

Town of Sahuarita, Arizona

# ANNUAL *Adopted* BUDGET Fiscal Year 2013

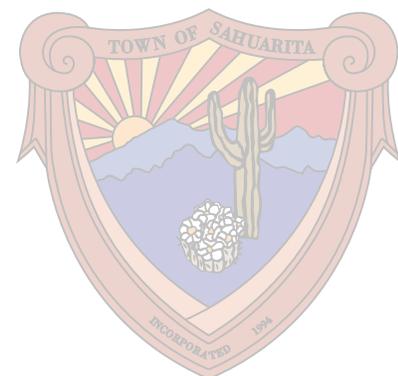


While this document is filled with charts of information and tables of numbers, it is a reflection of the planned level of service to be provided to the citizens of the Town of Sahuarita.

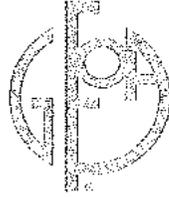
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GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**Town of Sahuarita  
Arizona**

For the Fiscal Year Beginning

**July 1, 2011**

*Linda C. Davidson Jeffrey R. Emmer*

President

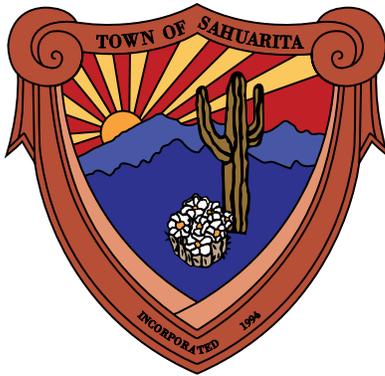
Executive Director

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, 2011.

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

The award is valid for a period of one year only. We believe our final budget document will continue to conform to program requirements, and we will be submitting it to GFOA to determine its eligibility for another award.

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# To the Citizens of the Town of Sahuarita:

Throughout the economic downturn, now well into its fifth year but with signs of recovery, the Town of Sahuarita has continued to see growth, moderate to be certain, but growth. Our population count is healthy as we see families, both young and those moving into retirement, embrace the Sahuarita community. New businesses are opening their doors with the hope of success; our schools are flourishing and growing with increased enrollments and state-of-the-art facilities being built. New roadways are being constructed to prepare our future generations for better mobility, transportation choices, and linkage to our larger sister city, Tucson, and beyond.

I would be remiss if I didn't acknowledge that, yes, we still have reason for concern with unacceptable levels of unemployment, higher gas prices, increased food costs, underwater mortgages and foreclosures; however, recent indicators send the message that consumers are relaxing the tight controls on their wallets by beginning to spend again and the banks are following suit, albeit, much slower than a few years ago.

The Mayor and Town Council work tirelessly to promote our fine community locally, regionally, and sometimes nationally. Our experienced staff provides the highest levels of customer service to ensure the policies and priorities of the Council are carried through with efficiency, effectiveness and excellence in order to be held to the highest form of public scrutiny. The recommended budget for fiscal year 2013 offers our citizens a transparent, realistic look at the health of their local government; not just from a financial point of view, but with a view towards the future and how we are working to greet that future with responsibility and prudence.

*“Going from  
good to better is  
always a welcome  
beginning to a new  
fiscal year.”*

The budget for fiscal year 2013 is larger than the adopted budget for 2012. This budget increase accounts for higher revenues and more construction activity. The revenues which the Town uses to fund operations primarily come from the State and the predicted increases come from an improving economic outlook—lower unemployment, higher wages, and more consumer spending. Accordingly, the budget for fiscal year 2013 and the five-year budget plan call for general fund surpluses each year. The construction activity of the Town is part of the *Capital Improvement Plan* developed in collaboration with the state, regional and local partners. Construction activity is accounted for in the capital improvement infrastructure fund and requires the depletion of the fund balance to leverage the contributions of our partners.

While this type of spending is commonly referred to as deficit spending, it does not require any new debt, nor does it imply an ongoing over-commitment. It is simply the use of money set aside in prior years for completion of desired projects. This budget recommendation does not change our established priorities, it provides funding for them.

The first priority is the payment of debt. Paying off our debt is critical to our long-term financial health. The Town owes three types of debt: general debt; wastewater specific debt; and community facility district debt. The general debt payments are made from construction sales tax. The wastewater fund specific debt is paid to the Water Infrastructure Finance Authority or WIFA, from a combination of connection fees, user fees, and short-term borrowing from unrestricted cash reserves of the Town. The community facility district debt payments come from two sources of money: a self-imposed property tax and a developer contribution agreement.

The second priority for the Town is the same as it has been in past years; it is our personnel. The quality services provided by the Town to its residents is a result of individual employees doing the right thing, for the right reason, at the right time. This budget allows employees to earn merit based pay increases for the first time in years. Based on the financial condition of the Town, and the overall economy, Council wisely, agreed to accommodate the reinstatement of merit based pay raises. The employees are dedicated to providing excellent service to the Town and this allows supervisors the opportunity to recognize that commitment. This recommended budget and the five-year budget plan also anticipate, as well as demonstrate, our ability to manage increasing retirement and health care costs.

The strategic goals of the Town are not substantially different from past years either. The Town collects taxes and fees in order to provide for the current and future needs of the community which include:

- **Public safety and court**
- **Roadway maintenance and improvement**
- **Parks maintenance and recreation services**
- **Sanitary sewage system**
- **Development services**

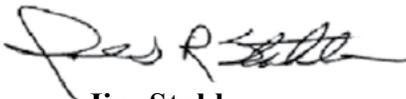
In order to ensure progress is being made towards these goals, a system of performance measurement has been implemented. These performance measurements will allow the Town to gauge its performance year after year, and will also allow for comparison to other municipalities throughout the

country to track our progress through time. Progress reports will highlight ways staff can improve its performance in ways that are objective and measurable.

No town or city in today's economy is immune from challenges. We face our share of them too. The most significant challenge is the wastewater fund deficit. Things change, yet they remain the same. The construction project which helped the Town build its new wastewater treatment facility is ending; however, the deficit still remains. The financial plan to repay this deficit is unchanged: Modest fee increases over time and maximizing the efficiencies gained from the new treatment plant.

The second most significant, long-range challenge we face, is the repair and maintenance of our roadways and bridges. The majority of our infrastructure is relatively new but continues to age. We must ensure our roadway maintenance is completed to the highest of standards. Currently, roadway maintenance is funded by State gasoline taxes that are distributed to the Town. However, the gasoline tax, which has not been changed since the early 1990s, is not a tax rate; it is essentially a flat fee which does not adjust for inflation. Therefore, even though the cost of roadway maintenance increases over time, the funding does not. In order for the Town to address this, it must continue to actively pursue external sources of funding in an attempt to maximize the use of resources. One such way the Town accomplishes this is by staying on top of maintenance, fixing small issues before they become large problems.

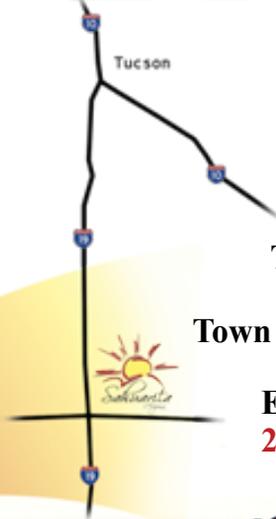
To summarize, the Town of Sahuarita has a growing population; increasing revenues; increasing costs; on-going construction projects; and a financially responsible plan. Life changes daily, and so does our Town. Our financial position is good and all future indicators say it will get better. Going from good to better is always a welcome beginning to a new fiscal year.



**Jim Stahle**  
Town Manager

# Quick **FACTS**

## LOCATION



Town Hall to Tucson City Hall

**19.5 miles**

Town limits to Tucson City limits

**3,721 feet at closest point**

Town Hall to Nogales, Mexico Port of Entry

**48.2 miles**

Elevation

**2,844 feet**

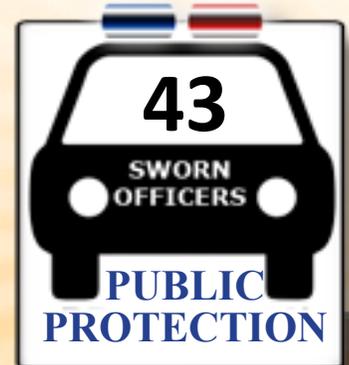
Land Area

**30 square miles**



## HISTORY

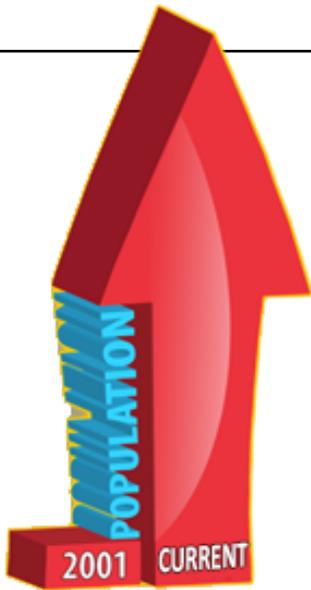
The Town of Sahuarita was officially incorporated in 1994.





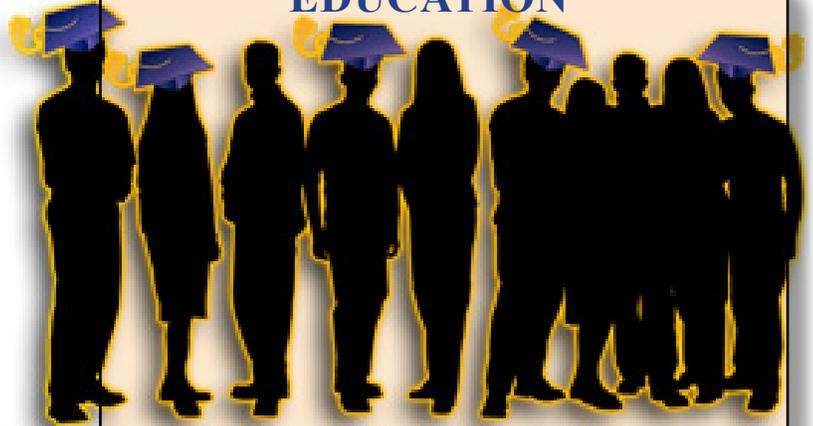
## BUSINESS FRIENDLY

Business License Fee = \$0  
Impact Fee = \$0  
Property Tax = \$0



+600% increase since 2000.  
Current population = 26,297

## EDUCATION

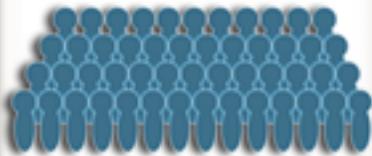


Over 50% of workforce possess bachelor's degree or higher.

8 Public Schools  
3 Charter Schools



## ELECTIONS



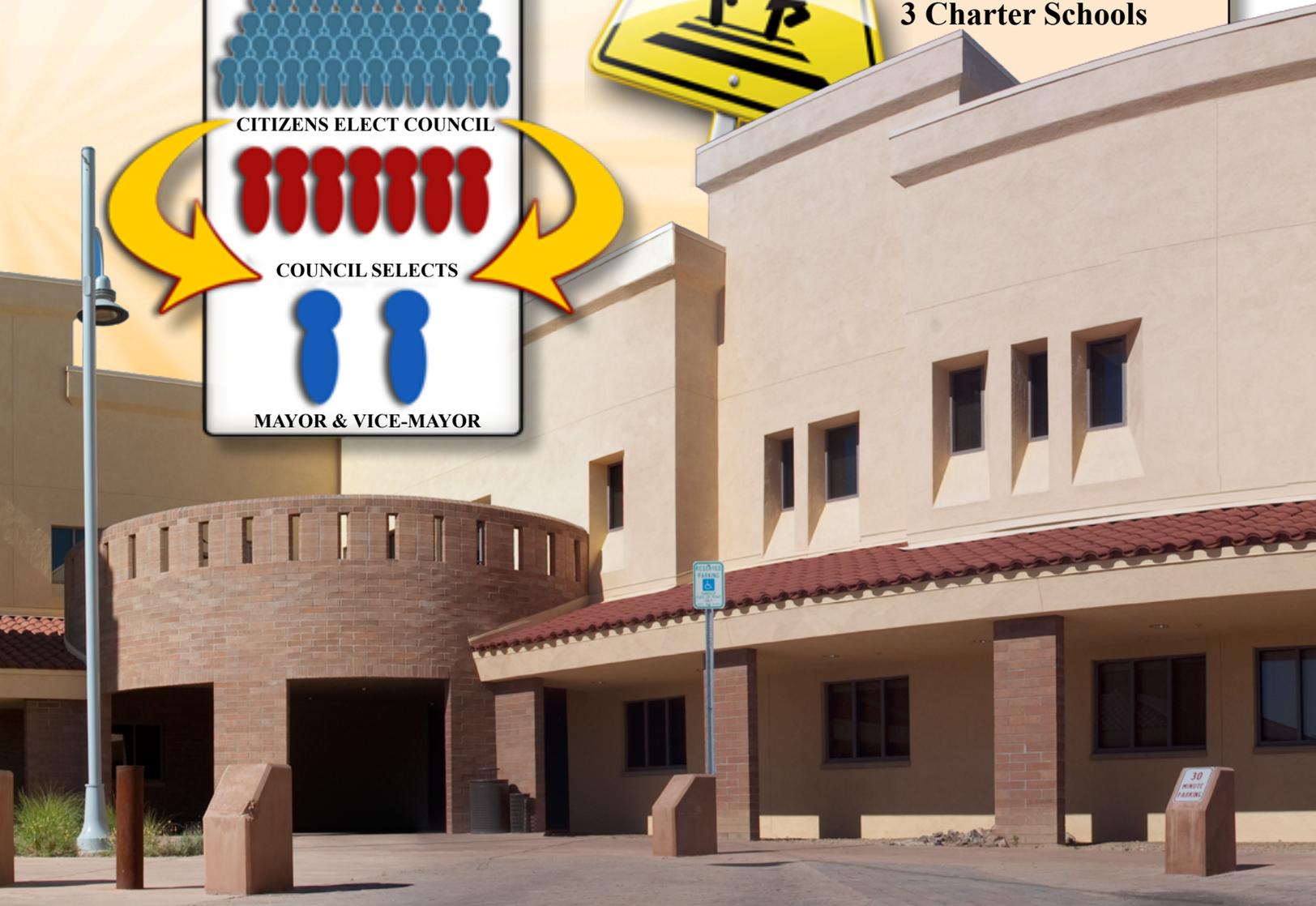
CITIZENS ELECT COUNCIL



COUNCIL SELECTS



MAYOR & VICE-MAYOR





Council's goals focus on improving town services, particularly Development Services functions, enhancing our economic development opportunities with emphasis on a business-friendly mission and promoting a sense of community.

In order to improve quality of life for our residents, the Town must be a forward-thinking community that embraces and enhances its unique opportunities and characteristics. The vision is one of a community where people want to live and raise families, with an economic engine that can sustain opportunities for their children, grandchildren, and great-grandchildren.

Building a great community is a marathon, not a sprint. Consistent, deliberate action over many years will truly empower the Town to shape its economy, its image, and its potential. The guiding principles that will direct the Town in implementing Council's goals are:



**Continuously seek enhancements in the delivery of Town services so that the community is one that is attractive to people and companies;**



**Ensure that the Town's economic development goals and objectives are integrated into all Town services and communicated to all residents and businesses;**



**Create a sense of community and market the Town to future residents and businesses;**



**Increase commitments for regional and local collaboration and partnerships.**

# Continuous quality improvement in delivery of Town services.



- Initiate the next phase of the ICMA performance measures to benchmark and improve services over time. Track and report the results annually.
- Explore the benefits and timing of completing an ICMA sponsored customer survey of Town services.
- Evaluate and implement appropriate changes resulting from feedback obtained at stakeholder meetings and from comment cards.
- Explore opportunities to implement paperless Development Services submittals.
- Adopt a comprehensive and community-sensitive Emergency Operations Plan (EOP) augmented by Town’s Emergency Operations Centers (EOCs).
- In accordance with the Town’s Strategic Plan for Emergency Preparedness, develop and implement comprehensive and community-wide emergency preparedness, response, mitigation and recovery processes, and programs.
- Develop and publish an online list of all standard Town processes and timeframes.
- Explore opportunities to improve GIS mapping capabilities town-wide.
- Continue to improve customer service through the Town’s project manager program, “Building Sahuarita – Partners in Development”
- Expand the Town’s utility coordination meetings to include additional outside agencies involved in the Development Services review process.
- Promote the option of self-certification of building plans.
- Explore opportunities to launch online development project status tracking for building permits through Innoprise or other software.
- Explore opportunities to expand the use of Innoprise or other software to include engineering plan reviews.
- Commit to consistency in plans review and enhance communication throughout the process to address any changes to original design in order to minimize impact to subsequent review.



- Facilitate the formation of new businesses and support existing businesses.
- Promote locally licensed businesses and create a resource for Town residents to support locally licensed businesses.
- Explore opportunities to improve the business license process.



- Collaborate with the Green Valley/Sahuarita Chamber of Commerce and other civic organizations to reach out to businesses operating in the Town to promote proper licensing.
- Enhance collaboration with our regional public and private sector partners in order to provide seamless and high quality services.
- Pursue external partnerships and funding opportunities.
- Revisit discussions with the State Land Commissioner and refine the Town’s State Trust Land Annexation proposal.

# Undertake a comprehensive review of codes related to business.



- Update development standards and further streamline subdivision process.
- Improve the Zoning Code for clarity, flexibility and zone simplification and zone reduction.
- Develop a chart of zones and uses that can be posted online, is searchable and easy to identify where certain uses are allowed.
- Revise the Zoning Code to significantly simplify the zones and land uses.



- Ensure that the Town's Economic Development Strategic Plan goals and objectives are integrated into all codes and regulations.
- Collaborate with the Green Valley/Sahuarita Chamber of Commerce to promote and streamline business development services.
- Create new zones to meet the Town's needs such as a new Tech Zone.
- Modernize land use categories in commercial zoning
- Review and revise, as needed, the Town parking regulations.
- Identify properties for up-zoning in order to possess an adequate supply of land available for development per General Plan designations for commercial and employment uses.
- Evaluate and revise codes related to Start-Ups and Home-based Businesses.





## Create a sense of place.



- Allow businesses/shopping centers flexibility for festive decorative amenities such as the posting of flags or banners welcoming people, advertising or for recognizing holidays, etc.
- Collaborate with Green Valley/Sahuarita Chamber of Commerce to develop and promote a “Shop Local” campaign or other business retention programs.
- Evaluate the sign code to be more flexible to facilitate items such as directional signs to Town facilities, parks, Municipal Complex, and businesses.
- Evaluate enhancement incentives/alternatives to landscape requirements.
- Encourage ADOT to install freeway signs on I-19, identifying Pima Mine Road, Sahuarita Road and Duval Mine Road as Town of Sahuarita exits.



- Finalize infrastructure character standards.
- Develop street furniture and “street-scaping” themes to help identify different areas of Town or complimentary themes throughout the Town.
- Create a sense of community through signage, youth art, and events.
- Expand Town communications and outreach efforts to foster building a stronger community.
- Enhance the Town’s involvement in community events and promote events through special event signs, banners and social media.
- Proactively engage all local TV/Radio outlets in the region to highlight, cover and report on public events in Sahuarita.



- Explore formation of a Business Ambassadors group through Green Valley/Sahuarita Chamber of Commerce; recruit Citizens Leadership Academy (CLA) Alumni, business or community volunteers.
- Encourage Business Ambassadors to attend community and organization events and provide information concerning Town activities, opportunities, business licenses, and programs.
- Host and/or participate in neighborhood community events.
- Engage with other community service partners and participate in “Week of Service”.
- Collaborate locally and regionally in tourism development.

# Town's Role in the Development of Town Center.



- Ensure Economic Development Strategic Plan goals and objectives are integrated into Town Center development.
- Explore and implement opportunities to provide incentives for high wage employment and new job creation.
- Create dynamic and informative marketing tools for economic development i.e. – “virtual buildings” on specific shovel-ready sites in the Town Center.



- Encourage and facilitate development of a public community gathering space with facilities for cultural events in the Town Center and other vacant property.
- Encourage attractive and inviting public spaces that people want to visit in the Town Center.
- Encourage outdoor markets and lively, entertaining festivals and community-oriented events.



- Explore public and/or private funding opportunities for infrastructure needs.
- Develop more comprehensive partnerships with SUSD and other entities in the Town Center to offer a wide range of programs and activities.





## Town's Role regarding Future Water Needs.



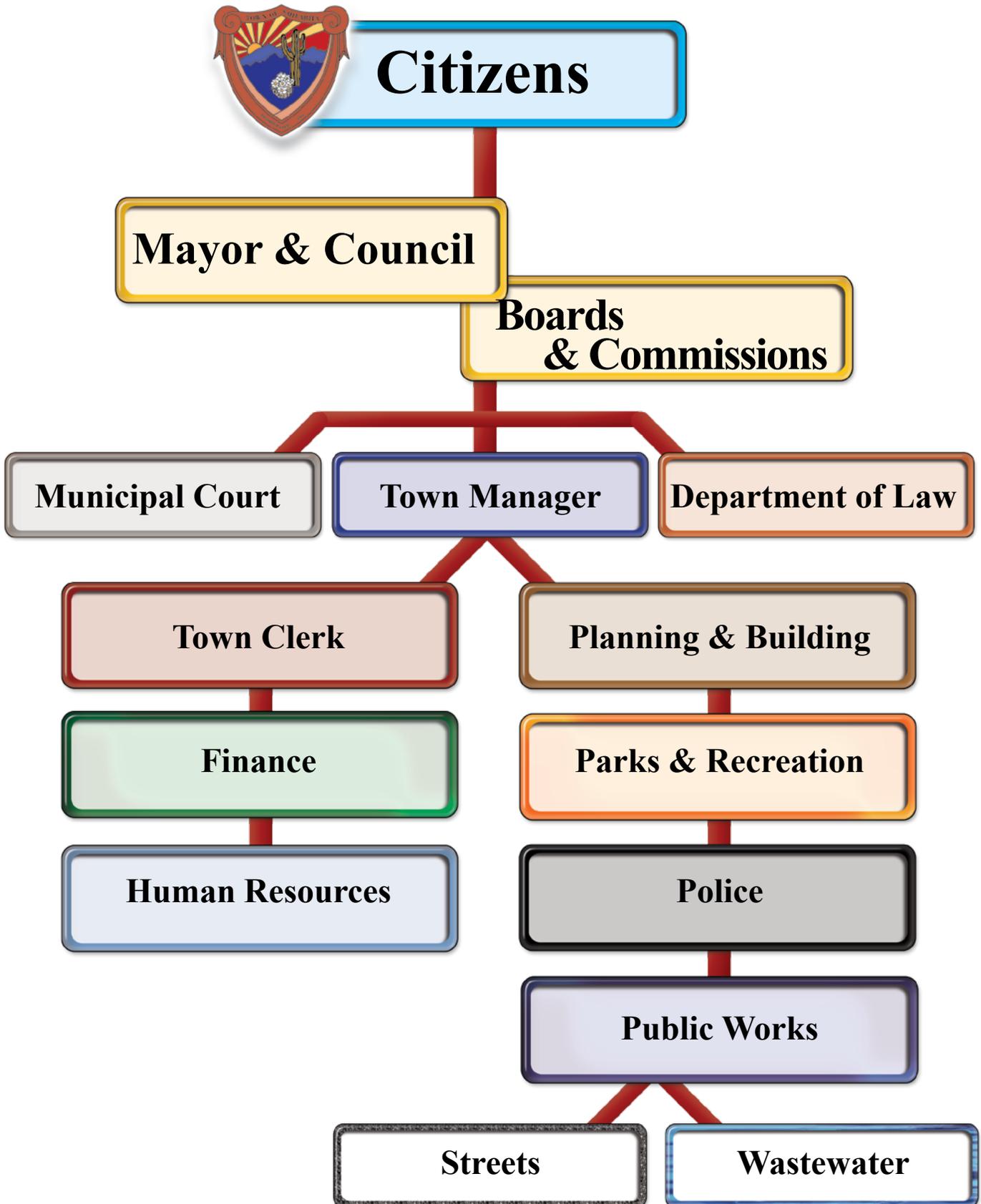
- Develop and implement local requirements and initiatives to support the Town's water resources goals and objectives.
- Enhance public information and outreach regarding water use in the Town.



- Influence Federal, State and local policies affecting water resources through continuing active participation in external organizations and committees.
- Achieve appropriate policy consistency between the Town and other regional water management agencies in order to implement the Tucson Active Management Area (AMA) safe yield goal.
- Explore public and/or private funding opportunities for projects related to water resources.

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# Organization



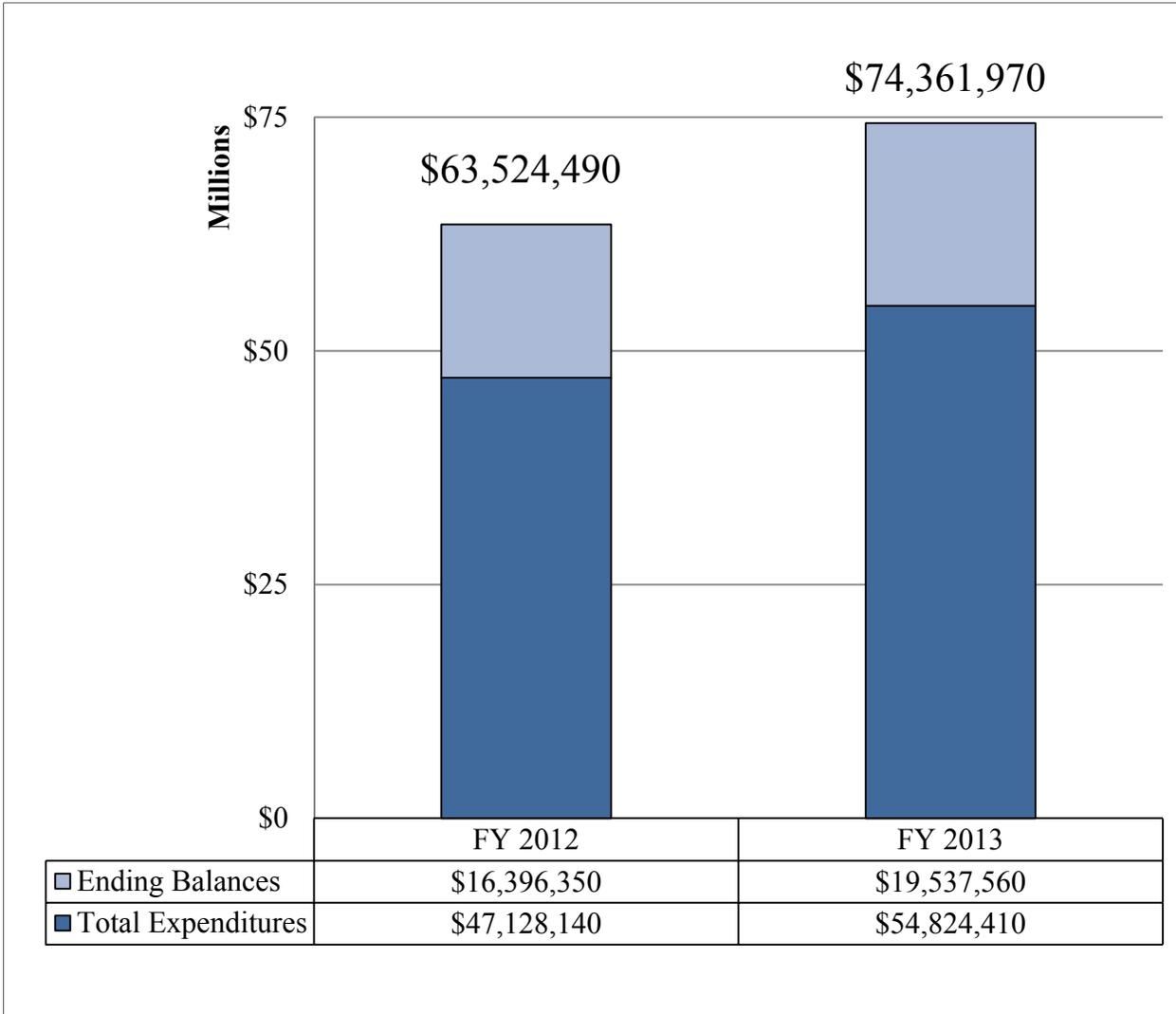
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# Budget *Summary*

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# BUDGET SUMMARY

The 2013 fiscal year budget uses available resources to achieve desired results. The budget totals \$74,361,970 and is in balance, which means that funding sources equal funding uses. This year's budget is 17.1% higher than last year's \$63,524,490 budget. Budgeted expenditures have increased by \$7,696,270, which is 16.3% above last year. Ending fund balances are projected to increase 19.2%, or \$3,141,210.

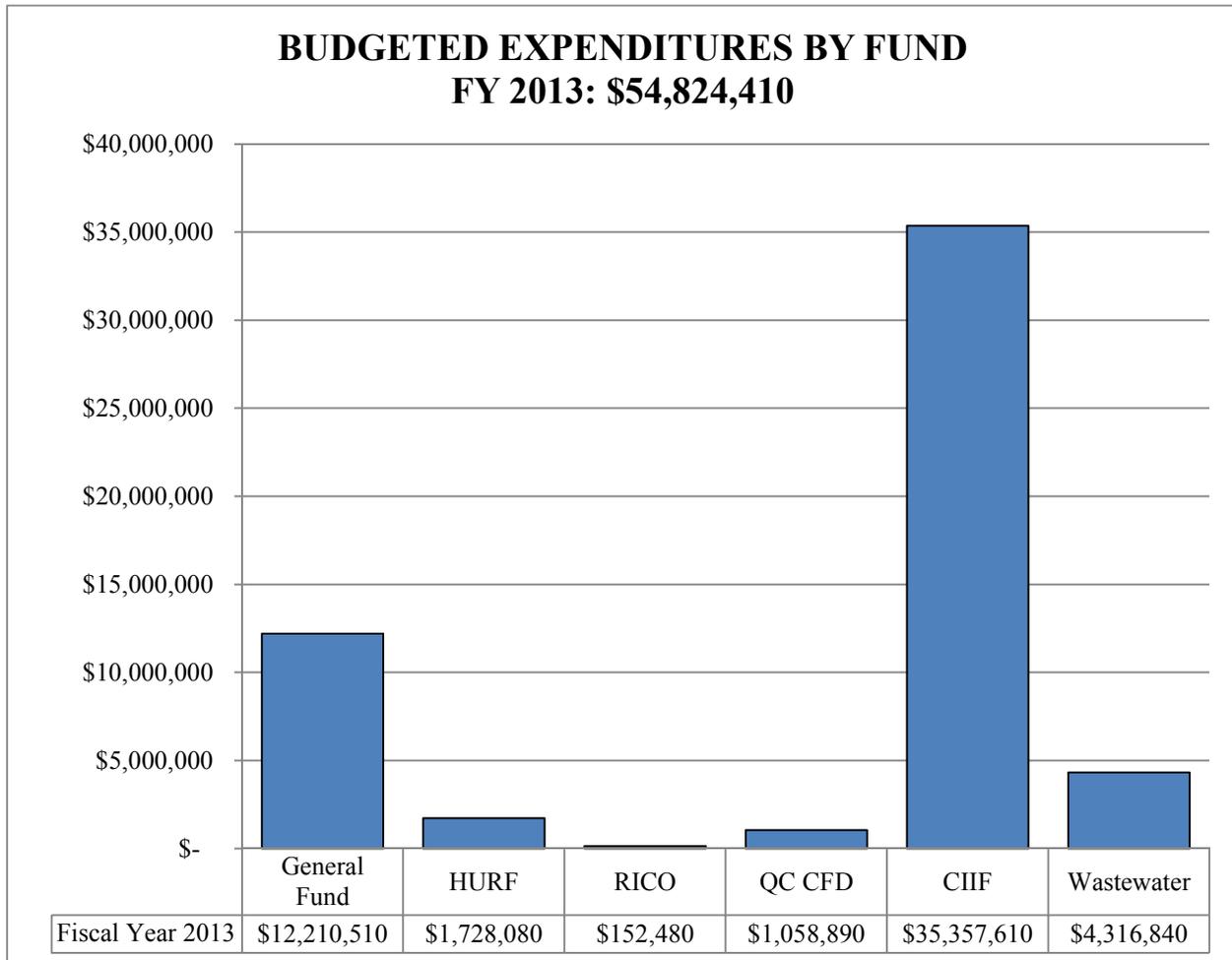


**COMPOSITION OF THE FISCAL YEAR 2013 BUDGET**

The Town’s budget is comprised of four fund types. Within the fund types there are individual funds as follows:

Fund Type	Funds of the Town by Category
General	General Fund
Special Revenue	Highway User Revenue Fund
	Racketeering Influenced Corrupt Organization Fund
	Quail Creek Community Facilities District Fund
Capital Projects	Capital Infrastructure Improvement Fund
Enterprise	Wastewater Fund

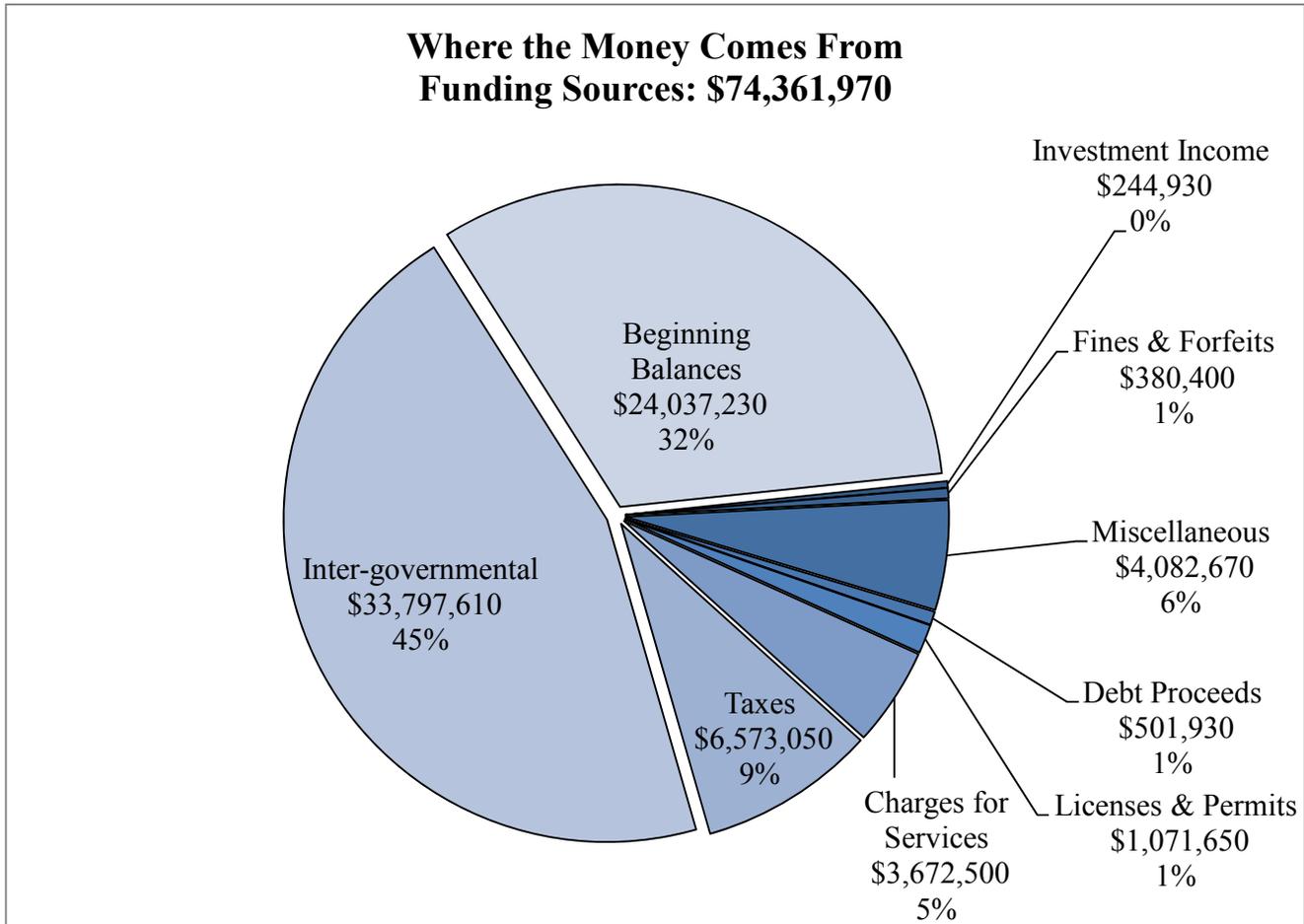
The following chart shows the breakout of the budgeted expenditures by fund.



**Funding Sources**

The budget is funded from a combination of revenues, long-term debt borrowings, and beginning fund balances. Revenues represent both recurring sources and capital grants for one-time projects, and in FY 2013 these sources provide 67.0% (\$49.8 million) of the total for the budget. Beginning fund balances, which represent available resources accumulated from prior years, provide 32.3% (\$24.0 million) of the total funding sources for the budget. The remaining 0.7% (\$0.5 million) will be funded by debt proceeds.

Revenues are classified by source. **Tax revenues** are derived from the 2% transaction privilege tax, property taxes for the Quail Creek Community Facilities District, the 4% construction sales tax, and franchise fees. **Licenses and permits** are collected from building permit and sewer connection fees. **Intergovernmental revenues** are derived from 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 seizures. **Investment Income** includes interest earnings, 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.



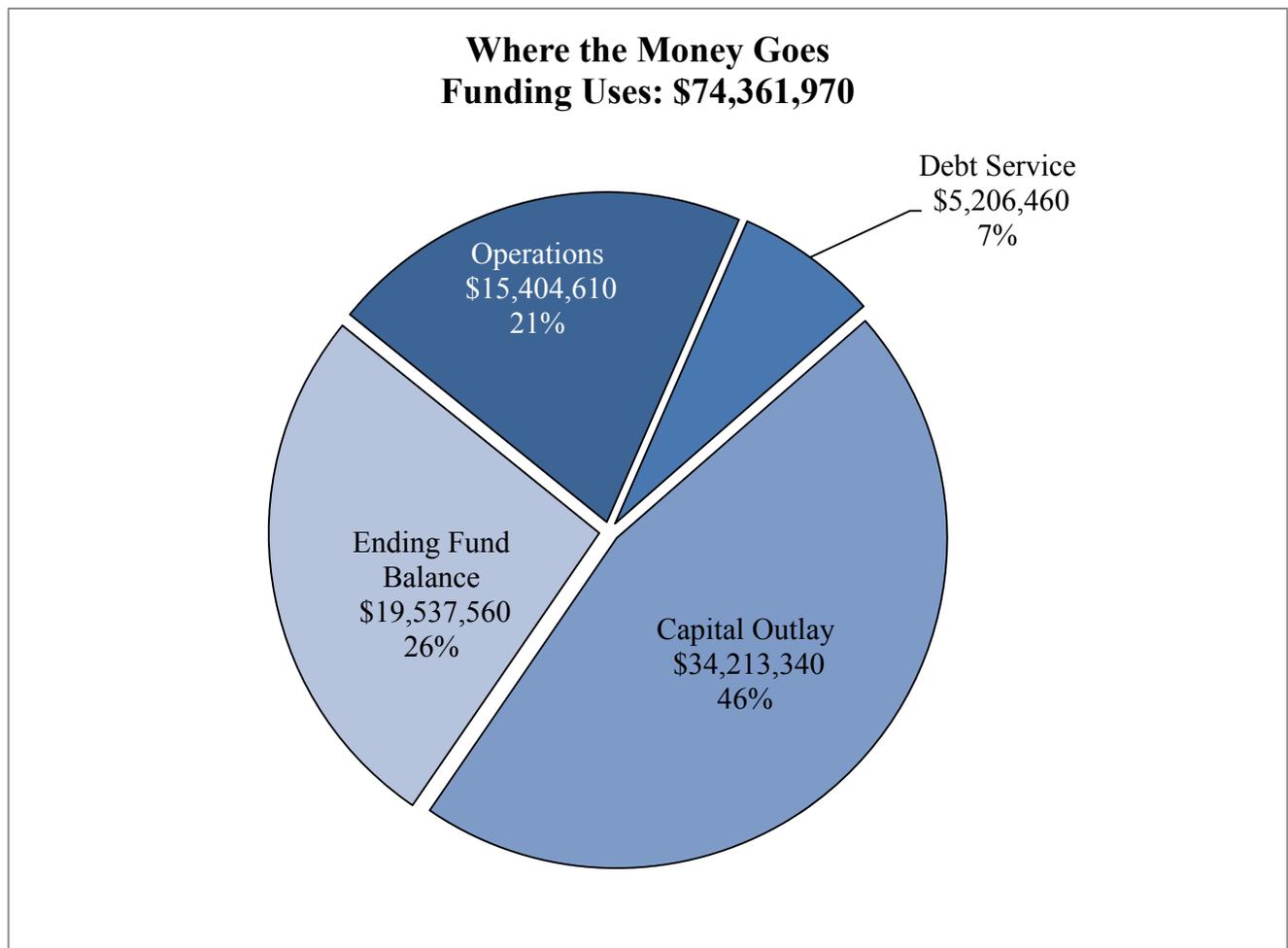
## Funding Uses

Expenditures and other uses are classified by type. Approximately 26% (\$19.5 million) of the budgeted sources are not expected to be spent during the year and, therefore, will be the **fund balances** at year-end. Any fund balance which is not restricted, may be used at the discretion of Town Council for emergencies, unforeseen events or opportunities.

Most notably, 46% (\$34.2 million) of the budget is appropriated for **capital outlay**. This appropriation will be used to build and purchase capital assets. The FY 2013-2017 **Capital Improvement Plan** provides detailed descriptions and budget plans for the Town's capital projects and acquisitions.

The **debt service** category accounts for 7% (\$5.2 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 21% (\$15.4 million) of the Town's budget. A description of operations follows on the next page.



**Operations**

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

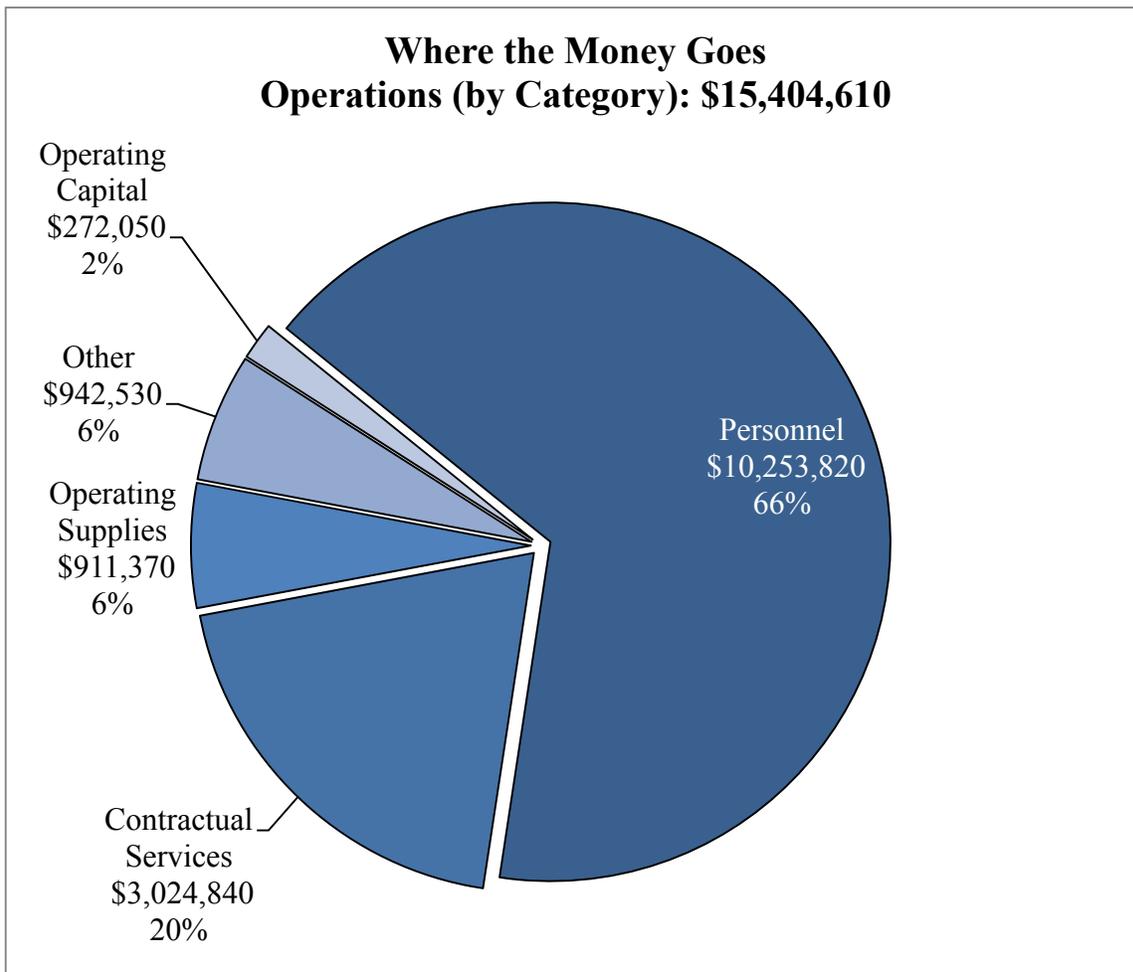
The **personnel** category is the largest operational category and comprises almost two-thirds of all operational costs. Costs in this category are those associated with maintaining a workforce and include salaries and wages, health/dental insurance, payroll taxes, pension plan contributions, worker’s compensation, unemployment insurance, and uniform allowances.

The **contractual services** category, which accounts for outsourced services and other contractual obligations, is the second largest at 20%. These services include utility services and professional services such as those performed by attorneys, auditors, financial advisors, engineers, temporary workers, etc. These services also include service agreements with Pima County, or other governments.

The **operating supplies** category is 6% of the total. Operating supplies include items such as fuel, postage, paper, pens and pencils, or small equipment purchases or leases.

The **other** category is slightly less than operating supplies but still makes up 6% of all operational costs. This category accounts for items that are not accounted for in the other categories and includes travel and training, memberships and subscriptions, insurance premiums, and contributions to other organizations.

The **operating capital** category is the smallest at 2% of the total. Operating capital includes those capital asset purchases funded from restricted revenues which are necessary to continue normal operations. Capital assets purchased with unrestricted funds are budgeted as expenditures in the CIIF.



## **Functional Areas**

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

The **general government** function accounts for the Mayor & Council, Town Manager, Town Clerk, Department of Law, Finance, Human Resources, and Municipal Court departments, as well as the Planning & Zoning division of the Planning & Building department. 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. There is one capital improvement for the Municipal Court paid for with restricted court monies budgeted for FY 2013. In addition, there are two general government projects in the *Capital Improvement Plan*.

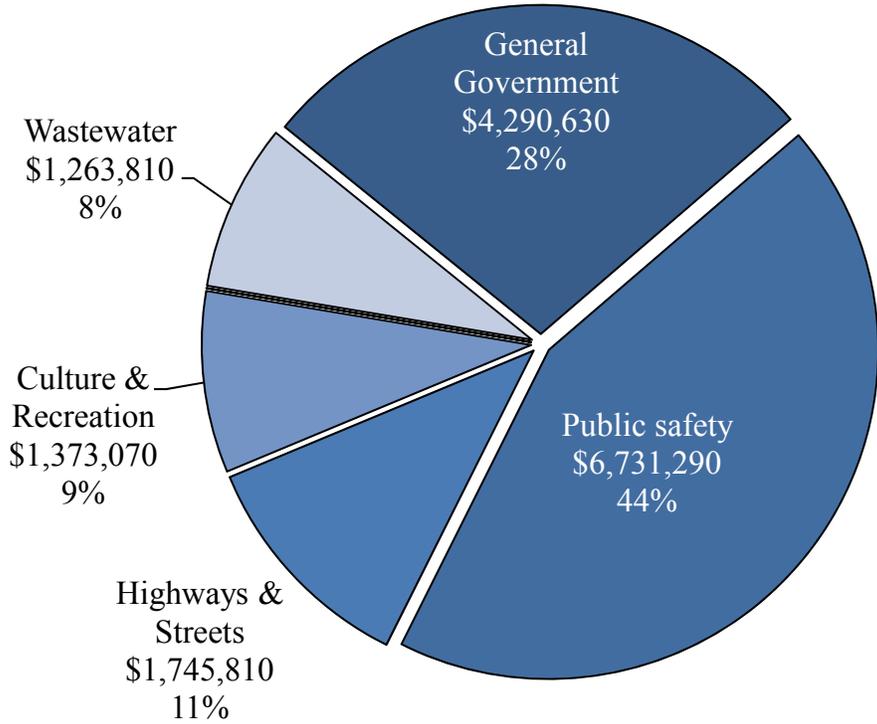
The **public safety** function includes the Building Safety division of the Planning & Building department, Public Works - Engineering, and Police departments. This function is the costliest with respect to the Town's operations because it accounts for the greatest proportion of employees. There is one capital improvement for the police department, paid for with restricted RICO funds, for this function budgeted for FY 2013, as well as a vehicle replacement plan in the *Capital Improvement Plan*.

The **highways and streets** function accounts for operational costs of the Streets Department, recorded in the HURF Fund. This department focuses on the maintenance of the Town's roadway system as well as other transportations issues, such as traffic signaling and street lighting. This function has a capital outlay budget of \$33 million.

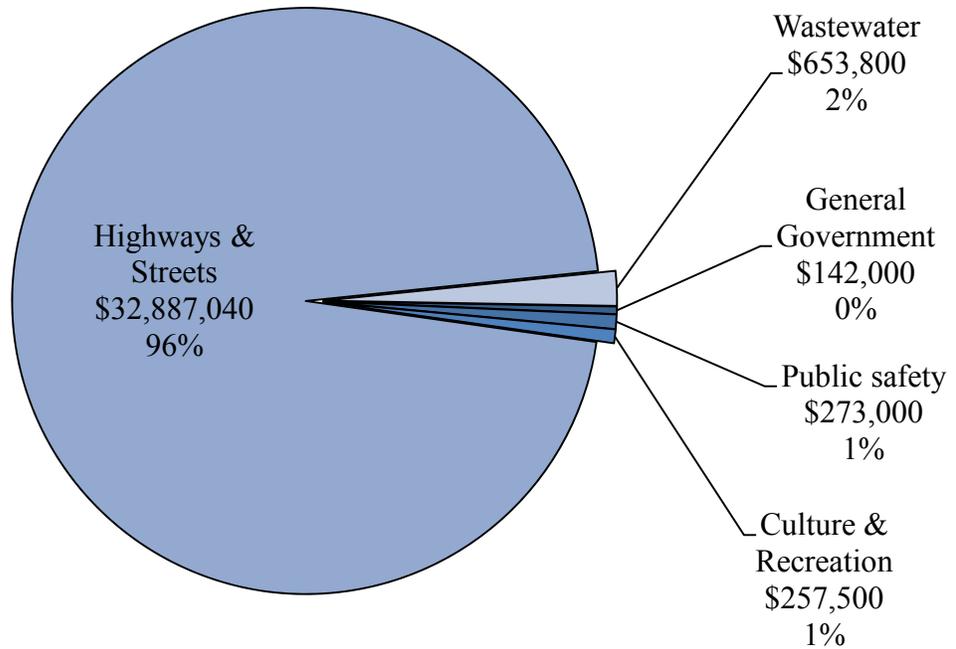
The **culture and recreation** function accounts for the Parks & Recreation Department. This department costs around \$1.4 million to operate. There is capital outlay associated with this function for FY 2013 as described in the *Capital Improvement Plan*.

The **wastewater** function accounts for the activities of the wastewater utility. In contrast to the other functions, approximately 40% of the operational costs are driven by personnel needed to run the utility. The \$650 thousand capital outlay appropriation will be used to construct the final elements of the treatment plant expansion, as well as complete the designs for the wastewater treatment plant's next expansion, which will double its current.

**Where the Money Goes  
Operations (by Function): \$15,404,610**

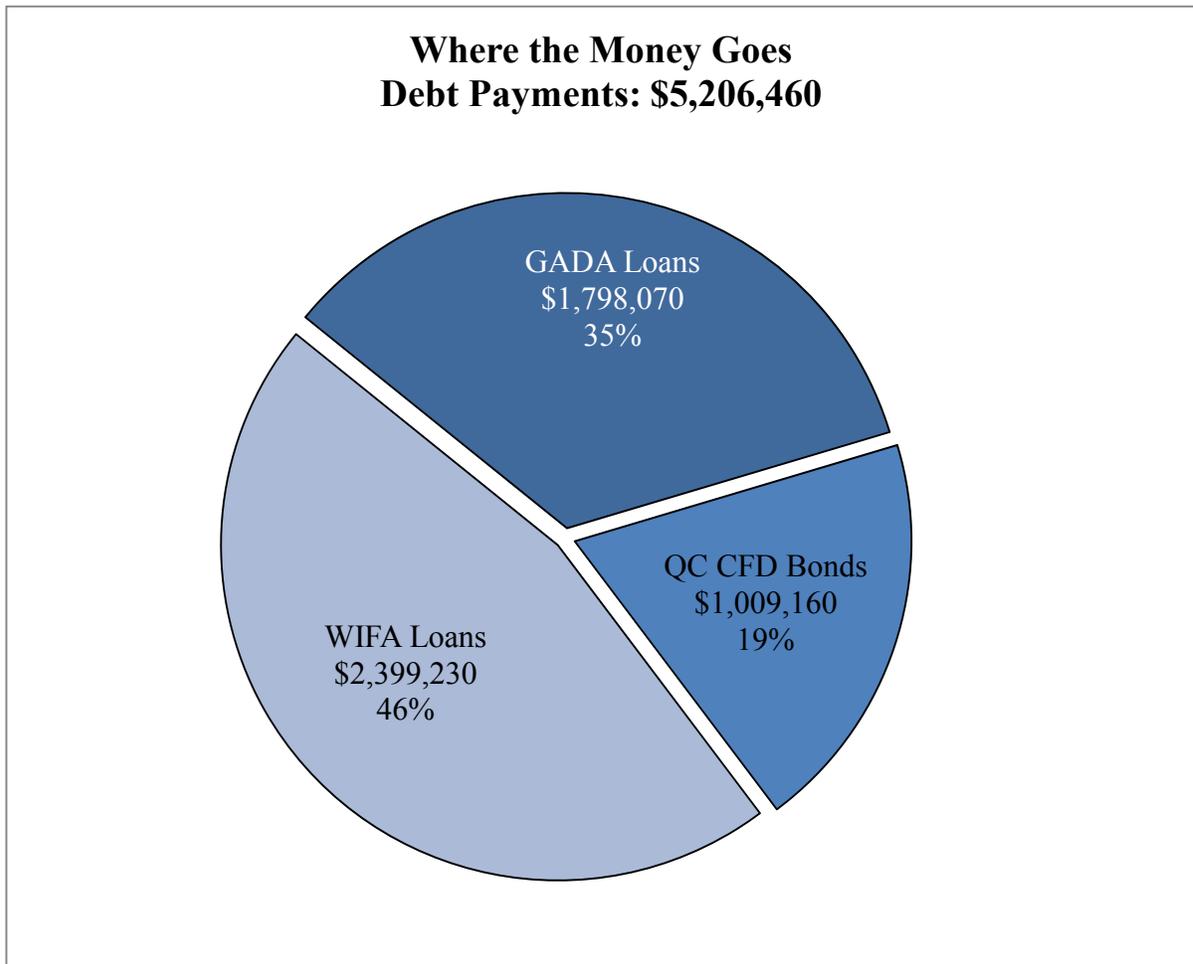


**Where the Money Goes  
Capital Outlay (by Function): \$34,213,340**



**Long-Term Debt**

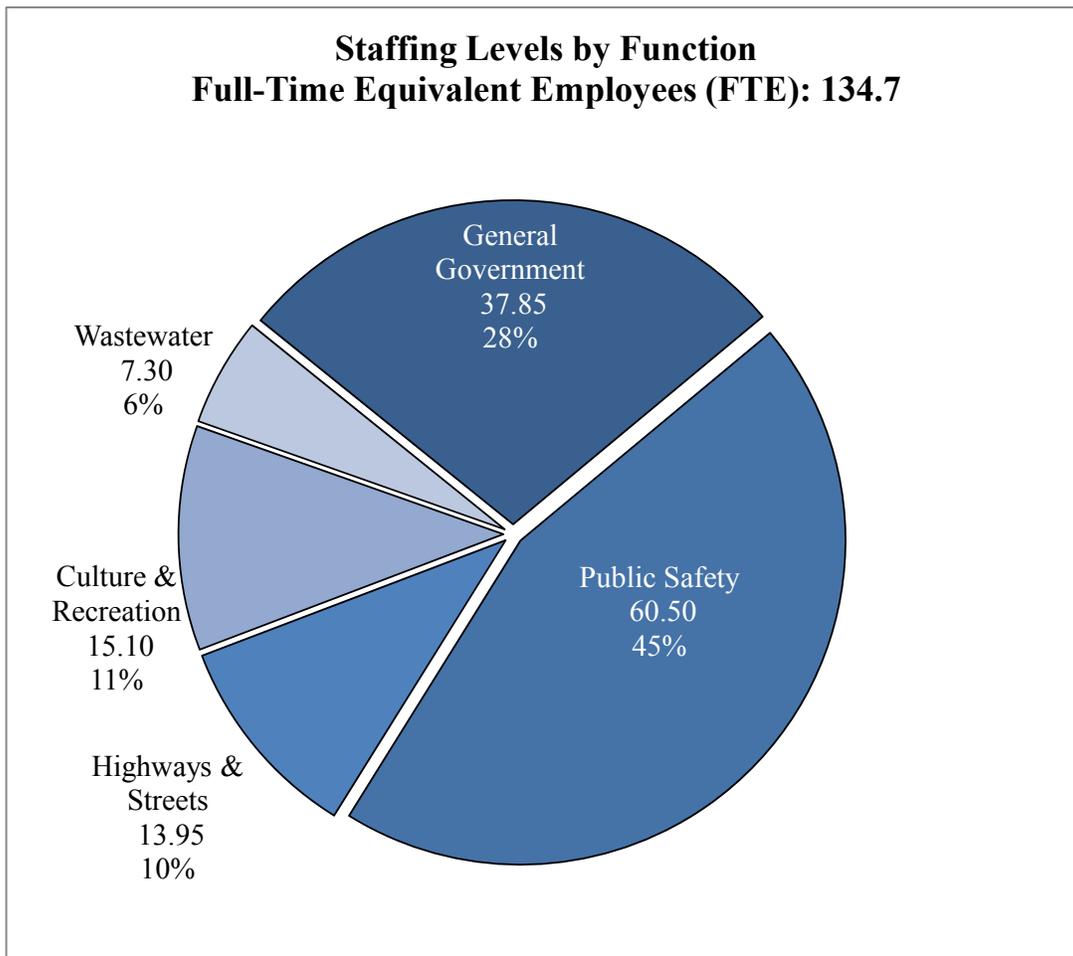
Debt was used to finance the acquisition of several assets. For FY 2013 the debt service (debt payment) for each loan or bond type is as follows:



Refer to the *Long-Term Debt* section of this document for more information on debt repayment.

**Staffing**

Employees play the most significant part in providing services to our citizens. The Town accounts for employees by function as shown on the chart below. Staffing adjustments are shown on a table following this chart. See the *Employee Staffing* section for more information.



The following are position and staffing level changes made during fiscal year 2012 and recommended for fiscal year 2013. These changes do not include FTE allocations between functional units.

<u>Department/Position</u>	<u>Description</u>	<u>FTE Change</u>
<u>Cross Departmental</u>		
<i>Assistant Town Manager</i>	Promotion of <i>Public Works Director</i>	0.0
<u>Law</u>		
<i>Legal Assistant</i>	Reclassification of <i>Senior Office Assistant</i>	0.0
<u>Planning &amp; Building</u>		
<i>Permit Clerk</i>	Position eliminated	-1.0
<i>Senior Office Assistant</i>	Reclassification of <i>Code Enforcer</i>	0.0
	<b>Total FTE changes made during FY2012</b>	<b>-1.0</b>

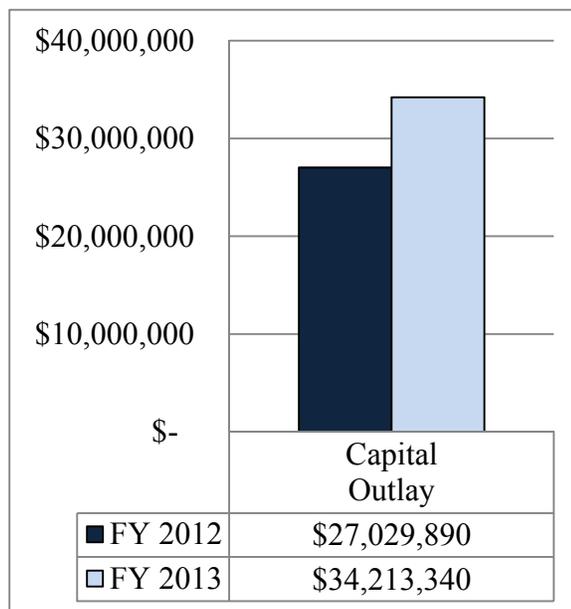
(Cont.)

<u>Department/Position</u>	<u>Description</u>	<u>FTE Change</u>
<u>Planning &amp; Building</u> <i>Office Assistant</i>	Added position (part-time)	0.2
<u>Police</u> <i>Detective</i>	Added position	0.5
	<b>Total FTE recommended changes for FY2013</b>	<b>0.7</b>
<b>TOTAL FTE CHANGES</b>		<b>-0.3</b>

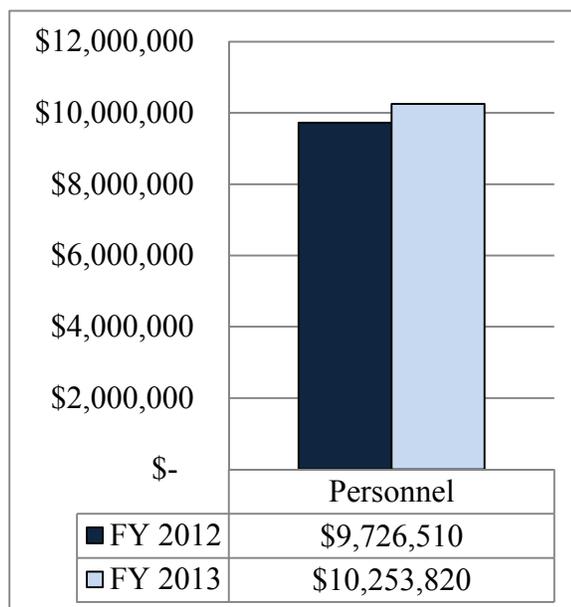
### **BUDGETED EXPENDITURES COMPARISON**

Evaluating the changes between the budgeted expenditures for FY 2013 and FY 2012 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.

**Capital outlay** is increasing by \$7.3 million, due to the continued construction on Sahuarita Road between I-19 and Country Club road. In addition, there is a significant bridge reconstruction project for the Pima Mine Road bridge. Finally, there are various other roadway projects as well as Wastewater projects underway. See the ***Capital Improvement Plan*** section for more information on projects.



Budgeted **personnel** costs increased 5.4% (+\$527 thousand) above last year. This net cost increase is attributable to the increases in employee pay for merits and position/staffing level changes (+\$237 thousand), increases in medical insurance costs (+\$127 thousand), increases in certain pension costs (+\$102 thousand), and increases in other personnel related changes such as workers compensation insurance (+\$61 thousand).



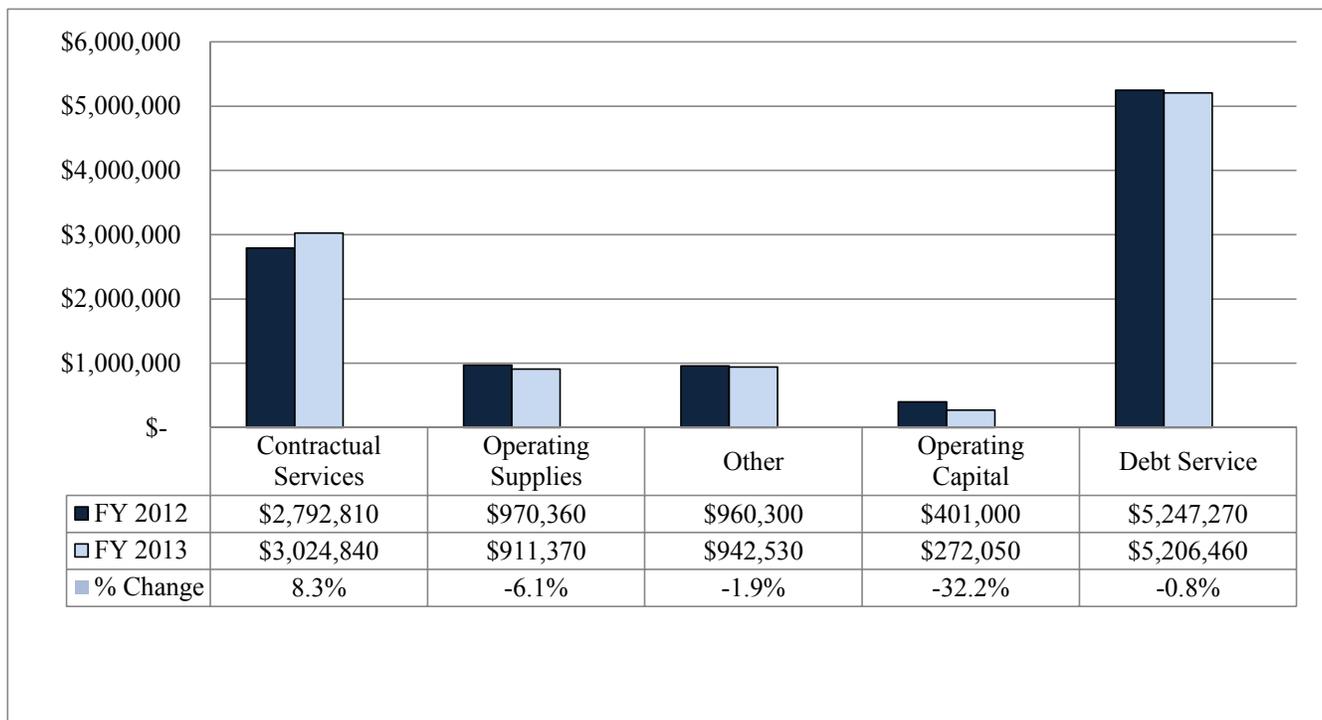
**Contractual services** are projected to increase 8.3%, +\$232 thousand above last year’s adopted budget. This increase is due to a series of smaller adjustments and one \$195 thousand adjustment in the Streets department budget for increased pavement management. The small adjustments include a \$20 thousand increase for Pima County’s dispatch and incarceration services and increases in electricity costs for the wastewater plant and numerous traffic lights.

**Operating supplies** decreased 6.1% (-\$59 thousand) below the previous year’s budget. This includes a reduction of supply purchases in the RICO fund of -\$7 thousand and a reduction of other equipment purchases in HURF of -\$8 thousand change. The changes are not material but they do reflect a continued emphasis on cost savings.

The **other** category decrease of 1.9% (-\$17 thousand) is primarily attributable to a reduction in the Mayor & Council travel and training budget (-\$9,000).

**Operating capital** decreased by 32.2% (-\$129 thousand). There has been a departure from past practice with respect to operating capital. Assets paid from unrestricted funding sources are no longer classified as operating capital but rather as capital outlay, accounted for in the CIIF. This change accounts for the decrease.

The **debt service** budget is virtually unchanged.



## Changes in Fund Balance Aggregate of Appropriated Funds

	2011	2012		2013	
	Actual Amounts	Adopted Budget	Amended Budget	Estimated Actual	Adopted Budget
Revenues:					
Taxes	\$ 7,055,647	\$ 6,349,470	\$ 6,349,470	\$ 6,667,810	\$ 6,573,050
Licenses & Permits	1,309,620	1,434,540	1,434,540	2,513,400	1,071,650
Intergovernmental	7,137,531	27,329,590	24,109,590	16,141,180	33,797,610
Charges for Services	3,209,335	3,213,460	3,213,460	3,470,540	3,672,500
Fines & Forfeits	456,552	317,800	353,547	207,600	380,400
Investment Income	211,065	201,910	201,910	217,920	244,930
Miscellaneous	852,601	843,770	4,175,202	883,000	4,082,670
Revenues Total	<u>20,232,351</u>	<u>39,690,540</u>	<u>39,837,719</u>	<u>30,101,450</u>	<u>49,822,810</u>
Expenditures:					
Operations:					
General Government	4,172,960	4,223,750	4,316,182	4,241,620	4,290,630
Public Safety	6,569,662	6,718,800	6,815,547	6,598,400	6,731,290
Highways & Streets	1,520,360	1,383,000	1,383,000	1,342,390	1,745,810
Culture & Recreation	1,200,861	1,334,710	1,354,710	1,328,540	1,373,070
Sewer	1,164,986	1,190,720	1,190,720	1,169,640	1,263,810
Operations Total	<u>14,628,829</u>	<u>14,850,980</u>	<u>15,060,159</u>	<u>14,680,590</u>	<u>15,404,610</u>
Debt Service	5,137,609	5,247,270	5,247,270	5,197,280	5,206,460
Capital Outlay	9,005,963	27,029,890	27,329,890	5,204,230	34,213,340
Settlement Loss	666,000	-	-	-	-
Expenditures Total	<u>29,438,401</u>	<u>47,128,140</u>	<u>47,637,319</u>	<u>25,082,100</u>	<u>54,824,410</u>
Revenues Over (Under)					
Expenditures	(9,206,050)	(7,437,600)	(7,799,600)	5,019,350	(5,001,600)
Other Funding Sources (Uses):					
Proceeds of Long-Term Debt	409,329	904,760	904,760	519,450	501,930
Change in Fund Balance	<u>(8,796,721)</u>	<u>(6,532,840)</u>	<u>(6,894,840)</u>	<u>5,538,800</u>	<u>(4,499,670)</u>
Fund Balance, Beginning of Year	27,295,151	22,929,190	22,929,190	18,498,430	24,037,230
Fund Balance, End of Year	<u>\$ 18,498,430</u>	<u>\$ 16,396,350</u>	<u>\$ 16,034,350</u>	<u>\$ 24,037,230</u>	<u>\$ 19,537,560</u>

**Notes:**

The 2012 estimated actuals are based on eight months of actual figures (i.e., July through February) and four months of estimated figures (i.e., March through June).

