



# Town of Sahuarita, Arizona



## **Annual Adopted Budget Fiscal Year 2010**

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The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the Town of Sahuarita for its annual budget for the fiscal year beginning July 1, 2008.

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 communications 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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Town Manager James R. Stahle

To all Sahuarita Residents and the Honorable Mayor and Town Council Members:

I am pleased to present you with the Town of Sahuarita budget for fiscal year 2009-10. The budget is more than just a financial document; it is also outlines the Town's fiscal policies and provides a roadmap for achieving our goals for the upcoming year and into the future. It is the product of months of Council deliberations, staff preparation and analysis, and public input. In short, the budget provides a clear insight into the Town's philosophies and priorities, them. I invite you to read impact it will have year.

We are confident that the Town of Sahuarita will come through this recession ... our past conservative nature has paid off.

When Town staff presented the country was just that is only now showing addition to being one of the foreclosures, the state how to close a \$4 billion

In response to deteriorating economic conditions, at my direction departments implemented mid-year budget reductions and cost-saving measures. This budget reflects even more budget reductions and cost-saving measures. While many economic experts believe there are already some signs of a recovery, they also warn it could be a long and painful recovery tempered by setbacks. As the country debates the best strategies for dealing with this crisis, the Town must plan for the future based on current economic conditions and forecasts. The realities include sharp declines in new housing starts, foreclosures and job layoffs, reduced spending, reduced revenues, and increased expenses. Although we face challenging times, we have a clearer picture now than we did last year and we are cautiously optimistic.

last year's budget to Council, beginning an economic freefall signs of stabilizing. In states hardest hit by housing legislature is currently debating state budget deficit which one

Fortunately, in spite of the economic malaise, Sahuarita is holding its own. Over the years, the Town followed conservative fiscal policies and was better positioned to absorb some of the blows dealt by the economy. While we have certainly felt the economy's fury, it has not had the debilitating effect so many jurisdictions across the county have had to endure. Not only does this help us weather the storm now, but it leaves us better positioned to resume our plans and goals once the economy begins to recover. We are confident that the Town of Sahuarita will come through this recession with no major reduction in service levels and with pride in knowing our past conservative nature has paid off.

This cover letter outlines not only the challenges we face, but also the fiscal strategies staff will use to maintain high service levels and amenities, complete current projects, and plan for our future despite economic conditions. The 2009-2010 Town budget reflects our commitment to serving today's residents while preparing for tomorrow's.

### **COMMITMENT TO PRUDENT BUDGETING & FINANCIAL PRACTICES**

***Philosophy:*** The Town's fiscal philosophy, as it has been for years, is one of fiscal conservatism.

When planning our budgeting strategies, we consider the worse-case to best-case range of possibilities. Then, erring on the conservative side of that range, we structure the budget. This philosophy exemplifies itself in many of the policies and guidelines we follow, such as maintaining a five year plan at all times. One such guideline has been a cash reserve equaling 25% of the current year's expenditures. As a growing community, this reserve was available to accommodate some of the explosive growth trends we experienced, or to absorb any unforeseen shortfalls beyond our control. Even now, we are still on target to meet our reserve requirements for the next five year period. We also recognize that just as the economy has a life of its own which is in state of constant flux, so too must the budget be a living document that is adaptable to those changing conditions.

***General Fund Preservation:*** A key financial principle is to protect the most flexible, least restricted, funding sources. In the Town's case, these sources are recorded in the General Fund. By following this principle, the Town will keep General Fund monies available to spend on priorities set by Council.

**Fee & Taxes:** While there will be a shortfall between revenues and expenses, the Town will *not* be raising taxes. To help shield residents at large from tax increases, the Town has and may increase “fees for services.” These fees target only those individuals who are actually using a service or facility in an effort to recover part of the cost. By charging only those who avail themselves of a Town service or facility, it lessens the pressure to raise taxes on everyone, even those who do not use the services. For example, the Council recently raised sewer user fees associated with the Wastewater Treatment Facility. This action affects only those who actually use the facility, primarily the residents of Rancho Sahuarita, rather than raising taxes on the other half of the population who do not.

**Services:** The Town has been careful to not increase services too dramatically as part of its conservative budgeting practices. However, Sahuarita remains committed to providing quality services that have a positive impact on the quality of life. Budget reductions will not mean a decrease in residential services, especially core services such as public safety (police and building safety), recreation, streets, and wastewater. In fact, we plan to add three new police officer positions this year all funded through grant money.

The Town has absorbed many of the additional costs in ways residents and businesses will not see. There are other measures the departments have taken to help reduce demands on the budget. Some are related to personnel, such as the elimination of some positions or a freeze on vacant positions. There have been reductions in work hours and even reductions in the workforce, and some departments are sharing employees. We have scaled back programs such as the newsletter, which is no longer printed and mailed but rather posted online for anyone to access. Likewise, some contracts with outside vendors have been renegotiated. The Parks and Recreation Department recently renegotiated their landscaping contract, saving the Town almost \$21,000.

Budget reductions will not mean a decrease in residential services, especially ... public safety..., recreation, streets, and wastewater

**ECONOMIC CHALLENGES**

**Slowdown in Housing Market:** The housing slowdown that began in 2007 ground to a virtual standstill in 2008 and is only now showing anemic signs of recovery. In past years Sahuarita boasted one of the most robust growth rates in the country, an average

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## Town of Sahuarita

of 30% per year. In the past year, despite the collapse in the housing market and economy, Sahuarita still realized a 9.1% growth rate!

The Town budget is based on certain assumptions, and one of these is a growth rate of 5%. Since we grew at almost twice the assumed rate during the darkest days of the recession, we can optimistically anticipate the growth rate to at least hold steady. As the economy begins to recover, even if the growth rate declined a percent or two, we would still be well ahead of the assumed 5% rate.

Maintaining positive growth rates pay other dividends as well. A severe recession causes most businesses to restrict expenditures and expansion plans until the economy recovers. It is said that “retail follows rooftops,” and when a community exhibits a positive growth rate even in hard times, then businesses will follow. While other communities are dealing with shuttered businesses, 20 retail/service stores opened in Sahuarita over the last year.

***State Budget Shortfall:*** At the time of this writing, the Arizona State Legislature is still in special session trying to pass a state budget and resolve the approximate \$4 billion shortfall. Until the budget impasse is resolved, we have only an estimate of how much shared revenues will be. When the fate of so many dollars is uncertain, we employ a “plan for the worst, hope for the best” strategy. Using estimates provided by the Arizona Department of Revenue, we developed the budget based on 90% of the figures provided. While we do not expect 100% of the estimated revenues, neither do we expect anything less than 90%. In the event there are more revenues forthcoming than planned for, these dollars will be saved, if possible, as part of our reserves.

There is another aspect regarding state shared revenues that impedes our revenue flow; the Town’s proportion of shared revenues is based on the 2005 mid-decade census figure. In other words, we are providing maintenance and services to a Town of 24,000 with state shared dollars calculated based on a formula that only recognizes a population of 13,990. This is one of the drawbacks to the phenomenal growth we have seen over the last several years. The State updates its census figures every 5 years, and when 2010 census figures are used to compute shared revenues, this gap will close. However, as our population grows between 2010 and 2015, the disparity between real growth and recognized growth will, year by year, incrementally increase. Fortunately, the rate of growth should be something approaching a “normal” rate, as opposed to the hyper-growth of years past that led to this huge gap.

**Increased Medical & Retirement Costs:** No matter how carefully or thoughtfully the Town crafts its fiscal strategy and budget, we are confronted with expenses that we have no control over. This year as most, the Town faces rising costs for employee medical benefits. In order to provide the same medical benefits package to employees, the Town was faced with a whopping 29% increase in costs. As a result, there was a change in providers and a slight reduction in employee benefits this year, as the Town selected a plan where the cost increase was not as significant. While there was still an increase in medical costs of 6.2%, there was no increase for dental benefits.

No matter how carefully or thoughtfully the Town crafts its fiscal strategy and budget, we are confronted with expenses that we have no control over.

There was a slight decline in the employee and employer rates for the Arizona State Retirement System as well as a significant decrease, from 10.98% to 7.49%, in the employer contribution for the Public Safety Personnel Retirement Plan (PSPRS). The employer contribution rate for the Elected Officials Retirement Plan (EORP) also experienced a decrease from 28% to 26.25%.

**Staff Responses to Economic Conditions:** Although the Town has handled the recession better than most, last year was harder than anticipated. We responded to financial conditions by tightening our belts through budget reductions last fiscal year and in this current budget, eliminating pay increases for this current budget, delaying capital projects, and reducing the workforce through various means. This year's budget reflects an operational reduction of 12% over last year's budget, with a very minimal impact on service levels.

We are also finding ways to do things smarter by streamlining and modernizing certain processes. New software programs facilitate interdepartmental and customer service processes. These programs also increase efficiency by accurately organizing, cross-referencing, and cataloging Town records, as well as increasing communication time between departments. Likewise, we are out-sourcing or in-sourcing certain functions based on efficiency and savings to the Town. We recently brought payroll in-house because with the number of Town employees we currently have, it is more cost-effective to do this ourselves.

**MAINTAINING SAHUARITA'S QUALITY OF LIFE**

**Capital Projects:** Capital improvements are projects that represent long-term investments in the community that likewise require a long-term maintenance commitment. Quality of life issues are directly connected to capital improvements, and

are one of the major considerations in determining which projects to include within the *Capital Improvement Plan*. This year's capital improvements budget is 46% of the Town budget, demonstrating Sahuarita's commitment to this critical component of our long-term goals. Some of the larger capital projects funded in this year's budget are the improvements to Sahuarita Road and the Wastewater Treatment Facility expansion and administration building. These improvements will play a major role in shaping the Town's future.

Inertia dictates that we must keep things in motion, even if it's at a crawl. Recession or not, our community continues to grow and the Town must be prepared for ever-increasing demands for infrastructure and services. Until things improve, we will maintain our existing assets and follow through with existing plans before considering any new projects. But now is the time to carefully weigh our goals and prioritize our capital projects to determine which deserve continued development. While we may not have the financial latitude to build any new unplanned projects at this time, now *is* the best time to focus the staff's creative talents on project concept and design so when the economy begins to recover we will have new projects ready to move forward.

One "silver lining" to the dark economic clouds has been eager contractors bidding projects at appreciably lower prices than budgeted. This translates to significant savings for the Town which creates opportunities and flexibility to do things we wouldn't otherwise be able to do.

Capital streets projects currently under design or construction include La Cañada, Phase III, under construction; Sahuarita Road Phase I (I-19 to La Villita Road), which broke ground September 8, 2009; and Sahuarita Road, Phase II (La Villita to Country Club Road), currently being designed. Additionally, \$3 million of stimulus money has been earmarked for resurfacing the oldest portion of Rancho Sahuarita Blvd.

The Wastewater Treatment Facility expansion, the largest capital project ever undertaken by the Town, started operations in July 2009. This facility, serving half of Sahuarita's residents, is a completely modern facility with state of the art noise and odor controls.

The Town opened two parks in the last year; Quail Creek-Veteran's Municipal Park opened in December of 2008, and North Santa Cruz Park — which adds 20 acres to the Town's park system — held its grand opening on August 1, 2009. Most of our park build-out is now complete and they are all open for business.

**LOOKING TO THE FUTURE**

The paradigm for the Town’s financial future is “sustainability.” The Town invests considerable time and effort to develop financial sustainability through carefully planned residential growth and economic development.

One of our primary goals is the creation of a local, sustainable, and diversified economy. Long term financial sustainability is rooted in our ability to create a community that is economically self-sufficient. Since the Town does not levy a primary property tax, ongoing revenues are captured in the form of sales taxes. Providing space for commercial development is imperative to expanding our tax base.

There is not a great deal of vacant land available in Sahuarita for retail and commercial development. As such, we remain committed in our efforts to expand our boundaries through annexation. Annexed land could eventually become commercially zoned, and commercial enterprises would increase sales tax revenues. Annexation also allows the Town to determine the direction and nature of future growth, rather than leaving it to others. Applying current mixed land-use principles to creatively develop our land resources and attracting high wage employers will create a local economy that provides all resident’s essential needs — employment, goods, services, healthcare, and entertainment — right here in Sahuarita.

An economic environment such as this creates a “feedback loop” where money earned in Sahuarita is spent in Sahuarita, which supports other businesses in the community and keeps tax revenues within the town. As our local economy grows it will attract more investment, creating more jobs, so more money earned locally is spent locally, and so on. Sustainability also requires generating outside investment and attracting “export” related companies who sell their products and services outside of Sahuarita, with payment for those products and services likewise generated from outside the community. Complemented by higher wage employment opportunities, an environment conducive to wealth creation is in place and may begin.

While other communities are dealing with shuttered businesses, 20 retail/service stores opened in Sahuarita over the last year.

**ACKNOWLEDGEMENTS**

I hope this letter provides residents and interested parties a better picture of the Town's priorities and goals. As stated before, the budget is much more than just a financial document – on the following pages you will learn about the Town and what is important to us.

In closing, I would like to thank Mayor Lynne Skelton and the Sahuarita Town Council for their diligent efforts to adopt the Town budget. I am also grateful to the citizens that served on the Capital Improvement Plan Technical Advisory Committee and gave the Town input on citizen priorities for Town improvements over the next year. Finally, I would like to thank the Town's Finance Director, A.C. Marriotti, and his staff for their tireless efforts on the Town budget and the creation of this document.

I am committed to leading a staff that serves Sahuaritans effectively and whose efforts help preserve our high quality of life. Your questions and comments are always welcomed. After reading this document, if you have any questions or concerns please do not hesitate to contact me.

Sincerely,

James R. Stahle

Town Manager

# Sahuarita at a Glance

## Facts & Figures

**History:** The Town of Sahuarita was officially incorporated in 1994.

**Population:** 24,730—July 2009\* (estimate)

**Land Area:** 30 square miles

**Town Budget:** \$76,748,200 (FY09/10)

**Mayor:** Lynne Skelton

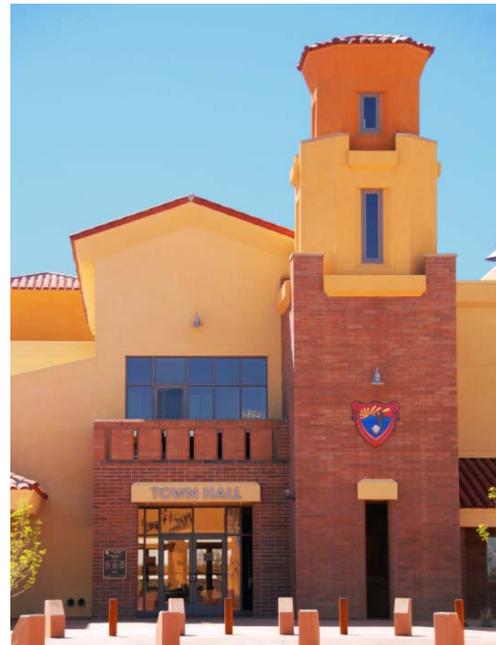
**Vice Mayor:** Phil Conklin,

**Town Council Members:**

Charles Oldham, Scott Downs, Rosanna Gabaldon, Duane Blumberg and Kara Egbert.

**Town Manager:**

Jim Stahle has served as the Town's Manager since 2001.



The Town has been celebrating its 15th anniversary during 2009.

# Sahuarita at a Glance

## A Focus on Public Protection

**Police:** The Town's Police Department was formed in 1997. The Department has more than 40 sworn officers, including detectives, a K-9 officer, a motor unit and a resource officer as well as 7 civilians. The department is committed to the concept of community policing, which joins the resources of the community, volunteers and the police department to reduce crime and heighten neighborhood watch efforts.

**Explorers:** Is a worksite-based program for young men and women who have completed the eighth grade and are 14 years of age, or are 15 years of age but have not yet reached their 21st birthday. One of the Exploring programs from Learning for Life, a non-Scouting subsidiary of the Boy Scouts of America, Law Enforcement Explorer posts help youth to gain insight into a variety of programs that offer hands-on career activities. For young men and women who are interested in careers in the field of law enforcement, Exploring offers experiential learning with lots of fun-filled, hands-on activities that promote the growth and development of adolescent youth.

## Maintaining A High Quality of Life

**Municipal Court:** The Sahuarita Municipal Court hears violations of the Town Code and misdemeanor and traffic laws of the State which are committed within the town limits. The Court also issues Orders of Protection in domestic violence cases and Injunctions Against Harassment.

**Building Safety:** The town's Building Safety Department ensures the safety of town residents by inspecting homes, businesses and other buildings in order to ensure they are safe, structurally sound, and comply with fire and building codes.

**Public Works:** The Public Works Department performs a variety of duties to help keep residents safe and to enhance the quality of life in Sahuarita. This department is responsible for engineering, construction and maintenance of roadways and operating the town's wastewater treatment facility.

**Planning & Zoning:** This department works to Ensure a high quality of life for Sahuarita residents by planning for and managing growth. The Planning & Zoning Department implements the Town's General Plan, which is a voter approved document that maps out the future of the town and how it will look as the town grows, as well as the Town's Zoning Code, which provides specific standards for new development occurring within the town.

**Neighborhood Outreach & Public Involvement:** The town is committed to ensuring that residents are informed of and involved in town decisions and actions. A variety of tools are used, included a monthly newsletter on-line and frequent public open houses. Recently, the Sahuarita Town Council adopted a Public Involvement Policy designed to encourage citizen involvement.

# Sahuarita at a Glance

**The Town of Sahuarita is a community with a commitment to  
Quality Parks & Recreation**



Anamax Park

The Town owns and operates six parks that benefit our community. In addition to operating the parks, the Parks & Recreation Department works hard to provide a variety of events, programs and classes throughout the year, including:

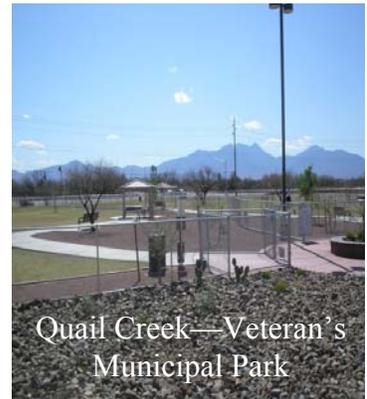
- a children’s after –school program,
- outdoor concert series, hiking club,
- co-ed softball league
- and other seasonal and holiday related events.



North Santa Cruz Park



Anza Trail Park



Quail Creek—Veteran’s Municipal Park



Sahuarita Lake Park



Parque Los Arroyos

# Sahuarita at a Glance

The Town municipal complex consists of three buildings: The Municipal Court, the Police Department, and the Town Hall arranged around a civic plaza complete with a classic sun dial and fountain.

The plaza complex is situated on a 14 acre site on the south side of Sahuarita Road, just east of the I-19/Sahuarita interchange and opposite the Sahuarita School District campus. The complex was designed for future growth and expansion as the Town anticipates a future demand for government services.

## Town of Sahuarita Municipal Complex

*Before— 2006-2007*



*After— 2008*



Today



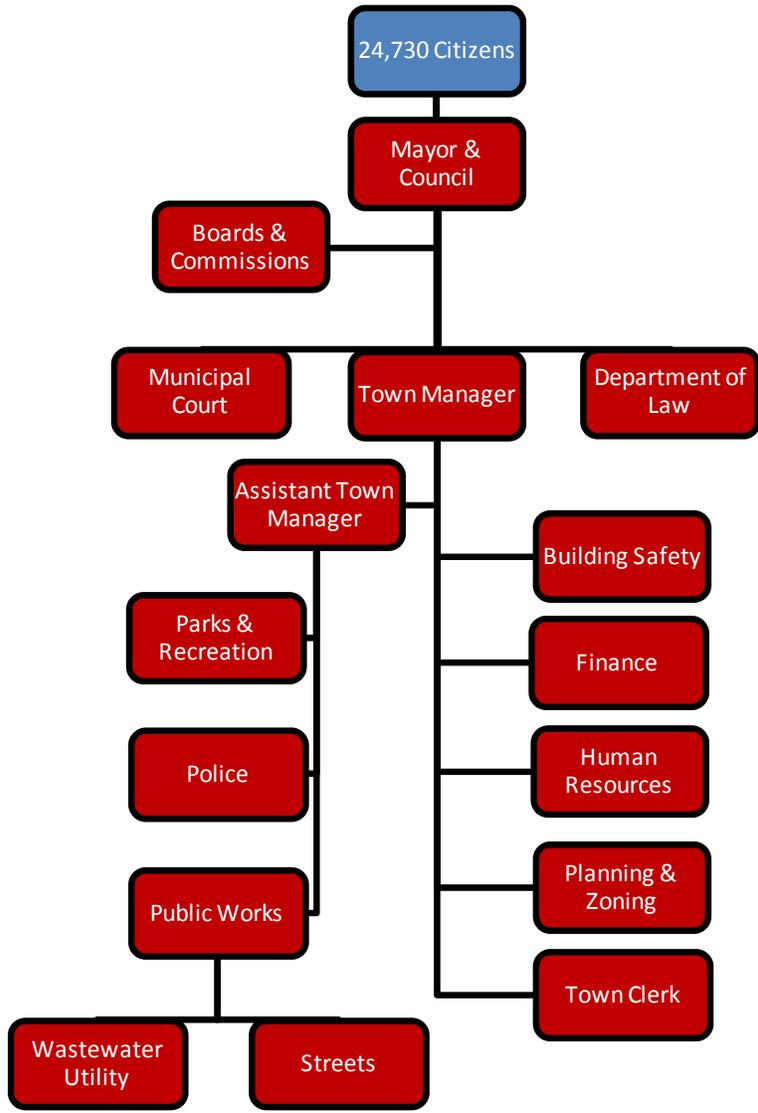
# Sahuarita at a Glance

## SAHUARITA'S LOCATION



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### ORGANIZATION CHART



Town Management

James Stahle, Town Manager  
John Harris Acting Assistant Town Manger

Maria Avilez, Town Magistrate

Daniel Hochuli, Town Attorney

James Gerrettie, Acting Police Chief  
Sarah More, Planning & Zoning Director  
Farhad Moghimi, Public Works Director  
Debbie Summers, Parks & Rec Director

Debbie Bice, Human Resources Director  
A.C. Marriotti, Finance Director  
Vicky Miel, Town Clerk  
Andy Kelley, Building Official

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**TOWN COUNCIL**



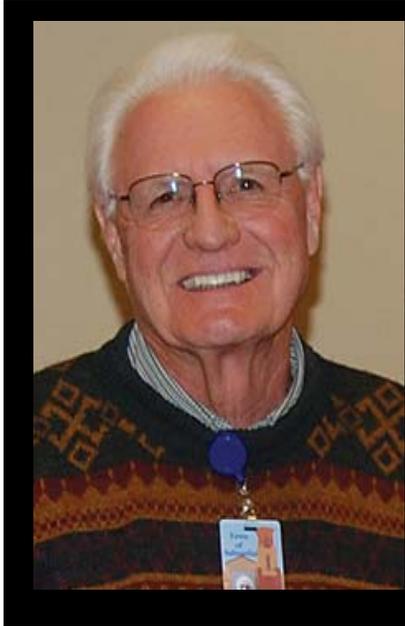
**MAYOR LYNNE SKELTON**

Lynne Skelton's term as Mayor began June 2007 and she had been on the Sahuarita Town Council since 1999. Skelton has lived in Southern Arizona since 1986 and in Sahuarita since 1993. She is married and has two daughters and a granddaughter living in Tucson.

From 1986 until 2005, Skelton was employed in the title and escrow industry in Arizona. She ended her career as a branch manager and certified escrow officer to spend more time with her family and to pursue public service as an elected official.

Skelton is passionate about her town, the quality of life, and sense of place that Sahuarita represents. She is someone who exemplifies service above self, not only in her role as elected official, but in her personal life as well. Skelton also serves the greater community in other capacities, including the executive board of the League of Arizona Cities and Towns, as chairwoman of the Pima Association of Governments, vice chairwoman of the Regional Transportation Authority, and as a board member of the Arizona Tax Commission.

## TOWN COUNCIL



### **VICE MAYOR PHIL CONKLIN**

Phil Conklin grew up on a farm in Michigan and moved to Sahuarita in 2000. Conklin 76, and his wife, Connie reside in Quail Creek. The couple has seven children, thirteen grandchildren, and two great grandchildren. He is a retired elementary school principal and holds a bachelor's degree in political science from Drake University and a master's degree from Wayne State University.

Conklin is the scholarship chairman for the Valley Verde Rotary Club and as such as presented its scholarship to a deserving Sahuarita graduate for each of the last seven years. He is a volunteer leader for the Stephen Ministry Caregiving Program at Valley Presbyterian Church, and is a former HOA board

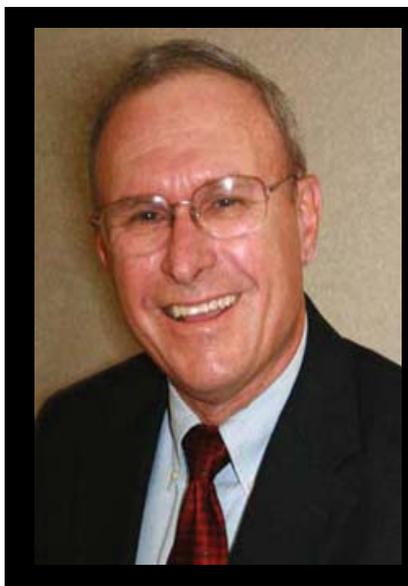
member for Quail Creek

Conklin's priorities as a council member are listening learning questioning and studying issues that contribute to developing Sahuarita into a greater place for families to live, grow and enjoy. He is focused on maintaining fiscal responsibility to prevent future property taxes. He advocates partnering with developers, the schools, and the County on roads, bike lanes, parks, and economic development. His favorite things about the

### **DUANE BLUMBERG**

Duane Blumberg came to Sahuarita in 2005. His professional career involved academics and economic development. A Ph.D. mathematician, Blumberg spent 35 years at the University of Louisiana, where he was a faculty member, department chairman, dean of the college of Sciences, and vice president. He was a long-term member of the board of directors of the Enterprise Center of Louisiana, a small business incubator, and served for 10 years as a commissioner of the Lafayette Economic Development Authority. As vice president, he supervised the University's specialized research and development centers and its research park and helped to form partnerships between companies and faculty members for the commercialization of university research.

## TOWN COUNCIL



**DUANE BLUMBERG**

(continued)

Following his academic career, Blumberg was appointed by the governor as Louisiana’s Deputy Secretary of Economic Development. In this capacity, he served as chief administrative officer of the department, led efforts to strengthen the contributions of the state’s higher education institutions to economic development, and was involved with several major development projects.

As a member of the Town Council, Blumberg is particularly interested in the implementation of Sahuarita’s recently adopted Economic Development Strategic Plan, which envisions the creation of a diverse and sustainable economy that creates wealth and opportunities for its residents and generates revenues to provide needed public services and infrastructure.

**SCOTT DOWNS**



Director of Human Resources for the Sahuarita Unified School District, Downs 36, was elected to the Town council in May 2007. He and his wife, Darby, reside in Rancho Sahuarita. Downs has been an educator for 12 years and holds a bachelor’s degree in secondary education mathematics from the University of Arizona and a master’s degree in educational leadership from Northern Arizona University. “

“The highest responsibility and achievement in my life was becoming a principal. Top be responsible for hundreds of students in terms of their safety, education and emotional well-being is one I take very seriously.” Downs says.

## TOWN COUNCIL

### SCOTT DOWNS

(continued)

“Sahuarita is so young in terms of what it can be. I want to be part of the process of what it can be,” he says. “With both young families and retirees, it has such potential.”

### KARA EGBERT



Egbert earned a Bachelor of Science degree in recreation management and has worked for towns and cities managing recreation programs, fitness centers and parks. She volunteered on the Sahuarita Parks and Creation Commission for four years and has served as the chairwoman for two years.

Egbert is married to Richard and is the mother of four great children: Hannah, 7; Hailey, 5; Emily, 3; and David, 1. She looks forward to serving the Town of Sahuarita for the next four years and will continue working to keep the small town values in our growing community.

### ROSANNA GABALDON

Born in Bermuda, Gabaldon has lived in Japan, the Philippines, and Panama. She has resided in Arizona since 1973. She and her husband, Arturo, have been married for 22 years. Their son, Andrés, is attending the University of Arizona.

Gabaldon moved to Sahuarita in 2004 from Tucson and has served on the town Parks and Recreation Commission and Economic Development Commission. She was elected to the Town Council in May 2009.

## TOWN COUNCIL

### ROSANNA GABALDON

(continued)



Gabaldon also serves on the South Pima Regional partnership Council, First Things First, the Greater Green Valley Community Foundation, the Green Valley Community Food Bank advisory board and the Friends of the Green Valley Library board. She is committed to keeping Sahuarita a great place to raise a family and settle down. Her priority on the council is to preserve local values, encourage development of sustainable water supplies, and to keep the community economically diversified and sustainable.

### CHARLES E. OLDHAM



A native of Enid Oklahoma, Oldham, 68 has resided in Sahuarita for 40 years and has served on the Town Council since 1994. He resides in the Rancho Buena Vista neighborhood and has two children and five grandchildren. Oldham retired from the Sahuarita Unified School District in 2006, after serving 38 years with SUSD in position including industrial arts teacher, principal and interim superintendent.

Oldham holds an associate's degree from Eastern Arizona Junior College, in addition to bachelor's and master's degrees from Northern Arizona University. He has done graduate work at the University of Arizona.

Oldham currently is a charter member of the green Valley/Sahuarita Optimist Club, as well as the Sahuarita Elks Club, and is a member of the Santa Cruz Friends of the NRA. His hobbies include family, hiking, hunting and fishing.

## TOWN COUNCIL

### CHARLES E. OLDHAM

(continued)

Oldham’s priorities as a council member are working to ensure the town provides a family-centered, safe and wholesome quality of life for all residents. He enjoys the friendly people that live and work in Sahuarita. Local shopping excursions sometimes require extended periods of time because of the engaging conversations with residents about town and family experiences. “It is a pleasure to move about the community and be received with a smile and a handshake,” Oldham says.

He also loves the location. “Within 30 minutes or less, I can be hiking in the Santa Rita Mountains or attending a concert in Tucson. After taking part in these experiences, I return to a quiet, restful Sahuarita.”



**DEPARTMENTAL STAFFING LEVELS**

**Full-Time Equivalent (FTE)**

DEPARTMENT	FY 2008		FY 2009		FY 2010	
	Adopted	Amended	Adopted	Amended	Change	Adopted
	FTE	FTE	FTE	FTE	FTE	FTE
Mayor and Council	-	-	-	-	-	-
Town Manager	8.00	10.00	7.00	7.00	(1.00)	6.00
Town Clerk	3.00	3.00	3.00	3.00	-	3.00
Finance	7.50	7.50	8.00	8.00	(1.00)	7.00
Human Resources	-	-	2.00	2.00	-	2.00
Planning and Zoning	5.00	5.00	5.00	5.00	(0.40)	4.60
Building Safety	20.00	15.00	15.00	12.00	(1.25)	10.75
Parks and Recreation	18.58	18.58	17.77	16.77	(0.69)	16.08
Public Works	6.00	6.00	4.88	4.88	-	4.88
Police	46.00	46.00	51.00	51.00	3.40	54.40
Municipal Court	9.00	9.00	9.00	9.00	(1.00)	8.00
Law	2.00	2.00	3.00	3.00	-	3.00
HURF-Streets	13.00	13.00	13.64	13.64	0.83	14.47
Wastewater	7.00	9.00	9.48	9.48	(1.33)	8.15
<b>TOTALS</b>	<b>145.08</b>	<b>144.08</b>	<b>148.77</b>	<b>144.77</b>	<b>(2.44)</b>	<b>142.33</b>

**Number of Personnel**

DEPARTMENT	FY 2008		FY 2009		FY 2010	
	Adopted	Amended	Adopted	Amended	Change	Adopted
	HEAD COUNT					
Mayor and Council	7	7	7	7	0	7
Town Manager	8	10	7	7	-1	6
Town Clerk	3	3	3	3	0	3
Finance	8	8	8	8	-1	7
Human Resources	0	0	2	2	0	2
Planning and Zoning	5	5	5	5	0	5
Building Safety	22	17	16	13	-1	12
Parks and Recreation	32	32	26	25	-3	22
Public Works*	26	28	28	28	0	28
Police	46	46	51	51	3	54
Municipal Court	9	9	9	9	-1	8
Law	2	2	3	3	0	3
HURF-Streets	*	*	*	*	*	*
Wastewater	*	*	*	*	*	*
<b>TOTALS</b>	<b>168</b>	<b>167</b>	<b>165</b>	<b>161</b>	<b>-4</b>	<b>157</b>

\* For head count, HURF and Wastewater employees were included in Public Works.

## FUND STRUCTURE

A fund is defined as a fiscal and accounting entity with a self-balancing set of accounts. Any budgeted fund that represents 10 percent or more of the total appropriated revenues of expenditures is considered a major fund.

### Major Funds

The **General Fund** is the Town's primary operating fund. It accounts for all financial resources of the Town, except those required to be accounted for in another fund.

The **Highway User Revenue Fund (HURF)—Special revenue Fund** accounts for the activities associated with uses of state shared motor fuel taxes.

The **Quail Creek Community Facilities District (QC CFD)—Special Revenue Fund** accounts for the acquisition, construction, and maintenance of public infrastructure built by and for the District. The District is a legally separate entity from the Town. Since the Town Council is also the District Board, however, the District is reported as a blended component unit and is incorporated into the Town's financial reporting entity.

The **Capital Infrastructure Improvement Fund (CIIF)—Capital Projects Fund** accounts for the acquisition, construction, and maintenance of major capital facilities other than those financed by the proprietary fund.

The **Wastewater Enterprise Fund** accounts for all operations as well as construction or acquisition of capital assets for the Town's sewer system.

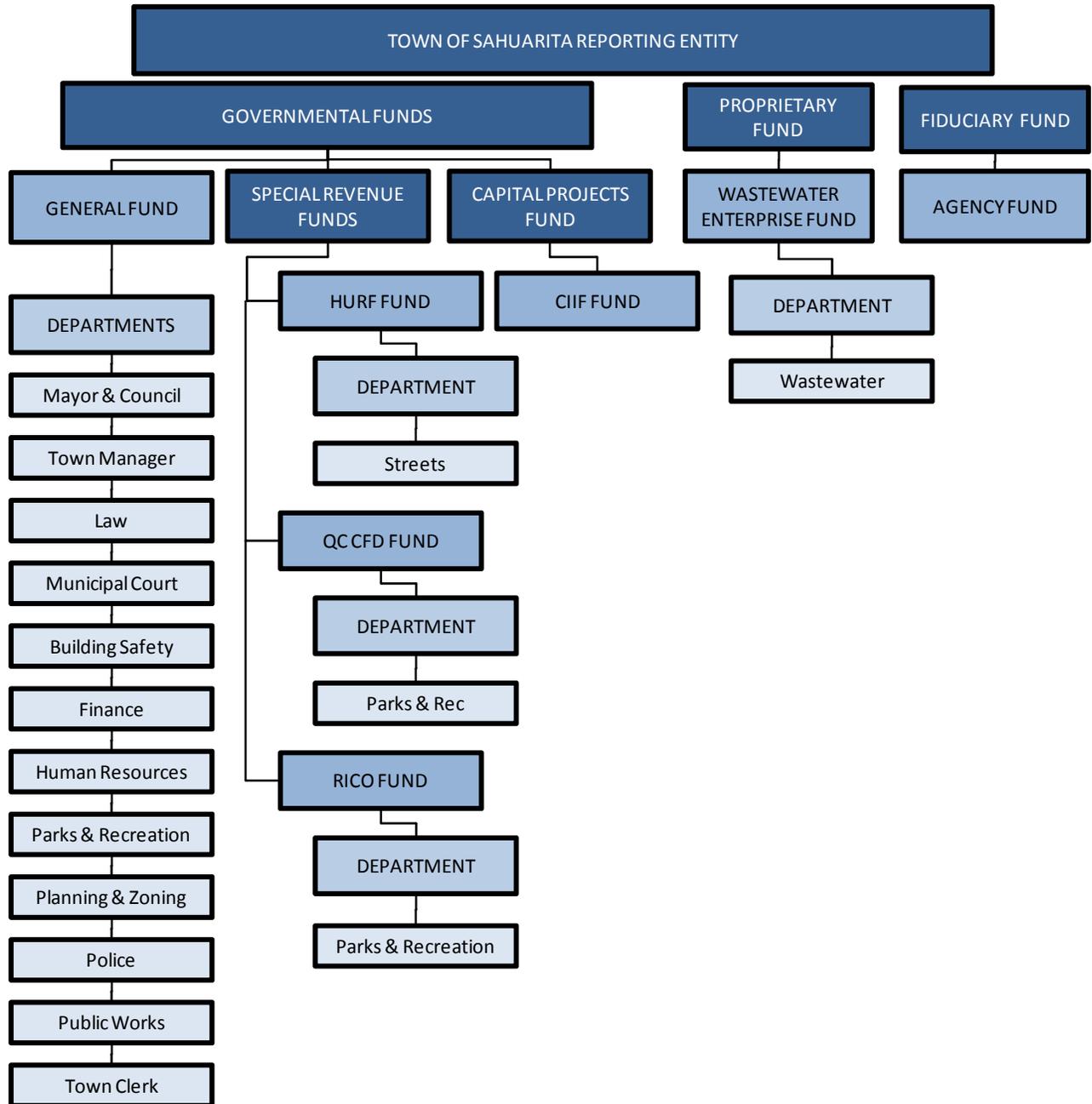
### Non-Major Fund

The **Racketeer Influenced and Corrupt Organizations (RICO) Fund—Special Revenue Fund** accounts for the state and federal police seizures and forfeitures received by the Town.

### Non-Appropriated Fund

The **Agency Fund** does not get budgeted. This fund is a fiduciary fund-type that, by definition, has no revenues or expenditures. The Agency Fund is included within the Town's Comprehensive Annual Financial Report.

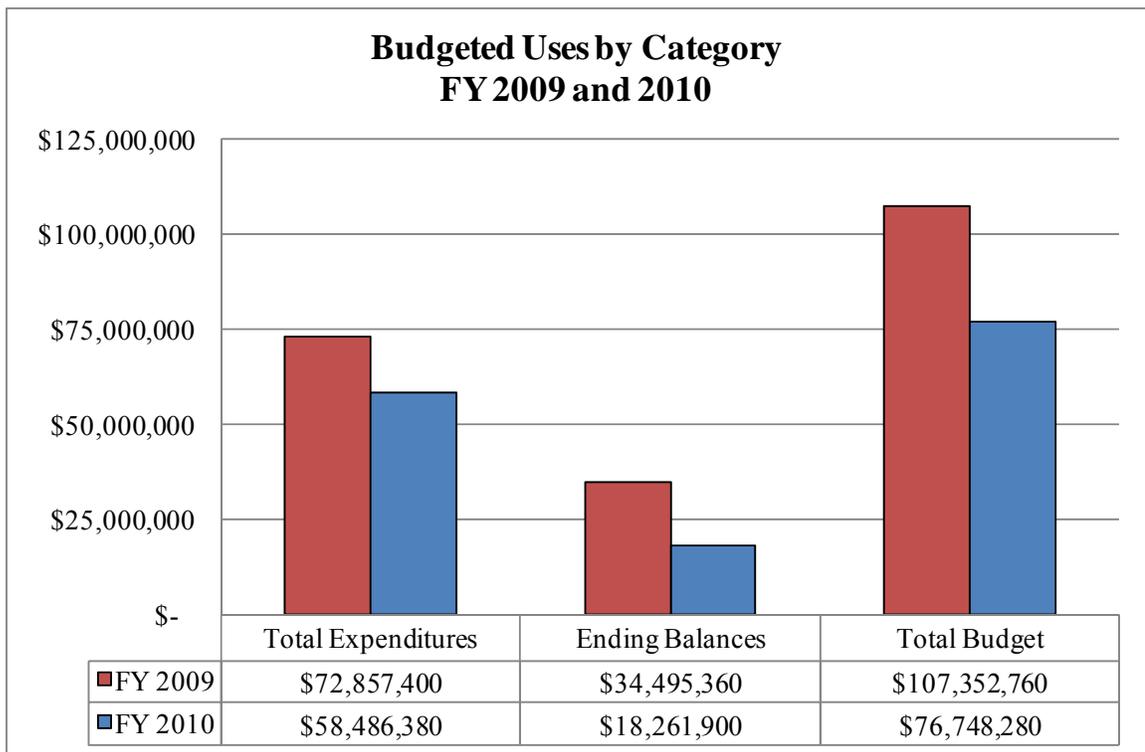
## FUND STRUCTURE



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## BUDGET SUMMARY

The 2010 fiscal year budget uses available resources to achieve desired results. The budget totals \$76,748,280 and is in balance, which means that funding sources equal funding uses. This year's budget is 28.5% lower than last year's \$107,352,760 budget. Budgeted expenditures have decreased by \$14,371,020, which is 19.7% lower than last year. Ending fund balances are projected to decrease by 47.1%, more than a \$16 million decrease (of which \$11 million is related to capital projects in accordance with the capital improvement plan).



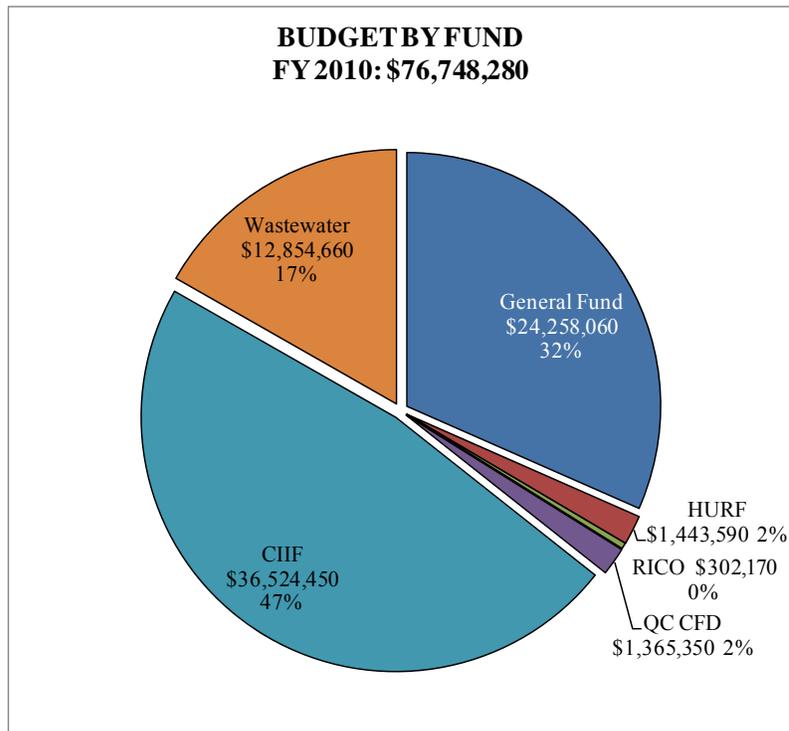
## BUDGET SUMMARY

continued

### COMPOSITION OF THE FISCAL YEAR 2010 BUDGET

The 2010 fiscal year budget emphasizes the construction, acquisition, and improvement of capital assets. The Capital Improvement Infrastructure Fund (CIIF), which comprises 47% of the overall budget, is dedicated for use on capital projects. Also, the majority of the Wastewater fund's resources, which make up 17% of the overall budget, are appropriated for capital projects.

The General Fund has the second largest budget at 32% of the total budget and primarily accounts for the general operations of the Town. The Highway User Revenue Fund (HURF) and Racketeer Influenced and Corrupt Organization (RICO) funds receive sources from external parties that restrict the use of such funding for a specific purpose. The HURF fund is restricted for use on transportation and the RICO fund is restricted for public safety (i.e., Police).



### Funding Sources

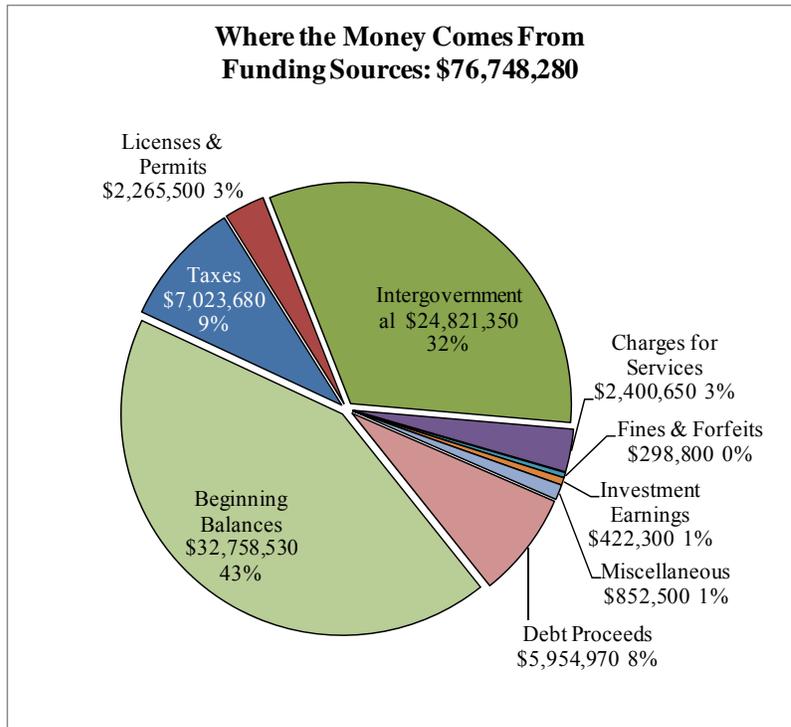
The budget is funded from a combination of revenues, long-term debt borrowings, and beginning fund balances. Beginning fund balances, which represent available resources accumulated from prior years, provide close to half (\$32.8 million) of the total funding sources for the budget. The remaining portion (\$43.9 million) will be funded by revenues earned during the fiscal year and debt proceeds.

## BUDGET SUMMARY

continued

Revenues are classified by source.

- **Tax revenues** are derived from the 2% transaction privilege tax, property taxes for the Quail Creek community facilities district, the 4% construction sales tax, and franchise fees.
- **Licenses and permits** are collected from building permit, sewer connection, and business license fees.
- **Intergovernmental revenues** are derived through state shared revenues and grants awarded from federal, state, and local governments.
- **Charges for services** are earned through sewer user fees, development review fees, recreation program charges, and cost allocation recovery.
- **Fines and forfeits** represent court-ordered fines and fees, and RICO forfeitures.
- **Investment earnings** include interest income, and realized and unrealized gains on the Town's investments.
- The **miscellaneous** category accounts for other income that is not classified elsewhere. Refer to the *Major Revenue Sources* section of this document for more information on revenues.



## BUDGET SUMMARY

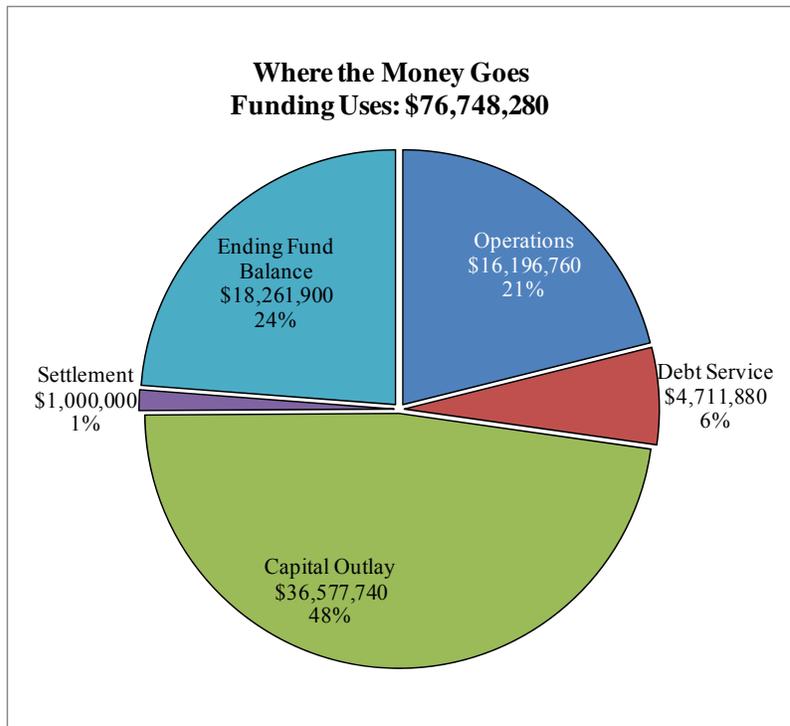
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### Funding Uses

Expenditures and other uses are classified by type. Approximately 23.8% (\$18.3 million) of the budgeted sources are not expected to be spent during the year and, therefore, will be the fund balances at year-end. These funds represent contingency reserves, however, and may be used for emergencies, unforeseen events and opportunities with the approval of Town Council.

Most notably, 47.7% (nearly \$36.6 million) of the budget is appropriated for capital outlay. This appropriation will be used to build and purchase capital assets. The FY2010-2014 Capital Improvement Plan provides detailed descriptions and budget plans for the Town's capital projects and capital acquisitions.

The debt service category accounts for 6.1% (approximately \$4.7 million) of the budget and represents the principal, interest, and fee payments associated with the Town's long-term debt. The Settlement is the second installment of a structured payment of funds to settle a lawsuit and makes up only 1.3% of the current budget. Operations make up the last category and accounts for 21.0% (\$16.2 million) of the Town's budget.



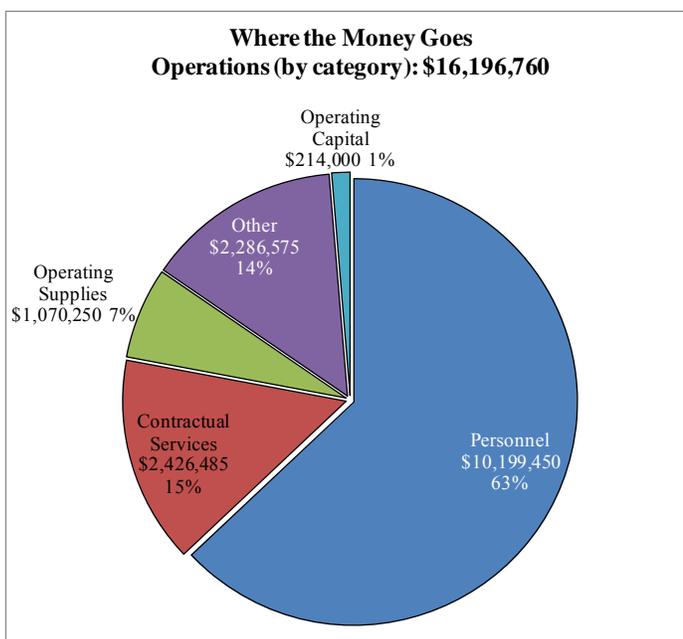
## BUDGET SUMMARY

continued

### Operations

There are five categories of operational expenditures: (1) personnel, (2) contractual services, (3) operating supplies, (4) other, and (5) operating capital.

- The **personnel** category is the largest operational category and comprises almost two-thirds of all operational costs. Costs in this category are those associated with maintaining a workforce and include salaries and wages, health/dental insurance, payroll taxes, pension plan contributions, worker's compensation, unemployment insurance, education assistance, and uniform allowances.
- The **contractual services** category, which accounts for outsourced services and other contractual obligations, is the second largest at 15%. These services may include those performed by attorneys, consultants, auditors, financial advisors, engineers, landscapers, temporary workers, etc.
- The **operating supplies** category is the second smallest at 7%. Operating supplies include commodities that are consumed when used (e.g., paper, pens and pencils, etc.) or small equipment purchases.
- The **other** category makes up 14% of all operational costs. This category accounts for items that are not accounted for in the other categories and includes travel and training, utilities, insurance premiums, special events, contributions, and unallocated grant applications for potential funding.
- The **operating capital** category is the smallest at 1%. Operating capital includes capital assets which are necessary to continue normal operations (e.g. purchase of a car) and do not require a project.

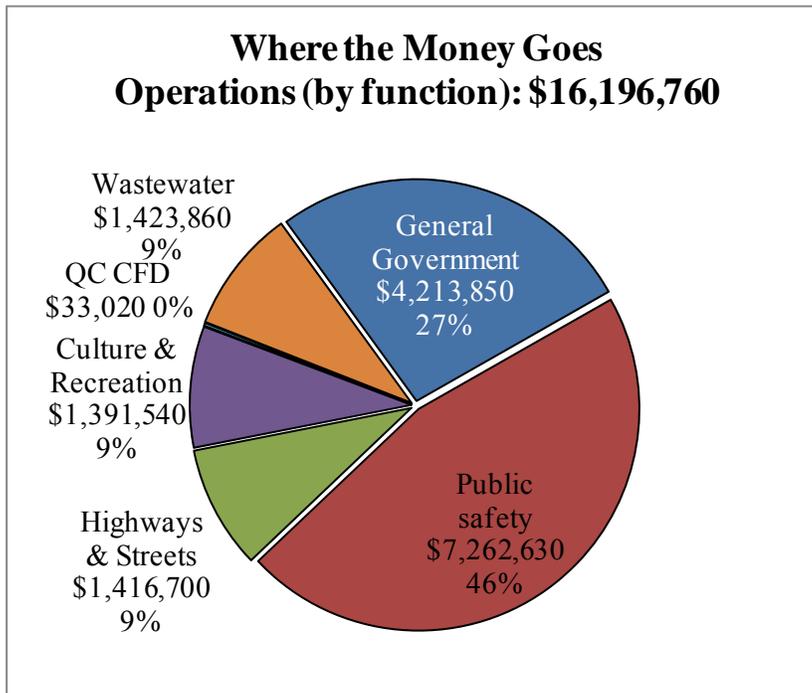


## BUDGET SUMMARY

continued

### Functional Areas

Operations, capital outlay, and debt service expenditures are also classified by functional area.



The *general government* function accounts for the Mayor & Council, Town Manager, Town Clerk, Law, Finance, Human Resources, Municipal Court, and Planning & Zoning departments. This function represents the second costliest category for operations. This function also accounts for the second largest number of employees, which explains the significance of the operational costs.

Capital outlay in this function accounts for the costs to construct the shell-in space at the Town Hall build-out and the acquisition and installation of a microwave point-to-point system to connect the governmental operations into the Municipal Complex computer and telephony network. Debt service payments are related to the loans which financed the municipal complex.

The *public safety* function includes the Building Safety, Public Works, and Police departments. This function is the costliest with respect to the Town's operations because it accounts for the greatest proportion of employees. There is no capital outlay associated with this function for FY 2010. There is no debt service related to this function.

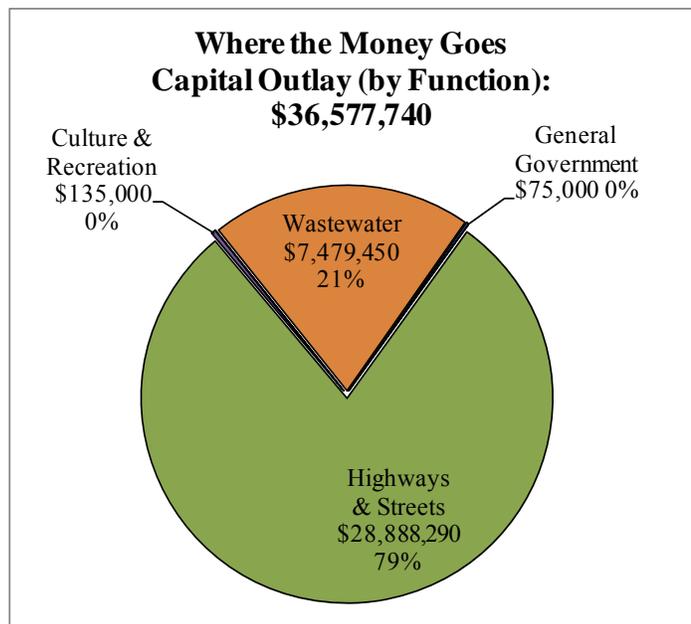
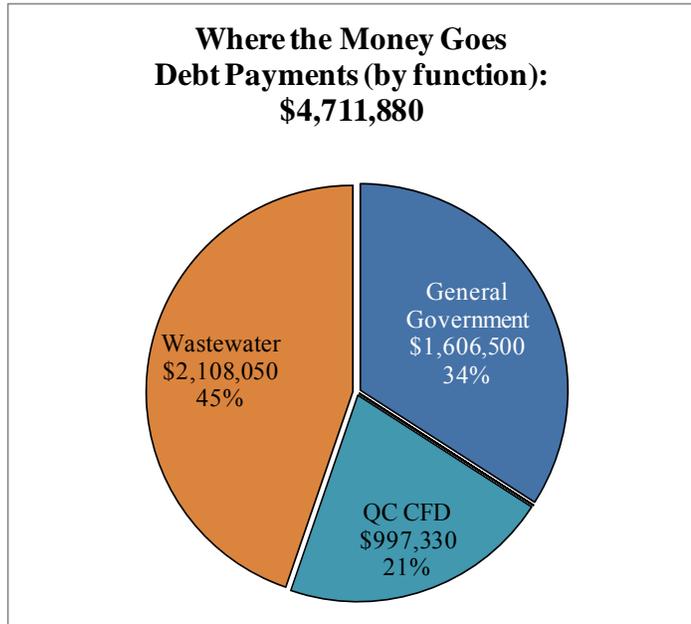
## BUDGET SUMMARY

continued

The *highways and streets* function accounts for operational costs of the Streets Department, recorded in the HURF Fund. This department focuses on the maintenance of the Town’s roadway system as well as other transportations issues, such as traffic signaling and street lighting. This function has a capital outlay budget of \$28.9 million. There is no debt service related to this function.

The *culture and recreation* function accounts for the Parks & Recreation Department. This department costs around \$1.4 million to operate. There is no capital outlay associated with this function for FY 2010. There is no debt service related to this function.

The *QC CFD* function accounts for the activities of the District for which it is named. The District has no staff and, therefore, has nominal operating costs. The District was formed to enhance the public infrastructure within the District’s boundaries. In FY 2006 the District issued general obligation bonds for the purpose of constructing infrastructure such as a park, roads, and sewer lines. There is no capital outlay associated with this function for FY 2010. The debt service is for the payment of the



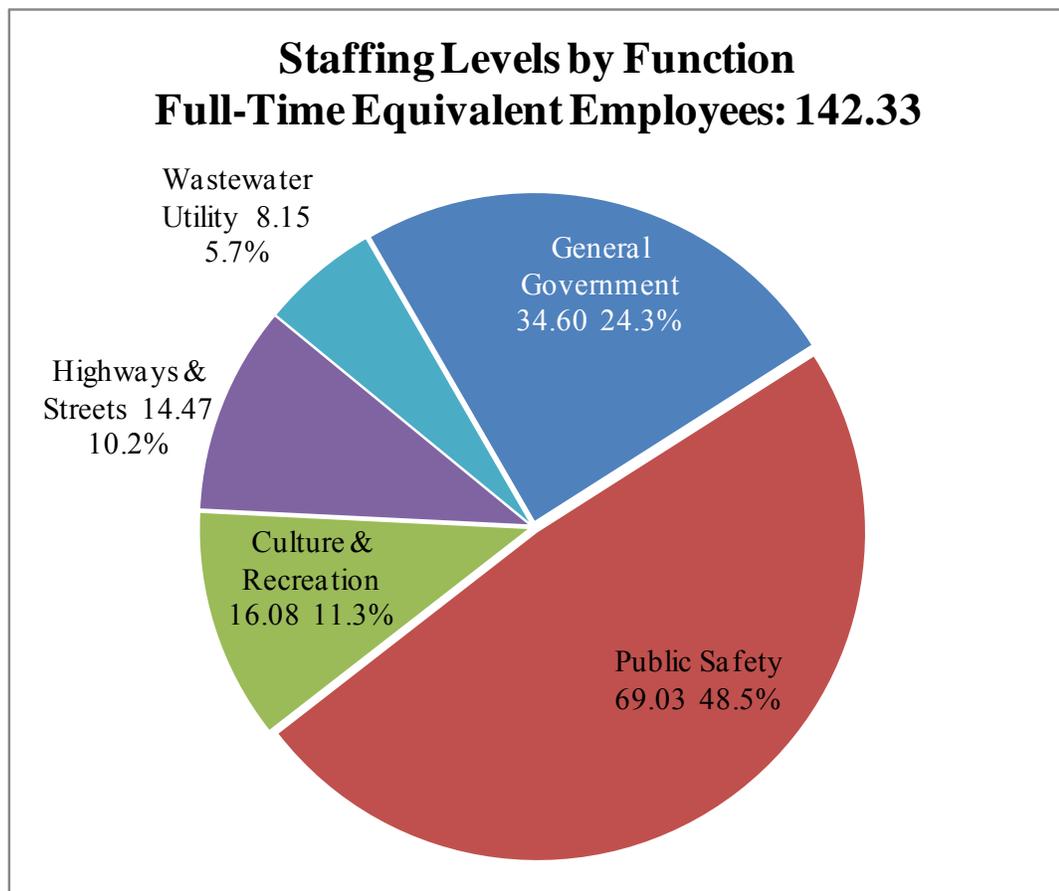
## BUDGET SUMMARY

continued

### Staffing

Employees play the most significant part in providing services to our citizens. There has been a net reduction of 2.44 full-time equivalent (FTE) positions in this year's budget. This represents a 3.3% decrease to the Town's staffing levels over last year. This change is in addition to changes implemented during FY 2009 by the Town. Changes in staffing levels and position or status reclassifications are explained for each department in the applicable department's section of this document.

See the *Departmental Staffing Levels* section for more information.



**BUDGET SUMMARY**

**continued**

The following provides a summary of newly authorized positions by functional area.

**Public Safety**

Police Officers (3.0 FTE). These positions will be filled only if specific grant proposals are approved; which will secure funding from an external agency.

The following provides a summary of the eliminated positions for the 2010 Budget:

<i>Department</i>	<i>Description</i>	<i>FTE</i>
<b>Town Manager</b>	Communication Manager	1.0
<b>Finance</b>	Technology Manager	1.0
<b>Building Safety</b>	Building Inspector	1.0
	Student Interns	0.25
<b>Parks &amp; Recreation</b>	Parks & Rec Office Assistant	0.37
	Seasonal Rec Aide	0.32
<b>Municipal Court</b>	Court Clerk	1.0
<b>Wastewater</b>	Wastewater Project Manager	0.5
<b>TOTAL</b>		<b>5.44</b>

Additionally, the following reclassifications were made:

<i>Department</i>	<i>Old Description</i>	<i>New Description</i>
<b>Town Clerk</b>	Office assistant	Senior office assistant
<b>Wastewater</b>	Wastewater Superintendent	Senior Wastewater Operator

## BUDGET SUMMARY

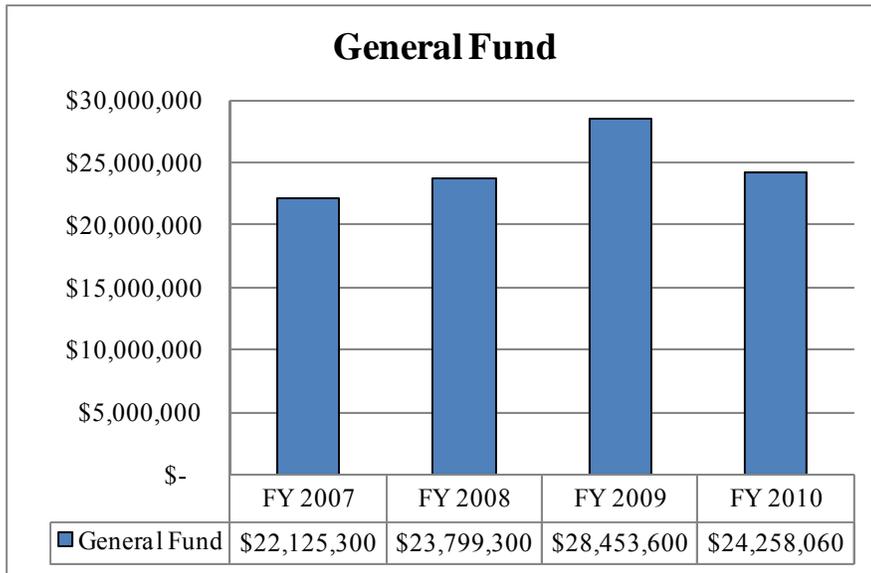
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### HISTORICAL COMPARISON

With a balanced budget, funding sources are the determining factor in how much the Town budget will be. Said another way, the budgeted uses of funding will equal beginning balances, the funds being borrowed, and the new revenues which will be received in FY 2010. More information on revenues can be found in the *Major Revenue Sources* portion of the *Budget Summary*.

#### General Fund Type

The **General Fund** budget is 14.7% less than last year, attributable to decreases in each



budgeted revenue line item. The most significant declines occurred in budgeted licenses and permits, intergovernmental revenue, and transfers in. This year's budget anticipates a significant decline of licenses and permits revenue, almost \$1 million; which is a decrease

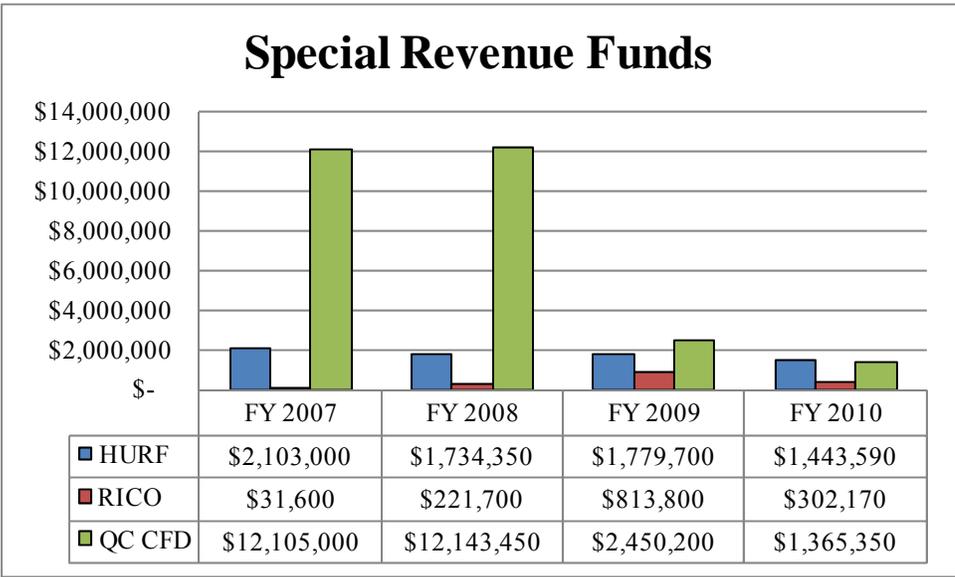
of 43.5% of revenue. The decline is primarily due to slowing of construction and a corresponding decrease in the number of construction permits. These negatives are partially offset by beginning fund balances, which have increased by \$4.2 million or 38.1% compared to last year's budget.

## BUDGET SUMMARY

continued

### Special revenue Fund Type

The **HURF** fund budget is decreasing by 20.4% due to anticipated decline in revenues received from the State. The State shared HURF monies are not sufficient to cover operational costs, thereby necessitating the transfer in of Town funds. This year's budget includes transfers in of \$420,000 from the General Fund and CIIF.



The transfer from the CIIF will be used to cover the planned and contingency costs of the pavement management program.

The **RICO** fund budget is decreasing 62.9% primarily due to a decline of

anticipated revenues from the seizure and forfeiture of illegal assets during the year.

The **QC CFD** budget is lower than last year by 44.3%. Beginning fund balances are significantly lower due to the use and spending-down of debt proceeds issued in previous years. The fund collects property taxes solely to repay its debt and to fund the operations of the Quail Creek Park.

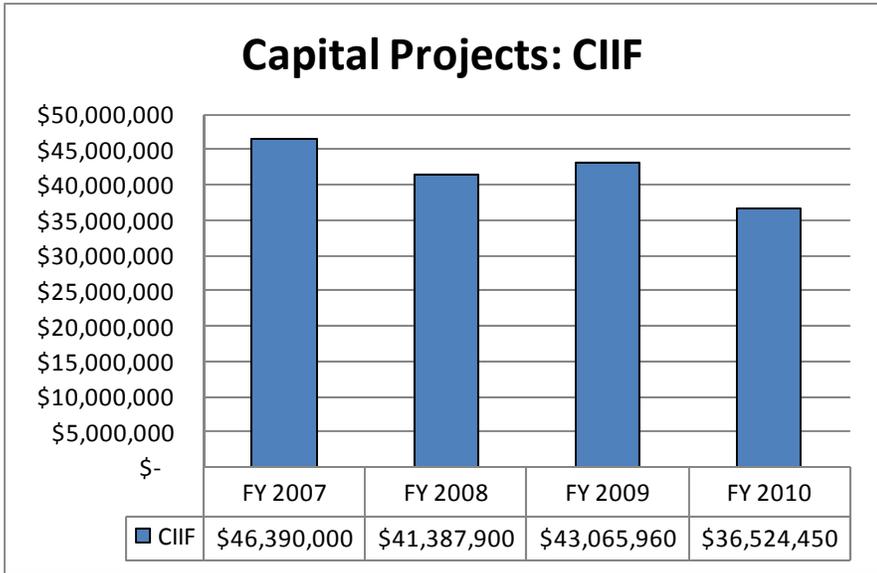
### The Capital Projects Fund Type

The **CIIF** budget decreased by almost 25% from last year. The decrease is primarily due to a decrease in revenue derived from construction sales taxes combined with a transfer of monies out of the CIIF. The decrease in tax revenue is due to the continuing

## BUDGET SUMMARY

continued

decline in construction. While this decline is partially offset by new grant funding, the net effect is a significant decrease. In addition, the CIIF transfer activity accounts for a budget decrease of almost \$3.6 million. Last year the CIIF received transfers of \$1.5 million from the HURF fund. However, this year, the CIIF is expected to loan \$2.1 million to the



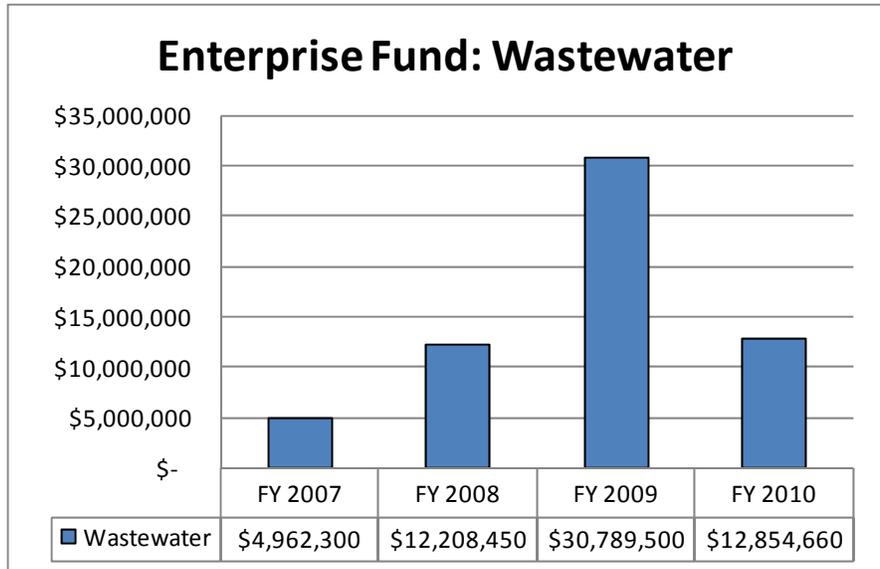
Wastewater Fund to cover unrestricted deficit ending fund balances in that fund.

Wastewater Fund to cover unrestricted deficit ending fund balances in that fund.

### Enterprise Fund Type

The budget for the **Wastewater** fund is decreasing 58%. The increase in the prior year's budget was mainly

due to the financing needed for the plant expansion construction projects. The final completion of these projects is being provided by inter-fund loans from the General fund and CIIF. These loans will be paid back as a growing customer



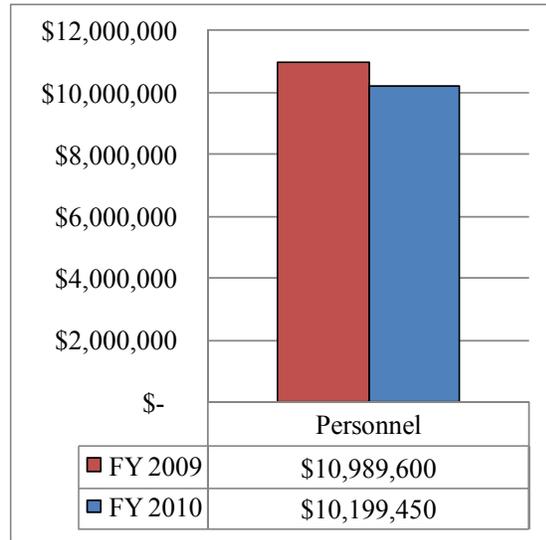
## BUDGET SUMMARY

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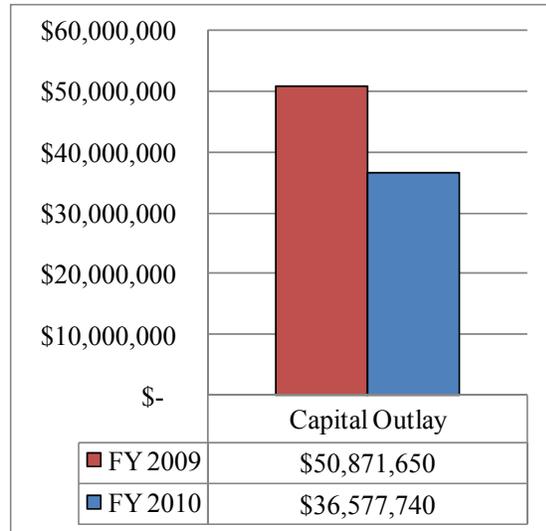
### Budgeted Expenditures Comparison

Evaluating the changes between the budgeted expenditures for FY 2010 and FY 2009 provides a better understanding of how workforce operational costs, community growth, and the economy as a whole can impact the budget from one year to the next.

Budgeted **personnel** costs decreased a net 7.2% below last year. This cost reduction was achieved through a combination of a hiring freeze, the elimination or reduction of certain positions, as well as a hold placed on salary and wage increases.



**Capital outlay** is decreasing by \$14.3 million, mostly as a result of the progress made on the Wastewater treatment facility during FY 2009. This project has been almost completed as of June 30, 2009. There are still significant projects planned for in the FY 2010 budget, however. See the Capital Improvement Plan section for more information on projects.



## BUDGET SUMMARY

**concluded**

**Contractual services** are projected to decrease 19.1% below last year. These decreases are mostly attributable to the cost savings measures, such as the renegotiation of existing contracts, implemented during FY 2009 and carried forward to 2010.

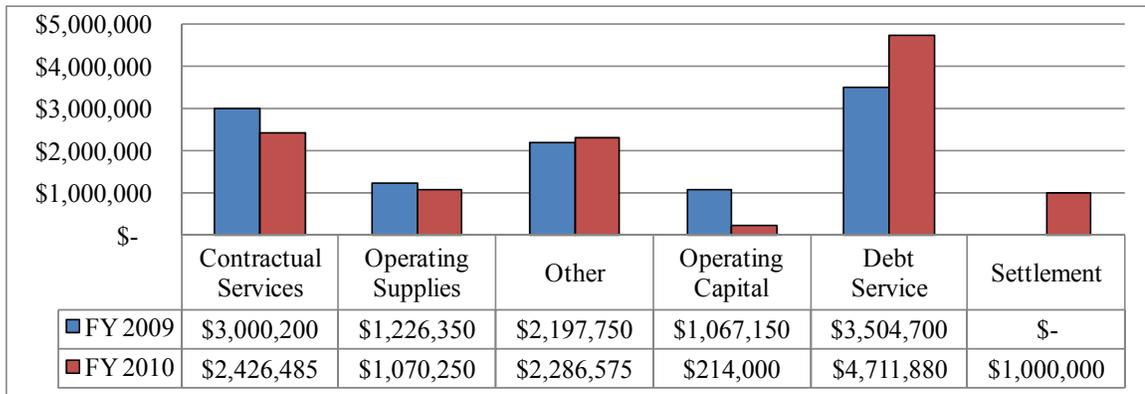
**Operating supplies** decreased 12.7% below the previous year’s budget. While the savings is not individually significant it does reflect a continued emphasis on cost savings at all levels of the organization.

The 4.0% increase in the **other** category is primarily a reflection of budgeting for the potential expenditure of grants under application but not yet approved, these expenditures are not categorized as they will not be spent if funding is not received.

**Operating Capital** decreased by almost 80% reflecting cost savings measures which emphasize delaying replacement of assets as well as delaying upgrades in assets.

The **debt service** budget is increasing 34.4% to account for the principal and interest payments on long-term debt obtained in prior years and used for the expansion of the wastewater system as well as the municipal complex and other projects.

**Settlement** expenditure is a \$1 million expenditure required under a structured payment plan. The structured settlement payment plan was approved in the middle of FY 2009, and includes a final expenditure in 2011.



**BUDGET SUMMARY SCHEDULES**

Changes in Fund Balance  
Aggregate of Appropriated Funds

	2008	2009		2010	
	Actual Amounts	Adopted Budget	Amended Budget	Estimated Actual	Adopted Budget
Revenues:					
Taxes	\$10,598,868	\$ 8,470,500	\$ 8,470,500	\$ 8,570,900	\$ 7,023,680
Licenses & Permits	4,568,699	3,720,000	3,720,000	3,417,850	2,265,500
Intergovernmental	8,099,243	16,850,150	16,850,150	9,686,235	24,821,350
Charges for Services	1,464,637	2,345,700	2,345,700	2,064,564	2,350,650
Fines & Forfeits	490,311	810,000	810,000	236,792	298,800
Investment	1,770,452	1,205,250	1,205,250	643,752	422,300
Miscellaneous	144,634	2,740,860	2,740,860	744,845	852,500
Revenues Total	<u>27,136,844</u>	<u>36,142,460</u>	<u>36,142,460</u>	<u>25,364,938</u>	<u>38,034,780</u>
Expenditures:					
Operations:					
General Government	3,894,607	5,214,700	5,231,700	4,341,569	4,669,010
Public Safety	6,574,466	7,243,050	7,243,050	6,848,201	7,262,630
Highways and Streets	1,326,740	1,487,200	1,487,200	1,474,721	1,416,700
Culture and Recreation	1,577,739	1,676,500	1,676,500	1,610,390	1,424,560
Sewer	2,130,213	1,792,450	1,792,450	1,302,051	1,423,860
Operations Total	<u>15,503,765</u>	<u>17,413,900</u>	<u>17,430,900</u>	<u>15,576,932</u>	<u>16,196,760</u>
Debt Service	2,229,215	3,504,700	3,504,700	2,822,350	4,711,880
Capital Outlay	25,757,424	51,938,800	52,789,120	33,520,623	36,577,740
Expenditures Total	<u>43,490,404</u>	<u>72,857,400</u>	<u>73,724,720</u>	<u>51,919,905</u>	<u>57,486,380</u>
Revenues Over (Under)					
Expenditures	(16,353,560)	(36,714,940)	(37,582,260)	(26,554,967)	(19,451,600)
Other Funding Sources (Uses):					
Settlement Loss				(2,099,746)	(1,000,000)
Proceeds of Long-Term Debt	<u>4,500,660</u>	<u>37,663,200</u>	<u>37,663,200</u>	<u>28,969,934</u>	<u>5,954,970</u>
Change in Fund Balance	<u>(11,852,900)</u>	<u>948,260</u>	<u>80,940</u>	<u>315,221</u>	<u>(14,496,630)</u>
Fund Balance, Beginning of Year	44,296,209	33,547,100	33,547,100	32,443,309	32,758,530
Fund Balance, End of Year	<u>\$ 32,443,309</u>	<u>\$ 34,495,360</u>	<u>\$ 33,628,040</u>	<u>\$ 32,758,530</u>	<u>\$ 18,261,900</u>

**Discussion:**

The 2010 estimated actuals are based on eight months of actual figures (i.e., July through February) and four months of estimated figures (i.e., March through June).

Beginning fund balances represent available resources accumulated from prior years. Ending fund balances represent reserves set aside for future years and contingencies. For the enterprise fund, fund balance is essentially equivalent to the noncapital portion of net assets.

