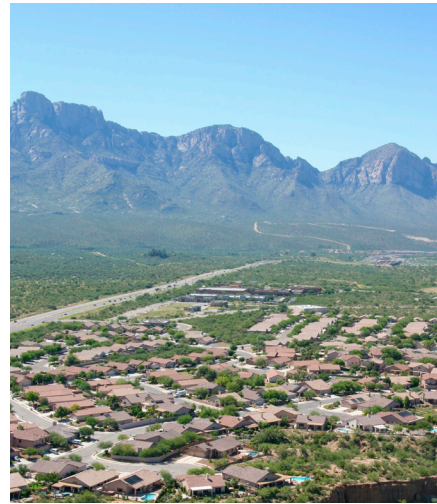


TOWN OF ORO VALLEY

TOWN MANAGER'S RECOMMENDED BUDGET FY 2021-22





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April 16, 2021

It is my privilege to present the Town of Oro Valley balanced budget for Fiscal Year 2021/2022. This budget totals \$134.4 million, representing a significant increase of \$29.0 million, or 27.5% higher than the adopted Fiscal Year 2020/2021 budget of \$105.4 million, which is more clearly explained later in this message.

Families, businesses and governments have faced many challenges over the past year due to the pandemic. Yet the FY21/22 Recommended Budget reflects optimism and opportunities in the coming year – optimism that the Town can continue to provide high levels of service to our community and take advantage of opportunities to invest in the Town’s long-term financial stability.

With strong financial preparation, a collaborative leadership team and responsible budget planning, this balanced budget represents the allocation of resources expected to be available in the coming fiscal year. The Town’s FY21/22 budget supports the priorities, goals and objectives outlined in the Town Council’s draft FY2021/22 – FY2022/23 Strategic Leadership Plan, which include the following focus areas for investments to support the community:

- Economic Vitality
- Recreation and Culture
- Public Safety
- Roads, Water and Town Assets
- Land use and Design
- Efficient and Effective Government
- Financial Stability and Sustainability

LOCAL, STATE AND NATIONAL TRENDS

While next fiscal year feels surprisingly unburdened by the pandemic, this is not the same as saying it will be normal. As the Town of Oro Valley, and the nation at large, begins to emerge from the COVID-19 pandemic, things will be altered in subtle and yet dramatic ways. There are signs at the national, state and regional levels that portend positive trends for the upcoming fiscal year.

The U.S. economy is expected to grow 6.5% in 2021. Arizona remains well positioned to outpace most states in jobs, income and population increases, even after accounting for the negative impacts of the pandemic. According to Moody’s Analytics, the Tucson area is among the best-positioned regions to thrive after the pandemic. This is due to the area’s low population density, relatively high levels of educational attainment and an established regional economic development revitalization plan.

In Arizona, the travel and tourism industry were hit the hardest by the COVID-19 pandemic. The unemployment rate for metro Tucson's hospitality, restaurant and attractions firms is believed to have exceeded 20% at the end of 2020. This has also impacted the Town's bed tax and restaurant/bar collections, which were down nearly 20% when comparing the end of 2020 to the same period in 2019 and are estimated to be down nearly 35% by FY20/21 year-end. Yet, it is widely predicted that rising vaccination rates will complement pent up demand and high personal savings rates to help this sector begin to recover in FY21/22.

Both the retail and housing markets had surprisingly strong pandemic years and growth is expected to continue. From July 2020 – February 2021, Oro Valley retail collections were more than 15% higher than collections from the same period the prior fiscal year, which was pre-pandemic, helped greatly by a notable increase in on-line purchases. New single-family residential (SFR) permit activity was strong for most of 2020 throughout the Tucson region. Oro Valley experienced its most active year for new SFRs since 2003. A total of 384 new SFR permits were issued in 2020, which represents about a 43% increase from the 269 SFR permits issued in 2019.

The projected economic recovery is also expected to have a positive impact on the Town's largest revenue source, sales taxes. Sales taxes track the economy more closely than other potential revenue sources. Economic projections from reliable sources predict a rise in both general economic activity and specific economic activities that will increase the Town's sales tax revenues (retail sales, hotel stays, home construction). The Town is projecting a gradual uptick in sales tax revenue when compared to FY20/21 estimates.

State Shared Revenues is the second largest revenue source for the town. This revenue category is expected to increase by 4.1% overall. The increase in the state sales tax and vehicle license tax show a general belief that the state and region will return to more normal business operations as the economy recovers. While the Town expects to see increases in the state sales tax and vehicle license tax revenue of over 15%, these increases will be partially offset by an expected 8.9% reduction in State Income Taxes. This decrease is not due to pessimistic economic forecasts, but instead is due to delayed tax filings during the 2020 tax filing season caused by the pandemic.

MAJOR BUDGET CHANGES EXPLAINED

American Rescue Plan Act

On March 11, 2021 the American Rescue Plan Act (ARP) was signed into law by President Biden. Among the provisions was \$350 billion to help states, counties, cities and tribal governments cover increased expenditures, replenish lost revenue and mitigate economic harm from the COVID-19 pandemic. The Town of Oro Valley is expected to receive a total of \$10,986,791 split over two fiscal years, with the first half of the payment projected to be deposited by the Arizona Department of Revenue into Town accounts toward the end of FY20/21. The first half payment has been included as a carryover amount, while the second half payment has been included as revenue in the FY21/22 Recommended Budget. The Town has until December 31, 2024 to spend its allocation, and approximately \$5,493,395 is planned for expenditure in the coming fiscal year.

The Town will use expected federal stimulus dollars to invest in capital and other one-time priorities. This frees up excess General Fund reserves, allowing Town Council to direct a significant \$10 million

additional allocation toward the Town's \$27.6 million Public Safety Retirement System (PSPRS) unfunded liability.

The Recommended Budget includes the use of approximately \$1.3 million of ARP Act funding in the Town's General Fund towards one-time projects and programs. These items include funding for the OVNNextSteps program, a Preschool Promise Scholarship Program, and deferred facility maintenance, among others. The remaining \$4.2 million is set to be transferred to the Town's Capital Fund to help fund current and future Capital Improvement Projects (CIP). The remaining ARP Act funding will be budgeted in the following fiscal year for one-time expenditures such as capital projects or facility maintenance. Use of the ARP Act funds for capital will help the Town reserve any year-end fund balance for the next two fiscal years for future Town priorities.

PSPRS Unfunded Liability

On April 7, 2021, the Town Council voted to direct the Town Manager to include in the Recommended Budget capacity to make a \$10 million contribution from Town excess reserves, plus \$17 million in Pension Obligation Bond proceeds to apply toward Oro Valley's \$27.6 million PSPRS unfunded pension liability. The combined \$27 million contribution, in addition to the ARP Act funds noted above, are the primary reasons the Town's FY21/22 Recommended Budget is 27.5% higher than FY20/21.

The hybrid cash and pension obligation debt approach is the solution recommended by the Town's financial consultant, CBIZ, following an objective analysis of potential options to address the PSPRS unfunded pension liability. Staff and the Budget and Finance Commission also recommended this solution after a thorough review. The solution is consistent with the Town Council's PSPRS funding policy, which has set a 100% funding goal for the PSPRS and CORP retirement funds by 2036. The solution further requires the Town to continue paying its current contribution rates on an annual basis (41.62% for Police and 75.53% for CORP).

Grants Fund

Another significant change from the current FY20/21 budget is the inclusion of a newly established Grants and Contributions Fund. This new fund will assist the Town in demonstrating spending compliance with Federal grants and awards, while also assisting the Town in ensuring current and future budgets are structurally balanced. It aligns with the Town Council's financial policy that one-time resources are utilized for one-time expenditures and will alleviate some of the perceived volatility from year-to-year in the General Fund due to anticipated grant funding.

TOWN OPERATIONS

The Town of Oro Valley has a demonstrated history of responsible budgets, strong reserve funds, conservative financial projections and continuous improvement. The FY21/22 Recommended Budget continues to build upon that foundation. FY20/21 was especially conservative, incorporating a variety of cuts, position freezes and pauses on capital investments at the start of the fiscal year due to the initial uncertainty the pandemic would have on Town revenues. The development of the budget remains mindful to using one-time resources for one-time investments. With inflationary cost increases projected in fuel, utilities, insurance and capital projects, among other categories, departmental operating budgets have been fine tuned to address top priorities. Department directors were very

prudent in making budget requests and collaborated fully when revenue projections were unable to support all needs.

The following summary outlines major budget investments.

Compensation, Benefits and Personnel

Personnel is a significant expense to the Town's budget because the government is a service-based organization. Except for several years during the Great Recession, over the recent past the Town has been able to offer step/merit increases to eligible employees. For FY20/21, the budget did not include step/merit increases due to the uncertainty surrounding expected revenue projections. However, the Town Council expressed a willingness to consider an adjustment later in the fiscal year depending on revenue collections and voted in January to provide a 3% across-the-board wage adjustment to eligible employees after reviewing favorable financial projections. The FY21/22 Recommended Budget once again includes step increases for sworn Police personnel and merit increases of 2.5-3% for all other employees.

The FY21/22 Recommended Budget includes \$50,000 to hire a firm to conduct a salary and compensation analysis to ensure the Town's compensation structure continues to remain competitive in the future. The last time the Town conducted a comprehensive review of this nature was nearly 10 years ago.

With no additional positions added in FY20/21 within the General Fund, there are several crucial areas that require additional or restructured staffing to meet operational demands.

Public Safety – The FY21/22 Recommended Budget includes funds for an additional Telecommunicator position to help meet the increasing demands in keeping up with 911 calls. The budget also includes the reallocation of funds from Chief Riley's recent discontinuation of the paid Police Reserve Program toward a new full-time civilian Crime Scene Technician and a part-time Police Workforce Specialist, a position that will be primarily responsible for pre-hire background investigations, defensive tactics training programs and officer support. Some of the resources are being reallocated to the Public Works Department to add a Fleet Technician to bring certain maintenance activities for the Police and civilian fleet in-house.

Administration – The Recommended Budget also includes an additional Senior Accountant position in the Finance Department to meet the operational needs of the organization. With only one staff-level accountant in the department, this position has been identified as necessary by the current and past CFOs for over four years. In addition, a new Systems Analyst position has been included within the Technology and Innovation Department to support the Water Utility's growing demands on software and other technology. The Water Utility will be funding the position through an increase in its administrative overhead transfer to the General Fund.

Public Works – As part of the process improvement initiative for Fleet Services, the department has reclassified a vacant position as Fleet Supervisor to oversee the expanded internal fleet maintenance program noted above. Some of the resources previously applied to a Police Reserve Officer assigned to Police fleet functions will be reallocated toward a Fleet Technician.

The FY21/22 Recommended Budget also includes the necessary reclassification of several positions at a total cost of \$20,982 to the General Fund. Classifications were adjusted to reflect the actual operational duties assigned to the positions as well as address internal and external equity issues.

Travel and training was sharply reduced in the FY20/21 budget due to the expenditure reductions necessary to address the uncertainty of the pandemic's impact on Town revenues. In all departments, there is a recovery of this line item, although still lower than FY19/20 as many conferences and training opportunities will continue to offer remote programs in lieu of in-person events due to the pandemic.

The Town continues to perform well in its employee health self-insurance fund. With an ongoing emphasis on wellness and early detection, Town employees and their dependents are not only well served with outstanding health plan choices, but they are taking steps to remain healthy. As a result, the Town will not need to increase employee-only health premiums for FY21/22, an anomaly in the health benefit arena today. The Town will take the final step in moving dependent care for the PPO plan to the 75/25 contribution level in the coming fiscal year and will continue the transition to that split for dependents in the high deductible plan. The Town's benefit advisor has expressed that the self-insurance fund reserves remain very healthy and more than adequate to address any unexpected claims.

Strategic Investments

In February 2021, the Town Council met remotely for a two-day retreat to discuss and develop priorities for their next two-year Strategic Leadership Plan. On April 7, the Council provided feedback to staff on the draft plan, which will be presented to Council on April 21 for final adoption. The FY21/22 Recommended Budget was developed with these priorities in mind, and the Council's strategic focus areas provide the backdrop for outlining major investments, work efforts or changes to departmental budgets.

Economic Vitality – The Town continues to support area businesses as well as recruit new primary employers to Oro Valley. The pandemic has caused some businesses to pause on potential expansions and relocations, and others to proceed forward. The Recommended Budget includes several investments and staff initiatives that will move the community toward future economic growth, including \$200,000 reserved in the General Administration budget for actions that will be developed as OVSafeSteps business assistance program transitions to OVNextSteps.

In October 2020, the UA Center for Innovation (UACI) at Oro Valley opened its doors to start-up bioscience/tech companies and currently houses two firms, and expects to announce the third business in May. The budget again includes \$30,000 to support the services provided by the incubator as Town staff continue to work with UACI staff in identifying ways to eventually transition those companies to more permanent Oro Valley office space. In addition, a combined \$48,000 is included in the CED budget to support industry specific marketing, primary employer recruitment, external high-quality video, digital advertising, and site selector support and proposal response. The Town continues to maintain its strong partnership with Visit Tucson and has budgeted \$250,000 toward the base contract with the agency (down \$25,000 from the current fiscal year to reflect the reduction in bed taxes), but reserved another \$75,000 from the ARP Act funds for other initiatives or sponsorships that will help draw visitors to dine, shop, stay and recreate in Oro Valley, whether through Visit Tucson, Town initiatives or other partners. The

FY21/22 Recommended Budget also continues the Town's \$40,000 operating agreement with the Oro Valley Chamber of Commerce to support the retention and expansion of Town businesses. A specific emphasis in the coming fiscal year will be assisting businesses in recovering post-pandemic.

Recreation and Culture – Over the past year, considerable time has been devoted to the development of a comprehensive Parks and Recreation Master Plan. While not yet adopted by the Town Council, the plan includes projected costs associated with: (1) lifecycle replacement and repair of existing facilities; (2) connectivity analysis; and (3) concept plans for the Community Center, Steam Pump Ranch, James D. Kriegh Park, Riverfront Park and Naranja Park. With a total projected cost of over \$62 million, the draft plan is getting refined down to top priorities for funding. With that in mind, the Recommended Budget includes \$1.5 million in funding for capital projects to be established by the Town Council upon the master plan's adoption. In addition, several other Parks and Recreation capital projects that have been in the Town's 10-year CIP for several years are included, specifically:

- \$320,000 for improvements and updates to the playground at the James D. Kriegh Park
- \$195,000 to complete the playground project with connecting path, shade and a water fountain at Naranja Park
- \$115,000 for a water sanitization system for the Aquatic Center
- \$480,500 for the renovation of the BBQ and Bunk House at Steam Pump Ranch

About \$300,000 in carryover funds are included in the CIP budget to allow for the completion of the Garage renovation and Pusch House improvements at Steam Pump Ranch.

The Community Center Fund includes the resources necessary to operate all 45 holes of golf in keeping with Town Council direction. \$2.7 million is reserved in the fund for the irrigation project for the El Conquistador course after the recent bidding process did not lead to a successful bidder.

The Recommended Budget also includes \$25,000 to continue the Town's partnership with the Southern Arizona Arts and Cultural Alliance (SAACA) as well as the continued \$75,000 in funding support for the Oro Valley Children's Museum.

Public Safety – The Recommended Budget continues to prioritize funding for the health, wellness and safety of the Town's first responders, to include training, support programs and personal protective equipment (PPE). Chief Riley has made some minor organizational changes to increase efficiencies and focus policing resources on data-driven needs, including mental health response, crime scene/evidence support, telecommunications and criminal investigations. The new positions noted above are a net increase of \$26,326 in the department's budget and includes adding a crime scene vehicle for the new technician.

Also included in the Recommended Budget is \$126,681 for a "Red Dot" system for officer duty handgun use, which has been shown to improve reaction time and the ability for an officer to remain focused on a threat during an altercation. The \$275,000 Police Mobile Command Post replacement has been elevated in priority within the CIP plan to ensure Oro Valley can remain ready to effectively respond to future emergencies as has been evidenced over the past year

with responses required to situations associated with the pandemic, civil unrest and the Bighorn Fire.

Related to public safety and security, the Town has included \$220,000 to replace several emergency generators, \$110,000 for Town Hall campus security screen window coverings and \$300,000 for the migration of Town data servers to another location.

Land Use and Design – The draft Strategic Leadership Plan identifies several work tasks for the coming year that fall under this category. In addition to the staff time allocated toward these strategic objectives, the Recommended Budget also includes a total of \$42,000 for professional services to assist with the objectives associated with a housing study, updating the Town’s design standards and updating the Dark Skies provisions. There is \$35,000 in the Recommended Budget to retain the services of a professional planning firm to develop a master plan for the 109 acres of property on Oracle Road donated to the Town by the Rooney family.

Roads, Water and Town Assets – The Recommended Budget continues to include substantial investments toward the design and construction of the Northwest Recharge, Recovery and Delivery System (NWRDRS), a partnership with the Town of Marana and Metro Water District to build infrastructure allowing all three entities to increase their utilization of Central Arizona Project (CAP) water allocations in the future. In total, the Water Utility has budgeted just over \$7.8 million for the NWRDRS program as well as other capital improvements and investments. Of that total, \$6.2 million is allocated from the Water Impact Fee fund.

Maintaining the Town’s high pavement condition remains a top priority for the Town Council, as well as residents. The Recommended Budget includes \$1.6 million for the Town’s annual pavement preservation program. Other major road projects budgeted include \$575,000 to overlay Lambert Lane from La Canada Drive to La Cholla Blvd; \$425,000 for the First Avenue bridge deck repair; and \$527,000 for an asphalt overlay of Moore Road from La Cholla Blvd. to La Canada Drive.

Maintaining Town facilities and assets is a critical function for the Public Works Department. A Peak Performance process improvement initiative of Fleet Services revealed an opportunity for the Town to save funds by bringing certain vehicle preventative maintenance services in-house from contracted services for both the transit vehicles and white fleet. The analysis indicated that an investment of \$150,000 in the third bay at the Town’s fleet maintenance facility, along with the addition of a fleet technician, the Town would see a return on investment within three years followed by an annual savings of \$18,000. Those investments are included in the FY21/22 Recommended Budget. With the additional ARP Act funds, the Recommended Budget also reserves \$800,000 in the General Administration budget toward additional facility projects targeted at building preservation, safety and ADA compliance improvements not included in the Public Works’ \$450,000 regular facility maintenance plan for the year. The additional projects will be finalized in the coming months.

Effective and Efficient Government – This overarching focus area touches all Town departments. Resources are again budgeted to continue the highly effective OV Peak Performance process improvement initiative for FY21/22. So far in FY20/21, Peak Performance implemented 14 process improvements across the organization resulting in a \$64,995 savings in ongoing time and materials.

Financial Stability and Sustainability – The Town Council has prioritized the development of a permanent solution for addressing the Town’s PSPRS unfunded pension liability of \$27.6 million. The FY21/22 Recommended Budget includes a solution that will get the Town to its goal of 100% funding, and ensure it stays there by continuing to pay existing contribution rates to both PSPRS and CORP in the coming years. The Recommended Budget includes an allocation of \$10 million in excess reserves and \$17 million in pension obligation debt to be deposited in the Town’s PSPRS account.

Other Regional Partnerships

The Recommended Budget continues to include funds to support the Pima Animal Care Center (PACC) through Oro Valley’s highly successful partnership with Pima County. This year’s allocation to PACC is \$142,250, up slightly from the prior fiscal year. PACC has done outstanding work during the pandemic to support families and their pets during this difficult time. I have also included \$100,000 in a one-time investment toward the regional initiative to expand access to quality preschool education through the Preschool Promise Scholarship Program. Pima County has committed \$10 million over the next three years toward this initiative and the City of Tucson has committed \$1 million next fiscal year in addition to \$775,000 allocated in FY20/21. The program is part of a workforce development initiative led by the Southern Arizona Leadership Council with participation by the United Way. This three-year pilot program is expected to demonstrate the value preschool education has on the future success of students. This contribution is intended to cover Oro Valley’s participation for all three years of the pilot with the understanding that long-term funding for the program belongs with the level of government responsible for education.

Contingency

In FY20/21, the Adopted Budget included a total of \$6.14 million in General Fund contingency to ensure the Town was adequately protected from unknowns of the pandemic. Given the stabilization of the Town’s revenues, and the fact that none of the contingency was tapped into during the fiscal year, the FY21/22 General Fund contingency has been lowered to \$5.0 million. The Town continues to adhere to its 25% General Fund reserve policy, which is \$13.3 million for the new fiscal year. The total ending Fund Balance for the General Fund is \$15.3 million, leaving \$2.0 million in excess reserves.

CAPITAL INVESTMENTS

Capital Fund

With over \$250 million in Town assets, continuing investments in existing infrastructure is crucial. The Town Council’s financial policies include a requirement that the Town set aside at least 5% of sales tax revenues for the Capital Fund annually, which is \$1,022,882 for FY21/22. This year, the Recommended Budget includes a total of \$6.4 million in capital expenditures from the Capital Fund. The following are highlights of some of the Capital Fund projects. The rest can be found in the capital section of the Recommended Budget.

Police Command Post	\$275,000	Replacement of 1999 mobile command post
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Police Red Dot System	\$126,681	Deployment of new system for duty handguns
Parks and Recreation Master Plan Priorities	\$1,500,000	To be determined following master plan approval and Council direction
James D Kreigh Park Improvements	\$320,000	Improvements and updates to playground area
Naranja Park Improvements	\$195,000	Add path connectivity, shade and water fountain
Steam Pump Ranch	\$480,500	BBQ and Bunk House renovations
Aquatic Center	\$115,000	Water sanitization project
680 facility improvements	\$252,000	Fleet bay improvements and office building renovations
Information Technology	\$410,000	Server upgrade, data center migration, security enhancements
Safety Improvements	\$330,000	Generator replacements and Security screens on main campus

In addition, the Capital Fund includes \$778,400 in total carryover dollars for completion of the Steam Pump Ranch Garage, the implementation of the permitting software system, and the outfitting of police vehicles budgeted in FY20/21.

Roads and Streets

The Recommended Budget includes funding for several projects in addition to the \$1.6 million in the Highway Fund for pavement preservation. Additional projects include the Lambert Lane overlay for \$575,000, and because the ARP Act funds have a timetable for use, one road project budgeted in the Capital Fund – the Moore Road overlay for \$527,000.

Fleet

The FY21/22 Recommended Budget continues to include funding for routine fleet replacements at just over \$1.8 million. These replacements include \$662,000 for the replacement and outfitting of 11 police vehicles, \$325,000 for heavy equipment and \$100,000 as part of the Town’s portion to replace five public transit vans.

Water Utility

The Water Utility includes a total of 17 capital projects totaling \$7.6 million, details of which can be found in the CIP section of the Recommended Budget.

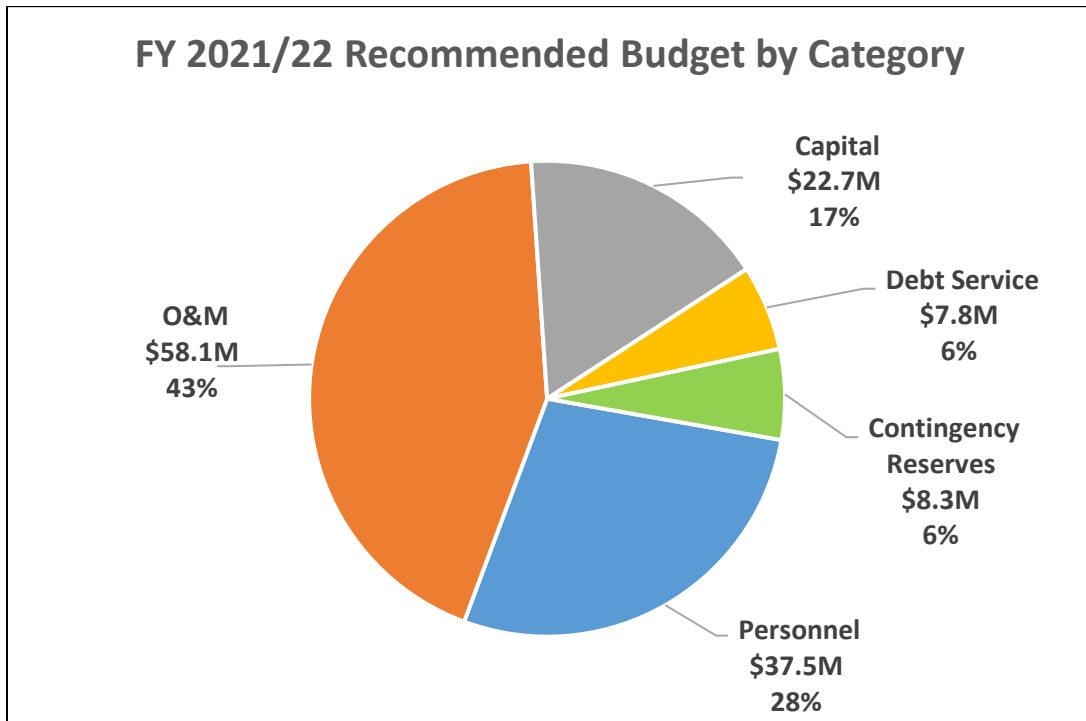
Stormwater Utility

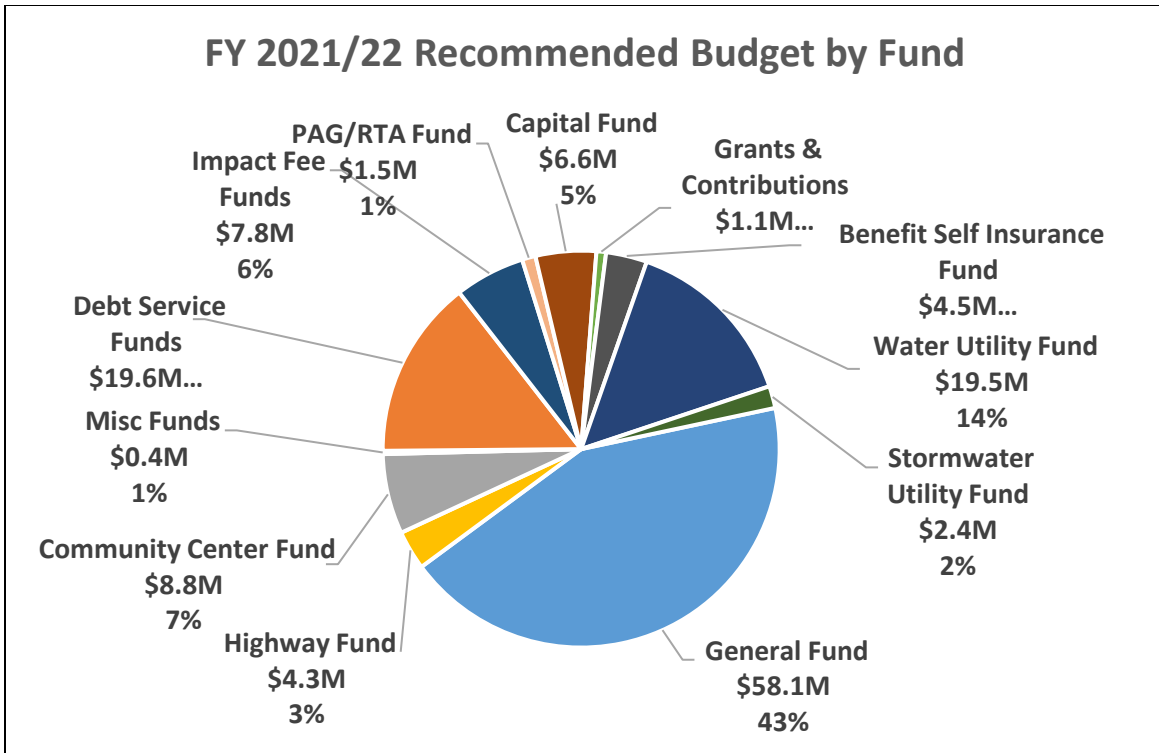
The Stormwater Utility fund includes two major capital projects totaling \$803,000. The first is the channel reconstruction project of the Gravel Mine Wash, and the second is drainage improvements in the Sierra Wash at Naranja Drive.

FINANCIAL OVERVIEW

The following section offers an overview of the main funds of the Recommended Budget.

Below are two charts depicting the total FY21/22 Recommended budget of \$134.4 million by category and also by Fund.





General Fund

The General Fund budget totals \$58.1 million (including contingency reserves of \$5.0 million and excluding interfund transfers of \$7.4 million), and overall is \$15.9 million or 35.7%, higher than the current year budget of \$44.6 million. The General Fund has a planned use of excess reserves to fund identified one-time projects and initiatives.

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

- In total, FY21/22 General Fund revenues are \$3.1 million or 7.2% higher than FY20/21 budgeted General Fund revenues.
- FY21/22 local sales tax collections in the General Fund are \$2.3 million or 12.8% higher than FY20/21 budget figures. This is largely due to projected economic recovery as the national, state and local economy begins to rebound from the COVID-19 pandemic.
- State shared revenues are overall \$535,000 or 4.1% higher than FY20/21 amounts. These revenue sources are dependent on population figures and revenues collections by the State.
- Licenses and permit revenues are \$257,000 or 16.1% higher than the adopted FY20/21 budget, which reflect a continued strong housing market, yet are still conservative in nature.
- Charges for Services are \$148,000 or 6.6% higher than the adopted FY20/21. Primary drivers for this increase are a partial recovery of Parks & Recreation related revenues as well as increased administrative support charges to the Town's enterprise funds.

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

- Budgeted personnel costs for FY21/22 total \$30.8 million. This figure includes step increases for sworn Police positions as well as 2.5% - 3.0% merit increases for all eligible Town positions.

Additionally, the FY21/22 personnel amount includes capacity for all recommended staffing changes noted earlier in the budget message.