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

**Changes in Fund Balances**  
**Appropriated Funds**  
**Fiscal Year 2013**

	<b>General Fund</b>	<b>HURF Fund</b>	<b>RICO Fund</b>	<b>QC CFD Fund</b>	<b>CIIF Fund</b>	<b>Wastewater Fund</b>	<b>Total</b>
<b>Revenues:</b>							
Taxes	\$ 4,496,270	\$ -	\$ -	\$ 274,830	\$ 1,801,950	\$ -	\$ 6,573,050
Licenses & Permits	766,160	-	-	-	-	305,490	1,071,650
Intergovernmental	5,911,220	13,907,150	17,500	-	13,961,740	-	33,797,610
Charges for Services	987,380	-	-	-	-	2,685,120	3,672,500
Fines & Forfeits	270,450	-	109,950	-	-	-	380,400
Investment Income (Loss)	161,290	750	2,650	(70)	133,360	(53,050)	244,930
Miscellaneous	43,000	-	-	756,130	3,243,000	40,540	4,082,670
<b>Revenues Total</b>	<b>12,635,770</b>	<b>13,907,900</b>	<b>130,100</b>	<b>1,030,890</b>	<b>19,140,050</b>	<b>2,978,100</b>	<b>49,822,810</b>
<b>Expenditures:</b>							
<b>Operations:</b>							
General Government	4,290,630	-	-	-	-	-	4,290,630
Public Safety	6,578,810	-	152,480	-	-	-	6,731,290
Highways & Streets	-	1,728,080	-	17,730	-	-	1,745,810
Culture & Recreation	1,341,070	-	-	32,000	-	-	1,373,070
Sewer	-	-	-	-	-	1,263,810	1,263,810
<b>Operations Total</b>	<b>12,210,510</b>	<b>1,728,080</b>	<b>152,480</b>	<b>49,730</b>		<b>1,263,810</b>	<b>15,404,610</b>
Debt Service	-	-	-	1,009,160	1,798,070	2,399,230	5,206,460
Capital Outlay	-	-	-	-	33,559,540	653,800	34,213,340
<b>Expenditures Total</b>	<b>12,210,510</b>	<b>1,728,080</b>	<b>152,480</b>	<b>1,058,890</b>	<b>35,357,610</b>	<b>4,316,840</b>	<b>54,824,410</b>
<b>Revenues Over (Under)</b>							
Expenditures	425,260	12,179,820	(22,380)	(28,000)	(16,217,560)	(1,338,740)	(5,001,600)
<b>Other Funding Sources (Uses)</b>							
Proceeds of Long-Term Debt	-	-	-	-	-	501,930	501,930
Net Transfers In (Out)	(60)	(12,237,000)	-	28,000	12,209,060	-	-
<b>Change in Fund Balance</b>	<b>425,200</b>	<b>(57,180)</b>	<b>(22,380)</b>	<b>-</b>	<b>(4,008,500)</b>	<b>(836,810)</b>	<b>(4,499,670)</b>
<b>Fund Balance @ July 1, 2012</b>	<b>13,929,680</b>	<b>108,170</b>	<b>485,900</b>	<b>-</b>	<b>13,683,420</b>	<b>(4,169,940)</b>	<b>24,037,230</b>
<b>Fund Balance @ June 30, 2013</b>	<b>\$ 14,354,880</b>	<b>\$ 50,990</b>	<b>\$ 463,520</b>	<b>\$ -</b>	<b>\$ 9,674,920</b>	<b>\$(5,006,750)</b>	<b>\$ 19,537,560</b>

**Notes:**

Each fund and the change in its fund balance is discussed in the **Fund Budgeting** section of the budget.

**Funding Sources  
Fiscal Year 2013**

	<b>General Fund</b>	<b>HURF Fund</b>	<b>RICO Fund</b>	<b>QC CFD Fund</b>	<b>CIIF Fund</b>	<b>Wastewater Fund</b>	<b>Total</b>	<b>%</b>
<b>Revenues:</b>								
Taxes	\$ 4,496,270	\$ -	\$ -	\$ 274,830	\$ 1,801,950	\$ -	\$ 6,573,050	8.8%
Licenses & Permits	766,160	-	-	-	-	305,490	1,071,650	1.4%
Intergovernmental	5,911,220	13,907,150	17,500	-	13,961,740	-	33,797,610	45.5%
Charges for Services	987,380	-	-	-	-	2,685,120	3,672,500	4.9%
Fines & Forfeits	270,450	-	109,950	-	-	-	380,400	0.5%
Investment Income (Loss)	161,290	750	2,650	(70)	133,360	(53,050)	244,930	0.3%
Miscellaneous	43,000	-	-	756,130	3,243,000	40,540	4,082,670	5.5%
<b>Revenues Total</b>	<b>12,635,770</b>	<b>13,907,900</b>	<b>130,100</b>	<b>1,030,890</b>	<b>19,140,050</b>	<b>2,978,100</b>	<b>49,822,810</b>	<b>67.0%</b>
Proceeds of Long-Term Debt	-	-	-	-	-	501,930	501,930	0.7%
Net Transfers In (Out)	(60)	(12,237,000)	-	28,000	12,209,060	-	-	0.0%
Beginning Fund Balances	13,929,680	108,170	485,900	-	13,683,420	(4,169,940)	24,037,230	32.3%
<b>Total Funding Sources</b>	<b>\$26,565,390</b>	<b>\$ 1,779,070</b>	<b>\$ 616,000</b>	<b>\$ 1,058,890</b>	<b>\$ 45,032,530</b>	<b>\$ (689,910)</b>	<b>\$74,361,970</b>	<b>100.0%</b>
% of All Funds	35.7%	2.4%	0.8%	1.4%	60.6%	-0.9%	100.0%	

Budget Summary

## Funding Uses Fiscal Year 2013

OPERATIONS						
<u>Fund/Department</u>	<u>Personnel</u>	<u>Contractual Services</u>	<u>Operating Supplies</u>	<u>Other</u>	<u>Operating Capital</u>	<u>Total</u>
General Fund						
Mayor & Council	\$ 64,660	\$ -	\$ 6,550	\$ 75,780	\$ -	\$ 146,990
Town Manager	587,390	11,310	7,500	14,330	-	620,530
Law	408,920	20,900	12,250	9,750	-	451,820
Town Clerk	213,190	105,200	3,100	13,950	-	335,440
Finance	616,280	110,060	25,000	211,060	-	962,400
Human Resources	166,610	19,280	6,890	2,670	-	195,450
Planning & Building	922,150	33,130	15,910	13,330	-	984,520
Parks & Recreation	788,990	383,450	104,450	64,180	-	1,341,070
Public Works	338,390	431,530	27,010	9,500	-	806,430
Police	4,550,280	595,980	401,600	80,400	55,000	5,683,260
Municipal Court	465,500	12,670	19,600	22,240	18,970	538,980
Non-Departmental	-	59,120	10,000	74,500	-	143,620
Subtotal:	9,122,360	1,782,630	639,860	591,690	73,970	12,210,510
HURF Fund	549,580	752,650	131,500	146,270	148,080	1,728,080
RICO Fund	76,530	-	25,450	500	50,000	152,480
QC CFD Fund	-	42,850	2,850	4,030	-	49,730
CIIF Fund	-	-	-	-	-	-
Wastewater Fund	505,350	446,710	111,710	200,040	-	1,263,810
<b>ALL FUNDS TOTAL</b>	<b>\$ 10,253,820</b>	<b>\$ 3,024,840</b>	<b>\$ 911,370</b>	<b>\$ 942,530</b>	<b>\$ 272,050</b>	<b>\$ 15,404,610</b>

OPERATIONS						
<u>Fund/Department</u>	<u>From above Total</u>	<u>Debt Service</u>	<u>Capital Outlay</u>	<u>Ending Fund Balances</u>	<u>All Categories Total</u>	<u>% of All Funds</u>
General Fund						
Mayor & Council	\$ 146,990	\$ -	\$ -	\$ -	\$ 146,990	
Town Manager	620,530	-	-	-	620,530	
Law	451,820	-	-	-	451,820	
Town Clerk	335,440	-	-	-	335,440	
Finance	962,400	-	-	-	962,400	
Human Resources	195,450	-	-	-	195,450	
Planning & Building	984,520	-	-	-	984,520	
Parks & Recreation	1,341,070	-	-	-	1,341,070	
Public Works	806,430	-	-	-	806,430	
Police	5,683,260	-	-	-	5,683,260	
Municipal Court	538,980	-	-	-	538,980	
Non-Departmental	143,620	-	-	14,354,880	14,498,500	
Subtotal:	12,210,510			14,354,880	26,565,390	35.7%
HURF Fund	1,728,080	-	-	50,990	1,779,070	2.4%
RICO Fund	152,480	-	-	463,520	616,000	0.8%
QC CFD Fund	49,730	1,009,160	-	-	1,058,890	1.4%
CIIF Fund	-	1,798,070	33,559,540	9,674,920	45,032,530	60.6%
Wastewater Fund	1,263,810	2,399,230	653,800	(5,006,750)	(689,910)	-0.9%
<b>ALL FUNDS TOTAL</b>	<b>\$ 15,404,610</b>	<b>\$ 5,206,460</b>	<b>\$ 34,213,340</b>	<b>\$ 19,537,560</b>	<b>\$ 74,361,970</b>	<b>100.0%</b>

% of All Categories                      20.7%                      7.0%                      46.0%                      26.3%                      100.0%

**Interfund Transfers  
Fiscal Year 2013**

	TRANSFER RECIPIENT						
	General Fund	HURF Fund	RICO Fund	QC CFD Fund	CIIF Fund	Wastewater Fund	Total
<b>General Fund</b>	\$ -	\$ -	\$ -	\$ 28,000	\$ -	\$ -	\$ 28,000
<b>HURF Fund</b>	\$ -	-	-	-	12,237,000	-	12,237,000
<b>RICO Fund</b>	-	-	-	-	-	-	-
<b>QC CFD Fund</b>	-	-	-	-	-	-	-
<b>CIIF Fund</b>	27,940	-	-	-	-	-	27,940
<b>Wastewater Fund</b>	-	-	-	-	-	-	-
<b>Total</b>	<u>\$ 27,940</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 28,000</u>	<u>\$ 12,237,000</u>	<u>\$ -</u>	<u>\$ 12,292,940</u>

Transfers occur for one of these reasons:

General Operating Subsidy Transfers

Transfers from the General Fund to the QC CFD Fund are planned to finance the operating deficit in FY 2013. These transfer amounts represent a maximum subsidy amount for the year and will only be made to the extent that a deficit occurs.

Capital and Project Funding Transfers

Transfers from the HURF Fund to the CIIF Fund are needed to reimburse the CIIF Fund for project costs that are ultimately funded by HURF Fund grants and contributions.

Maintain operating funds in the General Fund

Transfers from the CIIF Fund to the General Fund are needed to account for development revenues in the General Fund as these monies are not assigned for capital projects.

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les Tax

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ewer Connection Fees

State Shared Sales Tax

State Shared Income Tax

State Shared Vehicle License

State Shared HURF

Capital Grants

# Major Revenues

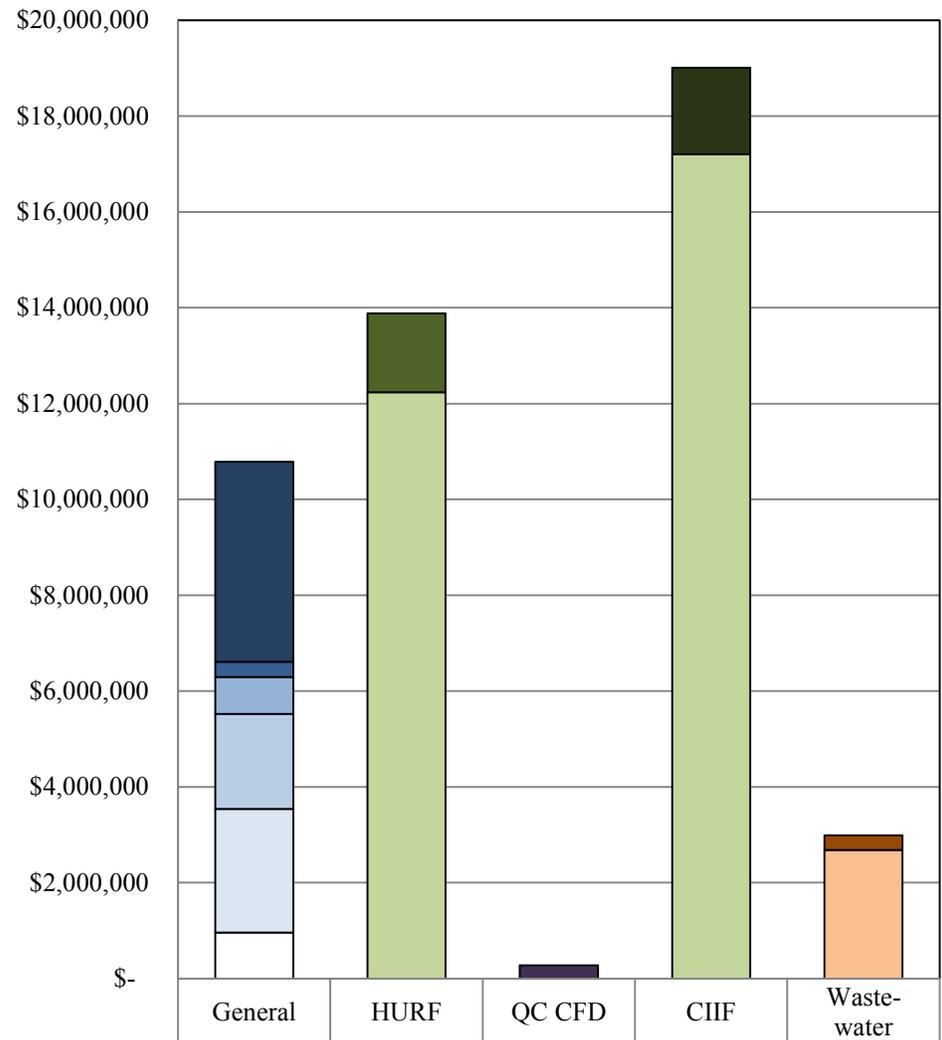
- Sales Tax
- Construction Sales Tax
- Franchise Tax
- Property Tax
- Building Permit Fees
- Sewer Connection Fees
- State Shared Sales Tax
- State Shared Income Tax
- State Shared Vehicle License Tax
- State Shared HURF
- Capital Grants
- Sewer User Fees

Tax

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

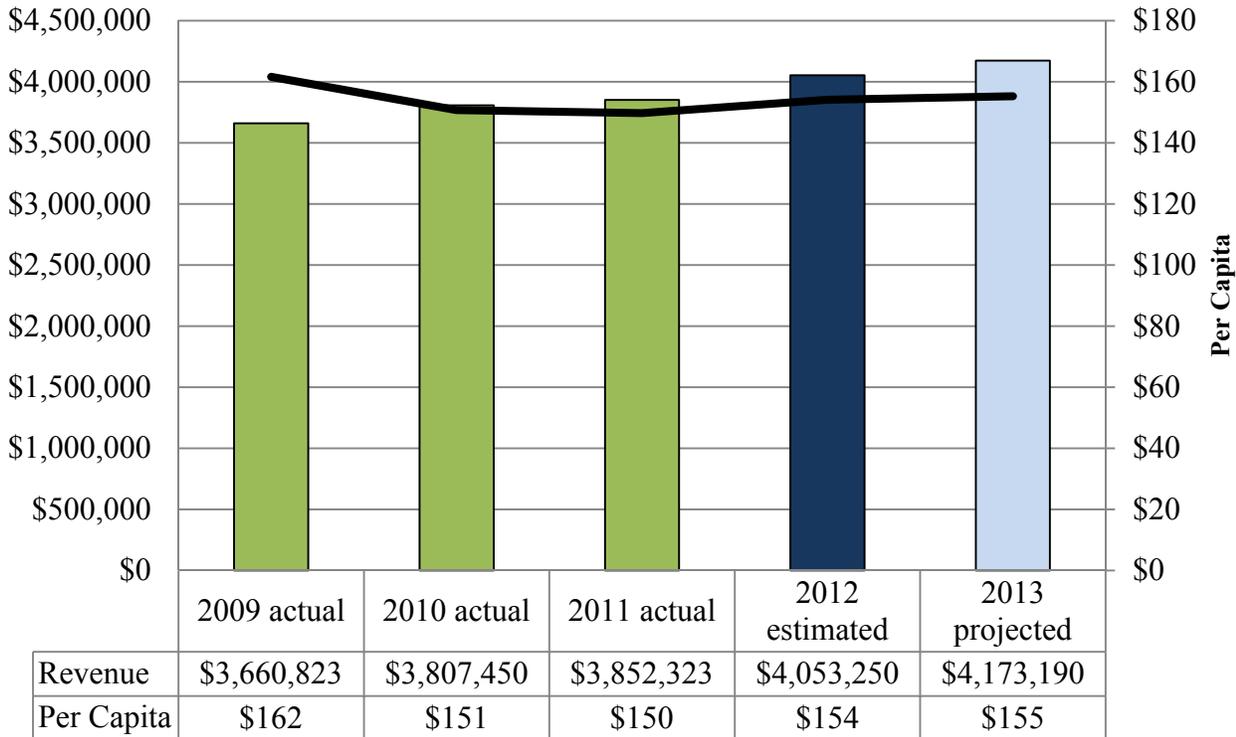
Major Revenue Sources by Major Fund  
FY 2013



	General	HURF	QC CFD	CIIF	Waste-water
■ Sales Tax	\$4,173,190				
■ Construction Sales Tax				\$1,801,950	
■ Franchise Tax	\$323,080				
■ Property Tax			\$274,830		
■ Building Permit Fees	\$765,160				
■ Sewer Connection Fees					\$305,490
■ State Shared Sales Tax	\$1,986,940				
■ State Shared Income Tax	\$2,579,920				
■ State Shared Vehicle License Tax	\$958,940				
■ State Shared HURF		\$1,645,150			
■ Capital Grants		\$12,237,000		\$17,204,740	
■ Sewer User Fees					\$2,685,120

## General Sales Taxes (Taxes)

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

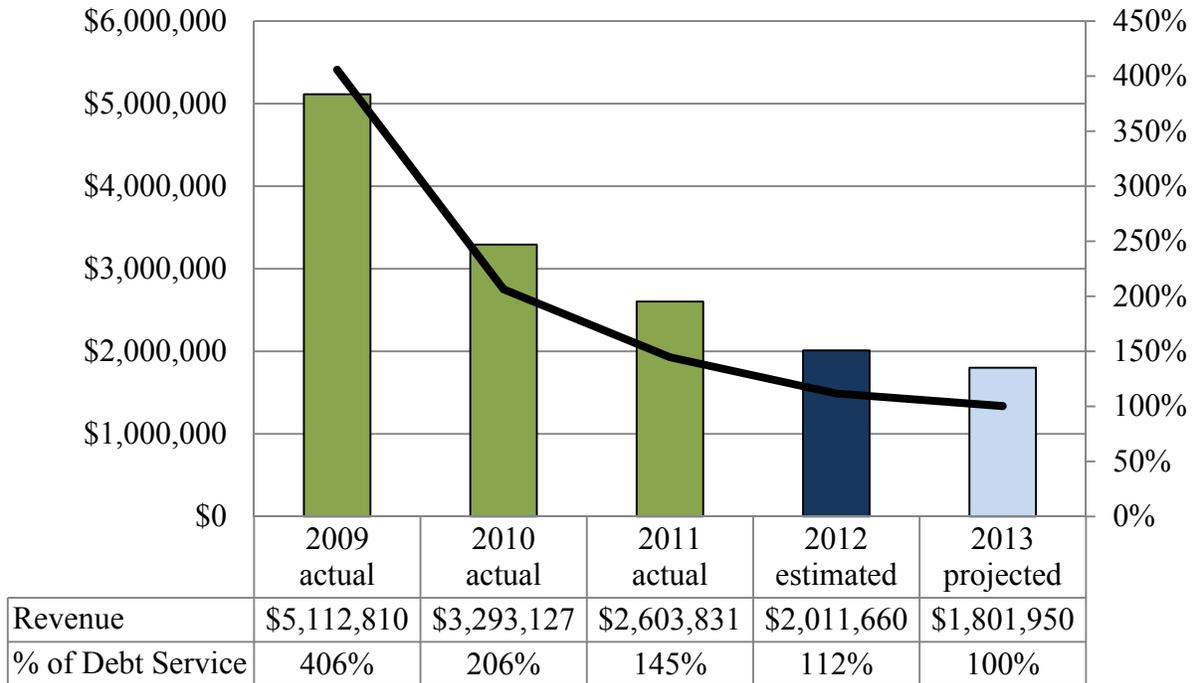


**Current Rate Structure** The Town has a tax rate of 2.0% on non-construction contracting sales transactions. The Town does not impose a use tax. The State of Arizona collects taxes on behalf of the Town and remits them to the Town several times per month. The Town operates under the *Model City Tax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

**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.

## Construction Contracting Sales Taxes (Taxes)

**Description & Use** A transaction privilege tax is assessed on construction contracting within the Town limits. Tax revenues generated from construction contracting have been designated for general debt service and capital projects by the Town Council. These tax revenues are recorded in the CIIF Capital Projects Fund.

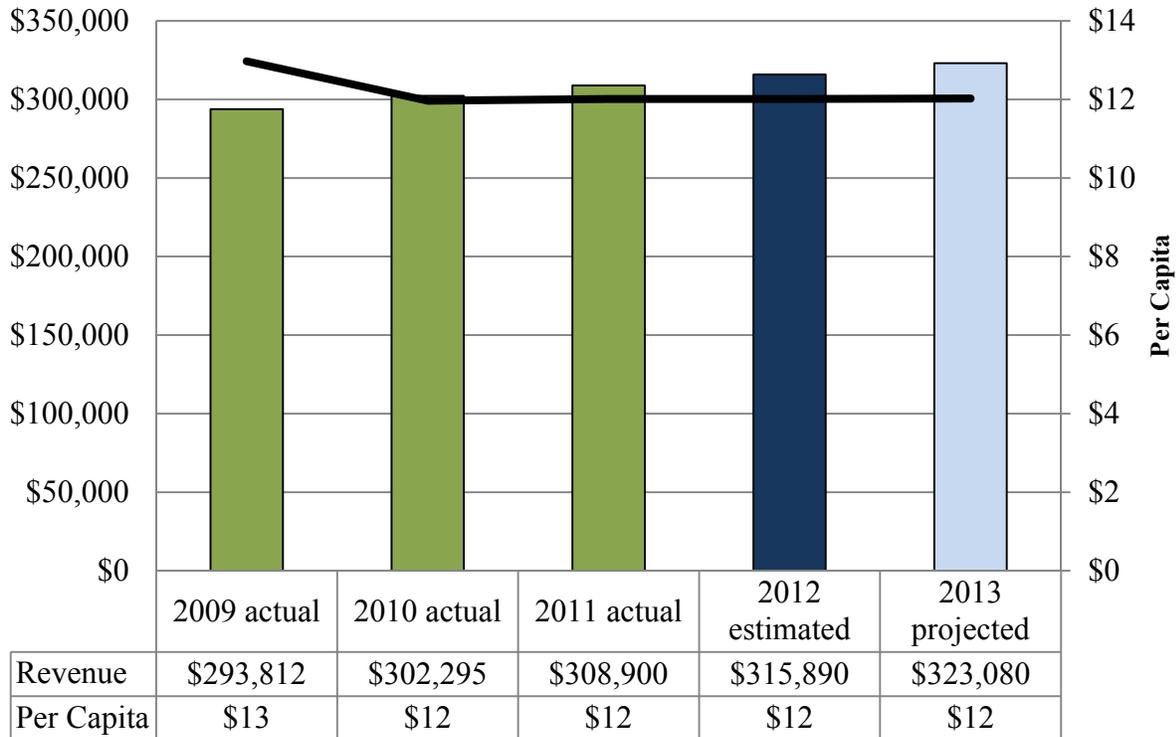


**Current Rate Structure** The Town has a tax rate of 4.0% on all construction contracting transactions. The State of Arizona collects taxes on behalf of the Town and remits them to the Town several times per month. The Town operates under the *Model City Tax Code*.

**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.

## 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. There are no restrictions placed on this revenue source. The revenues are recorded in the General Fund and are used to fund daily operations.



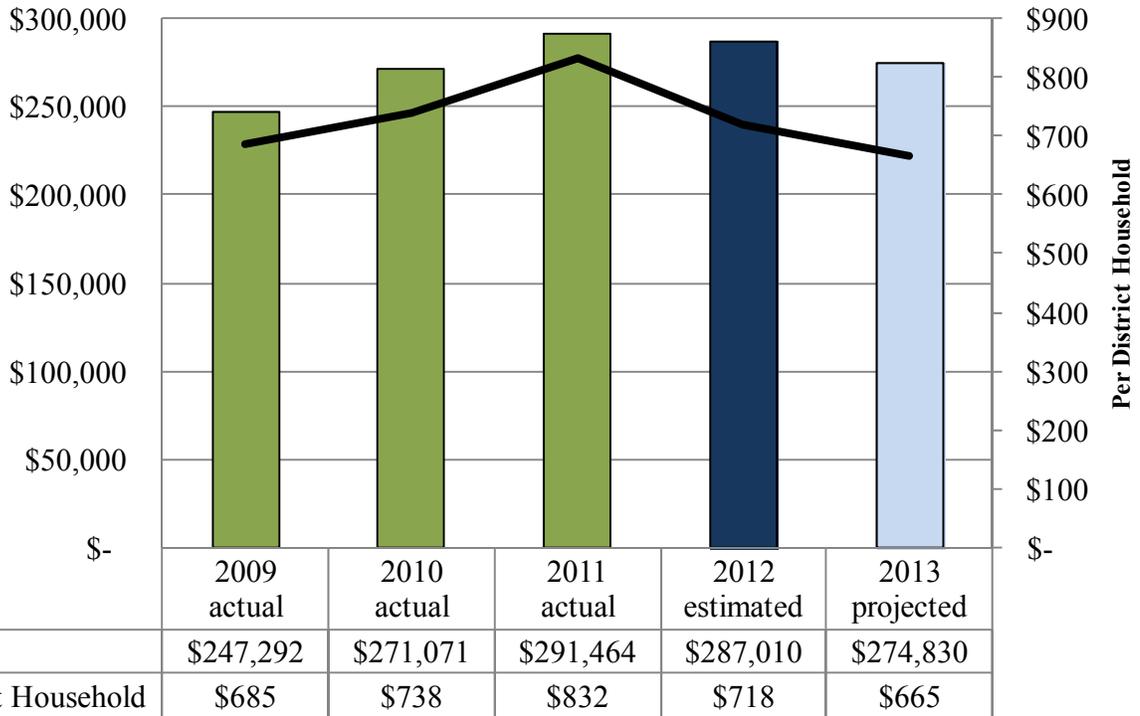
**Current Rate Structure** Franchise tax rates are 5.0% and 2.0% for cable and gas, respectively, as set forth in the agreements. The utility companies pay the taxes to the Town on a quarterly basis.

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

Major Revenues

## Property Taxes (Taxes)

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

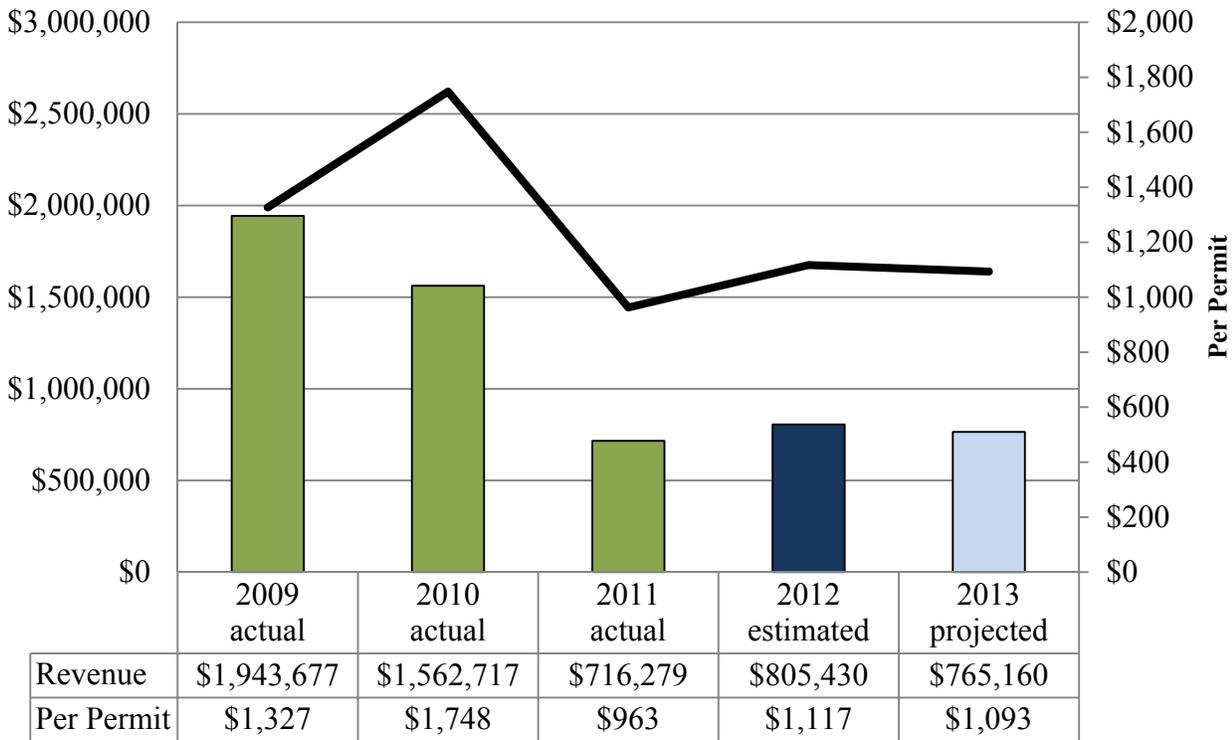


**Current Rate Structure** The District property tax rate is \$3.30 per \$100 of secondary assessed valuation. Of this rate, \$3.00 is for debt service and \$0.30 is for District operations and maintenance.

**Assumptions** The fiscal year 2013 projection was derived by taking the secondary assessed valuation of property within the District, as provided by the County Assessor’s Office, and multiplying that figure by the property tax rates and adjusting for expected uncollectible accounts.

## 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. There are no restrictions placed on this revenue source. The revenues are recorded in the General Fund and are used to fund daily operations.

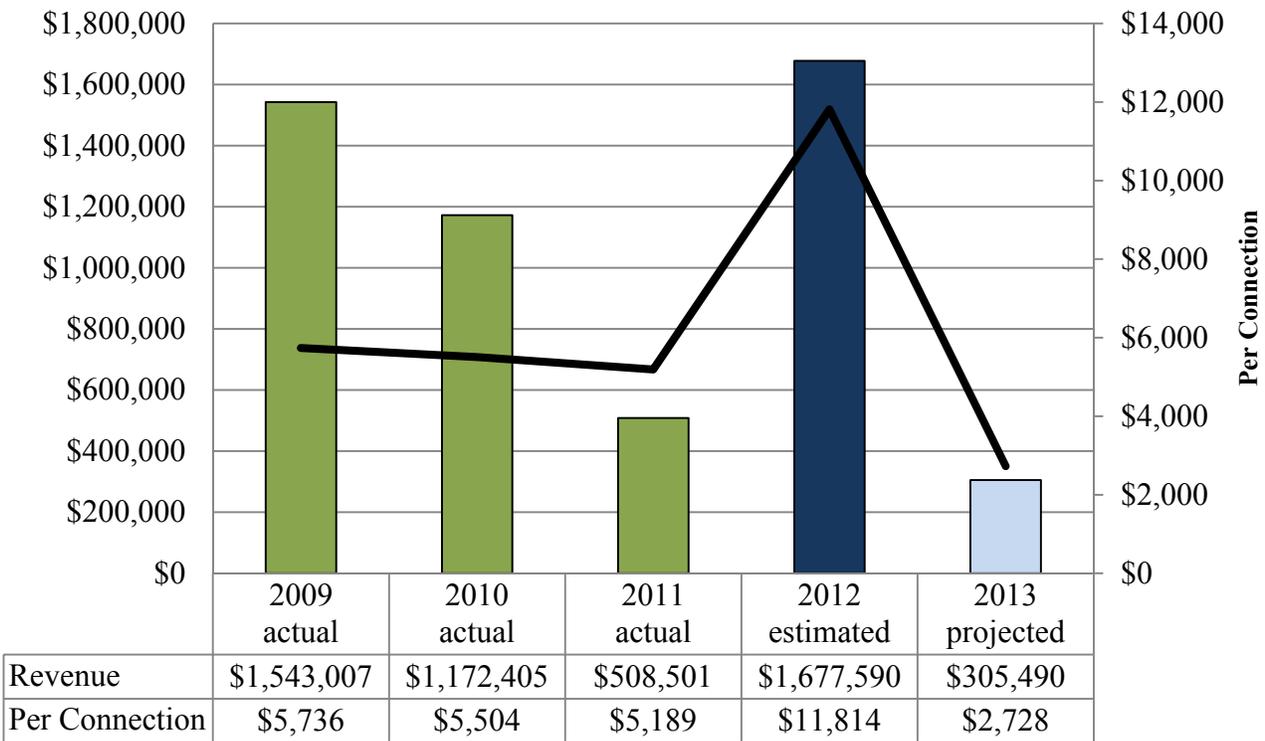


**Current Rate Structure** Building permitting fees are calculated primarily by the type and size of the building/structure. Mechanical, plumbing, and electrical fees are calculated based upon a standard percentage of the building permit valuation. The fees are collected when the permits are issued to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

## 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 system. Sewer connection fees are used to pay the capital costs to expand and improve the wastewater treatment facilities. The fees are recorded in the Wastewater Enterprise Fund.

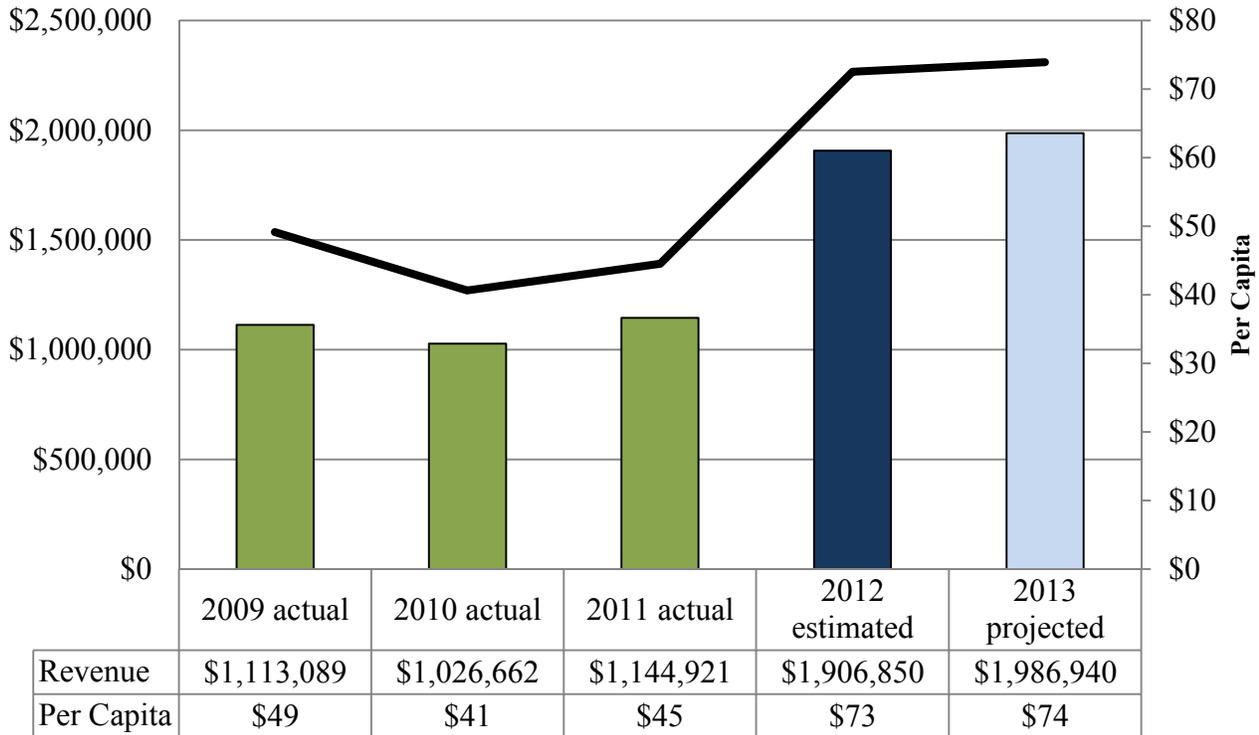


**Current Rate Structure** To Town is contractually obligated to use an equivalent methodology as the County to derive sewer connection rates. Connection fees have historically been calculated based on the number of fixture unit equivalents installed as part of new construction or as part of rehabilitation of existing structures. For fiscal year 2013, however, the County is proposing a change that would base connection fees on the size of the water meter servicing the property. This new structure will significantly reduce the amount of connection fee revenues. 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.

## State Shared Sales Taxes (Intergovernmental)

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

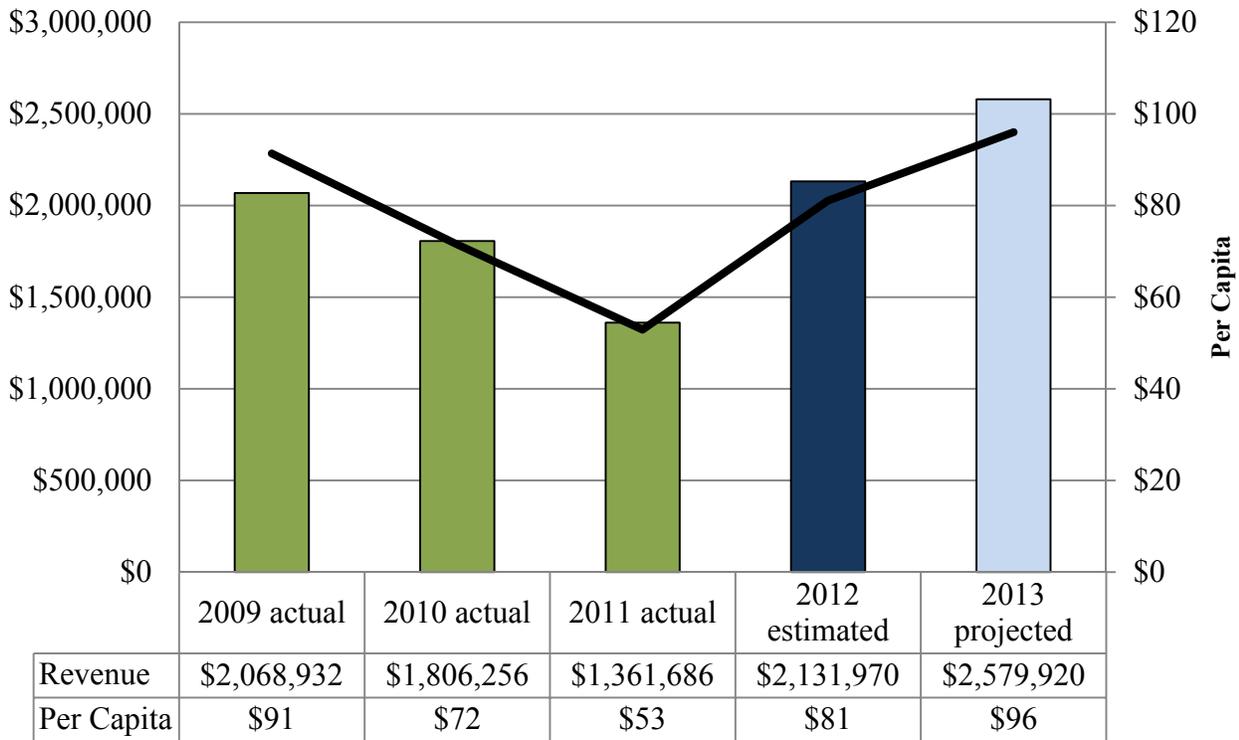


**Current Rate Structure** The State’s transaction privilege tax rate is 6.6%. The State’s distribution is based upon population figures, adjusted every five years, relative to other local jurisdictions. Distributions are received by the Town monthly.

**Assumptions** The Arizona Department of Revenue provides the Town with projected revenues. In fiscal year 2012, the population figures were adjusted to the 2010 U.S. Census figures, which had a dramatic impact on the Town’s share of revenues.

### 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. There are no restrictions placed on this revenue source. The revenues are recorded in the General Fund and are used to fund daily operations.

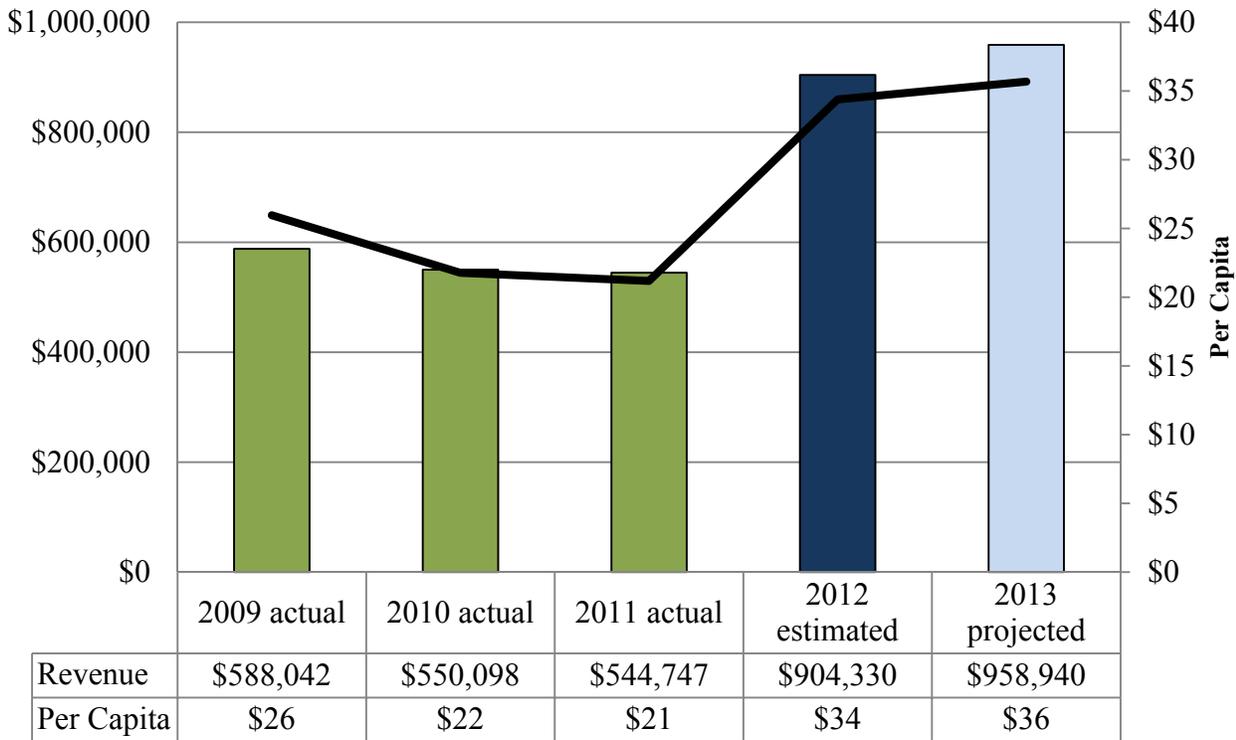


**Current Rate Structure** The State distributes 15% of the total income taxes it collected from two years prior to municipalities in the State. The State’s distribution is based upon population figures, adjusted every five years, relative to other local jurisdictions. Distributions are made to the Town monthly.

**Assumptions** The Arizona Department of Revenue provides the Town with projected revenues. In fiscal year 2012, the population figures were adjusted to reflect the 2010 U.S. Census figures, which had a dramatic impact on the Town’s share of revenues.

## State Shared Vehicle License Taxes (Intergovernmental)

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

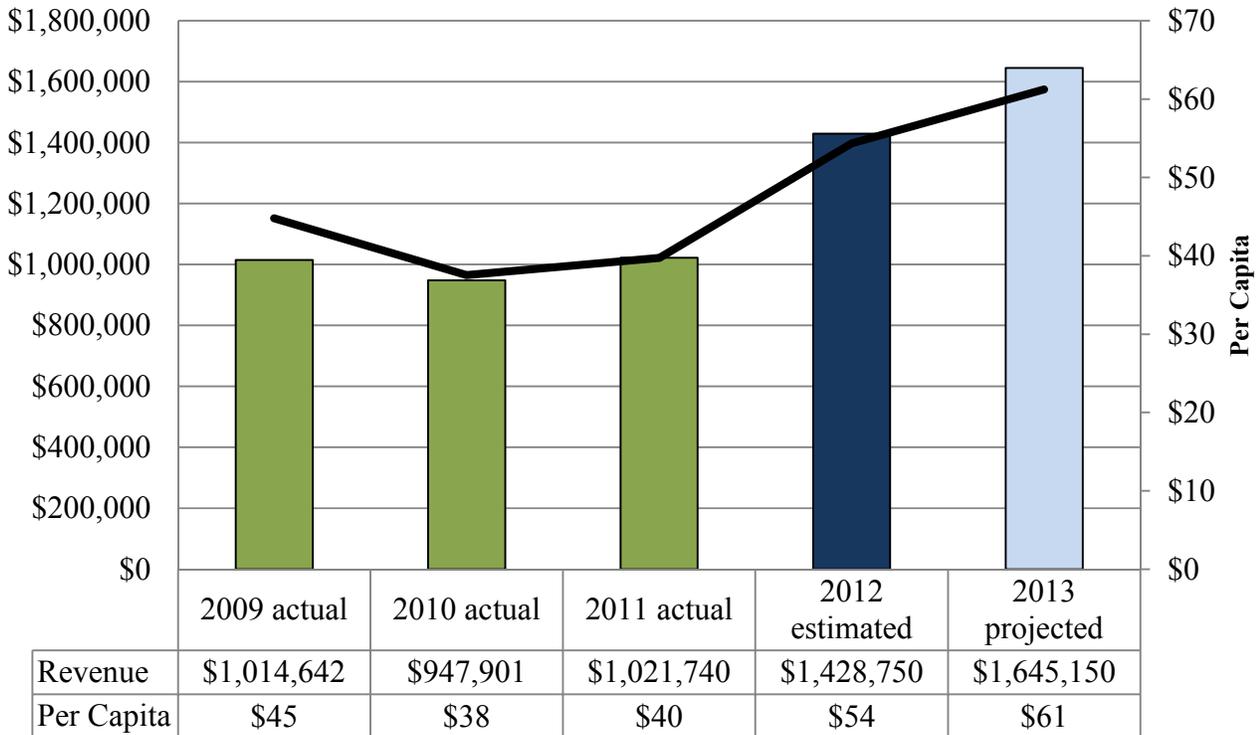


**Current Rate Structure** The State’s distribution is based upon population figures, adjusted every five years, relative to other local jurisdictions. Distributions are received by the Town twice a month.

**Assumptions** The Arizona Department of Transportation provides estimates of collections which the Town uses to projected revenues. In fiscal year 2012, the population figures were adjusted to the 2010 U.S. Census figures, which had a dramatic impact on the Town’s share of revenues.

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

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

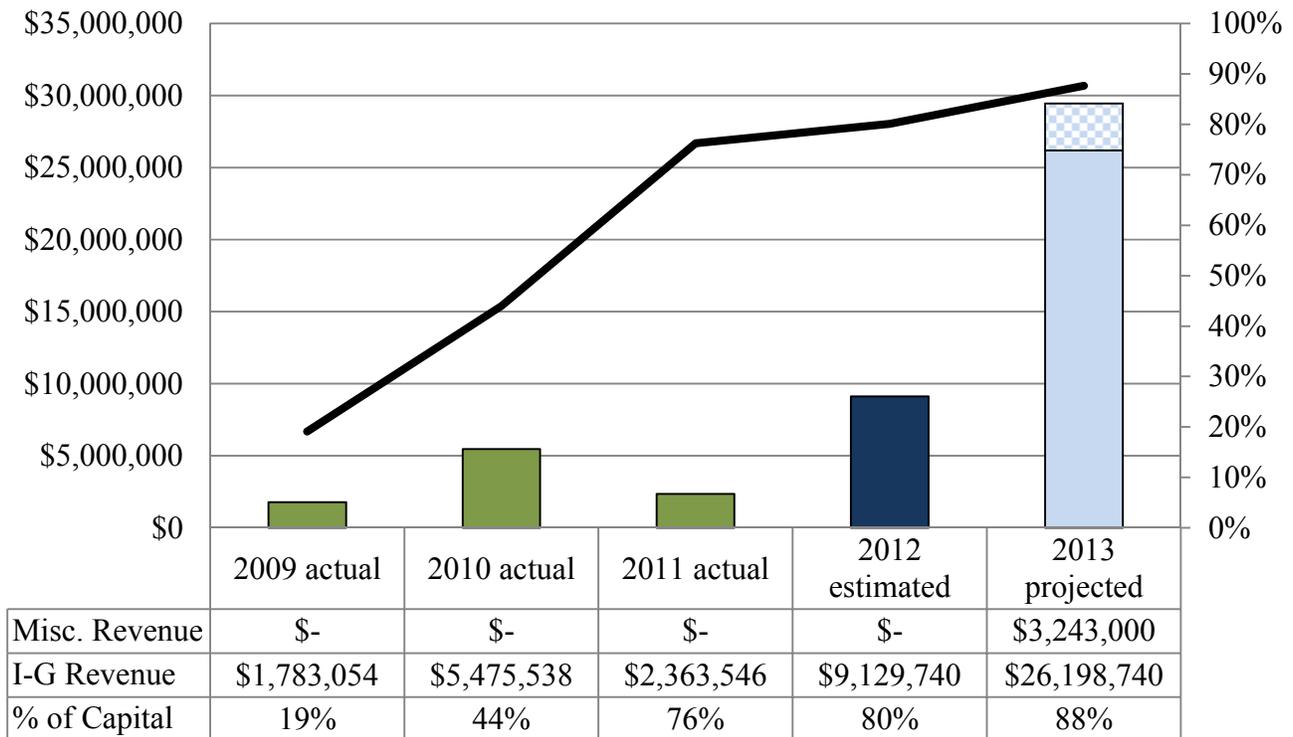


**Current Rate Structure** The majority of the HURF is generated from the tax on fuel sales (\$0.18 per gallon) and a portion on vehicle license taxes. Cities and towns receive 27.5% of total HURF collected. The funds are distributed based on two calculations. First, 50% of the available funds are distributed based on population figures, adjusted every five years, relative to other local jurisdictions. 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** The Arizona Department of Transportation provides estimated collections that the Town uses to project revenues. In fiscal year 2012, the population figures were adjusted to the 2010 U.S. Census figures, which had a dramatic impact on the Town’s share of revenues.

## Capital Grants (Miscellaneous & Intergovernmental)

**Description** The Town receives grant funding from other governmental entities (I-G Revenue) such as the State of Arizona, Pima County, and the Regional Transportation Authority. The Town may also receive capital grants from non-governmental entities (Misc. Revenue) in order to accomplish mutually beneficial projects. Capital grant revenues are used for the acquisition and construction of capital assets, as restricted in the grant agreements. These revenues are typically recorded in the HURF special revenue fund or the CIIF capital projects fund.



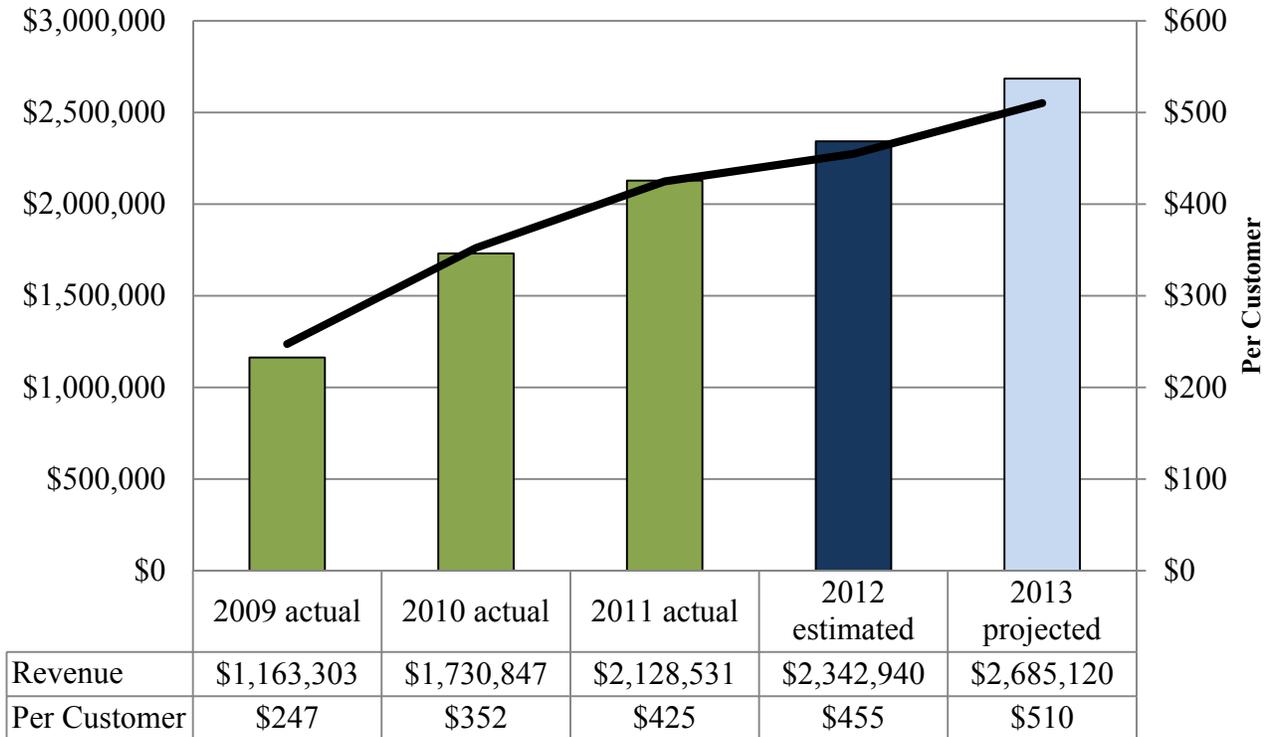
**Current Rate Structure** Capital grant agreements are typically structured to reimburse the Town for actual costs incurred. Grant agreements are in place with the State of Arizona, Pima Association of Governments, Pima County, and the Regional Transportation Authority, and other agreements are under discussion with non-governmental entities.

**Assumptions** Agreements are in place for much of the projected revenues. These agreements primarily reimburse the Town for costs incurred. Therefore, revenues will be realized to the extent that expenditures are incurred on capital projects. A significant portion of the Town capital outlay costs are funded by these capital grants.

Major Revenues

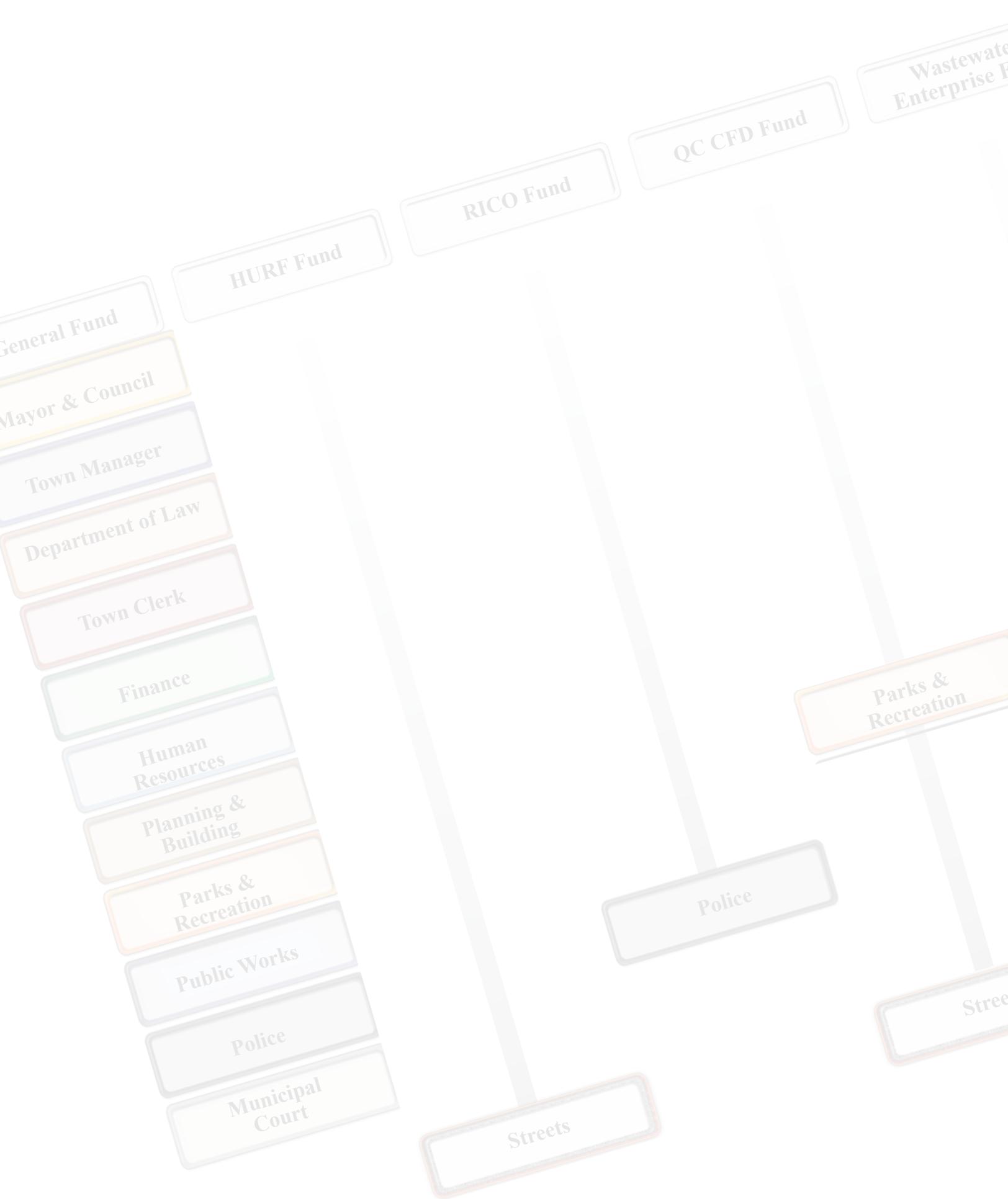
## Sewer User Fees (Charges for Services)

**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). 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 pay for operations and a portion of debt service. The fees are reviewed periodically to determine if they are adequate to meet the obligations of the enterprise. An 8.9% fee increase will become effect on July 1, 2012.

**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.



# Fund Budgeting

Funds and Fund Types

Reporting Entity Town of Sahuarita

GOVERNMENTAL

GENERAL

Used to account for and report all financial resources not accounted for and reported in another fund .

SPECIAL REVENUES

Used to account for and report the proceeds of specific revenue sources that are restricted or committed to expenditure for specified purposes other than debt.

CAPITAL PROJECTS

Used to account for and report financial resources that are restricted, committed, or assigned to expenditure for capital outlays, including the acquisition or construction of capital facilities and other assets.

PROPRIETARY

ENTERPRISE

Used to report for which to extend good

Wastewater

General Fund

HURF Fund

RICO Fund

QC CFD Fund

CHF Fund

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**What is Fund Budgeting?**

The Town organizes its activities into six different funds. Each fund in the Town of Sahuarita is a separate set of accounts that identifies and predicts unique sources and uses of funding. When summed together, these funds form the legal budget (see **Legal Requirements** section for more information). Each fund is accounted for separately.

**What is Fund Accounting and why is it different from business accounting?**

Governments and businesses perform their accounting in very different ways in order to accomplish different purposes. The Governmental Finance Officers Association, describes the differences in the following way:

*For purposes of determining profitability, it typically suffices to look at a business “taken as a whole.” Such a “big picture” approach, however, normally is insufficient for assessing stewardship and compliance. What is really needed in this latter case is some tool for organizing and presenting data about financial resources that highlights the fact that certain resources have been “segregated for the purposes of carrying on specific activities or attaining certain objectives in accordance with special regulations, restriction, or limitations.” For state and local governments, that tool is fund accounting.*

**What are the Funds used by the Town?**

The Town uses 6 funds which are described in detail in the following pages.

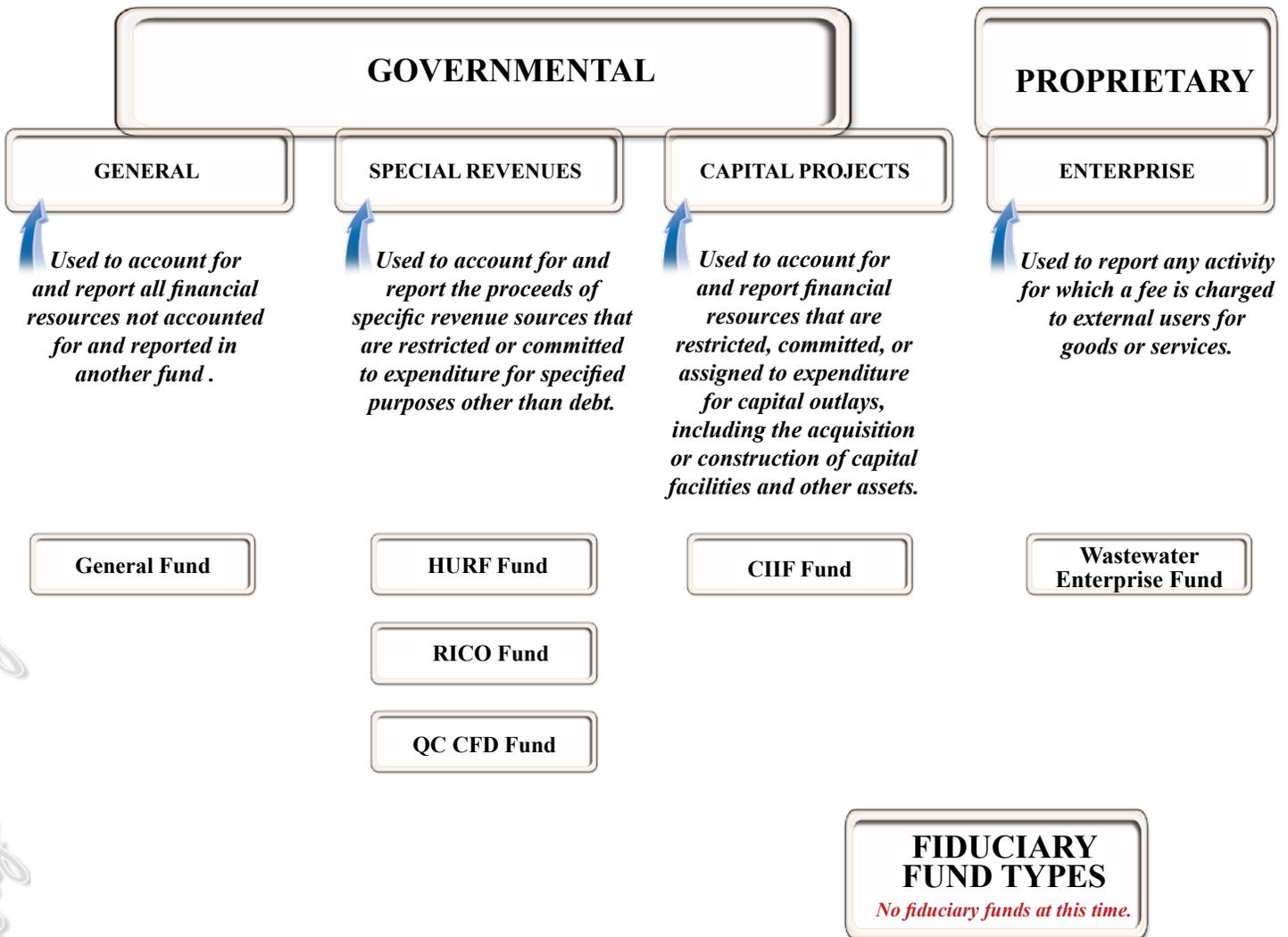
- General Fund
- Highway Urban Revenue Fund
- Racketeering Influenced & Corrupt Organizations Fund
- Quail Creek Community Facilities District
- Capital Infrastructure Improvement Fund
- Wastewater Fund

**What is a balanced budget?**

A fund is considered to be in balance when the following equation is true: SOURCES = USES. Where sources are made up of all money received during the year plus all savings from prior years, and uses are made up of all money spent during the year plus all money to be saved for future years. To discuss this in more practical terms, a fund is in balance when there is more money coming in than going out (or at least as much money coming in as going out). When each fund is in balance, the sum of these funds (the budget taken as a whole) will be in balance.

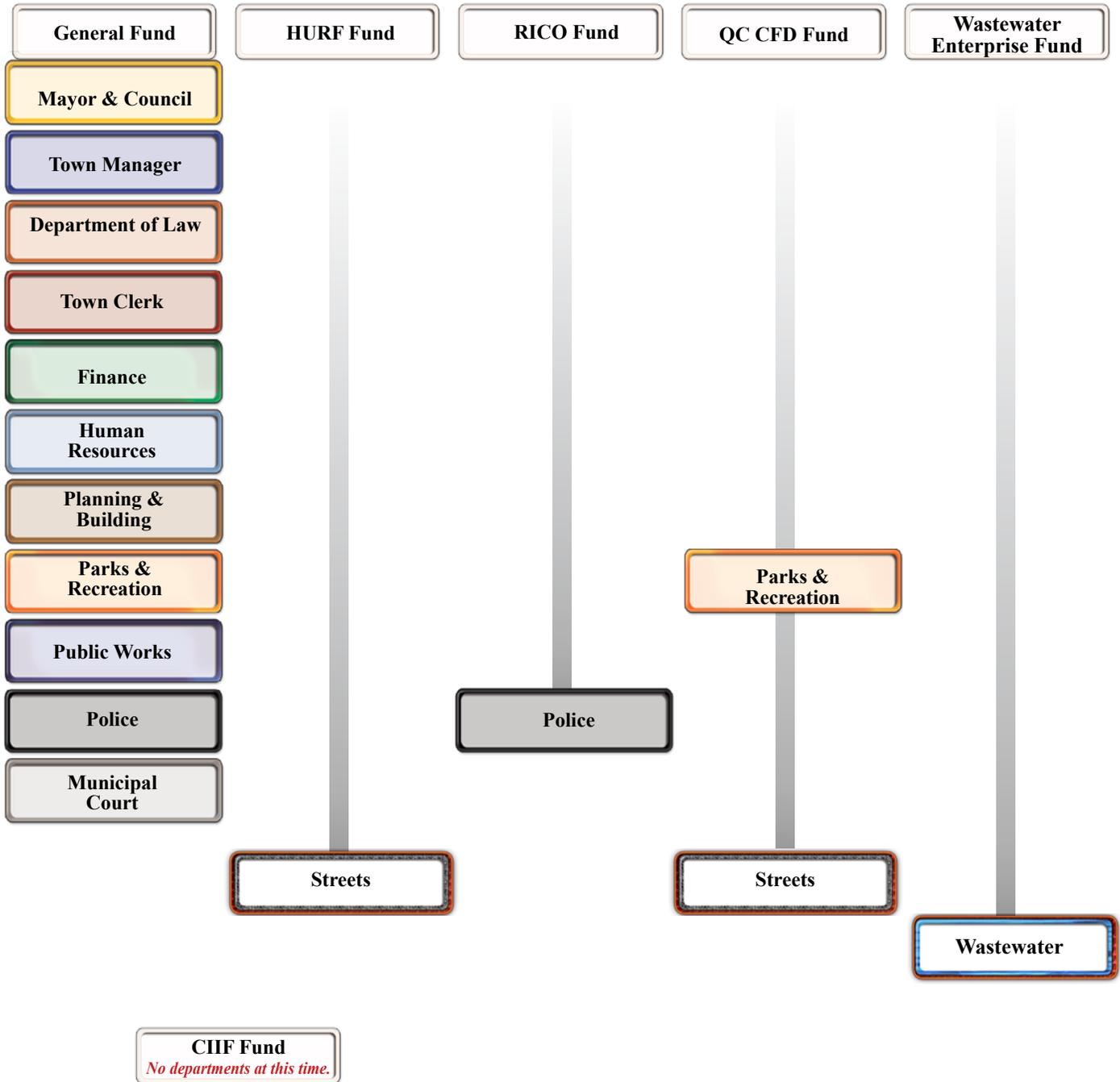
# Funds and Fund Types

## Town of Sahuarita Reporting Entity



*Any budgeted fund that represents 10 percent or more of the total appropriated revenues or expenditures is considered a major fund.*

# Funds and Departments



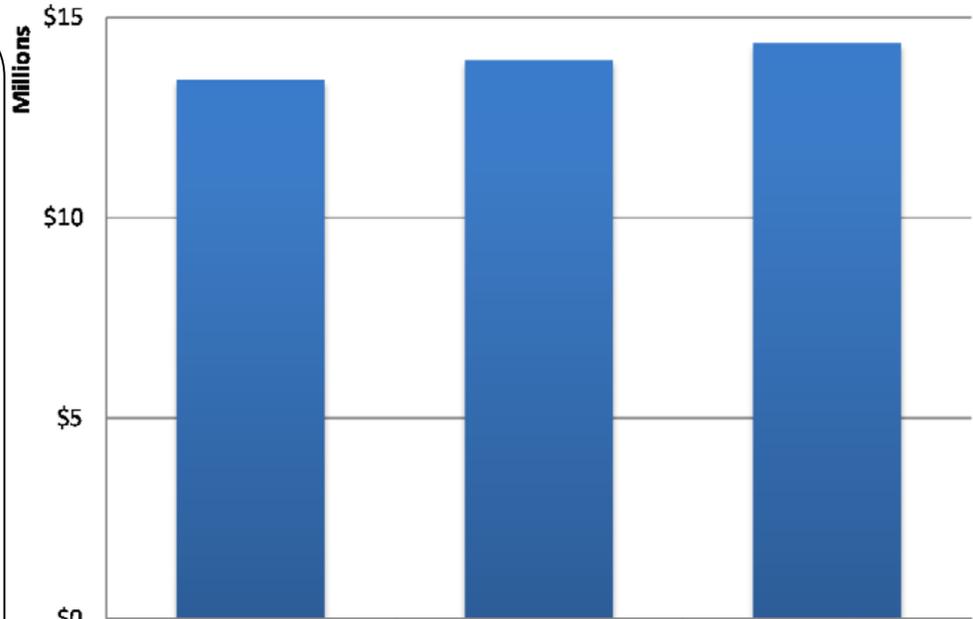
**Purpose:** The **general fund** serves as the chief operating fund of the Town. It is used to account for all financial resources except those required to be accounted for in another fund.

Its ending fund balance is budgeted to be \$425 thousand higher than last year. Both revenues and expenditures are expected to get larger. The general fund revenue will increase most significantly from a larger portion of the State's shared income taxes. This will increase by more than \$400,000 over last year. The expenditures will rise due to increasing costs for employees. The base wages of employees allows for merit pay as well as increased medical insurance and retirement costs.

## General Fund

**Services:**

- Law & order
- Growth & development management
- Parks maintenance & recreation
- Administration & support services



	FY 2011 Actual	FY 2012 Estimated	FY 2013 Budgeted
Ending Fund Balance	\$13,441,382	\$13,929,680	\$14,354,880
Fund surplus/(deficit)	-\$1,781,183	\$488,298	\$425,200

The ending fund balance is projected to be \$14.3 million. Of this amount, \$2.9 million is nonspendable as it is being used by the Wastewater Fund to manage its deficit financial position. The remainder is 93.6% of the projected General Fund's operating expenditures, which is well above the 25% stabilization reserve level required by the Town's financial and budgetary policies. The Town Council commits the stabilization reserve and it also commits fund balance sufficient to offset any deficiency in stabilization reserves for operations in the HURF Fund, the QC CFD and the Wastewater Fund. Separately, the Town Council assigned \$100,000 for the use of the Town Manager to handle unanticipated needs. Finally, the Town Council has adopted a policy framework directing the Town Manager to adopt policies and practices which will increase the unassigned fund balance to \$10 million by FY 2020.