**BUDGET SUMMARY SCHEDULES**

Changes in Fund Balance  
Appropriated Funds  
Fiscal Year 2010

	<b>General Fund</b>	<b>HURF Fund</b>	<b>RICO Fund</b>	<b>CIIF Fund</b>	<b>QC CFD Fund</b>	<b>Wastewater Fund</b>	<b>Total</b>
<b>Revenues:</b>							
Taxes	\$ 4,264,900	\$ -	\$ -	\$ 2,500,000	\$ 258,780	\$ -	\$ 7,023,680
Licenses & Permits	1,285,500					980,000	2,265,500
Intergovernmental	4,368,500	1,568,850	35,000	18,849,000			24,821,350
Charges for Services	627,850					1,722,800	2,350,650
Fines & Forfeits	248,800		50,000				298,800
Investment	202,400	500	3,000	205,900	4,200	6,300	422,300
Miscellaneous	82,000				770,500		852,500
<b>Revenues Total</b>	<b>11,079,950</b>	<b>1,569,350</b>	<b>88,000</b>	<b>21,554,900</b>	<b>1,033,480</b>	<b>2,709,100</b>	<b>38,034,780</b>
<b>Expenditures:</b>							
<b>Operations:</b>							
General Government	4,669,010						4,669,010
Public Safety	7,157,630		105,000				7,262,630
Highways and Streets		1,416,700					1,416,700
Culture and Recreation	1,391,540				33,020		1,424,560
Sewer						1,423,860	1,423,860
<b>Operations Total</b>	<b>13,218,180</b>	<b>1,416,700</b>	<b>105,000</b>		<b>33,020</b>	<b>1,423,860</b>	<b>16,196,760</b>
Debt Service				1,606,500	997,330	2,108,050	4,711,880
Capital Outlay				29,098,290		7,479,450	36,577,740
<b>Expenditures Total</b>	<b>13,218,180</b>	<b>1,416,700</b>	<b>105,000</b>	<b>30,704,790</b>	<b>1,030,350</b>	<b>11,011,360</b>	<b>57,486,380</b>
<b>Revenues Over (Under)</b>							
Expenditures	(2,138,230)	152,650	(17,000)	(9,149,890)	3,130	(8,302,260)	(19,451,600)
<b>Other Funding Sources (Uses)</b>							
Settlement Loss						(1,000,000)	(1,000,000)
Proceeds of Long-Term Debt						5,954,970	5,954,970
Net Transfers/Loans In (Out)	(2,206,010)	(179,910)		(1,394,060)	11,040	3,768,940	-
<b>Change in Fund Balance</b>	<b>(4,344,240)</b>	<b>(27,260)</b>	<b>(17,000)</b>	<b>(10,543,950)</b>	<b>14,170</b>	<b>421,650</b>	<b>(14,496,630)</b>
Fund Balance @ July 1, 2009	15,384,120	54,150	214,170	16,363,610	320,830	421,650	32,758,530
Fund Balance @ June 30, 2010	\$ 11,039,880	\$ 26,890	\$ 197,170	\$ 5,819,660	\$ 335,000	\$ 843,300	\$ 18,261,900

## BUDGET SUMMARY SCHEDULES

### Changes in Fund Balance

#### Appropriated Funds

Fiscal Year 2010

#### **Discussion:**

**General Fund:** The General Fund ending fund balance is projected to decrease 28.1% or \$4.3 million. Nearly \$2.2 million of the decrease is for an interfund loan to the Wastewater Fund to cover a portion of the utility's deficits. The remaining decrease is a direct result of declining revenues associated with the nation wide economic and financial recession. The ending fund balance is projected to be \$11 million. This is 86.9% of the projected major governmental funds' operating expenditures, which is well above the 25% reserve level required by the Town's financial and budgetary policies.

**HURF Fund:** The fund balance in the HURF Fund is projected to decrease significantly to a \$26,890 ending balance. The state shared fuel tax revenues are not keeping pace with the increase in the roadway maintenance costs. High fuel prices are forcing people to reduce travel and/or use alternate modes of transportation resulting in less fuel consumption and reduced fuel taxes. The General Fund will subsidize the HURF Fund to the degree needed to maintain a minimal ending balance and allow for some unanticipated contingencies.

**RICO Fund:** There is no significant change expected in the fund balance of the RICO Fund.

**CIIF Fund:** The CIIF ending fund balances is projected to decrease 64.4% or \$10.5 million. Approximately \$1.5 million of the reduction is for an interfund loan to the Wastewater Fund to cover a portion of the utility's deficit. The remaining decrease is a result of the anticipated progress and completion of capital projects for which resources have been accumulated in years past. The ending fund balance is projected to be 20% of the capital outlay expenditures of the fund, which meets the 20% reserve level required by the Town's financial and budgetary policies.

**QC CFD:** There is no significant change expected in the fund balance of the QC CFD Fund. Ending fund balances represent required reserves set aside for debt service payments due shortly after year-end. The General Fund will subsidize the QC CFD Fund operations to the extent needed to maintain the required debt service reserves.

**Wastewater Fund:** The fund balance in the Wastewater Fund is projected to double. Ending fund balances represent required debt service reserves set aside to comply with debt covenants. The General and CIIF funds will loan the utility resources to the degree needed to maintain the required debt service reserves. Without the loans the Wastewater Fund would have significant deficit balances. These deficits are occurring because previous cash reserves set aside for future construction were depleted to make settlement payments related to litigation regarding wastewater service agreements, and revenue shortfalls stemming from lower wastewater flows, generating lower fees, and a slow down in the number of new connections to the utility as a

**BUDGET SUMMARY SCHEDULES**

Funding Sources  
Fiscal Year 2010

	<b>General Fund</b>	<b>HURF Fund</b>	<b>RICO Fund</b>	<b>CIIF Fund</b>	<b>QC CFD Fund</b>	<b>Wastewater Fund</b>	<b>Total</b>	<b>%</b>
<b>Revenues:</b>								
Taxes	\$ 4,264,900	\$ -	\$ -	\$ 2,500,000	\$ 258,780	\$ -	\$ 7,023,680	<b>9.2%</b>
Licenses & Permits	1,285,500					980,000	2,265,500	<b>3.0%</b>
Intergovernmental	4,368,500	1,568,850	35,000	18,849,000			24,821,350	<b>32.3%</b>
Charges for Services	627,850					1,722,800	2,350,650	<b>3.1%</b>
Fines & Forfeits	248,800		50,000				298,800	<b>0.4%</b>
Investment Earnings	202,400	500	3,000	205,900	4,200	6,300	422,300	<b>0.6%</b>
Miscellaneous	82,000				770,500		852,500	<b>1.1%</b>
<b>Revenues Total</b>	<b>11,079,950</b>	<b>1,569,350</b>	<b>88,000</b>	<b>21,554,900</b>	<b>1,033,480</b>	<b>2,709,100</b>	<b>38,034,780</b>	<b>49.6%</b>
Proceeds of Long-Term Debt						5,954,970	5,954,970	<b>7.8%</b>
Net Transfers/ Interfund Loans	(2,206,010)	(179,910)		(1,394,060)	11,040	3,768,940		<b>0.0%</b>
Beginning Fund Balances	15,384,120	54,150	214,170	16,363,610	320,830	421,650	32,758,530	<b>42.7%</b>
<b>TOTAL FUNDING</b>	<b>\$ 24,258,060</b>	<b>\$ 1,443,590</b>	<b>\$ 302,170</b>	<b>\$ 36,524,450</b>	<b>\$ 1,365,350</b>	<b>\$ 12,854,660</b>	<b>\$ 76,748,280</b>	<b>100.0%</b>

## BUDGET SUMMARY SCHEDULES

Funding Uses  
Fiscal Year 2010

<u>Fund/Department</u>	<b>OPERATIONS</b>					
	<u>Personnel</u>	<u>Contractual Services</u>	<u>Operating Supplies</u>	<u>Other</u>	<u>Operating Capital</u>	<u>Total</u>
General Fund						
Mayor & Council	\$ 63,310	\$ -	\$ 5,150	\$ 105,050	\$ -	\$ 173,510
Town Manager	592,690	23,000	36,300	30,800		682,790
Law	280,950	188,900	12,400	12,200		494,450
Town Clerk	210,100	34,800	3,130	1,570		249,600
Finance	510,270	197,550	25,800	220,450	52,000	1,006,070
Human Resources	158,155	17,920	4,300	2,155	2,000	184,530
Planning & Zoning	354,100	8,400	6,900	4,650		374,050
Building Safety	767,570	37,645	41,250	28,955		875,420
Parks & Recreation	816,630	300,615	128,515	145,780		1,391,540
Public Works	357,475	206,860	53,225	275,590		893,150
Police	4,514,290	341,880	372,950	615,100		5,844,220
Municipal Court	421,405	47,990	16,345	4,260		490,000
Non-Departmental	-	121,950	11,900	275,000	150,000	558,850
<b>General Fund Total</b>	<b>9,046,945</b>	<b>1,527,510</b>	<b>718,165</b>	<b>1,721,560</b>	<b>204,000</b>	<b>13,218,180</b>
HURF Fund	628,755	573,150	146,150	58,645	10,000	1,416,700
RICO Fund	35,000		50,000	20,000		105,000
CIIF Fund						
QC CFD Fund		17,125	4,175	11,720		33,020
Wastewater Fund	488,750	308,700	151,760	474,650		1,423,860
<b>All Funds Total</b>	<b>\$ 10,199,450</b>	<b>\$ 2,426,485</b>	<b>\$ 1,070,250</b>	<b>\$ 2,286,575</b>	<b>\$ 214,000</b>	<b>\$ 16,196,760</b>

<u>Fund/Department</u>	<b>OPERATIONS</b>				<u>Ending Fund Balances</u>	<u>All Categories Total</u>	<u>% of All Funds</u>
	<u>From above Total</u>	<u>Debt Service</u>	<u>Capital Outlay</u>	<u>Settlement</u>			
General Fund							
Mayor & Council	\$ 173,510	\$ -	\$ -	\$ -		\$ 173,510	
Town Manager	682,790					682,790	
Law	494,450					494,450	
Town Clerk	249,600					249,600	
Finance	1,006,070					1,006,070	
Human Resources	184,530					184,530	
Planning & Zoning	374,050					374,050	
Building Safety	875,420					875,420	
Parks & Recreation	1,391,540					1,391,540	
Public Works	893,150					893,150	
Police	5,844,220					5,844,220	
Municipal Court	490,000					490,000	
Non-Departmental	558,850					11,039,880	
<b>General Fund Total</b>	<b>13,218,180</b>					<b>11,039,880</b>	<b>31.6%</b>
HURF Fund	1,416,700				26,890	1,443,590	1.9%
RICO Fund	105,000				197,170	302,170	0.4%
CIIF Fund		1,606,500	29,098,290		5,819,660	36,524,450	47.6%
QC CFD Fund	33,020	997,330			335,000	1,365,350	1.8%
Wastewater Fund	1,423,860	2,108,050	7,479,450	1,000,000	843,300	12,854,660	16.7%
<b>All Funds Total</b>	<b>\$ 16,196,760</b>	<b>\$ 4,711,880</b>	<b>\$ 36,577,740</b>	<b>\$ 1,000,000</b>	<b>\$ 18,261,900</b>	<b>\$ 76,748,280</b>	<b>100.0%</b>

**BUDGET SUMMARY SCHEDULES**

Inter-Fund transfers and Loans

Fiscal Year 2010

		<b>TRANSFERS/LOANS TO</b>						
		<b>General Fund</b>	<b>HURF Fund</b>	<b>RICO Fund</b>	<b>CIIF Fund</b>	<b>QC CFD Fund</b>	<b>Wastewater Fund</b>	<b>Total</b>
<b>TRANSFERS/LOANS FROM</b>	<b>General Fund</b>		\$ 162,090	\$ -	\$ -	\$ 11,040	\$ 2,236,880	\$ 2,410,010
	<b>HURF Fund</b>	\$ -		-	600,000	-	-	600,000
	<b>RICO Fund</b>	-	-		-	-	-	-
	<b>CIIF Fund</b>	204,000	258,000	-		-	1,532,060	1,994,060
	<b>QC CFD Fund</b>	-	-	-	-		-	-
	<b>Wastewater Fund</b>	-	-	-	-	-		-
	<b>Total</b>	<u>\$ 204,000</u>	<u>\$ 420,090</u>	<u>\$ -</u>	<u>\$ 600,000</u>	<u>\$ 11,040</u>	<u>\$ 3,768,940</u>	<u>\$ 5,004,070</u>

Transfers occur for one of these reasons:

General Operating Subsidy Transfers

Transfers from the General Fund to HURF and to QC CFD are planned to fund operating deficits in FY2010. These transfer amounts represent a maximum subsidy amount for the year and will only be made to the extent that deficits occur.

Capital Project Funding Transfers

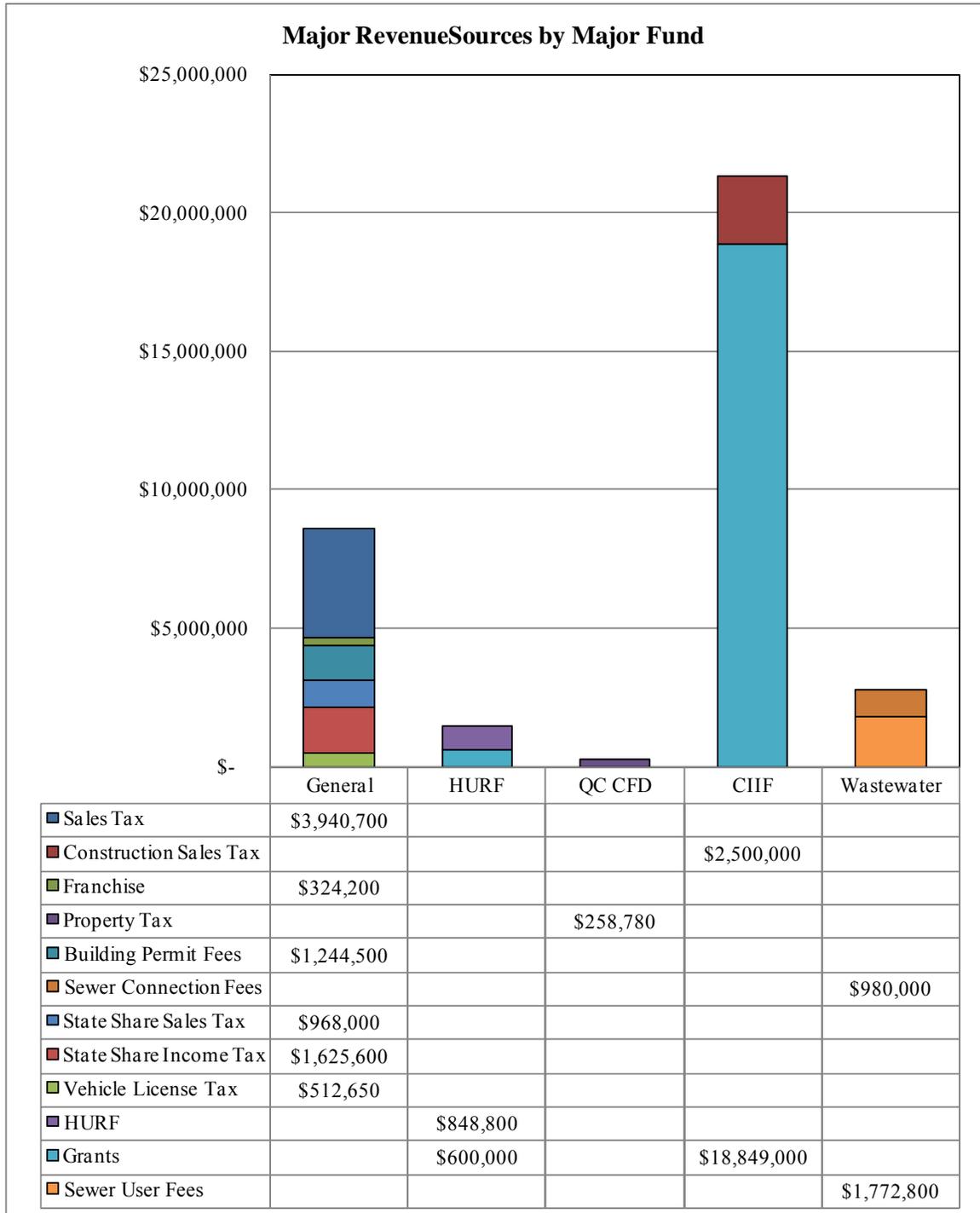
Transfers from HURF to CIIF are needed to reimburse the CIIF for project costs that are ultimately funded by HURF grants and contributions. Transfers from the CIIF to the HURF Fund and to the General Fund represent the use of CIIF monies to reimburse the other funds for pavement management and operating capital costs, respectively.

Interfund Loans

Transfers of monies from the General and CIIF funds to the Wastewater Fund represent interfund loans that are needed to fund deficits and maintain required debt service reserve balances. These loans are intended to be paid back with future earnings of the Wastewater Fund.

## MAJOR REVENUE SOURCES

The following table displays how the major revenue sources are recorded within the Major funds of the Town.

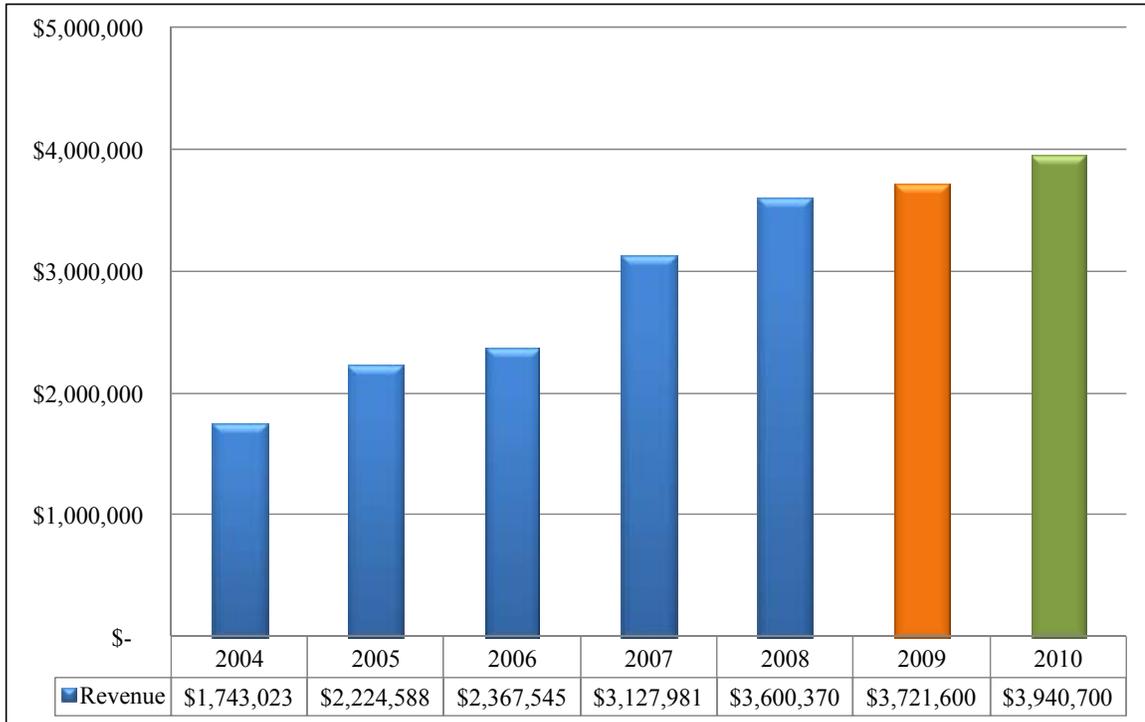


## MAJOR REVENUE SOURCES

### General Sales Taxes (Taxes)

Description and Use:

A transaction privilege tax is assessed on sales within the Town limits. There are no restrictions placed on this revenue source. The revenues are recorded in the General Fund and are used to fund daily operations.



Current Rate Structure:

The Town has a tax rate of 2.0% on non-construction contracting sales transactions. The Town does not impose a use tax. The State of Arizona collects taxes on behalf of the Town and remits them to the Town monthly. The Town operates under the *Model City Tax Code*

Assumptions for the Future:

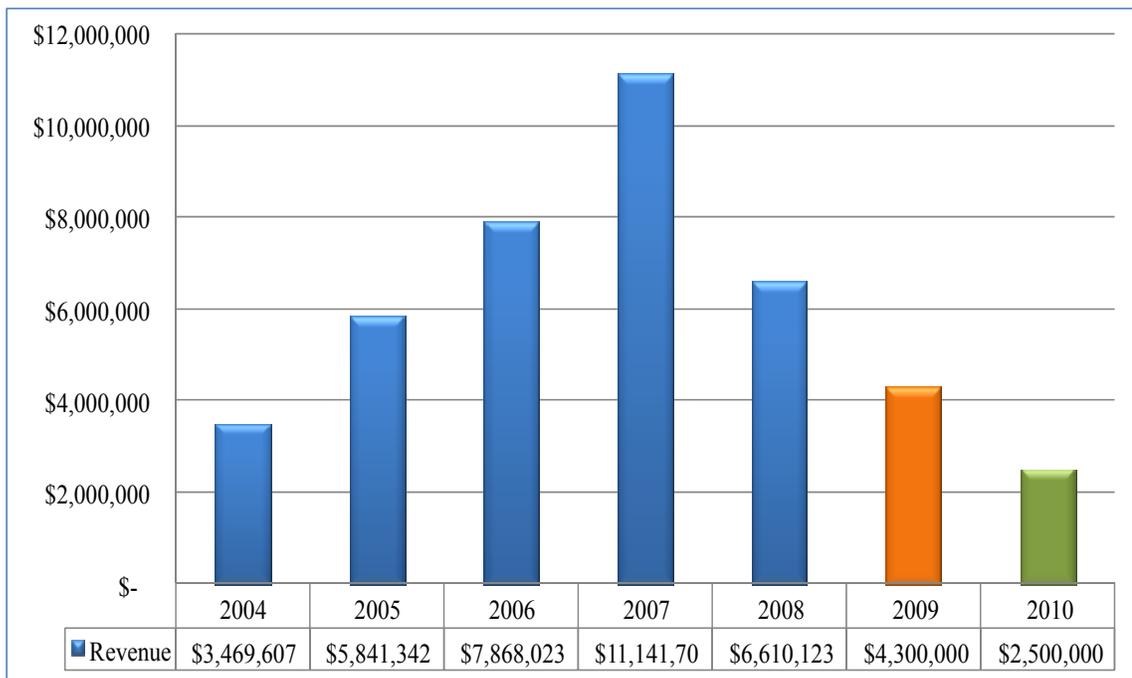
Projections were based on estimated growth in population and commercial development. The estimate was derived using planning documents for residential and commercial development. Other factors included in the development of the projections were inflation and tax leakage.

## MAJOR REVENUE SOURCES

### Constructing Contracting Sales Taxes (Taxes)

Description and Use:

A transaction privilege tax is assessed on construction contracting within the Town limits. Tax revenues generated from construction contracting have been designated for capital projects by the Town Council. These tax revenues are recorded in the CIIF Special Revenue Fund.



Current Rate Structure:

The Town has a tax rate of 4.0% on all construction contracting transactions. The State of Arizona collects taxes on behalf of the Town and remits them to the Town monthly. The Town operates under the *Model City Tax Code*.

Assumptions for the Future:

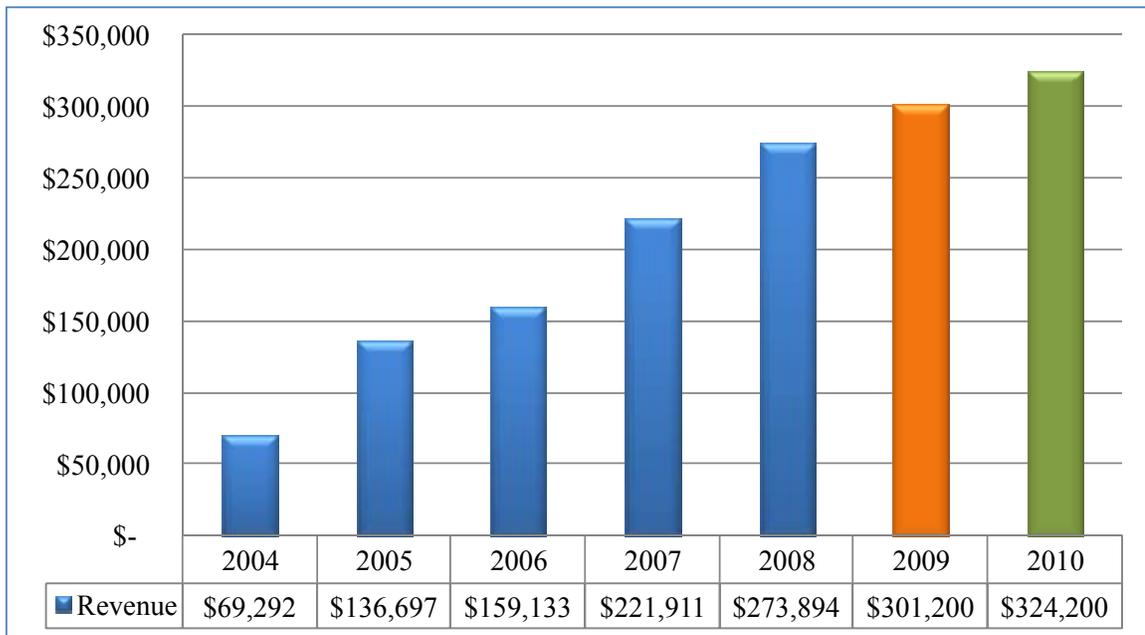
Projections were based on the number of building permits issued in the second half of last year and the number of building permits expected to be issued during the first half of the budget year. The expectation was derived using the number of permits issued in the prior year, planning documents for residential and commercial development as well as expectations about factors influencing the housing market nationwide and in Arizona. Inflationary factors were also considered in the projection.

## MAJOR REVENUE SOURCES

### Franchise Taxes (Taxes)

Description and Use:

The Town of Sahuarita collects franchise fees from cable and gas utility providers pursuant to executed agreements. The agreements license the utilities to use the Town’s right-of-ways. There are no restrictions placed on this revenue source. The revenues are recorded in the General Fund and are used to fund daily operations.



Current Rate Structure:

Franchise tax rates are 5.0% and 2.0% for cable and gas, respectively, as set forth in the agreements. The utility companies pay the taxes to the Town on a quarterly basis.

Assumptions for the Future:

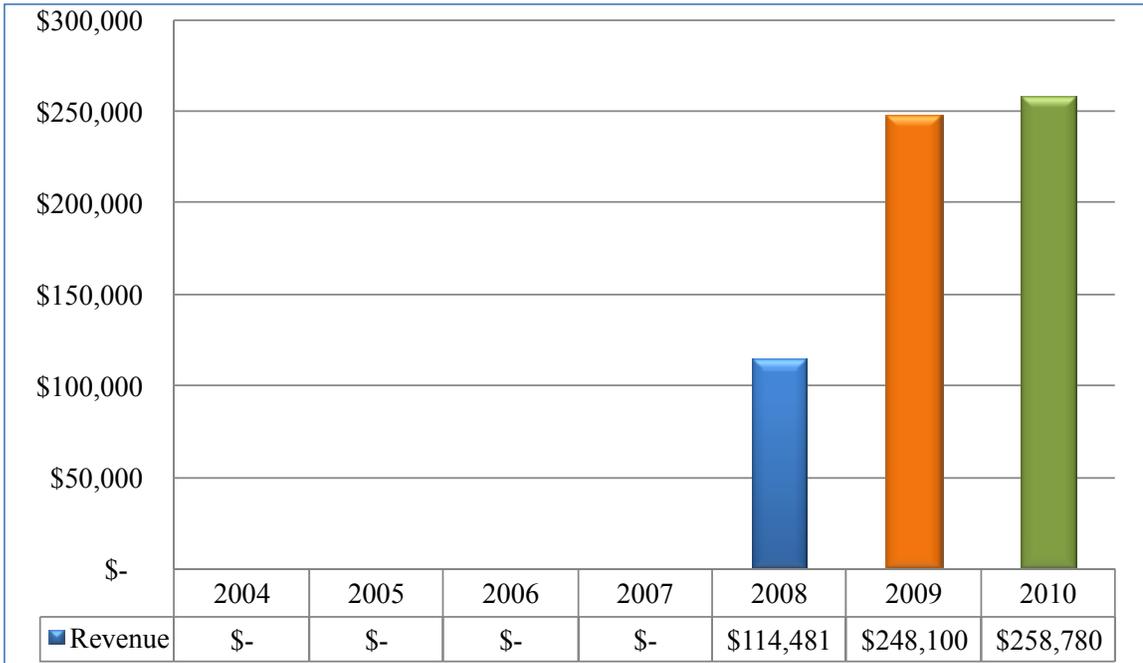
Projections were based on estimated growth in population and commercial development. The estimate was derived using planning documents for residential and commercial development. Inflationary factors also influenced expectations.

## MAJOR REVENUE SOURCES

### Property Taxes (Taxes)

Description and Use:

The Quail Creek Community Facilities District levies a secondary property tax on property located within the District boundaries. These property taxes must be used to pay for the District’s expenditures for operations and maintenance, and for the District’s debt service obligations.



Current Rate Structure:

The District property tax rate is \$3.30 per \$100 of secondary assessed valuation. Of this rate, \$3.00 is for debt service and \$0.30 is for District operations and maintenance. Fiscal year 2008 was the first year in which a property tax was levied.

Assumptions for the Future:

The fiscal year 2010 projection was derived by taking the secondary assessed valuation of property within the District, as provided by the County Assessor’s Office, and multiplying that figure by the property tax rate.

## MAJOR REVENUE SOURCES

### Building Permit Fees (Licenses and Permits)

Description and Use:

Fees are charged for the permission to construct or alter buildings, structures, and improvements within the Town limits. There are no restrictions placed on this revenue source. The revenues are recorded in the General Fund and are used to fund daily operations.



Current Rate Structure:

Building permitting fees are calculated primarily by the type and size of the building/structure. Mechanical, plumbing, and electrical fees are calculated based upon a standard percentage of the building permit fee. The fees are collected when the permits are issued to the applicant.

Assumptions for the Future:

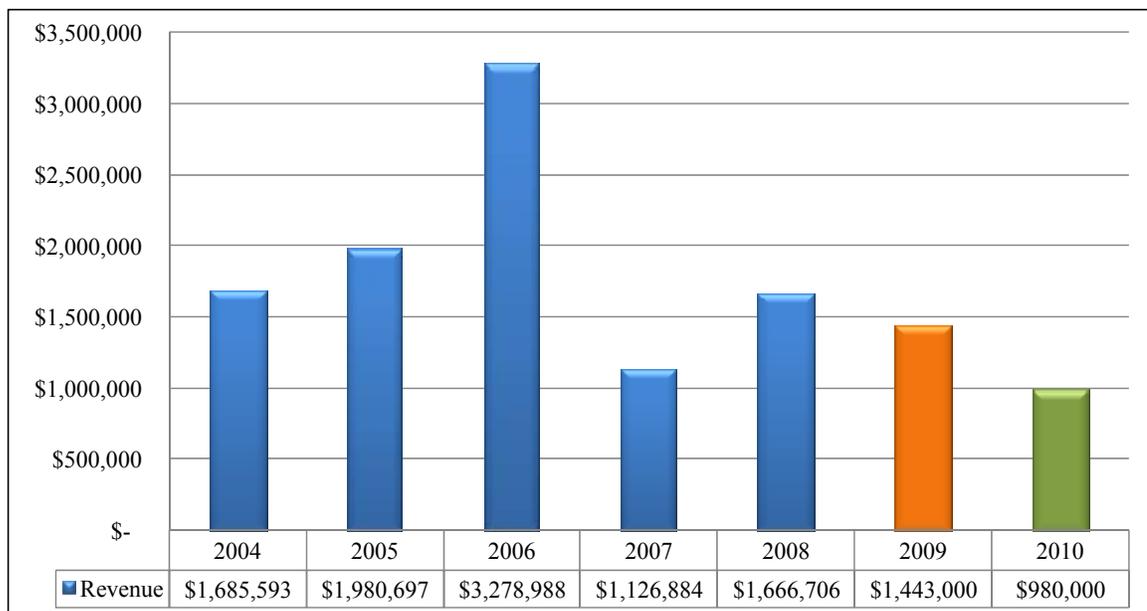
Projections were based on the number of permits expected to be issued during the year. The expectation was derived using planning documents for residential and commercial development as well as expectations about factors influencing the housing market nationwide and in Arizona

## MAJOR REVENUE SOURCES

### Sewer Connection Fees (Licenses and Permits)

Description and Use:

A fee is charged for all new customers served by the Town’s wastewater utility (i.e., the Rancho Resort and Rancho Sahuarita developments) to connect to the existing sewer conveyance system. Sewer connection fees are used to pay the capital costs to expand and improve the wastewater treatment facilities. The fees are recorded in the Wastewater Enterprise Fund.



Current Rate Structure:

Sewer connection fees are calculated based upon the applicable number of plumbing fixtures. The fees are collected when the permits are issued to the applicant.

Assumptions for the Future:

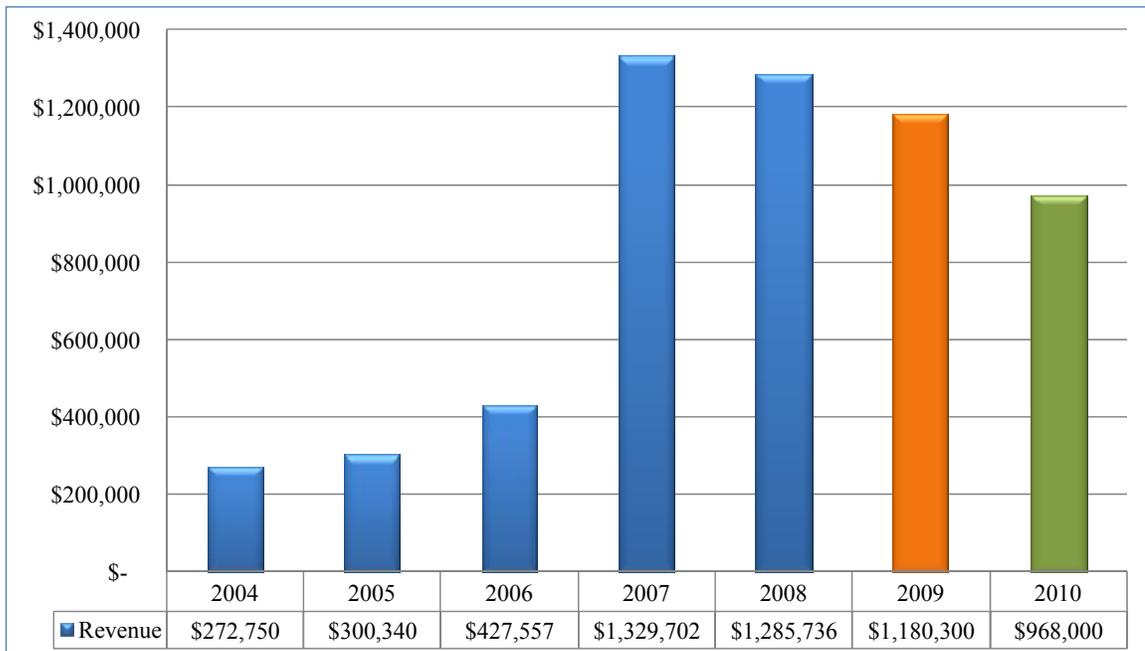
Projections were based on the number of permits expected to be issued during the year. The expectation was derived using planning documents for residential and commercial development as well as expectations about factors influencing the housing market nationwide and in Arizona.

## MAJOR REVENUE SOURCES

### State Shared Sales Taxes (Intergovernmental)

Description and Use:

Incorporated cities and towns receive a portion of the State’s sales tax collections. There are no restrictions placed on this revenue source. The revenues are recorded in the General Fund and are used to fund daily operations.



Current Rate Structure:

The State’s transaction privilege tax rate is 5.6%. The State’s distribution is based upon the 2005 estimated population figures as determined by the Arizona Department of Eco-

Assumptions for the Future:

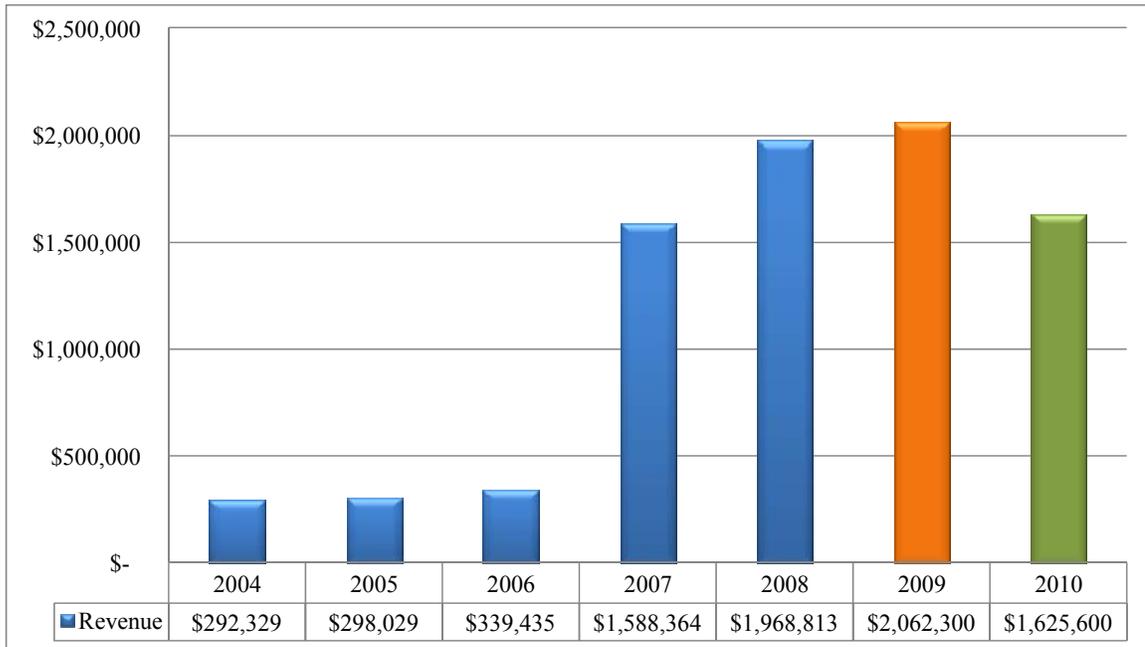
The Arizona Department of Revenue provides the Town with projected revenues. A significant increase was realized in fiscal year 2007 because the Town’s adjusted 2005 population figures were used in the distribution allocation.

## MAJOR REVENUE SOURCES

### State Shared Income Taxes (Intergovernmental)

Description and Use:

Incorporated cities and towns receive a portion of the State’s income tax collected in the fiscal year two years prior. There are no restrictions placed on this revenue source. The revenues are recorded in the General Fund and are used to fund daily operations.



Current Rate Structure:

The State will distribute 15% of the total income taxes it collected in fiscal year 2008 to municipalities. The State’s distribution is based upon the 2005 estimated population

Assumptions for the Future:

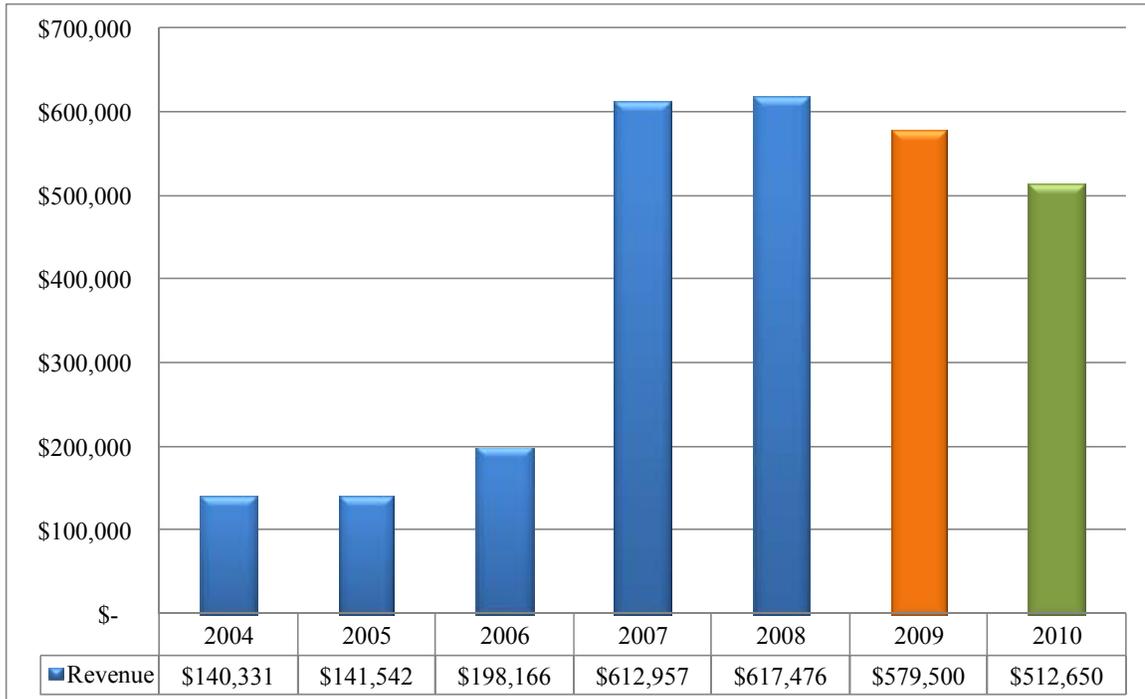
The Arizona Department of Revenue provides the Town with projected revenues. A significant increase was realized in fiscal year 2007 because the Town’s adjusted 2005 population figures were used in the distribution allocation.

## MAJOR REVENUE SOURCES

### State Shared Vehicle License Taxes (Intergovernmental)

Description and Use:

Incorporated cities and towns receive a portion of the State’s vehicle license tax collections. There are no restrictions placed on this revenue source. The revenues are recorded in the General Fund and are used to fund daily operations.



Current Rate Structure:

The State’s distribution is based upon the 2005 estimated population figures as determined by the Arizona Department of Economic Security. Distributions are received by the Town twice a month.

Assumptions for the Future:

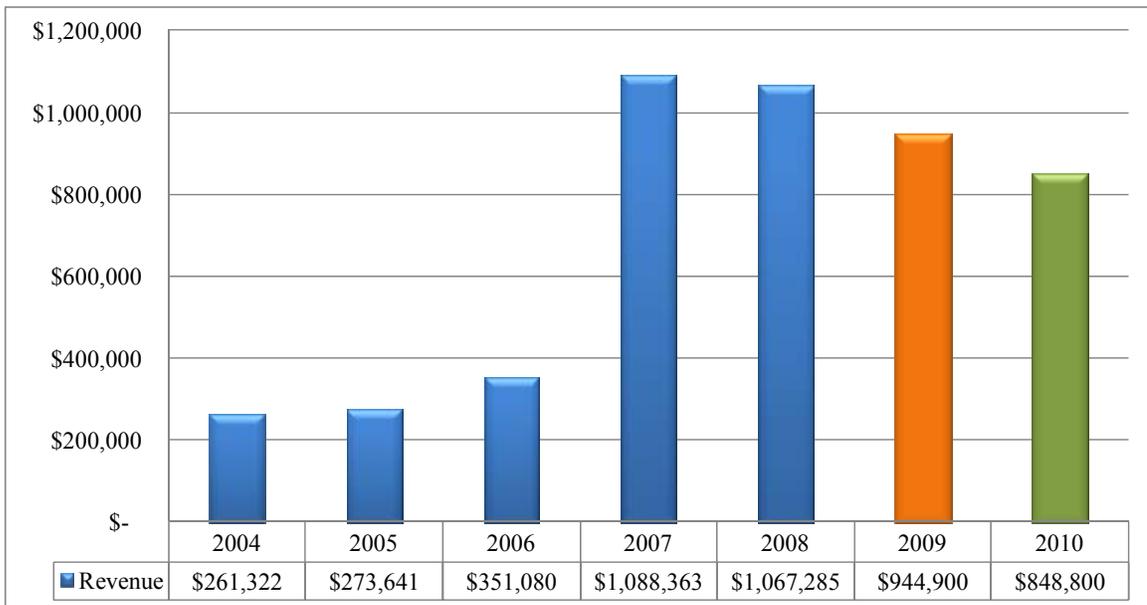
Projections were based on a similar proportional decrease anticipated for other state shared revenues, which were then adjusted for expectations on inflation. A significant increase was realized in fiscal year 2007 because the Town’s adjusted 2005 population figures were used in the distribution allocation.

## MAJOR REVENUE SOURCES

### Highway User Revenue Funds—HURF (Intergovernmental)

Description and Use:

Incorporated cities and towns receive a portion of the State’s HURF collections. The Arizona Constitution restricts the use of HURF. Funding must be used exclusively for street and highway purposes, excluding use for traffic law enforcement or administration of traffic safety programs. These revenues are recorded in the HURF Special Revenue Fund.



Current Rate Structure:

The majority of the HURF is generated from the tax on fuel sales (\$0.18 per gallon) and a portion on vehicle license taxes. Cities and towns receive 27.5% of total HURF collected. The funds are distributed based on two calculations. First, 50% of the available funds are distributed based on the 2005 estimated population figures determined by the Arizona Department of Economic Security. Second, the remaining 50% is distributed to counties based on fuel sales and further to cities and towns based on population proportion in the county. Distributions are received by the Town monthly.

Assumptions for the Future:

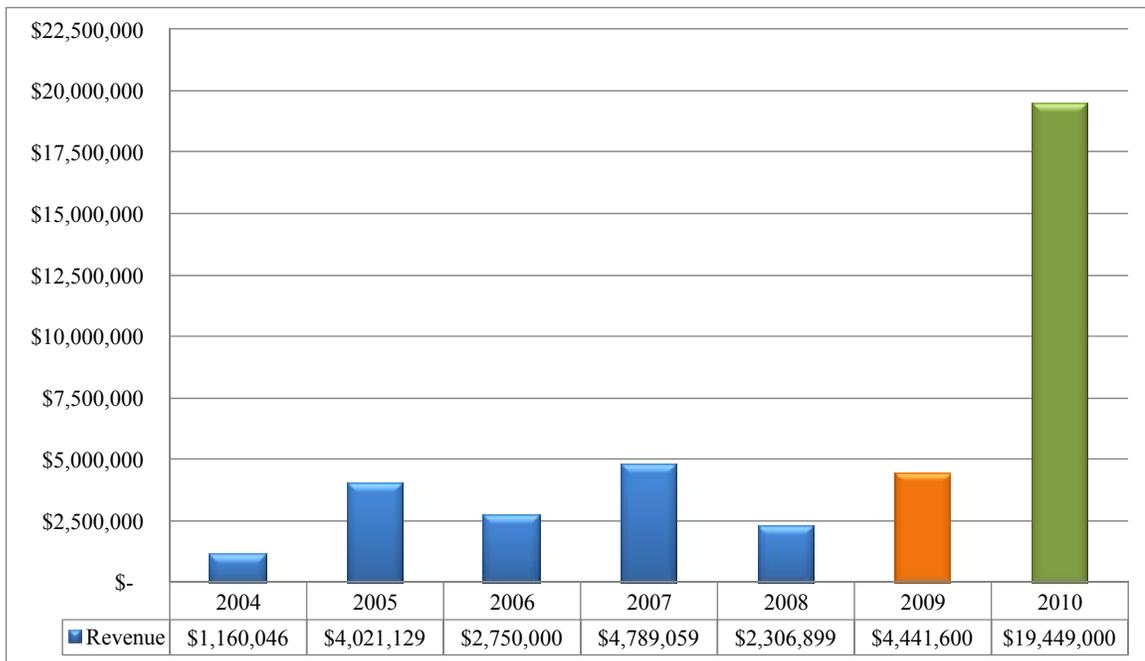
Projections are provided by the Arizona Department of Revenue and Arizona Department of Transportation. A significant increase was realized in fiscal year 2007 because the Town’s adjusted 2005 population figures were used in the distribution allocation.

## MAJOR REVENUE SOURCES

### Capital Grants (Intergovernmental)

Description and Use:

The Town receives grant funding from other governmental entities such as the State of Arizona, Pima County, and the Regional Transportation Authority. Capital grant revenues are used for the acquisition and construction of capital assets, as restricted in the intergovernmental agreements (IGAs). These revenues are typically recorded in the HURF or CIIF special revenue funds.



Current Rate Structure:

The IGAs are typically structured to reimburse the Town for actual costs incurred.

Assumptions for the Future:

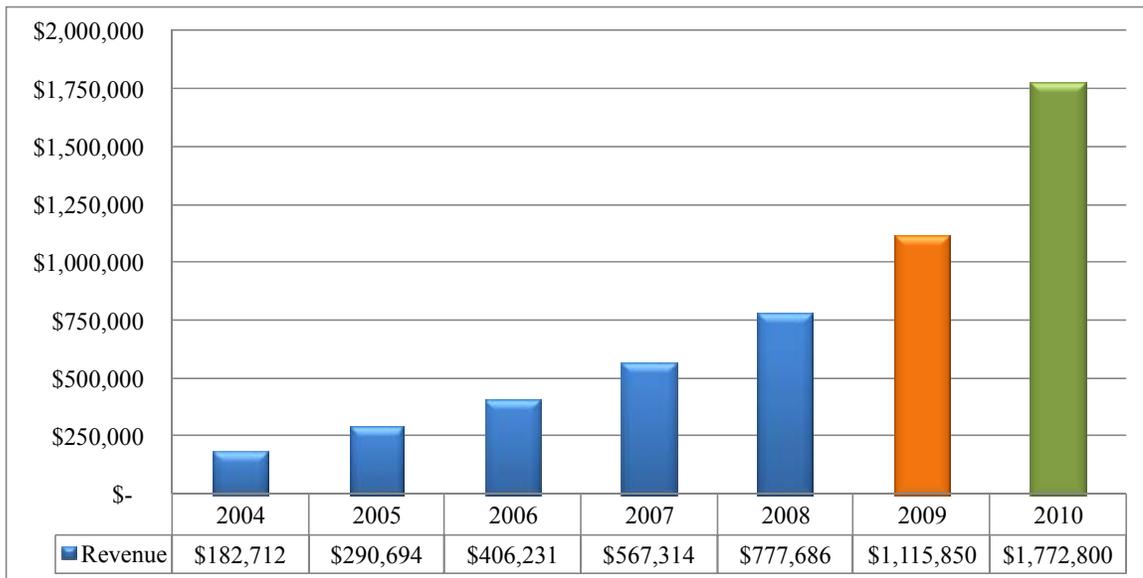
IGAs have been executed for much of the projected revenues being derived from grant agreements. These grants primarily reimburse the Town for costs incurred. Therefore, revenues will be realized to the extent of the progression of the capital projects. The projections were derived from regional planning documents such as the Pima Association of Government’s Transportation Improvement Plan, the Pima County 2004 general obligation bond authorization, and the Regional Transportation Plan.

## MAJOR REVENUE SOURCES

### Sewer User fees (Charges for Services)

Description and Use:

Sewer user fees are charged to the households and businesses served by the wastewater utility (i.e., the Rancho Resort and Rancho Sahuarita developments). Sewer user fees are used to pay the operating costs of the wastewater utility. The fees are recorded in the Wastewater Enterprise Fund.



Current Rate Structure:

Customers are billed monthly fees based on the amount of usage. Fees are set at a rate needed to recover the costs associated with operating the enterprise. The fees are reviewed on a periodic basis to determine the adequacy to cover operating costs.

Assumptions for the Future:

The majority of the projected revenues will be collected from existing customers. New customers of the utility will generate additional revenues. The expectation for new customers was derived using planning documents for residential and commercial development as well as expectations about factors influencing the housing market nationwide and in Arizona.

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**LONG-TERM DEBT**

\$12,660,000

Quail Creek Community Facilities District  
 (Sahuarita, Arizona)  
 General Obligation Bonds, Series 2006

**Date:** June 21, 2006

**Interest:** Semiannual each January and July, commencing January 15, 2007. Interest accrues at rates ranging from 4.85% to 5.55%

**Rating:** Not rated

**Purpose:** The bonds were issued to pay the costs of acquisition and construction of certain public infrastructure benefiting the District.

**Security:** The bonds will be payable as to both principal and interest from ad valorem taxes to be levied on all taxable property within the boundaries of the District, without limitation as to rate or amount. Debt service with respect to the bonds will also be payable from (i) amounts payable pursuant to a standby contribution agreement and (ii) an amount to be held under certain circumstances pursuant to a depository agreement.

<b><u>Remaining Debt Service:</u></b>	<b><u>Fiscal Year</u></b>	<b><u>Principal</u></b>	<b><u>Interest</u></b>	<b><u>Total</u></b>
	2010	\$ 320,000.00	\$ 678,585.00	\$ 998,585.00
	2011	335,000.00	662,701.25	997,701.25
	2012	350,000.00	646,090.00	996,090.00
	2013	370,000.00	628,630.00	998,630.00
	2014	385,000.00	69,743.75	454,743.75
	2015	405,000.00	589,401.25	994,401.25
	2016	425,000.00	568,028.75	993,028.75
	2017	450,000.00	545,497.50	995,497.50
	2018	470,000.00	520,867.50	990,867.50
	2019	500,000.00	493,950.00	993,950.00
	2020	525,000.00	465,506.25	990,506.25
	2021	555,000.00	435,536.25	990,536.25
	2022	585,000.00	403,901.25	988,901.25
	2023	620,000.00	370,462.50	990,462.50
	2024	655,000.00	335,081.25	990,081.25
	2025	690,000.00	297,757.50	987,757.50
	2026	725,000.00	258,491.25	983,491.25
	2027	770,000.00	217,005.00	987,005.00
	2028	810,000.00	173,160.00	983,160.00
	2029	855,000.00	126,956.25	981,956.25
	2030	905,000.00	78,116.25	983,116.25
	2031	955,000.00	16,501.25	971,501.25
	<b>Totals</b>	<b>\$12,660,000.00</b>	<b>\$8,581,970.00</b>	<b>\$21,241,970.00</b>

**LONG-TERM DEBT**

\$16,335,000

Town of Sahuarita, Arizona

Greater Arizona Development Authority (GADA) Loan

**Date:** March 1, 2006

**Interest:** Semiannual each January and July, commencing July 1, 2006. Interest accrues at rates ranging from 4.00% to 5.00%

**Rating:** Not applicable

**Purpose:** The loan was obtained to finance the costs of a municipal complex located in and for the Town.

**Security:** The obligation of the Town to make payments of principal and interest shall be limited to payment from the revenues from the excise taxes and the state shared revenues which are by the loan agreement pledged to the payment thereof by the Town.

<b><u>Remaining Debt Service:</u></b>	<b><u>Fiscal Year</u></b>	<b><u>Principal</u></b>	<b><u>Interest</u></b>	<b><u>Total</u></b>
	2010	\$ 605,000.00	\$ 651,375.00	\$ 1,256,375.00
	2011	630,000.00	627,175.00	1,257,175.00
	2012	655,000.00	601,975.00	1,256,975.00
	2013	680,000.00	575,775.00	1,255,775.00
	2014	710,000.00	546,875.00	1,256,875.00
	2015	740,000.00	516,700.00	1,256,700.00
	2016	770,000.00	485,250.00	1,255,250.00
	2017	810,000.00	446,750.00	1,256,750.00
	2018	850,000.00	406,250.00	1,256,250.00
	2019	895,000.00	363,750.00	1,258,750.00
	2020	940,000.00	319,000.00	1,259,000.00
	2021	985,000.00	272,000.00	1,257,000.00
	2022	1,035,000.00	222,750.00	1,257,750.00
	2023	1,085,000.00	171,000.00	1,256,000.00
	2024	1,140,000.00	116,750.00	1,256,750.00
	2025	1,195,000.00	59,750.00	1,254,750.00
	<b>Totals</b>	<b>\$13,725,000.00</b>	<b>\$6,383,125.00</b>	<b>\$20,108,125.00</b>

**LONG-TERM DEBT**

\$6,700,000

Town of Sahuarita, Arizona

Greater Arizona Development Authority (GADA) Loan

**Date:** June 5, 2009

**Interest:** Semiannual each January and July, commencing January 1, 2010. Interest accrues at rates ranging from 4.00% to 5.00%

**Rating:** Not applicable

**Purpose:** The loan was obtained to finance the costs of a municipal complex located in and for the Town.

**Security:** The obligation of the Town to make payments of principal and interest shall be limited to payment from the revenues from the excise taxes and the state shared revenues which are by the loan agreement pledged to the payment thereof by the Town.

<b><u>Remaining Debt Service:</u></b>	<b><u>Fiscal Year</u></b>	<b><u>Principal</u></b>	<b><u>Interest</u></b>	<b><u>Total</u></b>
	2010	\$ -	\$ 339,231.98	\$ 339,231.98
	2011	245,000.00	297,137.50	542,137.50
	2012	250,000.00	289,787.50	539,787.50
	2013	255,000.00	282,287.50	537,287.50
	2014	265,000.00	274,000.00	539,000.00
	2015	275,000.00	264,725.00	539,725.00
	2016	285,000.00	253,725.00	538,725.00
	2017	295,000.00	242,325.00	537,325.00
	2018	310,000.00	229,787.50	539,787.50
	2019	325,000.00	215,837.50	540,837.50
	2020	340,000.00	202,025.00	542,025.00
	2021	355,000.00	187,150.00	542,150.00
	2022	370,000.00	171,175.00	541,175.00
	2023	385,000.00	154,525.00	539,525.00
	2024	405,000.00	136,237.50	541,237.50
	2025	425,000.00	117,000.00	542,000.00
	2026	445,000.00	95,750.00	540,750.00
	2027	465,000.00	73,500.00	538,500.00
	2028	490,000.00	50,250.00	540,250.00
	2029	515,000.00	25,750.00	540,750.00
	<b>Totals</b>	<b>\$6,700,000.00</b>	<b>\$3,902,206.98</b>	<b>\$10,602,206.98</b>

**LONG-TERM DEBT**

\$28,350,000

Town of Sahuarita, Arizona

Water Infrastructure Financing Authority (WIFA)

System Revenue Loan

- Date:** April 25, 2008
- Interest:** Semiannual each January and July, commencing January 1, 2009. Interest accrues at a rate of 3.723%.
- Rating:** Not applicable
- Purpose:** The loan was obtained to finance the costs expanding facilities of the Town’s wastewater utility.
- Security:** The obligation of the Town to make payments of principal and interest shall be limited to payment from the Wastewater Enterprise Fund’s net revenues which, pursuant to the loan agreement, are pledged to the debt service payment thereof.

**Remaining**

<b><u>Debt Service:</u></b>	<b><u>Fiscal Year</u></b>	<b><u>Principal</u></b>	<b><u>Interest</u></b>	<b><u>Total</u></b>
	2010	\$ 1,052,577.95	\$ 1,055,470.50	\$ 2,108,048.45
	2011	1,091,765.41	1,016,283.04	2,108,048.45
	2012	1,132,411.87	975,636.58	2,108,048.45
	2013	1,174,571.53	933,476.92	2,108,048.45
	2014	1,218,300.85	889,747.60	2,108,048.45
	2015	1,263,658.19	844,390.26	2,108,048.45
	2016	1,310,704.17	797,344.28	2,108,048.45
	2017	1,359,501.69	748,546.76	2,108,048.45
	2018	1,410,115.95	697,932.50	2,108,048.45
	2019	1,462,614.57	645,433.88	2,108,048.45
	2020	1,517,067.71	590,980.74	2,108,048.45
	2021	1,573,548.13	534,500.32	2,108,048.45
	2022	1,632,131.33	475,917.12	2,108,048.45
	2023	1,692,895.57	415,152.88	2,108,048.45
	2024	1,755,922.09	352,126.36	2,108,048.45
	2025	1,821,295.05	286,753.40	2,108,048.45
	2026	1,889,101.89	218,946.56	2,108,048.45
	2027	1,959,433.13	148,615.32	2,108,048.45
	2028	2,032,382.92	75,665.62	2,108,048.54
	<b>Totals</b>	<b>\$28,350,000.00</b>	<b>\$11,702,920.64</b>	<b>\$40,052,920.64</b>

**LONG-TERM DEBT**

\$4,375,525

Town of Sahuarita, Arizona

Water Infrastructure Financing Authority (WIFA)

Non-System Revenue Loan

**Date:** April 25, 2008

**Interest:** Semiannual each January and July, commencing January 1, 2009. Interest accrues at a rate of 3.723%.

**Rating:** Not applicable

**Purpose:** The loan was obtained to finance the costs expanding facilities of the Town’s wastewater utility.

**Security:** The obligation of the Town to make payments of principal and interest shall be limited to the Town’s excise taxes which, pursuant to the loan agreement, are pledged to the debt service payment thereof.

<b><u>Remaining Debt Service:</u></b>	<b><u>Fiscal Year</u></b>	<b><u>Principal</u></b>	<b><u>Interest</u></b>	<b><u>Total</u></b>
	2010	\$ -	\$ -	\$ -
	2011	162,454.36	162,900.80	325,355.16
	2012	168,502.54	156,852.62	325,355.16
	2013	174,775.90	150,579.26	325,355.16
	2014	181,282.80	144,072.36	325,355.16
	2015	188,031.96	137,323.20	325,355.16
	2016	195,032.38	130,322.78	325,355.16
	2017	202,293.44	123,061.72	325,355.16
	2018	209,824.82	115,530.34	325,355.16
	2019	217,636.60	107,718.56	325,355.16
	2020	225,739.20	99,615.96	325,355.16
	2021	234,143.48	91,211.68	325,355.16
	2022	242,860.64	82,494.52	325,355.16
	2023	251,902.36	73,452.80	325,355.16
	2024	261,280.68	64,074.48	325,355.16
	2025	271,008.14	54,347.02	325,355.16
	2026	281,097.78	44,257.38	325,355.16
	2027	291,563.06	33,792.10	325,355.16
	2028	302,417.96	22,937.20	325,355.16
	2029	313,676.90	11,678.20	325,355.10
	<b>Totals</b>	<b>\$4,375,525.00</b>	<b>\$1,806,222.98</b>	<b>\$6,181,747.98</b>

**LONG-TERM DEBT**

Aggregate of All Debt Issuances

<u>Remaining Debt Service:</u>	<u>Fiscal Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
	2010	\$ 1,977,577.95	\$ 2,724,662.48	\$ 4,702,240.43
	2011	2,464,219.77	2,766,197.59	5,230,417.36
	2012	2,555,914.41	2,670,341.70	5,226,256.11
	2013	2,654,347.43	2,570,748.68	5,225,096.11
	2014	2,759,583.65	1,924,438.71	4,684,022.36
	2015	2,871,690.15	2,352,539.71	5,224,229.86
	2016	2,985,736.55	2,234,670.81	5,220,407.36
	2017	3,116,795.13	2,106,180.98	5,222,976.11
	2018	3,249,940.77	1,970,367.84	5,220,308.61
	2019	3,400,251.17	1,826,689.94	5,226,941.11
	2020	3,547,806.91	1,677,127.95	5,224,934.86
	2021	3,702,691.61	1,520,398.25	5,223,089.86
	2022	3,864,991.97	1,356,237.89	5,221,229.86
	2023	4,034,797.93	1,184,593.18	5,219,391.11
	2024	4,217,202.77	1,004,269.59	5,221,472.36
	2025	4,402,303.19	815,607.92	5,217,911.11
	2026	3,340,199.67	617,445.19	3,957,644.86
	2027	3,485,996.19	472,912.42	3,958,908.61
	2028	3,634,800.88	322,012.82	3,956,813.70
	2029	1,683,676.90	164,384.45	1,848,061.35
	2030	905,000.00	78,116.25	983,116.25
	2031	955,000.00	16,501.25	971,501.25
	<b>Totals</b>	<b>\$65,810,525.00</b>	<b>\$32,376,445.60</b>	<b>\$ 98,186,970.60</b>

**LONG-TERM DEBT**

Computation of Legal Debt Margin

Fiscal Year 2010

Net secondary assessed valuation, 2009 tax year \$226,255,261

Calculation of 20% Debt Limitation (1) (3)

20% of secondary assessed valuation \$45,251,052

Bonds outstanding -

Net 20% Debt Limitation \$45,251,052

Calculation of 6% Debt Limitation (2) (3)

6% of secondary assessed valuation \$13,575,316

Bonds outstanding -

Net 6% Debt Limitation \$13,575,316

Total Bonding Capacity \$58,826,368

(1) Under Arizona law, cities can issue additional general obligation bonds for supplying specific services, such as transportation, water, sewer, lighting, parks and recreational facilities up to an amount not exceeding 20% of assessed valuation.

(2) Under Arizona law, cities can issue general obligation bonds for general municipal purposes up to an amount not exceeding 6% of assessed valuation.

(3) The Quail Creek Community Facilities District is a legally separate entity and, therefore, its debt obligations do not count towards the Town's debt limitation.

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## **FINANCIAL AND BUDGETARY POLICIES**

Adopted financial polices reflect the Town’s commitment to sound financial management and fiscal integrity. They also provide stability by helping Town officials plan fiscal strategy with a consistent approach. The Town has an important responsibility to its citizens to carefully account for public funds, to manage its finances wisely, and to plan for the adequate funding of services desired by the public, including the provision and maintenance of public facilities. These policies set forth guidelines against which current budgetary performance can be measured and proposals for future programs can be evaluated.

### **General Financial Goals**

- To maintain a financially viable municipal government that can provide an adequate level of services.
- To maintain financial flexibility to be able to continually adapt to local and regional economic changes.
- To maintain and enhance the sound fiscal condition of the Town.
- To deliver quality services in an affordable, efficient, and cost-effective basis providing full value for each tax dollar.
- To maintain a high credit rating to ensure the Town has access to long-term debt at the most affordable cost.

Following these principles will enhance the Town’s financial health as well as its image and credibility with its citizens, the public in general, bond rating agencies, and investors. To achieve these purposes it is important to regularly engage in the process of financial planning including reaffirming and updated these financial guidelines. Policy changes will be needed as the Town continues to grow and become more diverse and complex in the services it provides, as well as the organization under which it operates to provide these services.

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

Fiscal planning refers to the process of identifying resources and allocating those resources among numerous and complex competing purposes. The primary vehicle for this planning is the preparation, monitoring, and analysis of the Town’s budget.

## **FINANCIAL AND BUDGETARY POLICIES**

continued

- 1.1. The Town will adopt a balanced budget by June 30 of each year. The total of proposed expenditures shall not exceed the total of estimated income and fund balances.
- 1.2. The Town will prepare a budget in accordance with the framework established by the National Advisory Council on State and Local Budgeting and the Government Finance Officers Association.
- 1.3. The budget will be used as a fiscal control device as well as a financial plan.
- 1.4. All departments will participate in the responsibility of meeting policy goals and ensuring long-term financial health.
- 1.5. Town Council and Town Management exercise budgetary control. The following controls have been implemented and will be adhered to by all departments.
  - 1.5.1. Appropriations of contingency reserves require the approval of the Town Manager and Town Council.
  - 1.5.2. Budget transfers between departments, funds, or capital projects require the approval of the department head, Town Manager, and Town Council.
  - 1.5.3. Budget transfers affecting personnel accounts require approval from the department head and Town Manager.
  - 1.5.4. Budget transfers between divisions or expenditure categories require the approval of the department head and Town Manager.
  - 1.5.5. All other transfers require the approval of the department head and either the Finance Director or Town Manager.
  - 1.5.6. The Finance Director will prepare a budget calendar no later than January of each year.
- 1.6. Budget development will use strategic multi-year fiscal planning, conservative revenue and expenditure forecasts.
- 1.7. The budget will be prepared using the modified accrual basis of accounting.
  - 1.7.1. Depreciation and bad debt expense (i.e., non-cash transactions) are not budgeted.

## **FINANCIAL AND BUDGETARY POLICIES**

continued

- 1.7.2. Capital purchases of proprietary funds are budgeted as expenditures.
- 1.7.3. Compensated absences liabilities that are expected to be liquidated with expendable available financial resources are expended when paid.
- 1.7.4. Debt service payments of proprietary funds are budgeted as expenditures. Proceeds of long-term debt are budgeted as other financing sources.
- 1.8. Alternatives for improving the efficiency and effectiveness of the Town's programs and the productivity of its employees will be considered during the budget process. Duplication of services and inefficiencies should be eliminated wherever they are identified.
- 1.9. The Town shall establish appropriate management controls to monitor expenditure budgets to ensure they do not exceed authorizations.
- 1.10. If a budget deficit is projected during any fiscal year, the Town will take steps to reduce expenditures or increase revenues to the extent necessary to ensure a balanced budget at the close of the fiscal year. The Town Manager may institute a cessation during the fiscal year on hirings, promotions, transfers, and capital equipment purchases. Such action will not be taken arbitrarily and without the knowledge and support of the Town Council.
- 1.11. The Town will avoid budgetary and accounting procedures which balance the current budget at the expense of future budgets.

### **2. Revenue Policies**

Because revenues are sensitive to both local and regional economic conditions, revenue estimates should be conservative.

- 2.1. Staff will estimate annual revenues by an objective, analytical process utilizing trend, judgmental, and statistical analysis as appropriate.
- 2.2. The Town will attempt to maintain a diversified and stable revenue system in order to:
  - 2.2.1. Decrease reliance on general taxation for discretionary but desirable programs and services and rely more on fees and charges.

## **FINANCIAL AND BUDGETARY POLICIES**

continued

- 2.2.2. Decrease the vulnerability of programs and services to reductions in tax revenues as a result of economic fluctuations.
- 2.2.3. Increase the level of self-support for new program initiatives and enhancements.
- 2.3. One-time revenues will be limited to the purpose for which they are intended or, to the extent possible, for one-time expenditures.
- 2.4. User fees and charges for services will be reviewed periodically to determine the adequacy of cost recovery.

### **3. Expenditure Policies**

Management must ensure compliance with the legally adopted budget. In addition, purchases and expenditures must comply with legal requirements and policies and procedures set forth by the Town Council.

- 3.1. Expenditures will be controlled by an annual appropriated budget, established by the Town Council.
- 3.2. Department heads are responsible for monitoring expenditures to prevent exceeding their total departmental expenditure budget. It is the responsibility of these department heads to immediately notify the Finance Director and Town Manager of any circumstances that could result in a departmental budget being exceeded.
- 3.3. The Town will maintain a purchasing system that provides needed commodities and services in a timely manner to avoid interruptions in the delivery of services. All purchases shall be made in accordance with the State statutes, the Town's procurement code, purchasing policies, guidelines, and procedures.
- 3.4. The Town will endeavor to obtain supplies, equipment, and services that provide the best value.
- 3.5. The Town will make all payments within established terms.
- 3.6. 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

## **FINANCIAL AND BUDGETARY POLICIES**

continued

reconciliation report as defined by the Uniform Expenditure Reporting System to the State Auditor General within prescribed timelines.

- 3.7. The Town will maintain a level of expenditures which will provide for the health, safety and welfare of the residents of the community.
- 3.8. 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.

### **4. Grants**

Many grants require appropriation of funds, either for the original grant or to continue programs after the grant funding has expired. The Town should review these grant programs prior to determining whether application should be made for these grant funds.

- 4.1. The Town shall only apply for those grants that are consistent with the objectives identified by Council. The potential for incurring ongoing costs, to include the assumption of support for grant funded positions from local revenues, will be considered prior to applying for a grant.
- 4.2. The Town shall attempt to recover all allowable costs—direct and indirect—associated with the administration and implementation of programs funded through grants. The Town may waive or reduce indirect costs if doing so will significantly increase the effectiveness of the grant.

### **5. User Fee Cost Recovery and Indirect Cost Allocations**

User fees and charges are payments for voluntarily purchased, publicly provided services that benefit specific individuals. The Town relies on user fees and charges to supplement other revenue sources in order to provide public services.

Indirect cost charges are assessed to recover a portion of the costs for services provided between various funds.

- 5.1. The Town may establish user fees and charges for certain services provided to users receiving a specific benefit.
- 5.2. User fees shall be reviewed periodically to calculate their full cost recovery levels, to compare them to the current fee structure, and to recommend

## FINANCIAL AND BUDGETARY POLICIES

continued

adjustments where needed. The calculation of full cost will include all reasonable and justifiable direct and indirect cost components.

- 5.3. The Town shall establish a cost allocation plan to determine annually the administrative service charges due to the appropriate cost centers. Where appropriate, funds shall pay these indirect cost charges for services provided by another fund.

### **6. Cash Management and Investment**

Cash management includes the activities undertaken to ensure maximum cash availability and maximum investment yield on a government's idle cash, and the cash collection function.

- 6.1. The Town shall maintain and comply with a written investment policy that has been approved by the Town Council. The investment policy will emphasize safety and liquidity before yield.
- 6.2. The Town will collect, deposit, and disburse all funds on a schedule that insures optimum cash availability for investment.
- 6.3. In order to maximize yields from its overall portfolio, the Town will consolidate cash balances from various funds for investment purposes, and will allocate investment earnings to each participating fund.
- 6.4. The Town will project its cash needs to optimize the efficiency of the investment and cash management program.
- 6.5. The Town will conduct its treasury activities with financial institutions based upon written contracts.
- 6.6. Ownership of the Town's investment securities will be protected through third party custodial safekeeping.
- 6.7. All Town bank accounts shall be reconciled and reviewed on a monthly basis.
- 6.8. The Town may use short-term debt to cover temporary or emergency cash flow shortages. All short-term borrowing will be subject to Council approval.

## FINANCIAL AND BUDGETARY POLICIES

continued

### 7. Capital Asset Accounting, Depreciation, and Replacement

An effective capital asset accounting system is important in managing the Town's capital asset investment.

- 7.1. The Town will maintain a capital assets system for assets with values of \$5,000 or more. All items less than \$5,000 will be recorded as operating expenditures.
- 7.2. Annual budgets including reserves will provide for adequate design, construction, maintenance and replacement of Town's capital assets in accordance with the current year of the capital improvement plan.
- 7.3. The Town will project equipment replacement and maintenance needs for the next five years and will update this projection each year.
- 7.4. The Town will ensure that depreciation expense is allocated in a systematic and rational manner to those periods expected to benefit from the use of the asset.
  - 7.4.1. The straight-line method of depreciation, using the half-year convention, will be used for all depreciable assets.
  - 7.4.2. The useful life of an asset will be based upon the Town's history with said asset or similar asset type. In the absence of an adequate history, the Town will follow useful life guidelines provided by reputable organizations such as the Government Finance Officers Association.
- 7.5. Vehicles will be replaced in accordance with the following age or mileage points, whichever comes first:

<b>Vehicle Type</b>	<b>Age</b>	<b>Mileage</b>
Police	As needed	As needed
Administrative/Light Use	As needed	As needed
Heavy Duty (e.g. ½ ton)	As needed	As needed

## FINANCIAL AND BUDGETARY POLICIES

continued

### 8. Capital Improvement Plan Policies

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

- 8.1. The Town will make all capital improvements in accordance with an adopted and funded capital improvement plan.
- 8.2. The Town will develop an annual five-year plan for capital improvements, including design, development, and implementation.
- 8.3. Staff will identify the estimated capital costs, the estimated operating costs, potential funding sources and project schedule for each capital project proposal before it is submitted to the Council for approval.
- 8.4. The Town will use intergovernmental assistance and other outside resources whenever possible to fund capital improvements providing that these improvements are consistent with the capital improvement plan and Town priorities.
- 8.5. When current revenues or resources are available for capital improvement projects, consideration will be given first to those capital assets with the shortest useful life and/or to those capital assets whose nature makes them comparatively more difficult to finance with debt financing. Using cash for projects with shorter lives and debt for projects with longer lives facilitates “intergenerational equity”.
- 8.6. Staff will monitor projects in progress to insure their timely completion or the adjustment of the Capital Improvement Plan as approved by Council. A quarterly status report will be presented to the Town Council to monitor each project’s progress and to identify any significant issues.
- 8.7. The current year of the capital improvement plan will become the capital budget.

### 9. Long-Term Debt Policies

The Town utilizes long-term debt to finance capital projects with long useful lives. Financing capital projects with debt provides for an “intergenerational equity”, as

## FINANCIAL AND BUDGETARY POLICIES

continued

the actual users of the capital asset pay for its cost over time, rather than one group of users paying in advance for the costs of the asset.

The purpose of this debt management policy is to provide for the preservation and eventual enhancement of the Town's bond ratings, the maintenance of adequate debt service reserves, compliance with debt instrument covenants and provisions, and required disclosures to investors, underwriters and rating agencies. These policy guidelines will also be used when evaluating the purpose, necessity and condition under which debt will be issued. These policies are meant to supplement the legal framework of public debt laws provided by the Arizona Constitution, State statutes, federal tax laws, and the Town's current debt resolutions and covenants.

The Arizona Constitution limits a Town's bonded debt capacity (outstanding principal) to certain percentages of the Town's secondary assessed valuation by the type of project to be constructed. There is a limit of 20% of secondary assessed valuation for projects involving water, sewer, artificial lighting, parks, open space, recreational facility improvements, and transportation. There is a limit of 6% of secondary assessed valuation for any other general purpose project.

- 9.1. The overall debt management policy of the Town is to ensure that financial resources of the Town are adequate in any general economic situation to not preclude the Town's ability to pay its debt when due.
- 9.2. The Town will confine long-term borrowing to capital improvements, capital acquisitions, and the refinancing of prior year long-term debt.
- 9.3. The life of the debt service payments will not exceed the useful life of the capital assets acquired with the debt proceeds.
- 9.4. Proceeds from long-term debt will not be used to fund current on-going operations.
- 9.5. The issuance of variable rate debt by the Town will be subject to the most careful review and will be issued only in a prudent and fiscally responsible manner.
- 9.6. The Town shall make every effort to combine debt issuances in order to minimize issuance costs.
- 9.7. The investment of bond proceeds shall at all times comply with the requirements of debt covenants.

## FINANCIAL AND BUDGETARY POLICIES

continued

- 9.8. The Town shall comply with all U.S. Internal Revenue Service arbitrage rebate requirements.
- 9.9. Before any new debt is issued, the impact of debt service payments on total annual fixed costs will be analyzed.
- 9.10. The Town will maintain a revenue-to-debt service ratio of at least 5 to 1 for its governmental activities debt.
- 9.11. The Town will only issue new debt if, in the Capital Infrastructure Improvement Fund, the projected net recurring funding sources exceed the estimated annual debt service expenditures in each year of the five year period covered in the Capital Improvement Plan.

### 10. Fund Balance Reserve Policies

Fund balance is an important indicator of the Town's financial position. Adequate fund balances must be maintained to allow the Town to continue providing services to the community.

- 10.1. The Town's undesignated general fund balance will be maintained to provide the Town will sufficient working capital and a comfortable margin to avoid short-term borrowing.
- 10.2. Fund balance reserves will be established to offset difficult economic times, stabilize fluctuations in cash flow requirements, and provide for emergency situations, other unforeseen opportunities, and contingencies.
  - 10.2.1. In the General Fund, the level of this reserve will be at least 25% of the major governmental funds' budgeted operating expenditures for that year.
  - 10.2.2. In the Capital Infrastructure Improvement Fund, the level of this reserve will be at least 20% of the fund's budgeted capital outlay expenditures for that year.
- 10.3. 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.

## **FINANCIAL AND BUDGETARY POLICIES**

continued

### **11. Enterprise Funds**

Government enterprises generate revenue to offset the cost of providing certain services. User charges are established to offset the cost of providing these services. The accounting systems must be established to separate these revenues and expenses.

- 11.1. Separate funds will be established and maintained to properly account for each enterprise operation. 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.
- 11.2. The Town will establish rates and fees at levels to fully cover the total direct and indirect costs, including operations, capital outlay, unrestricted cash reserve balances, debt service, and debt coverage requirements.

### **12. Accounting, Auditing, and Financial Reporting**

Accounting, auditing, and financial reporting form the informational infrastructure for public finance. Internal and external financial reports provide important information to the Town's legislative body, management, citizens, investors, and creditors.

- 12.1. The Town's accounting and financial reporting systems will be maintained in conformance with generally accepted accounting principles and standards promulgated by the Governmental Accounting Standards Board.
- 12.2. Financial reports for each quarterly period will be submitted to the Finance and Investment Advisory Committee and the Town Council.
- 12.3. The Finance and Investment Advisory Committee will provide financial oversight and will recommend ways to improve processes and procedures as needed.
- 12.4. Relevant and comprehensive disclosure will be provided in the general financial statements and bond representations.
- 12.5. The Comprehensive Annual Financial Report will present the status of the Town's finances on a basis of generally accepted accounting principles.

## FINANCIAL AND BUDGETARY POLICIES

concluded

- 12.6. An annual audit will be performed by an independent public accounting firm with the subsequent issue of an official Comprehensive Annual Financial Report and Annual Expenditure Limitation Report.
- 12.7. The Town will develop and manage its accounting system to provide reasonable assurance regarding:
  - 12.7.1. The safeguarding of assets against loss from unauthorized use or disposition.
  - 12.7.2. The reliability of financial records for preparing financial statements and maintaining accountability for assets.
- 12.8. The Comprehensive Annual Financial Reports and Annual Adopted Budgets will be posted on the Town's website and made available to the public.
- 12.9. The Town will participate in the Government Finance Officers Association's award programs with the intent of receiving the *Certificate of Achievement for Excellence in Financial Reporting* and the *Distinguished Budget Presentation Award*.

### 13. Risk Management

Risk management is involved in the identification, evaluation, and treatment of the Town's exposure to risk. Risk management has become increasingly important in guarding against economic loss and in ensuring public safety in a time of increasing public liability and litigation.

- 13.1. The Town shall make diligent efforts to prevent or mitigate the loss of Town assets and to reduce the Town's exposure to liability through training, risk financing, and the transfer of risk when cost effective.
- 13.2. The Town shall manage its exposure to risk through the purchase of third-party insurance for general liabilities, automotive liabilities, property losses, and workers' compensation.
- 13.3. When applicable, the Town will control its exposure to risk through the use of "hold harmless" agreements in Town contracts by requiring contractors to carry liability insurance, including errors and omissions coverage for architectural, engineering, and other professional firms.

## **BUDGETARY PROCESS**

### **Fund Composition**

The Town's financial reporting entity is comprised of six funds: (1) General Fund, (2) Highway User Revenue Fund, (3) Racketeer Influenced & Corrupt Organizations Fund, (4) Capital Infrastructure Improvement Fund, (5) Quail Creek Community Facilities District, and (6) Wastewater Enterprise Fund. The Town adopts budgets for all of these funds.