- For FY20/21, department operations and maintenance (O&M) budgets were reduced \$1.2 million dollars during the onset of the pandemic. For FY21/22, department O&M budgets increased \$1.1 million or 15.7%. This budget figure represents spending still slightly below pre-pandemic levels.
- There is a budgeted transfer of approximately \$1.0 million to the Capital Fund. This amount represents 5% of estimated General Fund sales tax collections, per Town policy.
- Budgeted for FY21/22 is a \$10 million one-time contribution to PSPRS.
- Transfers out include approximately \$1.3 million for debt service payments related to issuing \$17 million worth of Pension Obligation Bonds, as more fully explained above.
- \$1.3 million of the approximate \$5.5 million ARP Act funding is budgeted toward one-time projects and programs with the remaining \$4.2 million transferred to the Capital Fund.

The estimated year-end reserve balance in the General Fund (excluding contingency) for FY21/22 is \$15.3 million or 28.7% of the expenditure budget. The Town's adopted policy level is 25%.

Water Utility Fund

Revenues for the Water Utility Fund are estimated at \$17.3 million. This is a \$1.9 million, or 9.7% decrease from the adopted FY20/21 budget. Most of the decrease is due to bond proceeds budgeted in the prior fiscal year. When factoring this out, revenues are estimated to increase nearly \$1.1 million or 5.7%.

Expenditures for the Water Utility Fund are budgeted to decrease \$962,000 or 4.4% from the current year adopted budget. This is primarily attributed to fewer planned capital expenditures for this fiscal year. A listing of planned capital projects for the Water Utility Fund are outlined in the CIP section of the Recommended Budget document.

10-Year Capital Improvement Program (CIP)

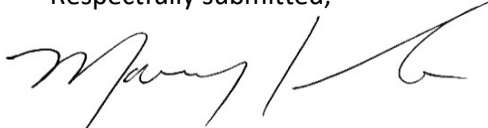
Town Council financial policies require the development of a 10-year Capital Improvement Program, which is reviewed and modified every year based upon needs and projected funding. The full 10-year plan projects a need for \$92.4 million in funding through FY30/31. Total funding allocated to CIP projects for FY21/22 is \$22.8 million. Highlights of the 10-year CIP plan include \$17.5 million for the Northwest Recharge Recovery and Delivery System (NWRDRS) project, \$19.3 million in continued pavement management and preservation, \$5.0 million for road reconstruction or improvements and \$6.9 million for parks and recreation related amenities. Additional details regarding CIP projects and project funding is included in the CIP section of the Recommended Budget document.

CONCLUSION

I would like to thank the Mayor and Town Council for their vision and leadership in establishing priorities for this community through the development of the draft FY21/22 – FY22/23 Strategic Leadership Plan, and for your guidance through the course of the fiscal year.

I would also like to recognize and acknowledge the exceptional level of collaboration among staff from all Town departments in the development of the Recommended Budget, and for their diligence in responding to the Town Council's strategic direction. Finally, I would like to especially recognize my budget team for their extraordinary work and countless hours in preparing the budget: Senior Budget Analyst Michael Dyckman, Finance and Budget Administrator Wendy Gomez, Chief Financial Officer David Gephart, Chief Information Officer Chuck Boyer and Assistant Town Manager Chris Cornelison.

Respectfully submitted,

A handwritten signature in black ink, appearing to read 'Mary Jacobs', with a long horizontal flourish extending to the right.

Mary Jacobs
Town Manager

Fund Balance Report FY 21/22 MANAGER'S RECOMMENDED BUDGET

Updated: April 14, 2021

REVENUES

	BUDGETED BEGINNING FUND BALANCE	REVENUE	TRANSFERS IN	TOTAL
GENERAL FUND	19,002,892	46,373,121	120,000	65,496,013
HIGHWAY FUND	642,603	3,647,922	-	4,290,525
GRANTS & CONTRIBUTIONS	-	954,250	100,000	1,054,250
SEIZURES & FORFEITURES	21,195	327,000	-	348,195
COMMUNITY CENTER FUND	1,884,585	7,166,541	-	9,051,126
MUNICIPAL DEBT SVC FUND	98,159	17,139,787	2,387,499	19,625,445
ORACLE RD DEBT SVC FUND	6,841	-	-	6,841
WRSDIF FUND	2,889,973	2,259,396	1,760,000	6,909,369
TWDIF FUND	92,810	357,190	-	450,000
PAG/RTA FUND	771,875	703,125	-	1,475,000
PARKS & REC IMPACT FEE FUND	-	285,442	-	285,442
POLICE IMPACT FEE FUND	84,325	83,425	-	167,750
CAPITAL FUND	629,203	791,010	5,216,277	6,636,490
REC IN LIEU FEE FUND	16,325	-	-	16,325
BENEFIT SELF INSURANCE FUND	500,000	3,994,317	-	4,494,317
WATER UTILITY FUND	3,938,040	17,329,000	-	21,267,040
STORMWATER UTILITY FUND	668,807	1,741,600	-	2,410,407
	31,247,633	103,153,126	9,583,776	143,984,535

Less Transfers In (9,583,776)

FY 2021/22 BUDGET	\$ 134,400,759
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EXPENDITURES

PERSONNEL	O&M	CAPITAL	TRANSFERS OUT	DEBT SERVICE	CONTINGENCY	TOTAL
30,785,876	21,746,773	555,100	7,408,264	-	5,000,000	65,496,013
1,208,870	616,655	2,265,000	-	-	200,000	4,290,525
-	612,250	342,000	-	-	100,000	1,054,250
98,195	-	-	-	-	250,000	348,195
875,291	4,804,816	2,832,500	288,519	-	250,000	9,051,126
-	17,010,000	-	-	2,515,445	100,000	19,625,445
-	-	-	6,841	-	-	6,841
-	150,000	6,150,000	-	359,369	250,000	6,909,369
-	-	200,000	-	-	250,000	450,000
-	100,000	1,375,000	-	-	-	1,475,000
-	-	-	-	-	285,442	285,442
-	-	-	117,750	-	50,000	167,750
-	-	6,386,490	-	-	250,000	6,636,490
-	-	-	-	-	16,325	16,325
-	3,994,317	-	-	-	500,000	4,494,317
3,662,217	8,647,862	1,761,650	1,762,402	4,932,909	500,000	21,267,040
862,098	440,935	857,374	-	-	250,000	2,410,407
37,492,547	58,123,608	22,725,114	9,583,776	7,807,723	8,251,767	143,984,535

Less Transfers Out (9,583,776)

FY 2021/22 BUDGET	\$ 134,400,759
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Does not include non cash outlays for depreciation or amortization



Fiscal Year 2021-2022

Fund Balances

	(1) General Fund	(2) Special Revenue Funds	(3) Enterprise Funds	(4) Capital Project Funds	Internal Service Fund	(5) Debt Service Funds	2021-2022 Total
Revenues and Other Sources							
Taxes	\$ 20,457,632	\$ 2,857,779	\$ -	\$ -	\$ -	\$ -	\$ 23,315,411
Licenses and Permits	1,849,000	25,000	-	-	-	-	1,874,000
Fines	125,000	-	-	-	-	-	125,000
Water Sales	-	-	13,974,000	-	-	-	13,974,000
Charges for Services	2,387,776	4,182,762	4,695,100	28,125	-	-	11,293,763
State Shared Revenue	13,729,923	3,614,922	-	-	-	-	17,344,845
Intergovernmental	1,344,500	-	-	-	-	-	1,344,500
Grants	6,065,290	454,250	300,000	675,000	-	34,787	7,529,327
Seizures & Forfeitures	-	325,000	-	-	-	-	325,000
Impact Fees	-	-	-	2,749,953	-	-	2,749,953
Interest Income	150,000	8,000	101,500	235,500	-	5,000	500,000
Miscellaneous	264,000	628,000	-	791,010	3,994,317	100,000	5,777,327
Other Financing Sources	120,000	100,000	-	6,976,277	-	19,387,499	26,583,776
Total	\$ 46,493,121	\$ 12,195,713	\$ 19,070,600	\$ 11,455,865	\$ 3,994,317	\$ 19,527,286	\$ 112,736,902
Expenditures and Other Uses							
General Government							
<i>Town Council</i>	\$ 188,720	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 188,720
<i>Town Manager's Office</i>	1,115,224	-	-	-	-	-	1,115,224
<i>Clerk</i>	383,833	-	-	-	-	-	383,833
<i>Human Resources</i>	535,390	-	-	-	-	-	535,390
<i>Finance</i>	979,655	-	-	-	-	-	979,655
<i>Information Technology</i>	4,346,583	-	-	-	-	-	4,346,583
<i>Legal</i>	902,754	-	-	-	-	-	902,754
<i>Magistrate Court</i>	928,512	-	-	-	-	-	928,512
<i>General Administration</i>	13,684,984	500,000	-	-	3,994,317	17,010,000	35,189,301
<i>Debt Service</i>	-	-	-	-	-	2,515,445	2,515,445
<i>Capital Projects</i>	-	-	-	6,386,490	-	-	6,386,490
Comm. & Econ Dev.	3,059,614	-	-	-	-	-	3,059,614
Parks & Recreation	3,446,361	8,512,607	-	-	-	-	11,958,968
Police	18,152,028	552,445	-	-	-	-	18,704,473
Public Works	5,364,091	4,090,525	2,160,407	-	-	-	11,615,023
Water Utility	-	-	14,071,729	6,300,000	-	-	20,371,729
<i>Water Utility Debt Service</i>							
<i>Principal</i>	-	-	4,215,022	319,207	-	-	4,534,229
<i>Interest</i>	-	-	717,887	40,162	-	-	758,049
Roadway Improvements	-	-	-	1,675,000	-	-	1,675,000
Other Financing Uses	7,408,264	288,519	1,762,402	117,750	-	6,841	9,583,776
Total	\$ 60,496,013	\$ 13,944,096	\$ 22,927,447	\$ 14,838,609	\$ 3,994,317	\$ 19,532,286	\$ 135,732,768
Increase/(Decrease)	(14,002,892)	(1,748,383)	(3,856,847)	(3,382,744)	-	(5,000)	(22,995,866)
Beginning Fund Balance	\$ 29,256,643	\$ 3,167,776	\$ 11,892,744	\$ 21,856,676	\$ 2,271,165	\$ 162,562	\$ 68,607,566
Ending Fund Balance	\$ 15,253,751	\$ 1,419,393	\$ 8,035,897	\$ 18,473,932	\$ 2,271,165	\$ 157,562	\$ 45,611,700

This table depicts the estimated beginning fund balance at July 1, 2021, the budgeted revenues and expenditures for FY 2021/22 and the projected ending fund balance at June 30, 2022.

(1) The General Fund is planned to decrease by \$14,002,892 due to one-time expenditures and a \$10 million payment to PSPRS.

(2) Special Revenue Funds are planned to decrease \$1,748,383 for planned capital projects.

(3) Enterprise Funds are planned to decrease by \$3,856,847 due to one-time capital projects.

(4) Capital Project Funds are planned to decrease by \$3,382,744 due to one-time capital projects and equipment.

(5) The Debt Service Funds are planned to decrease by \$5,000 for debt service payments and associated administrative costs.



Fiscal Year 2021-2022

General Fund Fund Summary

	FY 2021 Budget	FY 2021 Projected	FY 2022 Budget	\$ to Budget	% to Budget
Revenues and Other Sources					
Local Taxes	18,128,304	20,365,240	20,457,632	2,329,328	12.8%
Licenses and Permits	1,592,500	2,767,613	1,849,000	256,500	16.1%
Federal Grants	5,790,969	11,297,198	5,990,290	199,321	3.4%
State Grants	75,000	100,000	75,000	-	0.0%
State Shared Revenues	13,194,438	13,595,332	13,729,923	535,485	4.1%
Intergovernmental	1,672,000	895,000	1,344,500	(327,500)	-19.6%
Charges for Services	2,239,675	1,964,885	2,387,776	148,101	6.6%
Fines	125,000	125,000	125,000	-	0.0%
Interest Income	150,000	295,445	150,000	-	0.0%
Miscellaneous	262,500	224,700	264,000	1,500	0.6%
Transfer from Comm. Center Fund	120,000	120,000	120,000	-	0.0%
Total	\$ 43,350,386	\$ 51,750,413	\$ 46,493,121	\$ 3,142,735	7.2%
Expenditures and Other Uses					
Personnel	28,976,810	28,294,772	30,785,876	1,809,066	6.2%
Operations & Maintenance	11,451,081	11,038,824	21,746,773	10,295,692	89.9%
Capital Outlay	1,558,000	1,460,202	555,100	(1,002,900)	-64.4%
Transfer to Capital Fund:	1,771,143	1,771,143	5,216,277	3,445,134	194.5%
Transfer to Grants Fund	-	-	100,000	100,000	0.0%
Transfer to Debt Service Fund	818,377	818,377	2,091,987	1,273,610	155.6%
Total	\$ 44,575,411	\$ 43,383,318	\$ 60,496,013	\$ 15,920,602	35.7%
Increase/(Decrease)	\$ (1,225,025)	\$ 8,367,095	\$ (14,002,892)		
Planned use of fund balance for one-time expenditures			\$ (14,002,892)		
Beginning Fund Balance			29,256,643		
Total Ending Fund Balance			15,253,751		
25% Coverage			13,271,937		



Fiscal Year 2021-2022

Highway Fund Fund Summary

	FY 2021 Budget	FY 2021 Projected	FY 2022 Budget	\$ to Budget	% to Budget
Revenues and Other Sources					
Licenses and Permits	25,000	28,050	25,000	-	0.0%
State Grants	210,000	-	-	(210,000)	-100.0%
State Shared Revenues	3,458,929	3,560,200	3,614,922	155,993	4.5%
Interest Income	5,000	8,800	6,000	1,000	20.0%
Miscellaneous	2,000	2,353	2,000	-	0.0%
Total	\$ 3,700,929	\$ 3,599,403	\$ 3,647,922	\$ (53,007)	-1.4%
Expenditures and Other Uses					
Personnel	1,387,651	1,238,755	1,208,870	(178,781)	-12.9%
Operations & Maintenance	648,062	598,741	616,655	(31,407)	-4.8%
Capital Outlay	1,830,500	1,525,500	2,265,000	434,500	23.7%
Total	\$ 3,866,213	\$ 3,362,996	\$ 4,090,525	\$ 224,312	5.8%
Increase/(Decrease)	\$ (165,284)	\$ 236,407	\$ (442,603)		
Beginning Fund Balance Committed			\$ 1,055,369		
Ending Fund Balance Committed			\$ 612,766		



Fiscal Year 2021-2022

**Grants & Contributions
Fund Summary**

	FY 2021 Budget	FY 2021 Projected	FY 2022 Budget	\$ to Budget	% to Budget
Revenues and Other Sources					
Federal Grants		-	312,250	312,250	0.0%
State Grants	-	-	142,000	142,000	0.0%
Miscellaneous	-	-	500,000	500,000	0.0%
Transfer from General Fund	-	-	100,000	100,000	0.0%
Total	\$ -	\$ -	\$ 1,054,250	\$ 1,054,250	0.0%
Expenditures and Other Uses					
Operations & Maintenance	-	-	612,250	612,250	0.0%
Capital Outlay	-	-	342,000	342,000	0.0%
Total	\$ -	\$ -	\$ 954,250	\$ 954,250	0.0%
Increase/(Decrease)	\$ -	\$ -	\$ 100,000		
Beginning Fund Balance Committed			\$ -		
Ending Fund Balance Committed			\$ 100,000		



Fiscal Year 2021-2022

**Seizures & Forfeitures
Fund Summary**

	FY 2021 Budget	FY 2021 Projected	FY 2022 Budget	\$ to Budget	% to Budget
Revenues and Other Sources					
Seizures and Forfeitures	325,000	50,516	325,000	-	0.0%
Interest Income	-	2,018	2,000	2,000	0.0%
Total	\$ 325,000	\$ 52,534	\$ 327,000	\$ 2,000	0.6%
Expenditures and Other Uses					
Personnel	82,846	-	98,195	15,349	18.5%
Operations & Maintenance	-	56,882	-	-	0.0%
Capital Outlay	-	23,843	-	-	0.0%
Total	\$ 82,846	\$ 80,725	\$ 98,195	\$ -	18.5%
Increase/(Decrease)	\$ 242,154	\$ (28,191)	\$ 228,805		
Beginning Fund Balance Restricted			\$ 216,003		
Ending Fund Balance Restricted			\$ 444,808		



Fiscal Year 2021-2022

Community Center Fund Fund Summary

	FY 2021 Budget	FY 2021 Projected	FY 2022 Budget	\$ to Budget	% to Budget
Revenues and Other Sources					
Local Sales Tax	2,492,960	2,767,485	2,857,779	364,819	14.6%
Charges for Services	4,479,650	3,925,182	4,182,762	(296,888)	-6.6%
Miscellaneous	126,000	135,510	126,000	-	0.0%
Total	\$ 7,098,610	\$ 6,828,177	\$ 7,166,541	\$ 67,931	1.0%
Expenditures and Other Uses					
Personnel	762,713	683,157	875,291	112,578	14.8%
Operations & Maintenance	4,417,077	4,348,532	4,653,866	236,789	5.4%
Equipment Leases	294,792	200,100	150,950	(143,842)	-48.8%
Capital Outlay	1,124,500	284,500	2,832,500	1,708,000	151.9%
Transfer to Debt Service Fund	158,302	158,302	168,519	10,217	6.5%
Transfer to General Fund	120,000	120,000	120,000	-	0.0%
Total	\$ 6,877,384	\$ 5,794,591	\$ 8,801,126	\$ 1,923,742	28.0%
Increase/(Decrease)	\$ 221,226	\$ 1,033,586	\$ (1,634,585)		
Beginning Fund Balance Committed			\$ 1,896,404		
Ending Fund Balance Restricted			\$ 261,819		



Fiscal Year 2021-2022

Municipal Debt Service Fund Summary

	FY 2021 Budget	FY 2021 Projected	FY 2022 Budget	\$ to Budget	% to Budget
Revenues and Other Sources					
Federal Subsidy	39,245	39,245	34,787	(4,458)	-11.4%
Interest Income	5,000	1,000	5,000	-	0.0%
Miscellaneous	100,000	95,000	100,000	-	0.0%
Bond Proceeds	-	-	17,000,000	17,000,000	0.0%
Transfer from General Fund	815,377	815,377	2,091,987	1,276,610	156.6%
Transfer from Police Impact Fee Fund	100,000	100,000	117,750	17,750	17.8%
Transfer from ORID Debt Fund	-	-	6,841	6,841	0.0%
Transfer from Comm Center Fund	158,302	158,302	168,519	10,217	6.5%
Transfer from Water Utility Fund	2,521	2,521	2,402	(119)	-4.7%
Total	\$ 1,220,445	\$ 1,211,445	\$ 19,527,286	\$ 18,306,841	1500.0%
Expenditures and Other Uses					
Operations & Maintenance	10,000	10,000	17,010,000	17,000,000	170000.0%
Debt Service	1,215,445	1,215,445	2,515,445	1,300,000	107.0%
Total	\$ 1,225,445	\$ 1,225,445	\$ 19,525,445	\$ 18,300,000	1493.3%
Increase/(Decrease)	\$ (5,000)	\$ (14,000)	\$ 1,841		
Beginning Fund Balance Restricted			\$ 155,721		
Ending Fund Balance Restricted			\$ 157,562		



Fiscal Year 2021-2022

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

	FY 2021 Budget	FY 2021 Projected	FY 2022 Budget	\$ to Budget	% to Budget
Revenues and Other Sources					
Interest Repayments	4,038	4,038	-	(4,038)	-100.0%
Principal Repayments	170,000	170,000	-	(170,000)	-100.0%
Transfer from General Fund	3,000	3,000	-	(3,000)	-100.0%
Total	\$ 177,038	\$ 177,038	\$ -	\$ (177,038)	-100.0%
Expenditures and Other Uses					
Operations & Maintenance	3,000	3,000	-	(3,000)	-100.0%
Debt Service	174,038	174,038	-	(174,038)	-100.0%
Transfer to Debt Service Funds	-	-	6,841	6,841	0.0%
Total	\$ 177,038	\$ 177,038	\$ 6,841	\$ (170,197)	-96.1%
Increase/(Decrease)	\$ -	\$ -	\$ (6,841)		
Beginning Fund Balance Restricted			\$ 6,841		
Ending Fund Balance Restricted			\$ -		



Fiscal Year 2021-2022

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

	FY 2021 Budget	FY 2021 Projected	FY 2022 Budget	\$ to Budget	% to Budget
Revenues and Other Sources					
Impact Fees	1,889,411	2,778,694	2,059,396	169,985	9.0%
Interest Income	182,000	175,000	200,000	18,000	9.9%
Transfer From Water Utility Fund	2,203,200	-	1,760,000	(443,200)	-20.1%
Transfer From Impact Fee Funds	14,392,678	17,580,043	-	(14,392,678)	-100.0%
Total	\$ 18,667,289	\$ 20,533,737	\$ 4,019,396	\$ (14,647,893)	-78.5%
Expenditures and Other Uses					
Operations & Maintenance	198,000	198,000	150,000	(48,000)	-24.2%
Debt Service	325,099	325,099	359,369	34,270	10.5%
Capital Outlay	6,158,000	3,850,000	6,150,000	(8,000)	-0.1%
Total	\$ 6,681,099	\$ 4,373,099	\$ 6,659,369	\$ (21,730)	-0.3%
Increase/(Decrease)	\$ 11,986,190	\$ 16,160,638	\$ (2,639,973)		
Beginning Fund Balance			\$ 16,160,638		
Ending Fund Balance			\$ 13,520,665		



Fiscal Year 2021-2022

**Townwide Roadway Development
Impact Fee Fund Summary**

	FY 2021 Budget	FY 2021 Projected	FY 2022 Budget	\$ to Budget	% to Budget
Revenues and Other Sources					
Interest Income	30,000	29,956	30,000	-	0.0%
Impact Fees	314,320	553,182	327,190	12,870	4.1%
State Grants	-	-	-	-	0.0%
Total	\$ 344,320	\$ 583,138	\$ 357,190	\$ 12,870	3.7%
Expenditures and Other Uses					
Operations & Maintenance	10,000	-	-	(10,000)	-100.0%
Capital Outlay	1,800,000	1,648,354	200,000	(1,600,000)	-88.9%
Total	\$ 1,810,000	\$ 1,648,354	\$ 200,000	\$ (1,610,000)	-89.0%
Increase/(Decrease)	\$ (1,465,680)	\$ (1,065,216)	\$ 157,190		
Beginning Fund Balance Restricted			\$ 1,900,972		
Ending Fund Balance Restricted			\$ 2,058,162		



Fiscal Year 2021-2022

PAG/RTA Fund Fund Summary

	FY 2021 Budget	FY 2021 Projected	FY 2022 Budget	\$ to Budget	% to Budget
Revenues and Other Sources					
State Grants	1,875,000	1,947,977	675,000	(1,200,000)	-64.0%
Charges for Services	28,125	28,125	28,125	-	0.0%
Miscellaneous	-	2,576	-	-	0.0%
Total	\$ 1,903,125	\$ 1,978,678	\$ 703,125	(1,200,000)	-63.1%
Expenditures and Other Uses					
Operations & Maintenance	-	-	100,000	100,000	0.0%
Capital Outlay	2,365,000	1,588,040	1,375,000	(990,000)	-41.9%
Total	\$ 2,365,000	\$ 1,588,040	\$ 1,475,000	(890,000)	-37.6%
Increase/(Decrease)	(461,875)	390,638	(771,875)		
Beginning Fund Balance Restricted			\$ 773,157		
Ending Fund Balance Restricted			\$ 1,282		



Fiscal Year 2021-2022

Parks and Recreation Impact Fee Fund Summary

	FY 2021 Budget	FY 2021 Projected	FY 2022 Budget	\$ to Budget	% to Budget
Revenues and Other Sources					
Impact Fees	309,668	359,588	280,442	(29,226)	-9.4%
Interest Income	5,000	5,340	5,000	-	0.0%
Total	\$ 314,668	\$ 364,928	\$ 285,442	\$ (29,226)	-9.3%
Expenditures and Other Uses					
Operations & Maintenance	10,000	-	-	(10,000)	-100.0%
Capital Outlay	685,000	849,932	-	(685,000)	-100.0%
Total	\$ 695,000	\$ 849,932	\$ -	\$ (695,000)	-100.0%
Increase/(Decrease)	\$ (380,332)	\$ (485,004)	\$ 285,442		
Beginning Fund Balance Restricted			\$ 294,569		
Ending Fund Balance Restricted			\$ 580,011		



Fiscal Year 2021-2022

Police Impact Fee Fund Summary

	FY 2021 Budget	FY 2021 Projected	FY 2022 Budget	\$ to Budget	% to Budget
Revenues and Other Sources					
Impact Fees	95,911	110,788	82,925	(12,986)	-13.5%
Interest Income	-	700	500	500	0.0%
Total	\$ 95,911	\$ 111,488	\$ 83,425	(12,486)	-13.0%
Expenditures and Other Uses					
Operations & Maintenance	10,000	-	-	(10,000)	-100.0%
Capital Outlay	-	-	-	-	0.0%
Transfer to Debt Service Fund	100,000	100,000	117,750	17,750	17.8%
Total	\$ 110,000	\$ 100,000	\$ 117,750	7,750	7.0%
Increase/(Decrease)	\$ (14,089)	\$ 11,488	\$ (34,325)		
Beginning Fund Balance Restricted			\$ 114,886		
Ending Fund Balance Restricted			\$ 80,561		



Fiscal Year 2021-2022

Capital Fund Fund Summary

	FY 2021 Budget	FY 2021 Projected	FY 2022 Budget	\$ to Budget	% to Budget
Revenues and Other Sources					
Transfer from General Fund	1,771,143	1,771,143	5,216,277	3,445,134	194.5%
State Grants	117,000	119,868	-	(117,000)	-100.0%
Miscellaneous	250,000	354,373	50,000	(200,000)	-80.0%
Vehicle Reserves	633,010	633,010	741,010	108,000	17.1%
Total	\$ 2,771,153	\$ 2,878,394	\$ 6,007,287	3,236,134	116.8%
Expenditures and Other Uses					
Operations & Maintenance	-	-	-	-	0.0%
Capital Outlay	4,744,666	2,693,001	6,386,490	1,641,824	34.6%
Total	\$ 4,744,666	\$ 2,693,001	\$ 6,386,490	1,641,824	34.6%
Increase/(Decrease)	\$ (1,973,513)	\$ 185,393	\$ (379,203)		
Beginning Fund Balance Assigned			2,596,129		
Ending Fund Balance Assigned			\$ 2,216,926		



Fiscal Year 2021-2022

**Recreation In Lieu Fee
Fund Summary**

	FY 2021 Budget	FY 2021 Projected	FY 2022 Budget	\$ to Budget	% to Budget
Revenues and Other Sources					
Charges for Services	-	-	-	-	0.0%
Miscellaneous	-	225	-	-	0.0%
Total	\$ -	\$ 225	\$ -	-	0.0%
Expenditures and Other Uses					
Capital Outlay	-	-	-	-	0.0%
Total	\$ -	\$ -	\$ -	-	0.0%
Increase/(Decrease)	\$ -	\$ 225	\$ -		
Beginning Fund Balance Restricted			16,325		
Ending Fund Balance Restricted			\$ 16,325		



Fiscal Year 2021-2022

**Benefit Self Insurance Fund
Fund Summary**

	FY 2021 Budget	FY 2021 Projected	FY 2022 Budget	\$ to Budget	% to Budget
Revenues and Other Sources					
Self Ins Premiums - Employer	3,220,753	2,827,775	2,995,907	(224,846)	-7.0%
Self Ins Premiums - Employee	571,509	583,432	633,018	61,509	10.8%
COBRA Premiums	50,000	33,878	50,000	-	0.0%
Retiree Premiums	50,000	54,385	50,000	-	0.0%
UHC Wellness Program	20,000	20,000	20,000	-	0.0%
Interest Income	-	58,577	-	-	0.0%
Miscellaneous	295,392	284,831	245,392	(50,000)	-16.9%
Total	\$ 4,207,654	\$ 3,862,878	\$ 3,994,317	\$ (213,337)	-5.1%
Expenditures and Other Uses					
Outside Professional Services	782,324	699,960	846,129	63,805	8.2%
Wellness Program	90,000	20,000	40,000	(50,000)	-55.6%
Claim Settlement	3,335,330	2,960,576	3,108,188	(227,142)	-6.8%
Total	\$ 4,207,654	\$ 3,680,536	\$ 3,994,317	\$ (213,337)	-5.1%
Increase/(Decrease)	\$ -	\$ 182,342	\$ -		
Beginning Fund Balance			\$ 2,271,165		
Ending Fund Balance			\$ 2,271,165		



Fiscal Year 2021-2022

Water Utility Fund Summary

	FY 2021 Budget	FY 2021 Projected	FY 2022 Budget	\$ to Budget	% to Budget
Revenues and Other Sources					
Charges for Services	3,086,500	3,081,000	3,255,000	168,500	5.5%
Interest Income	75,000	80,000	100,000	25,000	33.3%
Miscellaneous	-	15,000	-	-	0.0%
Other Financing Sources	2,942,995	2,542,995	-	(2,942,995)	-100.0%
Water Sales	13,078,000	14,175,000	13,974,000	896,000	6.9%
Total	\$ 19,182,495	\$ 19,893,995	\$ 17,329,000	(1,853,495)	-9.7%
Expenses and Other Uses					
Personnel	3,495,355	3,495,355	3,662,217	166,862	4.8%
Operations & Maintenance	11,878,042	11,862,918	12,181,862	303,820	2.6%
Capital Outlay	3,208,622	3,208,622	1,761,650	(1,446,972)	-45.1%
Debt Service	4,775,055	4,775,055	4,932,909	157,854	3.3%
Transfer to Debt Service Fund	2,521	2,521	2,402	(119)	-4.7%
Transfer to Impact Fee Fund	2,203,200	1,600,000	1,760,000	(443,200)	100.0%
Total	\$ 25,562,795	\$ 24,944,471	\$ 24,301,040	(1,261,755)	-4.9%
Cash Total *	\$ 21,728,795	\$ 21,110,471	\$ 20,767,040	(961,755)	-4.4%
Increase/(Decrease)	\$ (2,546,300)	\$ (1,216,476)	\$ (3,438,040)		
Beginning Fund Balance			11,202,256		
Ending Fund Balance			\$ 7,764,216		

