

Town of Oro Valley
ANNUAL BUDGET
FY 2012-13





Town of Oro Valley Arizona

2012 – 2013 Annual Budget



Community Vision

Oro Valley is a community defined by the highest standards of environmental integrity, education, infrastructure, services and public safety. It is a community of people working together to create a shared future with a government that is responsive to residents, businesses and changing conditions to ensure the long-term financial stability of the Town.

Mission

Govern efficiently, inclusively and responsively to promote community health, safety and a sustainable quality of life for residents, business and visitors.

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



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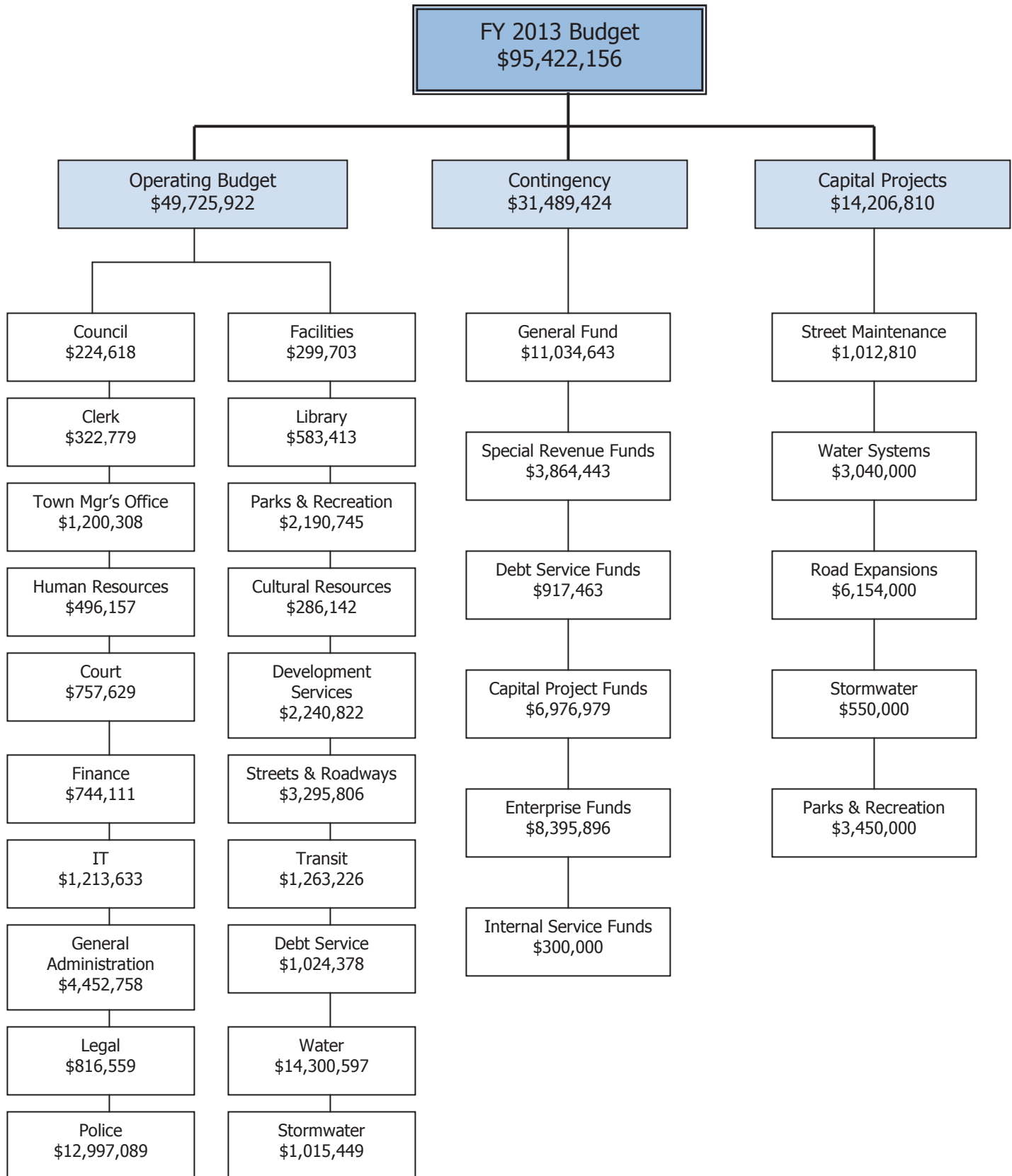
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Financial Organizational Chart



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GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

Town of Oro Valley

Arizona

For the Fiscal Year Beginning

July 1, 2011

Linda C. Danton *Jeffrey R. Egan*

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, 2011.

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.

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INTRODUCTION

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



Town of Oro Valley

Caring for our heritage, our community, our future.



Budget Message

Greg Caton, Town Manager



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

It is my privilege to present the Town of Oro Valley balanced budget for fiscal year 2012/2013.

The FY 2012/13 adopted budget totals \$95.4 million, which represents a \$1.2 million, or 1.3%, increase from the prior year adopted budget of \$94.2 million. This budget is the culmination of a major effort by numerous members of Town staff, Town Council and the citizens of Oro Valley whose input has been used to develop policy and spending priorities.

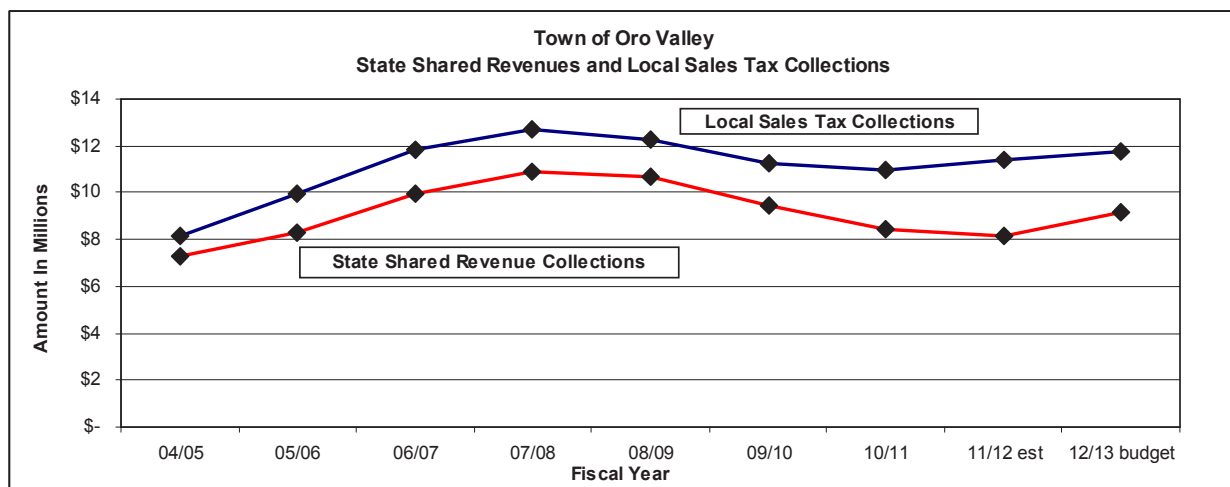
The Town Council has made financial decisions the last two years that have put the Town on an improved and sustainable financial path. These decisions range from increasing revenues and efficiencies to streamlining operations. The organization has reduced staff, and we continue to right-size the operations to ensure that expenditures are aligned with revenues.

KEY BUDGET DEVELOPMENT FACTORS

This budget reflects the modest economic recovery that we are beginning to see both at the State level and locally through slight increases in State shared revenues and local sales taxes.

The Town relies heavily on State shared revenues to fund its operations. Over 1/3 of the Town's General Fund revenues, or approximately \$9.2 million, come from State shared sales, income taxes and vehicle license registration fees. For FY 2012/13, State shared revenues increased by 12%, or about \$1 million, over last fiscal year indicating signs of a slowly recovering State economy.

Locally, we are seeing our sales tax collections improving over past years, and expect slightly increased revenues in this area over last year's collections.



The Town also made significant cost reductions due to vacancy savings carried over from last fiscal year. As staff vacancies occurred last year, management evaluated whether those positions needed to be refilled, filled with a part-time position or outsourced. This type of systematic personnel evaluation resulted in nearly \$600,000 in town-wide salary and benefit savings that will benefit the current and future years' budgets. In addition to personnel cost reductions, the departments were able to reduce their operations and maintenance budgets by 7% in the General Fund, or \$430,000, from adopted FY 2011/12 levels, partially attributable to the continued staffing reductions described above.

In addition, the FY 2012/13 General Fund budget reduces its reliance upon bed tax revenues from the Bed Tax Fund that were needed in the past to bring the General Fund into balance as a deficit closing measure. Most recently, the FY 2011/12 budget included \$675,000 in bed tax revenues to balance the General Fund and offset the revenue shortfall created by further declines in construction sales taxes. As a result, the bed tax revenues are being used in the FY 2012/13 budget to further invest in economic development efforts and tourism promotion to comply with new State law, grow our local economy and enhance the longer-term opportunities of expanding our sales tax base.

By achieving significant vacancy and operational savings, along with a more positive revenue picture in FY 2012/13, the Town was in the enviable position of not having to close a significant General Fund budget deficit going into the FY 2012/13 budget process for the first time in four fiscal years.

As a result, the budget focus was developed along the following six core themes:

1. Invest in Town employees
2. Invest in infrastructure and Town assets
3. Economic development as a critical element to creating a healthy financial environment
4. Support regional partnerships and efforts that benefit Oro Valley
5. Support quality-of-life programs and services for community members
6. Implement additional efficiencies and cost-saving measures

The above themes address some of the Town's needs that have been deferred for the last three fiscal years due to the impacts of the Great Recession. These themes also focus on investing in several areas that will generate returns on our dollar through economic development and programs that not only benefit our residents, but enhance our ability to attract and retain quality businesses.

It is important to note that all of these themes tie directly into the goals and objectives identified in the Town's 2011 Adopted Strategic Plan, which identifies three (3) main focus areas: Leadership and Communication; Finance and Economic Development; and Community Infrastructure.

Invest in Town employees

The Town has reduced staff considerably over the past four years, which has not only resulted in reduced costs to the Town, but left the remaining employees to take on more responsibilities in many areas. In an effort to recognize the efforts of our employees over this time, the budget includes a modest 2.5% cost of living adjustment (COLA) for all employees effective 7/1/12, the first since FY 2008/09.

One of the Town's sizable investments in employees is medical insurance. The Town has seen dramatic increases in this area over the last several years. Specifically, two years ago, the Town received a sizable increase in premiums. The Town absorbed some of the costs, and the plan benefits were reduced in order to save costs. The reduction in the quality of the plan had a significant impact on the cost to employees. Staff have reviewed the Town's medical claim history, in cooperation with the Town's insurance broker, and we believe that now is the time to switch to self-funded insurance. The Town is accepting additional risk in this new funding methodology; however, given the Town's excellent claim history, we believe there are considerable financial benefits to be gained in future years. The Town's annual expenditure for medical insurance is approximately \$2.2 million, and although we don't anticipate a sizable reduction in the first few years, we believe the benefit can be maintained with less likelihood of potential increases and no further reduction to the quality of the plan. The budget includes establishing the Self Insurance Benefit Fund with a one-time base of \$300,000 contributed from General Fund contingency reserves. Additionally, expenditures are budgeted to remain at approximately \$2.2 million the first year.

For the first time ever, the Town will offer Health Savings Accounts (HSAs) as another medical insurance funding vehicle. Considerable education and outreach has been performed, and we believe 5-10% of our employees will take advantage of this new plan in the first year. The HSA plan is a "break even" for the Town, but encourages long-term consumer awareness for medical insurance and provides employees with another option that might benefit their personal situation.

We feel that investing in Town employees is of the highest priority in fulfilling the Leadership and Communication element of our Strategic Plan. This will allow us to continue to attract and retain talented employees who are motivated to deliver service at the highest standards to the citizens of our community.

Invest in infrastructure and Town assets

In order to continue to fulfill the Community Infrastructure element of our Strategic Plan, the budget includes more than \$1 million for the pavement preservation program in the Highway Fund, which maintains the current condition of our streets and roads. Although the funding level is slightly below 2011/2012 funding, the bids have been favorable, and the amount of maintenance expected to be delivered remains at a level which will not allow the infrastructure to deteriorate. Maintaining the pavement preservation budget at this level in the Highway Fund involves the use of slightly more than \$300,000 in Highway Fund contingency reserves. Even with this drawdown of contingency reserves, the estimated balance in the Highway Fund contingency reserves at the end of FY 2012/13 will still be approximately \$2.4 million.

Outside funding in the amount of \$4.7 million from the Pima Association of Governments (PAG) is also programmed into the budget to complete the widening of Lambert Lane, a major east-west corridor for our community.

An important component of municipal services requires fleet and information technology infrastructure. The budget includes the return of fleet replacement at a modest level for public safety vehicles and other vehicles used in the field in the amount of \$442,000.

Appropriate replacement of computers and other technology is critical to maintaining smooth administrative functions. The proposed budget includes computer replacement for aging equipment at a budgeted cost of \$151,000.

Economic development as a critical element to creating a healthy financial environment

Even with minimal resources dedicated to economic development, the Town has been very successful in primary job development. Given the ever-increasing competitive nature of securing new businesses, additional resources are warranted in this area. The resource allocation to the economic development function will be enhanced to ensure the future fiscal stability of the Town. This type of allocation will have a significant return on investment that contributes to effective service delivery throughout the organization.

Business attraction and retention efforts will be expanded through additional resources, as this is a key element included in the Town's Strategic Plan. The budget includes two additional staff members to the Economic Development Division, an Office Specialist position and an Economic Development Specialist position. The Economic Development Division has been moved to the Bed Tax Fund and will no longer be supported by the General Fund.

Additionally, annexation and the expansion of arts and culture will continue to be top priorities in the coming year. Extensive annexation outreach has been conducted and will increase in the coming year as more resources are allocated to this area.

Support regional partnerships and efforts that benefit Oro Valley

Tourism/Economic Development

The Town has been very successful in partnering with other agencies in order to expand service to residents and decrease operational expenditures. This will continue through support to agencies such as the Metropolitan Tucson Convention and Visitors Bureau (MTCVB), Tucson Regional Economic Opportunities (TREO), and the Greater Oro Valley Chamber of Commerce, formerly known as the Northern Pima County Chamber of Commerce. Funding from the Bed Tax Fund for those agencies is included in the budget.

Arizona Department of Corrections

In 2012/13, the Town is preparing for a partnership with the Arizona Department of Corrections (ADC). This partnership will utilize ADC resources for projects such as vegetation maintenance and road-side cleanup to address Town-wide needs at an affordable cost.

Regional Transportation Authority

The Town's successful partnership with the Regional Transportation Authority (RTA) will continue into FY 2012/13 for transit services provided to our residents. The budget includes \$789,000 in funding from the RTA to reimburse the Town for the recently-approved expansion of service. Overall, the Town's FY 2012/13 net subsidy cost for the expanded service is approximately \$173,000, an estimated savings of \$200,000 over the FY 2011/12 net cost to the Town of \$373,000.

Pima County Library District (PCLD)

The Town Council and Pima County Board of Supervisors recently approved an intergovernmental agreement (IGA) transferring library operations to the Pima County Library District as a branch effective January 1, 2013. Therefore, the FY 2012/13 budget includes Library Division expenditures for half of the fiscal year totaling just over \$583,000. The General Fund revenue budget includes reimbursement revenues from PCLD for 100% of those costs plus an additional \$30,000 for building maintenance/janitorial costs, for which the Town will continue to pay. The savings associated with the library transfer for the fiscal year (\$583,000) have been set aside in the General Fund budget in a Council-Designated Reserve Account that may be allocated for future use by the Town Council.

Support quality-of-life programs and services for community members

All Town functions contribute to the overall quality of life for our residents. From our recognized public safety services to the top-notch Water Utility, and everything in between, these services contribute to what makes the Oro Valley a special place for residents to call home.

Enhanced Aquatics Facility

The Town Council has approved \$3.45 million in capital improvements to transform the Oro Valley municipal pool at James D. Kriegh Park into a world-class, competition-level facility. The Aquatics Facility expansion will enable us to host large-scale events, generating increased tourism and becoming a source of economic activity, while appealing to a broader audience of potential local users. The Aquatics Division has seen a significant organizational restructuring in order to manage and operate the expanded facility. Additional staff and personnel changes are incorporated in the budget. This includes the addition of five (5) new full-time equivalent (FTE) positions and new compensation required to manage and support the increased activities planned for this facility. The Aquatics program budget for FY 2012/13 is approximately \$170,000 higher than the FY 2011/12 budget due to increased staffing and operational costs once the facility partially reopens in August, 2012. These incremental increased costs due to the expansion will be funded with Bed Tax revenues transferred into the General Fund.

Steam Pump Ranch

The Steam Pump Ranch historic property will soon see the improvements needed to open the facility to the public, including a restroom facility and already enlarged parking area. The Town will refocus programming efforts from the existing recreational leased space located across the street from Town Hall to this space at Steam Pump Ranch. The Town will eliminate the lease of the recreational space saving \$30,000 annually. The Steam Pump Ranch will be the recipient of additional resources and will be host to expanded activities and events.

Public Safety Personnel

The budget includes funding changes to three (3) police officer positions. These positions were unfunded in the FY 2011/12 adopted budget. In the FY 2012/13 budget, these three (3) officer positions will be funded out of the police seizure and forfeiture funds at a total budgeted cost of \$193,000 with no impact to the General Fund. These three (3) officer positions will backfill for three (3) existing officers that are assigned to regional task force positions.

Implement additional efficiencies and cost-saving measures

The department directors, managers and front-line employees continue to evaluate programs and services in order to find improvements and efficiencies. One program that will receive additional emphasis in the coming year is the volunteer program. The Town has an excellent track record for attracting and retaining volunteers in the Police Department, Transit Division and the Library to support staff's efforts. With the further reduction of staff members, the volunteer program has been expanded to include general Town functions. Seeking community volunteers to assist in Town operations has multiple benefits including improved civic engagement and filling functions from vacated staff positions.

FUTURE SUSTAINABILITY

As we balance the adopted budget for FY 2012/13, we view the economic future with a cautious optimism as we slowly recover from the Great Recession. While this budget follows through with delivering outcomes discussed in last year's budget message, we still find ourselves with unfunded needs in some areas. One of the main areas where needs outpace available resources is in our pavement preservation program funded from the Highway Fund. The Highway Fund's two main sources of revenue, local construction sales taxes and State shared highway user revenue funds (HURF), are inadequate to fund the ongoing needs for Town-wide roadway maintenance. These revenue sources are impacted by shifts in the economy, as well as actions by the State legislature to sweep the HURF funds for other purposes in the State budget. The short-term solution has been to draw down on the fund balance reserves in the Highway Fund that were built up when the Town saw a spike in construction activity approximately six years ago. The longer term solution will be to continue to right-size the operations in the Highway Fund, as has been done in the General Fund, and seek to diversify the sources of revenue in this fund.

In the meantime, we continue to seek opportunities to reduce our costs long term, including the reduction of our outstanding debt. For example, the Town recently completed a refunding of outstanding water revenue bonds paying an average interest rate of 5% with new bonds that were issued at an average interest rate of 2.5%. The Water Utility also used available cash reserves to completely pay off a portion of these bonds thereby reducing its overall outstanding debt. Additionally, these Water Project Revenue Refunding Obligations received a bond rating upgrade from "AA-" to "AA" by Standard and Poor's rating agency, a rare occurrence during these economic times.

We also continue to maintain strong investment-grade ratings on our outstanding excise tax revenue bonds, rated "AA-" by both Standard and Poor's and Fitch Ratings. This is largely achieved by the Council's goal of continuing to diversify the Town's revenue base and maintaining strong fund balance reserves in the General Fund, currently at \$11.0 million, or 41% of FY 2012/13 adopted expenditures. This well exceeds the Council-adopted policy threshold of 25% of adopted expenditures.

CONCLUSION

The FY 2012/13 budget continues to provide a high level of service to the citizens of Oro Valley as exemplified by maintaining public safety services, improving parks and aquatics facilities, delivering quality water service and maintaining our streets and roadways to the highest standards in the region. The Town will begin work towards updating its Adopted Strategic Plan

in the fall of 2012, seeking further ways of improving the quality of life for all residents of Oro Valley. Further, the Town will continue to maintain best practices in the management of its finances and include long-term planning tools in its forecasting to ensure that decisions made today will also provide positive impact to the Town in the future.

I appreciate the Town Council for providing the long-term vision and support that are crucial for the Town to achieve its goals. I would also like to recognize the contributions of the Town staff for not only reducing their operating spending, but for doing it in such a way as to minimize the impact to our community. The Town of Oro Valley is well-positioned to maintain an excellent quality of life for our residents and a strong economic base for local businesses.

Sincerely,

A handwritten signature in black ink, appearing to read "Greg Caton", with a long horizontal flourish extending to the right.

Greg Caton, ICMA-CM
Town Manager

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Town of Oro Valley

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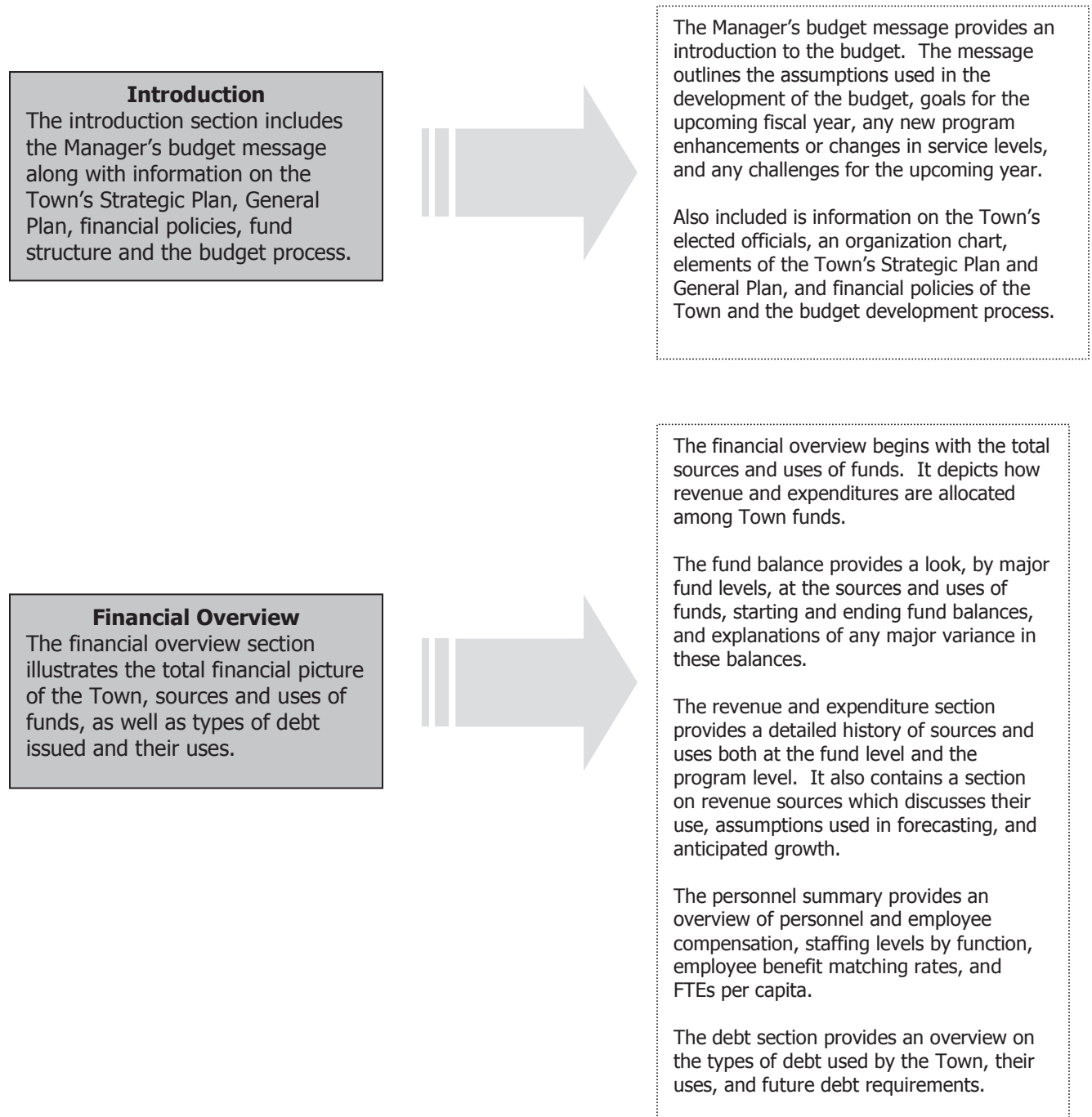


Budget Document Guide

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

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Mayor and Council



Dr. Satish I. Hiremath, DDS
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.



Lou Waters
Vice-Mayor
Term Expires: June 2014



Mike Zinkin
Councilmember
Term Expires: June 2016



William Garner
Councilmember
Term Expires: June 2016



Mary Snider
Councilmember
Term Expires: June 2014



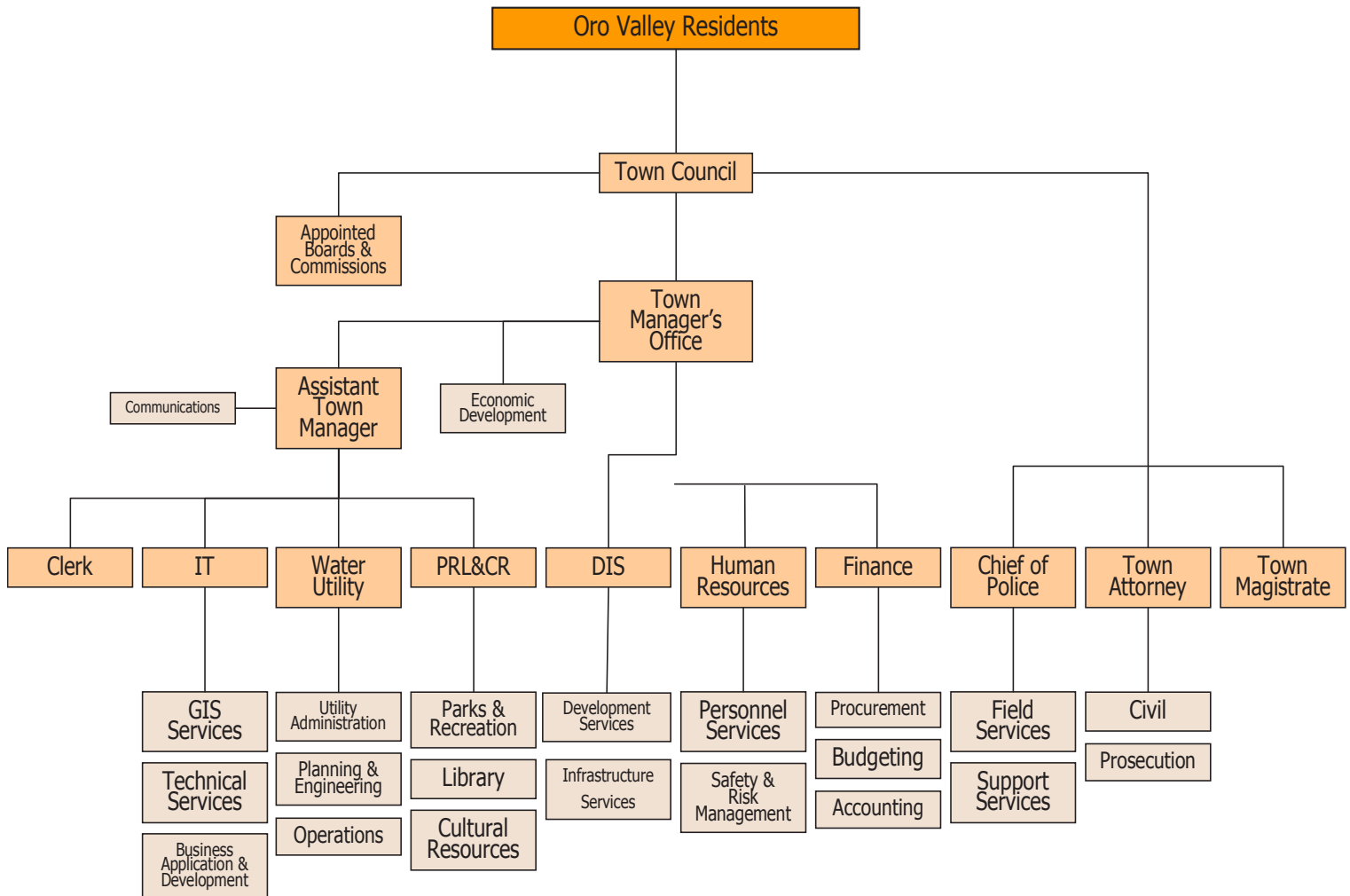
Joe Hornat
Councilmember
Term Expires: June 2014



Brendan Burns
Councilmember
Term Expires: June 2016



Organizational Chart





Town of Oro Valley

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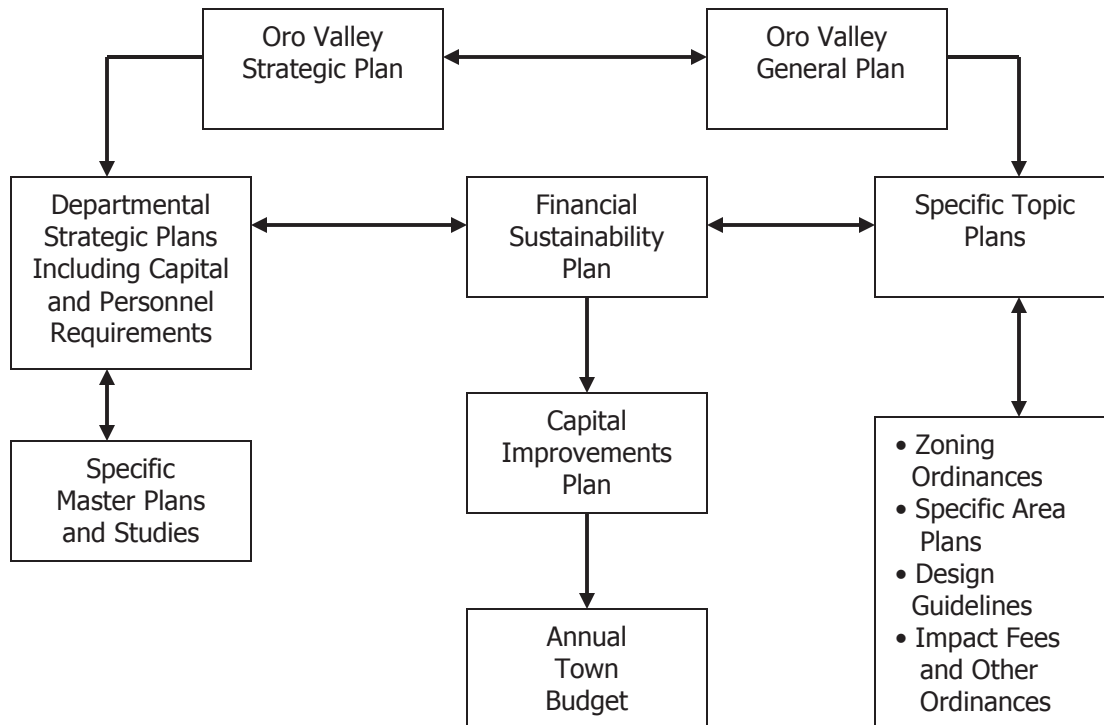


Strategic Plan

Overview

The Town of Oro Valley's Strategic Plan is a dynamic document that guides Town decision-making and resource management in pursuit of organizational goals. It is purposely "strategic" in terms of its timeframe (2 to 5 years) because a successful organization must be flexible enough to respond to changes at the local, regional and national levels. The Strategic Plan will be reviewed and updated periodically by the Town Council and management to ensure that the goals, strategies and actions outlined herein remain 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 between the Oro Valley Strategic Plan, the General Plan, and other Town documents.





Focus Areas

The Oro Valley Strategic Plan outlines the goals, strategies and actions required for the municipal government to successfully attain the community vision. Three focus areas provide the framework for the Strategic Plan. These focus areas indicate where the Town must direct its attention in order to address community needs and desires. The focus areas are:

- Leadership & Communication
- Finance & Economic Development
- Community Infrastructure

Within each focus area are goals, strategies and actions designed to produce desired outcomes.

Goals describe a fundamental direction or broad course of action.

Strategies describe the manner in which the resources of the organization will be employed to accomplish each goal.

Actions are specific tasks that will be accomplished to assist in implementing each goal.

Implementing these goals, strategies and actions will require leadership, financial commitment, effective management and continual evaluation.

A. Leadership & Communication

Leadership and communication are interrelated principles; you cannot have one without the other. Leadership is the ability to communicate a vision, motivating people to transform great ideas into action. Leadership and communication from the Town Council and the Town Manager enable the organization to achieve its goals in service to the community. The overarching goal of the organization is to uphold the highest standards of trust, respect and accountability in municipal government.

GOAL 1 *Build trust through effective public outreach and communication*

STRATEGY 1.1 Communicate information to residents and help promote community pride and a feeling of accessibility to local government information and activities

- ACTION 1.1.1 Respond to community issues and concerns through the Constituent Services Office
- ACTION 1.1.2 Use non-traditional media sources such as social media Twitter and Facebook to provide public education and outreach
- ACTION 1.1.3 Publish the Oro Valley VISTA, our monthly community magazine

STRATEGY 1.2 Provide opportunities for residents to become involved in, engaged in and knowledgeable about the role of local government

- ACTION 1.2.1 Continue to foster relationships with volunteers and appointed Advisory Board Members
- ACTION 1.2.2 Conduct Council on Your Corner and Speakers Bureau events for officials and staff monthly throughout the year, as well as an annual Homeowners Association (HOA) forum each October
- ACTION 1.2.3 Use the "Peek Behind the Curtain" program to provide citizen-friendly presentations on programs and departmental service delivery



GOAL 2 ***Create an environment conducive to effective dialogue among the Council and staff***

STRATEGY 2.1 Implement a comprehensive internal communications program

- ACTION 2.1.1 Provide appropriate tools and guidelines to ensure adherence to organizational standards regarding brand management and communication
- ACTION 2.1.2 Use the Council Report and Council Foreword to communicate important issues to the Town Council and management
- ACTION 2.1.3 Use the internal Communications Roundtable to engage representatives from each department in communications planning for internal news, events and opportunities
- ACTION 2.1.4 Use the employee Brown Bag forums with the Manager and the "Talk of the Town" monthly newsletters to promote internal communication

STRATEGY 2.2 Encourage and develop leadership skills and opportunities

- ACTION 2.2.1 Attract, develop and retain talented employees
- ACTION 2.2.2 Maintain consistency in personnel codes and policy implementation
- ACTION 2.2.3 Empower employees to develop innovative solutions to operational and service challenges

GOAL 3 ***Maintain strong intergovernmental relationships***

STRATEGY 3.1 Implement an aggressive annual legislative program that strengthens intergovernmental relations at the federal, state and county levels, and includes neighboring municipalities and governing districts

- ACTION 3.1.1 Adopt a state and federal legislative agenda for the Town in January of each year
- ACTION 3.1.2 Empower the intergovernmental liaison to seek legislative solutions that benefit the Town and the region
- ACTION 3.1.3 Promote regionalism and partnerships to facilitate Council policy direction

B. Finance & Economic Development

The Town will continue to implement sound financial management policies and uphold our fiduciary duty to the residents of Oro Valley. Beyond fiscal responsibility, the Town is also committed to facilitating the expansion of the local economy. Commercial business growth, and the Town's continued success in attracting high-tech and bio-science industry, point the way toward a sustainable model for economic development.

GOAL 1 ***Maintain a balanced budget***

STRATEGY 1.1 Analyze programmatic, service delivery and personnel strategies across the organization for cost-savings and reductions



- ACTION 1.1.1 Manage and operate departments within approved funding limits with contingency plans drafted in the event state shared revenues are swept from our budget
- ACTION 1.1.2 Use the 5-year financial forecast model to continuously monitor the Town's short-term and long-term financial forecast
- ACTION 1.1.3 Develop monthly reports to Council on the status of revenues and expenditures with analysis of trends and projections for end of year budget picture; communicate this data to internal and external customers
- ACTION 1.1.4 Maintain contingency reserves in accordance with adopted policies
- ACTION 1.1.5 Maintain intent of the hiring freeze assumption and delay hiring into positions where feasible
- ACTION 1.1.6 Capitalize on potential funding resulting from 2010 decennial census population figures
- ACTION 1.1.7 Use program-based budgeting to communicate the cost of projects and services
- ACTION 1.1.8 Develop benchmark performance measures for each department that allow for analysis of the effectiveness of programs and services; use these performance measures to link the budget and organizational strategic plan documents

GOAL 2 *DEVELOP DIVERSE SOURCES OF REVENUE*

STRATEGY 2.1 Present additional revenue source options for Council consideration during the annual budget process

- ACTION 2.1.1 Conduct continuous evaluation of Town user fee policies
- ACTION 2.1.2 Use the cost allocation study to determine appropriate levels of General Fund support from Town enterprise funds
- ACTION 2.1.3 Continue to work with federal, state and regional agencies to secure funding for Town projects
- ACTION 2.1.4 Implement systems that will enhance the ability of the organization to pursue and manage grant funding
- ACTION 2.1.5 Pursue public-private partnerships involving the lease of Town-owned property

STRATEGY 2.1 Expand the constituency of the Town through annexation

- ACTION 2.2.1 Pursue annexation opportunities that provide a long-term benefit to the Town
- ACTION 2.2.2 Perform fiscal impact analysis of potential annexation scenarios; initiate annexation of Council-directed areas

GOAL 3 *CULTIVATE RELATIONSHIPS WITH THE BUSINESS COMMUNITY AND CREATE A BUSINESS-FRIENDLY ENVIRONMENT*

STRATEGY 3.1 Encourage the attraction, expansion and retention of diverse employment, retail and tourism opportunities



- ACTION 3.1.1 Expand marketing efforts to attract primary employers in the high-tech and bio-science fields
- ACTION 3.1.2 Promote local businesses through programs such as Shop Oro Valley, Business Navigator, Buy Local, coupon or promotional activities
- ACTION 3.1.3 Adhere to procurement practices that provide Oro Valley businesses all opportunities to compete for Town business and that promote the ideals of the Shop Oro Valley campaign
- ACTION 3.1.4 Continue business retention and expansion site visits; expand site visits to include a Councilmember as part of the team

STRATEGY 3.2 Seek out collaborative projects with the business community and regional economic development partners

- ACTION 3.2.1 Facilitate the development of a Town Center, focused on retail services and hospitality, that serves as a “downtown” for Oro Valley
- ACTION 3.2.2 Maintain membership and active participation in Tucson Regional Economic Opportunities (TREGO), Metropolitan Tucson Convention & Visitors Bureau (MTCVB), Metropolitan Pima Alliance (MPA), Northern Pima County Chamber of Commerce (NPCCC) and Arizona Association of Economic Developers (AAED) to keep abreast of developing needs and trends in economic development and marketing of the Town
- ACTION 3.2.3 Collaborate with regional managers to reach out to large employers to ensure the corporate needs are understood and acted upon for the economic benefit of the region
- ACTION 3.2.4 Use Town Council speaking engagements and presentations to reach out to business and civic leaders
- ACTION 3.2.5 Use Economic Summits feedback to update the Community and Economic Development Strategy (CEDS)

C. Community Infrastructure

Community infrastructure encompasses both the social and physical factors that determine a community’s strength. The Town’s investment in both social and physical infrastructure creates the complex network of facilities, programs and services that we refer to as quality of life. The Town of Oro Valley strives for excellence in the provision of community services, the development of social relations, and the construction and maintenance of the built environment.

GOAL 1 PLAN FOR AND PROVIDE THE NECESSARY INFRASTRUCTURE TO SUPPORT COMMUNITY GROWTH AND PRESERVATION

STRATEGY 1.1 Develop and implement comprehensive strategic and operational plans for municipal facilities and physical infrastructure

- ACTION 1.1.1 Update the 5-year Capital Improvement Plan (CIP) to include all facility and infrastructure projects and available funding sources
- ACTION 1.1.2 Assess future needs by tracking maintenance history and Town growth
- ACTION 1.1.3 Use existing/new technology, develop innovative processes and procedures for continuous improvement of Development and Infrastructure Services (DIS) department service provision



STRATEGY 1.2 Preserve open space and protect environmentally sensitive lands

- ACTION 1.2.1 Adopt and enforce development regulations that preserve open space and protect environmentally sensitive lands
- ACTION 1.2.2 Communicate the importance of preserving open space and environmentally sensitive lands to residents, business, and interest groups through public outreach campaigns
- ACTION 1.2.3 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

STRATEGY 1.3 Partner with regional jurisdictions to develop and maintain physical infrastructure

- ACTION 1.3.1 Participate in the Pima Association of Governments (PAG) / Regional Transportation Authority (RTA) Transportation Improvement Program (TIP) process
- ACTION 1.3.2 Continue to work with federal, state and regional agencies to secure funding for Town projects
- ACTION 1.3.3 Actively represent the Town's interests in the development of future county bond packages, reporting on and tracking expenditures of existing county bond funds

GOAL 2 PROVIDE DIVERSE RECREATIONAL, EDUCATIONAL AND CULTURAL OPPORTUNITIES

STRATEGY 2.1 Develop and maintain parks, recreation, library and cultural resource assets

- ACTION 2.1.1 Initiate development of a parks and recreation Master Plan
- ACTION 2.1.2 Continue implementation of the Steam Pump Ranch Master Plan
- ACTION 2.1.3 Utilize volunteers as applicable to provide educational, informational and recreational opportunities

STRATEGY 2.2 Coordinate and secure funding, either solely or in concert with other public or private entities

- ACTION 2.2.1 Renegotiate the Library Intergovernmental Agreement (IGA) with the Pima County Library District to the benefit of the Town
- ACTION 2.2.2 Seek public and private sources of funding for the acquisition and management of cultural resources

STRATEGY 2.3 Support cultural opportunities and events

- ACTION 2.3.1 Facilitate the development of a Community Center, focused on arts, culture and recreation
- ACTION 2.3.2 Collaborate with local and regional performing and visual arts groups
- ACTION 2.3.3 Explore event opportunities with local and national special event coordinators and the Metropolitan Tucson Convention and Visitors Bureau (MTCVB)



GOAL 3 MAINTAIN A SAFE COMMUNITY WHERE RESIDENTS AND VISITORS FEEL SECURE

STRATEGY 3.1 Maintain public-safety citizen and community-involvement and educational programs

- ACTION 3.1.1 Provide an annual report on the effectiveness of the Citizen Volunteer Assistance Patrol (CVAP) program
- ACTION 3.1.2 Conduct at least one Citizen Police Academy annually to promote understanding and confidence in the Police Department
- ACTION 3.1.3 Hold community awareness events such as National Night Out and Investigate OVPD
- ACTION 3.1.4 Use the Adopt-a-Business Program to promote safety and develop positive business relationships

STRATEGY 3.2 Maintain emergency response and business continuity plans

- ACTION 3.2.1 Integrate the multi-department business continuity plans into a master emergency response plan for the organization in FY 2010/11
- ACTION 3.2.2 Partner with regional emergency managers to plan and train for large scale emergencies
- ACTION 3.2.3 Develop a proposal for implementation of a Town Office of Emergency Management/Homeland Security initiative
- ACTION 3.2.4 Conduct multiple, annual training opportunities for employees in the discipline of emergency management and incident command systems per federal mandates; orient elected officials to their roles through training sessions and exercises

STRATEGY 3.3 Maintain an efficient and effective local criminal justice system

- ACTION 3.3.1 Ensure that prosecutions are undertaken based upon the underlying merits of the case
- ACTION 3.3.2 Revisit plea standards annually to ensure that cases may be disposed of within acceptable guidelines
- ACTION 3.3.3 Maintain the professional integrity and continuing education of prosecutors and staff
- ACTION 3.3.4 Coordinate with the Magistrate Court and Police Department on code changes and matters that inter-relate with the Prosecutor's office



General Plan

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

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



Town of Oro Valley

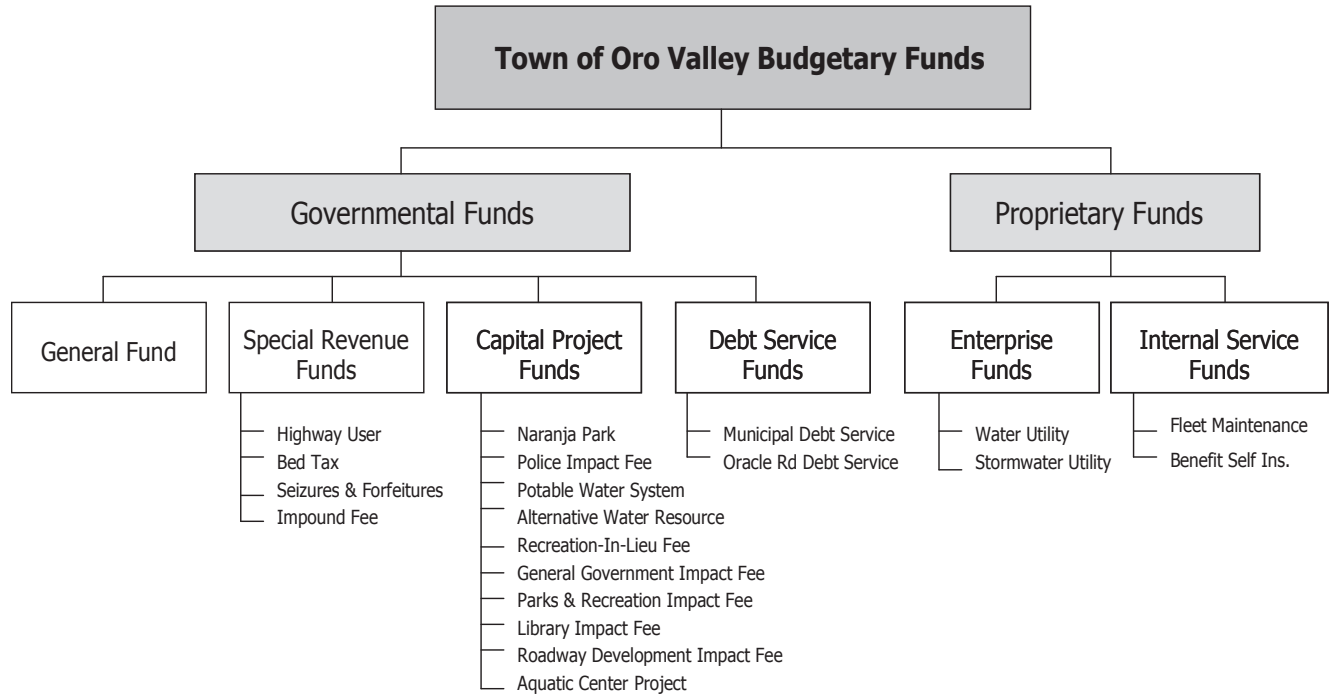
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Fund Structure

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 park facilities. 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. The Town's major enterprise fund is the Water Utility Fund, which is used to account for the costs to operate, construct and finance the Town's water system.

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



BUDGET BASIS VERSUS ACCOUNTING BASIS

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.

Because the accounting basis differs from the budgeting basis for the Town's proprietary funds, the following differences are noted:

- Compensated absences liabilities that are expected to be liquidated with expendable available financial resources are accrued as earned by employees (GAAP) as opposed to being expended when paid (budget basis)
- Principal payments on long-term debt within the enterprise funds are applied to the outstanding liability on a GAAP basis, as opposed to being expended on a budget basis
- Capital outlays within the proprietary funds are recorded as assets on a GAAP basis and expended on a budget basis



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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 plan for the adequate funding of services desired by the public. Sound financial policies help to ensure the Town's capability to adequately fund and provide the government services desired by the community. The policies contained herein are designed to foster and support the continued financial strength and stability of the Town of Oro Valley. Following these policies enhances 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 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. The policies were adopted by Mayor and Council on May 18, 2011 per Resolution (R)11-30.

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.

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

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

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

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

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

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



Financial and Budgetary Policies

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

As part of the annual Town budget preparation cycle, the Finance Department shall prepare a minimum 5-year financial forecast of projected revenues and expenditures to measure the financial sustainability of the Town's operations and service levels.

A.3 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.4 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 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 accumulate funds for this purpose based on a portion of their annual asset depreciation.

The Finance Department shall be 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 to continue 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 approved 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 and be approved by Town Council.

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 operations 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 determine if the cost savings of refunding will be greater than the cost to refund. 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 times debt service coverage ratio to ensure debt coverage in times of revenue fluctuation. This will be in addition to the required ratio in the bond indenture.

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. The limit for general purpose municipal projects is 6%. For water, light, sewer, open space, public safety, park, law enforcement, fire and emergency services, and streets and transportation facilities projects, the limit is 20%.

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 are defined as infrastructure, equipment purchases or construction which results in or makes 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 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 to monitor each project's progress and identify any significant issues.

C.3 Fund Balance Reserve Policies

Fund balance reserves will be established to offset difficult economic times, stabilize fluctuations in cash flow requirements, provide for emergency situations threatening the public health or safety and provide for unanticipated increases in service delivery costs, unanticipated declines in revenues, unforeseen opportunities and contingencies. Use of reserves should be utilized only after all budget sources have been examined for available funds, and subject to Town Council approval.

In accordance with Governmental Accounting Standards Board Statement No. 54, fund balances will be classified in the following components:

- A. **Nonspendable Fund Balance:** That portion of a fund balance that includes amounts that cannot be spent because they are either (a) not in spendable form, such as prepaid items, supplies inventory or loans receivable; or (b) legally or contractually required to be maintained intact, such as the principal portion of an endowment. This category was traditionally reported as a "reserved" fund balance under the old standard.
- B. **Restricted Fund Balance:** That portion of a fund balance that reflects constraints placed on the use of resources (other



Financial and Budgetary Policies

than nonspendable items) that are either (a) externally imposed by creditors, such as debt covenants, grantors, contributors, or laws or regulations of other governments; or (b) imposed by law through constitutional provisions or enabling legislation. This category was traditionally reported as a "reserved" fund balance under the old standard.

- C. **Committed Fund Balance:** That portion of a fund balance that includes amounts that can only be used for specific purposes pursuant to constraints imposed by formal action of the government's highest level of decision making authority, and remain binding unless removed in the same manner. This category was traditionally reported as a "designated" fund balance under the old standard.
- D. **Assigned Fund Balance:** That portion of a fund balance that includes amounts that are constrained by the government's intent to be used for specific purposes, but that are neither restricted nor committed. Such intent needs to be established at either the highest level of decision making, or by an official designated for that purpose. This category was traditionally reported as a "designated" fund balance under the old standard.
- E. **Unassigned Fund Balance:** That portion of a fund balance that includes amounts that do not fall into one of the above four categories. The General Fund is the only fund that should report this category of fund balance. This category was traditionally reported as an "undesignated" fund balance under the old standard.

The Town shall maintain, at a minimum, a fund balance contingency reserve in the General Fund that represents 25% of the General Fund's annual expenditures with no use of the General Fund contingency to support ongoing operational expenditures. This minimum reserve amount will be incorporated into the General Fund budget adopted by formal action taken by the Town Council. Accordingly, these reserves will be classified as committed fund balances.

Fund balance reserves may only be appropriated by authorization of the Town Council. A plan will be developed to adequately

replenish reserves when appropriations are projected to reduce reserves below the required minimum levels.

When multiple categories of fund balance reserves are available for expenditure (for example, a construction project is being funded partly by a grant, funds set aside by the Town Council and unassigned fund balance), the Town will start with the most restricted category – spending those funds first – before moving down to the next category with available funds.

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 long-term financial forecast.

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.

Monthly budget to actual revenue and expenditure reports will be prepared, for all Town funds, by the Finance Department and presented to the 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,



Financial and Budgetary Policies

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 Plan shall require the recommendation of the Town Manager and approval of the Town Council.
- 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 of the Town's financial statements will be performed by an independent certified 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 annually 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.



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Budget Process

Overview

The FY 2012 - 2013 budget process began in early January 2012 with individual meetings with Councilmembers to outline their budget priorities for the upcoming fiscal year. The budget was developed using six major themes derived from those meetings. Those six core themes are:

- Invest in Town employees
- Invest in infrastructure/Town assets
- Economic Development
- Support regional partnerships
- Support quality-of-life programs/services
- Efficiencies and cost-saving measures

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.

Despite signs of an improving local and national economy, the Town continues to rely heavily on volatile revenue sources. As a result, continued importance and emphasis are placed on the need to control costs and obtain greater operating efficiencies both in operations and maintenance and personnel costs. In preparing their budgets, departments were instructed to "hold the line" wherever possible while continuing current service level provisions to Town residents.

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 May 2, 2012. 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 May 16, 2012.



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 2012/2013 expenditure limit for Oro Valley is \$95,422,156.

Budget Amendments

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

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



Budget Calendar

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

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

March						
S	M	T	W	Th	F	S
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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
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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		

2012 Budget Calendar

January

9-16 Individual Councilmember meetings with Budget Team to outline priorities

26 Community Budget Forum
Employee Budget Forum

February

3 Departments begin compiling requested budget for operations & maintenance and capital expenditures

24 Finance finalizes FY 12/13 revenue estimates

24 Departments submit operations & maintenance and capital expenditure requests to Finance

March

2 Finance compiles, reviews and analyzes department budget requests

5-9 Town Manager meets with department directors and Finance to review the proposed budget

12-23 Finance prepares Town Manager Recommended Budget

April

4 Town Manager Recommended Budget delivered to Council

11 Council Budget Work Session

May

2 Adoption of Tentative Budget and CIP

16 Adoption of Final Budget and CIP

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FINANCIAL OVERVIEW

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

FINANCIAL OVERVIEW



Town of Oro Valley

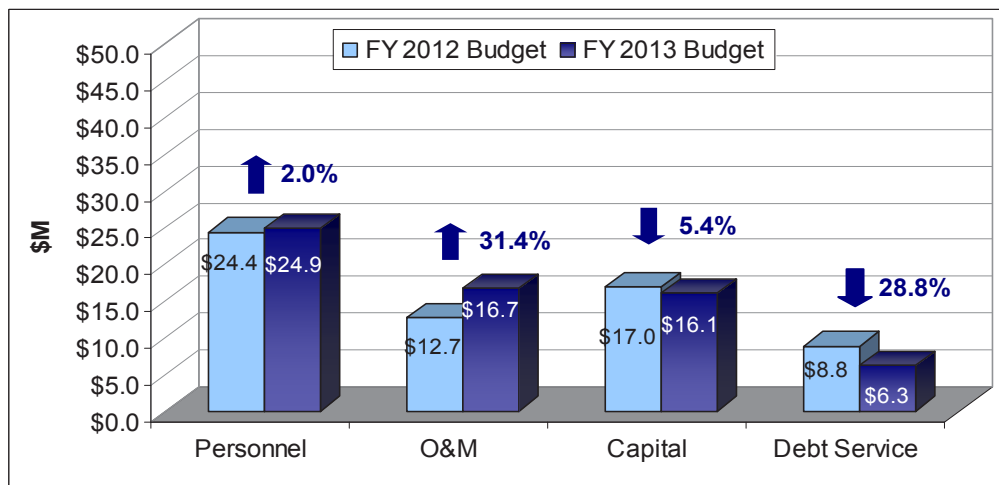
Caring for our heritage, our community, our future.



Budget Overview

The budget for FY 2012/2013 totals \$95.4 million, which includes a \$49.7 million operating budget and \$14.2 million for capital projects, and represents a 1.3% increase over the previous fiscal year budget of \$94.2 million. Several steps have been taken over the last few years to significantly reduce operating costs, including department consolidations, early payoff of debt, and reductions in personnel through vacancies and attrition. Because the Town relies heavily on economically volatile sources of revenue, the emphasis on cost reductions and efficiency improvements is expected to continue. A modest 2.5% cost of living adjustment has been budgeted for Town employees for FY 2012/13, the first pay increase in four years. The O&M budget is increasing 31.4%; roughly half of this increase is attributable to capacity in the Town's new Self-Insurance Benefit Fund. The capital budget for the Town decreased 5.4% from FY 2011/12; this is attributable to numerous project completions. A more detailed discussion on the changes to each category of the Town's budget can be found in the Expenditure Summary section of this document.

Comprehensive Budget Overview

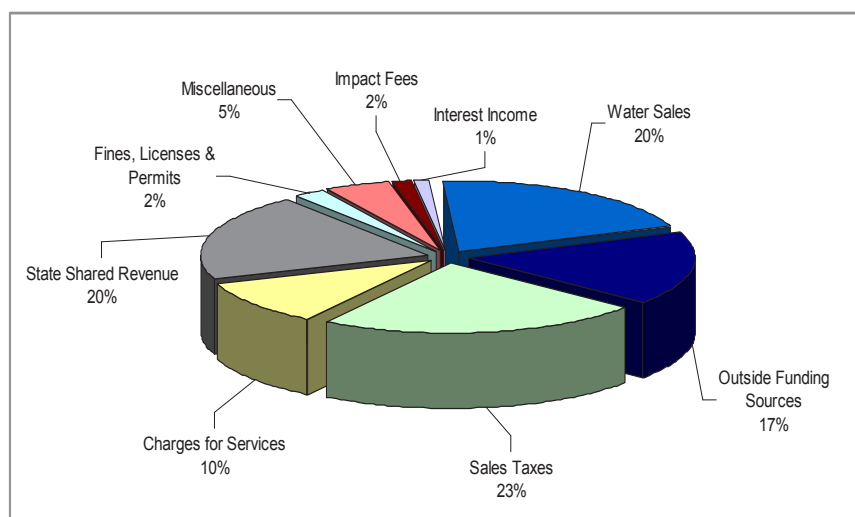


Revenues

Budgeted revenue for FY 2012-13 totals \$57.9 million and represents a 2.4% increase from FY 11/12. 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 2013, the Town has budgeted revenue from Sales Taxes, which is a major funding source (23% of the total), State Shared Revenues (20% of total), and Water Sales (20% of total).

Revenue from Outside Funding Sources (17% of total) includes \$8.8 million in state and federal grant proceeds.





