widowed	7.1%
Divorced	10.6%

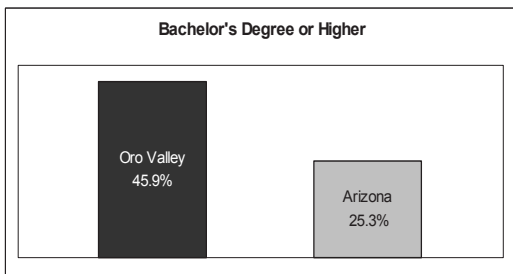
Source: US Census Bureau, 2006-2008 American Community Survey

## Household Income



Source: US Census Bureau, 2006-2008 American Community Survey

## Education Attainment



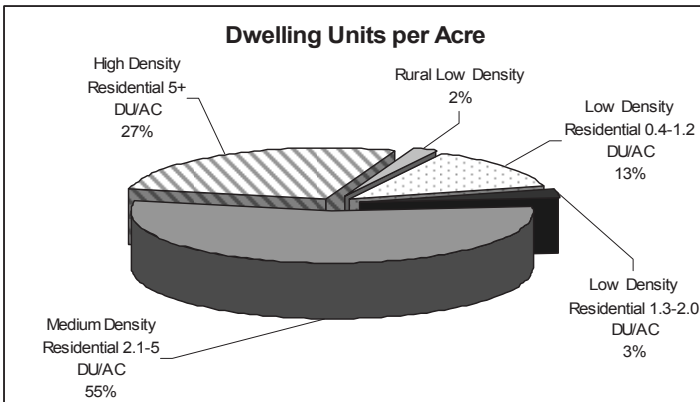
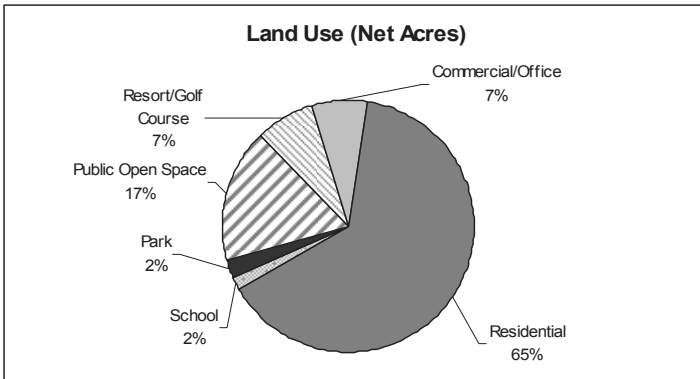
Source: US Census Bureau, 2006-2008 American Community Survey

## Principal Employers

Ventana Medical Systems	Town of Oro Valley
Honeywell	Wal-Mart Supercenter
Amphitheater School District	Fry's Food & Drug Store
Oro Valley Hospital	Home Depot
Hilton El Conquistador Golf & Tennis Resort	Long Realty



# Community Profile



Source: Town of Oro Valley

## Home Values

Less than \$50k	0.8%
\$50k to \$99k	1.2%
\$100k to \$199k	10.4%
\$200k to \$299k	26.9%
\$300k to \$499k	39.6%
\$500k to \$999k	19.5%
\$1M or more	1.6%

Source: US Census Bureau, 2006-2008 American Community Survey

## Community Facilities

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

### Educational Institutions

	Public	Private
Elementary	Y	Y
High School	Y	Y

### Financial

Number of banks: 9

### Government

Fire Departments:

Golder Ranch Fire District, Mountain Vista Fire District, Rural/Metro Law Enforcement: Town of Oro Valley

### Medical

Northwest Medical Center, Northwest Urgent Care, Oro Valley Hospital

### Hotel & Lodging

Number of Rooms: 430

Source: AZ Dept of Commerce and Oro Valley Business Navigator

## Taxes

### Property Tax Rate (per \$100 assessed valuation)

Elementary/High Schools	\$5.05
Countywide	\$6.27
Fire District	\$1.73
Town of Oro Valley	\$0.00
<b>Total</b>	<b>\$13.05</b>

Source: Pima County Treasurer's Office, 2010

### Sales Tax

City/Town	2.0%
County	0.5%
State	6.6%

Source: League of Arizona Cities and Towns, Arizona Dept of Revenue

## Service Statistics

### Police:

Sworn Personnel:	101.38
Non-Sworn Personnel:	27.70
Total Police Personnel	129.08
Officers per 1,000 residents:	2.33
Avg. Emergency Response Time:	
Priority 1 calls < 5 minutes	76% of the time
Priority 2 calls < 8 minutes	97% of the time
Priority 3 calls < 15 minutes	95% of the time
Priority 4 calls < 30 minutes	98% of the time

### Transit:

Registered riders:	1,410
Avg. Daily Ridership:	63

### Parks and Recreation:

# of Parks:	4
Park Acres Maintained:	374
Miles of Trails & Paths:	77
Recreation Programs Offered:	30

### Public Works:

Total Town Lane Miles:	680
2009 Lane Miles resurfaced:	93

### Water:

Customer Base:	18,401
Conservation Audits:	179
Meter Reads:	221k
Billing Collection Rate:	99.9%





# **Town of Oro Valley**

*Caring for our heritage, our community, our future.*

This Page Intentionally Left Blank



## History of Oro Valley



The area of Oro Valley has been inhabited intermittently for nearly two thousand years by various groups of people. The Native American Hohokam tribe lived in the Honeybee Village located in the foothills of the Tortolita Mountains on Oro Valley's far north side around 500 AD. Hohokam artifacts are still being discovered in the Honeybee Village site that the Hohokam inhabited continuously for nearly 700 years.

Early in the 16th century, Native American tribes known as the Apache arrived in the southern Arizona area, including Oro Valley. These tribes inhabited the region only a few decades prior to the arrival of the Spanish Conquistadors, including Francisco Coronado. The Spanish established forts in the area, including the Presidio at Tucson (1775) beginning in the late 16th century.

### Arizona Territorial Period

Beginning in the 19th century, Americans increasingly settled in the Arizona Territory, following the Mexican-American War and the subsequent Gadsden Purchase that included the area of southern Arizona. George Pusch, a German immigrant, settled in the area of Oro Valley in 1874 and established a cattle ranch. This ranch was unique because it utilized a steam pump to provide water, eventually popularizing Pusch's property as the Steam Pump Ranch on the Cañada del Oro. The steam pump was one of only two in the Arizona Territory.



Pusch's ranch provided respite for settlers and travelers entering and leaving the Tucson area. Pusch Ridge is named in honor of George Pusch.

Ranching in the area continued to flourish as greater numbers of Americans settled in the Arizona Territory. Large ranching families in the Oro Valley area included the Romeros and the Rooneys.

Gold rushers into the American West also were attracted to southern Arizona, where gold was said to be in abundance in and around the Santa Catalina Mountains north of Tucson. Fueled by the legend of the lost Iron Door Gold Mine in the mountains, those in search of gold trekked through the Oro Valley area focusing their attention along the Cañada del Oro washbed.

### Post-World War II Period

After World War II, the Tucson area experienced dramatic population growth, impacting Oro Valley as well. In the early 1950s, the Oro Valley Country Club opened at the base of Pusch Ridge, affirming the area's future as an affluent community. Although one tract housing development was built in the area in the early 1950s, the majority of the original homes in the Oro Valley area were built by individual land owners in a large ranch residential style.

### Founding of the Town

The community continued to grow gradually, and area residents increasingly desired local control of the land in the area. In the late 1960s, incorporation became a greater focus in Oro Valley. Tucson Mayor James M. Corbett, Jr. expressed great interest in expanding the Tucson city limits to the far north side of Pima County. Corbett vowed to bring the Oro Valley area into Tucson "kicking and screaming," alluding to the reservations Oro Valley residents expressed about joining Tucson.



## History of Oro Valley

---

A petition to incorporate began to circulate in Oro Valley. The Pima County Board of Supervisors officially refused to allow Oro Valley to incorporate, and litigation followed. Ultimately, in 1974 a group of area residents successfully incorporated the Town of Oro Valley, then only 2.4 square miles in size. Oro Valley was centered primarily around the Oro Valley Country Club and Canyon del Oro High School. The Town began with a population of nearly 1,200.



