The background features a stylized desert landscape. At the top, a sun with rays in shades of orange and yellow is partially obscured by a range of brown mountains. In the foreground, a large saguaro cactus with two arms is depicted in a light tan color. The overall style is graphic and textured, resembling a paper cut or a stylized illustration.

Town of  
**SAHUARITA**  
Arizona

Annual Adopted Budget  
Fiscal Year 2011



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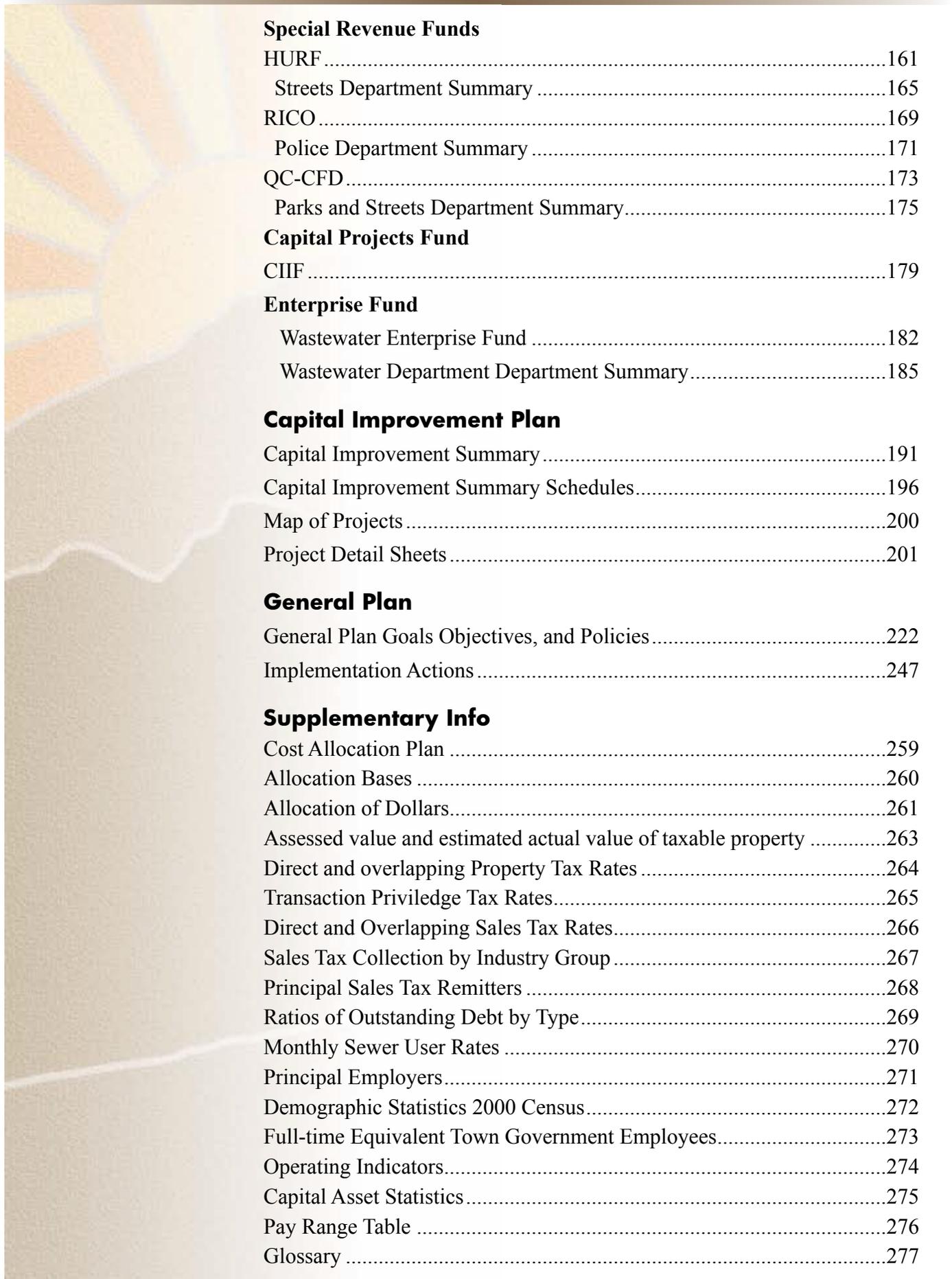
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GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**Town of Sahuarita  
Arizona**

For the Fiscal Year Beginning

**July 1, 2009**

A handwritten signature in black ink, appearing to be 'H.R.', written over a horizontal line.

President

A handwritten signature in black ink, reading 'Jeffrey R. Enos'.

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the Town of Sahuarita for its annual budget for the fiscal year beginning July 1, 2009.

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 current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.

Budget Award



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

I am pleased to present you with the Town of Sahuarita budget for the period beginning July 1, 2010, through June 30, 2011. The comprehensive nature of the budget document represents a “business plan” for the next twelve months. It outlines the Town’s fiscal philosophy and policies, identifies short term priorities and long term goals, and connects the conceptual framework to the reality. It represents month’s of staff preparation and analysis as well as guidance from the Finance Investment Advisory Committee. I invite you to read this document and consider the implications for the Town during the next fiscal year.

For the last several years, the country has been in “The Great Recession.” While the economy remains vulnerable, it finally appears to be stabilizing as we are now hearing more positive economic news. One vulnerability is the State’s budget quandary; during the Town’s budget planning process, the legislature has struggled to close the FY2010 budget deficit while simultaneously tackling the FY2011. The unresolved questions surrounding the state budget, and the rumored remedies, have all jurisdictions very concerned as they contemplate their FY2011 budgets.

Unfortunately, the Town does not have the luxury of calling a time-out and waiting for matters to resolve themselves; we must continue to provide services for current residents and plan for the future based on current economic conditions and sound forecasts. Unlike many struggling communities, Sahuarita’s financial position is sound due to the Council and staff’s conservative financial stewardship and a history of policies that minimized the risks that are overwhelming so many jurisdictions. *The proposed budget provides the same level of services as years past however, it is to a continuously growing population.* The FY2011 Town budget reflects our continuing commitment to serve today’s residents as we prepare for tomorrow’s.

**“The FY2011 Town budget reflects our continuing commitment to serve today’s residents as we prepare for tomorrow’s.”**

## BUDGET PLAN

Our primary goal continues to be to provide efficient and effective services to the Town. This proposed budget meets that goal and reflects the economic times we find ourselves in.

In order to address the fiscal needs of the Town, I directed staff to combine two departments; therefore Building Safety combined with Planning and Zoning in May of 2010. The combined workforce was reduced by three full time positions and the Town is recognizing a financial savings from this. I believe that the customers of each department will continue to receive excellent service as we align the number of town employees to the work load. This realignment is in addition to the cost control measures I implemented in FY 2009. Specifically all departments identified a 15% budget reduction which was continued for FY 2010 and continues into FY 2011. Reductions such as these compel staff to creatively rethink how we do things, leading to leaner, more streamlined delivery systems.

My recommended budget for FY 2011 is \$65.8 million, which is 14% lower than last year's \$76.7 million budget. The components of the budget follow:

<b>Component</b>	<b>FY2011 Recommended</b>	<b>FY2010 Adopted</b>	<b>Change</b>
Operating budget	\$15.5 million	\$16.2 million	-4%
Debt service budget	\$ 5.2 million	\$ 4.7 million	+11%
Capital budget	\$20.3 million	\$36.6 million	-45%
Settlement	\$ 0.7 million	\$ 1.0 million	-30%
Ending fund balances (reserves)	\$24.0 million	\$18.2 million	+32%
<b>Totals</b>	<b>\$65.8 million</b>	<b>\$76.7 million</b>	<b>-14%</b>

My budget recommendation includes (1) an emphasis on operational efficiencies while maintaining foundational service levels in our core functions, (2) paying our debt and settlement obligations, (3) limiting the number of new capital projects undertaken but completing those that we have committed to, and (4) maintaining healthy reserve balances. See *Budget Summary* section for more information.

The ending fund balances (reserves) are the accumulation of prior years' savings that are intended to be used for temporary situations and one-time costs. The expected FY2010 ending fund balance was anticipated to be \$18.2 million, but is now projected to be \$30.2 million. For FY2011 reserves are expected to decline \$6.2 million to an ending fund balance of \$24.0 million. Over \$4 million of this decline will occur in the Capital Infrastructure Improvement Fund (CIIF) and more than \$2 million will occur in the General Fund. The CIIF is spending resources accumulated in previous years to complete existing projects and is also providing \$2.6 million to the Wastewater Fund to cover deficits. The General Fund budget utilizes discretionary reserves in FY2011 to bridge a temporary financial gap created by the economic downturn and the impact to the Town's share of state revenues. This gap will be temporary as our FY2012 share of state revenues will increase based on revised census figures and the expectation of an improved economic climate in future years.

The FY2011 budget was developed in accordance with our financial policies and procedures and our conservative practices. Part of this process includes developing a five year financial plan for which this budget is the first year. The plan uses several assumptions that provide a reasonably conservative picture of the financing sources that will be available to the Town in future years, including a permanent reduction to state shared revenue distributions and no new significant commercial development. Expenditures are controlled

in the plan to provide for modest growth in recurring expenditures, between 2.5% and 5.0% annually. Under these conditions, reserve balances are only used for one-time capital expenditures and to provide resources covering projected deficits (up to \$6.2 million) of the Wastewater Fund. A series of sewer rate increases have been approved to bring the Wastewater Fund out of its deficit position. Even so, in no year do our reserves fall below required levels. See *Five Year Plan* section for more information.

## BUDGET APPROACH

**Philosophy:** For many years we have followed a conservative fiscal philosophy, governed by the following fundamental principles: do not overestimate revenues; ensure expenditures can be supported by the revenues available over the long term; maintain healthy reserves; and manage our operations efficiently.

Town departments continue to tighten their belts, streamline operations, and conserve resources. But as other communities across the country slash programs, sell assets, lay off employees, or even file for bankruptcy protection, the Town of Sahuarita is maintaining service levels and moving forward with projects deemed essential to the Town's present and future growth.

**General Fund Preservation:** Another key financial principle is to protect the most flexible and least restricted funding sources. In the Town's case, these sources are maintained in the General Fund. This principle allows the Town to keep General Fund monies available to spend on priorities as determined by the Council. We do several things to preserve the General Fund, such as allocating costs to other funds for the services provided by General Fund departments, using restricted sources before using unrestricted sources, and evaluating user fees annually and adjusting our fees in accordance with our cost recovery objectives.

**User Fees:** Last year, we raised the fees of selected services and programs, thereby charging only those individuals who actually use the program or service, rather than raising taxes on the entire Town. Accordingly, staff reevaluates user fees regularly and recommends to Council additional increases as justified.

Additionally, the Town Council has prudently approved an increase to wastewater fees based on this utility's financial requirements. It is important to remember that we are required to charge the same connection fee as the County and the County has recently implemented higher fees.

## REVENUE CHALLENGES

**Development Related Revenues:** The housing sector remains sluggish and inconsistent, but recent modest gains are fueling hopes that the economy is gaining some strength. Economists fear even more foreclosures later this year, and with home values down almost 30% from their 2006 peak, it could take a decade, or longer, for homeowners to recover the equity in their homes.

Despite this housing news, Sahuarita can still boast about new housing starts. For the current fiscal year to date (July 1, 2009 to March 31, 2010) Sahuarita issued 354 permits for single-family homes, comprising 21.7% of all single-family permits for the five jurisdictions in eastern Pima County. These are remarkable numbers considering the economic climate and the fact Arizona's housing sector has been one of the hardest hit.

Certain factors must be estimated and assumed when creating this fiscal budget. This proposed budget assumes there will be 400 new housing starts in FY2011. This assumption has a direct impact to three main revenues sources for the Town: building permit fees; construction sales taxes; and sewer connection fees.

**Sales Taxes:** The Town of Sahuarita levies no property tax, which means we rely heavily on local sales taxes. This budget recommendation includes no property tax or sale tax rate increase. When the economy is in recession, retail sales decline and the sales taxes we depend on decline accordingly. Local retail sales taxes are expected to increase modestly in FY2011. However, sales tax leakage is still an issue for the Town of Sahuarita and we're not realizing our full sales tax potential.

**“Sahuarita is still a market ripe for business expansion...”**

Recognizing these challenges, staff works continuously to identify and develop business opportunities that will create a local, sustainable, and diversified economy that makes us less reliant on outside funding sources. Sahuarita is still a market ripe for business expansion due to our consistent growth rates and the disproportionate number of businesses serving our 25,000 residents.

**State Shared Revenues:** The Arizona State Legislature has passed a budget for Fiscal Year 2011 which implements many cuts in the State's spending. Since the Town relies significantly on state shared revenues, the State's budget problems may impact the Town. For example, the legislature has eliminated local distributions of state lottery funds for FY 2010 and the FY 2011 budget does not include any restoration of such funding.

On May 18, Arizona voters approved the Governor's proposed 1% increase in the state sales tax rate to help close the State's deficit. While this measure helps the revenue collections of the State, there are still serious fiscal challenges for the State Legislature to confront in the coming years, and we will continue to monitor the potential impacts on the Town's financial position.

## **EXPENDITURE CHALLENGES**

**Services:** The Town is, first and foremost, a service provider and the core services we provide are public safety, streets, parks and recreation, and to a portion of the town we provide wastewater services. In the past, the Town has been careful to not increase services too dramatically as part of its budgeting practices. However, Sahuarita remains committed to providing residents with quality services that positively impact their quality of life. Therefore, this budget includes expenditure reductions but maintains core services for the Town.

**Capital Projects:** Capital improvements projects represent long-term investments in the community with an associated long-term maintenance commitment. Quality of life issues are one of the major considerations in determining which projects to include in the Capital Improvement Plan. This year's capital improvements budget is 31% of the Town budget, demonstrating Sahuarita's ongoing commitment to this critical aspect of our long-term goals. In this year's budget, we are funding 15 projects costing \$19.8 million. The largest capital project is the Sahuarita Road widening. Of the 15 projects, 13 are ongoing projects while 2 are new projects totaling \$435,000.

The La Cañada Road realignment and improvement project was recently completed, which included the section of Sahuarita Road west of the freeway. This realignment project not only modernizes an old road, but it enhances the commercial potential of the adjacent land by incorporating turnouts and creating two corners on which to do business, instead of just one.

Construction on the Sahuarita Road widening and improvements project east of I-19 is underway. The first construction segment, from I-19 to La Villita Road, should be completed around the end of the calendar year, while the second segment from La Villita to Country Club Road is scheduled to go out to bid in spring of 2011

with an anticipated groundbreaking shortly thereafter. Again, this will enhance the commercial viability and attractiveness of Sahuarita's north business district.

The Sahuarita Road/I-19 traffic interchange is an out-of-date two lane bridge over the interstate being fed by four-lane roads on both sides. The Town has taken the lead on this project by completing the design concept report and awarding the design contract in January 2010. We are currently developing various funding options, including grants and federal stimulus funds. We want this vital project ready and waiting so that when funding does become available we can move forward at a moment's notice.

The Town is also anticipating \$3 million in stimulus funds (managed by the Arizona Department of Transportation) that will be used for pavement preservation. The targeted roadways are Rancho Sahuarita Blvd. from La Villita to Pima Mine Road, and Duval Road from La Cañada to the frontage road. We anticipate these streets will be resurfaced in June and July when school is out.

The new Wastewater Treatment Facility expansion enjoyed a successful start-up on August 4, 2009. The FY2011 CIP budget includes \$2.4 million to complete projects begun in prior years at the wastewater treatment facility.

Until the economy gains traction, the Town will not have the financial wherewithal to begin major new capital projects. When planning for CIP projects, we must always consider the long-term operations and maintenance costs. We are not looking to add any significant capital projects, but rather we are in a "maintenance mode" until the economy picks up.

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

**James R. Stahle**  
Town Manager



**History:**

The Town of Sahuarita was officially incorporated in 1994.

**Population:**

26,468—July 2010

**Elevation:**

2,844 feet

**Land Area:**

30 square miles

**Town Budget:**

\$65,858,660 (FY2011)

**Mayor:**

Lynne Skelton

**Vice Mayor:**

Phil Conklin

**Town Council Members:**

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

**Town Manager:**

Jim Stahle came to the Town in 1991 as Planning Director and was appointed as Town Manager in 2001.

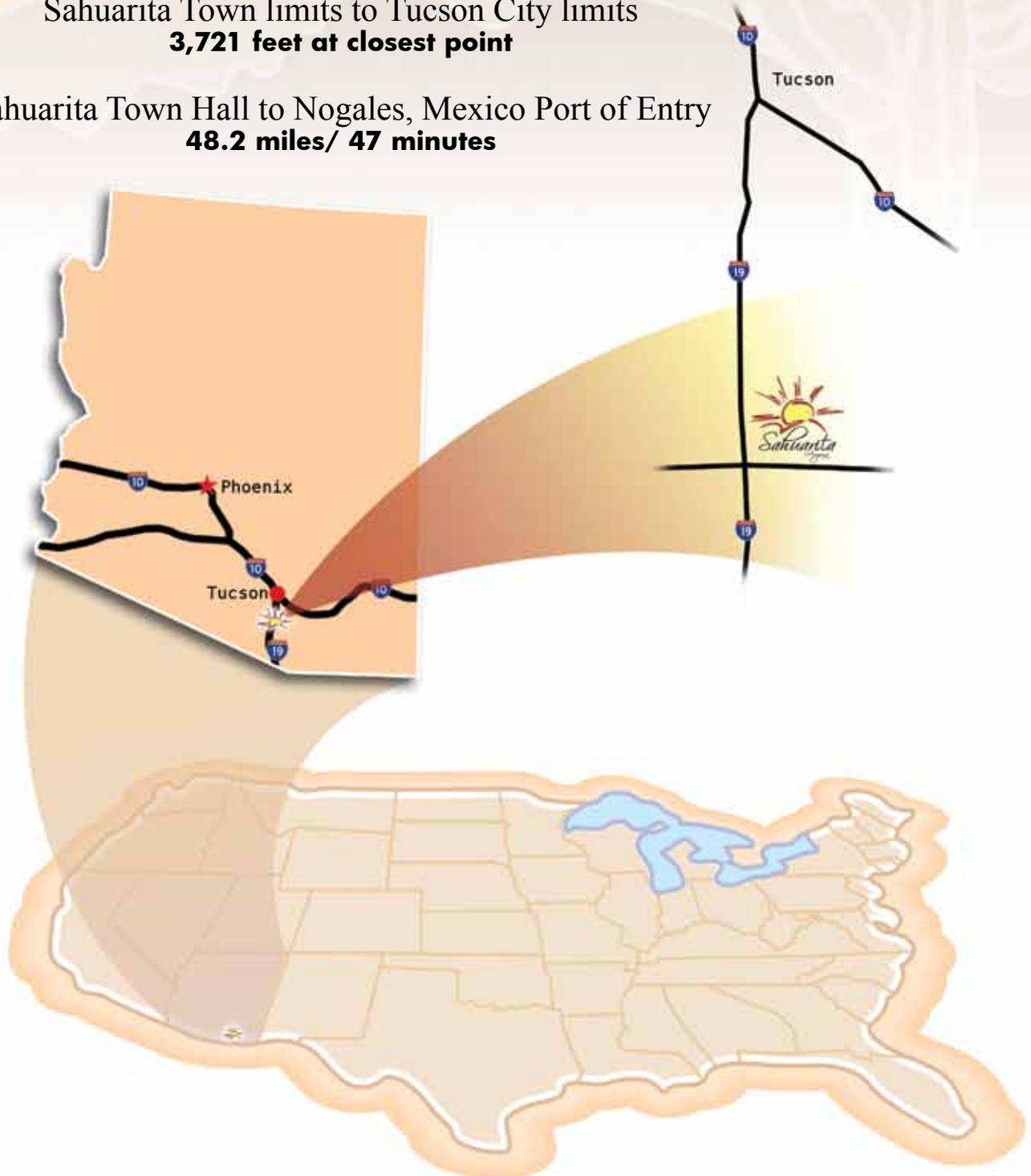


# Where is SAHUARITA?

Sahuarita Town Hall to Tucson City Hall  
**19.5 miles/ 21 minutes**

Sahuarita Town limits to Tucson City limits  
**3,721 feet at closest point**

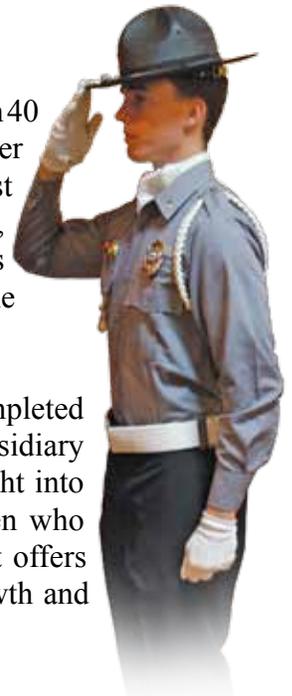
Sahuarita Town Hall to Nogales, Mexico Port of Entry  
**48.2 miles/ 47 minutes**



## The Town maintains a Focus on Public Safety

**Police:** The Town's Police Department was formed in 1997. The Department has more than 40 sworn officers, including detectives, a K-9 officer, a motor unit and a school resource officer as well as 7 civilians. There are also 33 Volunteers in Police Service (VIPS) who assist the police in a variety of ways. The department enforces all applicable Federal, State, and Municipal laws. The department is committed to community policing, which joins the resources of the community, volunteers and the police department to reduce crime and heighten neighborhood watch efforts.

**Explorers:** This is a worksite-based program for young men and women who have completed the eighth grade, and are 14 to 20 years of age. As part of Learning for Life, a subsidiary of the Boy Scouts of America, Multi-Agency Explorer Posts help youth to gain insight into a variety of occupations through hands-on career activities. For young men and women who are interested in careers in the field of law enforcement, the Sahuarita Explorer Post offers experiential learning with lots of fun-filled, hands-on activities that promote the growth and development of adolescent youth.



## The Town Maintains a High Quality of Life

**Municipal Court:** The Sahuarita Municipal Court upholds the law and administers justice fairly and efficiently, treating all who come to the Court with dignity and respect. The Court hears violations of the Town Code and misdemeanor and traffic laws of the State which are committed within the Town limits. The Court also issues Orders of Protection in domestic violence cases and Injunctions Against Harassment.

**Planning & Building:** This department ensures the safety of the public through building and fire code education, professional assistance, and enforcement; and plans for Sahuarita's future physical, environmental, economic, and cultural needs, and manages development in the community. Planning & Building Safety implements the Town's General Plan, which is a voter-approved document that maps out the future of the Town and how it will look as the Town grows.

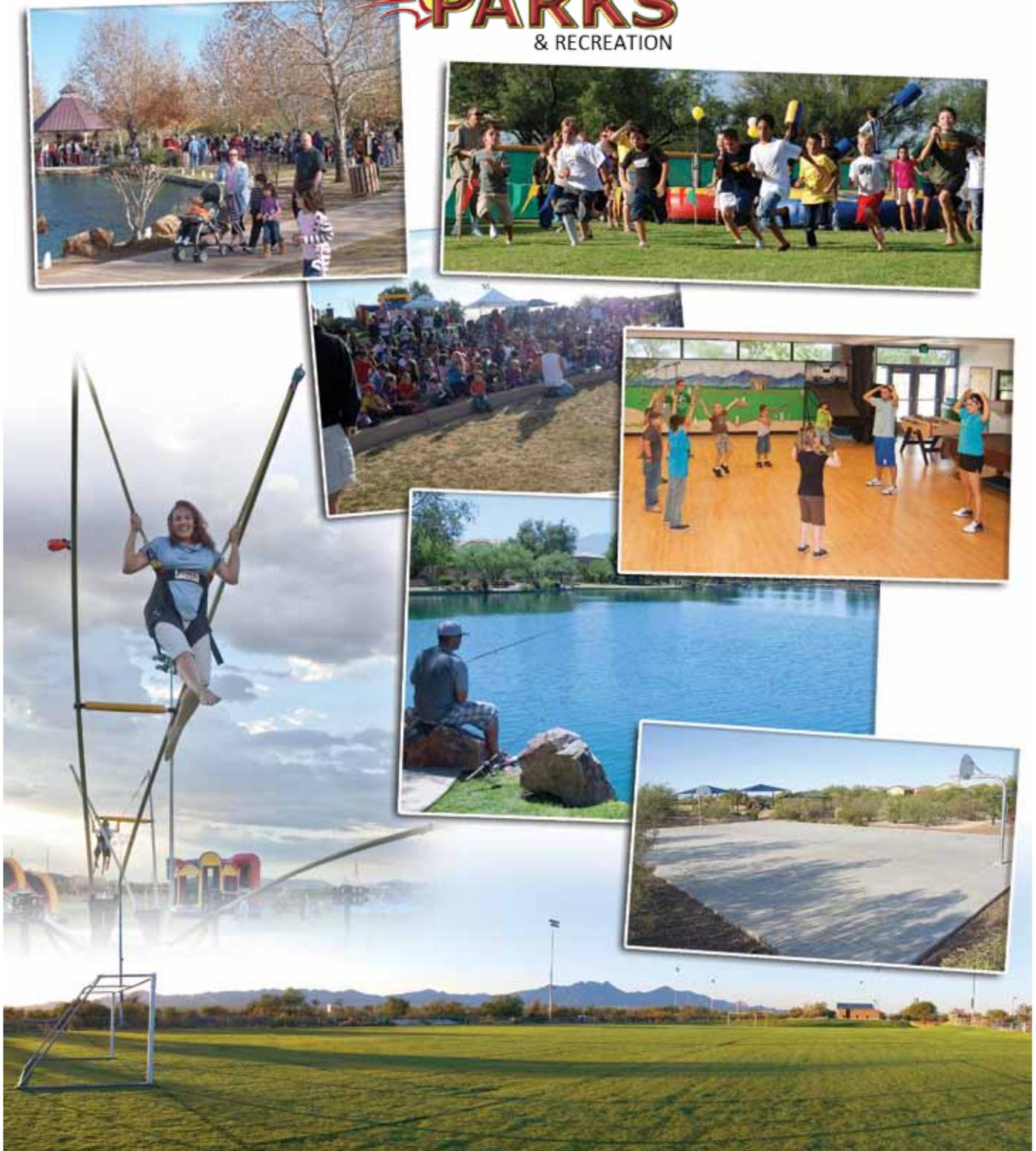


**Public Works:** The Public Works Department performs a variety of duties to help keep residents safe and to enhance the quality of life in Sahuarita. This department provides and maintains safe and efficient public infrastructure systems including the transportation network, wastewater system and drainage ways in the Town. Recent Public Works projects include road improvements and the widening of La Canada Drive and Sahuarita Road. Sahuarita Road work consists of a pedestrian underpass, new storm water culverts and other drainage infrastructure, new bicycle lanes, and new sidewalks. In addition, the Town received federal funds through the American Recovery and Reinvestment Act funds for re-surfacing Duval Road, Duval Mine Road, and Rancho Sahuarita Boulevard.

**Neighborhood Outreach & Public Involvement:** The Town is committed to ensuring that residents are informed of and involved in Town decisions and actions. A variety of tools are used, including an online monthly newsletter, social networking sites like twitter, and public open houses. The Sahuarita Town Council has adopted a Public Involvement Policy designed to encourage citizen involvement.

