

TOWN OF SAHUARITA, ARIZONA



**ANNUAL ADOPTED BUDGET
FISCAL YEAR 2008~2009**



TOWN OF SAHUARITA ARIZONA

ADOPTED BUDGET

For the

2008 ~ 2009

Fiscal Year

Finance Department
375 W. Sahuarita Center Way
Sahuarita, Arizona 85629
www.ci.sahuarita.az.us
520-822-8844

TABLE OF CONTENTS

INTRODUCTORY SECTION

Budget Award	1
Budget Message.....	3
Sahuarita Profile.....	9
Organization.....	11
Meet the Sahuarita Mayor and Council.....	13
Department Staffing Levels	17
Fund Structure	19
Budget Summary.....	21
Summary Schedules.....	33
Major Revenue Sources	39
Long-Term Debt	51
Financial and Budgetary Policies	57
Budgetary Process.....	65
Budget Calendar.....	67
Legal Requirements	69
Official Budget Forms.....	71

FUND AND DEPARTMENTAL BUDGETS

General Fund

General Fund Sources and Uses	87
Mayor and Town Council	91
Town Manager	95
Department of Law	103
Town Clerk	109
Finance	113
Human Resources	119
Planning and Zoning.....	123
Building Safety	127
Parks and Recreation	131
Public Works	139
Police	143
Municipal Court	147
Non-Departmental.....	151

Special Revenue Funds

Highway User Revenue Fund (HURF).....	157
Streets Department	161
Racketeering Influenced and Corrupt (RICO) Sources and Uses	165
RICO Operations.....	167
Capital Infrastructure Improvement Fund (CIIF) Sources and Uses	169
Quail Creek Community Facilities District (QC CFD) Fund Sources and Uses.....	171

TABLE OF CONTENTS
(continued)

FUND AND DEPARTMENTAL BUDGETS (cont)

Enterprise Fund

Wastewater Enterprise Fund Sources and Uses..... 175
Wastewater Utility Department 177

CAPITAL IMPROVEMENT PLAN (CIP)

Summary 183
Funding Source Summary Schedule 189
Department Summary Schedule..... 190
Projects by Funding Source Schedule..... 191
Projects by Department Schedule 193
Project Detail Sheets..... 195

GENERAL PLAN

Goals, Objectives, and Policies 225
Implementation Actions 253

SUPPLEMENTARY INFORMATION

Revenue Capacity

Assessed Value and Estimated Actual Value of Taxable Property 264
Direct and Overlapping Property Tax Rates..... 265
Transaction Privilege Tax Rates 266
Direct and Overlapping Sales Tax Rates..... 267
Sales Tax Collections by Industry Group..... 268
Principal Sales Tax Remitters 269
Ratios of Outstanding Debt by Type 270
Monthly Sewer User Rates 271

Demographic and Economic Information

Principal Employers..... 272
Demographic Statistics – 2000 Census 273

Operating Information

Full-Time Equivalent Town Government Employees..... 274
Operating Indicators 275
Capital Asset Statistics 276

Other

Pay Range Table 277
Cost Allocation Plan 278
Miscellaneous Information 280
Glossary 281
Acronyms 286



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**Town of Sahuarita
Arizona**

For the Fiscal Year Beginning

July 1, 2007

Oliver S. Cox

President

Jeffrey R. Enos

Executive Director

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, 2007.

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

BUDGET LETTER FISCAL YEAR 2008-09

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 2008-09. The budget is more than just a financial document and columns of numbers. Within this budget, you will find the priorities and policies of the Town for the upcoming year. It is the product of months of staff preparations, analysis, Council deliberations, and public input. In short, the budget is one of the most critical documents available to the public to learn about Sahuarita. I invite you to read this document and examine the impact it will have throughout the upcoming fiscal year.

This year's newspaper headlines tell a story of economic challenges facing the United States. Our country's leaders have debated solutions for these issues in Congress and on Wall Street. Like businesses and households across the country, the Sahuarita Town Council confronted the challenge of balancing the budget in an era of escalating costs. You will find that Sahuarita is a microcosm of the financial and political news in the headlines, feeling the affects of issues such as soaring gas prices, increases in medical and retirement costs and a slowdown in home sales and growth. In addition, Sahuarita also felt the impacts of the Arizona State Legislature's actions to balance an approximately \$800 million shortfall in the State budget.

Sahuarita has been able to weather the financial storm due to prudent fiscal policies. While you will read in this letter about the challenges the Town has confronted, you will also read about the proactive ways my staff and I work to keep the Town's financial outlook healthy and to adhere to best budgeting and financial practices. This year's budget includes several new efforts to provide for the Town's long-term sustainability.

Ultimately, the Town's sound budgeting practices will ensure that future generations of Town leaders will have the financial resources to continue to provide a high quality of service for Sahuaritans. Maintaining Sahuarita's level of services to residents and its amenities is the most high-profile gauge of the Town's financial health. This year, I am proud that the Town budget continues to reflect Council and staff's commitment to maintaining services and improvements, despite the economic challenges. Examples discussed in this letter include the opening of new parks and the Town Municipal Complex, and services ranging from public safety to neighborhood outreach. We must be committed to serving citizens today, while keeping an eye toward the future so that the Town may serve future generations.

IMPACTS OF ECONOMIC CHALLENGES

Fuel Costs & Inflation: Households, businesses and organizations across the country felt the impacts of record-high gas prices this year. The Town of Sahuarita was no different, finding that the same dollar bought less and less as prices increased. In particular, soaring gas prices had big impacts on Sahuarita departments heavily dependent on automobiles, such as the Police and Public Works Departments. In addition, the prices for petroleum-based products, such as asphalt, affected the Town's Capital Improvement Program.

Increased Medical & Retirement Costs: The Town also faced rising costs for employee medical benefits this year. In order to provide the same medical benefits package to employees, the Town would have had a 9% increase in costs. As a result, there was a slight reduction in employee benefits

(Town Manager Letter continued)

this year, as the Town selected a plan where the cost increase was not as significant. However, the overall increase for medical and dental benefits was still 5.3%.

While there was a slight decline in the employee and employer rates for the Arizona State Retirement System, any savings the Town would have experienced was offset by significantly higher employer contribution rates to the Public Safety and Elected Officials Retirement Plans, which rates are controlled by the State and not locally elected officials. The employer contribution rates increased from 5.93% to 10.98% in the Public Safety Personnel Retirement Plan (PSPRS) and from 10.67% to 18.46 % in the Elected Officials Retirement Plan (EORP). As a result, Town funding for retirement costs increased 19.6% overall this fiscal year.

Slowdown in Housing Market: Perhaps one of the biggest news stories of the past year is the slowdown in the housing market. Like other towns across the country, Sahuarita's growth has also slowed, but it has not stopped completely. During the peak of the housing market in the past several years, Sahuarita grew on average over 30% per year. The past two years, however, Sahuarita growth was just over 10%. This is still a healthy, even exceptional, growth rate but is a significant drop from previous years.

In February 2008, at the recommendation of staff, the previous fiscal year's budget (FY 2007-08) was amended by eliminating five positions in the Building Safety Department. The budget amendment was not done in response to a fiscal crisis, but rather, it was in response to a reduction of workload because of the decline in the number of permits for new houses being built. Simply put, the Town could not justify maintaining the same number of Building Safety employees during a 10% growth year as it had in the years of 30% growth. This budget (FY 2008-09) reflects the reduction in employees for the whole year, which accommodates reductions from development revenues that you will find later in this budget.

State Budget Shortfall: Previous year's budget letters discussed potential attacks on state shared revenue from the State Legislature. However, this year the threats to state shared revenue were stronger than ever as the State debated solutions to address an approximately \$800 million budget shortfall. Another challenge this year was the length of time that the State Legislature took to adopt the State budget, which caused uncertainty over the revenue projections used by local governments, including Sahuarita. The delay in receiving these projections was a challenge in preparing this budget.

Ultimately, the State Legislature adopted a budget within hours of the close of the fiscal year and local governments' fears were realized with Chapter 285 of the budget, requiring counties, cities and towns to contribute a total of \$29.7 million in the state's General Fund. Sahuarita's portion of the contribution is \$48,372. Although the League of Arizona Cities and Towns is taking action to question the legality of the contribution, this move demonstrates the reality of the threats from the State Legislature and provides uncertainty over future damaging actions.

COMMITMENT TO PRUDENT BUDGETING & FINANCIAL PRACTICES

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.

This year's budget includes a one-time transfer of funds from Capital Infrastructure Improvement Fund (CIIF) to the General Fund. This transfer is in accordance with a new staff-recommended policy adopted by the Town Council last fiscal year to pay for capital outlay costs recorded in the General Fund. The purpose for the one-time transfer is to reimburse the General Fund for capital costs incurred before the policy was enacted. The amount of the transfer is \$2.88 million. A similar transfer was also made from the CIIF to the HURF fund, which has the effect of reducing the General Fund subsidy of the HURF fund operations.

(Town Manager Letter continued)

Capitalized Payroll: A new tracking mechanism implemented this year now allows payroll expenses associated with capital expenses to be recorded. As a result, the budget reflects the capitalization of \$625,000 in payroll expenses associated with the capital improvement program. The two main program areas affected by the capitalization are in the Streets Department and the Wastewater Utility. As there are more funding sources available to pay for capital costs such as debt, this helps to shift the burden off of operating revenues which historically have paid for all of the payroll costs.

Use of Long Term Debt: In the past, the Town has primarily used a pay-as-you-go approach to finance capital improvements. However, this year's budget anticipates the use of long term debt, which is a fiscally responsible and viable option. Long term debt allows the Town to address more capital needs than it would through pay-as-you-go financing. Furthermore, the Town is able to avoid the impacts of future inflationary costs by building more projects earlier in the capital improvement plan than it could do otherwise without debt financing. Long term debt also allows future generations to pay for portions of improvements that they will use. In addition, with interest rates at historical lows, this year is an especially good time to take advantage of long term debt.

In particular, the Town has chosen to take advantage of access to inexpensive debt through State agencies that help to subsidize debt costs for jurisdictions of the State, including cities, town and counties. The two agencies that the Town expects to work with are the Greater Arizona Development Authority (GADA) and Water Infrastructure Finance Authority (WIFA). The budget anticipates using a \$12.3 million GADA loan for park facilities, roads and other general improvements and a \$25.4 million WIFA loan for the Wastewater expansion. This amount of debt falls well within the Town's debt capacity and complies with the newly approved and stringent debt limitation policies.

Ensuring Future Revenues: In addition to following responsible budgeting practices, the Town must also proactively seek ways to generate future revenues. Two key areas identified in this year's budget, which will help address future revenue generation are as follows:

Economic Development: Because the Town does not levy a primary property tax, there is a strong emphasis on commercial development for increasing ongoing revenues to the Town in the form of increased sales tax collections.

The Town has funded an Economic Development Manager position for the past two years and continues to do so this year to help attract businesses to the Town, as well as to develop a long-term strategic plan for the Town's economic growth. This position has been successful in developing relationships with businesses seeking to open in Sahuarita. The Economic Development Manager serves an important role by communicating with local and national businesses about the opportunities in Sahuarita and the available land and commercial space, and is the Town's advocate for bringing in well paying jobs.

Annexation: As mentioned above, the Town does not levy a primary property tax and instead, ongoing revenues are captured in the form of sales taxes. While it may seem like there's a large amount of vacant land in Sahuarita, there is however, not a great deal of vacant land available for future retail and commercial projects. To prepare for this, the Town has been pursuing annexation to make more vacant land available within Town's boundaries for well-planned development.

Annexing vacant land that could eventually become commercially zoned and eventually a commercial enterprise would increase sales tax collections. Annexation would also allow the Town to control future growth patterns in the area. The Town would work with the developers of any future projects to ensure that the necessary improvements are paid for in a fair and equitable manner. This year's budget includes \$300,000 to fund the Town's annexation efforts.

(Town Manager Letter continued)

MAINTAINING SAHUARITA'S QUALITY OF FACILITIES AND SERVICE

Capital Improvements: Capital improvements are long-term investments into the community, which also require a long-term commitment to maintain. You cannot address quality of life issues, however, without capital improvements. In fact, this is one of the major criteria used in determining which projects to include within the *Capital Improvement Plan*. This year's capital outlay budget is 48.4% of the entire budget, which demonstrates Sahuarita's commitment to this important area. Some of the larger capital projects funded in this year's budget are the improvements to Sahuarita Road and the Water Reclamation Plant Expansion and Building.

New Parks: With Sahuarita's explosion in growth over the past decade, the demand for parks has skyrocketed. The vision and funding in previous year's capital improvement programs have come to fruition in the form of several new parks for the Town. There are two completely new parks that will open during this fiscal year, as well as new sports fields at an existing park. The new parks, Quail Creek Park, set to open in fall 2008, and North Park, which will open in spring 2009, will add nearly 20 acres of park space. The expansion of sports fields at Anamax Park, which opened in summer 2008, adds 10 acres. While the park and field openings will mark the end of the capital costs for construction, it will result in increased operational expenses for the maintenance of the new parks and fields. This year's parks budget reflects the increase in operational expenses.

Municipal Complex: The newly constructed Municipal Complex opened in January 2008 and has fulfilled it's the Council's vision as a gathering place for the entire community, open to the public for various types of events. Already, it has played host to a Battle of the Bands event for teens and serves as home to weekly Farmers and Artisans Markets in the courtyard. The Municipal Complex contributes to the small-town feel that Sahuarita offers and makes a valuable contribution to the quality of life of the community. This fiscal year's budget funds the anticipated costs associated with running and maintaining such a facility for the entire year. The increase over last year's budget is approximately \$250,000.

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 services that have a meaningful impact on the quality of life, such as public safety and recreation. This year's budget adds five police officer positions to keep pace with the growth. In the Parks & Recreation Department, a new function has been added for Community Outreach with the goal of working closely with neighborhood groups and coordinating special events to further enhance quality of life in Sahuarita.

ACKNOWLEDGEMENTS

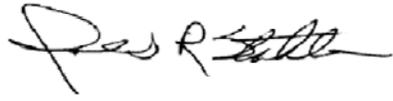
I hope this letter gives residents and interested parties a better picture of the Town of Sahuarita's priorities, goals and activities. As I stated before, the budget is much more than just a financial document – on the following pages you will learn about the Town and what is important to us.

In closing, I would like to thank Sahuarita Mayor Lynne Skelton and the rest o the 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. Mariotti, and his staff members for their tireless efforts on the Town budget and the creation of this document.

I am truly committed to leading a staff that serves Sahuaritans in an efficient, effective, and courteous manner that preserves our high quality of life we enjoy. Your questions and comments are always welcomed. If you have any items that you would like to discuss after reading this letter or the budget document, please do not hesitate to contact me.

(Town Manager Letter continued)

Sincerely,

A handwritten signature in black ink, appearing to read "James R. Stahle". The signature is fluid and cursive, with the first name "James" and last name "Stahle" being the most legible parts.

James R. Stahle
Town Manager

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SAHUARITA PROFILE

Town of Sahuarita, Arizona

Sahuarita (saw wah ree ta) was incorporated in September 1994, but the area's rich history dates back much further as a mining and ranching community. The Town's boundaries encompass a 31 square-mile area, and include rural settings such as the pecan groves on the Town's east side, as well as many housing developments. Surrounded by majestic mountain ranges, Sahuarita has a growing number of family residential areas in a semi-rural setting as well as three master planned communities (Rancho Sahuarita, Quail Creek, and Madera Highlands). Sharing a southern border with the retirement community of Green Valley, the area offers direct access to Tucson and Mexico via Interstate 19.

Known for its peace and natural beauty from the time primitive Hohokam Tribes first settled in the fertile river valley, Sahuarita is preparing for tomorrow. Surrounded by expansive views of desert vegetation and majestic mountains, Sahuarita is rediscovered every day by people who are seeking a community that is convenient, consistent and complete. It is a community that complements the lifestyles of all generations. Key to Sahuarita's inevitable growth is planning and purpose. It is vital that expansion provides for the well-being of current and future residents while retaining the history, grace and charm of its rich past and natural beauty.

Today the Town is one of Arizona's fastest growing areas as people move here for the scenic beauty and small community atmosphere. While the official 2000 census figure lists the Town's population as 3,242, it has significantly increased in size to approximately 22,650 residents today.

A team of experienced and dedicated individuals has been assembled under the direction of the Town Council. Their role is to keep alive the traditions of the past and to carry out the vision of today's residents. These are the cornerstones of the Town of Sahuarita - values that make it unique among contemporary towns.

Scenic Attractions

Sahuarita is located in the historic Santa Cruz Valley, surrounded by early Spanish missions, frontier outposts and old mines. Tubac, to the south, the oldest Spanish settlement in the southwest, is now an active artist's colony. The San Xavier del Bac Mission and the Tumacacori National Monument are Spanish missions built by the Jesuits in the early 1700's. San Xavier del Bac Mission is located 14 miles north of Sahuarita. Recreational opportunities are plentiful: Pena Blanca Lake, Arivaca Lake, Madera Canyon, Kitt Peak Observatory, the Tohono O'Odham Indian Reservation, the Mexican border at Nogales and Tucson are all within an hour's drive.

Sahuarita is home to the Titan II Missile Museum, the only one of its kind in the world, with more than 50,000 visitors annually.

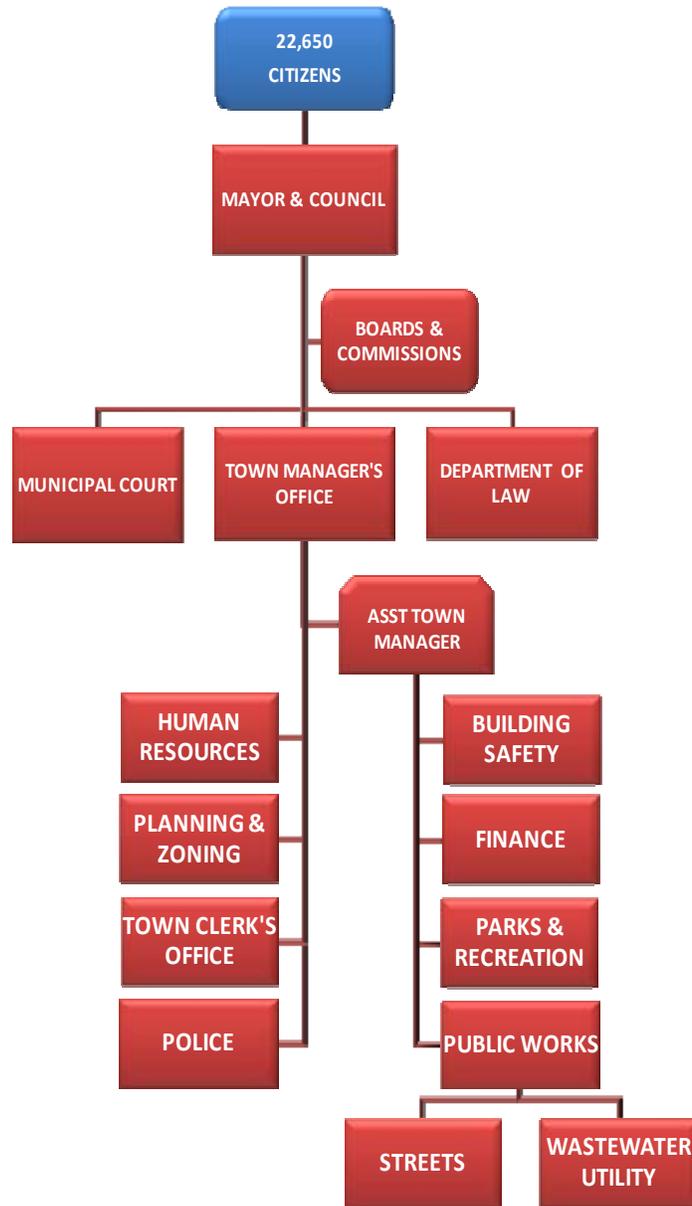


Sahuarita's Location



ORGANIZATION

Town of Sahuarita, Arizona



Town Management

James Stahle, Town Manager
Larry Dobrosky, Assistant Town Manager

Maria Avilez, Town Magistrate
Debbie Bice, Human Resource Director
Andy Kelley, Building Official
Vicky Miel, Town Clerk
John Neunuebel, Planning & Zoning Director

Daniel Hochuli, Town Attorney
John Harris, Police Chief
A.C. Marriotti, Finance Director
Farhad Moghimi, Public Works Director
Debbie Summers, Parks & Recreation Director

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MEET THE SAHUARITA MAYOR AND COUNCIL

Town of Sahuarita, Arizona

MAYOR LYNNE SKELTON

Skelton, a native of Birmingham, Ala., has lived in Sahuarita for 16 years. She and her husband, Dennis, live in the Rancho Buena Vista neighborhood and have three children and three grandchildren.

Skelton, 50, has served on the Town Council since 1999. She is a retired escrow officer who is active with the Valle Verde Rotary Club and Green Valley Sahuarita Chamber of Commerce.

Her hobbies include outdoor activities and traveling. Her priority as a council member is increasing public involvement in the town.

Skelton's favorite things about Sahuarita are its people "and the diversity they bring to this developing community. I also enjoy viewing the raptors and being able to view the night skies."



VICE MAYOR PHIL CONKLIN

Conklin moved to Sahuarita in 2000 from Michigan and has served on the Town Council since 2003. Conklin, 75, and his wife, Connie, reside in Quail Creek. The couple have seven children and 13 grandchildren. Conklin is a retired elementary school principal and holds a bachelor's degree in political science from Drake University and a master's in educational administration from Wayne State University.

He is scholarship chairman for the Valle Verde Rotary Club, a volunteer leader for the Stephen Ministry Caregiving Program at Valley Presbyterian Church, and a former HOA board member for Quail Creek. His hobbies are traveling, reading and golf.

Conklin's priorities as a council member are listening, learning and studying issues that contribute to developing Sahuarita into a great place for families to live, grow and enjoy. He also is focused on maintaining fiscal responsibility to prevent future property taxes.

His favorite things about the town are great neighbors and friends, plus the pecan trees and the sunshine.



Profiles and pictures for the "Meet the Sahuarita Mayor & Council" reprinted with permission from the Sahuarita Magazine 2008-2009

MEET THE SAHUARITA MAYOR AND COUNCIL

Town of Sahuarita, Arizona

SCOTT DOWNS

Principal of Sahuarita Intermediate School, Downs, 35, was elected to the Town Council in May 2007. He and his wife, Darby, reside in Rancho Sahuarita.

He 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 in educational leadership from Northern Arizona University. "The highest responsibility and achievement in my life was becoming a principal. To be responsible for hundreds of students in terms of their safety, education and emotional well-being is one I take seriously," Downs says.

"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." He'd like to see the community gain a national chain book store, a coffee shop, good restaurants and perhaps a Home Depot.

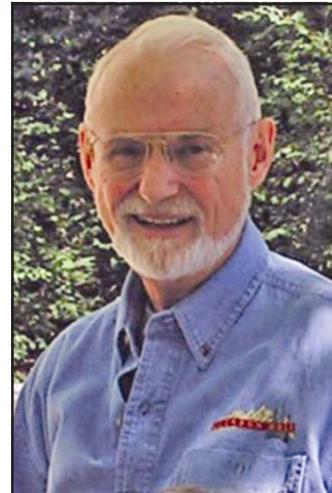


ROGER MINOR

Minor, who lives in Rancho Sahuarita with his wife, Barbara, was appointed to the Town Council in January 2007 to fill a vacancy.

A South Dakota native who earned undergraduate and law degrees from Northwestern University in Chicago, Minor has had law practices for several decades in California and Arizona focusing on estate planning, and also has done family counseling and has been a volunteer with the Sahuarita Police Department.

Minor's focus on the council is bringing the town together, and he believes economic development is one of the most important issues facing the community, because more businesses would mean increased town revenues, which would allow the town to offer more services and build more improvements.



MEET THE SAHUARITA MAYOR AND COUNCIL

Town of Sahuarita, Arizona

MARTY MORENO

Moreno, a resident of La Villita, one of Sahuarita's oldest residential neighborhoods, has served on the Town Council for seven years. She and her husband have been married 42 years and have four children and six grandchildren, three of whom attend Sahuarita schools.

A native of Tucson, Moreno, 60, has lived in Sahuarita since 1986. Her working career was spent in early childhood education. She was employed at the Sahuarita district from 1986 to 2000.

Moreno is active with S.T.O.P. (Sahuarita Team Offers Prevention), the Regional Transportation Authority Citizens Accountability for Regional Transportation Committee, the Meth Free Alliance, is a commissioner on the Governor's Housing Board, and belongs to the National Association of Latino Elected Officials Board and is a member of the Sahuarita Teen Advisory Council.

Her hobbies are crafts and working with children. Moreno's priorities as a council member are bringing workforce housing to town, assisting in developing a community outreach program and defining the cultural and historical identity of the town. Her favorite things about Sahuarita are its rich heritage and the people.



CHARLES OLDHAM

A native of Enid, Okla., Oldham, 67, has resided in Sahuarita for 39 years and served since 1994 on the Town Council. He resides in the Rancho Buena Vista neighborhood and has two children and five grandchildren. Oldham retired from the Sahuarita Unified School District in June 2006 after serving 38 years with SUSD in positions including industrial arts teacher, principal and interim superintendent.

He holds an associate's degree from Eastern Arizona Junior College, a bachelor's from Northern Arizona University and a master's from Northern Arizona University. He also has done graduate work at University of Arizona.

Oldham currently is president of the Green Valley Optimist Club, a trustee and charter member of the Sahuarita Elks Club and a director with the Green Valley Community Foundation. His hobbies are family, hunting and fishing.

Oldham's priorities as a council member are working to ensure the town provides a family-centered, safe, wholesome quality of life for all residents. His favorite things about Sahuarita are the friendly people that live and work in here.



MEET THE SAHUARITA MAYOR AND COUNCIL

Town of Sahuarita, Arizona

JOHN SULLIVAN

Sullivan, originally from Chicago, resided in Thousand Oaks, Calif., before moving to Sahuarita four years ago. Sullivan, 68, and his wife, Marita, live in Rancho Sahuarita and have one daughter and one grandson. He has served on the Town Council for almost four years.

Sullivan holds a bachelor's degree in liberal arts and has master's degrees in philosophy and theology. He spent 34 years in legal administrative management and consulting to private law firms. He is on the Sahuarita United School District's long-range planning committee and is an Oasis tutor at Sahuarita Primary School. His hobbies are golfing and reading.

Sullivan's priorities as a council member are strategic planning, informed study sessions, and community building involving pioneer and new residents "as we develop a new town."

His favorite thing about Sahuarita is living close to his family.



DEPARTMENTAL STAFFING LEVELS

Town of Sahuarita, Arizona

Full-Time Equivalent (FTE)

DEPARTMENT	FY 2006-07		FY 2007-08		FY 2008-09	
	Adopted	Amended	Adopted	Amended	Change	Adopted
	FTE	FTE	FTE	FTE	FTE	FTE
Mayor and Council	-	-	-	-	-	-
Town Manager	8.00	8.00	8.00	10.00	(3.00)	7.00
Town Clerk	3.00	3.00	3.00	3.00	-	3.00
Finance	6.00	6.00	7.50	7.50	0.50	8.00
Human Resources	-	-	-	-	2.00	2.00
Planning and Zoning	4.00	4.00	5.00	5.00	-	5.00
Building Safety	19.00	20.00	20.00	15.00	-	15.00
Parks and Recreation	19.58	19.58	18.58	18.58	(0.81)	17.77
Public Works	10.00	10.00	6.00	6.00	(1.12)	4.88
Police	42.00	42.00	46.00	46.00	5.00	51.00
Municipal Court	8.00	8.00	9.00	9.00	-	9.00
Law	1.00	2.00	2.00	2.00	1.00	3.00
HURF-Streets	8.00	8.00	13.00	13.00	0.64	13.64
Wastewater	6.00	6.00	7.00	9.00	0.48	9.48
TOTALS	134.58	136.58	145.08	144.08	4.69	148.77

Number of Personnel

DEPARTMENT	FY 2006-07		FY 2007-08		FY 2008-09	
	Adopted	Amended	Adopted	Amended	Change	Adopted
	HEAD COUNT					
Mayor and Council	7	7	7	7	0	7
Town Manager	8	8	8	10	-3	7
Town Clerk	3	3	3	3	0	3
Finance	6	6	8	8	0	8
Human Resources	0	0	0	0	2	2
Planning and Zoning	4	4	5	5	0	5
Building Safety	21	22	22	17	-1	16
Parks and Recreation	33	33	32	32	-6	26
Public Works*	24	24	26	28	0	28
Police	42	42	46	46	5	51
Municipal Court	8	8	9	9	0	9
Law	1	2	2	2	0	2
HURF-Streets	*	*	*	*	*	*
Wastewater	*	*	*	*	*	*
TOTALS	157	159	168	167	-3	164

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

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FUND STRUCTURE

Town of Sahuarita, Arizona

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 or 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—Special Revenue Fund** accounts for the activities associated with uses of state shared motor fuel taxes.

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

The **Quail Creek Community Facilities District—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.

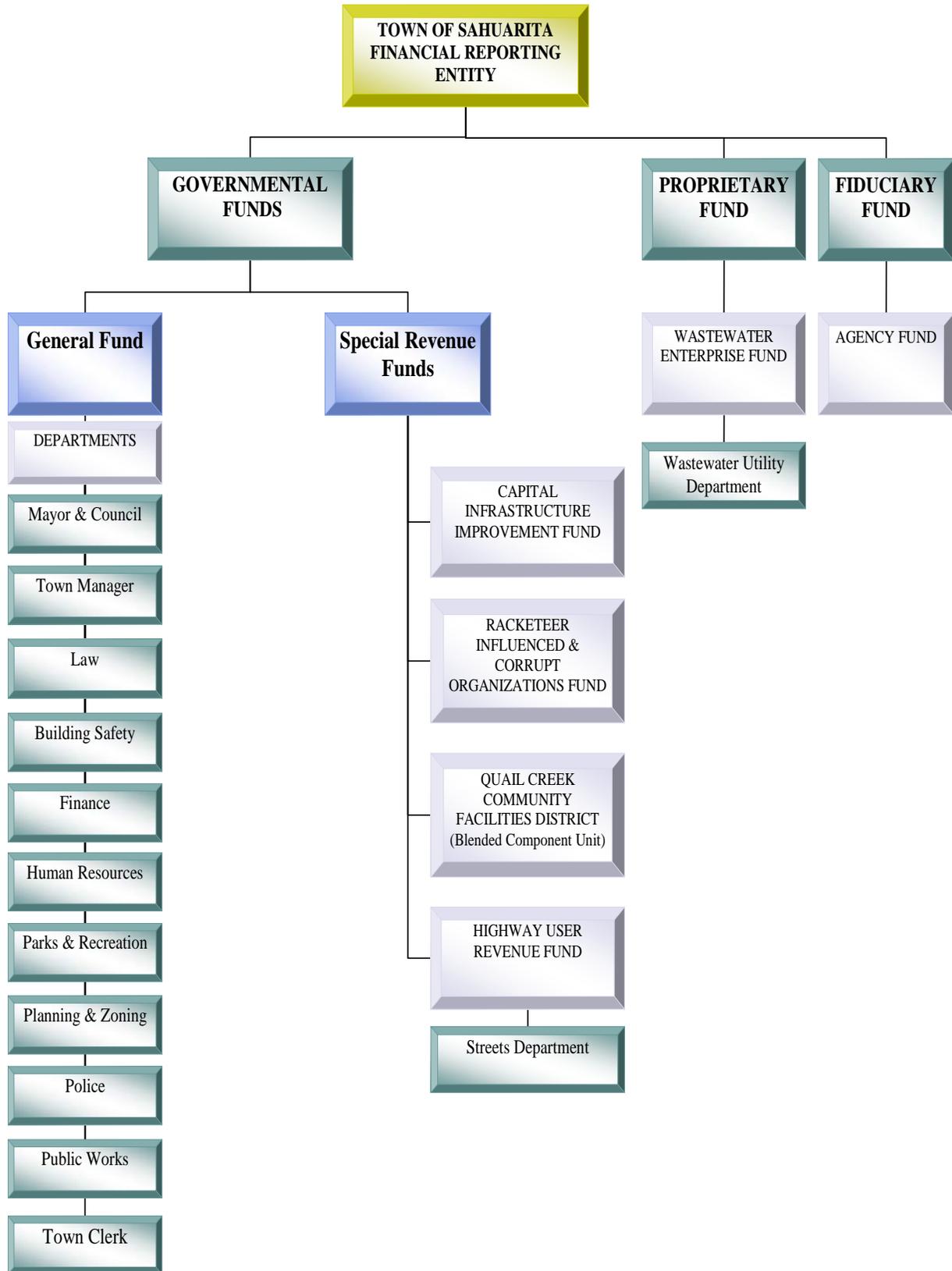
The **Wastewater Enterprise Fund** accounts for the operations and capital acquisition to support the Town's sewer system.

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.

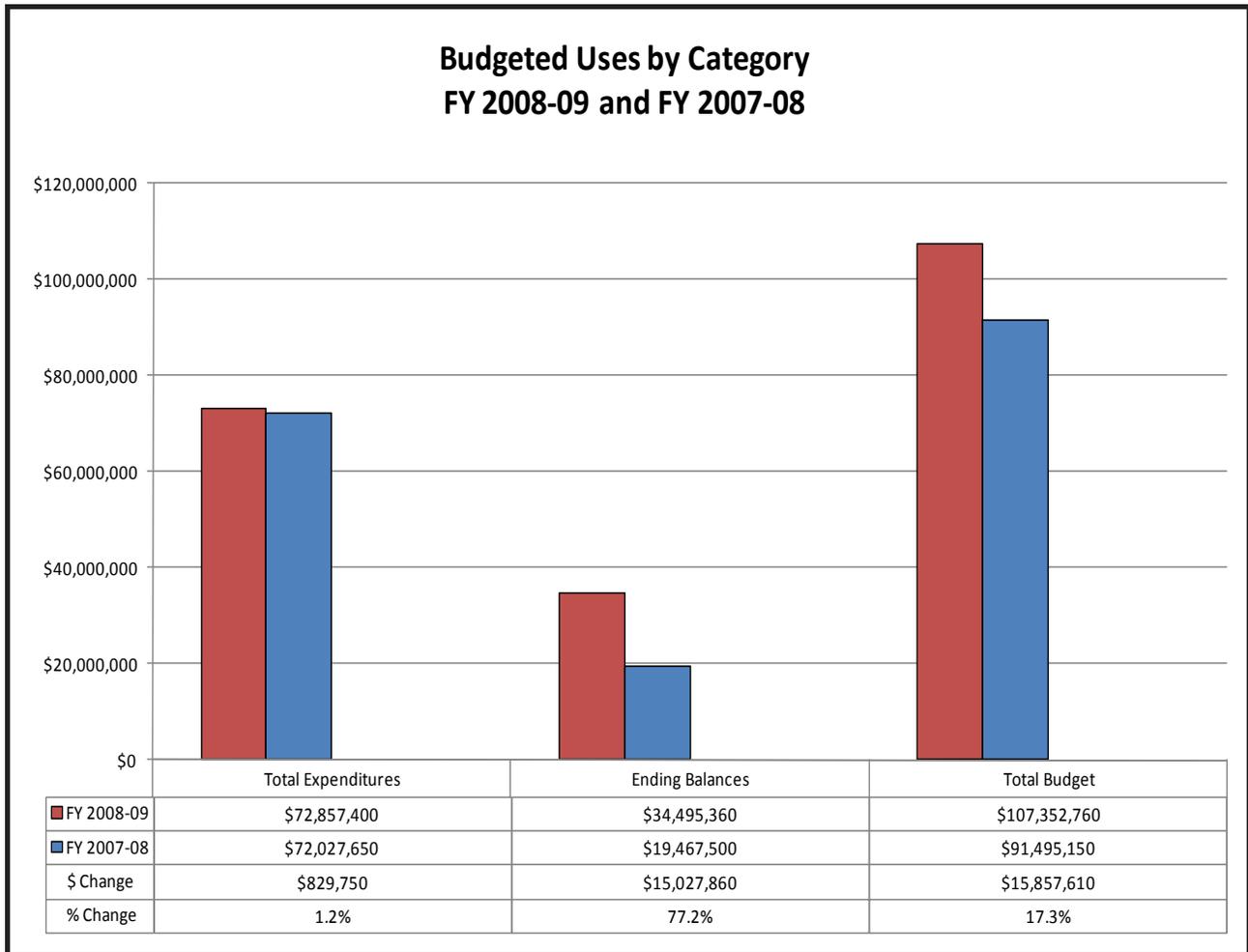


BUDGET SUMMARY

Town of Sahuarita, Arizona

The 2008-09 fiscal year budget uses available resources to achieve desired results. The budget totals \$107,352,760 and is in balance, which means that funding sources equal funding uses. This year's budget is 17.3% greater than last year's \$91,495,150 budget. Budgeted expenditures have increased by \$829,750, or 1.2% more than last year. Ending fund balances are projected to increase by 77.2%, more than a \$15 million increase. **See Exhibit 1.**

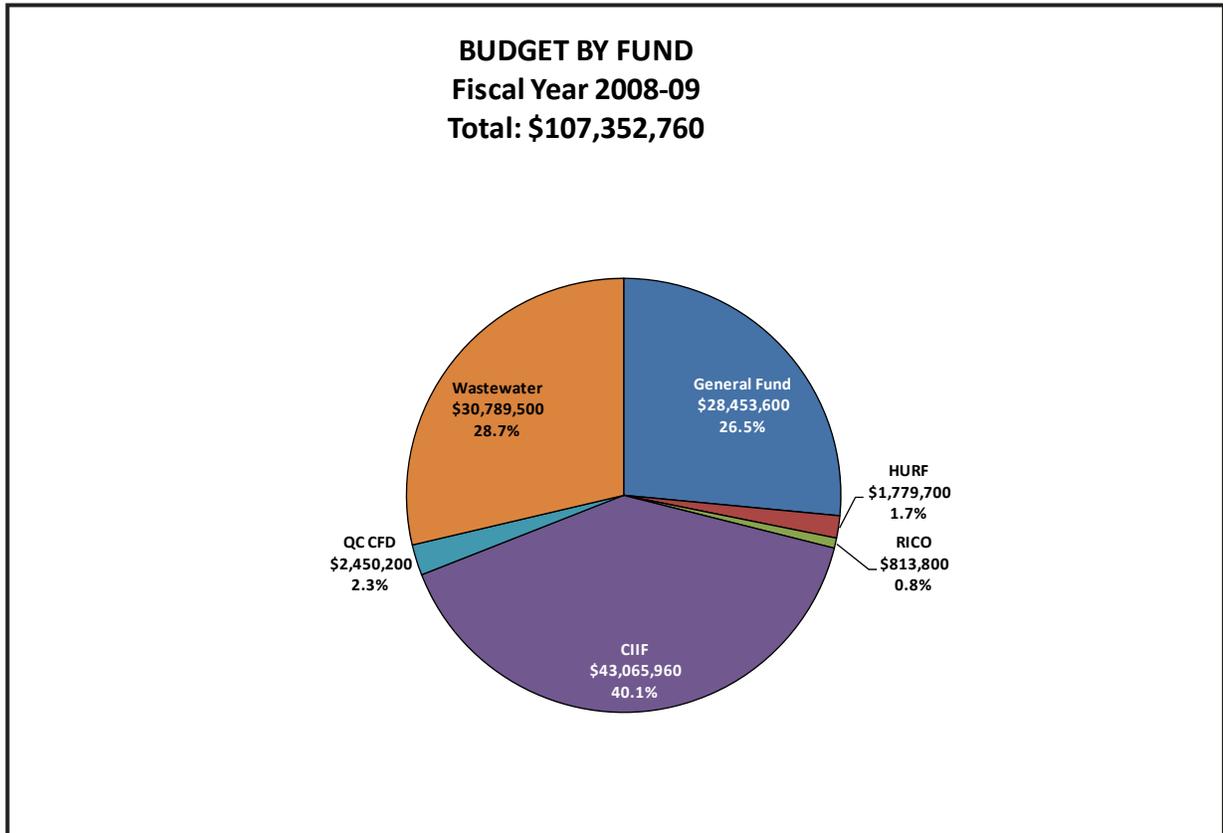
Exhibit 1



(Budget Summary continued)

Exhibit 2 shows the breakout of the budget by appropriated fund.

Exhibit 2



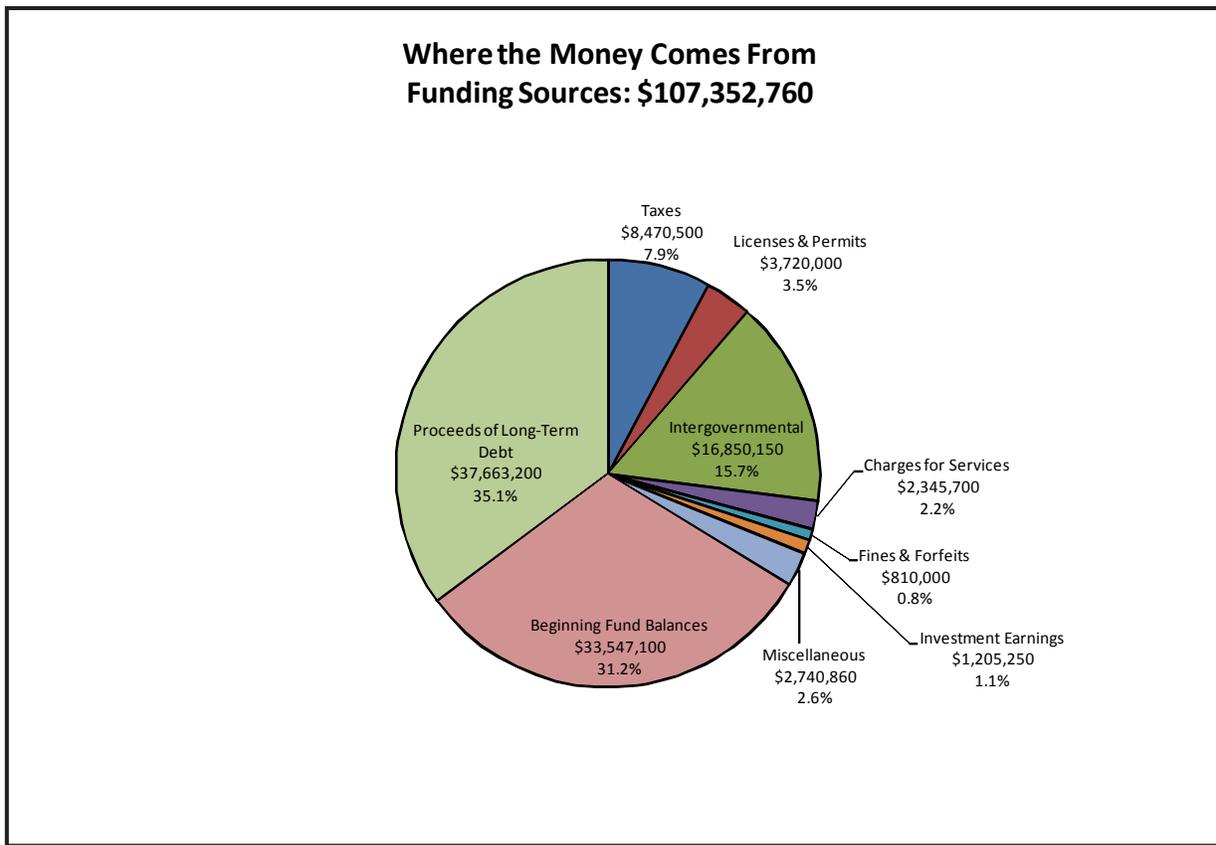
COMPOSITION OF THE FISCAL YEAR 2008-09 BUDGET

The 2008-09 fiscal year budget emphasizes the construction, acquisition, and improvement of capital assets. The CIIF, which comprises 40.1% of the overall budget, is dedicated for use on capital projects. Also, the majority of the QC CFD and Wastewater funds' resources, which cumulatively make up 31.0% of the overall budget, are appropriated for capital projects.

The General Fund has the third largest budget at 26.5% of the total budget and primarily accounts for the general operations of the Town. The HURF and 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).

(Budget Summary continued)

Exhibit 3



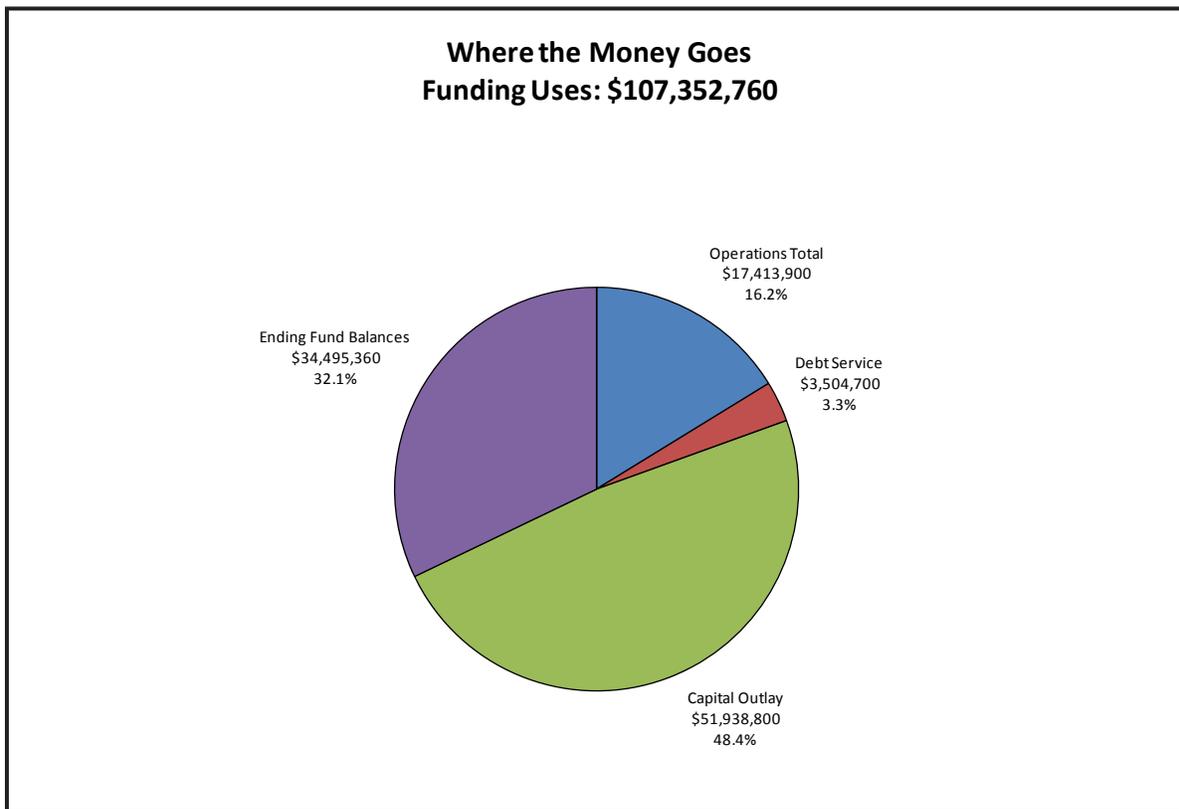
Funding Sources

The budget is funded from a combination of revenues and beginning fund balances. Beginning fund balances, which represent available resources accumulated from prior years, provide almost a third (\$33.5 million) of the total funding sources for the budget. The remaining portion (\$73.8 million) will be funded by revenues earned during the fiscal year and debt proceeds. **See Exhibit 3.**

Revenues are classified by source. **Tax revenues** are derived from the 2% transaction privilege tax, 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 continued)

Exhibit 4



Funding Uses

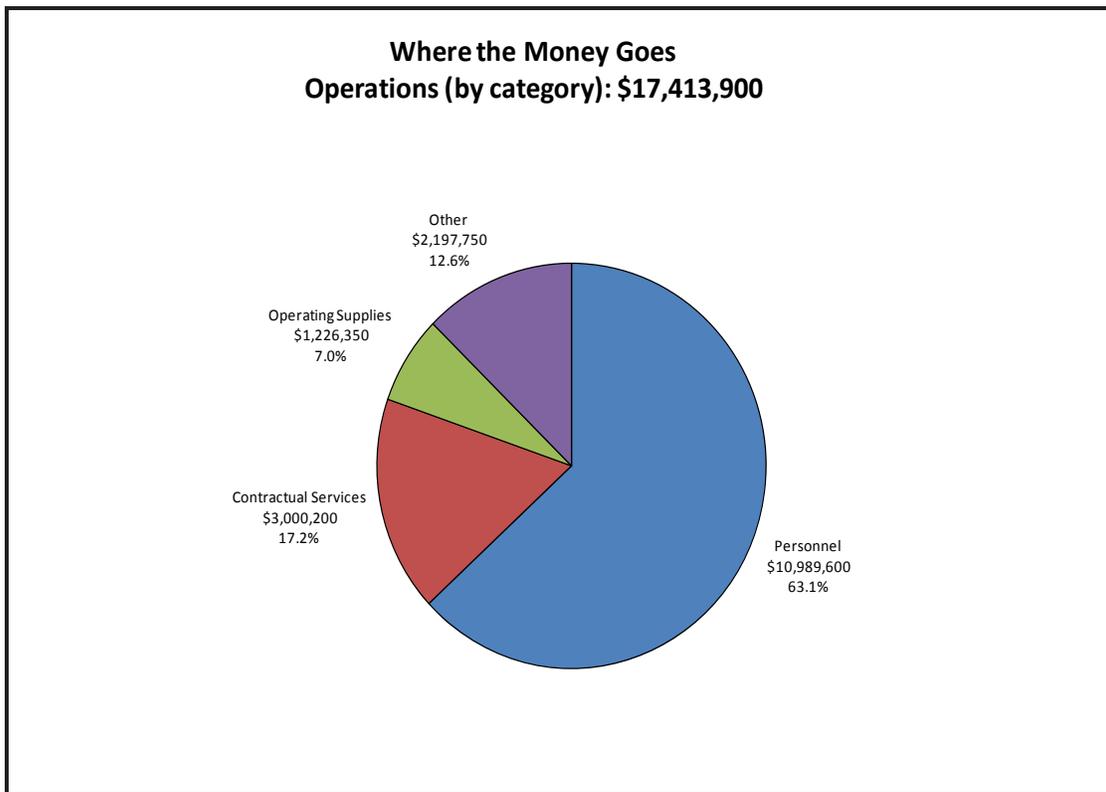
Expenditures, expenses, and other uses are classified by type. Approximately 32.1% (\$34.5 million) of the budgeted sources are not expected to be spent during the year and, therefore, will be the fund balances at year-end. These funds represent contingency reserves, however, and may be used for emergencies, unforeseen events and opportunities with the approval of Town Council. **See Exhibit 4.**

Most notably, 48.4% (nearly \$51.9 million) of the budget is appropriated for capital outlay. This appropriation will be used to build and purchase capital assets. The FY2009-2013 Capital Improvement Plan provides detailed descriptions and budget plans for the Town's capital projects and capital acquisitions.

The debt service category accounts for only 3.3% (approximately \$3.5 million) of the budget and represents the principal, interest, and fee payments associated with the Town's long-term debt. Operations make up the last category and accounts for 16.2% (\$17.4 million) of the Town's budget.

(Budget Summary continued)

Exhibit 5



Operations

There are four categories of operational expenditures: (1) personnel, (2) contractual services, (3) operating supplies, and (4) other. **See Exhibit 5.**

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 17.2%. These services may include those performed by attorneys, consultants, auditors, financial advisors, engineers, landscapers, temporary workers, etc.

The **operating supplies** category is the smallest at 7.0%. 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 12.6% of all operational costs. This category accounts for items that are not accounted for in the other categories and includes travel and training, utilities, memberships and subscriptions, insurance premiums, special events, and contributions.