### **Basis of Presentation**

As in prior years, departments are budgeted on a program and object basis. Fiscal year 2006 was the first year the budget presentation included and emphasized the programmatic components of Town services. Accordingly, the fiscal year 2010 budget shows the costs associated with programs.

### **Budgetary Control**

The Town's adopted budget serves as a legal operating plan for the fiscal year. While its primary function is to provide a planning and allocation tool, it also serves management by providing the basis for measuring performance during the year.

The adopted budget has two levels of budgetary constraints: 1) within the General Fund, expenditures may not legally exceed appropriations at the department level and 2) within each Special Revenue Fund department, the Capital Projects Fund, and the Enterprise Fund, expenditures may not legally exceed the level of the total funding source.

To monitor compliance with these budgetary constraints, revenue and expenditure reports and budget-versus-actual analyses are prepared periodically by the Finance Department and are reported to the Town Manager and the Town Council. These reports provide not only a mechanism for monitoring performance, but also for adjusting (when necessary) departmental operating plans and resource utilization.

### **Budget Amendments**

While state statutes prohibit the Town from exceeding the final adopted budget amount, the budget is still just a planning document, and as such remains sufficiently flexible to accommodate changes that may occur during the fiscal year. There are two categories of change that may be required to the adopted budget: 1) those affecting line items within a

## BUDGETARY PROCESS

concluded

single department and 2) those requiring a transfer between departments or funds. In the first instance, the Town Manager retains the authority to modify line item amounts within the departmental budgets, provided the total program budgeted amount remains unchanged. In the second instance, the Town Manager has the authority to evaluate departmental requests for changes between departments and make recommendations for approval to the Town Council. Should the Town Manager recommend the change to the Town Council, the recommendation will be considered at a regularly scheduled, open meeting of the Town Council.

### **Budgetary Preparation and Approval**

#### Zero Base Budgets (ZBB)

Every department shall develop an annual budget using a zero base budget methodology. Under the ZBB approach, no target is established. The department evaluates its current level of operations, its programmatic structure, and its staffing in the context of its function statement and mandates. Organizational revisions are made, if beneficial to the achievement of department goals. Programs are then divided into services which define the department's product, or benefit, to the Town. Each program is individually budgeted at its current level and can be individually evaluated. Each line item for each program is evaluated and justified. During the year, the actual cost of each program can be captured and variances from budget monitored and analyzed.

#### Goals and Objectives

Departments should develop goals and objectives that implement the Town's strategic plan (i.e., the *General Plan*). A reference to the specific *General Plan* implementation element is provided for goals and objectives when applicable. The departmental budgets identify references by using ***bold, italics and underline*** for references to the General Plan section of this document.

#### Capital Improvement Budget

On an annual basis, the Town Manager prepares a five-year Capital Improvement Plan (CIP), the first year of which becomes the capital budget. A summary of capital improvement projects for fiscal year 2010 to 2015 is provided in a later section.

#### Preparation and Approval Timetable

A timetable for the budget preparation and approval processes for fiscal year 2010 is provided on the next page.

**BUDGET CALENDAR**

Management retreat	October 29, 2008
Preliminary departmental CIP project requests due to Finance	December 12, 2008
Preliminary 5-year operating budget analyses prepared by Finance	January 9, 2009
Departmental budget reduction proposals due to Town Manager	
Pay plan update due to Finance	
Finance & Investment Advisory Committee (FIAC) meeting - Review 5-year operating budget analyses	January 19, 2009
FIAC meeting – Discuss Budget & CIP	February 17, 2009
Capital Improvement Plan Technical Advisory Committee (CIPTAC) meeting	February 26, 2009
Departmental budget and CIP requests due to Finance	March 4, 2009
Departmental meetings with Town Manager to review budget requests	March 16-27, 2009
FIAC meeting	March 17, 2009
CIP Open House – Public Forum	April 15, 2009
User Rate Adjustments-Public Forum	
Draft budget and CIP complete/Council packets delivered	April 17, 2009
FIAC meeting	April 21, 2009
Town Council study session on budget and CIP	May 2, 2009 May 16 (If needed)
Town Council tentative budget approval	June 8, 2009
Public hearing and Town Council adoption of the FY 2010 budget and CIP	June 22, 2009

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## **LEGAL REQUIREMENTS**

### **STATE SPENDING LIMITATION**

The Town of Sahuarita, like all counties and municipalities in Arizona, is subject to numerous budgetary and related legal requirements. Article 9, Section 20, (1) of the Arizona Constitution sets limits on the Town's legal budget capacity. In general, the Town Council cannot authorize expenditures of local revenues in excess of the expenditure limitations determined annually by the Arizona Economic Estimates Commission. This limitation is based upon a calculated amount of expenditures for fiscal year 1979-80 (prior to the Town's incorporation), adjusted to reflect subsequent inflation and population growth. Not subject to this limit are items such as bond proceeds, related debt service, interest earnings, special voter approved districts, certain highway user revenue funds, federal funds, monies received pursuant to intergovernmental agreements, and state grants which are to be used for specific purposes.

Pursuant to Article 9, Section 20, (9) of the Arizona Constitution, on March 13, 2007, Sahuarita voters approved the Home Rule Option which allows the Town Council, as part of the annual budget adoption process, to adopt an alternative expenditure limitation equal to the total amount of budgeted expenditures for each of the four fiscal years immediately following adoption of the alternative expenditure limitation. The alternative expenditure limitation is adopted each year after a public hearing at which the citizens of the Town may comment on the proposed alternative expenditure limitation. No expenditures may be made in violation of such alternative expenditure limitation, nor may any proposed expenditures be in excess of estimated available revenues, except that the Town Council may, by three-fourths vote, declare an emergency and suspend the alternative expenditure limitation. The suspension of the alternative limitation shall be in effect for only one fiscal year at a time.

### **TENTATIVE BUDGET PREPARATION AND PUBLICATION**

State law (ARS §42-17101) requires that on or before the third Monday in July of each fiscal year, the Town Council must prepare an estimate of expenditures and revenues. Town of Sahuarita refers to these estimates as the Tentative Budget. According to ARS §42-17101, this Tentative Budget must be included in the Town Council meeting

## LEGAL REQUIREMENTS

continued

minutes and, must be fully itemized in accordance with forms supplied by the Auditor General. (See the *Official Budget Forms* section.) ARS §42-17102 defines the contents of the estimates. The Tentative Budget and the reports include all monies used for Town purposes including interest and principal payments on bonds.

ARS §42-17103 requires publication of the Tentative Budget once a week for at least two consecutive weeks. The published Tentative Budget must be accompanied by a notice of the scheduled date and time for a public hearing regarding the budget.

ARS §42-17104 specifies that the Town Council shall hold a public hearing and special meeting at which any taxpayer may appear and speak for or against any proposed expenditure. This meeting is held on the date the budget is adopted.

ARS §42-17105 prescribes that once the Tentative Budget has been published, expenditures may not be increased above the published amounts; however, they may be decreased. In effect, with the publication of the Tentative Budget, the Town Council has set its maximum limits for expenditures, but these limits may be reduced upon final adoption.

### FINAL BUDGET ADOPTION

State law (ARS §42-17105) specifies that after the hearing required by ARS §42-17104, the Town Council must adopt the estimate of proposed expenditures for the fiscal year at a special meeting called for that purpose. The adopted expenditures then become the budget for the upcoming fiscal year and shall not exceed the total amount proposed for expenditures in the published estimates (i.e., the Tentative Budget).

According to ARS §42-17106, once adopted, no expenditures shall be made for a purpose not included in the budget and no expenditures shall be made in excess of the amounts specified for each purpose in the budget, except as provided by law. This restriction applies whether or not the Town has at any time received, or has on hand, funds or revenue in excess of those required to meet expenditures incurred under the budget.

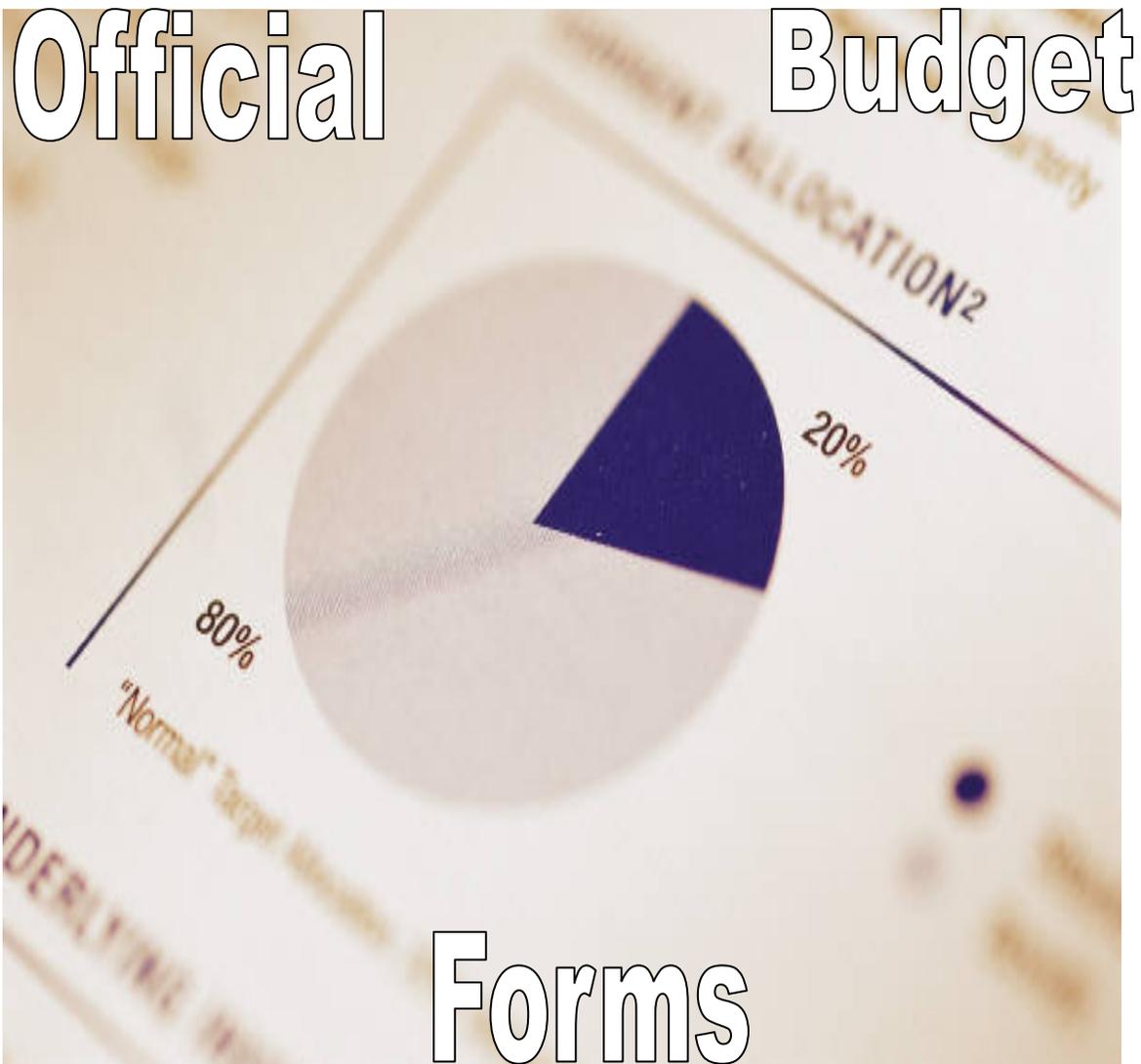
**LEGAL REQUIREMENTS**

concluded

**BUDGET REVISIONS**

ARS §42-17106 requires that no expenditures be made for a purpose not included in the adopted budget in any fiscal year in excess of the amount specified for each purpose in the budget. ARS §42-17106 permits the Town Council, on the affirmation of a majority of the supervisors at a duly noticed public meeting, to authorize the transfer of funds between programs if the funds are available, if the transfer is in the public interest and based on a demonstrated need, so long as the transfer does not violate the set spending limitations.

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**TOWN OF SAHUARITA**  
**OFFICIAL BUDGET FORMS**  
Fiscal Year 2010

**TOWN OF SAHUARITA**

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**Fiscal Year 2010**

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**SAHUARITA RESOLUTION NO. 2009-136**

A RESOLUTION OF THE MAYOR AND COUNCIL OF THE TOWN OF SAHUARITA, ARIZONA, ADOPTING THE FISCAL YEAR 2010 BUDGET AND ALTERNATIVE EXPENDITURE LIMITATION.

WHEREAS, in accordance with the provisions of Title 42, Chapter 17, Articles 1-5, Arizona Revised Statutes (A.R.S.), the Town Council did, on June 8, 2009, make an estimate of the different amounts required to meet the public expenditures/expenses for the ensuing year, also 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 Sahuarita; and

WHEREAS, in accordance with said chapter of said title, and following due public notice, the Council met on June 22, 2009, at which meeting any taxpayer was privileged to appear and be heard in favor of or against any of the proposed expenditures/expenses or tax levies; and

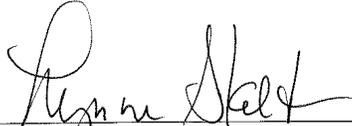
WHEREAS, pursuant to A.R.S. Section 41-563.02, the voters approved the alternative expenditure limitation—home rule option during the primary election held on March 13, 2007, allowing the Town of Sahuarita to set its own budget expenditure levels for the four years subsequent to the year of adoption; and

WHEREAS, it appears that publication has been duly made as required by law, of said estimates together with a notice that the Town Council would meet on June 22, 2009, at a location accessible to the public for the purpose of hearing taxpayers and making tax levies as set forth in said estimates; and

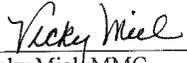
WHEREAS, it appears that the sums to be raised by taxation, as specified therein, do not in the aggregate exceed that amount as computed in A.R.S. Section 42-17051 (A).

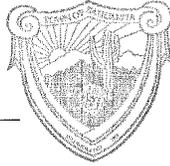
NOW, THEREFORE, BE IT RESOLVED by the Mayor and Town Council of the Town of Sahuarita, Arizona, that the said estimates of revenues and expenditures/expenses, hereinafter set forth in Exhibit "A", as now increased, reduced, or changed, are hereby adopted as the budget and alternative expenditure limitation of the Town of Sahuarita for the fiscal year 2010.

PASSED by the Mayor and Town Council of the Town of Sahuarita, Arizona, this 22<sup>nd</sup> day of June, 2009.

  
\_\_\_\_\_  
Mayor Lynn Skelton

ATTEST:

  
\_\_\_\_\_  
Vicky Miel MMC  
Town Clerk



APPROVED AS TO FORM:

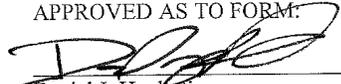
  
\_\_\_\_\_  
Daniel J. Hochuli  
Town Attorney

EXHIBIT "A"

*Schedule of Estimates of Revenues and Expenditures/Expenses*

## TOWN OF SAHUARITA

### Summary Schedule of Estimated Revenues and Expenditures/Expenses Fiscal Year 2010

FUND	ADOPTED BUDGETED EXPENDITURES/EXPENSES* 2009	ACTUAL EXPENDITURES/EXPENSES** 2009	FUND BALANCE/NET ASSETS*** July 1, 2009**	PROPERTY TAX REVENUES 2010	ESTIMATED REVENUES OTHER THAN PROPERTY TAXES 2010	OTHER FINANCING		INTERFUND TRANSFERS		TOTAL FINANCIAL RESOURCES AVAILABLE 2010	BUDGETED EXPENDITURES/EXPENSES 2010
						SOURCES 2010	<USES> 2010	IN 2010	<OUT> 2010		
1. General Fund	\$ 28,453,600	\$ 28,094,382	\$	Primary: \$ 11,079,950 Secondary: 272,400	\$ 11,079,950	\$	\$	\$ 204,000	(2,410,010)	\$ 13,683,960	\$ 24,258,060
2. Special Revenue Funds	5,043,700	3,490,553			2,418,430			431,130	(600,000)	3,721,960	3,111,110
3. Debt Service Funds Available											
4. Less: Designation for Future Debt Retirement											
5. Total Debt Service Funds											
6. Capital Projects Funds	43,065,960	13,011,705			21,554,900			600,000	(1,994,060)	24,148,960	36,524,450
7. Permanent Funds											
8. Enterprise Funds Available	30,789,500	24,809,528			2,709,100			3,768,940		12,433,010	12,854,660
9. Less: Designation for Future Debt Retirement											
10. Total Enterprise Funds	30,789,500	24,809,528			2,709,100			3,768,940		12,433,010	12,854,660
11. Internal Service Funds											
12. TOTAL ALL FUNDS	\$ 107,352,760	\$ 69,406,168	\$	\$ 272,400	\$ 37,762,380	\$	\$ 5,954,970	\$ 5,004,070	\$ (5,004,070)	\$ 53,997,890	\$ 76,748,280

EXPENDITURE LIMITATION COMPARISON	
2009	2010
\$ 107,352,760	\$ 76,748,280
(2,450,200)	(1,365,350)
104,902,560	75,382,930
\$ 104,902,560	\$ 75,382,930
\$ 104,902,560	\$ 75,382,930

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

⌋ The city/town does not levy property taxes and does not have special assessment districts for which property taxes are levied. Therefore, Schedule B has been omitted.

\* Includes Expenditure/Expense Adjustments Approved in current year from Schedule E.  
 \*\* Includes actual amounts as of the date the proposed budget was prepared, adjusted for estimated activity for the remainder of the fiscal year.  
 \*\*\* Amounts in this column represent Fund Balance/Net Asset amounts except for amounts invested in capital assets, net of related debt, and reserved/restricted amounts established as offsets to assets presented for informational purposes (i.e., prepaids, inventory, etc.).

## SCHEDULE A

**TOWN OF SAHUARITA**  
 Summary of Tax Levy and Tax Rate Information  
 Fiscal Year 2010

	<b>2009</b>	<b>2010</b>
1. Maximum allowable primary property tax levy. A.R.S. §42-17051(A)	\$ _____	\$ _____
2. Amount received from primary property taxation in the <b>current year</b> in excess of the sum of that year's maximum allowable primary property tax levy. A.R.S. §42-17102(A)(18)	\$ _____	
3. Property tax levy amounts		
A. Primary property taxes	\$ _____	\$ _____
B. Secondary property taxes	236,500	272,400
C. Total property tax levy amounts	\$ 236,500	\$ 272,400
4. Property taxes collected*		
A. Primary property taxes		
(1) <b>Current</b> year's levy	\$ _____	
(2) Prior years' levies	_____	
(3) Total primary property taxes	\$ _____	
B. Secondary property taxes		
(1) <b>Current</b> year's levy	\$ 236,500	
(2) Prior years' levies	_____	
(3) Total secondary property taxes	\$ 236,500	
C. Total property taxes collected	\$ 236,500	
5. Property tax rates		
A. City/Town tax rate		
(1) Primary property tax rate	_____	_____
(2) Secondary property tax rate	3.3000	3.3000
(3) Total city/town tax rate	3.3000	3.3000

B. Special assessment district tax rates  
 Secondary property tax rates - As of the date the proposed budget was prepared, the city/town was operating one special assessment districts for which secondary property taxes are levied. For information pertaining to these special assessment districts and their tax rates, please contact the city/town.

\* Includes actual property taxes collected as of the date the proposed budget was prepared, plus estimated property tax collections for the remainder of the fiscal year.

**SCHEDULE B**

**TOWN OF SAHUARITA**  
 Summary by Fund Type of Revenues Other Than Property Taxes  
 Fiscal Year 2010

<b>SOURCE OF REVENUES</b>	<b>ESTIMATED REVENUES 2009</b>	<b>ACTUAL REVENUES* 2009</b>	<b>ESTIMATED REVENUES 2010</b>
<b>GENERAL FUND</b>			
<b>Local taxes</b>			
Sales taxes	\$ 4,096,000	\$ 3,721,600	\$ 3,940,700
Franchise fees	288,000	301,200	324,200
<b>Licenses and permits</b>			
Building permit fees	2,227,000	1,933,500	1,244,500
Business licensing fees	50,000	41,350	41,000
<b>Intergovernmental</b>			
State shared sales taxes	1,265,350	1,180,300	968,000
State shared income taxes	2,062,300	2,062,300	1,625,600
State shared vehicle license taxes	670,000	579,500	512,650
Grants and contributions	582,000	384,248	1,262,250
<b>Charges for services</b>			
Development fees	248,000	256,500	211,150
Recreation fees	174,000	135,000	155,000
Other departmental fees	8,700	15,000	15,200
Indirect cost recovery	517,000	525,872	246,500
<b>Fines and forfeits</b>			
Court fines and fees	300,000	226,750	248,800
<b>Interest on investments</b>			
Investment income	450,000	300,000	202,400
<b>Contributions</b>			
Voluntary contributions			
Donations from private parties	61,000	67,775	67,000
<b>Miscellaneous</b>			
Miscellaneous/Other	50,000	25,321	15,000
<b>Total General Fund</b>	<b>\$ 13,049,350</b>	<b>\$ 11,756,216</b>	<b>\$ 11,079,950</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.

**SCHEDULE C**

**TOWN OF SAHUARITA**  
Summary by Fund of Revenues Other Than Property Taxes—concluded  
Fiscal Year 2010

SOURCE OF REVENUES	ESTIMATED REVENUES 2009	ACTUAL REVENUES* 2009	ESTIMATED REVENUES 2010
<b>SPECIAL REVENUE FUNDS</b>			
<b>Highway User Revenue Fund</b>			
State shared HURF taxes	\$ 1,193,050	\$ 944,900	\$ 848,800
Grants and contributions	6,452,500	201,100	629,000
Investment income	1,000	1,250	500
Miscellaneous		250	
<b>Total Highway User Revenue Fund</b>	<b>\$ 7,646,550</b>	<b>\$ 1,147,500</b>	<b>\$ 1,478,300</b>
<b>Local Transportation Assistance Fund</b>			
Local transportation assistance funds	\$ 93,950	\$ 93,000	\$ 91,050
<b>Total Local Transportation Assistance Fund</b>	<b>\$ 93,950</b>	<b>\$ 93,000</b>	<b>\$ 91,050</b>
<b>RICO Fund</b>			
Fines and forfeitures	\$ 510,000	\$ 10,042	\$ 50,000
Intergovernmental	35,000	387	35,000
Investment income	12,500	2,500	3,000
<b>Total RICO Fund</b>	<b>\$ 557,500</b>	<b>\$ 12,929</b>	<b>\$ 88,000</b>
<b>Quail Creek Community Facilities District Fund</b>			
Charges for Services	\$ 5,000	\$ 16,339	\$
Investment income	56,750	10,000	4,200
Miscellaneous-developer contributions	511,150	551,749	770,500
Allowance for uncollected property taxes			(13,620)
<b>Total Quail Creek CFD Fund</b>	<b>\$ 572,900</b>	<b>\$ 578,088</b>	<b>\$ 761,080</b>
<b>Total Special Revenue Funds</b>	<b>\$ 8,870,900</b>	<b>\$ 1,831,517</b>	<b>\$ 2,418,430</b>
<b>CAPITAL PROJECTS FUNDS</b>			
<b>Capital Infrastructure Improvement Fund</b>			
Sales taxes	\$ 3,850,000	\$ 4,300,000	\$ 2,500,000
Intergovernmental	4,496,000	4,240,500	18,849,000
Investment income	650,000	330,000	205,900
Miscellaneous-developer contributions	2,118,710		
<b>Total Capital Infrastructure Improvement Fund</b>	<b>\$ 11,114,710</b>	<b>\$ 8,870,500</b>	<b>\$ 21,554,900</b>
<b>ENTERPRISE FUNDS</b>			
<b>Wastewater</b>			
Sewer user charges	\$ 1,393,000	\$ 1,115,850	\$ 1,722,800
Sewer connection fees	1,443,000	1,443,000	980,000
Investment income	35,000		6,300
Miscellaneous/Other		100,000	
<b>Total Wastewater Fund</b>	<b>\$ 2,871,000</b>	<b>\$ 2,658,850</b>	<b>\$ 2,709,100</b>
<b>Total Enterprise Funds</b>	<b>\$ 2,871,000</b>	<b>\$ 2,658,850</b>	<b>\$ 2,709,100</b>
<b>TOTAL ALL FUNDS</b>	<b>\$ 35,905,960</b>	<b>\$ 25,117,083</b>	<b>\$ 37,762,380</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.

**SCHEDULE C**

**TOWN OF SAHUARITA**

Summary by Fund Type of Other Financing Sources/<Uses> and Interfund Transfers  
Fiscal Year 2010

FUND	OTHER FINANCING 2010		INTERFUND TRANSFERS 2010	
	SOURCES	<USES>	IN	<OUT>
<b>GENERAL FUND</b>				
Highway User Revenue Fund	\$	\$	\$	\$ (162,090)
Quail Creek CFD				(11,040)
Capital Infrastructure Improvement Fund			204,000	
Wastewater Enterprise Fund				(2,236,880)
<b>Total General Fund</b>	\$	\$	\$ 204,000	\$ (2,410,010)
<b>SPECIAL REVENUE FUNDS</b>				
Highway User Revenue Fund	\$	\$	\$ 420,090	\$ (600,000)
Quail Creek CFD			11,040	
<b>Total Special Revenue Funds</b>	\$	\$	\$ 431,130	\$ (600,000)
<b>CAPITAL PROJECTS FUNDS</b>				
Capital Infrastructure Improvement Fun	\$	\$	\$ 600,000	\$ (1,994,060)
<b>Total Capital Projects Funds</b>	\$	\$	\$ 600,000	\$ (1,994,060)
<b>ENTERPRISE FUNDS</b>				
Wastewater	\$ 5,954,970	\$	\$ 3,768,940	\$
<b>Total Enterprise Funds</b>	\$ 5,954,970	\$	\$ 3,768,940	\$
<b>TOTAL ALL FUNDS</b>	\$ 5,954,970	\$	\$ 5,004,070	\$ (5,004,070)

**SCHEDULE D**

**TOWN OF SAHUARITA**  
 Summary by Department of Expenditures/Expenses  
 Fiscal Year 2010

FUND/DEPARTMENT	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2009	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2009	ACTUAL EXPENDITURES/ EXPENSES* 2009	BUDGETED EXPENDITURES/ EXPENSES 2010
<b>GENERAL FUND</b>				
Mayor & Council	\$ 196,500	\$	\$ 161,200	\$ 173,510
Town Manager	861,850		681,939	682,790
Law	526,200		475,528	494,450
Town Clerk	320,050	42,000	338,243	249,600
Finance	1,121,200		860,844	1,006,070
Human Resources	236,100		193,717	184,530
Planning & Zoning	440,700		389,686	374,050
Building Safety	1,232,600		960,410	875,420
Parks & Recreation	1,757,250		1,576,915	1,391,540
Public Works	1,067,700		942,376	893,150
Police	5,689,550		5,349,003	5,844,220
Municipal Court	540,450	17,000	529,354	490,000
Non-departmental	622,000		251,050	558,850
Contingency / Reserves	13,841,450	(59,000)	15,384,117	11,039,880
<b>Total General Fund</b>	<b>\$ 28,453,600</b>	<b>\$</b>	<b>\$ 28,094,382</b>	<b>\$ 24,258,060</b>
<b>SPECIAL REVENUE FUNDS</b>				
Highway user Revenue Fund	\$ 1,685,750	\$	\$ 1,381,721	\$ 1,352,540
Local Transportation Assistance Fund	93,950		93,000	91,050
RICO Fund	813,800		37,551	302,170
Quail Creek CFD	2,450,200		1,978,281	1,365,350
<b>Total Special Revenue Funds</b>	<b>\$ 5,043,700</b>	<b>\$</b>	<b>\$ 3,490,553</b>	<b>\$ 3,111,110</b>
<b>CAPITAL PROJECTS FUNDS</b>				
Capital Infrastructure Improvement Fund	\$ 43,065,960	\$	\$ 13,011,705	\$ 36,524,450
<b>Total Capital Projects Funds</b>	<b>\$ 43,065,960</b>	<b>\$</b>	<b>\$ 13,011,705</b>	<b>\$ 36,524,450</b>
<b>ENTERPRISE FUNDS</b>				
Wastewater	\$ 30,789,500	\$	\$ 24,809,528	\$ 12,854,660
<b>Total Enterprise Funds</b>	<b>\$ 30,789,500</b>	<b>\$</b>	<b>\$ 24,809,528</b>	<b>\$ 12,854,660</b>
<b>TOTAL ALL FUNDS</b>	<b>\$ 107,352,760</b>	<b>\$</b>	<b>\$ 69,406,168</b>	<b>\$ 76,748,280</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.

**SCHEDULE E**

**TOWN OF SAHUARITA**  
 Summary by Department of Expenditures/Expenses  
 Fiscal Year 2010

<u>DEPARTMENT/FUND</u>	<u>ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2009</u>	<u>EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2009</u>	<u>ACTUAL EXPENDITURES/ EXPENSES * 2009</u>	<u>BUDGETED EXPENDITURES/ EXPENSES 2010</u>
Police:				
General Fund	\$ 5,689,550	\$	\$ 5,349,003	\$ 5,844,220
RICO Fund	169,600	15,000	37,548	105,000
<b>Department Total</b>	<b>\$ 5,859,150</b>	<b>\$ 15,000</b>	<b>\$ 5,386,551</b>	<b>\$ 5,949,220</b>
Parks & Recreation				
General Fund	\$ 1,757,250	\$	\$ 1,576,915	\$ 1,391,540
Quail Creek CFD Fund	38,350		33,475	33,020
<b>Department Total</b>	<b>\$ 1,795,600</b>	<b>\$</b>	<b>\$ 1,610,390</b>	<b>\$ 1,424,560</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.

**SCHEDULE F**

# Budget for Funds and Departments



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**GENERAL FUND**  
Sources and Uses of Funds

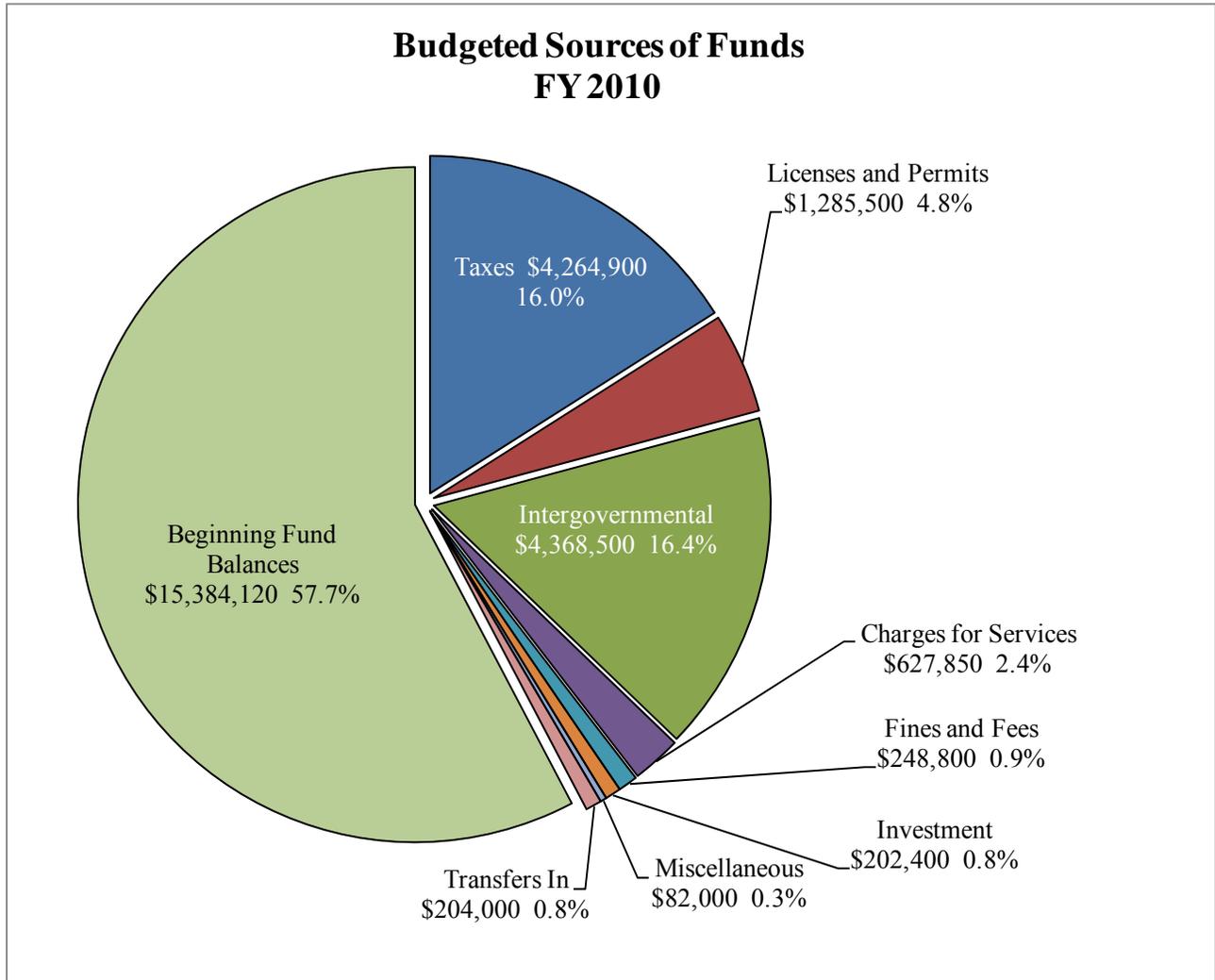
	2008 Actual Amount	2009 Adopted Budget    Amended Budget		Estimated Actual	2010 Adopted Budget	% Change From Amended	% Change From 2009 Estimate
<b><u>SOURCES</u></b>							
<b>REVENUES:</b>							
Taxes	\$ 3,874,264	\$ 4,384,000	\$ 4,384,000	\$ 4,022,800	\$ 4,264,900	-2.7%	6.0%
Licenses and Permits	2,901,993	2,277,000	2,277,000	1,974,850	1,285,500	-43.5%	-34.9%
Intergovernmental	4,305,673	4,579,650	4,579,650	4,206,348	4,368,500	-4.6%	3.9%
Charges for Services	679,440	947,700	947,700	932,375	627,850	-33.8%	-32.7%
Fines and Fees	256,556	300,000	300,000	226,750	248,800	-17.1%	9.7%
Investment	504,293	450,000	450,000	300,000	202,400	-55.0%	-32.5%
Miscellaneous	122,470	111,000	111,000	93,096	82,000	-26.1%	-11.9%
Subtotal: Revenues	12,644,689	13,049,350	13,049,350	11,756,219	11,079,950	-15.1%	-5.8%
<b>OTHER SOURCES:</b>							
Loans to Other Funds	-	-	-	-	(2,236,880)	100.0%	100.0%
Transfers In	651,950	3,504,650	3,504,650	3,450,650	204,000	-94.2%	-94.1%
Transfers Out	-	(186,450)	(186,450)	-	(173,130)	-	-
Subtotal: Other Sources	651,950	3,318,200	3,318,200	3,450,650	(2,206,010)	-166.5%	-163.9%
<b>BEGINNING FUND BALANCES:</b>							
Designated for Hospital Contribution	400,000	600,000	600,000	600,000	800,000	33.3%	33.3%
Unrestricted	11,183,616	11,486,050	11,486,050	12,287,516	14,584,120	27.0%	18.7%
Subtotal: Beginning Fund Balances	11,583,616	12,086,050	12,086,050	12,887,516	15,384,120	27.3%	19.4%
<b>TOTAL SOURCES</b>	<b>\$24,880,255</b>	<b>\$28,453,600</b>	<b>\$28,453,600</b>	<b>\$28,094,385</b>	<b>\$24,258,060</b>	<b>-14.7%</b>	<b>-13.7%</b>
<b><u>USES</u></b>							
<b>CURRENT EXPENDITURES:</b>							
Mayor and Council	\$ 184,444	\$ 196,500	\$ 196,500	\$ 161,200	\$ 173,510	-11.7%	7.6%
Town Manager	821,625	861,150	861,150	681,939	682,790	-20.7%	0.1%
Law	461,634	534,700	534,700	475,528	494,450	-7.5%	4.0%
Town Clerk	240,684	320,050	347,550	338,243	249,600	-28.2%	-26.2%
Finance	875,206	1,121,200	1,121,200	860,844	1,006,070	-10.3%	16.9%
Human Resources	176,967	236,100	236,100	193,717	184,530	-21.8%	-4.7%
Planning & Zoning	309,176	440,700	440,700	389,686	374,050	-15.1%	-4.0%
Building Safety	1,321,886	1,232,600	1,232,600	960,410	875,420	-29.0%	-8.8%
Parks and Recreation	1,577,739	1,763,150	1,763,150	1,576,915	1,391,540	-21.1%	-11.8%
Public Works-Admin/Engineering	728,408	573,300	573,300	501,237	437,990	-23.6%	-12.6%
Public Works-Facilities	225,934	494,400	494,400	441,139	455,160	-7.9%	3.2%
Police	4,477,610	5,747,650	5,747,650	5,349,003	5,844,220	1.7%	9.3%
Municipal Court	498,603	540,450	557,450	529,354	490,000	-12.1%	-7.4%
Non-Departmental	92,823	622,000	622,000	251,050	558,850	-10.2%	122.6%
Subtotal: Current Expenditures	11,992,739	14,683,950	14,728,450	12,710,265	13,218,180	-10.3%	4.0%
<b>ENDING FUND BALANCES:</b>							
Undesignated Contingency Reserves	9,018,426	9,047,363	8,955,539	11,228,147	6,558,570	-26.8%	-41.6%
Designated for Reserves	3,269,090	3,922,287	3,969,611	3,355,973	3,481,310	-12.3%	3.7%
Designated for Hospital Contribution	600,000	800,000	800,000	800,000	1,000,000	25.0%	25.0%
Subtotal: Ending Fund Balances	12,887,516	13,769,650	13,725,150	15,384,120	11,039,880	-19.6%	-28.2%
<b>TOTAL USES</b>	<b>\$24,880,255</b>	<b>\$28,453,600</b>	<b>\$28,453,600</b>	<b>\$28,094,385</b>	<b>\$24,258,060</b>	<b>-14.7%</b>	<b>-13.7%</b>

## GENERAL FUND

### Revenues Detail

	2008	2009			2010	% Change	% Change
	Actual Amount	Adopted Budget	Amended Budget	Estimated Actual	Adopted Budget	From Amended	From 2009 Estimate
<b>TAXES:</b>							
City Sales Tax	\$ 3,600,370	\$ 4,096,000	\$ 4,096,000	\$ 3,721,600	\$ 3,940,700	-3.8%	5.9%
Cable Franchise Fee	175,086	192,000	192,000	200,800	216,150	12.6%	7.6%
Gas Franchise Fee	98,808	96,000	96,000	100,400	108,050	12.6%	7.6%
Subtotal: Taxes	3,874,264	4,384,000	4,384,000	4,022,800	4,264,900	-2.7%	6.0%
<b>LICENSES AND PERMITS:</b>							
Building Permit Fees	2,873,018	2,227,000	2,227,000	1,933,500	1,244,500	-44.1%	-35.6%
Business Licenses	28,975	50,000	50,000	41,350	41,000	-18.0%	-0.8%
Subtotal Licenses and Permits	2,901,993	2,277,000	2,277,000	1,974,850	1,285,500	-43.5%	-34.9%
<b>INTERGOVERNMENTAL:</b>							
State Sales Tax	1,285,736	1,265,350	1,265,350	1,180,300	968,000	-23.5%	-18.0%
Urban Revenue Sharing (State Income Tax)	1,968,813	2,062,300	2,062,300	2,062,300	1,625,600	-21.2%	-21.2%
Vehicle License Tax	617,476	670,000	670,000	579,500	512,650	-23.5%	-11.5%
Federal Grants & Contributions	217,116	236,000	236,000	156,471	875,550	271.0%	459.6%
State Grants & Contributions	77,492	210,000	210,000	96,527	254,700	21.3%	163.9%
Local Grants & Contributions	670	-	-	-	-	-	-
Landfill Tipping Fees	136,047	134,000	134,000	129,400	130,000	-3.0%	0.5%
Fill-the-Gap Funds - Court	2,323	2,000	2,000	1,850	2,000	0.0%	8.1%
Subtotal: Intergovernmental	4,305,673	4,579,650	4,579,650	4,206,348	4,368,500	-4.6%	3.9%
<b>CHARGES FOR SERVICES:</b>							
Development Fees	261,605	248,000	248,000	256,500	211,150	-14.9%	-17.7%
Recreation Fees	122,819	174,000	174,000	135,000	155,000	-10.9%	14.8%
Police Department Fees	5,156	8,700	8,700	15,000	15,200	74.7%	1.3%
Indirect Cost Recovery	289,860	517,000	517,000	525,875	246,500	-52.3%	-53.1%
Subtotal Charges for Services	679,440	947,700	947,700	932,375	627,850	-33.8%	-32.7%
<b>FINES AND FEES:</b>							
Court Fines and Fees	256,556	300,000	300,000	226,750	248,800	-17.1%	9.7%
Subtotal Fines and Fees	256,556	300,000	300,000	226,750	248,800	-17.1%	9.7%
<b>OTHER:</b>							
Investment Income	504,293	450,000	450,000	300,000	202,400	-55.0%	-32.5%
Donations-Private Organizations	19,800	61,000	61,000	67,775	67,000	9.8%	-1.1%
Proceeds from the Disposition of Assets	51,237	35,000	35,000	8,821	-	-100.0%	-100.0%
Miscellaneous Revenues	51,433	15,000	15,000	16,500	15,000	0.0%	-9.1%
Subtotal: Other Income	626,763	561,000	561,000	393,096	284,400	-49.3%	-27.7%
<b>TOTAL REVENUES</b>	<b>\$ 12,644,689</b>	<b>\$ 13,049,350</b>	<b>\$ 13,049,350</b>	<b>\$ 11,756,219</b>	<b>\$ 11,079,950</b>	<b>-15.1%</b>	<b>-5.8%</b>

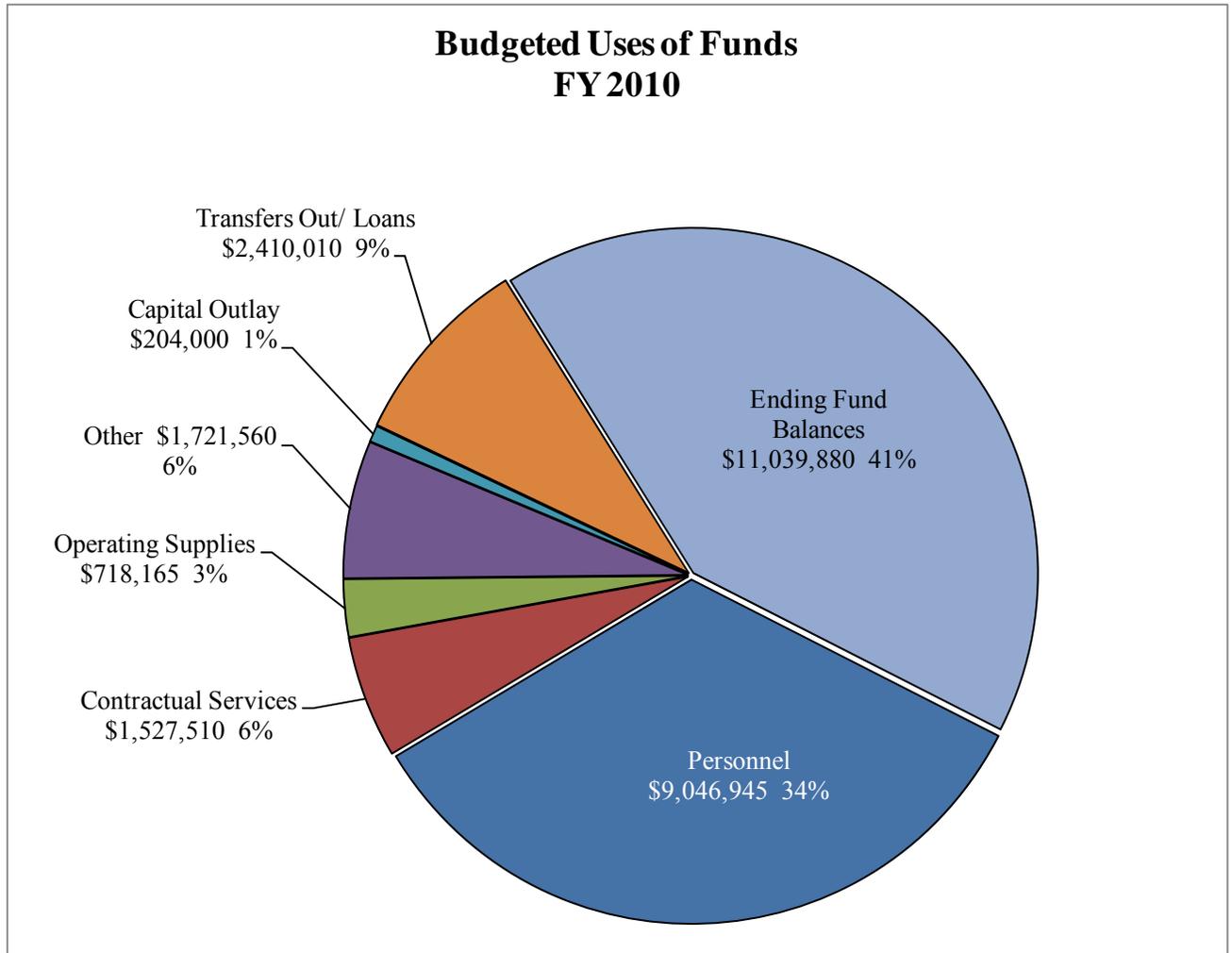
**GENERAL FUND**  
Funding Sources and Uses  
Fiscal Year 2010



**Funding Sources**

The General Fund is funded from a combination of revenues, long-term debt borrowings, transfers, and beginning fund balances. Beginning fund balances, which represent available resources accumulated from prior years, provide more than half (\$15.3 million) of the total funding sources for the General Fund.

**GENERAL FUND**  
Funding Sources and Uses  
Fiscal Year 2010



**Funding Uses**

Expenditures and other uses are classified by type. Approximately 41% (\$11 million) of the budgeted sources are not expected to be spent during the year and, therefore, will be the fund balances at year-end. These funds represent contingency reserves, however, and may be used for emergencies, unforeseen events and opportunities with the approval of Town Council.

## Mayor and Council Department Summary

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### GENERAL INFORMATION

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The Town Council is comprised of seven elected officials of the Town, one of whom is designated as Mayor, and one of whom is designated as Vice-Mayor. Council members serve four-year, overlapping terms. The Town Council establishes goals to be carried out by the municipal staff. It adopts public policies and an annual budget to meet community needs. All powers of the Council are exercised by ordinance, resolution, order or motion.

- Participated in the Arizona Rural Policy Forum regarding affordable housing, work force training, recruitment and retention of health care professionals and economic impact on drug abuse in rural Arizona.
- Established a policy for a community garden at Anamax Park.
- Awarded certificates for years of service in the Arizona League of Cities and Towns.
- Served on the executive Committee of the Arizona League of Cities and Towns.

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### MISSION

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The Mayor and Council are responsible for setting public policy that establishes the direction necessary to meet community needs. The Mayor and Council interact with local citizens on a regular basis, which requires their attendance to numerous community functions.

- Attended Sahuarita Teen Advisory Committee meetings.
- Participated as Chair of the State Housing Commission and shared information relating to foreclosure statistics in Arizona and the Sahuarita as well as housing trends.
- Participated in the Annual Conference of the AZ League of Cities and Towns.
- Approved a resolution to join the Pima County Free Library District.

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### FY 2009 ACCOMPLISHMENTS

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- Developed a concept plan for a newcomers program for new residents to the Town of Sahuarita.
- Modified the organizational structure of the Town providing that the Town Clerk shall be appointed and supervised by the Town Manager.
- Participated in Congresswoman Giffords' Water Town Hall.

- Authorized the Town to enter into a one year contract with Community Investment corporation and Chicanos Por La Causa through a cooperative purchasing agreement with the City of Tucson to established the Sahuarita Workforce Housing Down payment Assistance Program.
- Mayor gave first State of the Town of Sahuarita address.

## Mayor and Council Department Summary

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- Attended Water Users of Southern Arizona meeting.
- Mayor attended a Kick-Off of Tucson Values Teachers.
- Approved 8 General Plan Amendments
- Established a Joint Enterprise Zone through an IGA with Pima County, COT, City of South Tucson, and Town of Marana.
- Adopted the Strategic Plan for Economic Development.
- Held Special Legislative Meeting with Representative Gowan and Senator Paton regarding legislation affect the Town.
- Attended a Leadership Exchange Conference on Economic Development.
- Approved investigating the costs associated with an underpass in the vicinity of SUSD as part of the Sahuarita Road improvement project.
- Approved two requests to forward to Congresswoman Giffords' office for 2010 appropriations funding for Sahuarita Road improvements and Quail Creek Crossing Road Extension.
- Participated in the Mayor's Action Challenge for Children and Families.
- Participated in the City of Tucson Mayor's Alliance for Health and Wellness.
- Attended Forums on the Stimulus Package to understand how the Town can participate in the State funding, funding from agencies and departments and funding from grants.
- Held Joint Study Session with Parks and Recreation Commission to discuss the feasibility study for Anamax Park Pool and Recreation Center Complex, Phase 2 and 3 of the Anamax Park Master Plan.
- Attended National League of Cities Congressional City Conference.
- Proclamations
  - o Parks and Recreation Month (July 1-31, 2008)
  - o Family Day – A Day to Eat Dinner with Your Children (August 25, 2008)
  - o National Patriotism Week (September 11-15, 2008)
  - o Fire Prevention Week (October 5-11, 2008)
  - o Arizona Cities and Towns Week (October 12-18, 2008)
  - o Read Across America Program (March 2, 2009)
  - o Celebrate the Kids Festival ( April 19-25, 2009)
  - o Silver Star Banner Day (May 1, 2009)
  - o Youth Week (May 3-9, 2009)
  - o Rancho Sahuarita – 5<sup>th</sup> Best Selling Master Planned Community in the Nation (May 26, 2009)

## Mayor and Council Department Summary

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### FY 2010 GOALS AND OBJECTIVES

The Town Council also strives to accomplish the following:

- Seek ways to improve the overall quality of life in the Town.
- Lobby legislators for Town needs with respect to funding requests.
- Encourage the dissemination of objective information for Council decision-making purposes.
- Question and evaluate municipal services with respect to the level of quality provided to citizens.
- Focus upon results and successful achievement of Council goals within the adopted budget.
- Execute the decision-making process in a transparent fashion through public study sessions and hearings.
- Support professional development training among election officials and Town staff to ensure the effective and efficient performance of duties.
- Support programs that reduce the depletion of the groundwater table and educate about water conservation or reuse.
- Participate in regional planning and regional issues to protect the environment.
- Promote recycling initiatives within Town Hall and through the Town and seek out opportunities and programs for waste reduction.
- Provide priorities for the Environmental Action committee to address
- Collaborate with regional partners to create complimentary economic development strategies
- Identify options for supporting short and long-term economic development.
- Promote opportunities for citizen participation and teamwork with Council Members.
- Foster open communication and accessibility in responding to constituent needs.
- Adopt vision statements, priorities and strategic initiatives for use in directing staff and to refer to in decision making process.
- Advocate for high priority Town projects to be placed on upcoming County bond elections.
- Seek partners to build a permanent public library within the Town.
- Create a sustainable budget for the Youth Council.
- Research and implement alternative energy sources wherever possible.
- Organize, maintain, and track projects of special interest relating to Council interests/duties.

## Mayor and Council Department Summary

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### **BUDGET HIGHLIGHTS**

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This following items have a significant impact relative to the department's budget:

#### **Town Memberships**

- Arizona League of Cities and Towns
- Pima Association of Governments
- Tucson Regional Economic Opportunities (TREO)
- National League of Cities and Towns
- Arizona Town Hall

#### **Programs**

- Sahuarita Teen Council
- Council Retreats

## Mayor and Council Department Summary

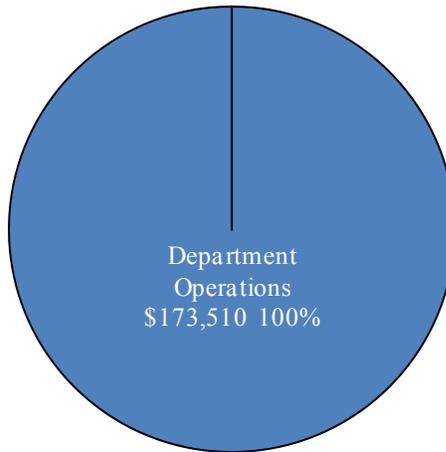
	FY 2008 Actual Amount	FY 2009 Adopted Budget	FY 2009 Amended Budget	FY 2009 Estimated Amount	FY 2010 Adopted Budget
<b>Expenditures by Program</b>					
Department Operations	\$ 184,444	\$ 196,500	\$ 196,500	\$ 161,200	\$ 173,510
Capital Outlay					
<b>Expenditure Total</b>	\$ 184,444	\$ 196,500	\$ 196,500	\$ 161,200	\$ 173,510

	FY 2008 Actual Amount	FY 2009 Adopted Budget	FY 2009 Amended Budget	FY 2009 Estimated Amount	FY 2010 Adopted Budget
<b>Expenditures by Category</b>					
Personnel	\$ 59,702	\$ 66,500	\$ 66,500	\$ 62,126	\$ 63,310
Contractual Services	1,080	10,000	10,000	1,282	
Operating Supplies	20,878	8,500	8,500	5,282	5,150
Other	102,784	111,500	111,500	92,510	105,050
Capital Outlay					
<b>Expenditure Total</b>	\$ 184,444	\$ 196,500	\$ 196,500	\$ 161,200	\$ 173,510

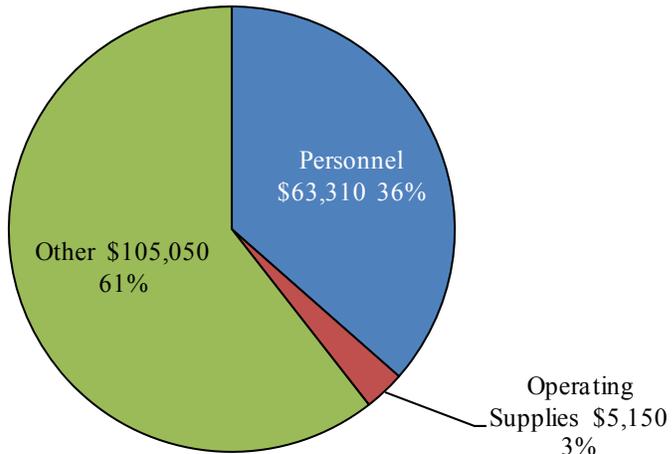
Position Classification	FY 2010 Pay Range	Number of Personnel			
		FY 2008 Amended	FY 2009 Adopted	FY 2009 Amended	FY 2010 Adopted
Mayor	\$800/month	1	1	1	1
Vice-Mayor	\$600/month	1	1	1	1
Council Members	\$500/month	5	5	5	5
<b>Total Positions</b>		7	7	7	7

## Mayor and Council Department Summary

### MAYOR AND COUNCIL DEPARTMENT Expenditures by Program FY 2010



### MAYOR AND COUNCIL DEPARTMENT Expenditures by Category FY 2010



## Town Manager Department Summary

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### GENERAL INFORMATION

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#### **Administration**

The Town Manager is responsible for providing professional leadership in administering the programs and policies established by the Mayor and Council. The Manager informs and advises the Council on the affairs of the Town, studies and proposes alternative solutions to community needs for Mayor and Council consideration, prepares and implements the annual financial plan, and coordinates the activities of all departments under his authority to provide effective services.

#### **Communications**

Communications ensures that citizens, businesses and other key stakeholders have opportunities to learn about and participate in their Sahuarita Town government through education and outreach activities and special events. Communications works closely with the Sahuarita Town Council, staff members, residents and other stakeholders to enhance interaction and information sharing, leading to a more cohesive and informed community.

#### **Economic Development**

Economic Development works to attract and retain desired economic growth of appropriate commercial and industrial development through interaction with company representatives, landowners, real estate brokers, governmental agencies, the

Economic Development Commission, and Town Staff.

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### MISSION

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#### **Administration**

To direct and coordinate Town staff to provide effective, efficient, and equitable implementation of Council policies and programs, while delivering the highest level of customer service; and to provide representation of Town Council policies to citizens, other governmental agencies/jurisdictions, and other entity to the accomplishment of directives established by the Town Council.

#### **Communications**

To enhance communication and interaction between the Sahuarita Town Council, staff members, community leaders, residents and other stakeholders; and to build awareness of and participation in the Town of Sahuarita government.

#### **Economic Development**

To identify, evaluate, and implement plans and procedures to enhance economic development opportunities available to the Town of Sahuarita to meet the needs of residents, businesses and those parties committed to economic prosperity.

## Town Manager Department Summary

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### FY 2009 ACCOMPLISHMENTS

#### Administration

- Finalized the Annexation Process, fees, and forms.
- Instituted Town Hall Recycling Program.
- Tracked the volume of recyclables diverted from the landfill.
- Implemented Affordable Housing Program for qualified homebuyers.
- Produced monthly Newsletters mailed to all Town residents to communicate Town activities and meetings and ways to get involved.
- Conducted the Town's first Citizen's Leadership Academy for 16 participants.
- Assessed and evaluated current Town Code user fees to insure adequate recovery of costs for services.
- Coordinated review and public notification of proposed User Fees.
- Modified organizational structure to allow for Town Clerk to report directly to the Town Manager.
- Filled key vacant positions of Public Works Director and Town Clerk.
- Coordinated submission of Appropriations Funding Requests.
- Organized meetings with our representatives to the Arizona legislature to discuss legislation affecting the Town.
- Coordinated Mayor's Action Challenge for Children and Families.

- Provided staff support to the Mayor and Town Council.
- Coordinated Mayor's Sahuarita Health Living webpage in conjunction with the Mayor's Global Alliance organization.
- Coordinated the Town non-profit grant allocation process overseeing the distribution of grant funding to five non-profit organizations serving Town residents.
- Continued coordinating the evolving Development Services Group for the purpose of streamlining planning and building safety processes to provide more user-friendly and efficient customer service.
- Assisted Mayor and Town Council with strategy for lobbying legislators for federal funding requests for the Town.

#### Communications:

- Produced monthly Town newsletters that are distributed to all Town residents and businesses with timely information about the Town and ways to get involved.

#### Economic Development:

- Authored the Strategic Plan for Economic Development for the Town of Sahuarita focusing on the creation of wealth for the community and the

## Town Manager Department Summary

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recruitment of higher wage jobs. Presented the plan to the Town Council in 3 Study Sessions.

- Researched and developed an economic development tools “kit” relative to recruitment of higher wage companies.
- Expanded and enhanced the Economic Development section of the town’s website with creative and technical assistance from the Senior Office Assistant in the Town Manager’s Dept. Reorganized content to target site selectors looking for new locations.
- Planned and organized the first conference on Modern Economic Development in the Town of Sahuarita, with TREO facilitating, featuring speakers from Phoenix and Tucson to brief land owners regarding opportunities and ROI relative to land use for employment centers.
- Continued follow up work relative to the Buxton *Community ID* report for retail development.
- Provided support to the Chesapeake Group who conducted a retail assessment in conjunction with the Fiscal Impact report.
- Participated in the TREO team to develop a regional Shovel Ready program with Fast Track Permitting for industrial land uses. Worked with the town’s Development Service staff to secure support for the program to be implemented in the town.
- Worked with Mayor and Council Members, Dept. Heads, and support staff to create a Positioning Statement

for the town to facilitate decision making consistent with the town’s Vision Statement.

- Represented the town on the Pima County Real Estate Research Council Board of Directors, the Strategic Planning Committee for the Carondelet Health Network, the Community Action Group monitoring the Freeport McMoRan Work Plan to mitigate sulfate levels in potable water, the Freeport McMoRan Community Partnership, the Green Valley-Sahuarita Chamber of Commerce Economic Development Committee, and attended the City/Counter Water Wastewater Oversight Committee meetings for Phase 1 and USC/PUG regional water meetings.
- Provided information and responded to requests from individuals, businesses, and organizations regarding development activities and programs.
- Provided staff support to the Economic Development Commission.

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### **FY 2010 GOALS AND OBJECTIVES**

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#### **Administration**

- Provide organizational leadership and management to achieve goals set by Mayor and Council.
- Make presentations to the community on Town related issues and priorities.

## Town Manager Department Summary

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- Hire, train, and maintain a highly productive, service-oriented work force.
  - Coordinate Mayor and Council and staff efforts to foster the development of community partnerships and intergovernmental relationships to benefit the Town of Sahuarita.
  - Ensure that citizens and employees are treated with dignity and respect.
  - Represent the Town's interests with other governmental and non-governmental entities at the federal, state, regional and local levels.
  - Apprise Mayor and Council of municipal activities through periodic briefings, meetings and other appropriate written documents.
  - Promote opportunities for communication with citizens to engage them in the decision-making process.
  - Improve the Town's efforts of educating employees to be informed and knowledgeable about Town priorities and goals.
  - Provide thorough, objective information that is helpful to Mayor and Council for use in decision-making.
  - Search for opportunities that identify new revenue sources, recommending viable options to Town council.
  - Develop a recognition program to acknowledge outstanding staff contributions/performances.
  - Oversee development and administration of strategic plans, organizational work plans, and special programs aligned with priorities established by Mayor and Council and the community
  - Allocate and manage resources in accordance with Mayor and Council direction and efficient implementation of the General Plan.
  - Systematically monitor and report on performance and progress to ensure accountability and to attain desired outcomes
  - Pursue strategies to become a more results-oriented organization with a sustainable future.
  - Provide infrastructure and services for the current and future needs of the citizens to maintain a better overall quality of life in Sahuarita.
  - Increase communication among Town employees to better coordinate resources and meet the needs of the workforce and the community.
  - Present a welcoming, positive, and professional image for the Town in all interactions.
  - Analyze best practices of other municipal operations to update and improve Town practices, policies and procedures on a continuous basis.
- Communications:**
- Produce monthly Town newsletters and distribute to all Town residents and businesses with timely information about the Town and ways to get involved.

## Town Manager Department Summary

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### Economic Development

- Priority economic development goals for the FY 09/10 have been determined based on the Implementation Plan contained in the Strategic Plan for Economic Development:
  - ◇ Develop a domestic and global perspective relative to the town's economic development
  - ◇ Identify specific sites to be utilized for the purpose of long term economic development in Sahuarita, generating revenues for the town and employment for residents and others
  - ◇ Develop a targeted plan for the recruitment of higher wage jobs
  - ◇ Utilize the town's website as the marketing communications vehicle of choice, directing potential clients to the site for information relative to economic development
  - ◇ Coordinate infrastructure and land use planning in the early stages to ensure economic development success
  - ◇ Manage the selective and prudent use of economic development tools
  - ◇ Advocate opportunities for policies regarding the use of green building technology, tourism as a component of economic development, a town water strategy, tourism infrastructure development, and a state of the art, town-wide, communications infrastructure
- Continue retail development follow up with key prospects identified in the Buxton *Community ID* study and the Retail Assessment completed by the Chesapeake Group.
- Monitor progress of the Pima County Bond Advisory Committee relative to a potential Bond Election in 2010 to ensure that the Sahuarita Public Library is included in the final recommendations.
- Identify potential shovel ready sites for future light industrial/business park development.
- Continue representing the town on the Pima County Real Estate Research Council Board of Directors, the Carondelet Health Network Strategic Planning Committee, the Community Advisory Group and the Community Partnership with Freeport McMoRan, the Green Valley-Sahuarita Chamber of Commerce Economic Development Committee, and attendance at USC/PUG regional water meetings.
- Provide staff support to the town's Economic Development Commission with a focus on refining target industries for higher wage job recruitment.
- Stay abreast of local, national, and global economic development trends and best practices that could impact Sahuarita through selected conference and meeting participation, including the International Economic Development Council (IEDC), the Arizona

## Town Manager Department Summary

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Association of Economic Developers (AAED), Tucson Regional Economic Opportunities (TREO), and the International Conference of Shopping Centers (ICSC).

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### **BUDGET HIGHLIGHTS**

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The following items have a significant impact relative to the department's budget:

#### **Personnel**

- Eliminate Communications Manager Position

#### **Operating Supplies**

- Monthly Town-Wide Newsletter (Comm)

#### **Other**

- Citizens Leadership Academy Program

## Town Manager Department Summary

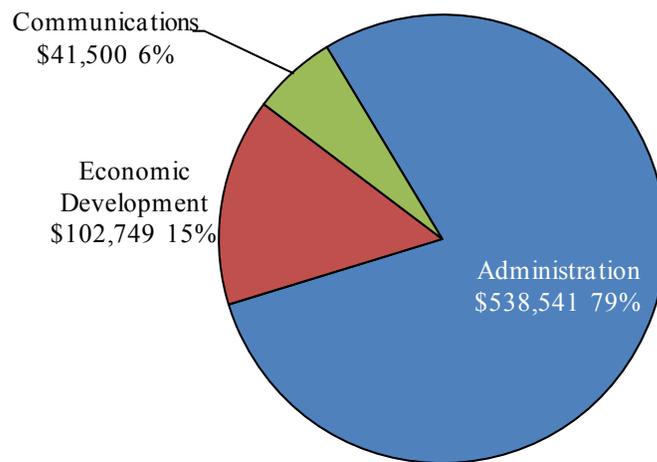
Expenditures by Program	FY 2008	FY 2009	FY 2009	FY 2009	FY 2010
	Actual Amount	Adopted Budget	Amended Budget	Estimated Amount	Adopted Budget
Administration	\$ 488,176	\$588,650	\$588,650	\$537,070	\$ 538,541
Economic Development	191,287	118,750	118,750	103,072	102,749
Communications	142,162	153,750	153,750	41,797	41,500
Capital Outlay					
<b>Expenditure Total</b>	<b>\$ 821,625</b>	<b>\$861,150</b>	<b>\$861,150</b>	<b>\$ 681,939</b>	<b>\$ 682,790</b>

Expenditures by Category	FY 2008	FY 2009	FY 2009	FY 2009	FY 2010
	Actual Amount	Adopted Budget	Amended Budget	Estimated Amount	Adopted Budget
Personnel	\$ 632,056	\$726,450	\$726,450	\$597,562	\$ 592,690
Contractual Services	90,779	29,350	29,350	5,842	23,000
Operating Supplies	49,981	65,050	65,050	46,710	36,300
Other	48,809	40,300	40,300	31,825	30,800
Capital Outlay					
<b>Expenditure Total</b>	<b>\$ 821,625</b>	<b>\$861,150</b>	<b>\$861,150</b>	<b>\$ 681,939</b>	<b>\$ 682,790</b>

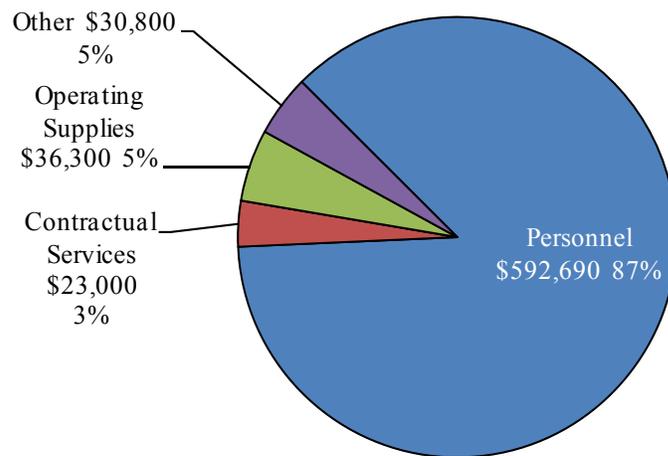
Position Classification	FY 2010 Pay Range	Authorized Positions (FTE)			
		FY 2008 Amended	FY 2009 Adopted	FY 2009 Amended	FY 2010 Adopted
<b>Administration</b>					
Town Manager	93	1.00	1.00	1.00	1.00
Assistant Town Manager	86	1.00	1.00	1.00	1.00
Management Analyst	53	1.00	1.00	1.00	1.00
Executive Assistant	47	1.00	1.00	1.00	1.00
Sr. Office Assistant	36	1.00	1.00	1.00	1.00
<b>Economic Development</b>					
Economic Development Mgr.	61	1.00	1.00	1.00	1.00
<b>Communications</b>					
Communications Manager	N/A	1.00	1.00	1.00	0.00
Neighborhood Outreach Coord.	N/A	1.00	0.00	0.00	0.00
<b>Total Positions</b>		<b>8.00</b>	<b>7.00</b>	<b>7.00</b>	<b>6.00</b>

## Town Manager Department Summary

### TOWN MANAGER DEPARTMENT Expenditures by Program FY 2010



### TOWN MANAGER DEPARTMENT Expenditures by Category FY 2010



## Department of Law Summary

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### GENERAL INFORMATION

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The Department of Law consists of two divisions, Civil and Criminal, both supervised by the Town Attorney, who reports directly to the Mayor and Council.

#### Civil Division

The Civil Division provides general legal advice and assistance to the Town's Mayor and Council, as well as the officers and staff. This division is responsible for assuring that the Town staff follows federal, state and local law, negotiating on behalf of the Town, and consulting with staff regarding the various legal issues that confront them during the performance of their duties. This includes reviewing documents to ensure their legal sufficiency and validity, as well as the protection they provide to the Town. The Civil Division also provides written legal opinions in response to questions posed by Town staff, and is required by law to approve all contracts, intergovernmental agreements, resolutions and ordinances.

Included in the Civil Division are outside legal services. When necessary, the Department of Law coordinates with special counsel hired by the Town for a particular project or purpose. The Town Attorney will oversee the work of special counsel, and regularly report the special counsel's progress to the Town council and

staff. Currently the Town contracts with outside firms for water issues, bond (financial) issues, annexation agreements, and some personnel issues.

#### Criminal Division

The Criminal Division is contracted to the Benavidez Law Group, P.C. The Benavidez Law Group also provides all overhead related to the Criminal Division, including paralegal and legal secretary support.

This division prosecutes crimes in the Sahuarita Municipal Court, which has jurisdiction over misdemeanor crimes occurring within the Town limits. The staff of the Criminal Division works with the officers and staff of the Sahuarita Police Department in the investigation, charging and prosecution of criminal cases within the Town. The Criminal Division also upholds the rights of crime victims within the Town, by keeping them informed of the progress of their cases and allowing them meaningful input.

A cost and feasibility study conducted early in 2009 found that it is still appropriate to outsource prosecution services. During the 2009-2010 fiscal year, a cost and feasibility analysis will again be conducted in order to determine if the 2010-2011 Fiscal Year is the appropriate time to establish an in-house Criminal Division.

## Department of Law Summary

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### MISSION

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*Salus populi suprema est lex.*

(The people's good is the highest law.)

The Department of Law strives to furnish quality legal services to assist the Town in accomplishing its vision of providing a high quality of life and a productive economic environment, while keeping the traditions of the past alive. The Department of Law will provide high quality legal services to the Mayor, Town Council, and Town Departments in an ethical, timely, and cost effective manner.

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### FY 2009 ACCOMPLISHMENTS

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- As part of the 2008/2009 budget, the Department of Law, which consisted of only the Town Attorney and a paralegal, was authorized to expand staff by hiring a Senior Office Assistant. In July, 2009, this position was filled, and the addition of an efficient person in this position has enabled the Department of Law to produce considerably more work, and to work and perform more effectively and efficiently.
- In mid-2008, the Department of Law implemented a new computerized document management system, known as CityLaw. This system tracks

everything related to tasks assigned to attorneys and staff, litigation matters, open and closed files, and contracts, intergovernmental agreements, and other agreements. When the Criminal Division is brought in-house, an additional module to the software will track all information related to prosecution cases. The implementation of this system has enabled the Civil Division of the department to better track files, litigation cases, and assigned tasks, maintain statistics on efficiency and division of responsibilities, and to operate in a virtually paperless manner.

- As part of the implementation of the new computerized document management system, the Department of Law implemented an additional module which provides computerized contract tracking. This module numbers every contract, intergovernmental agreement, and other agreement that the Town enters into, and assures the completion of the many steps necessary to properly complete and finalize a contract. Thus, with the click of a mouse we are able to obtain significant data about every contract, including confirmation that it has been properly executed by all parties, distributed to all parties, recorded if necessary, and that all insurance and other requirements are met.

## Department of Law

### Summary

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- Throughout the fiscal year the Department of Law continued its aggressive effort to update and standardize all contracts used by the various Town departments. At this point, almost all contracts regularly used by the various Client Departments have been standardized and updated to better protect the Town and to include various legally required provisions.
- The Department of Law worked with the Town Manager's Department to establish policies and procedures for the annexation of property into the Town Limits, to implement a Workforce Housing Program, and various other significant projects.
- The Town Attorney, Paralegal, and Senior Office Assistant attended various continuing legal education seminars and conferences regarding a variety of topics, such as water law, contractors' certificates of insurance, Public Records and Open Meeting Law.
- problems, complaints, questions and inquiries, making it easier for each department to meet its goals and objectives.
- We will continue our ongoing efforts to evaluate and refine the document review policy as necessary to ensure requests for legal opinions, contracts, agreements, and other documents are returned within the requested timeframe. **(LU-1; LU-2; LU-3; LU-4; LU-5; GA-1; CIR-1; PFS-1; PFS-2; REC-1; REC-2; ENV-1; WR-1; CD-1)**
- To ensure optimal efficiency, we will assure that all work is delegated to the correct level of responsibility in order to best serve the needs of the Town.
- The Town Attorney will continue to make presentations on the laws relating to open meetings, records retention and conflict of interest. These presentations will be made to the Economic Development Commission, Parks & Recreation Commission, Planning & Zoning Commission, and other Town committees subject to these laws, as these groups obtain new members.

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#### **FY 2010 GOALS AND OBJECTIVES**

##### **Civil Division**

- Our primary goal is to maintain a strong partnership with the Mayor and Town Council in order to accomplish their priorities.
- We will continue to assist Client Departments with timely resolution of
- We will continue to educate the Town Council and staff on complex issues related to the Arizona open meeting laws, to assure strict compliance by the Town.
- This year we will again work closely with the human resources department

## Department of Law

### Summary

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to minimize the Town's exposure to adverse consequences from personnel decisions.

- We will continue with periodic revisions to the newly codified Town Code, to correct errors and keep it up to date.
- The Department of Law will prepare appropriate and legally valid contracts and other documents as needed by the Town and, when needed, assist the Town in negotiation of contracts. (LU-1; LU-2; LU-3; LU-4; LU-5; GA-1; CIR-1; PFS-1; PFS-2; REC-1; REC-2; ENV-1; WR-1; CD-1)
- This year we will continue to standardize the process and format for bid packages, consultant contracts and other professional services contracts. (GA-1; CIR-1; PFS-1; PFS-2; REC-1; REC-2; ENV-1; WR-1; CD-1)
- In order to minimize risk, we plan to establish a policy regarding e-mail usage by all Town employees which assures professionalism and compliance with retention and destruction laws.
- The Town Attorney will continue to attend all meetings of the Town's Mayor and Council and selected boards and committees, as requested by the Town Council or Town Manager.

#### Criminal Division

- Although we plan to continue to outsource the prosecution services, the

Town Attorney will increase his direct supervision of the criminal division.

- All files will be moved from the outside attorney's office to the Department of Law, and the files will be managed by current Department of Law staff.
- All mail, calls, and other contact will be sent to the Department of Law instead of the outside law firm's offices.
- The Prosecutor will maintain regular office hours at Town Hall, and will perform most of the prosecution duties at this location.
- The Criminal Division will perform all duties necessary to successfully prosecute all state and local misdemeanors within the Town's jurisdiction.

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### BUDGET HIGHLIGHTS

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The following items have a significant impact relative to the department's budget:

#### Contractual Services

- Prosecution Services
- Public Defender
- Other specialized legal services

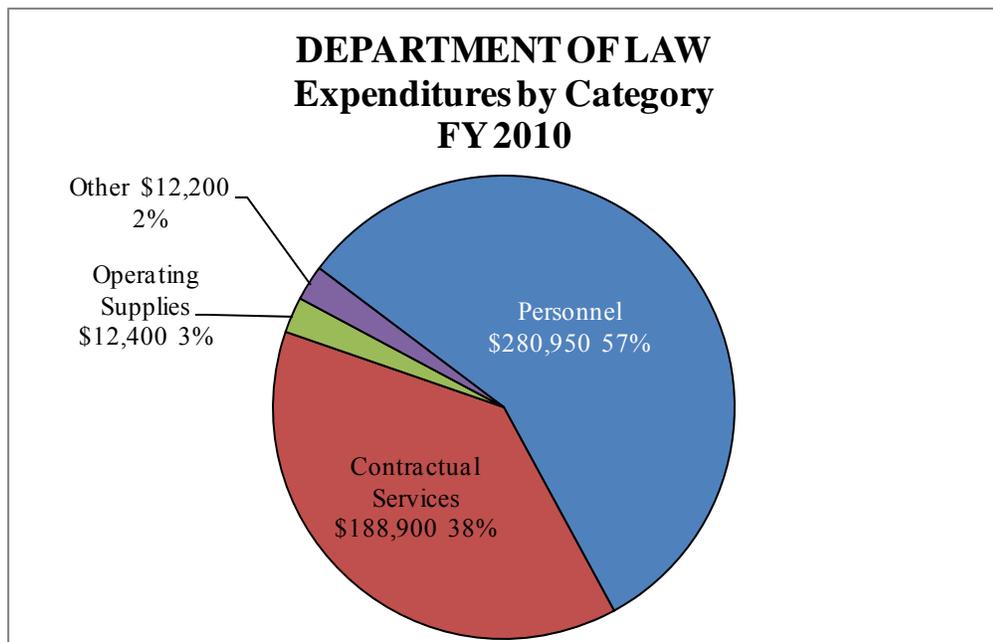
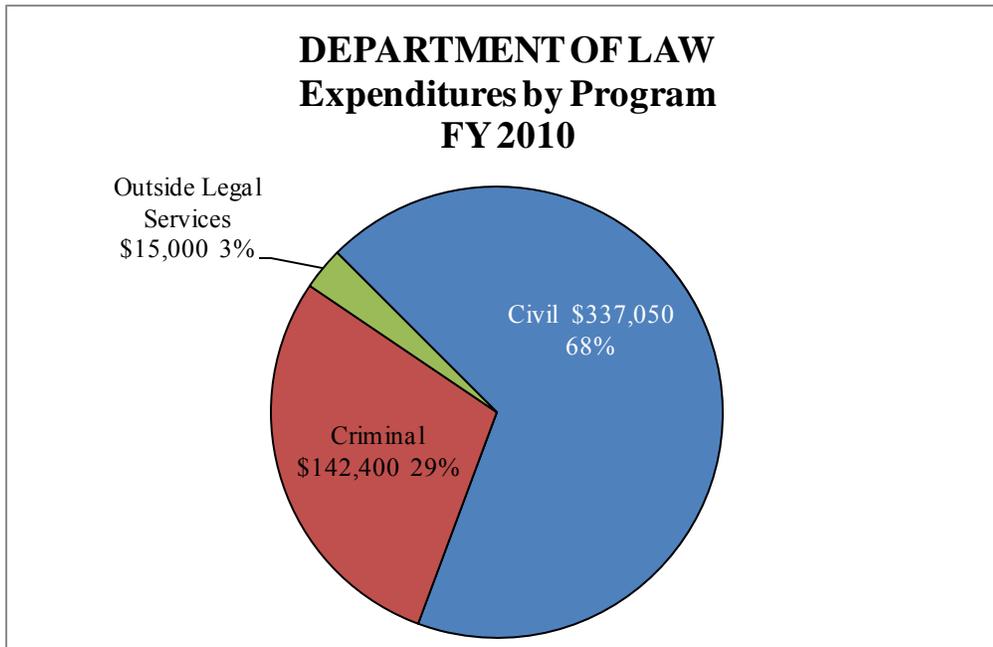
## Department of Law Summary

Expenditures by Program	FY 2008	FY 2009	FY 2009	FY 2009	FY 2010
	Actual Amount	Adopted Budget	Amended Budget	Estimated Amount	Adopted Budget
Civil	\$ 275,456	\$334,700	\$334,700	\$298,528	\$ 337,050
Criminal	144,714	160,000	160,000	160,000	142,400
Outside Legal Services	41,464	40,000	40,000	17,000	15,000
Capital Outlay					
<b>Expenditure Total</b>	<b>\$ 461,634</b>	<b>\$ 534,700</b>	<b>\$ 534,700</b>	<b>\$ 475,528</b>	<b>\$ 494,450</b>

Expenditures by Category	FY 2008	FY 2009	FY 2009	FY 2009	FY 2010
	Actual Amount	Adopted Budget	Amended Budget	Estimated Amount	Adopted Budget
Personnel	\$ 228,571	\$293,450	\$293,450	\$278,402	\$ 280,950
Contractual Services	189,260	203,750	203,750	180,750	188,900
Operating Supplies	21,909	17,500	17,500	6,376	12,400
Other	21,894	20,000	20,000	10,000	12,200
Capital Outlay					
<b>Expenditure Total</b>	<b>\$ 461,634</b>	<b>\$ 534,700</b>	<b>\$ 534,700</b>	<b>\$ 475,528</b>	<b>\$ 494,450</b>

Position Classification	FY 2010 Pay Range	Authorized Positions (FTE)			
		FY 2008 Amended	FY 2009 Adopted	FY 2009 Amended	FY 2010 Adopted
Town Attorney	86	1.00	1.00	1.00	1.00
Paralegal	47	1.00	1.00	1.00	1.00
Sr. Office assistant	36	0.00	1.00	1.00	1.00
<b>Total Positions</b>		<b>2.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>

## Department of Law Summary



## Town Clerk Department Summary

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### GENERAL INFORMATION

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The Town Clerk Department supports the Council goal of accessible and responsive government by preparing and keeping minutes of the Town Council meetings; providing daily customer service to Town residents and visitors; processing business licenses in a timely manner; overseeing the timely and accurate accumulation, preservation, and accessibility of public records; conducting fair and open municipal elections; and ensuring legal compliance of all official postings, public notices, and related advertising.