## Providing Quality Parks & Recreation

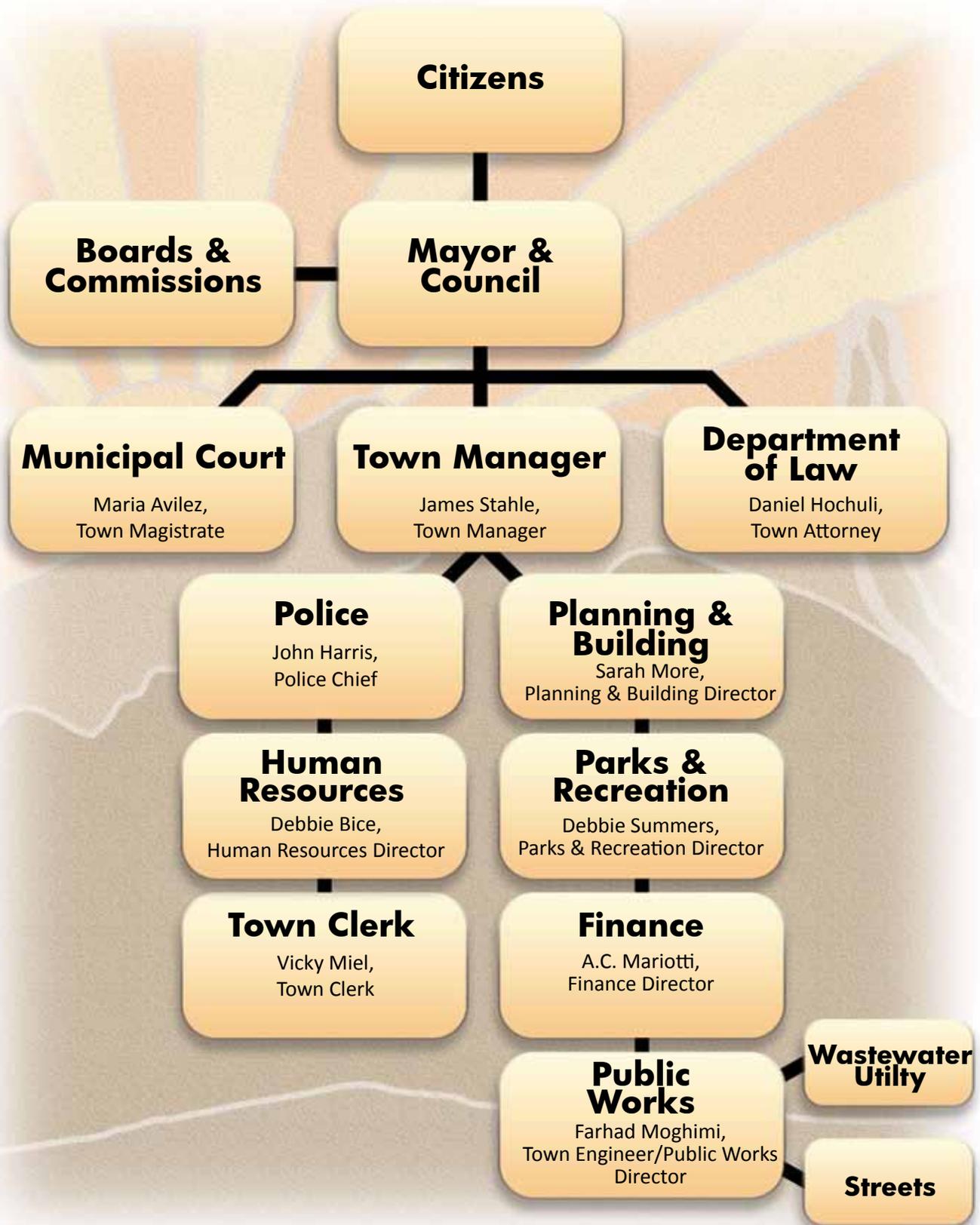
The Town owns and operates six parks that benefit our community. In addition to operating the parks, the Parks & Recreation Department works hard to provide a variety of events, programs and classes throughout the year, including: children's after-school programs, outdoor concert series, hiking club, co-ed softball league, seasonal and holiday events.



Quick Facts



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Organization



# Meet the **MAYOR AND COUNCIL**

The members of the Sahuarita Town Council are elected directly by Sahuarita’s voters. Elections are held in the spring of odd-numbered years through an all-mail ballot system. Town Council members are elected on staggered terms.

Sahuarita’s Mayor and Vice Mayor are not directly elected by voters. They are chosen from amongst the

Council after each election.

The Town of Sahuarita operates under the Council-Manager form of government. This means that the Sahuarita Town Council is responsible for the policy matters of the Town and hire a Town Manager to oversee staff and carry out the day to day functions of the Town.

Town Council



## **Mayor Lynne Skelton**

Lynne Skelton’s term as Mayor began June 2007 and she has served on the Sahuarita Town Council since 1999.

Skelton moved to Southern Arizona since 1986 and has lived in Sahuarita since 1993. She is married, has one daughter living in Tucson and one daughter and granddaughter living in Sahuarita.

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

The Mayor is passionate about her town, its quality of life and sense of place she finds in Sahuarita. Skelton is someone that exemplifies service above self not only in her role of elected official but in her personal life as well.

The Mayor also serves the greater community in other capacities, including as Chair of Regional Transportation Authority, on the Executive Board of the League of Arizona Cities and Towns, as a board member of TREO, as a board member of the Arizona Tax Commission, and on the Southern Regional Advisory Council for the Arizona Department of Homeland Security.



## Vice Mayor Phil Conklin

Phil Conklin grew up on a farm in Michigan and moved to Sahuarita in 2000. He has served on the Town Council since 2003 and was selected to be Vice-Mayor in 2007.

Conklin, 76, and his wife Connie reside in Quail Creek. The couple has seven children, 13 grandchildren, and 2 great grandchildren.

Conklin is a retired elementary school principal and holds a bachelor's degree in political science from Drake University and a master's degree from Wayne State University.

He is the scholarship chairman for the Valle Verde Rotary club and as such has presented their scholarship to a deserving Sahuarita graduate for each of the last seven years. He is a volunteer leader for the Stephen Ministry Caregiving Program at Valley Presbyterian Church, and a former Property

Owners' Association board member for Quail Creek. He has travelled extensively in 71 foreign countries and 49 of the 50 states. He has visited many of the National Parks, canoed, hiked the Appalachian Trail, is a certified scuba diver, skier, golfer, and an avid reader of mystery novels.

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

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



## Council Member Duane Blumberg

Duane Blumberg came to Sahuarita in 2005, he was elected to Town Council in 2009. His professional career involved academics and economic development.

A Ph.D. mathematician, Blumberg spent 35 years at the University of Louisiana, where he was a faculty member, department chairman, Dean of the College of Sciences, and Vice President. As Vice President, he supervised the University's specialized research and development centers and its research park, and helped to form partnerships between companies and faculty members for the commercialization of university research.

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

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

Blumberg and his wife, Margaret, have been married for 45 years and now reside in the Quail Creek community. Their son and his family live in Europe.



## Council Member Scott Downs

Scott Downs, is the Assistant Superintendent in charge of business operations for Sahuarita Unified School District. He was elected to the Town Council in May 2007. Downs was born and raised in Tucson; and his wife, Darby, and newborn son Grayson, have lived in Rancho Sahuarita since 2005.

Downs has been an educator for 12 years and holds a bachelor's degree in secondary education mathematics from the University of Arizona and a master's degree in educational leadership from Northern Arizona University. He currently serves as Director of Human Resources for Sahuarita Unified School District.

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

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



## Council Member Kara Egbert

Kara Egbert was elected to Town Council in 2009. Egbert has lived in Sahuarita since 2005; she grew up in Liberty, Missouri. She witnessed Liberty nearly double its population; but it still maintained its small town values. She desires the Town of Sahuarita to accomplish the same thing and she is working towards that goal.

Egbert earned a Bachelor of Science degree in Recreation Management from Brigham Young University. She worked for several cities in Utah managing recreation programs, fitness centers and parks. She was involved with special events such as First Night and the Freedom Festival in Provo, Utah. Egbert ran soccer programs that included over 250 youth teams. She also helped run one of the largest fitness centers in the state of Utah. When Egbert moved to Arizona she volunteered to be on the

Sahuarita Parks and Recreation Commission and served as the Chairperson for two years. She currently volunteers in her children's classrooms at school and is the Committee Chair for one of the local Cub Scout packs.

Ebert is married and has five children ranging from nine years old to under a year. She has enjoyed serving on the Town Council and is excited for the next several years. She looks forward to improving communication from the town to the residents as well as bringing the town together with special events and service opportunities. She will continue working hard to keep our small town values in our growing community.



## Council Member Rosanna Gabaldon

Rosanna Gabaldon was elected to the Town Council in May 2009. Born in Bermuda, Gabaldon has lived in Japan, the Philippines and Panama. She has lived in Arizona since 1973. Gabaldon and her husband Arturo have been married for 22 years; their son Andrés is attending the University of Arizona.

She moved to Sahuarita in 2004 from Tucson; she served on the Sahuarita's Parks and Recreation Commission, and on the Economic Development Commission.

Gabaldon also serves on the South Pima Regional Partnership Council, First Things First, the Greater Green Valley Community Foundation, the Green Valley Community Food Bank Advisory Board and the Friends of the Green Valley Library Board.

She is committed to keeping Sahuarita a great place to raise a family and to settle down. Her priority on the council is to preserve our local values, encourage development of sustainable water supplies, and to keep our community economically diversified and sustainable.



## Council Member Charles Oldham

Charles Oldham, is a native of Enid, Oklahoma. He has resided in Sahuarita for 40 years and has served on the Town Council since 1994. He resides in the Rancho Buena Vista neighborhood and has two children and five grandchildren.

Oldham retired from the Sahuarita Unified School District in 2006 after serving 38 years with SUSD in positions including industrial arts teacher, principal and interim superintendent.

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

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

Oldham's priorities as a Council Member are working to ensure the town provides a family-centered, safe, and wholesome quality of life for all residents.

He enjoys the friendly people that live and work in Sahuarita. Local shopping excursions sometimes require extended periods of time because of the engaging conversations with residents about town and family experiences. "It is a pleasure to move about the community and be received with a smile and a hand shake," Oldham says.

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



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# Department Staffing Levels

## Full-Time Equivalent (FTE)

DEPARTMENT	FY 2009		FY 2010		FY 2011	
	Adopted	Amended	Adopted	Amended	Change	Adopted
	FTE	FTE	FTE	FTE	FTE	FTE
Mayor and Council	-	-	-	-	-	-
Town Manager	7.00	7.00	6.00	8.00	(1.00)	7.00
Department of Law	3.00	3.00	3.00	4.00	-	4.00
Town Clerk	3.00	3.00	3.00	3.00	0.50	3.50
Finance	8.00	8.00	7.00	8.00	-	8.00
Human Resources	2.00	2.00	2.00	2.00	-	2.00
Planning and Building <sup>+</sup>	20.00	17.00	15.35	15.35	(3.75)	11.60
Parks and Recreation	17.77	16.77	16.08	15.08	-	15.08
Public Works	4.88	4.88	4.88	4.88	(0.10)	4.78
Police	51.00	51.00	54.40	55.15	(3.50)	51.65
Municipal Court	9.00	9.00	8.00	8.00	-	8.00
HURF-Streets	13.64	13.64	14.47	14.47	0.60	15.07
Wastewater	9.48	9.48	8.15	8.15	-	8.15
<b>TOTALS</b>	<b>148.77</b>	<b>144.77</b>	<b>142.33</b>	<b>146.08</b>	<b>(7.25)</b>	<b>138.83</b>

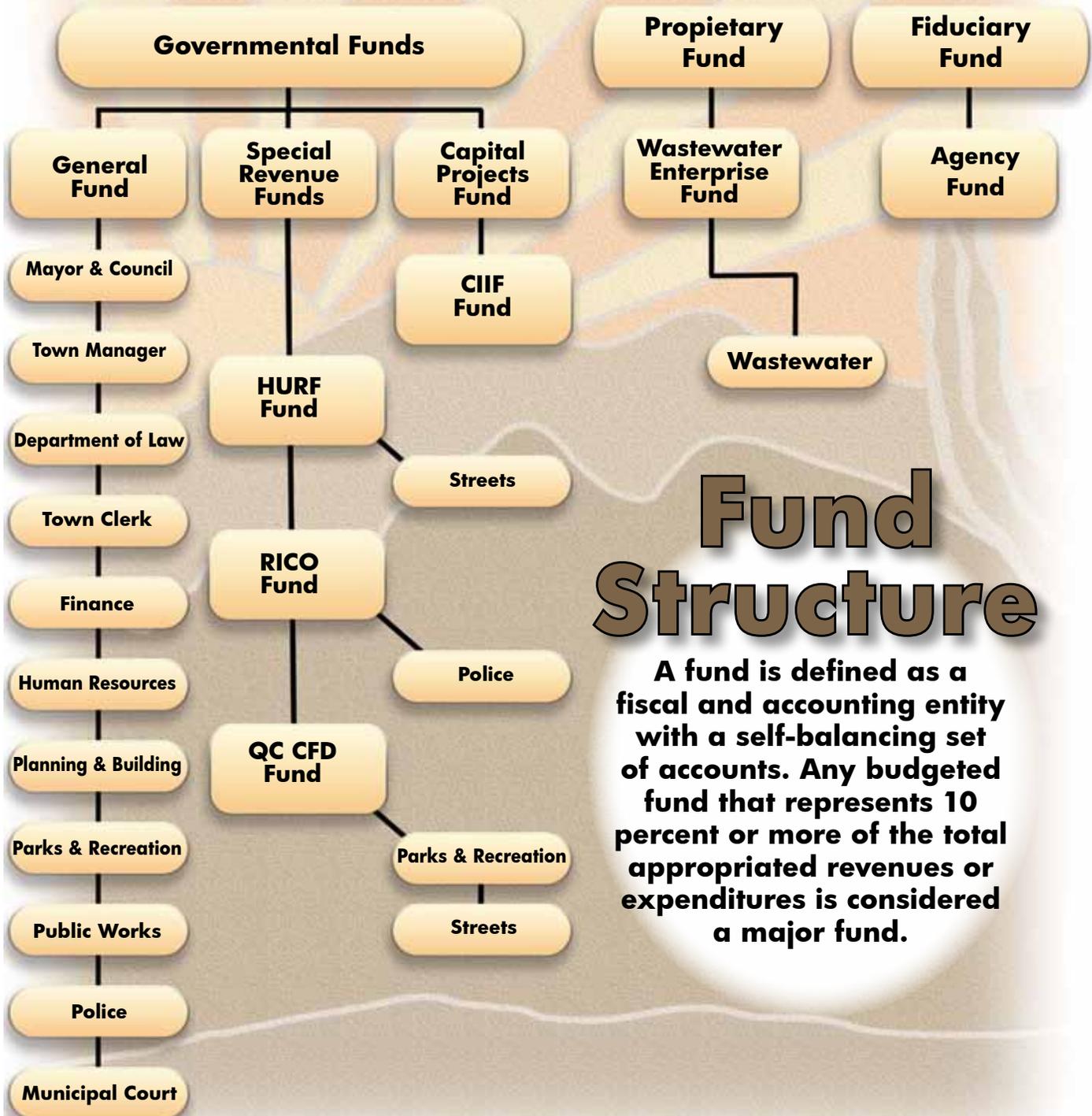
## Number of Personnel

DEPARTMENT	FY 2009		FY 2010		FY 2011	
	Adopted	Amended	Adopted	Amended	Change	Adopted
	HEAD	HEAD	HEAD	HEAD	HEAD	HEAD
	COUNT	COUNT	COUNT	COUNT	COUNT	COUNT
Mayor and Council	7	7	7	7	0	7
Town Manager	7	7	6	8	-1	7
Department of Law	3	3	3	4	0	4
Town Clerk	3	3	3	3	1	4
Finance	8	8	7	8	0	8
Human Resources	2	2	2	2	0	2
Planning and Building <sup>+</sup>	21	18	17	17	-5	12
Parks and Recreation	26	25	22	21	0	21
Public Works*	28	28	28	28	0	28
Police	51	51	54	55	-3	52
Municipal Court	9	9	8	8	0	8
HURF-Streets	*	*	*	*	*	*
Wastewater	*	*	*	*	*	*
<b>TOTALS</b>	<b>165</b>	<b>161</b>	<b>157</b>	<b>161</b>	<b>-8</b>	<b>153</b>

<sup>+</sup> For Fiscal Year 2011, the Town combined Building Safety with Planning & Zoning to form Planning & Building, therefore all information for prior years has been combined for comparative purposes.

\* For number of personnel, HURF and Wastewater employees were included in Public Works.

## Town of Sahuarita Reporting Entity



# Fund Structure

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

Fund Structure

# Fund Structure

## **Major Funds**

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

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

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

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

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

## **Non-Major Fund**

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

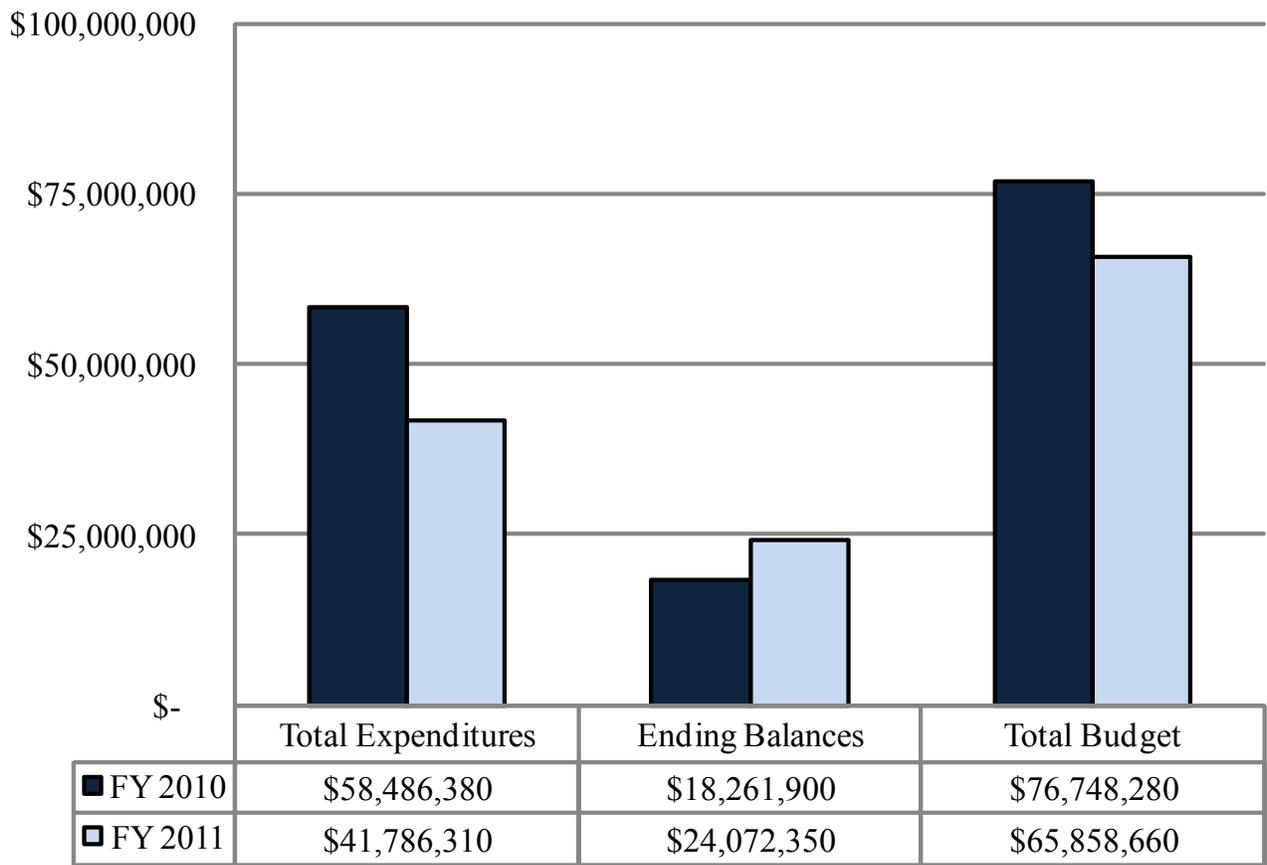
## **Non-Appropriated Fund**

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

# Budget Summary

The 2011 fiscal year budget uses available resources to achieve desired results. The budget totals \$65,858,660 and is in balance, which means that funding sources equal funding uses. This year's budget is 14.2% lower than last year's \$76,748,280 budget. Budgeted expenditures have decreased by \$16,753,070, which is 28.6% lower than last year. Ending fund balances are projected to increase by 32.1%, a \$5.9 million increase.

**Budgeted Uses by Category  
FY 2010 and 2011**



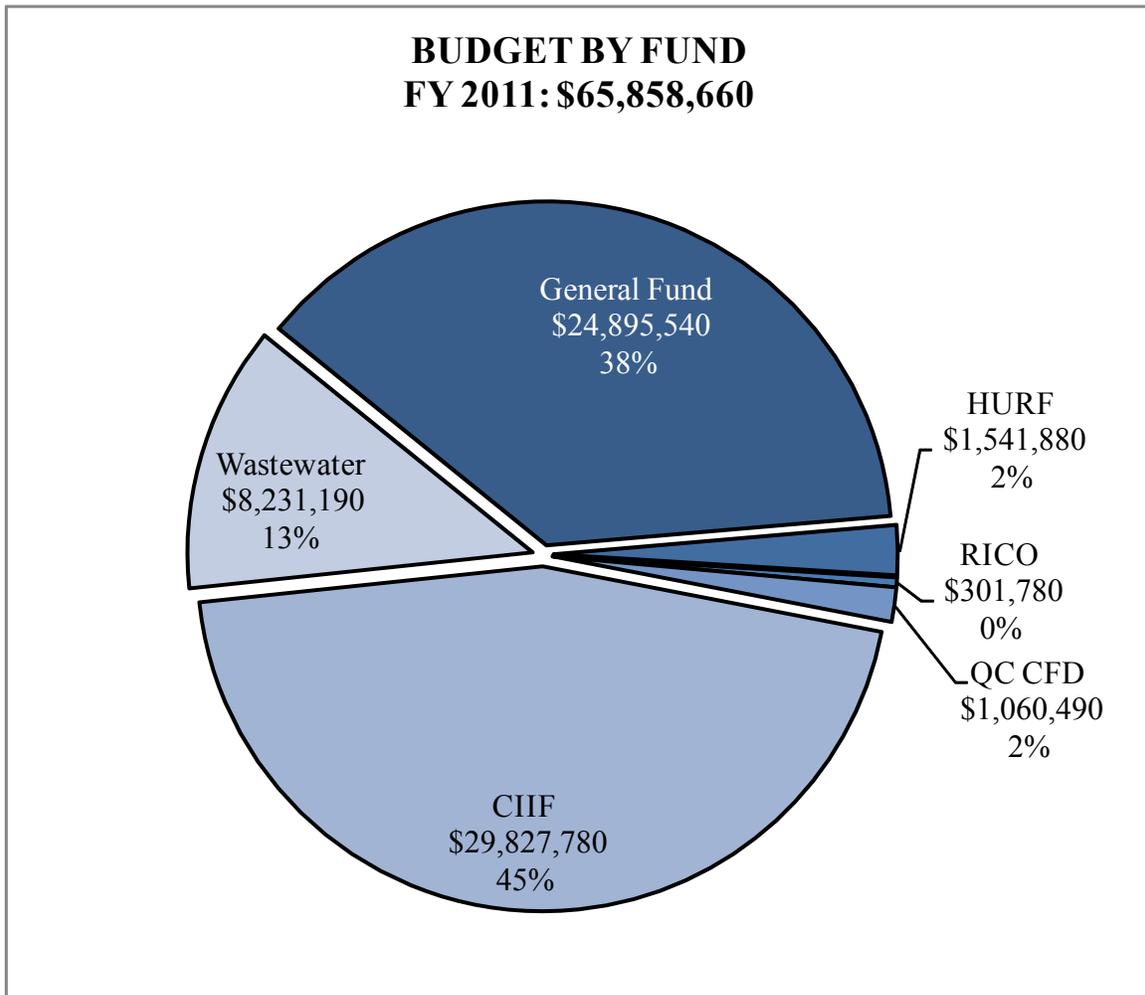
Budget Summary

## Composition of the Fiscal Year 2011 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
Capital Projects	Capital Infrastructure Improvement Fund
Enterprise	Wastewater Fund
Special Revenue	Highway User Revenue Fund
	Racketeering Influenced Corrupt Organization Fund
	Quail Creek Community Facilities District Fund

The following chart shows the breakout of the budget by appropriated fund.

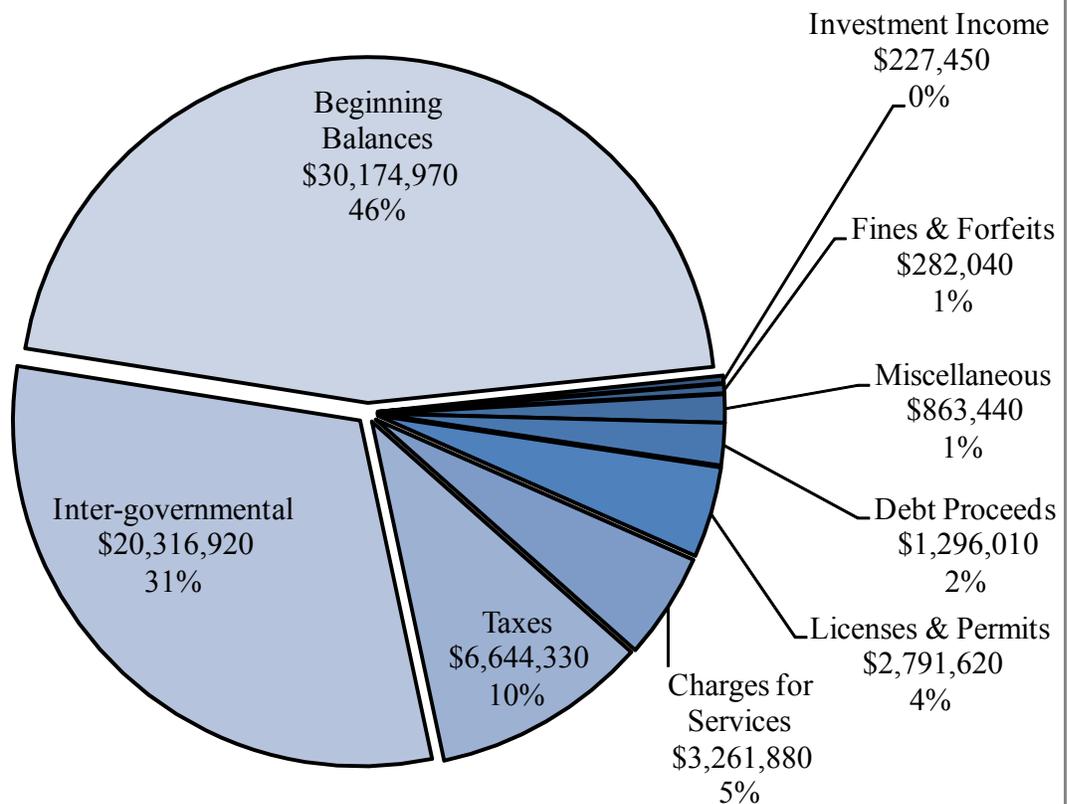


## Funding Sources

The budget is funded from a combination of revenues, long-term debt borrowings, and beginning fund balances. Beginning fund balances, which represent available resources accumulated from prior years, provide 46% (\$30.1 million) of the total funding sources for the budget. The remaining portion (\$35.7 million) will be funded by revenues earned during the fiscal year and 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, sewer connection, and business license fees. **Intergovernmental revenues** are derived through state shared revenues and grants awarded from federal, state, and local governments. **Charges for services** are earned through sewer user fees, development review fees, recreation program charges, and cost allocation recovery. **Fines and forfeits** represent court-ordered fines and fees, and RICO forfeitures. **Investment 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.