Budget Overview

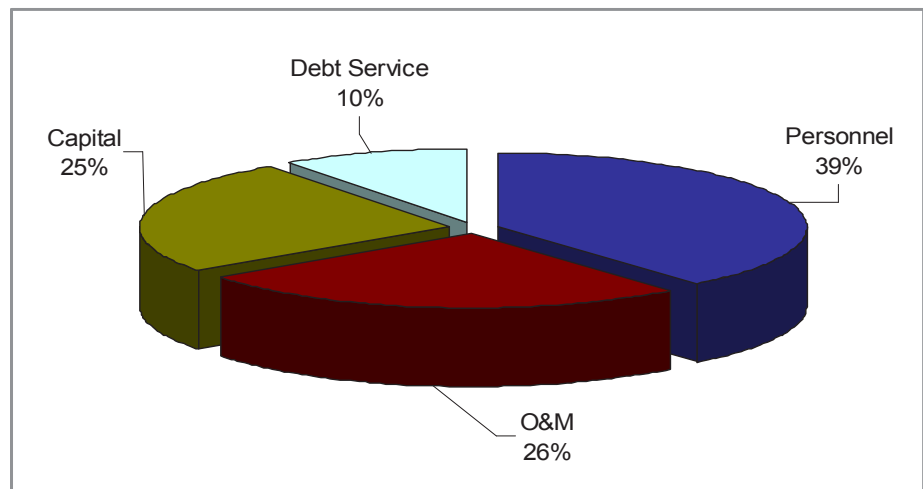
Revenue Sources

	FY 2011	FY 2011/12		FY 2012/13	Variance to Budget	%
	Actual	Budget	Projected	Budget		
Sales Taxes	12,086,962	13,668,342	12,994,058	13,427,168	(241,174)	-1.8%
Charges for Services	4,363,015	5,376,822	5,383,719	5,844,039	467,217	8.7%
State Shared Revenue	11,102,734	10,563,728	10,563,728	11,655,122	1,091,394	10.3%
Fines, Licenses & Permits	1,255,302	1,358,894	1,106,098	1,169,469	(189,425)	-13.9%
Miscellaneous	341,834	167,500	425,248	2,746,664	2,579,164	1539.8%
Impact Fees	1,126,983	1,008,966	1,323,579	926,875	(82,091)	-8.1%
Interest Income	454,881	439,810	663,362	551,678	111,868	25.4%
Water Sales	12,038,482	11,682,799	11,707,800	11,707,800	25,001	0.2%
Outside Funding Sources	11,124,019	12,255,970	11,731,246	9,876,039	(2,379,931)	-19.4%
Total Revenue	\$ 53,894,212	\$ 56,522,831	\$ 55,898,838	\$ 57,904,854	\$ 1,382,023	2.4%

Does not include interfund transfers or carry-forward fund balances

Expenditures

Budgeted expenditures for FY 2012-13 total \$63.9 million and represents a 1.6% increase over FY 11/12. The budget includes \$49.7 million to support daily operations and services and \$14.2 million in capital projects to fund aquatics facility improvements, roadway expansions and improvements, 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 2011	FY 2011/12		FY 2012/13	Variance to Budget	%
	Actual	Budget	Projected	Budget		
Personnel	24,464,800	24,359,433	23,586,742	24,855,460	496,027	2.0%
O&M	11,093,553	12,724,940	11,776,731	16,725,099	4,000,159	31.4%
Capital	13,571,409	16,989,542	11,375,972	16,063,613	(925,929)	-5.4%
Debt Service	6,361,116	8,835,306	11,835,307	6,288,559	(2,546,747)	-28.8%
Total Expenditures	\$ 55,490,878	\$ 62,909,221	\$ 58,574,752	\$ 63,932,731	\$ 1,023,510	1.6%

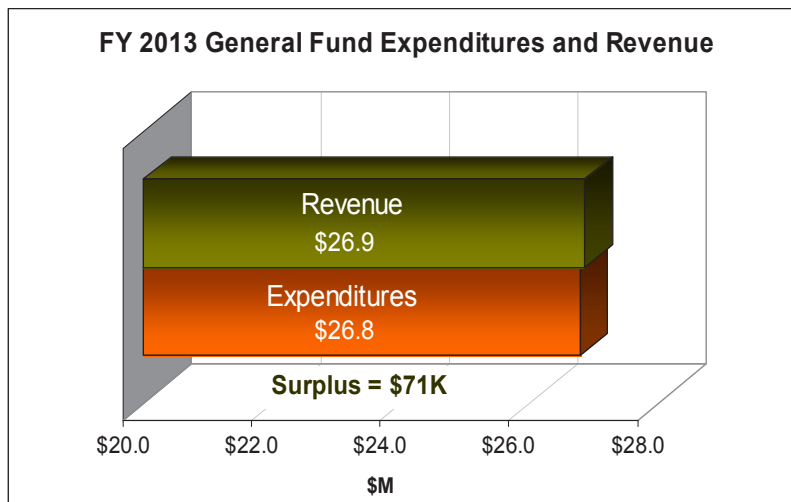
Does not include depreciation, amortization, interfund transfers or contingency amounts



Budget Overview

Budget Policy

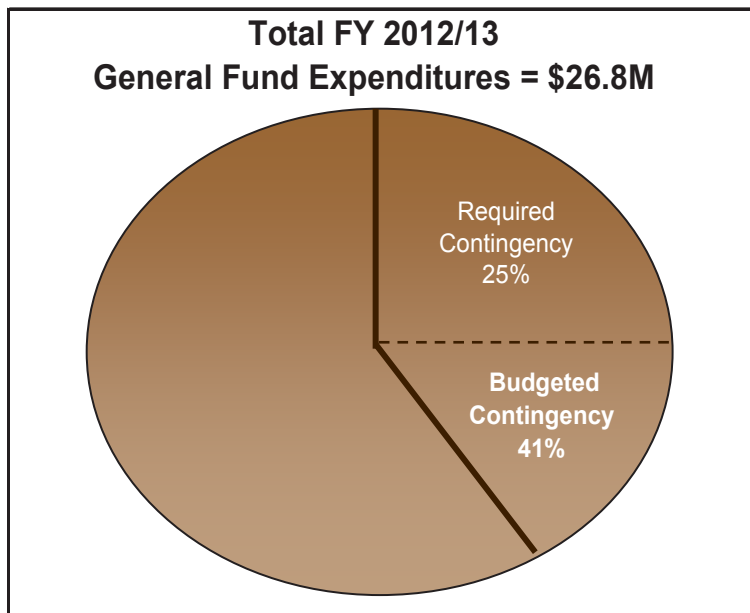
In accordance with the Town's adopted Financial and Budgetary Policies, A.1 – Balanced Budgeting and Fiscal Planning Policies, "The Town shall develop an annual budget whereby recurring revenues shall be sufficient to support recurring operating expenditures with no use of General Fund contingency to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



Revenues	\$ 26,857,339
Expenditures	<u>26,786,317</u>
Surplus/(Deficit)	\$ 71,022

A surplus of \$71,022 is projected in the General Fund for FY 2012/13. All recurring and one-time expenditures are expected to be covered with budgeted revenues.

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	\$26,786,317
Contingency Requirement	<u>25%</u>
Required Contingency	\$ 6,696,579

The budgeted contingency reserve for FY 2012/13 is \$11,034,643 in the General Fund and is equal to 41% of expenditures. Of this amount, \$9.4 million is unassigned, while \$1.6 million is assigned for employee compensated absences (i.e. for accrued vacation, sick and compensatory time leave) and for unemployment compensation claims.

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Fund Balances

	General Fund (1)	Special Revenue Funds (2)	Enterprise Funds (3)	Capital Projects Funds (4)	Internal Service Funds	Debt Service Funds (5)	2012-2013 Total
Revenues and Other Sources							
Taxes	\$ 12,327,995	\$ 1,099,173	\$ -	\$ -	\$ -	\$ -	\$ 13,427,168
Licenses and Permits	936,469	43,000	-	-	-	-	979,469
Fines	190,000	-	-	-	-	-	190,000
Water Sales	-	-	11,707,800	-	-	-	11,707,800
Charges for Services	1,217,556	276,996	1,236,700	2,456,000	638,787	-	5,826,039
State Shared Revenue	9,175,117	2,480,005	-	-	-	-	11,655,122
Intergovernmental	613,413	-	-	-	-	-	613,413
Grants	1,997,042	260,000	517,800	5,979,000	-	83,784	8,837,626
Seizures & Forfeitures	-	425,000	-	-	-	-	425,000
Impact Fees	-	-	-	926,875	-	-	926,875
Interest Income	89,000	12,700	75,500	6,900	-	367,578	551,678
Miscellaneous	134,000	10,000	20,000	318,000	2,182,664	100,000	2,764,664
Other Financing Sources	176,747	-	100,000	-	-	155,706	432,453
Total	\$ 26,857,339	\$ 4,606,874	\$ 13,657,800	\$ 9,686,775	\$ 2,821,451	\$ 707,068	\$ 58,337,307
Expenditures and Other Uses							
General Government							
<i>Clerk</i>	\$ 322,779	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 322,779
<i>Council</i>	224,618	-	-	-	-	-	224,618
<i>Finance</i>	744,111	-	-	-	-	-	744,111
<i>General Administration</i>	2,245,094	-	-	25,000	2,182,664	-	4,452,758
<i>Human Resources</i>	496,156	-	-	-	-	-	496,156
<i>Information Technology</i>	1,213,633	-	-	-	-	-	1,213,633
<i>Legal</i>	816,559	-	-	-	-	-	816,559
<i>Magistrate Court</i>	757,629	-	-	-	-	-	757,629
<i>Town Manager's Office</i>	728,648	471,662	-	-	-	-	1,200,310
<i>Debt Service</i>	-	-	-	-	-	1,024,378	1,024,378
Police	12,667,903	240,119	-	89,066	-	-	12,997,088
Dev. & Infrastructure Svcs.	3,803,751	3,669,829	1,565,449	-	638,787	-	9,677,816
Parks and Recreation	1,860,745	-	-	3,780,000	-	-	5,640,745
Library Services	583,413	-	-	-	-	-	583,413
Cultural Resources	185,954	-	-	100,188	-	-	286,142
Water Utility	-	-	11,738,821	2,732,375	-	-	14,471,196
<i>Water Utility Fund Debt Service</i>							
<i>Principal</i>	-	-	1,444,316	-	-	-	1,444,316
<i>Interest</i>	-	-	1,425,085	-	-	-	1,425,085
Roadway Improvements	-	-	-	6,154,000	-	-	6,154,000
Other Financing Uses	135,324	194,810	2,319	100,000	-	-	432,453
Total	\$ 26,786,317	\$ 4,576,420	\$ 16,175,990	\$ 12,980,629	\$ 2,821,451	\$ 1,024,378	\$ 64,365,185
Increase/(Decrease)	71,022	30,454	(2,518,190)	(3,293,854)	-	(317,310)	(6,027,878)
Beginning Fund Balance	\$ 10,963,621	\$ 3,833,989	\$ 10,914,086	\$ 10,270,833	\$ 300,000	\$ 1,234,773	\$ 37,517,302
Ending Fund Balance	\$ 11,034,643	\$ 3,864,443	\$ 8,395,896	\$ 6,976,979	\$ 300,000	\$ 917,463	\$ 31,489,424

This table depicts the estimated beginning fund balance at July 1, 2012, the budgeted revenues and expenditures for FY 2012/13 and the projected ending fund balance at June 30, 2013.

- (1) The General Fund is increasing by \$71,022.
- (2) Special Revenue Funds are increasing by \$30,454.
- (3) Enterprise Funds are decreasing by \$2,518,190 which will be used to fund capital projects.
- (4) Capital Projects Funds are decreasing by \$3,293,854 which will be used to fund capital projects.
- (5) Debt Service Funds are decreasing by \$317,310 which will be used to fund debt service payments.



Budget Summary

	FY 2010	FY 2011	FY 2012		FY 2013
	Actual		Budget	Projected	Budget
Personnel					
General Fund	262.05	252.12	266.22	263.01	275.50
Special Revenue Funds	38.78	39.31	29.30	27.24	27.04
Capital Project Funds	-	-	-	-	-
Enterprise Funds	38.00	37.50	39.50	39.50	40.10
Internal Service Fund	2.37	2.35	1.35	1.35	1.15
TOTAL PERSONNEL	341.20	331.28	336.37	331.10	343.79
Expenditures by Fund ¹⁾					
General Fund	25,096,341	24,723,096	26,090,592	24,783,490	26,650,992
Special Revenue Funds	4,399,131	4,576,434	4,375,245	4,400,055	4,381,610
Debt Service Funds	7,838,118	871,851	995,824	996,694	1,024,378
Capital Project Funds	3,750,483	12,401,783	14,563,140	14,031,974	12,880,629
Enterprise Funds	10,588,804	12,042,746	15,645,854	13,926,268	16,173,671
Internal Service Fund	871,668	874,968	436,271	436,271	2,821,451
TOTAL EXPENDITURES	52,544,545	55,490,878	62,106,926	58,574,752	63,932,731
Expenditures by Category ¹⁾					
Personnel	24,674,902	24,464,800	24,359,433	23,586,742	24,855,460
Operations & Maintenance	12,059,322	11,093,553	12,724,940	11,776,731	16,725,099
Capital Outlay	5,309,640	13,571,409	16,187,247	11,375,972	16,063,613
Debt Service	10,500,681	6,361,116	8,835,306	11,835,307	6,288,559
TOTAL EXPENDITURES	52,544,545	55,490,878	62,106,926	58,574,752	63,932,731
Operating Results					
Total Revenues ²⁾	48,818,423	53,894,212	56,522,831	55,898,838	57,904,854
Total Expenditures ¹⁾	52,544,545	55,490,878	62,106,926	58,574,752	63,932,731
NET OPERATING RESULTS ³⁾	(3,726,122)	(1,596,666)	(5,584,095)	(2,675,914)	(6,027,877)

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

2) Excludes carry-forward balances and interfund transfers

3) Negative net operating results are attributable to planned outlay for capital projects and any associated debt service



Town of Oro Valley

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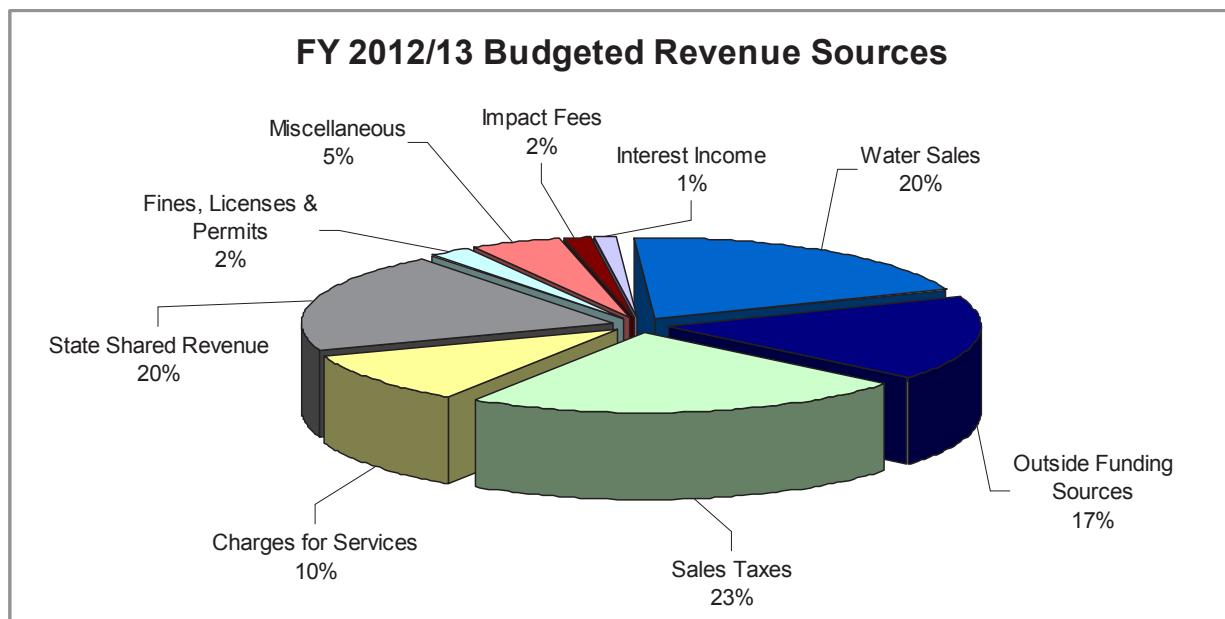


Revenue Summary

Revenue for FY 2012-13 is estimated to total \$57,904,854. In comparison to the FY 2011-12 budget, revenue is projected to increase 2.4%. Economic recovery at the state and local level will continue to be slow and gradual. The Town's state shared revenue collections will increase for the first time in four years, albeit still below FY 2009-10 actuals. Local construction sales taxes have plunged 77% over the last five years, and are not expected to return to previous levels. The Town relies heavily on economically sensitive revenue sources, with sales taxes and state shared revenues making up 43% of the projected FY 2012-13 revenues.

Local sales tax represents 23% of the Town's FY 2012-13 projected revenues. 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. For FY 2012-13, residential construction revenue was projected assuming limited development and activity patterns similar to what is currently being observed. Commercial and residential activity is down from previous years, a factor of economic conditions and of the Town approaching buildout within its incorporated boundaries. In collaboration with Economic Development and Development Services, the Finance department compiled a list of all projects in the pipeline and their likelihood of completion in the next budget year. The FY 2013 budget is forecasted to see an addition of 243K+ square feet of commercial building in the form of office space, retail, a fitness center and completion of a retirement center.

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





Revenue Summary

	Revenue Sources			Variance		
	FY 2011 Actual	FY 2011/12 Budget	FY 2011/12 Projected	FY 2012/13 Budget	to Budget	%
Sales Taxes	12,086,962	13,668,342	12,994,058	13,427,168	(241,174)	-1.8%
Charges for Services	4,363,015	5,376,822	5,383,719	5,844,039	467,217	8.7%
State Shared Revenue	11,102,734	10,563,728	10,563,728	11,655,122	1,091,394	10.3%
Fines, Licenses & Permits	1,255,302	1,358,894	1,106,098	1,169,469	(189,425)	-13.9%
Miscellaneous	341,834	167,500	425,248	2,746,664	2,579,164	1539.8%
Impact Fees	1,126,983	1,008,966	1,323,579	926,875	(82,091)	-8.1%
Interest Income	454,881	439,810	663,362	551,678	111,868	25.4%
Water Sales	12,038,482	11,682,799	11,707,800	11,707,800	25,001	0.2%
Outside Funding Sources	11,124,019	12,255,970	11,731,246	9,876,039	(2,379,931)	-19.4%
Total Revenue	\$ 53,894,212	\$ 56,522,831	\$ 55,898,838	\$ 57,904,854	\$ 1,382,023	2.4%

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 \$(241K)	<ul style="list-style-type: none"> \$302K decrease (14%) in construction taxes based on observed commercial and residential building activity Increases in retail and restaurant collections due to improving economic conditions
Charges for Services \$467K	<ul style="list-style-type: none"> \$203K increase in fleet maintenance charges due to Transit service expansion under contract with the Regional Transportation Authority \$215K increase for administrative charges to Stormwater Utility Enterprise Fund for Highway Fund support
State Shared Revenue \$1.1M	<ul style="list-style-type: none"> \$727K increase (21%) in State Income Tax \$327K increase (11%) in State Sales Tax \$104K increase (4%) in Highway User (Gasoline Tax) revenues \$66K decrease (4%) in Vehicle License Tax
Fines, Licenses & Permits \$(189K)	<ul style="list-style-type: none"> \$477K decrease in commercial building permit revenues (no activity expected from Ventana Medical Systems in FY 12/13) \$280K increase in residential building permit revenues (anticipated multi-family residential building activity)
Miscellaneous \$2.6M	<ul style="list-style-type: none"> \$2.2M budgeted for self-funded employee and employer health insurance premiums \$300K budgeted in donations for aquatics facility expansion project \$100K budgeted in electricity rebates from Tucson Electric Power for generation of solar energy
Impact Fees \$(82K)	<ul style="list-style-type: none"> \$82K decrease in assessments as a result of new State legislation
Interest Income \$112K	<ul style="list-style-type: none"> \$112K increase due to improved earnings rates
Outside Funding Sources \$(2.4M)	<ul style="list-style-type: none"> \$1.8M decrease in State grants for roadway project funding from Pima Association of Governments (due to project completions or postponements) \$700K decrease in loan proceeds from Water Infrastructure Finance Authority



Revenue Schedule by Fund

Major Revenue Accounts	FY 2010 Actual	FY 2011 Actual	FY 2012 Budget	FY 2012 Projected	FY 2013 Budget	% to Budget
General Fund						
Local Sales Tax:						
Local Sales Tax	11,255,150	10,965,452	11,801,316	11,392,949	11,727,995	-0.6%
Sales Tax Audit Recoveries	788,434	95,409	100,000	100,000	100,000	0.0%
Cable Franchise Fees	509,285	514,814	500,000	500,000	500,000	0.0%
Total Local Sales Tax	12,552,870	11,575,674	12,401,316	11,992,949	12,327,995	-0.6%
License & Permit Fees:						
Business Licenses & Permits	170,260	173,396	170,698	170,698	171,140	0.3%
Residential Building Permits	505,226	426,876	352,697	425,000	632,435	79.3%
Commercial Building Permits	331,510	360,645	560,499	225,000	83,394	-85.1%
Sign Permits	36,630	37,445	33,000	37,500	38,000	15.2%
Special Inspection Fees	3,940	4,644	3,000	4,400	4,500	50.0%
Grading Permit Fees	7,704	10,386	7,000	10,000	7,000	0.0%
Total License & Permit Fees	1,055,270	1,013,392	1,126,894	872,598	936,469	-16.9%
Federal Grants:						
CNA	106,572	120,466	122,500	122,500	122,500	0.0%
DEA OT Reimbursement	36,568	26,489	33,807	28,000	30,000	-11.3%
Miscellaneous Federal Grants	11,824	172,384	155,000	6,000	431,000	178.1%
HIDTA	106,721	112,905	116,333	130,700	130,700	12.3%
HIDTA-DEA	80,197	85,851	90,276	66,900	70,000	-22.5%
GOHS	78,351	68,302	143,917	34,924	90,000	-37.5%
Homeland Security	1,900	-	134,700	48,220	99,800	-25.9%
Joint Terrorism Task Force	12,657	9,976	9,000	7,000	9,000	0.0%
Total Federal Grants	434,789	596,374	805,533	444,244	983,000	22.0%
State Grants:						
Safe Schools Grant	60,000	60,000	60,000	60,000	-	-100.0%
Misc State Grants	133,868	272,826	223,500	171,258	220,000	-1.6%
The 100 Club of Arizona	1,295	-	5,000	-	5,000	0.0%
RTA Reimbursements	-	-	-	291,093	789,042	0.0%
Total State Grants	195,163	332,826	288,500	522,351	1,014,042	251.5%
State/County Shared:						
State Income	5,086,954	3,834,911	3,461,502	3,461,502	4,188,806	21.0%
State Sales	2,891,386	3,024,857	3,102,745	3,102,745	3,429,349	10.5%
Vehicle License Tax	1,484,125	1,549,821	1,623,017	1,623,017	1,556,962	-4.1%
Total State/County Shared	9,462,464	8,409,589	8,187,264	8,187,264	9,175,117	12.1%
Other Intergovernmental:						
JDK Park Contributions	30,000	30,000	30,000	30,000	-	-100.0%
PCLD Reimbursements	603,450	592,075	561,160	561,160	613,413	9.3%
Total Other Intergovernmental	633,450	622,075	591,160	591,160	613,413	3.8%
Charges for Services:						
JDK Park Contributions	-	-	-	-	30,000	0.0%
Court Costs	165,537	171,523	230,000	178,860	200,000	-13.0%
Public Defender Fees	7,260	4,687	4,000	3,000	4,000	0.0%
Recording Fees	128	64	-	-	-	0.0%
Zoning & Subdivision Fees	87,629	77,752	50,000	78,000	70,000	40.0%
User Fees - Swimming Pool	119,273	126,290	113,000	85,000	130,000	15.0%
User Fees - Electricity	41,485	55,201	-	50,000	55,000	0.0%
User Fees - Miscellaneous	185,642	153,343	209,750	170,000	80,000	-61.9%
Copy Services	3,698	3,772	4,000	2,500	2,500	-37.5%
Town Hall Usage Fees	4,036	3,172	2,000	5,000	3,000	50.0%
General Government Other	1,028	2,074	1,210	1,210	1,000	-17.4%
Police Report Copying	20,354	27,820	20,000	2,900	2,900	-85.5%
Police Other	8,431	6,156	8,000	3,000	3,000	-62.5%
Building Inspection Copying	59	6	-	-	-	0.0%
Engineer Plan Review Fees	72,620	34,875	33,000	35,000	35,000	6.1%
Grading Review Fees	740	904	500	1,000	1,000	100.0%
Grading Inspection Fees	560	960	700	700	700	0.0%
Fare Box	-	-	39,500	54,000	34,765	-12.0%
Administrative Services	-	-	321,000	321,000	321,000	0.0%
Financial Services	113,591	135,538	135,591	135,591	135,591	0.0%
Real Property Rental Income	81,200	69,500	65,600	65,600	83,600	27.4%
Maps	237	172	-	100	-	0.0%
Code Book Sales	131	152	-	450	-	0.0%



Revenue Schedule by Fund

Major Revenue Accounts	FY 2010 Actual	FY 2011 Actual	FY 2012 Budget	FY 2012 Projected	FY 2013 Budget	% to Budget
Pawn Slips	-	1,920	-	2,500	2,500	0.0%
Police Fingerprinting	-	-	-	22,000	22,000	0.0%
Total Charges for Services	913,638	875,881	1,237,851	1,217,411	1,217,556	-1.6%
Fines:						
Fines	202,144	195,993	190,000	190,000	190,000	0.0%
Total Fines	202,144	195,993	190,000	190,000	190,000	0.0%
Interest Income:						
Interest - Investments	61,501	29,305	22,000	150,000	89,000	304.5%
Total Interest Income	61,501	29,305	22,000	150,000	89,000	304.5%
Miscellaneous:						
Donations	59	15,000	-	995	-	0.0%
Miscellaneous	10,749	34,394	15,000	4,000	4,000	-73.3%
Special Events	-	2,275	-	3,050	-	-
Insurance Recoveries	20,584	67,146	20,000	60,000	20,000	0.0%
In-Lieu Income	110,695	109,897	100,000	100,000	100,000	0.0%
Sale of Assets	1,009	41,893	22,500	22,500	10,000	-55.6%
Capital Lease Proceeds	40,516	-	-	-	-	0.0%
Total Miscellaneous	183,611	270,605	157,500	190,545	134,000	-14.9%
TOTAL GENERAL FUND	25,694,900	23,921,715	25,008,018	24,358,522	26,680,592	6.7%
Highway Fund						
Local Sales Tax:						
Construction Sales Tax	801,570	291,349	367,400	290,093	316,890	-13.7%
Total Local Sales Tax	801,570	291,349	367,400	290,093	316,890	-13.7%
License & Permit Fees:						
Road Permits	52,756	44,807	42,000	42,000	42,000	0.0%
Floodplain Use Permits	385	1,110	-	1,500	1,000	0.0%
Total License & Permit Fees	53,141	45,917	42,000	43,500	43,000	2.4%
Charges for Services:						
Administrative Services	-	-	15,000	15,000	229,493	1430.0%
Total Charges for Services	-	-	15,000	15,000	229,493	1430.0%
State Grants:						
PAG Reimbursements	159,618	125,966	487,000	286,710	260,000	-46.6%
RTA Reimbursements	59,038	7,551	-	-	-	0.0%
Total State Grants	218,657	133,517	487,000	286,710	260,000	100.0%
State/County Shared:						
Highway User	2,667,797	2,693,145	2,376,464	2,376,464	2,480,005	4.4%
Total State/County Shared	2,667,797	2,693,145	2,376,464	2,376,464	2,480,005	4.4%
Interest Income:						
Interest - Investments	15,681	8,834	10,700	7,000	7,000	-34.6%
Total Interest Income	15,681	8,834	10,700	7,000	7,000	-34.6%
Miscellaneous:						
Miscellaneous	9,326	14,685	10,000	10,000	10,000	0.0%
Insurance Recoveries	5,152	7,828	-	15,000	-	0.0%
Total Miscellaneous	14,478	22,513	10,000	25,000	10,000	0.0%
TOTAL HIGHWAY FUND	3,771,324	3,195,274	3,308,564	3,043,767	3,346,388	1.1%
Seizures & Forfeitures Funds						
Interest Income:						
Interest - Investments	5,900	5,496	3,800	-	-	-100.0%
Total Interest Income	5,900	5,496	3,800	-	-	-100.0%
Miscellaneous:						
Forfeitures	354,677	323,688	350,000	435,450	425,000	21.4%
Total Miscellaneous	354,677	323,688	350,000	435,450	425,000	21.4%
TOTAL SEIZURES & FORFEITURES FUNDS	360,578	329,184	353,800	435,450	425,000	20.1%



Revenue Schedule by Fund

Major Revenue Accounts	FY 2010 Actual	FY 2011 Actual	FY 2012 Budget	FY 2012 Projected	FY 2013 Budget	% to Budget
Bed Tax Fund						
Local Sales Tax:						
Local Sales Tax	125,711	219,939	899,626	711,016	782,283	-13.0%
Total Local Sales Tax	125,711	219,939	899,626	711,016	782,283	-13.0%
Interest Income:						
Interest - Investments	5,777	2,228	1,800	9,500	5,700	216.7%
Total Interest Income	5,777	2,228	1,800	9,500	5,700	216.7%
TOTAL BED TAX FUND	131,489	222,168	901,426	720,516	787,983	-12.6%
Regional Transportation Authority (RTA) Fund						
State Grants:						
RTA Reimbursements	-	1,256	50,000	200	-	-100.0%
Total State Grants	-	1,256	50,000	200	-	-100.0%
TOTAL RTA FUND	-	1,256	50,000	200	-	-100.0%
Public Transportation Fund						
Federal Grants:						
Miscellaneous Grants	-	-	-	-	-	0.0%
Total Federal Grants	-	-	-	-	-	0.0%
State Grants:						
PAG Reimbursements	59,983	34,944	-	-	-	0.0%
RTA Reimbursements	59,162	67,647	-	-	-	0.0%
Total State Grants	119,145	102,591	-	-	-	0.0%
State/County Shared:						
LTAF	104,373	-	-	-	-	0.0%
Total State/County Shared	104,373	-	-	-	-	0.0%
Charges for Services:						
Fare Box	51,817	50,254	-	-	-	0.0%
Total Charges for Services	51,817	50,254	-	-	-	0.0%
Interest Income:						
Interest - Investments	1,208	147	-	-	-	0.0%
Total Interest Income	1,208	147	-	-	-	0.0%
Miscellaneous:						
Miscellaneous	1	991	-	-	-	0.0%
Sale of Assets	-	-	-	-	-	0.0%
Total Miscellaneous	1	991	-	-	-	0.0%
TOTAL PUBLIC TRANSPORTATION FUND	276,544	153,983	-	-	-	0.0%
Fleet Maintenance Fund						
Miscellaneous:						
Insurance Recoveries	6,219	-	-	-	-	0.0%
Sale of Assets	1,290	-	-	-	-	0.0%
Total Miscellaneous	7,509	-	-	-	-	0.0%
Charges for Services:						
Fleet Maintenance	-	-	436,271	436,271	638,787	46.4%
Total Charges for Services	-	-	436,271	436,271	638,787	46.4%
TOTAL FLEET MAINTENANCE FUND	7,509	-	436,271	436,271	638,787	46.4%
Benefit Self Insurance Fund						
Miscellaneous:						
Self Insurance Premiums	-	-	-	-	2,182,664	0.0%
Total Miscellaneous	-	-	-	-	2,182,664	0.0%
TOTAL BENEFIT SELF INSURANCE FUND	-	-	-	-	2,182,664	0.0%



Revenue Schedule by Fund

Major Revenue Accounts	FY 2010 Actual	FY 2011 Actual	FY 2012 Budget	FY 2012 Projected	FY 2013 Budget	% to Budget
Impound Fee Fund						
Charges for Services:						
Impound Fees	55,210	41,260	50,000	45,987	47,503	-5.0%
Total Charges for Services	55,210	41,260	50,000	45,987	47,503	-5.0%
TOTAL IMPOUND FEE FUND						
	55,210	41,260	50,000	45,987	47,503	-5.0%
Municipal Debt Service Fund						
Interest Income:						
Interest	106	347	-	100	-	0.0%
Total Interest Income	106	347	-	100	-	0.0%
Federal Grants:						
Miscellaneous Grants	-	81,811	85,777	85,777	83,784	-2.3%
Total Federal Grants	-	81,811	85,777	85,777	83,784	-2.3%
Miscellaneous:						
Miscellaneous	-	-	-	206,483	100,000	0.0%
Total Miscellaneous	-	-	-	206,483	100,000	0.0%
TOTAL MUNICIPAL DEBT SERVICE FUND						
	106	82,157	85,777	292,360	183,784	114.3%
Oracle Road Debt Service Fund						
Interest Income:						
Special Assessments	152,483	141,543	129,703	129,703	117,578	-9.3%
Penalties	2,340	-	-	1,598	-	0.0%
Total Interest Income	154,823	141,543	129,703	131,301	117,578	-9.3%
Principal Repayments:						
Principal Repayments	213,327	224,267	235,000	235,000	250,000	6.4%
Total Principal Repayments	213,327	224,267	235,000	235,000	250,000	6.4%
TOTAL ORACLE RD DEBT SERVICE FUND						
	368,151	365,811	364,703	366,301	367,578	0.8%
Townwide Roadway Development Impact Fee Fund						
Federal Grants:						
Miscellaneous Grants	-	-	500,000	-	699,000	39.8%
Total Federal Grants	-	-	500,000	-	699,000	39.8%
State Grants:						
PAG Reimbursements/HELP Loans	1,178,458	4,457,079	6,200,000	4,863,000	4,657,000	-24.9%
RTA Reimbursements	17,626	331,568	1,243,000	449,909	623,000	-49.9%
Total State Grants	1,196,084	4,788,647	7,443,000	5,312,909	5,280,000	-29.1%
Impact Fees:						
Residential Development Impact Fees	160,054	83,509	94,714	67,648	355,151	275.0%
Commercial Development Impact Fee	180,980	179,793	318,364	179,066	58,967	-81.5%
Total Impact Fees	341,034	263,302	413,078	246,714	414,118	0.3%
Interest Income:						
Interest - Investments	9,322	3,182	4,000	1,600	1,600	-60.0%
Total Interest Income	9,322	3,182	4,000	1,600	1,600	-60.0%
Miscellaneous:						
Miscellaneous	163,817	35,687	-	1,512	-	0.0%
Real Property Rental Income	18,000	18,000	18,000	18,000	18,000	0.0%
Total Miscellaneous	181,817	53,687	18,000	19,512	18,000	0.0%
TOTAL DEVELOPMENT IMPACT FEE FUND						
	1,728,256	5,108,819	8,378,078	5,580,735	6,412,718	-23.5%



Revenue Schedule by Fund

Major Revenue Accounts	FY 2010 Actual	FY 2011 Actual	FY 2012 Budget	FY 2012 Projected	FY 2013 Budget	% to Budget
Parks & Recreation Development Impact Fee Fund						
Impact Fees:						
Residential Development Impact Fees	162,756	117,584	127,640	127,640	92,001	-27.9%
Total Impact Fees	162,756	117,584	127,640	127,640	92,001	-27.9%
Interest Income:						
Interest - Investments	-	316	-	16	-	0.0%
Total Interest Income	-	316	-	16	-	0.0%
TOTAL PARKS DEV. IMPACT FEE FUND	162,756	117,901	127,640	127,656	92,001	-27.9%
Library Development Impact Fee Fund						
Impact Fees:						
Residential Development Impact Fees	41,869	30,152	32,831	32,831	37,461	14.1%
Total Impact Fees	41,869	30,152	32,831	32,831	37,461	14.1%
Interest Income:						
Interest - Investments	-	81	-	4	-	0.0%
Total Interest Income	-	81	-	4	-	0.0%
TOTAL LIBRARY DEV. IMPACT FEE FUND	41,869	30,233	32,831	32,835	37,461	14.1%
Police Development Impact Fee Fund						
Impact Fees:						
Residential Development Impact Fees	30,925	22,271	24,254	24,254	48,376	99.5%
Commercial Development Impact Fee	6,120	5,790	10,223	5,851	1,464	-85.7%
Total Impact Fees	37,044	28,061	34,477	30,105	49,840	44.6%
Interest Income:						
Interest - Investments	-	69	-	4	-	0.0%
Total Interest Income	-	69	-	4	-	0.0%
TOTAL POLICE DEV. IMPACT FEE FUND	37,044	28,130	34,477	30,109	49,840	44.6%
General Government Development Impact Fee Fund						
Impact Fees:						
Residential Development Impact Fees	(12,766)	16,529	18,419	18,419	-	-100.0%
Commercial Development Impact Fee	14,176	25,991	49,066	11,419	-	-100.0%
Total Impact Fees	1,410	42,520	67,485	29,838	-	-100.0%
Interest Income:						
Interest - Investments	-	92	-	5	-	0.0%
Total Interest Income	-	92	-	5	-	0.0%
TOTAL GEN. GOVT. IMPACT FEE FUND	1,410	42,612	67,485	29,843	-	-100.0%
Steam Pump Ranch Acquisition Fund						
Federal Grants:						
Miscellaneous Federal Grants	-	-	-	-	-	0.0%
Total Federal Grants	-	-	-	-	-	0.0%
Other Intergovernmental:						
Pima County Bond Proceeds	45,012	243,100	-	-	-	0.0%
Total Other Intergovernmental	45,012	243,100	-	-	-	0.0%
TOTAL STEAM PUMP RANCH FUND	45,012	243,100	-	-	-	0.0%



Revenue Schedule by Fund

Major Revenue Accounts	FY 2010 Actual	FY 2011 Actual	FY 2012 Budget	FY 2012 Projected	FY 2013 Budget	% to Budget
Water Utility Fund						
Water Sales:						
Residential Water Sales	8,040,762	8,043,658	7,902,858	7,917,000	7,917,000	0.2%
Commercial Water Sales	902,432	921,825	890,149	947,000	947,000	6.4%
Irrigation Water Sales	1,166,769	1,180,178	1,090,065	1,122,300	1,122,300	3.0%
Turf Related Water Sales	1,737,900	1,799,749	1,653,808	1,624,500	1,624,500	-1.8%
Construction Water Sales	222,447	92,257	134,919	96,000	96,000	-28.8%
Other	720	814	11,000	1,000	1,000	-90.9%
Total Water Sales	12,071,031	12,038,482	11,682,799	11,707,800	11,707,800	0.2%
Charges for Services:						
Engineer Plan Review Fees	3,476	2,465	3,000	5,000	3,000	0.0%
Construction Inspection Fees	13,290	6,963	2,500	1,500	1,500	-40.0%
Misc Service Revenue	14,803	13,749	10,000	15,000	10,000	0.0%
Backflow-Install Permit Fee	1,195	3,900	2,600	2,600	2,600	0.0%
Served by Tucson	12,406	12,866	11,000	10,500	11,000	0.0%
Served by Metro	9,928	9,190	8,000	7,000	7,000	-12.5%
Sewer Fees	168,680	169,676	170,000	170,000	170,000	0.0%
Late Fees	87,776	86,785	65,000	92,500	85,000	30.8%
NSF Fees	6,222	4,445	5,000	5,200	5,000	0.0%
Rain Sensors	38	38	100	250	100	0.0%
Meter Income	20,295	19,677	13,000	36,000	20,000	53.8%
New Service Establish Fees	62,417	71,432	35,000	71,000	40,000	14.3%
Reconnect Fees	42,861	46,783	30,000	35,000	30,000	0.0%
Other	81,841	82,217	90,000	90,000	90,000	0.0%
Total Charges for Services	525,227	530,186	445,200	541,550	475,200	6.7%
Interest Income:						
Interest - Investments	27,275	22,389	16,300	125,000	75,000	360.1%
Total Interest Income	27,275	22,389	16,300	125,000	75,000	360.1%
Miscellaneous:						
Miscellaneous	1,804	5,728	-	-	-	0.0%
Insurance Recoveries	-	5,386	-	-	-	0.0%
Sale of Assets	-	-	-	-	-	0.0%
Total Miscellaneous	1,804	11,113	-	-	-	0.0%
Other Financing Sources:						
WIFA Loan Proceeds	-	-	700,000	711,000	-	-100.0%
Total Other Financing Sources	-	-	700,000	711,000	-	-100.0%
TOTAL WATER UTILITY FUND	12,625,337	12,602,170	12,844,299	13,085,350	12,258,000	-4.6%
Alternative Water Resources Development Impact Fee Fund						
Charges for Services:						
Groundwater Preservation Fee	1,769,142	2,096,093	2,423,500	2,358,000	2,456,000	1.3%
Total Charges for Services	1,769,142	2,096,093	2,423,500	2,358,000	2,456,000	1.3%
Impact Fees:						
Development Impact Fees	475,973	400,988	219,200	515,544	219,200	0.0%
Total Impact Fees	475,973	400,988	219,200	515,544	219,200	0.0%
Interest Income:						
Interest - Investments	6,388	2,320	2,684	800	800	-70.2%
Total Interest Income	6,388	2,320	2,684	800	800	-70.2%
TOTAL AWRDIF FUND	2,251,503	2,499,401	2,645,384	2,874,344	2,676,000	1.2%
Potable Water System Development Impact Fee Fund						
Impact Fees:						
Single Family Connections	196,227	154,026	89,845	159,000	89,845	0.0%
Commercial Connections	63,710	69,880	10,280	135,650	10,280	0.0%
Irrigation Connections	23,980	10,780	10,900	15,260	10,900	0.0%
Fire-Flow Connections	9,690	9,690	3,230	30,997	3,230	0.0%
Total Impact Fees	293,607	244,376	114,255	340,907	114,255	0.0%
Interest Income:						
Interest - Investments	36,666	13,737	13,323	4,500	4,500	-66.2%
Total Interest Income	36,666	13,737	13,323	4,500	4,500	-66.2%



Revenue Schedule by Fund

Major Revenue Accounts	FY 2010 Actual	FY 2011 Actual	FY 2012 Budget	FY 2012 Projected	FY 2013 Budget	% to Budget
TOTAL PWSDF FUND	330,273	258,113	127,578	345,407	118,755	-6.9%
Stormwater Utility Fund						
Federal Grants:						
Miscellaneous Federal Grants	40,676	1,086,932	380,000	253,114	67,800	-82.2%
Total Federal Grants	40,676	1,086,932	380,000	253,114	67,800	-82.2%
State Grants:						
Miscellaneous State Grants	141,618	366,203	575,000	538,331	450,000	-21.7%
Total State Grants	141,618	366,203	575,000	538,331	450,000	-21.7%
Charges for Services:						
Late Fees	1,574	1,895	1,000	1,500	1,500	50.0%
Stormwater Utility Fee	743,369	749,446	750,000	750,000	760,000	1.3%
Total Charges for Services	744,944	751,341	751,000	751,500	761,500	1.4%
Interest Income:						
Interest - Investments	1,210	376	500	130	500	0.0%
Total Interest Income	1,210	376	500	130	500	0.0%
Miscellaneous:						
Miscellaneous	705	925	-	110	20,000	0.0%
Total Miscellaneous	705	925	-	110	20,000	0.0%
TOTAL STORMWATER UTILITY FUND	929,153	2,205,776	1,706,500	1,543,185	1,299,800	-23.8%
Solar Photovoltaic Fund						
Other Financing Sources:						
Bond Proceeds	-	2,445,000	-	-	-	0.0%
Total Other Financing Sources	-	2,445,000	-	-	-	0.0%
Interest Income:						
Interest - Investments	-	152	-	-	-	0.0%
Total Interest Income	-	152	-	-	-	0.0%
TOTAL SOLAR PHOTOVOLTAIC FUND	-	2,445,152	-	-	-	0.0%
Aquatics Center Project Fund						
Other Financing Sources:						
Bond Proceeds	-	-	-	2,550,000	-	0.0%
Total Other Financing Sources	-	-	-	2,550,000	-	0.0%
Miscellaneous:						
Donations	-	-	-	-	300,000	0.0%
Total Miscellaneous	-	-	-	-	300,000	0.0%
TOTAL AQUATICS CENTER PROJECT FUND	-	-	-	2,550,000	300,000	0.0%
TOTAL REVENUE - ALL FUNDS	\$ 48,818,423	\$ 53,894,212	\$ 56,522,831	\$ 55,898,838	\$ 57,904,854	2.4%

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

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Revenue Sources

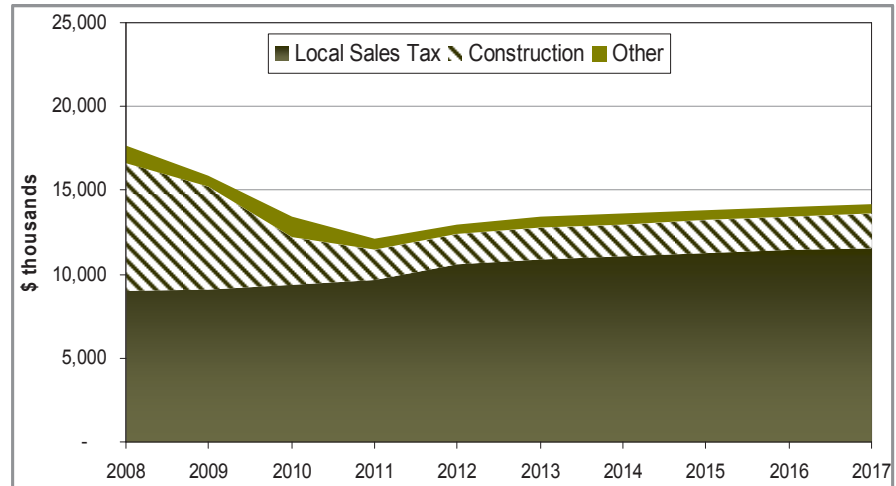
Local Sales Tax

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% tax on sales collected within the town boundaries, with the exception of sales on utilities and construction activity, which are a 4% tax. The Town also levies an additional 6% tax on lodging. The sales tax is collected by the state and remitted to the Town on a weekly basis.

Uses

The 2% local sales tax and 4% utility sales tax are used for various general governmental purposes. The 6% tax on lodging is used to support economic development and tourism efforts, and 1.5% of the 4% tax on construction activity is used to fund maintenance on Town-wide roads. The remaining portion goes to various governmental purposes.



Projections

Local construction sales tax has decreased significantly due to the economic downturn and as the town approaches build-out. Minimal commercial activity, consisting of infill projects, is expected for the near future. With the opening of several new commercial centers a few years ago, as well as a number of new restaurants, the Town's retail and restaurant tax revenues have grown. In addition, the Town's utility sales tax was increased from 2% to 4%, effective August, 2011. The following assumptions were used in compiling the projections:

- base retail business is projected to grow at a rate of 1-2% per year with inflation
- commercial development anticipated at an average rate of 125K square ft per year through FY 2017
- budgeted construction sales tax decreases 14% from FY 2012, then grows 1-2% per year with inflation

		Local Sales Tax	Construction Sales Tax	Other
ACTUAL	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
	2010	9,409,890	2,772,542	1,297,719
	2011	9,714,530	1,765,739	610,223
PROJECTION	2012	10,656,973	1,737,085	600,000
	2013	10,929,622	1,897,546	600,000
	2014	11,098,918	1,916,521	600,000
	2015	11,260,552	1,945,269	600,000
	2016	11,424,570	1,974,448	600,000
	2017	11,591,008	2,004,065	600,000



Revenue Sources

Fines, Licenses and Permits

Description

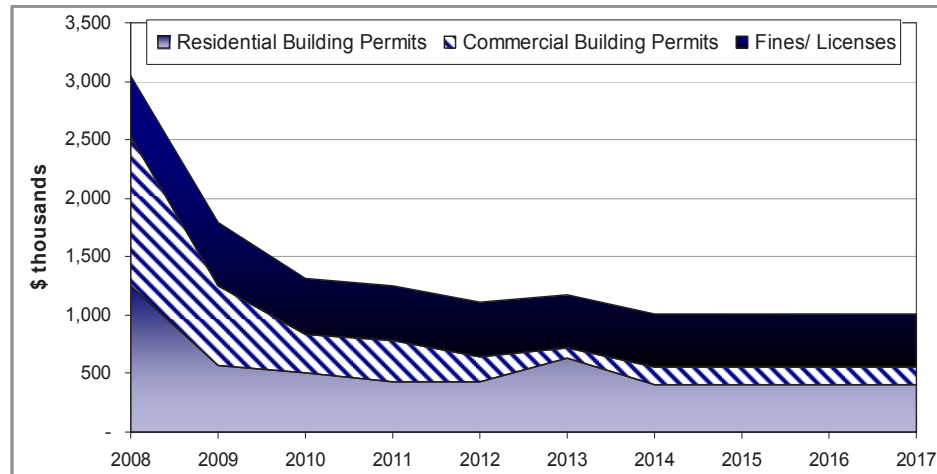
Revenue from court fines comes from traffic violations and other fines paid for the violation of municipal ordinances. License revenue includes fees charged for obtaining a business license to operate a business within town boundaries. Permit fee revenue includes fees collected from building permits, 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 remain relatively flat over the next 5 years. Previous years 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:



- 35 single family residential (SFR) permits will be issued per year through FY 2017
- permit issued in FY 2013 for 288-unit luxury apartment complex
- an average of 50K square feet of miscellaneous commercial development will be added each year for the next 5 years
- revenue from business licenses and fines remains relatively flat

		Residential Building Permits	Commercial Building Permits	Business Licenses, Fines & Other
ACTUAL	2007	1,325,202	749,890	509,258
	2008	1,250,093	1,272,320	520,212
	2009	566,583	684,269	542,705
	2010	505,226	331,510	473,818
	2011	426,876	360,645	467,780
PROJECTION	2012	425,000	225,000	456,098
	2013	632,435	83,394	453,640
	2014	400,000	150,000	455,983
	2015	400,000	150,000	458,346
	2016	400,000	150,000	460,730
	2017	400,000	150,000	463,134



Revenue Sources

State Shared Revenue

Description

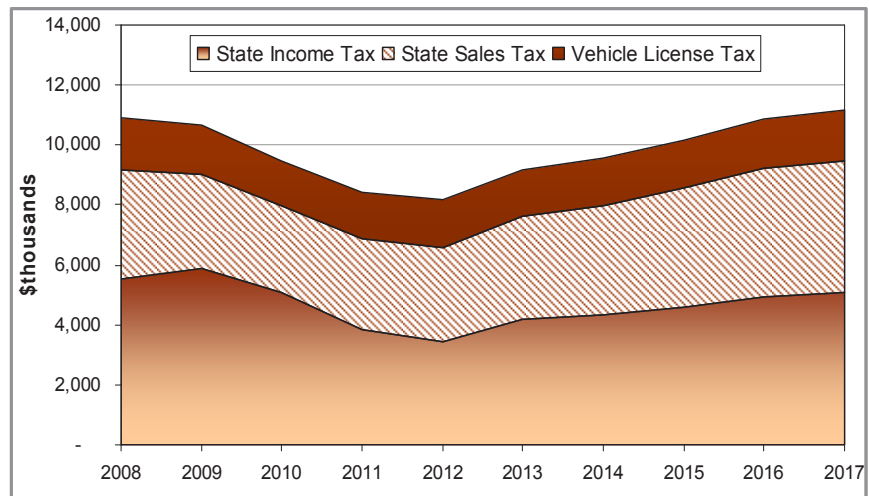
Cities and towns in the state receive a portion of the revenues collected by the state of Arizona. These sources consist of the state sales tax, income tax, and vehicle license tax. Oro Valley receives its share of the state sales and income tax based on the relation of its population to the total population 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 34% of General Fund budgeted revenue for FY 2013. The severe economic downturn greatly impacted these revenues. They are expected to increase 12% in FY 2013, after several years of considerable declines. Continued, steady recovery is anticipated over the next few years. The following assumptions were used in compiling the projections:



- a 12% increase is projected in FY 2013
- a 4% increase is projected for FY 2014
- a 6% increase is projected for FY 2015
- a 7% increase is projected for FY 2016
- a 3% increase is projected for FY 2017

		State Income Tax	State Sales Tax	Vehicle License Tax
ACTUAL	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
	2010	5,086,954	2,891,386	1,484,125
	2011	3,834,911	3,024,857	1,549,821
PROJECTION	2012	3,461,502	3,102,745	1,623,017
	2013	4,188,806	3,429,349	1,556,962
	2014	4,314,470	3,665,974	1,588,101
	2015	4,590,596	3,970,250	1,619,863
	2016	4,939,482	4,256,108	1,652,261
	2017	5,087,666	4,383,791	1,685,306



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.

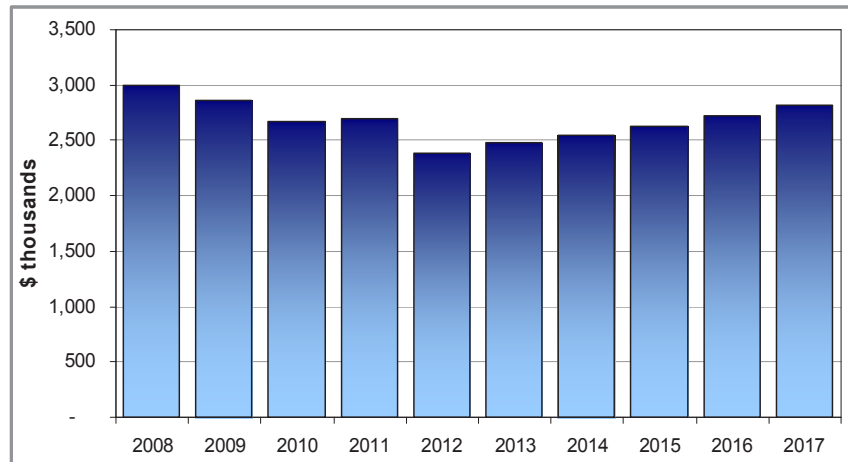
Uses

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 74% of Highway Fund budgeted revenue for FY 2013. This revenue source is impacted by economic downturns, as well as actions taken by the State legislature to sweep these funds for state Department of Public Safety (DPS) and Motor Vehicle Division (MVD) purposes. The following assumptions were used in compiling the projections:

- revenue is projected to increase 4.4% in FY 2013, due to the State's restoration of funds previously swept for MVD purposes
- revenue is projected to increase 2.7% in FY 2014
- 3-4% growth is projected each year through FY 2017



		HURF Revenue
ACTUAL	2007	3,031,223
	2008	3,002,828
	2009	2,855,668
	2010	2,667,797
	2011	2,693,145
PROJECTION	2012	2,376,464
	2013	2,480,005
	2014	2,546,965
	2015	2,625,921
	2016	2,717,828
	2017	2,815,670

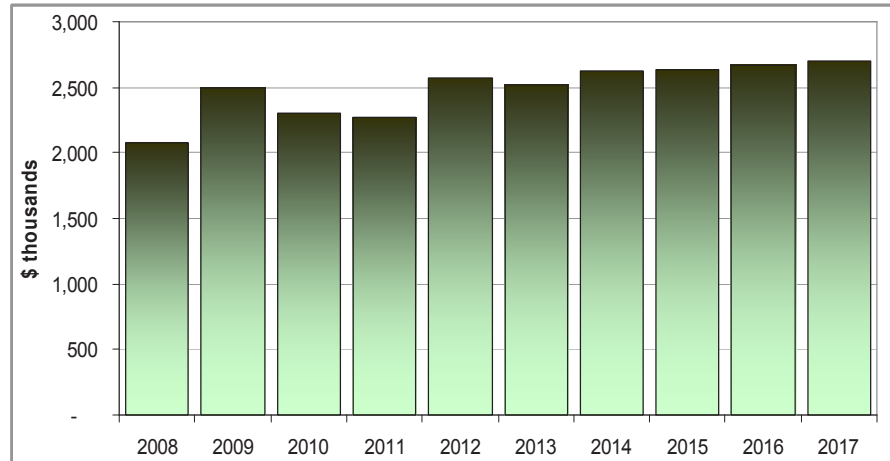


Revenue Sources

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, various Water fees and fares received from transit services, to name a few. With the exception of Development Services fees and certain General 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

The increase in FY 2012 is due to the implementation of administrative services charges, which are collected from the Town's Enterprise Funds to support General Fund operations.

Total revenue from the charges for service category is projected to increase gradually through FY 2017. The following assumptions were used in compiling the projections:

- revenue generated from commercial activity remains relatively flat through FY 2017
- recreation fee revenue increases 4% in FY 2014, due to a full year's collections of revenues from the newly expanded aquatics facility, then remains relatively flat thereafter
- the stormwater utility fee increases slightly each year, as Town population changes

		General Services	Development Services	Recreation Fees	Transit	Water	Stormwater
ACTUAL	2007	360,944	233,493	372,973	59,511	563,545	-
	2008	503,675	197,862	341,153	57,600	620,169	357,602
	2009	556,435	175,637	352,920	55,194	617,857	734,599
	2010	478,473	161,975	346,400	51,817	525,227	744,944
	2011	485,485	114,821	334,834	50,254	530,186	751,341
PROJECTION	2012	807,148	115,250	305,000	54,000	541,550	751,500
	2013	846,594	106,700	295,000	34,765	475,200	761,500
	2014	855,355	107,767	412,914	35,113	440,700	768,600
	2015	872,102	109,922	396,172	35,815	440,700	776,276
	2016	889,184	112,121	404,095	36,531	440,700	784,029
	2017	906,608	114,363	412,177	37,262	440,700	791,859



Revenue Sources

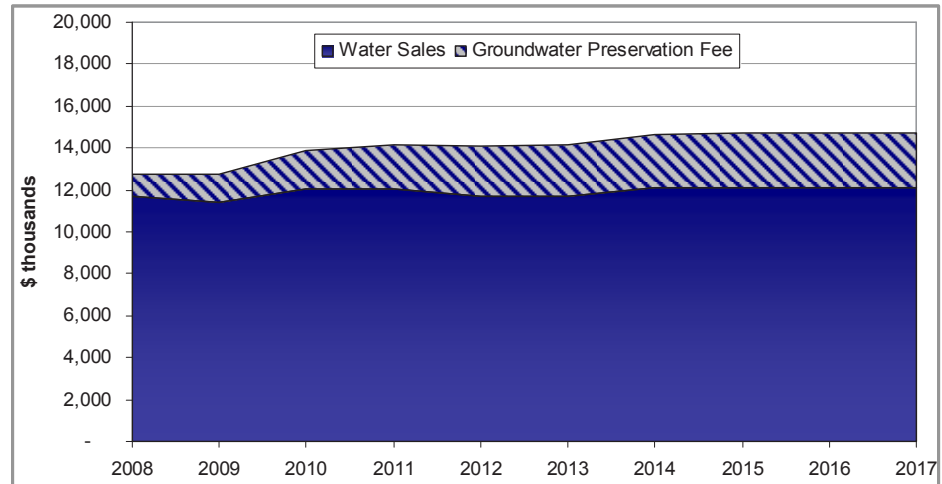
Water Revenue

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 35 new connections annually through FY 2017
- no water rate increases over the next five years
- no groundwater preservation fee increases over the next five years
- average monthly water use remains at 8,000 gallons

		Water Sales	Groundwater Preservation Fee
ACTUAL	2007	11,021,821	767,993
	2008	11,686,598	1,092,778
	2009	11,434,786	1,323,549
	2010	12,071,030	1,769,142
	2011	12,038,482	2,096,093
PROJECTION	2012	11,707,800	2,358,000
	2013	11,707,800	2,456,000
	2014	12,094,300	2,572,599
	2015	12,106,700	2,576,934
	2016	12,119,200	2,580,095
	2017	12,131,719	2,583,260

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.

