



# Town of Oro Valley ANNUAL BUDGET



## FY 2014-15





**ORO VALLEY**, *it's in our nature*

## **ANNUAL BUDGET** **2014 – 2015**



### **Community Vision**

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

### **Mission**

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

### **Organizational Values**

We are strongly committed to:

- Honesty, Integrity, Trustworthiness
- Openness, Accountability, Transparent Government
- Respect for Diversity
- Creativity, Teamwork and Continuous Improvement
- Excellent Service



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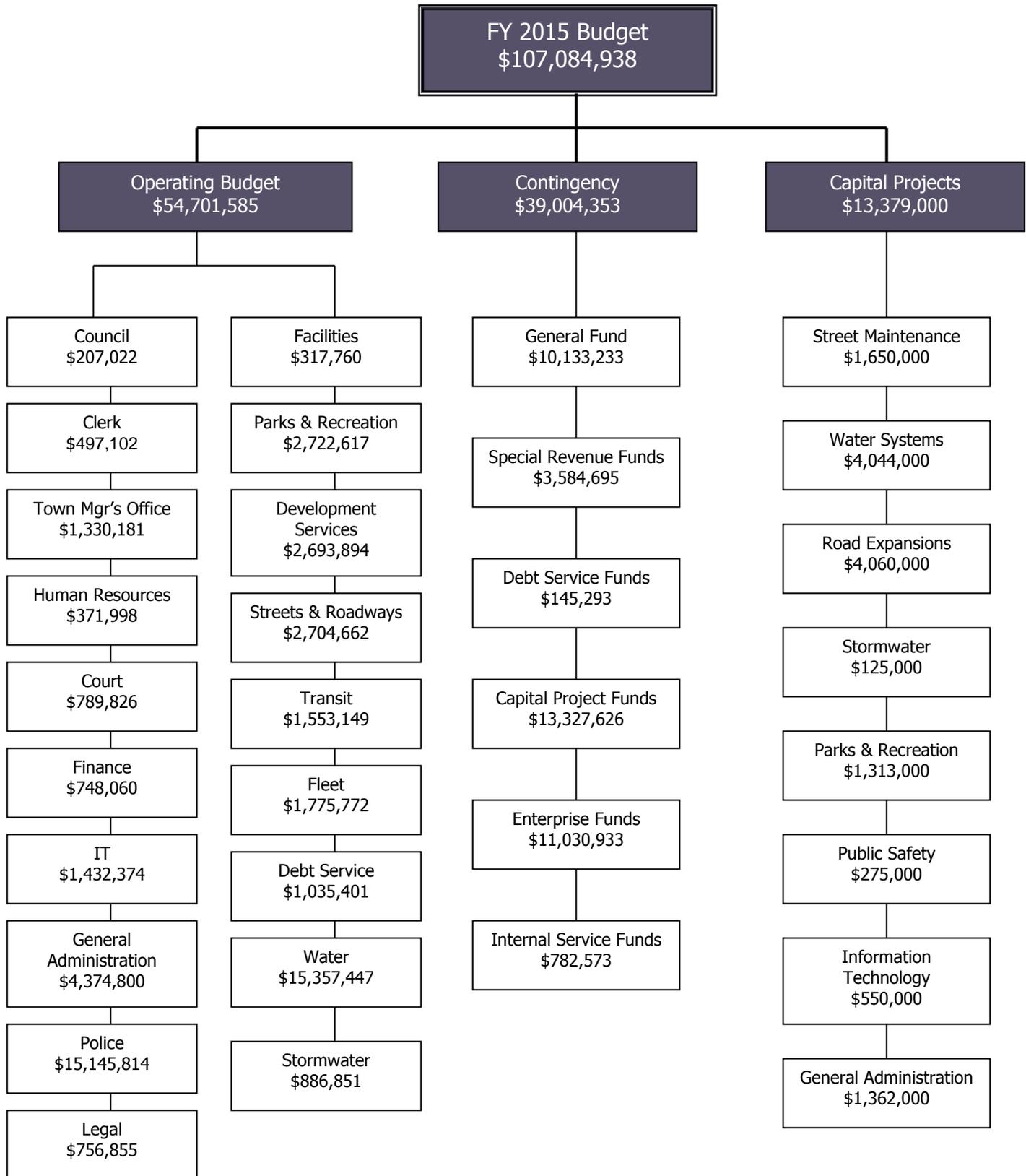
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# Financial Organizational Chart



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GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**Town of Oro Valley  
Arizona**

For the Fiscal Year Beginning

**July 1, 2013**

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented an award of Distinguished Budget Presentation to the Town of Oro Valley, Arizona for its annual budget for the fiscal year beginning July 1, 2013.

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

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

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## INTRODUCTION

Budget Message  
Community Profile  
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Mayor and Council  
Organizational Chart  
Strategic Plan  
General Plan  
Fund Structure  
Financial & Budgetary Policies  
Budget Process  
Budget Calendar





## Budget Message

Greg Caton, Town Manager



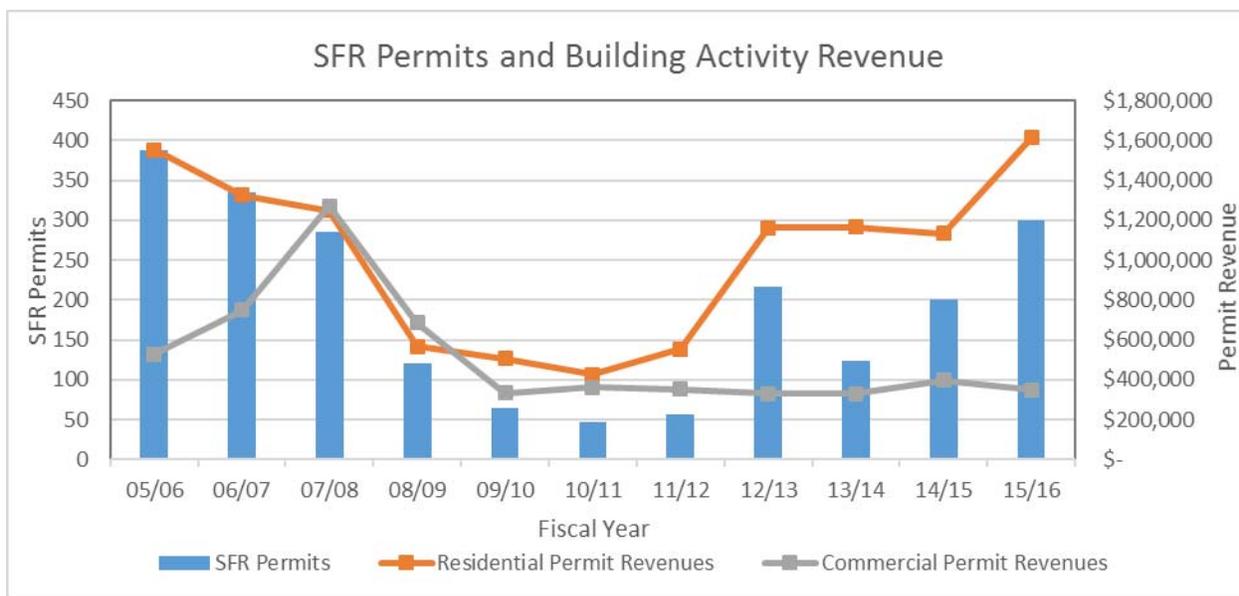
To All Oro Valley Residents and the Honorable Mayor and Town Councilmembers:

It is my privilege to present the Town of Oro Valley balanced budget for fiscal year 2014/2015.

The FY 2014/15 adopted budget totals \$107.1 million, which represents a \$13.2 million, or 14.1%, increase from the prior year adopted budget of \$93.9 million. This budget is the culmination of a major effort by numerous members of Town staff, Town Council and the citizens of Oro Valley whose input has been used to develop policy and spending priorities.

The budget is developed to support the voter-approved General Plan and the Town Council-approved Strategic Plan. The Town Council has made financial decisions the last four years that have put the Town on a sustainable financial path. These decisions range from increasing revenues and efficiencies to streamlining operations. The current organization is not the same organization as it was five years ago; it is stronger, more adaptable and prepared to maximize opportunities.

The demands of the organization continue to evolve as the Town sees significant signs of economic recovery. Specifically, the recovery in the housing market is leading to challenges and opportunities. Because the organization made significant staff reductions during the recession, this surge of activity presents some unique staffing challenges, and we continue to monitor the activity closely. The below chart depicts the local trends in single family residential (SFR) building permits issued and annual permit revenues from both residential and commercial construction activity from FY 2005/06 forecasted through FY 2015/16.



A significant effort was undertaken during the FY 2014/15 budget process to identify and quantify both one-time revenues derived from increased construction activity and recurring revenues derived from such areas as local sales taxes and state-shared sources. The Town used this information to dedicate one-time revenues to funding one-time expenditures in the budget within the new General Government Capital Improvement Project (CIP) Fund, while ensuring that sufficient recurring revenues existed to fund recurring expenditures in the budget. With the expectation of this increased development activity continuing into future years, it will be important to continue to analyze the budget in this manner to avoid future reliance on one-time revenues to fund recurring costs.

Following the above methodology, the budget was developed with a focus on the below core themes:

1. Investment in Town employees
2. Investment in Town assets and technology
3. Delivery of community services
4. New initiatives

It is important to note that all of these themes tie directly into the goals and objectives identified in the Town's 2013 Adopted Strategic Plan, which identifies four (4) main focus areas: Fiscal Responsibility; Communication; Economic Development and Community Services.

### **Investment in Town employees**

The Town of Oro Valley provides services and programs that are required by law and expected by the community members. The delivery of the programs and services come from the Town's expert staff members. The high quality of services and programs are a direct result of strong leadership and high-quality employees.

During the recession, the Town reduced staff considerably. In FY 2008/09, the adopted budget included 389 full-time equivalent (FTE) positions. The FY 2014/15 adopted budget includes a total of 342 authorized FTE positions. The Town has also reduced full-time, benefited positions from 332 in FY 2008/09, to 290 in the FY 2014/15 adopted budget. The Town has some of the most dedicated and competent employees who have taken on more responsibilities as the workforce decreased.

### **Employee Compensation**

In an effort to compare our employee compensation to the market, we conducted a salary market survey during FY 2013/14. As the economy is seeing steady recovery, public employers have increased compensation to retain high quality employees. In order to retain our well-trained and experienced employees, we implemented the compensation plan adjustments based on the findings in the market survey. The FY 2014/15 adopted budget includes \$1.1 million to implement the market study adjustments and related benefit costs. We are also committed to funding step and merit pay increases for employees, and \$555,000 has been included in the budget for these increases.

As we started last year and are continuing this year, this budget includes a small amount of funding (approximately \$26,000) to compensate employees who have been working beyond their job description. Because of the significant reduction in staff, many have taken on

responsibilities above and beyond their pay classification. As a result, we completed a comprehensive reclassification process starting in late fall and are recommending some minor adjustments to some positions.

### Self-Funded Insurance

One of the Town's sizable investments in employees is medical insurance. Two years ago, staff members reviewed the Town's medical claim history, in cooperation with the Town's insurance broker. Based on our exceptionally low claims history, we switched to self-funded insurance for medical coverage. The Town has accepted additional risk in this new funding methodology; however, given the Town's excellent claim history, we believed there was considerable financial benefit to be gained in future years. In the first year of self-funded medical insurance (FY 2012/13), the Town recognized a savings of \$354,000.

Due to the success experienced with self-funding for medical insurance, our insurance broker provided us a bid for self-funding of our dental coverage with estimated annual savings of \$13,000. Therefore, the adopted budget includes moving to a self-funded model for dental insurance coverage with our current provider.

Since the Town has more to benefit from a culture supportive of health and wellness, last year we added funding to support the Town's health and wellness program. This year, we have recommended further support of the health and wellness program by the inclusion of an on-site health clinic. The clinic will open in January 2015 and be available for employees and dependents covered on our health insurance. These types of clinics have proven to show downward trend on medical claims after three to five years in operation. The investment in an on-site health clinic has been funded in the budget at approximately \$76,000, of which \$15,000 is for one-time start-up costs. Therefore, we are planning for expenditures of approximately \$2.5 million for the coming year in the Self Insurance Benefit Fund. We feel fortunate that the costs are projected to increase only slightly next year. It is estimated that if we had not moved to self-funded, our expenses would be approximately \$500,000 higher than our current budget (assuming the same level of benefit).

Town staff work very closely with our broker and medical insurance provider to monitor the claim trends, ensure adequate funds are available to pay for Healthcare Reform Act provisions and maintain appropriate reserves to pay for high claims. For FY 2014/15, our insurance provider and broker recommended a modest increase in premiums to fund expected costs in the Town's self-insurance fund. A 7% premium increase has been included in the budget for both employee and employer contributions. The employee premium increase, the first since 2008, averages approximately \$4 per pay period for those employees on the PPO plan with dependent coverage. There will continue to be no charge to employees with employee-only coverage.

Finally, slight design changes were made to incentivize enrollment in our high deductible health care plan consisting of lower employee premiums and increased Town contributions to employees' health savings accounts.

We feel that investing in town employees is of the highest priority in fulfilling the Community Services element of our Strategic Plan with the goal of attracting, engaging and retaining highly qualified employees.

## New Staffing

The organization is experiencing an increase in work activity. The demands and expectations are higher than ever before, and the organization is delivering with a small, efficient workforce. There are a few “pinch points” that are addressed in this year’s budget. In order to accommodate the increased building activity, an additional building inspector position was added to the budget. The building activity has increased significantly and is not expected to decrease until about 2019/2020 or beyond.

Additionally, the Water Utility has seen a significant increase in customer service interactions, so a 19-hour per week (non-benefited) customer service representative has been added.

Finally, additional part-time, non-benefited FTEs have been added in the Transit and Aquatics divisions to meet the service level demands in these two areas.

## **Investment in Town assets and technology**

### Transportation

The Town is well known for having quality infrastructure. The budget includes more than \$1.1 million for the Pavement Preservation Program in the Highway Fund, which maintains the current condition of our streets and roads. The amount of maintenance expected to be delivered remains at a level which will not allow the infrastructure to deteriorate. Additionally, the Town operates and maintains the street lights in Sun City Vistoso, and we have seen significant deterioration in the electrical system the past several years. In order to fix the issues, an amount of \$200,000 has been included in the Capital Improvement Program (CIP) in each of the next three years to rewire the circuits. In addition, \$200,000 has been included for safety measure improvements to the Tangerine and First Avenue/Rancho Vistoso intersection.

### Fleet Replacement Program

An important component of municipal services requires fleet infrastructure. This year is the third year in the effort to return to a regular replacement schedule. The budget includes the replacement of seven (7) marked police vehicles; one (1) general administration vehicle; four (4) trucks combined for Development and Infrastructure Services (DIS) operations, facility maintenance and inspection and compliance divisions; a field groomer and truck for Parks and Recreation, and matching funds for ten (10) grant-funded Transit vehicles at a total budgeted cost of \$964,800. The Water Utility Fund will replace two (2) vehicles per the replacement schedule at a budgeted cost of \$85,000.

The emphasis on fleet management and pavement preservation addresses the Fiscal Responsibility element of the Strategic Plan with the goal of ensuring that funding is available to maintain and replace key assets and avoid infrastructure deterioration.

### Steam Pump Ranch

Steam Pump Ranch continues to be an arts and culture opportunity for the community. Historic preservation is recognition of our community’s history and heritage. Over the last few years, significant improvements have been made to the site. Last year, the Town funded \$82,000 in

improvements at Steam Pump Ranch. This year, we have allocated \$125,000 for continued facility improvements.

### Aquatic Center

The Aquatic Center has recently completed its first full year of operations. After the \$5 million expansion in 2012, the site and facility require some additional improvements. Funds for additional parking and a circulation road have been added for a cost of \$184,000. With this additional parking capacity, staff will be looking at ways to generate additional revenues during large events to offset some of the expenses of this facility.

Additionally, there are a few small capital items that have been funded for \$57,000. These include a pool cover for the recreation pool, the purchase of a timing system and a display board showing record swim times.

Signage off of Oracle Road, or lack thereof, continues to be a challenge for recognition of the facility, so \$26,000 has been provided to develop signage along Oracle Road.

### Park Improvements

During FY 2013/14, staff proposed and Council approved, a project of \$2.3 million for Naranja Park to build two (2) lighted, multi-sport fields and a dog park, along with the necessary infrastructure for future expansion. The CIP for 2014/15 builds on this previous funding by adding \$250,000 for a restroom at Naranja Park. The CIP also includes the Naranja Master Plan update at \$40,000, which is the continuation of \$40,000 funded last year. Cañada del Oro (CDO) Riverfront Park will also see some enhancements, with \$57,000 in upgrades to playground equipment.

### Police Evidence Facility

Another significant project is the Police Evidence Facility, which is anticipated to be funded in phases over the next several fiscal years. Funding of \$200,000 has been included in the 2014/15 adopted budget for design of the new facility. In the CIP for 2015/16, an amount of \$2.5 million has been identified as a placeholder to construct the facility.

### Investment in technology

Technology has been a focus over the last year, and this budget includes additional resources to meet the growing demand. The following areas are seeing significant support:

- Replacement of Town's permitting system - \$240,000 (second of two years)
- Replacement of Town's phone system - \$300,000 (second of two years)
- Automated Metering Infrastructure (AMI) water meter replacements - \$2,200,000
- Records Management System for the Police Department - \$75,000
- Electronic Document Management System Town-wide - \$112,000
- Security camera project - \$50,000 (second of two years)
- Enhancement of Town data back-up system - \$60,000

Appropriate replacement of computers and other technology is critical to maintain smooth

administrative functions. The adopted budget includes computer replacement for aging equipment at a budgeted cost of \$233,000.

### **Delivery of community services**

One of the focus areas in the Town Council-approved Strategic Plan is Community Services, with the primary goal to provide services to enhance residents' quality of life. All Town functions contribute to the overall quality of life for residents. From our recognized public safety services to the top-notch Water Utility, and everything in between, these services contribute to what makes Oro Valley a special place for residents to call home. The Town performed well during the recession because of its commitment to maintaining service levels in the Town's four primary service areas: Public Safety, Transportation, Water, and Parks and Recreation. Because we held true to these four primary service areas, these areas are now recognized for their exceptional service and programs to the community. The Town's strength in the delivery of community services has led to increased activity in building development and economic development. The refocus, and streamlining, of the development process has placed Oro Valley on the map for the development community. The development community sees Oro Valley as a place to invest and do business.

The Town's departments on the front lines of programming and service delivery plan to continue the high quality the community has come to expect. The operational departments are supported by internal service departments such as Human Resources, Information Technology, Finance, Legal Services, etc. These internal service departments are the backbone of the organization and have seen significant reductions in staffing. They continue to support the organization as we continue to push ourselves to outperform our previous service level.

### **New initiatives**

Special events continue to be important to our economic recovery and directly support the Economic Development element of the Town's Strategic Plan. With the increase in activities at the Aquatic Center and Steam Pump Ranch, the Town has seen benefit from special events. We see value in providing seed money for the development of a signature event in Oro Valley. We are still exploring opportunities for the event, but have established \$30,000 out of the Bed Tax Fund to get the event off the ground in FY 2014/15.

To further promote arts and culture in Oro Valley, our partnership with the Southern Arizona Arts & Cultural Alliance (SAACA) will continue with funding of \$26,800 included in the budget. This funding will continue to support the concert events at Oro Valley Marketplace and Steam Pump Ranch, as well as the Just for Kids Concert Series.

We have heard interest from the soccer community to oversee our parks during the winter season, and therefore, we have allocated funding in the budget to oversee the multi-sport fields at CDO Riverfront Park. The cost is primarily for the extra water, which we have budgeted \$25,000.

As the Town continues to be attractive for all demographics, we have seen a recent surge in families moving into Oro Valley. We are in the formative stages of developing a partnership with the Tucson Children's Museum for a satellite location in Oro Valley. This would require a financial partnership, and we have budgeted one-time funding of \$200,000 for exhibit development and first-year operational contribution of \$75,000 out of the General Fund.

Communication is also a key focus area in the Town's Strategic Plan, and one of the ways the Town communicates with its citizens is through the publication of the *Oro Valley Vista Newsletter*. Funding is included in the budget to increase the frequency of this publication from quarterly to an abbreviated, bi-monthly printed publication to be mailed out in the Water Utility bills.

### **Conclusion**

The FY 2014/15 budget continues to further the goals and initiatives in the Town's Strategic Plan and allocates resources to the broad spectrum of community services so highly valued in Oro Valley. This budget continues to maintain the Town's fiscal health while investing in its future. As the Town continues to recover from the Great Recession, the budget takes a measured approach to carefully plan where each new dollar generated from growth is allocated, ensuring that this and future budgets continue to be structurally balanced.

I appreciate the Town Council for providing the long-term vision and support that are crucial for the Town to achieve its goals. I would also like to recognize the contributions of the Town staff for continuing to deliver community services efficiently and effectively and within budgeted resources. The Town of Oro Valley is well-positioned to maintain an excellent quality of life for our residents and a strong economic base for local businesses.

Sincerely,

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

Greg Caton, ICMA-CM  
Town Manager

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# Town of Oro Valley

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## Community Profile

# Oro Valley, Arizona

Oro Valley is located in northern Pima County approximately three miles north of the Tucson city limits. Nestled between the Catalina and Tortolita mountain ranges, the town sits at an elevation of 2,620 feet and covers more than 36 square miles.

### ACCOLADES

- Best Place in Arizona to Raise Kids – Bloomberg Businessweek, 2013
- Among the Best Places to live in Arizona – Yahoo, January 2011
- Playful City Community USA, 2011, 2012 and 2013
- 10 Best Towns for Families – Family Circle Magazine, August 2008
- 100 Best Places in America to Live and Launch a Small Business – Fortune Small Business Magazine, April 2008

### CLIMATE

When it comes to climate, Oro Valley is one of the sunniest, most comfortable places in the country. High temperatures average 83.4 degrees while lows average 53.8 degrees.



### PRINCIPAL ECONOMIC ACTIVITIES

- Biotechnology/medical
- Recreation/resort/leisure
- Arts and culture

### Basic Information

Founded: 1881  
 Incorporated: 1974  
 County: Pima  
 Legislative District: 9, 11  
 Congressional District: 1  
 Form of Government: Council – Manager

Distance to Major Cities:  
 Phoenix: 109 miles  
 Tucson: 3 miles

<u>Population</u>	1990	2000	2013 (est.)
Oro Valley	6,670	29,700	41,668
Pima County	666,880	843,746	996,046
Arizona	3,665,228	5,130,632	6,581,054

Source: US Census Bureau and Arizona Department of Commerce

<u>Labor Force</u>	1990	2000	2013
Civilian Labor Force	3,201	13,741	17,974
Unemployed	102	353	1,075
Unemployment Rate	3.2%	2.6%	6.0%

Source: US Census Bureau and Arizona Department of Commerce

### Marital Status

Single	20.5%
Married	61.9%
Separated	1.3%
Widowed	7.4%
Divorced	8.9%

Source: US Census Bureau, 2012 American Community Survey

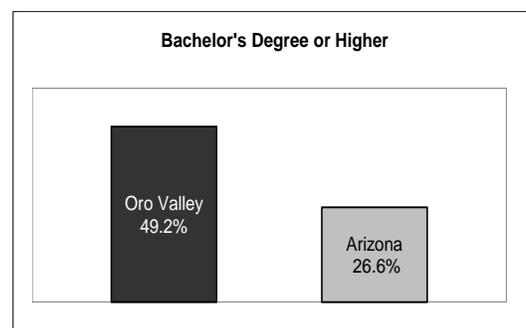
### Age & Gender Composition

Male	47.6%
Female	52.4%
Median Age	49.2

Under 5 years	4.3%
5 to 9 years	5.6%
10 to 14 years	5.5%
15 to 19 years	6.7%
20 to 34 years	11.2%
35 to 44 years	11.1%
45 to 54 years	15.2%
55 to 64 years	14.3%
65 + years	26.1%

Source: US Census Bureau, 2012 American Community Survey

### Education Attainment

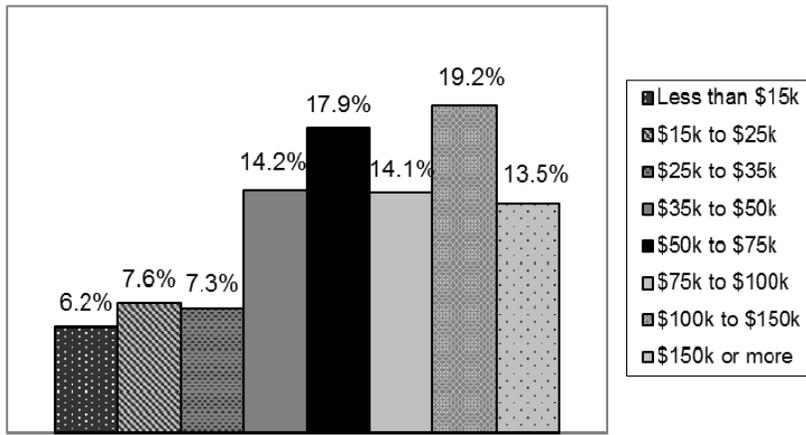


Source: US Census Bureau, 2012 American Community Survey



## Community Profile

### Household Income



Source: US Census Bureau, 2012 American Community Survey

### Home Values

Less than \$50k	1.2%
\$50k to \$99k	1.0%
\$100k to \$199k	15.7%
\$200k to \$299k	34.6%
\$300k to \$499k	34.5%
\$500k to \$999k	12.0%
\$1M or more	1.0%

Source: US Census Bureau, 2012 American Community Survey

### Taxes

#### Property Tax Rate (per \$100 assessed valuation)

Elementary/High Schools	\$5.97
Countywide	\$7.03
Fire District	\$1.96
Town of Oro Valley	\$0.00
<b>Total</b>	<b>\$14.96</b>

Source: Pima County Treasurer's Office, 2013

#### Sales Tax

City/Town	2.0%
County	0.5%
State	5.6%

Source: League of Arizona Cities and Towns, Arizona Dept of Revenue

### Principal Employers

Ventana Medical Systems, a member of the Roche Group

Amphitheater School District

Oro Valley Hospital

Hilton El Conquistador Golf & Tennis Resort

Town of Oro Valley

Walmart

Fry's Food & Drug Store

Splendido at Rancho Vistoso

Target

Kohls

### Community Facilities

Oro Valley is home to more than 440 acres of parks, including a recently expanded competition-level aquatic center, an archery range, lighted ball fields, tennis courts and an accessible playground. In addition to aquatic events, Oro Valley hosts a number of sporting events, including triathlons, duathlons and marathons.

#### Educational Institutions

	Public	Private
Elementary	Y	Y
High School	Y	Y

#### Financial

Number of banks: 9

#### Government

Fire Departments:

Golder Ranch Fire District, Mountain Vista Fire District

Law Enforcement: Oro Valley Police Department

#### Medical

Oro Valley Hospital, Rancho Vistoso Urgent Care, Southern Arizona Urgent Care

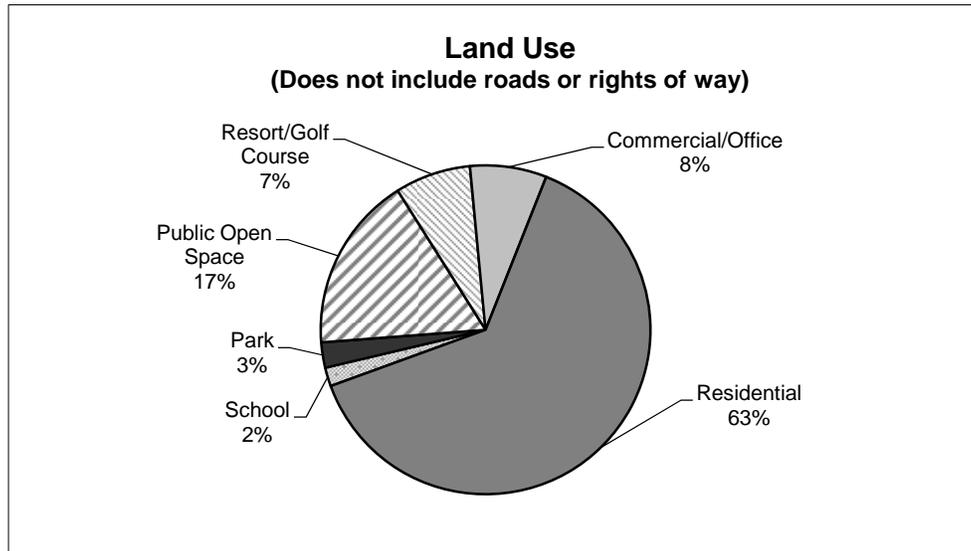
#### Hotel & Lodging

Number of Rooms: 585

Source: AZ Dept of Commerce and Oro Valley Business Navigator



# Community Profile



*Disclaimer: Non-surveyed data – for planning purposes only*

## Service Statistics



### **Police:**

Sworn Personnel: 101.00  
 Non-Sworn Personnel: 33.13  
 Total Police Personnel 134.13  
 Avg. Emergency Response Time:  
 Priority 1 calls 3.48 minutes  
 Priority 2 calls 4.78 minutes



### **Water:**

Customer Base: 18,872  
 Conservation Audits: 110  
 Meter Reads: 224,901  
 Billing Collection Rate: 99.99%



### **Parks and Recreation:**

Number of Parks: 6  
 Park Acres Maintained: 440  
 Miles of Trails & Paths: 76  
 Recreation Programs Offered: 22



### **Street Maintenance:**

Total Town Lane Miles: 683.8  
 FY 2012/13 Lane Miles Resurfaced: 35.69



### **Transit:**

New registered riders: 343  
 Average Daily Ridership: 141

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## History of Oro Valley



The area of Oro Valley has been inhabited intermittently for nearly two thousand years by various groups of people. The Native American Hohokam tribe lived in the Honeybee Village located in the foothills of the Tortolita Mountains on Oro Valley's far north side around 500 AD. Hohokam artifacts are still being discovered in the Honeybee Village site that the Hohokam inhabited continuously for nearly 700 years.

Early in the 16th century, Native American tribes known as the Apache arrived in the southern Arizona area, including Oro Valley. These tribes inhabited the region only a few

decades prior to the arrival of the Spanish Conquistadors, including Francisco Coronado. The Spanish established forts in the area, including the Presidio at Tucson (1775) beginning in the late 16th century.

### Arizona Territorial Period

Beginning in the 19th century, Americans increasingly settled in the Arizona Territory, following the Mexican-American War and the subsequent Gadsden Purchase that included the area of southern Arizona. George Pusch, a German immigrant, settled in the area of Oro Valley in 1874 and established a cattle ranch. This ranch was unique because it utilized a steam pump to provide water, eventually popularizing Pusch's property as the Steam Pump Ranch on the Cañada del Oro. The steam pump was one of only two in the Arizona Territory.



Pusch's ranch provided respite for settlers and travelers entering and leaving the Tucson area. Pusch Ridge is named in honor of George Pusch.

Ranching in the area continued to flourish as greater numbers of Americans settled in the Arizona Territory. Large ranching families in the Oro Valley area included the Romeros and the Rooneys.

Gold rushers into the American West also were attracted to southern Arizona, where gold was said to be in abundance in and around the Santa Catalina mountains north of Tucson. Fueled by the legend of the lost Iron Door Gold Mine in the mountains, those in search of gold trekked through the Oro Valley area focusing their attention along the Cañada del Oro washbed.

### Post-World War II Period

After World War II, the Tucson area experienced dramatic population growth, impacting Oro Valley as well. In the early 1950s, the Oro Valley Country Club opened at the base of Pusch Ridge, affirming the area's future as an affluent community. Although one tract housing development was built in the area in the early 1950s, the majority of the original homes in the Oro Valley area were built by individual land owners in a large ranch residential style.

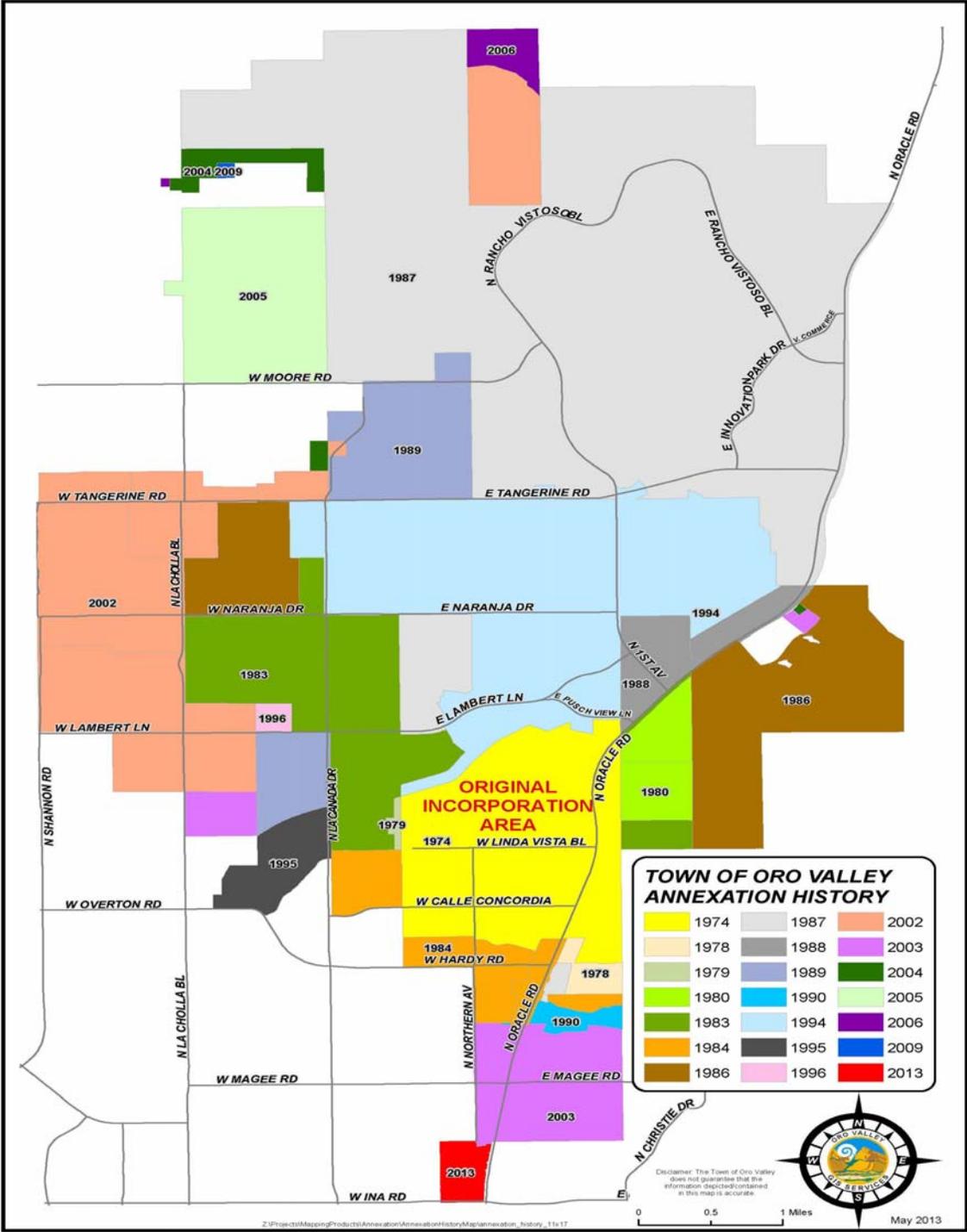
### Founding of the Town

The community continued to grow gradually, and area residents increasingly desired local control of the land in the area. In the late 1960s, incorporation became a greater focus in Oro Valley. Tucson Mayor James M. Corbett, Jr. expressed great interest in expanding the Tucson city limits to the far north side of Pima County. Corbett vowed to bring the Oro Valley area into Tucson "kicking and screaming," alluding to the reservations Oro Valley residents expressed about joining Tucson.



# History of Oro Valley

A petition to incorporate began to circulate in Oro Valley. The Pima County Board of Supervisors officially refused to allow Oro Valley to incorporate, and litigation followed. Ultimately, in 1974 a group of area residents successfully incorporated the Town of Oro Valley, then only 2.4 square miles in size. Oro Valley was centered primarily around the Oro Valley Country Club and Canyon del Oro High School. The Town began with a population of nearly 1,200. The map below depicts Oro Valley's growth since its inception.





# Town of Oro Valley

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## Budget Document Guide

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

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

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

### Introduction

The introduction section includes the Manager's budget message along with information on the town, the Town's Strategic Plan, General Plan, financial policies, fund structure and the budget process.

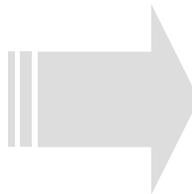


The Manager's budget message provides an introduction to the budget. The message outlines the assumptions used in the development of the budget, goals for the upcoming fiscal year, any new program enhancements or changes in service levels, and any challenges for the upcoming year.

Also included are interesting facts about the town and its history, as well as information on the Town's elected officials, an organization chart, elements of the Town's Strategic Plan and General Plan, and financial policies of the Town and the budget development process.

### Financial Overview

The financial overview section illustrates the total financial picture of the Town, sources and uses of funds, as well as types of debt issued and their uses.



The financial overview begins with the total sources and uses of funds. Summary tables and graphs depict revenue sources and expenditure categories.

Consolidated financial summaries and schedules provide a look, by major fund levels, at the sources and uses of funds, starting and ending fund balances, and explanations of any major variance in these balances.

The revenue and expenditure section provides a detailed history of sources and uses both at the fund level and the program level. It also contains a section on revenue sources which discusses their use, assumptions used in forecasting, and anticipated growth. The expenditure section includes an explanation of year-over-year changes in expenditure categories.

The personnel summary provides an overview of personnel and employee compensation, staffing levels by function, employee benefit matching rates, FTEs per capita and consolidated personnel schedules.

The debt section provides an overview on the types of debt used by the Town, their uses, and future debt requirements.

The long term forecast discusses the broader economic outlook for the Town and includes five-year forecasts of the Town's three main tax-based funds, which are the General Fund, the Highway Fund and the Bed Tax Fund.



## Budget Document Guide

### Program Budgets

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

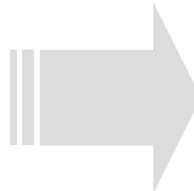


Each program budget begins with a department overview and a summary of expenditures. It also contains the following information -

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

### Capital Improvement Program (CIP)

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

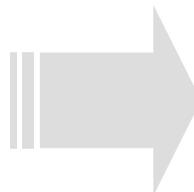


The capital improvement section describes the process and timeline for compiling the CIP budget, a summary of revenue sources to support the program, and a fifteen-year CIP plan.

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

### Appendix

The appendix section contains several additional documents pertaining to the budget and a glossary of terms.



The appendix section contains the resolution adopting the budget, Auditor General Statements and a glossary of frequently used terms.



# Town of Oro Valley

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## Mayor and Council



Dr. Satish I. Hiremath, DDS  
Mayor  
Term Expires: November 2014

Oro Valley's Mayor and Council are committed to providing high-quality municipal services and responsible development. Through the Town Manager, the Mayor and Council provide policy direction by adopting rules, regulations, and procedures to meet community needs. The Mayor and Council remain accountable and accessible to the residents through their commitment to full, honest, and timely communication.



Lou Waters  
Vice-Mayor  
Term Expires: November 2014



Mike Zinkin  
Councilmember  
Term Expires: November 2016



William Garner  
Councilmember  
Term Expires: November 2016



Mary Snider  
Councilmember  
Term Expires: November 2014



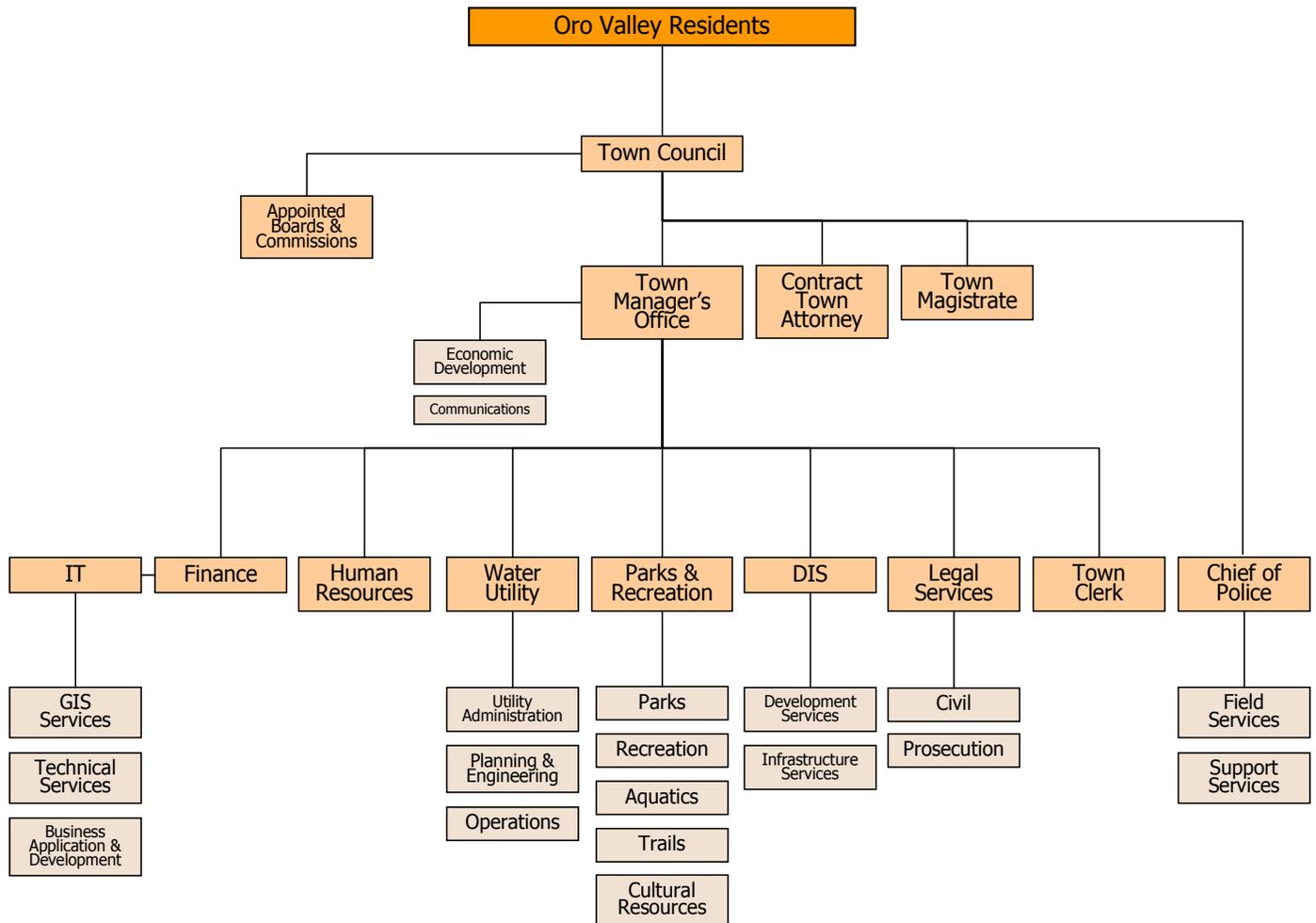
Joe Hornat  
Councilmember  
Term Expires: November 2014



Brendan Burns  
Councilmember  
Term Expires: November 2016



# Organizational Chart





# Town of Oro Valley

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## Introduction

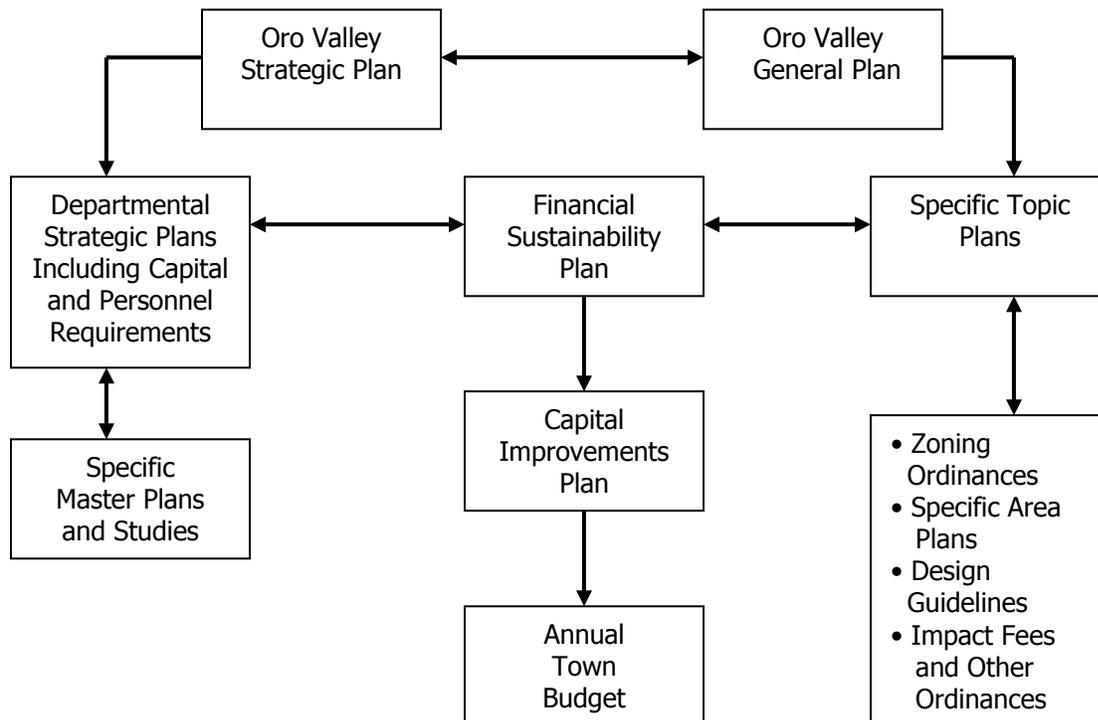
The Town of Oro Valley's Strategic Plan guides Town decision-making and resource management in pursuit of organizational goals. It is "strategic" in the sense that it provides guidance over a 2 to 5 year timeframe. The Strategic Plan will be reviewed and updated periodically by the Town Council and management to ensure that the goals, strategies and actions outlined herein remain relevant. Oro Valley will continue to have success because the organization is flexible enough to respond to local, national and global change.

The Strategic Plan is grounded in the "vision" expressed in the Council-adopted and voter-ratified Oro Valley General Plan. While the Strategic Plan guides short-term decision-making, the General Plan provides a long-term (up to 20 years) direction regarding the growth, development and redevelopment of the community.

## Vision for the Future

Oro Valley is a community defined by the highest standard of environmental integrity, education, infrastructure, services and public safety. It is a community of people working together to create the Town's future with a government that is responsive to residents and ensures the long-term financial stability of the Town.

The following diagram presents the relationship between the Oro Valley Strategic Plan, the General Plan, and other Town documents.





## Focus Areas

Four focus areas provide the framework for the Strategic Plan and indicate where the organization must direct resources in order to address the needs and desires of the community. The four focus areas are:

- Fiscal Responsibility
- Communication
- Economic Development
- Community Services

There are one or more Goals under each Focus Area, along with specific Strategies and Actions to be taken by the organization in order to achieve these goals.

## FISCAL RESPONSIBILITY

**GOAL**     *Maintain long-term financial health through diversified revenue sources while investing in community initiatives*

**STRATEGY**     Ensure funding is available to maintain and replace key assets and avoid infrastructure deterioration

### ACTIONS

- Evaluate opportunities to diversify the Town's revenue sources
- Enhance revenue by taking steps to ensure collection of established taxes, fees, rates and fines
- Expand capital improvement plan (CIP) to a 15-year program, identifying potential funding sources, operating cost impacts and cash flow requirements
- Consider voter approval of franchise agreements with utility providers
- Conduct a cost of service study for the Water Utility
- Establish a fleet management task force to develop alternatives for long-term fleet maintenance and repair
- Develop an Infrastructure Improvement Plan; evaluate the use of impact fees in accordance with state statute
- Expand and develop initiatives to support public safety services that enhance community safety

**STRATEGY**     Pursue annexation and acquisition opportunities that will deliver long-term benefits to the Town

### ACTIONS

- Initiate annexations that establish a southern corporate boundary along Ina Road
- Partner with the Arizona State Land Department regarding annexation of the Arroyo Grande area and state trust land between Oro Valley and Marana
- Consider acquisition of properties within annexation areas or adjacent to significant roadway improvement projects that are candidates for redevelopment or other beneficial use



## COMMUNICATION

**GOAL**      *Ensure residents are educated about and engaged in moving community initiatives forward*

STRATEGY      Improve access to accurate, timely and relevant Town information

### ACTIONS

- Launch a new Town website with a focus on information design, making it easier for the end-user to find the information they need, and directing web traffic to important events and initiatives
- Use the email notification system to expand our reach into the community and improve the quality of those communiqués
- Use emerging media technologies such as mobile computing and social media to expand the ways in which information can be accessed
- Expand public access to Geographic Information Systems (GIS) mapping tools
- Enhance the Oro Valley VISTA, the quarterly community e-newsletter and, as the budget allows, increase printed quantities
- Use the internal Communications Roundtable to engage representatives from each department in communications planning for internal news and community-wide events

STRATEGY      Increase internal and external awareness of the Town's successes, assets, values and initiatives

### ACTIONS

- Launch new marketing and branding efforts to better define the Town's identity and promote our successes, assets, values and initiatives
- Promote consistency in messaging across multiple platforms, including website, intranet, Council talking points, press releases, VISTA newsletter and other internal and external publications
- Enhance presence of Parks & Recreation programs, amenities and event information in Town publications and electronic media
- Enhance presence of Police Department crime prevention programs and event information in Town publications and electronic media

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

### ACTIONS

- Conduct Council on Your Corner events, where elected officials speak at community gatherings throughout the year
- Support relationships with volunteers and members of boards and commissions through the annual Volunteer of the Year Awards program and reception
- Expand the Citizens' Police Academy to include an Alumni Association
- Enhance the Community Academy program based on participant feedback



**STRATEGY** Improve the customer service experience for residents who contact the Town for information or assistance

**ACTIONS**

- Initiate a Town-wide customer service training module for all employees
- Explore opportunities for expanded service hours to enable customers to conduct business with the Town outside of traditional business hours
- Use the Constituent Service Coordinator, and department-level representatives as necessary, to respond to community questions, concerns or ideas
- Develop information resources to help employees more efficiently identify solutions to residents' questions
- Conduct print and/or electronic surveys to solicit community feedback and suggestions
- Expand the online payment system to include Business Licenses and Building Permits

### **ECONOMIC DEVELOPMENT**

**GOAL** *Attract and retain globally-competitive high technology and bioscience employers*

**STRATEGY** Support the creation of primary jobs

**ACTIONS**

- Hold regular meetings with existing companies at Innovation Park and Foothills Business Park, including the University of Arizona Bio5 Institute
- Explore the possibility of a public-private partnership to build speculative space to attract high technology and bioscience employers
- Evaluate technology and communication infrastructure
- Promote the Economic Expansion Zone (EEZ) overlay district as a business attraction tool
- Support regional efforts to attract and retain major employers
- Develop a strategic partnership with the Arizona Commerce Authority
- Establish a Central Business District (CBD) along Oracle Road

**STRATEGY** Promote partnerships to enhance public safety, education and workforce development

**ACTIONS**

- Promote public safety, educational opportunities and state and national school rankings in Town marketing materials and online
- Hold regular meetings with University of Arizona and Pima Community College to support educational needs
- Hold regular meetings with public and private K-12 educational organizations and provide support through the School Resource Officer program



**GOAL**      *Develop recreation and cultural opportunities to promote tourism and support employee attraction and retention*

STRATEGY      Support cultural events and opportunities

ACTIONS

- Partner with the Southern Arizona Arts and Cultural Alliance (SAACA) and the Hilton El Conquistador Golf & Tennis Resort on the 4th of July Celebration
- Partner with Tohono Chul Park, SAACA and other organizations on marketing efforts and arts & cultural events
- Promote the Public Art collection throughout Oro Valley
- Develop plans for the Town's 40th Anniversary Celebration in 2014

STRATEGY      Support local, national and international sporting events

ACTIONS

- Enhance the reputation of Oro Valley as a destination for winter training activities, specifically swimming, running and cycling
- Partner with Visit Tucson to attract local, national and international sporting events
- Promote Naranja Park as a venue for local archers and regional competitions

STRATEGY      Promote Oro Valley as a bicycle-friendly community

ACTIONS

- Complete construction of the Cañada del Oro Linear Park from First Avenue to Oracle Road, including access to the Steam Pump Ranch trailhead and restroom facilities
- Seek funding to complete the shared use path between Steam Pump Ranch and Catalina State Park, and between Magee Road and La Cañada Drive
- Establish a Complete Streets policy stating our intent to plan, design, and maintain streets so they are safe for all users of all ages and abilities
- Explore public private partnership to reinstate bicycle safety classes
- Support regional funding for completion of The Loop shared use facility
- Support regional efforts to develop a velodrome and cyclist training facility
- Consider stand-alone application for Bicycle Friendly Community certification by the League of American Bicyclists

### COMMUNITY SERVICES

**GOAL**      *Provide services to enhance residents' quality of life*

STRATEGY      Enhance community policing through support of programs, activities and personnel assignments that prevent crime and promote safety



### ACTIONS

- Use the current Police Department strategic planning program and related documents to assist in acquisition and deployment of resources
- Evaluate expansion of the reserve police officer program to support, supplement and expand public safety services in the town
- Evaluate expansion of the Citizen Volunteer Assistants Program (CVAP) and recruit additional volunteers
- Conduct internal and regional training in contemporary traffic incident management protocols for first responder and support service providers to maximize community safety (police, fire, EMS, transportation, towing etc.)
- Ensure resources are available to evaluate and respond to legislative, judicial and technological mandates

**STRATEGY** Reinforce the Oro Valley brand through excellence in infrastructure design and maintenance

### ACTIONS

- Consider the replacement of conventional signalized intersections with roundabouts
- Expand the pavement management program to plan for needed improvements within the proposed annexation areas
- Consider adjusting the Stormwater Utility fee to provide a funding mechanism for drainage infrastructure projects
- Complete the sign inventory and develop a plan for sign replacement and removal of unnecessary signage

**STRATEGY** Deliver a safe and reliable water supply to all Water Utility customers

### ACTIONS

- Renew the Town's Assured Water Supply (AWS) designation
- Initiate the Advanced Metering Infrastructure Project for the Oro Valley Water Service Area to accurately measure water usage and increase customer service efficiency
- Partner with Tucson Water to amend the Reclaimed Water Intergovernmental Agreement
- Develop a plan for acquisition and delivery of Central Arizona Project water
- Promote water conservation through customer education and the provision of water audits
- Conduct an Energy Efficiency Study to determine improvements needed to increase efficiency of wells and booster pumps, reduce electric power consumption and enhance the reliability of the water system



**STRATEGY** Continue restoration, preservation and rehabilitation of facilities at Steam Pump Ranch

**ACTIONS**

- Explore options for use of the Proctor/Lieber House as outlined in the Master Plan
- Explore hosting a Farmer's Market on the property
- Establish an agreement with the State Historic Preservation Office regarding treatment of original Pump House
- Establish funding for implementation of the Steam Pump Ranch Master Plan

**STRATEGY** Seek to make continuous improvements to Town parks and other facilities

**ACTIONS**

- Initiate an update of the Naranja Park Master Plan and Programming & Concept Design documents
- Establish a funding and phased development plan for implementation of the Naranja Park Master Plan
- Initiate development of a comprehensive Parks and Recreation Master Plan
- Initiate application to the Commission for Accreditation of Park and Recreation Agencies
- Complete a renovation of the Town Hall stage area, adjacent landscape areas, and directional signage
- Evaluate organizational space needs and develop a plan for implementation

**STRATEGY** Update the General Plan to reflect community values and future needs.

**ACTIONS**

- Develop a Public Participation Plan to guide resident involvement in decision-making
- Promote broad community participation in the development of the General Plan
- Develop and implement a marketing plan to ensure voter ratification of the General Plan in 2015

**STRATEGY** Provide Town staff with the best possible collaboration tools to increase efficiency of information delivery

**ACTIONS**

- Evaluate replacement of the phone system
- Evaluate replacement of the Permits Plus software system
- Evaluate operational areas that will realize the greatest value from mobile applications
- Evaluate methods of converting paper forms to electronic forms
- Conduct a feasibility assessment of an organization-wide document management system



- Develop IT policies and security measures regarding the use of personal mobile devices for business functions
- Enhance the Information Technology architecture to facilitate mobile access to Town information and enterprise applications

STRATEGY      Attract, engage, and retain highly qualified employees

### ACTIONS

- Enhance the current employee recognition program as recommended by employees
- Conduct supervisory training as it relates to employee engagement, development and performance management
- Expand the number of on-site training opportunities to enhance employee professional development
- Evaluate the benefits package offered to employees
- Conduct stay interviews with all new employees after 30 days of employment
- Conduct exit interviews to assess the reasons for separation and report separations on a monthly basis
- Conduct a market study of the Town's benchmark classifications and make necessary pay grade adjustments as needed and based on fiscal resources
- Evaluate methods for determining employee engagement



## General Plan

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

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

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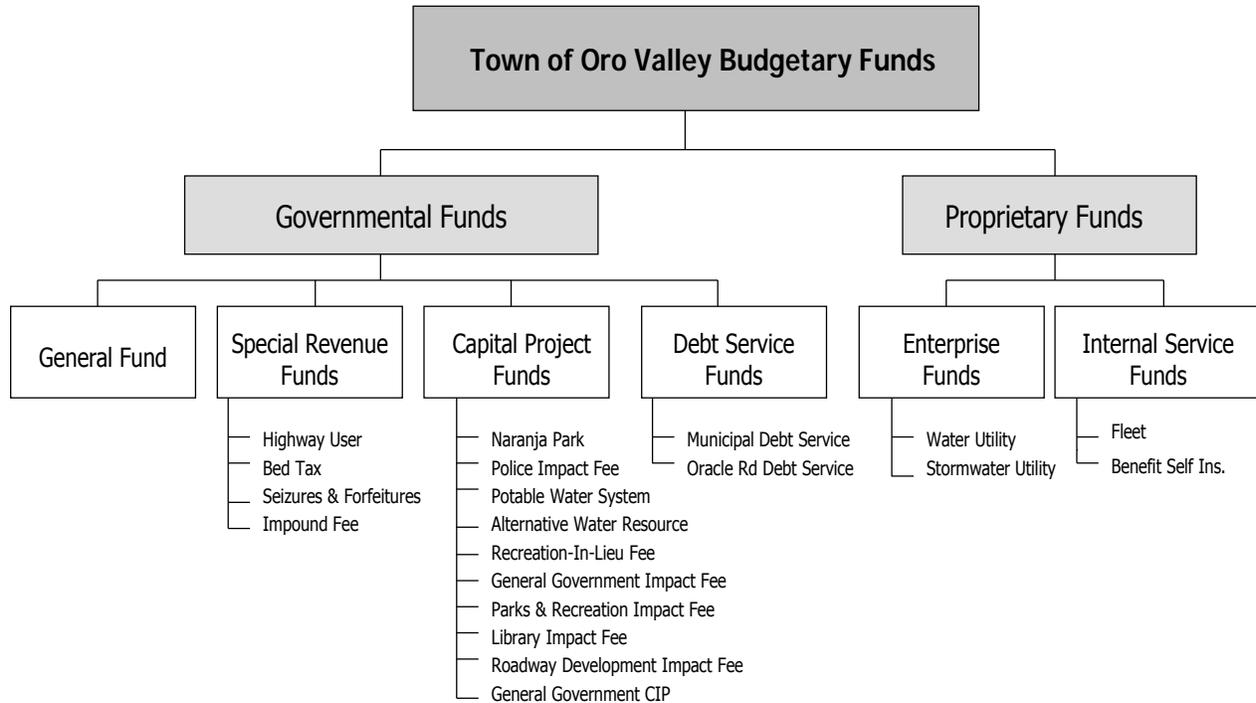
# Town of Oro Valley

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## Fund Structure

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



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

**Special Revenue Funds** are used to account for the proceeds of specific revenue sources that are legally restricted to expenditures for a specific purpose. The Highway User Revenue Fund accounts for the Town's share of motor fuel tax revenues, which are expended on street/roadway construction, maintenance and improvements. The Bed Tax Fund accounts for the collection of the 6% bed tax revenues, which fund economic development and tourism initiatives. The Impound Fee Fund accounts for the collection of administrative fees for processing vehicles impounded by the police department. The State Seizures & Forfeitures Fund accounts for state police seizures and forfeitures received by the Town, while the Federal Seizures & Forfeitures Fund accounts for federal police seizures and forfeitures received by the Town.

**Capital Project Funds** are used to account for revenue received and expenditures related to infrastructure improvements such as streets, water, buildings and park facilities. Examples of revenue sources include impact fees, the issuance of bonds, outside funding and special assessments. Most of the Town's Capital Project Funds consist of impact fee funds.

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



**Enterprise Funds** are funds in which the services provided are financed and operated similarly to those of a private business. User fees are established to ensure that revenues are adequate to meet all expenses. The Town's major Enterprise Fund is the Water Utility Fund, which is used to account for the costs to operate, construct and finance the town's water system. The Town's nonmajor Enterprise Fund is the Stormwater Utility Fund, which accounts for costs of maintaining the town's stormwater drainage system.

**Internal Service Funds** are funds that account for services provided to other divisions and departments within the Town government. The Fleet Fund accounts for replacement, preventative maintenance and repair of the Town's fleet of vehicles and heavy equipment. The Benefit Self Insurance Fund is used to manage costs related to the Town's self-funding of health and dental insurance.

### BUDGET BASIS VERSUS ACCOUNTING BASIS

#### **Budget Basis**

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

#### **Accounting Basis**

The basis of accounting refers to when revenues and expenditures or expenses are to be recognized and reported in the Town's financial statements.

*Full Accrual Basis* is the method under which revenues are recorded when they are earned (whether or not cash is received at the time) and expenses are recorded when goods and services are received (whether cash disbursements are made at the time or not).

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

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

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



# Town of Oro Valley

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## Financial and Budgetary Policies

The Town of Oro Valley has an important responsibility to its residents to carefully account for public funds, manage its finances prudently, and plan for the adequate funding of services desired by the public. Sound financial policies help to ensure the Town's capability to adequately fund and provide the government services desired by the community. The policies contained herein are designed to foster and support the continued financial strength and stability of the Town of Oro Valley. Following these policies enhances the Town's financial health as well as its image and reputation with residents, the general public, bond and credit rating agencies and investors. The policies serve as guidelines for the Town's overall fiscal planning and management. In addition, the Government Finance Officers Association (GFOA), as well as the National Advisory Council on State and Local Budgeting (NACSLB) recommends formal adoption of financial policies by the jurisdiction's governing board. The policies were adopted by Mayor and Council on May 18, 2011 per Resolution (R)11-30.

### A. Financial Planning Policies

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

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

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

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

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

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

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

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

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

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

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



## Financial and Budgetary Policies

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

### A.2 Long Range Planning

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

### A.3 Cash Management & Investment Policy

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

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

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

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

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

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

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

### A.4 Asset Inventory

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

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

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

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

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

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

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

## B. Revenue Policies

### B.1 Revenue Diversification

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



## Financial and Budgetary Policies

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

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

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

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

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

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

### **B.3 Use of One-Time Revenues**

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

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

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

## **C. Expenditure Policies**

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

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

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

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

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

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

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

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

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

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

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

When considering refunding any outstanding bonded debt, the Town will perform a cost benefit analysis to determine if the cost savings of refunding will be greater than the cost to refund. Considerations will be made with regard to the existing bond covenants when refunding any bonded debt.



## Financial and Budgetary Policies

When utility revenues are pledged as debt service payments, the Town will strive to maintain a 1.3 times debt service coverage ratio to ensure debt coverage in times of revenue fluctuation. This will be in addition to the required ratio in the bond indenture.

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

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

### C.2 Capital Improvement Plan Policies

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

A five-year\* Capital Improvement Plan will be developed and updated annually, including anticipated funding sources. Capital improvement projects are defined as infrastructure, equipment purchases or construction which results in or makes improvements to a capitalized asset costing more than \$50,000 and having a useful life of five or more years.

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

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

\* Town transitioned to a fifteen-year plan beginning FY 13/14

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

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

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

### C.3 Fund Balance Reserve Policies

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

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

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



## Financial and Budgetary Policies

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

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

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

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

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

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

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

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

### **C.4 Operating Expenditure Accountability**

Expenditures will be controlled as outlined in the approved budget.

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

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

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

To provide flexibility in the management of departmental budgets for major expenditures (personnel, operations and maintenance,



## Financial and Budgetary Policies

capital outlay and debt service) the following budget amendment and transfer provisions shall apply:

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

### **D. Financial Reporting Policies**

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

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

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

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

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



# Town of Oro Valley

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### Overview

The FY 2014 - 2015 budget process began in December 2013 with initial planning of the Capital Improvement Program (CIP). CIP project requests were submitted and reviewed for ranking by an internal, cross-departmental team. Internal individual meetings with Councilmembers were held in January 2014 to outline their budget priorities for the upcoming fiscal year. These priorities were then discussed with departments prior to budget preparation. Budget forums were held with employees and the community. The budget was developed with the following core themes:

- Investment in Town employees
- Investment in Town assets and technology
- Delivery of community services
- New initiatives

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

Although the local and national economies continue to improve, the Town still relies heavily on volatile revenue sources. As a result, continued importance and emphasis are placed on the need to control costs and obtain greater operating efficiencies both in operations and maintenance and personnel costs. In preparing their budgets, departments were provided with specific operating "targets" that they were instructed to meet. This "hold the line" approach emphasizes cost containment with continued current service level provisions to town residents.

### Budget Review

Once departments have submitted their budget requests for personnel, O&M, and capital, Finance staff reviews the requests and compiles a financial package for the Town Manager. Budget review meetings are held between each department, the Town Manager and Finance staff to ensure that departmental initiatives are in synch with the budget priorities outlined by Town Council. Any gaps existing between revenue and expenditures are discussed among Finance and Town management with a recommendation for closure.

Simultaneously, a financial sustainability plan is updated with various assumption factors, and projected revenue and departmental costs to complete a five-year financial picture.

The Town Manager meets with each department director to discuss and review their budget and ultimately recommends a budget for Council consideration. The Town Manager's recommended balanced budget and a 15-year Capital Improvement Program are delivered to the Council along with an overview of the Town's five-year financial condition. Council members, during budget work sessions, have the option of adding new items for consideration, as well as amending or removing existing staff recommended budget items. Upon Council's revisions to the Town Manager's recommended budget, Finance compiles and finalizes the proposed tentative budget.

### Budget Adoption

The proposed budget was delivered and presented to Council for tentative adoption on May 7, 2014. The adoption of the tentative budget sets the expenditure limitation for the fiscal year. The budget is then available to the general public via newspaper and public hearings. After completion of public hearings, the final budget was adopted on May 21, 2014.



### Expenditure Limitation

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

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

The voters of the Town of Oro Valley adopted the Home Rule Option in 2010. The expenditure limit approved by the voters must be used in determining the Town's expenditure limit until a new base is adopted. The Home Rule option is voted on every four years. The FY 2014/2015 expenditure limit for Oro Valley is \$107,084,938.

### Budget Amendments

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

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



## Budget Calendar

December 2013							March 2014						
S	M	T	W	Th	F	S	S	M	T	W	Th	F	S
1	2	3	4	5	6	7							1
8	9	10	11	12	13	14	2	3	4	5	6	7	8
15	16	17	18	19	20	21	9	10	11	12	13	14	15
22	23	24	25	26	27	28	16	17	18	19	20	21	22
29	30	31					23	24	25	26	27	28	29
							30	31					

January 2014							April 2014						
S	M	T	W	Th	F	S	S	M	T	W	Th	F	S
			1	2	3	4			1	2	3	4	5
5	6	7	8	9	10	11	6	7	8	9	10	11	12
12	13	14	15	16	17	18	13	14	15	16	17	18	19
19	20	21	22	23	24	25	20	21	22	23	24	25	26
26	27	28	29	30	31		27	28	29	30			

February 2014							May 2014						
S	M	T	W	Th	F	S	S	M	T	W	Th	F	S
						1					1	2	3
2	3	4	5	6	7	8	4	5	6	7	8	9	10
9	10	11	12	13	14	15	11	12	13	14	15	16	17
16	17	18	19	20	21	22	18	19	20	21	22	23	24
23	24	25	26	27	28		25	26	27	28	29	30	31

### Key Dates

#### December

- 20 Capital Improvement Program (CIP) requests due from departments

#### January

- 6 Individual Councilmember meetings begin with Budget Team to outline priorities
- 16 Community Budget Forum  
Employee Budget Forum
- 29 CIP Committee meeting to rank CIP projects

#### February

- 3 Departments begin compiling operating budget requests
- 12 CIP Committee meeting to rank CIP projects
- 21 Operating budget requests due from departments
- 24 Finance compiles, reviews and analyzes budget requests

#### March

- 3 Town Manager begins meetings with department directors and Finance to review proposed budget requests
- 10 Finance begins preparation of Town Manager Recommended Budget

#### April

- 2 Town Manager Recommended Budget and 15-year CIP delivered to Council
- 9 Council budget work session
- 23 Council budget work session

#### May

- 7 Adoption of Tentative Budget and CIP
- 21 Adoption of Final Budget and CIP

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## FINANCIAL OVERVIEW

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

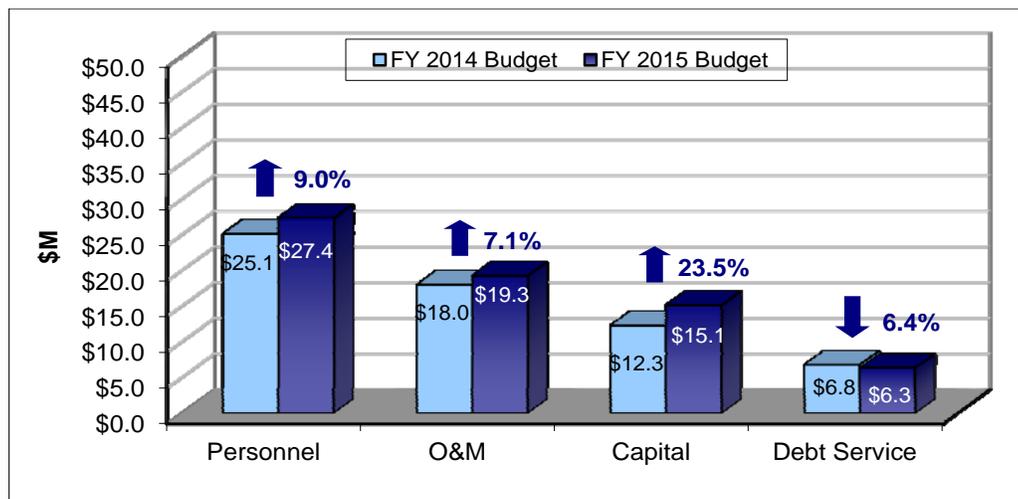




## Budget Overview

The budget for FY 2014/2015 totals \$107.1 million, which includes a \$54.7 million operating budget and \$13.4 million for capital projects, and represents a 14.1% increase over the previous fiscal year budget of \$93.9 million. The increase over the previous fiscal year is due in large part to increased revenues and fund balance reserves as economic recovery continues. As with the FY 13/14 budget, the FY 14/15 budget continues to address several areas of critical need that were put on hold during the economic downturn. Budgeted capital is significant, and includes roadway and street improvements, fleet and technology replacements, water system improvements, as well as improvements to parks, public safety facilities and historic preservation. Refer to the Capital Improvement Program (CIP) for additional detail on budgeted projects. The FY 14/15 budget also provides for implementation of a market salary study conducted during FY 13/14, to ensure employees are fairly compensated, as well funding of merit and step increases. The operations & maintenance (O&M) budget is increasing 7.1% to address several needs and initiatives, of which are further discussed in the budget message and expenditure summary section of this budget. A more detailed discussion on the changes to each category of the Town's budget can also be found in the expenditure summary section of this document.