**Where the Money Comes From  
Funding Sources: \$65,858,660**



## Funding Uses

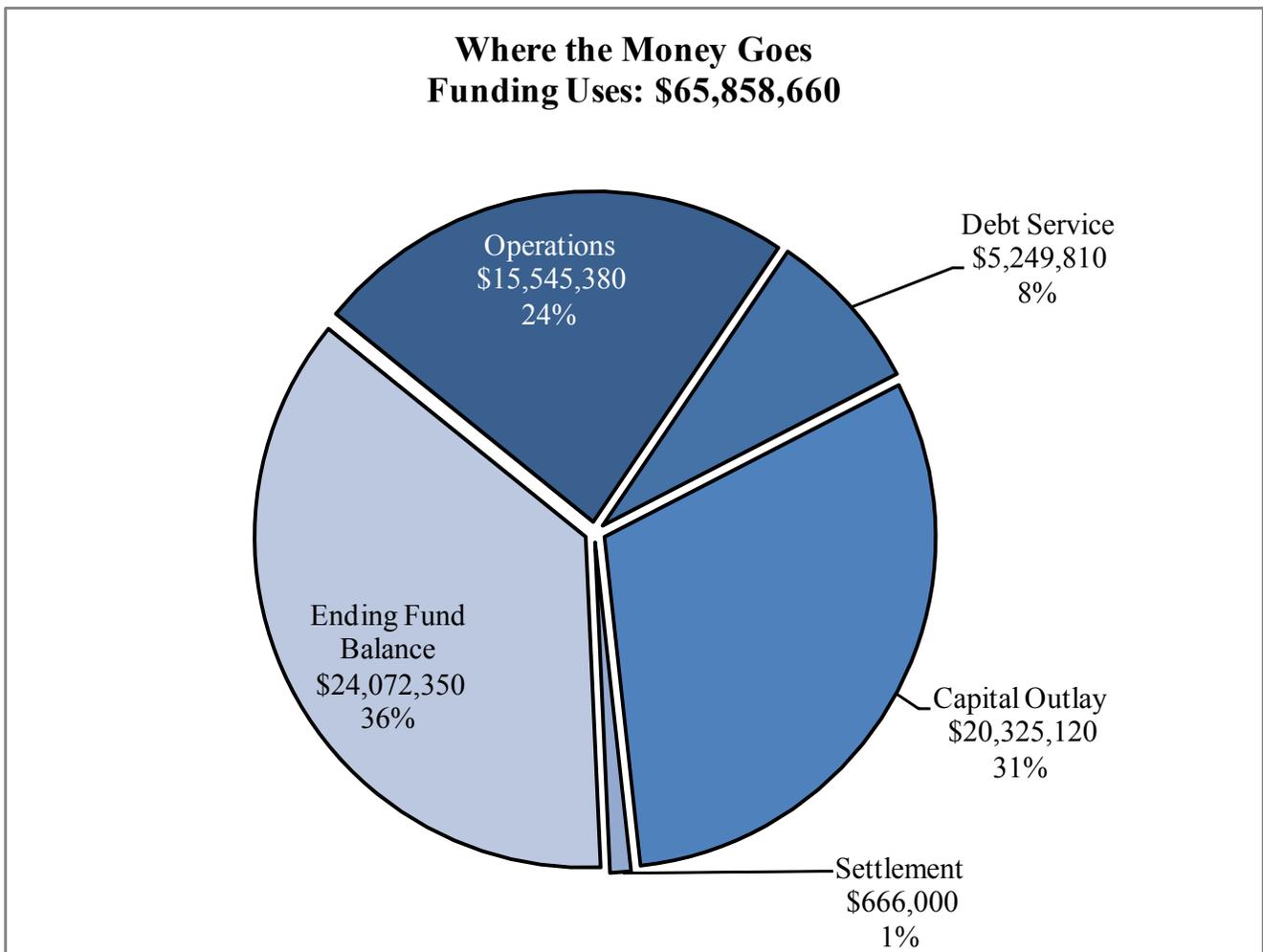
Expenditures and other uses are classified by type. Approximately 37% (\$24.1 million) of the budgeted sources are not expected to be spent during the year and, therefore, will be the **fund balances** at year-end. These funds represent contingency reserve, and may be used for emergencies, unforeseen events and opportunities with the approval of Town Council.

Most notably, 31% (\$20.3 million) of the budget is appropriated for **capital outlay**. This appropriation will be used to build and purchase capital assets. The FY 2011-2015 Capital Improvement Plan provides detailed descriptions and budget plans for the Town’s capital projects and acquisitions.

The **debt service** category accounts for 8% (approximately \$5.25 million) of the budget and represents the principal, interest, and fee payments associated with the Town’s long-term debt.

The **Settlement** is the final installment of a structured payment of funds to settle a lawsuit and makes up only 1% of the current budget.

**Operations** make up the last category and accounts for 23% (\$15.5 million) of the Town’s budget.

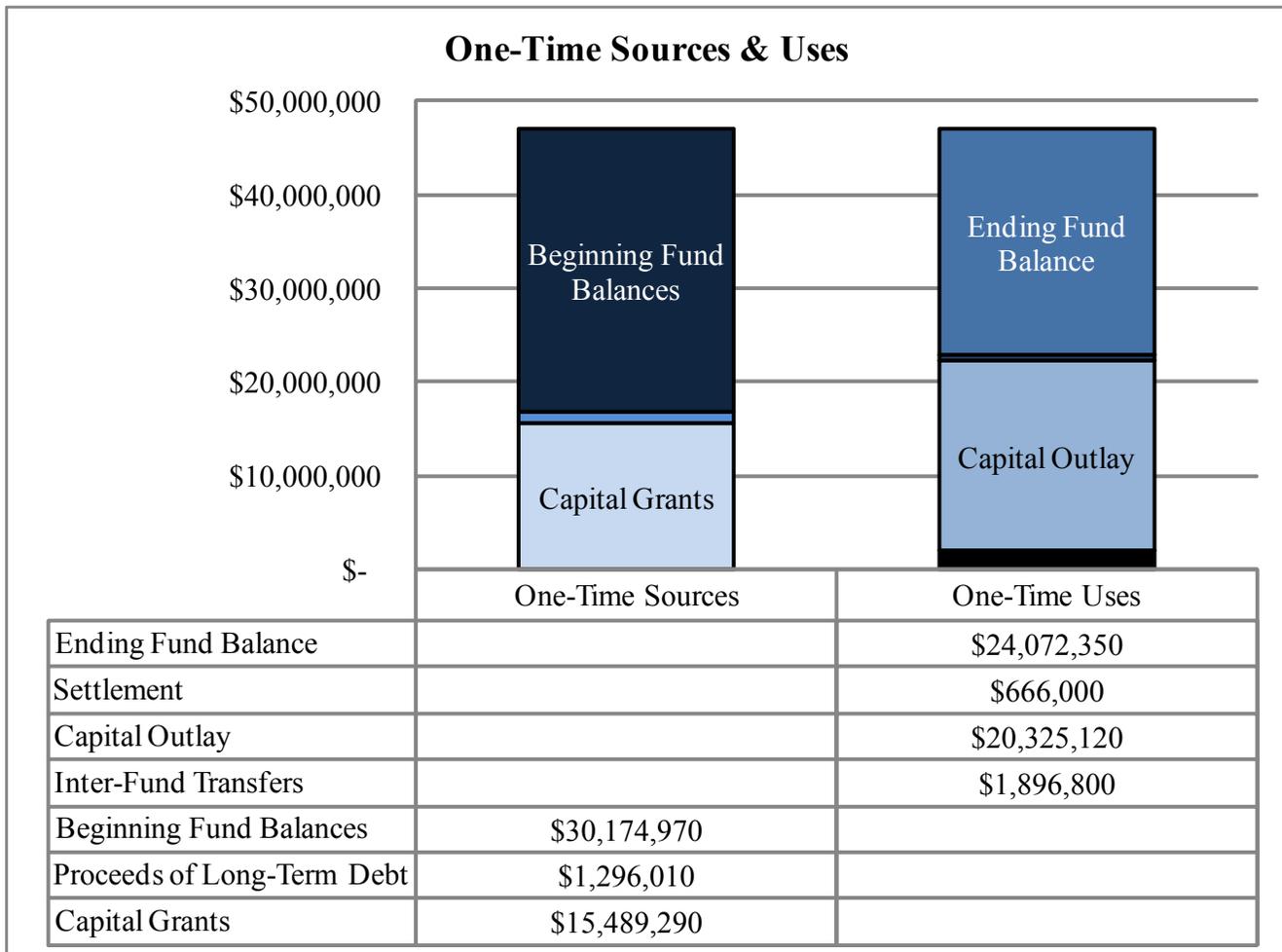


## Matching Funding Sources with Uses

Funding sources can be grouped into three general groups, one-time sources, recurring sources, or debt service sources. One-time sources include items such as beginning fund balances, capital grants, and debt funding. Recurring sources include items such as excise taxes, state shared taxes, state shared gasoline taxes (highway user revenues), sewer user charges, and construction sales taxes for remodeling/repairs. Debt service sources include Quail Creek District property taxes, sewer connection fees, and construction sales taxes for new buildings

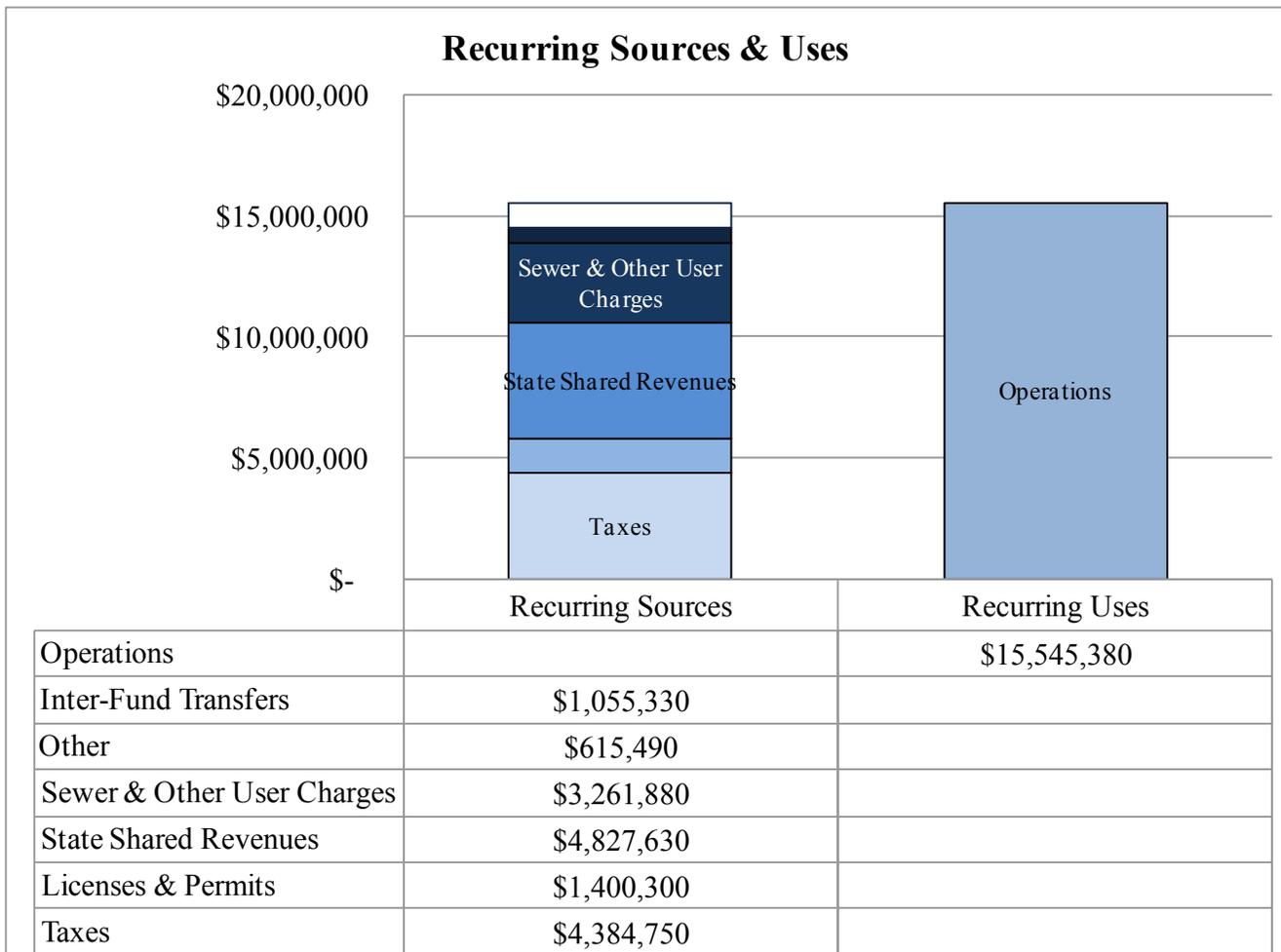
As part of producing a balanced budget, total funding uses and total funding sources are equal.

Over the long term, one-time funding sources are used for one-time funding uses. The following chart illustrates this for FY 2011:



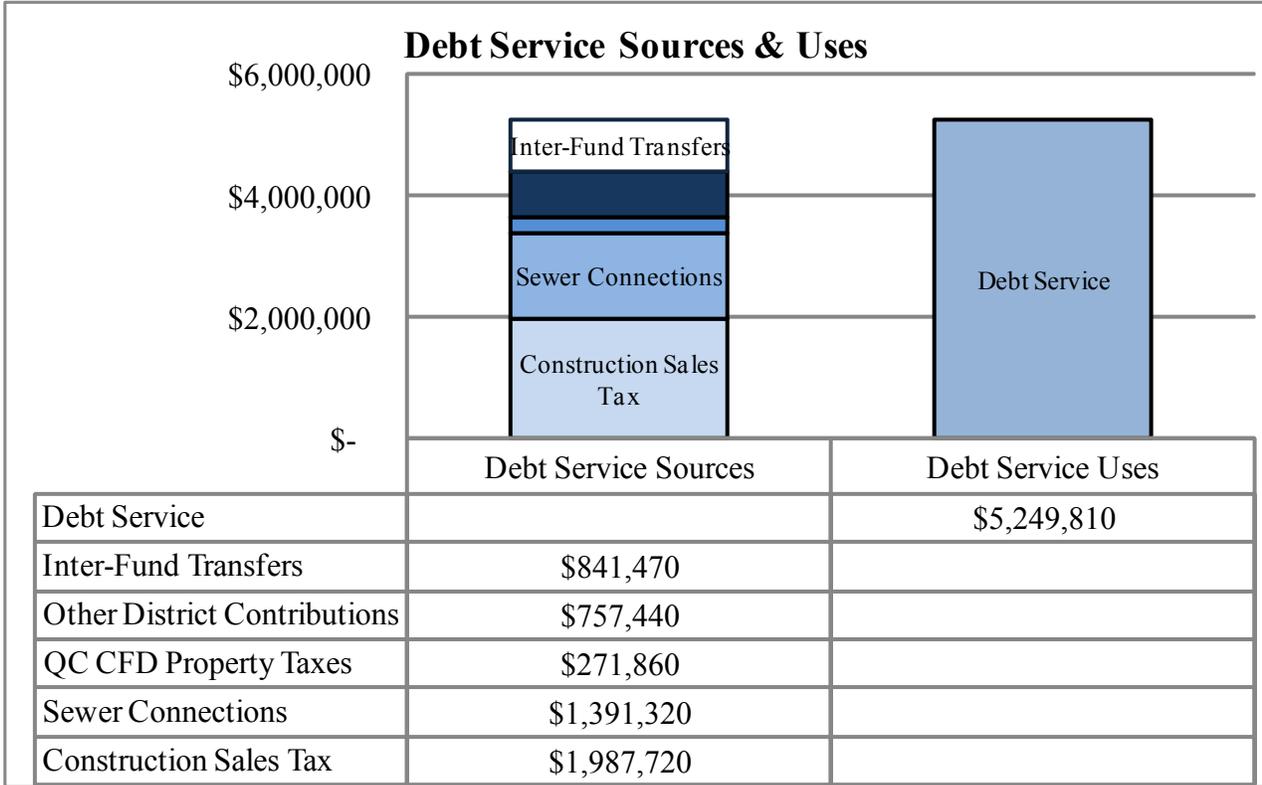
## Matching Funding Sources with Uses (continued)

Over the long term, recurring funding sources are used for recurring funding uses. The following chart illustrates this for FY 2011:



### Matching Funding Sources with Uses (concluded)

Finally, the Town has identified revenues which will be used to pay for debt service, the summary for FY 2011 is as follows:



## Operations

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

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

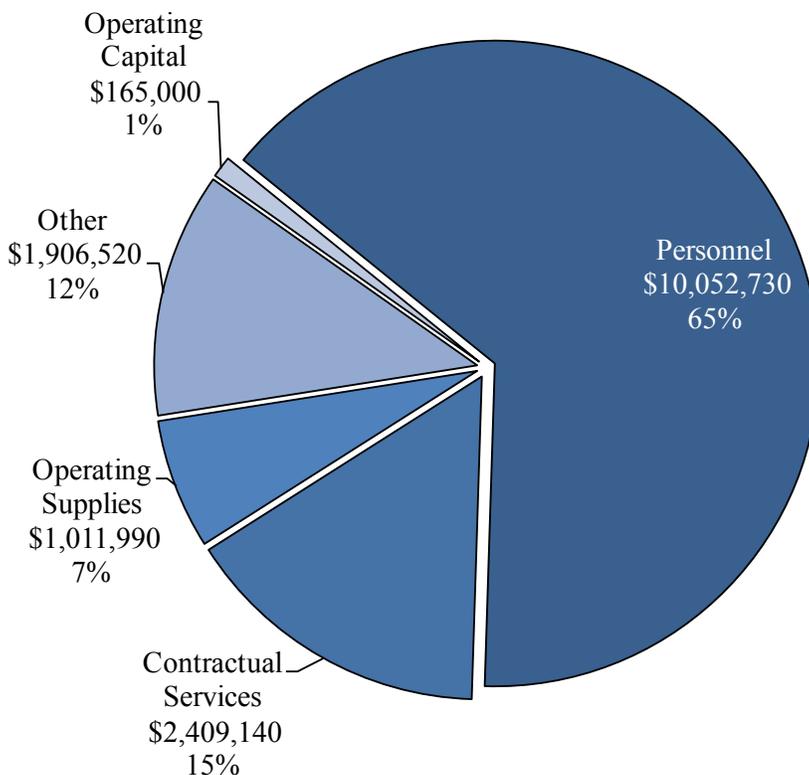
The **contractual services** category, which accounts for outsourced services and other contractual obligations, is the second largest at 15%. These services may include those performed by attorneys, consultants, auditors, financial advisors, engineers, temporary workers, etc.

The **operating supplies** category is the second smallest at 7%. Operating supplies include items such as paper, pens and pencils, or, small equipment purchases or leases.

The **other** category makes up 12% of all operational costs. This category accounts for items that are not accounted for in the other categories and includes travel and training, utilities, memberships and subscriptions, insurance premiums, special events, and contributions.

The **operating capital** category is the smallest at 1%. Operating capital includes those capital assets required to continue normal operations (e.g. a vehicle) and do not require a project.

**Where the Money Goes**  
**Operations (by Category): \$15,545,380**



## 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 Safety 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 no capital outlay for this function budgeted for FY 2011.

The **public safety** function includes the Building Safety division of the Planning & Building Safety 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 no capital outlay for this function budgeted for FY 2011.

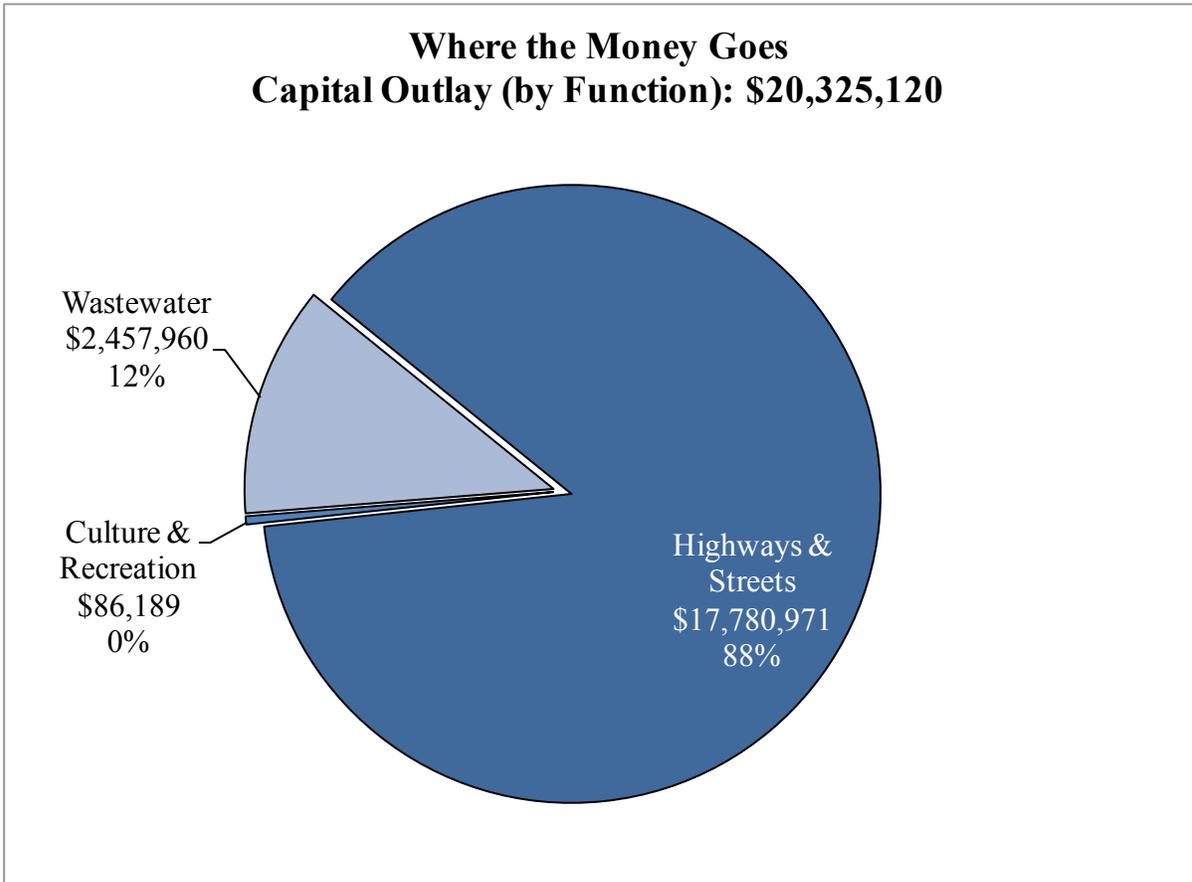
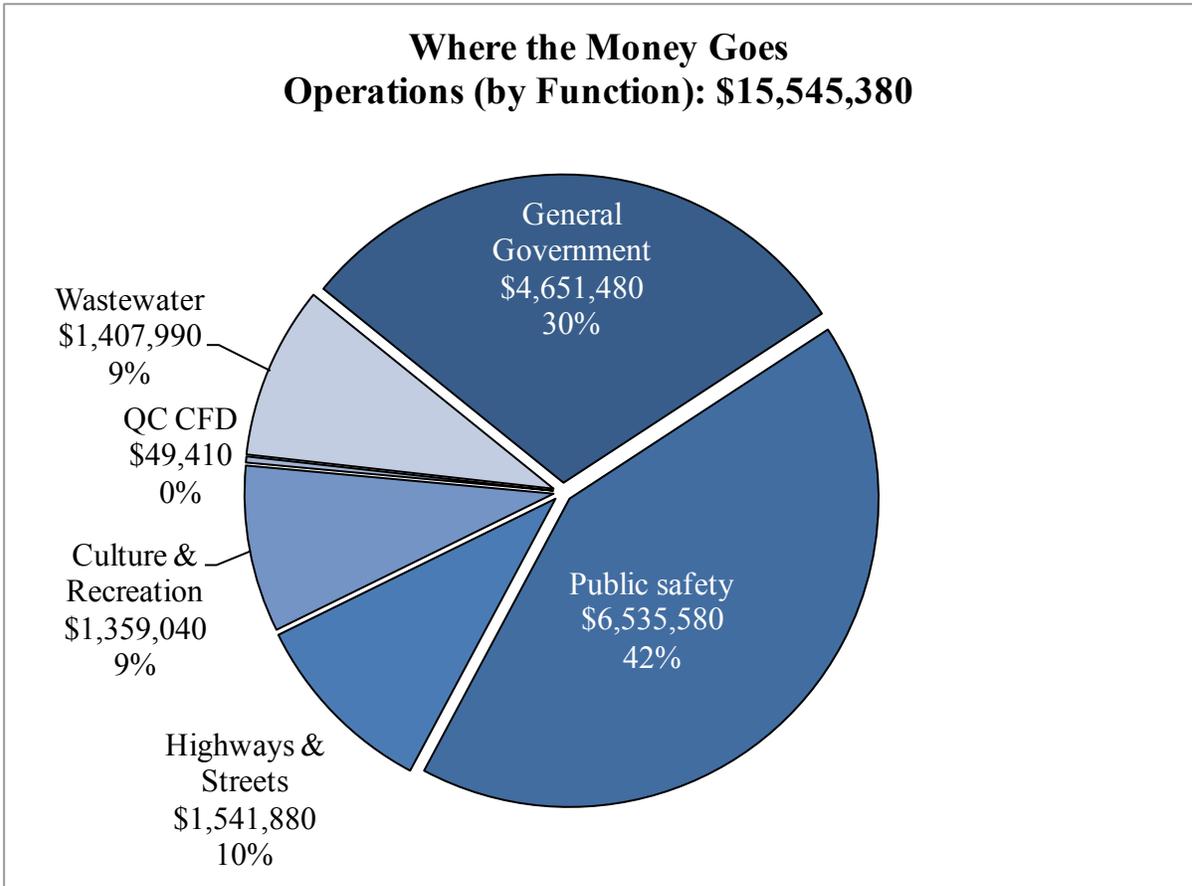
The **highways and streets** function accounts for operational costs of the Streets Department, recorded in the HURF Fund. This department focuses on the maintenance of the Town's roadway system as well as other transportations issues, such as traffic signaling and street lighting. This function has a capital outlay budget of \$17.8 million.

The **culture and recreation** function accounts for the Parks & Recreation Department. This department costs around \$1.4 million to operate. There is minimal capital outlay associated with this function for FY 2011.

The **QC CFD** function accounts for the activities of the District for which it is named. The District has no staff and, therefore, has nominal operating costs. The District was formed to enhance the public infrastructure within the District's boundaries. In FY 2006 the District issued general obligation bonds for the purpose of constructing infrastructure such as a park, roads, and sewer lines. There is no capital outlay for this function budgeted for FY 2011.

The **wastewater** function accounts for the activities of the wastewater utility. Over one-third of the operational costs are driven by personnel needed to run the utility. The \$2.4 million capital outlay appropriation will be used to construct a sewer line extension and 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 capacity (designs are required by Arizona Department of Environmental Quality).

### Functional Areas (concluded)



## Long-Term Debt

The Town has borrowed money to pay for large capital projects and continues to make all required debt service payments on a timely basis.