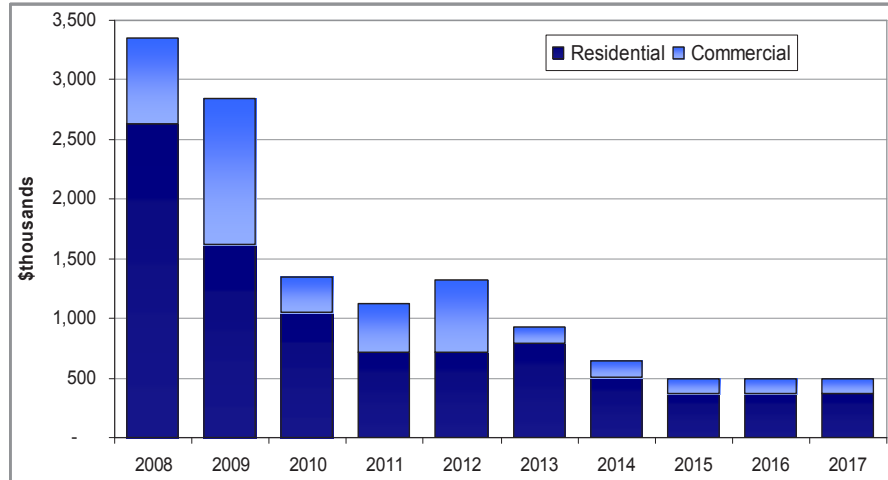


Revenue Sources

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. Recent state legislation has restricted the types of impact fees collected with increased limitations placed on their use. Commercial impact fees are assessed to support roadways, water facilities and police; residential impact fees are assessed to support roadways, water facilities, police, library, and parks & recreation facilities.



Uses

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

Projections

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

- approximately 35 single family residential (SFR) permits will be issued per year through FY 2017; FY 2013 and FY 2014 include residential fees anticipated from 288-unit luxury apartment complex
- commercial activity declines in FY 2013 and remains relatively flat through FY 2017
- recent state legislation restricting types of impact fees collected after January 1, 2012 with increased limitations placed on their use

		Residential Fees	Commercial Fees
ACTUAL	2007	1,863,375	373,512
	2008	2,633,328	715,612
	2009	1,619,926	1,221,918
	2010	1,055,038	298,656
	2011	717,965	409,018
PROJECTION	2012	718,692	604,887
	2013	797,204	129,671
	2014	512,228	129,671
	2015	369,740	129,671
	2016	369,740	129,671
	2017	369,740	129,671

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Town of Oro Valley

Caring for our heritage, our community, our future.

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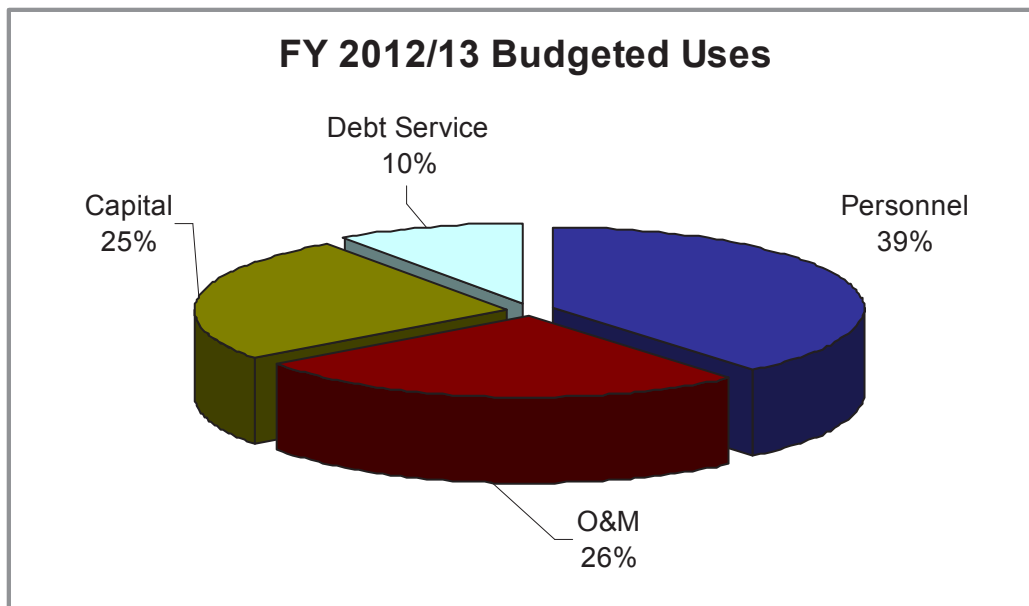


Expenditure Summary

The expenditure budget for FY 2012/13 totals \$63,932,731 and represents a 1.6% increase over the prior fiscal year budgeted expenditures. The budget includes \$49.7 million to support daily operations and services and \$14.2 million in capital projects to fund roadway expansions and improvements, as well as stormwater and water infrastructure improvements.

At the onset of the budget planning phase, all departments were instructed to continue scrutinizing their operating costs and find ways of further reducing costs while attempting to keep service levels whole. Significant cost savings have been achieved over the past four fiscal years via measures such as: consolidating departments; completing an early payoff of debt; implementing a voluntary severance plan and eliminating vacant positions; and reducing the need for outside consultants and services through providing more services with use of in-house staff. As a result of these strategies and an improving local and state economy, the Town has been able to add capacity in both the personnel and operations and maintenance categories for FY 12/13. A description of the changes in expenditure categories from budget year to budget year can be found on the following page. Please reference the Personnel section of the budget document for further explanations on personnel changes.

The FY 2012/13 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

Budgeted Uses

	FY 2011	FY 2011/12		FY 2012/13	Variance	
	Actual	Budget	Projected	Budget	to Budget	%
Personnel	24,464,800	24,359,433	23,586,742	24,855,460	496,027	2.0%
O&M	11,093,553	12,724,940	11,776,731	16,725,099	4,000,159	31.4%
Capital	13,571,409	16,989,542	11,375,972	16,063,613	(925,929)	-5.4%
Debt Service	6,361,116	8,835,306	11,835,307	6,288,559	(2,546,747)	-28.8%
Total Expenditures	\$ 55,490,878	\$ 62,909,221	\$ 58,574,752	\$ 63,932,731	\$ 1,023,510	1.6%

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 \$496K	<ul style="list-style-type: none"> FY 12/13 budget includes a 2.5% cost of living adjustment (COLA) and funding for 5.08 new positions in the Aquatics division. Further discussion can be found in the Personnel section of the document.
O&M \$4.0M	<ul style="list-style-type: none"> General Fund O&M decreased 7% due to the following: <ul style="list-style-type: none"> \$110K decrease in election costs \$410K decrease in rebate of Ventana Medical Systems development fees as a result of inactivity in the development of their facility \$47K increase in retail sales tax rebates due to growth in retail sales Enterprise Fund O&M increased 19% due to the following: <ul style="list-style-type: none"> \$297K increase in Water Utility regulatory expenses \$58K increase in administrative charges to Enterprise Funds from General Fund \$855K increase in Water Utility water purchased for resale \$131K increase in CAP water delivery charges \$182K increase in outside professional services for various studies and water analysis Establishment of Self Insurance Benefit Fund as a result of self funding medical insurance <ul style="list-style-type: none"> \$2.2M increase in O&M Stormwater Fund O&M increased 53% due to the following: <ul style="list-style-type: none"> \$214K increase in Highway Fund charges for street cleanup and maintenance Fleet related expenditures increased in the following categories: <ul style="list-style-type: none"> \$214K increase in gasoline and oil \$83K increase in vehicle repair and maintenance
Capital \$(926K)	<ul style="list-style-type: none"> \$187K decrease in roadway preservation \$1.8M decrease in outlay for roadway design & construction, due to completion of a project in 11/12 and reallocation of a project to a future budget year \$2.1M decrease in Water Utility capital outlay as several projects were completed in 11/12 \$378K decrease in Stormwater capital outlay as a large project was completed in 11/12 \$319K budgeted for fleet additions and replacement vehicles and equipment \$151K budgeted for computer and server replacements \$131K budgeted for parks equipment upgrade and new restroom facility at Steam Pump Ranch \$2.9M increase in Aquatic facility enhancements
Debt Service \$(2.5M)	<ul style="list-style-type: none"> \$2.6M decrease resulting from payoff of Highway Expansion (HELP) loan \$25K increase in principal and interest payments on outstanding excise tax and Clean Renewable Energy Bonds \$64K increase in Water Utility bonds

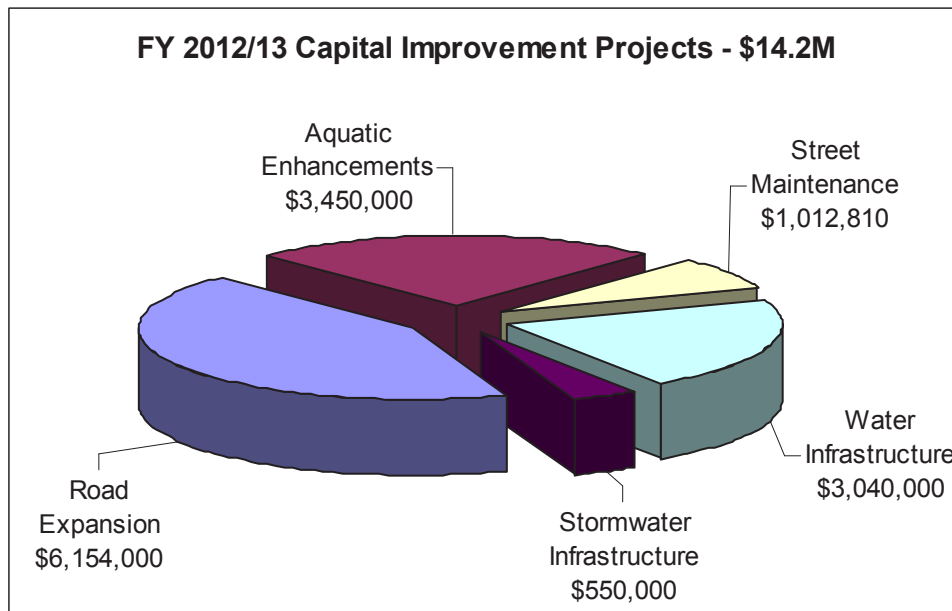


Expenditure Summary

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 2012/13 adopted budget includes \$14.2 million in capital improvement projects, funded with a variety of sources. Projects to be completed include roadway improvements, stormwater drainage projects and water utility system expansions and improvements. Further information and project descriptions can be found in the Capital Improvement section of the budget document.



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Expenditure Schedule by Fund

Major Expenditure Accounts	FY 2010	FY 2011	FY 2012		FY 2013	% to budget
		Actual	Budget	Projected	Budget	
General Fund						
Clerk	445,367	375,742	456,089	445,514	322,779	-29.2%
Council	212,807	194,897	220,573	218,123	224,618	1.8%
Development & Infrastructure Services	-	2,748,774	3,340,679	3,071,462	3,803,751	13.9%
Custodial/Facilities Maintenance	275,005	-	-	-	-	0.0%
Building Safety	1,230,346	-	-	-	-	0.0%
Development Review	416,216	-	-	-	-	0.0%
Planning & Zoning	1,256,394	-	-	-	-	0.0%
Finance	783,450	722,897	722,199	705,868	744,111	3.0%
General Administration	1,774,656	2,292,534	2,141,767	1,729,849	2,245,094	4.8%
Human Resources	416,074	470,174	482,649	481,280	496,157	2.8%
Information Technology	1,087,797	1,073,741	1,235,704	1,220,766	1,213,633	-1.8%
Legal	747,627	738,969	841,832	785,545	816,559	-3.0%
Magistrate Court	728,550	733,544	781,625	740,717	757,629	-3.1%
Town Manager's Office	944,476	906,583	877,167	707,184	728,646	-16.9%
Parks, Recreation, Library & Cultural Resources	3,195,820	3,017,942	2,876,702	2,896,845	2,630,112	-8.6%
Police	11,581,756	11,447,300	12,113,606	11,780,337	12,667,903	4.6%
TOTAL GENERAL FUND	25,096,341	24,723,096	26,090,592	24,783,490	26,650,992	2.1%
Special Revenue Funds						
Highway User Revenue Fund	3,368,086	3,598,066	4,093,277	3,936,757	3,669,829	-10.3%
Public Transportation Fund	429,511	390,833	-	-	-	#DIV/0!
Bed Tax Fund	415,429	371,007	235,981	230,876	471,662	99.9%
Impound Fee Fund	95,210	41,260	45,987	45,987	47,503	3.3%
Seizures & Forfeitures Funds	90,895	175,268	-	186,435	192,616	0.0%
TOTAL SPECIAL REVENUE FUNDS	4,399,131	4,576,434	4,375,245	4,400,055	4,381,610	0.1%
Debt Service Funds						
Municipal Debt Service Fund	7,470,622	499,304	629,521	629,521	654,080	3.9%
Oracle Road Improvement District Fund	367,496	372,548	366,303	367,173	370,298	1.1%
TOTAL DEBT SERVICE FUNDS	7,838,118	871,851	995,824	996,694	1,024,378	2.9%
Capital Project Funds						
Steam Pump Ranch	84,963	402,953	-	-	-	0.0%
Regional Transportation Authority Fund	-	1,256	50,000	200	-	-100.0%
Solar Photovoltaic Fund	-	2,443,635	-	-	-	0.0%
Recreation-In-Lieu Fee Fund	-	-	-	-	130,188	0.0%
Aquatics Center Project Fund	-	-	402,295	-	3,350,000	0.0%
Parks Impact Fee Fund	-	-	400,000	-	400,000	0.0%
Police Impact Fee Fund	-	-	-	-	89,066	0.0%
General Government Impact Fee	-	-	-	-	25,000	0.0%
Capital Asset Replacement Fund	-	321,583	-	-	-	0.0%
Municipal Operations Center	217,838	-	-	-	-	0.0%
Alternative Water Resource Dev. Impact Fee	1,205,659	1,165,807	2,519,753	2,524,740	2,099,631	-16.7%
Potable Water Systems Dev. Impact Fee	513,855	3,181,919	1,379,920	4,145,616	632,744	-54.1%
Townwide Roadway Dev. Impact Fees	1,728,168	4,884,630	10,613,467	7,361,418	6,154,000	-42.0%
TOTAL CAPITAL PROJECT FUNDS	3,750,483	12,401,783	15,365,435	14,031,974	12,880,629	-16.2%
Enterprise Funds						
Water Utility	9,991,194	10,224,005	13,889,631	12,665,249	14,608,222	5.2%
Stormwater Utility	597,610	1,818,740	1,756,223	1,261,019	1,565,449	-10.9%
TOTAL ENTERPRISE FUNDS	10,588,804	12,042,746	15,645,854	13,926,268	16,173,671	3.4%
Internal Service Funds						
Fleet Maintenance	871,668	874,968	436,271	436,271	638,787	46.4%
Benefit Self Insurance	-	-	-	-	2,182,664	0.0%
TOTAL INTERNAL SERVICE FUNDS	871,668	874,968	436,271	436,271	2,821,451	546.7%
TOTAL EXPENDITURES - ALL FUNDS	\$ 52,544,545	\$ 55,490,878	\$ 62,909,221	\$ 58,574,752	\$ 63,932,731	1.6%

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

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Expenditures by Program

This table represents a summary of the adopted FY 2012 - 2013 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
Clerk	4.54	322,779						322,779
	4.54	322,779	-	-	-	-	-	322,779
Council	7.00	224,618						224,618
	7.00	224,618	-	-	-	-	-	224,618
Development & Infrastructure Svcs.								
Administration	3.75	169,193	621,498					790,691
Conservation and Sustainability	1.00	256,617						256,617
Plan Review	6.18	499,911						499,911
Intake, Issuance & Records Mgmt	2.30	158,925						158,925
Planning	6.00	559,325						559,325
Inspection	6.20	486,960						486,960
Code Compliance	1.80	109,891						109,891
Transportation Engineering	6.68		1,616,873					1,616,873
Traffic Engineering	5.65		545,402					545,402
Pavement Management	1.20		102,051					102,051
Street Maintenance	9.76		784,005					784,005
Facilities Maintenance	2.15	299,703						299,703
Fleet Maintenance	1.15						638,787	638,787
Stormwater Utility	4.10					1,565,449		1,565,449
Public Transportation	15.45	1,263,226						1,263,226
	73.38	3,803,751	3,669,829	-	-	1,565,449	638,787	9,677,816
Finance								
Administration	1.00	163,218						163,218
Accounting Services	3.00	301,334						301,334
Budgeting	2.00	162,899						162,899
Procurement	1.00	116,660						116,660
	7.00	744,111	-	-	-	-	-	744,111
General Administration	-	2,245,094			25,000		2,182,664	4,452,758
	-	2,245,094	-	-	25,000	-	2,182,664	4,452,758
Human Resources								
Administration	2.00	253,362						253,362
Personnel Services	2.00	136,566						136,566
Safety & Risk Management	1.00	106,229						106,229
	5.00	496,157	-	-	-	-	-	496,157
Information Technology								
Administration	1.00	397,405						397,405
GIS Services	1.50	122,625						122,625
Technical Services	2.00	360,615						360,615
Business Application & Development	2.00	180,338						180,338
Telecommunications	-	152,650						152,650
	6.50	1,213,633	-	-	-	-	-	1,213,633
Legal								
Civil	4.00	412,213						412,213
Prosecution	4.00	404,346						404,346
	8.00	816,559	-	-	-	-	-	816,559
Magistrate Court	8.00	757,629						757,629
	8.00	757,629	-	-	-	-	-	757,629
Town Manager's Office								
Town Management	4.50	533,404						533,404
Communications & Comm. Relations	2.50	195,242						195,242
Economic Development	3.00	-	471,662					471,662
	10.00	728,646	471,662	-	-	-	-	1,200,308



Expenditures by Program

Department/Program	FTE	General Fund	Special Revenue Funds	Debt Service Funds	Capital Project Funds	Enterprise Funds	Internal Service Fund	Total
Parks, Recreation, Library & Cult. Rscs.								
Parks & Rec Administration	2.80	261,156						261,156
Parks	7.38	698,204			30,000			728,204
Recreation	3.70	232,714						232,714
Trails	0.90	68,224						68,224
Aquatics	12.48	600,447			3,750,000			4,350,447
Library Services	18.07	583,413						583,413
Cultural Resources	1.35	185,954			100,188			286,142
	46.68	2,630,112	-	-	3,880,188	-	-	6,510,300
Police								
Administration	4.00	991,892			89,066			1,080,958
Support Services	58.21	5,448,800	47,503					5,496,303
Field Services	67.48	5,941,217	192,616					6,133,833
Training & Reserves	1.00	177,812						177,812
Professional Standards	1.00	108,183						108,183
	131.69	12,667,903	240,119	-	89,066	-	-	12,997,089
Water Utility								
Administration	15.00					8,548,696		8,548,696
Engineering & Planning	6.00					2,827,321		2,827,321
Production	7.00					2,401,617		2,401,617
Distribution	8.00					830,588		830,588
Alternative Water Resources	-				2,099,631			2,099,631
Potable Water Systems	-				632,744			632,744
	36.00	-	-	-	2,732,375	14,608,222	-	17,340,597
Debt Service								
	-			1,024,378				1,024,378
	-	-	-	1,024,378	-	-	-	1,024,378
Roadway Improvements								
	-				6,154,000			6,154,000
	-	-	-	-	6,154,000	-	-	6,154,000
FY 2012/13 Adopted Budget	343.79	26,650,992	4,381,610	1,024,378	12,880,629	16,173,671	2,821,451	63,932,731

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



Town of Oro Valley

Caring for our heritage, our community, our future.

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Personnel Summary

Personnel and Employee Compensation

Personnel service represents 50% of the total operating budget. As it is a significant portion of the budget, employee compensation is heavily scrutinized. Due to economic and financial conditions, as well as escalating benefit costs, Town management has sought ways to somewhat lessen this rising cost.

Every position that becomes vacant is scrutinized to determine whether the position is mission-critical and whether it needs to be refilled. Positions continue to be left unfilled or have been eliminated as vacancies occur. These efforts have resulted in an FY 12/13 personnel budget that is \$1.3 million or 5% less than FY 2008/09, with 46 fewer FTEs funded.

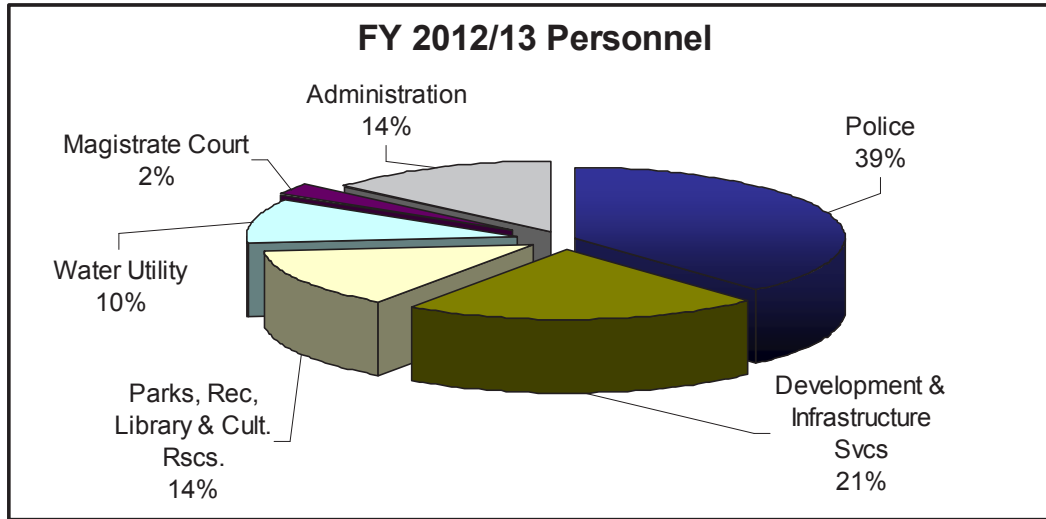
For the first time in four years, the Town's budget includes funding for employee pay increases – a moderate 2.5% cost of living adjustment. Based on the financial scenario laid out for the next five years, the Town's recurring revenues will be analyzed each year to determine the feasibility and affordability of providing some level of employee pay increases.

The following table summarizes the changes in staffing levels for the new fiscal year. Three previously vacant police officer positions will be funded with Seizure & Forfeiture Funds in FY 2012/13. Increases in other departments are due to the anticipated aquatics facility expansion, as well as expanded transit service in partner with the Regional Transportation Authority. A detailed listing of positions by department and/or program can be found in the Appendix section of the budget document.

	FY 2011/12 Budget	FY 2012/13 Budget	+/-
Police	129.63	131.69	2.06
Development and Infrastructure Services (DIS)	73.07	73.38	.31
Parks, Recreation, Library & Cultural Resources	40.94	46.68	5.74
Water Utility	36.00	36.00	-
Magistrate Court	9.00	8.00	(1.00)
Administration	47.73	48.04	.31
Total Positions	336.37	343.79	7.42



Personnel Summary

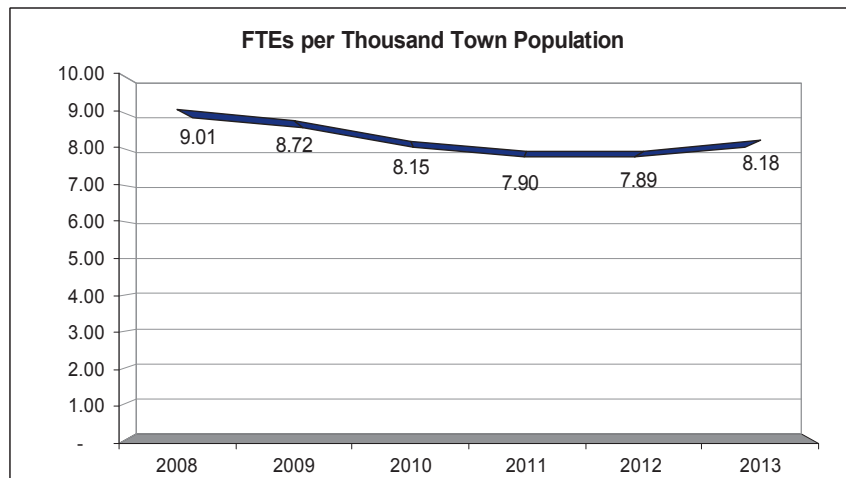


Health care premiums for FY 2012/13 remain flat to FY 2011/12, while dental premiums are increasing 3%. The Town is absorbing the dental premium increase to employees. The contribution rates for the Town's two major retirement plans experienced .4-2.4% increases for FY 2012/13. The table below illustrates the changes to employee benefit rates over the last several years.

	Employer Matching Rates			
	FY 09/10	FY 10/11	FY 11/12	FY 12/13
AZ State Retirement System (ASRS)	9.40%	9.85%	10.75%	11.15%
Public Safety Personnel Retirement System (PSPRS)	14.88%	15.63%	16.31%	18.72%
Correction Officers Retirement Plan (CORP)	9.52%	9.68%	9.13%	11.28%
Health Care Premiums (per year)*	\$3,595	\$3,849	\$3,849	\$3,849
Dental Premiums (per year)**	\$273	\$233	\$233	\$240

* single-employee HMO coverage
 ** single-employee base plan coverage

Looking at an employee per capita trend, full-time equivalent positions (FTEs) per capita began declining in FY 2009, as a result of economic and financial conditions. FTEs per capita are expected to remain roughly flat, as the town's population and development growth have slowed. Reasons for the increase in FY 2013 are referenced above.





Personnel Summary by Fund

	FY 2010	FY 2011	FY 2012		FY 2013	+/- to Budget
	Actual		Budget	Projected	Budget	
General Fund						
Council	7.00	7.00	7.00	7.00	7.00	-
Clerk	4.00	4.63	4.63	4.44	4.54	(0.09)
Development & Infrastructure Svcs.	2.00	29.35	39.92	42.29	42.09	2.17
Building Safety	14.00	-	-	-	-	-
Development Review	4.00	-	-	-	-	-
Planning & Zoning	13.00	-	-	-	-	-
Finance	7.00	7.00	7.00	7.00	7.00	-
Human Resources	4.00	5.00	5.00	5.00	5.00	-
Information Technology	8.00	8.00	7.00	6.50	6.50	(0.50)
Legal	8.00	8.00	8.00	8.00	8.00	-
Magistrate Court	9.00	9.00	9.00	8.00	8.00	(1.00)
Town Manager's Office	9.50	8.10	9.10	7.10	10.00	0.90
Parks, Rec, Library & Cultural Rscs.	45.95	42.31	40.94	40.47	46.68	5.74
Police	126.60	123.73	128.63	127.21	130.69	2.06
General Fund Personnel	262.05	252.12	266.22	263.01	275.50	9.28
Special Revenue Funds						
Highway Fund	28.64	28.30	28.30	26.24	26.04	(2.26)
Bed Tax Fund	0.40	0.40	-	-	-	-
Impound Fee Fund	2.00	1.00	1.00	1.00	1.00	-
Public Transportation Fund	7.74	9.61	-	-	-	-
Special Revenue Funds Personnel	38.78	39.31	29.30	27.24	27.04	(2.26)
Enterprise Funds						
Water Utility	35.00	34.00	36.00	36.00	36.00	-
Stormwater Utility	3.00	3.50	3.50	3.50	4.10	0.60
Enterprise Funds Personnel	38.00	37.50	39.50	39.50	40.10	0.60
Internal Service Fund						
Fleet Maintenance	2.37	2.35	1.35	1.35	1.15	(0.20)
Internal Service Fund Personnel	2.37	2.35	1.35	1.35	1.15	(0.20)
Total Town Personnel	341.20	331.28	336.37	331.10	343.79	7.42

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Town of Oro Valley

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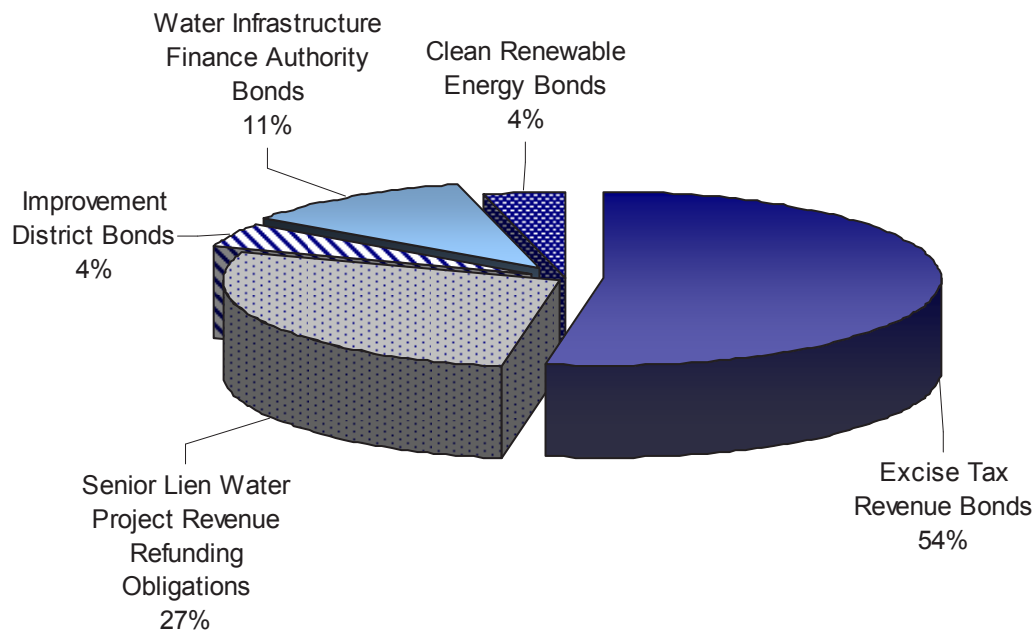


Debt Service

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 set guidelines for issuing debt and provide 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, Water Project 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, 2012.

Outstanding Principal = \$60,480,890



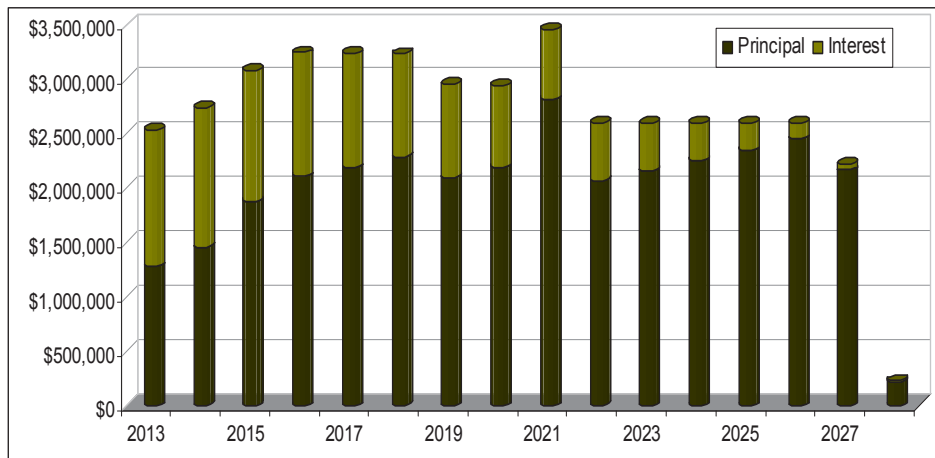
The information presented in this section discusses the type of debt issued, the Town's debt capacity and legal debt limitation, and debt requirements for the next twenty (20) years. Specific information on outstanding debt, its uses, and payment schedule can be found in the Appendix section of the budget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



Financing Sources

Excise Tax Revenue Bonds

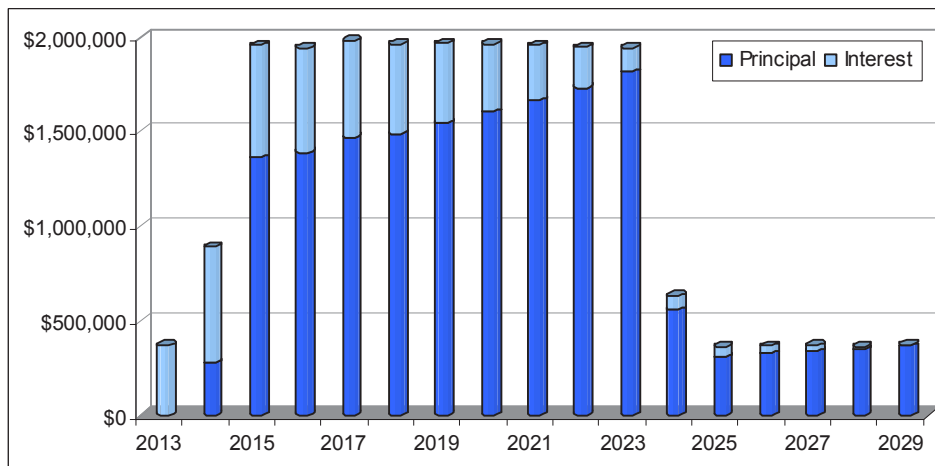
Excise Tax Revenue Bonds are issued by the Town for the purpose of financing the construction or acquisition of capital improvement projects. These bonds may be issued without voter approval. The Town of Oro Valley has issued excise tax revenue bonds for the construction and improvement of water facilities, 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 -

Senior Lien Water Project Revenue Refunding Obligations

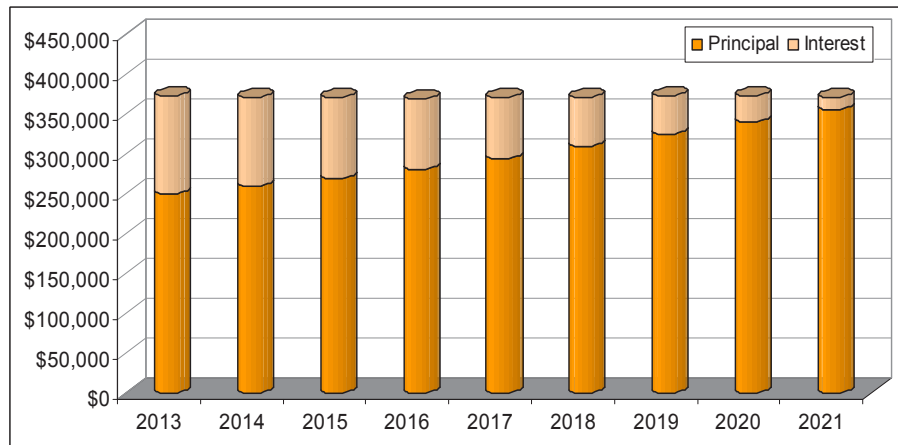
The Senior Lien Water Project Revenue Refunding Obligations were issued by the Town in 2012 for the purpose of refunding previously issued water revenue obligations. The previously issued obligations financed improvements to the Town's reclaimed and potable water systems. Water project revenue bonds may be issued without voter approval. Repayment of the debt is pledged with water system revenues.



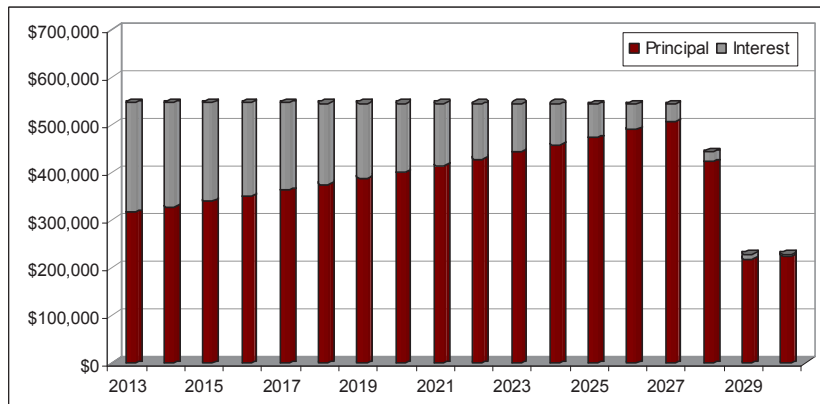


Improvement District Bonds

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.



Water Infrastructure Finance Authority Bonds (WIFA)

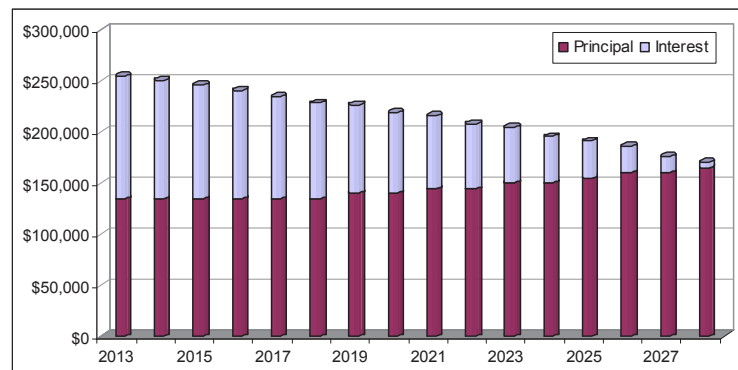


WIFA is a state agency that has specific programs that can improve a city or town's ability to use bonding as a revenue source. WIFA has the ability to assist smaller to medium sized communities in pooling their bond issues to help lower the costs of issuing debt. They also have monies set aside to help 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. Treasury Department.





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	Water Project Revenue Bonds	Improvement District Bonds	WIFA Bonds	CREBS	Total
2013	2,526,852	370,034	373,828	547,029	254,691	4,072,433
2014	2,733,365	891,081	371,328	546,846	250,864	4,793,483
2015	3,078,951	1,954,681	370,408	546,657	246,274	6,196,970
2016	3,245,653	1,943,281	368,798	546,462	240,887	6,345,081
2017	3,239,355	1,980,781	371,478	546,260	234,900	6,372,774
2018	3,230,120	1,963,731	371,728	546,051	228,460	6,340,090
2019	2,951,388	1,965,481	372,623	545,835	226,507	6,061,833
2020	2,945,011	1,962,481	372,673	545,612	219,108	6,044,884
2021	3,456,575	1,957,081	371,863	545,381	216,354	6,547,254
2022	2,598,888	1,945,531	-	545,142	208,249	5,297,810
2023	2,601,394	1,941,906	-	544,896	204,706	5,292,902
2024	2,601,563	630,331	-	544,640	195,721	3,972,255
2025	2,595,322	362,931	-	544,376	191,318	3,693,947
2026	2,600,213	365,231	-	544,104	186,370	3,695,917
2027	2,218,584	368,631	-	543,821	176,066	3,307,102
2028	224,125	362,925	-	443,834	170,437	1,201,321
2029	-	371,159	-	228,905	-	600,065
2030	-	-	-	228,796	-	228,796
	42,847,356	21,337,281	3,344,723	9,084,648	3,450,908	80,064,916

PROGRAM BUDGETS

Clerk
Council
Development and Infrastructure Services
Finance
General Administration
Human Resources
Information Technology
Legal
Magistrate Court
Town Manager's Office
Bed Tax Fund
Parks, Recreation, Library and Cultural Resources
Recreation In-Lieu Fee Fund
Parks and Recreation Impact Fee Fund
Aquatics Center Project Fund
Police
Police Impact Fee Fund
Water Utility
Alternative Water Resources Development Impact Fee Fund
Potable Water Systems Development Impact Fee Fund
Municipal Debt Service Fund
Oracle Road Improvement District
General Government Impact Fee Fund
Benefit Self-Insurance Fund

PROGRAM BUDGETS



Town of Oro Valley

Caring for our heritage, our community, our future.



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 2011 Actual	FY 2012 Budget	FY 2012 Projected	FY 2013 Budget	Variance to Budget
Town Clerk	1.00	1.00	1.00	1.00	-
Deputy Town Clerk	1.00	1.00	1.00	1.00	-
Assistant to the Town Clerk	1.00	1.00	1.00	1.00	-
Licensing & Cust Svc Clerk	1.00	1.00	-	-	(1.00)
Office Assistant	0.63	0.63	1.44	1.44	0.81
Communications Intern	-	-	-	0.10	0.10
Total FTEs	4.63	4.63	4.44	4.54	(0.09)

Expenditures	FY 2011 Actual	FY 2012 Budget	FY 2012 Projected	FY 2013 Budget	Variance to Budget
Personnel	\$ 341,040	\$ 303,937	\$ 293,362	\$ 284,127	-6.5%
Operations & Maintenance	34,702	152,152	125,022	38,652	-74.6%
Capital Outlay	-	-	27,130	-	0.0%
Total Expenditures	\$ 375,742	\$ 456,089	\$ 445,514	\$ 322,779	-29.2%

	Revenue Sources				Variance to Budget
	FY 2011 Actual	FY 2012		FY 2013 Budget	
		Budget	Projected		
Business Licenses & Permits	\$ 173,396	\$ 170,698	\$ 170,698	\$ 171,140	0.3%
Copy Services	3,772	4,000	2,500	2,500	-37.5%
Total Revenues	\$ 177,168	\$ 174,698	\$ 173,198	\$ 173,640	-0.6%

FY 2012/2013 Expenditure and Staffing Changes

Personnel

Personnel costs decreased 6.5% due to the refilling of a full time position with two part time, non benefited positions.

Operations & Maintenance

Operations & Maintenance decreased 74.6%, as Town elections will not be held in FY 2013.

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 2012 Highlights	FY 2013 Goals and Objectives
<ul style="list-style-type: none"> - Began the transition to electronic devices to reduce the production costs of Council meeting packets by eliminating paper copies of the packets - Conducted a fair and impartial primary election at which all three Council seats were elected - Provided training for Town staff in the following areas: records management, taking minutes and notary workshop - Digital conversion of microfiche records to improve searchability and retrieval - Monitored special events in the Town to insure that all public market vendors were properly licensed - Town Council approved the implementation of action minutes for all Council and Board and Commission meetings which will free-up approximately 300 hours of staff time in the Clerk's Office that can be spent on other duties and projects - Reorganized the front desk by replacing a full-time licensing & customer service clerk position and a two-thirds time office assistant with three 19-hour office assistants to reduce costs and provide better coverage for the front desk - Added three public notaries to the Clerk's Office for greater customer convenience 	<p>Focus Area: Leadership and Communication</p> <ul style="list-style-type: none"> ■ In partnership with the Information Technology Department, upgrade the Granicus system which provides the public with meeting information and video and audio of Council and Board and Commission meetings ■ Review and expand the public records that are available online by utilizing the service of volunteer(s) ■ Provide training for Town staff <p>Focus Area: Finance and Economic Development</p> <ul style="list-style-type: none"> ■ Implement new business licensing software to increase staff efficiency; reduce costs; provide more reliable and expanded economic development information; and provide greater convenience to business owners ■ Complete the transition to electronic Council meeting packets which reduces the production costs of the packets ■ Assist with the annexation process

Performance Measures

	FY 2011 Actual	FY 2012 Estimate	FY 2013 Projected
▶ Percentage of public records requests fulfilled within 72 hours of request	85%	88%	90%
▶ Percentage of new business licenses issued within 3-5 days of application	95%	99%	100%
▶ Percentage of business license renewals issued within 30 days	65%	90%	95%

Workload Indicators

	FY 2011 Actual	FY 2012 Estimate	FY 2013 Projected
▶ Number of Town Council meetings attended Note: Regular Council meetings are held on the 1st & 3rd Wednesday of the month. Council may add/cancel meetings as needed for study sessions, budget sessions, etc.	35	22	24
▶ Number of public notices posted	238	275	285
▶ Number of pages of minutes prepared for Council meetings Note: Number of pages is dependent upon the length of meeting.	374	210	175
▶ Number of ordinances published, posted and codified	20	22	21
▶ Number of public records requests received and completed	131	159	145
▶ Total business licenses issued - new & renewal	2,294	2,364	2,464
▶ Number of liquor license applications processed	20	11	10
▶ Number of solicitor badge applications (commercial & nonprofit) processed	86	68	100



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 2011 Actual	FY 2012 Budget	FY 2012 Projected	FY 2013 Budget	Variance to Budget
Personnel					
Mayor	1.00	1.00	1.00	1.00	-
Councilmember	6.00	6.00	6.00	6.00	-
Total FTEs	7.00	7.00	7.00	7.00	-

	FY 2011 Actual	FY 2012 Budget	FY 2012 Projected	FY 2013 Budget	Variance to Budget
Expenditures					
Personnel	\$ 77,212	\$ 76,923	\$ 76,923	\$ 78,818	2.5%
Operations & Maintenance	117,685	143,650	141,200	145,800	1.5%
Total Expenditures	\$ 194,897	\$ 220,573	\$ 218,123	\$ 224,618	1.8%

Mission

The Town of Oro Valley is a "Mission" driven organization. The Council's 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 2012 Highlights	FY 2013 Goals and Objectives
<ul style="list-style-type: none"> - Approved expanded Sun Shuttle Dial-a-Ride service in partnership with the Regional Transportation Authority - Authorized funding for renovation and expansion of the Aquatics Center at James D. Kriegh Park - Approved transformation of the Oro Valley Library from affiliate to branch status within the Pima County Public Library District - Began delivery and distribution of Central Arizona Project (CAP) water in partnership with Tucson Water - Approved capital improvements to Steam Pump Ranch allowing the property to be opened to the public - Approved change to self-funded employee medical insurance program 	<p>Focus Area: Leadership & Communication</p> <ul style="list-style-type: none"> ■ Build trust through effective public outreach and communication ■ Create an environment conducive to effective dialogue among the Council and staff ■ Maintain strong intergovernmental relationships <p>Focus Area: Finance & Economic Development</p> <ul style="list-style-type: none"> ■ Maintain a balanced budget ■ Develop diverse sources of revenue ■ Cultivate relationships with the business community and create a business-friendly environment <p>Focus Area: Community Infrastructure</p> <ul style="list-style-type: none"> ■ Plan for and provide the necessary infrastructure to support community growth and preservation ■ Provide diverse recreational, educational and cultural opportunities ■ Maintain a safe community where residents and visitors feel secure ■ Provide a safe and reliable water supply to Water Utility customers



Development and Infrastructure Services (DIS)

Overview

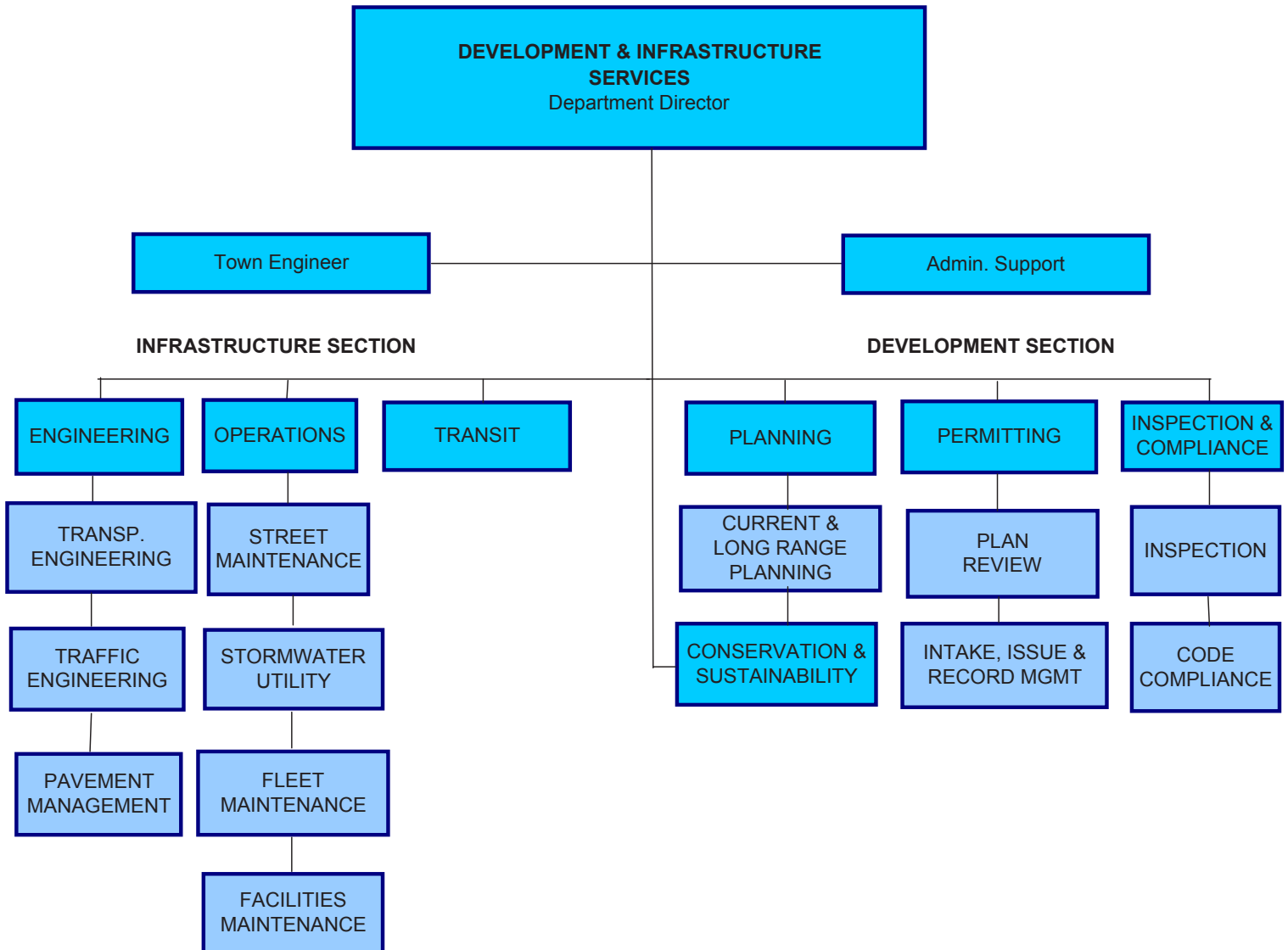
The Development and Infrastructure Services (DIS) Department was established as a new department in FY 2011, consolidating three departments. DIS is comprised of the following divisions: Planning, Conservation & Sustainability, Permitting, Inspection & Code Compliance, Engineering, Operations and Transit. The department is responsible for ensuring harmonious growth as well as the health, safety and welfare of the public in the built environment. All facets of planning, zoning, permitting, inspection, compliance, transportation planning and engineering, traffic engineering, street maintenance, and pavement management are provided by this department for all horizontal and vertical construction and infrastructure elements within the Town of Oro Valley. In addition, the department is also responsible for the Town's stormwater management and flood control, facilities and fleet maintenance, as well as providing transit services for the community.

Total FTEs			
2011 Actual	FY 2012		FY 2013 Budget
	Budget	Projected	
73.11	73.07	73.38	73.38

	Expenditures by Fund				
	FY 2011 Actual	FY 2012		FY 2013 Budget	% to Budget
		Budget	Projected		
General Fund	\$ 2,748,774	\$ 3,340,679	\$ 3,071,462	\$ 3,803,751	13.9%
Highway Fund	3,801,099	4,493,277	3,936,757	3,669,829	-18.3%
Public Transportation Fund	470,833	-	-	-	0.0%
Regional Transportation Authority Fund	1,256	50,000	200	-	-100.0%
Stormwater Utility Fund	1,987,896	1,756,223	1,261,019	1,565,449	-10.9%
Fleet Maintenance Fund	874,968	436,271	436,271	638,787	46.4%
Roadway Development Impact Fee Fund	4,884,630	10,613,467	7,361,418	6,154,000	-42.0%
	\$ 14,769,456	\$ 20,689,917	\$ 16,067,127	\$ 15,831,816	-23.5%

Programs/Divisions supported by the General Fund in FY 2013 include Planning, Conservation & Sustainability, Permitting, Inspection & Compliance, Facilities Maintenance and Transit

	Revenues by Fund				
	FY 2011 Actual	FY 2012		FY 2013 Budget	% to Budget
		Budget	Projected		
General Fund	\$ 1,118,839	\$ 1,753,147	\$ 1,492,894	\$ 2,285,254	30.4%
Highway Fund	3,260,079	3,308,564	3,043,767	3,346,388	1.1%
Public Transportation Fund	321,115	-	-	-	0.0%
Regional Transportation Authority Fund	1,256	50,000	200	-	-100.0%
Stormwater Utility Fund	2,205,776	1,706,500	1,543,185	1,299,800	-23.8%
Fleet Maintenance Fund	874,968	436,271	436,271	638,787	46.4%
Roadway Development Impact Fee Fund	5,108,819	8,778,078	5,580,735	6,412,718	-26.9%
	\$ 12,890,852	\$ 16,032,560	\$ 12,097,052	\$ 13,982,947	-12.8%





Development and Infrastructure Services (DIS) Development Section

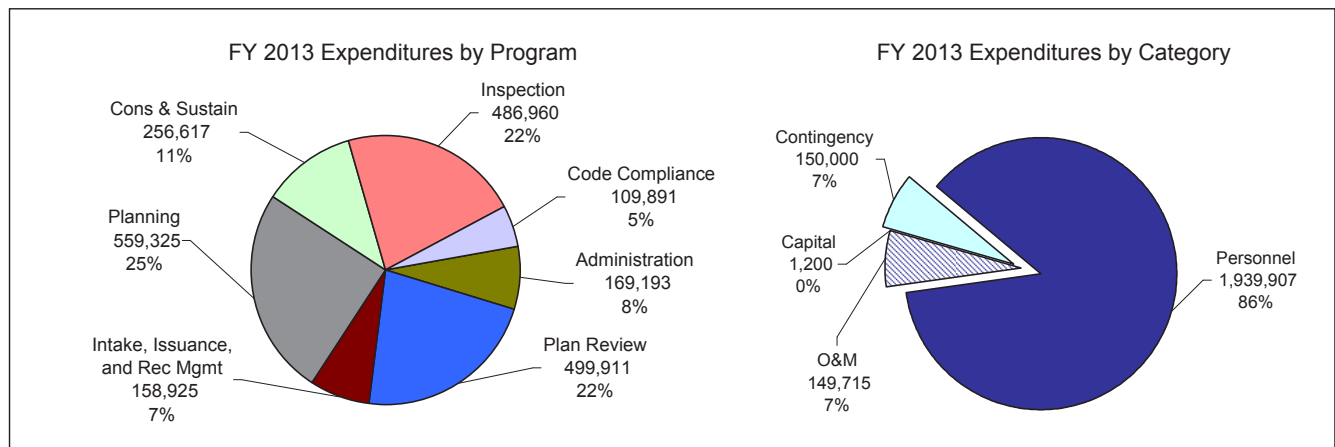
Overview

The Development Section of the DIS Department is organized into three functional divisions: Planning, Permitting, and Inspection and Compliance. Planning administers the General Plan and Zoning Code for the harmonious development of the Town. Permitting coordinates all facets of plan review and permitting to assess compliance with codes and ordinances adopted by the Town. Inspection and Compliance 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			
2011 Actual	FY 2012		FY 2013 Budget
	Budget	Projected	
27.00	27.96	24.48	24.48

	Expenditures by Program Area				
	FY 2011 Actual	FY 2012		FY 2013 Budget	% to Budget
		Budget	Projected		
Administration	\$ 225,845	\$ 232,442	\$ 219,479	\$ 169,193	-27.2%
Plan Review	576,166	623,330	504,767	499,911	-19.8%
Intake, Issuance & Records Mgmt	210,077	217,696	165,316	158,925	-27.0%
Planning	489,512	580,010	530,718	559,325	-3.6%
Annexation and Special Projects	113,472	-	-	-	0.0%
Conservation and Sustainability	279,262	252,573	102,323	256,617	1.6%
Inspection	479,858	464,249	464,592	486,960	4.9%
Code Compliance	63,817	103,961	104,756	109,891	5.7%
	\$ 2,438,009	\$ 2,474,261	\$ 2,091,951	\$ 2,240,822	-9.4%

	Revenue Sources				
	FY 2011 Actual	FY 2012		FY 2013 Budget	% to Budget
		Budget	Projected		
Residential Building Permits	\$ 426,876	\$ 352,697	\$ 425,000	\$ 632,435	79.3%
Commercial Building Permits	360,645	560,499	225,000	83,394	-85.1%
Special Inspection Fees	4,644	3,000	4,400	4,500	50.0%
Copying Fees/Code Book Sales	152	-	450	-	0.0%
Zoning and Subdivision Fees	77,752	50,000	78,000	70,000	40.0%
Sign Permits	37,445	33,000	37,500	38,000	15.2%
Energy Efficient. & Conserv. Grant	164,200	150,000	-	150,000	0.0%
Grading Permit Fees	10,386	7,000	10,000	7,000	0.0%
Engineer Plan Review Fees	34,875	33,000	35,000	35,000	6.1%
Grading Review Fees	904	500	1,000	1,000	100.0%
Grading Inspection Fees	960	700	700	700	0.0%
	\$ 1,118,839	\$ 1,190,396	\$ 817,050	\$ 1,022,029	-14.1%



Mission

We are committed to ensuring harmonious community development and protection of the health and safety of the public in a quality built environment by providing exceptional customer services.