**GENERAL FUND**  
SOURCES AND USES OF FUNDS

	2011	2012			2013	% Chng	% Chng
	Actual Amount	Adopted Budget	Amended Budget	Estimated Actual	Adopted Budget	From Amended	From Estimated
<b>SOURCES</b>							
<b>Revenues:</b>							
Taxes	\$ 4,161,223	\$ 4,373,920	\$ 4,373,920	\$ 4,369,140	\$ 4,496,270	2.8%	2.9%
Licenses & Permits	773,180	720,880	720,880	834,610	766,160	6.3%	-8.2%
Intergovernmental	3,688,362	5,542,310	5,572,310	5,540,850	5,911,220	6.1%	6.7%
Charges for Services	1,080,804	826,470	826,470	941,850	987,380	19.5%	4.8%
Fines and Fees	271,052	267,800	267,800	207,600	270,450	1.0%	30.3%
Investment Income	114,700	132,490	132,490	140,000	161,290	21.7%	15.2%
Miscellaneous	62,774	50,000	131,432	119,150	43,000	-67.3%	-63.9%
<b>Subtotal:</b>	<b>10,152,095</b>	<b>11,913,870</b>	<b>12,025,302</b>	<b>12,153,200</b>	<b>12,635,770</b>	<b>5.1%</b>	<b>4.0%</b>
<b>Other Sources:</b>							
Transfers In	79,751	401,000	401,000	393,480	27,940	-93.0%	-92.9%
Transfers Out	(143,880)	(23,090)	(23,090)	(24,670)	(28,000)	21.3%	13.5%
<b>Subtotal:</b>	<b>(64,129)</b>	<b>377,910</b>	<b>377,910</b>	<b>368,810</b>	<b>(60)</b>	<b>-100.0%</b>	<b>-100.0%</b>
<b>Beginning Fund Balance:</b>							
Nonspendable	69,839	-	-	149,890	2,928,190	-	1853.6%
Restricted	50,000	-	-	101,450	161,770	-	59.5%
Unassigned	15,102,726	14,602,410	14,602,410	13,190,040	10,839,720	-25.8%	-17.8%
<b>Subtotal:</b>	<b>15,222,565</b>	<b>14,602,410</b>	<b>14,602,410</b>	<b>13,441,380</b>	<b>13,929,680</b>	<b>-4.6%</b>	<b>3.6%</b>
<b>TOTAL SOURCES</b>	<b>\$ 25,310,531</b>	<b>\$26,894,190</b>	<b>\$27,005,622</b>	<b>\$25,963,390</b>	<b>\$ 26,565,390</b>	<b>-1.6%</b>	<b>2.3%</b>
<b>USES</b>							
<b>Current Expenditures:</b>							
Mayor & Council	\$ 136,097	\$ 157,390	\$ 157,390	\$ 170,640	\$ 146,990	-6.6%	-13.9%
Town Manager	596,470	554,440	646,872	620,390	620,530	-4.1%	0.0%
Law	437,935	438,030	438,030	481,360	451,820	3.1%	-6.1%
Town Clerk	314,624	249,210	249,210	247,380	335,440	34.6%	35.6%
Finance	943,518	897,380	904,680	890,800	962,400	6.4%	8.0%
Human Resources	174,307	185,570	185,570	182,410	195,450	5.3%	7.1%
Planning & Building	978,941	977,900	977,900	957,870	984,520	0.7%	2.8%
Parks & Recreation	1,180,174	1,307,450	1,327,450	1,302,450	1,341,070	1.0%	3.0%
Public Works	806,851	849,670	935,170	853,480	806,430	-13.8%	-5.5%
Police	5,610,621	5,725,250	5,786,250	5,607,840	5,683,260	-1.8%	1.3%
Municipal Court	482,106	502,750	502,750	494,350	538,980	7.2%	9.0%
Non-Departmental	207,505	338,960	246,160	224,740	143,620	-41.7%	-36.1%
<b>Subtotal:</b>	<b>11,869,149</b>	<b>12,184,000</b>	<b>12,357,432</b>	<b>12,033,710</b>	<b>12,210,510</b>	<b>-1.2%</b>	<b>1.5%</b>
<b>Ending Fund Balance:</b>							
Nonspendable	149,885	3,563,020	3,563,020	2,928,190	2,928,190	-17.8%	0.0%
Restricted	101,450	65,000	65,000	161,770	87,800	35.1%	-45.7%
Committed for Reserves	3,865,030	3,703,420	3,703,420	3,703,420	3,772,040	1.9%	1.9%
Assigned for Contingencies	-	-	-	-	100,000	-	-
Unassigned	9,325,017	7,378,750	7,316,750	7,136,300	7,466,850	2.1%	4.6%
<b>Subtotal:</b>	<b>13,441,382</b>	<b>14,710,190</b>	<b>14,648,190</b>	<b>13,929,680</b>	<b>14,354,880</b>	<b>-2.0%</b>	<b>3.1%</b>
<b>TOTAL USES</b>	<b>\$ 25,310,531</b>	<b>\$26,894,190</b>	<b>\$27,005,622</b>	<b>\$25,963,390</b>	<b>\$ 26,565,390</b>	<b>-1.6%</b>	<b>2.3%</b>

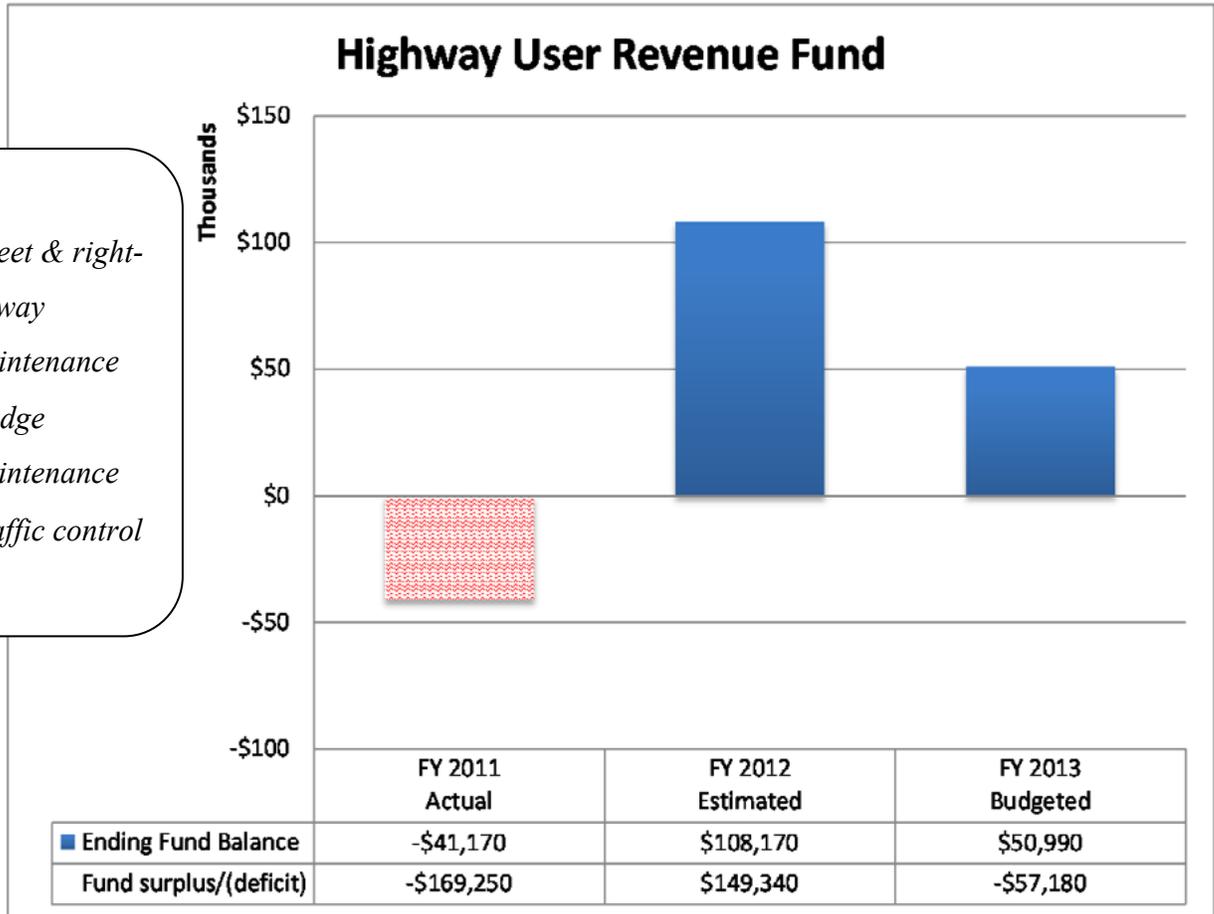
Fund Budgeting

**Purpose:** The **Highway User Revenue Fund (HURF)** is a *Special Revenue Fund* that accounts for the Town's share of the State's motor fuel tax revenues. HURF revenues are restricted for transportation purposes.

Its fund balance is budgeted to decrease by \$57 thousand. This is due to the use of Local Transportation Assistance Funds being spent on a capital project. The funds were accumulated in prior years and must be spent in accordance with the purpose restrictions.

**Services:**

- *Street & right-of-way maintenance*
- *Bridge maintenance*
- *Traffic control*



The ending fund balance is projected to be \$51 thousand. The HURF Fund has benefited from an increase in revenues received from the state in FY 2013. However, in order to maintain the condition of the Town's roadway system, the fund requires the consumption of most of its resources.

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

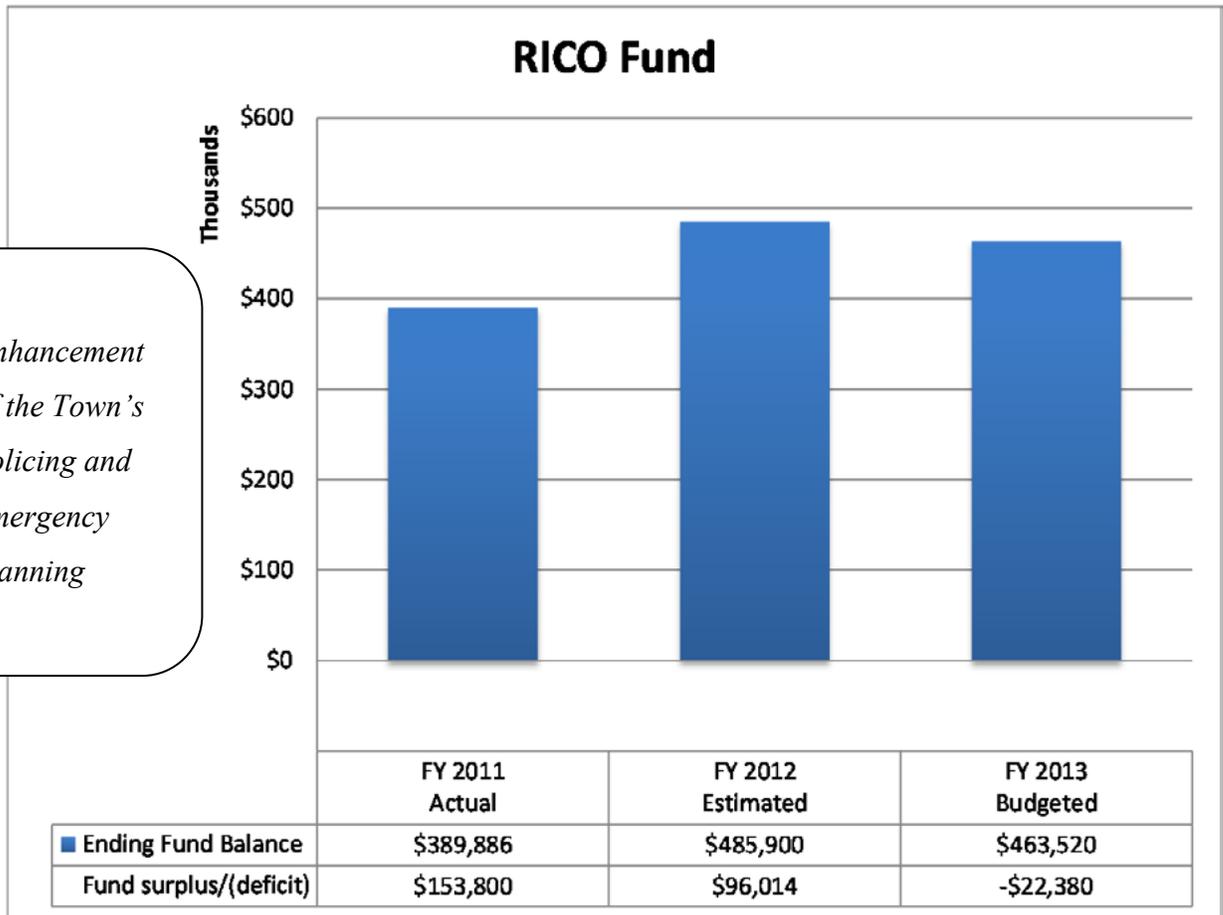
	2011	2012			2013	% Chng	% Chng
	Actual Amount	Adopted Budget	Amended Budget	Estimated Actual	Adopted Budget	From Amended	From Estimated
<b><u>SOURCES</u></b>							
<b>Revenues:</b>							
Intergovernmental	\$ 1,963,800	\$ 8,102,280	\$ 8,102,280	\$ 2,705,440	\$ 13,907,150	71.6%	414.0%
Investment Income	11,940	7,280	7,280	7,610	750	-89.7%	-90.1%
Miscellaneous	100	-	-	10,820	-	-	-100.0%
<b>Subtotal:</b>	<b>1,975,840</b>	<b>8,109,560</b>	<b>8,109,560</b>	<b>2,723,870</b>	<b>13,907,900</b>	<b>71.5%</b>	<b>410.6%</b>
<b>Other Sources:</b>							
Transfers In	258,000	-	-	-	-	-	-
Transfers Out	(897,010)	(6,638,870)	(6,638,870)	(1,248,850)	(12,237,000)	84.3%	879.9%
<b>Subtotal:</b>	<b>(639,010)</b>	<b>(6,638,870)</b>	<b>(6,638,870)</b>	<b>(1,248,850)</b>	<b>(12,237,000)</b>	<b>84.3%</b>	<b>879.9%</b>
<b>Beginning Fund Balance:</b>							
Restricted for LTAF	-	-	-	109,730	111,080	-	1.2%
Restricted for HURF	128,070	(97,210)	(97,210)	(150,900)	(2,910)	-97.0%	-98.1%
<b>Subtotal:</b>	<b>128,070</b>	<b>(97,210)</b>	<b>(97,210)</b>	<b>(41,170)</b>	<b>108,170</b>	<b>-211.3%</b>	<b>-362.7%</b>
<b>TOTAL SOURCES</b>	<b>\$ 1,464,900</b>	<b>\$ 1,373,480</b>	<b>\$ 1,373,480</b>	<b>\$ 1,433,850</b>	<b>\$ 1,779,070</b>	<b>29.5%</b>	<b>24.1%</b>
<b><u>USES</u></b>							
<b>Current Expenditures:</b>							
Streets	\$ 1,506,070	\$ 1,365,430	\$ 1,365,430	\$ 1,325,680	\$ 1,617,000	18.4%	22.0%
LTAF Projects	-	-	-	-	111,080	-	-
<b>Subtotal:</b>	<b>1,506,070</b>	<b>1,365,430</b>	<b>1,365,430</b>	<b>1,325,680</b>	<b>1,728,080</b>	<b>26.6%</b>	<b>30.4%</b>
<b>Ending Fund Balances:</b>							
Restricted for LTAF	109,730	-	-	111,080	-	-	-
Restricted for HURF	(150,900)	8,050	8,050	(2,910)	50,990	-100.0%	-1852.2%
<b>Subtotal:</b>	<b>(41,170)</b>	<b>8,050</b>	<b>8,050</b>	<b>108,170</b>	<b>50,990</b>	<b>533.4%</b>	<b>-52.9%</b>
<b>TOTAL USES</b>	<b>\$ 1,464,900</b>	<b>\$ 1,373,480</b>	<b>\$ 1,373,480</b>	<b>\$ 1,433,850</b>	<b>\$ 1,779,070</b>	<b>29.5%</b>	<b>24.1%</b>

**Purpose** The **Racketeer Influenced and Corrupt Organizations (RICO) Fund** is a *Special Revenue Fund* that accounts for federal, state, and local police seizures and forfeitures received by the Town. RICO revenues are restricted for public safety purposes.

Its fund balance is budgeted to decrease \$22 thousand as a result of a purchase to facilitate a public safety monitoring system for use in public facilities.

**Services:**

- *Enhancement of the Town's policing and emergency planning*



The ending fund balance is projected to be \$464 thousand. There is no significant change expected in the fund balance of the RICO Fund. As the Town identifies appropriate uses of RICO seizure money, it will be used.

# RACKETEER INFLUENCED AND CORRUPT ORGANIZATIONS (RICO)

## SPECIAL REVENUE FUND

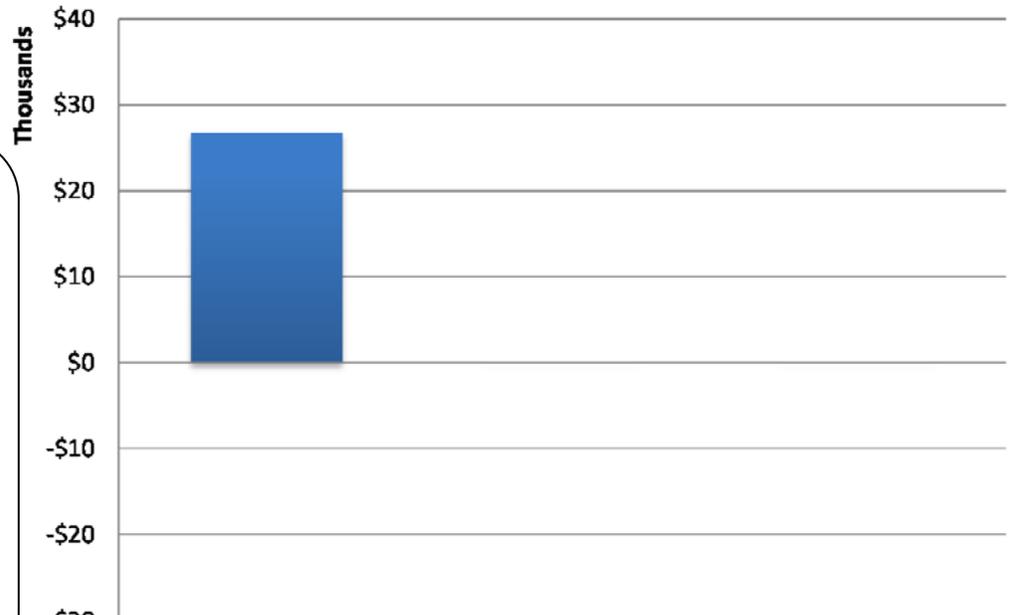
### SOURCES AND USES OF FUNDS

	2011 Actual Amount	2012 Adopted Budget	2012 Amended Budget	Estimated Actual	2013 Adopted Budget	% Chng From Amended	% Chng From Estimated
<b><u>SOURCES</u></b>							
<b>Revenues:</b>							
Intergovernmental	\$ 18,839	\$ 35,000	\$ 35,000	\$ 14,000	\$ 17,500	-50.0%	25.0%
Forfeitures	185,500	50,000	85,747	185,750	109,950	28.2%	-40.8%
Investment Income	3,108	1,790	1,790	5,020	2,650	48.0%	-47.2%
<b>Subtotal:</b>	<b>207,447</b>	<b>86,790</b>	<b>122,537</b>	<b>204,770</b>	<b>130,100</b>	<b>6.2%</b>	<b>-36.5%</b>
<b>Beginning Fund Balance:</b>							
Restricted for RICO	236,086	338,790	338,790	389,880	485,900	43.4%	24.6%
<b>TOTAL SOURCES</b>	<b>\$ 443,533</b>	<b>\$ 425,580</b>	<b>\$ 461,327</b>	<b>\$ 594,650</b>	<b>\$ 616,000</b>	<b>33.5%</b>	<b>3.6%</b>
<b><u>USES</u></b>							
<b>Current Expenditures:</b>							
Police Department	\$ 53,647	\$ 66,000	\$ 101,747	\$ 108,750	\$ 152,480	49.9%	40.2%
<b>Subtotal:</b>	<b>53,647</b>	<b>66,000</b>	<b>101,747</b>	<b>108,750</b>	<b>152,480</b>	<b>49.9%</b>	<b>40.2%</b>
<b>Ending Fund Balances:</b>							
Restricted for RICO	389,886	359,580	359,580	485,900	463,520	28.9%	-4.6%
<b>TOTAL USES</b>	<b>\$ 443,533</b>	<b>\$ 425,580</b>	<b>\$ 461,327</b>	<b>\$ 594,650</b>	<b>\$ 616,000</b>	<b>33.5%</b>	<b>3.6%</b>

**Purpose:** The **Quail Creek Community Facilities District Fund** is a *Special Revenue Fund* that accounts for the District's acquisition, construction, and maintenance of major capital facilities within the District boundaries. District funds are restricted for District purposes only.

Its budgeted fund balance is unchanged from last year. The fund uses all of its revenues and requires approximately \$28 thousand from the General Fund to subsidize its park operations.

### Quail Creek Community Facilities District Fund



**Services:**

- *Street & right-of-way maintenance*
- *Quail Creek Veteran's Municipal Park maintenance*

	FY 2011 Actual	FY 2012 Estimated	FY 2013 Budgeted
Ending Fund Balance	\$26,775	\$0	\$0
Fund surplus/(deficit)	\$30,170	-\$26,775	\$0

The ending fund balance is projected to be zero. There is no significant change expected in the fund balance of the QC CFD Fund. The General Fund will subsidize the QC CFD Fund operations to the extent needed to maintain the desired service levels.

**QUAIL CREEK COMMUNITY FACILITIES DISTRICT (QC CFD)**

**SPECIAL REVENUE FUND**

SOURCES AND USES OF FUNDS

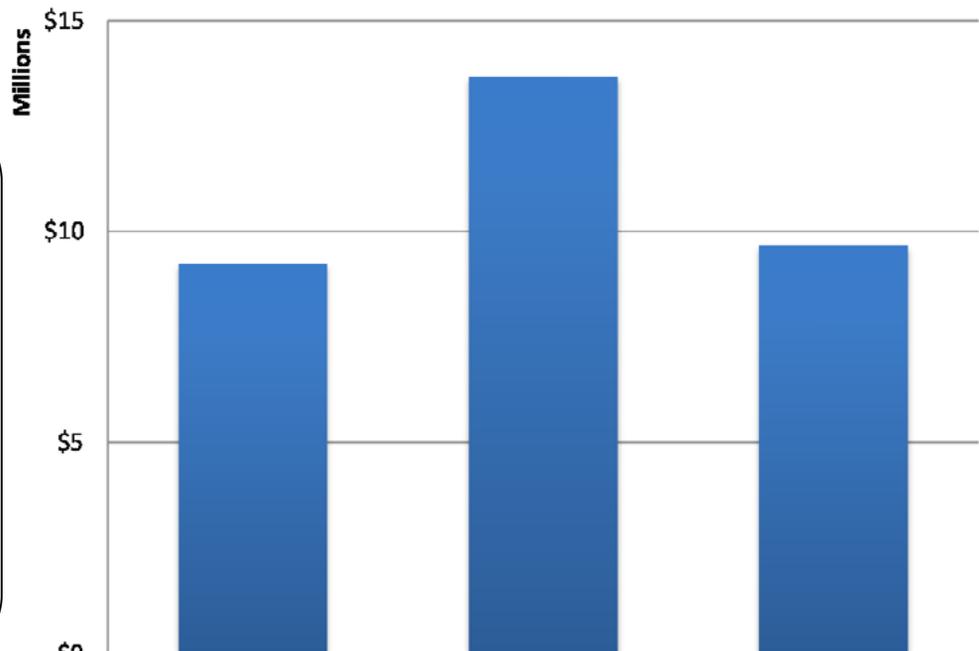
Fund Budgeting

	2011	2012		2013 Adopted Budget	% Change From Amended	% Chng From Estimated	
	Actual Amount	Adopted Budget	Amended Budget				Estimated Actual
<b>SOURCES</b>							
<b>REVENUES:</b>							
Taxes	\$ 290,593	\$ 276,730	\$ 276,730	\$ 287,010	\$ 274,830	-0.7%	-4.2%
Investment	8	(120)	(120)	(60)	(70)	-41.7%	16.7%
Miscellaneous	782,442	757,240	757,240	716,510	756,130	-0.1%	5.5%
<b>Subtotal:</b>	<b>1,073,043</b>	<b>1,033,850</b>	<b>1,033,850</b>	<b>1,003,460</b>	<b>1,030,890</b>	<b>-0.3%</b>	<b>2.7%</b>
<b>OTHER SOURCES:</b>							
Transfer In	1,935	23,090	23,090	24,670	28,000	21.3%	13.5%
<b>Subtotal:</b>	<b>1,935</b>	<b>23,090</b>	<b>23,090</b>	<b>24,670</b>	<b>28,000</b>	<b>21.3%</b>	<b>13.5%</b>
<b>BEGINNING FUND BALANCE:</b>							
Restricted for Debt Service	-	-	-	30,450	-	-	-100.0%
Unassigned (deficit)	(3,392)	-	-	(3,670)	-	-	-100.0%
<b>Subtotal:</b>	<b>(3,392)</b>	<b>-</b>	<b>-</b>	<b>26,780</b>	<b>-</b>	<b>-</b>	<b>-100.0%</b>
<b>TOTAL SOURCES</b>	<b>\$ 1,071,586</b>	<b>\$ 1,056,940</b>	<b>\$ 1,056,940</b>	<b>\$ 1,054,910</b>	<b>\$ 1,058,890</b>	<b>0.2%</b>	<b>0.4%</b>
<b>USES</b>							
<b>CURRENT EXPENDITURES:</b>							
Streets	\$ 14,297	\$ 17,570	\$ 17,570	\$ 16,710	\$ 17,730	0.9%	6.1%
Park & Recreation	20,687	27,260	27,260	26,090	32,000	17.4%	22.7%
<b>Subtotal:</b>	<b>34,984</b>	<b>44,830</b>	<b>44,830</b>	<b>42,800</b>	<b>49,730</b>	<b>10.9%</b>	<b>16.2%</b>
<b>DEBT SERVICE:</b>							
Principal	350,000	370,000	370,000	370,000	385,000	4.1%	4.1%
Interest	654,577	637,610	637,610	637,610	619,660	-2.8%	-2.8%
Other	5,250	4,500	4,500	4,500	4,500	0.0%	0.0%
<b>Subtotal:</b>	<b>1,009,827</b>	<b>1,012,110</b>	<b>1,012,110</b>	<b>1,012,110</b>	<b>1,009,160</b>	<b>-0.3%</b>	<b>-0.3%</b>
<b>Subtotals Combined:</b>	<b>1,044,811</b>	<b>1,056,940</b>	<b>1,056,940</b>	<b>1,054,910</b>	<b>1,058,890</b>	<b>0.2%</b>	<b>0.4%</b>
<b>ENDING FUND BALANCE:</b>							
Restricted for Debt Service	30,446	-	-	-	-	-	-
Unassigned (deficit)	(3,671)	-	-	-	-	-	-
<b>Subtotal:</b>	<b>26,775</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL USES</b>	<b>\$ 1,071,586</b>	<b>\$ 1,056,940</b>	<b>\$ 1,056,940</b>	<b>\$ 1,054,910</b>	<b>\$ 1,058,890</b>	<b>0.2%</b>	<b>0.4%</b>

**Purpose:** The **Capital Infrastructure Improvement Fund (CIIF)** is a Capital Projects Fund that accounts for the acquisition, construction, and maintenance of major capital facilities (other than those financed by the Quail Creek Community Facilities District and the Wastewater Enterprise Fund).

Its ending fund balance is budgeted to decrease \$4.0 million from last year. The decrease is primarily due to the unreimbursed costs associated with the Town’s matching requirements for several major projects (see **Capital Improvement Plan** for more information). These projects will use \$3 million from local funding sources plus another \$1 million for direct and indirect project administration.

### Capital Infrastructure Improvement Fund



**Services:**

- Construct and acquire infrastructure and other capital assets
- Project management
- Debt payment

	FY 2011 Actual	FY 2012 Estimated	FY 2013 Budgeted
Ending Fund Balance	\$9,241,618	\$13,683,420	\$9,674,920
Fund surplus/(deficit)	-\$4,609,961	\$4,441,802	-\$4,008,500

The ending fund balance is projected to be \$9.7 million. The ending fund balance accounts for \$4.2 million which is nonspendable as it is being used by the Wastewater Fund to manage its deficit financial position. In addition the Town Council has assigned \$5.5 million of ending fund balance for the Town's portion of construction costs and future capital construction projects. This amount is more than sufficient to meet its 20% stabilization reserve level required by the Town's financial and budgetary policies.

## CAPITAL INFRASTRUCTURE IMPROVEMENT FUND (CIIF)

### CAPITAL PROJECTS FUND

#### SOURCES AND USES OF FUNDS

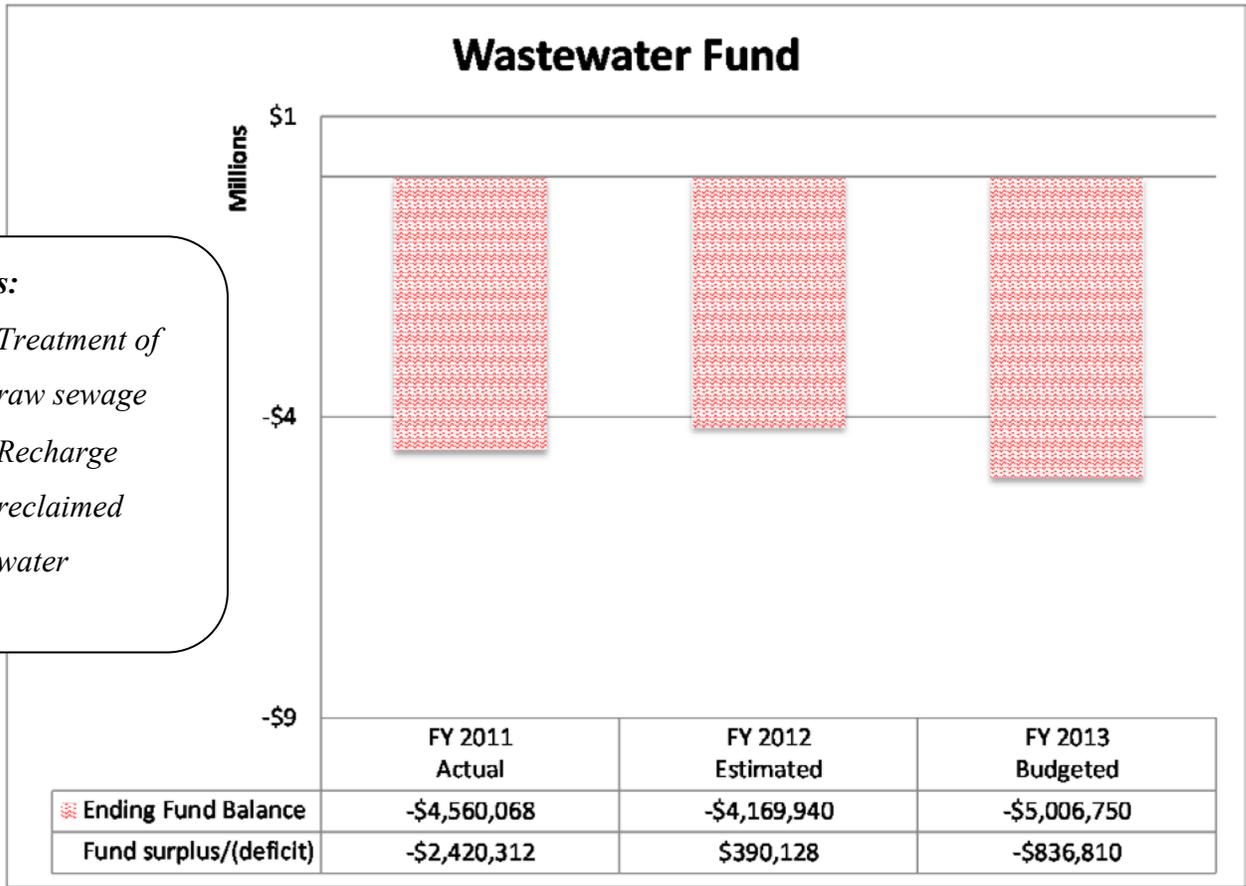
	2011	2012			2013	% Chng	% Chng
	Actual Amount	Adopted Budget	Amended Budget	Estimated Actual	Adopted Budget	From Amended	From Estimated
<b><u>SOURCES</u></b>							
<b>Revenues:</b>							
Taxes	\$ 2,603,831	\$ 1,698,820	\$ 1,698,820	\$ 2,011,660	\$ 1,801,950	6.1%	-10.4%
Licenses and Permits	27,939	-	-	1,200	-	-	-100.0%
Intergovernmental	1,466,538	13,650,000	13,650,000	7,880,890	13,961,740	2.3%	77.2%
Investment Income	102,876	110,350	110,350	110,350	133,360	20.9%	20.9%
Miscellaneous	6,843	-	-	-	3,243,000	-	-
<b>Subtotal:</b>	<b>4,208,027</b>	<b>15,459,170</b>	<b>15,459,170</b>	<b>10,004,100</b>	<b>19,140,050</b>	<b>23.8%</b>	<b>91.3%</b>
<b>Other Sources:</b>							
Transfers In	897,008	6,638,870	6,638,870	1,248,850	12,237,000	84.3%	879.9%
Trasfers Out	(337,751)	(401,000)	(401,000)	(393,480)	(27,940)	-93.0%	-92.9%
<b>Subtotal:</b>	<b>559,257</b>	<b>6,237,870</b>	<b>6,237,870</b>	<b>855,370</b>	<b>12,209,060</b>	<b>95.7%</b>	<b>1327.3%</b>
<b>Beginning Fund Balance:</b>							
Nonspendable		5,851,280	5,851,280	5,851,280	2,928,190	-50.0%	-50.0%
Assigned for Town Center	-	-	-	-	400,000	-	-
Assigned for Capital Projects	13,851,579	8,187,630	8,187,630	3,390,340	10,355,230	26.5%	205.4%
<b>Subtotal:</b>	<b>13,851,579</b>	<b>14,038,910</b>	<b>14,038,910</b>	<b>9,241,620</b>	<b>13,683,420</b>	<b>-2.5%</b>	<b>48.1%</b>
<b>TOTAL SOURCES</b>	<b>\$ 18,618,863</b>	<b>\$ 35,735,950</b>	<b>\$ 35,735,950</b>	<b>\$ 20,101,090</b>	<b>\$ 45,032,530</b>	<b>26.0%</b>	<b>124.0%</b>
<b><u>USES</u></b>							
<b>Debt Service:</b>							
Principal	\$ 875,000	\$ 905,000	\$ 905,000	\$ 905,000	\$ 935,000	3.3%	3.3%
Interest	924,313	891,760	891,760	891,760	858,070	-3.8%	-3.8%
Other	819	5,000	5,000	5,000	5,000	0.0%	0.0%
<b>Subtotal:</b>	<b>1,800,132</b>	<b>1,801,760</b>	<b>1,801,760</b>	<b>1,801,760</b>	<b>1,798,070</b>	<b>-0.2%</b>	<b>-0.2%</b>
<b>Capital Outlay:</b>							
General Government	1,913	524,580	524,580	507,670	659,540	-	-
Public Safety	-	-	-	-	273,000	0.0%	0.0%
Highways and Streets	7,456,745	25,293,490	25,593,490	4,108,240	32,369,500	26.5%	687.9%
Culture and Recreation	118,455	-	-	-	257,500	-	-
<b>Subtotal:</b>	<b>7,577,113</b>	<b>25,818,070</b>	<b>26,118,070</b>	<b>4,615,910</b>	<b>33,559,540</b>	<b>28.5%</b>	<b>627.0%</b>
<b>Subtotals Combined:</b>	<b>9,377,245</b>	<b>27,619,830</b>	<b>27,919,830</b>	<b>6,417,670</b>	<b>35,357,610</b>	<b>26.6%</b>	<b>450.9%</b>
<b>Ending Fund Balance:</b>							
Nonspendable		3,563,020	3,563,020	2,928,190	4,186,610	17.5%	43.0%
Committed for Reserves	-	2,492,680	2,492,680	2,492,680	-	-100.0%	-100.0%
Assigned for Town Center	-	-	-	400,000	400,000	-	0.0%
Assigned for Capital Projects	9,241,618	2,060,420	1,760,420	7,862,550	5,088,310	189.0%	-35.3%
<b>Subtotal:</b>	<b>9,241,618</b>	<b>8,116,120</b>	<b>7,816,120</b>	<b>13,683,420</b>	<b>9,674,920</b>	<b>23.8%</b>	<b>-29.3%</b>
<b>TOTAL USES</b>	<b>\$ 18,618,863</b>	<b>\$ 35,735,950</b>	<b>\$ 35,735,950</b>	<b>\$ 20,101,090</b>	<b>\$ 45,032,530</b>	<b>26.0%</b>	<b>124.0%</b>

**Purpose:** The **Wastewater Fund** is an *Enterprise Fund* used to account for sewer service operations and capital acquisition, similar to the operation of a commercial enterprise.

Its budgeted ending balance is decreasing by \$837 thousand. This is due to the ongoing imbalance between the cash requirements of the fund and the revenues of the fund. The imbalance in the fund has come from required capital investment in system assets. The connection fees are decreasing in FY 2013 due to a contractual obligation requiring the fees to match those of Pima County.

**Services:**

- Treatment of raw sewage
- Recharge reclaimed water



The ending fund balance is projected to be -\$5 million. The longer term outlook for the fund is addressed in the **5 Year Plan** section of the Budget. In future years, it is expected that the deficit will be repaid with interest. The existing deficit is funded by the CIIF and the General Fund.

**WASTEWATER ENTERPRISE FUND**  
SOURCES AND USES OF FUNDS

	2011	2012		2013	% Chng From Amended	% Chng From Estimated
	Actual Amount	Adopted Budget	Amended Budget			
<b><u>SOURCES</u></b>						
<b>Operating Revenues:</b>						
User Charges	\$ 2,128,531	\$ 2,386,990	\$ 2,386,990	\$ 2,342,940	\$ 2,685,120	12.5% 14.6%
Other - Recharge Credits	-	36,530	36,530	36,520	40,540	11.0% 11.0%
<b>Subtotal:</b>	<b>2,128,531</b>	<b>2,423,520</b>	<b>2,423,520</b>	<b>2,379,460</b>	<b>2,725,660</b>	<b>12.5% 14.5%</b>
<b>Non-Operating Revenues:</b>						
Investment Income (Loss)	(21,574)	(49,880)	(49,880)	(45,000)	(53,050)	6.4% 100.0%
Sewer Connection Fees	508,501	713,660	713,660	1,677,590	305,490	-57.2% -81.8%
Miscellaneous	442	-	-	-	-	- -
<b>Subtotal:</b>	<b>487,369</b>	<b>663,780</b>	<b>663,780</b>	<b>1,632,590</b>	<b>252,440</b>	<b>-62.0% -84.5%</b>
<b>Other Sources:</b>						
Transfer in	141,945	-	-	-	-	- -
Proceeds of Long-Term Debt	409,329	904,760	904,760	519,450	501,930	-44.5% -3.4%
<b>Subtotal:</b>	<b>551,274</b>	<b>904,760</b>	<b>904,760</b>	<b>519,450</b>	<b>501,930</b>	<b>-44.5% -3.4%</b>
<b>Beginning Fund Balance:</b>						
Restricted for Debt Service	843,219	1,264,830	1,264,830	1,264,830	1,686,440	33.3% 33.3%
Unassigned (deficit)	(2,982,975)	(5,851,280)	(5,851,280)	(5,824,900)	(5,856,380)	0.1% 0.5%
<b>Subtotal:</b>	<b>(2,139,756)</b>	<b>(4,586,450)</b>	<b>(4,586,450)</b>	<b>(4,560,070)</b>	<b>(4,169,940)</b>	<b>-9.1% -8.6%</b>
<b>TOTAL SOURCES</b>	<b>\$ 1,027,418</b>	<b>\$ (594,390)</b>	<b>\$ (594,390)</b>	<b>\$ (28,570)</b>	<b>\$ (689,910)</b>	<b>16.1% 2314.8%</b>
<b><u>USES</u></b>						
<b>Current Expenditures:</b>						
Wastewater Utility Department	1,164,986	\$ 1,190,720	\$ 1,190,720	\$ 1,169,640	\$ 1,263,810	-1.8% 8.1%
Structured Settlement	666,000	-	-	-	-	- -
<b>Subtotal:</b>	<b>1,830,986</b>	<b>1,190,720</b>	<b>1,190,720</b>	<b>1,169,640</b>	<b>1,263,810</b>	<b>6.1% 8.1%</b>
<b>Debt Service:</b>						
Principal	1,215,031	1,300,910	1,300,910	1,300,910	1,349,350	3.7% 3.7%
Interest	1,112,619	1,132,490	1,132,490	1,082,500	1,049,880	-7.3% -3.0%
<b>Subtotal:</b>	<b>2,327,650</b>	<b>2,433,400</b>	<b>2,433,400</b>	<b>2,383,410</b>	<b>2,399,230</b>	<b>-1.4% 0.7%</b>
<b>Capital Outlay:</b>						
Sewer Conveyance System	1,428,850	1,211,820	1,211,820	588,320	653,800	-46.0% 11.1%
<b>Subtotal:</b>	<b>1,428,850</b>	<b>1,211,820</b>	<b>1,211,820</b>	<b>588,320</b>	<b>653,800</b>	<b>-46.0% 11.1%</b>
<b>Subtotals combined:</b>	<b>5,587,486</b>	<b>4,835,940</b>	<b>4,835,940</b>	<b>4,141,370</b>	<b>4,316,840</b>	<b>-10.7% 4.2%</b>
<b>Ending Fund Balance:</b>						
Restricted for Debt Service	1,264,829	1,686,440	1,686,440	1,686,440	2,108,050	25.0% 25.0%
Unassigned (deficit)	(5,824,897)	(7,116,770)	(7,116,770)	(5,856,380)	(7,114,800)	-100.0% 21.5%
<b>Subtotal:</b>	<b>(4,560,068)</b>	<b>(5,430,330)</b>	<b>(5,430,330)</b>	<b>(4,169,940)</b>	<b>(5,006,750)</b>	<b>-7.8% 20.1%</b>
<b>TOTAL USES</b>	<b>\$ 1,027,418</b>	<b>\$ (594,390)</b>	<b>\$ (594,390)</b>	<b>\$ (28,570)</b>	<b>\$ (689,910)</b>	<b>16.1% 2314.8%</b>

Fund Budgeting

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# DEPARTMENT *Summaries*

## Direct Costs, Indirect Costs, and \$ spent/citizen for Fiscal Years 2011, 2012, and 2013



This department does not collect revenues. Therefore, department costs are entirely funded by the general revenues of the Town.

**FULL COST:** The full cost of a department is its direct cost plus its indirect cost (overhead charge).

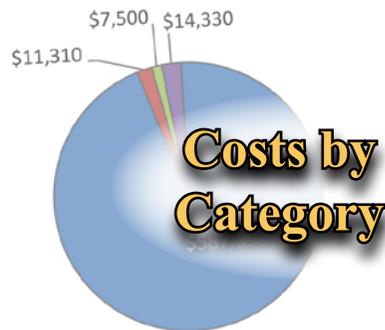
TOWN MANAGER AS % OF GENERAL FUND **5%**

### Direct Cost

Town Manager Department budget  
 Direct Cost  
 Increase or Decrease

Personnel Expenditures 48,610  
 (81,430)

### Costs by Category



The Town Manager Department is primarily a central service department and \$542K of its costs are associated with services provided to other departments. The remaining \$84K are not allocated.

### Town Manager FTE and Town-wide FTE



### Department Contact Information

@ FAX 520.822.8891  
[ci.sahuarita.az.us/index.php/town-departments/town-manager](http://ci.sahuarita.az.us/index.php/town-departments/town-manager)

## Key for Department Summary Information

# Mayor & Council

Set public policy and provide staff with direction to meet community needs

## Dept. Breakdown

### FY 2013 EXPENDITURES

#### Mayor, Vice Mayor, & Council Members (7.0 Positions, \$146,990):

The Council establishes goals and objectives, adopts public policies, and approves the annual budget to meet the community's needs. All powers of the Council are exercised by ordinance, resolution, order, or motion.

Department.....	\$146,990
General Fund .....	\$12,210,510

*The Town Council is comprised of seven elected officials. Council Members serve overlapping four-year terms with elections held in the spring of odd-numbered years, with a Mayor and Vice Mayor selected by the Council after each election. As the Town's governing body, the Council establishes goals and objectives, adopts public policies, and approves the annual budget to meet the community's needs. All powers of the Council are exercised by ordinance, resolution, order, or motion.*



Bill Bracco, Melissa Smith, Josh Matthews, Duane Blumberg, Gil Lusk, Kara Egbert, and Lynne Skelton.

#### **Mayor Duane Blumberg**

Blumberg came to Sahuarita in 2005; he was elected to Town Council in 2009 and was elected Mayor in 2011.

#### **Vice-Mayor Lynne Skelton**

Skelton was first elected to Town Council in 1999. She served as Mayor from 2007 until 2011.

#### **Kara Egbert**

Egbert was elected to Town Council in 2009. Egbert has lived in Sahuarita since 2005.

#### **Bill Bracco**

Bracco was elected to Town Council in 2011, he has lived in Sahuarita since 2005.

#### **Melissa Smith**

Smith was elected to Town Council in 2011 and has lived in the area since 1999.

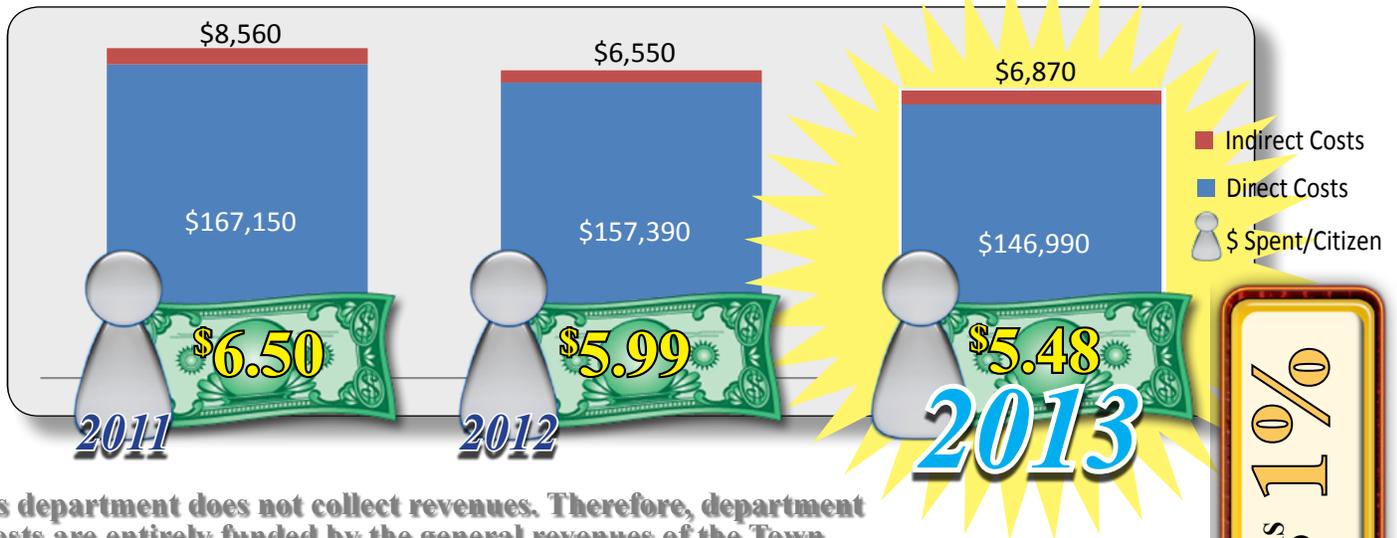
#### **Gil Lusk**

Lusk was appointed to Town Council in 2012.

#### **Josh Matthews**

Matthews was appointed to Town Council in 2012.

# Department Budget for Years: 2011-2013



This department does not collect revenues. Therefore, department costs are entirely funded by the general revenues of the Town.

**FULL COST:** The full cost of a department is its direct cost plus its indirect cost (overhead charge).

## Direct Cost

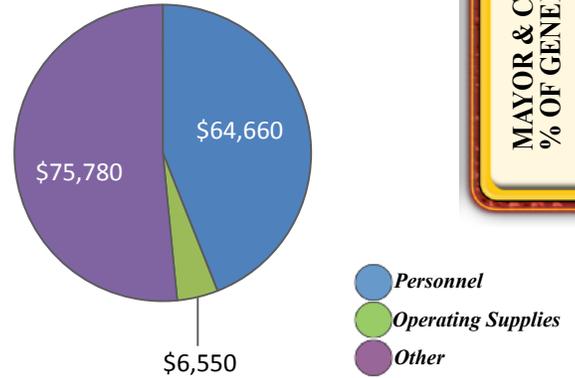
Mayor & Council Department budget direct cost has decreased by

**6.6%**

**Increases:**  
no significant increases

**Decreases:**  
Travel & training  
-\$9,000

## Costs by Category



MAYOR & COUNCIL AS  
% OF GENERAL FUND **1%**

The Mayor & Council's department is a central service department and \$147K of its costs are associated with services provided to other departments.

The Mayor & Council's department budget has 7 elected officials, but no FTE. This is the same as last year.

## Mayor & Council Goals



See pg 8.



## Contact Town Council

Mayor Duane Blumberg  
520-344-7146  
dblumberg@ci.sahuarita.az.us

Vice Mayor Lynne Skelton  
520-344-7140  
lskelton@ci.sahuarita.az.us

Council Member Melissa Smith  
520-344-7143  
msmith@ci.sahuarita.az.us

Council Member Bill Bracco  
520-344-7141  
bbracco@ci.sahuarita.az.us

Council Member Gil Lusk  
520-344-7142  
glusk@ci.sahuarita.az.us

Council Member Kara Egbert  
520-344-7145  
kegbert@ci.sahuarita.az.us

Council Member Josh Matthews  
520-344-7144  
jmatthews@ci.sahuarita.az.us

# Town Manager

## Dept. Breakdown

**FY 2013 EXPENDITURES**  
 Department..... \$620,530  
 General Fund ..... \$12,210,510

*Direct and coordinate staff to implement Town Council policies and programs with the highest level of professionalism and customer service.*

**Administration (3.3 FTE, \$369,410):**

The Town Manager provides the professional leadership necessary to implement and administer the programs and policies established by the Mayor and Council. The manager informs and advises the Council on matters of concern to the Town. The Manager studies, evaluates, and proposes alternative solutions for Council consideration, prepares and implements the annual financial plan, and coordinates the activities of all departments under his authority with the goal of providing high levels of comprehensive and effective services to the residents

*Attract and retain a diversity of firms that create and sustain high wage jobs, generating wealth and revenues for the community.*

**Economic Development and Communications (3.0 FTE, \$251,120):**

The purpose of economic development is to attract and retain appropriate commercial and industrial development businesses, offering residents high-paying employment opportunities. Cultivating relationships with company representatives, landowners, real estate brokers, governmental agencies is critical to economic prosperity.

*Enhance communication, interaction, and participation among Town Council, residents, community leaders, staff and other stakeholders.*

Communications ensures that citizens, businesses and other key stakeholders have opportunities to learn about and participate in Sahuarita Town governance through education, outreach, and special events. Communications works closely with the Sahuarita Mayor and Council, the Town Manager, Economic Development, staff members, neighborhoods, residents, and community stakeholders to promote dialogue, interaction, and information sharing, leading to a more informed and vibrant community.

## Town Manager, Economic Development and Communications Goals

**Goal #1** - Implement directives and goals of Mayor and Council to include, but not limited to:

-  • Continuous quality improvement in the delivery of Town services
-  • Undertake a comprehensive review of codes related to business
-  • Create a sense of place in Sahuarita
-  • Identify the Town's role in the development of the Town Center
- Determine the Town's role regarding future water needs

**Goal#2** - Ensure the alignment and development of strategic plans and initiatives in conjunction with Mayor and Council priorities while providing organizational leadership and management.

**Goal#3** - Provide effective and efficient operations Town wide ensuring continued quality services with each and every customer contact.

**Goal#4** - Allocate and manage resources in line with Mayor and Council directives.

**Goal#5** - Increase revenues and the opportunity to achieve key goals and objectives through evaluation of partnership opportunities and grant funding.

**Goal#6** - Identify specific parcels of vacant land that are suitable for employment centers and work with landowners to initiate any up zoning required to achieve economic development priorities.

**Goal#7** - Develop strategic plans for annexation of specific property that will enhance economic vitality.

**Goal #8** - Collaborate with brokers and market to retailers to ensure maximum occupancy of all retail space in Sahuarita while also recruiting additional sales tax generators.

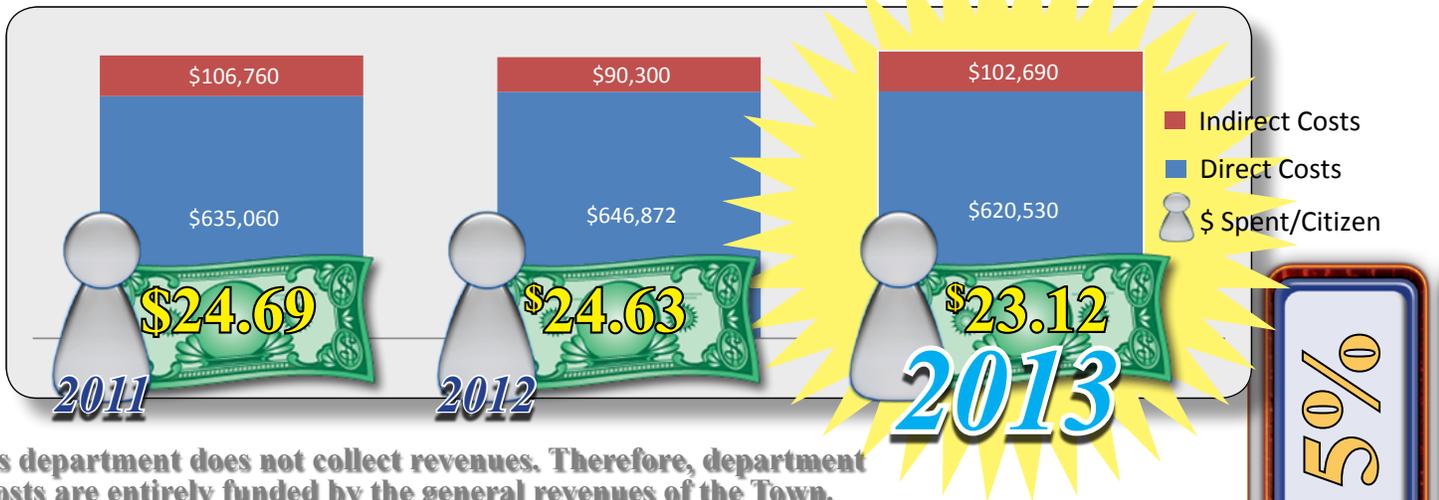
**Goal#9** - Upgrade the Town's economic development web section to optimize use for site selectors and brokers presenting Sahuarita as a location of choice.

**Goal#10** - Expand social media and other electronic communications to engage and broaden the base of residents and businesses with information about Town activities and services while maintaining and increasing opportunities for in person meetings and presentations to neighborhood groups, HOAs, POAs, clubs and associations.

**Goal#11** - Enhance and technologically update the Town's website with interactive capabilities to further engage residents and businesses in Town activities and services.

**Goal#12** - Through frequent training of department web coordinators, ensure that each Town dept. is professionally represented on the Town's website in conjunction with agreed Town image and branding requirements.

# Department Budget for Years: 2011-2013



This department does not collect revenues. Therefore, department costs are entirely funded by the general revenues of the Town.

**FULL COST:** The full cost of a department is its direct cost plus its indirect cost (overhead charge).

TOWN MANAGER AS% OF GENERAL FUND 5%

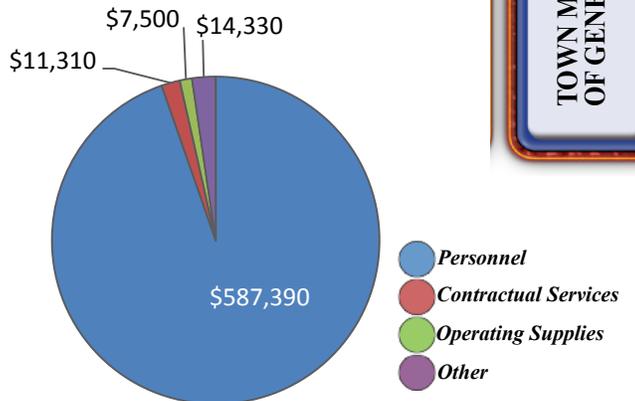
## Direct Cost

Town Manager Department budget direct cost has decreased by

**4.1%**

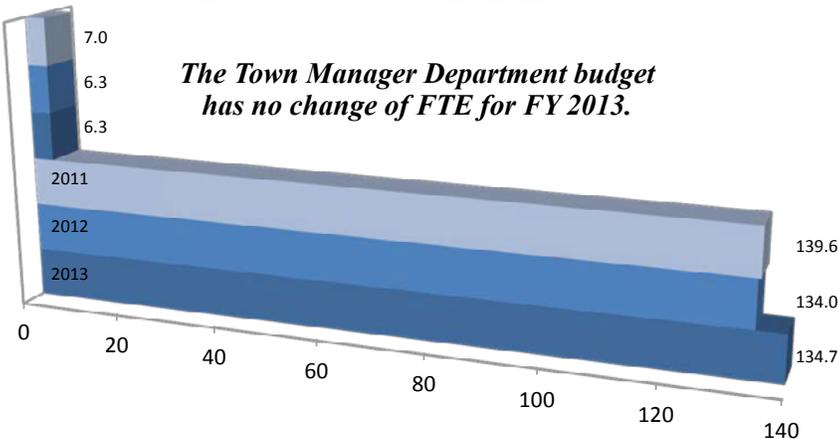
<b>Increases:</b>	<b>Decreases:</b>
Personnel Expenditures \$48,610	Entrepreneurial study -\$81,430

## Costs by Category



The Town Manager Department is primarily a central service department and \$542K of its costs are associated with services provided to other departments. The remaining \$79K are not allocated.

## Town Manager FTE and Town-wide FTE



The Town Manager Department budget has no change of FTE for FY 2013.

## Contact Department



520.822.8800  
FAX 520.822.8891  
[ci.sahuarita.az.us/index.php/town-departments/town-manager](http://ci.sahuarita.az.us/index.php/town-departments/town-manager)

James R. Stahle  
Town Manager  
[jstahle@ci.sahuarita.az.us](mailto:jstahle@ci.sahuarita.az.us)

# Department of Law

## Dept. Breakdown

*Protect the Town, its resources, and its residents in civil and criminal matters.*

FY 2013 EXPENDITURES	
Department.....	\$451,820
General Fund .....	\$12,210,510

**Civil Division (2.0 FTE, \$273,730):**

The Civil Division of the Department of Law provides legal advice to the Town Council, Town Manager, and other Town Departments, in order to assure compliance with state and federal laws. This includes compliance with the Arizona open meeting laws, disclosure of public records laws, and many other laws that are peculiar to municipalities. The Civil Division also negotiates and prepares contracts for the Town, coordinates the acquisition of land for public uses, works with the Town Clerk to assure compliance with all election laws and regulations, and performs other legal tasks as required. The Town Attorney is required by state law to read, approve and sign all contracts, intergovernmental agreements, resolutions, and ordinances prior to their submission to the Town Council, in order to assure that the document is in compliance with state law, and within the authority of the Town.

**Criminal Division (2.0 FTE, \$178,090):**

The Criminal Division of the Department of Law is responsible for the prosecution of misdemeanor crimes that occur within the Town’s boundaries. It represents the State in all such cases, and in so doing safeguards the constitutional rights of defendants and the rights of victims and their families. Its mission is to ensure that justice is served and that a fair, thoughtful and appropriate resolution is achieved in all matters.

### Department of Law Goals

**Goal #1-** Improve training of Town Attorney to act as backup Town Prosecutor during absence of the regular Town Prosecutor.

**Goal#2-** Train Town Prosecutor to act as backup Town Attorney during absence of the Town Attorney.

**Goal #3-** Train Criminal Division Legal Assistant to assist the Civil Division, providing backup services to this division when needed.

**Goal#4-** Update Department website to add more helpful links and resources to the public.

**Goal #5-** Review old civil and criminal files for records retention and destruction as scheduled.

**Goal#6-** Obtain access to the Arizona Criminal Justice Information System (ACJIS).

**Goal#7-** Increase community involvement and develop a community prosecution program.

**Goal#8-** Minimize referral to outside counsel without compromising the expertise that may be necessary in certain legal matters.

**Goal#9-** Work with risk management and department heads to continue the Town’s history of very low loss from liability and risk.

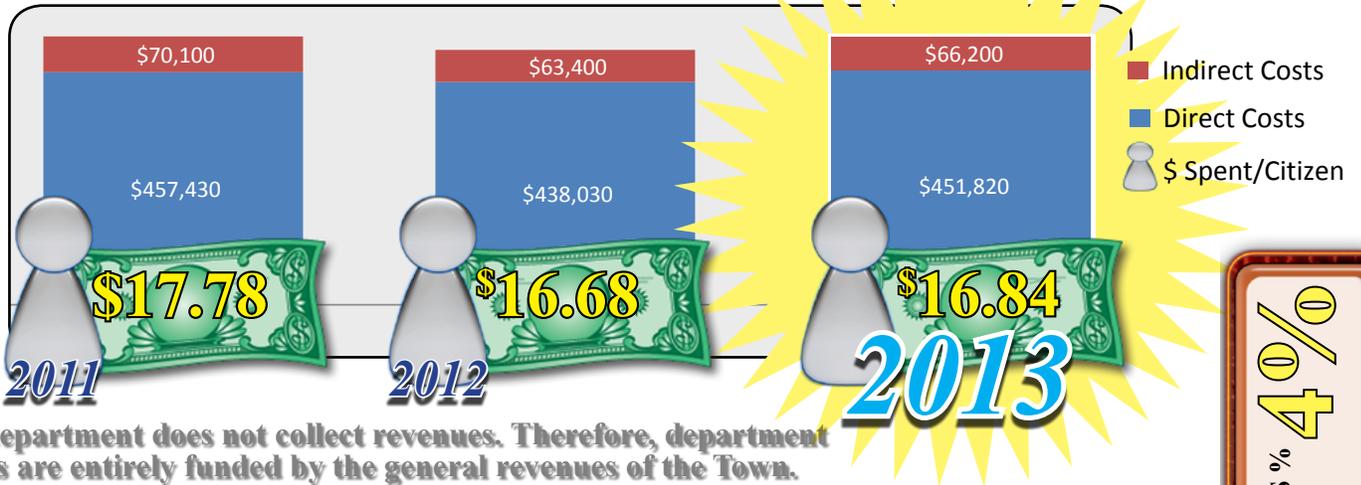
**Goal#10-** Provide prompt, accurate and efficient legal advice to Town government.

**Goal#11-** Promote fair, impartial, and expeditious pursuit of justice.

**Goal#12-** Ensure safe communities.



# Department Budget for Years: 2011-2013



This department does not collect revenues. Therefore, department costs are entirely funded by the general revenues of the Town.

**FULL COST:** The full cost of a department is its direct cost plus its indirect cost (overhead charge).

DEPARTMENT OF LAW AS % OF GENERAL FUND **4%**

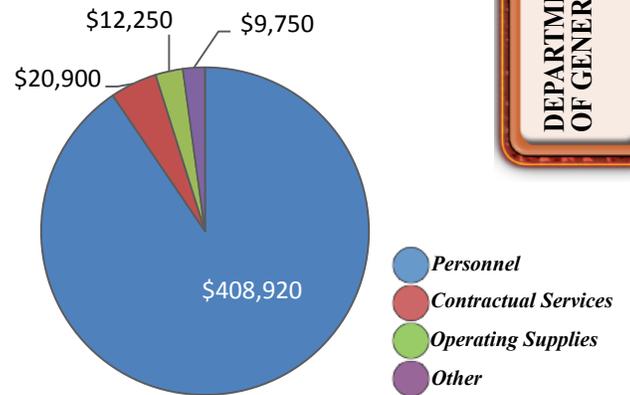
## Direct Cost

Law Department budget direct cost has increased by

**3.1%**

<b>Increases:</b>	<b>Decreases:</b>
Personnel Expenditures \$23,940	Public defender contracts -\$5,500

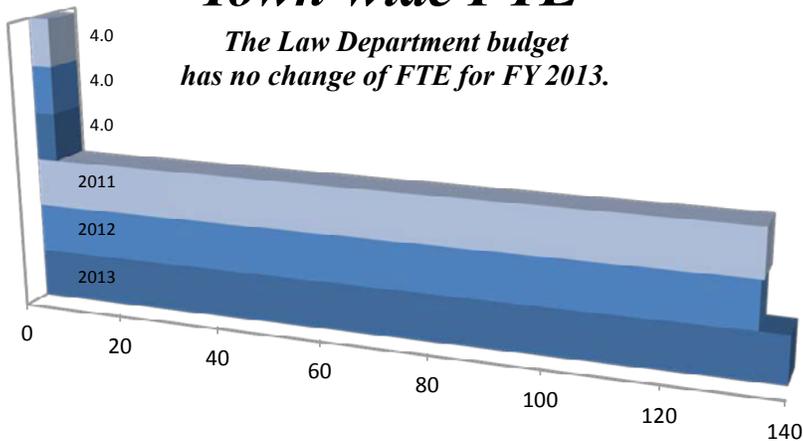
## Costs by Category



The Law Department has a central service (Civil) division and \$276K of its costs are associated with services provided to other departments. The remaining \$176K are not allocated.

## Department of Law FTE and Town-wide FTE

The Law Department budget has no change of FTE for FY 2013.



## Contact Department



520.822.8830  
FAX 520.822.8834  
[ci.sahuarita.az.us/index.php/town-departments/law](http://ci.sahuarita.az.us/index.php/town-departments/law)

**Daniel J. Hochuli**  
Town Attorney  
[dhochuli@ci.sahuarita.az.us](mailto:dhochuli@ci.sahuarita.az.us)

# Town Clerk

## Dept. Breakdown

*Maintain and preserve the Town's official records, conduct elections accurately and impartially, and provide information in a timely manner to the public and town staff and officials.*



FY 2013 EXPENDITURES	
Department.....	\$335,440
General Fund .....	\$12,210,510

**Town Clerk (3.4 FTE, \$335,540):**  
 Uphold public trust, protect local democracy, and provide access to matters of public interest by maintaining accurate Council records, providing information in a timely manner to the public, town officials, and town staff, and conducting elections accurately and impartially.

### Town Clerk Department Goals

**Goal #1** - Provide quality customer service to town residents and visitors by responding to over 17,500 telephone and counter inquiries in a timely manner.

**Goal #2** - Support Mayor and Council through attendance at 24 Council meetings and preparation of Council agendas and minutes without error reflecting over 300 items.

**Goal #3** - Support Mayor and Council in furtherance of open and responsible government through the proper preparation and retention of over 3,200 official town records.

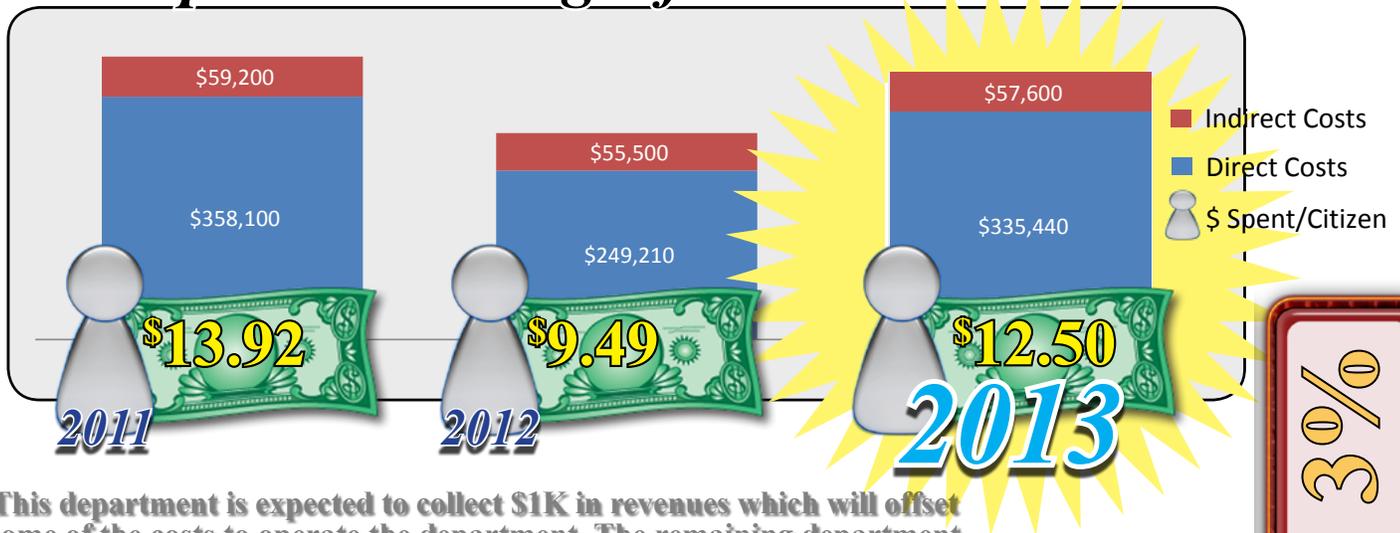
**Goal #4** - Process and issue over 1,300 regulatory licenses. Facilitate use of the town website to renew and apply for new business licenses and promote public access to all businesses licensed by the town.

**Goal #5** – Promote openness in government through 100% compliance with State Open Meeting Law through timely posting of 116 public meeting notices. Provide public access to all public meeting agendas, backup documents, live meetings(audio stream), and recorded meetings on the town's website.

**Goal #6** - Provide at least six town-wide educational meetings with Departmental Record Coordinators to train on proper retention and disposition of town records in accordance with the State Public Records Law resulting in at least one town-wide records destruction event.

**Goal #7** - Conduct town-wide Primary and General Election to fill four Council Member seats. Provide timely and accurate information to all electors and candidates.

# Department Budget for Years: 2011-2013



This department is expected to collect \$1K in revenues which will offset some of the costs to operate the department. The remaining department costs (\$334K) will be funded by the general revenues of the Town.