# **Town of Oro Valley**

*Caring for our heritage, our community, our future.*

This Page Intentionally Left Blank

**RESOLUTION NO. (R) 10- 41**

**A RESOLUTION OF THE MAYOR AND COUNCIL OF THE TOWN OF ORO VALLEY, ARIZONA, APPROVING THE ADOPTION OF THE BUDGET OF THE TOWN OF ORO VALLEY FOR THE FISCAL YEAR 2010-2011.**

**WHEREAS**, the Town of Oro Valley is a political subdivision of the State of Arizona vested with all associated rights, privileges and benefits and is entitled to the immunities and exemptions granted municipalities and political subdivisions under the Constitution and laws of the State of Arizona and the United States; and

**WHEREAS**, on June 2, 2010, in accordance with Arizona Revised Statutes §§ 42-17101 and 42-17102, the Town authorized an estimate of the different amounts required to meet the public expenditures for the ensuing year, an estimate of revenues from sources other than direct taxation and the amount to be raised by taxation upon real and personal property of the Town of Oro Valley; and

**WHEREAS**, after notice of a public hearing in accordance with Arizona Revised Statutes §§ 42-17103, 42-17104 and 42-17105, the Council met on June 16, 2010 at which time any taxpayer was entitled to appear and be heard in favor of or against any of the proposed expenditures or tax levies before the Council adopted the estimates of the proposed expenditures, constituting the budget of the Town of Oro Valley for the Fiscal Year 2010-2011; and

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


**WHEREAS**, it is in the best interest of the Town of Oro Valley to approve the estimates and expenditures/expenses shown on the accompanying schedules for the Fiscal Year 2010-2011.

**NOW, THEREFORE, BE IT RESOLVED by the Mayor and Council of the Town of Oro Valley, Arizona, that** the said estimates of revenues and expenditures/expenses shown on the accompanying schedules, as now increased, reduced or changed, are hereby adopted and approved as the budget of the Town of Oro Valley for the Fiscal Year 2010-2011 in the amount of \$116,208,785.

**BE IT FURTHER RESOLVED** that the Mayor and Council of the Town of Oro Valley are hereby authorized to take such steps as are necessary to execute and implement the budget for the Fiscal Year 2010-2011.

**PASSED AND ADOPTED** by the Mayor and Town Council of the Town of Oro Valley, Arizona this 16<sup>th</sup> day of June, 2010.

**TOWN OF ORO VALLEY, ARIZONA**

  
\_\_\_\_\_  
Satish Hiremath, Mayor

**ATTEST:**

  
\_\_\_\_\_  
Kathryn E. Cuvelier, Town Clerk

Date: 6-17-10

**APPROVED AS TO FORM:**

  
\_\_\_\_\_  
Tobin Rosen, Town Attorney

Date: 6/17/10





# **Town of Oro Valley**

*Caring for our heritage, our community, our future.*

This Page Intentionally Left Blank

**CITY/TOWN OF ORO VALLEY**  
**Summary Schedule of Estimated Revenues and Expenditures/Expenses**  
**Fiscal Year 2011**

FUND	ADOPTED BUDGETED EXPENDITURES/EXPENSES* 2010	ACTUAL EXPENDITURES/EXPENSES ** 2010	FUND BALANCE/ NET ASSETS*** July 1, 2010**	PROPERTY TAX REVENUES 2011 Primary: \$ Secondary:	ESTIMATED REVENUES OTHER THAN PROPERTY TAXES 2011	OTHER FINANCING 2011		INTERFUND TRANSFERS 2011		TOTAL FINANCIAL RESOURCES AVAILABLE 2011	BUDGETED EXPENDITURES/EXPENSES 2011
						SOURCES	<USES>	IN	<OUT>		
1. General Fund	\$ 37,960,209	\$ 24,982,607	\$ 10,964,713	\$ 25,848,984	\$	\$	\$	\$ 367,000	\$ 989,047	\$ 36,191,650	\$ 36,191,650
2. Special Revenue Funds	14,811,189	4,285,920	5,713,803	4,474,852				464,804	283,033	10,370,426	10,370,426
3. Debt Service Funds Available	9,865,918	7,886,567	1,921,057	381,808				136,754		2,439,619	2,439,619
4. Less: Designation for Future Debt Retirement											
5. Total Debt Service Funds	9,865,918	7,886,567	1,921,057	381,808				136,754		2,439,619	2,439,619
6. Capital Projects Funds	28,636,299	4,891,837	15,609,937	13,900,472					467,000	41,543,409	41,543,409
7. Permanent Funds											
8. Enterprise Funds Available	29,379,814	17,670,843	8,002,559	15,090,600				100,000	204,446	24,788,713	24,788,713
9. Less: Designation for Future Debt Retirement											
10. Total Enterprise Funds	29,379,814	17,670,843	8,002,559	15,090,600				100,000	204,446	24,788,713	24,788,713
11. Internal Service Funds	895,914	897,891						874,968		874,968	874,968
12. TOTAL ALL FUNDS	\$ 121,549,343	\$ 60,615,665	\$ 42,212,069	\$ 59,696,716	\$ 14,300,000	\$	\$ 1,943,526	\$ 1,943,526	\$ 1,943,526	\$ 116,208,785	\$ 116,208,785

	2010	2011
<b>EXPENDITURE LIMITATION COMPARISON</b>		
1. Budgeted expenditures/expenses	\$ 121,549,343	\$ 116,208,785
2. Add/subtract: estimated net reconciling items		
3. Budgeted expenditures/expenses adjusted for reconciling items	121,549,343	116,208,785
4. Less: estimated exclusions		
5. Amount subject to the expenditure limitation	\$ 121,549,343	\$ 116,208,785
6. EEC or voter-approved alternative expenditure limitation	\$	\$

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

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

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

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

**CITY/TOWN OF \_\_\_\_\_ORO VALLEY\_\_\_\_\_**  
**Summary by Fund Type of Revenues Other Than Property Taxes**  
**Fiscal Year 2011**

SOURCE OF REVENUES	ESTIMATED REVENUES 2010	ACTUAL REVENUES* 2010	ESTIMATED REVENUES 2011
<b>GENERAL FUND</b>			
<b>Local taxes</b>			
Local Sales Tax	\$ 13,418,740	\$ 12,266,622	\$ 12,564,250
Cable Franchise Tax	475,000	500,000	500,000
<b>Licenses and permits</b>			
Licenses	184,920	164,750	165,310
Permits	1,108,409	811,056	1,099,930
Fees	20,561	11,276	11,270
<b>Intergovernmental</b>			
State/County Shared	9,687,608	9,687,608	8,360,415
State Grants	106,000	195,756	145,700
Federal Grants	627,165	624,177	881,239
Other	626,783	626,783	607,781
<b>Charges for services</b>			
Reimbursements	257,535	176,300	241,300
Fees	559,211	498,668	533,677
Other	222,391	233,971	246,738
<b>Fines and forfeits</b>			
Fines	286,603	195,000	195,000
<b>Interest on investments</b>			
Interest Income	232,730	88,496	151,374
<b>Contributions</b>			
Voluntary contributions		59	
<b>Miscellaneous</b>			
Miscellaneous	125,000	170,126	145,000
<b>Total General Fund</b>	<b>\$ 27,938,656</b>	<b>\$ 26,250,648</b>	<b>\$ 25,848,984</b>

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

**CITY/TOWN OF \_\_\_\_\_ORO VALLEY\_\_\_\_\_**  
**Summary by Fund Type of Revenues Other Than Property Taxes**  
**Fiscal Year 2011**

SOURCE OF REVENUES	ESTIMATED REVENUES 2010	ACTUAL REVENUES* 2010	ESTIMATED REVENUES 2011
<b>SPECIAL REVENUE FUNDS</b>			
<b>Highway User Revenue Fund</b>			
Local Sales Tax	\$ 1,899,884	\$ 1,029,213	\$ 630,188
Highway User Fuel Tax	2,656,128	2,534,075	2,669,767
Other	112,392	192,330	433,083
<b>Total Highway User Revenue Fund</b>	<b>\$ 4,668,404</b>	<b>\$ 3,755,618</b>	<b>\$ 3,733,038</b>
<b>Public Transportation Fund</b>			
Local Transportation Assistance	\$ 188,544	\$ 104,373	\$
Grants			
Other	194,900	174,168	54,845
<b>Total Public Transportation Fund</b>	<b>\$ 383,444</b>	<b>\$ 278,541</b>	<b>\$ 54,845</b>
<b>Bed Tax Fund</b>			
Local Sales Tax	\$ 550,181	\$ 118,410	\$ 261,569
Other	13,512	7,628	9,000
<b>Total Bed Tax Fund</b>	<b>\$ 563,693</b>	<b>\$ 126,038</b>	<b>\$ 270,569</b>
<b>Seizures &amp; Forfeitures - State Fund</b>			
	\$ 178,000	\$ 102,753	\$ 102,800
<b>Total Seizures &amp; Forfeitures - State Fund</b>	<b>\$ 178,000</b>	<b>\$ 102,753</b>	<b>\$ 102,800</b>
<b>Seizures &amp; Forfeitures - Justice Fund</b>			
	\$ 279,000	\$ 253,587	\$ 253,600
<b>Total Seizures &amp; Forfeitures - Justice Fund</b>	<b>\$ 279,000</b>	<b>\$ 253,587</b>	<b>\$ 253,600</b>
<b>Economic Stimulus Fund</b>			
	\$ 3,000,000	\$	\$
<b>Total Economic Stimulus Fund</b>	<b>\$ 3,000,000</b>	<b>\$</b>	<b>\$</b>
<b>Impound Fee Fund</b>			
Fees	\$ 60,000	\$ 60,000	\$ 60,000
<b>Total Impound Fee Fund</b>	<b>\$ 60,000</b>	<b>\$ 60,000</b>	<b>\$ 60,000</b>
<b>Total Special Revenue Funds</b>	<b>\$ 9,132,541</b>	<b>\$ 4,576,537</b>	<b>\$ 4,474,852</b>