FY 2012 Highlights	FY 2013 Goals and Objectives
<p>Planning:</p> <ul style="list-style-type: none"> - Establishment and training of the nine-member Conceptual Design Review Board - Implementation of streamlined development review process - Adoption of design standards for commercial, employment and residential development - Completion of spring and fall Community Academies - Processed four major General Plan amendments - Facilitated approximately 30 neighborhood meetings - Creation of community outreach forum and completion of four forum sessions - Expert panel presentation: "What does Mixed Use Mean to Oro Valley" <p>Conservation & Sustainability:</p> <ul style="list-style-type: none"> - Closeout of Town energy efficiency and solar project and initiation of energy measurement and savings tracking methods - Completed an internal energy directive and associated staff training for further budgetary savings - Submitted federal and state grant proposals totaling approximately \$660,000 - Planning and initiation of General Plan update - Implemented regional approach to solar permitting and inspection procedures <p>Permitting:</p> <ul style="list-style-type: none"> - Generated \$834,215 in revenue for the Town and issued 1,115 permits - Continued to streamline and improve the review and permitting process to promote business development - Performed in-house design, construction, and construction administration for Town Projects (e.g. Steam Pump Ranch) - Created new permit opportunities for residents and businesses in Oro Valley (e.g. Community Event Signs and Outdoor Display) - Increased cross-training of staff to provide additional coverage opportunities due to limited staffing levels <p>Inspection & Code Compliance:</p> <ul style="list-style-type: none"> - Performed approximately 15,000 inspections - Provided a wide range of construction assistance from initial infrastructure and grading inspections through final approvals for a multitude of residential and commercial projects including the Casa De Luz offices, Oro Valley Retirement Residence, Quik Trip, Taco Bell, Cirrus Logic, and Hilton remodel - Continued staff cross-training to expand customer service capacity - Added staff certifications to increase expertise and maximize available resources - Provided in-house project management assistance to complete the solar project, Steam Pump Ranch improvements, and aquatic center upgrades - Provided free pool and spa safety inspections for Town residents 	<p>Planning</p> <p>Focus Area: Finance & Economic Development</p> <ul style="list-style-type: none"> ■ Begin General Plan Update to reflect current strategic policy and comply with State requirements ■ Support completion of a General Plan energy policy element ■ Continue code and review process improvements to support community development <p>Focus Area: Leadership & Communication</p> <ul style="list-style-type: none"> ■ Provide effective citizen outreach, communication and education through neighborhood meetings, public meetings, enhanced notification procedures, Town website, Community Academy, HOA Forums, special events and programs ■ Complete Annual Plan Report indicating community progress on General Plan implementation and related planning initiatives <p>Focus Area: Community Infrastructure</p> <ul style="list-style-type: none"> ■ Contribute to regional planning and growth management policy including the adoption of a regional vision for eastern Pima County ■ Support planning for infrastructure expansion and maintenance ■ Begin assessment of existing infrastructure systems, land use and housing stock in preparation for General Plan update <p>Conservation & Sustainability</p> <p>Focus Area: Finance and Economic Development</p> <ul style="list-style-type: none"> ■ Secure outside grant funding from federal, state, and local sources ■ Develop internal programs to encourage reduced energy use and cost ■ Ensure "guaranteed" performance of new energy saving equipment to pay energy project debt service ■ Explore potential for additional solar projects that result in budgetary savings ■ Seek additional cost reductions relative to Town facility and fleet energy use ■ Review and amend Town codes that pose a barrier to renewable energy and/or conservation <p>Focus Area: Leadership and Communication</p> <ul style="list-style-type: none"> ■ Provide educational outreach regarding conservation & sustainability issues to HOA's, businesses, and homeowners <p>Permitting</p> <p>Focus Area: Finance & Economic Development</p> <ul style="list-style-type: none"> ■ Continue to streamline and improve the review and permitting process to support community development <p>Focus Area: Leadership & Communication</p> <ul style="list-style-type: none"> ■ Continue staff cross-training to maintain outstanding customer service with limited staffing levels ■ Continue staff training / maintain employee certifications to ensure continued provision of outstanding customer service ■ Prepare internal and external monthly reports to provide information on performance <p>Inspection & Code Compliance</p> <p>Focus Area: Finance & Economic Development</p> <ul style="list-style-type: none"> ■ Continue to work toward streamlining & process efficiencies <p>Focus Area: Leadership & Communication</p> <ul style="list-style-type: none"> ■ Improve web-based programs & information ■ Work toward adoption of 2012 international codes in concert with adjoining jurisdictions

Performance Measures			
	FY 2011 Actual	FY 2012 Estimate	FY 2013 Projected
Planning			
▶ Provide timely and complete Board and Commission packets, delivery at least seven days prior to meeting date - Goal 95%	N/A	100%	95%
▶ Provide education and training to Board and Commission members and interested citizens; achieve minimal level of attendance and training of all Board members - Goal 90% - Board members receive eight hours of training	N/A	85%	90%
▶ Substantial progress in completion of adopted Work Plan - Goal 50% per year of total estimated Work Plan effort	N/A	25%	50%
Conservation & Sustainability			
▶ Grant funding received <i>(may fund other department programs)</i>	N/A	\$20,000	\$150,000
Permitting			
▶ Percentage of civil, zoning and building plan reviews completed within established timeframes - Goal 90%	93	91	91
▶ Average calendar days from first civil, zoning and building plan submittal to first review comments sent to applicants - Goal is 20 days or less	14.33	15	15
▶ Average number of consultant submittals from initial application to approval - Goal is 3.0 or less	2.3	2.5	2.5
Inspection & Code Compliance			
▶ Percentage of inspections completed on next business day for requests received by 3:30pm from previous business day - Goal 95%	99%	98%	95%
▶ Average calendar days from first zoning violation complaint to investigation 90% of the time - Goal is 2 days or less	<2	2	2
▶ Average calendar days from zoning case inspection to voluntary compliance - Goal is 15 days or less	5	5	5
▶ Average calendar days from zoning case inspection to forced compliance - Goal is 60 days or less	35	30	30
Workload Indicators			
	FY 2011 Actual	FY 2012 Estimate	FY 2013 Projected
Planning			
▶ Number of Neighborhood Meetings	23	31	24
▶ Number of Major and Minor General Plan (GP) Amendments	4	4	3
▶ Average number of reviews per FTE (Planners)	N/A	59	65
▶ Number of Zoning Code and Town Code text amendments	11	6	4
▶ Number of Rezoning / Planned Area Development (PAD) cases	6	3	3
▶ Number of CDRB submittals	N/A	50	60
Permitting			
▶ Number of Building Permits Issued	1115	1200	1300
▶ Average number of permits processed per FTE (Permit Technician)	557.5	600	650
▶ Average number of civil, building and zoning reviews per FTE (Plan Examiner)	360	400	425
Inspection & Code Compliance			
▶ Number of civil, building, and zoning inspections conducted	14,974	15,092	15,000
▶ Number of civil, building, and zoning inspections conducted per FTE (Inspector)	2,995	3,019	3,000
▶ Number of violations issued (building & zoning)	691	675	680

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, division managers, and administrators, provides leadership, direction and support to the department's staff. Responsibilities include: establishing departmental policy; leadership direction and support of the department's staff; preparation and management of the department's operating and capital budget; code interpretation and enforcement; revisions to the Town Code; Council support; Town Manager's Executive Leadership Team; customer service including effective public outreach and communication; and resolution of personnel and legal issues.

	FY 2011 Actual	FY 2012 Budget	FY 2012 Projected	FY 2013 Budget	Variance to Budget
Personnel					
Director, Dev. & Infrastruc. Svcs	1.00	1.00	1.00	1.00	-
Office Specialist/Ombudsperson	1.00	1.00	-	-	(1.00)
Total FTEs	2.00	2.00	1.00	1.00	(1.00)

	FY 2011 Actual	FY 2012 Budget	FY 2012 Projected	FY 2013 Budget	Variance to Budget
Expenditures					
Personnel	\$ 199,983	\$ 202,742	\$ 187,998	\$ 144,593	-28.7%
Operations & Maintenance	25,862	29,700	29,464	24,600	-17.2%
Capital	-	-	2,017	-	0.0%
Total Expenditures	\$ 225,845	\$ 232,442	\$ 219,479	\$ 169,193	-27.2%

FY 2012/2013 Expenditure and Staffing Changes

Personnel

Personnel costs decreased 28.7% due to the vacant Office Specialist/Ombudsperson position, which is not budgeted in FY 2013.

Operations & Maintenance

Operations & Maintenance decreased 17.2% due to a reduced budget in several areas, including printing & binding and memberships & subscriptions.

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, zoning and ADA. 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 development approval decisions of the Conceptual Design Review Board (CDRB) and Town Council.

	FY 2011 Actual	FY 2012 Budget	FY 2012 Projected	FY 2013 Budget	Variance to Budget
Personnel					
Division Manager, Permitting	0.70	0.70	0.70	0.70	-
Senior Civil Engineer	1.00	1.00	-	-	(1.00)
Engineering Design Reviewer	1.00	1.00	1.00	1.00	-
Plans Examiner II	2.00	2.00	2.00	2.00	-
Plans Examiner I	1.00	1.00	1.00	1.00	-
Zoning Plans Examiner	1.00	1.00	1.00	1.00	-
Office Specialist	-	-	0.48	0.48	0.48
Senior Office Assistant	-	0.48	-	-	(0.48)
Total FTEs	6.70	7.18	6.18	6.18	(1.00)

	FY 2011 Actual	FY 2012 Budget	FY 2012 Projected	FY 2013 Budget	Variance to Budget
Expenditures					
Personnel	\$ 570,919	\$ 577,505	\$ 474,192	\$ 480,636	-16.8%
Operations & Maintenance	5,247	45,825	30,575	19,275	-57.9%
Capital	-	-	-	-	0.0%
Total Expenditures	\$ 576,166	\$ 623,330	\$ 504,767	\$ 499,911	-19.8%

FY 2012/2013 Expenditure and Staffing Changes

Personnel

Personnel costs decreased 16.8% due to the vacant Senior Civil Engineer position, which is not budgeted in FY 2013.

Operations & Maintenance

Operations & Maintenance decreased 57.9% due to a reduced budget for outside professional services.

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 2011 Actual	FY 2012 Budget	FY 2012 Projected	FY 2013 Budget	Variance to Budget
Personnel					
Division Manager, Permitting	0.30	0.30	0.30	0.30	-
Development Coordinator	1.00	1.00	-	-	(1.00)
Building Permit Tech	2.00	2.00	2.00	2.00	-
Total FTEs	3.30	3.30	2.30	2.30	(1.00)

	FY 2011 Actual	FY 2012 Budget	FY 2012 Projected	FY 2013 Budget	Variance to Budget
Expenditures					
Personnel	\$ 200,430	\$ 195,596	\$ 143,216	\$ 136,185	-30.4%
Operations & Maintenance	9,647	22,100	22,100	22,740	2.9%
Capital	-	-	-	-	0.0%
Total Expenditures	\$ 210,077	\$ 217,696	\$ 165,316	\$ 158,925	-27.0%

FY 2012/2013 Expenditure and Staffing Changes

Personnel

Personnel costs decreased 30.4% due to the vacant Development Coordinator position, which is not budgeted in FY 2013.

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, Conceptual Design Review Board, and Board of Adjustment. 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 Community Academy.

	FY 2011 Actual	FY 2012 Budget	FY 2012 Projected	FY 2013 Budget	Variance to Budget
Personnel					
Division Manager, Planning	0.80	1.00	1.00	1.00	-
Senior Planner	3.00	3.00	2.00	2.00	(1.00)
Principal Planner	1.00	1.00	1.00	1.00	-
Planner	-	-	1.00	1.00	1.00
Office Specialist	-	1.00	1.00	1.00	-
Senior Office Assistant	0.90	0.48	-	-	(0.48)
Total FTEs	5.70	6.48	6.00	6.00	(0.48)

	FY 2011 Actual	FY 2012 Budget	FY 2012 Projected	FY 2013 Budget	Variance to Budget
Expenditures					
Personnel	\$ 453,842	\$ 501,210	\$ 451,918	\$ 496,900	-0.9%
Operations & Maintenance	35,670	78,800	78,800	62,425	-20.8%
Capital	-	-	-	-	0.0%
Total Expenditures	\$ 489,512	\$ 580,010	\$ 530,718	\$ 559,325	-3.6%

FY 2012/2013 Expenditure and Staffing Changes

Operations & Maintenance

Operations & Maintenance decreased 20.8% due to a reduced budget for outside professional services.

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. **Beginning FY 2012, duties of this program were reallocated to the Development Section's Planning program and the Manager's Office.**

	FY 2011 Actual	FY 2012 Budget	FY 2012 Projected	FY 2013 Budget	Variance to Budget
Personnel					
Division Manager, Planning	0.10	-	-	-	-
Special Projects Coordinator	1.00	-	-	-	-
Senior Office Assistant	0.10	-	-	-	-
Total FTEs	1.20	-	-	-	-

	FY 2011 Actual	FY 2012 Budget	FY 2012 Projected	FY 2013 Budget	Variance to Budget
Expenditures					
Personnel	\$ 112,937	\$ -	\$ -	\$ -	0.0%
Operations & Maintenance	535	-	-	-	0.0%
Capital	-	-	-	-	0.0%
Total Expenditures	\$ 113,472	\$ -	\$ -	\$ -	0.0%

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 2011 Actual	FY 2012 Budget	FY 2012 Projected	FY 2013 Budget	Variance to Budget
Personnel					
Division Manager, Planning Cons. & Sustain. Administrator	0.10	-	-	-	-
Total FTEs	1.10	1.00	1.00	1.00	-

	FY 2011 Actual	FY 2012 Budget	FY 2012 Projected	FY 2013 Budget	Variance to Budget
Expenditures					
Personnel	\$ 113,083	\$ 99,823	\$ 99,823	\$ 104,037	4.2%
Operations & Maintenance	1,980	2,750	2,500	2,580	-6.2%
Contingency	164,200	150,000	-	150,000	0.0%
Total Expenditures	\$ 279,262	\$ 252,573	\$ 102,323	\$ 256,617	1.6%

FY 2012/2013 Expenditure and Staffing Changes

Personnel

Personnel costs increased 4.2% due to a cost of living adjustment and pension increases in FY 2013.

Operations & Maintenance

Operations & Maintenance decreased 6.2% due to a reductions in telecommunications and printing & binding costs.

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 for compliance with the zoning, building and Town codes and ordinances. The following disciplines are included in the inspections: civil, architectural, structural, fire-resistive, life/safety, mechanical, plumbing, electrical systems, zoning, energy efficiency and accessibility. In addition, this team is responsible for inspection to ensure implementation of the development approval decisions of the Conceptual Design Review Board and Town Council.

	FY 2011 Actual	FY 2012 Budget	FY 2012 Projected	FY 2013 Budget	Variance to Budget
Personnel					
Div Mgr/Bldg Official	0.80	0.80	0.80	0.80	-
Building Inspector II	4.00	4.00	4.00	4.00	-
Zoning Technician	1.00	1.00	1.00	1.00	-
Senior Office Assistant	-	0.40	0.40	0.40	-
Total FTEs	5.80	6.20	6.20	6.20	-

	FY 2011 Actual	FY 2012 Budget	FY 2012 Projected	FY 2013 Budget	Variance to Budget
Expenditures					
Personnel	\$ 470,669	\$ 444,699	\$ 449,535	\$ 470,210	5.7%
Operations & Maintenance	9,189	18,050	13,557	15,550	-13.9%
Capital	-	1,500	1,500	1,200	-20.0%
Total Expenditures	\$ 479,858	\$ 464,249	\$ 464,592	\$ 486,960	4.9%

FY 2012/2013 Expenditure and Staffing Changes

Personnel

Personnel costs increased 5.7% due to a cost of living adjustment and pension increases in FY 2013.

Operations & Maintenance

Operations & Maintenance decreased 13.9% due to reductions in several areas, mainly field supplies and telecommunications.

Capital

Capital decreased 20% due to expected reductions in equipment replacement costs.

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 2011 Actual	FY 2012 Budget	FY 2012 Projected	FY 2013 Budget	Variance to Budget
Personnel					
Div Mgr/Bldg Official	0.20	0.20	0.20	0.20	-
Code Compliance Specialist	1.00	1.00	1.00	1.00	-
Senior Office Assistant	-	0.60	0.60	0.60	-
Total FTEs	1.20	1.80	1.80	1.80	-

	FY 2011 Actual	FY 2012 Budget	FY 2012 Projected	FY 2013 Budget	Variance to Budget
Expenditures					
Personnel	\$ 61,634	\$ 101,311	\$ 102,520	\$ 107,346	6.0%
Operations & Maintenance	2,182	2,650	2,236	2,545	-4.0%
Capital	-	-	-	-	0.0%
Total Expenditures	\$ 63,817	\$ 103,961	\$ 104,756	\$ 109,891	5.7%

FY 2012/2013 Expenditure and Staffing Changes

Personnel

Personnel costs increased 6% due to a cost of living adjustment and pension increases in FY 2013.

Operations & Maintenance

Operations & Maintenance decreased 4% due to reductions in postage and telecommunications.



Development & Infrastructure Services (DIS)

Infrastructure Section - Facility Maintenance

Facility Maintenance, a program within the Operations Division of the DIS Department, 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 15 Town buildings and structures encompassing approximately 84,900 square feet of building space.

	FY 2011 Actual	FY 2012 Budget	FY 2012 Projected	FY 2013 Budget	Variance to Budget
Personnel					
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	0.20	-	(0.20)
Senior Office Assistant	0.15	0.15	0.15	0.15	-
Total FTEs	2.35	2.35	2.35	2.15	(0.20)

	FY 2011 Actual	FY 2012 Budget	FY 2012 Projected	FY 2013 Budget	Variance to Budget
Expenditures					
Personnel	\$ 133,006	\$ 132,367	\$ 132,367	\$ 117,203	-11.5%
Operations & Maintenance	177,759	171,300	171,300	182,500	6.5%
Capital	-	-	-	-	0.0%
Total Expenditures	\$ 310,765	\$ 303,667	\$ 303,667	\$ 299,703	-1.3%

FY 2012/2013 Expenditure and Staffing Changes

Personnel

Personnel costs decreased 11.5% as a result of the reallocation of personnel time in Custodial and Facility Maintenance to the Highway fund.

Operations & Maintenance

Operations & Maintenance increased 6.5% due to a additional resources allocated to the Outside Professional Services line item resulting from increased carpet and window cleanings.

Mission

The Facility Maintenance program 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 2012 Highlights	FY 2013 Goals and Objectives
<p>-Worked with contractors to facilitate the installation, maintenance and repair of new energy efficient equipment</p> <p>-Resurfaced the Library roof in accordance with the terms of the revised Intergovernmental Agreement with Pima County</p> <p>-Responded to emergency flooding of the Council Chambers and repaired damaged sections of ceiling and drain pipe</p>	<p>Focus Area: Finance & Economic Development</p> <ul style="list-style-type: none"> ■ Manage the Facility Maintenance program within approved expenditure limits ■ Ensure that energy efficient equipment and parts are used in all building repairs ■ Continue to improve the preventative maintenance program for all Town facilities <p>Focus Area: Community Infrastructure</p> <ul style="list-style-type: none"> ■ Maintain a clean safe environment for public and staff in all buildings ■ Transition to procurement and use of environmentally friendly cleaning products

Performance Measures

	FY 2011 Actual	FY 2012 Estimate	FY 2013 Projected
▶ Repair expenditures per square foot of buildings maintained	\$2.70	\$2.65	\$2.70
▶ Percentage of work order requests completed within five business days	85%	88%	85%

Workload Indicators

	FY 2011 Actual	FY 2012 Estimate	FY 2013 Projected
▶ Number of work order requests completed	805	850	850
▶ Number of work order requests completed per FTE	402	425	425



Development & Infrastructure Services (DIS)

Infrastructure Section - Fleet Maintenance

Overview

Fleet Maintenance is set up as an internal service fund under the Operations Division of the DIS Department. With the exception of the Police Department, 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. Fleet Maintenance 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 2011 Actual	FY 2012 Budget	FY 2012 Projected	FY 2013 Budget	Variance to Budget
Personnel					
Fleet Maintenance Mechanic III	1.00	1.00	1.00	1.00	-
Fleet Maintenance Mechanic II	1.00	-	-	-	-
Senior Office Assistant	0.35	0.35	0.35	0.15	(0.20)
Total FTEs	2.35	1.35	1.35	1.15	(0.20)

	FY 2011 Actual	FY 2012 Budget	FY 2012 Projected	FY 2013 Budget	Variance to Budget
Expenditures					
Personnel	\$ 145,840	\$ 78,621	\$ 78,621	\$ 72,437	-7.9%
Operations & Maintenance	729,128	357,650	357,650	566,350	58.4%
Total Expenditures	\$ 874,968	\$ 436,271	\$ 436,271	\$ 638,787	46.4%

	Revenue Sources				Variance to Budget
	FY 2011 Actual	FY 2012		FY 2013 Budget	
		Budget	Projected		
Other Financing Sources	\$ 874,968	\$ -	\$ -	\$ -	0.0%
Charges for Services	-	436,271	436,271	638,787	46.4%
Miscellaneous	-	-	-	-	0.0%
Total Revenues	\$ 874,968	\$ 436,271	\$ 436,271	\$ 638,787	46.4%

FY 2012/2013 Expenditure and Staffing Changes

Personnel

Personnel costs decreased 7.9% due to reallocation of staff time among programs.

Operations & Maintenance

Operations & Maintenance increased 58.4% due to increased fleet costs for Transit. This is a result of the Town's Sun Shuttle service expansion provided via an intergovernmental agreement with the Regional Transportation Authority.

Highlights & Goals Measures & Indicators

Fleet Maintenance

FY 2012 Highlights	FY 2013 Goals and Objectives
<p>- Continued to improve the preventative maintenance program through the use of Cartegraph software</p> <p>-Completed fleet evaluation to determine equipment age, shape and cost to maintain. Fleet data used to develop capital asset replacement schedule.</p>	<p>Focus Area: Financial & Economic Sustainability</p> <ul style="list-style-type: none"> ■ Manage the Fleet Maintenance program within approved expenditure limits <p>Focus Area: Community Infrastructure</p> <ul style="list-style-type: none"> ■ Maintain all vehicles and heavy equipment in excellent condition to ensure the safety of Town employees and the public ■ Maintain all vehicles and heavy equipment in a manner that reduces the Town's environmental impact <p>Focus Area: Leadership and Communication</p> <ul style="list-style-type: none"> ■ Maintain open communication with Town departments and outside contractors ■ Continue fleet mechanic training related to repair and maintenance of new and existing equipment

Performance Measures

	FY 2011 Actual	FY 2012 Estimate	FY 2013 Projected
▶ Total cost/mile to operate and maintain light vehicles, not including Police vehicles (repair and fuel only)	\$0.39	\$0.43	\$0.45
▶ Total cost/mile to operate and maintain heavy vehicles (repair and fuel only)	\$0.96	\$1.10	\$1.30

Workload Indicators

	FY 2011 Actual	FY 2012 Estimate	FY 2013 Projected
▶ Number of vehicles maintained (Police vehicles moved to Police Department budget in FY2012)	190	90	88
▶ Number of heavy equipment maintained	52	52	52



Development and Infrastructure Services (DIS) Infrastructure Section - Highway Fund Operations

Overview

The Infrastructure Section is organized into three functional divisions: Engineering, Operations, and Transit. Engineering 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. Operations is responsible for the Stormwater Utility enterprise, maintenance of the Town's streets and drainage ways, facilities maintenance including repairs and minor renovations, and fleet maintenance for vehicles and heavy equipment.

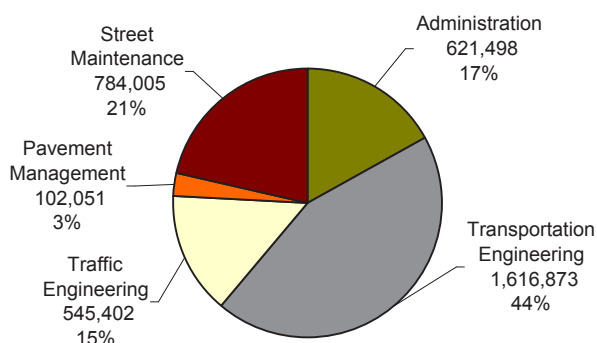
Infrastructure Section programs supported by the Highway Fund include Administration, Transportation Engineering, Pavement Management, Street Maintenance, and Traffic Engineering.

Total FTEs			
FY 2011 Actual	FY 2012		FY 2013 Budget
	Budget	Projected	
28.30	28.30	26.24	26.04

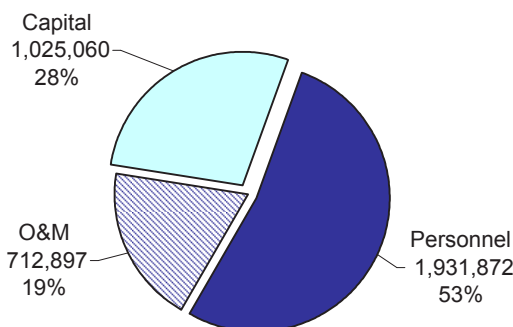
	FY 2011 Actual	FY 2012		FY 2013 Budget	% to Budget
		Budget	Projected		
Administration	\$ 954,944	\$ 1,069,143	\$ 649,792	\$ 621,498	-41.9%
Transportation Engineering	984,881	1,799,590	1,780,620	1,616,873	-10.2%
Pavement Management	321,386	175,336	117,574	102,051	-41.8%
Street Maintenance	937,378	840,753	792,506	784,005	-6.7%
Traffic Engineering	602,510	608,455	596,265	545,402	-10.4%
	\$ 3,801,099	\$ 4,493,277	\$ 3,936,757	\$ 3,669,829	-18.3%

	FY 2011 Actual	FY 2012		FY 2013 Budget	% to Budget
		Budget	Projected		
Construction Sales Tax	\$ 291,349	\$ 367,400	\$ 290,093	\$ 316,890	-13.7%
Licenses & Permits	45,917	42,000	43,500	43,000	2.4%
State Grants	133,517	487,000	286,710	260,000	-46.6%
Charges for Services	-	15,000	15,000	229,493	1430.0%
HURF Gas Taxes	2,693,145	2,376,464	2,376,464	2,480,005	4.4%
Interest	8,834	10,700	7,000	7,000	-34.6%
Miscellaneous	22,513	10,000	25,000	10,000	0.0%
Other Financing Sources	64,804	-	-	-	0.0%
	\$ 3,260,079	\$ 3,308,564	\$ 3,043,767	\$ 3,346,388	1.1%

FY 2013 Expenditures by Program



FY 2013 Expenditures by Category



Mission

To provide the highest quality services to Town residents and internal customers in a transparent and cost effective manner.

FY 2012 Highlights	FY 2013 Goals and Objectives
<p>-Crack sealed 100 lane-miles of paved streets</p> <p>-Coordinated monthly buffelgrass pulls in town right of way</p> <p>-Constructed a new parking lot and gravel road at the Town-owned Steam Pump Ranch</p> <p>-Installed 15 pan-zoom-tilt cameras at fifteen signalized intersections</p> <p>-Completed 55.01 lane miles of fog & slurry seals and stress absorbing membranes</p> <p>-Annual main line striping (yellow and white): re-striped 33% of all arterial and collector roads within the town</p>	<p>Focus Area: Finance & Economic Development</p> <ul style="list-style-type: none"> ■ Maximize use of non-Town funding sources including grants, bonds and in-kind support from the Pima County Flood Control District ■ Partner with Pima Association of Governments (PAG) and Regional Transportation Authority (RTA) to explore and develop transportation alternatives <p>Focus Area: Community Infrastructure</p> <ul style="list-style-type: none"> ■ Enforce Manual of Uniform Traffic Devices standards in public streets ■ Continue the buffelgrass and fountain grass eradication program ■ Provide prompt response to graffiti eradication requests ■ Continue the preventive maintenance program for all Town roadways ■ Perform in-house design for minor transportation infrastructure improvement projects ■ Maintain roadways and multi-use paths in excellent condition ■ Conduct routine monthly traffic signal inspections ■ Perform annual striping of stop bars and crosswalks throughout the town

Performance Measures

	FY 2011 Actual	FY 2012 Estimate	FY 2013 Projected
▶ Road rehabilitation expenditures per paved lane mile	\$19,731	\$21,505	\$28,133
▶ Percentage of completed road rehabilitation paved lane miles	8%	13%	10%
▶ Overall Condition Index (OCI) rating for paved streets (rating goal >80)	75	76	76
▶ Install pan-tilt-zoom cameras on all traffic signals	100%	0%	0%
▶ Re-stripe cross-walks / legends and symbols throughout town	95%	100%	100%
▶ Street maintenance (crack-seal) lane miles completed	120	100	120

Workload Indicators

	FY 2011 Actual	FY 2012 Estimate	FY 2013 Projected
▶ Average Engineering design and construction capital improvement projects funded per FTE	1	0.8	0.8
▶ Average Pavement Management capital projects funded per FTE	1.5	1.5	1.5
▶ Number of street maintenance work orders completed	670	605	620
▶ Number of street maintenance work orders completed per FTE	58	67	69

Administration Program Overview

Administration 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 Development & Infrastructure Services website, records management, and logistical support.

	FY 2011 Actual	FY 2012 Budget	FY 2012 Projected	FY 2013 Budget	Variance to Budget
Personnel					
Town Engineer	1.00	1.00	1.00	1.00	-
Transit Administrator	0.50	0.50	0.50	0.50	-
GIS Analyst	-	-	0.25	0.25	-
Administrative Coordinator	1.00	1.00	1.00	1.00	-
Office Specialist	0.75	-	-	-	-
Total FTEs	3.25	2.50	2.75	2.75	0.25

	FY 2011 Actual	FY 2012 Budget	FY 2012 Projected	FY 2013 Budget	Variance to Budget
Expenditures					
Personnel	\$ 300,468	\$ 265,510	\$ 268,355	\$ 294,601	11.0%
Operations & Maintenance	142,083	393,633	376,437	316,897	-19.5%
Capital	309,360	10,000	5,000	10,000	0.0%
Other Financing Uses	203,033	400,000	-	-	-100.0%
Total Expenditures	\$ 954,944	\$ 1,069,143	\$ 649,792	\$ 621,498	-41.9%

FY 2012/2013 Expenditure and Staffing Changes

Personnel

Personnel increased 11%, due to a Town-wide cost of living adjustment and reallocating time from a GIS Analyst position in the General Fund (Information Technology Department) to the Highway and Stormwater Funds.

Operations & Maintenance

Operations & Maintenance decreased 19.5% due to savings in fleet, water and sewage costs.

Other Financing Uses

Other Financing Uses decreased 100%; the FY 2012 budget included capacity for a one-time loan from the Highway Fund to the Roadway Development Impact Fee Fund for the Lambert Lane road widening project.

Transportation Engineering Program Overview

Transportation Engineering is responsible for managing the design and construction of roadway projects. While most large projects are designed by consultants, Development & Infrastructure Services has a small in-house design team for smaller projects. Transportation Engineering provides construction management for all public roadway projects, large and small, as well as issuing permits for all activity within the Town's right-of-way.

	FY 2011 Actual	FY 2012 Budget	FY 2012 Projected	FY 2013 Budget	Variance to Budget
Personnel					
Engineering Division Manager	0.70	0.70	0.70	0.70	-
Senior Civil Engineer	0.50	0.50	0.50	0.50	-
Senior Civil Engineer Technician	1.00	1.00	1.00	1.00	-
Civil Engineer	-	0.80	0.80	1.00	0.20
Civil Engineer/Project Manager	1.00	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	-
Office Specialist	-	0.75	0.48	0.48	(0.27)
Total FTEs	5.20	6.75	6.48	6.68	(0.07)

	FY 2011 Actual	FY 2012 Budget	FY 2012 Projected	FY 2013 Budget	Variance to Budget
Expenditures					
Personnel	\$ 443,189	\$ 540,690	\$ 525,395	\$ 564,613	4.4%
Operations & Maintenance	8,355	58,900	55,225	39,450	-33.0%
Capital	533,337	1,200,000	1,200,000	1,012,810	-15.6%
Total Expenditures	\$ 984,881	\$ 1,799,590	\$ 1,780,620	\$ 1,616,873	-10.2%

FY 2012/2013 Expenditure and Staffing Changes

Personnel

Personnel costs increased 4.4% due to a Town-wide cost of living adjustment and slight reallocations in personnel time among programs.

Operations & Maintenance

Operations & Maintenance decreased 33% due to savings in street improvement costs and outside professional services.

Capital

Capital decreased 15.6% due to savings in pavement preservation costs.

Traffic Engineering Program Overview

Traffic Engineering is responsible for maintaining and operating the Town's traffic intersection signals and lights, pavement markings, traffic signage, and conducting and reviewing traffic studies.

	FY 2011 Actual	FY 2012 Budget	FY 2012 Projected	FY 2013 Budget	Variance to Budget
Personnel					
Engineering Division Manager	0.10	0.10	0.10	0.10	-
Senior Civil Engineer	0.50	0.50	0.50	0.50	-
Civil Engineer	0.20	-	-	-	-
Senior Traffic Technician	1.00	1.00	1.00	1.00	-
Traffic Technician	1.00	1.00	1.00	1.00	-
Traffic Signs/Markings Crew Leader	1.00	1.00	1.00	1.00	-
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	-
Senior Office Assistant	0.15	0.15	0.15	0.05	(0.10)
Total FTEs	5.95	5.75	5.75	5.65	(0.10)

	FY 2011 Actual	FY 2012 Budget	FY 2012 Projected	FY 2013 Budget	Variance to Budget
Expenditures					
Personnel	\$ 419,595	\$ 392,005	\$ 388,415	\$ 406,452	3.7%
Operations & Maintenance	167,364	214,200	205,600	136,700	-36.2%
Capital	15,551	2,250	2,250	2,250	0.0%
Total Expenditures	\$ 602,510	\$ 608,455	\$ 596,265	\$ 545,402	-10.4%

FY 2012/2013 Expenditure and Staffing Changes

Personnel

Personnel costs increased 3.7% due to a Town-wide cost of living adjustment and pension increases.

Operations & Maintenance

Operations & Maintenance decreased 36.2% due to reductions in outside professional services.

Pavement Management Program Overview

Pavement Management is responsible for operating the pavement management system and developing annual and long term schedules for surface treatments on Town roadways.

	FY 2011 Actual	FY 2012 Budget	FY 2012 Projected	FY 2013 Budget	Variance to Budget
Personnel					
Engineering Division Manager	0.20	0.20	0.20	0.20	-
Civil Engineer	0.20	-	-	-	-
Civil Engineer Designer	1.00	1.00	-	-	(1.00)
Pavement Management Specialist	1.00	1.00	1.00	1.00	-
Total FTEs	2.40	2.20	1.20	1.20	(1.00)

	FY 2011 Actual	FY 2012 Budget	FY 2012 Projected	FY 2013 Budget	Variance to Budget
Expenditures					
Personnel	\$ 195,223	\$ 173,586	\$ 115,824	\$ 100,801	-41.9%
Operations & Maintenance	829	1,750	1,750	1,250	-28.6%
Capital	125,334	-	-	-	0.0%
Total Expenditures	\$ 321,386	\$ 175,336	\$ 117,574	\$ 102,051	-41.8%

FY 2012/2013 Expenditure and Staffing Changes

Personnel

Personnel costs decreased 41.9% due to a vacant Civil Engineer Designer position, which is not budgeted in FY 2013.

Operations & Maintenance

Operations & Maintenance decreased 28.6% due to reductions in travel & training.

Street Maintenance Program Overview

Street Maintenance is responsible for maintaining the Town's streets and drainage ways.

	FY 2011 Actual	FY 2012 Budget	FY 2012 Projected	FY 2013 Budget	Variance to Budget
Personnel					
Operations Division Manager	0.75	0.75	0.75	0.75	-
Civil Engineer	0.40	-	-	-	-
Streets & Drainage Sr. Crew Leader	1.00	1.00	1.00	1.00	-
Streets & Drainage Crew Leader	2.00	2.00	2.00	2.00	-
Heavy Equipment Operator III	1.00	1.00	1.00	1.00	-
Heavy Equipment Operator II	4.00	4.00	4.00	4.00	-
Heavy Equipment Operator I	2.00	2.00	0.96	0.96	(1.04)
Senior Office Assistant	0.35	0.35	0.35	0.05	(0.30)
Total FTEs	11.50	11.10	10.06	9.76	(1.34)

	FY 2011 Actual	FY 2012 Budget	FY 2012 Projected	FY 2013 Budget	Variance to Budget
Expenditures					
Personnel	\$ 657,021	\$ 608,253	\$ 580,366	\$ 565,405	-7.0%
Operations & Maintenance	280,357	232,500	212,140	218,600	-6.0%
Capital	-	-	-	-	0.0%
Total Expenditures	\$ 937,378	\$ 840,753	\$ 792,506	\$ 784,005	-6.7%

FY 2012/2013 Expenditure and Staffing Changes

Personnel

Personnel costs decreased 7% due to a vacancy, a refilling of a full-time position at part-time status, and reallocation of personnel time among programs.

Operations & Maintenance

Operations & Maintenance decreased 6% due to reductions in several areas, including street maintenance, travel & training, office supplies, and safety compliance costs.



Development & Infrastructure Services (DIS) Infrastructure Section - Stormwater Utility

Overview

The Stormwater Utility enterprise is managed through the Development & Infrastructure Services Operations Division. The Stormwater Utility 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 Stormwater Utility also coordinates with federal, state and local government agencies with regard to floodplain issues.

	FY 2011 Actual	FY 2012 Budget	FY 2012 Projected	FY 2013 Budget	Variance to Budget
Personnel					
Stormwater Engineer	1.00	1.00	1.00	1.00	-
Operations Division Manager	0.25	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	-
GIS Analyst	-	-	0.25	0.25	0.25
Senior Office Assistant	-	-	-	0.60	0.60
Office Specialist	0.25	0.25	-	-	(0.25)
Total FTEs	3.50	3.50	3.50	4.10	0.60

	FY 2011 Actual	FY 2012 Budget	FY 2012 Projected	FY 2013 Budget	Variance to Budget
Expenditures					
Personnel	\$ 275,264	\$ 271,973	\$ 258,772	\$ 304,200	11.8%
Operations & Maintenance	260,348	408,750	375,040	564,249	38.0%
Capital	1,343,479	1,075,500	627,207	697,000	-35.2%
Other Financing Uses	108,804	-	-	-	0.0%
Total Expenditures	\$ 1,987,896	\$ 1,756,223	\$ 1,261,019	\$ 1,565,449	-10.9%

Does not include non-cash outlays for depreciation

	Revenue Sources				Variance to Budget
	FY 2011 Actual	FY 2012		FY 2013 Budget	
		Budget	Projected		
Federal Grants	\$ 1,086,932	\$ 380,000	\$ 253,114	\$ 67,800	-82.2%
State Grants	366,203	575,000	538,331	450,000	-21.7%
Charges for Services	751,341	751,000	751,500	761,500	1.4%
Miscellaneous	925	-	110	20,000	0.0%
Interest	376	500	130	500	0.0%
Total Revenues	\$ 2,205,776	\$ 1,706,500	\$ 1,543,185	\$ 1,299,800	-23.8%

FY 2012/2013 Expenditure and Staffing Changes

Personnel

Personnel costs increased 11.8% due to the reallocation of personnel time within the Development & Infrastructure Services Department, as well as a Town-wide cost of living adjustment.

Operations & Maintenance

Operations & Maintenance increased 38% due to an increase in fleet costs, outside professional services and memberships and subscriptions.

Capital

Capital decreased 35.2% due to completion of several stormwater projects.

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 2012 Highlights	FY 2013 Goals and Objectives
<ul style="list-style-type: none"> -Started design for drainage improvement projects on Northern Avenue and Linda Vista Boulevard - Provided outreach education for area schools and HOA's - Continued federal grant funded removal of buffelgrass and other invasive weeds - Increased Stormwater Pollution Prevention Plan inspections and stormwater quality awareness 	<p>Focus Area: Finance & Economic Development</p> <ul style="list-style-type: none"> ■ Continue to secure regional, state and federal funding for Stormwater Utility projects ■ Continue to improve the bill collection process to minimize the Utility's bad debt ratio <p>Focus Area: Community Infrastructure</p> <ul style="list-style-type: none"> ■ Continue to eliminate stormwater "hot spots" with targeted floodplain studies and capital projects <p>Focus Area: Leadership & Communication</p> <ul style="list-style-type: none"> ■ Develop a Stormwater "Good Housekeeping" training program for Town staff ■ Continue to improve support and customer service to owners of private stormwater management facilities throughout town

Performance Measures

	FY 2011 Actual	FY 2012 Estimate	FY 2013 Projected
▶ Number of reduced/mitigated drainage problem areas ("hot spots")	8	5	5
▶ Number of outreach events held	N/A	12	12

Workload Indicators

	FY 2011 Actual	FY 2012 Estimate	FY 2013 Projected
▶ Number of stormwater outfall structures inspected once per year	135	131	128
▶ Number of mosquito traps set for testing West Nile virus	160	160	160
▶ Number of Town-owned property pollutant sources reported, investigated and mitigated	0	0	0



Development & Infrastructure Services Infrastructure Section - Transit Services

Overview

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

	FY 2011 Actual	FY 2012 Budget	FY 2012 Projected	FY 2013 Budget	Variance to Budget
Personnel					
Transit Services Administrator	0.50	0.50	0.50	0.50	-
Dispatcher	1.00	1.00	2.11	2.11	1.11
Lead Transit Driver	1.00	1.00	1.00	1.00	-
Driver	7.11	7.11	10.89	10.89	3.78
Office Assistant	-	-	0.96	0.96	0.96
Total FTEs	9.61	9.61	15.46	15.46	5.85

	FY 2011 Actual	FY 2012 Budget	FY 2012 Projected	FY 2013 Budget	Variance to Budget
Expenditures					
Personnel	\$ 354,172	\$ 414,251	\$ 480,401	\$ 605,720	46.2%
Operations & Maintenance	24,098	156,620	168,763	246,800	57.6%
Capital	13,819	41,880	26,880	410,706	880.7%
Other Financing Uses	80,000	-	-	-	100.0%
Total Expenditures	\$ 472,089	\$ 612,751	\$ 676,044	\$ 1,263,226	106.2%

	Revenue Sources			FY 2013 Budget	Variance to Budget
	FY 2011 Actual	FY 2012			
		Budget	Projected		
Federal Grants	\$ -	\$ -	\$ -	\$ 300,000	0.0%
LTAf	34,944	-	-	-	0.0%
RTA Reimbursement	68,903	50,000	291,293	789,042	1478.1%
Fare Box	50,254	39,500	54,000	34,765	-12.0%
Interest	147	-	-	-	0.0%
Miscellaneous	991	22,500	22,500	9,000	-60.0%
General Fund Subsidy	167,132	49,825	49,825	130,419	161.8%
Bed Tax Fund Subsidy	-	450,926	258,426	-	0.0%
Total Revenues	\$ 322,371	\$ 612,751	\$ 676,044	\$ 1,263,226	106.2%

FY 2012/2013 Expenditure and Staffing Changes

Personnel

Personnel costs increased 46.2% due to the hiring of additional drivers for the Sun Shuttle service expansion. This service expansion is funded through an intergovernmental agreement with Pima County's Regional Transportation Authority.

Operations & Maintenance

Operations & Maintenance increased 57.6% due increased fleet, equipment repair and maintenance, insurance, telecommunication and uniform costs related to the continued expansion of the Sun Shuttle service.

Capital

Capital increased 880.7% for capacity to purchase new circulator buses that will be funded through a federal grant as well as capacity for a Park-N-Ride facility.

Mission

Provide enhanced mobility to all Oro Valley residents.

FY 2012 Highlights	FY 2013 Goals and Objectives
<p>– Sun Shuttle Dial-a-Ride service began operations on February 13, 2012 as a partnership with the Regional Transportation Authority. Sun Shuttle Dial-a-Ride integrated Coyote Run, Handi-car and Sun Shuttle services previously operating in the area.</p> <p>– Sun Shuttle Dial-a-Ride now operates on Saturdays, Sundays and holidays for area residents with Americans with Disability certification</p> <p>– Exceeded previous daily boardings by delivering 152 trips on one day</p> <p>– Record ridership in the month of March 2012 with 2,453 passenger trips</p> <p>– During the month of March 2012, Transit operated over 24,000 miles and provided over 1,650 hours of service</p>	<p>Focus Area: Finance and Economic Development</p> <ul style="list-style-type: none"> ■ Maintain a balanced budget ■ Continue to manage the Intergovernmental Agreement with the Regional Transportation Authority (RTA) to provide funding for transit-related projects <p>Focus Area: Leadership and Communication</p> <ul style="list-style-type: none"> ■ Develop a team environment that is supportive and goal oriented in order to achieve excellence in transit service ■ Stabilize staffing levels to provide excellent customer service and meet growing transit demand <p>Focus Area: Community Infrastructure</p> <ul style="list-style-type: none"> ■ Build the new Sun Shuttle Dial-a-Ride service to efficiently and effectively serve the greatest number of transit users ■ Work with the RTA to identify transit-related infrastructure needs for the community in support of local circulator, express and dial-a-ride transit services ■ Encourage transit development throughout Oro Valley

Performance Measures

	FY 2011 Actual	FY 2012 Estimate	FY 2013 Projected
▶ Total cost per passenger trip	\$30.72	\$32.71	\$31.34
▶ Percentage of requested reservations fulfilled	90%	98%	98%

Workload Indicators

	FY 2011 Actual	FY 2012 Estimate	FY 2013 Projected
▶ Number of registered riders	1,182	1,536	1,776
▶ Average monthly passenger trips	1,280	1,948	2,188



Development & Infrastructure Services (DIS) 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 Development & Infrastructure Services staff.

	FY 2011 Actual	FY 2012 Budget	FY 2012 Projected	FY 2013 Budget	Variance to Budget
Expenditures					
Operations & Maintenance	\$ -	\$ -	\$ -	\$ -	0.0%
Capital	1,884,630	7,998,000	4,745,951	6,154,000	-23.1%
Debt Service	3,000,000	2,615,467	2,615,467	-	-100.0%
Total Expenditures	\$ 4,884,630	\$ 10,613,467	\$ 7,361,418	\$ 6,154,000	-42.0%

	Revenue Sources				Variance to Budget
	FY 2011 Actual	FY 2012		FY 2013 Budget	
		Budget	Projected		
Federal Grants	\$ -	\$ 500,000	\$ -	\$ 699,000	0.0%
State Grants	4,788,647	7,443,000	5,312,909	5,280,000	-29.1%
Other Financing Sources	-	400,000	-	-	0.0%
Development Impact Fees	263,302	413,078	246,714	414,118	0.3%
Interest	3,182	4,000	1,600	1,600	-60.0%
Miscellaneous	53,687	18,000	19,512	18,000	0.0%
Total Revenues	\$ 5,108,819	\$ 8,778,078	\$ 5,580,735	\$ 6,412,718	-26.9%

FY 2012/2013 Expenditure Changes

Capital

Capital decreased 23.1% due to the completion of a capital project, as well as continued construction and decreased budget capacity on the widening of Lambert Lane.

Debt Service

The Town fulfilled the annual interest and principal payments on the outstanding debt in this fund.

FY 2012 Highlights	FY 2013 Goals and Objectives
<ul style="list-style-type: none"> – Installed 15 pan-tilt-zoom cameras at 15 signalized intersections – Started construction on the Lambert Lane widening project 	<p>Focus Area: Finance & Economic Development</p> <ul style="list-style-type: none"> ■ Continue to secure regional, state and federal funding for roadway projects by participating in Pima Association of Governments (PAG) and Regional Transportation Authority (RTA) regional functions ■ Partner with the region's jurisdictions and PAG to secure funds in the 2014 - 2018 Transportation Improvement Program (TIP) for Tangerine Road, Naranja Drive and Lambert Lane Phase II ■ Secure funding for the La Cholla Boulevard and Moore Road Intersection ■ Secure funding for a town-wide traffic sign inventory project <p>Focus Area: Community Infrastructure</p> <ul style="list-style-type: none"> ■ Partner with the Town of Marana and Pima County in the final design of phase I of the Tangerine Road project - La Canada Drive to Thornydale Road ■ Partner with Pima County to start construction on the Magee Road project Phase III - La Canada Drive to Oracle Road ■ Complete the Canyon Del Oro Linear Park final phase design and start construction in early 2013

Performance Measures

	FY 2011 Actual	FY 2012 Estimate	FY 2013 Projected
<ul style="list-style-type: none"> ▶ Capital improvement projects funding from the planning stage through design and construction managed by staff 	3	2	5



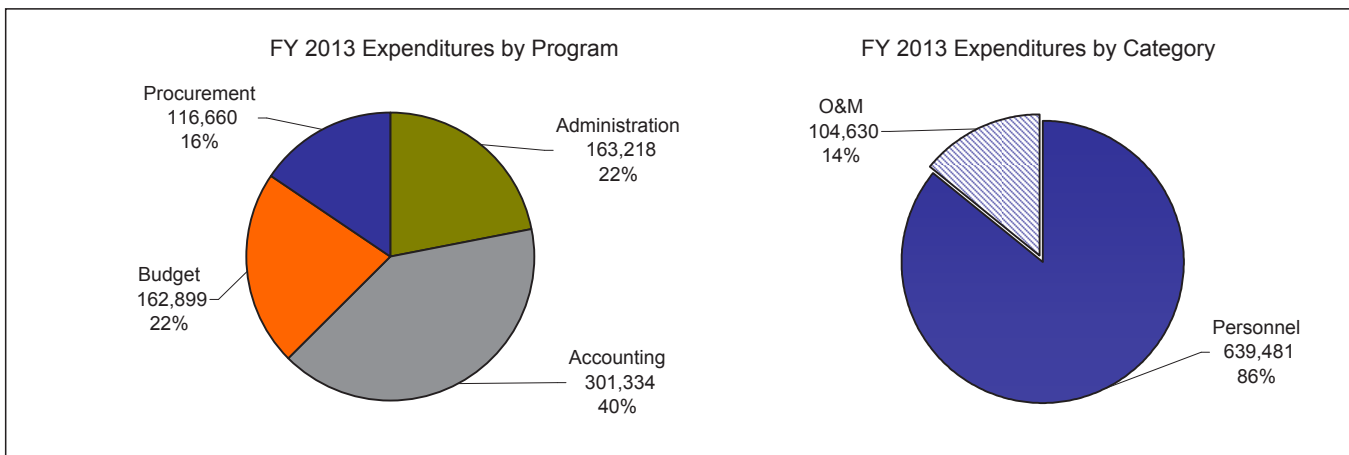
Overview

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, 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 2011 Actual	FY 2012		FY 2013 Budget	
	Budget	Projected		
7.00	7.00	7.00	7.00	

	Expenditures by Program Area				
	FY 2011 Actual	FY 2012		FY 2013 Budget	% to Budget
		Budget	Projected		
Finance Administration	\$ 159,929	\$ 159,387	\$ 158,087	\$ 163,218	2.4%
Accounting	294,295	294,487	282,656	301,334	2.3%
Budgeting	156,262	154,963	153,963	162,899	5.1%
Procurement	112,412	113,362	111,162	116,660	2.9%
	\$ 722,897	\$ 722,199	\$ 705,868	\$ 744,111	3.0%

	Revenue Sources				
	FY 2011 Actual	FY 2012		FY 2013 Budget	% to Budget
		Budget	Projected		
Sales Tax Audit Recovery Fees	\$ 95,409	\$ 100,000	\$ 100,000	\$ 100,000	0.0%
	\$ 95,409	\$ 100,000	\$ 100,000	\$ 100,000	0.0%



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.

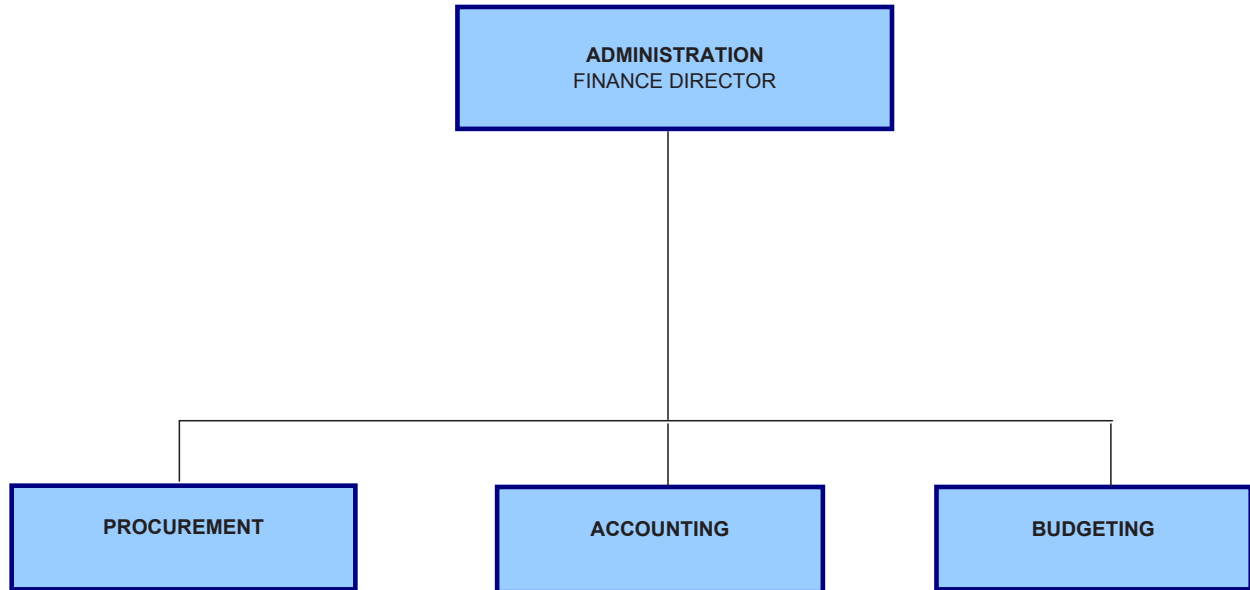
FY 2012 Highlights	FY 2013 Goals and Objectives
<ul style="list-style-type: none"> - Received Certificate of Achievement for Financial Reporting Excellence for FY 2010/2011 from Government Finance Officers Association (GFOA) for the 18th consecutive year - Received Distinguished Budget Presentation Award from GFOA for the 4th consecutive year - Received the Achievement of Excellence in Procurement Award for the 4th consecutive year - Received an unqualified "clean" audit opinion for FY 2010/2011 financial statements - Completed the issuance of Town of Oro Valley Excise Tax Revenue Obligations, Series 2012 to fund the Aquatic Center Expansion - Completed the issuance of Town of Oro Valley Senior Lien Water Project Revenue Refunding Obligations, Series 2012 - Assisted in the transition to a self-funded plan for medical insurance coverage for FY 2012/13, resulting in no increase to medical premiums - Participated in bond rating agency discussions that resulted in Fitch Rating Agency reaffirming the Town's "AA-" bond rating and Standard and Poor's upgrading the Town's rating on its Senior Lien Water Revenue Obligations from "AA-" to "AA" - Participated in Town-wide impact fee update to comply with new State law requirements - Participated in launch of OV Dollars program to encourage shopping local efforts - Participated in town-wide annexation efforts - Participated in transition of the Oro Valley Public Library from an affiliate status to a branch status operated by the Pima County Library District - Surplus auctions generated \$71,067 in Town revenue - Formal bid processes resulted in average savings of approximately \$260,000 per contract awarded 	<p>Focus Area: Finance and Economic Development</p> <ul style="list-style-type: none"> ■ Prepare annual 5-year forecast of revenues and expenditures ■ Regularly evaluate program cost recovery and user fee levels to target maximum cost recovery ■ Per Council direction, continue to evaluate opportunities to diversify Town's revenue base ■ Continued utilization of cooperative purchasing agreements and competitive bidding for products and services to achieve cost savings and procurement efficiencies ■ Prepare timely financial and budgetary performance reports ■ Prepare fiscal impact analysis of potential annexation scenarios ■ Continue to evaluate opportunities to refinance or defease outstanding Town debt <p>Focus Area: Community Infrastructure</p> <ul style="list-style-type: none"> ■ Maintain an accurate inventory database with Town-wide infrastructure valuations and useful lives ■ Evaluate cost efficient financing alternatives to pay for Town infrastructure construction ■ Prepare and annually update the Town's 5-year Capital Improvement Plan <p>Focus Area: Leadership and Communication</p> <ul style="list-style-type: none"> ■ Finance staff continues to actively participate in state and national professional associations related to government finance and procurement fields ■ Participate in public outreach efforts to enhance community knowledge and understanding of Town budgetary issues and program specific information ■ Participate in joint Council and staff workshops to ensure good communication and effective implementation of goals ■ Continue to use the Town's website as a repository for financial documents, reports and information

Performance Measures

	FY 2011 Actual	FY 2012 Estimate	FY 2013 Projected
▶ 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	18	19	20
▶ Consecutive years awarded the Government Finance Officers Association Distinguished Budget Award	3	4	5
▶ Percentage variance between mid-year revenue forecast and actual fiscal year-end revenue for all tax-based funds	0.5%	1.2%	2.0%
▶ Percentage of internal customers rating Procurement quality as excellent or good	100%	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 AA- Fitch	AA S&P AA- Fitch

Workload Indicators

	FY 2011 Actual	FY 2012 Estimate	FY 2013 Projected
▶ Number of Procurement protests filed and sustained	0	0	0
▶ Number of cooperative purchasing agreements utilized with other governmental jurisdictions	45	50	50
▶ Number of Accounts Payable checks processed	5,162	5,142	5,100
▶ Number of invoices paid	11,156	10,122	9,100



Administration Program Overview

The Administration program of the Finance Department provides leadership and resources to support all divisions within the Finance Department, 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 2011 Actual	FY 2012 Budget	FY 2012 Projected	FY 2013 Budget	Variance to Budget
Personnel					
Finance Director	1.00	1.00	1.00	1.00	-
Total FTEs	1.00	1.00	1.00	1.00	-

	FY 2011 Actual	FY 2012 Budget	FY 2012 Projected	FY 2013 Budget	Variance to Budget
Expenditures					
Personnel	\$ 153,053	\$ 148,187	\$ 148,187	\$ 152,918	3.2%
Operations & Maintenance	6,876	11,200	9,900	10,300	-8.0%
Capital	-	-	-	-	0.0%
Total Expenditures	\$ 159,929	\$ 159,387	\$ 158,087	\$ 163,218	2.4%

FY 2012/2013 Expenditure and Staffing Changes

Personnel

Personnel costs increased 3.2% as a result of a Town-wide cost of living adjustment.

Operations & Maintenance

Operations & Maintenance decreased 8% due to a reduced budget for office supplies, postage and telecommunications.

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 2011 Actual	FY 2012 Budget	FY 2012 Projected	FY 2013 Budget	Variance to Budget
Personnel					
Accounting Supervisor	1.00	1.00	1.00	1.00	-
Senior Accountant	1.00	1.00	1.00	1.00	-
Accounting Clerk	1.00	1.00	1.00	1.00	-
Total FTEs	3.00	3.00	3.00	3.00	-

	FY 2011 Actual	FY 2012 Budget	FY 2012 Projected	FY 2013 Budget	Variance to Budget
Expenditures					
Personnel	\$ 211,086	\$ 210,487	\$ 199,656	\$ 217,634	3.4%
Operations & Maintenance	83,210	84,000	83,000	83,700	-0.4%
Capital	-	-	-	-	0.0%
Total Expenditures	\$ 294,295	\$ 294,487	\$ 282,656	\$ 301,334	2.3%

FY 2012/2013 Expenditure and Staffing Changes

Personnel

Personnel costs increased 3.4% due to a change in benefits coverage of an employee and as a result of a Town-wide cost of living adjustment.

Budgeting Program Overview

The Budgeting program of the Finance Department is responsible for preparation and monitoring of the 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 2011 Actual	FY 2012 Budget	FY 2012 Projected	FY 2013 Budget	Variance to Budget
Personnel					
Budget & Management Analyst	1.00	1.00	1.00	1.00	-
Finance Analyst	1.00	1.00	1.00	1.00	-
Total FTEs	2.00	2.00	2.00	2.00	-

	FY 2011 Actual	FY 2012 Budget	FY 2012 Projected	FY 2013 Budget	Variance to Budget
Expenditures					
Personnel	\$ 151,227	\$ 148,813	\$ 148,813	\$ 156,749	5.3%
Operations & Maintenance	5,035	6,150	5,150	6,150	0.0%
Capital	-	-	-	-	0.0%
Total Expenditures	\$ 156,262	\$ 154,963	\$ 153,963	\$ 162,899	5.1%

FY 2012/2013 Expenditure and Staffing Changes

Personnel

Personnel costs increased 5.3% due to a change in benefits coverage of an employee, a Town-wide cost of living adjustment and increases in pension costs.

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 2011 Actual	FY 2012 Budget	FY 2012 Projected	FY 2013 Budget	Variance to Budget
Personnel					
Procurement Administrator	1.00	1.00	1.00	1.00	-
Total FTEs	1.00	1.00	1.00	1.00	-

	FY 2011 Actual	FY 2012 Budget	FY 2012 Projected	FY 2013 Budget	Variance to Budget
Expenditures					
Personnel	\$ 109,202	\$ 108,752	\$ 108,752	\$ 112,180	3.2%
Operations & Maintenance	3,209	4,610	2,410	4,480	-2.8%
Capital	-	-	-	-	0.0%
Total Expenditures	\$ 112,412	\$ 113,362	\$ 111,162	\$ 116,660	2.9%

FY 2012/2013 Expenditure and Staffing Changes

Personnel

Personnel costs increased 3.2% as a result of a Town-wide cost of living adjustment.

Operations & Maintenance

Operations & Maintenance decreased 2.8% due to reduced memberships and subscriptions costs.



General Administration

Overview

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

	FY 2011 Actual	FY 2012 Budget	FY 2012 Projected	FY 2013 Budget	Variance to Budget
Expenditures					
Operations & Maintenance	1,370,398	2,091,767	1,655,949	1,631,681	-22.0%
Capital	922,136	50,000	6,900	30,000	-40.0%
Contingency	-	-	-	-	0.0%
Other Financing Uses	712,250	223,352	318,975	718,737	221.8%
Total Expenditures	\$ 3,004,784	\$ 2,365,119	\$ 1,981,824	\$ 2,380,418	0.6%

FY 2012/2013 Expenditure Changes

Operations & Maintenance

Operations and Maintenance decreased 22.0% as a result of reduced costs for insurance, fleet, and the reduction of any permitting or construction related rebates budgeted for Ventana Medical Systems expansion. The Town is not anticipating any construction activity from Ventana in FY 2013.