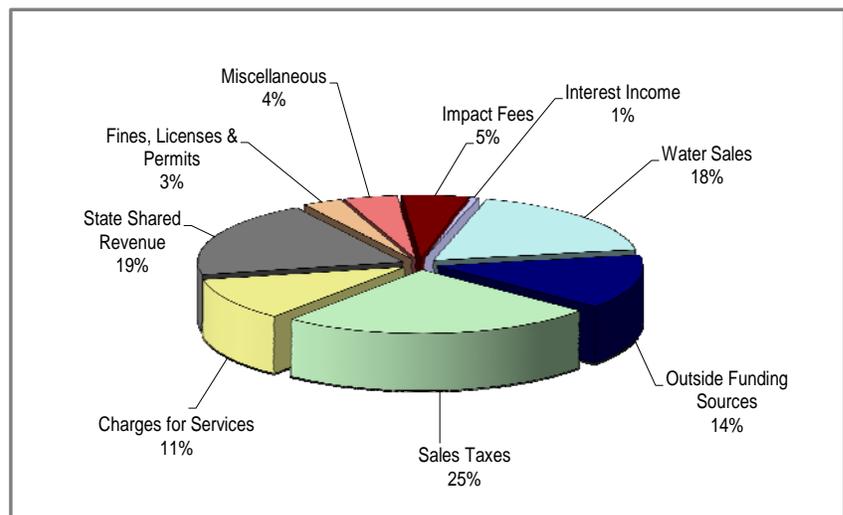
### Comprehensive Budget Overview



### Revenues

Budgeted revenue for FY 14/15 totals \$67.0 million and represents a 7.8% increase from FY 13/14. The Town receives a variety of funding sources to finance operations which will be discussed in further detail in the Financial Overview section of the budget document.

In FY 14/15, the Town has budgeted revenue from Sales Taxes, which is a major funding source (25% of the total), State Shared Revenues (19% of total), and Water Sales (18% of total). Revenue from Outside Funding Sources (14% of total) includes \$6.6 million in state and federal grant proceeds.





## Budget Overview

### Revenue Sources

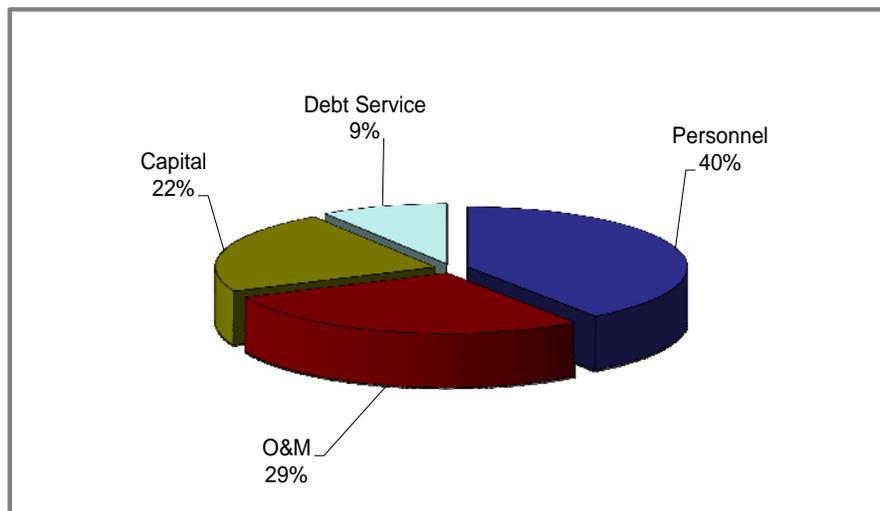
	FY 2013	FY 2013/14		FY 2014/15	Variance	
	Actual	Budget	Projected	Budget	to Budget	%
Sales Taxes	14,780,541	14,989,579	15,781,582	16,621,476	1,631,897	10.9%
Charges for Services	6,256,218	6,839,823	7,010,200	7,313,898	474,075	6.9%
State Shared Revenue	11,696,695	12,159,167	12,159,167	13,058,709	899,542	7.4%
Fines, Licenses & Permits	1,994,822	1,731,455	2,019,000	2,037,547	306,092	17.7%
Miscellaneous	2,604,065	2,466,000	2,540,902	2,810,513	344,513	14.0%
Impact Fees	2,947,556	3,704,483	3,966,180	3,459,771	(244,712)	-6.6%
Interest Income	621,260	510,368	1,714,339	369,668	(140,700)	-27.6%
Water Sales	11,585,181	11,748,000	12,023,000	12,078,800	330,800	2.8%
Outside Funding Sources	5,444,806	8,046,867	6,095,111	9,280,542	1,233,675	15.3%
<b>Total Revenue</b>	<b>\$ 57,931,143</b>	<b>\$ 62,195,742</b>	<b>\$ 63,309,481</b>	<b>\$ 67,030,924</b>	<b>\$ 4,835,182</b>	<b>7.8%</b>

Does not include interfund transfers or carry-forward fund balances

### Expenditures

Budgeted expenditures for FY 14/15 total \$68.1 million and represent a 9.6% increase over FY 13/14. The budget includes \$54.7 million to support daily operations and services and \$13.4 million in capital projects to fund technology, parks and public safety facilities improvements, roadway expansions and improvements, as well as water and stormwater infrastructure improvements. Further detail on uses of expenditures and types can be

found in the Financial Overview section of the budget document.



### Budgeted Uses

	FY 2013	FY 2013/14		FY 2014/15	Variance	
	Actual	Budget	Projected	Budget	to Budget	%
Personnel	24,294,689	25,099,764	24,849,355	27,352,674	2,252,910	9.0%
O&M	14,949,458	17,981,045	17,514,374	19,262,485	1,281,440	7.1%
Capital	14,126,100	12,258,790	10,151,554	15,144,119	2,885,329	23.5%
Debt Service	5,912,696	6,750,417	8,003,891	6,321,307	(429,110)	-6.4%
<b>Total Expenditures</b>	<b>\$ 59,282,943</b>	<b>\$ 62,090,016</b>	<b>\$ 60,519,174</b>	<b>\$ 68,080,585</b>	<b>\$ 5,990,569</b>	<b>9.6%</b>

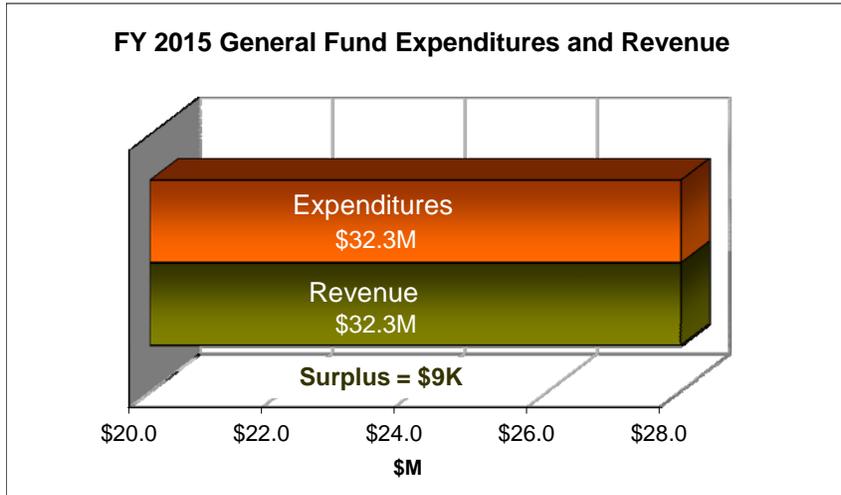
Does not include depreciation, amortization, interfund transfers or contingency amounts



## Budget Overview

### Budget Policy

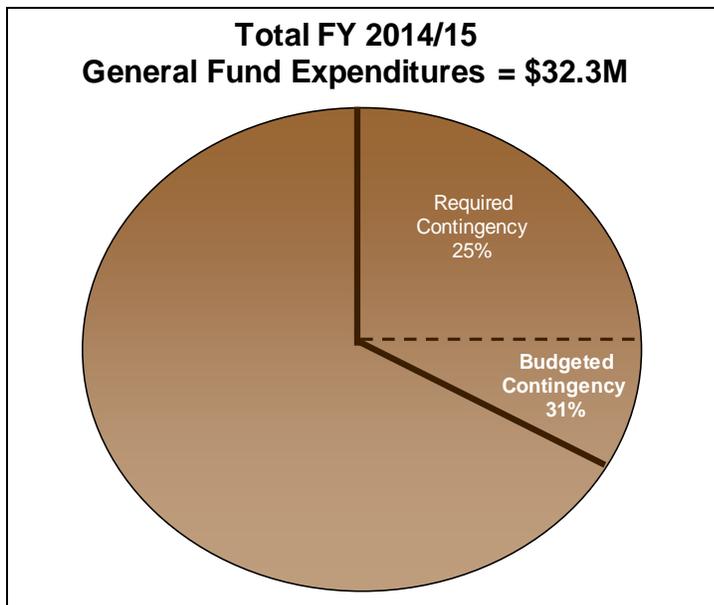
In accordance with the Town's adopted Financial and Budgetary Policies, A.1 – Balanced Budgeting and Fiscal Planning Policies, "The Town shall develop an annual budget whereby recurring Town revenues shall be sufficient to support recurring operating expenditures with no use of General Fund contingency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



Revenues	\$ 32,275,999
Expenditures	<u>32,266,765</u>
Surplus/(Deficit)	\$ 9,234

All recurring expenditures are expected to be covered with budgeted revenues and a projected surplus of slightly over \$9,000.

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



Expenditures	\$32,266,765
Contingency Requirement	<u>25%</u>
Required Contingency	\$ 8,066,691

The budgeted contingency reserve for FY 2014/15 is \$10,133,233 in the General Fund and is equal to 31% of expenditures. Of this amount, \$8.5 million is unassigned, while \$1.6 million is assigned for employee compensated absences (i.e. for accrued vacation, sick and compensatory time leave) and for unemployment compensation claims.

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# Fund Balances

	General (1) Fund	Special (2) Revenue Funds	Enterprise Funds (3) Water Utility Fund	Enterprise Funds (3) Non-Major Enterprise Fund	Capital (4) Projects Funds	Internal (5) Service Funds	(6) Debt Service Funds	2014-2015 Total
<b>Revenues and Other Sources</b>								
Taxes	\$ 15,676,905	\$ 944,571	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 16,621,476
Licenses and Permits	1,805,547	52,000	-	-	-	-	-	1,857,547
Fines	180,000	-	-	-	-	-	-	180,000
Water Sales	-	-	12,078,800	-	-	-	-	12,078,800
Charges for Services	1,688,995	156,103	3,189,200	789,300	22,500	1,467,800	-	7,313,898
State Shared Revenue	10,303,762	2,754,947	-	-	-	-	-	13,058,709
Intergovernmental	15,000	-	-	-	-	-	-	15,000
Grants	2,204,665	-	-	-	4,060,000	308,000	67,877	6,640,542
Seizures & Forfeitures	-	425,000	-	-	-	-	-	425,000
Impact Fees	-	-	-	-	3,459,771	-	-	3,459,771
Interest Income	81,125	23,375	51,150	1,000	37,100	-	175,918	369,668
Miscellaneous	135,000	10,000	-	-	-	2,582,513	83,000	2,810,513
Other Financing Sources	185,000	-	2,200,000	-	2,540,000	-	331,627	5,256,627
<b>Total</b>	<b>\$ 32,275,999</b>	<b>\$ 4,365,996</b>	<b>\$ 17,519,150</b>	<b>\$ 790,300</b>	<b>\$10,119,371</b>	<b>\$4,358,313</b>	<b>\$ 658,422</b>	<b>\$ 70,087,551</b>
<b>Expenditures and Other Uses</b>								
<b>General Government</b>								
<i>Clerk</i>	\$ 497,102	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 497,102
<i>Council</i>	207,022	-	-	-	-	-	-	207,022
<i>Finance</i>	748,060	-	-	-	-	-	-	748,060
<i>General Administration</i>	1,867,600	-	-	-	-	2,507,200	12,050	4,386,850
<i>Human Resources</i>	371,998	-	-	-	-	-	-	371,998
<i>Information Technology</i>	1,432,374	-	-	-	-	-	-	1,432,374
<i>Legal</i>	756,855	-	-	-	-	-	-	756,855
<i>Magistrate Court</i>	789,826	-	-	-	-	-	-	789,826
<i>Town Manager's Office</i>	721,724	608,457	-	-	-	-	-	1,330,181
<b>Debt Service</b>								
Principal	-	-	-	-	-	-	609,440	609,440
Interest	-	-	-	-	-	-	413,911	413,911
<i>Capital Projects</i>	-	-	-	-	3,500,000	-	-	3,500,000
Police	14,885,819	259,995	-	-	-	-	-	15,145,814
Dev. & Infrastructure Svcs.	4,564,803	4,354,662	-	1,011,851	-	1,775,772	-	11,707,088
Parks and Recreation	2,722,617	-	-	-	-	-	-	2,722,617
<b>Water Utility</b>								
<i>Personnel</i>	-	-	2,874,528	-	-	-	-	2,874,528
<i>Operations &amp; Maintenance</i>	-	-	6,910,443	-	31,500	-	-	6,941,943
<i>Capital Outlay</i>	-	-	3,987,020	-	300,000	-	-	4,287,020
<b>Debt Service</b>								
Principal	-	-	3,396,489	-	230,898	-	-	3,627,387
Interest	-	-	1,574,043	-	96,526	-	-	1,670,569
Roadway Improvements	-	-	-	-	4,060,000	-	-	4,060,000
Other Financing Uses	2,700,965	352,543	3,119	-	-	-	-	3,056,627
<b>Total</b>	<b>\$ 32,266,765</b>	<b>\$ 5,575,657</b>	<b>\$ 18,745,642</b>	<b>\$ 1,011,851</b>	<b>\$ 8,218,924</b>	<b>\$4,282,972</b>	<b>\$1,035,401</b>	<b>\$ 71,137,212</b>
Increase/(Decrease)	9,234	(1,209,661)	(1,226,492)	(221,551)	1,900,447	75,341	(376,979)	(1,049,661)
Beginning Fund Balance	\$ 10,123,999	\$ 4,794,356	\$ 12,029,535	\$ 449,441	\$11,427,179	\$ 707,232	\$ 522,272	\$ 40,054,014
<b>Ending Fund Balance</b>	<b>\$ 10,133,233</b>	<b>\$ 3,584,695</b>	<b>\$ 10,803,043</b>	<b>\$ 227,890</b>	<b>\$13,327,626</b>	<b>\$ 782,573</b>	<b>\$ 145,293</b>	<b>\$ 39,004,353</b>

This table depicts the estimated beginning fund balance at July 1, 2014, the budgeted revenues and expenditures for FY 2014/15 and the projected ending fund balance at June 30, 2015.

- (1) The General Fund is increasing \$9,234.
- (2) Special Revenue Funds are decreasing \$1,209,661 which will be used to fund capital projects.
- (3) Enterprise Funds are decreasing \$1,448,043 which will be used to fund capital projects.
- (4) Capital Projects Funds are increasing \$1,900,447 which are earmarked for future capital projects.
- (5) Internal Service Funds are increasing \$75,341.
- (6) Debt Service Funds are decreasing \$376,979 which will be used to fund debt service payments.

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## Historical Fund Balances

	General Fund			Other Non-Major Governmental Funds (A)		
	2013 Actual	2014 Estimate	2015 Budget	2013 Actual	2014 Estimate	2015 Budget
<b>Revenues and Other Sources</b>						
Taxes	\$ 13,253,253	\$ 13,694,864	\$ 15,676,905	\$ 1,527,288	\$ 2,086,718	\$ 944,571
Licenses and Permits	1,745,974	1,797,000	1,805,547	67,973	42,000	52,000
Fines	180,875	180,000	180,000			
Water Sales						
Charges for Services	1,421,905	1,602,900	1,688,995	2,809,442	176,407	178,603
State Shared Revenue	9,048,366	9,659,167	10,303,762	2,648,329	2,500,000	2,754,947
Intergovernmental	403,969	25,000	15,000			
Grants	1,668,012	1,819,279	2,204,665	3,049,080	2,905,677	4,127,877
Seizures & Forfeitures				315,877	345,155	425,000
Impact Fees				2,947,556	3,966,180	3,459,771
Interest Income	205,633	100,000	81,125	427,445	1,552,876	236,393
Miscellaneous	207,879	141,000	135,000	150,342	103,900	93,000
Other Financing Sources	106,629	185,000	185,000	1,597,643	3,932,152	2,871,627
<b>Total</b>	<b>\$ 28,242,495</b>	<b>\$ 29,204,210</b>	<b>\$ 32,275,999</b>	<b>\$ 15,540,975</b>	<b>\$ 17,611,065</b>	<b>\$ 15,143,789</b>
<b>Expenditures and Other Uses</b>						
General Government						
Clerk	\$ 311,414	\$ 345,118	\$ 497,102			
Council	205,235	225,853	207,022			
Finance	690,728	695,830	748,060			
General Administration	1,844,712	1,780,729	1,867,600	104,201	12,050	12,050
Human Resources	441,265	471,207	371,998			
Information Technology	1,200,713	1,542,173	1,432,374			
Legal	679,406	729,344	756,855			
Magistrate Court	693,007	756,968	789,826			
Town Manager's Office	633,099	691,219	721,724	369,509	494,406	608,457
Debt Service						
Principal				571,910	1,824,000	609,440
Interest				489,529	462,662	413,911
Capital Projects						3,500,000
Police	12,531,108	14,183,043	14,885,819	495,062	667,809	259,995
Dev. & Infrastructure Svcs.	3,436,219	4,026,147	4,564,803	3,420,165	3,656,099	4,354,662
Parks and Recreation	2,494,809	2,536,955	2,722,617	4,794,730	1,706,063	
Water Utility						
Personnel						
Operations & Maintenance				356,290	319,988	31,500
Capital Outlay				44,140	647,000	300,000
Debt Service						
Principal				1,467,904	1,184,578	230,898
Interest				604,863	945,881	96,526
Roadway Improvements				4,304,176	2,540,500	4,060,000
Use of Contingency		970,000		27,107		
Other Financing Uses	1,345,324	3,262,729	2,700,965	756,629	1,251,245	352,543
<b>Total</b>	<b>\$ 26,507,039</b>	<b>\$ 32,217,315</b>	<b>\$ 32,266,765</b>	<b>\$ 17,806,215</b>	<b>\$ 15,712,281</b>	<b>\$ 14,829,982</b>
Increase/(Decrease)	1,735,456	(3,013,105)	9,234	(2,265,240)	1,898,784	313,807
Beginning Fund Balance	\$ 11,401,648	\$ 13,137,104	\$ 10,123,999	\$ 17,110,263	\$ 14,845,023	\$ 16,743,807
<b>Ending Fund Balance</b>	<b>\$ 13,137,104</b>	<b>\$ 10,123,999</b>	<b>\$ 10,133,233</b>	<b>\$ 14,845,023</b>	<b>\$ 16,743,807</b>	<b>\$ 17,057,614</b>

(A) Includes Special Revenue, Capital Projects and Debt Service Funds



## Historical Fund Balances

	Enterprise Funds					
	Water Utility Fund			Non-Major Enterprise Fund		
	2013 Actual	2014 Estimate	2015 Budget	2013 Actual	2014 Estimate	2015 Budget
<b>Revenues and Other Sources</b>						
Taxes						
Licenses and Permits						
Fines						
Water Sales	11,585,181	12,023,000	12,078,800			
Charges for Services	635,623	3,176,600	3,189,200	750,460	771,500	789,300
State Shared Revenue						
Intergovernmental						
Grants				7,867		
Seizures & Forfeitures						
Impact Fees						
Interest Income	(17,289)	60,000	51,150	5,470	1,500	1,000
Miscellaneous	25,058	7,942		62,940	23	
Other Financing Sources	100,000	1,400,000	2,200,000			
<b>Total</b>	<b>\$ 12,328,573</b>	<b>\$ 16,667,542</b>	<b>\$ 17,519,150</b>	<b>\$ 826,737</b>	<b>\$ 773,023</b>	<b>\$ 790,300</b>
<b>Expenditures and Other Uses</b>						
General Government						
Clerk						
Council						
Finance						
General Administration						
Human Resources						
Information Technology						
Legal						
Magistrate Court						
Town Manager's Office						
Debt Service						
Principal						
Interest						
Capital Projects						
Police						
Dev. & Infrastructure Svcs.				1,028,929	814,376	1,011,851
Parks and Recreation						
Water Utility						
Personnel	2,537,149	2,652,707	2,874,528			
Operations & Maintenance	5,235,001	5,670,267	6,910,443			
Capital Outlay	2,989,948	1,918,469	3,987,020			
Debt Service						
Principal	1,444,316	2,268,361	3,396,489			
Interest	1,334,174	1,318,409	1,574,043			
Roadway Improvements						
Use of Contingency						
Other Financing Uses	2,319	3,178	3,119			
<b>Total</b>	<b>\$ 13,542,907</b>	<b>\$ 13,831,391</b>	<b>\$ 18,745,642</b>	<b>\$ 1,028,929</b>	<b>\$ 814,376</b>	<b>\$ 1,011,851</b>
Increase/(Decrease)	(1,214,334)	2,836,151	(1,226,492)	(202,192)	(41,353)	(221,551)
Beginning Fund Balance	\$ 10,407,718	\$ 9,193,384	\$ 12,029,535	\$ 692,986	\$ 490,794	\$ 449,441
<b>Ending Fund Balance</b>	<b>\$ 9,193,384</b>	<b>\$ 12,029,535</b>	<b>\$ 10,803,043</b>	<b>\$ 490,794</b>	<b>\$ 449,441</b>	<b>\$ 227,890</b>

Note: Does not include depreciation or amortization



## Historical Fund Balances

	Internal Service Funds			Total All Funds		
	2013 Actual	2014 Estimate	2015 Budget	2013 Actual	2014 Estimate	2015 Budget
<b>Revenues and Other Sources</b>						
Taxes				\$ 14,780,541	\$ 15,781,582	\$ 16,621,476
Licenses and Permits				1,813,947	1,839,000	1,857,547
Fines				180,875	180,000	180,000
Water Sales				11,585,181	12,023,000	12,078,800
Charges for Services	638,787	1,282,793	1,467,800	6,256,217	7,010,200	7,313,898
State Shared Revenue				11,696,695	12,159,167	13,058,709
Intergovernmental				403,969	25,000	15,000
Grants			308,000	4,724,959	4,724,956	6,640,542
Seizures & Forfeitures				315,877	345,155	425,000
Impact Fees				2,947,556	3,966,180	3,459,771
Interest Income				621,259	1,714,376	369,668
Miscellaneous	2,157,847	2,288,000	2,582,513	2,604,066	2,540,865	2,810,513
Other Financing Sources	300,000	-		2,104,272	5,517,152	5,256,627
<b>Total</b>	<b>\$ 3,096,634</b>	<b>\$ 3,570,793</b>	<b>\$ 4,358,313</b>	<b>\$ 60,035,414</b>	<b>\$ 67,826,633</b>	<b>\$ 70,087,551</b>
<b>Expenditures and Other Uses</b>						
General Government						
Clerk				\$ 311,414	\$ 345,118	\$ 497,102
Council				205,235	225,853	207,022
Finance				690,728	695,830	748,060
General Administration	1,890,445	2,209,000	2,507,200	3,839,358	4,001,779	4,386,850
Human Resources				441,265	471,207	371,998
Information Technology				1,200,713	1,542,173	1,432,374
Legal				679,406	729,344	756,855
Magistrate Court				693,007	756,968	789,826
Town Manager's Office				1,002,608	1,185,625	1,330,181
Debt Service						
Principal				571,910	1,824,000	609,440
Interest				489,529	462,662	413,911
Capital Projects						3,500,000
Police				13,026,170	14,850,852	15,145,814
Dev. & Infrastructure Svcs.	638,787	1,221,963	1,775,772	8,524,100	9,718,585	11,707,088
Parks and Recreation				7,289,539	4,243,018	2,722,617
Water Utility						
Personnel				2,537,149	2,652,707	2,874,528
Operations & Maintenance				5,591,291	5,990,255	6,941,943
Capital Outlay				3,034,088	2,565,469	4,287,020
Debt Service						
Principal				2,912,220	3,452,939	3,627,387
Interest				1,939,037	2,264,290	1,670,569
Roadway Improvements				4,304,176	2,540,500	4,060,000
Use of Contingency				27,107	970,000	
Other Financing Uses				2,104,272	4,517,152	3,056,627
<b>Total</b>	<b>\$ 2,529,232</b>	<b>\$ 3,430,963</b>	<b>\$ 4,282,972</b>	<b>\$ 61,414,322</b>	<b>\$ 66,006,326</b>	<b>\$ 71,137,212</b>
Increase/(Decrease)	567,402	139,830	75,341	(1,378,908)	1,820,307	(1,049,661)
Beginning Fund Balance	\$ -	\$ 567,402	\$ 707,232	\$ 39,612,615	\$ 38,233,707	\$ 40,054,014
<b>Ending Fund Balance</b>	<b>\$ 567,402</b>	<b>\$ 707,232</b>	<b>\$ 782,573</b>	<b>\$ 38,233,707</b>	<b>\$ 40,054,014</b>	<b>\$ 39,004,353</b>

Note: Does not include depreciation or amortization

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## Budget Summary

	FY 2012	FY 2013	FY 2014		FY 2015
	Actual		Budget	Projected	Budget
<b>Personnel</b>					
General Fund	263.01	254.23	258.86	267.11	270.52
Special Revenue Funds	27.24	32.08	29.58	29.08	28.98
Capital Project Funds	-	-	-	-	-
Enterprise Funds	39.50	40.10	41.10	41.10	41.33
Internal Service Funds	1.35	1.15	1.15	1.15	1.15
<b>TOTAL PERSONNEL</b>	<b>331.10</b>	<b>327.56</b>	<b>330.69</b>	<b>338.44</b>	<b>341.98</b>
<b>Expenditures by Fund</b> <sup>1)</sup>					
General Fund	24,757,885	25,161,715	28,215,513	27,984,586	29,565,800
Special Revenue Funds	4,214,675	4,190,024	4,454,389	4,818,314	5,223,114
Debt Service Funds	991,670	1,070,639	1,205,230	2,298,712	1,035,401
Capital Project Funds	11,526,971	11,761,816	8,629,674	7,344,010	8,218,924
Enterprise Funds	13,489,851	14,569,517	16,154,247	14,642,589	19,754,374
Internal Service Funds	436,271	2,529,232	3,430,963	3,430,963	4,282,972
<b>TOTAL EXPENDITURES</b>	<b>55,417,323</b>	<b>59,282,943</b>	<b>62,090,016</b>	<b>60,519,174</b>	<b>68,080,585</b>
<b>Expenditures by Category</b> <sup>1)</sup>					
Personnel	23,863,037	24,294,689	25,099,764	24,849,355	27,352,674
Operations & Maintenance	11,119,323	14,949,458	17,981,045	17,514,374	19,262,485
Capital Outlay	11,718,954	14,126,100	12,258,790	10,151,554	15,144,119
Debt Service	8,716,009	5,912,696	6,750,417	8,003,891	6,321,307
<b>TOTAL EXPENDITURES</b>	<b>55,417,323</b>	<b>59,282,943</b>	<b>62,090,016</b>	<b>60,519,174</b>	<b>68,080,585</b>
<b>Operating Results</b>					
Total Revenues <sup>2)</sup>	57,647,623	57,931,143	62,195,742	63,309,481	67,030,924
Total Expenditures <sup>1)</sup>	55,417,323	59,282,943	62,090,016	60,519,174	68,080,585
<b>NET OPERATING RESULTS</b> <sup>3)</sup>	<b>2,230,300</b>	<b>(1,351,800)</b>	<b>105,726</b>	<b>2,790,307</b>	<b>(1,049,661)</b>

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

2) Excludes carry-forward balances and interfund transfers

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

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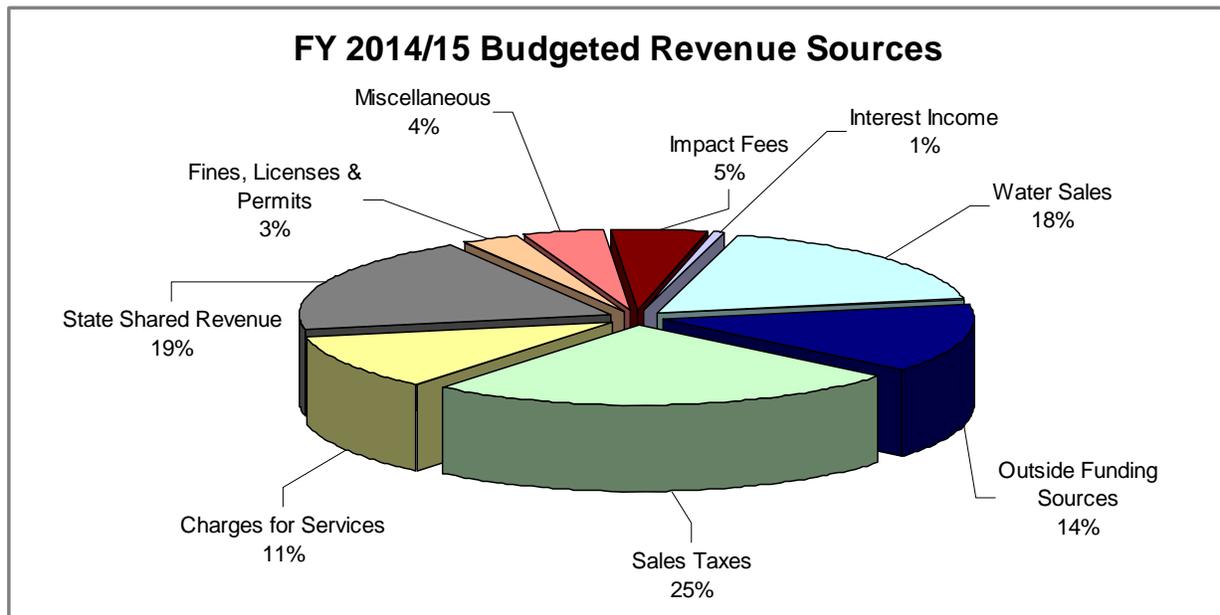


## Revenue Summary

Revenue for FY 2014-15 is estimated to total \$67,030,924. In comparison to the FY 2013-14 budget, revenue is projected to increase 7.8%. Economic growth continues steadily at the state and local level. The Town's state shared revenue collections will increase for the third consecutive year. The number of annual single family residential (SFR) permits issued within the town is projected at 200+ over the next several years. Commercial development is healthy, and several new apartment complexes are under construction. Year-over-year growth in local construction sales taxes is projected at 30%. The Town does continue to rely heavily on these economically sensitive revenue sources, however, with sales taxes and state shared revenues making up 44% of the projected FY 2014-15 revenues.

Local sales tax represents 25% of the Town's FY 2014-15 projected revenues. In this category, taxes related to retail trade are the biggest contributor, with year-over-year growth projected at 2-5%. Growth in utility and restaurant tax collections is also anticipated, with the rise in SFRs and the completion of the apartment complexes referenced above. For FY 2014-15, single family residential construction and permitting revenues were projected assuming 200 SFR permits will be issued. In collaboration with Economic Development and Development Services, the Finance department compiled a list of all commercial and residential projects in the pipeline and their likelihood of completion in the next budget year. The FY 2014-15 budget is forecasted to see an addition of nearly 230,000 square feet of commercial building in the form of office space, retail, restaurant, child care, a school expansion and retirement centers.

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





## Revenue Summary

Revenue Sources						
	FY 2013	FY 2013/14		FY 2014/15	Variance to Budget	%
	Actual	Budget	Projected	Budget		
Sales Taxes	14,780,541	14,989,579	15,781,582	16,621,476	1,631,897	10.9%
Charges for Services	6,256,218	6,839,823	7,010,200	7,313,898	474,075	6.9%
State Shared Revenue	11,696,695	12,159,167	12,159,167	13,058,709	899,542	7.4%
Fines, Licenses & Permits	1,994,822	1,731,455	2,019,000	2,037,547	306,092	17.7%
Miscellaneous	2,604,065	2,466,000	2,540,902	2,810,513	344,513	14.0%
Impact Fees	2,947,556	3,704,483	3,966,180	3,459,771	(244,712)	-6.6%
Interest Income	621,260	510,368	1,714,339	369,668	(140,700)	-27.6%
Water Sales	11,585,181	11,748,000	12,023,000	12,078,800	330,800	2.8%
Outside Funding Sources	5,444,806	8,046,867	6,095,111	9,280,542	1,233,675	15.3%
<b>Total Revenue</b>	<b>\$ 57,931,143</b>	<b>\$ 62,195,742</b>	<b>\$ 63,309,481</b>	<b>\$ 67,030,924</b>	<b>\$ 4,835,182</b>	<b>7.8%</b>

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

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

Sales Taxes \$1.6M	<ul style="list-style-type: none"> <li>\$900K increase (31%) in construction taxes based on anticipated residential and commercial building activity</li> <li>Increases in retail, restaurant and bed tax collections due to improving economic conditions</li> </ul>
Charges for Services \$474K	<ul style="list-style-type: none"> <li>\$185K increase in Fleet Fund for vehicle replacements</li> <li>\$103K increase in aquatic center revenue</li> <li>\$92K increase in Water Utility Fund revenue</li> <li>\$78K increase in development services fee revenue</li> <li>\$16K increase in stormwater utility fee revenue</li> </ul>
State Shared Revenue \$900K	<ul style="list-style-type: none"> <li>\$389K increase (9%) in state income tax</li> <li>\$162K increase (5%) in state sales tax</li> <li>\$94K increase (6%) in vehicle license tax</li> <li>\$255K increase (10%) in highway user (gasoline tax) revenues</li> </ul>
Fines, Licenses & Permits \$306K	<ul style="list-style-type: none"> <li>\$68K increase in residential building permit revenues (anticipated single family residential building activity)</li> <li>\$198K increase in commercial building permit revenues based on observed and anticipated building activity</li> <li>\$46K increase in grading permit fees based on building activity</li> </ul>
Miscellaneous \$345K	<ul style="list-style-type: none"> <li>\$126K increase in Fleet Fund for vehicle reserves</li> <li>\$222K increase in Benefit Self Insurance Fund for premium increases and dental self-funding</li> </ul>
Impact Fees \$(245K)	<ul style="list-style-type: none"> <li>Completion of multi-family residential projects and expected decrease in some fee amounts</li> </ul>
Interest Income \$(141K)	<ul style="list-style-type: none"> <li>Decrease in improvement district interest assessments due to payoff of debt</li> </ul>
Outside Funding Sources \$1.2M	<ul style="list-style-type: none"> <li>\$410K increase in state and federal grants for roadway project funding</li> <li>\$300K increase in state transit vehicle grants</li> <li>\$900K increase in loan proceeds from Water Infrastructure Finance Authority</li> <li>\$283K increase in reimbursement from Regional Transportation Authority (RTA) due to continued expansion of the Sun Shuttle transit service</li> <li>\$450K decrease in state grants for stormwater projects due to project completion</li> <li>\$200K decrease in state grant capacity for energy efficiency and park projects</li> </ul>



## Revenue Schedule by Fund

Major Revenue Accounts	FY 2012 Actual	FY 2013 Actual	FY 2014		FY 2015 Budget	%
			Budget	Projected		to Budget
<b>General Fund</b>						
Local Sales Tax:						
Local Sales Tax	11,539,523	12,704,043	12,623,382	13,145,864	15,127,905	19.8%
Sales Tax Audit Recoveries	117,059	9,732	-	9,000	9,000	0.0%
Cable Franchise Fees	525,427	539,477	500,000	540,000	540,000	8.0%
<b>Total Local Sales Tax</b>	<b>12,182,009</b>	<b>13,253,253</b>	<b>13,123,382</b>	<b>13,694,864</b>	<b>15,676,905</b>	<b>19.5%</b>
License & Permit Fees:						
Business Licenses & Permits	176,853	185,929	176,700	181,000	182,000	3.0%
Residential Building Permits	554,042	1,163,764	1,067,255	1,165,000	1,135,000	6.3%
Commercial Building Permits	352,796	329,859	200,000	330,000	397,547	98.8%
Sign Permits	36,397	41,579	40,000	32,000	35,000	-12.5%
Special Inspection Fees	3,110	4,360	4,000	6,000	5,000	25.0%
Grading Permit Fees	15,150	20,483	5,500	83,000	51,000	827.3%
<b>Total License &amp; Permit Fees</b>	<b>1,138,348</b>	<b>1,745,974</b>	<b>1,493,455</b>	<b>1,797,000</b>	<b>1,805,547</b>	<b>20.9%</b>
Federal Grants:						
CNA	119,801	122,175	127,500	127,500	127,500	0.0%
DEA OT Reimbursement	31,601	25,091	25,000	26,000	25,000	0.0%
Miscellaneous Federal Grants	9,405	1,562	9,405	6,927	6,900	-26.6%
HIDTA	137,934	151,386	156,763	154,000	156,763	0.0%
HIDTA-DEA	62,155	105,568	90,700	102,850	102,850	13.4%
GOHS	39,442	91,647	76,000	121,210	77,000	1.3%
Homeland Security	80,538	85,188	73,920	37,000	84,150	13.8%
Joint Terrorism Task Force	3,470	16,434	17,202	17,202	17,202	0.0%
<b>Total Federal Grants</b>	<b>484,346</b>	<b>599,050</b>	<b>576,490</b>	<b>592,689</b>	<b>597,365</b>	<b>3.6%</b>
State Grants:						
Safe Schools Grant	60,000	60,180	134,000	-	150,000	11.9%
Misc State Grants	236,988	94,919	343,700	72,390	142,300	-58.6%
RTA Reimbursements	437,458	913,863	1,032,000	1,154,200	1,315,000	27.4%
<b>Total State Grants</b>	<b>734,446</b>	<b>1,068,962</b>	<b>1,509,700</b>	<b>1,226,590</b>	<b>1,607,300</b>	<b>6.5%</b>
State/County Shared:						
State Income	3,461,359	4,189,185	4,575,389	4,575,389	4,964,344	8.5%
State Sales	3,204,612	3,356,826	3,543,661	3,543,661	3,705,688	4.6%
Vehicle License Tax	1,479,094	1,502,355	1,540,117	1,540,117	1,633,730	6.1%
<b>Total State/County Shared</b>	<b>8,145,065</b>	<b>9,048,366</b>	<b>9,659,167</b>	<b>9,659,167</b>	<b>10,303,762</b>	<b>6.7%</b>
Other Intergovernmental:						
PCLD Reimbursements	574,589	403,969	30,000	25,000	15,000	-50.0%
<b>Total Other Intergovernmental</b>	<b>574,589</b>	<b>403,969</b>	<b>30,000</b>	<b>25,000</b>	<b>15,000</b>	<b>-50.0%</b>
Charges for Services:						
Court Costs	173,438	184,108	200,000	190,000	190,000	-5.0%
Public Defender Fees	3,269	2,921	4,000	2,500	2,500	-37.5%
Zoning & Subdivision Fees	91,197	131,547	75,000	143,000	131,000	74.7%
User Fees - Swimming Pool	112,832	169,965	271,500	307,000	366,500	35.0%
User Fees - Electricity	32,549	32,827	40,000	40,000	67,000	67.5%
User Fees - Miscellaneous	171,904	180,265	165,000	165,000	160,000	-3.0%
Copy Services	2,430	1,684	2,500	2,000	2,000	-20.0%
Town Hall Usage Fees	5,904	4,420	3,000	5,000	5,000	66.7%
General Government Other	970	1,525	1,000	5,000	1,500	50.0%
Police Report Copying	16,921	5,583	5,500	4,650	4,650	-15.5%
Police Other	3,939	18,603	2,200	3,600	2,200	0.0%
Building Inspection Copying	10	5	-	8	-	0.0%
Engineer Plan Review Fees	46,890	40,437	40,000	42,000	40,000	0.0%
Grading Review Fees	296	5,766	1,200	30,000	18,000	1400.0%
Grading Inspection Fees	1,400	1,220	800	11,000	6,000	650.0%
Fare Box	49,977	66,558	54,000	64,000	74,000	37.0%
Administrative Services	321,000	321,000	321,000	321,000	321,000	0.0%
Financial Services	135,588	135,588	136,637	136,637	168,745	23.5%
Real Property Rental Income	65,604	78,104	83,600	80,975	81,050	-3.1%
Maps	85	118	-	200	-	0.0%
Code Book Sales	415	-	-	-	-	0.0%
Pawn Slips	3,198	1,950	2,500	2,130	2,150	-14.0%
Police Fingerprinting	12,250	21,160	22,000	20,700	20,700	-5.9%
Concession Sales	-	16,551	12,000	20,000	20,000	66.7%
Probation Monitoring Fee	-	-	-	5,000	5,000	0.0%
Public Record Request Fees	-	-	-	1,500	-	0.0%
<b>Total Charges for Services</b>	<b>1,252,066</b>	<b>1,421,905</b>	<b>1,443,437</b>	<b>1,602,900</b>	<b>1,688,995</b>	<b>17.0%</b>
Fines:						
Fines	200,672	180,875	190,000	180,000	180,000	-5.3%
<b>Total Fines</b>	<b>200,672</b>	<b>180,875</b>	<b>190,000</b>	<b>180,000</b>	<b>180,000</b>	<b>-5.3%</b>



## Revenue Schedule by Fund

Major Revenue Accounts	FY 2012 Actual	FY 2013 Actual	FY 2014 Budget      Projected		FY 2015 Budget	% to Budget
Interest Income:						
Interest - Investments	159,184	205,633	62,275	100,000	81,125	30.3%
<b>Total Interest Income</b>	<b>159,184</b>	<b>205,633</b>	<b>62,275</b>	<b>100,000</b>	<b>81,125</b>	<b>30.3%</b>
Miscellaneous:						
Donations	995	-	-	-	-	0.0%
Miscellaneous	4,093	43,637	4,000	10,000	10,000	150.0%
Special Events	3,350	4,635	-	5,000	5,000	0.0%
Insurance Recoveries	62,278	6,938	10,000	25,000	10,000	0.0%
In-Lieu Income	127,437	122,196	100,000	100,000	110,000	10.0%
Sale of Assets	16,894	30,473	-	1,000	-	0.0%
<b>Total Miscellaneous</b>	<b>215,047</b>	<b>207,879</b>	<b>114,000</b>	<b>141,000</b>	<b>135,000</b>	<b>18.4%</b>
<b>TOTAL GENERAL FUND</b>	<b>25,085,772</b>	<b>28,135,866</b>	<b>28,201,906</b>	<b>29,019,210</b>	<b>32,090,999</b>	<b>13.8%</b>
<b>Highway Fund</b>						
Local Sales Tax:						
Construction Sales Tax	348,378	738,492	1,077,197	1,218,820	-	-100.0%
<b>Total Local Sales Tax</b>	<b>348,378</b>	<b>738,492</b>	<b>1,077,197</b>	<b>1,218,820</b>	<b>-</b>	<b>-100.0%</b>
License & Permit Fees:						
Road Permits	45,935	66,493	47,000	38,000	49,000	4.3%
Floodplain Use Permits	1,579	1,480	1,000	4,000	3,000	200.0%
<b>Total License &amp; Permit Fees</b>	<b>47,514</b>	<b>67,973</b>	<b>48,000</b>	<b>42,000</b>	<b>52,000</b>	<b>8.3%</b>
Charges for Services:						
Administrative Services	15,000	229,493	129,493	129,493	129,493	0.0%
<b>Total Charges for Services</b>	<b>15,000</b>	<b>229,493</b>	<b>129,493</b>	<b>129,493</b>	<b>129,493</b>	<b>0.0%</b>
State Grants:						
PAG Reimbursements	231,995	194,392	35,000	35,000	-	-100.0%
RTA Reimbursements	28,479	-	-	-	-	0.0%
<b>Total State Grants</b>	<b>260,474</b>	<b>194,392</b>	<b>35,000</b>	<b>35,000</b>	<b>-</b>	<b>-100.0%</b>
State/County Shared:						
Highway User	2,418,605	2,648,329	2,500,000	2,500,000	2,754,947	10.2%
<b>Total State/County Shared</b>	<b>2,418,605</b>	<b>2,648,329</b>	<b>2,500,000</b>	<b>2,500,000</b>	<b>2,754,947</b>	<b>10.2%</b>
Interest Income:						
Interest - Investments	10,810	25,006	7,000	25,000	19,250	175.0%
<b>Total Interest Income</b>	<b>10,810</b>	<b>25,006</b>	<b>7,000</b>	<b>25,000</b>	<b>19,250</b>	<b>175.0%</b>
Miscellaneous:						
Miscellaneous	8,716	12,084	10,000	10,000	10,000	0.0%
Insurance Recoveries	16,458	4,729	-	10,750	-	0.0%
<b>Total Miscellaneous</b>	<b>25,174</b>	<b>16,813</b>	<b>10,000</b>	<b>20,750</b>	<b>10,000</b>	<b>0.0%</b>
<b>TOTAL HIGHWAY FUND</b>	<b>3,125,955</b>	<b>3,920,499</b>	<b>3,806,690</b>	<b>3,971,063</b>	<b>2,965,690</b>	<b>-22.1%</b>
<b>Seizures &amp; Forfeitures Funds</b>						
Interest Income:						
Interest - Investments	4,307	6,825	-	5,500	-	0.0%
<b>Total Interest Income</b>	<b>4,307</b>	<b>6,825</b>	<b>-</b>	<b>5,500</b>	<b>-</b>	<b>0.0%</b>
Miscellaneous:						
Forfeitures	645,858	315,877	425,000	345,155	425,000	0.0%
<b>Total Miscellaneous</b>	<b>645,858</b>	<b>315,877</b>	<b>425,000</b>	<b>345,155</b>	<b>425,000</b>	<b>0.0%</b>
<b>TOTAL SEIZURES &amp; FORFEITURES FUNDS</b>	<b>650,165</b>	<b>322,702</b>	<b>425,000</b>	<b>350,655</b>	<b>425,000</b>	<b>0.0%</b>
<b>Bed Tax Fund</b>						
Local Sales Tax:						
Local Sales Tax	794,718	788,796	789,000	867,898	944,571	19.7%
<b>Total Local Sales Tax</b>	<b>794,718</b>	<b>788,796</b>	<b>789,000</b>	<b>867,898</b>	<b>944,571</b>	<b>19.7%</b>
Interest Income:						
Interest - Investments	7,550	3,476	3,975	8,000	4,125	3.8%
<b>Total Interest Income</b>	<b>7,550</b>	<b>3,476</b>	<b>3,975</b>	<b>8,000</b>	<b>4,125</b>	<b>3.8%</b>



## Revenue Schedule by Fund

Major Revenue Accounts	FY 2012 Actual	FY 2013 Actual	FY 2014		FY 2015 Budget	%
			Budget	Projected		to Budget
Miscellaneous:						
Miscellaneous	-	10,000	-	-	-	0.0%
<b>Total Miscellaneous</b>	-	10,000	83,000	-	-	0.0%
<b>TOTAL BED TAX FUND</b>	<b>802,268</b>	<b>802,272</b>	<b>792,975</b>	<b>875,898</b>	<b>948,696</b>	<b>19.6%</b>
<b>Fleet Fund</b>						
Miscellaneous:						
Insurance Recoveries	-	-	-	-	-	0.0%
Vehicle Reserves	-	-	-	-	126,313	0.0%
Sale of Assets	-	-	20,000	60,000	25,000	25.0%
<b>Total Miscellaneous</b>	-	-	20,000	60,000	151,313	656.6%
State Grants						
Miscellaneous Grants	-	-	-	-	308,000	0.0%
<b>Total State Grants</b>	-	-	-	-	308,000	0.0%
Charges for Services:						
Fleet Services	436,271	638,787	1,282,793	1,282,793	1,467,800	14.4%
<b>Total Charges for Services</b>	436,271	638,787	1,282,793	1,282,793	1,467,800	14.4%
<b>TOTAL FLEET FUND</b>	<b>436,271</b>	<b>638,787</b>	<b>1,302,793</b>	<b>1,342,793</b>	<b>1,927,113</b>	<b>47.9%</b>
<b>Benefit Self Insurance Fund</b>						
Miscellaneous:						
Self Insurance Premiums - Employer	-	1,902,229	1,900,000	1,900,000	2,106,000	10.8%
Self Insurance Premiums - Employee	-	255,618	260,000	260,000	286,200	10.1%
COBRA Premiums	-	-	13,000	13,000	13,000	0.0%
Retiree Premiums	-	-	15,000	15,000	5,000	-66.7%
UHC Wellness Program	-	-	20,000	20,000	20,000	0.0%
Miscellaneous	-	-	1,000	20,000	1,000	0.0%
<b>Total Miscellaneous</b>	-	2,157,847	2,209,000	2,228,000	2,431,200	10.1%
<b>TOTAL BENEFIT SELF INSURANCE FUND</b>	-	<b>2,157,847</b>	<b>2,209,000</b>	<b>2,228,000</b>	<b>2,431,200</b>	<b>10.1%</b>
<b>Impound Fee Fund</b>						
Charges for Services:						
Impound Fees	37,040	34,050	47,500	24,414	26,610	-44.0%
<b>Total Charges for Services</b>	37,040	34,050	47,500	24,414	26,610	-44.0%
<b>TOTAL IMPOUND FEE FUND</b>	<b>37,040</b>	<b>34,050</b>	<b>47,500</b>	<b>24,414</b>	<b>26,610</b>	<b>-44.0%</b>
<b>Municipal Debt Service Fund</b>						
Interest Income:						
Interest	82	23	-	35	-	0.0%
<b>Total Interest Income</b>	82	23	-	35	-	0.0%
Federal Grants:						
Miscellaneous Grants	84,527	77,517	70,677	70,677	67,877	-4.0%
<b>Total Federal Grants</b>	84,527	77,517	70,677	70,677	67,877	-4.0%
Miscellaneous:						
Miscellaneous	203,287	96,258	83,000	83,000	83,000	0.0%
<b>Total Miscellaneous</b>	203,287	96,258	83,000	83,000	83,000	0.0%
<b>TOTAL MUNICIPAL DEBT SERVICE FUND</b>	<b>287,896</b>	<b>173,798</b>	<b>153,677</b>	<b>153,712</b>	<b>150,877</b>	<b>-1.8%</b>
<b>Oracle Road Debt Service Fund</b>						
Interest Income:						
Special Assessments	128,661	118,034	105,868	80,020	45,918	-56.6%
Penalties	1,598	41	-	37	-	0.0%
<b>Total Interest Income</b>	130,259	118,076	105,868	80,057	45,918	-56.6%
Principal Repayments:						
Principal Repayments	235,768	247,859	260,000	1,380,000	130,000	-50.0%
<b>Total Principal Repayments</b>	235,768	247,859	260,000	1,380,000	130,000	-50.0%
<b>TOTAL ORACLE RD DEBT SERVICE FUND</b>	<b>366,027</b>	<b>365,935</b>	<b>365,868</b>	<b>1,460,057</b>	<b>175,918</b>	<b>-51.9%</b>



## Revenue Schedule by Fund

Major Revenue Accounts	FY 2012 Actual	FY 2013 Actual	FY 2014 Budget      Projected		FY 2015 Budget	% to Budget
<b>Townwide Roadway Development Impact Fee Fund</b>						
Federal Grants:						
Miscellaneous Grants	-	-	500,000	500,000	-	-100.0%
<b>Total Federal Grants</b>	<b>-</b>	<b>-</b>	<b>500,000</b>	<b>500,000</b>	<b>-</b>	<b>-100.0%</b>
State Grants:						
PAG Reimbursements	6,394,443	2,679,121	1,700,000	1,700,000	3,325,000	95.6%
RTA Reimbursements	549,994	98,051	1,450,000	600,000	735,000	-49.3%
<b>Total State Grants</b>	<b>6,944,437</b>	<b>2,777,171</b>	<b>3,150,000</b>	<b>2,300,000</b>	<b>4,060,000</b>	<b>28.9%</b>
Impact Fees:						
Residential Development Impact Fees	114,043	400,131	749,606	239,460	678,668	-9.5%
Commercial Development Impact Fee	124,690	319,797	41,769	65,345	221,998	431.5%
<b>Total Impact Fees</b>	<b>238,733</b>	<b>719,927</b>	<b>791,375</b>	<b>304,805</b>	<b>900,666</b>	<b>13.8%</b>
Interest Income:						
Interest - Investments	1,534	21,143	1,500	3,000	3,000	100.0%
<b>Total Interest Income</b>	<b>1,534</b>	<b>21,143</b>	<b>1,500</b>	<b>3,000</b>	<b>3,000</b>	<b>100.0%</b>
Miscellaneous:						
Miscellaneous	31,598	-	-	150	-	0.0%
<b>Total Miscellaneous</b>	<b>31,598</b>	<b>-</b>	<b>-</b>	<b>150</b>	<b>-</b>	<b>0.0%</b>
Charges for Services:						
Real Property Rental Income	18,000	18,375	18,000	22,500	22,500	25.0%
<b>Total Charges for Services</b>	<b>18,000</b>	<b>18,375</b>	<b>18,000</b>	<b>22,500</b>	<b>22,500</b>	<b>25.0%</b>
<b>TOTAL DEVELOPMENT IMPACT FEE FUND</b>	<b>7,234,302</b>	<b>3,536,616</b>	<b>4,460,875</b>	<b>3,130,455</b>	<b>4,986,166</b>	<b>11.8%</b>
<b>Parks &amp; Recreation Development Impact Fee Fund</b>						
Impact Fees:						
Residential Development Impact Fees	99,542	170,698	201,297	117,140	307,772	52.9%
<b>Total Impact Fees</b>	<b>99,542</b>	<b>170,698</b>	<b>201,297</b>	<b>117,140</b>	<b>307,772</b>	<b>52.9%</b>
Interest Income:						
Interest - Investments	317	1,525	-	830	-	0.0%
<b>Total Interest Income</b>	<b>317</b>	<b>1,525</b>	<b>-</b>	<b>830</b>	<b>-</b>	<b>0.0%</b>
<b>TOTAL PARKS DEV. IMPACT FEE FUND</b>	<b>99,859</b>	<b>172,223</b>	<b>201,297</b>	<b>117,970</b>	<b>307,772</b>	<b>52.9%</b>
<b>Library Development Impact Fee Fund</b>						
Impact Fees:						
Residential Development Impact Fees	28,640	4,574	-	-	-	0.0%
<b>Total Impact Fees</b>	<b>28,640</b>	<b>4,574</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>
Interest Income:						
Interest - Investments	89	32	-	-	-	0.0%
<b>Total Interest Income</b>	<b>89</b>	<b>32</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>
<b>TOTAL LIBRARY DEV. IMPACT FEE FUND</b>	<b>28,729</b>	<b>4,606</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>
<b>Police Development Impact Fee Fund</b>						
Impact Fees:						
Residential Development Impact Fees	26,195	56,638	106,393	36,670	111,020	4.3%
Commercial Development Impact Fee	4,423	34,320	999	31,650	22,976	2199.9%
<b>Total Impact Fees</b>	<b>30,618</b>	<b>90,958</b>	<b>107,392</b>	<b>68,320</b>	<b>133,996</b>	<b>24.8%</b>
Interest Income:						
Interest - Investments	80	903	-	444	-	0.0%
<b>Total Interest Income</b>	<b>80</b>	<b>903</b>	<b>-</b>	<b>444</b>	<b>-</b>	<b>0.0%</b>
<b>TOTAL POLICE DEV. IMPACT FEE FUND</b>	<b>30,698</b>	<b>91,861</b>	<b>107,392</b>	<b>68,764</b>	<b>133,996</b>	<b>24.8%</b>
<b>General Government Development Impact Fee Fund</b>						
Impact Fees:						
Residential Development Impact Fees	11,395	(3,115)	-	-	-	0.0%
Commercial Development Impact Fee	7,980	5,299	-	2,206	-	0.0%
<b>Total Impact Fees</b>	<b>19,375</b>	<b>2,184</b>	<b>-</b>	<b>2,206</b>	<b>-</b>	<b>0.0%</b>



## Revenue Schedule by Fund

Major Revenue Accounts	FY 2012 Actual	FY 2013 Actual	FY 2014 Budget      Projected		FY 2015 Budget	%
						to Budget
Interest Income:						
Interest - Investments	105	1,218	-	10	-	0.0%
<b>Total Interest Income</b>	<b>105</b>	<b>1,218</b>	<b>-</b>	<b>10</b>	<b>-</b>	<b>0.0%</b>
<b>TOTAL GEN. GOVT. IMPACT FEE FUND</b>	<b>19,480</b>	<b>3,402</b>	<b>-</b>	<b>2,216</b>	<b>-</b>	<b>0.0%</b>
<b>Water Utility Fund</b>						
Water Sales:						
Residential Water Sales	7,761,639	7,752,934	7,836,000	7,952,000	8,000,000	2.1%
Commercial Water Sales	954,472	962,824	960,000	950,000	950,000	-1.0%
Irrigation Water Sales	1,064,068	1,066,475	1,099,000	1,125,000	1,132,000	3.0%
Turf Related Water Sales	1,677,318	1,605,710	1,692,000	1,695,000	1,695,800	0.2%
Construction Water Sales	120,830	196,354	160,000	300,000	300,000	87.5%
Other	653	884	1,000	1,000	1,000	0.0%
<b>Total Water Sales</b>	<b>11,578,980</b>	<b>11,585,181</b>	<b>11,748,000</b>	<b>12,023,000</b>	<b>12,078,800</b>	<b>2.8%</b>
Charges for Services:						
Engineer Plan Review Fees	6,450	11,282	10,000	20,000	20,000	100.0%
Construction Inspection Fees	2,712	11,369	7,000	25,000	25,000	257.1%
Misc Service Revenue	17,318	22,427	10,000	20,000	20,000	100.0%
Backflow-Install Permit Fee	2,795	2,925	2,000	7,000	5,000	150.0%
Served by Tucson	11,633	2,632	-	-	-	0.0%
Served by Metro	7,820	2,003	-	-	-	0.0%
Sewer Fees	170,185	190,584	205,000	205,000	207,000	1.0%
Late Fees	85,897	86,356	85,000	90,000	90,000	5.9%
NSF Fees	4,781	4,681	5,000	3,500	3,500	-30.0%
Rain Sensors	233	45	100	100	-	-100.0%
Meter Income	35,456	70,624	50,000	78,000	90,700	81.4%
New Service Establish Fees	85,720	96,478	80,000	80,000	80,000	0.0%
Reconnect Fees	37,685	44,713	35,000	40,000	40,000	14.3%
Groundwater Preservation Fee	-	-	-	2,500,000	2,500,000	0.0%
Other	88,538	89,505	108,000	108,000	108,000	0.0%
<b>Total Charges for Services</b>	<b>557,223</b>	<b>635,623</b>	<b>597,100</b>	<b>3,176,600</b>	<b>3,189,200</b>	<b>434.1%</b>
Interest Income:						
Interest - Investments	125,912	(17,289)	66,250	60,000	51,150	-22.8%
<b>Total Interest Income</b>	<b>125,912</b>	<b>(17,289)</b>	<b>66,250</b>	<b>60,000</b>	<b>51,150</b>	<b>-22.8%</b>
Miscellaneous:						
Miscellaneous	934	4,994	-	457	-	0.0%
Insurance Recoveries	142,211	50	-	-	-	0.0%
Sale of Assets	-	20,014	-	7,485	-	0.0%
<b>Total Miscellaneous</b>	<b>143,145</b>	<b>25,058</b>	<b>-</b>	<b>7,942</b>	<b>-</b>	<b>0.0%</b>
Other Financing Sources:						
WIFA Loan Proceeds	-	-	1,300,000	1,000,000	2,200,000	69.2%
<b>Total Other Financing Sources</b>	<b>-</b>	<b>-</b>	<b>1,300,000</b>	<b>1,000,000</b>	<b>2,200,000</b>	<b>69.2%</b>
<b>TOTAL WATER UTILITY FUND</b>	<b>12,405,260</b>	<b>12,228,572</b>	<b>13,711,350</b>	<b>16,267,542</b>	<b>17,519,150</b>	<b>27.8%</b>
<b>Alternative Water Resources Development Impact Fee Fund</b>						
Charges for Services:						
Groundwater Preservation Fee	2,315,277	2,527,524	2,550,000	-	-	-100.0%
<b>Total Charges for Services</b>	<b>2,315,277</b>	<b>2,527,524</b>	<b>2,550,000</b>	<b>-</b>	<b>-</b>	<b>-100.0%</b>
Impact Fees:						
Residential Impact Fees	475,726	1,120,798	896,760	742,212	809,000	-9.8%
Commercial Impact Fees	284,232	132,257	781,562	1,477,592	600,646	-23.1%
<b>Total Impact Fees</b>	<b>759,958</b>	<b>1,253,055</b>	<b>1,678,322</b>	<b>2,219,804</b>	<b>1,409,646</b>	<b>-16.0%</b>
Interest Income:						
Interest - Investments	1,229	437	1,000	25,000	17,050	1605.0%
<b>Total Interest Income</b>	<b>1,229</b>	<b>437</b>	<b>1,000</b>	<b>25,000</b>	<b>17,050</b>	<b>1605.0%</b>
<b>TOTAL AWRDIF FUND</b>	<b>3,076,464</b>	<b>3,781,017</b>	<b>4,229,322</b>	<b>2,244,804</b>	<b>1,426,696</b>	<b>-66.3%</b>
<b>Potable Water System Development Impact Fee Fund</b>						
Impact Fees:						
Single Family Connections	237,455	553,042	462,060	377,338	403,000	-12.8%
Multi-Family Connections	-	2,567	340,710	526,470	220,476	-35.3%
Commercial Connections	156,200	97,340	43,160	197,440	73,337	69.9%
Irrigation Connections	34,880	37,060	58,860	89,360	10,878	-81.5%



## Revenue Schedule by Fund

Major Revenue Accounts	FY 2012 Actual	FY 2013 Actual	FY 2014		FY 2015 Budget	%
			Budget	Projected		to Budget
Fire-Flow Connections	34,227	16,150	21,307	63,297	-	-100.0%
<b>Total Impact Fees</b>	<b>462,762</b>	<b>706,159</b>	<b>926,097</b>	<b>1,253,905</b>	<b>707,691</b>	<b>-23.6%</b>
Interest Income:						
Interest - Investments	5,467	963	2,000	25,000	17,050	752.5%
<b>Total Interest Income</b>	<b>5,467</b>	<b>963</b>	<b>2,000</b>	<b>25,000</b>	<b>17,050</b>	<b>752.5%</b>
<b>TOTAL PWSDF FUND</b>	<b>468,229</b>	<b>707,122</b>	<b>928,097</b>	<b>1,278,905</b>	<b>724,741</b>	<b>-21.9%</b>
<b>Stormwater Utility Fund</b>						
Federal Grants:						
Miscellaneous Federal Grants	1,993	7,867	-	-	-	0.0%
<b>Total Federal Grants</b>	<b>1,993</b>	<b>7,867</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>
State Grants:						
Miscellaneous State Grants	38,331	-	450,000	-	-	-100.0%
<b>Total State Grants</b>	<b>38,331</b>	<b>-</b>	<b>450,000</b>	<b>-</b>	<b>-</b>	<b>-100.0%</b>
Charges for Services:						
Late Fees	2,095	2,710	1,500	1,500	2,800	86.7%
Stormwater Utility Fee	750,117	747,750	770,000	770,000	786,500	2.1%
<b>Total Charges for Services</b>	<b>752,212</b>	<b>750,460</b>	<b>771,500</b>	<b>771,500</b>	<b>789,300</b>	<b>2.3%</b>
Interest Income:						
Interest - Investments	321	5,470	500	1,500	1,000	100.0%
<b>Total Interest Income</b>	<b>321</b>	<b>5,470</b>	<b>500</b>	<b>1,500</b>	<b>1,000</b>	<b>100.0%</b>
Miscellaneous:						
Miscellaneous	131	62,940	-	23	-	0.0%
<b>Total Miscellaneous</b>	<b>131</b>	<b>62,940</b>	<b>-</b>	<b>23</b>	<b>-</b>	<b>0.0%</b>
<b>TOTAL STORMWATER UTILITY FUND</b>	<b>792,988</b>	<b>826,738</b>	<b>1,222,000</b>	<b>773,023</b>	<b>790,300</b>	<b>-35.3%</b>
<b>Aquatic Center Project Fund</b>						
Other Financing Sources:						
Bond Proceeds	2,693,835	-	-	-	-	0.0%
<b>Total Other Financing Sources</b>	<b>2,693,835</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>
Miscellaneous						
Donations	5,550	27,229	30,000	-	-	-100.0%
<b>Total Miscellaneous</b>	<b>5,550</b>	<b>27,229</b>	<b>30,000</b>	<b>-</b>	<b>-</b>	<b>-100.0%</b>
<b>TOTAL AQUATIC CENTER PROJECT FUND</b>	<b>2,699,385</b>	<b>27,229</b>	<b>30,000</b>	<b>-</b>	<b>-</b>	<b>-100.0%</b>
<b>Recreation In Lieu Fee Fund</b>						
Charges for Services:						
Recreation In Lieu Fees	835	-	-	-	-	0.0%
<b>Total Charges for Services</b>	<b>835</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>
<b>TOTAL REC IN LIEU FEE FUND</b>	<b>835</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>
<b>TOTAL REVENUE - ALL FUNDS</b>	<b>\$ 57,647,623</b>	<b>\$ 57,931,143</b>	<b>\$ 62,195,742</b>	<b>\$ 63,309,481</b>	<b>\$ 67,030,924</b>	<b>7.8%</b>

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



## Revenue Sources

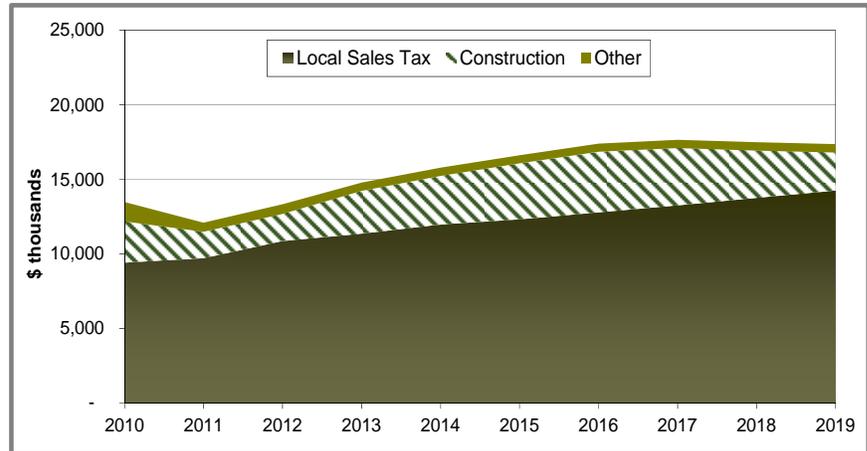
### Local Sales Tax

#### Description

Arizona cities and towns under state law have the authority to establish certain taxes for revenue purposes. The local sales tax, as a means of financing municipal services, has been increasing in importance. The Town of Oro Valley levies a 2% tax on sales collected within the town boundaries, with the exception of sales on utilities and construction activity, which are a 4% tax. The Town also levies an additional 6% tax on lodging. The sales tax is collected by the state and remitted to the Town on a weekly basis.

#### Uses

The 2% local sales tax and 4% utility sales tax are used for various general governmental purposes. The 6% tax on lodging is used to support economic development and tourism efforts. Recurring construction sales taxes are used to fund maintenance on town roadways, while remaining one-time amounts are dedicated to one-time capital projects. Other local sales tax revenues go towards various governmental purposes.