(Budget Summary continued)

Functional Areas

Operations and capital outlay expenditures are also classified by functional area. **See Exhibits 6 and 7.**

The **general government** function accounts for the Mayor & Council, Town Manager, Town Clerk, Legal, 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 build out 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.

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. The capital outlay for this function represents the cost to acquire police vehicles and equipment.

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 transportation issues, such as traffic signaling and street lighting. This function has a capital outlay budget of \$15.6 million which, among other things, will be used on four major roadway improvement projects and two traffic signal projects.

The **culture and recreation** function accounts for the Parks & Recreation Department. This department costs around \$1.5 million to operate. The capital outlay appropriation will be used on eight major park improvement projects and several smaller projects.

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 FY2005-06 the District issued general obligation bonds for the purpose of constructing infrastructure such as a park, roads, and sewer lines. In the 2008-09 fiscal year, over \$1.3 million worth of construction is anticipated to occur on a park within the District.

The **wastewater** function accounts for the activities of the wastewater utility. Over one-third of the operational costs are driven by personnel needed to run the utility. The \$27.5 million capital outlay appropriation will be used to construct an administration building with laboratories and to expand the wastewater treatment plant, more than doubling its existing capacity.

(Budget Summary continued)

Exhibit 6

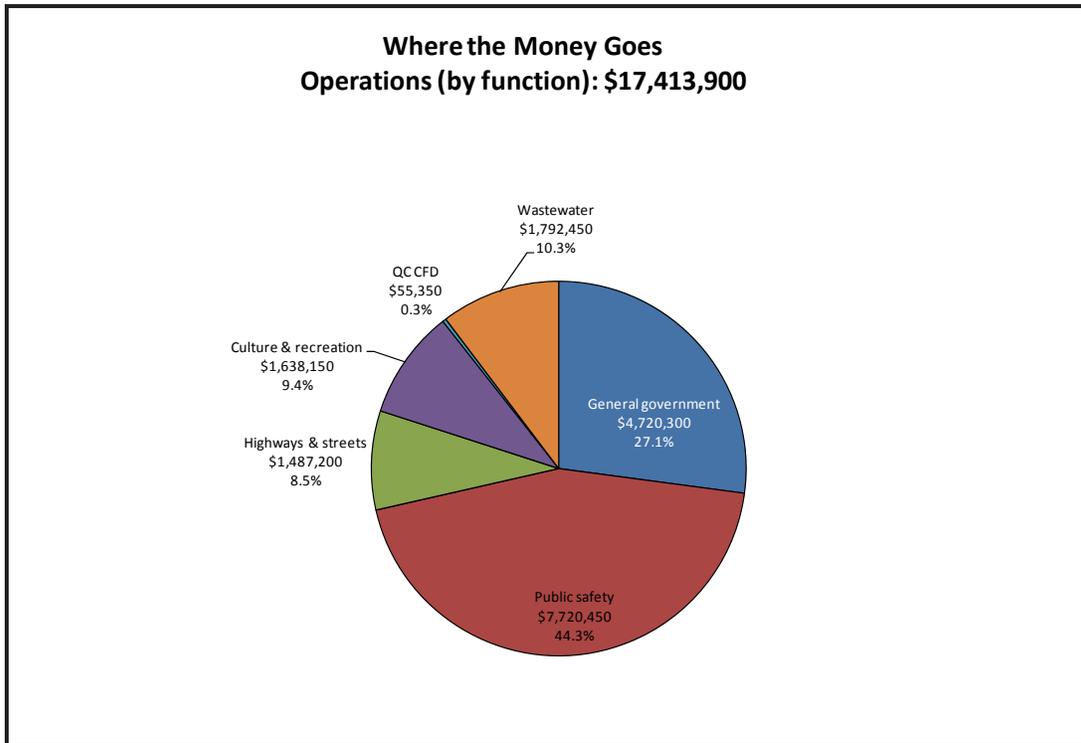
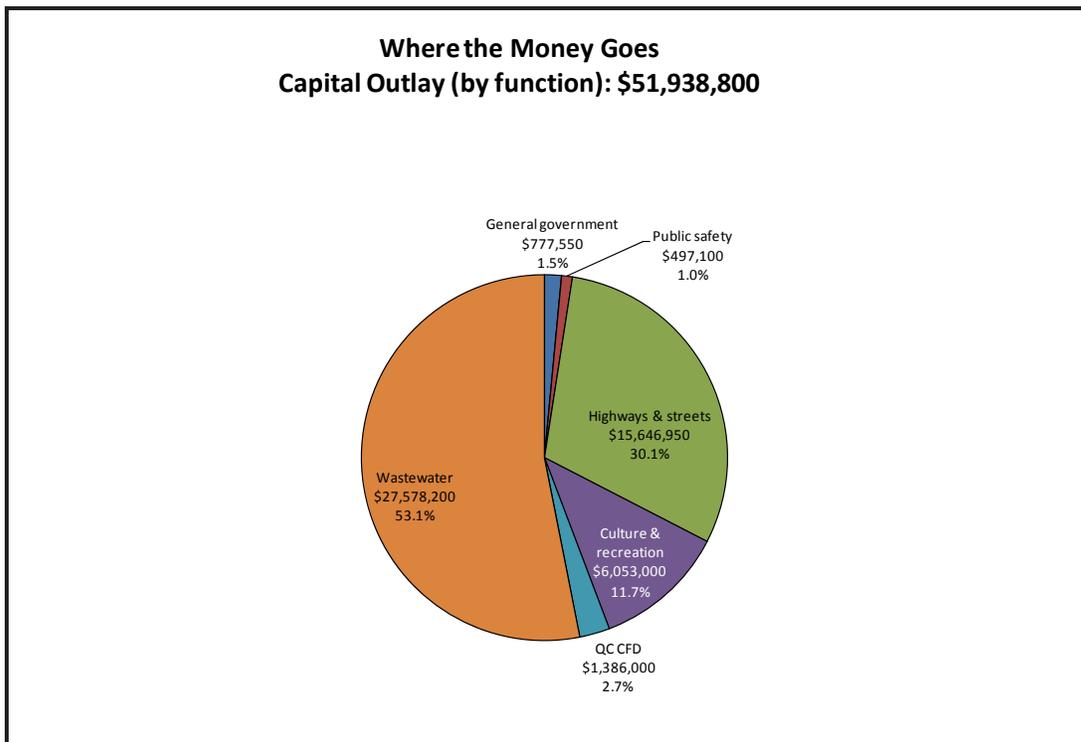


Exhibit 7

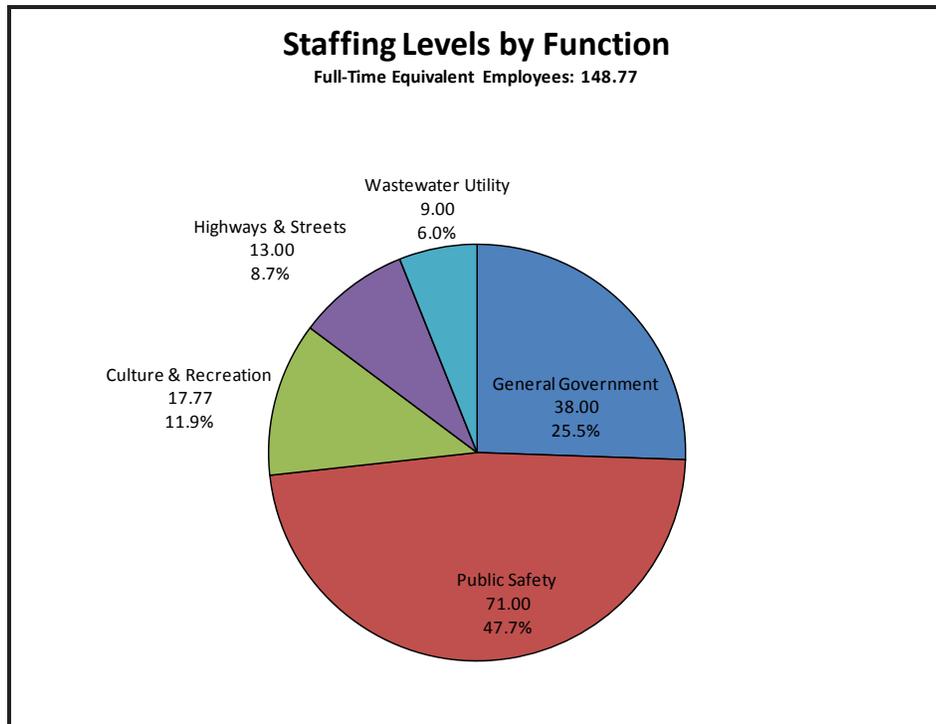


(Budget Summary continued)

Staffing

Employees play the most significant part in providing services to our citizens. There has been a net change of 8.5 full-time equivalent (FTE) positions added in this year's budget. This represents a 6.2% increase to the Town's staffing levels over last year. Changes in staffing levels and position or status reclassifications are explained for each department in the applicable department's section of this document.

Exhibit 8



The following provides a summary of newly authorized positions (since last year's adopted budget) by functional area. See the *Departmental Staffing Levels* section for more information.

General Government

Management Analyst
Senior Office Assistant
Finance Manager

Culture & Recreation

Neighborhood Outreach Coordinator
Recreation Aide (0.3 FTE)

Public Safety

Police Officers (x4)
JTTF Officer (RICO Fund)

Wastewater

Mechanic
Plant Operator

Additionally, these other personnel modifications were made:

Reclassifications

HR Administrator to HR Director
Senior Accountant to Accountant
Building Inspector to Building Inspector II
Sr. Office Assistant to Office Assistant (Town Clerk)
Engineering Aide to Construction Inspector

Eliminated positions

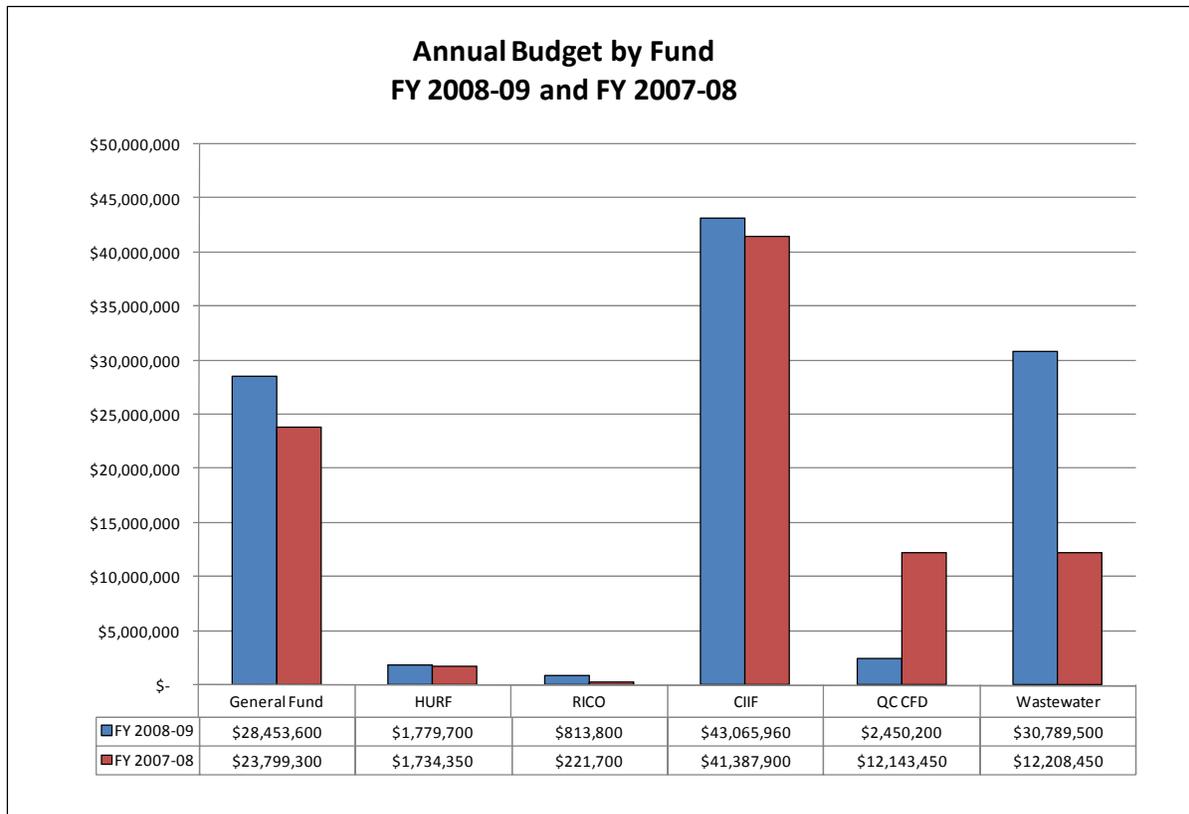
Building Inspectors (x2)
Plan Review Specialists (x3)
Pool Program Staff (1.11 FTE)
Custodial Worker
Finance Student Intern (0.5 FTE)

(Budget Summary continued)

TWO-YEAR COMPARISON

With a balanced budget, funding sources are the determining factor in how much the Town budget will be. Said another way, the budget can only be as much as there are beginning balances and new revenues available to fund the government. More information on revenues can be found in the *Major Revenue Sources* portion of the *Budget Summary*.

Exhibit 9



The **General Fund** budget is 19.6% more than last year, attributable to increases in budgeted taxes, intergovernmental revenue, transfers in, and beginning fund balances. This year's budgeted taxes are 19.8% more than last year's budget and 12.6% more than last year's estimated actual, a reflection of the growing commercial sector and population. The budget for intergovernmental revenues is 11.0% more than last year primarily due to increases in grants and contributions as well as the Town's share of Pima County's landfill tipping fees. This year's budget also accounts for a one-time transfer of \$2.88 million from the CIIF to pay back the capital outlay costs recorded in the General Fund since the inception CIIF. Beginning fund balances are over \$900,000 or 8.5% greater than last year's budget. A 9.6% decrease in the budgeted building permit revenues, however, which is indicative of the anticipated continuance of the slow housing market, offset a portion of these aforementioned increases.

The **HURF** fund budget is only increasing by 2.8%. This year's budget includes subsidies of nearly \$325,000 from the General Fund and CIIF to cover anticipated deficit fund balances. The state shared Highway User Revenue Funds are not significant enough to cover operational costs, thereby necessitating the transfer in of funds. The transfer from the CIIF will be used to cover the costs of the pavement management program.

(Budget Summary continued)

The **RICO** fund budget is increasing over 267% primarily due to anticipated forfeiture revenues for the year. The Town's continued and active involvement in DEA task forces accounts for the higher expectation of revenues.

The **CIIF** budget accounts for an increase over last year of 4.1%. There are significant changes within the source categories, however. Debt in the amount of \$12.2 million is expected to be issued in the year. This increase in funding sources is offset by almost \$6 million in decreased beginning fund balances and transfers out of \$2.88 million, \$839,000, and \$258,000 to the General Fund, Wastewater Fund, and HURF Fund. The transfer to the Wastewater Fund is needed to cover unrestricted deficit ending fund balances and represents a loan to cover a portion of the septic system reimbursements.

The **QC CFD** budget is lower than last year by 79.8%. Beginning fund balances are significantly lower due to the use and spending-down of loan proceeds issued several years ago. An interfund loan of \$21,350 from the General Fund is needed to cover deficit ending fund balances.

The budget for the **Wastewater** fund is increasing 152% mainly due to the availability of \$25 million in proceeds of new debt issuances needed to finance plant expansions. Increases in operating revenues, stemming from potential rate increases and a growing customer base, also contribute to the upsurge in the overall budget.

Budgeted Expenditures Comparison

Evaluating the changes between the budgeted expenditures for FY2008-09 and FY2007-08 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. See Exhibit 10.

Budgeted **personnel** costs increased a net 6.3% over last year. Added personnel and market-based adjustments of salaries, wages, and benefits account for a portion of this increase. For the first time the budget reflects the capitalization of payroll costs allocated to capital projects. This had the effect of reducing personnel costs by \$625,250. Other changes include an increase of 3.8% and 5.05% in medical insurance premiums and the Public Safety Personnel Retirement System contribution rate, respectively, and a decrease in the Arizona State Retirement System contribution rate of 0.15%.

Contractual services are projected to increase 13.2% over last year. These increases are mostly attributable to the projected facilities maintenance costs of the Municipal Complex, for which this will be the first full year of operating. These costs will include a budget to accommodate outsourced services for janitorial, maintenance, and repairs on Town facilities. Additional contractual costs are budgeted to accommodate outsourced services pertaining to possible annexations.

(Budget Summary continued)

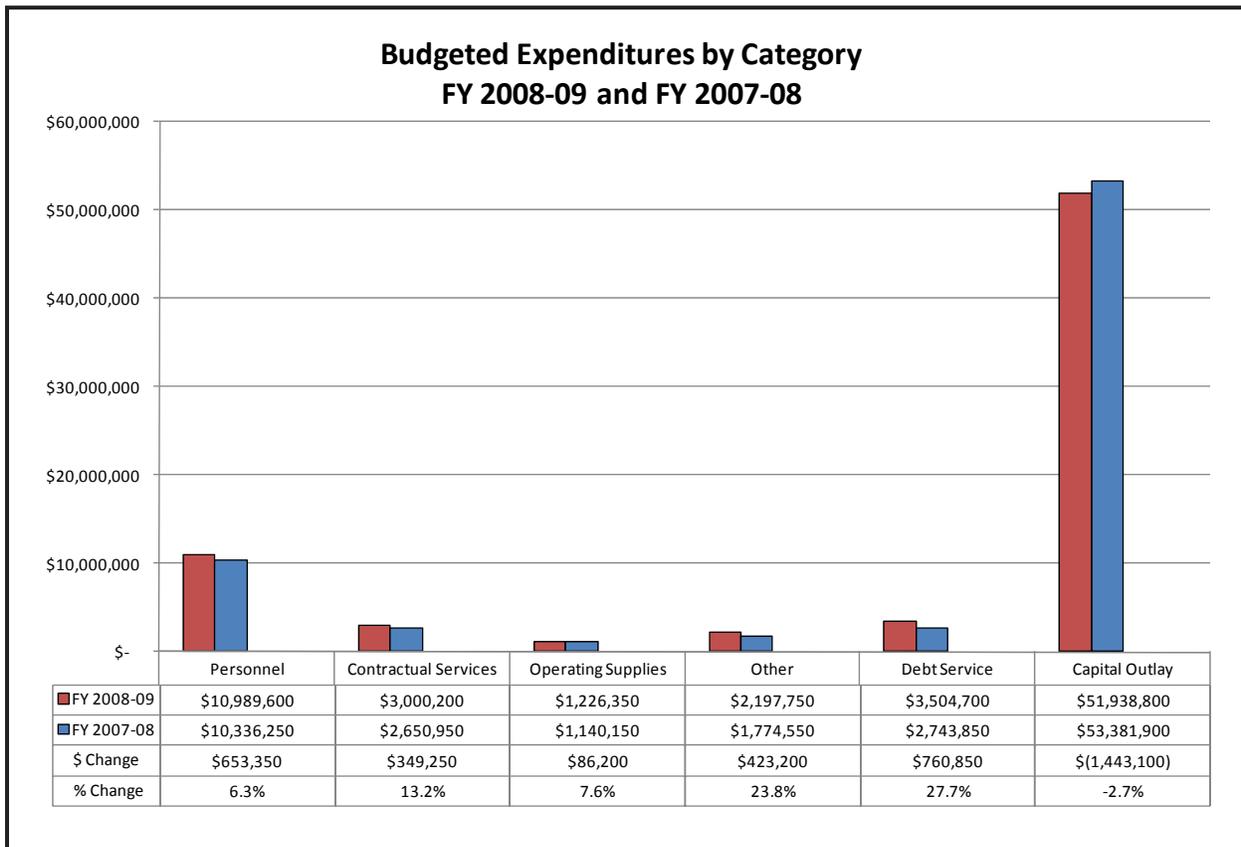
Operating supplies increased 7.6% over the previous year's budget. This change is not material and a portion of it can be attributed to inflation.

The 23.8% increase in the **other** category is primarily a reflection of the budgeted increase in utility costs associated with the Municipal Complex. The allocation of indirect costs to the Wastewater fund have also increased significantly over last year as a result of increased capital construction on the plant expansion.

The **debt service** budget is increasing 27.7% to account for the debt issuance costs, and principal and interest payments on new long-term debt needed for the expansion of the wastewater system.

Capital outlay is decreasing by \$1.4 million, mostly as a result of the completion of the Municipal Complex project in fiscal year 2008-09, which was the single largest project undertaken by the Town. There are still significant projects planned for in the budget, however. See the *Capital Improvement Plan* section for more information on projects.

Exhibit 10



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**SUMMARY SCHEDULES
Changes in Fund Balance
Aggregate of Appropriated Funds**

	2005-2006	2006-2007	2007-2008			2008-2009
	Actual Amounts	Actual Amounts	Adopted Budget	Amended Budget	Estimated Actual	Adopted Budget
Revenues:						
Taxes	\$ 10,394,701	\$ 14,491,599	\$ 7,470,000	\$ 7,470,000	\$ 10,019,289	\$ 8,470,500
Licenses & Permits	7,833,739	3,653,061	4,020,000	4,020,000	3,725,000	3,720,000
Intergovernmental	3,074,710	9,620,753	15,192,000	15,192,000	9,663,696	16,850,150
Charges for Services	1,473,348	2,060,948	1,697,000	1,697,000	1,523,000	2,345,700
Fines & Forfeits	288,902	261,099	315,000	315,000	519,750	810,000
Investment	1,334,874	2,826,190	1,507,500	1,507,500	1,751,000	1,205,250
Miscellaneous	38,726	55,640	5,189,350	5,189,350	92,500	2,740,860
Revenues Total	<u>24,439,000</u>	<u>32,969,290</u>	<u>35,390,850</u>	<u>35,390,850</u>	<u>27,294,235</u>	<u>36,142,460</u>
Expenditures:						
Operations:						
General Government	2,361,647	2,923,903	4,491,650	4,566,650	3,829,826	5,214,700
Public Safety	3,738,076	4,842,011	6,817,850	6,839,411	6,143,212	7,243,050
Highways and Streets	1,617,933	2,163,076	1,694,550	1,694,550	1,452,250	1,487,200
Culture and Recreation	950,657	1,400,893	1,520,750	1,520,750	1,393,655	1,676,500
Sewer	767,049	1,127,608	1,377,100	1,377,100	1,873,250	1,792,450
Operations Total	<u>9,435,362</u>	<u>12,457,491</u>	<u>15,901,900</u>	<u>15,998,461</u>	<u>14,692,193</u>	<u>17,413,900</u>
Debt Service	2,202,992	2,021,644	2,743,850	2,743,850	2,229,200	3,504,700
Capital Outlay	7,259,457	32,136,842	53,381,900	54,138,858	28,686,040	51,938,800
Expenditures Total	<u>18,897,811</u>	<u>46,615,977</u>	<u>72,027,650</u>	<u>72,881,169</u>	<u>45,607,433</u>	<u>72,857,400</u>
Revenues over (under) expenditures	5,541,189	(13,646,687)	(36,636,800)	(37,490,319)	(18,313,198)	(36,714,940)
Other funding sources:						
Proceeds of Long-Term Debt	<u>29,810,003</u>	<u>-</u>	<u>6,750,000</u>	<u>6,750,000</u>	<u>7,347,450</u>	<u>37,663,200</u>
Change in Fund Balance	<u>35,351,192</u>	<u>(13,646,687)</u>	<u>(29,886,800)</u>	<u>(30,740,319)</u>	<u>(10,965,748)</u>	<u>948,260</u>
Fund Balance, Beginning of Year	22,808,266	58,159,458	49,354,300	49,354,300	44,512,866	33,547,100
Fund Balance, End of Year	<u>\$ 58,159,458</u>	<u>\$ 44,512,771</u>	<u>\$ 19,467,500</u>	<u>\$ 18,613,981</u>	<u>\$ 33,547,118</u>	<u>\$ 34,495,360</u>

Discussion:

The 2008-2009 estimated actuals are based on nine months of actual figures (i.e., July through March) and three months of estimated figures (i.e., April 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.

SUMMARY SCHEDULES
Changes in Fund Balances
Appropriated Funds
Fiscal Year 2008-2009

	<u>General Fund</u>	<u>HURF Fund</u>	<u>RICO Fund</u>	<u>CIIF Fund</u>	<u>QC CFD Fund</u>	<u>Wastewater Fund</u>	<u>Total</u>
Revenues:							
Taxes	\$ 4,384,000	\$ -	\$ -	\$ 3,850,000	\$ 236,500	\$ -	\$ 8,470,500
Licenses & Permits	2,277,000	-	-	-	-	1,443,000	3,720,000
Intergovernmental	4,579,650	7,739,500	35,000	4,496,000	-	-	16,850,150
Charges for Services	947,700	-	-	-	5,000	1,393,000	2,345,700
Fines & Forfeits	300,000	-	510,000	-	-	-	810,000
Investment	450,000	1,000	12,500	650,000	56,750	35,000	1,205,250
Miscellaneous	111,000	-	-	2,118,710	511,150	-	2,740,860
Revenues Total	<u>13,049,350</u>	<u>7,740,500</u>	<u>557,500</u>	<u>11,114,710</u>	<u>809,400</u>	<u>2,871,000</u>	<u>36,142,460</u>
Expenditures:							
Operations:							
General Government	5,214,700	-	-	-	-	-	5,214,700
Public Safety	7,056,450	-	169,600	-	17,000	-	7,243,050
Highways and Streets	-	1,487,200	-	-	-	-	1,487,200
Culture and Recreation	1,638,150	-	-	-	38,350	-	1,676,500
Sewer	-	-	-	-	-	1,792,450	1,792,450
Operations Total	<u>13,909,300</u>	<u>1,487,200</u>	<u>169,600</u>	<u>-</u>	<u>55,350</u>	<u>1,792,450</u>	<u>17,413,900</u>
Debt Service	-	-	-	1,509,000	1,008,850	986,850	3,504,700
Capital Outlay	774,650	292,500	-	21,907,450	1,386,000	27,578,200	51,938,800
Expenditures Total	<u>14,683,950</u>	<u>1,779,700</u>	<u>169,600</u>	<u>23,416,450</u>	<u>2,450,200</u>	<u>30,357,500</u>	<u>72,857,400</u>
Revenues over (under) expenditures	(1,634,600)	5,960,800	387,900	(12,301,740)	(1,640,800)	(27,486,500)	(36,714,940)
Other funding sources (uses):							
Proceeds of Long-Term Debt	-	-	-	12,285,000	-	25,378,200	37,663,200
Net Transfers in (out)	3,318,200	(5,755,900)	-	1,577,150	21,350	839,200	-
Change in Fund Balance	<u>1,683,600</u>	<u>204,900</u>	<u>387,900</u>	<u>1,560,410</u>	<u>(1,619,450)</u>	<u>(1,269,100)</u>	<u>948,260</u>
Fund Balance @ July 1, 2007	12,086,050	(204,900)	256,300	18,089,100	1,619,450	1,701,100	33,547,100
Fund Balance @ June 30, 2008	<u>\$ 13,769,650</u>	<u>\$ -</u>	<u>\$ 644,200</u>	<u>\$ 19,649,510</u>	<u>\$ -</u>	<u>\$ 432,000</u>	<u>\$ 34,495,360</u>

Discussion:

General Fund: The General Fund ending fund balance is projected to increase 13.9%. This increase is primarily attributable to transfers in to reimburse the fund for its capital outlay costs. The ending fund balance is projected to be \$13,769,650. This is 89.1% 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 100% to a \$0 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 Arizona residents to reduce travel and our 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 an ending balance of \$0.

RICO Fund: The fund balance in the RICO Fund is projected to increase 151%. The Town's increasing antiracketeering efforts should increase the Town's forfeiture revenues derived from seized assets.

CIIF Fund: There is no significant change expected in the fund balance of the CIIF Fund. The ending fund balance is projected to be 89.7% of the capital outlay expenditures of the fund, which is well above the 20% reserve level required by the Town's financial and budgetary policies.

QC CFD: The fund balance in the QC CFD Fund is projected to decrease 100% to a \$0 ending balance. This is a result of the anticipated completion of capital projects for which resources have been accumulated in years past. Operation and maintenance costs will commence during the year once project construction is complete. The General Fund will subsidize the QC CFD Fund operations to the degree needed to maintain an ending balance of \$0.

Wastewater Fund: The fund balance in the Wastewater Fund is projected to decrease by approximately 75%. This is a result of the anticipated progress and completion of capital projects for which resources have been accumulated in years past.

**SUMMARY SCHEDULES
FUNDING SOURCES
Fiscal Year 2008-2009**

	General Fund	HURF Fund	RICO Fund	CIIF Fund	QC CFD Fund	Wastewater Fund	Total	%
Revenues:								
Taxes	\$ 4,384,000	\$ -	\$ -	\$ 3,850,000	\$ 236,500	\$ -	\$ 8,470,500	7.9%
Licenses & Permits	2,277,000	-	-	-	-	1,443,000	3,720,000	3.5%
Intergovernmental	4,579,650	7,739,500	35,000	4,496,000	-	-	16,850,150	15.7%
Charges for Services	947,700	-	-	-	5,000	1,393,000	2,345,700	2.2%
Fines & Forfeits	300,000	-	510,000	-	-	-	810,000	0.8%
Investment Earnings	450,000	1,000	12,500	650,000	56,750	35,000	1,205,250	1.1%
Miscellaneous	111,000	-	-	2,118,710	511,150	-	2,740,860	2.6%
Revenues Total	13,049,350	7,740,500	557,500	11,114,710	809,400	2,871,000	36,142,460	33.7%
Proceeds of Long-Term Debt	-	-	-	12,285,000	-	25,378,200	37,663,200	35.1%
Net Transfers	3,318,200	(5,755,900)	-	1,577,150	21,350	839,200	-	0.0%
Beginning Fund Balances	12,086,050	(204,900)	256,300	18,089,100	1,619,450	1,701,100	33,547,100	31.2%
TOTAL FUNDING SOURCES	\$ 28,453,600	\$ 1,779,700	\$ 813,800	\$ 43,065,960	\$ 2,450,200	\$ 30,789,500	\$ 107,352,760	100.0%
% of All Funds	26.5%	1.7%	0.8%	40.1%	2.3%	28.7%	100.0%	

SUMMARY SCHEDULES
FUNDING USES
Fiscal Year 2008-2009

Fund/Department	OPERATIONS						Debt Service	Capital Outlay	Ending Fund Balances	All Categories Total	% of All Funds
	Personnel	Contractual Services	Operating Supplies	Other	Total	Total					
General Fund											
Mayor & Council	\$ 66,500	\$ 10,000	\$ 8,500	\$ 111,500	\$ 196,500		-	\$	196,500		
Town Manager	726,450	29,350	65,050	40,300	861,150		-		861,150		
Law	293,450	203,750	17,500	20,000	534,700		-		534,700		
Town Clerk	210,650	93,200	5,400	10,800	320,050		-		320,050		
Finance	629,250	114,250	52,750	193,000	989,250		131,950		1,121,200		
Human Resources	158,600	39,900	9,500	7,500	215,500		20,600		236,100		
Planning & Zoning	398,300	18,100	14,800	9,500	440,700		-		440,700		
Building Safety	1,046,150	84,800	65,500	36,150	1,232,600		-		1,232,600		
Parks & Recreation	910,500	293,250	172,350	262,050	1,638,150		125,000		1,763,150		
Public Works	351,700	332,500	63,850	319,650	1,067,700		-		1,067,700		
Police	4,385,200	329,600	392,150	143,600	5,250,550		497,100		5,747,650		
Municipal Court	468,650	34,000	17,200	20,600	540,450		-		540,450		
Non-Departmental	-	317,000	10,000	295,000	622,000		-	13,769,650	14,391,650		
General Fund Total	9,645,400	1,899,700	894,550	1,469,650	13,909,300		774,650	13,769,650	28,453,600		26.5%
HURF Fund	647,750	635,500	113,800	90,150	1,487,200		282,500	-	1,779,700		1.7%
RICO Fund	123,600	-	44,000	2,000	169,600		-	644,200	813,800		0.8%
Cliff Fund	-	-	-	-	-		1,509,000	19,649,510	43,065,960		40.1%
QC CFD Fund	-	15,500	9,000	30,850	55,350		1,386,000	-	2,450,200		2.3%
Wastewater Fund	572,850	449,500	165,000	605,100	1,792,450		986,850	432,000	30,789,500		28.7%
All Funds Total	\$ 10,989,600	\$ 3,000,200	\$ 1,226,350	\$ 2,197,750	\$ 17,413,900		\$ 3,504,700	\$ 34,495,360	\$ 107,352,760		100.0%
% of All Categories	10.2%	2.8%	1.1%	2.0%	16.2%	3.3%	48.4%	32.1%	100.0%		

SUMMARY SCHEDULES
INTERFUND TRANSFERS
Fiscal Year 2008-2009

TRANSFERS IN

	General Fund	HURF Fund	RICO Fund	CIIF Fund	QC CFD Fund	Wastewater Fund	Total
General Fund		165,100	-	-	21,350	-	186,450
HURF Fund	-		-	6,179,000	-	-	6,179,000
RICO Fund	-	-		-	-	-	-
CIIF Fund	3,504,650	258,000	-		-	839,200	4,601,850
QC CFD Fund	-	-	-	-		-	-
Wastewater Fund	-	-	-	-	-		-
Total	3,504,650	423,100	-	6,179,000	21,350	839,200	10,967,300

TRANSFERS OUT

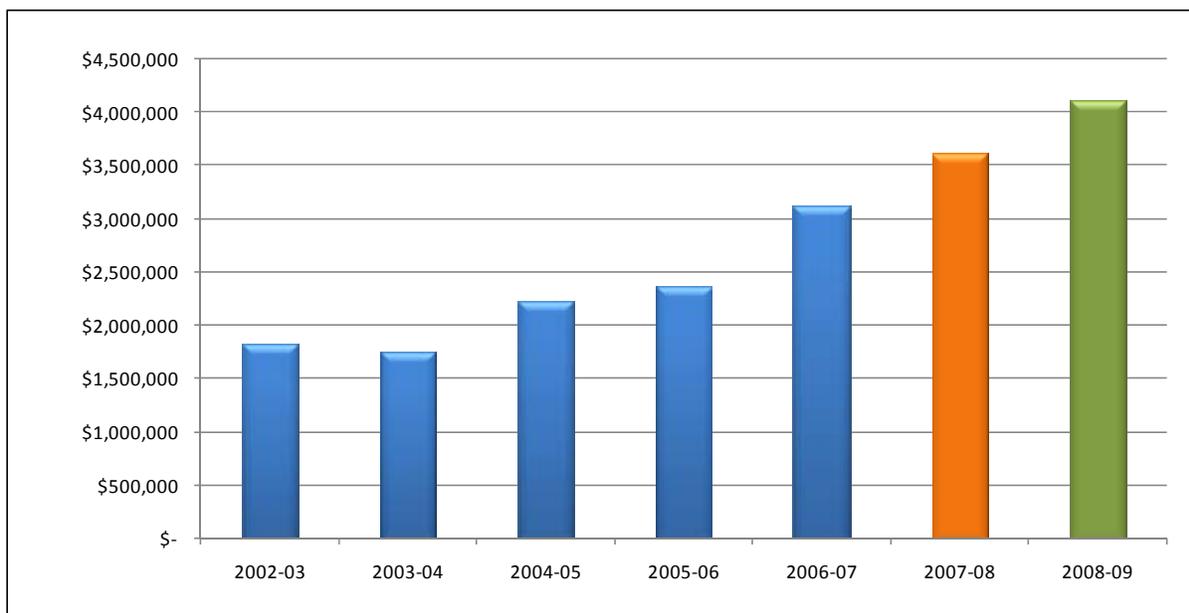
General Fund
HURF Fund
RICO Fund
CIIF Fund
QC CFD Fund
Wastewater Fund

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Major Revenue Sources General Sales Taxes (Taxes)

Description	A transaction privilege tax is assessed on sales within the Town limits.
Use	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 <i>Model City Tax Code</i> .
Assumptions	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 rate (which is reducing as the commercial mix in the Town increases).

Fiscal Year	Revenue	Change
2002-03	\$ 1,824,136	
2003-04	1,743,023	-4.4%
2004-05	2,224,588	27.6%
2005-06	2,367,545	6.4%
2006-07	3,127,981	32.1%
2007-08 estimated	3,642,289	16.4%
2008-09 projected	4,096,000	12.5%

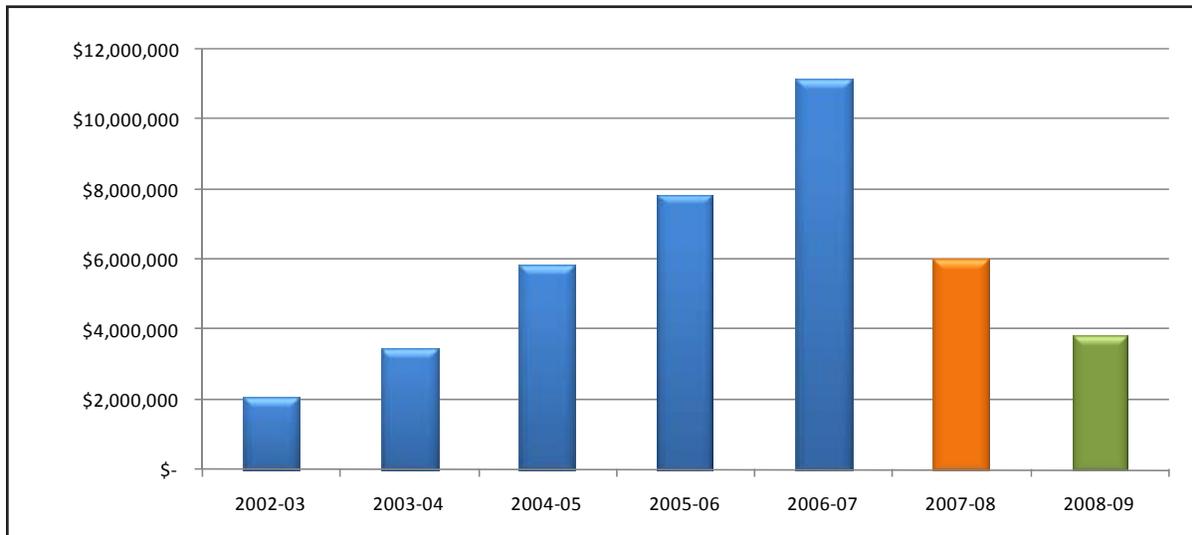


Major Revenue Sources

Construction Contracting Sales Taxes (Taxes)

Description	A transaction privilege tax is assessed on construction contracting within the Town limits.
Use	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 <i>Model City Tax Code</i> .
Assumptions	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.

Fiscal Year	Revenue	Change
2002-03	\$ 2,082,219	
2003-04	3,469,607	66.6%
2004-05	5,841,342	68.4%
2005-06	7,868,023	34.7%
2006-07	11,141,707	41.6%
2007-08 estimated	6,000,000	-46.1%
2008-09 projected	3,850,000	-35.8%

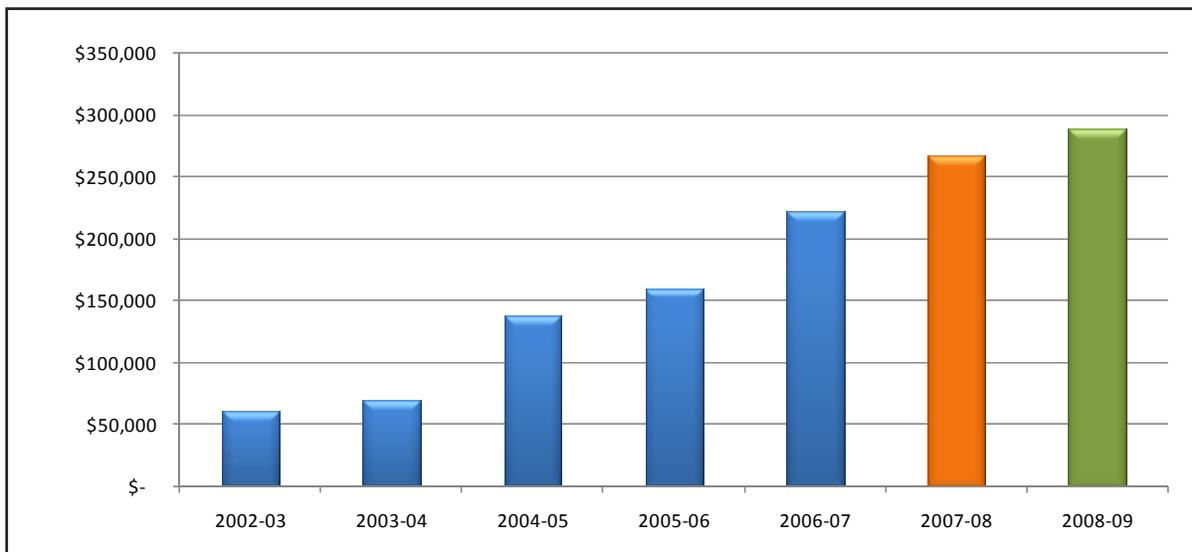


Major Revenue Sources

Franchise Taxes (Taxes)

Description	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.
Use	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	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.

Fiscal Year	Revenue	Change
2002-03	\$ 60,267	
2003-04	69,292	15.0%
2004-05	136,697	97.3%
2005-06	159,133	16.4%
2006-07	221,911	39.5%
2007-08 estimated	267,000	20.3%
2008-09 projected	288,000	7.9%

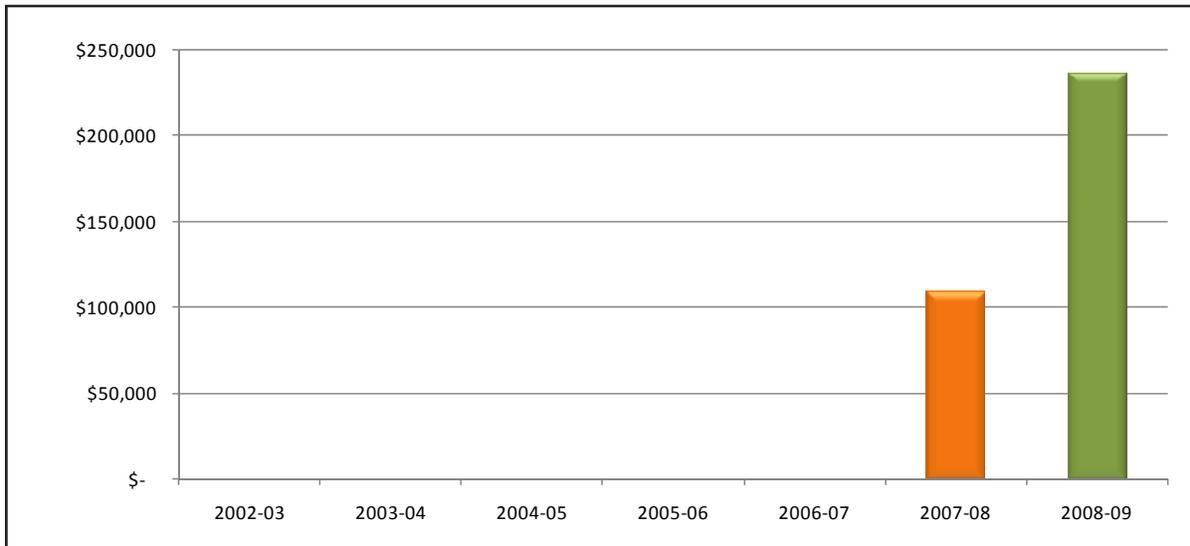


Major Revenue Sources

Property Taxes (Taxes)

Description	The Quail Creek Community Facilities District levies a secondary property tax on property located within the District boundaries.
Use	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 2007-08 was the first year a property tax was levied.
Assumptions	Projections were 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.

Fiscal Year	Revenue	Change
2002-03	\$ -	
2003-04	-	
2004-05	-	
2005-06	-	
2006-07	-	
2007-08 estimated	110,000	
2008-09 projected	236,500	115.0%

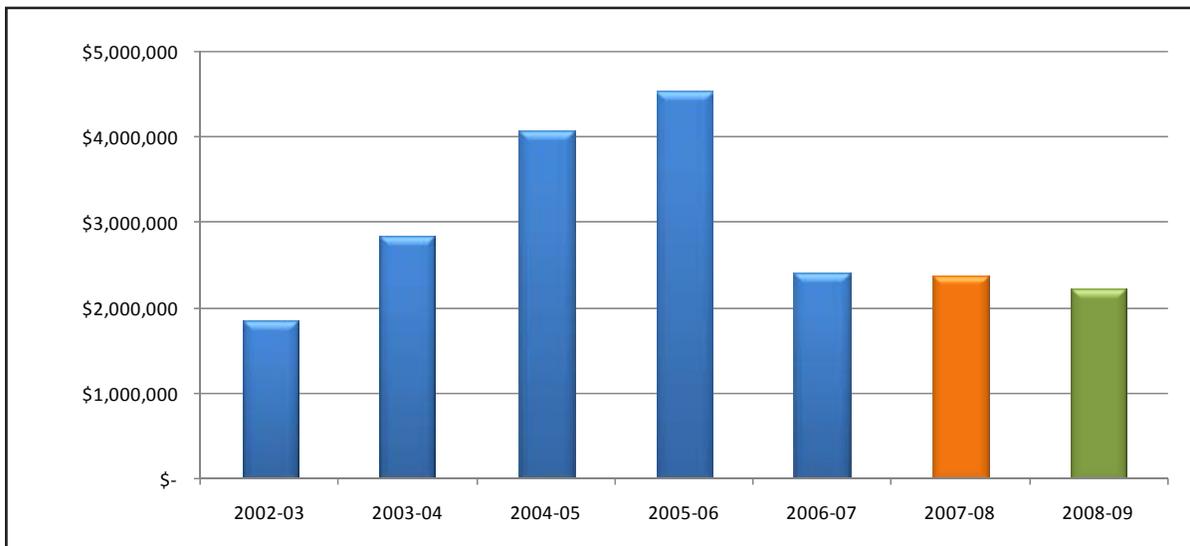


Major Revenue Sources

Building Permit Fees (Licenses and Permits)

Description	Fees are charged for the permission to construct or alter buildings, structures, and improvements within the Town limits.
Use	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, which are factored by valuation tables. 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	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. New commercial development and updated valuation tables are expected to offset most of the impacts of the downturn in residential development.

Fiscal Year	Revenue	Change
2002-03	\$ 1,854,674	
2003-04	2,839,022	53.1%
2004-05	4,066,189	43.2%
2005-06	4,531,310	11.4%
2006-07	2,415,653	-46.7%
2007-08 estimated	2,375,000	-1.7%
2008-09 projected	2,227,000	-6.2%

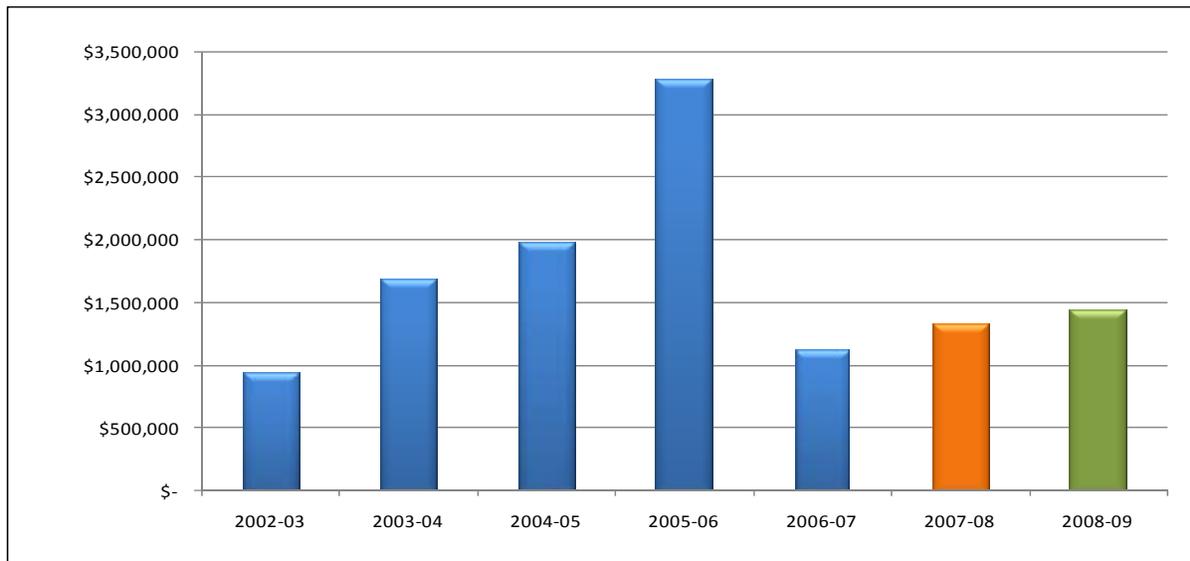


Major Revenue Sources

Sewer Connection Fees (Licenses and Permits)

Description	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.
Use	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	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. New commercial development and fee increases are expected to more than offset any downturn in residential development.

Fiscal Year	Revenue	Change
2002-03	\$ 943,352	
2003-04	1,685,593	78.7%
2004-05	1,980,697	17.5%
2005-06	3,278,988	65.5%
2006-07	1,126,884	-65.6%
2007-08 estimated	1,325,000	17.6%
2008-09 projected	1,443,000	8.9%

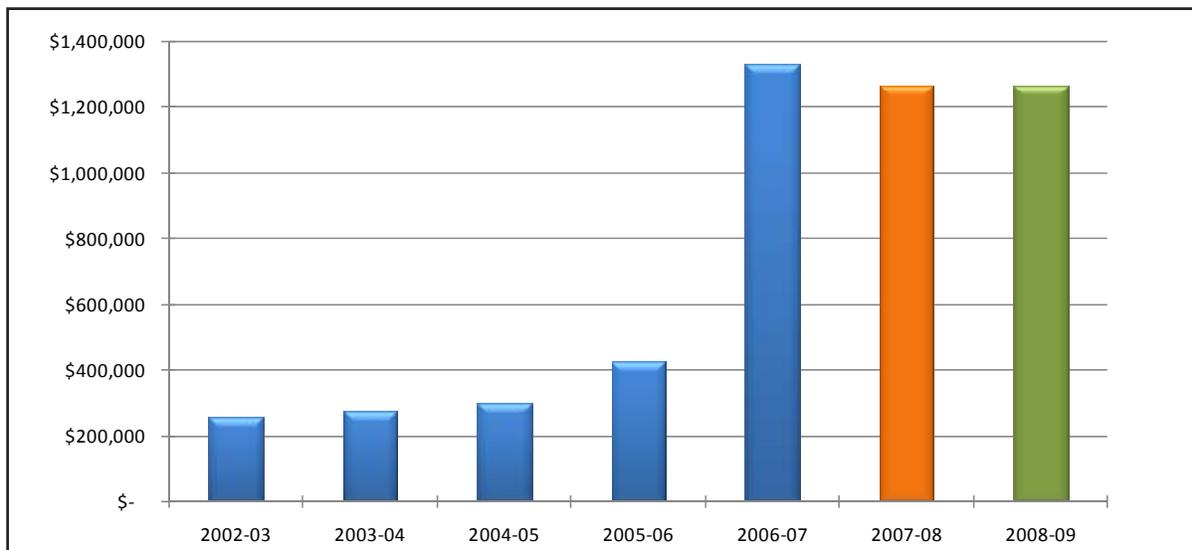


Major Revenue Sources

State Shared Sales Taxes (Intergovernmental)

Description	Incorporated cities and towns receive a portion of the State's sales tax collections.
Use	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 Economic Security. Distributions are received by the Town monthly.
Assumptions	The Arizona Department of Revenue provides the Town with projected revenues. A significant increase was realized in fiscal year 2006-07 because the Town's adjusted 2005 population figures were used in the allocation. The anticipated slow-down in the economy since 2007-08 is mostly attributable to the downturn in new development and the housing market.