The Town has obtained funding from the following sources and for the following purposes:

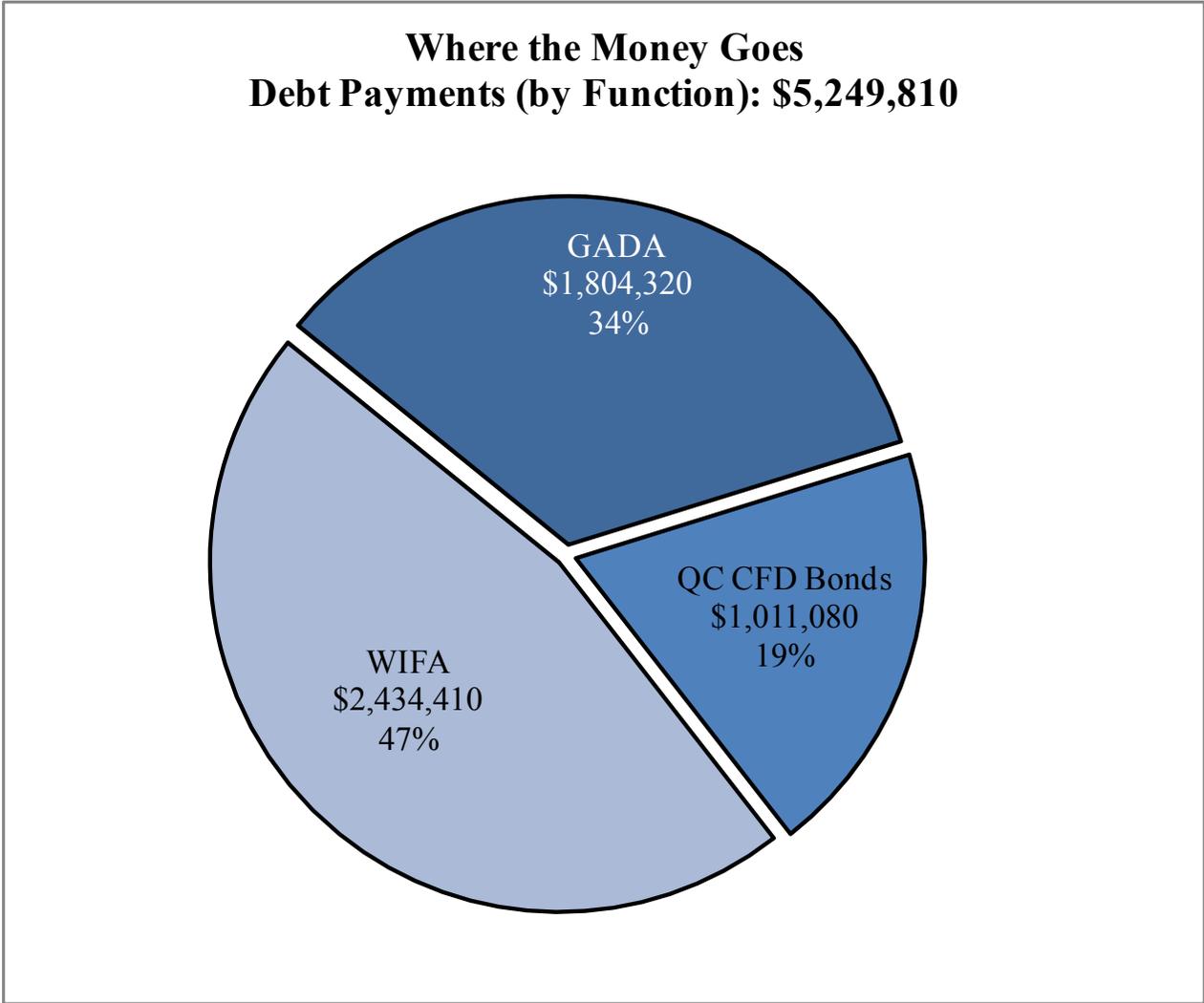
Name	Purpose	Face Amount	Balance @ 7-1-2010
GADA 2006 (Greater Arizona Development Authority)	Loan for construction of municipal complex in the Town Center	\$16,335,000	\$13,120,000
GADA 2009 (Greater Arizona Development Authority)	Loan for construction of roadways and recreation facilities	\$6,700,000	\$6,700,000
G.O. 2006 (General Obligation Bonds of Quail Creek Community Facilities District)	Bond issuance for acquisition and construction of District infrastructure	\$12,660,000	\$12,340,000
WIFA 2008A (Water Infrastructure Financing Authority)	Loan for expansion and improvement of wastewater treatment plant	\$28,350,000	\$27,297,400
WIFA 2008B (Water Infrastructure Financing Authority)	Loan for expansion and improvement of wastewater treatment plant	\$4,375,525	\$3,079,515
<b>TOTAL</b>		<b>\$68,420,525</b>	<b>\$62,536,915</b>

The Town has pledged certain revenues to secure or collateralize its debt as follows:

Name	Collateral being pledged	Debt Payment	
		By function	By fund
GADA (both loans)	State shared revenue and excise taxes	General Government	CIIF
GO Bonds	None – debt is secured by the full faith and credit of the Community Facilities District	General Government	QC CFD
WIFA 2008A	All revenues and other sources of the Wastewater Enterprise Fund	Sewer	Wastewater
WIFA 2008B	Excise taxes	Sewer	Wastewater

### Long-Term Debt (concluded)

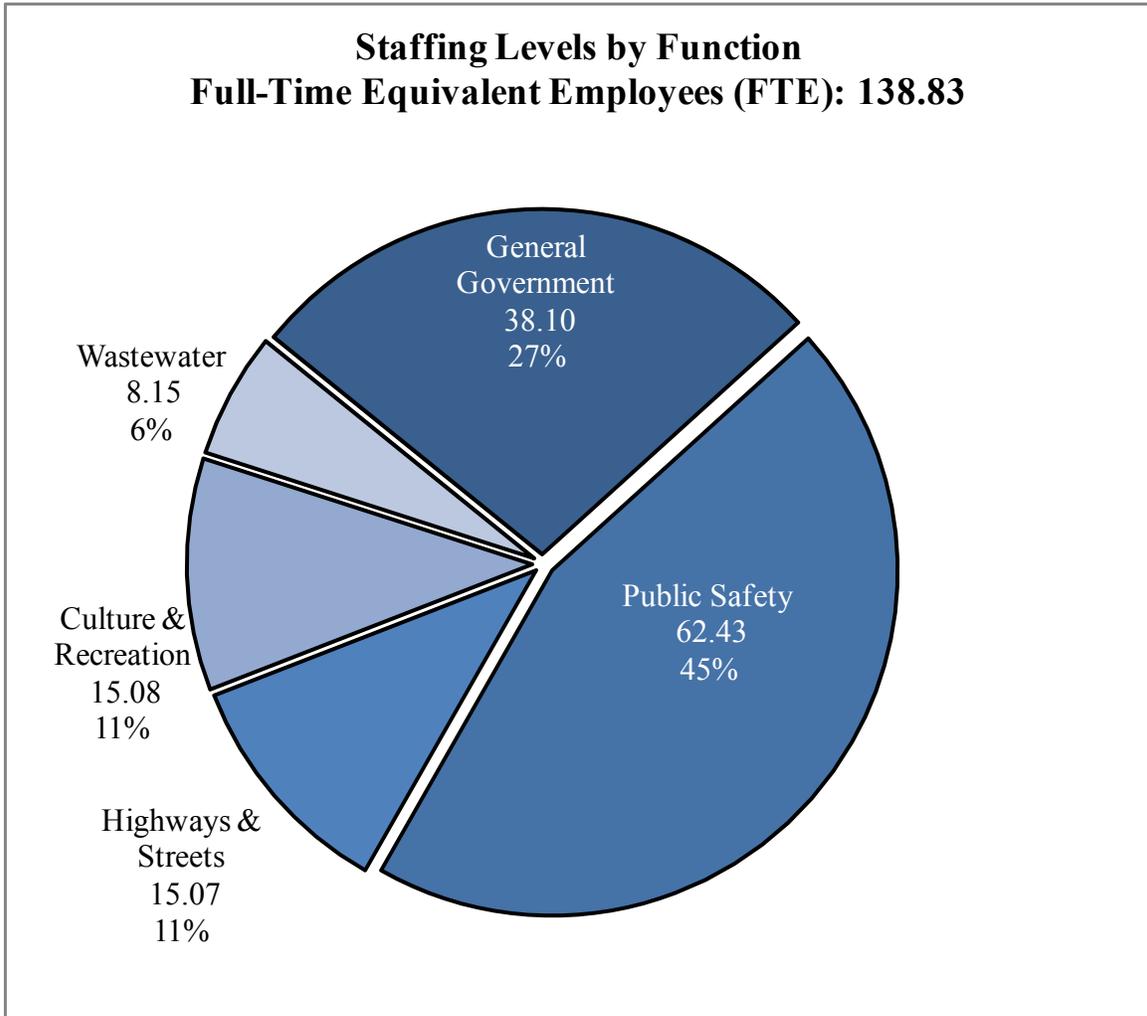
The debt service requirements for the Town during the upcoming year reflect the payments due for funds borrowed from each funding source. For FY 2011 the debt service (principal + interest) is as follows:



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. There has been a net decrease of 3.50 full-time equivalent (FTE) positions in this year's budget. This is in response to the changing economic conditions. Changes in staffing levels are explained for each department in the applicable department's section of this document.



See the Departmental Staffing Levels section for more information.

### Staffing (concluded)

The following tables provide a summary of the changes in staffing from the FY 2010 Adopted Budget.

Increases to positions by department:

<b>Department</b>	<b>Description</b>	<b>FTE</b>
<b>Town Manager</b>	New Media Specialist	1.00
<b>Town Clerk</b>	Deputy Town Clerk	0.50
<b>Town Clerk</b>	Office Assistant	1.00
<b>Finance</b>	Technology Manager	1.00
<b>Law</b>	Town Prosecutor	1.00
<b>Police</b>	Regional Emergency Response Planner	0.75
<b>Wastewater Utility</b>	Project Manager	0.50
<b>TOTAL</b>		<b>5.75</b>

Decreases to positions by department:

<b>Department</b>	<b>Description</b>	<b>FTE</b>
<b>Town Manager</b>	Assistant Town Manager	1.00
<b>Town Clerk</b>	Records Manager	1.00
<b>Building Safety</b>	Building Official	1.00
<b>Building Safety</b>	Building Inspector II	1.00
<b>Building Safety</b>	Building Inspector	1.00
<b>Building Safety</b>	Student Intern	0.75
<b>Police</b>	Regional Emergency Response Planner	0.50
<b>Police</b>	Police Officers	3.00
<b>TOTAL</b>		<b>9.25</b>

Reclassifications by position:

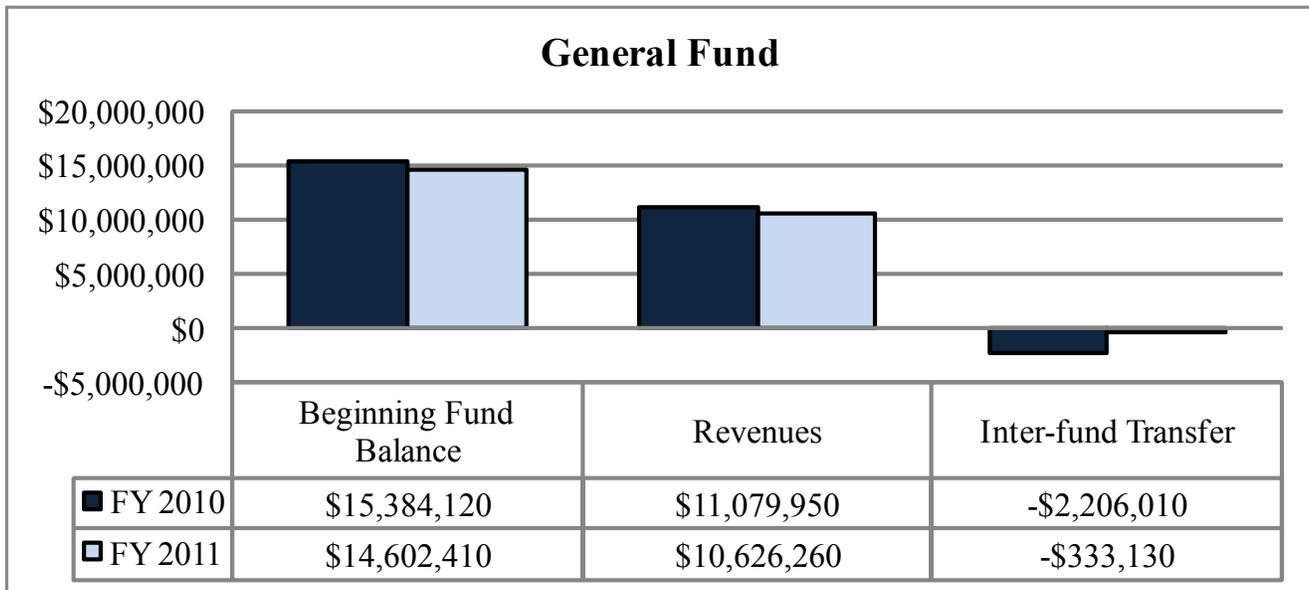
<b><u>Old Position</u></b>	<b><u>New Position</u></b>
Planning Director	Planning & Building Director
Senior Plans Examiner	Building Safety Manager
Economic Development Manager	Economic Development & Communications Manager
Neighborhood Outreach Coordinator	Community Communications Coordinator

## Historical Comparison

With a balanced budget, funding sources are the determining factor in how much the Town budget will be. Said another way, the Town will budget a **use** for each funding **source**. The **sources** in the budget schedules come from one of four origins: 1) beginning fund balance (savings from a prior year), 2) revenues collected in the current year, 3) net inter-fund transfers, or 4) proceeds from long-term debt. The Town must balance these sources with uses. Each **use** is for one of two objectives: 1) an expenditure on the projects/services, or 2) savings (ending fund balance). More information on revenues can be found in the *Major Revenue Sources* portion of the *Budget Summary*.

### General Fund Type

The **General Fund** budget is 2.6% higher than last year; indicating that the net effect of revenues, inter-fund transfers, and beginning fund balance is similar to last year. However, the individual components of the general fund sources have changed. The budget for revenue has decreased \$400,000 from FY 2010 to FY 2011. This is primarily due to a decline in the state shared revenues. Also the General Fund is not budgeted to loan the Wastewater Fund money in FY 2011. In FY 2010 however, a loan of \$2.3 million was budgeted. The \$2.2 million savings is netted against increased loans to the HURF (as HURF share of state revenues has also declined) resulting in \$1.9 million of **sources** available to be budgeted in the current year. The beginning fund balance from prior years was estimated to be \$15.4 million in FY 2010, but was estimated to be \$14.5 million in FY 2011, a decrease of \$900,000.



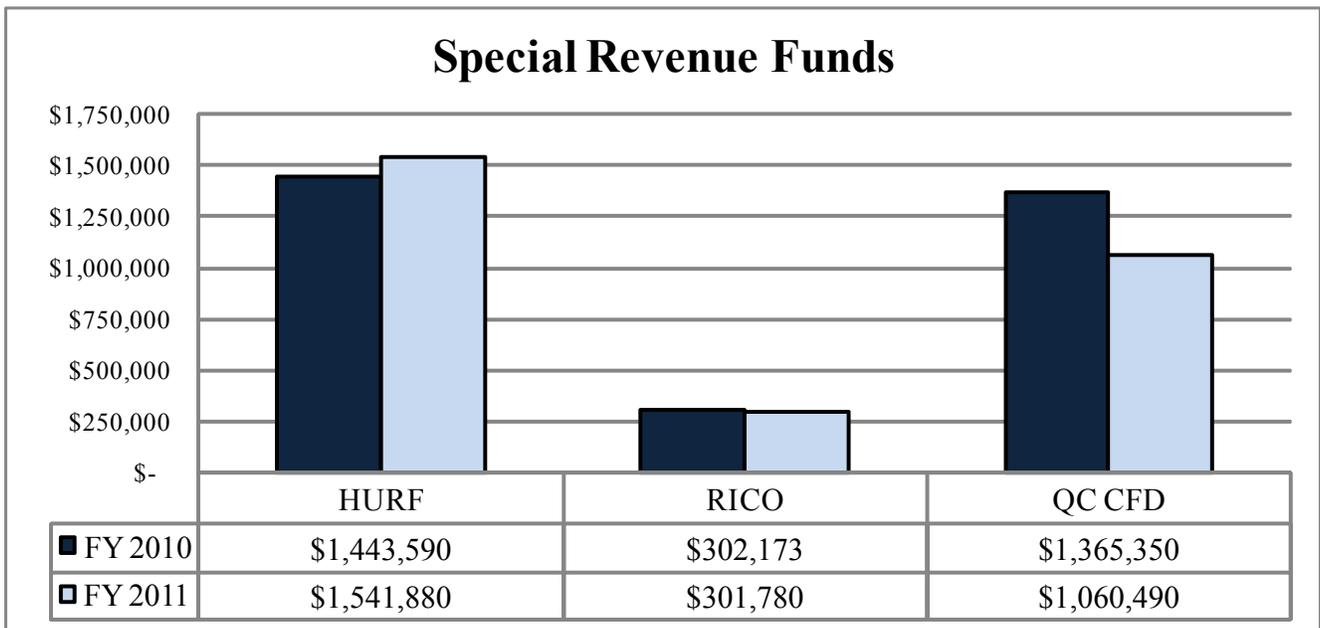
## Historical Comparison (Continued)

### Special Revenue Fund Type

The **HURF** fund budget is increasing by 6.8%. This year’s budget is higher than last year as more funding for roadway maintenance is required. This money is obtained by a **transfer in** from the General Fund which is larger than last year.

The **RICO** fund budget is decreasing 0.1%, essentially unchanged from the prior year.

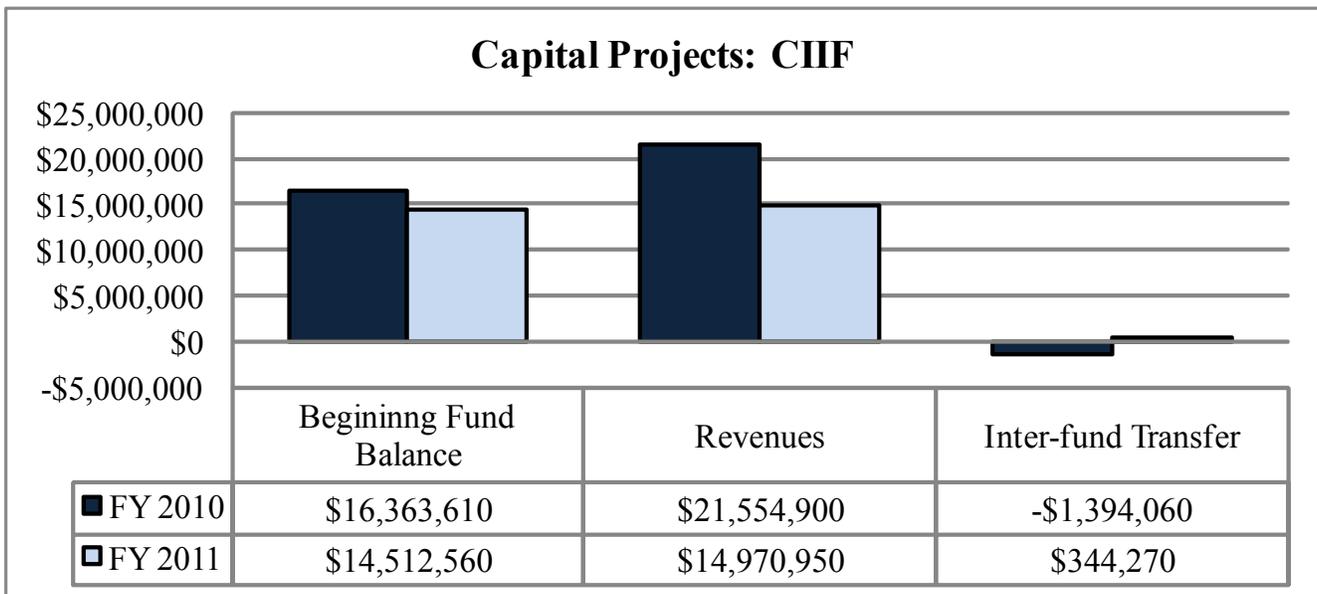
The **QC CFD** budget is lower than last year by 22.3%. This decrease is due to the release of monies to begin making bond payments. With regards to ongoing activities, **Beginning fund balances** are zero and will remain at zero, with the fund needing a \$31,420 **transfer in** from the General Fund to help pay for the costs of operating and maintaining a the Quail Creek Veterans Memorial Park. The fund currently collects property taxes and received supplemental payments from its developer to repay its bonded debt requirements and to fund operations.



## Historical Comparison (Continued)

### Capital Projects Fund Type

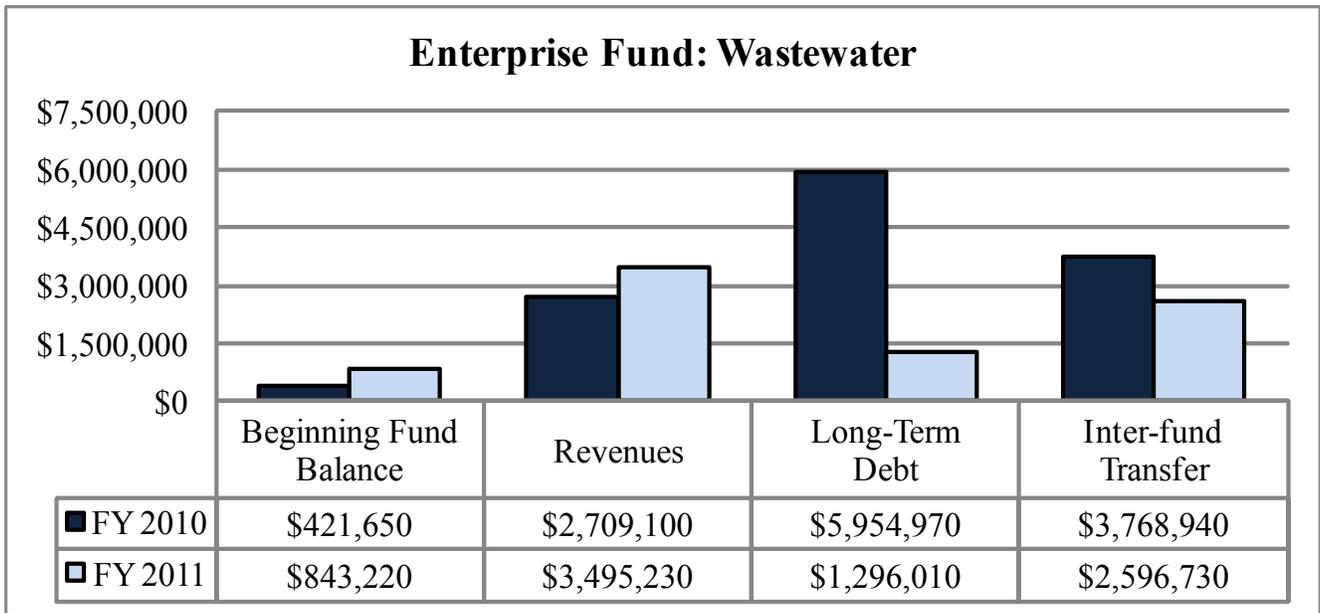
The **CIIF** budget decreased 18% from last year. The decrease is primarily due to reduced **taxes** and **intergovernmental** revenues. The decrease in tax revenue is due to the decline in construction while the budgeted intergovernmental revenues are declining to match the timing of contributions from the Pima Association of Governments and the Regional Transportation Authority. The CIIF transfer activity nets to a positive **transfer in** of \$344,270 which accounts for \$2.6 million borrowed on a short term basis by the wastewater fund, combined with \$358,000 transferred to the General Fund and the HURF for operating capital purchases and the pavement management program, netted against \$3.3 million transferred in from HURF for work on a roadway construction project.



## Historical Comparison (Continued)

### Enterprise Fund Type

The budget for the **Wastewater** fund is decreasing 36%. The Wastewater fund has fewer construction projects, which continues to decrease the overall budget. The construction, settlement of a lawsuit and repayment of construction loans will result in a deficit of \$2.6 million by the end of FY 2011 in this fund. The cash required to continue operations despite the deficit is provided by an inter-fund **transfer** from the CIIF. This transfer and the external construction loans will be paid back as a growing customer base and potential rate increases contribute more revenue to the fund.

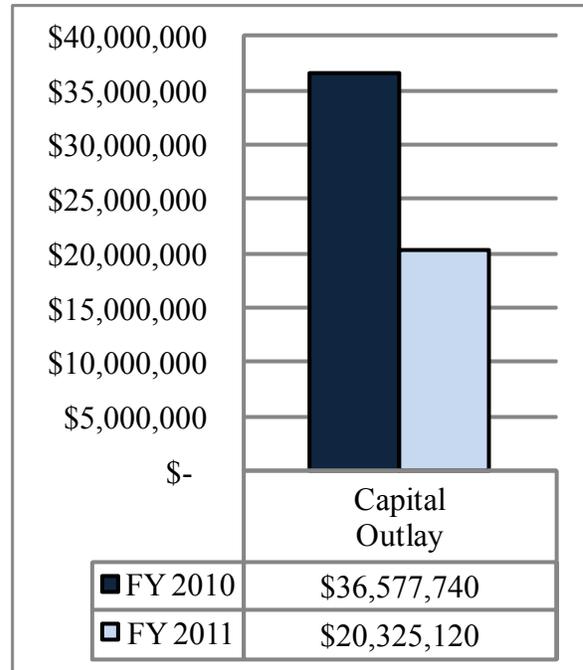


## Historical Comparison (Continued)

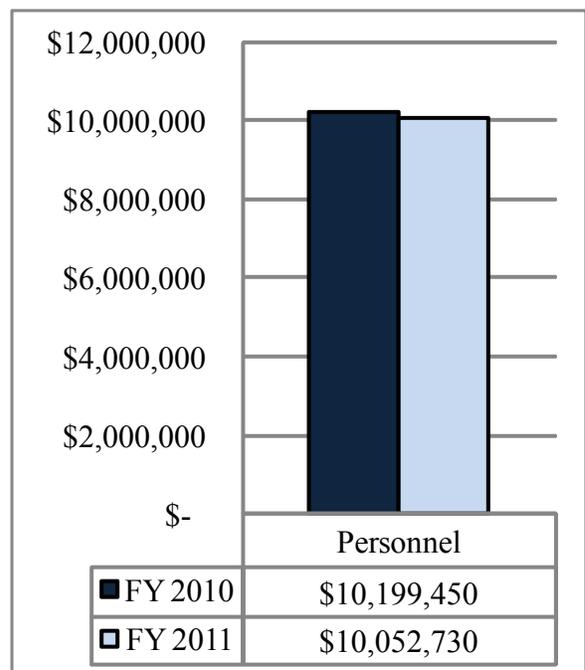
### Budgeted Expenditures Comparison

Evaluating the changes between the budgeted expenditures for FY 2011 and FY 2010 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 decreasing by \$16.2 million, due to the progress made on the Wastewater treatment facility expansion during FY 2010 and the completion of the La Canada road expansion project. There are still significant projects planned for in the budget, however. See the *Capital Improvement Plan* section for more information on projects.



Budgeted **personnel** costs decreased \$146,720 or 1.4% below last year. This net cost decrease is attributable to the increases in pension (+\$91,000) and health care costs (+\$158,900), combined with decreases in staffing (-\$396,620).



### Historical Comparison (Continued)

**Contractual services** are projected to decrease 0.7% below last year. This net reduction is primarily attributable to hiring and utilizing staff to do work that was outsourced last year (-\$260,300), offset by added costs for the County to administer the Town’s biennial elections (+\$76,300), increases in County dispatch and incarceration fees (+\$131,000), and animal control services (+\$34,500).