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



Fiscal Year 2021-2022

Stormwater Utility Fund Summary

	FY 2021 Budget	FY 2021 Projected	FY 2022 Budget	\$ to Budget	% to Budget
Revenues and Other Sources					
Charges for Services	1,438,000	1,443,000	1,440,100	2,100	0.1%
State Grants	-	-	300,000	300,000	0.0%
Interest Income	1,000	7,190	1,500	500	50.0%
Miscellaneous	-	29	-	-	0.0%
Total	\$ 1,439,000	\$ 1,450,219	\$ 1,741,600	302,600	21.0%
Expenses and Other Uses					
Personnel	830,507	830,507	862,098	31,591	3.8%
Operations & Maintenance	610,243	590,250	617,935	7,692	1.3%
Capital Outlay	44,000	144,000	857,374	813,374	1848.6%
Total	\$ 1,484,750	\$ 1,564,757	\$ 2,337,407	852,657	57.4%
Cash Total *	\$ 1,307,750	\$ 1,387,757	\$ 2,160,407	852,657	65.2%
Increase/(Decrease)	\$ 131,250	\$ 62,462	\$ (418,807)		
Beginning Fund Balance			690,488		
Ending Fund Balance			\$ 271,681		

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



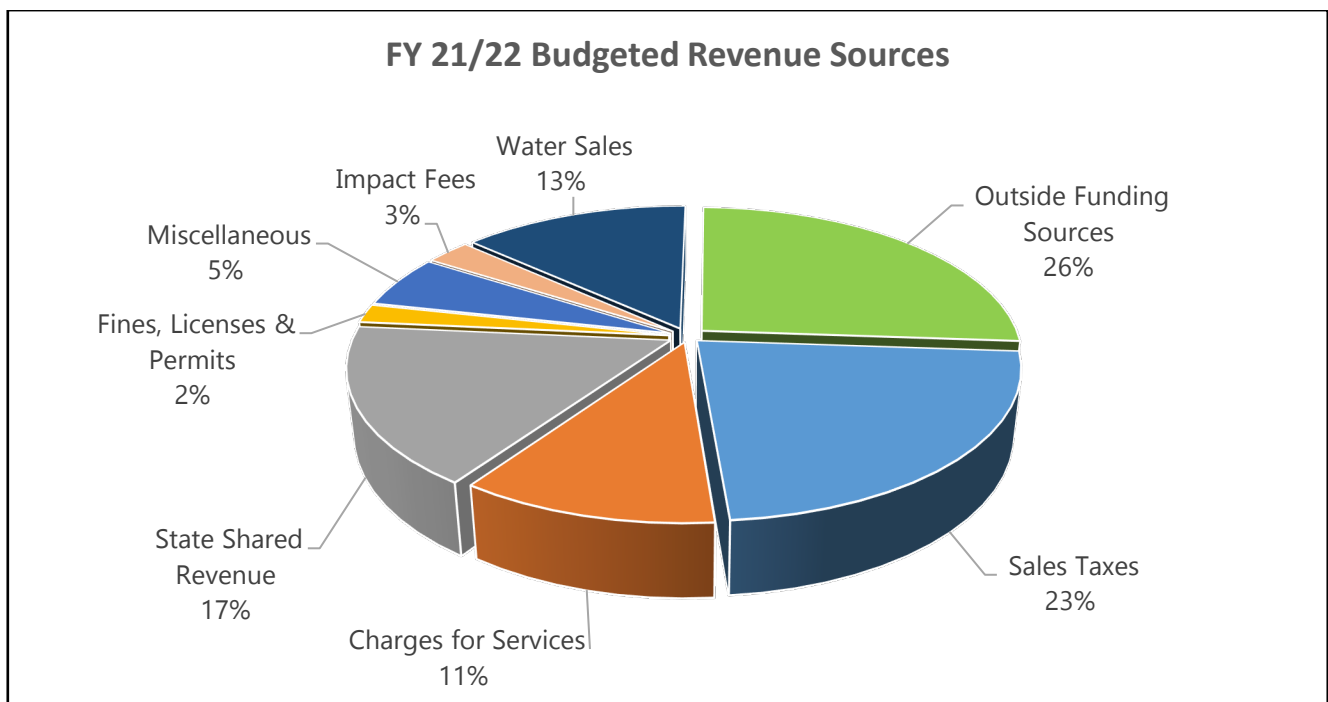
Revenue Summary

Revenue for FY21/22 is estimated to total \$103,153,126. In comparison to the FY20/21 budget, revenue is projected to increase by approximately \$17.9 million, or 21.0%. This increase is attributable to budgeted increases in numerous revenue streams that were previously reduced with the onset of the COVID-19 pandemic. Additionally, the Town has budgeted increased grant related revenues, as well as bond proceeds totaling \$17.0 million.

With the abrupt change in global, national and regional economies caused by the COVID-19 pandemic, revenues for FY20/21 were revised downward in an attempt to remain conservative. Over the course of the year, both retail and construction sectors showed strong revenue growth beyond pre-pandemic levels. Other sectors such as restaurant and hospitality saw revenue declines of over 20%.

With vaccine distribution underway and many sectors beginning to recover and reopen, many revenue sources for FY21/22 are expected to show gains. A large portion of these gains is expected to be in the form of local sales tax collections. Local sales tax collections are forecasted to rise \$2.7 million or 13.1% compared to FY20/21 budget figures. Continued growth in retail and online sales, combined with modest recoveries in restaurant and hotel related taxes make up the bulk of these increases. Revenues associated with residential and commercial development are also projected to see increases in the upcoming fiscal year. The Town has budgeted 275 single family residential (SFR) permits and continued modest commercial activity for FY21/22. This is compared to the 225 SFR permits budgeted for FY20/21. Overall, Town-wide state shared revenues are anticipated to increase approximately \$691,000 or 4.2% from the previous fiscal year. While the Town expects to see increases in state shared sales taxes, vehicle license taxes, and highway user fund revenues, a \$586,000 or 8.9% decrease is expected from state shared income taxes. This reduction is attributable to changes in the tax filing deadline caused by the COVID-19 pandemic. This revenue source is expected to recover in future fiscal years.

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





Revenue Schedule by Fund

Major Revenue Accounts	FY 2019		FY 2020		FY 2021		FY 2022	%
	Actual	Actual	Budget	Projected	Budget	to Budget		
General Fund								
Local Sales Tax:								
Local Sales Tax	20,454,936	20,172,487	17,513,304	19,614,574	19,842,632		13.3%	
Cable Franchise Fees	635,494	662,048	615,000	615,000	615,000		0.0%	
Total Local Sales Tax	21,090,430	20,834,535	18,128,304	20,229,574	20,457,632		12.8%	
License & Permit Fees:								
Business Licenses & Permits	204,385	193,935	202,500	202,500	202,500		0.0%	
Residential Building Permits	1,626,779	1,413,734	1,005,000	1,801,168	1,222,500		21.6%	
Commercial Building Permits	247,688	544,597	217,500	619,547	242,500		11.5%	
Sign Permits	21,658	20,166	20,000	21,000	20,000		0.0%	
Special Inspection Fees	11,653	7,670	8,500	4,000	8,000		-5.9%	
Grading Permit Fees	168,781	94,537	75,000	50,000	84,500		12.7%	
Road Permits	-	30,802	-	-	-		0.0%	
Floodplain Use Permits	-	4,190	4,000	2,200	4,000		0.0%	
Fire Permits & Fees	75,675	91,219	60,000	67,198	65,000		8.3%	
Total License & Permit Fees	2,356,618	2,400,850	1,592,500	2,767,613	1,849,000		16.1%	
Federal Grants:								
DEA Overtime Reimbursement	31,806	27,230	36,000	36,000	60,000		66.7%	
Miscellaneous Federal Grants	16,444	164,457	5,314,353	5,327,187	5,493,395		3.4%	
HIDTA-DEA	95,659	104,356	101,316	101,316	82,825		-18.3%	
GOHS	35,917	81,279	192,000	192,000	35,000		-81.8%	
Homeland Security	166,153	115,803	129,000	129,000	319,070		147.3%	
Joint Terrorism Task Force	21,913	14,897	18,300	18,300	-		-100.0%	
Total Federal Grants	385,593	508,022	5,790,969	5,803,803	5,990,290		3.4%	
State Grants:								
Misc State Grants	75,022	52,717	75,000	100,000	75,000		0.0%	
Total State Grants	75,022	52,717	75,000	100,000	75,000		0.0%	
State/County Shared:								
State Income	5,370,779	5,870,231	6,593,212	6,580,332	6,007,636		-8.9%	
State Sales	4,469,774	4,694,491	4,618,121	4,946,000	5,406,272		17.1%	
Vehicle License Tax	2,039,397	2,073,426	1,983,105	2,069,000	2,316,015		16.8%	
Total State/County Shared	11,879,951	12,638,148	13,194,438	13,595,332	13,729,923		4.1%	
Other Intergovernmental:								
School Resource Officers	81,139	65,000	180,000	65,000	65,000		-63.9%	
RTA Reimbursements	1,223,125	1,150,233	1,380,000	725,000	1,166,500		-15.5%	
PCLD Reimbursements	25,684	8,260	20,000	15,000	18,000		-10.0%	
Animal Control Revenues	103,191	104,830	92,000	90,000	95,000		3.3%	
Total Other Intergovernmental	1,433,139	1,328,323	1,672,000	895,000	1,344,500		-19.6%	
Charges for Services:								
Court Costs	151,909	117,381	135,000	130,000	135,000		0.0%	
Public Defender Fees	2,445	3,035	2,400	1,500	2,400		0.0%	
Zoning & Subdivision Fees	172,569	138,306	140,000	135,000	135,000		-3.6%	
User Fees - Swimming Pool	627,842	346,171	430,000	430,000	395,000		-8.1%	
User Fees - Fields & Courts	118,453	105,369	115,000	115,000	66,125		-42.5%	
User Fees - Miscellaneous	165,419	101,872	151,800	65,000	92,400		-39.1%	
Copy Services	2,650	2,172	2,250	500	2,000		-11.1%	
Town Hall Usage Fees	40	-	-	-	-		0.0%	
General Government Other	2,685	3,914	2,500	3,200	2,500		0.0%	
Police Report Copying	7,470	7,059	6,500	5,500	6,500		0.0%	
Police Other	17,487	4,190	8,000	9,000	8,000		0.0%	
Engineer Plan Review Fees	80,965	54,047	50,000	15,000	51,000		2.0%	
Grading Review Fees	1,078	-	-	-	-		0.0%	
Fare Box	138,125	110,310	121,500	660	72,410		-40.4%	



Revenue Schedule by Fund

Major Revenue Accounts	FY 2019		FY 2020		FY 2021		FY 2022	%
	Actual	Actual	Budget	Projected	Budget	to Budget		
Administrative Services	701,256	729,048	732,050	732,050	1,284,677	75.5%		
Financial Services	195,480	197,076	197,075	197,075	-	-100.0%		
Real Property Rental Income	87,233	97,617	87,500	87,500	87,414	-0.1%		
Maps	3,110	40	250	200	250	0.0%		
Impound Processing	28,920	12,000	15,000	15,500	15,000	0.0%		
Pawn Slips	600	300	600	600	600	0.0%		
Police Fingerprinting	16,420	10,900	4,500	50	4,000	-11.1%		
Concession Sales	23,727	11,195	15,000	50	5,000	-66.7%		
Public Record Request Fees	2,599	1,917	2,500	1,500	2,500	0.0%		
Parks Cancellation Fees	978	36	250	-	-	0.0%		
Court Security Fee	-	18,333	20,000	20,000	20,000	0.0%		
Total Charges for Services	2,549,459	2,072,288	2,239,675	1,964,885	2,387,776	6.6%		
Fines:								
Fines	135,771	111,611	125,000	125,000	125,000	0.0%		
Total Fines	135,771	111,611	125,000	125,000	125,000	0.0%		
Interest Income:								
Interest - Investments	648,233	807,580	150,000	295,445	150,000	0.0%		
Total Interest Income	648,233	807,580	150,000	295,445	150,000	0.0%		
Miscellaneous:								
Miscellaneous	18,632	18,315	5,000	2,200	5,000	0.0%		
Special Events	24,704	1,200	5,000	500	4,000	-20.0%		
Insurance Recoveries	-	34,147	-	-	-	0.0%		
In-Lieu Income	296,160	231,624	245,000	210,000	245,000	0.0%		
Sale of Assets	30,624	26,621	7,500	12,000	10,000	33.3%		
Total Miscellaneous	370,119	311,907	262,500	224,700	264,000	0.6%		
TOTAL GENERAL FUND	40,924,335	41,065,981	43,230,386	46,001,352	46,373,121	7.3%		
Highway Fund								
License & Permit Fees:								
Road Permits	26,773	50	25,000	28,000	25,000	0.0%		
Floodplain Use Permits	4,440	-	-	50	-	0.0%		
Total License & Permit Fees	31,213	50	25,000	28,050	25,000	0.0%		
State Grants:								
PAG Reimbursements	-	-	-	-	-	0.0%		
RTA Reimbursements	127,008	259,121	210,000	-	-	-100.0%		
Total State Grants	127,008	259,121	210,000	-	-	-100.0%		
State/County Shared:								
Highway User	3,563,828	3,694,044	3,458,929	3,560,200	3,614,922	4.5%		
Total State/County Shared	3,563,828	3,694,044	3,458,929	3,560,200	3,614,922	4.5%		
Interest Income:								
Interest - Investments	122,107	23,560	5,000	8,800	6,000	20.0%		
Total Interest Income	122,107	23,560	5,000	8,800	6,000	20.0%		
Miscellaneous:								
Miscellaneous	1,137	12,028	2,000	2,000	2,000	0.0%		
Insurance Recoveries	5,978	74,940	-	-	-	0.0%		
Total Miscellaneous	7,115	86,968	2,000	2,000	2,000	0.0%		
TOTAL HIGHWAY FUND	3,851,269	4,063,743	3,700,929	3,599,050	3,647,922	-1.4%		



Revenue Schedule by Fund

Major Revenue Accounts	FY 2019		FY 2020		FY 2021		FY 2022	% to Budget
	Actual	Actual	Budget	Projected	Budget	Budget		
Grants & Contributions Fund								
Federal Grants								
GOHS	-	-	-	-	-	27,500	100.0%	
Miscellaneous Federal Grants	-	-	-	-	-	284,750	100.0%	
Total Federal Grants	-	-	-	-	-	312,250	100.0%	
State Grants:								
Miscellaneous State Grants	-	-	-	-	-	142,000	100.0%	
Total State Grants	-	-	-	-	-	142,000	100.0%	
Miscellaneous:								
Miscellaneous	-	-	-	-	-	500,000	100.0%	
Total Miscellaneous	-	-	-	-	-	500,000	100.0%	
TOTAL GRANTS & CONTRIBUTIONS FUND	-	-	-	-	-	954,250	100.0%	
Seizures & Forfeitures Funds								
Interest Income:								
Interest - Investments	9,101	7,773	2,000	2,018	2,000	2,000	0.0%	
Total Interest Income	9,101	7,773	2,000	2,018	2,000	2,000	0.0%	
Miscellaneous:								
Forfeitures	81,615	71,771	325,000	50,516	325,000	325,000	0.0%	
Total Miscellaneous	81,615	71,771	325,000	50,516	325,000	325,000	0.0%	
TOTAL SEIZURES & FORFEITURES FUNDS	90,716	79,544	327,000	52,534	327,000	327,000	0.0%	
Community Center Fund								
Local Sales Tax:								
Local Sales Tax	2,469,464	2,584,916	2,492,960	2,767,485	2,857,779	2,857,779	14.6%	
Total Local Sales Tax	2,469,464	2,584,916	2,492,960	2,767,485	2,857,779	2,857,779	14.6%	
Charges for Services:								
User Fees - Daily Drop-In	30,305	27,691	30,000	26,000	30,000	30,000	0.0%	
User Fees - Member Dues	704,244	511,339	707,000	350,000	526,480	526,480	-25.5%	
User Fees - Recreation Programs	199,443	77,456	160,000	16,000	82,500	82,500	-48.4%	
User Fees - Swimming Pools	19,969	3,713	8,000	8,000	8,000	8,000	0.0%	
Rental Income	80,657	73,658	70,002	64,502	70,002	70,002	0.0%	
Concession Sales	174	156	100	100	100	100	0.0%	
Management Contract Revenues	3,232,076	3,246,050	3,504,548	3,460,580	3,465,680	3,465,680	-1.1%	
Total Charges for Services	4,266,868	3,940,063	4,479,650	3,925,182	4,182,762	4,182,762	-6.6%	
Interest Income:								
Interest - Investments	16,179	16,179	1,000	8,450	1,000	1,000	0.0%	
Total Interest Income	16,179	16,179	1,000	8,450	1,000	1,000	0.0%	
Miscellaneous:								
Miscellaneous	-	-	125,000	127,060	125,000	125,000	0.0%	
Special Events	(125)	(125)	-	-	-	-	0.0%	
Sale of Assets	-	-	-	-	-	-	0.0%	
Insurance Recoveries	-	-	-	-	-	-	0.0%	
Total Miscellaneous	(125)	(125)	125,000	127,060	125,000	125,000	0.0%	
TOTAL COMMUNITY CENTER FUND	6,752,386	6,541,033	7,098,610	6,828,177	7,166,541	7,166,541	1.0%	



Revenue Schedule by Fund

Major Revenue Accounts	FY 2019		FY 2020		FY 2021		FY 2022	% to Budget
	Actual	Actual	Budget	Projected	Budget			
Municipal Debt Service Fund								
Interest Income:								
Interest	85,154	20,651	5,000	1,000	5,000		0.0%	
Total Interest Income	85,154	20,651	5,000	1,000	5,000		0.0%	
Federal Grants:								
Miscellaneous Grants	56,013	38,043	39,245	39,245	34,787		-11.4%	
Total Federal Grants	56,013	38,043	39,245	39,245	34,787		-11.4%	
Miscellaneous:								
Bond Proceeds	-	-	-	-	17,000,000		0.0%	
Miscellaneous	110,639	80,505	100,000	95,000	100,000		0.0%	
Total Miscellaneous	110,639	80,505	100,000	95,000	17,100,000		17000.0%	
TOTAL MUNICIPAL DEBT SERVICE FUND	251,805	139,199	144,245	135,245	17,139,787		11782.4%	
Oracle Road Debt Service Fund								
Interest Income:								
Special Assessments	17,959	11,851	4,038	4,038	-		-100.0%	
Penalties	1,741	530	-	-	-		0.0%	
Total Interest Income	19,700	12,381	4,038	4,038	-		-100.0%	
Principal Repayments:								
Principal Repayments	156,107	163,499	170,000	170,000	-		-100.0%	
Total Principal Repayments	156,107	163,499	170,000	170,000	-		-100.0%	
TOTAL ORACLE RD DEBT SERVICE FUND	175,807	175,880	174,038	174,038	-		-100.0%	
Townwide Roadway Development Impact Fee Fund								
State Grants:								
PAG Reimbursements	250,000	-	-	-	-		0.0%	
Total State Grants	250,000	-	-	-	-		0.0%	
Impact Fees:								
Residential Impact Fees	643,594	540,980	297,350	470,205	305,440		2.7%	
Commercial Impact Fees	42,953	103,206	16,970	82,977	21,750		28.2%	
Total Impact Fees	686,547	644,186	314,320	553,182	327,190		4.1%	
Interest Income:								
Interest - Investments	148,136	97,540	30,000	29,956	30,000		0.0%	
Total Interest Income	148,136	97,540	30,000	29,956	30,000		0.0%	
TOTAL ROADWAY IMPACT FEE FUND	1,084,683	741,726	344,320	583,138	357,190		3.7%	



Revenue Schedule by Fund

Major Revenue Accounts	FY 2019		FY 2020		FY 2021		FY 2022	%
	Actual	Actual	Budget	Projected	Budget	to Budget		
PAG/RTA Fund								
State Grants:								
PAG Reimbursements	3,238	8,000	-		575,000		0.0%	
RTA Reimbursements	6,341,111	12,113,864	1,875,000	1,947,977	100,000		-94.7%	
Total State Grants	6,344,349	12,121,864	1,875,000	1,947,977	675,000		-64.0%	
Miscellaneous:								
Miscellaneous	1,387	885,799	-	2,576	-		0.0%	
Total Miscellaneous	1,387	885,799	-	2,576	-		0.0%	
Charges for Services:								
Real Property Rental Income	28,125	28,125	28,125	28,125	28,125		0.0%	
Total Charges for Services	28,125	28,125	28,125	28,125	28,125		0.0%	
TOTAL PAG/RTA FUND	6,373,861	13,035,788	1,903,125	1,978,678	703,125		-63.1%	
General Government Development Impact Fee Fund								
Interest Income:								
Interest - Investments	44	-	-	-	-		0.0%	
Total Interest Income	44	-	-	-	-		0.0%	
TOTAL GEN. GOVT. IMPACT FEE FUND	44	-	-	-	-		0.0%	
Parks & Recreation Development Impact Fee Fund								
Impact Fees:								
Residential Impact Fees	253,760	234,261	309,668	359,588	280,442		-9.4%	
Total Impact Fees	253,760	234,261	309,668	359,588	280,442		-9.4%	
Interest Income:								
Interest - Investments	11,624	23,110	5,000	5,340	5,000		0.0%	
Total Interest Income	11,624	23,110	5,000	5,340	5,000		0.0%	
TOTAL PARKS IMPACT FEE FUND	265,384	257,371	314,668	364,928	285,442		-9.3%	
Police Development Impact Fee Fund								
Impact Fees:								
Residential Impact Fees	91,496	84,978	85,911	101,791	77,825		-9.4%	
Commercial Impact Fees	7,960	16,877	10,000	8,997	5,100		-49.0%	
Total Impact Fees	99,456	101,855	95,911	110,788	82,925		-13.5%	
Interest Income:								
Interest - Investments	3,193	2,091	-	700	500		0.0%	
Total Interest Income	3,193	2,091	-	700	500		0.0%	
TOTAL POLICE IMPACT FEE FUND	102,650	103,946	95,911	111,488	83,425		-13.0%	



Revenue Schedule by Fund

Major Revenue Accounts	FY 2019		FY 2020		FY 2021		FY 2022	%
	Actual	Actual	Budget	Projected	Budget	to Budget		
Capital Fund								
State Grants:								
Misc State Grants	-	88,116	117,000	119,868	-			-100.0%
Total State Grants	-	88,116	117,000	119,868	-			-100.0%
Federal Grants:								
Misc Federal Grants	261,090	111,694	-	-	-			0.0%
Total Federal Grants	261,090	111,694	-	-	-			0.0%
Other Financing Sources:								
Bond Proceeds	2,035,000	-	-	-	-			0.0%
Total Other Financing Sources	2,035,000	-	-	-	-			0.0%
Interest - Investments	88,437	85,269	-	69,037	10,000			0.0%
Total Interest Income	88,437	85,269	-	69,037	10,000			0.0%
Miscellaneous:								
Vehicle Reserves	420,396	536,904	633,010	633,010	741,010			17.1%
Insurance Recoveries	108,868	58,313	-	35,288	-			0.0%
Miscellaneous	213,114	427,364	250,000	250,048	40,000			0.0%
Total Miscellaneous	742,378	1,022,581	883,010	918,346	781,010			-11.6%
TOTAL CAPITAL FUND	3,126,905	1,307,660	1,000,010	1,107,251	791,010			-20.9%
Benefit Self Insurance Fund								
Interest Income:								
Interest - Investments	26,798	65,514	-	58,577	-			0.0%
Total Interest Income	26,798	65,514	-	58,577	-			0.0%
Miscellaneous:								
Self Insurance Premiums - Employer	2,801,349	2,772,668	3,220,753	2,827,775	2,995,907			-7.0%
Self Insurance Premiums - Employee	637,196	667,860	571,509	583,432	633,018			10.8%
COBRA Premiums	26,813	20,052	50,000	33,878	50,000			0.0%
Retiree Premiums	45,988	40,375	50,000	54,385	50,000			0.0%
UHC Wellness Program	20,000	20,000	20,000	-	20,000			0.0%
Miscellaneous	124,403	131,616	295,392	284,831	245,392			-16.9%
Total Miscellaneous	3,655,749	3,652,571	4,207,654	3,784,301	3,994,317			-5.1%
TOTAL BENEFIT SELF INSURANCE FUND	3,682,547	3,718,085	4,207,654	3,842,878	3,994,317			-5.1%



Revenue Schedule by Fund

Major Revenue Accounts	FY 2019 Actual	FY 2020 Actual	FY 2021		FY 2022 Budget	%
			Budget	Projected		to Budget
Water Utility Fund						
Water Sales:						
Residential Water Sales	9,018,737	9,798,411	9,400,000	10,214,600	10,193,000	8.4%
Commercial Water Sales	856,941	925,223	920,000	946,228	949,000	3.2%
Irrigation Water Sales	1,157,011	1,258,430	1,186,000	1,285,624	1,264,000	6.6%
Turf Related Water Sales	1,237,413	1,428,692	1,362,000	1,476,408	1,384,000	1.6%
Construction Water Sales	312,406	353,936	210,000	252,140	184,000	-12.4%
Total Water Sales	12,582,508	13,764,692	13,078,000	14,175,000	13,974,000	6.9%
Charges for Services:						
Engineer Plan Review Fees	25,384	5,594	10,000	10,000	5,000	-50.0%
Construction Inspection Fees	20,289	46,890	35,000	45,000	20,000	-42.9%
Misc Service Revenue	29,669	28,239	20,000	18,000	25,000	25.0%
Backflow-Install Permit Fee	2,860	6,132	5,000	5,000	4,000	-20.0%
Sewer Fees	339,719	373,608	375,000	340,000	380,000	1.3%
Late Fees	86,804	64,428	90,000	40,000	90,000	0.0%
NSF Fees	3,706	2,426	4,500	2,000	2,000	-55.6%
Rain Sensors	8	8	-	-	-	0.0%
Meter Income	83,990	92,390	95,000	90,000	99,000	4.2%
New Service Establish Fees	99,175	92,134	90,000	95,000	100,000	11.1%
Reconnect Fees	42,039	25,225	32,000	15,000	32,000	0.0%
Groundwater Preservation Fee	2,213,303	2,389,953	2,217,000	2,308,000	2,380,000	7.4%
Other	115,511	117,037	113,000	113,000	118,000	4.4%
Total Charges for Services	3,062,457	3,244,064	3,086,500	3,081,000	3,255,000	5.5%
Interest Income:						
Interest - Investments	195,897	378,089	75,000	80,000	100,000	33.3%
Total Interest Income	195,897	378,089	75,000	80,000	100,000	33.3%
Miscellaneous:						
Miscellaneous	6,248	5,018	-	4,000	-	0.0%
Insurance Recoveries	-	-	-	11,000	-	0.0%
Sale of Assets	-	-	-	-	-	0.0%
Total Miscellaneous	6,248	5,018	-	15,000	-	0.0%
Other Financing Sources:						
Bond Proceeds	-	-	2,188,000	2,542,995	-	-100.0%
NWRRDS Funding	-	-	754,995	-	-	0.0%
Total Other Financing Sources	-	-	2,942,995	2,542,995	-	-100.0%
TOTAL WATER UTILITY FUND	15,847,109	17,391,863	19,182,495	19,893,995	17,329,000	-9.7%
Alternative Water Resources Development Impact Fee Fund						
Impact Fees:						
Residential Impact Fees	1,037,537	1,202,278	-	-	-	0.0%
Commercial Impact Fees	209,301	425,157	-	-	-	0.0%
Total Impact Fees	1,246,838	1,627,435	-	-	-	0.0%
Interest Income:						
Interest - Investments	293,514	337,732	-	-	-	0.0%
Total Interest Income	293,514	337,732	-	-	-	0.0%
TOTAL AWRDIF FUND	1,540,352	1,965,167	-	-	-	0.0%