Capital

Capital was reduced by 40% in an effort to further reduce expenditures.

Other Financing Uses

Other Financing Uses increased 221.8%, as a result of budgeting \$583,413 in a Council Designated Reserve line item that Council will have to use at their discretion. This money is a result of the savings realized from moving the Oro Valley Public Library from branch to affiliate status.



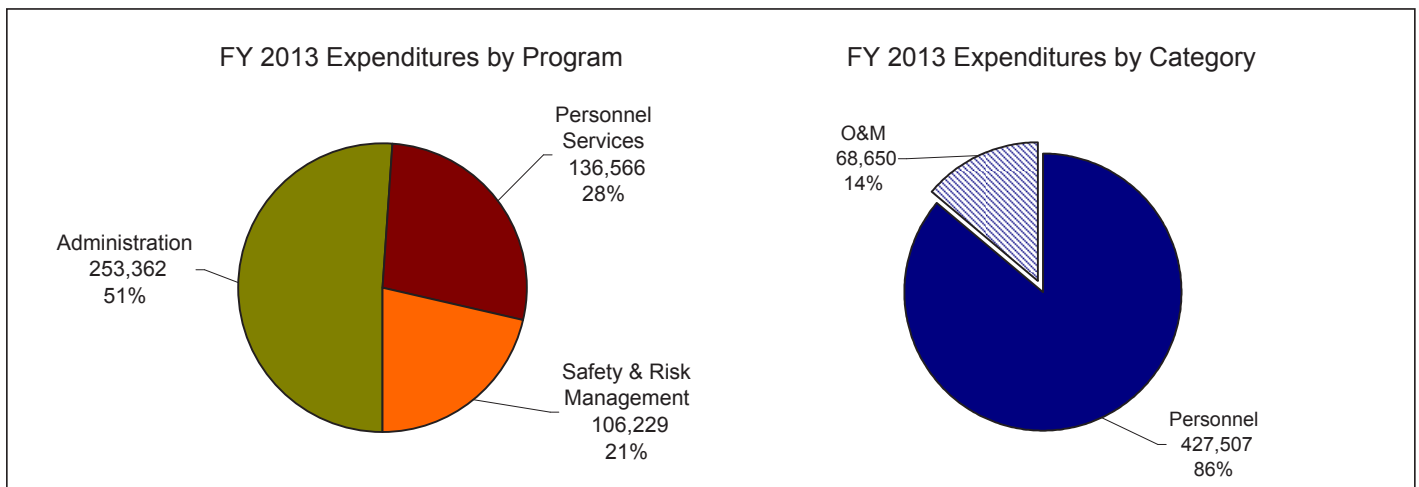
Human Resources

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, and benefits programs services; the Safety and Risk Management Division provides safety and risk management services.

Total FTEs			
FY 2011 Actual	FY 2012		FY 2013 Budget
	Budget	Projected	
5.00	5.00	5.00	5.00

	Expenditures by Program Area				
	FY 2011 Actual	FY 2012		FY 2013 Budget	% to Budget
		Budget	Projected		
Administration	\$ 233,162	\$ 247,366	\$ 246,471	\$ 253,362	2.4%
Personnel Services	130,366	131,472	131,688	136,566	3.9%
Safety and Risk Management	106,645	103,811	103,121	106,229	2.3%
	\$ 470,174	\$ 482,649	\$ 481,280	\$ 496,157	2.8%



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.

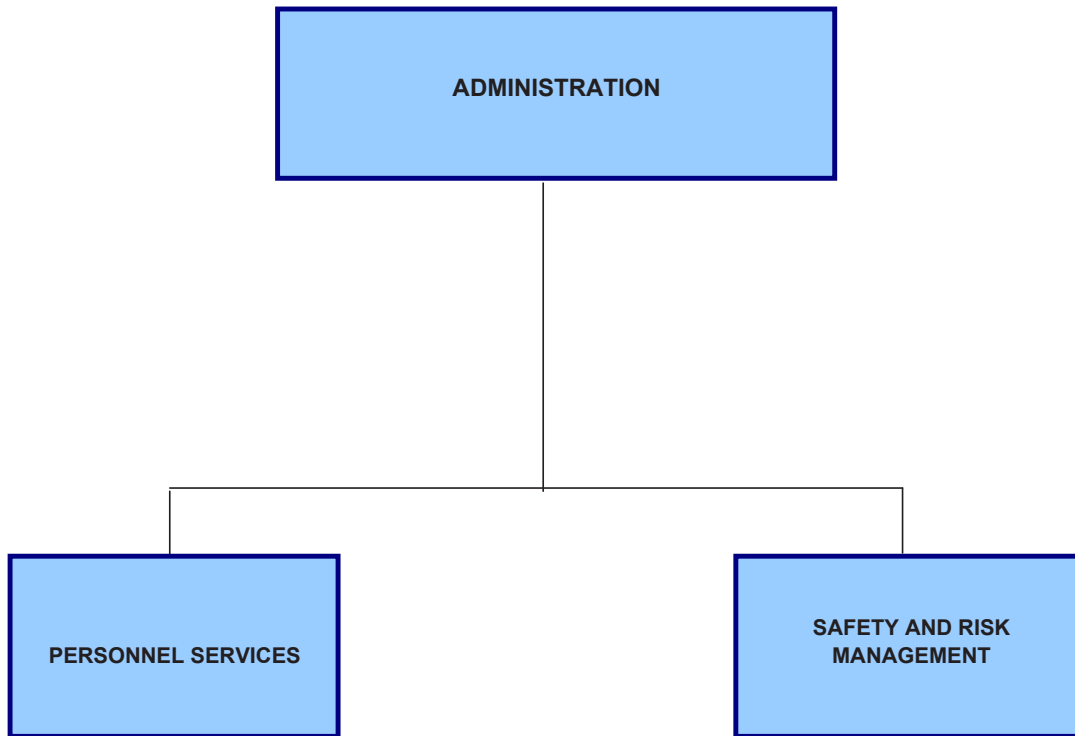
FY 2012 Highlights	FY 2013 Goals and Objectives
<ul style="list-style-type: none"> - Broadened Town-wide use of volunteers - Implemented NEOGOV software system for volunteer application process - Provided new employee development and training opportunities - Conducted Fair Labor Standards Act (FLSA) status review - Conducted pay adjustment research - Managed and facilitated PSPRS, ASRS and CORP retirement boards - Continued facilitating the Town's wellness program and increased employee involvement with the goal of lowering healthcare costs for the Town and employees - Educated employees about Health Savings Accounts (HSAs) - Educated employees about Healthcare Reform impacts - Implemented employer requirements established by Healthcare Reform - Provided retirement savings education to Town employees - Facilitated the process for improving the performance evaluation system - Tracked Town-sponsored training in MUNIS ERP system - Took over responsibility from Communications for developing and publishing the Town's internal employee newsletter - Re-wrote Policy 11 of the Town's personnel policies and procedures - Re-wrote Policy 18 of the Town's personnel policies and procedures - Developed workplace harassment training - Created and implemented new inventory tracking forms for annual insurance renewal audit - Completed Occupational Safety & Health Manual chapters S-016, S-025 and SD-010 	<p>Focus Area: Finance and Economic Development</p> <ul style="list-style-type: none"> ■ Continue wellness initiatives ■ Monitor effectiveness of new self-funded health insurance program ■ Strategize with leadership for process improvements <p>Focus Area: Leadership and Communication</p> <ul style="list-style-type: none"> ■ Implement new performance evaluation methods ■ Re-write Policy 10 of the Town's personnel policies and procedures ■ Develop procedures for employee leave, accommodations and light duty ■ Conduct training needs assessment ■ Provide safety training and assessments ■ Continue Occupational Safety & Health Manual chapter development

Performance Measures

	FY 2011 Actual	FY 2012 Estimate	FY 2013 Projected
▶ Number of traffic accidents involving Police vehicles per 100,000 miles driven	0.52	0.89	0.6
▶ Number of traffic accidents involving non-Police vehicles per 100,000 miles driven	0.75	0.54	0.5
▶ Number of workers compensation claims	28	24	30
▶ Percentage of employee turnover	12.0%	12.0%	12.0%
▶ Number of training hours completed (Implemented use of MUNIS ERP software to track beginning FY 2012)	N/A	450	747
▶ Average years of tenure (employee retention) in workforce			
	20-27yrs	15-19.9 yrs	10-14.99 yrs
	15	30	65
			5-9.99 yrs
			124
			0-4.99 yrs
			70
▶ Number of sick leave hours used in workforce per month (FY 2012)			
	July	Jan	1,408
	Aug	Feb	1,404
	Sept	Mar	1,915
	Oct	Apr	1,327
	Nov	May	1,158
	Dec	Jun	1,106

Workload Indicators

	FY 2011 Actual	FY 2012 Estimate	FY 2013 Projected
▶ Number of job applications received	682	1,300	1,300
▶ Number of job interviews conducted	145	274	250
▶ Number of new hires (includes seasonal and part-time employees)	33	65	75



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 classification plans; administers the performance management process; consults with supervisors on employee relations and grievance resolutions; manages disciplinary procedures; provides or coordinates ongoing training and development opportunities; provides orientation programs; partners with management to develop succession plans or performance improvement plans; and negotiates with public safety employee representatives.

	FY 2011 Actual	FY 2012 Budget	FY 2012 Projected	FY 2013 Budget	Variance to Budget
Personnel					
Human Resource Director	1.00	1.00	1.00	1.00	-
Employee & Org. Dev. Analyst	1.00	1.00	1.00	1.00	-
Total FTEs	2.00	2.00	2.00	2.00	-

	FY 2011 Actual	FY 2012 Budget	FY 2012 Projected	FY 2013 Budget	Variance to Budget
Expenditures					
Personnel	\$ 179,243	\$ 198,091	\$ 198,091	\$ 213,587	7.8%
Operations & Maintenance	53,144	49,275	48,380	39,775	-19.3%
Capital	775	-	-	-	0.0%
Total Expenditures	\$ 233,162	\$ 247,366	\$ 246,471	\$ 253,362	2.4%

FY 2012/2013 Expenditure and Staffing Changes

Personnel

Personnel costs increased 7.8% as a result of a Town-wide cost of living adjustment, pension increases and a change in the benefits coverage of an employee.

Operations & Maintenance

Operations & Maintenance decreased 19.3% due to reduced outside professional services, postage and contract personnel services.

Personnel Services Program Overview

This division partners with supervisors to plan staffing needs, creates and updates job descriptions; administers NEOGOV software; advertises for open positions, assists in applicant selection, schedules and conducts interviews, coordinates background checks, communicates with applicants and newly selected staff members; administers tuition reimbursement; coordinates the employee assistance program, 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 2011 Actual	FY 2012 Budget	FY 2012 Projected	FY 2013 Budget	Variance to Budget
Personnel					
Human Resource Specialist	2.00	2.00	2.00	2.00	-
Total FTEs	2.00	2.00	2.00	2.00	-

	FY 2011 Actual	FY 2012 Budget	FY 2012 Projected	FY 2013 Budget	Variance to Budget
Expenditures					
Personnel	\$ 108,619	\$ 107,097	\$ 107,097	\$ 110,266	3.0%
Operations & Maintenance	21,746	24,375	24,591	26,300	7.9%
Capital	-	-	-	-	0.0%
Total Expenditures	\$ 130,366	\$ 131,472	\$ 131,688	\$ 136,566	3.9%

FY 2012/2013 Expenditure and Staffing Changes

Personnel

Personnel costs increased 3.0% due to a Town-wide cost of living adjustment and pension increases.

Operations & Maintenance

Operations & Maintenance increased 7.9% due to increases in travel and training and memberships and subscriptions.

Safety and Risk Management Program Overview

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

	FY 2011 Actual	FY 2012 Budget	FY 2012 Projected	FY 2013 Budget	Variance to Budget
Personnel					
Safety & Risk Manager	1.00	1.00	1.00	1.00	-
Total FTEs	1.00	1.00	1.00	1.00	-

	FY 2011 Actual	FY 2012 Budget	FY 2012 Projected	FY 2013 Budget	Variance to Budget
Expenditures					
Personnel	\$ 101,282	\$ 100,546	\$ 100,546	\$ 103,654	3.1%
Operations & Maintenance	5,363	3,265	2,575	2,575	-21.1%
Capital	-	-	-	-	0.0%
Total Expenditures	\$ 106,645	\$ 103,811	\$ 103,121	\$ 106,229	2.3%

FY 2012/2013 Expenditure and Staffing Changes

Personnel

Personnel costs increased 3.1% as result of a Town-wide cost of living adjustment and pension increases.

Operations & Maintenance

Operations & Maintenance decreased 21.1% due to a reduction in travel & training.



Information Technology

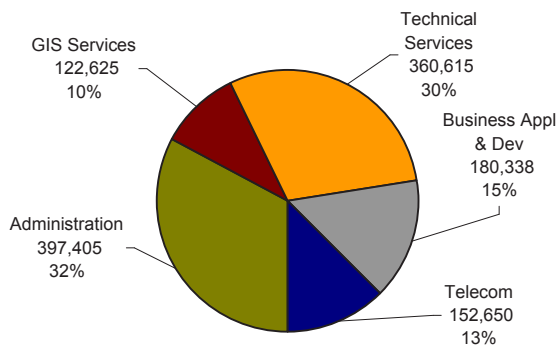
Overview

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.

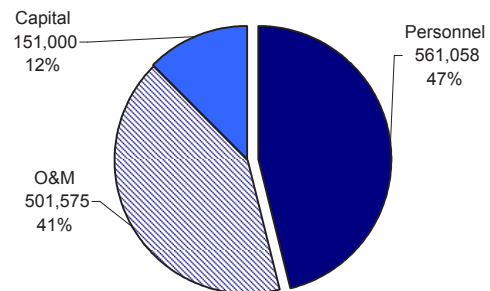
Total FTEs			
FY 2011 Actual	FY 2012		FY 2013 Budget
	Budget	Projected	
8.00	7.00	6.50	6.50

	Expenditures by Program Area				% to Budget
	FY 2011 Actual	FY 2012		FY 2013 Budget	
		Budget	Projected		
Administration	\$ 348,928	\$ 375,859	\$ 373,634	\$ 397,405	5.7%
GIS Services	145,507	148,599	122,343	122,625	-17.5%
Technical Services	305,675	424,560	421,553	360,615	-15.1%
Business Applications & Development	166,302	166,186	170,086	180,338	8.5%
Telecommunications	107,329	120,500	133,150	152,650	26.7%
	\$ 1,073,741	\$ 1,235,704	\$ 1,220,766	\$ 1,213,633	-1.8%

FY 2013 Expenditures by Program



FY 2013 Expenditures by Category



Highlights & Goals Measures & Indicators

Information Technology

Mission

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

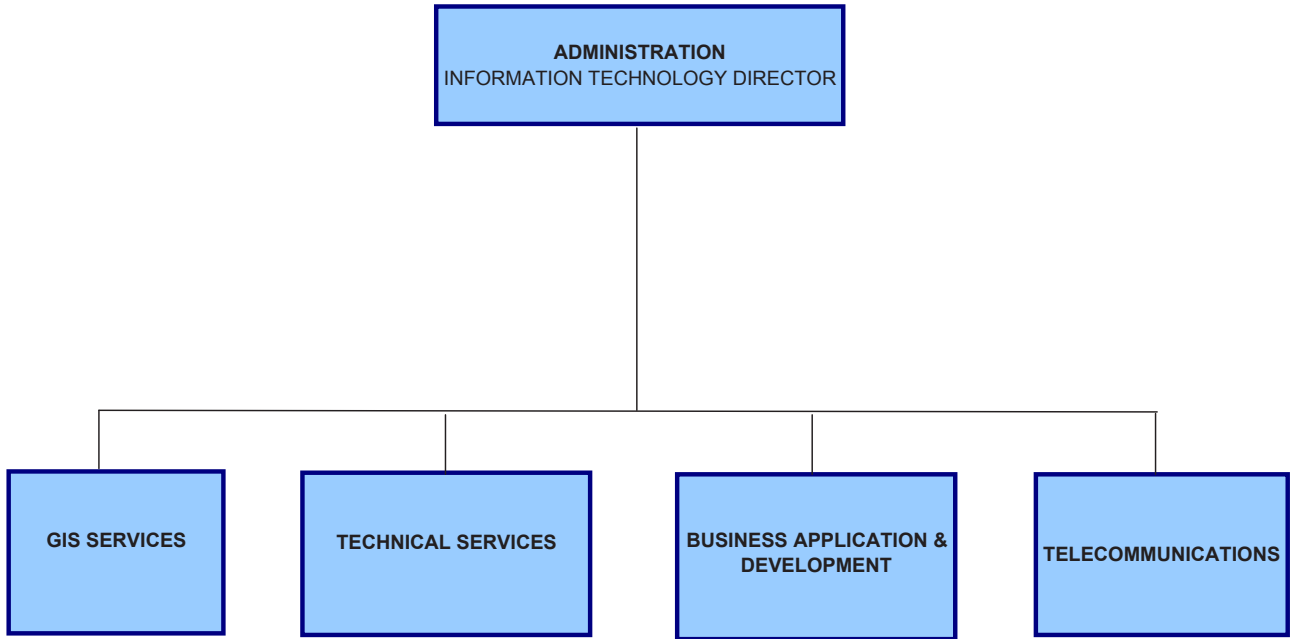
FY 2012 Highlights	FY 2013 Goals and Objectives
<ul style="list-style-type: none"> - Successful completion of network infrastructure upgrade - 90 computer/mobile data center replacements - Two data center server upgrade/replacements - Upgrade of security/badging system software - Oro Valley Police Department wireless communications upgrade - Successful relocation of Calle Concordia data center to new facility - Successful upgrade and enhancement of CarteGraph enterprise system 	<p>Focus Area: Leadership and Communication</p> <ul style="list-style-type: none"> ■ Continue to enhance website by expanding functionality for citizens and businesses ■ Leverage existing and new IT tools to inform and educate public officials and citizens <p>Focus Area: Finance and Economic Development</p> <ul style="list-style-type: none"> ■ Enhance website by expanding functionality for the development and business communities ■ Enhance Geographic Information System (GIS) mapping and analysis for planning existing and future land use <p>Focus Area: Community Infrastructure</p> <ul style="list-style-type: none"> ■ Update and maintain a reliable IT infrastructure ■ Continue development of data continuity plan ■ Begin development of new IT Strategic Plan

Performance Measures

	FY 2011 Actual	FY 2012 Estimate	FY 2013 Projected
▶ Percentage of network and desktop device moves, additions, or changes completed when scheduled	100%	100%	100%
▶ Percentage of Help Desk calls resolved at time of call	40%	50%	50%
▶ Percentage of Help Desk calls resolved within 4 hours of call	60%	70%	70%
▶ Percentage of Help Desk calls resolved within 8 hours of call	70%	70%	80%

Workload Indicators

	FY 2011 Actual	FY 2012 Estimate	FY 2013 Projected
▶ Number of vendor applications supported	29	30	30
▶ Number of custom applications supported	50	60	60
▶ Number of Telecommunications service requests received	125	150	150
▶ Number of Help Desk requests received	571	650	700



Administration Program Overview

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

	FY 2011 Actual	FY 2012 Budget	FY 2012 Projected	FY 2013 Budget	Variance to Budget
Personnel					
Information Technology Director	1.00	1.00	1.00	1.00	-
Total FTEs	1.00	1.00	1.00	1.00	-

	FY 2011 Actual	FY 2012 Budget	FY 2012 Projected	FY 2013 Budget	Variance to Budget
Expenditures					
Personnel	\$ 121,077	\$ 120,759	\$ 120,759	\$ 124,430	3.0%
Operations & Maintenance	227,851	255,100	252,875	272,975	7.0%
Capital	-	-	-	-	0.0%
Total Expenditures	\$ 348,928	\$ 375,859	\$ 373,634	\$ 397,405	5.7%

FY 2012/2013 Expenditure and Staffing Changes

Personnel

Personnel costs increased 3.0% as a result of a Town-wide cost of living adjustment.

Operations & Maintenance

Operations & Maintenance increased 7.0% due to an increase in software maintenance and licensing.

GIS Services Program Overview

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

	FY 2011 Actual	FY 2012 Budget	FY 2012 Projected	FY 2013 Budget	Variance to Budget
Personnel					
GIS Analyst	2.00	2.00	1.50	1.50	(0.50)
Total FTEs	2.00	2.00	1.50	1.50	(0.50)

	FY 2011 Actual	FY 2012 Budget	FY 2012 Projected	FY 2013 Budget	Variance to Budget
Expenditures					
Personnel	\$ 141,793	\$ 141,349	\$ 116,893	\$ 116,175	-17.8%
Operations & Maintenance	3,714	7,250	5,450	6,450	-11.0%
Capital	-	-	-	-	0.0%
Total Expenditures	\$ 145,507	\$ 148,599	\$ 122,343	\$ 122,625	-17.5%

FY 2012/2013 Expenditure and Staffing Changes

Personnel

Personnel costs decreased 17.8% as a result of reallocating time from a GIS Analyst position in the General Fund to the Highway and Stormwater Funds.

Operations & Maintenance

Operations & Maintenance decreased 11.0% as a result of a decrease in travel and training.

Technical Services Program Overview

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

	FY 2011 Actual	FY 2012 Budget	FY 2012 Projected	FY 2013 Budget	Variance to Budget
Personnel					
Network Administrator	1.00	1.00	1.00	1.00	-
Network Manager	1.00	-	-	-	-
IT Technician	1.00	1.00	1.00	1.00	-
Total FTEs	3.00	2.00	2.00	2.00	-

	FY 2011 Actual	FY 2012 Budget	FY 2012 Projected	FY 2013 Budget	Variance to Budget
Expenditures					
Personnel	\$ 253,305	\$ 154,803	\$ 154,803	\$ 159,365	2.9%
Operations & Maintenance	52,370	56,850	54,750	50,250	-11.6%
Capital	-	212,907	212,000	151,000	-29.1%
Total Expenditures	\$ 305,675	\$ 424,560	\$ 421,553	\$ 360,615	-15.1%

FY 2012/2013 Expenditure and Staffing Changes

Personnel

Personnel costs increased 2.9% due to a Town-wide cost of living adjustment.

Operations & Maintenance

Operations & Maintenance decreased 11.6% due to reductions in equipment repair & maintenance, non-capitalized equipment and travel and training.

Capital

Capital is for replacement of computers, servers and mobile data centers. The reduction of 29.1% is due to the completion of network infrastructure upgrades in FY 2012.

Business Application & Development Program Overview

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

	FY 2011 Actual	FY 2012 Budget	FY 2012 Projected	FY 2013 Budget	Variance to Budget
Personnel					
Systems Analyst	1.00	1.00	1.00	1.00	-
Database Analyst	1.00	1.00	1.00	1.00	-
Total FTEs	2.00	2.00	2.00	2.00	-

	FY 2011 Actual	FY 2012 Budget	FY 2012 Projected	FY 2013 Budget	Variance to Budget
Expenditures					
Personnel	\$ 156,682	\$ 156,136	\$ 156,136	\$ 161,088	3.2%
Operations & Maintenance	9,619	10,050	13,950	19,250	91.5%
Capital	-	-	-	-	0.0%
Total Expenditures	\$ 166,302	\$ 166,186	\$ 170,086	\$ 180,338	8.5%

FY 2012/2013 Expenditure and Staffing Changes

Personnel

Personnel increased 3.2% as a result of a Town-wide cost of living adjustment.

Operations & Maintenance

Operations & Maintenance increased 91.5% due to an increase in outside professional services.

Telecommunications Program Overview

The Telecommunications program 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.

Expenditures	FY 2011 Actual	FY 2012 Budget	FY 2012 Projected	FY 2013 Budget	Variance to Budget
Operations & Maintenance	\$ 107,329	\$ 120,500	\$ 133,150	\$ 152,650	26.7%
Total Expenditures	\$ 107,329	\$ 120,500	\$ 133,150	\$ 152,650	26.7%

FY 2012/2013 Expenditure Changes

Operations & Maintenance

Operations & Maintenance increased 26.7% due to increased telecommunications costs.



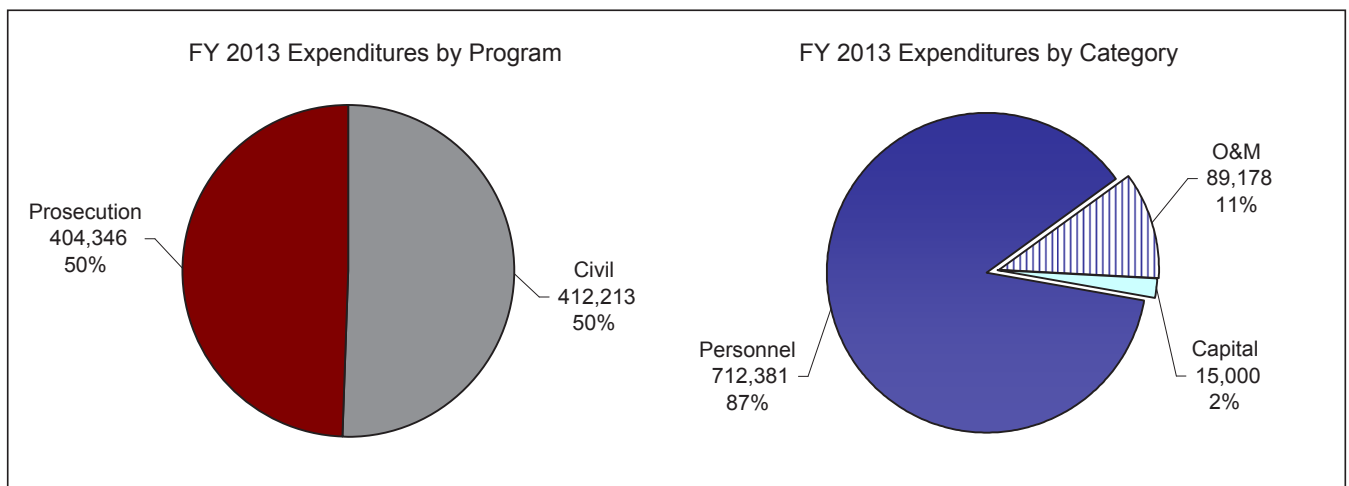
Overview

The Legal Department is organized into two divisions, Civil and Prosecution, under supervision of the Town Attorney. The Legal Department provides two different, but equally important, types of legal services to the Town: handling civil matters for the Mayor and Council, Town Manager and Town Departments; and prosecuting misdemeanor crimes and traffic violations within the Town.

Total FTEs			
FY 2011 Actual	FY 2012		FY 2013 Budget
	Budget	Projected	
8.00	8.00	8.00	8.00

	Expenditures by Program Area				% to Budget
	FY 2011 Actual	FY 2012		FY 2013 Budget	
		Budget	Projected		
Civil	\$ 362,083	\$ 445,509	\$ 397,822	\$ 412,213	-7.5%
Prosecution	376,886	396,323	387,723	404,346	2.0%
	\$ 738,969	\$ 841,832	\$ 785,545	\$ 816,559	-3.0%

	Revenue Sources				% to Budget
	FY 2011 Actual	FY 2012		FY 2013 Budget	
		Budget	Projected		
State Grants	9,026	15,000	15,000	15,000	0.0%
	\$ 9,026	\$ 15,000	\$ 15,000	\$ 15,000	0.0%



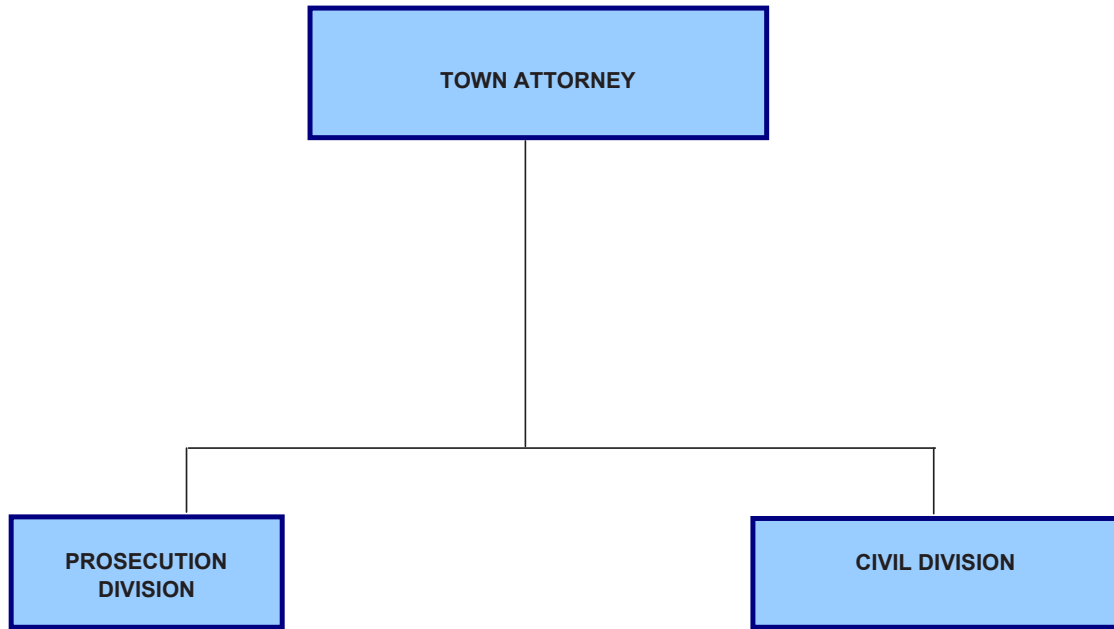
Performance Measures

	FY 2011 Actual	FY 2012 Estimate	FY 2013 Projected
▶ Budgeted per capita Civil Program operating and maintenance (O&M) expenditures	\$0.44	\$1.37	\$1.34
▶ Budgeted per capita Prosecution Program O&M expenditures	\$0.45	\$0.86	\$0.80
▶ Number of cases processed per prosecutor			
Town Prosecutor	600	500	500
Assistant Town Prosecutor	497	500	500
▶ 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 2011 Actual	CY 2012 Estimate	CY 2013 Projected
▶ Number of civil files opened	195	200	200
▶ Number of ordinances drafted	31	35	35
▶ Number of resolutions drafted	80	83	83
▶ Number of Council agenda items worked	360	362	362
▶ Number of formal opinions issued	3	4	4
▶ Number of prosecution files opened	1,097	1,100	1,100
▶ Training of sworn Police personnel on arrest standards and legal trends conducted two 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 2012 Highlights	FY 2013 Goals and Objectives
<ul style="list-style-type: none"> – Continued to provide timely and appropriate legal advice to Mayor and Council, Town Manager, Town departments and staff – Worked with outside insurance defense attorneys to settle the Reflections at the Buttes lawsuit – Drafted all resolutions and ordinances prior to Council packet distribution – Maximized training opportunities for required and optional continuing legal education within budget constraints – Redacted approximately 6,000 pages of documents prior to release to the requestors in public records requests – Worked with Development and Infrastructure Services Department to implement solar energy and energy conservation measures for the Town – Worked closely with Risk Retention pool on Notice of Claim matters – Worked with Town management to negotiate the transfer of the OV Public Library to Pima County – Drafted proposed legislation to modify state annexation statutes – Worked with outside counsel to appropriately resolve a significant personnel grievance – Worked with new Stormwater Utilities Division Engineer regarding procedure for delinquent fees – Provided legal advice to the Public Safety Personnel negotiation team – Worked on Citizens Academy and gave presentations regarding municipal law and government processes – Assisted in orientation and training of new Board and Commission Members 	<p>Focus Area: Leadership and Communication</p> <ul style="list-style-type: none"> ■ Assign staff to maximize productivity given limited resources ■ Ensure continuing development of attorneys and staff ■ Emphasize retention and advancement of professional staff <p>Focus Area: Finance and Economic Development</p> <ul style="list-style-type: none"> ■ Continue to provide accurate and timely legal advice and representation to Mayor and Council and Town Staff ■ Evaluate cases for appropriateness relating to potential utilization of outside counsel

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 2011 Actual	FY 2012 Budget	FY 2012 Projected	FY 2013 Budget	Variance to Budget
Personnel					
Town Attorney	1.00	1.00	1.00	1.00	-
Chief Civil Deputy Attorney	1.00	1.00	1.00	1.00	-
Paralegal II	1.00	1.00	1.00	1.00	-
Office Assistant	1.00	1.00	1.00	1.00	-
Total FTEs	4.00	4.00	4.00	4.00	-

	FY 2011 Actual	FY 2012 Budget	FY 2012 Projected	FY 2013 Budget	Variance to Budget
Expenditures					
Personnel	\$ 344,196	\$ 344,895	\$ 347,058	\$ 355,899	3.2%
Operations & Maintenance	17,887	100,614	50,764	56,314	-44.0%
Capital	-	-	-	-	0.0%
Total Expenditures	\$ 362,083	\$ 445,509	\$ 397,822	\$ 412,213	-7.5%

FY 2012/2013 Expenditure and Staffing Changes

Personnel

Personnel costs increased 3.2% as a result of a Town-wide cost of living adjustment.

Operations & Maintenance

Operations & Maintenance decreased 44.0% due to reductions in outside professional services, office supplies, postage and travel and training.

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 2012 Highlights	FY 2013 Goals and Objectives
<ul style="list-style-type: none"> – Town Prosecutor reappointed by Governor to APAAC (Arizona Prosecuting Attorneys' Advisory Council) – Town Prosecutor named APAAC State Training Chairman – Town Prosecutor taught Advanced Trial Advocacy statewide – Assistant Town Prosecutor coordinates with Mothers Against Drunk Driving –Assistant Town Prosecutor provides training to officers – Senior Paralegal negotiates 0% increase in software fees – Senior Paralegal assists Town of Sahuarita with job descriptions – Senior Paralegal coordinates police/court/prosecution meetings – Senior Paralegal coordinates with County Victims Rights services – Legal Secretary designed and printed parents sexting pamphlet – Legal Secretary continues to update and revise division website – Office continues to receive and train Udall Fellowship winner as summer intern – Office continues to prosecute approximately 1,100 cases annually – Participated in Special Olympics torch run 	<p>Focus Area: Leadership and Communication</p> <ul style="list-style-type: none"> ■ Promote integrity in the prosecution profession and coordination in the criminal justice system <ul style="list-style-type: none"> □ Required continuing legal education □ Coordination with and assistance to other agencies □ Personnel workload not to exceed recommended capacity □ Continued participation with Arizona Prosecuting Attorneys' Advisory Council □ Police/Court/Prosecution quarterly meetings □ Retain and advance qualified personnel <p>Focus Area: Finance and Economic Development</p> <ul style="list-style-type: none"> ■ Use of standardized plea offers, includes recommended fines ■ Offering use of community restitution ■ Stay within department budget ■ Continue to seek out grant funding ■ Maintain costs per capita <p>Focus Area: Community Infrastructure</p> <ul style="list-style-type: none"> ■ Promote the fair, impartial and expeditious pursuit of justice ■ Ensure a safer community by reducing crime and reducing fear of crime

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 2011 Actual	FY 2012 Budget	FY 2012 Projected	FY 2013 Budget	Variance to Budget
Personnel					
Town Prosecutor	1.00	1.00	1.00	1.00	-
Assistant Town Prosecutor	1.00	1.00	1.00	1.00	-
Senior Paralegal	1.00	1.00	1.00	1.00	-
Legal Secretary	1.00	1.00	1.00	1.00	-
Total FTEs	4.00	4.00	4.00	4.00	-

	FY 2011 Actual	FY 2012 Budget	FY 2012 Projected	FY 2013 Budget	Variance to Budget
Expenditures					
Personnel	\$ 348,234	\$ 345,659	\$ 345,659	\$ 356,482	3.1%
Operations & Maintenance	18,810	35,664	27,064	32,864	-7.9%
Capital	9,841	15,000	15,000	15,000	0.0%
Total Expenditures	\$ 376,886	\$ 396,323	\$ 387,723	\$ 404,346	2.0%

FY 2012/2013 Expenditure and Staffing Changes

Personnel

Personnel costs increased 3.1% as a result of a Town-wide cost of living adjustment.

Operations & Maintenance

Operations & Maintenance decreased 7.9% due to reductions in office supplies, postage, and travel and training.



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 2011 Actual	FY 2012 Budget	FY 2012 Projected	FY 2013 Budget	Variance to Budget
Personnel					
Magistrate Judge	1.00	1.00	1.00	1.00	-
Court Administrator	1.00	1.00	1.00	1.00	-
Courtroom Clerk	1.00	1.00	1.00	1.00	-
Senior Court Clerk	3.00	3.00	3.00	3.00	-
Court Clerk	2.00	2.00	1.00	1.00	(1.00)
Bailiff	1.00	1.00	1.00	1.00	-
Total FTEs	9.00	9.00	8.00	8.00	(1.00)

	FY 2011 Actual	FY 2012 Budget	FY 2012 Projected	FY 2013 Budget	Variance to Budget
Expenditures					
Personnel	\$ 627,907	\$ 648,455	\$ 614,994	\$ 635,469	-2.0%
Operations & Maintenance	105,637	133,170	125,723	122,160	-8.3%
Capital	-	-	-	-	0.0%
Total Expenditures	\$ 733,544	\$ 781,625	\$ 740,717	\$ 757,629	-3.1%

	Revenue Sources			FY 2013 Budget	Variance to Budget
	FY 2011 Actual	FY 2012 Budget	FY 2012 Projected		
Court Costs	\$ 171,523	\$ 230,000	\$ 178,860	\$ 200,000	-13.0%
Public Defender Fees	4,687	4,000	3,000	4,000	0.0%
Fines	195,993	190,000	190,000	190,000	0.0%
Total Revenues	\$ 372,203	\$ 424,000	\$ 371,860	\$ 394,000	-7.1%

FY 2012/2013 Expenditure and Staffing Changes

Personnel

Personnel costs decreased 2% as a result of the elimination of a full time Court Clerk position.

Operations & Maintenance

Operations & Maintenance decreased 8.3% due to reductions in software maintenance costs and licensing and court appointed attorney fees.

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 2012 Highlights	FY 2013 Goals and Objectives
<ul style="list-style-type: none"> - Hired new Court Administrator after the retirement of previous incumbent - Re-adjusted staff duties and increased workloads of staff after loss of a court clerk. Leaving the position vacant amounted to substantial monetary savings for the Town. - Published Court calendar on the Town's webpage to make schedule more readily available to constituents - Provided opportunities for defendants to perform community restitution for the Town which reduced the need for the Town to pay for additional resources - Purchased and installed new jury software and held office training 	<p>Focus Area: Leadership and Communication</p> <ul style="list-style-type: none"> ■ Continue Institute for Court Management certification for eligible employees; seek out leadership and communication education for all staff ■ Sponsor and attend diversity training for all Oro Valley Court employees ■ Survey the community on customer service and jury participation <p>Focus Area: Finance and Economic Development</p> <ul style="list-style-type: none"> ■ Implement new jury software to streamline and cut expenses for mailing jury summons ■ Continue development of electronic forms to reduce printing expenses <p>Focus Area: Community Infrastructure</p> <ul style="list-style-type: none"> ■ Install security cameras and mirrors to increase public and employee safety

Performance Measures

	FY 2011 Actual	FY 2012 Estimate	FY 2013 Projected
▶ Variance between total cases completed and total cases filed (goal is +/-10%)	14%	12%	10%
▶ 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 2011 Actual	FY 2012 Estimate	FY 2013 Projected
▶ Number of total cases filed	6,244	6,347	6,400
▶ Number of DUI cases filed	199	245	245
▶ Number of protective orders filed	133	107	120



Town Manager's Office

Overview

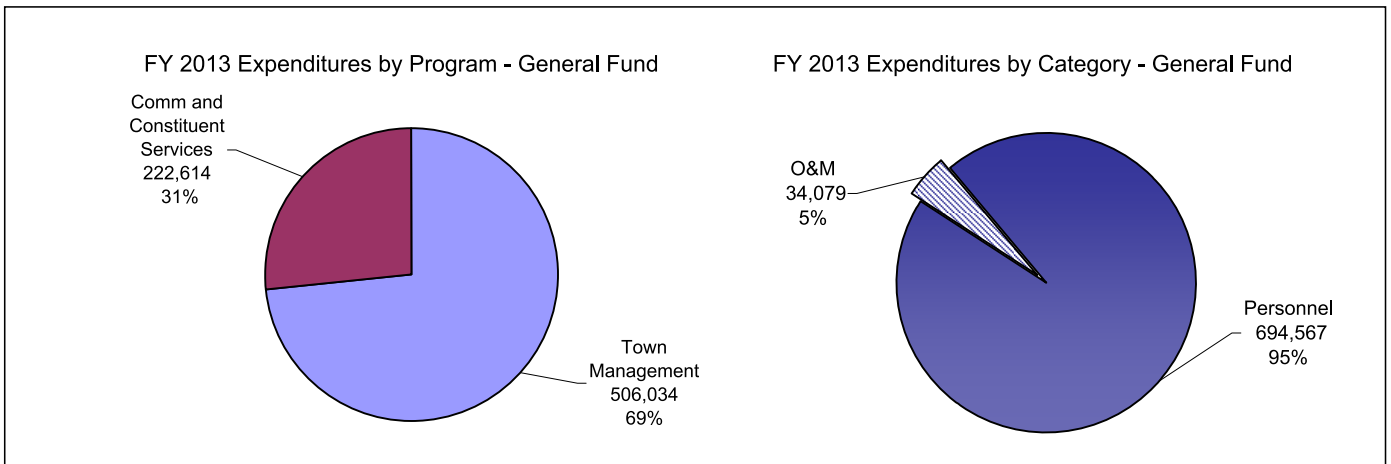
The Town Manager is responsible for the proper management and administration of the Town and serves as the Chief Administrative Officer of the government under the control and direction of the Town Council. The Town Manager is further responsible for the promotion of economic development (funded by the Bed Tax Fund), 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 2011 Actual	FY 2012		FY 2013 Budget
	Budget	Projected	
8.50	9.10	7.10	10.00 **

****Note: FY 2013 figure includes 3 FTE's funded with Bed Tax Funds**

	Expenditures by Program Area - General Fund				
	FY 2011 Actual	FY 2012		FY 2013 Budget	% to Budget
		Budget	Projected		
Town Management	\$ 484,282	\$ 507,544	\$ 386,157	\$ 533,404	5.1%
Council Support and Constituency	92,496	92,226	91,476	-	-100.0%
Communications and Constituent Svcs	249,159	176,185	128,722	195,242	10.8%
Economic Development	451,653	337,193	331,705	-	-100.0%
	\$ 1,277,590	\$ 1,113,148	\$ 938,060	\$ 728,646	-34.5%

	Expenditures by Program Area - Bed Tax Fund				
	FY 2011 Actual	FY 2012		FY 2013 Budget	% to Budget
		Budget	Projected		
Economic Development	-	-	-	471,662	0.0%
	\$ -	\$ -	\$ -	\$ 471,662	0.0%



Mission

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

FY 2012 Highlights	FY 2013 Goals and Objectives
<ul style="list-style-type: none"> - Launched innovative Oro Valley Dollars program to enhance the existing Shop Oro Valley Campaign - Initiated Sun Shuttle Dial-a-Ride service in partnership with the Regional Transportation Authority - Initiated renovation and expansion of the Aquatics Center at James D. Kriegh Park - Negotiated transformation of the Oro Valley Library from affiliate to branch status within the Pima County Public Library District - Began delivery and distribution of Central Arizona Project (CAP) water in partnership with Tucson Water - Improved organizational communication by implementing a bi-monthly Council Action Update for staff and developing bi-monthly talking points/summary of issues for Council - Completed improvements to Steam Pump Ranch allowing the property to be opened to the public - Implemented self-funded employee medical insurance program and optional Health Savings Accounts - Expanded Volunteer Program across the organization - Achieved financial sustainability by reducing recurring expenditures through vacancy savings 	<p>Focus Area: Leadership & Communication</p> <ul style="list-style-type: none"> ■ Build trust through effective public outreach and communication ■ Create an environment conducive to effective dialogue among the Council and staff ■ Maintain strong intergovernmental relationships <p>Focus Area: Finance & Economic Development</p> <ul style="list-style-type: none"> ■ Maintain a balanced budget ■ Develop diverse sources of revenue ■ Cultivate relationships with the business community and create a business-friendly environment <p>Focus Area: Community Infrastructure</p> <ul style="list-style-type: none"> ■ Plan for and provide the necessary infrastructure to support community growth and preservation ■ Provide diverse recreational, educational and cultural opportunities ■ Maintain a safe community where residents and visitors feel secure ■ Provide a safe and reliable water supply to Water Utility customers

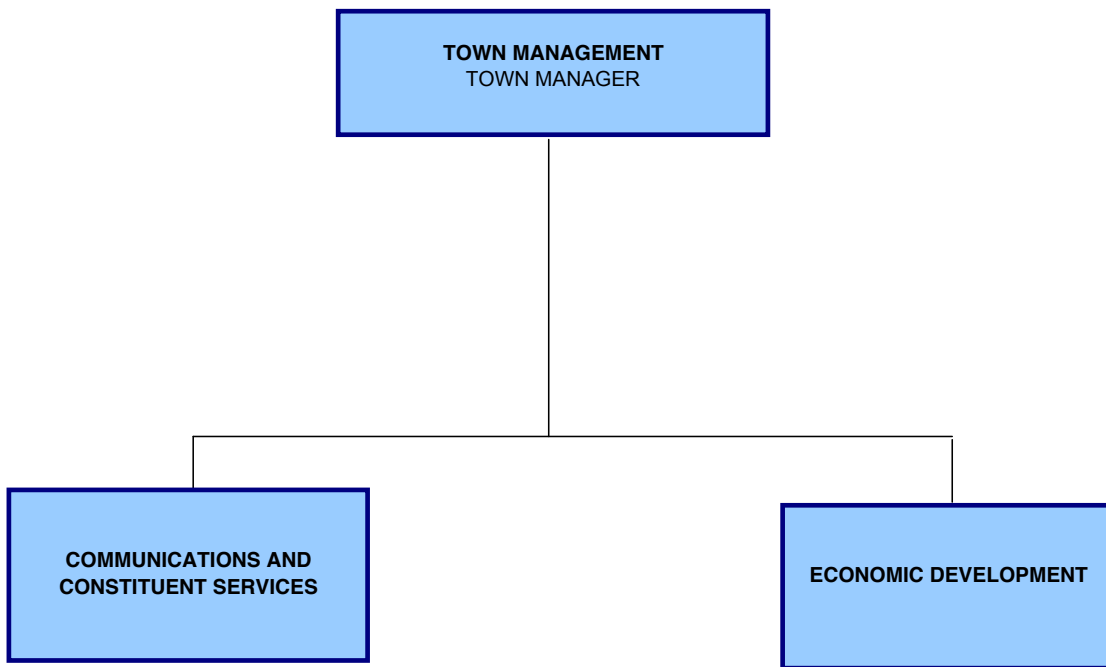
Performance Measures

	FY 2011 Actual	FY 2012 Estimate	FY 2013 Projected
▶ Average time to fulfill constituent requests (days)	4.22	3.31	2.80
▶ Average monthly unique visitors to the Business Navigator website (online Oro Valley business locator)	891	1270	1650
▶ Average monthly unique visitors to the TOV Website	13,533	15,493	17,500

Workload Indicators

	FY 2011 Actual	FY 2012 Estimate	FY 2013 Projected
▶ Number of constituent requests received	396	322	450
▶ Number of business retention site visits conducted	14	79	24

Note: Business Retention & Expansion site visits were higher in FY 2011-12 due to launch of the OV Dollars Program



Town Management 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 2011 Actual	FY 2012 Budget	FY 2012 Projected	FY 2013 Budget	Variance to Budget
Personnel					
Town Manager	1.00	1.00	1.00	1.00	-
Assistant Town Manager	1.00	1.00	-	1.00	-
Assistant to the Town Manager	1.00	1.00	1.00	1.00	-
Executive Assistant	0.75	0.75	0.75	1.00	0.25
Senior Office Specialist	0.25	0.25	0.25	0.50	0.25
Total FTEs	4.00	4.00	3.00	4.50	0.50

	FY 2011 Actual	FY 2012 Budget	FY 2012 Projected	FY 2013 Budget	Variance to Budget
Expenditures					
Personnel	\$ 458,360	\$ 476,245	\$ 367,296	\$ 512,130	7.5%
Operations & Maintenance	25,982	31,299	17,800	21,274	-32.0%
Capital	-	-	1,061	-	0.0%
Contingency	(60)	-	-	-	0.0%
Total Expenditures	\$ 484,282	\$ 507,544	\$ 386,157	\$ 533,404	5.1%

FY 2012/2013 Expenditure and Staffing Changes

Personnel

Personnel costs increased 7.6% due to reallocation of personnel among program areas, as well as a Town-wide cost of living adjustment.

Operations & Maintenance

Operations & Maintenance decreased 32.0% due to reductions in all operations & maintenance budget line items including travel and training, office supplies, memberships & subscriptions and telecommunications.

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. **Beginning FY 2013 this program has been combined with Communications & Community Relations, now called Communications & Constituent Services.**

	FY 2011 Actual	FY 2012 Budget	FY 2012 Projected	FY 2013 Budget	Variance to Budget
Personnel					
Constituent Services Coordinator	1.00	1.00	1.00	-	(1.00)
Senior Office Specialist	0.25	0.25	0.25	-	(0.25)
Executive Assistant	0.25	0.25	0.25	-	(0.25)
Total FTEs	1.50	1.50	1.50	-	(1.50)

	FY 2011 Actual	FY 2012 Budget	FY 2012 Projected	FY 2013 Budget	Variance to Budget
Expenditures					
Personnel	\$ 92,176	\$ 91,476	\$ 91,476	\$ -	-100.0%
Operations & Maintenance	320	750	-	-	-100.0%
Total Expenditures	\$ 92,496	\$ 92,226	\$ 91,476	\$ -	-100.0%

FY 2012/2013 Expenditure and Staffing Changes

All costs related to this program are included in the Communications & Constituent Services program budget.

Communications and Constituent Services Program Overview

The Communications & Constituent Services 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. Staff also provides administrative support to the Town leadership through the Constituent Services Office (CSO) where concerns, complaints, inquiries, referrals and information requests are addressed with excellent customer service and a common sense approach. The Constituent Services Coordinator facilitates public education efforts, coordinates departmental responses, and ensures that constituent voices and perspectives are consistently captured and transmitted to Town leadership. The CSO also conducts the Council on Your Corner program as well as outreach activities to homeowner associations. Constituent issues are tracked to monitor changing community needs and desires, allowing the Town leadership to adjust policies and budget options in order to better serve Town residents.

	FY 2011 Actual	FY 2012 Budget	FY 2012 Projected	FY 2013 Budget	Variance to Budget
Personnel					
Communications Administrator	-	1.00	1.00	1.00	-
Communications Specialist	1.00	1.00	-	-	(1.00)
Constituent Services Coordinator	-	-	-	1.00	1.00
Communications Intern	0.10	0.10	0.10	-	(0.10)
Senior Office Specialist	0.50	0.50	0.50	0.50	-
Total FTEs	1.60	2.60	1.60	2.50	(0.10)

	FY 2011 Actual	FY 2012 Budget	FY 2012 Projected	FY 2013 Budget	Variance to Budget
Expenditures					
Personnel	\$ 238,029	\$ 159,685	\$ 117,150	\$ 182,437	14.2%
Operations & Maintenance	11,130	16,500	11,572	12,805	-22.4%
Total Expenditures	\$ 249,159	\$ 176,185	\$ 128,722	\$ 195,242	10.8%

FY 2012/2013 Expenditure and Staffing Changes

Personnel

Personnel costs increased 14.2% due to combining the Constituent Services program with Communications and Community Relations as well as a Town-wide cost of living adjustment.

Operations & Maintenance

Operations & Maintenance decreased 22.4% due to reductions in several line items, including office supplies, special events, and telecommunications.

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. **Beginning FY 2013, please see separate template for Bed Tax Fund.**

	FY 2011 Actual	FY 2012 Budget	FY 2012 Projected	FY 2013 Budget	Variance to Budget
Personnel					
Economic Development Manager	1.00	1.00	1.00	-	(1.00)
Intern	0.40	-	-	-	-
Total FTEs	1.40	1.00	1.00	-	(1.00)

	FY 2011 Actual	FY 2012 Budget	FY 2012 Projected	FY 2013 Budget	Variance to Budget
Expenditures					
Personnel	\$ 81,993	\$ 93,962	\$ 93,962	\$ -	-100.0%
Operations & Maintenance	369,660	243,231	237,743	-	-100.0%
Total Expenditures	\$ 451,653	\$ 337,193	\$ 331,705	\$ -	-100.0%

FY 2012/2013 Expenditure and Staffing Changes

Personnel

Please see separate Bed Tax Fund template as these costs were moved from the General Fund to the Bed Tax Fund beginning FY 2013.

Operations & Maintenance

Please see separate Bed Tax Fund template as these costs were moved from the General Fund to the Bed Tax Fund beginning FY 2013.



Bed Tax Fund

Bed Tax Fund Overview

The Bed Tax Fund covers all economic development-related costs and activities. Examples include funding of Tucson Regional Economic Opportunities (TREO) and the Metropolitan Tucson Convention and Visitors Bureau (MTCVB). The FY 2013 Budget includes funding for operational costs associated with the aquatics center expansion, as well as funding for the Greater Oro Valley Chamber of Commerce. **See the Manager program template for expenditure data prior to FY 2013.**

Personnel	FY 2011 Actual	FY 2012 Budget	FY 2012 Projected	FY 2013 Budget	Variance to Budget
Economic Development Manager	-	-	-	1.00	1.00
Economic Development Specialist	-	-	-	1.00	1.00
Office Specialist	-	-	-	1.00	1.00
Total FTEs	-	-	-	3.00	3.00

Expenditures	FY 2011 Actual	FY 2012 Budget	FY 2012 Projected	FY 2013 Budget	Variance to Budget
Personnel	\$ -	\$ -	\$ -	\$ 231,126	0.0%
Operations & Maintenance	-	-	-	240,536	0.0%
Other Financing Uses	-	-	-	194,810	0.0%
Total Expenditures	\$ -	\$ -	\$ -	\$ 666,472	0.0%

	Revenue Sources				Variance to Budget
	FY 2011 Actual	FY 2012		FY 2013 Budget	
		Budget	Projected		
Bed Taxes	\$ 219,939	\$ 899,626	\$ 711,016	\$ 782,283	-13.0%
Interest Income	2,228	1,800	9,500	5,700	216.7%
Total Revenues	\$ 222,167	\$ 901,426	\$ 720,516	\$ 787,983	-12.6%

FY 2012/2013 Expenditure and Staffing Changes

Personnel

Personnel costs include the addition of two new positions as well as funding for a Town-wide cost of living adjustment.

Operations & Maintenance

Operations & Maintenance costs include funding for Tucson Regional Economic Opportunities (TREO), Metropolitan Tucson Convention and Visitors Bureau (MTCVB) and the Greater Oro Valley Chamber of Commerce.



Parks, Recreation, Library & Cultural Resources

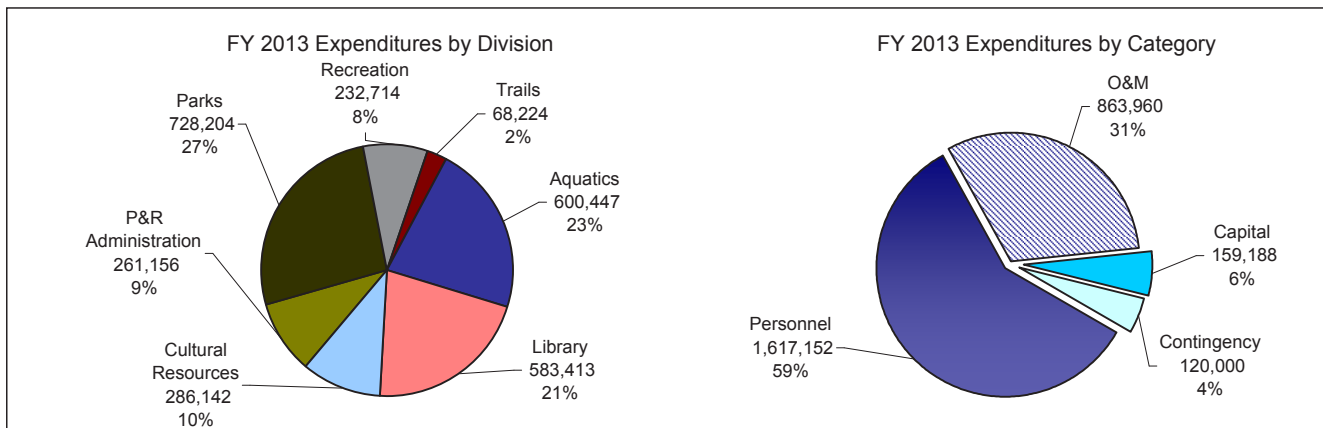
Overview

This department represents municipal services 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 Oro Valley Public Library Family Advisory Board, the Oro Valley Public Library Teen Advisory Board, and the Friends of the Oro Valley Public Library.