The Town Clerk is the custodian of the Official Seal of the Town of Sahuarita, serves as Secretary to the Quail Creek Community Facilities District and Board Secretary to the Public Safety Personnel Retirement System Local Board; certifies copies of official records; and administers oaths and affirmations, including the Oath of Office for the Mayor and Town Council.

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### MISSION

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The Town Clerk Department Mission is to uphold public trust, protect local democracy, and provide access to matters of public interest by maintaining accurate Council records, responding to citizen

inquiries and public records requests, processing liquor and regulatory licenses, and conducting elections.

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### FY 2009 ACCOMPLISHMENTS

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- Conducted Town-wide Primary and General Election resulting in a 41.2% voter turnout and the election of three Council Members. Authored new Candidate Handbook and assembled easy to follow candidate packet. Personally met with each candidate to review packet materials and answer questions.
- Provided daily customer service to Town residents and visitors by responding to over 11,000 telephone and counter inquiries.
- Provided on-going Council Support as follows: Attended all Council meetings; prepared, assembled, and distributed all Council agendas and back-up materials; and prepared all Council minutes reflecting accurate record of Council actions.
- Conducted internal audit and implemented many improvements to Town Clerk operation to insure accurate records of actions taken by Council are properly maintained.

## Town Clerk

### Department Summary

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- Provided public accessibility to Council Agendas, Council meeting audio, and Council Minutes on Town website and Town Official Posting Boards (over 100 meetings and events).
- Responded to over 400 public records requests and coordinated with all departments various requests for Town records in timely manner.
- Completed implementation of new Business License Software. Processed and issued over 2,000 liquor, bingo and regulatory business licenses and reminder notices.
- Created new indexing system for Town official records and re-organized and streamlined filing system in Town Records Center. Preserves and maintains access to all Town official records such as ordinances, resolutions, contracts, agreements, deeds and Council minutes. Conducted two Town-wide Record Training seminars.
- to who is the prime document holder; and preparation and conduct of regular department training seminars.
- Create and maintain Board and Commission Book which will provide pertinent information about formation of Board and Commission; configuration of membership; meeting dates; purpose of Board and Commission and other relevant information.
- Analyze and review Business License processes and identify areas of improvement and increased efficiency.
- Continue support to Mayor and Council in furtherance of open and responsive government through the proper preparation and retention of all official Council records.
- Standardize compliance with Open Meeting Law and work with Department of Law and Town Manager's Office to streamline posting requirements.

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#### **FY 2010 GOALS AND OBJECTIVES**

- Provide greater leadership and direction to Departments in the retention and destruction of their documents. This includes development of a Town Records Management Manual; determination with each department as
- Comply with publication requirements for official town documents and insure Town of Sahuarita Municipal Code is codified in printed form quarterly.

## Town Clerk Department Summary

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- Coordinate with IT staff and determine if resources are available and cost savings achievable through in-house development and implementation of a web-based application to upload agendas, audio and minutes of Council, Board and Commission Meetings on the Town's existing website. If feasible, this would eliminate external contractual service fees now being paid for this service.

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### **BUDGET HIGHLIGHTS**

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The following items have a significant impact relative to the department's budget:

#### **Personnel**

- Reclassify Office Assistant to Senior Office Assistant

#### **Contractual Services**

- Software support and maintenance:
  - Business Licenses
  - Meeting Minutes
  - Electronic Document Storage System

## Town Clerk Department Summary

<b>Expenditures by Program</b>	<b>FY 2008 Actual Amount</b>	<b>FY 2009 Adopted Budget</b>	<b>FY 2009 Amended Budget</b>	<b>FY 2009 Estimated Amount</b>	<b>FY 2010 Adopted Budget</b>
Department Operation	\$ 240,684	\$320,050	\$347,550	\$338,243	\$ 249,600
Capital Outlay					
<b>Expenditure Total</b>	<b>\$ 240,684</b>	<b>\$320,050</b>	<b>\$347,550</b>	<b>\$338,243</b>	<b>\$ 249,600</b>

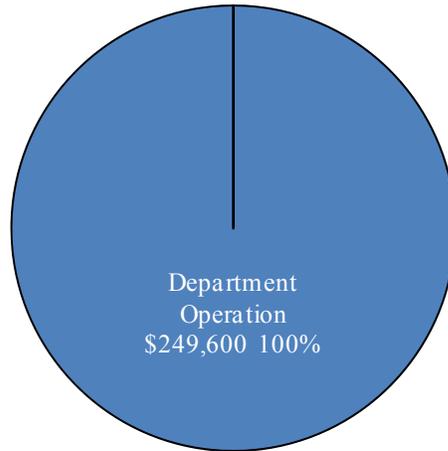
<b>Expenditures by Category</b>	<b>FY 2008 Actual Amount</b>	<b>FY 2009 Adopted Budget</b>	<b>FY 2009 Amended Budget</b>	<b>FY 2009 Estimated Amount</b>	<b>FY 2010 Adopted Budget</b>
Personnel	\$ 189,077	\$210,650	\$210,650	\$196,712	\$ 210,100
Contractual Services	26,871	93,200	115,200	128,700	34,800
Operating Supplies	13,873	5,400	10,900	9,864	3,130
Other	10,863	10,800	10,800	2,967	1,570
Capital Outlay					
<b>Expenditure Total</b>	<b>\$ 240,684</b>	<b>\$320,050</b>	<b>\$347,550</b>	<b>\$338,243</b>	<b>\$ 249,600</b>

<b>Position Classification</b>	<b>FY 2010 Pay Range</b>	<b>Authorized Positions (FTE)</b>			
		<b>FY 2008 Amended</b>	<b>FY 2009 Adopted</b>	<b>FY 2009 Amended</b>	<b>FY 2010 Adopted</b>
Town Clerk	70	1.00	1.00	1.00	1.00
Records Manager	36	1.00	1.00	1.00	1.00
Sr. Office Assistant	36	0.00	0.00	0.00	1.00
Office Assistant	N/A	1.00	1.00	1.00	0.00
<b>Total Positions</b>		<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>

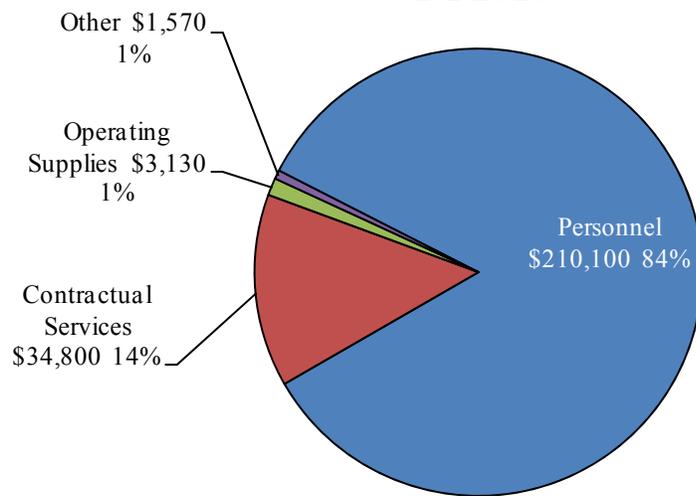
## Town Clerk Department Summary

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**TOWN CLERK DEPARTMENT  
Expenditures by Program  
FY 2010**



**TOWN CLERK DEPARTMENT  
Expenditures by Category  
FY 2010**



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## Finance Department Summary

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### GENERAL INFORMATION

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#### **Finance**

The Finance Department provides a variety of financial services to the Council and Town staff. Services include accounting and financial reporting, budgeting, payroll, accounts payable and special financial analysis.

#### **Technology**

Technology includes purchasing, installing, administering, and preventative maintenance of: Wide Area Network ISP; Local Area Network hardware and software; departmental specific software; mobile devices (PDAs, laptops, Blackberry's, etc.); desktop computers; wireless networking devices; town-issued cell phones; land-line phones and PBX systems. Other functions of the Technology Department include planning and design of special systems for the Municipal Complex, administering the Town web site, technical training of Town staff, and electronic filing/storage of documents.

#### **Risk Management**

The Town of Sahuarita is a member of the Arizona Risk Retention Pool, where it is insured for property and liability coverage.

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### MISSION

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#### **Finance**

To ensure the Town's financial resources are protected through sound financial management, including allocation of resources consistent with community goals and providing timely, accurate, and reliable information that will assist in making informed decisions to both internal and external customers of the Town.

#### **Technology**

The primary objective is to maintain computer technology, telephony and automated processes of all Town departments. Secondary objectives include assisting in the planning and purchasing of new systems and technical project management for special projects in the Town.

#### **Risk Management**

To ensure that the Town's assets are adequately protected through property and liability insurance coverage.

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### FY 2009 ACCOMPLISHMENTS

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#### **Finance**

- Provided monthly and quarterly financial reports to the Finance and

## Finance

### Department Summary

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- Investment Advisory Committee and the Town Council within 60 days after the period.
- Obtained a favorable audit opinion on the June 30, 2008 *Highway User Revenue Fund Compliance Report*.
- Began implementation of a governmental accounting software system.
- Maintained compliance with federal and State mandates concerning financial issues.
- Developed a new chart of accounts.
- Prepared a balanced budget that incorporates Town Council's goals and objectives for the year.
- Developed five year revenue and expenditure estimates for use during the budget process.
- Coordinated infrastructure financing for use in the capital improvement plan (CIP).
- Updated and maintained the cost allocation plan.
- Secured a \$6.7 million loan with the Greater Arizona Development Authority to finance capital improvements.
- Obtained the GFOA *Certificate for Excellence in Financial Reporting* for the June 30, 2008 *Comprehensive Annual Financial Report*.
- Obtained the GFOA *Distinguished Budget Presentation Award* for the FY 2009 Annual Budget.
- Obtained unqualified audit opinions on the June 30, 2008 *Comprehensive Annual Financial Report and Annual Expenditure Limitation Report*.
- Connected two satellite locations via short range microwave to Town Hall network so as to share tech resources (Public Works/WWM & Parks and Recreation building).
- Centralized all backend Information Technology solutions.
- Deployed a unified Cisco VoIP Telephony solution that provides pure VoIP/ teleconferencing and data transfer.
- Centralize Microsoft Exchange Server and mesh with Blackberry Enterprise Server.
- Developed a system to host email internally.
- Implemented an IT work order system for use Town wide.
- Coordinated and led the switch from one mobile phone carrier to another in order to reduce monthly costs.
- Monitored and enhanced security and stability of Town Municipal network.

#### Technology

## Finance

### Department Summary

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#### Risk Management

- Promptly notified the Arizona Municipal Risk Retention Pool (AMRRP) of any capital assets additions or deletions to ensure that adequate insurance coverage is provided.

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#### FY 2010 GOALS AND OBJECTIVES

#### Finance

- Provide monthly and quarterly budget and investment reports to Town Council within 60 days after period end.
- Provide departments access and training on the new governmental accounting software system.
- Prepare an accounting manual providing step-by-step processing procedures for all accounting cycles.
- Prepare a balanced budget that incorporates Town Council's goals and objectives and ties to the capital improvement plan (PFS 2.2.1.)
- Update and maintain the cost allocation plan (CIR 1.6.4/PFS 2.4.4/CD 1.1.1 – 1.1.5./CD 1.3.1.)
- Develop five year revenue and expenditure estimates for use during the budget process (CD 2.2.1.)

- Assist in the development of the Capital Improvement Plan (CD 2.1.)
- Coordinate infrastructure financing, including the potential for public-private funding partnerships, for use in the capital improvement plan (CIR 1.6.4./GA 1.4/PFS 2.2.2/PFS 2.4.5.)
- Obtain the GFOA *Certificate of Achievement for Excellence in Financial Reporting* by preparing a quality comprehensive annual financial report.
- Obtain the GFOA *Distinguished Budget Presentation Award* by preparing a quality budget document.
- Obtain an unqualified audit opinion on the *Comprehensive Annual Financial Report* and the *Annual Expenditure Limitation Report*.
- Achieve or maintain compliance with federal and State mandates concerning financial issues.

#### Technology

- Work with consultants to develop website enhancements.
- Develop performance measurements and service level agreements with departments.
- Utilize the work order system to provide reports to management and departments regarding performance metrics.

## Finance

### Department Summary

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- Develop comprehensive information technology policies and procedures.
- Take ownership over the use of all audio/visual and other special systems during Town Council meetings.
- Continue to monitor and enhance security and stability of Town Municipal network.
- Supplemental sales tax audit program
- Annual financial audit
- Financial and investment management services
- Banking and trustee service fees
- Website consultation and enhancement
- Software support and maintenance

#### **Risk Management**

- Maintain communication with the Arizona Municipal Risk Retention Pool (AMRRP) to mitigate potential hazards and risk concerns and to ensure that adequate insurance coverage is provided.

#### **Operating Supplies**

- Replacement computers
- Software licenses

#### **Other**

- General liability insurance (Town-wide)

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### **BUDGET HIGHLIGHTS**

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The following items have a significant impact relative to the department's budget:

#### **Capital Outlay**

- Complete installation and training on new governmental accounting software application.

#### **Position Requests and Modifications**

- Reclassify Sr. Accounting Specialist to Accounting Specialist
- Eliminate the Technology Manager position

#### **Contractual Services**

## Finance Department Summary

Expenditures by Program	FY 2008	FY 2009	FY 2009	FY 2009	FY 2010
	Actual Amount	Adopted Budget	Amended Budget	Estimated Amount	Adopted Budget
Finance	\$ 403,022	\$ 519,300	\$ 519,300	\$366,191	\$ 517,238
Technology	230,002	294,950	294,950	229,653	226,832
Risk Management	130,544	175,000	175,000	185,000	210,000
Capital Outlay	111,638	131,950	131,950	80,000	52,000
<b>Expenditure Total</b>	<b>\$ 875,206</b>	<b>\$ 1,121,200</b>	<b>\$ 1,121,200</b>	<b>\$ 860,844</b>	<b>\$ 1,006,070</b>

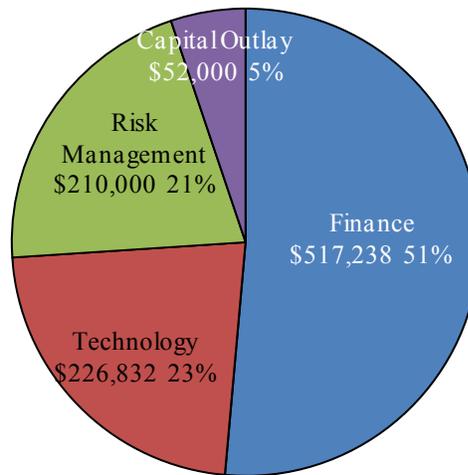
Expenditures by Category	FY 2008	FY 2009	FY 2009	FY 2009	FY 2010
	Actual Amount	Adopted Budget	Amended Budget	Estimated Amount	Adopted Budget
Personnel	\$ 448,395	\$ 629,250	\$ 629,250	\$366,274	\$ 510,270
Contractual Services	133,659	114,250	114,250	181,070	197,550
Operating Supplies	30,839	52,750	52,750	39,700	25,800
Other	150,675	193,000	193,000	193,800	220,450
Capital Outlay	111,638	131,950	131,950	80,000	52,000
<b>Expenditure Total</b>	<b>\$ 875,206</b>	<b>\$ 1,121,200</b>	<b>\$ 1,121,200</b>	<b>\$ 860,844</b>	<b>\$ 1,006,070</b>

Position Classification	FY 2010 Pay Range	Authorized Positions (FTE)			FY 2010 Adopted
		FY 2008 Amended	FY 2009 Adopted	FY 2009 Amended	
<b>Finance</b>					
Finance Director	78	1.00	1.00	1.00	1.00
Finance Manager	68	0.00	1.00	1.00	1.00
Accountant	46	0.00	1.00	1.00	1.00
Accounting Specialist	35	1.00	1.00	1.00	2.00
Senior Accountant	N/A	1.00	0.00	0.00	0.00
Sr. Accounting Specialist	N/A	1.00	1.00	1.00	0.00
Intern	N/A	0.50	0.00	0.00	0.00
<b>Technology</b>					
Network Administrator	57	1.00	1.00	1.00	1.00
IT Specialist	49	1.00	1.00	1.00	1.00
Technology Manager	N/A	1.00	1.00	1.00	0.00
<b>Total Positions</b>		<b>7.50</b>	<b>8.00</b>	<b>8.00</b>	<b>7.00</b>

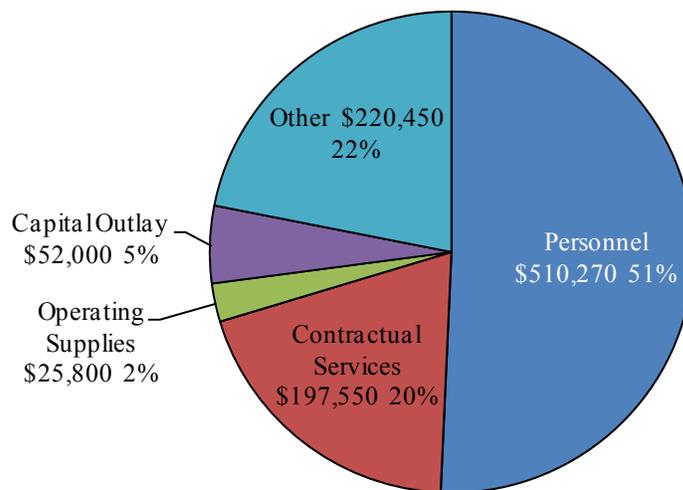
## Finance Department Summary

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**FINANCE DEPARTMENT  
Expenditures by Program  
FY 2010**



**FINANCE DEPARTMENT  
Expenditures by Category  
FY 2010**



## Human Resources Department Summary

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### GENERAL INFORMATION

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Human Resources partners with management to recruit and retain a highly qualified, diverse staff; facilitates positive employee relations; trains to enhance employee skills, performance and job satisfaction. We create and implement programs to increase organizational effectiveness; and design and deliver fair, competitive benefit and compensation programs.

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### MISSION

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To provide effective, quality support services to other Town departments in the area of personnel, risk management, employee training, and development in order to assist in provision of services to the public and to minimize risk to the taxpayers of the Town.

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### FY 2009 ACCOMPLISHMENTS

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- Created and distributed an annual Benefit Statement for each benefit eligible employee to help employee's understand their total compensation package and understand the full cost of Town provided benefits.
- Partnered with Finance and software consultant for implementation of Human Resources modules of new multi-departmental software. New

software includes an on-line employment application to streamline recruitment process for applicant and Town staff.

- Researched and updated the Town's compensation and benefits program to maintain our competitiveness in maintaining and recruiting quality employees.
- Updated chapters of Personnel Policy Manual and inserted hyperlinks to allow employees to use an on-line manual to reduce printing costs.
- Enrolled as a contributing member to the Job Information Management System (JIMS) hosted by the City of Tempe as a resource for all municipalities in the State of Arizona.

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### FY 2010 GOALS AND OBJECTIVES

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- Implement an annual Motor Vehicle Report check system. To ensure that all employees continue to meet the requirements of their position and to reduce Town liability, the human resources department will work with the AZ Motor Vehicle Department to enroll in their on-line Motor Vehicle Report (MVR) system. This will allow the Town to pull MVR's on an annual basis for any staff member that drives a Town vehicle.
- Implement and train all Town staff on utilizing the Employee Self Service (ESS) and Manager Self Service (MSS)

## Human Resources Department Summary

features of the Munis System. The self-service feature of the software will allow employees to see and update their personal information on file with the Town through a paperless process, in real time; and, allow supervisors the ability to see and update the records of their staff, also through a paperless process.

- Finalize the Munis Applicant Tracking System. This new process will streamline the application process for all prospective employees, making it easier and quicker for a person to apply for employment with the Town.
- Design and implement a Town intranet. By working closely with the IT staff, human resources will design an intranet that will provide all staff with on-line access to various forms, policies, benefit information and links to all benefit providers. This resource will reduce the amount of time an employee spends handling these issues.
- Create and then update job descriptions. With the assistance of each department, the human resources department will complete current job descriptions for all Town positions. This will assist prospective and current employees to understand what is expected of the position.

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### BUDGET HIGHLIGHTS

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The following items have a significant impact relative to the department's budget:

#### Contractual Services

- Employee Assistance Program
- Web-Based Supervisory and Workforce Training Program

#### Capital Outlay

- Complete installation and training on new Human Resources software application.

## Human Resources Department Summary

Expenditures by Program	FY 2008	FY 2009	FY 2009	FY 2009	FY 2010
	Actual Amount	Adopted Budget	Amended Budget	Estimated Amount	Adopted Budget
Department Operations	\$ 166,517	\$ 215,500	\$ 215,500	\$ 175,117	\$ 182,530
Capital Outlay	10,450	20,600	20,600	18,600	2,000
<b>Expenditure Total</b>	<b>\$ 176,967</b>	<b>\$ 236,100</b>	<b>\$ 236,100</b>	<b>\$ 193,717</b>	<b>\$ 184,530</b>

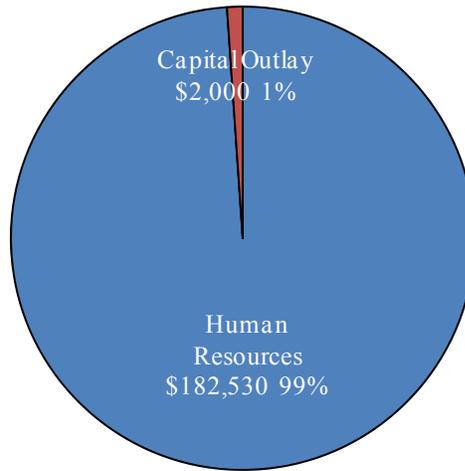
Expenditures by Category	FY 2008	FY 2009	FY 2009	FY 2009	FY 2010
	Actual Amount	Adopted Budget	Amended Budget	Estimated Amount	Adopted Budget
Personnel	\$ 141,482	\$ 158,600	\$ 158,600	\$ 156,233	\$ 158,155
Contractual Services	8,139	39,900	39,900	12,900	17,920
Operating Supplies	7,663	9,500	9,500	4,550	4,300
Other	9,233	7,500	7,500	1,434	2,155
Capital Outlay	10,450	20,600	20,600	18,600	2,000
<b>Expenditure Total</b>	<b>\$ 176,967</b>	<b>\$ 236,100</b>	<b>\$ 236,100</b>	<b>\$ 193,717</b>	<b>\$ 184,530</b>

Position Classification	FY 2010 Pay Range	Authorized Positions (FTE)			
		FY 2008 Amended	FY 2009 Adopted	FY 2009 Amended	FY 2010 Adopted
HR Director	73	0.00	1.00	1.00	1.00
HR Analyst	52	1.00	1.00	1.00	1.00
HR Administrator	N/A	1.00	0.00	0.00	0.00
<b>Total Positions</b>		<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>

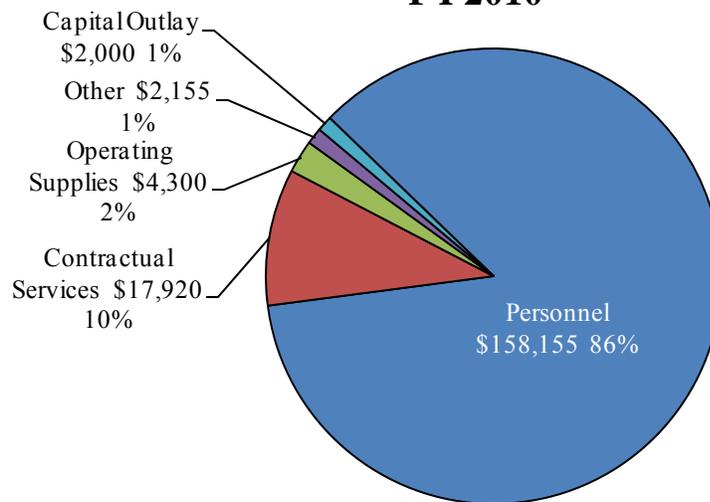
## Human Resources Department Summary

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### HUMAN RESOURCES DEPARTMENT Expenditures by Program FY 2010



### HUMAN RESOURCES DEPARTMENT Expenditures by Category FY 2010



## Planning & Zoning Department Summary

### GENERAL INFORMATION

The primary task of the Planning and Zoning Department is to administer and enforce the Town of Sahuarita Zoning Code and Specific Plans for Rancho Sahuarita, Quail Creek, and Madera Highlands, as well as providing oversight in implementation of the Town of Sahuarita General Plan. Related functions of the Department include staffing and oversight of the Town's Planning and Zoning Commission, an appointed board of Town citizens that reviews and takes action or makes recommendations regarding various planning and development issues. Planning and Zoning staff also serve as staff to various ad hoc committees, as well as the Board of Adjustment, another appointed board of Town citizens that meet to hear requests for variances or modifications of the Town's developments standards or policies. Specific duties of the Planning and Zoning department are as follows:

- Performs and coordinates plan reviews on all new subdivision plats and commercial and residential development plans, as well as proposed lot splits and modifications to building setbacks.
- Processes applications for Zone Changes including proposed changes of zoning districts for particular parcels and areas, as well as proposed text amendments to the Zoning Code.
- Processes applications for major and minor General Plan Amendments.
- Coordinates implementation of the provisions of the updated General Plan pursuant to requirements of the State's 'Growing Smarter Plus' legislation.
- Receives Zoning Code infraction complaints, performs follow-up investigations, and implements compliance actions.
- Reviews applications for sign permits and issues sign permits.
- Assists with processing of annexation applications.
- Tracks statutory changes to keep the Planning and Zoning Commission and Mayor and Town Council informed on such issues as Growing Smarter, Growing Smarter Plus, and the Citizens Growth Management Initiative.
- Reviews and comments upon proposed development plans, re-zonings, and General Plan Amendments for neighboring jurisdictions such as Pima County and the City of Tucson.
- Utilizes Geographic Information System (GIS) software to create up-to-date Town zoning maps and street maps.

## Planning & Zoning Department Summary

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- Maintains a database of various socio-economic indicators and updates population projections for the Town.

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### MISSION

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Assist the public, as well as the Planning Commission, Town Council, and Town staff in managing the development of the community so as to maximize the opportunities of Sahuarita's future as related to physical, environmental, economic, cultural, and safety needs, in balance with the constraints of the Town's environment and resources.

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### FY 2009 ACCOMPLISHMENTS

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- Tentative Subdivision Plats approved by Planning Commission - 3 tentative subdivision plats.
- Final Subdivision Plats approved by the Town Council or in process – 2 final plats.
- Commercial Development Plans/ amendments approved or in process – 8 plats.
- Zone Changes and/or text amendments approved or in process:
  - o Revised provisions related to political signs contained within approved by Town Council.
  - o Consideration of Native Plant Preservation Ordinance;
- Recommendation to Planning & Zoning Commission that requirements currently in place are sufficient for preservation in near and medium-term.
- o Approval of Town Council for change of zoning District from RH to CB-1 for School District property located at NE Corner of RS Blvd & Sahuarita Rd.
- o Proposed amendments to the Rancho Sahuarita Specific Plan.
- Conditional Use Permits processed - 3.
- Major General Plan Amendment Applications: Eight (8) applications processed through to Planning & Zoning Commission and on to Town Council for final action. (Proposed amendments include State Trust Lands to the east, and proposed Mission Peaks project area to the west of the Town's current corporate limits.)
- Requests for variances to Zoning Code brought before the Board of Adjustment – 2.
- Code enforcement complaints received – 14 Code enforcement complaints verified and processed – 12 // illegal signs removed from public right-of-way – approximately 450.
- Telephone/email inquiries/ communications – approx. 1,550.
- Home Occupation Permits issued - 34.
- Sign permits issued – 71.

## Planning & Zoning Department Summary

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- Zoning clearances issued – 88 plus those related to issuance of building permits.
- ‘Walk-ins’ to Planning & Zoning Counter – Approx. 500.

Staffing/representation on PAG’s Environmental Protection Advisory Committee; PAG’s Regional Transit Planning Sub-Committee; and PAG’s Population Technical Advisory Committee.

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### **FY 2010 GOALS AND OBJECTIVES**

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- Process applications for Major General Plan Amendments and related annexations.
- Process applications for Tentative and Final Subdivision Plats for consideration by Planning Commission and Town Council.
- Process applications for Commercial Development Plans.
- Coordinate processing of applications for proposed Zone Changes and General Plan Amendments.
- Process Zone Changes and Text Amendments) for consideration by Planning Commission and Town Council, including:

### **ZONE CHANGES**

- o American Nevada Company – process proposed new ‘Mission Peaks Specific Plan’ for new community traversed by Mission Road. (Annexation must be approved by Town Council prior to final action);
- o Park Corporation of Arizona – anticipate processing of new Specific Plan for property located north of Duval Mine Road and west of La Canada Drive;
- o Robson Communities/Quail Creek – process proposed zone change for property located west of Nogales Hwy;
- o Diamond Ventures – process proposed zone change for property located near Campbell Ave/ Whitehouse Cyn. Rd.

### **ZONING CODE TEXT AMENDMENTS**

- o Creation of buffer areas between zoning districts to provide for a more gradual change in development standards;
- o Completion of processing of proposed Text Amendments approved by Planning & Zoning Commission (Residential Design Standards and Standards for Accessory Structures);

## Planning & Zoning Department Summary

- o Riparian area/major washes protection ordinance;
- o Public Arts Program Ordinance;
- o Concurrent processing of General Plan Amendments and Zone Changes;
- o Revise off-street parking and loading standards;
- o Review of code requirements to ensure allowance of mixed-use development;
- o Other zone changes as initiated by Town or residents and property owners;
- o Continued implementation of 2010 decennial census program through liaison and data submittal to PAG and U.S. Bureau of Census;
- Receive and process complaints of purported zoning code violations.
- Receive and process applications for sign permits.
- Remove illegal signs from public right-of-ways.
- Continued staffing of PAG Committees.

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### Budget Highlights

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The following items have a significant impact relative to the department's budget:

### Personnel

- Allocate Senior Office Assistant / Codes Enforcer 0.4 FTE to Police Department

## Planning & Zoning Department Summary

Expenditures by Program	FY 2008	FY 2009	FY 2009	FY 2009	FY 2010
	Actual Amount	Adopted Budget	Amended Budget	Estimated Amount	Adopted Budget
Department Operations	\$ 301,930	\$440,700	\$440,700	\$389,686	\$ 374,050
Capital Outlay	7,246				
<b>Expenditure Total</b>	<b>\$ 309,176</b>	<b>\$440,700</b>	<b>\$440,700</b>	<b>\$389,686</b>	<b>\$ 374,050</b>

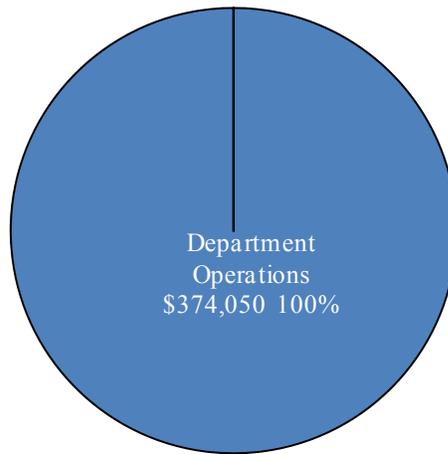
Expenditures by Category	FY 2008	FY 2009	FY 2009	FY 2009	FY 2010
	Actual Amount	Adopted Budget	Amended Budget	Estimated Amount	Adopted Budget
Personnel	\$ 270,559	\$398,300	\$398,300	\$370,886	\$ 354,100
Contractual Services	10,763	18,100	18,100	6,900	8,400
Operating Supplies	11,338	14,800	14,800	8,350	6,900
Other	9,270	9,500	9,500	3,550	4,650
Capital Outlay	7,246				
<b>Expenditure Total</b>	<b>\$ 309,176</b>	<b>\$440,700</b>	<b>\$440,700</b>	<b>\$389,686</b>	<b>\$ 374,050</b>

Position Classification	FY 2010 Pay Range	<u>Authorized Positions (FTE)</u>			
		FY 2008 Amended	FY 2009 Adopted	FY 2009 Amended	FY 2010 Adopted
Planning Director	75	1.00	1.00	1.00	1.00
Senior Planner	64	1.00	1.00	1.00	1.00
Town Planner	59	1.00	1.00	1.00	1.00
Assistant Planner	51	1.00	1.00	1.00	1.00
Sr. Office Asst. / Code Enforcer	40	1.00	1.00	1.00	0.60
<b>Total Positions</b>		<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>4.60</b>

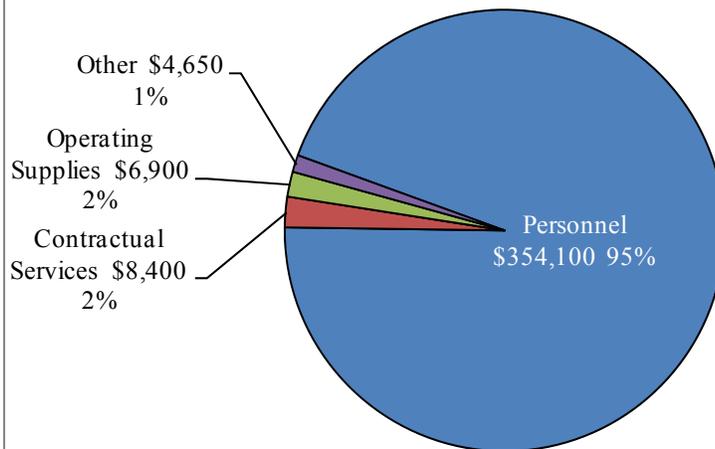
## Planning & Zoning Department Summary

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### PLANNING AND ZONING DEPARTMENT Expenditures by Program FY 2010



### PLANNING AND ZONING DEPARTMENT Expenditures by Category FY 2010



## Building Safety Department Summary

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### GENERAL INFORMATION

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The Building Safety Department's function is to create a safe built environment through administration and enforcement of all laws regulating residential and commercial construction and fire prevention within the Town.

The Department issues building permits after examination of all plans, calculations and specifications and determining compliance with Building, Electrical, Plumbing, Mechanical, Outdoor Lighting and Fire Codes. Department staff then provides inspections of all aspects of construction and components that become part of the structure. The department enforces the Property Maintenance Code on existing structures and under the Fire Code the department is also charged with annual inspections of all commercial property within the Town. Records of fire inspections and all permit and construction activity within the Town are maintained in the Building Safety Department as well. Other duties of the department include the following:

- Provide code interpretation and hear appeals for alternative materials, design and methods of construction.
- Represent the Town's interests in development and revisions of the various building codes.

- Issue Certificates of Occupancy upon satisfactory inspection of all construction project components.
- Maintain updated versions of all published and adopted Building Codes.
- Calculate building permit fees according to the Town's adopted fee schedule.

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### MISSION

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Ensure the safety of residents and visitors to the Town through building and fire code enforcement. We intend to help residents and builders meet these standards by providing excellent customer service.

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### FY 2009 ACCOMPLISHMENTS

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- Responded to next business day inspections more than 90% of the time.
- Provided single family residence (SFR) plan review from a model plan on mass graded lots within 1 week more than 90% of the time.
- Issued a total of 1,465 permits, including 563 single family residential permits, 72 commercial permits and 67 model plan permits.

## Building Safety Department Summary

<u>FY 2010 GOALS AND OBJECTIVES</u>	<u>BUDGET HIGHLIGHTS</u>
<ul style="list-style-type: none"><li>• Complete implementation of the new community development software.<ul style="list-style-type: none"><li>o Software will improve the level of communication with the public by allowing applicants and permit holders quicker access to information about the status of their projects.</li><li>o Connects the Public Works, Planning and Zoning, Building Safety and Town Clerk's Departments.</li><li>o Software will provide more efficient communication and project tracking between these departments.</li></ul></li><li>• Provide building plan review within twenty working days of a complete submittal 90% of the time.</li><li>• Provide single family residence (SFR) plan review from a model plan on mass graded lots within ten working days of a complete submittal 90% of the time.</li><li>• Provide plan review for single family residence additions within ten working days of a complete submittal 90% of the time.</li><li>• Provide fire plan review within ten working days of a complete submittal 90% of the time.</li></ul>	<p>The following items have a significant impact relative to the department's budget:</p> <p><b><u>Personnel</u></b></p> <ul style="list-style-type: none"><li>• Eliminate one Building Inspector Position</li><li>• Reduce Student/Summer Intern position by 0.25 FTE</li></ul> <p><b><u>Contractual Services</u></b></p> <ul style="list-style-type: none"><li>• Plans review services</li><li>• Document scanning services</li><li>• Building Permitting software support and maintenance</li></ul>

## Building Safety Department Summary

Expenditures by Program	FY 2008	FY 2009	FY 2009	FY 2009	FY 2010
	Actual Amount	Adopted Budget	Amended Budget	Estimated Amount	Adopted Budget
Department Operations	\$ 1,247,846	\$ 1,232,600	\$ 1,232,600	\$ 960,410	\$ 875,420
Capital Outlay	74,040				
<b>Expenditure Total</b>	<b>\$ 1,321,886</b>	<b>\$ 1,232,600</b>	<b>\$ 1,232,600</b>	<b>\$ 960,410</b>	<b>\$ 875,420</b>

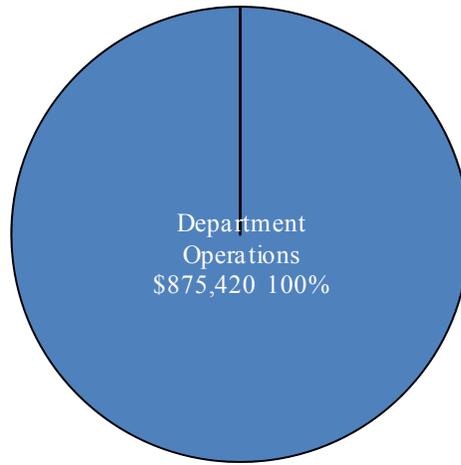
Expenditures by Category	FY 2008	FY 2009	FY 2009	FY 2009	FY 2010
	Actual Amount	Adopted Budget	Amended Budget	Estimated Amount	Adopted Budget
Personnel	\$ 1,031,392	\$ 1,046,150	\$ 1,046,150	\$ 864,242	\$ 767,570
Contractual Services	96,000	84,800	84,800	22,153	37,645
Operating Supplies	79,365	65,500	65,500	43,016	41,250
Other	41,089	36,150	36,150	30,999	28,955
Capital Outlay	74,040				
<b>Expenditure Total</b>	<b>\$ 1,321,886</b>	<b>\$ 1,232,600</b>	<b>\$ 1,232,600</b>	<b>\$ 960,410</b>	<b>\$ 875,420</b>

Position Classification	FY 2010 Pay Range	Authorized Positions (FTE)			FY 2010 Adopted
		FY 2008 Amended	FY 2009 Adopted	FY 2009 Amended	
Building Official/Fire Marshal	73	1.00	1.00	1.00	1.00
Sr. Plans Examiner	61	1.00	1.00	1.00	1.00
Chief Building Inspector	61	1.00	1.00	1.00	1.00
Plans Examiner/Fire Inspector	55	1.00	1.00	1.00	1.00
Plans Examiner/Inspector	55	3.00	3.00	2.00	2.00
Building Inspector II	55	0.00	1.00	1.00	1.00
Building Inspector	50	4.00	3.00	2.00	1.00
Senior Permit Technician	43	1.00	1.00	1.00	1.00
Permit Clerk	33	1.00	1.00	1.00	1.00
Student/Summer Intern	15	1.00	1.00	1.00	0.75
Permit Technician	N/A	1.00	1.00	0.00	0.00
<b>Total Positions</b>		<b>15.00</b>	<b>15.00</b>	<b>12.00</b>	<b>10.75</b>

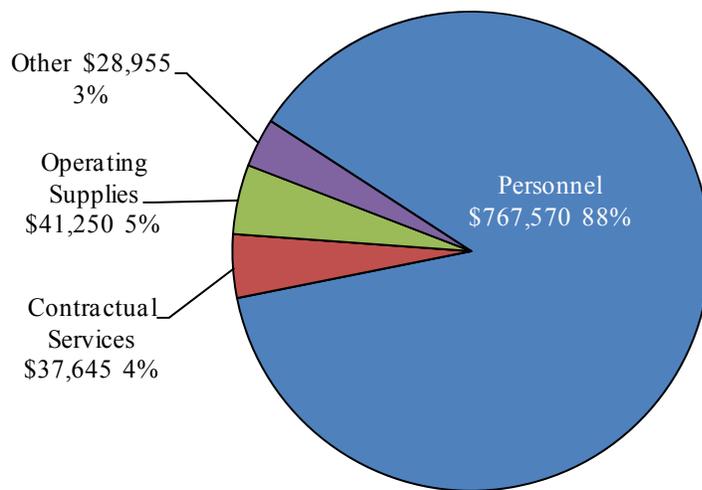
## Building Safety Department Summary

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### BUILDING SAFETY DEPARTMENT Expenditures by Program FY 2010



### BUILDING SAFETY DEPARTMENT Expenditures by Program FY 2010



## Parks and Recreation Department Summary

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### GENERAL INFORMATION

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The Parks and Recreation Department began as an individual department in July of 2003. Our job is to provide a variety of parks and recreation facilities and program experiences equitably throughout the community. Existing facilities will be aggressively maintained and enhanced as growth and demand dictate. Programs will be operated at the highest level of quality so as to ensure a safe environment with exceptional service to develop lifetime customers and relationships. Services will demonstrate a positive economic investment through partnerships with other service providers, both public and private which will contribute to a high quality of life for the residents of Sahuarita.

The Department is made up of four parts, administration, parks, recreation and newly added community outreach. The administration guides and oversees the entire department's activities; ensuring the necessary resources so each division is able to meet the community's needs. The parks division works hard to maintain 76 acres of developed park land and facilities which include 5 Town maintained parks and 1 joint use park with the local school district. The public park facilities include a 10 acre fishing lake, 4 shaded playgrounds, 6 basketball courts, 2 tennis courts, 4 restroom buildings, 2 with concession stands, 2 skate spots, 11 lighted playing fields, two dog parks, several miles of walking paths, 15 covered ramadas, a sand

volleyball court, a community garden and a 5,000 square foot Recreation Center.

The Town's parks are Anamax Park, Sahuarita Lake Park, Parque Los Arroyos, Quail Creek - Veterans Municipal Park, North Santa Cruz Park and the joint use park is Anza Trail Park. Anamax Park expanded to 23 acres last year and is the most actively used park with its 5 sports fields.

The Recreation division offers 13 different programs; coordinates leagues and user groups use on 11 fields; operates a licensed child care program; and plans, staffs and supports special events in conjunction with community outreach throughout the year. The Town's only Recreation Center is named Anamax Park Recreation Center which hosts a variety of classes and programs for the community including a meeting place for community organizations. The programs offered range from those for young children like Tots and Itty Bitty Sports to those for adults like softball and volleyball leagues, fitness and hiking programs. Youth programs include Karate, dance, afterschool care, youth sports clinics, open gym and summer camp. Teens have events like The Amazing race, Back to school bash and battle of the Bands. This year 4 new programs will be instituted, 2 for adults related to sports and 2 for tot/youth related to physical development.

## Parks and Recreation Department Summary

The outreach division was added to the department in FY 2008/09. It has the responsibility of planning and oversight for all 25+ special events and activities this year. The Town special events range from Fiesta Sahuarita, the Town's birthday celebration to story time for children and families, Tucson Symphony concerts a Farmer's Market, Halloween Safe House, Sahuarita health Fair, Bike to Work Day and several neighborhood outreach meetings to inform and listen to Town residents. The outreach coordinator will host at least 11 different outreach programs this coming year. This position was also the liaison to the newly formed Sahuarita Arts Guild and the Sahuarita Teen Advisory Council which hosted several events and meetings twice a month

ages and abilities in the Sahuarita Community.

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### FY 2009 ACCOMPLISHMENTS

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#### Administration/ Project Management

- Built Phase 1 as amended by Town Council of the Quail Creek Community Facilities District Park.
- Built Phase 1 of the North Park.
- Developed a feasibility study for Anamax Park Phase 2 and 3 with the YMCA.
- Continued to utilize planning software like ArcView and Microsoft Project Manager to help plan for current and future facilities.

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### MISSION

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The Parks and Recreation Department's vision is to *create community through people, parks and programs*. We will accomplish this through our mission: to be the champion for parks, public places, natural areas and recreational opportunities which will give life and beauty to the Town. These assets will connect people to places, self and others. We will strive to work with citizens to create a culture which will treasure and care for this legacy, building on the past to provide for future generations. The goal is for us to provide programs and services to preserve and enhance the quality of life for people of all

#### Community Outreach

- Launched a series of special events to enhance quality of life for residents in the Town of Sahuarita and to promote the usage of the Municipal Complex facilities.
  - A series of Framers' and Artisans' Markets were held.
  - Five (5) "Just For Kids" concerts.
  - "Taste," a Mother's Day tribute highlighting the Brass Quintet from the Tucson Symphony Orchestra.
  - Halloween Safe house, in partnership with Green Valley Fire District, Rural Metro Fire District, Southwest Ambulance and SUSD.

## **Parks and Recreation Department Summary**

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- “Cruisin’ Against Violence,” a classic car show to raise funds for Genesis House, the Sahuarita Domestic Violence shelter.
- Sahuarita Story Time – a weekly program for preschoolers, featuring stories, crafts and special guests.
- “Bike To Work Day”, to encourage employees to ride their bikes to work to promote a healthier lifestyle.
- Sahuarita Bike Fair, featuring a Family Fun Ride, bike rodeo and expo.
- Tours of the Town Center Complex by local school children.
- Visits to schools by the Mayor and the Neighborhood Outreach Coordinator to promote the quality of life in our Town.
- Provided a Hazardous Waste Roundup and a Recycle event in cooperation with Public Works.
- Designed and distributed Welcome Packets to newcomers in our Community.
- Hosted various Fine Art and Craft Shows.
- Carried out community volunteer work with STAC, including an “Up With People” dinner and party, the GV Elks Lodge “Fill Your Bowl” event, Adopt-A-Park (Anza Trail Park), and a Valentine cupcake decorating event at the Del Coronado Senior Apartments.
- Participated with STAC in Fiesta Sahuarita, the Halloween Safe house, Winterfest, Sahuarita Bike Fair and Celebrate Kids!
- Provided a Sahuarita High School Professional Internship Experience for one of the STAC members.
- Served as advisor to the Sahuarita Teen Advisory Council, or STAC.
  - Participated with STAC at the 2008 Arizona League of Cities and Towns Youth Conference.
  - Provided an opportunity for STAC to attend a podcasting conference at the University of Arizona.
- Established and served as liaison to the newly formed Sahuarita Art Guild.
- Cultivated neighborhood associations to partner with the Town to involve residents.
- Provided opportunities through neighborhood outreach for residents to interact.

### **Parks and Facilities**

- Began implementation of the Parks, Recreation, Trails and Open Space Master Plan.
- Maintained the park system at a high level of service.
- Protected the environment, water resources, vegetation, habitat, and wildlife.
- Recognized staff’s need for continuing

## Parks and Recreation Department Summary

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training and education.

- Implemented a work order system increasing efficiency and tracking of operational costs.
- Began an in house weed control program reducing operational costs.
- Redirected assignments to maintenance staff allowing more parks maintenance time.
- Provided equipment to the parks maintenance staff enabling them to work more efficiently and productively.

### **Recreation**

- Implemented the process of creating and adopting a cost recovery policy for all recreation classes, programs and special events which will continue.
- Developed a process for evaluating recreation programs, classes and special events which will continue.
- Continuing to negotiate sharing of facilities with the local school district was met and will continue. The Town paid for the new 11 acre park at one of the school sites and now shares the facility with the school as well as use of the gymnasium and fields.
- The goal to annually review and identify successful partners and user groups has been met and will continue.

Communication and coordination with user groups and partners will continue.

- The goal to provide staff training and resources was reached and will continue. Many training opportunities were made available to staff and program participants have greatly benefitted enhanced knowledge and skills staff have acquired.
- The goal to explore new marketing methods to better inform the community on recreational opportunities was achieved. Total participation in activities and programs was up dramatically over last year's total.
- The goal to add two special events was achieved. Two events added were the Canoe event and the Chili Cook Off. Both events were successful.
- The goal to increase senior and adult recreation opportunities was achieved. The Department added two programs; an adult winter volleyball and winter softball league.

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### **FY 2010 GOALS and OBJECTIVES**

- To provide three community outreach activities involving Town Council

## Parks and Recreation Department Summary

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Members and at least 50 Town residents to interact with. **PRTOSMP Goal No. 5 & GP Goal REC 1.5**

- To increase community participation in activities supporting healthy lifestyles by providing five health related events with at least 50 participants in each event. **PRTOSMP Goal No. 5 & GP Goals No. REC 1.5; CIR-1.5.5 & 1.4.2**
- Provide opportunities for additional HOAs/Neighborhood Associations to meet with Town staff at an organized neighborhood functions to increase by 3 each year.
- To decrease the gap between cost recovery rate and expenses for the Recreation Division, including indirect program costs, 5% each year over the next 3 years. **PRTOSMP Goal No. 6**
- To increase participation in programs, activities and events 8% per year over the next 3 years. **PRTOSMP Goal No. 5 & GP Goal REC 1.5.**
- Complete a Standard Operating Procedure (SOP) program for Parks Maintenance. **PRTOSMP goal No. 4.1.1**
- Add 2 more Adopt-A-Park volunteer groups to the current one (**STAC-GP Goal No.1.5.2**) and **PRTOSMP Goal No. 3.12 and 4.**
- To develop a Trails Master Plan coordinated with the Pima County Eastern Trail Update. **GP No. REC 1.4; PRTOSMP goal No. 8.**

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### BUDGET HIGHLIGHTS

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The following items have a significant impact relative to the department's budget:

#### **Personnel**

- Moved Administrative Office Assistant to Recreation and reduced scheduled hours (- 0.37 FTE)
- Increased scheduled hours for the Athletic Leader (+0.13 FTE)
- Reduced scheduled hours for Recreation Aides (-0.45 FTE)

#### **Contractual Services**

- Custodial services
- Landscaping services
- Special events services

#### **Operating Supplies**

- Special events supplies
- Printing and publication for park events and programs
- Maintenance tools and supplies

#### **Other Expenditures**

- Park utilities

## Parks and Recreation Department Summary

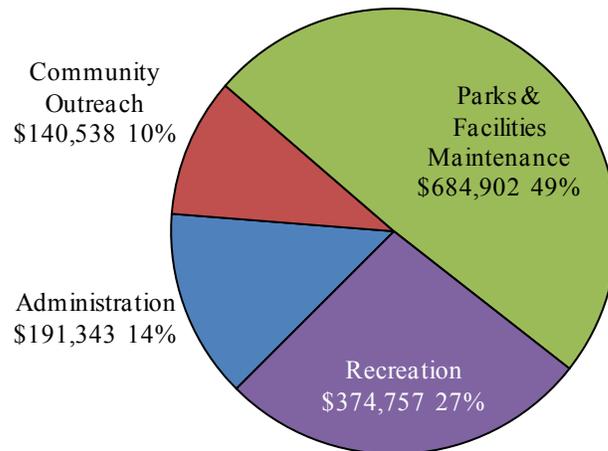
<b>Expenditures by Program</b>	<b>FY 2008 Actual Amount</b>	<b>FY 2009 Adopted Budget</b>	<b>FY 2009 Amended Budget</b>	<b>FY 2009 Estimated Amount</b>	<b>FY 2010 Adopted Budget</b>
Administration	\$ 298,379	\$ 301,600	\$ 301,730	\$ 383,062	\$ 191,343
Community Outreach	79	123,600	123,600	161,650	140,538
Parks & Facilities Maintenance	599,873	779,950	779,950	632,868	684,902
Recreation	359,076	433,000	432,870	292,206	374,757
Capital Outlay	320,332	125,000	125,000	107,129	
<b>Expenditure Total</b>	<b>\$ 1,577,739</b>	<b>\$ 1,763,150</b>	<b>\$ 1,763,150</b>	<b>\$ 1,576,915</b>	<b>\$ 1,391,540</b>

<b>Expenditures by Category</b>	<b>FY 2008 Actual Amount</b>	<b>FY 2009 Adopted Budget</b>	<b>FY 2009 Amended Budget</b>	<b>FY 2009 Estimated Amount</b>	<b>FY 2010 Adopted Budget</b>
Personnel	\$ 768,138	\$ 910,500	\$ 910,500	\$ 894,221	\$ 816,630
Contractual Services	188,090	293,250	296,250	232,712	300,615
Operating Supplies	158,721	172,350	169,350	111,061	128,515
Other	142,458	262,050	262,050	231,792	145,780
Capital Outlay	320,332	125,000	125,000	107,129	
<b>Expenditure Total</b>	<b>\$ 1,577,739</b>	<b>\$ 1,763,150</b>	<b>\$ 1,763,150</b>	<b>\$ 1,576,915</b>	<b>\$ 1,391,540</b>

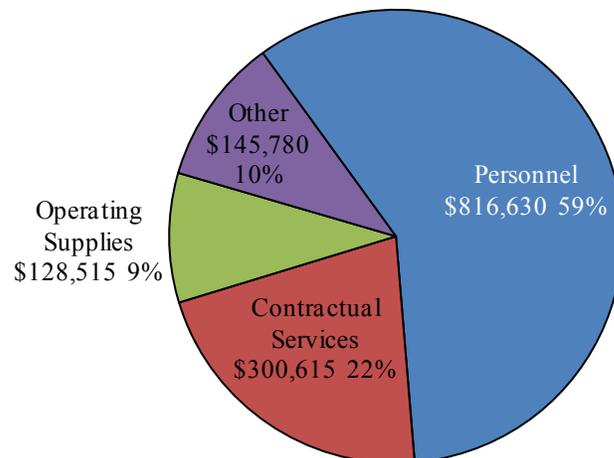
<b>Position Classification</b>	<b>FY 2010 Pay Range</b>	<b>Authorized Positions (FTE)</b>			<b>FY 2010 Adopted</b>
		<b>FY 2008 Amended</b>	<b>FY 2009 Adopted</b>	<b>FY 2009 Amended</b>	
Parks & Rec Director	73	1.00	1.00	1.00	1.00
Sr. Office Assistant	36	1.00	1.00	1.00	1.00
Project Manager	N/A	1.00	1.00	0.00	0.00
Office Assistant	N/A	1.00	1.00	1.00	0.00
<b>Community Outreach</b>					
Neighborhood Outreach Coordinator	51	0.00	1.00	1.00	1.00
<b>Parks &amp; Facilities Maintenance</b>					
Parks & Facilities Manager	56	1.00	1.00	1.00	1.00
Parks Foreman	46	1.00	1.00	1.00	1.00
Maintenance Worker I	36	3.00	3.00	3.00	3.00
Custodial Worker	N/A	1.00	0.00	0.00	0.00
<b>Recreation</b>					
Recreation Programs Administrator	55	1.00	1.00	1.00	1.00
Recreation Programmer	42	1.00	1.00	1.00	1.00
Recreation Leader	31	2.63	2.63	2.63	2.63
Office Assistant	29	0.00	0.00	0.00	0.63
Athletic Leader	25	0.50	0.50	0.50	0.63
Recreation Aide	23	2.34	2.64	2.64	2.19
Pool Manager	N/A	0.17	0.00	0.00	0.00
Asst Pool Manager	N/A	0.27	0.00	0.00	0.00
Water Safety Instructor	N/A	0.40	0.00	0.00	0.00
Life Guard	N/A	0.27	0.00	0.00	0.00
<b>Total Positions</b>		<b>18.58</b>	<b>17.77</b>	<b>16.77</b>	<b>16.08</b>

## Parks and Recreation Department Summary

**PARKS AND RECREATION DEPARTMENT  
Expenditures by Program  
FY 2010**



**PARKS AND RECREATION DEPARTMENT  
Expenditures by Category  
FY 2010**



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## Public Works Department Summary

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### GENERAL INFORMATION

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#### **Public Works Administration**

Public Works Administration provides general direction and coordination to the public works divisions of streets, engineering and equipment maintenance. Staying current with regulatory requirements by the State and Federal governments and implementing the programs are a major portion of this division. The Public Works Department serves as the Town's liaison with ADOT, EPA and various Pima County Departments.

#### **Engineering**

The Engineering Division provides services to support the Town staff. Major services include review of plats, development plans, improvement plans, Public Works maintenance contracts, permitting and inspection of private improvement agreements and Capital Improvement Plan project design and construction.

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### MISSION

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The Mission of the Public Works Department is to provide safe and efficient infrastructure systems including the transportation network, wastewater system and drainage-ways. This will be accomplished by:

- Operating and maintaining the infrastructure at the highest level.
- Meeting all Federal, State and local regulations.
- Furnishing technical advice and guidance to the public, Town management, Mayor and Council.
- Empowering our team to exceed the public's expectations.
- Delivering superior customer service.
- Producing projects that accommodate growth while preserving the traditional community values, the uniqueness of Sahuarita and the Southern Arizona environment.

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### FY 2009 ACCOMPLISHMENTS

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- Participated in the Town's first Citizens Academy.
- Traffic Signals on Alpha Ave. and Duval Mine Road completed. Funded by RTA.
- Interim Signals on Sahuarita Road and I-19 North and South Bound completed.
- Old Nogales/Nogales Hwy traffic signal design and construction start.
- Battery back up at and energy saving LED signal heads at traffic signals retrofitted and funded by RTA.

## Public Works

### Department Summary

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- Solar Speed Awareness Display System at Nogales Hwy and Solar School Zone Flasher Assembly at La Canada installed. Funded by RTA.
  - Santo Tomas sidewalk improvements completed. Funded by RTA.
  - Camino de Las Quintas sidewalk improvements completed and funded by RTA.
  - Secure RTA funds for At-grade Rail Crossing improvements for La Canada Phase III for \$540,000.
  - Secure RTA funding for Pima Mine Road scoping and design for \$350,000.
  - Park & Ride at Town Municipal Complex – Major funding by RTA and LTAF II (AZ Lottery).
  - AZ Department of Commerce \$450,000 Competitive Grant Acquired for Sahuarita Road.
  - Sahuarita Road: I-19 to La Villita – Final design anticipated May 2009.
  - Sahuarita Road: La Villita to Sahuarita Park Road – Begin design.
  - La Canada Drive: Phase III – Start of construction April 2009.
- to the systems to keep pace with the Town's growth. The safety of our residents and visitors is the Department's #1 priority.
- Maintain all streets, roadways and drainage-ways.
  - Meeting or exceeding compliance with Federal and/or State mandated regulations.
  - Plan Capital Improvement Projects in a cost effective and timely manner.
  - Construct Capital Improvement Projects at/or under budgeted amounts.
  - Provide timely and accurate plan review for the development community.
  - Provide superior customer service - on-time response to the public's concerns.
  - Maintain a departmental strong work ethic and work together as a team.

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#### **FY 2010 GOALS AND OBJECTIVES**

To provide safe, efficient and timely infrastructure improvements and to provide necessary upgrades and additions

## Public Works Department Summary

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### **BUDGET HIGHLIGHTS**

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The following items have a significant impact relative to the department's budget:

#### **Contractual Services**

- Development review services
- Janitorial services
- Building maintenance services (e.g., plumbers, electricians, etc.)

#### **Operating Supplies**

- Fuel
- Facility maintenance supplies

#### **Other Expenditures**

- Municipal Complex utilities

## Public Works Department Summary

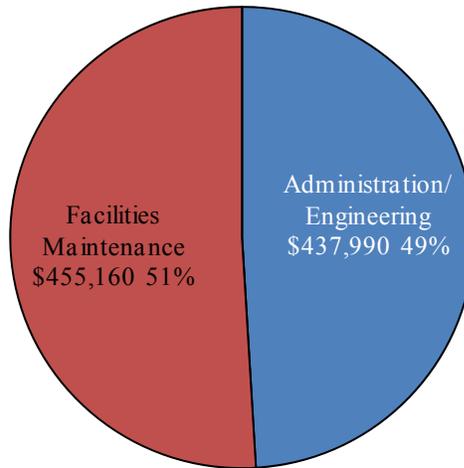
Expenditures by Program	FY 2008	FY 2009	FY 2009	FY 2009	FY 2010
	Actual Amount	Adopted Budget	Amended Budget	Estimated Amount	Adopted Budget
Administration/Engineering	\$ 708,408	\$ 573,300	\$ 573,300	\$ 501,237	\$ 437,990
Facilities Maintenance	217,455	494,400	494,400	441,139	455,160
Capital Outlay	28,479				
<b>Expenditure Total</b>	<b>\$ 954,342</b>	<b>\$ 1,067,700</b>	<b>\$ 1,067,700</b>	<b>\$ 942,376</b>	<b>\$ 893,150</b>

Expenditures by Category	FY 2008	FY 2009	FY 2009	FY 2009	FY 2010
	Actual Amount	Adopted Budget	Amended Budget	Estimated Amount	Adopted Budget
Personnel	\$ 376,355	\$ 351,700	\$ 332,705	\$ 356,257	\$ 357,475
Contractual Services	325,195	332,500	349,575	254,743	206,860
Operating Supplies	52,707	63,850	65,770	46,582	53,225
Other	171,606	319,650	319,650	284,794	275,590
Capital Outlay	28,479				
<b>Expenditure Total</b>	<b>\$ 954,342</b>	<b>\$ 1,067,700</b>	<b>\$ 1,067,700</b>	<b>\$ 942,376</b>	<b>\$ 893,150</b>

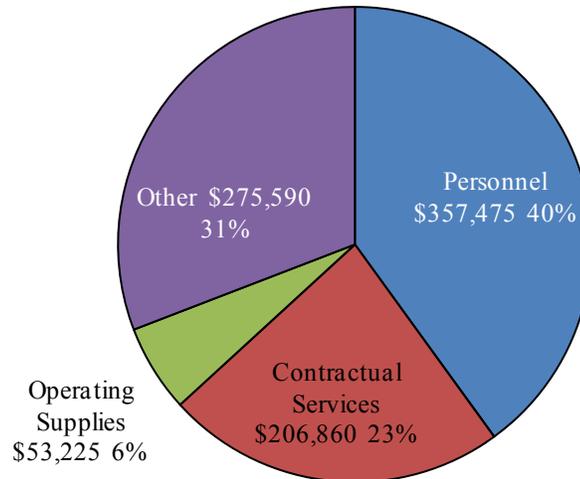
Position Classification	FY 2010 Pay Range	Authorized Positions (FTE)			
		FY 2008 Amended	FY 2009 Adopted	FY 2009 Amended	FY 2010 Adopted
<b>Administration/Engineering</b>					
Public Works Director	79	0.50	0.25	0.25	0.25
Assistant Town Engineer	72	0.00	0.10	0.10	0.10
Sr. Construction Manager	66	0.20	0.25	0.25	0.25
Project Manager	60	1.00	1.00	1.00	1.00
Management Analyst	53	0.00	0.25	0.25	0.25
Sr. Engineering Technician	52	1.00	0.95	0.95	0.95
Engineering Technician	47	0.50	0.58	0.58	0.58
O & M Administrator	42	0.30	0.25	0.25	0.25
Sr. Office Assistant	36	1.00	0.25	0.25	0.25
Construction Manager	N/A	0.50	0.00	0.00	0.00
<b>Facilities Maintenance</b>					
Maintenance Worker I	36	1.00	1.00	1.00	1.00
<b>Total Positions</b>		<b>6.00</b>	<b>4.88</b>	<b>4.88</b>	<b>4.88</b>

## Public Works Department Summary

**PUBLIC WORKS DEPARTMENT  
Expenditures by Program  
FY 2010**



**PUBLIC WORKS DEPARTMENT  
Expenditures by Category  
FY 2010**



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## Police Department Summary

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### GENERAL INFORMATION

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The Police Department provides 24-hour public safety and crime prevention services to the Town of Sahuarita. The department strives to be proactive in its efforts to prevent crime by focusing on community oriented policing philosophy, issuing informational releases to the media, holding public meetings and providing correspondence in the Town's newsletter. The department enforces all applicable Federal, State, and Municipal laws. The department also promotes and enhances the quality of public safety through cooperative enforcement with other agencies. A primary focus of the Sahuarita Police Department is involvement with the area's youth and creating programs geared toward reducing juvenile crime and forming positive relationships with the youth.

of activities demonstrate some of our achievements:

- The 1<sup>st</sup> Explorer Academy was completed.
- Received grant funding for rotating targets on the range from AZ Post.
- Formalized a yearly training guideline for the agency.
- Trained all personnel in Critical Incident Response.
- Updated the Departments Rules & Procedures in preparation for CALEA accreditation.
- Implemented a Case Management System to standardize review procedures in the Investigative Division.
- Improved the SORT Program by reassessing all sex offenders who reside within the Town limits.
- Automated the evidence and supplies archiving system.
- Confiscated over \$600,000.00 in drug money.
- Intercepted over 2,500 pounds of marijuana.
- Seized 6 vehicles that were involved in criminal activities.

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### MISSION

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To protect life and property, prevent crime, and solve problems by forming a partnership with the community, other town departments, and other agencies.

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### FY 2009 ACCOMPLISHMENTS

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During FY 2008-2009, the Police Department improved service to our citizens and increased community involvement programs. The following lists

## Police

### Department Summary

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- Participated in (UASI) Urban Area Security Initiative and were awarded two night vision goggles.
- Equipped the crime scene van and established a Crime Scene Response System.
- Qualified a Traffic Reconstructionist.
- Expanded VIP Program to include VIPs issuing parking citations and sign off on equipment repair.
- Established Office of Professional Standards with audit and inspectors unit.
- Participated in Relay for Life.
- Equipped Crime Analyst with software for Motor Vehicle Division photos.
- Hosted Spanish Classes for regional Training.
- Participated in Citizen Leadership Academy with a presentation on the Police Department.
- Participated in 911 Memorial at the American Legion.
- Established a video court conferencing system.
- Graduated 3 Recruits from PSCO Academy.
- Participated with GEICO and Safe Move Assembly at the high school.
- Participated in the formation of a safety Committee for the town.
- Participated in Arizona Link (COPLINK) hand-held devices.
- Continued to deploy the traffic trailer to improve public awareness and safety on the roadways.
- Purchased a new K-9 and established a partnership with the Pima County Sheriff's Office for training.
- Developed a comprehensive plan for the VIPS Program.
- Volunteers in Police Service Training (VIPS) graduated from the Sheriff's Auxiliary Volunteers Academy.
- Received classroom funding from AZ Post for the new police station.
- Established 20 new Neighborhood Watch Programs.
- Documented the amount of time for Neighborhood Watch Patrol.
- Divided the town into 3 Patrol Beats.
- Trained all officers and supervisors on how to work a patrol beat.
- Hired and trained 2 new officers, and 2 sergeants.
- Continue to set up "Kid DNA" booths at various community events.
- Expanded the School Resource Officer Program (SRO) with Sahuarita School District.

## Police Department Summary

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- Participated in Traffic Enforcement Week with Arizona Department of Public Safety and Pima County Sheriff's Department.
  - Participated in planning Domestic Awareness with Casa de Esperanza; a domestic violence shelter.
  - Hosted a National Night Out Program.
  - Participated in the Pima Regional SWAT Team.
  - Participated in the PC WIN Development.
  - Worked with the School Multi Agency Response Team (SMART), dealing with criminal and delinquent minors.
  - Worked with Green Valley Citizens Corps Council.
  - Involved with the STOP Committee.
  - Worked with the Student Teen Advisory Council.
  - Attended All-Night School Lock-In.
  - Attended both Middle School and High School graduation ceremonies.
  - Provided security and traffic control at athletic and community events.
  - Hosted the quarterly Red Cross Blood Drive.
  - Continued to recruit and test for new positions.
  - Involved the community in the promotional process.
- 
- FY 2010 GOALS AND OBJECTIVES**
- 
- Enhance the Crime Prevention Program to include the youth. (*PFS-2.2.2, CIR-1.4.2, PFS-1.1.4*)
  - Expand the Teen Driving Safety Program that was developed with the community. (*PFS-2.1.2, PFS-2.2.2*).
  - Establish a Regional Training Program to maintain current certifications and become knowledgeable in new technologies. (*PFS-2.1.1, PFS-2.1.3, PFS-2.1.3*)
  - Expand the Explorer Program Regionally. (*PFS-2.2.2*)
  - Implement a Reserve Program to augment officers with neighborhood patrol and directed patrol. (*PFS-2.2.2, PFS-1.2.2, PFS-2.1.3*)
  - Formalize a Regional Domestic Violence Fatality Review Team. (*PFS-2.2.2*)
  - Enhance DUI Enforcement by participation in Task Forces. (*PFS-2.1.2*)
  - Establish an Inventory Control System. (*PFS-2.1.3*)
  - Enhance the Bike Patrol Unit. (*PFS-2.2.2, PFS-1.2.2*)
  - Expand the Neighborhood Watch Program by 10 more groups. (*PFS-2.2.2*)

## Police Department Summary

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- Develop the Parking Citation Program utilizing the VIPS. (PFS-2.2.2)
  - Host another National Night Out. (PFS-2.2.2)
  - Continue to provide all new residents with a “Welcome Packet” containing information on the Town and Town government along with contact names and telephone numbers. (PFS-1,PFS-1.2)
- Other Expenditures**
    - Telecommunications-mobile phones and data cards
    - Vehicle insurance premiums
  - Programs**
    - Volunteers in Police Service
    - Police Officer Reserves
    - Young Explorers

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### **BUDGET HIGHLIGHTS**

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The following items have a significant impact relative to the department’s budget:

#### **Personnel**

- Add three Police Officer positions
- Reallocate one Police Officer from the RICO Operations to the general operations
- Reallocate scheduled hours of the Planning & Zoning Sr. Office Assistant to the Police Department (+0.4 FTE)

#### **Contractual Services**

- Dispatch and incarceration services provided by Pima County
- Vehicle repair and maintenance
- Legal advisor

#### **Operating Supplies**

- Fuel
- Officer and armory supplies
- Minor equipment (e.g., radios, etc.)

## Police Department Summary

Expenditures by Program	FY 2008	FY 2009	FY 2009	FY 2009	FY 2010
	Actual Amount	Adopted Budget	Amended Budget	Estimated Amount	Adopted Budget
Department Operations	\$4,214,887	\$5,250,550	\$5,250,550	\$4,992,521	\$5,844,220
Capital Outlay	262,723	497,100	497,100	356,482	
<b>Expenditure Total</b>	<b>\$4,477,610</b>	<b>\$5,747,650</b>	<b>\$5,747,650</b>	<b>\$5,349,003</b>	<b>\$5,844,220</b>

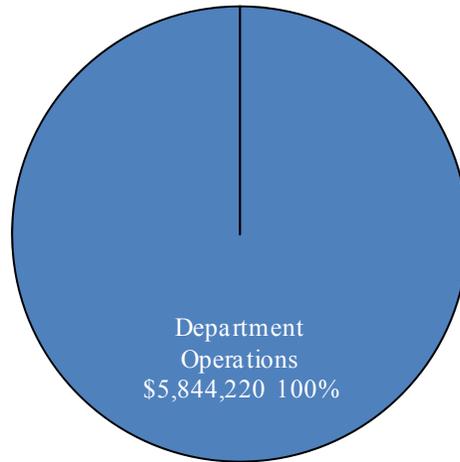
Expenditures by Category	FY 2008	FY 2009	FY 2009	FY 2009	FY 2010
	Actual Amount	Adopted Budget	Amended Budget	Estimated Amount	Adopted Budget
Personnel	\$3,411,303	\$4,385,200	\$4,388,500	\$4,207,704	\$4,514,290
Contractual Services	310,082	329,600	326,300	357,370	341,880
Operating Supplies	320,547	392,150	392,150	302,497	372,950
Other	172,955	143,600	143,600	124,950	615,100
Capital Outlay	262,723	497,100	497,100	356,482	
<b>Expenditure Total</b>	<b>\$4,477,610</b>	<b>\$5,747,650</b>	<b>\$5,747,650</b>	<b>\$5,349,003</b>	<b>\$5,844,220</b>

Position Classification	FY 2010 Pay Range	Authorized Positions (FTE)			
		FY 2008 Amended	FY 2009 Adopted	FY 2009 Amended	FY 2010 Adopted
Police Chief	80	1.00	1.00	1.00	1.00
Police Commander	74	3.00	3.00	3.00	2.00
Police Sergeant	65	7.00	7.00	7.00	8.00
Detective	59	3.00	3.00	3.00	3.00
Police Officer	54	25.00	29.00	29.00	33.00
Crime Analyst	48	1.00	1.00	1.00	1.00
Crime Scene Specialist	44	2.00	2.00	2.00	2.00
Sr. Office Assistant	36	4.00	4.00	4.00	4.40
<b>Total Positions</b>		<b>46.00</b>	<b>50.00</b>	<b>50.00</b>	<b>54.40</b>

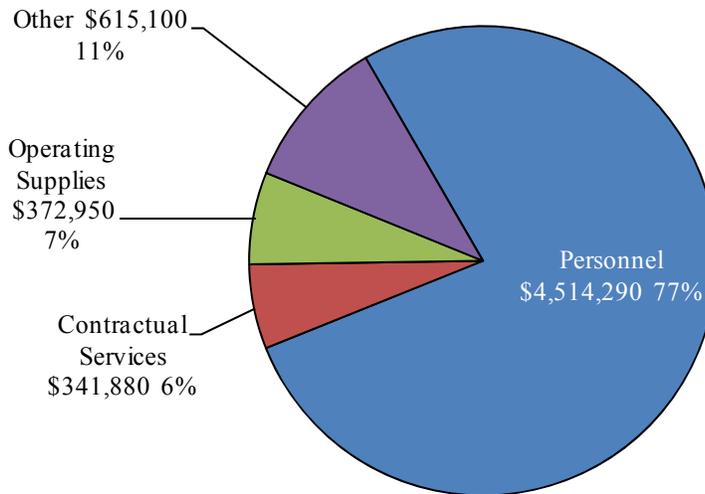
## Police Department Summary

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**POLICE DEPARTMENT  
Expenditures by Program  
FY 2010**



**POLICE DEPARTMENT  
Expenditures by Category  
FY 2010**



## Municipal Court Department Summary

GENERAL INFORMATION	MISSION
<p>The Sahuarita Municipal Court is responsible for adjudicating all civil traffic, criminal misdemeanors, and town ordinance violations committed within the Town Boundaries. The court also issues orders of protection, injunctions against harassment, and workplace injunctions from filings to hearings requested. We also provide other services to Town residents, such as issuing passports and marriage licenses, and notary service. The court is open Monday through Friday from 8:00 a.m. to 5:00 p.m.</p>	<p>To uphold the law and administer justice fairly and efficiently and adjudicate all cases brought before the Court in a fair, courteous and impartial manner and to treat all who come to the Court with dignity and respect, providing prompt, polite and efficient service to the customers of the Sahuarita Municipal Court, the Town of Sahuarita, and the public in general.</p>
<p>The purpose of the Sahuarita Municipal Court is to adjudicate both criminal and civil traffic cases while administering justice in a fair and impartial manner. Other functions of the Municipal Court include the following:</p> <ul style="list-style-type: none"><li>• Institute policies to improve case flow and minimize inconvenience to parties, victims, witnesses, and court personnel.</li><li>• Utilize established protocols for determining when a jury trial is needed and assembling a jury when one is needed, making all reasonable attempts to minimize inconvenience to Town residence.</li><li>• Provide services to the public, such as the issuance of marriage licenses and passports and notary service.</li></ul>	<p style="text-align: center;"><b>FY 2009 ACCOMPLISHMENTS</b></p> <ul style="list-style-type: none"><li>• Marriage License and Passport issuance service to minimize the travel distance for locals.</li><li>• Free (limited) notary service.</li><li>• Arizona Revised Statutes, books donations for area schools participating in mock court.</li><li>• Judge appointed to two Supreme Court Committees: Judicial Conference Planning Committee and Commission on Minorities.</li><li>• Individualized attention to each person/case.</li><li>• Increased revenue from fine collections through continued outreach to defendants in the court system.</li><li>• Participation in Supreme Court program Fines/Fees &amp; Restitution Enforcement Program (F.A.R.E) to enhance ongoing collection efforts.</li></ul>

## Municipal court Department Summary

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- Implementation and participation in Homeless Court, a pilot project aimed at resolving the problems associated with homelessness with practical solutions and through collaboration between the court, homeless shelters, service agencies, prosecution and defense counsel.
- Update of formal Indigent Defense List, which includes attorneys with foreign language abilities thereby increasing the understanding of and access to the justice system for non-English speaking defendants.
- Compliance with mandatory COJET training for all Court staff.
- Continued update and creation of forms in compliance with statutory and Supreme Court requirements.
- Timely compliance with statutory changes.
- Collaboration between CPSA (Community Partnership of Southern Arizona) and related provider networks and the criminal justice system, aimed at increasing levels of treatment participation, reducing recidivism, improving pro-social behaviors and adjustment to the community for those with mental health issues.
- Continued efforts in facility improvements to ensure the safety of customers and staff.
- Completed triennial external audit and had zero negative findings.
- Installation and use of video court equipment to eliminate safety issues during transport and court hearings for detainees. (PFS- 1.5)(2.1).
- Participation in local school's Career Day.

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### FY 2010 GOALS AND OBJECTIVES

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- To continue providing fair and objective resolution of disputes and enforcement of laws in a manner appropriate to the needs of our community and society. (**PFS 2.1**)
- To continue providing customer service in a professional and courteous manner. (**PFS 2.1**)
- Continued update and implementation of a Court Operations Manual/Policies and Procedures to provide guidance to court staff. (**PFS 2.1**)
- Continued update and utilization of Spanish forms for Spanish-speaking defendants, thereby increasing the understanding of and access to the justice system for non-English speaking defendants. (**PFS 2.1**)
- Continued improvements of Court facility security thereby ensuring the safety of customers and staff. (**PFS 2.1 & 2.3**)
- Continued improvements to Court policy to avoid appearance of

## Municipal Court Department Summary

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- Impropropriety between Court and Town Departments. (*PFS 1.5 & 2.1*)
- Reduction in recidivism through monitoring each case involving court-ordered treatment, thereby ensuring compliance and individual accountability. (*PFS 2.1*)
- Continued search for innovative alternatives for diversion/sentencing aimed at reducing recidivism in the community. (*PFS 1.5 & 2.1*)
- Increased collaboration with CPSA (Community Partnership of Southern Arizona) to assist with mental health diversions and assessments and participation in Homeless Court Project. (*PFS 1.5 & 2.1*)
- Create and enforce implementation of new policies regarding financial management and segregation of duties. (*PFS 2.1*)
- Coordinate with external agencies to accomplish timely receipt and report of final dispositions. (*PFS 1.5 & 2.1*)
- Credit card bank fees
- Court interpreter.
- Temp employee services

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### BUDGET HIGHLIGHTS

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The following items have a significant impact relative to the department's budget:

#### Contractual Services

- Computer maintenance service provided by Supreme Court.