Revenue Schedule by Fund

Major Revenue Accounts	FY 2019		FY 2020		FY 2021		FY 2022	%
	Actual	Actual	Budget	Projected	Budget	to Budget		
Potable Water System Development Impact Fee Fund								
Impact Fees:								
Single Family Connections	506,770	553,493	-	-	-	-	-	0.0%
Multi-Family Connections	10,075	39,971	-	-	-	-	-	0.0%
Commercial Connections	35,359	104,706	-	-	-	-	-	0.0%
Irrigation Connections	68,902	112,519	-	-	-	-	-	0.0%
Total Impact Fees	621,106	810,689	-	-	-	-	-	0.0%
Interest Income:								
Interest - Investments	269,046	171,951	-	-	-	-	-	0.0%
Total Interest Income	269,046	171,951	-	-	-	-	-	0.0%
TOTAL PWSDF FUND	890,152	982,640	-	-	-	-	-	0.0%
Water Resources Development Impact Fee Fund								
Impact Fees:								
Residential Impact Fees	-	-	1,437,075	2,070,690	1,916,100	-	-	33.3%
Non-Residential Impact Fees	-	-	452,336	708,004	143,296	-	-	-68.3%
Total Impact Fees	-	-	1,889,411	2,778,694	2,059,396	-	-	9.0%
Interest Income:								
Interest - Investments	-	-	182,000	175,000	200,000	-	-	9.9%
Total Interest Income	-	-	182,000	175,000	200,000	-	-	9.9%
TOTAL WRSDIF FUND	-	-	2,071,411	2,953,694	2,259,396	-	-	9.1%
Stormwater Utility Fund								
State Grants:								
Miscellaneous State Grants	-	-	-	-	300,000	-	-	100.0%
Total State Grants	-	-	-	-	300,000	-	-	100.0%
Charges for Services:								
Late Fees	1,940	910	1,500	-	-	-	-	-100.0%
Stormwater Utility Fee	1,424,096	1,442,666	1,436,500	1,443,000	1,440,100	-	-	0.3%
Total Charges for Services	1,426,036	1,443,576	1,438,000	1,443,000	1,440,100	-	-	0.1%
Interest Income:								
Interest - Investments	16,393	23,148	1,000	7,190	1,500	-	-	50.0%
Total Interest Income	16,393	23,148	1,000	7,190	1,500	-	-	50.0%
Miscellaneous:								
Miscellaneous	210	40	-	29	-	-	-	0.0%
Total Miscellaneous	210	40	-	29	-	-	-	0.0%
TOTAL STORMWATER UTILITY FUND	1,442,639	1,466,764	1,439,000	1,450,219	1,741,600	-	-	21.0%
TOTAL REVENUE - ALL FUNDS	\$ 86,402,644	\$ 93,036,389	\$ 85,233,802	\$ 86,122,971	\$ 103,153,126	-	-	21.0%

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



Personnel Schedule

	FY 2019	FY 2020	FY 2021		FY2022	+/- to Budget
	Actual	Actual	Budget	Projected	Budget	
Administrative Services						
Admin. Svcs. Director/Chief Financial Officer	1.00	1.00	-	-	-	-
Finance Director	-	-	-	-	-	-
Chief Procurement Officer	1.00	1.00	-	-	-	-
Procurement Administrator	-	-	-	-	-	-
Finance & Budget Administrator	-	-	-	-	-	-
Finance Manager	1.00	1.00	-	-	-	-
Senior Budget Analyst	1.00	1.00	-	-	-	-
Senior Accountant	1.00	1.00	-	-	-	-
Accounting Specialist	1.00	1.00	-	-	-	-
Human Resource Director	1.00	1.00	-	-	-	-
Human Resource Analyst	2.00	2.00	-	-	-	-
Chief Information Officer	1.00	1.00	-	-	-	-
IT Director	-	-	-	-	-	-
NetOps Supervisor	-	-	-	-	-	-
Network Administrator	2.00	2.00	-	-	-	-
Systems Analyst	2.00	2.00	-	-	-	-
Data Base Analyst	1.00	1.00	-	-	-	-
Senior GIS Administrator	1.00	1.00	-	-	-	-
Senior GIS Specialist	-	-	-	-	-	-
GIS Analyst	1.00	1.00	-	-	-	-
IT Analyst	1.00	1.00	-	-	-	-
Procurement Specialist	1.00	1.00	-	-	-	-
Senior Office Specialist	1.00	1.00	-	-	-	-
Human Resource Assistant	1.00	1.00	-	-	-	-
Office Specialist	-	-	-	-	-	-
Total Administrative Services	21.00	21.00	-	-	-	-

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

Clerk						
Town Clerk	1.00	1.00	1.00	1.00	1.00	-
Deputy Town Clerk	1.00	1.00	1.00	1.00	1.00	-
Senior Office Specialist	1.00	1.00	1.00	1.00	1.00	-
Office Assistant	1.48	1.48	1.48	1.48	1.48	-
Communications Intern	0.25	0.25	0.25	0.25	0.25	-
Total Clerk	4.73	4.73	4.73	4.73	4.73	-

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



Personnel Schedule

	FY 2019	FY 2020	FY 2021		FY2022	+/- to Budget
	Actual	Actual	Budget	Projected	Budget	
Community and Economic Development (CED)						
CED Director	1.00	1.00	1.00	1.00	1.00	-
Division Manager, Permitting	1.00	1.00	1.00	1.00	1.00	-
Division Manager, Planning	1.00	1.00	1.00	1.00	1.00	-
Div Mgr, Inspect. & Comp./Bldg Official	1.00	1.00	1.00	1.00	1.00	-
Senior Civil Engineer	1.00	1.00	1.00	1.00	1.00	-
Principal Planner	2.00	2.00	2.00	2.00	2.00	-
Senior Planner	1.00	1.00	1.00	1.00	1.00	-
Planner	1.00	1.00	1.00	1.00	1.00	-
Economic Development Specialist	1.00	1.00	1.00	1.00	1.00	-
Senior Planning Technician	1.00	1.00	1.00	1.00	1.00	-
Engineering Design Reviewer	1.00	1.00	1.00	1.00	1.00	-
Plans Examiner II	2.00	2.00	2.00	2.00	2.00	-
Building Inspector II	4.00	4.00	4.00	4.00	4.00	-
Building Inspector I	1.00	1.00	1.00	1.00	1.00	-
Plans Examiner I	1.00	1.00	1.00	1.00	1.00	-
Code Compliance Specialist	1.00	1.00	1.00	1.00	1.00	-
Administrative Coordinator	0.60	-	-	-	-	-
Zoning Technician	1.00	1.00	1.00	1.00	1.00	-
Building Permit Technician	2.00	2.00	2.00	2.00	2.00	-
Senior Office Specialist	1.00	1.00	2.00	1.00	2.00	-
Office Specialist	0.48	0.48	0.48	0.48	0.48	-
Senior Office Assistant	1.00	1.00	1.00	1.00	1.00	-
Office Assistant	1.00	1.00	-	1.00	-	-
Intern	0.30	0.30	0.30	0.30	0.30	-
Total CED	28.38	27.78	27.78	27.78	27.78	-

Full-time employees: 27
Part-time employees: 2

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

Finance						
Chief Financial Officer	-	-	1.00	1.00	1.00	-
Finance and Budget Administrator	-	-	1.00	1.00	1.00	-
Senior Budget Analyst	-	-	1.00	1.00	1.00	-
Senior Accountant	-	-	1.00	1.00	2.00	1.00
Chief Procurement Officer	-	-	1.00	1.00	1.00	-
Contract Specialist	-	-	-	-	1.00	1.00
Procurement Specialist	-	-	1.00	1.00	-	(1.00)
Accounting Specialist	-	-	1.00	1.00	1.00	-
Senior Office Specialist	-	-	0.20	0.20	0.20	-
Total Finance	-	-	7.20	7.20	8.20	1.00

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



Personnel Schedule

	FY 2019	FY 2020	FY 2021		FY2022	+/- to Budget
	Actual	Actual	Budget	Projected	Budget	
Human Resources						
Human Resources Director	-	-	1.00	1.00	1.00	-
Human Resources Analyst	-	-	2.00	2.00	3.00	1.00
Human Resources Assistant	-	-	1.00	1.00	-	(1.00)
Total Human Resources	-	-	4.00	4.00	4.00	-

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

Innovation & Technology						
Chief Information Officer	-	-	1.00	1.00	1.00	-
NetOps Supervisor	-	-	1.00	1.00	1.00	-
Applications Supervisor	-	-	-	1.00	1.00	1.00
Network Administrator	-	-	1.00	1.00	1.00	-
Systems Analyst	-	-	2.00	2.00	3.00	1.00
IT Analyst	-	-	1.00	1.00	1.00	-
Database Analyst	-	-	1.00	1.00	1.00	-
Senior GIS Administrator	-	-	1.00	1.00	1.00	-
GIS Analyst	-	-	1.00	1.00	1.00	-
Help Desk Technican	-	-	1.00	1.00	1.00	-
Strategic Initiatives Manager	-	-	1.00	1.00	1.00	-
Constituent Services Coordinator	-	-	1.00	1.00	1.00	-
Emergency Mgmt & Safety Coordinator	-	-	-	1.00	1.00	1.00
Senior Office Specialist	-	-	0.80	0.80	0.80	-
Total Innovation & Technology	-	-	12.80	14.80	15.80	3.00

Full-time employees: 15
Part-time employees: -

Legal						
Legal Services Director	1.00	1.00	1.00	1.00	1.00	-
Chief Civil Deputy Attorney	1.00	1.00	1.00	1.00	1.00	-
Assistant Town Prosecutor	1.00	1.00	1.00	1.00	1.00	-
Senior Paralegal	1.00	1.00	1.00	1.00	1.00	-
Paralegal I	1.00	1.00	1.00	1.00	1.00	-
Legal Secretary	1.00	1.00	1.00	1.00	1.00	-
Total Legal	6.00	6.00	6.00	6.00	6.00	-

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



Personnel Schedule

	FY 2019	FY 2020	FY 2021		FY2022	+/- to Budget
	Actual	Actual	Budget	Projected	Budget	
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	1.00	1.48	1.48	1.48	1.48	-
Court Security Officer	-	-	1.00	1.00	1.00	-
Bailiff	1.00	1.00	-	-	-	-
Total Magistrate Court	8.00	8.48	8.48	8.48	8.48	-

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

Town Manager's Office						
Town Manager	1.00	1.00	1.00	1.00	1.00	-
Assistant Town Manager	1.00	1.00	1.00	1.00	1.00	-
Executive Assistant	1.00	1.00	1.00	1.00	1.00	-
Senior Office Specialist	1.00	1.00	1.00	-	-	(1.00)
Management Analyst	-	-	-	1.00	1.00	1.00
Management Intern	0.38	0.38	0.38	0.38	0.38	-
Strategic Initiatives Manager	1.00	1.00	-	-	-	-
Communications Administrator	1.00	1.00	1.00	1.00	1.00	-
New Media Developer	1.00	1.00	-	-	-	-
Digital Content Specialist	-	-	1.00	1.00	1.00	-
Marketing & Communications Specialist	1.00	1.00	1.00	1.00	1.00	-
Constituent Services Coordinator	1.00	1.00	-	-	-	-
Public Information Officer	1.00	1.00	1.00	1.00	1.00	-
Total Town Manager's Office	10.38	10.38	8.38	8.38	8.38	-

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



Personnel Schedule

	FY 2019	FY 2020	FY 2021		FY2022	+/- to Budget
	Actual	Actual	Budget	Projected	Budget	
Parks and Recreation						
Parks & Recreation Director	1.00	1.00	1.00	1.00	1.00	-
Deputy Parks & Recreation Director	1.00	1.00	1.00	1.00	1.00	-
Recreation & Culture Manager	1.00	1.00	1.00	1.00	1.00	-
Recreation Facility Manager	1.00	1.00	1.00	1.00	1.00	-
Multimodal Planner	1.00	1.00	-	-	-	-
Parks Maintenance Superintendent	1.00	1.00	1.00	1.00	1.00	-
Parks Maintenance Supervisor	1.00	1.00	1.00	1.00	1.00	-
Parks Maintenance Crew Leader	1.00	1.00	-	-	-	-
Parks Maintenance Worker III	-	-	1.00	1.00	1.00	-
Parks Maintenance Worker II	1.00	1.00	1.00	2.00	2.00	1.00
Parks Maintenance Worker I	5.00	5.00	5.00	5.00	5.00	-
Park Monitor	0.96	0.96	0.96	0.96	0.96	-
Facilities Maintenance Technician	-	-	-	-	-	-
Senior Office Specialist	2.00	2.00	3.00	2.00	2.00	(1.00)
Office Specialist	1.00	1.00	1.00	1.00	1.00	-
Office Assistant	1.00	1.00	-	-	-	-
Assistant Recreation Manager	2.00	2.00	3.00	3.00	3.00	-
Recreation Leader	2.91	2.91	2.91	2.91	2.91	-
Aquatics Manager	1.00	1.00	1.00	1.00	1.00	-
Assistant Aquatics Manager	1.00	1.00	1.00	1.00	1.00	-
Lifeguard Supervisor	-	-	2.25	2.25	2.25	-
Aquatics Facility Supervisor	2.25	2.25	-	-	-	-
Aquatics Shift Leader	2.54	2.54	2.54	2.54	2.54	-
Aquatics Facility Attendant	4.80	4.80	4.80	4.80	4.80	-
Custodian	0.48	0.48	0.48	0.48	0.48	-
Recreation Supervisor	-	-	0.75	0.75	0.75	-
Facility Supervisor	-	-	-	-	-	-
Facility Attendant	5.00	5.00	4.25	4.25	4.25	-
Recreation Aide	6.63	6.63	6.63	6.63	6.63	-
Fitness Instructor	2.00	2.00	2.00	2.00	2.00	-
Lifeguard/Swim Instructor	13.53	13.53	13.53	13.53	13.53	-
Total Parks and Recreation	63.10	63.10	63.10	63.10	63.10	-

Full-time employees: 22
(not including seasonal employees) Part-time employees: 34



Personnel Schedule

	FY 2019	FY 2020	FY 2021		FY2022	+/- to Budget
	Actual	Actual	Budget	Projected	Budget	
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	12.00	13.00	13.00	13.00	13.00	-
Public Relations Sergeant	1.00	1.00	1.00	1.00	1.00	-
Detective	7.00	7.00	7.00	7.00	7.00	-
Patrol Officer	51.00	54.00	55.00	56.00	56.00	1.00
Traffic Investigator	-	-	1.00	1.00	1.00	-
Motorcycle Officer	6.00	6.00	4.00	4.00	4.00	-
School Resource Officer	8.00	9.00	9.00	8.00	7.00	(2.00)
K-9 Officer	2.00	3.00	3.00	3.00	3.00	-
DUI Officer	3.00	2.00	2.00	2.00	2.00	-
Training Officer	1.00	1.00	1.00	1.00	1.00	-
Reserve Officer	2.88	2.88	2.88	2.88	-	(2.88)
Systems Analyst	1.00	1.00	1.00	-	-	(1.00)
Police Telecommunications Manager	1.00	1.00	1.00	1.00	1.00	-
Telecommunications Supervisor	2.00	2.00	2.00	2.00	2.00	-
Public Safety Telecommunicator	10.00	10.00	10.00	10.00	11.00	1.00
Police Workforce Specialist	-	-	-	-	0.48	0.48
Records Supervisor	1.00	1.00	1.00	1.00	1.00	-
Records Specialist	5.00	5.00	5.00	5.00	5.00	-
Crime Scene Technician Supervisor	1.00	1.00	1.00	1.00	1.00	-
Crime Scene Technician	2.00	2.00	2.00	2.00	3.00	1.00
Administrative Services Manager	1.00	1.00	1.00	1.00	1.00	-
Crime Analyst	1.00	1.00	1.00	1.00	1.00	-
Emergency Mgmt & Safety Coordinator	1.00	1.00	1.00	-	-	(1.00)
Senior Office Specialist	2.00	2.00	3.00	3.00	3.00	-
Office Specialist	1.00	1.00	-	-	-	-
Office Assistant	1.25	1.25	1.25	1.25	1.25	-
Total Police	133.13	138.13	138.13	136.13	134.73	(3.40)

Full-time employees: 132

Part-time employees: 3



Personnel Schedule

	FY 2019	FY 2020	FY 2021		FY2022	+/- to Budget
	Actual	Actual	Budget	Projected	Budget	
Public Works						
Public Works Director & Town Engineer	1.00	1.00	1.00	1.00	1.00	-
Assistant Public Works Director	1.00	1.00	1.00	1.00	1.00	-
Engineering Division Manager	1.00	1.00	1.00	1.00	1.00	-
Operations Division Manager	1.00	1.00	1.00	1.00	1.00	-
Senior Civil Engineer	1.00	1.00	1.00	1.00	1.00	-
Senior Stormwater Civil Engineer	1.00	1.00	1.00	1.00	1.00	-
Civil Engineer	1.00	1.00	1.00	1.00	1.00	-
Stormwater Utility Division Manager	1.00	1.00	1.00	1.00	1.00	-
Stormwater Utility Project Manager	1.00	1.00	1.00	1.00	1.00	-
Streets and Drainage Operations Supervisor	-	-	1.00	1.00	1.00	-
Stormwater Field Superintendent	1.00	1.00	-	-	-	-
GIS Stormwater Intern	-	-	-	-	0.48	0.48
Senior Transit Crew Leader	1.00	1.00	1.00	1.00	1.00	-
Transit Crew Leader	1.00	1.00	1.00	1.00	1.00	-
Civil Engineering Designer	1.00	1.00	1.00	1.00	1.00	-
Senior Civil Engineering Tech	3.00	3.00	3.00	3.00	3.00	-
Streets & Drainage Op. Superintendent	-	-	1.00	1.00	1.00	-
Streets Maintenance Superintendent	1.00	1.00	-	-	-	-
Senior Traffic Technician	1.00	1.00	1.00	1.00	1.00	-
Construction Inspector	3.00	3.00	3.00	3.00	-	(3.00)
Administrative Coordinator	0.40	1.00	1.00	1.00	1.00	-
Stormwater Utility Analyst	1.00	1.00	1.00	1.00	1.00	-
Stormwater Inspector Designer	1.00	1.00	1.00	1.00	1.00	-
Fleet and Facility Manager	-	-	1.00	1.00	1.00	-
Facilities Maintenance Crew Leader	1.00	1.00	1.00	-	-	(1.00)
Fleet Maintenance Supervisor	-	-	-	1.00	1.00	1.00
Fleet Maintenance Mechanic III	1.00	1.00	1.00	1.00	1.00	-
Fleet Control Specialist	1.00	1.00	1.00	1.00	1.00	-
Fleet Attendant	-	-	-	-	1.00	1.00
Traffic Signs/Markings Crew Leader	1.00	1.00	1.00	1.00	1.00	-
Traffic Signs/Markings Worker	1.00	1.00	1.00	1.00	1.00	-
Streets & Drainage Crew Leader	2.00	2.00	2.00	2.00	2.00	-
Traffic Technician	1.00	1.00	1.00	1.00	1.00	-
Facilities Maintenance Technician	3.00	3.00	3.00	3.00	3.00	-
Heavy Equipment Operator III	1.00	1.00	-	-	-	-
Heavy Equipment Operator II	7.00	7.00	8.00	8.00	8.00	-
Heavy Equipment Operator I	1.00	1.00	-	-	-	-
Senior Office Specialist	1.00	1.00	1.00	2.00	2.00	1.00
Office Specialist	1.00	1.00	2.00	1.00	1.00	(1.00)
Transit Specialist	1.11	1.11	1.11	1.11	1.11	-
Transit Dispatcher	2.11	2.11	2.11	2.11	2.11	-
Office Assistant	1.96	1.96	0.96	0.96	0.96	-
Transit Driver	19.71	19.71	19.71	19.71	19.71	-
Total Public Works	70.29	70.89	70.89	70.89	69.37	(1.52)

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



Personnel Schedule

	FY 2019	FY 2020	FY 2021		FY2022	+/- to Budget
	Actual	Actual	Budget	Projected	Budget	
Water Utility						
Water Utility Director	1.00	1.00	1.00	1.00	1.00	-
Engineering & Planning Manager	1.00	1.00	1.00	1.00	1.00	-
Water Utility Administrator	1.00	1.00	1.00	1.00	1.00	-
Water Operations Manager	1.00	1.00	1.00	1.00	1.00	-
Water Production Superintendent	-	-	-	-	-	-
Water Distribution Superintendent	1.00	1.00	1.00	1.00	1.00	-
Water Engineer Project Manager	1.00	1.00	-	-	-	-
Water Production & Meter Ops. Superint.	1.00	1.00	1.00	1.00	1.00	-
Senior Engineering Associate	-	-	2.00	2.00	2.00	-
Meter Operations Supervisor	1.00	1.00	1.00	1.00	1.00	-
Engineering Design Reviewer	1.00	1.00	-	-	-	-
Water Conservation Specialist	1.00	1.00	1.00	1.00	1.00	-
Lead Water Utility Operator	3.00	3.00	3.00	3.00	3.00	-
Construction Inspector	2.00	2.00	2.00	2.00	2.00	-
Water Control Systems Supervisor	-	-	1.00	1.00	1.00	-
Electric and Control Technician	1.00	1.00	-	-	-	-
Instrumentation & Control Technican	-	-	1.00	1.00	1.00	-
Civil Engineer Tech	1.00	1.00	1.00	1.00	1.00	-
Water Utility Operator III	8.00	8.00	8.00	8.00	8.00	-
Water Utility Operator II	4.00	4.00	4.00	4.00	4.00	-
Senior Office Specialist	1.00	1.00	1.00	1.00	1.00	-
Water Utility Analyst	-	-	1.00	1.00	1.00	-
Customer Service Supervisor	1.00	1.00	-	-	-	-
Water Utility Operator I	4.00	4.00	4.00	4.00	4.00	-
Customer Service Specialist	4.00	4.00	4.00	4.00	4.00	-
Customer Service Representative	0.48	0.48	0.48	0.48	0.48	-
Total Water Utility	39.48	39.48	40.48	40.48	40.48	-
				Full-time employees:	40	
				Part-time employees:	1	
Total Personnel	391.49	396.97	398.97	398.97	398.05	(0.92)

Full-time employees: 322
Part-time employees: 110

Clerk

OVERVIEW

The Clerk's Office is the centralized information distribution point for our citizens, Town Council and staff. Responsibilities include preserving the legislative history of the Town, maintaining public records of the Town and conducting fair and impartial elections. The Clerk's Office provides staff support to Town Council; public records and information; business licensing; records management; elections; voter registration; and notary services. Functions of the Clerk's Office are performed in accordance with Arizona Revised Statutes, Oro Valley Town Code and the administrative policies and objectives of the Town.

2020-2021 MAJOR ACCOMPLISHMENTS

- Implemented a solution to obtain electronic signatures on ordinances, resolutions and minutes resulting in reduced processing times and the reduction of paper costs.
- Added 315 documents consisting of 8,224 pages to the Town's electronic document database.
- In collaboration with the Innovation & Technology Department, transitioned and trained staff to conduct public meetings via Zoom due to the COVID-19 pandemic.
- Conducted the August 4, 2020 primary election in which all three Council seats were filled and Prop 480 – Permanent Base Adjustment was approved. Voter turnout was 54.96%.
- Received and processed 295 public record requests.

Clerk

	FY 2020 Actual	FY 2021 Budget	FY 2021 Projected	FY 2022 Budget	Variance to Budget
Personnel					
Town Clerk	1.00	1.00	1.00	1.00	-
Deputy Town Clerk	1.00	1.00	1.00	1.00	-
Senior Office Specialist	1.00	1.00	1.00	1.00	-
Office Assistant	1.48	1.48	1.48	1.48	-
Communications Intern	0.25	0.25	0.25	0.25	-
Total FTEs	4.73	4.73	4.73	4.73	-

	FY 2020 Actual	FY 2021 Budget	FY 2021 Projected	FY 2022 Budget	Variance to Budget
Expenditures					
Personnel	\$ 340,146	\$ 340,424	\$ 340,424	\$ 358,733	5.4%
Operations & Maintenance	24,531	88,100	88,100	25,100	-71.5%
Total Expenditures	\$ 364,677	\$ 428,524	\$ 428,524	\$ 383,833	-10.4%

	Revenue Sources				
	FY 2020 Actual	FY 2021 Budget	FY 2021 Projected	FY 2022 Budget	Variance to Budget
Business Licenses & Permits	\$ 193,932	\$ 202,500	\$ 202,500	\$ 202,500	0.0%
Public Record Request Fees	1,917	2,500	1,500	2,500	0.0%
Total Revenues	\$ 195,849	\$ 205,000	\$ 204,000	\$ 205,000	0.0%

Community & Economic Development(CED)



OVERVIEW

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

2020-2021 MAJOR ACCOMPLISHMENTS

ADMINISTRATION

- Implemented new performance metrics.
- Completed work plans aligned with the Town Council Strategic Leadership Plan and the Comprehensive Economic Development Strategy.
- Continued to implement remote work strategies that maintained a high level of customer service for all divisions.

PERMITTING

- Completed the transition to electronic plan submittal and review.
- As of the end of April 2021, issued 2,098 permits, including 385 single family residential permits, 28 grading permits, 32 commercial building permits, 218 photovoltaic permits and 171 pool permits.
- Collected over \$2.2 million in plan review and permit fees representing more than \$198 million in work valuation for new private construction.
- Issued commercial building permits for projects such as OV Self Storage and Business Center, AZ Blood and Cancer Specialists, Salted Pig BBQ, TMC One, Seis Kitchen, Ashley Furniture, Jersey Mike's and Noodleholics. Issued Type 2 grading permits for new residential projects Capella Parcel M and Sagueros Viejos East, Phase 2.

Community & Economic Development(CED)

PLANNING

- Processed two Tier 1 (Major) - General Plan Amendment cases utilizing the following means of virtual outreach: five highly utilized informational videos, one HOA meeting presentation, four General Plan Amendment interactive ZOOM neighborhood meetings and five General Plan Amendment public hearings (Planning & Zoning Commission and Town Council). Processed one Tier 2 - General Plan Amendment for the Westward Look Annexation Project.
- Processed applications of various types, including 23 pre-applications.
- Completed Planning review comments within time standards for all development applications.
- Comprehensively evaluated *Your Voice, Our Future* General Plan action item implementation and updated the Planning work plan accordingly.
- Developed strategies to expand available properties for primary employment, including allowing for certain high-tech manufacturing, wholesale, and research and development uses in C-1 and C-2 Commercial Zoning Districts, and expanded the Economic Expansion Zoning Overlay District.
- Town Council approved an Annexation Strategy, from which the Westward Look Resort annexation, general plan amendment and rezoning was considered by Town Council in April 2021.

INSPECTION & COMPLIANCE

- Performed 23,527 inspections at approximately 8,645 locations. Some high-profile projects include Roche building expansions, the Salted Pig BBQ, F45 Fitness and TMC One.
- With assistance from the Innovation & Technology Department, provided an opportunity for customers to utilize Skype for pre-construction meetings.
- As of April 1, 2021, staff investigated a total of 233 violations/complaints recorded. Of those recorded, 23 complaints did not lead to a violation.

ECONOMIC DEVELOPMENT

- Town Council adopted a primary employer incentive program.
- Town Council approved strategies to expand available properties for primary employment, including allowing for certain high-tech manufacturing, wholesale, and research and development uses in C-1 and C-2 Commercial Zoning Districts, and expanded the Economic Expansion Zoning Overlay District.
- In response to the pandemic, assisted the Town Manager with the implementation of OVSafeSteps and the associated Hardship Grant.
- Regularly added net new primary employer business projects into the active business expansion and attraction pipeline.

Community & Economic Development(CED)

Total FTEs			
FY 2020 Actual	FY 2021		FY 2022 Budget
	Budget	Projected	
27.78	27.78	27.78	27.78

	Expenditures by Division				
	FY 2020 Actual	FY 2021		FY 2022 Budget	Variance to Budget
		Budget	Projected		
Administration	\$ 269,362	\$ 277,641	\$ 237,249	\$ 297,878	7.3%
Permitting	951,908	999,664	989,833	1,064,595	6.5%
Planning	516,938	561,517	559,788	676,959	20.6%
Inspection and Compliance	844,941	840,638	857,392	865,853	3.0%
Economic Development	140,882	100,201	91,873	154,329	54.0%
	\$ 2,724,031	\$ 2,779,661	\$ 2,736,135	\$ 3,059,614	10.1%

	Revenue Sources				
	FY 2020 Actual	FY 2021		FY 2022 Budget	Variance to Budget
		Budget	Projected		
Residential Building Permits	\$ 1,413,734	\$ 1,005,000	\$ 1,801,168	\$ 1,222,500	21.6%
Commercial Building Permits	544,597	217,500	619,547	242,500	11.5%
Special Inspection Fees	7,670	8,500	4,000	8,000	-5.9%
Zoning and Subdivision Fees	138,306	140,000	135,000	135,000	-3.6%
Sign Permits	20,166	20,000	21,000	20,000	0.0%
Grading Permit Fees	94,537	75,000	50,000	84,500	12.7%
Engineer Plan Review Fees	54,047	50,000	15,000	51,000	2.0%
Fire Permits and Fees	91,219	60,000	67,198	65,000	8.3%
	\$ 2,364,276	\$ 1,576,000	\$ 2,712,913	\$ 1,828,500	16.0%

CED – Administration

OVERVIEW

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

Personnel	FY 2020 Actual	FY 2021 Budget	FY 2021 Projected	FY 2022 Budget	Variance to Budget
CED Director	1.00	1.00	1.00	1.00	-
Senior Office Specialist	1.00	1.00	1.00	1.00	-
Total FTEs	2.00	2.00	2.00	2.00	-

Expenditures	FY 2020 Actual	FY 2021 Budget	FY 2021 Projected	FY 2022 Budget	Variance to Budget
Personnel	\$ 243,815	\$247,741	\$ 207,349	\$ 237,478	-4.1%
Operations & Maintenance	25,547	29,900	29,900	60,400	102.0%
Total Expenditures	\$ 269,362	\$ 277,641	\$ 237,249	\$ 297,878	7.3%

Expenditure and Staffing Changes

Operations & Maintenance:

O&M increased 102% due to costs related to consultant for 109 acres of property donated by the Rooney family

CED – Permitting

OVERVIEW

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

Personnel	FY 2020 Actual	FY 2021 Budget	FY 2021 Projected	FY 2022 Budget	Variance to Budget
Division Mgr, Permitting	1.00	1.00	1.00	1.00	-
Senior Civil Engineer	1.00	1.00	1.00	1.00	-
Engineering Design Reviewer	1.00	1.00	1.00	1.00	-
Plans Examiner II	2.00	2.00	2.00	2.00	-
Plans Examiner I	1.00	1.00	1.00	1.00	-
Senior Planning Technician	1.00	1.00	1.00	1.00	-
Building Permit Tech	2.00	2.00	2.00	2.00	-
Office Specialist	0.48	0.48	0.48	0.48	-
Total FTEs	9.48	9.48	9.48	9.48	-

Expenditures	FY 2020 Actual	FY 2021 Budget	FY 2021 Projected	FY 2022 Budget	Variance to Budget
Personnel	\$ 915,632	\$901,349	\$ 901,349	\$ 951,170	5.5%
Operations & Maintenance	36,276	98,315	88,484	113,425	15.4%
Total Expenditures	\$ 951,908	\$ 999,664	\$ 989,833	\$ 1,064,595	6.5%

CED – Planning

OVERVIEW

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

Personnel	FY 2020 Actual	FY 2021 Budget	FY 2021 Projected	FY 2022 Budget	Variance to Budget
Division Mgr, Planning	1.00	1.00	1.00	1.00	-
Principal Planner	2.00	2.00	2.00	2.00	-
Senior Planner	1.00	1.00	1.00	1.00	-
Planner	1.00	1.00	1.00	1.00	-
Senior Office Specialist	1.00	1.00	1.00	1.00	-
Intern	0.30	0.30	0.30	0.30	-
Total FTEs	6.30	6.30	6.30	6.30	-

Expenditures	FY 2020 Actual	FY 2021 Budget	FY 2021 Projected	FY 2022 Budget	Variance to Budget
Personnel	\$ 490,784	\$531,607	\$ 531,673	\$ 576,049	8.4%
Operations & Maintenance	26,154	29,910	28,115	100,910	237.4%
Total Expenditures	\$ 516,938	\$ 561,517	\$ 559,788	\$ 676,959	20.6%

Expenditure and Staffing Changes

Operations & Maintenance:

O&M increased 237% due to various programs such as a Housing Study and Dark Sky Code updates.