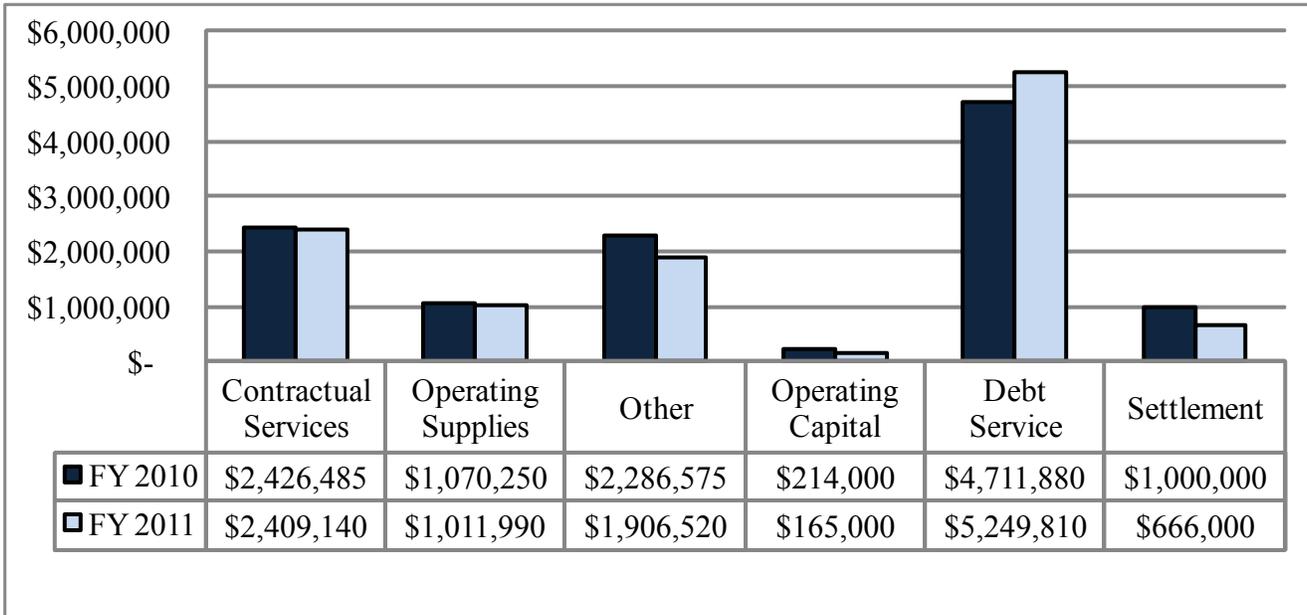
**Operating supplies** decreased 5.4% below the previous year’s budget. This change is not material but does reflect a continued emphasis on cost savings.

The 16.6% decrease in the **other** category is primarily a reflection that the FY 2011 budget includes less capacity for unlikely contingent expenditures than FY 2010. Reductions in expenditures associated with potential grants (-\$500,000) and the Town’s affordable housing program (-\$100,000) are examples of this change. These reductions are partially offset by increased cost allocation expenditures budgeted in the HURF and Wastewater funds (+\$207,800).

**Operating capital** decreased by almost 23% reflecting cost savings measures which emphasize delaying replacement of assets as well as delaying upgrades in assets.

The **debt service** budget is increasing 11.4% to account for the principal and interest payments on long-term debt obtained the prior years and used for the expansion of the wastewater system as well as the municipal complex and other projects.

**Settlement** expenditure is the final installment required under the structured payment plan.





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# Budget Summary Schedules

## Changes in Fund Balance Aggregate of Appropriated Funds

	2009	2010		2011	
	Actual Amounts	Adopted Budget	Amended Budget	Estimated Actual	Adopted Budget
Revenues:					
Taxes	\$ 9,314,734	\$ 7,023,680	\$ 7,023,680	\$ 7,502,130	\$ 6,644,330
Licenses & Permits	3,532,614	2,265,500	2,265,500	2,795,620	2,791,620
Intergovernmental	6,522,683	24,821,350	24,821,350	11,727,260	20,316,920
Charges for Services	2,278,686	2,350,650	2,350,650	2,778,470	3,261,880
Fines & Forfeits	276,177	298,800	298,800	226,770	282,040
Investment Income	592,118	422,300	422,300	203,500	227,450
Miscellaneous	922,835	852,500	852,500	859,760	863,440
Revenues Total	<u>23,439,847</u>	<u>38,034,780</u>	<u>38,034,780</u>	<u>26,093,510</u>	<u>34,387,680</u>
Expenditures:					
Operations:					
General Government	4,473,469	4,669,010	4,642,950	4,101,780	4,651,480
Public Safety	6,782,108	7,262,630	7,360,190	6,392,970	6,535,580
Highways and Streets	1,485,275	1,416,700	1,449,026	1,499,370	1,556,380
Culture and Recreation	1,373,622	1,424,560	1,373,560	1,340,240	1,393,950
Sewer	1,590,209	1,423,860	1,407,120	1,210,420	1,407,990
Operations Total	<u>15,704,683</u>	<u>16,196,760</u>	<u>16,232,846</u>	<u>14,544,780</u>	<u>15,545,380</u>
Debt Service	2,803,539	4,711,880	4,711,880	4,927,390	5,249,810
Capital Outlay	30,745,728	36,577,740	36,833,570	13,005,310	20,325,120
Settlement Loss	2,072,897	1,000,000	1,000,000	1,000,000	(666,000)
Expenditures Total	<u>51,326,847</u>	<u>58,486,380</u>	<u>58,778,296</u>	<u>33,477,480</u>	<u>40,454,310</u>
Revenues Over (Under)					
Expenditures	(27,887,000)	(20,451,600)	(20,743,516)	(7,383,970)	(6,066,630)
Other Funding Sources (Uses):					
Proceeds of Long-Term Debt	27,932,325	5,954,970	5,954,970	5,070,290	1,296,010
Change in Fund Balance	<u>45,325</u>	<u>(14,496,630)</u>	<u>(14,788,546)</u>	<u>(2,313,680)</u>	<u>(4,770,620)</u>
Fund Balance, Beginning of Year	32,443,309	32,758,530	32,758,530	32,488,650	30,174,970
Fund Balance, End of Year	<u>\$32,488,634</u>	<u>\$ 18,261,900</u>	<u>\$ 17,969,984</u>	<u>\$ 30,174,970</u>	<u>\$ 25,404,350</u>

### Discussion:

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

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

## Changes in Fund Balance Appropriated Funds Fiscal Year 2011

	General Fund	HURF Fund	RICO Fund	QC CFD Fund	CIIF Fund	Wastewater Fund	Total
Revenues:							
Taxes	\$ 4,384,750	\$ -	\$ -	\$ 271,860	\$ 1,987,720	\$ -	\$ 6,644,330
Licenses & Permits	1,400,300	-	-	-	-	1,391,320	2,791,620
Intergovernmental	3,250,750	4,181,170	35,000	-	12,850,000	-	20,316,920
Charges for Services	1,107,650	-	-	-	-	2,154,230	3,261,880
Fines & Forfeits	232,540	-	49,500	-	-	-	282,040
Investment Income (loss)	200,270	-	500	(230)	77,230	(50,320)	227,450
Miscellaneous	50,000	-	-	757,440	56,000	-	863,440
Revenues Total	<u>10,626,260</u>	<u>4,181,170</u>	<u>85,000</u>	<u>1,029,070</u>	<u>14,970,950</u>	<u>3,495,230</u>	<u>34,387,680</u>
Expenditures:							
Operations:							
General Government	4,651,480	-	-	-	-	-	4,651,480
Public Safety	6,450,290	-	85,290	-	-	-	6,535,580
Highways and Streets	-	1,541,880	-	14,500	-	-	1,556,380
Culture and Recreation	1,359,040	-	-	34,910	-	-	1,393,950
Sewer	-	-	-	-	-	1,407,990	1,407,990
Operations Total	<u>12,460,810</u>	<u>1,541,880</u>	<u>85,290</u>	<u>49,410</u>	<u>19,671,480</u>	<u>1,407,990</u>	<u>15,545,380</u>
Debt Service	-	-	-	1,011,080	1,804,320	2,434,410	5,249,810
Capital Outlay	-	-	-	-	17,867,160	2,457,960	20,325,120
Settlement Loss	-	-	-	-	-	666,000	666,000
Expenditures Total	<u>12,460,810</u>	<u>1,541,880</u>	<u>85,290</u>	<u>1,060,490</u>	<u>19,671,480</u>	<u>6,966,360</u>	<u>41,786,310</u>
Revenues Over (Under)							
Expenditures	(1,834,550)	2,639,290	(290)	(31,420)	(4,700,530)	(3,471,130)	(7,398,630)
Other Funding Sources (Uses)							
Proceeds of Long-Term Debt	-	-	-	-	-	1,296,010	1,296,010
Net Transfers/Loans In (Out)	(333,130)	(2,639,290)	-	31,420	344,270	2,596,730	-
Change in Fund Balance	<u>(2,167,680)</u>	<u>-</u>	<u>(290)</u>	<u>-</u>	<u>(4,356,260)</u>	<u>421,610</u>	<u>(6,102,620)</u>
Fund Balance @ July 1, 2010	14,602,410	-	216,780	-	14,512,560	843,220	30,174,970
Fund Balance @ June 30, 2011	<u>\$ 12,434,730</u>	<u>\$ -</u>	<u>\$ 216,490</u>	<u>\$ -</u>	<u>\$ 10,156,300</u>	<u>\$ 1,264,830</u>	<u>\$ 24,072,350</u>

## Changes in Fund Balance Appropriated Funds Fiscal Year 2011

### Discussion:

**General Fund:** The General Fund ending fund balance is projected to decrease 15% or \$2.1 million. The decrease is a direct result of declining revenues associated with the nationwide economic and financial recession which has had a significant effect on the State of Arizona and its collection of revenues that are shared with the Town. The ending fund balance is projected to be \$12.4 million. This is 99% of the budgeted operating expenditures for the General Fund, which is well above the 25% reserve level required by the Town's financial and budgetary policies. In addition, the General Fund maintains required (committed) reserves in excess of the 25% to comply with the policy regarding deficient reserves of other funds.

**HURF Fund:** The fund balance in the HURF Fund is projected to remain at a \$0 ending balance. The General Fund will loan the HURF Fund resources to the degree needed to maintain an ending balance of \$0. Without the loan the HURF Fund would have a deficit balance. The deficit is a direct result of declining, or altogether eliminated, revenues associated with the nationwide economic and financial recession which has had a significant effect on the State of Arizona and its collection of revenues that are shared with the Town.

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

**QC CFD:** There is no significant change expected in the fund balance of the QC CFD Fund. The General Fund will subsidize the QC CFD Fund to the extent needed to maintain an ending balance of \$0.

**CIIF Fund:** The CIIF ending fund balance is projected to decrease 30%, or \$4.3 million. Approximately \$2.6 million of the reduction is for a loan (out) to the Wastewater Fund to cover the utility's deficits. The remaining decrease is due to spending resources accumulated in years past for the express purpose of paying for capital projects. The ending fund balance is projected to be 51% of all capital outlay expenditures for the Town, which meets the 20% reserve level required by the Town's financial and budgetary policies. These required (committed) reserves include the amount deficient in the Wastewater Fund.

**Wastewater Fund:** The fund balance in the Wastewater Fund is projected to increase 50%. The entire ending fund balances represents required debt service reserves set aside to comply with debt covenants. The CIIF Fund will loan the utility resources to the degree needed to maintain required reserves. Without the loan the Wastewater Fund would have significant deficit balances. These deficits are occurring because previous cash reserves were depleted to make settlement payments and to pay for capital improvements required to comply with federal and state environmental regulations.

## Funding Sources Fiscal Year 2011

	General Fund	HURF Fund	RICO Fund	QC CFD Fund	CIIF Fund	Wastewater Fund	Total	%
<b>Revenues:</b>								
Taxes	\$ 4,384,750	\$ -	\$ -	\$ 271,860	\$ 1,987,720	\$ -	\$ 6,644,330	10.1%
Licenses & Permits	1,400,300	-	-	-	-	1,391,320	2,791,620	4.2%
Intergovernmental	3,250,750	4,181,170	35,000	-	12,850,000	-	20,316,920	30.8%
Charges for Services	1,107,650	-	-	-	-	2,154,230	3,261,880	5.0%
Fines & Forfeits	232,540	-	49,500	-	-	-	282,040	0.4%
Investment Income (Loss)	200,270	-	500	(230)	77,230	(50,320)	227,450	0.3%
Miscellaneous	50,000	-	-	757,440	56,000	-	863,440	1.3%
<b>Revenues Total</b>	<b>10,626,260</b>	<b>4,181,170</b>	<b>85,000</b>	<b>1,029,070</b>	<b>14,970,950</b>	<b>3,495,230</b>	<b>34,387,680</b>	<b>52.2%</b>
Proceeds of Long-Term Debt	-	-	-	-	-	1,296,010	1,296,010	2.0%
Net Transfers/ Interfund Loans	(333,130)	(2,639,290)	-	31,420	344,270	2,596,730	-	0.0%
Beginning Fund Balances	14,602,410	-	216,780	-	14,512,560	843,220	30,174,970	45.8%
<b>Total Funding Sources</b>	<b>\$24,895,540</b>	<b>\$ 1,541,880</b>	<b>\$ 301,780</b>	<b>\$ 1,060,490</b>	<b>\$ 29,827,780</b>	<b>\$ 8,231,190</b>	<b>\$65,858,660</b>	<b>100.0%</b>
% of All Funds	37.8%	2.3%	0.5%	1.6%	45.3%	12.5%	100.0%	

## Funding Uses Fiscal Year 2011

<b>Fund/Department</b>	<b>OPERATIONS</b>					
	<b>Personnel</b>	<b>Contractual Services</b>	<b>Operating Supplies</b>	<b>Other</b>	<b>Operating Capital</b>	<b>Total</b>
<b>General Fund</b>						
Mayor & Council	\$ 64,200	\$ 70	\$ 3,400	\$ 99,480	\$ -	\$ 167,150
Town Manager	590,860	13,520	9,250	21,430	-	635,060
Law	387,830	37,500	16,500	15,600	-	457,430
Town Clerk	241,600	104,430	10,500	1,570	-	358,100
Finance	608,340	146,100	16,100	226,950	-	997,490
Human Resources	159,920	17,620	5,150	4,860	-	187,550
Planning & Building	912,840	40,800	23,360	25,180	-	1,002,180
Parks & Recreation	788,730	280,880	125,950	163,480	-	1,359,040
Public Works	352,420	152,620	30,750	293,860	-	829,650
Police	4,428,800	490,090	381,550	134,050	50,000	5,484,490
Municipal Court	446,560	45,110	21,330	4,420	-	517,420
Non-Departmental	-	182,250	11,000	172,000	100,000	465,250
Subtotal:	8,982,100	1,510,990	654,840	1,162,880	150,000	12,460,810
HURF Fund	565,570	589,310	140,900	231,100	15,000	1,541,880
RICO Fund	35,000	-	50,290	-	-	85,290
QC CFD Fund	-	27,720	3,000	18,690	-	49,410
CIIF Fund	-	-	-	-	-	-
Wastewater Fund	470,060	281,120	162,960	493,850	-	1,407,990
<b>ALL FUNDS TOTAL</b>	<b>\$ 10,052,730</b>	<b>\$ 2,409,140</b>	<b>\$ 1,011,990</b>	<b>\$ 1,906,520</b>	<b>\$ 165,000</b>	<b>\$ 15,545,380</b>

<b>Fund/Department</b>	<b>OPERATIONS</b>				<b>Ending Fund Balances</b>	<b>All Categories Total</b>	<b>% of All Funds</b>
	<b>From above Total</b>	<b>Debt Service</b>	<b>Capital Outlay</b>	<b>Settlement</b>			
<b>General Fund</b>							
Mayor & Council	\$ 167,150	\$ -	\$ -	\$ -	\$ -	\$ 167,150	
Town Manager	635,060	-	-	-	-	635,060	
Law	457,430	-	-	-	-	457,430	
Town Clerk	358,100	-	-	-	-	358,100	
Finance	997,490	-	-	-	-	997,490	
Human Resources	187,550	-	-	-	-	187,550	
Planning & Building	1,002,180	-	-	-	-	1,002,180	
Parks & Recreation	1,359,040	-	-	-	-	1,359,040	
Public Works	829,650	-	-	-	-	829,650	
Police	5,484,490	-	-	-	-	5,484,490	
Municipal Court	517,420	-	-	-	-	517,420	
Non-Departmental	465,250	-	-	-	12,434,730	12,899,980	
Subtotal:	12,460,810				12,434,730	24,895,540	37.8%
HURF Fund	1,541,880	-	-	-	-	1,541,880	2.3%
RICO Fund	85,290	-	-	-	216,490	301,780	0.5%
QC CFD Fund	49,410	1,011,080	-	-	-	1,060,490	1.6%
CIIF Fund	-	1,804,320	17,867,160	-	10,156,300	29,827,780	45.3%
Wastewater Fund	1,407,990	2,434,410	2,457,960	666,000	1,264,830	8,231,190	12.5%
<b>ALL FUNDS TOTAL</b>	<b>\$ 15,545,380</b>	<b>\$ 5,249,810</b>	<b>\$ 20,325,120</b>	<b>\$ 666,000</b>	<b>\$ 24,072,350</b>	<b>\$ 65,858,660</b>	<b>100.0%</b>
<b>% of All Categories</b>	23.6%	8.0%	30.9%	1.0%	36.6%	100.0%	8.0%

Summary Schedules

## Inter-Fund Transfers and Loans Fiscal Year 2011

		NET TRANSFERS/LOANS TO					
		General Fund	HURF Fund	RICO Fund	QC CFD Fund	CIIF Fund	Wastewater Fund
NET TRANSFERS/ LOANS FROM	General Fund	\$ 401,710	\$ -	\$ 31,420	\$ -	\$ -	\$ 433,130
	HURF Fund	\$ -		-	-	3,299,000	3,299,000
	RICO Fund	-	-		-	-	-
	QC CFD Fund	-	-	-		-	-
	CIIF Fund	100,000	258,000	-	-	2,596,730	2,954,730
	Wastewater Fund	-	-	-	-		-
	<b>Total</b>	<u>\$ 100,000</u>	<u>\$ 659,710</u>	<u>\$ -</u>	<u>\$ 31,420</u>	<u>\$ 3,299,000</u>	<u>\$ 2,596,730</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 2011. 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

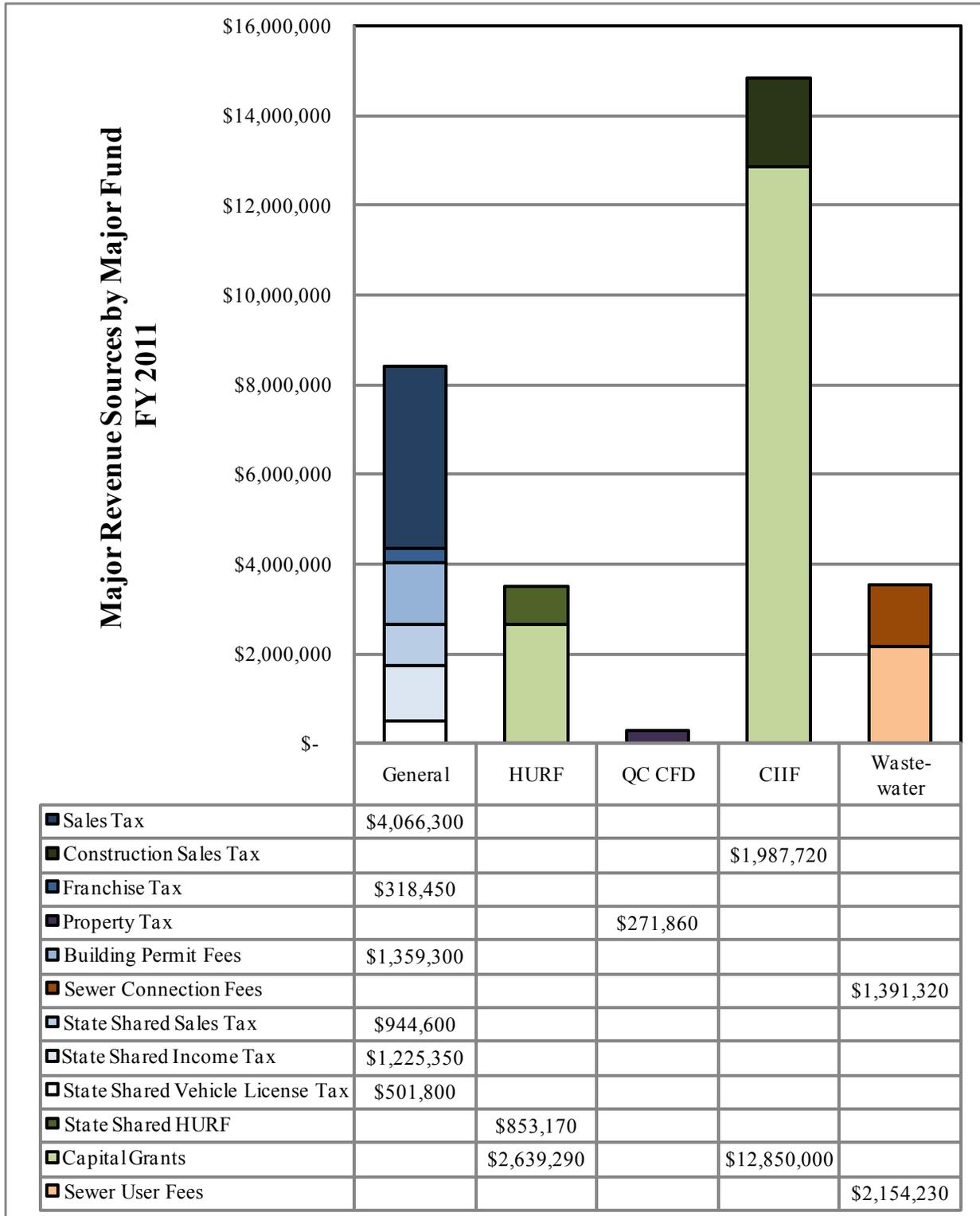
Transfers from the HURF Fund to the CIIF Fund are needed to reimburse the CIIF Fund for project costs that are ultimately funded by HURF Fund grants and contributions. Transfers from the CIIF Fund to the HURF Fund and to the General Fund represent the use of CIIF Fund monies to reimburse the other funds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

Interfund Loans

Transfers of monies from the General Fund to the HURF Fund and from the CIIF Fund to the Wastewater Fund represent an interfund loan that is needed to continue operations despite deficit cash positions, and for the Wastewater Fund to maintain required debt service reserve balances. These loans are intended to be paid back with future earnings.

# Major Revenue Sources

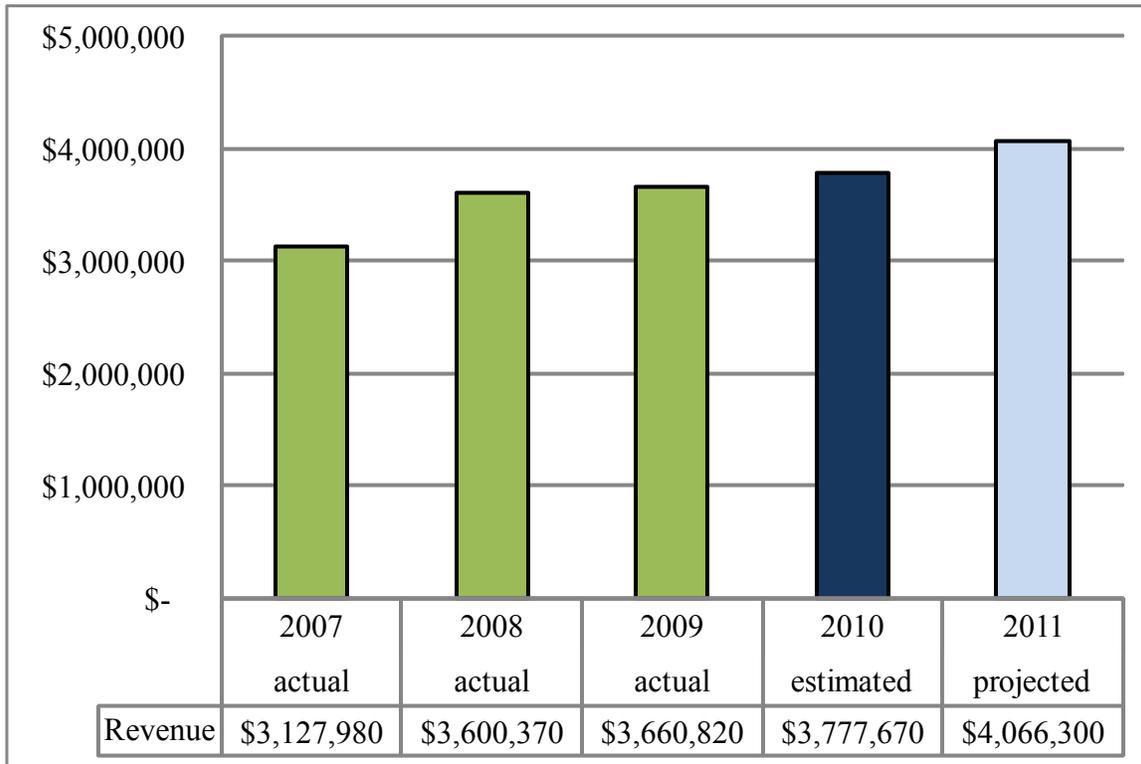
The following table displays how the major revenue sources are recorded within the Major funds of the Town.



Major Revenue Sources

## General Sales Taxes (Taxes)

**Description & 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.



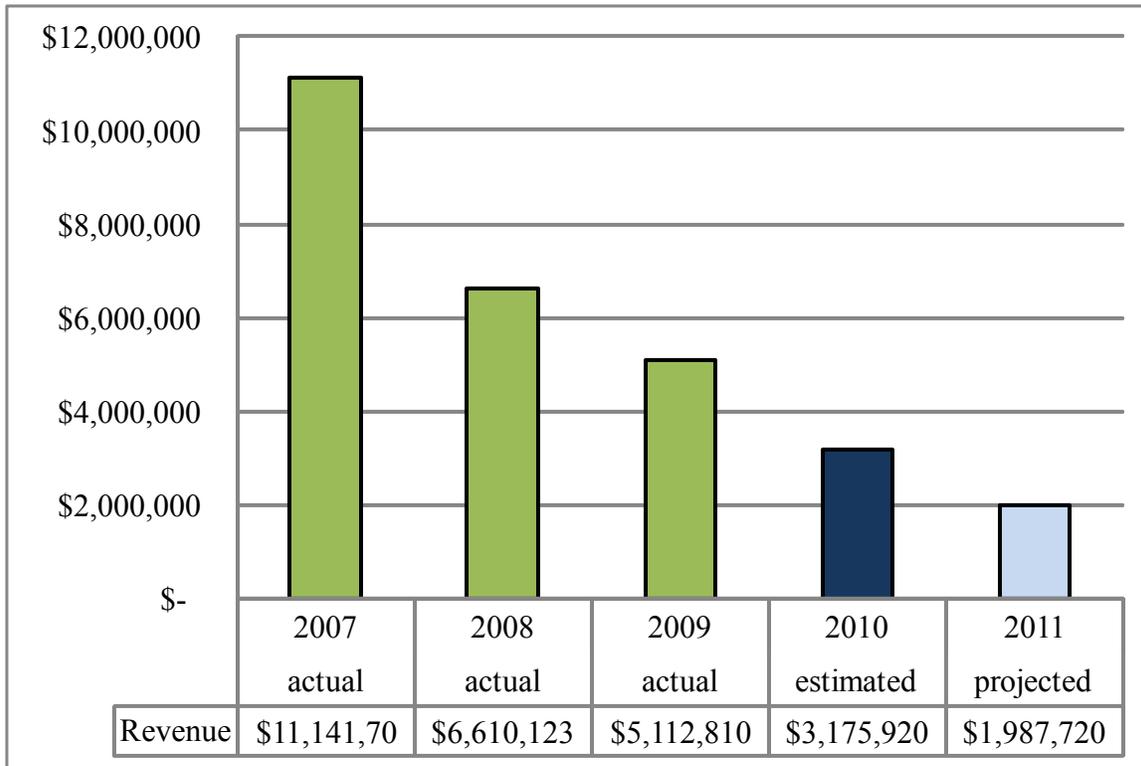
Major Revenue Sources

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

**Assumptions** 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 capital projects by the Town Council. These tax revenues are recorded in the CIIF Special Revenue Fund.