Fiscal Year	Revenue	Change
2002-03	\$ 253,550	
2003-04	272,750	7.6%
2004-05	300,340	10.1%
2005-06	427,557	42.4%
2006-07	1,329,702	211.0%
2007-08 estimated	1,265,350	-4.8%
2008-09 projected	1,265,350	0.0%

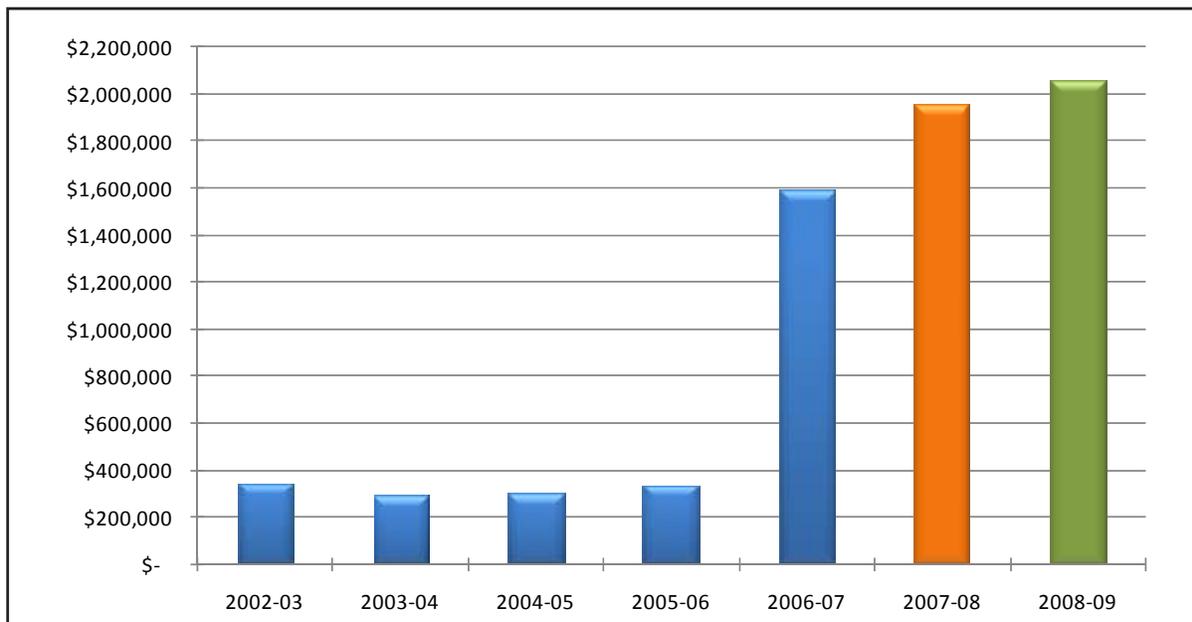


Major Revenue Sources

State Shared Income Taxes (Intergovernmental)

Description	Incorporated cities and towns receive a portion of the State's income tax collected in the fiscal year two years prior.
Use	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 2004-05 to municipalities. The State's distribution is based upon the 2005 estimated population figures as determined by the Arizona Department of Economic Security. Distributions are made to the Town monthly.
Assumptions	The Arizona Department of Revenue provides the Town with projected revenues. A significant increase was realized in fiscal year 2006-07 because the Town's adjusted 2005 population figures were used in the allocation.

Fiscal Year	Revenue	Change
2002-03	\$ 345,050	
2003-04	292,329	-15.3%
2004-05	298,029	1.9%
2005-06	339,435	13.9%
2006-07	1,588,364	367.9%
2007-08 estimated	1,950,000	22.8%
2008-09 projected	2,062,300	5.8%

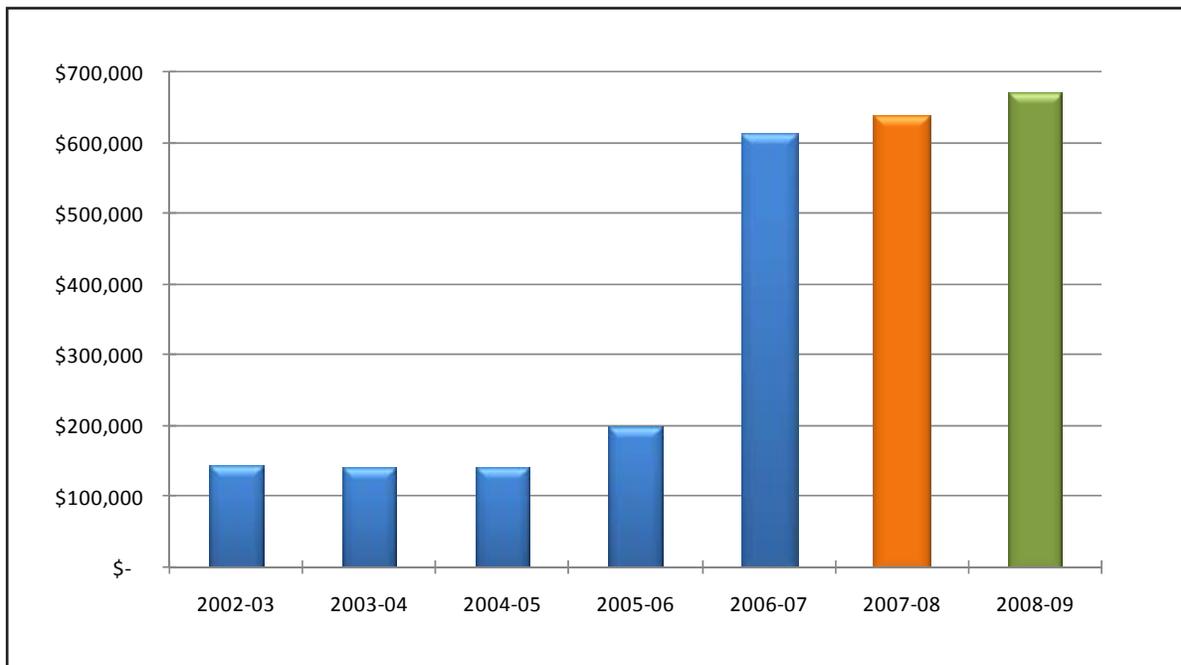


Major Revenue Sources

State Shared Vehicle License Taxes (Intergovernmental)

Description	Incorporated cities and towns receive a portion of the State's vehicle license tax collections.
Use	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	Projections were based on a similar proportional increase anticipated for other state shared revenues, which were then adjusted for expectations on inflation. A significant increase was realized in fiscal year 2006-07 because the Town's adjusted 2005 population figures were used in the allocation.

Fiscal Year	Revenue	Change
2002-03	\$ 142,686	
2003-04	140,331	-1.7%
2004-05	141,542	0.9%
2005-06	198,166	40.0%
2006-07	612,957	209.3%
2007-08 estimated	640,000	4.4%
2008-09 projected	670,000	4.7%

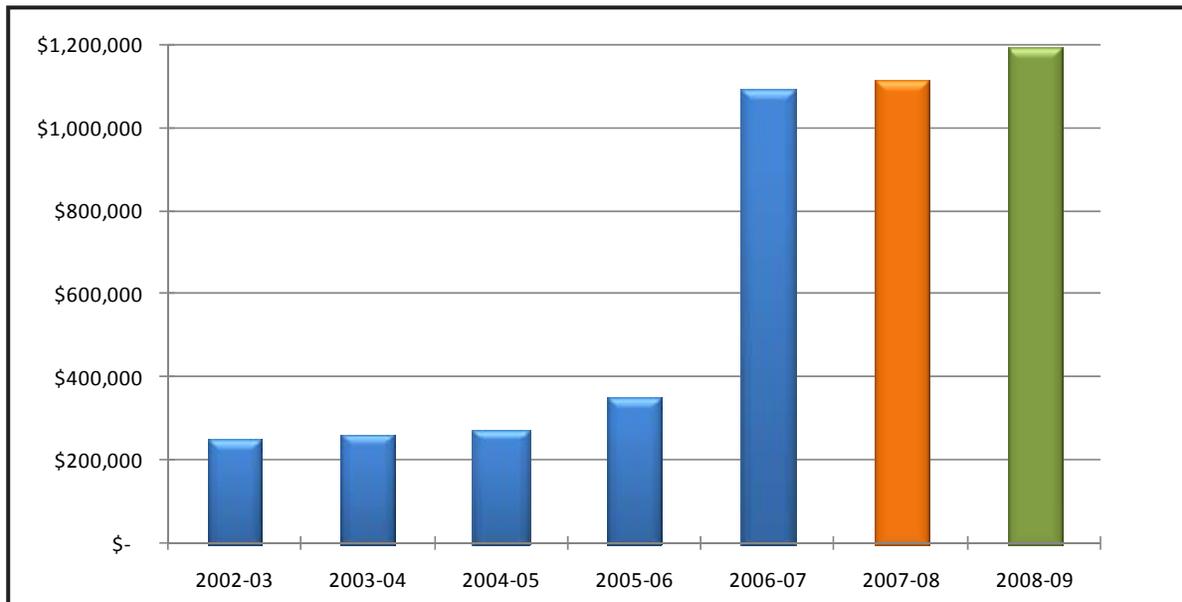


Major Revenue Sources

Highway User Revenue Funds (HURF) (Intergovernmental)

Description	Incorporated cities and towns receive a portion of the State's HURF collections.
Use	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	Projections are provided by the Arizona Department of Revenue and Arizona Department of Transportation. A significant increase was realized in fiscal year 2006-07 because the Town's adjusted 2005 population figures were used in the allocation.

Fiscal Year	Revenue	Change
2002-03	\$ 249,135	
2003-04	261,322	4.9%
2004-05	273,641	4.7%
2005-06	351,080	28.3%
2006-07	1,088,363	210.0%
2007-08 estimated	1,110,000	2.0%
2008-09 projected	1,193,050	7.5%

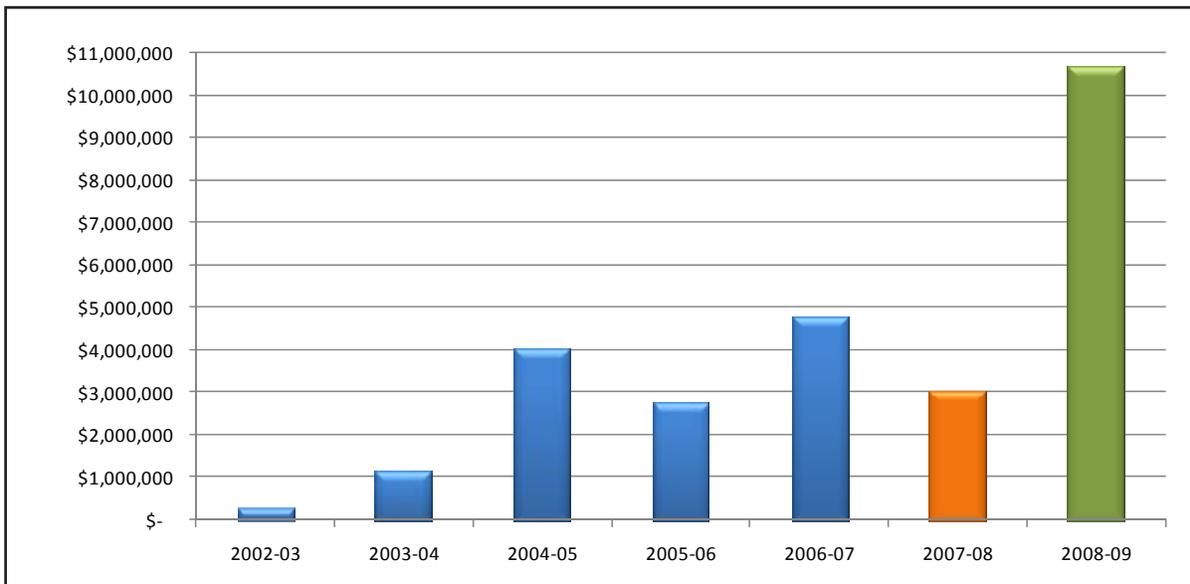


Major Revenue Sources

Capital Grants (Intergovernmental)

Description	The Town receives grant funding from other governmental entities such as the State of Arizona, Pima County, and the Regional Transportation Authority.
Use	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	Intergovernmental agreements 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.

Fiscal Year	Revenue	Change
2002-03	\$ 273,944	
2003-04	1,160,046	323.5%
2004-05	4,021,129	246.6%
2005-06	2,750,000	-31.6%
2006-07	4,789,059	74.1%
2007-08 estimated	3,046,443	-36.4%
2008-09 projected	10,675,000	250.4%

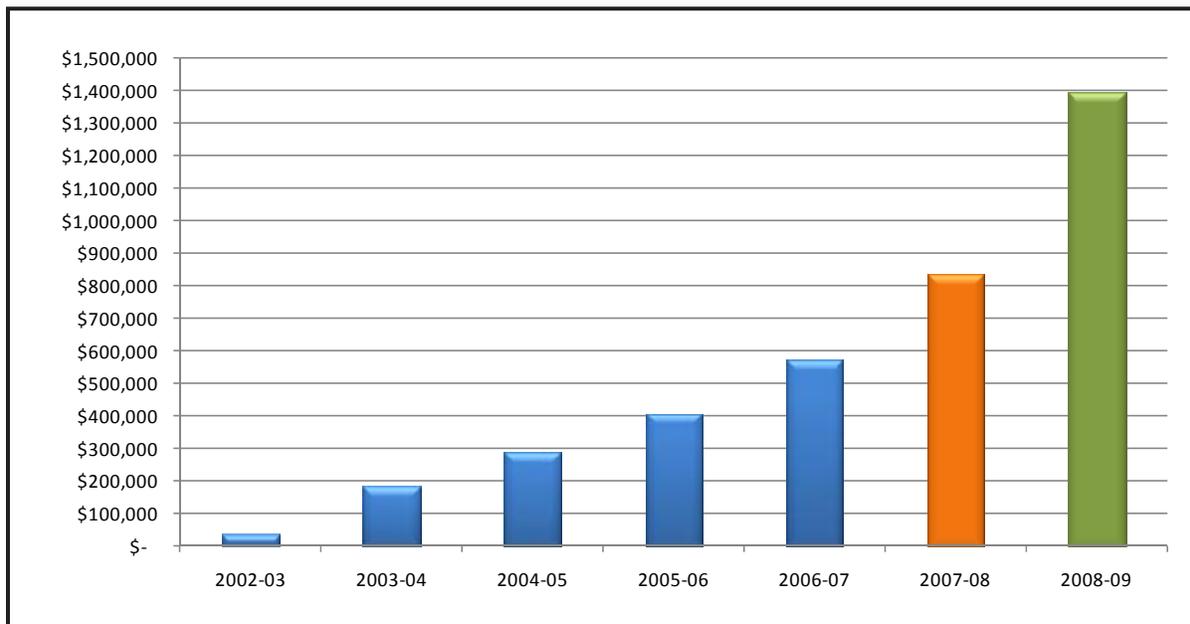


Major Revenue Sources

Sewer User Fees (Charges for Services)

Description	Sewer user fees are charged to the households and businesses served by the wastewater utility (i.e., the Rancho Resort and Rancho Sahuarita developments).
Use	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	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. The large change in fiscal year 2008-09 is due to significant rate increases, which will take effect on or before July 1, 2008.

Fiscal Year	Revenue	Change
2002-03	\$ 34,680	
2003-04	182,712	426.9%
2004-05	290,694	59.1%
2005-06	406,231	39.7%
2006-07	567,314	39.7%
2007-08 estimated	837,000	47.5%
2008-09 projected	1,393,000	66.4%



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.

Remaining

Debt Service:

<u>Fiscal Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2008-09	585,000.00	674,775.00	1,259,775.00
2009-10	605,000.00	651,375.00	1,256,375.00
2010-11	630,000.00	627,175.00	1,257,175.00
2011-12	655,000.00	601,975.00	1,256,975.00
2012-13	680,000.00	575,775.00	1,255,775.00
2013-14	710,000.00	546,875.00	1,256,875.00
2014-15	740,000.00	516,700.00	1,256,700.00
2015-16	770,000.00	485,250.00	1,255,250.00
2016-17	810,000.00	446,750.00	1,256,750.00
2017-18	850,000.00	406,250.00	1,256,250.00
2018-19	895,000.00	363,750.00	1,258,750.00
2019-20	940,000.00	319,000.00	1,259,000.00
2020-21	985,000.00	272,000.00	1,257,000.00
2021-22	1,035,000.00	222,750.00	1,257,750.00
2022-23	1,085,000.00	171,000.00	1,256,000.00
2023-24	1,140,000.00	116,750.00	1,256,750.00
2024-25	<u>1,195,000.00</u>	<u>59,750.00</u>	<u>1,254,750.00</u>
Totals	<u>\$ 14,310,000.00</u>	<u>\$ 7,057,900.00</u>	<u>\$ 21,367,900.00</u>

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.

**Remaining
Debt Service:**

<u>Fiscal Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2008-09	-	686,345.00	686,345.00
2009-10	320,000.00	678,585.00	998,585.00
2010-11	335,000.00	662,701.25	997,701.25
2011-12	350,000.00	646,090.00	996,090.00
2012-13	370,000.00	628,630.00	998,630.00
2013-14	385,000.00	609,743.75	994,743.75
2014-15	405,000.00	589,401.25	994,401.25
2015-16	425,000.00	568,028.75	993,028.75
2016-17	450,000.00	545,497.50	995,497.50
2017-18	470,000.00	520,867.50	990,867.50
2018-19	500,000.00	493,950.00	993,950.00
2019-20	525,000.00	465,506.25	990,506.25
2020-21	555,000.00	435,536.25	990,536.25
2021-22	585,000.00	403,901.25	988,901.25
2022-23	620,000.00	370,462.50	990,462.50
2023-24	655,000.00	335,081.25	990,081.25
2024-25	690,000.00	297,757.50	987,757.50
2025-26	725,000.00	258,491.25	983,491.25
2026-27	770,000.00	217,005.00	987,005.00
2027-28	810,000.00	173,160.00	983,160.00
2028-29	855,000.00	126,956.25	981,956.25
2029-30	905,000.00	78,116.25	983,116.25
2030-31	955,000.00	26,501.25	981,501.25
Totals	<u>\$ 12,660,000.00</u>	<u>\$ 9,818,315.00</u>	<u>\$ 22,478,315.00</u>

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.

<u>Remaining Debt Service:</u>	<u>Fiscal Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
	2008-09	-	1,248,973.43	1,248,973.43
	2009-10	1,052,577.95	1,055,470.50	2,108,048.45
	2010-11	1,091,765.41	1,016,283.04	2,108,048.45
	2011-12	1,132,411.87	975,636.58	2,108,048.45
	2012-13	1,174,571.53	933,476.92	2,108,048.45
	2013-14	1,218,300.85	889,747.60	2,108,048.45
	2014-15	1,263,658.19	844,390.26	2,108,048.45
	2015-16	1,310,704.17	797,344.28	2,108,048.45
	2016-17	1,359,501.69	748,546.76	2,108,048.45
	2017-18	1,410,115.95	697,932.50	2,108,048.45
	2018-19	1,462,614.57	645,433.88	2,108,048.45
	2019-20	1,517,067.71	590,980.74	2,108,048.45
	2020-21	1,573,548.13	534,500.32	2,108,048.45
	2021-22	1,632,131.33	475,917.12	2,108,048.45
	2022-23	1,692,895.57	415,152.88	2,108,048.45
	2023-24	1,755,922.09	352,126.36	2,108,048.45
	2024-25	1,821,295.05	286,753.40	2,108,048.45
	2025-26	1,889,101.89	218,946.56	2,108,048.45
	2026-27	1,959,433.13	148,615.32	2,108,048.45
	2027-28	<u>2,032,382.92</u>	<u>75,665.62</u>	<u>2,108,048.54</u>
	Totals	<u>\$ 28,350,000.00</u>	<u>\$ 12,951,894.07</u>	<u>\$ 41,301,894.07</u>

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.

Remaining

Debt Service:

<u>Fiscal Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2008-09	-	192,765.94	192,765.94
2009-10	162,454.36	162,900.80	325,355.16
2010-11	168,502.54	156,852.62	325,355.16
2011-12	174,775.90	150,579.26	325,355.16
2012-13	181,282.80	144,072.36	325,355.16
2013-14	188,031.96	137,323.20	325,355.16
2014-15	195,032.38	130,322.78	325,355.16
2015-16	202,293.44	123,061.72	325,355.16
2016-17	209,824.82	115,530.34	325,355.16
2017-18	217,636.60	107,718.56	325,355.16
2018-19	225,739.20	99,615.96	325,355.16
2019-20	234,143.48	91,211.68	325,355.16
2020-21	242,860.64	82,494.52	325,355.16
2021-22	251,902.36	73,452.80	325,355.16
2022-23	261,280.68	64,074.48	325,355.16
2023-24	271,008.14	54,347.02	325,355.16
2024-25	281,097.78	44,257.38	325,355.16
2025-26	291,563.06	33,792.10	325,355.16
2026-27	302,417.96	22,937.20	325,355.16
2027-28	313,676.90	11,678.20	325,355.10
Totals	<u>\$ 4,375,525.00</u>	<u>\$ 1,998,988.92</u>	<u>\$ 6,374,513.92</u>

Long-Term Debt

Aggregate of All Debt Issuances

Remaining Debt Service:	Fiscal Year	Principal	Interest	Total
	2008-09	585,000.00	2,802,859.37	3,387,859.37
	2009-10	2,140,032.31	2,548,331.30	4,688,363.61
	2010-11	2,225,267.95	2,463,011.91	4,688,279.86
	2011-12	2,312,187.77	2,374,280.84	4,686,468.61
	2012-13	2,405,854.33	2,281,954.28	4,687,808.61
	2013-14	2,501,332.81	2,183,689.55	4,685,022.36
	2014-15	2,603,690.57	2,080,814.29	4,684,504.86
	2015-16	2,707,997.61	1,973,684.75	4,681,682.36
	2016-17	2,829,326.51	1,856,324.60	4,685,651.11
	2017-18	2,947,752.55	1,732,768.56	4,680,521.11
	2018-19	3,083,353.77	1,602,749.84	4,686,103.61
	2019-20	3,216,211.19	1,466,698.67	4,682,909.86
	2020-21	3,356,408.77	1,324,531.09	4,680,939.86
	2021-22	3,504,033.69	1,176,021.17	4,680,054.86
	2022-23	3,659,176.25	1,020,689.86	4,679,866.11
	2023-24	3,821,930.23	858,304.63	4,680,234.86
	2024-25	3,987,392.83	688,518.28	4,675,911.11
	2025-26	2,905,664.95	511,229.91	3,416,894.86
	2026-27	3,031,851.09	388,557.52	3,420,408.61
	2027-28	3,156,059.82	260,503.82	3,416,563.64
	2028-29	855,000.00	126,956.25	981,956.25
	2029-30	905,000.00	78,116.25	983,116.25
	2030-31	955,000.00	26,501.25	981,501.25
	Totals	\$ 59,695,525.00	\$ 31,827,097.99	\$ 91,522,622.99

Long-Term Debt
Computation of Legal Debt Margin
Fiscal Year 2008-09

Net secondary assessed valuation, 2008 tax year \$222,437,489

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

20% of secondary assessed valuation \$44,487,498

Bonds outstanding -

Net 20% Debt Limitation \$44,487,498

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

6% of secondary assessed valuation \$13,346,249

Bonds outstanding -

Net 6% Debt Limitation \$13,346,249

Total Bonding Capacity \$57,833,747

(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.

FINANCIAL AND BUDGETARY POLICIES

Town of Sahuarita, Arizona

Adopted financial policies 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 updating 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

1. 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.
 - 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.
 - 1.5.2 Budget transfers between departments, funds, or capital projects require the approval of the department head, Town Manager, and Town Council.

(Financial and Budgetary Policies continued)

- 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.
 - 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 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 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.

(Financial and Budgetary Policies continued)

- 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.
 - 2.2.3 Decrease the vulnerability of programs and services to reductions in tax revenues as a result of economic fluctuations.
 - 2.2.4 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 and 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 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.

(Financial and Budgetary Policies continued)

- 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 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 ensures 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.

(Financial and Budgetary Policies continued)

- 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.

7. Capital Asset Accounting 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 Vehicles will be replaced in accordance with the following age or mileage points, whichever comes first:

Vehicle Type	Age	Mileage
Police	5 years	100,000
Administrative/Light Use	8 years	80,000
Heavy Duty (e.g. ½ ton)	As needed	As needed

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".

(Financial and Budgetary Policies continued)

8.6 Staff will monitor projects in progress to ensure 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 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.

- 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.
- 9.6 The investment of bond proceeds shall at all times comply with the requirements of debt covenants.
- 9.7 The Town shall comply with all U.S. Internal Revenue Service arbitrage rebate requirements.
- 9.8 Before any new debt is issued, the impact of debt service payments on total annual fixed costs will be analyzed.
- 9.9 Before any new debt is issued, the impact of debt service payments on total annual fixed costs will be analyzed.

(Financial and Budgetary Policies continued)

- 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 / Contingency 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 with sufficient working capital and a comfortable margin to avoid the borrowing.
- 10.2 A contingency reserve will be established in the General Fund to offset difficult economic times, stabilize fluctuations in cash flow requirements, and provide for emergency situations and other unforeseen opportunities. The level of this reserve will be at least 25% of the major governmental funds' budgeted operating expenditures for that year.
- 10.3 A contingency reserve will be established in the Capital Improvement Infrastructure Fund. The level of this reserve will be at least 20% of the fund's budgeted capital outlay expenditures for that year.

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.

(Financial and Budgetary Policies continued)

- 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.
- 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

Town of Sahuarita, Arizona

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 2005-06 was the first year the budget presentation included and emphasized the programmatic components of Town services. Accordingly, the fiscal year 2008-09 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 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 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.

BUDGET 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.

(Budgetary Process continued)

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 the 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. See the departmental budgets and 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 2008-09 to 2012-13 is provided in a later section.

Preparation and Approval Timetable

A timetable for the budget preparation and approval processes for fiscal year 2008-09 is provided on the next page.

BUDGET CALENDAR

Town of Sahuarita, Arizona

Departmental position requests/modifications due to Town Manager	December 12, 2007
Departmental meetings with Town Manager to discuss position requests	December 17-20, 2007
Preliminary revenue and funding source projections prepared by Finance	January 11, 2008
Finance & Investment Advisory Committee (FIAC) meeting - Review revenue and funding source projections	January 15, 2008
Departmental CIP project requests due to Finance	January 18, 2008
Departmental CIP presentations to CIP Workgroup	January 31/ February 11, 2008
Departmental budget requests and Human Resources pay plan update due to Finance	February 19, 2008
FIAC meeting – Discuss CIP	February 19, 2008
CIP Workgroup evaluations due to Finance	February 20, 2008
Departmental meetings with Town Manager to review budget requests	March 10-April 1, 2008
FIAC meeting – Discuss CIP financing	March 18, 2008
Capital Improvement Plan Technical Advisory Committee (CIPTAC) meeting	March 27, 2008
Public forums – CIP open houses	April 9/12/14, 2008
CIPTAC meeting	April 17, 2008
FIAC meeting(s) – Discuss CIP financing and draft CIP	April 8 & 22, 2008
Draft budget and CIP complete/Council packets delivered	April 18, 2008
Town Council study session on budget and CIP	May 3, 2008
Town Council tentative budget approval	June 9, 2008
Public hearing and Town Council adoption of the FY 2009 budget and CIP	June 23, 2008

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LEGAL REQUIREMENTS

Town of Sahuarita, Arizona

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 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.

(Legal Requirements continued)

FINAL BUDGET ADOPTION

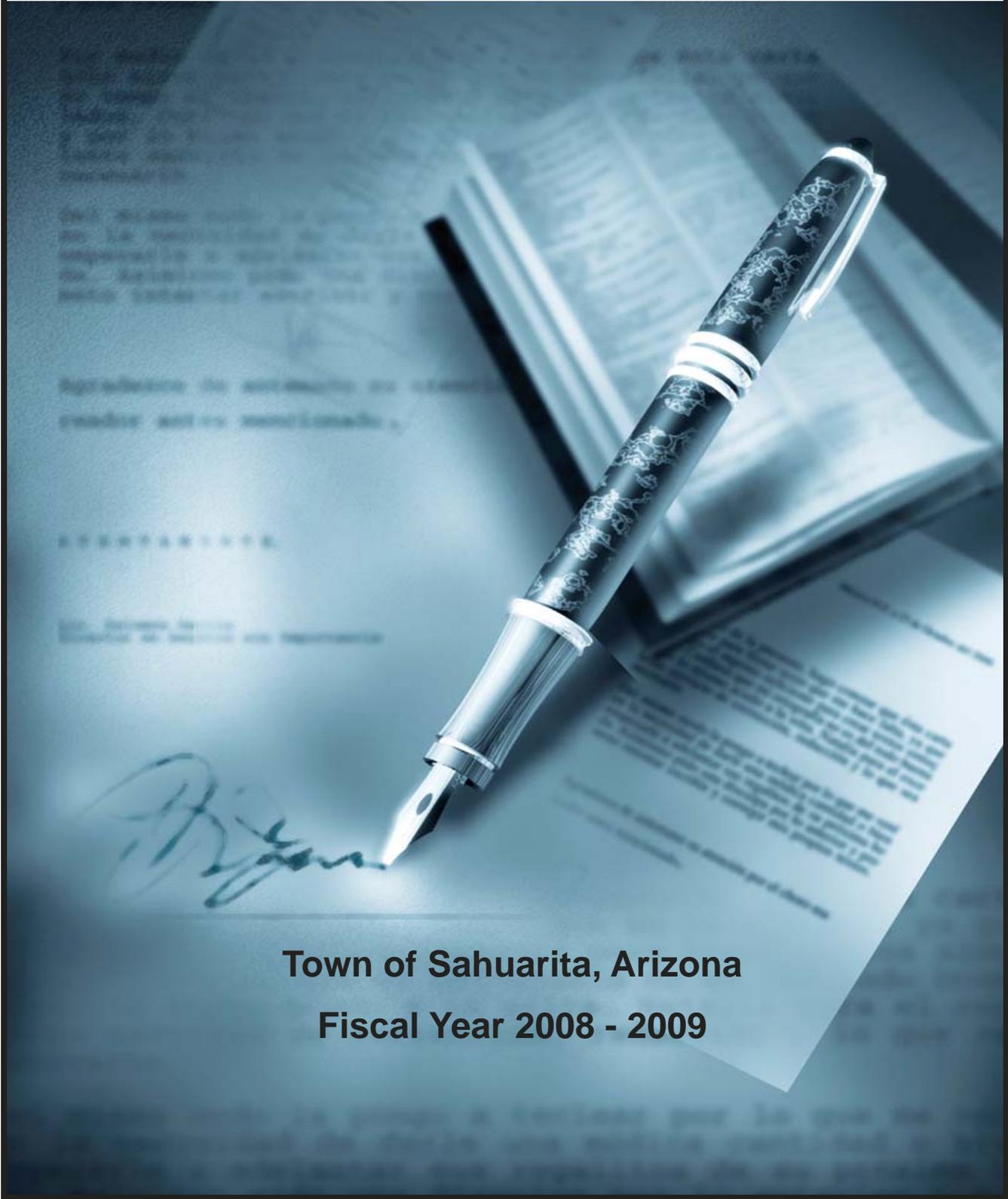
State law (ARS §42-17105) specifies that after the hearing required by ARS §42-17104, the Town Council must adopt the estimate of proposed expenditures for the fiscal year at a special meeting called for that purpose. The adopted expenditures then become the budget for the upcoming fiscal year and shall 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.

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.

OFFICIAL BUDGET FORMS



Town of Sahuarita, Arizona
Fiscal Year 2008 - 2009

TOWN OF SAHUARITA, ARIZONA

TABLE OF CONTENTS

Fiscal Year 2008—2009

Resolution for the Adoption of the Budget

Schedule A Summary Schedule of Estimated Revenues and Expenditures/Expenses

Schedule B Summary of Tax Levy and Tax Rate Information

Schedule C Summary by Fund Type of Revenues Other Than Property Taxes

Schedule D Summary by Fund Type of Other Financing Sources/<Uses> and Interfund Transfers

Schedule E Summary by Department of Expenditures/Expenses Within Each Fund Type

Schedule F Summary by Department of Expenditures/Expenses

RESOLUTION FOR ADOPTION OF THE BUDGET

SAHUARITA RESOLUTION NO. 2008-048

A RESOLUTION OF THE MAYOR AND COUNCIL OF THE TOWN OF SAHUARITA, ARIZONA, ADOPTING THE FISCAL YEAR 2009 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 9, 2008, 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 23, 2008, 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

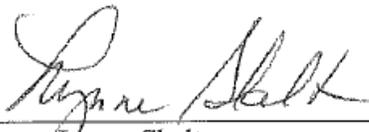
WHEREAS, it appears that publication has been duly made as required by law, of said estimates together with a notice that the Town Council would meet on June 23, 2008, at a location accessible to the public for the purpose of hearing taxpayers and making tax levies as set forth in said estimates; and

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 2009.

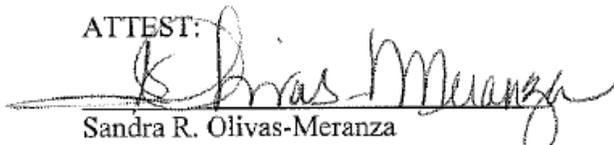
(Resolution No. 2008-48 continued)

PASSED by the Mayor and Town Council of the Town of Sahuarita, Arizona, this 23rd day of June, 2008.



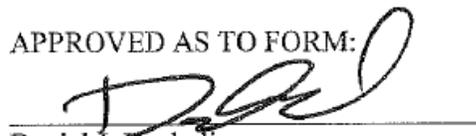
Mayor Lynne Skelton

ATTEST:



Sandra R. Olivas-Meranza
Town Clerk

APPROVED AS TO FORM:



Daniel J. Hochuli
Town Attorney

EXHIBIT "A"

Schedule of Estimates of Revenues and Expenditures/Expenses

TOWN OF SAHUARITA, ARIZONA
 Summary Schedule of Estimated Revenues and Expenditures/Expenses
 Fiscal Year 2009

FUND	ADOPTED BUDGETED EXPENDITURES/EXPENSES* 2008	ACTUAL EXPENDITURES/EXPENSES ** 2008	FUND BALANCE/NET ASSETS*** July 1, 2008**	PROPERTY TAX REVENUES 2009		ESTIMATED REVENUES OTHER THAN PROPERTY TAXES 2009	OTHER FINANCING 2009		INTERFUND TRANSFERS 2009		TOTAL FINANCIAL RESOURCES AVAILABLE 2009	BUDGETED EXPENDITURES/EXPENSES 2009
				Primary:	Secondary:		SOURCES	<USES>	IN	<OUT>		
1. General Fund	\$ 23,799,300	\$ 12,163,333	\$ 12,086,050	\$ 13,049,350	\$ 186,450	\$ 3,504,650	\$ 186,450	\$ 28,453,600	\$ 28,453,600	\$ 28,453,600	\$ 28,453,600	
2. Special Revenue Funds	55,487,400	23,083,750	19,759,950	19,885,610	10,780,850	6,623,450	10,780,850	48,109,660	48,109,660	48,109,660	48,109,660	
3. Debt Service Funds Available												
4. Less: Designation for Future Debt Retirement												
5. Total Debt Service Funds												
6. Capital Projects Funds												
7. Permanent Funds												
8. Enterprise Funds Available	12,208,450	10,360,350	1,701,100	2,871,000	25,378,200	839,200	839,200	30,789,500	30,789,500	30,789,500	30,789,500	
9. Less: Designation for Future Debt Retirement												
10. Total Enterprise Funds	12,208,450	10,360,350	1,701,100	2,871,000	25,378,200	839,200	839,200	30,789,500	30,789,500	30,789,500	30,789,500	
11. Internal Service Funds												
12. TOTAL ALL FUNDS	\$ 91,495,150	\$ 45,607,433	\$ 33,547,100	\$ 35,905,960	\$ 37,663,200	\$ 10,967,300	\$ 10,967,300	\$ 107,352,760	\$ 107,352,760	\$ 107,352,760	\$ 107,352,760	

EXPENDITURE LIMITATION COMPARISON

	2008	2009
1. Budgeted expenditures/expenses	\$ 91,495,150	\$ 107,352,760
2. Add/subtract: estimated net reconciling items	(12,443,450)	(2,450,200)
3. Budgeted expenditures/expenses adjusted for reconciling items	79,351,700	104,902,560
4. Less: estimated exclusions		
5. Amount subject to the expenditure limitation	\$ 79,351,700	\$ 104,902,560
6. EEC or voter-approved alternative expenditure limitation	\$ 79,351,700	\$ 104,902,560

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, ARIZONA
Summary of Tax Levy and Tax Rate Information
Fiscal Year 2009

	2008	2009
1. Maximum allowable primary property tax levy. A.R.S. §42-17051(A)	\$ _____	\$ _____
2. Amount received from primary property taxation in the current year 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	110,000	236,500
C. Total property tax levy amounts	\$ 110,000	\$ 236,500
4. Property taxes collected*		
A. Primary property taxes		
(1) Current year's levy	\$ _____	
(2) Prior years' levies	\$ _____	
(3) Total primary property taxes	\$ _____	
B. Secondary property taxes		
(1) Current year's levy	\$ 110,000	
(2) Prior years' levies	\$ _____	
(3) Total secondary property taxes	\$ 110,000	
C. Total property taxes collected	\$ 110,000	
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, ARIZONA
Summary by Fund Type of Revenues Other Than Property Taxes
Fiscal Year 2009

SOURCE OF REVENUES	ESTIMATED REVENUES 2008	ACTUAL REVENUES* 2008	ESTIMATED REVENUES 2009
GENERAL FUND			
Local taxes			
Sales taxes	\$ 3,410,000	\$ 3,625,000	\$ 4,096,000
Franchise fees	250,000	267,000	288,000
Licenses and permits			
Building permit fees	2,500,000	2,375,000	2,227,000
Business licensing fees	20,000	25,000	50,000
Intergovernmental			
State shared sales taxes	1,425,000	1,265,350	1,265,350
State shared income taxes	1,970,000	1,950,000	2,062,300
State shared vehicle license taxes	610,000	640,000	670,000
Grants and contributions	122,000	403,146	582,000
Charges for services			
Development fees	507,000	250,000	248,000
Recreation fees	155,000	146,000	174,000
Other departmental fees	4,000	5,000	8,700
Indirect cost recovery	253,000	271,000	517,000
Fines and forfeits			
Court fines and fees	290,000	275,000	300,000
Interest on investments			
Investment income	420,000	490,000	450,000
Contributions			
Voluntary contributions			
Donations from private parties	20,000	25,000	61,000
Miscellaneous			
Miscellaneous/Other	10,000	67,500	50,000
Total General Fund	\$ 11,966,000	\$ 12,079,996	\$ 13,049,350

* 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, ARIZONA
Summary by Fund Type of Revenues Other Than Property Taxes
Fiscal Year 2009

SOURCE OF REVENUES	ESTIMATED REVENUES 2008	ACTUAL REVENUES* 2008	ESTIMATED REVENUES 2009
SPECIAL REVENUE FUNDS			
Highway User Revenue Fund			
State shared HURF taxes	\$ 1,174,000	\$ 1,110,000	\$ 1,193,050
Grants and contributions	4,249,000	520,900	6,452,500
Investment income	10,000	14,000	1,000
Total Highway User Revenue Fund	\$ 5,433,000	\$ 1,644,900	\$ 7,646,550
Local Transportation Assistance Fund			
Local transportation assistance funds	\$ 82,000	\$ 82,750	\$ 93,950
Total Local Transportation Assistance Fund	\$ 82,000	\$ 82,750	\$ 93,950
RICO Fund			
Fines and forfeitures	\$ 25,000	\$ 244,750	\$ 510,000
Intergovernmental			35,000
Investment income	2,500	3,500	12,500
	\$ 27,500	\$ 248,250	\$ 557,500
Capital Infrastructure Improvement Fund			
Sales taxes	\$ 3,700,000	\$ 6,000,000	\$ 3,850,000
Intergovernmental	5,560,000	3,656,550	4,496,000
Investment income	750,000	875,500	650,000
Miscellaneous-developer contributions	3,823,000		2,118,710
	\$ 13,833,000	\$ 10,532,050	\$ 11,114,710
Quail Creek Community Facilities District Fund			
Charges for services	\$ 28,000	\$ 14,000	\$ 5,000
Investment income	250,000	250,000	56,750
Miscellaneous-developer contributions	336,350		511,150
	\$ 614,350	\$ 264,000	\$ 572,900
Total Special Revenue Funds	\$ 19,989,850	\$ 12,771,950	\$ 19,985,610
ENTERPRISE FUNDS			
Wastewater			
Sewer user charges	\$ 750,000	\$ 837,000	\$ 1,393,000
Sewer connection fees	1,500,000	1,325,000	1,443,000
Intergovernmental		35,000	
Investment income	75,000	118,000	35,000
Miscellaneous/Other	1,000,000		
	\$ 3,325,000	\$ 2,315,000	\$ 2,871,000
Total Enterprise Funds	\$ 3,325,000	\$ 2,315,000	\$ 2,871,000
TOTAL ALL FUNDS	\$ 35,280,850	\$ 27,166,946	\$ 35,905,960

* 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, ARIZONA
Summary by Fund Type of Other Financing Sources/<Uses> and Interfund Transfers
Fiscal Year 2009

FUND	OTHER FINANCING 2009		INTERFUND TRANSFERS 2009	
	SOURCES	<USES>	IN	<OUT>
GENERAL FUND				
Highway User Revenue Fund	\$	\$	\$	\$ 165,100
Quail Creek CFD				21,350
Capital Infrastructure Improvement Fund			3,504,650	
Total General Fund	\$	\$	\$ 3,504,650	\$ 186,450
SPECIAL REVENUE FUNDS				
Highway User Revenue Fund	\$	\$	\$ 423,100	6,179,000
Quail Creek CFD			21,350	
Capital Infrastructure Improvement Fund	12,285,000		6,179,000	4,601,850
Total Special Revenue Funds	\$ 12,285,000	\$	\$ 6,623,450	\$ 10,780,850
ENTERPRISE FUNDS				
Wastewater	\$ 25,378,200	\$	\$ 839,200	\$
Total Enterprise Funds	\$ 25,378,200	\$	\$ 839,200	\$
TOTAL ALL FUNDS	\$ 37,663,200	\$	\$ 10,967,300	\$ 10,967,300

SCHEDULE D

TOWN OF SAHUARITA, ARIZONA
Summary by Department of Expenditures/Expenses Within Each Fund Type
Fiscal Year 2009

FUND/DEPARTMENT	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2008	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2008	ACTUAL EXPENDITURES/ EXPENSES* 2008	BUDGETED EXPENDITURES/ EXPENSES 2009
GENERAL FUND				
Mayor & Council	\$ 176,850	\$	\$ 125,028	\$ 196,500
Town Manager	1,109,300	75,000	1,013,906	861,850
Law	481,850		473,930	526,200
Town Clerk	269,650		251,466	320,050
Finance	997,300		879,972	1,121,200
Human Resources				236,100
Planning & Zoning	432,800		331,550	440,700
Building Safety	1,532,100		1,341,982	1,232,600
Parks & Recreation	1,833,750		1,714,045	1,757,250
Public Works	1,068,050		990,770	1,067,700
Police	4,667,850	190,519	4,462,360	5,689,550
Municipal Court	577,550		492,484	540,450
Non-Departmental	296,000		85,840	622,000
Contingency and Reserves	10,356,250	(265,519)		13,841,450
Total General Fund	\$ 23,799,300	\$	\$ 12,163,333	\$ 28,453,600
SPECIAL REVENUE FUNDS				
Highway User Revenue Fund	\$ 1,652,350	\$	\$ 1,390,250	\$ 1,685,750
Local Transportation Assistance Fund	82,000		82,750	93,950
RICO Fund	221,700		40,350	813,800
Capital Infrastructure Improvement Fund	41,387,900		17,736,150	43,065,960
Quail Creek CFD	12,143,450		3,834,250	2,450,200
Total Special Revenue Funds	\$ 55,487,400	\$	\$ 23,083,750	\$ 48,109,660
ENTERPRISE FUNDS				
Wastewater	\$ 12,208,450	\$	\$ 10,360,350	\$ 30,789,500
Total Enterprise Funds	\$ 12,208,450	\$	\$ 10,360,350	\$ 30,789,500
TOTAL ALL FUNDS	\$ 91,495,150	\$	\$ 45,607,433	\$ 107,352,760

* 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, ARIZONA
Summary by Department of Expenditures/Expenses
Fiscal Year 2009

DEPARTMENT/FUND	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2008	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2008	ACTUAL EXPENDITURES/ EXPENSES * 2008	BUDGETED EXPENDITURES/ EXPENSES 2009
Police:				
General Fund	\$ 4,667,850	\$ 190,519	\$ 4,462,360	\$ 5,689,550
RICO Fund	43,600	13,000	40,350	169,600
Department Total	\$ 4,711,450	\$ 203,519	\$ 4,502,710	\$ 5,859,150
Parks & Recreation				
General Fund	\$ 1,833,750	\$	\$ 1,714,045	\$ 1,757,250
Quail Creek CFD Fund	7,500			38,350
Department Total	\$ 1,841,250	\$	\$ 1,714,045	\$ 1,795,600

* 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

FUND AND DEPARTMENTAL BUDGETS

Town of Sahuarita, Arizona



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GENERAL FUND

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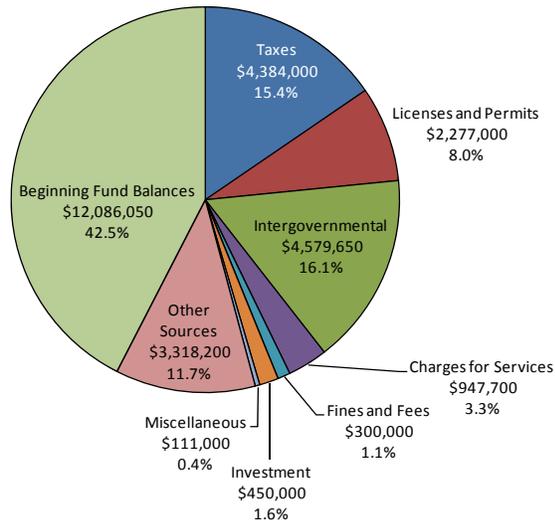
GENERAL FUND
SOURCES AND USES OF FUNDS

	2006-2007	2007-2008			2008-2009	% Change	% Change
	Actual Amount	Adopted Budget	Amended Budget	Estimated Actual	Adopted Budget	From Amended	From 07/08 Estimate
SOURCES							
REVENUES:							
Taxes	\$ 3,349,892	\$ 3,660,000	\$ 3,660,000	\$ 3,909,289	\$ 4,384,000	19.8%	12.1%
Licenses and Permits	2,415,653	2,520,000	2,520,000	2,400,000	2,277,000	-9.6%	-5.1%
Intergovernmental	3,636,646	4,127,000	4,127,000	4,258,496	4,579,650	11.0%	7.5%
Charges for Services	909,919	919,000	919,000	672,000	947,700	3.1%	41.0%
Fines and Fees	256,303	290,000	290,000	275,000	300,000	3.4%	9.1%
Investment	616,563	420,000	420,000	490,000	450,000	7.1%	-8.2%
Miscellaneous	39,116	30,000	30,000	92,500	111,000	270.0%	20.0%
Subtotal: Revenues	11,224,092	11,966,000	11,966,000	12,097,285	13,049,350	9.1%	7.9%
OTHER SOURCES:							
Transfers In	-	694,400	694,400	568,500	3,504,650	404.7%	516.5%
Transfers Out	-	-	-	-	(186,450)	-	-
Subtotal: Other Sources	-	694,400	694,400	568,500	3,318,200	377.9%	483.7%
BEGINNING FUND BALANCES:							
Designated for Hospital Contribution	200,000	400,000	400,000	400,000	600,000	50.0%	50.0%
Undesignated	10,385,190	10,738,900	10,738,900	11,183,616	11,486,050	7.0%	2.7%
Subtotal: Beginning Fund Balances	10,585,190	11,138,900	11,138,900	11,583,616	12,086,050	8.5%	4.3%
TOTAL SOURCES	\$ 21,809,282	\$ 23,799,300	\$ 23,799,300	\$ 24,249,401	\$ 28,453,600	19.6%	17.3%
USES							
CURRENT EXPENDITURES:							
Mayor and Council	\$ 82,582	\$ 176,850	\$ 176,850	\$ 125,028	\$ 196,500	11.1%	57.2%
Town Manager	601,193	896,950	971,950	833,115	861,150	-11.4%	3.4%
Law	363,155	481,850	481,850	473,930	534,700	11.0%	12.8%
Town Clerk	269,359	269,650	269,650	251,466	320,050	18.7%	27.3%
Finance	657,740	997,300	997,300	879,972	1,121,200	12.4%	27.4%
Human Resources	137,616	212,350	212,350	180,791	236,100	11.2%	30.6%
Planning & Zoning	259,543	432,800	432,800	331,550	440,700	1.8%	32.9%
Building Safety	1,232,132	1,532,100	1,532,100	1,341,982	1,232,600	-19.5%	-8.2%
Parks and Recreation	1,400,893	1,833,750	1,833,750	1,714,045	1,763,150	-3.9%	2.9%
Public Works-Admin/Engineering	1,079,457	837,600	837,600	756,170	573,300	-31.6%	-24.2%
Public Works-Facilities	-	230,450	230,450	234,600	494,400	114.5%	110.7%
Police	3,604,251	4,667,850	4,858,369	4,462,360	5,747,650	18.3%	28.8%
Municipal Court	422,407	577,550	577,550	492,484	540,450	-6.4%	9.7%
Non-Departmental	115,338	296,000	296,000	85,840	622,000	110.1%	624.6%
Subtotal: Current Expenditures	10,225,666	13,443,050	13,708,569	12,163,333	14,683,950	7.1%	20.7%
ENDING FUND BALANCES:							
Undesignated Contingency Reserves	8,356,295	5,962,725	5,630,826	8,076,985	9,047,363	60.7%	12.0%
Designated for Reserves	2,827,321	3,793,525	3,859,905	3,409,083	3,922,287	1.6%	15.1%
Designated for Hospital Contribution	400,000	600,000	600,000	600,000	800,000	33.3%	33.3%
Subtotal: Ending Fund Balances	11,583,616	10,356,250	10,090,731	12,086,068	13,769,650	36.5%	13.9%
TOTAL USES	\$ 21,809,282	\$ 23,799,300	\$ 23,799,300	\$ 24,249,401	\$ 28,453,600	19.6%	17.3%

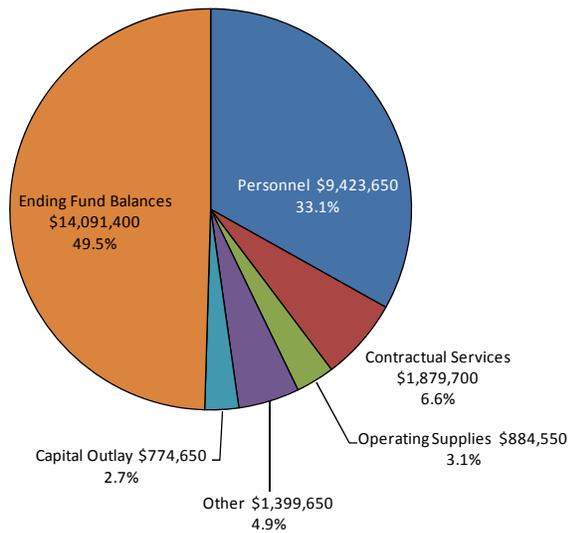
GENERAL FUND
REVENUES DETAIL

	2006-2007	2007-2008			2008-2009	% Change	% Change
	Actual Amount	Adopted Budget	Amended Budget	Estimated Actual	Adopted Budget	From Amended	From 07/08 Estimate
TAXES:							
City Sales Tax	\$3,127,981	\$3,410,000	\$3,410,000	\$3,642,289	\$4,096,000	20.1%	12.5%
Cable Franchise Fee	149,118	175,000	175,000	178,000	192,000	9.7%	7.9%
Gas Franchise Fee	72,793	75,000	75,000	89,000	96,000	28.0%	7.9%
SUBTOTAL: TAXES	3,349,892	3,660,000	3,660,000	3,909,289	4,384,000	19.8%	12.1%
LICENSES AND PERMITS:							
Building Permit Fees	2,415,653	2,500,000	2,500,000	2,375,000	2,227,000	-10.9%	-6.2%
Business Licenses	0	20,000	20,000	25,000	50,000	150.0%	100.0%
SUBTOTAL: LICENSES & PERMITS	2,415,653	2,520,000	2,520,000	2,400,000	2,277,000	-9.6%	-5.1%
INTERGOVERNMENTAL:							
State Sales Tax	1,329,702	1,425,000	1,425,000	1,265,350	1,265,350	-11.2%	0.0%
Urban Revenue Sharing (State Income Tax)	1,588,364	1,970,000	1,970,000	1,950,000	2,062,300	4.7%	5.8%
Vehicle License Tax	612,957	610,000	610,000	640,000	670,000	9.8%	4.7%
Federal Grants & Contributions	105,623	50,000	50,000	175,600	236,000	372.0%	34.4%
State Grants & Contributions	0	50,000	50,000	97,546	210,000	320.0%	115.3%
Local Grants & Contributions	0	0	0	0	0	-	-
Landfill Tipping Fees	0	20,000	20,000	128,000	134,000	570.0%	4.7%
Fill-the-Gap Funds - Court	0	2,000	2,000	2,000	2,000	0.0%	0.0%
SUBTOTAL: INTERGOVERNMENTAL	3,636,646	4,127,000	4,127,000	4,258,496	4,579,650	11.0%	7.5%
CHARGES FOR SERVICES:							
Development Fees	656,963	507,000	507,000	250,000	248,000	-51.1%	-0.8%
Recreation Fees	118,174	155,000	155,000	146,000	174,000	12.3%	19.2%
Police Department Fees	3,941	4,000	4,000	5,000	8,700	117.5%	74.0%
Indirect Cost Recovery	130,841	253,000	253,000	271,000	517,000	104.3%	90.8%
SUBTOTAL: CHARGES FOR SERVICES	909,919	919,000	919,000	672,000	947,700	3.1%	41.0%
FINES AND FEES:							
Court Fines and Fees	256,303	290,000	290,000	275,000	300,000	3.4%	9.1%
SUBTOTAL: FINES AND FEES	256,303	290,000	290,000	275,000	300,000	3.4%	9.1%
OTHER:							
Investment Income	616,563	420,000	420,000	490,000	450,000	7.1%	-8.2%
Donations-Private Organizations	39,116	20,000	20,000	25,000	61,000	205.0%	144.0%
Proceeds from the Disposition of Assets	0	0	0	52,500	35,000	-	-33.3%
Miscellaneous Revenues	0	10,000	10,000	15,000	15,000	50.0%	0.0%
SUBTOTAL: OTHER INCOME	655,679	450,000	450,000	582,500	561,000	24.7%	-3.7%
TOTAL REVENUES	\$11,224,092	\$11,966,000	\$11,966,000	\$12,097,285	\$13,049,350	9.1%	7.9%

**GENERAL FUND
Budgeted Sources of Funds
FY 2008-2009**



**GENERAL FUND
Budgeted Uses of Funds
FY 2008-2009**



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MAYOR AND COUNCIL DEPARTMENT

Town of Sahuarita, Arizona

GENERAL INFORMATION

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

MISSION

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.