## Municipal Court Department Summary

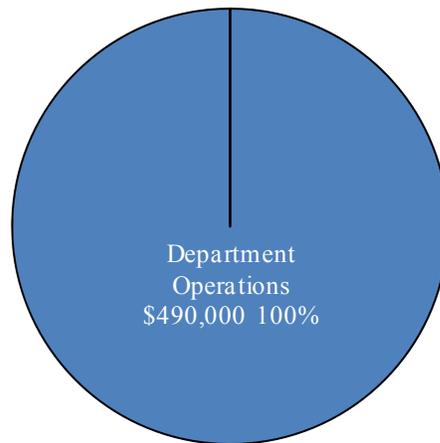
<b>Expenditures by Program</b>	<b>FY 2008 Actual Amount</b>	<b>FY 2009 Adopted Budget</b>	<b>FY 2009 Amended Budget</b>	<b>FY 2009 Estimated Amount</b>	<b>FY 2010 Adopted Budget</b>
Department Operations	\$ 498,603	\$ 540,450	\$ 543,200	\$ 515,104	\$ 490,000
Capital Outlay			14,250	14,250	
<b>Expenditure Total</b>	<b>\$ 498,603</b>	<b>\$ 540,450</b>	<b>\$ 557,450</b>	<b>\$ 529,354</b>	<b>\$ 490,000</b>

<b>Expenditures by Category</b>	<b>FY 2008 Actual Amount</b>	<b>FY 2009 Adopted Budget</b>	<b>FY 2009 Amended Budget</b>	<b>FY 2009 Estimated Amount</b>	<b>FY 2010 Adopted Budget</b>
Personnel	\$ 428,837	\$ 468,650	\$ 468,650	\$ 458,842	\$ 421,405
Contractual Services	18,508	34,000	36,750	36,017	47,990
Operating Supplies	19,315	17,200	17,200	11,007	16,345
Other	31,943	20,600	20,600	9,238	4,260
Capital Outlay			14,250	14,250	
<b>Expenditure Total</b>	<b>\$ 498,603</b>	<b>\$ 540,450</b>	<b>\$ 557,450</b>	<b>\$ 529,354</b>	<b>\$ 490,000</b>

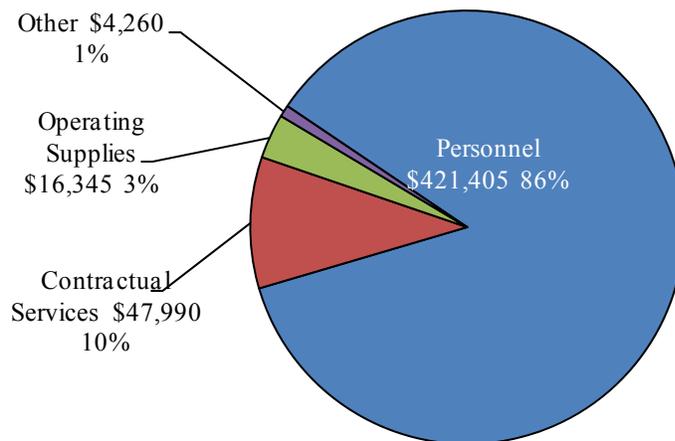
<b>Position Classification</b>	<b>FY 2010 Pay Range</b>	<b>Authorized Positions (FTE)</b>			
		<b>FY 2008 Amended</b>	<b>FY 2009 Adopted</b>	<b>FY 2009 Amended</b>	<b>FY 2010 Adopted</b>
Town Magistrate	Contract	1.00	1.00	1.00	1.00
Court Administrator	52	1.00	1.00	1.00	1.00
Court Clerk	37	5.00	5.00	5.00	4.00
Court Security Officer	32	2.00	2.00	2.00	2.00
<b>Total Positions</b>		<b>9.00</b>	<b>9.00</b>	<b>9.00</b>	<b>8.00</b>

## Municipal Court Department Summary

**MUNICIPAL COURT DEPARTMENT  
Expenditures by Program  
FY 2010**



**MUNICIPAL COURT DEPARTMENT  
Expenditures by Category  
FY 2010**



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## Non-Departmental Summary

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### **GENERAL INFORMATION**

The Non-Departmental category was created to account for operating costs and items not specifically identifiable to any other Town department. These costs include some specific programs, Town-wide special events, contributions and donations, postage, and the Town's general motor pool costs.

### **Programs**

- Animal Control (Pima County)
- Housing Assistance (carryover from last year)
- Annexation Project

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### **BUDGET HIGHLIGHTS**

The following items have a significant impact relative to the department's budget:

#### **Operating Supplies**

- Fuel
- Postage

#### **Capital Outlay**

- \$150,000 contingency for capital asset replacement

#### **Non-Profit Organizations Contributions**

- Green Valley Community Food Bank
- Green Valley Assistance Services
- Sahuarita Team Offers Prevention (STOP)

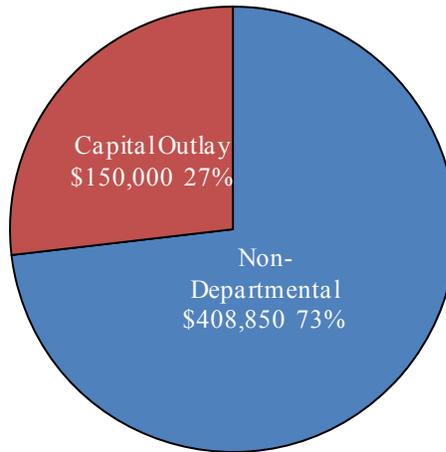
## Non-Departmental Summary

<b>Expenditures by Program</b>	<b>FY 2008 Actual Amount</b>	<b>FY 2009 Adopted Budget</b>	<b>FY 2009 Amended Budget</b>	<b>FY 2009 Estimated Amount</b>	<b>FY 2010 Adopted Budget</b>
Non-Departmental	\$92,823	\$ 622,000	\$ 622,000	\$ 251,050	\$ 408,850
Capital Outlay					150,000
<b>Expenditure Total</b>	\$ 92,823	\$ 622,000	\$ 622,000	\$ 251,050	\$ 558,850

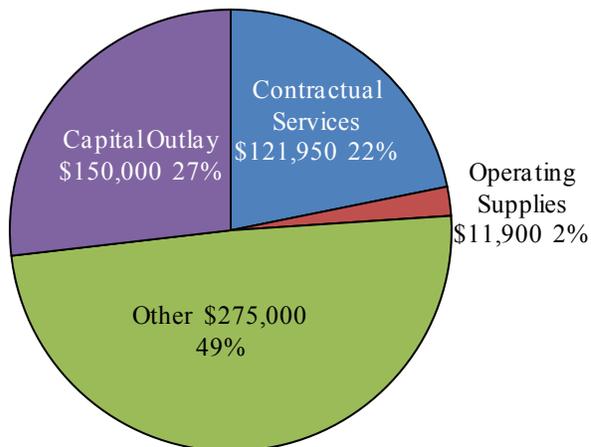
<b>Expenditures by Category</b>	<b>FY 2008 Actual Amount</b>	<b>FY 2009 Adopted Budget</b>	<b>FY 2009 Amended Budget</b>	<b>FY 2009 Estimated Amount</b>	<b>FY 2010 Adopted Budget</b>
Personnel					
Contractual Services	\$ 11,687	\$ 317,000	\$ 317,000	\$ 167,250	\$ 121,950
Operating Supplies	14,074	10,000	10,000	10,800	11,900
Other	67,062	295,000	295,000	73,000	275,000
Capital Outlay					150,000
<b>Expenditure Total</b>	\$ 92,823	\$ 622,000	\$ 622,000	\$ 251,050	\$ 558,850

## Non-Departmental Summary

**NON-DEPARTMENTAL  
Expenditures by Program  
FY 2010**



**NON-DEPARTMENTAL  
Expenditures by Category  
FY 2010**



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# Special Revenue



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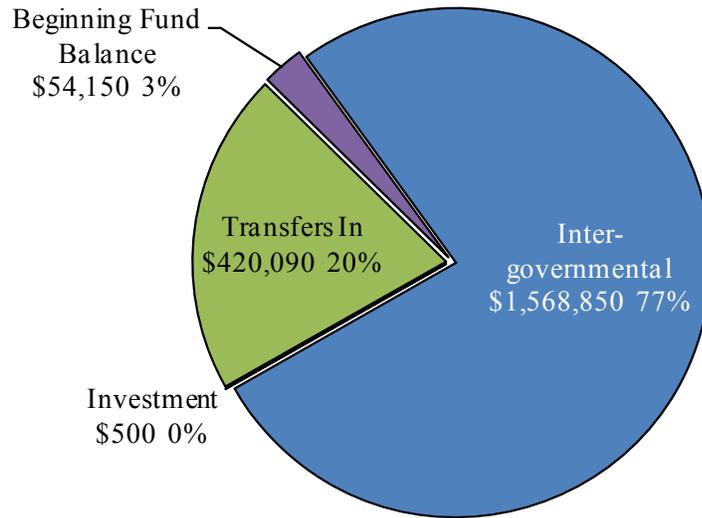
**HIGHWAY USER REVENUE FUND (HURF)**  
 Special Revenue Fund  
 Sources and Uses of Funds

	2008 Actual Amount	2009		2010 Adopted Budget	2010 Adopted Budget	% Change From Amended	% Change From 2009 Estimate
		Adopted Budget	Amended Budget	Estimated Actual			
<b><u>SOURCES</u></b>							
<b>REVENUES:</b>							
Intergovernmental	\$ 1,598,977	\$ 7,739,500	\$ 7,739,500	\$ 1,239,000	\$ 1,568,850	-79.7%	26.6%
Investment	10,207	1,000	1,000	1,250	500	-50.0%	-60.0%
Miscellaneous	-	-	-	250	-	-	-100.0%
Subtotal: Revenues	1,609,184	7,740,500	7,740,500	1,240,500	1,569,350	-79.7%	26.5%
<b>OTHER SOURCES:</b>							
Transfers In	-	423,100	423,100	258,000	420,090	-0.7%	62.8%
Transfers Out	(112,306)	(6,179,000)	(6,179,000)	(201,100)	(600,000)	-90.3%	198.4%
Subtotal: Other Sources	(112,306)	(5,755,900)	(5,755,900)	56,900	(179,910)	-96.9%	-416.2%
<b>BEGINNING FUND BALANCES:</b>							
Undesignated	61,333	(204,900)	(204,900)	231,471	54,150	-126.4%	-76.6%
<b>TOTAL SOURCES</b>	<b>\$ 1,558,211</b>	<b>\$ 1,779,700</b>	<b>\$ 1,779,700</b>	<b>\$ 1,528,871</b>	<b>\$ 1,443,590</b>	<b>-18.9%</b>	<b>-5.6%</b>
<b><u>USES</u></b>							
<b>CURRENT EXPENDITURES:</b>							
Streets Department	\$ 1,326,740	\$ 1,779,700	\$ 1,779,700	\$ 1,474,721	\$ 1,416,700	-20.4%	-3.9%
Subtotal: Current Expenditures	1,326,740	1,779,700	1,779,700	1,474,721	1,416,700	-20.4%	-3.9%
<b>ENDING FUND BALANCES:</b>							
Undesignated	231,471	-	-	54,150	26,890	-	-50.3%
<b>TOTAL USES</b>	<b>\$ 1,558,211</b>	<b>\$ 1,779,700</b>	<b>\$ 1,779,700</b>	<b>\$ 1,528,871</b>	<b>\$ 1,443,590</b>	<b>-18.9%</b>	<b>-5.6%</b>

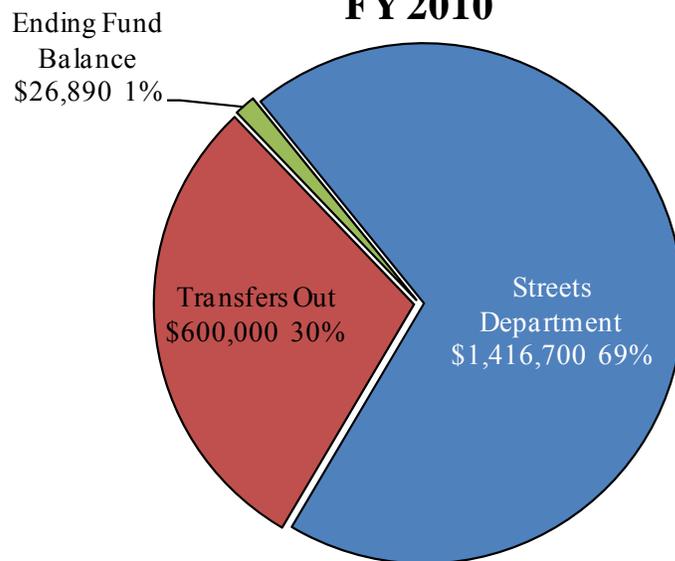
**HIGHWAY USER REVENUE FUND (HURF)**  
 Special Revenue Fund  
 Revenues Detail

	2008 Actual Amount	2009		2010 Adopted Budget	% Change From Amended	% Change From 2009 Estimate	
		Adopted Budget	Amended Budget	Estimated Actual			
<b>REVENUES:</b>							
<b>INTERGOVERNMENTAL</b>							
Highway User Revenue Tax	\$ 1,067,286	\$ 1,193,050	\$ 1,193,050	\$ 944,900	\$ 848,800	-28.9%	-10.2%
Local Transportation Assistance Funds (LTAF)	82,789	93,950	93,950	93,000	91,050	-3.1%	-2.1%
12.6% HURF PAG Reimbursement Grants	420,900	6,179,000	6,179,000	100,000	600,000	-90.3%	500.0%
Regional Transportation Authority Grants	-	273,500	273,500	-	4,000	-	-
LTAF II Grant	7,081	-	-	101,100	-	-	-100.0%
P.A.G. Youth Art Program	20,921	-	-	-	25,000	-	-
<b>SUBTOTAL: INTERGOVERNMENTAL</b>	<b>1,598,977</b>	<b>7,739,500</b>	<b>7,739,500</b>	<b>1,239,000</b>	<b>1,568,850</b>	<b>-79.7%</b>	<b>26.6%</b>
<b>OTHER</b>							
Investment Income	10,207	1,000	1,000	1,250	500	-50.0%	-60.0%
Miscellaneous	-	-	-	250	-	-	-100.0%
<b>SUBTOTAL: OTHER INCOME</b>	<b>10,207</b>	<b>1,000</b>	<b>1,000</b>	<b>1,500</b>	<b>500</b>	<b>-50.0%</b>	<b>-66.7%</b>
<b>TOTAL REVENUES</b>	<b>\$ 1,609,184</b>	<b>\$ 7,740,500</b>	<b>\$ 7,740,500</b>	<b>\$ 1,240,500</b>	<b>\$ 1,569,350</b>	<b>-79.7%</b>	<b>26.5%</b>

### HIGHWAY USER REVENUE FUND Budgeted Sources of Funds FY 2010



### HIGHWAY USER REVENUE FUND Budgeted Uses of Funds FY 2010



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## Streets

### Department Summary

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#### GENERAL INFORMATION

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The Public Works Department manages the Highway User Revenue Funds (HURF). The use of Highway User Revenue Funds (HURF) is governed by the State of Arizona's constitution where expenditures of HURF Funds must be for improvements in the public roadway right-of-way. The HURF fund is primarily used for operations and maintenance of the roadway system. The Public Works Director, Street Superintendent and the Engineering Divisions oversee these operations, which include pavement management, sidewalks, traffic signals, landscaping, signing, and striping.

#### Public Works—Streets

The Public Works Street Division maintains all streets, roadways and drainage-ways to ensure that the facilities fulfill the function for which they are designed. The Streets Superintendent oversees the two sections: traffic operations and streets maintenance.

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#### MISSION

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The Mission of the Public Works Department is to provide safe and efficient infrastructure systems including the transportation network, wastewater system, and drainage-ways. This will be accomplished by:

- Operating and maintaining the infrastructure at the highest level possible.
- Meeting Federal, State and local regulations.
- Furnishing technical advice and guidance to the public, Town management, Mayor and Council.
- Empowering our team to exceed the public's expectations.
- Delivering superior customer service.
- Producing projects that accommodate growth while preserving the traditional community of Sahuarita, and the Southern Arizona environment.

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#### FY 2009 ACCOMPLISHMENTS

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- Pavement Preservation over 15.8 lane miles were rehabilitated.
- Maintained 18 miles of road shoulders.
- Maintained a Street Sweeping Program that swept the entire Town 6 times.
- Added .35 miles of sidewalk.
- Continuing with the prison labor program to assist in maintaining the public right-of-ways.
- Adopt-a-Roadway Program has 6 new Adopt-a-Roadway Groups.
- Adopt-a-Wash Program – public wash adoption which is a new program.

## Streets

### Department Summary

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#### FY 2010 GOALS AND OBJECTIVES

The goal of the Department of Public Works is to provide timely maintenance and improvements for the streets, roadways and drainage-ways. The safety of the public is the Department's number one priority. This will be accomplished in compliance with Federal, State and local standards and regulations. The objective of the Streets Department is to maintain a departmental strong work ethic and work together as a team to meet the needs of the Town.

- Other street maintenance supplies

#### Other Expenditures

- Street light and traffic signal utilities

#### Capital Outlay

- Miscellaneous equipment

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#### BUDGET HIGHLIGHTS

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The Department's budget includes funding to accomplish the following:

#### Personnel

- Reallocation of Public Works staff (+0.83 FTE)

#### Contractual Services

- Pavement management program
- Street cleaning/sweeping services
- Inmate Labor

#### Operating Supplies

- Fuel
- Road barricades and signs

## Streets Department Summary

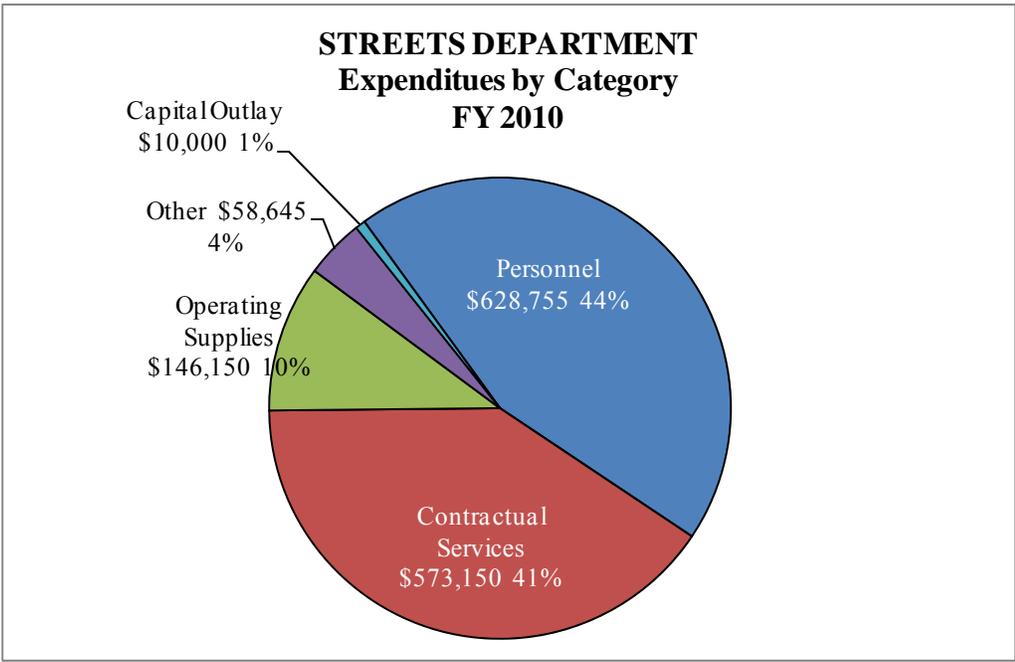
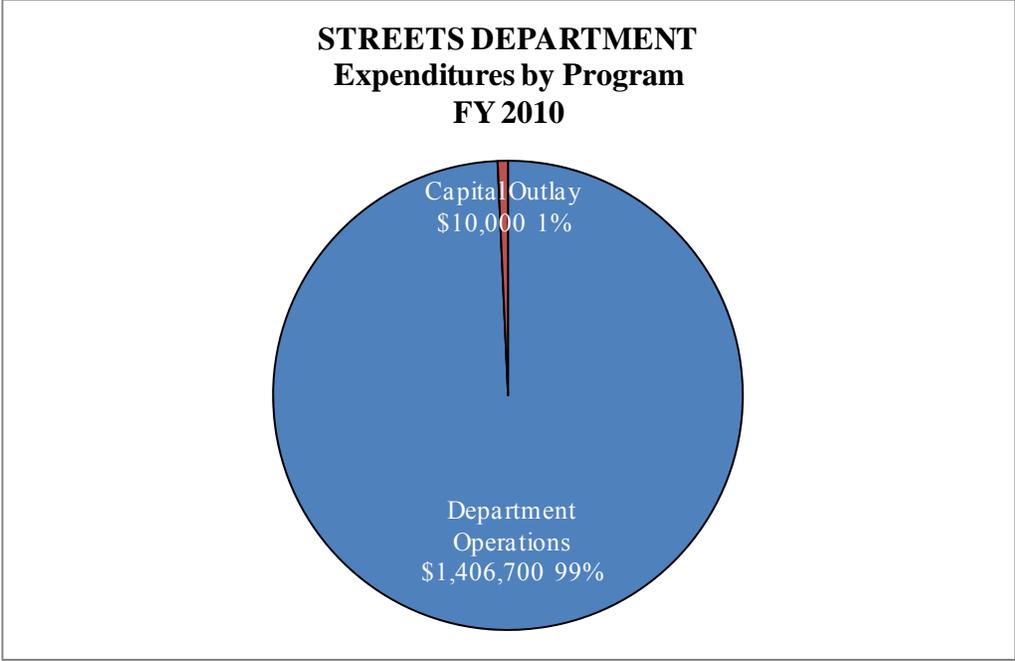
Expenditures by Program	FY 2008	FY 2009	FY 2009	FY 2009	FY 2010
	Actual Amount	Adopted Budget	Amended Budget	Estimated Amount	Adopted Budget
Department Operations	\$ 1,303,545	\$ 1,487,200	\$ 1,487,200	\$ 1,455,721	\$ 1,406,700
Capital Outlay	23,195	292,500	292,500	19,000	10,000
<b>Expenditure Total</b>	<b>\$ 1,326,740</b>	<b>\$ 1,779,700</b>	<b>\$ 1,779,700</b>	<b>\$ 1,474,721</b>	<b>\$ 1,416,700</b>

Expenditures by Category	FY 2008	FY 2009	FY 2009	FY 2009	FY 2010
	Actual Amount	Adopted Budget	Amended Budget	Estimated Amount	Adopted Budget
Personnel	\$ 523,880	\$ 647,750	\$ 647,750	\$ 641,871	\$ 628,755
Contractual Services	585,284	635,500	635,500	611,000	573,150
Operating Supplies	121,696	113,800	113,800	116,700	146,150
Other	72,685	90,150	90,150	86,150	58,645
Capital Outlay	23,195	292,500	292,500	19,000	10,000
<b>Expenditure Total</b>	<b>\$ 1,326,740</b>	<b>\$ 1,779,700</b>	<b>\$ 1,779,700</b>	<b>\$ 1,474,721</b>	<b>\$ 1,416,700</b>

Position Classification	FY 2010 Pay Range	Authorized Positions (FTE)			
		FY 2008 Amended	FY 2009 Adopted	FY 2009 Amended	FY 2010 Adopted
Public Works Director	79	0.30	0.50	0.50	0.50
Assistant Town Engineer	72	0.50	0.65	0.65	0.65
Sr. Construction Manager	66	0.80	0.50	0.50	0.75
Civil Engineer	65	0.50	1.00	1.00	1.00
Project Manager	60	1.00	1.00	1.00	1.00
Construction Manager	58	0.50	1.00	1.00	1.00
Public Works Superintendent	57	1.00	1.00	1.00	1.00
Management Analyst	53	1.00	0.50	0.50	0.50
Sr. Engineering Technician	52	1.00	0.70	0.70	0.95
Construction Inspector	48	0.00	1.00	1.00	0.75
Public Works Foreman	47	1.00	1.00	1.00	1.00
Engineering Technician	47	1.00	0.84	0.84	1.42
O & M Administrator	42	0.40	0.50	0.50	0.50
Sr. Street Maintenance Worker	40	2.00	2.00	2.00	2.00
Engineering Aide	40	2.00	1.00	1.00	1.00
Sr. Office Assistant	36	0.00	0.45	0.45	0.45
<b>Total Positions</b>		<b>13.00</b>	<b>13.64</b>	<b>13.64</b>	<b>14.47</b>

## Streets Department Summary

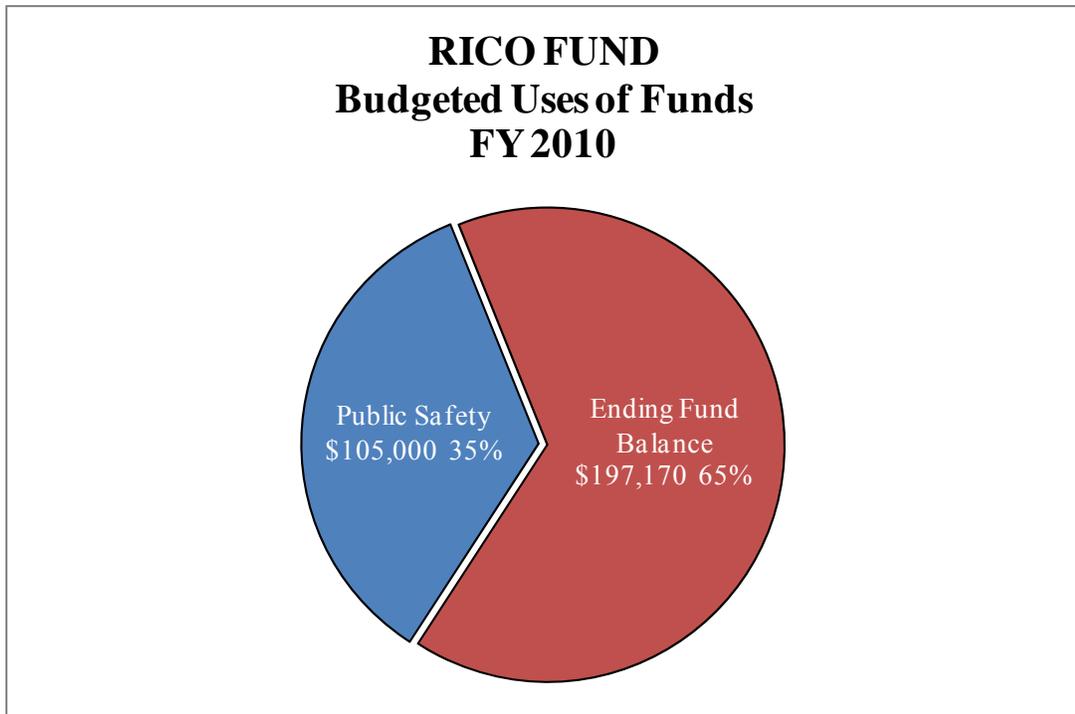
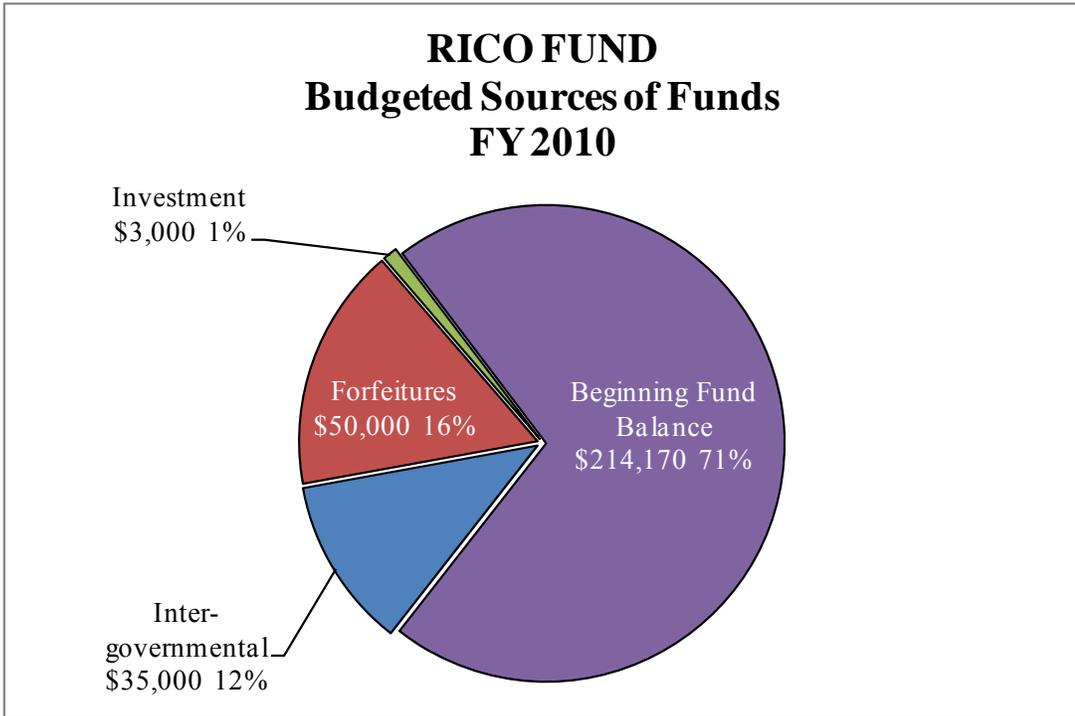
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**RACKETEER INFLUENCED AND CORRUPT ORGANIZATIONS (RICO)**

Special Revenue Fund  
Sources and Uses of Funds

	<b>2008</b>	<b>2009</b>			<b>2010</b>	<b>% Change</b>	<b>% Change</b>
	<b>Actual</b>	<b>Adopted</b>	<b>Amended</b>	<b>Estimated</b>	<b>Adopted</b>	<b>From</b>	<b>From 2009</b>
	<b>Amount</b>	<b>Budget</b>	<b>Budget</b>	<b>Actual</b>	<b>Budget</b>	<b>Amended</b>	<b>Estimate</b>
<b><u>SOURCES</u></b>							
<b>REVENUES:</b>							
Intergovernmental	\$ -	\$ 35,000	\$ 35,000	\$ 387	\$ 35,000	0.0%	8955.6%
Forfeitures	233,755	510,000	510,000	10,042	50,000	-90.2%	397.9%
Investment	3,188	12,500	12,500	2,500	3,000	-76.0%	20.0%
Subtotal: Revenues	236,943	557,500	557,500	12,928	88,000	-84.2%	580.7%
<b>BEGINNING FUND BALANCES:</b>							
Undesignated	48,411	256,300	256,300	238,792	214,170	-16.4%	-10.3%
<b>TOTAL SOURCES</b>	<b>\$ 285,354</b>	<b>\$ 813,800</b>	<b>\$ 813,800</b>	<b>\$ 251,719</b>	<b>\$ 302,170</b>	<b>-62.9%</b>	<b>20.0%</b>
<b><u>USES</u></b>							
<b>CURRENT EXPENDITURES:</b>							
Public Safety	\$ 46,562	\$ 169,600	\$ 184,600	\$ 37,549	\$ 105,000	-43.1%	179.6%
Subtotal: Current Expenditures	46,562	169,600	184,600	37,549	105,000	-43.1%	179.6%
<b>ENDING FUND BALANCES:</b>							
Undesignated	238,792	644,200	629,200	214,170	197,170	-68.7%	-7.9%
<b>TOTAL USES</b>	<b>\$ 285,354</b>	<b>\$ 813,800</b>	<b>\$ 813,800</b>	<b>\$ 251,719</b>	<b>\$ 302,170</b>	<b>-62.9%</b>	<b>20.0%</b>



## RICO

### Police Department RICO Operations Summary

Expenditures by Program	FY 2008	FY 2009	FY 2009	FY 2009	FY 2010
	Actual Amount	Adopted Budget	Amended Budget	Estimated Amount	Adopted Budget
Public Safety	\$ 17,285	\$ 169,600	\$ 184,600	\$ 22,548	\$ 105,000
Capital Outlay	29,277			15,000	
<b>Expenditure Total</b>	<b>\$ 46,562</b>	<b>\$ 169,600</b>	<b>\$ 184,600</b>	<b>\$ 37,548</b>	<b>\$ 105,000</b>

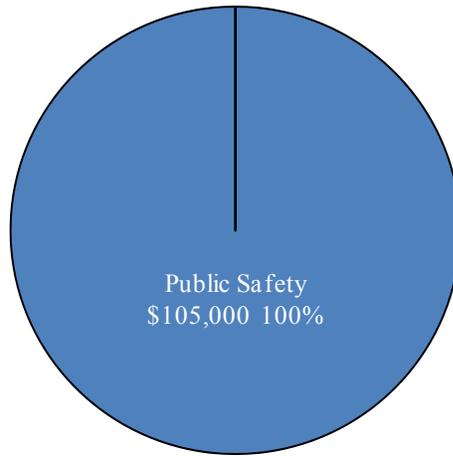
Expenditures by Category	FY 2008	FY 2009	FY 2009	FY 2009	FY 2010
	Actual Amount	Adopted Budget	Amended Budget	Estimated Amount	Adopted Budget
Personnel		\$ 123,600	\$ 138,600		\$ 35,000
Contractual Services					
Operating Supplies	\$ 15,547	44,000	44,000	\$ 21,548	50,000
Other	1,738	2,000	2,000	1,000	20,000
Capital Outlay	29,277			15,000	
<b>Expenditure Total</b>	<b>\$ 46,562</b>	<b>\$ 169,600</b>	<b>\$ 184,600</b>	<b>\$ 37,548</b>	<b>\$ 105,000</b>

Position Classification	FY 2010 Pay Range	<u>Authorized Positions (FTE)</u>			
		FY 2008 Amended	FY 2009 Adopted	FY 2009 Amended	FY 2010 Adopted
Police Officer (JTTF)	N/A	0.00	1.00	1.00	0.00
<b>Total Positions</b>		<b>0.00</b>	<b>1.00</b>	<b>1.00</b>	<b>0.00</b>

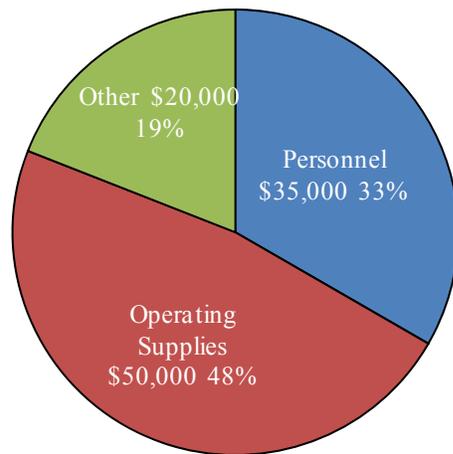
**RICO**  
**Police Department Operations Summary**

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**RICO OPERATIONS**  
**Expenditures by Program**  
**FY 2010**



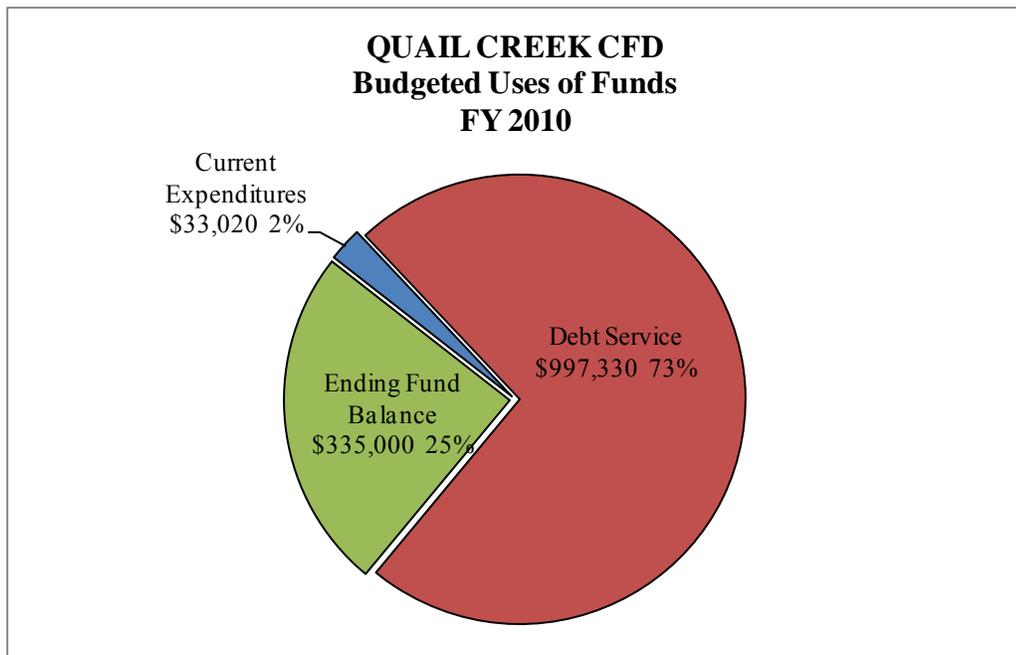
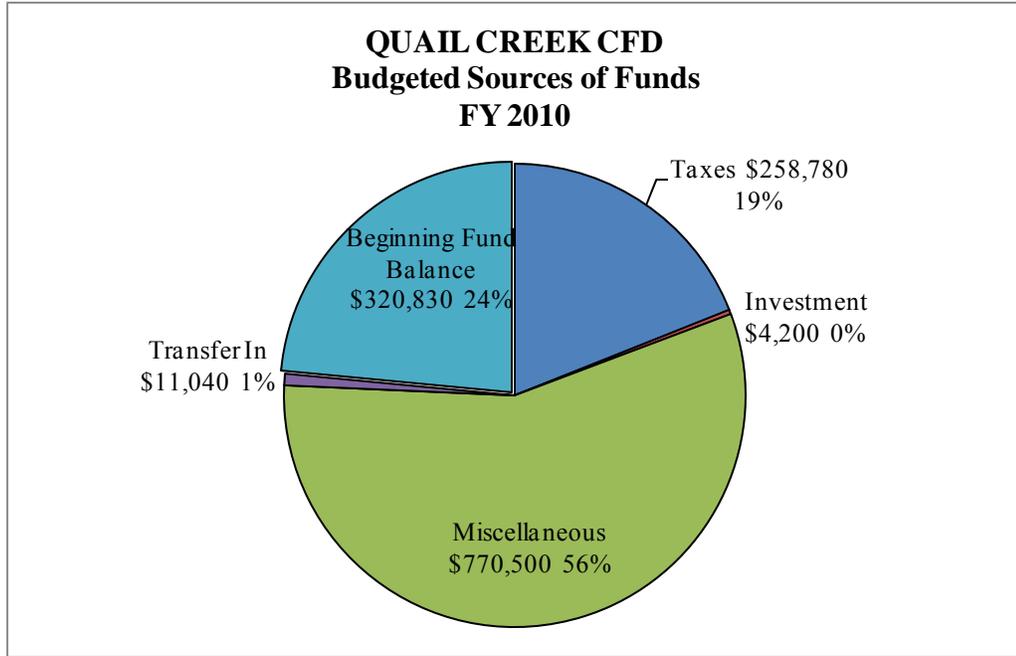
**RICO OPERATIONS**  
**Expenditures by Category**  
**FY 2010**



**QUAIL CREEK COMMUNITY FACILITIES DISTRICT (QC CFD)**Special Revenue Fund  
Sources and Uses of Funds

	2008	2009			2010	% Change	% Change
	Actual Amount	Adopted Budget	Amended Budget	Estimated Actual	Adopted Budget	From Amended	From 2009 Estimate
<b>SOURCES</b>							
<b>REVENUES:</b>							
Taxes	\$ 114,481	\$ 236,500	\$ 236,500	\$ 248,100	\$ 258,780	9.4%	4.3%
Charges for Services	7,511	5,000	5,000	16,339	-	-100.0%	-100.0%
Investment	230,915	56,750	56,750	10,000	4,200	-92.6%	-58.0%
Miscellaneous	-	511,150	511,150	551,749	770,500	50.7%	39.6%
Subtotal: Revenues	352,907	809,400	809,400	826,188	1,033,480	27.7%	25.1%
<b>OTHER SOURCES:</b>							
Transfer In	-	21,350	21,350	-	11,040	-48.3%	-
Subtotal: Other Sources	-	21,350	21,350	-	11,040	-48.3%	-
<b>BEGINNING FUND BALANCES:</b>							
Restricted for Debt Service	515,710	223,450	223,450	593,594	320,000	43.2%	-46.1%
Restricted for Capital Outlay	4,540,526	1,386,000	1,386,000	899,793	-	-100.0%	-100.0%
Undesignated	23,413	10,000	10,000	(20,464)	830	-91.7%	-104.1%
Subtotal: Beginning Fund Balances	5,079,649	1,619,450	1,619,450	1,472,923	320,830	-80.2%	-100.0%
<b>TOTAL SOURCES</b>	<b>\$ 5,432,556</b>	<b>\$ 2,450,200</b>	<b>\$ 2,450,200</b>	<b>\$ 2,299,111</b>	<b>\$ 1,365,350</b>	<b>-44.3%</b>	<b>-40.6%</b>
<b>USES</b>							
<b>CURRENT EXPENDITURES:</b>							
General Government	\$ 7,511	\$ 17,000	\$ 17,000	\$ 18,869	\$ -	-100.0%	-100.0%
Culture and Recreation	-	38,350	38,350	33,475	33,020	-13.9%	-1.4%
Subtotal: Current Expenditures	7,511	55,350	55,350	52,344	33,020	-40.3%	-36.9%
<b>DEBT SERVICE:</b>							
Principal	-	320,000	320,000	-	320,000	0.0%	-
Interest	686,346	686,350	686,350	686,350	670,830	-2.3%	-2.3%
Other	2,500	2,500	2,500	6,500	6,500	160.0%	0.0%
Subtotal: Debt Service	688,846	1,008,850	1,008,850	692,850	997,330	-1.1%	43.9%
<b>CAPITAL OUTLAY:</b>							
Infrastructure	3,263,276	1,386,000	1,386,000	1,233,087	-	-100.0%	-100.0%
Subtotal: Capital Outlay	3,263,276	1,386,000	1,386,000	1,233,087	-	-100.0%	-100.0%
Subtotal: Current Expenditures, Debt Service, and Capital Outlay	3,959,633	2,450,200	2,450,200	1,978,281	1,030,350	-57.9%	-47.9%
<b>ENDING FUND BALANCES:</b>							
Restricted for Debt Service	593,594	-	-	320,000	335,000	-	4.7%
Restricted for Capital Outlay	899,793	-	-	-	-	-	-
Undesignated	(20,464)	-	-	830	-	-	-100.0%
Subtotal: Ending Fund Balances	1,472,923	-	-	320,830	335,000	-	4.4%
<b>TOTAL USES</b>	<b>\$ 5,432,556</b>	<b>\$ 2,450,200</b>	<b>\$ 2,450,200</b>	<b>\$ 2,299,111</b>	<b>\$ 1,365,350</b>	<b>-44.3%</b>	<b>-40.6%</b>

## QC CFD Fund Summary



## QC CFD

### Parks Department QC CFD Operations Summary

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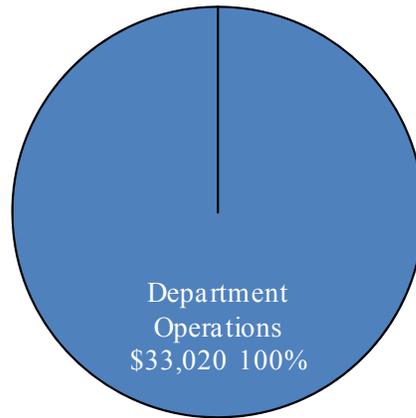
Expenditures by Program	FY 2008 Actual Amount	FY 2009 Adopted Budget	FY 2009 Amended Budget	FY 2009 Estimated Amount	FY 2010 Adopted Budget
Department Operations	\$ -	\$ 38,350	\$ 38,350	\$ 33,475	\$ 33,020
Capital Outlay					
<b>Expenditure Total</b>	<b>\$ -</b>	<b>\$ 38,350</b>	<b>\$ 38,350</b>	<b>\$ 33,475</b>	<b>\$ 33,020</b>

Expenditures by Category	FY 2008 Actual Amount	FY 2009 Adopted Budget	FY 2009 Amended Budget	FY 2009 Estimated Amount	FY 2010 Adopted Budget
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Contractual Services		15,500	15,500	12,290	17,125
Operating Supplies		9,000	9,000	8,389	4,175
Other		13,850	13,850	12,796	11,720
Capital Outlay					
<b>Expenditure Total</b>	<b>\$ -</b>	<b>\$ 38,350</b>	<b>\$ 38,350</b>	<b>\$ 33,475</b>	<b>\$ 33,020</b>

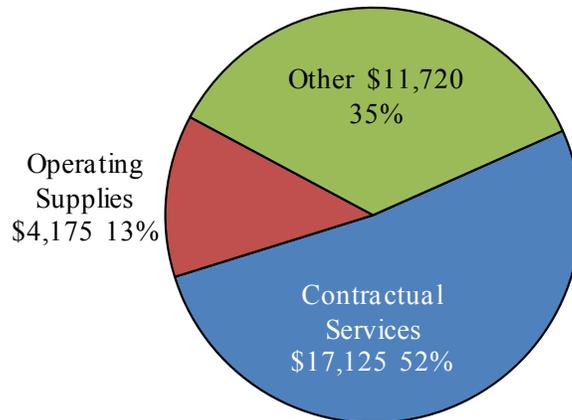
## QC CFD Parks Department Operations Summary

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**QC CFD - Park Operations  
Expenditures by Program  
FY 2010**



**QC CFD - Park Operations  
Expenditures by Category  
FY 2010**



# Capital Projects



Fund

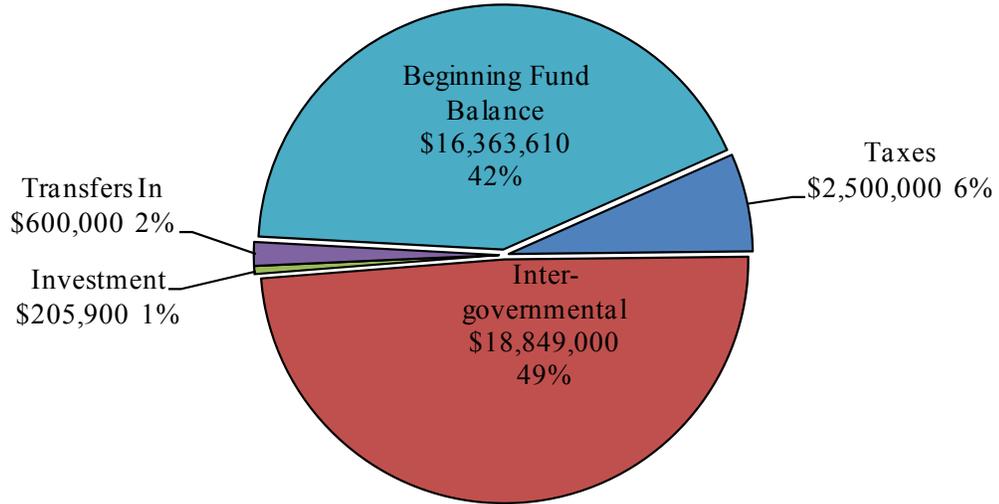
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**CAPITAL IMPROVEMENT INFRASTRUCTURE FUND**

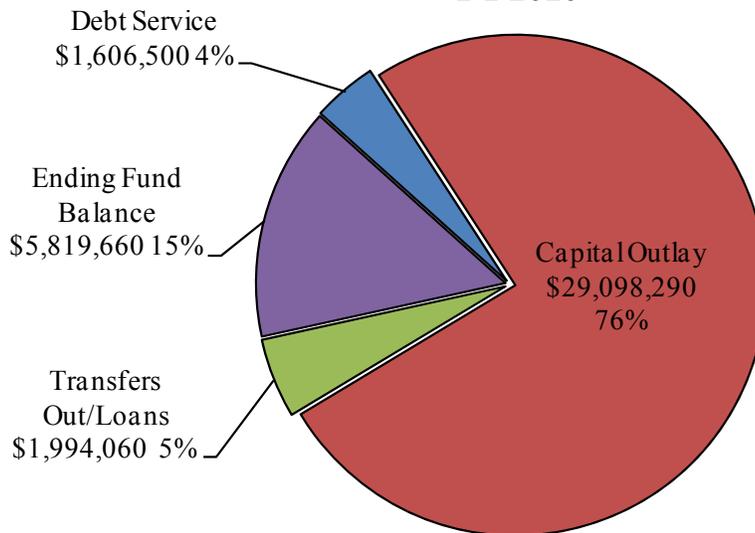
Capital Projects Fund  
Sources and Uses of Funds

	2008	2009		2010	% Change	% Change	
	Actual Amount	Adopted Budget	Amended Budget	Estimated Actual	Adopted Budget	From Amended	From 2009 Estimate
<b>SOURCES</b>							
<b>REVENUES:</b>							
Taxes	\$ 6,610,123	\$ 3,850,000	\$ 3,850,000	\$ 4,300,000	\$ 2,500,000	-35.1%	-41.9%
Intergovernmental	2,159,593	4,496,000	4,496,000	4,240,500	18,849,000	319.2%	344.5%
Investment	953,550	650,000	650,000	330,002	205,900	-68.3%	-37.6%
Miscellaneous	22,164	2,118,710	2,118,710	-	-	-100.0%	-
Subtotal: Revenues	9,745,430	11,114,710	11,114,710	8,870,502	21,554,900	93.9%	143.0%
<b>OTHER SOURCES:</b>							
Transfers In	112,306	6,179,000	6,179,000	201,100	600,000	-90.3%	198.4%
Transfers Out	(651,965)	(3,762,650)	(3,762,650)	(3,708,650)	(462,000)	-87.7%	-87.5%
Interfund Loan to Other Funds	-	(839,200)	(839,200)	(1,049,500)	(1,532,060)	82.6%	46.0%
Proceeds of Long-Term Debt	-	12,285,000	12,285,000	6,700,000	-	-100.0%	-100.0%
Subtotal: Other Sources	(539,659)	13,862,150	13,862,150	2,142,950	(1,394,060)	14.7%	-165.1%
<b>BEGINNING FUND BALANCES:</b>							
Restricted for Municipal Complex	8,060,543	-	-	-	-	0.0%	0.0%
Restricted for Specific Capital Projects	-	-	-	-	2,607,000	100.0%	100.0%
Undesignated	17,280,217	18,089,100	18,089,100	18,361,863	13,756,610	-24.0%	-25.1%
Subtotal: Beginning Fund Balances	25,340,760	18,089,100	18,089,100	18,361,863	16,363,610	-9.5%	-10.9%
<b>TOTAL SOURCES</b>	<b>\$ 34,546,531</b>	<b>\$ 43,065,960</b>	<b>\$ 43,065,960</b>	<b>\$ 29,375,315</b>	<b>\$ 36,524,450</b>	<b>-15.2%</b>	<b>24.3%</b>
<b>USES</b>							
<b>DEBT SERVICE:</b>							
Principal	\$ 560,000	\$ 585,000	\$ 585,000	\$ 585,000	\$ 605,000	3.4%	3.4%
Interest	697,175	673,000	673,000	673,000	996,500	48.1%	48.1%
Other	163,258	1,000	1,000	2,500	5,000	400.0%	100.0%
Debt Issuance Costs	-	250,000	250,000	138,000	-	-100.0%	-100.0%
Subtotal: Debt Service	1,420,433	1,509,000	1,509,000	1,398,500	1,606,500	6.5%	14.9%
<b>CAPITAL OUTLAY:</b>							
General Government	7,426,341	625,000	625,000	568,069	75,000	-88.0%	-86.8%
Highways and Streets	4,402,172	15,354,450	16,089,770	7,428,135	28,888,290	79.5%	288.9%
Culture and Recreation	2,935,722	5,928,000	6,043,000	3,617,001	135,000	-97.8%	-96.3%
Subtotal: Capital Outlay	14,764,235	21,907,450	22,757,770	11,613,205	29,098,290	27.9%	150.6%
Subtotal: Debt Service and Capital	16,184,668	23,416,450	24,266,770	13,011,705	30,704,790	26.5%	136.0%
<b>ENDING FUND BALANCES:</b>							
Restricted for Specific Capital Projects	-	7,872,000	7,872,000	2,607,000	-	-	-100.0%
Designated for Reserves	-	4,381,490	4,551,554	2,322,641	5,819,660	27.9%	150.6%
Undesignated	18,361,863	7,396,020	6,375,636	11,433,969	-	-100.0%	-100.0%
Subtotal: Ending Fund Balances	18,361,863	19,649,510	18,799,190	16,363,610	5,819,660	-69.0%	-64.4%
<b>TOTAL USES</b>	<b>\$ 34,546,531</b>	<b>\$ 43,065,960</b>	<b>\$ 43,065,960</b>	<b>\$ 29,375,315</b>	<b>\$ 36,524,450</b>	<b>-15.2%</b>	<b>24.3%</b>

**CAPITAL INFRASTRUCTURE IMPROVEMENT  
FUND  
Budgeted Sources of Funds  
FY 2010**



**CAPITAL INFRASTRUCTURE IMPROVEMENT  
FUND  
Budgeted Uses of Funds  
FY 2010**



# Wastewater



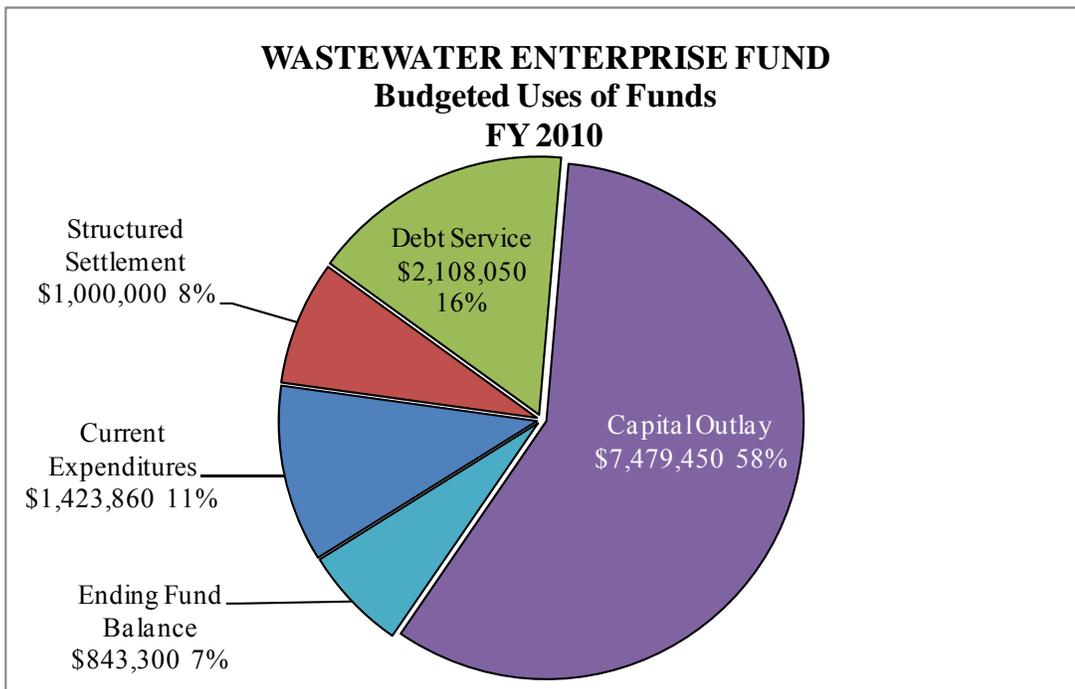
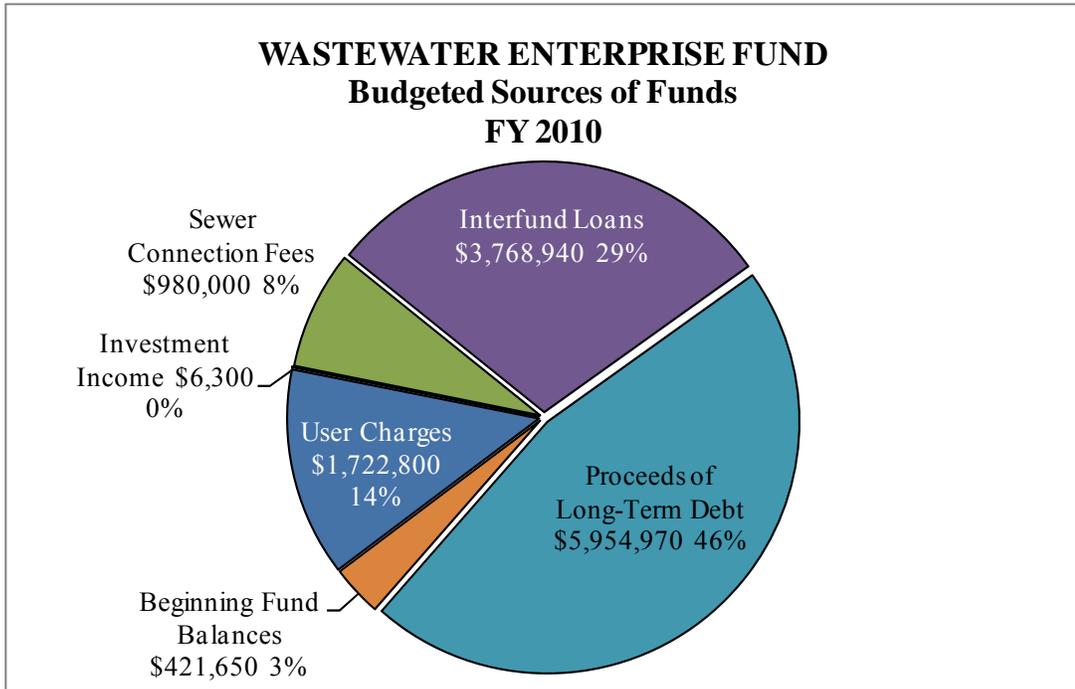
# Enterprise Fund

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## WASTEWATER ENTERPRISE FUND

### Sources and Uses of Funds

	2008 Actual Amount	2009 Adopted Budget	2009 Amended Budget	Estimated Actual	2010 Adopted Budget	% Change From Amended	% Change From 2009 Estimate
<b><u>SOURCES</u></b>							
<b>OPERATING REVENUES:</b>							
User Charges	\$ 777,686	\$ 1,393,000	\$ 1,393,000	\$ 1,115,850	\$ 1,722,800	23.7%	54.4%
Other				100,000		0.0%	-100.0%
Subtotal: Operating Revenues	777,686	1,393,000	1,393,000	1,215,850	1,722,800	23.7%	41.7%
<b>NON-OPERATING REVENUES:</b>							
Investment Income	68,299	35,000	35,000		6,300	-82.0%	100.0%
Intergovernmental Grants	35,000						0.0%
Sewer Connection Fees	1,666,706	1,443,000	1,443,000	1,443,000	980,000	-32.1%	-32.1%
Subtotal: Non-Operating Revenues	1,770,005	1,478,000	1,478,000	1,443,000	986,300	-33.3%	-31.6%
Subtotal: Revenues	2,547,691	2,871,000	2,871,000	2,658,850	2,709,100	-5.6%	1.9%
<b>OTHER SOURCES:</b>							
Proceeds of Interfund Loans		839,200	839,200	1,049,500	3,768,940	349.1%	259.1%
Proceeds of Long-Term Debt	4,500,660	25,378,200	25,378,200	22,269,934	5,954,970	-76.5%	-73.3%
Subtotal: Other Sources	4,500,660	26,217,400	26,217,400	23,319,434	9,723,910	-62.9%	-58.3%
<b>BEGINNING FUND BALANCES:</b>							
Restricted for Debt Service					421,650		
Designated for Interfund Loan Payback					1,049,500		
Undesignated	2,182,440	1,701,100	1,701,100	(747,106)	(1,049,500)	-161.7%	40.5%
Subtotal: Beginning Fund Balances	2,182,440	1,701,100	1,701,100	(747,106)	421,650	-75.2%	-156.4%
<b>TOTAL SOURCES</b>	<b>\$ 9,230,791</b>	<b>\$ 30,789,500</b>	<b>\$ 30,789,500</b>	<b>\$ 25,231,178</b>	<b>\$ 12,854,660</b>	<b>-58.2%</b>	<b>-49.1%</b>
<b><u>USES</u></b>							
<b>CURRENT EXPENDITURES:</b>							
Wastewater Utility Department	\$ 2,128,048	\$ 1,792,450	\$ 1,792,450	\$ 1,302,051	\$ 1,423,860	-20.6%	9.4%
Structured - Settlement				2,099,746	1,000,000	100.0%	-52.4%
Subtotal: Current Expenditures	2,128,048	1,792,450	1,792,450	3,401,797	2,423,860	35.2%	-28.7%
<b>DEBT SERVICE:</b>							
Principal					1,052,600		
Interest	64,406	984,350	984,350	610,000	1,055,450	7.2%	73.0%
Other		2,500	2,500			-100.0%	
Debt Issuance Costs	55,530			121,000		100.0%	-100.0%
Subtotal: Debt Service	119,936	986,850	986,850	731,000	2,108,050	113.6%	188.4%
<b>CAPITAL OUTLAY:</b>							
Sewer Conveyance System	7,729,913	25,939,900	25,939,900	20,423,243	5,450,100	-79.0%	-73.3%
Buildings		1,638,300	1,638,300	253,488	2,029,350	23.9%	700.6%
Subtotal: Capital Outlay	7,729,913	27,578,200	27,578,200	20,676,731	7,479,450	-72.9%	-63.8%
Subtotal: Current Expenditures, Debt Service, and Capital Outlay	9,977,897	30,357,500	30,357,500	24,809,528	12,011,360	-60.4%	-51.6%
<b>ENDING FUND BALANCES:</b>							
Restricted for Debt Service		432,000	432,000	421,650	843,300	95.2%	100.0%
Designated for Interfund Loan Payback		839,200	839,200	1,049,500	4,818,440	100.0%	359.1%
Undesignated	(747,106)	(839,200)	(839,200)	(1,049,500)	(4,818,440)	-100.0%	359.1%
Subtotal: Ending Fund Balances	(747,106)	432,000	432,000	421,650	843,300	95.2%	100.0%
<b>TOTAL USES</b>	<b>\$ 9,230,791</b>	<b>\$ 30,789,500</b>	<b>\$ 30,789,500</b>	<b>\$ 25,231,178</b>	<b>\$ 12,854,660</b>	<b>-58.2%</b>	<b>-49.1%</b>



## Wastewater Utility Department Summary

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### GENERAL INFORMATION

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Wastewater Utility provides outstanding customer service, while providing the most effective and economical methods for the collection and treatment of wastewater. The wastewater utility is a Division of the Public Works Department. The engineering and administration of the utility is done as a function of Public Works. This includes planning and, policy development; capital facilities planning, funding and construction monitoring; and administrative services including billing, customer service and information management.

### Wastewater Operations Division

Wastewater Operations Division conducts the daily operational and maintenance functions associated with the Town of Sahuarita Wastewater Treatment and Reclamation Facility, which includes the collection, treatment, and disposal aspects of the system, to ensure a safe, effective and efficient wastewater system in operational compliance with Federal and State regulatory requirements.

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### MISSION

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The Mission of the Public Works Department is to provide safe and efficient infrastructure systems including the transportation network, wastewater system,

and drainage-ways. This will be accomplished by:

- Operating and maintaining the infrastructure at the highest level.
- Meeting all Federal, State and local regulations.
- Furnishing technical advice and guidance to the public, Town management, Mayor and Council.
- Empowering our team to exceed the public's expectations.
- Delivering superior customer service.
- Producing projects that accommodate growth while preserving the traditional community of Sahuarita, and the Southern Arizona environment.

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### FY 2009 ACCOMPLISHMENTS

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- Wastewater Treatment Plant Phase IV (CIP #04-WW01) design was completed, Aquifer Protection Permit was received & construction will be completed shortly after the fiscal year is over.
- Rapid Infiltration Basins under the Underground Storage Facility (USF) and Water Storage Facility (WSF) Permits with ADWR have accumulated over the 500 acre-feet of effluent recharge credits projected for the 2008 calendar year.

## Wastewater Utility Department Summary

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- Spot Improvements to the WWTP:

- New re-circulating pump was added to the Influent Pump Station to reduce grease and improve efficiency.
- Addition of polymer to the digested sludge to reduce hauling to Pima County.
- Rapid Infiltration Basins are scarified regularly to maintain their performance.
- All of the plant's processes were cleaned to improve efficiency.

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### FY 2010 GOALS AND OBJECTIVES

Provide the most effective and economical methods for the collection and treatment of wastewater.

- Ensure compliance with Federal, State and local regulations.
- Schedule collection system cleaning & maintenance to ensure a safe, effective and operational system.
- Ensure that Federal, State and local discharge limitations are met.
- Monitor treatment plant effluent quality through testing by plant personnel and contract laboratories.

- Spot Improvements to the Sewer Service System:

- Annual Roach Control Program to treat all Town maintained manholes for roaches.
- Annual Manhole Inspection Program to inspect the entire sewer service system. Routine inspection has allowed staff to find problems before sewer system overflows occur.

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### BUDGET HIGHLIGHTS

The following items have a significant impact relative to the department's budget:

#### Personnel

- Reallocation of Public Works staff (-0.83 FTE)
  - Reduced scheduled hours of the Project manager Position (-0.50 FTE)
- Actively maintained regulatory compliance.
  - Treated over 206,538,615 gallons of raw sewage in Calendar Year 2008.
  - 289 new service connections in Calendar Year 2008.

## Wastewater Utility Department Summary

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### **Contractual Services**

- Contract operators
- Sludge treatment
- Testing and sampling
- Billing and collection services

### **Operating Supplies**

- Replacement equipment
- Plant and lab supplies
- Chemicals
- Fuel

### **Other Expenditures**

- Utilities
- Indirect cost allocation

## Wastewater Utility Department Summary

Expenditures by Program	FY 2008	FY 2009	FY 2009	FY 2009	FY 2010
	Actual Amount	Adopted Budget	Amended Budget	Estimated Amount	Adopted Budget
Department Operations	\$ 2,118,230	\$ 1,792,450	\$ 1,792,450	\$ 1,302,051	\$ 1,423,860
Capital Outlay	9,818	-	-	-	-
<b>Expenditure Total</b>	<b>\$ 2,128,048</b>	<b>\$ 1,792,450</b>	<b>\$ 1,792,450</b>	<b>\$ 1,302,051</b>	<b>\$ 1,423,860</b>

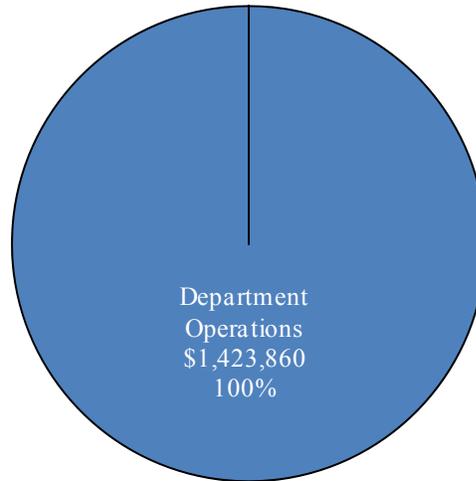
Expenditures by Category	FY 2008	FY 2009	FY 2009	FY 2009	FY 2010
	Actual Amount	Adopted Budget	Amended Budget	Estimated Amount	Adopted Budget
Personnel	\$ 349,701	\$ 572,850	\$ 572,850	\$ 426,221	\$ 488,750
Contractual Services	1,149,912	683,500	679,500	380,154	308,700
Operating Supplies	148,154	165,000	169,000	153,692	151,760
Other	470,463	371,100	371,100	341,984	474,650
Capital Outlay	9,818	-	-	-	-
<b>Expenditure Total</b>	<b>\$ 2,128,048</b>	<b>\$ 1,792,450</b>	<b>\$ 1,792,450</b>	<b>\$ 1,302,051</b>	<b>\$ 1,423,860</b>

Position Classification	FY 2010 Pay Range	Authorized Positions (FTE)			
		FY 2008 Amended	FY 2009 Adopted	FY 2009 Amended	FY 2010 Adopted
Public Works Director	79	0.20	0.25	0.25	0.25
Assistant Town Engineer	72	0.50	0.25	0.25	0.25
Project Manager	60	1.00	1.00	1.00	0.50
Management Analyst	53	0.00	0.25	0.25	0.25
Sr. Engineering Technician	52	0.00	0.35	0.35	0.10
Sr. Plant Operator	48	1.00	1.00	1.00	2.00
Construction Inspector	48	0.00	0.00	0.00	0.25
Plant Mechanic	46	1.00	1.00	1.00	1.00
Plant Operator	46	2.00	2.00	2.00	3.00
O&M Administrator	42	0.30	0.25	0.25	0.25
Senior Office Assistant	36	0.00	0.30	0.30	0.30
Sr. Construction Manager	N/A	0.00	0.25	0.25	0.00
Wastewater Superintendent	N/A	1.00	1.00	1.00	0.00
Principal Plant Operator	N/A	1.00	1.00	1.00	0.00
Engineering Technician	N/A	0.50	0.58	0.58	0.00
Civil Engineer	N/A	0.50	0.00	0.00	0.00
<b>Total Positions</b>		<b>9.00</b>	<b>9.48</b>	<b>9.48</b>	<b>8.15</b>

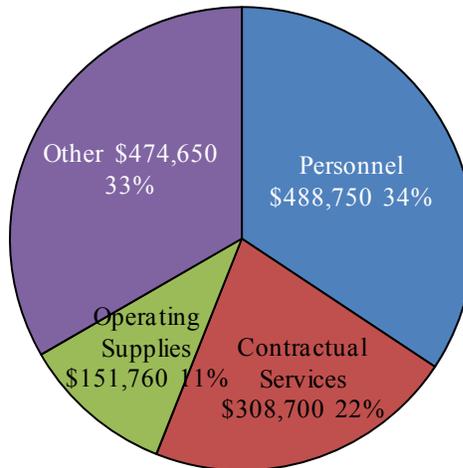
## Wastewater Utility Department Summary

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**WASTEWATER UTILITY DEPARTMENT  
Expenditures by Program  
FY 2010**



**WASTEWATER UTILITY DEPARTMENT  
Expenditures by Category  
FY 2010**



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## **CAPITAL IMPROVEMENT PLAN (CIP) SUMMARY**

### **DEVELOPING THE CAPITAL IMPROVEMENT PLAN**

The CIP is the Town's five-year blueprint for creating and maintaining the crucial infrastructure that will support the continued growth and development of Sahuarita. Each year, in conjunction with the annual budgeting process, the Town Manager and Finance Departments coordinate the process of revising and updating the long-range CIP document. The values, priorities, goals, and objectives established by Sahuarita's elected officials and citizen input determine the broad parameters for incorporating new capital improvement projects into the CIP. Other documents, such as the Town's General Plan also provide valuable information and guidance in the preparation of the CIP.

Several of the Town's department heads, a commission member from each of the three Town Commissions, two Town Council Members, a representative from the Sahuarita Teen Advisory Council (STAC) and the Finance and Investment Advisory Committee (FIAC) participate on the Capital Improvement Plan Technical Advisory Committee (CIPTAC) to review past capital project accomplishments and identify new projects for inclusion in the plan. The CIPTAC applies the following Council-approved criteria to prioritize all potential projects: (1) fiscal impact, (2) impact on health, safety, and general welfare (3) economic development, (4) quality of life, (5) impact on public services, (6) coordination with other projects, and (7) impact on operations and maintenance.

Public hearings are held to obtain input from local developers and the citizenry. These hearings give opportunity for the Town's constituents to provide the CIPTAC with suggested projects and provide input on preliminary versions of the CIP.

Projects included in the 2010-2014 CIP form the basis of appropriation in the FY 2010 fiscal year capital budget. Some projects will affect the Town's budget process in future years. Individual projects will continue to be subjected to ongoing community and Town Council review and discussion during the annual appropriations process.

## CAPITAL IMPROVEMENT PLAN (CIP)

### SUMMARY

continued

The CIP is also an important public communication medium. The CIP gives residents and businesses a view of the Town's long-term direction in the area of capital improvement and a better understanding of the Town's ongoing need for stable revenue sources to fund large or multi-year capital projects.

### WHAT ARE CAPITAL IMPROVEMENTS?

For the purposes of the CIP, a capital expenditure is one that results in the acquisition or addition to the government's capital assets. The assets included in the CIP cost \$150,000 or more. Streets, water treatment and reclamation plants, parks, buildings, and major one-time acquisitions of equipment are all examples of capital improvements.

### FINANCING THE CAPITAL IMPROVEMENT PLAN

When developing the CIP, the Town must consider the ability to finance the needed projects. This involves prioritization of projects while maximizing use of available financing mechanisms. The Town's available financing options include some or all of the following sources.

#### Pay-As-You-Go Financing

**Development Fees**--Development fees are exactions on developers that allow for "pay-as-you-go" financing for capital projects. When a developer takes out a building permit, the developer may pay fees for parks, transportation, sewer, or other infrastructure improvements. These fees are used to offset costs associated with the improvements.

**Sales Tax**—The Town has a 4% tax on new construction. The tax is designated to fund capital purchases.

#### Grants and Contributions

There are a number of grants and contributions available from federal, state, and local sources. The Town aggressively pursues this type of funding. The current CIP includes over \$63.2 million in grants and contributions funding.

**CAPITAL IMPROVEMENT PLAN (CIP)**  
SUMMARY  
continued

**Long-Term Debt**

**GADA Loan**

The Greater Arizona Development Authority (GADA) was created by the Arizona State Legislature to assist local and tribal governments and special districts with the development of public infrastructure. Housed in the Arizona Department of Commerce, this bond authority leverages funding for infrastructure projects, helping to accelerate project development and lower costs of financing. Both technical and financial assistance are available through the Authority. A GADA loan to a community could result in significant savings because of the lower interest rate and subsidized costs of issuance.

**HELP Loan**

Enacted into law on August 21, 1998, HB 2488 established a comprehensive loan and financial assistance program for eligible highway projects in Arizona. The *Highway Expansion and Extension Loan Program* or *HELP* provides the state and communities in Arizona with a financing mechanism to accelerate transportation construction projects. This new funding mechanism, commonly referred to as a State Infrastructure Bank (SIB), was initially authorized by Congress under the provisions of the National Highway System Designation Act of 1995.

Arizona was one of the first to take advantage of the program. SIBs operate much like a bank, providing financial assistance in the form of loans or credit enhancement for eligible projects. As borrowers repay principal and interest on loans, the bank is replenished and monies can be re-loaned so that the SIB becomes a self-sustaining mechanism to fund critical transportation projects. The *Highway Expansion and Extension Loan Program* serves as Arizona's State Infrastructure Bank.

**WIFA Loan**

The Water Infrastructure Finance Authority (WIFA) is an independent agency of the state of Arizona and is authorized to finance the construction, rehabilitation and/or improvement of drinking water, wastewater, wastewater reclamation, and other water quality facilities/projects. Generally, WIFA offers borrowers below market

## **CAPITAL IMPROVEMENT PLAN (CIP)**

### **SUMMARY**

continued

interest on loans for one hundred percent of eligible project costs. As a “bond bank”, WIFA is able to issue water quality bonds on behalf of communities for basic water infrastructure. Through active portfolio and financial management, WIFA provides significant savings due to lower interest rates and shared/reduced closing costs. WIFA is able to lower a borrower’s interest cost to between 70 and one hundred percent of WIFA’s tax-exempt cost of borrowing.

WIFA's principal tools for providing low interest financial assistance include the Clean Water Revolving Fund for publicly held wastewater treatment projects and the Drinking Water Revolving Fund for both publicly and privately held drinking water systems. Both funds are capitalized by contributions from the state and the U.S. Congress.

### **Carryover Projects/Fund Balance**

Due to the nature of capital projects, the life of a project may span across fiscal years. As funds are received to fund a project, they are accumulated in the appropriate capital fund and expended as projects progress. When the funds are not spent in one year they remain in the fund balance to be used in the future. This is also referred to as carryover. As the Town refines the annual CIP, these carryover projects will be redefined into areas of contractual obligation, and ongoing projects will be reappropriated in the following year as all of the financing is reevaluated to ensure project funding and funding viability.

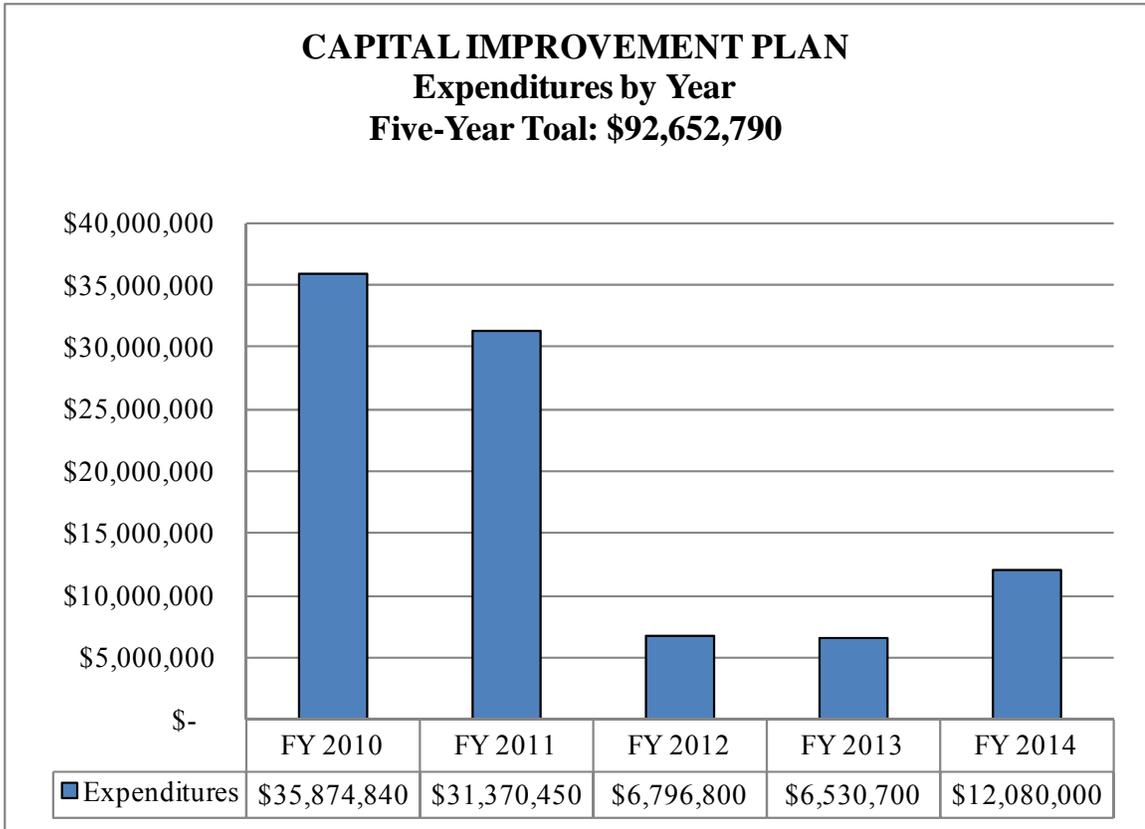
### **Operating and Capital Budget Relationship**

The Capital Improvement Plan also impacts the operating budget as projects are completed and operating funds are necessary for the routine maintenance and operation of facilities and equipment including, utilities, staffing, repairs, fuel for heavy equipment and equipment maintenance. Recurring maintenance costs such as street asphalt overlay are also funded through the operating budget. These ongoing costs must be tied to ongoing revenues (e.g., monthly highway user revenue funds, sales tax, user fees, and intergovernmental revenues) to ensure they can be sustained into the future.

**CAPITAL IMPROVEMENT PLAN (CIP)**  
SUMMARY  
continued

**Capital Improvement Plan Summary**

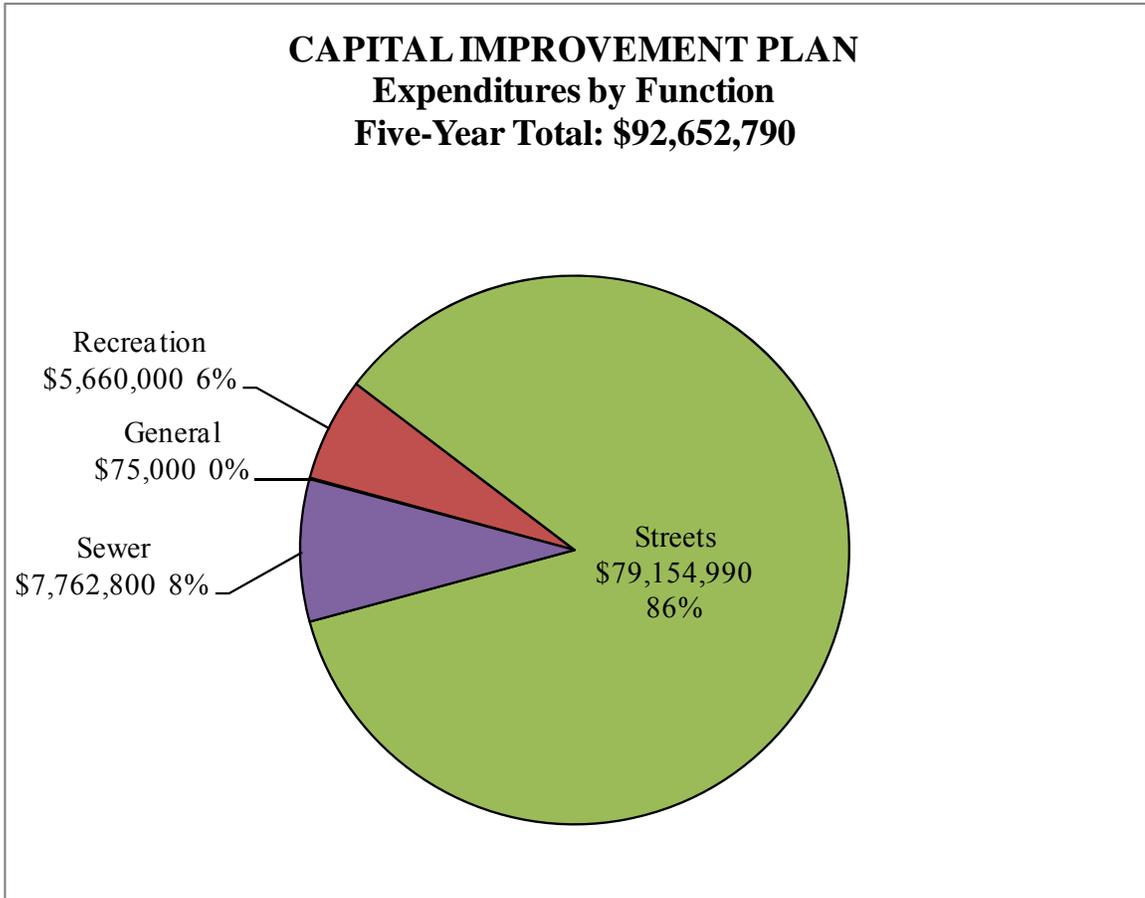
The CIP for the Town of Sahuarita is comprised of 26 projects totaling \$92,652,790 for fiscal years 2010 through 2014. The expenditures planned for each year is as follows:



Of the \$92,652,790 total, \$35,874,840 is included in the budget for fiscal year 2010. The plan takes into consideration all known capital needs and ties potential revenue sources to those needs. As the Town continues to grow, new needs will undoubtedly surface, causing the plan to fluctuate and require more resources. For this reason, the Town Council always considers all requests, but only those projects of the highest priority that fit within the available dollars are included in the plan. All other projects may be reconsidered in future years if more funding becomes available.