#### Projections

Local construction sales tax has decreased significantly from its peak in 2008. This is due to the recent economic recession and the town approaching build-out. Commercial activity on the horizon consists mostly of infill projects. Residential activity, however, has seen recent increases, with several new apartment complexes under construction. Single family residential building activity is also growing. Retail sales tax collections increased throughout the recession, and continue to grow by about 4% each year. The following assumptions were used in compiling the projections:

- retail and utility sales tax projected to grow at a rate of 4-5% per year with population growth and inflation
- bed tax collections increase 2-3% per year with population growth and recently annexed hotel
- construction sales tax increases 16% in FY 2015, 9% in FY 2016, then begins to decline as the pace of residential building activity slows

		Local Sales Tax	Construction Sales Tax	Other
ACTUAL	2009	9,142,532	6,055,863	684,699
	2010	9,409,890	2,772,542	1,297,719
	2011	9,714,530	1,765,739	610,223
	2012	10,866,793	1,815,826	642,486
	2013	11,356,974	2,874,357	549,211
PROJECTION	2014	11,982,395	3,250,187	549,000
	2015	12,317,318	3,755,158	549,000
	2016	12,775,701	4,075,000	550,000
	2017	13,252,704	3,847,500	555,000
	2018	13,761,849	3,165,000	560,000
	2019	14,243,326	2,555,000	565,000



## Revenue Sources

### Fines, Licenses and Permits

#### Description

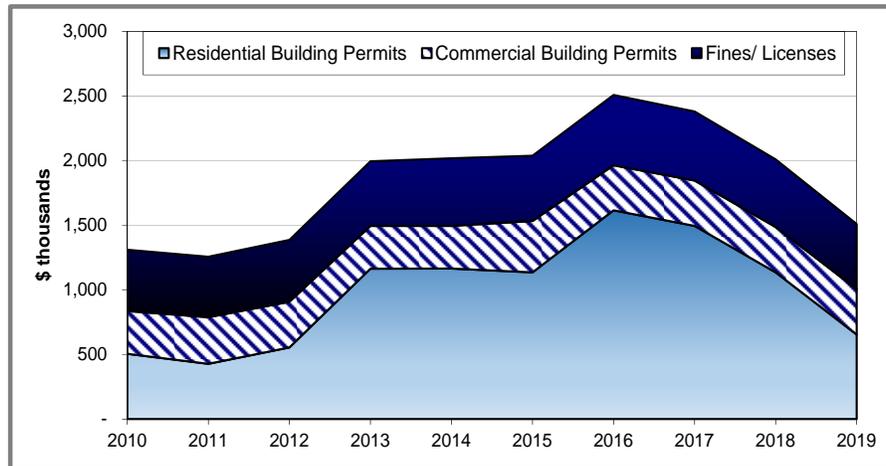
Revenue from court fines comes from traffic violations and other fines paid for the violation of municipal ordinances. License revenue includes fees charged for obtaining a business license to operate a business within town boundaries. Permit fee revenue includes fees collected from building permits,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

#### Uses

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

#### Projections

Revenues received from fines and licenses are projected to remain relatively flat over the next 5 years. The growth in building permit revenue is due to several new apartment complexes and an increase in single family residential permits. As the apartment construction is completed, and as the Town continues to approach build-out, residential activity will decrease. The following assumptions were used in compiling the projections:



- single family residential permits increase to 300 in FY 2016, gradually declining to 100 in FY 2019
- permits issued in FY 2013 and FY 2014 for new apartment complexes
- an average of 50K square feet of miscellaneous commercial development will be added each year for the next 5 years
- revenue from business licenses and fines remains relatively flat

		Residential Building Permits	Commercial Building Permits	Business Licenses, Fines & Other
ACTUAL	2009	566,583	684,269	542,705
	2010	505,226	331,510	473,818
	2011	426,876	360,645	467,780
	2012	554,042	352,796	479,696
	2013	1,163,764	329,859	501,199
PROJECTION	2014	1,165,000	330,000	524,000
	2015	1,135,000	397,547	505,000
	2016	1,615,000	350,000	542,640
	2017	1,495,000	350,000	536,353
	2018	1,135,000	350,000	525,140
	2019	655,000	350,000	504,003



## Revenue Sources

### State Shared Revenue

#### Description

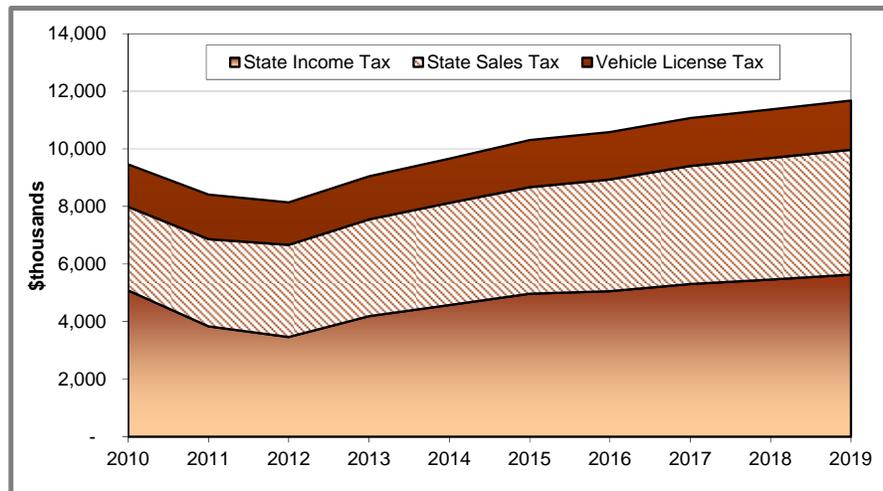
Cities and towns in the state receive a portion of the revenues collected by the state of Arizona. These sources consist of the state sales tax, income tax, and vehicle license tax. Oro Valley receives its share of the state sales and income tax based on the relation of its population to the total population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

#### Uses

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

#### Projections

State Shared Revenue is a significant source of funding and represents 32% of General Fund budgeted revenue for FY 2015. Revenues are expected to increase in FY 2015 for the third consecutive year, after experiencing several years of considerable declines during the recent economic recession. Continued, steady recovery is anticipated over the next few years. The following assumptions were used in compiling the projections:



- 7% increase projected for FY 2015
- 3-5% increases per year are projected for FY 2016 through FY 2019

		State Income Tax	State Sales Tax	Vehicle License Tax
ACTUAL	2009	5,886,132	3,134,789	1,655,875
	2010	5,086,954	2,891,386	1,484,125
	2011	3,834,911	3,024,857	1,549,821
	2012	3,461,359	3,204,612	1,479,094
	2013	4,189,185	3,356,826	1,502,355
PROJECTION	2014	4,575,389	3,543,661	1,540,117
	2015	4,964,344	3,705,688	1,633,730
	2016	5,053,702	3,879,855	1,650,067
	2017	5,306,387	4,093,247	1,666,568
	2018	5,465,579	4,216,045	1,683,234
	2019	5,629,546	4,342,526	1,700,066



## Revenue Sources

### Highway User Revenue (HURF)

#### Description

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

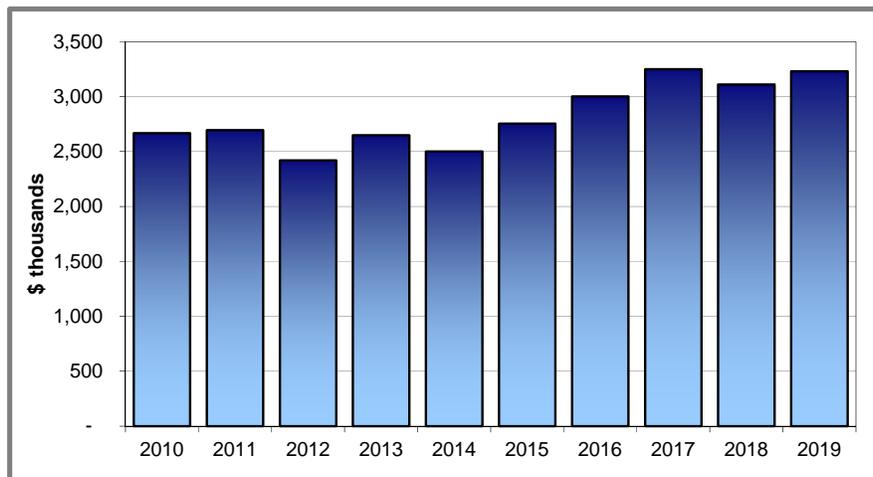
#### Uses

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

#### Projections

HURF revenue collections are a major source of funding for roadway improvements and account for 93% of Highway Fund budgeted revenue for FY 2015. This revenue source is impacted by economic downturns, as well as actions taken by the state legislature to sweep these funds for state Department of Public Safety (DPS) purposes. The following assumptions were used in compiling the projections:

- considerable increases in FY 2015 through FY 2017 due to a bill passed by the Arizona Legislature that allocates additional highway user funds to counties, cities and towns
- revenue is projected to increase 10% in FY 2015
- revenue is projected to increase 9% in FY 2016
- revenue is projected to increase 8% in FY 2017
- decline of 4% in FY 2018 as impact of state bill ends



		HURF Revenue
ACTUAL	2009	2,855,668
	2010	2,667,797
	2011	2,693,145
	2012	2,418,605
	2013	2,648,329
PROJECTION	2014	2,500,000
	2015	2,754,947
	2016	3,001,727
	2017	3,249,475
	2018	3,111,621
	2019	3,230,429

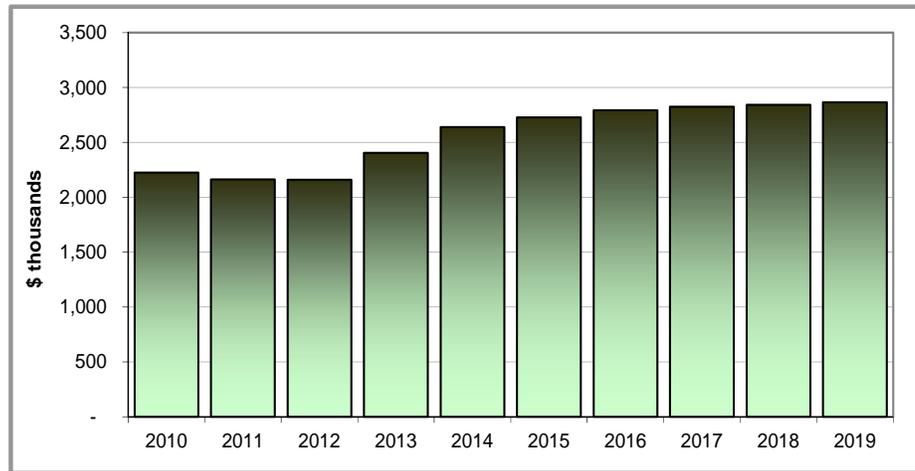


## Revenue Sources

### Charges for Services

#### Description

Charges for Services are fees charged for specific services provided by the Town. They include recreation user fees, development services fees, fees collected for stormwater collection, various water fees and fares received from transit services, to name a few. With the exception of Development Services fees and certain General Services fees, the anticipated revenue generated from charges for services is tied to population



and could be expected to increase or decrease as the population changes. Revenues declined slightly during the economic recession. Fees for development services are tied to development activity and will increase/decrease accordingly based on development growth within the town.

#### Projections

Increases in FY 2013 and FY 2014 are attributable to development services revenues and increased parks and recreation revenues due to additional program revenues and an expanded aquatic center. Total revenue from the charges for service category is projected to grow 1-3% through FY 2019. The following assumptions were used in compiling the projections:

- revenue generated from development activity slows with anticipated decrease in single family residential permits
- recreation fee revenue increases 15% in FY 2015 due to program revenues and the expanded aquatics facility, then continues to grow with added recreation amenities and as town population increases
- transit farebox and stormwater utility fee revenues increase slightly each year, as town population increases

		General Services	Development Services	Recreation Fees	Transit	Water	Stormwater
ACTUAL	2009	433,664	175,637	382,920	55,194	617,857	734,599
	2010	364,882	161,975	376,400	51,817	525,227	744,944
	2011	349,947	114,821	364,834	50,254	530,186	751,341
	2012	342,963	140,293	317,285	49,977	557,223	752,212
	2013	372,483	179,093	399,608	66,558	635,624	750,460
PROJECTION	2014	369,969	226,208	532,000	64,000	676,600	771,500
	2015	365,860	195,000	613,500	74,000	689,200	789,300
	2016	374,676	213,500	655,525	82,000	670,800	796,865
	2017	391,328	185,000	707,151	86,100	649,400	804,809
	2018	395,359	168,000	763,590	90,405	612,700	812,832
	2019	413,500	151,780	802,500	100,000	575,100	820,935



## Revenue Sources

### Water Revenue

#### Description

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

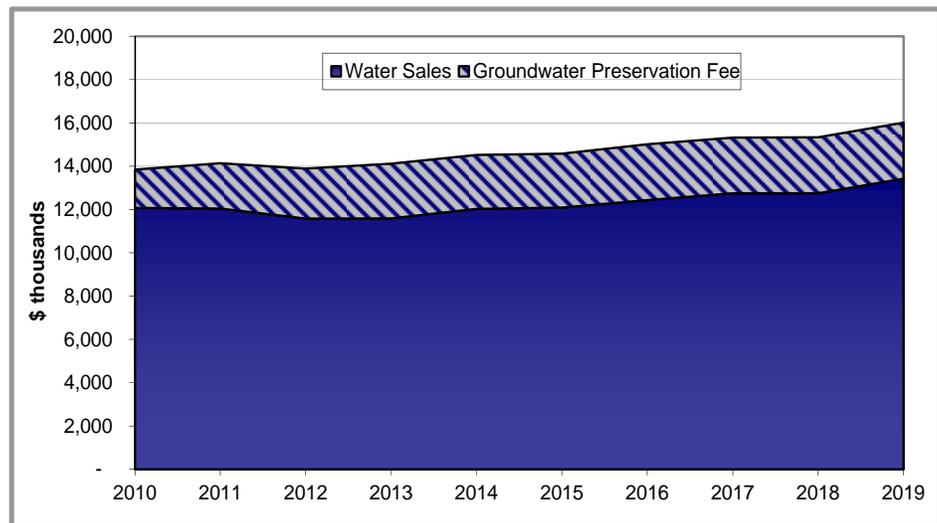
#### Uses

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

#### Projections

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

- growth is estimated at 200 new connections annually through FY 2019
- modest water rate increases over the next five years
- no groundwater preservation fee increases over the next five years
- average monthly water use remains at 8,000 gallons



		Water Sales	Groundwater Preservation Fee
ACTUAL	2009	11,434,786	1,323,549
	2010	12,071,030	1,769,142
	2011	12,038,482	2,096,093
	2012	11,578,980	2,315,277
	2013	11,585,180	2,527,524
PROJECTION	2014	12,023,000	2,500,000
	2015	12,078,800	2,500,000
	2016	12,432,000	2,580,095
	2017	12,740,000	2,583,260
	2018	12,749,000	2,585,840
	2019	13,428,000	2,585,840

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

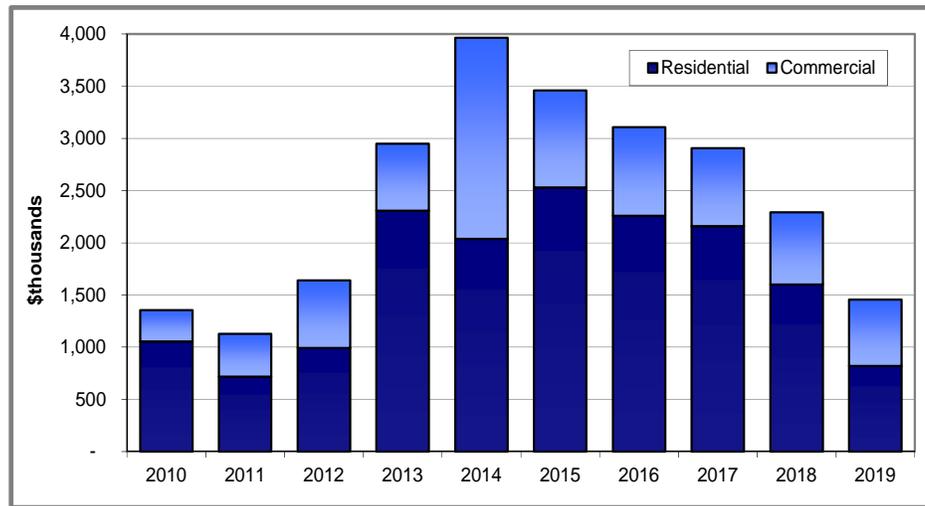


## Revenue Sources

### Development Impact Fees

#### Description

Development Impact Fees are fees assessed by the Town on new development for the purpose of financing infrastructure ultimately needed to support a growing community. Recent state legislation has restricted the types of impact fees collected with increased limitations placed on their use. Commercial impact fees are assessed to support roadways, water facilities and police; residential impact fees are assessed to support roadways, water facilities, police, and parks & recreation facilities.



#### Uses

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

#### Projections

Recent increases are due in part to three new apartment complexes and an increase in single family permits. As the Town approaches build-out, residential and commercial construction activity can be expected to decrease. The following assumptions were used in compiling the projections:

- 200 single family residential (SFR) permits will be issued in FY 2015, increasing to 300 in FY 2016, then declining gradually to 100 by FY 2019
- commercial fees tie to anticipated development activity within the town

		Residential Fees	Commercial Fees
ACTUAL	2009	1,619,926	1,221,918
	2010	1,055,038	298,656
	2011	717,965	409,018
	2012	992,996	646,632
	2013	2,305,333	642,223
PROJECTION	2014	2,039,290	1,924,684
	2015	2,529,936	929,835
	2016	2,258,800	849,000
	2017	2,159,900	746,000
	2018	1,601,200	691,000
	2019	819,600	636,000

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# Town of Oro Valley

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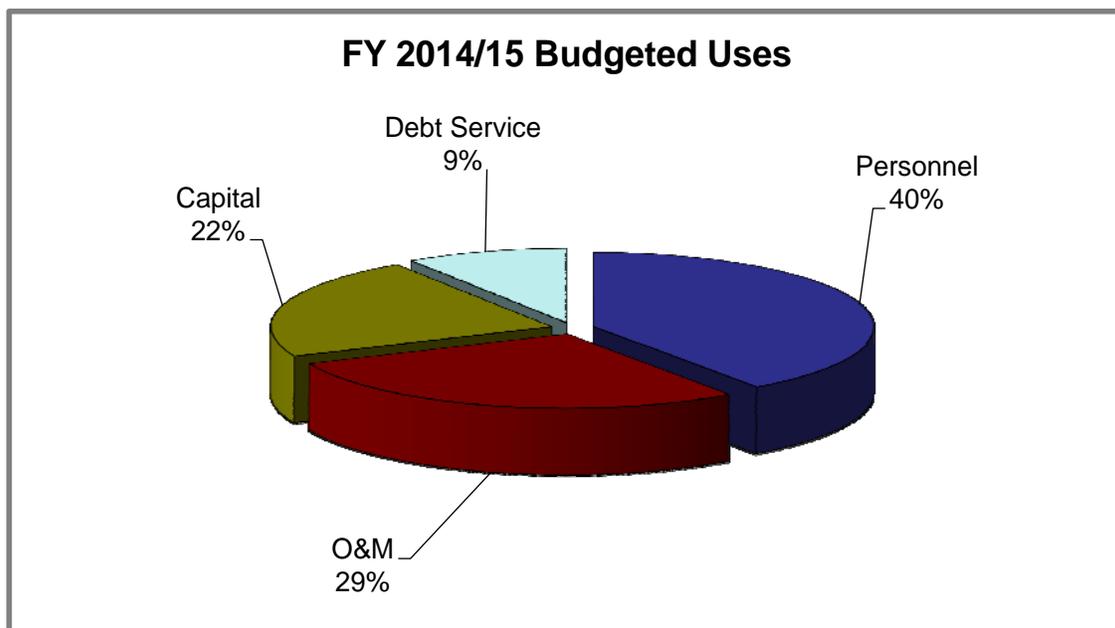


## Expenditure Summary

The expenditure budget for FY 2014/15 totals \$68,080,585 and represents a 9.6% increase over the prior fiscal year budgeted expenditures. The budget includes \$54.7 million to support daily operations and services and \$13.4 million in capital projects.

At the onset of the budget preparation phase, all departments were provided with specific operating “targets” that they were instructed to meet. This “hold the line” approach emphasizes cost containment with continued current service level provisions to town residents. Financial decisions made during the last four years have put the Town on a sustainable financial path. These decisions range from increasing revenues and efficiencies to streamlining operations. As a result of these decisions and an improving local and state economy, the Town has been able to add capacity in personnel, operations & maintenance, and capital outlay for FY 14/15. A description of the changes in expenditure categories from budget year to budget year can be found on the following page. Please reference the Personnel section of the budget document for further explanations on personnel changes.

The FY 2014/15 capital budget addresses several areas of critical need that were put on hold during the economic downturn. Budgeted capital is significant, and includes roadway and street improvements, fleet and technology replacements, water system improvements, as well as improvements to parks, public safety facilities and historic preservation. Please reference the Capital Improvement Plan (CIP) section of the budget document for further details on capital improvement projects.





## Expenditure Summary

Budgeted Uses						
	FY 2013	FY 2013/14		FY 2014/15	Variance	
	Actual	Budget	Projected	Budget	to Budget	%
Personnel	24,294,689	25,099,764	24,849,355	27,352,674	2,252,910	9.0%
O&M	14,949,458	17,981,045	17,514,374	19,262,485	1,281,440	7.1%
Capital	14,126,100	12,258,790	10,151,554	15,144,119	2,885,329	23.5%
Debt Service	5,912,696	6,750,417	8,003,891	6,321,307	(429,110)	-6.4%
<b>Total Expenditures</b>	<b>\$ 59,282,943</b>	<b>\$ 62,090,016</b>	<b>\$ 60,519,174</b>	<b>\$ 68,080,585</b>	<b>\$ 5,990,569</b>	<b>9.6%</b>

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

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

Personnel \$2.3M	<ul style="list-style-type: none"> <li>\$1.1M increase for implementation of the market salary study</li> <li>\$555K increase for step and merit increases</li> <li>\$361K increase due to new positions (majority part-time personnel for Aquatics and Transit)</li> <li>\$130K increase due to health insurance premium increases</li> <li>\$50K increase due to increased workers compensation costs</li> <li>\$31K increase due to increased pension costs</li> <li>\$26K increase due to position reclasses</li> </ul>
O&M \$1.3M	<ul style="list-style-type: none"> <li>General Fund O&amp;M increased \$150K (2%) due to the following:               <ul style="list-style-type: none"> <li>\$140K for elections costs</li> <li>\$45K for vehicle leases</li> <li>\$255K increase for vehicle reserve and replacement charges from the Fleet Fund</li> <li>\$280K decrease in operating grant capacity</li> <li>\$10K decrease for prisoner custody costs</li> </ul> </li> <li>Highway Fund O&amp;M increased \$30K (4%) due primarily to roadway and street light maintenance, utilities and field supplies</li> <li>Bed Tax Fund O&amp;M increased \$77K (26%) for tourism and economic development efforts</li> <li>Fleet Fund O&amp;M increased \$66K (10%) due to vehicle maintenance and fuel costs</li> <li>Benefit Self Insurance Fund O&amp;M increased \$300K (14%) due to dental self-funding, health insurance premium increases and a new on-site health clinic</li> <li>Water Utility O&amp;M increased \$566K (9%) due primarily to an increase in Central Arizona Project (CAP) water delivery charges</li> <li>Stormwater Utility Fund O&amp;M increased \$97K (23%) due primarily to stormwater maintenance costs</li> </ul>
Capital \$2.9M	<ul style="list-style-type: none"> <li>\$1.1M increase in street and roadway projects</li> <li>\$1.3M increase in Water Utility existing system improvements</li> <li>\$970K budgeted for undergrounding of electric utility lines</li> <li>\$490K decrease in Water Utility reclaimed and CAP projects</li> <li>\$550K decrease in Stormwater Utility drainage projects due to project completion</li> <li>\$711K increase for vehicle replacement</li> <li>\$150K decrease in police evidence facility project (multi-year project)</li> </ul>
Debt Service \$(429K)	<ul style="list-style-type: none"> <li>Due to early payoff and refinancing of debt</li> </ul>

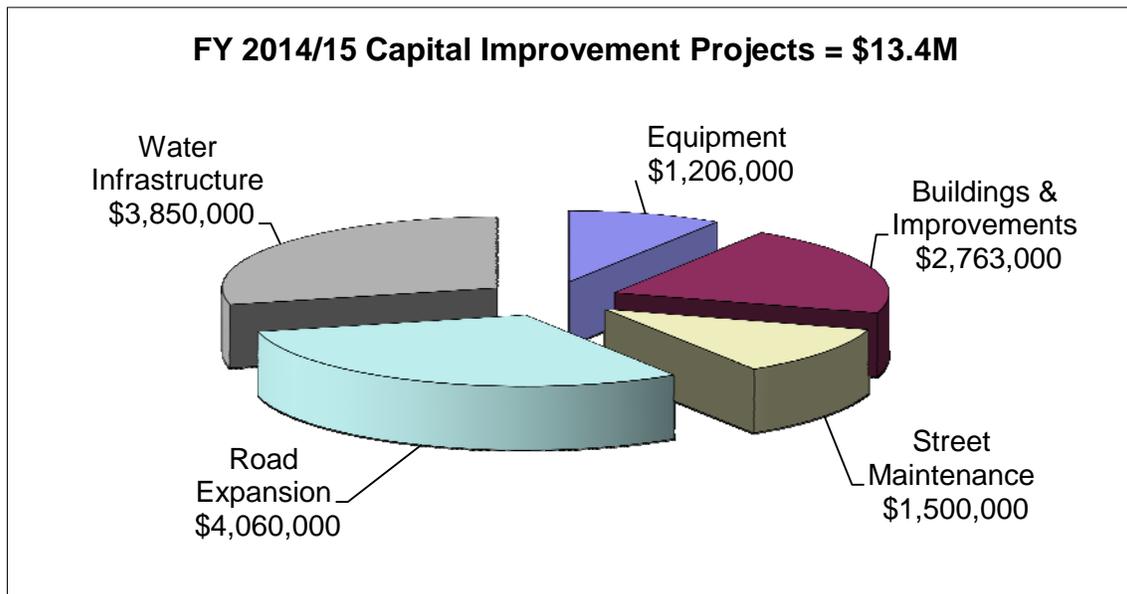


## Expenditure Summary

### Capital Improvement Program

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

The FY 2014/15 adopted budget includes \$13.4 million in capital improvement projects, funded with a variety of sources. Projects to be completed include technology, public safety and parks improvements, street and roadway improvements and water utility system expansions and improvements. Further information and project descriptions can be found in the Capital Improvement section of the budget document.



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## Expenditure Schedule by Fund

Major Expenditure Accounts	FY 2012		FY 2013		FY 2014		FY 2015	% to budget
		Actual			Budget	Projected	Budget	
<b>General Fund</b>								
Clerk		408,628	311,414		345,118	345,118	497,102	44.0%
Council		198,857	205,235		225,853	225,853	207,022	-8.3%
Development & Infrastructure Services		2,934,686	3,436,219		4,031,561	4,026,147	4,564,803	13.2%
Finance		708,721	690,728		709,242	695,830	748,060	5.5%
General Administration		1,716,537	1,844,712		1,810,730	1,780,729	1,867,600	3.1%
Human Resources		466,611	441,265		523,821	471,207	371,998	-29.0%
Information Technology		1,182,391	1,200,713		1,542,173	1,542,173	1,432,374	-7.1%
Legal		767,988	679,406		804,344	729,344	756,855	-5.9%
Magistrate Court		691,870	693,007		761,430	756,968	789,826	3.7%
Town Manager's Office		693,924	633,099		700,989	691,219	721,724	3.0%
Parks and Recreation		3,006,722	2,494,809		2,536,955	2,536,955	2,722,617	7.3%
Police		11,980,950	12,531,108		14,223,297	14,183,043	14,885,819	4.7%
<b>TOTAL GENERAL FUND</b>		<b>24,757,885</b>	<b>25,161,715</b>		<b>28,215,513</b>	<b>27,984,586</b>	<b>29,565,800</b>	<b>4.8%</b>
<b>Special Revenue Funds</b>								
Highway User Revenue Fund		3,757,844	3,420,165		3,720,981	3,656,099	4,354,662	17.0%
Bed Tax Fund		201,616	369,509		501,762	494,406	608,457	21.3%
Impound Fee Fund		37,040	34,050		24,414	24,414	26,610	9.0%
Seizures & Forfeitures Funds		218,175	366,300		207,232	643,395	233,385	12.6%
<b>TOTAL SPECIAL REVENUE FUNDS</b>		<b>4,214,675</b>	<b>4,190,024</b>		<b>4,454,389</b>	<b>4,818,314</b>	<b>5,223,114</b>	<b>17.3%</b>
<b>Debt Service Funds</b>								
Municipal Debt Service Fund		624,247	701,261		836,642	836,642	857,433	2.5%
Oracle Road Improvement District Fund		367,423	369,378		368,588	1,462,070	177,968	-51.7%
<b>TOTAL DEBT SERVICE FUNDS</b>		<b>991,670</b>	<b>1,070,639</b>		<b>1,205,230</b>	<b>2,298,712</b>	<b>1,035,401</b>	<b>-14.1%</b>
<b>Capital Project Funds</b>								
Naranja Park Fund		-	-		2,000,000	1,400,000	600,000	-70.0%
Recreation-In-Lieu Fee Fund		30,245	149,641		-	-	-	0.0%
Aquatic Center Project Fund		77,052	4,542,923		-	6,063	-	0.0%
Parks and Recreation Impact Fee Fund		309,901	102,166		-	300,000	-	0.0%
Police Impact Fee Fund		-	94,712		-	-	-	0.0%
General Government Impact Fee Fund		-	95,001		-	-	-	0.0%
General Government CIP Fund		-	-		-	-	2,900,000	0.0%
Alternative Water Resource Dev. Impact Fee		2,472,130	2,040,742		2,506,098	2,389,623	331,500	-86.8%
Potable Water System Dev. Impact Fee		1,135,791	432,455		743,576	707,824	327,424	-56.0%
Townwide Roadway Dev. Impact Fee		7,501,852	4,304,176		3,380,000	2,540,500	4,060,000	20.1%
<b>TOTAL CAPITAL PROJECT FUNDS</b>		<b>11,526,971</b>	<b>11,761,816</b>		<b>8,629,674</b>	<b>7,344,010</b>	<b>8,218,924</b>	<b>-4.8%</b>
<b>Enterprise Funds</b>								
Water Utility		12,834,486	13,540,588		14,819,871	13,828,213	18,742,523	26.5%
Stormwater Utility		655,365	1,028,929		1,334,376	814,376	1,011,851	-24.2%
<b>TOTAL ENTERPRISE FUNDS</b>		<b>13,489,851</b>	<b>14,569,517</b>		<b>16,154,247</b>	<b>14,642,589</b>	<b>19,754,374</b>	<b>22.3%</b>
<b>Internal Service Funds</b>								
Fleet Fund		436,271	638,787		1,221,963	1,221,963	1,775,772	45.3%
Benefit Self Insurance		-	1,890,445		2,209,000	2,209,000	2,507,200	13.5%
<b>TOTAL INTERNAL SERVICE FUNDS</b>		<b>436,271</b>	<b>2,529,232</b>		<b>3,430,963</b>	<b>3,430,963</b>	<b>4,282,972</b>	<b>24.8%</b>
<b>TOTAL EXPENDITURES - ALL FUNDS</b>		<b>\$ 55,417,323</b>	<b>\$ 59,282,943</b>		<b>\$ 62,090,016</b>	<b>\$ 60,519,174</b>	<b>\$ 68,080,585</b>	<b>9.6%</b>

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

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## Expenditures by Program

This table represents a summary of the adopted FY 2014 - 2015 budget and is structured around major program areas within departments which represent services and operations viable to the Town and to which resources are allocated on a fiscal year basis. Footnotes are provided to delineate the specific fund(s) that support(s) each program. The table also includes funding sources and full-time equivalent employees (FTEs) for each program. Further information on a specific program can be found in the Program Budgets Section of the budget document.

Department/Program	FTE	General Fund	Special Revenue Funds	Debt Service Funds	Capital Project Funds	Enterprise Funds	Internal Service Funds	Total
<b>Clerk</b>	4.56	497,102						497,102
	<b>4.56</b>	<b>497,102</b>	-	-	-	-	-	<b>497,102</b>
<b>Council</b>	7.00	207,022						207,022
	<b>7.00</b>	<b>207,022</b>	-	-	-	-	-	<b>207,022</b>
<b>Development &amp; Infrastructure Svcs.</b>								
Administration	3.25	343,105	610,478 (A)					953,583
Planning	9.26	848,575						848,575
Permitting	9.96	794,621						794,621
Inspection and Compliance	9.00	707,593						707,593
Transportation Engineering	5.68		537,275 (A)					537,275
Traffic Engineering	4.60		934,276 (A)					934,276
Pavement Management	1.20		1,219,002 (A)					1,219,002
Street Maintenance	8.75		1,053,631 (A)					1,053,631
Facilities Maintenance	2.00	317,760						317,760
Fleet	1.15						1,775,772 (B)	1,775,772
Stormwater Utility	3.85					1,011,851 (C)		1,011,851
Public Transportation	23.05	1,553,149						1,553,149
	<b>81.75</b>	<b>4,564,803</b>	<b>4,354,662</b>	-	-	<b>1,011,851</b>	<b>1,775,772</b>	<b>11,707,088</b>
<b>Finance</b>	7.00	748,060						748,060
	<b>7.00</b>	<b>748,060</b>	-	-	-	-	-	<b>748,060</b>
<b>General Administration</b>		1,867,600			3,500,000 (D)		2,507,200 (E)	7,874,800
	-	<b>1,867,600</b>	-	-	<b>3,500,000</b>	-	<b>2,507,200</b>	<b>7,874,800</b>
<b>Human Resources</b>	3.50	371,998						371,998
	<b>3.50</b>	<b>371,998</b>	-	-	-	-	-	<b>371,998</b>
<b>Information Technology</b>								
Administration	1.00	493,198						493,198
GIS Services	2.00	186,313						186,313
Technical Services	2.00	369,993						369,993
Business Application & Development	2.00	193,920						193,920
Telecommunications		188,950						188,950
	<b>7.00</b>	<b>1,432,374</b>	-	-	-	-	-	<b>1,432,374</b>
<b>Legal</b>								
Civil	2.50	392,693						392,693
Prosecution	3.50	364,162						364,162
	<b>6.00</b>	<b>756,855</b>	-	-	-	-	-	<b>756,855</b>
<b>Magistrate Court</b>	8.00	789,826						789,826
	<b>8.00</b>	<b>789,826</b>	-	-	-	-	-	<b>789,826</b>
<b>Town Manager's Office</b>								
Town Management	3.88	416,402						416,402
Communications & Constituent Svcs.	3.50	305,322						305,322
Economic Development	3.00		608,457 (F)					608,457
	<b>10.38</b>	<b>721,724</b>	<b>608,457</b>	-	-	-	-	<b>1,330,181</b>
<b>Parks and Recreation</b>								
Administration	3.00	387,893						387,893
Parks	8.58	998,745						998,745
Recreation	3.70	256,296						256,296
Trails	1.00	84,733						84,733
Aquatics	18.70	887,068						887,068
Cultural Resources	0.20	107,882						107,882
	<b>35.18</b>	<b>2,722,617</b>	-	-	-	-	-	<b>2,722,617</b>
<b>Police</b>								
Administration	4.00	1,127,749						1,127,749
Support Services	58.21	6,622,637	26,610 (G)					6,649,247
Field Services	69.92	6,808,397	233,385 (H)					7,041,782
Professional Development & Training	1.00	197,762						197,762
Professional Standards	1.00	129,274						129,274
	<b>134.13</b>	<b>14,885,819</b>	<b>259,995</b>	-	-	-	-	<b>15,145,814</b>



## Expenditures by Program

Department/Program	FTE	General Fund	Special Revenue Funds	Debt Service Funds	Capital Project Funds	Enterprise Funds	Internal Service Funds	Total
<b>Water Utility</b>								
Administration	15.48					12,886,947 (I)		12,886,947
Engineering & Planning	6.00					2,045,795 (I)		2,045,795
Production	8.00					2,769,296 (I)		2,769,296
Distribution	8.00					1,040,485 (I)		1,040,485
Alternative Water Resources					331,500 (J)			331,500
Potable Water System					327,424 (K)			327,424
	<b>37.48</b>	-	-	-	<b>658,924</b>	<b>18,742,523</b>	-	<b>19,401,447</b>
<b>Debt Service</b>								
				1,035,401 (L)				1,035,401
	-	-	-	<b>1,035,401</b>	-	-	-	<b>1,035,401</b>
<b>Roadway Improvements</b>								
					4,060,000 (M)			4,060,000
	-	-	-	-	<b>4,060,000</b>	-	-	<b>4,060,000</b>
<b>FY 2014/15 Adopted Budget</b>	<b>341.98</b>	<b>29,565,800</b>	<b>5,223,114</b>	<b>1,035,401</b>	<b>8,218,924</b>	<b>19,754,374</b>	<b>4,282,972</b>	<b>68,080,585</b>

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

- (A) Highway Fund
- (B) Fleet Fund
- (C) Stormwater Utility Fund
- (D) General Government CIP Fund and Naranja Park Fund
- (E) Benefit Self Insurance Fund
- (F) Bed Tax Fund
- (G) Impound Fee Fund
- (H) Seizure Funds
- (I) Water Utility Fund
- (J) Alternative Water Resources Dev Impact Fee Fund
- (K) Potable Water System Dev Impact Fee Fund
- (L) Municipal Debt Service Fund and Oracle Road Imp District Fund
- (M) Roadway Dev Impact Fee Fund



# Town of Oro Valley

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## Personnel Summary

### Personnel and Employee Compensation

Personnel service represents 50% of the total operating budget. As it is a significant portion of the budget, employee compensation is heavily scrutinized. During the recession, the Town reduced staff considerably. Every position that becomes vacant is scrutinized to determine whether the position is mission-critical and whether it needs to be refilled. Positions may continue to be left unfilled, filled on a part-time basis, or eliminated as vacancies occur. Town employees have taken on more responsibilities as the workforce decreased.

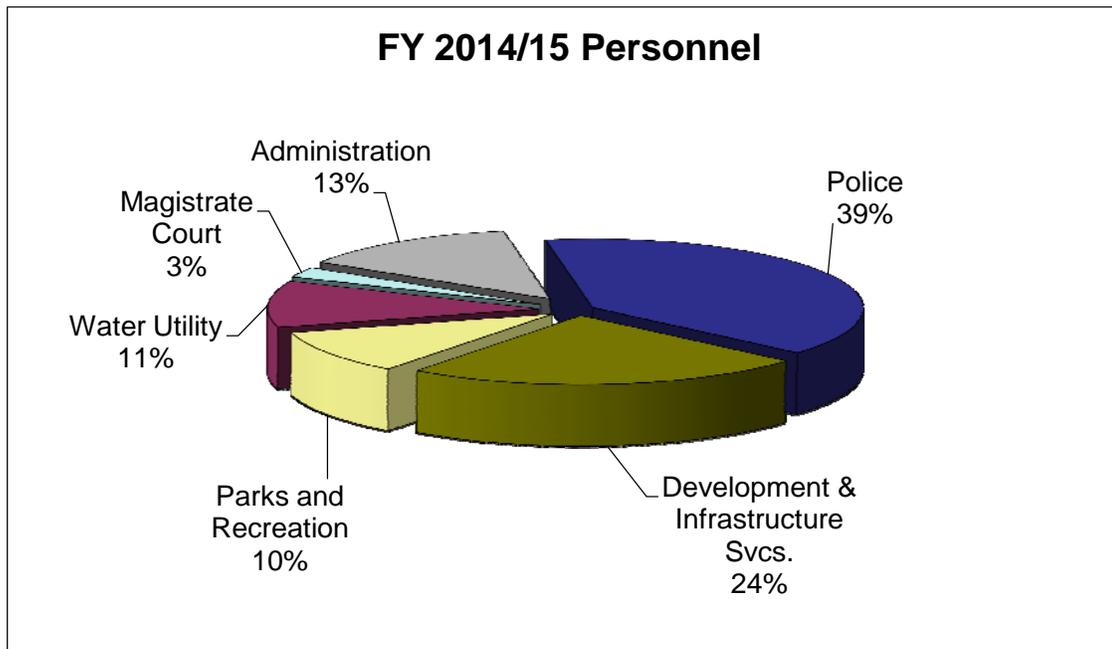
During FY 13/14, a salary market study was conducted to compare employee compensation to the market. The FY 14/15 budget includes capacity to implement the market study adjustments and related benefit costs, as well as funding for employee merit and step increases. Based on the financial scenario laid out for the next five years, it is anticipated that the Town's recurring revenues will provide for continued pay increases. The revenues will be re-analyzed each year to determine the affordable and feasible level of pay increase.

The following table summarizes the changes in staffing levels for the new fiscal year. The increase in DIS is due to expanded transit service in partnership with the Regional Transportation Authority, as well as temporary personnel assisting with the update of the Town's General Plan and a new building inspector. The increase in Parks and Recreation is due to additional aquatics personnel. The increase in Water Utility is due to a new part-time customer service representative. Refer to the Personnel Schedule document for a detailed listing of positions by department and/or program.

	FY 2013/14 Budget	FY 2014/15 Budget	+/-
Police	134.13	134.13	-
Development and Infrastructure Services (DIS)	75.70	81.76	6.06
Parks and Recreation	29.44	35.18	5.74
Water Utility	37.00	37.48	0.48
Magistrate Court	8.00	8.00	-
Administration	46.42	45.44	(0.98)
<b>Total Positions</b>	<b>330.69</b>	<b>341.98</b>	<b>11.29</b>



## Personnel Summary



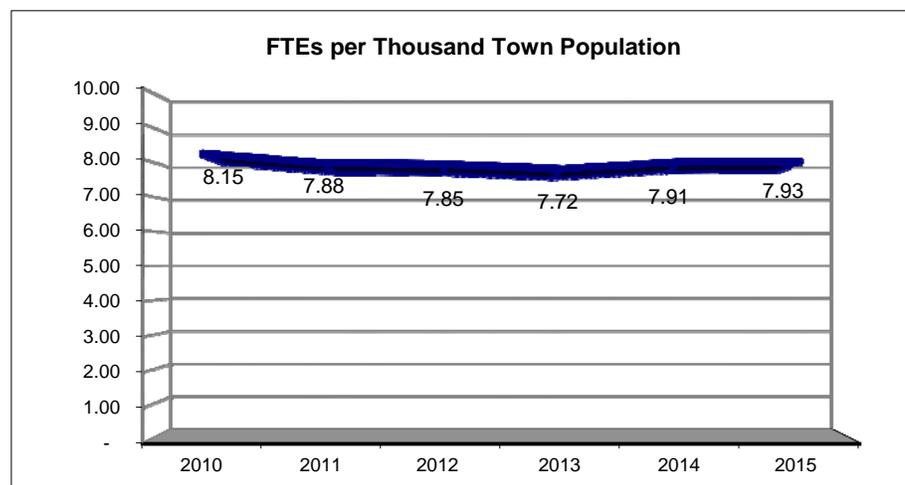
Total Town-wide health care premiums for FY 14/15 are increasing 7%, while dental premiums remain flat to FY 13/14. The contribution rates for the Town's two major retirement plans experienced .5-1.3% increases for FY 14/15. The table below illustrates the changes to employee benefit rates over the last several years.

	Employer Matching Rates			
	FY 11/12	FY 12/13	FY 13/14	FY 14/15
AZ State Retirement System (ASRS)	10.75%	11.15%	11.54%	11.60%
Public Safety Personnel Retirement System (PSPRS)	16.31%	18.72%	20.33%	20.60%
Correction Officers Retirement Plan (CORP)	9.13%	11.28%	16.29%	17.98%
Health Care Premiums (per year)*	\$3,849	\$3,849	\$3,849	\$3,493
Dental Premiums (per year)**	\$233	\$240	\$257	\$257

\* single-employee HMO coverage

\*\* single-employee base plan coverage

Looking at an employee per capita trend, full-time equivalent positions (FTEs) per capita declined as a result of the recession and decreased workforce. FTEs per capita are expected to remain roughly flat, as the town's population growth has slowed.





## Personnel Summary by Fund

	FY 2012	FY 2013	FY 2014		FY 2015	+/- to Budget
	Actual		Budget	Projected	Budget	
<b>General Fund</b>						
Clerk	4.44	4.54	4.54	3.50	4.56	0.02
Council	7.00	7.00	7.00	7.00	7.00	-
Development & Infrastructure Svcs.	42.29	46.89	47.37	53.42	54.27	6.90
Finance	7.00	7.00	7.00	7.00	7.00	-
Human Resources	5.00	5.00	5.00	3.50	3.50	(1.50)
Information Technology	6.50	6.50	6.50	6.50	7.00	0.50
Legal	8.00	6.00	6.00	6.00	6.00	-
Magistrate Court	8.00	8.00	8.00	8.00	8.00	-
Town Manager's Office	7.10	7.00	7.38	7.38	7.38	-
Parks and Recreation	40.47	28.61	29.44	35.18	35.18	5.74
Police	127.21	127.69	130.63	129.63	130.63	-
<b>General Fund Personnel</b>	<b>263.01</b>	<b>254.23</b>	<b>258.86</b>	<b>267.11</b>	<b>270.52</b>	<b>11.66</b>
<b>Special Revenue Funds</b>						
Highway Fund	26.24	25.08	23.08	22.58	22.48	(0.60)
Bed Tax Fund	-	3.00	3.00	3.00	3.00	-
Impound Fee Fund	1.00	1.00	0.50	0.50	0.50	-
Seizure Funds	-	3.00	3.00	3.00	3.00	-
<b>Special Revenue Funds Personnel</b>	<b>27.24</b>	<b>32.08</b>	<b>29.58</b>	<b>29.08</b>	<b>28.98</b>	<b>(0.60)</b>
<b>Enterprise Funds</b>						
Water Utility	36.00	36.00	37.00	37.00	37.48	0.48
Stormwater Utility	3.50	4.10	4.10	4.10	3.85	(0.25)
<b>Enterprise Funds Personnel</b>	<b>39.50</b>	<b>40.10</b>	<b>41.10</b>	<b>41.10</b>	<b>41.33</b>	<b>0.23</b>
<b>Internal Service Funds</b>						
Fleet Fund	1.35	1.15	1.15	1.15	1.15	-
<b>Internal Service Funds Personnel</b>	<b>1.35</b>	<b>1.15</b>	<b>1.15</b>	<b>1.15</b>	<b>1.15</b>	<b>-</b>
<b>Total Town Personnel</b>	<b>331.10</b>	<b>327.56</b>	<b>330.69</b>	<b>338.44</b>	<b>341.98</b>	<b>11.29</b>

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## Personnel Schedule

	FY 2012	FY 2013	FY 2014		FY 2015	+/- to Budget
	Actual		Budget	Projected	Budget	
Building Permit Technician	2.00	2.00	2.00	2.00	2.00	-
Senior Office Specialist	-	-	1.00	1.00	1.00	-
Office Specialist	1.96	1.96	2.44	2.44	2.44	-
Traffic Signs/Markings Worker	1.00	1.00	1.00	1.00	1.00	-
Lead Transit Driver	1.00	1.00	1.00	1.00	1.00	-
Transit Dispatcher	2.11	2.11	2.11	2.11	2.11	-
Senior Office Assistant	2.00	2.00	1.00	1.00	1.00	-
Office Assistant	0.96	0.96	0.96	1.92	1.92	0.96
Transit Driver	10.89	15.39	15.39	16.98	16.98	1.59
Intern	-	0.30	0.30	0.30	0.30	-
<b>Total DIS</b>	<b>73.38</b>	<b>77.22</b>	<b>75.70</b>	<b>81.25</b>	<b>81.75</b>	<b>6.05</b>
* DIS Director is Town Engineer			Full-time employees:		63	
			Part-time employees:		49	
<b>Finance</b>						
Finance Director	1.00	1.00	1.00	1.00	1.00	-
Procurement Administrator	1.00	1.00	1.00	1.00	1.00	-
Finance Manager	-	-	-	-	1.00	1.00
Accounting Supervisor	1.00	1.00	1.00	1.00	-	(1.00)
Senior Budget Analyst	-	-	-	-	1.00	1.00
Management & Budget Analyst	1.00	1.00	1.00	1.00	-	(1.00)
Senior Accountant	1.00	1.00	1.00	1.00	1.00	-
Finance Analyst	1.00	-	-	-	-	-
Payroll Specialist	-	1.00	1.00	1.00	1.00	-
Accounting Clerk	1.00	1.00	1.00	1.00	1.00	-
<b>Total Finance</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>	<b>-</b>
			Full-time employees:		7	
			Part-time employees:		-	
<b>Human Resources</b>						
Human Resource Director	1.00	1.00	1.00	1.00	1.00	-
Safety & Risk Manager	1.00	1.00	1.00	-	-	(1.00)
Employee and Org. Dev. Analyst	1.00	1.00	1.00	-	-	(1.00)
Human Resource Analyst	-	-	-	-	2.00	2.00
Human Resource Specialist	2.00	2.00	2.00	2.00	-	(2.00)
Office Specialist	-	-	-	0.50	0.50	0.50
<b>Total Human Resources</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>3.50</b>	<b>3.50</b>	<b>(1.50)</b>
			Full-time employees:		4	
			Part-time employees:		-	
<b>Information Technology</b>						
IT Director	1.00	1.00	1.00	1.00	1.00	-
Network Administrator	1.00	1.00	1.00	1.00	1.00	-
Systems Analyst	1.00	1.00	1.00	1.00	1.00	-
Data Base Analyst	1.00	1.00	1.00	1.00	1.00	-
Senior GIS Specialist	-	-	-	-	1.00	1.00
GIS Analyst	1.50	1.50	1.50	1.50	1.00	(0.50)
IT Analyst	1.00	1.00	1.00	1.00	1.00	-
<b>Total Information Technology</b>	<b>6.50</b>	<b>6.50</b>	<b>6.50</b>	<b>6.50</b>	<b>7.00</b>	<b>0.50</b>
			Full-time employees:		7	
			Part-time employees:		-	
<b>Legal</b>						
Town Attorney	1.00	-	-	-	-	- *
Legal Services Director	-	-	1.00	1.00	1.00	-
Town Prosecutor	1.00	1.00	-	-	-	-
Chief Civil Deputy Attorney	1.00	1.00	1.00	1.00	1.00	-
Assistant Town Prosecutor	1.00	1.00	1.00	1.00	1.00	-
Senior Paralegal	1.00	1.00	1.00	1.00	1.00	-
Paralegal II	1.00	-	-	-	-	-
Paralegal I	-	1.00	1.00	1.00	1.00	-
Legal Secretary	1.00	1.00	1.00	1.00	1.00	-



## Personnel Schedule

	FY 2012	FY 2013	FY 2014		FY 2015	+/- to Budget
	Actual		Budget	Projected	Budget	
Office Assistant	1.00	-	-	-	-	-
<b>Total Legal</b>	<b>8.00</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	-
*contract Attorney					6	
					-	
Full-time employees:						6
Part-time employees:						-
<b>Magistrate Court</b>						
Magistrate Judge	1.00	1.00	1.00	1.00	1.00	-
Court Administrator	1.00	1.00	1.00	1.00	1.00	-
Courtroom Clerk	1.00	1.00	1.00	1.00	1.00	-
Senior Court Clerk	3.00	3.00	3.00	3.00	3.00	-
Court Clerk	1.00	1.00	1.00	1.00	1.00	-
Bailiff	1.00	1.00	1.00	1.00	1.00	-
<b>Total Magistrate Court</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>	-
Full-time employees:						8
Part-time employees:						-
<b>Town Manager's Office</b>						
Town Manager	1.00	1.00	1.00	1.00	1.00	-
Assistant to the Town Manager	1.00	1.00	1.00	1.00	1.00	-
Executive Assistant	1.00	1.00	1.00	1.00	1.00	-
Senior Office Specialist	1.00	1.00	1.00	1.00	1.00	-
Management Intern	-	-	0.38	0.38	0.38	-
Economic Development Manager	1.00	1.00	1.00	1.00	1.00	-
Economic Development Specialist	-	1.00	1.00	1.00	1.00	-
Communications Administrator	1.00	1.00	1.00	1.00	1.00	-
New Media Developer	-	1.00	1.00	1.00	1.00	-
Marketing & Communications Specialist	-	-	-	1.00	1.00	1.00
Communications Intern	0.10	-	-	-	-	-
Constituent Services Coordinator	1.00	1.00	1.00	1.00	1.00	-
Office Specialist	-	1.00	1.00	-	-	(1.00)
<b>Total Town Manager's Office</b>	<b>7.10</b>	<b>10.00</b>	<b>10.38</b>	<b>10.38</b>	<b>10.38</b>	-
Full-time employees:						10
Part-time employees:						1
<b>Parks and Recreation</b>						
Parks & Recreation Director	1.00	1.00	1.00	1.00	1.00	-
Parks Maintenance Manager	1.00	1.00	1.00	1.00	1.00	-
Recreation & Cultural Services Manager	-	-	-	-	1.00	1.00
Recreation Manager	1.00	1.00	1.00	1.00	-	(1.00)
Multimodal Planner	1.00	1.00	1.00	1.00	1.00	-
Aquatics Manager	1.00	1.00	1.00	1.00	1.00	-
Parks Maintenance Crew Leader	1.00	1.00	1.00	1.00	1.00	-
Senior Park Maintenance Worker	2.00	3.00	3.00	3.00	3.00	-
Senior Office Specialist	1.00	1.00	1.00	1.00	1.00	-
Office Assistant	0.48	1.00	1.00	1.00	1.00	-
Assistant Recreation Manager	1.00	1.00	1.00	1.00	1.00	-
Recreation Leader	0.40	0.40	0.40	0.40	0.40	-
Assistant Aquatics Manager	-	1.00	1.00	1.00	1.00	-
Aquatics Facility Supervisor	-	1.36	1.36	1.36	1.36	-
Aquatics Shift Leader	-	2.72	2.72	4.08	4.08	1.36
Park Maintenance Worker	3.00	2.00	2.35	2.35	2.35	-
Park Monitor	0.70	1.23	1.23	1.23	1.23	-
Aquatics Facility Attendants	-	2.40	2.88	5.76	5.76	2.88
Recreation Aide	1.50	1.50	1.50	1.50	1.50	-
Lifeguard/Swim Instructor	6.32	4.00	4.00	5.50	5.50	1.50
Library Services Manager	1.00	-	-	-	-	-
Librarian II	4.00	-	-	-	-	-
Office Specialist	1.00	-	-	-	-	-
Library Associate	4.48	-	-	-	-	-
Library Technical Assistant II	4.51	-	-	-	-	-
Library Technical Assistant I	3.08	-	-	-	-	-
<b>Total Parks and Recreation</b>	<b>40.47</b>	<b>28.61</b>	<b>29.44</b>	<b>35.18</b>	<b>35.18</b>	<b>5.74</b>
Full-time employees:						15
Part-time employees:						23
(not including seasonal employees)						



## Personnel Schedule

	FY 2012	FY 2013	FY 2014		FY 2015	+/- to Budget
	Actual		Budget	Projected	Budget	
<b>Police</b>						
Chief of Police	1.00	1.00	1.00	1.00	1.00	-
Deputy Chief of Police	1.00	1.00	1.00	1.00	1.00	-
Commander	2.00	2.00	2.00	2.00	2.00	-
Lieutenant	5.00	5.00	5.00	5.00	5.00	-
Sergeant	13.00	13.00	13.00	13.00	13.00	-
Detective	6.00	7.00	7.00	7.00	7.00	-
Patrol Officer	49.00	51.00	52.00	52.00	52.00	-
Motorcycle Officer	7.00	7.00	7.00	7.00	7.00	-
School Resource Officer	7.00	7.00	8.00	7.00	8.00	-
K-9 Officer	3.00	3.00	2.00	2.00	2.00	-
DUI Officer	2.00	2.00	2.00	2.00	2.00	-
Training Officer	1.00	1.00	1.00	1.00	1.00	-
Reserve Officer	0.96	1.44	2.88	2.88	2.88	-
Police Communications Manager	-	-	-	-	1.00	1.00
Communications Supervisor	1.00	1.00	1.00	1.00	-	(1.00)
Lead Dispatcher	3.00	3.00	3.00	3.00	3.00	-
Dispatcher	9.00	9.00	9.00	9.00	9.00	-
Records Supervisor	1.00	1.00	1.00	1.00	1.00	-
Records Specialist	5.00	5.00	5.00	5.00	5.00	-
Crime Scene Technician Supervisor	-	-	-	-	1.00	1.00
Lead IT Forensics Technician	1.00	1.00	1.00	1.00	-	(1.00)
Crime Scene Technician	-	-	-	-	2.00	2.00
Property Forensics Technician	2.00	2.00	2.00	2.00	-	(2.00)
Administrative Services Manager	1.00	1.00	1.00	1.00	1.00	-
Crime Analyst	1.00	1.00	1.00	1.00	1.00	-
Emergency Mgmt & Safety Coordinator	-	-	-	-	1.00	1.00
Emergency Response Planner	1.00	1.00	1.00	1.00	-	(1.00)
Fleet Control Specialist	-	-	-	-	1.00	1.00
Fleet Maintenance Mechanic II	1.00	1.00	1.00	1.00	-	(1.00)
Senior Office Specialist	1.00	1.00	3.00	2.00	2.00	(1.00)
Office Specialist	2.00	2.00	-	1.00	1.00	1.00
Office Assistant	1.25	1.25	1.25	1.25	1.25	-
<b>Total Police</b>	<b>128.21</b>	<b>131.69</b>	<b>134.13</b>	<b>133.13</b>	<b>134.13</b>	<b>-</b>
			Full-time employees:		130	
			Part-time employees:		8	
<b>Water Utility</b>						
Water Utility Director	1.00	1.00	1.00	1.00	1.00	-
Engineering Division Manager	1.00	1.00	1.00	1.00	1.00	-
Water Utility Administrator	1.00	1.00	1.00	1.00	1.00	-
Water Production Superintendent	1.00	1.00	1.00	1.00	1.00	-
Water Distribution Superintendent	1.00	1.00	1.00	1.00	1.00	-
Water Engineer Project Manager	1.00	1.00	1.00	1.00	1.00	-
Meter Operations Supervisor	1.00	1.00	1.00	1.00	1.00	-
Engineering Design Reviewer	1.00	1.00	1.00	1.00	1.00	-
Water Conservation Specialist	1.00	1.00	1.00	1.00	1.00	-
Lead Water Utility Operator	4.00	4.00	4.00	4.00	4.00	-
Construction Inspector	2.00	2.00	2.00	2.00	2.00	-
Electric and Control Technician	-	-	1.00	1.00	1.00	-
Civil Engineer Tech	1.00	1.00	1.00	1.00	1.00	-
Water Utility Operator III	-	-	7.00	7.00	7.00	-
Water Utility Operator II	9.00	9.00	2.00	2.00	2.00	-
Senior Office Specialist	1.00	1.00	1.00	1.00	1.00	-
Customer Service Supervisor	1.00	1.00	1.00	1.00	1.00	-
Water Utility Operator I	5.00	5.00	5.00	5.00	5.00	-
Customer Service Representative	4.00	4.00	4.00	4.00	4.48	0.48
<b>Total Water Utility</b>	<b>36.00</b>	<b>36.00</b>	<b>37.00</b>	<b>37.00</b>	<b>37.48</b>	<b>0.48</b>
			Full-time employees:		37	
			Part-time employees:		1	
<b>Total Personnel</b>	<b>331.10</b>	<b>327.56</b>	<b>330.69</b>	<b>338.44</b>	<b>341.98</b>	<b>11.29</b>
			Full-time employees:		290	
			Part-time employees:		92	



# Town of Oro Valley

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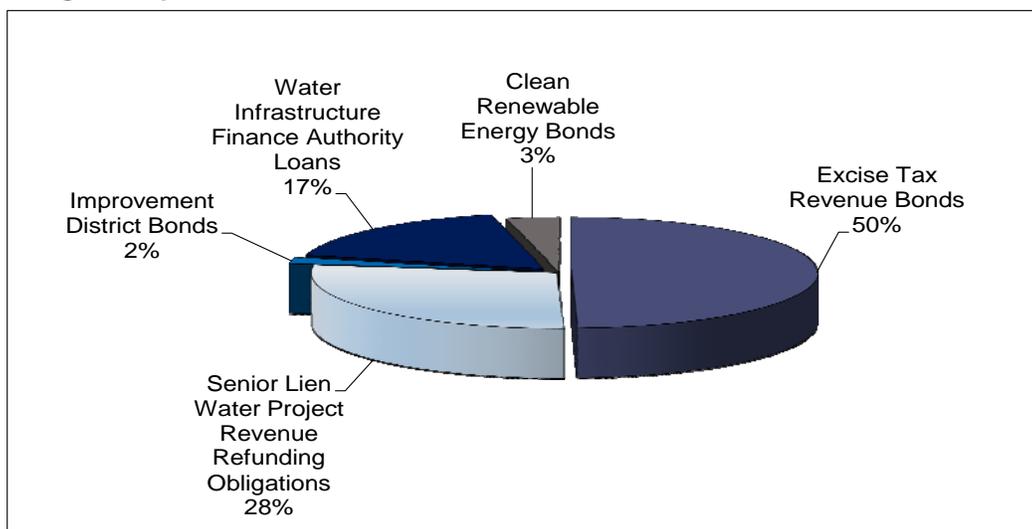


## Debt Service

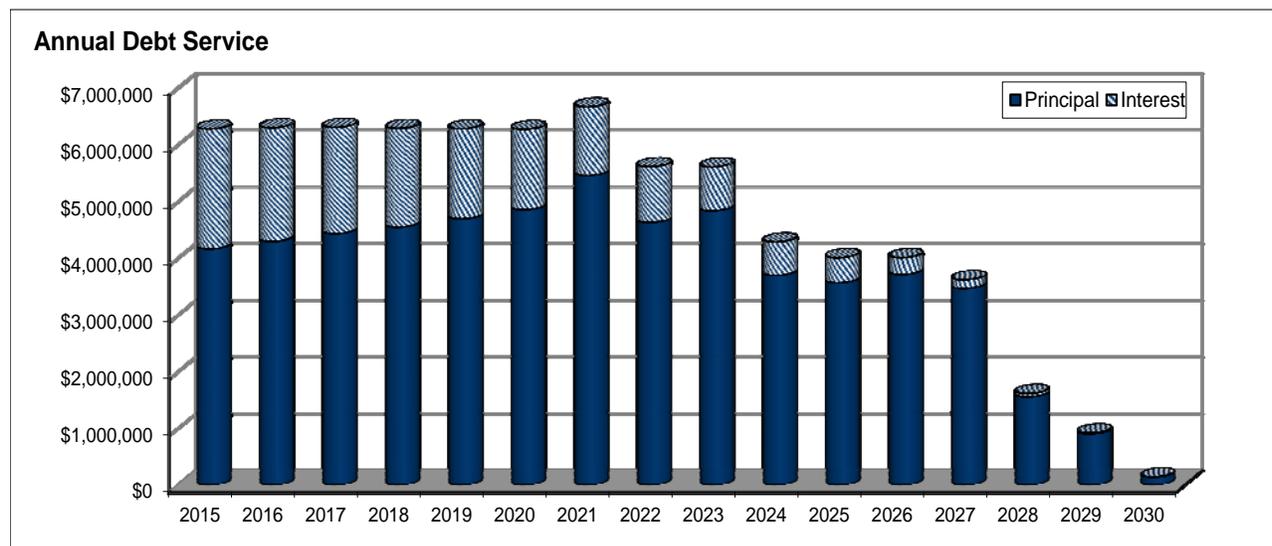
The Town of Oro Valley issues debt to provide funding for the construction of capital projects. The Town has adopted financial policies on debt capacity that set guidelines for issuing debt and provide guidance in the timing and structuring of long-term debt commitments. The general policy of the Town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

The chart below represents the percentage each type of bonded debt contributes to the total outstanding debt of the Town as of June 30, 2014.

**Outstanding Principal = \$58,993,332**



The chart below depicts total annual principal and interest requirements on the Town's current outstanding debt.

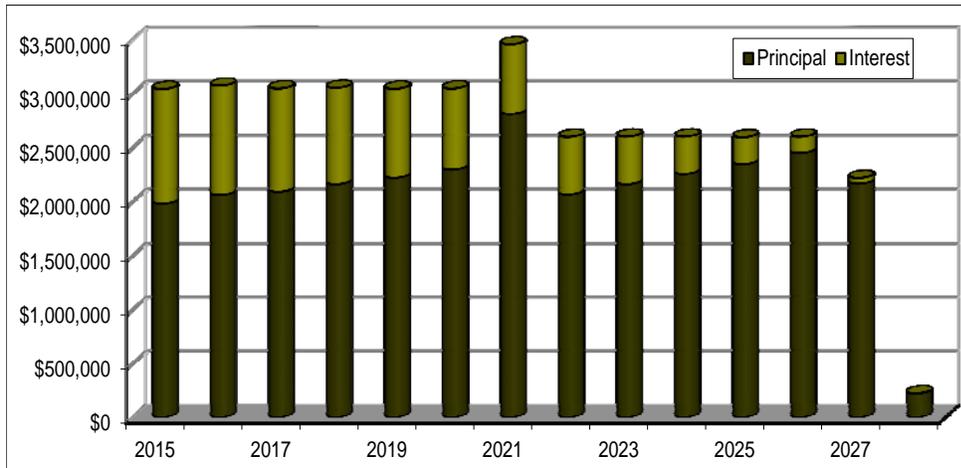




**Financing Sources**

**Excise Tax Revenue Bonds**

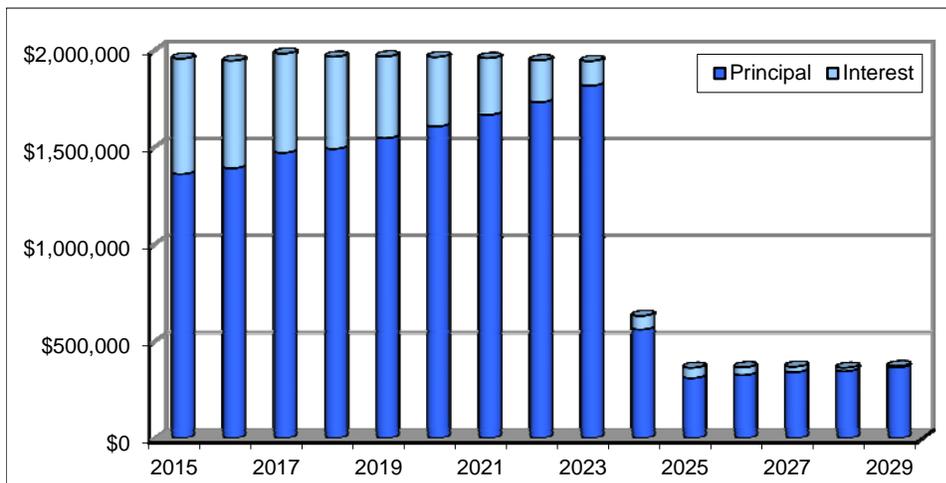
Excise Tax Revenue Bonds are issued by the Town for the purpose of financing the construction or acquisition of capital improvement projects. These bonds may be issued without voter approval. The Town of Oro Valley has issued excise tax revenue bonds for the construction and improvement of water facilities,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



Bond Rating	
Standard & Poor's	AA
Fitch	AA -

**Senior Lien Water Project Revenue Refunding Obligations**

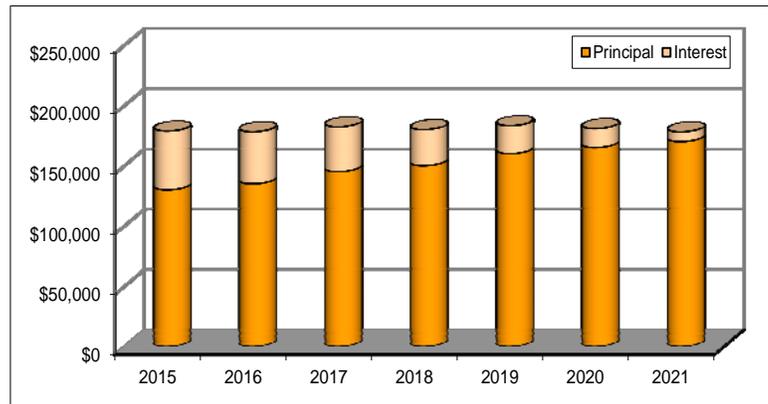
The Senior Lien Water Project Revenue Refunding Obligations were issued by the Town in 2012 for the purpose of refunding previously issued water revenue obligations. The previously issued obligations financed improvements to the Town's reclaimed and potable water systems. Water project revenue bonds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



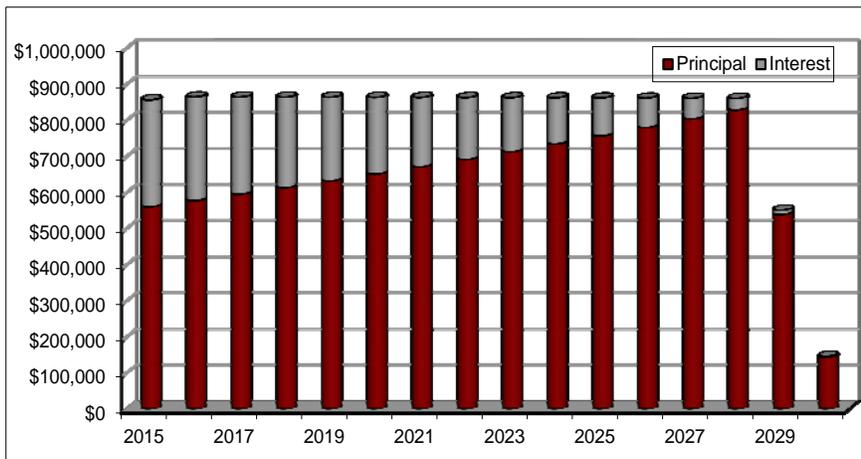


**Improvement District Bonds**

Improvement District Bonds are issued to finance projects in a designated area within a town or city. The majority of property owners in this district must approve the formation of the district and the amount of indebtedness. The bonds are then repaid by the assessments levied on the property in the district. The Town issued Improvement District Bonds in 2005 in the amount of \$3,945,000 to finance the widening of Oracle Road along the Rooney Ranch development. (Note that in 2013, a large property owner within the district paid off their debt assessment).