2007/2008 ACCOMPLISHMENTS

- Participated in the Festival of Cities and Towns at the League of Arizona Cities and Towns annual conference.
- Participated in the Regional Transportation Authority, instrumental in the Town Securing regional funding.
- Participated in the Pima Association of Governments.
- Implemented policy to include dog park facilities in park amenity evaluation criteria.
- Lobbied State Representative for federally earmarked funding for Town priorities associated with roads, parks, and water.
- Attended the National League of Cities and Town annual conference.
- Developed a teen council program.
- Developed a focused and defined annexation policy.
- Participated in the Capital Improvement Plan Technical Advisory Committee (CIPTAC).

- Proclamations
 - Parks and Recreation Month (July 2007)
 - Commemorated Tucson's 232 Anniversary (August 20, 2007)
 - Work Zone Safety Awareness Week (April 7-11, 2008)
 - Week of the Young Child (April 13-19, 2008)
 - National Day of Prayer (May 1, 2008)

GOALS AND OBJECTIVES

The Town Council also strives to accomplish the following:

- Seek ways to improve the overall quality of life in the Town.
- 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.

(Mayor and Council Department continued)

- 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.

BUDGET HIGHLIGHTS

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

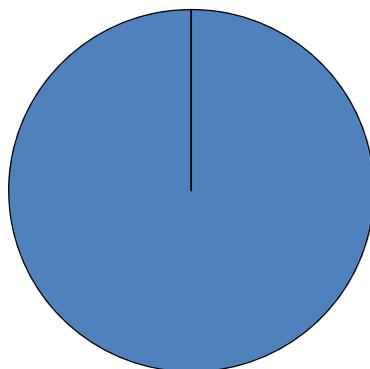
MAYOR AND COUNCIL DEPARTMENT

Expenditures by Program	2006-07 Actual Amount	2007-08 Adopted Budget	2007-08 Amended Budget	2007-08 Estimated Amount	2008-09 Adopted Budget
Department Operations	\$ 82,582	\$ 176,850	\$ 176,850	\$ 125,028	\$ 196,500
Capital Outlay	-	-	-	-	-
Expenditure Total	\$ 82,582	\$ 176,850	\$ 176,850	\$ 125,028	\$ 196,500

Expenditures by Category	2006-07 Actual Amount	2007-08 Adopted Budget	2007-08 Amended Budget	2007-08 Estimated Amount	2008-09 Adopted Budget
Personnel	\$ 44,850	\$ 58,450	\$ 58,450	\$ 58,450	\$ 66,500
Contractual Services		-	-	4,000	10,000
Operating Supplies	5,228	36,200	36,200	21,278	8,500
Other	32,504	82,200	82,200	41,300	111,500
Capital Outlay	-	-	-	-	-
Expenditure Total	\$ 82,582	\$ 176,850	\$ 176,850	\$ 125,028	\$ 196,500

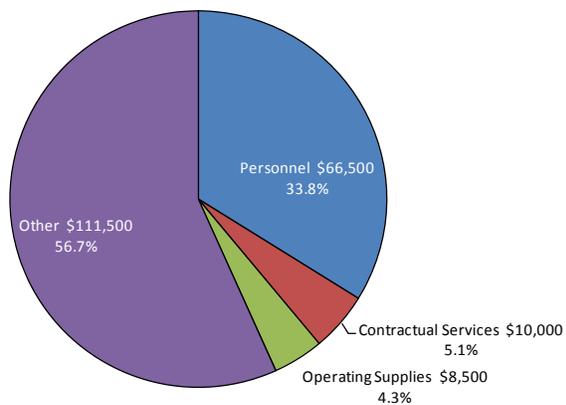
Position Classification	2007-08 Pay Range	Number of Personnel		
		2005-06	2006-07	2007-08
Mayor	\$800/mo.	1	1	1
Vice-Mayor	\$600/mo.	1	1	1
Council Members	\$500/mo.	5	5	5
Total Positions		7	7	7

**MAYOR AND COUNCIL DEPARTMENT
Expenditures by Program
FY 2008-2009**



Department Operations
\$196,500
100.0%

**MAYOR AND COUNCIL DEPARTMENT
Expenditures by Category
FY 2008-2009**



Other \$111,500
56.7%

Personnel \$66,500
33.8%

Contractual Services \$10,000
5.1%

Operating Supplies \$8,500
4.3%

TOWN MANAGER DEPARTMENT

Town of Sahuarita, Arizona

GENERAL INFORMATION

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.

MISSION

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.

2007/2008 ACCOMPLISHMENTS

Administration

- Created a program for outreach and coordination of citizen participation.
- Expanded management team to include research and analytical staff to assist in decision-making process.
- Performed thorough analysis of the advantages and disadvantages of possible options for management of the Wastewater Treatment Plant.
- Analyzed vacant land site options for potential future location to house departments of Parks and Recreation and Public Works.
- Assisted Mayor and Council with strategy for lobbying legislators for federal funding requests for the Town.
- Submitted proposal to the Arizona State Land Department to annex 16 square miles of land, that extends from the Town's eastern boundaries to Wilmot Road, north to the city of Tucson's southern boundaries and south to the El Toro Road.
- Submitted grant application for recycling program to implement Town employee recycling program.
- Created Grant calendar for department's use and consideration in submittal of applications.
- Analyzed the option of creating a Manager's committee to assist staff in addressing wastewater issues.
- Created first series of Citizen's Academy to educate public on how government functions.

(Town Manager Department continued)

- Drafted Facility Usage Policy for Plaza Courtyard and internal Town Hall meeting space for outside agency users.
- Partnered with Pima County and Rancho Sahuarita to bring library services to the town.
- Planned and supervised the move of all Town Hall, Court, and Police Department operations to the new Municipal Complex in an efficient and cost effective manner.
- Targeted plan amendments to annex properties to east and west of existing Town limits.
- Collaborated with Regional Transportation Authority to address the Policies, Objectives and Procedures (POP) by coordinating the distribution of funds for various projects in the region.
- Continued to partner with PAG to secure funding for transportation projects.
- Conducted analysis of the employee evaluation and merit increase process and improved guidelines to ensure consistency.
- Improved channels of communication and facilitated teamwork efforts through weekly department head staff meeting.
- Reorganized staff reporting structure for better efficiency and increased responsiveness to departments.

Communications

- Added a second staff member to focus on Neighborhood Outreach and Special Events.
- Planned and coordinated the Grand Opening Celebration for the Municipal Complex that attracted over 1,400 visitors to the Complex throughout the day.
- Developed special events plan to bring residents to Municipal Complex; held inaugural special event to promote bicycling and new bike lanes throughout town.
- Met with neighborhood leaders to initiate outreach events with the Town Council and staff.
- Continued to enhance Town's communications with residents and businesses.
- Produced monthly Town newsletters that are mailed to all Town residents and businesses with timely information about the Town and ways to get involved
- Provided public participation opportunities on

major Town decisions, including wireless internet, capital improvement plan, road and park design and user fees.

- Collaborated with Town departments to highlight current issues facing each department and to ensure critical news and alerts reach residents and businesses.
- Served as advisor to the inaugural Sahuarita Teen Advisory Council by staffing bi-monthly meetings, helping implement initiatives to involve teens in government and planning special events.
- Partnered with the Town Technology Manager to educate the public about the Town's proposed wireless internet system. Gathered public feedback via a Town-wide survey.
- Worked with the Green Valley News to produce the Sahuarita map and magazine.

Economic Development

- Participated in the 3 day Regional Town Hall organized by the Southern Arizona Leadership Council in Tucson to assist in identifying and addressing key economic development issues on a regional basis.
- Researched and coordinated the development of 19 categories of information for the Economic Development section on the Town's new website.
- Re-organized Economic Development Commission (EDC) meetings to quarterly with 8 agreed priorities to be developed by the commission.
- Coordinated and implemented the EDC's first planning retreat.
- Developed the 3rd Annual Workforce survey in conjunction with the Economic Development Commission and the University of Arizona Eller College of Business and Public Administration with a focus on gaining a better understanding of the types of home based businesses in the town and their future plans to expand in to commercial space.
- Presented draft Economic Development Strategy to the Town Council Study Session and secured approval for next steps in development of the plan.
- Continued working with the Carondelet Foundation Board of Trustees to secure funding needed for the future hospital.

(Town Manager Department continued)

- Continued work with Pima County and local supporters of the proposed Sahuarita Public Library to secure a place for the initiative on the November 2008 Bond Election in addition to working with Pima County and local supporters to inaugurate a temporary library site.
- Commissioned and completed a *Community ID* Study with the Buxton Company to obtain up to date quantitative data about the demographic and psychographic population in our retail trade area in order to identify and solicit future retailers.
- Participated in the TREO trip to Portland, Oregon to gain an improved understanding of best practices and key lessons learned in their economic development planning and implementation.
- Represented the Town on the Green Valley/Sahuarita Chamber of Commerce Economic Development Committee, the USC/PUG (water providers and users group), and the Community Advisory Group monitoring the ADEQ Work Plan for the Freeport McMoRan sulfate mitigation requirements.

GOALS AND OBJECTIVES

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.
- 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.
- Represents 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.
- Finalize an annexation process guide and application packet to develop an annexation action plan.
- Develop a recognition program to acknowledge outstanding staff contributions/performance.
- 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.

(Town Manager Department continued)

- Analyze best practices of other municipal operations to update and improve Town practices, policies and procedures on a continuous basis.

Communications

- Continue to enhance public involvement in Town decision-making through use of technology and other innovative techniques.
- Develop techniques to proactively identify and respond to issues on the minds of Sahuarita residents.
- Launch a special events series to provide unique and fun opportunities that enhance the quality of life in Sahuarita.
- Cultivate Neighborhood Associations that partner with the Town to educate and involve residents and promote pride in the community.
- Enhance outreach activities to new residents.
- Launch a Sahuarita Citizens' Academy for residents to gain an in-depth knowledge of Town governments operations and responsibilities; coordinate exciting and interesting speakers and written materials for the academy.
- Continue to develop the Town's email notification system and collect resident email addresses.
- Enhance the Town's website as a tool to disseminate information for residents, businesses and other stakeholders.
- Continue to build relationships with local leaders, including religious, charitable and homeowners' groups.
- In conjunction with the Economic Development function, spearhead a process to build Sahuarita's identity with input from all stakeholders. Ensure that the product of a brand identity process includes consistent and uniform written and electronic materials for all elected and appointed officials and staff members.
- Work with local artists to coordinate displays of local artwork at Sahuarita Town Hall and at special events in the Civic Plaza.

Economic Development

- Identify and evaluate information about economic opportunities available to the Town on both a regional and national basis for inclusion in the Strategic Plan for Economic Development.

- Develop a long-term economic development strategy with an agreed implementation plan.
- Conduct studies relevant to economic development opportunities in potential annexation areas.
- Maintain relationships with all brokers and landowners with current or future retail development, providing them with leads for specific types of businesses important to the Town's retail mix as identified in the Buxton *Community ID* study.
- Provide information and respond to requests from individuals, businesses, and organizations regarding development activities and programs.
- Continue to work with Carondelet to secure funding for the hospital.
- Continue to work with the Friends of the Sahuarita Library group and Pima County to get the temporary library open and stocked.
- Work with all elements of Development Services to deliver processes and procedures for commercial development that are applicable to the specifications of each project, delivering results on an agreed timeline.
- Represent the Town on the Pima County Real Estate Research Council Board of Directors and the Strategic Planning Committee for the Carondelet Health Network.
- Develop new material and update existing economic development information on the Town's website to ensure that it is user friendly and accurate.
- In conjunction with the Communication function, spearhead a process to build Sahuarita's identity with input from all stakeholders. Ensure that the product of a brand identity process includes consistent and uniform written and electronic materials for all elected and appointed officials and staff members.

BUDGET HIGHLIGHTS

General

- Human Resources is now a separate department rather than a function of the Town Manager Department.

Operating Supplies

- Monthly Town-Wide Newsletter (Communications)

(Town Manager Department continued)

Program

- Management Internship Program
(Administration)

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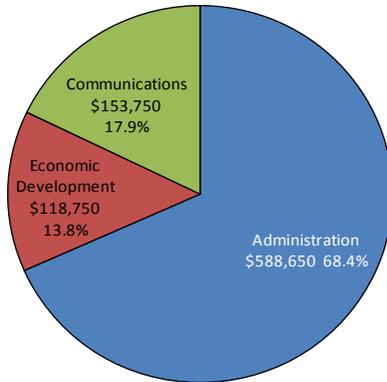
TOWN MANAGER DEPARTMENT

	2006-07 Actual Amount	2007-08 Adopted Budget	2007-08 Amended Budget	2007-08 Estimated Amount	2008-09 Adopted Budget
Expenditures by Program					
Administration	\$ 373,498	\$ 558,250	\$ 558,250	\$ 481,964	\$ 588,650
Economic Development	103,923	192,200	192,200	190,406	118,750
Communications	123,772	146,500	221,500	160,745	153,750
Capital Outlay	-	-	-	-	-
Expenditure Total	\$ 601,193	\$ 896,950	\$ 971,950	\$ 833,115	\$ 861,150

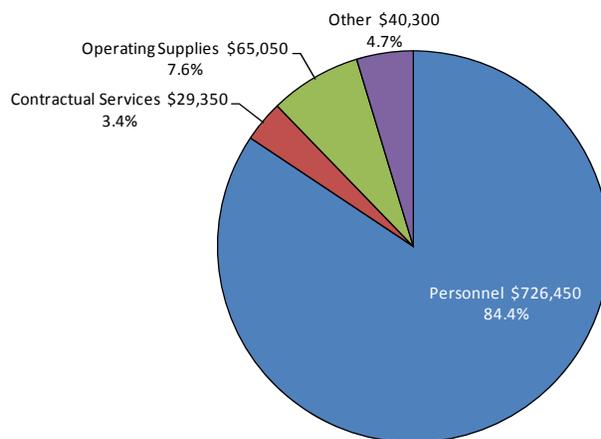
	2006-07 Actual Amount	2007-08 Adopted Budget	2007-08 Amended Budget	2007-08 Estimated Amount	2008-09 Adopted Budget
Expenditures by Category					
Personnel	\$ 464,721	\$ 608,750	\$ 643,750	\$ 641,380	\$ 726,450
Contractual Services	41,354	174,000	184,000	91,605	29,350
Operating Supplies	66,373	70,400	80,400	54,080	65,050
Other	28,745	43,800	63,800	46,050	40,300
Capital Outlay	-	-	-	-	-
Expenditure Total	\$ 601,193	\$ 896,950	\$ 971,950	\$ 833,115	\$ 861,150

Position Classification	2008-09 Pay Range	Authorized Positions (FTE)			2008-09 Adopted
		2006-07 Amended	2007-08 Adopted	2007-08 Amended	
Administration					
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	0.00	0.00	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
Economic Development					
Economic Development Mgr.	61	1.00	1.00	1.00	1.00
Communications					
Communications Manager	59	1.00	1.00	1.00	1.00
Neighborhood Outreach Coord.	N/A	0.00	0.00	1.00	0.00
Total Positions		6.00	6.00	8.00	7.00

**TOWN MANAGER DEPARTMENT
Expenditures by Program
FY 2008-2009**



**TOWN MANAGER DEPARTMENT
Expenditures by Category
FY 2008-2009**



DEPARTMENT OF LAW

Town of Sahuarita, Arizona

GENERAL INFORMATION

The Department of Law consists of two divisions, Civil and Criminal, both headed 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 for the officers and staff. This division is responsible for assuring that the Town and its staff follow 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 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. Currently the Town contracts with outside firms for water issues, bond (financial) issues, and some personnel employment 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.

In January of 2007, the department moved into the new Municipal Complex, but a cost and feasibility study conducted early in 2007 found that it is still appropriate to outsource prosecution services. During the 2008-2009 fiscal year, a cost and feasibility

analysis will again be conducted in order to determine if the 2009-2010 Fiscal Year is the appropriate time to consider establishing an in-house Criminal Division.

MISSION

The Department of Law supports the Town and the Town Council in keeping alive the traditions of the past, while carrying out the vision of the Town's residents. The Department of Law will protect the Town, its residents, and its traditions by minimizing the Town's legal liabilities. The Department of Law will diligently prosecute those who violate the legal protections that protect the Town and its residents, and work toward a swift and just end to those violations.

2007/2008 ACCOMPLISHMENTS

A. Document Review Policy

The document review policy implemented in the previous fiscal year has proven to be effective. The various departments continue working together to refine the process.

B. Agenda Preparation Program

The Town Attorney has designed a software program that has proven very effective in the preparation of the agenda and packet materials for Mayor and Council. The program is available to the attorney staff and the clerk staff on a shared drive so that either department can access the program to make updates. The summary report generated by the program also makes it easy for staff to tell, at a glance, what the deadlines for the various packet materials are.

C. Procurement Document Standardization

The Department of Law has worked on updating and standardizing documents used in the procurement process by creating standard forms for construction manager at risk contracts and contracts for professional services.

D. Professional Development

Department staff, attorney and paralegal, attended a two-day seminar covering new construction procurement methods known, generally, as alternative project delivery methods. The information presented was comprehensive and helped the legal staff attain a greater understanding of infrastructure and other construction projects.

(Department of Law continued)

In addition to the alternative delivery methods seminar, the legal staff attended various continuing education sessions which enhanced their knowledge of land use, including green land use; updates on open meeting laws; human resources issues; improving efficiency of departmental operation; and other issues pertinent to municipal government.

E. Wastewater Treatment Plant Activities

The Department of Law was intimately involved in many issues related to the Sahuarita Wastewater Treatment & Reclamation Facility. This involvement resulted in a satisfactory Consent Decree between the Town and the Arizona Department of Environmental Quality, setting forth the history of the facility, and the Town's future activities toward expansion of the facility

The Department was also instrumental in the successful implementation of interim measures to treat wastewater in the Town. This was accomplished through intergovernmental agreements with Pima County to provide for county treatment of excess flows, an agreement with a developer permitting interim septic systems for commercial development, and other activities.

F. Litigation Supervision

The Department of Law, in coordination with outside legal counsel, was successful in having the Town dismissed as a defendant in one lawsuit, and is aggressively litigating another lawsuit, related to the Wastewater Treatment and Reclamation Facility. Our efforts related to risk management has been successful, which is indicated by the fact that the Town is currently a party to only one lawsuit.

GOALS AND OBJECTIVES

- The Department of Law plans to re-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)
- Work is being done, in conjunction with other departments, to revise and clarify the Town's annexation policies and procedures to provide an effective and efficient process to be utilized in future annexation processes. (LU-1; LU-3; GA-1; REC-1)

- Our budget includes funding to continue the development of the new Town law library, containing resources necessary for adequate functioning of an in-house Department of Law, and also take other steps to develop this new Town department and prepare it for future growth. (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)
- The Department of Law conducted a mid-year evaluation to determine the timing of creation of an in-house prosecution division. The department, in conjunction with the Finance Department, will continue to evaluate this matter to determine the appropriate time to establish in-house prosecution.
- The Town Attorney will work with the paralegal to balance distribution of work load, in order to maximize use of attorney time and paralegal time, to best serve the needs of the Town.
- The department 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, Youth Council, and other Town committees subject to these laws, as these groups obtain new members.
- In addition 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 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 bring 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)

(Department of Law continued)

- 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.
- The Criminal Division will strive to maintain a conviction/diversion rate of 94% for criminal prosecution cases.

BUDGET HIGHLIGHTS

Personnel

- Add one Senior Office Assistant position

Contractual Services

- Prosecution services
- Other specialized legal services

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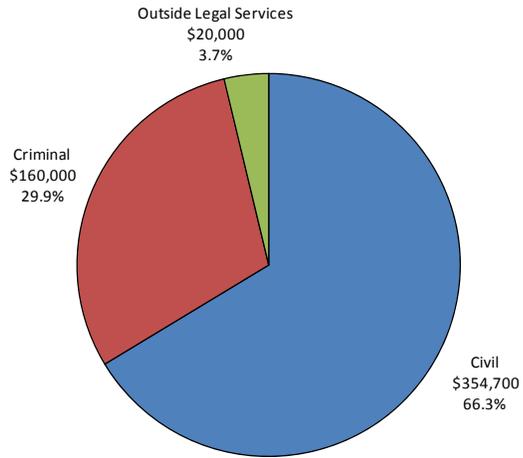
DEPARTMENT OF LAW

Expenditures by Program	2006-07 Actual Amount	2007-08 Adopted Budget	2007-08 Amended Budget	2007-08 Estimated Amount	2008-09 Adopted Budget
Civil	\$ 194,685	\$ 271,850	\$ 271,850	\$ 278,930	\$ 354,700
Criminal	136,160	160,000	160,000	160,000	160,000
Outside Legal Services	32,310	50,000	50,000	35,000	20,000
Capital Outlay	-	-	-	-	-
Expenditure Total	\$ 363,155	\$ 481,850	\$ 481,850	\$ 473,930	\$ 534,700

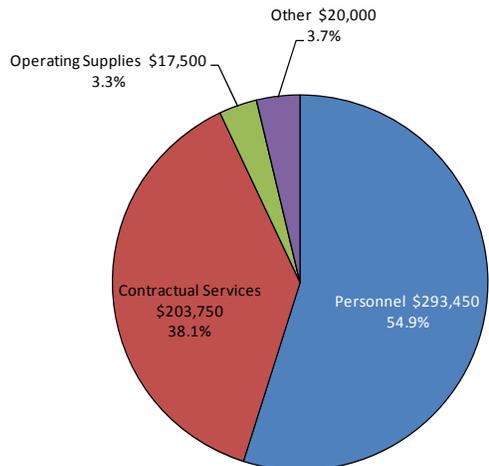
Expenditures by Category	2006-07 Actual Amount	2007-08 Adopted Budget	2007-08 Amended Budget	2007-08 Estimated Amount	2008-09 Adopted Budget
Personnel	\$ 165,854	\$ 233,400	\$ 233,400	\$ 229,010	\$ 293,450
Contractual Services	170,227	211,000	211,000	205,550	203,750
Operating Supplies	7,412	15,000	15,000	19,570	17,500
Other	19,662	22,450	22,450	19,800	20,000
Capital Outlay	-	-	-	-	-
Expenditure Total	\$ 363,155	\$ 481,850	\$ 481,850	\$ 473,930	\$ 534,700

Position Classification	2008-09 Pay Range	Authorized Positions (FTE)			
		2006-07 Amended	2007-08 Adopted	2007-08 Amended	2008-09 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	0.00	0.00	1.00
Total Positions		2.00	2.00	2.00	3.00

**DEPARTMENT OF LAW
Expenditures by Program
FY 2008-2009**



**DEPARTMENT OF LAW
Expenditures by Category
FY 2008-2009**



TOWN CLERK DEPARTMENT

Town of Sahuarita, Arizona

GENERAL INFORMATION

The Office of the Town Clerk exists to ensure the integrity of municipal governance through the administration of the electoral, legislative, and record-keeping processes. The Town Clerk's Office strives to present a courteous, service-oriented team of professionals who, in partnership with the Sahuarita Town Council, and other Town departments, serve the citizens of Sahuarita at an optimum level.

In addition to carrying out the mission of preserving all of the town's official records, conducting impartial elections, and providing accurate information in a timely manner to the public and city staff and officials, the Office of the Town Clerk also:

- Receives and processes business license applications, peddler and transient merchant license applications and liquor license applications;
- Maintains and oversees updates to the Sahuarita Town Code;
- Receives and maintains all records of appointments to boards and commissions;
- Opening of official bids for the City;
- Prepares ceremonial items for the Town Council and Commission meetings (proclamations, awards);
- Administers oaths of office;
- Offers Notary Public services to the general public.

MISSION

The Town Clerk's Department is committed to preserving all of the town's official records, conducting impartial elections, and providing accurate information in a timely manner to the public and city staff and officials. The Town Clerk's Department strives to conduct all Processed election filings and maintained records of open candidate and campaign committees. professional interactions with honesty, integrity, and fairness.

The Town Clerk's staff is committed to achieving its mission through:

- Instilling a high value on excellent customer service and serving the public in a courteous and friendly manner;

- Staying abreast of the current laws governing the department's areas of responsibility;
- Proactively seeking out innovative processes to achieve a high level of efficiency;
- Preserving the Town's history and making it available to the public through a highly effective and sound records-management program; and
- Carrying out and promoting the organizational goals of the Town Council in cooperation with other Town Departments.

2007/2008 ACCOMPLISHMENTS

- Reimplementation of Granicus digital recording system to include Town Council proceedings and all commissions, making both the audio and the written meeting summaries of these public meetings available via the Town's website.
- Completion of the reorganization of the records storage system in time for the relocation of records to the new municipal complex, and expanding the records index to include all town departments for future archiving.

GOALS AND OBJECTIVES

- Complete implementation of new business licensing software;
- Prepare for and provide training for departments accessing LaserFiche;
- Prepare candidate packets and candidate orientation presentation for 2009 Town Council Election;
- Complete department policy and procedures manual.

BUDGET HIGHLIGHTS

Personnel

- Reclassify Sr. Office Assistant to Office Assistant

Contractual Services

- Pima County Election Mail-In Ballot Services

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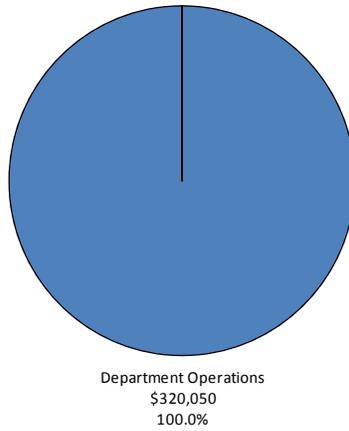
TOWN CLERK DEPARTMENT

Expenditures by Program	2006-07 Actual Amount	2007-08 Adopted Budget	2007-08 Amended Budget	2007-08 Estimated Amount	2008-09 Adopted Budget
Department Operations	\$ 269,359	\$ 247,950	\$ 247,950	\$ 239,656	\$ 320,050
Capital Outlay	-	21,700	21,700	11,810	-
Expenditure Total	\$ 269,359	\$ 269,650	\$ 269,650	\$ 251,466	\$ 320,050

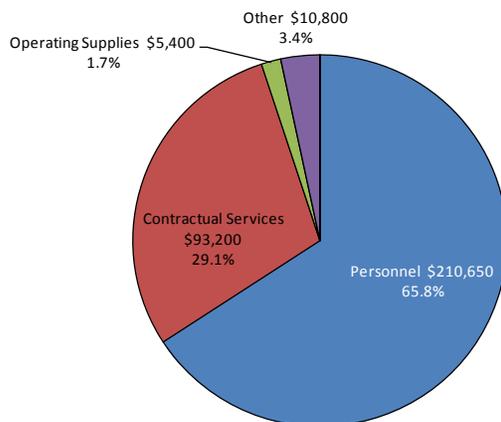
Expenditures by Category	2006-07 Actual Amount	2007-08 Adopted Budget	2007-08 Amended Budget	2007-08 Estimated Amount	2008-09 Adopted Budget
Personnel	\$ 170,252	\$ 204,400	\$ 204,400	\$ 195,800	\$ 210,650
Contractual Services	80,476	21,100	21,100	24,150	93,200
Operating Supplies	3,993	10,300	10,300	8,926	5,400
Other	14,638	12,150	12,150	10,780	10,800
Capital Outlay	-	21,700	21,700	11,810	-
Expenditure Total	\$ 269,359	\$ 269,650	\$ 269,650	\$ 251,466	\$ 320,050

Position Classification	2008-09 Pay Range	Authorized Positions (FTE)			
		2006-07 Amended	2007-08 Adopted	2007-08 Amended	2008-09 Adopted
Town Clerk	70	1.00	1.00	1.00	1.00
Records Manager	36	1.00	1.00	1.00	1.00
Office Assistant	29	0.00	0.00	1.00	1.00
Sr. Office Assistant	N/A	1.00	1.00	0.00	0.00
Total Positions		3.00	3.00	3.00	3.00

**TOWN CLERK DEPARTMENT
Expenditures by Program
FY 2008-2009**



**TOWN CLERK DEPARTMENT
Expenditures by Category
FY 2008-2009**



FINANCE DEPARTMENT

Town of Sahuarita, Arizona

GENERAL INFORMATION

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.

MISSION

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.

2007/2008 ACCOMPLISHMENTS

Finance

- Provided monthly and quarterly financial reports to the Financial and Investment Advisory Committee and the Town Council within 60 days after the period.
- Purchased governmental accounting software. [upcoming agenda]
- Provided departments access to existing financial accounting application.
- Prepared a balanced budget that incorporates Town Council's goals and objectives for the year. [in process]
- Developed five year revenue and expenditure estimates for use during the budget process. [in process]
- Coordinated infrastructure financing for use in the capital improvement plan (CIP).
- Updated and maintained the cost allocation plan. [in process]
- Expanded the role of the Finance and Investment Advisory Committee in the budget and CIP process.
- Completed two financial analyses and reports for the Wastewater system revenues.
- Secured two Water Infrastructure Finance Authority (WIFA) loans totaling \$32.7 million to finance capital improvements to the Wastewater system.
- Obtained the GFOA *Certificate for Excellence in Financial Reporting* for the June 30, 2007 *Comprehensive Annual Financial Report*. [in process-expected to achieve]
- Obtained the GFOA *Distinguished Budget Presentation Award* for the FY 2007-08 Annual Budget.
- Obtained unqualified audit opinions on the June 30, 2007 *Comprehensive Annual Financial Report and Annual Expenditure Limitation Report*.
- Obtained a favorable audit opinion on the June 30, 2007 *Highway User Revenue Fund Compliance Report*.
- Maintained compliance with federal and State mandates concerning financial issues.

(Finance Department continued)

Technology

- Hired and trained new staff – Information Technology Specialist.
- Continued with assisting Building Safety Department in implementing new development services software.
- Successfully designed and setup the Municipal Complex metro area network (MAN)
- Successfully moved the IT infrastructure of the Police Department, Municipal Court and Town Hall into the new complex
- Successfully moved all telephony and data communications to the new locations with no downtime visible to the users
- Added a new storage array for data that is scalable up to 15 Terabytes
- Designed and setup a local area network for the Public Works Department
- Streamlined and took ownership of the Town website.

Risk Management

- Performed a walk-through of the new Municipal Complex with our loss control agents to mitigate potential hazards and risk concerns.
- Began working with the Department of Law to ensure that contracts are standardized to meet minimum insurance requirements.

GOALS AND OBJECTIVES

Finance

- Provide monthly and quarterly budget and investment reports to Town Council.
- Provide monthly revenue and expenditure reports to each department director.
- Purchase and set-up new governmental accounting software application, including:
 - Provide access to the new accounting software system to all departments.
 - Revamp chart of accounts and provide a definition manual of accounts
 - 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 debt as needed to finance the Capital Improvement Plan.

Technology

- Deploy additional modules for Town Website
- Connect two satellite locations via short range microwave to Town Hall network so as to share tech resources (Public Works/WWM & Parks and Recreation building)
- Centralize all backend Information Technology solutions
- Deploy a unified Cisco VoIP Telephony solution that provides pure VoIP Teleconferencing and data transfer
- Centralize Microsoft Exchange Server and mesh with Blackberry Enterprise Server
- Bring Web and Email hosting in-house
- Continue to monitor and enhance security and stability of Town Municipal network

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.
- Continue to work with the Department of Law to ensure that contracts are standardized to meet minimum insurance requirements.

(Finance Department continued)

BUDGET HIGHLIGHTS

Personnel

- Add Finance Manager position
- Eliminate part-time Student Intern position
- Reclassify Senior Accountant to Accountant

Contractual Services

- Supplemental sales tax audit program
- Annual financial audit
- Outsourced payroll services
- Financial and investment management services
- Banking and trustee service fees

Operating Supplies

- Laptops for conference rooms
- Software licenses
- Backup tape media for offsite storage
- Antivirus application and server

Other Expenditures

- General liability insurance

Capital Outlay

- Install new governmental accounting software application.

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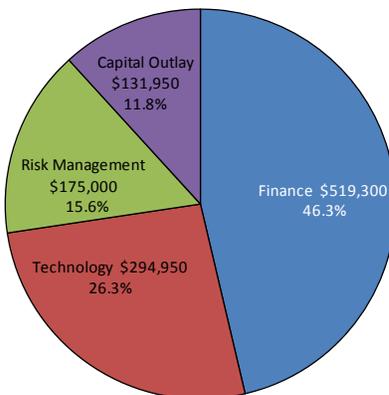
FINANCE DEPARTMENT

Expenditures by Program	2006-07 Actual Amount	2007-08 Adopted Budget	2007-08 Amended Budget	2007-08 Estimated Amount	2008-09 Adopted Budget
Finance	\$ 312,007	\$ 429,750	\$ 429,750	\$ 398,763	\$ 519,300
Technology	167,172	267,550	267,550	254,159	294,950
Risk Management	135,637	175,000	175,000	140,000	175,000
Capital Outlay	42,924	125,000	125,000	87,050	131,950
Expenditure Total	\$ 657,740	\$ 997,300	\$ 997,300	\$ 879,972	\$ 1,121,200

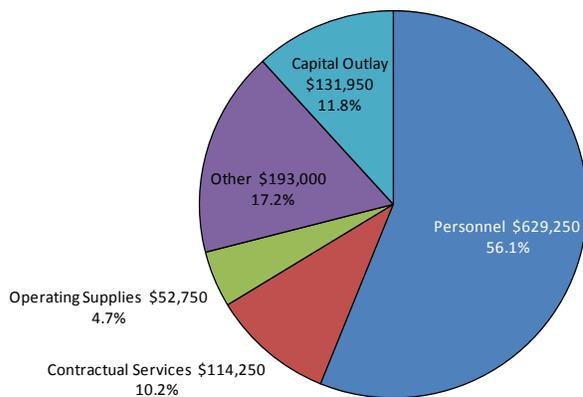
Expenditures by Category	2006-07 Actual Amount	2007-08 Adopted Budget	2007-08 Amended Budget	2007-08 Estimated Amount	2008-09 Adopted Budget
Personnel	\$ 366,762	\$ 533,000	\$ 533,000	\$ 484,444	\$ 629,250
Contractual Services	68,331	114,500	114,500	117,873	114,250
Operating Supplies	24,701	28,550	28,550	30,333	52,750
Other	155,022	196,250	196,250	160,272	193,000
Capital Outlay	42,924	125,000	125,000	87,050	131,950
Expenditure Total	\$ 657,740	\$ 997,300	\$ 997,300	\$ 879,972	\$ 1,121,200

Position Classification	2008-09 Pay Range	Authorized Positions (FTE)			
		2006-07 Amended	2007-08 Adopted	2007-08 Amended	2008-09 Adopted
Finance					
Finance Director	78	1.00	1.00	1.00	1.00
Finance Manager	68	0.00	0.00	0.00	1.00
Accountant	46	0.00	0.00	0.00	1.00
Sr. Accounting Specialist	38	0.00	1.00	1.00	1.00
Accounting Specialist	35	2.00	1.00	1.00	1.00
Senior Accountant	N/A	1.00	1.00	1.00	0.00
Intern	N/A	0.00	0.50	0.50	0.00
Technology					
Technology Manager	68	1.00	1.00	1.00	1.00
Network Administrator	57	1.00	1.00	1.00	1.00
IT Specialist	49	0.00	1.00	1.00	1.00
Total Positions		6.00	7.50	7.50	8.00

**FINANCE DEPARTMENT
Expenditures by Program
FY 2008-2009**



**FINANCE DEPARTMENT
Expenditures by Category
FY 2008-2009**



HUMAN RESOURCES DEPARTMENT

Town of Sahuarita, Arizona

GENERAL INFORMATION

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.

MISSION

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.

2007/2008 ACCOMPLISHMENTS

- Researched and updated the Town's compensation program to maintain our competitiveness in maintaining and recruiting quality employees.
- Conducted a detailed benefits survey with our comparator communities. Proposed new vacation accrual rates and the creation of a critical care account for sick time.
- Implemented an Employee Assistance Program (EAP) for all Town employees. Held introductory meetings for all employees and separate meetings for supervisors to explain the supervisor referral process.
- Issued new identification cards to all Town employees and programmed proxy cards for specific hours of access, to help ensure security at municipal complex.

GOALS AND OBJECTIVES

- Create an annual Benefit Statement for each benefit eligible employee to help employee's understand the total compensation package and understand the full cost of Town provided benefits.
- Partner with Finance and software consultant for

smooth implementation of Human Resources modules of new multi-departmental software.

- Implement on-line employment application to streamline recruitment process for applicant and Town staff.
- Finalize update of Personnel Policy Manual and continue to update policies as necessary to address the needs of our growing Town.

BUDGET HIGHLIGHTS

General

Human Resources is now a separate department rather than a function of the Town Manager Department.

Personnel

- Human Resources Administrator to Human Resource Director

Contractual Services

- Employee Assistance Program
- Web-Based Supervisory and Workforce Training Program
- Public Safety Personnel Retirement System Local Board consultations
- Personnel hearing officer

Capital Outlay

- Installation of new human resource software application

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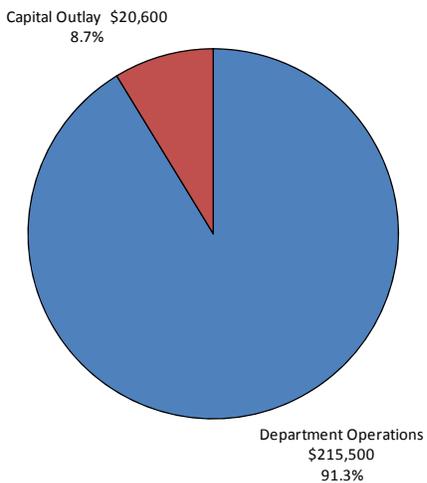
HUMAN RESOURCES DEPARTMENT

Expenditures by Program	2006-07 Actual Amount	2007-08 Adopted Budget	2007-08 Amended Budget	2007-08 Estimated Amount	2008-09 Adopted Budget
Department Operations	\$ 137,616	\$ 212,350	\$ 212,350	\$ 170,341	\$ 215,500
Capital Outlay	-	-	-	10,450	20,600
Expenditure Total	\$ 137,616	\$ 212,350	\$ 212,350	\$ 180,791	\$ 236,100

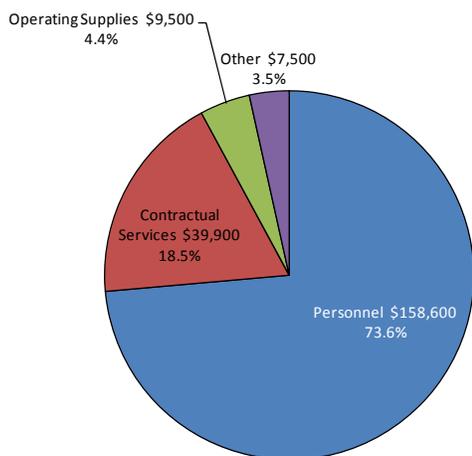
Expenditures by Category	2006-07 Actual Amount	2007-08 Adopted Budget	2007-08 Amended Budget	2007-08 Estimated Amount	2008-09 Adopted Budget
Personnel	\$ 116,840	\$ 149,400	\$ 149,400	\$ 140,030	\$ 158,600
Contractual Services	2,294	42,800	42,800	10,400	39,900
Operating Supplies	8,551	12,450	12,450	11,500	9,500
Other	9,931	7,700	7,700	8,411	7,500
Capital Outlay	-	-	-	10,450	20,600
Expenditure Total	\$ 137,616	\$ 212,350	\$ 212,350	\$ 180,791	\$ 236,100

Position Classification	2008-09 Pay Range	Authorized Positions (FTE)			2008-09 Adopted
		2006-07 Amended	2007-08 Adopted	2007-08 Amended	
HR Director	73	0.00	0.00	0.00	1.00
HR Analyst	52	0.00	1.00	1.00	1.00
HR Administrator	N/A	1.00	1.00	1.00	0.00
HR Technician	N/A	1.00	0.00	0.00	0.00
Total Positions		2.00	2.00	2.00	2.00

HUMAN RESOURCES DEPARTMENT Expenditures by Program FY 2008-2009



HUMAN RESOURCES DEPARTMENT Expenditures by Category FY 2008-2009



PLANNING & ZONING DEPARTMENT

Town of Sahuarita, Arizona

GENERAL INFORMATION

The primary task of the Planning and Zoning Department is to administer and enforce the Town of Sahuarita Zoning Code, as well as coordinate implementation of the Town of Sahuarita General Plan and Specific Plans for master planned areas such as Rancho Sahuarita, Quail Creek, and Madera Highlands. 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 development standards or policies. Other 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.
- Maintains a database of various socio-economic indicators and updates population projections for the Town.

MISSION

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.

2007/2008 ACCOMPLISHMENTS

- Tentative Subdivision Plats approved by Planning Commission or in process - 4 plats comprising 965 residential lots and 4 plats comprising 15 commercial lots.
- Final Subdivision Plats approved by the Town Council or in process – 4 plats comprising 965 residential lots and 4 plats comprising 15 commercial lots.
- Commercial Development Plans/amendments approved or in process – 16
- Zone Changes (text amendments) approved or in process:
 - Assist with formulation and process thru public hearing process the 'Sahuarita Town Center and Santa Cruz River Corridor Subarea Plan'
 - Residential Design Standards approved by Planning & Zoning Commission.
 - Revised provisions related to political signs approved by Planning & Zoning Commission.
 - Revised provisions related to Accessory Buildings approved by Planning & Zoning Commission.

(Planning & Zoning Department continued)

- Consideration of Native Plant Preservation Ordinance
- Recommendation from Planning & Zoning Commission regarding proposed rezoning at NE Corner of RS Blvd & Sahuarita Rd
- Diamond Venture – Campbell Rd/ Whitehouse Rd
- Conditional Use Permits processed - 6 including approval of self-storage facility on La Canada Drive/Hoffman Rd
- Major General Plan Amendment Applications: 1 processed for Park Corp. east of La Canada
- Requests for variances to Zoning Code brought before the Board of Adjustment – 1
- Code enforcement complaints received – 15 // Code enforcement complaints verified and processed – 6 // illegal signs removed from public right-of-way – approximately 350
- Telephone/email inquiries/communications – approx. 1,500
- Sign permits issued – 36
- Zoning clearances issued – 34 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 and PAG's Regional Transit Planning Sub-Committee
- Process applications for Major General Plan Amendments and related annexations (5 applications and Town Initiated GP amendments received as of 04/07/08.)
- Process applications for Tentative and Final Subdivision Plats for consideration by Planning Commission and Town Council.

- Process Town-Initiated Zone Changes (Text Amendments) for consideration by Planning Commission and Town Council, including:
 - Creation of buffer areas between zoning districts to provide for a more gradual change in development standards;
 - Completion of processing of proposed Text Amendments approved by Planning & Zoning Commission
 - Riparian area/major washes protection ordinance
 - Concurrent processing of General Plan Amendments and Zone Changes;
 - Revise off-street parking and loading standards;
 - Review of code requirements to ensure allowance of mixed-use development
 - Other zone changes as initiated by Town or residents and property owners.
 - Process through to the U.S. Bureau of Census all relevant data, including new address ranges into designated census tracts, necessary for conducting and completion within the Town's corporate boundary of an accurate decennial census in 2010.
- 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 Pima Association of Governments (PAG) Committees

GOALS AND OBJECTIVES

- Process applications for Commercial Development Plans.
- Coordinate processing of applications for proposed Zone Changes and General Plan Amendments

PLANNING AND ZONING DEPARTMENT

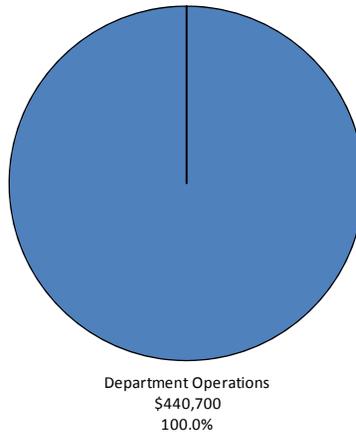
Expenditures by Program	2006-07 Actual Amount	2007-08 Adopted Budget	2007-08 Amended Budget	2007-08 Estimated Amount	2008-09 Adopted Budget
Department Operations	\$ 259,543	\$ 425,300	\$ 425,300	\$ 324,050	\$ 440,700
Capital Outlay	-	7,500	7,500	7,500	-
Expenditure Total	\$ 259,543	\$ 432,800	\$ 432,800	\$ 331,550	\$ 440,700

Expenditures by Category	2006-07 Actual Amount	2007-08 Adopted Budget	2007-08 Amended Budget	2007-08 Estimated Amount	2008-09 Adopted Budget
Personnel	\$ 231,994	\$ 377,800	\$ 377,800	\$ 287,700	\$ 398,300
Contractual Services	10,809	20,900	20,900	15,950	18,100
Operating Supplies	6,923	16,700	16,700	10,700	14,800
Other	9,817	9,900	9,900	9,700	9,500
Capital Outlay	-	7,500	7,500	7,500	-
Expenditure Total	\$ 259,543	\$ 432,800	\$ 432,800	\$ 331,550	\$ 440,700

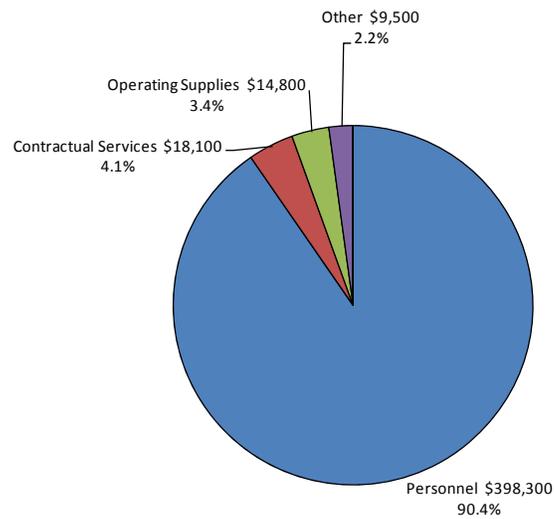
Position Classification	2008-09 Pay Range	Authorized Positions (FTE)			
		2006-07 Amended	2007-08 Adopted	2007-08 Amended	2008-09 Adopted
Planning Director	75	1.00	1.00	1.00	1.00
Senior Planner*	64	0.00	1.00	1.00	1.00
Town Planner	59	1.00	1.00	1.00	1.00
Assistant Planner	51	1.00	1.00	1.00	1.00
Sr. Office Asst/Code Enforcer	40	1.00	1.00	1.00	1.00
Total Positions		4.00	5.00	5.00	5.00

*Title change from Zoning Administrator

**PLANNING AND ZONING DEPARTMENT
Expenditures by Program
FY 2008-2009**



**PLANNING AND ZONING DEPARTMENT
Expenditures by Category
FY 2008-2009**



BUILDING SAFETY DEPARTMENT

Town of Sahuarita, Arizona

GENERAL INFORMATION

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. 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.

MISSION

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.

2007/2008 ACCOMPLISHMENTS

- Implemented new web based community development software; includes a permit module, business license module, planning and zoning module and enforcement module.

- 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 1037 permits through March 2008, including 549 SFR permits, 53 commercial permits and 70 model plan permits.