**CAPITAL IMPROVEMENT PLAN (CIP)**  
SUMMARY  
continued

The chart below shows the breakout of the capital improvement plan costs by function.



**CAPITAL IMPROVEMENT PLAN (CIP)**  
SUMMARY  
continued

**Funding the Five Year Capital Improvement Plan**

***Grants and contributions.*** The Town has identified the following sources for capital grants and contributions: (1) developer contributions, (2) local donations and grants, (3) State grants-HURF, (4) other State grants, (5) Pima County bond funded grants, (6) and the Regional Transportation Authority grants funded through the voter-approved county-wide 0.5% transportation tax. These sources are restricted for use as stipulated in the contractual/grant agreements.

***Capital Fund (CIIF).*** Funding sources for the Capital Fund are beginning fund balances, and revenues generated from sales taxes on construction activity and investment earnings.

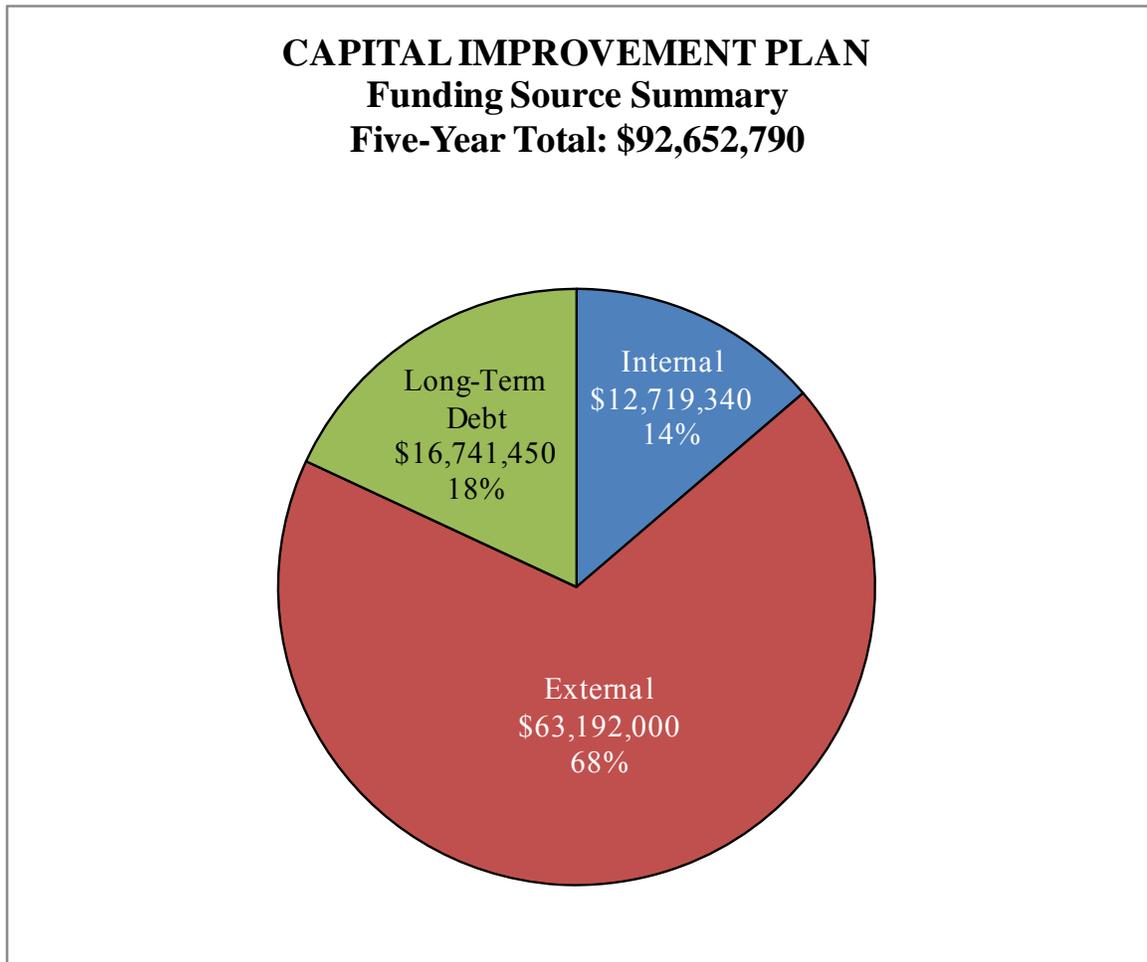
***Wastewater.*** The Wastewater Fund collects sewer connection fees when permits are issued for buildings and improvements in the Rancho Resort and Rancho Sahuarita developments, the areas served by the utility. These fees are used to pay for the costs associated with expanding the facilities of the wastewater system.

***Long-term debt.*** This source represents the unspent proceeds from prior and new debt issuances. Of the \$16,741,450 million identified in the CIP, \$8,441,450 was secured as of July 1, 2009. Future debt issuances are anticipated to fund expansion of the wastewater treatment facilities. Long-term debt sources are restricted for use as described within the debt covenants.

The two charts on the following page shows funding sources.

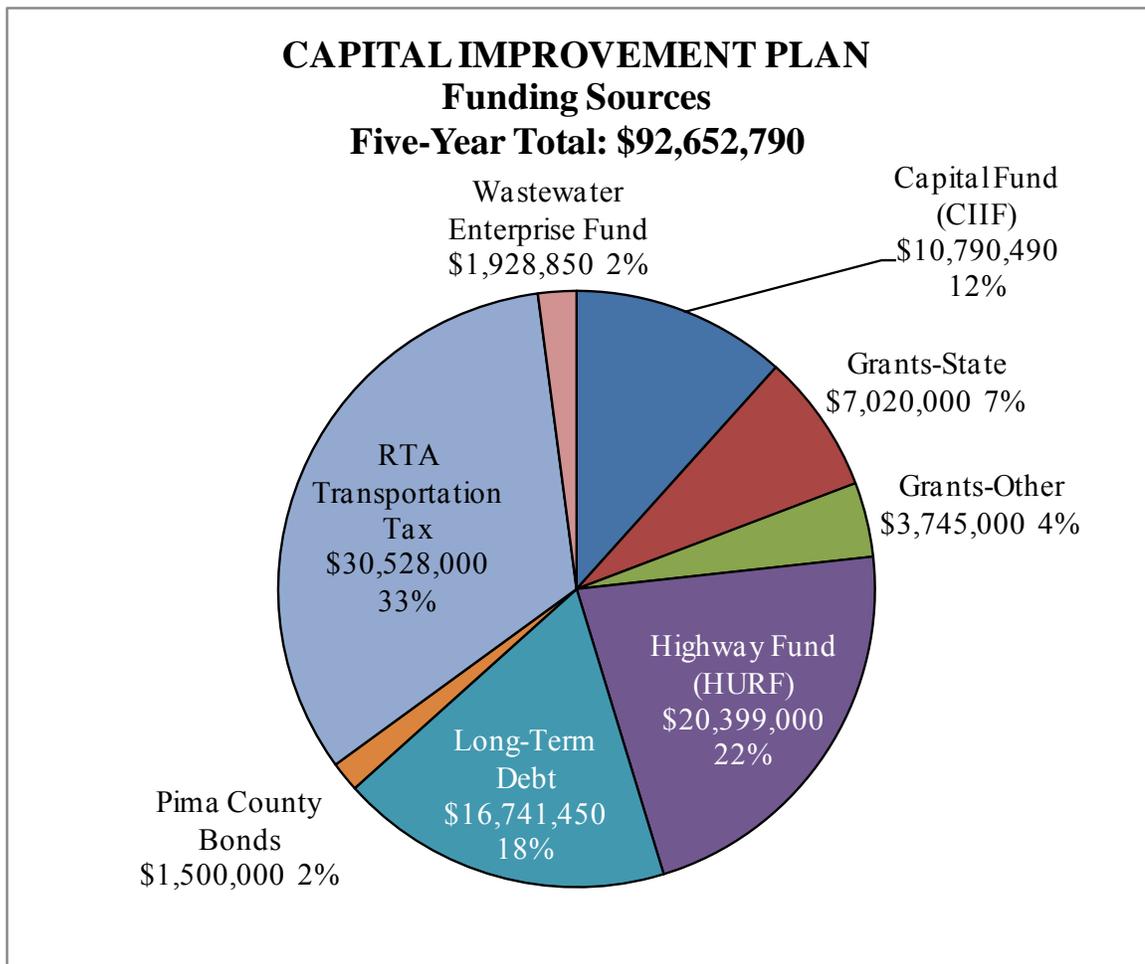
**CAPITAL IMPROVEMENT PLAN (CIP)**  
SUMMARY  
continued

The chart below shows the primary funding sources that the Town anticipates will fund the capital projects in the CIP.



**CAPITAL IMPROVEMENT PLAN (CIP)**  
SUMMARY  
continued

The Chart below shows a detailed description of the funding sources that the Town anticipates will fund the capital projects in the CIP.



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## CAPITAL IMPROVEMENT PLAN

Five Year Plan 2010 - 2014

### FUNDING SOURCE SUMMARY

SOURCE	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	TOTAL
Capital Fund (CIIF)	\$ 6,565,490	\$ (995,000)*	\$ 1,269,300	\$ 1,250,700	\$ 2,700,000	\$ 10,790,490
Grants-State	-	1,620,000	3,400,000	1,000,000	1,000,000	7,020,000
Grants-Other	3,445,000	-	20,000	280,000	-	3,745,000
Highway Fund (HURF)	600,000	14,299,000	1,500,000	4,000,000	-	20,399,000
Long-Term Debt	8,441,450	-	-	-	8,300,000	16,741,450
Pima County Bonds	500,000	500,000	500,000	-	-	1,500,000
RTA Transportation Tax	14,904,000	15,624,000	-	-	-	30,528,000
Wastewater Enterprise Fund	1,418,900	322,450	107,500	-	80,000	1,928,850
<b>GRAND TOTAL</b>	<b>\$ 35,874,840</b>	<b>\$ 31,370,450</b>	<b>\$ 6,796,800</b>	<b>\$ 6,530,700</b>	<b>\$ 12,080,000</b>	<b>\$ 92,652,790</b>

\* The funding for project 01-33C will be received in FY 2011 and 2012, and used to replenish the funding expended during FY 2010 as noted in the project sheet.

### DEPARTMENT EXPENDITURE SUMMARY

Departmental Functions	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	TOTAL
Administration	\$ 75,000	\$ -	\$ -	\$ -	\$ -	\$ 75,000
Parks & Recreation	135,000	1,000,000	1,020,000	1,505,000	2,000,000	5,660,000
Public Works	28,411,990	30,048,000	5,669,300	5,025,700	10,000,000	79,154,990
Wastewater	7,252,850	322,450	107,500	-	80,000	7,762,800
<b>GRAND TOTAL</b>	<b>\$ 35,874,840</b>	<b>\$ 31,370,450</b>	<b>\$ 6,796,800</b>	<b>\$ 6,530,700</b>	<b>\$ 12,080,000</b>	<b>\$ 92,652,790</b>

**CAPITAL IMPROVEMENT PLAN**

Five Year Plan 2010 - 2014

**PROJECTS BY FUNDING SOURCE**

SOURCE	PROJECT #	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	TOTAL
<b>Capital Fund (CIIF)</b>							
Anamax park phase 2 & 3	06-PR01/02	\$ -	\$ -	\$ -	\$ 25,000	\$ 800,000	\$ 825,000
Quail Creek Park	06-QC08	135,000	-	-	-	-	135,000
Quail creek park phase 2	08-PR02	-	-	-	100,000	100,000	200,000
North park phase 2	08-PR03	-	-	-	100,000	100,000	200,000
La canada drive road improvements phase 3	01-033C	1,562,500	(1,800,000)*	(1,500,000)*	-	-	(1,737,500)*
Sahuarita road: I-19 to country club	03-019B	1,645,000	805,000	544,300	1,025,700	1,700,000	5,720,000
Quail crossing blvd extension to nogales highway	05-PW01	1,975,000	-	1,725,000	-	-	3,700,000
Pima mine / rancho sahuarita traffic signal	07-PW03	99,750	-	-	-	-	99,750
Pima mine / rancho sahuarita railroad crossing	07-PW04	500,000	-	-	-	-	500,000
Nogales hwy / old nogales hwy traffic signal	08-PW01	513,240	-	-	-	-	513,240
Pima mine bridge reconstruction	08-PW02	60,000	-	500,000	-	-	560,000
Town hall shell space build out	08-A01	25,000	-	-	-	-	25,000
Point-to-point network for satellite locations	08-A02	50,000	-	-	-	-	50,000
<b>Capital Fund (CIIF) Total</b>		<b>6,565,490</b>	<b>(995,000)</b>	<b>1,269,300</b>	<b>1,250,700</b>	<b>2,700,000</b>	<b>10,790,490</b>
<b>Grants-State</b>							
Sahuarita Road: I-19 to Country Club	03-019B	-	620,000	-	-	-	620,000
Pima Mine Bridge Reconstruction	08-PW02	-	-	2,400,000	-	-	2,400,000
Park and Trails Land Acquisition	05-PR01	-	1,000,000	1,000,000	1,000,000	1,000,000	4,000,000
<b>Grants-State Total</b>		<b>-</b>	<b>1,620,000</b>	<b>3,400,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>7,020,000</b>
<b>Grants-Other</b>							
Anamax park concession facility	06-PR08	-	-	20,000	280,000	-	300,000
Duval Mine Road Sidewalk Phase 1	09-PW01	95,000	-	-	-	-	95,000
Duval Mine Road Sidewalk Phase 2	09-PW02	285,000	-	-	-	-	285,000
Duval Mine Road Sidewalk Phase 3	09-PW03	65,000	-	-	-	-	65,000
Rancho Sahuarita Blvd Pavement Rehabilitation	09-PW05	3,000,000	-	-	-	-	3,000,000
<b>Grants-Other Total</b>		<b>3,445,000</b>	<b>-</b>	<b>20,000</b>	<b>280,000</b>	<b>-</b>	<b>3,745,000</b>
<b>Highway Fund (HURF)</b>							
La canada drive road improvements phase 3	01-033C	-	1,800,000	1,500,000	-	-	3,300,000
Sahuarita road: I-19 to country club	03-019B	400,000	10,399,000	-	4,000,000	-	14,799,000
Sahuarita / I-19 interchange	03-019C	-	2,100,000	-	-	-	2,100,000
Quail crossing blvd extension to nogales highway	05-PW01	200,000	-	-	-	-	200,000
<b>Highway Fund (HURF) Total</b>		<b>600,000</b>	<b>14,299,000</b>	<b>1,500,000</b>	<b>4,000,000</b>	<b>-</b>	<b>20,399,000</b>

\* The funding for this project will be received in FY 2011 and 2012, and used to replenish the funding expended during FY 2010 as noted in the project sheet.

## CAPITAL IMPROVEMENT PLAN

Five Year Plan 2010 - 2014

### PROJECTS BY FUNDING SOURCE - concluded

SOURCE	PROJECT #	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	TOTAL
<b>Long-Term Debt</b>							
La canada drive road improvements phase 3	01-033C	1,537,500					1,537,500
Sahuarita road: I-19 to western town limits	03-019A	1,070,000					1,070,000
Sahuarita road: I-19 to country club	03-019B					8,300,000	8,300,000
Wastewater Treatment Plant Phase IV Expansion	04-WW01	4,142,550					4,142,550
Wastewater Administration Building	06-WW02	1,691,400					1,691,400
<b>Long-Term Debt Total</b>		<b>8,441,450</b>				<b>8,300,000</b>	<b>16,741,450</b>
<b>Pima County Bonds</b>							
Sahuarita road: I-19 to country club	03-019B	500,000	500,000	500,000			1,500,000
<b>Pima County Bonds Total</b>		<b>500,000</b>	<b>500,000</b>	<b>500,000</b>			<b>1,500,000</b>
<b>RTA Transportation Tax</b>							
La canada drive road improvements phase 3	01-033C	540,000					540,000
Sahuarita road: I-19 to country club	03-019B	13,369,000	15,624,000				28,993,000
Pima mine / rancho sahuarita traffic signal	07-PW03	375,000					375,000
Pima mine bridge reconstruction	08-PW02	350,000					350,000
Camino De La Quintas Sidewalk	09-PW04	270,000					270,000
<b>RTA Transportation Tax Total</b>		<b>14,904,000</b>	<b>15,624,000</b>				<b>30,528,000</b>
<b>Wastewater Enterprise Fund</b>							
Wastewater Treatment Plant Phase IV Expansion	04-WW01						
Wastewater Treatment Plant Phase V Expansion	04-WW02	915,950	322,450	107,500			1,345,900
Wastewater Administration Building	06-WW02	337,950					337,950
Commercial Septic System	08-WW01	165,000					165,000
Reclaimed Water Lines and Reuse System	08-WW02					80,000	80,000
<b>Wastewater Enterprise Fund Total</b>		<b>1,418,900</b>	<b>322,450</b>	<b>107,500</b>		<b>80,000</b>	<b>1,928,850</b>
<b>GRAND TOTAL</b>		<b>\$ 35,874,840</b>	<b>\$ 31,370,450</b>	<b>\$ 6,796,800</b>	<b>\$ 6,530,700</b>	<b>\$ 12,080,000</b>	<b>\$ 92,652,790</b>

## CAPITAL IMPROVEMENT PLAN

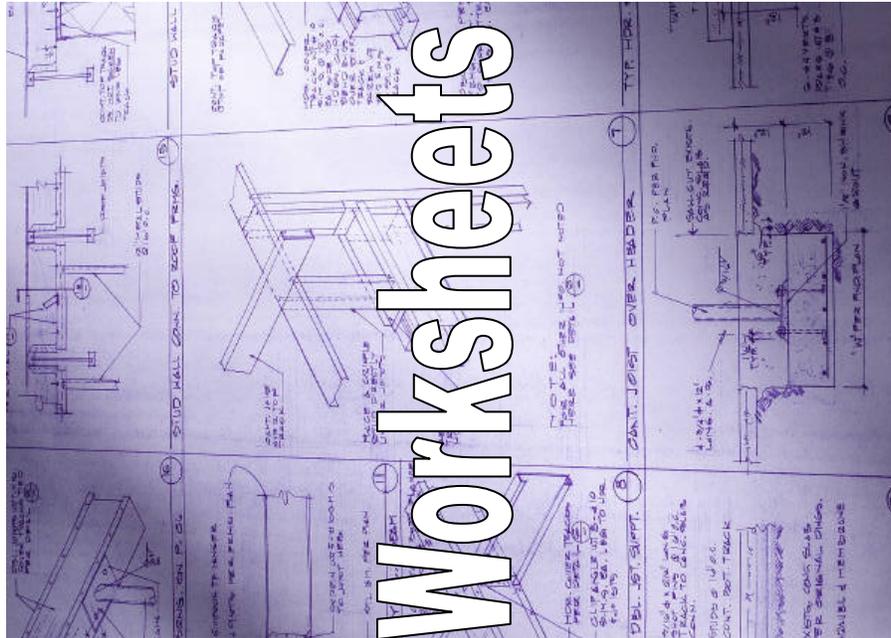
Five Year Plan 2010 - 2014

### PROJECTS EXPENDITURES BY DEPARTMENT

SOURCE	PROJECT #	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014	TOTAL
<b>Administration</b>							
Town hall shell space build out	08-A01	\$ 25,000	\$ -	\$ -	\$ -	\$ -	\$ 25,000
Point-to-point network for satellite locations	08-A02	50,000					50,000
<b>Administration Total</b>		<b>75,000</b>					<b>75,000</b>
<b>Parks &amp; Recreation</b>							
Park and trails land acquisition	05-PR01		1,000,000	1,000,000	1,000,000	1,000,000	4,000,000
Anamax park phase 2 & 3	06-PR01/02				25,000	800,000	825,000
Anamax park phase 4	06-PR03						
Anamax park concession facility	06-PR08			20,000	280,000		300,000
Quail Creek Park phase 1	06-QC08	135,000					135,000
Quail Creek Park phase 2	08-PR02				100,000	100,000	200,000
North park phase 2	08-PR03				100,000	100,000	200,000
<b>Parks &amp; Recreation Total</b>		<b>135,000</b>	<b>1,000,000</b>	<b>1,020,000</b>	<b>1,505,000</b>	<b>2,000,000</b>	<b>5,660,000</b>
<b>Public Works</b>							
La canada drive road improvements phase 3	01-033C	3,640,000					3,640,000
Sahuarita road: I-19 to western town limits	03-019A	1,070,000					1,070,000
Sahuarita road: I-19 to country club	03-019B	15,914,000	27,948,000	1,044,300	5,025,700	10,000,000	59,932,000
Sahuarita / I-19 interchange	03-019C		2,100,000				2,100,000
Quail crossing blvd extension to nogales highway	05-PW01	2,175,000		1,725,000			3,900,000
Public works yard	06-PW06						-
Pima mine / rancho sahuarita traffic signal	07-PW03	474,750					474,750
Pima mine / rancho sahuarita railroad crossing	07-PW04	500,000					500,000
Nogales hwy / old nogales hwy traffic signal	08-PW01	513,240					513,240
Pima mine bridge reconstruction	08-PW02	410,000		2,900,000			3,310,000
Duval Mine Road Sidewalk Phase 1	09-PW01	95,000					95,000
Duval Mine Road Sidewalk Phase 2	09-PW02	285,000					285,000
Duval Mine Road Sidewalk Phase 3	09-PW03	65,000					65,000
Camino De Las Quintas Sidewalk	09-PW04	270,000					270,000
Rancho Sahuarita Blvd Pavement Rehabilitation	09-PW05	3,000,000					3,000,000
<b>Public Works Total</b>		<b>28,411,990</b>	<b>30,048,000</b>	<b>5,669,300</b>	<b>5,025,700</b>	<b>10,000,000</b>	<b>79,154,990</b>
<b>Wastewater Utility</b>							
Wastewater Treatment Plant Phase IV Expansion	04-WW01	4,142,550					4,142,550
Wastewater Treatment Plant Phase V Expansion	04-WW02	915,950	322,450	107,500			1,345,900
Wastewater Administration Building	06-WW02	2,029,350					2,029,350
Commercial Septic System	08-WW01	165,000					165,000
Reclaimed Water Lines and Reuse System	08-WW02					80,000	80,000
<b>Wastewater Utility Total</b>		<b>7,252,850</b>	<b>322,450</b>	<b>107,500</b>		<b>80,000</b>	<b>7,762,800</b>
<b>GRAND TOTAL</b>		<b>\$ 35,874,840</b>	<b>\$ 31,370,450</b>	<b>\$ 6,796,800</b>	<b>\$ 6,530,700</b>	<b>\$ 12,080,000</b>	<b>\$ 92,652,790</b>

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CAPITAL IMPROVEMENT PLAN—08-A01

<b>PROJECT #</b>	<b>08-A01</b>	<b>Department</b>	Public Works Department
<b>PROJECT NAME</b>	Town Hall Shell Space Build Out	<b>Responsible Person</b>	Farhad Moghimi

**USEFUL LIFE** 30 Years

**TOTAL PROJECT COST** \$ 400,000

**LOCATION**

The Tenant Improvement Project is located at the new Sahuarita Town Hall building of the Municipal Complex, on the second floor, at the far north end of the western wing, in room #250.

**DESCRIPTION / SCOPE**

Offices to house the Administrative and Engineering personnel from the Public Works Department will be constructed in 2,584 square feet of vacant space in Town Hall. The new facility will include 9 individual offices, a conference room, cubicle spaces, a work room with limited break room amenities, and a reception area.

**JUSTIFICATION/BENEFITS**

The new Public Works Offices at the Town Hall will allow many of the Public Works personnel to vacate a leased 4,930 square foot modular building, located at the Wastewater Treatment Facility. The three year lease for the modular building will expire in July 2009. The monthly expenditure for the lease has been +/- \$5,000, plus utilities and maintenance. Some Public Works personnel will remain housed in smaller modular buildings owned by the Town, also located at the Wastewater Treatment Plant, until a permanent Wastewater Administration Building is constructed and occupied in late 2009 or early 2010. A permanent site is being sought for a Parks & Recreation and Public Works Joint Office Facility and Maintenance/Storage Yard, to be constructed in the near future.

**Expenditure Schedule**

	<b>PRIOR TOTAL</b>	<b>FY2009 Estimate</b>	<b>FY2010 Carryforward</b>	<b>FY2010 New Funds</b>	<b>FY2011</b>	<b>FY2012</b>	<b>FY2013</b>	<b>FY2014</b>	<b>5 YR TOTAL</b>	<b>FUTURE TOTAL</b>
Planning / Study	\$ -	\$ 4,600	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Design & Engineering		13,110								
Land / ROW Acquisition										
Equipment / Materials		111,500								
Construction / Installation		150,000								
Inspection & Construction Mgmt.		30,000								
Contingency		30,790								
Other: Removal of Modular Bldg		35,000	25,000						25,000	
	\$ -	\$ 375,000	\$ 25,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 25,000	\$ -

<b>PROJECT #</b> 08-A01	Public Works Department
<b>PROJECT NAME</b> Town Hall Shell Space Build Out	<b>Responsible Person</b> Farhad Moghimi

	PRIOR TOTAL	FY2009 Estimate	FY2010		FY2011	FY2012	FY2013	FY2014	5 YR TOTAL	FUTURE TOTAL
			Carryforward	New Funds						
Capital Fund	\$ -	\$ 375,000	\$ 25,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 25,000	\$ -
Wastewater Enterprise Fund										
General Fund										
Debt: _____										
Grant: _____										
Contributions: _____										
	\$ -	\$ 375,000	\$ 25,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 25,000	\$ -

**OPERATIONAL IMPACT / OTHER**

The Town will benefit from Public Works operating in the same complex as other vital community support services in a centralized arrangement at Town Hall. The utility expenses to operate Town Hall are expected to increase, due to the additional staff operating equipment and using the facilities. However, the Public Works portion of the utility and rental expenses associated with the leased modular building that currently houses the Public Works staff and the Wastewater Operations will be eliminated when the modular building is removed in July 2009. The Public Works staff that remains at the Wastewater Treatment Facility will operate in existing, Town owned, small modular buildings, which will continue to incur utility and maintenance costs.

Operating Budget Impact	PRIOR TOTAL	FY2009 Estimate	FY2010		FY2011	FY2012	FY2013	FY2014	5 YR TOTAL	FUTURE Annual Costs
			Carryforward	New Funds						
Payroll / Staffing	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Utilities					6,000	6,000	6,000	6,000	24,000	
Other: _____										
Other: _____										
Other: _____										
	\$ -	\$ -	\$ -	\$ -	\$ 6,000	\$ 6,000	\$ 6,000	\$ 6,000	\$ 24,000	\$ -

CAPITAL IMPROVEMENT PLAN—08-A02

<b>PROJECT #</b>	<b>08-A02</b>	<b>Department</b>	Finance - Technology Division
<b>PROJECT NAME</b>	Satellite Location Municipal Networks Interconnection	<b>Responsible Person</b>	Phillip Karhoff

**USEFUL LIFE** 10+ years

**TOTAL PROJECT COST \$ 225,000**

<b>LOCATION</b>	Municipal Complex, Anamax Park, Public Works
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<b>DESCRIPTION / SCOPE</b>	The project consists of erecting a communications tower at the Municipal Complex pad, Anamax Park and Public Works. We will then establish two Point-To-Point microwave connections; one to Anamax Park to the South and one to the Wastewater Treatment Plant to the North. This project will connect the two locations to the Municipal Complex network.
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<b>JUSTIFICATION/BENEFITS</b>	Once the satellite locations are brought online with the Municipal Complex network, we will witness cost savings and efficiencies from centralizing IT across the enterprise. Some of these savings include a central internet source and having the entire town government on one phone system. Individual communications/data contracts will then be cancelled. Further benefits from this project will include enhanced security, accountability, use and faster public service. Inter-departmental communications can be assured from a centralized hub reducing problems and downtime over the enterprise.
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<i>Expenditure Schedule</i>	<b>PRIOR TOTAL</b>	<b>2009 Estimate</b>	<b>2010 Carryforward New Funds</b>					<b>5 Yr TOTAL</b>	<b>FUTURE TOTAL</b>
			<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>		
Planning / Study	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Design & Engineering									
Land / ROW Acquisition									
Equipment / Materials		175,000	50,000				50,000		
Construction / Installation									
Inspection & Construction Mgmt.									
Contingency									
	\$ -	\$ 175,000	\$ 50,000	\$ -	\$ -	\$ -	\$ 50,000	\$ -	\$ -

<b>PROJECT #</b> 08-A02	<b>Department</b>	Finance - Technology Division
<b>PROJECT NAME</b> Satellite Location Municipal Networks Interconnection	<b>Responsible Person</b>	Phillip Karhoff

**Funding Sources**

	<b>PRIOR TOTAL</b>	<b>2009 Estimate</b>	<b>2010 Carryforward New Funds</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>5 Yr TOTAL</b>	<b>FUTURE TOTAL</b>
Capital Fund	\$ -	\$ 175,000	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ 50,000	\$ -
Wastewater Enterprise Fund									
General Fund									
Debt: _____									
Grant: _____									
Contributions: _____									
	\$ -	\$ 175,000	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ 50,000	\$ -

**OPERATIONAL IMPACT / OTHER**

The results from this project will be communications cost savings from the consolidation of data and voice at Anamax and Public Works. There will also be significant operation efficiencies in terms of hardware, software and man-power involved with the maintenance of these two separate networks.

**Operating Budget Impact**

	<b>PRIOR TOTAL</b>	<b>2009 Estimate</b>	<b>2010 Carryforward New Funds</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>	<b>5 Yr TOTAL</b>	<b>FUTURE Annual Costs</b>
Payroll / Staffing	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Utilities									
Consolidation of Comm. Costs			(25,000)	(25,000)	(25,000)	(25,000)	(25,000)	(125,000)	(25,000)
Other: <u>System maintenance</u>									
Other: _____									
	\$ -	\$ -	\$ (25,000)	\$ (25,000)	\$ (25,000)	\$ (25,000)	\$ (25,000)	\$ (125,000)	\$ (25,000)

CAPITAL IMPROVEMENT PLAN—05-PR01

<b>PROJECT #</b> 05-PR01	<b>Department</b>	Parks and Recreation
<b>PROJECT NAME</b> Parks & Recreation Land Acquisition	<b>Responsible Person</b>	Debbie Summers

**USEFUL LIFE** Unlimited

**TOTAL PROJECT COST** \$5,000,000

**LOCATION**  
Varied

**DESCRIPTION / SCOPE**  
The scope of this project will involve purchasing land for future development and is a recommendation in the Park, Recreation, Trails and Open Space Plan. When potential acquisitions sites are determined, the Town will explore grant opportunities through State Parks Heritage Funds, Growing Smarter Funds or other potential funding sources to assist in the acquisition of Open Space for recreation facilities, trails and natural space. Estimated funding distribution - 60% for park and recreation; 30% for open space preservation; and 10% for trail and greenway corridors.

**JUSTIFICATION/BENEFITS**  
The project will benefit the general public who would use the facilities for family and community events. In addition, there will be environmental benefits for the community because natural areas will be left undeveloped. The impact of creating a trail corridor will have a Town wide impact. The ability purchase land for future park sites will benefit the Town as the public needs more open space as the community reaches its build out.

The project needs funding every fiscal year to be positioned well if opportunities arise for land acquisition. The project will also increase the recreational value of the site by allowing user groups to use trails and/or parks. A health benefit is gained through a wider audience because more individuals will be allowed to participate in active and passive recreation opportunities which may have been excluded or turned away because of lack of facilities. In addition by leaving areas as undeveloped open space, the Town will be promoting wildlife habitat and corridors. The economic benefit to the community would involve a reduction in commuting time to or between recreational activities by the residents. Open space left as native habitat increases the communities quality of life which attracts potential visitors and residents.

In addition, the building of a trail network allows the community to use an alternative method of traveling between sites which would help in improving the overall environment. Park areas could be provided closer to population needs of the community. The project will increase the recreational value of the site by allowing user groups to use the trails and/or parks. This project will enhance the community by purchasing recreational sites while land is less expensive. This project will coordinate with the Town's Master Plan for purchase of open space and conductivity to other trail systems. Design features can be incorporated into the building to provide long term savings.



CAPITAL IMPROVEMENT PLAN—06-PR01 & 06-PR02

<b>PROJECT #</b>	<b>06 PR01 and 06 PR02 (Both Revised)</b>	<b>Department</b>	Parks and Recreation
<b>PROJECT NAME</b>	Aranax Pool and Recreation Center Complex	<b>Responsible Person</b>	Debbie Summers
<b>CATEGORY / TYPE</b>	Parks	<b>USEFUL LIFE</b>	40 years
<b>PRIORITY</b>	1 (1 High...5 Low)	<b>TOTAL PROJECT COST</b>	\$ 14,817,000
<b>DEPT RANK</b>	1		

**LOCATION**  
Aranax Park - 17501 S. Camino de Las Quintas

**DESCRIPTION / SCOPE**  
This project is proposed as a Pima County Bond Project in a partnership with the YMCA of Greater Tucson.  
The project is currently ranked high after bond sub-committee evaluation and is being proposed to the Bond Committee for funding.  
The scope of this project will involve building a recreation center approximately 30,000 sq. ft. and a recreational program pool. The recreation center/pool are currently being programmed to tailor activities to the community's need. However, the facility is anticipated to have a gymnasium with at least one full size basketball court, cardio/vascular equipment, aerobics/fitness class space, meeting rooms, offices and storage. The pool complex could have a zero depth entry, water play features, waterslide(s), programming space for classes, therapeutic warm water section, lanes for lap swimming, classrooms, volleyball court(s) and a gather/concession area. The complex would have shared locker/changing rooms between the center and pool for economies of scale. The project will complete a feasibility study to determine the needs of the community in FY 2008/09 and develop a concept design from the information gathered in the feasibility study in FY 2013/14.

**JUSTIFICATION/BENEFITS**  
The Aranax Park Recreation/Pool Complex will benefit the general public who would use the facility for family and community events. This complex would have a Town wide impact and be a signature facility attracting community members not having access to private or HOA facilities.  
The Complex will increase the recreational value and opportunity of the site by making available to residents and user groups a pool and recreation center which the Town does not currently have. A health benefit is gained by a wider audience because more individuals will be allowed to participate in an active recreation opportunity which may have been excluded or turned away because of lack of facilities.  
The economic benefit to the community would involve reduce the commuting time to or between recreational activities by the residents through offering usable facilities closer to home. In addition, the facility would create jobs either through Town of Sahuarita or through the YMCA for operations and maintenance of the complex. The site could also be used by the High School for swimming programs which have the potential to attract and create tourism for our community.  
The complex would be a signature facility for the Town's residents to use the site and a focal point for community events which could build community pride and involvement. In addition, this Complex would enhance and expand the current recreation programs. The larger recreation center will allow current programs to involve more participants and offer diverse selection of activities especially when partnered with the YMCA. The pool site would offer an expanded program for the schools as well as the Town.  
This project has been coordinated with the initial construction for Phase 1 and the YMCA. During Phase 1, infrastructure for electric, sewer, water and CATV has been installed. The YMCA is a potential partner for operating the facility and will be involved with the areas programming of space. The project has been submitted as a potential 2008 Pima Bond Funded project. The Bond Committee is currently evaluating which projects will be recommended for the question. The Town's recreation center/pool facility project has been ranked high by the sub-committee.  
Design features can be incorporated into the building to provide long term savings. The Department will strive to have water saving fixtures, electrical efficient system and environmentally friendly consideration incorporated in design.

<b>PROJECT #</b>	<b>06 PR01 and 06 PR02 (Both Revised)</b>		<b>Department</b>	
<b>PROJECT NAME</b>	Anamax Pool and Recreation Center Complex		<b>Responsible Person</b>	
			Parks and Recreation Debbie Summers	

	PRIOR TOTAL	2009 Estimate	FY2010		FY2011	FY2012	FY2013	FY2014	5 YR TOTAL	FUTURE TOTAL
			Carryforward	New Funds						
<u>Expenditure Schedule</u>										
Planning / Study	\$ 50,000	\$ 25,000	\$ -	\$ -	\$ -	\$ -	\$ 25,000	\$ -	\$ 25,000	\$ -
Design & Engineering								800,000	800,000	937,000
Land / ROW Acquisition										880,000
Equipment / Materials	380,000									8,400,000
Construction / Installation										1,900,000
Inspection & Construction Mgmt.										1,000,000
Contingency										420,000
Other:										
	\$ 430,000	\$ 25,000	\$ -	\$ -	\$ -	\$ -	\$ 25,000	\$ 800,000	\$ 825,000	\$ 13,537,000

	PRIOR TOTAL	2009 Estimate	FY2010		FY2011	FY2012	FY2013	FY2014	5 YR TOTAL	FUTURE TOTAL
			Carryforward	New Funds						
<u>Funding Sources</u>										
Capital Fund	\$ 430,000	\$ 25,000	\$ -	\$ -	\$ -	\$ -	\$ 25,000	\$ 800,000	\$ 825,000	\$ 1,537,000
Wastewater Enterprise Fund										
General Fund										12,000,000
Debt: Pima County Bonds										
Grant:										
Contributions:										
	\$ 430,000	\$ 25,000	\$ -	\$ -	\$ -	\$ -	\$ 25,000	\$ 800,000	\$ 825,000	\$ 13,537,000

**OPERATIONAL IMPACT / OTHER**

The Town of Sahuarita anticipates collaborating with the YMCA to maintain and operate the recreation center/pool complex site. However, the Town will still run programs in conjunction but not competition with the YMCA and the Town will work collaboratively with the YMCA to maintain and program the pool complex which will include pool manager, assistant manager, pool technician, utilities, supplies and chemicals. In addition, the Town will have all the expenses for the care and maintenance outside the building (i.e. landscaping, painting and parking lot) and be responsible for a shared cost of utilities.

The estimated total annual operational cost for the recreation center/pool complex is \$1,530,000. The Town can anticipate being responsible for 40% of these expenses which would be estimated at \$612,000 (\$1,530,000 total operational expenses X 40%). The Town goal is to recover 50% of the Town's share of the building expenses from classes and programs which is estimated to be \$306,000 (\$612,000 Departments operating expenses X 50% goal for recovery).

	PRIOR TOTAL	2009 Estimate	FY2010		FY2011	FY2012	FY2013	FY2014	5 YR TOTAL	FUTURE Annual Costs
			Carryforward	New Funds						
<u>Operating Budget Impact</u>										
Payroll / Staffing	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 235,800
Utilities										125,000
Other: Contracted Services										140,000
Other: Commodities										50,000
Other:										
	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 550,800

CAPITAL IMPROVEMENT PLAN—06-PR08

<b>PROJECT #</b>	<b>06-PR08</b>	<b>Department</b>	Parks and Recreation
<b>PROJECT NAME</b>	Anamax Park Concession /Storage Building	<b>Responsible Person</b>	Debbie Summers

<b>CATEGORY / TYPE</b>	Parks	<b>USEFUL LIFE</b>	30 Years
<b>PRIORITY</b>	3 (1 High...5 Low)	<b>TOTAL PROJECT COST</b>	\$ 300,000
<b>DEPT RANK</b>	8		

<b>LOCATION</b>	Anamax Park - 17501 S. Camino de Las Quintas
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**DESCRIPTION / SCOPE**  
 This project will only be completed if a user group sponsor can be obtained to pay for the complete demolition and construction of the replacement building.  
 The scope of this project will involve demolishing the current concession stand and building a new building for concessions with storage. The total building size is approximately 800 sq. ft. The project will be updated to be environmentally friendly, eliminating the septic system. The Town will fund the design and permitting of the new structure

**JUSTIFICATION/BENEFITS**  
 The sports groups which utilize the ball fields at the existing park would benefit the most. The main benefit is providing a clean and efficient space for concession use which will comply with current health codes and provide additional storage capacity in a sanitary manner. In addition, the current building is being structurally compromised due to a large tree growing into the building.  
 The project provides an economic impact by creating work for regional companies to participate in. It also has the potential to provide revenue to the Town through concession contracts or use fees. The project would improve the quality of service offered to the park users watching or participating in sports programs or leagues.  
 The project enhances the current conditions at Anamax Park by providing a healthy and clean place to distribute concessions from. The main coordination of this project would be the overall plan to renovate the existing Anamax Park site with new facilities. The new building would impact the utility cost because the new structure would be more energy efficient and would be designed to be environmentally friendly with potential for a gray water recovery system to eliminate the need for a septic system.

<b>PROJECT #</b> 06-PR08											Parks and Recreation	
<b>PROJECT NAME</b> Anamax Park Concession/Storage Building											Debbie Summers	
<b>Department Responsible Person</b>												
<b>Expenditure Schedule</b>												
	<b>PRIOR TOTAL</b>	<b>2009 Estimate</b>	<b>Carryforward</b>	<b>FY2010</b>	<b>FY2011</b>	<b>FY2012</b>	<b>FY2013</b>	<b>FY2014</b>	<b>5 YR TOTAL</b>	<b>FUTURE TOTAL</b>		
Planning / Study	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 20,000	\$ -	\$ -	\$ 20,000	\$ -	\$ -	\$ -
Design & Engineering							125,000		125,000			
Land / ROW Acquisition							80,000		80,000			
Equipment / Materials							25,000		25,000			
Construction / Installation							50,000		50,000			
Inspection & Construction Mgmt.												
Contingency												
Other:												
	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 20,000	\$ 280,000	\$ -	\$ 300,000	\$ -	\$ -	\$ -
<b>Funding Sources</b>												
	<b>PRIOR TOTAL</b>	<b>2009 Estimate</b>	<b>Carryforward</b>	<b>FY2010</b>	<b>FY2011</b>	<b>FY2012</b>	<b>FY2013</b>	<b>FY2014</b>	<b>5 YR TOTAL</b>	<b>FUTURE TOTAL</b>		
Capital Fund	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Wastewater Enterprise Fund												
General Fund						20,000	280,000		300,000			
Debt:												
Grant:												
Contributions: Private Donation												
	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 20,000	\$ 280,000	\$ -	\$ 300,000	\$ -	\$ -	\$ -
<b>OPERATIONAL IMPACT / OTHER</b>												
NO BUDGET IMPACT												
This is a replacement for a current building no change in personnel, utilities or supplies are anticipated.												
<b>Operating Budget Impact</b>												
	<b>PRIOR TOTAL</b>	<b>2009 Estimate</b>	<b>Carryforward</b>	<b>FY2010</b>	<b>FY2011</b>	<b>FY2012</b>	<b>FY2013</b>	<b>FY2014</b>	<b>5 YR TOTAL</b>	<b>FUTURE Annual Costs</b>		
Payroll / Staffing	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Utilities												
Other:												
Other:												
Other:												
	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

CAPITAL IMPROVEMENT PLAN—06-QC08

<b>PROJECT #</b> 06-QC08	<b>Department</b>	Parks and Recreation
<b>PROJECT NAME</b> Quail Creek Park Development	<b>Responsible Person</b>	Debbie Summers
<b>USEFUL LIFE</b>		30 Years
<b>TOTAL PROJECT COST</b>		\$ 2,505,636

**LOCATION**  
 Quail Creek Park - 1950 S. Old Nogales Hwy at Quail Creek Crossing and Old Nogales Hwy

**DESCRIPTION / SCOPE**  
 The project is to building a park site located near the Quail Creek community. The design will use a phased approach to build an off-leash dog area, play area, parking and limited walking paths.

**JUSTIFICATION/BENEFITS**  
 Development of a park in a growing portion of the community. The project will benefit the general public who would use the facility for family and community events. The project will expand the recreational value and opportunities of the site by allowing user groups to use a park and fields. A health benefit is gained by a wider audience because more individuals will be allowed to participate in an active recreational opportunity which may have been excluded or turned away because of lack of facilities.  
 The economic benefit to the community would involve reduced commuting time to or between recreational activities by the residents through offering usable facilities closer to home. In addition, the development of a functional park site will create construction jobs for various trades and general workers. The project will increase the recreational value of the site by providing more space for user groups to use the park and fields. The site components will also serve the neighborhood by providing play area, and dog area opportunities closer to home.  
 This project will enhance the currently undeveloped site. Design features can be incorporated into the building to provide long term savings.

<b>PROJECT #</b> 06-QC08	Quail Creek Park Development		Department		Parks and Recreation			
<b>PROJECT NAME</b>	Quail Creek Park Development		Responsible Person		Debbie Summers			
<b>Expenditure Schedule</b>								
	<b>PRIOR TOTAL</b>	<b>FY2010 Carryforward New Funds</b>	<b>FY2011</b>	<b>FY2012</b>	<b>FY2013</b>	<b>FY2014</b>	<b>5 YR TOTAL</b>	<b>FUTURE TOTAL</b>
Planning / Study	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Design & Engineering	241,250							
Land / ROW Acquisition	600,000							
Equipment / Materials		45,000					45,000	
Construction / Installation	1,529,386	90,000					90,000	
Inspection & Construction Mgmt.								
Contingency								
Other:								
	\$ 2,370,636	\$ 135,000	\$ -	\$ -	\$ -	\$ -	\$ 135,000	\$ -

<b>Funding Sources</b>								
	<b>PRIOR TOTAL</b>	<b>FY2010 Carryforward New Funds</b>	<b>FY2011</b>	<b>FY2012</b>	<b>FY2013</b>	<b>FY2014</b>	<b>5 YR TOTAL</b>	<b>FUTURE TOTAL</b>
Capital Fund	\$ -	\$ 135,000	\$ -	\$ -	\$ -	\$ -	\$ 135,000	\$ -
Wastewater Enterprise Fund	143,386							
General Fund	2,227,250							
Quail Creek CFD								
Debt:								
Contributions:								
	\$ 2,370,636	\$ 135,000	\$ -	\$ -	\$ -	\$ -	\$ 135,000	\$ -

**OPERATIONAL IMPACT / OTHER**  
 The operational impact will be for maintenance and upkeep of the facility for landscape maintenance around the play area, off-leash dog area and parking lot; also included are the utility cost and cleaning cost by staff plus any supplies needed to maintain the site.

<b>Operating Budget Impact</b>								
	<b>PRIOR TOTAL</b>	<b>FY2010 Carryforward New Funds</b>	<b>FY2011</b>	<b>FY2012</b>	<b>FY2013</b>	<b>FY2014</b>	<b>5 YR TOTAL</b>	<b>FUTURE Annual Costs</b>
Payroll / Staffing	\$ -	\$ -	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 25,000	\$ 5,000
Utilities		12,000	12,000	12,000	12,000	12,000	60,000	12,000
Other: Contractual Services		17,200	17,200	17,200	17,200	17,200	86,000	17,200
Other: Commodities		4,200	4,200	4,200	4,200	4,200	21,000	4,200
Other:								
	\$ -	\$ -	\$ 38,400	\$ 38,400	\$ 38,400	\$ 38,400	\$ 192,000	\$ 38,400

CAPITAL IMPROVEMENT PLAN—08-PR02

<b>PROJECT #</b> 08-PR02	<b>Department</b>	Parks and Recreation
<b>PROJECT NAME</b> Quail Creek Phase 2	<b>Responsible Person</b>	Debbie Summers
<b>USEFUL LIFE</b>		25 years
<b>TOTAL PROJECT COST</b>		\$ 2,200,000

**LOCATION**  
1950 S. Old Nogales Hwy at Quail Creek Crossing and Old Nogales Hwy

**DESCRIPTION / SCOPE**  
Potential Heritage Fund Project to seek funding from the State Parks Heritage Fund for development of these ball fields. The project will be to design and build of two softball fields with field lighting, add walking trails around the fields and increase parking by 120 spaces.

**JUSTIFICATION/BENEFITS**  
This project was part of the overall concept plan approved in 2007 for Quail Creek Park. The communities need for facilities for seniors and youth has increased significantly over the past year. Building these fields will address the need for a place to play adult softball and girls' softball.  
The public will benefit from these improvements as well as increased quantity of recreation facilities so users can participate in recreational opportunities closer to home in a safe clean environment.  
The Town should actively seek a Heritage Grant from state parks as a matching funds source.  
The projects improve the safety to park visitors by providing a completed facility. These amenities promote use of smaller local companies which may not have the extensive experience to compete on large improvement projects but are qualified to perform the work.  
The projects expand the amenities at Quail Creek Park and the services are enhanced by providing a variety of activities to the base amenities of a park site. The project will follow the concept plan developed during the 2007 Concept Plan for Quail Creek Park. In addition, these amenities will be designed and built with conservation practices in mind.

<b>PROJECT #</b> 08-PR02										
<b>PROJECT NAME</b> Quail Creek Phase 2						<b>Department Responsible Person</b> Parks and Recreation Debbie Summers				
<b>Expenditure Schedule</b>										
	<b>PRIOR TOTAL</b>	<b>2009 Estimate</b>	<b>FY2010 Carryforward</b>	<b>New Funds</b>	<b>FY2011</b>	<b>FY2012</b>	<b>FY2013</b>	<b>FY2014</b>	<b>5 YR TOTAL</b>	<b>FUTURE TOTAL</b>
Planning / Study	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Design & Engineering										
Land / ROW Acquisition										
Equipment / Materials										
Construction / Installation						100,000		100,000	200,000	
Inspection & Construction Mgmt.										
Contingency										
Other: _____										
	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 100,000	\$ 100,000	\$ 200,000	\$ 2,000,000

<b>Funding Sources</b>										
	<b>PRIOR TOTAL</b>	<b>2009 Estimate</b>	<b>FY2010 Carryforward</b>	<b>New Funds</b>	<b>FY2011</b>	<b>FY2012</b>	<b>FY2013</b>	<b>FY2014</b>	<b>5 YR TOTAL</b>	<b>FUTURE TOTAL</b>
Capital Fund	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 100,000	\$ 100,000	\$ 200,000	\$ 1,225,000
Wastewater Enterprise Fund										
General Fund										
Debt: _____										
Grant: LSRP Heritage Grant										775,000
Contributions: _____										
	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 100,000	\$ 100,000	\$ 200,000	\$ 2,000,000

<b>OPERATIONAL IMPACT / OTHER</b>										
The operational impact will include expanding cleaning services, landscape maintenance services, increased electrical and water costs and general supplies needed like soil amendments and herbicides which is estimated at \$45,000 per year. The lighting system will have a warranty reducing the need for maintenance and operations from 15 to 25 years on that aspect only. The anticipated revenue to offset operational impact is estimated at \$22,400 (Field Rental - 4 hrs per night x \$15.00 per hour x 3 nights per week x 40 weeks x 2 fields and 4 hrs per day x \$5.00 per hour x 5 days per week x 40 weeks x 2 fields).										

<b>Operating Budget Impact</b>										
	<b>PRIOR TOTAL</b>	<b>2009 Estimate</b>	<b>FY2010 Carryforward</b>	<b>New Funds</b>	<b>FY2011</b>	<b>FY2012</b>	<b>FY2013</b>	<b>FY2014</b>	<b>5 YR TOTAL</b>	<b>FUTURE Annual Costs</b>
Payroll / Staffing	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 8,000
Utilities										\$ 13,000
Other: Contracted Services										\$ 13,000
Other: Commodities										\$ 3,800
Other: _____										
	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 37,800

CAPITAL IMPROVEMENT PLAN—08-PR03

<b>PROJECT #</b> 08-PR03	<b>Department</b>	Parks and Recreation
<b>PROJECT NAME</b> North Park Phase 2	<b>Responsible Person</b>	Debbie Summers

**USEFUL LIFE** 30 years

**TOTAL PROJECT COST** \$ 2,700,000

**LOCATION**  
14455 S. Rancho Sahuarita Blvd

**DESCRIPTION / SCOPE**  
The scope of this project will involve developing approximately 7 acres of vacant land with a 4,500 sq. ft. splash park, two multi-purpose fields (soccer/football fields) with lights, one little league baseball field with lights, picnic facilities and a basketball court at an undeveloped site south of the newly installed North Park.

**JUSTIFICATION/BENEFITS**  
The project will benefit the general public who would use the facility for family and community events. In a ½ mile radius, approximately 430 single family homes are present. The project will expand the recreational value and opportunities of the site by allowing user groups to use a park and fields. A health benefit is gained by a wider audience because more individuals will be allowed to participate in an active recreational opportunity which may have been excluded or turned away because of lack of facilities.  
The economic benefit to the community would involve reduced commuting time to or between recreational activities by the residents through offering usable facilities closer to home. In addition, the development of a functional park site will create construction jobs for various trades and general workers. The project will increase the recreational value of the site by providing more space for user groups to use the park and fields. The site components will also serve the neighborhood by providing splash park, picnicking and basketball opportunities closer to home.  
This project will enhance the currently undeveloped site. The building of multi-purpose fields will allow current programs to involve more participants and offer diverse selection of activities as well as expand recreational opportunities to the public. Design features can be incorporated into the building to provide long term savings

<b>PROJECT #</b> 08-PR03	<b>Department</b>
<b>PROJECT NAME</b> North Park Phase 2	<b>Responsible Person</b>
	Parks and Recreation
	Debbie Summers

**Expenditure Schedule**

	PRIOR TOTAL	2009 Estimate	FY2010					5 YR TOTAL	FUTURE TOTAL
			Carryforward	New Funds	FY2011	FY2012	FY2013		
Planning / Study	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Design & Engineering									
Land / ROW Acquisition					100,000				200,000
Equipment / Materials									
Construction / Installation									2,000,000
Inspection & Construction Mgmt.									150,000
Contingency									350,000
Other: _____									
	\$ -	\$ -	\$ -	\$ -	\$ 100,000	\$ -	\$ 100,000	\$ 200,000	\$ 2,500,000

**Funding Sources**

	PRIOR TOTAL	2009 Estimate	FY2010					5 YR TOTAL	FUTURE TOTAL
			Carryforward	New Funds	FY2011	FY2012	FY2013		
Capital Fund	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Wastewater Enterprise Fund									
General Fund					100,000				200,000
Debt: _____									
Grant: _____									
Contributions: _____									
	\$ -	\$ -	\$ -	\$ -	\$ 100,000	\$ -	\$ 100,000	\$ 200,000	\$ 2,500,000

**OPERATIONAL IMPACT / OTHER**

The operational impact will be for maintenance and upkeep of a seven acre facility for landscape maintenance of three sports field with approximately 5 acres of turf, Splash Park and picnic areas with ramadas. In addition, utilities for water will be included. The lighting system will have a warranty reducing the need for maintenance and operations from 15 to 25 years on that aspect only. The anticipated revenue to offset operational impact is estimated at \$21,600 (Field Rental - 4 hrs per night x \$15.00 per hour x 3 nights per week x 40 weeks x 3 fields).

**Operating Budget Impact**

	PRIOR TOTAL	2009 Estimate	FY2010					5 YR TOTAL	FUTURE Annual Costs
			Carryforward	New Funds	FY2011	FY2012	FY2013		
Payroll / Staffing	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 7,000
Utilities									15,000
Other: Contracted Services									26,000
Other: Commodities									11,000
Other: _____									
	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 59,000

CAPITAL IMPROVEMENT PLAN—01-033C

<b>PROJECT #</b> 01-033C	<b>Department</b>	Public Works
<b>PROJECT NAME</b> La Canada Drive Road Improvements Phase III	<b>Responsible Person</b>	Farhad Moghimi

**USEFUL LIFE** 20 Years

**TOTAL PROJECT COST \$ 5,240,000**

**LOCATION**  
La Canada Drive from Sahuarita Road southerly to El Toro Road

**DESCRIPTION / SCOPE**  
The new roadway will be a 4-lane divided road from Sahuarita Road to approximately the Sahuarita Landfill, the road will then taper down to three lanes. The road will be realigned with Rancho Resort Blvd and signalized with modern signal technology. The roadway will be constructed with sidewalks, multi-purpose lanes, and low maintenance landscape. Additionally, the roadway drainage will be improved resulting in an all weather access road. Project length is 1.2 miles.

**JUSTIFICATION/BENEFITS**  
The project improves safety by aligning La Canada Dr. and Rancho Resort Blvd. and eliminating an offset intersection. The improved road will provide a safer road for emergency vehicles and residents that require access to I-19. Drainage improvements are necessary because in minor storm events the intersection of La Canada Dr. and Sahuarita Road is covered with sediment and cobbles from the mine tailings. Under these conditions the roadway is unsafe and difficult to maintain. The realignment of the road will allow commercial development on both sides and attract commercial business. This project also creates sidewalks and multi-purpose paths on both sides of the road for residents to enjoy walking, jogging and biking.

<i>Expenditure Schedule</i>	<b>PRIOR TOTAL</b>	<b>FY2009 Estimate</b>	<b>FY2010</b>				<b>5 YR TOTAL</b>	<b>FUTURE TOTAL</b>
			<b>Carryforward</b>	<b>New Funds</b>	<b>FY2011</b>	<b>FY2012</b>		
Planning / Study	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Design & Engineering	400,000	200,000	-	-	-	-	-	-
Land / ROW Acquisition	-	-	-	-	-	-	-	-
Equipment / Materials	-	-	-	-	-	-	-	-
Construction / Installation	-	1,000,000	3,100,000	540,000	-	-	3,640,000	-
Inspection & Construction Mgmt.	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-
Other:	-	-	-	-	-	-	-	-
	\$ 400,000	\$ 1,200,000	\$ 3,100,000	\$ 540,000	\$ -	\$ -	\$ 3,640,000	\$ -

<b>PROJECT #</b> 01-033C	Public Works
<b>PROJECT NAME</b> La Camada Drive Road Improvements Phase III	Farhad Moghimi
	<b>Department Responsible Person</b>

<u>Funding Sources</u>	PRIOR TOTAL	FY2009 Estimate	FY2010 Carryforward New Funds	FY2011	FY2012	FY2013	FY2014	5 YR TOTAL	FUTURE TOTAL
Capital Fund	\$ 400,000	\$ -	\$ 1,562,500	\$(1,800,000)	\$(1,500,000)	\$ -	\$ -	\$(1,737,500)	\$ -
Highway Fund (HURF)				1,800,000	1,500,000			3,300,000	
General Fund		1,200,000	1,537,500					1,537,500	
Debt: GADA Loan			540,000					540,000	
Grant: RTA									
Contributions:									
	\$ 400,000	\$ 1,200,000	\$ 3,100,000	\$ 540,000	\$ -	\$ -	\$ -	\$ 3,640,000	\$ -

<b>OPERATIONAL IMPACT / OTHER</b>
This project will minimize maintenance done on the road allowing town maintenance service to be performed elsewhere.

<u>Operating Budget Impact</u>	PRIOR TOTAL	FY2009 Estimate	FY2010 Carryforward New Funds	FY2011	FY2012	FY2013	FY2014	5 YR TOTAL	FUTURE Annual Costs
Payroll / Staffing	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Utilities									
Maintenance				50,000	51,500	53,045	54,636	209,181	
Other:									
Other:									
	\$ -	\$ -	\$ -	\$ 50,000	\$ 51,500	\$ 53,045	\$ 54,636	\$ 209,181	\$ -

CAPITAL IMPROVEMENT PLAN—03-19A

<b>PROJECT #</b> 03-019A	<b>Department</b>	Public Works
<b>PROJECT NAME</b> Sahuarita Road: I-19 to Western Town Limits	<b>Responsible Person</b>	Farhad Moghimi

**USEFUL LIFE** 20 Years

**TOTAL PROJECT COST \$ 1,500,000**

**LOCATION**  
Sahuarita Road from Western town limits to I-19 south bound ramps

**DESCRIPTION / SCOPE**  
The new roadway will consist of a 4-lane divided roadway, multi-purpose lanes, and low maintenance landscape from I-19 westerly to the Town's western boundaries. In addition, a right turn lane onto I-19 will be constructed as part of the Project. The project is to be constructed concurrently with La Canada Drive Improvements. This project will be constructed to include aesthetic recommendations from various studies. The project length is .3 miles.

**JUSTIFICATION/BENEFITS**  
The project will improve the roadway safety by increasing the level of service of the road, and safer road for emergency vehicles and residents that require access to I-19. Improving the road also makes the surrounding area more attractive to commercial business. This project also creates sidewalks and multi-purpose paths on both sides of the road for residents to enjoy walking, jogging and biking. Also, the project provides for pedestrian conductivity to future development along Sahuarita Road.

<i>Expenditure Schedule</i>	<b>PRIOR TOTAL</b>	<b>FY2009 Estimate</b>	<b>FY2010 Carryforward</b>	<b>New Funds</b>	<b>FY2011</b>	<b>FY2012</b>	<b>FY2013</b>	<b>FY2014</b>	<b>5 YR TOTAL</b>	<b>FUTURE TOTAL</b>
Planning / Study	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Design & Engineering										
Land / ROW Acquisition										
Equipment / Materials										
Construction / Installation		430,000	1,070,000						1,070,000	
Inspection & Construction Mgmt.										
Contingency										
Other:										
	\$ -	\$ 430,000	\$ 1,070,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,070,000	\$ -

<b>PROJECT #</b>	<b>03-019A</b>	<b>Department</b>	Public Works
<b>PROJECT NAME</b>	Sahuarita Road: I-19 to Western Town Limits	<b>Responsible Person</b>	Farhad Moghimi

	PRIOR TOTAL	FY2009 Estimate	FY2010 New Funds				FY2013	FY2014	5 YR TOTAL	FUTURE TOTAL
			Carryforward	FY2011	FY2012	FY2013				
Capital Fund	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Wastewater Enterprise Fund										
General Fund										
Debt:										
Debt: GADA		430,000	1,070,000					1,070,000		
Contributions:										
	\$ -	\$ 430,000	\$ 1,070,000	\$ -	\$ -	\$ -	\$ -	\$ 1,070,000	\$ -	

**OPERATIONAL IMPACT / OTHER**

This project minimizes maintenance and drainage on the road which allows for road maintenance service to be performed elsewhere.

	PRIOR TOTAL	FY2009 Estimate	FY2010 New Funds				FY2013	FY2014	5 YR TOTAL	FUTURE Annual Costs
			Carryforward	FY2011	FY2012	FY2013				
Payroll / Staffing	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Utilities										
Other:			20,000	20,600	21,218	21,855	83,673			
Other:										
Other:										
	\$ -	\$ -	\$ -	\$ 20,000	\$ 20,600	\$ 21,218	\$ 21,855	\$ 83,673	\$ -	

CAPITAL IMPROVEMENT PLAN—03-019B

<b>PROJECT #</b> 03-019B	Department	Public Works
<b>PROJECT NAME</b> Sahuarita Road: I-19 to Country Club Road	<b>Responsible Person</b>	Farhad Moghimi

**USEFUL LIFE** 20 Years

**TOTAL PROJECT COST** \$ 62,521,000

<b>LOCATION</b>	Sahuarita Road from I-19 north bound ramp easterly to Country Club Road
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<b>DESCRIPTION / SCOPE</b>	The new roadway will consist of a 4-lane divided all weather roadway with 44' wide medians, multi-purpose lanes, sidewalks, and low maintenance landscape from I-19 easterly to La Villita Rd. Other improvements include a right turn lane onto I-19, 4 new intersection (Rancho Sahuarita Blvd., Salome Rd, Sahuarita Ln., La Villita Rd.), and major drainage improvements at La Villita intersection. From La Villita Rd. easterly to Santa Rita Rd. the project includes 44' wide medians, multi-purpose lanes, sidewalks, low maintenance landscape, twin 2-lane bridges over the Santa Cruz River, relocation of Sahuarita Rd & Nogales Hwy Intersection, and grade separation at the railroad tracks. From Santa Rita Rd easterly to Country Club Rd the roadway consist of 17' medians, multi-purpose lanes, sidewalks, and low maintenance landscape.
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<b>JUSTIFICATION/BENEFITS</b>	The project promotes economic development by providing better access through a usable road in any weather. The aesthetics of the roadway will be inviting for commercial development. The project also provides for grade separation at the rail road tracks. This will greatly benefit residents because emergency response units will no longer wait for train to clear the tracks. This project is not fully funded
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<i>Expenditure Schedule</i>	PRIOR TOTAL	FY2009 Estimate	FY2010				FY2013	FY2014	5 YR TOTAL	FUTURE TOTAL
			Carryforward	New Funds	FY2011	FY2012				
Planning / Study	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Design & Engineering	1,439,000	1,150,000	1,500,000	500,000	-	-	-	2,000,000	-	
Land / ROW Acquisition	-	-	2,414,000	-	-	-	-	2,414,000	-	
Equipment / Materials	-	-	-	-	-	-	-	-	-	
Construction / Installation	-	-	12,000,000	27,448,000	1,044,300	5,025,700	10,000,000	55,518,000	-	
Inspection & Construction Mgmt.	-	-	-	-	-	-	-	-	-	
Contingency	-	-	-	-	-	-	-	-	-	
Other:	-	-	-	-	-	-	-	-	-	
	\$ 1,439,000	\$ 1,150,000	\$ 15,914,000	\$ -	\$ 27,948,000	\$ 1,044,300	\$ 5,025,700	\$ 10,000,000	\$ 59,932,000	



CAPITAL IMPROVEMENT PLAN—03-019C

<b>PROJECT #</b> 03-019C	<b>Department</b>
<b>PROJECT NAME</b> Sahuarita/I-19 Interchange	Public Works
	Farhad Moghini

**USEFUL LIFE** 50 Years

**TOTAL PROJECT COST \$ 34,598,000**

**LOCATION**  
I-19 Interchange Improvements at Sahuarita Road

**DESCRIPTION / SCOPE**  
This project involves the completion of a new traffic interchange at Sahuarita Road and the I-19 Interchange and will accommodate four lanes of through traffic. This project will assume the absence of a Sahuarita corridor. The Design Concept Report (DCR), completed last year, provided the actual engineering cost estimate reflected in this year's total project cost.

**JUSTIFICATION/BENEFITS**  
The project will benefit the southern portion of Pima County, but specifically, the town residents using I-19 by raising the level of service of the interchange. Improving the capacity at the interchange will improve safety and will allow vehicles to easily access adjacent commercial development. Additionally, the project is needed in order to complete the Sahuarita Road improvements which, overall, will enhance the town by providing better roadway conductivity. This project will be placed in the FYs '09-'13 State Transportation Improvement Program (STIP), which makes it eligible for federal funding. This was the Town's goal to place the project in the STIP and we achieved this goal. The Town will attempt to fast track the \$2,000,000 of HURF 2.6% money from FY '11 to FY '09.

<i>Expenditure Schedule</i>	<b>PRIOR TOTAL</b>	<b>FY2009 Estimate</b>	<b>FY2010</b>				<b>FY2013</b>	<b>FY2014</b>	<b>5 YR TOTAL</b>	<b>FUTURE TOTAL</b>
			<b>Carryforward</b>	<b>New Funds</b>	<b>FY2011</b>	<b>FY2012</b>				
Planning / Study	\$ 820,000	\$ -	\$ -	\$ -	\$ 2,100,000	\$ -	\$ -	\$ 2,100,000	\$ -	\$ -
Design & Engineering										
Land / ROW Acquisition										
Equipment / Materials										
Construction / Installation										31,478,000
Inspection & Construction Mgmt.										
Contingency										
Other: Payroll Staffing	\$ 820,000	\$ -	\$ -	\$ -	\$ 2,100,000	\$ -	\$ -	\$ 2,100,000	\$ -	\$ 31,478,000

<b>PROJECT #</b> 03-019C	<b>Department</b>	
<b>PROJECT NAME</b> Sahuarita/I-19 Interchange	Public Works	
	Farhad Moghimi	
<b>Department Responsible Person</b>		
<b>Funding Sources</b>		
	<b>PRIOR</b>	<b>FUTURE</b>
	<b>TOTAL</b>	<b>TOTAL</b>
Capital Fund	\$ 820,000	\$ -
Wastewater Enterprise Fund		
General Fund		
Debt: HURF STP		500,000
Grant: HURF 2.6	2,100,000	1,978,000
Contributions: Developer		29,000,000
	\$ 820,000	\$ 31,478,000

**OPERATIONAL IMPACT / OTHER**  
 An annual cost of \$0 to maintain after the first five years of operation. ADOT maintains the interchange; it is in ADOT right-of-way. The Town benefits from this project through improved off and on access to I-19.

<b>Operating Budget Impact</b>		
	<b>PRIOR</b>	<b>FUTURE</b>
	<b>TOTAL</b>	<b>Annual Costs</b>
Payroll / Staffing	\$ -	\$ -
Utilities		
Other:		
Other:		
Other:		
	\$ -	\$ -

CAPITAL IMPROVEMENT PLAN—05-PW01

<b>PROJECT #</b> 05-PW01	<b>Department</b>	Public Works
<b>PROJECT NAME</b> Quail Crossing Blvd Extension to Nogales Highway	<b>Responsible Person</b>	Farhad Moghimi

**USEFUL LIFE** 20 Years

**TOTAL PROJECT COST \$7,760,000**

**LOCATION**  
From Old Nogales Highway to Nogales Highway/Calle Arroyo Sur.

**DESCRIPTION / SCOPE**  
The new roadway will consist of a 4-lane divided section from Nogales Hwy to approximately ¼ of a mile south. The road will then taper down to a 2-lane divided roadway to the Santa Cruz River. At the Santa Cruz River the Town has an option of a Dip Crossing or a single 2-lane bridge (Bridge to accommodate future improvements) difference in pricing between alternatives is \$6,000,000. From the Bridge easterly to Old Nogales Hwy a 2-lane roadway that is accessible up to a 25-year storm event. The project will also include a new signal at Old Nogales HWY, multi-purpose lanes, and low maintenance landscape. Project length is 1.75 miles.

**JUSTIFICATION/BENEFITS**  
The project is needed for future commercial development, and provide access to landlocked parcels of land. The project will specifically benefit residents from the southeast section of the town by providing a more direct route to I-19, and existing and future commercial developments. The construction of this road will eliminate the widening of Old Nogales Hwy, and improve traffic flow.

<i>Expenditure Schedule</i>	<b>PRIOR TOTAL</b>	<b>FY2009 Estimate</b>	<b>FY2010</b>				<b>FY2014</b>	<b>FY2013</b>	<b>FY2012</b>	<b>5 YR TOTAL</b>	<b>FUTURE TOTAL</b>
			<b>Carryforward</b>	<b>New Funds</b>	<b>FY2011</b>	<b>FY2012</b>					
Planning / Study	\$ 650,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Design & Engineering		410,000							400,000		
Land / ROW Acquisition			400,000						3,500,000		
Equipment / Materials				1,775,000							
Construction / Installation					1,725,000						2,800,000
Inspection & Construction Mgmt.											
Contingency											
Other:											
	\$ 650,000	\$ 410,000	\$ 400,000	\$ 1,775,000	\$ -	\$ -	\$ -	\$ 1,725,000	\$ -	\$ 3,900,000	\$ 2,800,000

<b>PROJECT #</b> 05-PW01	<b>Department</b> Public Works
<b>PROJECT NAME</b> Quail Crossing Blvd Extension to Nogales Highway	<b>Responsible Person</b> Farhad Moghimi

<u>Funding Sources</u>	PRIOR TOTAL	FY2009 Estimate	FY2010				5 YR TOTAL	FUTURE TOTAL
			Carryforward	New Funds	FY2011	FY2012		
Highway Fund (HURF)	\$ 650,000	\$ -	\$ 200,000	\$ -	\$ -	\$ -	\$ 200,000	\$ -
Capital Fund		410,000	200,000	1,775,000	1,725,000	-	3,700,000	2,800,000
Other:								
Other:								
Other:								
	\$ 650,000	\$ 410,000	\$ 400,000	\$ 1,775,000	\$ 1,725,000	\$ -	\$ 3,900,000	\$ 2,800,000

**OPERATIONAL IMPACT / OTHER**  
 This project will minimize the maintenance on Old Nogales Highway by minimizing the vehicle traffic.

<u>Operating Budget Impact</u>	PRIOR TOTAL	FY2009 Estimate	FY2010				5 YR TOTAL	FUTURE Annual Costs
			Carryforward	New Funds	FY2011	FY2012		
Payroll / Staffing	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Utilities								
Other:								50,000
Other:								
Other:								
	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 50,000

CAPITAL IMPROVEMENT PLAN—07-PW03

<b>PROJECT #</b>	<b>07-PW03</b>	<b>Department</b>	Public Works
<b>PROJECT NAME</b>	Pima Mine/Rancho Sahuarita Traffic Signal	<b>Responsible Person</b>	Farhad Moghimi

**USEFUL LIFE** 15

**TOTAL PROJECT COST \$ 480,750**

**LOCATION**  
Rancho Sahuarita Blvd. and Pima Mine Road Intersection.

**DESCRIPTION / SCOPE**  
The scope of the project is to provide Traffic Signals and post design engineering services at the Rancho Sahuarita Blvd. and Pima Mine Road intersection. The traffic signal construction at this intersection is dependent on an executed Union Pacific railroad crossing agreement and crossing arm design.

**JUSTIFICATION/BENEFITS**  
A warrant signal study was conducted for the intersection which revealed that a Traffic Signal was needed in order to minimize rush hour congestion at the intersection. Without a future traffic signal, traffic will back-up on the street, causing a safety hazard. This project will provide a signal at the intersection with controls that will be coordinated with the Railroad Crossing improvements. Pima Mine Road and Rancho Sahuarita Boulevard traffic signal will enhance the traffic flow.

<i>Expenditure Schedule</i>	<b>PRIOR TOTAL</b>	<b>FY2009 Estimate</b>	<b>FY2010 Carryforward</b>	<b>New Funds</b>	<b>FY2011</b>	<b>FY2012</b>	<b>FY2013</b>	<b>FY2014</b>	<b>5 YR TOTAL</b>	<b>FUTURE TOTAL</b>
Planning / Study	-	-	-	-	-	-	-	-	-	-
Design & Engineering	6,000	-	-	-	-	-	-	-	-	-
Land / ROW Acquisition	-	-	-	-	-	-	-	-	-	-
Equipment / Materials	-	-	-	-	-	-	-	-	-	-
Construction / Installation	-	-	375,000	-	-	-	-	-	375,000	-
Inspection & Construction Mgmt.	-	-	-	56,250	-	-	-	-	56,250	-
Contingency	-	-	-	37,500	-	-	-	-	37,500	-
Other: Post Design Engineering	-	-	-	6,000	-	-	-	-	6,000	-
	<b>\$ 6,000</b>	<b>\$ -</b>	<b>\$ 375,000</b>	<b>\$ 99,750</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 474,750</b>	<b>\$ -</b>

<b>PROJECT #</b>	<b>07-PW03</b>	<b>Department</b>	Public Works
<b>PROJECT NAME</b>	Pina Mine/Rancho Sahuarita Traffic Signal	<b>Responsible Person</b>	Farhad Moghimi

<u>Funding Sources</u>	PRIOR TOTAL	FY2009 Estimate	FY2010 Carryforward	FY2010 New Funds	FY2011	FY2012	FY2013	FY2014	5 YR TOTAL	FUTURE TOTAL
Capital Fund	\$ 6,000	\$ -	\$ -	\$ 99,750	\$ -	\$ -	\$ -	\$ -	\$ 99,750	\$ -
Wastewater Enterprise Fund										
General Fund										
Debt:										
Grant: RTA Transportation Tax			375,000						375,000	
Contributions:										
	\$ 6,000	\$ -	\$ 375,000	\$ 99,750	\$ -	\$ -	\$ -	\$ -	\$ 474,750	\$ -

**OPERATIONAL IMPACT / OTHER**

The operating costs for this project include electricity at \$150 a month and bi-annual equipment certification cost of \$200/year. Annual LED signal indication replacement cost of \$390/year for an expected 8 year life cycle for each LED. The annual operation cost for electricity, equipment certification and LED replacement is \$2,390.

<u>Operating Budget Impact</u>	PRIOR TOTAL	FY2009 Estimate	FY2010 Carryforward	FY2010 New Funds	FY2011	FY2012	FY2013	FY2014	5 YR TOTAL	FUTURE Annual Costs
Payroll / Staffing	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Utilities				1,800	1,800	1,800	1,800	1,800	9,000	
Other: equipment certifications				200	200	200	200	200	1,000	
Other: LED replacements				390	390	390	390	390	1,950	
Other:										
	\$ -	\$ -	\$ -	\$ 2,390	\$ 2,390	\$ 2,390	\$ 2,390	\$ 2,390	\$ 11,950	\$ -

CAPITAL IMPROVEMENT PLAN—07-PW04

<b>PROJECT #</b> 07-PW04	<b>Department</b>	Public Works
<b>PROJECT NAME</b> Pima Mine/Rancho Sahuarita Railroad Crossing	<b>Responsible Person</b>	Farhad Moghimi

**USEFUL LIFE** 15 Years

**TOTAL PROJECT COST** \$ 500,000

**LOCATION**  
South of the Rancho Sahuarita Blvd. and Pima Mine Road Intersection.

**DESCRIPTION / SCOPE**  
The scope of the project is to provide design and construction of the crossing arms at Rancho Sahuarita Blvd.

**JUSTIFICATION/BENEFITS**  
The close proximity of the railroad tracks to the future signalized intersection (07-PW03) requires the installation of the railroad crossing arms.

<i>Expenditure Schedule</i>	PRIOR TOTAL	FY2009 Estimate	FY2010 Carryforward New Funds				FY2012	FY2013	FY2014	5 YR TOTAL	FUTURE TOTAL
Planning / Study	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Design & Engineering											
Land / ROW Acquisition											
Equipment / Materials											
Construction / Installation			412,000		88,000				500,000		
Inspection & Construction Mgmt.											
Contingency											
Other: _____											
	\$ -	\$ -	\$ 412,000	\$ 88,000	\$ -	\$ -	\$ -	\$ -	\$ 500,000	\$ -	\$ -

<b>PROJECT #</b> <u>07-PW04</u>	<b>Department</b>
<b>PROJECT NAME</b> <u>Pima Mine/Rancho Sahuarita Railroad Crossing</u>	<b>Responsible Person</b>
	Public Works
	Farhad Moghimi

<u>Funding Sources</u>	<b>PRIOR TOTAL</b>	<b>FY2009 Estimate</b>	<b>FY2010 Carryforward</b>	<b>FY2010 New Funds</b>	<b>FY2011</b>	<b>FY2012</b>	<b>FY2013</b>	<b>FY2014</b>	<b>5 YR TOTAL</b>	<b>FUTURE TOTAL</b>
Capital Fund		\$ -	\$ 412,000	\$ 88,000	\$ -	\$ -	\$ -	\$ -	\$ 500,000	\$ -
Wastewater Enterprise Fund										
General Fund										
Debt:										
Grant: RTA Transportation Tax										
Contributions:										
	\$ -	\$ -	\$ 412,000	\$ 88,000	\$ -	\$ -	\$ -	\$ -	\$ 500,000	\$ -

**OPERATIONAL IMPACT / OTHER**

The operating costs for this project are as follows:  
 Annual Signal Maintenance cost: \$ 4,600 includes FRA testing monthly, signal issues, damaged equipment and maintenance. Annual Track Maintenance cost: \$8,000.00 includes Road surface issues, drainage issues, track issues and vehicle fouling issues

<u>Operating Budget Impact</u>	<b>PRIOR TOTAL</b>	<b>FY2009 Estimate</b>	<b>FY2010 Carryforward</b>	<b>FY2010 New Funds</b>	<b>FY2011</b>	<b>FY2012</b>	<b>FY2013</b>	<b>FY2014</b>	<b>5 YR TOTAL</b>	<b>FUTURE Annual Costs</b>
Payroll / Staffing	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Utilities										
Other: Signal Maintenance				4,600	4,600	4,600	4,600	4,600	23,000	
Other: Track Maintenance				8,000	8,000	8,000	8,000	8,000	40,000	
Other:										
	\$ -	\$ -	\$ -	\$ 12,600	\$ 12,600	\$ 12,600	\$ 12,600	\$ 12,600	\$ 63,000	\$ -

CAPITAL IMPROVEMENT PLAN—08-PW01

<b>PROJECT #</b>	<b>08-PW01</b>	<b>Department</b>	Public Works
<b>PROJECT NAME</b>	Nogales Hwy/Old Nogales Hwy Traffic Signal	<b>Responsible Person</b>	Farhad Moghimi

**USEFUL LIFE** 20 years

**TOTAL PROJECT COST** \$ 573,326

**LOCATION**  
Old Nogales Hwy & Nogales Hwy Intersection

**DESCRIPTION / SCOPE**  
This project will include the design of a new traffic signal, flasher indication along northbound Old Nogales Highway in advance of the new traffic signal; southbound left-turn lane restriping along Nogales Highway; the addition of a right-turn lane along northbound Old Nogales Highway, AC overlay along the Old Nogales Highway approach leg for a distance equal to the turn-lane improvements, and signing and striping in the immediate vicinity of the improvements.

**JUSTIFICATION/BENEFITS**  
The installation of the traffic signal will increase safety at this intersection. This project meets signal warrants as set forth in MUTCD guidelines. The project will also include area lighting which will further increase the safety of this intersection with better visibility at night. The northbound curve on Old Nogales Highway will also receive an advance flasher assembly to highlight the sharp curve; also an additional area light is planned for the curve.