**FULL COST:** The full cost of a department is its direct cost plus its indirect cost (overhead charge).

**TOWN CLERK AS % OF GENERAL FUND**  
**3%**

## Direct Cost

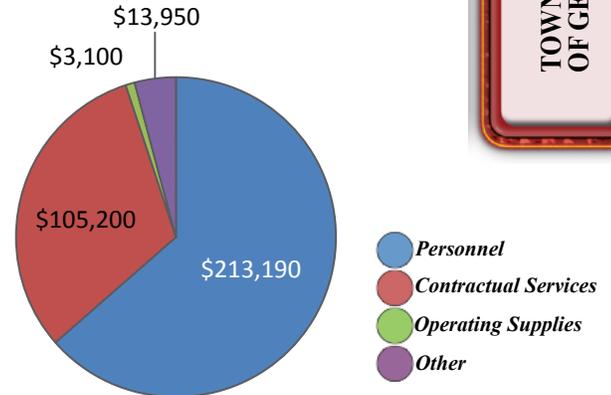
Town Clerk Department budget direct cost has increased by

**34.6%**

**Increases:**  
 Personnel Expenditures \$7,110  
 Elections contract \$77,000

**Decreases:**  
 no significant decreases

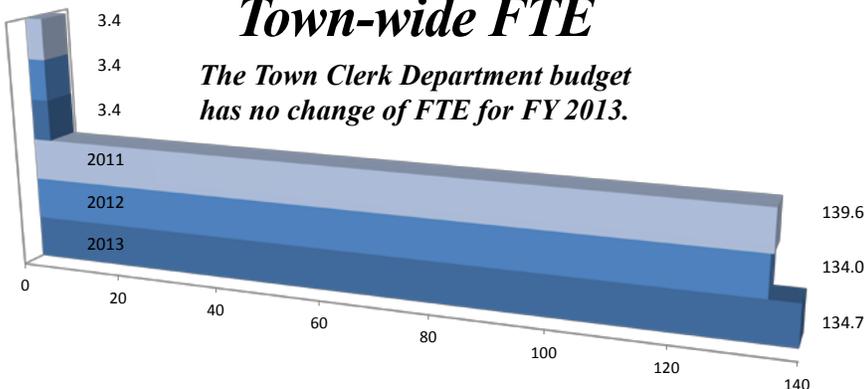
## Costs by Category



The Town Clerk Department is primarily a central service department and \$129K of its costs are associated with services provided to other departments. The remaining \$206K are not allocated.

## Town Clerk FTE and Town-wide FTE

The Town Clerk Department budget has no change of FTE for FY 2013.



## Contact Department



520.822.8800  
 FAX 520.822.8834  
[ci.sahuarita.az.us/index.php/town-departments/law](http://ci.sahuarita.az.us/index.php/town-departments/law)

Vicky Miel  
 Town Clerk  
[vmiel@ci.sahuarita.az.us](mailto:vmiel@ci.sahuarita.az.us)

# Finance

## Dept. Breakdown

FY 2013 EXPENDITURES	
Department.....	\$962,400
General Fund .....	\$12,210,510

*Finance and Risk Management*  
*Protect the Town's financial resources and provide quality information to all stakeholders.*

**Finance (5.0 FTE, \$466,080):**

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.

**Risk Management (0.0 FTE, \$195,710):**

The Town of Sahuarita is a member of the Arizona Municipal Risk Retention Pool. The Pool provides insurance coverage for the Town's property and general liabilities

*Technology*  
*Provide superior technological services to all departments.*

**Technology (3.0 FTE, \$300,610):**

Technology provides advising, service and support for all departments of the Town in regards to their electronic communications needs. Responsibilities include network infrastructure, security, administration, attached devices and software in addition to technical training, contract negotiation, project management, service, maintenance and support.

### Finance Department Goals

**Goal #1-** Protect the Town's financial resources through compliance with all laws, policies, and procedures. *(PFS 2.4)*

**Goal #2-** Protect the Town's financial resources through minimizing risk exposure to the Town.

**Goal #3-** Provide quality information to all stakeholders.

**Goal #4-** Perform work efficiently and make continuous improvements.

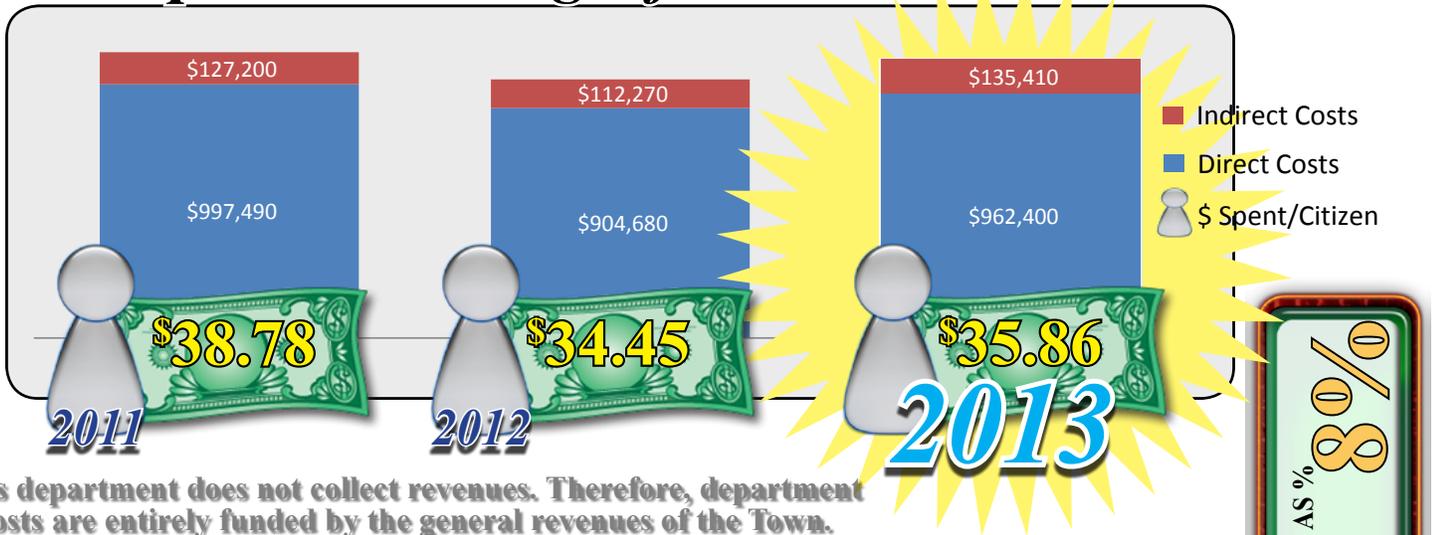
**Goal #5-** Enhance technology customer satisfaction by meeting or exceeding established service levels

**Goal #6-** Ensure the Town's technology assets are maintained, reliable and secure

**Goal #7-** Provide effective, cost-efficient technology services that satisfy Town information needs



# Department Budget for Years: 2011-2013



This department does not collect revenues. Therefore, department costs are entirely funded by the general revenues of the Town.

**FULL COST:** The full cost of a department is its direct cost plus its indirect cost (overhead charge).

## Direct Cost

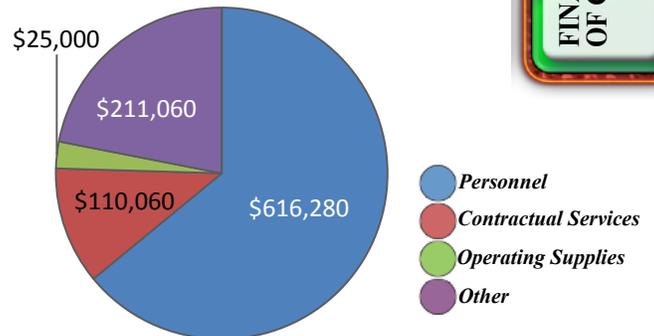
Finance Department budget direct cost has increased by

**6.4%**

**Increases:**  
 Personnel Expenditures \$21,500  
 Payroll processing fees \$9,500  
 IT contract for service \$15,540  
 Insurance premiums \$14,660

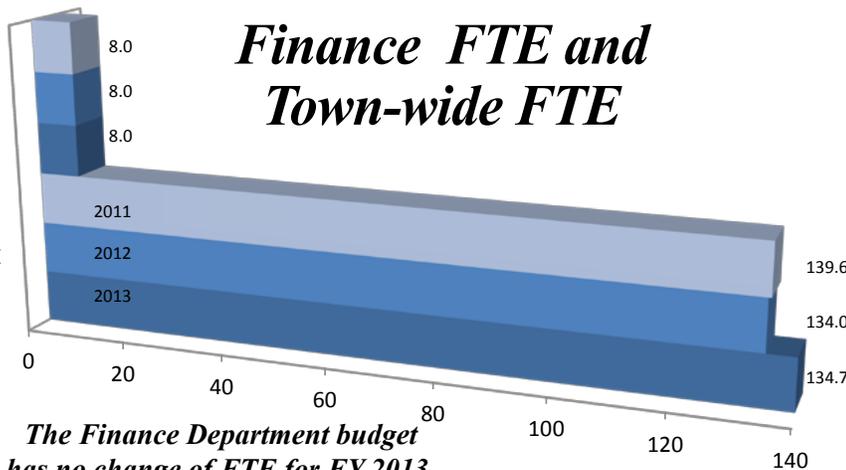
**Decreases:**  
 Computer equipment -\$9,150

## Costs by Category



The Finance Department is a central service department and all of its costs are associated with services provided to other departments

## Finance FTE and Town-wide FTE



The Finance Department budget has no change of FTE for FY 2013.

## Contact Department

 520.822.8840  
 FAX 520.822.8844  
[ci.sahuarita.az.us/index.php/town-departments/finance](http://ci.sahuarita.az.us/index.php/town-departments/finance)  
 A.C. Mariotti, CPA  
 Finance Director  
[amarriotti@ci.sahuarita.az.us](mailto:amarriotti@ci.sahuarita.az.us)

# Human Resources

## Dept. Breakdown

*Provide quality support services to all Town departments in the area of personnel, employee training, and development to assist in providing services to the public.*

### FY 2013 EXPENDITURES

Department.....	\$195,450
General Fund .....	\$12,210,510

#### **Human Resources (2.0 FTE, \$195,450):**

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.

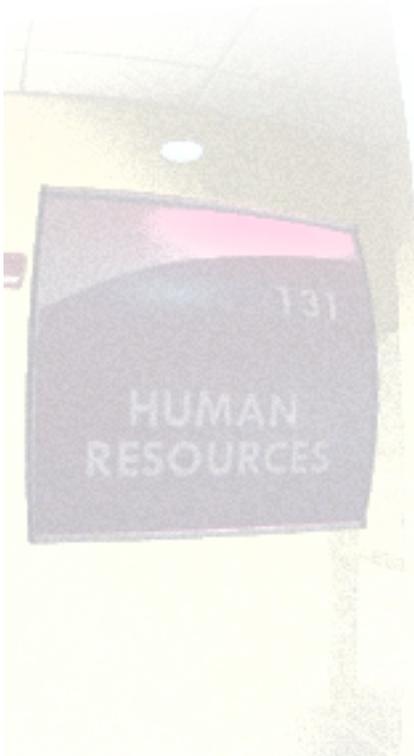
### Human Resources Department Goals

**Goal #1:** Recognizing the importance of a fully staffed department, HR staff will provide proactive and timely recruitment services to all departments by assisting with their recruitment efforts to attract, recruit and retain a diverse and skilled workforce, keeping productivity high and overtime costs to a minimum.

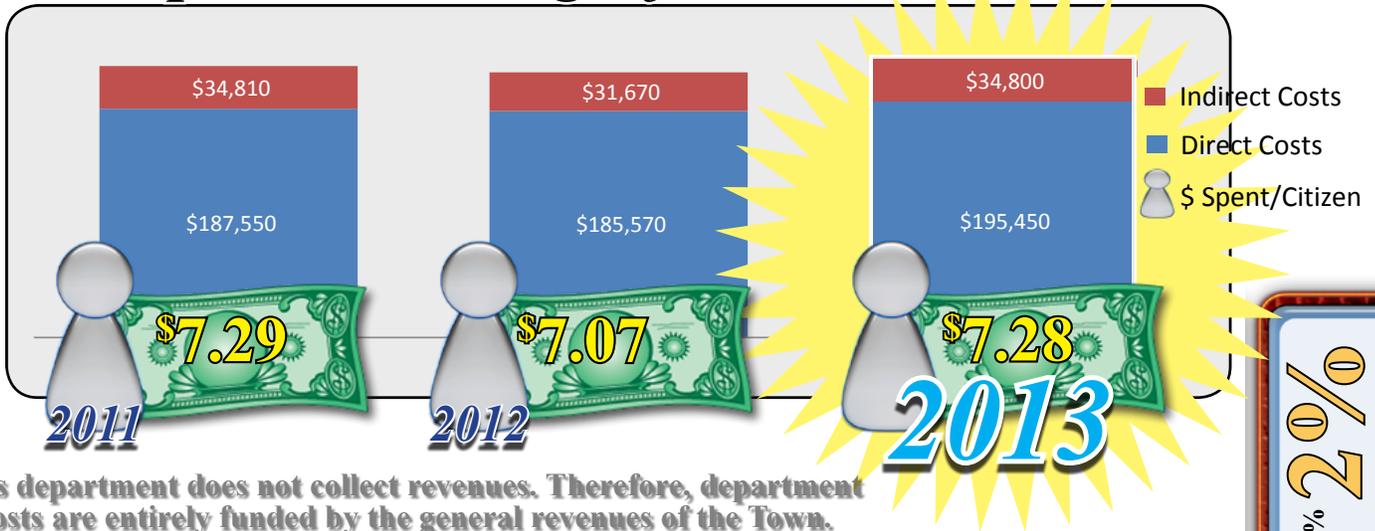
**Goal #2:** Help make the Town an “employer of choice” by conducting exit interviews and keeping turnover to a minimum. Using the information learned in exit interviews staff can identify programs, services, and benefits that create a work environment that leads to increased employee satisfaction, morale, and retention.

**Goal #3:** Maintain policies and procedures to be 100% in compliance with all federal and state laws in order to keep unfair employment practice lawsuits and government agency charges to a minimum and create a positive work environment for all employees and minimize risk to the taxpayers of Sahuarita.

**Goal #4:** Coordinate with all departments to establish and maintain a work place that supports the safety and well being of all employees, volunteers and the public, while reducing the Town’s liability exposure.



# Department Budget for Years: 2011-2013



This department does not collect revenues. Therefore, department costs are entirely funded by the general revenues of the Town.

**FULL COST:** The full cost of a department is its direct cost plus its indirect cost (overhead charge).

HUMAN RESOURCES AS % OF GENERAL FUND **2%**

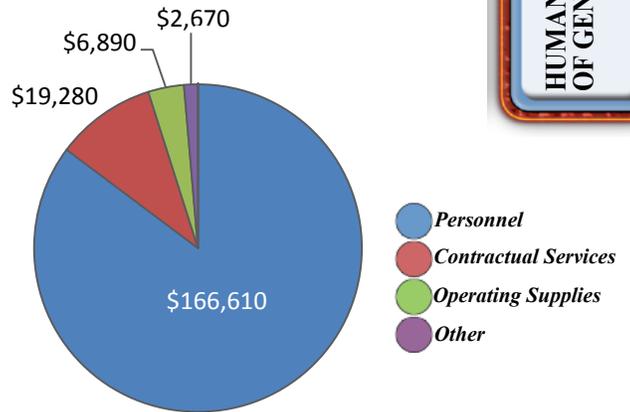
## Direct Cost

Human Resources Department budget direct cost has increased by

**5.3%**

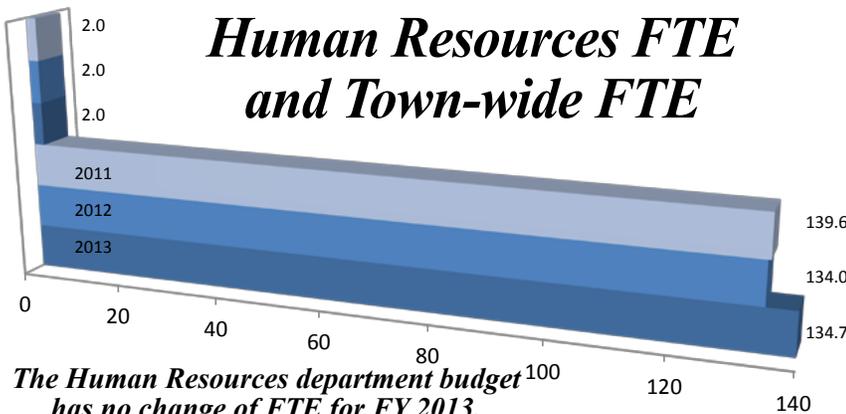
**Increases:** Personnel Expenditures \$6,790  
**Decreases:** no significant decreases

## Costs by Category



The Human Resources Department is a central service department and all of its costs are associated with services provided to other departments.

## Human Resources FTE and Town-wide FTE



The Human Resources department budget has no change of FTE for FY 2013.

## Contact Department



520.822.8812  
 FAX 520.822.8895  
[ci.sahuarita.az.us/index.php/town-departments/human-resources](http://ci.sahuarita.az.us/index.php/town-departments/human-resources)

Debbie Bice  
 Human Resources Director  
 dbice@ci.sahuarita.az.us

# Planning & Building

## Dept. Breakdown

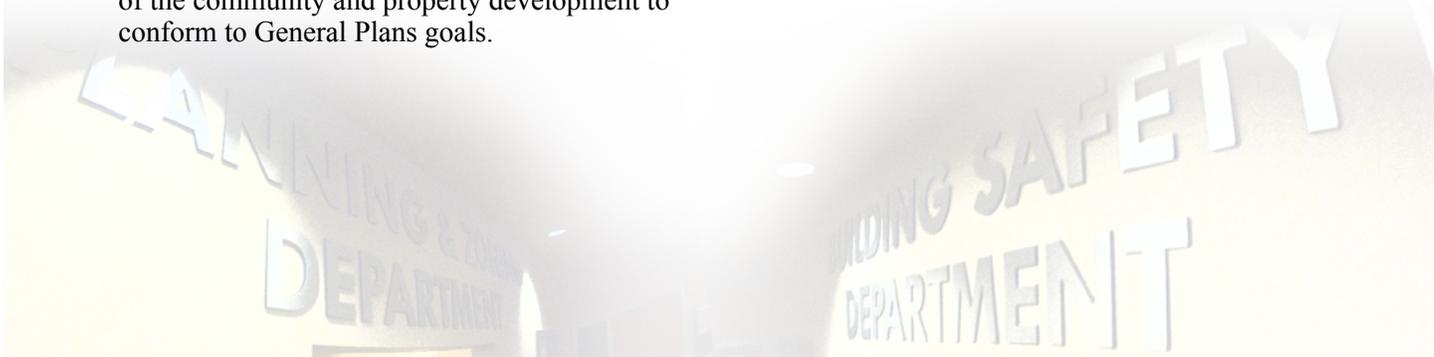
*Ensure the safety of the public through building and fire code education, professional assistance, and enforcement; and plan for Sahuarita's future physical, environmental, economic, and cultural needs, and manage development in the community.*

FY 2013 EXPENDITURES	
Department.....	\$984,520
General Fund .....	\$12,293,020

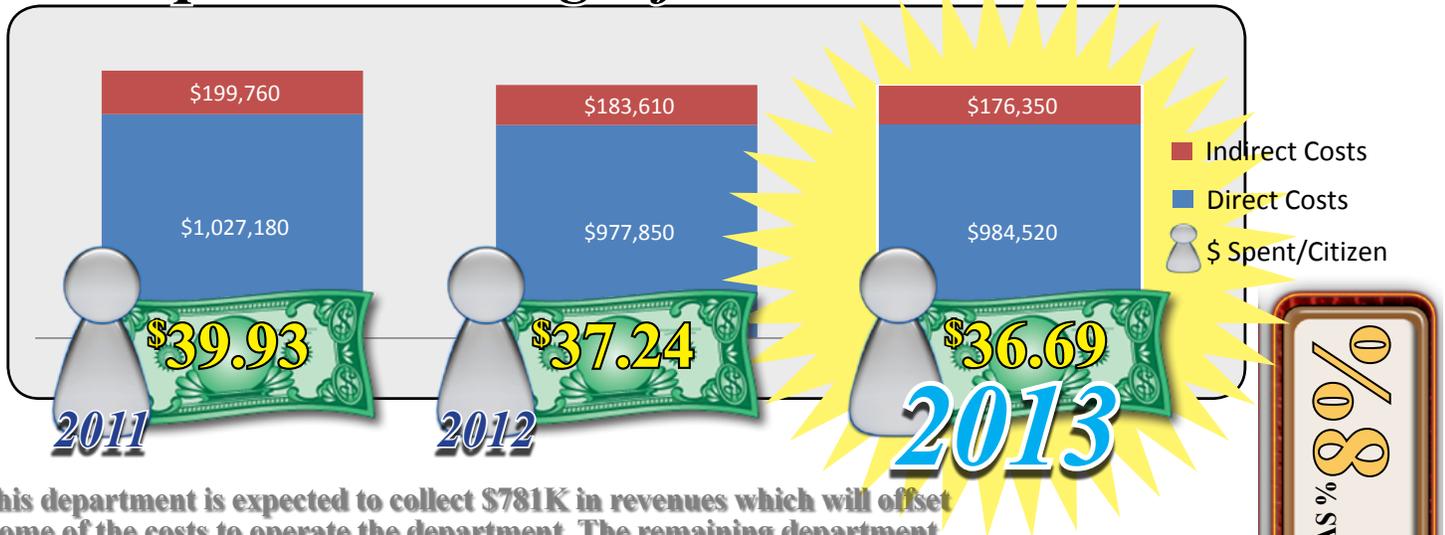
<p><b>Building Safety (6.0 FTE, \$554,780):</b> The Building Safety Division reviews building plans for permitting, issues permits and inspects construction of new development. We assist the public and applicants in preparing submittals and answer questions about code compliance. We perform annual fire inspections of commercial developments and assure subdivisions meet fire codes.</p>	<p><b>Planning and Zoning (5.2 FTE, \$429,740):</b> The Planning and Zoning Division reviews all building plans, business licenses, development plans and subdivision plats for zoning compliance. We prepare and revise the General Plan and the Zoning Code and review proposals for such amendments as well as rezonings, conditional uses and variances.</p>
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### Planning & Building Department Goals

- Goal #1** - Update General Plan for the "16 Sections" of State Trust Land and Aggregate Resources.
- Goal #2** - Review and process the Sahuarita Farms Specific Plan to assure the resulting plan and development are in the best interest of the community.
- Goal #3** - Work with property owners, including the State Land Department, to identify appropriate properties for rezoning potential and process such rezonings to meet the community's needs for commercial and employment development.
- Goal #4** - Comprehensive Zoning Code revision to modernize the code, better meet the needs of the community and property development to conform to General Plans goals.
- Goal #5** - Facilitate adoption of the 2012 International Building Codes.
- Goal #6** - Implement and promote the Town's new "Building Sahuarita: Partners in Development" program.
- Goal #7** - Promote self-certification of building plans to reduce permitting time.
- Goal #8** - Maintain reduced plan review times: 1-day turnaround for single family residence permits and 10-day review time for commercial plans.
- Goal #9** - Maintain next day inspections.



# Department Budget for Years: 2011-2013



This department is expected to collect \$781K in revenues which will offset some of the costs to operate the department. The remaining department costs (\$204K) will be funded by the general revenues of the Town.

**FULL COST:** The full cost of a department is its direct cost plus its indirect cost (overhead charge).

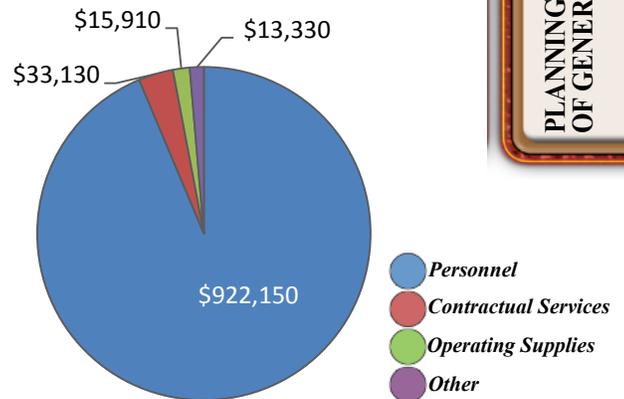
## Direct Cost

Planning & Building Department budget direct cost has increased by

**0.7%**

<b>Increases:</b>	<b>Decreases:</b>
Personnel expenditures \$16,030	Management consulting -\$5,000
Software license & support \$5,630	Credit card processing fees -\$3,000
	Copier rental -\$4,900

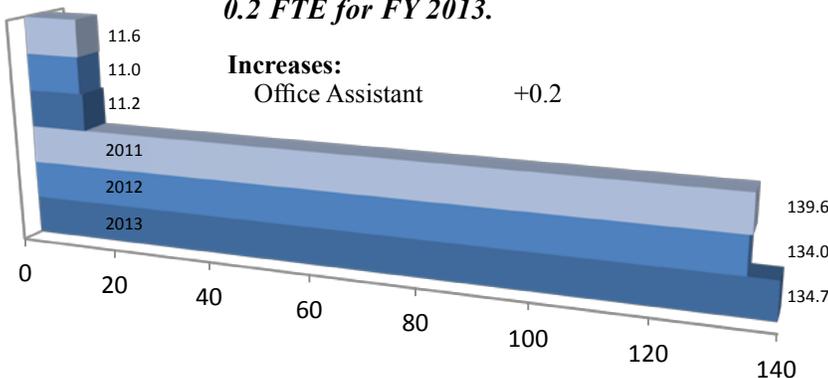
## Costs by Category



The Planning & Building Department is a citizen service department and none of its costs are allocated as indirect costs because they are related to the services provided directly to citizens.

## Town-wide FTE and Planning & Building FTE

The Planning & Building Department budget has increased by 0.2 FTE for FY 2013.



**Increases:**  
Office Assistant +0.2

## Contact Department

**@** 520.822.8876  
FAX 520.822.8866  
[ci.sahuarita.az.us/index.php/town-departments/planning-a-building](http://ci.sahuarita.az.us/index.php/town-departments/planning-a-building)

**Sarah S. More**  
Planning & Building Director  
[smore@ci.sahuarita.az.us](mailto:smore@ci.sahuarita.az.us)

# Parks & Recreation

## Dept. Breakdown

*To provide parks, natural areas, facilities, programs, and services that preserve and enhance quality of life for the Sahuarita community*

FY 2013 EXPENDITURES	
Department.....	\$1,341,070
General Fund .....	\$12,210,510
Department .....	\$32,000
QC CFD Fund .....	\$49,730

**Administration Division (2 FTE \$187,140):**  
 The executive division of the Department provides the leadership, support and resources that enable the Department staff to provide service to the Citizens. They are also the staff liaison to the Parks and Recreation Commission and the newly formed Sahuarita Health and Wellness Foundation.

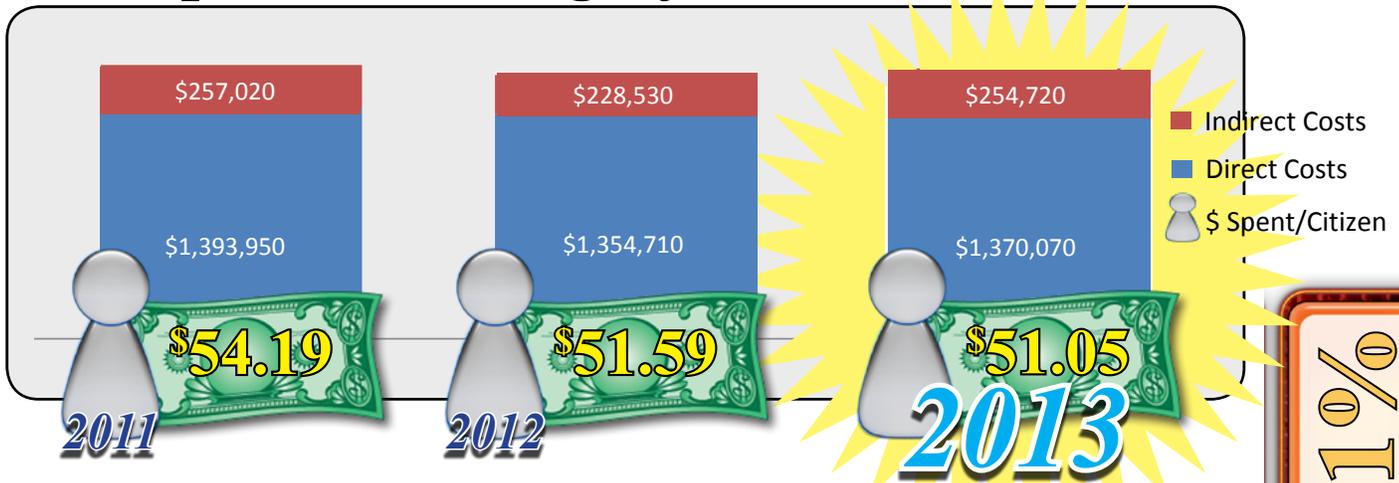
**Recreation Division (8.1 FTE \$433,810):**  
 The recreation division provides 38 programs; coordinates adult leagues and youth user groups use for 11 sports fields; permits all facility rentals, as well as managing 22 community events. The Anamax Park Recreation Center hosts a variety of classes and programs for the community, including a meeting place for local organizations. The programs offer a range from A Lot for Tots and Tiny Tykes Sports to adult soccer and volleyball leagues, fitness and hiking. Finally, the recreation division's staff are the liaison to the Sahuarita Teen Advisory Council.

**Parks and Facilities Division (5 FTE \$752,120):**  
 The maintenance division maintains 107 acres of park land with facilities. These include five Town maintained parks (including one park with a ten acre lake), and one joint use Town-School park that is maintained by the school district. The division also maintains the vehicles, power equipment, key and lock system, vandalism & graffiti abatement program, sports lighting, off leash dog areas, as well as managing the Adopt-A-Park program.

### Parks, Recreation, Trails and Open Space Master Plan Goals

- Goal #1** - Implement a deferred maintenance program to complete at least three deferred maintenance projects due to budget cuts over the last several years. *(PRTOS Goal No. 4)*
- Goal#2** - Increase Parks & Recreation class/program attendance by 3% over last fiscal year. *(PRTOS Goal No. 5)*
- Goal #3** - Introduce at least 1 new program for at risk youth. *(PRTOS Goal No. 5)*
- Goal #4** - Increase the number of senior adult programs by 2. *(PRTOS Goal No. 5)*
- Goal #5** - In partnership with local businesses and philanthropic organizations, provide support in organizing an Art festival, a Halloween Event, and an additional biking event. *(Council Advanced Focus Goal, PRTOS Goal #5)*
- Goal #6** - Complete the process of acquiring conservation open space land through use of the 2004 Pima County \$1.5 million Bond Program. *(PRTOS Goal #3 & #7, GP Goal#REC-2.2.1)*
- Goal #7** - In partnership with Pima County and landowners, begin process for Right-Of-Way acquisition for the Juan Bautista de Anza National Historic Trail. *(Council Advanced Focus Goal, PRTOS Goal #3 and GP Goal #REC-2.2.3)*

# Department Budget for Years: 2011-2013



This department is expected to collect \$130K in revenues which will offset some of the costs to operate the department. The remaining department costs (\$1,243K) will be funded by the general revenues of the Town.

**FULL COST:** The full cost of a department is its direct cost plus its indirect cost (overhead charge).

**PARKS & RECREATION AS % OF GENERAL FUND 11%**

## Direct Cost

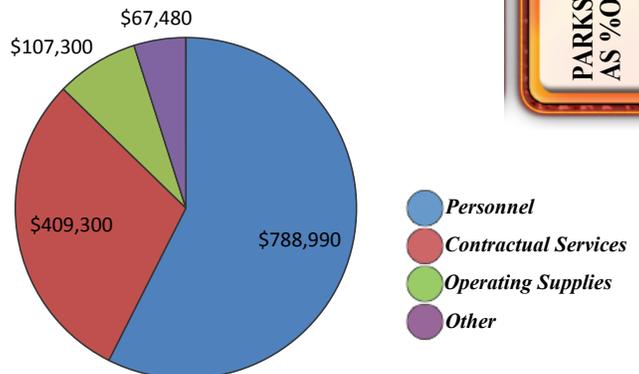
Parks & Recreation Department budget direct cost has increased by

**1.4 %**

**Increases:**  
 Personnel expenditures \$21,340  
 Fuel \$5,200  
 Tree trimming - Anamax Park \$5,000  
 Fiesta Sahuarita services \$5,000

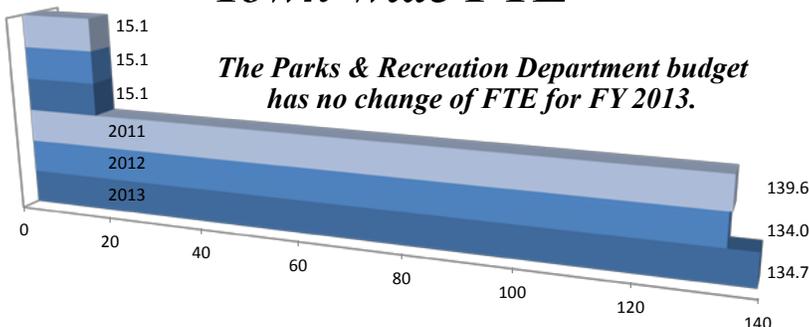
**Decreases:**  
 Copier rental -\$4,260  
 Little league fencing project -\$20,000

## Costs by Category



The Parks & Recreation Department is a citizen service department and none of its costs are allocated as indirect costs because they are related to the services provided directly to citizens.

## Parks & Recreation FTE and Town-wide FTE



The Parks & Recreation Department budget has no change of FTE for FY 2013.

## Contact Department


**520.822.8896**  
**FAX 520.822.8895**  
[ci.sahuarita.az.us/index.php/town-departments/parks-a-recreation](http://ci.sahuarita.az.us/index.php/town-departments/parks-a-recreation)  
**Debbie Summers**  
**Parks & Recreation Director**  
**dsummers@ci.sahuarita.az.us**

# Public Works

## Dept. Breakdown

Provide and maintain safe and efficient public infrastructure systems including the transportation network, wastewater system, and drainage ways for the Sahuarita community.

### FY 2013 EXPENDITURES

Department .....	\$806,430
General Fund .....	\$12,210,510



#### Administration & Engineering (3.5 FTE, \$340,770):

The engineering division manages the department's Capital Improvement Program (CIP), conducts reviews of projects for public infrastructure including drainage, sewer, roadways and traffic; coordinates current and future projects with utilities and stakeholders through its monthly utility coordination meetings; develops the Town's Major Streets and Routes Plan; conducts floodplain management; and provides assistance to the construction division during construction

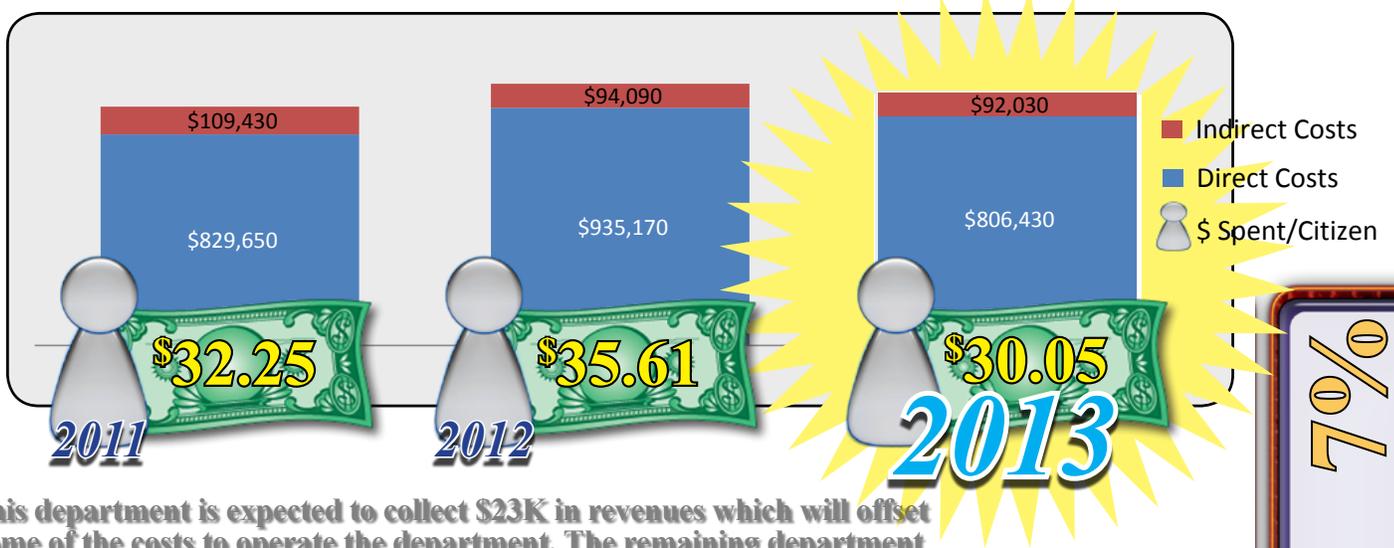
#### Facilities (1.0 FTE, \$465,660):

The Public Works Department is responsible for the upkeep and maintenance of the Town's buildings, including the Town Hall complex. Staff attends to minor remodeling projects, repairs, painting, and daily maintenance of the buildings. Staff also performs customer service and hospitality functions, setting up rooms for meetings and special events, and maintaining equipment.

## Public Works Goals

- Goal #1** - Provide for a mixture of residential, commercial, employment and public service uses to meet the next 20 years of projected growth. *(LU-5)*
- Goal #2** - 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. *(GA-1)*
- Goal #3** - 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. *(CIR-1)*
- Goal #4** - Provide a high level of public facilities, utilities and services to support and efficiently serve the Town. *(PFS-1)*
- Goal #5** - Plan for logical future utilities, facilities and services. *(PFS-2)*
- Goal #6** - Manage the natural resources of the area in a manner that will balance their ecological value and economical, aesthetic and safety potential. *(ENV-1)*
- Goal #7** - Phase and manage development in such a way to equitably disperse the cost of additional public service needs created by the new development. *(CD-1)*
- Goal #8** - Ensure adequate funding for capital facilities and services not specifically tied to new development. *(CD-2)*

# Department Budget for Years: 2011-2013



This department is expected to collect \$23K in revenues which will offset some of the costs to operate the department. The remaining department costs (\$783K) will be funded by the general revenues of the Town.

**FULL COST:** The full cost of a department is its direct cost plus its indirect cost (overhead charge).

PUBLIC WORKS AS % OF GENERAL FUND  
**7%**

## Direct Cost

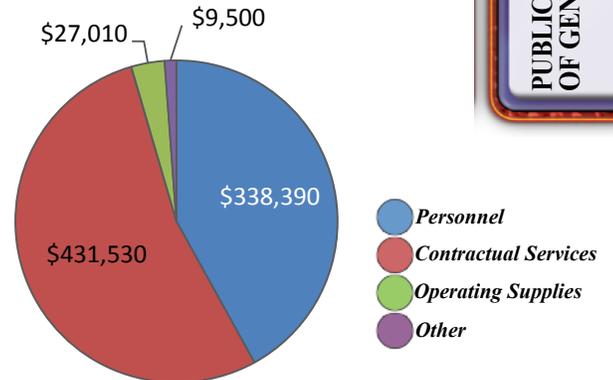
Public Works Department budget direct cost has decreased by

**13.8%**

**Increases:**  
Personnel expenditures  
\$6,570

**Decreases:**  
Electricity  
-\$45,000  
Copier rental  
-\$5,760  
HVAC project  
-\$58,500  
Office buildout  
-\$27,000

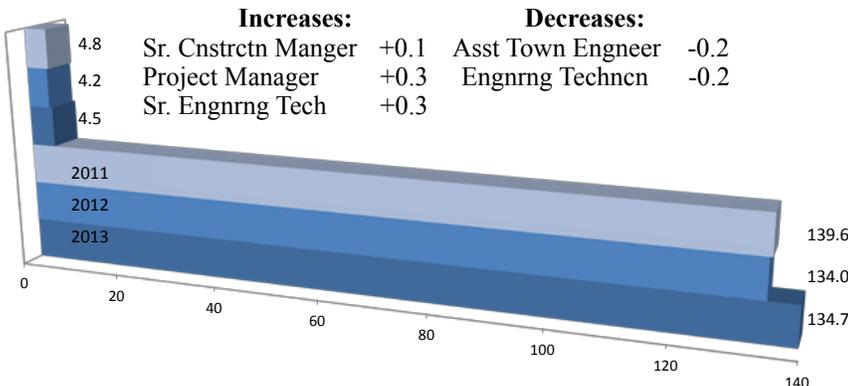
## Costs by Category



The Public Works Department has a central service (Facilities) division and all of its costs are associated with services provided to other departments. The remaining \$340K are not allocated.

## Public Works FTE and Town-wide FTE

The Public Works Department budget has increased by 0.3 FTE for FY 2013.



### Increases:

Sr. Cnstrctn Manger +0.1  
Project Manager +0.3  
Sr. Engrng Tech +0.3

### Decreases:

Asst Town Engineer -0.2  
Engrng Techncn -0.2

## Contact Department



520.344.7100  
FAX 520.344.7111  
[ci.sahuarita.az.us/index.php/town-departments/public-works](http://ci.sahuarita.az.us/index.php/town-departments/public-works)

**Farhad Moghimi**  
Town Engineer  
Assistant Town Manager  
[fmoghimi@ci.sahuarita.az.us](mailto:fmoghimi@ci.sahuarita.az.us)

# Police Department

## Dept. Breakdown



FY 2013 EXPENDITURES	
Department.....	\$5,683,260
General Fund .....	\$12,210,510
Department.....	\$ 152,480
RICO fund .....	\$ 152,480

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

### Police (51.0 FTE, \$5,835,740):

**Patrol:** Respond to calls for service, proactive patrolling of neighborhoods and roadways, investigation of Crimes, Community policing.

**Investigations:** Investigation of crimes, coordinate with other agencies and participate in regional task forces.

**Administration:** Provide service to the public, analyze crime trends based on data, support patrol and investigations, coordinate with other agencies, obtain grant funding, develop EOP in cooperation with other Town departments and outside agencies, manage EOCs.

### Police Department Goals

**Goal #1-** Enhance collaboration with our regional public and private sector partners in order to provide seamless and high quality services.

**Goal #2-** Pursue external partnerships and funding opportunities.

**Goal #3-** Adopt a comprehensive and community-sensitive Emergency Operations Plan (EOP) augmented by Town’s Emergency Operations Centers (EOCs).

**Goal #4-** In accordance with Town’s Strategic Plan for Emergency Preparedness, develop and implement comprehensive and community-wide emergency preparedness, response and mitigation and recovery processes and programs.

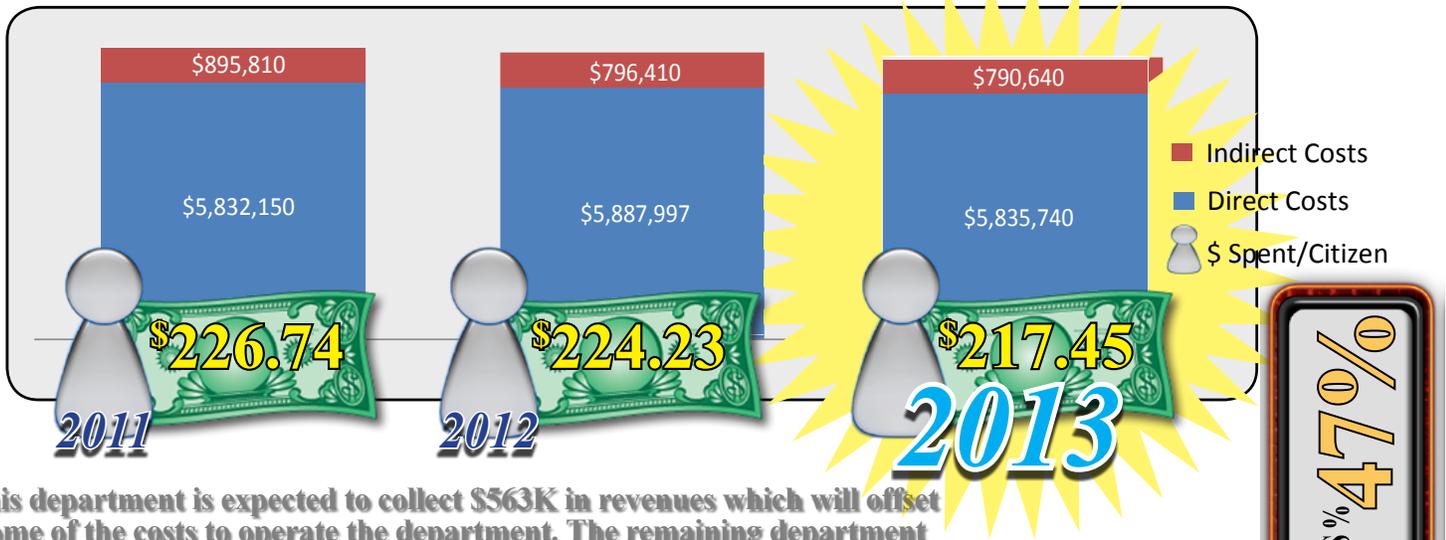
**Goal #5-** Explore opportunities to improve GIS mapping capabilities town-wide.

**Goal #6-** Through the community policing philosophy, create a bond with the community in order to solve local problems as partners.

**Goal #7-** Host and/or participate in neighborhood community events.



# Department Budget for Years: 2011-2013



This department is expected to collect \$563K in revenues which will offset some of the costs to operate the department. The remaining department costs (\$5,273K) will be funded by the general revenues of the Town.

**FULL COST:** The full cost of a department is its direct cost plus its indirect cost (overhead charge).

**POLICE DEPARTMENT AS % 47% OF GENERAL FUND**

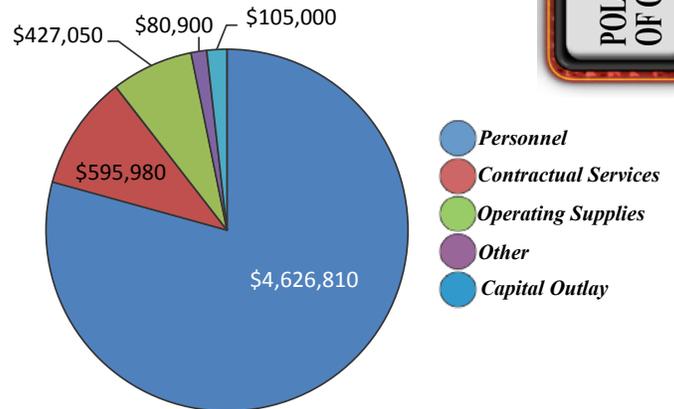
## Direct Cost

Police Department budget direct cost has **decreased** by

**1.0%**

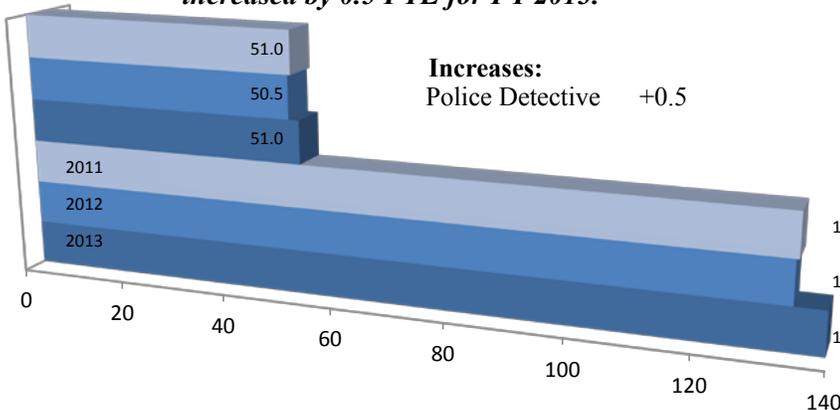
<b>Increases:</b>	<b>Decreases:</b>
Personnel Expenditures <b>\$189,000</b>	Investigative expenses <b>-\$5,000</b>
County dispatch & jail fees <b>\$20,000</b>	Vehicles <b>-\$301,000</b>
Fuel <b>\$30,000</b>	Driving track project <b>-\$50,000</b>
Weapons <b>\$9,000</b>	

## Costs by Category



## Town-wide FTE and Police Department FTE

The Police Department budget has increased by 0.5 FTE for FY 2013.



**Increases:**  
Police Detective +0.5

The Police Department is a citizen service department and none of its costs are allocated as indirect costs because they are related to the services provided directly to citizens.

## Contact Department

**@** 520.344.7000  
FAX 520.344.7050  
[ci.sahuarita.az.us/index.php/town-departments/police-department](http://ci.sahuarita.az.us/index.php/town-departments/police-department)

**John Harris**  
Police Chief  
[jharris@ci.sahuarita.az.us](mailto:jharris@ci.sahuarita.az.us)

# Municipal Court

## Dept. Breakdown

*Uphold the law and administer justice fairly and efficiently,  
treating all who come to the Court with dignity and respect.*

### FY 2013 EXPENDITURES

Department.....\$538,980  
General Fund ..... \$12,210,510

#### **Municipal court (8.0 FTE, \$538,980):**

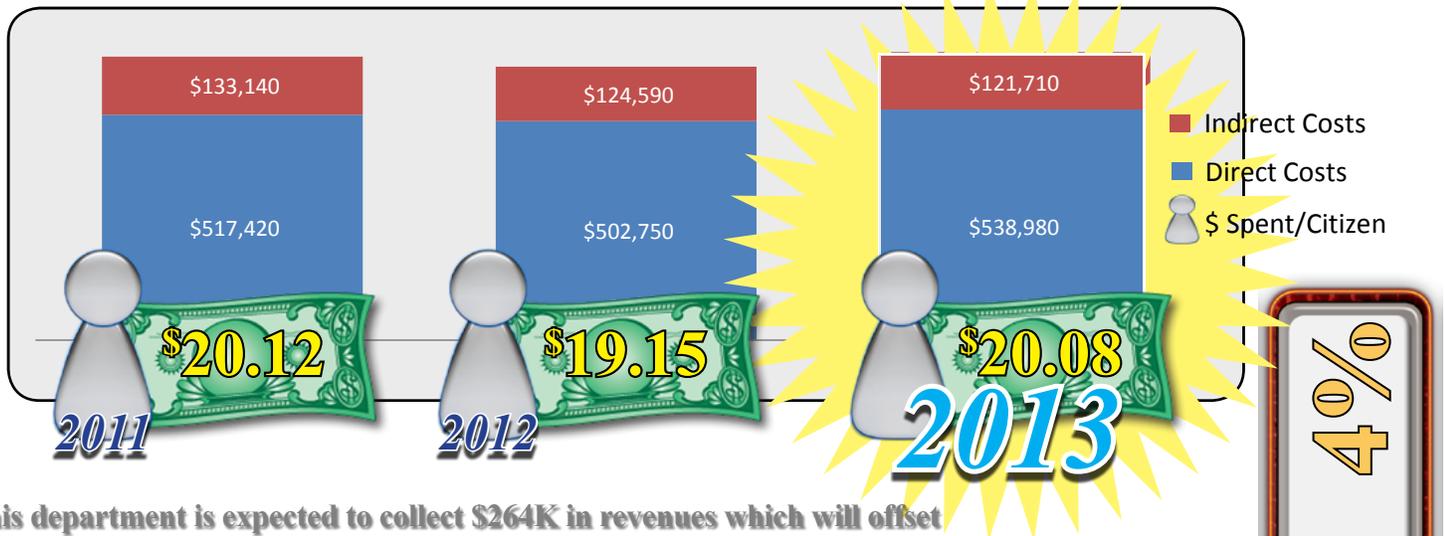
The Sahuarita Municipal Court is responsible for the processing and adjudication of all cases filed in the Court, including the trial or other disposition of criminal misdemeanors, criminal traffic violations, civil traffic violations, and Town code and ordinance violations committed within the Town's boundaries. The Court is further responsible for collection and processing of fines, surcharges, restitution and other fees. The Court issues and processes protective orders including, Injunctions against Harassment, Injunctions against Workplace Harassment, and Orders of Protection. The Court also provides other services, including processing passports, issuing marriage licenses, performing marriages, and notary services. Services rendered by the Court are governed by Rules set by the Arizona Supreme Court and guided by Statutes enacted by the Arizona Legislature.

### Municipal Court Goals

- Goal #1-** Implement at least one enhancement to improve better access to the Courts various functions.
- Goal#2-** Continue to execute cases in a timely manner as required so as to not create backlog for clerical staff.
- Goal#3-** Continue to utilize our current collection procedures and develop other means of collecting sanctions ordered by the court.



# Department Budget for Years: 2011-2013



This department is expected to collect \$264K in revenues which will offset some of the costs to operate the department. The remaining department costs (\$275K) will be funded by the general revenues of the Town.

**FULL COST:** The full cost of a department is its direct cost plus its indirect cost (overhead charge).

## Direct Cost

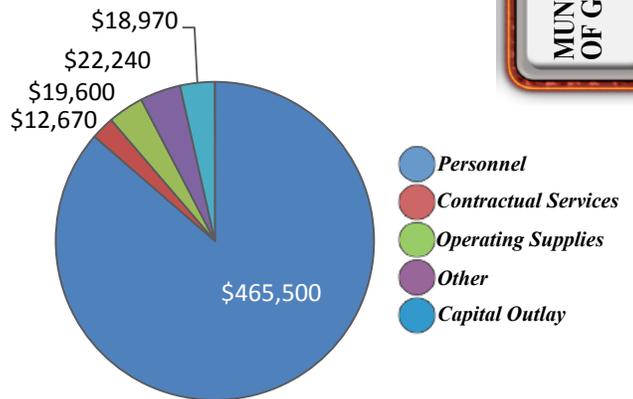
Municipal Court budget direct cost has increased by

# 7.2%

**Increases:**  
 Personnel expenditures \$17,230  
 A/V improvements \$18,970

**Decreases:**  
 no significant decreases

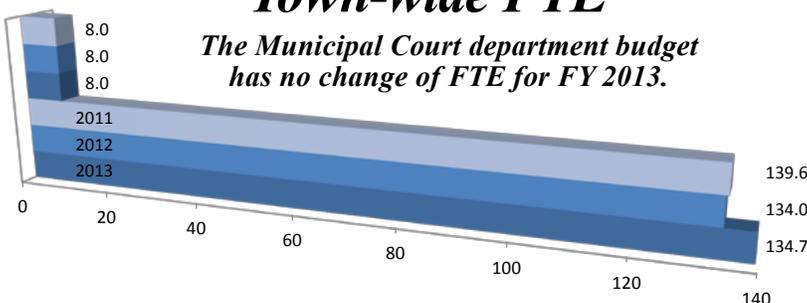
## Costs by Category



The Municipal Court Department is a citizen service department and none of its costs are allocated as indirect costs because they are related to the services provided directly to citizens.

## Municipal Court FTE and Town-wide FTE

The Municipal Court department budget has no change of FTE for FY 2013.



## Contact Department

 520.344.7150  
 FAX 520.344.7151  
[ci.sahuarita.az.us/index.php/town-departments/municipal-court](http://ci.sahuarita.az.us/index.php/town-departments/municipal-court)  
**Hon. Maria M. Avilez**  
 Town Magistrate  
[mavilez@courts.az.gov](mailto:mavilez@courts.az.gov)

# Non-Departmental

## *Dept. Breakdown*

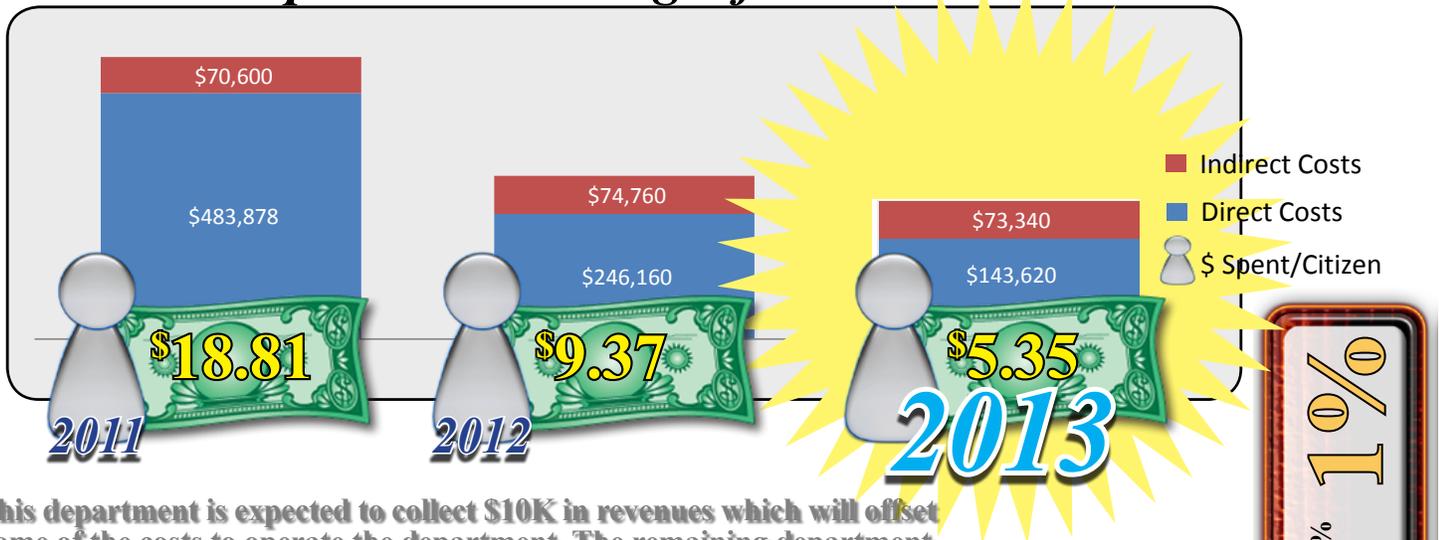
### FY 2013 EXPENDITURES

Non-Departmental.....	\$ 1 4 3 , 6 2 0
General Fund .....	\$12,210,510

#### **Non-Departmental (0.0 FTE, \$143,620):**

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

# Non-Departmental Budget for Years: 2011-2013



This department is expected to collect \$10K in revenues which will offset some of the costs to operate the department. The remaining department costs (\$134K) will be funded by the general revenues of the Town.

NON-DEPARTMENTAL AS % OF GENERAL FUND 1%

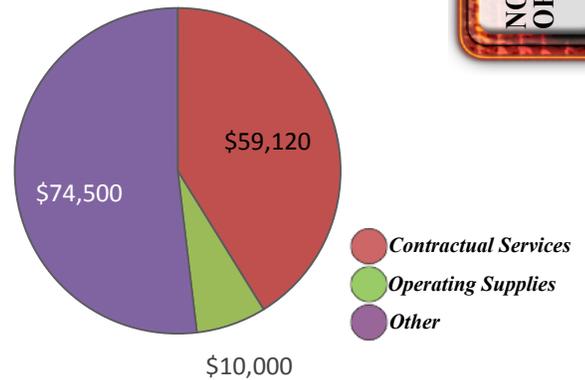
## Direct Cost

Non-Departmental budget direct cost has decreased by **41.7%**

**Increases:**  
Contract for social services  
\$10,000

**Decreases:**  
Energy efficiency program supplies and services  
-\$94,600  
Operating capital contingency  
-\$7,200  
County animal control fees  
-\$5,500  
AZ water resources fees  
-\$35,000

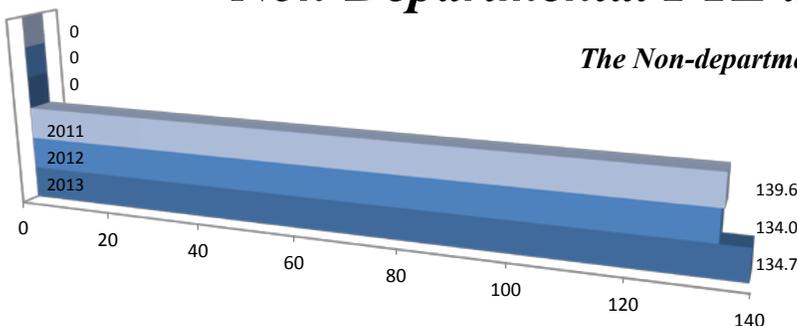
## Costs by Category



The Non-Departmental activities are not allocated to other departments.

## Non-Departmental FTE and Town-wide FTE

The Non-departmental budget has no employees



# Streets

## Dept. Breakdown

FY 2013 EXPENDITURES	
Department.....	\$1,728,080
HURF .....	\$1,728,080
Department.....	\$17,730
QC CFD Fund .....	\$49,730

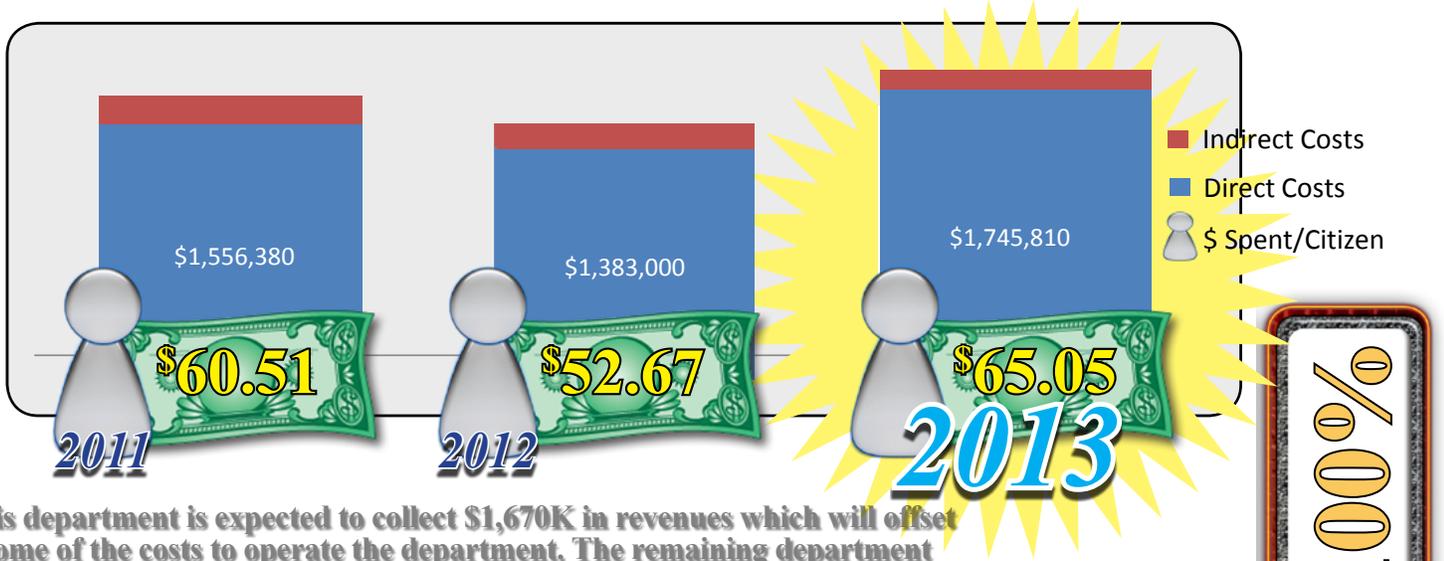
**Streets (14.0 FTE, \$1,745,810):**

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

### Public Works - Streets Division Goals

- Goal #1-** Provide an integrated, multi-modal, sub-regional transportation system that offers attractive choices among modes for the efficient movement of people and goods. *(CIR-1.1)*
- Goal #2-** Promote an effective, well-planned system of roadways that establishes a functional, safe, and aesthetic hierarchy of streets while incorporating the latest advanced technologies. *(CIR-1.2)*
- Goal #3-** Plan for and initiate a safe, efficient, and accessible public transportation system that provides a viable alternate to the private vehicle. *(CIR-1.3)*
- Goal #4-** Plan for bicycle facilities throughout the community that provide for the safe and efficient means of transportation and recreation. *(CIR-1.4)*
- Goal #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. *(CIR-1.5)*
- Goal #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. *(CIR-1.6)*
- Goal #7-** Build and sustain public support for the implementation of transportation planning goals and objectives, including the financial basis of the plan, through community involvement. *(CIR-1.7)*
- Goal #8-** Work cooperatively with the Arizona Department of Transportation (ADOT) to locate, fund and implement the Sahuarita Corridor, subject to community and regional support. *(CIR-1.8)*

# Department Budget for Years: 2011-2013



This department is expected to collect \$1,670K in revenues which will offset some of the costs to operate the department. The remaining department costs (\$76K) will be funded by general revenues and fund balances.

*Due to the nature of the Streets department, budgeted costs include the FULL COST.*

STREETS AS % OF HURF FUND 100%

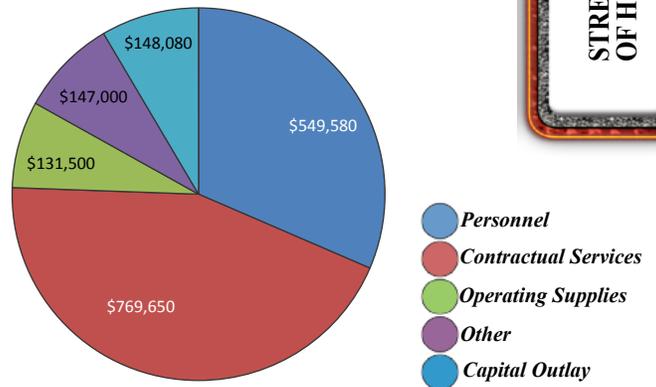
## Direct Cost

Streets Department budget direct cost has increased by

# 26.2%

<b>Increases:</b>	<b>Decreases:</b>
Pavement management contract <b>\$180,000</b>	Traffic & other equipment <b>-\$10,300</b>
Personnel expenditures <b>\$54,010</b>	Indirect cost allocation <b>-\$33,130</b>
Utilities <b>\$12,000</b>	
Streets maintenance contract <b>\$5,000</b>	
Fuel <b>\$6,400</b>	
Street maintenance truck <b>\$37,000</b>	
LTAF projects <b>\$111,080</b>	

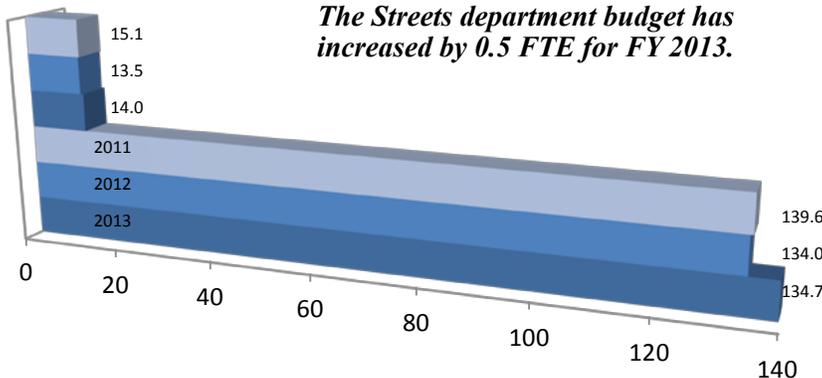
## Costs by Category



*The Streets Department is a citizen service department and none of its costs are allocated as indirect costs because they are related to the services provided directly to citizens.*

## Streets FTE and Town-wide FTE

*The Streets department budget has increased by 0.5 FTE for FY 2013.*



<b>Increases:</b>		<b>Decreases:</b>	
Town Engineer	+0.1	Sr. Cnstrct Manager	-0.1
Asstnt Town Engrn	+0.4	Project Manager	-0.1
Engineering Tech	+0.2	Sr. Engrnrng Tech	-0.2
O&M Administrator	+0.1		
Sr Office Asstnt	+0.1		

## Contact Department



**520.344.7100**  
**FAX 520.344.7111**  
[ci.sahuarita.az.us/index.php/town-departments/public-works](http://ci.sahuarita.az.us/index.php/town-departments/public-works)

# Wastewater

## Dept. Breakdown

### FY 2013 EXPENDITURES

Department.....	\$1,263,810
Wastewater Fund.....	\$4,319,810

#### Wastewater (7.3 FTE, \$1,263,810):

The Public Works—Wastewater Division is responsible for the daily operational and maintenance functions associated with the Town's water reclamation facility including approximately 45 miles of sewer and over 1,100 manholes in the collection system, a 1.50 million-gallon per day treatment facility and over 13 acres recharge basins for reclaimed water. The wastewater utility also conducts planning and policy development, construction monitoring, and administrative services such as, industrial waste permitting, compliance reporting, billing, customer service and information management related to the facility.

### Public Works - Wastewater Division Goals

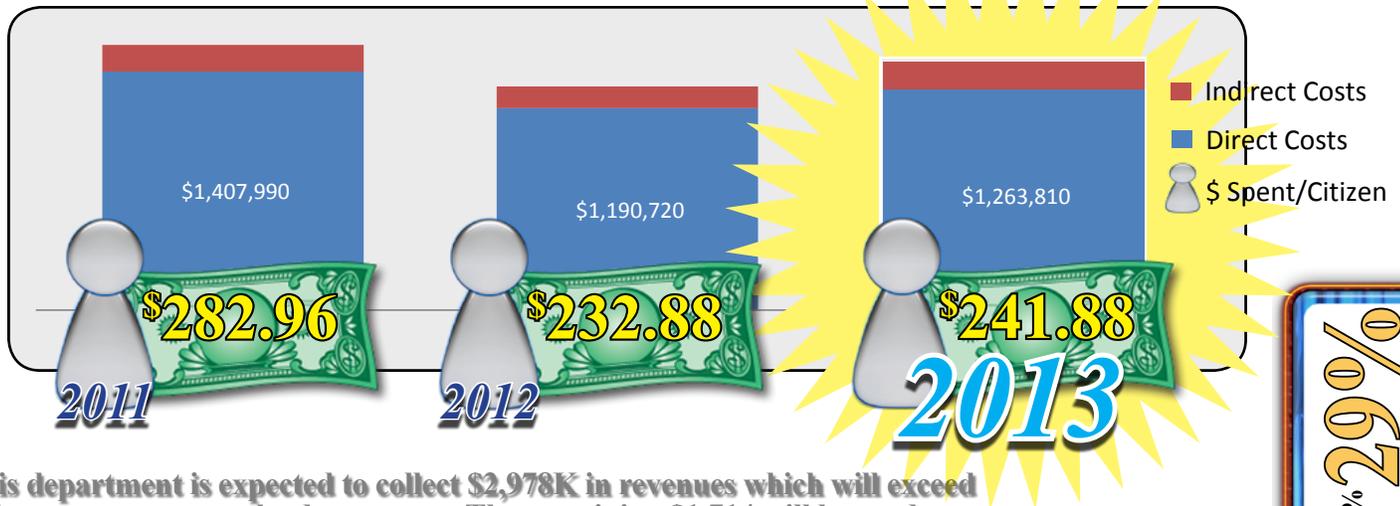
**Goal #1** - Provide a high level of public facilities, utilities and services to support and efficiently serve the Town. *(PFS-1)*

**Goal #2** - Plan for logical future utilities, facilities and services. *(PFS-2)*

**Goal #3** - Manage the natural resources of the area in a manner that will balance their ecological value and economical, aesthetic and safety potential. *(ENV-1)*

**Goal #4** - 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. *(WR-1)*

# Department Budget for Years: 2011-2013



UTILITY OPERATIONS AS % OF WASTEWATER FUND **29%**

This department is expected to collect \$2,978K in revenues which will exceed the costs to operate the department. The remaining \$1,714 will be used to repay debt incurred for the construction of the treatment plant.