Total FTEs			
FY 2011 Actual	FY 2012		FY 2013
	Budget	Projected	Budget
42.31	40.94	40.47	46.68

	FY 2011 Actual	FY 2012		FY 2013 Budget	% to Budget
		Budget	Projected		
Parks & Rec Administration	\$ 288,204	\$ 284,018	\$ 270,403	\$ 261,156	-8.0%
Parks (Rec In-Lieu Fees)	686,798	577,289	578,938	728,204	26.1%
Recreation	286,696	274,824	296,216	232,714	-15.3%
Trails	66,744	65,815	64,910	68,224	3.7%
Aquatics	460,754	431,965	413,856	600,447	39.0%
Library	1,145,086	1,115,815	1,137,916	583,413	-47.7%
Cultural Resources (Rec In-Lieu Fees)	853,612	126,976	134,606	286,142	125.4%
	\$3,787,894	\$ 2,876,702	\$ 2,896,845	\$2,760,300	-4.0%

	FY 2011 Actual	FY 2012		FY 2013 Budget	% to Budget
		Budget	Projected		
Charges for Services	\$ 334,834	\$ 322,750	\$ 305,000	\$ 295,000	-8.6%
Other Intergovernmental Revenue	622,075	591,160	591,160	583,413	-1.3%
State Grants	15,560	25,000	25,000	120,000	380.0%
Pima County Bond Proceeds	243,100	-	-	-	0.0%
	\$1,215,569	\$ 938,910	\$ 921,160	\$ 998,413	6.3%



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 2012 Highlights	FY 2013 Goals and Objectives
<p>Parks & Recreation Administration</p> <ul style="list-style-type: none"> - Created online forms to simplify the process for customers requesting ramada and field reservations - Created online forms for tennis, racquetball and metal detector memberships to expedite the process for customers and staff - Updated current web information, brochures and software system to include new solar ramada at James D. Kriegh Park <p>Aquatics</p> <ul style="list-style-type: none"> - \$3.45M renovation project approved by Town Council. Construction began April 23, 2012 and is expected to be completed in early 2013. <p>Trails</p> <ul style="list-style-type: none"> - With the Assistant Recreation Manager, application for the Town to be Named a Playful City in 2011 and 2012 was approved - Submitted several Arizona Parks & Recreation Association award nominations in conjunction with other departmental staff - Held the Town's fourth annual Bike to Work Day as part of the Regional Bike Fest <p>Recreation</p> <ul style="list-style-type: none"> - Aquatics and Recreation collaborated to hold Amphibious Athletes summer program for children - Collaborated with several outside agencies, developing partnerships to create positive outcomes: <ul style="list-style-type: none"> o Southern Arizona Arts & Cultural Alliance and the Oro Valley Market Place to hold the Oro Valley Giving Tree Lighting Ceremony Special Event o The Town of Marana & Catalina State Park to begin a new hiking challenge (first annual MOVE Across 2 Ranges Hiking Challenge) o Catalina State Park to provide fall and spring camps o Pusch Ridge Christian Academy to hold our pre-kindergarten program o Local golf courses to hold the Oro Valley Jr. Golf program o Arizona Distance Classic to hold a Town-sponsored Kids Fun Run 	<p>Focus Area: Leadership and Communication</p> <p>Parks & Recreation Administration</p> <ul style="list-style-type: none"> ■ Enhance customer service by developing a more user friendly online activity registration "splash" page ■ Complete a comprehensive RecTrac software training at the Aquatics facility, allowing staff to process daily visits, passes and activity registrations on site ■ Create a comprehensive policy for jumping castle usage at James D. Kriegh Park including an approved Town vendor list <p>Trails</p> <ul style="list-style-type: none"> ■ Expand the Town's Bike to Work Day and alternate modes usage through publicity and coordination with the Development & Infrastructure Services Department and management <p>Aquatics</p> <ul style="list-style-type: none"> ■ Extensive orientation process for new aquatic staff ■ Implementation of new programs and services <p>Recreation</p> <ul style="list-style-type: none"> ■ Continue partnerships to provide excellent programs both within the Town and with outside agencies ■ Utilize any additional advertising opportunities <p>Library</p> <ul style="list-style-type: none"> ■ Enable orderly transition of Library to Pima County ■ Provide technical support to increasing number of customers using e-reader technology ■ Increase programming for adults, teens and children to meet demands <p>Focus Area: Finance and Economic Development</p> <p>Aquatics</p> <ul style="list-style-type: none"> ■ Attraction of large-scale swim meets and events ■ Generate more revenue associated with community entrance fees <p>Trails</p> <ul style="list-style-type: none"> ■ Continue to seek grant and partnership funding for bicycle, pedestrian, and trails priorities, as well as for other Town programs and facilities

Highlights & Goals (Continued)

Parks, Recreation, Library & Cultural Resources

FY 2012 Highlights (Continued)	FY 2013 Goals and Objectives (Continued)
<p>Parks</p> <ul style="list-style-type: none"> - Installed two new trail bridges at Lambert Lane Park via an Eagle Scout project - Assisted with labor and materials in the Green Field renovation at James D. Kriegh Park in concert with the Arizona Diamondbacks and Los Angeles Dodgers - Installed a new handicap accessible playground at James D. Kriegh Park via a grant from The Keg Steakhouse - Installed new shade covers over four softball bleachers at Riverfront Park - Transfer of Honeybee Park from Pima County to the Town <p>Library</p> <ul style="list-style-type: none"> - Conducted intensive training for staff in new technologies - Increased programming to meet community demand - Conducted outreach efforts through the Oro Valley Business Club - Installed Job Search station with software, computer/printer/fax via State library grant - Finalized Intergovernmental Agreement with Pima County to transfer the Library to the County - Increased the use of volunteers <p>Cultural Resources</p> <ul style="list-style-type: none"> - Submitted successful grant application for Steam Pump Ranch Heritage Gardens Project from the Tohono O'odham Nation - Hosted Town of Oro Valley Arizona Centennial Event at Steam Pump Ranch and provided special events with assistance from the Oro Valley Historic Preservation Commission and the Oro Valley Historical Society - Installed a new perimeter barbwire fence at Steam Pump Ranch - Began installation of a new decomposed granite surfaced entrance road and parking lot in Steam Pump Ranch - Worked with the Arizona Department of Corrections on a landscape project at Steam Pump Ranch 	<p>Focus Area: Finance and Economic Development</p> <p>Recreation</p> <ul style="list-style-type: none"> ■ Improve existing programs and increase program participation attendance ■ Look for additional special event opportunities ■ Look for signature event opportunities <p>Cultural Resources</p> <ul style="list-style-type: none"> ■ Look for additional opportunities to add events to Steam Pump Ranch <p>Focus Area: Community Infrastructure</p> <p>Parks</p> <ul style="list-style-type: none"> ■ Design and install new landscaping at James D. Kriegh pool's new west entrance ■ Install shade structure over new handicap accessible playground at James D. Kriegh Park ■ Bring Honeybee Park online following transfer of the park from Pima County in FY 2012 <p>Cultural Resources</p> <ul style="list-style-type: none"> ■ Construct and bring online a new restroom at Steam Pump Ranch ■ Repair roof of the Leiber House at Steam Pump Ranch ■ Install new perimeter garden fence around Heritage Gardens at Steam Pump Ranch ■ Finish parking lot and entrance road improvements at Steam Pump Ranch ■ Continue efforts towards implementation of an archery range at Naranja Park

Measures & Indicators

Parks, Recreation, Library & Cultural Resources

Performance Measures

	FY 2011 Actual	FY 2012 Estimate	FY 2013 Projected
<i>Parks and Recreation</i>			
▶ Park acres per 1,000 residents	10.63	10.63	10.73
▶ Parks and Recreation FTEs per 1,000 population	0.52	0.51	0.66
▶ Percentage cost recovery for Aquatics division	34%	(a)	(a)
▶ Percentage cost recovery for recreation programs	53%	65%	65%
<i>(a) Due to closure of the pool in April 2012 and current construction schedule for expansion, the estimated cost recovery percentages are not provided</i>			

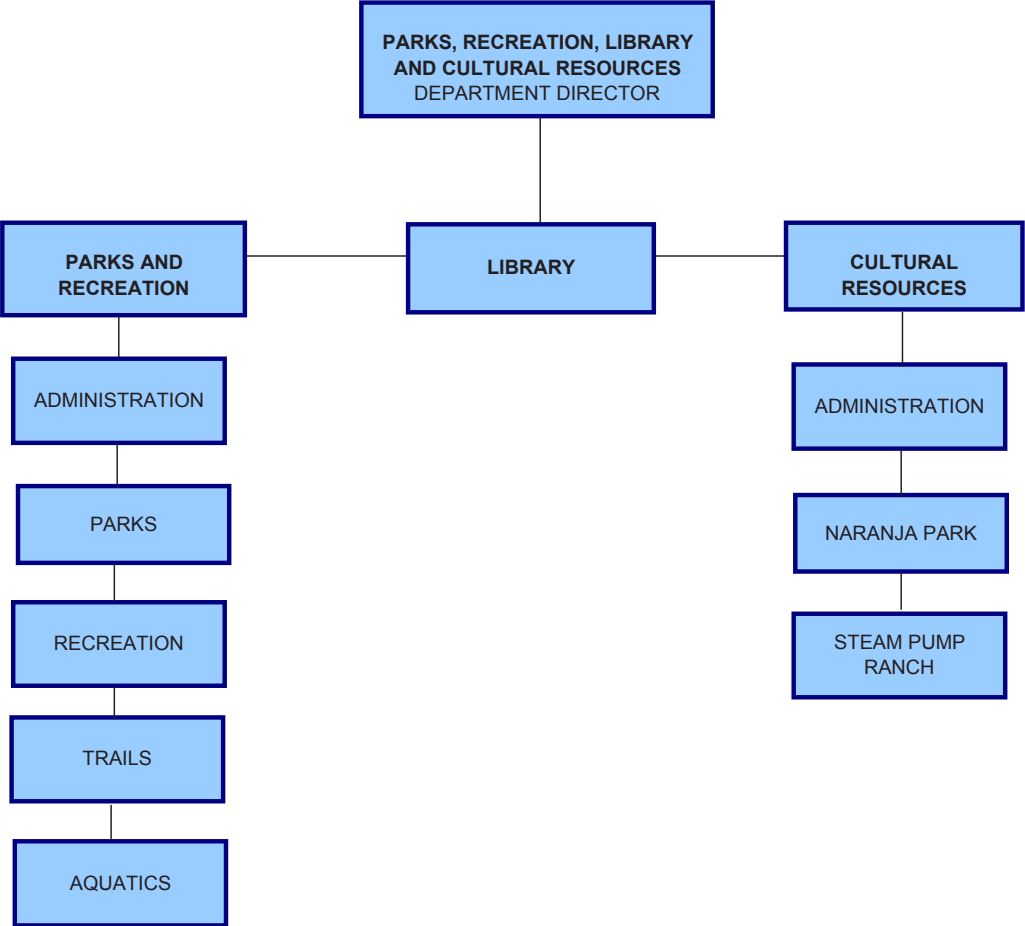
<i>Library</i>			
▶ Operating and maintenance (O&M) expenditures per capita	\$7.43	\$7.43	N/A *
▶ O&M expenditures per registered borrower	\$16.91	\$12.69	N/A *
▶ Number of FTEs per 1,000 town residents	0.43	0.44	N/A *
▶ Volunteer hours per 1,000 town residents	336	441	N/A *

* Pima County will assume operation of the Oro Valley Library effective January 1, 2013

Workload Indicators

	FY 2011 Actual	FY 2012 Estimate	FY 2013 Projected
<i>Parks and Recreation</i>			
▶ Number of park acres maintained	436	436	440
▶ Annual swimming pool attendance	120,000	100,000	100,000
▶ Number of summer camp attendees	198	250	300
▶ Number of spring and fall camp attendees	55	60	60
▶ Hours of ball field usage	8,200	8,000	8,400
<i>Library</i>			
▶ Number of library visitors	228,920	249,128	N/A *
▶ Number of circulation transactions (check-outs and check-ins)	847,892	816,262	N/A *
▶ Number of youth services programs held and number of attendees	497/11,920	813/12,687	N/A *
▶ Number of adult services programs held and number of attendees	523/5,405	685/9,405	N/A *
▶ Number of library visits per capita	5.26	7.2	N/A *

* Pima County will assume operation of the Oro Valley Library effective January 1, 2013



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 2011 Actual	FY 2012 Budget	FY 2012 Projected	FY 2013 Budget	Variance to Budget
Personnel					
PRL&CR Director	0.90	0.90	0.90	0.90	-
Senior Office Specialist	0.90	0.90	0.90	0.90	-
Senior Office Assistant	1.00	1.00	-	-	(1.00)
Office Assistant	-	-	0.48	1.00	1.00
Total FTEs	2.80	2.80	2.28	2.80	-

	FY 2011 Actual	FY 2012 Budget	FY 2012 Projected	FY 2013 Budget	Variance to Budget
Expenditures					
Personnel	\$ 221,070	\$ 212,955	\$ 200,461	\$ 193,394	-9.2%
Operations & Maintenance	67,135	71,063	69,942	67,762	-4.6%
Capital	-	-	-	-	0.0%
Total Expenditures	\$ 288,204	\$ 284,018	\$ 270,403	\$ 261,156	-8.0%

FY 2012/2013 Expenditure and Staffing Changes

Personnel

Personnel costs decreased 9.2% as a result of downgrading a position to a lower compensation classification.

Operations & Maintenance

Operations & Maintenance decreased 4.6% as a result of reduced equipment repair and maintenance, memberships and subscriptions, outside professional services and special event line items.

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 2011 Actual	FY 2012 Budget	FY 2012 Projected	FY 2013 Budget	Variance to Budget
Personnel					
Parks Maintenance Manager	0.80	0.80	0.80	0.85	0.05
Parks Maintenance Crew Lead	0.80	0.80	0.80	1.00	0.20
Senior Parks Maint Worker	1.80	1.80	1.80	2.80	1.00
Parks Maintenance Worker	2.80	2.80	2.80	1.50	(1.30)
Park Monitor	0.70	0.70	0.70	1.23	0.53
Total FTEs	6.90	6.90	6.90	7.38	0.48

	FY 2011 Actual	FY 2012 Budget	FY 2012 Projected	FY 2013 Budget	Variance to Budget
Expenditures					
Personnel	\$ 367,124	\$ 321,922	\$ 321,922	\$ 375,939	16.8%
Operations & Maintenance	319,674	230,367	232,016	248,265	7.8%
Capital	-	25,000	25,000	59,000	136.0%
Contingency	-	-	-	45,000	0.0%
Total Expenditures	\$ 686,798	\$ 577,289	\$ 578,938	\$ 728,204	26.1%

FY 2012/2013 Expenditure and Staffing Changes

Personnel

Personnel costs increased 16.8% as a result of the reallocation of personnel time to this budget as well as a new part-time Park Monitor position that is needed due to the addition of Honeybee Park. A Town-wide cost of living adjustment also contributes to the increase in personnel costs.

Operations & Maintenance

Operations & Maintenance increased 7.8% due to costs associated with the Town's addition of Honeybee Park from Pima County.

Capital

The 136% increase in Capital is for scheduled replacement of a parks heavy duty utility vehicle and aging replacement of playground equipment at James D. Krieh Park. Funding for the playground equipment will be provided by Recreation In Lieu fees.

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 various locations, including parks, schools and the Oro Valley Library.

	FY 2011 Actual	FY 2012 Budget	FY 2012 Projected	FY 2013 Budget	Variance to Budget
Personnel					
Recreation Manager	0.90	0.90	0.90	0.90	-
Assistant Recreation Manager	0.90	0.90	0.90	0.90	-
Recreation Leader	0.40	0.40	0.40	0.40	-
Recreation Aide	2.70	1.50	1.50	1.50	-
Total FTEs	4.90	3.70	3.70	3.70	-

	FY 2011 Actual	FY 2012 Budget	FY 2012 Projected	FY 2013 Budget	Variance to Budget
Expenditures					
Personnel	\$ 135,851	\$ 147,314	\$ 151,611	\$ 152,260	3.4%
Operations & Maintenance	150,845	127,510	144,605	80,454	-36.9%
Capital	-	-	-	-	0.0%
Total Expenditures	\$ 286,696	\$ 274,824	\$ 296,216	\$ 232,714	-15.3%

FY 2012/2013 Expenditure and Staffing Changes

Personnel

Personnel costs increased 3.4% as a result of a Town-wide cost of living adjustment as well as pension increases.

Operations & Maintenance

Operations & Maintenance decreased 36.9% due to discontinuance of the leasing of office space utilized for contracted recreation programs.

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 2011 Actual	FY 2012 Budget	FY 2012 Projected	FY 2013 Budget	Variance to Budget
Personnel					
Multimodal Planner	0.90	0.90	0.90	0.90	-
Total FTEs	0.90	0.90	0.90	0.90	-

	FY 2011 Actual	FY 2012 Budget	FY 2012 Projected	FY 2013 Budget	Variance to Budget
Expenditures					
Personnel	\$ 64,401	\$ 63,475	\$ 63,475	\$ 65,695	3.5%
Operations & Maintenance	2,343	2,340	1,435	2,529	8.1%
Capital	-	-	-	-	0.0%
Total Expenditures	\$ 66,744	\$ 65,815	\$ 64,910	\$ 68,224	3.7%

FY 2012/2013 Expenditure and Staffing Changes

Personnel

Personnel costs increased 3.5% as a result of a Town-wide cost of living adjustment as well as pension increases .

Operations & Maintenance

Operations & Maintenance increased 8.1% due to an increase 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. **An expansion of this facility will be undertaken during the summer and fall of 2012. See the Aquatics Center Project Fund.**

	FY 2011 Actual	FY 2012 Budget	FY 2012 Projected	FY 2013 Budget	Variance to Budget
Personnel					
Aquatics Manager	1.00	1.00	1.00	1.00	-
Assistant Aquatics Manager	-	-	-	1.00	1.00
Facility Supervisor	-	-	-	1.36	1.36
Shift Leader	-	-	-	2.72	2.72
Facility Attendants	-	-	-	2.40	2.40
Water Safety Instructor	6.15	6.32	6.32	4.00	(2.32)
Total FTEs	7.15	7.32	7.32	12.48	5.16

	FY 2011 Actual	FY 2012 Budget	FY 2012 Projected	FY 2013 Budget	Variance to Budget
Expenditures					
Personnel	\$ 245,595	\$ 239,586	\$ 218,116	\$ 333,547	39.2%
Operations & Maintenance	215,159	174,879	177,985	266,900	52.6%
Capital	-	17,500	17,755	-	0.0%
Total Expenditures	\$ 460,754	\$ 431,965	\$ 413,856	\$ 600,447	39.0%

FY 2012/2013 Expenditure and Staffing Changes

Personnel

Personnel costs increased 39.2% as a result of increased staffing in this program area due to the expansion of the Town's aquatics facility.

Operations & Maintenance

Operations & Maintenance increased 52.6% as a result of increased operating costs anticipated with the expansion of the Town's aquatics facility.

Library Program Overview

The Oro Valley Public Library is a 25,000 square foot facility and currently operates 50 hours per week. Through December 31, 2012, the Town will operate and maintain the Oro Valley Public Library as an affiliate of the Pima County Public Library system. Effective January 1, 2013, the library will change to branch status, and operations will be assumed by Pima County.

	FY 2011 Actual	FY 2012 Budget	FY 2012 Projected	FY 2013 Budget	Variance to Budget
Personnel					
Library Services Manager	1.00	1.00	1.00	1.00	-
Librarian II	4.00	4.00	4.00	4.00	-
Library Associate	4.95	4.48	4.48	4.48	-
Library Technical Assistant II	4.36	4.54	4.51	4.51	(0.03)
Library Technical Assistant I	3.05	3.00	3.08	3.08	0.08
Office Specialist	1.00	1.00	1.00	1.00	-
Total FTEs	18.36	18.02	18.07	18.07	0.05

	FY 2011 Actual	FY 2012 Budget	FY 2012 Projected	FY 2013 Budget	Variance to Budget
Expenditures					
Personnel	\$ 815,058	\$ 804,627	\$ 802,823	\$ 417,363	-48.1%
Operations & Maintenance	330,028	311,188	335,093	166,050	-46.6%
Capital	-	-	-	-	0.0%
Total Expenditures	\$ 1,145,086	\$ 1,115,815	\$ 1,137,916	\$ 583,413	-47.7%

FY 2012/2013 Expenditure and Staffing Changes

Personnel

Personnel decreased 48.1% as a result of the Library changing from affiliate status to branch status effective January 1, 2013. The figure shown above represents the Town's costs from July 1, 2012 through December 31, 2012, which will be completely reimbursed by Pima County.

Operations & Maintenance

Operations & Maintenance decreased 46.6% as a result of the Library changing from affiliate status to branch status effective January 1, 2013. The figure shown above represents the Town's costs from July 1, 2012 through December 31, 2012, which will be completely reimbursed by Pima County.

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 2011 Actual	FY 2012 Budget	FY 2012 Projected	FY 2013 Budget	Variance to Budget
Personnel					
PRL&CR Director	0.10	0.10	0.10	0.10	-
Multimodal Planner	0.10	0.10	0.10	0.10	-
Senior Office Specialist	0.10	0.10	0.10	0.10	-
Total FTEs	0.30	0.30	0.30	0.30	-

	FY 2011 Actual	FY 2012 Budget	FY 2012 Projected	FY 2013 Budget	Variance to Budget
Expenditures					
Personnel	\$ 26,384	\$ 26,520	\$ 26,520	\$ 27,307	3.0%
Operations & Maintenance	-	2,000	2,000	-	-100.0%
Capital	-	-	-	-	0.0%
Total Expenditures	\$ 26,384	\$ 28,520	\$ 28,520	\$ 27,307	-4.3%

FY 2012/2013 Expenditure and Staffing Changes

Personnel

Personnel costs increased 3.0% due to a Town-wide cost of living adjustment.

Operations & Maintenance

Operations & Maintenance decreased 100.0% due to a reduction in the special event line item.

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 2011 Actual	FY 2012 Budget	FY 2012 Projected	FY 2013 Budget	Variance to Budget
Personnel					
Parks Maintenance Manager	0.10	0.10	0.10	0.05	(0.05)
Parks Maintenance Crew Lead	0.10	0.10	0.10	-	(0.10)
Senior Parks Maint Worker	0.10	0.10	0.10	0.20	0.10
Parks Maintenance Worker	0.10	0.10	0.10	-	(0.10)
Total FTEs	0.40	0.40	0.40	0.25	(0.15)

	FY 2011 Actual	FY 2012 Budget	FY 2012 Projected	FY 2013 Budget	Variance to Budget
Expenditures					
Personnel	\$ 18,803	\$ 21,935	\$ 21,935	\$ 14,192	-35.3%
Operations & Maintenance	2,208	1,920	3,500	5,500	186.5%
Capital	-	-	-	-	0.0%
Contingency	-	-	-	75,000	0.0%
Total Expenditures	\$ 21,011	\$ 23,855	\$ 25,435	\$ 94,692	296.9%

FY 2012/2013 Expenditure and Staffing Changes

Personnel

Personnel decreased 35.3% due to the reallocation of personnel time to the Parks budget to account for the additional workload resulting from the addition of Honeybee Park.

Operations & Maintenance

Operations & Maintenance increased 186.5% due to increases in field supplies and waste disposal fees. The increase in expenditures is related to the planned archery range addition in FY 2013.

Steam Pump Ranch 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.

	FY 2011 Actual	FY 2012 Budget	FY 2012 Projected	FY 2013 Budget	Variance to Budget
Personnel					
Parks Maintenance Manager	0.10	0.10	0.10	0.10	-
Parks Maintenance Crew Lead	0.10	0.10	0.10	-	(0.10)
Senior Parks Maint Worker	0.10	0.10	0.10	-	(0.10)
Parks Maintenance Worker	0.10	0.10	0.10	0.50	0.40
Recreation Manager	0.10	0.10	0.10	0.10	-
Assistant Recreation Manager	0.10	0.10	0.10	0.10	-
Total FTEs	0.60	0.60	0.60	0.80	0.20

	FY 2011 Actual	FY 2012 Budget	FY 2012 Projected	FY 2013 Budget	Variance to Budget
Expenditures					
Personnel	\$ 36,264	\$ 33,601	\$ 33,601	\$ 37,455	11.5%
Operations & Maintenance	19,761	41,000	47,050	26,500	-35.4%
Capital	383,192	-	-	100,188	0.0%
Other Financing Uses	367,000	-	-	-	0.0%
Total Expenditures	\$ 806,217	\$ 74,601	\$ 80,651	\$ 164,143	120.0%

FY 2012/2013 Expenditure and Staffing Changes

Personnel

Personnel increased 11.5% as a result of reallocating personnel to this budget due to the additional programming scheduled in FY 2013. A Town-wide cost of living adjustment also contributes to the increase.

Operations & Maintenance

Operations & Maintenance decreased 35.4% due to reductions in grounds repair & maintenance, outside professional services and waste disposal fees.

Capital

Budgeted capital is for completion of restroom facilities on the property. Funding is provided by Recreation In-Lieu fees.



Recreation In-Lieu Fee Fund

Overview

This fund is used to manage the collection and expenditure of recreation in-lieu fees from local residential development. These funds are designated for Parks and Recreation infrastructure purposes.

	FY 2011 Actual	FY 2012 Budget	FY 2012 Projected	FY 2013 Budget	Variance to Budget
Expenditures					
Capital	\$ -	\$ -	\$ 185,240	\$ 130,188	0.0%
Total Expenditures	\$ -	\$ -	\$ 185,240	\$ 130,188	0.0%

FY 2012/2013 Expenditure Changes

Capital

Budgeted capital is for construction of a restroom facility at Steam Pump Ranch as well as upgrading of playground equipment at James D. Kriegh Park.



Parks & Recreation Impact Fee Fund

Overview

This fund is used to manage the collection and expenditure of development impact fees dedicated to parks and recreation purposes. Parks & Recreation impact fees are assessed on residential development within the Town.

	FY 2011 Actual	FY 2012 Budget	FY 2012 Projected	FY 2013 Budget	Variance to Budget
Expenditures					
Capital	\$ -	\$ 400,000	\$ -	\$ 400,000	0.0%
Total Expenditures	\$ -	\$ 400,000	\$ -	\$ 400,000	0.0%

	Revenue Sources				Variance to Budget
	FY 2011 Actual	FY 2012		FY 2013 Budget	
		Budget	Projected		
Residential Impact Fees	\$ 117,584	\$ 127,640	\$ 127,640	\$ 92,001	-27.9%
Interest Income	316	-	16	-	0.0%
Total Revenues	\$ 117,900	\$ 127,640	\$ 127,656	\$ 92,001	-27.9%

FY 2012/2013 Expenditure Changes

Capital

Budgeted capital is for construction of an expanded aquatics facility.



Aquatic Center Project Fund

Overview

The Aquatic Center Project Fund is a new Capital Project Fund. This fund will be used to account for construction of an expanded Town aquatics facility.

	FY 2011 Actual	FY 2012 Budget	FY 2012 Projected	FY 2013 Budget	Variance to Budget
Expenditures					
Capital	\$ -	\$ 402,295	\$ -	\$ 3,350,000	732.7%
Total Expenditures	\$ -	\$ 402,295	\$ -	\$ 3,350,000	732.7%

	Revenue Sources				Variance to Budget
	FY 2011 Actual	FY 2012		FY 2013 Budget	
		Budget	Projected		
Other Financing Sources	\$ -	\$ -	\$ 3,050,000	\$ -	0.0%
Donations	\$ -	\$ -	\$ -	\$ 300,000	0.0%
Total Revenues	\$ -	\$ -	\$ 3,050,000	\$ 300,000	0.0%



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

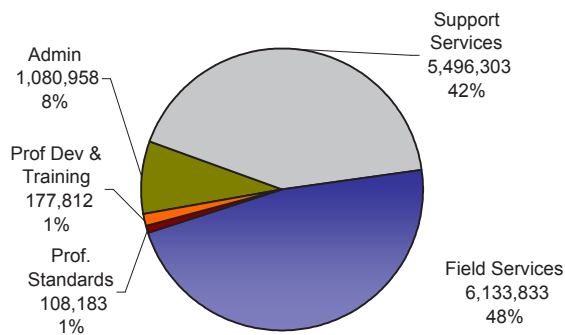
Total FTEs			
FY 2011 Actual	FY 2012		FY 2013 Budget
	Budget	Projected	
125.73	129.63	128.21	131.69 **

**** Note: FY 2013 figure includes 3 FTEs funded with Seizure Funds**

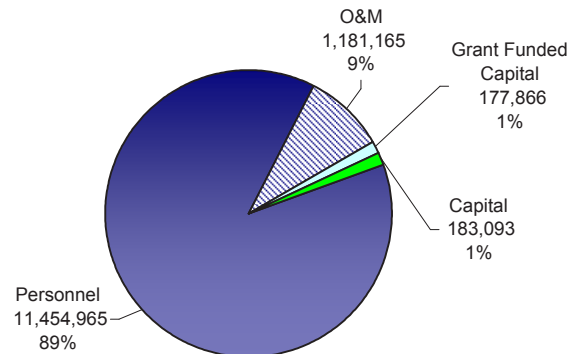
	Expenditures by Division				
	FY 2011 Actual	FY 2012		FY 2013 Budget	% to Budget
		Budget	Projected		
Administration (inc PD Impact Fees)	\$ 985,521	\$ 999,545	\$ 891,686	\$ 1,080,958	8.1%
Support Services	4,346,711	4,798,188	4,818,317	5,496,303	14.5%
Field Services	5,824,474	5,952,969	5,797,108	6,133,833	3.0%
Professional Dev. & Training	217,960	303,390	220,031	177,812	-41.4%
Professional Standards	113,894	105,500	99,182	108,183	2.5%
	\$ 11,488,560	\$ 12,159,593	\$ 11,826,324	\$ 12,997,089	6.9%

	Revenue Sources				
	FY 2011 Actual	FY 2012		FY 2013 Budget	% to Budget
		Budget	Projected		
Federal Grants	\$ 432,174	\$ 655,533	\$ 444,244	\$ 558,000	-14.9%
State Grants	308,241	248,500	191,258	65,000	-73.8%
Seizures & Forfeitures	-	-	-	192,616	0.0%
Report Copying	27,820	20,000	2,900	2,900	-85.5%
Impound Processing	55,210	50,000	45,987	47,503	-5.0%
Police Department Impact Fees	-	-	-	89,066	0.0%
Other	8,076	8,000	27,500	27,500	243.8%
	\$ 831,520	\$ 982,033	\$ 711,889	\$ 982,585	0.1%

FY 2013 Expenditures by Division



FY 2013 Expenditures by Category



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 2012 Highlights	FY 2013 Goals and Objectives
<ul style="list-style-type: none"> - Officer Pierce was selected, by peers of the Pima Regional SWAT Team, as 'SWAT Operator of the Year' - Chief Sharp and Officer Fred Brown received the 'Best of the Northwest' awarded by the Northwest Explorer - Oro Valley Police Department hosted the Arizona State Forensics Competition. Oro Valley schools placed first and fourth - 139 Oro Valley businesses have been adopted by officers under the Adopt-a-Business program - Partnered with the Oro Valley Business Club to showcase local community businesses, as well as the Oro Valley Police Department - 1,555 pounds of prescription drugs, as well as other various medical items were collected by the Dispose-A-Med program - CVAP volunteers donated 13,867 hrs and conducted 8,650 Darkhouse checks - OVPD, in conjunction with the Fraternal Order of Police, helped raise \$4,500 by organizing and hosting the Rosie Fishing Derby to benefit Special Olympics - Oro Valley Police partnered with Project Grad to hold the second annual car show, and were successful in raising \$10,000 - Hosted the International Association of Chief's of Police (IACP) Highway Safety Committee Midyear meeting, IACP Vehicle Theft Committee Midyear meeting. Additionally, the PD hosted and chaired the IACP Traffic Incident Management (TIM) Subcommittee Meeting at the Hilton El Conquistador - Revised the Emergency Operations Plan for the Town of Oro Valley, per Section 6.4.6 of the General Plan - Hosted the Northwestern University School of Police Staff and Command, bringing 39 individuals (including 3 from OVPD) representing 8 agencies to our area for a total of 10 weeks over a period of four months - Partnered with Best Buy and Target for the back to school 'Shop with a Cop'; and with other Town employees for the Christmas 'Shop with a Cop' - Chief Sharp elected to Chairman of the AZ Criminal Justice Commission - Collaborated with the Stormwater Utility, Golder Ranch Fire Dist., and Pima County Flood Control Dist. to address potential flood hazards in The Highlands neighborhood and to provide pertinent information to residents - OVPD hosted the following training: Data-Driven Approaches to Crime and Traffic Safety (DDACTS) Briefing Colonel Danny McNight "Success in Adverse Conditions" Bobby Smith "Visions of Courage" Street Crimes Seminar Gang Awareness Seminar Colonel Dave Grossman "Bullet Proof Mind" 	<p>Focus Area: Leadership and Communication</p> <ul style="list-style-type: none"> ■ Continue updates to Policies and Directives <ul style="list-style-type: none"> □ Launched project to revise Departmental Policies and Directives ■ Comprehensive approach to staffing and force management <ul style="list-style-type: none"> □ Implement Crime Reports in Patrol □ Field Services Division reorganization <p>Focus Area: Finance and Economic Development</p> <ul style="list-style-type: none"> ■ Participate in Town annexation efforts <ul style="list-style-type: none"> □ Increase the number of businesses adopted by officers under the Adopt-a-Business program ■ Maintain community safety as required by the General Plan to ensure that residents, visitors, and property are adequately protected. <ul style="list-style-type: none"> □ Monitor traffic flow □ Extra patrols at commercial locations during holiday shopping season <p>Focus Area: Community Infrastructure</p> <ul style="list-style-type: none"> ■ Pima County Wireless Integrated Network <ul style="list-style-type: none"> □ Design, procure, deploy and operate a county wide public safety voice communications network; improve public safety radio interoperability; and to design, construct and operate a county wide communication center and operations center <ul style="list-style-type: none"> □ Video conference for court appearances, replacing prisoner transports and related costs while enhancing officer safety ■ Simply Bits opportunities <ul style="list-style-type: none"> □ Complete installation at dispersed satellite locations □ Complete connection with Spillman □ Increase high speed internet capability □ Complete connection in command post □ Potential to negotiate for space on monopole ■ Re-implement the bicycle safety program, and promote Oro Valley as a 'Bicycle and Pedestrian Friendly Community' as mandated in the General Plan ■ Continue coordination with neighborhood and homeowner's associations to develop neighborhood traffic and control measures as mandated in the General Plan <ul style="list-style-type: none"> □ Continue to collaborate with the Sun City Posse □ Continue meeting with HOA and expand neighborhood watch groups. ■ The General Plan requires that the 'Town shall develop standards for response readiness in regards to fire safety and homeland security' <ul style="list-style-type: none"> □ Development and implementation of supporting documents to the revised Emergency Operations Plan □ Revise the Police Department's Major Action Plan □ Revise the Town's Continuity of Operations Plan (COOP) □ Conduct training and exercising of the revised Emergency Operations Plan and its supporting documents

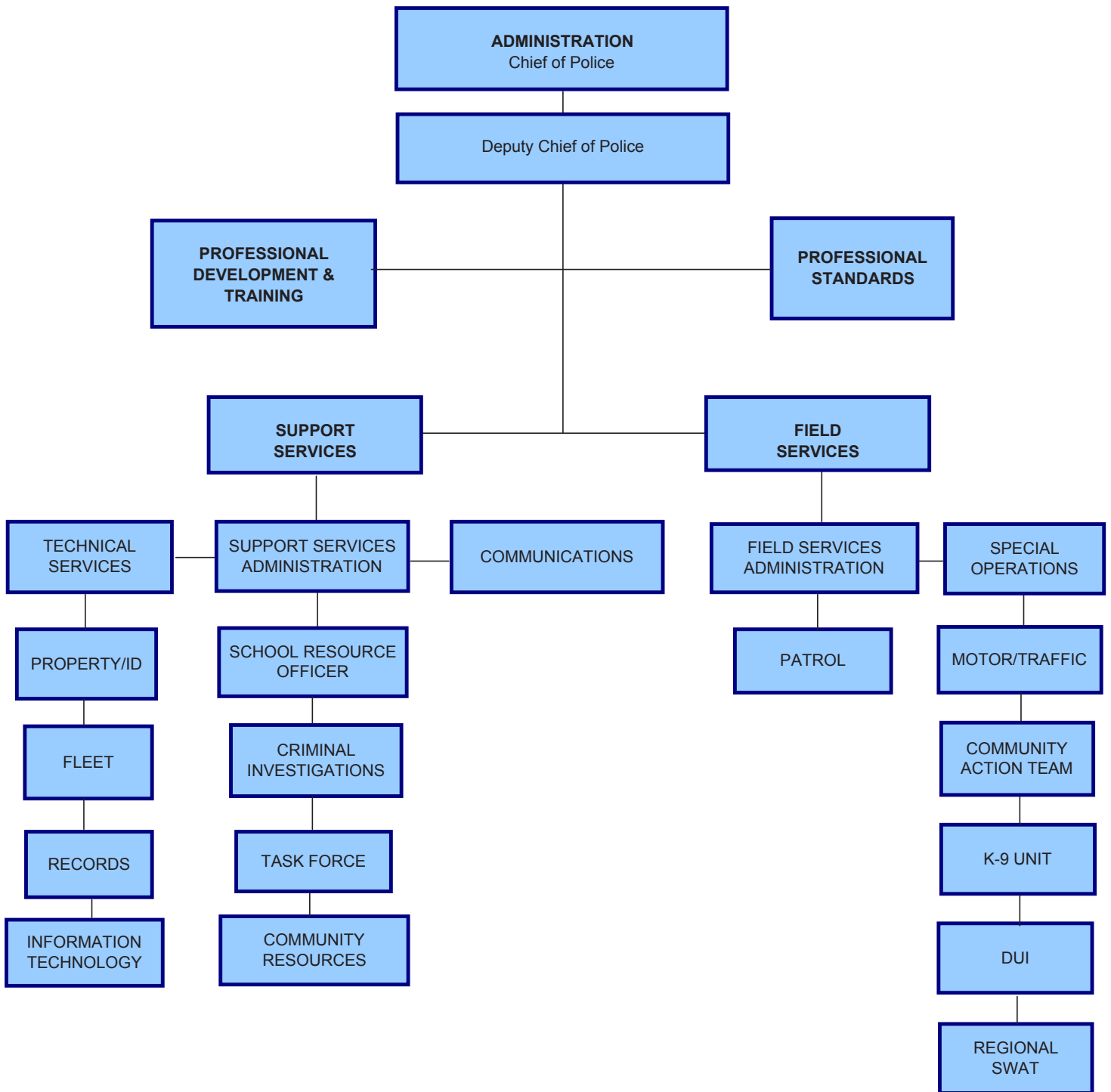
Performance Measures

	CY 2011 Actual	CY 2012 Estimate	CY 2013 Projected
▶ Percentage of Priority I calls responded to in less than five minutes	86%	88%	91%
▶ Percentage of Priority II calls responded to in less than eight minutes	90%	93%	96%
▶ Percentage of residents on OVPD Citizen Satisfaction Survey that rated neighborhood walking safety during the day as reasonably safe or above	96%		
▶ Percentage of residents on OVPD Citizen Satisfaction Survey that rated neighborhood walking safety during the night as reasonably safe or above	83%		
▶ Percentage of residents on OVPD Citizen Satisfaction Survey rating their police services above average (of those who indicated they had contact with the Police Department during the last 12 months) <i>*Rating of a 7 or above on a scale of 1 to 10</i>	94%		

Note: There is not enough historical data to complete a projection on Citizen Survey information

Workload Indicators

	CY 2011 Actual	CY 2012 Estimate	CY 2013 Projected
▶ Calls for service	16,831	16,775	16,914
▶ Number of incoming emergency and non-emergency phone calls answered by police dispatchers	60,297	57,268	55,909
▶ Number of Priority I calls	241	259	274
▶ Number of Priority II calls	733	504	418
▶ Reported traffic accidents	497	484	483



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 2011 Actual	FY 2012 Budget	FY 2012 Projected	FY 2013 Budget	Variance to Budget
Personnel					
Police Chief	1.00	1.00	1.00	1.00	-
Deputy Police Chief	1.00	1.00	1.00	1.00	-
Lieutenant	1.00	1.00	1.00	1.00	-
Administrative Services Mgr	1.00	1.00	1.00	1.00	-
Total FTEs	4.00	4.00	4.00	4.00	-

	FY 2011 Actual	FY 2012 Budget	FY 2012 Projected	FY 2013 Budget	Variance to Budget
Expenditures					
Personnel	\$ 530,960	\$ 525,037	\$ 525,037	\$ 541,387	3.1%
Operations & Maintenance	454,560	474,508	366,649	450,505	-5.1%
Capital (PD Impact Fee funded)	-	-	-	89,066	0.0%
Contingency	-	-	-	-	0.0%
Total Expenditures	\$ 985,521	\$ 999,545	\$ 891,686	\$ 1,080,958	8.1%

FY 2012/2013 Expenditure and Staffing Changes

Personnel

Personnel increased 3.1% as a result of a Town-wide cost of living adjustment.

Operations & Maintenance

Operations & Maintenance decreased 5.1% due to decreased costs in insurance, natural gas and electricity, travel and training line items.

Capital

The capital expenditures represent the purchase of two new patrol vehicles to accommodate the increase in staff in the department. The two vehicles are being purchased with the use of Police Impact Fee funds.

Professional Development & Training Program Overview

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

	FY 2011 Actual	FY 2012 Budget	FY 2012 Projected	FY 2013 Budget	Variance to Budget
Personnel					
Reserve Officer	0.48	2.38	0.96	-	(2.38)
Training Officer	1.00	1.00	1.00	1.00	-
Total FTEs	1.48	3.38	1.96	1.00	(2.38)

	FY 2011 Actual	FY 2012 Budget	FY 2012 Projected	FY 2013 Budget	Variance to Budget
Expenditures					
Personnel	\$ 131,074	\$ 209,533	\$ 140,639	\$ 90,977	-56.6%
Operations & Maintenance	86,886	93,857	79,392	86,835	-7.5%
Capital	-	-	-	-	0.0%
Total Expenditures	\$ 217,960	\$ 303,390	\$ 220,031	\$ 177,812	-41.4%

FY 2012/2013 Expenditure and Staffing Changes

Personnel

Personnel decreased 56.6% due to the reallocation of Reserve Officers to other program areas.

Operations & Maintenance

Operations & Maintenance decreased 7.5% due a reduction in field supplies.

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 2011 Actual	FY 2012 Budget	FY 2012 Projected	FY 2013 Budget	Variance to Budget
Personnel					
Sergeant	1.00	1.00	1.00	1.00	-
Total FTEs	1.00	1.00	1.00	1.00	-

	FY 2011 Actual	FY 2012 Budget	FY 2012 Projected	FY 2013 Budget	Variance to Budget
Expenditures					
Personnel	\$ 104,574	\$ 100,000	\$ 99,027	\$ 103,683	3.7%
Operations & Maintenance	9,320	5,500	155	4,500	-18.2%
Capital	-	-	-	-	0.0%
Total Expenditures	\$ 113,894	\$ 105,500	\$ 99,182	\$ 108,183	2.5%

FY 2012/2013 Expenditure and Staffing Changes

Personnel

Personnel increased 3.7% as a result of a Town-wide cost of living adjustment and pension increases.

Operations & Maintenance

Operations & Maintenance decreased 18.2% due to reduced outside professional 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 2011 Actual	FY 2012 Budget	FY 2012 Projected	FY 2013 Budget	Variance to Budget
Personnel					
Commander	1.00	1.00	1.00	1.00	-
Lieutenant	2.00	2.00	2.00	2.00	-
Emergency Response Planner	-	-	-	1.00	1.00
Office Specialist	1.00	1.00	1.00	1.00	-
Total FTEs	4.00	4.00	4.00	5.00	1.00

	FY 2011 Actual	FY 2012 Budget	FY 2012 Projected	FY 2013 Budget	Variance to Budget
Expenditures					
Personnel	\$ 437,969	\$ 431,314	\$ 431,491	\$ 515,581	19.5%
Operations & Maintenance	5,505	4,300	4,394	400	-90.7%
Capital	-	-	-	-	0.0%
Contingency	-	-	-	-	0.0%
Total Expenditures	\$ 443,474	\$ 435,614	\$ 435,885	\$ 515,981	18.4%

FY 2012/2013 Expenditure and Staffing Changes

Personnel

Personnel increased 19.5% due to reallocation of the Emergency Response Planner from another program area, as well as a Town-wide cost of living adjustment.

Operations & Maintenance

Operations & Maintenance decreased 90.7% due to a reduction in field supplies, outside professional services, and uniforms

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 2011 Actual	FY 2012 Budget	FY 2012 Projected	FY 2013 Budget	Variance to Budget
Personnel					
Sergeant	1.00	1.00	1.00	1.00	-
Detective	5.00	5.00	5.00	6.00	1.00
Crime Analyst	1.00	1.00	1.00	1.00	-
Total FTEs	7.00	7.00	7.00	8.00	1.00

	FY 2011 Actual	FY 2012 Budget	FY 2012 Projected	FY 2013 Budget	Variance to Budget
Expenditures					
Personnel	\$ 635,880	\$ 622,925	\$ 634,649	\$ 747,864	20.1%
Operations & Maintenance	10,734	13,725	13,725	10,525	-23.3%
Capital	-	-	-	-	0.0%
Total Expenditures	\$ 646,614	\$ 636,650	\$ 648,374	\$ 758,389	19.1%

FY 2012/2013 Expenditure and Staffing Changes

Personnel

Personnel costs increased 20.1% due to the reallocation of a position from another program area, as well as a Town-wide cost of living adjustment.

Operations & Maintenance

Operations & Maintenance decreased 23.3% due to a reduction in outside professional services and memberships and subscriptions

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 2011 Actual	FY 2012 Budget	FY 2012 Projected	FY 2013 Budget	Variance to Budget
Personnel					
Sergeant	1.00	1.00	1.00	1.00	-
SRO Officer	7.00	7.00	7.00	7.00	-
Total FTEs	8.00	8.00	8.00	8.00	-

	FY 2011 Actual	FY 2012 Budget	FY 2012 Projected	FY 2013 Budget	Variance to Budget
Expenditures					
Personnel	\$ 696,517	\$ 690,990	\$ 708,781	\$ 753,143	9.0%
Operations & Maintenance	1,594	-	112	125	0.0%
Capital	-	-	-	-	0.0%
Total Expenditures	\$ 698,111	\$ 690,990	\$ 708,893	\$ 753,268	9.0%

FY 2012/2013 Expenditure and Staffing Changes

Personnel

Personnel increased 9.0% due to an increase in budgeted overtime as well as a Town-wide cost of living adjustment and pension increases.

Operations & Maintenance

Operations & Maintenance includes capacity for field supplies and memberships and subscriptions budgeted in FY2013.

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 2011 Actual	FY 2012 Budget	FY 2012 Projected	FY 2013 Budget	Variance to Budget
Personnel					
Sergeant	1.00	1.00	1.00	1.00	-
Officer	7.00	7.00	7.00	7.00	-
Total FTEs	8.00	8.00	8.00	8.00	-

	FY 2011 Actual	FY 2012 Budget	FY 2012 Projected	FY 2013 Budget	Variance to Budget
Expenditures					
Personnel	\$ 739,368	\$ 748,372	\$ 717,036	\$ 731,983	-2.2%
Operations & Maintenance	-	-	-	-	0.0%
Capital	95,076	103,617	62,451	88,800	-14.3%
Total Expenditures	\$ 834,443	\$ 851,989	\$ 779,487	\$ 820,783	-3.7%

FY 2012/2013 Expenditure and Staffing Changes

Personnel

Personnel costs decreased 2.2% due to reallocation of Officers among program areas.

Capital

Capital decreased 14.3% due to grant funded equipment that was budgeted in FY 2012. Capital expenditures within this program area are generally considered contingent upon grant funding and vary widely from year to year.

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 2011 Actual	FY 2012 Budget	FY 2012 Projected	FY 2013 Budget	Variance to Budget
Personnel					
Sergeant	1.00	1.00	1.00	1.00	-
Officer	1.00	1.00	1.00	2.00	1.00
Total FTEs	2.00	2.00	2.00	3.00	1.00

	FY 2011 Actual	FY 2012 Budget	FY 2012 Projected	FY 2013 Budget	Variance to Budget
Expenditures					
Personnel	\$ 208,717	\$ 176,214	\$ 174,235	\$ 273,261	55.1%
Operations & Maintenance	41,843	34,483	36,570	38,375	11.3%
Capital	-	-	-	-	0.0%
Total Expenditures	\$ 250,560	\$ 210,697	\$ 210,805	\$ 311,636	47.9%

FY 2012/2013 Expenditure and Staffing Changes

Personnel

Personnel costs increased 55.1% due to a refilling of an Officer position as well as a Town-wide cost of living adjustment and pension increases.

Operations & Maintenance

Operations & Maintenance increased 11.3% due to an increase in natural gas and electricity, office lease and memberships and subscriptions.

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 2011 Actual	FY 2012 Budget	FY 2012 Projected	FY 2013 Budget	Variance to Budget
Personnel					
Communications Supervisor	1.00	1.00	1.00	1.00	-
Lead Dispatcher	3.00	3.00	3.00	3.00	-
Dispatcher	9.00	9.00	9.00	9.00	-
Total FTEs	13.00	13.00	13.00	13.00	-

	FY 2011 Actual	FY 2012 Budget	FY 2012 Projected	FY 2013 Budget	Variance to Budget
Expenditures					
Personnel	\$ 789,016	\$ 814,174	\$ 790,082	\$ 825,329	1.4%
Operations & Maintenance	4,719	3,350	3,400	3,350	0.0%
Capital	-	-	-	-	0.0%
Total Expenditures	\$ 793,735	\$ 817,524	\$ 793,482	\$ 828,679	1.4%

FY 2012/2013 Expenditure and Staffing Changes

Personnel

Personnel costs increased 1.4% due to a reduced overtime budget combined with a Town-wide cost of living adjustment and pension increases.

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 2011 Actual	FY 2012 Budget	FY 2012 Projected	FY 2013 Budget	Variance to Budget
Personnel					
Records Supervisor	1.00	1.00	1.00	1.00	-
Records Specialist	5.00	5.00	5.00	5.00	-
Office Assistant	1.25	1.25	1.25	1.25	-
Total FTEs	7.25	7.25	7.25	7.25	-

	FY 2011 Actual	FY 2012 Budget	FY 2012 Projected	FY 2013 Budget	Variance to Budget
Expenditures					
Personnel	\$ 418,755	\$ 344,477	\$ 345,245	\$ 358,112	4.0%
Operations & Maintenance	6,085	1,950	2,650	2,650	35.9%
Capital	-	-	-	-	0.0%
Total Expenditures	\$ 424,840	\$ 346,427	\$ 347,895	\$ 360,762	4.1%

FY 2012/2013 Expenditure and Staffing Changes

Personnel

Personnel costs increased 4.0% due to a Town-wide cost of living adjustment and pension increases.

Operations & Maintenance

Operations & Maintenance increased 35.9% due to an increase in office supplies.

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 2011, ITU program costs were budgeted in the Town's Information Technology Department.**

	FY 2011 Actual	FY 2012 Budget	FY 2012 Projected	FY 2013 Budget	Variance to Budget
Personnel					
Detective/IT Manager	-	1.00	1.00	1.00	-
Total FTEs	-	1.00	1.00	1.00	-

	FY 2011 Actual	FY 2012 Budget	FY 2012 Projected	FY 2013 Budget	Variance to Budget
Expenditures					
Personnel	\$ -	\$ 94,172	\$ 95,393	\$ 99,163	5.3%
Operations & Maintenance	-	7,925	11,625	21,625	172.9%
Capital	-	-	-	-	0.0%
Total Expenditures	\$ -	\$ 102,097	\$ 107,018	\$ 120,788	18.3%

FY 2012/2013 Expenditure and Staffing Changes

Personnel

Personnel costs increased 5.3% due to a Town-wide cost of living adjustment and pension increases.

Operations & Maintenance

Operations & Maintenance increased 172.9% due to an increase in equipment repair and maintenance and software maintenance and licensing.

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 2011, fleet maintenance costs for all departments were budgeted in a separate Fleet Maintenance Internal Service Fund. Beginning FY 2012, the Police Department's fleet maintenance costs are budgeted in the Police Department.**

	FY 2011 Actual	FY 2012 Budget	FY 2012 Projected	FY 2013 Budget	Variance to Budget
Personnel					
Fleet Maintenance Mechanic II	-	1.00	1.00	1.00	-
Reserve Officer	-	-	-	0.48	0.48
Total FTEs	-	1.00	1.00	1.48	0.48

	FY 2011 Actual	FY 2012 Budget	FY 2012 Projected	FY 2013 Budget	Variance to Budget
Expenditures					
Personnel	\$ -	\$ 59,150	\$ 59,338	\$ 85,247	44.1%
Operations & Maintenance	-	407,500	430,005	494,870	21.4%
Capital	-	17,093	70,000	183,093	971.2%
Total Expenditures	\$ -	\$ 483,743	\$ 559,343	\$ 763,210	57.8%

FY 2012/2013 Expenditure and Staffing Changes

Personnel

Personnel costs increased 44.1% due to the reallocation of a Reserve Officer from another program area.

Operations & Maintenance

Operations & Maintenance increased 21.4% due to an increase in gasoline and oil and vehicle repair and maintenance.

Capital

Capital increased 971.2% due the capacity to replace four aging patrol vehicles.

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 2011 Actual	FY 2012 Budget	FY 2012 Projected	FY 2013 Budget	Variance to Budget
Personnel					
Lead IT Forensic Tech	1.00	1.00	1.00	1.00	-
Property/ID Technician	2.00	2.00	2.00	2.00	-
Reserve Officer	-	-	-	0.48	0.48
Total FTEs	3.00	3.00	3.00	3.48	0.48

	FY 2011 Actual	FY 2012 Budget	FY 2012 Projected	FY 2013 Budget	Variance to Budget
Expenditures					
Personnel	\$ 216,431	\$ 191,107	\$ 193,185	\$ 228,857	19.8%
Operations & Maintenance	38,504	31,350	33,950	33,950	8.3%
Capital	-	-	-	-	0.0%
Total Expenditures	\$ 254,934	\$ 222,457	\$ 227,135	\$ 262,807	18.1%

FY 2012/2013 Expenditure and Staffing Changes

Personnel

Personnel costs increased 19.8% due to reallocation of a Reserve Officer from another program area.

Operations & Maintenance

Operations & Maintenance increased 8.3% due to increases in office supplies and outside professional services.

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 2011 Actual	FY 2012 Budget	FY 2012 Projected	FY 2013 Budget	Variance to Budget
Personnel					
Commander	1.00	1.00	1.00	1.00	-
Lieutenant	2.00	2.00	2.00	2.00	-
Emergency Response Planner	1.00	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	-
Total FTEs	6.00	6.00	6.00	5.00	(1.00)

	FY 2011 Actual	FY 2012 Budget	FY 2012 Projected	FY 2013 Budget	Variance to Budget
Expenditures					
Personnel	\$ 560,250	\$ 551,460	\$ 555,333	\$ 523,233	-5.1%
Operations & Maintenance	860	2,150	2,150	1,500	-30.2%
Capital	-	-	-	-	0.0%
Total Expenditures	\$ 561,110	\$ 553,610	\$ 557,483	\$ 524,733	-5.2%

FY 2012/2013 Expenditure and Staffing Changes

Personnel

Personnel decreased 5.1% due to reallocation of the Emergency Response Planner to another program area.

Operations & Maintenance

Operations & Maintenance decreased 30.2% due to a reduction in field supplies.

Patrol Program Overview

The Patrol Division consists of six (6) Squads, supplemented by one (1) Motorcycle Squad. The Patrol Division focuses on providing 24 hours, 7 days a week police service to the citizens, schools, business owners, employees and visitors of Oro Valley. OVPD divides the Town into four (4) separate geographical patrol areas. Patrol deployment methods are based on a variety of factors with the most significant factors being response times, call loads, crime statistics, and neighborhood issues. The Patrol Division focuses on high visibility patrol and strict enforcement to deter crime from our community. Programs like Adopt-A-Business allow patrol officers to work cooperatively with a segment of our community in a proactive manner to solve issues before they become problems. K-9 officers and DUI officers are incorporated within the Patrol Division providing service 7 days a week.

K-9

Three K-9 teams (handler/canine) are deployed throughout the week. Two 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. Two separate canine breeds are used: German Shepard and Belgium Malinois.

DUI

OVPD has two (2) DUI officers dedicated to actively seeking impaired drivers. These officers have developed special skills in the area of Standard Field Sobriety Tests, Drug Recognition and Phlebotomy. The "rotational assignment" program has allowed OVPD to maintain two (2) Drug Recognition Experts (DREs) and six (6) phlebotomists. DUI officers assume the lead investigative role in impairment investigations initiated by patrol officers. The OVPD is a proud participant in the Southern Arizona DUI Task Force and participates in at least 13 DUI deployments each year.

	FY 2011 Actual	FY 2012 Budget	FY 2012 Projected	FY 2013 Budget	Variance to Budget
Personnel					
Sergeant	6.00	6.00	6.00	6.00	-
Lead Officer	6.00	6.00	6.00	6.00	-
K-9 Officer	3.00	3.00	3.00	3.00	-
DUI Officer	2.00	2.00	2.00	2.00	-
Officer	29.00	29.00	29.00	30.00	1.00
Reserve Officer	-	-	-	0.48	0.48
Total FTEs	46.00	46.00	46.00	47.48	1.48

	FY 2011 Actual	FY 2012 Budget	FY 2012 Projected	FY 2013 Budget	Variance to Budget
Expenditures					
Personnel	\$ 3,935,872	\$ 4,009,346	\$ 3,852,082	\$ 4,206,906	4.9%
Operations & Maintenance	10,415	13,395	11,425	15,655	16.9%
Capital	-	-	-	-	0.0%
Total Expenditures	\$ 3,946,287	\$ 4,022,741	\$ 3,863,507	\$ 4,222,561	5.0%

FY 2012/2013 Expenditure and Staffing Changes

Personnel

Personnel costs increased 4.9% due to the refilling of an Officer position, a reassignment of a Reserve Officer from another program area, a Town-wide cost of living adjustment and pension increases.

Operations & Maintenance

Operations & Maintenance increased 16.9% due to SWAT field supplies, memberships and subscriptions, outside professional services and uniforms.

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 2011 Actual	FY 2012 Budget	FY 2012 Projected	FY 2013 Budget	Variance to Budget
Personnel					
Sergeant	1.00	1.00	1.00	1.00	-
Lead Officer	1.00	1.00	1.00	1.00	-
Officer/Special Events Coord.	1.00	1.00	1.00	-	(1.00)
Motorcycle Officer	6.00	7.00	7.00	7.00	-
Total FTEs	9.00	10.00	10.00	9.00	(1.00)

	FY 2011 Actual	FY 2012 Budget	FY 2012 Projected	FY 2013 Budget	Variance to Budget
Expenditures					
Personnel	\$ 813,244	\$ 881,101	\$ 881,101	\$ 824,893	-6.4%
Operations & Maintenance	13,057	16,500	16,000	16,000	-3.0%
Capital	-	-	-	-	0.0%
Total Expenditures	\$ 826,301	\$ 897,601	\$ 897,101	\$ 840,893	-6.3%

FY 2012/2013 Expenditure and Staffing Changes

Personnel

Personnel decreased 6.4% due to the reassignment of an Officer to another program.

Operations & Maintenance

Operations & Maintenance decreased 3.0% due to a reduction in field supplies.

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 2011 Actual	FY 2012 Budget	FY 2012 Projected	FY 2013 Budget	Variance to Budget
Personnel					
Sergeant	1.00	1.00	1.00	1.00	-
Lead Officer	1.00	1.00	1.00	1.00	-
Officer	4.00	3.00	3.00	4.00	1.00
Total FTEs	6.00	5.00	5.00	6.00	1.00

	FY 2011 Actual	FY 2012 Budget	FY 2012 Projected	FY 2013 Budget	Variance to Budget
Expenditures					
Personnel	\$ 490,723	\$ 479,017	\$ 479,017	\$ 545,346	13.8%
Operations & Maintenance	53	-	-	300	0.0%
Capital	-	-	-	-	0.0%
Total Expenditures	\$ 490,776	\$ 479,017	\$ 479,017	\$ 545,646	13.9%

FY 2012/2013 Expenditure and Staffing Changes

Personnel

Personnel costs increased 13.8% due to the refilling of an Officer position, as well as a Town-wide cost of living adjustment and pension increases.



Police Impact Fee Fund

Overview

This fund is used to manage the collection and expenditure of development impact fees dedicated to public safety purposes. Police impact fees are assessed on both residential and commercial development within the Town.

	FY 2011 Actual	FY 2012 Budget	FY 2012 Projected	FY 2013 Budget	Variance to Budget
Expenditures					
Capital	\$ -	\$ -	\$ -	\$ 89,066	0.0%
Total Expenditures	\$ -	\$ -	\$ -	\$ 89,066	0.0%

	Revenue Sources				Variance to Budget
	FY 2011 Actual	FY 2012		FY 2013 Budget	
		Budget	Projected		
Residential Impact Fees	\$ 22,271	\$ 24,254	\$ 24,254	\$ 48,376	99.5%
Commercial Impact Fees	5,790	10,223	5,851	1,464	-85.7%
Interest Income	69	-	4	-	0.0%
Total Revenues	\$ 28,130	\$ 34,477	\$ 30,109	\$ 49,840	44.6%

FY 2012/2013 Expenditure Changes

Capital

FY 2013 budgeted capital is for two new vehicles.