<i>Expenditure Schedule</i>	<b>PRIOR TOTAL</b>	<b>FY2009 Estimate</b>	<b>FY2010</b>				<b>5 YR TOTAL</b>	<b>FUTURE TOTAL</b>
			<b>Carryforward</b>	<b>New Funds</b>	<b>FY2011</b>	<b>FY2012</b>		
Planning / Study	\$ -	\$ 6,145	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Design & Engineering		53,941						
Land / ROW Acquisition								
Equipment / Materials			139,914	265,326			405,240	
Construction / Installation				60,000			60,000	
Inspection & Construction Mgmt.				40,000			40,000	
Contingency				8,000			8,000	
Other:Post Design Engineering								
	\$ -	\$ 60,086	\$ 139,914	\$ 373,326	\$ -	\$ -	\$ 513,240	\$ -

<b>PROJECT #</b> <u>08-PW01</u>	<b>Department</b>	Public Works
<b>PROJECT NAME</b> <u>Nogales Hwy/Old Nogales Hwy Traffic Signal</u>	<b>Responsible Person</b>	Farhad Moghimi

<u>Funding Sources</u>	<b>PRIOR TOTAL</b>	<b>FY2009 Estimate</b>	<b>FY2010 Carryforward</b>	<b>FY2010 New Funds</b>	<b>FY2011</b>	<b>FY2012</b>	<b>FY2013</b>	<b>FY2014</b>	<b>5 YR TOTAL</b>	<b>FUTURE TOTAL</b>
Capital Fund		\$ 60,086	\$ 139,914	\$ 373,326	\$ -	\$ -	\$ -	\$ -	\$ 513,240	\$ -
Wastewater Enterprise Fund										
General Fund										
Debt: _____										
Grant: _____										
Contributions: _____										
	\$ -	\$ 60,086	\$ 139,914	\$ 373,326	\$ -	\$ -	\$ -	\$ -	\$ 513,240	\$ -

**OPERATIONAL IMPACT / OTHER**

The operating costs for this project include electricity at \$150 a month and bi-annual equipment certification cost of \$200/ year. Annual LED signal indication replacement cost of \$390/year for an expected 8 year life cycle for each LED. The total expected annual operation cost for electricity, equipment certification and LED replacement is \$2,390.

<u>Operating Budget Impact</u>	<b>PRIOR TOTAL</b>	<b>FY2009 Estimate</b>	<b>FY2010 Carryforward</b>	<b>FY2010 New Funds</b>	<b>FY2011</b>	<b>FY2012</b>	<b>FY2013</b>	<b>FY2014</b>	<b>5 YR TOTAL</b>	<b>FUTURE Annual Costs</b>
Payroll / Staffing	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Utilities				1,800	1,800	1,800	1,800	1,800	9,000	
Other: equipment certifications				200	200	200	200	200	1,000	
Other: LED replacement				390	390	390	390	390	1,950	
Other: _____										
	\$ -	\$ -	\$ -	\$ 2,390	\$ 2,390	\$ 2,390	\$ 2,390	\$ 2,390	\$ 11,950	\$ -

CAPITAL IMPROVEMENT PLAN—08-PW02

<b>PROJECT #</b> 08-PW02	<b>Department</b>	Public Works
<b>PROJECT NAME</b> Pima Mine Bridge Reconstruction	<b>Responsible Person</b>	Farhad Moghimi

**USEFUL LIFE** 40 Years

**TOTAL PROJECT COST** \$ 3,330,000

**LOCATION**  
The Pima Mine Road bridge at the Santa Cruz River

**DESCRIPTION / SCOPE**  
Reconstruction of the bridge at Pima Mine Road over the Santa Cruz River and minor bank protection.

**JUSTIFICATION/BENEFITS**  
The bridge has a weight restriction imposed by an ADOT Bridge Report. The reconstruction of the bridge will remove the weight restriction and allow commercial trucks to utilize the road. Currently, heavier vehicles are using alternative routes like Sahuarita Road to bypass Pima Mine Bridge restrictions. Funding has been secured in the amount of \$100,000 from RTA and \$1,000,000 from ADOT Federal Bridge Fund. The project may be eligible for further funding through the RTA and ADOT.

<i>Expenditure Schedule</i>	<b>PRIOR TOTAL</b>	<b>FY2009 Estimate</b>	<b>FY2010 Carryforward</b>	<b>FY2010 New Funds</b>	<b>FY2011</b>	<b>FY2012</b>	<b>FY2013</b>	<b>FY2014</b>	<b>5 YR TOTAL</b>	<b>FUTURE TOTAL</b>
Planning / Study	-	20,000	160,000	250,000	-	-	-	-	410,000	-
Design & Engineering	-	-	-	-	-	-	-	-	-	-
Land / ROW Acquisition	-	-	-	-	-	-	-	-	-	-
Equipment / Materials	-	-	-	-	-	2,900,000	-	-	2,900,000	-
Construction / Installation	-	-	-	-	-	-	-	-	-	-
Inspection & Construction Mgmt.	-	-	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-	-
Other:	-	-	-	-	-	-	-	-	-	-
	\$ -	\$ 20,000	\$ 160,000	\$ 250,000	\$ -	\$ 2,900,000	\$ -	\$ -	\$ 3,310,000	\$ -

<b>PROJECT #</b> 08-PW02		<b>Department</b>	Public Works
<b>PROJECT NAME</b> Pima Mine Bridge Reconstruction		<b>Responsible Person</b>	Farhad Moghimi

	PRIOR TOTAL	FY2009 Estimate	FY2010		FY2011	FY2012	FY2013	FY2014	5 YR TOTAL	FUTURE TOTAL
			Carryforward	New Funds						
Capital Fund	\$ -	\$ 20,000	\$ 60,000	\$ -	\$ -	\$ 500,000	\$ -	\$ -	\$ 560,000	\$ -
Wastewater Enterprise Fund										
General Fund										
Debt:										
Grant: RTA			100,000	250,000					350,000	
Contributions: ADOT BR				2,400,000					2,400,000	
	\$ -	\$ 20,000	\$ 160,000	\$ 250,000	\$ -	\$ 2,900,000	\$ -	\$ -	\$ 3,310,000	\$ -

**OPERATIONAL IMPACT / OTHER**

An annual cost of \$10,000 to maintain after the first five years of operation.

	PRIOR TOTAL	FY2009 Estimate	FY2010		FY2011	FY2012	FY2013	FY2014	5 YR TOTAL	FUTURE Annual Costs
			Carryforward	New Funds						
Payroll / Staffing	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Utilities										
Other: maintenance						10,000		10,000	20,000	
Other:										
Other:										
	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 10,000	\$ -	\$ 10,000	\$ 20,000	\$ -

CAPITAL IMPROVEMENT PLAN—09-PW01

<b>PROJECT #</b>	09-PW01	<b>Department</b>	Public Works Department
<b>PROJECT NAME</b>	Duval Mine Road Sidewalk Phase I	<b>Responsible Person</b>	Farhad Moghimi

**USEFUL LIFE** 15 Years

**TOTAL PROJECT COST** \$ 95,000

**LOCATION**  
North side of Duval Mine Road from Alpha Ave to the east side of the entrance to the Green Valley RV Park.

**DESCRIPTION / SCOPE**  
Sidewalk construction and related work including necessary earthwork, rock slope protection, hand railing and handicap ramps. Approximately 300 lf sidewalk.

**JUSTIFICATION/BENEFITS**  
Project is consistent with providing standard walking paths and connectivity to user groups and adjoining attractions such as shopping, dining, movie theatre, and recreation. Project will complete section of missing sidewalk.

<i>Expenditure Schedule</i>	PRIOR	FY2009	FY2010	Carryforward New Funds					5 YR	FUTURE
	TOTAL	Estimate		FY2011	FY2012	FY2013	FY2014	TOTAL	TOTAL	
Planning / Study	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Design & Engineering										
Land / ROW Acquisition										
Equipment / Materials										
Construction / Installation				95,000				95,000		
Inspection & Construction Mgmt.										
Contingency										
Other:										
	\$ -	\$ -	\$ -	\$ 95,000	\$ -	\$ -	\$ -	\$ 95,000	\$ -	

<b>PROJECT #</b> 09-PW01		<b>Department</b>	Public Works Department
<b>PROJECT NAME</b> Duval Mine Road Sidewalk Phase I		<b>Responsible Person</b>	Farhad Moghimi

<u>Funding Sources</u>	PRIOR TOTAL	FY2009 Estimate	FY2010 Carryforward	FY2010 New Funds	FY2011	FY2012	FY2013	FY2014	5 YR TOTAL	FUTURE TOTAL
Capital Fund	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
RTA										
General Fund										
Debt:										
Grant: Other/Unidentified				95,000					95,000	
Contributions:										
	\$ -	\$ -	\$ -	\$ 95,000	\$ -	\$ -	\$ -	\$ -	\$ 95,000	\$ -

<b>OPERATIONAL IMPACT / OTHER</b>
None

<u>Operating Budget Impact</u>	PRIOR TOTAL	FY2009 Estimate	FY2010 Carryforward	FY2010 New Funds	FY2011	FY2012	FY2013	FY2014	5 YR TOTAL	FUTURE Annual Costs
Payroll / Staffing	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Utilities										
Other: Maintenance				1,000	1,000	1,000	1,000	1,000	4,000	
Other:										
Other:										
	\$ -	\$ -	\$ -	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 4,000	\$ -

CAPITAL IMPROVEMENT PLAN—09-PW02

<b>PROJECT #</b> 09-PW02	<b>Department</b>	Public Works Department
<b>PROJECT NAME</b> Duval Mine Road Sidewalk Phase II	<b>Responsible Person</b>	Farhad Moghini

**USEFUL LIFE** 15 Years

**TOTAL PROJECT COST** \$ 285,000

**LOCATION**  
North side of Duval Mine Road from west side of the entrance to the Green Valley RV Park to existing sidewalk to west.

**DESCRIPTION / SCOPE**  
Sidewalk construction and related work including necessary earthwork, rock slope protection, hand railing and handicap ramps. Approximately 900 LF sidewalk

**JUSTIFICATION/BENEFITS**  
Project is consistent with providing standard walking paths and connectivity to user groups and adjoining attractions such as shopping, dining, movie theatre, and recreation. Project will complete section of missing sidewalk.

<u>Expenditure Schedule</u>	PRIOR TOTAL	FY2009 Estimate	FY2010		FY2011	FY2012	FY2013	FY2014	5 YR TOTAL	FUTURE TOTAL
			Carryforward	New Funds						
Planning / Study	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Design & Engineering										
Land / ROW Acquisition										
Equipment / Materials				285,000					285,000	
Construction / Installation										
Inspection & Construction Mgmt.										
Contingency										
Other:										
	\$ -	\$ -	\$ -	\$285,000	\$ -	\$ -	\$ -	\$ -	\$285,000	\$ -

<b>PROJECT #</b> 09-PW02	<b>Department</b>	Public Works Department
<b>PROJECT NAME</b> Duval Mine Road Sidewalk Phase II	<b>Responsible Person</b>	Farhad Moghini

<u>Funding Sources</u>	PRIOR TOTAL	FY2009 Estimate	FY2010 Carryforward	FY2010 New Funds	FY2011	FY2012	FY2013	FY2014	5 YR TOTAL	FUTURE TOTAL
Capital Fund	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
RTA										
General Fund										
Debt:										
Grant: Other/Unidentified			285,000						285,000	
Contributions:										
	\$ -	\$ -	\$ -	\$285,000	\$ -	\$ -	\$ -	\$ -	\$285,000	\$ -

<b>OPERATIONAL IMPACT / OTHER</b>
None

<u>Operating Budget Impact</u>	PRIOR TOTAL	FY2009 Estimate	FY2010 Carryforward	FY2010 New Funds	FY2011	FY2012	FY2013	FY2014	5 YR TOTAL	FUTURE Annual Costs
Payroll / Staffing	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Utilities										
Other: Maintenance				3,000	3,000	3,000	3,000	3,000	12,000	
Other:										
Other:										
	\$ -	\$ -	\$ -	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 12,000	\$ -

CAPITAL IMPROVEMENT PLAN—09-PW03

<b>PROJECT #</b> 09-PW03	<b>Department</b>	Public Works Department
<b>PROJECT NAME</b> Duval Mine Road Sidewalk Phase III	<b>Responsible Person</b>	Farhad Moghimi

**USEFUL LIFE** 15 Years

**TOTAL PROJECT COST** \$ 65,000

**LOCATION**  
South side of Duval Mine Road west from Alpha Ave to Safeway.

**DESCRIPTION / SCOPE**  
Sidewalk construction and related work including necessary earthwork, scupper, rock slope protection, hand railing and handicap ramps. Approximately 270 LF sidewalk to complete section not built by the South West Credit Union development project

**JUSTIFICATION/BENEFITS**  
Project is consistent with providing standard walking paths and connectivity to user groups and adjoining attractions such as shopping, dining, movie theatre, and recreation. Project will complete section of missing sidewalk.

<i>Expenditure Schedule</i>	<b>PRIOR TOTAL</b>	<b>FY2009 Estimate</b>	<b>Carryforward New Funds</b>				<b>FY2014 TOTAL</b>	<b>5 YR TOTAL</b>	<b>FUTURE TOTAL</b>
			<b>FY2010</b>	<b>FY2011</b>	<b>FY2012</b>	<b>FY2013</b>			
Planning / Study	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Design & Engineering	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Land / ROW Acquisition	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Equipment / Materials	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Construction / Installation	\$ -	\$ -	65,000	\$ -	\$ -	\$ -	65,000	\$ -	
Inspection & Construction Mgmt.	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Contingency	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Other:	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
	\$ -	\$ -	\$ 65,000	\$ -	\$ -	\$ -	\$ 65,000	\$ -	

<b>PROJECT #</b> 09-PW03			Public Works Department	
<b>PROJECT NAME</b> Duval Mine Road Sidewalk Phase III			Farhad Moghimi	
			<b>Department Responsible Person</b>	

<u>Funding Sources</u>	PRIOR TOTAL	FY2009 Estimate	FY2010 Carryforward	FY2010 NewFunds	FY2011	FY2012	FY2013	FY2014	5 YR TOTAL	FUTURE TOTAL
Capital Fund	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
RTA										
General Fund										
Debt:										
Grant: Other/Unidentified				65,000					65,000	
Contributions:										
	\$ -	\$ -	\$ -	\$ 65,000	\$ -	\$ -	\$ -	\$ -	\$ 65,000	\$ -

<b>OPERATIONAL IMPACT / OTHER</b>										
None										

<u>Operating Budget Impact</u>	PRIOR TOTAL	FY2009 Estimate	FY2010 Carryforward	FY2010 NewFunds	FY2011	FY2012	FY2013	FY2014	5 YR TOTAL	FUTURE Annual Costs
Payroll / Staffing	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Utilities										
Other: Maintenance				1,000	1,000	1,000	1,000	1,000	4,000	
Other:										
Other:										
	\$ -	\$ -	\$ -	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 4,000	\$ -

CAPITAL IMPROVEMENT PLAN—09-PW04

<b>PROJECT #</b> 09-PW04	<b>Department</b> Public Works Department
<b>PROJECT NAME</b> Camino De Las Quintas Sidewalk	<b>Responsible Person</b> Farhad Moghimi

**USEFUL LIFE** 15 Years

**TOTAL PROJECT COST** \$ 270,000

**LOCATION**  
East side of Camino De Las Quintas from Anamax Park to Santo Thomas.

**DESCRIPTION / SCOPE**  
Sidewalk construction and related work including necessary earthwork, scupper, rock slope protection, hand railing and handicap ramps. Approximately 3200 LF sidewalk to complete section not built along Camino De Las Quintas in residential neighborhood.

**JUSTIFICATION/BENEFITS**  
Project is consistent with providing standard walking paths and connectivity to user groups and adjoining attractions such as neighborhoods, churches, parks, and recreation. Project will complete section of missing sidewalk.

<i>Expenditure Schedule</i>	<b>PRIOR TOTAL</b>	<b>FY2009 Estimate</b>	<b>FY2010 Carryforward New Funds</b>				<b>FY2011</b>	<b>FY2012</b>	<b>FY2013</b>	<b>FY2014</b>	<b>5 YR TOTAL</b>	<b>FUTURE TOTAL</b>
			<b>FY2010</b>	<b>FY2011</b>	<b>FY2012</b>	<b>FY2013</b>						
Planning / Study	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Design & Engineering												
Land / ROW Acquisition												
Equipment / Materials		150,000									270,000	
Construction / Installation			270,000									
Inspection & Construction Mgmt.												
Contingency												
Other:												
	\$ -	\$ 150,000	\$ 270,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 270,000	\$ -

<b>PROJECT #</b> 09-PW04	Public Works Department
<b>PROJECT NAME</b> Camino De Las Quintas Sidewalk	Farhad Moghimi
	<b>Department Responsible Person</b>

<u>Funding Sources</u>	PRIOR TOTAL	FY2009 Estimate	FY2010 Carryforward	FY2010 NewFunds	FY2011	FY2012	FY2013	FY2014	5 YR TOTAL	FUTURE TOTAL
Capital Fund	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
RTA		150,000	270,000						270,000	
General Fund										
Debt:										
Grant:										
Contributions:										
	\$ -	\$ 150,000	\$ 270,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 270,000	\$ -

**OPERATIONAL IMPACT / OTHER**  
None

<u>Operating Budget Impact</u>	PRIOR TOTAL	FY2009 Estimate	FY2010 Carryforward	FY2010 NewFunds	FY2011	FY2012	FY2013	FY2014	5 YR TOTAL	FUTURE Annual Costs
Payroll / Staffing	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Utilities										
Other: Maintenance				3,000	3,000	3,000	3,000	3,000	12,000	
Other:										
Other:										
	\$ -	\$ -	\$ -	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 3,000	\$ 12,000	\$ -

CAPITAL IMPROVEMENT PLAN—09-PW05

<b>PROJECT #</b> 09-PW05	<b>Department</b>	Public Works Department
<b>PROJECT NAME</b> Rancho Sahuarita Boulevard Pavement Rehabilitation	<b>Responsible Person</b>	Farhad Moghini

**USEFUL LIFE** 15 Years

**TOTAL PROJECT COST** \$ 3,000,000

**LOCATION**  
Rancho Sahuarita Boulevard from La Villita Road to Pima Mine Road.

**DESCRIPTION / SCOPE**  
Mill and replace existing asphalt-concrete surface for 2-lane collector road within residential neighborhood. Approximately 2.7 Miles of pavement replacement along existing Rancho Sahuarita Boulevard

**JUSTIFICATION/BENEFITS**  
Existing pavement section is failing leading to extensive maintenance efforts and costs. Project is consistent with typical pavement management replacement practices and will reduce future maintenance/operational costs.

<i>Expenditure Schedule</i>	<b>PRIOR TOTAL</b>	<b>FY2009 Estimate</b>	<b>FY2010</b>				<b>5 YR TOTAL</b>	<b>FUTURE TOTAL</b>
			<b>Carryforward</b>	<b>New Funds</b>	<b>FY2011</b>	<b>FY2012</b>		
Planning / Study	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Design & Engineering	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Land / ROW Acquisition	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Equipment / Materials	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Construction / Installation	\$ -	\$ -	3,000,000	\$ -	\$ -	\$ -	3,000,000	\$ -
Inspection & Construction Mgmt.	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Contingency	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other:	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	\$ -	\$ -	\$ 3,000,000	\$ -	\$ -	\$ -	\$ 3,000,000	\$ -

<b>PROJECT #</b> 09-PW05	<b>Department</b>
<b>PROJECT NAME</b> Rancho Sahuarita Boulevard Pavement Rehabilitation	<b>Responsible Person</b>
	Public Works Department Farhad Moghini

	PRIOR TOTAL	FY2009 Estimate	FY2010		FY2011	FY2012	FY2013	FY2014	5 YR TOTAL	FUTURE TOTAL
			Carryforward	New Funds						
Capital Fund	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
RTA										
General Fund										
Debt:										
Grant:				3,000,000					3,000,000	
Federal Stimulus Package	\$ -	\$ -	\$ -	\$3,000,000	\$ -	\$ -	\$ -	\$ -	\$3,000,000	\$ -

<b>OPERATIONAL IMPACT / OTHER</b>
None

	PRIOR TOTAL	FY2009 Estimate	FY2010		FY2011	FY2012	FY2013	FY2014	5 YR TOTAL	FUTURE Annual Costs
			Carryforward	New Funds						
Payroll / Staffing	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Utilities										
Other: Maintenance										
Other:										
Other:	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

CAPITAL IMPROVEMENT PLAN—04-WW01

<b>PROJECT #</b> 04-WW01	<b>Department</b>
<b>PROJECT NAME</b> Wastewater Treatment Plant Phase IV Expansion	Wastewater Farhad Moghimi
<b>USEFUL LIFE</b>	50 years
<b>TOTAL PROJECT COST</b>	<b>\$ 27,788,151</b>

**LOCATION**  
Sahuarita Wastewater Treatment & Reclamation Facility

**DESCRIPTION / SCOPE**  
Per the Sewer Service Development Agreement, this improvement will bring the capacity from 690,000 gallons per day to 1,500,000 gallons per day. The design of this project will include the ability to seamlessly expand the plant during Phase V to 3,000,000 gallons per day. The design also includes supplemental permitting to support alternative discharge capability into the Santa Cruz River and a landscape component to enhance the aesthetic value of the plant.

**JUSTIFICATION/BENEFITS**  
This project is needed immediately. The APP that will be pursued with the Package Plant Project, #07-WW01, will not be enough to carry the Wastewater Treatment Plant for a long period of time. The expansion will ensure that the Town will continue to provide the sewer capacity necessary to support a growing community.  
  
Town residents in the immediate surrounding area of the WWTP will benefit the most from a newly designed and constructed WWTP, which incorporates odor control measures as a required component of the capacity increase.  
  
The Town of Sahuarita and future residents in the undeveloped parts of Rancho Sahuarita will also benefit from this expansion. The new capacity will allow for connection of new development communities. The project has the effect of reducing noise, and also enhances landscaping for residents in the immediate vicinity of the plant. The project enhances the services provided by the Town by increasing the capacity level of the sewer and maintaining the Town's highest commitment to the protection of the environment.

<i>Expenditure Schedule</i>	PRIOR TOTAL	FY2009 Estimate	FY2010				5 YR TOTAL	FUTURE TOTAL
			Carryforward	New Funds	FY2011	FY2012		
Planning / Study	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Design & Engineering	2,117,980	794,933	-	-	-	-	-	-
Land / ROW Acquisition	5,104	3,663,731	-	-	-	-	-	-
Equipment / Materials	1,664,975	13,338,029	3,690,169	-	-	-	3,690,169	-
Construction / Installation	-	2,060,849	452,381	-	-	-	452,381	-
Inspection & Construction Mgmt.	-	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-
Other: WFA: Legal & Financial	\$ 3,788,059	\$ 19,857,542	\$ 4,142,550	\$ -	\$ -	\$ -	\$ 4,142,550	\$ -

PROJECT #	04-WW01	Department					Wastewater			
PROJECT NAME	Wastewater Treatment Plant Phase IV Expansion	Responsible Person					Fathad Moghimi			
Funding Sources	PRIOR TOTAL	FY2009 Estimate	FY2010		FY2011	FY2012	FY2013	FY2014	5 YR TOTAL	FUTURE TOTAL
			Carryforward	New Funds						
Capital Fund	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Wastewater Enterprise Fund	678,359	-	-	-	-	-	-	-	-	-
General Fund	3,109,701	19,857,543	4,142,550	-	-	-	-	-	4,142,550	-
Debt: Long-Term Debt										
Debt: WIFA: Long-Term Debt										
Debt: WIFA: Legal & Financial										
	\$ 3,788,060	\$ 19,857,543	\$ 4,142,550	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 4,142,550	\$ -

**OPERATIONAL IMPACT / OTHER**

The annual cost of operate and maintain will be better evaluated once a design has been determined. Routine operations and maintenance cost of the WWTP will be covered by the PW/Wastewater Utility Budget and will only need to be covered until the next expansion is complete in 2013/14.

Operating Budget Impact	PRIOR TOTAL	FY2009 Estimate	FY2010		FY2011	FY2012	FY2013	FY2014	5 YR TOTAL	FUTURE Annual Costs
			Carryforward	New Funds						
Payroll / Staffing	\$ -	\$ -	\$ -	\$ 587,003	616,353	647,171	679,530	713,507	\$ 3,243,564	\$ -
Utilities				323,000	339,150	356,108	373,913	392,609	1,784,780	
Other: Operating Cost				817,110	857,966	900,864	945,907	993,202	4,515,049	
Other: _____										
Other: _____										
	\$ -	\$ -	\$ -	\$ 1,727,113	\$ 1,813,469	\$ 1,904,143	\$ 1,999,350	\$ 2,099,318	\$ 9,543,393	\$ -

CAPITAL IMPROVEMENT PLAN—04-WW02

<b>PROJECT #</b> 04-WW02	<b>Department</b> Wastewater
<b>PROJECT NAME</b> Wastewater Treatment Plant Phase V Expansion	<b>Responsible Person</b> Farhad Moghimi

**USEFUL LIFE** 50 years

**TOTAL PROJECT COST** \$21,777,851

<b>LOCATION</b>
Sahuarita Wastewater Treatment & Reclamation Facility

<b>DESCRIPTION / SCOPE</b>
Per the Sewer Service Development Agreement, this improvement will bring the capacity from 1,500,000 gallons per day to 3,000,000 gallons per day. This project will continue design work started with the Phase IV expansion and tie in any new design parameters necessary to meet state standards.

<b>JUSTIFICATION/BENEFITS</b>
Based on an established development pattern, by the developer, the Town residents in the immediately surrounding area of the WTPP will benefit the most from a newly designed and constructed WWP. The increase in capacity will also include a comparable increase in odor control measures. The project will continue to ensure operational compliance of the wastewater treatment facility in accordance with State and Federal regulations.  The Town of Sahuarita and future residents in the undeveloped parts of Rancho Sahuarita will also benefit from this expansion. The new capacity will allow for continued support of new development communities. These improvements will also make the surrounding area more attractive for potential merchants. The project will preserve and continue the enhancement qualities of a modern facility as relates to reductions in noise and odor and improved aesthetics of the facility for neighboring residential areas.

<u>Expenditure Schedule</u>	PRIOR TOTAL	FY2009 Estimate	FY2010				FY2012	FY2013	FY2014	5 YR TOTAL	FUTURE TOTAL
			Carryforward	New Funds	TOTAL	TOTAL					
Planning / Study	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Design & Engineering	\$ -	\$ 89,829	\$ -	\$ 915,950	\$ -	\$ 107,500	\$ -	\$ -	\$ 1,345,900	\$ -	\$ 200,000
Land / ROW Acquisition	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,941,883
Equipment / Materials	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 12,606,070
Construction / Installation	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,440,316
Inspection & Construction Mgmt.	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,109,591
Contingency	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 44,262
Other:	\$ -	\$ 89,829	\$ -	\$ 915,950	\$ 322,450	\$ 107,500	\$ -	\$ -	\$ 1,345,900	\$ -	\$ 20,342,122

<b>PROJECT #</b> 04-WW02	<b>Department</b> Wastewater
<b>PROJECT NAME</b> Wastewater Treatment Plant Phase V Expansion	<b>Responsible Person</b> Farhad Moghimi

	FY2009		FY2010		FY2011		FY2012		FY2013		FY2014		5 YR TOTAL		FUTURE TOTAL	
	PRIOR TOTAL	FY2009 Estimate	Carryforward	New Funds	FY2010	FY2011	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021
Capital Fund	\$ -	\$ 89,829	\$ -	\$ 915,950	\$ 322,450	\$ 107,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Wastewater Enterprise Fund																
General Fund																
Debt: WIFA: Long-Term Debt																
Debt: POTENTIAL WIFA																
Contributions:																
	\$ -	\$ 89,829	\$ -	\$ 915,950	\$ 322,450	\$ 107,500	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

**OPERATIONAL IMPACT / OTHER**  
 Routine operations and maintenance cost of the WWTP will be covered by the PW/Wastewater Utility Budget.

	FY2009		FY2010		FY2011		FY2012		FY2013		FY2014		5 YR TOTAL		FUTURE Annual Costs	
	PRIOR TOTAL	FY2009 Estimate	Carryforward	New Funds	FY2010	FY2011	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021
Payroll / Staffing	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Utilities																
Other: Operating Cost																
Other: Landscape maintenance																
Other:																
	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

CAPITAL IMPROVEMENT PLAN—06-WW02

<b>PROJECT #</b>	<b>06-WW02</b>	<b>Department</b>	Wastewater
<b>PROJECT NAME</b>	Wastewater Administration Building	<b>Responsible Person</b>	Farhad Moghimi

**USEFUL LIFE** 50 years

**TOTAL PROJECT COST \$ 2,320,650**

<b>LOCATION</b>	Sahuarita Wastewater Treatment & Reclamation Facility
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<b>DESCRIPTION / SCOPE</b>	The purpose of this request is to provide the Wastewater Division with a new building at the Wastewater Treatment Plant site. The building would be designed to accommodate the wastewater operational personnel, wastewater administration and public works. The building would include computer rooms, labs, locker rooms, conference rooms and offices. The building will be designed on the ultimate staff based on the assumptions in the space needs study. This project will be necessary to house current and future employees prior to the expiration of the lease agreement on the current Public Works building.
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<b>JUSTIFICATION/BENEFITS</b>	Residents that have a direct view of the Wastewater Treatment Plant will benefit from this project. The Building will be located a sufficient distance away from Rancho Sahuarita Boulevard. The Building and the adjacent landscaping will then block most of the view of the Treatment Plant. The new building will be equipped with state of the art equipment which will facilitate better operations and maintenance of the Wastewater Treatment Plant.
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<i>Expenditure Schedule</i>	PRIOR TOTAL	FY2009 Estimate	FY2010					5 YR TOTAL	FUTURE TOTAL
			Carryforward	NewFunds	FY2011	FY2012	FY2013		
Planning / Study	\$ 37,812	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Design & Engineering		185,650							
Land / ROW Acquisition		13,417	370,878					370,878	
Equipment / Materials		33,578	1,478,472					1,478,472	
Construction / Installation		20,843	180,000					180,000	
Inspection & Construction Mgmt.									
Contingency									
Other:									
	\$ 37,812	\$ 253,488	\$ 2,029,350	\$ -	\$ -	\$ -	\$ -	\$ 2,029,350	\$ -



CAPITAL IMPROVEMENT PLAN—08-WW01

<b>PROJECT #</b> 08-WW01	<b>Department</b> Wastewater
<b>PROJECT NAME</b> Commercial Septic System	<b>Responsible Person</b> Farhad Moghimi

**USEFUL LIFE** 50 years

**TOTAL PROJECT COST \$ 1,300,000**

<b>LOCATION</b> Rancho Sahuarita Market Place & Shell Gas Station
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<b>DESCRIPTION / SCOPE</b> Installation of the septic sewer system at the two locations in order to accommodate the addition of the commercial properties prior to the completion of the Phase IV- 1.5 MGD Expansion. Once the Phase IV- 1.5 MGD Expansion is fully operational, the Town has agreed to remove the septic sewer system previously installed.
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<b>JUSTIFICATION/BENEFITS</b> The intent of this project was to continue the growth of the Rancho Sahuarita Development. The septic sewer system was installed in order to meet the Town's obligations spelled out in the Development Agreement. Since the Town is currently under a consent order with the Arizona Department of Environmental Quality (ADEQ) and would not have the ability to connect the new development into the Town's sewer conveyance system. The Town agreed to bear the expense of the Development, by installing and removing a temporary septic sewer system. A permanent connection to the Town sewer conveyance system was built and has been plugged to prevent any use of the system before the completion of the Phase IV - 1.5 MGD Expansion.
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<i>Expenditure Schedule</i>	PRIOR TOTAL	FY2009 Estimate	FY2010				FY2013	FY2014	5 YR TOTAL	FUTURE TOTAL
			Carryforward	New Funds	FY2011	FY2012				
Planning / Study	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Design & Engineering	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Land / ROW Acquisition	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Equipment / Materials	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Construction / Installation	1,105,000	30,000	165,000					165,000		
Inspection & Construction Mgmt.	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Contingency	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other:	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
	\$ 1,105,000	\$ 30,000	\$ 165,000	\$ -	\$ -	\$ -	\$ -	\$ 165,000	\$ -	\$ 165,000

<b>PROJECT #</b> 08-WW01	Wastewater
<b>PROJECT NAME</b> Commercial Septic System	Department Responsible Person Farhad Moghimi

	PRIOR TOTAL	FY2009 Estimate	FY2010				FY2013	FY2014	5 YR TOTAL	FUTURE TOTAL
			Carryforward	New Funds	FY2011	FY2012				
Capital Fund	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Wastewater Enterprise Fund	1,105,000	30,000	165,000					165,000		
General Fund										
Debt: _____										
Grant: _____										
Contributions: _____										
	\$ 1,105,000	\$ 30,000	\$ 165,000	\$ -	\$ -	\$ -	\$ -	\$ 165,000	\$ -	

**OPERATIONAL IMPACT / OTHER**  
 There is no operations and maintenance of this facility. No new staffing is required with this project.

	PRIOR TOTAL	FY2009 Estimate	FY2010				FY2013	FY2014	5 YR TOTAL	FUTURE Annual Costs
			Carryforward	New Funds	FY2011	FY2012				
Payroll/ Staffing	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Utilities										
Other: _____										
Other: _____										
Other: _____										
	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	

CAPITAL IMPROVEMENT PLAN—08-WW02

<b>PROJECT #</b> 08-WW02	<b>Department</b>
<b>PROJECT NAME</b> Reclaimed Water Lines and ReUse System	Wastewater Farhad Moghimi

**CATEGORY / TYPE** Sewer Conveyance System **USEFUL LIFE** 50 years

**PRIORITY** 2 (1 High...5 Low)

**DEPT RANK** 1

**TOTAL PROJECT COST** \$ 3,870,742

**LOCATION**  
Sahuarita Road from Western Town Limits to I-19, Sahuarita Road from I-19 easterly to Country Club Road, La Canada Drive from Sahuarita Road southerly to El Toro Road & Sahuarita Wastewater Treatment & Reclamation Facility

**DESCRIPTION / SCOPE**  
Along with the design and reconstruction of Sahuarita Road, this project will consist of the design and installation of 8" non-potable water line. This will include the construction of the reclaimed pumping station, the installation of the non-potable lines from the pumping station to Rancho Sahuarita Blvd, Sahuarita Road and La Villita, and the design and construction of any modifications to produce reclaimed water from the Wastewater Treatment Plant Phase IV Expansion Project. Along with this, any pertinent permits related to the process will be obtained.

**JUSTIFICATION/BENEFITS**  
The intent of this project is to facilitate the growth of the Sahuarita's reclaimed water distribution system. As the development grows along Sahuarita Road, the addition of the this non-potable water line will allow developers to tie into the non-potable water line as needed. Use of reclaim water alone will generate new users and revenues for the Town while conserving valuable drinking water. Installing the non-potable line allows the Town to slowly expand its services area to development outside of the Rancho Sahuarita Development.

<i>Expenditure Schedule</i>	<b>PRIOR TOTAL</b>	<b>FY2009 Estimate</b>	<b>FY2010</b>				<b>5 YR TOTAL</b>	<b>FUTURE TOTAL</b>
			<b>Carryforward New Funds</b>	<b>FY2011</b>	<b>FY2012</b>	<b>FY2013</b>		
Planning / Study	\$ 20,000	\$ -	\$ -	\$ -	\$ -	\$ 80,000	\$ -	
Design & Engineering							163,250	
Land / ROW Acquisition							2,457,400	
Equipment / Materials							737,220	
Construction / Installation							368,610	
Inspection & Construction Mgmt.							44,262	
Contingency								
Other: Payroll/Staffing								
	\$ 20,000	\$ -	\$ -	\$ -	\$ -	\$ 80,000	\$ 3,770,742	

<b>PROJECT #</b> 08-WW02	<b>Department</b>	Wastewater
<b>PROJECT NAME</b> Reclaimed Water Lines and ReUse System	<b>Responsible Person</b>	Farhad Moghimi

<u>Funding Sources</u>	<b>PRIOR TOTAL</b>	<b>FY2009 Estimate</b>	<b>FY2010 Carryforward New Funds</b>	<b>FY2011</b>	<b>FY2012</b>	<b>FY2013</b>	<b>FY2014</b>	<b>5 YR TOTAL</b>	<b>FUTURE TOTAL</b>
Capital Fund	-	-	-	-	-	-	-	-	-
Wastewater Enterprise Fund	20,000	-	-	-	-	-	80,000	80,000	3,770,742
General Fund									
Debt: _____									
Grant: _____									
Contributions: _____									
	\$ 20,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 80,000	\$ 80,000	\$ 3,770,742

**OPERATIONAL IMPACT / OTHER**

The operations and maintenance of this facility will be minimal. No new staffing is required with this project. As the Wastewater Treatment Plant expands, staff hired to maintain the sewer conveyance system will be cross-trained to handle the reclaimed water system, industrial waste and flow management.

**Operating Budget Impact**

	<b>PRIOR TOTAL</b>	<b>FY2009 Estimate</b>	<b>FY2010 Carryforward New Funds</b>	<b>FY2011</b>	<b>FY2012</b>	<b>FY2013</b>	<b>FY2014</b>	<b>5 YR TOTAL</b>	<b>FUTURE Annual Costs</b>
Payroll / Staffing	-	-	-	-	-	-	-	-	-
Utilities									
Other: Operating cost									
Other: _____									
Other: _____									
	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

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# General



# Plan

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## GENERAL PLAN GOALS, OBJECTIVES, AND POLICIES

### Plan Purpose

This General Plan is a comprehensive effort designed to guide town policy and decision-makers and staff, in planning for the future of the Town. It gives us a vision to achieve and provides the Town with guiding policy to help us shape the form and the internal design and layout of our community over the next 20 years. It also provides direction for people who wish to open or expand new businesses in our community as well as those interested in developing here.

The Plan integrates many aspects of Town life setting policy that not only addresses land use and circulation around our Town, but also identifies our open space and recreational needs, needs for expanded and new public facilities and services, principles of growth management planning and financing new growth in the community. It addresses water issues respective to land use and seeks to ensure that our environmental climate remains healthy even as we grow.

The Plan is not a law; it is a guide. There

are other documents that help Town decision-makers such as the Capital Improvement Program. Zoning and subdivision codes, along with the capital improvement program and other tools exist to help implement this Plan.



The Plan was approved by Town Council Resolution No. 2002-55 on December 9, 2002 and ratified by Town residents on May 20, 2003.

### Vision Statement

The General Plan is the primary tool for guiding the future development of the Town of Sahuarita. On a daily basis, the Town is faced with tough choices about growth, housing, transportation, neighborhood improvement, the environment, and public facility and service delivery. A General Plan provides a

guide for making these choices by describing long-term goals for the Town's future, as well as policies to guide day-to-day decisions.

We envision that in the year 2020, the Town of Sahuarita will:

- ◆ Demonstrate our commitment to social and environmental sustainability through

**GENERAL PLAN**  
**continued**

the measurement of both short and long-term impacts of our decisions.

- ◆ Provide economic vitality through employment opportunities of all types.
- ◆ Coordinate transportation enhancements with appropriate land uses to enable more mobility choices and greater accessibility.
- ◆ Maintain or improve our high standards of appearance, aesthetics, public amenities, and levels of service.
- ◆ Continue to value, conserve, and protect the Santa Cruz River and its washes and tributaries.
- ◆ Protect our natural resources, clean air, water resources, natural habitat and wildlife routes, vistas, and scenic corridors.
- ◆ Encourage neighborhood and housing diversity to enhance our community.
- ◆ Recognize our cultural heritage, along with historical and archaeological preservation areas, and promote the arts and tourism to increase awareness of the Sonoran desert environment in which we live.

**LAND USE ELEMENT**

**Goal LU-1:**

Promote an orderly, directed, and balanced land use pattern that recognizes the rural character of the community, while meeting the housing, services, employment, and recreational needs of the Town of Sahuarita.

**Objective:**

LU-1.1: Maintain safe, high-quality land uses that integrate efficient transportation networks, recreational linkages, and access to schools, services and other public facilities.

**Policies:**

LU-1.1.1: Incorporate in the design of new development safe vehicular, pedestrian, and bicycle between residential and school, commercial, employment and recreational sites.

LU-1.1.2: Site land uses and ingress/egress points to maximize the use and effectiveness of the existing and planned transportation network.

**Objective:**

LU-1.2: Promote land use patterns that conserve natural resources including land, open space, air quality, water quality and quantity and energy. (See also Environmental Planning Element Objectives ENV-1.5 and ENV-1.7 and their respective policies.)

**Policies:**

LU-1.2.1: Review development proposals to ensure maximization of the use of land for appropriate development, while contributing to an integrated open space system within the Town as well as regionally.

LU-1.2.2: Ensure that sensitive

**GENERAL PLAN**  
**continued**

land, particularly riparian areas are maintained in their natural state to the maximum extent possible.

LU-1.2.3: Focus new higher intensity development in key identified growth areas that will encourage mixed-use development and the use of transit within the community.

LU-1.2.4: Maintain sufficient densities in developing areas in proximity to commercial and employment centers to limit vehicular miles traveled thus reducing the amount of air pollution with the region.

LU-1.2.5: Avoid low density sprawl by utilizing the designation of a future development area, rather than a low-density placeholder, to identify land that will be needed for future growth.

LU-1.2.6: Develop standards for turf-based development that require the use of reclaimed or other non-potable water and minimize the runoff of fertilizers into riparian and groundwater recharge areas.

LU-1.2.7: Promote the orientation of new housing stock to maximize use of solar energy and review building codes to ensure that new structures utilize best available practices for energy conservation.

LU-1.2.8: Outside of existing rural development areas, allow for density incentives for cluster development that uses land more efficiently than conventional subdivision provided evidence can be shown in the required Town of Sahuarita site analysis requirements that any adverse impacts of increased density on adjacent neighborhoods can be mitigated.

*Objective:*

LU-1.3: Continue to provide for a diversity of uses existing in the Town of Sahuarita today.

*Policy:*

LU-1.3.1: Provide in the Town's zoning code for all types of uses existing at the present time within the Town.

LU-1.3.2: Provide for the continued use of a historic airstrip use in the Town but relocated to an area east of the Union Pacific Railroad and north of Sahuarita Road, sited within an area approximately ¼ mile in width east to west, no further south than 3/8 mile from Sahuarita Road, and extending approximately 1 ¼ miles northerly. Airstrip shall be sited to consider all existing and proposed uses in the surrounding area to minimize land use and noise related conflicts.

**GENERAL PLAN**  
**continued**

**Goal LU-2:**

Promote a livable-community character of both the rural and developing parts of the Town.

**Objective:**

LU-2.1: Promote compatible development adjacent to existing neighborhoods.

**Policies:**

LU-2.1.1: Develop minimal design standards to ensure that new development in and adjacent to rural areas, other than in nearby master planned communities and growth areas, maintains the rural feel of existing neighborhoods.

LU-2.1.2: Examine required subdivision standards and landscape bufferyards to ensure that they provide compatibility between adjacent uses while maintaining vehicular and pedestrian access between residential neighborhoods as necessary.

LU-2.1.3: Limit the use of walls and other physical barriers between neighborhoods and between residential and supporting nonresidential uses so that existing neighborhoods are protected from all negative impacts but that public access is maintained as appropriate.

**Objective:**

LU-2.2: Promote compatible development with the ranch land, farmland and other sensitive areas, to achieve a balanced ap-

proach to environmental issues.

**Policies:**

LU-2.2.1: Limit or significantly buffer the placement of medium to high intensity residential development adjacent to active farmland to diminish land use conflicts.

LU-2.2.2: Minimize and carefully site any vehicular and non-vehicular access points from any new development on to adjacent *viable* ranch and farmlands.

LU-2.2.3: Site new development as to take advantage of the open space potential and vistas of environmentally sensitive lands, while minimizing points of physical access in accordance with the provisions of the Open Space Element.

**Objective:**

LU-2.3: Improve and maintain the visual and aesthetic appearance of the Town.

**Policies:**

LU-2.3.1: Consider adoption of design standards for new residential development that maintains a high aesthetic quality but that encourages a variety of building elevations, setbacks, and street orientations.

LU-2.3.2: Develop and seek funding for implementation of a series of identifying landscape motifs at

**GENERAL PLAN**  
**continued**

key gateways into the town and along major routes leading into the main core areas of town, the latter to include pedestrian corridors and transit pullouts where appropriate.

LU-2.3.3: Design street improvements in rural parts of the Town that are in concert with and not in conflict with the rural character of adjacent neighborhoods.

LU-2.3.4: Review the commercial and employment zones in the Zoning Code, considering the impact of large building “big box” construction, both visually and on adjacent residential land uses.

**Goal LU-3:**

Allow for sufficient land supplies for future growth in an efficient and sustainable manner.

**Objective:**

LU-3.1: Encourage land development patterns, trends, and site design that support alternate modes of travel, including bicycle, pedestrian, transit, and ride sharing.

**Policies:**

LU-3.1.1: Encourage increased residential densities closest to major transportation corridors, decreasing them closer to the center of neighborhoods.

LU-3.1.2: Design mixed-use development centers to be easily and

safely accessible for all residents, employees and visitors.

LU-3.1.3: Cluster commercial sites to minimize or eliminate strip commercial development.

LU-3.1.4: Coordinate with Sahuarita School District and proposed charter schools to site new schools in safe locations, easily accessible by all modes of travel. Where possible locate public parks adjacent to schools and work with the District or charter school to promote the joint sharing of facilities.

**Objective:**

LU-3.2: Discourage land use *modifications* that reduce or impact the existing floodplain and watersheds.

**Policies:**

LU-3.2.1: Promote uses in the 100-year floodplain that do not require structural floodplain management solutions.

LU-3.2.2: Consider the allowance of new mineral material sites outside the floodway if at least 660 feet (one-eighth of a mile) away from existing residential areas, if studies show they do not result in the need for structural floodplain management.

LU-3.2.3: In cases where the Town has declared an emergency, the

**GENERAL PLAN**  
**continued**

Town may implement short- and long-term structural floodplain management solutions as required.

Objective:

LU-3.3: Ensure that sufficient land is available for future growth by the Town beyond a 10-year plan horizon.

Policy:

LU-3.3.1: Establish a future development area, the land in which can be made available as necessary and if planned appropriately to meet future growth needs of the Town. The future development area shall be revisited and potentially modified based on the actual and projected land consumption and rates of growth at the next major update of the Town's General Plan.

**Goal LU-4:**

Ensure a diversity of housing opportunities.

Objective:

LU-4.1: Provide a variety of housing types to meet the needs of residents of all income levels.

Policies:

LU-4.1.1: Strongly encourage a wide range of housing types, prices and ownership forms within new developments.

LU-4.1.2: Ensure that areas of planned moderate and higher densities are not reduced during the mas-

ter planning, zoning and subdivision processes particularly if such an action will cause a decrease in the available or future stock of affordable housing.

LU-4.1.3: Consider initiating strategies that would encourage affordable housing utilizing creative tools including but not limited to density bonuses, incentives, alternative financing.

LU-4.1.4: Develop design and siting standards for manufactured home subdivisions and parks, being careful not to overly impact the affordability of housing.

Objective:

LU-4.2: Ensure reasonable compatibility between significantly differing densities and residential uses.

Policies:

LU-4.2.1: Enforce the landscape bufferyard setbacks and standards in the existing Zoning Code.

LU-4.2.2: Require buffers to be designed adjacent to existing neighborhoods to mitigate the adverse impacts of sound, views and traffic, and may include landscaping, screening, pathways, drainage ways and natural features.

Objective:

LU-4.3: Support neighborhood revitaliza-

**GENERAL PLAN**  
**continued**

tion, historic preservation and redevelopment efforts to improve and retain the investment of existing Town development.

*Policies:*

LU-4.3.1: Ensure that any redevelopment efforts undertaken by the Town or private sector remain sensitive to and mitigate any impacts on existing adjacent development.

LU-4.3.2: Promote the identification of any structures that may qualify for historic status. Consider all alternatives to any proposed demolition, should it arise, including adaptive reuse for residential or other uses.

**Goal LU-5:**

Provide for a mixture of residential, commercial, employment and public service uses to meet the next 20 years of projected growth.

**Objective:**

LU-5.1: Provide opportunities for retail, office, tourism and employment throughout the Town.

*Policies:*

LU-5.1.1: Periodically review the absorption rate of proposed nonresidential uses to ensure an adequate supply of serviceable land always exists.

LU-5.1.2: Give review priority to expansion of existing businesses as

well as new projects, provided they conform to the General Plan, that will bring basic employment jobs to the Town of Sahuarita.

**Objective:**

LU-5.2: Allow a mixed-use concept in conjunction with the Growth Area Element.

*Policies:*

LU-5.2.1: Review the zoning code, subdivision and development standards, and other town documents to allow for mixed-use development within growth areas as described within the Growth Area Element.

LU-5.2.2: Consider revising the codes governing home occupations to allow more opportunities for live/work units within and outside of identified growth areas, provided in the latter that traffic and other impacts, if any, are mitigated.

**Objective:**

LU-5.3: Recognize the Town of Sahuarita's role as a tourist destination and cultural center.

*Policies:*

LU-5.3.1: Locate tourist facilities primarily in proximity to freeway interchanges, with adjacent services that can also be used by town residents.

LU-5.3.2: Consider courting, and identifying land appropriate for, a

**GENERAL PLAN**  
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destination resort within the Town.

LU-5.3.3: Promote the Santa Cruz River and nearby (future) De Anza trail as recreational resources and tourist attractions.

**GROWTH AREAS ELEMENT**

**Goal GA-1:**

Promote balanced, efficient development to areas that are suitable for a variety of land uses that conserve significant natural resources and open space, encourage multi-modal transportation and logically and economically expand existing infrastructure and improvements.

**Objective:**

GA-1.1: Promote mixed-use development with a variety of housing types on the southern two designated Growth Areas through Specific Plan and Master Plan development projects.

**Policies:**

GA-1.1.1: Include a variety of housing as part of mixed-use development, including live/work units within Growth Areas. Encourage its use where appropriate in new master-planned communities.

GA-1.1.2: Within growth areas as specified on the General Plan Land Use map, develop a mixture of residential, commercial, employment, and institutional uses.

GA-1.1.3: Adopt and implement a

zoning ordinance and other development standards to remove barriers to mixed-use development within the Town. Develop high quality design standards and a design based review process, with significant public participation for mixed-use development.

GA-1.1.4: Consider sponsoring a design competition for development of identified Growth Areas under parameters laid out by the Town.

GA-1.1.5: Consider Town initiated rezoning of one or both of the southern two Growth Areas to a mixed use category to encourage their development, assuming that design standards and processes under Policy 1.1.3 have been adopted [and in relative accordance with a design adopted by the Town under Policy 1.1.4]. Include a reversion clause if a master developer or developers fail to come forward after a reasonable period of time of marketing the project.

**Objective:**

GA-1.2: Reduce total dependence on the automobile through efficient expansion and implementation of alternative transportation routes and pathways.

**Policy:**

GA-1.2.1: Within growth areas, plan for a seamless but safe mix of pedestrian, bicycle, auto and transit

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routes and connections, connecting throughout the Town in accordance with the Circulation Element.

with privately financed development activity within designated growth areas.

Objective:

GA-1.3: Coordinate the location of significant natural resources and open space with similar areas outside the growth areas.

GA-1.4.2: Within Growth Areas, coordinate any public infrastructure funding and financing with the private sector in a financially equitable manner to implement the designs that are envisioned under Policy 1.1.5 above.

Policies:

GA-1.3.1: Provide developed open space such as useable landscaped, low water use plazas within designated growth areas, particularly where institutional uses, such as governmental offices are located. Consider similar treatment to separate potentially non-compatible uses such as commercial parking lots from higher density housing.

**CIRCULATION ELEMENT**

**Goal CIR-1:**

Improve the mobility of people and goods by providing effective, convenient accessible, and safe transportation options for travel to employment, education, recreation, shopping, medical, and other desired destinations.

GA-1.3.2: Provide for natural open space within growth areas, where appropriate, as part of an integrated open space system throughout the Town as defined in the Open Space Element.

Objective:

CIR-1.1: Provide an integrated, multi-modal, sub-regional transportation system that offers attractive choices among modes for the efficient movement of people and goods.

Objective:

GA-1.4: Support development opportunities that will utilize existing public facilities and minimize the need for additional facilities.

Policies:

CIR-1.1.1: Promote a sub-regional balance of transportation facilities and services by mode, including automobile, public transit, bicycle, and pedestrian.

Policies:

GA-1.4.1: Coordinate publicly funded infrastructure funding and financing planning (through the Capital Improvement Program)

CIR-1.1.2: Rail and aviation system needs shall be integrated by providing linkages to services provided within the region.

**GENERAL PLAN**  
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CIR-1.1.3: Provide facilities for multiple modes of travel in transportation improvement projects, as applicable.

support services will be designed to encourage access by international trade related vehicles, typically WB-50 design designation.

CIR-1.1.4: Monitor the performance of all modal systems to best mitigate traffic congestion and to attain safe operating conditions.

*Objective:*  
CIR-1.2: Promote an effective, well-planned system of roadways that establishes a functional, safe, and aesthetic hierarchy of streets while incorporating the latest advanced technologies.

CIR-1.1.5: Promote travel demand management strategies and incentives to more fully utilize alternate modes of travel. Examples include carpooling and telecommunications substitutes to travel.

*Policies:*  
CIR-1.2.1: Adopt a Major Streets and Scenic Routes plan to define the ultimate right-of-way of major facilities, their locations, and their scenic or historic attributes.

CIR-1.1.6: Transportation investments should improve the mobility of all segments of the community, including the underserved, disabled, and economically disadvantaged.

CIR-1.2.2: Promote convenient multi-modal access to public places having high concentrations of trips, such as commercial core areas and inter-modal transportation (hub) facilities.

CIR-1.1.7: Promote strategies to reduce peak period demand through car-pooling, flexible hours, alternate modes of travel, and other travel reduction tools.

CIR-1.2.3: Provide for a street functional classification system and a Major Streets and Scenic Routes plan that is based on street type, use, and visual quality.

CIR-1.1.8: The transportation system will be planned and designed to accommodate international trade associated with the Canamex Corridor. Desirable support facilities include commercial vehicle services, warehousing, truck stops, and allied businesses. New transportation facilities within one mile of I-19 or within one mile of B-19 providing

CIR-1.2.4: Integrate vehicular circulation within neighborhoods and improve bicycle and pedestrian connectivity to key destinations, including recreation areas, such as parks, adjacent services, transit facilities, and schools.

**GENERAL PLAN**  
**continued**

CIR-1.2.5: Plan continuous pedestrian facilities of recommended width to provide safe accessible use and opportunities for shade and shelter.

CIR-1.2.6: Plan neighborhood streets using appropriate traffic calming techniques and street widths to sustain the quality of life in the neighborhoods, public safety and environmental sensitivity.

CIR-1.2.7: Provide for the planning, design, construction, and operation of facilities and services to enhance public safety and minimize losses from accidents, to the greatest possible extent.

CIR-1.2.8: The Town of Sahuarita has established Level of Service C or better as its transportation system general performance standard. This standard shall be applied to roadway segments and to signalized and unsignalized intersections. Street intersections may operate at LOS D during peak periods around major employment and commercial centers where the short-term attainment of LOS C may be impractical or not attainable without mitigation, which has a far greater negative impact than allowing for a greater level of service. Project LOS E or F operation at any time of day with cumulative traffic volumes and projected

ultimate intersection improvements will not be accepted. Final determination of appropriate mitigation measures in achieving desired Levels of Service may be subject to specific direction from the Town Council on a case-by-case basis.

Objective:

CIR-1.3: Plan for and initiate a safe, efficient, and accessible public transportation system that provides a viable alternate to the private vehicle.

Policies:

CIR-1.3.1: When feasible, coordinate with Pima County and regional service providers (Sun Tran), to provide public transit services that are readily accessible, convenient, and safe to an increasing proportion of persons in the community.

CIR-1.3.2: Public transit connections shall be conveniently located at and between urban activity centers.

Objective:

CIR-1.4: Plan for bicycle facilities throughout the community that provide for the safe and efficient means of transportation and recreation.

Policies:

CIR-1.4.1: Promote a continuous, safe, and accessible system of bicycle facilities as an alternate mode of transportation.

**GENERAL PLAN**  
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CIR-1.4.2: Promote bicycle safety education programs to increase awareness of and adherence to laws and regulations regarding bicycle use.

CIR-1.4.3: Design bicycle facilities to meet Federal Highway Administration (FHWA) and American Association of State Highway and Transportation Officials (AASHTO) design guidelines consistently throughout the Town.

Objective:

CIR1.5: Plan and encourage the use of pedestrian facilities as a critical element of a safe and livable community to meet the transportation and recreational needs of the community.

*Policies:*

CIR-1.5.1: Meet minimum Americans with Disabilities Act (ADA) standards for the construction of pedestrian facilities.

CIR-1.5.2: Provide for the construction of accessible pedestrian facilities with all street construction and major reconstruction projects; all appropriate private residential, commercial, and industrial development; and all public development in the urban area.

CIR-1.5.3: Develop a program for the installation of pedestrian facilities in appropriate areas where they

do not currently exist.

CIR-1.5.4: Plan pedestrian facilities that are direct, safe, comfortable, attractive, and continuous.

CIR-1.5.5: Improve pedestrian visibility and safety and raise awareness of the health benefits of walking.

CIR-1.5.6: Identify specific pedestrian mobility and accessibility challenges and develop measures for implementation of necessary improvements.

Objective:

CIR-1.6: Protect the natural and built environments from adverse impacts resulting from the provision of transportation facilities and services. Promote transportation facilities and services that enhance the quality of life of the communities within the region.

*Policies:*

CIR-1.6.1: Design transportation improvements to comply with air quality standards and avoid the creation of air quality hot spots (badly congested intersections).

CIR-1.6.2: Consider the economic, energy, and environmental effects of major transportation investments.

CIR-1.6.3: Promote the implementation of the goals and objectives of

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adopted land use plans and development policies with investments in transportation facilities and services.

cooperate, and coordinate transportation related activities and decisions.

*Objective:*

CIR-1.6.4: Strive for fairness and equity in who pays for transportation improvements and who benefits from them.

CIR-1.8: Work cooperatively with the Arizona Department of Transportation (ADOT) to locate, fund and implement the Sahuarita Corridor, subject to community and regional support.

CIR-1.6.5: Provide for transportation enhancements, including bicycle lanes, sidewalks, and nontraditional transportation projects.

*Policies:*

CIR-1.8.1: Identify an acceptable location for the Sahuarita Corridor.

CIR-1.6.6: Provide parking standards that encourage their use as flexible tools to achieve other overall transportation policies.

CIR-1.8.2: Solicit funding for the assessment, alignment, design and construction of the Sahuarita Corridor.

*Objective:*

CIR-1.7: Build and sustain public support for the implementation of transportation planning goals and objectives, including the financial basis of the plan, through community involvement.

CIR-1.8.3: Assist in the implementation of the Sahuarita Corridor for the benefit and use of bypass trucks, traffic and the citizens of Sahuarita as well as regional, state, and national transportation needs. Alignment of the corridor within the Town shall be approximately ½ mile south of Pima Mine Road as illustrated as the preferred alignment on the Circulation Plan; shall provide for local direct access to I-19 and B-19 (Nogales Highway); and construction shall utilize State and Federal funding sources.

*Policies:*

CIR-1.7.1: Approach public involvement proactively throughout regional transportation planning and programming processes, including open access to communications, meetings, and documents related to the Plan.

CIR-1.7.2: Promote effective intergovernmental relations through agreed upon procedures to consult,

**GENERAL PLAN**  
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**PUBLIC FACILITIES AND SERVICES**

**ELEMENT**

*Objective:*

PFS-1.2: Emphasize high quality police and fire protection services.

**Goal PFS-1:**

Provide a high level of public facilities, utilities and services to support and efficiently serve the Town.

*Policies:*

PFS-1.2.1: Locate new fire and police facilities based on need, budget and service level required for citizens.

*Objective:*

PFS-1.1: Ensure quality, well-sited educational facilities for the members of the Sahuarita community.

PFS-1.2.2: Identify adequate response times for police, fire and emergency services, and take appropriate steps to ensure response times can be met.

*Policies:*

PFS-1.1.1: Locate new school facilities within the neighborhoods they intend to serve, at acceptable enrollment capacities.

PFS-1.2.3: Provide an annual report of call volumes, response times and future projections for both police and fire calls.

PFS-1.1.2: Provide for the connection of schools to surrounding neighborhoods through a safe system of sidewalks and bicycle pathways upon development of adjacent areas.

*Objective:*

PFS-1.3: Improve the Town's sewer system to serve all new development within the Town.

PFS-1.1.3: Require developers to work with the School District to determine a new development's impact on the school system prior to project approval, and implement strategies recommended by the school district to address any impacts.

*Policies:*

PFS-1.3.1: Continue to include public funding for new wastewater sewer mains and extensions in the Capital Improvement Plan (CIP).

PFS-1.1.4: Encourage the shared use of schools and school recreation facilities by the Town and School District.

PFS-1.3.2: Develop a Wastewater Master Plan.

PFS-1.3.3: Encourage the use of alternative sewer systems instead of private septic systems.

*Objective:*

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PFS-1.4: Implement appropriate stormwater improvements to minimize flood hazards and maximize the beneficial use of stormwater as a resource.

*Policies:*

PFS-1.4.1: Require developers to construct and pay for drainage facilities when their need precedes or exceeds the need of the Town.

PFS-1.4.2: Ensure that stormwater facilities are designed to sustain a 100-year storm event.

PFS-1.4.3: Adopt a grading and drainage ordinance to ensure that new developments are constructed in a manner that minimizes flood hazards.

PFS-1.4.4: Require onsite retention and/or detention of stormwater for all new developments where appropriate and put retained and/or detained water to beneficial use for landscape irrigation to the greatest extent possible.

*Objective:*

PFS-1.5: Promote coordination among agencies for maximum efficiency in the delivery of public services to the Town.

*Policies:*

PFS-1.5.1: Encourage partnerships for effective solutions to shared problems and community service needs.

PFS-1.5.2: Coordinate joint use of school facilities for city services such as libraries, community meeting space, education, and computer resources.

PFS-1.5.3: Work with private, non-profit, and public community service organizations to coordinate the delivery of services such as child-care and senior citizens programs.

PFS-1.5.4: Promote curbside pickup and recycling as offered from solid waste collection companies. (See also Objective ENV-1.11.)

PFS-1.5.5: Encourage utility providers to consider the use of solar power and other renewable resources.

**Goal PFS-2:**

Plan for logical future utilities, facilities and services.

*Objective:*

PFS-2.1: Maintain or improve upon current levels of service.

*Policies:*

PFS-2.1.1: Design facilities compatible to the areas in which they are to be located.

PFS-2.1.2: Pursue high levels of standards for traffic safety in the Town.

**GENERAL PLAN**  
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PFS-2.1.3: Encourage the continued cost efficiency and effectiveness of garbage collection, wastewater management and other public services.

Objective:

PFS-2.2: Require new developments to finance new utility lines, facilities and other sites necessitated by their construction.

Policies:

PFS-2.2.1: Maintain the Capital Improvement Plan (CIP) to tie into the annual budget process.

PFS-2.2.2: Maximize public/private partnerships for new infrastructure development.

PFS-2.2.3: Require for new developments the undergrounding of all new electrical distribution lines.

PFS-2.2.4: Reclaimed water (effluent) shall be used within the Town to the extent possible.

PFS-2.2.5: Promote the installation of Internet connections in new developments for greater public access to information.

Objective:

PFS-2.3: Provide adequate municipal facilities to serve the needs of all Town residents.

Policies:

PFS-2.3.1: Locate municipal buildings in an environment that serves the Town's administrative needs.

PFS-2.3.2: Develop a municipal library to meet the current and future needs of the Town. This library may be tied into the Pima County Library System for greater efficiency and availability of resources.

Objective:

PFS-2.4: Maximize the Town's investment for new infrastructure and public services.

Policies:

PFS-2.4.1: Channel growth to areas having existing utilities and services.

PFS-2.4.2: Promote infill development, where applicable.

PFS-2.4.3: Promote a water conservation program to minimize major expenditures for water.

PFS-2.4.4: Utilize funding mechanisms that result in a net improvement to a development and not long-term financial impacts to the community.

PFS-2.4.5: Utilize financing options that will not exceed the useful life of a project developed through such options.

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Objective:

PFS-2.5: Locate public facilities for compatibility with adjacent land uses and for maximum convenience to potential users.

Policies:

PFS-2.5.1: Encourage infill development.

PFS-2.5.2: Utilize the adopted General Plan Land Use Map and Zoning Map to determine appropriate locations for new development.

Objective:

PFS-2.6: Promote new development adjacent to existing development to maximize the use of existing public utilities and to discourage urban sprawl.

Policy:

PFS-2.6.1: Encourage infill development.

Objective:

PFS-2.7: Investigate need, demand and funding mechanisms for district versus subscription public services (fire and emergency).

Policies:

PFS-2.7.1: Assess the feasibility of creating new districts or combining with existing districts to address fire and emergency needs when the Town population approaches 10,000 persons.

PFS-2.7.2: Develop benchmarks for population thresholds and distance of the majority of the population from current facilities.

**RECREATION AND OPEN SPACE**  
**ELEMENT**

**Goal REC-1:**

Provide a safe, accessible and internally and regionally integrated network of recreational opportunities for the broader community.

Objective:

REC-1.1: Develop a Town Master Plan for Parks, Recreation and Open Space.

Policy:

REC-1.1.1: Based on the groundwork laid in the Town General Plan, work with the Town leaders and the citizenry to develop a master plan for active and passive parks and recreational needs of the community. The plan should address program needs, opportunities, and costs for programs, parks and recreation facilities within the community and be based on national guidelines developed by the National Recreation and Parks Association.

Objective:

REC-1.2: Expand opportunities for citizen involvement in parkland development and maintenance.

Policy:

REC-1.2.1: Continue to enlist the

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Town residents as volunteers and advocates for parklands, similar to the Tucson and Pima County Parklands Foundations.

layout of existing Anamax and Sahuarita parks to ensure that access is safe particularly for children, and that planting and lighting configurations maximize safety for all users.

Objective:

REC-1.3: Expand parks and recreational opportunities within residential developments, relative to growth and need.

*Policies:*

REC-1.3.1: Within the Town Development Standards, provide for an acceptable level of recreational open space required for new master planned communities.

REC-1.3.2: The Town Development Standards should also address construction by the developer and either dedication to the Town or maintenance by the homeowners association at a level acceptable to the Town.

Objective:

REC-1.4: Improve and expand existing parks and recreational facilities to ensure safety and usefulness to the Town.

*Policies:*

REC-1.4.1: Through annual updating of the Capital Improvement Program, prioritize recreation needs in existing park facilities. Make adjustments in Town Capital Improvement Program as appropriate or seek grants for improvements.

REC-1.4.2: Revisit the design and

Objective:

REC-1.5: Provide for an appropriate variety of recreational facilities and programs to meet the needs of the entire Town.

*Policies:*

REC-1.5.1: Prioritize recreational needs to ensure that the parks and recreation survey, as identified in Policy 1.4.1, is administered to a wide cross section of Town residents representing all generations, economic and geographic areas of the Town. As funding will be at a premium and not all recreational uses can be provided at all existing and future public parks, include in the survey a geographic analysis of which facilities and programs to develop at which park.

REC-1.5.2: Actively involve the youth of the Town in planning programs designed for them, and consider developing a recreational advisory board that is representational of the entire community.

REC-1.5.3: Supplement the survey with periodic needs assessments and evaluations of park usage to ensure that the park system is ade-

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quately meeting resident needs.

REC-1.5.4: Consider utilizing active and/or passive portions of the Santa Cruz River floodplain for recreational needs. Turf based activities such as golf courses and recreational fields may be appropriate, however, mechanisms to catch runoff to avoid environmental concerns associated with fertilizers would need to be implemented.

REC-1.5.5: Provide opportunities for inter-generational park and recreational facilities.

Objective:

REC-1.6: Emphasize a variety of shared use recreational facilities where possible.

Policies:

REC-1.6.1: Work with the Sahuarita School District to enable creation of cooperative joint use facilities.

Objective:

REC-1.7: Expand opportunities for recreational bicycling, pedestrian and equestrian uses.

Policies:

REC-1.7.1: Utilize the open space provided by the Santa Cruz River and tributary drainages as a basis for mixed use and, if determined necessary, specialized use trails. The trail system should ideally link

as safely as possible to the pathway system for pedestrians, the street system for bicycles, and rural, larger lot areas for equestrian access.

REC-1.7.2: Inventory all existing neighborhood trails, sidewalks and bike paths and identify the feasibility of connecting these features together. Develop a system based on that feasibility.

REC-1.7.3: Develop a design standard for new subdivisions and development plans to include recreational trails, and where feasible, requiring dedication and interconnectivity with the system developed under Policy 1.7.2.

REC-1.7.4: Plan the pathway network to link existing and future parks, as well as recreational open space.

Goal REC-2:

Promote balance between natural open space and established regional and neighborhood parks within the Town of Sahuarita and its environs.

Objective:

REC-2.1: Develop a Town Master Plan for Open Space.

Policies:

REC-2.1.1: Based on the groundwork laid in the Town General Plan, work with the Town leaders

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and the citizenry to develop a more specific master plan for open space, wildlife habitat conservation and active and passive recreation for Sahuarita. The plan should address the need to provide accessibility to all facilities through a community trail component as well as vehicular access.

REC-2.1.2: Coordinate development of an Open Space Plan with all stakeholders within the Town including landowners, residents, recreation and outdoor enthusiasts, and agency heads.

REC-2.1.3: Recognize the regional impact of a Town Open Space Plan by coordinating with adjacent unincorporated communities, Pima County, Pima Association of Governments, State Land Department, the San Xavier District of the Tohono O'odham Nation, the City of Tucson, the mines and other entities.

REC-2.1.4: Maximize the short-term viability of rangelands by keeping allotments intact to the extent practicable.

REC-2.1.5: Maximize the short-term viability of farmland by limiting noncompatible development adjacent to it.

*Objective:*  
REC-2.2: Build on the presence of the Santa Cruz River and other major washes as a focal point for the open space system.

*Policies:*

REC-2.2.1: Seek a combination of funding and planning mechanisms to conserve critical watersheds via ownership, ownership of the development rights or transference of all or some of the development rights to lands outside the floodplain area.

REC-2.2.2: Design development nearby the Santa Cruz River to ensure that access is controlled to specific access points to avoid degradation of the resource.

REC-2.2.3: Encourage development within visual proximity to the river to take advantage of those viewsheds while minimizing negative impacts on riverine views from major roadways and existing development to the extent possible.

*Objective:*  
REC-2.3: Promote the Juan Bautista de Anza National Historic Trail as an important linear park to be connected to future trails and other open space linkages. (see also *Environmental Planning Element Objective ENV-1.3 and its respective policies*)

*Policies:*

REC-2.3.1: Recognize this National Historic Trail as it traverses the

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Town as a tourist attraction for visitors, and as a recreational opportunity for residents on its own and if it can be connected with neighborhood trails.

REC-2.3.2: Work with the de Anza Trail Coalition and the National Park Service to ensure that best practices are followed in the development of the Trail through the Town and to work together on funding mechanisms for its completion.

REC-2.3.3: Require dedication of sufficient trail right-of-way as a condition of rezoning or specific plan, if the trail route traverses the development project site. The Town shall determine sufficiency with consultation from the National Park Service.

Objective:

REC-2.4: Establish standards for both passive and active open space areas.

Policies:

REC-2.4.1: Refine national standards for open space to meet the needs of Sahuarita residents and visitors, as part of a Town Open Space Plan.

REC-2.4.2: Recognize that there is value in open space may be visual in nature even if not publicly accessible and may be provided by larger

lots in the rural areas of Sahuarita as well as existing farmland and ranchland. Recognize further that private and state Trust lands are developable and the expectation of perpetual open space can only be achieved by providing value for the landowner for the development rights on the property.

Objective:

REC-2.5: Maintain interconnections between natural open space corridors as important wildlife corridors and habitat.

Policies:

REC-2.5.1: Work with the Arizona Game and Fish Department to design open space corridors to maximize the conservation of riparian areas that provide primary wildlife movement opportunities.

REC-2.5.2: Discourage the development of trails in areas where critical wildlife habitat or movement areas are likely to be negatively impacted by human presence.

Objective:

REC-2.6: Establish linkages between open space, parks, and other recreational facilities.

Policies:

REC-2.6.1: As part of the Open Space Plan, seek to connect potential open space provided by the Santa Cruz River with existing and

**GENERAL PLAN**  
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proposed parks, open space within the Growth Areas as identified in the Growth Areas Element.

REC-2.6.2: Recognize that linkages may be regional in nature, and such linkages will likely be required outside Town boundaries or its sphere of influence. Coordinate with Green Valley residents, Pima County, the City of Tucson, and the Arizona State Lands Department.

(CAP) water.

ENV-1.1.4: Encourage the use of drought-tolerant plants, low flow irrigation, and water-conserving fixtures in all new developments.

ENV-1.1.5: Require on-site retention and/or detention standards for stormwater runoff in all new developments, with consideration for the potential of rainwater harvesting for landscape irrigation.

**ENVIRONMENTAL PLANNING ELEMENT**

**Goal ENV-1:**

Manage the natural resources of the area in a manner that will balance their ecological value and economical, aesthetic and safety potential.

**Objective:**

ENV-1.1: Conserve the Town's water resources and encourage groundwater, rainwater, and reclaimed water reuse.

**Policies:**

ENV-1.1.1: Promote the use of treated effluent to irrigate golf courses and other turf areas.

ENV-1.1.2: Promote the construction of facilities that transport and process surface and renewable water resource supplies.

ENV-1.1.3: Pursue opportunities to acquire additional water supplies, such as Central Arizona Project

**Objective:**

ENV-1.2: Preserve the Santa Cruz River corridor as an environmental treasure to the Town.

**Policies:**

ENV-1.2.1: When applicable discourage channelization of the Santa Cruz River and its washes, allowing for natural meandering and drainage patterns.

ENV-1.2.2: Require significant buffer areas between future development and the Santa Cruz River and other major or minor washes to preserve riparian area and wash corridor.

**Objective:**

ENV-1.3: Preserve and enhance the Juan Bautista de Anza National Historic Trail as a special asset to the Town. (See also Recreation/Open Space Element Objective REC-2.3 and its respective policies.)

**GENERAL PLAN**  
**continued**

*Policies:*

ENV-1.3.1: Secure public right-of-way for the implementation of the National Historic Trail route.

ENV-1.3.2: Commemorate through the Historical Site Marker Program any significant sites along the Juan Bautista de Anza Trail identified by the National Parks Service (NPS) as historic.

ENV-1.3.3: Require the dedication of trail right-of-way as a condition for approval, should a project rezoning or specific plan project site cross the trail route.

Objective:

ENV-1.4: Preserve the Town's environmental resources through the coordination of regional land conservation planning efforts.

*Policies:*

ENV-1.4.1: Support private, public and non-profit programs and activities that preserve plant and wildlife habitats.

ENV-1.4.2: Coordinate with Pima County, the Arizona Department of Game and Fish, the Arizona Department of Environmental Quality, and other agencies to promote wildlife education programs.

ENV-1.4.3: Pursue funding sources for the preservation of plant and wildlife habitats.

Objective:

ENV-1.5: Maintain the quality and quantity of groundwater and surface water supplies (see also Land Use Element Objective LU-1.2 and its respective policies).

*Policies:*

ENV-1.5.1: Implement measures to prevent the contamination of groundwater resources.

ENV-1.5.2: Identify opportunities to reduce surface water pollution through the monitoring of stormwater runoff.

ENV-1.5.3: Educate the public on best practices to prevent stormwater pollution.

Objective:

ENV-1.6: Promote energy efficiency through conservation and the use of alternative energy practices.

*Policies:*

ENV-1.6.1: Encourage the use of solar energy or other appropriate energy conservation technologies, rainwater harvesting and other renewable resource practices.

ENV-1.6.2: Promote the use of alternative and regionally appropriate building materials, such as

**GENERAL PLAN**  
**continued**

RASTRA, straw bale, and rammed earth or mud adobe construction for residential and other uses.

ENV-1.6.3: Promote appropriate building orientation and logical energy efficient site planning in new developments.

Objective:

ENV-1.7: Provide opportunities to improve local air quality. (see also Land Use Element Objective LU-1.2 and its respective policies)

Policies:

ENV-1.7.1: Unpaved public roads and alleys should be paved or treated to minimize air quality impacts, as well as other environmental impacts, when practical and feasible.

ENV-1.7.2: Require all newly constructed parking lots and driveways for non-residential development to have a paved surface. Alternative, impervious paving materials should be considered whenever possible.

ENV-1.7.3: Support the development of a regional transit bus system and rideshare program.

ENV-1.7.4: Create and enforce appropriate dust control measures as may be necessary in improving air quality within the Town of Sahuarita pursuant to requirements of

Pima County Department of Environmental Quality and the State of Arizona.

ENV-1.7.5: Coordinate with Pima Association of Governments, Pima County, and the State of Arizona to attain regional air quality goals.

ENV-1.7.6: Coordinate with Pima Association of Governments (PAG) and Pima County on an educational program to promote air quality education.

Objective:

ENV-1.8: Protect existing wildlife habitats and native plant species.

Policies:

ENV-1.8.1: Develop and adopt a Native Plant Protection Ordinance to save valuable indigenous plants.

ENV-1.8.2: Avoid sensitive natural features, such as wetlands, riparian areas, sensitive plant and animal sites, and migration corridors, where possible. Where unavoidable, protect such areas with buffers and innovative design practices.

ENV-1.8.3: Establish wildlife corridors and other linear linkages between large open space areas.

ENV-1.8.4: Enforce the protection of threatened and/or endangered species.

**GENERAL PLAN**  
**continued**

ENV-1.8.5: Minimize man-made environmental hazards.

ENV-1.8.6: Avoid development in the floodplain and areas of steep slopes.

ENV-1.8.7: Promote the use of non-invasive, native vegetation where possible.

ENV-1.8.8 Consider the establishment of a ‘save a plant’ program.

Objective:

ENV-1.9: Protect sensitive lands from environmental degradation.

*Policies:*

ENV-1.9.1: Develop a wash protection ordinance for riparian areas and wash corridors.

ENV-1.9.2: Limit grading practices, consistent with the Town of Sahuarita’s Grading Standards that contribute to flooding and erosion.

Objective:

ENV-1.10: Preserve the Town’s cultural resources (including prehistoric or historic archaeological sites or objects) and potentially significant historic buildings or structures.

*Policies:*

ENV-1.10.1: Identify and preserve or mitigate all significant artifacts,

archaeological features and historic sites within the Town. If development is proposed on Federal or State leased land, recognize and enforce higher statutory requirements for protection of cultural resources.

ENV-1.10.2: Report all previously unrecorded cultural resources unearthed during construction activities by builders, contractors, or individuals to the Arizona State Museum.

ENV-1.10.3: Restrict information on the location and nature of the cultural resources within areas that are master planned.

ENV-1.10.4: Address mitigation of any potential impacts to historic districts, historic landscapes or landmarks during the rezoning process as a condition of rezoning approval.

Objective:

ENV-1.11: Promote the recycling of reusable materials. (See Policy PFS-1.5.4.)

*Policies:*

ENV-1.11.1: Encourage commercial and industrial recycling of paper, cardboard, and other recyclable materials.

ENV-1.11.2: Promote public and private agency partnerships that en-

**GENERAL PLAN**  
**continued**

courage conservation, reuse and recycling.

water harvesting for residential and commercial irrigation.

Objective:

ENV-1.12: Promote noise mitigation, especially adjacent to residential areas.

WR-1.1.3: Develop incentives for the use of reclaimed water.

Policies:

ENV-1.12.1: Encourage ADOT to the extent feasible to utilize noise abatement on or along major roadways (I-19, La Canada, Sahuarita Road, Tucson-Nogales Highway).

ENV-1.12.2: Encourage the development of compatible, adjacent land uses.

Objective:

WR-1.2: Promote coordination between water utility companies to make maximum use of existing and future public water services.

Policies:

WR-1.2.1: Support regional efforts to initiate local water quality protection mechanisms.

WR-1.2.2: Assist private water suppliers within the Town in conservation, water quality and planning efforts.

WR-1.2.3: Coordinate with Pima County, Pima Association of Governments, Oro Valley, Marana and Tucson to manage plans and maximize the regional use of reclaimed water.

WR-1.2.4: Support Arizona Department of Water Resources efforts to achieve safe yield from all water providers and users within the Tucson AMA.

**WATER RESOURCES ELEMENT**

**Goal WR-1:**

Manage an orderly, sustainable, and efficient water and wastewater system providing quality utility service and water resources to meet the current and future needs of the Town.

Objective:

WR-1.1: Encourage the Town's water providers to conserve water and use reclaimed water.

Policies:

WR-1.1.1: Promote the use of reclaimed water for irrigation of golf courses and other large turf areas in new development areas, once population build out is met.

WR-1.1.2: Promote the use of rain-

Objective:

WR-1.3: Encourage the Town's water providers to fulfill domestic, irrigation, industrial and emergency service needs.