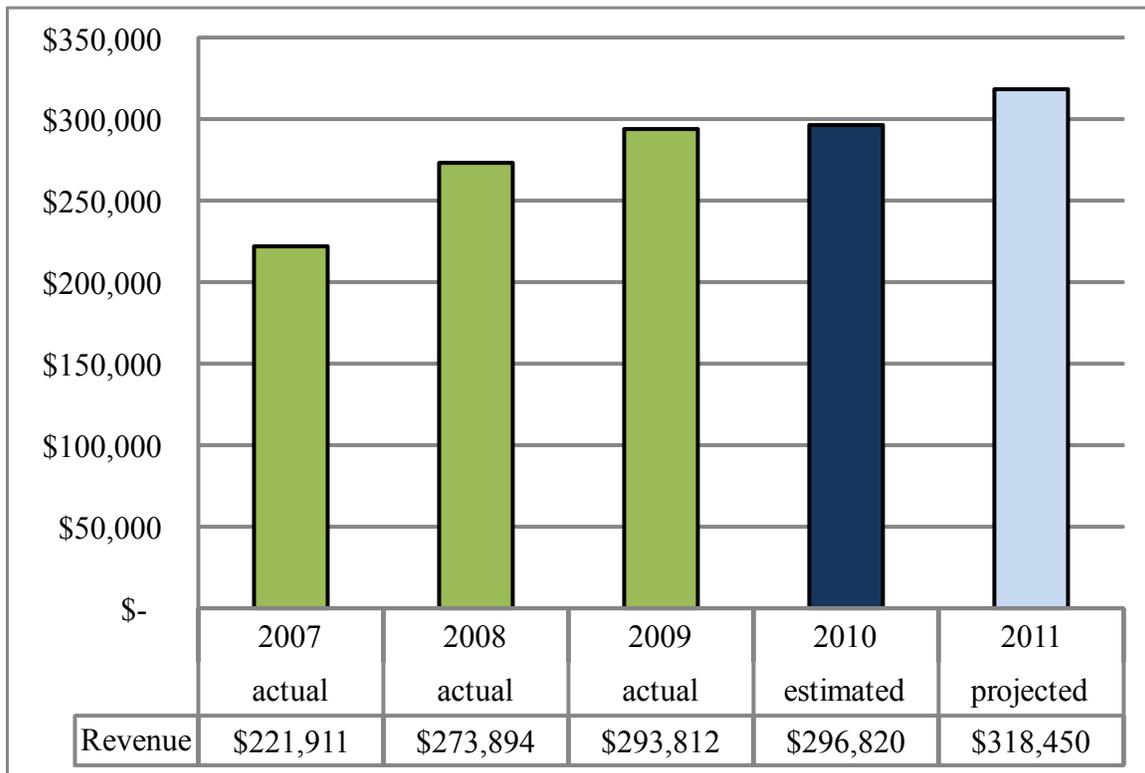


**Current Rate Structure** The Town has a tax rate of 4.0% on all construction contracting transactions. The State of Arizona collects taxes on behalf of the Town and remits them to the Town monthly. The Town operates under the *Model City Tax Code*.

**Assumptions** 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.

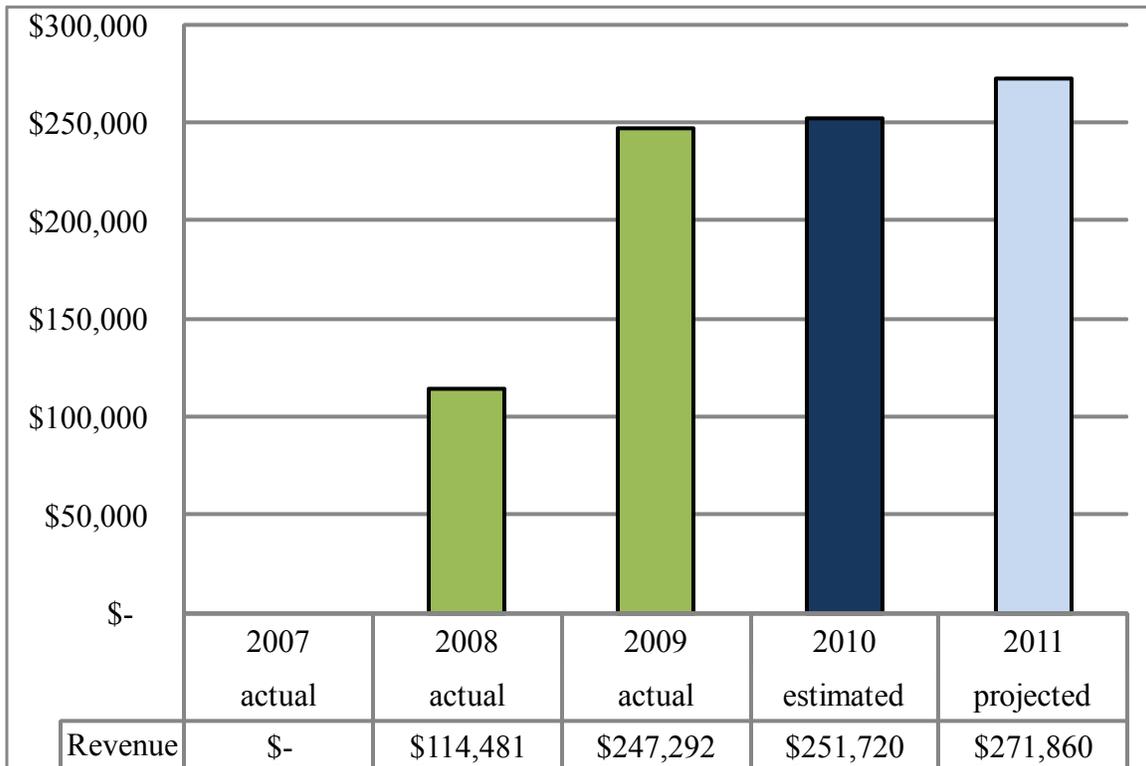


**Current Rate Structure** Franchise tax rates are 5.0% and 2.0% for cable and gas, respectively, as set forth in the agreements. The utility companies pay the taxes to the Town on a quarterly basis.

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

## 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.

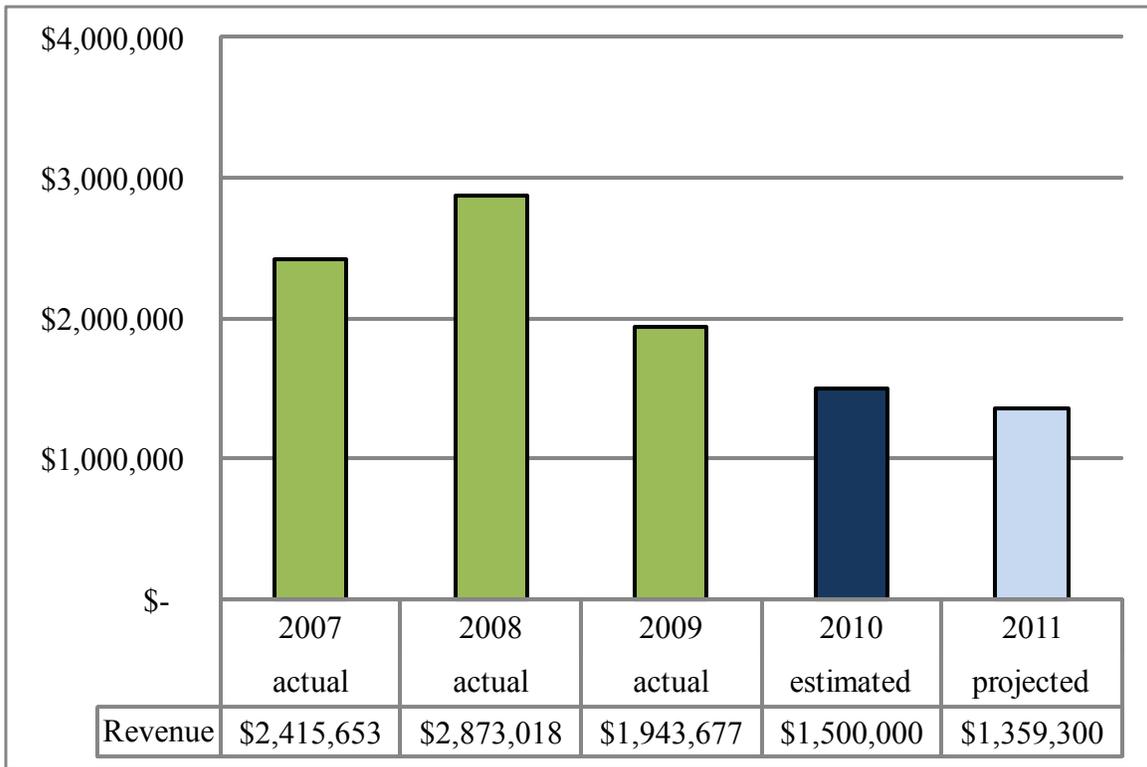


**Current Rate Structure** The District property tax rate is \$3.30 per \$100 of secondary assessed valuation. Of this rate, \$3.00 is for debt service and \$0.30 is for District operations and maintenance. Fiscal year 2008 was the first year in which a property tax was levied.

**Assumptions** The fiscal year 2011 projection was derived by taking the secondary assessed valuation of property within the District, as provided by the County Assessor’s Office, and multiplying that figure by the property tax rate.

## 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.



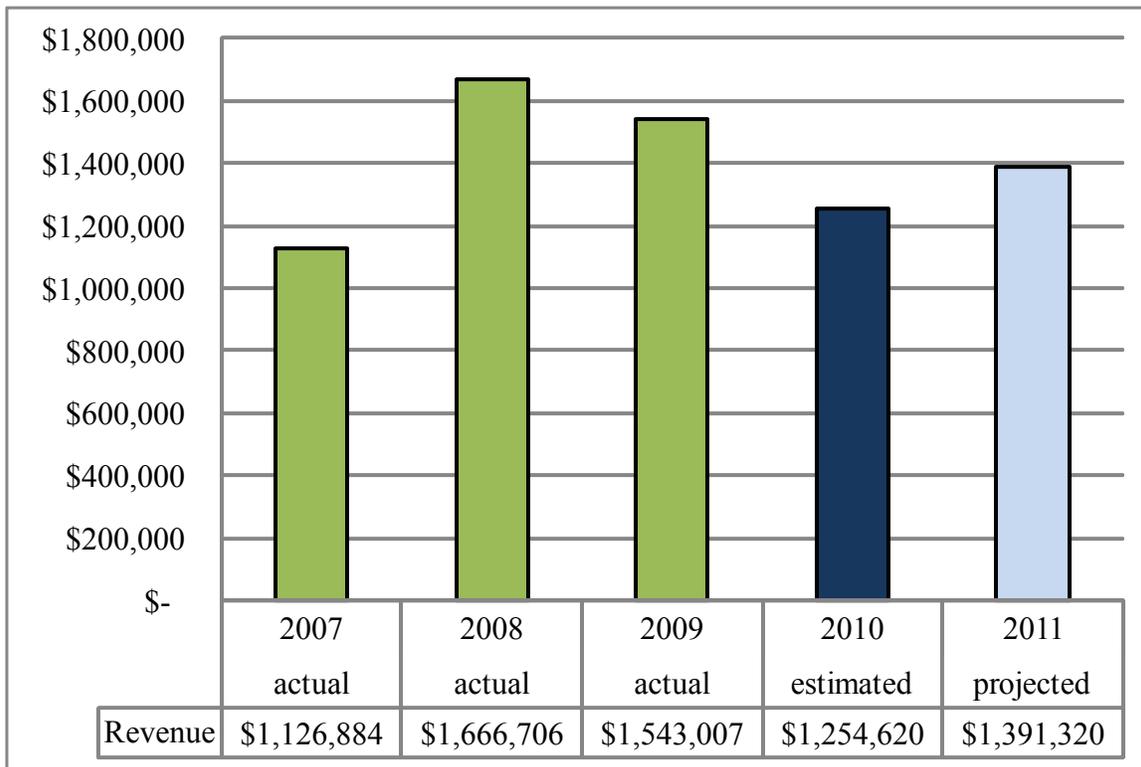
Major Revenue Sources

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

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

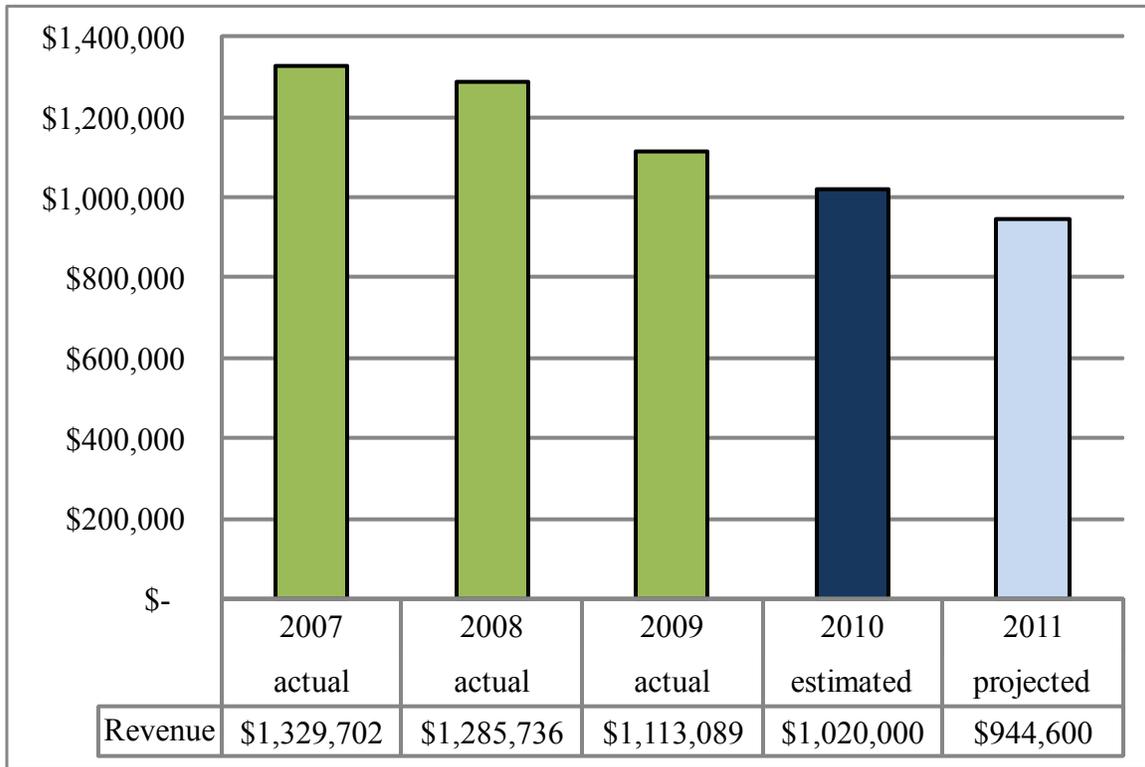


**Current Rate Structure** Sewer connection fees are calculated based upon the applicable number of plumbing fixtures. The fees are collected when the permits are issued to the applicant.

**Assumptions** 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.



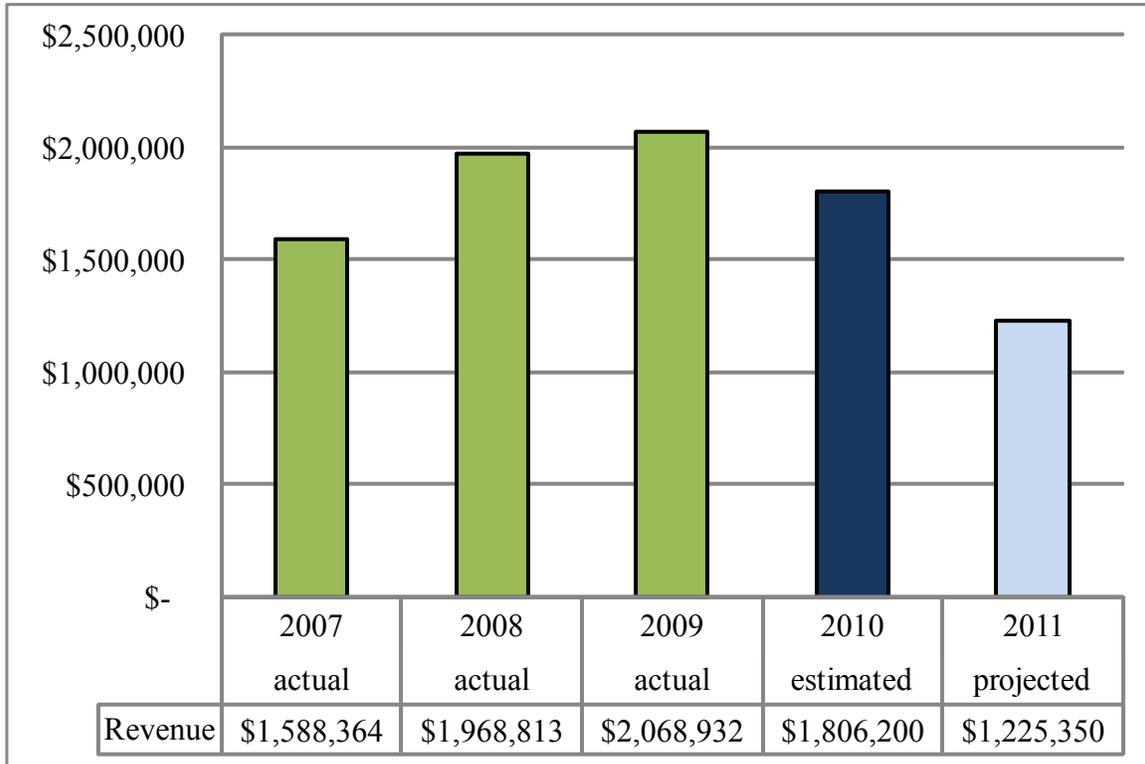
Major Revenue Sources

**Current Rate Structure** The State’s transaction privilege tax rate is 6.6%. The State’s distribution is based upon the 2005 estimated population figures as determined by the Arizona Department of Economic Security. Distributions are received by the Town monthly.

**Assumptions** The Arizona Department of Revenue provides the Town with projected revenues. Every 5 years the State adjusts its distribution formula based on new population estimates. The last adjustment was 2007 and the next adjustment will become effective in 2012.

## 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.

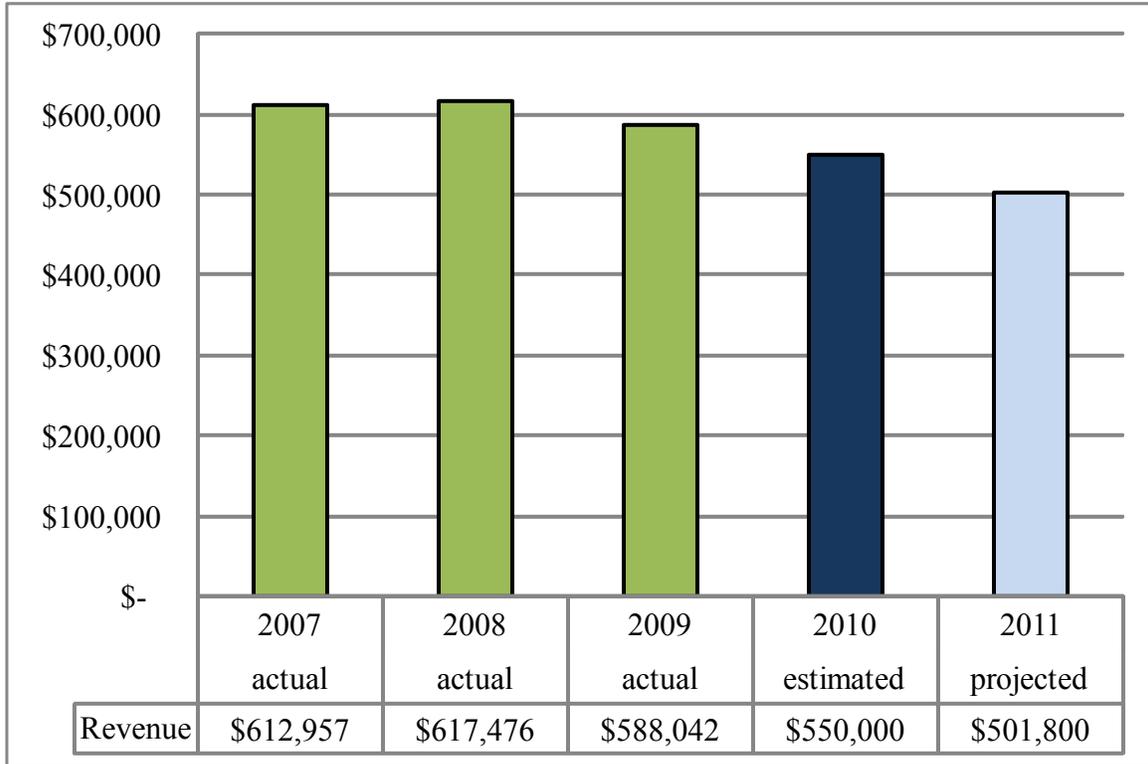


**Current Rate Structure** The State will distribute 15% of the total income taxes it collected in fiscal year 2009 to municipalities. The State’s distribution is based upon the 2005 estimated population figures as determined by the Arizona Department of Economic Security. Distributions are made to the Town monthly.

**Assumptions** The Arizona Department of Revenue provides the Town with projected revenues. Every 5 years the State adjusts its distribution formula based on new population estimates. The last adjustment was 2007 and the next adjustment will become effective in 2012.

## 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.



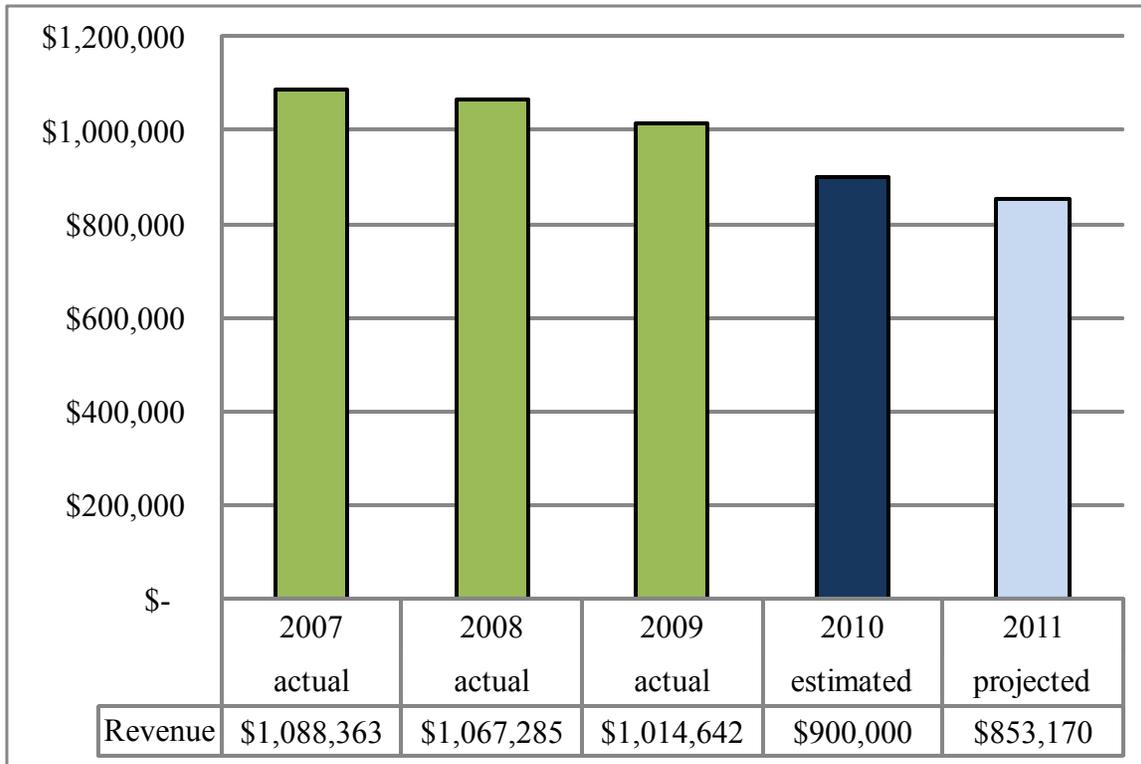
Major Revenue Sources

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

**Assumptions** Projections were based on a similar proportional decrease anticipated for other state shared revenues, which were then adjusted for expectations on inflation. Every 5 years the State adjusts its distribution formula based on new population estimates. The last adjustment was 2007 and the next adjustment will become effective in 2012.

## 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.

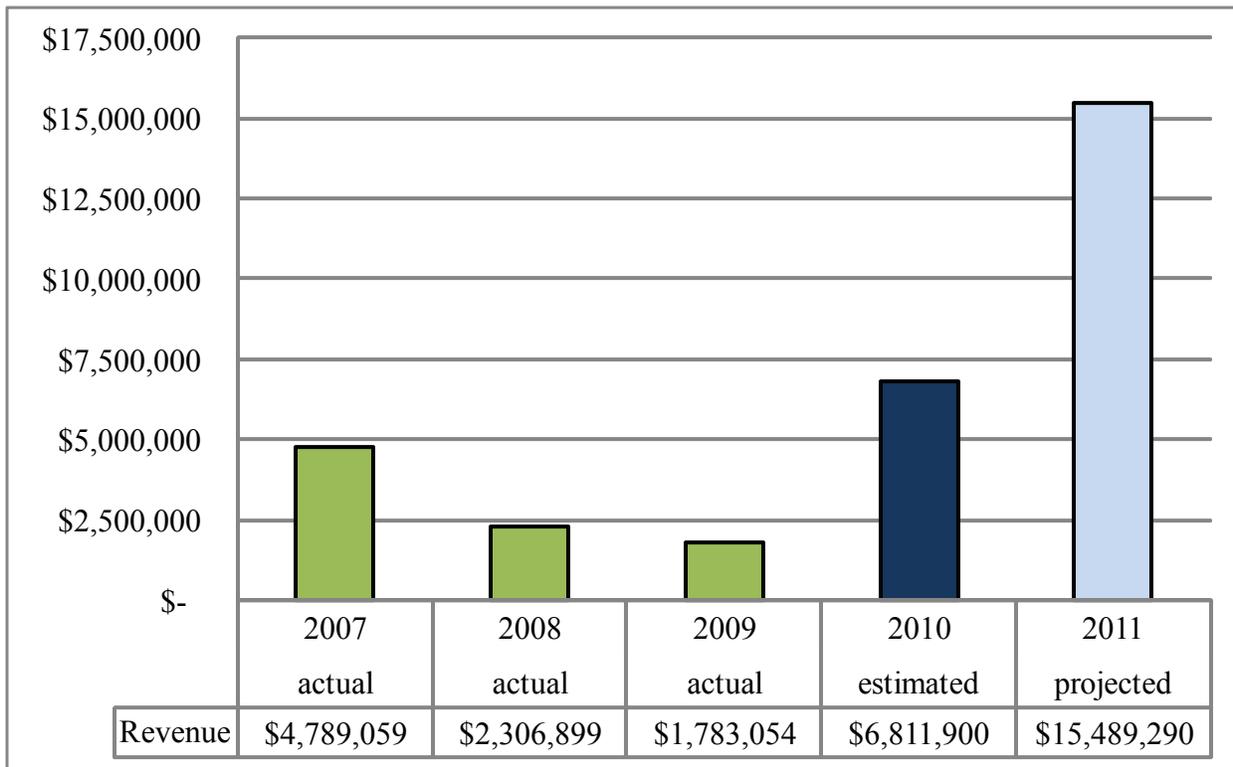


**Current Rate Structure** The majority of the HURF is generated from the tax on fuel sales (\$0.18 per gallon) and a portion on vehicle license taxes. Cities and towns receive 27.5% of total HURF collected. The funds are distributed based on two calculations. First, 50% of the available funds are distributed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

**Assumptions** Projections are provided by the Arizona Department of Revenue and Arizona Department of Transportation. Every 5 years the State adjusts its distribution formula based on new population estimates. The last adjustment was 2007 and the next adjustment will become effective in 2012.