**Water Infrastructure Finance Authority Loans (WIFA)**

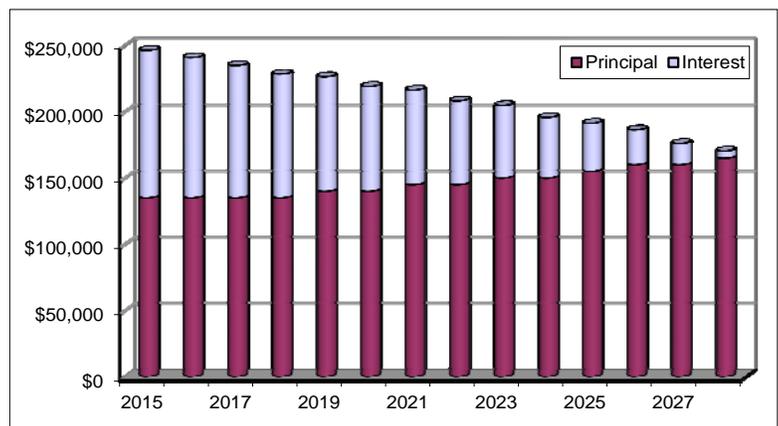


WIFA is a state agency with specific programs that can improve a city or town's ability to use bonding as a revenue source. WIFA has the ability to assist smaller to medium sized communities in pooling their bond issues to help lower the costs of issuing debt. They also have monies set aside to help secure the debt and allow the bonds to be issued at the lowest interest rate possible. WIFA's charge is specifically with water and wastewater projects. In 2007,

the Town received a \$4.6 million WIFA loan for infrastructure expansion of the reclaimed water system in the Town. In 2009, the Town received a \$2.3 million WIFA loan to finance existing water system infrastructure improvements. In 2014, the Town was approved for up to \$5 million in WIFA loan proceeds for meter replacements.

**Clean Renewable Energy Bonds (CREBS)**

In 2010, the Town issued Clean Renewable Energy Bonds in the amount of \$2.4 million to finance the construction of solar panel covered parking structures in the parking lot of Town hall. The bonds are secured by the Town's excise tax revenues. The debt service will be paid through a combination of energy savings, electricity rebates from Tucson Electric Power Company, and a 61% interest subsidy from the U.S. Treasury Department.





## Debt Service

### Debt Limit

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

### Impact of Debt Levels on Government Operations

The issuance of debt commits the Town to a significant, long-term recurring cost; therefore, each new debt issuance must be heavily scrutinized to ensure the Town's ability to repay the debt. Debt service payments are contractual obligations that take legal precedence over most other Town expenditures. Heavy debt levels may consume a significant portion of an entity's ongoing revenues and could impact an entity's ability to provide services to citizens and residents, especially during economic downturns and revenue declines. When feasible, the Town may utilize cash reserves to fund a project, versus the issuance of debt. The Town's financial policies on debt issuance and management also emphasize minimal borrowing costs and affordability of future debt service obligations.

### Summary

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

	Excise Tax Revenue Bonds	Water Project Revenue Bonds	Improvement District Bonds	WIFA Loans	CREBS	Total
2015	3,042,178	1,954,681	178,713	856,978	246,274	6,278,823
2016	3,074,364	1,943,281	178,123	865,186	240,887	6,301,840
2017	3,046,861	1,980,781	182,183	864,913	234,900	6,309,638
2018	3,053,563	1,963,731	179,933	864,632	228,460	6,290,319
2019	3,043,703	1,965,481	183,108	864,343	226,507	6,283,140
2020	3,046,048	1,962,481	180,748	864,044	219,108	6,272,428
2021	3,456,575	1,957,081	178,075	863,736	216,354	6,671,821
2022	2,598,888	1,945,531	-	863,418	208,249	5,616,085
2023	2,601,394	1,941,906	-	863,090	204,706	5,611,096
2024	2,601,563	630,331	-	862,751	195,721	4,290,366
2025	2,595,322	362,931	-	862,402	191,318	4,011,973
2026	2,600,213	365,231	-	862,042	186,370	4,013,855
2027	2,218,584	368,631	-	861,670	176,066	3,624,951
2028	224,125	362,925	-	861,287	170,437	1,618,774
2029	-	371,159	-	551,659	-	922,818
2030	-	-	-	146,758	-	146,758
	<b>37,203,378</b>	<b>20,076,166</b>	<b>1,260,880</b>	<b>12,778,908</b>	<b>2,945,354</b>	<b>74,264,685</b>



## Debt Service Schedules

**\$3,945,000**

### Roadway Improvement Assessment Bonds, Series 2005

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

**Debt Service:**

<u>Fiscal Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2015	130,000	48,713	178,713
2016	135,000	43,123	178,123
2017-2018	295,000	67,115	362,115
2019-2021	495,000	46,930	541,930
Total	<u>\$1,055,000</u>	<u>\$205,880</u>	<u>\$1,260,880</u>

*Note: In 2013, a large property owner within the improvement district paid off their debt assessment*

**\$6,215,000**

### Excise Tax Revenue Obligations, Series 2005

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

**Debt Service:**

<u>Fiscal Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2015	290,000	167,244	457,244
2016	300,000	156,731	456,731
2017-2018	630,000	278,750	908,750
2019-2022	1,420,000	393,544	1,813,544
2023-2026	1,665,000	142,691	1,807,691
Total	<u>\$4,305,000</u>	<u>\$1,138,959</u>	<u>\$5,443,959</u>



## Debt Service Schedules

### \$17,810,000 Excise Tax Revenue Refunding Bonds, Series 2007

**Date:** April 19, 2007

**Interest:** Payable semiannually commencing on July 1, 2007, and semiannually thereafter on January 1 and July 1 of each year.

**Purpose:** The bonds were issued for the purpose of providing funding to refinance certain outstanding excise tax secured obligations.

**Security:** Excise Taxes

**Debt Service:**

<u>Fiscal Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2015	130,000	724,963	854,963
2016	640,000	708,600	1,348,600
2017-2019	2,100,000	1,943,063	4,043,063
2020-2023	6,150,000	1,822,425	7,972,425
2024-2027	7,130,000	626,663	7,756,663
<b>Total</b>	<b>\$16,150,000</b>	<b>\$5,825,713</b>	<b>\$21,975,713</b>

### \$4,584,652 Water Infrastructure Finance Authority Loan

**Date:** August 17, 2007

**Interest:** Payable semiannually commencing on July 1, 2008, and semiannually thereafter on January 1 and July 1 of each year.

**Purpose:** This loan was secured to finance the construction of infrastructure to expand the reclaimed water system in the Town.

**Security:** Water Revenues

**Debt Service:**

<u>Fiscal Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2015	193,532	117,845	311,377
2016	200,375	110,880	311,255
2017-2020	874,904	368,821	1,243,725
2021-2024	1,005,370	236,048	1,241,418
2025-2028	1,155,292	83,476	1,238,768
<b>Total</b>	<b>\$3,429,474</b>	<b>\$917,069</b>	<b>\$4,346,543</b>



## Debt Service Schedules

**\$2,343,981**

### Water Infrastructure Finance Authority Loan

**Date:** October 22, 2009

**Interest:** Payable semiannually commencing on July 1, 2010, and semiannually thereafter on January 1 and July 1 of each year.

**Purpose:** This loan was secured to finance existing water system infrastructure improvements.

**Security:** Water Revenues

**Debt Service:**

<u>Fiscal Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2015	91,558	57,810	149,368
2016	94,462	54,860	149,322
2017-2019	301,740	145,935	447,675
2020-2022	331,365	115,841	447,206
2023-2026	492,969	102,494	595,463
2027-2030	556,764	35,917	592,681
<b>Total</b>	<b>\$1,868,858</b>	<b>\$512,857</b>	<b>\$2,381,716</b>

**\$2,445,000**

### Clean Renewable Energy Bonds – Direct Payment

**Date:** July 22, 2010

**Interest:** Payable semiannually commencing on January 1, 2011, and semiannually thereafter on July 1 and January 1 of each year.

**Purpose:** The bonds were issued to finance the construction of solar panel covered parking structures in the parking lot of Town Hall.

**Security:** Excise Taxes

**Debt Service:**

<u>Fiscal Year</u>	<u>Principal *</u>	<u>Interest *</u>	<u>Total</u>
2015	135,000	111,274	246,274
2016	135,000	105,887	240,887
2017-2018	270,000	193,360	463,360
2019-2021	425,000	236,968	661,968
2022-2024	445,000	163,676	608,676
2025-2028	640,000	84,189	724,189
<b>Total</b>	<b>\$2,050,000</b>	<b>\$895,354</b>	<b>\$2,945,354</b>

*\*Debt Service is subsidized by electricity rebates from Tucson Electric Power Co. and a 61% interest subsidy from the U.S. Treasury Department*



## Debt Service Schedules

**\$2,580,000**  
**Excise Tax Revenue Obligations, Series 2012**

**Date:** April 5, 2012

**Interest:** Payable semiannually commencing on January 1, 2013, and semiannually thereafter on July 1 and January 1 of each year.

**Purpose:** The bonds were issued to finance the construction of enhancements and upgrades to the Oro Valley aquatic facility.

**Security:** Excise Taxes

**Debt Service:**

<u>Fiscal Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2015	140,000	88,119	228,119
2016	145,000	84,544	229,544
2017-2019	455,000	224,031	679,031
2020-2022	510,000	166,656	676,656
2023-2025	575,000	102,256	677,256
2026-2028	640,000	35,903	675,903
Total	\$2,465,000	\$701,510	\$3,166,510

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

**Date:** May 24, 2012

**Interest:** Payable semiannually commencing on January 1, 2013, and thereafter on July 1 and January 1 of each year.

**Purpose:** The bonds were issued to refund previously issued excise tax revenue bonds. The previously issued obligations financed improvements to the Town's reclaimed and potable water systems.

**Security:** Water Revenues

**Debt Service:**

<u>Fiscal Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2015	1,360,000	594,681	1,954,681
2016	1,390,000	553,281	1,943,281
2017-2019	4,505,000	1,404,994	5,909,994
2020-2024	7,375,000	1,062,331	8,437,331
2025-2029	1,685,000	145,878	1,830,878
Total	\$16,315,000	\$3,761,166	\$20,076,166



## Debt Service Schedules

**\$6,355,000**

### Excise Tax Revenue Refunding Obligations, Series 2013

- Date:** June 26, 2013
- Interest:** Payable semiannually commencing on January 1, 2014, and thereafter on July 1 and January 1 of each year.
- Purpose:** The bonds were issued to refund previously issued excise tax revenue refunding bonds. The previously issued obligations provided funding to refinance certain outstanding excise tax secured obligations.
- Security:** Excise Taxes

**Debt Service:**

<u>Fiscal Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2015	1,420,000	81,853	1,501,853
2016	975,000	64,489	1,039,489
2017-2018	1,955,000	86,674	2,041,674
2019-2020	2,005,000	29,181	2,034,181
Total	<u>\$6,355,000</u>	<u>\$262,196</u>	<u>\$6,617,196</u>

**\$5,000,000**

### Water Infrastructure Finance Authority Loan

- Date:** January 22, 2014
- Interest:** Payable semiannually commencing on July 1, 2014, and semiannually thereafter on January 1 and July 1 of each year.
- Purpose:** This loan was secured to finance the replacement of aging water meters with new technology electronic water meters.
- Security:** Water Revenues

**Debt Service:**

<u>Fiscal Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2015	275,761	120,472	396,233
2016	283,075	121,533	404,608
2017-2019	895,068	318,147	1,213,215
2020-2022	968,185	244,061	1,212,246
2023-2025	1,047,275	163,923	1,211,197
2026-2029	1,530,636	82,513	1,613,149
Total	<u>\$5,000,000</u>	<u>\$1,050,649</u>	<u>\$6,050,649</u>

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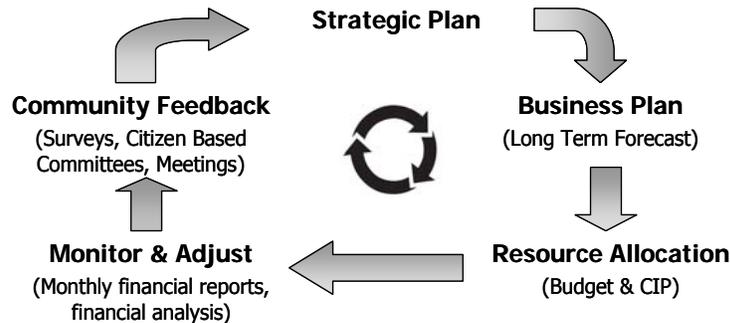
# Town of Oro Valley

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## Long Term Forecast

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

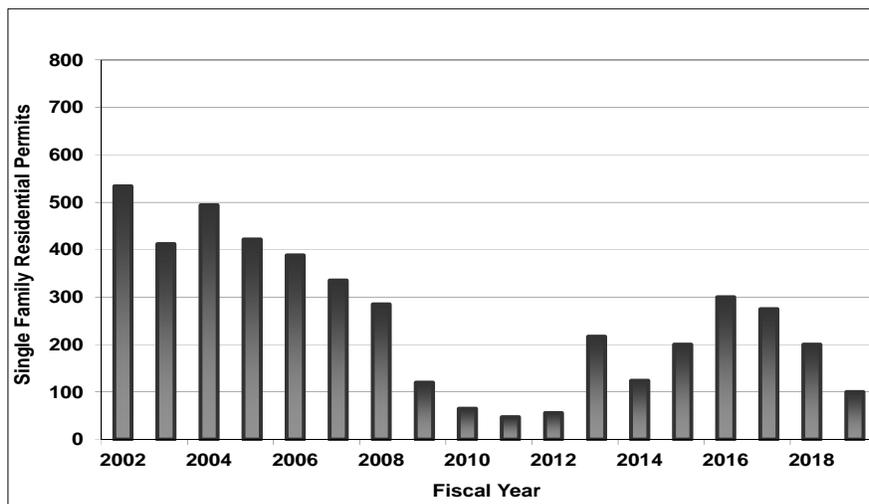


The base forecast is developed using the current services offered by the Town. Assumptions relating to inflation and growth rates are used to predict expenditure levels. Revenues are projected by trend or by specific information, when available. This information is used in conjunction with the impact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

Finance staff works in tandem with Development Services and Economic Development when compiling projections for long range planning to ensure compatibility among all planning processes. When compiling the long range forecast, the focus is on the main tax-based funds of the Town, which are the General Fund, the Highway Fund and the Bed Tax Fund.

### Economic Environment

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



In early 2000, the Town of Oro Valley issued nearly 800 single family residential (SFR) permits, which was considerably higher than other communities in the area. In 2002 the number of permits began to decline.

Development revenues such as these, as well as sales taxes and state shared revenues, are economically volatile and may experience steep declines during economic downturns, as was

the case with the most recent recession. The Town does not levy a property tax, and is therefore

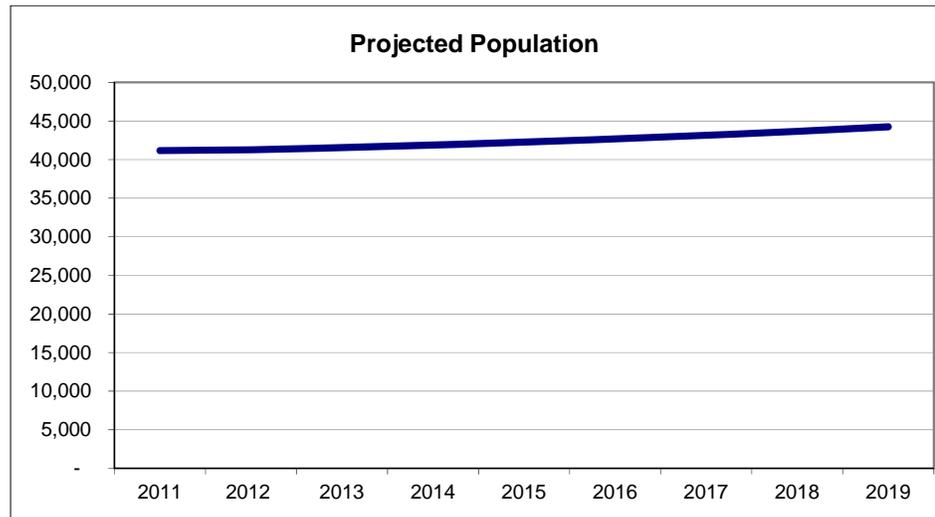


## Long Term Forecast

extremely vulnerable to shifts in economic conditions. Furthermore, the state legislature has made many recent attempts to impact state shared revenues and local tax collection efforts, and it is likely that those attempts will continue.

Nevertheless, the Town is seeing signs of economic recovery, both at the local and state levels. The Town's retail sales tax collections continue to grow, and residential and commercial activity has increased. All indications suggest continued slow, steady growth. Three new luxury apartment complexes within the town are under construction. Projections in development activity include growth in the near term and a gradual decline in the outer years of the forecast period. Projections in state shared revenues and sales taxes reflect growth rates of 1-5%. Low inflation is anticipated over the forecast period.

Population growth is projected to increase at a slow pace over the next five years due in part to the limited amount of developable land within the incorporated boundaries of the town.



### Impacts of Future Capital Needs

In addition to personnel costs, the Capital Improvement Program makes up a significant portion of the Town's expenditure forecast, for both the one-time cost of the capital and the continued operational impacts of the new facilities or equipment. New or expanded parks and police facilities, for example, will require additional personnel and increased operations & maintenance (O&M) costs. Capital projects, particularly in the outer years of the forecast period, will demand much of the Town's resources. Costs to support these projects, as well as any identified recurring costs, have been incorporated in the long-term forecast.

### Budget Impact

The Town's strategic plan, its financial policies and the long term forecast all have dramatic impact on the budget. The development of the budget is a process of resource allocation, and the resources available to be allocated are a direct output of the long term forecast. The long term forecast influences the Town's decision-making by projecting the effect that current spending decisions will have on the future and whether resources will be available to fund them. Financial policies, such as fund balance reserve policies, can have a visible impact on the budget, particularly during economic downturns and revenue declines, when resources become strained.



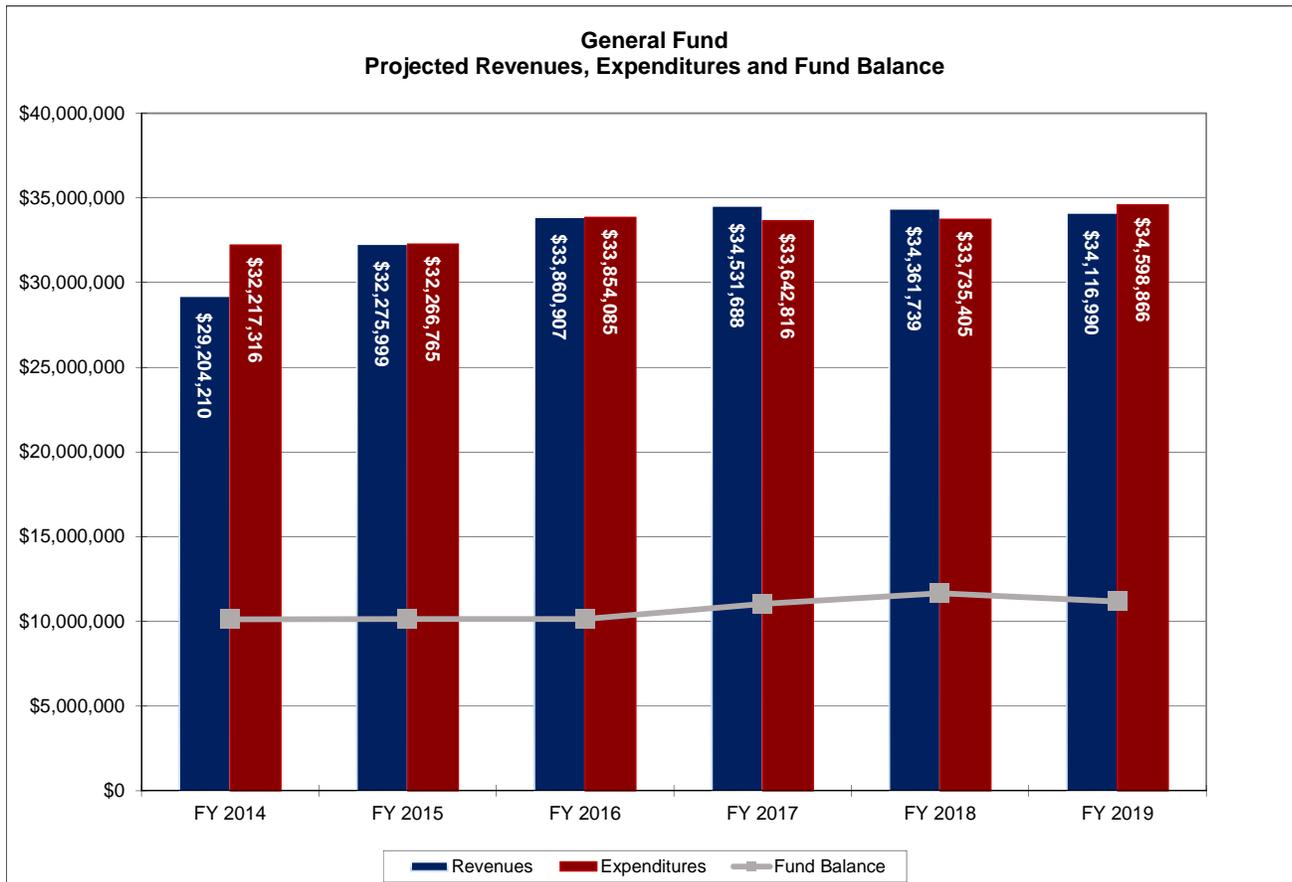
# Long Term Forecast

## Fund Forecasts

**General Fund.** The General Fund remains stable over the five-year horizon based upon revenue growth centered around continued economic recovery both at the local and state levels. Revenues in the General Fund reflect 1-5% growth in recurring revenue sources, such as state shared revenues and local retail sales tax. One-time revenues generated from construction sales taxes and building permit revenues are slightly more volatile with completion of multi-family and sizeable commercial projects and fluctuation in the forecasted SFR permits issued per year.

General Fund expenditure projections reflect the continued commitment to providing fair employee compensation, maintaining flat O&M budgets as much as possible and allocating resources to asset replacement (computers, vehicles) and capital infrastructure needs.

The fund balance in the General Fund is maintained at healthy levels over the five-year period above the Town's adopted policy requirement of 25% of adopted expenditures each year.





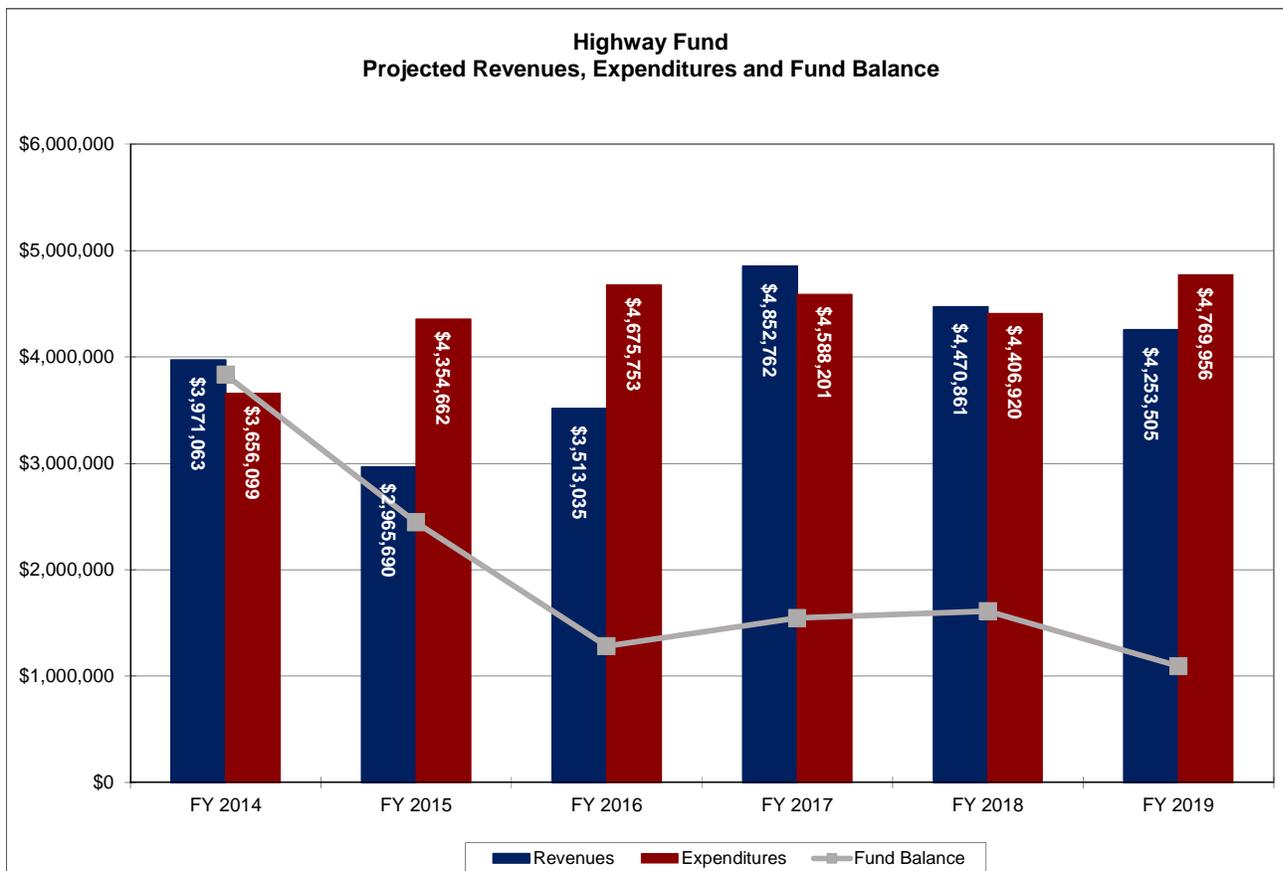
## Long Term Forecast

**Highway Fund.** Highway Fund revenues are comprised primarily of state shared highway user (gas tax) revenues and local construction taxes (transferred from the General Fund). The construction sales tax revenues are tied to forecasted construction activity. The state shared highway user revenues are expected to grow by 8-10% per year over the next few years due to a bill passed by the Arizona Legislature that allocates additional highway user funds to counties, cities and towns. These projections are provided by the Arizona Department of Transportation.

The decreased revenues in FY 2014/15 and FY 2015/16 are attributable to construction sales taxes, which will remain in the General Fund for two fiscal years to cover planned one-time capital projects.

Highway Fund expenditures reflect similar assumptions as those in the General Fund forecast for personnel and O&M costs. Funding for the pavement preservation program is included in the forecast and ranges from \$1.1 million to \$1.3 million per year.

The fund balance in the Highway Fund is projected to decrease based on the current assumptions, with an ending balance of approximately \$1.1 million in FY 2018/19.



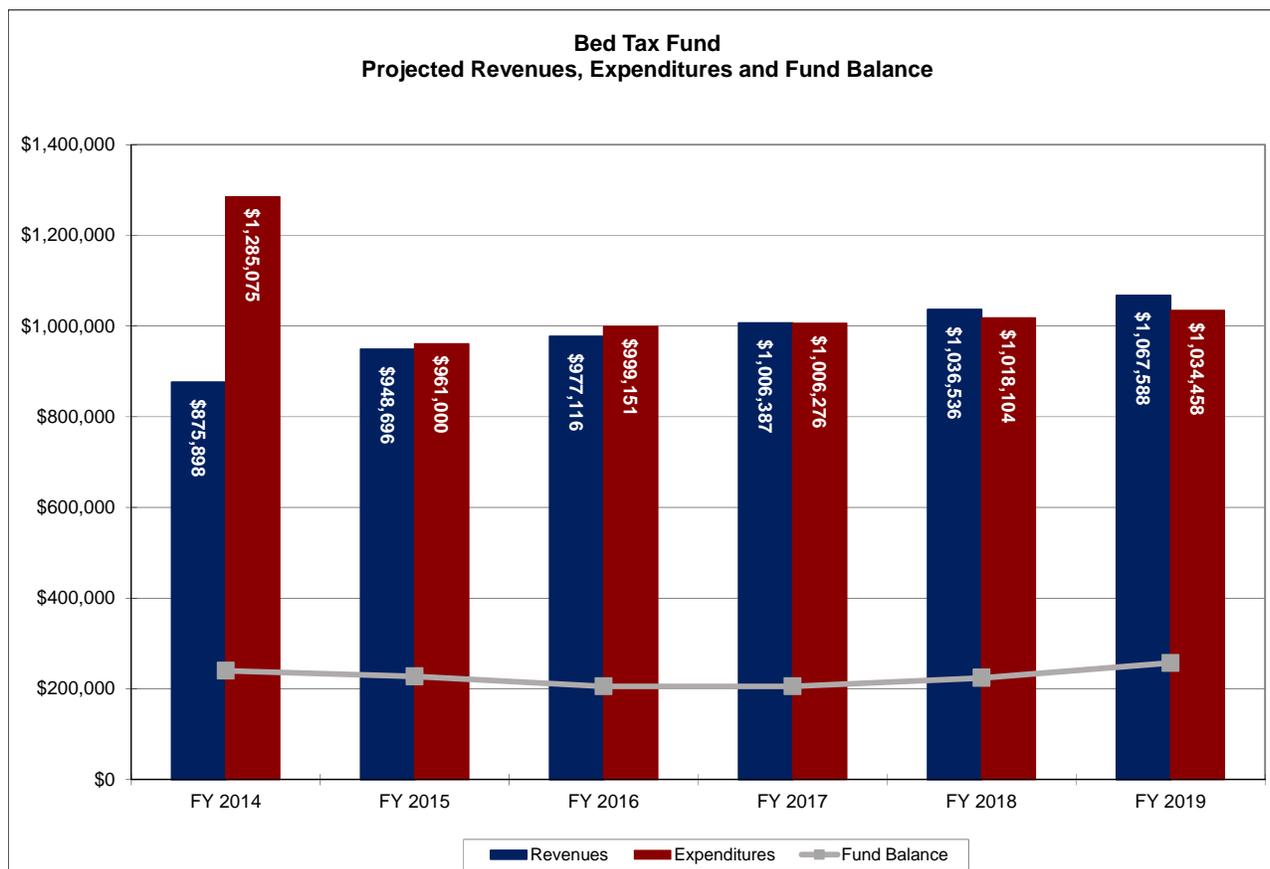


## Long Term Forecast

**Bed Tax Fund.** The Bed Tax Fund captures revenues generated by the Town's 6% lodging tax on hotels/motels. State law requires that two-thirds of the Town's bed tax collections be allocated to tourism promotion purposes and economic development. The Bed Tax Fund remains stable over the forecast period with modest revenue growth following continued economic recovery projected in the tourism industry.

Bed Tax Fund expenditures reflect existing contracts with several tourism and economic development agencies. This fund also covers debt service payments on bonds issued for the recently completed expansion of the Town's aquatic facility, as well as increased operating costs as a result of the expansion.

The ending balance in the Bed Tax Fund is projected at almost \$260,000 in FY 2018/19.



### Conclusion

The reliance on growth, development and volatile revenue sources leaves Oro Valley vulnerable to economic fluctuations. A delicate balance exists between the needs of the community and the resources available to meet those needs. Major service level changes or added programs will require new revenue sources to fund such expansions. The goals, strategies and action steps outlined in the Town's Strategic Plan, in the areas of economic development and fiscal responsibility, were developed with the intent to mitigate the reliance on economically sensitive revenue sources, grow the Town's revenue base and prepare the Town for long-term financial stability.

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## PROGRAM BUDGETS

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





## Overview

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

Personnel	FY 2013 Actual	FY 2014 Budget	FY 2014 Projected	FY 2015 Budget	Variance to Budget
Town Clerk	1.00	1.00	1.00	1.00	-
Deputy Town Clerk	1.00	1.00	1.00	1.00	-
Assistant to the Town Clerk	1.00	1.00	-	-	(1.00)
Senior Office Specialist	-	-	1.00	1.00	1.00
Office Specialist	-	-	0.50	0.50	0.50
Office Assistant	1.44	1.44	0.96	0.96	(0.48)
Communications Intern	0.10	0.10	0.10	0.10	-
<b>Total FTEs</b>	<b>4.54</b>	<b>4.54</b>	<b>4.56</b>	<b>4.56</b>	<b>0.02</b>

Expenditures	FY 2013 Actual	FY 2014 Budget	FY 2014 Projected	FY 2015 Budget	Variance to Budget
Personnel	\$ 277,370	\$ 298,818	\$ 315,495	\$ 321,802	7.7%
Operations & Maintenance	26,773	35,300	17,873	175,300	396.6%
Capital Outlay	7,271	11,000	11,750	-	-100.0%
<b>Total Expenditures</b>	<b>\$ 311,414</b>	<b>\$ 345,118</b>	<b>\$ 345,118</b>	<b>\$ 497,102</b>	<b>44.0%</b>

	Revenue Sources				Variance to Budget
	FY 2013 Actual	FY 2014		FY 2015 Budget	
		Budget	Projected		
Business Licenses & Permits	\$ 185,929	\$ 176,700	\$ 181,000	\$ 182,000	3.0%
Copy Services	1,684	2,500	2,000	2,000	-20.0%
Public Record Request Fees	-	-	1,500	-	0.0%
<b>Total Revenues</b>	<b>\$ 187,613</b>	<b>\$ 179,200</b>	<b>\$ 184,500</b>	<b>\$ 184,000</b>	<b>2.7%</b>

### FY 2014/2015 Expenditure and Staffing Changes

#### Personnel

Personnel costs increased 7.7% for implementation of the market salary study and merit increases.

#### Operations & Maintenance

Operations & Maintenance increased 396.6% for elections costs.

#### Capital

Capital decreased 100% due to capacity for an equipment purchase in FY 2014.

# Highlights & Goals Measures & Indicators

Clerk

## Mission

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

FY 2014 Highlights	FY 2015 Goals and Objectives
<ul style="list-style-type: none"> <li>- Implemented the Munis Citizen Self Service module to enable business owners to pay annual business license fees online</li> <li>- Implemented an automated public records request system that: allows requests to be submitted online; allows the requestor to track the status of the request; provides email notification regarding the request; allows tracking of time spent on request; and provides reports regarding requests</li> <li>- With assistance from the IT Department, implemented a self service kiosk in the lobby of the administration building</li> </ul>	<p><b>Focus Area: Communication/Community Services</b></p> <ul style="list-style-type: none"> <li>■ Implement an organization-wide electronic document management system that provides online public access to Town documents</li> </ul>

## Performance Measures

	FY 2013 Actual	FY 2014 Estimate	FY 2015 Projected
▶ Percentage of public records requests fulfilled within 72 hours	94%	95%	95%
▶ Percentage of new business licenses issued within 3-5 days of application	99%	100%	100%
▶ Percentage of business license renewals issued within 30 days	99%	100%	100%

## Workload Indicators

	FY 2013 Actual	FY 2014 Estimate	FY 2015 Projected
▶ Number of Town Council meetings attended <small>Note: Regular Council meetings are held on the 1st &amp; 3rd Wednesday of the month. Council may add/cancel meetings as needed for study sessions, budget sessions, etc.</small>	25	22	22
▶ Number of public notices posted	259	250	250
▶ Number of ordinances published, posted and codified	21	19	19
▶ Number of public records requests received and completed	217	225	230
▶ Total business licenses issued - new & renewal	2,605	2,550	2,575
▶ Number of liquor license applications processed	10	9	10
▶ Number of solicitor badges (commercial & nonprofit) processed	91	75	75



## Overview

The 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 Town Council is 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 Town Council remains accountable and accessible to the residents through their commitment to full, honest, and timely communication and exchange promoting responsive, responsible governance.

	FY 2013 Actual	FY 2014 Budget	FY 2014 Projected	FY 2015 Budget	Variance to Budget
<b>Personnel</b>					
Mayor	1.00	1.00	1.00	1.00	-
Councilmember	6.00	6.00	6.00	6.00	-
<b>Total FTEs</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>	<b>-</b>

	FY 2013 Actual	FY 2014 Budget	FY 2014 Projected	FY 2015 Budget	Variance to Budget
<b>Expenditures</b>					
Personnel	\$ 78,823	\$ 78,828	\$ 78,828	\$ 78,847	0.0%
Operations & Maintenance	126,412	147,025	147,025	128,175	-12.8%
Capital	-	-	-	-	0.0%
<b>Total Expenditures</b>	<b>\$ 205,235</b>	<b>\$ 225,853</b>	<b>\$ 225,853</b>	<b>\$ 207,022</b>	<b>-8.3%</b>

### FY 2014/2015 Expenditure Changes

#### Operations & Maintenance

Operations & Maintenance decreased 12.8% due to insurance costs, which are now budgeted in General Administration.

## Mission

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

The Town Council focuses on the most important community issues and sets in motion an organizational culture that encourages innovation and strives for excellence.

FY 2014 Highlights	FY 2015 Goals and Objectives
<ul style="list-style-type: none"> <li>- Approved \$2.3M for development of Naranja Park improvements, including a dog park, two multi-sport fields, parking lot and critical infrastructure</li> <li>- Approved the adoption of the vision and guiding principles for the Your Voice, Our Future project, also known as the General Plan update</li> <li>- Approved continued funding for community-based public safety programs, including School Resource Officers, Adopt-A-Business and Citizen Volunteer Assistants Program</li> <li>- Oro Valley named one of "America's 10 Safest Suburbs" by Movoto Real Estate</li> <li>- Approved continued funding of Sun Shuttle Dial-A-Ride transit service for seniors and disabled community members</li> <li>- Developed and published community articles for the Explorer Newspaper</li> <li>- Approved \$200K to help launch a Children's Museum satellite location in Oro Valley</li> <li>- Approved funding to increase the frequency of the VISTA newsletter distribution to residents</li> </ul>	<ul style="list-style-type: none"> <li><b>Focus Area: Fiscal Responsibility</b> <ul style="list-style-type: none"> <li>■ Maintain long-term financial health through diversified revenue sources while investing in community initiatives</li> </ul> </li> <li><b>Focus Area: Communication</b> <ul style="list-style-type: none"> <li>■ Ensure residents are educated about and engaged in moving community initiatives forward</li> </ul> </li> <li><b>Focus Area: Economic Development</b> <ul style="list-style-type: none"> <li>■ Attract and retain globally-competitive high technology and bioscience employers</li> <li>■ Develop recreation and cultural opportunities to promote tourism and support employee attraction and retention</li> </ul> </li> <li><b>Focus Area: Community Services</b> <ul style="list-style-type: none"> <li>■ Provide services to enhance residents' quality of life</li> </ul> </li> </ul>



# Development and Infrastructure Services (DIS)

## Overview

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

Total FTEs			
2013 Actual	FY 2014		FY 2015 Budget
	Budget	Projected	
<b>77.22</b>	<b>75.70</b>	<b>81.25</b>	<b>81.75</b>

	Expenditures by Fund				
	2013 Actual	FY 2014		FY 2015 Budget	% to Budget
		Budget	Projected		
General Fund	\$ 3,436,219	\$ 4,031,561	\$ 4,026,147	\$ 4,564,803	13.2%
Highway Fund	3,420,165	3,720,981	3,656,099	4,354,662	17.0%
Stormwater Utility Fund	1,028,929	1,334,376	814,376	1,011,851	-24.2%
Fleet Fund	638,787	1,221,963	1,221,963	1,775,772	45.3%
Roadway Development Impact Fee Fund	4,304,176	3,380,000	2,540,500	4,060,000	20.1%
	<b>\$ 12,828,276</b>	<b>\$ 13,688,881</b>	<b>\$ 12,259,085</b>	<b>\$ 15,767,088</b>	<b>15.2%</b>

*Divisions/programs supported by the General Fund include Planning, Permitting, Inspection & Compliance, Facilities Maintenance and Transit*

	Revenues by Fund				
	2013 Actual	FY 2014		FY 2015 Budget	% to Budget
		Budget	Projected		
General Fund	\$ 2,757,901	\$ 2,649,755	\$ 3,085,200	\$ 3,222,547	21.6%
Highway Fund	3,920,498	3,806,690	3,971,063	2,965,690	-22.1%
Stormwater Utility Fund	826,737	1,222,000	773,023	790,300	-35.3%
Fleet Fund	638,787	1,302,793	1,342,793	1,927,113	47.9%
Roadway Development Impact Fee Fund	3,536,616	4,460,875	3,130,455	4,986,166	11.8%
	<b>\$ 11,680,539</b>	<b>\$ 13,442,113</b>	<b>\$ 12,302,534</b>	<b>\$ 13,891,816</b>	<b>3.3%</b>





# Development and Infrastructure Services (DIS) Development Section

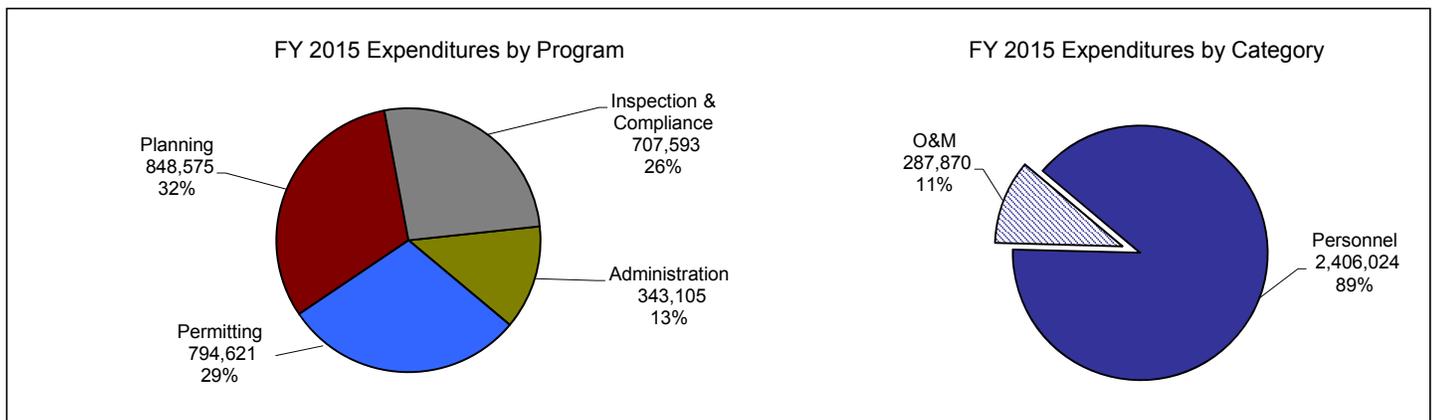
## Overview

The Development Section of the DIS Department is organized into three functional divisions: Planning, Permitting, and Inspection & Compliance. Planning administers the General Plan and Zoning Code for the harmonious development of the town. Permitting coordinates all facets of plan review and permitting to assess compliance with codes and ordinances adopted by the Town. Inspection & Compliance is responsible for inspecting all new and altered commercial and residential construction within the town to assess compliance with codes and ordinances adopted by the Town as well as enforcement of the regulatory provisions of the code.

Total FTEs			
FY 2013 Actual	FY 2014		FY 2015 Budget
	Budget	Projected	
<b>24.78</b>	<b>25.26</b>	<b>28.22</b>	<b>29.22</b>

	FY 2013 Actual	FY 2014		FY 2015 Budget	% to Budget
		Budget	Projected		
Administration	\$ 141,190	\$ 216,241	\$ 216,242	\$ 343,105	58.7%
Planning	658,076	966,811	947,352	848,575	-12.2%
Permitting	669,381	679,433	713,627	794,621	17.0%
Inspection & Compliance	589,219	607,969	599,056	707,593	16.4%
	<b>\$ 2,057,866</b>	<b>\$ 2,470,454</b>	<b>\$ 2,476,277</b>	<b>\$ 2,693,894</b>	<b>9.0%</b>

	FY 2013 Actual	FY 2014		FY 2015 Budget	% to Budget
		Budget	Projected		
Residential Building Permits	\$ 1,163,764	\$ 1,067,255	\$ 1,165,000	\$ 1,135,000	6.3%
Commercial Building Permits	329,859	200,000	330,000	397,547	98.8%
Special Inspection Fees	4,360	4,000	6,000	5,000	25.0%
Zoning and Subdivision Fees	131,547	75,000	143,000	131,000	74.7%
Sign Permits	41,579	40,000	32,000	35,000	-12.5%
State Grants	23,021	100,000	-	-	-100.0%
Grading Permit Fees	20,483	5,500	83,000	51,000	827.3%
Engineer Plan Review Fees	40,437	40,000	42,000	40,000	0.0%
Grading Review Fees	5,766	1,200	30,000	18,000	1400.0%
Grading Inspection Fees	1,220	800	11,000	6,000	650.0%
	<b>\$ 1,762,036</b>	<b>\$ 1,533,755</b>	<b>\$ 1,842,000</b>	<b>\$ 1,818,547</b>	<b>18.6%</b>



## Mission

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

FY 2014 Highlights	FY 2015 Goals and Objectives
<p><b>Planning:</b></p> <ul style="list-style-type: none"> <li>- Your Voice, Our Future Phase I: The first phase, involving an extensive public outreach effort, was completed. Town Council endorsement of the proposed vision and guiding principles was a significant achievement.</li> <li>- Major General Plan Awareness Program: A new program to enhance awareness of pending amendments to the General Plan was established and implemented. This new program uses print, electronic and other methods to educate and inform the public.</li> <li>- Public Art Amendment and Guidelines: A comprehensive amendment was completed which included revised design principles, in-lieu fee provisions and a call for artists process</li> <li>- Environmentally Sensitive Lands (ESL) Regulations: The ESL regulations were clarified with regard to major General Plan amendments</li> <li>- General Plan Progress Report: The implementation program was analyzed and a comprehensive report was provided to the Planning and Zoning Commission and Town Council</li> </ul> <p><b>Permitting:</b></p> <ul style="list-style-type: none"> <li>- Collected over \$1.3 million in plan review and permit fees</li> <li>- Issued 1,536 permits, of which 255 were commercial building permits, 1,205 were residential building permits, and 76 were grading permits</li> <li>- Issued over 130 single family residential permits</li> <li>- Issued building permits for 646 new multi-family units</li> <li>- Provided various forms of customer assistance to over 5,000 customers that signed in at the DIS front counter</li> <li>- Participated in the evaluation and selection of a new permitting system to replace the current Permits Plus system</li> </ul> <p><b>Inspection &amp; Compliance:</b></p> <ul style="list-style-type: none"> <li>- Provided a wide range of construction assistance from initial infrastructure and grading inspections through final approvals for a multitude of both residential and commercial developments and projects. Some of these include Securaplane, St. Mark's Church, the Apartments at Encantada at Steam Pump &amp; San Dorado, CVS Pharmacy, Catalina Springs Memory Care &amp; Basis K-6 School, &amp; the opening of two new residential subdivisions.</li> <li>- Seamlessly transitioned from the 2006 Building Codes to the 2012 editions</li> <li>- Provided approximately 22,000 building &amp; zoning inspections</li> <li>- Responded to approximately 200 complaints regarding zoning violations and provided approximately 20 weekend compliance inspections</li> <li>- Opened approximately 400 zoning violations</li> <li>- Worked closely with Economic Development &amp; Planning to assist business with the assimilation of the newly annexed area in the proximity of Oracle and Ina Road</li> </ul>	<p><b>Focus Area: Fiscal Responsibility</b></p> <ul style="list-style-type: none"> <li>■ Manage public resources to maximize productivity</li> <li>■ Continually cross-train staff to allow for greater plan review capacity during heavy submittal periods</li> </ul> <p><b>Focus Area: Communication</b></p> <ul style="list-style-type: none"> <li>■ Modify the DIS website with focus on information design, making it easier for the end user to find the development and infrastructure information they need. Incorporate emerging media technologies such as mobile computing and social media to expand access to DIS information.</li> <li>■ Enhance the Community Academy program based on participant feedback</li> <li>■ Provide assistance to the IT Department with the transition to the new Munis based permitting system</li> <li>■ Continually work to keep the Town's web-page up to date with useful and important resource information for applicants, developers, and/or the general public</li> <li>■ Explore opportunities for expanded service hours to enable customers to conduct business with the Town outside of traditional business hours</li> <li>■ Expand the online payment system to include building permits</li> </ul> <p><b>Focus Area: Economic Development</b></p> <ul style="list-style-type: none"> <li>■ Work closely with Economic Development &amp; special event coordinators to assure that special events are seamless in process</li> <li>■ Continually work to streamline and improve the review and permitting process to promote development</li> </ul> <p><b>Focus Area: Community Services</b></p> <ul style="list-style-type: none"> <li>■ Promote broad community participation in the development of the new General Plan</li> <li>■ Develop and implement a marketing plan to ensure voter ratification of the General Plan in 2016</li> <li>■ Implement the new Munis permitting system which will allow for greater functionality and technology to provide better service opportunities for applicants, developers, and/or the general public</li> </ul>

Performance Measures			
	FY 2013 Actual	FY 2014 Estimate	FY 2015 Projected
<b>Planning</b>			
▶ Provide timely and complete Board and Commission packets, delivery at least seven days prior to meeting date - Goal 95%	100%	100%	100%
▶ Provide education and training to Board and Commission members and interested citizens; achieve minimal level of attendance and training of all Board members - Goal 90% - Board members receive eight hours of training	100%	100%	100%
▶ Substantial progress in completion of adopted Work Plan - Goal 50% per year of total estimated Work Plan effort	33%	40%	40%
<b>Permitting</b>			
▶ Percentage of civil, zoning and building plan reviews completed within established timeframes - Goal 90%	92	90	92
▶ Average calendar days from first civil, zoning and building plan submittal to first review comments sent to applicants - Goal is 20 days or less	16	18	16
▶ Average number of consultant submittals from initial application to approval - Goal is 3.0 or less	2.5	2.5	2.5
<b>Inspection &amp; Compliance</b>			
▶ Percentage of inspections completed on next business day for requests received by 3:30pm from previous business day - Goal 95%	99%	98%	98%
▶ Investigate first zoning violation complaints within two calendar days - Goal is 90%	93%	95%	95%
▶ Average calendar days from zoning case inspection to voluntary compliance - Goal is 15 days or less	8	7	6
▶ Average calendar days from zoning case inspection to forced compliance - Goal is 60 days or less	35	35	35

Workload Indicators			
	FY 2013 Actual	FY 2014 Estimate	FY 2015 Projected
<b>Planning</b>			
▶ Number of neighborhood meetings	16	18	16
▶ Number of major and minor General Plan (GP) amendments	4	3	4
▶ Average number of reviews per FTE (Planners)	18	26	18
▶ Number of Zoning Code and Town Code text amendments	2	2	2
▶ Number of rezoning/Planned Area Development (PAD) cases	2	10	2
▶ Number of Conceptual Design Review Board (CDRB) submittals	29	16	29
<b>Permitting</b>			
▶ Number of building permits issued	1,564	1,536	1,600
▶ Average number of permits processed per FTE (Permit Technician)	782	768	800
▶ Average number of civil, building and zoning reviews per FTE (Plan Examiner)	590	575	550
<b>Inspection &amp; Compliance</b>			
▶ Number of civil, building and zoning inspections conducted	24,177	21,440	21,000
▶ Number of civil, building and zoning inspections conducted per FTE (Inspector)	4,835	4,288	3,500
▶ Number of violations issued (building & zoning)	583	460	500

Administration Overview

The primary function of the Development & Infrastructure Services Director is to ensure harmonious growth as well as the health, safety, and welfare of the public in the built environment. The director, who additionally functions as the Town Engineer, 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.

	FY 2013 Actual	FY 2014 Budget	FY 2014 Projected	FY 2015 Budget	Variance to Budget
<b>Personnel</b>					
Director, Dev. & Infrastruc. Svcs	1.00	1.00	1.00	1.00	-
<b>Total FTEs</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>-</b>

	FY 2013 Actual	FY 2014 Budget	FY 2014 Projected	FY 2015 Budget	Variance to Budget
<b>Expenditures</b>					
Personnel	\$ 121,567	\$ 151,162	\$ 151,163	\$ 161,395	6.8%
Operations & Maintenance	19,623	65,079	65,079	181,710	179.2%
Capital	-	-	-	-	0.0%
<b>Total Expenditures</b>	<b>\$ 141,190</b>	<b>\$ 216,241</b>	<b>\$ 216,242</b>	<b>\$ 343,105</b>	<b>58.7%</b>

**FY 2014/2015 Expenditure and Staffing Changes**

**Personnel**

Personnel costs increased 6.8% for implementation of the market salary study and merit increases.

**Operations & Maintenance**

Operations & Maintenance increased 179.2%, due to vehicle replacement charges and reallocation of budget capacity for outside professional services.

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, Conceptual Design Review Board, Board of Adjustment, and project teams. The division's Work Plan for the next two years will focus on updates to the sign code, zoning code, general plan and associated guidelines and standards.

	FY 2013 Actual	FY 2014 Budget	FY 2014 Projected	FY 2015 Budget	Variance to Budget
<b>Personnel</b>					
Division Manager, Planning	1.00	1.00	1.00	1.00	-
Conservation & Sustainability Administrator	1.00	1.00	1.00	1.00	-
Senior Planner	2.00	2.00	3.00	3.00	1.00
Principal Planner	1.00	1.00	1.00	1.00	-
Planner	1.00	1.00	1.00	1.00	-
Intern	0.30	0.30	0.30	0.30	-
Senior Office Specialist	-	1.00	1.00	1.00	-
Office Specialist	1.00	-	-	-	-
Office Assistant	-	-	0.96	0.96	0.96
<b>Total FTEs</b>	<b>7.30</b>	<b>7.30</b>	<b>9.26</b>	<b>9.26</b>	<b>1.96</b>

	FY 2013 Actual	FY 2014 Budget	FY 2014 Projected	FY 2015 Budget	Variance to Budget
<b>Expenditures</b>					
Personnel	\$ 594,733	\$ 623,871	\$ 654,412	\$ 774,030	24.1%
Operations & Maintenance	47,343	342,940	292,940	74,545	-78.3%
Capital	16,000	-	-	-	0.0%
<b>Total Expenditures</b>	<b>\$ 658,076</b>	<b>\$ 966,811</b>	<b>\$ 947,352</b>	<b>\$ 848,575</b>	<b>-12.2%</b>

**FY 2014/2015 Expenditure and Staffing Changes**

**Personnel**

Personnel costs increased 24.1% due to temporary personnel hired for the update of the Town's General Plan, as well as implementation of the market salary study and merit increases.

**Operations & Maintenance**

Operations & Maintenance decreased 78.3% due to contract personnel services that were budgeted in FY 2014.

Permitting Overview

The Permitting division coordinates all facets of plan review and permitting for development plans, preliminary and final plats, improvement and grading plans, building plans, walls, pools and spas, signs, miscellaneous structures and equipment for all new or altered residential and commercial construction within the town to assess their compliance with the codes and ordinances adopted by the Town.

	FY 2013 Actual	FY 2014 Budget	FY 2014 Projected	FY 2015 Budget	Variance to Budget
<b>Personnel</b>					
Division Manager, Permitting	1.00	1.00	1.00	1.00	-
Senior Civil Engineer	-	-	1.00	1.00	1.00
Engineering Design Reviewer	1.00	1.00	1.00	1.00	-
Plans Examiner II	2.00	2.00	2.00	2.00	-
Plans Examiner I	1.00	1.00	1.00	1.00	-
Senior Planning Technician	-	1.00	1.00	1.00	-
Zoning Plans Examiner	1.00	-	-	-	-
Building Permit Technician	2.00	2.00	2.00	2.00	-
Office Specialist	0.48	0.96	0.96	0.96	-
<b>Total FTEs</b>	<b>8.48</b>	<b>8.96</b>	<b>9.96</b>	<b>9.96</b>	1.00

	FY 2013 Actual	FY 2014 Budget	FY 2014 Projected	FY 2015 Budget	Variance to Budget
<b>Expenditures</b>					
Personnel	\$ 634,465	\$ 640,283	\$ 674,477	\$ 780,346	21.9%
Operations & Maintenance	34,916	39,150	39,150	14,275	-63.5%
Capital	-	-	-	-	0.0%
<b>Total Expenditures</b>	<b>\$ 669,381</b>	<b>\$ 679,433</b>	<b>\$ 713,627</b>	<b>\$ 794,621</b>	<b>17.0%</b>

**FY 2014/2015 Expenditure and Staffing Changes**

**Personnel**

Personnel costs increased 21.9% due to the new Senior Civil Engineer position, as well as implementation of the market salary study and merit increases.

**Operations & Maintenance**

Operations & Maintenance decreased 63.5% due to reallocation of budget capacity for outside professional services.

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.

	FY 2013 Actual	FY 2014 Budget	FY 2014 Projected	FY 2015 Budget	Variance to Budget
<b>Personnel</b>					
Division Manager, Inspection & Compliance	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
Code Compliance Specialist	1.00	1.00	1.00	1.00	-
Zoning Technician	1.00	1.00	1.00	1.00	-
Senior Office Assistant	1.00	1.00	1.00	1.00	-
<b>Total FTEs</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>	<b>9.00</b>	<b>1.00</b>

	FY 2013 Actual	FY 2014 Budget	FY 2014 Projected	FY 2015 Budget	Variance to Budget
<b>Expenditures</b>					
Personnel	\$ 575,334	\$ 591,574	\$ 582,661	\$ 690,253	16.7%
Operations & Maintenance	13,885	16,395	16,395	17,340	5.8%
Capital	-	-	-	-	0.0%
<b>Total Expenditures</b>	<b>\$ 589,219</b>	<b>\$ 607,969</b>	<b>\$ 599,056</b>	<b>\$ 707,593</b>	<b>16.4%</b>

**FY 2014/2015 Expenditure and Staffing Changes**

**Personnel**

Personnel costs increased 16.7% due to an additional Building Inspector position, as well as implementation of the market salary study and merit increases.

**Operations & Maintenance**

Operations & Maintenance increased 5.8% due to increases in several areas, including telecommunications, uniforms and field supplies.



# Development & Infrastructure Services (DIS) Infrastructure Section - Facility Maintenance

Facility Maintenance, a program within the Operations Division of the DIS Department, provides building maintenance repairs, minor renovations, project management, contract administration, energy management and HVAC services for the Town's facilities. This program is responsible for the maintenance of 15 Town buildings and structures encompassing approximately 84,900 square feet of building space.

	FY 2013 Actual	FY 2014 Budget	FY 2014 Projected	FY 2015 Budget	Variance to Budget
<b>Personnel</b>					
Facilities Maintenance Crew Leader	1.00	1.00	1.00	1.00	-
Facilities Maintenance Technician	1.00	1.00	1.00	1.00	-
Office Specialist	-	0.15	0.15	-	(0.15)
Senior Office Assistant	0.15	-	-	-	-
<b>Total FTEs</b>	<b>2.15</b>	<b>2.15</b>	<b>2.15</b>	<b>2.00</b>	<b>(0.15)</b>

	FY 2013 Actual	FY 2014 Budget	FY 2014 Projected	FY 2015 Budget	Variance to Budget
<b>Expenditures</b>					
Personnel	\$ 131,550	\$ 129,732	\$ 129,732	\$ 145,760	12.4%
Operations & Maintenance	160,578	187,800	187,800	172,000	-8.4%
Capital	-	-	-	-	0.0%
<b>Total Expenditures</b>	<b>\$ 292,128</b>	<b>\$ 317,532</b>	<b>\$ 317,532</b>	<b>\$ 317,760</b>	<b>0.1%</b>

	<b>Revenue Sources</b>				Variance to Budget
	FY 2013 Actual	FY 2014		FY 2015 Budget	
		Budget	Projected		
Other Intergovernmental Revenue	\$ 15,000	\$ 30,000	\$ 25,000	\$ 15,000	-50.0%
<b>Total Revenues</b>	<b>\$ 15,000</b>	<b>\$ 30,000</b>	<b>\$ 25,000</b>	<b>\$ 15,000</b>	<b>-50.0%</b>

### FY 2014/2015 Expenditure and Staffing Changes

**Personnel**

Personnel costs increased 12.4% due to implementation of the market salary study, on call pay and merit increases.

**Operations & Maintenance**

Operations & Maintenance decreased 8.4%, due to savings in outside professional services.

# Highlights & Goals Measures & Indicators

## Facility Maintenance

### Mission

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

FY 2014 Highlights	FY 2015 Goals and Objectives
<ul style="list-style-type: none"> <li>- Completed preventative maintenance inspections and normal maintenance on solar and energy-saving equipment and Town facilities, buildings and equipment</li> <li>- Applied roof coating to the Police Department's main building and to the Parks and DIS Operations building. Applying the roof membrane treatment meets the goal of treating at least one facility roof per budget year.</li> <li>- Entered into a contract with Advance Controls Corporation to complete training and semi-annual inspections of the Town's heating and air conditioning systems</li> </ul>	<p><b>Focus Area: Fiscal Responsibility</b></p> <ul style="list-style-type: none"> <li>■ Manage the Facility Maintenance program within approved expenditure limits</li> <li>■ Ensure that the solar equipment and energy efficient upgrades are functioning at the highest optimal level</li> <li>■ Continue to improve the preventative maintenance program for all Town Facilities</li> </ul> <p><b>Focus Area: Community Services</b></p> <ul style="list-style-type: none"> <li>■ Maintain a clean safe environment for public and staff in all Town buildings</li> <li>■ Continue to ensure that all cleaning chemicals are environmentally friendly</li> </ul>

### Performance Measures

	FY 2013 Actual	FY 2014 Estimate	FY 2015 Projected
▶ Repair expenditures per square foot of buildings maintained	\$3.38	\$3.67	\$3.67
▶ Percentage of work order requests completed within five business days	88%	95%	95%

### Workload Indicators

	FY 2013 Actual	FY 2014 Estimate	FY 2015 Projected
▶ Number of work order requests completed	860	875	875
▶ Number of work order requests completed per FTE	430	438	438



# Development & Infrastructure Services (DIS)

## Infrastructure Section - Fleet Fund

### Overview

Fleet is set up as an internal service fund under the Operations Division of the DIS Department. Each Town department that maintains a fleet of vehicles and/or heavy equipment contributes to this fund based on their respective fleet size and related costs. Fleet is responsible for replacement, 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. To note, the Police Department's ongoing fleet maintenance costs are budgeted directly in the Police Department.

	FY 2013 Actual	FY 2014 Budget	FY 2014 Projected	FY 2015 Budget	Variance to Budget
<b>Personnel</b>					
Fleet Maintenance Mechanic III	1.00	1.00	1.00	1.00	-
Office Specialist	-	0.15	0.15	0.15	-
Senior Office Assistant	0.15	-	-	-	-
<b>Total FTEs</b>	<b>1.15</b>	<b>1.15</b>	<b>1.15</b>	<b>1.15</b>	<b>-</b>

	FY 2013 Actual	FY 2014 Budget	FY 2014 Projected	FY 2015 Budget	Variance to Budget
<b>Expenditures</b>					
Personnel	\$ 81,593	\$ 75,213	\$ 75,213	\$ 81,609	8.5%
Operations & Maintenance	557,194	663,750	663,750	729,363	9.9%
Capital	-	483,000	483,000	964,800	99.8%
<b>Total Expenditures</b>	<b>\$ 638,787</b>	<b>\$ 1,221,963</b>	<b>\$ 1,221,963</b>	<b>\$ 1,775,772</b>	<b>45.3%</b>

	<b>Revenue Sources</b>				Variance to Budget
	FY 2013 Actual	FY 2014		FY 2015 Budget	
		Budget	Projected		
Charges for Services	\$ 638,787	\$ 1,282,793	\$ 1,282,793	\$ 1,467,800	14.4%
State Grants	-	-	-	308,000	0.0%
Miscellaneous	-	20,000	60,000	151,313	656.6%
<b>Total Revenues</b>	<b>\$ 638,787</b>	<b>\$ 1,302,793</b>	<b>\$ 1,342,793</b>	<b>\$ 1,927,113</b>	<b>47.9%</b>

### FY 2014/2015 Expenditure and Staffing Changes

#### **Personnel**

Personnel costs increased 8.5% due to implementation of the market salary study and merit increases.

#### **Operations & Maintenance**

Operations & Maintenance costs increased 9.9% due to increases for transit costs as a result of growing service demand.

#### **Capital**

Capital increased 99.8% for grant-funded transit vehicle replacement.

FY 2014 Highlights	FY 2015 Goals and Objectives
<ul style="list-style-type: none"> <li>- Worked with the Finance Department to develop the 2015 capital replacement schedule for non-Police vehicles and heavy equipment</li> <li>- Monitored outside repair shops to ensure scheduled preventative maintenance services and repairs are completed correctly at the lowest cost</li> <li>- Continued to use the Arizona Department of Corrections (ADC) crew to help Town staff complete maintenance on small fleet equipment and minor repairs on Town equipment and vehicles</li> </ul>	<p><b>Focus Area: Fiscal Responsibility</b></p> <ul style="list-style-type: none"> <li>■ Maintain Town vehicles and heavy equipment in excellent condition by scheduling preventative maintenance and repairs</li> <li>■ Reduce fleet maintenance costs of non-Police vehicles and heavy equipment by completing more repair work and preventative maintenance in-house with existing staff</li> <li>■ Manage the fleet maintenance program within approved expenditure limits</li> </ul> <p><b>Focus Area: Communication</b></p> <ul style="list-style-type: none"> <li>■ Develop a Town-wide fleet maintenance committee with the goal of creating a total in-house fleet maintenance program</li> </ul>

### Performance Measures

	FY 2013 Actual	FY 2014 Estimate	FY 2015 Projected
▶ Total cost/mile to operate and maintain light vehicles, not including Police vehicles (repair and fuel only)	\$0.46	\$0.47	\$0.47
▶ Total cost/hr to operate and maintain heavy vehicles (repair and fuel only)	\$17.00	\$18.00	\$18.00
▶ Total cost/mile to operate and maintain transit vans (repair and fuel only)	\$0.77	\$0.72	\$0.80

### Workload Indicators

	FY 2013 Actual	FY 2014 Estimate	FY 2015 Projected
▶ Number of vehicles maintained (not including Police vehicles)	74	76	77
▶ Number of heavy equipment maintained	53	54	55
▶ Number of transit vans maintained	21	20	26



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

## Overview

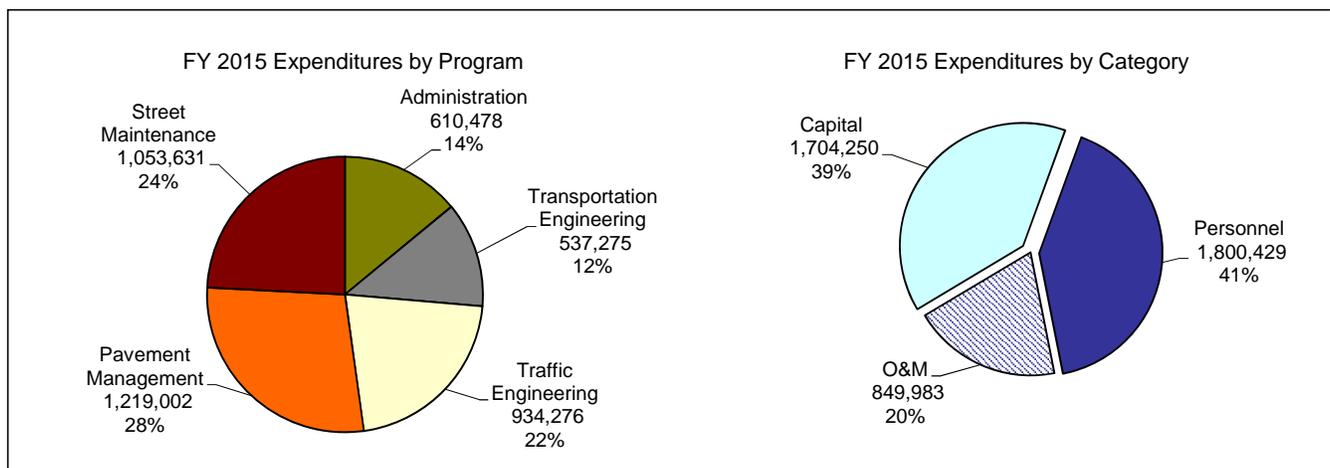
The Infrastructure Section is organized into three functional divisions: Engineering, Operations, and Transit. Engineering is responsible for managing the design and construction of roadway projects, issuing right-of-way permits for all activities within the Town's right-of-way, developing annual and long term schedules for surface treatments on town streets, as well as maintaining and operating the town's traffic intersection signals and lights. Operations is responsible for the Stormwater Utility enterprise, maintenance of the town's streets and drainage ways, facilities maintenance including repairs and minor renovations, and fleet maintenance for vehicles and heavy equipment.