**GENERAL PLAN**  
**continued**

*Policies:*

WR-1.3.1: Research alternative methods for providing water resources.

WR-1.3.2: Strive to identify water demand and the impact on the existing water supply of industrial developments.

Objective:

WR-1.4: Encourage the Town's water providers to evaluate water demand within the Town to ensure that the rate of use does not exceed potential future supply (safe yield).

*Policies:*

WR-1.4.1: Complete a Town-wide study of long-range water needs relative to population projections to ensure adequate water supply following state requirements for the Water Resource Element as adopted in 2002. Consider a minor amendment to the General Plan to address findings.

WR-1.4.2: Seek to monitor annual water quantity, demand and usage data throughout the Town to assist with future development decisions.

Objective:

WR-1.5: Encourage the Town's water providers to replace inadequate water line distribution systems, extend water mains to developing areas, and improve the storm drainage system as needed.

*Policies:*

WR-1.5.1: Update the Town's five-year CIP to include improvements to the water distribution systems if Town residents or the Town Council elect to involve the Town in water distribution systems.

WR-1.5.2: Prioritize new improvements and expansion to the existing water distribution systems if Town residents or the Town Council elect to involve the Town in water distribution systems.

Objective:

WR-1.6: Encourage the Town's water providers to utilize new sources of water, especially Central Arizona Project (CAP) water.

*Policies:*

WR-1.6.1: Promote CAP water importation to meet the Town's long-term water needs.

WR-1.6.2: Encourage the use of CAP water rather than groundwater, especially for industry (mining), agriculture, parks, and golf courses.

WR-1.6.3: Prioritize the construction of facilities that distribute and process renewable and surface supplies of water.

Objective:

WR-1.7: Encourage the Town's water providers to use alternative water sources and water conservation methods and strategies

**GENERAL PLAN**  
**continued**

by all users requiring large quantities of water.

*Policies:*

WR-1.7.1: Convert from a non-renewable (groundwater-based) water supply to a renewable (surface water-based) water supply where economically feasible.

WR-1.7.2: Promote the use of xeriscaping and rainwater harvesting to conserve water for irrigation purposes.

WR-1.7.3: Encourage the use of low flow plumbing fixtures, the purchase of water saving appliances, changes in water use habits and other water saving tips.

**COST OF DEVELOPMENT ELEMENT**

**Goal CD-1:**

Phase and manage development in such a way to equitably disperse the cost of additional public service needs created by the new development.

**Objective:**

CD-1.1: Create a system to determine needs and assess costs for new services and facilities necessary to serve new development.

*Policies:*

CD-1.1.1: Seek to recover costs for all infrastructure provided by the Town.

CD-1.1.2: For each service and facility provided by the Town, develop a desired level of service measure.

CD-1.1.3: Define the benefit area for each service such as a police substation or road facility, and determine the facility needs and costs for the benefit area, based on the level of service standards established as a result of Policy 1.1.2.

CD-1.1.4: Develop a responsive time frame for cost recovery of the facilities identified in each benefit area.

CD-1.1.5: Identify costs of expansion of Town services and facilities to maintain service level expectations.

CD-1.1.6: Every five years, in conjunction with updates to the Capital Improvement Program, analyze the adopted level of service standards as necessary.

CD-1.1.7: Seek programmatic or technological innovations to reduce capital costs as well as operations and maintenance costs.

*Objective:*

CD-1.2: Identify all legal mechanisms available to finance new services and facilities necessary to serve new develop-

**GENERAL PLAN**  
**continued**

ment.

*Policies:*

CD-1.2.1: Utilize the best methods to fund and finance public facilities and services necessary to serve new development, such as construction sales taxes, negotiated development agreements, community facilities districts, improvement districts, facility construction dedications, in lieu fees, certificates of participation, and development impact fees.

CD-1.2.2: Maintain the definition of “legally available” as those legal mechanisms that are not prohibited by law in the state of Arizona, at the time the project is approved.

CD-1.2.3: Develop a process to apply the fair share cost recovery policies in Objective 1.3 to all new development, regardless of the need for rezoning.

Objective:

CD-1.3: Allocate the financing for new development in a fair manner between public and private interests.

*Policies:*

CD-1.3.1: Recover fair share costs, which are defined as the total capital cost (facilities and equipment) minus developer credits and funds dedicated to a project as set forth in the Town’s Capital Improvement

Program.

CD-1.3.2: Consider establishing development incentive areas that may allow reduced cost recovery obligations for projects to foster development activity within those areas.

Objective:

CD-1.4: Provide that “fair share” for development includes only those costs directly related to the new development, and not improvements to existing public facilities that were previously deficient.

*Policies:*

CD-1.4.1: Ensure that the identified benefits of any new public facilities and services provided by the Town are received by the development charged with paying for them.

CD-1.4.2: Ensure that a development is charged only for its proportionate share of the benefits received by the new public facilities and services.

Objective:

CD-1.5: Seek opportunities both locally and regionally to obtain funding for regional infrastructure which would also benefit the Town.

*Policies:*

CD-1.5.1: Join with the League of Cities and Towns and/or other communities to seek new or additional

## GENERAL PLAN concluded

revenue-sharing opportunities from the state of Arizona, such as a gaso-line tax adjusted for inflation.

CD-1.5.2: With other jurisdictions, increase efforts to obtain new or additional revenue sharing opportu-nities to more equitably offset the cost of growth and new develop-ment.

CD-1.5.3: Consider annexation of land particularly when it is likely to increase revenue-sharing funds and minimize infrastructure costs for the Town and the region.

### **Goal CD-2:**

Ensure adequate funding for capital faci-lities and services not specifically tied to new development.

### **Objective:**

CD-2.1: Implement and maintain the capi-tal improvement program.

### ***Policies***

CD-2.1.1: Annually or at least bian-nually update the adopted capital improvement program.

CD-2.1.2: Ensure that the capital improvement program implements the policies of the General Plan.

### **Objective:**

CD-2.2: Investigate all realistic revenue generating options.

### ***Policies:***

CD-2.2.1: Review the existing reve-nue stream to determine if they are adequate to meet the needs of the Town as addressed in the General Plan and Capital Improvement Pro-gram.

CD-2.2.2: Consider alternate sources of revenue if shortfalls are projected including but not limited to general obligation bonds and a basis on which to issue revenue bonds.

## **IMPLEMENTATION ELEMENT**

### ***Implementation of Each Plan Element***

For each Plan Element, an implementation program must be configured. All critical actions needed to implement Plan policies are itemized below by Plan Element. For each chart, three categories are identified.

**Action Item** A task or series of tasks nec-essary to implement the Plan Element

**Responsible Party** Primary entity respon-sible for accomplishing the action item

**Approximate Timeframe** Priority for ini-tiation of task;

Short Term 0-5 years;

Medium term 5-10 years

Long Term 10-20 years

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## Town of Sahuarita

<b>GENERAL PLAN IMPLEMENTATION ACTIONS</b>		
<b>Action Item</b>	<b>Responsible Party</b>	<b>Approximate Timeframe</b>
<b>Land Use Element</b>		
LU-1.1.1 Safe access	Planning Department, Public Works Dept., Private sector	Ongoing
LU-1.1.2 Maximize transportation network effectiveness	Public Works Dept., Private sector	Ongoing
LU-1.2.1 Review development proposals for use maximization and open space	Planning Department; Parks Division	Ongoing
LU-1.2.2 Maintain sensitive land	Planning Department, Parks Division, Private sector	Ongoing
LU-1.2.3 Focus higher intensity development in Growth Areas	Planning Department	Medium Term
LU-1.2.4 Maintain densities near non- residential to limit VMT	Planning Department, Planning Commission, Town Council	Ongoing
LU-1.2.5 Utilize future development area	Planning Department	In General Plan
LU-1.2.6 Turf-based development standards	Planning Dept., consultants	Medium Term
LU-1.2.7 Solar energy and energy conservation	Planning Dept., private sector	Ongoing
LU-1.2.8 Density incentives for efficient clustering	Planning Dept., private sector	Medium Term
LU-1.3.1 Provide for all existing uses	Planning Dept.	In General Plan
LU-1.3.2 Airstrip Siting	Private sector, Planning Dept, Public Works Dept., FAA and other review agencies	Long Term
LU-2.1.1 Rural design standards	Planning Dept.	Medium Term
LU-2.1.2 Examine subdivision standards to ensure use compatibility, maintaining access between neighborhoods	Planning Dept., Fire Marshall	Medium Term
LU-2.1.3 Limit physical barriers between neighborhoods and non-residential, still maintaining appropriate access	Planning Dept.	Medium Term
LU-2.2.1 Residential adjacent to active farmland	Planning Dept.	Ongoing
LU-2.2.2 Access points from development to agricultural land	Planning Dept.; private sector, Public Works	Ongoing
LU-2.2.3 Site development to maximize open space / vistas	Private sector, Planning Dept.	Ongoing
LU-2.3.1 Residential design standards	Planning Dept.	Medium Term
LU-2.3.2 Landscape motifs	Public Works Dept.; Grantwriter	Long Term
LU-2.3.3 Street improvements – rural design	Public Works Dept; private sector	Ongoing
LU-2.3.4 Review non-residential zones – big box	Planning Dept.	Medium Term
LU-3.1.1 Transition of residential densities	Planning Dept.	Ongoing

## Town of Sahuarita

<b>GENERAL PLAN IMPLEMENTATION ACTIONS</b>		
<b>Action Item</b>	<b>Responsible Party</b>	<b>Approximate Timeframe</b>
LU-3.1.2 Accessible mixed-use development centers	Planning Dept.; private sector	Long Term
LU-3.1.3 Cluster commercial sites	Planning Dept.	Ongoing
LU-3.1.4 School siting and joint school/park sharing	Planning Dept.; School District	Short Term
LU-3.2.1 Uses in 100 year floodplain	Public Works Dept; Planning Dept.; landowners	Medium Term
LU-3.2.2 Mineral Material sites	Public Works Dept; Planning Dept.	Long Term
LU-3.2.3 Emergency structural floodplain management	Public Works	If necessary
LU-3.3.1 Future Development Area modification	Planning Dept.	Established in plan; Long Term updating
LU-4.1.1 Wide range of housing in new development	Town Council, Planning Commission, Planning Dept., private sector	Ongoing
LU-4.1.2 Maintain planned densities to ensure affordable housing	Town Council, Planning Commission, Planning Dept.	Ongoing
LU-4.1.3 Creative tools for affordable housing	Town Council, Planning Commission, Planning Dept.	Medium Term
LU-4.1.4 Manufactured home design standards	Planning Dept.	TBD
LU-4.2.1 Enforce existing landscape standards	Planning Dept.; Building Safety	Ongoing
LU-4.2.2 Buffer existing neighborhoods	Planning Dept.; Building Safety	Ongoing
LU-4.3.1 Redevelopment sensitive to existing development	Planning Dept.; private sector	Ongoing
LU-4.3.2 Identification / use of historic structures	Planning Dept.; SHPO	Long Term
LU-5.1.1 Review absorption rate of non-residential uses	Planning Dept.	Every 3-5 years
LU-5.1.2 Priority review for projects bringing new basic jobs	Planning Dept; Public Works Dept; local utilities	Ongoing
LU-5.2.1 Ensure codes and standards allow for mixed-use development	Planning Department; Building Codes	Short Term
LU-5.2.2 Opportunities for live/work units	Town Council; Planning Commission; Planning Dept.	Medium Term
LU-5.3.1 Locate tourist facilities adjacent to freeway interchanges	Planning Department, Economic Development, private sector	Ongoing
LU-5.3.2 Destination resort	Town Council, Economic Development interests, Planning Dept.	Medium Term
<b>Growth Area Element</b>		
GA-1.1.1 Housing in southern two Growth Areas	Planning Dept.; Planning Commission, private sector	Long Term
GA-1.1.2 Mixture of residential and non-residential uses	Planning Dept.; Planning Commission, private sector	Long Term

## Town of Sahuarita

<b>GENERAL PLAN IMPLEMENTATION ACTIONS</b>		
<b>Action Item</b>	<b>Responsible Party</b>	<b>Approximate Timeframe</b>
GA-1.1.3 Remove legal barriers to mixed use development and develop design standards and review process.	Town Council, Planning Commission, Planning Dept.	Short Term
GA-1.1.4 Design Competition	Town Council; Town Manager; Planning Dept.	Long Term
GA-1.1.5 Town-initiated rezoning	Town Council; Planning Dept.; Planning Commission, private sector	Long Term
GA-1.2.1 Seamless, safe mix of transportation types	Planning Dept; Public Works Dept; private sector	Long Term
GA-1.3.1 Use of developed open space in Growth Areas	Planning Dept; private sector	Long Term
GA-1.3.2 Use of natural open space in Growth Areas	Planning Dept; Parks Division	Short – Long
GA-1.4.1 Coordinate infrastructure financing	Finance Director, Public Works Dept., private sector	Long Term
GA-1.4.2 Coordinate infrastructure financing under town initiated rezoning	Finance Director, Public Works Dept., private sector	Long Term
<b>Circulation Element</b>		
CIR-1.1.1 Sub-regional transportation balance by mode	Public Works Dept., Planning Dept	Ongoing
CIR-1.1.2 Integrate rail and aviation system needs through linkages	Planning Department; Pima Association of Governments, Union Pacific, Tucson Airport Authority	Long Term
CIR-1.1.3 Facilities for multiple modes in transportation projects	Public Works Dept; Planning Dept	Ongoing
CIR-1.1.4 Maintain performance to mitigate congestion and maintain safe operating conditions	Public Works Dept.	Ongoing
CIR-1.1.5 Travel demand management strategies and incentives	Public Works Dept.	Ongoing
CIR-1.1.6 Ensure service to underserved, disabled, and economically disadvantaged	Public Works Dept.	Ongoing
CIR-1.1.7 Reduce peak period demand	Town Manager; private sector employers	Ongoing
CIR-1.1.8 Accommodate Canamex Corridor trade	Public Works Dept.; Planning Dept; ADOT	Medium Term
CIR-1.2.1 Adopt Major Streets and Routes plan	Public Works Dept.; Planning Dept	Short Term
CIR-1.2.2 Multi-modal access to activity centers	Planning Dept.; Public Works Dept.	Long Term
CIR-1.2.3 Create street functional classification system	Public Works Dept.; Planning Dept.	Short Term
CIR-1.2.4 Integrate vehicular circulation within neighborhoods and improve bicycle and pedestrian connectivity	Planning Dept; Public Works Dept; private sector	Ongoing
CIR-1.2.5 Continuous pedestrian facilities	Public Works Dept.	Long Term
CIR-1.2.6 Traffic calming devices and residential street widths	Private sector, Public Works Dept.	Medium Term

<b>GENERAL PLAN IMPLEMENTATION ACTIONS</b>		
<b>Action Item</b>	<b>Responsible Party</b>	<b>Approximate Timeframe</b>
CIR-1.2.7 Enhance public safety / minimize accidents	Public Works Dept.	Ongoing
CIR-1.2.8 Deviation from Level of Service "C"	Public Works Dept.	Ongoing
CIR-1.3.1 Public Transit Services	Public Works Dept.	Long Term
CIR-1.3.2 Transit connections at / between activity centers	Public Works Dept.; Planning Dept.; private sector	Long Term
CIR-1.4.1 Bicycle system	Public Works Dept.	Medium Term
CIR-1.4.2 Bicycle safety	Public Works Dept.; Police Dept; Parks Division	Ongoing
CIR-1.4.3 Bicycle facility design	Public Works Dept.; private sector	Ongoing
CIR-1.5.1 ADA requirements for pedestrian facilities	Public Works Dept.; Building Safety; Parks Division; private sector	Ongoing
CIR-1.5.2 Pedestrian facilities with street construction and reconstruction	Public Works Dept	Ongoing
CIR-1.5.3 Pedestrian facility installation program	Public Works Dept.	Long Term
CIR-1.5.4 Planning pedestrian facilities	Public Works Dept.	Long Term
CIR-1.5.5 Raise awareness of walking benefits	Parks Division	Ongoing
CIR-1.5.6 Specific pedestrian mobility and accessibility challenges	Public Works Dept.	Long Term
CIR-1.6.1 Consider external effects of transportation improvements	Public Works Dept., Planning Dept.	Ongoing
CIR-1.6.3 Coordinate land use and development policies with transportation investments	Public Works Dept., Finance Director, Planning Dept.	Ongoing
CIR-1.6.4 Fairness / Equity in paying for improvements	Town Council; Public Works Dept.; Finance Dept.	Ongoing
CIR-1.6.5 Transportation enhancements	Public Works Dept.	Long Term
CIR-1.6.6 Flexible parking standards	Public Works Dept., Planning Dept.	Medium Term
CIR-1.7.1 Public involvement	Public Works Dept.	Ongoing
CIR-1.7.2 Intergovernmental transportation coordination	Town Manager, Public Works Dept	Ongoing
CIR-1.8.1 Sahuarita Corridor location	Town Council, Town Manager, Public Works Dept., ADOT, PAG	Long Term
CIR-1.8.2 Sahuarita Corridor funding	Town Council, Town Manager, Public Works Dept., ADOT, PAG	Long Term
CIR-1.8.3 Implement Sahuarita Corridor	Town Manager, Public Works Dept., ADOT	Long Term
<b>Public Facilities and Services Element</b>		
PFS-1.1.1 Locate new school facilities	School Districts; Planning Dept.	Ongoing
PFS-1.1.2 Bikeways/sidewalks to schools from neighborhoods with development	School Districts; Public Works Dept; private sector	Ongoing
PFS-1.1.3 Developers working with School District	School Districts; private sector; Town Manager	Ongoing

## Town of Sahuarita

<b>GENERAL PLAN IMPLEMENTATION ACTIONS</b>		
<b>Action Item</b>	<b>Responsible Party</b>	<b>Approximate Timeframe</b>
PFS-1.1.4 Shared Town / School Facilities	Parks Division; Town Manager; School Districts	Ongoing
PFS-1.2.1 New fire and police facilities	Police Dept; Rural Metro; Green Valley Fire District	Ongoing
PFS-1.2.2 Response times for police, fire, emergency services	Police Dept; Rural Metro; Green Valley Fire District	Short Term
PFS-1.2.3 Annual report for police and fire calls	Police Dept; Rural Metro; Green Valley Fire District	Annual
PFS-1.3.2 Wastewater Management Plan	Public Works Dept.	Short Term
PFS-1.3.3 Use of alternative sewer systems	Public Works Dept.	Ongoing
PFS-1.4.1 Developers paying for drainage facilities	Public Works Dept.; private sector	Ongoing
PFS-1.4.2 Accommodate 100 year storm events	Public Works Dept.	Ongoing
PFS-1.4.3 Grading and drainage ordinance	Public Works Dept.	Medium Term
PFS-1.4.4 Onsite retention/detention for new development	Public Works Dept.	Medium Term
PFS-1.5.1 Partnerships for shared solutions	Town Manager	Ongoing
PFS-1.5.2 Joint use of indoor school facilities	Town Manager; School Districts	Ongoing
PFS-1.5.3 Delivery of social service programs	Town Manager; private and non-profit service providers	Ongoing
PFS-1.5.4 Curbside solid waste pickup	Town Council; Town Manager; private sector hauler(s)	Medium Term
PFS-1.5.5 Use of solar and renewable resources	Town Manager; utility companies	Long Term
PFS-2.1.1 Compatible facilities	All service providers; Town Manager	Ongoing
PFS-2.1.2 Traffic safety standards	Public Works Dept.	Ongoing
PFS-2.1.3 Cost efficiency of public services	All service providers; Town Manager	Ongoing
PFS-2.2.1 Tie CIP with annual budget	Town Manager; Finance Director	Annually
PFS-2.2.2 Public/private infrastructure partnerships	Town Manager; Public Works Dept.; Finance Director	Ongoing
PFS-2.2.3 Underground electric lines	Private sector	Ongoing
PFS-2.2.4 Use reclaimed water to the extent possible	Public Works Dept.	Medium Term
PFS-2.2.5 Internet connections in new developments	Private sector	Ongoing
PFS-2.3.1 Municipal building location	Town Manager	Short Term
PFS-2.3.2 Municipal library	Town Manager; Pima County Library District	Medium Term
PFS-2.4.1 Channel growth to served areas	Town Council, Town Manager; Planning Dept.	Ongoing
PFS-2.4.2 Promote infill	Town Manager; Planning Dept	Ongoing
PFS-2.4.3 Water conservation program	Public Works Dept; Building Safety; Water providers	Short Term

<b>GENERAL PLAN IMPLEMENTATION ACTIONS</b>		
<b>Action Item</b>	<b>Responsible Party</b>	<b>Approximate Timeframe</b>
PFS-2.4.4 Utilize appropriate funding mechanisms	Town Manager, Finance Director, Planning Dept.	Ongoing
PFS-2.4.5 Utilize financing options appropriate to useful life of project	Town Manager, Finance Director, Public Works Dept.	Ongoing
PFS-2.5.1 and PFS-2.6.1 Infill development	Town manager, Planning Dept.	Ongoing
PFS-2.5.2 Determine appropriate locations for development	Planning Dept.; private sector	Ongoing
PFS-2.7.1 Feasibility of new / combined fire and emergency districts	Town Manager; Town Fire Marshall; Rural Metro; Green Valley Fire District	Long Term
PFS-2.7.2 Benchmarks for service delivery	Town Manager; Town Fire Marshall; Rural Metro; Green Valley Fire District	Short Term
<b>Recreation and Open Space Element</b>		
REC-1.1.1 Recreation Master Plan	Town Council , Town Manager; Parks Division; consultant	Short Term
REC-1.2.1 Volunteer program	Parks Division	Medium Term
REC-1.3.1 Recreational Open Space standard for new master planned communities	Planning Dept.	Short Term
REC-1.3.2 Recreation construction/ dedication / maintenance in new development	Planning Dept.	Medium Term
REC-1.4.1 User survey with Master Plan / recreation needs prioritization	Town Manager; Parks Division	Short Term
REC-1.4.2 Revisit layout of existing parks for safety as part of Master Plan	Parks Division	Short Term
REC-1.5.1 Administer survey widely / recreation needs prioritization	Parks Division	Short Term
REC-1.5.2 Involve youth in recreation planning	Parks Division	Short Term
REC-1.5.4 Santa Cruz River floodplain for recreation	Town Manager; Parks Division	Short Term
REC-1.6.1 Joint use recreation with schools	Parks Division; School Districts	Medium Term
REC-1.7.1 Santa Cruz River use for trail system	Town Manager; Parks Division	Short Term
REC-1.7.2 Inventory existing trail system	Parks Division	Short Term
REC-1.7.3 Design standard for interconnected trails	Parks Division	Short Term
REC-1.7.4 Link parks, recreational open space with trails	Parks Division; Planning Dept.	Short Term
REC-2.1.1 Open Space master plan	Town Council, Town Manager, Parks Division	Short Term
REC-2.1.2 Coordinate plan development with stakeholders	Parks Division	Short Term
REC-2.1.3 Coordinate with adjacent interests / communities	Parks Division	Short Term
REC-2.1.4 Keep ranch allotments intact	Planning Dept	Ongoing

<b>GENERAL PLAN IMPLEMENTATION ACTIONS</b>		
<b>Action Item</b>	<b>Responsible Party</b>	<b>Approximate Timeframe</b>
REC-2.1.5 Limit non-compatible development adjacent to farmland	Planning Dept.	Ongoing
REC-2.2.1 Conserve critical watersheds /funding	Town Manager; Parks Division	Long Term
REC-2.2.2 Control access points to Santa Cruz River	Planning Dept; private sector	Ongoing
REC-2.2.3 Viewsheds from new development near Santa Cruz River	Planning Dept; private sector	Ongoing
REC-2.3.1 Recognize and physically connect with De Anza Trail	Planning Dept; Parks Division; private sector; de Anza Trail proponents	Ongoing
REC-2.3.2 Work with partners on funding and development of De Anza trail	Planning Dept; Parks Division; private sector; de Anza Trail proponents	Ongoing
REC-2.3.3 De Anza trail right-of-way dedication	Planning Dept; Parks Division; private sector; de Anza Trail proponents	Ongoing
REC-2.4.1 Refine open space national standards in Town open space plan	Parks Division	Short Term
REC-2.4.2 Recognize open space value and need to provide value for development rights	Parks Division; Planning Dept.	Ongoing
REC-2.5.1 Maximize riparian wildlife movement corridors	Parks Division; Planning Dept.	Ongoing
REC-2.5.2 Separate trails from habitat in sensitive areas	Parks Division; Planning Dept.	Ongoing
REC-2.6.1 Connectivity between Santa Cruz River and parks / open space	Parks Division; Planning Dept.	Ongoing
REC-2.6.2 Regional linkages	Parks Division; Planning Dept.	Ongoing
<b>Environmental Planning Element</b>		
ENV-1.1.1 Effluent on turf	Public Works Dept; Planning Dept.	Ongoing
ENV-1.1.2 Priority to water resource supply facilities	Public Works Dept.	Ongoing
ENV-1.1.3 Opportunities for additional water supplies	Public Works Dept.	Long Term
ENV-1.1.4 Water conservation, drought tolerant landscaping in new developments	Planning Dept.; Building Safety	Ongoing
ENV-1.1.5 Retention/detention for stormwater – water harvesting	Public Works	Ongoing
ENV-1.2.1 Discourage channelization of Santa Cruz River	Public Works; Planning Dept.	Ongoing
ENV-1.2.2 Development buffers to Santa Cruz River	Planning Dept.	Ongoing
ENV-1.3.1 Secure public row for DeAnza Trail	Parks Division	Ongoing
ENV-1.3.2 Site Marker Program for DeAnza Trail	Parks Division	Ongoing
ENV-1.3.3 Right-of-way dedication for DeAnza Trail	Parks Division	Ongoing
ENV-1.4.1 Plant and wildlife habitat preservation programs	Parks Division	Ongoing

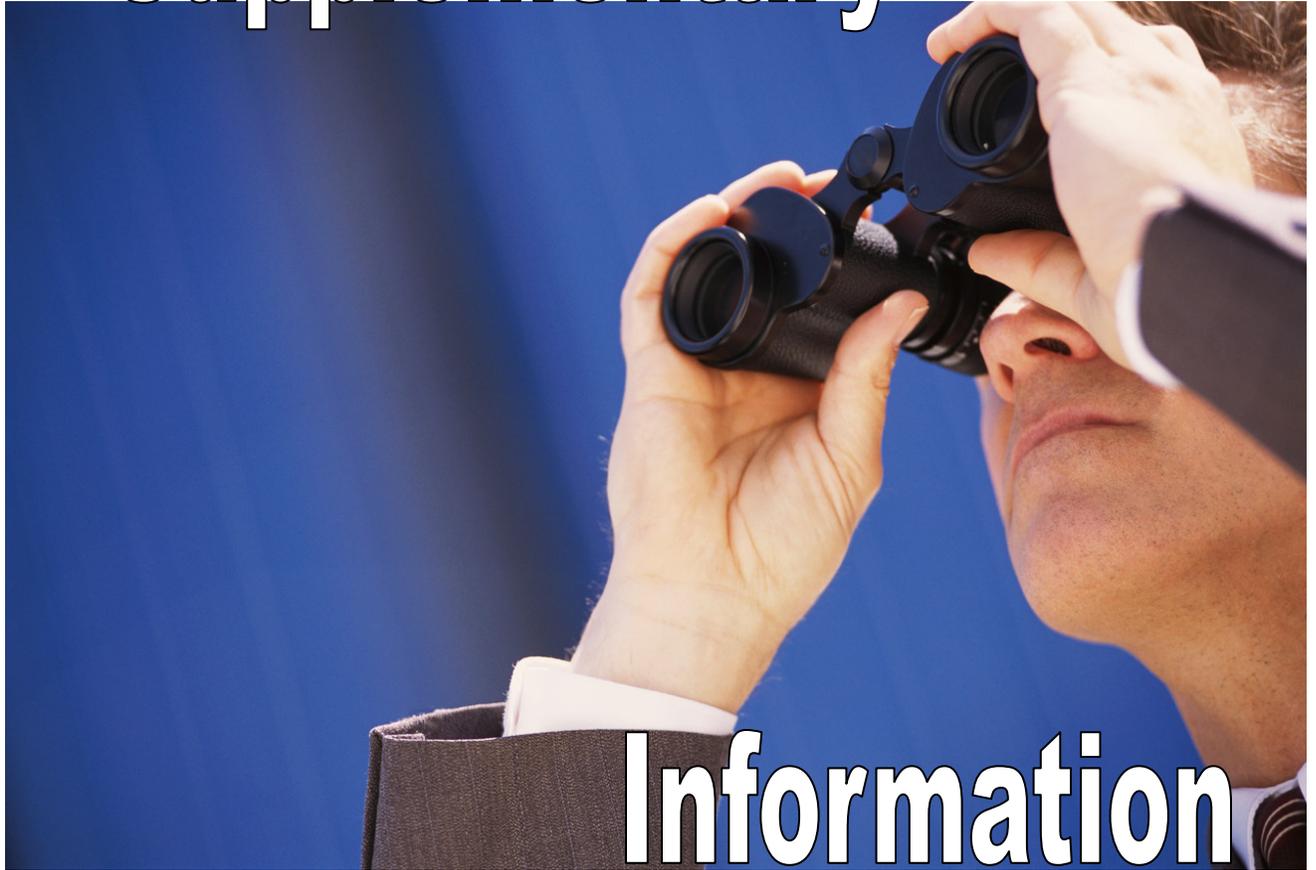
<b>GENERAL PLAN IMPLEMENTATION ACTIONS</b>		
<b>Action Item</b>	<b>Responsible Party</b>	<b>Approximate Timeframe</b>
ENV-1.4.2 Wildlife education	Parks Division	Ongoing
ENV-1.4.3 Plant and wildlife habitat preservation funding	Parks Division	Ongoing
ENV-1.5.1 Groundwater contamination measures	Public Works Dept.	Long Term
ENV-1.5.2 Monitor stormwater runoff	Public Works Dept.	Long Term
ENV-1.5.3 Public education on stormwater pollution	Public Works Dept.	Long Term
ENV-1.6.1 Renewable resource practices	Planning Dept.; Public Works Dept.	Ongoing
ENV-1.6.2 Alternative building materials	Building Safety	Long Term
ENV-1.6.3 Building orientation/energy efficient site planning	Planning Dept.	Ongoing
ENV-1.7.1 Pave/treat unpaved roads and alleys	Public Works Dept.	Ongoing
ENV-1.7.2 New parking/driveways to be paved; use alternative materials if possible	Planning Dept.	Ongoing
ENV-1.7.3 regional transit and rideshare	TBD	
ENV-1.7.4 Enforce dust control measures	Public Works Dept.	Ongoing
ENV-1.7.5 Regional air quality coordination	Town Manager	Ongoing
ENV-1.7.6 Air quality education	Town Manager	Ongoing
ENV-1.8.1 Native Plant Protection Ordinance	Planning Dept.	Medium Term
ENV-1.8.2 Avoid or protect sensitive natural features	Planning Dept.	Ongoing
ENV-1.8.3 Establish wildlife corridors / linkages	Planning Dept.	Medium Term
ENV-1.8.4 Protect threatened / endangered species	Planning Dept.; Public Works Dept.	Ongoing
ENV-1.8.5 Minimize man-made hazards	Public Works Dept.	Ongoing
ENV-1.8.6 Avoid developments in steep slopes/floodplains	Public Works Dept.	Ongoing
ENV-1.8.7 Promote use of native vegetation	Planning Dept.	Ongoing
ENV-1.8.8 Save-A-Plant program	Planning Dept.	Medium
ENV-1.9.1 Wash Protection Ordinance	Planning Dept.; Public Works Dept.	Long Term
ENV-1.9.2 Limit grading practices	Public Works Dept., Planning Dept.	Ongoing
ENV-1.10.1 Identify, preserve arch sites	Planning Dept. ( town-wide); Public Works Dept. (project specific); private sector	Ongoing
ENV-1.10.2 Report unrecorded sites to P&Z Dept.	Planning Dept. ( town-wide); Public Works Dept. (project specific); private sector	Ongoing
ENV-1.10.3 Restrict cultural resource info	Planning Dept. ( town-wide); Public Works Dept. (project specific); private sector	Ongoing
ENV-1.10.4 Address mitigation of impacts to historic areas as rezoning condition	Planning Dept. ( town-wide); Public Works Dept. (project specific); private sector	Ongoing
ENV-1.11.1 Encourage non-residential recycling	Planning Dept.; Town Manager	Long Term

## Town of Sahuarita

<b>GENERAL PLAN IMPLEMENTATION ACTIONS</b>		
<b>Action Item</b>	<b>Responsible Party</b>	<b>Approximate Timeframe</b>
ENV-1.11.2 Public/private conservation partnerships	Planning Dept.; Town Manager	Long Term
ENV-1.12.1 Noise buffering along major roadways	Public Works Dept.	Long Term
ENV-1.12.2 Compatible, adjacent land uses	Planning Dept.	Ongoing
<b>Water Resources Element</b>		
WR-1.1.1 Requirements for reclaimed water on golf course and other turf areas	Public Works Dept., Planning Dept.	Medium Term
WR-1.1.2 Rainwater harvesting	Public Works Dept., Planning Dept.	Ongoing
WR-1.1.3 Effluent use incentives	Public Works Dept.	
WR-1.2.1 Regional water quality protection	Public Works Dept.	Ongoing
WR-1.2.2 Assist private water suppliers in conservation, water quality, planning	Public Works Dept.	Ongoing
WR-1.2.3 Coordinate regionally to maximize reclaimed water use	Public Works Dept.	Ongoing
WR-1.2.4 Support ADWR efforts to achieve safe yield	Public Works Dept.	Ongoing
WR-1.3.1 Research alternative water resources	Public Works Dept.	Short Term
WR-1.3.2 Identify water demand and impact	Public Works Dept.	Short Term
WR-1.4.1 Town-wide study of long range water needs per 2002 Growing Smarter Act	Public Works Dept.	Short Term
WR-1.4.2 Seek to monitor water data	Public Works Dept.	Short Term
WR-1.5.1 Update CIP to include water distribution system improvements	Town Manager; Public Works Dept.	Annually
WR-1.5.2 Prioritize improvements / expansion	Public Works Dept.	Ongoing
WR-1.6.1 Promote CAP allocations	Public Works Dept.	Long Term
WR-1.6.2 Encourage use of CAP water	Public Works Dept.	Long Term
WR-1.6.3 Prioritize facility construction for renewable / surface water supplies	Public Works Dept.	Long Term
WR-1.7.1 Convert from groundwater use where feasible	Public Works Dept.	Ongoing
WR-1.7.2 Promote xeriscaping / rainwater harvesting	Planning Dept.	Ongoing
WR-1.7.3 Encourage water saving techniques	Building Safety	Ongoing

<b>GENERAL PLAN IMPLEMENTATION ACTIONS</b>		
<b>Action Item</b>	<b>Responsible Party</b>	<b>Approximate Timeframe</b>
<b>Cost of Development Element</b>		
CD-1.1.1 through 1.1.5 Study and create / augment mechanisms to recover all Town infrastructure costs	Town Manager; Finance Director	Short term
CD-1.1.6 Revisit LOS standards in conjunction with CIP	Town Manager	Every 5 years
CD-1.1.7 Innovate to reduce capital and O&M costs	Town Manager, Public Works Director, Police Chief	Ongoing
CD-1.2.1 Utilize best methods available to fund new public facilities and services	Town Manager	Short term
CD-1.2.2 Define “legally available” mechanisms as what is available at time each project approved	Town Manager, Finance Director	Ongoing – project related
CD-1.2.3 Apply fair share cost recovery policies regardless of rezoning need	Town Manager, Planning Dept.	Short term
CD-1.3.1 Recover fair share costs based on provided definition	Town Manager; Finance Director	Short term
CD-1.3.2 Establish development incentive areas with reduced cost recovery	Town Council, Town Manager	Short term, initially. May be modified during life of plan
CD-1.4.1 Development pays only for services / facilities from which it received benefits	Town Manager	Ongoing
CD-1.4.2 Development charged for only proportionate share of benefits received	Town Manager	Ongoing
CD-1.5.1 and 1.5.2 Seek revenue sharing opportunities from state	Town Council, Finance Director, Public Works Director	Ongoing
CD-1.5.3 Consider annexation if increases revenue sharing fund and minimizes infrastructure costs	Planning Director, Finance Director	Ongoing
CD-2.1.1 Update CIP	Public Works, Planning, Finance	Ongoing; annually or biannually
CD-2.1.2 CIP to implement General Plan	Planning, Finance, Public Works	Ongoing; annually or biannually
CD-2.2.1 Review of adequacy of revenue stream	Finance Director, Public Works, Planning	Annually

# Supplementary



# Information

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**TOWN OF SAHUARITA, ARIZONA**  
 Assessed Value and Estimated Actual Value of Taxable Property  
 Fiscal Years 2000-2009  
 (In thousands)

<b>Tax Year</b>	<b>Residential Property</b>	<b>Commercial Property</b>	<b>Less: Tax-Exempt Property</b>	<b>Total Taxable Assessed Value</b>	<b>Total Direct Tax Rate</b>	<b>Estimated Actual Taxable Value</b>	<b>Taxable Assessed Value as a Percentage of Actual Taxable Value</b>
2000	9,506,677	7,921,511	845,267	16,582,921	-	133,120,639	12.46%
2001	11,105,493	9,934,644	779,690	20,260,447	-	159,483,664	12.70%
2002	15,035,837	18,320,388	1,136,532	32,219,693	-	248,381,802	12.97%
2003	21,422,355	26,464,485	2,846,069	45,040,771	-	358,143,805	12.58%
2004	36,815,197	29,277,536	2,868,379	63,224,354	-	529,909,740	11.93%
2005	53,565,123	36,220,043	3,597,453	86,187,713	-	736,220,036	11.71%
2006	81,972,340	41,760,620	3,962,981	119,769,979	-	1,050,888,456	11.40%
2007	118,173,166	62,517,972	7,634,366	173,056,772	\$ 3.3000	1,532,658,040	11.29%
2008	148,700,798	84,678,032	10,168,906	223,209,924	\$ 3.3000	2,031,634,065	10.99%
2009	148,019,487	74,367,918	7,360,375	215,027,030	\$ 3.3000	1,958,270,441	10.98%

**Source:** The Arizona Department of Revenue's *Abstract of the Assessment Roll* for the applicable year.



**TOWN OF SAHUARITA, ARIZONA**  
Transaction Privilege (Sales) Tax Rates  
Fiscal Year 2010

<u>Business Activity Category</u>	<u>Rate</u>
Advertising	2.0%
Amusements and Exhibitions	2.0%
Construction Contracting	4.0%
Job Printing	2.0%
Manufactured Buildings	2.0%
timbering and Other Extraction	2.0%
Mining	10.0%
Publishing and Periodicals Distribution	2.0%
Hotels and Transient Lodging	4.0%
Rental, Leasing, and Licensing of Property	2.0%
Restaurants and bars	2.0%
Retail Sales	2.0%
Telecommunication Services	2.0%
Transportation for Hire	2.0%
Utility Services	2.0%

**TOWN OF SAHUARITA, ARIZONA**

Direct and Overlapping Sales Tax Rates

Fiscal Years 2000 - 2009

Fiscal Year	Town Direct Rates			State	Regional Transportation
	General	Construction Contracting	Transient Lodging		
2000	1.00%	1.00%	3.00%	5.00%	N/A
2001	2.00%	3.00%	4.00%	5.00%	N/A
2002	2.00%	3.00%	4.00%	5.60%	N/A
2003	2.00%	3.00%	4.00%	5.60%	N/A
2004	2.00%	3.00%	4.00%	5.60%	N/A
2005	2.00%	3.00%	4.00%	5.60%	N/A
2006	2.00%	4.00%	4.00%	5.60%	N/A
2007	2.00%	4.00%	4.00%	5.60%	0.50%
2008	2.00%	4.00%	4.00%	5.60%	0.50%
2009	2.00%	4.00%	4.00%	5.60%	0.50%

**Source:** Town Code and Town Finance Department

**TOWN OF SAHUARITA, ARIZONA**  
Sales tax Collections by Industry Group  
Fiscal Years 2005 - 2008

Industry	Fiscal Year			
	<u>2005</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>
Mining	\$ 84	\$ 501	\$ 210	\$ 1,347
Communications and utilities	288,264	374,911	503,490	623,014
Transportation and warehousing	(662)	221	215	242
Construction	4,205,397	5,176,146	6,974,504	5,915,352
Manufacturing	18,982	82,671	191,822	238,468
Wholesale trade	2,190	12,718	9,304	18,686
Retail trade	2,409,487	3,541,871	5,218,071	2,931,619
Finance and insurance	1,397	3,038	935	2,778
Real estate, rental and leasing	254,514	695,618	1,040,549	439,015
Restaurant and bar	129,795	151,380	195,258	231,411
Accomodation	13,888	8,657	10,623	11,092
Public administration	27	136	858	510
Services	319,670	67,091	100,345	108,068
Arts and entertainment	11,729	18,910	19,526	12,082
Other	411,168	101,699	3,978	4,964
<b>Total</b>	<u>\$ 8,065,930</u>	<u>\$ 10,235,568</u>	<u>\$ 14,269,688</u>	<u>\$ 10,538,648</u>
Direct sales tax rate	2.00%	2.00%	2.00%	2.00%

**Note:** This information was not available prior to the 2005 fiscal year.

**Source:** The Arizona Depatment of Revenue's *City Sales Journals* .

**TOWN OF SAHUARITA, ARIZONA**

Principal Sales Tax Remitters

Fiscal Years 2008 and 2001

Tax Remitter <sup>1</sup>	Fiscal Year 2008			Fiscal Year 2001		
	Tax Liability	Rank	Percentage of Total	Tax Liability	Rank	Percentage of Total
Business A	\$ 1,138,377	1	10.80%	\$ 468,461	1	35.27%
Business B	1,119,652	2	10.62%	195,007	2	14.68%
Business C	976,464	3	9.27%			
Business D	953,506	4	9.05%	19,242	10	1.45%
Business E	568,840	5	5.40%			
Business F	528,459	6	5.01%			
Business G	375,430	7	3.56%			
Business H	365,179	8	3.47%			
Business I	342,082	9	3.25%			
Business J	276,002	10	2.62%	182,665	3	13.75%
Business K				59,361	4	4.47%
Business L				53,910	5	4.06%
Business M				37,415	6	2.82%
Business N				31,813	7	2.39%
Business O				25,407	8	1.91%
Business P				23,151	9	1.74%
	<u>\$ 6,643,991</u>		<u>63.05%</u>	<u>\$ 1,096,432</u>		<u>82.54%</u>

**Note:** Information prior to 2001 was not available.

<sup>1</sup> The Arizona Department of Revenue, the Town's tax collector, restricts the disclosure, printing, or publishing of any State return, or return information there from.

**TOWN OF SAHUARITA, ARIZONA**  
 Ratio of Outstanding Debt by Type  
 Fiscal Years 2006 - 2009

Fiscal Year	Governmental Activities			Business-type Activities		Total Primary Government	Percentage of Personal Income	Per Capita
	QC CFD	2006A	2009	2007/2008A				
	GO Bonds	GADA Loan	GADA Loan	WIFA Loan				
2006	\$ 12,660,000	\$ 15,410,000	\$ -	-	-	\$ 28,070,000	5.34%	\$1,542
2007	12,660,000	14,870,000	-	-	-	27,530,000	4.38%	\$1,350
2008	12,660,000	14,310,000	-	\$ 4,500,660		31,470,660	4.28%	\$1,389
2009	12,340,000	13,725,000	6,700,000	25,780,072		58,545,072	7.30%	\$2,367

Note: There was no outstanding debt prior to 2006

**TOWN OF SAHUARITA, ARIZONA**  
 Monthly Sewer User Rates  
 Fiscal Years 2004 - 2009

Fiscal Year	Administrative Service Charge	Economy of Scale Factor	Wastewater Flow Contribution Rate (per Ccf)								
			User Classification								
			General	3C	3K	3N	4E	4G	4H		
2004	\$2.40	1.000	\$0.960	\$2.016	\$1.046	\$1.046	\$1.152	\$1.949	\$2.227		
2005	\$2.61	1.000	\$1.050	\$2.205	\$1.145	\$1.145	\$1.260	\$2.132	\$2.436		
2006	\$2.96	1.000	\$1.140	\$2.394	\$1.243	\$1.243	\$1.368	\$2.314	\$2.645		
2007	\$3.76	1.000	\$1.180	\$2.478	\$1.286	\$1.286	\$1.416	\$2.395	\$2.738		
2008	\$5.72	1.524	\$1.406	\$2.953	\$1.533	\$1.533	\$1.687	\$2.854	\$3.262		
2009	\$9.82	1.000	\$3.094	\$6.497	\$3.372	\$3.372	\$3.713	\$6.281	\$7.178		

Fiscal Year	Administrative Service Charge	Economy of Scale Factor	Wastewater Flow Contribution Rate (per Ccf)									
			User Classification									
			5A	5C	5F	5G	5I	5J	5K	5L	5M	5S
2004	\$2.40	1.000	\$1.142	\$1.935	\$0.970	\$1.313	\$1.018	\$4.205	\$2.237	\$1.200	\$2.285	\$1.181
2005	\$2.61	1.000	\$1.250	\$2.117	\$1.061	\$1.436	\$1.113	\$4.599	\$2.447	\$1.313	\$2.499	\$1.292
2006	\$2.96	1.000	\$1.357	\$2.298	\$1.151	\$1.560	\$1.208	\$4.993	\$2.656	\$1.425	\$2.713	\$1.402
2007	\$3.76	1.000	\$1.404	\$2.379	\$1.192	\$1.614	\$1.251	\$5.168	\$2.749	\$1.475	\$2.808	\$1.451
2008	\$5.72	1.524	\$1.673	\$2.834	\$1.420	\$1.923	\$1.490	\$6.158	\$3.276	\$1.758	\$3.346	\$1.729
2009	\$9.82	1.000	\$3.682	\$2.362	\$3.125	\$1.603	\$3.280	\$5.104	\$7.209	\$3.868	\$7.364	\$3.806

**Note:** The Town did not operate a wastewater utility prior to fiscal year 2004.

**Source:** Town of Sahuarita Ordinances

**TOWN OF SAHUARITA, ARIZONA**  
Principal Employers  
Fiscal Years 2008 and 2006

<u>Employer<sup>1</sup></u>	<u>2008</u>		<u>2006</u>	
	<u>Employees</u>	<u>Percentage of Total Town Employment</u>	<u>Employees</u>	<u>Percentage of Total Town Employment</u>
Sahuarita Unified School District	637	24.69%	465	25.24%
Walmart	453	17.56%	360	19.54%
Farmers Investment Company	233	9.03%	225	12.21%
Fry's	201	7.79%	-	-
Town of Sahuarita	149	5.78%	126	6.84%
Safeway	110	4.26%	120	6.51%
Climax Engineered Materials	64	2.48%	71	3.85%
Bashas	56	2.17%	85	4.61%
Jim Click Ford	40	1.55%	53	2.88%
Walgreens	28	1.09%	-	-
Ashley's Furniture	27	1.05%	-	-
American Home Furnishings	21	0.81%	-	-
<b>Total</b>	<u>2,019</u>	<u>78.26%</u>	<u>1,505</u>	<u>81.68%</u>

<sup>1</sup> Excludes homebuilders not based in the Town

**Note:** Information prior to fiscal year 2006 was not available.

**Source:** Town Manager's Department-Economic Development Function survey of local businesses.

**TOWN OF SAHUARITA, ARIZONA**  
Demographic Statistics  
2000 Census

Population by Age Group

<u>Age Group</u>	<u>Number</u>	<u>Percentage of Total</u>
under 5	232	7.2%
14-May	450	13.9%
15 - 19	224	6.9%
20 - 34	555	17.1%
35 - 54	880	27.1%
55 - 64	401	12.4%
65 - 84	448	13.8%
85 and over	52	1.6%
Total	<u>3,242</u>	<u>100.0%</u>

Population by Ethnic Background

<u>Category</u>	<u>Number</u>	<u>Percentage of Total</u>
White	2,357	72.7%
Hispanic	784	24.2%
Black	19	0.6%
Native American	35	1.1%
Other	47	1.4%
Total	<u>3,242</u>	<u>100.0%</u>

**TOWN OF SAHUARITA, ARIZONA**  
Full-Time Equivalent Town Government Employees

<u>Function/Department</u>	<u>Full-time-Equivalent Employees as of June 30</u>									
	<u>2001</u>	<u>2002</u>	<u>2003</u>	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>	<u>2009</u>	<u>2010</u> <u>Adopted</u>
<b>General Government</b>										
Mayor & Council										
Town Manager										
Administration	1.00	2.00	2.00	2.00	2.00	2.00	4.00	4.00	5.00	5.00
Human Resources				1.00	1.00	1.00	2.00	2.00		
Economic Development						1.00	1.00	1.00	1.00	1.00
Communications						1.00	1.00	1.00	1.00	
Town Clerk	2.00	2.00	2.00	3.00	3.00	4.00	3.00	3.00	3.00	3.00
Finance										
Finance	2.00	2.00	2.00	2.00	3.00	4.00	4.00	4.50	5.00	5.00
Technology						1.00	2.00	3.00	3.00	2.00
Human Resources									2.00	2.00
Planning & Zoning	3.00	3.00	3.00	3.00	4.00	4.00	4.00	5.00	5.00	4.60
Public Works-Facilities								1.00	1.00	1.00
Municipal Court	2.00	3.00	3.00	4.00	5.00	6.00	8.00	9.00	9.00	8.00
Law						1.00	2.00	2.00	3.00	3.00
General Government Total	10.00	12.00	12.00	15.00	18.00	25.00	31.00	35.50	38.00	34.60
<b>Public Safety</b>										
Building Safety	2.00	4.00	6.25	8.50	12.25	18.75	20.00	20.00	15.00	10.75
Public Works-Engineering								5.00	3.88	3.88
Police Dept	10.00	11.50	16.00	20.50	27.00	34.00	42.00	46.00	51.00	54.40
Public Safety Total	12.00	15.50	22.25	29.00	39.25	52.75	62.00	71.00	69.88	69.03
<b>Culture &amp; Recreation</b>										
Parks & Recreation										
Administration		2.25	1.00	1.00	2.00	3.00	4.00	4.00	4.00	2.00
Community Outreach									1.00	1.00
Maintenance			0.50	1.50	4.00	5.63	7.00	6.00	5.00	5.00
Recreation			4.25	4.36	6.22	7.33	8.58	8.58	7.77	8.08
Culture & Recreation Total		2.25	5.75	6.86	12.22	15.96	19.58	18.58	17.77	16.08
<b>Highways &amp; Streets</b>										
Public Works	1.50	5.00	6.00	8.50	11.00	10.00	10.00			
Streets					1.00	2.40	8.00	13.00	13.64	14.47
Highways & Streets Total	1.50	5.00	6.00	8.50	12.00	12.40	18.00	13.00	13.64	14.47
<b>Sewer</b>										
Wastewater Utility					1.00	3.60	6.00	7.00	9.48	8.15
<b>Total</b>	<b>23.50</b>	<b>34.75</b>	<b>46.00</b>	<b>59.36</b>	<b>82.47</b>	<b>109.71</b>	<b>136.58</b>	<b>145.08</b>	<b>148.77</b>	<b>142.33</b>

Source: Town Finance Department

**TOWN OF SAHUARITA, ARIZONA**  
 Operating Indicators  
 Fiscal Years 2003—2008

<u>Function/Program</u>	<u>Fiscal Years</u>					
	<u>2003</u>	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>
Building Safety						
Building permits issued	1,352	1,801	2,162	2,703	1,570	1,505
Police						
Citations	693	1,647	1,954	2,232	2,170	1,671
Other contacts/call-outs	2,213	2,805	4,106	5,860	6,147	7,137
Municipal Court						
Hearings/Court sessions <sup>1</sup>	330	2,671	3,709	3,842	8,303	10,760
Filings	852	2,084	2,958	3,971	3,214	3,457
Public Works						
Street resurfacing ( <i>miles</i> )	n/a	n/a	4.0	7.5	12.3	6.1
Potholes repaired	n/a	163	224	108	98	136
Parks and Recreation						
Athletic field users	6,000	8,640	9,175	12,322	10,227	13,910
Athletic field permits issued	5	15	21	30	21	24
Recreation program participants	4,250	4,452	5,243	5,909	20,281	18,446
Ramada rentals	30	45	60	79	124	112
Special event attendance	n/a	1,400	2,540	4,590	8,105	11,024
Pool attendance	800	1,000	1,260	2,635	5,147	1,856
Recreation center rentals	n/a	8	18	38	77	32
Sahuarita Lake rentals	3	3	5	10	30	27
Wastewater						
Average daily sewage treatment ( <i>thousands of gallons</i> )	121.0	214.0	353.6	408.1	446.2	556.5

<sup>1</sup> Includes bench/jury trials, review, status conferences, arraignments, pretrial conferences, evidentiary, motions hearings, sentencing, and probation. These are scheduled hearings that may or may not have been held, but these cases were individually processed.

**Note:** Information prior to fiscal year 2002-03 was not available.

**Source:** The applicable Town of Sahuarita departments.

**TOWN OF SAHUARITA, ARIZONA**  
 Capital Asset Statistics  
 Fiscal Years 2001 - 2008

<u>Function/Program</u>	<u>Fiscal Year</u>							
	<u>2001</u>	<u>2002</u>	<u>2003</u>	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>
Police								
Stations	1	1	1	1	1	1	1	1
Patrol Units	10	12	17	22	30	37	43	40
Public Works								
Streets and highways ( <i>miles</i> )	n/a	n/a	n/a	n/a	73.3	85.7	95.5	118.7
Streetlights	1	2	3	4	5	5	5	7
Traffic signals					3	5	5	6
Parks and Recreation								
Park acreage	28.0	28.0	28.0	50.0	50.0	50.0	67.0	92.0
Basketball courts	1.0	1.0	1.0	1.5	1.5	1.5	1.5	2.0
Playgrounds	1	1	1	1	1	1	2	2
Skate spots/parks								1
Baseball/softball fields (lighted)	2	2	2	3	3	3	3	3
Baseball/softball fields (unlighted)	1	1	1					
Community centers	1	1	1	1	1	1	1	1
Parks maintenance buildings				1	1	1	1	1
Ramadas	5	5	5	5	5	6	11	11
Restroom facilities	2	2	2	2	2	2	4	4
Sand volleyball court	1	1	1					1
Off-leash dog area							1	1
Vehicles	1	2	2	5	6	7	7	7
Wastewater								
Treatment capacity ( <i>thousands of gallons</i> )		250	250	250	490	490	490	690

**Note:** Information prior to fiscal year 2000-01 was not available.

**Source:** The applicable Town of Sahuarita departments.

## TOWN OF SAHUARITA, ARIZONA Pay Range Table

Salary Range	Minimum	Midpoint	Maximum		Salary Range	Minimum	Midpoint	Maximum
1	\$12,376	\$14,560	\$16,744		49	\$40,488	\$47,633	\$54,778
2	\$12,685	\$14,924	\$17,163		50	\$41,500	\$48,824	\$56,147
3	\$13,003	\$15,297	\$17,592		51	\$42,538	\$50,044	\$57,551
4	\$13,328	\$15,680	\$18,031		52	\$43,601	\$51,295	\$58,990
5	\$13,661	\$16,072	\$18,482		53	\$44,691	\$52,578	\$60,464
6	\$14,002	\$16,473	\$18,944		54	\$45,808	\$53,892	\$61,976
7	\$14,352	\$16,885	\$19,418		55	\$46,954	\$55,240	\$63,525
8	\$14,711	\$17,307	\$19,903		56	\$48,127	\$56,621	\$65,114
9	\$15,079	\$17,740	\$20,401		57	\$49,331	\$58,036	\$66,741
10	\$15,456	\$18,183	\$20,911		58	\$50,564	\$59,487	\$68,410
11	\$15,842	\$18,638	\$21,434		59	\$51,828	\$60,974	\$70,120
12	\$16,238	\$19,104	\$21,970		60	\$53,124	\$62,498	\$71,873
13	\$16,644	\$19,582	\$22,519		61	\$54,452	\$64,061	\$73,670
14	\$17,060	\$20,071	\$23,082		62	\$55,813	\$65,662	\$75,512
15	\$17,487	\$20,573	\$23,659		63	\$57,208	\$67,304	\$77,400
16	\$17,924	\$21,087	\$24,250		64	\$58,639	\$68,987	\$79,335
17	\$18,372	\$21,614	\$24,857		65	\$60,105	\$70,711	\$81,318
18	\$18,832	\$22,155	\$25,478		66	\$61,607	\$72,479	\$83,351
19	\$19,302	\$22,709	\$26,115		67	\$63,147	\$74,291	\$85,435
20	\$19,785	\$23,276	\$26,768		68	\$64,726	\$76,148	\$87,571
21	\$20,280	\$23,858	\$27,437		69	\$66,344	\$78,052	\$89,760
22	\$20,787	\$24,455	\$28,123		70	\$68,003	\$80,003	\$92,004
23	\$21,306	\$25,066	\$28,826		71	\$69,703	\$82,003	\$94,304
24	\$21,839	\$25,693	\$29,547		72	\$71,445	\$84,054	\$96,662
25	\$22,385	\$26,335	\$30,285		73	\$73,232	\$86,155	\$99,078
26	\$22,944	\$26,993	\$31,042		74	\$75,062	\$88,309	\$101,555
27	\$23,518	\$27,668	\$31,819		75	\$76,939	\$90,516	\$104,094
28	\$24,106	\$28,360	\$32,614		76	\$78,862	\$92,779	\$106,696
29	\$24,709	\$29,069	\$33,429		77	\$80,834	\$95,099	\$109,364
30	\$25,326	\$29,796	\$34,265		78	\$82,855	\$97,476	\$112,098
31	\$25,959	\$30,541	\$35,122		79	\$84,926	\$99,913	\$114,900
32	\$26,608	\$31,304	\$36,000		80	\$87,049	\$102,411	\$117,773
33	\$27,274	\$32,087	\$36,900		81	\$89,226	\$104,971	\$120,717
34	\$27,956	\$32,889	\$37,822		82	\$91,456	\$107,596	\$123,735
35	\$28,654	\$33,711	\$38,768		83	\$93,743	\$110,285	\$126,828
36	\$29,371	\$34,554	\$39,737		84	\$96,086	\$113,043	\$129,999
37	\$30,105	\$35,418	\$40,730		85	\$98,488	\$115,869	\$133,249
38	\$30,858	\$36,303	\$41,749		86	\$100,951	\$118,765	\$136,580
39	\$31,629	\$37,211	\$42,792		87	\$103,474	\$121,735	\$139,995
40	\$32,420	\$38,141	\$43,862		88	\$106,061	\$124,778	\$143,495
41	\$33,230	\$39,095	\$44,959		89	\$108,713	\$127,897	\$147,082
42	\$34,061	\$40,072	\$46,083		90	\$111,431	\$131,095	\$150,759
43	\$34,913	\$41,074	\$47,235		91	\$114,216	\$134,372	\$154,528
44	\$35,785	\$42,101	\$48,416		92	\$117,072	\$137,731	\$158,391
45	\$36,680	\$43,153	\$49,626		93	\$119,999	\$141,175	\$162,351
46	\$37,597	\$44,232	\$50,867		94	\$122,998	\$144,704	\$166,410
47	\$38,537	\$45,338	\$52,138		95	\$126,073	\$148,322	\$170,570
48	\$39,500	\$46,471	\$53,442		96	\$129,225	\$152,030	\$174,834

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# Town of Sahuarita

## TOWN OF SAHUARITA Cost Allocation Plan FY 2010

ALLOCATION BASIS FIGURES															
FUND/DEPT/PROGRAM	Allocation Basis	FTE #	Budget	# of G/L Transactions	Square Feet	6/30/2008 Assets (less vehicles)	TOWN MANAGER					FINANCE			
							Admn	HR	ED	Comm	M&C	Clerk	Finance	Tech	RM
<b>GENERAL FUND</b>															
Mayor and Council	FTE / Budget	-	173,510	100	5,352		3,933	1,522	778	68	285	2,239	3,983	1,592	345
<b>Town Manager</b>															
Administration	FTE / Budget	5.00	538,541	312	1,455		12,207	4,725	2,416	212	885	6,949	12,364	4,941	1,072
Economic Development	N/A	1.00	102,749	59	-										
Communications	N/A	-	41,500	24	-										
TOWN MANAGER TOTAL		6.00	682,790	395	1,455	-									
Town Clerk	FTE / Budget	3.00	249,600	145	1,171		5,658	2,190	1,120	98	410	3,221	5,730	2,290	497
<b>Finance</b>															
Finance	Transactions	5.00	569,238	330	1,440		17,823	6,107	3,400	1,373	5,742	8,260	18,839	7,507	6,950
Technology	FTE	2.00	226,832	131	-		7,969	3,187	1,594	-	-	4,781	7,969	3,187	-
Risk Management	Budget / Assets	-	210,000	122	-		1,072	367	204	83	345	497	1,133	451	418
FINANCE TOTAL		7.00	1,006,070	582	1,440	-									
Human Resources	FTE	2.00	184,530	107	407		6,482	2,593	1,296	-	-	3,889	6,482	2,593	-
Planning & Zoning	N/A	4.60	374,050	217	1,357										
Building Safety	N/A	10.75	875,420	507	2,092										
Parks and Recreation	N/A	16.08	1,391,540	806	611										
<b>Public Works</b>															
Administration/Engineering	N/A	3.88	437,990	254	1,057										
Facilities (less utilities)	Square Feet	1.00	254,460	147	-		5,273	1,477	-	-	19,396	4,244	5,219	-	-
Facilities-Utilities	Direct	-	200,700	116	-										
PUBLIC WORKS TOTAL		4.88	893,150	517	1,057	-									
Police	N/A	54.40	5,844,220	3,384	22,436										
Municipal Court	N/A	8.00	490,000	284	9,127										
Non-Departmental	N/A	-	558,850	324	16,752	94,703,395									
<b>Law</b>															
Outside legal services	N/A	-	157,400	91	-										
In-house legal services	FTE / Budget	3.00	337,050	195	1,355		7,640	2,957	1,512	133	554	4,349	7,738	3,092	671
LEGAL TOTAL		3.00	494,450	286	1,355	-									
<b>GENERAL FUND Total</b>		<b>119.71</b>	<b>13,218,180</b>	<b>7,653</b>	<b>64,613</b>	<b>94,703,395</b>									
<b>HURF</b>															
Operations		8.59	1,416,700	820	1,795										
Capital Outlay		-	-	-	-										
HURF Total	N/A	8.59	1,416,700	820	1,795	-									
<b>RICO</b>															
Operations		-	105,000	61	-	-									
Capital Outlay		-	-	-	-										
RICO Total	N/A	-	105,000	61	-	-									
<b>CIIF</b>															
Capital Outlay		5.88	29,098,290	463	1,602										
CIIF Total	N/A	5.88	29,098,290	463	1,602	-									
<b>QUAIL CREEK CFD</b>															
Operations (less ICA)		-	31,520	18	-										
Capital Outlay		-	-	-	-										
QUAIL CREEK CFD Total	N/A	-	31,520	18	-	-									
<b>WASTEWATER</b>															
Operations (less ICA)		6.65	1,423,860	824	1,797										
Capital Outlay (less ICA)		1.50	7,479,450	119	409	18,175,599									
WASTEWATER Total	N/A	8.15	8,903,310	943	2,206	18,175,599									
<b>SUBTOTAL</b>		<b>142.33</b>	<b>\$52,773,000</b>	<b>9,958</b>	<b>70,216</b>	<b>112,878,994</b>	<b>64,123</b>	<b>23,604</b>	<b>11,543</b>	<b>1,898</b>	<b>27,333</b>	<b>36,190</b>	<b>65,473</b>	<b>24,062</b>	<b>9,606</b>
<b>INDIRECT COST ALLOCATION (ICA)</b>															
QUAIL CREEK CFD			1,500												
WASTEWATER			-												
TOTAL INDIRECT COST ALLOCATION			1,500												
<b>DEBT SERVICE</b>															
CIIF			1,606,500												
QUAIL CREEK CFD			997,330												
WASTEWATER			2,108,050												
TOTAL DEBT SERVICE			4,711,880												
<b>OTHER ITEMS</b>															
WASTEWATER-SETTLEMENT			1,000,000												
<b>ENDING FUND BALANCES</b>															
GENERAL FUND			11,066,770												
HURF			-												
RICO			197,170												
CIIF			5,819,660												
QUAIL CREEK CFD			335,000												
WASTEWATER			843,300												
TOTAL CONTINGENCY RESERVES			18,261,900												
<b>TOTAL BUDGET</b>			<b>\$76,748,280</b>												

# Town of Sahuarita

## TOWN OF SAHUARITA Cost Allocation Plan FY 2010

FUND/DEPT/PROGRAM	P&Z	BSD	P&R	PUBLIC WORKS			Police	Court	Non-Dept	Legal	HURF	RICO	CIIF	QC CFD	WW	Totals
				Admin	Facilities	Utilities										
<b>GENERAL FUND</b>																
Mayor and Council	3,419	7,992	12,089	3,085	1,028	330	42,766	5,682	919	2,641	7,565	173	51,420	52	19,604	<b>173,510</b>
<b>Town Manager</b>																
Administration	10,611	24,804	37,522	9,575	3,190	1,024	132,738	17,635	2,851	8,199	23,480	536	159,596	161	60,847	<b>538,541</b>
Economic Development																
Communications																
TOWN MANAGER TOTAL																
Town Clerk	4,918	11,496	17,390	4,438	1,479	475	61,521	8,173	1,322	3,800	10,882	248	73,969	75	28,201	<b>249,600</b>
<b>Finance</b>																
Finance	12,379	28,971	46,052	14,495	8,421	6,642	193,411	16,216	18,495	16,364	46,885	3,475	26,464	1,043	53,924	<b>569,238</b>
Technology	7,331	17,132	25,627	6,184	1,594	-	86,698	12,750	-	4,781	13,690	-	9,371	-	12,989	<b>226,832</b>
Risk Management	744	1,742	2,769	871	506	399	11,628	975	89,205	984	2,819	209	57,896	63	34,621	<b>210,000</b>
FINANCE TOTAL																
Human Resources	5,964	13,937	20,848	5,030	1,296	-	70,529	10,372	-	3,889	11,137	-	7,623	-	10,566	<b>184,530</b>
<b>Planning &amp; Zoning</b>																
<b>Building Safety</b>																
<b>Parks and Recreation</b>																
<b>Public Works</b>																
Administration/Engineering																
Facilities (less utilities)	4,918	7,581	2,215	3,831	-	-	81,308	33,076	60,709	4,910	6,506	-	5,805	-	7,994	<b>254,460</b>
Facilities-Utilities																
PUBLIC WORKS TOTAL																
<b>Police</b>																
<b>Municipal Court</b>																
<b>Non-Departmental</b>																
<b>Law</b>																
Outside legal services																
In-house legal services	6,641	15,524	23,483	5,993	1,997	641	83,075	11,037	1,785	5,131	14,695	335	99,884	101	38,082	<b>337,050</b>
LEGAL TOTAL																
<b>GENERAL FUND Total</b>																
<b>HURF</b>																
<b>Operations</b>																
<b>Capital Outlay</b>																
<b>HURF Total</b>																
<b>RICO</b>																
<b>Operations</b>																
<b>Capital Outlay</b>																
<b>RICO Total</b>																
<b>CIIF</b>																
<b>Capital Outlay</b>																
<b>CIIF Total</b>																
<b>QUAIL CREEK CFD</b>																
<b>Operations (less ICA)</b>																
<b>Capital Outlay</b>																
<b>QUAIL CREEK CFD Total</b>																
<b>WASTEWATER</b>																
<b>Operations (less ICA)</b>																
<b>Capital Outlay (less ICA)</b>																
<b>WASTEWATER Total</b>																
<b>SUBTOTAL</b>	<b>53,506</b>	<b>121,189</b>	<b>175,905</b>	<b>50,417</b>	<b>18,483</b>	<b>9,181</b>	<b>720,906</b>	<b>110,235</b>	<b>174,366</b>	<b>48,058</b>	<b>130,094</b>	<b>4,803</b>	<b>440,609</b>	<b>1,442</b>	<b>247,224</b>	<b>2,570,251</b>

**TOWN OF SAHUARITA, ARIZONA**  
Miscellaneous Information

Date of Incorporation    September 15, 1994  
 Form of Government        7 member Council/Manager  
 Directly Elected Mayor    No  
 General Election            May

Area                            31 square miles  
 Elevation                    2,844 ft.  
 County                        Pima  
 Legislative District        30  
 Congressional District     8  
 Municipal Utilities        Wastewater

**CONTACT INFORMATION:**

Town Hall:  
 Town Manager's Office        (520) 822-8800  
 Town Clerk's Office            (520) 822-8801  
 Human Resource Department   (520) 822-8813  
 Department of Law            (520) 822-8830  
 Finance Department            (520) 822-8844  
 Planning & Zoning Department (520) 822-8852  
 Building Safety Department    (520) 822-8866

**Population:**

2000 Census                    3,242  
 2001 Town Estimate        4,615  
 2002 Town Estimate        5,455  
 2003 Town Estimate        7,425  
 2004 Town Estimate        10,153  
 2005 ADES Estimate        13,990  
 2006 Town Estimate        18,199  
 2007 Town Estimate        20,393  
 2008 Town Estimate        22,650  
 2009 Town Projection      24,730  
 2010 Town Projection      25,975  
 2011 Town Projection      27,197  
 2012 Town Projection      28,418

Public Works:  
 Administration/Wastewater    (520) 399-3339  
 Streets                        (520) 829-7735

Parks & Recreation  
 Administration                (520) 625-2731  
 Maintenance                 (520) 648-5935

Municipal Court              (520) 344-7150

Police Department            (520) 344-7000

Website Address              [www.ci.sahuarita.az.us](http://www.ci.sahuarita.az.us)

## GLOSSARY

**Accrual Basis** - A basis of accounting in which transactions are recognized at the time they are incurred, as opposed to when cash is received or spent.

**Adopted** - As used in fund, summaries, department and program summaries within the budget, represents the budget as approved by the Town Council.

**Allocation** - A part of a lump sum appropriation, which is designated for expenditure by specific organization units and/or for special purposes, activities, or objects.

**Appropriation** - A legal authorization granted by Town Council to make expenditures and to incur obligations for specific purposes. An appropriation is usually limited in amount and duration when it may be expended.

**Assessed Valuation** - A value that is established by the County Assessor for real and personal property to use as a basis for levying property taxes.

**Asset** - Resources owned or held by a government, which have monetary value.

**Available (Undesignated) Fund Balance** - Refers to the funds remaining from the prior year, which are available for appropriation and expenditure in the current year.

**Bonds** - A written instrument to pay a sum of money at a specified interest rate, on a specific date or dates in the future, called maturity dates. The interest payments and the repayment of the principal are detailed in a bond resolution or ordinance. Two common types of bonds are general obligation and revenue bonds, which are most commonly used for construction of large capital projects such as buildings, streets, and sewers. The difference between a note and a bond is that a bond is used for a longer period of time and requires more formality.

**Bond Refinancing** - The payoff and re-issuance of bonds, to obtain better interest rates and/or bond conditions.

**Budget** - A plan of financial operation representing an estimate of proposed expenditures and the proposed means of financing them for a given period. This official public document reflects decisions, measures service needs, establishes the allocation of resources and is the pecuniary plan for achieving goals and objectives.

**Budget Calendar** - The schedule of key dates or events, which the Town follows in the preparation, adoption, and administration of the budget.

**Budget Message** - The opening section of the budget, which provides the Town Council and the public with a general summary of the most important budget issues, changes from recent fiscal

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years, and recommendations regarding the financial policy for the coming fiscal year.

**Budgetary Adjustment** - A procedure to revise a budget appropriation either by Town Council approval, through the adoption of a supplemental appropriation ordinance for any interdepartmental or interfund adjustments, or by the Town Manager authorization to adjust appropriations within a departmental budget.

**Budgetary Basis** - This refers to the form of accounting utilized throughout the budget process. These generally take one of three forms: GAAP, Cash, Modified Accrual, or some type of statutory form.

**Budgetary Control** - The control or management of a governmental unit or enterprise in accordance with an approved budget for the purpose of keeping expenditures within the limitations of authorized appropriations and available revenues.

**Capital Asset** - Tangible assets costing \$5,000 or more with a useful life of at least one year.

**Capital Budget** - The appropriation of bonds or operating revenue for improvements to facilities and other infrastructure.

**Capital Improvements** - Expenditures related to the acquisition, expansion, or rehabilitation of an element of the government's physical plant; sometimes referred to as infrastructure.

**Capital Improvements Plan (CIP)** - The CIP is a comprehensive plan of capital investment projects which identifies priorities as to need, method of financing, cost, and revenues that will result during a five year period. The program is a guide for identifying current and future fiscal year requirements and becomes the basis for determining the annual capital budget.

**Capital Outlay** - Expenditures resulting in the acquisition or addition to the government's capital assets.

**Cash Basis** - A basis of accounting in which transactions are recognized only when cash is increased or decreased.

**Contingency** - A budgetary reserve set aside for emergencies or unforeseen expenditures not otherwise budgeted.

**Contractual Services** - Professional, technical, or maintenance expertise typically purchased from external sources.

**Cost Center** - An organizational budget/operating unit within each Town department or program.

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**COLA** - Cost Of Living Adjustment

**Debt** - An obligation resulting from borrowing money or from the purchase of goods and services. Types of governmental debt include bonds, loans, time warrants, and notes.

**Debt Service** - The amount of interest and principal the Town must pay each year on net direct long-term debt plus the interest it must pay on direct short-term debt.

**Deficit** - The excess of an entity's liabilities over its assets or the excess of expenditures over revenues during a single accounting period.

**Department** - A major administrative division of the Town, which indicates overall management responsibility for an operation or a group of related operations within a functional area.

**Depreciation** - Consumption of the service life of fixed assets, due to normal wear, deterioration, environmental elements, passage of time, and obsolescence. The portion of the cost of a capital asset charged as an expense during a specified period based on service life of the asset and ultimately expending the entire cost of the asset.

**Distinguished Budget Presentation Awards Program** - A voluntary awards program administered by the Government Finance Officer Association to encourage governments to prepare budget documents of the highest quality.

**Encumbrance** - The legal commitment of appropriated funds to purchase an item or service. To encumber funds means to set aside or commit funds for a future expenditure.

**Estimated Revenue** - The amount of projected revenue to be collected during the fiscal year.

**Expenditure/Expense** - Decreases in net financial resources in accordance with budgeted appropriations. Expenditures include operating expenses such as the acquisition of assets or goods and services.

**Expenditure Limitation** - An amendment to the Arizona State Constitution, which limits annual expenditures of all municipalities. The limit is set by the Economic Estimates Commission based on population growth and inflation. All municipalities have the option of Home Rule where the voters approved a four-year expenditure limit based on revenues received.

**Fiscal Year** - Time period designated by the Town signifying the beginning and ending period for recording financial transactions. The Town has a fiscal year beginning July 1 and ending June 30.

**Franchise Fee** - A fee paid by public service business (i.e., utility) for the special privilege to

## GLOSSARY

use Town streets, alleys, and property in providing their services to the citizens of the community.

**Full Time Equivalent (FTE)** - A part-time position converted to the decimal equivalent of a full-time position based on, 2088 hours per year, or a full value of one for a full-time position.

**Function** -Activity, which is performed by one or more organizational units for the purposes of accomplishing a goal.

**Fund** - An accounting entity having a set of self-balancing accounts and records all financial transactions for specific activities or government functions in attaining certain objectives governed by special regulations, restrictions, or limitation.

**Fund Balance** - Fund Balance is the excess of resources over expenditures. The beginning fund balance represents the unused accumulation of resources from prior years (i.e., the previous year's ending fund balance).

**General Obligations Bonds** - Bonds that finance a variety of public projects and require voter approval. These bonds are backed by full faith and credit of the Town. Limitations for bonding capacity are set by State Statute.

**Generally Accepted Accounting Principals (GAAP)** -Uniform minimum standards for financial accounting and recording, encompassing the conventions, rules, and procedures that define accepted accounting principles.

**Goal** - A long-term, attainable target for an organization - its vision of the future.

**Grant** - Contributions or gifts of cash or other assets from another government to be used for a specified purpose, activity, or facility.

**Improvement Districts** - Improvement Districts are formed consisting of property owners desiring improvements, primarily street reconstruction, to their property. Bonds are issued to finance these improvements, which are repaid by assessments on affected property owners.

**Indirect Cost** - A cost necessary for the functioning of the organization as a whole, but which cannot be directly assigned, such as administrative support, facility maintenance, or custodial services.

**Interfund Transfer** - The movement of monies between funds of the same governmental entity.

**Intergovernmental Revenue** - Revenues from other governments in the form of grant, entitlements, shared revenues, or payments in lieu of taxes.

## GLOSSARY

**Levy** - To impose taxes for the support of government activities.

**Long Term Debt** - Debt with a maturity of more than one year after the date of issuance.

**Modified Accrual Basis** - Under the modified accrual basis of accounting, recommended for use by governmental funds, revenues are recognized in the period in which they become available and measurable, and expenditures are recognized at the time a liability is incurred pursuant to appropriation authority.

**Objective** - A specific measurable and observable result of an organization's activity, which advances the organization toward its goal.

**Operating Expenses** - The cost of personnel, contractual services, supplies, and other costs required for a department to function.

**Operating Revenue** - Funds that the government receives as income to pay for ongoing operations, including such items as taxes, user fees, interest earnings, and grant revenues. Operating revenues are used to pay for day-to-day services.

**Operating Supplies** - Costs of goods consumed by the Town in the course of its daily operations.

**Operating Transfers** - Legally authorized transfers from a fund receiving revenue to the fund through which the resources are to be expended.

**Contractual Services** - Services rendered to the Town in the form on contractual, professional, maintenance, and vehicle maintenance services. This also includes expenses for rentals, dues and memberships that may be charged by employees.

**Pay-As-You-Go Financing** - A term used to describe a financial policy by which the capital program is financed from current revenues rather than through borrowing.

**Performance Indicators** - Measurable means of evaluating the effectiveness of a cost center in accomplishing its defined objectives.

**Personnel Services** - Cost related to compensating employees, included wages, insurance, payroll taxes, retirement contributions, allowances for clothing, and automobiles, training, conferences, and travel to meetings.

**Policy** - A plan, course of action, or guiding principle designed to set parameters for de-

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cisions and actions.

**Program** - A group of homogenous cost centers within a department; a departmental division.

**Program Goal** - The underlying reason(s) for a department/division to exist and/or the service provided.

**Property Tax Levy** - The total amount to be raised by general property taxes for purposes specified in the Tax Levy Ordinance. In Arizona, the property tax system is divided into a primary and secondary rate.

**Reserve** - An account used to indicate that a portion of a fund's assets are legally restricted for a specific purpose and is, therefore, not available for general appropriation.

**Reserve/Contingency** - A budgetary reserve set aside for emergencies or unforeseen expenditures not otherwise budgeted for.

**Resolution** - A special or temporary order of a legislative body requiring less formality than an ordinance or statute.

**Resources** - Total amounts available for appropriation including estimated revenues, fund transfers, and beginning balances.

**Revenue** - Receipts from taxes, intergovernmental sources, and user fees or resources from voter-authorized bonds, system development fees, and grants.

**Risk Management** - An organized attempt to protect a government's assets against accidental loss in the most economical method.

**Secondary Property Taxes** - An unlimited tax levy restricted to general bonded debt obligations and for voter approved budget overrides.

**Source of Revenue** - Revenues are classified according to their source or point of origin.

**Tax Levy** - The resultant product when the tax rate per one hundred dollars is multiplied by the tax base.

**Taxes** - Compulsory charges levied by a government for the purpose of financing services performed for the common benefit of the people. This term does not include spe-

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cific charges made against particular persons or property for current or permanent benefit, such as special assessments.

**Transfers In/Out** - Amounts transferred from one fund to another to assist in financing the services for the recipient fund.

**Unreserved Fund Balance** - Undesignated monies available for appropriations.

**User Charges** - The payment of a fee for direct receipt of a public service to the party who benefits from the service.

## ACRONYMS

ADOR	Arizona Department of Revenue
ADOT	Arizona Department of Transportation
ASRS	Arizona State Retirement System
CAFR	Comprehensive Annual Financial Report
CFD	Community Facilities District
CIIF	Capital Infrastructure Improvement Fund
CIP	Capital Improvement Plan
COLA	Cost of Living Adjustment
CST	Construction Sales Tax
EDC	Economic Development Commission
FIAC	Finance and Investment Advisory Committee
FTE	Full Time Equivalent
GAAP	Generally Accepted Accounting Principles
GADA	Greater Arizona Development Authority
GASB	Government Accounting Standards Board
GFOA	Government Finance Officers Association
GO	General Obligation Bonds
HURF	Highway User Revenue Fund
JCEF	Judicial Court Education Fund
LGIP	Local Government Investment Pool
LTAF	Local Transportation Assistance Fund
PAG	Pima Association of Governments
PSPRS	Public Safety Personnel Retirement System
QC CFD	Quail Creek Community Facilities District
RICO	Racketeer Influenced & Corrupt Organizations
TAC	Technical Advisory Committee
TPT	Transaction Privilege Tax (Sales Tax)
UERS	Uniform Expenditure Reporting System
VLТ	Vehicle License Tax
WIFA	Water Infrastructure Financing Authority of Arizona
WWTP	Wastewater Treatment Plant