GOALS AND OBJECTIVES

- Complete implementation of the new community development software.
- Software will improve the level of communication with the public by allowing quicker access to applicants and permit holders information about the status of their projects.
- Connects the Public Works, Planning and Zoning, Building Safety and Town Clerk's Departments.
- Software will provide more efficient communication and project tracking between these departments.
- Provide building plan review within twenty working days of a complete submittal 90% of the time.
- 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.
- Provide plan review for single family residence additions within ten working days of a complete submittal 90% of the time.
- Provide fire plan review within ten working days of a complete submittal 90% of the time.

(Building Safety Department continued)

BUDGET HIGHLIGHTS

Personnel

- Eliminated two Building Inspector positions
- Eliminated three Plans Review Specialist positions

Contractual Services

- Outsourced plans review services
- Software maintenance agreement

Operating Supplies

- Fuel

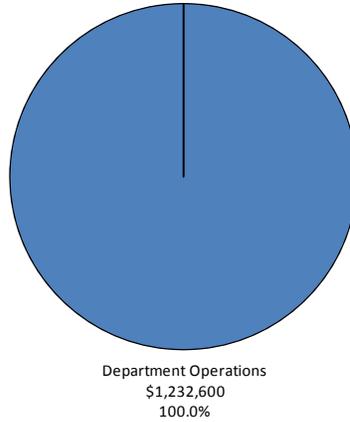
BUILDING SAFETY DEPARTMENT

Expenditures by Program	2006-07 Actual Amount	2007-08 Adopted Budget	2007-08 Amended Budget	2007-08 Estimated Amount	2008-09 Adopted Budget
Department Operations	\$ 1,093,151	\$ 1,452,100	\$ 1,452,100	\$ 1,266,982	\$ 1,232,600
Capital Outlay	138,981	80,000	80,000	75,000	-
Expenditure Total	\$ 1,232,132	\$ 1,532,100	\$ 1,532,100	\$ 1,341,982	\$ 1,232,600

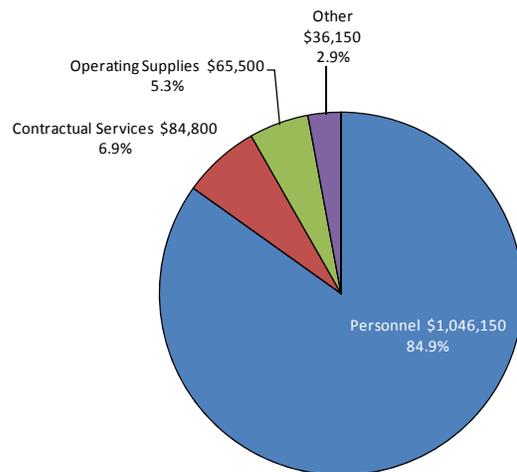
Expenditures by Category	2006-07 Actual Amount	2007-08 Adopted Budget	2007-08 Amended Budget	2007-08 Estimated Amount	2008-09 Adopted Budget
Personnel	\$ 886,978	\$ 1,201,150	\$ 1,201,150	\$ 1,061,320	\$ 1,046,150
Contractual Services	105,628	126,600	126,600	92,850	84,800
Operating Supplies	53,324	74,600	74,600	66,462	65,500
Other	47,222	49,750	49,750	46,350	36,150
Capital Outlay	138,980	80,000	80,000	75,000	-
Expenditure Total	\$ 1,232,132	\$ 1,532,100	\$ 1,532,100	\$ 1,341,982	\$ 1,232,600

Position Classification	2008-09 Pay Range	Authorized Positions (FTE)			2008-09 Adopted
		2006-07 Amended	2007-08 Adopted	2007-08 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	3.00	3.00
Building Inspector II	55	0.00	0.00	0.00	1.00
Building Inspector	50	7.00	6.00	4.00	3.00
Senior Permit Technician	43	1.00	1.00	1.00	1.00
Permit Technician	36	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	1.00
Plan Review Specialist	N/A	2.00	3.00	0.00	0.00
Total Positions		20.00	20.00	15.00	15.00

**BUILDING SAFETY DEPARTMENT
Expenditures by Program
FY 2008-2009**



**BUILDING SAFETY DEPARTMENT
Expenditures by Category
FY 2008-2009**



PARKS AND RECREATION DEPARTMENT

Town of Sahuarita, Arizona

GENERAL INFORMATION

The Parks and Recreation Department began as an individual department in July of 2003 to provide a variety of parks, 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. Services will demonstrate a positive economic investment through partnerships with other service providers, both public and private, contributing to a high quality of life for the residents of Sahuarita. The Town currently has three Town Parks with approximately 35 acres of parkland including a 10 acre fishing lake, 2 playgrounds, 3 lighted playing fields and a 5,000 square foot Recreation Center and park acreage will increase to 66 this fiscal year. The Department will have a new foundation with which to begin the work of growing and improving ourselves through a newly adopted Parks, Recreation, Trails and Open Space Master Plan in March of 2008. There are 10 goals staff will begin implementation of through an action plan created with help from the Town Council, the Parks and Recreation Commission, the public and a consultant.

Anamax Park

Anamax Park is a 13 acre park with an expansion capability of another 22 acres that has been Master Planned since August of 2005. The developed park has 2 lighted Little League baseball and one youth softball fields and a concession stand. There is a shaded playground, three ramadas and one large group ramada, several picnic areas with BBQ grills, one basket ball court with a new skate spot located on the half basketball court, and a concrete walking pathway that was expanded this year to extend throughout the entire park. The park hosts most of the special events for the Town. Some of the more popular special events are; Fiesta Sahuarita, Halloween Safe House, Winter Festival, Spring Festival, and Family Fun Night. The one acre off leash dog area, called "Anamax Bark Park" is probably the most popular area in Town. The Town's one Recreation Center is called Anamax Park Recreation Center. It hosts classes and programs for the community as well as offering a meeting place for community organizations. Some of the more popular

programs held at Anamax Recreation Center are the fitness classes, the after school program, summer camp program, tots, creative dance, teen nights and karate.

Sahuarita Lake Park

Sahuarita Lake Park has a 10 acre fishing lake that is part of the Urban Fishing Program. The Department partners with Arizona Game and Fish on the Urban Fishing Program and holds several free fishing events at the lake each year. The area of turf surrounding the lake is 3.6 acres with another acre of landscaping. There is a mile long fitness trail and concrete pathway surrounding the lake. It also has an outdoor amphitheater area that supports a few concert series hosted by the Department. The amphitheater is also used by the public for events such as church services, weddings, and concerts. The park also has five picnic areas and two covered gazebos.

Parque Los Arroyos

Park Los Arroyos opened to the public on August 17, 2006. It is a 7 acre park with two acres of turf area, a shaded playground, walking path, three covered ramadas and five picnic areas with BBQ grills and a newly added full basketball court and additional playground amenities.

Other Parks

The park system expansion includes **Anza Trail School Park** which is under construction through the School District and paid for by the Town. This park is scheduled to be complete in June 2008. The Town added field lighting in June of 2008 to increase the recreational opportunities for the public. Construction of Anamax Expansion Phase-I began in June of 2007 and was completed in April of 2008. Phase-I includes infrastructure such as water, sewer and electric, the park road with the back parking lot, two lighted multi-use rectangle fields and several picnic areas and a restroom/concession facility.

Last fiscal year, **North Park** and the **Quail Creek Communities Facilities District Park** were the two new parks that had their design work begin. These parks will be under construction beginning in June of 2008 and completed by late 2008 and early 2009. North Park will include a Jr. League lighted baseball field, a lighted, multi-use soccer/football field, a skate area, playground, basketball court, picnic facilities

(Parks & Recreation Department continued)

and a restroom. Quail Creek Park will include an off leash dog area and playground. Future facilities in Quail Creek include sports fields, additional parking, a restroom, additional play areas and picnic areas.

MISSION

Our vision is to *create community through people, parks and programs*. This will be accomplished 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 to provide programs and services to preserve and enhance the quality of life for people of all ages and abilities in the Sahuarita Community.

2007/2008 ACCOMPLISHMENTS

Administration/Project Management

- Development and implementation of a Parks, Recreation, Trails and Open Space Master Plan. GP No. REC 1.1.
- Facilitated the acquisition and park design for North Park. GP No. REC 1.4; REC 2.1.
- Completed the design for Quail Creek Communities Facilities District Park and initiated construction of the park. GP No. REC 1.4; REC 2.1; ENV 1.1.4.
- Initiated and completed construction of Anamax Park Expansion Phase 1. GP No. REC 1.4; REC 2.1; ENV 1.1.4.
- Maintained the GIS database and base community maps for planning.
- Organized key capital improvement projects in project management program. GP No. REC 1.4.1.
- Facilitated the site concept design for a community garden. GP No. REC 1.2.1.

- Facilitated and coordinated with the YMCA the support for the Anamax Park Recreation Center and Pool complex through the Pima County Bond review. GP No. REC 1.4; REC 2.1.

Parks and Facilities

- Many improvements have been made to Anamax Park: a handicap accessible pathway to the public restroom facility, frost free drinking fountains, landscape improvements consisting of decomposed granite/rip-rap, construction of a regulation sand volleyball court, playground, dog park and volleyball court lighting, skate feature for skateboarding and roller-skating, new spectator bleachers on concrete pads at ball fields, seal coating and re-stripping of parking lots, installation of a new computerized irrigation system that incorporates a weather station to irrigate using current weather data, complete renovation of the irrigation system and potable water line, installation of a security camera surveillance system. GP No. REC 1.4; ENV 1.1.4; PFS 1.5.1.
- Several improvements have been made to Sahuarita Lake Park: a vandal proof water fountain has been installed at the southern restroom facility. A master valve, flow meter and a computerized irrigation system has been installed. It allows the system to be centrally controlled and installation of a security camera surveillance system. GP No. ENV 1.1.4; PFS 1.5.1
- Improvements made to Parque Los Arroyos include: installation of a regulation basketball court, swing set, shade structure, installation of decorative rock within areas of the park, a master valve, flow meter and a computerized irrigation system allowing it to be centrally controlled, the parking lots and pathway system have been seal coated and re-stripped. GP No. REC 1.4; ENV 1.1.4.
- Continued to educate parks maintenance staff by use of workshops and special training courses related to irrigation, turf management, and ball field maintenance. GP No. REC 1.4; ENV 1.1.4.
- Certified one employee as a registered locksmith.

(Parks & Recreation Department continued)

- Increased the level of turf condition to the ball fields at Anamax Park. GP No. REC 1.4; ENV 1.1.4.
- Reduced operational costs by implementing a pet waste pick-up bag dispenser using recycled plastic grocery bags. GP No. REC 1.4; ENV 1.1.4.
- Certified one employee with the Structural Pest Control Commission as a licensed applicator. GP No. ENV 1.1.4.
- Improved the consistency of all park signage. GP No. REC 1.4.
- Implemented an Adopt-A-Park program; GP. No REC 1.2.1.
- Began a partnership with the Pima County Health Department in the monitoring and control of the West Nile Virus (WNV). GP No. PFS1.5.1.

Recreation

- The Department increased its revenue from Special events by implementing a fee for all vendors.
- The Master Plan survey results were incorporated into the everyday operations of the Department. GP No. REC 1.5.1
- Collaborated with the Towns Communications Manager for the implementation of a new e-mail system. This system is now being used to inform residents of upcoming events and activities the town offers. GP No. REC 1.3
- Recycling and outdoor predator awareness education classes and activities were implemented and applied into the Child Care Programs. GP No. REC 1.5.2 & 1.5.5
- Increased the number of personal, social, and economic opportunities with local groups and organizations with ASA softball, Girl Scouts, STAC and the STOP Committees primary vendors for all special events. GP No. REC 1.5.5
- Identified existing and future partnership oppor-

tunities, with local youth groups, public and private schools, STAC, and STOP committees and the Green Valley Recreation Department to leverage Town resources with the local school district, charter schools, youth organizations and non-profit organizations. GP No. REC 1.6.1

- Supported employees by providing necessary training and resources in order to better facilitate classes, programs, and special events. The Recreation Coordinator attended 73.50 hours of Management training; all recreation staff attended and completed the CBIZ University Course, and the CCR Science delivery education classes. GP No. 1.5.2
- Technology upgrades were provided to enhance productivity and effectiveness for classes, programs, special events, and customer service. New computers, photo shop and league scheduler computer software were purchased for employee use.
- Identified and implemented adult classes and programs which included; adult pick-up basketball, new fitness classes, sand volleyball league, Saturday co-ed softball league, and a 5K race. GP No. REC 1.5.5
- Identified and implemented youth sports, fitness, and programs which included the Hershey's Track and Field event, Basketball Bonanza, and Family Fun Run. GP No. REC 1.5.5

GOALS AND OBJECTIVES

Administration/ Management

- To begin the process of incorporating and prioritizing the Parks, Recreation, Trails and Open Space Master Plan (PRTOSMP) goals. GP No. REC 1.1
- To advise a community trail committee for trail development and coordination. GP No. REC 1.2.1; PRTOSMP goal 8.
- To develop a Trails Master Plan coordinated with the Pima County Eastern Trail Update. GP No. REC 1.4; PRTOSMP goal 8.

(Parks & Recreation Department continued)

- Complete the building of Phase 1 of the Quail Creek Community Facilities District Park. GP No. REC 1.4; PRTOSMP goal 10.
- Complete the building of Phase 1 of the North Park. GP No. REC 1.4; PRTOSMP goal 10.
- To continue to utilize planning software to help plan for current and future facilities. GP No. REC 1.5.5; PRTOSMP goal 4.
- Coordinate building design for Anamax Park Phase 2 and 3 with the YMCA. GP No. REC 1.5.1 & 1.6; PRTOSMP goals 2 and 10.

Community Outreach

- Launch a special events series to provide unique and fun opportunities that enhance the quality of life in Sahuarita.
- Cultivate neighborhood associations to partner with the town to educate and involve residents.
- Provide opportunities through outreach programs for town government and town residents to interact.
- Enhance outreach activities to new residents through Welcome Neighbor packets of materials.
- Work with the Town steering committee to launch a Citizens' Leadership Academy for residents to gain and in-depth knowledge of Town government's operations and responsibilities.
- Establish a Community Gardening Program utilizing volunteers.
- Serve as liaison between the Town and volunteers to help establish the Sahuarita Arts Guild, a group of local artists who will coordinate displays of local artwork at Sahuarita Town Center and at special events in the Civic Plaza.
- Serve as advisor to the Sahuarita Teen Advisory Council by staffing bi-monthly meetings, helping implement initiatives to involve teens in government and planning special events.

Special Events for 08/09: Community Outreach

- "Just For Kids" – a series of Saturday morning programs for children, their parents and the Tucson Symphony Orchestra. Audience members will become acquainted with the instruments and the sounds of the orchestra.
- TASTE – an elegant musical soiree, dedicated to cuisine, good conversation and stimulating musical presentations by the Tucson Symphony Orchestra.
- "Market Daze with PattyBob" – an arts and crafts fair.
- "Framing Our Future" – a series of Citizen Forums where residents come together with Council members and department heads to have their questions answered on projects that affect the future of the Town.
- "Trick or Treat Street" – a Halloween celebration in conjunction with Green Valley Fire District in our Civic Plaza. Featuring the Fire District's famous "Safe House" (Haunted House.)
- Classic Car and Motorcycle Show.
- Monthly Famer's Market at our Civic Plaza – scheduled for June, July and August.
- Saturday Morning Story times – in conjunction with Pima County and the Sahuarita Public Library, story times at our Town Center, featuring local story teller authors.
- "Shady Dealings" – an evening of card playing under the stars at our Civic Plaza.
- "On Your Marks, Get Set, BIKE!" - in conjunction with National Bike To Work Week, the Town will feature bike riding events, combined with a Bike Rodeo and special expo.
- Tours of the Town Complex by local school children.
- "Hazardous Waste Roundup" – in cooperation with our Wastewater Treatment Plant staff.
- Greycycle! – an opportunity for residents of the Town to dispose of cooking oil in a sanitary way.

(Parks & Recreation Department continued)

- “Lunch ‘n Learn” – a series of programs in cooperation with Cox Communications providing residents with an opportunity to learn computer skills.

Parks and Facilities

- To begin implementation of the Parks, Recreation, Trails and Open Space Master Plan. GP No. REC 1.1
- To maintain the park system at a level that meets, or exceeds, citizen expectations. GP goal No. PFS-1; PRTOSMP goal No.4.
- To protect the environment: water resources; vegetation and habitat; and wildlife. GP goal No. ENV-1.1; PRTOSMP goal No. 3.
- To recognize staff’s need for continuing training education by supporting participation in professional associations, on the job training, cross training and certifications. PTMP goal No. 1.
- Begin implementation of a work order system for parks maintenance to increase efficiency and track operational and maintenance costs. GP ENV 1.6
- To certify at least 1 employee in either structural pest control or playground inspections. PRTOSMP goal No.1.
- To implement an in house weed control program eliminating the need to outsource and reducing operational costs GP ENV 1.6
- To begin implementation of a Standard Operating Procedure (SOP) program for parks maintenance. PRTOSMP goal No. 4.I
- To evaluate and redirect assignments which prevent the park maintenance staff from spending more time in the parks system PRTOSMP No.4.
- To provide equipment to the parks maintenance staff. This enables them to work more efficiently and effectively in the parks system. PRTOSMP No. 1 and 4.

Recreation

- To create and adopt a cost recovery policy for all recreation classes, programs and special events. PRTOSMP goal No.6.
- To develop a process for evaluating recreation programs, classes, and special events. PRTOS goal No. 5.
- Continue to negotiate with the local school district to share facilities and resources. GP No. REC 1.6.1; PRTOSMP goal No.5.
- Annually review and identify successful partners and user groups. GP No. REC 1.6; PRTOSMP goal No. 2.
- Provide training and resources to staff in order to better programs, classes and special events. PRTOSMP goal No. 1.
- Explore new marketing methods to better inform the community on classes, programs and special events. PRTOSMP goal No. 5.
- Two special events will be added this year. GP No. REC 1.5.5; PRTOSMP goal 5.
- Senior and adult recreation opportunities will be increased. GP No. 1.5; PRTOSMP goal 5.
- To continue to improve the effectiveness of all recreational programs. GP No. REC 1.5.3; PRTOSMP goal 5.

(Parks & Recreation Department continued)

BUDGET HIGHLIGHTS

Personnel

- Eliminate swim program staff (-1.11 FTE)
- Eliminate Custodial Worker position
- Add two part-time Recreation Aide positions on a temporary basis (+0.30 FTE)
- Add Neighborhood Outreach Coordinator

Contractual Services

- Custodial services
- Landscaping services
- Increased landscape services for Quail Creek and North Park

Capital Outlay

- Minor park renovations/projects

Other Expenditures

- Special events
- Park utilities

New Parks / Function

- Anza Trail Park
- Quail Creek Park
- North Park
- Community Outreach

PARKS AND RECREATION DEPARTMENT

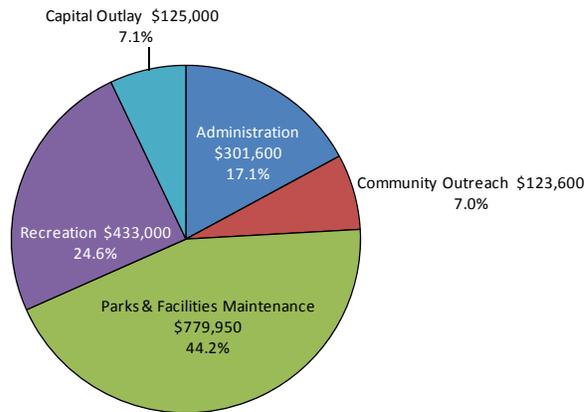
Expenditures by Program	2006-07 Actual Amount	2007-08 Adopted Budget	2007-08 Amended Budget	2007-08 Estimated Amount	2008-09 Adopted Budget
Administration	\$ 375,534	\$ 396,400	\$ 396,400	\$ 351,685	\$ 301,600
Community Outreach	-	-	-	-	123,600
Parks & Facilities Maintenance	551,052	687,650	687,650	651,147	779,950
Recreation	359,601	429,200	429,200	390,823	433,000
Capital Outlay	114,706	320,500	320,500	320,390	125,000
Expenditure Total	\$ 1,400,893	\$1,833,750	\$1,833,750	\$1,714,045	\$1,763,150

Expenditures by Category	2006-07 Actual Amount	2007-08 Adopted Budget	2007-08 Amended Budget	2007-08 Estimated Amount	2008-09 Adopted Budget
Personnel	\$ 739,397	\$ 933,550	\$ 933,550	\$ 849,470	\$ 910,500
Contractual Services	284,032	234,000	234,000	217,150	293,250
Operating Supplies	139,759	182,800	182,800	159,250	172,350
Other	122,999	162,900	162,900	167,785	262,050
Capital Outlay	114,706	320,500	320,500	320,390	125,000
Expenditure Total	\$ 1,400,893	\$ 1,833,750	\$ 1,833,750	\$1,714,045	\$ 1,763,150

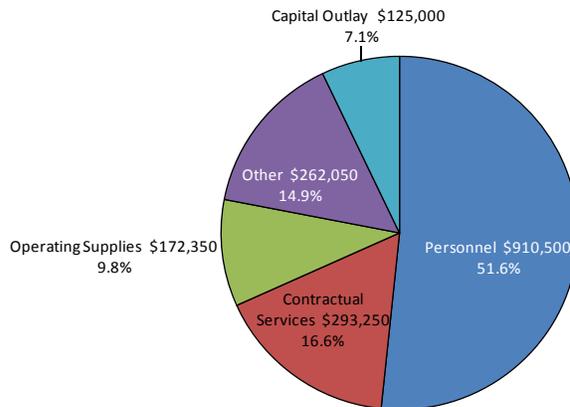
Position Classification	2008-09 Pay Range	Authorized Positions (FTE)			
		2006-07 Amended	2007-08 Adopted	2007-08 Amended	2008-09 Adopted
Parks & Rec Director	73	1.00	1.00	1.00	1.00
Project Manager	60	1.00	1.00	1.00	1.00
Sr. Office Assistant	36	1.00	1.00	1.00	1.00
Office Assistant	29	1.00	1.00	1.00	1.00
Community Outreach					
Neighborhood Outreach Coordinator	51	0.00	0.00	0.00	1.00
Parks & Facilities Maintenance					
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	2.00	1.00	1.00	0.00
Parks Service Worker	N/A	0.00	0.00	0.00	0.00
Recreation					
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
Athletic Leader	25	0.50	0.50	0.50	0.50
Recreation Aide	23	2.34	2.34	2.34	2.64
Pool Manager	N/A	0.17	0.17	0.17	0.00
Asst Pool Manager	N/A	0.27	0.27	0.27	0.00
Water Safety Instructor	N/A	0.40	0.40	0.40	0.00
Life Guard	N/A	0.27	0.27	0.27	0.00
Total Positions		19.58	18.58	18.58	17.77

*Title change from Recreation Coordinator

**PARKS AND RECREATION DEPARTMENT
Expenditures by Program
FY 2008-2009**



**PARKS AND RECREATION DEPARTMENT
Expenditures by Category
FY 2008-2009**



PUBLIC WORKS DEPARTMENT

Town of Sahuarita, Arizona

GENERAL INFORMATION

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 Town's liaison with ADOT, EPA and various Pima County Departments.

Engineering

The Engineering Department provides services to support the Town staff. Major services include review of plats, development plans, Public Works maintenance contracts, and inspection of Public Works construction.

MISSION

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 and exceeding 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.

2007/2008 ACCOMPLISHMENTS

- Interim Signals on Sahuarita Rd and Rancho Sahuarita Blvd.
- Town-wide Pavement Management.
- Traffic Signals on Alpha Ave. and Duval Mine Road.

- Overlays and Multipurpose Lanes on Nogales Hwy. and Pima Mine Road.
- Interim Signals on Sahuarita Road and I-19 North and South Bound I-19 and Sahuarita Road Traffic Interchange

GOALS AND OBJECTIVES

To provide safe, efficient and timely infrastructure improvements and to provide necessary upgrades and additions to the systems to keep pace with the Town's growth. The safety of our residents and visitors is the department's #1 priority. (General Plan Elements: LU-1.1.1-2.3.3, CIR-1.1.1-1.6.1)

- Maintain all streets, roadways and drainage-ways. (General Plan Elements: CIR-1.1.1-1.2.6)
- Meeting or exceeding compliance with Federal and/or State mandated regulations. (General Plan Elements: CIR-1.4.3-1.5.1)
- Plan Capital Improvement Projects in a cost effective and timely manner. (General Plan Elements: CIR-1.6.4-1.7.1, CD-2.1.1-2.2.1, PFS-2.4.5)
- Construct Capital Improvement Projects at/or under budgeted amounts. (General Plan Element: CD-1.5.2)
- Provide timely and accurate plan review for the development community. (General Plan Elements: LU-1.1.1--3.2.3, CIR-1.5.2-1.6.6, ENV-1.7.4 -1.9.2)
- Superior Customer Service-on-time reponse to the public's concerns. (General Plan Element: CIR-1.1.6)
- Maintain a departmental strong work ethic and working together as a team.

(Public Works Department continued)

BUDGET HIGHLIGHTS

Personnel

- Reallocation of Public Works staff to Streets and Wastewater Utility Departments (-1.12 FTE)

Contractual Services

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

Other Expenditures

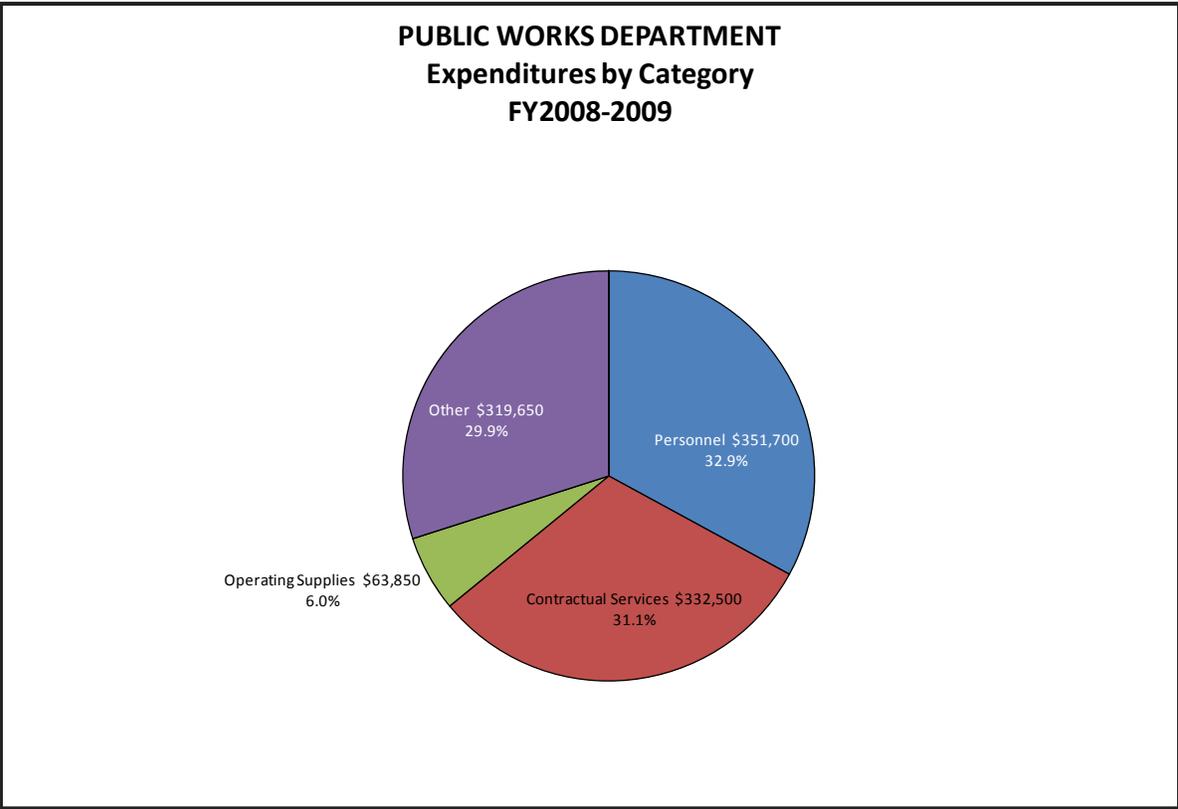
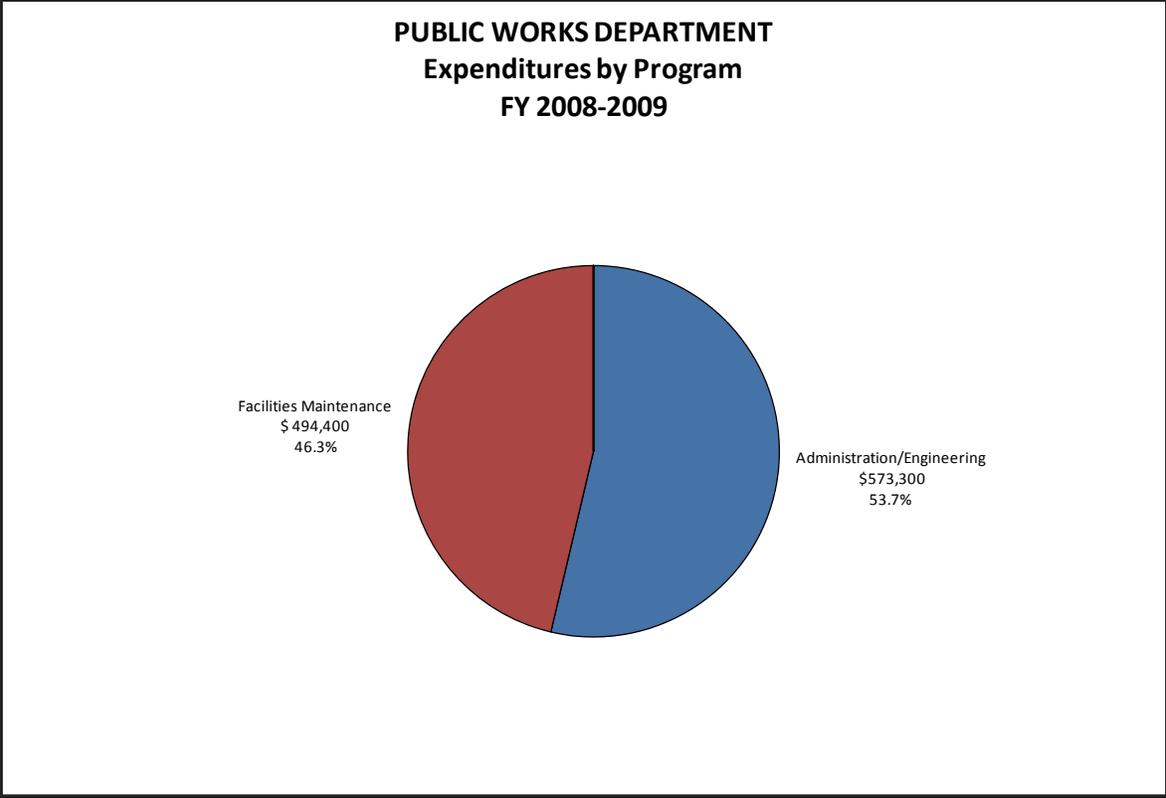
- Modular building lease
- Municipal Complex utility costs

PUBLIC WORKS DEPARTMENT

Expenditures by Program	2006-07 Actual Amount	2007-08 Adopted Budget	2007-08 Amended Budget	2007-08 Estimated Amount	2008-09 Adopted Budget
Administration/Engineering	\$ 1,039,690	\$ 812,600	\$ 812,600	\$ 727,870	\$ 573,300
Facilities Maintenance	N/A	230,450	230,450	234,600	494,400
Capital Outlay	39,767	25,000	25,000	28,300	-
Expenditure Total	\$ 1,079,457	\$ 1,068,050	\$ 1,068,050	\$ 990,770	\$ 1,067,700

Expenditures by Category	2006-07 Actual Amount	2007-08 Adopted Budget	2007-08 Amended Budget	2007-08 Estimated Amount	2008-09 Adopted Budget
Personnel	\$ 574,875	\$ 406,200	\$ 406,200	\$ 406,170	\$ 351,700
Contractual Services	342,811	432,250	432,250	321,750	332,500
Operating Supplies	64,569	86,900	86,900	54,000	63,850
Other	57,435	117,700	117,700	180,550	319,650
Capital Outlay	39,767	25,000	25,000	28,300	-
Expenditure Total	\$ 1,079,457	\$ 1,068,050	\$ 1,068,050	\$ 990,770	\$ 1,067,700

Position Classification	2008-09 Pay Range	Authorized Positions (FTE)			
		2006-07 Amended	2007-08 Adopted	2007-08 Amended	2008-09 Adopted
Administration/Engineering					
Public Works Director	79	0.50	0.50	0.50	0.25
Assistant Town Engineer	72	0.00	0.00	0.00	0.10
Sr. Construction Manager	66	0.20	0.20	0.20	0.25
Project Manager	60	2.00	1.00	1.00	1.00
Management Analyst	53	0.00	0.00	0.00	0.25
Sr. Engineering Technician	52	1.00	1.00	1.00	0.95
Engineering Technician	47	1.00	0.50	0.50	0.58
O & M Administrator	42	0.30	0.30	0.30	0.25
Sr. Office Assistant	36	1.00	1.00	1.00	0.25
Construction Manager	N/A	1.00	0.50	0.50	0.00
PW Superintendent	N/A	1.00	0.00	0.00	0.00
Public Works Foreman	N/A	1.00	0.00	0.00	0.00
Engineering Aide	N/A	1.00	0.00	0.00	0.00
Facilities Maintenance					
Maintenance Worker I	36	0.00	1.00	1.00	1.00
Total Positions		10.00	6.00	6.00	4.88



POLICE DEPARTMENT

Town of Sahuarita, Arizona

GENERAL INFORMATION

The Police Department provides 24-hour public safety and crime prevention services to the Town of Sahuarita. The department strives to be proactive in their efforts to prevent crime by focusing on community oriented policing practices, issuing informational releases in 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. The 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.

MISSION

The Sahuarita Police Department's Mission is to serve the public by working together to form a partnership with the community, other town departments and other agencies to protect life and property, prevent crimes, and resolve problems.

2007/2008 ACCOMPLISHMENTS

During FY 2007-2008, the Police Department has improved service to our citizens and increased community involvement programs. The following list of activities show some of our achievements:

- The 1st Explorer Academy was completed.
- Received grant money for turning 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.
- Equipped the crime scene van and established a Crime Scene Response System.
- Qualified a Traffic Reconstructionist.
- 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.
- Documenting 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

(Police Department continued)

- Expanded the School Resource Officer Program (SRO) with Sahuarita School District.
- 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.
- Working 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.

GOALS AND OBJECTIVES

- Start the CALEA Accreditation process. (PFS-1.2, PFS-1.2.2)
- Create a Neighborhood Prevention Team. (PFS 1.5.1)
- Partner with the community to develop a Teen

Driving Safety Program. (PFS 1.5.1, PFS 1.5.2)

- Implement an Internal Affairs "Early Warning System" for employees. (PFS 1.5)
- Establish a victim/witness office in partnership with the Pima County Sheriff's Attorney's Office and Southern Arizona agencies(PFS 1, PFS 1.2)
- Formalize a Bike Patrol Program. (PFS 1)
- Formalize a Parking Enforcement Program. (PFS 1)
- 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)
- Host another National Night Out. (PFS 1, PFS 1.2)

BUDGET HIGHLIGHTS

Personnel

- Add four Police Officer positions
- Add one JTTF Police Officer position (RICO Fund)

Contractual Services

- Bilingual Clerk/Typist for transcriptions
- Dispatch and incarceration services provided by Pima County
- Vehicle repair and maintenance

Operating Supplies

- Fuel

Other Expenditures

- Telecommunications – mobile phones and mobile data cards
- Vehicle insurance premiums

Capital Outlay

Purchasing and outfitting of:

- 7 replacement vehicles
- 1 replacement motorcycle
- GIS Crime Scene and Traffic Reconstruction System
- DIMS Photo Storage System for the Investigations Division

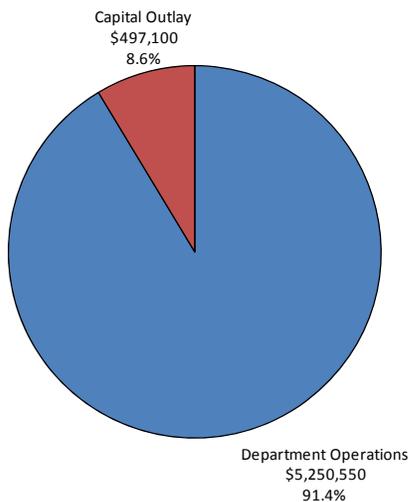
POLICE DEPARTMENT

Expenditures by Program	2006-07 Actual Amount	2007-08 Adopted Budget	2007-08 Amended Budget	2007-08 Estimated Amount	2008-09 Adopted Budget
Department Operations	\$ 3,278,973	\$ 4,553,150	\$ 4,561,711	\$ 4,140,060	\$ 5,250,550
Capital Outlay	325,278	114,700	296,658	322,300	497,100
Expenditure Total	\$ 3,604,251	\$ 4,667,850	\$ 4,858,369	\$ 4,462,360	\$ 5,747,650

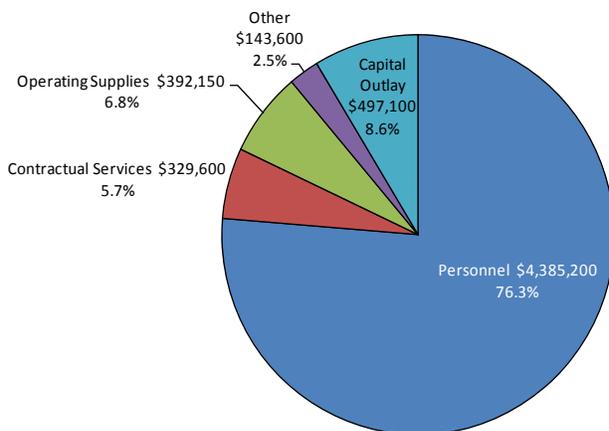
Expenditures by Category	2006-07 Actual Amount	2007-08 Adopted Budget	2007-08 Amended Budget	2007-08 Estimated Amount	2008-09 Adopted Budget
Personnel	\$ 2,572,988	\$ 3,711,200	\$ 3,711,200	\$ 3,343,910	\$ 4,385,200
Contractual Services	319,980	330,850	330,850	312,950	329,600
Operating Supplies	207,203	328,100	336,661	307,450	392,150
Other	178,802	183,000	183,000	175,750	143,600
Capital Outlay	325,278	114,700	296,658	322,300	497,100
Expenditure Total	\$ 3,604,251	\$ 4,667,850	\$ 4,858,369	\$ 4,462,360	\$ 5,747,650

Position Classification	2008-09 Pay Range	Authorized Positions (FTE)			
		2006-07 Amended	2007-08 Adopted	2007-08 Amended	2008-09 Adopted
Police Chief	80	1.00	1.00	1.00	1.00
Police Lieutenant	74	3.00	3.00	3.00	3.00
Police Sergeant	65	5.00	7.00	7.00	7.00
Detective	59	2.00	2.00	3.00	3.00
Police Officer	54	24.00	26.00	25.00	29.00
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	4.00
Total Positions		42.00	46.00	46.00	50.00

**POLICE DEPARTMENT
Expenditures by Program
FY 2008-2009**



**POLICE DEPARTMENT
Expenditures by Category
FY 2008-2009**



MUNICIPAL COURT DEPARTMENT

Town of Sahuarita, Arizona

GENERAL INFORMATION

The Sahuarita Municipal Court is responsible for adjudicating all civil traffic, criminal traffic, criminal misdemeanor, 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. The Court also provides 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.

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:

- Institute polices to improve case flow and minimize inconvenience to parties, victims, witnesses and court personnel.
- 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 residents.
- Provide services to the public, such as the issuance of marriage licenses and passports, and notary service.

MISSION

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. 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.

2007/2008 ACCOMPLISHMENTS

- Marriage License and Passport issuance service to minimize the travel distance for locals.
- Free (limited) notary service.
- Participation in Supreme Court program.

- Fines/Fees & Restitution Enforcement Program (F.A.R.E) to enhance ongoing collection efforts.
- Implementation and participation in Homeless Court, a pilot project aimed at resolving outstanding misdemeanor offenses/warrants. The program is designed to resolve the problems associated with homelessness using 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.
- Update Special Magistrate/Pro Tem list.
- 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:
 - Addition of x-ray machine
- Website updated.
- Additional Civil Traffic Hearing Officers in training to increase access to the Court.
- Completion of Supreme Court Operational Review with several accomplishments: (1) Court's overall records management practices comply with AZ Code of Judicial Administration, Supreme Court Rules and AZ laws; (2) Timely and accurate assessment of financial sanctions and default judgments; (3) DUI case processing meets statute and rule requirements and are in compliance with Supreme Court goals.

(Municipal Court Department continued)

- Judge appointed to two Supreme Court Committees: Judicial Conference Planning Committee and Commission on Minorities.

GOALS AND OBJECTIVES

- 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. (General Plan: PFS 2.1)
- To continue providing customer service in a professional and courteous manner. (General Plan: 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. (General Plan: PFS 2.1)
- Continued improvements of court facility security thereby ensuring the safety of customers and staff. (General Plan: PFS 2.1 & 2.3)
- Continued improvements to court policy to avoid appearance of impropriety between Court and Town Departments. (General Plan: PFS 1.5 & 2.1)
- Reduction in recidivism through monitoring each case involving court-ordered treatment, thereby ensuring compliance and individual accountability. (General Plan: PFS 2.1)
- Continued search for innovative alternatives for diversion/sentencing aimed at reducing recidivism in the community. (General Plan: 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. (General Plan: PFS 1.5 & 2.1)
- Create and enforce implementation of new policies regarding financial management and segregation of duties. (General Plan: PFS 2.1)
- Coordinate with external agencies to accomplish timely receipt and report of final dispositions (General Plan: PFS 1.5 & 2.1)

BUDGET HIGHLIGHTS

Contractual Services

- Computer maintenance service provided by Supreme Court.
- Credit card bank fees
- Court interpreter

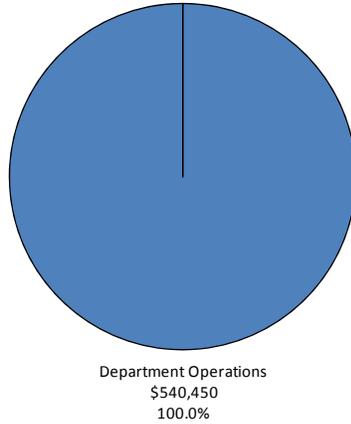
MUNICIPAL COURT DEPARTMENT

Expenditures by Program	2006-07 Actual Amount	2007-08 Adopted Budget	2007-08 Amended Budget	2007-08 Estimated Amount	2008-09 Adopted Budget
Department Operations	\$ 422,407	\$ 577,550	\$ 577,550	\$ 492,484	\$ 540,450
Capital Outlay	-	-	-	-	-
Expenditure Total	\$ 422,407	\$ 577,550	\$ 577,550	\$ 492,484	\$ 540,450

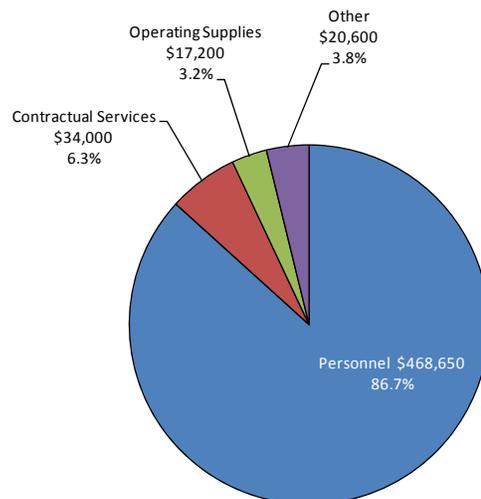
Expenditures by Category	2006-07 Actual Amount	2007-08 Adopted Budget	2007-08 Amended Budget	2007-08 Estimated Amount	2008-09 Adopted Budget
Personnel	\$ 349,383	\$ 468,900	\$ 468,900	\$ 421,170	\$ 468,650
Contractual Services	18,516	37,550	37,550	20,457	34,000
Operating Supplies	11,737	26,150	26,150	21,665	17,200
Other	42,771	44,950	44,950	29,192	20,600
Capital Outlay	-	-	-	-	-
Expenditure Total	\$ 422,407	\$ 577,550	\$ 577,550	\$ 492,484	\$ 540,450

Position Classification	2008-09 Pay Range	Authorized Positions (FTE)			
		2006-07 Amended	2007-08 Adopted	2007-08 Amended	2008-09 Adopted
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	5.00
Court Security Officer	32	1.00	2.00	2.00	2.00
Total Positions		8.00	9.00	9.00	9.00

**MUNICIPAL COURT
Expenditures by Program
FY 2008-2009**



**MUNICIPAL COURT
Expenditures by Category
FY 2008-2009**



NON-DEPARTMENTAL

Town of Sahuarita, Arizona

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 Town-wide special events, contributions and donations, postage, and the Town's general motor pool costs.

BUDGET HIGHLIGHTS

Non-Profit Organizations Contributions

- Titan Missile Museum
- Community Food Bank
- Green Valley Assistance Services
- Santa Cruz Valley Heritage Alliance
- Sahuarita Team Offers Prevention (STOP)

Programs

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

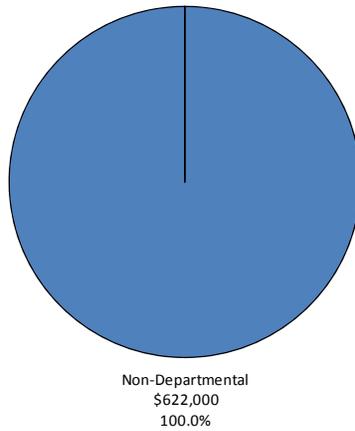
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NON-DEPARTMENTAL

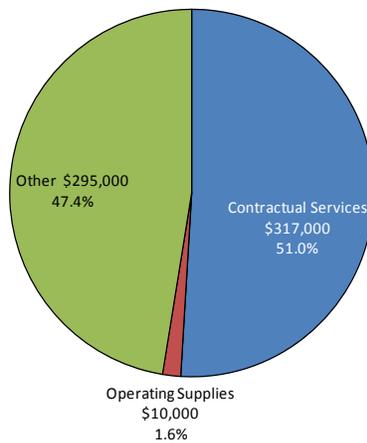
Expenditures by Program	2006-07 Actual Amount	2007-08 Adopted Budget	2007-08 Amended Budget	2007-08 Estimated Amount	2008-09 Adopted Budget
Non-Departmental	\$ 68,608	\$ 296,000	\$ 296,000	\$ 85,840	\$ 622,000
Capital Outlay	46,730	-	-	-	-
Expenditure Total	\$ 115,338	\$ 296,000	\$ 296,000	\$ 85,840	\$ 622,000

Expenditures by Category	2006-07 Actual Amount	2007-08 Adopted Budget	2007-08 Amended Budget	2007-08 Estimated Amount	2008-09 Adopted Budget
Personnel	\$ -	\$ -	\$ -	\$ -	\$ -
Contractual Services	2,880	15,000	15,000	10,235	317,000
Operating Supplies	24,870	11,000	11,000	10,605	10,000
Other	40,858	270,000	270,000	65,000	295,000
Capital Outlay	46,730	-	-	-	-
Expenditure Total	\$ 115,338	\$ 296,000	\$ 296,000	\$ 85,840	\$ 622,000

**NON-DEPARTMENTAL
Expenditures by Program
FY 2008-2009**



**NON-DEPARTMENTAL
Expenditures by Category
FY 2008-2009**



SPECIAL REVENUE FUNDS

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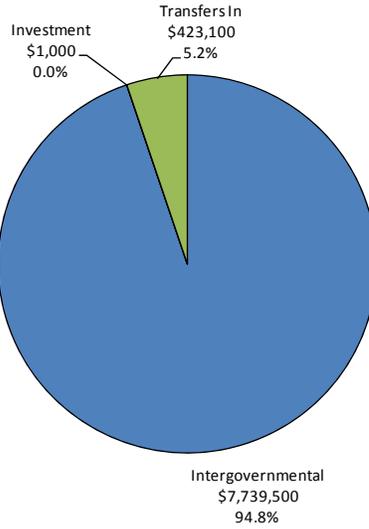
**HIGHWAY USER REVENUE FUND (HURF)
SPECIAL REVENUE FUND
SOURCES AND USES OF FUNDS**

	2006-2007 Actual Amount	2007-2008		2008-2009 Adopted Budget	% Change From Amended	% Change From 07/08 Estimate	
		Adopted Budget	Amended Budget	Estimated Actual			
<u>SOURCES</u>							
REVENUES:							
Intergovernmental	\$ 5,518,149	\$ 5,505,000	\$ 5,505,000	\$ 1,713,650	\$ 7,739,500	40.6%	351.6%
Investment	16,116	10,000	10,000	14,000	1,000	-90.0%	-92.9%
Subtotal: Revenues	<u>5,534,265</u>	<u>5,515,000</u>	<u>5,515,000</u>	<u>1,727,650</u>	<u>7,740,500</u>	<u>40.4%</u>	<u>348.0%</u>
OTHER SOURCES:							
Transfers In	-	-	-	-	423,100	-	-
Transfers Out	(4,243,775)	(4,179,000)	(4,179,000)	(520,900)	(6,179,000)	47.9%	1086.2%
Subtotal: Other Sources	<u>(4,243,775)</u>	<u>(4,179,000)</u>	<u>(4,179,000)</u>	<u>(520,900)</u>	<u>(5,755,900)</u>	<u>37.7%</u>	<u>1005.0%</u>
BEGINNING FUND BALANCES:							
Undesignated	(145,538)	398,350	398,350	61,350	(204,900)	-151.4%	-434.0%
TOTAL SOURCES	<u>\$ 1,144,952</u>	<u>\$ 1,734,350</u>	<u>\$ 1,734,350</u>	<u>\$ 1,268,100</u>	<u>\$ 1,779,700</u>	<u>2.6%</u>	<u>40.3%</u>
<u>USES</u>							
CURRENT EXPENDITURES:							
Streets Department	\$ 1,083,619	\$ 1,731,050	\$ 1,731,050	\$ 1,473,000	\$ 1,779,700	2.8%	20.8%
Subtotal: Current Expenditures	<u>1,083,619</u>	<u>1,731,050</u>	<u>1,731,050</u>	<u>1,473,000</u>	<u>1,779,700</u>	<u>2.8%</u>	<u>20.8%</u>
ENDING FUND BALANCES:							
Undesignated Contingency Reserves	61,333	3,300	3,300	(204,900)	-	-100.0%	-100.0%
TOTAL USES	<u>\$ 1,144,952</u>	<u>\$ 1,734,350</u>	<u>\$ 1,734,350</u>	<u>\$ 1,268,100</u>	<u>\$ 1,779,700</u>	<u>2.6%</u>	<u>40.3%</u>

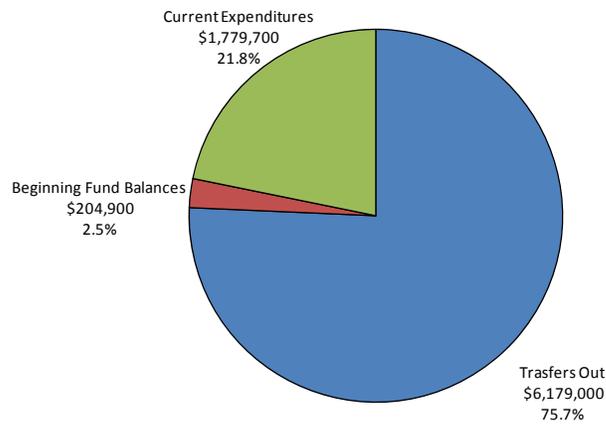
**HIGHWAY USER REVENUE FUND (HURF)
SPECIAL REVENUE FUND
REVENUES DETAIL**

	2006-2007	2007-2008			2008-2009	% Change	% Change
	Actual Amount	Adopted Budget	Amended Budget	Estimated Actual	Adopted Budget	From Amended	From 07/08 Estimate
REVENUES:							
INTERGOVERNMENTAL							
Highway User Revenue Tax	\$1,088,363	\$1,174,000	\$1,174,000	\$1,110,000	\$1,193,050	1.6%	7.5%
Local Transportation Assistance Funds (LTAF)	67,109	82,000	82,000	82,750	93,950	14.6%	13.5%
12.6% HURF PAG Reimbursement Grants	4,323,101	4,179,000	4,179,000	420,900	6,179,000	47.9%	1368.0%
2.6% State HURF Grants	0	0	0	100,000	0	-	-100.0%
Regional Transportation Authority Grants	0	0	0	0	273,500	-	-
LTAF II Grant	0	45,000	45,000	0	0	-	-
P.A.G. Youth Art Program	39,576	25,000	25,000	0	0	-100.0%	-
SUBTOTAL: INTERGOVERNMENTAL	5,518,149	5,505,000	5,505,000	1,713,650	7,739,500	40.6%	351.6%
OTHER							
Investment Income	16,116	10,000	10,000	14,000	1,000	-90.0%	-92.9%
SUBTOTAL: OTHER INCOME	16,116	10,000	10,000	14,000	1,000	-90.0%	-92.9%
TOTAL REVENUES	\$5,534,265	\$5,515,000	\$5,515,000	\$1,727,650	\$7,740,500	40.4%	348.0%

**HIGHWAY USER REVENUE FUND
Budgeted Sources of Funds
FY 2008-2009**



**HIGHWAY USER REVENUE FUND
Budgeted Uses of Funds
FY 2008-2009**



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STREETS DEPARTMENT

Town of Sahuarita, Arizona

GENERAL INFORMATION

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 Street Division maintains all streets and roadway drainage-ways to ensure that the facilities fulfill the function for which it is designed. The Streets Superintendent oversees the two sections: traffic operations and streets maintenance.