Water Utility

Overview

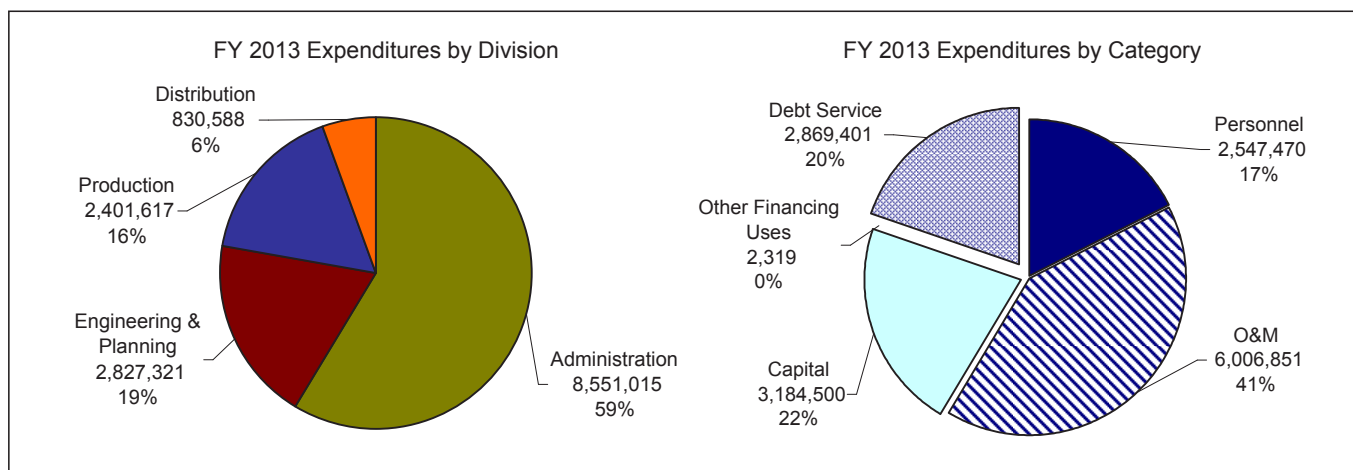
The primary function of the Water Utility is the protection of public health and safety through the production and efficient delivery of water that meets and/or exceeds water quality standards and in sufficient quantity to meet customer demands. Responsibilities include regulatory compliance, customer 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 2011 Actual	FY 2012		FY 2013 Budget
	Budget	Projected	
34.00	36.00	36.00	36.00

	Expenditures by Division				
	FY 2011 Actual	FY 2012		FY 2013 Budget	% to Budget
		Budget	Projected		
Administration	\$ 4,934,622	\$ 6,801,084	\$ 6,495,167	\$ 8,551,015	25.7%
Engineering & Planning	2,275,350	3,890,784	3,028,958	2,827,321	-27.3%
Production	2,354,944	2,418,808	2,363,574	2,401,617	-0.7%
Distribution	754,732	784,250	777,550	830,588	5.9%
	\$ 10,319,648	\$ 13,894,926	\$ 12,665,249	\$ 14,610,541	5.2%

Does not include contingency or non-cash outlays for depreciation and amortization

	Revenue Sources				
	FY 2011 Actual	FY 2012		FY 2013 Budget	% to Budget
		Budget	Projected		
Charges for Services	\$ 530,186	\$ 445,200	\$ 541,550	\$ 475,200	6.7%
State Grants	-	-	-	-	0.0%
Interest	22,389	16,300	125,000	75,000	360.1%
Miscellaneous	11,113	-	-	-	0.0%
WIFA Loan Proceeds	-	700,000	711,000	-	-100.0%
Water Sales	12,038,482	11,682,799	11,707,800	11,707,800	0.2%
Other Financing Sources	-	100,000	100,000	100,000	0.0%
	\$ 12,602,170	\$ 12,944,299	\$ 13,185,350	\$ 12,358,000	-4.5%



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.

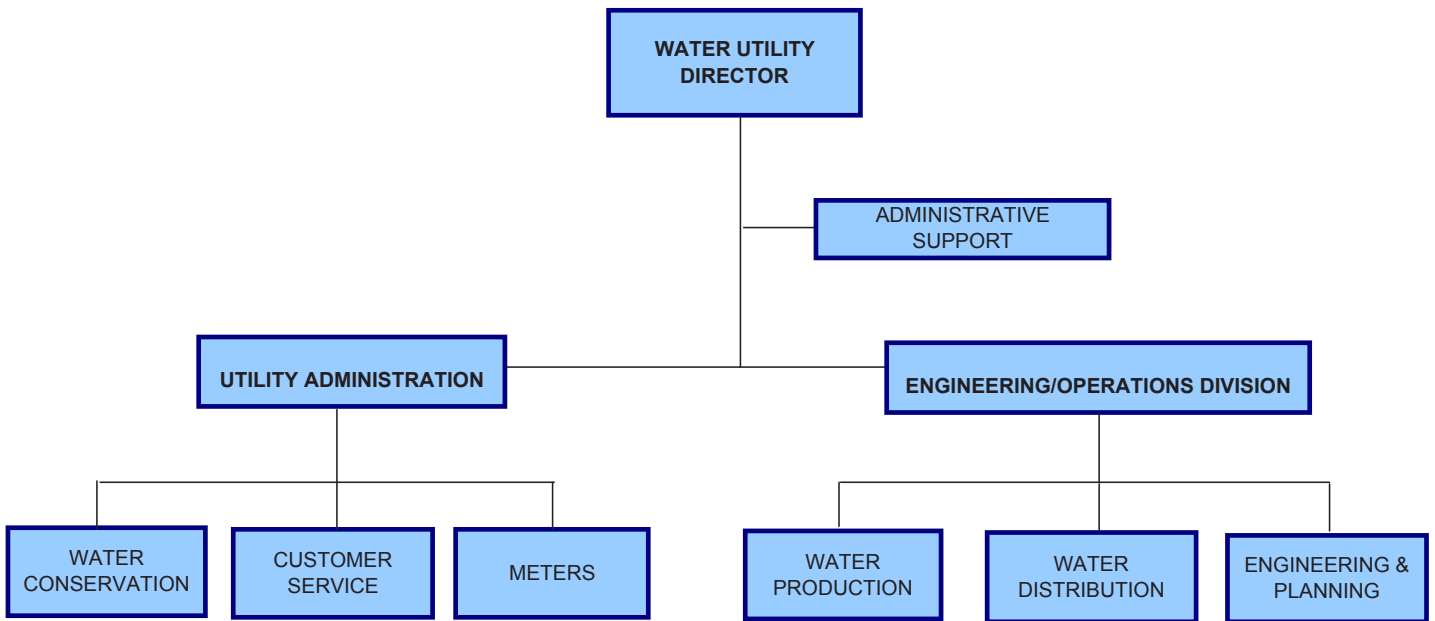
CY 2011 Highlights	FY 2013 Goals and Objectives
<ul style="list-style-type: none"> - Increased customer base by 71 new connections for a total of 18,545 connections as of 12/31/11 - Potable water deliveries were 2.4 billion gallons - Reclaimed water deliveries were 735 million gallons - Developed an Intergovernmental Agreement with Tucson and constructed facilities to deliver 1,500 acre feet of CAP water through the Tucson Water system with deliveries starting in January 2012 - Replaced 2,747 water meters under the meter replacement program - Installed Automated Metering Infrastructure (AMI) equipment in the Countryside water service area - Completed construction of the 3 million gallon North La Canada Reservoir and the La Canada 24-inch water main - Reviewed and approved 10 water improvement plans for construction - Countryside water system found to be in compliance with the Arizona Department of Environmental Quality sanitary survey - The Utility took 2,969 water quality samples with all results meeting federal, state, and local water quality regulations - The Utility performed 119 residential water use audits. Customers continue to save water as a result of these audits. - Recharged 5,000 acre feet of Central Arizona Project (CAP) water - Installed additional water system security features and updated the Emergency Response Plan and the Business Continuity Plan - Completed the installation of energy efficient motors at wells and booster pump facilities to reduce power costs 	<p>Focus Area: Finance and Economic Development</p> <ul style="list-style-type: none"> ■ Perform an annual water rates analysis to evaluate revenue requirements over a projected 5-year period ■ Perform cost of service study to evaluate adjusting the rate structure for commercial accounts ■ Continue the meter replacement program with new technology low flow registering meters to increase water sales revenue ■ Reduce debt and seek low interest loans when feasible ■ Review water improvement plans for new development ■ Develop and use renewable water supplies for existing and future customers <p>Focus Area: Community Infrastructure</p> <ul style="list-style-type: none"> ■ Maintain a safe and reliable drinking water supply that meets all water quality standards ■ Conduct water resource planning for existing and future needs ■ Long-term planning for treatment and delivery of Central Arizona Project (CAP) water ■ Water main replacement to improve fire flow capacity in the Campo Bello subdivision ■ Installation of fire hydrants and valves in the Tangerine Hills subdivision ■ Installation of Automated Metering Infrastructure (AMI) equipment in the Oro Valley water service area ■ Construct a chlorine storage facility at the secure reclaimed water site and away from commercial and residential areas ■ Construct and inspect water facilities in accordance with approved plans to meet demands and enhance system reliability ■ Install additional security equipment to protect the safety of the potable water supply <p>Focus Area: Leadership and Communication</p> <ul style="list-style-type: none"> ■ Continue to provide excellent customer service ■ Provide training to staff in customer service, system security and for certification requirements ■ Provide training to the Water Utility Commission ■ Continue to promote water conservation through water use audits, public education and outreach ■ Develop a water conservation booklet for use in local elementary schools ■ Continue to work as a team internally and with other departments to meet Town goals

Performance Measures

	FY 2011 Actual	FY 2012 Estimate	FY 2013 Projected
▶ Number of voluntary water conservation audits	152	120	120
▶ Debt service coverage (annual net operating revenue divided by annual debt service) for water revenue bonds (goal 1.3 minimum)	2.1	1.9	1.5
▶ Number of years worth of reserves contained in groundwater storage accounts (data for calendar year)	3.3	3.1	3.0
▶ 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 2011 Actual	FY 2012 Estimate	FY 2013 Projected
▶ Percentage of valves in distribution system exercised	7%	7%	7%
▶ Number of metered connections	18,502	18,580	18,615
▶ Number of water plans approved	13	14	10
▶ Feet of pipeline inspected	8,550	9,600	11,000
▶ Number of water plans inspected	11	13	10
▶ Percentage of unplanned service outages as a percentage of total annual customer hours	< 0.002%	< 0.002%	< 0.004%
▶ Number of water meters replaced	598	3,575	1,000
▶ Number of operating wells rehabilitated (out of 22 well sites)	3	2	3
▶ Number of reservoirs cleaned and inspected (out of 19 reservoir sites)	5	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 2011 Actual	FY 2012 Budget	FY 2012 Projected	FY 2013 Budget	Variance to Budget
Personnel					
Water Utility Director	1.00	1.00	1.00	1.00	-
Water Utility Administrator	1.00	1.00	1.00	1.00	-
Senior Office Specialist	1.00	1.00	1.00	1.00	-
Customer Service Supervisor	1.00	1.00	1.00	1.00	-
Meter Reader Supervisor	1.00	1.00	1.00	1.00	-
Water Utility Operator I	4.00	5.00	5.00	5.00	-
Customer Service Rep.	4.00	4.00	4.00	4.00	-
Water Conservation Specialist	1.00	1.00	1.00	1.00	-
Total FTEs	14.00	15.00	15.00	15.00	-

	FY 2011 Actual	FY 2012 Budget	FY 2012 Projected	FY 2013 Budget	Variance to Budget
Expenditures					
Personnel	\$ 926,957	\$ 966,592	\$ 964,106	\$ 1,005,857	4.1%
Operations & Maintenance	1,887,913	2,158,480	1,972,343	3,688,938	70.9%
Capital	579,758	865,000	753,000	984,500	13.8%
Other Financing Uses	95,642	5,295	-	2,319	-56.2%
Debt Service	1,444,352	2,805,717	2,805,718	2,869,401	2.3%
Total Expenditures	\$ 4,934,622	\$ 6,801,084	\$ 6,495,167	\$ 8,551,015	25.7%

Does not include contingency or non-cash outlays for depreciation and amortization

FY 2012/2013 Expenditure and Staffing Changes

Personnel

Personnel increased 4.1% due to a Town-wide cost of living adjustment and pension increases.

Operations & Maintenance

Operations & maintenance increased 70.9% due to increases in administrative services, fleet costs, outside professional services, CAP water delivery charges, regulatory expenditures and water resource management costs.

Capital

Capital increased 13.8% due to increasing the annual meter replacement program as well as purchasing three replacement vehicles.

Other Financing Uses

Other financing uses decreased 56.2% due to a reduced transfer to debt service funds.

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 2011 Actual	FY 2012 Budget	FY 2012 Projected	FY 2013 Budget	Variance to Budget
Personnel					
Engineering Division Manager	1.00	1.00	1.00	1.00	-
Project Manager	1.00	1.00	1.00	1.00	-
Engineering Design Reviewer	1.00	1.00	1.00	1.00	-
Construction Inspector	2.00	2.00	2.00	2.00	-
Civil Engineering Technician	1.00	1.00	1.00	1.00	-
Total FTEs	6.00	6.00	6.00	6.00	-

	FY 2011 Actual	FY 2012 Budget	FY 2012 Projected	FY 2013 Budget	Variance to Budget
Expenditures					
Personnel	\$ 490,019	\$ 484,408	\$ 484,408	\$ 504,375	4.1%
Operations & Maintenance	105,113	121,376	114,376	162,946	34.2%
Capital	1,680,218	3,285,000	2,430,174	2,160,000	-34.2%
Total Expenditures	\$ 2,275,350	\$ 3,890,784	\$ 3,028,958	\$ 2,827,321	-27.3%

FY 2012/2013 Expenditure and Staffing Changes

Personnel

Personnel increased 4.1% as a result of a Town-wide cost of living adjustment and pension increases.

Operations & Maintenance

Operations & Maintenance increased 34.2% due to an increases in software maintenance & licensing and non-capitalized equipment.

Capital

Capital decreased 34.2% due to completion of several capital projects.

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 2011 Actual	FY 2012 Budget	FY 2012 Projected	FY 2013 Budget	Variance to Budget
Personnel					
Water Production Superintendent	1.00	1.00	1.00	1.00	-
Lead Water Utility Operator	1.00	1.00	1.00	1.00	-
Water Utility Operator II	4.00	5.00	5.00	5.00	-
Total FTEs	6.00	7.00	7.00	7.00	-

	FY 2011 Actual	FY 2012 Budget	FY 2012 Projected	FY 2013 Budget	Variance to Budget
Expenditures					
Personnel	\$ 455,852	\$ 434,399	\$ 433,452	\$ 487,740	12.3%
Operations & Maintenance	1,892,795	1,972,409	1,918,122	1,901,877	-3.6%
Capital	6,297	12,000	12,000	12,000	0.0%
Total Expenditures	\$ 2,354,944	\$ 2,418,808	\$ 2,363,574	\$ 2,401,617	-0.7%

Does not include non-cash outlays for depreciation and amortization

FY 2012/2013 Expenditure and Staffing Changes

Personnel

Personnel increased 12.3% as a result of budgeting a full year's salary in FY 2013 for a position that was budgeted for a half-year in FY 2012. A Town-wide cost of living adjustment and pension increases also contribute to the overall increase.

Operations & Maintenance

Operations & Maintenance decreased 3.6% due to decreases in power purchased for pumping, reclaimed water for resale and chemicals.

Capital

The capital is for continued replacement of aging security equipment.

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 2011 Actual	FY 2012 Budget	FY 2012 Projected	FY 2013 Budget	Variance to Budget
Personnel					
Water Distribution Superintendent	1.00	1.00	1.00	1.00	-
Lead Water Utility Operator	3.00	3.00	3.00	3.00	-
Water Utility Operator II	4.00	4.00	4.00	4.00	-
Total FTEs	8.00	8.00	8.00	8.00	-

	FY 2011 Actual	FY 2012 Budget	FY 2012 Projected	FY 2013 Budget	Variance to Budget
Expenditures					
Personnel	\$ 545,290	\$ 537,310	\$ 537,310	\$ 549,498	2.3%
Operations & Maintenance	209,442	246,940	240,240	253,090	2.5%
Capital	-	-	-	28,000	0.0%
Total Expenditures	\$ 754,732	\$ 784,250	\$ 777,550	\$ 830,588	5.9%

FY 2012/2013 Expenditure and Staffing Changes

Personnel

Personnel increased 2.3% as a result of a Town-wide cost of living adjustment and pension increases.

Operations & Maintenance

Operations & Maintenance increased 2.5% due to an increase in the water quality testing line item.

Capital

The capital budgeted is for a vehicle replacement.



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 groundwater preservation fees and impact fees. Specific activities include analysis, planning, design and construction of infrastructure required to deliver alternative water resources (Central Arizona Project (CAP) and reclaimed water) to the Town.

	FY 2011 Actual	FY 2012 Budget	FY 2012 Projected	FY 2013 Budget	Variance to Budget
Expenditures					
Operations & Maintenance	\$ 413,509	\$ 214,775	\$ 167,762	\$ 224,875	4.7%
Capital	20,610	515,000	567,000	100,000	-80.6%
Debt Service	731,688	1,789,978	1,789,978	1,774,756	-0.9%
Other Financing Uses	-	100,000	100,000	100,000	0.0%
Total Expenditures	\$ 1,165,807	\$ 2,619,753	\$ 2,624,740	\$ 2,199,631	-16.0%

	Revenue Sources				Variance to Budget
	FY 2011 Actual	FY 2012		FY 2013 Budget	
		Budget	Projected		
Groundwater Preservation Fee	\$ 2,096,093	\$ 2,423,500	\$ 2,358,000	\$ 2,456,000	1.3%
Impact Fees	400,988	219,200	515,544	219,200	0.0%
Interest	2,320	2,684	800	800	-70.2%
Total Revenues	\$ 2,499,401	\$ 2,645,384	\$ 2,874,344	\$ 2,676,000	1.2%

FY 2012/2013 Expenditure Changes

Operations & Maintenance

Operations & Maintenance increased 4.7% for studies related to increasing CAP water deliveries.

Capital

FY 2013 budgeted capital will be used for land acquisition.



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 2011 Actual	FY 2012 Budget	FY 2012 Projected	FY 2013 Budget	Variance to Budget
Expenditures					
Capital	\$ 2,851,999	\$ 740,000	\$ 505,696	-	-100.0%
Debt Service	329,920	639,920	639,920	632,744	-1.1%
Other Financing Uses	-	-	-	-	0.0%
Miscellaneous	-	-	-	-	0.0%
Total Expenditures	\$ 3,181,919	\$ 1,379,920	\$ 1,145,616	\$ 632,744	-54.1%

	Revenue Sources			FY 2013 Budget	Variance to Budget
	FY 2011 Actual	FY 2012			
		Budget	Projected		
Single Family Connections	\$ 154,026	\$ 89,845	\$ 159,000	\$ 89,845	0.0%
Multi - Family Connections	-	-	-	-	0.0%
Commercial Connections	69,880	10,280	135,650	10,280	0.0%
Irrigation Connections	10,780	10,900	15,260	10,900	0.0%
TURF Connections	-	-	-	-	0.0%
Fire Flow Connections	9,690	3,230	30,997	3,230	0.0%
Interest	13,737	13,323	4,500	4,500	-66.2%
Total Revenues	\$ 258,113	\$ 127,578	\$ 345,407	\$ 118,755	-6.9%

FY 2012/2013 Expenditure Changes

Capital

There are no capital expenditures planned in this fund for FY2013.

Debt Service

Debt service decreased 1.1% due to a decrease in interest payments on outstanding debt.



Municipal Debt Service Fund

Overview

The Municipal Debt Service Fund allocates money for principal and interest payments on the issuance of tax-exempt bonds. The Town has issued bonds for the acquisition of land and construction of buildings to support Town services. This fund also allocates money for principal and interest payments on the Town's Clean Renewable Energy Bonds (CREBS). Repayment of debt is pledged with excise sales tax, state shared revenue and other permit and fee revenues.

	FY 2011 Actual	FY 2012 Budget	FY 2012 Projected	FY 2013 Budget	Variance to Budget
Expenditures					
Operations & Maintenance	\$ 10,350	\$ 10,000	\$ 10,000	\$ 10,000	0.0%
Debt Service	488,954	619,521	619,521	644,080	4.0%
Total Expenditures	\$ 499,304	\$ 629,521	\$ 629,521	\$ 654,080	3.9%

	Revenue Sources				
	FY 2011 Actual	FY 2012		FY 2013 Budget	Variance to Budget
		Budget	Projected		
Other Financing Sources	\$ 82,130	\$ 314,424	\$ 152,512	\$ 239,490	-23.8%
Miscellaneous	-	-	206,483	100,000	#DIV/0!
Interest Income	347	-	100	-	0.0%
Total Revenues	\$ 82,476	\$ 314,424	\$ 359,095	\$ 339,490	8.0%

FY 2012/2013 Expenditure Changes

Debt Service

Debt service increased 4.0% due to increased principal and interest payments on the Town's outstanding debt.



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 2011 Actual	FY 2012 Budget	FY 2012 Projected	FY 2013 Budget	Variance to Budget
Expenditures					
Operations & Maintenance	\$ 6,345	\$ 1,600	\$ 2,470	\$ 2,720	70.0%
Debt Service	366,203	364,703	364,703	367,578	0.8%
Total Expenditures	\$ 372,548	\$ 366,303	\$ 367,173	\$ 370,298	1.1%

	Revenue Sources				Variance to Budget
	FY 2011 Actual	FY 2012		FY 2013 Budget	
		Budget	Projected		
Interest Repayments	\$ 141,543	\$ 129,703	\$ 129,703	\$ 117,578	-9.3%
Principal Repayments	224,267	235,000	235,000	250,000	6.4%
Penalty	-	-	1,598	-	0.0%
Total Revenues	\$ 365,811	\$ 364,703	\$ 366,301	\$ 367,578	0.8%



General Government Impact Fee Fund

Overview

This fund is used to manage the collection and expenditure of development impact fees dedicated to general government purposes. General government impact fees were previously assessed on both residential and commercial development within the Town. **Beginning in calendar year 2012, these fees will no longer be collected.**

	FY 2011 Actual	FY 2012 Budget	FY 2012 Projected	FY 2013 Budget	Variance to Budget
Expenditures					
Capital	\$ -	\$ -	\$ -	\$ 25,000	0.0%
Total Expenditures	\$ -	\$ -	\$ -	\$ 25,000	0.0%

	Revenue Sources				Variance to Budget
	FY 2011 Actual	FY 2012		FY 2013 Budget	
		Budget	Projected		
Residential Impact Fees	\$ 16,529	\$ 18,419	\$ 18,419	\$ -	-100.0%
Commercial Impact Fees	25,991	49,066	11,419	-	-100.0%
Interest Income	92	-	5	-	0.0%
Total Revenues	\$ 42,612	\$ 67,485	\$ 29,843	\$ -	-100.0%

FY 2012/2013 Expenditure Changes

Capital

The budgeted capital in FY 2013 will be used for a new vehicle.



Benefit Self Insurance Fund

Overview

The Benefit Self Insurance Fund is a new Internal Service Fund for FY 2013. This fund will be used to manage costs related to the Town's self funding of health insurance.

	FY 2011 Actual	FY 2012 Budget	FY 2012 Projected	FY 2013 Budget	Variance to Budget
Expenditures					
Operations & Maintenance	\$ -	\$ -	\$ -	\$ 2,182,664	0.0%
Total Expenditures	\$ -	\$ -	\$ -	\$ 2,182,664	0.0%

	Revenue Sources			FY 2013 Budget	Variance to Budget
	FY 2011 Actual	FY 2012			
		Budget	Projected		
Self-Insurance Premiums	\$ -	\$ -	\$ -	\$ 2,182,664	0.0%
Total Revenues	\$ -	\$ -	\$ -	\$ 2,182,664	0.0%

CAPITAL IMPROVEMENT PROGRAM

Program Overview
Projects by Fund
Map of Projects
Project Descriptions
Capital Asset Replacement Program



Town of Oro Valley

Caring for our heritage, our community, our future.



Capital Improvement Program Overview

Overview

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

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

The Town identifies capital projects as those which:

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

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

The CIP is comprised of four components:

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

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

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 - May:	Budget study sessions to present Budget and CIP to Mayor and Council
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

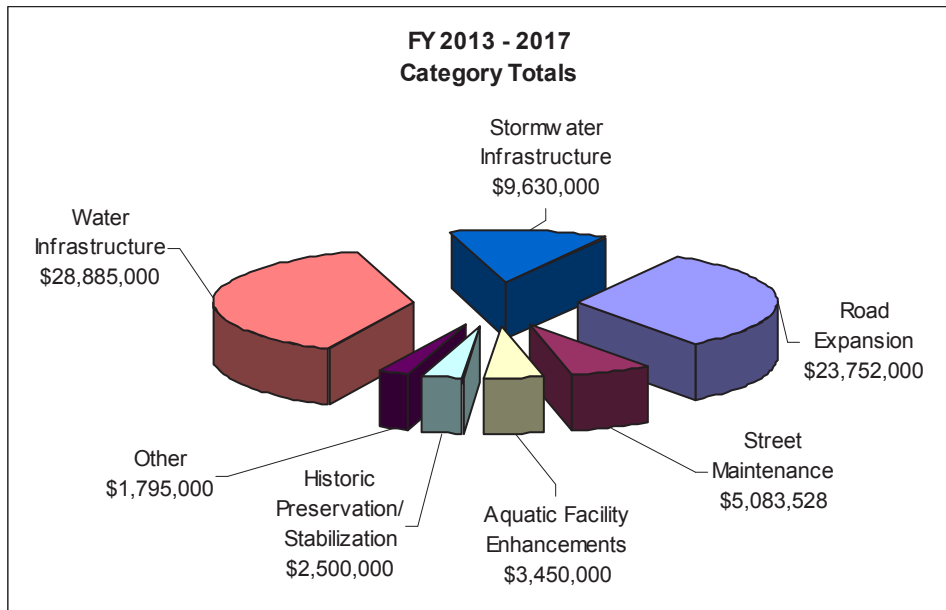
Only projects funded by the General Fund are subject to the evaluation criteria. Projects funded from the remaining Town Funds (ex. Highway, Development Impact Fee and Water Utility) are deemed vital and necessary to the Town's infrastructure. Furthermore, these funds are either self sustaining, receive 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.



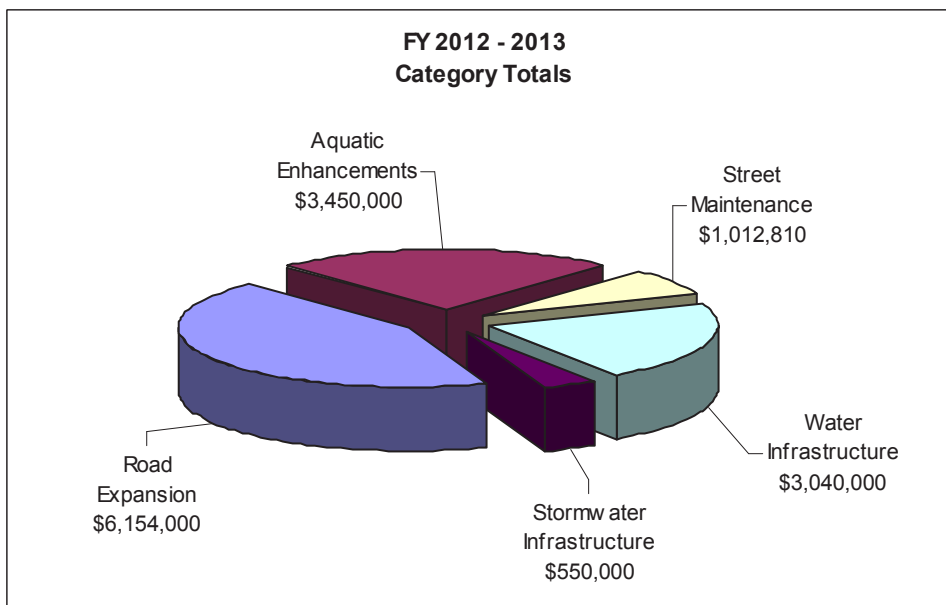
Capital Improvement Program Overview

Capital Improvement Program Summary

The cumulative 5-year capital budget for the Town of Oro Valley totals \$75,095,528 for fiscal years 2012-13 through 2016-17. The five year outlook is concentrated on roadway expansion, stormwater infrastructure and water infrastructure. The graph below shows the allocations by category for the given years:



The amount allocated for CIP projects in the FY 12/13 proposed budget is \$14,206,810. The graph below shows the allocations by category for FY 12/13. The projects included in the FY 12/13 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.





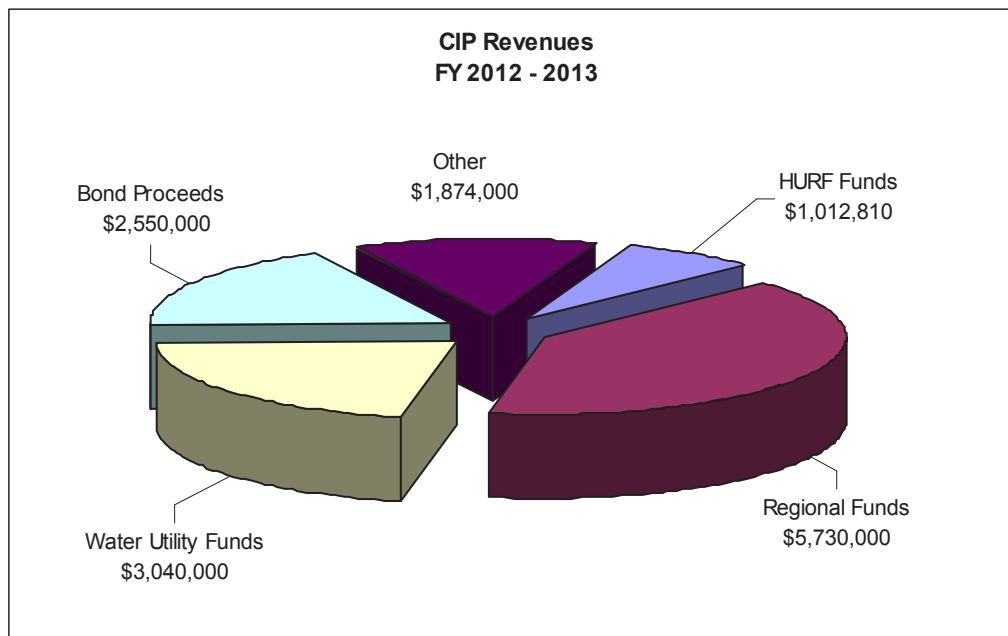
Capital Improvement Program Overview

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

Funding for the 2012 - 2013 CIP totals \$14,206,810 and 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 has severely declined due to the economic recession.



Capital Improvement Program Overview

Impact on the Operating Budget

The Town of Oro Valley's operating budget is directly affected by the CIP. When certain types of capital projects are developed and completed, they also have ongoing financial impacts upon the Town's operating budgets. For example, if the Town were to construct a new park or ball field, the operating budget for the Parks Department would increase to include the routine field maintenance of the new park or field. Also, the Town would need to include capacity in the operating budget to account for any new staff and equipment that would be necessary to maintain and operate the new facility.

In the FY 2013 – 2017 CIP, the individual projects include an estimated future operating budget impact, if it is possible to identify the cost at this time in the project's lifecycle. These costs are estimates provided by the professionals in each department that are responsible for the completion of the project.

The Town carefully considers these operating costs when deciding which projects move forward in the CIP as it is not sustainable for the Town to fund concurrently several large-scale projects that have significant operating budget impacts. Current economic conditions place an even greater emphasis on the desire for self-sustaining projects with neutral operating impacts.

The table below summarizes the projected impact of the funded CIP on the town's operating budget for the next five years:

Project	Impact	FY 12/13	FY 13/14	FY 14/15	FY 15/16	FY 16/17
Aquatics Facility Enhancements	Increased maintenance, utility & personnel costs	\$183,929	\$239,230	\$246,406	\$262,422	\$279,480
Countryside Web Portal	Increased maintenance costs	\$2,000	\$2,000	\$2,000	\$2,000	\$2,000
High Mesa Control Valve & Flow Meter	Increased maintenance costs	\$500	\$500	\$500	\$500	\$500
Well Meter Replacement	Increased maintenance costs	\$500	\$500	\$500	\$500	\$500
RV Chlorine Storage	Increased maintenance & utility costs	\$0	\$1,000	\$1,000	\$1,000	\$1,000
E. Lambert Lane Main Relocation	Increased maintenance costs	\$0	\$1,000	\$1,000	\$1,000	\$1,000
Campo Bello Main Replacement	Increased maintenance costs	\$0	\$1,000	\$1,000	\$1,000	\$1,000
Totals		\$186,929	\$245,230	\$252,406	\$268,422	\$285,480

Note: The list above represents the projects that were approved for funding in FY 12/13 that have an impact on the Town's operating budget(s). For the complete list of funded projects, please see the Project Descriptions section of this document.



Capital Improvement Program Overview

Summary

Projects included in the FY 2012 – 2013 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 2012 – 2013 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.

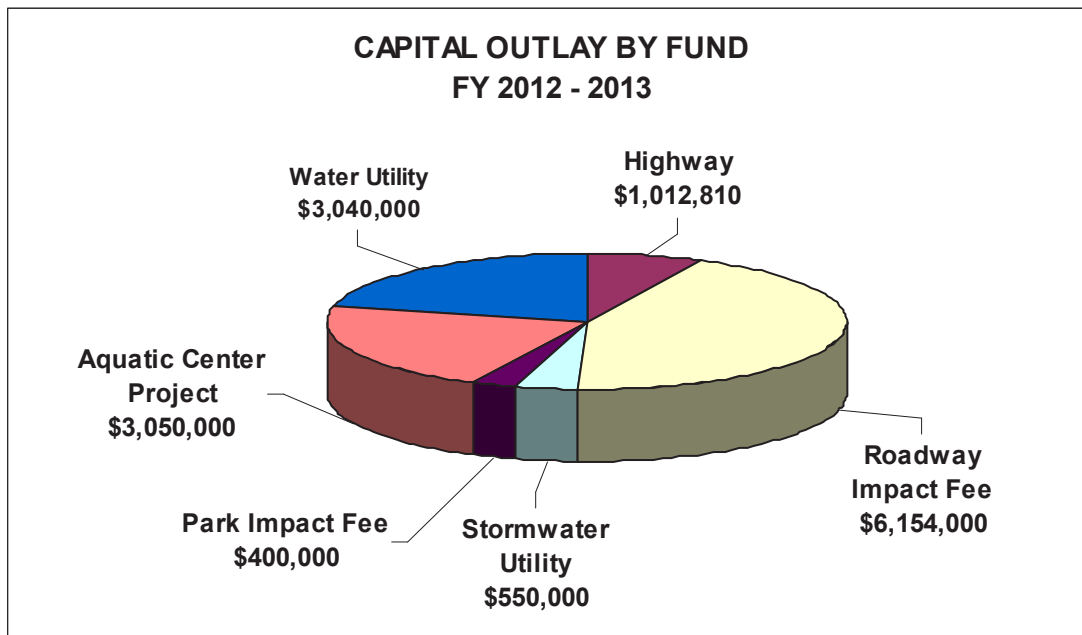


Capital Improvement Program Overview

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

Table 1

<u>Fund</u>	<u>Fiscal Year</u>				
	<u>12/13</u>	<u>13/14</u>	<u>14/15</u>	<u>15/16</u>	<u>16/17</u>
General	\$ -	\$ 570,000	\$ 2,750,000	\$ 575,000	\$ 400,000
Highway	\$ 1,012,810	\$ 934,739	\$ 1,077,642	\$ 1,301,642	\$ 756,695
Roadway Impact Fee	\$ 6,154,000	\$ -	\$ 6,496,000	\$ 9,102,000	\$ 2,000,000
Stormwater Utility	\$ 550,000	\$ 3,300,000	\$ 1,700,000	\$ 1,580,000	\$ 2,500,000
Park Impact Fee	\$ 400,000	\$ -	\$ -	\$ -	\$ -
Aquatic Center Project	\$ 3,050,000	\$ -	\$ -	\$ -	\$ -
Water Utility	\$ 3,040,000	\$ 3,635,000	\$ 9,685,000	\$ 9,950,000	\$ 2,575,000
Total All Funds	\$ 14,206,810	\$ 8,439,739	\$ 21,708,642	\$ 22,508,642	\$ 8,231,695



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Projects by Fund

Table 2 below identifies the General Fund Projects for Fiscal Years 2013 – 2017:

Table 2

General Fund

Project Name	FY 12/13	FY 13/14	FY 14/15	FY 15/16	FY 16/17
Acella Permits Upgrade	\$ -	\$ -	\$ -	\$ 250,000	\$ 250,000
Replace Field Lights at JDK Park	\$ -	\$ 200,000	\$ -	\$ -	\$ -
Dog Parks at RFP & JDK Parks	\$ -	\$ -	\$ 200,000	\$ -	\$ -
Replace Restroom at JDK Park	\$ -	\$ -	\$ -	\$ 275,000	\$ -
Ramada at JDK Park	\$ -	\$ -	\$ -	\$ -	\$ 150,000
SPR: Stables & Tack House Renovation (2)	\$ -	\$ -	\$ 250,000	\$ -	\$ -
SPR: Pump House Treatment (2)	\$ -	\$ -	\$ 250,000	\$ -	\$ -
SPR: Proctor Lieber House Renovation (2)	\$ -	\$ -	\$ 1,250,000	\$ -	\$ -
SPR: Guest House-Bunk Houses Renovation (2)	\$ -	\$ -	\$ 500,000	\$ -	\$ -
Carlos House & Chicken Coop Renovation (2)	\$ -	\$ -	\$ 250,000	\$ -	\$ -
Replace Playground Equipment - JDK Park (1)	\$ -	\$ 70,000	\$ 50,000	\$ 50,000	\$ -
Phone System Replacement	\$ -	\$ 300,000	\$ -	\$ -	\$ -
Totals	\$ -	\$ 570,000	\$ 2,750,000	\$ 575,000	\$ 400,000

Note 1: Funded with Recreation In Lieu Fees

Note 2: Contingent upon future Pima County bond fund approval

Table 3 below identifies the Highway Fund Projects for Fiscal Years 2013 – 2017:

Table 3

Highway Fund

Project Name	FY 12/13	FY 13/14	FY 14/15	FY 15/16	FY 16/17
Surface Treatments	\$ 1,012,810	\$ 934,739	\$ 1,077,642	\$ 1,301,642	\$ 756,695
Totals	\$ 1,012,810	\$ 934,739	\$ 1,077,642	\$ 1,301,642	\$ 756,695



Projects by Fund

Table 4 below identifies the Stormwater Fund Projects for Fiscal Years 2013 – 2017:

Table 4

Stormwater Fund					
Project Name	FY 12/13	FY 13/14	FY 14/15	FY 15/16	FY 16/17
Northern Avenue Drainage Improvements	\$ 100,000	\$ -	\$ -	\$ -	\$ -
Capacity for Pima County Flood Control District Project	\$ 450,000	\$ -	\$ -	\$ -	\$ -
Linda Vista Drainage Improvements	\$ -	\$ 500,000	\$ -	\$ -	\$ -
Naranja Drainage Improvements	\$ -	\$ 1,700,000	\$ -	\$ -	\$ -
Lomas De Oro @ Lambert Lane Drainage Improvements	\$ -	\$ 1,100,000	\$ -	\$ -	\$ -
Lambert Road Box Culvert	\$ -	\$ -	\$ 600,000	\$ -	\$ -
Moore Road Box Culverts	\$ -	\$ -	\$ 800,000	\$ -	\$ -
Carmack Wash Drainage Improvements	\$ -	\$ -	\$ 250,000	\$ -	\$ -
Highland Wash Basin Improvements	\$ -	\$ -	\$ -	\$ 1,500,000	\$ -
Northern Ave. Future Annex. Improvements	\$ -	\$ -	\$ -	\$ 80,000	\$ -
Arroyo Grande Basin Improvements	\$ -	\$ -	\$ -	\$ -	\$ 2,000,000
Pegler Wash Drainage Improvements	\$ -	\$ -	\$ -	\$ -	\$ 500,000
Vehicle Wash Rack Enclosure	\$ -	\$ -	\$ 50,000	\$ -	\$ -
Totals	\$ 550,000	\$ 3,300,000	\$ 1,700,000	\$ 1,580,000	\$ 2,500,000

Table 5 below identifies the Roadway Impact Fee Fund Projects for Fiscal Years 2013 – 2017:

Table 5

Roadway Impact Fee Fund					
Project Name	FY 12/13	FY 13/14	FY 14/15	FY 15/16	FY 16/17
Tangerine Rd: Shannon to La Canada	\$ -	\$ -	\$ 261,000	\$ 5,500,000	\$ -
Naranja Drive	\$ -	\$ -	\$ 1,585,000	\$ 602,000	\$ 2,000,000
Lambert Lane - Phase 2 (La Can. To Rancho Sonora)	\$ -	\$ -	\$ 3,000,000	\$ 3,000,000	\$ -
Lambert Lane - Phase 1 (La Can. to Push View Lane)	\$ 4,677,000	\$ -	\$ 1,650,000	\$ -	\$ -
Canada del Oro Shared Use-Path Final Phase	\$ 1,228,000	\$ -	\$ -	\$ -	\$ -
La Cholla Blvd. & Moore Road Intersection Study	\$ 50,000	\$ -	\$ -	\$ -	\$ -
Oro Valley Sign Panel Upgrades	\$ 199,000	\$ -	\$ -	\$ -	\$ -
Totals	\$ 6,154,000	\$ -	\$ 6,496,000	\$ 9,102,000	\$ 2,000,000



Projects by Fund

Table 6 below identifies the Existing System Improvement Projects for the Water Utility for Fiscal Years 2013 – 2017:

Existing System Improvements	FY 12/13	FY 13/14	FY 14/15	FY 15/16	FY 16/17
Project Name	FY 12/13	FY 13/14	FY 14/15	FY 15/16	FY 16/17
AMI Meter Replacement - Oro Valley	\$ 780,000	\$ 1,625,000	\$ 1,625,000	\$ 1,625,000	\$ 1,225,000
Campo Bello - 8 Inch Main Replacement - Rollover	\$ 700,000				
Tangerine Hills - New Hydrants and Valve Replacement	\$ 600,000				
RV Chlorine Storage Rollover	\$ 300,000				
E. Lambert Ln. 16" Main (DIS) Rollover	\$ 200,000			\$ -	\$ -
PRV'S Naranja Palisades	\$ 200,000				
Well Meter Replacement	\$ 60,000	\$ 60,000			
High Mesa control valve and flow meter	\$ 50,000				
Countryside Web Portal - Rollover	\$ 50,000				
Well Drill & Equip Steam Pump	\$ -	\$ 650,000	\$ 1,000,000		
Access Road & Wall - Well D-6	\$ -	\$ 100,000	\$ -	\$ -	\$ -
Well E-8 Development		\$ 60,000			
Redrill Well E-3			\$ 600,000	\$ 1,000,000	
High Mesa G-Zone Booster			\$ 500,000		\$ -
High Mesa F-Zone Booster			\$ 500,000		\$ -
Tangerine Booster				\$ 150,000	
CDO Booster - possible demolition		\$ 50,000			
Deer Run Booster					\$ 1,200,000
W. Lambert Ln. 12" Main Relocation (DIS)			\$ 100,000	\$ 500,000	
Tangerine Shannon / La Canada Main Relcation (DIS)			\$ 200,000	\$ 1,000,000	
Naranja Shannon / La Cholla Main Relocation (DIS)			\$ 100,000	\$ 400,000	
Pusch Ridge Interconnect		\$ 35,000			
Relocate 3 PRV'S OV Area				\$ 100,000	
New 6" PRV Cliff Dweller			\$ 60,000		
Rancho Verde Main Replacement				\$ 500,000	
Main Valve Replacement (10)		\$ 50,000	\$ 50,000		
CS1 to CS2 Main Replacement		\$ 75,000	\$ 250,000		
Crimson Canyon Booster Security Wall				\$ 75,000	
Linda Vista Drainage Improvements					\$ 150,000
Access Road - Well C-8		\$ 50,000			
Security Wall - Well C-8			\$ 100,000		
Replace Security Wall at CS-2 - Countryside		\$ 80,000			
Totals	\$ 2,940,000	\$ 2,835,000	\$ 5,085,000	\$ 5,350,000	\$ 2,575,000

Table 7 below identifies the CAP Improvement Projects for the Water Utility for Fiscal Years 2013– 2017:

CAP Water Improvements	FY 12/13	FY 13/14	FY 14/15	FY 15/16	FY 16/17
Project Name	FY 12/13	FY 13/14	FY 14/15	FY 15/16	FY 16/17
Land Acquisition - LaCholla D-E Booster	\$ 100,000	\$ -	\$ -	\$ -	\$ -
Wheeling Tucson Water 3000 AF/Year	\$ -	\$ 800,000	\$ 4,600,000	\$ 4,600,000	\$ -
Totals	\$ 100,000	\$ 800,000	\$ 4,600,000	\$ 4,600,000	\$ -

Table 8 below identifies the Aquatic Center Project Improvements scheduled for Fiscal Years 2013 – 2017:

Aquatic Center Project Fund	FY 12/13	FY 13/14	FY 14/15	FY 15/16	FY 16/17
Project Name	FY 12/13	FY 13/14	FY 14/15	FY 15/16	FY 16/17
Aquatics Facility Enhancements	\$ 3,050,000	\$ -	\$ -	\$ -	\$ -
Totals	\$ 3,050,000	\$ -	\$ -	\$ -	\$ -



Projects by Fund

Table 9 below identifies the Park Impact Fee Fund Projects scheduled for Fiscal Years 2013 – 2017:

Table 9

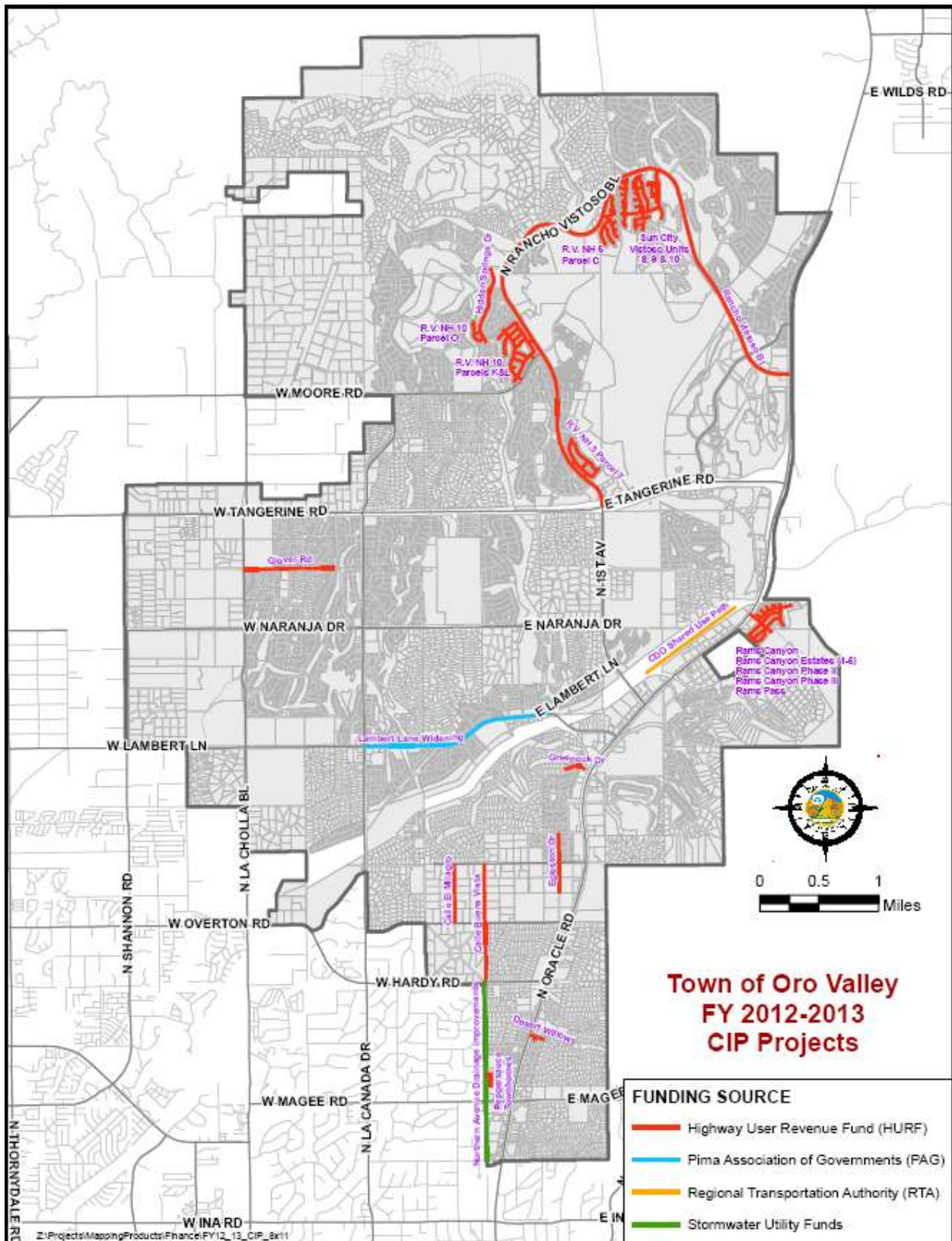
Park Impact Fee Fund

Project Name	<u>FY 12/13</u>	<u>FY 13/14</u>	<u>FY 14/15</u>	<u>FY 15/16</u>	<u>FY 16/17</u>
Aquatics Facility Enhancements	\$ 400,000	\$ -	\$ -	\$ -	\$ -
Totals	\$ 400,000	\$ -	\$ -	\$ -	\$ -



Project Map

The Town of Oro Valley map below identifies the location of the major projects scheduled for FY 2013:



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Project Descriptions

The following are detailed descriptions of all of the projects identified for Fiscal Year 2012-2013 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:	Oro Valley Surface Treatments					
DEPARTMENT:	Development and Infrastructure Services, Street Division					
PROJECT COST:	\$1,012,810					
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>12/13</u>	<u>13/14</u>	<u>14/15</u>	<u>15/16</u>	<u>16/17</u>	
Operating Revenue	-	-	-	-	-	-
Operating Costs	-	-	-	-	-	-
Operating Savings	Varies depending on pavement preservation application type					
<hr/>						
PROJECT TITLE:	Northern Avenue Drainage Improvements					
DEPARTMENT:	Development and Infrastructure Services, Operations Division					
PROJECT COST:	\$100,000					
PRIMARY FUNDING:	Stormwater Utility Fund					
ADDITIONAL FUNDING:	None					
PROJECT DESCRIPTION:	Drainage improvements at Northern Avenue					
PROJECT JUSTIFICATION:	Improvements will provide increased channel capacity					
OPERATING IMPACT:	Fiscal Years					
	<u>12/13</u>	<u>13/14</u>	<u>14/15</u>	<u>15/16</u>	<u>16/17</u>	
Operating Revenue	-	-	-	-	-	-
Operating Costs	-	-	-	-	-	-
Operating Savings	-	-	-	-	-	-
<hr/>						
PROJECT TITLE:	Capacity for Pima County Flood Control District Project					
DEPARTMENT:	Development and Infrastructure Services, Operations Division					
PROJECT COST:	\$450,000					
PRIMARY FUNDING:	Pima County Flood Control District					
ADDITIONAL FUNDING:	None					
PROJECT DESCRIPTION:	Capacity included to allow Town to complete project once anticipated funding is provided					
PROJECT JUSTIFICATION:	N/A					
OPERATING IMPACT:	Fiscal Years					
	<u>12/13</u>	<u>13/14</u>	<u>14/15</u>	<u>15/16</u>	<u>16/17</u>	
Operating Revenue	-	-	-	-	-	-
Operating Costs	-	-	-	-	-	-
Operating Savings	-	-	-	-	-	-
<hr/>						



Project Descriptions

PROJECT TITLE:	Lambert Lane Widening (La Canada to Pusch View Lane) - Rollover Project				
DEPARTMENT:	Development and Infrastructure Services				
PROJECT COST:	\$4,677,000				
PRIMARY FUNDING:	Pima Association of Governments Regional Funds				
ADDITIONAL FUNDING:	Impact Fees				
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>12/13</u>	<u>13/14</u>	<u>14/15</u>	<u>15/16</u>	<u>16/17</u>
Operating Revenue	-	-	-	-	-
Operating Costs	-	-	-	-	-
Operating Savings	-	-	-	-	-

PROJECT TITLE:	CDO Shared Use Path - Final Phase				
DEPARTMENT:	Development and Infrastructure Services				
PROJECT COST:	\$1,228,000				
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>12/13</u>	<u>13/14</u>	<u>14/15</u>	<u>15/16</u>	<u>16/17</u>
Operating Revenue	-	-	-	-	-
Operating Costs	-	-	-	-	-
Operating Savings	-	-	-	-	-

PROJECT TITLE:	La Cholla Blvd. & Moore Road Intersection Study				
DEPARTMENT:	Development and Infrastructure Services				
PROJECT COST:	\$50,000				
PRIMARY FUNDING:	Pima Association of Governments Regional Funds				
ADDITIONAL FUNDING:	None				
PROJECT DESCRIPTION:	Safety study of the La Cholla and Moore intersection				
PROJECT JUSTIFICATION:	Per Transportation Improvement Program as set by PAG				
OPERATING IMPACT:	Fiscal Years				
	<u>12/13</u>	<u>13/14</u>	<u>14/15</u>	<u>15/16</u>	<u>16/17</u>
Operating Revenue	-	-	-	-	-
Operating Costs	-	-	-	-	-
Operating Savings	-	-	-	-	-



Project Descriptions

PROJECT TITLE: Oro Valley Sign Panel Upgrades
DEPARTMENT: Development and Infrastructure Services
PROJECT COST: \$199,000
PRIMARY FUNDING: Highway Safety Improvement Program Grant
ADDITIONAL FUNDING: None
PROJECT DESCRIPTION: Upgrade & replace panels Townwide to meet current Manual Uniform Traffic Control Devices
PROJECT JUSTIFICATION: Per Transportation Improvement Program as set by PAG

OPERATING IMPACT:	Fiscal Years				
	<u>12/13</u>	<u>13/14</u>	<u>14/15</u>	<u>15/16</u>	<u>16/17</u>
Operating Revenue	-	-	-	-	-
Operating Costs	-	-	-	-	-
Operating Savings	-	-	-	-	-

PROJECT TITLE: AMI Meter Replacement
DEPARTMENT: Water
PROJECT COST: \$780,000
PRIMARY FUNDING: Water Utility Fund
ADDITIONAL FUNDING: None
PROJECT DESCRIPTION: Townwide replacement of aging meters to Automated Meter Infrastructure technology
PROJECT JUSTIFICATION: Current meters inefficient and under registering

OPERATING IMPACT:	Fiscal Years				
	<u>12/13</u>	<u>13/14</u>	<u>14/15</u>	<u>15/16</u>	<u>16/17</u>
Operating Revenue	Additional revenue anticipated due to increased accuracy in meter reading				
Operating Costs	-	-	-	-	-
Operating Savings	-	-	-	-	-

PROJECT TITLE: Campo Bello - 8 Inch Main Replacement
DEPARTMENT: Water
PROJECT COST: \$700,000
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>12/13</u>	<u>13/14</u>	<u>14/15</u>	<u>15/16</u>	<u>16/17</u>
Operating Revenue	-	-	-	-	-
Operating Costs	-	1,000	1,000	1,000	1,000
Operating Savings	-	-	-	-	-



Project Descriptions

PROJECT TITLE: Tangerine Hills - New Hydrant and Valve Replacement
 DEPARTMENT: Water
 PROJECT COST: \$600,000
 PRIMARY FUNDING: Water Utility Fund
 ADDITIONAL FUNDING: None
 PROJECT DESCRIPTION: Install new fire hydrants and replace valves
 PROJECT JUSTIFICATION: Provide fire protection and replace non operating valves

OPERATING IMPACT:	Fiscal Years				
	<u>12/13</u>	<u>13/14</u>	<u>14/15</u>	<u>15/16</u>	<u>16/17</u>
Operating Revenue	-	-	-	-	-
Operating Costs	-	-	-	-	-
Operating Savings	-	-	-	-	-

PROJECT TITLE: RV Chlorine Storage
 DEPARTMENT: Water
 PROJECT COST: \$300,000
 PRIMARY FUNDING: Water Utility Fund
 ADDITIONAL FUNDING: None
 PROJECT DESCRIPTION: Construct chlorine storage building at reclaimed water facility in Rancho Vistoso
 PROJECT JUSTIFICATION: Relocate chlorine storage to a more secure location and reduce liability

OPERATING IMPACT:	Fiscal Years				
	<u>12/13</u>	<u>13/14</u>	<u>14/15</u>	<u>15/16</u>	<u>16/17</u>
Operating Revenue	-	-	-	-	-
Operating Costs	-	1,000	1,000	1,000	1,000
Operating Savings	-	-	-	-	-

PROJECT TITLE: East Lambert Lane 16 inch Main Relocation - Rollover
 DEPARTMENT: Water
 PROJECT COST: \$200,000
 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>12/13</u>	<u>13/14</u>	<u>14/15</u>	<u>15/16</u>	<u>16/17</u>
Operating Revenue	-	-	-	-	-
Operating Costs	-	1,000	1,000	1,000	1,000
Operating Savings	-	-	-	-	-



Project Descriptions

PROJECT TITLE:	Pressure Reducing Valves at Naranja Palisades				
DEPARTMENT:	Water				
PROJECT COST:	\$200,000				
PRIMARY FUNDING:	Water Utility Fund				
ADDITIONAL FUNDING:	None				
PROJECT DESCRIPTION:	Installing of pressure reducing valves in the Naranja Palisades service area				
PROJECT JUSTIFICATION:	Reduce high pressure in the Naranja Palisades service area				
OPERATING IMPACT:	Fiscal Years				
	<u>12/13</u>	<u>13/14</u>	<u>14/15</u>	<u>15/16</u>	<u>16/17</u>
Operating Revenue	-	-	-	-	-
Operating Costs	-	-	-	-	-
Operating Savings	-	-	-	-	-

PROJECT TITLE:	Well Meter Replacement				
DEPARTMENT:	Water				
PROJECT COST:	\$60,000				
PRIMARY FUNDING:	Water Utility Fund				
ADDITIONAL FUNDING:	None				
PROJECT DESCRIPTION:	Install electronic strap on flow meters at 10 wells				
PROJECT JUSTIFICATION:	Reduce maintenance cost and increase meter accuracy				
OPERATING IMPACT:	Fiscal Years				
	<u>12/13</u>	<u>13/14</u>	<u>14/15</u>	<u>15/16</u>	<u>16/17</u>
Operating Revenue	-	-	-	-	-
Operating Costs	500	500	500	500	500
Operating Savings	-	-	-	-	-

PROJECT TITLE:	High Mesa Control Valve and Flow Meter				
DEPARTMENT:	Water				
PROJECT COST:	\$50,000				
PRIMARY FUNDING:	Water Utility Fund				
ADDITIONAL FUNDING:	None				
PROJECT DESCRIPTION:	Install control valve actuator and new flow meter				
PROJECT JUSTIFICATION:	To balance water system E-Zone loading				
OPERATING IMPACT:	Fiscal Years				
	<u>12/13</u>	<u>13/14</u>	<u>14/15</u>	<u>15/16</u>	<u>16/17</u>
Operating Revenue	-	-	-	-	-
Operating Costs	500	500	500	500	500
Operating Savings	-	-	-	-	-



Project Descriptions

PROJECT TITLE: Countryside Web Portal - Rollover
DEPARTMENT: Water
PROJECT COST: \$50,000
PRIMARY FUNDING: Water Utility Fund
ADDITIONAL FUNDING: None
PROJECT DESCRIPTION: Complete implementation of web portal to allow customers to monitor water usage
PROJECT JUSTIFICATION: Completes AMR project in Countryside that began in FY 11/12

OPERATING IMPACT:	Fiscal Years				
	<u>12/13</u>	<u>13/14</u>	<u>14/15</u>	<u>15/16</u>	<u>16/17</u>
Operating Revenue	-	-	-	-	-
Operating Costs	2,000	2,000	2,000	2,000	2,000
Operating Savings	-	-	-	-	-

PROJECT TITLE: Land Acquisition - La Cholla D - E Booster
DEPARTMENT: Water
PROJECT COST: \$100,000
PRIMARY FUNDING: Alternative Water Resource Development Impact Fee Fund
ADDITIONAL FUNDING: None
PROJECT DESCRIPTION: Purchase land for booster to accommodate future CAP infrastructure
PROJECT JUSTIFICATION: Needed land to construct booster station for future CAP infrastructure

OPERATING IMPACT:	Fiscal Years				
	<u>12/13</u>	<u>13/14</u>	<u>14/15</u>	<u>15/16</u>	<u>16/17</u>
Operating Revenue	-	-	-	-	-
Operating Costs	-	-	-	-	-
Operating Savings	-	-	-	-	-

PROJECT TITLE: Aquatics Facility Enhancements
DEPARTMENT: Aquatic Center Project Fund
PROJECT COST: \$3,450,000
PRIMARY FUNDING: Excise Tax Bond Proceeds (\$2,550,000)
ADDITIONAL FUNDING: Bed Tax Contingency (\$500,000), Park Impact Fees (\$400,000)
PROJECT DESCRIPTION: Expansion of municipal pool facility with enhanced recreation/competition elements
PROJECT JUSTIFICATION: Expansion of pool & programs will enhance the Town's Economic Development strategy

OPERATING IMPACT:	Fiscal Years				
	<u>12/13</u>	<u>13/14</u>	<u>14/15</u>	<u>15/16</u>	<u>16/17</u>
Operating Revenue	-	-	-	-	-
Operating Costs	Please see Aquatics budget in Parks and Recreation for detailed revenues & expenditures				
Operating Savings	-	-	-	-	-



Town of Oro Valley

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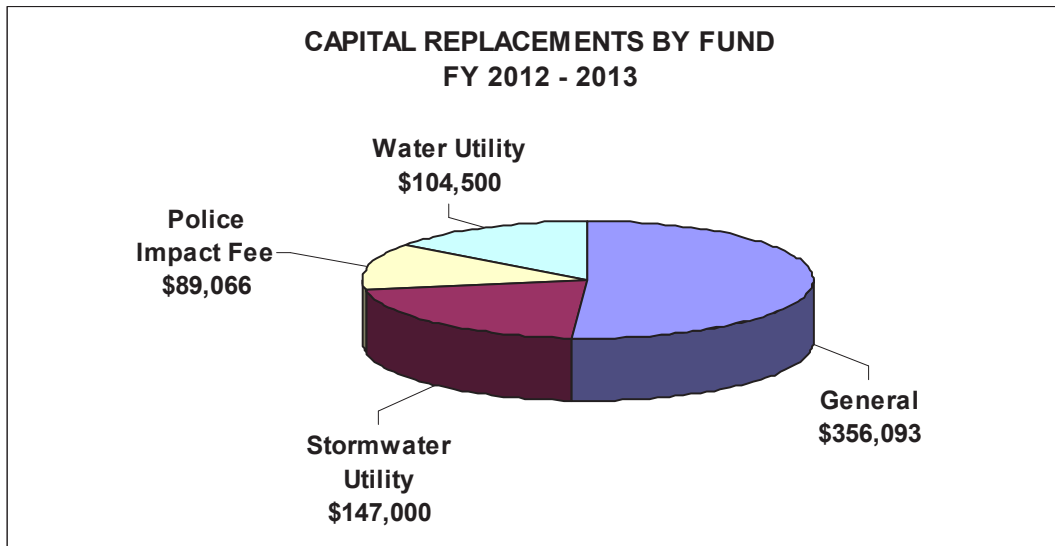
Capital Asset Replacement Program

The following information details the Capital Asset Replacement plan for Fiscal Years 2013 – 2017.