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

**CITY/TOWN OF \_\_\_\_\_ORO VALLEY\_\_\_\_\_**  
**Summary by Fund Type of Revenues Other Than Property Taxes**  
**Fiscal Year 2011**

SOURCE OF REVENUES	ESTIMATED REVENUES 2010	ACTUAL REVENUES* 2010	ESTIMATED REVENUES 2011
<b>DEBT SERVICE FUNDS</b>			
Municipal Debt Service	\$ 2,000	\$ 2	\$ 15,605
	\$ 2,000	\$ 2	\$ 15,605
Oracle Road Improvement District	\$ 367,203	\$ 369,543	\$ 366,203
	\$ 367,203	\$ 369,543	\$ 366,203
<b>Total Debt Service Funds</b>	<b>\$ 369,203</b>	<b>\$ 369,545</b>	<b>\$ 381,808</b>
<b>CAPITAL PROJECTS FUNDS</b>			
<b>Alternative Water Resources Development Impact Fees</b>			
Development Impact Fees	\$ 557,984	\$ 400,000	\$ 468,308
Miscellaneous	1,774,000	1,744,000	2,306,285
<b>Total Alt Water Resources Fees</b>	<b>\$ 2,331,984</b>	<b>\$ 2,144,000</b>	<b>\$ 2,774,593</b>
<b>Potable Water System Development Impact Fees</b>			
Charges for Services	\$ 287,504	\$ 193,295	\$ 249,702
Other	136,000	33,500	33,500
<b>Total Potable Water System Fees</b>	<b>\$ 423,504</b>	<b>\$ 226,795</b>	<b>\$ 283,202</b>
<b>Townwide Roadway Development Impact Fees</b>			
State Grants	\$ 5,919,487	\$ 1,387,875	\$ 8,974,000
Federal Grants			500,000
State/County Shared			
Development Impact Fees	1,051,549	336,100	384,839
Other	74,679	33,129	33,000
<b>Total Roadway Impact Fees</b>	<b>\$ 7,045,715</b>	<b>\$ 1,757,104</b>	<b>\$ 9,891,839</b>
<b>Regional Transportation Authority</b>			
Local Sales Tax	600,000		\$ 50,000
<b>Total Regional Transp Authority</b>	<b>\$ 600,000</b>		<b>\$ 50,000</b>
<b>Steam Pump Ranch</b>			
State/County Shared	283,515		\$ 275,000
Federal Grants	250,000		250,000
<b>Total Steam Pump Ranch</b>	<b>\$ 533,515</b>		<b>\$ 525,000</b>
<b>Naranja Park</b>			
Other			
<b>Total Naranja Park</b>			
<b>Honey Bee Village</b>			
Other	100,000		
<b>Total Honey Bee Village</b>	<b>\$ 100,000</b>		
<b>Municipal Operations Center</b>			
Other	15,295		
<b>Total Municipal Operations Center</b>	<b>\$ 15,295</b>		
<b>Parks &amp; Recreation Impact Fee Fund</b>			
Development Impact Fees	202,425	\$ 164,790	\$ 202,425
<b>Total Parks &amp; Rec Impact Fee Fund</b>	<b>\$ 202,425</b>	<b>\$ 164,790</b>	<b>\$ 202,425</b>

**CITY/TOWN OF     ORO VALLEY**  
**Summary by Fund Type of Revenues Other Than Property Taxes**  
**Fiscal Year 2011**

<b>SOURCE OF REVENUES</b>	<b>ESTIMATED REVENUES 2010</b>	<b>ACTUAL REVENUES* 2010</b>	<b>ESTIMATED REVENUES 2011</b>
<b>Library Impact Fee Fund</b>			
Development Impact Fees	52,050	\$ 42,392	\$ 52,050
<b>Total Library Impact Fee Fund</b>	\$ 52,050	\$ 42,392	\$ 52,050
<b>Police Impact Fee Fund</b>			
Development Impact Fees	69,833	\$ 44,472	\$ 46,483
<b>Total Police Impact Fee Fund</b>	\$ 69,833	\$ 44,472	\$ 46,483
<b>General Government Impact Fee Fund</b>			
Development Impact Fees	119,651	\$ 12,908	\$ 74,880
<b>Total Gen Govt Impact Fee Fund</b>	\$ 119,651	\$ 12,908	\$ 74,880
<b>Total Capital Projects Funds</b>	\$ 11,493,972	\$ 4,392,461	\$ 13,900,472

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

**CITY/TOWN OF      ORO VALLEY**  
**Summary by Fund Type of Revenues Other Than Property Taxes**  
**Fiscal Year 2011**

<b>SOURCE OF REVENUES</b>	<b>ESTIMATED REVENUES 2010</b>	<b>ACTUAL REVENUES* 2010</b>	<b>ESTIMATED REVENUES 2011</b>
<b>ENTERPRISE FUNDS</b>			
<b>Oro Valley Water Utility</b>			
Water Sales	\$ 11,502,100	\$ 11,625,600	\$ 11,689,300
Charges for Services	447,200	458,700	458,700
State Grants			35,000
Other	120,000	44,036	44,000
<b>Total Oro Valley Water Utility</b>	<b>\$ 12,069,300</b>	<b>\$ 12,128,336</b>	<b>\$ 12,227,000</b>
<b>Stormwater Utility</b>			
Federal Grants	\$ 1,275,500	\$ 105,000	\$ 1,188,500
State Grants	726,100	310,000	930,100
Charges for Services	740,000	740,700	743,500
Other	1,982	1,920	1,500
<b>Total Stormwater Utility</b>	<b>\$ 2,743,582</b>	<b>\$ 1,157,620</b>	<b>\$ 2,863,600</b>
<b>Total Enterprise Funds</b>	<b>\$ 14,812,882</b>	<b>\$ 13,285,956</b>	<b>\$ 15,090,600</b>

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



**CITY/TOWN OF      ORO VALLEY**  
**Summary by Fund Type of Revenues Other Than Property Taxes**  
**Fiscal Year 2011**

<b>SOURCE OF REVENUES</b>	<b>ESTIMATED REVENUES 2010</b>	<b>ACTUAL REVENUES* 2010</b>	<b>ESTIMATED REVENUES 2011</b>
<b>INTERNAL SERVICE FUNDS</b>			
<b>Fleet Maintenance</b>			
Other	\$	1,977	\$
<b>Total Fleet Maintenance</b>	\$	1,977	\$
<b>Total Internal Service Funds</b>	\$	1,977	\$
<b>TOTAL ALL FUNDS</b>	\$ 63,747,254	\$ 48,877,124	\$ 59,696,716

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

**CITY/TOWN OF           ORO VALLEY**  
**Summary by Fund Type of Other Financing Sources/<Uses> and Interfund Transfers**  
**Fiscal Year 2011**

<b>FUND</b>	<b>OTHER FINANCING 2011</b>		<b>INTERFUND TRANSFERS 2011</b>	
	<b>SOURCES</b>	<b>&lt;USES&gt;</b>	<b>IN</b>	<b>&lt;OUT&gt;</b>
<b>GENERAL FUND</b>				
Transfer to Public Transportation Fund	\$ _____	\$ _____	\$ _____	\$ 400,000
Transfer to Municipal Debt Service Fund	_____	_____	_____	136,435
Transfer from Capital Project Fund	_____	_____	367,000	_____
Transfer to Internal Service Fund	_____	_____	_____	452,612
Transfer from Steam Pump Fund	_____	_____	_____	_____
<b>Total General Fund</b>	<b>\$ _____</b>	<b>\$ _____</b>	<b>\$ 367,000</b>	<b>\$ 989,047</b>
<b>SPECIAL REVENUE FUNDS</b>				
Highway Fund	\$ _____	\$ _____	\$ 64,804	\$ 203,033
Public Transportation Fund	_____	_____	400,000	80,000
_____	_____	_____	_____	_____
_____	_____	_____	_____	_____
<b>Total Special Revenue Funds</b>	<b>\$ _____</b>	<b>\$ _____</b>	<b>\$ 464,804</b>	<b>\$ 283,033</b>
<b>DEBT SERVICE FUNDS</b>				
Municipal Debt Service Fund	\$ _____	\$ _____	\$ 136,754	\$ _____
_____	_____	_____	_____	_____
_____	_____	_____	_____	_____
<b>Total Debt Service Funds</b>	<b>\$ _____</b>	<b>\$ _____</b>	<b>\$ 136,754</b>	<b>\$ _____</b>
<b>CAPITAL PROJECTS FUNDS</b>				
Alternative Water Resources Dev	\$ _____	\$ _____	\$ _____	\$ 100,000
Steam Pump Ranch Fund	_____	_____	_____	367,000
Solar Photovoltaic Fund	2,500,000	_____	_____	_____
Townwide Roadway Dev Impact Fee	10,000,000	_____	_____	_____
<b>Total Capital Projects Funds</b>	<b>\$ 12,500,000</b>	<b>\$ _____</b>	<b>\$ _____</b>	<b>\$ 467,000</b>
<b>ENTERPRISE FUNDS</b>				
Oro Valley Water Utility	\$ 1,800,000	\$ _____	\$ 100,000	\$ 95,642
Stormwater Utility	_____	_____	_____	108,804
_____	_____	_____	_____	_____
<b>Total Enterprise Funds</b>	<b>\$ 1,800,000</b>	<b>\$ _____</b>	<b>\$ 100,000</b>	<b>\$ 204,446</b>
<b>INTERNAL SERVICE FUNDS</b>				
Fleet Maintenance	\$ _____	\$ _____	\$ 874,968	\$ _____
_____	_____	_____	_____	_____
_____	_____	_____	_____	_____
<b>Total Internal Service Funds</b>	<b>\$ _____</b>	<b>\$ _____</b>	<b>\$ 874,968</b>	<b>\$ _____</b>
<b>TOTAL ALL FUNDS</b>	<b>\$ 14,300,000</b>	<b>\$ _____</b>	<b>\$ 1,943,526</b>	<b>\$ 1,943,526</b>