MISSION

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 and exceeding 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.

2007/2008 ACCOMPLISHMENTS

- Pavement Preservation (CIP 01-039) over 6.12 lane miles were rehabilitated.

- Maintained 18 miles of road shoulders and patched 131 potholes.
- Maintained a Street Sweeping Program that swept the entire Town 5 times.
- Continuing with the prison labor program to assist maintaining the public right-of-ways.
- Adopt-a-Roadway Program has 5 new Adopt-a-Roadway Groups.

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. One of our pavement management goals is to respond timely to repair of any pothole. One of our operational goals is to respond timely to repair all storm damage of streets & drainage-ways. The Department of Public Works will maintain a departmental strong work ethic and work together as a team.

BUDGET HIGHLIGHTS

Personnel

- Reclassify Engineering Aide to Construction Inspector
- Reallocation of Public Works staff (+0.64 FTE)

Contractual Services

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

Operating Supplies

- Fuel
- Road barricades and signs
- Other street maintenance supplies

(Streets Department continued)

Other Expenditures

- Modular building lease
- Building utilities
- Street light and traffic signal utilities

Capital Outlay

- Spare Traffic Cabinet
- Miscellaneous non-CIP street projects

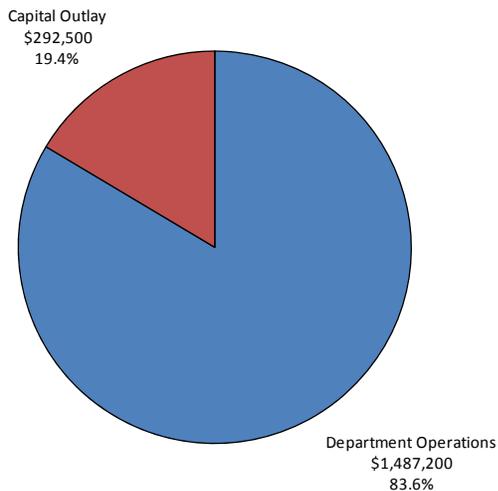
STREETS DEPARTMENT

Expenditures by Program	2006-07 Actual Amount	2007-08 Adopted Budget	2007-08 Amended Budget	2007-08 Estimated Amount	2008-09 Adopted Budget
Department Operations	\$ 1,008,808	\$ 1,694,550	\$ 1,694,550	\$ 1,452,250	\$ 1,487,200
Capital Outlay	74,811	36,500	36,500	20,750	292,500
Expenditure Total	\$ 1,083,619	\$ 1,731,050	\$ 1,731,050	\$ 1,473,000	\$ 1,779,700

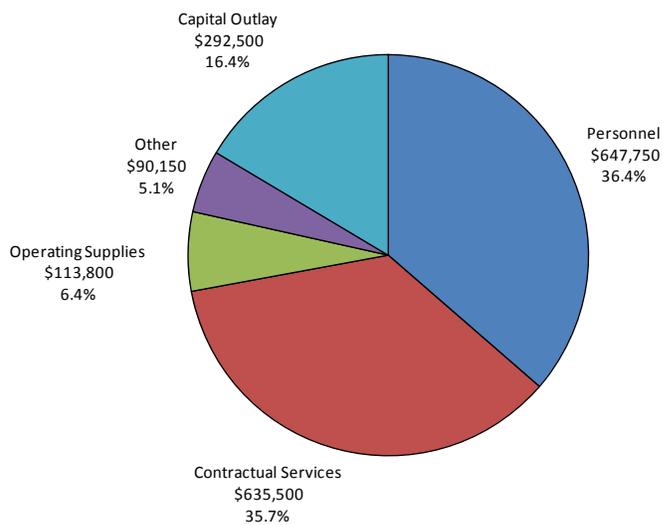
Expenditures by Category	2006-07 Actual Amount	2007-08 Adopted Budget	2007-08 Amended Budget	2007-08 Estimated Amount	2008-09 Adopted Budget
Personnel	\$ 275,260	\$ 937,450	\$ 937,450	\$ 682,400	\$ 647,750
Contractual Services	642,173	610,700	605,700	582,000	635,500
Operating Supplies	41,669	67,400	72,400	113,500	113,800
Other	49,706	79,000	79,000	74,350	90,150
Capital Outlay	74,811	36,500	36,500	20,750	292,500
Expenditure Total	\$ 1,083,619	\$ 1,731,050	\$ 1,731,050	\$ 1,473,000	\$ 1,779,700

Position Classification	2008-09 Pay Range	Authorized Positions (FTE)			
		2006-07 Amended	2007-08 Adopted	2007-08 Amended	2008-09 Adopted
Public Works Director	79	0.30	0.30	0.30	0.50
Assistant Town Engineer	72	0.50	0.50	0.50	0.65
Sr. Construction Manager	66	0.80	0.80	0.80	0.50
Civil Engineer	65	0.50	0.50	0.50	1.00
Project Manager	60	0.00	1.00	1.00	1.00
Construction Manager	58	0.00	0.50	0.50	1.00
Public Works Superintendent	57	0.00	1.00	1.00	1.00
Management Analyst	53	0.00	1.00	1.00	0.50
Sr. Engineering Technician	52	1.00	1.00	1.00	0.70
Construction Inspector	48	0.00	0.00	0.00	1.00
Public Works Foreman	47	0.00	1.00	1.00	1.00
Engineering Technician	47	1.50	1.00	1.00	0.84
O & M Administrator	42	0.40	0.40	0.40	0.50
Sr. Street Maintenance Worker	40	2.00	2.00	2.00	2.00
Engineering Aide	40	1.00	2.00	2.00	1.00
Sr. Office Assistant	36	0.00	0.00	0.00	0.45
Total Positions		8.00	13.00	13.00	13.64

**STREETS DEPARTMENT
Expenditures by Program
FY 2008-2009**



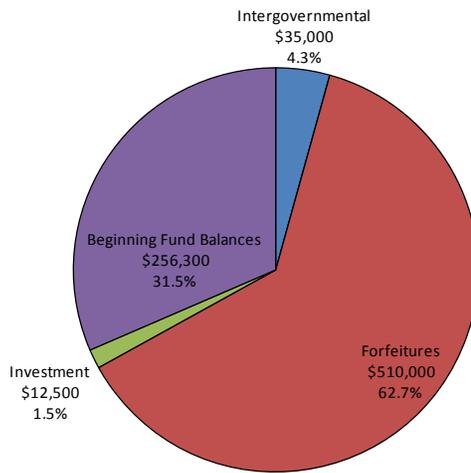
**STREETS DEPARTMENT
Expenditures by Category
FY 2008-2009**



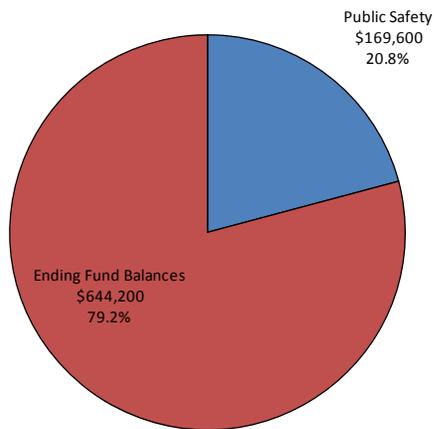
**RACKETEER INFLUENCED AND CORRUPT ORGANIZATIONS (RICO)
SPECIAL REVENUE FUND
SOURCES AND USES OF FUNDS**

	2006-2007	2007-2008			2008-2009	% Change	% Change
	Actual	Adopted	Amended	Estimated	Adopted	From	From 07/08
	Amount	Budget	Budget	Actual	Budget	Amended	Estimate
<u>SOURCES</u>							
REVENUES:							
Intergovernmental	\$ -	\$ -	\$ -	\$ -	\$ 35,000	-	-
Forfeitures	4,796	25,000	25,000	244,750	510,000	1940.0%	108.4%
Investment	1,547	2,500	2,500	3,500	12,500	400.0%	257.1%
Subtotal: Revenues	6,343	27,500	27,500	248,250	557,500	1927.3%	124.6%
BEGINNING FUND BALANCES:							
Undesignated	47,698	194,200	194,200	48,400	256,300	32.0%	429.5%
TOTAL SOURCES	\$ 54,041	\$ 221,700	\$ 221,700	\$ 296,650	\$ 813,800	267.1%	174.3%
<u>USES</u>							
CURRENT EXPENDITURES:							
Public Safety	\$ 5,630	\$ 43,600	\$ 56,600	\$ 40,350	\$ 169,600	199.6%	320.3%
Subtotal: Current Expenditures	5,630	43,600	56,600	40,350	169,600	199.6%	320.3%
ENDING FUND BALANCES:							
Undesignated Contingency Reserves	48,411	178,100	165,100	256,300	644,200	290.2%	151.3%
TOTAL USES	\$ 54,041	\$ 221,700	\$ 221,700	\$ 296,650	\$ 813,800	267.1%	174.3%

**RICO FUND
Budgeted Sources of Funds
FY 2008-2009**



**RICO FUND
Budgeted Uses of Funds
FY 2008-2009**



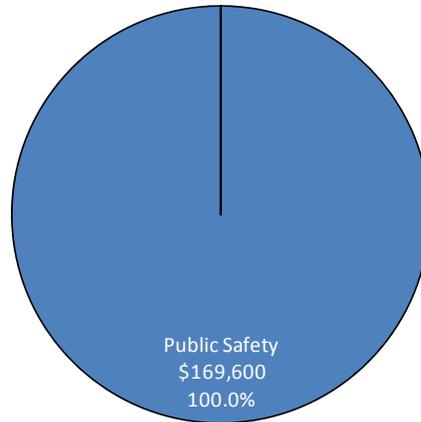
RICO OPERATIONS

Expenditures by Program	2006-07 Actual Amount	2007-08 Adopted Budget	2007-08 Amended Budget	2007-08 Estimated Amount	2008-09 Adopted Budget
Public Safety	\$ 5,630	\$ 43,600	\$ 56,600	\$ 40,350	\$ 169,600
Capital Outlay	-	-	-	-	-
Expenditure Total	\$ 5,630	\$ 43,600	\$ 56,600	\$ 40,350	\$ 169,600

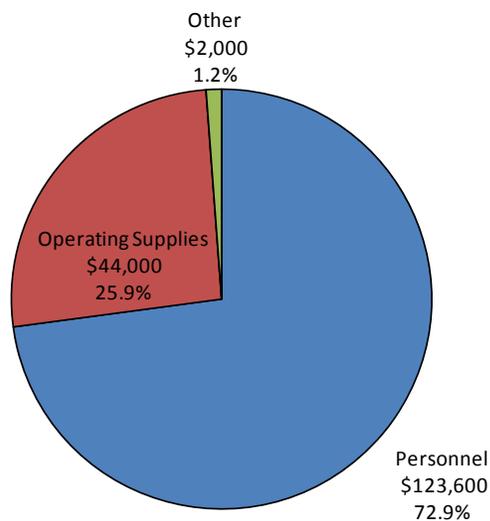
Expenditures by Category	2006-07 Actual Amount	2007-08 Adopted Budget	2007-08 Amended Budget	2007-08 Estimated Amount	2008-09 Adopted Budget
Personnel	\$ -	\$ -	\$ -	\$ -	\$ 123,600
Contractual Services	-	-	-	-	-
Operating Supplies	5,630	43,600	56,600	38,600	44,000
Other	-	-	-	1,750	2,000
Capital Outlay	-	-	-	-	-
Expenditure Total	\$ 5,630	\$ 43,600	\$ 56,600	\$ 40,350	\$ 169,600

Position Classification	2008-09 Pay Range	Authorized Positions (FTE)			
		2006-07 Amended	2007-08 Adopted	2007-08 Amended	2008-09 Adopted
Police Officer (JTTF)	54	0.00	0.00	0.00	1.00
Total Positions		0.00	0.00	0.00	1.00

**RICO OPERATIONS
Police Department
Expenditures by Program
FY 2008-2009**



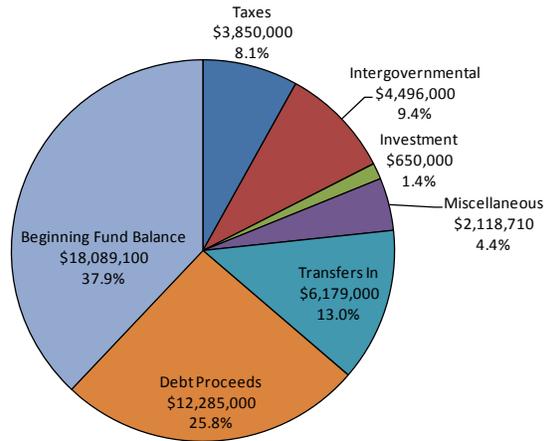
**RICO OPERATIONS
Police Department
Expenditures by Program
FY 2008-2009**



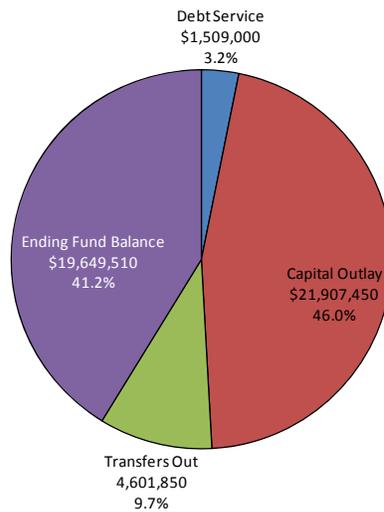
**CAPITAL INFRASTRUCTURE IMPROVEMENT FUND (CIIF)
SPECIAL REVENUE FUND
SOURCES AND USES OF FUNDS**

	2006-2007	2007-2008			2008-2009	% Change	% Change
	Actual Amount	Adopted Budget	Amended Budget	Estimated Actual	Adopted Budget	From Amended	From 07/08 Estimate
SOURCES							
REVENUES:							
Taxes	\$ 11,141,707	\$ 3,700,000	\$ 3,700,000	\$ 6,000,000	\$ 3,850,000	4.1%	-35.8%
Licenses and Permits	110,524	-	-	-	-	-	-
Intergovernmental	465,958	5,560,000	5,560,000	3,656,550	4,496,000	-19.1%	23.0%
Charges for Services	568,747	-	-	-	-	-	-
Investment	1,495,623	750,000	750,000	875,500	650,000	-13.3%	-25.8%
Miscellaneous	16,524	3,823,000	3,823,000	-	2,118,710	-44.6%	-
Subtotal: Revenues	13,799,083	13,833,000	13,833,000	10,532,050	11,114,710	-19.7%	5.5%
OTHER SOURCES:							
Transfers In	4,243,775	4,179,000	4,179,000	520,900	6,179,000	47.9%	1086.2%
Transfers Out	-	(694,400)	(694,400)	(568,500)	(4,601,850)	562.7%	709.5%
Proceeds of Long-Term Debt	-	-	-	-	12,285,000	-	-
Subtotal: Other Sources	4,243,775	3,484,600	3,484,600	(47,600)	13,862,150	356.3%	-29222.2%
BEGINNING FUND BALANCES:							
Restricted for Municipal Complex	16,333,825	6,033,800	6,033,800	5,749,600	-	-100.0%	-100.0%
Undesignated	15,392,873	18,036,500	18,036,500	19,591,200	18,089,100	0.3%	-7.7%
Subtotal: Beginning Fund Balances	31,726,698	24,070,300	24,070,300	25,340,800	18,089,100	-24.8%	-28.6%
TOTAL SOURCES	\$ 49,769,556	\$ 41,387,900	\$ 41,387,900	\$ 35,825,250	\$ 43,065,960	4.1%	20.2%
USES							
DEBT SERVICE:							
Principal	\$ 540,000	\$ 560,000	\$ 560,000	\$ 560,000	\$ 585,000	4.5%	4.5%
Interest	718,775	698,000	698,000	698,000	673,000	-3.6%	-3.6%
Other	450	1,000	1,000	1,000	1,000	0.0%	0.0%
Debt Issuance Costs	-	-	-	-	250,000	-	-
Subtotal: Debt Service	1,259,225	1,259,000	1,259,000	1,259,000	1,509,000	19.9%	19.9%
CAPITAL OUTLAY:							
General Government	11,606,081	12,150,000	12,150,000	7,412,500	625,000	-94.9%	-91.6%
Public Safety	54,954	-	-	-	-	-	-
Highways and Streets	8,177,459	17,257,000	17,832,000	6,822,150	15,354,450	-13.9%	125.1%
Culture and Recreation	3,331,076	5,715,750	5,715,750	2,242,500	5,928,000	3.7%	164.3%
Subtotal: Capital Outlay	23,169,570	35,122,750	35,697,750	16,477,150	21,907,450	-38.6%	33.0%
Subtotal: Debt Service and Capital Outlay	24,428,795	36,381,750	36,956,750	17,736,150	23,416,450	-36.6%	32.0%
ENDING FUND BALANCES:							
Restricted for Municipal Complex	5,749,591	-	-	-	-	-	-
Restricted for Specific Capital Projects	-	-	-	-	7,872,000	-	-
Designated for Reserves	-	-	-	-	4,381,490	-	-
Undesignated Contingency Reserves	19,591,170	5,006,150	4,431,150	18,089,100	7,396,020	66.9%	-59.1%
Subtotal: Ending Fund Balances	25,340,761	5,006,150	4,431,150	18,089,100	19,649,510	343.4%	8.6%
TOTAL USES	\$ 49,769,556	\$ 41,387,900	\$ 41,387,900	\$ 35,825,250	\$ 43,065,960	4.1%	20.2%

**CAPITAL INFRASTRUCTURE IMPROVEMENT FUND
Budgeted Sources of Funds
FY 2008-2009**



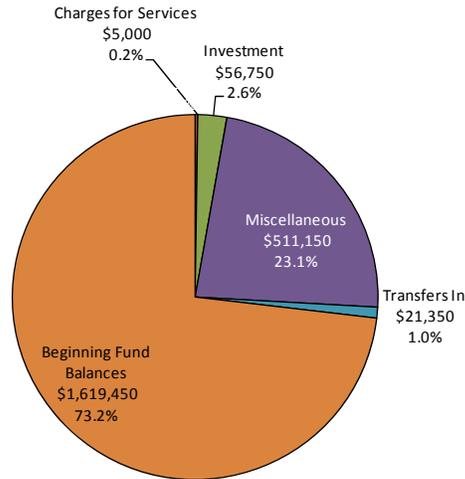
**CAPITAL INFRASTRUCTURE IMPROVEMENT FUND
Budgeted Uses of Funds
FY 2008-2009**



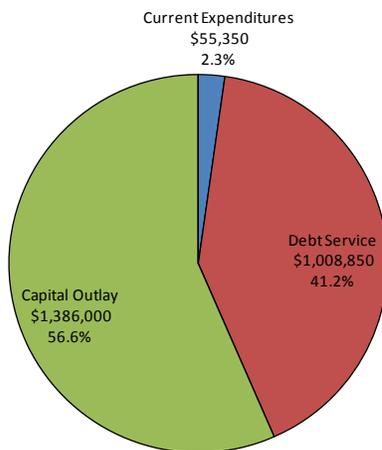
**QUAIL CREEK COMMUNITY FACILITIES DISTRICT (QC CFD)
SPECIAL REVENUE FUND
SOURCES AND USES OF FUNDS**

	2006-2007	2007-2008			2008-2009	% Change	% Change
	Actual Amount	Adopted Budget	Amended Budget	Estimated Actual	Adopted Budget	From Amended	From 07/08 Estimate
<u>SOURCES</u>							
REVENUES:							
Taxes	\$ -	\$ 110,000	\$ 110,000	\$ 110,000	\$ 236,500	115.0%	115.0%
Charges for Services	14,968	28,000	28,000	14,000	5,000	-82.1%	-64.3%
Investment	537,017	250,000	250,000	250,000	56,750	-77.3%	-77.3%
Miscellaneous	-	336,350	336,350	-	511,150	52.0%	-
Revenues	551,985	724,350	724,350	374,000	809,400	11.7%	116.4%
OTHER SOURCES:							
Transfers In	-	-	-	-	21,350	-	-
Other Sources	-	-	-	-	21,350	-	-
BEGINNING FUND BALANCES:							
Restricted for Debt Service	732,101	342,100	342,100	562,300	223,450	-34.7%	-60.3%
Restricted for Capital Outlay	11,251,010	11,075,000	11,075,000	4,517,400	1,386,000	-87.5%	-69.3%
Undesignated	-	2,000	2,000	-	10,000	400.0%	-
Beginning Fund Balances	11,983,111	11,419,100	11,419,100	5,079,700	1,619,450	-85.8%	-100.0%
TOTAL SOURCES	\$ 12,535,096	\$ 12,143,450	\$ 12,143,450	\$ 5,453,700	\$ 2,450,200	-79.8%	-55.1%
<u>USES</u>							
CURRENT EXPENDITURES:							
General Government	\$ 14,968	\$ 30,500	\$ 30,500	\$ 14,000	\$ 17,000	-44.3%	21.4%
Culture and Recreation	-	7,500	7,500	-	38,350	411.3%	-
Subtotal: Current Expenditures	14,968	38,000	38,000	14,000	55,350	45.7%	295.4%
DEBT SERVICE:							
Principal	-	-	-	-	320,000	-	-
Interest	732,101	686,350	686,350	686,350	686,350	0.0%	0.0%
Other	-	1,000	1,000	2,500	2,500	150.0%	0.0%
Subtotal: Debt Service	732,101	687,350	687,350	688,850	1,008,850	46.8%	46.5%
CAPITAL OUTLAY:							
Land and Improvements	6,653	200,000	200,000	500	-	-100.0%	-100.0%
Infrastructure	5,644,295	7,823,250	7,823,250	3,087,050	1,386,000	-82.3%	-55.1%
Sewer Conveyance System	1,057,430	750,000	750,000	43,850	-	-100.0%	-100.0%
Subtotal: Capital Outlay	6,708,378	8,773,250	8,773,250	3,131,400	1,386,000	-84.2%	-55.7%
Subtotal: Current Expenditures, Debt Service, and Capital Outlay	7,455,447	9,498,600	9,498,600	3,834,250	2,450,200	-74.2%	-36.1%
ENDING FUND BALANCES:							
Restricted for Debt Service	562,279	-	-	223,450	-	-	-100.0%
Restricted for Capital Outlay	4,517,370	2,639,850	2,639,850	1,386,000	-	-100.0%	-100.0%
Undesignated Contingency Reserves	-	5,000	5,000	10,000	-	-100.0%	-100.0%
Subtotal: Ending Fund Balances	5,079,649	2,644,850	2,644,850	1,619,450	-	-100.0%	-100.0%
TOTAL USES	\$ 12,535,096	\$ 12,143,450	\$ 12,143,450	\$ 5,453,700	\$ 2,450,200	-79.8%	-55.1%

**QUAIL CREEK CFD
Budgeted Sources of Funds
FY 2008-2009**



**QUAIL CREEK CFD
Budgeted Uses of Funds
FY 2008-2009**



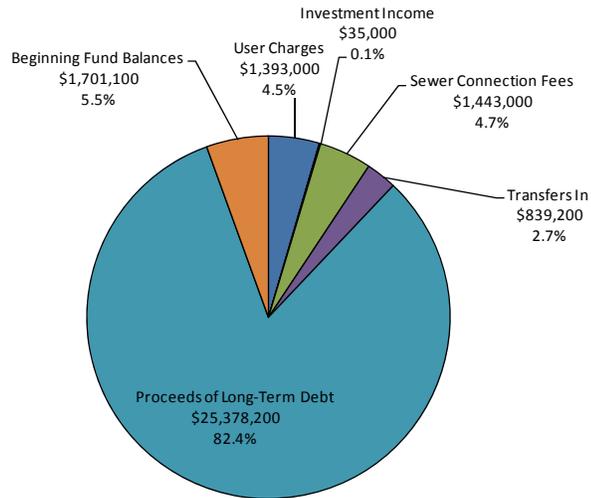
**WASTEWATER
ENTERPRISE
FUND**

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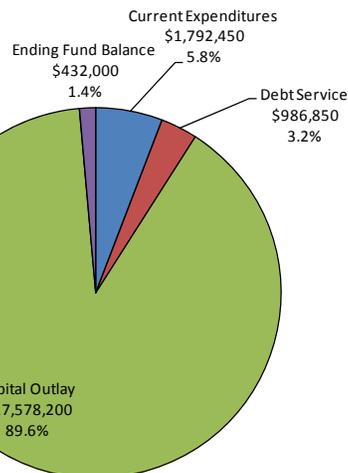
WASTEWATER ENTERPRISE FUND
SOURCES AND USES OF FUNDS

	2006-2007	2007-2008			2008-2009	% Change	% Change
	Actual Amount	Adopted Budget	Amended Budget	Estimated Actual	Adopted Budget	From Amended	From 07/08 Estimate
SOURCES							
OPERATING REVENUES:							
User Charges	\$ 567,314	\$ 750,000	\$ 750,000	\$ 837,000	\$ 1,393,000	85.7%	66.4%
Other	-	1,000,000	1,000,000	-	-	-100.0%	-
Subtotal: Operating Revenues	567,314	1,750,000	1,750,000	837,000	1,393,000	-20.4%	66.4%
NON-OPERATING REVENUES:							
Investment Income	159,324	75,000	75,000	118,000	35,000	-53.3%	-70.3%
Intergovernmental Grants	-	-	-	35,000	-	-	-100.0%
Sewer Connection Fees	1,126,884	1,500,000	1,500,000	1,325,000	1,443,000	-3.8%	8.9%
Subtotal: Non-Operating Revenues	1,286,208	1,575,000	1,575,000	1,478,000	1,478,000	-6.2%	0.0%
Subtotal: Revenues	1,853,522	3,325,000	3,325,000	2,315,000	2,871,000	-13.7%	24.0%
OTHER SOURCES:							
Transfers In	-	-	-	-	839,200	-	-
Proceeds of Long-Term Debt	-	6,750,000	6,750,000	7,347,450	25,378,200	276.0%	245.4%
Subtotal: Other Sources	-	6,750,000	6,750,000	7,347,450	26,217,400	288.4%	256.8%
BEGINNING FUND BALANCES:							
Undesignated	3,962,299	2,133,450	2,133,450	2,399,000	1,701,100	-20.3%	-29.1%
Subtotal: Beginning Fund Balances	3,962,299	2,133,450	2,133,450	2,399,000	1,701,100	-20.3%	-29.1%
TOTAL SOURCES	\$ 5,815,821	\$ 12,208,450	\$ 12,208,450	\$ 12,061,450	\$ 30,789,500	152.2%	155.3%
USES							
CURRENT EXPENDITURES:							
Wastewater Utility Department	\$ 1,127,608	\$ 1,392,100	\$ 1,392,100	\$ 1,883,250	\$ 1,792,450	28.8%	-4.8%
Subtotal: Current Expenditures	1,127,608	1,392,100	1,392,100	1,883,250	1,792,450	28.8%	-4.8%
DEBT SERVICE:							
Interest	-	440,000	440,000	150,000	984,350	123.7%	556.2%
Other	-	7,500	7,500	-	2,500	-66.7%	-
Debt Issuance Costs	30,318	350,000	350,000	131,350	-	-100.0%	-100.0%
Subtotal: Debt Service	30,318	797,500	797,500	281,350	986,850	23.7%	250.8%
CAPITAL OUTLAY:							
Sewer Conveyance System	2,258,894	8,200,000	8,200,000	7,320,750	25,939,900	216.3%	254.3%
Buildings	-	540,000	540,000	875,000	1,638,300	203.4%	87.2%
Subtotal: Capital Outlay	2,258,894	8,740,000	8,740,000	8,195,750	27,578,200	215.5%	236.5%
Subtotal: Current Expenditures, Debt Service, and Capital Outlay	3,416,820	10,929,600	10,929,600	10,360,350	30,357,500	177.8%	193.0%
ENDING FUND BALANCES:							
Restricted for Debt Service	-	-	-	-	432,000	-	-
Undesignated Contingency Reserves	2,399,001	1,278,850	1,278,850	1,701,100	-	-100.0%	-100.0%
Subtotal: Ending Fund Balances	2,399,001	1,278,850	1,278,850	1,701,100	432,000	-66.2%	-74.6%
TOTAL USES	\$ 5,815,821	\$ 12,208,450	\$ 12,208,450	\$ 12,061,450	\$ 30,789,500	152.2%	155.3%

**WASTEWATER ENTERPRISE FUND
Budgeted Sources of Funds
FY 2008-2009**



**WASTEWATER ENTERPRISE FUND
Budgeted Uses of Funds
FY 2008-2009**



WASTEWATER UTILITY DEPARTMENT

Town of Sahuarita, Arizona

GENERAL INFORMATION

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 utility is done in that as a function of Public Works. This includes: environment management and water resources.

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.

MISSION

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 and exceeding 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.

2007/2008 ACCOMPLISHMENTS

- Wastewater Package Plant (CIP #07-WW01) was installed and began operating in January. The 0.69 APP was received shortly after.

- Wastewater Treatment Plant Phase IV (CIP #04-WW01) design is underway with construction to begin in June 2008.
- Rapid Infiltration Basins have been permitted for the ADWR Underground Storage Facility (USF) and Water Storage Facility (WSF) Permits.
- These permits will give the Town the ability to obtain effluent recharge credits.
- Spot Improvements to the WWTP:
 - Clarifier, Sand Filters and UV station were rebuilt.
 - Rapid Infiltration Basins are scarified regularly maintain their performance.
 - All of the plant's processes were cleaned to improve efficiency.
- Spot Improvements to the Sewer Service System:
 - Annual Roach Control Program began in 2007. Treating all Town maintained manholes for roaches.
 - The entire sewer service system will be inspected by staff prior to the end of the fiscal year. Routine inspection has allowed staff to find problems before sewer system overflows occur.
 - A few sewer service systems have been vacuum cleaned and had cameras installed due to potential issues.
- Treated over 176,384,794 gallons of raw sewage in 2007.
- 543 new service connections in 2007.

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.

(Wastewater Utility Department continued)

- Ensure that Federal, State and local discharge limitations are met.
- Monitor treatment plant effluent quality through testing by plant personnel and contract laboratories.

BUDGET HIGHLIGHTS

Personnel

- Reallocation of Public Works staff (+0.48 FTE)

Contractual Services

- Sludge hauling
- Sewer treatment by Pima County
- Billing and collection services

Operating Supplies

- Replacement equipment
- Plant and lab supplies
- Chemicals

Other Expenditures

- Electricity
- Indirect cost allocation

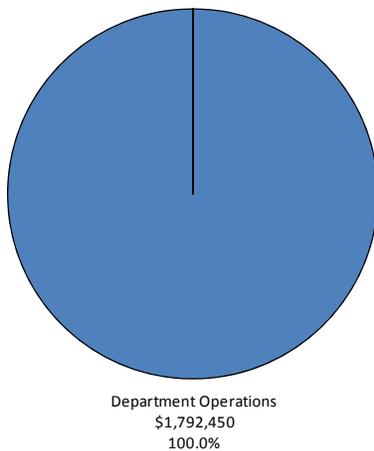
WASTEWATER UTILITY DEPARTMENT

Expenditures by Program	2006-07 Actual Amount	2007-08 Adopted Budget	2007-08 Amended Budget	2007-08 Estimated Amount	2008-09 Adopted Budget
Department Operations	\$ 1,443,863	\$ 1,377,100	\$ 1,377,100	\$ 1,873,250	\$ 1,792,450
Capital Outlay	4,818	15,000	15,000	10,000	-
Expenditure Total	\$ 1,448,681	\$ 1,392,100	\$ 1,392,100	\$ 1,883,250	\$ 1,792,450

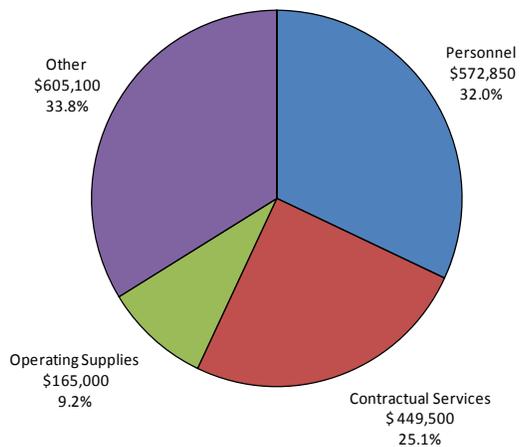
Expenditures by Category	2006-07 Actual Amount	2007-08 Adopted Budget	2007-08 Amended Budget	2007-08 Estimated Amount	2008-09 Adopted Budget
Personnel	\$ 298,037	\$ 512,600	\$ 512,600	\$ 368,250	\$ 572,850
Contractual Services	482,614	279,700	279,700	843,400	449,500
Operating Supplies	85,953	120,000	120,000	137,600	165,000
Other	577,259	464,800	464,800	524,000	605,100
Capital Outlay	4,818	15,000	15,000	10,000	-
Expenditure Total	\$ 1,448,681	\$ 1,392,100	\$ 1,392,100	\$ 1,883,250	\$ 1,792,450

Position Classification	2008-09 Pay Range	Authorized Positions (FTE)			2008-09 Adopted
		2006-07 Amended	2007-08 Adopted	2007-08 Amended	
Public Works Director	79	0.20	0.20	0.20	0.25
Assistant Town Engineer	72	0.50	0.50	0.50	0.25
Sr. Construction Manager	66	0.00	0.00	0.00	0.25
Wastewater Superintendent	62	1.00	1.00	1.00	1.00
Project Manager	60	1.00	1.00	1.00	1.00
Principal Plant Operator	55	1.00	1.00	1.00	1.00
Management Analyst	53	0.00	0.00	0.00	0.25
Sr. Engineering Technician	52	0.00	0.00	0.00	0.35
Senior Plant Operator	48	0.00	1.00	1.00	1.00
Engineering Technician	47	0.50	0.50	0.50	0.58
Plant Mechanic	46	0.00	0.00	1.00	1.00
Plant Operator	46	1.00	1.00	2.00	2.00
O&M Administrator	42	0.30	0.30	0.30	0.25
Senior Office Asistant	36	0.00	0.00	0.00	0.30
Civil Engineer	N/A	0.50	0.50	0.50	0.00
Total Positions		6.00	7.00	9.00	9.48

**WASTEWATER UTILITY DEPARTMENT
Expenditures by Program
FY 2008-2009**



**WASTEWATER UTILITY DEPARTMENT
Expenditures by Category
FY 2008-2009**



CAPITAL IMPROVEMENT PLAN

Town of Sahuarita, Arizona



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CAPITAL IMPROVEMENT PLAN (CIP)

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 2009-2013 CIP form the basis of appropriation in the 2008-2009 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.

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.

(Capital Improvement Plan continued)

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 \$77.0 million in grants and contributions funding.

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.

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.

(Capital Improvement Plan continued)

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 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.

Operating and Capital Budget Relationship

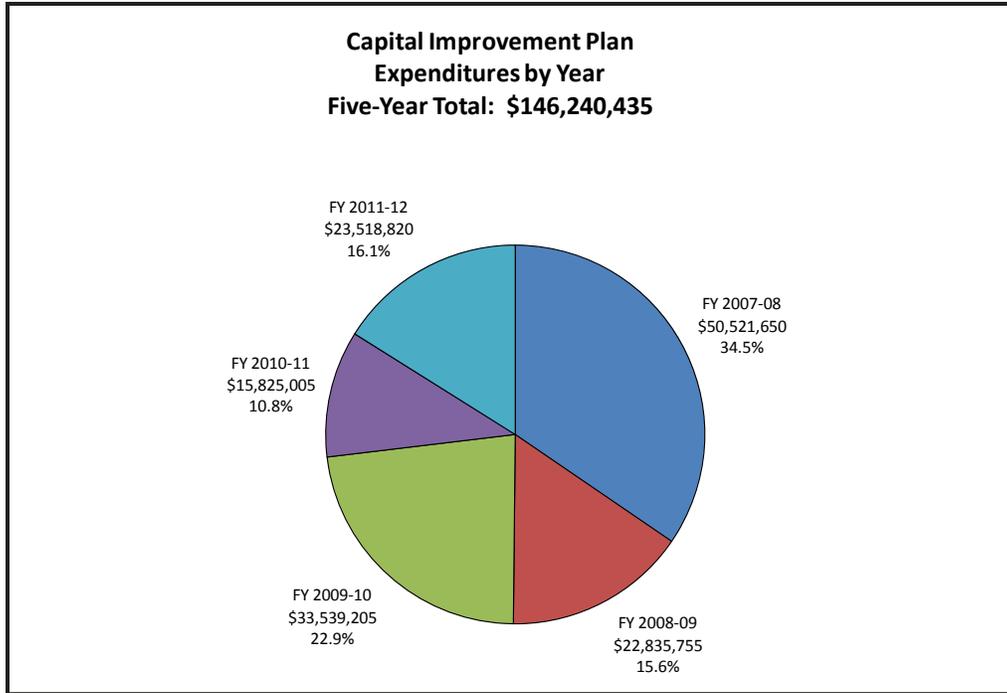
The Capital Improvement Plan also impacts the operating budget as projects are completed and operating funds are necessary for the routine maintenance and operation of facilities and equipment including, utilities, staffing, repairs, fuel for heavy equipment and equipment maintenance. Recurring maintenance 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 Summary

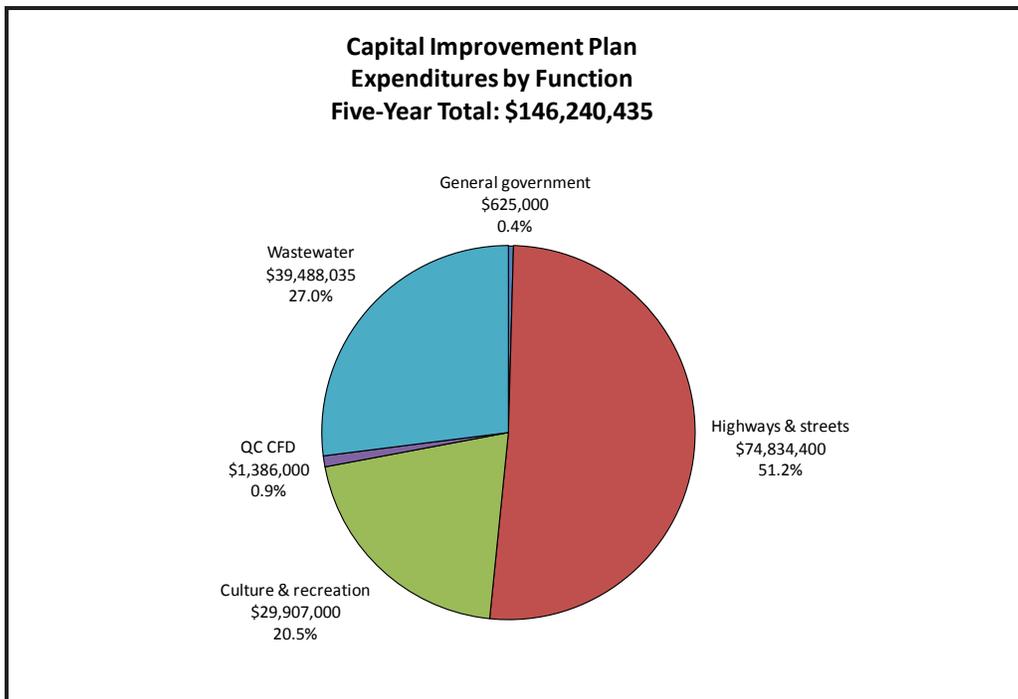
The CIP for the Town of Sahuarita is comprised of 29 projects totaling \$146,240,435 for fiscal years 2008/09 through 2012/13. Of that total, \$50,521,650 is included in the budget for fiscal year 2008/09. The plan takes into consideration all known capital needs and ties potential revenue sources to 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. See the following charts.

(Capital Improvement Plan continued)

Exhibit 1



This chart shows the breakout of the capital improvement plan costs by function:



(Capital Improvement Plan continued)

Funding the Five Year CIP

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.

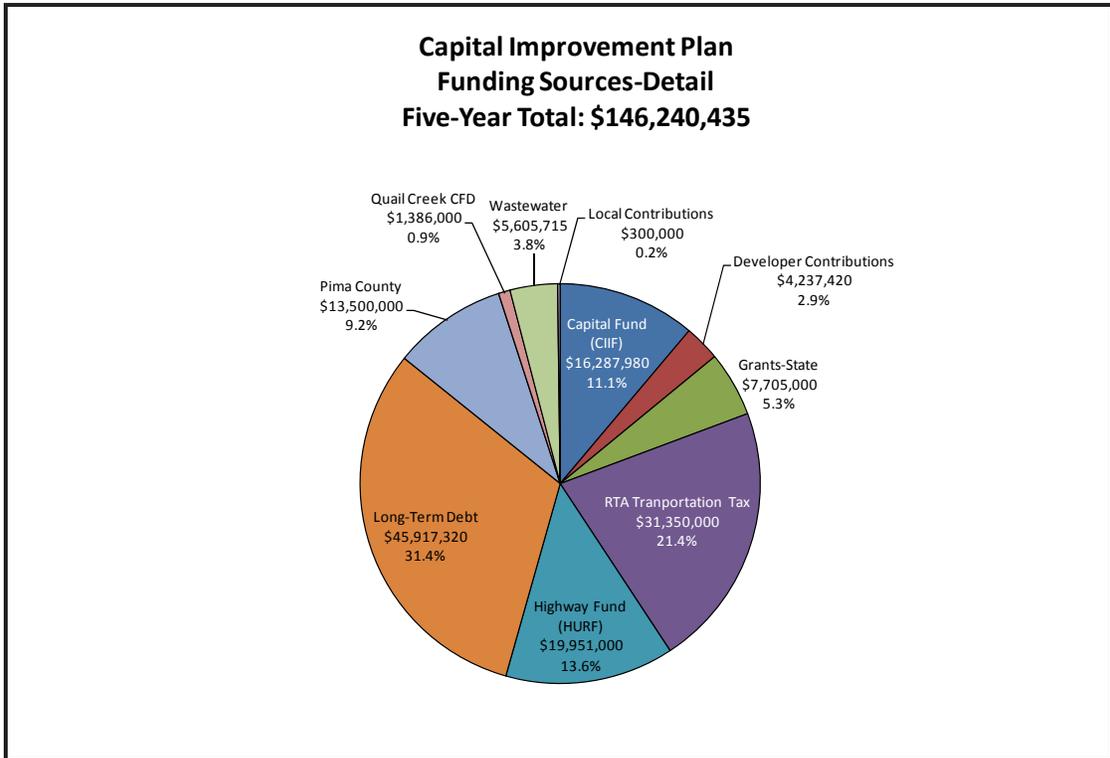
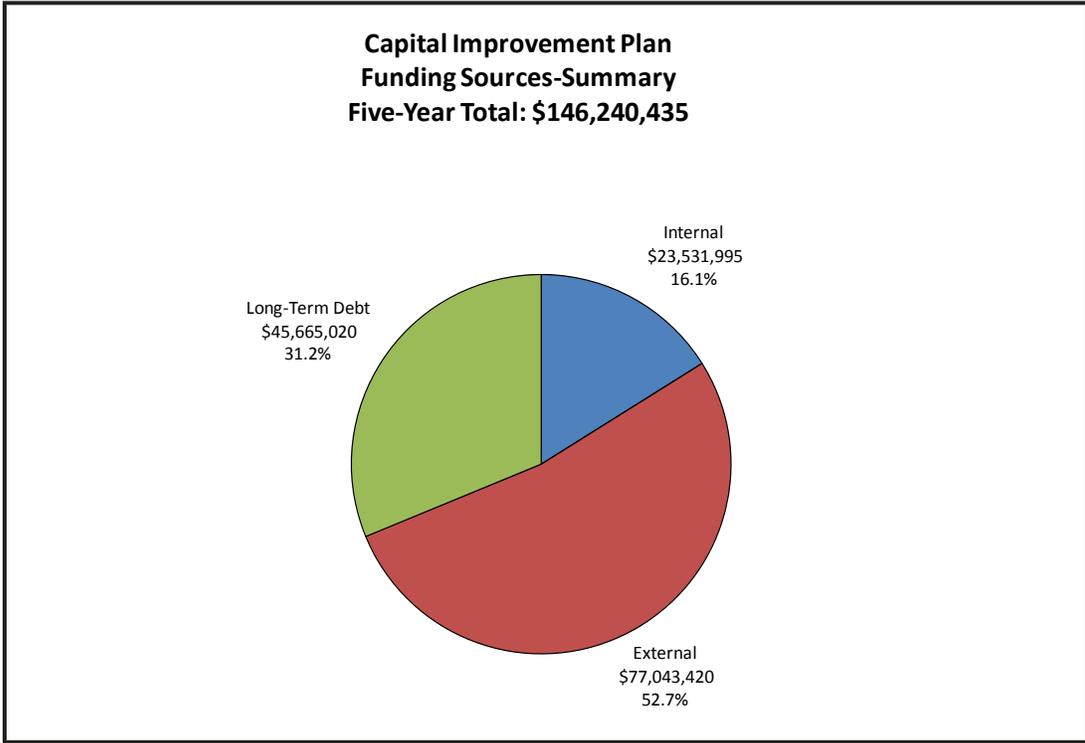
Capital Fund (CIIF). Funding sources for the Capital Fund are beginning fund balances, and revenues generated from sales taxes on construction activity and investment earnings.

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.

Quail Creek CFD Bonds. This source comes from the 2006 general obligation bond issuance of the CFD. No other debt issuances were identified or anticipated within the five year CIP. This source is restricted for use on the CFD.

Long-term debt. This source represents the unspent proceeds from prior and new debt issuances. Of the \$45,917,320 million identified in the CIP, \$25,378,200 was secured as of July 1, 2008. 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 charts on the next page show the various funding sources that the Town anticipates will fund the capital projects in the CIP.