## Capital Grants (Intergovernmental)

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

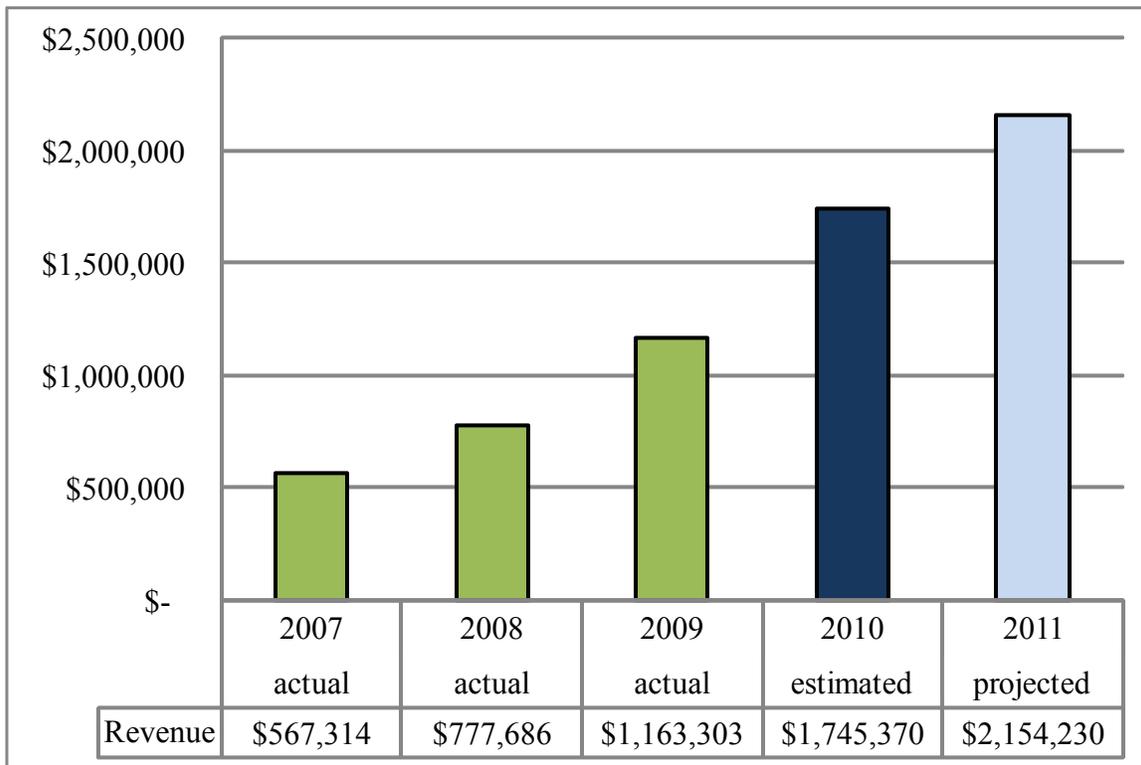


**Current Rate Structure** The IGAs are typically structured to reimburse the Town for actual costs incurred.

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

## 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 recover the costs associated with operating the enterprise. The fees are reviewed on a periodic basis to determine the adequacy to cover operating costs.

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



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# 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:**

<u>Fiscal Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2011	\$ 350,000.00	654,577.50	\$ 1,004,577.50
2012	370,000.00	637,602.50	1,007,602.50
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	500,000.00	507,825.00	1,007,825.00
2019	525,000.00	480,075.00	1,005,075.00
2020	555,000.00	450,937.50	1,005,937.50
2021	585,000.00	420,135.00	1,005,135.00
2022	620,000.00	387,667.50	1,007,667.50
2023	655,000.00	353,257.50	1,008,257.50
2024	690,000.00	316,905.00	1,006,905.00
2025	725,000.00	278,610.00	1,003,610.00
2026	770,000.00	238,372.50	1,008,372.50
2027	810,000.00	195,637.50	1,005,637.50
2028	855,000.00	150,682.50	1,005,682.50
2029	905,000.00	103,230.00	1,008,230.00
2030	955,000.00	53,002.50	1,008,002.50
<b>Totals</b>	<u>\$12,005,000.00</u>	<u>\$8,117,972.50</u>	<u>\$20,122,972.50</u>

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:**

<u>Fiscal Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2011	\$ 630,000.00	\$ 627,175.00	\$ 1,257,175.00
2012	655,000.00	601,975.00	1,256,975.00
2013	680,000.00	575,775.00	1,255,775.00
2014	710,000.00	546,875.00	1,256,875.00
2015	740,000.00	516,700.00	1,256,700.00
2016	770,000.00	485,250.00	1,255,250.00
2017	810,000.00	446,750.00	1,256,750.00
2018	850,000.00	406,250.00	1,256,250.00
2019	895,000.00	363,750.00	1,258,750.00
2020	940,000.00	319,000.00	1,259,000.00
2021	985,000.00	272,000.00	1,257,000.00
2022	1,035,000.00	222,750.00	1,257,750.00
2023	1,085,000.00	171,000.00	1,256,000.00
2024	1,140,000.00	116,750.00	1,256,750.00
2025	1,195,000.00	59,750.00	1,254,750.00
Totals	<u>\$13,120,000.00</u>	<u>\$5,731,750.00</u>	<u>\$18,851,750.00</u>

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>
2011	\$ 245,000.00	\$ 297,137.50	\$ 542,137.50
2012	250,000.00	289,787.50	539,787.50
2013	255,000.00	282,287.50	537,287.50
2014	265,000.00	274,000.00	539,000.00
2015	275,000.00	264,725.00	539,725.00
2016	285,000.00	253,725.00	538,725.00
2017	295,000.00	242,325.00	537,325.00
2018	310,000.00	229,787.50	539,787.50
2019	325,000.00	215,837.50	540,837.50
2020	340,000.00	202,025.00	542,025.00
2021	355,000.00	187,150.00	542,150.00
2022	370,000.00	171,175.00	541,175.00
2023	385,000.00	154,525.00	539,525.00
2024	405,000.00	136,237.50	541,237.50
2025	425,000.00	117,000.00	542,000.00
2026	445,000.00	95,750.00	540,750.00
2027	465,000.00	73,500.00	538,500.00
2028	490,000.00	50,250.00	540,250.00
2029	515,000.00	25,750.00	540,750.00
<b>Totals</b>	<b>\$6,700,000.00</b>	<b>\$3,562,975.00</b>	<b>\$10,262,975.00</b>

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:**

<u>Fiscal Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2011	\$ 1,091,765.41	\$ 1,016,283.04	\$ 2,108,048.45
2012	1,132,411.87	975,636.58	2,108,048.45
2013	1,174,571.53	933,476.92	2,108,048.45
2014	1,218,300.85	889,747.60	2,108,048.45
2015	1,263,658.19	844,390.26	2,108,048.45
2016	1,310,704.17	797,344.28	2,108,048.45
2017	1,359,501.69	748,546.76	2,108,048.45
2018	1,410,115.95	697,932.50	2,108,048.45
2019	1,462,614.57	645,433.88	2,108,048.45
2020	1,517,067.71	590,980.74	2,108,048.45
2021	1,573,548.13	534,500.32	2,108,048.45
2022	1,632,131.33	475,917.12	2,108,048.45
2023	1,692,895.57	415,152.88	2,108,048.45
2024	1,755,922.09	352,126.36	2,108,048.45
2025	1,821,295.05	286,753.40	2,108,048.45
2026	1,889,101.89	218,946.56	2,108,048.45
2027	1,959,433.13	148,615.32	2,108,048.45
2028	2,032,382.92	75,665.62	2,108,048.54
Totals	<u>\$27,297,422.05</u>	<u>\$10,647,450.14</u>	<u>\$37,944,872.19</u>

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:**

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

Long-Term Debt

**Long-Term Debt**  
**Computation of Legal Debt Margin**  
**Fiscal Year 2011**

Net secondary assessed valuation, 2010 tax year	<u><u>\$212,062,229</u></u>
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Calculation of 20% Debt Limitation (1) (3)

20% of secondary assessed valuation	\$42,412,446
Bonds outstanding	<u>-</u>
Net 20% Debt Limitation	<u><u>\$42,412,446</u></u>

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

6% of secondary assessed valuation	\$12,723,734
Bonds outstanding	<u>-</u>
Net 6% Debt Limitation	<u><u>\$12,723,734</u></u>
Total Bonding Capacity	<u><u>\$55,136,180</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

# 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 updated these financial guidelines. Policy changes will be needed as the Town continues to grow and become more diverse and complex in the services it provides, as well as the organization under which it operates to provide these services.

## 1. Fiscal Planning and Budgeting Policies

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

- 1.1. The Town will adopt a balanced budget by June 30 of each year. The total of proposed expenditures shall not exceed the total of estimated income and fund balances.
- 1.2. The Town will prepare a budget in accordance with the framework established by the National Advisory Council on State and Local Budgeting and the Government Finance Officers Association.
- 1.3. The budget will be used as a fiscal control device as well as a financial plan.
- 1.4. All departments will participate in the responsibility of meeting policy goals and ensuring long-term financial health.
- 1.5. Town Council and Town Management exercise budgetary control. The following controls have been implemented and will be adhered to by all departments.
  - 1.5.1. Appropriations of reserves require the approval of the Town Manager and Town Council.
  - 1.5.2. Budget transfers between departments, funds, or capital projects require the approval of the department head, Town Manager, and Town Council.

- 1.5.3. Budget transfers between divisions or expenditure categories for \$1,000 or more require the approval of the department head and Town Manager.
- 1.5.4. All other transfers require the approval of the department head and either the Finance Director or Town Manager.
- 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.
      - 1.8.6.4.1. Inter-fund loans will be budgeted as transfers in and transfers out, as applicable.
- 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. If a budget deficit is projected during any fiscal year, the Town will take steps to reduce expenditures or increase revenues to the extent necessary to ensure a balanced budget at the close of the fiscal year. The Town Manager may institute a cessation during the fiscal year on hirings, promotions, transfers, and capital equipment purchases. Such action will not be taken arbitrarily and without the knowledge and support of the Town Council.
- 1.12. 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.

### 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.

## 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 in accordance with the following age or mileage points, whichever comes first:

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

**8. Capital Improvement Plan Policies**

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

- 8.1. The Town will make all capital improvements in accordance with an adopted and funded capital improvement plan.
- 8.2. The Town will develop an annual five-year plan for capital improvements, including design, development, and implementation.
- 8.3. Staff will identify the estimated capital costs, the estimated operating costs, potential funding sources and project schedule for each capital project proposal before it is submitted to the Council for approval.
- 8.4. The Town will use intergovernmental assistance and other outside resources whenever possible to fund capital improvements providing that these improvements are consistent with the capital improvement plan and Town priorities.
- 8.5. When current revenues or resources are available for capital improvement projects, consideration will be given first to those capital assets with the shortest useful life and/or to those capital assets whose nature makes them comparatively more difficult to finance with debt financing. Using cash for projects with shorter lives and debt for projects with longer lives facilitates “intergenerational equity”.

- 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 Reserve Policies

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

- 10.1.** 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 balance reserves will be established to offset difficult economic times, stabilize fluctuations in cash flow requirements, and provide for emergency situations, other unforeseen opportunities, and contingencies.

**10.2.1.** Reserves will be established each year, incorporated into the budget, and will be adopted by formal action taken by the Town Council. Accordingly, these reserves will be classified as committed fund balances.

**10.2.2.** Each fund should establish an operating reserve of 25% of its adopted operating budget for the year. The General Fund reserve will also include any operating reserve deficiencies of the other funds.

**10.2.3.** Each fund should establish a capital reserve of 20% of its adopted capital outlay budget for the year. The Capital Infrastructure Improvement Fund reserve will also include any capital reserve deficiencies of the other funds.

**10.2.4.** Debt service reserves will be established in accordance with debt covenants.

**10.2.5.** Fund balance reserves may only be appropriated by authorization of the Town Council. A plan will be developed to adequately replenish reserves when appropriations are projected to reduce reserves below the required minimum levels.

- 10.3.** Unassigned fund balances will be maintained to provide the Town will sufficient working capital and a comfortable margin to avoid short-term borrowing.

## 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.

- 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.

# 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 2011 budget shows the costs associated with programs.

## BUDGETARY CONTROL

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

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

To monitor compliance with these budgetary constraints, revenue and expenditure reports and budget-to-actual comparisons and analyses are prepared periodically by the Finance Department and are reported to the Town Manager, the Finance & Investment Advisory Committee, 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 departmental budgeted amount remains unchanged. In the second instance, the Town Manager has the authority to evaluate departmental requests for changes between departments or funds and make recommendations 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 Budgeting (ZBB)

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

### **Goals and Objectives**

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

### **Capital 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 2011 to 2015 is provided in a separate section of the budget document.

### **Preparation and Approval Timetable**

A timetable for the budget preparation and approval processes for fiscal year 2011 is provided on the next page.

# Budget Calendar

Department budget role assignment(s) for MUNIS due to Finance	December 11, 2009
Finance & Investment Advisory Committee (FIAC) Meeting	December 15, 2009
Updated CIP project sheets due to Finance (existing projects only)	December 18, 2009
FIAC Meeting	January 15, 2010
Preliminary departmental (Level 1) budget requests cut-off	January 29, 2010
Final departmental (Level 2) budget requests due to Finance	February 12, 2010
FIAC Meeting	February 16, 2010
Departmental meetings with Town Manager to review budget requests	March 4-12, 2010
FIAC Meeting	March 16, 2010
Department follow-up meetings with Town Manager (if needed)	March 22-26, 2010
FIAC Meeting	April 20, 2010
Manager Recommended Budget and CIP delivered to Town Council Members Sewer User and Connection Fee Rate Analysis Study filed with Town Clerk	April 23, 2010
Town Council study session on budget and CIP	May 8, 2010
User Rate Adjustments-Public Forum	May 13, 2010
FIAC Meeting	May 18, 2010
Town Council study session on budget and CIP (if needed)	May 22, 2010
Town Council <i>Tentative Budget</i> approval	June 14, 2010
FIAC Meeting	June 15, 2010
Public hearing and Town Council adoption of the FY 2011 budget and CIP	June 28, 2010

# Legal Requirements

## STATE SPENDING LIMITATION

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

Pursuant to Article 9, Section 20, (9) of the Arizona Constitution, on March 11, 2003, Sahuarita voters approved the Home Rule Option which allows the Town Council, as part of the annual budget adoption process, to adopt an alternative expenditure limitation equal to the total amount of budgeted expenditures for each of the four fiscal years immediately following adoption of the alternative expenditure limitation. The alternative expenditure limitation is adopted each year after a public hearing at which the citizens of the Town may comment on the proposed alternative expenditure limitation. No expenditures may be made in violation of such alternative expenditure limitation, nor may any proposed expenditures be in excess of estimated available revenues, except that the Town Council may, by three-fourths vote, declare an emergency and suspend the alternative expenditure limitation. The suspension of the alternative limitation shall be in effect for only one fiscal year at a time.

## TENTATIVE BUDGET PREPARATION AND PUBLICATION

State law (ARS §42-17101) requires that on or before the third Monday in July of each fiscal year, the Town Council must prepare an estimate of expenditures and revenues. Town of Sahuarita refers to these estimates as the Tentative Budget. According to ARS §42-17101, this Tentative Budget must be included in the Town Council meeting minutes and, must be fully itemized in accordance with forms supplied by the Auditor General. (See the *Official Budget Forms* section.) ARS §42-17102 defines the contents of the estimates. The Tentative Budget and the reports include all monies used for Town purposes including interest and principal payments on bonds.

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

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

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

## **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**

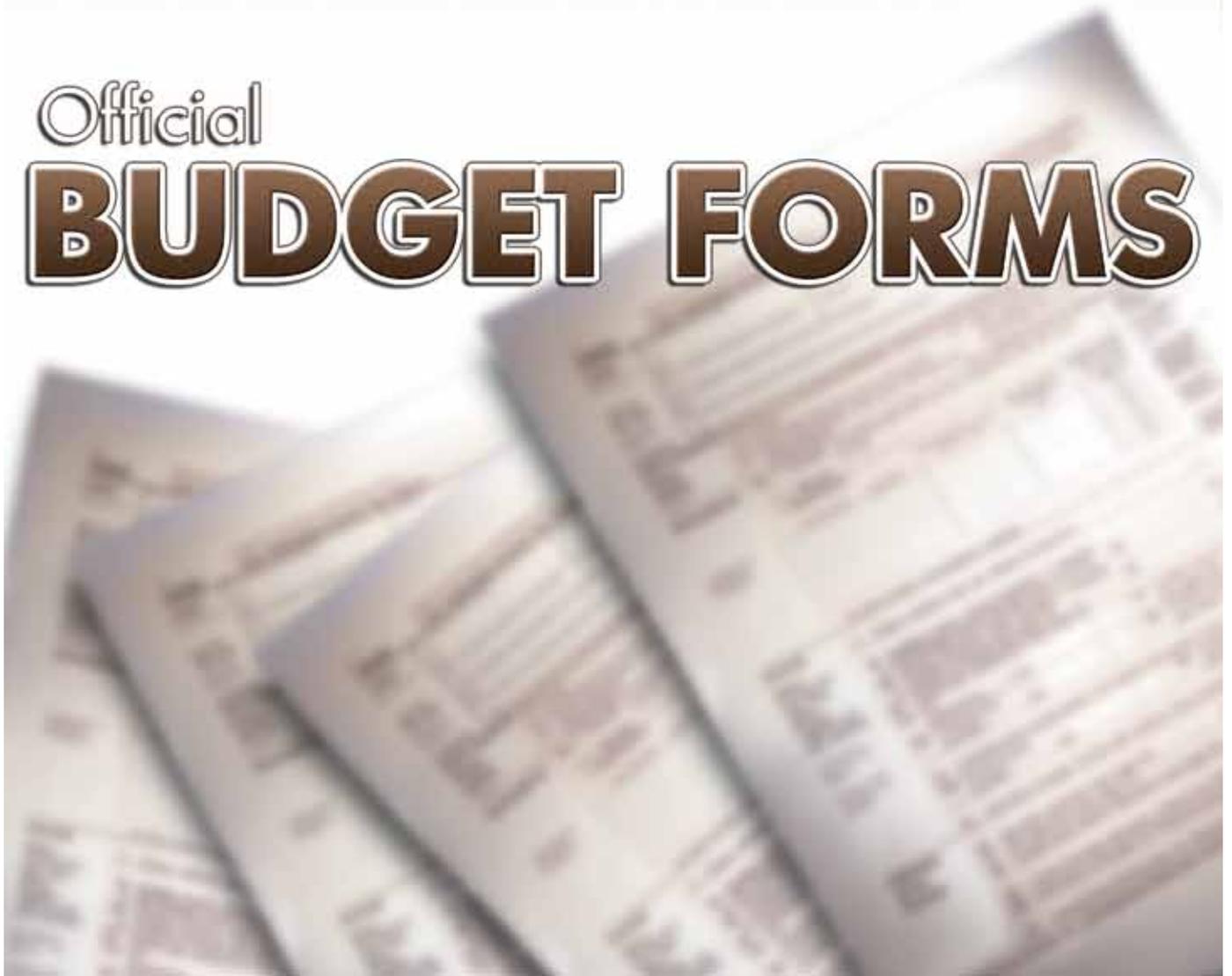
ARS §42-17106 requires that no expenditures be made for a purpose not included in the adopted budget in any fiscal year in excess of the amount specified for each purpose in the budget. ARS §42-17106 permits the Town Council, on the affirmation of a majority of the supervisors at a duly noticed public 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, ARIZONA**

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**Fiscal Year 2011**

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

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Schedule F—Summary by Department of Expenditures/Expenses

**SAHUARITA RESOLUTION NO. 2010-205**

A RESOLUTION OF THE MAYOR AND COUNCIL OF THE TOWN OF SAHUARITA, ARIZONA, ADOPTING THE FISCAL YEAR 2011 BUDGET AND ALTERNATIVE EXPENDITURE LIMITATION IN THE AMOUNTS OF \$65,858,660 AND \$64,798,170, RESPECTIVELY.

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 14, 2010, 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 28, 2010, at which meeting any taxpayer was privileged to appear and be heard in favor of or against any of the proposed expenditures/expenses or tax levies; and

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

WHEREAS, it appears that publication has been duly made as required by law, of said estimates together with a notice that the Town Council would meet on June 28, 2010, 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 reserve requirements.

NOW, THEREFORE, BE IT RESOLVED by the Mayor and Council of the Town of Sahuarita, Arizona, as follows:

**Section 1.** That 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 2011.

**Section 2.** That portions of total ending fund balances will be committed for reserves in the following funds and amounts:

A. General Fund: \$3,865,030

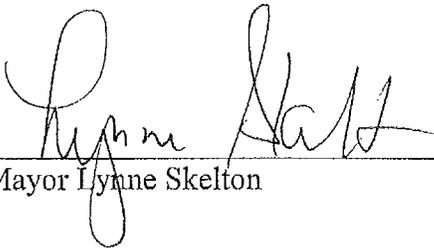
B. Capital Infrastructure Improvement Fund: \$4,065,020

**Section 3.** Town staff is authorized to take all the steps necessary to implement the adopted budget for fiscal year 2011 and give it effect.

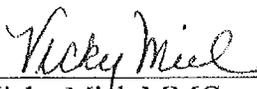
**Section 4.** All ordinances, resolutions, or motions and parts of ordinances, resolutions or motions of the council in conflict with the provisions of this Resolution are hereby repealed, effective as of the effective date of this Resolution. All internal references within the Town Code to any affected provision are hereby updated.

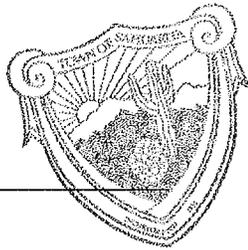
**Section 5.** If any section, subsection, sentence, clause, phrase or portion of this Resolution is for any reason held to be invalid or unconstitutional by the decision of any court of competent jurisdiction, such decision shall not affect the validity of the remaining portions thereof.

PASSED AND ADOPTED by the Mayor and Town Council of the Town of Sahuarita, Arizona, this 28<sup>th</sup> day of June, 2010.

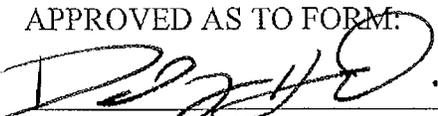
  
\_\_\_\_\_  
Mayor Lynn Skelton

ATTEST:

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



APPROVED AS TO FORM:

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

**TOWN OF SAHUARITA, ARIZONA**  
**Summary Schedule of Estimated Revenues and Expenditures/Expenses**  
**Fiscal Year 2011**

FUND	ADOPTED BUDGETED EXPENDITURES/EXPENSES* 2010	ACTUAL EXPENDITURES/EXPENSES ** 2010	FUND BALANCE/ NET ASSETS*** July 1, 2010**	PROPERTY TAX REVENUES 2011	ESTIMATED REVENUES OTHER THAN PROPERTY TAXES 2011	OTHER FINANCING 2011		INTERFUND TRANSFERS 2011		TOTAL FINANCIAL RESOURCES AVAILABLE 2011	BUDGETED EXPENDITURES/EXPENSES 2011
						SOURCES	<USES>	IN	<OUT>		
1. General Fund	\$ 24,225,734	\$ 11,787,730	\$ 14,602,410	Primary: \$ 291,460 Secondary: 291,460	\$ 10,626,260	\$	\$	\$ 100,000	\$ 433,130	\$ 24,895,540	\$ 24,895,540
2. Special Revenue Funds	3,143,436	2,566,720	216,780		5,003,780			691,130	3,299,000	2,904,150	2,904,150
3. Debt Service Funds Available											
4. Less: Designation for Future Debt Retirement											
5. Total Debt Service Funds											
6. Capital Projects Funds	36,524,450	11,538,850	14,512,560		14,970,950			3,299,000	2,954,730	29,827,780	29,827,780
7. Permanent Funds											
8. Enterprise Funds Available	12,854,660	7,584,180	843,220		3,495,230		1,296,010	5,121,230	2,524,500	8,231,190	8,231,190
9. Less: Designation for Future Debt Retirement											
10. Total Enterprise Funds	12,854,660	7,584,180	843,220		3,495,230		1,296,010	5,121,230	2,524,500	8,231,190	8,231,190
11. Internal Service Funds											
12. TOTAL ALL FUNDS	\$ 76,748,280	\$ 33,477,480	\$ 30,174,970	\$ 291,460	\$ 34,096,220	\$ 1,296,010	\$ 9,211,360	\$ 9,211,360	\$ 9,211,360	\$ 65,858,660	\$ 65,858,660

**EXPENDITURE LIMITATION COMPARISON**

	2010	2011
1. Budgeted expenditures/expenses	\$ 76,748,280	\$ 65,858,660
2. Add/subtract: estimated net reconciling items	(1,365,350)	(1,060,490)
3. Budgeted expenditures/expenses adjusted for reconciling items	75,382,930	64,798,170
4. Less: estimated exclusions		
5. Amount subject to the expenditure limitation	\$ 75,382,930	\$ 64,798,170
6. EEC or voter-approved alternative expenditure limitation	\$ 75,382,930	\$ 64,798,170

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

\* Includes Expenditure/Expense Adjustments Approved in current year from Schedule E.

\*\* Includes actual amounts as of the date the proposed budget was prepared, adjusted for estimated activity for the remainder of the fiscal year.

\*\*\* Amounts in this column represent Fund Balance/Net Asset amounts except for amounts invested in capital assets, net of related debt, and reserved/restricted amounts established as offsets to assets presented for informational purposes (i.e., prepaids, inventory, etc.).