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

Total FTEs			
FY 2013	FY 2014		FY 2015
Actual	Budget	Projected	Budget
<b>25.08</b>	<b>23.08</b>	<b>22.58</b>	<b>22.48</b>

	Expenditures by Program				
	FY 2013 Actual	FY 2014		FY 2015 Budget	% to Budget
		Budget	Projected		
Administration	\$ 577,985	\$ 657,860	\$ 574,037	\$ 610,478	-7.2%
Transportation Engineering	1,528,550	1,547,739	1,558,748	537,275	-65.3%
Pavement Management	102,080	111,022	111,022	1,219,002	998.0%
Street Maintenance	787,067	888,033	892,297	1,053,631	18.6%
Traffic Engineering	424,483	516,327	519,995	934,276	80.9%
	<b>\$ 3,420,165</b>	<b>\$ 3,720,981</b>	<b>\$ 3,656,099</b>	<b>\$ 4,354,662</b>	<b>17.0%</b>

	Revenue Sources				
	FY 2013 Actual	FY 2014		FY 2015 Budget	% to Budget
		Budget	Projected		
Construction Sales Tax	\$ 738,492	\$ 1,077,197	\$ 1,218,820	\$ -	-100.0%
Licenses & Permits	67,973	48,000	42,000	52,000	8.3%
State Grants	194,392	35,000	35,000	-	-100.0%
Charges for Services	229,493	129,493	129,493	129,493	0.0%
HURF Gas Taxes	2,648,329	2,500,000	2,500,000	2,754,947	10.2%
Interest	25,006	7,000	25,000	19,250	175.0%
Miscellaneous	16,813	10,000	20,750	10,000	0.0%
	<b>\$ 3,920,498</b>	<b>\$ 3,806,690</b>	<b>\$ 3,971,063</b>	<b>\$ 2,965,690</b>	<b>-22.1%</b>



## Mission

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

FY 2014 Highlights	FY 2015 Goals and Objectives
<ul style="list-style-type: none"> <li>- Installed shade structures and driveway for Steam Pump Ranch</li> <li>- Coordinated monthly buffelgrass pulls in town rights of way</li> <li>- Completed final grade, installed underdrain and placed sand for new multi-purpose fields and dog park at Naranja Park</li> <li>- Completed the Cañada del Oro (CDO) shared use path and pedestrian bridge</li> <li>- Designed the traffic signal at Rancho Vistoso Boulevard &amp; Vistoso Highland</li> <li>- Implemented Phase I &amp; II of the Pavement Preservation 2014 program</li> <li>- Sealed the asphalt pavement on the CDO shared use path (La Cañada Drive through First Avenue bridge)</li> <li>- Sealed the parking lot at Town Hall</li> <li>- Sealed the Linda Vista trailhead parking lot</li> <li>- Sealed the parking lot at Lambert Lane Park</li> <li>- Issued 150 right-of-way permits</li> <li>- Designed the Steam Pump egress driveway</li> <li>- Completed the Rancho Vistoso Boulevard and Woodburne Avenue safety study</li> <li>- Completed the design of the Rancho Vistoso and Vistoso Street Lights</li> </ul>	<p><b>Focus Area: Fiscal Responsibility</b></p> <ul style="list-style-type: none"> <li>■ Maintain a balanced budget</li> <li>■ Maximize use of outside funding sources including grants, bonds and in-kind support</li> <li>■ Perform in-house design for minor transportation infrastructure improvement projects</li> </ul> <p><b>Focus Area: Communication</b></p> <ul style="list-style-type: none"> <li>■ Develop an online survey for town residents to be able to comment on how streets and drainage are being managed</li> </ul> <p><b>Focus Area: Economic Development</b></p> <ul style="list-style-type: none"> <li>■ Continue a preventative maintenance program for all town streets, roads and drainage ways and expand to plan for needed improvements within proposed annexation areas</li> <li>■ Maintain roadways and multi-use paths in excellent condition</li> </ul> <p><b>Focus Area: Community Services</b></p> <ul style="list-style-type: none"> <li>■ Partner with Pima Association of Governments and Regional Transportation Authority to explore and develop transportation alternatives</li> <li>■ Continue buffelgrass and fountain grass eradication program</li> <li>■ Conduct routine monthly traffic signal inspections</li> <li>■ Perform annual striping of stop bars and crosswalks throughout the town</li> </ul>

**Performance Measures**

	<b>FY 2013 Actual</b>	<b>FY 2014 Estimate</b>	<b>FY 2015 Projected</b>
▶ Road rehabilitation expenditures per paved lane mile	\$14,300	\$10,606	\$10,856
▶ Percentage of completed road rehabilitation paved lane miles	15%	24%	28%
▶ Overall Condition Index (OCI) rating for paved streets (rating goal >80)	76	76	77
▶ Re-stripe cross-walks / legends and symbols throughout town	50%	100%	100%
▶ Street maintenance (crack-seal) lane miles completed	55	72	60

**Workload Indicators**

	<b>FY 2013 Actual</b>	<b>FY 2014 Estimate</b>	<b>FY 2015 Projected</b>
▶ Average Engineering design and construction capital improvement projects funded per FTE	1	1	1
▶ Average Pavement Management capital projects funded per FTE	1.5	1.5	1.5
▶ Number of street maintenance work orders completed	539	491	500
▶ Number of street maintenance work orders completed per FTE	77	70	71

Administration Program Overview

Administration is responsible for funding and program implementation, contract management, and obtaining reimbursement of outside funding for projects from Pima Association of Governments (PAG), the Arizona Department of Transportation (ADOT), and the Federal Emergency Management Agency (FEMA). Administrative staff responsibilities include management of the Infrastructure section of DIS by the Assistant Director, clerical duties, maintaining the Development & Infrastructure Services website, records management, and logistical support.

	FY 2013 Actual	FY 2014 Budget	FY 2014 Projected	FY 2015 Budget	Variance to Budget
<b>Personnel</b>					
Town Engineer	1.00	1.00	-	-	(1.00)
Assistant DIS Director	-	-	1.00	1.00	1.00
Transit Administrator	0.50	0.50	-	-	(0.50)
GIS Analyst	0.25	0.25	0.25	-	(0.25)
Administrative Coordinator	1.00	1.00	1.00	1.00	-
Office Specialist	-	-	-	0.25	0.25
<b>Total FTEs</b>	<b>2.75</b>	<b>2.75</b>	<b>2.25</b>	<b>2.25</b>	<b>(0.50)</b>

	FY 2013 Actual	FY 2014 Budget	FY 2014 Projected	FY 2015 Budget	Variance to Budget
<b>Expenditures</b>					
Personnel	\$ 293,197	\$ 307,129	\$ 213,806	\$ 216,595	-29.5%
Operations & Maintenance	284,788	350,731	360,231	341,883	-2.5%
Capital	-	-	-	52,000	0.0%
<b>Total Expenditures</b>	<b>\$ 577,985</b>	<b>\$ 657,860</b>	<b>\$ 574,037</b>	<b>\$ 610,478</b>	<b>-7.2%</b>

**FY 2014/2015 Expenditure and Staffing Changes**

**Personnel**

Personnel costs decreased 29.5% due to reallocation of personnel and elimination of the Town Engineer position (duties assumed by DIS Director).

**Capital**

Budgeted capital in FY 2015 is for new signage along Oracle Road.

Transportation Engineering Program Overview

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

	FY 2013 Actual	FY 2014 Budget	FY 2014 Projected	FY 2015 Budget	Variance to Budget
<b>Personnel</b>					
Engineering Division Manager	0.70	0.70	0.70	0.70	-
Senior Civil Engineer	0.50	0.50	0.50	0.50	-
Civil Engineer	1.00	1.00	-	-	(1.00)
Senior Civil Engineer Technician	1.00	1.00	2.00	2.00	1.00
Civil Engineer/Project Manager	1.00	1.00	1.00	1.00	-
Civil Engineer Designer	1.00	1.00	1.00	1.00	-
Construction Inspector	1.00	-	-	-	-
Office Specialist	0.48	0.48	0.48	0.48	-
<b>Total FTEs</b>	<b>6.68</b>	<b>5.68</b>	<b>5.68</b>	<b>5.68</b>	<b>-</b>

	FY 2013 Actual	FY 2014 Budget	FY 2014 Projected	FY 2015 Budget	Variance to Budget
<b>Expenditures</b>					
Personnel	\$ 539,385	\$ 518,289	\$ 475,298	\$ 517,825	-0.1%
Operations & Maintenance	13,021	29,450	29,450	19,450	-34.0%
Capital	976,144	1,000,000	1,054,000	-	-100.0%
<b>Total Expenditures</b>	<b>\$ 1,528,550</b>	<b>\$ 1,547,739</b>	<b>\$ 1,558,748</b>	<b>\$ 537,275</b>	<b>-65.3%</b>

**FY 2014/2015 Expenditure and Staffing Changes**

**Operations & Maintenance**

Operations & Maintenance decreased 34% due to savings in outside professional services and street improvement costs.

**Capital**

Capital decreased 100%, as the pavement preservation budget has been moved to Pavement Management.

Traffic Engineering Program Overview

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

	FY 2013 Actual	FY 2014 Budget	FY 2014 Projected	FY 2015 Budget	Variance to Budget
<b>Personnel</b>					
Engineering Division Manager	0.10	0.10	0.10	0.10	-
Senior Civil Engineer	0.50	0.50	0.50	0.50	-
Senior Traffic Technician	1.00	1.00	1.00	1.00	-
Traffic Technician	1.00	1.00	1.00	1.00	-
Traffic Signs/Markings Crew Leader	1.00	1.00	1.00	1.00	-
Sr. Traffic Signs/Markings Worker	1.00	-	-	-	-
Traffic Signs/Markings Worker	1.00	1.00	1.00	1.00	-
Office Specialist	-	0.05	0.05	-	(0.05)
Senior Office Assistant	0.05	-	-	-	-
<b>Total FTEs</b>	<b>5.65</b>	<b>4.65</b>	<b>4.65</b>	<b>4.60</b>	<b>(0.05)</b>

	FY 2013 Actual	FY 2014 Budget	FY 2014 Projected	FY 2015 Budget	Variance to Budget
<b>Expenditures</b>					
Personnel	\$ 316,699	\$ 318,027	\$ 318,027	\$ 335,226	5.4%
Operations & Maintenance	103,982	196,050	196,050	196,800	0.4%
Capital	3,802	2,250	5,918	402,250	17777.8%
<b>Total Expenditures</b>	<b>\$ 424,483</b>	<b>\$ 516,327</b>	<b>\$ 519,995</b>	<b>\$ 934,276</b>	<b>80.9%</b>

**FY 2014/2015 Expenditure and Staffing Changes**

**Personnel**

Personnel costs increased 5.4% due to implementation of the market salary study and merit increases.

**Capital**

Budgeted capital in FY 2015 is for street light replacement and an intersection safety improvement.

Pavement Management Program Overview

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

	FY 2013 Actual	FY 2014 Budget	FY 2014 Projected	FY 2015 Budget	Variance to Budget
<b>Personnel</b>					
Engineering Division Manager	0.20	0.20	0.20	0.20	-
Senior Civil Engineering Technician	-	1.00	1.00	1.00	-
Pavement Management Specialist	1.00	-	-	-	-
<b>Total FTEs</b>	<b>1.20</b>	<b>1.20</b>	<b>1.20</b>	<b>1.20</b>	<b>-</b>

	FY 2013 Actual	FY 2014 Budget	FY 2014 Projected	FY 2015 Budget	Variance to Budget
<b>Expenditures</b>					
Personnel	\$ 100,986	\$ 107,772	\$ 107,772	\$ 115,752	7.4%
Operations & Maintenance	1,094	3,250	3,250	3,250	0.0%
Capital	-	-	-	1,100,000	0.0%
<b>Total Expenditures</b>	<b>\$ 102,080</b>	<b>\$ 111,022</b>	<b>\$ 111,022</b>	<b>\$ 1,219,002</b>	<b>998.0%</b>

**FY 2014/2015 Expenditure and Staffing Changes**

**Personnel**

Personnel costs increased 7.4% due to implementation of the market salary study and merit increases.

**Capital**

Budgeted capital in FY 2015 is for pavement preservation, which was previously budgeted in Transportation Engineering.

Street Maintenance Program Overview

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

	FY 2013 Actual	FY 2014 Budget	FY 2014 Projected	FY 2015 Budget	Variance to Budget
<b>Personnel</b>					
Operations Division Manager	0.75	0.75	0.75	0.75	-
Streets & Drainage Sr. Crew Leader	1.00	1.00	1.00	1.00	-
Streets & Drainage Crew Leader	2.00	2.00	2.00	2.00	-
Heavy Equipment Operator III	-	2.00	2.00	2.00	-
Heavy Equipment Operator II	5.00	3.00	3.00	3.00	-
Office Specialist	-	0.05	0.05	-	(0.05)
Senior Office Assistant	0.05	-	-	-	-
<b>Total FTEs</b>	<b>8.80</b>	<b>8.80</b>	<b>8.80</b>	<b>8.75</b>	<b>(0.05)</b>

	FY 2013 Actual	FY 2014 Budget	FY 2014 Projected	FY 2015 Budget	Variance to Budget
<b>Expenditures</b>					
Personnel	\$ 556,474	\$ 562,933	\$ 562,933	\$ 615,031	9.3%
Operations & Maintenance	230,593	240,100	245,100	288,600	20.2%
Capital	-	85,000	84,264	150,000	76.5%
<b>Total Expenditures</b>	<b>\$ 787,067</b>	<b>\$ 888,033</b>	<b>\$ 892,297</b>	<b>\$ 1,053,631</b>	<b>18.6%</b>

**FY 2014/2015 Expenditure and Staffing Changes**

**Personnel**

Personnel costs increased 9.3% due to implementation of the market salary study and merit increases.

**Operations & Maintenance**

Operations & Maintenance increased 20.2% for additional median landscape work and sidewalk repair & maintenance.

**Capital**

Budgeted capital in FY 2015 is for a 10 wheel end dump truck.



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

## Overview

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

	FY 2013 Actual	FY 2014 Budget	FY 2014 Projected	FY 2015 Budget	Variance to Budget
<b>Personnel</b>					
Stormwater Engineer	1.00	1.00	1.00	1.00	-
Operations Division Manager	0.25	0.25	0.25	0.25	-
Civil Engineer	1.00	1.00	1.00	1.00	-
Civil Engineering Technician	1.00	1.00	1.00	1.00	-
GIS Analyst	0.25	0.25	0.25	-	(0.25)
Office Specialist	-	0.60	0.60	0.60	-
Senior Office Assistant	0.60	-	-	-	-
<b>Total FTEs</b>	<b>4.10</b>	<b>4.10</b>	<b>4.10</b>	<b>3.85</b>	<b>(0.25)</b>

	FY 2013 Actual	FY 2014 Budget	FY 2014 Projected	FY 2015 Budget	Variance to Budget
<b>Expenditures</b>					
Personnel	\$ 288,429	\$ 319,843	\$ 319,843	\$ 335,320	4.8%
Operations & Maintenance	664,927	427,983	427,983	525,281	22.7%
Capital	75,573	586,550	66,550	151,250	-74.2%
<b>Total Expenditures</b>	<b>\$ 1,028,929</b>	<b>\$ 1,334,376</b>	<b>\$ 814,376</b>	<b>\$ 1,011,851</b>	<b>-24.2%</b>

*Does not include contingency or non-cash outlays for depreciation*

	Revenue Sources				Variance to Budget
	FY 2013 Actual	FY 2014		FY 2015 Budget	
		Budget	Projected		
Federal Grants	\$ 7,867	\$ -	\$ -	\$ -	0.0%
State Grants	-	450,000	-	-	-100.0%
Charges for Services	750,460	771,500	771,500	789,300	2.3%
Miscellaneous	62,940	-	23	-	0.0%
Interest	5,470	500	1,500	1,000	100.0%
<b>Total Revenues</b>	<b>\$ 826,737</b>	<b>\$ 1,222,000</b>	<b>\$ 773,023</b>	<b>\$ 790,300</b>	<b>-35.3%</b>

## FY 2014/2015 Expenditure and Staffing Changes

### Personnel

Personnel costs increased 4.8% due to implementation of the market salary study and merit increases.

### Operations & Maintenance

Operations & Maintenance increased 51.9% for equipment lease payments, erosion repair, culvert cleaning and drainage maintenance.

### Capital

Capital decreased 95.5% due to a drainage improvement project budgeted in FY 2014.

# Highlights & Goals Measures & Indicators

# Stormwater Utility

## Mission

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

FY 2014 Highlights	FY 2015 Goals and Objectives
<ul style="list-style-type: none"> <li>- Secured regional funding for stormwater repair projects</li> <li>- Provided cleanup service to town areas affected by significant monsoon events</li> <li>- Corrected a drainage problem along the east side of Hardy from Oracle road to Northern by installing water harvesting pockets</li> <li>- Participated in first Municipal Separate Storm Sewer System (MS4) audit with the Arizona Department of Environmental Quality. Forthcoming audit findings and recommendations will guide the development of corrective actions and updated service performance procedures.</li> </ul>	<p><b>Focus Area: Fiscal Responsibility</b></p> <ul style="list-style-type: none"> <li>■ Continue to secure regional, state and federal funding for Stormwater Utility projects</li> <li>■ Continue to improve the bill collection process to maintain the Utility's low bad debt ratio</li> <li>■ Consider adjusting the Stormwater Utility fee to provide a funding mechanism for drainage infrastructure projects</li> </ul> <p><b>Focus Area: Communication</b></p> <ul style="list-style-type: none"> <li>■ Continue to develop a Stormwater "Good Housekeeping" training manual and program for Town staff and contractors working within the town limits</li> <li>■ Continue to improve customer service and support to owners of private stormwater management facilities throughout the town</li> </ul> <p><b>Focus Area: Economic Development</b></p> <ul style="list-style-type: none"> <li>■ Continue to work with the Stormwater Commission to ensure Stormwater deliverables are being reached and water quality is maintained</li> </ul> <p><b>Focus Area: Community Services</b></p> <ul style="list-style-type: none"> <li>■ Continue to eliminate stormwater "hot spots"</li> <li>■ Develop corrective actions and update service performance procedures in accordance with MS4 audit findings and recommendations</li> </ul>

## Performance Measures

	FY 2013 Actual	FY 2014 Estimate	FY 2015 Projected
▶ Number of reduced/mitigated drainage problem areas ("hot spots")	5	3	7
▶ Number of outreach events held	5	4	4

## Workload Indicators

	FY 2013 Actual	FY 2014 Estimate	FY 2015 Projected
▶ Number of stormwater outfall structures inspected once per year	135	162	162
▶ Number of mosquito traps set for testing West Nile virus	160	85	90
▶ Number of Town-owned property pollutant sources reported, investigated and mitigated	0	1	0



# Development & Infrastructure Services Infrastructure Section - Transit Services

## Overview

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

	FY 2013 Actual	FY 2014 Budget	FY 2014 Projected	FY 2015 Budget	Variance to Budget
<b>Personnel</b>					
Transit Services Administrator	0.50	0.50	-	-	(0.50)
Transit Services Crew Leader	-	-	2.00	2.00	2.00
Dispatcher	2.11	2.11	2.11	2.11	-
Lead Transit Driver	1.00	1.00	1.00	1.00	-
Driver	15.39	15.39	16.98	16.98	1.59
Office Assistant	0.96	0.96	0.96	0.96	-
<b>Total FTEs</b>	<b>19.96</b>	<b>19.96</b>	<b>23.05</b>	<b>23.05</b>	<b>3.09</b>

	FY 2013 Actual	FY 2014 Budget	FY 2014 Projected	FY 2015 Budget	Variance to Budget
<b>Expenditures</b>					
Personnel	\$ 715,967	\$ 762,075	\$ 772,586	\$ 920,799	20.8%
Operations & Maintenance	351,676	376,000	403,500	589,850	56.9%
Capital	18,582	105,500	56,252	42,500	-59.7%
<b>Total Expenditures</b>	<b>\$ 1,086,225</b>	<b>\$ 1,243,575</b>	<b>\$ 1,232,338</b>	<b>\$ 1,553,149</b>	<b>24.9%</b>

	Revenue Sources			FY 2015 Budget	Variance to Budget
	FY 2013 Actual	FY 2014			
		Budget	Projected		
RTA Reimbursement	\$ 913,863	\$ 1,032,000	\$ 1,154,200	\$ 1,315,000	27.4%
State Grants	444	-	-	-	0.0%
Farebox	66,558	54,000	64,000	74,000	37.0%
<b>Total Revenues</b>	<b>\$ 980,865</b>	<b>\$ 1,086,000</b>	<b>\$ 1,218,200</b>	<b>\$ 1,389,000</b>	<b>27.9%</b>

### FY 2014/2015 Expenditure and Staffing Changes

#### Personnel

Personnel costs increased 20.8% due to additional personnel, as well as implementation of the market salary study and merit increases.

#### Operations & Maintenance

Operations & Maintenance increased as a result of continued growth in service demand. Areas of increased budget capacity include vehicle repair & maintenance, fuel, vehicle replacement and vehicle reserve charges.

#### Capital

Capital decreased 59.7% due primarily to equipment that was budgeted in FY 2014.

# Highlights & Goals Measures & Indicators

# Transit Services

## Mission

Provide enhanced mobility to all Oro Valley residents.

FY 2014 Highlights	FY 2015 Goals and Objectives
<ul style="list-style-type: none"> <li>- Fiscal year ridership exceeded 40,000 passenger trips</li> <li>- Ridership increased 25%</li> <li>- Offered over 31,000 hours of service</li> <li>- Successfully acquired three new additional vehicles, and were awarded an additional six vehicles for delivery in FY 2015</li> <li>- Transit staff successfully participated in its first triennial Arizona Department of Transportation audit</li> <li>- Restructured the Transit Division and hired two Transit Crew Leaders to manage day to day operations and meet community needs and expectations</li> <li>- Participated with the region in soliciting community feedback through a regionally conducted phone survey</li> </ul>	<p><b>Focus Area: Fiscal Responsibility</b></p> <ul style="list-style-type: none"> <li>■ Maintain a balanced budget</li> <li>■ Continue to manage the Intergovernmental Agreement with the Regional Transportation Authority (RTA) to provide funding for transit related projects</li> <li>■ Continue to reduce the average age of the transit fleet to maximize service and reduce overall cost of fleet maintenance</li> </ul> <p><b>Focus Area: Communication</b></p> <ul style="list-style-type: none"> <li>■ Hold outreach meetings at local senior facilities to promote service and awareness</li> <li>■ Institute internal technology enhancements to improve communications to drivers and deliver of service to the public</li> </ul> <p><b>Focus Area: Economic Development</b></p> <ul style="list-style-type: none"> <li>■ Continue to work with the RTA to develop alternatives to providing services supporting the growing demand for transit with in the area</li> </ul> <p><b>Focus Area: Community Services</b></p> <ul style="list-style-type: none"> <li>■ Continue to encourage the use of transit service through continual system and service improvements</li> </ul>

## Performance Measures

	FY 2013 Actual	FY 2014 Estimate	FY 2015 Projected
▶ Total cost per passenger trip	\$32.91	\$32.91	\$32.91
▶ Percentage of requested reservations fulfilled	100%	100%	100%

## Workload Indicators

	FY 2013 Actual	FY 2014 Estimate	FY 2015 Projected
▶ Number of new registered riders	343	327	330
▶ Average monthly passenger trips	2,567	3,290	3,350



# Development & Infrastructure Services (DIS) Roadway Development Impact Fee Fund

## Overview

This fund is used to manage all roadway Capital Improvement Projects (CIP) from the planning stage through design and construction. This process includes consultant selection and preparation of the Request for Proposal (RFP) process, review of traffic control plans, and contract administration. This fund is managed by Development & Infrastructure Services staff.

	FY 2013 Actual	FY 2014 Budget	FY 2014 Projected	FY 2015 Budget	Variance to Budget
<b>Expenditures</b>					
Operations & Maintenance	\$ 12,067	\$ -	\$ 10,500	\$ -	0.0%
Capital	4,292,109	3,380,000	2,530,000	4,060,000	20.1%
<b>Total Expenditures</b>	<b>\$ 4,304,176</b>	<b>\$ 3,380,000</b>	<b>\$ 2,540,500</b>	<b>\$ 4,060,000</b>	<b>20.1%</b>

	Revenue Sources				Variance to Budget
	FY 2013 Actual	FY 2014		FY 2015 Budget	
		Budget	Projected		
Federal Grants	\$ -	\$ 500,000	\$ 500,000	\$ -	-100.0%
State Grants	2,777,171	3,150,000	2,300,000	4,060,000	28.9%
Development Impact Fees	719,927	791,375	304,805	900,666	13.8%
Interest	21,143	1,500	3,000	3,000	100.0%
Charges for Services	18,375	18,000	22,500	22,500	25.0%
Miscellaneous	-	-	150	-	0.0%
<b>Total Revenues</b>	<b>\$ 3,536,616</b>	<b>\$ 4,460,875</b>	<b>\$ 3,130,455</b>	<b>\$ 4,986,166</b>	<b>11.8%</b>

## FY 2014/2015 Expenditure Changes

### Capital

Capital increased 20.1% due primarily to improvements scheduled for Naranja Drive. Budgeted projects are funded by the Pima Association of Governments (PAG) or the Regional Transportation Authority (RTA).

FY 2014 Highlights	FY 2015 Goals and Objectives
<ul style="list-style-type: none"> <li>- Cañada del Oro (CDO) shared use path and pedestrian bridge completed</li> <li>- Design work initiated for Naranja Drive widening project</li> <li>- Lambert Lane Phase I widening project completed</li> <li>- Rancho Vistoso Boulevard and Woodburne Avenue safety study completed</li> <li>- Design work initiated for traffic signal at Rancho Vistoso Boulevard &amp; Vistoso Highland</li> </ul>	<p><b>Focus Area: Fiscal Responsibility</b></p> <ul style="list-style-type: none"> <li>■ Continue securing regional, state and federal funding for roadway corridor projects that qualify for state and federal funds by participating in Pima Association of Government (PAG) and Regional Transportation Authority (RTA) regional functions</li> </ul> <p><b>Focus Area: Economic Development</b></p> <ul style="list-style-type: none"> <li>■ Partner with the regional jurisdictions and PAG to secure funds in the 2016 - 2020 Transportation Improvement Program (TIP) for La Cholla Blvd</li> </ul> <p><b>Focus Area: Community Services</b></p> <ul style="list-style-type: none"> <li>■ Naranja Drive widening project- La Cholla Blvd to Shannon Rd: Complete the design and have the project ready for construction in early 2015 for significant completion by August of 2015</li> <li>■ Rancho Vistoso Boulevard &amp; Vistoso Highland traffic signal project: Begin construction and on-site by October 2014</li> <li>■ Sidewalk Project from Vistoso Highland to Morning Vista Drive: Begin construction and on-site by October 2014</li> <li>■ Begin design of Lambert Lane Phase II widening project</li> </ul>

## Performance Measures

	FY 2013 Actual	FY 2014 Estimate	FY 2015 Projected
<ul style="list-style-type: none"> <li>▶ Capital improvement projects funding from the planning stage through design and construction managed by staff</li> </ul>	5	3	3



## Overview

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

	FY 2013 Actual	FY 2014 Budget	FY 2014 Projected	FY 2015 Budget	Variance to Budget
<b>Personnel</b>					
Finance Director	1.00	1.00	1.00	1.00	-
Procurement Administrator	1.00	1.00	1.00	1.00	-
Finance Manager	-	-	-	1.00	1.00
Accounting Supervisor	1.00	1.00	1.00	-	(1.00)
Senior Budget Analyst	-	-	-	1.00	1.00
Budget & Management Analyst	1.00	1.00	1.00	-	(1.00)
Senior Accountant	1.00	1.00	1.00	1.00	-
Payroll Specialist	1.00	1.00	1.00	1.00	-
Accounting Clerk	1.00	1.00	1.00	1.00	-
<b>Total FTEs</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>	<b>-</b>

	FY 2013 Actual	FY 2014 Budget	FY 2014 Projected	FY 2015 Budget	Variance to Budget
<b>Expenditures</b>					
Personnel	\$ 589,951	\$ 641,542	\$ 628,130	\$ 680,360	6.1%
Operations & Maintenance	98,944	67,700	67,700	67,700	0.0%
Capital	1,833	-	-	-	0.0%
<b>Total Expenditures</b>	<b>\$ 690,728</b>	<b>\$ 709,242</b>	<b>\$ 695,830</b>	<b>\$ 748,060</b>	<b>5.5%</b>

	Revenue Sources			FY 2015 Budget	Variance to Budget
	FY 2013 Actual	FY 2014			
		Budget	Projected		
Sales Tax Audit Recovery Fees	\$ 9,734	\$ -	\$ 9,000	\$ 9,000	0.0%
<b>Total Revenues</b>	<b>\$ 9,734</b>	<b>\$ -</b>	<b>\$ 9,000</b>	<b>\$ 9,000</b>	<b>0.0%</b>

### FY 2014/2015 Expenditure and Staffing Changes

#### Personnel

Personnel costs increased 6.1% due to implementation of the market salary study, merit increases and reclassifications.

## Mission

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

FY 2014 Highlights	FY 2015 Goals and Objectives
<ul style="list-style-type: none"> <li>- Received the Achievement of Excellence in Procurement Award for the 6th consecutive year</li> <li>- Received Certificate of Achievement for Financial Reporting Excellence for FY 2012/13 from Government Finance Officers Association (GFOA) for the 20th consecutive year</li> <li>- Received Distinguished Budget Presentation Award from GFOA for the 6th consecutive year</li> <li>- Received Popular Annual Financial Reporting (PAFR) Award from GFOA for FY 2012/13 for the 2nd consecutive year</li> <li>- Received an unqualified "clean" audit opinion for FY 2012/13 financial statements</li> <li>- Completed update of Town development impact fee study in compliance with State law with new fees effective July 1, 2014</li> <li>- Received 2 notch bond rating upgrade from Standard &amp; Poor's (S&amp;P) on the Series 2005 Oracle Road Improvement District Bonds from A- to A+</li> <li>- Participated in successful loan closing through the Water Infrastructure Finance Authority (WIFA) for \$5 million at an annual interest rate of 2.65% for the Advanced Metering Infrastructure Project</li> <li>- Formal bid process resulted in average savings of approximately \$99,000 per contract award</li> <li>- Achieved annual negotiated savings of \$186,454 through the formal procurement process</li> <li>- Assisted with financial analysis for the salary market study implementation</li> <li>- Assisted with bidding, selection and implementation of Town's on-site health clinic</li> </ul>	<p><b>Focus Area: Fiscal Responsibility</b></p> <ul style="list-style-type: none"> <li>■ Prepare annual 5-year forecast of revenues and expenditures</li> <li>■ Participate in public education and outreach effort regarding the extension of the Alternative Expenditure Limitation Option, known as "Home Rule Option," placed on the August, 2014 primary election ballot for voter consideration</li> </ul> <p><b>Focus Area: Communication</b></p> <ul style="list-style-type: none"> <li>■ Prepare timely and accurate financial and budgetary performance reports</li> <li>■ Prepare award-winning Popular Annual Financial Report (PAFR), Annual Budget and Comprehensive Annual Financial Report (CAFR)</li> <li>■ Participate in public outreach efforts to enhance community knowledge and understanding of Town budget</li> </ul> <p><b>Focus Area: Economic Development</b></p> <ul style="list-style-type: none"> <li>■ Participate in evaluating the feasibility of public-private partnerships and assist in creating funding strategies</li> <li>■ Prepare fiscal impact analyses of potential annexation areas</li> </ul> <p><b>Focus Area: Community Services</b></p> <ul style="list-style-type: none"> <li>■ Complete full implementation of new Town phone system</li> <li>■ Complete full implementation of new Town permitting system</li> <li>■ Prepare funding strategy to accommodate Town space needs and location for on-site Town health clinic</li> </ul>

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**Performance Measures**


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	<b>FY 2013 Actual</b>	<b>FY 2014 Estimate</b>	<b>FY 2015 Projected</b>
▶ Number of months during fiscal year in which posting, balancing, and closing of each month's financial transactions were completed by 10th working day of following month	12	12	12
▶ Consecutive years awarded the Government Finance Officers Association Certificate of Achievement for Excellence in Financial Reporting	20	21	22
▶ Consecutive years awarded the Government Finance Officers Association Distinguished Budget Award	5	6	7
▶ Percentage variance between mid-year revenue forecast and actual fiscal year-end revenue for all tax-based funds	4.4%	2.7%	<5%
▶ Percentage of internal customers rating Procurement quality as excellent or good	92%	91%	90%
▶ Percentage of internal customers rating Procurement timeliness as excellent or good	100%	95%	90%
▶ Standard and Poor's (S&P) and Fitch bond ratings	AA S&P AA- Fitch	AA S&P AA- Fitch	AA S&P AA- Fitch

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**Workload Indicators**


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	<b>FY 2013 Actual</b>	<b>FY 2014 Estimate</b>	<b>FY 2015 Projected</b>
▶ Number of Procurement protests filed and sustained	0	0	0
▶ Number of cooperative purchasing agreements utilized with other governmental jurisdictions	>50	>50	>50
▶ Number of Accounts Payable checks processed	4,728	4,935	5,000
▶ Number of invoices paid	13,394	13,021	13,400



# General Administration

## Overview

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

	FY 2013 Actual	FY 2014 Budget	FY 2014 Projected	FY 2015 Budget	Variance to Budget
<b>Expenditures</b>					
Operations & Maintenance	\$ 1,766,764	\$ 1,730,730	\$ 1,700,729	\$ 1,837,600	6.2%
Capital	77,948	80,000	80,000	30,000	-62.5%
Contingency	-	-	970,000	-	0.0%
Other Financing Uses	1,345,324	1,762,729	3,262,729	2,700,965	53.2%
<b>Total Expenditures</b>	<b>\$ 3,190,036</b>	<b>\$ 3,573,459</b>	<b>\$ 6,013,458</b>	<b>\$ 4,568,565</b>	<b>27.8%</b>

### FY 2014/2015 Expenditure Changes

#### Operations & Maintenance

Operations and Maintenance increased 6.2% due to outside professional services, growth in retail sales tax rebates and insurance costs.

#### Capital

Capital decreased 62.5% due to CIP projects now budgeted in the Town's General Government CIP Fund.

#### Other Financing Uses

Other Financing Uses increased 53.2% due to budgeted transfers to the General Government CIP Fund.



# Human Resources

## Overview

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

	FY 2013 Actual	FY 2014 Budget	FY 2014 Projected	FY 2015 Budget	Variance to Budget
<b>Personnel</b>					
Human Resource Director	1.00	1.00	1.00	1.00	-
Safety & Risk Manager	1.00	1.00	-	-	(1.00)
Employee & Org. Dev. Analyst	1.00	1.00	-	-	(1.00)
Human Resource Analyst	-	-	-	2.00	2.00
Human Resource Specialist	2.00	2.00	2.00	-	(2.00)
Office Specialist	-	-	0.50	0.50	0.50
<b>Total FTEs</b>	<b>5.00</b>	<b>5.00</b>	<b>3.50</b>	<b>3.50</b>	<b>(1.50)</b>

	FY 2013 Actual	FY 2014 Budget	FY 2014 Projected	FY 2015 Budget	Variance to Budget
<b>Expenditures</b>					
Personnel	\$ 393,997	\$ 424,091	\$ 372,317	\$ 291,308	-31.3%
Operations & Maintenance	47,268	99,730	98,890	80,690	-19.1%
Capital	-	-	-	-	0.0%
<b>Total Expenditures</b>	<b>\$ 441,265</b>	<b>\$ 523,821</b>	<b>\$ 471,207</b>	<b>\$ 371,998</b>	<b>-29.0%</b>

### FY 2014/2015 Expenditure and Staffing Changes

#### Personnel

Personnel costs decreased 31.3% due to position eliminations.

#### Operations & Maintenance

Operations & Maintenance decreased 19.1% due to completion of the market salary study budgeted in FY 2014.

## Mission

Human Resources is committed to providing quality services and support in employment, training, employee relations, benefits, compensation, employee records and safety which are delivered with a sense of friendliness, warmth and pride that meets or exceeds our customers' expectations and enables our employees to better serve our external customers.

FY 2014 Highlights	FY 2015 Goals and Objectives
<ul style="list-style-type: none"> <li>- Provided customer service training to Town staff</li> <li>- Implemented workplace discrimination and harassment prevention training</li> <li>- Implemented Town-wide ethics training</li> <li>- Conducted stay interviews with new employees</li> <li>- Conducted a market salary study of the Town's benchmark classifications</li> <li>- Updated the Town's classification plan by creating three schedules: general pay structure, Police Department pay structure, and part-time pay structure</li> <li>- Updated the Town's personnel policies</li> <li>- Implemented a "Year of Wellness" program for Town employees</li> <li>- Transitioned the Town's dental insurance program from fully insured to a self insured program</li> <li>- 100% of all employee performance evaluations were completed</li> </ul>	<p><b>Focus Area: Community Services</b></p> <ul style="list-style-type: none"> <li>■ Open an on-site health and wellness center for employees and their dependents on the Town's health insurance plan</li> <li>■ Fully implement a biometric program that rewards employee participation and creates higher premiums for employees who don't participate</li> <li>■ Conduct stay interviews with all new employees after thirty days of employment</li> </ul>

## Performance Measures

	FY 2013 Actual	FY 2014 Estimate	FY 2015 Projected
▶ Percentage of employee turnover - Full Time	15%	11%	12%
▶ Percentage of employee turnover - Part Time	40%	53%	40%
▶ Number of employees attending HR sponsored training events <i>*HR position eliminated</i>	520	400	N/A *
▶ Biometric Testing Participation	104	113	200

## Workload Indicators

	FY 2013 Actual	FY 2014 Estimate	FY 2015 Projected
▶ Number of job applications received	1,850	2,495	2,000
▶ Number of job interviews conducted	350	475	400
▶ Number of new hires (includes seasonal and part-time employees)	123	111	100
▶ Number of workers compensation claims	33	35	35
▶ Number of training classes offered <i>*HR position eliminated</i>	82	25	N/A *



# Information Technology

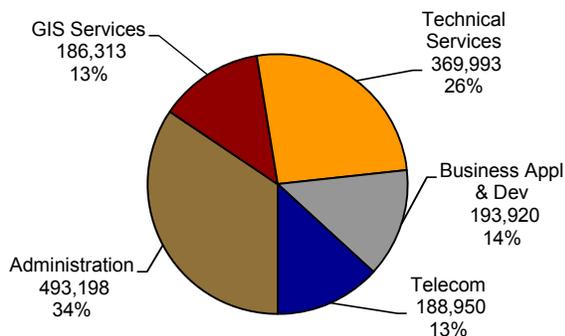
## Overview

The Information Technology (IT) Department identifies, implements, and supports technology needs throughout all Town departments to support their business needs.

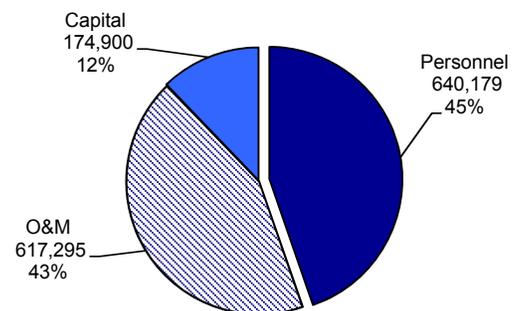
Total FTEs			
FY 2013	FY 2014		FY 2015
Actual	Budget	Projected	Budget
6.50	6.50	6.50	7.00

	Expenditures by Program Area				
	FY 2013 Actual	FY 2014		FY 2015 Budget	% to Budget
		Budget	Projected		
Administration	\$ 410,337	\$ 660,184	\$ 687,252	\$ 493,198	-25.3%
GIS Services	122,853	132,091	132,091	186,313	41.0%
Technical Services	330,628	330,354	313,200	369,993	12.0%
Business Applications & Development	176,533	180,594	170,680	193,920	7.4%
Telecommunications	160,362	238,950	238,950	188,950	-20.9%
	<b>\$ 1,200,713</b>	<b>\$ 1,542,173</b>	<b>\$ 1,542,173</b>	<b>\$ 1,432,374</b>	<b>-7.1%</b>

FY 2015 Expenditures by Program



FY 2015 Expenditures by Category



# Highlights & Goals Measures & Indicators

# Information Technology

## Mission

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

FY 2014 Highlights	FY 2015 Goals and Objectives
<ul style="list-style-type: none"> <li>- Transitioned to new department director</li> <li>- Implemented phase 1 of phone system replacement / Voice over IP project</li> <li>- Upgraded Town computers to Windows 7 and Office 2013 software</li> <li>- Upgraded Town network for redundancy and failover support</li> <li>- Implemented internet access to Town GIS maps</li> <li>- Began permitting and code enforcement software replacement</li> </ul>	<p><b>Focus Area: Fiscal Responsibility</b></p> <ul style="list-style-type: none"> <li>■ Reduce reliance on contracted services for Town IT infrastructure</li> </ul> <p><b>Focus Area: Communication</b></p> <ul style="list-style-type: none"> <li>■ Continue to improve Town IT infrastructure to ensure maximum uptime of Town IT resources</li> <li>■ Complete Town phone system replacement / Voice over IP project</li> </ul> <p><b>Focus Area: Economic Development</b></p> <ul style="list-style-type: none"> <li>■ Complete implementation of permitting and code enforcement software</li> <li>■ Add new GIS maps and layers to support Town business and constituent needs</li> </ul> <p><b>Focus Area: Community Services</b></p> <ul style="list-style-type: none"> <li>■ Implement disaster recovery and business continuity plans for Town IT services</li> <li>■ Implement technologies to support business continuity and disaster recovery</li> </ul>

## Performance Measures

	FY 2013 Actual	FY 2014 Estimate	FY 2015 Projected
▶ System Uptime: Percentage of available IT services, not counting scheduled maintenance *	New	95%	97%
▶ Percentage of eligible Server, System, and Device configurations that meet Arizona DPS, FBI/CJIS, and PCI security compliance standards. *	New	85%	95%
▶ Percentage of help desk requests resolved within 30 days*	New	95%	100%
▶ Percentage of Help Desk calls resolved at time of call	44%	60%	65%

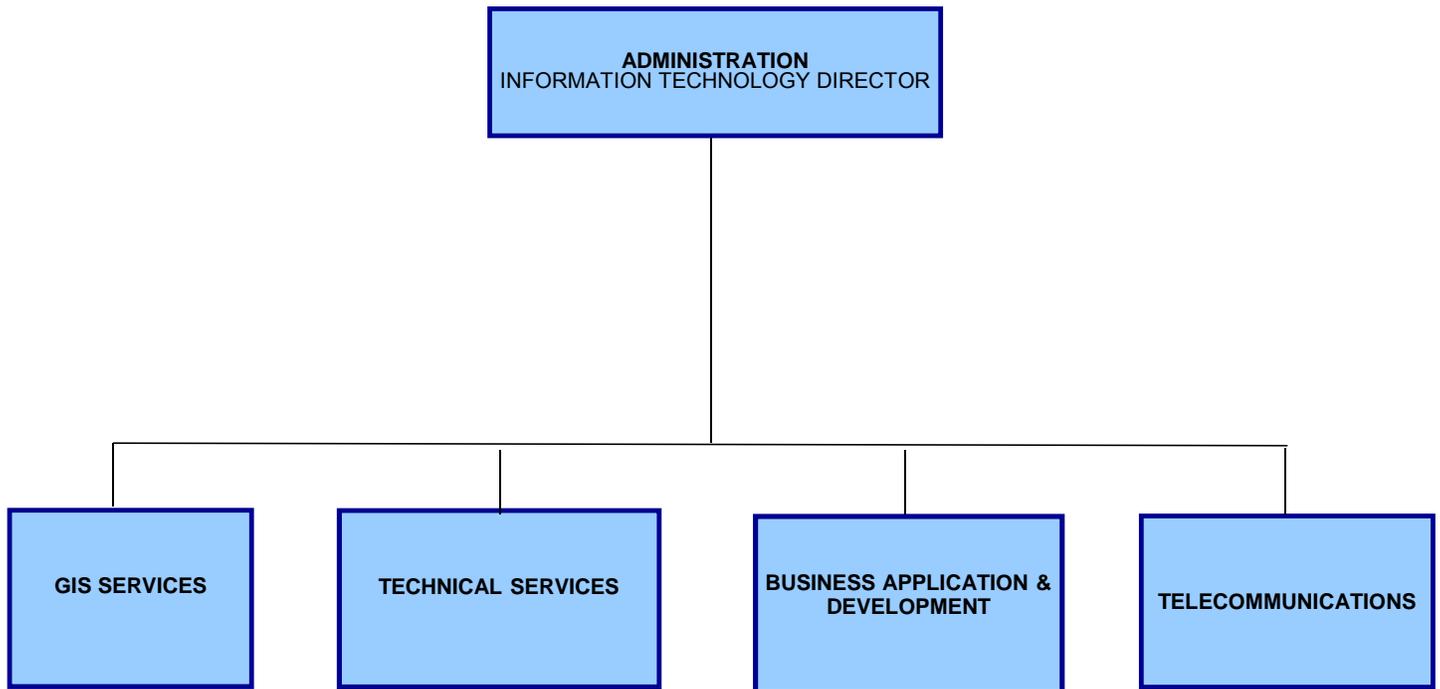
\* New measure that was not previously tracked.

## Workload Indicators

	FY 2013 Actual	FY 2014 Estimate	FY 2015 Projected
▶ Number of applications supported*	72	45	45
▶ Number of projects supported **	New	75	100
▶ Computer replacement: Number of computers imaged, deployed, or migrated*	65	50	50
▶ Number of Help Desk requests received	960	1,000	1,200

\* New measure that was not previously tracked.

\*\* A project is defined as new functionality in the environment.



Administration Program Overview

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

	FY 2013 Actual	FY 2014 Budget	FY 2014 Projected	FY 2015 Budget	Variance to Budget
<b>Personnel</b>					
Information Technology Director	1.00	1.00	1.00	1.00	-
<b>Total FTEs</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>-</b>

	FY 2013 Actual	FY 2014 Budget	FY 2014 Projected	FY 2015 Budget	Variance to Budget
<b>Expenditures</b>					
Personnel	\$ 141,077	\$ 129,145	\$ 129,145	\$ 139,003	7.6%
Operations & Maintenance	269,260	381,039	408,107	354,195	-7.0%
Capital	-	150,000	150,000	-	-100.0%
<b>Total Expenditures</b>	<b>\$ 410,337</b>	<b>\$ 660,184</b>	<b>\$ 687,252</b>	<b>\$ 493,198</b>	<b>-25.3%</b>

**FY 2014/2015 Expenditure and Staffing Changes**

**Personnel**

Personnel costs increased 7.6% due to implementation of the market salary study and merit increases.

**Operations & Maintenance**

Operations & Maintenance decreased 7% due to software maintenance & licensing savings.

**Capital**

Capital decreased 100%, as a project budgeted in FY 2014 was completed.

GIS Services Program Overview

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

	FY 2013 Actual	FY 2014 Budget	FY 2014 Projected	FY 2015 Budget	Variance to Budget
<b>Personnel</b>					
Senior GIS Specialist	-	-	-	1.00	1.00
GIS Analyst	1.50	1.50	1.50	1.00	(0.50)
<b>Total FTEs</b>	<b>1.50</b>	<b>1.50</b>	<b>1.50</b>	<b>2.00</b>	<b>0.50</b>

	FY 2013 Actual	FY 2014 Budget	FY 2014 Projected	FY 2015 Budget	Variance to Budget
<b>Expenditures</b>					
Personnel	\$ 118,641	\$ 121,441	\$ 121,441	\$ 174,663	43.8%
Operations & Maintenance	4,212	10,650	10,650	11,650	9.4%
Capital	-	-	-	-	0.0%
<b>Total Expenditures</b>	<b>\$ 122,853</b>	<b>\$ 132,091</b>	<b>\$ 132,091</b>	<b>\$ 186,313</b>	<b>41.0%</b>

**FY 2014/2015 Expenditure and Staffing Changes**

**Personnel**

Personnel costs increased 43.8% due to a personnel reallocation and reclass, as well as implementation of the market salary study and merit increases.

**Operations & Maintenance**

Operations & Maintenance increased 9.4% for travel and training costs.

Technical Services Program Overview

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

	FY 2013 Actual	FY 2014 Budget	FY 2014 Projected	FY 2015 Budget	Variance to Budget
<b>Personnel</b>					
Network Administrator	1.00	1.00	1.00	1.00	-
IT Analyst	1.00	1.00	1.00	1.00	-
<b>Total FTEs</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>-</b>

	FY 2013 Actual	FY 2014 Budget	FY 2014 Projected	FY 2015 Budget	Variance to Budget
<b>Expenditures</b>					
Personnel	\$ 157,835	\$ 163,904	\$ 146,750	\$ 150,543	-8.2%
Operations & Maintenance	53,723	40,050	40,050	44,550	11.2%
Capital	119,070	126,400	126,400	174,900	38.4%
<b>Total Expenditures</b>	<b>\$ 330,628</b>	<b>\$ 330,354</b>	<b>\$ 313,200</b>	<b>\$ 369,993</b>	<b>12.0%</b>

**FY 2014/2015 Expenditure and Staffing Changes**

**Personnel**

Personnel costs decreased 8.2% due to position replacement at lower salary with change in benefit elections.

**Operations & Maintenance**

Operations & Maintenance increased 11.2% due to technology improvements budgeted for the Council chambers.

**Capital**

Capital increased 38.4% due to server replacements.

Business Application & Development Program Overview

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

	FY 2013 Actual	FY 2014 Budget	FY 2014 Projected	FY 2015 Budget	Variance to Budget
<b>Personnel</b>					
Systems Analyst	1.00	1.00	1.00	1.00	-
Database Analyst	1.00	1.00	1.00	1.00	-
<b>Total FTEs</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>-</b>

	FY 2013 Actual	FY 2014 Budget	FY 2014 Projected	FY 2015 Budget	Variance to Budget
<b>Expenditures</b>					
Personnel	\$ 160,912	\$ 168,344	\$ 158,430	\$ 175,970	4.5%
Operations & Maintenance	15,621	12,250	12,250	17,950	46.5%
Capital	-	-	-	-	0.0%
<b>Total Expenditures</b>	<b>\$ 176,533</b>	<b>\$ 180,594</b>	<b>\$ 170,680</b>	<b>\$ 193,920</b>	<b>7.4%</b>

**FY 2014/2015 Expenditure and Staffing Changes**

**Personnel**

Personnel costs increased 4.5% due to implementation of the market salary study and merit increases.

**Operations & Maintenance**

Operations & Maintenance increased 46.5% due to travel & training.

Telecommunications Program Overview

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

	FY 2013 Actual	FY 2014 Budget	FY 2014 Projected	FY 2015 Budget	Variance to Budget
<b>Expenditures</b>					
Operations & Maintenance	\$ 160,362	\$ 188,950	\$ 188,950	\$ 188,950	0.0%
Capital	-	50,000	50,000	-	0.0%
<b>Total Expenditures</b>	<b>\$ 160,362</b>	<b>\$ 238,950</b>	<b>\$ 238,950</b>	<b>\$ 188,950</b>	<b>-20.9%</b>

**FY 2014/2015 Expenditure Changes**

**Capital**

Capital decreased 100%, as a project budgeted in FY 2014 was completed.



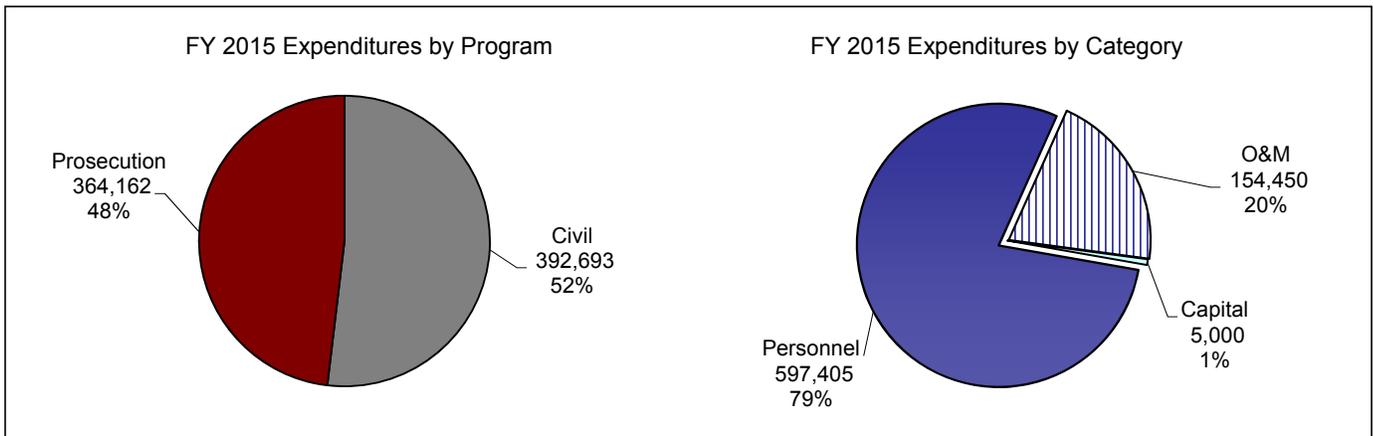
## Overview

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

Total FTEs			
FY 2013 Actual	FY 2014		FY 2015 Budget
	Budget	Projected	
6.00	6.00	6.00	6.00

	Expenditures by Program Area				
	FY 2013 Actual	FY 2014		FY 2015 Budget	% to Budget
		Budget	Projected		
Civil	\$ 279,959	\$ 372,398	\$ 312,398	\$ 392,693	5.4%
Prosecution	399,447	431,946	416,946	364,162	-15.7%
	<b>\$ 679,406</b>	<b>\$ 804,344</b>	<b>\$ 729,344</b>	<b>\$ 756,855</b>	<b>-5.9%</b>

	Revenue Sources				
	FY 2013 Actual	FY 2014		FY 2015 Budget	% to Budget
		Budget	Projected		
State Grants	\$ -	\$ 15,000	\$ -	\$ 5,000	-66.7%
	<b>\$ -</b>	<b>\$ 15,000</b>	<b>\$ -</b>	<b>\$ 5,000</b>	<b>-66.7%</b>

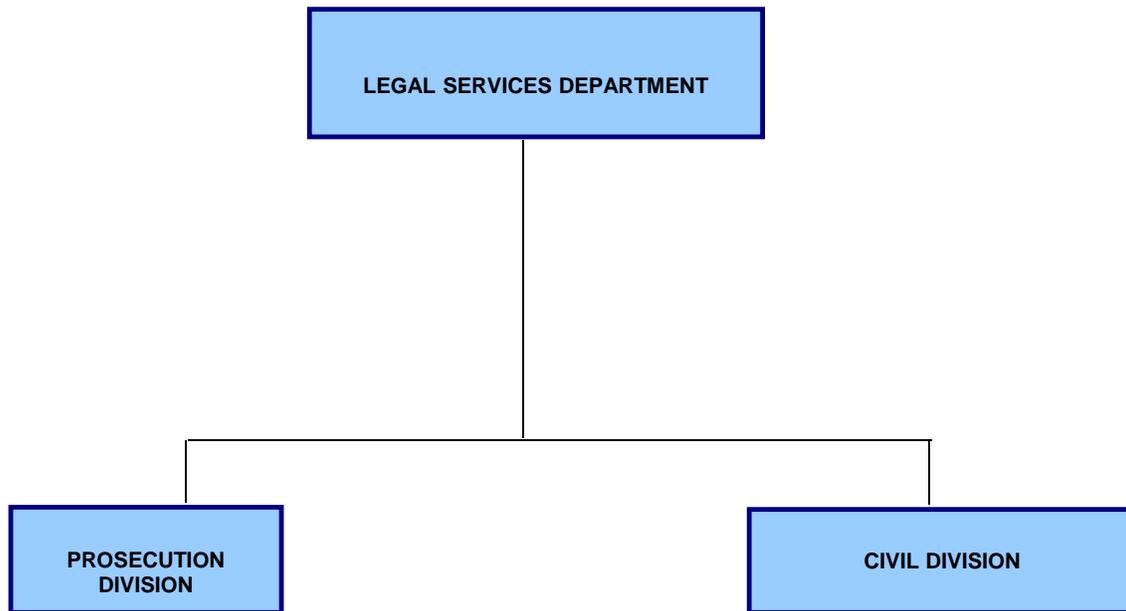


## Performance Measures

	FY 2013 Actual	FY 2014 Estimate	FY 2015 Projected
▶ Per capita Civil Program expenditures	\$6.74	\$7.46	\$9.29
▶ Per capita Prosecution Program expenditures	\$9.62	\$9.95	\$8.62
▶ Number of cases processed per prosecutor			
Town Prosecutor	886	850	850
Assistant Town Prosecutor	866	850	850
▶ Percentage of requests from Town Council and staff for legal opinions, ordinances, resolutions and other civil matters responded to within 14 days	100%*	100%*	100%*
* Measured on calendar year basis			

## Workload Indicators

	CY 2013 Actual	CY 2014 Estimate	CY 2015 Projected
▶ Number of civil files opened	162	165	170
▶ Number of ordinances drafted	33	30	25
▶ Number of resolutions drafted	58	56	56
▶ Number of Council agenda items worked	86	85	85
▶ Number of formal opinions issued	14	30	25
▶ Number of prosecution files opened	1,133	1,150	1,160
▶ Number of training sessions held with sworn Police personnel on arrest standards and legal trends	2	2	2



## Civil Mission

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

FY 2014 Highlights	FY 2015 Goals and Objectives
<ul style="list-style-type: none"> <li>– Took over risk management services for the Town</li> <li>– Redacted public records</li> <li>– Handled bankruptcy matters</li> <li>– Coordinated with outside counsel as appropriate</li> <li>– Handled legal personnel matters for the Town</li> <li>– Decreased Town attorney costs through use of contracted services</li> </ul>	<p><b>Focus Area: Fiscal Responsibility</b></p> <ul style="list-style-type: none"> <li>■ Maintain flat organizational structure by reallocating workloads as needed                             <ul style="list-style-type: none"> <li>■ Outside Counsel oversight regarding use and assignments</li> <li>■ Risk management oversight and coordination with the State Risk Management Pool</li> </ul> </li> </ul> <p><b>Focus Area: Communication</b></p> <ul style="list-style-type: none"> <li>■ Timeliness and responsiveness to requests for legal advice or documents</li> </ul> <p><b>Focus Area: Economic Development</b></p> <ul style="list-style-type: none"> <li>■ Provide contract forms for various aspects of economic development along with legal advice when appropriate</li> </ul> <p><b>Focus Area: Community Services</b></p> <ul style="list-style-type: none"> <li>■ Provide contracts and forms for Council approved services</li> </ul>

Civil Program Overview

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

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

	FY 2013 Actual	FY 2014 Budget	FY 2014 Projected	FY 2015 Budget	Variance to Budget
<b>Personnel</b>					
Legal Services Director	-	-	-	0.50	0.50
Chief Civil Deputy Attorney	1.00	1.00	1.00	1.00	-
Paralegal I	1.00	1.00	1.00	1.00	-
<b>Total FTEs</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.50</b>	<b>0.50</b>

	FY 2013 Actual	FY 2014 Budget	FY 2014 Projected	FY 2015 Budget	Variance to Budget
<b>Expenditures</b>					
Personnel	\$ 250,812	\$ 168,698	\$ 168,698	\$ 267,993	58.9%
Operations & Maintenance	29,147	203,700	143,700	124,700	-38.8%
Capital	-	-	-	-	0.0%
<b>Total Expenditures</b>	<b>\$ 279,959</b>	<b>\$ 372,398</b>	<b>\$ 312,398</b>	<b>\$ 392,693</b>	<b>5.4%</b>

**FY 2014/2015 Expenditure and Staffing Changes**

**Personnel**

Personnel costs increased 58.9% due to reallocation of personnel, as well as implementation of the market salary study and merit increases.

**Operations & Maintenance**

Operations & Maintenance decreased 38.8% due to savings in outside professional services.

## Prosecution Mission

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

FY 2014 Highlights	FY 2015 Goals and Objectives
<ul style="list-style-type: none"> <li>– Selection and training of Udall Fellowship</li> <li>– Handled conflict cases for other jurisdictions</li> <li>– Legal Services Director made Arizona Prosecuting Attorneys' Advisory Council (APAAC) appointment(s) and is the organization's Training Chairman</li> <li>– Successful appeals</li> <li>– Participated in the Special Olympics torch run</li> <li>– Legal Services Director is a statewide prosecution trainer</li> <li>– Participation in Supreme Court committees and appointments</li> <li>– Coordinated Police/Court/Prosecution meetings</li> </ul>	<ul style="list-style-type: none"> <li><b>Focus Area: Fiscal Responsibility</b> <ul style="list-style-type: none"> <li>■ Stay within budget</li> <li>■ Assign staff to maximize productivity</li> <li>■ Participate in APAAC training</li> </ul> </li> <li><b>Focus Area: Communication</b> <ul style="list-style-type: none"> <li>■ Promote integrity in the prosecution profession and coordination in the criminal justice system by providing accurate and timely legal advice</li> </ul> </li> <li><b>Focus Area: Economic Development</b> <ul style="list-style-type: none"> <li>■ Ensure a safer community through prosecution and providing legal advice where appropriate</li> <li>■ Promote the fair, impartial and expeditious pursuit of justice</li> </ul> </li> <li><b>Focus Area: Community Services</b> <ul style="list-style-type: none"> <li>■ Reduce fear of crime in the community through partnering with the police department</li> </ul> </li> </ul>

Prosecution Program Overview

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

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

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

The Prosecution Division provides Victim Services under the Arizona Constitution.

	FY 2013 Actual	FY 2014 Budget	FY 2014 Projected	FY 2015 Budget	Variance to Budget
<b>Personnel</b>					
Town Prosecutor	1.00	-	-	-	-
Legal Services Director	-	1.00	1.00	0.50	(0.50)
Assistant Town Prosecutor	1.00	1.00	1.00	1.00	-
Senior Paralegal	1.00	1.00	1.00	1.00	-
Legal Secretary	1.00	1.00	1.00	1.00	-
<b>Total FTEs</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>3.50</b>	<b>(0.50)</b>

	FY 2013 Actual	FY 2014 Budget	FY 2014 Projected	FY 2015 Budget	Variance to Budget
<b>Expenditures</b>					
Personnel	\$ 378,733	\$ 386,496	\$ 386,496	\$ 329,412	-14.8%
Operations & Maintenance	20,714	30,450	30,450	29,750	-2.3%
Capital	-	15,000	-	5,000	-66.7%
<b>Total Expenditures</b>	<b>\$ 399,447</b>	<b>\$ 431,946</b>	<b>\$ 416,946</b>	<b>\$ 364,162</b>	<b>-15.7%</b>

**FY 2014/2015 Expenditure and Staffing Changes**

**Personnel**

Personnel costs decreased 14.8% due to reallocation of personnel.

**Capital**

Capital decreased 66.7% based on the available grant funding anticipated for these expenditures.



# 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, including misdemeanor criminal and traffic cases, civil traffic cases and Town Code violations; 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.

	FY 2013 Actual	FY 2014 Budget	FY 2014 Projected	FY 2015 Budget	Variance to Budget
<b>Personnel</b>					
Magistrate Judge	1.00	1.00	1.00	1.00	-
Court Administrator	1.00	1.00	1.00	1.00	-
Courtroom Clerk	1.00	1.00	1.00	1.00	-
Senior Court Clerk	3.00	3.00	3.00	3.00	-
Court Clerk	1.00	1.00	1.00	1.00	-
Bailiff	1.00	1.00	1.00	1.00	-
<b>Total FTEs</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>	<b>-</b>

	FY 2013 Actual	FY 2014 Budget	FY 2014 Projected	FY 2015 Budget	Variance to Budget
<b>Expenditures</b>					
Personnel	\$ 590,635	\$ 636,520	\$ 632,058	\$ 655,986	3.1%
Operations & Maintenance	102,372	124,910	124,910	133,840	7.1%
Capital	-	-	-	-	0.0%
<b>Total Expenditures</b>	<b>\$ 693,007</b>	<b>\$ 761,430</b>	<b>\$ 756,968</b>	<b>\$ 789,826</b>	<b>3.7%</b>

	Revenue Sources			FY 2015 Budget	Variance to Budget
	FY 2013 Actual	FY 2014			
		Budget	Projected		
Court Costs	\$ 184,108	\$ 200,000	\$ 190,000	\$ 190,000	-5.0%
Public Defender Fees	2,921	4,000	2,500	2,500	-37.5%
Probation Monitoring Fees	-	-	3,500	3,500	0.0%
Fines	180,875	190,000	180,000	180,000	-5.3%
<b>Total Revenues</b>	<b>\$ 367,904</b>	<b>\$ 394,000</b>	<b>\$ 376,000</b>	<b>\$ 376,000</b>	<b>-4.6%</b>

### FY 2014/2015 Expenditure and Staffing Changes

#### Personnel

Personnel costs increased 3.1% for implementation of the market salary study and merit increases.

#### Operations & Maintenance

Operations & Maintenance increased 7.1% due to cost increases in several areas, including outside professional services and rentals.

# Highlights & Goals Measures & Indicators

# Magistrate Court

## Mission

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

FY 2014 Highlights	FY 2015 Goals and Objectives
<ul style="list-style-type: none"> <li>-Implemented faster and less expensive web-based portal for Court payments, reducing costs to constituents and the Court</li> <li>-Made security enhancements to make the Court a safer place for both citizens and employees</li> <li>-Jury trial rescheduling converted to electronic format which saved money and made the Court more efficient</li> </ul>	<p><b>Focus Area: Fiscal Responsibility</b></p> <ul style="list-style-type: none"> <li>■ Continue to develop ways to implement online forms and make the forms interactive/form-fill which decreases reliance on printed forms</li> </ul> <p><b>Focus Area: Communication</b></p> <ul style="list-style-type: none"> <li>■ Webpage improvements including posting Spanish language forms to webpage to improve services available to the public</li> <li>■ Tech Refresh project in conjunction with the Supreme Court to upgrade State computers from Vista operating system to Windows 8.1, which will provide faster communication of case information</li> </ul> <p><b>Focus Area: Community Services</b></p> <ul style="list-style-type: none"> <li>■ Continue to have defendants perform community</li> </ul>

## Performance Measures

	FY 2013 Actual	FY 2014 Estimate	FY 2015 Projected
▶ Variance between total cases completed and total cases filed (goal is +/-10%)	7%	8%	8%
▶ Compliant with the Administrative Office of the Court (AOC) Minimum Accounting Standards	Yes	Yes	Yes

## Workload Indicators

	FY 2013 Actual	FY 2014 Estimate	FY 2015 Projected
▶ Number of total cases filed	6,318	6,000	6,000
▶ Number of DUI cases filed	213	190	215
▶ Number of protective orders filed	139	120	130



# 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 the promotion of economic development (funded by the Bed Tax Fund), intergovernmental programs, communications, and for coordination of the administrative functions of the various departments, divisions, boards, and services of the Town government. The Town of Oro Valley is made up of the following departments and/or offices: Town Manager; Town Clerk; Human Resources; Finance; Legal Services; Police; Water Utility; Development and Infrastructure Services; Parks and Recreation; Information Technology; and Magistrate Court.

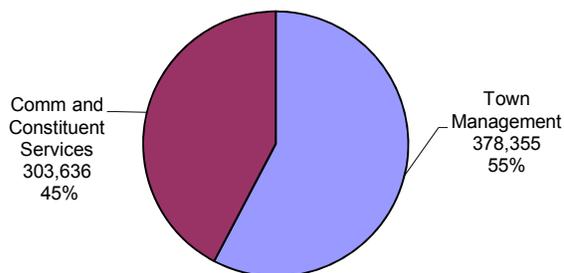
Total FTEs			
FY 2013 Actual	FY 2014		FY 2015 Budget
	Budget	Projected	
10.00	10.38	10.38	10.38

**\*\* Note: Figures include 3 FTEs funded with Bed Tax Funds**

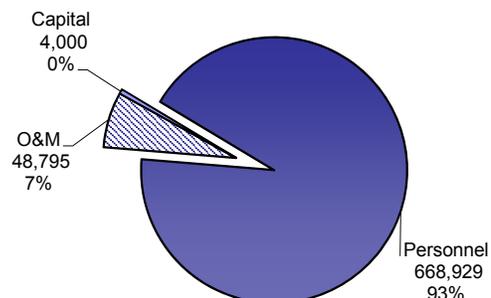
	Expenditures by Program Area - General Fund				
	FY 2013 Actual	FY 2014		FY 2015 Budget	% to Budget
		Budget	Projected		
Town Management	\$ 363,784	\$ 397,353	\$ 398,409	\$ 416,402	4.8%
Communications and Constituent Svcs	269,315	303,636	292,810	305,322	0.6%
	<b>\$ 633,099</b>	<b>\$ 700,989</b>	<b>\$ 691,219</b>	<b>\$ 721,724</b>	<b>3.0%</b>

	Expenditures by Program Area - Bed Tax Fund			
	FY 2013 Actual	FY 2014		FY 2015 Budget
		Budget	Projected	
Economic Development	369,509	501,762	494,406	608,457
	<b>\$ 369,509</b>	<b>\$ 501,762</b>	<b>\$ 494,406</b>	<b>\$ 608,457</b>

FY 2015 Expenditures by Program - General Fund



FY 2015 Expenditures by Category - General Fund



## Mission

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

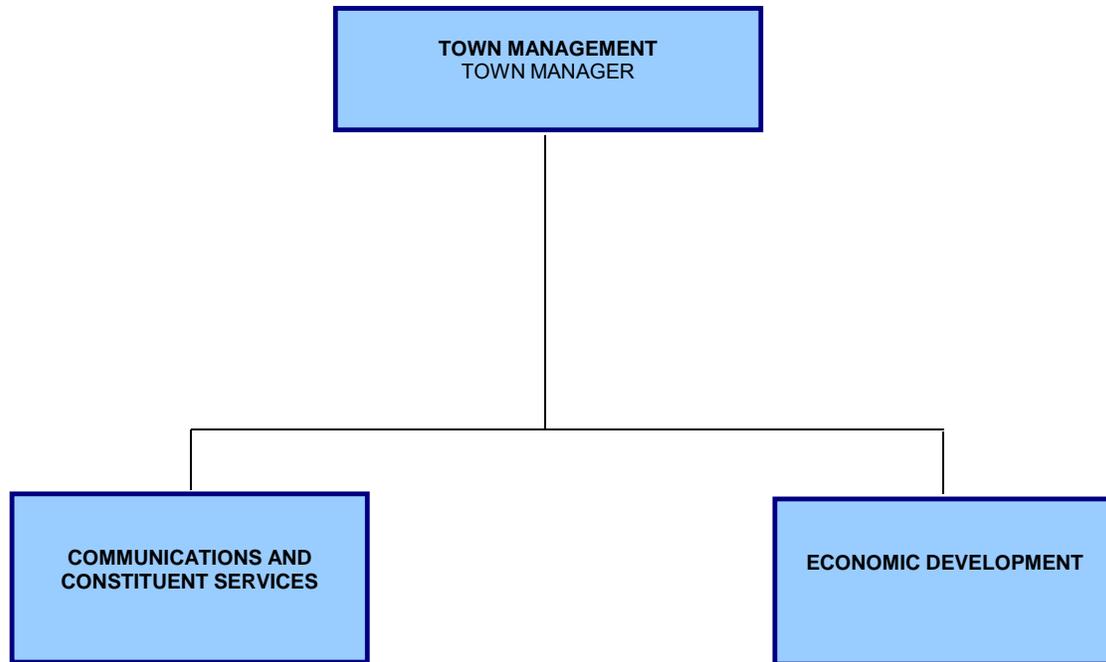
FY 2014 Highlights	FY 2015 Goals and Objectives
<ul style="list-style-type: none"> <li>- Over 2,000 residents and visitors attended the 2013 4th of July Celebration at James D. Kriegh Park and aquatic center</li> <li>- Launched "Play OV, Stay OV" campaign</li> <li>- Launched Visit Oro Valley microsite</li> <li>- Partnered with the Arizona Association of Community Managers to educate approximately 25 HOA representatives and community members at the HOA Forum on pavement preservation, the Your Voice, Our Future project, solar energy, and general legal issues</li> <li>- Launched the 2nd Saturdays at Steam Pump Ranch Concert Series</li> <li>- Celebrated the 10th anniversary of the Arizona Distance Classic Half Marathon and partnered with M3S Sports, the Greater Oro Valley Chamber of Commerce and Visit Tucson to provide participants with OV Dollars</li> <li>- As of June 16, 2014, <u>996</u> OV Dollars were sold, totaling <u>\$115,033.40</u> in sales due to the Town's partnership with the Greater Oro Valley Chamber of Commerce</li> <li>- Successfully attracted the 2016 Masters Synchronized Swimming Championships</li> <li>- Celebrated the Town's 40th anniversary through a series of events, social media campaigns, branding and signage, and partnerships with local businesses</li> <li>- Developed and launched a smart phone mobile application: OV APP</li> <li>- Developed a summer marketing campaign for the aquatic center</li> <li>- Began development of two (2) multi-sport fields, dog park, parking lot, and crucial infrastructure at Naranja Park</li> <li>- Erected shade structures and other improvements at Steam Pump Ranch, allowing for the relocation of the Farmers Market to the property</li> </ul>	<ul style="list-style-type: none"> <li><b>Focus Area: Fiscal Responsibility</b> <ul style="list-style-type: none"> <li>■ Maintain long-term financial health through diversified revenue sources while investing in community initiatives</li> </ul> </li> <li><b>Focus Area: Communication</b> <ul style="list-style-type: none"> <li>■ Rebuild the Town's intranet (internal/employee website) to improve work flow and internal communication</li> <li>■ Update Town's Style Guide and Graphic Standards Manual to ensure consistent messaging internally and externally</li> <li>■ Redesign the VISTA newsletter into a bi-monthly, printed publication</li> </ul> </li> <li><b>Focus Area: Economic Development</b> <ul style="list-style-type: none"> <li>■ Continue pursuing annexation opportunities that provide a long-term benefit to the Town</li> <li>■ Host bi-annual Economic Summit with local community and business leaders</li> <li>■ Meet with primary employers, specifically high-tech and bioscience employers, locally, regionally, statewide and out-of-state to determine plans to relocate or expand to Oro Valley</li> </ul> </li> <li><b>Focus Area: Community Services</b> <ul style="list-style-type: none"> <li>■ Provide services to enhance residents' quality of life</li> <li>■ Expand recreational services for youth and families</li> </ul> </li> </ul>

## Performance Measures

	FY 2013 Actual	FY 2014 Estimate	FY 2015 Projected
▶ Average time to fulfill constituent requests (days)	3.84	3.10	3.50
▶ Average monthly unique visitors to the Business Navigator website	1,636	1,990	2,400
▶ Average monthly unique visitors to the Town's website	15,268	16,000	16,500

## Workload Indicators

	FY 2013 Actual	FY 2014 Estimate	FY 2015 Projected
▶ Number of constituent requests received	333	280	300
▶ Number of business retention site visits conducted	21	21	24
▶ Number of new Oro Valley Dollars card activations	279	1,010	800



Town Management Program Overview

The Town Manager's office is responsible for the fiscal health of the Town government, and for direction and coordination of the administrative functions of the various departments, divisions, boards, and services of the Town Government. The Town Manager's office provides staff support to the Town Council, handles media relations, promotes the Town's legislative agenda through intergovernmental programs, 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.