*Due to the nature of the Wastewater department, budgeted costs include the FULL COST.*

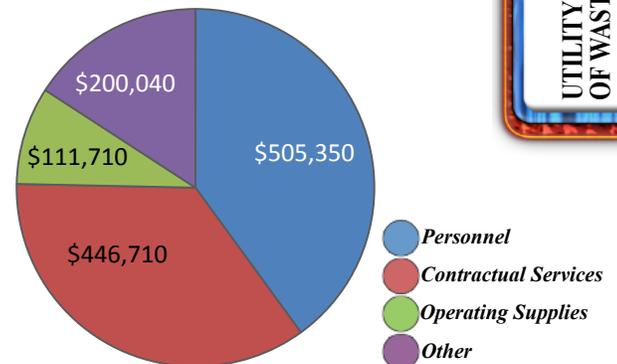
## Direct Cost

Wastewater Department budget direct cost has **increased** by **6.1%**

- Increases:**
- Personnel expenditures \$53,710
  - Billing/collection services \$4,900
  - Electricity \$6,660
  - Chemicals & supplies \$8,340
  - Equipment rentals \$9,720

- Decreases:**
- Plant repair & maintenance -\$14,550

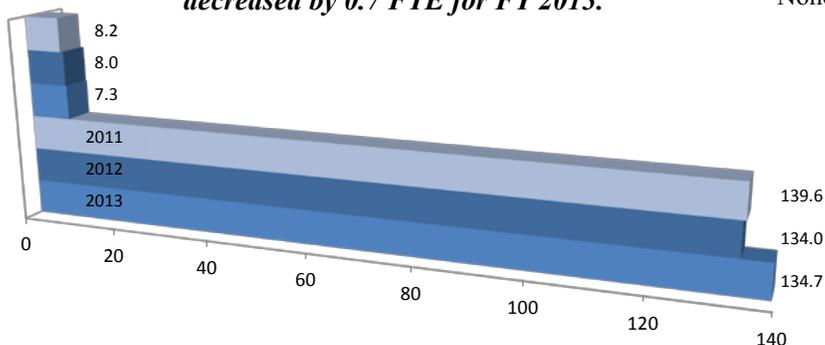
## Costs by Category



The Wastewater Department is a citizen service department and none of its costs are allocated as indirect costs because they are related to the services provided directly to citizens.

## Wastewater FTE and Town-wide FTE

The wastewater department budget has decreased by 0.7 FTE for FY 2013.



**Increases:**  
None

**Decreases:**

- Asstnt Town Engr -0.2
- Project Manager -0.3
- O&M Administrator -0.1
- Sr Office Asstnt -0.1

## Contact Department



520.344.7100  
FAX 520.344.7111  
[ci.sahuarita.az.us/index.php/town-departments/public-works](http://ci.sahuarita.az.us/index.php/town-departments/public-works)

## Summary of Expenditures by Department and Division

FUND		Division	2011 Actual Amount	2012		2013 Budget Adopted
DEPT				Budget Adopted	Amended	
GF	MAYOR & COUNCIL	MAYOR & COUNCIL	136,098	157,390	157,390	170,640
		<b>Total</b>	<b>136,098</b>	<b>157,390</b>	<b>157,390</b>	<b>170,640</b>
GF	TOWN MANAGER	TOWN MANAGER ADMIN	353,154	311,270	322,270	295,870
		ECONOMIC DEV & COMMUNICATIONS	243,315	243,170	324,602	324,520
		<b>Total</b>	<b>596,469</b>	<b>554,440</b>	<b>646,872</b>	<b>620,390</b>
GF	LAW	LAW-CIVIL	437,935	263,000	263,000	304,530
		LAW-PROSECUTION	-	175,030	175,030	176,830
		<b>Total</b>	<b>437,935</b>	<b>438,030</b>	<b>438,030</b>	<b>481,360</b>
GF	TOWN CLERK	TOWN CLERK	244,815	249,210	249,210	247,380
		ELECTION ACTIVITY	69,809	-	-	-
		<b>Total</b>	<b>314,624</b>	<b>249,210</b>	<b>249,210</b>	<b>247,380</b>
GF	FINANCE	FINANCE	480,761	443,830	443,830	451,970
		TECHNOLOGY	294,684	272,500	279,800	271,170
		RISK MANAGEMENT	168,073	181,050	181,050	167,660
		<b>Total</b>	<b>943,518</b>	<b>897,380</b>	<b>904,680</b>	<b>890,800</b>
GF	HUMAN RESROUCE	HUMAN RESOURCES	174,307	185,570	185,570	182,410
		<b>Total</b>	<b>174,307</b>	<b>185,570</b>	<b>185,570</b>	<b>182,410</b>
GF	PLANNING & BUILDING	PLANNING & ZONING	399,059	394,390	394,390	387,770
		BUILDING SAFETY	579,878	583,510	583,510	570,100
		<b>Total</b>	<b>978,937</b>	<b>977,900</b>	<b>977,900</b>	<b>957,870</b>

## Summary of Expenditures by Department and Division

FUND	DEPT	Division	2011	2012		2013	
			Actual Amount	Budget Adopted	Budget Amended	Estimated Amount	Budget Adopted
GF	PARKS & RECREATION	PARKS ADMINISTRATION	179,605	182,580	182,580	181,890	187,140
		PARK FACILITIES MAINTENANCE	602,101	690,730	716,330	704,120	720,120
		RECREATION	398,468	434,140	428,540	416,440	433,810
		<b>Total</b>	<b>1,180,174</b>	<b>1,307,450</b>	<b>1,327,450</b>	<b>1,302,450</b>	<b>1,341,070</b>
GF	PUBLIC WORKS	PW ADMIN/ENGINEERING	325,516	344,040	344,040	311,710	340,770
		FACILITIES MANAGEMENT	481,335	505,630	591,130	541,770	465,660
		<b>Total</b>	<b>806,850</b>	<b>849,670</b>	<b>935,170</b>	<b>853,480</b>	<b>806,430</b>
GF	POLICE	POLICE	4,995,351	5,190,820	5,181,820	5,271,890	5,263,370
		POLICE GRANT PROGRAMS	615,270	534,430	604,430	335,950	419,890
		<b>Total</b>	<b>5,610,621</b>	<b>5,725,250</b>	<b>5,786,250</b>	<b>5,607,840</b>	<b>5,683,260</b>
GF	MUNICIPAL COURT	MUNICIPAL COURT	482,106	502,750	502,750	494,350	538,980
		<b>Total</b>	<b>482,106</b>	<b>502,750</b>	<b>502,750</b>	<b>494,350</b>	<b>538,980</b>
GF	NON-DEPARTMENT	NON-DEPT	164,018	244,360	151,560	130,140	143,620
		GENERAL GOV GRANT PROG	43,492	94,600	94,600	94,600	-
		<b>Total</b>	<b>207,510</b>	<b>338,960</b>	<b>246,160</b>	<b>224,740</b>	<b>143,620</b>
GENERAL FUND TOTAL BY DEPARTMENT	Mayor & Council	136,098	157,390	157,390	170,640	146,990	
	Town Manager	596,469	554,440	646,872	620,390	620,530	
	Department of Law	437,935	438,030	438,030	481,360	451,820	
	Town Clerk	314,624	249,210	249,210	247,380	335,440	
	Finance	943,518	897,380	904,680	890,800	962,400	
	Human Resources	174,307	185,570	185,570	182,410	195,450	
	Planning & Building	978,937	977,900	977,900	957,870	984,520	
	Parks & Recreation	1,180,174	1,307,450	1,327,450	1,302,450	1,341,070	
	Public Works	806,850	849,670	935,170	853,480	806,430	
	Police	5,610,621	5,725,250	5,786,250	5,607,840	5,683,260	
	Municipal Court	482,106	502,750	502,750	494,350	538,980	
	Non-Departmental	207,510	338,960	246,160	224,740	143,620	
	<b>TOTAL FOR GENERAL FUND</b>	<b>11,869,148</b>	<b>12,184,000</b>	<b>12,357,432</b>	<b>12,033,710</b>	<b>12,210,510</b>	

## Summary of Expenditures by Department and Division

FUND		Division	2011 Actual Amount	2012		Estimated Amount	2013 Budget Adopted
DEPT				Budget Adopted	Amended		
HURF	STREETS	STREETS	1,506,064	1,365,430	1,365,430	1,325,680	1,617,000
		STREETS: LTAF	-	-	-	-	111,080
	<b>Total</b>		<b>1,506,064</b>	<b>1,365,430</b>	<b>1,365,430</b>	<b>1,325,680</b>	<b>1,728,080</b>
RICO	POLICE ACTIVITIES	POLICE RICO FEDERAL	53,647	66,000	101,747	73,000	92,500
		POLICE RICO STATE	-	-	-	35,750	59,980
	<b>Total</b>		<b>53,647</b>	<b>66,000</b>	<b>101,747</b>	<b>108,750</b>	<b>152,480</b>
QC CFD	STREETS	STREETS: QC CFD	14,297	17,570	17,570	16,710	17,730
		<b>Total</b>		<b>14,297</b>	<b>17,570</b>	<b>17,570</b>	<b>16,710</b>
QC CFD	PARKS	PARKS & RECREATION: QC CFD	20,688	27,260	27,260	26,090	32,000
		<b>Total</b>		<b>20,688</b>	<b>27,260</b>	<b>27,260</b>	<b>26,090</b>
WASTEWATER	WASTEWATER UTILITY	WASTEWATER UTILITY	1,027,756	1,190,720	1,190,720	1,169,640	1,263,810
		<b>Total</b>		<b>1,027,756</b>	<b>1,190,720</b>	<b>1,190,720</b>	<b>1,169,640</b>

## Summary of Expenditures by Department and Division

FUND		2011	2012			2013
DEPT	Division	Actual Amount	Budget Adopted	Amended	Estimated Amount	Budget Adopted
<b>ALL FUNDS TOTAL BY DEPARTMENT</b>	<b>Mayor &amp; Council</b>	136,098	157,390	157,390	170,640	146,990
	<b>Town Manager</b>	596,469	554,440	646,872	620,390	620,530
	<b>Department of Law</b>	437,935	438,030	438,030	481,360	451,820
	<b>Town Clerk</b>	314,624	249,210	249,210	247,380	335,440
	<b>Finance</b>	943,518	897,380	904,680	890,800	962,400
	<b>Human Resources</b>	174,307	185,570	185,570	182,410	195,450
	<b>Planning &amp; Building</b>	978,937	977,900	977,900	957,870	984,520
	<b>Parks &amp; Recreation</b>	1,200,861	1,334,710	1,354,710	1,328,540	1,373,070
	<b>Public Works</b>	806,850	849,670	935,170	853,480	806,430
	<b>Streets</b>	1,520,360	1,383,000	1,383,000	1,342,390	1,745,810
	<b>Police</b>	5,664,269	5,791,250	5,887,997	5,716,590	5,835,740
	<b>Wastewater Utility</b>	1,027,756	1,190,720	1,190,720	1,169,640	1,263,810
	<b>Municipal Court</b>	482,106	502,750	502,750	494,350	538,980
	<b>Non-Departmental</b>	207,510	338,960	246,160	224,740	143,620
	<b>TOTAL OPERATING BUDGET</b>	<b>14,491,600</b>	<b>14,850,980</b>	<b>15,060,159</b>	<b>14,680,580</b>	<b>15,404,610</b>

## Summary of Expenditures by Department and Category

FUND		2011 Actual Amount	2012		2013 Budget Adopted		
DEPT	Categories		Budget Adopted	Amended		Estimated Amount	
GF	MAYOR & COUNCIL	Personnel Expenditures	61,810	65,720	65,720	97,170	64,660
		Contractual Services	70	70	70	-	-
		Operating Supplies	7,591	6,600	6,600	3,830	6,550
		Other Expenditures	66,626	85,000	85,000	69,640	75,780
		Operating Capital Expenditures	-	-	-	-	-
		<b>Department Total</b>	<b>136,098</b>	<b>157,390</b>	<b>157,390</b>	<b>170,640</b>	<b>146,990</b>
GF	TOWN MANAGER	Personnel Expenditures	570,800	527,780	538,780	511,910	587,390
		Contractual Services	5,431	10,400	91,832	92,070	11,310
		Operating Supplies	3,502	3,800	3,800	5,580	7,500
		Other Expenditures	16,736	12,460	12,460	10,830	14,330
		Operating Capital Expenditures	-	-	-	-	-
		<b>Department Total</b>	<b>596,469</b>	<b>554,440</b>	<b>646,872</b>	<b>620,390</b>	<b>620,530</b>
GF	LAW	Personnel Expenditures	390,093	384,980	384,980	394,050	408,920
		Contractual Services	19,526	28,600	28,600	65,200	20,900
		Operating Supplies	13,458	11,900	11,900	11,750	12,250
		Other Expenditures	14,858	12,550	12,550	10,360	9,750
		Operating Capital Expenditures	-	-	-	-	-
		<b>Department Total</b>	<b>437,935</b>	<b>438,030</b>	<b>438,030</b>	<b>481,360</b>	<b>451,820</b>
GF	TOWN CLERK	Personnel Expenditures	207,974	206,080	206,080	207,040	213,190
		Contractual Services	92,797	28,850	28,850	25,350	105,200
		Operating Supplies	2,366	2,500	2,500	2,500	3,100
		Other Expenditures	11,486	11,780	11,780	12,490	13,950
		Operating Capital Expenditures	-	-	-	-	-
		<b>Department Total</b>	<b>314,624</b>	<b>249,210</b>	<b>249,210</b>	<b>247,380</b>	<b>335,440</b>
GF	FINANCE	Personnel Expenditures	590,448	594,780	594,780	597,280	616,280
		Contractual Services	111,918	84,630	84,890	89,630	110,060
		Operating Supplies	25,868	26,100	25,800	21,780	25,000
		Other Expenditures	190,603	191,870	191,910	177,420	211,060
		Operating Capital Expenditures	24,682	-	7,300	4,690	-
		<b>Department Total</b>	<b>943,518</b>	<b>897,380</b>	<b>904,680</b>	<b>890,800</b>	<b>962,400</b>

## Summary of Expenditures by Department and Category

FUND		2011 Actual Amount	2012		2013 Budget Adopted		
DEPT	Categories		Budget Adopted	Amended		Estimated Amount	
GF	HUMAN RESOURCES	Personnel Expenditures	159,774	159,820	159,820	162,780	166,610
		Contractual Services	8,366	18,540	15,840	13,620	19,280
		Operating Supplies	3,055	5,000	7,700	4,140	6,890
		Other Expenditures	3,112	2,210	2,210	1,870	2,670
		Operating Capital Expenditures	-	-	-	-	-
		<b>Department Total</b>	<b>174,307</b>	<b>185,570</b>	<b>185,570</b>	<b>182,410</b>	<b>195,450</b>
GF	PLANNING & BUILDING	Personnel Expenditures	912,749	906,120	906,120	907,200	922,150
		Contractual Services	29,782	38,150	37,520	23,550	33,130
		Operating Supplies	17,271	13,690	14,320	13,680	15,910
		Other Expenditures	19,135	19,940	19,940	13,440	13,330
		Operating Capital Expenditures	-	-	-	-	-
		<b>Department Total</b>	<b>978,937</b>	<b>977,900</b>	<b>977,900</b>	<b>957,870</b>	<b>984,520</b>
GF	PARKS & RECREATION	Personnel Expenditures	741,134	767,650	767,650	770,840	788,990
		Contractual Services	294,744	369,120	362,620	361,960	383,450
		Operating Supplies	96,101	110,650	109,250	97,090	104,450
		Other Expenditures	48,195	60,030	57,430	52,560	64,180
		Operating Capital Expenditures	-	-	30,500	20,000	-
		<b>Department Total</b>	<b>1,180,174</b>	<b>1,307,450</b>	<b>1,327,450</b>	<b>1,302,450</b>	<b>1,341,070</b>
GF	PUBLIC WORKS	Personnel Expenditures	335,240	331,820	331,820	319,300	338,390
		Contractual Services	425,220	479,930	466,330	411,010	431,530
		Operating Supplies	23,973	23,500	36,740	24,340	27,010
		Other Expenditures	22,418	14,420	14,780	13,330	9,500
		Operating Capital Expenditures	-	-	85,500	85,500	-
		<b>Department Total</b>	<b>806,850</b>	<b>849,670</b>	<b>935,170</b>	<b>853,480</b>	<b>806,430</b>
GF	POLICE	Personnel Expenditures	4,415,682	4,351,280	4,361,280	4,332,140	4,550,280
		Contractual Services	499,553	562,020	562,020	570,350	595,980
		Operating Supplies	304,424	375,140	375,140	321,160	401,600
		Other Expenditures	101,713	85,810	85,810	88,190	80,400
		Operating Capital Expenditures	289,249	351,000	402,000	296,000	55,000
		<b>Department Total</b>	<b>5,610,621</b>	<b>5,725,250</b>	<b>5,786,250</b>	<b>5,607,840</b>	<b>5,683,260</b>
GF	MUNICIPAL COURT	Personnel Expenditures	439,577	448,270	448,270	449,970	465,500
		Contractual Services	8,177	14,670	14,770	10,020	12,670
		Operating Supplies	17,817	19,330	20,530	17,000	19,600
		Other Expenditures	16,535	20,480	19,180	17,360	22,240
		Operating Capital Expenditures	-	-	-	-	18,970
		<b>Department Total</b>	<b>482,106</b>	<b>502,750</b>	<b>502,750</b>	<b>494,350</b>	<b>538,980</b>

## Summary of Expenditures by Department and Category

FUND		2011 Actual Amount	2012		2013 Budget Adopted		
DEPT	Categories		Budget Adopted	Amended		Estimated Amount	
GF	NON- DEPARTMENT	Personnel Expenditures	1,670	-	-	-	
		Contractual Services	75,490	121,860	121,860	110,220	59,120
		Operating Supplies	40,915	51,600	51,600	50,100	10,000
		Other Expenditures	89,436	65,500	65,500	64,420	74,500
		Operating Capital Expenditures	-	100,000	7,200	-	-
		<b>Department Total</b>	<b>207,510</b>	<b>338,960</b>	<b>246,160</b>	<b>224,740</b>	<b>143,620</b>
GENERAL FUND	TOTAL	Personnel Expenditures	8,826,951	8,744,300	8,765,300	8,749,680	9,122,360
		Contractual Services	1,571,074	1,756,840	1,815,202	1,772,980	1,782,630
		Operating Supplies	556,342	649,810	665,880	572,950	639,860
		Other Expenditures	600,851	582,050	578,550	531,910	591,690
		Operating Capital Expenditures	313,931	451,000	532,500	406,190	73,970
		<b>TOTAL</b>	<b>11,869,148</b>	<b>12,184,000</b>	<b>12,357,432</b>	<b>12,033,710</b>	<b>12,210,510</b>
HURF	STREETS	Personnel Expenditures	553,719	495,570	495,570	486,470	549,580
		Contractual Services	595,007	557,580	553,880	568,300	752,650
		Operating Supplies	131,126	132,500	125,400	120,190	131,500
		Other Expenditures	211,212	179,780	182,280	142,420	146,270
		Operating Capital Expenditures	14,999	-	8,300	8,300	148,080
		<b>Department Total</b>	<b>1,506,064</b>	<b>1,365,430</b>	<b>1,365,430</b>	<b>1,325,680</b>	<b>1,728,080</b>
RICO	POLICE ACTIVITIES	Personnel Expenditures	18,839	35,000	70,747	49,750	76,530
		Contractual Services	60	-	-	-	-
		Operating Supplies	-	26,000	19,800	16,000	25,450
		Other Expenditures	94	5,000	11,200	12,000	500
		Operating Capital Expenditures	34,654	-	-	31,000	50,000
		<b>Department Total</b>	<b>53,647</b>	<b>66,000</b>	<b>101,747</b>	<b>108,750</b>	<b>152,480</b>

## Summary of Expenditures by Department and Category

FUND		2011 Actual Amount	2012		2013 Budget Adopted		
DEPT	Categories		Budget Adopted	Amended		Estimated Amount	
QC CFD	STREETS	Personnel Expenditures					
		Contractual Services	13,354	17,160	17,160	16,000	17,000
		Operating Supplies	292	-	-	-	-
		Other Expenditures	650	410	410	710	730
		Operating Capital Expenditures	-	-	-	-	-
	<b>Department Total</b>	<b>14,297</b>	<b>17,570</b>	<b>17,570</b>	<b>16,710</b>	<b>17,730</b>	
QC CFD	PARKS	Personnel Expenditures					
		Contractual Services	16,812	21,640	21,640	20,700	25,850
		Operating Supplies	2,225	2,650	2,650	2,350	2,850
		Other Expenditures	1,651	2,970	2,970	3,040	3,300
		Operating Capital Expenditures	-	-	-	-	-
	<b>Department Total</b>	<b>20,688</b>	<b>27,260</b>	<b>27,260</b>	<b>26,090</b>	<b>32,000</b>	
WASTEWATER	WASTEWATER UTILITY	Personnel Expenditures	482,629	451,640	451,640	448,810	505,350
		Contractual Services	407,340	439,590	453,383	430,320	446,710
		Operating Supplies	64,467	109,400	111,150	99,740	111,710
		Other Expenditures	210,551	190,090	174,547	190,770	200,040
		Operating Capital Expenditures	-	-	-	-	-
	<b>Department Total</b>	<b>1,164,986</b>	<b>1,190,720</b>	<b>1,190,720</b>	<b>1,169,640</b>	<b>1,263,810</b>	

## Department Staffing Levels Summary

### Full-Time Equivalent (FTE)

DEPARTMENT	FY 2011		FY 2012		FY 2013	
	Adopted	Amended	Change	Adopted	Change	Rcmnd
	FTE	FTE	FTE	FTE	FTE	FTE
Mayor and Council	-	-	-	-	-	-
Town Manager	7.0	7.0	(1.0)	6.0	0.3	6.3
Law	4.0	4.0	-	4.0	-	4.0
Town Clerk	3.5	3.5	(0.1)	3.4	-	3.4
Finance	8.0	8.0	-	8.0	-	8.0
Human Resources	2.0	2.0	-	2.0	-	2.0
Planning and Building	11.6	11.6	-	11.6	(0.4)	11.2
Parks and Recreation	15.1	15.1	-	15.1	-	15.1
Public Works	4.8	4.8	(0.4)	4.4	0.1	4.5
Police	51.7	52.4	(1.5)	50.9	0.1	51.0
Municipal Court	8.0	8.0	-	8.0	-	8.0
Streets	15.1	15.1	(1.6)	13.5	0.5	14.0
Wastewater	8.2	8.2	(0.1)	8.1	(0.8)	7.3
<b>TOTALS</b>	<b>139.0</b>	<b>139.6</b>	<b>(4.6)</b>	<b>135.0</b>	<b>(0.3)</b>	<b>134.7</b>

### Number of Personnel

DEPARTMENT	FY 2011		FY 2012		FY 2013	
	Adopted	Amended	Change	Adopted	Change	Rcmnd
	HEAD COUNT					
Mayor and Council	7	7	0	7	0	7
Town Manager	7	7	-1	6	1	7
Law	4	4	0	4	0	4
Town Clerk	4	4	0	4	0	4
Finance	8	8	0	8	0	8
Human Resources	2	2	0	2	0	2
Planning and Building	12	12	0	12	0	12
Parks and Recreation	21	21	0	21	0	21
Public Works*	28	28	-2	26	-1	25
Police	52	52	0	52	-1	51
Municipal Court	8	8	0	8	0	8
Streets	*	*	*	*	*	*
Wastewater	*	*	*	*	*	*
<b>TOTALS</b>	<b>153</b>	<b>153</b>	<b>-3</b>	<b>150</b>	<b>-1</b>	<b>149</b>

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

# Department Staffing Levels

DEPT	Div	Position	Pay Grade	2011 Amended	2012 Adopted	2012 Amended	2013 Recmnd
MAYOR & COUNCIL		Mayor	\$700/mo.	1	1	1	1
		Vice-Mayor	\$600/mo.	1	1	1	1
		Council Members	\$500/mo.	5	5	5	5
		<b>Department Total (# positions)</b>		<b>7</b>	<b>7</b>	<b>7</b>	<b>7</b>
TOWN MANAGER	Administration	Town Manager	Contract	1.0	1.0	1.0	1.0
		Assistant Town Manager/Town Engineer	87	0.0	0.0	0.3	0.3
		Management Analyst	54	1.0	1.0	1.0	1.0
		Executive Assistant to Town Manager	47	1.0	0.0	0.0	0.0
		Senior Office Assistant	37	1.0	1.0	1.0	1.0
	ED&C	ED&C Manager	69	1.0	1.0	1.0	1.0
		New Media Specialist	60	1.0	1.0	1.0	1.0
		Community Communication Coordinator	51	1.0	1.0	1.0	1.0
		<b>Department Total</b>		<b>7.0</b>	<b>6.0</b>	<b>6.3</b>	<b>6.3</b>
	LAW	Civil	Town Attorney	Contract	1.0	1.0	1.0
Paralegal			47	1.0	1.0	1.0	1.0
Prosecution		Town Prosecutor	71	1.0	1.0	1.0	1.0
		Legal Assistant	39	0.0	0.0	1.0	1.0
		Senior Office Assistant	37	1.0	1.0	0.0	0.0
		<b>Department Total</b>		<b>4.0</b>	<b>4.0</b>	<b>4.0</b>	<b>4.0</b>
TOWN CLERK		Town Clerk	70	1.0	1.0	1.0	1.0
		Deputy Town Clerk	49	0.5	0.4	0.4	0.4
		Senior Office Assistant	37	1.0	1.0	1.0	1.0
		Office Assistant	27	1.0	1.0	1.0	1.0
		<b>Department Total</b>		<b>3.5</b>	<b>3.4</b>	<b>3.4</b>	<b>3.4</b>
FINANCE	Finance	Finance Director	81	1.0	1.0	1.0	1.0
		Finance Manager	69	1.0	1.0	1.0	1.0
		Accountant	49	1.0	1.0	1.0	1.0
		Accounting Specialist	37	2.0	2.0	2.0	2.0
	Technology	Technology Manager	69	1.0	1.0	1.0	1.0
		Network Administrator	59	1.0	1.0	1.0	1.0
		Information Technology Specialist	51	1.0	1.0	1.0	1.0
		<b>Department Total</b>		<b>8.0</b>	<b>8.0</b>	<b>8.0</b>	<b>8.0</b>
HUMAN RESOURCES CES		Human Resources Director	74	1.0	1.0	1.0	1.0
		Human Resources Analyst	53	1.0	1.0	1.0	1.0
		<b>Department Total</b>		<b>2.0</b>	<b>2.0</b>	<b>2.0</b>	<b>2.0</b>

# Department Staffing Levels

DEPT	Div	Position	Pay Grade	2011 Amended	2012 Adopted	2012 Amended	2013 Recmnd	
PLANNING & BUILDING	Planning & Zoning	Planning & Building Director	78	1.0	1.0	1.0	1.0	
		Senior Planner	65	1.0	1.0	1.0	1.0	
		Planner	57	1.0	1.0	1.0	1.0	
		Assistant Planner	51	1.0	1.0	1.0	1.0	
		Senior Office Assistant/Code Enforcer	40	0.6	0.6	0.0	0.0	
		Senior Office Assistant	37	0.0	0.0	1.0	1.0	
		Office Assistant	27	0.0	0.0	0.0	0.2	
	Building Safety	Building Safety Manager	69	1.0	1.0	1.0	1.0	
		Chief Building Inspector	62	1.0	1.0	1.0	1.0	
		Plans Examiner/Fire Inspector	55	1.0	1.0	1.0	1.0	
		Plans Examiner/Building Inspector	55	2.0	2.0	2.0	2.0	
		Senior Permit Technician	40	1.0	1.0	1.0	1.0	
		Permit Clerk	34	1.0	1.0	0.0	0.0	
	<b>Department Total</b>				<b>11.6</b>	<b>11.6</b>	<b>11.0</b>	<b>11.2</b>
PARKS & RECREATION	Admini- stration	Parks & Recreation Director	75	1.0	1.0	1.0	1.0	
		Senior Office Assistant	37	1.0	1.0	1.0	1.0	
	Parks & Facilities Mainte- nance	Parks & Facilities Manager	56	1.0	1.0	1.0	1.0	
		Parks Foreman	48	1.0	1.0	1.0	1.0	
		Maintenance Worker	36	3.0	3.0	3.0	3.0	
	Recreation	Recreation Programs Administrator	56	1.0	1.0	1.0	1.0	
		Recreation Programmer	45	1.0	1.0	1.0	1.0	
		Recreation Leader	29	2.6	1.7	1.7	1.7	
		Office Assistant	27	0.6	1.0	1.0	1.0	
		Athletic Leader	23	0.5	0.7	0.7	0.7	
		Recreation Aide	20	2.3	2.7	2.7	2.7	
	<b>Department Total</b>				<b>15.1</b>	<b>15.1</b>	<b>15.1</b>	<b>15.1</b>
	POLICE	Police Chief	83	1.0	1.0	1.0	1.0	
		Police Commander	70	2.0	2.0	2.0	2.0	
Police Sergeant		62	8.0	8.0	8.0	8.0		
Detective		55	3.0	2.5	2.5	3.0		
Police Officer		52	30.0	29.0	29.0	29.0		
Crime Analyst		49	1.0	1.0	1.0	1.0		
Emergency Response Planner		47	1.0	1.0	1.0	1.0		
Crime Scene Specialist		45	2.0	2.0	2.0	2.0		
Senior Office Assistant		37	4.4	4.4	4.0	4.0		
<b>Department Total</b>				<b>52.4</b>	<b>50.9</b>	<b>50.5</b>	<b>51.0</b>	
MUNICIPAL COURT	Town Magistrate	Contract	1.0	1.0	1.0	1.0		
	Court Administrator	54	1.0	1.0	1.0	1.0		
	Court Clerk	36	4.0	4.0	4.0	4.0		
	Court Security Officer	32	2.0	2.0	2.0	2.0		
<b>Department Total</b>				<b>8.0</b>	<b>8.0</b>	<b>8.0</b>	<b>8.0</b>	

# Department Staffing Levels

DEPT	Div	Position	Pay Grade	2011 Amended	2012 Adopted	2012 Amended	2013 Recmnd
PUBLIC WORKS	Engineering	Assistant Town Manager/Town Engineer	87	0.3	0.3	0.0	0.0
		Assistant Town Engineer	72	0.1	0.2	0.2	0.0
		Senior Construction Manager	65	0.3	0.0	0.0	0.1
		Project Manager	60	1.0	1.8	1.8	2.1
		Management Analyst	54	0.3	0.3	0.3	0.3
		Senior Engineering Technician	51	0.9	0.0	0.0	0.3
		Engineering Technician	47	0.5	0.5	0.5	0.3
		O&M Administrator	42	0.3	0.3	0.3	0.3
		Senior Office Assistant	37	0.3	0.3	0.3	0.3
	Facilities	Maintenance Worker	36	1.0	1.0	1.0	1.0
<b>Department Total</b>				<b>4.8</b>	<b>4.4</b>	<b>4.2</b>	<b>4.5</b>
STREETS		Assistant Town Manager/Town Engineer	87	0.5	0.6	0.6	0.7
		Assistant Town Engineer	72	0.7	0.1	0.1	0.5
		Civil Engineer	66	1.0	1.0	1.0	1.0
		Senior Construction Manager	65	0.8	1.0	1.0	0.9
		Project Manager	60	1.5	0.4	0.4	0.3
		Public Works Superintendent	58	1.0	1.0	1.0	1.0
		Construction Manager	57	1.0	1.0	1.0	1.0
		Management Analyst	54	0.5	0.5	0.5	0.5
		Senior Engineering Technician	51	1.0	1.0	1.0	0.8
		Construction Inspector	51	0.8	0.5	0.5	0.5
		Public Works Foreman	48	1.0	1.0	1.0	1.0
		Engineering Technician	47	1.5	1.5	1.5	1.7
		O&M Administrator	42	0.5	0.5	0.5	0.6
		Engineering Aide	40	1.0	1.0	1.0	1.0
		Senior Maintenance Worker	39	2.0	2.0	2.0	2.0
	Senior Office Assistant	37	0.5	0.5	0.5	0.6	
<b>Department Total</b>				<b>15.1</b>	<b>13.5</b>	<b>13.5</b>	<b>14.0</b>
WASTEWATER UTILITY		Assistant Town Manager/Town Engineer	87	0.25	0.2	0.1	0.1
		Assistant Town Engineer	72	0.25	0.8	0.8	0.5
		Project Manager	60	0.50	0.9	0.9	0.6
		Principal Plant Operator	55	1.00	1.0	1.0	1.0
		Management Analyst	54	0.25	0.3	0.3	0.3
		Senior Engineering Technician	51	0.10	0.0	0.0	0.0
		Construction Inspector	51	0.25	0.5	0.5	0.5
		Senior Plant Operator	48	2.00	2.0	2.0	2.0
		Plant Mechanic	46	1.00	1.0	1.0	1.0
		Plant Operator	46	2.00	1.0	1.0	1.0
		O&M Administrator	42	0.25	0.3	0.3	0.2
	Senior Office Assistant	37	0.30	0.3	0.3	0.2	
<b>Department Total</b>				<b>8.15</b>	<b>8.1</b>	<b>8.0</b>	<b>7.3</b>
<b>TOWN FTE TOTAL</b>				<b>139.6</b>	<b>135.0</b>	<b>134.0</b>	<b>134.7</b>

## Pay Grade / Salary Range Table

Pay Grade	Minimum	Midpoint	Maximum	Pay Grade	Minimum	Midpoint	Maximum
1	\$12,376	\$14,560	\$16,744	51	\$42,538	\$50,044	\$57,551
2	\$12,685	\$14,924	\$17,163	52	\$43,601	\$51,295	\$58,990
3	\$13,003	\$15,297	\$17,592	53	\$44,691	\$52,578	\$60,464
4	\$13,328	\$15,680	\$18,031	54	\$45,808	\$53,892	\$61,976
5	\$13,661	\$16,072	\$18,482	55	\$46,954	\$55,240	\$63,525
6	\$14,002	\$16,473	\$18,944	56	\$48,127	\$56,621	\$65,114
7	\$14,352	\$16,885	\$19,418	57	\$49,331	\$58,036	\$66,741
8	\$14,711	\$17,307	\$19,903	58	\$50,564	\$59,487	\$68,410
9	\$15,079	\$17,740	\$20,401	59	\$51,828	\$60,974	\$70,120
10	\$15,456	\$18,183	\$20,911	60	\$53,124	\$62,498	\$71,873
11	\$15,842	\$18,638	\$21,434	61	\$54,452	\$64,061	\$73,670
12	\$16,238	\$19,104	\$21,970	62	\$55,813	\$65,662	\$75,512
13	\$16,644	\$19,582	\$22,519	63	\$57,208	\$67,304	\$77,400
14	\$17,060	\$20,071	\$23,082	64	\$58,639	\$68,987	\$79,335
15	\$17,487	\$20,573	\$23,659	65	\$60,105	\$70,711	\$81,318
16	\$17,924	\$21,087	\$24,250	66	\$61,607	\$72,479	\$83,351
17	\$18,372	\$21,614	\$24,857	67	\$63,147	\$74,291	\$85,435
18	\$18,832	\$22,155	\$25,478	68	\$64,726	\$76,148	\$87,571
19	\$19,302	\$22,709	\$26,115	69	\$66,344	\$78,052	\$89,760
20	\$19,785	\$23,276	\$26,768	70	\$68,003	\$80,003	\$92,004
21	\$20,280	\$23,858	\$27,437	71	\$69,703	\$82,003	\$94,304
22	\$20,787	\$24,455	\$28,123	72	\$71,445	\$84,054	\$96,662
23	\$21,306	\$25,066	\$28,826	73	\$73,232	\$86,155	\$99,078
24	\$21,839	\$25,693	\$29,547	74	\$75,062	\$88,309	\$101,555
25	\$22,385	\$26,335	\$30,285	75	\$76,939	\$90,516	\$104,094
26	\$22,944	\$26,993	\$31,042	76	\$78,862	\$92,779	\$106,696
27	\$23,518	\$27,668	\$31,819	77	\$80,834	\$95,099	\$109,364
28	\$24,106	\$28,360	\$32,614	78	\$82,855	\$97,476	\$112,098
29	\$24,709	\$29,069	\$33,429	79	\$84,926	\$99,913	\$114,900
30	\$25,326	\$29,796	\$34,265	80	\$87,049	\$102,411	\$117,773
31	\$25,959	\$30,541	\$35,122	81	\$89,226	\$104,971	\$120,717
32	\$26,608	\$31,304	\$36,000	82	\$91,456	\$107,596	\$123,735
33	\$27,274	\$32,087	\$36,900	83	\$93,743	\$110,285	\$126,828
34	\$27,956	\$32,889	\$37,822	84	\$96,086	\$113,043	\$129,999
35	\$28,654	\$33,711	\$38,768	85	\$98,488	\$115,869	\$133,249
36	\$29,371	\$34,554	\$39,737	86	\$100,951	\$118,765	\$136,580
37	\$30,105	\$35,418	\$40,730	87	\$103,474	\$121,735	\$139,995
38	\$30,858	\$36,303	\$41,749	88	\$106,061	\$124,778	\$143,495
39	\$31,629	\$37,211	\$42,792	89	\$108,713	\$127,897	\$147,082
40	\$32,420	\$38,141	\$43,862	90	\$111,431	\$131,095	\$150,759
41	\$33,230	\$39,095	\$44,959	91	\$114,216	\$134,372	\$154,528
42	\$34,061	\$40,072	\$46,083	92	\$117,072	\$137,731	\$158,391
43	\$34,913	\$41,074	\$47,235	93	\$119,999	\$141,175	\$162,351
44	\$35,785	\$42,101	\$48,416	94	\$122,998	\$144,704	\$166,410
45	\$36,680	\$43,153	\$49,626	95	\$126,073	\$148,322	\$170,570
46	\$37,597	\$44,232	\$50,867	96	\$129,225	\$152,030	\$174,834
47	\$38,537	\$45,338	\$52,138	97	\$132,456	\$155,830	\$179,205
48	\$39,500	\$46,471	\$53,442	98	\$135,767	\$159,726	\$183,685
49	\$40,488	\$47,633	\$54,778	99	\$139,162	\$163,719	\$188,277
50	\$41,500	\$48,824	\$56,147	100	\$142,641	\$167,812	\$192,984

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# General *Planning*

General Planning

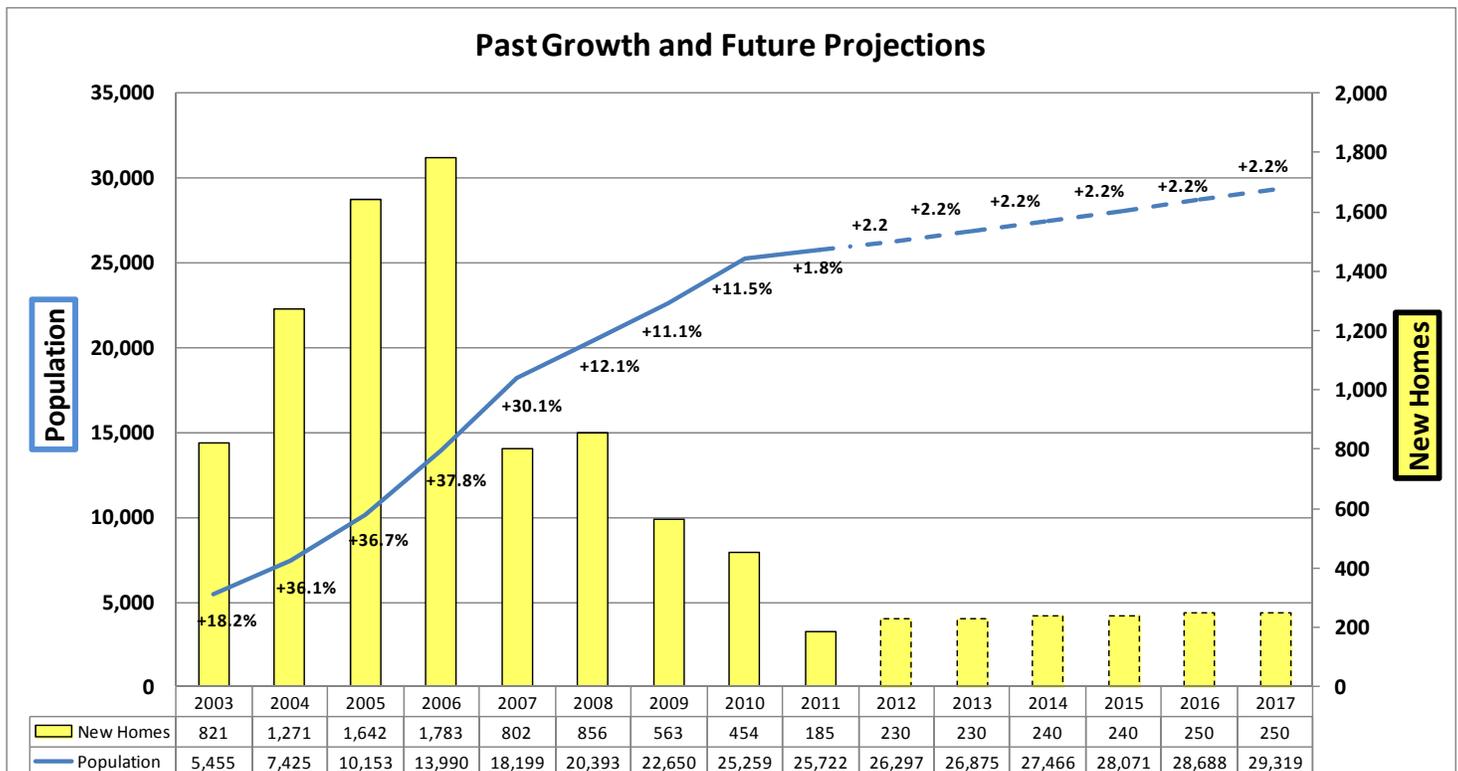
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# 5 Year Plan

In order to develop a budget and to ensure that the Town continues to remain on excellent financial footing, a five year plan is evaluated and updated each year. As with any planning tool, this document uses estimates and expectations to project future results. In order to achieve accurate results, the plan must accurately identify the elements which drive results. While it may be simplistic to identify revenues as the driving force behind our five year plan, it is an essential first step. Without changes to the tax rate or structure, revenues are largely outside the control of the Town. Conversely, determining what services the Town will provide—and thereby establishing budget levels—are under the control of the Town Council. These budgeted expenditure levels are typically established only after revenue forecasts are determined, to see what can be afforded.

The following assumptions were used in developing the five year financial plan:

- ❖ The base year for forecasts is the Adopted Budget for fiscal year 2013
- ❖ The economic recovery will occur slowly
- ❖ Inflationary factors were included in projections
- ❖ Population growth is projected to be 2.2% annually
- ❖ There will be a limited amount of retail development over time frame
- ❖ Unless noted elsewhere, there will be no changes to operational service levels
- ❖ Personnel cost increase over time more than other costs due to the reinstatement of merit increases and rising costs for health insurance and retirement contributions
- ❖ Implementation and fulfillment of five year Capital Improvement Plan
- ❖ No changes to tax rates or structure
- ❖ No changes to fees or fee structures unless noted
- ❖ No changes in policies and procedures
- ❖ No changes in legislation that would impact Town finances



The approach used in developing the five year financial plan is consistent with the methods used to develop the Adopted Budget for fiscal year 2013. In order to produce forecasts that are reasonably conservative numerous scenarios are considered and evaluated, including best and worst cases. The extreme cases are interesting to consider but would likely lead to irrational decisions. We ultimately reach and agree on forecasts that are somewhere between the extremes but, in our best judgment, have more upside than downside to them.

All financial forecasts produced by the Town implement the same philosophy:

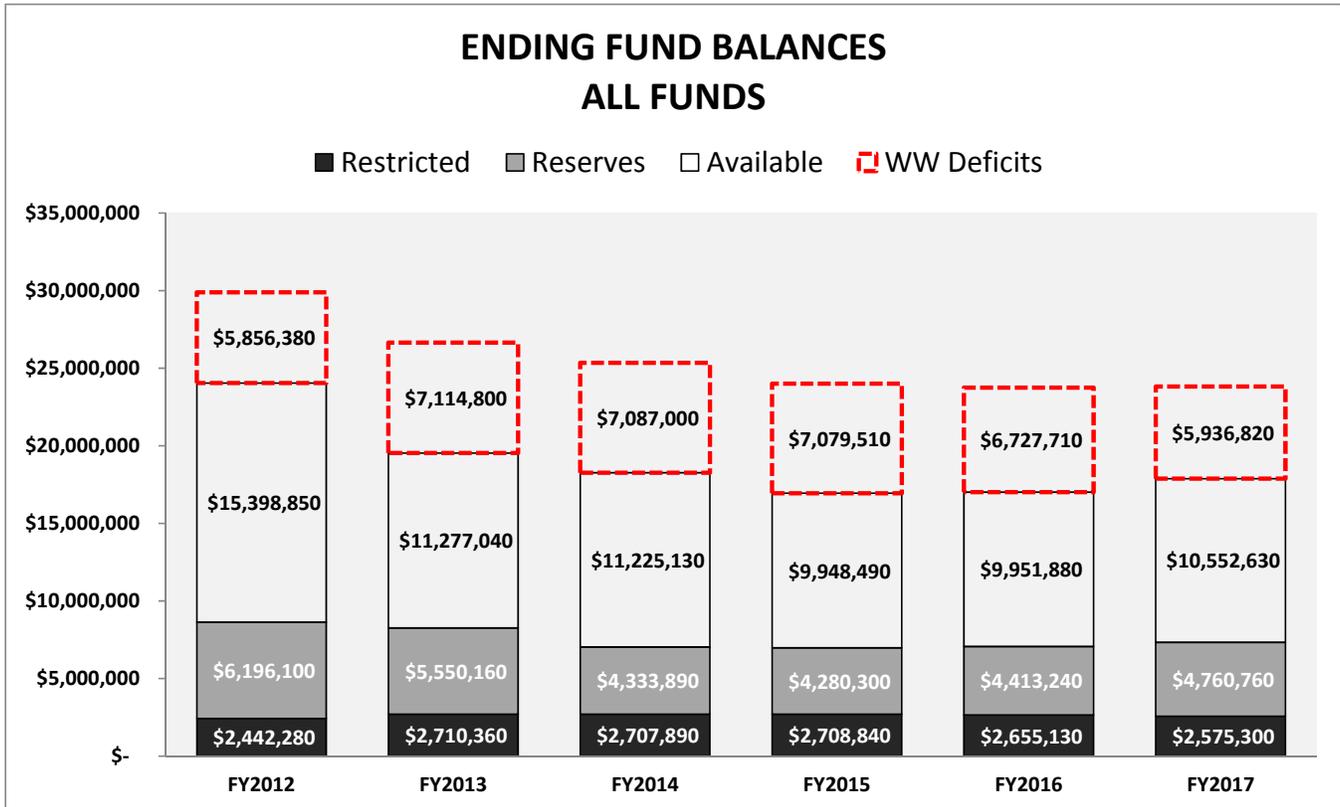
- Recognize that we exist to serve our residents. Therefore, we will maintain foundational service levels in core functions.
- We will live within our means.
- We will pay our debt obligations
- We will use the International City/County Managers Association performance measurement program to measure and improve our efficiency.
- We will increase unassigned ending balances.

Numerous resources are used to develop the forecasts:

- External Resources
  - League of Arizona Cities and Towns
  - Joint Legislative Budget Committee
  - Arizona Department of Revenue
  - Arizona Department of Transportation
  - Office of the Arizona State Treasurer
  - University of Arizona Eller College of Management
  - Arizona State University W.P. Carey School of Business
  - Government Finance Officers Association
  - Governmental Accounting Standards Board
  - Local Developers Growth Projections
- Internal Resources
  - Finance and Investment Advisory Committee
  - Town Council/Departments/Staff
  - Existing Plans and Policies
- Tools and Techniques
  - Regression analysis
  - Ratio analysis
  - Trend analysis
  - FISCALS application

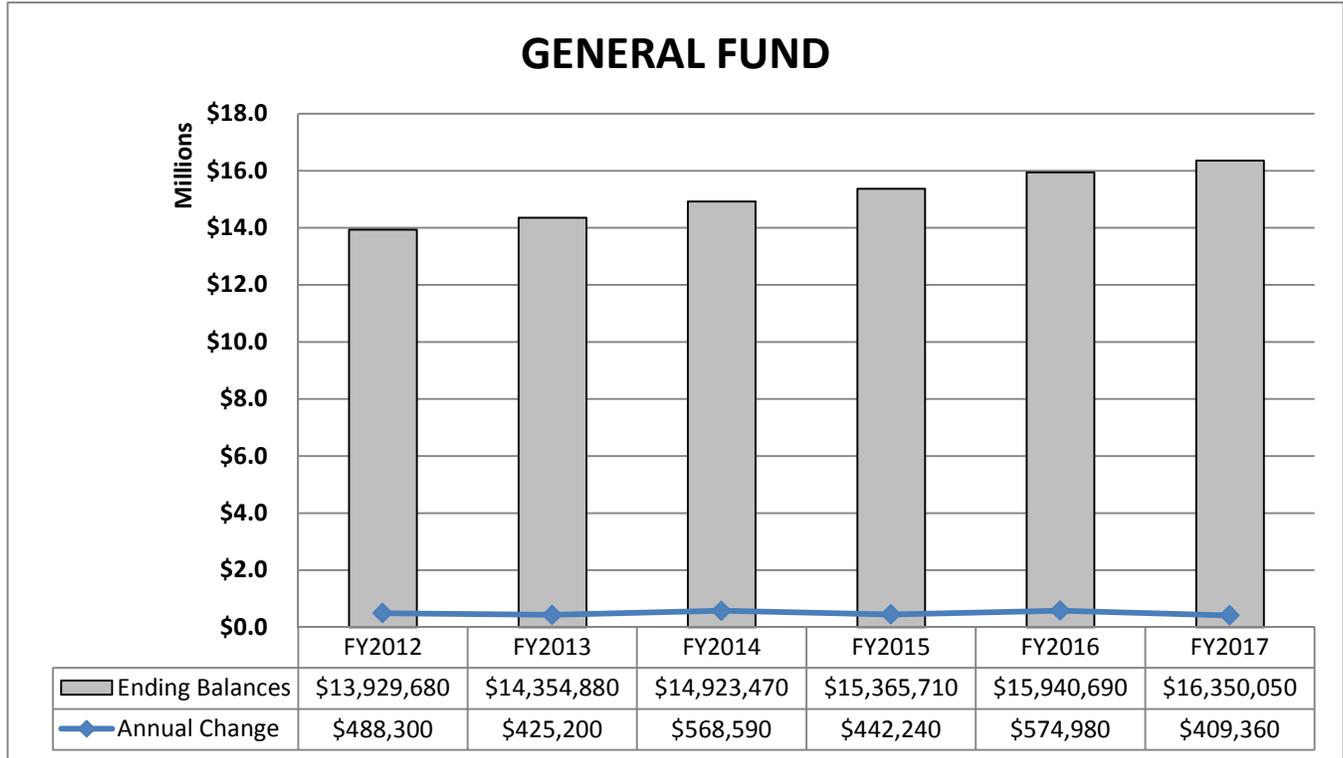
The focus of the Town's appropriated funds is to provide information on near-term inflows, outflows, and balances of spendable resources. Such information is useful in assessing the Town's financing requirements. In particular, available fund balances serve as a useful measure of a government's net resources available for spending at the end of a particular fiscal year.

The following summarizes Town activity over the next five years, by charting ending fund balances for all funds in the aggregate. The dark gray area represents balances that are contractually restricted for specific purposes. The Town has established policies to commit fund balances for reserves. These are shown in medium gray. The light gray areas represent balances over-and-above the restricted and commitment levels and are generally available for Council purposes. The chart also shows how much greater fund balances would have been had there been no Wastewater Fund deficits.



## GENERAL FUND SUMMARY

- Revenues will grow 25% between FY2013 and FY2015.
- Expenditures will increase 26% between FY2013 and FY2015.
- Personnel costs comprise approximately 75% of total expenditures in the fund.
- Revenues and sources will be greater than expenditures and uses in each year, resulting in increases to fund balances which average \$484 thousand annually.
- Transfers out to the Quail Creek CFD Fund will be needed to subsidize the costs associated with operating and maintaining the district park, averaging \$33 thousand annually.
- Ending fund balances will increase 13.9% between FY2013 and FY2015.
- Nonspendable fund balances associated with the Wastewater Enterprise Fund's deficits will decline by \$1.2 million over the five year timeframe.
- The Fund will set aside operating reserves, averaging \$727 thousand annually, for the operation of other funds that are unable to do so.
- Unassigned ending balances will average \$8.5 million annually.



General Planning

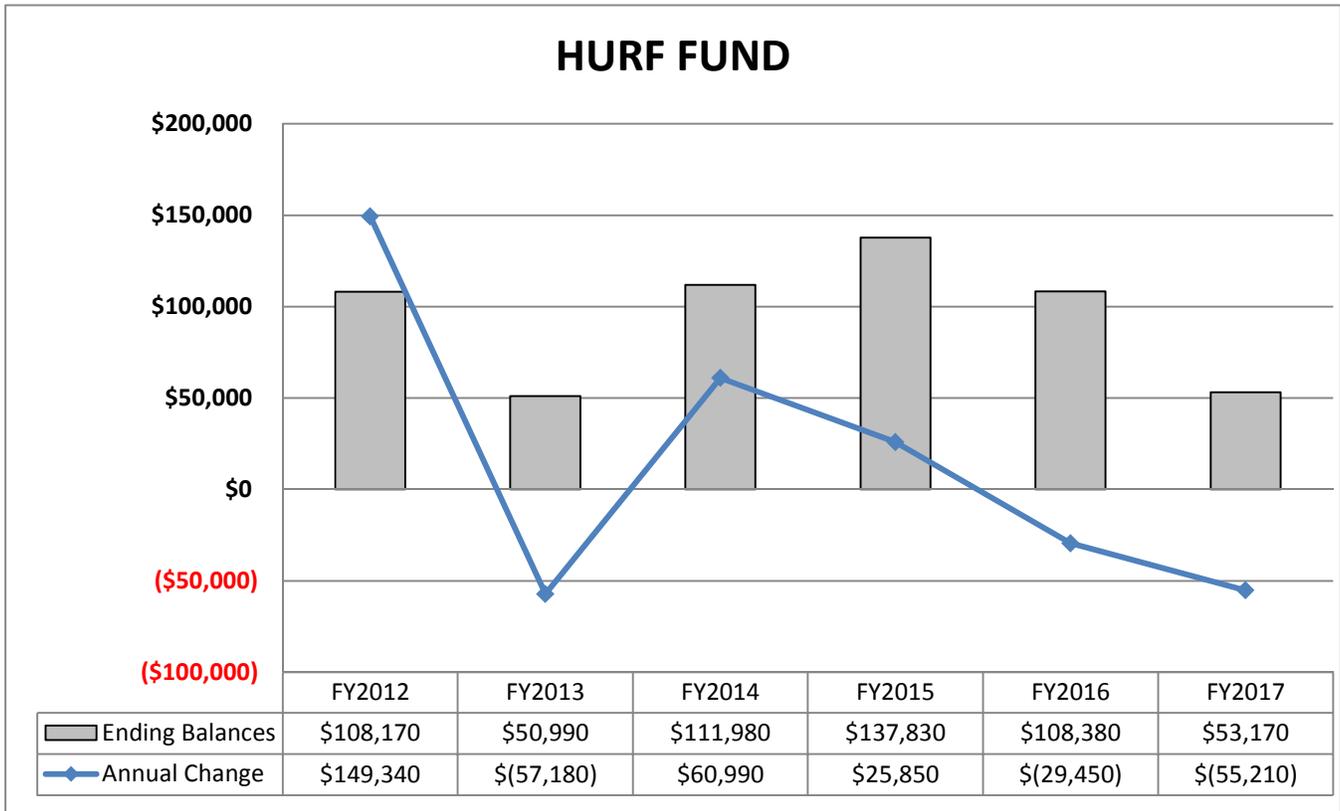
**GENERAL FUND**  
SOURCES AND USES OF FUNDS

General Planning

	2012 Estimated Amounts	2013 Forecasted Amounts	2014 Forecasted Amounts	2015 Forecasted Amounts	2016 Forecasted Amounts	2017 Forecasted Amounts
<b>SOURCES</b>						
<b>REVENUES:</b>						
Taxes						
Sales Taxes	\$ 4,053,250	\$ 4,173,190	\$ 4,330,810	\$ 4,601,070	\$ 5,104,320	\$ 5,561,690
Franchise Taxes	315,890	323,080	330,420	337,930	345,600	353,440
Licenses and Permits						
Building permits	805,430	765,160	828,770	846,770	1,018,120	1,042,120
Business licenses	29,180	1,000	1,000	1,000	1,000	1,000
Intergovernmental						
State shared sales taxes	1,906,850	1,986,940	2,096,220	2,253,440	2,366,110	2,484,420
State shared income taxes	2,131,970	2,579,920	2,772,840	2,857,790	3,058,500	3,271,330
State shared vehicle license taxes	904,330	958,940	977,160	1,029,210	1,089,420	1,155,260
Other	597,700	385,420	341,660	332,510	300,000	300,000
Charges for Services						
Indirect cost recovery	785,210	807,080	711,180	674,010	636,350	598,270
Development fees	39,090	39,500	83,450	83,450	84,700	84,700
Recreation fees	100,000	120,000	123,000	126,000	129,000	132,000
Other	17,550	20,800	25,000	25,000	25,000	25,000
Fines and fees	207,600	270,450	276,000	283,650	291,000	298,000
Investment	140,000	161,290	290,200	374,360	463,180	477,750
Miscellaneous	119,150	43,000	50,000	50,000	50,000	50,000
Subtotal: Revenues	12,153,200	12,635,770	13,237,710	13,876,190	14,962,300	15,834,980
<b>OTHER SOURCES:</b>						
Transfers in	393,480	27,940	-	-	-	-
Transfers Out	(24,670)	(28,000)	(31,900)	(33,620)	(35,390)	(37,160)
Subtotal: Other Sources	368,810	(60)	(31,900)	(33,620)	(35,390)	(37,160)
<b>FUND BALANCES:</b>						
Nonspendable: WW Deficits	-	2,928,190	2,928,190	2,900,390	2,892,900	2,541,100
Restricted	101,450	161,770	87,800	50,000	50,000	50,000
Unassigned	13,339,930	10,839,720	11,338,890	11,973,080	12,422,810	13,349,590
Subtotal: Beginning Fund Balances	13,441,380	13,929,680	14,354,880	14,923,470	15,365,710	15,940,690
<b>TOTAL SOURCES</b>	<b>\$ 25,963,390</b>	<b>\$ 26,565,390</b>	<b>\$ 27,560,690</b>	<b>\$ 28,766,040</b>	<b>\$ 30,292,620</b>	<b>\$ 31,738,510</b>
<b>USES</b>						
<b>CURRENT EXPENDITURES:</b>						
Departmental Expenditures-Non Capital	\$ 11,627,520	\$ 12,136,540	\$ 12,637,220	\$ 13,400,330	\$ 14,351,930	\$ 15,388,460
Departmental Expenditures-Capital Outlay	406,190	73,970	-	-	-	-
Subtotal: Current Expenditures	12,033,710	12,210,510	12,637,220	13,400,330	14,351,930	15,388,460
<b>Ending Fund Balances:</b>						
Nonspendable	2,928,190	2,928,190	2,900,390	2,892,900	2,541,100	1,750,210
Restricted	161,770	87,800	50,000	50,000	50,000	50,000
Committed for Reserves	3,703,420	3,772,040	3,813,510	4,016,900	4,342,840	4,695,360
Assigned for Contingencies	-	100,000	100,000	100,000	100,000	100,000
Unassigned	7,136,300	7,466,850	8,059,570	8,305,910	8,906,750	9,754,480
Subtotal: Ending Fund Balances	13,929,680	14,354,880	14,923,470	15,365,710	15,940,690	16,350,050
<b>TOTAL USES</b>	<b>\$ 25,963,390</b>	<b>\$ 26,565,390</b>	<b>\$ 27,560,690</b>	<b>\$ 28,766,040</b>	<b>\$ 30,292,620</b>	<b>\$ 31,738,510</b>
<b>CHANGE IN FUND BALANCE</b>	<b>\$ 488,300</b>	<b>\$ 425,200</b>	<b>\$ 568,590</b>	<b>\$ 442,240</b>	<b>\$ 574,980</b>	<b>\$ 409,360</b>

## HIGHWAY USER REVENUE FUND SUMMARY

- The State Local Transportation Assistance Funds (LTAF), accumulated in prior years, will entirely be spent in FY2013. These funds will not be available in the future.
- Transfers out to the CIIF represent capital grants from the State for specific street projects.
- Personnel costs comprise approximately 38% of total expenditures in the fund.
- Aging infrastructure will drive costs higher over time. New roadways will also add to the total number of lane miles requiring maintenance and add to future costs as well.
- Ending balances, averaging \$92 thousand annually, are restricted for transportation purposes.
- Ending balances will not be sufficient to cover the operating reserves required by our policies. The deficiency will average \$354 thousand annually and be reserved by the General Fund.

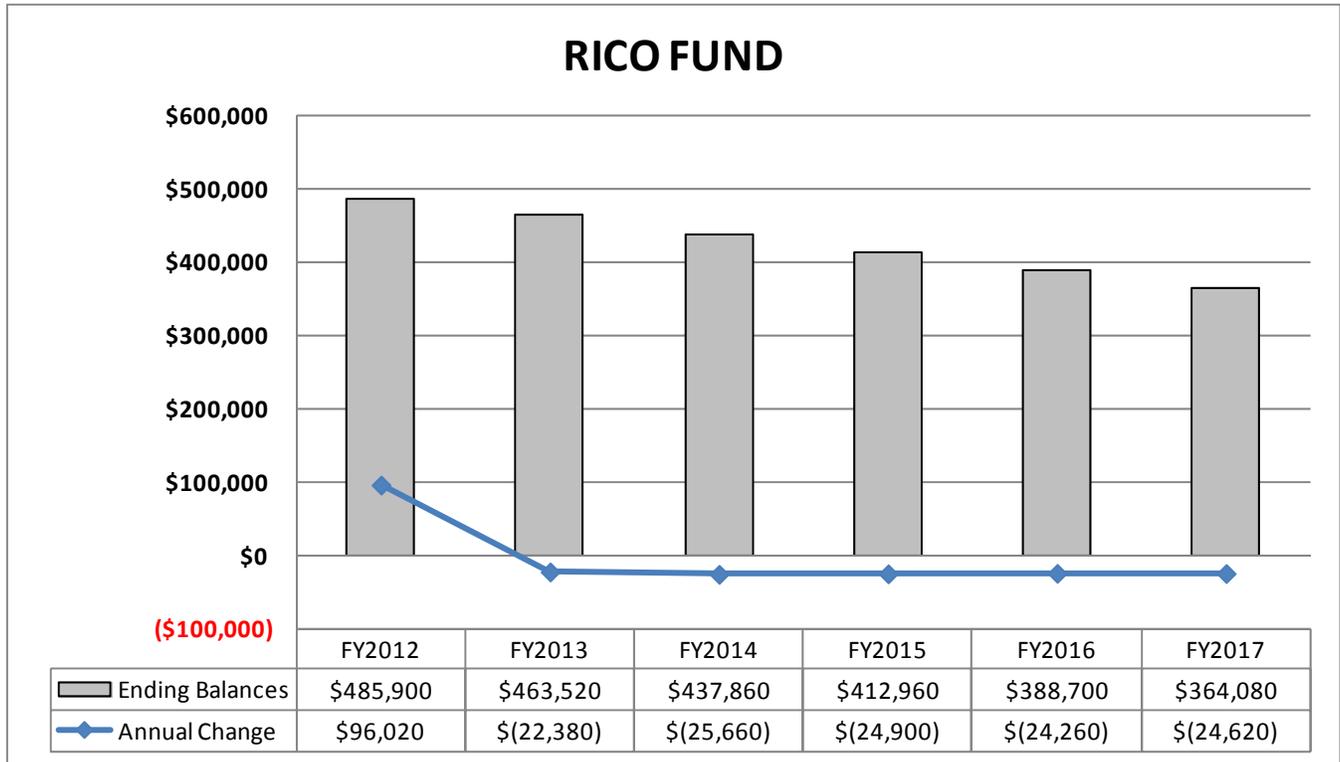


**HIGHWAY USER REVENUE FUND (HURF)**  
**SPECIAL REVENUE FUND**  
 SOURCES AND USES OF FUNDS

	2012 Estimated Amounts	2013 Forecasted Amounts	2014 Forecasted Amounts	2015 Forecasted Amounts	2016 Forecasted Amounts	2017 Forecasted Amounts
<b>SOURCES</b>						
<b>REVENUES:</b>						
Intergovernmental						
HURF	\$ 1,428,750	\$ 1,645,150	\$ 1,689,380	\$ 1,742,360	\$ 1,803,600	\$ 1,868,240
Other grants	2,840	-	-	-	-	-
Capital grants						
HURF	1,248,850	12,237,000	2,400,000	1,100,000	1,500,000	-
Youth Art	25,000	25,000	25,000	25,000	25,000	25,000
Investment	7,610	750	1,370	2,780	3,270	2,020
Miscellaneous	10,820	-	-	-	-	-
<b>Subtotal: Revenues</b>	<b>2,723,870</b>	<b>13,907,900</b>	<b>4,115,750</b>	<b>2,870,140</b>	<b>3,331,870</b>	<b>1,895,260</b>
<b>OTHER SOURCES:</b>						
Transfers out to CIIF	(1,248,850)	(12,237,000)	(2,400,000)	(1,100,000)	(1,500,000)	-
<b>Subtotal: Transfers In</b>	<b>(1,248,850)</b>	<b>(12,237,000)</b>	<b>(2,400,000)</b>	<b>(1,100,000)</b>	<b>(1,500,000)</b>	<b>-</b>
<b>BEGINNING FUND BALANCES:</b>						
Restricted for LTAF	109,730	111,080	-	-	-	-
Restricted for HURF	(150,900)	(2,910)	50,990	111,980	137,830	108,380
<b>Subtotal: Beginning Fund Balances</b>	<b>(41,170)</b>	<b>108,170</b>	<b>50,990</b>	<b>111,980</b>	<b>137,830</b>	<b>108,380</b>
<b>TOTAL SOURCES</b>	<b>\$ 1,433,850</b>	<b>\$ 1,779,070</b>	<b>\$ 1,766,740</b>	<b>\$ 1,882,120</b>	<b>\$ 1,969,700</b>	<b>\$ 2,003,640</b>
<b>USES</b>						
<b>CURRENT EXPENDITURES:</b>						
Streets Department	\$ 1,207,720	\$ 1,494,400	\$ 1,515,040	\$ 1,590,650	\$ 1,687,360	\$ 1,757,650
LTAF projects	-	111,080	-	-	-	-
Cost allocation	117,960	122,600	139,720	153,640	173,960	192,820
Streets Department	\$ 1,325,680	\$ 1,728,080	\$ 1,654,760	\$ 1,744,290	\$ 1,861,320	\$ 1,950,470
<b>Subtotal: Current Expenditures</b>	<b>1,325,680</b>	<b>1,728,080</b>	<b>1,654,760</b>	<b>1,744,290</b>	<b>1,861,320</b>	<b>1,950,470</b>
<b>ENDING FUND BALANCES:</b>						
Restricted for LTAF	111,080	-	-	-	-	-
Restricted for HURF	(2,910)	50,990	111,980	137,830	108,380	53,170
<b>Subtotal: Ending Fund Balances</b>	<b>108,170</b>	<b>50,990</b>	<b>111,980</b>	<b>137,830</b>	<b>108,380</b>	<b>53,170</b>
<b>TOTAL USES</b>	<b>\$ 1,433,850</b>	<b>\$ 1,779,070</b>	<b>\$ 1,766,740</b>	<b>\$ 1,882,120</b>	<b>\$ 1,969,700</b>	<b>\$ 2,003,640</b>
<b>Change in Fund Balance</b>	<b>\$ 149,340</b>	<b>\$ (57,180)</b>	<b>\$ 60,990</b>	<b>\$ 25,850</b>	<b>\$ (29,450)</b>	<b>\$ (55,210)</b>

## RACKETEER INFLUENCED AND CORRUPT ORGANIZATIONS FUND SUMMARY

- Revenues and expenditures are flat over the five year horizon.
- Ending balances will be positive each year, averaging \$413 thousand annually.
- Ending balances are restricted for public safety and antiracketeering purposes.

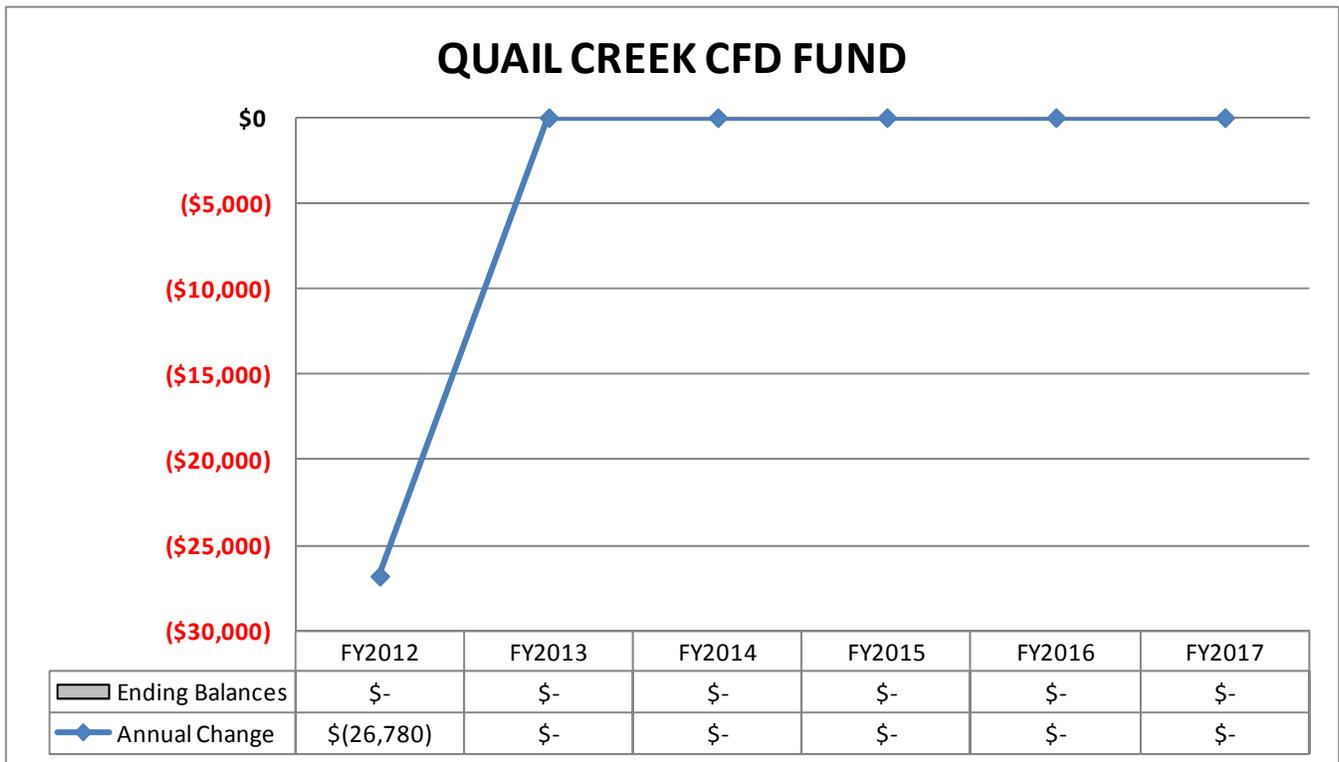


**RACKETEER INFLUENCED CORRUPT ORGANIZATIONS (RICO)  
SPECIAL REVENUE FUND  
SOURCES AND USES OF FUNDS**

	2012 Estimated Amounts	2013 Forecasted Amounts	2014 Forecasted Amounts	2015 Forecasted Amounts	2016 Forecasted Amounts	2017 Forecasted Amounts
<b>SOURCES</b>						
<b>REVENUES:</b>						
Intergovernmental	\$ 14,000	\$ 17,500	\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000
Forfeitures	185,750	109,950	50,000	50,000	50,000	50,000
Investment	5,020	2,650	4,340	5,100	5,740	5,380
Subtotal: Revenues	<u>204,770</u>	<u>130,100</u>	<u>74,340</u>	<u>75,100</u>	<u>75,740</u>	<u>75,380</u>
<b>BEGINNING FUND BALANCES:</b>						
Restricted	389,880	485,900	463,520	437,860	412,960	388,700
<b>TOTAL SOURCES</b>	<u>\$ 594,650</u>	<u>\$ 616,000</u>	<u>\$ 537,860</u>	<u>\$ 512,960</u>	<u>\$ 488,700</u>	<u>\$ 464,080</u>
<b>USES</b>						
<b>CURRENT EXPENDITURES:</b>						
Police	\$ 108,750	\$ 152,480	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000
Subtotal: Current Expenditures	<u>108,750</u>	<u>152,480</u>	<u>100,000</u>	<u>100,000</u>	<u>100,000</u>	<u>100,000</u>
<b>ENDING FUND BALANCES:</b>						
Restricted for RICO	485,900	463,520	437,860	412,960	388,700	364,080
Subtotal: Ending Fund Balances	<u>485,900</u>	<u>463,520</u>	<u>437,860</u>	<u>412,960</u>	<u>388,700</u>	<u>364,080</u>
<b>TOTAL USES</b>	<u>\$594,650</u>	<u>\$616,000</u>	<u>\$537,860</u>	<u>\$512,960</u>	<u>\$488,700</u>	<u>\$464,080</u>
<b>CHANGE IN FUND BALANCE</b>	<u>\$ 96,020</u>	<u>\$ (22,380)</u>	<u>\$ (25,660)</u>	<u>\$ (24,900)</u>	<u>\$ (24,260)</u>	<u>\$ (24,620)</u>

## QUAIL CREEK COMMUNITY FACILITIES DISTRICT FUND SUMMARY

- The majority of the fund’s accounting activity is associated with revenues and expenditures tied to the fund’s debt obligations.
- The fund’s secondary property tax rate will be \$3.30 per \$100 of assessed valuation and remain unchanged over the five year timeframe. Growth in tax revenues will be associated with new development within the District and changes in property valuations.
- Miscellaneous income represents developer contributions towards debt service requirements and will average \$738 thousand annually.
- Transfers in from the General fund will be needed to subsidize the costs associated with operating and maintaining the district park, averaging \$33 thousand annually.
- Investment losses will occur as the fund will operate at a deficit until receiving the subsidy.
- Ending balances are \$0 each year.