**CITY/TOWN OF       ORO VALLEY**  
**Summary by Department of Expenditures/Expenses Within Each Fund Type**  
**Fiscal Year 2011**

FUND/DEPARTMENT	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2010	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2010	ACTUAL EXPENDITURES/ EXPENSES* 2010	BUDGETED EXPENDITURES/ EXPENSES 2011
<b>GENERAL FUND</b>				
Council	\$ 237,012	\$	\$ 193,231	\$ 220,610
Clerk	524,020		459,328	378,581
Develop. & Infrastructure Svcs.				3,084,586
Building Safety	1,411,625		1,170,188	
Development Review	522,613		414,034	
Planning and Zoning	1,794,040		1,231,750	
Facilities Maintenance	326,948		259,150	
Finance	841,141		774,667	727,613
General Administration	2,165,064		1,609,516	2,469,851
Human Resources	488,000		428,640	484,189
Information Technology	1,097,298		1,078,574	1,120,106
Legal	920,971		798,913	842,785
Magistrate Court	769,183		744,513	753,772
Manager	910,736		857,414	974,906
Economic Development	75,649		72,500	
Parks, Rec, Library and Cultural Resources				2,947,715
Parks and Recreation	1,925,447		1,890,948	
Library	1,237,433		1,180,137	
Police	12,228,109		11,819,104	11,566,573
Contingency Reserve	13,090,582	(2,605,662)		10,620,363
<b>Total General Fund</b>	<b>\$ 40,565,871</b>	<b>\$ (2,605,662)</b>	<b>\$ 24,982,607</b>	<b>\$ 36,191,650</b>
<b>SPECIAL REVENUE FUNDS</b>				
Highway	\$ 8,306,725	\$	\$ 3,308,031	\$ 7,674,342
Public Transportation	656,374		461,989	456,852
Seizures and Forfeitures	755,562		55,150	869,890
Bed Tax	1,992,528		366,874	1,303,218
Economic Stimulus	3,000,000			
Impound Fee	100,000		93,876	66,124
<b>Total Special Revenue Funds</b>	<b>\$ 14,811,189</b>	<b>\$</b>	<b>\$ 4,285,920</b>	<b>\$ 10,370,426</b>
<b>DEBT SERVICE FUNDS</b>				
Municipal Debt Service	\$ 1,194,675	\$ 8,206,383	\$ 7,517,764	\$ 2,061,607
Oracle Road Improvement District	464,860		368,803	378,012
<b>Total Debt Service Funds</b>	<b>\$ 1,659,535</b>	<b>\$ 8,206,383</b>	<b>\$ 7,886,567</b>	<b>\$ 2,439,619</b>
<b>CAPITAL PROJECTS FUNDS</b>				
Regional Transportation Authority	\$ 600,000	\$	\$	\$ 50,000
Townwide Roadway Dev Impact Fee	9,507,471		1,964,092	21,957,121
Capital Asset Replacement				499,639
Steam Pump Ranch	1,077,773		79,500	645,304
Honey Bee Village	100,000			8,229
Naranja Park	258,821			258,821
Municipal Operations Center	5,868,462	(5,600,721)	217,838	
Alternative Water Resources Dev Impact Fee	5,376,118		1,942,036	4,291,729
Potable Water System Dev Impact Fee	10,768,670		688,371	10,568,100
Parks & Rec Impact Fee	342,773			410,401
Library Impact Fee	88,138			105,551
Police Impact Fee	96,509			99,161
General Government Impact Fee	152,285			149,353
Solar Photovoltaic				2,500,000
<b>Total Capital Projects Funds</b>	<b>\$ 34,237,020</b>	<b>\$ (5,600,721)</b>	<b>\$ 4,891,837</b>	<b>\$ 41,543,409</b>
<b>ENTERPRISE FUNDS</b>				
Oro Valley Water Utility	\$ 26,516,254	\$	\$ 16,550,297	\$ 21,731,311
Stormwater Utility	2,863,560		1,120,546	3,057,402
<b>Total Enterprise Funds</b>	<b>\$ 29,379,814</b>	<b>\$</b>	<b>\$ 17,670,843</b>	<b>\$ 24,788,713</b>
<b>INTERNAL SERVICE FUNDS</b>				
Fleet Maintenance	\$ 895,914	\$	\$ 897,891	\$ 874,968
<b>Total Internal Service Funds</b>	<b>\$ 895,914</b>	<b>\$</b>	<b>\$ 897,891</b>	<b>\$ 874,968</b>
<b>TOTAL ALL FUNDS</b>	<b>\$ 121,549,343</b>	<b>\$</b>	<b>\$ 60,615,665</b>	<b>\$ 116,208,785</b>

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

**CITY/TOWN OF      ORO VALLEY**  
**Summary by Department of Expenditures/Expenses**  
**Fiscal Year 2011**

<b>DEPARTMENT/FUND</b>	<b>ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2010</b>	<b>EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2010</b>	<b>ACTUAL EXPENDITURES/ EXPENSES * 2010</b>	<b>BUDGETED EXPENDITURES/ EXPENSES 2011</b>
<b>Public Works:</b>				
General Fund	\$ 849,561	\$	\$ 673,184	\$
Highway Fund	8,306,725		3,308,031	
Townwide Dev Impact Fee	9,507,471		1,964,092	
Stormwater Utility Fund	2,863,560		1,120,546	
Regional Transportation	600,000			
Fleet Maintenance	895,914		897,891	
Economic Stimulus Fund	3,000,000			
<b>Department Total</b>	<b>\$ 26,023,231</b>	<b>\$</b>	<b>\$ 7,963,744</b>	<b>\$</b>
<b>Development and Infrastructure Svcs:</b>				
General Fund	\$	\$	\$	\$ 3,084,586
Highway Fund				7,674,342
Public Transit Fund				456,852
Townwide Dev Impact Fee				21,957,121
Stormwater Utility Fund				3,057,402
Regional Transportation Authority Fund				50,000
Fleet Maintenance				874,968
<b>Department Total</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$ 37,155,271</b>
<b>Water Utility:</b>				
Oro Valley Water Utility Fund	\$ 26,516,254	\$	\$ 16,550,297	\$ 21,731,311
Alternative Water Resources	5,376,118		1,942,036	4,291,729
Potable Water System	10,768,670		688,371	10,568,100
<b>Department Total</b>	<b>\$ 42,661,042</b>	<b>\$</b>	<b>\$ 19,180,704</b>	<b>\$ 36,591,140</b>
<b>General Administration:</b>				
General Fund	\$ 2,165,064	\$	\$ 1,609,516	\$ 2,469,851
Municipal Operations Center			217,938	
Capital Asset Replacement				499,639
Steam Pump Ranch	1,077,773		79,500	
Honey Bee Village	100,000			
Naranja Park				
Municipal Debt Service	1,194,675		7,517,764	2,061,607
Oracle Rd Improvement District	464,860		368,803	378,012
General Gov Impact Fee Fund	152,285			149,353
Solar Photovoltaic Fund				2,500,000
<b>Department Total</b>	<b>\$ 5,154,657</b>	<b>\$</b>	<b>\$ 9,793,521</b>	<b>\$ 8,058,462</b>
<b>Manager:</b>				
General Fund	\$	\$	\$ 857,414	\$ 974,906
Bed Tax Fund				315,348
<b>Department Total</b>	<b>\$</b>	<b>\$</b>	<b>\$ 857,414</b>	<b>\$ 1,290,254</b>
<b>Economic Development:</b>				
General Fund	\$ 75,649	\$	\$ 72,500	\$
Bed Tax Fund	500,254		366,874	
<b>Department Total</b>	<b>\$ 575,903</b>	<b>\$</b>	<b>\$ 439,374</b>	<b>\$</b>