	FY 2013 Actual	FY 2014 Budget	FY 2014 Projected	FY 2015 Budget	Variance to Budget
<b>Personnel</b>					
Town Manager	1.00	1.00	1.00	1.00	-
Assistant to the Town Manager	1.00	1.00	1.00	1.00	-
Executive Assistant	1.00	1.00	1.00	1.00	-
Senior Office Specialist	0.50	0.50	0.50	0.50	-
Management Intern	-	0.38	0.38	0.38	-
<b>Total FTEs</b>	<b>3.50</b>	<b>3.88</b>	<b>3.88</b>	<b>3.88</b>	<b>-</b>

	FY 2013 Actual	FY 2014 Budget	FY 2014 Projected	FY 2015 Budget	Variance to Budget
<b>Expenditures</b>					
Personnel	\$ 342,282	\$ 375,653	\$ 376,709	\$ 389,502	3.7%
Operations & Maintenance	19,145	21,700	20,256	22,900	5.5%
Capital	2,357	-	1,444	4,000	0.0%
<b>Total Expenditures</b>	<b>\$ 363,784</b>	<b>\$ 397,353</b>	<b>\$ 398,409</b>	<b>\$ 416,402</b>	<b>4.8%</b>

**FY 2014/2015 Expenditure and Staffing Changes**

**Personnel**

Personnel costs increased 3.7% due to implementation of the market salary study and merit increases.

**Operations & Maintenance**

Operations & Maintenance costs increased 5.5% for memberships & subscriptions.

**Capital**

Budgeted capital in FY 2015 is for a podium for use at Town events.

Communications and Constituent Services Programs Overview

The Communications Division manages and facilitates all media relations on behalf of the organization. The Communications Administrator is responsible for the oversight of communication, branding, marketing related programs, activities and project management. In addition, the division plans, develops and produces publications and services designed to facilitate communication between Town leadership and residents in order to keep residents informed about Town services, activities and programs.

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

	FY 2013 Actual	FY 2014 Budget	FY 2014 Projected	FY 2015 Budget	Variance to Budget
<b>Personnel</b>					
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	1.00	1.00	1.00	-
Senior Office Specialist	0.50	0.50	0.50	0.50	-
<b>Total FTEs</b>	<b>3.50</b>	<b>3.50</b>	<b>3.50</b>	<b>3.50</b>	<b>-</b>

	FY 2013 Actual	FY 2014 Budget	FY 2014 Projected	FY 2015 Budget	Variance to Budget
<b>Expenditures</b>					
Personnel	\$ 255,685	\$ 264,956	\$ 254,130	\$ 279,427	5.5%
Operations & Maintenance	13,630	38,680	38,680	25,895	-33.1%
<b>Total Expenditures</b>	<b>\$ 269,315</b>	<b>\$ 303,636</b>	<b>\$ 292,810</b>	<b>\$ 305,322</b>	<b>0.6%</b>

**FY 2014/2015 Expenditure and Staffing Changes**

**Personnel**

Personnel costs increased 5.5% due to implementation of the market salary study and merit increases.

**Operations & Maintenance**

Operations & Maintenance decreased 33.1% due to savings in outside professional services.



# Bed Tax Fund

## Bed Tax Fund Overview

The Bed Tax Fund covers all economic development-related costs and activities. Examples include funding for Visit Tucson and the Greater Oro Valley Chamber of Commerce. This fund also covers increased operational costs and debt service associated with the completed Aquatic Center expansion.

	FY 2013 Actual	FY 2014 Budget	FY 2014 Projected	FY 2015 Budget	Variance to Budget
<b>Personnel</b>					
Economic Development Manager	1.00	1.00	1.00	1.00	-
Economic Development Specialist	1.00	1.00	1.00	1.00	-
Marketing & Communications Spec. Office Specialist	-	-	1.00	1.00	1.00
	1.00	1.00	-	-	(1.00)
<b>Total FTEs</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>-</b>

	FY 2013 Actual	FY 2014 Budget	FY 2014 Projected	FY 2015 Budget	Variance to Budget
<b>Expenditures</b>					
Personnel	\$ 194,199	\$ 208,412	\$ 201,056	\$ 238,487	14.4%
Operations & Maintenance	175,310	293,350	293,350	369,970	26.1%
Other Financing Uses	406,629	790,669	790,669	352,543	-55.4%
<b>Total Expenditures</b>	<b>\$ 776,138</b>	<b>\$ 1,292,431</b>	<b>\$ 1,285,075</b>	<b>\$ 961,000</b>	<b>-25.6%</b>

	Revenue Sources				Variance to Budget
	FY 2013 Actual	FY 2014		FY 2015 Budget	
		Budget	Projected		
Bed Taxes	\$ 788,796	\$ 789,000	\$ 867,898	\$ 944,571	19.7%
Interest Income	3,476	3,975	8,000	4,125	3.8%
Miscellaneous	10,000	-	-	-	0.0%
<b>Total Revenues</b>	<b>\$ 802,272</b>	<b>\$ 792,975</b>	<b>\$ 875,898</b>	<b>\$ 948,696</b>	<b>19.6%</b>

### FY 2014/2015 Expenditure and Staffing Changes

#### Personnel

Personnel costs increased 14.4% due to a position title change, as well as implementation of the market salary study and merit increases.

#### Operations & Maintenance

Operations & Maintenance costs increased 26.1% due to increased funding for tourism & economic development efforts.

#### Other Financing Uses

Other Financing Uses decreased 55.4%. A considerable portion of the FY 2014 budget was for improvements at Naranja Park.



# Parks and Recreation

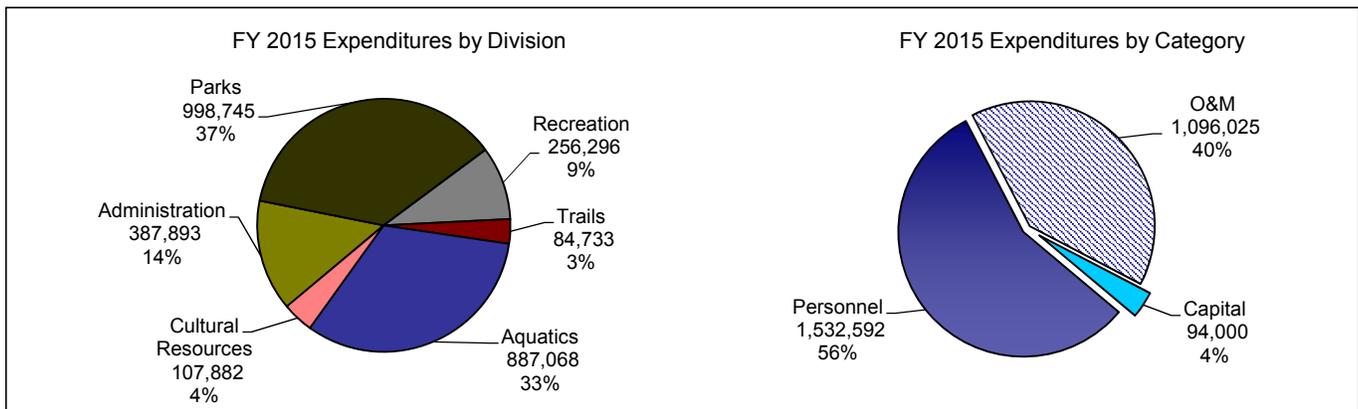
## Overview

This department represents municipal services in five areas, including parks, recreation, trails, aquatics, and cultural and historic resources. This department is further responsible to provide staff support to the Parks and Recreation Advisory Board and the Historic Preservation Commission. The Cultural Resources Division is responsible for the management of all town historic and cultural properties, such as Steam Pump Ranch. Additionally, this Division is responsible for implementation and follow-through of master plans for town historic sites and cultural resources. *To note, the Oro Valley Public Library was previously managed within this department. Effective January 1, 2013, the Oro Valley Public Library changed from affiliate status to branch status, and operations were assumed by Pima County.*

Total FTEs			
FY 2013 Actual	FY 2014		FY 2015 Budget
	Budget	Projected	
28.61	29.44	35.18	35.18

	Expenditures by Division				
	FY 2013 Actual	FY 2014		FY 2015 Budget	% to Budget
		Budget	Projected		
Administration	\$ 280,541	\$ 324,058	\$ 328,803	\$ 387,893	19.7%
Parks	765,136	1,025,172	858,124	998,745	-2.6%
Recreation	230,643	267,419	268,919	256,296	-4.2%
Trails	69,214	77,892	77,392	84,733	8.8%
Aquatics	581,058	697,441	865,897	887,068	27.2%
Library	427,934	-	-	-	0.0%
Cultural Resources	140,283	144,973	137,820	107,882	-25.6%
	<b>\$ 2,494,809</b>	<b>\$ 2,536,955</b>	<b>\$ 2,536,955</b>	<b>\$ 2,722,617</b>	<b>7.3%</b>

	Revenue Sources				
	FY 2013 Actual	FY 2014		FY 2015 Budget	% to Budget
		Budget	Projected		
Charges for Services	\$ 399,608	\$ 488,500	\$ 532,000	\$ 613,500	25.6%
Other Intergovernmental Revenue	403,969	-	-	-	0.0%
State Grants	17,675	180,000	20,090	85,000	-52.8%
	<b>\$ 821,252</b>	<b>\$ 668,500</b>	<b>\$ 552,090</b>	<b>\$ 698,500</b>	<b>4.5%</b>



## Mission

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

FY 2014 Highlights	FY 2015 Goals and Objectives
<p><b>Administration</b></p> <ul style="list-style-type: none"> <li>-Implemented new technology to allow for 'swipe-in' admission at the aquatic center</li> <li>-Built a coupon in RecTrac and comprehensive instruction document to allow for promotions for aquatics and archery programs</li> <li>-Added a "My Apps" page on RecTrac for staff to view a snapshot of visit trends at the aquatic center</li> <li>- Created and added a Steam Pump Ranch reservation form for online access</li> <li>- Added an online registration instructional video to the Town's website to assist customers with web transactions</li> <li>- Developed and implemented a Parks &amp; Recreation program guide that is published three times a year</li> </ul> <p><b>Aquatics</b></p> <ul style="list-style-type: none"> <li>- Developed and implemented a cash handling, operations, and training procedural manual for the aquatic center</li> <li>- Successfully hosted eight (8) large scale meets/events to include National Synchronized Swimming</li> <li>- Continued strong partnership with Visit Tucson to secure additional national events</li> <li>- Implemented promotional programs to include family summer memberships, mid-day discounts and family \$5 Friday nights</li> <li>- Annual membership of 233</li> <li>- Implemented a Masters Swim team with 41 paying members</li> <li>- Offered year round programming to include swim lessons, group exercise classes and scuba diving</li> <li>- Aquatic Center received Arizona Parks &amp; Recreation Association (APRA) Outstanding New Facility award</li> </ul> <p><b>Trails</b></p> <ul style="list-style-type: none"> <li>- Oro Valley named Playful City USA 2014 (fourth consecutive year)</li> <li>- Received \$15,000 AZ Game &amp; Fish grant for Naranja Park archery range</li> <li>- Received Coca-Cola/Keep America Beautiful recycling bins grant</li> <li>- Began work with Town staff and consultants on the implementation of the Naranja Park Programming &amp; Design Master Plan Update</li> <li>- Collaborated with Development &amp; Infrastructure Services to complete grant-funded Cañada del Oro shared use path from First Avenue to Steam Pump Village</li> </ul> <p><b>Recreation</b></p> <ul style="list-style-type: none"> <li>- Implemented 2nd Saturdays at Steam Pump Ranch series that included live music, artisans and site tours</li> <li>- Retained corporate partnership with Summit Hut for the Move Across 2 Ranges hiking challenge</li> <li>- Introduced youth and adult archery programs</li> <li>- Hosted first certified archery competition at archery range</li> <li>- Coordinated a "Demo Day" at archery range</li> </ul>	<p><b>Focus Area: Fiscal Responsibility</b></p> <ul style="list-style-type: none"> <li>■ Implement an Administration Cash Handling Policy</li> </ul> <p><b>Focus Area: Communication</b></p> <ul style="list-style-type: none"> <li>■ Continue to produce the Parks &amp; Recreation Program Guide</li> <li>■ Increase promotions using social media tools</li> <li>■ Conduct community survey as part of Naranja Park Master Plan Update to solicit feedback and suggestions</li> <li>■ Create a Park Donation instruction document and public packet</li> </ul> <p><b>Focus Area: Economic Development</b></p> <ul style="list-style-type: none"> <li>■ Secure state, regional, and/or national swim meets</li> <li>■ Partner with event promoters to host events at Steam Pump Ranch, parks and the aquatic center</li> <li>■ Collaborate with Development &amp; Infrastructure Services to expand parking lot at aquatic center to support local, state and national events</li> </ul>

FY 2014 Highlights (Continued)	FY 2015 Goals and Objectives (Continued)
<p><b>Parks</b></p> <ul style="list-style-type: none"> <li>- Constructed westside walk-around course at archery range</li> <li>- Hosted ribbon cutting ceremony celebrating finalization of archery range</li> <li>- Secured funding and began construction on Naranja Park Phase I construction project</li> <li>- Designed and installed landscaping around the aquatic center</li> <li>- Upgraded Town Hall courtyard design and landscape</li> <li>- Begin implementation of Naranja Park Program &amp; Conceptual Design Master Plan Update</li> <li>- Added pitchers warm-up lane at Riverfront Park</li> <li>- Improved access and circulation at Steam Pump Ranch</li> <li>- Constructed shade ramadas at Steam Pump Ranch</li> <li>- Installed entry arch/sign at Steam Pump Ranch</li> </ul> <p><b>Cultural Resources</b></p> <ul style="list-style-type: none"> <li>- Established farmers market at Steam Pump Ranch</li> <li>- Hosted "Off the Vine Wine Festival" at Steam Pump Ranch</li> <li>- Partnered with Hands-On Archeology to construct a pit-house at Steam Pump Ranch</li> <li>- Implemented youth programs and camps at Steam Pump Ranch</li> <li>- Partnered with Girl Scouts to construct "inspiration station" art in butterfly garden at Steam Pump Ranch</li> <li>- Hosted fall festival at Steam Pump Ranch with more than 3,000 participants</li> <li>- Hosted Town of Oro Valley 40th Anniversary at Steam Pump Ranch</li> </ul>	<p><b>Focus Area: Community Services</b></p> <ul style="list-style-type: none"> <li>■ Begin process to develop a Parks &amp; Recreation Master Plan</li> <li>■ Continue to implement Naranja Park Programming and Conceptual Design Master Plan Update</li> <li>■ Develop an adhoc committee to revisit the Steam Pump Ranch Master Plan</li> <li>■ Continue capital outlay improvements at Steam Pump Ranch</li> <li>■ Develop a program plan for the new fields at Naranja Park</li> <li>■ Increase the number of contract service program offerings</li> <li>■ Begin the development of a volunteer program</li> <li>■ Install restrooms at Naranja Park</li> <li>■ Upgrade existing park amenities to include playground structure at Riverfront Park</li> </ul>

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## Performance Measures

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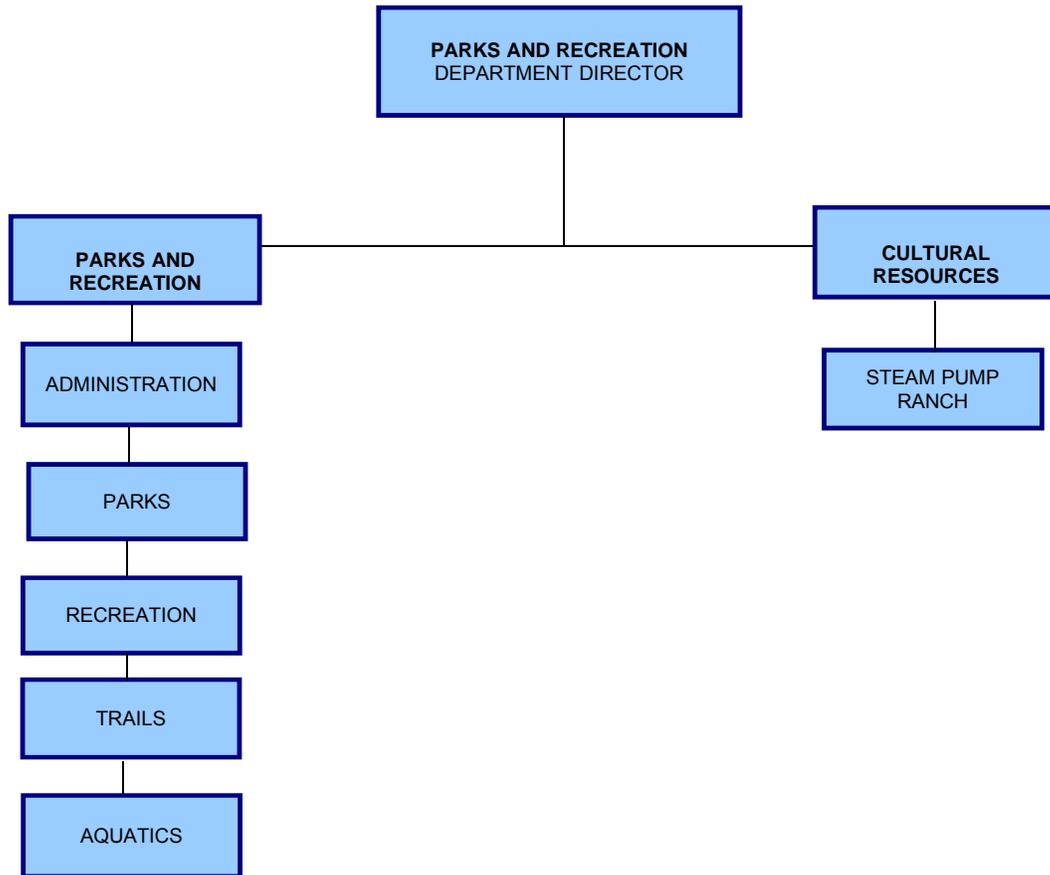
	FY 2013 Actual	FY 2014 Estimate	FY 2015 Projected
▶ Park acres per 1,000 residents	10.73	10.76	10.93
▶ Parks and Recreation FTEs per 1,000 population	0.66	0.72	0.72
▶ Percentage cost recovery for Aquatics division <i>(a) Due to closure of the pool in April 2012 for construction of an expanded facility, the estimated cost recovery percentages are not provided</i>	(a)	30%	30%
▶ Percentage cost recovery for recreation programs	57%	65%	65%

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## Workload Indicators

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	FY 2013 Actual	FY 2014 Estimate	FY 2015 Projected
▶ Number of park acres maintained	440	441	448
▶ Annual swimming pool attendance	75,000	200,000	250,000
▶ Number of summer camp attendees	525	550	620
▶ Number of spring and fall camp attendees	55	75	100
▶ Hours of ball field usage	9,000	9,000	9,500



Administration Program Overview

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

	FY 2013 Actual	FY 2014 Budget	FY 2014 Projected	FY 2015 Budget	Variance to Budget
<b>Personnel</b>					
Parks and Recreation Director	0.90	1.00	1.00	1.00	-
Senior Office Specialist	0.90	1.00	1.00	1.00	-
Office Assistant	1.00	1.00	1.00	1.00	-
<b>Total FTEs</b>	<b>2.80</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>-</b>

	FY 2013 Actual	FY 2014 Budget	FY 2014 Projected	FY 2015 Budget	Variance to Budget
<b>Expenditures</b>					
Personnel	\$ 210,388	\$ 206,530	\$ 206,530	\$ 223,793	8.4%
Operations & Maintenance	70,153	117,528	122,273	164,100	39.6%
Capital	-	-	-	-	0.0%
<b>Total Expenditures</b>	<b>\$ 280,541</b>	<b>\$ 324,058</b>	<b>\$ 328,803</b>	<b>\$ 387,893</b>	<b>19.7%</b>

**FY 2014/2015 Expenditure and Staffing Changes**

**Personnel**

Personnel costs increased 8.4% due to implementation of the market salary study and merit increases.

**Operations & Maintenance**

Operations & Maintenance increased 39.6% due to vehicle replacement charges, fuel and vehicle repair & maintenance.

Parks Program Overview

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

	FY 2013 Actual	FY 2014 Budget	FY 2014 Projected	FY 2015 Budget	Variance to Budget
<b>Personnel</b>					
Parks Maintenance Manager	0.85	1.00	1.00	1.00	-
Parks Maintenance Crew Lead	1.00	1.00	1.00	1.00	-
Senior Parks Maint Worker	2.80	3.00	3.00	3.00	-
Parks Maintenance Worker	1.50	2.35	2.35	2.35	-
Park Monitor	1.23	1.23	1.23	1.23	-
<b>Total FTEs</b>	<b>7.38</b>	<b>8.58</b>	<b>8.58</b>	<b>8.58</b>	<b>-</b>

	FY 2013 Actual	FY 2014 Budget	FY 2014 Projected	FY 2015 Budget	Variance to Budget
<b>Expenditures</b>					
Personnel	\$ 379,608	\$ 437,347	\$ 411,599	\$ 461,970	5.6%
Operations & Maintenance	362,134	502,825	406,525	492,775	-2.0%
Capital	23,394	85,000	40,000	44,000	-48.2%
<b>Total Expenditures</b>	<b>\$ 765,136</b>	<b>\$ 1,025,172</b>	<b>\$ 858,124</b>	<b>\$ 998,745</b>	<b>-2.6%</b>

**FY 2014/2015 Expenditure and Staffing Changes**

**Personnel**

Personnel costs increased 5.6% due to implementation of the market salary study and merit increases.

**Capital**

Capital decreased 48.2% due to projects completed in FY 2014. Budgeted capital in FY 2015 is primarily for grant capacity for the archery range at Naranja Park.

Recreation Program Overview

The Recreation Division is responsible for providing recreational programs, activities, classes, hikes, and special events for all ages. This division is also responsible for ball field management and contracts.

	FY 2013 Actual	FY 2014 Budget	FY 2014 Projected	FY 2015 Budget	Variance to Budget
<b>Personnel</b>					
Recreation & Cultural Svcs Mgr	-	-	-	0.80	0.80
Recreation Manager	0.90	0.80	0.80	-	(0.80)
Assistant Recreation Manager	0.90	1.00	1.00	1.00	-
Recreation Leader	0.40	0.40	0.40	0.40	-
Recreation Aide	1.50	1.50	1.50	1.50	-
<b>Total FTEs</b>	<b>3.70</b>	<b>3.70</b>	<b>3.70</b>	<b>3.70</b>	<b>-</b>

	FY 2013 Actual	FY 2014 Budget	FY 2014 Projected	FY 2015 Budget	Variance to Budget
<b>Expenditures</b>					
Personnel	\$ 148,755	\$ 150,269	\$ 150,269	\$ 162,646	8.2%
Operations & Maintenance	81,888	117,150	118,650	93,650	-20.1%
Capital	-	-	-	-	0.0%
<b>Total Expenditures</b>	<b>\$ 230,643</b>	<b>\$ 267,419</b>	<b>\$ 268,919</b>	<b>\$ 256,296</b>	<b>-4.2%</b>

**FY 2014/2015 Expenditure and Staffing Changes**

**Personnel**

Personnel costs increased 8.2% due to implementation of the market salary study and merit increases.

**Operations & Maintenance**

Operations & Maintenance decreased 20% due to savings in contracted personnel services.

Trails Program Overview

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

	FY 2013 Actual	FY 2014 Budget	FY 2014 Projected	FY 2015 Budget	Variance to Budget
<b>Personnel</b>					
Multimodal Planner	0.90	1.00	1.00	1.00	-
<b>Total FTEs</b>	<b>0.90</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>-</b>

	FY 2013 Actual	FY 2014 Budget	FY 2014 Projected	FY 2015 Budget	Variance to Budget
<b>Expenditures</b>					
Personnel	\$ 65,614	\$ 75,052	\$ 75,052	\$ 79,923	6.5%
Operations & Maintenance	3,600	2,840	2,340	4,810	69.4%
Capital	-	-	-	-	0.0%
<b>Total Expenditures</b>	<b>\$ 69,214</b>	<b>\$ 77,892</b>	<b>\$ 77,392</b>	<b>\$ 84,733</b>	<b>8.8%</b>

**FY 2014/2015 Expenditure and Staffing Changes**

**Personnel**

Personnel costs increased 6.5% due to implementation of the market salary study and merit increases.

**Operations & Maintenance**

Operations & Maintenance increased 69.4% due to travel & training.

Aquatics Program Overview

The Aquatics Division is responsible for the safe operation, maintenance and management of the Oro Valley Aquatic Center. This facility was expanded in FY 2013 and includes an Olympic-sized swimming pool, a 25-yard pool, a splash pad for children and other family-friendly amenities. The facility will serve as one of Southern Arizona's premier, competition-level facilities. FY 2014 was the first full fiscal year of expanded operations.

	FY 2013 Actual	FY 2014 Budget	FY 2014 Projected	FY 2015 Budget	Variance to Budget
<b>Personnel</b>					
Aquatics Manager	1.00	1.00	1.00	1.00	-
Assistant Aquatics Manager	1.00	1.00	1.00	1.00	-
Facility Supervisor	1.36	1.36	1.36	1.36	-
Shift Leader	2.72	2.72	4.08	4.08	1.36
Facility Attendant	2.40	2.88	5.76	5.76	2.88
Lifeguard/Swim Instructor	4.00	4.00	5.50	5.50	1.50
<b>Total FTEs</b>	<b>12.48</b>	<b>12.96</b>	<b>18.70</b>	<b>18.70</b>	<b>5.74</b>

	FY 2013 Actual	FY 2014 Budget	FY 2014 Projected	FY 2015 Budget	Variance to Budget
<b>Expenditures</b>					
Personnel	\$ 338,552	\$ 381,701	\$ 536,507	\$ 589,378	54.4%
Operations & Maintenance	229,082	297,740	311,390	297,690	0.0%
Capital	13,424	18,000	18,000	-	-100.0%
<b>Total Expenditures</b>	<b>\$ 581,058</b>	<b>\$ 697,441</b>	<b>\$ 865,897</b>	<b>\$ 887,068</b>	<b>27.2%</b>

**FY 2014/2015 Expenditure and Staffing Changes**

**Personnel**

Personnel costs increased 54.4% due to additional personnel demands following the recently completed facility expansion.

**Capital**

Capital decreased 100%. Budgeted capital in FY 2014 was primarily for equipment costs.

Library Program Overview

Effective January 1, 2013, the Oro Valley Public Library changed from affiliate status to branch status, and operations were assumed by Pima County.

	FY 2013 Actual	FY 2014 Budget	FY 2014 Projected	FY 2015 Budget	Variance to Budget
<b>Personnel</b>					
Library Services Manager	-	-	-	-	-
Librarian II	-	-	-	-	-
Library Associate	-	-	-	-	-
Library Technical Assistant II	-	-	-	-	-
Library Technical Assistant I	-	-	-	-	-
Office Specialist	-	-	-	-	-
<b>Total FTEs</b>	-	-	-	-	-

	FY 2013 Actual	FY 2014 Budget	FY 2014 Projected	FY 2015 Budget	Variance to Budget
<b>Expenditures</b>					
Personnel	\$ 392,351	\$ -	\$ -	\$ -	0.0%
Operations & Maintenance	35,583	-	-	-	0.0%
Capital	-	-	-	-	0.0%
<b>Total Expenditures</b>	<b>\$ 427,934</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0.0%</b>

Cultural Resources Program Overview

The Cultural Resources Division is responsible for the management of all town historic and cultural properties, such as Steam Pump Ranch. Additionally, this division is responsible for implementation and follow-through of master plans for town historic sites and cultural resources.

	FY 2013 Actual	FY 2014 Budget	FY 2014 Projected	FY 2015 Budget	Variance to Budget
<b>Personnel</b>					
Parks and Recreation Director	0.10	-	-	-	-
Multimodal Planner	0.10	-	-	-	-
Parks Maintenance Manager	0.15	-	-	-	-
Senior Parks Maintenance Worker	0.20	-	-	-	-
Parks Maintenance Worker	0.50	-	-	-	-
Recreation & Cultural Svcs Mgr	-	-	-	0.20	0.20
Recreation Manager	0.10	0.20	0.20	-	(0.20)
Assistant Recreation Manager	0.10	-	-	-	-
Senior Office Specialist	0.10	-	-	-	-
<b>Total FTEs</b>	<b>1.35</b>	<b>0.20</b>	<b>0.20</b>	<b>0.20</b>	<b>-</b>

	FY 2013 Actual	FY 2014 Budget	FY 2014 Projected	FY 2015 Budget	Variance to Budget
<b>Expenditures</b>					
Personnel	\$ 74,925	\$ 13,973	\$ 13,973	\$ 14,882	6.5%
Operations & Maintenance	65,358	49,000	41,847	43,000	-12.2%
Capital	-	82,000	82,000	50,000	-39.0%
<b>Total Expenditures</b>	<b>\$ 140,283</b>	<b>\$ 144,973</b>	<b>\$ 137,820</b>	<b>\$ 107,882</b>	<b>-25.6%</b>

**FY 2014/2015 Expenditure and Staffing Changes**

**Personnel**

Personnel costs increased 6.5% due to a position reclassification, as well as implementation of the market salary study and merit increases.

**Operations & Maintenance**

Operations & Maintenance decreased 12.2% due to savings in special event costs and outside professional services.

**Capital**

Capital decreased 39% due to projects completed in FY 2014. Budgeted capital in FY 2015 is for grant capacity for improvements at Steam Pump Ranch.



# Recreation In-Lieu Fee Fund

## Overview

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

	FY 2013 Actual	FY 2014 Budget	FY 2014 Projected	FY 2015 Budget	Variance to Budget
<b>Expenditures</b>					
Capital	\$ 149,641	\$ -	\$ -	\$ -	0.0%
<b>Total Expenditures</b>	<b>\$ 149,641</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0.0%</b>

	Revenue Sources				Variance to Budget
	FY 2013 Actual	FY 2014		FY 2015 Budget	
		Budget	Projected		
Charges for Services	\$ -	\$ -	\$ -	\$ -	0.0%
<b>Total Revenues</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0.0%</b>



# Parks & Recreation Impact Fee Fund

## Overview

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

	FY 2013 Actual	FY 2014 Budget	FY 2014 Projected	FY 2015 Budget	Variance to Budget
<b>Expenditures</b>					
Capital	\$ 102,166	\$ -	\$ 300,000	\$ -	0.0%
<b>Total Expenditures</b>	<b>\$ 102,166</b>	<b>\$ -</b>	<b>\$ 300,000</b>	<b>\$ -</b>	<b>0.0%</b>

	Revenue Sources				Variance to Budget
	FY 2013 Actual	FY 2014		FY 2015 Budget	
		Budget	Projected		
Residential Impact Fees	\$ 170,698	\$ 201,297	\$ 117,140	\$ 307,772	52.9%
Interest Income	1,525	-	830	-	0.0%
<b>Total Revenues</b>	<b>\$ 172,223</b>	<b>\$ 201,297</b>	<b>\$ 117,970</b>	<b>\$ 307,772</b>	<b>52.9%</b>



# Naranja Park Fund

## Overview

This fund is used to account for capital improvements at Naranja Park, which is located on Naranja Drive, between First Avenue and La Cañada Drive in Oro Valley. Recent Council-approved improvements include two multi-use sports fields, a dog park and a parking lot.

	FY 2013 Actual	FY 2014 Budget	FY 2014 Projected	FY 2015 Budget	Variance to Budget
<b>Expenditures</b>					
Capital	\$ -	\$ 2,000,000	\$ 1,400,000	\$ 600,000	-70.0%
<b>Total Expenditures</b>	\$ -	\$ 2,000,000	\$ 1,400,000	\$ 600,000	-70.0%

	Revenue Sources				
	FY 2013 Actual	FY 2014		FY 2015 Budget	Variance to Budget
		Budget	Projected		
Other Financing Sources	\$ -	\$ 2,000,000	\$ 2,000,000	\$ -	-100.0%
<b>Total Revenues</b>	\$ -	\$ 2,000,000	\$ 2,000,000	\$ -	-100.0%

### FY 2014/2015 Expenditure Changes

#### Capital

Capital decreased 70% as the recent improvements are due to be completed in FY 2015.



## Overview

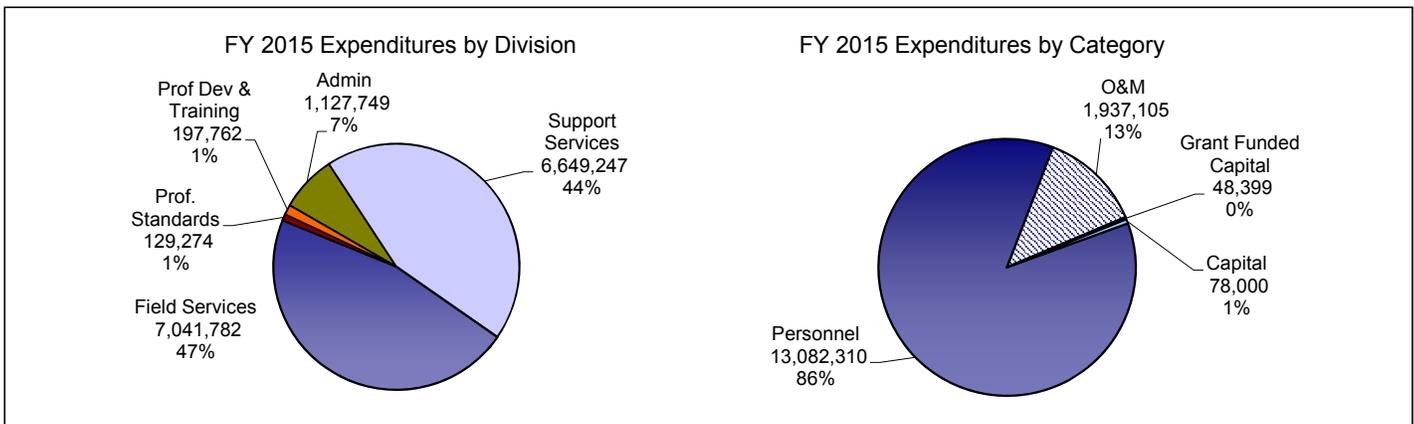
The Oro Valley Police Department (OVPD) is committed to providing public safety services to ensure a safe environment. This is accomplished through collaborative partnerships between our organization, our citizens, business owners/managers, schools, community organizations, media, and other government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

**Seek Excellence Remain Vigilant Involve Community Enforcement**

Total FTEs			
FY 2013 Actual	FY 2014		FY 2015 Budget
	Budget	Projected	
<b>131.69</b>	<b>134.13</b>	<b>133.13</b>	<b>134.13</b>

	Expenditures by Division				% to Budget
	FY 2013 Actual	FY 2014		FY 2015 Budget	
		Budget	Projected		
Administration	\$ 969,491	\$ 1,101,278	\$ 1,104,278	\$ 1,127,749	2.4%
Support Services	5,310,158	6,608,522	6,573,126	6,649,247	0.6%
Field Services	6,025,522	6,440,160	6,314,621	7,041,782	9.3%
Professional Dev. & Training	170,067	190,750	190,750	197,762	3.7%
Professional Standards	117,904	114,233	114,269	129,274	13.2%
	<b>\$ 12,593,142</b>	<b>\$ 14,454,943</b>	<b>\$ 14,297,044</b>	<b>\$ 15,145,814</b>	<b>4.8%</b>

	Revenue Sources				% to Budget
	FY 2013 Actual	FY 2014		FY 2015 Budget	
		Budget	Projected		
Federal Grants	\$ 599,050	\$ 576,490	\$ 592,689	\$ 597,365	3.6%
State Grants	111,829	182,700	52,300	202,300	10.7%
Seizures & Forfeitures	27,984	202,438	89,587	233,385	15.3%
Report Copying	5,583	5,500	4,650	4,650	-15.5%
Impound Processing	34,050	47,500	24,414	26,610	-44.0%
Other	41,713	26,700	26,430	25,050	-6.2%
	<b>\$ 820,209</b>	<b>\$ 1,041,328</b>	<b>\$ 790,070</b>	<b>\$ 1,089,360</b>	<b>4.6%</b>



## Mission

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

FY 2014 Highlights	FY 2015 Goals and Objectives
<ul style="list-style-type: none"> <li>- 162 active businesses in the Adopt-A-Business Program</li> <li>- Citizen Volunteer Assistants Program (CVAP) members contributed 27,664 volunteer hours (estimate through fiscal year-end)</li> <li>- Coordinated and hosted National Night Out</li> <li>- Conducted a two week Explorer Academy, hosting Explorers from four jurisdictions</li> <li>- Continued to sponsor back to school and Christmas 'Shop with a Cop' programs</li> <li>- Continued utilizing seizure funds for the purchase of equipment, vehicles and backfilling of three officer positions</li> <li>- 650 followers on Oro Valley's Police Department Facebook page</li> <li>- <i>Your Voice, Our Future</i> General Plan update survey noted the number one reason residents enjoy living in Oro Valley is safety and low crime</li> <li>- Organized and hosted 'Media Day' attended by regional public information officers and media representatives</li> <li>- Coordinated and conducted Impact Teen Driving program sponsored in part by National Auto</li> <li>- Received grant funding for DUI phlebotomy van, two DUI enforcement Tahoes, one Victory motorcycle, ten speed detection devices, overtime for DUI enforcement, and Northwest University accident reconstruction basic and advanced training</li> <li>- Active Shooter Response training conducted for all Amphitheater schools and staff in Oro Valley Schools</li> <li>- OVPD Training Officer assisted Arizona Peace Officer Standards and Training Board in providing regional training on the initiative 'Below 100', a beneficial program as described at <a href="http://www.Below100.com">www.Below100.com</a></li> <li>- Full implementation of the Pima County Wireless Integrated Network system was achieved on March 31st</li> <li>- Provided the Pima County Wildfire Protection Plan to Town Council for approval</li> <li>- OVPD continued weekly High Visibility Enforcement (HiVE) deployments to decrease injury related collisions at intersections with the highest collision rates</li> <li>- Chief Sharp was named recipient of the Greater Oro Valley Chamber of Commerce 2013 Legacy Award</li> <li>- Chief Sharp was named as the International Association of Chiefs of Police (IACP) representative to the Traffic Incident Management Technical Advisory Group for the American Association of State Highway Transportation Officials (AASHTO)</li> <li>- Chief Sharp was named as the International Association of Chiefs of Police (IACP) Recipient of the 2013 IACP J. Stannard Baker Award</li> <li>- In conjunction with an Oro Valley technology firm, OVPD is beta testing a new Eticket, Ecrash and incident reporting system, the first of its kind (<a href="http://www.thinbluereports.com/">http://www.thinbluereports.com/</a>)</li> <li>- Collaborated with Town's IT Department to enhance the Town's capabilities and develop redundancy to ensure safety for the Town's resources</li> </ul>	<p><b>Focus Area: Fiscal Responsibility</b></p> <ul style="list-style-type: none"> <li>■ Maintain a balanced budget</li> <li>■ Maximize use of non-Town funding sources by participating in task force operations</li> <li>■ Secure outside grant funding from federal, state and local sources</li> <li>■ Research and pursue alternatives for a new police evidence facility, land acquisition and architectural design</li> <li>■ Continue police station improvement project to protect the Town's assets and avoid infrastructure deterioration</li> <li>■ Participate in efforts to annex additional areas</li> <li>■ Utilize Lexipol Policies and Procedures, as well as ensuring current training is maintained in an effort to reduce liability to the Town</li> </ul> <p><b>Focus Area: Communication</b></p> <ul style="list-style-type: none"> <li>■ Provide effective citizen outreach, communication and education through Citizen Academy, Teen Academy, neighborhood meetings, public meetings, Town website, HOA forums, special events, programs and social media</li> <li>■ Continue project to update and revise Department Policies and Directives</li> <li>■ Adopt new businesses as they open to provide support and safety information</li> <li>■ Complete and publish Annual Report</li> <li>■ Ensure continuing development of all staff, especially as related to succession planning</li> <li>■ Maintain strong regional collaborative relationships</li> <li>■ Update OVPD's Continuity Plan</li> <li>■ Continue to work as a team internally and with other departments to meet Town goals</li> </ul> <p><b>Focus Area: Economic Development</b></p> <ul style="list-style-type: none"> <li>■ Maintain a safe community by reducing crime and reducing fear of crime, where residents and visitors feel secure and property is protected</li> </ul> <p><b>Focus Area: Community Services</b></p> <ul style="list-style-type: none"> <li>■ Adopt new businesses as they open and cultivate relationships to create a business friendly environment</li> <li>■ Continue conducting Dispose-a-Med program</li> <li>■ Ensure a safer community by reducing crime and reducing fear of crime where residents and visitors feel secure</li> <li>■ Continue to provide active shooter education to private groups, businesses and civic events</li> </ul>

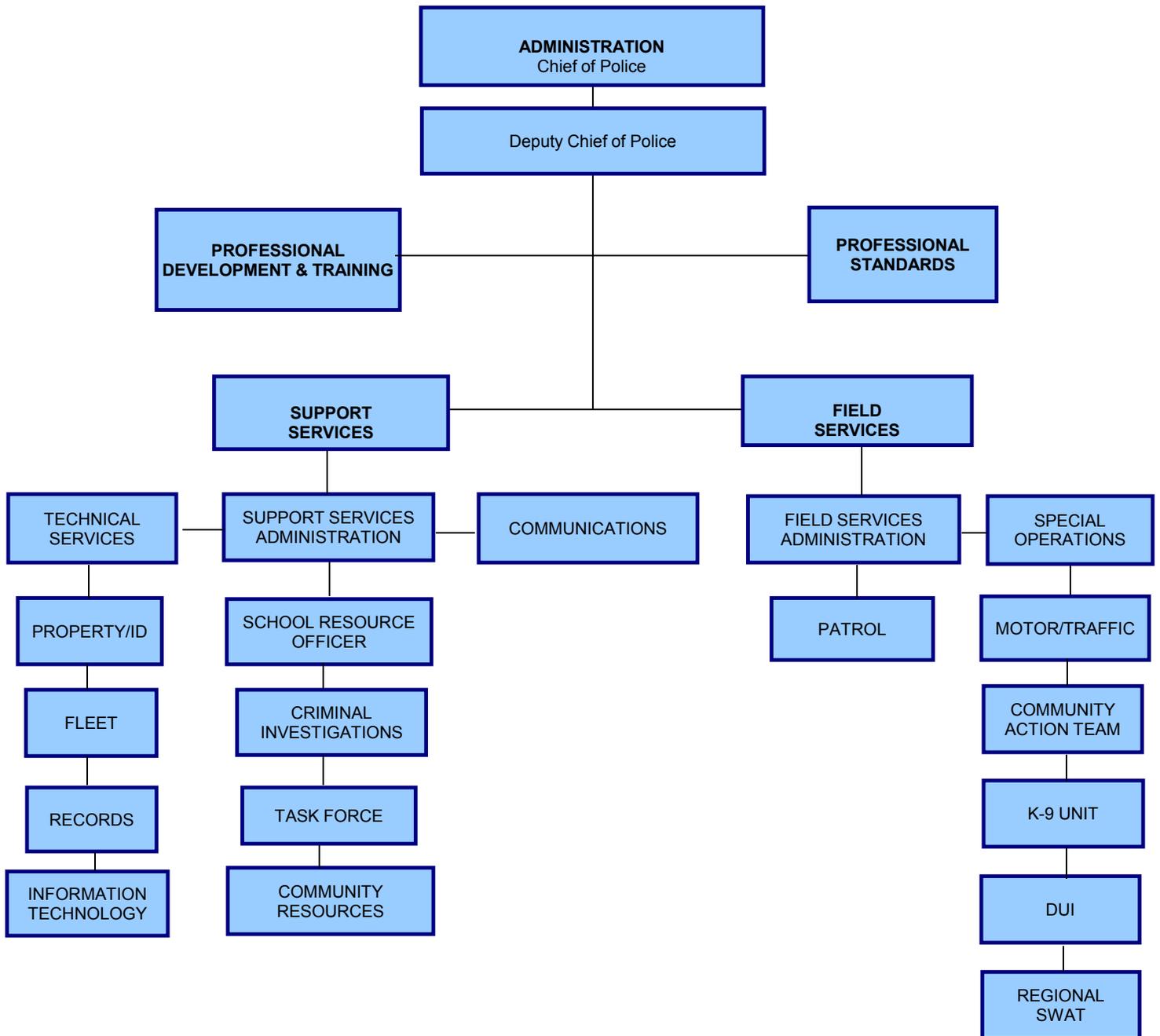
## Performance Measures

	CY 2013 Actual	CY 2014 Estimate	CY 2015 Projected
▶ Percentage of Priority I calls responded to in less than five minutes	80%	81%	81%
▶ Percentage of Priority II calls responded to in less than eight minutes	86%	86%	87%
▶ Percentage of residents on OVPD Citizen Satisfaction Survey that rated neighborhood walking safety during the day as reasonably safe or above	92%	92%	91%
▶ Percentage of residents on OVPD Citizen Satisfaction Survey that rated neighborhood walking safety during the night as reasonably safe or above	87%	85%	89%
▶ Percentage of residents on OVPD Citizen Satisfaction Survey rating their police services above average (of those who indicated they had contact with the Police Department during the last 12 months) <i>*Rating of a 7 or above on a scale of 1 to 10</i>	98%	94%	97%

## Workload Indicators

	CY 2013 Actual	CY 2014 Estimate	CY 2015 Projected
▶ Calls for service	16,876	16,890	17,015
▶ Number of incoming emergency and non-emergency phone calls answered by police dispatchers	57,330	55,600	54,538
▶ Number of Priority I calls	274	270	283
▶ Number of Priority II calls	743	712	710
▶ Reported traffic accidents	534	520	526

*Note: These figures are within a range, and reflect the median for those ranges*



Administration Program Overview

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

	FY 2013 Actual	FY 2014 Budget	FY 2014 Projected	FY 2015 Budget	Variance to Budget
<b>Personnel</b>					
Police Chief	1.00	1.00	1.00	1.00	-
Deputy Police Chief	1.00	1.00	1.00	1.00	-
Lieutenant	1.00	1.00	1.00	1.00	-
Administrative Services Mgr	1.00	1.00	1.00	1.00	-
<b>Total FTEs</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>-</b>

	FY 2013 Actual	FY 2014 Budget	FY 2014 Projected	FY 2015 Budget	Variance to Budget
<b>Expenditures</b>					
Personnel	\$ 532,982	\$ 547,433	\$ 547,433	\$ 578,254	5.6%
Operations & Maintenance	434,871	553,845	556,845	549,495	-0.8%
Capital	1,638	-	-	-	0.0%
<b>Total Expenditures</b>	<b>\$ 969,491</b>	<b>\$ 1,101,278</b>	<b>\$ 1,104,278</b>	<b>\$ 1,127,749</b>	<b>2.4%</b>

**FY 2014/2015 Expenditure and Staffing Changes**

**Personnel**

Personnel costs increased 5.6% due to implementation of the market salary study and merit increases.

Professional Development & Training Program Overview

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

	FY 2013 Actual	FY 2014 Budget	FY 2014 Projected	FY 2015 Budget	Variance to Budget
<b>Personnel</b>					
Training Officer	1.00	1.00	1.00	1.00	-
<b>Total FTEs</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>-</b>

	FY 2013 Actual	FY 2014 Budget	FY 2014 Projected	FY 2015 Budget	Variance to Budget
<b>Expenditures</b>					
Personnel	\$ 92,010	\$ 92,250	\$ 92,250	\$ 100,712	9.2%
Operations & Maintenance	78,057	98,500	98,500	97,050	-1.5%
Capital	-	-	-	-	0.0%
<b>Total Expenditures</b>	<b>\$ 170,067</b>	<b>\$ 190,750</b>	<b>\$ 190,750</b>	<b>\$ 197,762</b>	<b>3.7%</b>

**FY 2014/2015 Expenditure and Staffing Changes**

**Personnel**

Personnel costs increased 9.2% due to implementation of the market salary study and merit increases.

**Operations & Maintenance**

Operations & Maintenance decreased 1.5% due to savings in field supplies.

Professional Standards Program Overview

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

	FY 2013 Actual	FY 2014 Budget	FY 2014 Projected	FY 2015 Budget	Variance to Budget
<b>Personnel</b>					
Sergeant	1.00	1.00	1.00	1.00	-
<b>Total FTEs</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>-</b>

	FY 2013 Actual	FY 2014 Budget	FY 2014 Projected	FY 2015 Budget	Variance to Budget
<b>Expenditures</b>					
Personnel	\$ 110,837	\$ 107,583	\$ 107,583	\$ 122,624	14.0%
Operations & Maintenance	7,067	6,650	6,686	6,650	0.0%
Capital	-	-	-	-	0.0%
<b>Total Expenditures</b>	<b>\$ 117,904</b>	<b>\$ 114,233</b>	<b>\$ 114,269</b>	<b>\$ 129,274</b>	<b>13.2%</b>

**FY 2014/2015 Expenditure and Staffing Changes**

**Personnel**

Personnel costs increased 14% due to implementation of the market salary study, merit increases and on call pay.

Support Services Program Overview

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

	FY 2013 Actual	FY 2014 Budget	FY 2014 Projected	FY 2015 Budget	Variance to Budget
<b>Personnel</b>					
Commander	1.00	1.00	1.00	1.00	-
Lieutenant	2.00	2.00	2.00	2.00	-
Emergency Mgmt & Safety Coord	-	-	-	1.00	1.00
Emergency Response Planner	1.00	1.00	1.00	-	(1.00)
Senior Office Specialist	-	1.00	1.00	1.00	-
Office Specialist	1.00	-	-	-	-
<b>Total FTEs</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>-</b>

	FY 2013 Actual	FY 2014 Budget	FY 2014 Projected	FY 2015 Budget	Variance to Budget
<b>Expenditures</b>					
Personnel	\$ 468,338	\$ 535,476	\$ 535,476	\$ 577,656	7.9%
Operations & Maintenance	407	800	800	800	0.0%
Capital	-	-	-	-	0.0%
<b>Total Expenditures</b>	<b>\$ 468,745</b>	<b>\$ 536,276</b>	<b>\$ 536,276</b>	<b>\$ 578,456</b>	<b>7.9%</b>

**FY 2014/2015 Expenditure and Staffing Changes**

**Personnel**

Personnel costs increased 7.9% due to a position reclassification, implementation of the market salary study and merit increases.

Criminal Investigations Unit Program Overview

The Criminal Investigations Unit (CIU) is the primary investigative arm of the OVPD and is responsible for investigating all major crimes that occur in Oro Valley. These crimes include Crimes against Person(s) - Homicide, Sexual Assault, Aggravated Assault, etc., and Crimes against Property - Burglary, Larceny, Auto Theft, etc. Detectives are cross-trained to investigate the various types of crimes committed in Oro Valley and many of them network with task force groups outside Oro Valley to enhance service within our community.

	FY 2013 Actual	FY 2014 Budget	FY 2014 Projected	FY 2015 Budget	Variance to Budget
<b>Personnel</b>					
Sergeant	1.00	1.00	1.00	1.00	-
Detective	6.00	6.00	6.00	6.00	-
Crime Analyst	1.00	-	-	-	-
<b>Total FTEs</b>	<b>8.00</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>	<b>-</b>

	FY 2013 Actual	FY 2014 Budget	FY 2014 Projected	FY 2015 Budget	Variance to Budget
<b>Expenditures</b>					
Personnel	\$ 775,473	\$ 707,152	\$ 707,152	\$ 800,691	13.2%
Operations & Maintenance	9,018	14,400	14,400	11,875	-17.5%
Capital	-	-	-	-	0.0%
<b>Total Expenditures</b>	<b>\$ 784,491</b>	<b>\$ 721,552</b>	<b>\$ 721,552</b>	<b>\$ 812,566</b>	<b>12.6%</b>

**FY 2014/2015 Expenditure and Staffing Changes**

**Personnel**

Personnel costs increased 13.2% due to implementation of the market salary study, merit increases and overtime costs.

**Operations & Maintenance**

Operations & Maintenance decreased 17.5% due to a decrease in non-capital equipment costs.

School Resource Officer Unit Program Overview

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

Within the SRO Unit is the Explorers program, which consists of young men and women, ages 14 to 21, who are interested in a career in law enforcement. Police officers are the Explorer advisors and assist in weekly instruction and training. Explorers dedicate themselves to community service and help the CRU during special events.

	FY 2013 Actual	FY 2014 Budget	FY 2014 Projected	FY 2015 Budget	Variance to Budget
<b>Personnel</b>					
Sergeant	1.00	1.00	1.00	1.00	-
School Resource Officer	7.00	8.00	7.00	8.00	-
<b>Total FTEs</b>	<b>8.00</b>	<b>9.00</b>	<b>8.00</b>	<b>9.00</b>	<b>-</b>

	FY 2013 Actual	FY 2014 Budget	FY 2014 Projected	FY 2015 Budget	Variance to Budget
<b>Expenditures</b>					
Personnel	\$ 736,298	\$ 852,857	\$ 802,227	\$ 935,388	9.7%
Operations & Maintenance	483	100	100	11,500	11400.0%
Capital	-	-	-	-	0.0%
<b>Total Expenditures</b>	<b>\$ 736,781</b>	<b>\$ 852,957</b>	<b>\$ 802,327</b>	<b>\$ 946,888</b>	<b>11.0%</b>

**FY 2014/2015 Expenditure and Staffing Changes**

**Personnel**

Personnel costs increased 9.7% due to implementation of the market salary study and merit increases.

**Operations & Maintenance**

Operations & Maintenance increased due to the Explorers program, which was previously budgeted in Community Resources.

Task Force Operations Program Overview

The OVPD is actively involved in multi-jurisdictional joint task forces across southern Arizona.

**Counter Narcotics Alliance (CNA)** is a multi-jurisdictional drug task force that consists of 18 participating agencies to include local law enforcement, prosecuting agencies, the Arizona High Intensity Drug Trafficking Area (AZHIDTA), and the Davis Monthan Air Force Base (DMAFB) operating in the Pima County metro area. Each agency compliments the task force with staffing and administrative processes.

**Drug Enforcement Agency (DEA)** has numerous multi-jurisdictional task force groups that include federal agents, prosecuting agencies, and state and local law enforcement agencies. Each task force takes a different segment of the trafficking, production and use of drug related crime to combat this national epidemic.

**Joint Terrorism Task Force (JTTF)** are small cells of highly trained, locally based investigators, analysts, linguists, SWAT experts, and other specialists from dozens of U.S. law enforcement and intelligence agencies. It is a multi-agency effort led by the Justice Department and FBI designed to combine the resources of federal, state, and local law enforcement.

The **Gang and Immigration Intelligence Team Enforcement Mission (GIITEM)** is a multi-jurisdictional task force that focuses on street gang crime as well as U.S. border and immigration crimes. GIITEM strives to accomplish its mission through a task force concept involving personnel from tribal, federal, state, county, and municipal law enforcement agencies.

	FY 2013 Actual	FY 2014 Budget	FY 2014 Projected	FY 2015 Budget	Variance to Budget
<b>Personnel</b>					
Sergeant	1.00	1.00	1.00	1.00	-
Officer	7.00	7.00	7.00	7.00	-
<b>Total FTEs</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>	-

	FY 2013 Actual	FY 2014 Budget	FY 2014 Projected	FY 2015 Budget	Variance to Budget
<b>Expenditures</b>					
Personnel	\$ 768,797	\$ 786,220	\$ 786,220	\$ 838,963	6.7%
Operations & Maintenance	-	-	-	-	0.0%
Capital	91,717	46,000	119,036	48,399	5.2%
<b>Total Expenditures</b>	<b>\$ 860,514</b>	<b>\$ 832,220</b>	<b>\$ 905,256</b>	<b>\$ 887,362</b>	<b>6.6%</b>

**FY 2014/2015 Expenditure and Staffing Changes**

**Personnel**

Personnel costs increased 6.7% due to implementation of the market salary study and merit increases.

**Capital**

Capital increased 5.2% for equipment, which is contingent upon grant funding.

Community Resources Program Overview

The Community Resource Unit (CRU) is dedicated to preventing crime through public education and offers a wide range of presentations and programs.

**Neighborhood Watch Program**

Consists of a cohesive body of concerned citizens addressing issues that affect their neighborhood. OVPD has two officers who organize, train, and provide valuable information to these neighborhoods in order to reduce and prevent crime. Neighborhood Watch provides communities a direct liaison with the OVPD and quarterly newsletters are distributed.

**Crime Free Multi-Housing Program**

This program is similar to Neighborhood Watch but for apartment complexes. It encourages neighbors to interact with one another but also holds apartment managers to strict criteria when signing new tenants.

**Citizen Volunteer Assistants Program (C.V.A.P.)**

This program provides the opportunity for citizens to serve their community by assisting the Police department. The volunteers become an extra set of eyes and ears and assist in many different areas. Volunteers patrol residential neighborhoods, business complexes, shopping centers and assist with scene security at accidents or crime scenes.

	FY 2013 Actual	FY 2014 Budget	FY 2014 Projected	FY 2015 Budget	Variance to Budget
<b>Personnel</b>					
Sergeant	1.00	1.00	1.00	1.00	-
Officer/Special Events Coord.	-	1.00	1.00	1.00	-
Officer	2.00	1.00	1.00	1.00	-
<b>Total FTEs</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	-

	FY 2013 Actual	FY 2014 Budget	FY 2014 Projected	FY 2015 Budget	Variance to Budget
<b>Expenditures</b>					
Personnel	\$ 196,143	\$ 279,424	\$ 279,424	\$ 322,892	15.6%
Operations & Maintenance	36,023	49,390	49,940	42,740	-13.5%
Capital	-	-	-	-	0.0%
<b>Total Expenditures</b>	<b>\$ 232,166</b>	<b>\$ 328,814</b>	<b>\$ 329,364</b>	<b>\$ 365,632</b>	<b>11.2%</b>

**FY 2014/2015 Expenditure and Staffing Changes**

**Personnel**

Personnel costs increased 15.6% due to implementation of the market salary study, merit increases and overtime costs.

**Operations & Maintenance**

Operations & Maintenance decreased 13.5% due to the Explorers program, which is now budgeted in the School Resource Officer unit.

Communications Program Overview

The Communications Center is the primary answering point for all 9-1-1 emergency calls in Oro Valley. The center operates 24 hours a day, 7 days a week. Public Safety Communications is skilled emergency service work that involves receiving emergency and non-emergency requests for police assistance, determining the nature and the urgency of calls, initiating police or other emergency service personnel action and maintaining close contact with field units to monitor response and needed support requirements.

	FY 2013 Actual	FY 2014 Budget	FY 2014 Projected	FY 2015 Budget	Variance to Budget
<b>Personnel</b>					
Police Communications Manager	-	-	-	1.00	1.00
Communications Supervisor	1.00	1.00	1.00	-	(1.00)
Lead Dispatcher	3.00	3.00	3.00	3.00	-
Dispatcher	9.00	9.00	9.00	9.00	-
<b>Total FTEs</b>	<b>13.00</b>	<b>13.00</b>	<b>13.00</b>	<b>13.00</b>	-

	FY 2013 Actual	FY 2014 Budget	FY 2014 Projected	FY 2015 Budget	Variance to Budget
<b>Expenditures</b>					
Personnel	\$ 797,786	\$ 868,135	\$ 868,135	\$ 945,070	8.9%
Operations & Maintenance	2,361	3,350	3,300	3,350	0.0%
Capital	-	-	-	-	0.0%
<b>Total Expenditures</b>	<b>\$ 800,147</b>	<b>\$ 871,485</b>	<b>\$ 871,435</b>	<b>\$ 948,420</b>	<b>8.8%</b>

**FY 2014/2015 Expenditure and Staffing Changes**

**Personnel**

Personnel costs increased 8.9% due to a position reclassification, implementation of the market salary study, merit increases and overtime costs.

Records Program Overview

The Records Unit is responsible for processing, distributing, and maintaining all public law enforcement records generated by OVPD. The Records Unit adheres to the release policy mandated by state law. The Unit is also responsible for the handling of impound releases of vehicles, verifying the required documentation through the Motor Vehicle Division, preparing the proper paperwork, and collecting the necessary fees.

	FY 2013 Actual	FY 2014 Budget	FY 2014 Projected	FY 2015 Budget	Variance to Budget
<b>Personnel</b>					
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	-
<b>Total FTEs</b>	<b>7.25</b>	<b>7.25</b>	<b>7.25</b>	<b>7.25</b>	<b>-</b>

	FY 2013 Actual	FY 2014 Budget	FY 2014 Projected	FY 2015 Budget	Variance to Budget
<b>Expenditures</b>					
Personnel	\$ 356,422	\$ 364,148	\$ 364,148	\$ 396,713	8.9%
Operations & Maintenance	2,500	3,250	3,300	3,250	0.0%
Capital	-	-	-	-	0.0%
<b>Total Expenditures</b>	<b>\$ 358,922</b>	<b>\$ 367,398</b>	<b>\$ 367,448</b>	<b>\$ 399,963</b>	<b>8.9%</b>

**FY 2014/2015 Expenditure and Staffing Changes**

**Personnel**

Personnel costs increased 8.9% due to implementation of the market salary study and merit increases.

Information Technology Program Overview

The Information Technology Unit (ITU) provides support service to the department and is responsible for planning, acquiring, implementing and developing information technology solutions to facilitate the department's mission. The ITU also evaluates and acquires emerging technologies, information systems and networks that have law enforcement applications.

	FY 2013 Actual	FY 2014 Budget	FY 2014 Projected	FY 2015 Budget	Variance to Budget
<b>Personnel</b>					
Detective/IT Manager	1.00	1.00	1.00	1.00	-
<b>Total FTEs</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>-</b>

	FY 2013 Actual	FY 2014 Budget	FY 2014 Projected	FY 2015 Budget	Variance to Budget
<b>Expenditures</b>					
Personnel	\$ 104,680	\$ 102,702	\$ 102,702	\$ 114,095	11.1%
Operations & Maintenance	11,827	197,052	134,500	183,352	-7.0%
Capital	-	148,340	152,540	68,000	-54.2%
<b>Total Expenditures</b>	<b>\$ 116,507</b>	<b>\$ 448,094</b>	<b>\$ 389,742</b>	<b>\$ 365,447</b>	<b>-18.4%</b>

**FY 2014/2015 Expenditure and Staffing Changes**

**Personnel**

Personnel costs increased 11.1% due to implementation of the market salary study, merit increases and overtime costs.

**Operations & Maintenance**

Operations & Maintenance decreased 7% due to savings in software maintenance & licensing costs and non-capital equipment.

**Capital**

Capital decreased 54.2% due to completion of two capital projects in FY 2014 and reduced budget capacity for server replacements.

## Fleet Maintenance Program Overview

Fleet Maintenance assists with the procurement, outfitting, assigning and maintenance of all vehicles in the OVPD fleet. Fleet Maintenance ensures that all warranty work is performed and the fleet is maintained to manufacturer specifications at the most competitive rates available. It is further tasked with preventative safety equipment maintenance.

	FY 2013 Actual	FY 2014 Budget	FY 2014 Projected	FY 2015 Budget	Variance to Budget
<b>Personnel</b>					
Fleet Control Specialist	-	-	-	1.00	1.00
Fleet Maintenance Mechanic II	1.00	1.00	1.00	-	(1.00)
Reserve Officer	0.48	0.48	0.48	0.48	-
<b>Total FTEs</b>	<b>1.48</b>	<b>1.48</b>	<b>1.48</b>	<b>1.48</b>	<b>-</b>

	FY 2013 Actual	FY 2014 Budget	FY 2014 Projected	FY 2015 Budget	Variance to Budget
<b>Expenditures</b>					
Personnel	\$ 91,906	\$ 87,565	\$ 87,565	\$ 98,258	12.2%
Operations & Maintenance	426,251	927,800	927,800	952,953	2.7%
Capital	171,394	-	-	-	0.0%
<b>Total Expenditures</b>	<b>\$ 689,551</b>	<b>\$ 1,015,365</b>	<b>\$ 1,015,365</b>	<b>\$ 1,051,211</b>	<b>3.5%</b>

### FY 2014/2015 Expenditure and Staffing Changes

#### Personnel

Personnel costs increased 12.2% due to a position reclassification, implementation of the market salary study, merit increases and overtime costs.

#### Operations & Maintenance

Operations & Maintenance increased 2.7% due to a scheduled lease payment for motorcycle replacements.

Property/ID. Program Overview

The Property and ID Unit is staffed with skilled technicians that locate, collect, secure and preserve a variety of critical, physical and sometimes fragile evidence at crime scenes. Technicians must write accurate narratives, follow up on collected evidence for scientific analysis, liaison with other agencies for complete related casework, and prepare testimony for court proceedings.

	FY 2013 Actual	FY 2014 Budget	FY 2014 Projected	FY 2015 Budget	Variance to Budget
<b>Personnel</b>					
Crime Scene Tech Supervisor	-	-	-	1.00	1.00
Lead IT Forensic Tech	1.00	1.00	1.00	-	(1.00)
Crime Scene Technician	-	-	-	2.00	2.00
Property/ID Technician	2.00	2.00	2.00	-	(2.00)
Reserve Officer	0.48	0.48	0.48	0.48	-
<b>Total FTEs</b>	<b>3.48</b>	<b>3.48</b>	<b>3.48</b>	<b>3.48</b>	<b>-</b>

	FY 2013 Actual	FY 2014 Budget	FY 2014 Projected	FY 2015 Budget	Variance to Budget
<b>Expenditures</b>					
Personnel	\$ 229,763	\$ 244,161	\$ 244,161	\$ 253,102	3.7%
Operations & Maintenance	32,571	40,200	40,200	40,200	0.0%
Capital	-	350,000	350,000	-	-100.0%
<b>Total Expenditures</b>	<b>\$ 262,334</b>	<b>\$ 634,361</b>	<b>\$ 634,361</b>	<b>\$ 293,302</b>	<b>-53.8%</b>

**FY 2014/2015 Expenditure and Staffing Changes**

**Personnel**

Personnel costs increased 3.7% due to position reclassifications, implementation of the market salary study and merit increases.

**Capital**

Capital decreased 100%. The FY 2014 budget was for costs related to construction of a new property and ID building. Future costs related to this project are budgeted in the General Government CIP Fund.