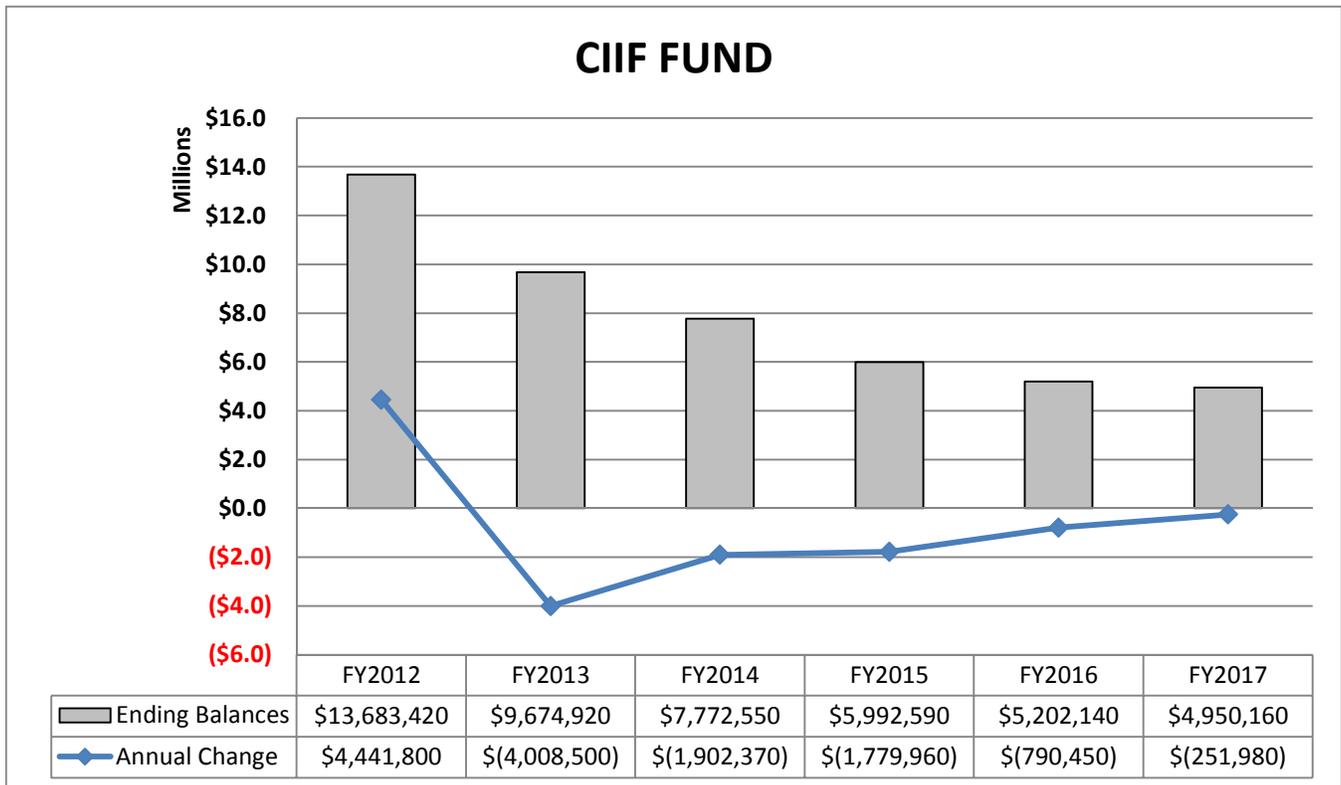
General Planning

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

	2012	2013	2014	2015	2016	2017
	Estimated	Forecasted	Forecasted	Forecasted	Forecasted	Forecasted
	Amounts	Amounts	Amounts	Amounts	Amounts	Amounts
<b>SOURCES</b>						
<b>REVENUES:</b>						
Taxes	\$ 287,010	\$ 274,830	\$ 283,640	\$ 294,960	\$ 307,450	\$ 320,510
Investment income (loss)	(60)	(70)	(320)	(420)	(530)	(560)
Miscellaneous	716,510	756,130	748,330	737,250	729,060	717,250
Subtotal: Revenues	1,003,460	1,030,890	1,031,650	1,031,790	1,035,980	1,037,200
<b>OTHER SOURCES:</b>						
Transfer In from General Fund	24,670	28,000	31,900	33,620	35,390	37,160
Subtotal: Other Sources	24,670	28,000	31,900	33,620	35,390	37,160
<b>BEGINNING FUND BALANCES:</b>						
Restricted	30,450	-	-	-	-	-
Unassigned	(3,670)	-	-	-	-	-
Subtotal: Beginning Fund Balances	26,780	-	-	-	-	-
<b>TOTAL SOURCES</b>	<b>\$ 1,054,910</b>	<b>\$ 1,058,890</b>	<b>\$ 1,063,550</b>	<b>\$ 1,065,410</b>	<b>\$ 1,071,370</b>	<b>\$ 1,074,360</b>
<b>USES</b>						
<b>CURRENT EXPENDITURES:</b>						
Streets	\$ 16,710	\$ 17,730	\$ 18,620	\$ 19,550	\$ 20,530	\$ 21,560
Parks and Recreation	26,090	32,000	35,600	37,380	39,250	41,210
Subtotal: Current Expenditures	42,800	49,730	54,220	56,930	59,780	62,770
<b>DEBT SERVICE:</b>						
Principal	370,000	385,000	405,000	425,000	450,000	450,000
Interest	637,610	619,660	599,830	578,980	557,090	557,090
Other	4,500	4,500	4,500	4,500	4,500	4,500
Subtotal: Debt Service	1,012,110	1,009,160	1,009,330	1,008,480	1,011,590	1,011,590
Subtotal: Current Expenditures and Debt Service	1,054,910	1,058,890	1,063,550	1,065,410	1,071,370	1,074,360
<b>ENDING FUND BALANCES:</b>						
Restricted for QCCFD	-	-	-	-	-	-
Subtotal: Ending Fund Balances	-	-	-	-	-	-
<b>TOTAL USES</b>	<b>\$ 1,054,910</b>	<b>\$ 1,058,890</b>	<b>\$ 1,063,550</b>	<b>\$ 1,065,410</b>	<b>\$ 1,071,370</b>	<b>\$ 1,074,360</b>
<b>CHANGE IN FUND BALANCE</b>	<b>\$ (26,780)</b>	<b>\$ -</b>				

## CAPITAL INFRASTRUCTURE IMPROVEMENT FUND SUMMARY

- Unrestricted revenues (taxes and investment income) will average \$2.2 million annually.
- Debt payments and routine capital equipment replacement costs (vehicle and technology) will annually average a total of \$2.2 million.
- Approximately 89% of the fund's capital outlay costs are expected to be financed by and reimbursed through capital grants, primarily from other governments.
- Beginning in FY2013, routine operating capital costs will be recorded in CIIF instead of the General Fund. The majority of transfers out to the General Fund were to reimburse that fund for the operating capital costs. Therefore, transfers out to the General Fund will not be needed for this purpose.
- Transfers in to the CIIF represent capital grants funded by State fuel taxes and will be used for street projects.
- Ending balances will decline significantly as a result of project expenditures programmed in the *Capital Improvement Plan*.
- The CIIF fund will cover a majority of the projected deficit in the Wastewater Fund. Approximately, \$4.2 million of the CIIF's ending balances each year will not be spendable as a result.
- The CIIF Fund will set aside capital reserves, averaging \$540 thousand annually.
- The CIIF Fund will track construction sales tax revenues generated from the Town Center separately, and assign these amounts for Town Center Development in accordance with the Town policy.
- Available ending balances, averaging \$2.0 million annually, are assigned by the Town Council for use on capital projects.



# CAPITAL INFRASTRUCTURE IMPROVEMENT FUND (CIIF)

## CAPITAL PROJECTS FUND

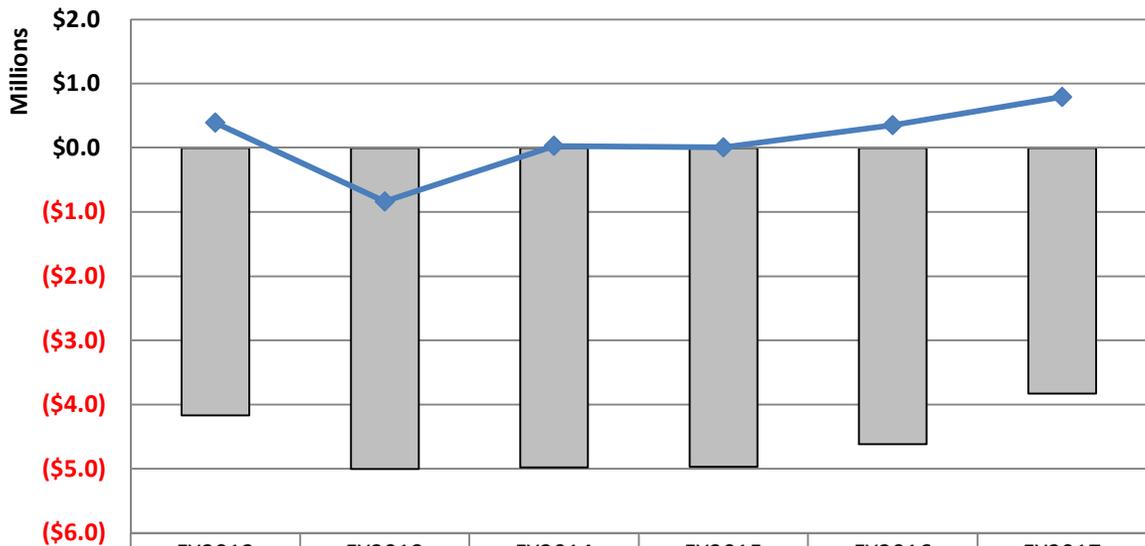
### SOURCES AND USES OF FUNDS

	2012 Estimated Amounts	2013 Reqsted Budget	2014 Forecasted Amounts	2015 Forecasted Amounts	2016 Forecasted Amounts	2017 Forecasted Amounts
<b>SOURCES</b>						
<b>REVENUES:</b>						
Taxes	\$ 2,011,660	\$ 1,801,950	\$ 1,846,860	\$ 1,940,120	\$ 2,248,640	\$ 2,361,770
Licenses and Permits	1,200	-	-	-	-	-
Intergovernmental	7,880,890	13,961,740	30,176,670	15,405,000	1,400,000	1,000,000
Investment Income	110,350	133,360	172,750	169,940	165,440	150,030
Miscellaneous	-	3,243,000	-	-	-	-
<b>Subtotal:</b>	<b>10,004,100</b>	<b>19,140,050</b>	<b>32,196,280</b>	<b>17,515,060</b>	<b>3,814,080</b>	<b>3,511,800</b>
<b>OTHER SOURCES:</b>						
Transfers In	1,248,850	12,237,000	2,400,000	1,100,000	1,500,000	-
Trasfers Out	(393,480)	(27,940)	-	-	-	-
<b>Subtotal:</b>	<b>855,370</b>	<b>12,209,060</b>	<b>2,400,000</b>	<b>1,100,000</b>	<b>1,500,000</b>	<b>-</b>
<b>BEGINNING FUND BALANCES:</b>						
Nonspendable	5,851,280	2,928,190	4,186,610	4,186,610	4,186,610	4,186,610
Assigned for Reserves						
Assigned for Tow n Center						
Assigned for Capital Projects	3,390,340	10,755,230	5,488,310	3,585,940	2,005,980	1,215,530
<b>Subtotal:</b>	<b>9,241,620</b>	<b>13,683,420</b>	<b>9,674,920</b>	<b>7,772,550</b>	<b>5,992,590</b>	<b>5,202,140</b>
<b>TOTAL SOURCES</b>	<b>\$ 20,101,090</b>	<b>\$ 45,032,530</b>	<b>\$ 44,271,200</b>	<b>\$ 26,387,610</b>	<b>\$ 11,306,670</b>	<b>\$ 8,713,940</b>
<b>USES</b>						
<b>DEBT SERVICE:</b>						
Principal	\$ 905,000	\$ 935,000	\$ 975,000	\$ 1,015,000	\$ 1,055,000	\$ 1,105,000
Interest	891,760	858,070	820,880	781,430	738,980	689,080
Other	5,000	5,000	5,000	5,000	5,000	5,000
<b>Subtotal:</b>	<b>1,801,760</b>	<b>1,798,070</b>	<b>1,800,880</b>	<b>1,801,430</b>	<b>1,798,980</b>	<b>1,799,080</b>
<b>CAPITAL OUTLAY:</b>						
General Government	507,670	659,540	504,830	413,190	335,230	256,120
Public Safety	-	273,000	280,000	240,000	250,000	250,000
Highw ays and Streets	4,108,240	32,369,500	33,632,940	16,940,400	2,695,320	458,580
Culture and Recreation	-	257,500	280,000	1,000,000	1,025,000	1,000,000
<b>Subtotal:</b>	<b>4,615,910</b>	<b>33,559,540</b>	<b>34,697,770</b>	<b>18,593,590</b>	<b>4,305,550</b>	<b>1,964,700</b>
<b>Subtotals combined:</b>	<b>6,417,670</b>	<b>35,357,610</b>	<b>36,498,650</b>	<b>20,395,020</b>	<b>6,104,530</b>	<b>3,763,780</b>
<b>ENDING FUND BALANCES:</b>						
Nonspendable	2,928,190	4,186,610	4,186,610	4,186,610	4,186,610	4,186,610
Assigned for Reserves	2,492,680	1,778,120	520,380	263,400	70,400	65,400
Assigned for Tow n Center	400,000	580,200	764,890	958,900	1,183,760	1,419,940
Assigned for Capital Projects	7,862,550	3,129,990	2,300,670	583,680	(238,630)	(721,790)
<b>Subtotal:</b>	<b>13,683,420</b>	<b>9,674,920</b>	<b>7,772,550</b>	<b>5,992,590</b>	<b>5,202,140</b>	<b>4,950,160</b>
<b>TOTAL USES</b>	<b>\$ 20,101,090</b>	<b>\$ 45,032,530</b>	<b>\$ 44,271,200</b>	<b>\$ 26,387,610</b>	<b>\$ 11,306,670</b>	<b>\$ 8,713,940</b>
<b>CHANGE IN FUND BALANCE</b>	<b>\$ 4,441,800</b>	<b>\$ (4,008,500)</b>	<b>\$ (1,902,370)</b>	<b>\$ (1,779,960)</b>	<b>\$ (790,450)</b>	<b>\$ (251,980)</b>

## WASTEWATER ENTERPRISE FUND SUMMARY

- 8.9 % user fee increases, already approved by Council, have been programmed for fiscal years 2013 and 2014. Annual 8% fee increases are recommended for FY2015 through FY2017.
- In FY2014 and thereafter, the fund will begin selling a larger portion of its water recharge credits.
- Connection fees are contractually tied to those of Pima County. In FY2013, the County plans to change its connection fees structure. This will have a significant negative impact (nearly a 50% reduction) on the fund’s estimate of future connection fees.
- Investment losses will occur each year due to the fund’s deficit position.
- The final estimated drawdown on the WIFA loan, in the amount of \$502 thousand, will occur in fiscal year 2013.
- Personnel costs comprise approximately 40% of total expenditures in the fund.
- There will be no new capital projects programmed in years 2014 through 2017.
- The fund will be in deficit position each year, averaging \$6.8 million annually. These deficits will be covered via interfund loans from the General Fund and CIIF.
- Ending balances (deficits) will begin improving in fiscal year 2014 and each year thereafter.
- Restricted balances for debt service requirements will be fully funded in fiscal year 2013.
- Ending balances will not be sufficient to cover the operating reserve required by our policies. The deficiency will average \$358 thousand annually and be reserved by the General Fund.

### WASTEWATER FUND



	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017
Ending Balances	\$(4,169,940)	\$(5,006,750)	\$(4,978,950)	\$(4,971,460)	\$(4,619,660)	\$(3,828,770)
Annual Change	\$390,130	\$(836,810)	\$27,800	\$7,490	\$351,800	\$790,890

**WASTEWATER ENTERPRISE FUND**  
SOURCES AND USES OF FUNDS

General Planning

	2012	2013	2014	2015	2016	2017
	Estimated	Forecasted	Forecasted	Forecasted	Forecasted	Forecasted
	Amounts	Amounts	Amounts	Amounts	Amounts	Amounts
<b>SOURCES</b>						
<b>OPERATING REVENUES:</b>						
User Charges - Residential	\$ 2,199,430	\$ 2,526,750	\$ 2,813,910	\$ 3,105,810	\$ 3,427,960	\$ 3,783,300
User Charges - Commercial	143,510	158,370	181,120	196,970	204,080	237,430
Other - Recharge Credits	36,520	40,540	125,590	173,400	195,120	204,960
Subtotal: Operating Revenues	2,379,460	2,725,660	3,120,620	3,476,180	3,827,160	4,225,690
<b>NON-OPERATING REVENUES:</b>						
Investment Income/(Expense)	(45,000)	(53,050)	(86,980)	(108,020)	(118,090)	(101,200)
Sewer Connection Fees - Residential	716,440	305,490	312,210	319,070	300,040	315,820
Sewer Connection Fees - Commercial	961,150	-	436,880	136,880	273,760	342,200
Subtotal: Non-Operating Revenues	1,632,590	252,440	662,110	347,930	455,710	556,820
Subtotal: Revenues	4,012,050	2,978,100	3,782,730	3,824,110	4,282,870	4,782,510
<b>OTHER SOURCES:</b>						
Proceeds of Long-Term Debt	519,450	501,930	-	-	-	-
Subtotal: Other Sources	519,450	501,930	-	-	-	-
<b>BEGINNING FUND BALANCES:</b>						
Restricted for Debt Service	1,264,830	1,686,440	2,108,050	2,108,050	2,108,050	2,108,050
Unassigned (Deficits)	(5,824,900)	(5,856,380)	(7,114,800)	(7,087,000)	(7,079,510)	(6,727,710)
Subtotal: Beginning Fund Balances	(4,560,070)	(4,169,940)	(5,006,750)	(4,978,950)	(4,971,460)	(4,619,660)
<b>TOTAL SOURCES</b>	<b>\$ (28,570)</b>	<b>\$ (689,910)</b>	<b>\$ (1,224,020)</b>	<b>\$ (1,154,840)</b>	<b>\$ (688,590)</b>	<b>\$ 162,850</b>
<b>USES</b>						
<b>CURRENT EXPENDITURES:</b>						
Wastewater Utility Department	\$ 1,169,640	\$ 1,263,810	\$ 1,355,700	\$ 1,417,390	\$ 1,531,840	\$ 1,592,390
Subtotal: Current Expenditures	1,169,640	1,263,810	1,355,700	1,417,390	1,531,840	1,592,390
<b>DEBT SERVICE:</b>						
Principal	1,300,910	1,349,350	1,399,580	1,451,690	1,505,740	1,569,330
Interest	1,082,500	1,049,880	999,650	947,540	893,490	829,900
Subtotal: Debt Service	2,383,410	2,399,230	2,399,230	2,399,230	2,399,230	2,399,230
<b>CAPITAL OUTLAY:</b>						
WW Capital Projects	588,320	653,800	-	-	-	-
Subtotal: Capital Outlay	588,320	653,800	-	-	-	-
Subtotal: Current Expenditures, Debt Service, and Capital Outlay	4,141,370	4,316,840	3,754,930	3,816,620	3,931,070	3,991,620
<b>ENDING FUND BALANCES:</b>						
Restricted for Debt Service	1,686,440	2,108,050	2,108,050	2,108,050	2,108,050	2,108,050
Unassigned (Deficits)	(5,856,380)	(7,114,800)	(7,087,000)	(7,079,510)	(6,727,710)	(5,936,820)
Subtotal: Ending Fund Balances	(4,169,940)	(5,006,750)	(4,978,950)	(4,971,460)	(4,619,660)	(3,828,770)
<b>TOTAL USES</b>	<b>\$ (28,570)</b>	<b>\$ (689,910)</b>	<b>\$ (1,224,020)</b>	<b>\$ (1,154,840)</b>	<b>\$ (688,590)</b>	<b>\$ 162,850</b>
<b>CHANGE IN FUND BALANCE</b>	<b>\$ 390,130</b>	<b>\$ (836,810)</b>	<b>\$ 27,800</b>	<b>\$ 7,490</b>	<b>\$ 351,800</b>	<b>\$ 790,890</b>

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# Capital Improvement *Plan*

## **WHAT IS A CAPITAL IMPROVEMENT PLAN?**

A capital improvement plan (CIP) is the primary tool that local governments use to plan for capital projects, and acquisitions. A capital project is a one-time project that builds or acquires an asset, which costs more than \$150,000 and usually has a useful life of numerous years. Capital projects include design, engineering, and construction of building and infrastructure items, and capital expenditures, such as land acquisition and equipment. Acquisitions of capital assets are purchases of equipment and materials, or minor projects which cost more than \$5,000 and have a useful life of multiple years.

The CIP identifies capital needs over a multiyear forecast period. The Town's CIP includes the following characteristics:

### **Covers a multivear period**

The CIP covers a five year period, the budget year and four planning years. This period facilitates the ability to foresee emerging capital needs and allows for enough time to plan projects and arrange financing. The Town reviews and updates the CIP annually. The first year of the CIP is incorporated into the annual budget.

### **Includes major capital projects and acquisitions**

The CIP focuses on large and expensive capital projects. Expenditures for these projects occur infrequently and often present challenges for future operating budgets. Capital projects costing \$150,000 or more are included in the CIP. Streets, wastewater treatment plants, parks, buildings, and major equipment are all examples of capital projects.

### **Includes minor capital projects, equipment, and capital replacement plans**

The CIP accounts for minor projects such as office remodeling and projected ongoing equipment replacement plans. Expenditures occur each year and are necessary to ensure the Town has adequate equipment to fulfill critical services. Some examples include the replacement of worn out police vehicles and the replacement of computers and servers.

### **Forecasts expenditures**

The CIP allocates project costs by year according to when spending is anticipated to occur. Appropriations of revenues, sufficient to cover expenditure levels, are made each year as part of the process of developing the annual budget.

### **Forecasts sources of financing**

The CIP allocates capital financing by year according to when project costs are anticipated to occur. Capital financing refers to the revenues, debt proceeds, and other financing sources that are raised to pay project costs.

### **Forecasts operating budget impact**

The CIP estimates the impact of projects on the operating budget. Some projects add recurring expenditures and new positions. Others result in expenditure savings or possibly generate additional revenues.

## 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 CIP. 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 plan.

Several of the Town's department heads, a commission member from each of the three Town Commissions, three Town Council Members, a representative from the Sahuarita Teen Advisory Council and the Finance and Investment Advisory Committee 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 discretionary (i.e., not mandated) projects:

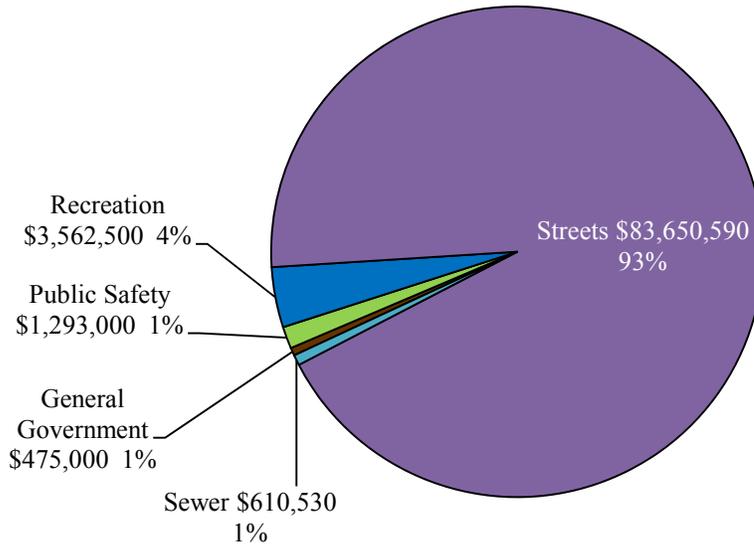
#	<u>Criteria</u>	<u>Weight</u> <u>(max pt value)</u>
1	Fiscal impact	30
2	Impact on health, safety, and general welfare	25
3	Economic development	15
4	Quality of life	10
5	Impact on public services	10
6	Coordination with other projects	5
7	Impact on operations and maintenance	5
	Total point value	100

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 Town with suggested projects and provide input on preliminary versions of the CIP. The CIP is ultimately approved by the Town Council.

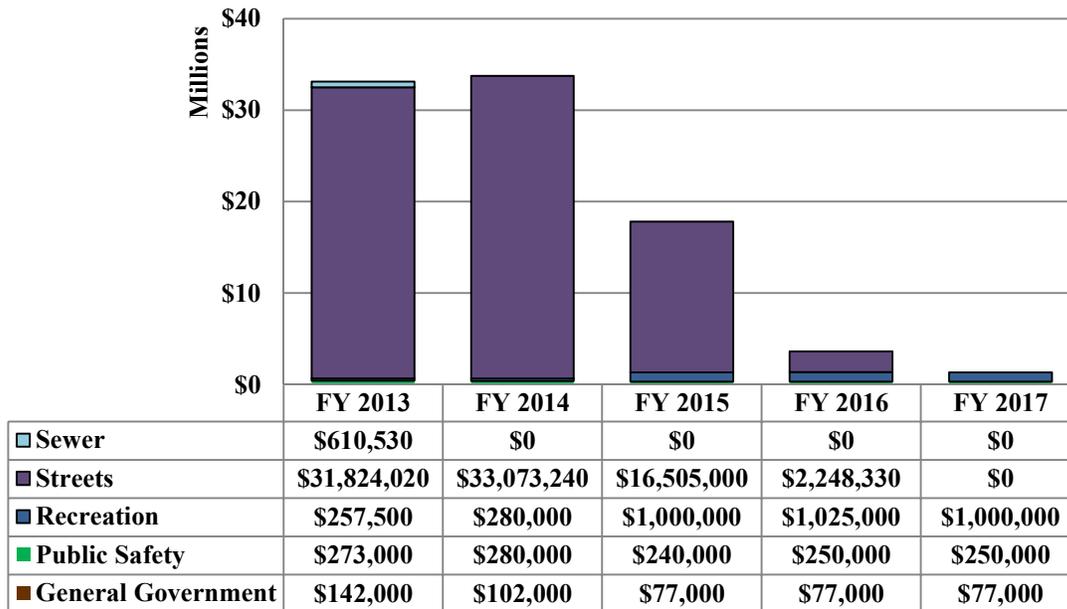
### CIP SUMMARY

The CIP for the Town of Sahuarita is comprised of 18 projects totaling \$89,591,620 for fiscal years 2013 through 2017. Of that total, \$33,107,050 is included in the budget for fiscal year 2013. 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.

**EXPENDITURES BY FUNCTION**  
**Five-Year Total: \$89,591,620**



**EXPENDITURES BY YEAR**  
**Five-Year Total: \$89,591,620**



**FINANCING THE CAPITAL IMPROVEMENT PLAN**

To finance capital projects, local governments need to balance pay-as-you-go financing and debt financing. Pay-as-you-go financing are created by levying taxes or revenues, accumulating and using reserves, or obtaining grants and contributions. Debt sources are obtained when a government borrows money and uses that money to pay for capital costs. Debt service or lease payments are then made periodically over many years to pay back the lender(s) or lessor(s).

The CIP for the Town is a five-year balanced plan in that the project costs within the plan have identified financing based on reliable funding sources. The CIP offers detailed information on the cost, financing, and timing thereof for planned projects to be undertaken by the Town.

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 CIP include some or all of the following sources.

### **INTERNAL SOURCES**

#### Capital Fund (CIIF)



The Capital Infrastructure Improvement Fund (CIIF) is the financing source that includes the Town's 4.0% tax on new construction, accumulated reserves (i.e., beginning fund balances), and investment earnings.

#### Wastewater Fund

This source includes system revenues of the wastewater utility, including sewer user and connection fees, accumulated reserves, and investment earnings.

#### Long-term Debt



Periodically the Town may issue bonds or enter into long-term debt arrangements with lending institutions, such as banks, the Greater Arizona Development Authority (GADA), and/or the Water Infrastructure Finance Authority (WIFA). The debt proceeds are then used to construct or acquire capital assets. Annual debt service payments are usually made from internal revenue sources.

### **EXTERNAL SOURCES**

#### Highway Fund (HURF)



The State of Arizona assesses a tax on fuel sales. The Town receives an allotment of the tax collections to use on specific capital projects. These collections are mostly authorized and distributed through an intermediary, the Pima Association of Governments.



#### Pima County Bonds



Pima County periodically issues bonds to finance capital projects throughout the County. Pursuant to intergovernmental agreements, the Town receives an allotment of the bond proceeds to use on specific capital projects.



#### RTA Transportation Tax

The Regional Transportation Authority (RTA) is a County-wide jurisdiction that assesses a 0.5% transaction privilege tax. Pursuant to intergovernmental agreements, the Town receives an allotment of these tax collections to use on specific capital projects.

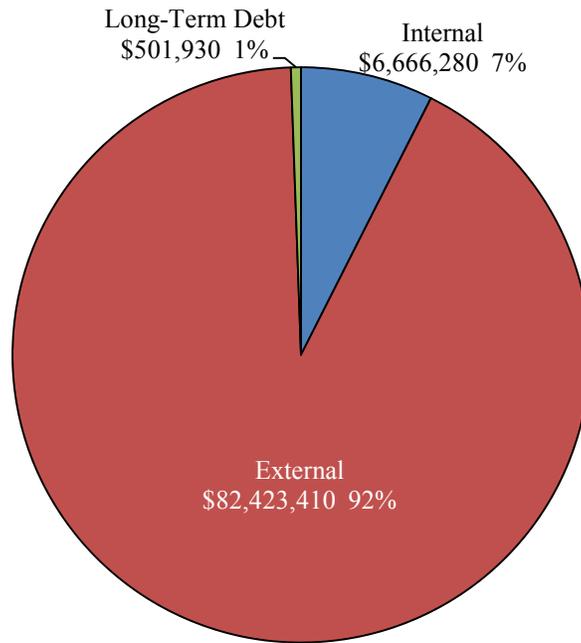


#### Capital Grants and Contributions

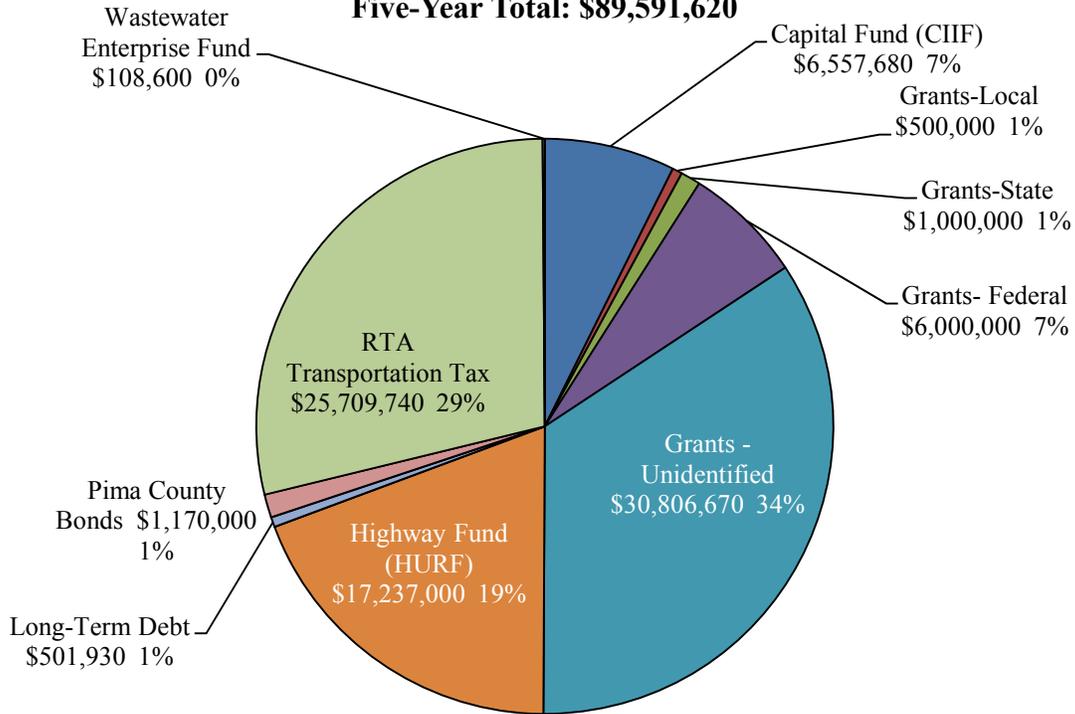
Grants and contributions represent grants and awards from federal, state, and other sources. Most of these require the Town to incur project costs and subsequently submit financial reports for reimbursement.



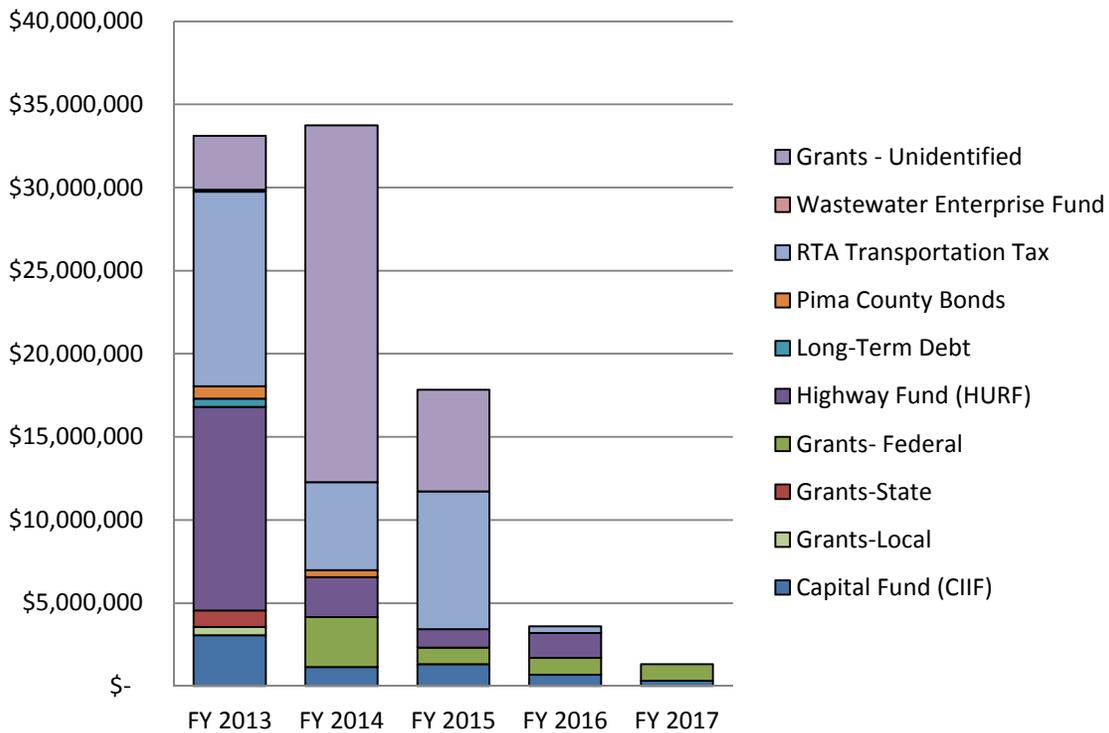
**FUNDING SOURCES**  
**Five-Year Total: \$89,591,620**



### FUNDING SOURCES Five-Year Total: \$89,591,620



### FUNDING SOURCES BY YEAR



# CAPITAL IMPROVEMENT PLAN

Fiscal Years 2013 - 2017

## FUNDING SOURCE SUMMARY

SOURCE	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	TOTAL
Capital Fund (CIIF)	\$ 3,054,780	\$ 1,158,570	\$ 1,317,000	\$ 700,330	\$ 327,000	\$ 6,557,680
Grants-Local	500,000	-	-	-	-	500,000
Grants-State	1,000,000	-	-	-	-	1,000,000
Grants- Federal	-	3,000,000	1,000,000	1,000,000	1,000,000	6,000,000
Grants - Unidentified	3,243,000	21,463,670	6,100,000	-	-	30,806,670
Highway Fund (HURF)	12,237,000	2,400,000	1,100,000	1,500,000	-	17,237,000
Long-Term Debt	501,930	-	-	-	-	501,930
Pima County Bonds	750,000	420,000	-	-	-	1,170,000
RTA Transportation Tax	11,711,740	5,293,000	8,305,000	400,000	-	25,709,740
Wastewater Enterprise Fund	108,600	-	-	-	-	108,600
<b>GRAND TOTAL</b>	<b>\$ 33,107,050</b>	<b>\$ 33,735,240</b>	<b>\$ 17,822,000</b>	<b>\$ 3,600,330</b>	<b>\$ 1,327,000</b>	<b>\$ 89,591,620</b>

## DEPARTMENT EXPENDITURE SUMMARY

DEPARTMENT	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	TOTAL
Technology	\$ 102,000	\$ 102,000	\$ 77,000	\$ 77,000	\$ 77,000	\$ 435,000
Police	273,000	280,000	240,000	250,000	250,000	1,293,000
Parks & Recreation	257,500	280,000	1,000,000	1,025,000	1,000,000	3,562,500
Public Works / Facilities	40,000	-	-	-	-	40,000
Public Works / Streets	31,824,020	33,073,240	16,505,000	2,248,330	-	83,650,590
Wastewater Utility	610,530	-	-	-	-	610,530
<b>GRAND TOTAL</b>	<b>\$ 33,107,050</b>	<b>\$ 33,735,240</b>	<b>\$ 17,822,000</b>	<b>\$ 3,600,330</b>	<b>\$ 1,327,000</b>	<b>\$ 89,591,620</b>

## CAPITAL IMPROVEMENT PLAN

Fiscal Years 2013 - 2017

### PROJECTS BY FUNDING SOURCE

SOURCE / PROJECT	PROJECT #	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	TOTAL
<b>Capital Fund (CIIF)</b>							
IT Equipment	13IT1	\$ 102,000	\$ 102,000	\$ 77,000	\$ 77,000	\$ 77,000	\$ 435,000
Police Vehicles	13PD1	\$ 273,000	\$ 280,000	\$ 240,000	\$ 250,000	\$ 250,000	\$ 1,293,000
Anamax park phase 2 & 3	06K01	-	-	-	25,000	-	25,000
Sahuarita road: I-19 to Country Club	03P9B	1,163,000	662,240	1,000,000	348,330	-	3,173,570
Sahuarita / I-19 interchange	05P03	839,280	114,330	-	-	-	953,610
Desert Gem Rd Extension	11S02	380,000	-	-	-	-	380,000
Lake Sealing	13K01	250,000	-	-	-	-	250,000
Other Acquisitions of capital	OTHER	47,500	-	-	-	-	47,500
<b>Capital Fund (CIIF) Total</b>		<b>3,054,780</b>	<b>1,158,570</b>	<b>1,317,000</b>	<b>700,330</b>	<b>327,000</b>	<b>6,557,680</b>
<b>Grants-Local</b>							
Townwide Pedestrian/Bike Improvement Projects	09P02	500,000	-	-	-	-	500,000
<b>Grants-Local Total</b>		<b>500,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>500,000</b>
<b>Grants-State</b>							
Pima Mine Bridge Reconstruction	08P02	1,000,000	-	-	-	-	1,000,000
<b>Grants-State Total</b>		<b>1,000,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,000,000</b>
<b>Grants- Federal</b>							
Park and Trails Land Acquisition	05K01	-	-	1,000,000	1,000,000	1,000,000	3,000,000
Sahuarita / I-19 interchange	05P03	-	3,000,000	-	-	-	3,000,000
<b>Grants-Federal Total</b>		<b>-</b>	<b>3,000,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>1,000,000</b>	<b>6,000,000</b>
<b>Grants - Unidentified</b>							
Anamax park concession facility	06K08	-	280,000	-	-	-	280,000
Sahuarita / I-19 interchange	05P03	-	19,885,670	6,100,000	-	-	25,985,670
Pima Mine Bridge Reconstruction	08P02	3,000,000	648,000	-	-	-	3,648,000
Camino De Las Quintas: El Toro Road to Via Santa Tomas	13S02	-	650,000	-	-	-	650,000
La Canada & Camino Rancheria Drainage and Sidewalk Improvements	13S03	243,000	-	-	-	-	243,000
<b>Grants - Unidentified Total</b>		<b>3,243,000</b>	<b>21,463,670</b>	<b>6,100,000</b>	<b>-</b>	<b>-</b>	<b>30,806,670</b>
<b>Highway Fund (HURF)</b>							
Sahuarita road: I-19 to country club	03P9B	9,037,000	2,400,000	1,100,000	1,500,000	-	14,037,000
Sahuarita / I-19 interchange	05P03	3,200,000	-	-	-	-	3,200,000
<b>Highway Fund (HURF) Total</b>		<b>12,237,000</b>	<b>2,400,000</b>	<b>1,100,000</b>	<b>1,500,000</b>	<b>-</b>	<b>17,237,000</b>

(con't)

General Planning

**CAPITAL IMPROVEMENT PLAN**  
Fiscal Years 2013 - 2017

**PROJECTS BY FUNDING SOURCE**

SOURCE / PROJECT	PROJECT #	FY 2013	FY 2014	FY 2015	FY 2016	FY 2017	TOTAL
<b>Long-Term Debt</b>							
Wastewater Treatment Plant Phase IV Expansion	04W01	501,930	-	-	-	-	501,930
<b>Long-Term Debt Total</b>		<b>501,930</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>501,930</b>
<b>Pima County Bonds</b>							
Sahuarita road: I-19 to Country Club	03P9B	750,000	420,000	-	-	-	1,170,000
<b>Pima County Bonds Total</b>		<b>750,000</b>	<b>420,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,170,000</b>
<b>RTA Transportation Tax</b>							
Sahuarita road: I-19 to Country Club	03P9B	10,592,740	5,268,000	7,305,000	400,000	-	23,565,740
Pima mine bridge reconstruction	08P02	877,000	-	-	-	-	877,000
Townwide Pedestrian/Bike Improvement Projects	09P02	167,000	-	-	-	-	167,000
La Villita Road/Rancho Sahuarita Blvd Intersection	13S01	75,000	25,000	1,000,000	-	-	1,100,000
<b>RTA Transportation Tax Total</b>		<b>11,711,740</b>	<b>5,293,000</b>	<b>8,305,000</b>	<b>400,000</b>	<b>-</b>	<b>25,709,740</b>
<b>Wastewater Enterprise Fund</b>							
Wastewater Treatment Plant Phase V Expansion	04W02	108,600	-	-	-	-	108,600
<b>Wastewater Enterprise Fund Total</b>		<b>108,600</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>108,600</b>
<b>GRAND TOTAL</b>		<b>\$ 33,107,050</b>	<b>\$ 33,735,240</b>	<b>\$ 17,822,000</b>	<b>\$ 3,600,330</b>	<b>\$ 1,327,000</b>	<b>\$ 89,591,620</b>

General Planning

## CAPITAL IMPROVEMENT PLAN

Fiscal Years 2013 - 2017

### PROJECTS EXPENDITURES BY DEPARTMENT

Department Project	PRJCT #	YEAR 1 FY 2013	YEAR 2 FY 2014	YEAR 3 FY 2015	YEAR 4 FY 2016	YEAR 5 FY 2017	TOTAL YEARS 1-5
<b>Technology</b>							
Computers/Servers	13IT1	\$ 102,000	\$ 102,000	\$ 77,000	\$ 77,000	\$ 77,000	\$ 435,000
<b>Technology Total</b>		<b>102,000</b>	<b>102,000</b>	<b>77,000</b>	<b>77,000</b>	<b>77,000</b>	<b>435,000</b>
<b>Police</b>							
Police Vehicles	13PD1	\$ 273,000	\$ 280,000	\$ 240,000	\$ 250,000	\$ 250,000	\$ 1,293,000
<b>Police Total</b>		<b>273,000</b>	<b>280,000</b>	<b>240,000</b>	<b>250,000</b>	<b>250,000</b>	<b>1,293,000</b>
<b>Parks &amp; Recreation</b>							
Park and trails land acquisition	05K01	\$ -	\$ -	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000	\$ 3,000,000
Anamax park phase 2 & 3	06K01	-	-	-	25,000	-	25,000
Anamax park concession facility	06K08	-	280,000	-	-	-	280,000
Lake Sealing	13K01	250,000	-	-	-	-	250,000
Other Park facilities	OTHER	7,500	-	-	-	-	7,500
<b>Parks &amp; Recreation Total</b>		<b>257,500</b>	<b>280,000</b>	<b>1,000,000</b>	<b>1,025,000</b>	<b>1,000,000</b>	<b>3,562,500</b>
<b>Public Works / Facilities</b>							
Other Town Hall commissioning	OTHER	40,000	-	-	-	-	40,000
<b>Facilities Total</b>		<b>40,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>40,000</b>
<b>Public Works / Streets</b>							
Sahuarita road: I-19 to Country Club	03P9B	21,542,740	8,750,240	9,405,000	2,248,330	-	41,946,310
Sahuarita / I-19 interchange	05P03	4,039,280	23,000,000	6,100,000	-	-	33,139,280
Pima mine bridge reconstruction	08P02	4,877,000	648,000	-	-	-	5,525,000
Townwide Pedestrian/Bike Improvement Projects	09P02	667,000	-	-	-	-	667,000
Desert Gem Rd Extension	11S02	380,000	-	-	-	-	380,000
La Villita Road/Rancho Sahuarita Blvd Intersection	13S01	75,000	25,000	1,000,000	-	-	1,100,000
Camino De Las Quintas: El Toro Road to Via Santa Tomas	13S02	-	650,000	-	-	-	650,000
La Canada & Camino Rancheria Drainage and Sidewalk Improvements	13S03	243,000	-	-	-	-	243,000
<b>Public Works Streets Total</b>		<b>31,824,020</b>	<b>33,073,240</b>	<b>16,505,000</b>	<b>2,248,330</b>	<b>-</b>	<b>83,650,590</b>
<b>Wastewater Utility</b>							
Wastewater Treatment Plant Phase IV Expansion	04W01	501,930	-	-	-	-	501,930
Wastewater Treatment Plant Phase V Expansion	04W02	108,600	-	-	-	-	108,600
<b>Wastewater Utility Total</b>		<b>610,530</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>610,530</b>
<b>GRAND TOTAL</b>		<b>\$ 33,107,050</b>	<b>\$ 33,735,240</b>	<b>\$ 17,822,000</b>	<b>\$ 3,600,330</b>	<b>\$ 1,327,000</b>	<b>\$ 89,591,620</b>



**On the following pages, look for the highlighted icons that reflect the guiding principles for each capital improvement project.**

**Town Council Guiding Principles are fully defined on page 13 of this document.**

*General Planning*

*Project #* **05K01**  
*Project Name* **Park and Trails Land Acquisition**  
*Department* **Parks & Recreation**

## **Description**

The scope of this project will involve purchasing land for future development and is a recommendation in the Park, Recreation, Trails and Open Space Master Plan. When potential acquisitions sites are determined, the Town will explore grant opportunities through State Parks Heritage Funds, (when available) Growing Smarter Funds or other potential funding sources to assist in the acquisition of Open Space for recreation facilities, trails and natural space.

## **Justification/Benefit**

The project will benefit the general public who use the facilities for family and community events. There will be environmental benefits for the community as natural areas will be left undeveloped. The impact of creating 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 project will also increase the recreational value of the site by allowing user groups to use trails and/or parks. A health benefit is gained through a wider audience because more individuals will be allowed to participate in active and passive recreation opportunities which may have been excluded or turned away because of lack of facilities. In addition by leaving areas as undeveloped open space, the Town will be promoting wildlife habitat and corridors. The economic benefit to the community would involve a reduction in commuting time to or between recreational activities by the residents. Open space left as native habitat increases the community's quality of life which attracts potential visitors and residents. 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. This project will enhance the community by purchasing recreational sites while land is less expensive. This project will coordinate with the Town's Master Plan for purchase of open space and conductivity to other trail systems. Design features can be incorporated into the building to provide long term savings.



**Useful Life**  
*Forever*

## Summary of Operational Costs and Benefits

The completion of this project will have an effect on the cost of operations as well as an impact on the services provided to the public.

The operational cost within our 5 year planning horizon is expected to be no more than \$500 per year for weed and vector control. However, upon development of a trail system costs would rise for maintenance and upkeep.

The improvements described in the Justification/Benefits section describe the impact of the improvement of the level of service provided to residents. The benefits include enhanced recreational opportunities, open space preservation, and an improved quality of life.



### Costs by Year

Construction		Operations
\$0	<b>PRIOR</b>	\$0
\$0	<b>FY2013</b>	\$0
\$0	<b>FY2014</b>	\$0
\$1,000,000	<b>FY2015</b>	\$500
\$1,000,000	<b>FY2016</b>	\$500
\$1,000,000	<b>FY2017</b>	\$500
\$1,000,000	<b>Future</b>	\$500+

**Construction Cost**  
**\$4,000,000**

**Funding**  
*Partner*



**Federal Government 100%**

*Project #* **06K01**  
*Project Name* **Anamax Park Phase 2&3**  
*Department* **Parks & Recreation**



## Description

Proposed as a Pima County Bond Project in a partnership with the YMCA for operations and maintenance support, the scope involves a recreation center approx. 30,000 sq. ft. and recreational/program pool. It is tailored to meet community needs through a feasibility study conducted March 2009, located on the Town's website for public view. It is anticipated to have a gymnasium, basketball court, cardiovascular equipment, aerobics/fitness, meeting rooms, offices, and storage. The pool complex could have zero depth entry, water play features, waterslide(s), programming space for classes, therapeutic section, lap swimming, volleyball, and gather/concession area. A second competition pool is also planned to provide SUSD and local competition swim teams to use. The complex would have shared locker/changing rooms between the center and pool for economies of scale.

## Justification/Benefit

The project will benefit the general public for family and community events as a signature facility attracting community members not having access to private or HOA facilities. It will increase recreational value/opportunity making it available to residents and user groups. Health benefit is gained as more individuals will be able to participate in active recreation opportunities. Economic benefit involves reduction in commuting time offering usable facilities closer to home and the creation of jobs through the Town of Sahuarita or YMCA. It could be used by SUSD and local swim teams for programs and competitive meets with the potential to attract additional events and tourism enhancing/expanding current recreation programs. Current programs could involve more participants offering a diverse selection of activities when partnered with YMCA. The project was coordinated in initial Phase-I construction with infrastructure already installed. The YMCA (a potential partner) would be involved with programming of space. The project was submitted as a potential 2008 Bond Funded project, the County Board elected to delay public vote until after 2011. The project ranked at the top by the Sub and Bond Committee with full funding recommended to the County Administrator.

**Useful Life**  
*40 Years*

General Planning



## Summary of Operational Costs and Benefits

The completion of this project will increase on the cost of operations as well as improve the services provided to the public.

The operational cost within our 5 year planning horizon is expected to be zero as the completion date is beyond 5 years. Upon completion, the Town's estimate of expenses (net of revenues and cost sharing with its operating partner) is \$306,000 annually.

The improvements described in the Justification/Benefit section describe the impact of the enhanced level of service provided to residents. The benefits include enhanced recreational opportunities, and an improved quality of life.

### Costs by Year

Construction		Operations
\$461,580	<b>PRIOR</b>	\$0
\$0	<b>FY2013</b>	\$0
\$0	<b>FY2014</b>	\$0
\$0	<b>FY2015</b>	\$0
\$25,000	<b>FY2016</b>	\$0
\$0	<b>FY2017</b>	\$0
\$14,337,000	<b>Future</b>	\$306,000

## Construction Cost

**\$ 14,823,580**

**Funding Partners**



81%



Local Funding  
**CIIF**

19%

*Project #* **06K08**  
*Project Name* **Anamax Park Concession Building**  
*Department* **Parks & Recreation**



### **Description**

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 gray water septic system. The Town will fund the design and permitting of the new structure.

### **Justification/Benefit**

The sports groups which utilize the ball fields at the existing park would benefit the most. The main benefit is providing a clean and efficient space for concession use which will comply with current health codes and provide additional storage capacity in a sanitary manner. In addition, the current building is being structurally compromised due to a large tree growing into the building. The project provides an economic impact by creating work for regional companies to participate in. It also has the potential to provide revenue to the Town through concession contracts or use fees. The project would improve the quality of service offered to the park users watching or participating in sports programs or leagues. The project enhances the current conditions at Anamax Park by providing a healthy and clean place to distribute concessions from. The main coordination of this project would be the overall plan to renovate the existing Anamax Park site with new facilities. The new building would impact the utility cost because the new structure would be more energy efficient and would be designed to be environmentally friendly with potential for either a new gray water recovery system or a permanent sewer connection to the south in the Anamax Phase-2 expansion.

**Useful Life**  
*30 Years*

# Summary of Operational Costs and Benefits

The completion of this project will have no effect on the cost of operations, however it will improve on the services provided to the public.

The operational cost within our 5 year planning horizon is expected to be zero as the potential savings from constructing a newer and more energy efficient structure are not anticipated to be significant.

The improvements described in the Justification/Benefit section describe the impact of the enhanced level of service provided to residents. The benefits include enhanced health code compliance and improved recreational opportunities.



General Planning

## Costs by Year

Construction		Operations
\$0	<b>PRIOR</b>	\$0
\$0	<b>FY2013</b>	\$0
\$280,000	<b>FY2014</b>	\$0
\$0	<b>FY2015</b>	\$0
\$0	<b>FY2016</b>	\$0
\$0	<b>FY2017</b>	\$0
\$0	<b>Future</b>	\$0

# Construction Cost

# \$ 280,000

**Funding Partners**

**Unknown**

**100%**

- Photos of existing structure that is approaching 40 years of age.

*Project #* **13K01**  
*Project Name* **Lake Sealing**  
*Department* **Parks & Recreation**

**Description**

Seal Sahuarita Lake to reduce seepage eliminating the need to purchase water credits.

**Justification/Benefit**

Sahuarita Lake has been leaking and using more water than allotted by Arizona Department of Water Resources since it was built and opened for use in 2001. We are currently purchasing water credits to offset the overage. A cost benefit analysis was done to see if repair was justified, the results indicated that the repairs should be done.

**Useful Life**  
*10 Years*

## Summary of Operational Costs and Benefits

The completion of this project will reduce the cost of operations, however it will have no impact on the services provided to the public.

The operational cost within our 5 year planning horizon is expected to be \$50,000 lower per year. The project will repair an existing problem and therefore lower the cost to maintain the lake.

The improvements described in the Justification/Benefit section describe the financial impact as there will be no enhancement to services provided to residents.



### Costs by Year

Construction		Operations
\$0	<b>PRIOR</b>	\$0
\$250,000	<b>FY2013</b>	\$0
\$0	<b>FY2014</b>	\$(50,000)
\$0	<b>FY2015</b>	\$(50,000)
\$0	<b>FY2016</b>	\$(50,000)
\$0	<b>FY2017</b>	\$(50,000)
\$0	<b>Future</b>	\$(50,000)

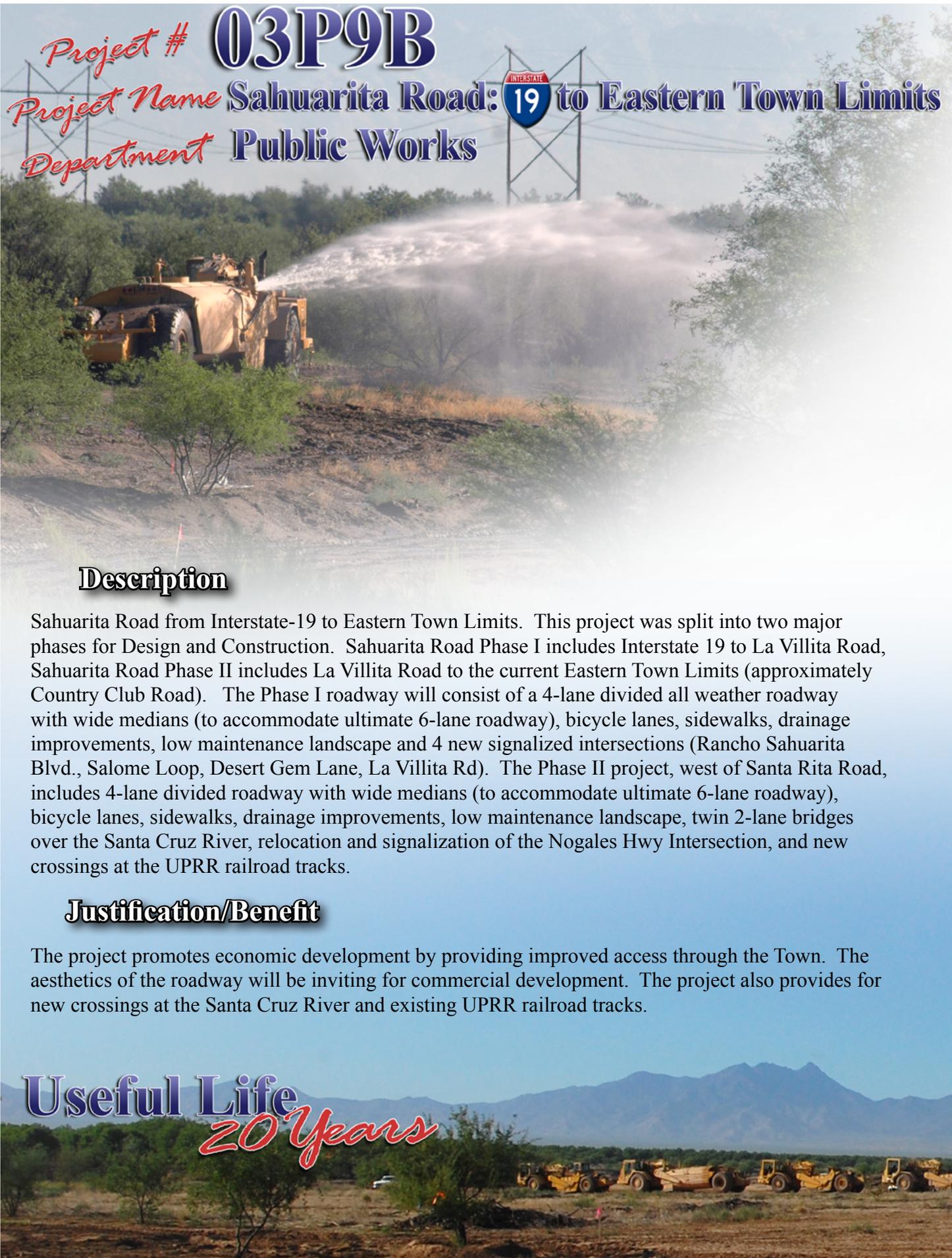
**Total Cost**  
\$ 250,000

**NO** Funding Partners



Local Funding

**CIIF 100%**



*Project #* **03P9B**  
*Project Name* **Sahuarita Road: 19 to Eastern Town Limits**  
*Department* **Public Works**

### **Description**

Sahuarita Road from Interstate-19 to Eastern Town Limits. This project was split into two major phases for Design and Construction. Sahuarita Road Phase I includes Interstate 19 to La Villita Road, Sahuarita Road Phase II includes La Villita Road to the current Eastern Town Limits (approximately Country Club Road). The Phase I roadway will consist of a 4-lane divided all weather roadway with wide medians (to accommodate ultimate 6-lane roadway), bicycle lanes, sidewalks, drainage improvements, low maintenance landscape and 4 new signalized intersections (Rancho Sahuarita Blvd., Salome Loop, Desert Gem Lane, La Villita Rd). The Phase II project, west of Santa Rita Road, includes 4-lane divided roadway with wide medians (to accommodate ultimate 6-lane roadway), bicycle lanes, sidewalks, drainage improvements, low maintenance landscape, twin 2-lane bridges over the Santa Cruz River, relocation and signalization of the Nogales Hwy Intersection, and new crossings at the UPRR railroad tracks.

### **Justification/Benefit**

The project promotes economic development by providing improved access through the Town. The aesthetics of the roadway will be inviting for commercial development. The project also provides for new crossings at the Santa Cruz River and existing UPRR railroad tracks.

**Useful Life**  
*20 Years*

## Summary of Operational Costs and Benefits

The completion of this project will increase the cost of operations, however it will improve the services provided to the public.

The operational cost within our 5 year planning horizon is expected to average \$43,200 per year. This cost is partially offset by the avoided cost of repair for the roadway which is being improved (this cost was not quantified).

The improvements described in the Justification/Benefit section describe the enhancements to the Town's development plans. In addition there will be improvements to the capacity and safety of the transportation system for residents and visitors.



General Planning

### Costs by Year

Construction		Operations
\$14,043,910	<b>PRIOR</b>	\$0
\$21,542,740	<b>FY2013</b>	\$12,000
\$8,750,240	<b>FY2014</b>	\$42,000
\$9,405,000	<b>FY2015</b>	\$42,000
\$2,248,330	<b>FY2016</b>	\$54,000
\$0	<b>FY2017</b>	\$66,000
\$0	<b>Future</b>	\$66,000

# Construction Cost

# \$55,990,220

**Funding Partners**



56.0%



33.9%



2.6%



Local Funding  
**CIIF**

7.1%



0.4%



*Project #* **05P03**

*Project Name* **Traffic Interchange Improvements: Sahuarita Rd @** 

*Department* **Public Works**

### **Description**

Traffic Interchange Improvements: Sahuarita Road at Interstate-19. This project involves the reconstruction of an existing traffic interchange at Sahuarita Road and the I-19 and will accommodate six lanes of through traffic. The Design Concept Report (DCR) has been completed.

### **Justification/Benefit**

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 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.

**Useful Life**  
*20 Years*

# Summary of Operational Costs and Benefits

The completion of this project will have no effect on the cost of operations as the interchange is maintained by the Arizona Department of Transportation, however it will improve the services provided to the public.

The operational cost is zero as noted.

The improvements described in the Justification/Benefit section describe the enhancements to the Town's development plans. In addition there will be improvements to the capacity and safety of the transportation system for residents and visitors.



## Costs by Year

\$3,064,780	<b>PRIOR</b>	\$0
\$4,039,280	<b>FY2013</b>	\$0
\$23,000,000	<b>FY2014</b>	\$0
\$6,100,000	<b>FY2015</b>	\$0
\$0	<b>FY2016</b>	\$0
\$0	<b>FY2017</b>	\$0
\$0	<b>Future</b>	\$0



General Planning

# Construction Cost

# \$36,204,060

**Funding Partners**

**ADOT**  
23%

**Unknown**  
72%

Local Funding  
**CIIF**  
5%

*Project #* **08P02**

*Project Name* **Pima Mine Road Bridge Replacement: Santa Cruz River**

*Department* **Public Works**

## **Description**

Reconstruction of the Pima Mine Road Bridge over the Santa Cruz River and other miscellaneous improvements to protect the new bridge, including minor bank protection.

## **Justification/Benefit**

The existing Pima Mine Road Bridge over the Santa Cruz River has a weight restriction imposed by an ADOT Bridge Report. The reconstruction of this 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. Partial funding has been secured from RTA and ADOT Federal Bridge Fund.

**Useful Life**  
*50 Years*

## Summary of Operational Costs and Benefits

The completion of this project will increase the cost of operations and it will improve the services provided to the public.

The operational cost is expected to average \$10,000 per year once the project is complete. This cost will be partially offset by the the avoided cost of repair for the bridge which is being replaced (this cost was not quantified).

The improvements described in the Justification/Benefit section describe the enhancements to the Town's commercial transportation plans. In addition there will be improvements to the safety of the transportation system for residents and visitors.



General Planning

### Costs by Year

Construction		Operations
\$276,080	<b>PRIOR</b>	\$0
\$4,877,000	<b>FY2013</b>	\$0
\$648,000	<b>FY2014</b>	\$10,000
\$0	<b>FY2015</b>	\$10,000
\$0	<b>FY2016</b>	\$10,000
\$0	<b>FY2017</b>	\$10,000
\$0	<b>Future</b>	\$10,000



**Construction Cost**  
**\$5,801,080**

**Funding Partners**



**Unknown ?**

20%

17%

63%

# Project # 09P02

Project Name **Townwide Pedestrian/Bike Lane Improvement Projects**

Department **Public Works**

## Description

Duval Mine Rd to provide connectivity where existing improvements do not exist.

Improvements include:

Duval Mine Rd on north side from Alpha Ave to La Canada Dr: sidewalk, landscape, bike lane, handrail and slope protection, restriping.

## Justification/Benefit

Project will help increase local pedestrian/bicycle safety with construction of bike lanes and sidewalk and provide connectivity which is consistent with town goals. Project has regional benefit as well as Duval Mine Rd is a major route for cyclists. Project will also provide connectivity to promote shopping and recreational users. Slope protection improvements will help drainage and reduce maintenance efforts.

## Summary of Operational Costs and Benefits

The completion of this project will increase the cost of operations and it will improve the services provided to the public.

The operational cost is expected to average \$3,000 per year once the project is complete. This cost will be for maintenance and upkeep.

The improvements described in the Justification/Benefit section describe the enhancements to the Town's plans for individual transportation. In addition there will be improvements to the safety of the pedestrians and bicyclists, and the project will help to reduce maintenance costs associated with erosion of the roadways.



**Useful Life**  
*20 Years*

# Costs by Year

Construction		Operations
\$0	<b>PRIOR</b>	\$0
\$667,000	<b>FY2013</b>	\$0
\$0	<b>FY2014</b>	\$3,000
\$0	<b>FY2015</b>	\$3,000
\$0	<b>FY2016</b>	\$3,000
\$0	<b>FY2017</b>	\$3,000
\$0	<b>Future</b>	\$3,000



General Planning

**Construction Cost**  
**\$ 667,000**

**Funding Partners**



**Unknown**  
 ?  
 75%

25%

*Project #* **11S02**  
*Project Name* **Desert Gem Lane Extension**  
*Department* **Public Works**

**Description**

The scope of this project is a southerly extension of Desert Gem Lane from Sahuarita Center Way to the southern property line of the Town Hall Complex. Project also includes driveway modifications at the western parking lot of the Town Hall Complex.

**Justification/Benefit**

The roadway extension will vary between 2 and 3 lanes and provides access through the Town Hall property, within existing public Right-of-Way. Bike lanes, sidewalks, landscaping, and drainage improvements will also be included. Driveway modifications at the western parking lot of the Town Hall Complex will improve vehicular access to/from Sahuarita Center Way.

**Useful Life**  
*20 Years*

## Summary of Operational Costs and Benefits

The completion of this project will increase the cost of operations and it will improve the services provided to the public.

The operational cost is expected to average \$1,800 per year once the project is complete. This cost will be for maintenance and upkeep.

The improvements described in the Justification/Benefit section describe the enhancements to the Town's plans for transportation and allow development of property south of the Town Hall Complex. In addition there will be improvements to the safety of the pedestrians and bicyclists.



### Costs by Year

Construction		Operations
\$12,120	<b>PRIOR</b>	\$0
\$380,000	<b>FY2013</b>	\$1,800
\$0	<b>FY2014</b>	\$1,800
\$0	<b>FY2015</b>	\$1,800
\$0	<b>FY2016</b>	\$1,800
\$0	<b>FY2017</b>	\$1,800
\$0	<b>Future</b>	\$1,800

**Construction Cost**  
**\$392,120**

**NO** Funding Partners



Local Funding

**CIIF 100%**

# Project # 13S01

Project Name La Villita Road/Rancho Sahuarita Blvd Intersection

Department Public Works

## Description

The project will define intersection geometric improvements and traffic control measures that will result in construction documents and cost estimates for intersection improvements. Improvements will increase the Level of Service at the existing intersection and reduce travel time delays for the traveling public.

## Justification/Benefit

The existing intersection currently experiences long delays during the morning peak hour as all four directions of travel are stop-controlled.



Useful Life  
*20 Years*

## Summary of Operational Costs and Benefits

The completion of this project will increase the cost of operations and it will improve the services provided to the public.

The operational cost is expected to average \$5,000 per year once the project is complete. This cost will be for maintenance and upkeep.

The improvements described in the Justification/Benefit section describe the enhancements to the Town's plans for transportation.

### Costs by Year

Construction		Operations
\$50,000	<b>PRIOR</b>	\$0
\$75,000	<b>FY2013</b>	\$0
\$25,000	<b>FY2014</b>	\$0
\$1,000,000	<b>FY2015</b>	\$0
\$0	<b>FY2016</b>	\$5,000
\$0	<b>FY2017</b>	\$5,000
\$0	<b>Future</b>	\$5,000



Construction Cost  
\$1,150,000

Funding  
Partners

**RTA** Delivering  
our promise  
to you  
Regional Transportation Authority

100%

# Project #13S02

Project Name Camino de las Quintas: El Toro Road to Via Santo Tomas

Department Public Works

## Description

Asphalt overlay for approximately 2 miles along the existing Camino De Las Quintas, between El Toro Road and Via Santo Tomas. Signing, Striping, and drainage improvements would also be included.