CED – Inspection & Compliance

OVERVIEW

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

Personnel	FY 2020 Actual	FY 2021 Budget	FY 2021 Projected	FY 2022 Budget	Variance to Budget
Division Mgr, Insp. & Comp.	1.00	1.00	1.00	1.00	-
Building Inspector II	4.00	4.00	4.00	4.00	-
Building Inspector I	1.00	1.00	1.00	1.00	-
Code Compliance Specialist	1.00	1.00	1.00	1.00	-
Zoning Technician	1.00	1.00	1.00	1.00	-
Senior Office Assistant	1.00	1.00	1.00	1.00	-
Total FTEs	9.00	9.00	9.00	9.00	-

Expenditures	FY 2020 Actual	FY 2021 Budget	FY 2021 Projected	FY 2022 Budget	Variance to Budget
Personnel	\$ 840,049	\$830,764	\$ 850,974	\$ 854,008	2.8%
Operations & Maintenance	4,892	9,874	6,418	11,845	20.0%
Total Expenditures	\$ 844,941	\$ 840,638	\$ 857,392	\$ 865,853	3.0%

CED – Economic Development

OVERVIEW

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

	FY 2020 Actual	FY 2021 Budget	FY 2021 Projected	FY 2022 Budget	Variance to Budget
Personnel					
Economic Dev. Specialist	1.00	1.00	1.00	1.00	-
Total FTEs	1.00	1.00	1.00	1.00	-

	FY 2020 Actual	FY 2021 Budget	FY 2021 Projected	FY 2022 Budget	Variance to Budget
Expenditures					
Personnel	80,077	\$79,380	79,380	83,478	5.2%
Operations & Maintenance	60,805	20,821	12,493	70,851	240.3%
Total Expenditures	140,882	100,201	91,873	\$ 154,329	54.0%

Expenditure and Staffing Changes

Operations & Maintenance:

O&M increased 240% due to marketing tools and programs and increased travel costs

Council

OVERVIEW

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

2020-2021 MAJOR ACCOMPLISHMENTS

- Participated in business outreach efforts as part of the OVSafeSteps program, connecting with dozens of businesses in the community, in partnership with Town staff and representatives of the Oro Valley Chamber of Commerce.
- Successfully conducted all Town Council meetings remotely during the pandemic, increasing attendance substantially.
- Adopted a balanced budget for FY 20/21 totaling just over \$105.4 million, reflecting the community's values and priorities.
- Conducted a two-day, bi-annual strategic planning retreat and finalized the draft Town Council Strategic Leadership Plan to guide town operations and investments during FY21/22 - 22/23.
- Approved a viable course of action for the Town's Pusch 9-hole golf course following the unsuccessful opportunity to lease the property to HSL, a solution that includes participation by the adjacent homeowners' associations.
- Provided direction to the Town Manager to implement a plan to address the Town's PSPRS unfunded liability through a \$10 million substantial contribution and \$17 million in Pension Obligation Bonds.
- Selected James Hazel as the Town's new Magistrate Judge after an open, competitive recruitment.

	FY 2020 Actual	FY 2021 Budget	FY 2021 Projected	FY 2022 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 2020 Actual	FY 2021 Budget	FY 2021 Projected	FY 2022 Budget	Variance to Budget
Expenditures					
Personnel	\$ 80,321	\$78,819	\$ 78,819	\$ 78,820	0.0%
Operations & Maintenance	103,717	118,200	118,200	109,900	-7.0%
Total Expenditures	\$ 184,038	\$ 197,019	\$ 197,019	\$ 188,720	-4.2%

Finance

OVERVIEW

Finance is responsible for Town financial activities, including accounting, payroll and accounts payable processing, budget development, coordination and analysis, financial statement preparation, audit coordination, debt management, managerial reporting, sales tax compliance and participation in a variety of other administrative and special projects. Finance also coordinates the development of the Town's Capital Improvement Program and provides procurement administration for the Town.

2020-2021 MAJOR ACCOMPLISHMENTS

- Increased resident understanding of the Town's financial structure, including revenue sources, operational costs and programs, facilities and capital investments through the following:
 - Received the Distinguished Budget Presentation award from the Government Finance Officers Association (GFOA) for the 13th consecutive year.
 - Received the Certificate of Achievement for Financial Reporting Excellence from GFOA for the 28th consecutive year.
 - Received the Popular Annual Financial Reporting award from GFOA for the 10th consecutive year.
 - Received the Achievement of Excellence in Procurement award from the National Procurement Institute for the 14th consecutive year.
 - Received an unmodified "clean" audit opinion for the Town's annual financial statements.
 - Presented monthly financial updates to Town Council and Budget & Finance Commission.
- Due to conservative budgeting practices, prudent fiscal management and strong fund balance reserves, it is projected the Town will be able to absorb the financial impact from the COVID-19 pandemic for FY 20/21, and will end the fiscal year on budget in the General Fund.
- Secured voter approval to change from Home Rule to Permanent Base Adjustment in the fall of 2020.
- 100% of internal customers rated Procurement quality as excellent or good.
- 96% of internal customers rated Procurement timeliness as excellent or good.
- Continued aligning the Town's capital investments with Council's Strategic Leadership Plan and financial policies.
- Transitioned the drafting of the Comprehensive Financial Annual Report in-house.
- Continued aligning the Town's annual budget and associated work plans with conservatively forecasted revenues.

Finance

Personnel	FY 2020 Actual	FY 2021 Budget	FY 2021 Projected	FY 2022 Budget	Variance to Budget
Chief Financial Officer	1.00	1.00	1.00	1.00	-
Finance & Budget Administrator	1.00	1.00	1.00	1.00	-
Chief Procurement Officer	1.00	1.00	1.00	1.00	-
Contract Specialist	-	-	-	1.00	1.00
Procurement Specialist	1.00	1.00	1.00	-	(1.00)
Senior Budget Analyst	1.00	1.00	1.00	1.00	-
Senior Accountant	1.00	1.00	1.00	2.00	1.00
Accounting Specialist	1.00	1.00	1.00	1.00	-
Senior Office Specialist	0.20	0.20	0.20	0.20	-
Total FTEs	7.20	7.20	7.20	8.20	1.00

Expenditures	FY 2020 Actual	FY 2021 Budget	FY 2021 Projected	FY 2022 Budget	Variance to Budget
Personnel	\$ 708,552	\$ 763,288	\$ 763,288	\$ 881,824	15.5%
Operations & Maintenance	208,859	69,600	69,600	97,831	40.6%
Total Expenditures	\$ 917,411	\$ 832,888	\$ 832,888	\$ 979,655	17.6%

Expenditure and Staffing Changes

Operations & Maintenance:

O&M increased 41% due to budgeted asset inventory services.

Human Resources

OVERVIEW

Human Resources (HR) provides services and support in the following areas: policy and procedure; administration and compliance; compensation and benefits; hiring, development and retention; employee and labor relations; and performance management.

2020-2021 MAJOR ACCOMPLISHMENTS

- Initiated advertising and recruiting volunteer opportunities within the Town of Oro Valley on the Town's Job Opportunities webpage. Members of the public interested in volunteering with the town can review the specific opportunities available. Departments can take advantage of the streamlined processes in place with the town's hiring software such as email notification system, automated advertising to several websites and volunteer coordinator alerts.
- Developed and implemented a town wide electronic employee performance evaluation form, creating town wide training, an online user guide for supervisors and updated policy. The electronic format and process ensures consistency, yet the approval process can be modified for each department, and HR can monitor the status of evaluations.
- Facilitated the first Virtual Wellness Fair for Town of Oro Valley employees lasting an entire month rather than the traditional one-day event. Employees and their families could access the fair "on demand" to learn about a variety of health and wellness topics from several different vendors.
- Completed town wide on-line training customized for general employee classifications and for supervisory classifications. Training topics focused on workplace conduct and compliance.
- Developed and implemented an electronic employee exit survey, emailing employees leaving the organization for voluntary feedback to gather metrics for future employee retention strategies.
- Drafted and implemented new HR policies and procedures to accommodate new working conditions due to the COVID-19 pandemic and the federal and state laws.

	FY 2020 Actual	FY 2021 Budget	FY 2021 Projected	FY 2022 Budget	Variance to Budget
Personnel					
Human Resource Director	1.00	1.00	1.00	1.00	-
Human Resource Analyst	2.00	2.00	2.00	3.00	1.00
Human Resource Assistant	1.00	1.00	1.00	-	(1.00)
Total FTEs	4.00	4.00	4.00	4.00	-

	FY 2020 Actual	FY 2021 Budget	FY 2021 Projected	FY 2022 Budget	Variance to Budget
Expenditures					
Personnel	\$ 346,061	\$ 388,971	\$ 373,994	\$ 401,410	3.2%
Operations & Maintenance	142,933	68,373	73,159	133,980	96.0%
Total Expenditures	\$ 488,994	\$ 457,344	\$ 447,153	\$ 535,390	17.1%

Innovation & Technology

OVERVIEW

The Innovation & Technology Department (I&T) is committed to providing secure, proven, innovative technologies that enhance operational efficiencies while providing convenient access to government information and services for employees, citizens, visitors and businesses. I&T is comprised of two divisions: Innovation and Strategy, and Information Technology.

The Innovation and Strategy Division manages the Council Strategic Leadership Plan, OV Peak Performance (continuous improvement activities dedicated to delivering better value to customers, internally and externally, by eliminating waste), annexations, special events, emergency management, safety, constituent services and tourism. Emergency Management programs ensure disaster preparedness, education and information is made available to staff and to community stakeholders. Constituent Services, through phone calls and AskOV, addresses concerns, complaints, inquiries and referrals with excellent customer service and a commonsense approach.

The Information Technology Division (ITD) identifies, implements and supports technology for all Town departments to support their business needs. Responsibilities include management and security of the Town's computer and telephony networks, Geographic Information System (GIS), technology acquisition, application management and support and database management. ITD strategizes its work through five focus areas: Service Delivery Improvement; Cyber Security; Application Lifecycles; Business Continuity; and ITD as a Strategic Partner.

2020-2021 ACCOMPLISHMENTS

- Continued implementation of solutions to accommodate new working conditions due to the COVID-19 pandemic. These included expanded work from home capabilities, support of interactive online public meetings, digital signatures, multifactor authentication and technology to support remote building inspections.
- Upgraded and expanded the electronic document management system to accommodate a 100% paperless office.
- Continue to provide updated cybersecurity training courses twice per year along with ongoing phishing testing campaign with remedial training.
- Updated backup solution to accommodate expanded cloud usage. Implemented air gapped backups for ransomware protection.
- Upgraded and expanded the Town's GIS system, including a new storage architecture and latest GIS version.
- Continued Peak Performance Training to 35 full-time employees and expanded Peak Performance Lean Green Belt training to 14 employees.
- As of January 2021, realized a cost savings of \$64,395 related to Peak Improvement Projects.
- Launched a National Preparedness Month social media campaign, during the month of September 2020 to educate the Oro Valley community.
- Emergency Management and Safety Coordinator collaborated with all departments to update their Continuity of Operations Plan (COOP).
- Established the COVID Response Team to evaluate, research and provide recommendations to Manager's Policy Team on the impacts of Executive Orders, public health advisories, special events and restrictions.
- Coordinated and provided operational planning and logistics support to MHC Healthcare's COVID-19 vaccination site at James Kreigh Park.

Innovation & Technology

Personnel	FY 2020 Actual	FY 2021 Budget	FY 2021 Projected	FY 2022 Budget	Variance to Budget
Chief Information Officer (CIO)	1.00	1.00	1.00	1.00	-
NetOps Supervisor	-	1.00	1.00	1.00	-
Applications Supervisor	-	-	1.00	1.00	1.00
Network Administrator	2.00	1.00	1.00	1.00	-
Systems Analyst	2.00	2.00	2.00	3.00	1.00
Database Analyst	1.00	1.00	1.00	1.00	-
Senior GIS Administrator	1.00	1.00	1.00	1.00	-
GIS Analyst	1.00	1.00	1.00	1.00	-
IT Analyst	1.00	1.00	1.00	1.00	-
Help Desk Technician	-	1.00	1.00	1.00	-
Strategic Initiatives Manager	-	1.00	1.00	1.00	-
Constituent Services Coord.	-	1.00	1.00	1.00	-
Emergency Mgmt & Safety	-	-	1.00	1.00	1.00
Senior Office Specialist	0.80	0.80	0.80	0.80	-
Total FTEs	9.80	12.80	14.80	15.80	3.00

Expenditures	FY 2020 Actual	FY 2021 Budget	FY 2021 Projected	FY 2022 Budget	Variance to Budget
Personnel	\$ 960,397	\$ 1,540,148	\$ 1,540,148	\$ 1,665,903	8.2%
Operations & Maintenance	1,897,307	2,118,550	2,065,586	2,412,880	13.9%
Capital Outlay	223,174	285,500	274,080	267,800	-6.2%
Total Expenditures	\$ 3,080,878	\$ 3,944,198	\$ 3,879,814	\$ 4,346,583	10.2%

Expenditure and Staffing Changes

Operations & Maintenance:

O&M increased 14% due to increased software maintenance costs and licensing

Legal

OVERVIEW

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

2020-2021 MAJOR ACCOMPLISHMENTS

- Continued to hold court cases telephonically throughout the COVID-19 pandemic.
- Provided statewide DUI, Drugged Driving and Criminal Year Update training to police officers and prosecutors.
- Responded to legal claims against the Town.
- Reviewed policies, contracts and ordinances.

Personnel	FY 2020 Actual	FY 2021 Budget	FY 2021 Projected	FY 2022 Budget	Variance to Budget
Legal Services Director	1.00	1.00	1.00	1.00	-
Chief Civil Deputy Attorney	1.00	1.00	1.00	1.00	-
Assistant Town Prosecutor	1.00	1.00	1.00	1.00	-
Senior Paralegal	1.00	1.00	1.00	1.00	-
Paralegal I	1.00	1.00	1.00	1.00	-
Legal Secretary	1.00	1.00	1.00	1.00	-
Total FTEs	6.00	6.00	6.00	6.00	-

Expenditures	FY 2020 Actual	FY 2021 Budget	FY 2021 Projected	FY 2022 Budget	Variance to Budget
Personnel	\$ 727,075	\$ 721,071	\$ 696,476	\$ 751,078	4.2%
Operations & Maintenance	161,870	149,521	145,783	151,676	1.4%
Total Expenditures	\$ 888,945	\$ 870,592	\$ 842,259	\$ 902,754	3.7%

Magistrate Court

OVERVIEW

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

2020-2021 ACCOMPLISHMENTS

Oro Valley Magistrate Court was challenged to conduct court in completely different and previously unapproved ways in response to the COVID-19 pandemic. These adaptations and accomplishments included:

- The Court quickly adjusted from conducting in-person hearings to remote hearings for all cases for several months. This included conducting most of the hearings on the telephone with defendants either appearing outside the building and coming into the lobby to sign paperwork, or appearing from remote locations with paperwork delivered electronically.
- Obtained Zoom licensing to conduct court trials and complicated motion hearings as appropriate. Utilizing Zoom so judges may conduct proceedings remotely, as needed.
- Complied with the "open to the public" mandate by broadcasting trials and contested hearings on YouTube, in both video and audio formats.
- Increased public access by providing direct links to audio hearings.
- Obtained equipment and established procedures to allow staff to work remotely as appropriate.
- Updated the transmission of documents to electronic delivery for defendants and attorneys.
- Quickly adapted to multiple staff members contracting COVID-19, shutting down all in-person operations within three hours.
- Established protocols for sanitizing the court room, lobby and all staff areas, including health monitoring and PPE to ensure the safety of staff.

Magistrate Court

Personnel	FY 2020 Actual	FY 2021 Budget	FY 2021 Projected	FY 2022 Budget	Variance to Budget
Magistrate Judge	1.00	1.00	1.00	1.00	-
Court Administrator	1.00	1.00	1.00	1.00	-
Courtroom Clerk	1.00	1.00	1.00	1.00	-
Senior Court Clerk	3.00	3.00	3.00	3.00	-
Court Clerk	1.48	1.48	1.48	1.48	-
Court Security Officer	-	1.00	1.00	1.00	-
Bailiff	1.00	-	-	-	-
Total FTEs	8.48	8.48	8.48	8.48	-

Expenditures	FY 2020 Actual	FY 2021 Budget	FY 2021 Projected	FY 2022 Budget	Variance to Budget
Personnel	\$ 754,490	\$ 724,216	\$ 741,213	\$ 762,596	5.3%
Operations & Maintenance	110,869	140,610	121,549	165,916	18.0%
Total Expenditures	\$ 865,359	\$ 864,826	\$ 862,762	\$ 928,512	7.4%

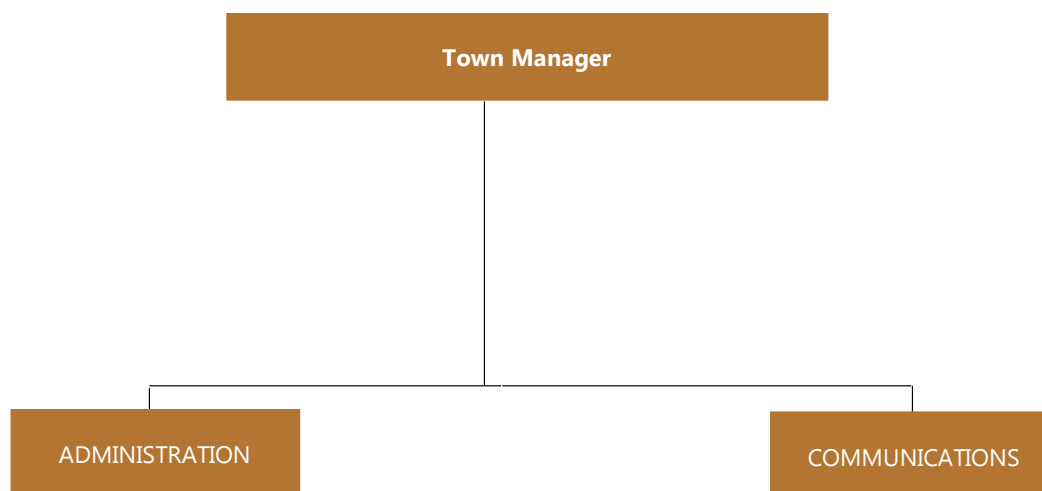
Revenue Sources					
	FY 2020 Actual	FY 2021 Budget	FY 2021 Projected	FY 2022 Budget	Variance to Budget
Court Costs	\$ 117,381	\$ 135,000	\$ 130,000	\$ 135,000	0.0%
Court Security Fee	18,333	20,000	20,000	20,000	0.0%
Public Defender Fees	3,035	2,400	1,500	2,400	0.0%
Fines	111,611	125,000	125,000	125,000	0.0%
Total Revenues	\$ 250,360	\$ 282,400	\$ 276,500	\$ 282,400	0.0%

Expenditure and Staffing Changes

Operations & Maintenance:

O&M increased 18% due to court appointed attorney fees as well as one-time operating equipment

Town Manager's Office



OVERVIEW

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

2020-2021 MAJOR ACCOMPLISHMENTS

- Adapted operations in creating new protocols and policies, including federal and state policy implementation, related to COVID-19. Created Zoom Town Council meetings, which allowed the Town to continue conducting its business with community engagement, allowing hundreds of residents to participate at each meeting.
- Developed and implemented a robust business assistance program, OVSafeSteps, designed to support area businesses with financial reimbursements for PPE, marketing and technical assistance expenses, while encouraging the community to patronize those who took the OVSafeSteps pledge.
- Partnered with and sponsored the Oro Valley Rotary Club's Taste of Oro Valley annual event so the event could continue being offered during the pandemic in a safe manner.
- Assisted the County in creating a vaccination point of distribution at James D. Kriegh Park for regional residents.
- Developed and created a podcast series titled, "This is Oro Valley," with the Town Manager covering interesting topics related to water, community policing, the OVSafeSteps business assistance program, Steam Pump Ranch, pavement preservation and other areas to help area residents learn more about their local government.
- Completed the new playground project at Naranja Park, receiving the *Best Park Award* from the Best of the Northwest Awards.

Town Manager's Office

- Authorized and implemented road safety improvements on La Canada Drive, adjacent to the Leman Academy, to increase traffic flow and safety.
- Negotiated and brought forward a successful annexation of the Westward Look Resort for Town Council's consideration.
- Completed the Naranja Park Solar Shade Project in partnership with Tucson Electric Power.
- Launched a robust Census 2020 campaign, resulting in the Town of Oro Valley receiving the second highest response rate of any city/town in the state of Arizona.
- Provided sufficient educational materials for the public to understand the details of Prop 480 – Permanent Base Adjustment, which ultimately was passed by voters.
- Through the Peak Performance process improvement initiative, realized a cost savings of approximately \$64,000.

Total FTEs			
FY 2020 Actual	FY 2021		FY 2022 Budget
	Budget	Projected	
10.38	8.38	8.38	8.38

Expenditures by Program - General Fund					
	FY 2020 Actual	FY 2021		FY 2022 Budget	Variance to Budget
		Budget	Projected		
Administration	\$ 675,706	\$ 514,270	\$ 491,032	\$ 611,135	18.8%
Communications	618,269	514,464	490,702	504,089	-2.0%
	\$1,293,975	\$1,028,734	\$ 981,734	\$1,115,224	8.4%

Town Manager's Office – Administration

OVERVIEW

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

Personnel	FY 2020 Actual	FY 2021 Budget	FY 2021 Projected	FY 2022 Budget	Variance to Budget
Town Manager	1.00	1.00	1.00	1.00	-
Assistant Town Manager	1.00	1.00	1.00	1.00	-
Strategic Initiatives Manager	1.00	-	-	-	-
Management Analyst	-	-	1.00	1.00	1.00
Executive Assistant	1.00	1.00	1.00	1.00	-
Senior Office Specialist	0.50	0.50	-	-	(0.50)
Management Intern	0.38	0.38	0.38	0.38	-
Total FTEs	4.88	3.88	4.38	4.38	0.50

Expenditures	FY 2020 Actual	FY 2021 Budget	FY 2021 Projected	FY 2022 Budget	Variance to Budget
Personnel	\$ 629,822	\$ 495,000	\$ 472,725	\$ 588,109	18.8%
Operations & Maintenance	45,884	19,270	18,307	23,026	19.5%
Total Expenditures	\$ 675,706	\$ 514,270	\$ 491,032	\$ 611,135	18.8%

Expenditure and Staffing Changes

Personnel:

Personnel increased 19% due to the mid-year reclassification of a Sr. Office Specialist to a Management Analyst to aid in strategic planning

Operations & Maintenance:

O&M increased 20% due to increased event and training costs

Town Manager's Office – Communications

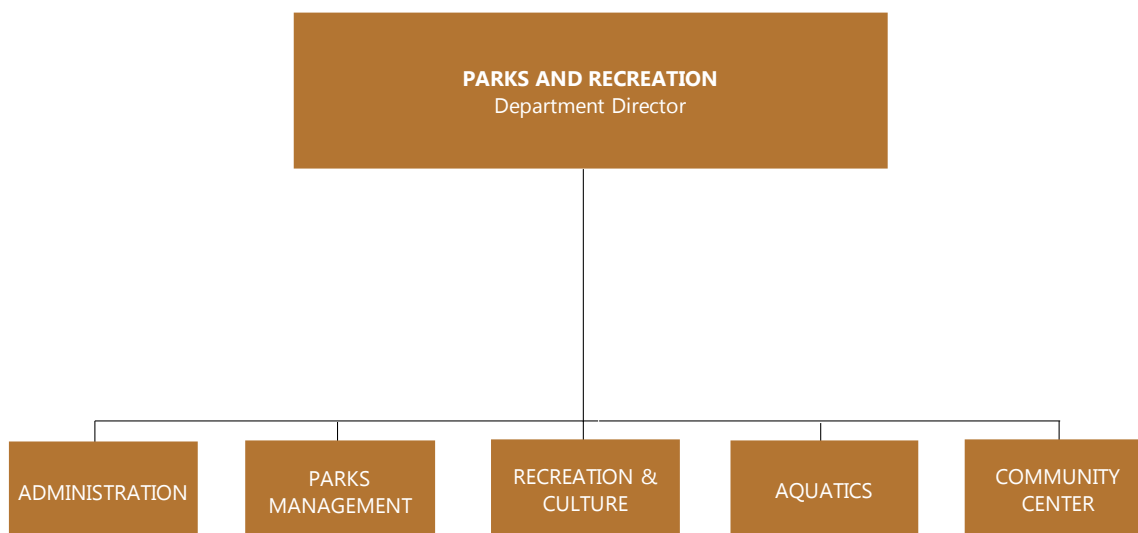
OVERVIEW

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

Personnel	FY 2020 Actual	FY 2021 Budget	FY 2021 Projected	FY 2022 Budget	Variance to Budget
Communications Administrator	1.00	1.00	1.00	1.00	-
New Media Developer	1.00	1.00	1.00	1.00	-
Constituent Services Coordinator	1.00	-	-	-	-
Marketing & Comm. Specialist	1.00	1.00	1.00	1.00	-
Public Information Officer	1.00	1.00	1.00	1.00	-
Senior Office Specialist	0.50	0.50	-	-	(0.50)
Total FTEs	5.50	4.50	4.00	4.00	(0.50)

Expenditures	FY 2020 Actual	FY 2021 Budget	FY 2021 Projected	FY 2022 Budget	Variance to Budget
Personnel	\$ 520,422	\$ 392,179	\$ 374,531	\$ 379,619	-3.2%
Operations & Maintenance	97,847	122,285	116,171	124,470	1.8%
Total Expenditures	\$ 618,269	\$ 514,464	\$ 490,702	\$ 504,089	-2.0%

Parks and Recreation



OVERVIEW

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

2020-2021 MAJOR ACCOMPLISHMENTS

ADMINISTRATION

- Continued work on the department Master Plan and will have finalized plan presented to Council by conclusion of FY20/21.
- Secured grant funding for a restroom building at the Naranja Park Archery range.
- Increased budget oversight and spending approach to ensure fiscal responsibility during the pandemic.
- Developed, posted and awarded new RFP for Golf Management Services of the Town's golf facilities, selecting Indigo Golf.
- Initiated design and restoration of the Garage at Steam Pump Ranch; anticipated completion in summer 2021.

PARKS MANAGEMENT

- New playground was installed and opened at Naranja Park.
- Implemented an Eatable Orchard at Steam Pump Ranch as part of the Planting Plan.
- Upgraded the first phase of irrigation pump system at Riverfront Park.
- New restroom was installed at Naranja Park Archery Range.

RECREATION & CULTURE

- Created online experiences and camps to take the place of in-person summer programming.
- Contracted with El Toro Flicks for drive-in movie opportunities during an otherwise downtime at the Steam Pump Ranch property.

- Worked with the Historic Planning Commission to create and approve a future Priority Funding Plan for the Steam Pump Ranch property.
- Began Garage design and restoration work at Steam Pump Ranch.

AQUATICS

- Continued operations with minimal closure time through implementation of new guidelines and requirements due to the pandemic.
- Replaced and refurbished facility heater systems.
- Painted interior and exterior walls of the facility.
- Communicated and worked with membership and long-term facility users to allow maximum use during COVID-19 capacity restrictions.

COMMUNITY CENTER

- Implemented new reservation and communication methods with members and community for use of the facility, to ensure adherence to required COVID-19 capacity limitations.
- Increased hours of operation for pool access throughout the pandemic.
- Completed several small projects and installations during closures to include new fans for air flow, staff break room area, equipment storage, and pool filtration replacement and repairs.
- Meeting almost 50% of the FY20/21 revenue goal despite six-months of closures and over 50% decrease in memberships.