Field Services Division Overview

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

	FY 2013 Actual	FY 2014 Budget	FY 2014 Projected	FY 2015 Budget	Variance to Budget
<b>Personnel</b>					
Commander	1.00	1.00	1.00	1.00	-
Lieutenant	2.00	2.00	2.00	2.00	-
Crime Analyst	-	1.00	1.00	1.00	-
Senior Office Specialist	1.00	2.00	1.00	1.00	(1.00)
Office Specialist	1.00	-	1.00	1.00	1.00
<b>Total FTEs</b>	<b>5.00</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>-</b>

	FY 2013 Actual	FY 2014 Budget	FY 2014 Projected	FY 2015 Budget	Variance to Budget
<b>Expenditures</b>					
Personnel	\$ 570,012	\$ 628,220	\$ 619,931	\$ 646,224	2.9%
Operations & Maintenance	1,174	1,500	1,500	1,500	0.0%
Capital	-	-	-	-	0.0%
<b>Total Expenditures</b>	<b>\$ 571,186</b>	<b>\$ 629,720</b>	<b>\$ 621,431</b>	<b>\$ 647,724</b>	<b>2.9%</b>

**FY 2014/2015 Expenditure and Staffing Changes**

**Personnel**

Personnel costs increased 2.9% for implementation of the market salary study and merit increases.

## Patrol Program Overview

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

### K-9

Three K-9 teams (handler/canine) are deployed throughout the week. Two teams are "dual purpose" and are trained in two specific areas; patrol/handler protection, and narcotics detection. The remaining team is trained to detect explosives and an accelerant component used to make explosive devices, and is a member of the Pima Regional Bomb Squad. Two separate canine breeds are used: German Shepard and Belgium Malinois.

### DUI

The DUI Unit is comprised of two officers whose primary function is to actively seek impaired drivers. Patrol Officers who have developed special skills in the area of drug recognition and phlebotomy supplement them in their task. DUI Officers assume the lead investigative role in impairment investigations initiated by Patrol Officers and are well versed in the field of impaired driver investigations. OVPD is a participant in the Southern Arizona DUI Task Force and participates in task force deployments annually.

	FY 2013 Actual	FY 2014 Budget	FY 2014 Projected	FY 2015 Budget	Variance to Budget
<b>Personnel</b>					
Sergeant	6.00	6.00	6.00	6.00	-
Lead Officer	6.00	7.00	7.00	7.00	-
K-9 Officer	3.00	2.00	2.00	2.00	-
DUI Officer	2.00	2.00	2.00	2.00	-
Officer	30.00	30.00	30.00	30.00	-
Reserve Officer	0.48	1.92	1.92	1.92	-
<b>Total FTEs</b>	<b>47.48</b>	<b>48.92</b>	<b>48.92</b>	<b>48.92</b>	<b>-</b>

	FY 2013 Actual	FY 2014 Budget	FY 2014 Projected	FY 2015 Budget	Variance to Budget
<b>Expenditures</b>					
Personnel	\$ 4,197,409	\$ 4,366,845	\$ 4,249,200	\$ 4,799,198	9.9%
Operations & Maintenance	12,714	16,390	16,417	16,690	1.8%
Capital	-	10,000	10,368	10,000	0.0%
<b>Total Expenditures</b>	<b>\$ 4,210,123</b>	<b>\$ 4,393,235</b>	<b>\$ 4,275,985</b>	<b>\$ 4,825,888</b>	<b>9.8%</b>

### FY 2014/2015 Expenditure and Staffing Changes

#### Personnel

Personnel costs increased 9.9% due to implementation of the market salary study and merit increases.

## Motor/Traffic Unit Program Overview

The goals of the Oro Valley Motor Unit are: to respond to citizens traffic concerns; be highly visible to the public and; enforce traffic laws. By staying proactive and achieving these goals, the Motor Unit is able to deter criminal behavior from residing in or targeting Oro Valley. The three measures deploying the Motor Unit are: highest collision intersections, special events, and citizen traffic concerns.

	FY 2013 Actual	FY 2014 Budget	FY 2014 Projected	FY 2015 Budget	Variance to Budget
<b>Personnel</b>					
Sergeant	1.00	1.00	1.00	1.00	-
Lead Officer	1.00	1.00	1.00	1.00	-
Motorcycle Officer	7.00	7.00	7.00	7.00	-
<b>Total FTEs</b>	<b>9.00</b>	<b>9.00</b>	<b>9.00</b>	<b>9.00</b>	<b>-</b>

	FY 2013 Actual	FY 2014 Budget	FY 2014 Projected	FY 2015 Budget	Variance to Budget
<b>Expenditures</b>					
Personnel	\$ 808,194	\$ 836,417	\$ 836,417	\$ 937,360	12.1%
Operations & Maintenance	7,022	14,700	14,700	14,700	0.0%
Capital	-	-	-	-	0.0%
<b>Total Expenditures</b>	<b>\$ 815,216</b>	<b>\$ 851,117</b>	<b>\$ 851,117</b>	<b>\$ 952,060</b>	<b>11.9%</b>

### FY 2014/2015 Expenditure and Staffing Changes

#### Personnel

Personnel costs increased 12.1% due to implementation of the market salary study, merit increases, on call pay and overtime costs.

Community Action Team Program Overview

The Community Action Team (C.A.T.) serves as one of OVPD's most pro-active and successful community policing initiatives. The primary premise of C.A.T. is to focus on the "root-causes" of problems and identify which crimes lead to secondary crimes and how they are associated. C.A.T. members spend a great deal of time gathering information on specific issues through various connections with other law enforcement organizations and the public. These "partnerships" foster trust between the community and our organization and has been paramount in our ability to combat crime.

	FY 2013 Actual	FY 2014 Budget	FY 2014 Projected	FY 2015 Budget	Variance to Budget
<b>Personnel</b>					
Sergeant	1.00	1.00	1.00	1.00	-
Lead Officer	1.00	1.00	1.00	1.00	-
Officer	4.00	4.00	4.00	4.00	-
<b>Total FTEs</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	-

	FY 2013 Actual	FY 2014 Budget	FY 2014 Projected	FY 2015 Budget	Variance to Budget
<b>Expenditures</b>					
Personnel	\$ 428,969	\$ 565,088	\$ 565,088	\$ 615,110	8.9%
Operations & Maintenance	28	1,000	1,000	1,000	0.0%
Capital	-	-	-	-	0.0%
<b>Total Expenditures</b>	<b>\$ 428,997</b>	<b>\$ 566,088</b>	<b>\$ 566,088</b>	<b>\$ 616,110</b>	<b>8.8%</b>

**FY 2014/2015 Expenditure and Staffing Changes**

**Personnel**

Personnel costs increased 8.9% due to implementation of the market salary study and merit increases.



# Police Impact Fee Fund

## Overview

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

	FY 2013 Actual	FY 2014 Budget	FY 2014 Projected	FY 2015 Budget	Variance to Budget
<b>Expenditures</b>					
Operations & Maintenance	\$ 12,067	\$ -	\$ -	\$ -	0.0%
Capital	82,645	-	-	-	0.0%
<b>Total Expenditures</b>	<b>\$ 94,712</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0.0%</b>

	Revenue Sources				Variance to Budget
	FY 2013 Actual	FY 2014		FY 2015 Budget	
		Budget	Projected		
Residential Impact Fees	\$ 56,638	\$ 106,393	\$ 36,670	\$ 111,020	4.3%
Commercial Impact Fees	34,320	999	31,650	22,976	2199.9%
Interest Income	903	-	444	-	0.0%
<b>Total Revenues</b>	<b>\$ 91,861</b>	<b>\$ 107,392</b>	<b>\$ 68,764</b>	<b>\$ 133,996</b>	<b>24.8%</b>



# Water Utility

## Overview

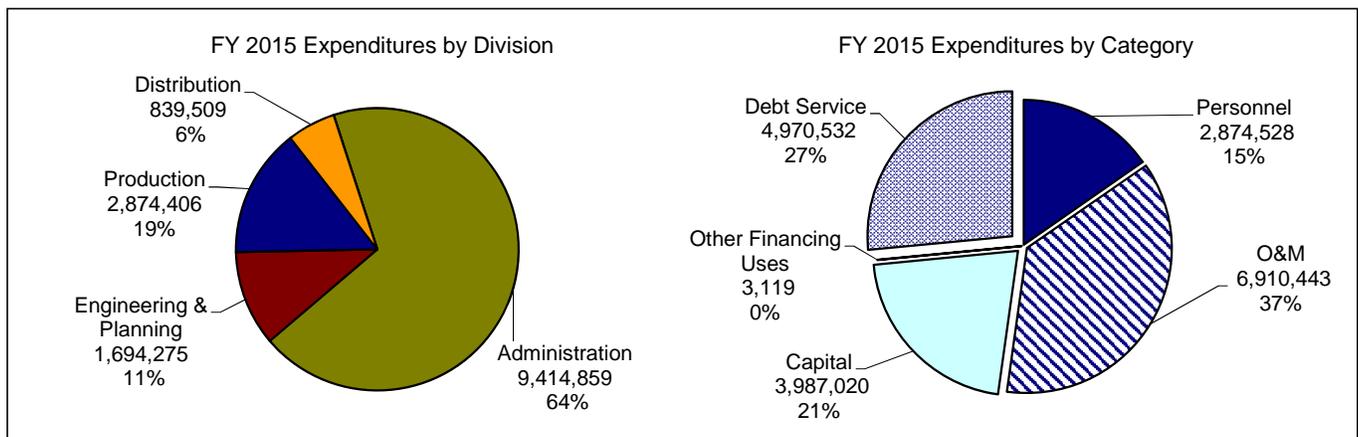
The primary function of the Water Utility is the protection of public health and safety through the production and efficient delivery of water that meets and/or exceeds water quality standards and in sufficient quantity to meet customer demands. Responsibilities include regulatory compliance, customer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

Total FTEs			
FY 2013 Actual	FY 2014		FY 2015 Budget
	Budget	Projected	
36.00	37.00	37.00	37.48

	Expenditures by Division				
	FY 2013 Actual	FY 2014		FY 2015 Budget	% to Budget
		Budget	Projected		
Administration	\$ 7,951,868	\$ 9,414,859	\$ 8,976,015	\$ 12,890,066	36.9%
Engineering & Planning	2,429,082	1,694,275	1,257,601	2,045,795	20.7%
Production	2,487,129	2,874,406	2,750,473	2,769,296	-3.7%
Distribution	674,828	839,509	847,302	1,040,485	23.9%
	<b>\$ 13,542,907</b>	<b>\$ 14,823,049</b>	<b>\$ 13,831,391</b>	<b>\$ 18,745,642</b>	<b>26.5%</b>

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

	Revenue Sources				
	FY 2013 Actual	FY 2014		FY 2015 Budget	% to Budget
		Budget	Projected		
Charges for Services	\$ 635,623	\$ 597,100	\$ 3,176,600	\$ 3,189,200	434.1%
Interest	(17,289)	66,250	60,000	51,150	-22.8%
Miscellaneous	25,058	-	7,942	-	0.0%
WIFA Loan Proceeds	-	1,300,000	1,000,000	2,200,000	69.2%
Water Sales	11,585,181	11,748,000	12,023,000	12,078,800	2.8%
Other Financing Sources	100,000	100,000	400,000	-	-100.0%
	<b>\$ 12,328,573</b>	<b>\$ 13,811,350</b>	<b>\$ 16,667,542</b>	<b>\$ 17,519,150</b>	<b>26.8%</b>



## Mission

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

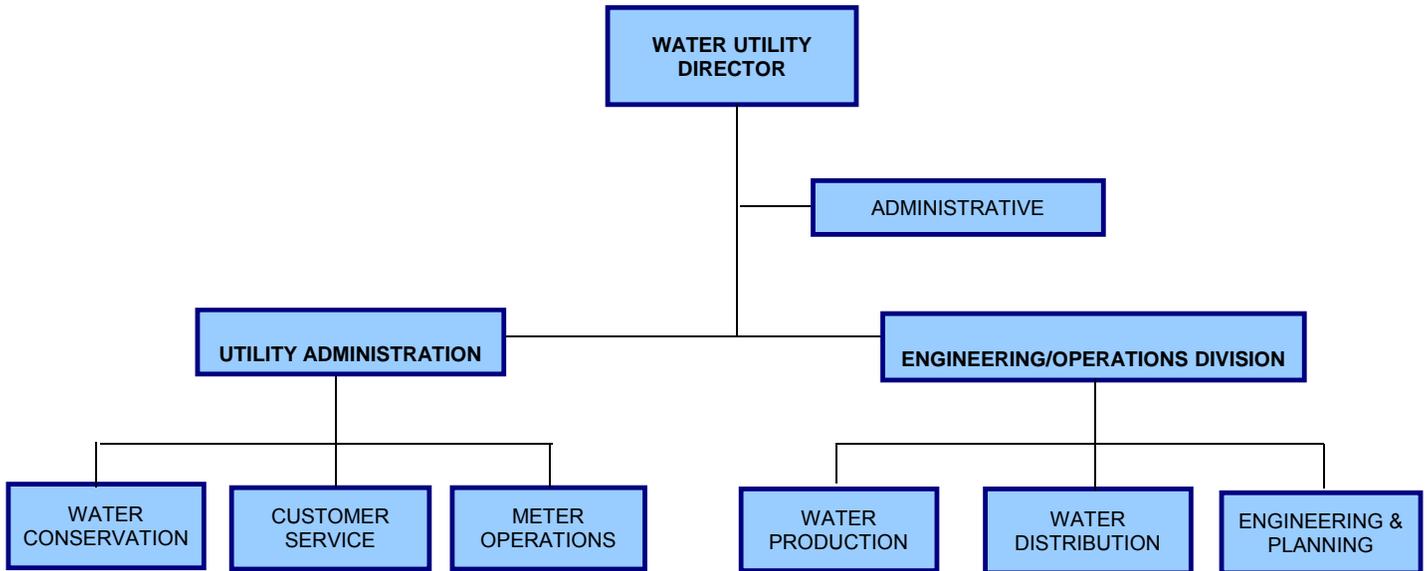
CY 2013 and FY 2014 Highlights	FY 2015 Goals and Objectives
<ul style="list-style-type: none"> <li>– Refinanced the Series 2003 Bonds in the amount of \$6,355,000 at an interest rate of 1.45% for a 6-year term</li> <li>– A water rate increase of 0.6% and the elimination of tiered-rate structures for commercial and multi-family classifications were approved</li> <li>– New water development impact fees were approved to comply with the new state law</li> <li>– Constructed and completed the Central Arizona Project (CAP) water delivery connections at Northern &amp; Hardy and at Countryside</li> <li>– Completed the installation of the potable and reclaimed water lines for Naranja Park</li> <li>– Completed Phase 1 of the Energy Efficiency Study and purchased new high efficiency pumps and motors</li> <li>– Increased customer base by 157 new connections for a total of 18,872 connections as of 12/31/13</li> <li>– Customer Service responded to 34,068 customer contacts</li> <li>– Potable water deliveries were 2.33 billion gallons in CY 2013</li> <li>– Reclaimed water deliveries were 715 million gallons in CY 2013</li> <li>– Delivered 499 million gallons of our CAP water in CY 2013</li> <li>– Replaced 2,454 water meters under the Meter Replacement Program and Advanced Metering Infrastructure Project</li> <li>– Reviewed and approved 14 water improvement plans for construction</li> <li>– Oro Valley and Countryside water systems found to be in compliance with the Arizona Department of Environmental Quality sanitary survey</li> <li>– The Utility took 4,021 water quality samples with all results meeting federal, state, and local water quality regulations</li> <li>– The Utility performed 125 residential water use audits. Customers continue to save water as a result of these audits.</li> <li>– Recharged 7,000 acre feet of our CAP water in CY 2013</li> <li>– Installed additional water system security features and updated the Emergency Response Plan and the Business Continuity Plan</li> <li>– Eliminated the financial obligation to Central Arizona Groundwater Replenishment District (CAGR) for CY 2014 through the use of our renewable water resources through direct delivery and production from our permitted recovery wells</li> <li>– Completed the Arizona Department of Water Resources (ADWR) Annual Report fully utilizing annual recovery to minimize the cut to the aquifer for groundwater storage</li> <li>– Reduced lost and unaccounted for water through the meter replacement project and the accounting of system losses for water system flushing and CAP deliveries from Tucson Water</li> </ul>	<p><b>Focus Area: Fiscal Responsibility</b></p> <ul style="list-style-type: none"> <li>■ Perform an annual water rates analysis to evaluate revenue requirements over a projected 5-year period</li> <li>■ Continue the Meter Replacement Program and the Advanced Metering Infrastructure Project to accurately measure and bill for water usage</li> <li>■ Reduce debt and seek low interest loans when feasible</li> <li>■ Update the 15-Year Capital Plan</li> <li>■ Continue to use renewable water resources for direct delivery and recharge to reduce financial obligations to CAGR</li> </ul> <p><b>Focus Area: Communication</b></p> <ul style="list-style-type: none"> <li>■ Provide our customers with updates and information through billing inserts and the Oro Valley Vista</li> <li>■ Continue to promote water conservation through water use audits, public education and outreach</li> <li>■ Continue the youth water conservation education class to be taught in local elementary schools</li> <li>■ Respond to customer concerns in a prompt, courteous and effective manner</li> </ul> <p><b>Focus Area: Economic Development</b></p> <ul style="list-style-type: none"> <li>■ Review water improvement plans for new development</li> <li>■ Construct and inspect water facilities in accordance with approved plans to meet demands and enhance system reliability</li> <li>■ Conduct long-term planning for delivery of our Central Arizona Project water</li> <li>■ Continue implementation of the Energy Efficiency Program</li> </ul> <p><b>Focus Area: Community Services</b></p> <ul style="list-style-type: none"> <li>■ Continue to provide excellent customer service</li> <li>■ Maintain a safe and reliable drinking water supply that meets all water quality standards</li> <li>■ Install Advanced Metering Infrastructure equipment in the Oro Valley water service area</li> <li>■ Develop a new Reclaimed Water Intergovernmental Agreement with Tucson Water</li> <li>■ Conduct water resource planning for existing and future needs</li> <li>■ Promote the AquaHawk customer web portal to assist customers in early leak detection and conserving water</li> </ul>

## Performance Measures

	FY 2013 Actual	FY 2014 Estimate	FY 2015 Projected
▶ Number of voluntary water conservation audits	110	130	150
▶ Debt service coverage (annual net operating revenue divided by annual debt service) for water revenue bonds (goal 1.3 minimum)	1.74	1.40	1.35
▶ Number of years worth of reserves contained in groundwater storage accounts (data for calendar year)	3.46	3.26	3.40
▶ Compliant with Arizona Department of Water Resources assured water supply requirements for service area	Yes	Yes	Yes
▶ Compliant with all Arizona Department of Environmental Quality and Arizona Department of Water Resources regulations	Yes	Yes	Yes
▶ Percentage of critical broken valves replaced within 45 days after they are identified as being broken	100%	100%	100%
▶ Percentage of broken fire hydrants repaired or replaced within 7 days after they are identified as being broken	100%	100%	100%

## Workload Indicators

	FY 2013 Actual	FY 2014 Estimate	FY 2015 Projected
▶ Number of metered connections	18,812	18,960	19,085
▶ Number of water meters replaced	2,517	3,000	6,200
▶ Number of water plans approved	14	15	20
▶ Number of water plans inspected	8	10	13
▶ Feet of pipeline inspected	13,728	15,840	18,480
▶ Percentage of unplanned service outages as a percentage of total annual customer hours	<0.002%	<0.002%	<0.002%
▶ Percentage of valves in distribution system exercised	23%	25%	25%
▶ Number of operating wells rehabilitated (out of 22 well sites)	2	3	3
▶ Number of reservoirs cleaned and inspected (out of 19 reservoir sites)	5	5	6



Administration Division Overview

The Administration Division is responsible for the overall management of the Utility, customer service, meter reading, water utility billings, collection of water revenues, administration of department's budget, implementation of water rates, fees and charges, water conservation and strategic planning. Programs within this division include:

- Billings/Collections/Meters
- Water Conservation
- Water Resource Planning

	FY 2013 Actual	FY 2014 Budget	FY 2014 Projected	FY 2015 Budget	Variance to Budget
<b>Personnel</b>					
Water Utility Director	1.00	1.00	1.00	1.00	-
Water Utility Administrator	1.00	1.00	1.00	1.00	-
Senior Office Specialist	1.00	1.00	1.00	1.00	-
Customer Service Supervisor	1.00	1.00	1.00	1.00	-
Meter Operations Supervisor	1.00	1.00	1.00	1.00	-
Water Utility Operator I	5.00	5.00	5.00	5.00	-
Customer Service Rep.	4.00	4.00	4.00	4.48	0.48
Water Conservation Specialist	1.00	1.00	1.00	1.00	-
<b>Total FTEs</b>	<b>15.00</b>	<b>15.00</b>	<b>15.00</b>	<b>15.48</b>	<b>0.48</b>

	FY 2013 Actual	FY 2014 Budget	FY 2014 Projected	FY 2015 Budget	Variance to Budget
<b>Expenditures</b>					
Personnel	\$ 1,020,214	\$ 1,026,625	\$ 1,026,625	\$ 1,138,952	10.9%
Operations & Maintenance	2,934,797	3,455,360	3,119,519	4,382,743	26.8%
Capital	1,216,048	1,538,000	1,239,923	2,394,720	55.7%
Other Financing Uses	2,319	3,178	3,178	3,119	-1.9%
Debt Service	2,778,490	3,391,696	3,586,770	4,970,532	46.6%
<b>Total Expenditures</b>	<b>\$ 7,951,868</b>	<b>\$ 9,414,859</b>	<b>\$ 8,976,015</b>	<b>\$ 12,890,066</b>	<b>36.9%</b>

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

**FY 2014/2015 Expenditure and Staffing Changes**

**Personnel**

Personnel costs increased 10.9% due to the implementation of the market salary study, merit increases and an additional (part-time) position.

**Operations & Maintenance**

Operations & Maintenance increased 26.8% due to operating and delivery costs for Central Arizona Project (CAP) water.

**Capital**

Capital increased 55.7% for meter replacements.

**Debt Service**

Debt Service increased 46.6% due to a new WIFA loan and reallocation of debt service from the Alternative Water Resources Development Impact Fee Fund.

Engineering & Planning Division Overview

The Engineering and Planning Division is responsible for the planning of additional water resources, managing design and construction of the capital improvement program and new development, construction inspection and the geographic information mapping system. Programs within this division include:

- Capital Improvement Program
- New Development Program
- Planning Program
- Construction Inspection Program

	FY 2013 Actual	FY 2014 Budget	FY 2014 Projected	FY 2015 Budget	Variance to Budget
<b>Personnel</b>					
Engineering Division Manager	1.00	1.00	1.00	1.00	-
Project Manager	1.00	1.00	1.00	1.00	-
Engineering Design Reviewer	1.00	1.00	1.00	1.00	-
Construction Inspector	2.00	2.00	2.00	2.00	-
Civil Engineering Technician	1.00	1.00	1.00	1.00	-
<b>Total FTEs</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>-</b>

	FY 2013 Actual	FY 2014 Budget	FY 2014 Projected	FY 2015 Budget	Variance to Budget
<b>Expenditures</b>					
Personnel	\$ 508,127	\$ 521,825	\$ 521,825	\$ 550,145	5.4%
Operations & Maintenance	175,844	307,450	252,287	165,650	-46.1%
Capital	1,745,111	865,000	483,489	1,330,000	53.8%
<b>Total Expenditures</b>	<b>\$ 2,429,082</b>	<b>\$ 1,694,275</b>	<b>\$ 1,257,601</b>	<b>\$ 2,045,795</b>	<b>20.7%</b>

**FY 2014/2015 Expenditure and Staffing Changes**

**Personnel**

Personnel increased 5.4% due to implementation of the market salary study and merit increases.

**Operations & Maintenance**

Operations & Maintenance decreased 46.1% due to completion of water infrastructure projects and energy efficiency studies budgeted in FY 2014.

**Capital**

Capital increased 53.8% due to main replacement projects.

**Production Division Overview**

The Production Division is responsible for the operation and maintenance of all potable and reclaimed water production facilities to include wells, boosters, reservoirs and metering stations. Production programs include:

- Disinfection systems
- Security systems
- Preventative Maintenance programs
- On-call/24-hour SCADA staffing

	FY 2013 Actual	FY 2014 Budget	FY 2014 Projected	FY 2015 Budget	Variance to Budget
<b>Personnel</b>					
Water Production Superintendent	1.00	1.00	1.00	1.00	-
Lead Water Utility Operator	1.00	1.00	1.00	1.00	-
Electric and Control Technician	-	1.00	1.00	1.00	-
Water Utility Operator III	-	5.00	5.00	5.00	-
Water Utility Operator II	5.00	-	-	-	-
<b>Total FTEs</b>	<b>7.00</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>	<b>-</b>

	FY 2013 Actual	FY 2014 Budget	FY 2014 Projected	FY 2015 Budget	Variance to Budget
<b>Expenditures</b>					
Personnel	\$ 551,686	\$ 569,045	\$ 533,288	\$ 581,616	2.2%
Operations & Maintenance	1,935,443	2,080,111	2,053,932	2,133,680	2.6%
Capital	-	225,250	163,253	54,000	-76.0%
<b>Total Expenditures</b>	<b>\$ 2,487,129</b>	<b>\$ 2,874,406</b>	<b>\$ 2,750,473</b>	<b>\$ 2,769,296</b>	<b>-3.7%</b>

*Does not include non-cash outlays for depreciation and amortization*

**FY 2014/2015 Expenditure and Staffing Changes**

**Personnel**

Personnel increased 2.2% due to implementation of the market salary study and merit increases.

**Operations & Maintenance**

Operations & Maintenance increased 2.6% to pay for effluent shortages for reclaimed water deliveries.

**Capital**

Capital decreased 76% due to project completions in FY 2014.

Distribution Division Overview

The Distribution Division is responsible for the operation and maintenance of potable and reclaimed water distribution systems, to include, water mains, valves, fire hydrants, air release valves and pressure reducing valves.

Distribution programs include:

- Water Quality
- Backflow Prevention
- Preventative Maintenance
- Construction of minor water main projects

	FY 2013 Actual	FY 2014 Budget	FY 2014 Projected	FY 2015 Budget	Variance to Budget
<b>Personnel</b>					
Water Distribution Superintendent	1.00	1.00	1.00	1.00	-
Lead Water Utility Operator	3.00	3.00	3.00	3.00	-
Water Utility Operator III	-	2.00	2.00	1.00	(1.00)
Water Utility Operator II	4.00	2.00	2.00	3.00	1.00
<b>Total FTEs</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>	-

	FY 2013 Actual	FY 2014 Budget	FY 2014 Projected	FY 2015 Budget	Variance to Budget
<b>Expenditures</b>					
Personnel	\$ 457,122	\$ 570,969	\$ 570,969	\$ 603,815	5.8%
Operations & Maintenance	188,917	242,040	244,529	228,370	-5.6%
Capital	28,789	26,500	31,804	208,300	686.0%
<b>Total Expenditures</b>	<b>\$ 674,828</b>	<b>\$ 839,509</b>	<b>\$ 847,302</b>	<b>\$ 1,040,485</b>	<b>23.9%</b>

**FY 2014/2015 Expenditure and Staffing Changes**

**Personnel**

Personnel costs increased 5.8% due to implementation of the market salary study and merit increases.

**Operations & Maintenance**

Operations & Maintenance decreased 5.6% due to savings in water quality testing costs.

**Capital**

Capital increased 686% for vehicles and the purchase of a backhoe for construction projects performed by Utility personnel.



# Water Utility

## Alternative Water Resource Development

### Overview

The Alternative Water Resource Development Impact Fee Fund accounts for expenditures for alternative water resource capital costs and any related debt service. Revenues are received from impact fees. Specific activities include analysis, planning, design and construction of infrastructure required to deliver alternative water resources (Central Arizona Project (CAP) and reclaimed water) to the town.

	FY 2013 Actual	FY 2014 Budget	FY 2014 Projected	FY 2015 Budget	Variance to Budget
<b>Expenditures</b>					
Operations & Maintenance	\$ 356,290	\$ 293,463	\$ 319,988	\$ 31,500	-89.3%
Capital	44,140	790,000	647,000	300,000	-62.0%
Debt Service	1,640,312	1,422,635	1,422,635	-	-100.0%
Other Financing Uses	100,000	100,000	400,000	-	-100.0%
<b>Total Expenditures</b>	<b>\$ 2,140,742</b>	<b>\$ 2,606,098</b>	<b>\$ 2,789,623</b>	<b>\$ 331,500</b>	<b>-87.3%</b>

	<b>Revenue Sources</b>				
	FY 2013 Actual	FY 2014		FY 2015 Budget	Variance to Budget
		Budget	Projected		
Groundwater Preservation Fee	\$ 2,527,524	\$ 2,550,000	\$ -	\$ -	-100.0%
Impact Fees	1,253,055	1,678,322	2,219,804	1,409,646	-16.0%
Interest	437	1,000	25,000	17,050	1605.0%
<b>Total Revenues</b>	<b>\$ 3,781,016</b>	<b>\$ 4,229,322</b>	<b>\$ 2,244,804</b>	<b>\$ 1,426,696</b>	<b>-66.3%</b>

### FY 2014/2015 Expenditure Changes

#### Operations & Maintenance

Operations & Maintenance decreased 89.3% due to reallocation of Central Arizona Project (CAP) water operating and delivery costs to the Water Utility Enterprise Fund.

#### Capital

Capital decreased 62% due to projects completed in FY 2014.



# Water Utility Potable Water System Development

## Overview

The Potable Water System Development Impact Fee Fund accounts for expenditures for potable water capital improvements that are growth-related and debt service. Revenues are received from impact fees which are collected and used for repayment of bonds sold to finance the capital projects. Specific activities include design and construction of infrastructure required to deliver potable water to meet the needs of future customers.

	FY 2013 Actual	FY 2014 Budget	FY 2014 Projected	FY 2015 Budget	Variance to Budget
<b>Expenditures</b>					
Capital	\$ -	\$ -	\$ -	\$ -	0.0%
Debt Service	432,455	743,576	707,824	327,424	-56.0%
<b>Total Expenditures</b>	<b>\$ 432,455</b>	<b>\$ 743,576</b>	<b>\$ 707,824</b>	<b>\$ 327,424</b>	<b>-56.0%</b>

	Revenue Sources				Variance to Budget
	FY 2013 Actual	FY 2014		FY 2015 Budget	
		Budget	Projected		
Single Family Connections	\$ 553,042	\$ 462,060	\$ 377,338	\$ 403,000	-12.8%
Multi - Family Connections	2,567	340,710	526,470	220,476	-35.3%
Commercial Connections	97,340	43,160	197,440	73,337	69.9%
Irrigation Connections	37,060	58,860	89,360	10,878	-81.5%
Fire Flow Connections	16,150	21,307	63,297	-	-100.0%
Interest	963	2,000	25,000	17,050	752.5%
<b>Total Revenues</b>	<b>\$ 707,122</b>	<b>\$ 928,097</b>	<b>\$ 1,278,905</b>	<b>\$ 724,741</b>	<b>-21.9%</b>

### FY 2014/2015 Expenditure Changes

#### Debt Service

Debt Service decreased 56% due to payoff and refinancing of previously issued bonds.



# Municipal Debt Service Fund

## Overview

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

	FY 2013 Actual	FY 2014 Budget	FY 2014 Projected	FY 2015 Budget	Variance to Budget
<b>Expenditures</b>					
Operations & Maintenance	\$ 7,400	\$ 10,000	\$ 10,000	\$ 10,000	0.0%
Debt Service	693,861	826,642	826,642	847,433	2.5%
<b>Total Expenditures</b>	<b>\$ 701,261</b>	<b>\$ 836,642</b>	<b>\$ 836,642</b>	<b>\$ 857,433</b>	<b>2.5%</b>

	Revenue Sources				Variance to Budget
	FY 2013 Actual	FY 2014		FY 2015 Budget	
		Budget	Projected		
Other Financing Sources	\$ 137,643	\$ 369,576	\$ 430,152	\$ 329,627	-10.8%
Federal Grants	77,517	70,677	70,677	67,877	-4.0%
Miscellaneous	96,259	83,000	83,000	83,000	0.0%
Interest Income	23	-	35	-	0.0%
<b>Total Revenues</b>	<b>\$ 311,442</b>	<b>\$ 523,253</b>	<b>\$ 583,864</b>	<b>\$ 480,504</b>	<b>-8.2%</b>

### FY 2014/2015 Expenditure Changes

#### Debt Service

Debt service increased 2.5% due to increased principal and interest payments on the Town's outstanding debt.



# Oracle Road Improvement District

## Overview

The Oracle Road Improvement District Debt Service Fund allocates money for principal and interest payments on the issuance of Improvement District Bonds. The Town issued bonds in 2005 to finance the widening of Oracle Road along the Rooney Ranch development. The bonds are repaid by the assessments levied on the property owners in the improvement district.

	FY 2013 Actual	FY 2014 Budget	FY 2014 Projected	FY 2015 Budget	Variance to Budget
<b>Expenditures</b>					
Operations & Maintenance	\$ 1,800	\$ 2,720	\$ 2,050	\$ 2,050	-24.6%
Debt Service	367,578	365,868	1,460,020	175,918	-51.9%
<b>Total Expenditures</b>	<b>\$ 369,378</b>	<b>\$ 368,588</b>	<b>\$ 1,462,070</b>	<b>\$ 177,968</b>	<b>-51.7%</b>

	Revenue Sources				Variance to Budget
	FY 2013 Actual	FY 2014		FY 2015 Budget	
		Budget	Projected		
Interest Repayments	\$ 118,034	\$ 105,868	\$ 80,020	\$ 45,918	-56.6%
Principal Repayments	247,859	260,000	1,380,000	130,000	-50.0%
Penalty	41	-	37	-	0.0%
Other Financing Sources	-	2,000	2,000	2,000	0.0%
<b>Total Revenues</b>	<b>\$ 365,934</b>	<b>\$ 367,868</b>	<b>\$ 1,462,057</b>	<b>\$ 177,918</b>	<b>-51.6%</b>

### FY 2014/2015 Expenditure Changes

#### Debt Service

Debt service decreased 51.9% due to a payoff by a property owner within the district.



# General Government Impact Fee Fund

## Overview

This fund is used to manage the collection and expenditure of development impact fees dedicated to general government purposes. General government impact fees were previously assessed on both residential and commercial development within the town. **These fees are no longer collected.**

	FY 2013 Actual	FY 2014 Budget	FY 2014 Projected	FY 2015 Budget	Variance to Budget
<b>Expenditures</b>					
Capital	\$ 95,001	\$ -	\$ -	\$ -	0.0%
<b>Total Expenditures</b>	<b>\$ 95,001</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0.0%</b>

	Revenue Sources				Variance to Budget
	FY 2013 Actual	FY 2014		FY 2015 Budget	
		Budget	Projected		
Residential Impact Fees	\$ (3,115)	\$ -	\$ -	\$ -	0.0%
Commercial Impact Fees	5,299	-	2,206	-	0.0%
Interest Income	1,218	-	10	-	0.0%
<b>Total Revenues</b>	<b>\$ 3,402</b>	<b>\$ -</b>	<b>\$ 2,216</b>	<b>\$ -</b>	<b>0.0%</b>



# General Government CIP Fund

## Overview

This fund is new in FY 2015 and will be used to account for Capital Improvement Program (CIP) projects that serve a general government or Town-wide purpose. These projects were previously budgeted among various General Fund departments. Establishing a separate fund for this purpose allows for more efficient tracking of project costs and funding.

	FY 2013 Actual	FY 2014 Budget	FY 2014 Projected	FY 2015 Budget	Variance to Budget
<b>Expenditures</b>					
Capital	\$ -	\$ -	\$ -	\$ 2,900,000	0.0%
<b>Total Expenditures</b>	\$ -	\$ -	\$ -	\$ 2,900,000	0.0%

	Revenue Sources				
	FY 2013 Actual	FY 2014		FY 2015 Budget	Variance to Budget
		Budget	Projected		
Other Financing Sources	\$ -	\$ -	\$ 1,500,000	\$ 2,540,000	0.0%
<b>Total Revenues</b>	\$ -	\$ -	\$ 1,500,000	\$ 2,540,000	0.0%

### FY 2014/2015 Expenditure Changes

#### Capital

Budgeted capital in FY 2015 is for projects outlined in the Capital Improvement Program.



# Benefit Self Insurance Fund

## Overview

The Benefit Self Insurance Fund is used to manage costs related to the Town's self funding of health and dental insurance.

	FY 2013 Actual	FY 2014 Budget	FY 2014 Projected	FY 2015 Budget	Variance to Budget
<b>Expenditures</b>					
Operations & Maintenance	\$ 1,890,445	\$ 2,209,000	\$ 2,209,000	\$ 2,507,200	13.5%
<b>Total Expenditures</b>	<b>\$ 1,890,445</b>	<b>\$ 2,209,000</b>	<b>\$ 2,209,000</b>	<b>\$ 2,507,200</b>	<b>13.5%</b>

	Revenue Sources				Variance to Budget
	FY 2013 Actual	FY 2014		FY 2015 Budget	
		Budget	Projected		
Self-Insurance Premiums	\$ 2,157,847	\$ 2,188,000	\$ 2,188,000	\$ 2,410,200	10.2%
Other Financing Sources	300,000	-	-	-	0.0%
Miscellaneous	-	21,000	40,000	21,000	0.0%
<b>Total Revenues</b>	<b>\$ 2,457,847</b>	<b>\$ 2,209,000</b>	<b>\$ 2,228,000</b>	<b>\$ 2,431,200</b>	<b>10.1%</b>

### FY 2014/2015 Expenditure Changes

#### Operations & Maintenance

Operations & Maintenance increased 13.5% due to premium increases, the addition of self-funded dental and funding of an onsite health clinic.

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## CAPITAL IMPROVEMENT PROGRAM

Program Overview  
Projects by Fund  
Map of Projects  
Project Descriptions





# Capital Improvement Program Overview

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## Overview

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

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

The Town identifies capital projects as those which:

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

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

## CIP Process and Timeline

The FY 2014/15 CIP process began in December. Project requests were submitted, reviewed and analyzed by Finance staff and the Town Manager's Office. An internal, cross-departmental review and ranking of all project requests was completed in order to prepare the proposed fifteen-year Capital Improvement Plan. Meetings convened in January and February for project presentation and ranking evaluation. The fifteen-year recommendation was submitted to Council for approval and adoption with the Town's final budget in May. A summary of the process and timeline is provided below:

December:	CIP request forms provided to department directors Department requests due Cost analysis performed, forms edited
January:	CIP packets and evaluation forms distributed Meeting scheduled to present and evaluate project requests
February:	Project rankings due Meeting scheduled to evaluate project rankings CIP recommendations finalized
April:	Budget study sessions to present Budget and CIP to Mayor and Council
May:	Adoption of Tentative Budget and CIP Adoption of Final Budget and CIP



## Capital Improvement Program Overview

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### Project Evaluation Criteria

Critical to the selection of the CIP projects are the criteria by which projects are assessed and evaluated. The evaluation criteria guide the review and ranking committee in their selection of the projects to be funded. The evaluation criteria areas are as follows:

- Public Health, Safety and Welfare
- Supports Stated Community Goals
- Fiscal Impact
- Service Level Impact
- Legal Ramifications
- Relationship to Other Projects

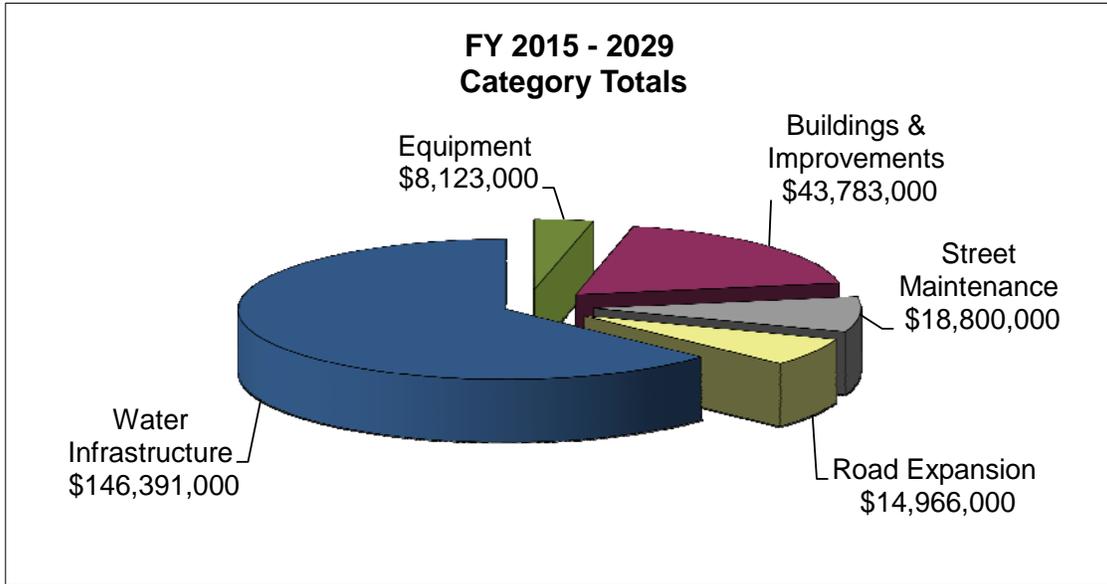
Only projects budgeted in the General Government CIP Fund are subject to the evaluation criteria. These projects receive their funding from the General Fund. Projects funded from the remaining Town Funds (ex. Highway, Development Impact Fee and Water Utility) are deemed vital and necessary to the Town's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



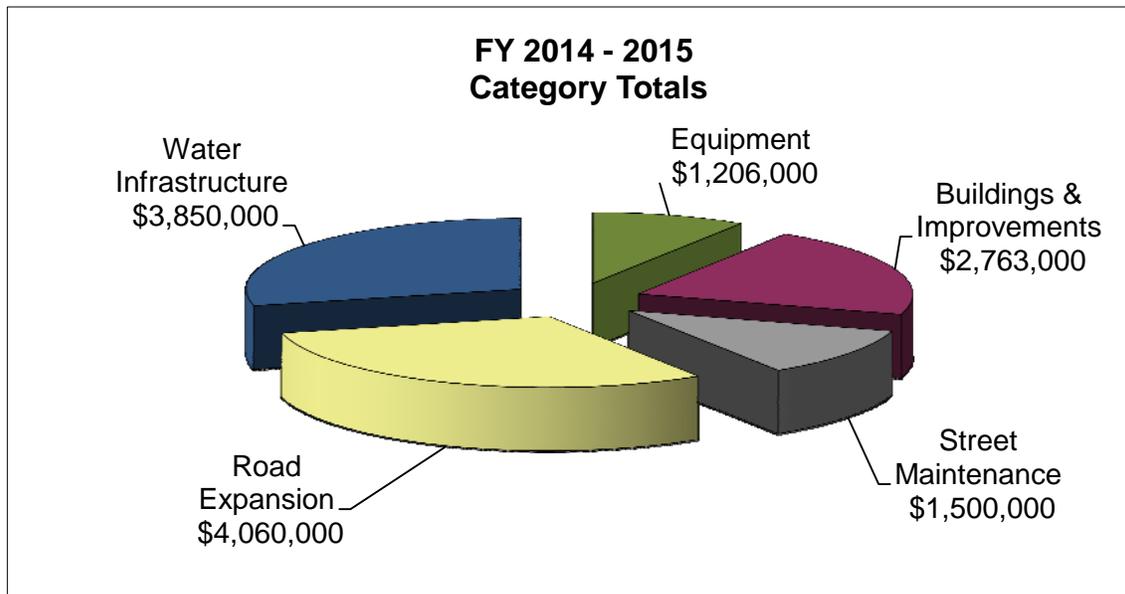
# Capital Improvement Program Overview

## Capital Improvement Program Summary

The cumulative fifteen-year capital budget for the Town of Oro Valley totals \$232,063,000 for fiscal years 2014-15 through 2028-29. The graph below shows the allocations by category for the given years:



The amount allocated for CIP projects in the FY 14/15 proposed budget is \$13,379,000. The graph below shows the allocations by category for FY 14/15. The projects included in the FY 14/15 CIP reflect the needs of the Town based on goals established in both the General and Strategic Plans. The projects represent a significant investment in the infrastructure of the Town and attempt to meet the needs of the community.





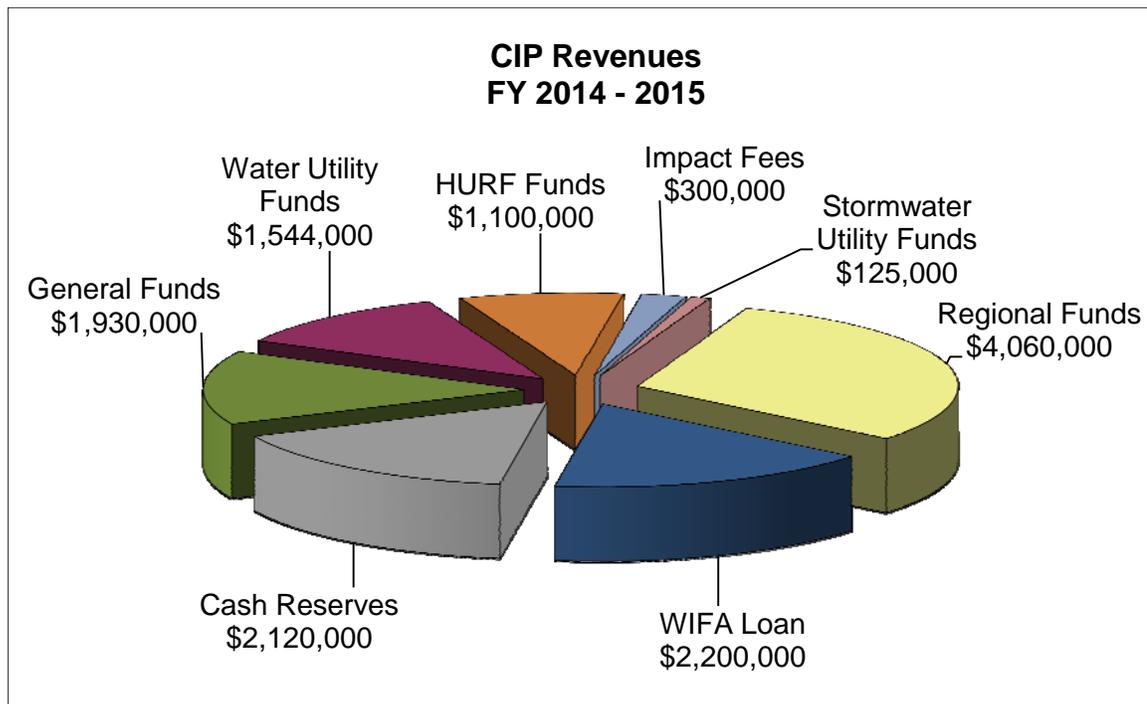
## Capital Improvement Program Overview

### Financing the Capital Improvement Program

Over the years, the Town of Oro Valley has financed a substantial portion of capital improvements through operating revenue and use of cash reserves. The “pay-as-you-go” financing method has been the preferred method for funding CIP projects in the past. Revenues deemed one-time in nature, such as large commercial and residential permitting and associated construction sales taxes, are dedicated towards one-time capital projects. The following options are considered when analyzing potential funding sources for CIP projects:

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

Funding for the FY 14/15 CIP totals \$13,379,000 and is derived from a variety of sources as depicted in the chart below:



Significant funding is generated through local taxes, development fees and intergovernmental grants. The Town has relied heavily on income related to development to fund the projects, and a continuing challenge for the Town is the development of funding sources to supplement this income when construction activity fluctuates.



## Capital Improvement Program Overview

### Impact on the Operating Budget

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

In the FY 2015 – 2029 CIP, the individual projects include an estimated future operating budget impact, if it is possible to identify the cost at this time in the project's lifecycle. These costs are estimates provided by the professionals in each department that are responsible for the completion of the project.

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

The table below summarizes the projected annual impact of the funded CIP on the Town's operating budget:

Project	Impact	Impact \$ Annually
Replace Permitting/Land Mgmt Software	Software maintenance and support costs	\$30,000
Security Upgrades (Cameras)	Maintenance and personnel costs	\$1,000
Property/ID & Southern Substation Bldg	Net decrease due to savings in rental costs	(\$18,800)
New Restroom at Naranja Park	Utilities, supplies and personnel costs	\$8,000
Children's Museum Oro Valley	Ongoing contractual obligation costs	\$75,000
Aquatic Center Parking Lot Expansion	Maintenance costs	\$2,000
Electronic Document Management System	Software and maintenance costs	\$7,000
Police Records Management Upgrade	Maintenance costs	\$5,000
Town Backups (Tape Library Backup)	Software maintenance costs	\$1,000
Playground Upgrades at Riverfront Park	Net decrease due to savings in material costs	(\$4,500)
10 Wheel End Dump Truck	Fuel and maintenance costs	\$3,000
Rancho Vistoso Blvd Street Lights	Savings in maintenance costs	(\$6,000)
Construction Equipment – Backhoe	Fuel and maintenance costs	\$2,000
La Cholla D-E Blending Booster Station	Maintenance and utilities costs	\$2,000
4.5 Cubic Yard Wheel Loader	Fuel and maintenance costs	\$3,000
Naranja Park Improvements	Personnel and maintenance costs (net of facility rental fee revenues)	\$95,000
Reclaimed Reservoir Retention Basin Liner	Maintenance costs	\$500
Energy Efficiency Booster Upgrades	Savings in utility costs	(\$2,000)
"F" to "D" 6-Inch Pressure Reduce Valve	Maintenance costs	\$1,000
Well CS1 to CS2 12-Inch Main Replacement	Savings in utility costs	(\$3,500)
<b>Total</b>		<b>\$200,700</b>

Note: The list above represents the projects that were approved for funding in FY 14/15 that have an impact on the Town's operating budget(s). For the complete list of funded projects, please see the Project Descriptions section of this document.



## Capital Improvement Program Overview

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### Summary

Projects included in the FY 14/15 CIP reflect the combined efforts of all Town departments as well as the Town Council and Oro Valley residents. The plan recognizes the added benefits the projects will bring to the Town, while understanding the fiscal requirements and obligations each of these projects will entail. The CIP is updated annually, and new projects may be included should additional funding sources be identified.

The FY 14/15 CIP attempts to meet the priority needs of the community, at the same time maintaining financial sustainability in future years. The plan as submitted is financially feasible and most projects included can be expected to be complete before the end of the fiscal year. As Town priorities and policies change, it is imperative that the CIP is continually reevaluated to assure the projects and funding sources are in accordance with the Town Council priorities and policies.

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

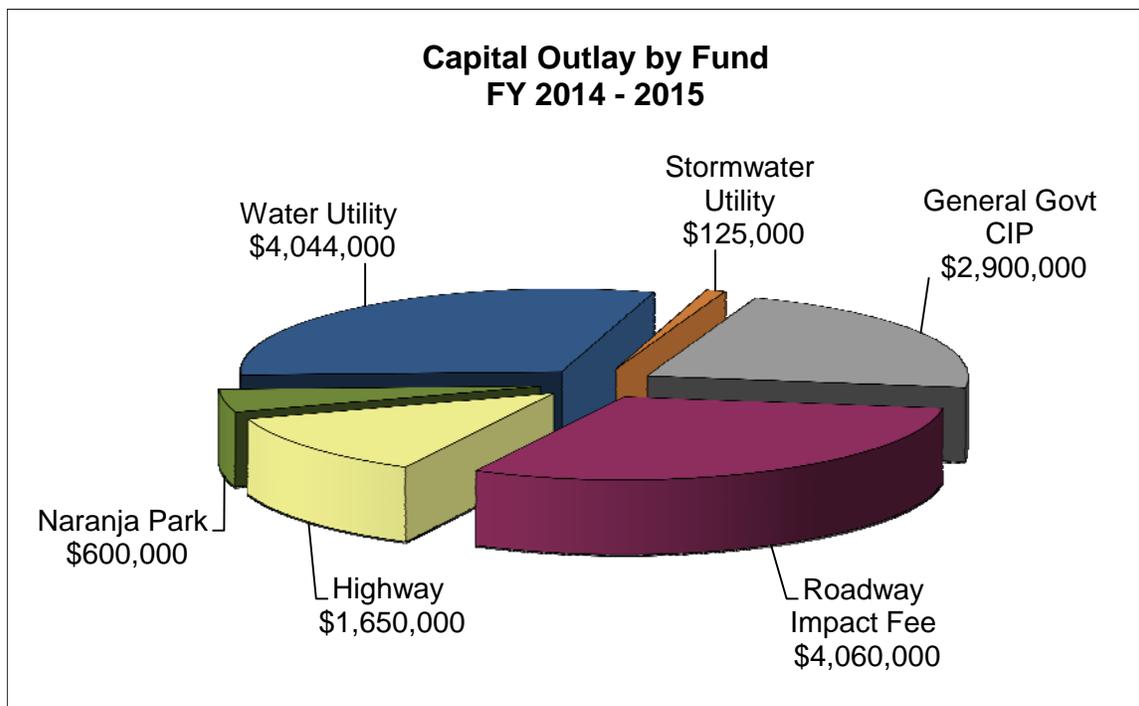


## Capital Improvement Program Overview

Table 1 below shows the fifteen-year CIP projects by fund:

**Table 1**

<b>Fund</b>	<b>Fiscal Year</b>					
	<b>14/15</b>	<b>15/16</b>	<b>16/17</b>	<b>17/18 - 20/21</b>	<b>21/22 - 24/25</b>	<b>25/26 - 28/29</b>
General Government CIP	\$ 2,900,000	\$ 3,575,000	\$ 1,080,000	\$ 2,615,000	\$ 7,915,000	\$ 3,537,000
Highway	1,650,000	1,670,000	1,465,000	5,815,000	6,030,000	5,010,000
Roadway Impact Fee	4,060,000	2,442,000	5,464,000	3,000,000	-	-
Stormwater Utility	125,000	50,000	50,000	485,000	490,000	85,000
Water Utility	3,744,000	3,810,000	2,390,000	8,375,000	10,650,000	5,996,000
Alt. Water Resource Dev Impact Fee	300,000	400,000	610,000	9,300,000	8,150,000	70,700,000
Potable Water System Dev Impact Fee	-	-	-	800,000	3,700,000	18,450,000
Naranja Park	600,000	-	-	-	-	-
County Bond	-	-	-	24,575,000	-	-
<b>Total All Funds</b>	<b>\$13,379,000</b>	<b>\$11,947,000</b>	<b>\$11,059,000</b>	<b>\$54,965,000</b>	<b>\$36,935,000</b>	<b>\$103,778,000</b>





## Projects by Fund

Table 2 below identifies the General Government CIP Fund projects for Fiscal Years 2015 – 2029:

**Table 2**

**General Government CIP Fund**

Project Name	Fiscal Year					
	14/15	15/16	16/17	17/18 - 20/21	21/22 - 24/25	25/26 - 28/29
MOC Fueling Facility	\$ 80,000	\$ -	\$ -	\$ -	\$ -	\$ -
MOC Parking Expansion and Security Improvements	-	-	50,000	125,000	-	-
The District Signs and Flags	-	100,000	100,000	-	-	-
Aquatic Center Parking Expansion	184,000	-	-	-	-	-
Upgrade CarteGraph to Enterprise License	-	40,000	-	-	-	-
Replace Permitting/Land Mgmt Software - ROLLOVER	240,000	-	-	-	-	-
Replacement Phone System - ROLLOVER	200,000	-	-	-	300,000	-
Town Backups	60,000	-	-	200,000	-	-
Security Upgrades (Cameras) - ROLLOVER	50,000	-	-	-	-	-
Server Room Expansion	-	-	150,000	-	-	-
Server Operating System Upgrade	-	-	-	50,000	60,000	70,000
Network Storage Upgrade	-	-	-	50,000	60,000	72,000
Database Licensing	-	50,000	-	80,000	-	85,000
Upgrade Desktop Operating System	-	-	-	150,000	200,000	-
Exchange Server Replacement	-	70,000	-	80,000	-	80,000
Virtual Server Host System Replacement	-	60,000	-	60,000	-	60,000
Replace Network Infrastructure Hardware	-	-	-	-	200,000	-
New Court/Prosecution Building	-	-	-	-	3,500,000	-
Courtroom Remodel and Bench Redesign	-	75,000	75,000	-	-	-
Naranja Park Master Plan Update - ROLLOVER	40,000	-	-	-	-	-
New Restroom at Naranja Park	250,000	-	-	-	-	-
Two Additional Soccer Fields at Naranja Park	-	400,000	-	-	-	-
New Playground at Naranja Park	-	-	275,000	120,000	-	-
Additions/Upgrades to Playground at Riverfront Park	57,000	-	-	200,000	-	-
Renovate Upper Soccer Field at Riverfront Park	-	-	-	200,000	-	-
Convert Lower Soccer Field to Softball at Riverfront Park	-	-	-	200,000	-	-
Resurface Parking Lot at Riverfront Park	-	-	-	-	90,000	-
Upgrade Playground Equipment at JDK Park	-	-	-	200,000	-	-
New Ramada at JDK Park	-	-	-	300,000	-	-
Expand and Upgrade Green Field at JDK Park	-	-	150,000	-	-	-
Resurface Parking Lots at JDK Park	-	-	-	-	60,000	-
Honeybee Canyon Park Upgrades	-	-	-	150,000	-	-
Improvements at Steam Pump Ranch (SPR)	125,000	-	-	-	-	-
Aquatic Center Upgrades	57,000	-	-	-	-	-
Proctor/Leiber House Renovation at SPR	-	280,000	280,000	-	-	-
Town Hall Parking Lot Landscaping	-	-	-	-	75,000	-
Mobile Stage	-	-	-	150,000	-	-
Property/ID and Southern Substation Building	200,000	2,500,000	-	-	-	-
New Substation and Training Facility at MOC	-	-	-	-	3,170,000	-
Substation and Training Facility (Arroyo Grande)	-	-	-	-	-	3,170,000
Replace Command Post	-	-	-	300,000	-	-
Expand Communications Infrastructure	-	-	-	-	200,000	-
Records Management Upgrade	75,000	-	-	-	-	-
Electronic Document Management System (EDMS)	112,000	-	-	-	-	-
Children's Museum Oro Valley Start Up Costs	200,000	-	-	-	-	-
TEP Undergrounding Project - ROLLOVER	970,000	-	-	-	-	-
<b>Totals</b>	<b>\$ 2,900,000</b>	<b>\$ 3,575,000</b>	<b>\$ 1,080,000</b>	<b>\$ 2,615,000</b>	<b>\$ 7,915,000</b>	<b>\$ 3,537,000</b>



## Projects by Fund

Table 3 below identifies the Highway Fund projects for Fiscal Years 2015 – 2029:

**Table 3**

**Highway Fund**

Project Name	Fiscal Year					
	<u>14/15</u>	<u>15/16</u>	<u>16/17</u>	<u>17/18 - 20/21</u>	<u>21/22 - 24/25</u>	<u>25/26 - 28/29</u>
10 Wheel End Dump Truck - Expansion	\$ 150,000	\$ -	\$ -	\$ -	\$ -	\$ -
4X4 Extended Backhoe - Replacement	-	125,000	-	-	-	-
Skidsteer (Bobcat) with Attachments - Expansion	-	-	65,000	-	-	-
Dozer w/ Ripper & Angle Dozer, D5 Cata/650 JD	-	-	-	325,000	-	-
Excavator - Expansion	-	-	-	-	325,000	-
Backhoe 420 Cat or 310 JD - Expansion	-	-	-	125,000	-	-
10 Wheel Tractor w/Day Cab - Expansion	-	-	-	115,000	-	-
4000 Gallon Water Truck	-	-	-	110,000	-	-
Belly Dump - Expansion	-	-	-	75,000	-	-
Rock End Dump - Expansion	-	-	-	75,000	-	-
10 Ton Smooth Drum Roller - Replacement	-	-	-	75,000	-	-
Low Boy Trailer - Expansion	-	-	-	75,000	-	-
Compressor - Replacement	-	-	-	40,000	-	-
Rubber Tire Pneumatic Roller - Replacement	-	-	-	-	80,000	-
Smaller Asphalt Laydown Machine - Expansion	-	-	-	-	125,000	-
Gannon & Mower - Replacement	-	-	-	-	80,000	-
Crack Seal Unit Replacement with Auto Feed	-	-	-	-	90,000	100,000
Small Loader - Bobcat - Replacement	-	-	-	-	65,000	-
Blade/ Motor Grader - Replacement	-	-	-	-	350,000	-
Steel Roller - Replacement	-	-	-	-	50,000	-
Vermeer - Wood Chipper - Replacement	-	-	-	-	65,000	-
10 Wheel End Dump Truck - Replacement	-	-	-	-	-	110,000
Surface Treatments (Pavement Preservation)	1,100,000	1,300,000	1,200,000	4,800,000	4,800,000	4,800,000
Rancho Vistoso Boulevard Street Lights	200,000	200,000	200,000	-	-	-
Tangerine Access to Safeway (1st Ave) - Safety	200,000	-	-	-	-	-
Upgrade CarteGraph to Enterprise License	-	45,000	-	-	-	-
<b>Totals</b>	<b>\$ 1,650,000</b>	<b>\$ 1,670,000</b>	<b>\$ 1,465,000</b>	<b>\$ 5,815,000</b>	<b>\$ 6,030,000</b>	<b>\$ 5,010,000</b>

Table 4 below identifies the Stormwater Fund projects for Fiscal Years 2015 – 2029:

**Table 4**

**Stormwater Fund**

Project Name	Fiscal Year					
	<u>14/15</u>	<u>15/16</u>	<u>16/17</u>	<u>17/18 - 20/21</u>	<u>21/22 - 24/25</u>	<u>25/26 - 28/29</u>
Side Cast Sweeper - Replacements	\$ -	\$ -	\$ -	\$ 85,000	\$ -	\$ 85,000
Street Sweeper - Broom Bear - Replacement	-	-	-	240,000	240,000	-
4.5 Cubic Yard Wheel Loader - Expansion	125,000	50,000	50,000	50,000	-	-
4.5 Cubic Yard Wheel Loader - Replacement	-	-	-	-	250,000	-
10 Wheel End Dump Truck - Replacement	-	-	-	110,000	-	-
<b>Totals</b>	<b>\$ 125,000</b>	<b>\$ 50,000</b>	<b>\$ 50,000</b>	<b>\$ 485,000</b>	<b>\$ 490,000</b>	<b>\$ 85,000</b>



## Projects by Fund

Table 5 below identifies the Roadway Impact Fee Fund projects for Fiscal Years 2015 – 2029:

**Table 5**

### Roadway Impact Fee Fund

Project Name	Fiscal Year					
	14/15	15/16	16/17	17/18 - 20/21	21/22 - 24/25	25/26 - 28/29
Lambert Lane from La Canada to Rancho Sonora	\$ 375,000	\$ 1,392,000	\$ 2,604,000	\$ -	\$ -	\$ -
RV and Vistoso Highlands Traffic Signal - ROLLOVER	600,000	-	-	-	-	-
Sidewalk - Vist Highlands to Morning Vista - ROLLOVER	135,000	-	-	-	-	-
Naranja Drive from La Cholla to Shannon	2,950,000	1,050,000	-	-	-	-
Tangerine Road from La Canada Drive to Shannon Rd	-	-	2,860,000	3,000,000	-	-
<b>Totals</b>	<b>\$ 4,060,000</b>	<b>\$ 2,442,000</b>	<b>\$ 5,464,000</b>	<b>\$ 3,000,000</b>	<b>\$ -</b>	<b>\$ -</b>

Table 6 below identifies the Naranja Park Fund projects for Fiscal Years 2015 – 2029:

**Table 6**

### Naranja Park Fund

Project Name	Fiscal Year					
	14/15	15/16	16/17	17/18 - 20/21	21/22 - 24/25	25/26 - 28/29
Naranja Park Improvements - ROLLOVER	\$ 600,000	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Totals</b>	<b>\$ 600,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

Table 7 below identifies the County Bond Fund projects for Fiscal Years 2015 – 2019:

**Table 7**

### County Bond Fund

Project Name	Fiscal Year					
	14/15	15/16	16/17	17/18 - 20/21	21/22 - 24/25	25/26 - 28/29
Carlos' House Renovation at Steam Pump Ranch	\$ -	\$ -	\$ -	\$ 175,000	\$ -	\$ -
Steam Pump Ranch Master Plan Implementation	-	-	-	5,000,000	-	-
New Park at Naranja Park Site	-	-	-	9,000,000	-	-
JDK Park Upgrades	-	-	-	3,000,000	-	-
Honeybee Village Site Interpretation/Preservation	-	-	-	400,000	-	-
River Park Acquisition and Development	-	-	-	6,000,000	-	-
Softball Fields at Riverfront Park	-	-	-	1,000,000	-	-
<b>Totals</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 24,575,000</b>	<b>\$ -</b>	<b>\$ -</b>



## Projects by Fund

Table 8 below identifies the Water Utility Fund existing system improvement projects for Fiscal Years 2015 – 2029:

**Table 8**

**Existing System Improvements**

Project Name	Fiscal Year					
	14/15	15/16	16/17	17/18 - 20/21	21/22 - 24/25	25/26 - 28/29
Reclaimed Reservoir Retention Basin Liner - ROLLOVER	\$ 10,000	\$ -	\$ -	\$ -	\$ -	\$ -
Reclaimed Reservoir Vault Modification - ROLLOVER	10,000	-	-	-	-	-
24-Inch Main Relocation Tangerine Road (DIS) RTA	100,000	300,000	-	-	-	-
AMI Meter Replacement - Oro Valley	2,200,000	1,800,000	-	-	-	-
Energy Efficiency Booster Upgrades	150,000	150,000	150,000	-	-	-
Replacement Phone System - ROLLOVER	100,000	-	-	-	-	-
Well Meter Replacement	-	-	-	-	200,000	50,000
Replace Security Wall CS-2 Countryside - ROLLOVER	20,000	-	-	-	-	-
Naranja Shannon to La Cholla Main Relocation (DIS)	100,000	-	-	-	-	-
Main Valve Replacements	50,000	50,000	50,000	100,000	-	-
Steam Pump Well Drill and Construct	-	600,000	1,000,000	-	-	-
Steam Pump Solar - 10,000 Watt System	-	50,000	-	-	-	-
On Call Service Truck	-	90,000	-	-	-	110,000
Big Wash Reservoir Coating	-	-	100,000	-	-	-
Hydropneumatic (HP) Tank Replacement	-	120,000	-	-	-	-
"F" to "D" 6-Inch Pressure Reduce Valve Cliff Dweller Dr.	60,000	-	-	-	-	-
Construction Equipment - Backhoe	94,000	-	-	-	-	140,000
SCADA Legacy Replacement	-	-	-	100,000	100,000	100,000
Security Wall at Well C-8	100,000	-	-	-	-	-
W. Lambert Lane 12" Main Relocation (DIS)	75,000	350,000	-	-	-	-
System Connection Upgrades	100,000	100,000	100,000	200,000	-	-
Rancho Verde Hydrants	-	-	200,000	-	-	-
Relocate 3 Pressure Reducing Valves in OV Area	-	-	100,000	-	-	-
Tangerine Shannon to La Canada Main Relocate (DIS)	75,000	200,000	-	-	-	-
CS1 to CS2 12-Inch Main Replacement	500,000	-	-	-	-	-
Reclaimed Booster and Pump Replacements	-	-	200,000	-	-	-
Access Rd and Security Wall at Well D-6	-	-	100,000	-	-	-
Replace Well Pumps	-	-	100,000	200,000	200,000	200,000
Deer Run Booster Pressure Reduce Valve Install	-	-	40,000	-	-	-
Well E2 Upgrade	-	-	150,000	-	-	-
EI Con Storage - Operational Improvements	-	-	-	100,000	-	-
EI Con Patio Homes and Casitas Main Replacement	-	-	100,000	1,300,000	-	-
EI Con Booster Station Upgrades	-	-	-	250,000	-	-
SCADA Servers and Monitors	-	-	-	50,000	50,000	50,000
Security Walls	-	-	-	75,000	100,000	100,000
Golf Course Metering Stations Modifications	-	-	-	50,000	-	-
Replace Crimson Canyon Booster Station	-	-	-	1,000,000	-	-
EI Con Tennis Club La Canada Main Replacement	-	-	-	600,000	-	-
High Mesa E and F Zone Booster Station	-	-	-	1,200,000	-	-
Replacement Wells	-	-	-	1,700,000	1,700,000	700,000
La Cholla - Lambert to Tangerine Main Relocation (RTA)	-	-	-	100,000	1,000,000	-
Linda Vista Citrus Tracts Main Replacement	-	-	-	250,000	500,000	-
Instrumentation Replacement	-	-	-	-	250,000	-
Deer Run D and E Zone Booster Station	-	-	-	-	1,500,000	-
Pusch Ridge Estates Main Replacement	-	-	-	-	1,000,000	-
Monte Del Oro Main Replacement	-	-	-	-	600,000	600,000
Rancho Verde Main Replacement	-	-	-	-	-	1,600,000
Rancho Felix Main Replacement	-	-	-	-	-	800,000
<b>Totals</b>	<b>\$ 3,744,000</b>	<b>\$ 3,810,000</b>	<b>\$ 2,390,000</b>	<b>\$ 7,275,000</b>	<b>\$ 7,200,000</b>	<b>\$ 4,450,000</b>

2014-2015 Annual Budget

Capital Improvement Program



## Projects by Fund

Table 9 below identifies the Water Utility Fund reclaimed water improvement projects for Fiscal Years 2015 – 2029:

**Table 9**

### Reclaimed Water Improvements

Project Name	Fiscal Year					
	14/15	15/16	16/17	17/18 - 20/21	21/22 - 24/25	25/26 - 28/29
12-Inch Main Extension to serve Riverfront Park	\$ -	\$ -	\$ -	\$ 1,100,000	\$ -	\$ -
12-Inch Main Extension to Serve Hilton	-	-	-	-	3,200,000	-
Reclaimed Water Metering Station to Serve Hilton	-	-	-	-	250,000	-
12-Inch Main Extension to Serve Pusch Ridge HS	-	-	-	-	-	1,024,000
12-Inch Main Extension to Serve JDK Park	-	-	-	-	-	522,000
<b>Totals</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,100,000</b>	<b>\$ 3,450,000</b>	<b>\$ 1,546,000</b>

Table 10 below identifies the Alternative Water Resources Development Impact Fee Fund projects for Fiscal Years 2015 – 2029:

**Table 10**

### Alternative Water Resources Development Impact Fee Fund

#### Central Arizona Project (CAP) Water Improvements

Project Name	Fiscal Year					
	14/15	15/16	16/17	17/18 - 20/21	21/22 - 24/25	25/26 - 28/29
La Cholla D-E Blending Booster Station	\$ 300,000	\$ -	-	\$ -	\$ -	\$ -
Wheeling Tucson Water Naranja 1000 Acre Ft/Year	-	400,000	400,000	-	-	-
Tucson Water Oasis Booster Station Upgrades	-	-	30,000	100,000	-	-
Tucson Water 12-Inch Pipe	-	-	80,000	800,000	-	-
Tucson Water 16-Inch Pipe Oasis Rd	-	-	100,000	1,000,000	-	-
24-Inch Pipe - Naranja La Cholla to Tangerine	-	-	-	2,800,000	-	-
Wheeling Tucson Water Naranja 500 Acre Ft/Year	-	-	-	800,000	-	-
Tucson Water Naranja Booster Station Upgrade	-	-	-	1,200,000	-	-
E-C Pressure Reducing Valve Naranja Reservoir	-	-	-	100,000	-	-
24-Inch Pipe - La Cholla/Tangerine to La Canada	-	-	-	2,500,000	-	-
Big Wash D-E Booster Station	-	-	-	-	800,000	-
Inlet Outlet Modifications at Allied Signal Reservoir	-	-	-	-	50,000	-
Steam Pump C-D Booster Station	-	-	-	-	1,200,000	-
5000 Acre Ft/Year CAP	-	-	-	-	500,000	-
Lower Santa Cruz Recovery Wells (1500 Acre Ft/Year)	-	-	-	-	900,000	-
Water Treatment R&R, Chlorination	-	-	-	-	200,000	2,200,000
Delivery, Storage, A-C and C-E Booster Stations	-	-	-	-	3,000,000	33,000,000
16-Inch Main Tangerine/La Canada to 1st Ave	-	-	-	-	1,500,000	2,200,000
PRV Feed to E Zone Tangerine/La Canada	-	-	-	-	-	50,000
PRV Feed to E Zone Tangerine and 1st Ave	-	-	-	-	-	50,000
3 Recovery Wells and Delivery to Water Treatment Plant	-	-	-	-	-	4,500,000
E-F Zone Booster Station La Canada Reservoir	-	-	-	-	-	1,400,000
7 Recovery Wells	-	-	-	-	-	6,000,000
16-Inch Main Naranja/La Cholla to Reservoir	-	-	-	-	-	2,300,000
Concentrate Management CAP Water	-	-	-	-	-	13,000,000
Water Treatment and Reverse Osmosis	-	-	-	-	-	6,000,000
<b>Totals</b>	<b>\$ 300,000</b>	<b>\$ 400,000</b>	<b>\$ 610,000</b>	<b>\$ 9,300,000</b>	<b>\$ 8,150,000</b>	<b>\$ 70,700,000</b>



## Projects by Fund

Table 11 below identifies the Potable Water System Development Impact Fee Fund projects for Fiscal Years 2015 – 2029:

**Table 11**

**Potable Water System Development Impact Fee Fund**

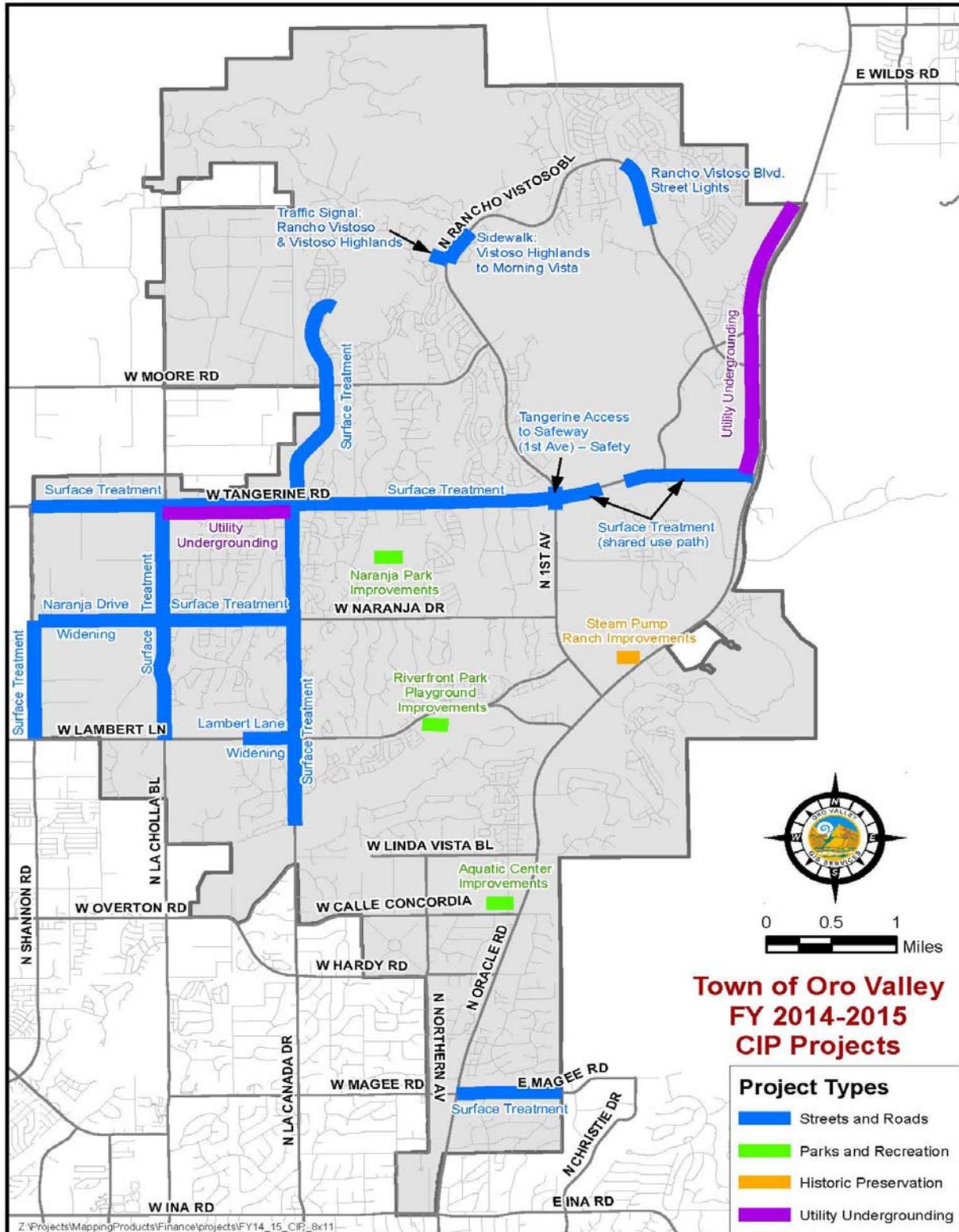
**Expansion Related Improvements**

Project Name	Fiscal Year					
	<u>14/15</u>	<u>15/16</u>	<u>16/17</u>	<u>17/18 - 20/21</u>	<u>21/22 - 24/25</u>	<u>25/26 - 28/29</u>
Property Acquisition C Zone Reservoir	\$ -	\$ -	\$ -	\$ 500,000	\$ -	\$ -
Booster Station C Zone	-	-	-	150,000	300,000	-
1.0 MG Reservoir C Zone	-	-	-	150,000	1,500,000	-
New 16" Main C Zone Connection	-	-	-	-	1,650,000	-
Property Acquisition F Zone Reservoir (Oracle Rd)	-	-	-	-	250,000	-
New 16" Main N. Oracle Rd. F Zone Connection	-	-	-	-	-	3,300,000
1.0 MG F Zone Reservoir - N. Oracle Rd.	-	-	-	-	-	2,750,000
N. Oracle Rd. H Zone Booster Station	-	-	-	-	-	750,000
New 12" H Zone Main Sun City	-	-	-	-	-	1,650,000
New 16" G Zone Main	-	-	-	-	-	2,200,000
Property Acquisition Tortolita G Zone Reservoir	-	-	-	-	-	250,000
Property Acquisition Chalk Creek H Zone Reservoir	-	-	-	-	-	200,000
2.0 MG Reservoir Tortolita G Zone	-	-	-	-	-	2,250,000
Booster Station G-H Zone Tortolita	-	-	-	-	-	550,000
0.5 MG Reservoir H Zone Chalk Creek	-	-	-	-	-	1,150,000
New 16" H Zone Main	-	-	-	-	-	2,200,000
New 16" Chalk Creek H Zone Main	-	-	-	-	-	1,200,000
<b>Totals</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 800,000</b>	<b>\$ 3,700,000</b>	<b>\$ 18,450,000</b>



# Project Map

The Town of Oro Valley map below identifies the location of the major projects scheduled for FY 2015:





## Project Descriptions

---

The following are detailed descriptions of all of the projects identified for Fiscal Year 2014-2015 above. They include the operating impact to the Town as well as indicating any additional funding the Town will receive to complete the project.