## Justification/Benefit

Improve safety of vehicles, pedestrians, and bicyclists along a primary north/south route of travel and access to Anamax Park facilities.



Useful Life  
*20 Years*



## Summary of Operational Costs and Benefits

The completion of this project will increase the cost of operations and it will improve the services provided to the public.

The operational cost is expected to average \$18,000 per year once the project is complete. This cost will be for maintenance and upkeep. This cost is partially offset by the avoided cost of repair for the roadway which is being improved (this cost was not quantified).

The improvements described in the Justification/Benefit section describe the enhancements to the safety of residents and visitors to the Town. In addition, this project is part of the ongoing lifecycle of a roadway.

### Costs by Year

Construction		Operations
\$0	<b>PRIOR</b>	\$0
\$0	<b>FY2013</b>	\$0
\$650,000	<b>FY2014</b>	\$18,000
\$0	<b>FY2015</b>	\$18,000
\$0	<b>FY2016</b>	\$18,000
\$0	<b>FY2017</b>	\$18,000
\$0	<b>Future</b>	\$18,000

**Construction Cost**  
*\$ 650,000*

**Funding**  
*Partners*

**Unknown**

**100%**

General Planning

# Project #13S03

Project Name La Canada & Camino Rancheria Drainage and Sidewalk Improvements

Department Public Works

## Description

Miscellaneous curb, sidewalk, and drainage improvements in areas along La Canada Drive where sidewalk connectivity does not exist and/or where sedimentation and debris impact existing roadways after large storm events. Specific improvements located at include:

1. The existing reinforced concrete box culvert at 14100 S. La Canada Drive;
2. The existing 5-30" reinforced concrete pipe crossings at the old intersection of La Canada Drive and Sahuarita Road
3. The intersection of La Canada Drive and Camino Antigua;
4. The intersection of La Canada Drive and Via Muleje;
5. Repair and reinforcement of the existing concrete arch drainage structure and headwalls under Camino Rancheria"

## Justification/Benefit

1. A sediment control structure at the drop inlet of the reinforced concrete box culvert at 14100 S. La Canada Drive will reduce sedimentation that fills the existing box culvert and prevent flows from overtopping the roadway and/or causing property damage.
2. A sediment control structure at the drop inlet of the reinforced concrete pipes at the old intersection of La Canada Drive and Sahuarita Road will reduce sedimentation that fills the existing pipes and prevent flows from overtopping the roadway and/or causing property damage.
3. New curb, sidewalk, and drainage elements will increase safety for vehicles and pedestrians and improve poor drainage condition that results in sediment and debris covering Camino Antigua and La Canada Drive causing road closures in large storm events.
4. New roadway and drainage improvements including sidewalk extensions along Via Muleje to provide neighborhood connections from Camino De Lorento and Avenida Armoniosa to La Canada Drive. Drainage improvements will intercept sheet flows that currently cross La Canada Drive and result in property damage along the east side of La Canada Drive.
5. Improvements will include lining the inner concrete arch and headwall under Camino Rancheria will epoxy membrane to reinforce the structural strength of the structure, prevent further weakening of the structure, and ensure continued strength and performance of the structure.

**Useful Life**  
*20 Years*

## Summary of Operational Costs and Benefits

The completion of this project will increase the cost of operations and it will improve the services provided to the public.

The operational cost is expected to average \$10,000 per year once the project is complete. This cost will be for maintenance and upkeep. This cost is partially offset by the avoided cost of roadway cleanup after storm events (this cost was not quantified).

The improvements described in the Justification/Benefit section describe the enhancements to protection of property as well as enhanced safety of pedestrians.

### Costs by Year

Construction		Operations
\$0	<b>PRIOR</b>	\$0
\$243,000	<b>FY2013</b>	\$0
\$0	<b>FY2014</b>	\$10,000
\$0	<b>FY2015</b>	\$10,000
\$0	<b>FY2016</b>	\$10,000
\$0	<b>FY2017</b>	\$10,000
\$0	<b>Future</b>	\$10,000

**Improvement Cost**  
**\$ 243,000**

**Funding**  
*Partners*

**Unknown**  


**100%**



# Project # 04W01

Project Name **Wastewater Treatment Plant Phase IV Expansion**

Department **Wastewater**

## Description

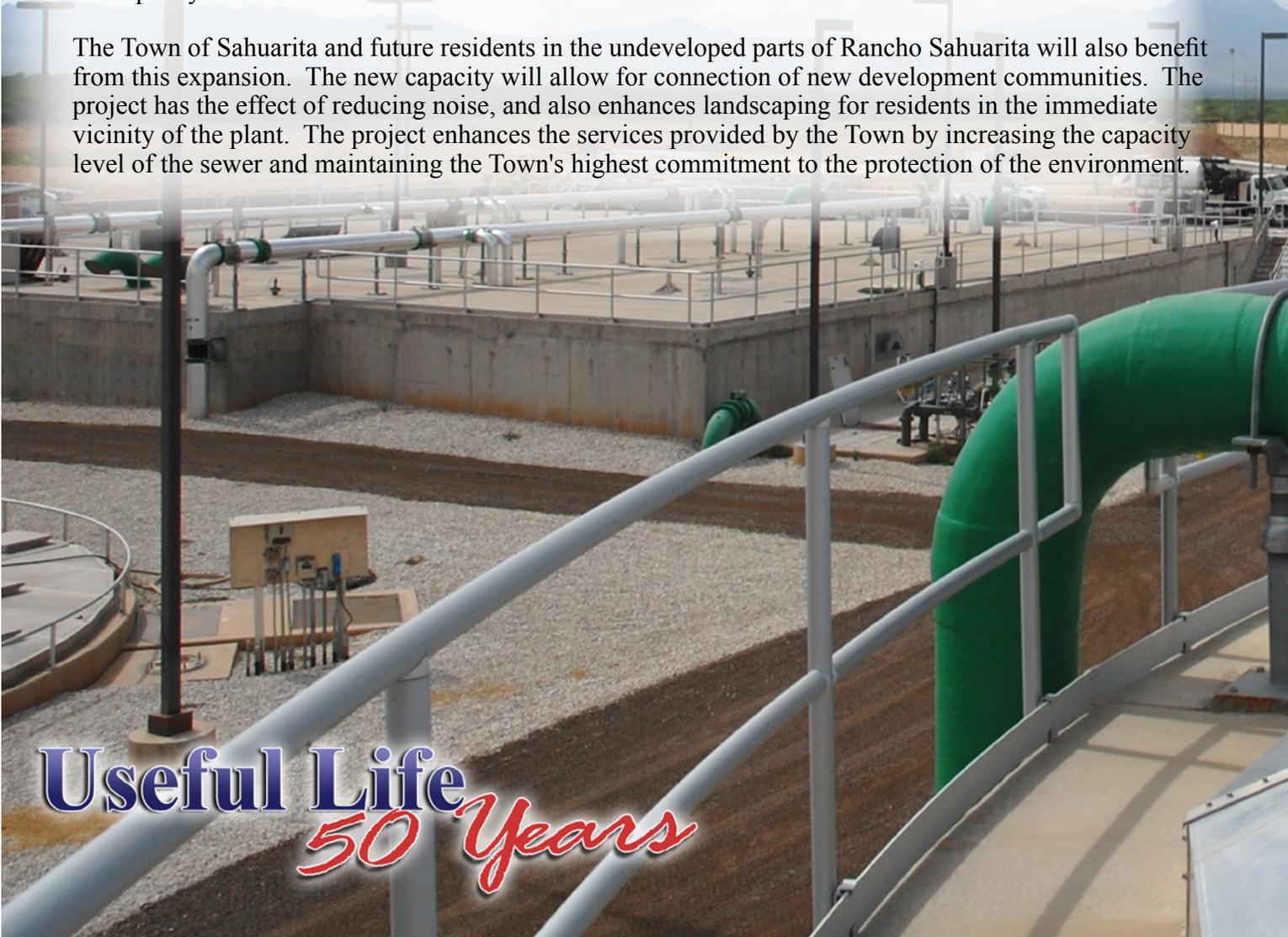
Sahuarita Wastewater Treatment & Reclamation Facility. This improvement has increased the capacity from 690,000 gallons per day to 1,500,000 gallons per day. The design of this project included the ability to seamlessly expand the plant during Phase V to 3,000,000 gallons per day. The design also includes a landscape component to enhance the aesthetic value of the plant.

## Justification/Benefit

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.



**Useful Life**  
*50 Years*

General Planning

# Summary of Operational Costs and Benefits

The completion of this project will not increase the cost of operations and it will improve the services provided to an increased number of residents (both private and commercial).

The operational cost is not expected to increase based on the completion of the remaining construction activity. The operating costs of the facility can be found in greater detail in the wastewater fund and wastewater department sections of the FY 2013 budget. This project has already resulted in a water treatment plant which began operations in summer of 2010. The remaining items to be constructed will help ensure the facility is secure and is not producing excessive noise levels.

The improvements described in the Justification/Benefit section describe the enhancements to capacity in support of the Town's development efforts as well as providing clean water to be recharged into the aquifer.



## Costs by Year

Construction		Operations
\$28,040,660	<b>PRIOR</b>	\$0
\$501,930	<b>FY2013</b>	\$0
\$0	<b>FY2014</b>	\$0
\$0	<b>FY2015</b>	\$0
\$0	<b>FY2016</b>	\$0
\$0	<b>FY2017</b>	\$0
\$0	<b>Future</b>	\$0

**Construction Cost**  
**\$28,542,590**

**Funding Partners**

 Local Funding  
**Wastewater Fund**

 **WIFA**  
**Wastewater Loans**

3%

97%

# Project # 04W02

## Project Name Wastewater Treatment Plant Phase V Expansion

## Department Wastewater



### Description

Sahuarita Wastewater Treatment & Reclamation Facility. This improvement will bring the capacity from 1,500,000 gallons per day to 3,000,000 gallons per day. This project will continue design work started with the Phase IV expansion and tie in any new design parameters necessary to meet Arizona Department of Environmental Quality (ADEQ) standards. At this time, a 30% design will be created in order to obtain the 3.0 MGD Aquifer Protection Permit from ADEQ. The final design and construction of Phase V will be determined by the annual capacity report generated by Public Works.

### Justification/Benefit

The Town residents in the immediately surrounding area of the WTP will benefit the most from a newly designed and constructed WTP. The increase in capacity will also include a comparable increase in odor control measures. The project will continue to ensure operational compliance of the wastewater treatment facility in accordance with State and Federal regulations.

The Town of Sahuarita and future residents in the undeveloped parts of Rancho Sahuarita will also benefit from this expansion. The new capacity will allow for continued support of new development communities. These improvements will also make the surrounding area more attractive for potential merchants. The project will preserve and continue the enhancement qualities of a modern facility as relates to reductions in noise and odor and improved aesthetics of the facility for neighboring residential areas.

# Useful Life

## 50 Years



## Summary of Operational Costs and Benefits

The completion of this project will increase the cost of operations and it will expand the services provided to include an increased number of residents (both private and commercial).

The operational cost is not predictable at this point as the project will not result in a completed facility for several years. The design work referred to in the Description has no operational component.

The improvements described in the Justification/Benefit section describe the enhancements to capacity in support of the Town's development efforts as well as providing clean water to be recharged into the aquifer.

### Costs by Year

Construction		Operations
\$509,360	<b>PRIOR</b>	\$0
\$108,600	<b>FY2013</b>	\$0
\$0	<b>FY2014</b>	\$0
\$0	<b>FY2015</b>	\$0
\$0	<b>FY2016</b>	\$0
\$0	<b>FY2017</b>	\$0
\$21,269,170	<b>Future</b>	\$0

# Construction Cost

INFILTRATION NO. **\$ 21,887,130**

**Funding Partners**



Local Funding

**Wastewater Fund**

**3%**



**WIFA**

**Wastewater Loans**

**97%**

*Project #* **13PD1**  
*Project Name* **Police Vehicles**  
*Department* **Police**



**Description**

5-year replacement plan for patrol vehicles (on-going)

**Justification/Benefit**

Police/Patrol vehicles reach end of life by approximately 5 years and 115,000 miles. The Police Department currently has more than 5 vehicles that will be beyond this life expectancy by July 1, 2013 and this plan will replace the vehicles when they are no longer safe to drive and/or too costly to repair.



**Useful Life**  
*5 Years*

# Summary of Operational Costs and Benefits

This project is an ongoing commitment and will not be completed. The continuing purchase of newer vehicles should decrease the cost of operations due to increased fuel efficiency, and it will maintain the services provided to residents.

The reduction in operational cost is not predictable at this point as the change in fuel efficiency and vehicle maintenance is dependent on which vehicles are replaced as well as the relative efficiency of the new vehicles.

The improvements described in the Justification/Benefit section describe the financial benefits, as this project is required to maintain the level of service currently received by residents of the Town.



## Costs by Year

Purchases		Operations
\$0	<b>PRIOR</b>	\$0
\$237,000	<b>FY2013</b>	\$0
\$280,000	<b>FY2014</b>	\$0
\$240,000	<b>FY2015</b>	\$0
\$250,000	<b>FY2016</b>	\$0
\$250,000	<b>FY2017</b>	\$0
\$250,000	<b>Future</b>	\$0

# Purchase Cost

**\$1,543,000**

**NO** Funding Partners



Local Funding

**CIIF 100%**

General Planning

*Project #* **13IT1**  
*Project Name* **Computers & Servers Replacement**  
*Department* **Finance**

**Description**

Technology estimate of placing computers (16 servers and 150 workstations) on a five year rotating cycle. Includes software and licensing (e.g. Windows O/S, Windows Server, Adobe, MS Office, etc.). This project will standardize all workstations, servers and software over a five year period. Workstations identified as having the most repair orders over the past year will be replaced FY2013 (approximately 25 workstations). Workstations will be replaced according to age and need FY2014 through FY2017. Servers will be phased into a virtual environment FY2013 and FY2014. Software will be standardized throughout the lifecycle of this project.

**Justification/Benefit**

Technology changes very rapidly. In order for the Town to meet growing digital demands for information, a five-year replacement/upgrade schedule should be put in place to ensure the Town remains current with industry technology standards. These standards include software (such as MS Office and Adobe products) and hardware. Having current technology allows for improved processing (such as opening current MS Office products), better communication (such as viewing new web content) and increased productivity (decreased time lost waiting for machines to power up) As products age, maintenance costs increase. Having current technology will lower these costs as well.

**Useful Life**  
*5 Years*

## Summary of Operational Costs and Benefits

This project is an ongoing commitment and will not be completed. The continuing purchase of newer computers and servers should decrease the cost of operations, and it will maintain the services provided to residents through Town staff.

The reduction in operational cost is expected to be at least \$7,500 per year due to change in electricity consumption. The improvements in computers and network maintenance is an anticipated enhancement to the types of services the technology division is able to provide to Town staff through repurposing of efforts.

The improvements described in the Justification/Benefit section describe how this replacement plan will help to maintain the Town's position on the technology curve, and therefore maintain the level of service currently received by residents of the Town.

### Costs by Year

Purchases		Operations
\$0	<b>PRIOR</b>	\$0
\$102,000	<b>FY2013</b>	\$(3,750)
\$102,000	<b>FY2014</b>	\$(7,500)
\$77,000	<b>FY2015</b>	\$(7,500)
\$77,000	<b>FY2016</b>	\$(7,500)
\$77,000	<b>FY2017</b>	\$(7,500)
\$77,000	<b>Future</b>	\$(7,500)

# Purchase Cost

# \$512,000

**NO** Funding Partners



Local Funding

# CIIF 100%



General Planning

*Project #* **OTHER**  
*Project Name* **Other Acquisitions of Capital**  
*Department* **Various**

**Description**

- 1) Commissioning of the Municipal complex (\$40,000)
- 2) Park improvements (\$7,500) Concrete pad for mobile concession stand.

**Justification/Benefit**

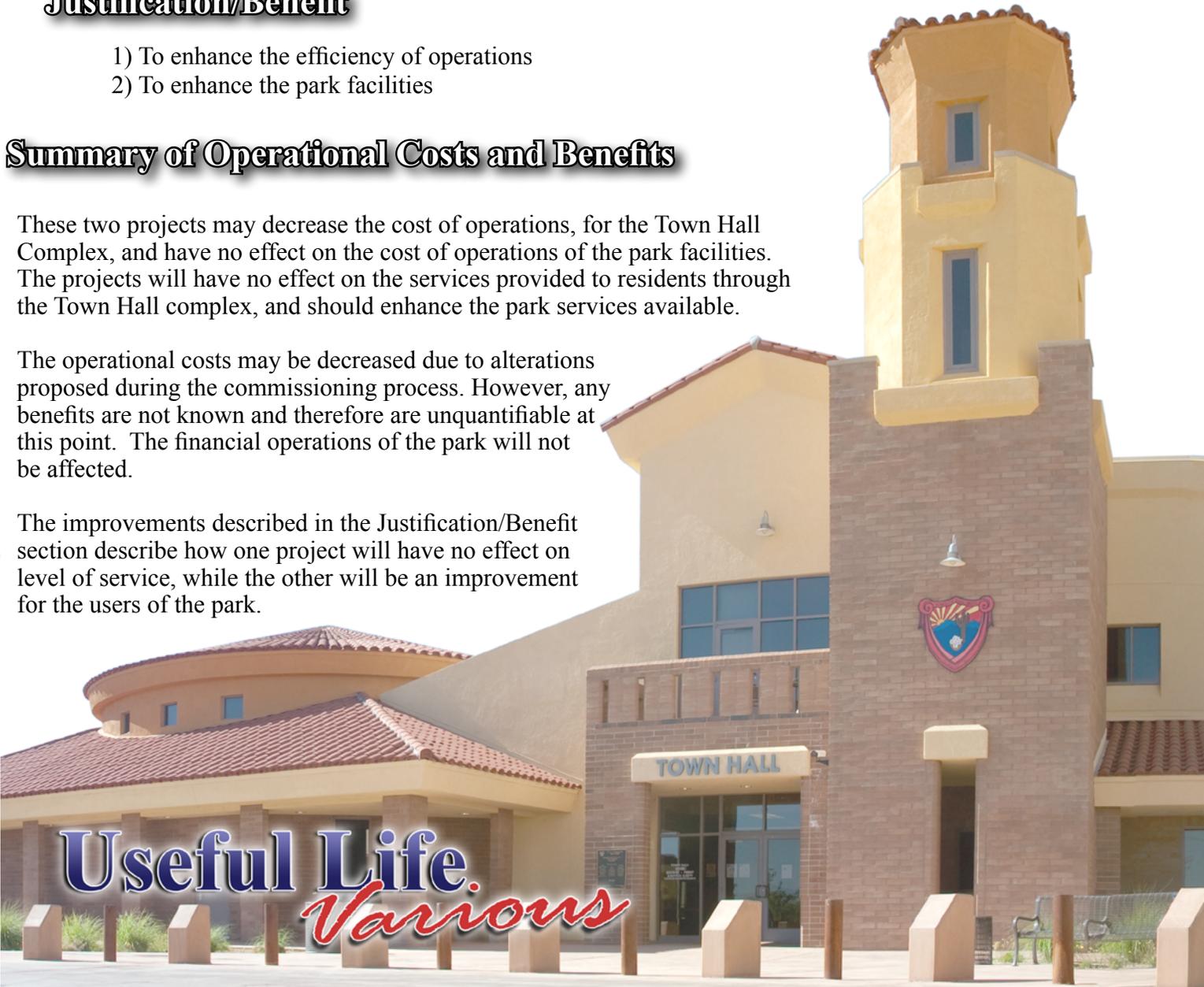
- 1) To enhance the efficiency of operations
- 2) To enhance the park facilities

**Summary of Operational Costs and Benefits**

These two projects may decrease the cost of operations, for the Town Hall Complex, and have no effect on the cost of operations of the park facilities. The projects will have no effect on the services provided to residents through the Town Hall complex, and should enhance the park services available.

The operational costs may be decreased due to alterations proposed during the commissioning process. However, any benefits are not known and therefore are unquantifiable at this point. The financial operations of the park will not be affected.

The improvements described in the Justification/Benefit section describe how one project will have no effect on level of service, while the other will be an improvement for the users of the park.



General Planning

**Useful Life**  
*Various*



## Costs by Year

Construction		Operations
\$0	<b>PRIOR</b>	\$0
\$47,500	<b>FY2013</b>	\$0
\$0	<b>FY2014</b>	\$0
\$0	<b>FY2015</b>	\$0
\$0	<b>FY2016</b>	\$0
\$0	<b>FY2017</b>	\$0
\$0	<b>Future</b>	\$0

**Cost**  
**\$47,500**

**NO Funding Partners**



Local Funding

**CIIF 100%**

General Planning





**LONG-TERM DEBT**  
**Computation of Legal Debt Margin**  
**Fiscal Year 2013**

Net secondary assessed valuation-preliminary, 2012 tax year \$200,123,048

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

20% of secondary assessed valuation	\$40,024,610
Bonds outstanding	<u>-</u>
Net 20% Debt Limitation	<u><u>\$40,024,610</u></u>

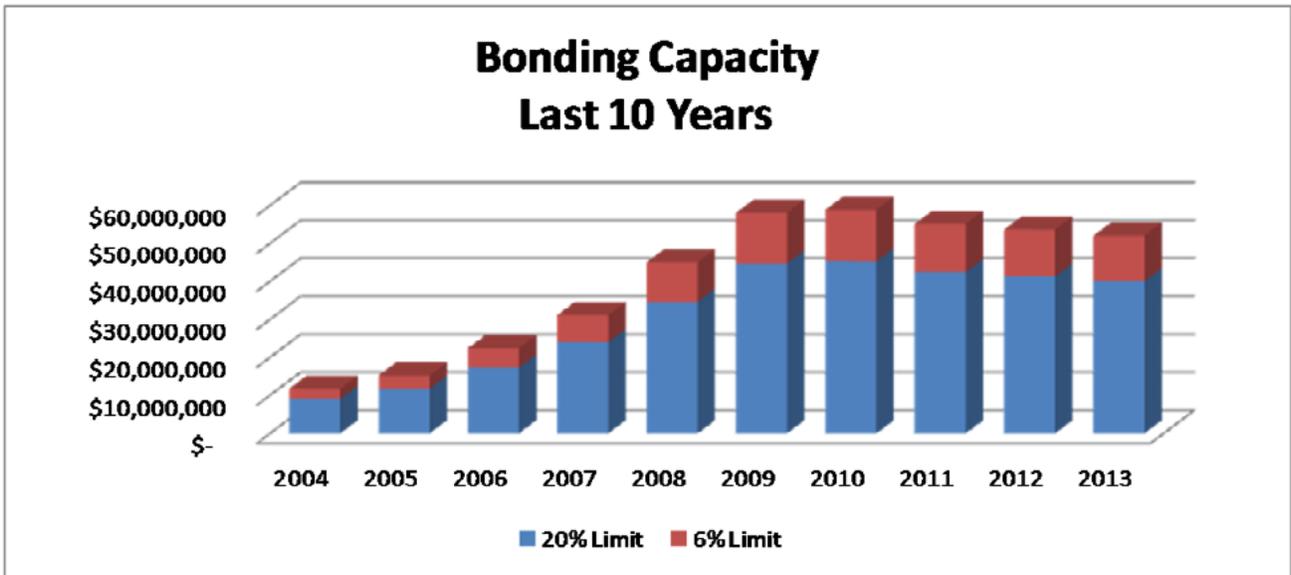
Calculation of 6% Debt Limitation (2) (3)

6% of secondary assessed valuation	\$12,007,383
Bonds outstanding	<u>-</u>
Net 6% Debt Limitation	<u><u>\$12,007,383</u></u>
Total Bonding Capacity	<u><u>\$52,031,993</u></u>

(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.



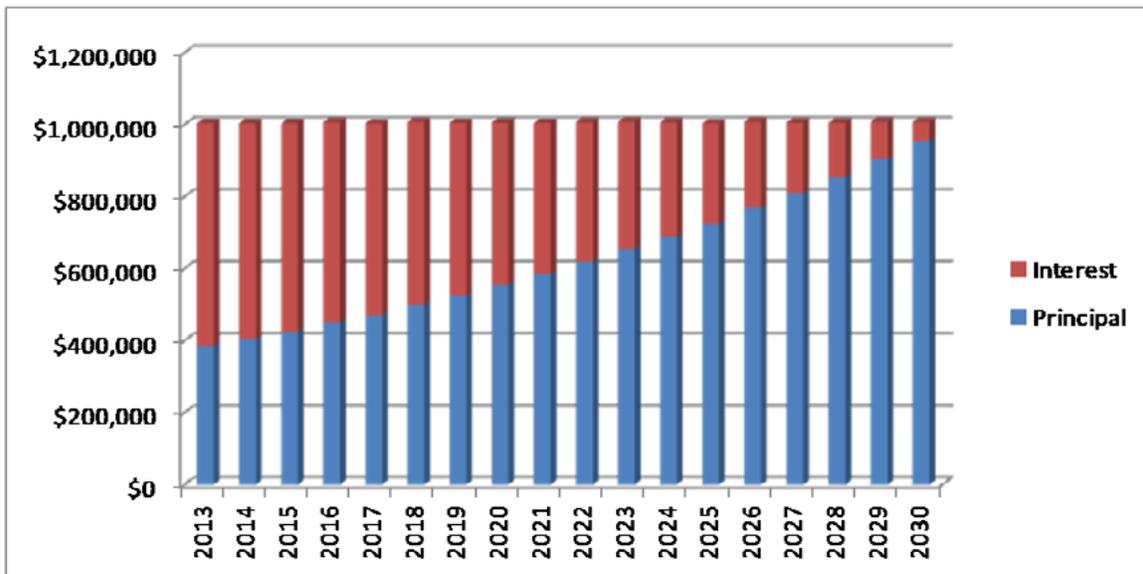
## LONG-TERM DEBT

Quail Creek Community Facilities District  
(Sahuarita, Arizona)  
General Obligation Bonds, Series 2006  
\$12,660,000

- 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:**

Fiscal Year	Principal	Interest	Total
2013	\$ 385,000.00	\$ 619,657.50	\$ 1,004,657.50
2014	405,000.00	599,830.00	1,004,830.00
2015	425,000.00	578,972.50	1,003,972.50
2016	450,000.00	557,085.00	1,007,085.00
2017	470,000.00	533,910.00	1,003,910.00
2018-22	2,785,000.00	2,246,640.00	5,031,640.00
2023-27	3,650,000.00	1,382,782.50	5,032,782.50
2028-30	2,715,000.00	306,915.00	3,021,915.00
<b>Totals</b>	<b>\$11,285,000.00</b>	<b>\$6,825,792.50</b>	<b>\$18,110,792.50</b>



General Planning

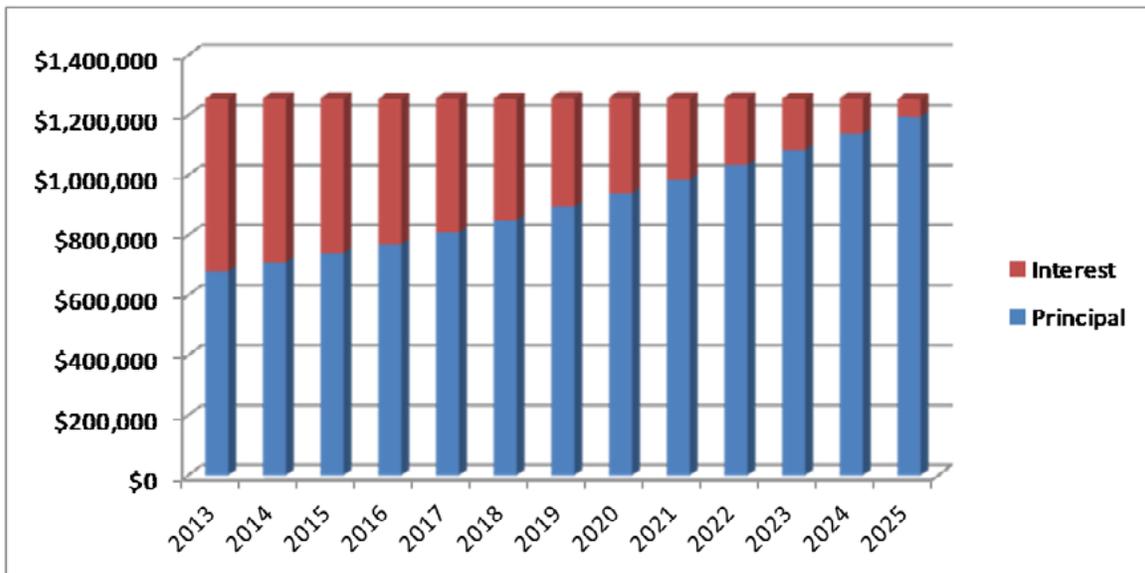
## LONG-TERM DEBT

Town of Sahuarita, Arizona  
 2006A Greater Arizona Development Authority (GADA) Loan  
 \$16,335,000

- 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:**

Fiscal Year	Principal	Interest	Total
2013	\$ 680,000.00	\$ 575,775.00	\$ 1,255,775.00
2014	710,000.00	546,875.00	1,256,875.00
2015	740,000.00	516,700.00	1,256,700.00
2016	770,000.00	485,250.00	1,255,250.00
2017	810,000.00	446,750.00	1,256,750.00
2018-22	4,705,000.00	1,583,750.00	6,288,750.00
2023-25	3,420,000.00	347,500.00	3,767,500.00
<b>Totals</b>	\$11,835,000.00	\$ 4,502,600.00	\$16,337,600.00



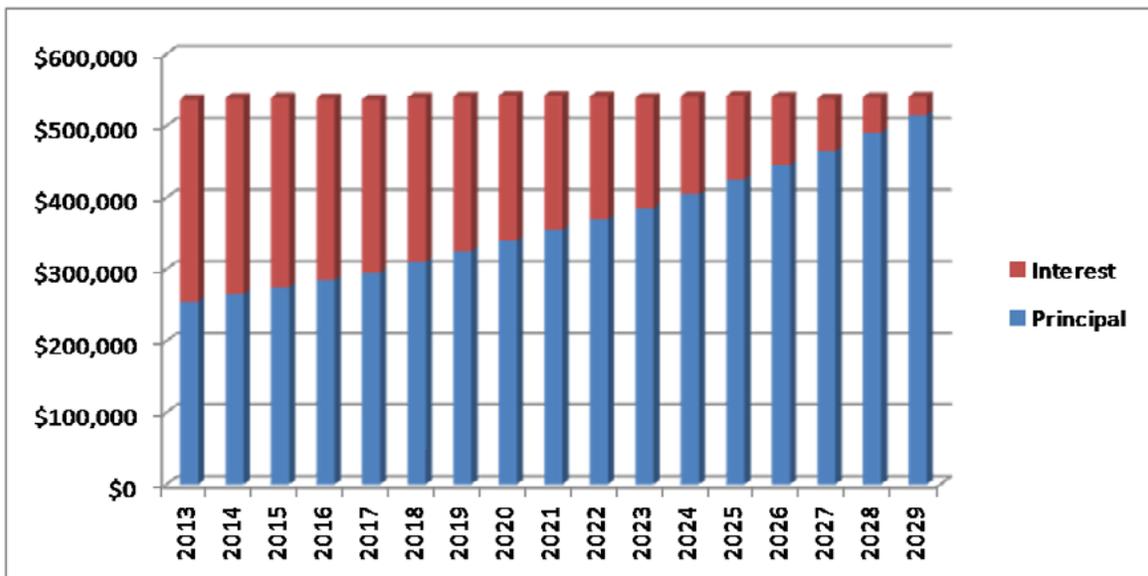
## LONG-TERM DEBT

Town of Sahuarita, Arizona  
 2009B Greater Arizona Development Authority (GADA) Loan  
 \$6,700,000

- Date:** June 5, 2009
- Interest:** Semiannual each January and July, commencing January 1, 2010. Interest accrues at rates ranging from 4.00% to 5.00%
- Rating:** Not applicable
- Purpose:** The loan was obtained to finance the costs of certain street improvements and a community park.
- 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>
2013	\$ 255,000.00	\$ 282,287.50	\$ 537,287.50
2014	265,000.00	274,000.00	539,000.00
2015	275,000.00	264,725.00	539,725.00
2016	285,000.00	253,725.00	538,725.00
2017	295,000.00	242,325.00	537,325.00
2018-22	1,700,000.00	1,005,975.00	2,705,975.00
2023-27	2,125,000.00	577,012.50	2,702,012.50
2028-29	1,005,000.00	76,000.00	1,081,000.00
Totals	<u>\$6,205,000.00</u>	<u>\$2,976,050.00</u>	<u>\$9,181,050.00</u>



General Planning

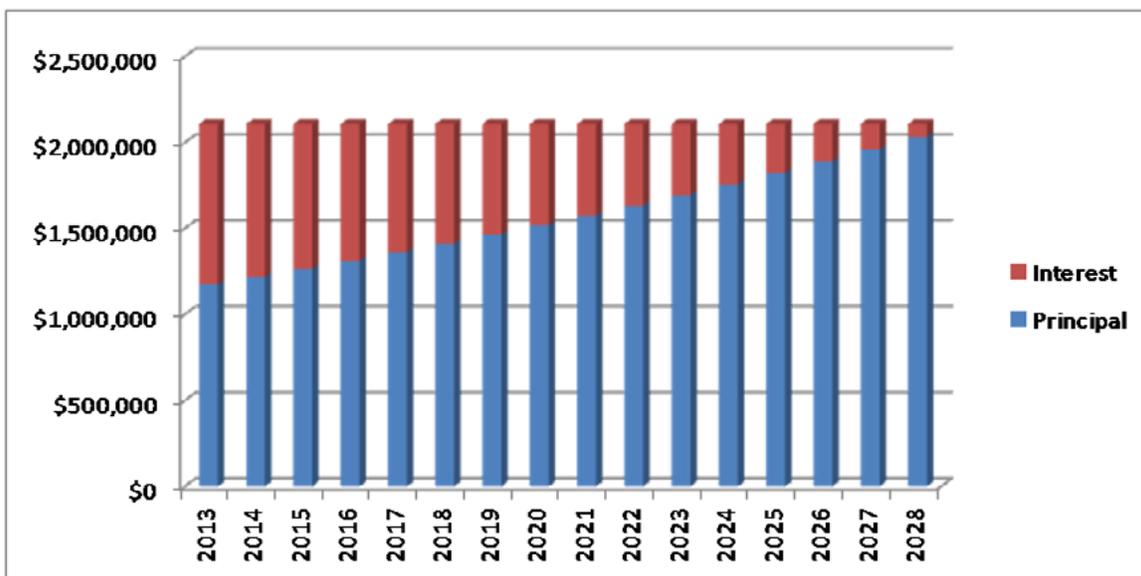
## LONG-TERM DEBT

Town of Sahuarita, Arizona  
 Water Infrastructure Financing Authority (WIFA)  
 2008A (System Revenue) Loan  
 \$28,350,000

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

**Remaining Debt Service:**

Fiscal Year	Principal	Interest	Total
2013	\$ 1,174,571.53	\$ 933,476.92	\$ 2,108,048.45
2014	1,218,300.85	889,747.60	2,108,048.45
2015	1,263,658.19	844,390.26	2,108,048.45
2016	1,310,704.17	797,344.28	2,108,048.45
2017	1,359,501.69	748,546.76	2,108,048.45
2018-22	7,595,477.69	2,944,764.56	10,540,242.25
2023-27	9,118,647.73	1,421,594.52	10,540,242.25
2028	2,032,382.92	75,665.62	2,108,048.54
<b>Totals</b>	\$25,073,244.77	\$ 8,655,530.52	\$33,728,775.29



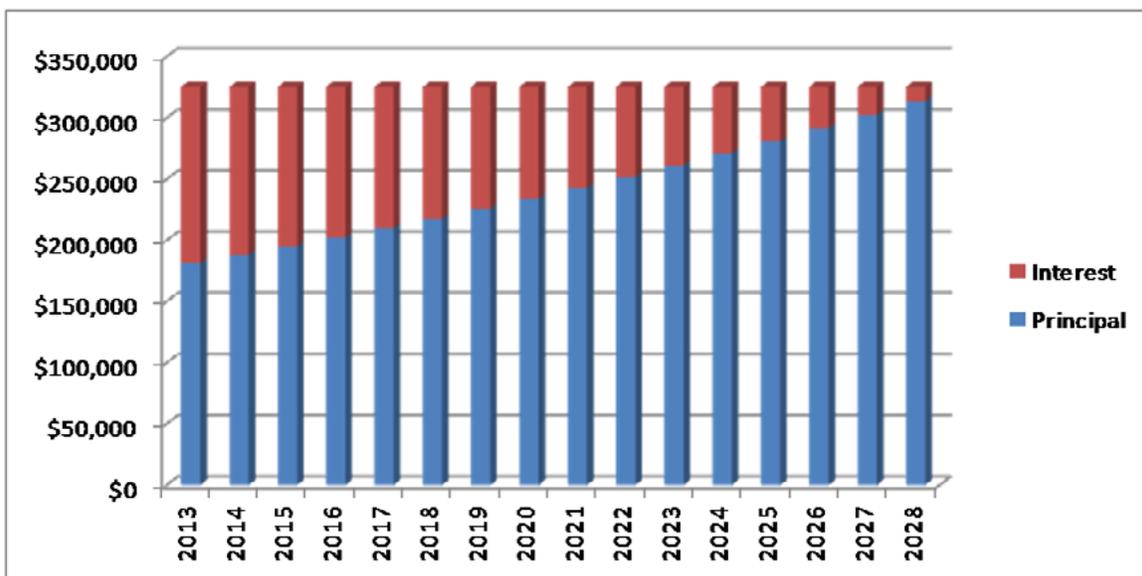
## LONG-TERM DEBT

Town of Sahuarita, Arizona  
 Water Infrastructure Financing Authority (WIFA)  
 2008B (Non-System Revenue) Loan  
 \$4,375,525

- 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:**

Fiscal Year	Principal	Interest	Total
2013	\$ 181,282.80	\$ 144,072.36	\$ 325,355.16
2014	188,031.96	137,323.20	325,355.16
2015	195,032.38	130,322.78	325,355.16
2016	202,293.44	123,061.72	325,355.16
2017	209,824.82	115,530.34	325,355.16
2018-22	1,172,282.28	454,493.52	1,626,775.80
2023-27	1,407,367.62	219,408.18	1,626,775.80
2028	313,676.90	11,678.20	325,355.10
Totals	\$3,869,792.20	\$1,335,890.30	\$5,205,682.50



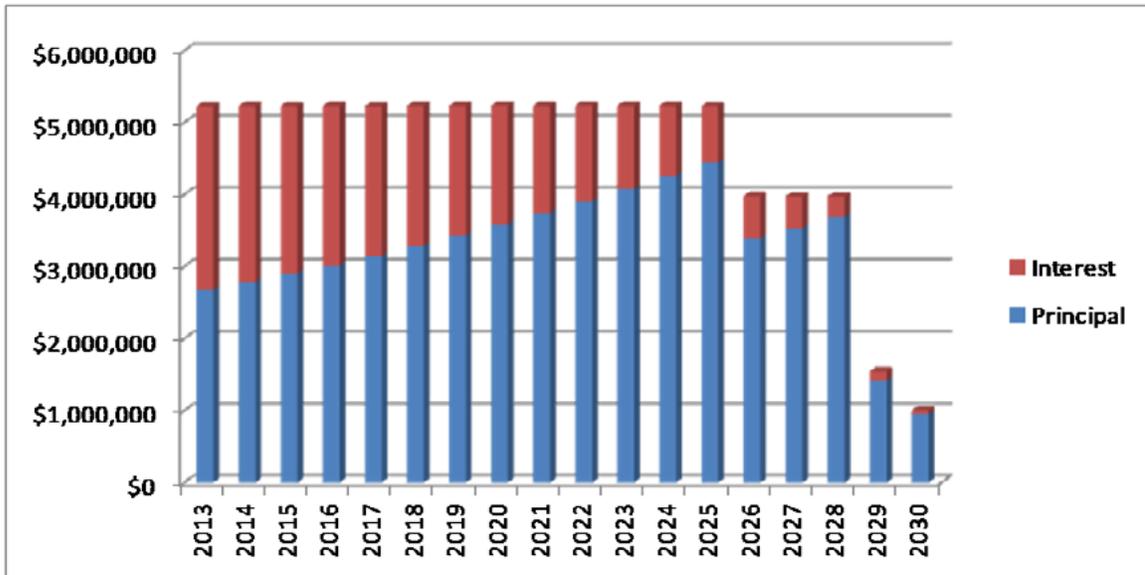
General Planning

## LONG-TERM DEBT

Aggregate of All Debt Issuances

**Remaining Debt Service:**

<u>Fiscal Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2013	\$ 2,675,854.33	\$ 2,555,269.28	\$ 5,231,123.61
2014	2,786,332.81	2,447,775.80	5,234,108.61
2015	2,898,690.57	2,335,110.54	5,233,801.11
2016	3,017,997.61	2,216,466.00	5,234,463.61
2017	3,144,326.51	2,087,062.10	5,231,388.61
2018-22	17,957,759.97	8,235,623.08	26,193,383.05
2023-27	19,721,015.35	3,948,297.70	23,669,313.05
2028-30	6,066,059.82	470,258.82	6,536,318.64
<b>Totals</b>	<b>\$58,268,036.97</b>	<b>\$24,295,863.32</b>	<b>\$ 82,563,900.29</b>



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# Cost Allocation Plan

## WHAT IS A COST ALLOCATION PLAN?

A cost allocation plan (CAP) is a document that identifies, accumulates, and distributes costs from support centers to mission centers and identifies the allocation methods used to do so. Mission centers produce a final product or service. Support centers primarily exist to support the mission centers.

## WHY ALLOCATE COSTS?

Cost allocation is used to understand the full cost of particular government services. Measuring the cost of government services is useful for a variety of purposes, including performance measurement and benchmarking; setting user fees and charges; privatization, and activity-based costing and activity-based management.

The full cost of a service encompasses all direct and indirect costs related to that service. A cost that can be traced to a single service is called a direct cost because the entire cost can be tied directly to one purpose without the need for a cost allocation. An indirect cost is the cost of a resource that is used for more than one purpose and cannot be easily traced to a single service; the costs are tied indirectly to each purpose through cost allocation.

## HOW ARE COSTS ALLOCATED?

The Town uses a single step allocation method where support costs are allocated directly to a function based on its estimated use of support services. Support center costs are allocated to all departments using one or more of five different allocation bases. An allocation base is a variable that is closely associated with indirect costs and is used as an estimate to determine the relationship between the support function and the mission function. Each function is allocated cost by applying the ratio of the department's basis to the total basis for the Town.

The five allocation bases used are:

- \$: Total budgeted expenditures or average annual 5 Year CIP expenditures
- FTE: Full-time equivalent employees of the function
- MC: FTE assigned to work at the Municipal Complex
- Assets: Value of capital assets for the function
- # of Trans: Estimated number of revenue and expenditure transactions generated by the function

The Town budgets for the effect of the Cost Allocation Plan separately from recording actual effects of the Cost Allocation Plan. The budget plan occurs first, and it creates an allocation plan each year based on budgetary amounts in order to calculate the effects on the Town's final budget. During the year, the actual activity (rather than budgeted activity) is used to record and allocate actual costs.

## BUDGET SUMMARY

Costs are not allocated within the General Fund as all central support functions are accounted for within it. Allocated these costs would result in a double counting of expenditures. CAP impacts are factored for the RICO Fund but costs are not allocated to the fund due to the restrictions placed upon it. CAP expenditures are recorded in other funds and off-setting revenues (i.e., charges for services) are recorded in the General Fund as follows:

FUND:	ALLOCATED COSTS:
HURF	122,600
QUAIL CREEK CFD	3,030
CIIF	517,540
WASTEWATER	163,910
<b>TOTAL ALLOCATED COSTS</b>	<b>807,080</b>

**ALLOCATION BASES FIGURES**

FUND/DEPT/PROGRAM	Allocation Bases	FY13 FTE		FY 13 # of Trans	FY13 Budget/CIP \$*	Assets (less vehicles) 6/30/2011
		MC	#			
<b>GENERAL FUND</b>						
<b>Mayor and Council</b>	\$		-	240	\$ 146,990	
<b>Town Manager</b>						
Administration	FTE / \$	MC	3.3	452	372,960	
E-D & Communications	FTE / \$	MC	3.0	375	253,190	
<b>Town Clerk</b>						
Town Clerk	\$	MC	3.4	539	258,050	
Town Clerk-Elections	n/a		-	36	79,900	
<b>Finance</b>						
Finance	FTE / # of Trans	MC	5.0	544	469,430	
Technology	FTE	MC	3.0	484	302,240	
Risk Management	\$ / Assets		-	39	195,710	
<b>Human Resources</b>	FTE	MC	2.0	405	196,860	
<b>Law</b>						
Civil	FTE / \$	MC	2.0	237	276,440	
Prosecution	n/a	MC	2.0	237	179,960	
<b>Planning &amp; Building</b>						
Planning & Zoning	n/a	MC	5.2	563	432,180	
Building Safety	n/a	MC	6.0	595	560,200	
<b>Parks &amp; Recreation</b>						
Administration/Maintenance	n/a	MC	7.0	1,511	912,520	
Recreation	n/a		8.1	1,210	436,650	
<b>Public Works</b>						
Administration/Engineering	n/a	MC	3.5	626	344,130	
Facilities	FTE	MC	1.0	485	188,070	
Facilities - Utilities	MC		-	161	278,730	
<b>Police</b>	n/a	MC	51.0	2,359	5,794,270	
<b>Municipal Court</b>	n/a	MC	8.0	799	542,920	
<b>Non-Departmental</b>	n/a		-	167	71,620	\$ 127,271,784
<b>HURF</b>						
Streets	n/a		7.5	1,512	1,428,960	
<b>RICO</b>						
Police Department	n/a		-	122	92,500	
<b>CIIF</b>						
Capital Projects	n/a	MC	6.5	802	18,630,680	
<b>QUAIL CREEK CFD</b>						
Streets	n/a		-	23	17,000	
Parks & Recreation	n/a		-	112	29,700	
<b>WASTEWATER</b>						
Operations	n/a		7.1	1,065	1,125,620	52,508,876
Capital Projects	n/a	MC	0.2	600	139,500	
<b>SUBTOTAL</b>			<u>134.7</u>	<u>16,299</u>	<u>\$ 33,756,980</u>	<u>\$ 179,780,660</u>

\* Figures were not modified for budget adjustments made subsequent to the Town Manager Recommended Budget.

General Planning

FUND/DEPT/PROGRAM	ALLOCATION OF DOLLARS			
	Direct Costs Budget Exp*	Cost of Admin Services		Full Budgeted Cost
Costs Allocated To		Costs Allocated From		
<b>GENERAL FUND</b>				
<b>Mayor and Council</b>	\$ 146,990	\$ 6,870	\$ (146,990)	\$ 6,870
<b>Town Manager</b>				
Administration	372,960	54,810	(372,960)	54,810
E-D & Communications	253,190	47,880	(168,800)	132,270
<b>Town Clerk</b>				
Town Clerk	258,050	55,230	(129,030)	184,250
Town Clerk-Elections	79,900	2,370	-	82,270
<b>Finance</b>				
Finance	469,430	79,730	(469,430)	79,730
Technology	302,240	50,580	(302,240)	50,580
Risk Management	195,710	5,100	(193,790)	7,020
<b>Human Resources</b>	196,860	34,800	(196,860)	34,800
<b>Law</b>				
Civil	276,440	34,220	(276,440)	34,220
Prosecution	179,960	31,980	-	211,940
<b>Planning &amp; Building</b>				
Planning & Zoning	432,180	81,580	-	513,760
Building Safety	560,200	94,770	-	654,970
<b>Parks &amp; Recreation</b>				
Administration/Maintenance	912,520	128,340	-	1,040,860
Recreation	436,650	126,380	-	563,030
<b>Public Works</b>				
Administration/Engineering	344,130	59,700	-	403,830
Facilities	188,070	32,330	(188,070)	32,330
Facilities - Utilities	278,730	-	(278,730)	-
<b>Police</b>	5,794,270	790,640	-	6,584,910
<b>Municipal Court</b>	542,920	121,710	-	664,630
<b>Non-Departmental</b>	71,620	73,340	-	144,960
<b>HURF</b>				
Streets	1,428,960	122,600	-	1,551,560
<b>RICO</b>				
Police Department	92,500	3,900	-	96,400
<b>CIIF</b>				
Capital Projects	18,630,680	517,540	-	19,148,220
<b>QUAIL CREEK CFD</b>				
Streets	17,000	730	-	17,730
Parks & Recreation	29,700	2,300	-	32,000
<b>WASTEWATER</b>				
Operations	1,125,620	141,210	-	1,266,830
Capital Projects	139,500	22,700	-	162,200
<b>SUBTOTAL</b>	<b>\$ 33,756,980</b>	<b>\$ 2,723,340</b>	<b>\$ (2,723,340)</b>	<b>\$ 33,756,980</b>

\* Figures were not modified for budget adjustments made subsequent to the Town Manager Recommended Budget.

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## GENERAL PLAN GOALS, OBJECTIVES, AND POLICIES

### **Plan Purpose**

This General Plan is a comprehensive effort designed to guide town policy and decision-makers and staff, in planning for the future of the Town. It gives us a vision to achieve and provides the Town with guiding policy to help us shape the form and the internal design and layout of our community over the next 20 years. It also provides direction for people who wish to open or expand new businesses in our community as well as those interested in developing here.

The Plan integrates many aspects of Town life setting policy that not only addresses land use and circulation around our Town, but also identifies our open space and recreational needs, needs for expanded and new public facilities and services, principles of growth management planning and financing new growth in the community. It addresses water issues respective to land use and seeks to ensure that our environmental climate remains healthy even as we grow.

The Plan is not a law; it is a guide. There are other documents that help Town decision-makers such as the Capital Improvement Program. Zoning and subdivision codes, along with the capital improvement program and other tools exist to help implement this Plan.

The Plan was approved by Town Council Resolution No. 2002-55 on December 9, 2002 and ratified by Town residents on May 20, 2003.

### **Vision Statement**

The General Plan is the primary tool for guiding the future development of the Town of Sahuarita. On a daily basis, the Town is faced with tough choices about growth, housing, transportation, neighborhood improvement, the environment, and public facility and service delivery. A General Plan provides a guide for making these choices by describing long-term goals for the Town's future, as well as policies to guide day-to-day decisions.

We envision that in the year 2020, the Town of Sahuarita will:

- ◆ Demonstrate our commitment to social and environmental sustainability through the measurement of both short and long-term impacts of our decisions.
- ◆ Provide economic vitality through employment opportunities of all types.
- ◆ Coordinate transportation enhancements with appropriate land uses to enable more mobility choices and greater accessibility.
- ◆ Maintain or improve our high standards of appearance, aesthetics, public amenities, and levels of service.
- ◆ Continue to value, conserve, and protect the Santa Cruz River and its washes and tributaries.
- ◆ Protect our natural resources, clean air, water resources, natural habitat and wildlife routes, vistas, and scenic corridors.
- ◆ Encourage neighborhood and housing diversity to enhance our community.
- ◆ Recognize our cultural heritage, along with historical and archaeological preservation areas, and promote the arts and tourism to increase awareness of the Sonoran desert environment in which we live.

## **LAND USE ELEMENT**

*Goal LU-1:* Promote an orderly, directed, and balanced land use pattern that recognizes the rural character of the community, while meeting the housing, services, employment, and recreational needs of the Town of Sahuarita.

*Objective:*

LU-1.1: Maintain safe, high-quality land uses that integrate efficient transportation networks, recreational linkages, and access to schools, services and other public facilities.

*Policies:*

LU-1.1.1: Incorporate in the design of new development safe vehicular, pedestrian, and bicycle between residential and school, commercial, employment and recreational sites.

LU-1.1.2: Site land uses and ingress/egress points to maximize the use and effectiveness of the existing and planned transportation network.

*Objective:*

LU-1.2: Promote land use patterns that conserve natural resources including land, open space, air quality, water quality and quantity and energy. (See also Environmental Planning Element Objectives ENV-1.5 and ENV-1.7 and their respective policies.)

*Policies:*

LU-1.2.1: Review development proposals to ensure maximization of the use of land for appropriate development, while contributing to an integrated open space system within the Town as well as regionally.

LU-1.2.2: Ensure that sensitive land, particularly riparian areas are maintained in their natural state to the maximum extent possible.

LU-1.2.3: Focus new higher intensity development in key identified growth areas that will encourage mixed-use development and the use of transit within the community.

LU-1.2.4: Maintain sufficient densities in developing areas in proximity to commercial and employment centers to limit vehicular miles traveled thus reducing the amount of air pollution with the region.

LU-1.2.5: Avoid low density sprawl by utilizing the designation of a future development area, rather than a low-density placeholder, to identify land that will be needed for future growth.

LU-1.2.6: Develop standards for turf-based development that require the use of reclaimed or other non-potable water and minimize the runoff of fertilizers into riparian and groundwater recharge areas.

LU-1.2.7: Promote the orientation of new housing stock to maximize use of solar energy and review building codes to ensure that new structures utilize best available practices for energy conservation.

LU-1.2.8: Outside of existing rural development areas, allow for density incentives for cluster development that uses land more efficiently than conventional subdivision provided evidence can be shown in the required Town of Sahuarita site analysis

requirements that any adverse impacts of increased density on adjacent neighborhoods can be mitigated.

*Objective:*

LU-1.3: Continue to provide for a diversity of uses existing in the Town of Sahuarita today.

*Policy:*

LU-1.3.1: Provide in the Town’s zoning code for all types of uses existing at the present time within the Town.

LU-1.3.2: Provide for the continued use of a historic airstrip use in the Town but relocated to an area east of the Union Pacific Railroad and north of Sahuarita Road, sited within an area approximately ¼ mile in width east to west, no further south than 3/8 mile from Sahuarita Road, and extending approximately 1 ¼ miles northerly. Airstrip shall be sited to consider all existing and proposed uses in the surrounding area to minimize land use and noise related conflicts.

*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 pullouts where appropriate.

LU-2.3.3: Design street improvements in rural parts of the Town that are in concert with and not in conflict with the rural character of adjacent neighborhoods.

LU-2.3.4: Review the commercial and employment zones in the Zoning Code, considering the impact of large building “big box” construction, both visually and on adjacent residential land uses.

*Goal LU-3:* Allow for sufficient land supplies for future growth in an efficient and sustainable manner.

*Objective:*

LU-3.1: Encourage land development patterns, trends, and site design that support alternate modes of travel, including bicycle, pedestrian, transit, and ride sharing.

*Policies:*

LU-3.1.1: Encourage increased residential densities closest to major transportation corridors, decreasing them closer to the center of neighborhoods.

LU-3.1.2: Design mixed-use development centers to be easily and safely accessible for all residents, employees and visitors.

LU-3.1.3: Cluster commercial sites to minimize or eliminate strip commercial development.

LU-3.1.4: Coordinate with Sahuarita School District and proposed charter schools to site new schools in safe locations, easily accessible by all modes of travel. Where possible locate public parks adjacent to schools and work with the District or charter school to promote the joint sharing of facilities.

*Objective:*

LU-3.2: Discourage land use modifications that reduce or impact the existing floodplain and watersheds.

*Policies:*

LU-3.2.1: Promote uses in the 100-year floodplain that do not require structural floodplain management solutions.

LU-3.2.2: Consider the allowance of new mineral material sites outside the floodway if at least 660 feet (one-eighth of a mile) away from existing residential areas, if studies show they do not result in the need for structural floodplain management.

LU-3.2.3: In cases where the Town has declared an emergency, the Town may implement short- and long-term structural floodplain management solutions as required.

*Objective:*

LU-3.3: Ensure that sufficient land is available for future growth by the Town beyond a 10-year plan horizon.

*Policy:*

LU-3.3.1: Establish a future development area, the land in which can be made available as necessary and if planned appropriately to meet future growth needs of the Town. The future development area shall be revisited and potentially modified based on the actual and projected land consumption and rates of growth at the next major update of the Town's General Plan.

*Goal LU-4:* Ensure a diversity of housing opportunities.

*Objective:*

LU-4.1: Provide a variety of housing types to meet the needs of residents of all income levels.

*Policies:*

LU-4.1.1: Strongly encourage a wide range of housing types, prices and ownership forms within new developments.

LU-4.1.2: Ensure that areas of planned moderate and higher densities are not reduced during the 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, drainageways 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 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.

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.

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.

CIR-1.2.6: Plan neighborhood streets using appropriate traffic calming techniques and street widths to sustain the quality of life in the neighborhoods, public safety and environmental sensitivity.

CIR-1.2.7: Provide for the planning, design, construction, and operation of facilities and services to enhance public safety and minimize losses from accidents, to the greatest possible extent.

CIR-1.2.8: The Town of Sahuarita has established Level of Service C or better as its transportation system general performance standard. This standard shall be applied to roadway segments and to signalized and unsignalized intersections. Street intersections may operate at LOS D during peak periods around major employment and commercial centers where the short-term attainment of LOS C may be impractical or not attainable without mitigation, which has a far greater negative impact than allowing for a greater level of service. Project LOS E or F operation at any time of day with cumulative traffic volumes and projected ultimate intersection improvements will not be accepted. Final determination of appropriate mitigation measures in achieving desired Levels of Service may be subject to specific direction from the Town Council on a case-by-case basis.

*Objective:*

CIR-1.3: Plan for and initiate a safe, efficient, and accessible public transportation system that provides a viable alternate to the private vehicle.

*Policies:*

CIR-1.3.1: When feasible, coordinate with Pima County and regional service providers (Sun Tran), to provide public transit services that are readily accessible, convenient, and safe to an increasing proportion of persons in the community.

CIR-1.3.2: Public transit connections shall be conveniently located at and between urban activity centers.

*Objective:*

CIR-1.4: Plan for bicycle facilities throughout the community that provide for the safe and efficient means of transportation and recreation.

*Policies:*

CIR-1.4.1: Promote a continuous, safe, and accessible system of bicycle facilities as an alternate mode of transportation.

CIR-1.4.2: Promote bicycle safety education programs to increase awareness of and adherence to laws and regulations regarding bicycle use.

CIR-1.4.3: Design bicycle facilities to meet Federal Highway Administration (FHWA) and American Association of State Highway and Transportation Officials (AASHTO) design guidelines consistently throughout the Town.

*Objective:*

CIR1.5: Plan and encourage the use of pedestrian facilities as a critical element of a safe and livable community to meet the transportation and recreational needs of the community.

*Policies:*

CIR-1.5.1: Meet minimum Americans with Disabilities Act (ADA) standards for the construction of pedestrian facilities.

CIR-1.5.2: Provide for the construction of accessible pedestrian facilities with all street construction and major reconstruction projects; all appropriate private residential, commercial, and industrial development; and all public development in the urban area.

CIR-1.5.3: Develop a program for the installation of pedestrian facilities in appropriate areas where they do not currently exist.

CIR-1.5.4: Plan pedestrian facilities that are direct, safe, comfortable, attractive, and continuous.

CIR-1.5.5: Improve pedestrian visibility and safety and raise awareness of the health benefits of walking.

CIR-1.5.6: Identify specific pedestrian mobility and accessibility challenges and develop measures for implementation of necessary improvements.

*Objective:*

CIR-1.6: Protect the natural and built environments from adverse impacts resulting from the provision of transportation facilities and services. Promote transportation facilities and services that enhance the quality of life of the communities within the region.

*Policies:*

CIR-1.6.1: Design transportation improvements to comply with air quality standards and avoid the creation of air quality hot spots (badly congested intersections).

CIR-1.6.2: Consider the economic, energy, and environmental effects of major transportation investments.

CIR-1.6.3: Promote the implementation of the goals and objectives of 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.

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

**PUBLIC FACILITIES AND 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 neighborhoods 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.

*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.

*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.

*Policy:*

PFS-2.6.1: Encourage infill development.

*Objective:*

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

*Policies:*

PFS-2.7.1: Assess the feasibility of creating new districts or combining with existing districts to address fire and emergency needs when the Town population approaches 10,000 persons.

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

**RECREATION AND OPEN SPACE ELEMENT**

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

*Objective:*

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

*Policy:*

REC-1.1.1: Based on the groundwork laid in the Town General Plan, work with the Town leaders and the citizenry to develop a master plan for active and passive parks and recreational needs of the community. The plan should address program needs, opportunities, and costs for programs, parks and recreation facilities within the community and be based on national guidelines developed by the National Recreation and Parks Association.

*Objective:*

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

*Policy:*

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

*Objective:*

REC-1.3: Expand parks and recreational opportunities within residential developments, relative to growth and need.

*Policies:*

REC-1.3.1: Within the Town Development Standards, provide for an acceptable level of recreational open space required for new master planned communities.

REC-1.3.2: The Town Development Standards should also address construction by the developer and either dedication to the Town or maintenance by the homeowners association at a level acceptable to the Town.

*Objective:*

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

*Policies:*

REC-1.4.1: Through annual updating of the Capital Improvement Program, prioritize recreation needs in existing park facilities. Make adjustments in Town Capital Improvement Program as appropriate or seek grants for improvements.

REC-1.4.2: Revisit the design and 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 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 noncompatible development adjacent to it.

*Objective:*

REC-2.2: Build on the presence of the Santa Cruz River and other major washes as a focal point for the open space system.

*Policies:*

REC-2.2.1: Seek a combination of funding and planning mechanisms to conserve critical watersheds via ownership, ownership of the development rights or transference of all or some of the development rights to lands outside the floodplain area.

REC-2.2.2: Design development nearby the Santa Cruz River to ensure that access is controlled to specific access points to avoid degradation of the resource.

REC-2.2.3: Encourage development within visual proximity to the river to take advantage of those viewsheds while minimizing negative impacts on riverine views from major roadways and existing development to the extent possible.

*Objective:*

REC-2.3: Promote the Juan Bautista de Anza National Historic Trail as an important linear park to be connected to future trails and other open space linkages. *(see also Environmental Planning Element Objective ENV-1.3 and its respective policies)*

*Policies:*

REC-2.3.1: Recognize this National Historic Trail as it traverses the 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 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.

*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.)

*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 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 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.

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# Parks, Recreation, Trails, Open Space Master Plan Executive Summary

## INTRODUCTION

The implementation of this Comprehensive Parks, Recreation, Trails and Open Space Master Plan in the first decade of the 21st century presents a number of serious challenges and intriguing opportunities. The Parks and Recreation Department has faced challenges since its creation in 2001. As a new Department at that time, it originated in the Public Works Department but soon became a Department of its own in 2003 under the leadership of a full-time Director of Parks and Recreation. In that period between 2003 and today, the Department has been challenged with meeting the leisure demands of a rapidly growing community while creating the necessary infrastructure (policies, management team, recreation program, facility and park maintenance program, etc.) for a new Department. Opportunities for long term success will depend on the Department's ability to position itself as an important function of Town Government by raising the level of awareness about the benefits of parks and recreation programs and by developing the policies which are written to sustain it.

In order to move forward with this Master Plan, the Department will strive to achieve the goals set forth in the plan and make all decisions using the vision and mission statements as a guide. The goals presented in this comprehensive plan overview are intended to be forward looking, balance limited resources with responsibilities, and to re-position the Parks and Recreation Department as a key player in the growth and development of the Town.

## OUR VISION AND MISSION

The Town of Sahuarita Parks & Recreation Department's primary purpose is to create community through people, parks and programs. We do this by providing the public with a variety of recreational opportunities and facilities. We are responsible for operating and maintaining the Town's parks, facilities, buildings and for issuing permits for special events, picnics, and sport fields. We strive to plan a mixed variety of programs, classes, special activities and events. Anamax Park, Sahuarita Lake Park, and Parque Los Arroyos are the three current parks that our community can benefit from and enjoy!

## OUR GOALS

- To support our employees by providing them with the necessary training and resources with which to effectively do their jobs.
- To identify existing and future partnerships to leverage Town resources.
- To protect the environment: water resources; vegetation and habitat; and wildlife.
- To maintain the park system at a level which meets, or exceeds, citizen expectations.
- To provide a balanced recreation program which provides citizens of all ages with personal, social, economic and environmental benefits.
- To be fiscally responsible and sustainable by creating a cost recovery system which is based on a fee system that varies between 100% subsidy for services that benefit the entire community to 0% subsidy for services that benefit specific individuals/groups.
- To acquire land in the planning area which provides open space for protection of sensitive areas and defined space for active facilities.
- To provide greenways and trails which link parks, commercial and residential areas.
- To adopt standards which clarify the future need for land, park types and facilities.
- To identify new facilities that citizens are supportive of.

*Note: As goals one through ten are detailed below, the reader will note that italicized beneath each goal is a reference to the Town's General Plan.*

**Goal #1 - To support Department employees by providing them with the necessary training and resources with which to effectively do their jobs.**

❖ *Continuing Education and Professional Development*

It is recommended that:

- Participation in professional associations, continuing education, on the job training and cross training be encouraged.
- Office space, meeting space and storage space be provided as new facilities are built.
- Technology upgrades be provided.

**Goal #2 - To identify existing and future partnerships to leverage Town resources.**

❖ *REC 1.6.1 work with the School District*

It is recommended that:

- A formal Joint Partnership Policy be created
- Existing partnerships be identified
- The Department meet annually with existing partners individually to evaluate the relationship to determine if it is a win/win situation
- The Town organize and produce an annual recognition luncheon to honor its partners
- The Department facilitate an annual partnership collaboration with all the partners

**Goal #3 - To protect our environment: water resources; vegetation and habitat; and wildlife.**

❖ *REC 2.5 maintain wildlife corridors*

❖ *ENV 1.1 conserve the Town's water*

❖ *ENV 1.8 protect wildlife habitat*

It is recommended that:

- The use of groundwater be reduced
- The use of reclaimed water be increased
- Storm water runoff be reduced
- Riparian corridors be retained and maintained that have been identified as important biological resources
- The river channel be preserved and enhanced to encourage groundwater recharge and quality riparian habitat and to protect valued views of the river from development
- Uplands be managed to enhance desert habitat and to protect the functioning of the riparian ecosystems within the watershed
- View sheds be preserved
- Wildlife habitats and native plant species be protected
- Systems to conserve energy and resources be incorporated into the future development and operation of parks, programs and facilities managed by the Parks and Recreation Department

**Goal #4 - To maintain the park system at a level which meets, or exceeds, citizen expectations.**

❖ *Level of service expectations*

It is recommended that:

- The park maintenance budget be increased annually from the current \$6400 per acre to an amount which keeps pace with inflation so that the current maintenance standard not be reduced
- Assignments which prevent the park maintenance staff from spending more time in the park system be evaluated and redirected
- Equipment be provided to the park maintenance staff which enables them to work more efficiently and effectively in the park system

**Goal #5 - To provide a balanced recreation program which provides citizens of all ages with personal, social, economic and environmental benefits.**

❖ *REC 1.5 provide a variety of recreation opportunities*

It is recommended that:

- As the recreation program expands, it will acknowledge that all age groups have program needs and will produce those that are most in demand
- The Department continue to support the need for facilities, both indoor and outdoor, to provide the arenas within which the programs will occur
- The Department continue to negotiate with the school district (s) to share resources
- The Department explore the most effective marketing methods available to it so that citizens are aware of the services that are available to them
- The Department be aware of what others are providing in the Town and work to avoid duplicative services, when appropriate
- The Department improve its operational procedures and policies
- Resources be allocated to an ongoing staff development program
- A process for evaluating all programs be utilized at all times
- Department staff quantify the participation and economic impact of attractions, programs and special events in Sahuarita which result in revenue to the Town to support needed services

**Goal #6 - To position the Department to be in alignment with the Town's fiscal targets.**

❖ *Fiscal responsibility to Council and community*

It is recommended that:

- The Department create and adopt a formal Cost Recovery Policy
- The Cost Recovery Policy be reviewed annually
- Creation of the Cost Recovery Policy be a participatory process with elected officials, the Parks and Recreation Commission, user groups and citizens-at-large
- The current cost recovery percentage of 13% of total budget will be increased
- Earned income options be evaluated for their appropriateness in Sahuarita
- A foundation be analyzed for its appropriateness in Sahuarita

Goal #7 - To acquire land in the planning area which provides open space for protection of sensitive areas and limited space for active facilities.

❖ *REC 1.3.1 provide recreational open space*

❖ *REC 1.5.5 provide inter-generational opportunities*

It is recommended that:

- An additional district park be developed west of Town located in the vicinity of West Twin Buttes Road between North La Canada Drive and South Mission Road.
- A regional park be located northeast of the Town, approximately between Sahuarita Road and Pima Mine Road.
- A regional park be located in the east central area of Sahuarita, east of South Nogales Highway and between the Santa Rita Experimental Range and Wildlife Refuge and East Dawson Road.
- Conservation land be 70% of the district and regional park land acquisitions in the northeast, southeast and west of the Town Boundary
- Neighborhood parks within an HOA become the responsibility of the HOA when possible. It is also proposed that all future neighborhood parks developed within designated communities be the responsibility of the HOA. It is not the intention of the Town of Sahuarita to be responsible for the ownership and maintenance of neighborhood parks within designated neighborhoods
- The Department continue to promote open space awareness through educational programs and activities

**Goal #8 - To provide greenways and trails which link parks, commercial and residential areas.**

❖ *REC 1.5.4 uses Santa Cruz floodplain for recreation both passive/active uses*

❖ *REC 1.7 opportunities for bicycles, pedestrians and equestrians*

It is recommended that:

- The Department work with Pima County to complete a Trail Master Plan.

- The Pima County Trail Plan and the Sahuarita Town Trail Plan be connected to a strong spine along the Santa Cruz River which connects some existing parks, the new district park, the new regional parks, residential and commercial areas and the Town Center to the system.
- The Departments of Parks and Recreation and Planning and Zoning work to encourage developers to build the trail spine

**Goal #9 - To adopt standards which clarify the future need for land, park types and facilities.**

❖ *REC 1.3 expand park and recreation opportunities*

It is recommended that:

- Increase the current standard of eight acres of park land per 1,000 population to allow for the acquisition of two new park types (district and regional).
- Land acquisition standards be linked to the need to protect land to the northeast, southeast and west of the Town Boundary and to acquire land along the Santa Cruz River to provide green space and a mechanism for extending the greenway and trail system.
- Facility standards are linked to the need to balance indoor and outdoor facilities.
- Facility standards are linked to citizen preferences for new facilities; e.g. adventure sports for young people, dog areas, and splash pads.
- Facility standards are linked to the popularity (life cycle) of activities; e.g. athletic fields.

**Goal #10 - To identify new facilities that will be needed as the Town continues to grow.**

❖ *REC 1.4.1 improve and expand recreational facilities*

It is recommended that:

- Athletic fields for soccer, baseball, softball and football be developed.
- An outdoor aquatic facility be constructed adjacent to an indoor recreation center in addition to the planned facility for Anamax Park.
- An indoor recreation center be added in addition to the planned facility for Anamax Park.
- A nature pavilion be developed.
- Several outdoor basketball courts be developed.
- An Adventure Park which will include a BMX Track and a skate park be developed.
- A skate park be constructed at the new regional park and several skate spots throughout the Town be developed.
- More dog areas be developed.
- An amphitheatre be developed.
- A Town Center Plaza will be developed.
- Numerous large and small ramadas be developed.
- Several splash pads be constructed throughout the Town.