Parks and Recreation

Total FTEs			
FY 2020 Actual	FY 2021		FY 2022 Budget
	Budget	Projected	
63.10	63.10	63.10	63.10

Expenditures by Fund					
	FY 2020 Actual	FY 2021		FY 2022 Budget	Variance to Budget
		Budget	Projected		
General Fund	\$ 2,162,909	\$ 3,478,517	\$ 3,398,060	\$ 3,446,358	-0.9%
Community Center Fund	5,668,846	6,599,082	5,316,189	8,512,607	29.0%
	\$ 7,831,755	\$ 10,077,599	\$ 8,714,249	\$ 11,958,965	18.7%

Revenues by Fund					
	FY 2020 Actual	FY 2021		FY 2022 Budget	Variance to Budget
		Budget	Projected		
General Fund	\$ 564,607	\$ 711,800	\$ 610,050	\$ 558,525	-21.5%
Community Center Fund	6,555,137	7,098,610	6,828,177	7,166,541	1.0%
	\$ 7,119,744	\$ 7,810,410	\$ 7,438,227	\$ 7,725,066	-1.1%

Parks and Recreation – General Fund

Total FTEs			
FY 2020 Actual	FY 2021		FY 2022 Budget
	Budget	Projected	
41.55	41.55	41.55	41.55

Expenditures by Division					
	FY 2020 Actual	FY 2021		FY 2022 Budget	Variance to Budget
		Budget	Projected		
Administration	\$ 538,509	\$ 466,519	\$ 446,496	\$ 441,380	-5.4%
Parks Management	1,107,815	1,394,179	1,394,179	1,369,531	-1.8%
Recreation and Culture	516,585	543,350	491,401	498,831	-8.2%
Aquatics		1,074,469	1,065,984	1,136,616	5.8%
	\$2,162,909	\$3,478,517	\$3,398,060	\$3,446,358	-0.9%

Revenue Sources					
	FY 2020 Actual	FY 2021		FY 2022 Budget	Variance to Budget
		Budget	Projected		
Aquatics User Fees	\$ 346,171	\$ 430,000	\$ 430,000	\$ 395,000	-8.1%
Concession Sales	11,195	15,000	50	5,000	-66.7%
Fields & Courts User Fees	105,369	115,000	115,000	66,125	-42.5%
Miscellaneous User Fees	101,872	151,800	65,000	92,400	-39.1%
	\$ 564,607	\$ 711,800	\$ 610,050	\$ 558,525	-21.5%

Parks and Recreation – General Fund

Administration

OVERVIEW

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

Personnel	FY 2020 Actual	FY 2021 Budget	FY 2021 Projected	FY 2022 Budget	Variance to Budget
Parks & Recreation Director	1.00	1.00	1.00	1.00	-
Deputy Parks & Rec. Director	1.00	1.00	1.00	1.00	-
Senior Office Specialist	1.00	1.00	-	-	(1.00)
Office Specialist	1.00	1.00	1.00	1.00	-
Total FTEs	4.00	4.00	3.00	3.00	(1.00)

Expenditures	FY 2020 Actual	FY 2021 Budget	FY 2021 Projected	FY 2022 Budget	Variance to Budget
Personnel	\$ 371,907	\$ 358,246	\$ 342,554	\$ 347,834	-2.9%
Operations & Maintenance	166,602	108,273	103,942	93,546	-13.6%
Total Expenditures	\$ 538,509	\$ 466,519	\$ 446,496	\$ 441,380	-5.4%

Expenditure and Staffing Changes

Operations & Maintenance:

O&M decreased by 14% attributable do a reduced credit card fees.

Parks and Recreation – General Fund

Parks Management

OVERVIEW

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

Personnel	FY 2020 Actual	FY 2021 Budget	FY 2021 Projected	FY 2022 Budget	Variance to Budget
Parks Maint Superintendent	1.00	1.00	1.00	1.00	-
Parks Maintenance Supervisor	1.00	1.00	1.00	1.00	-
Parks Maintenance Worker III	1.00	1.00	1.00	1.00	-
Parks Maintenance Worker II	1.00	1.00	2.00	2.00	1.00
Parks Maintenance Worker I	5.00	5.00	5.00	5.00	-
Park Monitor	0.96	0.96	0.96	0.96	-
Total FTEs	9.96	9.96	10.96	10.96	1.00

Expenditures	FY 2020 Actual	FY 2021 Budget	FY 2021 Projected	FY 2022 Budget	Variance to Budget
Personnel	\$ 533,782	\$ 565,429	\$ 565,429	\$ 630,281	11.5%
Operations & Maintenance	536,870	614,750	614,750	633,750	3.1%
Capital Outlay	37,163	214,000	214,000	105,500	-50.7%
Total Expenditures	\$ 1,107,815	\$ 1,394,179	\$ 1,394,179	\$ 1,369,531	-1.8%

Expenditure and Staffing Changes

Capital Outlay:

Capital decreased by 51% due to less minor capital projects in the upcoming fiscal year

Parks and Recreation – General Fund

Recreation & Culture

OVERVIEW

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

	FY 2020 Actual	FY 2021 Budget	FY 2021 Projected	FY 2022 Budget	Variance to Budget
Personnel					
Recreation & Culture Manager	1.00	1.00	1.00	1.00	-
Assistant Recreation Manager	2.00	2.00	2.00	2.00	-
Recreation Leader	1.95	1.95	1.95	1.95	-
Recreation Aide	1.75	1.75	1.75	1.75	-
Total FTEs	6.70	6.70	6.70	6.70	-

	FY 2020 Actual	FY 2021 Budget	FY 2021 Projected	FY 2022 Budget	Variance to Budget
Expenditures					
Personnel	\$ 360,067	\$ 385,930	\$ 385,930	\$ 389,681	1.0%
Operations & Maintenance	152,005	157,420	105,471	109,150	-30.7%
Capital	4,513	-	-	-	0.0%
Total Expenditures	\$ 516,585	\$ 543,350	\$ 491,401	\$ 498,831	-8.2%

Expenditure and Staffing Changes

Operations & Maintenance:

O&M decreased by 31% due to administrative changes in contract programming

Parks and Recreation – General Fund

Aquatics

OVERVIEW

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

Personnel	FY 2020 Actual	FY 2021 Budget	FY 2021 Projected	FY 2022 Budget	Variance to Budget
Aquatics Manager	1.00	1.00	1.00	1.00	-
Assistant Aquatics Manager	1.00	1.00	1.00	1.00	-
Senior Office Specialist	1.00	1.00	1.00	1.00	-
Facility Supervisor	2.25	2.25	2.25	2.25	-
Shift Leader	0.96	0.96	0.96	0.96	-
Facility Attendant	4.80	4.80	4.80	4.80	-
Lifeguard/Swim Instructor	9.88	9.88	9.88	9.88	-
Total FTEs	20.89	20.89	20.89	20.89	-

Expenditures	FY 2020 Actual	FY 2021 Budget	FY 2021 Projected	FY 2022 Budget	Variance to Budget
Personnel	\$ 692,660	\$ 764,269	\$ 755,784	\$ 821,566	7.5%
Operations & Maintenance	375,657	303,200	303,200	280,050	-7.6%
Capital Outlay	2,587	7,000	7,000	35,000	400.0%
Total Expenditures	\$ 1,070,904	\$ 1,074,469	\$ 1,065,984	\$ 1,136,616	5.8%

Community Center Fund

OVERVIEW

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

Personnel	FY 2020 Actual	FY 2021 Budget	FY 2021 Projected	FY 2022 Budget	Variance to Budget
Recreation Facility Manager	1.00	1.00	1.00	1.00	-
Assistant Recreation Manager	1.00	1.00	1.00	1.00	-
Senior Office Specialist	1.00	1.00	1.00	1.00	-
Facility Supervisor	0.75	0.75	0.75	0.75	-
Custodian	0.48	0.48	0.48	0.48	-
Facility Attendant	4.25	4.25	4.25	4.25	-
Aquatics Shift Leader	1.58	1.58	1.58	1.58	-
Lifeguard	3.65	3.65	3.65	3.65	-
Recreation Leader	0.96	0.96	0.96	0.96	-
Recreation Aide	4.88	4.88	4.88	4.88	-
Fitness Instructor	2.00	2.00	2.00	2.00	-
Total FTEs	21.55	21.55	21.55	21.55	-

Expenditures	FY 2020 Actual	FY 2021 Budget	FY 2021 Projected	FY 2022 Budget	Variance to Budget
Personnel	\$ 750,815	\$ 762,713	\$ 683,157	\$ 875,291	14.8%
Operations & Maintenance	4,795,029	4,711,869	4,348,532	4,804,816	2.0%
Capital Outlay	123,002	1,124,500	284,500	2,832,500	151.9%
Total Expenditures	\$ 5,668,846	\$ 6,599,082	\$ 5,316,189	\$ 8,512,607	29.0%

	Revenue Sources				Variance to Budget
	FY 2020 Actual	FY 2021 Budget	FY 2021 Projected	FY 2022 Budget	
Local Sales Taxes	\$ 2,584,916	\$ 2,492,960	\$ 2,767,485	\$ 2,857,779	14.6%
Charges for Services	3,940,063	4,479,650	3,925,182	4,182,762	-6.6%
Miscellaneous	30,159	126,000	135,510	126,000	0.0%
Total Revenues	\$ 6,555,137	\$ 7,098,610	\$ 6,828,177	\$ 7,166,541	1.0%

Expenditure and Staffing Changes

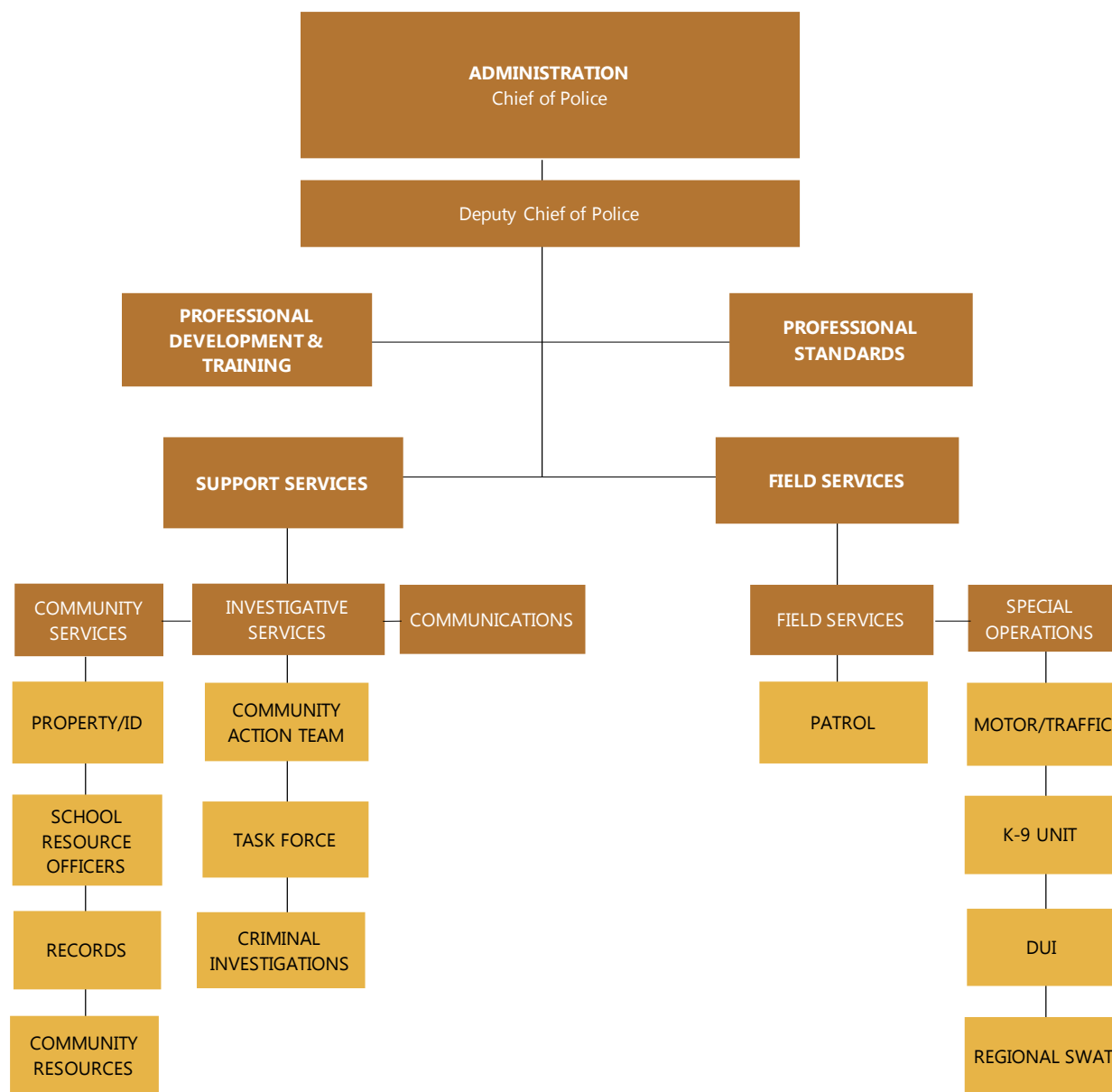
Personnel:

Personnel costs increase 15% due to return to normal staffing levels pre-pandemic

Capital Outlay:

Capital increased 152% due to the currently planned Golf Course Irrigation CIP project

Police



OVERVIEW

The men and women of this agency are dedicated to serving this community with integrity, compassion and fairness. The Oro Valley Police Department continues to make community engagement and community policing a top priority. We strive to be the most respected and highly motivated police agency in Arizona.

Police

2020-2021 MAJOR ACCOMPLISHMENTS

- Multiple vendors use various matrix criteria to identify "The Safest Cities in Arizona." Oro Valley was identified as:
 - #1 by Safehome.org
 - #2 by Homesnacks.com
 - #3 by Alarms.org
- Chief Kara M. Riley was recognized as Best of the Northwest Community Leader by Tucson Local Media.
- Chief Kara M. Riley was selected to sit on the Executive Board for the Arizona Women's Initiative Network (AZWIN).
- Lt. John Teachout was requested by the International Association of Chiefs of Police to assist them as a Subject Matter Expert and work in cooperation with the National Highway Traffic Safety Administration (NHTSA) as part of an advisory group for "Building a Culture of Traffic Safety."
- Sgt. Marshall Morris was selected by the Arizona Peace Officer Standards and Training (AZPOST) Board as a Subject Matter Expert to assist them in the development and implementation of a community engagement lesson plan.
- Ofc. Ryan Goss was recognized nationally by the Mothers Against Drunk Driving (MADD) for his efforts in traffic safety related to impaired driving.
- Ofc. Brian Kleinberg was recognized at the state level for his contributions to Traffic Incident Management.
- The Department was accepted into the Arizona Association of Chiefs of Police (AACOP) accreditation program.
- Implemented the National Incident-Based Reporting System (NIBERS). This is a federal reporting system and all agencies within the nation must participate.
- While adhering to COVID-19 protocols, continued to support back to school and 'Cops and Kids' programs.
- Completed a Request for Proposal process and secured a contract for towing services.
- Implemented Blue Teams, a "red flag" warning system for the Office of Professional Standards that assists with identifying and tacking personnel issues while streamlining the citizen complaint process.
- Conducted an audit of all policies and confirmed that Oro Valley PD follows best practices, local/state/federal laws and Constitutional requirements. The Department prepared for anticipated mandates expecting to be implemented by Presidential Executive Order. Subsequently, the department submitted our policies to the Department of Justice and received certification that they are in compliance.
- Implemented a full-time officer to assist with the mental health crisis facing the nation. The officer will participate as a member of the regional Mental Health Support Team (MHST) with a primary focus within the Oro Valley community.
- Expanded the use of body-worn cameras.
- Collaborated with the Federal Incident Command Team to combat the Bighorn Fire.
- Received a Certificate of Appreciation from the Type 1 Incident Management Commander, thanking OVPD for our support and collaboration during the Bighorn Fire.
- Implemented the TEXT911 program, with provides the ability to text a request for emergency response during extreme circumstances where the act of calling 911 would further endanger the person in need of assistance.

- Implemented a COVID-19 rapid diagnostic testing cycle for staff. The results provided command staff critical information, enhancing operational readiness while helping to mitigate potential exposures.
- Developed an action plan and acquired essential equipment to assist with the protection of the community, staff and critical infrastructure in preparation for civil unrest.
- Audited PPE, ensuring all officers had the equipment needed to safely operate in the community, and increased the amount of stocked equipment to meet federal recommendations.
- Continued to promote traffic safety through various strategies to include Oro Valley's High Visibility Enforcement (HiVE) deployments and participating in the Southwest DUI Taskforce operations.
- Developed and implemented the Oro Valley Safe Return Program.
- Received funding in the amount of \$236,014 from the Governor's Office of Highway Safety for overtime and equipment, to include the purchase of two motorcycles to support DUI enforcement, hazardous moving violation enforcement and participation during Southern Arizona DUI Task Force Operations.
- OVPD officers participated in the Southern Arizona DUI Task Force deployment efforts.
- Awarded funding in the amount of \$362,118 from Operation Stonegarden for equipment, overtime and mileage to combat illegal contraband / human smuggling and apprehend terrorists entering the country.
- Received funding in the amount of \$31,000 from the Attorney General for body-worn cameras and personal protective equipment.
- OVPD Public Safety Telecommunicators exceeded national quality assurance expectations, with a yearly average score of 97.6%.
- On schedule to complete the Capital Improvement Plan to upgrade our telecommunications center.

Police

Total FTEs			
FY 2020 Actual	FY 2021		FY 2022 Budget
	Budget	Projected	
138.13	138.13	136.13	134.73

Expenditures by Division					
	FY 2020 Actual	FY 2021		FY 2022 Budget	Variance to Budget
		Budget	Projected		
Administration	\$ 1,862,725	\$ 1,795,323	\$ 1,788,806	\$ 2,245,567	25.1%
Support Services	6,169,135	7,106,936	6,349,122	7,647,757	7.6%
Field Services	8,826,045	8,850,075	8,686,042	8,811,149	-0.4%
	\$ 16,857,905	\$ 17,752,334	\$ 16,823,970	\$ 18,704,473	5.4%

Revenue Sources					
	FY 2020 Actual	FY 2021		FY 2022 Budget	Variance to Budget
		Budget	Projected		
Federal Grants	\$ 508,022	\$ 503,500	\$ 476,616	\$ 496,895	-1.3%
Intergovernmental	65,000	180,000	65,000	65,000	-63.9%
State Grants	52,717	75,000	75,000	75,000	0.0%
Seizures & Forfeitures	53,471	95,789	95,789	98,195	2.5%
Fingerprinting	10,900	4,500	50	4,000	-11.1%
Report Copying	7,059	6,500	5,500	6,500	0.0%
Impound Processing	1,200	15,000	15,500	15,000	0.0%
Other	4,190	8,000	9,000	8,000	0.0%
	\$ 702,559	\$ 888,289	\$ 742,455	\$ 768,590	-13.5%

Police - Administration

OVERVIEW

The Oro Valley Police Department (OVPD) embodies a community policing philosophy and guides all staff toward embracing this throughout the entire organization. Personnel are trained to deliver a high level of service that meet our community's expectations. OVPD allows our staff to maintain professional certifications and focuses on developing the skills, abilities, knowledge and talents to maintain exceptional services. OVPD thoroughly investigates all complaints against its employees in order to preserve public confidence in our willingness to oversee and control the actions of our employees. In Oro Valley, community policing is considered one of our pillars that underlies all programs and initiatives.

Personnel	FY 2020 Actual	FY 2021 Budget	FY 2021 Projected	FY 2022 Budget	Variance to Budget
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	-
Sergeant	1.00	2.00	2.00	2.00	-
Public Info. Officer - Sergeant	1.00	1.00	1.00	1.00	-
Training Officer	1.00	1.00	1.00	1.00	-
Police Workforce Specialist	-	-	-	0.48	0.48
Reserve Officer	0.48	0.48	0.48	-	(0.48)
Administrative Services Manager	1.00	1.00	1.00	1.00	-
Total FTEs	7.48	8.48	8.48	8.48	-

Expenditures	FY 2020 Actual	FY 2021 Budget	FY 2021 Projected	FY 2022 Budget	Variance to Budget
Personnel	\$ 1,238,215	\$ 1,329,864	\$ 1,329,864	\$ 1,433,950	7.8%
Operations & Maintenance	624,510	465,459	458,942	811,617	74.4%
Total Expenditures	\$ 1,862,725	\$ 1,795,323	\$ 1,788,806	\$ 2,245,567	25.1%

Expenditure and Staffing Changes

Operations & Maintenance:

O&M budget increase due to forecasted increased insurance costs as well as field training supplies

Police – Support Services

OVERVIEW

The Support Services Division is comprised of Criminal Investigations Unit, Community Action Team, Crime Analyst, Task Force Operations, Property and I.D., School Resource Officers, Community Resources, Citizen Volunteer Assistants Program, Records, and the Communications Bureau. Support Services focuses on and analyzes crime trends, efficient resource allocation and technological solutions.

Personnel	FY 2020 Actual	FY 2021 Budget	FY 2021 Projected	FY 2022 Budget	Variance to Budget
Commander	1.00	1.00	1.00	1.00	-
Lieutenant	2.00	2.00	2.00	2.00	-
Sergeant	3.00	3.00	3.00	4.00	1.00
School Resource Officer	9.00	9.00	9.00	7.00	(2.00)
Detective	7.00	7.00	7.00	7.00	-
Lead Officer	-	-	-	1.00	1.00
Officer	6.00	6.00	6.00	5.00	(1.00)
Officer/Special Events Coord.	1.00	1.00	1.00	1.00	-
Telecommunications Manager	1.00	1.00	1.00	1.00	-
Telecommunications Supervisor	2.00	2.00	2.00	2.00	-
Telecommunicator	10.00	10.00	10.00	11.00	1.00
Records Supervisor	1.00	1.00	1.00	1.00	-
Records Specialist	5.00	5.00	5.00	5.00	-
Office Assistant	1.25	1.25	1.25	1.25	-
Systems Analyst	1.00	1.00	-	-	(1.00)
Crime Analyst	-	-	1.00	1.00	1.00
Crime Scene Tech Supervisor	1.00	1.00	1.00	1.00	-
Crime Scene Technician	2.00	2.00	2.00	3.00	1.00
Senior Office Specialist	1.00	1.00	1.00	1.00	-
Reserve Officer	0.96	0.96	0.96	-	(0.96)
Total FTEs	55.21	55.21	55.21	55.25	0.04

Expenditures	FY 2020 Actual	FY 2021 Budget	FY 2021 Projected	FY 2022 Budget	Variance to Budget
Personnel	\$ 5,811,249	\$ 6,706,913	\$ 5,948,399	\$ 6,941,946	3.5%
Operations & Maintenance	263,495	207,523	208,223	665,811	220.8%
Capital Outlay	94,391	192,500	192,500	40,000	-79.2%
Total Expenditures	\$ 6,169,135	\$ 7,106,936	\$ 6,349,122	\$ 7,647,757	7.6%

Expenditure and Staffing Changes

Operations & Maintenance:

O&M budget increase due to increased grant related equipment and programs

Police – Field Services

OVERVIEW

The Field Services Division is comprised of Patrol, Traffic Unit, K-9 and Pima Regional assignments. Field Services is responsible for the uniformed patrol functions of the Department, including 24-hour response to the initial investigation of crimes and incidents, traffic enforcement and control, crash investigations, community policing programs and specialized operations such as SWAT and K-9.

Personnel	FY 2020 Actual	FY 2021 Budget	FY 2021 Projected	FY 2022 Budget	Variance to Budget
Commander	1.00	1.00	1.00	1.00	-
Lieutenant	2.00	2.00	2.00	2.00	-
Sergeant	9.00	8.00	8.00	7.00	(1.00)
Lead Officer	9.00	9.00	9.00	7.00	(2.00)
K-9 Officer	2.00	2.00	2.00	2.00	-
Traffic Investigator	-	1.00	1.00	1.00	-
DUI Officer	3.00	2.00	2.00	2.00	-
Motorcycle Officer	5.00	3.00	3.00	4.00	1.00
Officer	39.00	41.00	41.00	43.00	2.00
Reserve Officer	1.44	1.44	1.44	-	(1.44)
Emerg. Mgmt. & Safety Coord.	1.00	1.00	-	-	(1.00)
Crime Analyst	1.00	1.00	-	-	(1.00)
Senior Office Specialist	1.00	2.00	2.00	2.00	-
Office Specialist	1.00	-	-	-	-
Total FTEs	75.44	74.44	72.44	71.00	(3.44)

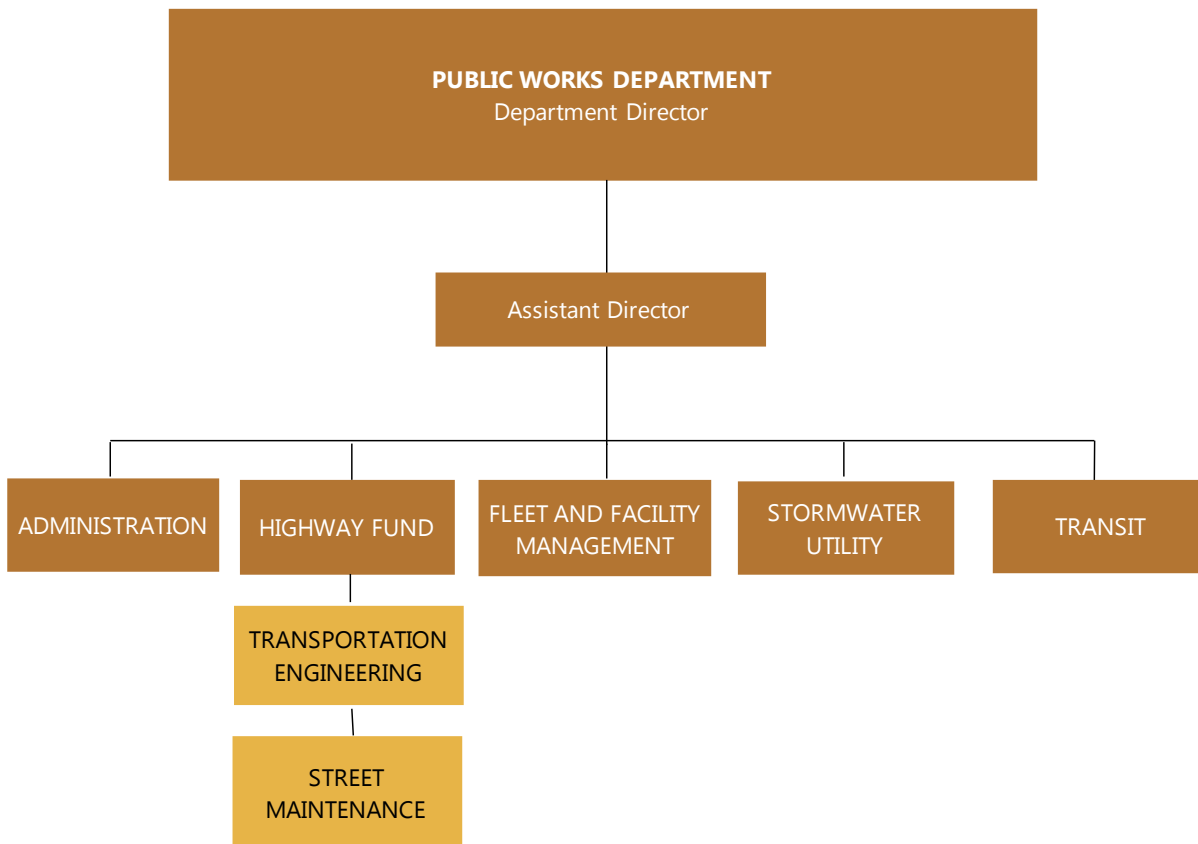
Expenditures	FY 2020 Actual	FY 2021 Budget	FY 2021 Projected	FY 2022 Budget	Variance to Budget
Personnel	\$ 8,783,141	\$ 8,818,865	\$ 8,656,080	\$ 8,757,469	-0.7%
Operations & Maintenance	42,904	31,210	29,962	53,680	72.0%
Total Expenditures	\$ 8,826,045	\$ 8,850,075	\$ 8,686,042	\$ 8,811,149	-0.4%

Expenditure and Staffing Changes

Operations & Maintenance:

O&M budget increase due to uniform and safety equipment costs

Public Works



OVERVIEW

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

Public Works

Total FTEs			
FY 2020 Actual	FY 2021		FY 2022 Budget
	Budget	Projected	
70.89	70.89	70.89	69.37

	Expenditures by Fund **				Variance to Budget
	FY 2020 Actual	FY 2021		FY 2022 Budget	
		Budget	Projected		
General Fund	\$ 3,099,252	\$ 4,898,891	\$ 4,324,871	\$ 5,364,091	9.5%
Highway Fund	4,110,990	3,861,101	3,667,996	4,090,525	5.9%
Stormwater Utility Fund	1,450,531	1,609,750	1,564,757	2,160,407	34.2%
	\$ 8,660,773	\$ 10,369,742	\$ 9,557,624	\$ 11,615,023	12.0%

Divisions/programs supported by the General Fund include Fleet Maintenance, Facilities Maintenance, Transit and Administration

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

	Revenues by Fund **				Variance to Budget
	FY 2020 Actual	FY 2021		FY 2022 Budget	
		Budget	Projected		
General Fund	\$ 1,260,543	\$ 1,521,500	\$ 725,660	\$ 1,238,910	-18.6%
Highway Fund	4,063,743	3,700,929	3,599,050	3,647,922	-1.4%
Stormwater Utility Fund	1,466,764	1,439,000	1,450,219	1,741,600	21.0%
	\$ 6,791,050	\$ 6,661,429	\$ 5,774,929	\$ 6,628,432	-0.5%

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

Public Works – Administration

OVERVIEW

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

2020-2021 MAJOR ACCOMPLISHMENTS

- Provided oversight, project management and administration to over 151 projects and program development plans. This includes project management of physical building projects such as the renovation of the Council Chambers, as well as supported other departments and stakeholders through the following:
 - Managed projects to aid other departments, including the design and bidding of the golf irrigation system replacements and the Steam Pump Ranch Garage renovation.
 - Provided support to other departments with the physical construction of projects like the Naranja Park Playground.
 - Worked with regional and local partners including the Pima County Library Department and Friends of the Oro Valley Library with the management and construction of the Library patio project.
 - Aided the RTA with settling on an acceptable solution with Oro Valley residents by brokering and helping design the new wildlife barriers for Oracle Road.
 - Partnered with Arizona Department of Transportation (ADOT) in the launching the Oracle Road rehabilitation project.
- Met with the RTA Citizens Advisory Committee to introduce and present the Town of Oro Valley's needs for inclusion in the RTA Next plan development.
- Developed and implemented a fluid staffing plan for essential and work-from-home employees to ensure Public Works continuance of service throughout the COVID pandemic.