**PROJECT TITLE:**

Tucson Electric Power (TEP) Undergrounding Project – Rollover

**DEPARTMENT:** General Administration

**FY 14-15 PROJECT COST:** \$970,000

**PRIMARY FUNDING:** General Fund

**ADDITIONAL FUNDING:**

**PROJECT DESCRIPTION:**

Underground burying of electric utility lines

**PROJECT JUSTIFICATION:** Adherence to Town Zoning Code

**ANNUAL OPERATING IMPACT:**

Operating Revenue     \$ -

Operating Costs       \$ -

Operating Savings     \$ -



**PROJECT TITLE:** Replacement Phone System - Rollover

**DEPARTMENT:** Information Technology

**FY 14-15 PROJECT COST:** \$300,000

**PRIMARY FUNDING:** General Fund

**ADDITIONAL FUNDING:** Water Utility Fund

**PROJECT DESCRIPTION:**

Replace current Town-wide phone system with a new VOIP system

**PROJECT JUSTIFICATION:** Supports Town General Plan and Strategic Plan objectives

**ANNUAL OPERATING IMPACT:**

Operating Revenue     \$ -

Operating Costs       \$ -

Operating Savings     \$ -





## Project Descriptions

---

**PROJECT TITLE:** Replacement Permitting/Land Mgmt Software - Rollover

**DEPARTMENT:** Information Technology

**FY 14-15 PROJECT COST:** \$240,000

**PRIMARY FUNDING:** General Fund

**ADDITIONAL FUNDING:**  
Water Utility Fund, Stormwater Utility Fund

**PROJECT DESCRIPTION:**  
Upgrade/replace 14 year-old existing permitting software

**PROJECT JUSTIFICATION:**  
Supports Town Strategic Plan objectives

**ANNUAL OPERATING IMPACT:**

Operating Revenue     \$ -

Operating Costs       \$ 30,000

Operating Savings     \$ -



---

**PROJECT TITLE:** Security Upgrades (Cameras) - Rollover

**DEPARTMENT:** Information Technology

**FY 14-15 PROJECT COST:** \$50,000

**PRIMARY FUNDING:** General Fund

**ADDITIONAL FUNDING:**

**PROJECT DESCRIPTION:**  
Installation of cameras and equipment to monitor Town buildings and parking lots

**PROJECT JUSTIFICATION:**  
Supports Town Strategic Plan objectives

**ANNUAL OPERATING IMPACT:**

Operating Revenue     \$ -

Operating Costs       \$ 1,000

Operating Savings     \$ -





## Project Descriptions

---

PROJECT TITLE: Naranja Park Master Plan Update - Rollover

DEPARTMENT: Parks and Recreation

FY 14-15 PROJECT COST: \$40,000

PRIMARY FUNDING: General Fund

ADDITIONAL FUNDING:

PROJECT DESCRIPTION:

Update the Naranja Park Master Plan and Programming & Concept Design Report

PROJECT JUSTIFICATION:

Supports Town Strategic Plan objectives

ANNUAL OPERATING IMPACT:

Operating Revenue \$ -

Operating Costs \$ -

Operating Savings \$ -



---

PROJECT TITLE: Property/ID and Southern Substation Building

DEPARTMENT: Police

FY 14-15 PROJECT COST: \$200,000

PRIMARY FUNDING: General Fund

ADDITIONAL FUNDING:

PROJECT DESCRIPTION:

Plan and construct a Property/ID and Southern Substation building

PROJECT JUSTIFICATION:

Compliance with ADOSH and OSHA standards and mitigation of staff safety hazards

ANNUAL OPERATING IMPACT:

Operating Revenue \$ -

Operating Costs \$ 37,500

Operating Savings \$ 56,300





## Project Descriptions

---

**PROJECT TITLE:** Children's Museum Oro Valley Start-Up Costs

**DEPARTMENT:** General Administration

**FY 14-15 PROJECT COST:** \$200,000

**PRIMARY FUNDING:** General Fund

**ADDITIONAL FUNDING:**

**PROJECT DESCRIPTION:**

Start-up costs for a Children's Museum satellite location in Oro Valley

**PROJECT JUSTIFICATION:**

Supports Town Strategic Plan objectives

**ANNUAL OPERATING IMPACT:**

Operating Revenue      \$ -

Operating Costs         \$ 75,000

Operating Savings      \$ -



**PROJECT TITLE:**

New Restroom at Naranja Park

**DEPARTMENT:** Parks and Recreation

**FY 14-15 PROJECT COST:** \$250,000

**PRIMARY FUNDING:** General Fund

**ADDITIONAL FUNDING:**

**PROJECT DESCRIPTION:**

Construct 30x30 site-built restroom and septic system at Naranja Park

**PROJECT JUSTIFICATION:**

Supports Town Strategic Plan objectives

**ANNUAL OPERATING IMPACT:**

Operating Revenue      \$ -

Operating Costs         \$ 10,500

Operating Savings      \$ 2,500





## Project Descriptions

---

**PROJECT TITLE:** Aquatic Center Parking Expansion

**DEPARTMENT:** Development & Infrastructure Services

**FY 14-15 PROJECT COST:** \$184,000

**PRIMARY FUNDING:** General Fund

**ADDITIONAL FUNDING:**

**PROJECT DESCRIPTION:**

Expand asphalt pavement parking lot at Aquatic Center to include approximately 110 additional parking spots

**PROJECT JUSTIFICATION:**

Supports Town Strategic Plan objectives

**ANNUAL OPERATING IMPACT:**

Operating Revenue     \$ Potential increased patronage and new events

Operating Costs         \$ 2,000

Operating Savings     \$ -



---

**PROJECT TITLE:** Improvements at Steam Pump Ranch

**DEPARTMENT:** Parks and Recreation

**FY 14-15 PROJECT COST:** \$125,000

**PRIMARY FUNDING:** General Fund

**ADDITIONAL FUNDING:**

**PROJECT DESCRIPTION:**

Historic preservation improvements at Steam Pump Ranch

**PROJECT JUSTIFICATION:**

Supports Town Strategic Plan objectives

**ANNUAL OPERATING IMPACT:**

Operating Revenue     \$ -

Operating Costs         \$ -

Operating Savings     \$ -





## Project Descriptions

---

**PROJECT TITLE:** Electronic Document Management System

**DEPARTMENT:** Town Clerk

**FY 14-15 PROJECT COST:** \$112,000

**PRIMARY FUNDING:** General Fund

**ADDITIONAL FUNDING:**

**PROJECT DESCRIPTION:**

Purchase Electronic Document Management System (EDMS) for storage, retrieval and management of Town records, including a web portal for public searching

**PROJECT JUSTIFICATION:**

Supports Town Strategic Plan objectives

**ANNUAL OPERATING IMPACT:**

Operating Revenue     \$ -

Operating Costs       \$ 7,000

Operating Savings     \$ -



---

**PROJECT TITLE:** Municipal Operations Center Fueling Facility

**DEPARTMENT:** Development & Infrastructure Services

**FY 14-15 PROJECT COST:** \$80,000

**PRIMARY FUNDING:** General Fund

**ADDITIONAL FUNDING:**

**PROJECT DESCRIPTION:**

Install Town fueling facility at Municipal Operations Center

**PROJECT JUSTIFICATION:**

Second Town fueling facility allows Town to better meet growing Transit service demands and aids in planning for emergency response scenarios

**ANNUAL OPERATING IMPACT:**

Operating Revenue     \$ -

Operating Costs       \$ -

Operating Savings     \$ Potential fuel, maintenance and personnel savings





## Project Descriptions

---

**PROJECT TITLE:** Records Management Upgrade

**DEPARTMENT:** Police

**FY 14-15 PROJECT COST:** \$75,000

**PRIMARY FUNDING:** General Fund

**ADDITIONAL FUNDING:**

**PROJECT DESCRIPTION:**

Purchase of electronic police reporting system

**PROJECT JUSTIFICATION:**

Reduced paper police report system that allows for electronic field investigations and reporting

**ANNUAL OPERATING IMPACT:**

Operating Revenue     \$ -

Operating Costs       \$ 5,000

Operating Savings     \$ -



---

**PROJECT TITLE:** Town Backups

**DEPARTMENT:** Information Technology

**FY 14-15 PROJECT COST:** \$60,000

**PRIMARY FUNDING:** General Fund

**ADDITIONAL FUNDING:**

**PROJECT DESCRIPTION:**

Implement tape library backup solution to the Town's backup architecture

**PROJECT JUSTIFICATION:**

Supports Town Strategic Plan objectives

**ANNUAL OPERATING IMPACT:**

Operating Revenue     \$ -

Operating Costs       \$ 1,000

Operating Savings     \$ -





## Project Descriptions

---

**PROJECT TITLE:** Additions/Upgrades to Playground at Riverfront Park

**DEPARTMENT:** Parks and Recreation

**FY 14-15 PROJECT COST:** \$57,000

**PRIMARY FUNDING:** General Fund

**ADDITIONAL FUNDING:**

**PROJECT DESCRIPTION:**

Addition of new playground components, replacement of shade fabric, replacing wood chips with sand and installation of new overhead light pole

**PROJECT JUSTIFICATION:**

Supports Town Strategic Plan objectives

**ANNUAL OPERATING IMPACT:**

Operating Revenue     \$ -

Operating Costs       \$ 500

Operating Savings     \$ 5,000



---

**PROJECT TITLE:** Aquatic Center Upgrades

**DEPARTMENT:** Parks and Recreation

**FY 14-15 PROJECT COST:** \$57,000

**PRIMARY FUNDING:** General Fund

**ADDITIONAL FUNDING:**

**PROJECT DESCRIPTION:**

Various upgrades to the Oro Valley Aquatic Center, including timing system, pool cover and record board

**PROJECT JUSTIFICATION:**

Supports Town Strategic Plan objectives

**ANNUAL OPERATING IMPACT:**

Operating Revenue     \$ Potential increased patronage and new events

Operating Costs       \$ -

Operating Savings     \$ Potential utility cost savings





## Project Descriptions

---

**PROJECT TITLE:** Oro Valley Surface Treatments

**DEPARTMENT:** Development & Infrastructure Services

**FY 14-15 PROJECT COST:** \$1,100,000

**PRIMARY FUNDING:** Highway Fund

**ADDITIONAL FUNDING:**

**PROJECT DESCRIPTION:**

Pavement preservation and surface treatments of Oro Valley streets and roads

**PROJECT JUSTIFICATION:**

Preserves the existing Town infrastructure and extends street/road lifespan  
Supports Town Strategic Plan objectives

**ANNUAL OPERATING IMPACT:**

Operating Revenue     \$ -

Operating Costs       \$ -

Operating Savings     \$ Varies depending on pavement preservation application type



**PROJECT TITLE:** 10 Wheel End Dump Truck

**DEPARTMENT:** Development & Infrastructure Services

**FY 14-15 PROJECT COST:** \$150,000

**PRIMARY FUNDING:** Highway Fund

**ADDITIONAL FUNDING:**

**PROJECT DESCRIPTION:**

Purchase of new 10 wheel end dump truck

**PROJECT JUSTIFICATION:**

Addition of second dump truck will allow Town to self-perform construction projects in house

**ANNUAL OPERATING IMPACT:**

Operating Revenue     \$ -

Operating Costs       \$ 3,000

Operating Savings     \$ Potential for savings from in-house construction projects





## Project Descriptions

---

**PROJECT TITLE:** Rancho Vistoso Boulevard Street Lights

**DEPARTMENT:** Development & Infrastructure Services

**FY 14-15 PROJECT COST:** \$200,000

**PRIMARY FUNDING:** Highway Fund

**ADDITIONAL FUNDING:**

**PROJECT DESCRIPTION:**

Replace conduit and conductors of street lights along Rancho Vistoso Boulevard (first of three circuits)

**PROJECT JUSTIFICATION:**

Escalating maintenance costs and safety concerns due to malfunctioning lights

**ANNUAL OPERATING IMPACT:**

Operating Revenue     \$ -

Operating Costs       \$ -

Operating Savings     \$ 6,000



---

**PROJECT TITLE:** Tangerine Access to Safeway (1<sup>st</sup> Ave) - Safety

**DEPARTMENT:** Development & Infrastructure Services

**FY 14-15 PROJECT COST:** \$200,000

**PRIMARY FUNDING:** Highway Fund

**ADDITIONAL FUNDING:**

**PROJECT DESCRIPTION:**

Address traffic safety issue at intersection by constructing a new entrance to shopping center

**PROJECT JUSTIFICATION:**

Mitigation of acute traffic safety issue based on recently completed intersection safety study

**ANNUAL OPERATING IMPACT:**

Operating Revenue     \$ -

Operating Costs       \$ -

Operating Savings     \$ -





## Project Descriptions

---

**PROJECT TITLE:** Lambert Lane Widening Phase II  
(La Cañada to Rancho Sonora)

**DEPARTMENT:** Development & Infrastructure Services

**FY 14-15 PROJECT COST:** \$375,000

**PRIMARY FUNDING:** Pima Association of Government  
(PAG) Regional Funds

**ADDITIONAL FUNDING:**

**PROJECT DESCRIPTION:**  
Widen Lambert Lane between La Cañada and Rancho Sonora to four lanes

**PROJECT JUSTIFICATION:**  
Per Transportation Improvement Program as set by  
PAG

**ANNUAL OPERATING IMPACT:**

Operating Revenue     \$ -

Operating Costs        \$ -

Operating Savings     \$ -



---

**PROJECT TITLE:** Naranja Drive Phase II (La Cholla to Shannon)

**DEPARTMENT:** Development & Infrastructure Services

**FY 14-15 PROJECT COST:** \$2,950,000

**PRIMARY FUNDING:** Pima Association of  
Government (PAG) Regional Funds

**ADDITIONAL FUNDING:**

**PROJECT DESCRIPTION:**  
Widen to three lanes with sidewalk, shoulders and  
drainage structures

**PROJECT JUSTIFICATION:** Per Transportation  
Improvement Program as set by PAG

**ANNUAL OPERATING IMPACT:**

Operating Revenue     \$ -

Operating Costs        \$ -

Operating Savings     \$ -





## Project Descriptions

---

**PROJECT TITLE:** Rancho Vistoso and Vistoso Highlands  
Traffic Signal – Rollover

**DEPARTMENT:** Development & Infrastructure Services

**FY 14-15 PROJECT COST:** \$600,000

**PRIMARY FUNDING:** Regional Transportation  
Authority (RTA) Funds

**ADDITIONAL FUNDING:**

**PROJECT DESCRIPTION:**  
Construct a traffic signal at Rancho Vistoso and  
Vistoso Highlands Drive

**PROJECT JUSTIFICATION:**  
Per Transportation Improvement Program as set by  
PAG

**ANNUAL OPERATING IMPACT:**

Operating Revenue	\$ -
Operating Costs	\$ -
Operating Savings	\$ -



---

**PROJECT TITLE:** Sidewalk – Vistoso Highlands to West  
Morning Vista Drive - Rollover

**DEPARTMENT:** Development & Infrastructure Services

**FY 14-15 PROJECT COST:** \$135,000

**PRIMARY FUNDING:** Regional Transportation Authority (RTA)  
Funds

**ADDITIONAL FUNDING:**

**PROJECT DESCRIPTION:**  
Construct a six-foot sidewalk from Vistoso Highlands to West  
Morning Vista Drive

**PROJECT JUSTIFICATION:** Per Transportation Improvement  
Program as set by PAG

**ANNUAL OPERATING IMPACT:**

Operating Revenue	\$ -
Operating Costs	\$ -
Operating Savings	\$ -





## Project Descriptions

---

**PROJECT TITLE:** Naranja Park Improvements - Rollover

**DEPARTMENT:** Development & Infrastructure Services

**FY 14-15 PROJECT COST:** \$600,000

**PRIMARY FUNDING:** General Fund

**ADDITIONAL FUNDING:** Bed Tax Fund, Parks & Recreation Impact Fees

**PROJECT DESCRIPTION:**  
Construct two new multi-sport fields, dog park and parking lot with lighting at Naranja Park

**PROJECT JUSTIFICATION:**  
Supports Town Strategic Plan objectives

**ANNUAL OPERATING IMPACT:**

Operating Revenue     \$ 25,000 (facility rental fees)

Operating Costs         \$ 120,000

Operating Savings     \$ -



**PROJECT TITLE:**  
Automated Meter Infrastructure (AMI) Meter Replacement

**DEPARTMENT:** Water

**FY 14-15 PROJECT COST:** \$2,200,000

**PRIMARY FUNDING:** Water Infrastructure Finance Authority (WIFA) Loan

**ADDITIONAL FUNDING:** Water Utility Fund

**PROJECT DESCRIPTION:**  
Townwide replacement of aging meters to Automated Meter Infrastructure Technology

**PROJECT JUSTIFICATION:** Current meters are inefficient and under registering

**ANNUAL OPERATING IMPACT:**

Operating Revenue     \$ Potential increase due to improved meter reading accuracy

Operating Costs         \$ -

Operating Savings     \$ Potential savings in vehicle fuel and repair costs





## Project Descriptions

---

**PROJECT TITLE:** Construction Equipment - Backhoe

**DEPARTMENT:** Water

**FY 14-15 PROJECT COST:** \$94,000

**PRIMARY FUNDING:** Water Utility Fund

**ADDITIONAL FUNDING:**

**PROJECT DESCRIPTION:**

Purchase backhoe for service repairs, emergency main repairs and new main installations

**PROJECT JUSTIFICATION:**

Conduct repairs and installs in-house, utilizing existing staff, versus contracting out

**ANNUAL OPERATING IMPACT:**

Operating Revenue     \$ -

Operating Costs       \$ 2,000

Operating Savings     \$ Potential for savings from conducting repairs and installs in-house



---

**PROJECT TITLE:** Reclaimed Reservoir Retention Basin Liner - Rollover

**DEPARTMENT:** Water

**FY 14-15 PROJECT COST:** \$10,000

**PRIMARY FUNDING:** Water Utility Fund

**ADDITIONAL FUNDING:**

**PROJECT DESCRIPTION:**

Line retention basin liner with geo-membrane

**PROJECT JUSTIFICATION:**

Allows operational continuation of reservoir facility without interruption

**ANNUAL OPERATING IMPACT:**

Operating Revenue     \$ -

Operating Costs       \$ 500

Operating Savings     \$ -





## Project Descriptions

---

**PROJECT TITLE:** Replace Security Wall at CS-2  
Countryside - Rollover

**DEPARTMENT:** Water

**FY 14-15 PROJECT COST:** \$20,000

**PRIMARY FUNDING:** Water Utility Fund

**ADDITIONAL FUNDING:**

**PROJECT DESCRIPTION:**  
Remove existing chain link and construct new masonry stucco wall with security pickets

**PROJECT JUSTIFICATION:**  
Improve security and safety at well site

**ANNUAL OPERATING IMPACT:**

Operating Revenue     \$ -

Operating Costs        \$ -

Operating Savings     \$ -



---

**PROJECT TITLE:** System Connection Upgrades

**DEPARTMENT:** Water

**FY 14-15 PROJECT COST:** \$100,000

**PRIMARY FUNDING:** Water Utility Fund

**ADDITIONAL FUNDING:**

**PROJECT DESCRIPTION:**  
Small system improvements to enhance water flow in "E" Zone

**PROJECT JUSTIFICATION:**  
Improve system reliability and reduce water outages in an emergency

**ANNUAL OPERATING IMPACT:**

Operating Revenue     \$ -

Operating Costs        \$ -

Operating Savings     \$ -





## Project Descriptions

---

**PROJECT TITLE:**

West Lambert Lane 12 Inch Main Relocation

**DEPARTMENT:** Water

**FY 14-15 PROJECT COST:** \$75,000

**PRIMARY FUNDING:** Water Utility Fund

**ADDITIONAL FUNDING:**

**PROJECT DESCRIPTION:**

Relocate 12 inch water main on West Lambert Lane for scheduled roadway improvements

**PROJECT JUSTIFICATION:**

Scheduled roadway improvements per PAG Transportation Improvement Program

**ANNUAL OPERATING IMPACT:**

Operating Revenue     \$ -

Operating Costs         \$ -

Operating Savings     \$ -



---

**PROJECT TITLE:** La Cholla D-E Blending Booster Station

**DEPARTMENT:** Water

**FY 14-15 PROJECT COST:** \$300,000

**PRIMARY FUNDING:** Alternative Water Resources Development Impact Fees

**ADDITIONAL FUNDING:**

**PROJECT DESCRIPTION:**

Construct new booster station for blending of groundwater and Central Arizona Project (CAP) water

**PROJECT JUSTIFICATION:**

Improve water quality

**ANNUAL OPERATING IMPACT:**

Operating Revenue     \$ -

Operating Costs         \$ 2,000

Operating Savings     \$ -





## Project Descriptions

---

**PROJECT TITLE:** Energy Efficiency Booster Upgrades

**DEPARTMENT:** Water

**FY 14-15 PROJECT COST:** \$150,000

**PRIMARY FUNDING:** Water Utility Fund

**ADDITIONAL FUNDING:**

**PROJECT DESCRIPTION:**

Install high efficiency electric motors, controls and instruments at various booster pump locations

**PROJECT JUSTIFICATION:**

Improve energy efficiency and system reliability

**ANNUAL OPERATING IMPACT:**

Operating Revenue     \$ -

Operating Costs       \$ -

Operating Savings     \$ 2,000



---

**PROJECT TITLE:** Main Valve Replacements

**DEPARTMENT:** Water

**FY 14-15 PROJECT COST:** \$50,000

**PRIMARY FUNDING:** Water Utility Fund

**ADDITIONAL FUNDING:**

**PROJECT DESCRIPTION:**

Replace existing valves at various locations throughout the water delivery system

**PROJECT JUSTIFICATION:**

Improve system reliability

**ANNUAL OPERATING IMPACT:**

Operating Revenue     \$ -

Operating Costs       \$ -

Operating Savings     \$ Possible savings due to improved system reliability





## Project Descriptions

---

PROJECT TITLE: Security Wall at Well C8

DEPARTMENT: Water

FY 14-15 PROJECT COST: \$100,000

PRIMARY FUNDING: Water Utility Fund

ADDITIONAL FUNDING:

PROJECT DESCRIPTION:

Design and construct new masonry security wall and metal security gate at Well C8

PROJECT JUSTIFICATION:

Improve site security and safety

ANNUAL OPERATING IMPACT:

Operating Revenue \$ -

Operating Costs \$ -

Operating Savings \$ -



---

PROJECT TITLE: "F" to "D" 6 Inch Pressure Reduce Valve – Cliff Dweller Drive

DEPARTMENT: Water

FY 14-15 PROJECT COST: \$60,000

PRIMARY FUNDING: Water Utility Fund

ADDITIONAL FUNDING:

PROJECT DESCRIPTION:

Install new 6 inch pressure reducing valve on Cliff Dweller Drive

PROJECT JUSTIFICATION:

Increase system reliability in case of water outage or system emergency

ANNUAL OPERATING IMPACT:

Operating Revenue \$ -

Operating Costs \$ 1,000

Operating Savings \$ -





## Project Descriptions

---

**PROJECT TITLE:** Well CS1 to CS2 12 Inch Main Replacement

**DEPARTMENT:** Water

**FY 14-15 PROJECT COST:** \$500,000

**PRIMARY FUNDING:** Water Utility Fund

**ADDITIONAL FUNDING:**

**PROJECT DESCRIPTION:**

Install new 12 inch main from Countryside Well CS1 to Countryside Well CS2

**PROJECT JUSTIFICATION:**

Improve system reliability  
Existing main is undersized, causing high pressure and wasting electric power

**ANNUAL OPERATING IMPACT:**

Operating Revenue	\$ -
Operating Costs	\$ -
Operating Savings	\$ 3,500



---

**PROJECT TITLE:** Naranja Shannon to La Cholla Main Relocation

**DEPARTMENT:** Water

**FY 14-15 PROJECT COST:** \$100,000

**PRIMARY FUNDING:** Water Utility Fund

**ADDITIONAL FUNDING:**

**PROJECT DESCRIPTION:**

Relocate 12 inch main on Naranja due to scheduled road improvements

**PROJECT JUSTIFICATION:**

Scheduled roadway improvements per PAG Transportation Improvement Program

**ANNUAL OPERATING IMPACT:**

Operating Revenue	\$ -
Operating Costs	\$ -
Operating Savings	\$ -





## Project Descriptions

---

**PROJECT TITLE:** Reclaimed Reservoir Vault Modification - Rollover

**DEPARTMENT:** Water

**FY 14-15 PROJECT COST:** \$10,000

**PRIMARY FUNDING:** Water Utility Fund

**ADDITIONAL FUNDING:**

**PROJECT DESCRIPTION:**

Construct partial concrete vault lid to accommodate turning radius for chlorine supply truck

**PROJECT JUSTIFICATION:**

Reduce risk of accidents from large trucks entering and exiting reservoir site

**ANNUAL OPERATING IMPACT:**

Operating Revenue     \$ -

Operating Costs        \$ -

Operating Savings     \$ -



---

**PROJECT TITLE:** Tangerine Shannon to La Cañada Main Relocation

**DEPARTMENT:** Water

**FY 14-15 PROJECT COST:** \$75,000

**PRIMARY FUNDING:** Water Utility Fund

**ADDITIONAL FUNDING:**

**PROJECT DESCRIPTION:**

Relocate existing 12 inch potable water mains on Tangerine Road due to scheduled road improvements

**PROJECT JUSTIFICATION:**

Scheduled roadway improvements per PAG Transportation Improvement Program

**ANNUAL OPERATING IMPACT:**

Operating Revenue     \$ -

Operating Costs        \$ -

Operating Savings     \$ -





## Project Descriptions

---

**PROJECT TITLE:** 24 Inch Reclaimed Main Relocation – Tangerine Road

**DEPARTMENT:** Water

**FY 14-15 PROJECT COST:** \$100,000

**PRIMARY FUNDING:** Water Utility Fund

**ADDITIONAL FUNDING:**

**PROJECT DESCRIPTION:**

Relocate 24 inch reclaimed main on Tangerine Road due to scheduled road improvements

**PROJECT JUSTIFICATION:**

Scheduled roadway improvements per PAG Transportation Improvement Program



**ANNUAL OPERATING IMPACT:**

Operating Revenue     \$ -

Operating Costs        \$ -

Operating Savings     \$ -

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**PROJECT TITLE:** 4.5 Cubic Yard Wheel Loader

**DEPARTMENT:** Development and Infrastructure Services

**FY 14-15 PROJECT COST:** \$125,000

**PRIMARY FUNDING:** Stormwater Utility Fund

**ADDITIONAL FUNDING:**

**PROJECT DESCRIPTION:**

Lease purchase a new 4.5 cubic yard wheel loader to assist with everyday and special projects, emergencies and monsoon storm cleanup

**PROJECT JUSTIFICATION:**

Supports Town Strategic Plan objectives

**ANNUAL OPERATING IMPACT:**

Operating Revenue     \$ -

Operating Costs        \$ 3,000

Operating Savings     \$ -



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## APPENDIX

Resolution Adoption  
Auditor General Statements  
Glossary



**RESOLUTION NO. (R)14-32**

**A RESOLUTION OF THE MAYOR AND COUNCIL OF THE TOWN OF ORO VALLEY, ARIZONA, APPROVING THE ADOPTION OF THE BUDGET OF THE TOWN OF ORO VALLEY FOR THE FISCAL YEAR 2014-2015**

**WHEREAS**, on May 7, 2014, in accordance with Arizona Revised Statutes §§ 42-17101 and 42-17102, the Town authorized an estimate of the different amounts required to meet the public expenditures for the ensuing year, an estimate of revenues from sources other than direct taxation and the amount to be raised by taxation upon real and personal property of the Town of Oro Valley; and

**WHEREAS**, after notice of a public hearing in accordance with Arizona Revised Statutes §§ 42-17103, 42-17104 and 42-17105, the Council met on May 21, 2014 at which time any taxpayer was entitled to appear and be heard in favor of or against any of the proposed expenditures or tax levies before the Council adopted the estimates of the proposed expenditures, constituting the budget of the Town of Oro Valley for the Fiscal Year 2014-2015; and

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

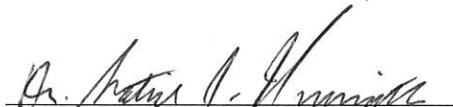
**WHEREAS**, it is in the best interest of the Town of Oro Valley to approve the estimates and expenditures/expenses shown on the accompanying schedules for the Fiscal Year 2014-2015.

**NOW, THEREFORE, BE IT RESOLVED by the Mayor and Council of the Town of Oro Valley, Arizona, that** the said estimates of revenues and expenditures/expenses shown on the accompanying schedules, as now increased, reduced or changed, are hereby adopted and approved as the budget of the Town of Oro Valley for the Fiscal Year 2014-2015 in the amount of \$107,084,938.

**BE IT FURTHER RESOLVED** that the Mayor and Council of the Town of Oro Valley are hereby authorized to take such steps as are necessary to execute and implement the budget for the Fiscal Year 2014-2015.

**PASSED AND ADOPTED** by the Mayor and Town Council of the Town of Oro Valley, Arizona, this 21<sup>st</sup> day of May, 2014.

**TOWN OF ORO VALLEY, ARIZONA**



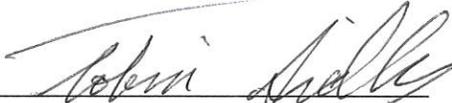
Dr. Satish I. Hiremath, Mayor

**ATTEST:**

  
\_\_\_\_\_  
Julie K. Bower, Town Clerk

Date: 5/27/14

**APPROVED AS TO FORM:**

  
\_\_\_\_\_  
Tobin Sidles, Legal Services Director

Date: 5/22/14



# Town of Oro Valley

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CITY/TOWN OF Oro Valley  
 Summary Schedule of Estimated Revenues and Expenditures/Expenses  
 Fiscal Year 2015

FUND	ADOPTED BUDGETED EXPENDITURES/EXPENSES* 2014	ACTUAL EXPENDITURES/EXPENSES** 2014	FUND BALANCE/ NET POSITION*** July 1, 2014**	PROPERTY TAX REVENUES 2015	ESTIMATED REVENUES OTHER THAN PROPERTY TAXES 2015	OTHER FINANCING 2015		INTERFUND TRANSFERS 2015		TOTAL FINANCIAL RESOURCES AVAILABLE 2015	BUDGETED EXPENDITURES/EXPENSES 2015
						SOURCES	<USES>	IN	<OUT>		
1. General Fund	\$ 36,348,684	\$ 28,954,586	\$ 10,123,999	Primary:	\$ 32,090,999	\$	\$	\$ 185,000	\$ 2,700,965	\$ 39,699,033	\$ 39,699,033
2. Special Revenue Funds	8,252,846	4,818,314	4,794,356	Secondary:	4,365,996				352,543	8,807,809	8,807,809
3. Debt Service Funds Available	1,742,156	2,298,712	522,272		326,795			331,627		1,180,694	1,180,694
4. Less: Amounts for Future Debt Retirement											
5. Total Debt Service Funds	1,742,156	2,298,712	522,272		326,795			331,627		1,180,694	1,180,694
6. Capital Projects Funds	19,395,005	7,344,010	11,427,179		7,579,371			2,540,000		21,546,550	21,546,550
7. Permanent Funds											
8. Enterprise Funds Available	24,037,945	14,642,589	12,478,976		16,109,450	2,200,000			3,119	30,785,307	30,785,307
9. Less: Amounts for Future Debt Retirement											
10. Total Enterprise Funds	24,037,945	14,642,589	12,478,976		16,109,450	2,200,000			3,119	30,785,307	30,785,307
11. Internal Service Funds	4,136,793	3,430,963	707,232		4,358,313					5,065,545	5,065,545
12. TOTAL ALL FUNDS	\$ 93,913,429	\$ 61,489,174	\$ 40,054,014	\$	\$ 64,830,924	\$ 2,200,000	\$	\$ 3,056,627	\$ 3,056,627	\$ 107,084,938	\$ 107,084,938

**EXPENDITURE LIMITATION COMPARISON**

1. Budgeted expenditures/expenses
2. Add/subtract: estimated net reconciling items
3. Budgeted expenditures/expenses adjusted for reconciling items
4. Less: estimated exclusions
5. Amount subject to the expenditure limitation
6. EEC or voter-approved alternative expenditure limitation

	2014	2015
1.	\$ 93,913,429	\$ 107,084,938
2.		
3.	93,913,429	107,084,938
4.		
5.	\$ 93,913,429	\$ 107,084,938
6.	\$ 93,913,429	\$ 107,084,938

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

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

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

\*\*\* Amounts in this column represent Fund Balance/Net Position amounts except for amounts not in spendable form (e.g., prepaids and inventories) or legally or contractually required to be maintained intact (e.g., principal of a permanent fund).

**CITY/TOWN OF     Oro Valley**  
**Revenues Other Than Property Taxes**  
**Fiscal Year 2015**

<b>SOURCE OF REVENUES</b>	<b>ESTIMATED REVENUES 2014</b>	<b>ACTUAL REVENUES* 2014</b>	<b>ESTIMATED REVENUES 2015</b>
<b>GENERAL FUND</b>			
<b>Local taxes</b>			
Local Sales Tax	\$ 12,623,382	\$ 13,154,864	\$ 15,136,905
Cable Franchise Tax	500,000	540,000	540,000
<b>Licenses and permits</b>			
Licenses	176,700	181,000	182,000
Permits	1,307,255	1,527,000	1,567,547
Fees	9,500	89,000	56,000
<b>Intergovernmental</b>			
State/County Shared	9,659,167	9,659,167	10,303,762
State Grants	1,509,700	1,226,590	1,607,300
Federal Grants	576,490	592,689	597,365
Other	30,000	25,000	15,000
<b>Charges for services</b>			
Reimbursements	204,000	192,500	192,500
Fees	644,200	807,788	851,700
Other	595,237	602,612	644,795
<b>Fines and forfeits</b>			
Fines	190,000	180,000	180,000
<b>Interest on investments</b>			
Interest Income	62,275	100,000	81,125
<b>Miscellaneous</b>			
Miscellaneous	114,000	141,000	135,000
<b>Total General Fund</b>	<b>\$ 28,201,906</b>	<b>\$ 29,019,210</b>	<b>\$ 32,090,999</b>

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

**CITY/TOWN OF     Oro Valley**  
**Revenues Other Than Property Taxes**  
**Fiscal Year 2015**

<b>SOURCE OF REVENUES</b>	<b>ESTIMATED REVENUES 2014</b>	<b>ACTUAL REVENUES* 2014</b>	<b>ESTIMATED REVENUES 2015</b>
<b>SPECIAL REVENUE FUNDS</b>			
<b>Highway User Revenue Fund</b>			
Local Sales Tax	\$ 1,077,197	\$ 1,218,820	\$ 2,754,947
Highway User Fuel Tax	2,500,000	2,500,000	2,754,947
Permits	48,000	42,000	52,000
Grants	35,000	35,000	
Interest Income	7,000	25,000	19,250
Charges for Services	129,493	129,493	129,493
Other	10,000	20,750	10,000
	\$ 3,806,690	\$ 3,971,063	\$ 2,965,690
<b>Bed Tax Fund</b>			
Local Sales Tax	\$ 789,000	\$ 867,898	\$ 944,571
Interest Income	3,975	8,000	4,125
	\$ 792,975	\$ 875,898	\$ 948,696
<b>Seizures &amp; Forfeitures - State Fund</b>			
Seizures and Forfeitures	\$ 175,000	\$ 31,065	\$ 175,000
Interest Income		2,500	
	\$ 175,000	\$ 33,565	\$ 175,000
<b>Seizures &amp; Forfeitures - Federal Fund</b>			
Seizures and Forfeitures	\$ 250,000	\$ 314,090	\$ 250,000
Interest Income		3,000	
	\$ 250,000	\$ 317,090	\$ 250,000
<b>Impound Fee Fund</b>			
Fees	\$ 47,500	\$ 24,414	\$ 26,610
	\$ 47,500	\$ 24,414	\$ 26,610
<b>Total Special Revenue Funds</b>	<b>\$ 5,072,165</b>	<b>\$ 5,222,030</b>	<b>\$ 4,365,996</b>

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

**CITY/TOWN OF     Oro Valley**  
**Revenues Other Than Property Taxes**  
**Fiscal Year 2015**

<b>SOURCE OF REVENUES</b>	<b>ESTIMATED REVENUES 2014</b>	<b>ACTUAL REVENUES* 2014</b>	<b>ESTIMATED REVENUES 2015</b>
<b>DEBT SERVICE FUNDS</b>			
<b>Municipal Debt Service Fund</b>			
Federal Grants	\$ 70,677	\$ 70,677	67,877
Interest Income		35	
Miscellaneous	83,000	83,000	83,000
	\$ 153,677	\$ 153,712	\$ 150,877
<b>Oracle Road Improvement District</b>			
Special Assessments	\$ 365,868	\$ 1,460,057	\$ 175,918
	\$ 365,868	\$ 1,460,057	\$ 175,918
<b>Total Debt Service Funds</b>	<b>\$ 519,545</b>	<b>\$ 1,613,769</b>	<b>\$ 326,795</b>
<b>CAPITAL PROJECTS FUNDS</b>			
<b>Alternative Water Resources Development Impact Fee Fund</b>			
Development Impact Fees	\$ 1,678,322	\$ 2,219,804	\$ 1,409,646
Charges for Services	2,550,000		
Interest Income	1,000	25,000	17,050
	\$ 4,229,322	\$ 2,244,804	\$ 1,426,696
<b>Potable Water System Development Impact Fee Fund</b>			
Development Impact Fees	\$ 926,097	\$ 1,253,905	\$ 707,691
Interest Income	2,000	25,000	17,050
	\$ 928,097	\$ 1,278,905	\$ 724,741
<b>Townwide Roadway Development Impact Fee Fund</b>			
State Grants	\$ 3,150,000	\$ 2,300,000	\$ 4,060,000
Federal Grants	500,000	500,000	
Development Impact Fees	791,375	304,805	900,666
Interest Income	1,500	3,000	3,000
Other	18,000	22,650	22,500
	\$ 4,460,875	\$ 3,130,455	\$ 4,986,166
<b>Parks &amp; Recreation Impact Fee Fund</b>			
Development Impact Fees	\$ 201,297	\$ 117,140	\$ 307,772
Interest Income		830	
	\$ 201,297	\$ 117,970	\$ 307,772
<b>Police Impact Fee Fund</b>			
Development Impact Fees	\$ 107,392	\$ 68,320	\$ 133,996
Interest Income		444	
	\$ 107,392	\$ 68,764	\$ 133,996
<b>General Government Impact Fee Fund</b>			
Development Impact Fees	\$	\$ 2,206	\$
Interest Income		10	
	\$	\$ 2,216	\$
<b>Aquatic Center Project Fund</b>			
Donations	\$ 30,000	\$	\$
	\$ 30,000	\$	\$
<b>Total Capital Projects Funds</b>	<b>\$ 9,956,983</b>	<b>\$ 6,843,114</b>	<b>\$ 7,579,371</b>

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

**CITY/TOWN OF Oro Valley**  
**Revenues Other Than Property Taxes**  
**Fiscal Year 2015**

<b>SOURCE OF REVENUES</b>	<b>ESTIMATED REVENUES 2014</b>	<b>ACTUAL REVENUES* 2014</b>	<b>ESTIMATED REVENUES 2015</b>
<b>ENTERPRISE FUNDS</b>			
<b>Oro Valley Water Utility Fund</b>			
Water Sales	\$ 11,748,000	\$ 12,023,000	\$ 12,078,800
Charges for Services	597,100	3,176,600	3,189,200
Interest Income	66,250	60,000	51,150
Miscellaneous	7,942	7,942	7,942
	<u>\$ 12,411,350</u>	<u>\$ 15,267,542</u>	<u>\$ 15,319,150</u>
<b>Stormwater Utility Fund</b>			
Federal Grants	\$	\$	\$
State Grants	450,000	450,000	450,000
Charges for Services	771,500	771,500	789,300
Interest Income	500	1,500	1,000
Miscellaneous	23	23	23
	<u>\$ 1,222,000</u>	<u>\$ 773,023</u>	<u>\$ 790,300</u>
<b>Total Enterprise Funds</b>	<u>\$ 13,633,350</u>	<u>\$ 16,040,565</u>	<u>\$ 16,109,450</u>

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

**CITY/TOWN OF Oro Valley**  
**Revenues Other Than Property Taxes**  
**Fiscal Year 2015**

<b>SOURCE OF REVENUES</b>	<b>ESTIMATED REVENUES 2014</b>	<b>ACTUAL REVENUES* 2014</b>	<b>ESTIMATED REVENUES 2015</b>
<b>INTERNAL SERVICE FUNDS</b>			
<b>Fleet Fund</b>			
Fleet Services	\$ 1,282,793	\$ 1,282,793	\$ 1,467,800
Miscellaneous	20,000	60,000	151,313
State Grants			308,000
	<u>\$ 1,302,793</u>	<u>\$ 1,342,793</u>	<u>\$ 1,927,113</u>
<b>Benefit Self Insurance Fund</b>			
Miscellaneous	\$ 2,209,000	\$ 2,228,000	\$ 2,431,200
	<u>\$ 2,209,000</u>	<u>\$ 2,228,000</u>	<u>\$ 2,431,200</u>
<b>Total Internal Service Funds</b>	<u>\$ 3,511,793</u>	<u>\$ 3,570,793</u>	<u>\$ 4,358,313</u>
<b>TOTAL ALL FUNDS</b>	<u>\$ 60,895,742</u>	<u>\$ 62,309,481</u>	<u>\$ 64,830,924</u>

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

**CITY/TOWN OF      Oro Valley**  
**Other Financing Sources/<Uses> and Interfund Transfers**  
**Fiscal Year 2015**

<b>FUND</b>	<b>OTHER FINANCING 2015</b>		<b>INTERFUND TRANSFERS 2015</b>	
	<b>SOURCES</b>	<b>&lt;USES&gt;</b>	<b>IN</b>	<b>&lt;OUT&gt;</b>
<b>GENERAL FUND</b>				
Tfr to Municipal Debt Service Fund	\$	\$	\$	\$ 158,965
Tfr to Oracle Road Improvement District Fund				2,000
Tfr to General Government CIP Fund				2,540,000
Tfr from Bed Tax Fund			185,000	
<b>Total General Fund</b>	\$	\$	\$ 185,000	\$ 2,700,965
<b>SPECIAL REVENUE FUNDS</b>				
Bed Tax Fund	\$	\$	\$	\$ 352,543
<b>Total Special Revenue Funds</b>	\$	\$	\$	\$ 352,543
<b>DEBT SERVICE FUNDS</b>				
Municipal Debt Service Fund	\$	\$	\$ 329,627	\$
Oracle Road Improvement District Fund			2,000	
<b>Total Debt Service Funds</b>	\$	\$	\$ 331,627	\$
<b>CAPITAL PROJECTS FUNDS</b>				
General Government CIP Fund	\$	\$	\$ 2,540,000	\$
<b>Total Capital Projects Funds</b>	\$	\$	\$ 2,540,000	\$
<b>ENTERPRISE FUNDS</b>				
Oro Valley Water Utility Fund	\$ 2,200,000	\$	\$	\$ 3,119
<b>Total Enterprise Funds</b>	\$ 2,200,000	\$	\$	\$ 3,119
<b>TOTAL ALL FUNDS</b>	\$ 2,200,000	\$	\$ 3,056,627	\$ 3,056,627

**CITY/TOWN OF      Oro Valley**  
**Expenditures/Expenses by Fund**  
**Fiscal Year 2015**

<b>FUND/DEPARTMENT</b>	<b>ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2014</b>	<b>EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2014</b>	<b>ACTUAL EXPENDITURES/ EXPENSES* 2014</b>	<b>BUDGETED EXPENDITURES/ EXPENSES 2015</b>
<b>GENERAL FUND</b>				
Council	\$ 225,853	\$	\$ 225,853	\$ 207,022
Clerk	345,118		345,118	497,102
Development & Infrastructure Svcs	4,031,561		4,026,147	4,564,803
Finance	709,242		695,830	748,060
General Administration	2,037,730	(227,000)	1,810,729	1,867,600
Human Resources	523,821		471,207	371,998
Information Technology	1,482,173	60,000	1,512,173	1,432,374
Legal	804,344		729,344	756,855
Magistrate Court	761,430		756,968	789,826
Town Manager's Office	700,989		691,219	721,724
Parks and Recreation	2,536,955		2,536,955	2,722,617
Police	14,223,297		14,183,043	14,885,819
Contingency Reserve	9,566,171	(1,433,000)	970,000	10,133,233
<b>Total General Fund</b>	<b>\$ 37,948,684</b>	<b>\$ (1,600,000)</b>	<b>\$ 28,954,586</b>	<b>\$ 39,699,033</b>
<b>SPECIAL REVENUE FUNDS</b>				
Highway User Revenue Fund	\$ 6,573,318	\$	\$ 3,656,099	\$ 6,798,419
Seizures & Forfeitures - State Fund	525,354		121,050	582,353
Seizures & Forfeitures - Federal Fund	508,867		522,345	564,398
Bed Tax Fund	997,807	(400,000)	494,406	836,029
Impound Fee Fund	47,500		24,414	26,610
<b>Total Special Revenue Funds</b>	<b>\$ 8,652,846</b>	<b>\$ (400,000)</b>	<b>\$ 4,818,314</b>	<b>\$ 8,807,809</b>
<b>DEBT SERVICE FUNDS</b>				
Municipal Debt Service Fund	\$ 1,373,416	\$	\$ 836,642	\$ 1,002,640
Oracle Road Improvement District Fund	368,740		1,462,070	178,054
<b>Total Debt Service Funds</b>	<b>\$ 1,742,156</b>	<b>\$</b>	<b>\$ 2,298,712</b>	<b>\$ 1,180,694</b>
<b>CAPITAL PROJECTS FUNDS</b>				
Aquatic Center Project Fund	\$ 42,114	\$	\$ 6,063	\$
Townwide Roadway Dev Impact Fee Fund	5,689,538		2,540,500	7,037,558
Naranja Park Fund	8,821	2,000,000	1,400,000	608,821
Alternative Water Rscs Dev Impact Fee Fund	6,899,226		2,389,623	4,284,831
Potable Water System Dev Impact Fee Fund	4,100,604		707,824	4,840,758
Parks & Recreation Impact Fee Fund	334,400		300,000	307,852
Library Impact Fee Fund	114,798			114,798
Police Impact Fee Fund	189,151			302,238
General Government Impact Fee Fund				3,504
Recreation In Lieu Fee Fund	16,353			6,190
General Government CIP Fund				4,040,000
<b>Total Capital Projects Funds</b>	<b>\$ 17,395,005</b>	<b>\$ 2,000,000</b>	<b>\$ 7,344,010</b>	<b>\$ 21,546,550</b>
<b>ENTERPRISE FUNDS</b>				
Oro Valley Water Utility Fund	\$ 22,486,741	\$	\$ 13,828,213	\$ 29,545,566
Stormwater Utility Fund	1,551,204		814,376	1,239,741
<b>Total Enterprise Funds</b>	<b>\$ 24,037,945</b>	<b>\$</b>	<b>\$ 14,642,589</b>	<b>\$ 30,785,307</b>
<b>INTERNAL SERVICE FUNDS</b>				
Fleet Fund	\$ 1,302,793	\$	\$ 1,221,963	\$ 2,047,943
Benefit Self Insurance Fund	2,834,000		2,209,000	3,017,602
<b>Total Internal Service Funds</b>	<b>\$ 4,136,793</b>	<b>\$</b>	<b>\$ 3,430,963</b>	<b>\$ 5,065,545</b>
<b>TOTAL ALL FUNDS</b>	<b>\$ 93,913,429</b>	<b>\$</b>	<b>\$ 61,489,174</b>	<b>\$ 107,084,938</b>

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

**CITY/TOWN OF Oro Valley**  
**Expenditures/Expenses by Department**  
**Fiscal Year 2015**

<b>DEPARTMENT/FUND</b>	<b>ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2014</b>	<b>EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2014</b>	<b>ACTUAL EXPENDITURES/ EXPENSES* 2014</b>	<b>BUDGETED EXPENDITURES/ EXPENSES 2015</b>
<b>Council:</b>				
General Fund	\$ 225,853	\$	\$ 225,853	\$ 207,022
<b>Department Total</b>	<b>\$ 225,853</b>	<b>\$</b>	<b>\$ 225,853</b>	<b>\$ 207,022</b>
<b>Clerk:</b>				
General Fund	\$ 345,118	\$	\$ 345,118	\$ 497,102
<b>Department Total</b>	<b>\$ 345,118</b>	<b>\$</b>	<b>\$ 345,118</b>	<b>\$ 497,102</b>
<b>Development &amp; Infrastructure Svcs:</b>				
General Fund	\$ 4,031,561	\$	\$ 4,026,147	\$ 4,564,803
Highway Fund	6,573,318		3,656,099	6,798,419
Townwide Roadway Dev Impact Fee Fund	5,689,538		2,540,500	7,037,558
Stormwater Utility Fund	1,551,204		814,376	1,239,741
Fleet Fund	1,302,793		1,221,963	2,047,943
<b>Department Total</b>	<b>\$ 19,148,414</b>	<b>\$</b>	<b>\$ 12,259,085</b>	<b>\$ 21,688,464</b>
<b>Finance:</b>				
General Fund	\$ 709,242	\$	\$ 695,830	\$ 748,060
<b>Department Total</b>	<b>\$ 709,242</b>	<b>\$</b>	<b>\$ 695,830</b>	<b>\$ 748,060</b>
<b>General Administration:</b>				
General Fund	\$ 2,037,730	\$ (227,000)	\$ 1,810,729	\$ 1,867,600
General Fund - Contingency Reserve	9,566,171	(1,433,000)	970,000	10,133,233
Municipal Debt Service Fund	1,373,416		836,642	1,002,640
Oracle Road Improvement District Fund	368,740		1,462,070	178,054
Benefit Self Insurance Fund	2,834,000		2,209,000	3,017,602
General Government Impact Fee Fund				3,504
General Government CIP Fund				4,040,000
Library Impact Fee Fund	114,798			114,798
<b>Department Total</b>	<b>\$ 16,294,855</b>	<b>\$ (1,660,000)</b>	<b>\$ 7,288,441</b>	<b>\$ 20,357,431</b>
<b>Human Resources:</b>				
General Fund	\$ 523,821	\$	\$ 471,207	\$ 371,998
<b>Department Total</b>	<b>\$ 523,821</b>	<b>\$</b>	<b>\$ 471,207</b>	<b>\$ 371,998</b>
<b>Information Technology:</b>				
General Fund	\$ 1,482,173	\$ 60,000	\$ 1,512,173	\$ 1,432,374
<b>Department Total</b>	<b>\$ 1,482,173</b>	<b>\$ 60,000</b>	<b>\$ 1,512,173</b>	<b>\$ 1,432,374</b>
<b>Legal:</b>				
General Fund	\$ 804,344	\$	\$ 729,344	\$ 756,855
<b>Department Total</b>	<b>\$ 804,344</b>	<b>\$</b>	<b>\$ 729,344</b>	<b>\$ 756,855</b>
<b>Magistrate Court:</b>				
General Fund	\$ 761,430	\$	\$ 756,968	\$ 789,826
<b>Department Total</b>	<b>\$ 761,430</b>	<b>\$</b>	<b>\$ 756,968</b>	<b>\$ 789,826</b>
<b>Town Manager's Office:</b>				
General Fund	\$ 700,989	\$	\$ 691,219	\$ 721,724
Bed Tax Fund	997,807	(400,000)	494,406	836,029
<b>Department Total</b>	<b>\$ 1,698,796</b>	<b>\$ (400,000)</b>	<b>\$ 1,185,625</b>	<b>\$ 1,557,753</b>

**CITY/TOWN OF Oro Valley**  
**Expenditures/Expenses by Department**  
**Fiscal Year 2015**

<b>DEPARTMENT/FUND</b>	<b>ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2014</b>	<b>EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2014</b>	<b>ACTUAL EXPENDITURES/ EXPENSES* 2014</b>	<b>BUDGETED EXPENDITURES/ EXPENSES 2015</b>
<b>Parks and Recreation:</b>				
General Fund	\$ 2,536,955	\$	\$ 2,536,955	\$ 2,722,617
Parks & Recreation Impact Fee Fund	334,400		300,000	307,852
Naranja Park Fund	8,821	2,000,000	1,400,000	608,821
Recreation In Lieu Fee Fund	16,353			6,190
Aquatic Center Project Fund	42,114		6,063	
<b>Department Total</b>	<b>\$ 2,938,643</b>	<b>\$ 2,000,000</b>	<b>\$ 4,243,018</b>	<b>\$ 3,645,480</b>
<b>Police:</b>				
General Fund	\$ 14,223,297	\$	\$ 14,183,043	\$ 14,885,819
Seizures & Forfeitures - State Fund	525,354		121,050	582,353
Seizures & Forfeitures - Federal Fund	508,867		522,345	564,398
Police Impact Fee Fund	189,151			302,238
Impound Fee Fund	47,500		24,414	26,610
<b>Department Total</b>	<b>\$ 15,494,169</b>	<b>\$</b>	<b>\$ 14,850,852</b>	<b>\$ 16,361,418</b>
<b>Water Utility:</b>				
Oro Valley Water Utility Fund	\$ 22,486,741	\$	\$ 13,828,213	\$ 29,545,566
Alternative Water Rscs Dev Impact Fee Fund	6,899,226		2,389,623	4,284,831
Potable Water System Dev Impact Fee Fund	4,100,604		707,824	4,840,758
<b>Department Total</b>	<b>\$ 33,486,571</b>	<b>\$</b>	<b>\$ 16,925,660</b>	<b>\$ 38,671,155</b>

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

**CITY/TOWN OF Oro Valley**  
**Full-Time Employees and Personnel Compensation**  
**Fiscal Year 2015**

FUND	Full-Time Equivalent (FTE) 2015	Employee Salaries and Hourly Costs 2015	Retirement Costs 2015	Healthcare Costs 2015	Other Benefit Costs 2015	Total Estimated Personnel Compensation 2015
<b>GENERAL FUND</b>	270.52	\$ 15,942,103	\$ 2,372,162	\$ 1,636,375	\$ 1,811,666	= \$ 21,762,306
<b>SPECIAL REVENUE FUNDS</b>						
Highway Fund	22.48	\$ 1,326,607	\$ 151,861	\$ 155,379	\$ 166,582	= \$ 1,800,429
Bed Tax Fund	3.00	189,647	21,999	11,249	15,592	238,487
Impound Fee Fund	0.50	21,898	2,540	390	1,782	26,610
Seizures & Forfeitures - State Fund	1.00	51,568	10,623	3,750	7,610	73,551
Seizures & Forfeitures - Federal Fund	2.00	105,573	21,748	17,179	15,334	159,834
<b>Total Special Revenue Funds</b>	<b>28.98</b>	<b>\$ 1,695,293</b>	<b>\$ 208,771</b>	<b>\$ 187,947</b>	<b>\$ 206,900</b>	<b>= \$ 2,298,911</b>
<b>INTERNAL SERVICE FUNDS</b>						
Fleet Fund	1.15	\$ 60,234	\$ 6,987	\$ 7,780	\$ 6,608	= \$ 81,609
<b>Total Internal Service Funds</b>	<b>1.15</b>	<b>\$ 60,234</b>	<b>\$ 6,987</b>	<b>\$ 7,780</b>	<b>\$ 6,608</b>	<b>= \$ 81,609</b>
<b>ENTERPRISE FUNDS</b>						
Oro Valley Water Utility Fund	37.48	\$ 2,156,979	\$ 248,368	\$ 254,173	\$ 215,008	= \$ 2,874,528
Stormwater Utility Fund	3.85	245,818	28,515	38,417	22,570	335,320
<b>Total Enterprise Funds</b>	<b>41.33</b>	<b>\$ 2,402,797</b>	<b>\$ 276,883</b>	<b>\$ 292,590</b>	<b>\$ 237,578</b>	<b>= \$ 3,209,848</b>
<b>TOTAL ALL FUNDS</b>	<b>341.98</b>	<b>\$ 20,100,427</b>	<b>\$ 2,864,803</b>	<b>\$ 2,124,692</b>	<b>\$ 2,262,752</b>	<b>= \$ 27,352,674</b>

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# Town of Oro Valley

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## Glossary of Terms

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

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

**AMORTIZATION:** The systematic and rational distribution of the cost of an intangible capital asset over its estimated useful life.

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

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

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

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

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

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

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

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

**CENTRAL ARIZONA PROJECT (CAP):** The system of aqueducts, tunnels, pumping plants and pipelines responsible for bringing Colorado River water to Arizona's Pima, Pinal, and Maricopa counties.

**CENTRAL ARIZONA WATER CONSERVATION DISTRICT (CAWCD):** a state agency with the primary responsibility of managing the Central Arizona Project (CAP).

**CLEAN RENEWABLE ENERGY BONDS (CREBS):** Bonds issued to finance certain renewable energy or "clean coal" facilities. Projects funded with CREBS must generate electricity and must be created from clean and/or renewable sources.

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

**DEBT SERVICE:** Principal and interest payments on outstanding bonds.

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

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

**DEPRECIATION:** The systematic and rational distribution of the cost of a tangible capital asset (less salvage value) over its estimated useful life.

**DIVISION:** A functional unit of a department.

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

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

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



## Glossary of Terms

**EXPENDITURE LIMITATION:** The Arizona State Legislature imposed constitutional amendment that limits the annual expenditures of all municipalities. The Economic Estimates Commission sets the annual limit based on population growth and inflation. All municipalities have the option of (Home Rule Option) proposing an alternative expenditure limitation to its voters. Oro Valley citizens approved the Home Rule Option in 2010.

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

**FULL ACCRUAL:** Basis of accounting that recognizes the financial effect of transactions, events, and interfund activities when they occur, regardless of the timing of related cash flows.

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

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

**FUND BALANCE:** The difference between assets and liabilities reported in a governmental fund.

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

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

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

**GIS:** Geographic Information System(s). A geographic information system is an integrated hardware, software and data system that allows for the capturing and analyzing of geographic information in forms such as maps and globes.

**GOAL:** A statement of broad direction, purpose or intent based on the needs of the community.

**GOVERNMENTAL FUNDS:** Funds generally used to account for tax-supported activities. Examples include the general fund, special revenue funds, debt service funds, and capital projects funds.

**GRANT:** A contribution by the state or federal government or other agency to support a particular function.

**HIGHWAY USERS REVENUE FUND (HURF):** This revenue source consists of the gasoline tax collected by the state and distributed to counties and cities based on the county of origin and population. These revenues are to be used for street and highway purposes.

**HOME RULE OPTION:** An alternative expenditure limitation that allows a municipality to expend what it anticipates in revenues each fiscal year. This limitation must be approved by the voters and is effective for four fiscal years.

**IMPACT FEES:** The fees charged to offset the cost of town improvements that are required due to growth-related development.

**IMPROVEMENT DISTRICT BONDS:** Bonds that are issued to finance projects in a designated area within a town or city. The majority of property owners in this district must approve the formation of the district and the amount of indebtedness. The bonds are then repaid by the assessments levied on the property in the district.



**INFRASTRUCTURE:** Facilities that support the continuance and growth of a community.

**INTERFUND TRANSFER:** Movement of resources between two funds.

**INTERNAL SERVICE FUND:** Used to report any activity that provides goods or services to other funds, departments or agencies on a cost-reimbursement basis.

**LONG TERM DEBT:** Debt with a maturity of more than one year after date of issuance.

**MODIFIED ACCRUAL:** Basis of accounting that reports those transactions, events, and interfund activity that affect inflows and outflows of financial resources in the near future.

**MUNICIPAL PROPERTY CORPORATION BONDS:** Bonds that are issued by a non-profit corporation formed by the Town for the purpose of financing the construction or acquisition of capital improvement projects. These bonds may be issued without voter approval.

**OBJECTIVE:** A statement of specific measurable outcomes that contribute toward accomplishing the departmental goal.

**OPERATING BUDGET:** Appropriations for the day-to-day costs of delivering Town services.

**PAG:** Pima Association of Governments.

**PER CAPITA:** A unit of measure that indicates the amount of some quantity per person.

**PERFORMANCE MEASURES:** Indicators that measure how well an organization is performing on progress towards organizational objectives.

**PROGRAM:** A group of related functions or activities performed by a division where there is a desire to budget and identify expenditures independently of other activities within the division.

**PROPRIETARY FUNDS:** Funds that either (1) operate largely on fees and charges for services to external customers or (2) operate on a cost recovery basis with internal customers, such as other government departments, divisions or programs. Enterprise Funds and Internal Service Funds are the two types of proprietary funds.

**RESERVES:** To set aside a portion of a fund balance to protect against economic downturns or emergencies.

**REVENUE:** Amounts estimated to be received from taxes and other sources during the fiscal year.

**RTA:** Regional Transportation Authority. The government entity that manages the \$2.1 billion, 20-year regional transportation plan approved by Arizona's Pima County voters on May 16, 2006.

**SPECIAL REVENUE FUND:** Fund used to account for revenues from specific taxes or other earmarked revenue sources that by law are designated to finance particular functions or activities of government.

**STATE SHARED REVENUE:** Includes the Town's portion of state sales tax revenues, state income tax receipts, and Motor Vehicle taxes.

**USER FEES:** Fees charged for the direct receipt of a public service to the party or parties who benefit from the service.

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

**WORKLOAD INDICATORS:** Indicators that determine and illustrate workload or output for a department, division or program.

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