Town of Sahuarita, Arizona
CAPITAL IMPROVEMENT PLAN
'08/'09 thru '12/'13

FUNDING SOURCE SUMMARY

Source	'08/'09	'09/'10	'10/'11	'11/'12	'12/'13	Total
Capital Fund (CIIF)	5,150,740	4,155,240	1,605,000	3,351,300	2,025,700	16,287,980
Developer Contributions	2,118,710	2,118,710				4,237,420
Grants-Local		20,000	280,000			300,000
Grants-State	1,450,000	1,635,000	1,620,000	2,000,000	1,000,000	7,705,000
Highway Fund (HURF)	6,179,000	2,000,000	6,072,000	2,700,000	3,000,000	19,951,000
Long-Term Debt	29,341,200	5,236,000	2,836,000		8,504,120	45,917,320
Pima County Bonds		500,000	500,000	5,215,000	7,285,000	13,500,000
Quail Creek CFD Bonds	1,386,000					1,386,000
RTA Transportation Tax	3,046,000	6,899,000	19,701,000		1,704,000	31,350,000
Wastewater Enterprise Fund	1,850,000	271,805	925,205	2,558,705		5,605,715
GRAND TOTAL	50,521,650	22,835,755	33,539,205	15,825,005	23,518,820	146,240,435

Town of Sahuarita, Arizona
CAPITAL IMPROVEMENT PLAN

'08/'09 thru **'12/'13**

DEPARTMENT SUMMARY

Department	'08/'09	'09/'10	'10/'11	'11/'12	'12/'13	Total
Administration	625,000					625,000
Parks & Recreation	5,928,000	4,126,000	3,916,000	6,652,000	9,285,000	29,907,000
Public Works	15,354,450	18,437,950	28,698,000	6,614,300	5,729,700	74,834,400
Quail Creek CFD	1,386,000					1,386,000
Wastewater	27,228,200	271,805	925,205	2,558,705	8,504,120	39,488,035
GRAND TOTAL	50,521,650	22,835,755	33,539,205	15,825,005	23,518,820	146,240,435

Town of Sahuarita, Arizona
CAPITAL IMPROVEMENT PLAN

'08/'09 thru '12/'13

PROJECTS BY FUNDING SOURCE

Source	Project#	'08/'09	'09/'10	'10/'11	'11/'12	'12/'13	Total
Capital Fund (CIIF)							
La Canada Drive Road Improvements Phase III	01-033C	2,094,490	1,939,490				4,033,980
Sahuarita Road: I-19 to Country Club	03-019B	64,250	1,580,750	805,000	544,300	1,025,700	4,020,000
Parks and Trails Land Acquisition	05-PR01	50,000					50,000
Anamax Park Phase 1 Expansion	05-PR05	480,000					480,000
Anamax Park Phase 2 & 3 Expansion	06-PR01	50,000		800,000	937,000	600,000	2,387,000
Anamax Park Phase 4 Expansion	06-PR03	250,000	635,000				885,000
Anza Trail Park Sports Field Lighting	07-PR02	845,000					845,000
Pima Mine/Rancho Sahuarita Railroad Crossing	07-PW04	412,000					412,000
Town Hall Shell Space Build Out	08-A01	400,000					400,000
Point-to-Point Network for Satellite Locales	08-A02	225,000					225,000
Quail Creek Phase 2	08-PR02					200,000	200,000
North Park Phase 2	08-PR03					200,000	200,000
Nogales Hwy/Old Nogales Hwy Traffic Signal	08-PW01	200,000					200,000
Pima Mine Bridge Reconstruction	08-PW02	80,000			1,870,000		1,950,000
Capital Fund (CIIF) Total		5,150,740	4,155,240	1,605,000	3,351,300	2,025,700	16,287,980
Developer Contributions							
La Canada Drive Road Improvements Phase III	01-033C	831,210	831,210				1,662,420
Sahuarita Road: I-19 to Western Town Limits	03-019A	1,287,500	1,287,500				2,575,000
Developer Contributions Total		2,118,710	2,118,710				4,237,420
Grants-Local							
Anamax Park Concession Facility	06-PR08		20,000	280,000			300,000
Grants-Local Total			20,000	280,000			300,000
Grants-State							
Sahuarita Road: I-19 to Country Club	03-019B	450,000		620,000			1,070,000
Parks and Trails Land Acquisition	05-PR01	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	5,000,000
Anamax Park Phase 4 Expansion	06-PR03		635,000				635,000
Pima Mine Bridge Reconstruction	08-PW02				1,000,000		1,000,000
Grants-State Total		1,450,000	1,635,000	1,620,000	2,000,000	1,000,000	7,705,000
Highway Fund (HURF)							
Sahuarita Road: I-19 to Country Club	03-019B	5,979,000	2,000,000	1,750,000	1,200,000	3,000,000	13,929,000
Sahuarita/I-19 Interchange	03-019C			2,522,000			2,522,000
Quail Crossing Blvd Extension to Nogales Highway	05-PW01	200,000		1,800,000	1,500,000		3,500,000

PROJECTS BY FUNDING SOURCE (cont'd)

Source	Project#	'08/'09	'09/'10	'10/'11	'11/'12	'12/'13	Total
Highway Fund (HURF) Total		6,179,000	2,000,000	6,072,000	2,700,000	3,000,000	19,951,000
Long-Term Debt							
Wastewater Treatment Plant Phase IV Expansion	04-WW01	23,739,900					23,739,900
Wastewater Treatment Plant Phase V Expansion	04-WW02				8,504,120		8,504,120
Sahuarita North Park	05-PR02	1,850,000					1,850,000
Quail Crossing Blvd Extension to Nogales Highway	05-PW01	610,000	2,000,000	1,000,000			3,610,000
Public Works Yard	06-PW06	100,000	1,400,000				1,500,000
Wastewater Building	06-WW02	1,638,300					1,638,300
North Park Sports Field Lighting	07-PR01	475,000					475,000
Swimming Pool	08-PR01	928,000	1,836,000	1,836,000			4,600,000
Long-Term Debt Total		29,341,200	5,236,000	2,836,000		8,504,120	45,917,320
Pima County Bonds							
Sahuarita Road: I-19 to Country Club	03-019B		500,000	500,000	500,000		1,500,000
Anamax Park Phase 2 & 3 Expansion	06-PR01				4,715,000	7,285,000	12,000,000
Pima County Bonds Total			500,000	500,000	5,215,000	7,285,000	13,500,000
Quail Creek CFD Bonds							
Quail Creek Park	06-QC08	1,386,000					1,386,000
Quail Creek CFD Bonds Total		1,386,000					1,386,000
RTA Transportation Tax							
Sahuarita Road: I-19 to Country Club	03-019B	2,571,000	6,899,000	19,701,000		1,704,000	30,875,000
Pima Mine/Rancho Sahuarita Traffic Signal	07-PW03	375,000					375,000
Pima Mine Bridge Reconstruction	08-PW02	100,000					100,000
RTA Transportation Tax Total		3,046,000	6,899,000	19,701,000		1,704,000	31,350,000
Wastewater Enterprise Fund							
Wastewater Treatment Plant Phase V Expansion	04-WW02	1,300,000					1,300,000
Commercial Septic System	08-WW01	450,000					450,000
Reclaimed Water Lines and ReUse System	08-WW02	100,000	271,805	925,205	2,558,705		3,855,715
Wastewater Enterprise Fund Total		1,850,000	271,805	925,205	2,558,705		5,605,715
GRAND TOTAL		50,521,650	22,835,755	33,539,205	15,825,005	23,518,820	146,240,435

Town of Sahuarita, Arizona
CAPITAL IMPROVEMENT PLAN
'08/'09 thru '12/'13

PROJECTS BY DEPARTMENT

Department	Project#	'08/'09	'09/'10	'10/'11	'11/'12	'12/'13	Total
Administration							
Town Hall Shell Space Build Out	08-A01	400,000					400,000
Point-to-Point Network for Satellite Locales	08-A02	225,000					225,000
Administration Total		625,000					625,000
Parks & Recreation							
Parks and Trails Land Acquisition	05-PR01	1,050,000	1,000,000	1,000,000	1,000,000	1,000,000	5,050,000
Sahuarita North Park	05-PR02	1,850,000					1,850,000
Anamax Park Phase 1 Expansion	05-PR05	480,000					480,000
Anamax Park Phase 2 & 3 Expansion	06-PR01	50,000		800,000	5,652,000	7,885,000	14,387,000
Anamax Park Phase 4 Expansion	06-PR03	250,000	1,270,000				1,520,000
Anamax Park Concession Facility	06-PR08		20,000	280,000			300,000
North Park Sports Field Lighting	07-PR01	475,000					475,000
Anza Trail Park Sports Field Lighting	07-PR02	845,000					845,000
Swimming Pool	08-PR01	928,000	1,836,000	1,836,000			4,600,000
Quail Creek Phase 2	08-PR02					200,000	200,000
North Park Phase 2	08-PR03					200,000	200,000
Parks & Recreation Total		5,928,000	4,126,000	3,916,000	6,652,000	9,285,000	29,907,000
Public Works							
La Canada Drive Road Improvements Phase III	01-033C	2,925,700	2,770,700				5,696,400
Sahuarita Road: I-19 to Western Town Limits	03-019A	1,287,500	1,287,500				2,575,000
Sahuarita Road: I-19 to Country Club	03-019B	9,064,250	10,979,750	23,376,000	2,244,300	5,729,700	51,394,000
Sahuarita/I-19 Interchange	03-019C			2,522,000			2,522,000
Quail Crossing Blvd Extension to Nogales Highway	05-PW01	810,000	2,000,000	2,800,000	1,500,000		7,110,000
Public Works Yard	06-PW06	100,000	1,400,000				1,500,000
Pima Mine/Rancho Sahuarita Traffic Signal	07-PW03	375,000					375,000
Pima Mine/Rancho Sahuarita Railroad Crossing	07-PW04	412,000					412,000
Nogales Hwy/Old Nogales Hwy Traffic Signal	08-PW01	200,000					200,000
Pima Mine Bridge Reconstruction	08-PW02	180,000			2,870,000		3,050,000
Public Works Total		15,354,450	18,437,950	28,698,000	6,614,300	5,729,700	74,834,400
Quail Creek CFD							
Quail Creek Park	06-QC08	1,386,000					1,386,000
Quail Creek CFD Total		1,386,000					1,386,000
Wastewater							
Wastewater Treatment Plant Phase IV Expansion	04-WW01	23,739,900					23,739,900
Wastewater Treatment Plant Phase V Expansion	04-WW02	1,300,000				8,504,120	9,804,120
Wastewater Building	06-WW02	1,638,300					1,638,300

PROJECTS BY DEPARTMENT (cont'd)

Department	Project#	'08/'09	'09/'10	'10/'11	'11/'12	'12/'13	Total
Commercial Septic System	08-WW01	450,000					450,000
Reclaimed Water Lines and ReUse System	08-WW02	100,000	271,805	925,205	2,558,705		3,855,715
Wastewater Total		27,228,200	271,805	925,205	2,558,705	8,504,120	39,488,035
GRAND TOTAL		50,521,650	22,835,755	33,539,205	15,825,005	23,518,820	146,240,435

CAPITAL IMPROVEMENT PLAN

'08/'09 thru '12/'13

Town of Sahuarita, Arizona

Contact Public Works Director

Department Administration

Type General Government

Useful Life 50 Years

Category Buildings

Project # 08-A01
Project Name Town Hall Shell Space Build Out

Cost Center 204-315.401

New Project: Yes

Total Project Cost \$3,855,715

Description
 Location: New Municipal Town Complex
 The scope of work for this project includes the design and construction of offices in the vacant space of Town Hall. The area to be renovated is approximately 2,650 square feet and will accommodate 13 work stations. The scope will cover FF&E.

Justification
 The vacant space will be utilized to house Public Works staff on a semi-temporary basis. Currently PW department is located at the Waste Water Treatment Plant which is being expanded, and will no longer be able to accommodate the PW department. PW will be temporarily housed at the new town hall complex until a new PW facility is constructed and funds become available to build the new PW facility.

Expenditures	'08/'09	'09/'10	'10/'11	'11/'12	'12/'13	Total
Design & Construction	400,000					400,000
Total	400,000					400,000

Funding Sources	'08/'09	'09/'10	'10/'11	'11/'12	'12/'13	Total
Capital Fund (CIIF)	400,000					400,000
Total	400,000					400,000

Operational Impact/Other
 Utilities, including impacts to electric, water, sewer, and gas bills.

Operating Budget Impact	'08/'09	'09/'10	'10/'11	'11/'12	'12/'13	Total
Utilities		6,000	6,000	6,000	6,000	24,000
Total		6,000	6,000	6,000	6,000	24,000

CAPITAL IMPROVEMENT PLAN

'08/'09 thru '12/'13

Town of Sahuarita, Arizona

Contact Technology Manager

Department Administration

Type General Government

Useful Life 15 Years

Category Equipment

Project # 08-A02
Project Name Point-to-Point Network for Satellite Locales

Cost Center 204-315.611

New Project: Yes

Total Project Cost \$225,000

Description
 Location: Municipal Complex, Anamax Park, Public Works
 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 and one to the Wastewater Treatment Plant area. This project will connect the two locations to the Municipal Complex network.

Justification
 Once the satellite locations are brought online with the Municipal Complex network, we will witness cost banded together onto the Town Hall network, cost savings and efficiencies from centralizing IT across the enterprise. Some of these savings include a central internet source and the addition of these satellite locations onto our VOIP phone system, thereby eliminating the department's individual communications contracts.

Expenditures	'08/'09	'09/'10	'10/'11	'11/'12	'12/'13	Total
Purchase & Install	225,000					225,000
Total	225,000					225,000

Funding Sources	'08/'09	'09/'10	'10/'11	'11/'12	'12/'13	Total
Capital Fund (CIIF)	225,000					225,000
Total	225,000					225,000

Operational Impact/Other
 This project will allow the Town to eliminate the phone and internet line costs that currently exist at the off-site government buildings.

Operating Budget Impact	'08/'09	'09/'10	'10/'11	'11/'12	'12/'13	Total
Utilities	-25,000	-25,000	-25,000	-25,000	-25,000	-125,000
Total	-25,000	-25,000	-25,000	-25,000	-25,000	-125,000

CAPITAL IMPROVEMENT PLAN

'08/'09 thru '12/'13

Town of Sahuarita, Arizona

Contact Parks & Recreation Director

Department Parks & Recreation

Type Recreation

Useful Life n/a

Category Land

Project # 05-PR01
Project Name Parks and Trails Land Acquisition

Cost Center 204-315.210

New Project: Yes

Total Project Cost \$5,050,000

Description
 Location: Varied
 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 acquisition 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
 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 creation of a trail corridor will have a Town wide impact. The ability to 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 Town should target State Trust Land so State funding provided through the Growing Smarter initiative can be used for purchasing the land.
 The project will 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 benefit 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 connectivity to other trail systems. Design features can be incorporated into the building to provide long term savings.

Expenditures	'08/'09	'09/'10	'10/'11	'11/'12	'12/'13	Total
Study	50,000					50,000
Land/ROW Acquisition	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	5,000,000
Total	1,050,000	1,000,000	1,000,000	1,000,000	1,000,000	5,050,000

Funding Sources	'08/'09	'09/'10	'10/'11	'11/'12	'12/'13	Total
Capital Fund (CIIF)	50,000					50,000
Grants-State	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	5,000,000
Total	1,050,000	1,000,000	1,000,000	1,000,000	1,000,000	5,050,000

Operational Impact/Other
 Operational impact is minimal until site is developed. Staff anticipates weed and vector control on an as-needed basis.

Operating Budget Impact	'08/'09	'09/'10	'10/'11	'11/'12	'12/'13	Total
Contractual Services	500	500	500	500	500	2,500
Total	500	500	500	500	500	2,500

CAPITAL IMPROVEMENT PLAN

'08/'09 thru '12/'13

Town of Sahuarita, Arizona

Contact Parks & Recreation Director

Department Parks & Recreation

Type Recreation

Useful Life Varies

Category Infrastructure

Project # 05-PR02
Project Name Sahuarita North Park

Cost Center 204-315.310

New Project: No

Total Project Cost \$2,000,000

Description
 Location: North Park located south of the Wastewater Treatment Plant
 The scope of this project will involve developing approximately 14 acres of vacant land with two multi-purpose fields (soccer/football fields), one junior league 320' baseball field with a practice soccer/football field overlay, a play area, picnic facilities, a basketball court, skate park and a restroom at an undeveloped site designated as North Park south of the Wastewater Treatment Plant.

Justification
 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 who may have been excluded or turned away because of lack of facilities will be allowed to participate in an active recreational opportunity.
 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 areas, 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 a 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.

Prior	Expenditures	'08/'09	'09/'10	'10/'11	'11/'12	'12/'13	Total
150,000	Design & Construction	1,850,000					1,850,000
Total	Total	1,850,000					1,850,000

Prior	Funding Sources	'08/'09	'09/'10	'10/'11	'11/'12	'12/'13	Total
150,000	Long-Term Debt	1,850,000					1,850,000
Total	Total	1,850,000					1,850,000

Operational Impact/Other
 The operational impact will be for maintenance and upkeep of a fourteen acre facility, landscape maintenance of 3 sports fields with approximately 6 acres of turf, water and sewer use, play area, skate park and picnic areas with ramadas. In addition, utilities for water and sewer will be included. Electricity cost are calculated under project 07-PR01.

Operating Budget Impact	'08/'09	'09/'10	'10/'11	'11/'12	'12/'13	Total
Contractual Services	25,000	53,000	53,000	53,000	53,000	237,000
Staff Cost	3,000	7,000	7,000	7,000	7,000	31,000
Supplies/Materials	10,000	22,100	22,100	22,100	22,100	98,400
Utilities	5,000	10,000	10,000	10,000	10,000	45,000
Total	43,000	92,100	92,100	92,100	92,100	411,400

CAPITAL IMPROVEMENT PLAN

'08/'09 thru '12/'13

Town of Sahuarita, Arizona

Contact Parks & Recreation Director

Department Parks & Recreation

Type Recreation

Useful Life Varies

Category Infrastructure

Project # 05-PR05
Project Name Anamax Park Phase 1 Expansion

Cost Center 204-315.330

New Project: No

Total Project Cost \$2,621,750

Description
 Location: Anamax Park - 17501 S. Camino de las Quintas
 This is the construction phase of Anamax Park Phase 1 which includes the building of 2 multi-purpose fields for football/soccer, lighting the fields, building 4 picnic pads, establishing the water, electric and sewer lines, walking paths, renovation of the existing Anamax Park irrigation and potable water systems, building a restroom/concession building, parking and establishing an entry drive.

Justification
 This is the first phase of the expansion approved in the Anamax Master Plan adopted in July 2005.
 The project will benefit all groups like Copper Hills youth baseball league, 49ers youth football, AYSO soccer leagues and adult sports leagues plus the general public who would use the facility for family and community events. The rapid expansion of the community and substantial community requests for fields in the evening has created a need to offer additional usage time during the evening.
 The project will increase the recreational value of the site by allowing user groups to use the sports fields in the evening. 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. By use of the Musco lighting system the natural environment is minimally impacted with light pollution. In addition, operating cost are about 50% less than a traditional sports lighting system. In addition, the project will be incorporated into the initial park development to consolidate cost for building.
 The economic benefit to the community would involve reduction in commuting time to or between recreational activities by the residents through offering usable facilities for a longer duration close to home. The project will increase the recreational value of the site by allowing user groups to use the sports fields and courts in the evening. In addition, the youth football group has approached the Town asking for additional practice and playing fields to meet the current demand by participants in their program and closer home. Increased recreational opportunities to the public and more facilities can be used for Town sponsored league play.
 The project will use a MUSCO lighting system which has a twenty year warranty, uses a energy efficient Low Spill - Light Structure Green System, and is linked to a centralized control to turn on and off lights more efficiently. In addition, Light Structure Green Systems use about 50% less power to operate by utilizing advanced photometric technology.

Prior	Expenditures	'08/'09	'09/'10	'10/'11	'11/'12	'12/'13	Total
2,141,750	Construction	480,000					480,000
Total	Total	480,000					480,000

Prior	Funding Sources	'08/'09	'09/'10	'10/'11	'11/'12	'12/'13	Total
2,141,750	Capital Fund (CIIF)	480,000					480,000
Total	Total	480,000					480,000

Operational Impact/Other
 The operational impact will be for maintenance and upkeep of a ten acre facility, landscape maintenance of 2 sports fields with approximately 4 acres of turf, parking area and picnic areas. In addition, utilities for water and sewer will be included.

Operating Budget Impact	'08/'09	'09/'10	'10/'11	'11/'12	'12/'13	Total
Contractual Services	20,000	20,000	20,000	20,000	20,000	100,000
Staff Cost	10,000	10,000	10,000	10,000	10,000	50,000
Supplies/Materials	5,000	5,000	5,000	5,000	5,000	25,000
Utilities	30,000	30,000	30,000	30,000	30,000	150,000
Total	65,000	65,000	65,000	65,000	65,000	325,000

CAPITAL IMPROVEMENT PLAN

'08/'09 thru '12/'13

Town of Sahuarita, Arizona

Contact Parks & Recreation Director

Department Parks & Recreation

Type Recreation

Useful Life 30 Years

Category Buildings

Project # 06-PR01
Project Name Anamax Park Phase 2 & 3 Expansion

Cost Center 204-315.331

New Project: No

Total Project Cost \$2,621,750

Description

Location: Anamax Park - 17501 S. Camino de las Quintas

This project is proposed as a Pima County 2008 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 gathering/concession area. The complex would have shared locker/changing rooms between the center and pool for economies of scale.

Justification

The Anamax 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 rapid expansion of the community has created a need to begin the concept design of this project in FY 2007/08.

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 reducing 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 a 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, efficient electrical system and environmentally friendly consideration incorporated in design.

Prior	Expenditures	'08/'09	'09/'10	'10/'11	'11/'12	'12/'13	Total
430,000	Planning/Design			800,000			800,000
Total	Construction	50,000				7,885,000	7,935,000
	Design & Construction				5,652,000		5,652,000
	Total	50,000		800,000	5,652,000	7,885,000	14,387,000

Prior	Funding Sources	'08/'09	'09/'10	'10/'11	'11/'12	'12/'13	Total
430,000	Capital Fund (CIIF)	50,000		800,000	937,000	600,000	2,387,000
Total	Pima County Bonds				4,715,000	7,285,000	12,000,000
	Total	50,000		800,000	5,652,000	7,885,000	14,387,000

CAPITAL IMPROVEMENT PLAN

'08/'09 thru '12/'13

Town of Sahuarita, Arizona

Contact Parks & Recreation Director

Department Parks & Recreation

Type Recreation

Useful Life 30 Years

Category Buildings

Project #	06-PR01
Project Name	Anamax Park Phase 2 & 3 Expansion (cont'd)

Cost Center 204-315.331

New Project: No

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 have programs done in cooperation with the YMCA and the Town will have the responsibility 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 is estimating revenue from classes and programs to be \$61,200 (\$612,000 Departments operation expenses X 10% Average Departments revenue recovery in FY06/07).

Operating Budget Impact	'08/'09	'09/'10	'10/'11	'11/'12	'12/'13	Total
Contractual Services					140,000	140,000
Staff Cost					235,800	235,800
Supplies/Materials					50,000	50,000
Utilities					125,000	125,000
Total					550,800	550,800

CAPITAL IMPROVEMENT PLAN

'08/'09 thru '12/'13

Town of Sahuarita, Arizona

Contact Parks & Recreation Director

Department Parks & Recreation

Type Recreation

Useful Life 30 Years

Category Infrastructure

Project # 06-PR03
Project Name Anamax Park Phase 4 Expansion

Cost Center 204-315.333

New Project: No

Total Project Cost \$1,520,000

Description

Location: Anamax Park - 17501 S. Camino de las Quintas

Potential Heritage Fund Project to seek funding from the State Parks Heritage Fund for development of the skate facility.

The project consists of developing a skate park with permanent and semi-permanent structures (approximately 30,000 SF), internal park trail/walking paths to connect to the existing facilities where appropriate, parking for the skate park area and associated landscaping. The project will use the public participation process to identify and design the most appropriate features for the skate park with the available resources.

Justification

This project was part of the overall master plan approved in 2005 for Anamax Park. The communities need for facilities directed at pre-teens and teenagers has increased significantly over the past year, hence this project has been moved up in a construction timeline from FY10/11 which was its original planned development.

The public will benefit from these improvements as well as increased quantity of recreation facilities so users can participate in recreational opportunities closer to where they live in a safe and clean environment. This project will provide a positive channel to direct youths to appropriate facilities to channel their energies.

These improvements should begin in FY08/09 with design and construction to follow the in FY9/10. 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 Anamax 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 2005 Master Plan for Anamax Park. In addition, these amenities will be designed and built with conservation practices in mind.

Expenditures	'08/'09	'09/'10	'10/'11	'11/'12	'12/'13	Total
Planning/Design	250,000					250,000
Construction		1,270,000				1,270,000
Total	250,000	1,270,000				1,520,000

Funding Sources	'08/'09	'09/'10	'10/'11	'11/'12	'12/'13	Total
Capital Fund (CIIF)	250,000	635,000				885,000
Grants-State		635,000				635,000
Total	250,000	1,270,000				1,520,000

Operational Impact/Other

The operational impact will include expanding cleaning services, landscape maintenance services for vegetation, increased electrical cost and general supplies needed like paint and graffiti remover.

Operating Budget Impact	'08/'09	'09/'10	'10/'11	'11/'12	'12/'13	Total
Contractual Services			5,000	5,000	5,000	15,000
Staff Cost			3,000	3,000	3,000	9,000
Supplies/Materials			1,500	1,500	1,500	4,500
Utilities			500	500	500	1,500
Total			10,000	10,000	10,000	30,000

CAPITAL IMPROVEMENT PLAN

'08/'09 thru '12/'13

Town of Sahuarita, Arizona

Contact Parks & Recreation Director

Department Parks & Recreation

Type Recreation

Useful Life 30 Years

Category Buildings

Project # 06-PR08
Project Name Anamax Park Concession Facility

Cost Center 204-315.060

New Project: Yes

Total Project Cost \$300,000

Description
 Location: Anamax Park - 17501 S. Camino de las Quintas
 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
 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 damaged 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. 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 possibly a gray water recovery system to eliminate the need for a septic system.

Expenditures	'08/'09	'09/'10	'10/'11	'11/'12	'12/'13	Total
Planning/Design		20,000				20,000
Construction			280,000			280,000
Total		20,000	280,000			300,000

Funding Sources	'08/'09	'09/'10	'10/'11	'11/'12	'12/'13	Total
Grants-Local		20,000	280,000			300,000
Total		20,000	280,000			300,000

Operational Impact/Other
 NO BUDGET IMPACT
 This is a replacement for a current building and no change in personnel, utilities or supplies is anticipated.

CAPITAL IMPROVEMENT PLAN

'08/'09 thru '12/'13

Town of Sahuarita, Arizona

Contact Parks & Recreation Director

Department Parks & Recreation

Type Recreation

Useful Life 15 Years

Category Equipment

Project # 07-PR01
Project Name North Park Sports Field Lighting

Cost Center 204-315.311

New Project: No

Total Project Cost \$500,000

Description
 Location: North Park located south of the Wastewater Treatment Plant
 The scope of this project will involve lighting the three sports fields.

Justification
 The project will benefit all groups like Copper Hills youth baseball league, 49ers youth football, AYSO soccer leagues and adult sports leagues plus the general public who would use the facility for family and community events. The rapid expansion of the community and substantial community requests for fields in the evening has created a need to offer additional usage time during the evening.
 The project will increase the recreational value of the site by allowing user groups to use the sports fields in the evening. 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. By use of the Musco lighting system the natural environment is minimally impacted with light pollution. In addition, operating cost are about 50% less than a traditional sports lighting system. In addition, the project will be incorporated into the initial park development to consolidate cost for building.
 The economic benefit to the community would involve reduction in commuting time to or between recreational activities by the residents through offering usable facilities for a longer duration close to home. The project will increase the recreational value of the site by allowing user groups to use the sports fields and courts in the evening. In addition, the youth football group has approached the Town asking for additional practice and playing fields to meet the current demand by participants in their program and closer home. Increase recreational opportunities to the public and more facilities can be used for Town sponsored league play.
 The project will use a MUSCO lighting system which has a twenty year warranty, uses a energy efficient Low Spill - Light Structure Green System, and is linked to a centralized control to turn on and off lights more efficiently. In addition, Light Structure Green Systems use about 50% less power to operate by utilizing advanced photometric technology.

Prior	Expenditures	'08/'09	'09/'10	'10/'11	'11/'12	'12/'13	Total
25,000	Design & Construction	475,000					475,000
Total	Total	475,000					475,000

Prior	Funding Sources	'08/'09	'09/'10	'10/'11	'11/'12	'12/'13	Total
25,000	Long-Term Debt	475,000					475,000
Total	Total	475,000					475,000

Operational Impact/Other
 The main impact will be in electric use for lighting the fields estimated at \$15,000 per year. The lighting system will have a warranty reducing the need for maintenance and operations from 15 to 25 years. The anticipated revenue to offset operational impact is estimated at \$7,200 (4 hrs per night x \$5.00 per hour x 3 nights per week x 40 weeks x 3 fields).

Operating Budget Impact	'08/'09	'09/'10	'10/'11	'11/'12	'12/'13	Total
Utilities	3,000	7,800	7,800	7,800	7,800	34,200
Total	3,000	7,800	7,800	7,800	7,800	34,200

CAPITAL IMPROVEMENT PLAN

'08/'09 thru '12/'13

Town of Sahuarita, Arizona

Contact Parks & Recreation Director

Department Parks & Recreation

Type Recreation

Useful Life 15 Years

Category Equipment

Project # 07-PR02
Project Name Anza Trail Park Sports Field Lighting

Cost Center 204-315.321

New Project: No

Total Project Cost \$875,000

Description
 Location: Anza School - 15490 S. Rancho Sahuarita Blvd.
 The scope of this project will involve lighting the two baseball fields and one multi-purpose soccer/football field.

Justification
 The project will benefit all groups like Copper Hills youth baseball league, 49ers youth football, AYSO soccer leagues and adult sports leagues plus the general public who would use the facility for family and community events. The rapid expansion of the community and substantial community requests for fields in the evening has created a need to offer additional usage time during the evening.
 The project will increase the recreational value of the site by allowing user groups to use the sports fields in the evening. 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. By use of the Musco lighting system the natural environment is minimally impacted with light pollution. In addition, operating cost are about 50% less than a traditional sports lighting system. The economic benefit to the community would involve reduction in commuting time to or between recreational activities by the residents through offering usable facilities for a longer duration closer to home.
 The project will increase the recreational value of the site by allowing user groups to use the sports fields and courts in the evening. In addition, the youth football group has approached the Town asking for additional practice and playing fields to meet the current demand by participants in their program and closer to home. This project will enhance the current fields and courts by allowing for evening and night use of both by Town residents which are currently restricted by daylight hours and non-school hours. Increase recreational opportunities to the public and more facilities can be used for Town sponsored league play.
 The project will use a MUSCO lighting system which has a twenty year warranty, uses a energy efficient Low Spill - Light Structure Green System, and is linked to a centralized control to turn on and off lights more efficiently. In addition, Light Structure Green Systems use about 50% less power to operate by utilizing advanced photometric technology.

Prior	Expenditures	'08/'09	'09/'10	'10/'11	'11/'12	'12/'13	Total
30,000	Design & Construction	845,000					845,000
Total	Total	845,000					845,000

Prior	Funding Sources	'08/'09	'09/'10	'10/'11	'11/'12	'12/'13	Total
30,000	Capital Fund (CIIF)	845,000					845,000
Total	Total	845,000					845,000

Operational Impact/Other
 The main impact will be in electric use for lighting the fields estimated at \$15,000 per year. The lighting system will have a warranty reducing the need for maintenance and operations from 15 to 25 years. The anticipated revenue to offset operational impact is estimated at \$7,200 (4 hrs per night x \$5.00 per hour x 3 nights per week x 40 weeks x 3 fields).

Operating Budget Impact	'08/'09	'09/'10	'10/'11	'11/'12	'12/'13	Total
Utilities	7,800	7,800	7,800	7,800	7,800	39,000
Total	7,800	7,800	7,800	7,800	7,800	39,000

CAPITAL IMPROVEMENT PLAN

'08/'09 thru '12/'13

Town of Sahuarita, Arizona

Contact Parks & Recreation Director

Department Parks & Recreation

Type Recreation

Useful Life 40 Years

Category Infrastructure

Project # **08-PR01**
Project Name **Swimming Pool**

Cost Center 204-315.340

New Project: Yes

Total Project Cost \$4,600,000

Description

Location: School District Complex; the exact location, funding and schedule is being determined by a special committee composed of two Town Council Members and two School Board Members.

This project needs to be built and funded in cooperation with the School District. The project is to build a 8 lane competitive pool with recreation components for zero depth entry, water slides, water play features, changing room, staff office and meeting/training room. This pool should be built in cooperation with the school district. The Town and School District will need to create an Intergovernmental agreement identifying each parties role and expectations for building and operations.

Justification

The only local public pool the Town used for summer programs at the school was condemned. In order to provide swimming programs for the community and facilities for the competitive team for the school district, the Town could partner with the school district to build a pool on the school grounds which could fulfill both groups needs.

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. In addition, staff will have a consolidated facility to base operations and provide customer service.

The projects improve the safety and health conditions to park visitors and school users by providing a completed pool facility. It makes available to the public a centralized location to meet or request staff and the increased feature could provide additional revenue. The Town of Sahuarita services are enhanced by providing a variety of activities to the base amenities of the community. This pool will be designed and built with conservation practices in mind.

Expenditures	'08/'09	'09/'10	'10/'11	'11/'12	'12/'13	Total
Planning/Design	928,000					928,000
Construction		1,836,000	1,836,000			3,672,000
Total	928,000	1,836,000	1,836,000			4,600,000

Funding Sources	'08/'09	'09/'10	'10/'11	'11/'12	'12/'13	Total
Long-Term Debt	928,000	1,836,000	1,836,000			4,600,000
Total	928,000	1,836,000	1,836,000			4,600,000

Operational Impact/Other

The Town of Sahuarita anticipates collaborating with the schools to maintain and operate pool complex site. Total operational cost for the pool is estimated at \$350,000. The Town's responsibility to maintain the pool complex will include pool manager, assistant manager, life guards, class instructors, pool technician, supplies and chemicals for classes and programs is estimated at \$130,000. The schools should absorb all utility costs for the complex estimated at \$68,000 for gas and electric and share in chemical costs estimated at \$25,000 and personnel for maintenance estimated at \$244,000. The Town is estimating revenue from classes and programs to be \$13,000 (\$130,000 Departments operation expenses X 10% Average Departments revenue recovery in FY06/07).

Operating Budget Impact	'08/'09	'09/'10	'10/'11	'11/'12	'12/'13	Total
Contractual Services			15,000	30,000	30,000	75,000
Staff Cost			31,000	62,000	62,000	155,000
Supplies/Materials			12,500	12,500	12,500	37,500
Total			58,500	104,500	104,500	267,500

CAPITAL IMPROVEMENT PLAN

'08/'09 thru '12/'13

Town of Sahuarita, Arizona

Contact Parks & Recreation Director

Department Parks & Recreation

Type Recreation

Useful Life Varies

Category Infrastructure

Project # 08-PR02
Project Name Quail Creek Phase 2

Cost Center 204-315.350

New Project: Yes

Total Project Cost \$2,200,000

Description
 Location: Quail Creek Park - 1950 S. Old Nogales Hwy at Quail Creek Crossing and Old Nogales Hwy.
 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 Junior Little League Baseball fields with field lighting, add walking trails around the fields and increase parking by 120 spaces.

Justification
 This project was part of the overall concept plan approved in 2007 for Quail Creek Park. The communities need for facilities directed at teenagers has increased significantly over the past year. Building these fields will address the need for a place to play junior league baseball (13 to 17 year old youth) and adult 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. This project will provide a positive channel to direct youths to appropriate facilities to channel their energies.
 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.

Expenditures	'08/'09	'09/'10	'10/'11	'11/'12	'12/'13	Total	Future	
Planning/Design					200,000	200,000	2,000,000	
Total	<hr/>					200,000	200,000	Total

Funding Sources	'08/'09	'09/'10	'10/'11	'11/'12	'12/'13	Total	Future	
Capital Fund (CIIF)					200,000	200,000	2,000,000	
Total	<hr/>					200,000	200,000	Total

Operational Impact/Other
 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 \$7,200 (4 hrs per night x \$5.00 per hour x 3 nights per week x 40 weeks x 3 fields).

CAPITAL IMPROVEMENT PLAN

'08/'09 thru '12/'13

Town of Sahuarita, Arizona

Contact Parks & Recreation Director

Department Parks & Recreation

Type Recreation

Useful Life Varies

Category Infrastructure

Project # 08-PR03
Project Name North Park Phase 2

Cost Center 204-315.312

New Project: Yes

Total Project Cost \$2,700,000

Description
 Location: North Park located south of the Wastewater Treatment Plant
 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
 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.

Expenditures	'08/'09	'09/'10	'10/'11	'11/'12	'12/'13	Total	Future	
Planning/Design					200,000	200,000	2,500,000	
Total						200,000	200,000	Total

Funding Sources	'08/'09	'09/'10	'10/'11	'11/'12	'12/'13	Total	Future	
Capital Fund (CIIF)					200,000	200,000	2,500,000	
Total						200,000	200,000	Total

Operational Impact/Other
 The operational impact will be for maintenance and upkeep of a seven acre facility and 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.

CAPITAL IMPROVEMENT PLAN

'08/'09 thru '12/'13

Town of Sahuarita, Arizona

Contact Public Works Director

Department Public Works

Type Highways & Streets

Useful Life 20 Years

Category Infrastructure

Project #	01-033C
Project Name	La Canada Drive Road Improvements Phase III

Cost Center 204-310.120

New Project: No

Total Project Cost \$6,096,400

Description
Location: La Canada Drive from Sahuarita Road southerly to El Toro Road
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. The project's financial scope has increased from FY 08 by \$326,733. This increase is due to an updated engineering cost estimate that more accurately reflects current prices. All new costs are incurred by the developer, not the Town.

Justification
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 Cañada Dr. and Sahuarita Road is covered with sediment and cobbles from that mine tailings. Under these condition 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.

Prior	Expenditures	'08/'09	'09/'10	'10/'11	'11/'12	'12/'13	Total
400,000	Construction		2,770,700				2,770,700
	Design & Construction	2,925,700					2,925,700
Total		2,925,700	2,770,700				5,696,400

Prior	Funding Sources	'08/'09	'09/'10	'10/'11	'11/'12	'12/'13	Total
400,000	Capital Fund (CIIF)	2,094,490	1,939,490				4,033,980
	Developer Contributions	831,210	831,210				1,662,420
Total		2,925,700	2,770,700				5,696,400

Operational Impact/Other
This project will minimize maintenance done on the road allowing town maintenance service to be performed elsewhere. An annual cost of \$24,300 to maintain after the first five years of operation.

CAPITAL IMPROVEMENT PLAN

'08/'09 thru '12/'13

Town of Sahuarita, Arizona

Contact Public Works Director

Department Public Works

Type Highways & Streets

Useful Life 20 Years

Category Infrastructure

Project # 03-019A
Project Name Sahuarita Road: I-19 to Western Town Limits

Cost Center 204-310.805

New Project: No

Total Project Cost \$2,575,000

Description
 Location: Sahuarita Road from Western town limits to I-19 south bound ramps
 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. The financial scope has increased from FY 08 by \$299,300, which adjusts for inflation. All new costs are incurred by the developer, not the Town.

Justification
 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.

Expenditures	'08/'09	'09/'10	'10/'11	'11/'12	'12/'13	Total
Construction	1,287,500	1,287,500				2,575,000
Total	1,287,500	1,287,500				2,575,000

Funding Sources	'08/'09	'09/'10	'10/'11	'11/'12	'12/'13	Total
Developer Contributions	1,287,500	1,287,500				2,575,000
Total	1,287,500	1,287,500				2,575,000

Operational Impact/Other
 This project minimizes maintenance and drainage on the road which allows for road maintenance service to be performed elsewhere. An annual cost of \$6,000 to maintain after the first five years of operation.

CAPITAL IMPROVEMENT PLAN

'08/'09 thru '12/'13

Town of Sahuarita, Arizona

Contact Public Works Director

Department Public Works

Type Highways & Streets

Useful Life 20 Years

Category Infrastructure

Project # 03-019B

Project Name Sahuarita Road: I-19 to Country Club

Cost Center 204-310.800

New Project: No

Total Project Cost \$58,609,000

Description

Location: Sahuarita Road from I-19 north bound ramp easterly to Country Club Road

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 projects 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 the same amenities as the western portions. The financial scope has increased from FY 08 by \$12,885,000, which reflects an updated engineering cost estimate that more accurately reflects current costs. Project Length 3.5 miles.

Justification

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. 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.

Prior	Expenditures	'08/'09	'09/'10	'10/'11	'11/'12	'12/'13	Total	Future
3,439,000	Construction				2,244,300	5,729,700	7,974,000	3,776,000
Total	Design & Construction	9,064,250	10,979,750	23,376,000			43,420,000	Total
	Total	9,064,250	10,979,750	23,376,000	2,244,300	5,729,700	51,394,000	

Prior	Funding Sources	'08/'09	'09/'10	'10/'11	'11/'12	'12/'13	Total	Future
3,439,000	Capital Fund (CIIF)	64,250	1,580,750	805,000	544,300	1,025,700	4,020,000	3,776,000
Total	Grants-State	450,000		620,000			1,070,000	Total
	Highway Fund (HURF)	5,979,000	2,000,000	1,750,000	1,200,000	3,000,000	13,929,000	
	Pima County Bonds		500,000	500,000	500,000		1,500,000	
	RTA Transportation Tax	2,571,000	6,899,000	19,701,000		1,704,000	30,875,000	
	Total	9,064,250	10,979,750	23,376,000	2,244,300	5,729,700	51,394,000	

Operational Impact/Other

This project will save extensive maintenance work to the existing roadway. An annual cost of \$138,000 to maintain after the first five years of operation.

Operating Budget Impact	'08/'09	'09/'10	'10/'11	'11/'12	'12/'13	Total
Landscape			2,435	2,508	2,508	7,451
Utilities			6,360	6,551	6,747	19,658
Total			8,795	9,059	9,255	27,109

CAPITAL IMPROVEMENT PLAN

'08/'09 thru '12/'13

Town of Sahuarita, Arizona

Contact Public Works Director

Department Public Works

Type Highways & Streets

Useful Life 20 Years

Category Infrastructure

Project # 03-019C

Project Name Sahuarita/I-19 Interchange

Cost Center 204-310.810

New Project: No

Total Project Cost \$3,342,000

Description

Location: I-19 Interchange Improvements at Sahuarita Road

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 Consent Report (DCR), completed last year, provided the actual engineering cost estimate reflected in this year's total project cost.

Justification

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. Completion of design makes the project eligible for Statewide Transportation Acceleration Needs (STAN) money. Only projects that have completed the design process are eligible for this fund.

Prior	Expenditures	'08/'09	'09/'10	'10/'11	'11/'12	'12/'13	Total
820,000	Planning/Design			2,522,000			2,522,000
Total	Total			2,522,000			2,522,000

Prior	Funding Sources	'08/'09	'09/'10	'10/'11	'11/'12	'12/'13	Total
820,000	Highway Fund (HURF)			2,522,000			2,522,000
Total	Total			2,522,000			2,522,000

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.

CAPITAL IMPROVEMENT PLAN

'08/'09 thru '12/'13

Town of Sahuarita, Arizona

Contact Public Works Director

Department Public Works

Type Highways & Streets

Useful Life 20 Years

Category Infrastructure

Project # 05-PW01
Project Name Quail Crossing Blvd Extension to Nogales Highway

Cost Center 204-310.900

New Project: No

Total Project Cost \$7,760,000

Description
 Location: From Old Nogales Highway to Nogales Highway/Calle Arroyo Sur.
 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. The DCR has evaluated other alternatives including one that is estimated at \$34 million. Project length is 1.75 miles.

Justification
 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.

Prior	Expenditures	'08/'09	'09/'10	'10/'11	'11/'12	'12/'13	Total
650,000	Planning/Design	810,000					810,000
Total	Construction			2,800,000	1,500,000		4,300,000
	Design & Construction		2,000,000				2,000,000
	Total	810,000	2,000,000	2,800,000	1,500,000		7,110,000

Prior	Funding Sources	'08/'09	'09/'10	'10/'11	'11/'12	'12/'13	Total
650,000	Highway Fund (HURF)	200,000		1,800,000	1,500,000		3,500,000
Total	Long-Term Debt	610,000	2,000,000	1,000,000			3,610,000
	Total	810,000	2,000,000	2,800,000	1,500,000		7,110,000

Operational Impact/Other
 This project will minimize the maintenance on Old Nogales Highway by minimizing the vehicle traffic. An annual cost of \$24,300 to maintain after the first five years of operation.

CAPITAL IMPROVEMENT PLAN

'08/'09 thru '12/'13

Town of Sahuarita, Arizona

Contact

Department Public Works

Type Highways & Streets

Useful Life n/a

Category Land

Project # 06-PW06

Project Name Public Works Yard

Cost Center 204-310.150

New Project: Yes

Total Project Cost \$1,500,000

Description
 Location: To be determined
 This project consist of identifying and purchasing approximately 5 to 10 acres of land for a maintenance yard for the Public Works/Streets Department.

Justification
 The Public Works/Streets Department must relocate from their current location at the Wastewater Treatment Plant. The space on which the existing Public Works modular buildings are located is needed for expansion of the Wastewater Treatment Plant.

Expenditures	'08/'09	'09/'10	'10/'11	'11/'12	'12/'13	Total
Study	100,000					100,000
Land/ROW Acquisition		1,400,000				1,400,000
Total	100,000	1,400,000				1,500,000

Funding Sources	'08/'09	'09/'10	'10/'11	'11/'12	'12/'13	Total
Long-Term Debt	100,000	1,400,000				1,500,000
Total	100,000	1,400,000				1,500,000

Operational Impact/Other
 None.

CAPITAL IMPROVEMENT PLAN

'08/'09 thru '12/'13

Town of Sahuarita, Arizona

Contact Public Works Director

Department Public Works

Type Highways & Streets

Useful Life 15 Years

Category Equipment

Project # 07-PW03

Project Name Pima Mine/Rancho Sahuarita Traffic Signal

Cost Center 204-310.710

New Project: No

Total Project Cost \$381,000

Description

Location: Rancho Sahuarita Blvd. and Pima Mine Road Intersection.

Traffic signal design and installation at Rancho Sahuarita Blvd. and Pima Mine Road Intersection. The financial scope of this project has increase from last FY to this FY by \$434,488, which reflects an updated engineering cost estimate that more accurately reflects current costs. Most of this increase is incurred by the RTA not the Town. This increase is due to an updated engineering cost estimate that more accurately reflects current prices. The intersection project is dependent on Union Pacific's railroad crossing design to provide signal and railroad crossing pre-emption. Union Pacific Railroad is behind on their design by six months.

Justification

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.

Prior	Expenditures	'08/'09	'09/'10	'10/'11	'11/'12	'12/'13	Total
6,000	Construction	375,000					375,000
Total	Total	375,000					375,000

Prior	Funding Sources	'08/'09	'09/'10	'10/'11	'11/'12	'12/'13	Total
6,000	RTA Transportation Tax	375,000					375,000
Total	Total	375,000					375,000

Operational Impact/Other

The operating costs are a result of the cost of electricity at \$130/month/signal. An annual cost of \$1,300 to maintain after the first five years of operation.

CAPITAL IMPROVEMENT PLAN

'08/'09 thru '12/'13

Town of Sahuarita, Arizona

Contact Public Works Director

Department Public Works

Type Highways & Streets

Useful Life 15 Years

Category Equipment

Project # 07-PW04
Project Name Pima Mine/Rancho Sahuarita Railroad Crossing

Cost Center 204-310.720

New Project: Yes

Total Project Cost \$412,000

Description
 Location: Railroad crossing at Rancho Sahuarita Blvd. south of Pima Mine Road.
 This project is for the design and construction of crossing arms at Rancho Sahuarita Blvd. railroad crossing. The financial scope of this project has increased from FY 08 by \$63,289, which is mainly the result of moving the costs of Inspection and Construction Management from Operating expenses to Capital. The project is in design by Union Pacific Railroad and currently the project is six months behind.

Justification
 The location of the railroad crossing with respect to the future signalized intersection at Rancho Sahuarita Blvd. and Pima Mine Road (see 07-PW03)requires that crossing arms are installed with simultaneous pre-emption.

Expenditures	'08/'09	'09/'10	'10/'11	'11/'12	'12/'13	Total
Design & Construction	412,000					412,000
Total	412,000					412,000

Funding Sources	'08/'09	'09/'10	'10/'11	'11/'12	'12/'13	Total
Capital Fund (CIIF)	412,000					412,000
Total	412,000					412,000

Operational Impact/Other
 The maintenance of the railroad crossing will be the responsibility of the rail lines and not the Town.

CAPITAL IMPROVEMENT PLAN

'08/'09 thru '12/'13

Town of Sahuarita, Arizona

Contact Public Works Director

Department Public Works

Type Highways & Streets

Useful Life 20 Years

Category Equipment

Project # 08-PW01
Project Name Nogales Hwy/Old Nogales Hwy Traffic Signal

Cost Center 204-310.730

New Project: Yes

Total Project Cost \$200,000

Description
 Location: Old Nogales Hwy & Nogales Hwy Intersection
 This project consists of relocating the existing intersection to where Old Nogales Hwy is perpendicular to Nogales Hwy at the intersection. The intersection will be signalized and equipped with 5' multi-use path. The relocation will need right-of-way from adjacent property owners.

Justification
 The project is necessary because the intersection current configuration is not optimal for moving traffic and bicyclist.

Expenditures	'08/'09	'09/'10	'10/'11	'11/'12	'12/'13	Total
Purchase & Install	200,000					200,000
Total	200,000					200,000

Funding Sources	'08/'09	'09/'10	'10/'11	'11/'12	'12/'13	Total
Capital Fund (CIIF)	200,000					200,000
Total	200,000					200,000

Operational Impact/Other
 The operating costs are a result of the cost of electricity at \$130/month/signal. An annual cost of \$1,300 to maintain after the first five years of operation.

CAPITAL IMPROVEMENT PLAN

'08/'09 thru '12/'13

Town of Sahuarita, Arizona

Contact Public Works Director

Department Public Works

Type Highways & Streets

Useful Life 20 Years

Category Infrastructure

Project # 08-PW02
Project Name Pima Mine Bridge Reconstruction

Cost Center 204-310.501

New Project: Yes

Total Project Cost \$3,050,000

Description
 Location: The Pima Mine Road bridge at the Santa Cruz River
 Reconstruction of the bridge at Pima Mine Road over the Santa Cruz River and minor bank protection.

Justification
 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 will be eligible for further funding through the RTA.

Expenditures	'08/'09	'09/'10	'10/'11	'11/'12	'12/'13	Total
Design & Construction				2,870,000		2,870,000
Study	180,000					180,000
Total	180,000			2,870,000		3,050,000

Funding Sources	'08/'09	'09/'10	'10/'11	'11/'12	'12/'13	Total
Capital Fund (CIIF)	80,000			1,870,000		1,950,000
Grants-State				1,000,000		1,000,000
RTA Transportation Tax	100,000					100,000
Total	180,000			2,870,000		3,050,000

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

CAPITAL IMPROVEMENT PLAN

'08/'09 thru '12/'13

Town of Sahuarita, Arizona

Contact Parks & Recreation Director

Department Quail Creek CFD

Type Recreation

Useful Life Varies

Category Infrastructure

Project # **06-QC08**
Project Name **Quail Creek Park**

Cost Center 205-311.080

New Project: No

Total Project Cost \$2,300,000

Description
Location: Quail Creek Park - 1950 S. Old Nogales Hwy at Quail Creek Crossing and Old Nogales Hwy.
The project is to build 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
Development of a park in a growing portion of the community. Project will be under construction by end of this fiscal year. 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.

Prior	Expenditures	'08/'09	'09/'10	'10/'11	'11/'12	'12/'13	Total
914,000	Construction	1,386,000					1,386,000
Total	Total	1,386,000					1,386,000

Prior	Funding Sources	'08/'09	'09/'10	'10/'11	'11/'12	'12/'13	Total
914,000	Quail Creek CFD Bonds	1,386,000					1,386,000
Total	Total	1,386,000					1,386,000

Operational Impact/Other
The operational impact will be for maintenance and upkeep of the facility, 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.

Operating Budget Impact	'08/'09	'09/'10	'10/'11	'11/'12	'12/'13	Total
Contractual Services	21,500	21,500	21,500	21,500	21,500	107,500
Staff Cost	5,000	5,000	5,000	5,000	5,000	25,000
Supplies/Materials	11,500	6,900	6,900	6,900	6,900	39,100
Utilities	30,000	30,000	30,000	30,000	30,000	150,000
Total	68,000	63,400	63,400	63,400	63,400	321,600

CAPITAL IMPROVEMENT PLAN

'08/'09 thru '12/'13

Town of Sahuarita, Arizona

Contact Public Works Director

Department Wastewater

Type Sanitation

Useful Life 50 Years

Category Sewer Conveyance System

Project # 04-WW01

Project Name Wastewater Treatment Plant Phase IV Expansion

Cost Center 301-410.400

New Project: No

Total Project Cost \$26,905,750

Description

Location: Sahuarita Wastewater Treatment & Reclamation Facility

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

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.

Prior	Expenditures	'08/'09	'09/'10	'10/'11	'11/'12	'12/'13	Total
3,165,850	Design & Construction	23,739,900					23,739,900
Total	Total	23,739,900					23,739,900

Prior	Funding Sources	'08/'09	'09/'10	'10/'11	'11/'12	'12/'13	Total
3,165,850	Long-Term Debt	23,739,900					23,739,900
Total	Total	23,739,900					23,739,900

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.

CAPITAL IMPROVEMENT PLAN

'08/'09 thru '12/'13

Town of Sahuarita, Arizona

Contact Public Works Director

Department Wastewater

Type Sanitation

Useful Life 50 Years

Category Sewer Conveyance System

Project # 04-WW02
Project Name Wastewater Treatment Plant Phase V Expansion

Cost Center 304-410.500

New Project: No

Total Project Cost \$9,804,120

Description

Location: Sahuarita Wastewater Treatment & Reclamation Facility

Per the Sewer Service Development Agreement, this improvement will bring the capacity from 1,500,000 gallons per day to 2,250,000 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.

Justification

Based on an established development pattern, by the developer; the Town residents in the immediately surrounding area of the WWTP will benefit the most from a newly designed and constructed WWTP. The increase in capacity will also include a comparable increase in odor control measures. The project will continue to ensure operational compliance of the waste water 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.

Expenditures	'08/'09	'09/'10	'10/'11	'11/'12	'12/'13	Total
Planning/Design	1,300,000					1,300,000
Construction					8,504,120	8,504,120
Total	1,300,000				8,504,120	9,804,120

Funding Sources	'08/'09	'09/'10	'10/'11	'11/'12	'12/'13	Total
Long-Term Debt					8,504,120	8,504,120
Wastewater Enterprise Fund	1,300,000					1,300,000
Total	1,300,000				8,504,120	9,804,120

Operational Impact/Other

Routine operations and maintenance cost of the WWTP will be covered by the PW/Wastewater Utility Budget.