Public Works – Administration

Personnel	FY 2020 Actual	FY 2021 Budget	FY 2021 Projected	FY 2022 Budget	Variance to Budget
PW Director & Town Engineer	1.00	1.00	1.00	1.00	-
Assistant Public Works Director	0.75	0.75	0.75	0.75	-
Operations Division Manager	-	-	-	-	-
Fleet & Facilities Manager	1.00	1.00	1.00	1.00	-
Streets Maint Superintendent	1.00	-	-	-	-
Streets & Drainage Op. Super.	-	1.00	1.00	1.00	-
Streets & Drainage Crew Leader	2.00	2.00	2.00	2.00	-
Heavy Equipment Operator II	5.00	5.00	5.00	5.00	-
Administrative Coordinator	1.00	1.00	1.00	1.00	-
Office Specialist	1.00	1.00	1.00	1.00	-
Total FTEs	12.75	12.75	12.75	12.75	-

Expenditures	FY 2020 Actual	FY 2021 Budget	FY 2021 Projected	FY 2022 Budget	Variance to Budget
Personnel	\$ 1,121,494	\$ 1,147,889	\$ 1,147,889	\$ 1,216,733	6.0%
Operations & Maintenance	178,539	132,025	125,424	185,456	40.5%
Total Expenditures	\$ 1,300,033	\$ 1,279,914	\$ 1,273,313	\$ 1,402,189	9.6%

Expenditure and Staffing Changes

Operations & Maintenance:

O&M budget increased 41% due to insurance and utility increases

Public Works – Fleet & Facility Management

OVERVIEW

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

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

2020-2021 MAJOR ACCOMPLISHMENTS

Fleet and Facilities completed over 4,100 tasks and projects by the end of the fiscal year.

Notable tasks completed include:

- 680 W. Calle Concordia
 - Design and construction of the administration building restrooms
 - HVAC unit replacement
 - Administration building roof replacement
 - Facility maintenance shop roof replacement
 - Maintenance yard and fuel island backup power generator design
- Community Center
 - Code and ADA compliance repair of staircases
 - ADA compliance repair of access ramp
 - Employee breakroom kitchenette install
 - Aerobics room floor refinishing
 - Replaced urinal and toilet fixtures
- COVID-19 Pandemic
 - Retrofit of facility restrooms and kitchenettes to touchless operations
 - Deployment and support of respiratory hygiene stations in Town facilities
 - Centralized procurement and distribution of hygiene supplies amid supply shortages
 - Disinfection of Town facilities
 - Distributed for use in Town facilities
 - 14 gallons of hand sanitizer
 - 8,550 disposable masks
 - 149 gallons of disinfectant spray
- Municipal Operations Center
 - Repair, seal and paint entry awnings on both buildings
 - Install security lighting on impound yard perimeter wall
- Oro Valley Aquatic Center
 - Facility painting
- Oro Valley Police Main Station
 - Security enhancements

Public Works – Fleet & Facility Management

- Window security screen covers
- Installed concrete masonry block perimeter wall
- Metal cladding added to vehicular gates
- Male and female locker room refresh
- Soffit repair
- Entryway stucco repair and paint
- Tangerine Police Substation, Emergency Operations Center
 - Back-up power generator installation
- Town Hall
 - Hardscape and wayfinding design
 - Administration building backup power generator design
 - Basement sump cleanout and repair

	FY 2020 Actual	FY 2021 Budget	FY 2021 Projected	FY 2022 Budget	Variance to Budget
Personnel					
Facilities Maintenance Super.	1.00	1.00	1.00	1.00	-
Facilities Maint Crew Leader	1.00	1.00	-		(1.00)
Facilities Maint Technician	3.00	3.00	3.00	3.00	-
Fleet Maint Supervisor	-	-	1.00	1.00	1.00
Fleet Maint Mechanic III	1.00	1.00	1.00	1.00	-
Fleet Control Specialist	1.00	1.00	1.00	1.00	-
Fleet Attendant	-	-	-	1.00	1.00
Total FTEs	7.00	7.00	7.00	8.00	1.00

	FY 2020 Actual	FY 2021 Budget	FY 2021 Projected	FY 2022 Budget	Variance to Budget
Expenditures					
Personnel	\$ 502,767	\$ 514,299	\$ 422,814	\$ 626,397	21.8%
Operations & Maintenance	1,463,451	1,885,750	1,760,059	2,048,750	8.6%
Capital Outlay	13,359	-	-	-	0.0%
Total Expenditures	\$1,979,577	\$ 2,400,049	\$2,182,873	\$2,675,147	11.5%

Expenditure and Staffing Changes

Personnel:

Personnel increased 22% due to the addition of a new Fleet Attendant position for FY21/22

Operations & Maintenance:

O&M budget increased 41% due to insurance and utility increases

Public Works – Highway Fund

OVERVIEW

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

2020-2021 MAJOR ACCOMPLISHMENTS

Between transportation and streets maintenance, over 2,370 (updated 4/1/2021) tasks were completed, including:

- The La Cholla Boulevard roadway widening project.
- The La Cañada Drive Leman safety improvements.
- Applied a Tire Rubber Modified Surface Sealer on the recently completed Tangerine Road RTA project.
- Started Lambert Lane Paved Shoulders project.
- Oro Valley Market Place multi-use path reconstruction.
- Over 144 sidewalk and curb repairs.
- Annual crack sealing of over 18.71 lane miles.
- Annual main line striping.
- Achieved a pavement overall condition index (OCI) of 78.75 (as of 4/1/2021).
- Annual neighborhood and arterial sweeping.
- Maintained essential service levels for street repair through the COVID-19 pandemic with loss of two Arizona Department of Corrections crews, equivalent to 8 full-time employees.
- Addressed all non-ADA compliant parking signs within the Town's parking lots.

Public Works – Highway Fund

Total FTEs			
FY 2020 Actual	FY 2021		FY 2022 Budget
	Budget	Projected	
27.75	15.00	15.00	12.00

Expenditures by Program					
	FY 2020 Actual	FY 2021		FY 2022 Budget	Variance to Budget
		Budget	Projected		
Transportation Engineering	3,864,642	3,512,881	3,319,776	3,766,525	7.2%
Street Maintenance	246,348	348,220	348,220	324,000	-7.0%
	\$ 4,110,990	\$ 3,861,101	\$ 3,667,996	\$ 4,090,525	5.9%

Revenue Sources					
	FY 2020 Actual	FY 2021		FY 2022 Budget	Variance to Budget
		Budget	Projected		
HURF Gas Taxes	\$ 3,694,044	\$ 3,458,929	\$ 3,560,200	\$ 3,614,922	4.5%
Licenses and Permits	50	25,000	28,050	25,000	0.0%
State Grants	259,121	210,000	-	-	-100.0%
Interest Income	23,560	5,000	8,800	6,000	20.0%
Miscellaneous	86,968	2,000	2,000	2,000	0.0%
	\$ 4,063,743	\$ 3,700,929	\$ 3,599,050	\$ 3,647,922	-1.4%

Public Works – Transportation Engineering

OVERVIEW

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

Personnel	FY 2020 Actual	FY 2021 Budget	FY 2021 Projected	FY 2022 Budget	Variance to Budget
Engineering Division Manager	1.00	1.00	1.00	1.00	-
Senior Civil Engineer	1.00	1.00	1.00	1.00	-
Senior Civil Engineer Tech	3.00	3.00	3.00	3.00	-
Civil Engineer/Project Manager	1.00	1.00	1.00	1.00	-
Civil Engineer Designer	1.00	1.00	1.00	1.00	-
Senior Traffic Technician	1.00	1.00	1.00	1.00	-
Traffic Technician	1.00	1.00	1.00	1.00	-
Traffic Signs/Markings Crew Leader	1.00	1.00	1.00	1.00	-
Traffic Signs/Markings Worker	1.00	1.00	1.00	1.00	-
Construction Inspector	3.00	3.00	3.00	-	(3.00)
Senior Office Specialist	1.00	1.00	1.00	1.00	-
Total FTEs	15.00	15.00	15.00	12.00	(3.00)

Expenditures	FY 2020 Actual	FY 2021 Budget	FY 2021 Projected	FY 2022 Budget	Variance to Budget
Personnel	\$ 1,389,143	\$ 1,387,651	\$ 1,238,755	\$ 1,208,870	-12.9%
Operations & Maintenance	270,608	294,730	250,521	292,655	-0.7%
Capital Outlay	2,204,891	1,830,500	1,830,500	2,265,000	23.7%
Total Expenditures	\$ 3,864,642	\$ 3,512,881	\$ 3,319,776	\$ 3,766,525	7.2%

Expenditure and Staffing Changes

Personnel:

Personnel costs decreased by 13% due to the elimination of three temporary positions associated with the La Cholla widening CIP project which is now complete

Capital Outlay:

Capital costs increased 24% due to an increased pavement preservation program for FY21/22

Public Works – Street Maintenance

OVERVIEW

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

	FY 2020 Actual	FY 2021 Budget	FY 2021 Projected	FY 2022 Budget	Variance to Budget
Expenditures					
Operations & Maintenance	244,251	348,220	348,220	324,000	-7.0%
Capital Outlay	2,097	-	-	-	0.0%
Total Expenditures	\$ 246,348	\$ 348,220	\$ 348,220	\$ 324,000	-7.0%

Public Works – Transit Services

OVERVIEW

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

2020-2021 MAJOR ACCOMPLISHMENTS

- Partner with the RTA in evaluating long-term transportation needs for future RTA continuation, ensuring Oro Valley's needs are fairly represented.
- Successfully maintained transit services through the COVID-19 pandemic to reduce and increase services based on utilization. Employee's acceptance of reduced hours of work in 2020 due to the pandemic was critical for the system to stay whole.
- Developed and implemented a transition plan to increase operators and transit services as ridership bounces back to pre-pandemic levels.
- Successfully awarded state grant ADOT 5310 program funds to reimburse COVID-19 cleaning and safety improvement protocols and procedures.
- With the support of the Innovation & Technology Department, improved functionality of in-vehicle tablets with upgrades that improved:
 - The on-line/on-tablet accident reporting process.
 - The on-line/on-tablet pre-trip and post-trip inspection process. This includes retention of reports, which saves hours of work managing the Federal Transportation Authority mandated retention of inspection reports.
- With the support of the Facilities Management Division, increased safety by improving bus yard lighting.
- With support from the Procurement Division, implemented a new vehicle maintenance contract.
- Ensured that our transportation remained safe with proper PPE, social distancing and regular vehicle disinfection.

Public Works – Transit Services

	FY 2020 Actual	FY 2021 Budget	FY 2021 Projected	FY 2022 Budget	Variance to Budget
Personnel					
Senior Transit Crew Leader	1.00	1.00	1.00	1.00	-
Transit Crew Leader	1.00	1.00	1.00	1.00	-
Transit Specialist	1.11	1.11	1.11	1.11	-
Dispatcher	2.11	2.11	2.11	2.11	-
Driver	19.71	19.71	19.71	19.71	-
Office Assistant	0.96	0.96	0.96	0.96	-
Total FTEs	25.89	25.89	25.89	25.89	-

	FY 2020 Actual	FY 2021 Budget	FY 2021 Projected	FY 2022 Budget	Variance to Budget
Expenditures					
Personnel	\$ 1,051,033	\$ 1,150,182	\$ 828,131	\$ 1,184,386	3.0%
Operations & Maintenance	59,411	51,946	35,112	75,569	45.5%
Capital Outlay	9,231	16,800	5,442	26,800	59.5%
Total Expenditures	\$ 1,119,675	\$ 1,218,928	\$ 868,685	\$ 1,286,755	5.6%

	Revenue Sources				Variance to Budget
	FY 2020 Actual	FY 2021 Budget	FY 2021 Projected	FY 2022 Budget	
RTA Reimbursement	\$ 1,150,233	\$ 1,380,000	\$ 725,000	\$ 1,166,500	-15.5%
Farebox	110,310	121,500	660	72,410	-40.4%
Total Revenues	\$ 1,260,543	\$ 1,501,500	\$ 725,660	\$ 1,238,910	-17.5%

Expenditure and Staffing Changes

Operations & Maintenance:

O&M increased 46% due to anticipated insurance premium increases

Capital Outlay:

Capital increased 60% for a potential Park n' Ride facility funded by the RTA

Public Works - Stormwater Utility

OVERVIEW

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

2020-2021 MAJOR ACCOMPLISHMENTS

- Updated the ten-year old Drainage Criteria Manual, including:
 - Town Code Chapter 17 revisions.
 - Developed regional consistency for drainage modeling and design.
- Improved floodplain information request process by developing:
 - A virtual GIS data and map layout lookup portal.
 - An online Laserfiche form and public access request process for floodplain status requests.
- Participated in Big Horn Fire regional agency coordination and assisted with citizen outreach and education.
- Enhanced the automated stormwater billing process and public outreach messaging and access.
- Undertook regional watercourse modeling and mapping in partnership with:
 - Pima County Regional Flood Control District on the following projects:
 - North Ranch Wash Watershed
 - Carmack Wash Watershed
 - Highlands Wash Watershed
 - Big Horn Fire impacted watersheds
 - FEMA on the following projects:
 - La Cholla Wash Watershed
 - Mutterer/Pusch/Rooney Wash Watersheds
- Secured Department of Emergency and Military Affairs funding to deliver Lambert Phase 2 drainage improvement.
- Submitted FEMA Building Resilient Infrastructure and Communities (BRIC) Grant application for Highlands Wash.

Public Works - Stormwater Utility

Personnel	FY 2020 Actual	FY 2021 Budget	FY 2021 Projected	FY 2022 Budget	Variance to Budget
Assistant Public Works Director	0.25	0.25	0.25	0.25	-
Stormwater Utility Division Mgr	1.00	1.00	1.00	1.00	-
Senior Stormwater Engineer	1.00	1.00	1.00	1.00	-
Streets & Drainage Op. Supervisor	-	1.00	1.00	1.00	-
Stormwater Field Superintendent	1.00	-	-	-	-
Stormwater Utility Project Manager	1.00	1.00	1.00	1.00	-
Stormwater Inspector Designer	1.00	1.00	1.00	1.00	-
Stormwater Utility Analyst	1.00	1.00	1.00	1.00	-
Heavy Equipment Operator II	3.00	3.00	3.00	3.00	-
Office Specialist	-	1.00	1.00	1.00	-
Office Assistant	1.00	-	-	-	-
Stormwater Intern	-	-	-	0.48	0.48
Total FTEs	10.25	10.25	10.25	10.73	0.48

Expenditures	FY 2020 Actual	FY 2021 Budget	FY 2021 Projected	FY 2022 Budget	Variance to Budget
Personnel	\$ 763,646	\$ 830,507	\$ 830,507	\$ 862,098	3.8%
Operations & Maintenance	505,852	440,243	420,250	440,935	0.2%
Capital Outlay	11,033	169,000	144,000	857,374	407.3%
Total Expenditures	\$ 1,280,531	\$ 1,439,750	\$ 1,394,757	\$ 2,160,407	50.1%

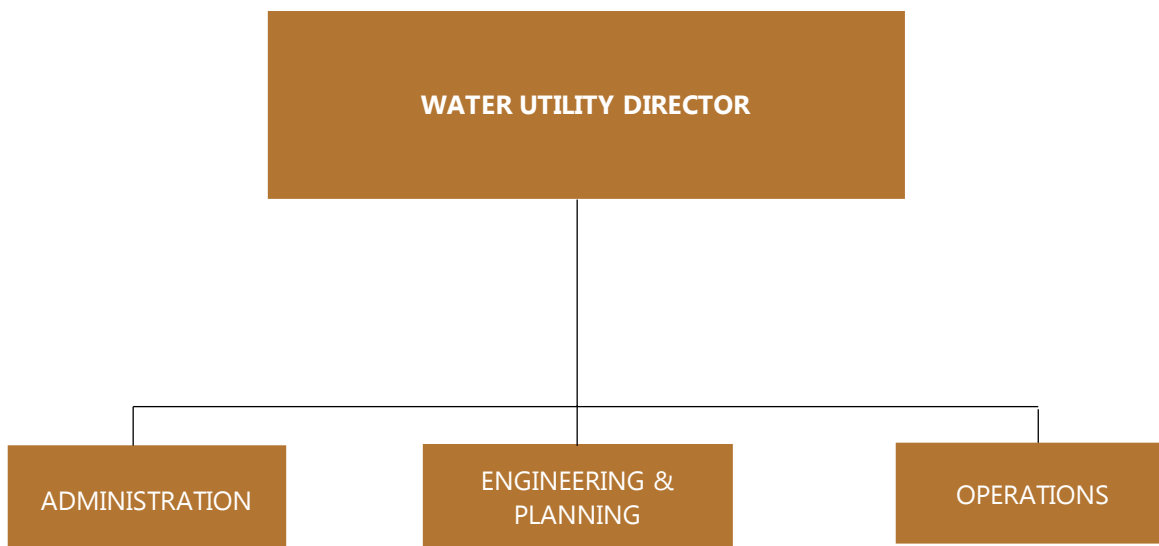
	Revenue Sources				Variance to Budget
	FY 2020 Actual	FY 2021 Budget	FY 2021 Projected	FY 2022 Budget	
Charges for Services	\$ 1,443,576	\$ 1,438,000	\$ 1,443,000	\$ 1,440,100	0.1%
State Grants	-	-	-	300,000	0.0%
Miscellaneous	40	-	29	-	0.0%
Interest Income	23,148	1,000	7,190	1,500	50.0%
Total Revenues	\$ 1,466,764	\$ 1,439,000	\$ 1,450,219	\$ 1,741,600	21.0%

Expenditure and Staffing Changes

Capital Outlay:

Capital increased 407% due to planned CIP projects for FY21/22

Water Utility



OVERVIEW

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

2020-2021 MAJOR ACCOMPLISHMENTS

- Delivered a combined total of 3.15 billion gallons of water to customers.
- 46% of the total deliveries were water supplies other than groundwater, including:
 - 820 million gallons of CAP water
 - 639 million gallons of reclaimed water
 - 1.70 billion gallons of groundwater
- Utilized full allocation of 10,305 acre feet of CAP water for potable use and recharge.
- Took 3,462 water quality samples with all results meeting regulatory requirements.
- 400 new metered connections for an estimated total customer base of 20,861 connections.
- Developed new *Water Utility Welcome Guide* for new customers.
- Developed and delivered the first issue of a quarterly newsletter titled *Behind the Meter*.
- Began implementation of a Potable Water Advanced Metering Infrastructure Data Analytics Evaluation Model.
- The WaterSmart customer portal has 6,300 registered users and has provided over 8,000 leak alerts directly to our customers.
- Constructed a new 500,000 gallon potable water reservoir.
- Began implementation of a new Customer Information System.

Water Utility

Total FTEs			
FY 2020 Actual	FY 2021		FY 2022 Budget
	Budget	Projected	
39.48	40.48	40.48	40.48

Expenditures by Division					
	FY 2020 Actual	FY 2021		FY 2022 Budget	Variance to Budget
		Budget	Projected		
Administration	\$ 14,439,016	\$ 13,562,571	\$ 12,954,832	\$ 13,693,579	1.0%
Engineering and Planning	853,343	3,472,841	3,462,256	1,877,837	-45.9%
Operations	5,201,841	4,693,383	4,693,383	5,195,624	10.7%
	\$ 20,494,200	\$ 21,728,795	\$ 21,110,471	\$ 20,767,040	-4.4%

Revenue Sources					
	FY 2020 Actual	FY 2021		FY 2022 Budget	Variance to Budget
		Budget	Projected		
Charges for Services	\$ 3,224,065	\$ 3,086,500	\$ 3,081,000	\$ 3,255,000	5.5%
Interest Income	378,089	75,000	80,000	100,000	33.3%
Miscellaneous	5,068	-	15,000	-	0.0%
Bond Proceeds	-	2,942,995	2,542,995	-	-100.0%
Water Sales	13,764,702	13,078,000	14,175,000	13,974,000	6.9%
	\$ 17,371,924	\$ 19,182,495	\$ 19,893,995	\$ 17,329,000	-9.7%

Water Utility – Administration

OVERVIEW

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

Personnel	FY 2020 Actual	FY 2021 Budget	FY 2021 Projected	FY 2022 Budget	Variance to Budget
Water Utility Director	1.00	1.00	1.00	1.00	-
Water Utility Administrator	1.00	1.00	1.00	1.00	-
Senior Office Specialist	1.00	1.00	1.00	1.00	-
Water Utility Analyst	1.00	1.00	1.00	1.00	-
Customer Service Specialist	4.00	4.00	4.00	4.00	-
Customer Service Representative	0.48	0.48	0.48	0.48	-
Water Conservation Specialist	1.00	1.00	1.00	1.00	-
Total FTEs	9.48	9.48	9.48	9.48	-

Expenditures	FY 2020 Actual	FY 2021 Budget	FY 2021 Projected	FY 2022 Budget	Variance to Budget
Personnel	\$ 938,559	\$ 827,256	\$ 827,256	\$ 866,369	4.7%
Operations & Maintenance	7,766,109	5,604,539	5,600,000	5,981,899	6.7%
Capital Outlay	1,323	150,000	150,000	150,000	0.0%
Debt Service	5,730,553	4,775,055	4,775,055	4,932,909	3.3%
Other Financing Uses	2,472	2,205,721	1,602,521	1,762,402	-20.1%
Total Expenditures	\$ 14,439,016	\$ 13,562,571	\$ 12,954,832	\$ 13,693,579	1.0%

Expenditure and Staffing Changes

Other Financing Uses:

Other Financing Uses decreased 20% due to budgeted transfers between the Water and Water Impact Fee funds.

Water Utility – Engineering and Planning

OVERVIEW

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

Personnel	FY 2020 Actual	FY 2021 Budget	FY 2021 Projected	FY 2022 Budget	Variance to Budget
Engineering & Planning Manager	1.00	1.00	1.00	1.00	-
Project Manager	1.00	-	-	-	-
Senior Engineering Associate	-	2.00	2.00	2.00	-
Engineering Design Reviewer	1.00	-	-	-	-
Construction Inspector	2.00	2.00	2.00	2.00	-
Civil Engineering Technician	1.00	1.00	1.00	1.00	-
Total FTEs	6.00	6.00	6.00	6.00	-

Expenditures	FY 2020 Actual	FY 2021 Budget	FY 2021 Projected	FY 2022 Budget	Variance to Budget
Personnel	\$ 505,906	\$ 591,256	\$ 591,256	\$ 615,286	4.1%
Operations & Maintenance	156,228	210,585	200,000	212,551	0.9%
Capital Outlay	191,209	2,671,000	2,671,000	1,050,000	-60.7%
Total Expenditures	\$ 853,343	\$ 3,472,841	\$ 3,462,256	\$ 1,877,837	-45.9%

Expenditure and Staffing Changes

Capital Outlay:

Capital decreased 61% due to planned CIP projects for FY21/22

Water Utility - Operations

OVERVIEW

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

Personnel	FY 2020 Actual	FY 2021 Budget	FY 2021 Projected	FY 2022 Budget	Variance to Budget
Water Operations Manager	1.00	1.00	1.00	1.00	-
Water Distribution Superintendent	1.00	1.00	1.00	1.00	-
Water Control Systems Super.	-	-	1.00	1.00	1.00
Prod. & Meter Ops. Superint.	1.00	1.00	1.00	1.00	-
Lead Water Utility Operator	3.00	3.00	3.00	3.00	-
Instrumentation & Control Tech.	-	1.00	1.00	1.00	-
Electric & Control Technician	1.00	1.00	-	-	(1.00)
Meter Operations Supervisor	1.00	1.00	1.00	1.00	-
Water Utility Operator III	8.00	8.00	7.00	7.00	(1.00)
Water Utility Operator II	4.00	4.00	5.00	5.00	1.00
Water Utility Operator I	4.00	4.00	4.00	4.00	-
Total FTEs	24.00	25.00	25.00	25.00	-

Expenditures	FY 2020 Actual	FY 2021 Budget	FY 2021 Projected	FY 2022 Budget	Variance to Budget
Personnel	\$ 1,979,544	\$ 2,076,843	\$ 2,076,843	\$ 2,180,562	5.0%
Operations & Maintenance	2,824,137	2,228,918	2,228,918	2,453,412	10.1%
Capital Outlay	398,160	387,622	387,622	561,650	44.9%
Total Expenditures	\$ 5,201,841	\$ 4,693,383	\$ 4,693,383	\$ 5,195,624	10.7%

Expenditure and Staffing Changes

Operations & Maintenance:

O&M increased 10% due to increased water testing and equipment repair and maintenance

Capital Outlay:

Capital increased 45% due to the purchase of a valve truck as well as increased meter purchases



Capital Improvement Program (CIP) Overview

Overview

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

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

The Town identifies capital projects as those which:

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

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

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

CIP projects funded in FY 2020-21 total \$22,839,463. The table below shows this breakdown by Fund:

Fund	Amount
General Fund	\$1,257,600
Capital Fund	\$6,386,490
Highway Fund	\$2,251,000
Community Center Fund	\$2,790,000
PAG/RTA Fund	\$1,375,000
Roadway Development Impact Fee Fund	\$200,000
Stormwater Utility Fund	\$803,373
Water Utility Fund	\$1,626,000
Water Impact Fee Fund	\$6,150,000
Total All Funds	\$22,839,463

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

Town of Oro Valley 10-Year Proposed Capital Improvement Program

CIP Project Listing by Funding Source	Fiscal Year										Grand Total
	FY 21/22	FY 22/23	FY 23/24	FY 24/25	FY 25/26	FY 26/27	FY 27/28	FY 28/29	FY 29/30	FY 30/31	
Capital Fund	6,386,490	3,614,000	2,223,000	1,789,000	1,989,250	1,289,250	1,289,250	1,189,250	1,201,500	1,201,500	22,172,490
680 Admin Building Remodel	102,000										102,000
680 Maintenance Bay	150,000										150,000
Computer Aided Dispatch (CAD) Replacement		450,000									450,000
James D Kreigh Park	320,000										320,000
Moore Road Asphalt Overlay - La Cholla Blvd to La Cañada Dr	527,000										527,000
Naranja Park Improvements	195,000										195,000
OVAC Pump Room Upgrades		247,000	247,000	247,000							741,000
OVAC Water Sanitization Project	115,000										115,000
Park Master Plan Amenities	1,500,000	1,500,000									3,000,000
Pavement Preservation Program Non-Roads	97,000	97,000	97,000	97,000	97,000	97,000	97,000	97,000	97,000	97,000	970,000
Permitting Software Replacement	178,409										178,409
Police Command Post	275,000										275,000
Red Dot Systems for Duty Handgun Use	126,681										126,681
Replacement Phone System					300,000						300,000
Server OS Upgrade	60,000										60,000
Steam Pump Ranch BBQ and Bunk House Renovation	480,500										480,500
Steam Pump Ranch Garage	300,000										300,000
Steam Pump Ranch Improvements			500,000	500,000	500,000	100,000	100,000				1,700,000
Town Generator Replacements	220,000	75,000									295,000
Town Hall Campus Security Screen Window Coverings	110,000										110,000
Town Hall Data Center Migration	300,000										300,000
Town Hall Parking Lot			184,000								184,000
Townwide IT Security Enhancements	50,000	50,000	50,000								150,000
Traffic Camera Video Recording System		50,000									50,000
Transit software replacement		200,000									200,000
Upgrade Desktop Operating System			200,000								200,000
Vehicle Replacement Program	1,279,900	945,000	945,000	945,000	1,092,250	1,092,250	1,092,250	1,092,250	1,104,500	1,104,500	10,692,900
Community Center Fund	2,790,000	1,870,000	485,000	2,485,000	2,090,000						9,720,000
Community Center Improvements				2,000,000	2,000,000						4,000,000
Community Center Parking Lot			395,000	395,000							790,000
Golf Course Irrigation	2,700,000	1,705,000									4,405,000
Pusch Tennis Roof Repair		75,000									75,000
Tennis Court Resurfacing	90,000	90,000	90,000	90,000	90,000						450,000
General Fund	1,257,600	250,000	360,000	255,000	255,000	275,000	275,000	275,000	280,000	285,000	3,767,600
Facility Maintenance Program	1,257,600	250,000	250,000	255,000	255,000	275,000	275,000	275,000	280,000	285,000	3,657,600
MOC Perimeter Fence			110,000								110,000