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# SUPPORTING *Information*

Supporting  
*Information*

# THE BUDGETARY PROCESS

## FUND COMPOSITION

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

## BASIS OF PRESENTATION

As in prior years, departments are budgeted on a program and object basis. Fiscal year 2006 was the first year the budget presentation included and emphasized the programmatic components of Town services. Accordingly, the fiscal year 2013 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. Organizational revisions are made, if beneficial to the achievement of department goals. Programs are then divided into services which define the department's product, or benefit, to the Town. Each program is individually budgeted at its current level and can be individually evaluated. Each line item for each program is evaluated and justified. During the year, the actual cost of each program can be captured and variances from budget monitored and analyzed.

### 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 2013 to 2017 is provided in a later section.

### Preparation and Approval Timetable

A timetable for the budget preparation and approval processes for fiscal year 2013 is provided on the next page.

**TOWN OF SAHUARITA, ARIZONA**  
**BUDGET/CIP CALENDAR**  
 Fiscal Year 2013

Action	Date
Town Council study session on fund balances and reserve levels	January 9
Staff Meeting-financial/budget overview	January 10
Departmental meetings with Technology Division to review technological needs	January 16-30
Town Council study session on employee compensation and roadway projects in the Capital Improvement Plan (CIP)	January 23
Preliminary departmental (Level 1) budget requests cut-off CIP project sheets due to Finance	January 27
Town Council study session on employee compensation and the budget	February 13
Final departmental (Level 2) budget requests due to Finance	February 15
Departmental meetings with Town Manager to review budget requests	February 28- March 9
Department follow-up meetings with Town Manager (if needed)	March 19-23
Manager Recommended Budget and CIP delivered to Town Council Members	April 13
Town Council study session on the budget and CIP	May 5
Town Council <i>Tentative Budget</i> approval	June 11
Public hearing and Town Council adoption of the FY 2013 budget and CIP	June 25

Supporting Information

# Financial and Budgetary Policies

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

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.
  - 1.1.1. Each year the Town Manager shall prepare and recommend to the Town Council a preliminary budget where revenues equal or exceed expenditures in the General Fund. The Town Manager may also present budget alternatives that deviate from this provision in order to accommodate circumstances that may arise in any given year.
- 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 and service level 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. Except as provided in this section, all budget transfers or appropriations of fund balances require the approval of the Town Council.
  - 1.5.1. Budget transfers of fund balances assigned to Management for contingencies require the approval of

the Town Manager. The Town Manager will provide the Town Council a report accounting for such transfers.

- 1.5.2. Budget transfers between accounts within the same department for \$1,000 or more require the approval of the Town Manager.
- 1.5.3. Budget transfers between accounts within the same department for less than \$1,000 require the approval of the Finance Director.
- 1.6. The Finance Director will prepare a budget calendar no later than January of each year.
- 1.7. Budget development will use strategic multi-year fiscal planning, conservative revenue and expenditure forecasts.
- 1.8. The budget will be prepared in accordance with State Law and in the format approved by the Arizona Auditor General using the modified accrual basis of accounting where possible.
  - 1.8.1. Expenses that do not require the use of current financial resources, such as depreciation, are not budgeted.
  - 1.8.2. Capital purchases of proprietary funds are budgeted as expenditures.
  - 1.8.3. Compensated absences liabilities that are expected to be liquidated with expendable available financial resources are expended when due.
  - 1.8.4. Debt service payments of proprietary funds are budgeted as expenditures.
  - 1.8.5. Proceeds of long-term debt for proprietary funds are budgeted as other financing sources.
  - 1.8.6. Departures from the modified accrual basis of accounting include the following:
    - 1.8.6.1. Budgetary schedules shall be prepared in such a way as to demonstrate total sources equals total uses.
    - 1.8.6.2. Beginning fund balances shall be accounted for in the revenues/sources section of the budgetary schedules.
    - 1.8.6.3. Ending fund balances shall be accounted for in the expenditures/uses section of the budgetary schedules.
    - 1.8.6.4. Budgeted transfers in and transfers out shall be netted in each fund and accounted for in the revenues/sources section of the budgetary schedules.
- 1.9. 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.
- 1.10. The Town shall establish appropriate management controls to monitor expenditure budgets to ensure they do not exceed authorizations.
- 1.11. During the course of the year, the Town Manager is charged with the responsibility to take steps to reduce expenditures or increase revenues to the extent necessary to ensure that actual changes to fund balances in the General Fund are no lower than that planned for in the 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 only occur after sending the Town Council notice of such actions.

- 1.12. The Town will avoid budgetary and accounting procedures which balance the current budget at the expense of future budgets.

## 2. Revenue Policies

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

- 2.1. Staff will estimate annual revenues by an objective, analytical process utilizing trend, judgmental, and statistical analysis as appropriate.
- 2.2. The Town will attempt to maintain a diversified and stable revenue system in order to:
  - 2.2.1. Decrease reliance on general taxation for discretionary but desirable programs and services and rely more on fees and charges.
  - 2.2.2. Decrease the vulnerability of programs and services to reductions in tax revenues as a result of economic fluctuations.
  - 2.2.3. Increase the level of self-support for new program initiatives and enhancements.
- 2.3. One-time revenues will be limited to the purpose for which they are intended or, to the extent possible, for one-time expenditures.
- 2.4. User fees and charges for services will be reviewed periodically to determine the adequacy of cost recovery.
- 2.5. Construction sales taxes collected from development activity occurring in the Town Center designated area, and investment earnings on such collections, shall be designated for the acquisition or construction of public infrastructure to enhance economic development within the same area.
  - 2.5.1. The Town Center designated area encompasses Region 6, Region 8, and Offsite 01, 02, and 03 as depicted within the *Rancho Sahuarita Specific Plan*.

## 3. Expenditure Policies

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

- 3.1. Expenditures will be controlled by an annual appropriated budget, established by the Town Council.
- 3.2. Department heads are responsible for monitoring expenditures to prevent exceeding their total departmental expenditure budget. It is the responsibility of these department heads to immediately notify the Finance Director and Town Manager of any circumstances that could result in a departmental budget being exceeded.
- 3.3. The Town will maintain a purchasing system that provides needed commodities and services in a timely manner to avoid interruptions in the delivery of services. All purchases shall be made in accordance with

the State statutes, the Town's procurement code, purchasing policies, guidelines, and procedures.

- 3.4. The Town will endeavor to obtain supplies, equipment, and services that provide the best value.
- 3.5. The Town will make all payments within established terms.
- 3.6. The Arizona Constitution sets a limit on the expenditures of local jurisdictions. The Town will comply with these expenditure limitations and will submit an audited expenditure limitation report, audited financial statements, and audited reconciliation report as defined by the Uniform Expenditure Reporting System to the State Auditor General within prescribed timelines.
- 3.7. The Town will maintain a level of expenditures which will provide for the health, safety and welfare of the residents of the community.
- 3.8. The Town will maintain capital assets and infrastructure at a sufficient level to protect the Town's investment, to minimize future replacement and maintenance costs, and to continue service levels.

#### 4. **Grants**

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

- 4.1. The Town shall only apply for those grants that are consistent with the objectives identified by Council. The potential for incurring ongoing costs, to include the assumption of support for grant funded positions from local revenues, will be considered prior to applying for a grant.
- 4.2. The Town shall attempt to recover all allowable costs—direct and indirect—associated with the administration and implementation of programs funded through grants. The Town may waive or reduce indirect costs if doing so will significantly increase the effectiveness of the grant.
- 4.3. The Town will maintain a system of internal controls which provide reasonable assurance of compliance with laws, regulations, and the provisions of contract and grant agreements.
  - 4.3.1. The objectives of internal control pertaining to the compliance requirements for grant programs are as follows:
    - 4.3.1.1. Transactions are properly recorded and accounted for to:
      - 4.3.1.1.1. Permit the preparation of reliable financial statements and grant reports;
      - 4.3.1.1.2. Maintain accountability over assets; and
      - 4.3.1.1.3. Demonstrate compliance with laws, regulations, and other requirements;
    - 4.3.2. Transactions are executed in compliance with laws, regulations, and the provisions of contracts or grant agreements that could have a direct and material effect on a grant program; and
    - 4.3.3. Funds, property, and other assets are safeguarded against loss from unauthorized use or disposition.

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

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

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

- 7.1. The Town will maintain a capital assets system for assets with values of \$5,000 or more. All items less than \$5,000 will be recorded as operating expenditures.
- 7.2. Annual budgets including reserves will provide for adequate design, construction, maintenance and replacement of Town's capital assets in accordance with the current year of the capital improvement plan.
- 7.3. The Town will project equipment replacement and maintenance needs for the next five years and will update this projection each year.

- 7.4. The Town will ensure that depreciation expense is allocated in a systematic and rational manner to those periods expected to benefit from the use of the asset.
  - 7.4.1. The straight-line method of depreciation, using the half-year convention, will be used for all depreciable assets.
  - 7.4.2. The useful life of an asset will be based upon the Town's history with said asset or similar asset type. In the absence of an adequate history, the Town will follow useful life guidelines provided by reputable organizations such as the Government Finance Officers Association.
- 7.5. Vehicles will be replaced on an as needed basis after consideration of safety issues and financial impacts.
- 7.6. An inventory of capital assets shall be performed on a periodic basis, at least every 3 years.

## 8. Capital Improvement Plan Policies

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

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

## 9. Long-Term Debt Policies

The Town utilizes long-term debt to finance capital projects with long useful lives. Financing capital projects with debt provides for an "intergenerational equity", as the actual users of the capital asset pay for its cost over time, rather than one group of users paying in advance for the costs of the asset.

The purpose of this debt management policy is to provide for the preservation and eventual enhancement of the Town's bond ratings, the maintenance of adequate debt service reserves, compliance with debt instrument

covenants and provisions, and required disclosures to investors, underwriters and rating agencies. These policy guidelines will also be used when evaluating the purpose, necessity and condition under which debt will be issued. These policies are meant to supplement the legal framework of public debt laws provided by the Arizona Constitution, State statutes, federal tax laws, and the Town's current debt resolutions and covenants.

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

- 9.1. The overall debt management policy of the Town is to ensure that financial resources of the Town are adequate in any general economic situation to not preclude the Town's ability to pay its debt when due.
- 9.2. The Town will confine long-term borrowing to capital improvements, capital acquisitions, and the refinancing of prior year long-term debt.
- 9.3. The life of the debt service payments will not exceed the useful life of the capital assets acquired with the debt proceeds.
- 9.4. Proceeds from long-term debt will not be used to fund current on-going operations.
- 9.5. The issuance of variable rate debt by the Town will be subject to the most careful review and will be issued only in a prudent and fiscally responsible manner.
- 9.6. The Town shall make every effort to combine debt issuances in order to minimize issuance costs.
- 9.7. The investment of bond proceeds shall at all times comply with the requirements of debt covenants.
- 9.8. The Town shall comply with all U.S. Internal Revenue Service arbitrage rebate requirements.
- 9.9. Before any new debt is issued, the impact of debt service payments on total annual fixed costs will be analyzed.
- 9.10. The Town will maintain a revenue-to-debt service ratio of at least 5 to 1 for its governmental activities debt.
- 9.11. The Town will only issue new debt if, in the Capital Infrastructure Improvement Fund, the projected net recurring funding sources exceed the estimated annual debt service expenditures in each year of the five year period covered in the Capital Improvement Plan.

## 10. Fund Balance 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. In accordance with Governmental Accounting Standards Board Statement No. 54, fund balances will be classified in the following components:
  - 10.1.1. *Nonspendable fund balance*: balances that are not in spendable form or with a requirement to maintain intact
  - 10.1.2. *Restricted fund balance*: balances that have externally enforceable limitations on their use imposed

by creditors, grantors, contributors, constitutional limitations, or legal limitations

10.1.3. *Committed fund balance*: balances that have self-imposed limitations resulting from formal action taken by the Town Council

10.1.4. *Assigned fund balance*: balances that have limitations resulting from intended use

10.1.5. *Unassigned fund balance*: all residual net resources in the total fund balances not otherwise included in one of the above categories

10.2. Fund balances will be reserved to offset difficult economic times, stabilize fluctuations in cash flow requirements, and provide for emergency situations.

10.2.1. Stabilization reserves shall be established each year and be incorporated into the budget.

10.2.1.1. Each fund should maintain minimum fund balances equivalent to 25% of its adopted operating budget for the year. The General Fund minimum balance requirement shall also include any operating reserve deficiencies of other funds.

10.2.1.2. Each fund should maintain minimum fund balances equivalent to 20% of its adopted capital outlay budget, adjusted for amounts not subjecting the Town to obligation, for the year. The Capital Infrastructure Improvement Fund minimum balance requirement shall also include any capital reserve deficiencies of other funds.

10.2.2. Stabilization reserves may only be appropriated by authorization of the Town Council. A plan will be developed to adequately replenish reserves when appropriations are projected to reduce reserves below the required minimum levels.

10.3. Unassigned fund balances will be maintained to provide for unforeseen opportunities.

10.3.1. The Town desires to have a \$10 million unassigned fund balance in the General Fund by the end of fiscal year 2020. Town Management shall develop a financial plan to reach this target. Until such time, any appropriations that cause this fund to decrease shall be accompanied with a plan to replenish the balance within a reasonable timeframe.

## 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. Inter-fund charges will be assessed for the administrative support of the enterprise activity.

11.2. The Town will establish rates and fees at levels to fully cover the total direct and indirect costs, including operations, capital outlay, unrestricted cash reserve balances, debt service, and debt coverage requirements.

## 12. Accounting, Auditing, and Financial Reporting

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

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

## LEGAL REQUIREMENTS

### STATE SPENDING LIMITATION

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

### 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.

Supporting Information

## LEGAL REQUIREMENTS

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

### FINAL BUDGET ADOPTION

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

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

### BUDGET REVISIONS

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

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**OFFICIAL BUDGET FORMS**

**TOWN OF SAHUARITA**

**Fiscal Year 2013**

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

*Supporting Information*

**SAHUARITA RESOLUTION NO. 2012-0312**

A RESOLUTION OF THE MAYOR AND COUNCIL OF THE TOWN OF SAHUARITA, ARIZONA, ADOPTING THE FISCAL YEAR 2013 BUDGET IN THE AMOUNT OF \$74,361,970.

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 11, 2012, 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 25, 2012, 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, publication has been duly made as required by law, of said estimates together with a notice that the Town Council would meet on June 25, 2012, 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); and

WHEREAS, the Town Council has adopted financial and budgetary policies that establish minimum ending fund balance requirements.

NOW, THEREFORE, BE IT RESOLVED by the Mayor and Council of the Town of Sahuarita, Arizona, as follows:

- Section 1.** The 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 2013.
- Section 2.** The General Fund shall include a commitment of ending fund balances for stabilization reserves in the amount of \$3,772,040.
- Section 3.** Town staff is authorized to take all the steps necessary to implement the adopted budget for fiscal year 2013 and give it effect.
- Section 4.** All ordinances, resolutions, or motions and parts of ordinances, resolutions or motions of the council in conflict with the provisions of this Resolution are hereby repealed, effective as of the effective date of this Resolution. All internal references within the Town Code to any affected provision are hereby updated.
- Section 5.** If any section, subsection, sentence, clause, phrase or portion of this Resolution is for any reason held to be invalid or unconstitutional by the decision of any court of competent jurisdiction, such decision shall not affect the validity of the remaining portions thereof.

PASSED AND ADOPTED by the Mayor and Town Council of the Town of Sahuarita, Arizona, this 25<sup>th</sup> day of June, 2012.

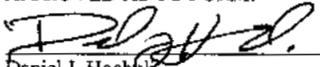
  
Mayor Duane Blumberg

ATTEST:

  
Vicky Miel, MMC  
Town Clerk



APPROVED AS TO FORM:

  
Daniel J. Hocher  
Town Attorney

**TOWN OF SAHUARITA**  
**Summary Schedule of Estimated Revenues and Expenditures/Expenses**  
**Fiscal Year 2013**

FUND	ADOPTED BUDGETED EXPENDITURES/EXPENSES* 2012	ACTUAL EXPENDITURES/EXPENSES ** 2012	FUND BALANCE/ NET ASSETS*** July 1, 2012**	PROPERTY TAX REVENUES 2013	ESTIMATED REVENUES OTHER THAN PROPERTY TAXES 2013	OTHER FINANCING 2013		INTERFUND TRANSFERS 2013		TOTAL FINANCIAL RESOURCES AVAILABLE 2013	BUDGETED EXPENDITURES/EXPENSES 2013
						SOURCES	<USES>	IN	<OUT>		
1. General Fund	\$ 25,638,362	\$ 12,033,710	\$ 13,929,680	Primary: \$ Secondary: 289,290	\$ 12,635,770	\$	\$	\$ 27,940	\$ 28,000	\$ 26,565,390	\$ 26,565,390
2. Special Revenue Funds	2,891,747	2,489,340	594,070		14,779,600			28,000	12,237,000	3,453,960	3,453,960
3. Debt Service Funds Available											
4. Less: Amounts for Future Debt Retirement											
5. Total Debt Service Funds											
6. Capital Projects Funds	36,035,950	6,417,670	13,683,420		19,140,050			12,237,000	27,940	45,032,530	45,032,530
7. Permanent Funds											
8. Enterprise Funds Available	(594,390)	(28,570)	(4,169,940)		2,978,100		501,930			(689,910)	(689,910)
9. Less: Amounts for Future Debt Retirement											
10. Total Enterprise Funds	(594,390)	(28,570)	(4,169,940)		2,978,100		501,930			(689,910)	(689,910)
11. Internal Service Funds											
12. TOTAL ALL FUNDS	\$ 63,971,669	\$ 20,912,150	\$ 24,037,230	\$ 289,290	\$ 49,533,520	\$	\$ 501,930	\$ 12,292,940	\$ 12,292,940	\$ 74,361,970	\$ 74,361,970

**EXPENDITURE LIMITATION COMPARISON**

	2012	2013
1. Budgeted expenditures/expenses	\$ 63,971,669	\$ 74,361,970
2. Add/subtract: estimated net reconciling items	(1,056,940)	(1,058,890)
3. Budgeted expenditures/expenses adjusted for reconciling items	62,914,729	73,303,080
4. Less: estimated exclusions	32,525,122	41,784,513
5. Amount subject to the expenditure limitation	\$ 30,389,607	\$ 31,518,567
6. EEC or voter-approved alternative expenditure limitation	\$ 30,389,608	\$ 31,518,568

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

\* Includes Expenditure/Expense Adjustments Approved in current year from Schedule E.

\*\* Includes actual amounts as of the date the proposed budget was prepared, adjusted for estimated activity for the remainder of the fiscal year.

\*\*\* Amounts in this column represent Fund Balance/Net Asset amounts except for amounts not in spendable form (e.g., prepaids and inventories) or legally or contractually required to be maintained intact (e.g., principal of a permanent fund).

**TOWN OF SAHUARITA**  
**Summary of Tax Levy and Tax Rate Information**  
**Fiscal Year 2013**

	2012	2013
1. Maximum allowable primary property tax levy. A.R.S. §42-17051(A)	\$ _____	\$ _____
2. Amount received from primary property taxation in the <b>current year</b> in excess of the sum of that year's maximum allowable primary property tax levy. A.R.S. §42-17102(A)(18)	\$ _____	
3. Property tax levy amounts		
A. Primary property taxes	\$ _____	\$ _____
B. Secondary property taxes	289,910	289,290
C. Total property tax levy amounts	\$ 289,910	\$ 289,290
4. Property taxes collected*		
A. Primary property taxes		
(1) <b>Current</b> year's levy	\$ _____	
(2) Prior years' levies	_____	
(3) Total primary property taxes	\$ _____	
B. Secondary property taxes		
(1) <b>Current</b> year's levy	\$ 283,947	
(2) Prior years' levies	3,063	
(3) Total secondary property taxes	\$ 287,010	
C. Total property taxes collected	\$ 287,010	
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.

Supporting Information

**TOWN OF SAHUARITA**  
**Summary by Fund Type of Revenues Other Than Property Taxes**  
**Fiscal Year 2013**

SOURCE OF REVENUES	ESTIMATED REVENUES 2012	ACTUAL REVENUES* 2012	ESTIMATED REVENUES 2013
<b>GENERAL FUND</b>			
<b>Local taxes</b>			
Sales taxes	\$ 4,053,250	\$ 4,053,250	\$ 4,173,190
Franchise fees	320,670	315,890	323,080
<b>Licenses and permits</b>			
Building permit fees	668,380	805,430	765,160
Business licensing fees	52,500	29,180	1,000
<b>Intergovernmental</b>			
State shared sales taxes	1,853,670	1,906,850	1,986,940
State shared income taxes	2,131,970	2,131,970	2,579,920
State shared vehicle license taxes	969,640	904,330	958,940
Grants and contributions - Federal	522,030	478,950	318,420
Grants and contributions - State	12,000	53,750	22,000
Grants and contributions - County	53,000	65,000	45,000
<b>Charges for services</b>			
Development fees	78,500	39,090	39,500
Recreation fees	120,000	100,000	120,000
Other departmental fees	20,800	17,550	20,800
Indirect cost recovery	607,170	785,210	807,080
<b>Fines and forfeits</b>			
Court fines and fees	267,800	207,600	270,450
<b>Interest on investments</b>			
Investment income	132,490	140,000	161,290
<b>Contributions</b>			
Voluntary contributions			
Donations from private organizations	10,000	88,930	18,000
<b>Miscellaneous</b>			
Miscellaneous/other	40,000	30,220	25,000
<b>Total General Fund</b>	<b>\$ 11,913,870</b>	<b>\$ 12,153,200</b>	<b>\$ 12,635,770</b>

\* Includes actual revenues recognized on the modified accrual or accrual basis as of the date the proposed budget was prepared, plus estimated revenues for the remainder of the fiscal year.

Supporting Information

**TOWN OF SAHUARITA**  
**Summary by Fund Type of Revenues Other Than Property Taxes**  
**Fiscal Year 2013**

SOURCE OF REVENUES	ESTIMATED REVENUES 2012	ACTUAL REVENUES* 2012	ESTIMATED REVENUES 2013
<b>SPECIAL REVENUE FUNDS</b>			
<b>Highway User Revenue Fund</b>			
State shared fuel taxes	\$ 1,434,410	\$ 1,428,750	\$ 1,645,150
Grants and contributions - State	806,870	948,850	
Grants and contributions - County	5,861,000	327,840	12,262,000
Investment income	7,280	7,610	750
Miscellaneous		10,820	
	<u>\$ 8,109,560</u>	<u>\$ 2,723,870</u>	<u>\$ 13,907,900</u>
<b>RICO Fund</b>			
Fines and forfeitures	\$ 50,000	\$ 185,750	\$ 109,950
Intergovernmental revenue - federal	35,000	14,000	17,500
Investment income	1,790	5,020	2,650
	<u>\$ 86,790</u>	<u>\$ 204,770</u>	<u>\$ 130,100</u>
<b>Quail Creek Community Facilities District</b>			
Property taxes - allowance for uncollectibles	\$ (13,180)	\$	\$ (14,460)
Investment income (loss)	(120)	(60)	(70)
Miscellaneous - developer contributions	757,240	716,510	756,130
	<u>\$ 743,940</u>	<u>\$ 716,450</u>	<u>\$ 741,600</u>
<b>Total Special Revenue Funds</b>	<u>\$ 8,940,290</u>	<u>\$ 3,645,090</u>	<u>\$ 14,779,600</u>
<b>CAPITAL PROJECTS FUNDS</b>			
<b>Capital Infrastructure Improvement Fund</b>			
Sales taxes	\$ 1,698,820	\$ 2,011,660	\$ 1,801,950
Intergovernmental - State	4,250,000		1,000,000
Intergovernmental - County	9,400,000	7,880,890	12,961,740
Investment income	110,350	110,350	133,360
Miscellaneous		1,200	3,243,000
	<u>\$ 15,459,170</u>	<u>\$ 10,004,100</u>	<u>\$ 19,140,050</u>
<b>Total Capital Projects Funds</b>	<u>\$ 15,459,170</u>	<u>\$ 10,004,100</u>	<u>\$ 19,140,050</u>
<b>ENTERPRISE FUNDS</b>			
<b>Wastewater</b>			
Sewer user charges	\$ 2,386,990	\$ 2,342,940	\$ 2,685,120
Other-recharge credits	36,530	36,520	40,540
Sewer connection fees	713,660	1,677,590	305,490
Investment income (loss)	(49,880)	(45,000)	(53,050)
	<u>\$ 3,087,300</u>	<u>\$ 4,012,050</u>	<u>\$ 2,978,100</u>
<b>Total Enterprise Funds</b>	<u>\$ 3,087,300</u>	<u>\$ 4,012,050</u>	<u>\$ 2,978,100</u>
<b>TOTAL ALL FUNDS</b>	<u>\$ 39,400,630</u>	<u>\$ 29,814,440</u>	<u>\$ 49,533,520</u>

\* Includes actual revenues recognized on the modified accrual or accrual basis as of the date the proposed budget was prepared, plus estimated revenues for the remainder of the fiscal year.

**TOWN OF SAHUARITA**  
**Summary by Fund Type of Other Financing Sources/<Uses> and Interfund Transfers**  
**Fiscal Year 2013**

Supporting Information

FUND	OTHER FINANCING 2013		INTERFUND TRANSFERS 2013	
	SOURCES	<USES>	IN	<OUT>
<b>GENERAL FUND</b>				
Quail Creek CFD Fund	\$	\$	\$	\$ 28,000
Capital Infrastructure Improvement Fund			27,940	
<b>Total General Fund</b>	\$	\$	\$ 27,940	\$ 28,000
<b>SPECIAL REVENUE FUNDS</b>				
General Fund	\$	\$	\$ 28,000	\$
Capital Infrastructure Improvement Fund				12,237,000
<b>Total Special Revenue Funds</b>	\$	\$	\$ 28,000	\$ 12,237,000
<b>CAPITAL PROJECTS FUNDS</b>				
Quail Creek CFD Fund	\$	\$	\$	\$ 27,940
HURF			12,237,000	
<b>Total Capital Projects Funds</b>	\$	\$	\$ 12,237,000	\$ 27,940
<b>ENTERPRISE FUNDS</b>				
Wastewater loans (WIFA)	\$ 501,930	\$	\$	\$
<b>Total Enterprise Funds</b>	\$ 501,930	\$	\$	\$
<b>INTERNAL SERVICE FUNDS</b>				
	\$	\$	\$	\$
<b>Total Internal Service Funds</b>	\$	\$	\$	\$
<b>TOTAL ALL FUNDS</b>	\$ 501,930	\$	\$ 12,292,940	\$ 12,292,940

**TOWN OF SAHUARITA**  
**Summary by Department of Expenditures/Expenses Within Each Fund Type**  
**Fiscal Year 2013**

FUND/DEPARTMENT	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2012	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2012	ACTUAL EXPENDITURES/ EXPENSES* 2012	BUDGETED EXPENDITURES/ EXPENSES 2013
<b>GENERAL FUND</b>				
Mayor & Council	\$ 157,390	\$	\$ 170,640	\$ 146,990
Town manager	554,440	92,432	620,390	620,530
Law	438,030		481,360	451,820
Town clerk	249,210		247,380	335,440
Finance	897,380	7,300	890,800	962,400
Human resources	185,570		182,410	195,450
Municipal court	502,750		494,350	538,980
Planning & Building	977,900		957,870	984,520
Parks & Recreation	1,307,450	20,000	1,302,450	1,341,070
Public works	849,670	85,500	853,480	806,430
Police	5,725,250	10,000	5,607,840	5,683,260
Non-Departmental	298,960	(92,800)	224,740	143,620
Contingency / Reserves	13,382,930	(11,000)		14,354,880
<b>Total General Fund</b>	<b>\$ 25,526,930</b>	<b>\$ 111,432</b>	<b>\$ 12,033,710</b>	<b>\$ 26,565,390</b>
<b>SPECIAL REVENUE FUNDS</b>				
HURF	\$ 1,373,480	\$	\$ 1,325,680	\$ 1,779,070
RICO Fund	425,580	35,747	108,750	616,000
Quail Creek CFD Fund	1,056,940		1,054,910	1,058,890
<b>Total Special Revenue Funds</b>	<b>\$ 2,856,000</b>	<b>\$ 35,747</b>	<b>\$ 2,489,340</b>	<b>\$ 3,453,960</b>
<b>CAPITAL PROJECTS FUNDS</b>				
Capital Infrastructure Improve	\$ 35,735,950	\$ 300,000	\$ 6,417,670	\$ 45,032,530
<b>Total Capital Projects Funds</b>	<b>\$ 35,735,950</b>	<b>\$ 300,000</b>	<b>\$ 6,417,670</b>	<b>\$ 45,032,530</b>
<b>ENTERPRISE FUNDS</b>				
Wastewater	\$	\$	\$	\$
Fund Expenditures	4,835,940		4,141,370	4,316,840
Fund Deficits	(5,430,330)		(4,169,940)	(5,006,750)
<b>Total Enterprise Funds</b>	<b>\$ (594,390)</b>	<b>\$</b>	<b>\$ (28,570)</b>	<b>\$ (689,910)</b>
<b>TOTAL ALL FUNDS</b>	<b>\$ 63,524,490</b>	<b>\$ 447,179</b>	<b>\$ 20,912,150</b>	<b>\$ 74,361,970</b>

\* Includes actual expenditures/expenses recognized on the modified accrual or accrual basis as of the date the proposed budget was prepared, plus estimated expenditures/expenses for the remainder of the fiscal year.

Supporting Information



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# PERFORMANCE *Measures*

Performance Management is a systematic approach to improving results through evidence-based decision making, continuous organizational learning, and a focus on accountability for performance. Performance management helps Sahuarita monitor performance and address challenges. Some of the most important challenges are:

- Focusing on results that are important
- Improving results within resource constraints
- Engaging all staff in finding ways to better serve the public
- Gaining and keeping the public's trust and confidence

The Town's implementation plan for performance measurement was a 3 step process:

- Participate in International City/County Management Association performance management pilot program during the fall of 2011.
- Participate in International City/County management Association performance management comprehensive program during the winter of 2012.
- Review results in August of 2012.

The Town's participation in the performance management comprehensive program led to the creation of a dashboard of important performance indicators. These indicators report data within 8 categories. With only 1 exception, the categories correspond to a division or a department.

The 1 exception is:

**Fleet management** is decentralized in the Town of Sahuarita with each department individually responsible for the purchasing, maintenance, operation, and retirement of Town cars, trucks, and other vehicles. Providing these services requires a combination of strategies and resources to: track vehicle use and maintenance, and make informed decisions about leasing or purchasing vehicles and equipment. The result must provide safety to fleet vehicles and operators, ensure the availability of needed vehicles, and maximize energy efficiency.

The 7 other categories are:

- **Information technology** service is provided by a division of the Finance department.
- **Human resources** is a department.
- **Parks and recreation** is a department.
- **Code enforcement** services are provided by a division of the Planning and Building department.
- **Permits/ land use/ plan review** services are provided by a division of the Planning and Building department.
- **Police** services are provided by the Police department.
- **Street** services are provided by the Streets department.

The information for FY 2012 and the expectation for FY 2013 are not yet available, however the historical information provides valuable insight into how the Town will review itself to make improvements.

## Fleet Management

Description	Actual FY 2011	Estimated FY 2012	Budgeted FY 2013
Total number of regular and reserve vehicles	92		
Total cost of driving a Town vehicle (Maintenance & Fuel)	\$ 300,012.59		
Average cost of fuel per vehicle	\$ 2,152.51		
Total cost of purchasing/owning all vehicles divided by expected useful life	\$ 421,592.00		
Average cost of ownership per vehicle for the year	\$ 4,040.64		
Average age of vehicle	74 months		
Number of insurance claims	18		

At the time of publication, information for FY 2012 and FY 2013 was not yet available.  
This information will be on the Town's website as soon as it is available .

## Information technology

Description	Actual FY 2011	Estimated FY 2012	Budgeted FY 2013
Municipal Website - Number of user sessions	N/A		
Municipal Website - Average hits per day	N/A		
Total number of network outages during business	N/A		
Average duration of outages in minutes during	N/A		
Total # of repair tickets submitted	N/A		
% of tickets closed within 24 hours	N/A		

At the time of publication, information for FY 2012 and FY 2013 was not yet available.  
 This information will be on the Town's website as soon as it is available .

## Human resources

Description	Actual FY 2011	Estimated FY 2012	Budgeted FY 2013
Number of FTE's per 1,000 population	5.459		
Benefit expenditures as a % of salary expenditures	35.50%		
Benefit expenditures per jurisdiction FTE	\$18,733		
Total employees who left the government during the reporting period	6		
Percentage of employees who left the government during the reporting period	4%		
Average number of public safety employees	51		
Average number of all employees on the payroll during the reporting period	134		
Information Technology Employee Turnover Rate	0%		
All Other Employee Turnover Rate	6%		
Average for all employees	4%		
Number of employee grievances filed during the	0		
Number of full and part-time positions that required external recruitment during the reporting period	7		
Average Sick leave utilization per 1,000 scheduled hours for all employees	27.06		
Percentage of employee performance review completed on schedule	N/A		

At the time of publication, information for FY 2012 and FY 2013 was not yet available.  
This information will be on the Town's website as soon as it is available .

## Parks and recreation

Description	Actual FY 2011	Estimated FY 2012	Budgeted FY 2013
Average Daily Count for Rec Center - class/program facility registrants only	41.51		
Total Parks Expenditures	\$802,644		
Total Recreation Expenditures	\$398,468		
Total Parks and Recreation Expenditures	\$1,200,111		
Total Parks and Recreation Expenditures Per 1,000 Population	\$32,329		
Total Revenue earned from Parks and Recreation activities - programs and charges	\$142,640		

At the time of publication, information for FY 2012 and FY 2013 was not yet available.  
This information will be on the Town's website as soon as it is available .

## Code enforcement

Description	Actual FY 2011	Estimated FY 2012	Budgeted FY 2013
Total number of complaints received in reporting period	41		
Total number of cases initiated during the reporting period	41		
Total number of cases available for resolution during the reporting period.	45		
Total number of cases resolved through voluntary compliance	38.00		
Percentage of cases resolved through voluntary compliance	84%		
Average number of calendar days from inspector's first inspection to voluntary compliance in cases where voluntary compliance occurs during the reporting period:			
A. Housing	N/A		
B. Zoning	N/A		
C. Nuisance	N/A		
D. Dangerous Buildings	N/A		

At the time of publication, information for FY 2012 and FY 2013 was not yet available.  
This information will be on the Town's website as soon as it is available .

## Permits/ land use/ plan review

Description	Actual FY 2011	Estimated FY 2012	Budgeted FY 2013
Total number of permits issued	744		
Total number of Permits issued - Residential	184		
Total number of Permits issued - Commercial	35		
Total number of Permits issued - Demolition	4.00		
Total number of Permits issued - Other permits	521		
Valuation of Permits - Residential Construction (Regular)	\$40,185,283.00		
Valuation of Permits - Residential Construction (Alterations)	\$ 549,529.00		
Valuation of Permits - Commercial Construction (Regular)	\$ 6,045,165.00		
Valuation of Permits - Commercial Construction (Alterations)	\$ 918,884.00		
Total Valuation of Residential and Commercial Construction	\$48,239,674.00		
Average time for Residential Permits (calendar days)	1		
Average time for Commercial Permits (calendar days)	23		
Total Number Residential building Permits issued within 2 business days	180		
Total Number of Building Inspections	N/A		
Percentage of Building Inspections completed on time	99%		
Number of field inspections completed the same day	N/A		
Actual number of development plans that were reviewed	7		
Average number of calendar days per review (in house calendar days from initial receipt of plan to approval of plan)	21		
Percentage of plan reviews completed within 14 calendar days or 10 business days	60%		

At the time of publication, information for FY 2012 and FY 2013 was not yet available.  
This information will be on the Town's website as soon as it is available .

# Police

Description	Actual FY 2011	Estimated FY 2012	Budgeted FY 2013
Number of police calls for service resulting in a police unit being dispatched (911 call and non-emergency number calls)	7,597		
Number of police initiated actions in the field (resulting in a police unit making a contact, include all traffic, person, or pedestrian)	1,302		
Total police responses (calls for service = police initiated actions)	8,899		
Total average time from receipt of top priority police telephone call to arrival on scene (in seconds)	314		
Uniform Crime report (UCR) Part I violent crimes reported	18		
UCR Part I violent crimes assigned to investigators	13		
UCR Part I violent crimes cleared	10		
UCR Part I property crimes reported	444		
UCR Part I property crimes assigned to investigators	49		
UCR Part I property crimes cleared	N/A		
Total arrests for UCR Part I violent crimes	10		
Total arrests for UCR Part I property crimes	85		
Total arrests for UCR Part II drug offenses	93		
Total arrests for all other crimes	551		
Total arrests for all crimes	739		
Injury-producing traffic accidents	29		
DUI arrests	26		
Commercial - Number of Dispatches of Police Units to Security Alarm Calls	N/A		
Residential – Number of Dispatches of Police Units to Security Alarm Calls	N/A		
Total number of 911 calls received in the communications center	5,693		
Total number of non-911 calls received in the communications center	1,893		

At the time of publication, information for FY 2012 and FY 2013 was not yet available.  
This information will be on the Town's website as soon as it is available .

## Streets

Description	Actual FY 2011	Estimated FY 2012	Budgeted FY 2013
Number of potholes in need of repair during the reporting period	166		
Number of potholes repaired during the reporting period	166		
Number of lane miles swept	N/A		
Number of traffic signal repairs during the reporting period	44		
Number of traffic signal replacements during the reporting period	21		

At the time of publication, information for FY 2012 and FY 2013 was not yet available.  
This information will be on the Town's website as soon as it is available .

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# Statistical *Information*

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
2003	\$ 21,422,355	\$ 26,464,485	\$ 2,846,069	\$ 45,040,771	\$ -	\$ 358,143,805	12.58%
2004	36,815,197	29,277,536	2,868,379	63,224,354	-	529,909,740	11.93%
2005	53,565,123	36,220,043	3,597,453	86,187,713	-	736,220,036	11.71%
2006	81,972,340	41,760,620	3,962,981	119,769,979	-	1,050,888,456	11.40%
2007	118,173,166	62,517,972	7,634,366	173,056,772	3.3000	1,532,658,040	11.29%
2008	148,700,798	84,678,032	10,168,906	223,209,924	3.3000	2,031,634,065	10.99%
2009	166,456,657	70,391,863	10,593,259	226,255,261	3.3000	2,054,854,859	11.01%
2010	146,628,703	73,994,871	8,561,345	212,062,229	3.3000	1,950,872,685	10.87%
2011	141,186,905	76,413,857	11,316,951	206,283,811	3.3000	1,916,657,695	10.76%
2012	131,800,379	79,509,552	11,186,883	200,123,048	3.3000	1,856,862,178	10.78%

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

**Direct and Overlapping Property Tax Rates  
Tax Years 2003 - 2012**

*(rate per \$100 of assessed value)*

<b>TAXING JURISDICTION</b>	<b>Tax Year 2003</b>	<b>Tax Year 2004</b>	<b>Tax Year 2005</b>	<b>Tax Year 2006</b>	<b>Tax Year 2007</b>
<b>Direct Rates</b>					
Town of Sahuarita-primary	-	-	-	-	-
Town of Sahuarita-debt service	-	-	-	-	-
Quail Creek CFD-operations & maintenance	-	-	-	-	\$0.3000
Quail Creek CFD-debt service	-	-	-	-	3.0000
<b>Total Direct Rate</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>\$3.3000</b>

<b>Overlapping Rates</b>					
State of Arizona Education Assistance	\$0.4717	\$0.4560	\$0.4358	-	-
Pima County	5.3587	5.3430	5.2228	\$4.5570	\$4.2870
Pima County Flood Control District	0.3546	0.3546	0.3746	0.3746	0.3446
Pima County Community College District	1.4884	1.3428	1.3114	1.2515	1.1845
Pima County Free Library District	0.2124	0.2124	0.2575	0.3675	0.3975
Central Arizona Water Conservation District	0.1200	0.1200	0.1200	0.1200	0.1000
Green Valley Fire District	1.7500	1.7500	1.7500	1.7500	1.8000
Fire District Assistance	0.0441	0.0427	0.0420	0.0415	0.0383
Sahuarita Unified School District #30	9.0113	8.3095	8.1495	7.7345	6.1807
Continental School District #39	2.3198	2.2216	2.1532	2.0682	1.8970
Joint Technological Education District	-	-	-	-	0.0500

<b>TAXING JURISDICTION</b>	<b>Tax Year 2008</b>	<b>Tax Year 2009</b>	<b>Tax Year 2010</b>	<b>Tax Year 2011</b>	<b>Tax Year 2012</b>
<b>Direct Rates</b>					
Town of Sahuarita-primary	-	-	-	-	-
Town of Sahuarita-debt service	-	-	-	-	-
Quail Creek CFD-operations & maintenance	\$0.3000	\$0.3000	\$0.3000	\$0.3000	\$0.3000
Quail Creek CFD-debt service	3.0000	3.0000	3.0000	3.0000	3.0000
<b>Total Direct Rate</b>	<b>\$3.3000</b>	<b>\$3.3000</b>	<b>\$3.3000</b>	<b>\$3.3000</b>	<b>\$3.3000</b>

<b>Overlapping Rates</b>					
State of Arizona Education Assistance	-	\$0.3306	\$0.3306	\$0.4259	\$0.4717
Pima County	\$3.9963	4.0233	4.0633	4.1978	4.1978
Pima County Flood Control District	0.2935	0.2935	0.2635	0.2635	0.2635
Pima County Community College District	1.1355	1.0770	1.0848	1.1093	1.1741
Pima County Free Library District	0.3393	0.2643	0.3100	0.3460	0.3460
Central Arizona Water Conservation District	0.1000	0.1000	0.1000	0.1000	0.1000
Green Valley Fire District	1.9000	1.9000	1.9000	1.9000	2.0400
Fire District Assistance	0.0411	0.0406	0.0032	0.0418	0.0447
Sahuarita Unified School District #30	5.9176	5.4230	6.5753	5.4067	5.5183
Continental School District #39	1.7343	1.6122	1.6945	2.0258	1.5729
Joint Technological Education District	0.0500	0.0500	0.0500	0.0500	0.0500

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

## 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%

Direct and Overlapping Sales Tax Rates  
Last Ten Fiscal Years

Fiscal Year	Town Direct Rates				Regional Transportation Authority
	General	Construction Contracting	Transient Lodging	State	
2003	2.00%	3.00%	4.00%	5.60%	N/A
2004	2.00%	3.00%	4.00%	5.60%	N/A
2005	2.00%	3.00%	4.00%	5.60%	N/A
2006	2.00%	4.00%	4.00%	5.60%	N/A
2007	2.00%	4.00%	4.00%	5.60%	0.50%
2008	2.00%	4.00%	4.00%	5.60%	0.50%
2009	2.00%	4.00%	4.00%	5.60%	0.50%
2010	2.00%	4.00%	4.00%	6.60% *	0.50%
2011	2.00%	4.00%	4.00%	6.60%	0.50%
2012	2.00%	4.00%	4.00%	6.60%	0.50%
2013	2.00%	4.00%	4.00%	6.60%	0.50%

**Source:** Town Code and Town Finance Department

\* Temporary tax rate increase from 5.60% to 6.60% is set to expire on May 31, 2013.

Sales Tax Collections by Industry Group  
Fiscal Years 2005 - 2011

Industry	Fiscal Year				
	<u>2005</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>	<u>2009</u>
Communications and utilities	\$ 288,264	\$ 374,911	\$ 503,490	\$ 623,014	\$ 672,962
Construction	4,205,397	5,176,146	6,974,504	5,915,352	4,343,733
Manufacturing	18,982	82,671	191,822	238,468	198,564
Wholesale trade	2,190	12,718	9,304	18,686	16,339
Retail trade	2,409,487	3,541,871	5,218,071	2,931,619	2,812,337
Finance and insurance	1,397	3,038	935	2,778	3,083
Real estate, rental and leasing	254,514	695,618	1,040,549	439,015	309,294
Restaurant and bar	129,795	151,380	195,258	231,411	266,846
Services	319,670	67,091	100,345	108,068	88,551
Arts and entertainment	11,729	18,910	19,526	12,082	36,701
Other	424,505	111,214	15,884	18,155	39,170
<b>Total</b>	<b>\$ 8,065,930</b>	<b>\$ 10,235,568</b>	<b>\$ 14,269,688</b>	<b>\$ 10,538,648</b>	<b>\$ 8,787,580</b>

Industry	Fiscal Year	
	<u>2010</u>	<u>2011</u>
Communications and utilities	\$ 746,139	\$ 737,133
Construction	2,768,921	1,748,413
Manufacturing	255,246	379,474
Wholesale trade	23,427	24,112
Retail trade	2,577,503	2,803,117
Finance and insurance	5,143	3,954
Real estate, rental and leasing	224,851	259,381
Restaurant and bar	274,886	315,297
Services	73,273	70,586
Arts and entertainment	34,964	33,727
Other	90,498	80,960
<b>Total</b>	<b>\$ 7,074,851</b>	<b>\$ 6,456,154</b>

Direct sales tax rate 2.00%

**Note:** This information was not available prior to the 2005 fiscal year.

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

Principal Sales Tax Remitters  
2011 and 2002

Tax Remitter <sup>1</sup>	Fiscal Year 2011			Fiscal Year 2002		
	Tax Liability	Rank	Percentage of Total	Tax Liability	Rank	Percentage of Total
Business A	\$ 1,045,128	1	16.19%	\$ 504,938	2	19.30%
Business B	585,565	2	9.07%	556,580	1	21.27%
Business C	460,792	3	7.14%			
Business D	285,950	4	4.43%			
Business E	256,343	5	3.97%			
Business F	251,956	6	3.90%	231,952	3	8.86%
Business G	208,855	7	3.23%			
Business H	217,785	8	3.37%			
Business J	159,699	9	2.47%			
Business K	149,722	10	2.32%			
Business L				90,127	4	3.44%
Business M				81,612	5	3.12%
Business N				63,969	6	2.44%
Business O				62,232	7	2.38%
Business P				50,779	8	1.94%
Business Q				47,459	9	1.81%
Business R				44,909	10	1.72%
	<u>\$ 3,621,795</u>		<u>56.09%</u>	<u>\$ 1,229,619</u>		<u>66.28%</u>

<sup>1</sup> The Arizona Department of Revenue, the Town's tax collector, restricts the disclosure, printing, or publishing of any State return, or return information there from.

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

Ratios of Outstanding Debt by Type  
Fiscal Years 2006 - 2012

Fiscal Year	Governmental Activities			Business-type Activities	Total Primary Government	Percentage of Personal Income	Per Capita
	QC CFD GO Bonds	2006A GADA Loan	2009 GADA Loan	2008 WIFA Loans			
2006	\$ 12,660,000	\$ 15,410,000	\$ -	\$ -	\$ 28,070,000	5.34%	\$1,542
2007	12,660,000	14,870,000	-	-	27,530,000	4.38%	\$1,350
2008	12,660,000	14,310,000	-	4,500,660	31,470,660	4.28%	\$1,389
2009	12,340,000	13,725,000	6,700,000	25,779,195	58,544,195	7.28%	\$2,364
2010	12,005,000	13,120,000	6,700,000	29,277,484	61,102,484	7.17%	\$2,419
2011	11,655,000	12,490,000	6,455,000	28,426,545	59,026,545	6.14%	\$2,291
2012	11,285,000	11,835,000	6,205,000	27,550,699	56,875,699	5.91%*	\$2,163

Note: There was no outstanding debt prior to 2006

\* At the time of publication information on Personal Income were not yet available, therefore the amounts from the prior year were used.

Monthly Sewer User Rates  
Fiscal Years 2004 - 2013

Wastewater Flow Contribution Rate (per Ccf)  
User Classification

Fiscal Year	Administrative Service Charge	Economy of Scale Factor	User Classification						
			General	3C	3K	3N	4E	4G	4H
2004	\$2.400	1.000	\$0.960	\$2.016	\$1.046	\$1.046	\$1.152	\$1.949	\$2.227
2005	2.610	1.000	1.050	2.205	1.145	1.145	1.260	2.132	2.436
2006	2.960	1.000	1.140	2.394	1.243	1.243	1.368	2.314	2.645
2007	3.760	1.000	1.180	2.478	1.286	1.286	1.416	2.395	2.738
2008	5.720	1.524	1.406	2.953	1.533	1.533	1.687	2.854	3.262
2009	9.820	1.000	3.094	6.497	3.372	3.372	3.713	6.281	7.178
2010	10.460	1.000	3.403	7.146	3.709	3.709	4.084	6.908	7.895
2011	11.140	1.000	3.744	7.862	4.081	4.081	4.493	7.600	8.686
2012	12.350	1.000	4.048	8.501	4.412	4.412	4.858	8.217	9.391
2013	13.300	1.000	4.434	9.311	4.833	4.833	5.321	9.001	10.287

Fiscal Year	Administrative Service Charge	Economy of Scale Factor	User Classification									
			5A	5C	5F	5G	5I	5J	5K	5L	5M	5S
2004	\$2.400	1.000	\$1.142	\$1.935	\$0.970	\$1.313	\$1.018	\$4.205	\$2.237	\$1.200	\$2.285	\$1.181
2005	2.610	1.000	1.250	2.117	1.061	1.436	1.113	4.599	2.447	1.313	2.499	1.292
2006	2.960	1.000	1.357	2.298	1.151	1.560	1.208	4.993	2.656	1.425	2.713	1.402
2007	3.760	1.000	1.404	2.379	1.192	1.614	1.251	5.168	2.749	1.475	2.808	1.451
2008	5.720	1.524	1.673	2.834	1.420	1.923	1.490	6.158	3.276	1.758	3.346	1.729
2009	9.820	1.000	3.682	2.362	3.125	1.603	3.280	5.104	7.209	3.868	7.364	3.806
2010	10.460	1.000	4.050	5.717	3.437	1.603	3.607	12.353	7.929	4.254	8.099	4.186
2011	11.140	1.000	4.455	6.290	3.781	1.603	3.969	13.591	8.724	4.680	8.911	4.605
2012	12.350	1.000	4.817	6.801	4.088	1.603	4.291	14.694	9.432	5.060	9.634	4.979
2013	13.300	1.000	5.276	7.449	4.478	5.055	4.700	16.095	10.331	5.543	10.553	5.454

**Note:** The Town did not operate a wastewater utility prior to fiscal year 2004.

**Source:** Town of Sahuarita Ordinances

Principal Employers  
FY 2011 and FY 2006

Employer <sup>1</sup>	2011		2006	
	Employees	Percentage of Total Town Employment	Employees	Percentage of Total Town Employment
Sahuarita Unified School District	722	28.16%	465	25.25%
Walmart	425	16.58%	360	19.55%
Farmers Investment Company	217	8.46%	225	12.22%
Fry's	180	7.02%	-	-
Town of Sahuarita	135	5.27%	126	6.84%
Safeway	90	3.51%	120	6.52%
El Charro	60	2.34%	-	-
Climax Engineered Materials	59	2.30%	71	3.85%
Jim Click Ford	48	1.87%	53	2.88%
Ashley's Furniture	30	1.17%	-	-
Ross Dress for Less	28	1.09%	-	-
Carondelet Medical Group	25	0.98%	-	-
Green Valley News & Sun	23	0.90%	-	-
Walgreens	22	0.86%	-	-
Bashas	-	-	85	4.61%
<b>Total</b>	<b>2,564</b>	<b>80.51%</b>	<b>1,505</b>	<b>81.72%</b>

<sup>1</sup> Excludes homebuilders not based in the Town

**Note:** Information prior to fiscal year 2006 was not available.

**Source:** Town Manager's Department-Economic Development Function survey of local businesses.

Demographic and Economic Statistics  
Fiscal Years 2002 - 2011

Calendar Year	Population	Personal Income <i>(thousands of dollars)</i>	Per Capita Personal Income	Unemployment Rate
2002	5,455	\$ 135,213	\$ 24,787	5.6%
2003	7,425	188,558	25,395	5.3%
2004	10,153	261,917	25,797	4.6%
2005	13,990	386,110	27,599	4.6%
2006	18,199	525,842	28,894	4.3%
2007	20,393	628,370	30,813	3.5%
2008	22,650	735,446	32,470	4.8%
2009	24,767	803,689	32,450	7.0%
2010	25,259	852,567	33,753	8.7%
2011	25,769	961,596	37,316	9.1%

**Sources:**

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Population data obtained from the Town's Planning & Zoning Department, except for year 2005 which was obtained from the Arizona Department of Economic Security, and 2010 which was obtained from the US Census Bureau.

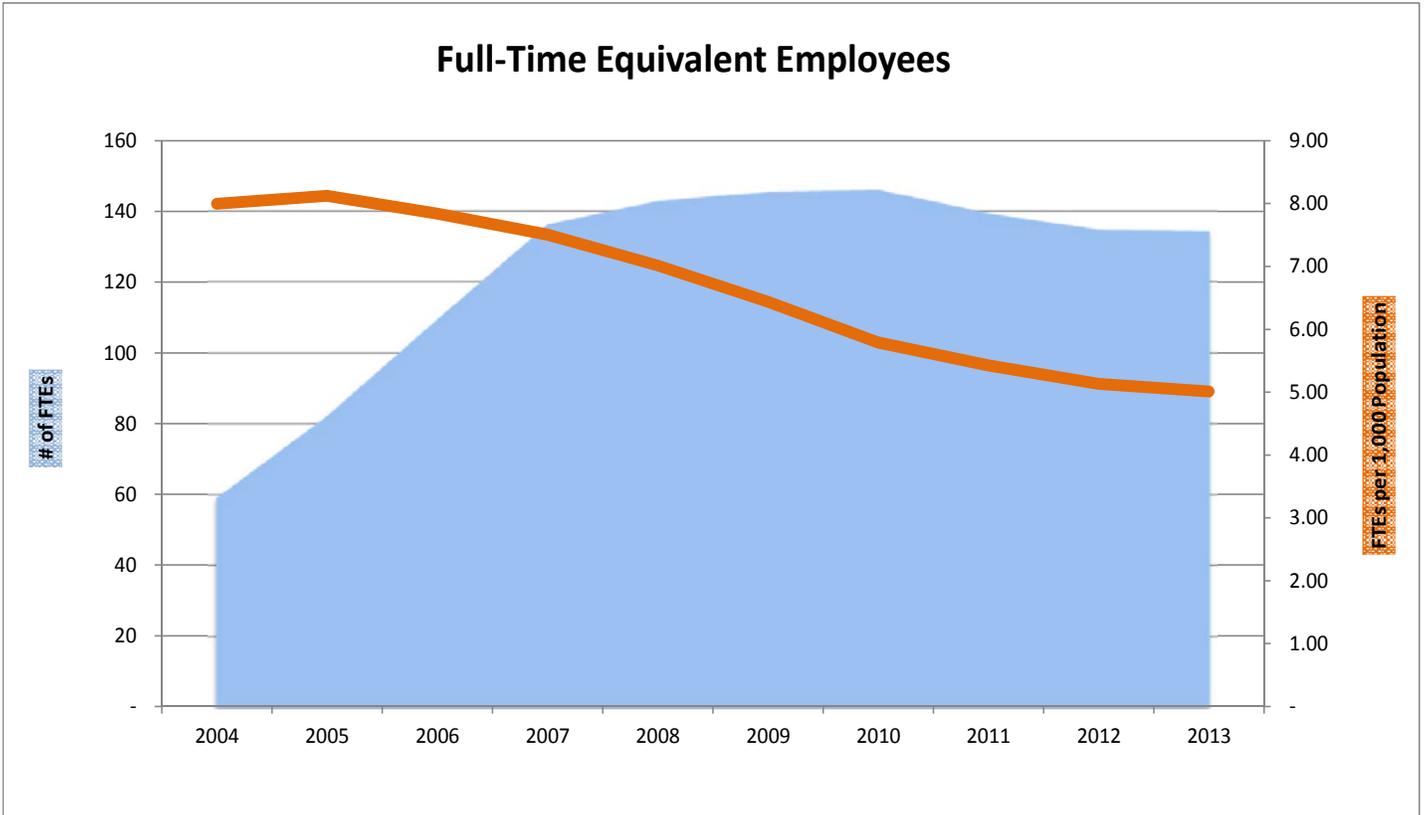
Per capita personal income data was derived from *Arizona's Economy*, Eller College of Management, the University of Arizona, Economic Forecast for the Tucson Metropolitan Statistical Area.

Unemployment data obtained from *Arizona's Economy*, Eller College of Management, the University of Arizona, for the Tucson Metropolitan Statistical Area.

## Last 10 Years

FY	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
<b>FTEs</b>	59.4	82.5	109.7	136.6	143.1	145.8	146.3	139.6	135.0	134.7
<b>Change</b>	13.4	23.1	27.2	26.9	6.5	2.7	0.5	(6.7)	(4.6)	(0.3)

<b>Population</b>	7,425	10,153	13,990	18,199	20,393	22,650	25,259	25,722	26,297	26,875
<b>FTE / 1,000</b>	7.99	8.13	7.84	7.50	7.02	6.44	5.79	5.43	5.13	5.01



Statistical Information

**Full-time Equivalent Town Government Employees by Function  
Last 10 Years**

<u>Function/Department/Division</u>	<b>Full-time Equivalent Employees as of June 30</b>									
	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>
<b>General Government</b>										
Mayor & Council	-	-	-	-	-	-	-	-	-	-
Town Manager										
Administration	2.0	2.0	2.0	4.0	5.0	5.0	5.0	4.0	3.3	3.3
Human Resources	1.0	1.0	1.0	2.0	2.0	-	-	-	-	-
Economic Dev & Communicatio	-	-	2.0	2.0	3.0	2.0	3.0	3.0	3.0	3.0
<b>Law</b>	-	-	1.0	2.0	2.0	3.0	4.0	4.0	-	-
Civil	-	-	-	-	-	-	-	-	2.0	2.0
Prosecution	-	-	-	-	-	-	-	-	2.0	2.0
Town Clerk	3.0	3.0	4.0	3.0	3.0	3.0	3.0	3.5	3.4	3.4
<b>Finance</b>										
Finance	2.0	3.0	4.0	4.0	4.5	5.0	5.0	5.0	5.0	5.0
Technology	-	-	1.0	2.0	3.0	3.0	3.0	3.0	3.0	3.0
Human Resources	-	-	-	-	-	2.0	2.0	2.0	2.0	2.0
Planning & Zoning	3.0	4.0	4.0	4.0	5.0	5.0	4.6	4.6	4.6	5.2
Public Works-Facilities	-	-	-	-	1.0	1.0	1.0	1.0	1.0	1.0
Municipal Court	4.0	5.0	6.0	8.0	8.0	9.0	8.0	8.0	8.0	8.0
<b>General Government Total</b>	<b>15.0</b>	<b>18.0</b>	<b>25.0</b>	<b>31.0</b>	<b>36.5</b>	<b>38.0</b>	<b>38.6</b>	<b>38.1</b>	<b>37.3</b>	<b>37.9</b>
<b>Public Safety</b>										
Building Safety	8.5	12.3	18.8	20.0	15.0	12.0	10.8	7.0	7.0	6.0
Public Works-Engineering	-	-	-	-	5.0	3.9	3.9	3.8	3.2	3.5
Police Dept	20.5	27.0	34.0	42.0	46.0	51.0	55.2	52.4	50.9	51.0
<b>Public Safety Total</b>	<b>29.0</b>	<b>39.3</b>	<b>52.8</b>	<b>62.0</b>	<b>66.0</b>	<b>66.9</b>	<b>69.9</b>	<b>63.2</b>	<b>61.1</b>	<b>60.5</b>
<b>Culture &amp; Recreation</b>										
<b>Parks &amp; Recreation</b>										
Administration	1.0	2.0	3.0	4.0	4.0	4.0	2.0	2.0	2.0	2.0
Community Outreach	-	-	-	-	-	1.0	-	-	-	-
Maintenance	1.5	4.0	5.6	7.0	6.0	5.0	5.0	5.0	5.0	5.0
Recreation	4.4	6.2	7.3	8.6	8.6	7.8	8.1	8.1	8.1	8.1
<b>Culture &amp; Recreation Total</b>	<b>6.9</b>	<b>12.2</b>	<b>16.0</b>	<b>19.6</b>	<b>18.6</b>	<b>17.8</b>	<b>15.1</b>	<b>15.1</b>	<b>15.1</b>	<b>15.1</b>
<b>Highways &amp; Streets</b>										
Public Works	8.5	11.0	10.0	10.0	-	-	-	-	-	-
Streets	-	1.0	2.4	8.0	13.0	13.6	14.5	15.1	13.5	14.0
<b>Highways &amp; Streets Total</b>	<b>8.5</b>	<b>12.0</b>	<b>12.4</b>	<b>18.0</b>	<b>13.0</b>	<b>13.6</b>	<b>14.5</b>	<b>15.1</b>	<b>13.5</b>	<b>14.0</b>
<b>Sewer</b>										
Wastewater Utility	-	1.0	3.6	6.0	9.0	9.5	8.2	8.2	8.0	7.3
<b>Total</b>	<b>59.4</b>	<b>82.5</b>	<b>109.7</b>	<b>136.6</b>	<b>143.1</b>	<b>145.8</b>	<b>146.3</b>	<b>139.6</b>	<b>135.0</b>	<b>134.7</b>

**Source:** Town Finance Department

Operating Indicators  
Fiscal Years 2003 - 2011

Function/Program	Fiscal Year								
	2003	2004	2005	2006	2007	2008	2009	2010	2011
<b>Building Safety</b>									
Building permits-single family residential	731	1,127	1,531	1,614	719	790	563	454	185
Building permits-other	447	478	435	805	739	618	902	440	559
<b>Police</b>									
Citations	693	1,647	1,954	2,232	1,662	2,718	2,075	1,833	2,072
Other contacts/call-outs	2,213	2,805	4,106	5,860	7,809	9,855	9,569	9,185	9,591
<b>Human Resources</b>									
Number of job openings	n/a	40	44	77	75	54	23	16	6
Number of applicants	n/a	815	672	945	982	905	780	344	219
Turnover rate	n/a	27%	8%	20%	15%	19%	12%	9%	7%
<b>Municipal Court</b>									
Hearings/Court sessions <sup>1</sup>	760	4,851	7,217	9,566	8,345	9,528	10,574	11,012	11,096
<b>Public Works</b>									
Street resurfacing (miles)	n/a	n/a	4.0	7.5	12.3	6.1	4.0	6.9	19.7
Potholes repaired	n/a	163	224	108	98	136	162	211	196
<b>Parks and Recreation</b>									
Athletic field users	6,000	8,640	9,175	12,322	10,227	13,910	57,650	75,314	130,192
Athletic field permits issued	5	15	21	30	21	24	119	128	170
Recreation program participants	4,250	4,452	5,243	5,909	20,281	18,446	17,204	12,403	13,429
Ramada rentals	30	45	60	79	124	112	133	170	164
Special event attendance	n/a	1,400	2,540	4,590	8,105	11,024	16,917	18,375	17,531
Recreation center rentals	n/a	8	18	38	77	32	34	23	61
<b>Wastewater</b>									
Average daily sewage treatment (thousands of gallons)	121.0	214.0	353.6	408.1	446.2	556.5	586.3	674.2	804.1

<sup>1</sup> Includes bench/jury trials, review, status conferences, arraignments, pretrial conferences, evidentiary, motions hearings, sentencing, and probation. These are scheduled hearings that may or may not have been held, but these cases were individually processed.

**Note:** Information prior to fiscal year 2003 was not available.

**Source:** The applicable Town of Sahuarita departments.

Statistical Information

Capital Asset Statistics  
Fiscal Years 2002 - 2011

<u>Function/Program</u>	<u>Fiscal Year</u>									
	<u>2002</u>	<u>2003</u>	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>	<u>2009</u>	<u>2010</u>	<u>2011</u>
Police										
Stations	1	1	1	1	1	1	1	1	1	1
Patrol Units	12	17	22	30	37	43	40	40	32	28
Public Works										
Streetlights	2	3	4	5	5	5	7	8	47	52
Traffic signals				3	5	5	6	10	9	14
Parks and Recreation										
Park acreage	28	28	50	50	50	67	92	107	107	107
Basketball courts	1	1	2	2	2	2	2	4	4	4
Playgrounds	1	1	1	1	1	2	2	4	4	5
Skate spots/parks							1	1	2	2
Baseball/softball fields (lighted)	2	2	3	3	3	3	3	5	6	6
Baseball/softball fields (unlighted)	1	1	-	-	-	-	-	-	-	-
Community centers	1	1	1	1	1	1	1	1	1	1
Parks maintenance bldg	-	-	1	1	1	1	1	1	1	1
Ramadas	5	5	5	5	6	11	11	17	22	22
Restroom facilities	2	2	2	2	2	4	4	5	6	8
Sand volleyball court	1	1					1	1	1	1
Off-leash dog area						1	1	2	2	2
Vehicles	2	2	5	6	7	7	7	7	7	2
Wastewater										
Treatment capacity (thousands of gallons)	250	250	250	490	490	490	690	690	1,500	1,500

Source: The applicable Town of Sahuarita departments.

Statistical Information

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# 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 inter-fund adjustments, or by the Town Manager authorization to adjust appropriations within a departmental budget.

**Budgetary Basis** - This refers to the form of accounting utilized throughout the budget process. These generally take one of three forms: GAAP, Cash, Modified Accrual, or some type of statutory form.

**Budgetary Control** - The control or management of a governmental unit or enterprise in accordance with an approved budget for the purpose of keeping expenditures within the limitations of authorized appropriations and available revenues.

**Capital Asset** - Tangible assets costing \$5,000 or more with a useful life of at least one year.

**Capital Budget** - The appropriation of bonds or operating revenue for improvements to facilities and other infrastructure.

**Capital Improvements** - Expenditures related to the acquisition, expansion, or rehabilitation of an element of the government's physical plant; sometimes referred to as infrastructure.

**Capital Improvements Plan (CIP)** - The CIP is a comprehensive plan of capital investment projects which identifies priorities as to need, method of financing, cost, and revenues that will result during a five year period. The program is a guide for identifying current and future fiscal year requirements and becomes the basis for determining the annual capital budget.

**Capital Outlay** - Expenditures resulting in the acquisition or addition to the government's capital assets.

**Cash Basis** - A basis of accounting in which transactions are recognized only when cash is increased or decreased.

**Contingency** - A budgetary reserve set aside for emergencies or unforeseen expenditures not otherwise budgeted.

**Contractual Services** - Professional, technical, or maintenance expertise typically purchased from external sources.

**Cost Center** - An organizational budget/operating unit within each Town department or program.

**COLA** - Cost Of Living Adjustment

**Debt** - An obligation resulting from borrowing money or from the purchase of goods and services. Types of governmental debt include bonds, loans, time warrants, and notes.

**Debt Service** - The amount of interest and principal the Town must pay each year on net direct long-term debt plus the interest it must pay on direct short-term debt.

**Deficit** - The excess of an entity's liabilities over its assets or the excess of expenditures over revenues during a single accounting period.

**Department** - A major administrative division of the Town, which indicates overall management responsibility for an operation or a group of related operations within a functional area.

**Depreciation** - Consumption of the service life of fixed assets, due to normal wear, deterioration, environmental elements, passage of time, and obsolescence. The portion of the cost of a capital asset charged as an expense during a specified period based on service life of the asset and ultimately expending the entire cost of the asset.

**Distinguished Budget Presentation Awards Program** - A voluntary awards program administered by the Government Finance Officer Association to encourage governments to prepare budget documents of the highest quality.

**Encumbrance** - The legal commitment of appropriated funds to purchase an item or service. To encumber funds means to set aside or commit funds for a future expenditure.

**Estimated Revenue** - The amount of projected revenue to be collected during the fiscal year.

**Expenditure/Expense** - Decreases in net financial resources in accordance with budgeted appropriations. Expenditures include operating expenses such as the acquisition of assets or goods and services.

**Expenditure Limitation** - An amendment to the Arizona State Constitution, which limits annual expenditures of all municipalities. The limit is set by the Economic Estimates Commission based on population growth and inflation. All municipalities have the option of Home Rule where the voters approved a four-year expenditure limit based on revenues received.

**Fiscal Year** - Time period designated by the Town signifying the beginning and ending period for recording financial transactions. The Town has a fiscal year beginning July 1 and ending June 30.

**Franchise Fee** - A fee paid by public service business (i.e., utility) for the special privilege to use Town streets, alleys, and

property in providing their services to the citizens of the community.

**Full Time Equivalent (FTE)** - A part-time position converted to the decimal equivalent of a full-time position based on, 2088 hours per year, or a full value of one for a full-time position.

**Function** - Activity, which is performed by one or more organizational units for the purposes of accomplishing a goal.

**Fund** - An accounting entity having a set of self-balancing accounts and records all financial transactions for specific activities or government functions in attaining certain objectives governed by special regulations, restrictions, or limitation.

**Fund Balance** - Fund Balance is the excess of resources over expenditures. The beginning fund balance represents the unused accumulation of resources from prior years (i.e., the previous year's ending fund balance).

**General Obligations Bonds** - Bonds that finance a variety of public projects and require voter approval. These bonds are backed by full faith and credit of the Town. Limitations for bonding capacity are set by State Statute.

**Generally Accepted Accounting Principals (GAAP)** -Uniform minimum standards for financial accounting and recording, encompassing the conventions, rules, and procedures that define accepted accounting principles.

**Goal** - A long-term, attainable target for an organization - its vision of the future.

**Grant** - Contributions or gifts of cash or other assets from another government to be used for a specified purpose, activity, or facility.

**Improvement Districts** - Improvement Districts are formed consisting of property owners desiring improvements, primarily street reconstruction, to their property. Bonds are issued to finance these improvements, which are repaid by assessments on affected property owners.

**Indirect Cost** - A cost necessary for the functioning of the organization as a whole, but which cannot be directly assigned, such as administrative support, facility maintenance, or custodial services.

**Interfund Transfer** - The movement of monies between funds of the same governmental entity.

**Intergovernmental Revenue** - Revenues from other governments in the form of grant, entitlements, shared revenues, or payments in lieu of taxes.

**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.

**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.

**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.

## ACRONYMS

ADOR	Arizona Department of Revenue
ADOT	Arizona Department of Transportation
ASRS	Arizona State Retirement System
CAFR	Comprehensive Annual Financial Report
CFD	Community Facilities District
CIIF	Capital Infrastructure Improvement Fund
CIP	Capital Improvement Plan
COLA	Cost of Living Adjustment
CST	Construction Sales Tax
EDC	Economic Development Commission
FIAC	Finance and Investment Advisory Committee
FTE	Full Time Equivalent
GAAP	Generally Accepted Accounting Principles
GADA	Greater Arizona Development Authority
GASB	Government Accounting Standards Board
GFOA	Government Finance Officers Association
GO	General Obligation Bonds
HURF	Highway User Revenue Fund
JCEF	Judicial Court Education Fund
LGIP	Local Government Investment Pool
LTAF	Local Transportation Assistance Fund
PAG	Pima Association of Governments
PSPRS	Public Safety Personnel Retirement System
QC CFD	Quail Creek Community Facilities District
RICO	Racketeer Influenced & Corrupt Organizations
TAC	Technical Advisory Committee
TPT	Transaction Privilege Tax (Sales Tax)
UERS	Uniform Expenditure Reporting System
VLT	Vehicle License Tax
WIFA	Water Infrastructure Financing Authority of Arizona
WWTP	Wastewater Treatment Plant