**CITY/TOWN OF     ORO VALLEY**  
**Summary by Department of Expenditures/Expenses**  
**Fiscal Year 2011**

<b>DEPARTMENT/FUND</b>	<b>ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2010</b>	<b>EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2010</b>	<b>ACTUAL EXPENDITURES/ EXPENSES * 2010</b>	<b>BUDGETED EXPENDITURES/ EXPENSES 2011</b>
<b>Parks and Recreation:</b>				
General Fund	\$ 1,925,447	\$	\$ 1,890,948	\$
Parks and Rec Impact Fee Fund				
<b>Department Total</b>	<b>\$ 1,925,447</b>	<b>\$</b>	<b>\$ 1,890,948</b>	<b>\$</b>
<b>Parks, Rec, Library &amp; Cultural Resources:</b>				
General Fund	\$	\$	\$	\$ 2,947,715
Parks and Rec Impact Fee Fund				410,401
Library Impact Fee Fund				105,551
Steam Pump Ranch				645,304
Naranja Park				258,821
Honey Bee Village				8,229
<b>Department Total</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$ 4,376,021</b>
<b>Police:</b>				
General Fund	\$ 12,228,109	\$	\$ 11,819,104	\$ 11,566,573
Seizures & Forfeitures	755,562		55,150	869,890
Police Impact Fee Fund	96,509			99,161
Impound Fee Fund	100,000		93,876	66,124
<b>Department Total</b>	<b>\$ 13,180,180</b>	<b>\$</b>	<b>\$ 11,968,130</b>	<b>\$ 12,601,748</b>
<b>Library:</b>				
General Fund	\$ 1,237,433	\$	\$ 1,180,137	\$
Library Impact Fee Fund	88,138			
<b>Department Total</b>	<b>\$ 1,325,571</b>	<b>\$</b>	<b>\$ 1,180,137</b>	<b>\$</b>

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

This Page Intentionally Left Blank



# **Town of Oro Valley**

*Caring for our heritage, our community, our future.*

This Page Intentionally Left Blank





## Personnel Schedule

	FY 2008	FY 2009	FY 2010		FY 2011	+/- to Budget
	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	-
Office Specialist	1.00	-	-	-	-	-
Senior Office Assistant	1.60	1.60	1.63	1.00	1.00	(0.63)
Office Assistant	-	-	-	-	0.63	0.63
<b>Total Clerk</b>	<b>4.60</b>	<b>4.60</b>	<b>4.63</b>	<b>4.00</b>	<b>4.63</b>	<b>-</b>
<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>
<b>Development Services (Dev. Section)</b>						
Director, Dev. & Infrastructure Svcs.	-	-	-	-	1.00	1.00
Division Manager, Permitting	-	-	-	-	1.00	1.00
Division Manager, Planning	-	-	-	-	1.00	1.00
Division Manager, Inspection & Compliance	-	-	-	-	1.00	1.00
Senior Civil Engineer	-	-	-	-	1.00	1.00
Conservation & Sustainability Administrator	-	-	-	-	1.00	1.00
Principal Planner	-	-	-	-	1.00	1.00
Senior Planner	-	-	-	-	3.00	3.00
Building Inspector II	-	-	-	-	4.00	4.00
Code Compliance Coordinator	-	-	-	-	1.00	1.00
Development Coordinator	-	-	-	-	1.00	1.00
Special Projects Coordinator	-	-	-	-	1.00	1.00
Engineering Design Reviewer	-	-	-	-	1.00	1.00
Civil Engineering Technician	-	-	-	-	1.00	1.00
Building Permit Technician	-	-	-	-	2.00	2.00
Zoning Technician	-	-	-	-	1.00	1.00
Plans Examiner II	-	-	-	-	2.00	2.00
Plans Examiner I	-	-	-	-	1.00	1.00
Zoning Plans Examiner	-	-	-	-	1.00	1.00
Office Specialist/Ombudsman	-	-	-	-	1.00	1.00
Senior Office Specialist	-	-	-	-	1.00	1.00
Senior Office Assistant	-	-	-	-	2.00	2.00
<b>Total Development Svcs. (Dev. Section)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>30.00</b>	<b>30.00</b>
<b>Public Works (Highway Fund)</b>						
Town Engineer	1.00	1.00	1.00	1.00	1.00	-
Transit Services Administrator	-	-	-	-	0.50	0.50
Engineering Division Manager	1.00	1.00	1.00	1.00	1.00	-
Operations Division Manager	1.00	1.00	1.00	1.00	0.75	(0.25)
Senior Civil Engineer	1.00	1.00	1.00	1.00	1.00	-
Civil Engineer	2.00	2.00	2.00	2.00	1.80	(0.20)
Construction Manager	1.00	1.00	1.00	-	-	(1.00)
Streets Superintendent	1.00	-	-	-	-	-
Civil Engineer Designer	2.00	2.00	2.00	2.00	2.00	-
Senior Traffic Technician	1.00	1.00	1.00	1.00	1.00	-
Senior Civil Engineer Tech	2.00	1.00	1.00	1.00	1.00	-
Streets & Drainage Senior Crew Leader	-	1.00	1.00	1.00	1.00	-
Construction Inspector	1.00	1.00	1.00	1.00	1.00	-
Administrative Coordinator	1.00	1.00	1.00	1.00	1.00	-
Facilities Maintenance Technician	-	1.00	-	-	-	-
Traffic Technician	1.00	1.00	1.00	1.00	1.00	-
Heavy Equipment Mechanic	1.00	1.00	-	-	-	-
Civil Engineer Tech	2.00	-	1.00	-	-	(1.00)
Pavement Management Specialist	1.00	1.00	1.00	1.00	1.00	-
Streets & Drainage Crew Leader	2.00	2.00	3.00	2.00	2.00	(1.00)
Traffic Signs/Markings Crew Leader	1.00	1.00	-	1.00	1.00	1.00
Senior Heavy Equipment Crew Lead	1.00	-	-	-	-	-
Senior Heavy Equipment Operator	-	1.00	1.00	1.00	1.00	-
Senior Traffic Signs/Markings Worker	2.00	1.00	1.00	1.00	1.00	-



## Personnel Schedule

	FY 2008	FY 2009	FY 2010		FY 2011	+/- to Budget
	Actual		Budget	Projected	Budget	
Office Specialist	-	1.00	1.00	1.00	0.75	(0.25)
Heavy Equipment Operator	1.00	5.00	5.00	4.00	4.00	(1.00)
Traffic Signs/Markings Worker	2.00	1.00	1.00	1.00	1.00	-
Senior Maintenance Worker	1.00	-	-	-	-	-
Construction Clerk	1.00	1.00	1.00	-	-	(1.00)
Senior Office Assistant	2.00	1.63	1.63	0.64	0.50	(1.13)
Office Assistant	0.50	-	-	-	-	-
Maintenance Worker	2.00	2.00	2.00	2.00	2.00	-
<b>Total Public Works (Highway Fund)</b>	<b>35.50</b>	<b>34.63</b>	<b>33.63</b>	<b>28.64</b>	<b>28.30</b>	<b>(5.33)</b>
<b>Facilities Maintenance</b>						
Facilities Maintenance Crew Leader	-	1.00	1.00	1.00	1.00	-
Facilities Maintenance Tech	1.00	-	1.00	1.00	1.00	-
Civil Engineer	-	-	-	-	0.20	0.20
Senior Office Assistant	-	-	-	-	0.15	0.15
<b>Total Facilities Maintenance</b>	<b>1.00</b>	<b>1.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.35</b>	<b>0.35</b>
<b>Fleet Maintenance</b>						
Maintenance Technician	-	-	1.00	-	-	(1.00)
Heavy Equipment Mechanic	-	-	1.00	-	-	(1.00)
Fleet Maintenance Mechanic III	-	-	-	1.00	1.00	1.00
Fleet Maintenance Mechanic II	-	-	-	1.00	1.00	1.00
Senior Office Assistant	-	-	0.37	0.37	0.35	(0.02)
<b>Total Fleet Maintenance</b>	<b>-</b>	<b>-</b>	<b>2.37</b>	<b>2.37</b>	<b>2.35</b>	<b>(0.02)</b>
<b>Stormwater Utility</b>						
Operations Division Manager	-	-	-	-	0.25	0.25
Stormwater Engineer	1.00	1.00	1.00	1.00	1.00	-
Civil Engineer	-	-	-	1.00	1.00	1.00
Civil Engineer Tech	1.00	1.00	1.00	1.00	1.00	-
Office Specialist	-	-	-	-	0.25	0.25
Intern	-	0.30	0.30	-	-	(0.30)
<b>Total Stormwater Utility</b>	<b>2.00</b>	<b>2.30</b>	<b>2.30</b>	<b>3.00</b>	<b>3.50</b>	<b>1.20</b>
<b>Transit</b>						
Transit Services Administrator	1.00	1.00	1.00	1.00	0.50	(0.50)
Transit Coordinator	-	-	-	-	-	-
Dispatcher	1.50	1.00	1.00	1.00	1.00	-
Lead Transit Driver	1.00	1.00	1.00	1.00	1.00	-
Driver	7.12	5.99	7.10	4.74	4.74	(2.36)
<b>Total Transit</b>	<b>10.62</b>	<b>8.99</b>	<b>10.10</b>	<b>7.74</b>	<b>7.24</b>	<b>(2.86)</b>
<b>Building Safety</b>						
Building Safety Director	1.00	1.00	1.00	1.00	-	(1.00)
Assistant Building Official	1.00	1.00	1.00	-	-	(1.00)
Chief Building Inspector	1.00	1.00	1.00	1.00	-	(1.00)
Plans Examiner II	3.00	4.00	4.00	4.00	-	(4.00)
Plans Examiner I	1.00	-	-	-	-	-
Building Inspector II	4.00	6.00	6.00	5.00	-	(6.00)
Building Inspector I	2.00	-	-	-	-	-
Senior Building Permit Technician	1.00	-	-	-	-	-
Building Permit Technician	2.00	2.00	2.00	2.00	-	(2.00)
Office Specialist	1.00	1.00	1.00	-	-	(1.00)
Senior Office Assistant	1.00	-	1.00	1.00	-	(1.00)
<b>Total Building Safety</b>	<b>18.00</b>	<b>16.00</b>	<b>17.00</b>	<b>14.00</b>	<b>-</b>	<b>(17.00)</b>
<b>Development Review</b>						
Development Review 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)
Civil Engineer	1.00	1.00	1.00	-	-	(1.00)
Engineering Design Reviewer	1.00	1.00	1.00	1.00	-	(1.00)
Civil Engineering Tech	2.00	2.00	2.00	1.00	-	(2.00)
<b>Total Development Review</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>4.00</b>	<b>-</b>	<b>(6.00)</b>