CAPITAL IMPROVEMENT PLAN

'08/'09 thru '12/'13

Town of Sahuarita, Arizona

Contact Public Works Director

Department Wastewater

Type Sanitation

Useful Life 50 Years

Category Buildings

Project # 06-WW02
Project Name Wastewater Building

Cost Center 301-410.120

New Project: No

Total Project Cost \$2,519,300

Description
 Location: Sahuarita Wastewater Treatment & Reclamation Facility
 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.

Justification
 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.

Prior	Expenditures	'08/'09	'09/'10	'10/'11	'11/'12	'12/'13	Total
881,000	Construction	1,638,300					1,638,300
Total	Total	1,638,300					1,638,300

Prior	Funding Sources	'08/'09	'09/'10	'10/'11	'11/'12	'12/'13	Total
881,000	Long-Term Debt	1,638,300					1,638,300
Total	Total	1,638,300					1,638,300

Operational Impact/Other
 The operations and maintenance of this facility is expected to cost approximately \$25,000 annually. Once the facility is built the Town will not have to bear the costs to maintain the existing facilities at the WWTP; therefore the net costs is expected to be lower. Payroll cost for fiscal year 2008/09 will include design cost for the project manager. No new wastewater position will be needed. Upon completion of the building, a facilities maintenance person will be required. It is assumed that only 15% of their time will be spent on maintaining this building. Due to the amount of time being spent on this facility, it is assumed that the current facilities maintenance person will be able to handle this job without the addition of staff and that the cost of this position will be incurred by General Fund.

CAPITAL IMPROVEMENT PLAN

'08/'09 thru '12/'13

Town of Sahuarita, Arizona

Contact Public Works Director

Department Wastewater

Type Sanitation

Useful Life 50 Years

Category Sewer Conveyance System

Project # 08-WW01

Project Name Commercial Septic System

Cost Center 301-410.050

New Project: No

Total Project Cost \$1,300,000

Description

Location: Rancho Sahuarita MarketPlace & Shell Gas Station
 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.

Justification

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.

Prior	Expenditures	'08/'09	'09/'10	'10/'11	'11/'12	'12/'13	Total
850,000	Construction	450,000					450,000
Total	Total	450,000					450,000

Prior	Funding Sources	'08/'09	'09/'10	'10/'11	'11/'12	'12/'13	Total
850,000	Wastewater Enterprise Fund	450,000					450,000
Total	Total	450,000					450,000

Operational Impact/Other

There is no operations and maintenance of this facility. No new staffing is required with this project.

CAPITAL IMPROVEMENT PLAN

'08/'09 thru '12/'13

Town of Sahuarita, Arizona

Contact Public Works Director

Department Wastewater

Type Sanitation

Useful Life 50 Years

Category Sewer Conveyance System

Project # 08-WW02
Project Name Reclaimed Water Lines and ReUse System

Cost Center 301-410.101

New Project: Yes

Total Project Cost \$3,855,715

Description
 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
 Along with the design and reconstruction of Sahuarita Road, this project will consist of the design and installation of 8" non-potable water line.

Justification
 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 water line allows the Town to slowly expand its service area to developments outside of the Rancho Sahuarita Development.

Expenditures	'08/'09	'09/'10	'10/'11	'11/'12	'12/'13	Total
Design & Construction		271,805	925,205	2,558,705		3,755,715
Study	100,000					100,000
Total	100,000	271,805	925,205	2,558,705		3,855,715

Funding Sources	'08/'09	'09/'10	'10/'11	'11/'12	'12/'13	Total
Wastewater Enterprise Fund	100,000	271,805	925,205	2,558,705		3,855,715
Total	100,000	271,805	925,205	2,558,705		3,855,715

Operational Impact/Other
 The operations and maintenance of this facility is will be minmal. No new staffing is required with this project. As the Wastewater Treatment Plant expands, staff hired to maintain the sewer conveyance system will be crossed trained to handle the reclaimed water system, industrial waste and flow management.



General Plan

Town of Sahuarita

December 9, 2002



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GENERAL PLAN

Town of Sahuarita, Arizona

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 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.

(Land Use Element continued)

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 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

(Land Use Element continued)

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.

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 approach 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 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

(Land Use Element continued)

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 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.

(Land Use Element continued)

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 master 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 revitalization, 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

(Land Use Element continued)

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 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.

(Growth Area Element continued)

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 routes and connections, connecting throughout the Town in accordance with the Circulation Element.

Objective:

GA-1.3: Coordinate the location of significant natural resources and open space with similar areas outside the growth areas.

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.

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:

GA-1.4: Support development opportunities that will utilize existing public facilities and minimize the need for additional facilities.

Policies:

GA-1.4.1: Coordinate publicly funded infrastructure funding and financing planning (through the Capital Improvement Program) with privately financed development activity within designated 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.

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.

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.

Policies:

CIR-1.1.1: Promote a sub-regional balance of transportation facilities and services by mode, including automobile, public transit, bicycle, and pedestrian.

(Circulation Element continued)

CIR-1.1.2: Rail and aviation system needs shall be integrated by providing linkages to services provided within the region.

CIR-1.1.3: Provide facilities for multiple modes of travel in transportation improvement projects, as applicable.

CIR-1.1.4: Monitor the performance of all modal systems to best mitigate traffic congestion and to attain safe operating conditions.

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.

CIR-1.1.6: Transportation investments should improve the mobility of all segments of the community, including the underserved, disabled, and economically disadvantaged.

CIR-1.1.7: Promote strategies to reduce peak period demand through car-pooling, flexible hours, alternate modes of travel, and other travel reduction tools.

CIR-1.1.8: 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 support services will be

designed to encourage access by international trade related vehicles, typically WB-50 design designation.

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.

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-1.2.2: 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-1.2.3: 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-1.2.4: 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.

CIR-1.2.5: Plan continuous pedestrian facilities of recommended width to provide safe accessible use and opportunities for shade and shelter.

(Circulation Element continued)

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 un-signalized 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.

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.

(Circulation Element continued)

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 adopted land use plans and development policies with investments in transportation facilities and services.

CIR-1.6.4: Strive for fairness and equity in who pays for transportation improvements and who benefits from them.

CIR-1.6.5: Provide for transportation enhancements, including bicycle lanes, sidewalks, and nontraditional transportation projects.

CIR-1.6.6: Provide parking standards that encourage their use as flexible tools to achieve other overall transportation policies.

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.

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, cooperate, and coordinate transportation related activities and decisions.

(Circulation Element continued)

Objective:

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.

Policies:

CIR-1.8.1: Identify an acceptable location for the Sahuarita Corridor.

CIR-1.8.2: Solicit funding for the assessment, alignment, design and construction of the Sahuarita Corridor.

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 I-19 (Nogales Highway); and construction shall utilize State and Federal funding sources.

**PUBLIC FACILITIES & SERVICES
ELEMENT**

Goal PFS-1: Provide a high level of public facilities, utilities and services to support and efficiently serve the Town.

Objective:

PFS-1.1: Ensure quality, well-sited educational facilities for the members of the Sahuarita community.

Policies:

PFS-1.1.1: Locate new school facilities within the neighbor-

hoods they intend to serve, at acceptable enrollment capacities.

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.

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.

PFS-1.1.4: Encourage the shared use of schools and school recreation facilities by the Town and School District.

Objective:

PFS-1.2: Emphasize high quality police and fire protection services.

Policies:

PFS-1.2.1: Locate new fire and police facilities based on need, budget and service level required for citizens.

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.

PFS-1.2.3: Provide an annual report of call volumes, response times and future projections for both police and fire calls.

Objective:

PFS-1.3: Improve the Town's sewer system to serve all new development within the Town.

(Public Facilities & Services Element continued)

Policies:

PFS-1.3.1: Continue to include public funding for new wastewater sewer mains and extensions in the Capital Improvement Plan (CIP).

PFS-1.3.2: Develop a Wastewater Master Plan.

PFS-1.3.3: Encourage the use of alternative sewer systems instead of private septic systems.

Objective:

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, nonprofit, and public community service organizations to coordinate the delivery of services such as childcare 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.

PFS-2.1.3: Encourage the continued cost efficiency and effectiveness of garbage collection, wastewater management and other public services.

(Public Facilities and Services Element continued)

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.

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.

(Public Facilities and Services Element continued)

Policy:

PFS-2.6.1: Encourage infill development.

by the National Recreation and Parks Association.

Objective:

PFS-2.7: Investigate need, demand and funding mechanisms for district versus subscription public services (fire and emergency).

Objective:

REC-1.2: Expand opportunities for citizen involvement in parkland development and maintenance.

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.

Policy:

REC-1.2.1: Continue to enlist the Town residents as volunteers and advocates for parklands, similar to the Tucson and Pima County Parklands Foundations.

PFS-2.7.2: Develop benchmarks for population thresholds and distance of the majority of the population from current facilities.

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.

RECREATION & OPEN SPACE ELEMENT

Goal REC-1: Provide a safe, accessible and internally and regionally integrated network of recreational opportunities for the broader community.

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-1.1: Develop a Town Master Plan for Parks, Recreation and Open Space.

Objective:

REC-1.4: Improve and expand existing parks and recreational facilities to ensure safety and usefulness to the Town.

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

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.

(Recreation & Open Space Element continued)

REC-1.4.2: Revisit the design and 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-1.5: 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 adequately 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

(Recreation & Open Space Element continued)

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 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 ranchlands by keeping allotments intact to the extent practicable.

REC-2.1.5: Maximize the short-term viability of farmland by limiting non-compatible 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 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 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.

**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 (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.

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.)

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

(Environmental Planning Element continued)

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 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.

(Environmental Planning Element continued)

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.

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.)

(Environmental Planning Element continued)

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 encourage conservation, reuse and recycling.

Objective:

ENV-1.12: Promote noise mitigation, especially adjacent to residential areas.

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.

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 rainwater harvesting for residential and commercial irrigation.

WR-1.1.3: Develop incentives for the use of reclaimed water.

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.

Objective:

WR-1.3: Encourage the Town's water providers to fulfill domestic, irrigation, industrial and emergency service needs.

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

(Water Resources Element continued)

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 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 development.

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

(Cost of Development Element continued)

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 revenue-sharing opportunities from the state of Arizona, such as a gasoline tax adjusted for inflation.

CD-1.5.2: With other jurisdictions, increase efforts to obtain new or additional revenue sharing opportunities to more equitably offset the cost of growth and new development.

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 facilities and services not specifically tied to new development.

Objective:

CD-2.1: Implement and maintain the capital improvement program.

Policies:

CD-2.1.1: Annually or at least biannually 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 revenue stream to determine if they are adequate to meet the needs of the Town as addressed in the General Plan and Capital Improvement Program.

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 necessary to implement the Plan Element

Responsible Party Primary entity responsible for accomplishing the action item

Approximate Timeframe Priority for initiation of task:

- Short Term 0-5 years;
- Medium term 5-10 years
- Long Term 10-20 years

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GENERAL PLAN IMPLEMENTATION ACTIONS		
Action Item	Responsible Party	Approximate Timeframe
<i>Land Use Element</i>		
LU-1.1.1 Safe access	Planning Department, Public Works Department, Private sector	Ongoing
LU-1.1.2 Maximize transportation network effectiveness	Public Works Department, Private sector	Ongoing
LU-1.2.1 Review development proposals for use maximization and open space	Planning Department; Parks Department	Ongoing
LU-1.2.2 Maintain sensitive land	Planning Department, Parks Department, 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 Department, consultants	Medium Term
LU-1.2.7 Solar energy and energy conservation	Planning Department, private sector	Ongoing
LU-1.2.8 Density incentives for efficient clustering	Planning Department, private sector	Medium Term
LU-1.3.1 Provide for all existing uses	Planning Department	In General Plan
LU-1.3.2 Airstrip Siting	Private sector, Planning Department, Public Works Department, FAA and other review agencies	Long Term
LU-2.1.1 Rural design standards	Planning Department	Medium Term
LU-2.1.2 Examine subdivision standards to ensure use compatibility, maintaining access between neighborhoods	Planning Department, Fire Marshal	Medium Term
LU-2.1.3 Limit physical barriers between neighborhoods and non-residential, still maintaining appropriate access	Planning Department	Medium Term
LU-2.2.1 Residential adjacent to active farmland	Planning Department	Ongoing
LU-2.2.2 Access points from development to agricultural land	Planning Department, private sector, Public Works	Ongoing
LU-2.2.3 Site development to maximize open space / vistas	Private sector, Planning Department	Ongoing
LU-2.3.1 Residential design standards	Planning Department	Medium Term
LU-2.3.2 Landscape motifs	Public Works Department, Grant writer	Long Term
LU-2.3.3 Street improvements – rural design	Public Works Department, private sector	Ongoing
LU-2.3.4 Review non-residential zones – big box	Planning Department	Medium Term
LU-3.1.1 Transition of residential densities	Planning Department	Ongoing

GENERAL PLAN IMPLEMENTATION ACTIONS		
Action Item	Responsible Party	Approximate Timeframe
LU-3.1.2 Accessible mixed-use development centers	Planning Department, private sector	Long Term
LU-3.1.3 Cluster commercial sites	Planning Department	Ongoing
LU-3.1.4 School siting and joint school/park sharing	Planning Department, School District	Short Term
LU-3.2.1 Uses in 100 year floodplain	Public Works Department Planning Department, landowners	Medium Term
LU-3.2.2 Mineral Material sites	Public Works Department, Planning Department	Long Term
LU-3.2.3 Emergency structural floodplain management	Public Works	If necessary
LU-3.3.1 Future Development Area modification	Planning Department	Established in plan; Long Term updating
LU-4.1.1 Wide range of housing in new development	Town Council, Planning Commission, Planning Department, private sector	Ongoing
LU-4.1.2 Maintain planned densities to ensure affordable housing	Town Council, Planning Commission, Planning Department	Ongoing
LU-4.1.3 Creative tools for affordable housing	Town Council, Planning Commission, Planning Department	Medium Term
LU-4.1.4 Manufactured home design standards	Planning Department	TBD
LU-4.2.1 Enforce existing landscape standards	Planning Department Building Safety	Ongoing
LU-4.2.2 Buffer existing neighborhoods	Planning Department Building Safety	Ongoing
LU-4.3.1 Redevelopment sensitive to existing development	Planning Department, private sector	Ongoing
LU-4.3.2 Identification / use of historic structures	Planning Department, SHPO	Long Term
LU-5.1.1 Review absorption rate of non-residential uses	Planning Department	Every 3-5 years
LU-5.1.2 Priority review for projects bringing new basic jobs	Planning Department, Public Works Department, 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 Department	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 Department	Medium Term
Growth Area Element		
GA-1.1.1 Housing in southern two Growth Areas	Planning Department, Planning Commission, private sector	Long Term
GA-1.1.2 Mixture of residential and non-residential uses	Planning Department, Planning Commission, private sector	Long Term

GENERAL PLAN IMPLEMENTATION ACTIONS		
Action Item	Responsible Party	Approximate Timeframe
GA-1.1.3 Remove legal barriers to mixed use development and develop design standards and review process.	Town Council, Planning Commission, Planning Department	Short Term
GA-1.1.4 Design Competition	Town Council; Town Manager; Planning Department	Long Term
GA-1.1.5 Town-initiated rezoning	Town Council; Planning Department Planning Commission, private sector	Long Term
GA-1.2.1 Seamless, safe mix of transportation types	Planning Department, Public Works Department private sector	Long Term
GA-1.3.1 Use of developed open space in Growth Areas	Planning Department, private sector	Long Term
GA-1.3.2 Use of natural open space in Growth Areas	Planning Department, Parks Department	Short – Long
GA-1.4.1 Coordinate infrastructure financing	Finance Director, Public Works Department, private sector	Long Term
GA-1.4.2 Coordinate infrastructure financing under town initiated rezoning	Finance Director, Public Works Department, private sector	Long Term
Circulation Element		
CIR-1.1.1 Sub-regional transportation balance by mode	Public Works Department, Planning Department	Ongoing
CIR-1.1.2 Integrate rail and aviation system needs through linkages	Planning Department, PAG, Union Pacific, Tucson Airport Authority	Long Term
CIR-1.1.3 Facilities for multiple modes in transportation projects	Public Works Department, Planning Department	Ongoing
CIR-1.1.4 Maintain performance to mitigate congestion and maintain safe operating conditions	Public Works Department	Ongoing
CIR-1.1.5 Travel demand management strategies and incentives	Public Works Department	Ongoing
CIR-1.1.6 Ensure service to underserved, disabled, and economically disadvantaged	Public Works Department	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 Department, Planning Department, ADOT	Medium Term
CIR-1.2.1 Adopt Major Streets and Routes plan	Public Works Department, Planning Department	Short Term
CIR-1.2.2 Multi-modal access to activity centers	Planning Department, Public Works Department	Long Term
CIR-1.2.3 Create street functional classification system	Public Works Department, Planning Department	Short Term
CIR-1.2.4 Integrate vehicular circulation within neighborhoods and improve bicycle and pedestrian connectivity	Planning Department Public Works Department, private sector	Ongoing
CIR-1.2.5 Continuous pedestrian facilities	Public Works Department	Long Term
CIR-1.2.6 Traffic calming devices and residential street widths	Private sector, Public Works Department	Medium Term

GENERAL PLAN IMPLEMENTATION ACTIONS		
Action Item	Responsible Party	Approximate Timeframe
CIR-1.2.7 Enhance public safety / minimize accidents	Public Works Department	Ongoing
CIR-1.2.8 Deviation from Level of Service "C"	Public Works Department	Ongoing
CIR-1.3.1 Public Transit Services	Public Works Department	Long Term
CIR-1.3.2 Transit connections at / between activity centers	Public Works Department, Planning Department, private sector	Long Term
CIR-1.4.1 Bicycle system	Public Works Department	Medium Term
CIR-1.4.2 Bicycle safety	Public Works Department, Police Department, Parks Department	Ongoing
CIR-1.4.3 Bicycle facility design	Public Works Department, private sector	Ongoing
CIR-1.5.1 ADA requirements for pedestrian facilities	Public Works Department, Building Safety, Parks Department, private sector	Ongoing
CIR-1.5.2 Pedestrian facilities with street construction and reconstruction	Public Works Department	Ongoing
CIR-1.5.3 Pedestrian facility installation program	Public Works Department	Long Term
CIR-1.5.4 Planning pedestrian facilities	Public Works Department	Long Term
CIR-1.5.5 Raise awareness of walking benefits	Parks Department	Ongoing
CIR-1.5.6 Specific pedestrian mobility and accessibility challenges	Public Works Department	Long Term
CIR-1.6.1 Consider external effects of transportation improvements	Public Works Department, Planning Department	Ongoing
CIR-1.6.3 Coordinate land use and development policies with transportation investments	Public Works Department Finance Director, Planning Department	Ongoing
CIR-1.6.4 Fairness / Equity in paying for improvements	Town Council, Public Works Department, Finance Department	Ongoing
CIR-1.6.5 Transportation enhancements	Public Works Department	Long Term
CIR-1.6.6 Flexible parking standards	Public Works Department, Planning Department	Medium Term
CIR-1.7.1 Public involvement	Public Works Department	Ongoing
CIR-1.7.2 Intergovernmental transportation coordination	Town Manager, Public Works Department	Ongoing
CIR-1.8.1 Sahuarita Corridor location	Town Council, Town Manager, Public Works Department, ADOT, PAG	Long Term
CIR-1.8.2 Sahuarita Corridor funding	Town Council, Town Manager, Public Works Department, ADOT, PAG	Long Term
CIR-1.8.3 Implement Sahuarita Corridor	Town Manager, Public Works Department, ADOT	Long Term
<i>Public Facilities and Services Element</i>		
PFS-1.1.1 Locate new school facilities	School Districts Planning Department	Ongoing
PFS-1.1.2 Bikeways/sidewalks to schools from neighborhoods with development	School Districts, Public Works Department, private sector	Ongoing
PFS-1.1.3 Developers working with School District	School Districts; private sector; Town Manager	Ongoing

GENERAL PLAN IMPLEMENTATION ACTIONS		
Action Item	Responsible Party	Approximate Timeframe
PFS-1.1.4 Shared Town / School Facilities	Parks Department, Town Manager; School Districts	Ongoing
PFS-1.2.1 New fire and police facilities	Police Department, Rural Metro, Green Valley Fire District	Ongoing
PFS-1.2.2 Response times for police, fire, emergency services	Police Department, Rural Metro, Green Valley Fire District	Short Term
PFS-1.2.3 Annual report for police and fire calls	Police Department, Rural Metro, Green Valley Fire District	Annual
PFS-1.3.2 Wastewater Management Plan	Public Works Department	Short Term
PFS-1.3.3 Use of alternative sewer systems	Public Works Department	Ongoing
PFS-1.4.1 Developers paying for drainage facilities	Public Works Department, private sector	Ongoing
PFS-1.4.2 Accommodate 100 year storm events	Public Works Department	Ongoing
PFS-1.4.3 Grading and drainage ordinance	Public Works Department	Medium Term
PFS-1.4.4 Onsite retention/detention for new development	Public Works Department	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 Department	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 Department, 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 Department	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 Department	Ongoing
PFS-2.4.2 Promote infill	Town Manager, Planning Department	Ongoing
PFS-2.4.3 Water conservation program	Public Works Department, Building Safety, Water providers	Short Term

GENERAL PLAN IMPLEMENTATION ACTIONS		
Action Item	Responsible Party	Approximate Timeframe
PFS-2.4.4 Utilize appropriate funding mechanisms	Town Manager, Finance Director, Planning Department	Ongoing
PFS-2.4.5 Utilize financing options appropriate to useful life of project	Town Manager, Finance Director, Public Works Department	Ongoing
PFS-2.5.1 and PFS-2.6.1 Infill development	Town Manager Planning Department	Ongoing
PFS-2.5.2 Determine appropriate locations for development	Planning Department, private sector	Ongoing
PFS-2.7.1 Feasibility of new / combined fire and emergency districts	Town Manager, Town Fire Marshal, Rural Metro, Green Valley Fire District	Long Term
PFS-2.7.2 Benchmarks for service delivery	Town Manager, Town Fire Marshal, Rural Metro; Green Valley Fire District	Short Term
<i>Recreation and Open Space Element</i>		
REC-1.1.1 Recreation Master Plan	Town Council , Town Manager; Parks Department, consultant	Short Term
REC-1.2.1 Volunteer program	Parks Department	Medium Term
REC-1.3.1 Recreational Open Space standard for new master planned communities	Planning Department	Short Term
REC-1.3.2 Recreation construction/ dedication / maintenance in new development	Planning Department	Medium Term
REC-1.4.1 User survey with Master Plan / recreation needs prioritization	Town Manager, Parks Department	Short Term
REC-1.4.2 Revisit layout of existing parks for safety as part of Master Plan	Parks Department	Short Term
REC-1.5.1 Administer survey widely / recreation needs prioritization	Parks Department	Short Term
REC-1.5.2 Involve youth in recreation planning	Parks Department	Short Term
REC-1.5.4 Santa Cruz River floodplain for recreation	Town Manager, Parks Department	Short Term
REC-1.6.1 Joint use recreation with schools	Parks Department, School Districts	Medium Term
REC-1.7.1 Santa Cruz River use for trail system	Town Manager, Parks Department	Short Term
REC-1.7.2 Inventory existing trail system	Parks Department	Short Term
REC-1.7.3 Design standard for interconnected trails	Parks Department	Short Term
REC-1.7.4 Link parks, recreational open space with trails	Parks Department, Planning Department	Short Term
REC-2.1.1 Open Space master plan	Town Council, Town Manager, Parks Department	Short Term
REC-2.1.2 Coordinate plan development with stakeholders	Parks Department	Short Term
REC-2.1.3 Coordinate with adjacent interests / communities	Parks Department	Short Term
REC-2.1.4 Keep ranch allotments intact	Planning Department	Ongoing

GENERAL PLAN IMPLEMENTATION ACTIONS		
Action Item	Responsible Party	Approximate Timeframe
REC-2.1.5 Limit non-compatible development adjacent to farmland	Planning Department	Ongoing
REC-2.2.1 Conserve critical watersheds / funding	Town Manager, Parks Department	Long Term
REC-2.2.2 Control access points to Santa Cruz River	Planning Department, private sector	Ongoing
REC-2.2.3 Viewsheds from new development near Santa Cruz River	Planning Department, private sector	Ongoing
REC-2.3.1 Recognize and physically connect with De Anza Trail	Planning Department, Parks Department, private sector, de Anza Trail proponents	Ongoing
REC-2.3.2 Work with partners on funding and development of De Anza trail	Planning Department, Parks Department, private sector, de Anza Trail proponents	Ongoing
REC-2.3.3 De Anza trail right-of-way dedication	Planning Department, Parks Department, private sector, de Anza Trail proponents	Ongoing
REC-2.4.1 Refine open space national standards in Town open space plan	Parks Department	Short Term
REC-2.4.2 Recognize open space value and need to provide value for development rights	Parks Department, Planning Department	Ongoing
REC-2.5.1 Maximize riparian wildlife movement corridors	Parks Department	Ongoing
REC-2.5.2 Separate trails from habitat in sensitive areas	Parks Department, Planning Department	Ongoing
REC-2.6.1 Connectivity between Santa Cruz River and parks / open space	Parks Department, Planning Department	Ongoing
REC-2.6.2 Regional linkages	Parks Department, Planning Department	Ongoing
<i>Environmental Planning Element</i>		
ENV-1.1.1 Effluent on turf	Public Works Department, Planning Dept.	Ongoing
ENV-1.1.2 Priority to water resource supply facilities	Public Works Department	Ongoing
ENV-1.1.3 Opportunities for additional water supplies	Public Works Department	Long Term
ENV-1.1.4 Water conservation, drought tolerant landscaping in new developments	Planning Department, Building Safety	Ongoing
ENV-1.1.5 Retention/detention for stormwater – water harvesting	Public Works Department	Ongoing
ENV-1.2.1 Discourage channelization of Santa Cruz River	Public Works, Planning Department	Ongoing
ENV-1.2.2 Development buffers to Santa Cruz River	Planning Department	Ongoing
ENV-1.3.1 Secure public row for DeAnza Trail	Parks Department	Ongoing
ENV-1.3.2 Site Marker Program for DeAnza Trail	Parks Department	Ongoing
ENV-1.3.3 Right-of-way dedication for DeAnza Trail	Parks Department	Ongoing
ENV-1.4.1 Plant and wildlife habitat preservation programs	Parks Department	Ongoing

GENERAL PLAN IMPLEMENTATION ACTIONS		
Action Item	Responsible Party	Approximate Timeframe
ENV-1.4.2 Wildlife education	Parks Department	Ongoing
ENV-1.4.3 Plant and wildlife habitat preservation funding	Parks Department	Ongoing
ENV-1.5.1 Groundwater contamination measures	Public Works Department	Long Term
ENV-1.5.2 Monitor stormwater runoff	Public Works Department	Long Term
ENV-1.5.3 Public education on stormwater pollution	Public Works Department	Long Term
ENV-1.6.1 Renewable resource practices	Planning Department Public Works Department	Ongoing
ENV-1.6.2 Alternative building materials	Building Safety	Long Term
ENV-1.6.3 Building orientation/energy efficient site planning	Planning Department	Ongoing
ENV-1.7.1 Pave/treat unpaved roads and alleys	Public Works Department	Ongoing
ENV-1.7.2 New parking/driveways to be paved; use alternative materials if possible	Planning Department	Ongoing
ENV-1.7.3 regional transit and rideshare	TBD	
ENV-1.7.4 Enforce dust control measures	Public Works Department	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 Department	Medium Term
ENV-1.8.2 Avoid or protect sensitive natural features	Planning Department	Ongoing
ENV-1.8.3 Establish wildlife corridors / linkages	Planning Department	Medium Term
ENV-1.8.4 Protect threatened / endangered species	Planning Department, Public Works Department	Ongoing
ENV-1.8.5 Minimize man-made hazards	Public Works Department	Ongoing
ENV-1.8.6 Avoid developments in steep slopes/ floodplains	Public Works Department	Ongoing
ENV-1.8.7 Promote use of native vegetation	Planning Department	Ongoing
ENV-1.8.8 Save-A-Plant program	Planning Department	Medium
ENV-1.9.1 Wash Protection Ordinance	Planning Department, Public Works Department	Long Term
ENV-1.9.2 Limit grading practices	Public Works Department Planning Department	Ongoing
ENV-1.10.1 Identify, preserve arch sites	Planning Department, (town-wide), Public Works Department (project specific), private sector	Ongoing
ENV-1.10.2 Report unrecorded sites to P&Z Dept.	Planning Department, (town-wide), Public Works Department (project specific), private sector	Ongoing
ENV-1.10.3 Restrict cultural resource info	Planning Department (town-wide), Public Works Department (project specific), private sector	Ongoing
ENV-1.10.4 Address mitigation of impacts to historic areas as rezoning condition	Planning Department (town-wide); Public Works Dept., (project specific); private sector	Ongoing

GENERAL PLAN IMPLEMENTATION ACTIONS		
Action Item	Responsible Party	Approximate Timeframe
ENV-1.11.1 Encourage non-residential recycling	Planning Department, Town Manager	Long Term
ENV-1.11.2 Public/private conservation partnerships	Planning Department, Town Manager	Long Term
ENV-1.12.1 Noise buffering along major roadways	Public Works Department	Long Term
ENV-1.12.2 Compatible, adjacent land uses	Planning Department	Ongoing
<i>Water Resources Element</i>		
WR-1.1.1 Requirements for reclaimed water on golf course and other turf areas	Public Works Department, Planning Department	Medium Term
WR-1.1.2 Rainwater harvesting	Public Works Department, Planning Department	Ongoing
WR-1.1.3 Effluent use incentives	Public Works Department	
WR-1.2.1 Regional water quality protection	Public Works Department	Ongoing
WR-1.2.2 Assist private water suppliers in conservation, water quality, planning	Public Works Department	Ongoing
WR-1.2.3 Coordinate regionally to maximize reclaimed water use	Public Works Department	Ongoing
WR-1.2.4 Support ADWR efforts to achieve safe yield	Public Works Department	Ongoing
WR-1.3.1 Research alternative water resources	Public Works Department	Short Term
WR-1.3.2 Identify water demand and impact	Public Works Department	Short Term
WR-1.4.1 Town-wide study of long range water needs per 2002 Growing Smarter Act	Public Works Department	Short Term
WR-1.4.2 Seek to monitor water data	Public Works Department	Short Term
WR-1.5.1 Update CIP to include water distribution system improvements	Town Manager; Public Works Department	Annually
WR-1.5.2 Prioritize improvements / expansion	Public Works Department	Ongoing
WR-1.6.1 Promote CAP allocations	Public Works Department	Long Term
WR-1.6.2 Encourage use of CAP water	Public Works Department	Long Term
WR-1.6.3 Prioritize facility construction for renewable / surface water supplies	Public Works Department	Long Term
WR-1.7.1 Convert from groundwater use where feasible	Public Works Department	Ongoing
WR-1.7.2 Promote xeriscaping / rain-water harvesting	Planning Department	Ongoing
WR-1.7.3 Encourage water saving techniques	Building Safety	Ongoing

GENERAL PLAN IMPLEMENTATION ACTIONS		
Action Item	Responsible Party	Approximate Timeframe
<i>Cost of Development Element</i>		
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 Department	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 it 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

Town of Sahuarita, Arizona



Town of Sahuarita, Arizona
 Assessed Value and Estimated Actual Value of Taxable Property
 Last Ten Tax Years
(in thousands of dollars)

Tax Year	Residential Property	Commercial Property	Less: Tax-Exempt Property	Total Taxable Assessed Value	Total Direct Tax Rate	Estimated Actual Taxable Value	Taxable Assessed Value as a Percentage of Actual Taxable Value	
							Value	Value
1999	8,450,840	7,630,896	860,561	15,221,175	-	120,360,296	120,360,296	12.65%
2000	9,506,677	7,921,511	845,267	16,582,921	-	133,120,639	133,120,639	12.46%
2001	11,105,493	9,934,644	779,690	20,260,447	-	159,483,664	159,483,664	12.70%
2002	15,035,837	18,320,388	1,136,532	32,219,693	-	248,381,802	248,381,802	12.97%
2003	21,422,355	26,464,485	2,846,069	45,040,771	-	358,143,805	358,143,805	12.58%
2004	36,815,197	29,277,536	2,868,379	63,224,354	-	529,909,740	529,909,740	11.93%
2005	53,565,123	36,220,043	3,597,453	86,187,713	-	736,220,036	736,220,036	11.71%
2006	81,972,340	41,760,620	3,962,981	119,769,979	-	1,050,888,456	1,050,888,456	11.40%
2007	118,173,166	47,249,240	7,634,366	173,056,772	\$ 3.3000	1,532,658,040	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	2,031,634,065	10.99%

Source: The Arizona Department of Revenue's Abstract of the Assessment Roll for the applicable year.

Town of Sahuarita, Arizona
 Direct and Overlapping Property Tax Rates
 Last Ten Tax Years
 (rate per \$100 of assessed value)

TAXING JURISDICTION	Tax Year 1999	Tax Year 2000	Tax Year 2001	Tax Year 2002	Tax Year 2003	Tax Year 2004	Tax Year 2005	Tax Year 2006	Tax Year 2007	Tax Year 2008
Direct Rates										
Town of Sahuarita-primary	-	-	-	-	-	-	-	-	-	-
Town of Sahuarita-debt service	-	-	-	-	-	-	-	-	-	-
Quail Creek CFD-operations & maintenance	-	-	-	-	-	-	-	-	\$0.3000	\$0.3000
Quail Creek CFD-debt service	-	-	-	-	-	-	-	-	3.0000	3.0000
Total Direct Rate									\$3.3000	\$3.3000
Overlapping Rates										
Pima County	\$5.5287	\$5.5193	\$5.4644	\$5.3759	\$5.3587	\$5.3430	\$5.2228	\$4.5570	\$4.2870	\$4.0374
Pima County Flood Control District	0.3046	0.3046	0.3546	0.3546	0.3546	0.3546	0.3746	0.3746	0.3446	0.2935
Pima County Free Library District	0.2024	0.2024	0.2124	0.2124	0.2124	0.2124	0.2575	0.3675	0.3975	0.3393
Pima County Fire District Assistance	0.0511	0.0495	0.0488	0.0458	0.0441	0.0427	0.0420	0.0415	0.0383	0.0411
Pima County Community College District	1.3696	1.5574	1.5470	1.5333	1.4884	1.3428	1.3114	1.2515	1.1845	1.1355
Central Arizona Water Conservation District	0.1400	0.1300	0.1300	0.1300	0.1200	0.1200	0.1200	0.1200	0.1000	0.1000
Green Valley Fire District	1.7300	1.7300	1.7300	1.7300	1.7500	1.7500	1.7500	1.7500	1.8000	1.9000
Sahuarita Unified School District #30	8.3204	8.7007	8.7860	9.1329	9.0113	8.3095	8.1495	7.7345	6.1807	5.9176
Continental School District #39	-	2.4983	2.4346	2.4398	2.3198	2.2216	2.1532	2.0682	1.8970	1.7343
Joint Technological Education District	-	-	-	-	-	-	-	-	0.0500	0.0500

Source: The Pima County Assessor's Office and the Pima County Treasurer's Office.

Town of Sahuarita, Arizona
Transaction Privilege (Sales) Tax Rates

<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	0.1%
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%

Source: Town Code, Chapter 3.05

Town of Sahuarita, Arizona
Direct and Overlapping Sales Tax Rates
Last Ten Fiscal Years

Fiscal Year	Town Direct Rates			State	Regional Transportation
	General	Construction Contracting	Transient Lodging		
1999	1.00%	1.00%	3.00%	5.00%	N/A
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%

Source: Town Code and Town Finance Department

Town of Sahuarita, Arizona
Sales Tax Collections by Industry Group
Fiscal Years 2005-2007

Industry	Fiscal Year		
	<u>2005</u>	<u>2006</u>	<u>2007</u>
Mining	\$ 84	\$ 501	210
Communications and utilities	288,264	374,911	503,490
Transportation and warehousing	(662)	221	215
Construction	4,205,399	5,176,146	6,974,506
Manufacturing	18,982	82,671	191,822
Wholesale trade	2,190	12,718	9,304
Retail trade	2,409,487	3,541,871	5,218,071
Finance and insurance	1,397	3,038	935
Real estate, rental and leasing	254,514	695,618	1,040,549
Restaurant and bar	129,795	151,380	195,258
Accomodation	13,888	8,657	10,623
Public administration	27	136	858
Services	319,670	67,091	100,345
Arts and entertainment	11,729	18,910	19,526
Other	411,168	101,699	3,978
Total	<u>\$ 8,065,930</u>	<u>\$ 10,235,568</u>	<u>\$ 14,269,688</u>

Note: This information was not available prior to the 2004-05 fiscal year.

Source: The Arizona Department of Revenue's *City Sales Journals*.

Town of Sahuarita, Arizona
Principal Sales Tax Remitters
Fiscal Year 2007 and 2001

Tax Remitter ¹	Fiscal Year 2007			Fiscal Year 2001		
	Tax Liability	Rank	Percentage of Total	Tax Liability	Rank	Percentage of Total
Business A	\$ 3,261,644	1	22.86%	\$ 195,007	2	14.68%
Business B	2,040,207	2	14.30%			0.00%
Business C	1,719,395	3	12.05%			0.00%
Business D	1,072,674	4	7.52%	468,461	1	35.27%
Business E	586,666	5	4.11%			0.00%
Business F	546,601	6	3.83%	19,242	10	1.45%
Business G	506,392	7	3.55%			0.00%
Business H	325,847	8	2.28%	182,665	3	13.75%
Business I	284,940	9	2.00%			0.00%
Business J	224,792	10	1.58%			0.00%
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>\$ 10,569,158</u>		<u>74.07%</u>	<u>\$ 1,096,432</u>		<u>82.54%</u>

Note: Information prior to 2000-01 was not available.

¹ 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.

Source: The Arizona Department of Revenue's *City Sales Journals*.

Town of Sahuarita, Arizona
 Ratios of Outstanding Debt by Type
 Last Ten Fiscal Years

Fiscal Year	Governmental Activities		Business-Type Activities		Total Primary Government
	QC CFD GO Bonds	2006A GADA Loan	WW System Revenue WIFA Loan(s)	WW Non-System Revenue WIFA Loan	
1999	-	-	-	-	-
2000	-	-	-	-	-
2001	-	-	-	-	-
2002	-	-	-	-	-
2003	-	-	-	-	-
2004	-	-	-	-	-
2005	-	-	-	-	-
2006	\$12,660,000	\$15,410,000	-	-	\$28,070,000
2007	12,660,000	14,870,000	-	-	27,530,000
2008	12,660,000	14,870,000	\$4,500,660	\$0	32,030,660

Town of Sahuarita, Arizona
Principal Employers
Fiscal Year 2007 and 2006

<u>Employer¹</u>	<u>2007</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	505	23.81%	465	22.91%
Walmart	360	16.97%	360	17.73%
Farmers Investment Company	225	10.61%	225	11.08%
Town of Sahuarita	142	6.69%	126	6.21%
Safeway	120	5.66%	120	5.91%
Bashas	85	4.01%	85	4.19%
Climax Engineered Materials	71	3.35%	71	3.50%
Jim Click Ford	53	2.50%	53	2.61%
American Home Furnishings	32	1.51%	-	-
Ashley's Furniture	25	1.18%	-	-
Total	<u>1,618</u>	<u>76.28%</u>	<u>1,505</u>	<u>74.14%</u>

¹ Excludes homebuilders not based in the Town

Note: Information prior to fiscal year 2005-06 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	7.16%
5 - 14	450	13.88%
15 - 19	224	6.91%
20 - 34	555	17.12%
35 - 54	880	27.14%
55 - 64	401	12.37%
65 - 84	448	13.82%
85 and over	52	1.60%
Total	<u>3,242</u>	<u>100.00%</u>

Population by Ethnic Background

<u>Category</u>	<u>Number</u>	<u>Percentage of Total</u>
White	2,357	72.70%
Hispanic	784	24.18%
Black	19	0.59%
Native American	35	1.08%
Other	47	1.45%
Total	<u>3,242</u>	<u>100.00%</u>

Source: U.S. Census Bureau, 2000 Census

Town of Sahuarita, Arizona
Full-time Equivalent Town Government Employees

Full-time-Equivalent Employees as of June 30													
Function/Department	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008 Adopted	2009 Adopted
General Government													
Mayor & Council	-	-	-	-	-	-	-	-	-	-	-	-	-
Town Manager	-	-	-	-	-	-	-	-	-	-	-	-	-
Administration	2.50	2.00	2.50	1.50	1.00	2.00	2.00	2.00	2.00	2.00	4.00	4.00	5.00
Human Resources	-	-	-	-	-	-	-	1.00	1.00	1.00	2.00	2.00	-
Economic Development	-	-	-	-	-	-	-	-	-	1.00	1.00	1.00	1.00
Communications	-	-	-	-	-	-	-	-	-	1.00	1.00	1.00	2.00
Town Clerk	1.50	3.00	1.50	2.50	2.00	2.00	2.00	3.00	3.00	4.00	3.00	3.00	2.00
Finance													
Finance	1.00	1.00	1.00	2.00	2.00	2.00	2.00	2.00	3.00	4.00	4.00	4.50	5.00
Technology	-	-	-	-	-	-	-	-	-	1.00	2.00	3.00	3.00
Human Resources	-	-	-	-	-	-	-	-	-	-	-	-	2.00
Planning & Zoning	1.00	1.00	2.00	2.00	3.00	3.00	3.00	3.00	4.00	4.00	4.00	5.00	5.00
Public Works-Facilities	-	-	-	-	-	-	-	-	-	-	-	1.00	1.00
Municipal Court	-	-	-	-	2.00	3.00	3.00	4.00	5.00	6.00	8.00	9.00	9.00
Law	-	-	-	-	-	-	-	-	-	1.00	2.00	2.00	3.00
General Government Total	6.00	7.00	7.00	8.00	10.00	12.00	12.00	15.00	18.00	25.00	31.00	35.50	38.00
Public Safety													
Building Safety	-	-	-	1.00	2.00	4.00	6.25	8.50	12.25	18.75	20.00	20.00	15.00
Public Works-Engineering	-	-	-	-	-	-	-	-	-	-	-	5.00	5.00
Police Dept	2.00	7.00	9.00	9.00	10.00	11.50	16.00	20.50	27.00	34.00	42.00	46.00	51.00
Public Safety Total	2.00	7.00	9.00	10.00	12.00	15.50	22.25	29.00	39.25	52.75	62.00	71.00	71.00
Culture & Recreation													
Parks & Recreation													
Administration	-	-	-	-	-	2.25	1.00	1.00	2.00	3.00	4.00	4.00	4.00
Community Outreach	-	-	-	-	-	-	-	-	-	-	-	-	1.00
Maintenance	-	-	-	-	-	-	0.50	1.50	4.00	5.63	7.00	6.00	5.00
Recreation	-	-	-	-	-	-	4.25	4.36	6.22	7.33	8.58	8.58	7.77
Culture & Recreation Total	-	-	-	-	-	2.25	5.75	6.86	12.22	15.96	19.58	18.58	17.77
Highways & Streets													
Public Works	-	-	-	0.50	1.50	5.00	6.00	8.50	11.00	10.00	10.00	-	-
Streets	-	-	-	-	-	-	-	-	1.00	2.40	8.00	13.00	13.00
Highways & Streets Total	-	-	-	0.50	1.50	5.00	6.00	8.50	12.00	12.40	18.00	13.00	13.00
Sewer													
Wastewater Utility	-	-	-	-	-	-	-	-	1.00	3.60	6.00	7.00	9.00
Total	8.00	14.00	16.00	18.50	23.50	34.75	46.00	59.36	82.47	109.71	136.58	145.08	148.77

Town of Sahuarita, Arizona
 Operating Indicators
 Fiscal Years 2003-2007

<u>Function/Program</u>	<u>Fiscal Years</u>				
	<u>2003</u>	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>2007</u>
Building Safety					
Building permits issued	1,352	1,801	2,162	2,703	1,570
Police					
Citations	693	1,647	1,954	2,232	2,170
Other contacts/call-outs	2,213	2,804	3,504	4,314	7,916
Municipal Court					
Hearings/Court sessions ¹	330	2,671	3,709	3,842	8,303
Filings	852	2,084	2,958	3,971	3,214
Public works					
Street resurfacing (<i>miles</i>)	n/a	n/a	4.0	7.5	12.34
Potholes repaired	n/a	163	224	108	98
Parks and recreation					
Athletic field users	6,000	8,640	9,175	12,322	10,227
Athletic field permits issued	5	15	21	30	21
Recreation program participants	4,250	4,452	5,243	5,909	20,281
Ramada rentals	30	45	60	79	124
Special event attendance	n/a	1,400	2,540	4,590	8,105
Pool attendance	800	1,000	1,260	2,635	5,147
Recreation center rentals	n/a	8	18	38	77
Sahuarita Lake rentals	3	3	5	10	30
Wastewater					
Average daily sewage treatment (<i>thousands of gallons</i>)	121.0	214.0	353.6	408.1	446.2

¹ 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 2001-2007

<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>
Police							
Stations	1	1	1	1	1	1	1
Patrol Units	10	12	17	22	30	37	43
Public works							
Streets and highways (<i>miles</i>)	n/a	n/a	n/a	n/a	73.3	85.7	95.5
Streetlights	1	2	2	3	4	5	5
Traffic signals	0	0	0	0	3	5	5
Parks and recreation							
Park acreage	28.0	28.0	28.0	50.0	50.0	50.0	60.0
Basketball courts	1	1	1	2	2	2	2
Playgrounds	1	1	1	1	1	1	1
Baseball/softball fields (lighted)	2	2	2	3	3	3	3
Baseball/softball fields (unlighted)	1	1	1	0	0	0	0
Soccer/football fields (lighted)	0	0	0	0	0	0	0
Soccer/football fields (unlighted)	0	0	0	0	0	0	0
Community centers	1	1	1	1	1	1	1
Parks maintenance buildings	0	0	0	1	1	1	1
Ramadas	3	3	3	3	4	4	8
Restroom facilities	2	2	2	2	2	2	3
Off-leash dog area	0	0	0	0	0	0	1
Sand volleyball court	1	1	1	0	0	0	0
Vehicles	1	2	2	5	6	7	7
Wastewater							
Treatment capacity (<i>thousands of gallons</i>)	-	250	250	250	490	490	490

Note: Information prior to fiscal year 2000-01 was not available.

Source: The applicable Town of Sahuarita departments.

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

Town of Sahuarita, Arizona

TOWN OF SAHUARITA
Cost Allocation Plan
FY 2008-09

ALLOCATION BASIS FIGURES

FUND/DEPT/PROGRAM	Allocation Basis	FTE #	Budget	# of G/L Transactions	Square Feet	6/30/2007 Assets (less vehicles)	TOWN MANAGER					FINANCE					
							Admin	HR	ED	Comm	M&C	Clerk	Finance	Tech	RM		
GENERAL FUND																	
Mayor and Council	FTE / Budget	-	196,500	114	5,352		4,142	1,658	830	880	280	2,438	4,232	2,402	250		
Town Manager																	
Administration	FTE / Budget	5.00	588,650	341	1,455		12,409	4,966	2,486	2,636	840	7,304	12,677	7,196	748		
Economic Development	N/A	1.00	118,750	69	-												
Communications	N/A	1.00	153,750	89	204												
TOWN MANAGER TOTAL		7.00	861,150	499	1,659	-											
Town Clerk	FTE / Budget	3.00	320,050	185	1,171		6,747	2,700	1,352	1,433	457	3,971	6,892	3,913	407		
Finance																	
Finance	Transactions	5.00	651,250	377	1,440		19,457	7,804	3,925	5,082	6,495	10,579	21,527	9,749	5,784		
Technology	FTE	3.00	294,950	171	-		9,913	3,965	1,983	1,983	-	5,948	9,913	5,948	-		
Risk Management	Budget / Assets	-	175,000	101	-		748	300	151	195	250	407	828	375	222		
FINANCE TOTAL		8.00	1,121,200	649	1,440	-											
Human Resources	FTE	2.00	236,100	137	407		7,935	3,174	1,587	1,587	-	4,761	7,935	4,761	-		
Planning & Zoning	N/A	5.00	440,700	255	1,357												
Building Safety	N/A	15.00	1,232,600	714	2,092												
Parks and Recreation	N/A	17.77	1,763,150	1,021	611												
Public Works																	
Administration/Engineering	N/A	3.88	573,300	332	1,029												
Facilities (less utilities)	Square Feet	1.00	225,850	131	-		4,667	1,307	-	653	17,165	3,756	4,618	-	-		
Facilities-Utilities	Direct		268,550	155													
PUBLIC WORKS TOTAL		4.88	1,067,700	618	1,029	-											
Police	N/A	50.00	5,747,650	3,328	22,436												
Municipal Court	N/A	9.00	540,450	313	9,127												
Non-Departmental	N/A	-	622,000	360	16,752	76,648,112											
Law																	
Outside legal services	N/A	-	180,000	104	-												
In-house legal services	FTE / Budget	3.00	354,700	205	1,355		7,477	2,993	1,498	1,588	506	4,401	7,638	4,336	451		
LEGAL TOTAL		3.00	534,700	310	1,355	-											
GENERAL FUND Total		124.65	14,683,950	8,501	64,789	76,648,112											
HURF																	
Operations		8.84	1,779,700	1,030	1,814												
Capital Outlay		-	-	-	-												
HURF Total	N/A	8.84	1,779,700	1,030	1,814	-											
RICO																	
Operations		1.00	169,600	98	-	-											
Capital Outlay		-	-	-	-												
RICO Total	N/A	1.00	169,600	98	-	-											
CIIF																	
Capital Outlay		4.80	21,907,450	349	1,273												
CIIF Total	N/A	4.80	21,907,450	349	1,273	-											
QUAIL CREEK CFD																	
Operations (less ICA)		-	38,350	22	-												
Capital Outlay		-	1,386,000	22													
QUAIL CREEK CFD Total	N/A	-	1,424,350	44	-	-											
WASTEWATER																	
Operations (less ICA)		7.88	1,642,450	951	2,119												
Capital Outlay (less ICA)		1.60	27,228,200	433	424	17,532,151											
WASTEWATER Total	N/A	9.48	28,870,650	1,384	2,543	17,532,151											
SUBTOTAL		148.77	\$ 68,835,700	11,407	70,419	94,180,263	69,353	27,209	12,982	15,158	25,713	41,126	72,028	36,278	7,613		
INDIRECT COST ALLOCATION (ICA)																	
QUAIL CREEK CFD			17,000														
WASTEWATER			500,000														
TOTAL INDIRECT COST ALLOCATION			517,000														
DEBT SERVICE																	
CIIF			1,509,000														
QUAIL CREEK CFD			1,008,850														
WASTEWATER			986,850														
TOTAL DEBT SERVICE			3,504,700														
ENDING FUND BALANCES																	
GENERAL FUND			13,769,650														
HURF			-														
RICO			644,200														
CIIF			19,649,510														
QUAIL CREEK CFD			-														
WASTEWATER			432,000														
TOTAL CONTINGENCY RESERVES			34,495,360														
TOTAL BUDGET			\$ 107,352,760														

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
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	24,767
2010 Town Projection	26,938
2011 Town Projection	29,143
2012 Town Projection	31,511

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
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

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 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.

(Glossary continued)

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.

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

(Glossary continued)

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 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.

(Glossary continued)

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.

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 decisions and actions.

(Glossary continued)

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 specific 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.

(Glossary continued)

ACRONYMS

ADES	Arizona Department of Economic Security
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
GOB	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
VLT	Vehicle License Tax
WIFA	Water Infrastructure Financing Authority of Arizona
WWTP	Wastewater Treatment Plant