Table 1 below shows the 5 year replacements by Fund:

Table 1

<u>Fund</u>	<u>Fiscal Year</u>				
	<u>12/13</u>	<u>13/14</u>	<u>14/15</u>	<u>15/16</u>	<u>16/17</u>
General	\$ 356,093	\$ 534,436	\$ 645,389	\$ 600,540	\$ 585,946
Highway	\$ -	\$ -	\$ -	\$ -	\$ -
Stormwater Utility	\$ 147,000	\$ 50,000	\$ 50,000	\$ 100,000	\$ 35,000
Police Impact Fee	\$ 89,066	\$ -	\$ -	\$ -	\$ -
Water Utility	\$ 104,500	\$ 85,000	\$ 60,000	\$ 60,000	\$ 60,000
Total All Funds	\$ 696,659	\$ 669,436	\$ 755,389	\$ 760,540	\$ 680,946





Capital Asset Replacements by Fund

Table 1 below identifies the General Fund replacements for Fiscal Years 2013 – 2017:

General Fund		Table 1				
<u>Department</u>	<u>Replacement Asset</u>	<u>FY 12/13</u>	<u>FY 13/14</u>	<u>FY 14/15</u>	<u>FY 15/16</u>	<u>FY 16/17</u>
IT	Computers	\$ 75,000	\$ 80,000	\$ 80,000	\$ 80,000	\$ 80,000
Police	Police Vehicles (4)	\$ 183,093	\$ -	\$ -	\$ -	\$ -
IT	OVPD MDT	\$ 25,000	\$ -	\$ -	\$ 75,000	\$ -
IT	Servers (2)	\$ 42,000	\$ -	\$ -	\$ -	\$ -
PARKS	Heavy Duty Utility Vehicle	\$ 22,000	\$ -	\$ -	\$ -	\$ -
IT	DIS MDT	\$ 9,000	\$ -	\$ -	\$ -	\$ 21,000
Police	Police Vehicles (9)	\$ -	\$ 396,436	\$ -	\$ -	\$ -
IT	Servers	\$ -	\$ 30,000	\$ 153,000	\$ -	\$ -
PARKS	2 Light Duty Utility Vehicles	\$ -	\$ -	\$ 20,000	\$ -	\$ -
DIS	Ford SUV (1)	\$ -	\$ 28,000	\$ -	\$ -	\$ -
Police	Police Vehicles (9)	\$ -	\$ -	\$ 392,389	\$ -	\$ -
PARKS	Heavy Duty Truck	\$ -	\$ -	\$ -	\$ 30,000	\$ -
Police	Police Vehicles (12)	\$ -	\$ -	\$ -	\$ 390,540	\$ -
DIS	Ford Truck (1)	\$ -	\$ -	\$ -	\$ 25,000	\$ -
Police	Police Vehicles	\$ -	\$ -	\$ -	\$ -	\$ 404,946
PARKS	Small Tractor and Back Hoe	\$ -	\$ -	\$ -	\$ -	\$ 30,000
DIS	Ford Trucks (2)	\$ -	\$ -	\$ -	\$ -	\$ 50,000
Totals		\$ 356,093	\$ 534,436	\$ 645,389	\$ 600,540	\$ 585,946

Table 2 below identifies the Stormwater Fund replacements for Fiscal Years 2013 – 2017:

Stormwater Fund		Table 2				
<u>Department</u>	<u>Replacement Asset</u>	<u>FY 12/13</u>	<u>FY 13/14</u>	<u>FY 14/15</u>	<u>FY 15/16</u>	<u>FY 16/17</u>
DIS	Crack Vac	\$ 15,000	\$ 15,000	\$ 15,000	\$ -	\$ -
DIS	Broom Bear Sweeper	\$ 85,000	\$ 35,000	\$ 35,000	\$ -	\$ -
DIS	Broom Bear Sweeper	\$ -	\$ -	\$ -	\$ 100,000	\$ 35,000
DIS	1-ton cr-cab flat bed	\$ 47,000	\$ -	\$ -	\$ -	\$ -
Totals		\$ 147,000	\$ 50,000	\$ 50,000	\$ 100,000	\$ 35,000

Table 3 below identifies the Enterprise Fund replacements for Fiscal Years 2013 – 2017:

Enterprise Fund		Table 3				
<u>Department</u>	<u>Replacement Asset</u>	<u>FY 12/13</u>	<u>FY 13/14</u>	<u>FY 14/15</u>	<u>FY 15/16</u>	<u>FY 16/17</u>
Water	Ford Trucks (4)	\$ 104,500	\$ -	\$ -	\$ -	\$ -
Water	Replacement Vehicles	\$ -	\$ 85,000	\$ 60,000	\$ 60,000	\$ 60,000
Totals		\$ 104,500	\$ 85,000	\$ 60,000	\$ 60,000	\$ 60,000

Table 4 below identifies the Police Impact Fee Fund new vehicle purchases* for Fiscal Years 2013 – 2017:

PD Impact Fee Fund		Table 4				
<u>Department</u>	<u>Asset Description</u>	<u>FY 12/13</u>	<u>FY 13/14</u>	<u>FY 14/15</u>	<u>FY 15/16</u>	<u>FY 16/17</u>
Police	Police Vehicles (2)	\$ 89,066	\$ -	\$ -	\$ -	\$ -
Totals		\$ 89,066	\$ -	\$ -	\$ -	\$ -

*These 2 police vehicles will be additions to the fleet to accommodate new, added police personnel.

APPENDIX

Community Profile
Oro Valley History
Resolution Adoption
Auditor General Statements
Personnel Schedule
Debt Service Schedules
Glossary



Town of Oro Valley

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Community Profile

Oro Valley is in Northwestern Pima County, six miles north of the Tucson city limits. The valley, formed by the Canada del Oro Wash 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	2010
Oro Valley	6,670	29,700	41,011
Pima County	666,880	843,746	980,263
Arizona	3,665,228	5,130,632	6,392,017

Source: Arizona Department of Commerce and US Census Bureau

Age & Gender Composition

Male	47.6%
Female	52.4%
Median Age	49.8
Under 5 years	3.9%
5 to 9 years	5.0%
10 to 14 years	6.2%
15 to 19 years	6.4%
20 to 34 years	10.7%
35 to 44 years	10.6%
45 to 54 years	15.3%
55 to 64 years	15.7%
65 + years	26.1%

Source: US Census Bureau, 2010 Census

Labor Force

	1990	2000	2010
Civilian Labor Force	3,201	13,741	18,489
Unemployed	102	353	974
Unemployment Rate	3.2%	2.6%	5.3%

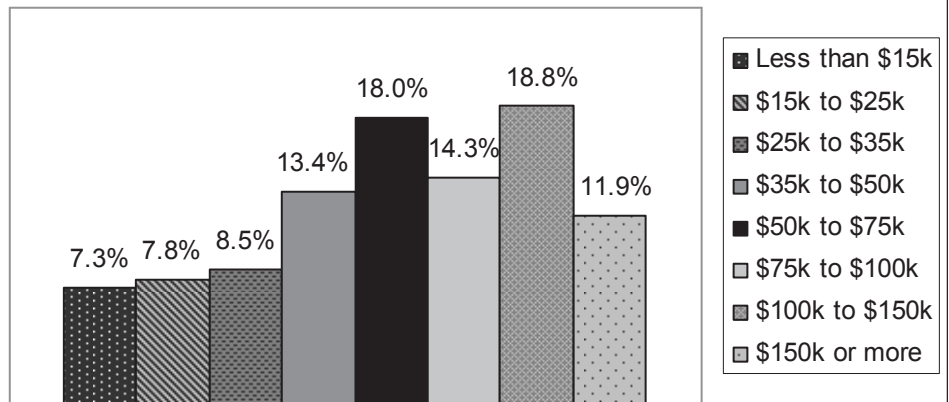
Source: Arizona Department of Commerce and US Census Bureau, 2005-2009 American Community Survey

Marital Status

Single	19.0%
Married	64.35%
Separated	1.0%
Widowed	7.5%
Divorced	8.2%

Source: US Census Bureau, 2008-2010 American Community Survey

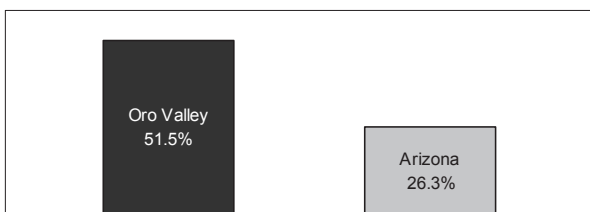
Household Income



Source: US Census Bureau, 2008-2010 American Community Survey

Education Attainment

Bachelor's Degree or Higher



Source: US Census Bureau, 2005-2009 American Community Survey

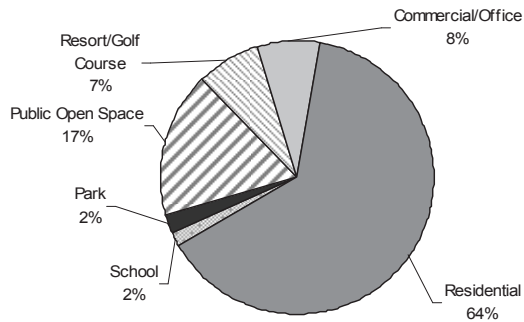
Principal Employers

Ventana Medical Systems	Town of Oro Valley
Honeywell	Wal-Mart Supercenter
Amphitheater School District	Fry's Food & Drug Store
Oro Valley Hospital	Target
Hilton El Conquistador Golf & Tennis Resort	Kohl's

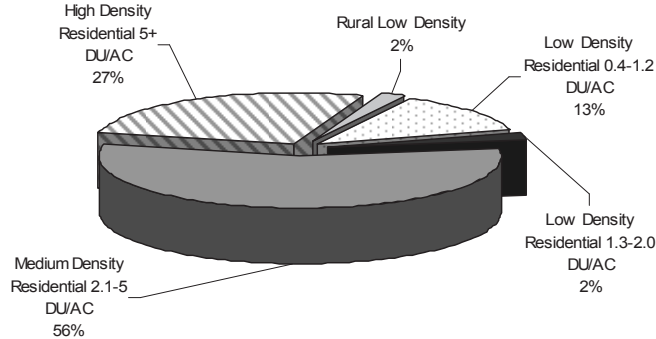


Community Profile

Land Use (Net Acres)



Existing Dwelling Units



Source: Town of Oro Valley

Home Values

Less than \$50k	1.3%
\$50k to \$99k	0.8%
\$100k to \$199k	11.6%
\$200k to \$299k	34.6%
\$300k to \$499k	37.0%
\$500k to \$999k	13.7%
\$1M or more	1.0%

Source: US Census Bureau, 2008-2010 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

Law Enforcement: Oro Valley Police Department

Medical

Oro Valley Hospital, Northwest Urgent Care

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	\$5.45
Countywide	\$6.44
Fire District	\$1.77
Town of Oro Valley	\$0.00
Total	\$13.66

Source: Pima County Treasurer's Office, 2011

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:	100.00
Non-Sworn Personnel:	31.69
Total Police Personnel	131.69
Officers per 1,000 residents:	2.44
Avg. Emergency Response Time:	
Priority 1 calls 3.21 minutes	
Priority 2 calls 4.67 minutes	

Transit:

Registered riders:	1,396
Avg. Daily Ridership:	104

Parks and Recreation:

# of Parks:	4
Park Acres Maintained:	376
Miles of Trails & Paths:	78
Recreation Programs Offered:	18

Public Works:

Total Town Lane Miles:	680.0
FY 2011/2012 Lane Miles resurfaced:	53.62

Water:

Customer Base:	18,545
Conservation Audits:	119
Meter Reads:	219,973
Billing Collection Rate:	99.83%



Town of Oro Valley

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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.

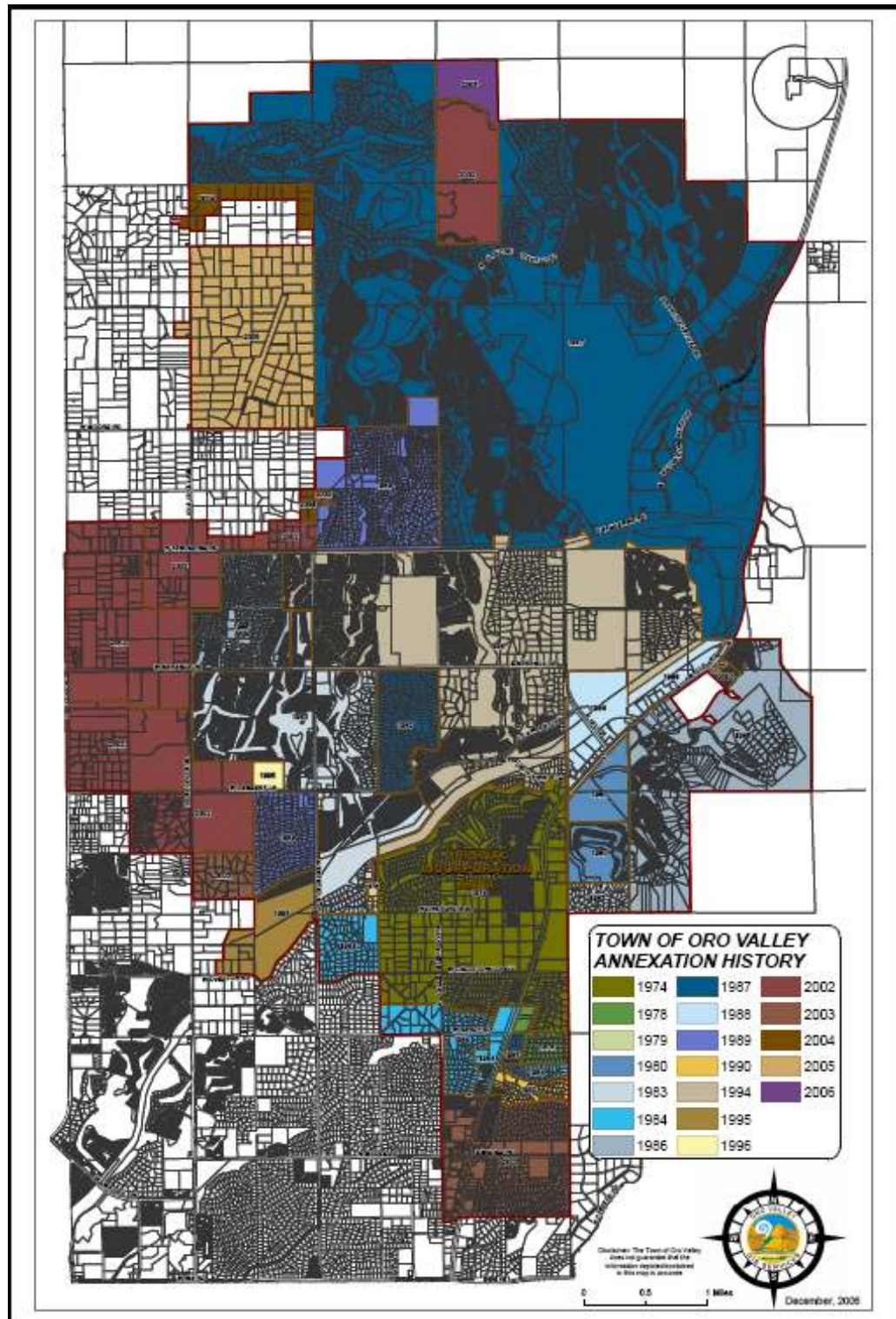
Founding of the Town

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. The map below depicts Oro Valley's growth since its inception.





Town of Oro Valley

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RESOLUTION NO. (R)12-29

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 2012-2013.

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 May 2, 2012, 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 May 16, 2012 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 2012-2013; 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); and

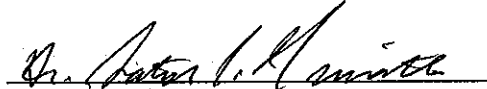
WHEREAS, it is in the best interest of the Town of Oro Valley to approve the estimates and expenditures/expenses shown on the accompanying schedules for the Fiscal Year 2012-2013.

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 2012-2013 in the amount of \$95,422,156.

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 2012-2013.

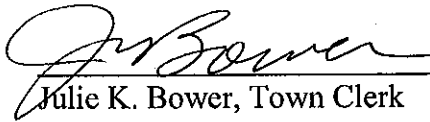
PASSED AND ADOPTED by the Mayor and Town Council of the Town of Oro Valley, Arizona this 16th day of May, 2012.

TOWN OF ORO VALLEY, ARIZONA



Dr. Satish I. Hiremath, Mayor

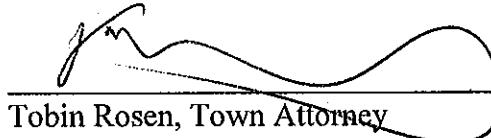
ATTEST:



Julie K. Bower, Town Clerk

Date: 5/21/12

APPROVED AS TO FORM:



Tobin Rosen, Town Attorney

Date: 5/16/12



Town of Oro Valley

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CITY/TOWN OF Oro Valley
 Summary Schedule of Estimated Revenues and Expenditures/Expenses
 Fiscal Year 2013

FUND	ADOPTED BUDGETED EXPENDITURES/EXPENSES* 2012	ACTUAL EXPENDITURES/EXPENSES ** 2012	FUND BALANCE/ NET ASSETS*** July 1, 2012**	PROPERTY TAX REVENUES 2013	ESTIMATED REVENUES OTHER THAN PROPERTY TAXES 2013	OTHER FINANCING 2013		INTERFUND TRANSFERS 2013		TOTAL FINANCIAL RESOURCES AVAILABLE 2013	BUDGETED EXPENDITURES/EXPENSES 2013
						SOURCES	<USES>	IN	<OUT>		
1. General Fund	\$ 35,286,578	\$ 24,783,490	\$ 10,963,621	Primary: \$ Secondary:	\$ 26,680,592	\$	\$	\$ 176,747	\$ 135,324	\$ 37,685,636	\$ 37,685,636
2. Special Revenue Funds	7,637,830	4,400,055	3,833,989		4,606,874				194,810	8,246,053	8,246,053
3. Debt Service Funds Available	2,256,269	996,694	1,234,773		551,362			155,706		1,941,841	1,941,841
4. Less: Amounts for Future Debt Retirement											
5. Total Debt Service Funds	2,256,269	996,694	1,234,773		551,362			155,706		1,941,841	1,941,841
6. Capital Projects Funds	23,483,237	11,031,974	10,270,833		9,686,775				100,000	19,857,608	19,857,608
7. Permanent Funds											
8. Enterprise Funds Available	25,119,462	13,926,268	10,914,086		13,557,800			100,000	2,319	24,569,567	24,569,567
9. Less: Amounts for Future Debt Retirement											
10. Total Enterprise Funds	25,119,462	13,926,268	10,914,086		13,557,800			100,000	2,319	24,569,567	24,569,567
11. Internal Service Funds	436,271	436,271	300,000		2,821,451					3,121,451	3,121,451
12. TOTAL ALL FUNDS	\$ 94,219,647	\$ 55,574,752	\$ 37,517,302		\$ 57,904,854	\$	\$	\$ 432,453	\$ 432,453	\$ 95,422,156	\$ 95,422,156

EXPENDITURE LIMITATION COMPARISON

	2012	2013
1. Budgeted expenditures/expenses	\$ 94,219,647	\$ 95,422,156
2. Add/subtract: estimated net reconciling items		
3. Budgeted expenditures/expenses adjusted for reconciling items	94,219,647	95,422,156
4. Less: estimated exclusions		
5. Amount subject to the expenditure limitation	\$ 94,219,647	\$ 95,422,156
6. EEC or voter-approved alternative expenditure limitation	\$ 94,219,647	\$ 95,422,156

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 not in spendable form (e.g., prepaids and inventories) or legally or contractually required to be maintained intact (e.g., principal of a permanent fund).

CITY/TOWN OF Oro Valley
Summary by Fund Type of Revenues Other Than Property Taxes
Fiscal Year 2013

SOURCE OF REVENUES	ESTIMATED REVENUES 2012	ACTUAL REVENUES* 2012	ESTIMATED REVENUES 2013
GENERAL FUND			
Local taxes			
Local Sales Tax	\$ 11,901,316	\$ 11,492,949	\$ 11,827,995
Cable Franchise Tax	500,000	500,000	500,000
Licenses and permits			
Licenses	170,698	170,698	171,140
Permits	946,196	687,500	753,829
Fees	10,000	14,400	11,500
Intergovernmental			
State/County Shared	8,187,264	8,187,264	9,175,117
State Grants	288,500	522,351	1,014,042
Federal Grants	805,533	444,244	983,000
Other	591,160	591,160	613,413
Charges for services			
Reimbursements	234,000	181,860	204,000
Fees	442,160	459,360	408,600
Other	561,691	576,191	604,956
Fines and forfeits			
Fines	190,000	190,000	190,000
Interest on investments			
Interest Income	22,000	150,000	89,000
In-lieu property taxes			
Contributions			
Voluntary contributions		995	
Miscellaneous			
Miscellaneous	157,500	189,550	134,000
Total General Fund	\$ 25,008,018	\$ 24,358,522	\$ 26,680,592

* 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 2013

SOURCE OF REVENUES	ESTIMATED REVENUES 2012	ACTUAL REVENUES* 2012	ESTIMATED REVENUES 2013
SPECIAL REVENUE FUNDS			
Highway User Revenue Fund			
Local Sales Tax	\$ 367,400	\$ 290,093	\$ 316,890
Highway User Fuel Tax	2,376,464	2,376,464	2,480,005
Permits	42,000	43,500	43,000
Grants	487,000	286,710	260,000
Interest Income	10,700	7,000	7,000
Charges for Services	15,000	15,000	229,493
Other	10,000	25,000	10,000
	<u>\$ 3,308,564</u>	<u>\$ 3,043,767</u>	<u>\$ 3,346,388</u>
Bed Tax Fund			
Local Sales Tax	\$ 899,626	\$ 711,016	\$ 782,283
Interest Income	1,800	9,500	5,700
	<u>\$ 901,426</u>	<u>\$ 720,516</u>	<u>\$ 787,983</u>
Seizures & Forfeitures - State Fund			
	\$ 102,500	\$ 176,750	\$ 175,000
	<u>\$ 102,500</u>	<u>\$ 176,750</u>	<u>\$ 175,000</u>
Seizures & Forfeitures - Federal Fund			
	\$ 251,300	\$ 258,700	\$ 250,000
	<u>\$ 251,300</u>	<u>\$ 258,700</u>	<u>\$ 250,000</u>
Impound Fee Fund			
Fees	\$ 50,000	\$ 45,987	\$ 47,503
	<u>\$ 50,000</u>	<u>\$ 45,987</u>	<u>\$ 47,503</u>
Total Special Revenue Funds	<u>\$ 4,613,790</u>	<u>\$ 4,245,720</u>	<u>\$ 4,606,874</u>

* 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 2013

SOURCE OF REVENUES	ESTIMATED REVENUES 2012	ACTUAL REVENUES* 2012	ESTIMATED REVENUES 2013
DEBT SERVICE FUNDS			
Municipal Debt Service Fund			
Federal Grants	\$ 85,777	\$ 85,777	\$ 83,784
Interest Income		100	
Miscellaneous		206,483	100,000
	\$ 85,777	\$ 292,360	\$ 183,784
Oracle Road Improvement District Fund			
Special Assessments	\$ 364,703	\$ 366,301	\$ 367,578
	\$ 364,703	\$ 366,301	\$ 367,578
Total Debt Service Funds	\$ 450,480	\$ 658,661	\$ 551,362
CAPITAL PROJECTS FUNDS			
Alternative Water Resources Development Impact Fee Fund			
Development impact Fees	\$ 219,200	\$ 515,544	\$ 219,200
Charges for Services	2,423,500	2,358,000	2,456,000
Interest Income	2,684	800	800
	\$ 2,645,384	\$ 2,874,344	\$ 2,676,000
Potable Water System Development Impact Fee Fund			
Development Impact Fees	\$ 114,255	\$ 340,907	\$ 114,255
Interest Income	13,323	4,500	4,500
	\$ 127,578	\$ 345,407	\$ 118,755
Townwide Roadway Development Impact Fee Fund			
State Grants	\$ 7,443,000	\$ 5,312,909	\$ 5,280,000
Federal Grants	500,000		699,000
Development Impact Fees	413,078	246,714	414,118
Interest Income	4,000	1,600	1,600
Other	18,000	19,512	18,000
	\$ 8,378,078	\$ 5,580,735	\$ 6,412,718
Regional Transportation Authority Fund			
RTA Reimbursements	\$ 50,000	\$ 200	
	\$ 50,000	\$ 200	
Parks & Recreation Impact Fee Fund			
Development Impact Fees	\$ 127,640	\$ 127,656	\$ 92,001
	\$ 127,640	\$ 127,656	\$ 92,001
Library Impact Fee Fund			
Development Impact Fees	\$ 32,831	\$ 32,835	\$ 37,461

CITY/TOWN OF Oro Valley
Summary by Fund Type of Revenues Other Than Property Taxes
Fiscal Year 2013

<u>SOURCE OF REVENUES</u>	<u>ESTIMATED REVENUES 2012</u>	<u>ACTUAL REVENUES* 2012</u>	<u>ESTIMATED REVENUES 2013</u>
	\$ 32,831	\$ 32,835	\$ 37,461

CITY/TOWN OF Oro Valley
Summary by Fund Type of Revenues Other Than Property Taxes
Fiscal Year 2013

SOURCE OF REVENUES	ESTIMATED REVENUES 2012	ACTUAL REVENUES* 2012	ESTIMATED REVENUES 2013
Police Impact Fee Fund			
Development Impact Fees	\$ 34,477	\$ 30,109	\$ 49,840
	\$ 34,477	\$ 30,109	\$ 49,840
General Government Impact Fee Fund			
Development Impact Fees	\$ 67,485	\$ 29,843	
	\$ 67,485	\$ 29,843	
Aquatic Center Project Fund			
Donations			\$ 300,000
			\$ 300,000
Total Capital Projects Funds	\$ 11,463,473	\$ 9,021,129	\$ 9,686,775

* 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 2013

SOURCE OF REVENUES	ESTIMATED REVENUES 2012	ACTUAL REVENUES* 2012	ESTIMATED REVENUES 2013
ENTERPRISE FUNDS			
Oro Valley Water Utility Fund			
Water Sales	\$ 11,682,799	\$ 11,707,800	\$ 11,707,800
Charges for Services	445,200	541,550	475,200
Other	16,300	125,000	75,000
	<u>\$ 12,144,299</u>	<u>\$ 12,374,350</u>	<u>\$ 12,258,000</u>
Stormwater Utility Fund			
Federal Grants	\$ 380,000	\$ 253,114	\$ 67,800
State Grants	575,000	538,331	450,000
Charges for Services	751,000	751,500	761,500
Other	500	130	500
Miscellaneous		110	20,000
	<u>\$ 1,706,500</u>	<u>\$ 1,543,185</u>	<u>\$ 1,299,800</u>
Total Enterprise Funds	<u>\$ 13,850,799</u>	<u>\$ 13,917,535</u>	<u>\$ 13,557,800</u>

* 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 2013

<u>SOURCE OF REVENUES</u>	<u>ESTIMATED REVENUES 2012</u>	<u>ACTUAL REVENUES* 2012</u>	<u>ESTIMATED REVENUES 2013</u>
INTERNAL SERVICE FUNDS			
Fleet Maintenance Fund			
Charges for Services	\$ 436,271	\$ 436,271	\$ 638,787
	\$ 436,271	\$ 436,271	\$ 638,787
Benefit Self Insurance Fund			
Miscellaneous	\$	\$	\$ 2,182,664
	\$	\$	\$ 2,182,664
Total Internal Service Funds	\$ 436,271	\$ 436,271	\$ 2,821,451
TOTAL ALL FUNDS	\$ 55,822,831	\$ 52,637,838	\$ 57,904,854

* 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 2013

FUND	OTHER FINANCING 2013		INTERFUND TRANSFERS 2013	
	SOURCES	<USES>	IN	<OUT>
GENERAL FUND				
Transfer to Municipal Debt Service Fund	\$	\$	\$	\$ 135,324
Transfer from Bed Tax Fund			176,747	
Total General Fund	\$	\$	\$ 176,747	\$ 135,324
SPECIAL REVENUE FUNDS				
Bed Tax Fund	\$	\$	\$	\$ 194,810
Total Special Revenue Funds	\$	\$	\$	\$ 194,810
DEBT SERVICE FUNDS				
Municipal Debt Service Fund	\$	\$	\$ 155,706	\$
Total Debt Service Funds	\$	\$	\$ 155,706	\$
CAPITAL PROJECTS FUNDS				
Alternative Water Rscs Dev Impact Fee Fund	\$	\$	\$	\$ 100,000
Total Capital Projects Funds	\$	\$	\$	\$ 100,000
ENTERPRISE FUNDS				
Oro Valley Water Utility Fund	\$	\$	\$ 100,000	\$ 2,319
Total Enterprise Funds	\$	\$	\$ 100,000	\$ 2,319
INTERNAL SERVICE FUNDS				
	\$	\$	\$	\$
Total Internal Service Funds	\$	\$	\$	\$
TOTAL ALL FUNDS	\$	\$	\$ 432,453	\$ 432,453

CITY/TOWN OF Oro Valley
Summary by Department of Expenditures/Expenses Within Each Fund Type
Fiscal Year 2013

FUND/DEPARTMENT	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2012	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2012	ACTUAL EXPENDITURES/ EXPENSES* 2012	BUDGETED EXPENDITURES/ EXPENSES 2013
GENERAL FUND				
Council	\$ 220,573	\$	\$ 218,123	\$ 224,618
Clerk	456,089		445,514	322,779
Development & Infrastructure Services	3,340,679		3,071,462	3,803,751
Finance	722,199		705,868	744,111
General Administration	2,141,767		1,729,849	2,245,094
Human Resources	482,649		481,280	496,156
Information Technology	1,252,797	(17,093)	1,220,766	1,213,633
Legal	841,832		785,545	816,559
Magistrate Court	781,625		740,717	757,629
Town Manager's Office	877,167		707,184	728,648
Parks, Rec, Library & Cultural Resources	2,876,702		2,896,845	2,630,112
Police	12,096,513	17,093	11,780,337	12,667,903
Contingency Reserve	9,381,226	(185,240)		11,034,643
Total General Fund	\$ 35,471,818	\$ (185,240)	\$ 24,783,490	\$ 37,685,636
SPECIAL REVENUE FUNDS				
Highway User Revenue Fund	\$ 6,308,485	\$	\$ 3,936,757	\$ 6,108,346
Seizures and Forfeitures - State Fund	344,420		52,418	467,924
Seizures and Forfeitures - Federal Fund	696,661		134,017	832,189
Bed Tax Fund	638,276	(402,295)	230,876	790,091
Impound Fee Fund	52,283		45,987	47,503
Total Special Revenue Funds	\$ 8,040,125	\$ (402,295)	\$ 4,400,055	\$ 8,246,053
DEBT SERVICE FUNDS				
Municipal Debt Service Fund	\$ 1,885,937	\$	\$ 629,521	\$ 1,570,148
Oracle Road Improvement District Fund	370,332		367,173	371,693
Total Debt Service Funds	\$ 2,256,269	\$	\$ 996,694	\$ 1,941,841
CAPITAL PROJECTS FUNDS				
Regional Transportation Authority Fund	\$ 50,000	\$	\$ 200	\$
Townwide Roadway Dev Impact Fee Fund	10,861,424		7,361,418	7,128,581
Naranja Park Fund	258,821			258,821
Alternative Water Rscs Dev Impact Fee Fund	3,513,774		2,524,740	4,334,770
Potable Water System Dev Impact Fee Fund	7,434,228		1,145,616	3,614,431
Parks & Recreation Impact Fee Fund	425,126			543,500
Library Impact Fee Fund	109,354			153,507
Police Impact Fee Fund	97,985			153,328
General Government Impact Fee Fund	144,990			135,430
Aquatic Center Project Fund		402,295		3,350,000
Rec In Lieu Fee Fund		185,240		185,240
Total Capital Projects Funds	\$ 22,895,702	\$ 587,535	\$ 11,031,974	\$ 19,857,608
ENTERPRISE FUNDS				
Oro Valley Water Utility Fund	\$ 23,015,231	\$	\$ 12,665,249	\$ 22,619,429
Stormwater Utility Fund	2,104,231		1,261,019	1,950,138
Total Enterprise Funds	\$ 25,119,462	\$	\$ 13,926,268	\$ 24,569,567
INTERNAL SERVICE FUNDS				
Fleet Maintenance Fund	\$ 436,271	\$	\$ 436,271	\$ 638,787
Benefit Self Insurance Fund				2,482,664
Total Internal Service Funds	\$ 436,271	\$	\$ 436,271	\$ 3,121,451
TOTAL ALL FUNDS	\$ 94,219,647	\$	\$ 55,574,752	\$ 95,422,156

* 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 2013

DEPARTMENT/FUND	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2012	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2012	ACTUAL EXPENDITURES/ EXPENSES * 2012	BUDGETED EXPENDITURES/ EXPENSES 2013
Council:				
General Fund	220,573		218,123	224,618
Department Total	\$ 220,573	\$	\$ 218,123	\$ 224,618
Clerk:				
General Fund	456,089		445,514	322,779
Department Total	\$ 456,089	\$	\$ 445,514	\$ 322,779
Development and Infrastructure Svcs:				
General Fund	\$ 3,340,679		\$ 3,071,462	\$ 3,803,751
Highway Fund	6,308,485		3,936,757	6,108,346
Townwide Roadway Dev Impact Fee Fund	10,861,424		7,361,418	7,128,581
Stormwater Utility Fund	2,104,231		1,261,019	1,950,138
Regional Transportation Authority Fund	50,000		200	
Fleet Maintenance Fund	436,271		436,271	638,787
Department Total	\$ 23,101,090	\$	\$ 16,067,127	\$ 19,629,603
Finance:				
General Fund	722,199		705,868	744,111
Department Total	\$ 722,199	\$	\$ 705,868	\$ 744,111
General Administration:				
General Fund	\$ 2,141,767		\$ 1,729,849	\$ 2,245,094
General Fund - Contingency Reserve	9,381,226	(185,240)		11,034,643
Municipal Debt Service Fund	1,885,937		629,521	1,570,148
Oracle Road Improvement District Fund	370,332		367,173	371,693
General Government Impact Fee Fund	144,990			135,430
Benefit Self Insurance Fund				2,482,664
Department Total	\$ 13,924,252	\$ (185,240)	\$ 2,726,543	\$ 17,839,672
Human Resources:				
General Fund	482,649		481,280	496,156
Department Total	\$ 482,649	\$	\$ 481,280	\$ 496,156
Information Technology:				
General Fund	1,252,797	(17,093)	1,220,766	1,213,633
Department Total	\$ 1,252,797	\$ (17,093)	\$ 1,220,766	\$ 1,213,633
Legal:				
General Fund	841,832		785,545	816,559
Department Total	\$ 841,832	\$	\$ 785,545	\$ 816,559
Magistrate Court:				
General Fund	781,625		740,717	757,629
Department Total	\$ 781,625	\$	\$ 740,717	\$ 757,629
Town Manager's Office:				
General Fund	\$ 877,167		\$ 707,184	\$ 728,648
Bed Tax Fund	638,276	(402,295)	230,876	790,091
Department Total	\$ 1,515,443	\$ (402,295)	\$ 938,060	\$ 1,518,739

CITY/TOWN OF Oro Valley
Summary by Department of Expenditures/Expenses
Fiscal Year 2013

DEPARTMENT/FUND	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2012	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2012	ACTUAL EXPENDITURES/ EXPENSES * 2012	BUDGETED EXPENDITURES/ EXPENSES 2013
Parks, Rec, Library & Cultural Resources				
General Fund	\$ 2,876,702	\$	\$ 2,896,845	\$ 2,630,112
Parks & Recreation Impact Fee Fund	425,126			543,500
Library Impact Fee Fund	109,354			153,507
Naranja Park Fund	258,821			258,821
Rec In Lieu Fee Fund		185,240		185,240
Aquatic Center Project Fund		402,295		3,350,000
Department Total	\$ 3,670,003	\$ 587,535	\$ 2,896,845	\$ 7,121,180
Police:				
General Fund	\$ 12,096,513	\$ 17,093	\$ 11,780,337	\$ 12,667,903
Seizures & Forfeitures - State Fund	344,420		52,418	467,924
Seizures & Forfeitures - Federal Fund	696,661		134,017	832,189
Police Impact Fee Fund	97,985			153,328
Impound Fee Fund	52,283		45,987	47,503
Department Total	\$ 13,287,862	\$ 17,093	\$ 12,012,759	\$ 14,168,847
Water Utility:				
Oro Valley Water Utility Fund	\$ 23,015,231	\$	\$ 12,665,249	\$ 22,619,429
Alternative Water Rscs Dev Impact Fee Fund	3,513,774		2,524,740	4,334,770
Potable Water System Dev Impact Fee Fund	7,434,228		1,145,616	3,614,431
Department Total	\$ 33,963,233	\$	\$ 16,335,605	\$ 30,568,630

* 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.



Town of Oro Valley

Caring for our heritage, our community, our future.

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Personnel Schedule

	FY 2010	FY 2011	FY 2012		FY 2013	+/- to Budget
	Actual		Budget	Projected	Budget	
Council						
Mayor	1.00	1.00	1.00	1.00	1.00	-
Council Member	6.00	6.00	6.00	6.00	6.00	-
Total Council	7.00	7.00	7.00	7.00	7.00	-
				Full-time employees:	-	
				Part-time employees:	7	
Clerk						
Town Clerk	1.00	1.00	1.00	1.00	1.00	-
Deputy Town Clerk	1.00	1.00	1.00	1.00	1.00	-
Assistant to the Town Clerk	1.00	1.00	1.00	1.00	1.00	-
Licensing & Customer Service Clerk	1.00	1.00	1.00	-	-	(1.00)
Office Assistant	-	0.63	0.63	1.44	1.44	0.81
Communications Intern	-	-	-	-	0.10	0.10
Total Clerk	4.00	4.63	4.63	4.44	4.54	(0.09)
				Full-time employees:	3	
				Part-time employees:	4	
Development & Infrastructure Svcs. (DIS)						
Director, Dev. & Infrastructure Svcs.	-	1.00	1.00	1.00	1.00	-
Town Engineer	1.00	1.00	1.00	1.00	1.00	-
Division Manager, Permitting	-	1.00	1.00	1.00	1.00	-
Division Manager, Planning	-	1.00	1.00	1.00	1.00	-
Div Mgr, Inspection & Compliance/Bldg Official	-	1.00	1.00	1.00	1.00	-
Engineering Division Manager	1.00	1.00	1.00	1.00	1.00	-
Operations Division Manager	1.00	1.00	1.00	1.00	1.00	-
Conservation & Sustainability Administrator	-	1.00	1.00	1.00	1.00	-
Senior Civil Engineer	1.00	2.00	2.00	1.00	1.00	(1.00)
Principal Planner	-	1.00	1.00	1.00	1.00	-
Civil Engineer	3.00	3.00	3.00	3.00	3.00	-
Stormwater Engineer	1.00	1.00	1.00	1.00	1.00	-
Transit Services Administrator	1.00	1.00	1.00	1.00	1.00	-
Senior Planner	-	3.00	3.00	2.00	2.00	(1.00)
Planner	-	-	-	1.00	1.00	1.00
GIS Analyst	-	-	-	0.50	0.50	0.50
Civil Engineering Designer	2.00	2.00	2.00	1.00	1.00	(1.00)
Engineering Design Reviewer	-	1.00	1.00	1.00	1.00	-
Special Projects Coordinator	-	1.00	-	-	-	-
Plans Examiner II	-	2.00	2.00	2.00	2.00	-
Building Inspector II	-	4.00	4.00	4.00	4.00	-
Plans Examiner I	-	1.00	1.00	1.00	1.00	-
Senior Civil Engineering Tech	1.00	1.00	1.00	1.00	1.00	-
Streets & Drainage Senior Crew Leader	1.00	1.00	1.00	1.00	1.00	-
Senior Traffic Technician	1.00	1.00	1.00	1.00	1.00	-
Code Compliance Specialist	-	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	-
Civil Engineering Technician	1.00	1.00	1.00	1.00	1.00	-
Facilities Maintenance Crew Leader	1.00	1.00	1.00	1.00	1.00	-
Fleet Maintenance Mechanic III	1.00	1.00	1.00	1.00	1.00	-
Pavement Management Specialist	1.00	1.00	1.00	1.00	1.00	-
Traffic Signs/Markings Crew Leader	1.00	1.00	1.00	1.00	1.00	-
Streets & Drainage Crew Leader	2.00	2.00	2.00	2.00	2.00	-
Traffic Technician	1.00	1.00	1.00	1.00	1.00	-
Zoning Plans Examiner	-	1.00	1.00	1.00	1.00	-
Zoning Technician	-	1.00	1.00	1.00	1.00	-
Development Coordinator	-	1.00	1.00	-	-	(1.00)
Facilities Maintenance Technician	1.00	1.00	1.00	1.00	1.00	-
Fleet Maintenance Mechanic II	1.00	1.00	-	-	-	-
Heavy Equipment Operator III	1.00	1.00	1.00	1.00	1.00	-
Heavy Equipment Operator II	4.00	4.00	4.00	4.00	4.00	-
Heavy Equipment Operator I	2.00	2.00	2.00	0.96	0.96	(1.04)



Personnel Schedule

	FY 2010	FY 2011	FY 2012		FY 2013	+/- to Budget
	Actual		Budget	Projected	Budget	
Senior Traffic Signs/Markings Worker	1.00	1.00	1.00	1.00	1.00	-
Building Permit Technician	-	2.00	2.00	2.00	2.00	-
Office Specialist/Ombudsperson	-	1.00	1.00	-	-	(1.00)
Office Specialist	1.00	1.00	2.00	1.96	1.96	(0.04)
Traffic Signs/Markings Worker	1.00	1.00	1.00	1.00	1.00	-
Lead Transit Driver	1.00	1.00	1.00	1.00	1.00	-
Transit Dispatcher	1.00	1.00	1.00	2.11	2.11	1.11
Senior Office Assistant	1.01	2.00	2.96	2.00	2.00	(0.96)
Office Assistant	-	-	-	0.96	0.96	0.96
Transit Driver	4.74	7.11	7.11	10.89	10.89	3.78
Total DIS	43.75	73.11	73.07	73.38	73.38	0.31
				Full-time employees:	62	
				Part-time employees:	25	
Building Safety						
Building Safety Director	1.00	-	-	-	-	-
Chief Building Inspector	1.00	-	-	-	-	-
Plans Examiner II	4.00	-	-	-	-	-
Building Inspector II	5.00	-	-	-	-	-
Building Permit Technician	2.00	-	-	-	-	-
Senior Office Assistant	1.00	-	-	-	-	-
Total Building Safety	14.00	-	-	-	-	-
Development Review						
Development Review Division Manager	1.00	-	-	-	-	-
Senior Civil Engineer	1.00	-	-	-	-	-
Engineering Design Reviewer	1.00	-	-	-	-	-
Civil Engineering Tech	1.00	-	-	-	-	-
Total Development Review	4.00	-	-	-	-	-
Planning & Zoning						
Planning & Zoning Director	-	-	-	-	-	-
Assistant Planning & Zoning Director	1.00	-	-	-	-	-
Principal Planner	1.00	-	-	-	-	-
Senior Planner	3.00	-	-	-	-	-
Special Projects Coordinator	1.00	-	-	-	-	-
Planner	1.00	-	-	-	-	-
Zoning Program Supervisor	1.00	-	-	-	-	-
Zoning Inspector	1.00	-	-	-	-	-
Planning Technician	1.00	-	-	-	-	-
Development Coordinator	1.00	-	-	-	-	-
Senior Office Specialist	1.00	-	-	-	-	-
Senior Office Assistant	1.00	-	-	-	-	-
Total Planning & Zoning	13.00	-	-	-	-	-
Finance						
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	-
Accounting Clerk	1.00	1.00	1.00	1.00	1.00	-
Total Finance	7.00	7.00	7.00	7.00	7.00	-
				Full-time employees:	7	
				Part-time employees:	-	
Human Resources						
Human Resource Director	1.00	1.00	1.00	1.00	1.00	-
Safety & Risk Manager	1.00	1.00	1.00	1.00	1.00	-



Personnel Schedule

	FY 2010	FY 2011	FY 2012		FY 2013	+/- to Budget
	Actual		Budget	Projected	Budget	
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	-
Total Human Resources	4.00	5.00	5.00	5.00	5.00	-
				Full-time employees:	5	
				Part-time employees:	-	
Information Technology						
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	-	-	-	-
Systems Analyst	1.00	1.00	1.00	1.00	1.00	-
Data Base Analyst	1.00	1.00	1.00	1.00	1.00	-
GIS Analyst	2.00	2.00	2.00	1.50	1.50	(0.50)
IT Technician	1.00	1.00	1.00	1.00	1.00	-
Total Information Technology	8.00	8.00	7.00	6.50	6.50	(0.50)
				Full-time employees:	7	
				Part-time employees:	-	
Legal						
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	-
Senior Paralegal	1.00	1.00	1.00	1.00	1.00	-
Paralegal II	1.00	1.00	1.00	1.00	1.00	-
Legal Secretary	1.00	1.00	1.00	1.00	1.00	-
Office Assistant	1.00	1.00	1.00	1.00	1.00	-
Total Legal	8.00	8.00	8.00	8.00	8.00	-
				Full-time employees:	8	
				Part-time employees:	-	
Magistrate Court						
Magistrate Judge	1.00	1.00	1.00	1.00	1.00	-
Court Administrator	1.00	1.00	1.00	1.00	1.00	-
Courtroom Clerk	1.00	1.00	1.00	1.00	1.00	-
Senior Court Clerk	3.00	3.00	3.00	3.00	3.00	-
Court Clerk	2.00	2.00	2.00	1.00	1.00	(1.00)
Bailiff	1.00	1.00	1.00	1.00	1.00	-
Total Magistrate Court	9.00	9.00	9.00	8.00	8.00	(1.00)
				Full-time employees:	8	
				Part-time employees:	-	
Town Manager's Office						
Town Manager	-	1.00	1.00	1.00	1.00	-
Assistant Town Manager	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	-	-	-	-	-
Economic Development Manager	1.00	1.00	1.00	1.00	1.00	-
Economic Development Specialist	-	-	-	-	1.00	1.00
Economic Development Intern	0.40	0.40	-	-	-	-
Communications Administrator	1.00	-	1.00	1.00	1.00	-
Public Information Officer	1.00	-	-	-	-	-
Communications Specialist	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	-
Office Specialist	-	-	-	-	1.00	1.00
Total Town Manager's Office	9.90	8.50	9.10	7.10	10.00	0.90
				Full-time employees:	10	
				Part-time employees:	-	



Personnel Schedule

	FY 2010	FY 2011	FY 2012		FY 2013	+/- to Budget
	Actual		Budget	Projected	Budget	
Parks, Recreation, Library & Cultural Rscs.						
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	3.00	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)
Assistant Recreation Manager	1.00	1.00	1.00	1.00	1.00	-
Recreation Leader	0.40	0.40	0.40	0.40	0.40	-
Assistant Aquatics Manager	-	-	-	-	1.00	1.00
Aquatics Facility Supervisor	-	-	-	-	1.36	1.36
Aquatics Shift Leader	-	-	-	-	2.72	2.72
Park Maintenance Worker	3.00	3.00	3.00	3.00	2.00	(1.00)
Park Monitor	0.70	0.70	0.70	0.70	1.23	0.53
Aquatics Facility Attendants	-	-	-	-	2.40	2.40
Recreation Aide	3.05	2.70	1.50	1.50	1.50	-
Water Safety Instructor	9.30	6.15	6.32	6.32	4.00	(2.32)
Library Services Manager	1.00	1.00	1.00	1.00	1.00	-
Librarian II	4.00	4.00	4.00	4.00	4.00	-
Office Specialist	1.00	1.00	1.00	1.00	1.00	-
Office Assistant	-	-	-	0.48	1.00	1.00
Library Associate	4.95	4.95	4.48	4.48	4.48	-
Library Technical Assistant II	4.50	4.36	4.54	4.51	4.51	(0.03)
Library Technical Assistant I	3.05	3.05	3.00	3.08	3.08	0.08
Total Parks, Rec, Library & Cultural Rscs.	45.95	42.31	40.94	40.47	46.68	5.74
					Full-time employees: 25	
					Part-time employees: 27	
					(not including seasonal employees)	
Police						
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	5.00	6.00	6.00	6.00	-
Patrol Officer	49.00	49.00	49.00	49.00	52.00	3.00
Motorcycle Officer	7.00	6.00	7.00	7.00	7.00	-
School Resource Officer	7.00	7.00	7.00	7.00	7.00	-
K-9 Officer	4.00	3.00	3.00	3.00	3.00	-
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	1.90	0.48	2.38	0.96	1.44	(0.94)
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	9.00	9.00	9.00	9.00	-
Records Supervisor	1.00	1.00	1.00	1.00	1.00	-
Records Specialist	6.00	5.00	5.00	5.00	5.00	-
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	-
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	1.00	1.00	1.00	-
Fleet Maintenance Mechanic II	-	-	1.00	1.00	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	-
Office Assistant	1.70	1.25	1.25	1.25	1.25	-
Total Police	128.60	124.73	129.63	128.21	131.69	2.06
					Full-time employees: 129	
					Part-time employees: 5	



Personnel Schedule

	FY 2010	FY 2011	FY 2012		FY 2013	+/- to Budget
	Actual		Budget	Projected	Budget	
Water Utility						
Water Utility Director	1.00	1.00	1.00	1.00	1.00	-
Engineering Division Manager	1.00	1.00	1.00	1.00	1.00	-
Water Utility Administrator	1.00	1.00	1.00	1.00	1.00	-
Water Production Superintendent	1.00	1.00	1.00	1.00	1.00	-
Water Distribution Superintendent	1.00	1.00	1.00	1.00	1.00	-
Water Engineer Project Manager	1.00	1.00	1.00	1.00	1.00	-
Meter Reader Supervisor	1.00	1.00	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	-
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	7.00	8.00	9.00	9.00	9.00	-
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	4.00	5.00	5.00	5.00	-
Customer Service Representative	4.00	4.00	4.00	4.00	4.00	-
Total Water Utility	35.00	34.00	36.00	36.00	36.00	-
			Full-time employees:		36	
			Part-time employees:		-	
Total Personnel	341.20	331.28	336.37	331.10	343.79	7.42
			Full-time employees:		300.00	
			Part-time employees:		68.00	

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Town of Oro Valley

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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>
2013	893,750	322,902	1,216,652
2014	942,500	276,996	1,219,496
2015-2017	3,402,750	554,571	3,957,321
2018-2020	2,869,750	173,886	3,043,636
Total	\$8,108,750	\$1,328,355	\$9,437,105

\$16,595,000 Senior Lien Water Project Revenue Refunding Obligations, Series 2012

- Date:** May 24, 2012
- Interest:** Payable semiannually commencing on January 1, 2013, and thereafter on July 1 and January 1 of each year.
- Purpose:** The bonds were issued to refund previously issued excise tax revenue obligations. The previously issued obligations financed improvements to the Town's reclaimed and potable water systems.
- Security:** Water Revenues

Debt Service:

<u>Fiscal Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2013	0	370,034	370,034
2014	280,000	611,081	891,081
2015-2019	7,255,000	2,552,956	9,807,956
2020-2024	7,375,000	1,062,331	8,437,331
2025-2029	1,685,000	145,878	1,830,878
Total	\$16,595,000	\$4,742,281	\$21,337,281



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>
2013	265,000	189,613	454,613
2014	275,000	177,819	452,819
2015-2018	1,220,000	602,725	1,822,725
2019-2022	1,420,000	393,544	1,813,544
2023-2026	1,665,000	142,691	1,807,691
Total	\$4,845,000	\$1,506,391	\$6,351,391

\$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>
2013	250,000	123,828	373,828
2014	260,000	111,328	371,328
2015-2018	1,155,000	327,410	1,482,410
2019-2021	1,020,000	97,158	1,117,158
Total	\$2,685,000	\$659,723	\$3,344,723



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>
2013	120,000	735,588	855,588
2014	125,000	730,381	855,381
2015-2019	2,870,000	3,376,625	6,246,625
2020-2024	7,805,000	2,090,281	9,895,281
2025-2027	5,475,000	358,806	5,833,806
Total	\$16,395,000	\$7,291,681	\$23,686,681

\$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>
2013	185,605	131,157	316,763
2014	192,168	124,478	316,647
2015-2019	1,067,702	513,641	1,581,343
2020-2024	1,270,302	307,459	1,577,761
2025-2028	1,086,224	73,258	1,159,482
Total	\$3,802,002	\$1,149,994	\$4,951,996



Debt Service Schedules

\$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>
2013	132,476	97,790	230,266
2014	136,676	93,523	230,200
2015-2018	591,442	328,647	920,089
2019-2022	670,105	248,737	918,842
2023-2026	759,230	158,198	917,429
2027-2030	860,209	55,619	915,828
Total	\$3,150,139	\$982,514	\$4,132,653

\$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>
2013	135,000	119,691	254,691
2014	135,000	115,864	250,864
2015-2018	540,000	410,521	950,521
2019-2022	570,000	300,217	870,217
2023-2026	615,000	163,114	778,114
2027-2028	325,000	21,502	346,502
Total	\$2,320,000	\$1,130,908	\$3,450,908

**Debt Service is subsidized by electricity rebates from Tucson Electric Power Co. and a 70% interest subsidy from the U.S. Treasury Department*



Debt Service Schedules

\$2,580,000 Excise Tax Revenue Bonds

- Date:** April 5, 2012
- Interest:** Payable semiannually commencing on January 1, 2013, and semiannually thereafter on July 1 and January 1 of each year.
- Purpose:** The bonds were issued to finance the construction of enhancements and upgrades to the Oro Valley aquatic facility.
- Security:** Excise Taxes

Debt Service:

<u>Fiscal Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2013	0	0	0
2014	115,000	90,669	205,669
2015-2018	580,000	327,875	907,875
2019-2022	670,000	235,475	905,475
2023-2026	780,000	121,888	901,888
2027-2028	435,000	16,272	451,272
Total	\$2,580,000	\$792,178	\$3,372,178

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Town of Oro Valley

Caring for our heritage, our community, our future.

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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 five 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. User fees primarily 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 (Home Rule Option) 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: The difference between assets and liabilities reported in a governmental fund.

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 and ratified by the voters 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 or federal government or other agency to support a particular function.

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 that 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 benefit 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 is charged 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.

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