## Personnel Schedule

	FY 2008	FY 2009	FY 2010		FY 2011	+/- to Budget
	Actual		Budget	Projected	Budget	
<b>Planning &amp; Zoning</b>						
Planning & Zoning Director	1.00	1.00	1.00	-	-	(1.00)
Assistant Planning & Zoning Director	-	1.00	1.00	1.00	-	(1.00)
Principal Planner	1.00	1.00	1.00	1.00	-	(1.00)
Senior Planner	3.00	3.00	3.00	3.00	-	(3.00)
Special Projects Coordinator	1.00	1.00	1.00	1.00	-	(1.00)
Planner	1.00	1.00	1.00	1.00	-	(1.00)
Zoning Program Supervisor	1.00	1.00	1.00	1.00	-	(1.00)
Zoning Inspector	1.00	1.00	1.00	1.00	-	(1.00)
Planning Technician	1.00	1.00	1.00	1.00	-	(1.00)
Development Coordinator	2.00	2.00	2.00	1.00	-	(2.00)
Zoning Inspector Technician	1.00	1.00	1.00	-	-	(1.00)
Senior Office Specialist	1.00	1.00	1.00	1.00	-	(1.00)
Senior Office Assistant	1.00	1.00	1.00	1.00	-	(1.00)
Office Assistant	0.50	1.00	1.00	-	-	(1.00)
Intern	0.50	-	-	-	-	-
<b>Total Planning &amp; Zoning</b>	<b>16.00</b>	<b>17.00</b>	<b>17.00</b>	<b>13.00</b>	<b>-</b>	<b>(17.00)</b>
<b>Finance</b>						
Finance Director	1.00	1.00	1.00	1.00	1.00	-
Procurement Administrator	1.00	1.00	1.00	1.00	1.00	-
Accounting Supervisor	1.00	1.00	1.00	1.00	1.00	-
Management & Budget Analyst	1.00	1.00	1.00	1.00	1.00	-
Senior Accountant	1.00	1.00	1.00	1.00	1.00	-
Finance Analyst	1.00	1.00	1.00	1.00	1.00	-
Senior Office Specialist	1.00	1.00	1.00	-	-	(1.00)
Payroll Specialist	1.00	1.00	1.00	-	-	(1.00)
Accounting Clerk	1.00	1.00	1.00	1.00	1.00	-
<b>Total Finance</b>	<b>9.00</b>	<b>9.00</b>	<b>9.00</b>	<b>7.00</b>	<b>7.00</b>	<b>(2.00)</b>
<b>Human Resources</b>						
Human Resource Director	1.00	1.00	1.00	1.00	1.00	-
Safety & Risk Manager	-	-	1.00	1.00	1.00	-
Employee and Org. Dev. Analyst	1.00	1.00	1.00	-	1.00	-
Human Resource Specialist	2.00	2.00	2.00	2.00	2.00	-
<b>Total Human Resources</b>	<b>4.00</b>	<b>4.00</b>	<b>5.00</b>	<b>4.00</b>	<b>5.00</b>	<b>-</b>
<b>Information Technology</b>						
IT Director	1.00	1.00	1.00	1.00	1.00	-
Network Administrator	1.00	1.00	1.00	1.00	1.00	-
Network Manager	-	-	1.00	1.00	1.00	-
Systems Analyst	-	1.00	1.00	1.00	1.00	-
Webmaster	1.00	-	-	-	-	-
Data Base Analyst	1.00	1.00	1.00	1.00	1.00	-
Senior GIS Analyst	1.00	-	-	-	-	-
GIS Analyst	2.00	2.00	2.00	2.00	2.00	-
IT Technician	1.00	1.00	1.00	1.00	1.00	-
<b>Total Information Technology</b>	<b>8.00</b>	<b>7.00</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>	<b>-</b>
<b>Legal</b>						
Town Attorney	1.00	1.00	1.00	1.00	1.00	-
Town Prosecutor	1.00	1.00	1.00	1.00	1.00	-
Chief Civil Deputy Attorney	1.00	1.00	1.00	1.00	1.00	-
Assistant Town Prosecutor	1.00	1.00	1.00	1.00	1.00	-
Civil Attorney	1.00	1.00	-	-	-	-
Senior Paralegal	1.00	1.00	1.00	1.00	1.00	-
Paralegal II	1.00	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	1.00	-
Law Clerk	0.25	-	0.25	-	-	(0.25)
Office Assistant	1.00	1.00	1.00	1.00	1.00	-
<b>Total Legal</b>	<b>10.25</b>	<b>10.00</b>	<b>9.25</b>	<b>8.00</b>	<b>8.00</b>	<b>(1.25)</b>



## Personnel Schedule

	FY 2008	FY 2009	FY 2010		FY 2011	+/- to Budget
	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	4.00	3.00	3.00	3.00	3.00	-
Court Clerk	0.50	2.00	2.00	2.00	2.00	-
Bailiff	1.00	1.00	1.00	1.00	1.00	-
<b>Total Magistrate Court</b>	<b>8.50</b>	<b>9.00</b>	<b>9.00</b>	<b>9.00</b>	<b>9.00</b>	<b>-</b>
<b>Manager</b>						
Town Manager	1.00	1.00	1.00	-	1.00	-
Assistant Town Manager	1.00	1.00	1.00	1.00	1.00	-
Assistant to the Town Manager	1.00	1.00	1.00	1.00	1.00	-
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	-	0.40	-	0.40	-	-
Economic Development Administrator	1.00	-	-	-	-	-
Economic Development Manager	1.00	1.00	1.00	1.00	1.00	-
Economic Development Intern	0.25	0.40	0.80	0.40	0.40	(0.40)
Communications Administrator	1.00	1.00	1.00	1.00	1.00	-
Public Information Officer	-	-	1.00	1.00	1.00	-
Communications Specialist	1.00	1.00	1.00	1.00	1.00	-
Communications Intern	0.10	0.10	0.10	0.10	0.10	-
Constituent Services Coordinator	1.00	1.00	1.00	1.00	1.00	-
<b>Total Manager</b>	<b>10.35</b>	<b>9.90</b>	<b>10.90</b>	<b>9.90</b>	<b>10.50</b>	<b>(0.40)</b>
<b>Parks, Recreation, Library &amp; Cultural Rscs.</b>						
Parks & Recreation Director	1.00	1.00	1.00	1.00	1.00	-
Parks Maintenance Manager	1.00	1.00	1.00	1.00	1.00	-
Recreation Manager	1.00	1.00	1.00	1.00	1.00	-
Multimodal Planner	1.00	1.00	1.00	1.00	1.00	-
Aquatics Manager	1.00	1.00	1.00	1.00	1.00	-
Parks Maintenance Crew Leader	1.00	1.00	1.00	1.00	1.00	-
Senior Park Maintenance Worker	2.00	2.00	2.00	2.00	2.00	-
Senior Office Specialist	1.00	1.00	1.00	1.00	1.00	-
Senior Office Assistant	1.00	1.00	1.00	1.00	1.00	-
Assistant Recreation Manager	1.00	1.00	1.00	1.00	1.00	-
Recreation Leader	0.40	0.34	0.40	0.40	0.40	-
Assistant Pool Manager	0.50	0.50	0.75	-	-	(0.75)
Park Maintenance Worker	3.00	3.00	3.00	3.00	3.00	-
Park Monitor	1.40	1.40	1.40	0.70	0.70	(0.70)
Recreation Aide	3.70	3.04	3.70	3.05	2.70	(1.00)
Water Safety Instructor	8.10	8.30	6.80	9.30	6.15	(0.65)
Library Services Manager	1.00	1.00	1.00	1.00	1.00	-
Senior Librarian	1.00	-	-	-	-	-
Librarian	3.00	4.00	4.00	4.00	4.00	-
Office Specialist	1.00	1.00	1.00	1.00	1.00	-
Library Associate	5.40	5.17	5.42	4.95	4.95	(0.47)
Customer Service Representative	3.45	2.96	2.96	4.50	4.36	1.40
Library Page	4.50	4.55	4.15	3.05	3.05	(1.10)
<b>Total Parks, Rec, Library &amp; Cultural Rscs.</b>	<b>47.45</b>	<b>46.26</b>	<b>45.58</b>	<b>45.95</b>	<b>42.31</b>	<b>(3.27)</b>
<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	13.00	13.00	13.00	13.00	13.00	-
Detective	5.00	6.00	5.00	5.00	5.00	-
Patrol Officer	55.00	53.00	51.00	49.00	48.00	(3.00)
Motorcycle Officer	6.00	5.00	7.00	7.00	7.00	-
School Resource Officer	7.00	7.00	7.00	7.00	7.00	-
K-9 Officer	4.00	4.00	4.00	4.00	4.00	-