Town of Oro Valley 10-Year Proposed Capital Improvement Program

CIP Project Listing by Funding Source	Fiscal Year										Grand Total
	FY 21/22	FY 22/23	FY 23/24	FY 24/25	FY 25/26	FY 26/27	FY 27/28	FY 28/29	FY 29/30	FY 30/31	
Highway Fund	2,251,000	3,613,724	2,672,500	2,279,280	2,055,266	2,091,971	2,069,410	2,087,598	2,156,550	2,206,281	23,483,581
Illuminated Street Signs		55,000	55,000	55,000	55,000	55,000	55,000	55,000	55,000	55,000	495,000
La Canada Bridge Deck Repair		425,000									425,000
Lambert Lane Pavement Overlay - La Cholla to West Town Limit		343,724									343,724
Lambert Lane Pavement Overlay to La Cholla	575,000										575,000
Pavement Preservation Program	1,600,000	1,680,000	1,764,000	1,799,280	1,835,266	1,871,971	1,909,410	1,947,598	1,986,550	2,026,281	18,420,357
Planned Heavy Equipment Replacement		410,000		425,000	165,000	165,000	105,000	85,000	115,000	125,000	1,595,000
Rancho Vistoso Blvd Bridge Deck Repair			528,500								528,500
Rancho Vistoso Blvd. Street Lights			325,000								325,000
Shannon Road - Lambert to Naranja Drive		700,000									700,000
Vehicle Replacement Program	76,000										76,000
PAG/RTA Fund	1,375,000		75,000		75,000		75,000			75,000	1,675,000
500 W Magee Resurfacing	50,000										50,000
First Avenue Bridge Deck Repair	425,000										425,000
PAG TABY Grant	75,000		75,000		75,000		75,000			75,000	375,000
Planned Heavy Equipment Replacement	325,000										325,000
RTA Wildlife Fencing	500,000										500,000
Road Dev Impact Fee Fund	200,000	900,000									1,100,000
La Cholla and Moore Intersection Improvement		900,000									900,000
La Cholla Blvd. Phase II	200,000										200,000
Stormwater Utility	803,374	200,000	500,000	385,000	385,000						2,273,374
Catalina Ridge Alt		200,000									200,000
Gravel Mine Wash - Channel Reconstruct	417,374										417,374
Mutterer's Construction			500,000								500,000
Sierra Wash at Naranja Drive Drainage Improvements	386,000			385,000	385,000						1,156,000

Town of Oro Valley 10-Year Proposed Capital Improvement Program

CIP Project Listing by Funding Source	Fiscal Year										Grand Total
	FY 21/22	FY 22/23	FY 23/24	FY 24/25	FY 25/26	FY 26/27	FY 27/28	FY 28/29	FY 29/30	FY 30/31	
Water Utility	1,626,000	973,000	1,558,000	1,941,000	1,253,000	50,000	50,000	50,000	50,000	50,000	7,601,000
Allied Signal Reservoir Replacement	175,000										175,000
Asset Survey Management Equipment		40,000									40,000
Booster Rehab (2-Boosters - Study/Design/Construct)	50,000	20,000	400,000	400,000							870,000
Countryside Generator Auto Transfer Switch	50,000										50,000
El Con/Cmo Diestro Main & Valve Replacement	200,000										200,000
Hilton Main Replacement (Design)					75,000						75,000
Hydropneumatic Tank Replacement (1-Tank at Booster)	150,000	150,000	150,000	150,000	150,000						750,000
Hydropneumatic Tank Replacement (1-Tank at Well)	100,000	100,000	100,000	150,000	150,000						600,000
Instrumentation and Control	200,000										200,000
Main Valve Replacements		50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	450,000
Moore Rd F Zone Interconnect Design	60,000										60,000
Palisades C-Zone Storage Tank and Pipeline				500,000							500,000
Palisades Neighborhood Pipeline Redundancy		50,000	470,000								520,000
Pusch Ridge Estates Main Replacement (Design)					75,000						75,000
Reservoir Relining		175,000		175,000	175,000						525,000
SCADA Equipment		200,000	200,000	200,000	200,000						800,000
Utility Billing Software	150,000										150,000
Wall Upgrades	100,000										100,000
Water Utility Facility security	100,000										100,000
Water Utility Vehicle Replacement	141,000	38,000	38,000	76,000	38,000						331,000
Well D-8 Replacement Drill & Construct					100,000						100,000
Well Rehabilitation (2-Wells)	150,000	150,000	150,000	240,000	240,000						930,000
Water Impact Fee Fund	6,150,000	1,670,193	12,770,000								20,590,193
La Canada E-F & E-G Booster Design and Construct	600,000	600,000									1,200,000
Moore Road "F" Zone Interconnect			750,000								750,000
Nakoma Sky Replacement Well	600,000										600,000
NWRRDS - Independent	1,200,000	330,193	11,100,000								12,630,193
NWRRDS - Partnered	3,200,000	740,000	920,000								4,860,000
Steam Pump Well Drill and Construct	550,000										550,000
Grand Total	22,839,463	13,090,917	20,643,500	9,134,280	8,102,516	3,706,221	3,758,660	3,601,848	3,688,050	3,817,781	92,383,237



CIP Project Descriptions

The following are detailed descriptions of all of the recommended CIP projects for Fiscal Year 2021-2022. Discussion includes potential operating impact to the Town (if known and identifiable at this time) as well as indicating any additional funding the Town will receive to complete the project.

General Fund Related Projects

PROJECT TITLE:	Facility Maintenance Program
FY 21-22 PROJECT BUDGET:	\$1,257,600
PRIMARY FUNDING:	ARP Act - \$800,000
ADDITIONAL FUNDING:	General Fund - \$457,000
PROJECT DESCRIPTION:	Maintenance and rehabilitation of Town owned facilities
PROJECT JUSTIFICATION:	Annual repair and maintenance of Town owned facilities and assets are crucial to maintain and extend the useful life of the asset
ANNUAL OPERATING IMPACT:	No changes in operating costs anticipated

PROJECT TITLE:	680 Admin Building Remodel
FY 21-22 PROJECT BUDGET:	\$102,000
PRIMARY FUNDING:	General Fund - \$102,000
ADDITIONAL FUNDING:	N/A
PROJECT DESCRIPTION:	Remodeling of interior admin building to support the Public Works operations staff
PROJECT JUSTIFICATION:	Project will be done in tandem with the addition of a third maintenance bay. Currently operations staff work from the third bay area. This remodel will allow staff to continue to have access to office space after a third maintenance bay is created
ANNUAL OPERATING IMPACT:	No changes in operating costs anticipated



CIP Project Descriptions

PROJECT TITLE: 680 Maintenance Bay

FY 21-22 PROJECT BUDGET: \$150,000

PRIMARY FUNDING: General Fund - \$150,000

ADDITIONAL FUNDING: N/A

PROJECT DESCRIPTION: Reconfigure the third maintenance bay at 680 from office spaces into a drive-through work bay

PROJECT JUSTIFICATION: Reconfiguring the bay will enable the Town to perform more preventive maintenance activities internally which will increase quality of inspections and decrease ongoing costs

ANNUAL OPERATING IMPACT: Anticipated reduction of future ongoing operating costs

PROJECT TITLE: James D Kreigh Park

FY 21-22 PROJECT BUDGET: \$320,000

PRIMARY FUNDING: General Fund - \$320,000

ADDITIONAL FUNDING: N/A

PROJECT DESCRIPTION: Improves and updates existing playground as well as adds accessibility and landscaping

PROJECT JUSTIFICATION: Existing structures are over 20 years old. Project will improve safety and accessibility

ANNUAL OPERATING IMPACT: None anticipated

PROJECT TITLE: Moore Rd Asphalt Overlay - La Cholla Blvd to La Canada Dr

FY 21-22 PROJECT BUDGET: \$527,000

PRIMARY FUNDING: General Fund - \$527,000

ADDITIONAL FUNDING: N/A

PROJECT DESCRIPTION: Increase roadway width by adding 4-foot wide paved shoulders and applying a 2-inch asphalt overlay

PROJECT JUSTIFICATION: Current pavement edges have fractured due to inadequate paved shoulder and lateral support. Entire roadway will receive a 2-inch overlay

ANNUAL OPERATING IMPACT: Non anticipated



CIP Project Descriptions

PROJECT TITLE:	Naranja Park Improvements
FY 21-22 PROJECT BUDGET:	\$195,000
PRIMARY FUNDING:	General Fund - \$195,000
ADDITIONAL FUNDING:	N/A
PROJECT DESCRIPTION:	Project will improve the slope area between the two rectangle fields and will include walking path, turf, benches, tables, water fountains and shade trees
PROJECT JUSTIFICATION:	Continued improvement of Naranja Park is a Town objective
ANNUAL OPERATING IMPACT:	Unknown at this time
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PROJECT TITLE:	OVAC Water Sanitization Project
FY 21-22 PROJECT BUDGET:	\$115,000
PRIMARY FUNDING:	General Fund - \$115,000
ADDITIONAL FUNDING:	N/A
PROJECT DESCRIPTION:	Project consists or replacing and upgrading existing water treatment equipment that is aging and in need of repair
PROJECT JUSTIFICATION:	Replacement of current water treatment systems will result in a higher water quality for users as well as reduce the cost for chemicals
ANNUAL OPERATING IMPACT:	Anticipated reduction in pool maintenance costs
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PROJECT TITLE:	Park Master Plan Amenities
FY 21-22 PROJECT BUDGET:	\$1,500,000
PRIMARY FUNDING:	General Fund - \$1,500,000
ADDITIONAL FUNDING:	N/A
PROJECT DESCRIPTION:	Capacity to begin identified projects in the Parks & Recreation Master Plan
PROJECT JUSTIFICATION:	Upon adoption of the Parks & Recreation Master Plan, this will provide funding to begin specified projects
ANNUAL OPERATING IMPACT:	Unknown at this time
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CIP Project Descriptions

PROJECT TITLE: Pavement Preservation Non-Roads

FY 21-22 PROJECT BUDGET: \$97,000

PRIMARY FUNDING: General Fund - \$97,000

ADDITIONAL FUNDING: N/A

PROJECT DESCRIPTION: Surface treatment to Town parking lot facilities and multi-use paths

PROJECT JUSTIFICATION: Project will preserve the Town's assets and extending useful life

ANNUAL OPERATING IMPACT: None anticipated

PROJECT TITLE: Permitting Software Replacement

FY 21-22 PROJECT BUDGET: \$178,409

PRIMARY FUNDING: Carry Over - \$178,409

ADDITIONAL FUNDING: N/A

PROJECT DESCRIPTION: Replacement of the Town's permitting system

PROJECT JUSTIFICATION: Replacing the current permitting and code enforcement software will allow growth with Oro Valley's technical needs

ANNUAL OPERATING IMPACT: Unknown at this time

PROJECT TITLE: Police Command Post

FY 21-22 PROJECT BUDGET: \$275,000

PRIMARY FUNDING: General Fund - \$275,000

ADDITIONAL FUNDING: N/A

PROJECT DESCRIPTION: Outfitted trailer and tow vehicle to establish mobile command post on scene

PROJECT JUSTIFICATION: Mobile command post will increase efficiency and safety of Oro Valley Police department, and allow department to respond to a multitude of events

ANNUAL OPERATING IMPACT: Unknown at this time



CIP Project Descriptions

PROJECT TITLE: Red Dot Systems for Duty Handgun Use

FY 21-22 PROJECT BUDGET: \$126,681

PRIMARY FUNDING: General Fund - \$126,681

ADDITIONAL FUNDING: N/A

PROJECT DESCRIPTION: Project would entail trading in and replacing all department issued handguns with the same platform modified to accept miniaturized electronic sighting systems

PROJECT JUSTIFICATION: Transitioning to an optical sighting system will increase officer proficiency, enhance officer confidence, and reduce the force liability to the Police department and town

ANNUAL OPERATING IMPACT: Minimal assumed

PROJECT TITLE: Server OS Upgrade

FY 21-22 PROJECT BUDGET: \$60,000

PRIMARY FUNDING: General Fund - \$60,000

ADDITIONAL FUNDING: N/A

PROJECT DESCRIPTION: Upgrade all Town server operating systems to a supportable Microsoft version.

PROJECT JUSTIFICATION: Microsoft Server 2012 will no longer be supported by Microsoft in 2023

ANNUAL OPERATING IMPACT: None anticipated

PROJECT TITLE: Steam Pump Ranch BBQ and Bunk House Renovation

FY 21-22 PROJECT BUDGET: \$480,500

PRIMARY FUNDING: General Fund - \$480,500

ADDITIONAL FUNDING: N/A

PROJECT DESCRIPTION: Preservation and restoration of BBQ and Bunk house building on Steam Pump Ranch property

PROJECT JUSTIFICATION: Preserve and restore two buildings in need of repair

ANNUAL OPERATING IMPACT: Potential for reduced maintenance costs as building are repaired



CIP Project Descriptions

PROJECT TITLE:	Steam Pump Ranch Garage
FY 21-22 PROJECT BUDGET:	\$300,000
PRIMARY FUNDING:	Carry Over - \$300,000
ADDITIONAL FUNDING:	N/A
PROJECT DESCRIPTION:	Restoration of historically significant building at Steam Pump Ranch
PROJECT JUSTIFICATION:	Project will allow Recreation & Culture division to move to Steam Pump Ranch and allow facility to be open six days a week. Project will add indoor recreation space
ANNUAL OPERATING IMPACT:	Slight increases to annual operating costs

PROJECT TITLE:	Town Hall Generator Replacements
FY 21-22 PROJECT BUDGET:	\$220,000
PRIMARY FUNDING:	General Fund - \$220,000
ADDITIONAL FUNDING:	N/A
PROJECT DESCRIPTION:	Replace aging backup generators
PROJECT JUSTIFICATION:	Current generators at Town Hall have questionable reliability in event of prolonged power outages. Replacement will allow town to maintain continuity of operations when power is interrupted
ANNUAL OPERATING IMPACT:	None anticipated

PROJECT TITLE:	Town Hall Campus Security Screen Window Coverings
FY 21-22 PROJECT BUDGET:	\$110,000
PRIMARY FUNDING:	General Fund - \$110,000
ADDITIONAL FUNDING:	N/A
PROJECT DESCRIPTION:	Install security screens on Town Hall facility exterior windows
PROJECT JUSTIFICATION:	Security screens will harden the Town Hall facilities against vandalism and forced entry
ANNUAL OPERATING IMPACT:	Non anticipated



CIP Project Descriptions

PROJECT TITLE: Town Hall Data Center Migration

FY 21-22 PROJECT BUDGET: \$300,000

PRIMARY FUNDING: General Fund - \$300,000

ADDITIONAL FUNDING: N/A

PROJECT DESCRIPTION: Migrate the Town data center and facilities to the Police facility building

PROJECT JUSTIFICATION: Data center at the Police facility is more appropriate from a security and reliability perspective

ANNUAL OPERATING IMPACT: None anticipated

PROJECT TITLE: Vehicle Replacement Program

FY 21-22 PROJECT BUDGET: \$1,496,900

PRIMARY FUNDING: General Fund - \$1,279,900

ADDITIONAL FUNDING: Highway Fund - \$76,000
Water Utility - \$141,000

PROJECT DESCRIPTION: Annual replacement of vehicles across Town departments

PROJECT JUSTIFICATION: Replacement of aging fleet helps control vehicle repair and maintenance costs. Vehicle reserves are set aside annually to fund replacements

ANNUAL OPERATING IMPACT: Reduced maintenance costs as aging fleet vehicles are replaced



CIP Project Descriptions

Community Center Projects

PROJECT TITLE:	Golf Course Irrigation
FY 21-22 PROJECT BUDGET:	\$2,700,000
PRIMARY FUNDING:	Community Center Fund - \$2,700,000
ADDITIONAL FUNDING:	N/A
PROJECT DESCRIPTION:	Irrigation system improvements to the 18-hole Conquistador golf course
PROJECT JUSTIFICATION:	Council direction to start golf course irrigation improvements in May 2021 on the Conquistador course
ANNUAL OPERATING IMPACT:	\$25,000 decrease in annual irrigation costs

PROJECT TITLE:	Tennis Court Resurfacing
FY 21-22 PROJECT BUDGET:	\$90,000
PRIMARY FUNDING:	Community Center Fund - \$90,000
ADDITIONAL FUNDING:	N/A
PROJECT DESCRIPTION:	Crack repair, resurfacing and repainting of asphalt tennis courts at Oro Valley Community Center
PROJECT JUSTIFICATION:	Prevent further degradation, which creates tripping and hazards and results in more costly repairs in the future. Ensures courts are maintained for enjoyable use by public
ANNUAL OPERATING IMPACT:	Avoidance of future costly reconstruction and potential liability



CIP Project Descriptions

Highway Fund Projects

PROJECT TITLE:	Lambert Lane Pavement Overlay to La Cholla
FY 21-22 PROJECT BUDGET:	\$575,000
PRIMARY FUNDING:	Highway Fund - \$275,000
ADDITIONAL FUNDING:	Highway Fund Carry Over - \$300,000
PROJECT DESCRIPTION:	Construct 5 foot multi-use paved shoulders, apply a stress absorbing membrane and 1.5 inch asphalt overlay between Lambert Lane Park and La Cholla Boulevard
PROJECT JUSTIFICATION:	This section of Lambert Lane has several distressed pavement sections that need to be removed and replaced, and there are no paved shoulders between Lambert Lane Park and the new La Cholla Boulevard project
ANNUAL OPERATING IMPACT:	Minimal increases anticipated with addition of multi-use paths

PROJECT TITLE:	Pavement Preservation Program
FY 21-22 PROJECT BUDGET:	\$1,600,000
PRIMARY FUNDING:	Highway Fund - \$1,600,000
ADDITIONAL FUNDING:	N/A
PROJECT DESCRIPTION:	Perform annual roadway and multi-use path surface treatments per the Town's pavement preservation and management program
PROJECT JUSTIFICATION:	Enhances and improves the roadway system, maintains current overall condition index (OCI) rating, meeting key elements of the General and Strategic Plans
ANNUAL OPERATING IMPACT:	Maintaining adequate funding for this program prevents future costly roadway reconstruction and rehabilitation



CIP Project Descriptions

PAG/RTA Related Projects

PROJECT TITLE: 500 West Magee Resurfacing

FY 21-22 PROJECT BUDGET: \$50,000

PRIMARY FUNDING: PAG/RTA Fund Balance - \$50,000

ADDITIONAL FUNDING: N/A

PROJECT DESCRIPTION: Remove and replace asphalt pavement on alleyway of 500 W Magee

PROJECT JUSTIFICATION: Provides secondary access to the OVPD building. Pavement is beyond service life and needs to be replaced

ANNUAL OPERATING IMPACT: None anticipated at this time

PROJECT TITLE: First Avenue Bridge Deck Repair

FY 21-22 PROJECT BUDGET: \$425,000

PRIMARY FUNDING: PAG/RTA Fund Balance - \$425,000

ADDITIONAL FUNDING: N/A

PROJECT DESCRIPTION: Partial-depth bridge deck repair on the North Westbound First Avenue bridge over CDO wash

PROJECT JUSTIFICATION: Work consists of removing the upper portion of the concrete deck and replacing it with high strength concrete

ANNUAL OPERATING IMPACT: None anticipated at this time

PROJECT TITLE: Planned Heavy Equipment Replacement

FY 21-22 PROJECT BUDGET: \$325,000

PRIMARY FUNDING: PAG/RTA Fund Balance - \$325,000

ADDITIONAL FUNDING: N/A

PROJECT DESCRIPTION: Replacement of aging wheel loader and vibratory roller

PROJECT JUSTIFICATION: Current equipment is near end of life

ANNUAL OPERATING IMPACT: Decreased costs associated with equipment maintenance



CIP Project Descriptions

PROJECT TITLE:	Transportation Art by Youth (TABY) Project
FY 21-22 PROJECT BUDGET:	\$75,000
PRIMARY FUNDING:	TABY/PAG Grant - \$75,000
ADDITIONAL FUNDING:	N/A
PROJECT DESCRIPTION:	Design and construct public art with the Town's right-of-way by local youth
PROJECT JUSTIFICATION:	Oro Valley has an ongoing commitment to create beautiful surroundings that enhance the quality of life for all who live, work and play in the town. This program allows us to use outside funding to support our Public Art program
ANNUAL OPERATING IMPACT:	Estimated decrease in maintenance costs as vehicle would be new and with warranty

PROJECT TITLE:	RTA Wildlife Fencing
FY 21-22 PROJECT BUDGET:	\$500,000
PRIMARY FUNDING:	RTA Wildlife Grant - \$500,000
ADDITIONAL FUNDING:	N/A
PROJECT DESCRIPTION:	Install wildlife fencing near the SR 77 right-of-way to funnel wildlife to the crossings previously built
PROJECT JUSTIFICATION:	Additional fencing is needed at strategic locations along the corridor to funnel wildlife to the crossing structures
ANNUAL OPERATING IMPACT:	Unknown at this time



CIP Project Descriptions

Roadway Development Impact Fee Projects

PROJECT TITLE:	La Cholla Blvd. Phase II
FY 21-22 PROJECT BUDGET:	\$200,000
PRIMARY FUNDING:	Carry Over Road Impact Fees - \$200,000
ADDITIONAL FUNDING:	N/A
PROJECT DESCRIPTION:	Add final pavement seal and landscape establishment to La Cholla
PROJECT JUSTIFICATION:	A final seal after the pavement has had time to settle is needed to preserve useful life
ANNUAL OPERATING IMPACT:	None at this time

Stormwater Related Projects

PROJECT TITLE:	Gravel Mine Wash Channel Reconstruction
FY 21-22 PROJECT BUDGET:	\$417,374
PRIMARY FUNDING:	Stormwater - \$417,374
ADDITIONAL FUNDING:	N/A
PROJECT DESCRIPTION:	Repair and reconstruct failing shotcrete lined channel downstream of Lambert Lane
PROJECT JUSTIFICATION:	Sizeable cracking of existing shotcrete. If not addressed, there is potential for complete bank failure
ANNUAL OPERATING IMPACT:	None at this time

PROJECT TITLE:	Sierra Wash at Naranja Drive Drainage Improvements
FY 21-22 PROJECT BUDGET:	\$386,000
PRIMARY FUNDING:	Stormwater - \$386,000
ADDITIONAL FUNDING:	N/A
PROJECT DESCRIPTION:	Reconstruction of riprap apron extension at the outlet of Naranja Drive conveying Sierra Wash
PROJECT JUSTIFICATION:	Current erosion at this location is placing the roadway and utilities at risk for failure
ANNUAL OPERATING IMPACT:	None at this time



CIP Project Descriptions

Water Related Projects

PROJECT TITLE:	Northwest Recharge & Recovery Delivery System - Independent Portion
FY 21-22 PROJECT BUDGET:	\$1,200,000
PRIMARY FUNDING:	Water Impact Fees - \$1,200,000
ADDITIONAL FUNDING:	Water Utility Fund
PROJECT DESCRIPTION:	Northwest Recharge & Recovery Delivery System (NWRDRS) - Pipeline, easement acquisition, forebay reservoir & booster station
PROJECT JUSTIFICATION:	Project supports providing an additional 4,000 Acre-ft. per year of CAP water to the Oro Valley Water Utility Service Area
ANNUAL OPERATING IMPACT:	Operating costs expected to increase with the addition of new infrastructure. Accurate estimates to be determined during construction and testing

PROJECT TITLE:	Northwest Recharge & Recovery Delivery System - Partnered Portion
FY 21-22 PROJECT BUDGET:	\$3,200,000
PRIMARY FUNDING:	Water Impact Fees - \$3,200,000
ADDITIONAL FUNDING:	Water Utility Fund
PROJECT DESCRIPTION:	Northwest Recharge & Recovery Delivery System (NWRDRS) - Consultant transmission main & reservoir design
PROJECT JUSTIFICATION:	Project supports providing an additional 4,000 Acre-ft. per year of CAP water to the Oro Valley Water Utility Service Area
ANNUAL OPERATING IMPACT:	Operating costs expected to increase with the addition of new infrastructure. Accurate estimates to be determined during construction and testing

PROJECT TITLE:	Steam Pump Well Drill and Construct
FY 21-22 PROJECT BUDGET:	\$550,000
PRIMARY FUNDING:	Water Impact Fees - \$550,000
ADDITIONAL FUNDING:	N/A
PROJECT DESCRIPTION:	Well equipping and system tie-in for replacement of retiring wells
PROJECT JUSTIFICATION:	Capital investment of water infrastructure for system reliability
ANNUAL OPERATING IMPACT:	Replacement well; none anticipated



CIP Project Descriptions

PROJECT TITLE: Country side Generator Auto Transfer Switch

FY 21-22 PROJECT BUDGET: \$50,000

PRIMARY FUNDING: Water Utility - \$50,000

ADDITIONAL FUNDING: N/A

PROJECT DESCRIPTION: Auto Transfer Switch for the Country Side Generator

PROJECT JUSTIFICATION: Capital infrastructure investment for a more reliable and efficient distribution system

ANNUAL OPERATING IMPACT: None anticipated

PROJECT TITLE: Moore Road F Zone Interconnect Design

FY 21-22 PROJECT BUDGET: \$60,000

PRIMARY FUNDING: Water Utility - \$60,000

ADDITIONAL FUNDING: N/A

PROJECT DESCRIPTION: Design portion of interconnect along Moore Road

PROJECT JUSTIFICATION: Capital infrastructure investment for a more reliable and efficient distribution system

ANNUAL OPERATING IMPACT: None anticipated

PROJECT TITLE: Allied Signal Reservoir Replacement

FY 21-22 PROJECT BUDGET: \$175,000

PRIMARY FUNDING: Water Utility - \$175,000

ADDITIONAL FUNDING: N/A

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

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

ANNUAL OPERATING IMPACT: None anticipated



CIP Project Descriptions

PROJECT TITLE:	Booster Rehabilitation
FY 21-22 PROJECT BUDGET:	\$50,000
PRIMARY FUNDING:	Water Utility - \$50,000
ADDITIONAL FUNDING:	N/A
PROJECT DESCRIPTION:	Design work of header and pump efficiency evaluation. Construction in FY2021-2022
PROJECT JUSTIFICATION:	Reinvestment in capital for continued system reliability
ANNUAL OPERATING IMPACT:	Project will extend the facility's service life

PROJECT TITLE:	Water Utility Facility Security
FY 21-22 PROJECT BUDGET:	\$10,000
PRIMARY FUNDING:	General Fund - \$100,000
ADDITIONAL FUNDING:	N/A
PROJECT DESCRIPTION:	Improve access control and cameras at Water Utility facilities
PROJECT JUSTIFICATION:	Current security systems at water facilities are old and no longer supported. Project will establish centralized recording of events and Town access control
ANNUAL OPERATING IMPACT:	None anticipated

PROJECT TITLE:	El Con & Camino Diestro Main and Valve Modification and Replacement
FY 21-22 PROJECT BUDGET:	\$200,000
PRIMARY FUNDING:	Water Utility - \$200,000
ADDITIONAL FUNDING:	N/A
PROJECT DESCRIPTION:	Re-design a portion of the distribution system entering El Conquistador to create added redundancy and reliability to system
PROJECT JUSTIFICATION:	Capital infrastructure investment for a more reliable and efficient distribution system
ANNUAL OPERATING IMPACT:	None anticipated



CIP Project Descriptions

PROJECT TITLE:	Hydropneumatic Tank Replacement at Booster
FY 21-22 PROJECT BUDGET:	\$150,000
PRIMARY FUNDING:	Water Utility - \$150,000
ADDITIONAL FUNDING:	N/A
PROJECT DESCRIPTION:	Rehabilitation of Hydro Tank coating, complete refabrication to comply with American Standard of Mechanical Engineers Certified Tank
PROJECT JUSTIFICATION:	The existing tank is not certified by the American Society of Mechanical Engineers or National Board registered; ultrasonic thickness gauge measurements indicate corrosion inside the tank. Capital reinvestment for system reliability
ANNUAL OPERATING IMPACT:	\$500 decrease in maintenance costs due to new tank

PROJECT TITLE:	Hydropneumatic Tank Replacement at Well
FY 21-22 PROJECT BUDGET:	\$100,000
PRIMARY FUNDING:	Water Utility - \$100,000
ADDITIONAL FUNDING:	N/A
PROJECT DESCRIPTION:	Rehabilitation of Hydro Tank coating, complete refabrication to comply with American Standard of Mechanical Engineers Certified Tank
PROJECT JUSTIFICATION:	The existing tank is not certified by the American Society of Mechanical Engineers or National Board registered; ultrasonic thickness gauge measurements indicate corrosion inside the tank. Capital reinvestment for system reliability
ANNUAL OPERATING IMPACT:	\$500 decrease in maintenance costs due to new tank

PROJECT TITLE:	Nakoma Sky Replacement Well
FY 21-22 PROJECT BUDGET:	\$600,000
PRIMARY FUNDING:	Water Impact Fees - \$600,000
ADDITIONAL FUNDING:	N/A
PROJECT DESCRIPTION:	Complete the equipping of a new well at the Nakoma Sky development at First Ave. and Lambert Lane
PROJECT JUSTIFICATION:	Replace lost well capacity; maintain healthy groundwater capacity during periods of increased summer demand and in the event of CAP water outage as a redundant system
ANNUAL OPERATING IMPACT:	Replacement well; none anticipated



CIP Project Descriptions

PROJECT TITLE: Well Rehabilitation

FY 21-22 PROJECT BUDGET: \$150,000

PRIMARY FUNDING: Water Utility - \$150,000

ADDITIONAL FUNDING: N/A

PROJECT DESCRIPTION: Rehabilitation of Well D1/CS1 to increase useful life

PROJECT JUSTIFICATION: Video log assessment, brush bail, pump efficiently evaluation/replacement to provide system reliability and efficiency

ANNUAL OPERATING IMPACT: None anticipated

PROJECT TITLE: Utility Billing Software

FY 21-22 PROJECT BUDGET: \$150,000

PRIMARY FUNDING: Water Utility - \$150,000

ADDITIONAL FUNDING: N/A

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

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

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