## Personnel Schedule

	FY 2008	FY 2009	FY 2010		FY 2011	+/- to Budget
	Actual		Budget	Projected	Budget	
DUI Officer	2.00	2.00	2.00	2.00	2.00	-
Training Officer	1.00	1.00	1.00	1.00	1.00	-
Reserve Officer	2.85	2.38	2.38	1.90	2.38	-
Communications Supervisor	1.00	1.00	1.00	1.00	1.00	-
Lead Dispatcher	3.00	3.00	3.00	3.00	3.00	-
Dispatcher	10.00	9.00	10.00	9.00	9.00	(1.00)
Records Supervisor	1.00	1.00	1.00	1.00	1.00	-
Records Specialist	6.50	6.50	6.00	6.00	6.00	-
Lead IT Forensics Technician	1.00	1.00	1.00	1.00	1.00	-
Property Forensics Technician	2.00	2.00	2.00	2.00	2.00	-
Professional Dev. & Training Administrator	1.00	1.00	-	-	-	-
Public Information Officer	1.00	1.00	-	-	-	-
Administrative Services Manager	1.00	1.00	1.00	1.00	1.00	-
Crime Analyst	1.00	1.00	1.00	1.00	1.00	-
Emergency Response Planner	-	-	-	-	1.00	(1) 1.00
Senior Office Specialist	1.00	1.00	1.00	1.00	1.00	-
Office Specialist	2.00	2.00	2.00	2.00	2.00	-
Maintenance Technician	1.00	1.00	-	-	-	-
Office Assistant	1.50	1.50	1.50	1.70	1.70	0.20
<b>Total Police</b>	<b>138.85</b>	<b>135.38</b>	<b>131.88</b>	<b>128.60</b>	<b>129.08</b>	<b>(2.80)</b>
<b>Water Utility</b>						
Water Utility Director	1.00	1.00	1.00	1.00	1.00	-
Engineering Division Manager	1.00	1.00	1.00	1.00	1.00	-
Water Utility Administrator	1.00	1.00	1.00	1.00	1.00	-
Water Production Superintendent	1.00	1.00	1.00	1.00	1.00	-
Water Distribution Superintendent	1.00	1.00	1.00	1.00	1.00	-
Water Engineer Project Manager	1.00	1.00	1.00	1.00	1.00	-
Meter Reader Supervisor	-	1.00	1.00	1.00	1.00	-
Engineering Design Reviewer	1.00	1.00	1.00	1.00	1.00	-
Water Conservation Specialist	1.00	1.00	1.00	1.00	1.00	-
Lead Water Utility Operator	4.00	4.00	4.00	4.00	4.00	-
Senior Civil Engineer Tech	-	-	-	-	-	-
GIS Analyst	-	-	-	-	-	-
Construction Inspector	2.00	2.00	2.00	2.00	2.00	-
Civil Engineer Tech	1.00	1.00	1.00	1.00	1.00	-
Water Utility Operator II	8.00	7.00	7.00	7.00	7.00	-
Senior Office Specialist	1.00	1.00	1.00	1.00	1.00	-
Customer Service Supervisor	1.00	1.00	1.00	1.00	1.00	-
Water Utility Operator I	6.00	7.00	7.00	6.00	7.00	-
Office Specialist	-	-	-	-	-	-
Customer Service Representative	4.00	4.00	4.00	4.00	4.00	-
Water Conservation Assistant	0.50	0.50	0.50	-	-	(0.50)
<b>Total Water Utility</b>	<b>35.50</b>	<b>36.50</b>	<b>36.50</b>	<b>35.00</b>	<b>36.00</b>	<b>(0.50)</b>
<b>Total Personnel</b>	<b>372.62</b>	<b>364.56</b>	<b>367.14</b>	<b>341.20</b>	<b>340.26</b>	<b>(26.88)</b>

(1) Position contingent upon Department of Justice Homeland Security grant funding

This Page Intentionally Left Blank



# **Town of Oro Valley**

*Caring for our heritage, our community, our future.*

This Page Intentionally Left Blank





## Debt Service Schedules

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

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

**Debt Service:**

<u>Fiscal Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2011	266,500	376,710	643,210
2012	780,000	358,896	1,138,896
2013	893,750	322,902	1,216,652
2014	942,500	276,996	1,219,496
2015-2019	5,375,500	709,172	6,084,672
2020	897,000	19,286	916,286
<b>Total</b>	<b>\$9,155,250</b>	<b>\$2,063,961</b>	<b>\$11,219,211</b>

### \$29,205,000 Senior Lien Water Project Revenue Bonds, Series 2003

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

**Debt Service:**

<u>Fiscal Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2011	1,355,000	1,167,954	2,522,954
2012	1,400,000	1,123,185	2,523,185
2013	1,445,000	1,067,923	2,512,923
2014-2018	5,315,000	4,628,355	9,943,355
2019-2023	6,745,000	3,151,125	9,896,125
2024-2028	7,440,000	1,355,750	8,795,750
2029	1,665,000	41,625	1,706,625
<b>Total</b>	<b>\$25,365,000</b>	<b>\$12,535,916</b>	<b>\$37,900,916</b>



## Debt Service Schedules

### \$6,215,000 Excise Tax Revenue Obligations, Series 2005

**Date:** September 29, 2005

**Interest:** Payable semiannually commencing on July 1, 2006, and semiannually thereafter on January 1 and July 1 of each year.

**Purpose:** The bonds were issued for the land acquisition, development costs and construction of a Municipal Operations Center.

**Security:** Excise Taxes

**Debt Service:**

<u>Fiscal Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2011	250,000	208,738	458,738
2012	255,000	200,369	455,369
2013	265,000	189,613	454,613
2014-2018	1,495,000	780,544	2,275,544
2019-2023	1,810,000	454,731	2,264,731
2024-2026	1,275,000	81,503	1,356,503
Total	\$5,350,000	\$1,915,497	\$7,265,497

### \$3,945,000 Roadway Improvement Assessment Bonds, Series 2005

**Date:** January 20, 2005

**Interest:** Payable semiannually commencing on July 1, 2005, and semiannually thereafter on January 1 and July 1 of each year.

**Purpose:** The bonds were issued for the improvement of Oracle Road along the Rooney Ranch development.

**Security:** The bonds are payable from and secured by special assessment proceeds.

**Debt Service:**

<u>Fiscal Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2011	225,000	146,828	371,828
2012	235,000	135,578	370,578
2013	250,000	123,828	373,828
2014-2018	1,415,000	438,738	1,853,738
2019-2021	1,020,000	97,158	1,117,158
Total	\$3,145,000	\$942,128	\$4,087,128



## Debt Service Schedules

### \$17,810,000 Excise Tax Revenue Refunding Bonds, Series 2007

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

**Debt Service:**

<u>Fiscal Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2011	865,000	761,406	1,626,406
2012	115,000	740,581	855,581
2013	120,000	735,588	855,588
2014-2018	2,265,000	3,493,731	5,758,731
2019-2023	6,880,000	2,435,700	9,315,700
2024-2027	7,130,000	626,663	7,756,663
Total	\$17,375,000	\$8,793,669	\$26,168,669

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

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

**Debt Service:**

<u>Fiscal Year</u>	<u>Principal *</u>	<u>Interest</u>	<u>Total</u>
2011	6,000,000	255,760	6,255,760
2012	2,000,000	63,940	2,063,940
Total	\$8,000,000	\$319,700	\$8,319,700

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



## Debt Service Schedules

**\$4,584,652**

### Water Infrastructure Finance Authority Bonds

**Date:** August 17, 2007

**Interest:** Payable semiannually commencing on July 1, 2008, and semiannually thereafter on January 1 and July 1 of each year.

**Purpose:** The bonds were issued to finance the construction of infrastructure to expand the reclaimed water system in the Town.

**Security:** Water Revenues

**Debt Service:**

<u>Fiscal Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2011	173,144	143,839	316,983
2012	179,266	137,608	316,874
2013	185,605	131,157	316,762
2014-2018	1,031,238	550,750	1,581,988
2019-2023	1,226,919	351,610	1,578,529
2024-2028	1,358,240	116,476	1,474,716
Total	\$4,154,412	\$1,431,440	\$5,585,852

**\$3,403,000**

### Water Infrastructure Finance Authority Bonds

**Date:** October 22, 2009

**Interest:** Payable semiannually commencing on July 1, 2010, and semiannually thereafter on January 1 and July 1 of each year.

**Purpose:** The bonds were issued to finance existing water system infrastructure improvements.

**Security:** Water Revenues

**Debt Service:**

<u>Fiscal Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2011	124,457	126,319	250,776
2012	128,404	101,927	230,331
2013	132,476	97,790	230,266
2014-2018	728,119	422,170	1,150,289
2019-2023	851,119	297,219	1,148,338
2024-2028	994,898	151,161	1,146,059
2029-2030	443,527	14,174	457,701
Total	\$3,403,000	\$1,210,759	\$4,613,759



## Debt Service Schedules

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

**Date:** December 1, 2007

**Interest:** Payable annually commencing on December 1, 2008, and payable December 1 of each year.

**Purpose:** The loan was used to finance the repayment of capital costs associated with the reallocation of 3,557 acre feet of CAP water.

**Security:** Water Revenues

**Debt Service:**

<u>Fiscal Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2011	471,214	50,280	521,494
2012	495,717	25,777	521,494
Total	\$966,931	\$76,057	\$1,042,988

### \$2,445,000 Clean Renewable Energy Bonds – Direct Payment

**Date:** July 22, 2010

**Interest:** Payable semiannually commencing on January 1, 2011, and semiannually thereafter on July 1 and January 1 of each year.

**Purpose:** The bonds were issued to finance the construction of solar panel covered parking structures in the parking lot of Town Hall.

**Security:** Excise Taxes

**Debt Service:**

<u>Fiscal Year</u>	<u>Principal</u> *	<u>Interest</u> *	<u>Total</u>
2011		54,740	54,740
2012	125,000	122,689	247,689
2013	135,000	119,691	254,691
2014-2018	675,000	526,384	1,201,384
2019-2023	720,000	354,923	1,074,923
2024-2028	790,000	129,910	919,910
Total	\$2,445,000	\$1,308,337	\$3,753,337

\* Debt Service is subsidized by electricity rebates from Tucson Electric Power Co. and a 70% interest subsidy from the U.S. Treasury Department

This Page Intentionally Left Blank



# **Town of Oro Valley**

*Caring for our heritage, our community, our future.*

This Page Intentionally Left Blank





## Glossary of Terms

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

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

**AMORTIZATION:** The systematic and rational distribution of the cost of an intangible capital asset over its estimated useful life.

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

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

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

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

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

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

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

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

**CENTRAL ARIZONA PROJECT (CAP):** The system of aqueducts, tunnels, pumping plants and pipelines responsible for bringing Colorado River water to Arizona's Pima, Pinal, and Maricopa counties.

**CENTRAL ARIZONA WATER CONSERVATION DISTRICT (CAWCD):** a state agency with the primary responsibility of managing the Central Arizona Project (CAP).

**CLEAN RENEWABLE ENERGY BONDS (CREBS):** Bonds issued to finance certain renewable energy or "clean coal" facilities. Projects funded with CREBS must generate electricity and must be created from clean and/or renewable sources.

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

**DEBT SERVICE:** Principal and interest payments on outstanding bonds.

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

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

**DEPRECIATION:** The systematic and rational distribution of the cost of a tangible capital asset (less salvage value) over its estimated useful life.

**DIVISION:** A functional unit of a department.

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

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

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



## Glossary of Terms

**EXPENDITURE LIMITATION:** The Arizona State Legislature imposed constitutional amendment that limits the annual expenditures of all municipalities. The Economic Estimates Commission sets the annual limit based on population growth and inflation. All municipalities have the option of proposing an alternative expenditure limitation to its voters. Oro Valley citizens approved the Home Rule Option in 2010.

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

**FULL ACCRUAL:** Basis of accounting that recognizes the financial effect of transactions, events, and interfund activities when they occur, regardless of the timing of related cash flows.

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

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

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

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

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

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

**GIS:** Geographic Information System(s). A geographic information system is an integrated hardware, software and data system that allows for the capturing and analyzing of geographic information, in forms such as maps and globes.

**GOAL:** A statement of broad direction, purpose or intent based on the needs of the community.

**GOVERNMENTAL FUNDS:** Funds generally used to account for tax-supported activities. Examples include the general fund, special revenue funds, debt service funds, and capital projects funds.

**GRANT:** A contribution by the state of federal government or other agency to support a particular function.

**HIGHWAY EXPANSION AND EXTENSION FUND LOANS (HELP):** The HELP program is a financing option where Arizona's State Infrastructure Bank Loan bridges the gap between roadway improvement needs and available funds.

**HIGHWAY USERS REVENUE FUND (HURF):** This revenue source consists of the gasoline tax collected by the state and distributed to counties and cities based on the county of origin and population. These revenues are to be used for street and highway purposes.

**HOME RULE OPTION:** An alternative expenditure limitation that allows a municipality to expend what it anticipates in revenues each fiscal year. This limitation must be approved by the voters and is effective for four fiscal years.

**IMPACT FEES:** The fees charged to offset the cost of town improvements that are required due to growth related development.

**IMPROVEMENT DISTRICT BONDS:** Bonds are issued to finance projects in a designated area within a town or city. The majority of property owners in this district must approve the formation of the district and the amount of indebtedness. The bonds are then repaid by the assessments levied on the property in the district.



## Glossary of Terms

**INFRASTRUCTURE:** Facilities that support the continuance and growth of a community.

**INTERFUND TRANSFER:** Movement of resources between two funds.

**INTERNAL SERVICE FUND:** Used to report any activity that provides goods or services to other funds, departments or agencies on a cost-reimbursement basis.

**LONG TERM DEBT:** Debt with a maturity of more than one year after date of issuance.

**LTAF:** Local Transportation Assistance Funds. This funding has been permanently eliminated. Funds were collected from Arizona state lottery proceeds and distributed to cities and towns on population basis. The funds were to be used for public transportation and transportation purposes.

**MODIFIED ACCRUAL:** Basis of accounting that reports those transactions, events, and interfund activity that affect inflows and outflows of financial resources in the near future.

### **MUNICIPAL PROPERTY CORPORATION**

**BONDS:** Bonds that are issued by a non-profit corporation formed by the Town for the purpose of financing the construction or acquisition of capital improvement projects. These bonds may be issued without voter approval.

**OBJECTIVE:** A statement of specific measurable outcomes that contribute toward accomplishing the departmental goal.

**OPERATING BUDGET:** Appropriations for the day-to-day costs of delivering Town services.

**PAG:** Pima Association of Governments.

**PER CAPITA:** A unit of measure that indicates the amount of some quantity per person.

**PERFORMANCE MEASURES:** Indicators that measure how well an organization is performing on progress towards organizational objectives.

**PROGRAM:** A group of related functions or activities performed by a division where there is a desire to budget and identify expenditures independently of other activities within the division.

**PROPRIETARY FUNDS:** Funds that either (1) operate largely on fees and charges for services to external customers or (2) operate on a cost recovery basis with internal customers, such as other government departments, divisions or programs. Enterprise Funds and Internal Service Funds are the two types of proprietary funds.

**RESERVES:** To set aside a portion of a fund balance to protect against economic downturns or emergencies.

**REVENUE:** Amounts estimated to be received from taxes and other sources during the fiscal year.

**RTA:** Regional Transportation Authority. The government entity that manages the \$2.1 billion, 20-year regional transportation plan approved by Arizona's Pima County voters on May 16, 2006.

**SPECIAL REVENUE FUND:** Fund used to account for revenues from specific taxes or other earmarked revenue sources that by law are designated to finance particular functions or activities of government.

**STATE SHARED REVENUE:** Includes the Town's portion of state sales tax revenues, state income tax receipts, and Motor Vehicle taxes.

**USER FEES:** Fees charged for the direct receipt of a public service to the party or parties who benefits from the service.

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

**WORKLOAD INDICATORS:** Indicators that determine and illustrate workload or output for a department, division or program.

This Page Intentionally Left Blank