**TOWN OF SAHUARITA, ARIZONA**  
**Summary of Tax Levy and Tax Rate Information**  
**Fiscal Year 2011**

	<b>2010</b>	<b>2011</b>
1. Maximum allowable primary property tax levy. A.R.S. §42-17051(A)	\$ _____	\$ _____
2. Amount received from primary property taxation in the <b>current year</b> in excess of the sum of that year's maximum allowable primary property tax levy. A.R.S. §42-17102(A)(18)	\$ _____	\$ _____
3. Property tax levy amounts		
A. Primary property taxes	\$ _____	\$ _____
B. Secondary property taxes	_____ 272,400	_____ 291,460
C. Total property tax levy amounts	\$ _____ 272,400	\$ _____ 291,460
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	\$ _____ 251,720	\$ _____
(2) Prior years' levies	_____	_____
(3) Total secondary property taxes	\$ _____ 251,720	\$ _____
C. Total property taxes collected	\$ _____ 251,720	\$ _____
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.

**TOWN OF SAHUARITA, ARIZONA**  
**Summary by Fund Type of Revenues Other Than Property Taxes**  
**Fiscal Year 2011**

<b>SOURCE OF REVENUES</b>	<b>ESTIMATED REVENUES 2010</b>	<b>ACTUAL REVENUES* 2010</b>	<b>ESTIMATED REVENUES 2011</b>
<b>GENERAL FUND</b>			
<b>Local taxes</b>			
Sales taxes	\$ 3,940,700	\$ 3,777,670	\$ 4,066,300
Franchise fees	324,200	296,820	318,450
<b>Licenses and permits</b>			
Building permit fees	1,244,500	1,500,000	1,359,300
Business licensing fees	41,000	41,000	41,000
<b>Intergovernmental</b>			
State shared sales taxes	968,000	1,020,000	944,600
State shared income taxes	1,625,600	1,806,200	1,225,350
State shared vehicle license taxes	512,650	550,000	501,800
Grants and contributions	1,262,250	474,650	579,000
<b>Charges for services</b>			
Development fees	211,150	75,500	50,000
Recreation fees	155,000	130,000	140,000
Other departmental fees	15,200	22,100	19,300
Indirect cost recovery	246,500	616,000	898,350
<b>Fines and forfeits</b>			
Court fines and fees	248,800	226,770	232,540
<b>Interest on investments</b>			
Investment income	202,400	120,000	200,270
<b>Contributions</b>			
Voluntary contributions			
Donations from private organizations	67,000	3,850	10,000
<b>Miscellaneous</b>			
Miscellaneous/Other	15,000	46,150	40,000
<b>Total General Fund</b>	<b>\$ 11,079,950</b>	<b>\$ 10,706,710</b>	<b>\$ 10,626,260</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.

**TOWN OF SAHUARITA, ARIZONA**  
**Summary by Fund Type of Revenues Other Than Property Taxes**  
**Fiscal Year 2011**

SOURCE OF REVENUES	ESTIMATED REVENUES 2010	ACTUAL REVENUES* 2010	ESTIMATED REVENUES 2011
<b>SPECIAL REVENUE FUNDS</b>			
<b>Highway User Revenue Fund</b>			
State shared fuel taxes	\$ 848,800	\$ 900,000	\$ 853,170
Grants and contributions	629,000	3,375,230	3,328,000
Investment income	500	500	
Miscellaneous			
<b>Total Highway User Revenue Fund</b>	<b>\$ 1,478,300</b>	<b>\$ 4,275,730</b>	<b>\$ 4,181,170</b>
<b>Local Transportation Assistance Fund</b>			
Local transportation assistance funds	\$ 91,050	\$ 88,180	\$
<b>Total Local Transportation Assistance Fund</b>	<b>\$ 91,050</b>	<b>\$ 88,180</b>	<b>\$</b>
<b>RICO Fund</b>			
Fines and forfeitures	\$ 50,000	\$	\$ 49,500
Intergovernmental	35,000	15,000	35,000
Investment income	3,000	360	500
<b>Total RICO Fund</b>	<b>\$ 88,000</b>	<b>\$ 15,360</b>	<b>\$ 85,000</b>
<b>Quail Creek Community Facilities District Fund</b>			
Property taxes-allowance for uncollectibles	\$ (13,620)		(19,600)
Investment income (loss)	4,200	50	(230)
Miscellaneous-developer contributions	770,500	784,760	757,440
<b>Total Quail Creek CFD Fund</b>	<b>\$ 761,080</b>	<b>\$ 784,810</b>	<b>\$ 737,610</b>
<b>Total Special Revenue Funds</b>	<b>\$ 2,418,430</b>	<b>\$ 5,164,080</b>	<b>\$ 5,003,780</b>
<b>CAPITAL PROJECTS FUNDS</b>			
<b>Capital Infrastructure Improvement Fund</b>			
Sales taxes	\$ 2,500,000	\$ 3,175,920	\$ 1,987,720
Intergovernmental	18,849,000	3,498,000	12,850,000
Charges for services		189,500	
Investment income	205,900	120,000	77,230
Miscellaneous		25,000	56,000
<b>Total Capital Infrastructure Improvement Fund</b>	<b>\$ 21,554,900</b>	<b>\$ 7,008,420</b>	<b>\$ 14,970,950</b>
<b>ENTERPRISE FUNDS</b>			
<b>Wastewater</b>			
Sewer user charges	\$ 1,722,800	\$ 1,745,370	\$ 2,154,230
Sewer connection fees	980,000	1,254,620	1,391,320
Investment income (loss)	6,300	(37,410)	(50,320)
<b>Total Wastewater Fund</b>	<b>\$ 2,709,100</b>	<b>\$ 2,962,580</b>	<b>\$ 3,495,230</b>
<b>Total Enterprise Funds</b>	<b>\$ 2,709,100</b>	<b>\$ 2,962,580</b>	<b>\$ 3,495,230</b>
<b>TOTAL ALL FUNDS</b>	<b>\$ 37,762,380</b>	<b>\$ 25,841,790</b>	<b>\$ 34,096,220</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.

**TOWN OF SAHUARITA, ARIZONA**  
**Summary by Fund Type of Other Financing Sources/<Uses> and Interfund Transfers**  
**Fiscal Year 2011**

<b>FUND</b>	<b>OTHER FINANCING 2011</b>		<b>INTERFUND TRANSFERS 2011</b>	
	<b>SOURCES</b>	<b>&lt;USES&gt;</b>	<b>IN</b>	<b>&lt;OUT&gt;</b>
<b>GENERAL FUND</b>				
Highway User Revenue Fund	\$	\$	\$	\$ 401,710
Quail Creek CFD				31,420
Capital Infrastructure Improvement Fund			100,000	
<b>Total General Fund</b>	\$	\$	\$ 100,000	\$ 433,130
<b>SPECIAL REVENUE FUNDS</b>				
Highway User Revenue Fund	\$	\$	\$ 659,710	\$ 3,299,000
Quail Creek CFD			31,420	
<b>Total Special Revenue Funds</b>	\$	\$	\$ 691,130	\$ 3,299,000
<b>CAPITAL PROJECTS FUNDS</b>				
Capital Infrastructure Improvement Fund	\$	\$	\$ 3,299,000	\$ 2,954,730
<b>Total Capital Projects Funds</b>	\$	\$	\$ 3,299,000	\$ 2,954,730
<b>ENTERPRISE FUNDS</b>				
Wastewater	\$ 1,296,010	\$	\$ 5,121,230	\$ 2,524,500
<b>Total Enterprise Funds</b>	\$ 1,296,010	\$	\$ 5,121,230	\$ 2,524,500
<b>TOTAL ALL FUNDS</b>	\$ 1,296,010	\$	\$ 9,211,360	\$ 9,211,360

**TOWN OF SAHUARITA, ARIZONA**  
**Summary by Department of Expenditures/Expenses Within Each Fund Type**  
**Fiscal Year 2011**

<b>FUND/DEPARTMENT</b>	<b>ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2010</b>	<b>EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2010</b>	<b>ACTUAL EXPENDITURES/ EXPENSES* 2010</b>	<b>BUDGETED EXPENDITURES/ EXPENSES 2011</b>
<b>GENERAL FUND</b>				
Mayor & Council	\$ 173,510	\$	\$ 155,660	\$ 167,150
Town Manager	682,790	61,000	675,620	635,060
Law	494,450		481,060	457,430
Town Clerk	249,600	2,100	257,210	358,100
Finance	1,006,070		925,870	997,490
Human Resources	184,530		180,850	187,550
Municipal Court	490,000		476,860	517,420
Planning & Building				1,002,180
Planning & Zoning	374,050		364,680	
Building Safety	875,420	8,400	864,310	
Parks & Recreation	1,391,540	(51,000)	1,309,480	1,359,040
Public Works	893,150		821,300	829,650
Police	5,844,220	89,160	5,142,180	5,484,490
Non-departmental	558,850	(89,160)	132,650	465,250
Contingency / Reserves	11,039,880	(52,826)		12,434,730
<b>Total General Fund</b>	<b>\$ 24,258,060</b>	<b>\$ (32,326)</b>	<b>\$ 11,787,730</b>	<b>\$ 24,895,540</b>
<b>SPECIAL REVENUE FUNDS</b>				
Highway user Revenue Fund	\$ 1,352,540	\$ 32,326	\$ 1,393,420	\$ 1,541,880
Local Transportation Assistance Fund	91,050		91,050	
RICO Fund	302,170		15,000	301,780
Quail Creek CFD	1,365,350		1,067,250	1,060,490
<b>Total Special Revenue Funds</b>	<b>\$ 3,111,110</b>	<b>\$ 32,326</b>	<b>\$ 2,566,720</b>	<b>\$ 2,904,150</b>
<b>CAPITAL PROJECTS FUNDS</b>				
Capital Infrastructure Improvement Fund	\$ 36,524,450	\$	\$ 11,538,850	\$ 29,827,780
<b>Total Capital Projects Funds</b>	<b>\$ 36,524,450</b>	<b>\$</b>	<b>\$ 11,538,850</b>	<b>\$ 29,827,780</b>
<b>ENTERPRISE FUNDS</b>				
Wastewater	\$ 12,854,660	\$	\$ 7,584,180	\$ 8,231,190
<b>Total Enterprise Funds</b>	<b>\$ 12,854,660</b>	<b>\$</b>	<b>\$ 7,584,180</b>	<b>\$ 8,231,190</b>
<b>TOTAL ALL FUNDS</b>	<b>\$ 76,748,280</b>	<b>\$</b>	<b>\$ 33,477,480</b>	<b>\$ 65,858,660</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.

**TOWN OF SAHUARITA, ARIZONA**  
**Summary by Department of Expenditures/Expenses**  
**Fiscal Year 2011**

<b>DEPARTMENT/FUND</b>	<b>ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2010</b>	<b>EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2010</b>	<b>ACTUAL EXPENDITURES/ EXPENSES * 2010</b>	<b>BUDGETED EXPENDITURES/ EXPENSES 2011</b>
<b>Police:</b>				
General Fund	\$ 5,844,220	\$ 89,160	\$ 5,142,180	\$ 5,484,490
RICO Fund	105,000		15,000	85,290
<b>Department Total</b>	<b>\$ 5,949,220</b>	<b>\$ 89,160</b>	<b>\$ 5,157,180</b>	<b>\$ 5,569,780</b>
<b>Parks &amp; Recreation:</b>				
General Fund	\$ 1,391,540	\$ (51,000)	\$ 1,309,480	\$ 1,359,040
Quail Creek CFD Fund	33,020		32,260	34,910
<b>Department Total</b>	<b>\$ 1,424,560</b>	<b>\$ (51,000)</b>	<b>\$ 1,341,740</b>	<b>\$ 1,393,950</b>
<b>Streets:</b>				
Highway User Revenue Fund	\$ 1,416,700	\$ 32,326	\$ 1,484,470	\$ 1,541,880
Quail Creek CFD Fund			14,900	14,500
<b>Department Total</b>	<b>\$ 1,416,700</b>	<b>\$ 32,326</b>	<b>\$ 1,499,370</b>	<b>\$ 1,556,380</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.



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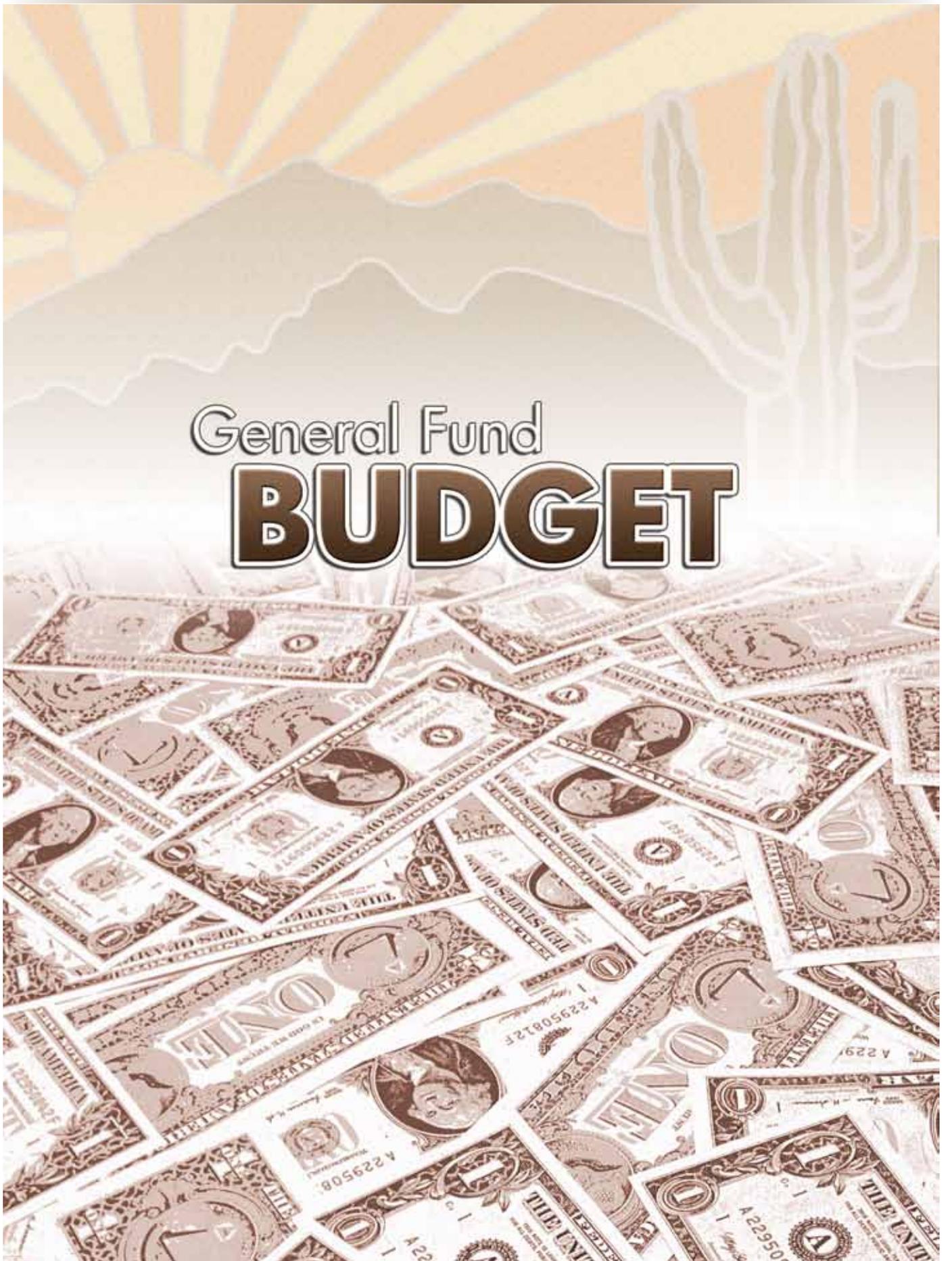


# **BUDGET**

for Funds and Departments



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General Fund  
**BUDGET**

# General Fund

## Sources and Uses of Funds

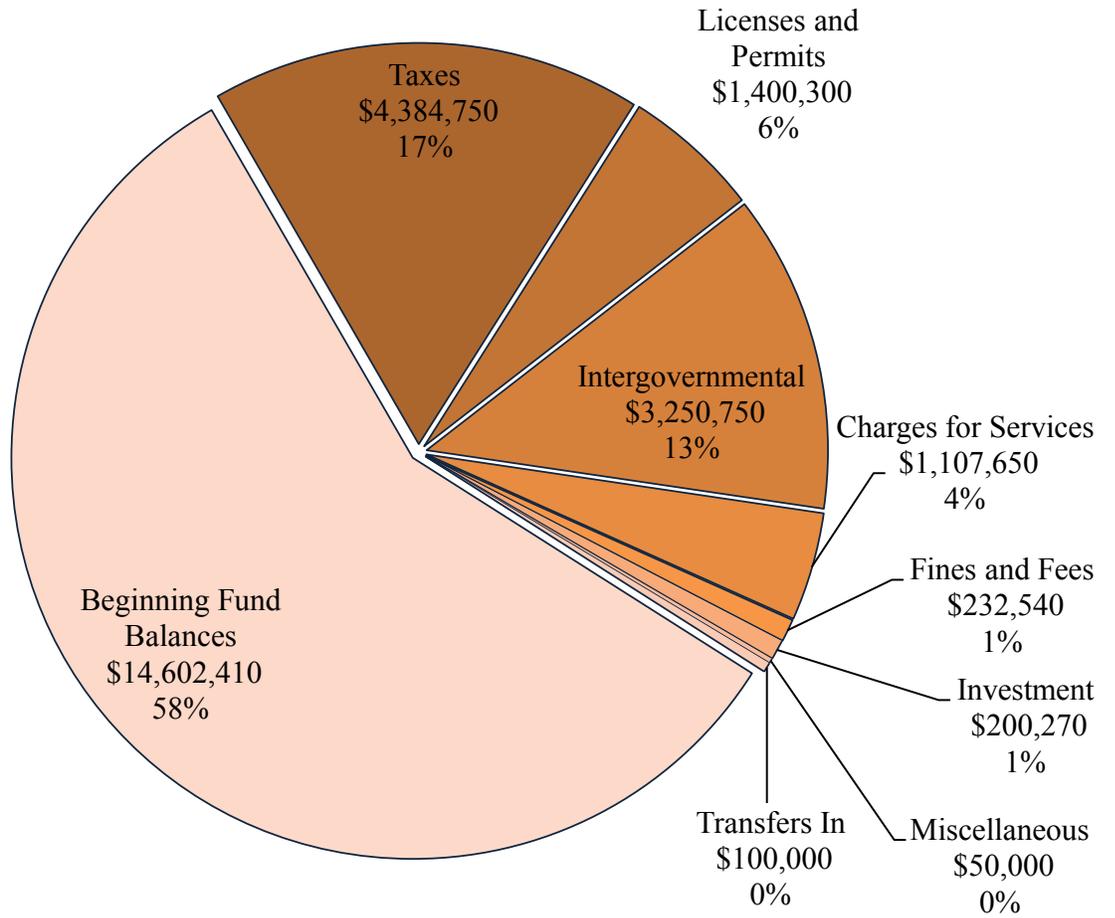
	2009	2010			2011	% Chng	% Chng
	Actual Amount	Adopted Budget	Amended Budget	Estimate of Actual	Adopted Budget	From Amended	From Estimate
<b>SOURCES</b>							
<b>Revenues:</b>							
Taxes	\$ 3,954,635	\$ 4,264,900	\$ 4,264,900	\$ 4,074,490	\$ 4,384,750	2.8%	7.6%
Licenses and Permits	1,989,607	1,285,500	1,285,500	1,541,000	1,400,300	8.9%	-9.1%
Intergovernmental	4,090,127	4,368,500	4,368,500	3,850,850	3,250,750	-25.6%	-15.6%
Charges for Services	1,099,044	627,850	627,850	843,600	1,107,650	76.4%	31.3%
Fines and Fees	266,135	248,800	248,800	226,770	232,540	-6.5%	2.5%
Investment Income	265,167	202,400	202,400	120,000	200,270	-1.1%	66.9%
Miscellaneous	149,362	82,000	82,000	50,000	50,000	-39.0%	0.0%
<b>Subtotal:</b>	<b>11,814,077</b>	<b>11,079,950</b>	<b>11,079,950</b>	<b>10,706,710</b>	<b>10,626,260</b>	<b>-4.1%</b>	<b>-0.8%</b>
<b>Other Sources:</b>							
Loans to Other Funds	-	(2,236,880)	(2,236,880)	-	-	100.0%	100.0%
Transfers In	3,410,713	204,000	204,000	117,000	100,000	-51.0%	-14.5%
Transfers Out	-	(173,130)	(205,456)	(13,720)	(433,130)	110.8%	3056.9%
<b>Subtotal:</b>	<b>3,410,713</b>	<b>(2,206,010)</b>	<b>(2,238,336)</b>	<b>103,280</b>	<b>(333,130)</b>	<b>-85.1%</b>	<b>-422.6%</b>
<b>Beginning Fund Balance:</b>							
Designated for Hospital	600,000	800,000	800,000	800,000	-	-100.0%	-100.0%
Unassigned	12,287,531	14,584,120	14,584,120	14,780,150	14,602,410	0.1%	-1.2%
<b>Subtotal:</b>	<b>12,887,531</b>	<b>15,384,120</b>	<b>15,384,120</b>	<b>15,580,150</b>	<b>14,602,410</b>	<b>-5.1%</b>	<b>-6.3%</b>
<b>TOTAL SOURCES</b>	<b>\$28,112,321</b>	<b>\$24,258,060</b>	<b>\$24,225,734</b>	<b>\$26,390,140</b>	<b>\$24,895,540</b>	<b>2.8%</b>	<b>-5.7%</b>
<b>USES</b>							
<b>Current Expenditures:</b>							
Mayor and Council	\$ 148,747	\$ 173,510	\$ 173,510	\$ 155,660	\$ 167,150	-3.7%	7.4%
Town Manager	693,371	682,790	743,790	675,620	635,060	-14.6%	-6.0%
Law	497,439	494,450	494,450	481,060	457,430	-7.5%	-4.9%
Town Clerk	357,216	249,600	251,700	257,210	358,100	42.3%	39.2%
Finance	931,346	1,006,070	1,006,070	925,870	997,490	-0.9%	7.7%
Human Resources	193,833	184,530	184,530	180,850	187,550	1.6%	3.7%
Planning/Building Safety*	1,431,589	1,249,470	1,257,870	1,228,990	1,002,180	-20.3%	-18.5%
Parks and Recreation	1,343,520	1,391,540	1,340,540	1,309,480	1,359,040	1.4%	3.8%
Public Works	983,384	893,150	893,150	821,300	829,650	-7.1%	1.0%
Police	5,213,448	5,844,220	5,933,380	5,142,180	5,484,490	-7.6%	6.7%
Municipal Court	519,405	490,000	490,000	476,860	517,420	5.6%	8.5%
Non-Departmental	218,875	558,850	469,690	132,650	465,250	-0.9%	250.7%
<b>Subtotal:</b>	<b>12,532,173</b>	<b>13,218,180</b>	<b>13,238,680</b>	<b>11,787,730</b>	<b>12,460,810</b>	<b>-5.9%</b>	<b>5.7%</b>
<b>Ending Fund Balance:</b>							
Designated for Reserves	3,403,948	3,922,287	3,600,919	3,125,340	-	-100.0%	-100.0%
Designated for Hospital	800,000	1,000,000	1,000,000	1,000,000	-	-100.0%	-100.0%
Committed for Reserves	-	-	-	-	3,865,030	-	-
Unassigned	11,376,200	6,117,593	6,386,135	10,477,070	8,569,700	34.2%	-18.2%
<b>Subtotal:</b>	<b>15,580,148</b>	<b>11,039,880</b>	<b>10,987,054</b>	<b>14,602,410</b>	<b>12,434,730</b>	<b>13.2%</b>	<b>-14.8%</b>
<b>TOTAL USES</b>	<b>\$28,112,321</b>	<b>\$24,258,060</b>	<b>\$24,225,734</b>	<b>\$26,390,140</b>	<b>\$24,895,540</b>	<b>2.8%</b>	<b>-5.7%</b>

\*For Fiscal Year 2011, the Town combined two departments (Building Safety and Planning & Zoning) into one department with two divisions, therefore all amounts are combined for the previously separate departments.

## Revenues Detail

	2009	2010			2011	% Chng	% Chng
	Actual Amount	Adopted Budget	Amended Budget	Estimated Actual	Adopted Budget	From Amended	From Estimated
<b>Taxes</b>							
City Sales Tax	\$ 3,660,823	\$ 3,940,700	\$ 3,940,700	\$ 3,777,670	\$ 4,066,300	3.2%	7.6%
Cable Franchise Fee	190,029	216,150	216,150	198,870	213,400	-1.3%	7.3%
Gas Franchise Fee	103,783	108,050	108,050	97,950	105,050	-2.8%	7.2%
<b>Subtotal:</b>	3,954,635	4,264,900	4,264,900	4,074,490	4,384,750	2.8%	7.6%
<b>Licenses and Permits:</b>							
Building Permit Fees	1,943,677	1,244,500	1,244,500	1,500,000	1,359,300	9.2%	-9.4%
Business Licenses	45,930	41,000	41,000	41,000	41,000	0.0%	0.0%
<b>Subtotal:</b>	1,989,607	1,285,500	1,285,500	1,541,000	1,400,300	8.9%	-9.1%
<b>Intergovernmental:</b>							
State Sales Tax	1,113,089	968,000	968,000	1,020,000	944,600	-2.4%	-7.4%
State Shared Income Tax	2,068,932	1,625,600	1,625,600	1,806,200	1,225,350	-24.6%	-32.2%
Vehicle License Tax	588,042	512,650	512,650	550,000	501,800	-2.1%	-8.8%
Federal Grants & Contributions	143,409	875,550	875,550	300,010	446,600	-49.0%	48.9%
State Grants & Contributions	107,895	254,700	254,700	2,460	110,400	-56.7%	4387.8%
Local Grants & Contributions	-	-	-	180	20,000	-	-
Landfill Tipping Fees	67,403	130,000	130,000	170,000	-	-100.0%	-100.0%
Fill-the-Gap Funds - Court	1,357	2,000	2,000	2,000	2,000	0.0%	0.0%
<b>Subtotal:</b>	4,090,127	4,368,500	4,368,500	3,850,850	3,250,750	-25.6%	-15.6%
<b>Charges for Services:</b>							
Development Fees	338,419	211,150	211,150	75,500	50,000	-76.3%	-33.8%
Recreation Fees	159,837	155,000	155,000	130,000	140,000	-9.7%	7.7%
Police Department Fees	19,752	15,200	15,200	22,100	19,300	27.0%	-12.7%
Indirect Cost Recovery	581,036	246,500	246,500	616,000	898,350	264.4%	45.8%
<b>Subtotal:</b>	1,099,044	627,850	627,850	843,600	1,107,650	76.4%	31.3%
<b>Fines and Fees:</b>							
Court Fines and Fees	266,135	248,800	248,800	226,770	232,540	-6.5%	2.5%
<b>Subtotal:</b>	266,135	248,800	248,800	226,770	232,540	-6.5%	2.5%
<b>Other:</b>							
Investment Income	265,167	202,400	202,400	120,000	200,270	-1.1%	66.9%
Donations-Private	23,135	67,000	67,000	3,850	10,000	-85.1%	159.7%
Proceeds from the Disposition of Assets	-	-	-	-	-	-	-
Miscellaneous Revenues	126,227	15,000	15,000	46,150	40,000	166.7%	-13.3%
<b>Subtotal:</b>	414,529	284,400	284,400	170,000	250,270	-12.0%	47.2%
<b>TOTAL REVENUES</b>	<b>\$11,814,077</b>	<b>\$11,079,950</b>	<b>\$11,079,950</b>	<b>\$10,706,710</b>	<b>\$10,626,260</b>	<b>-4.1%</b>	<b>-0.8%</b>

### Budgeted Sources of Funds FY 2011

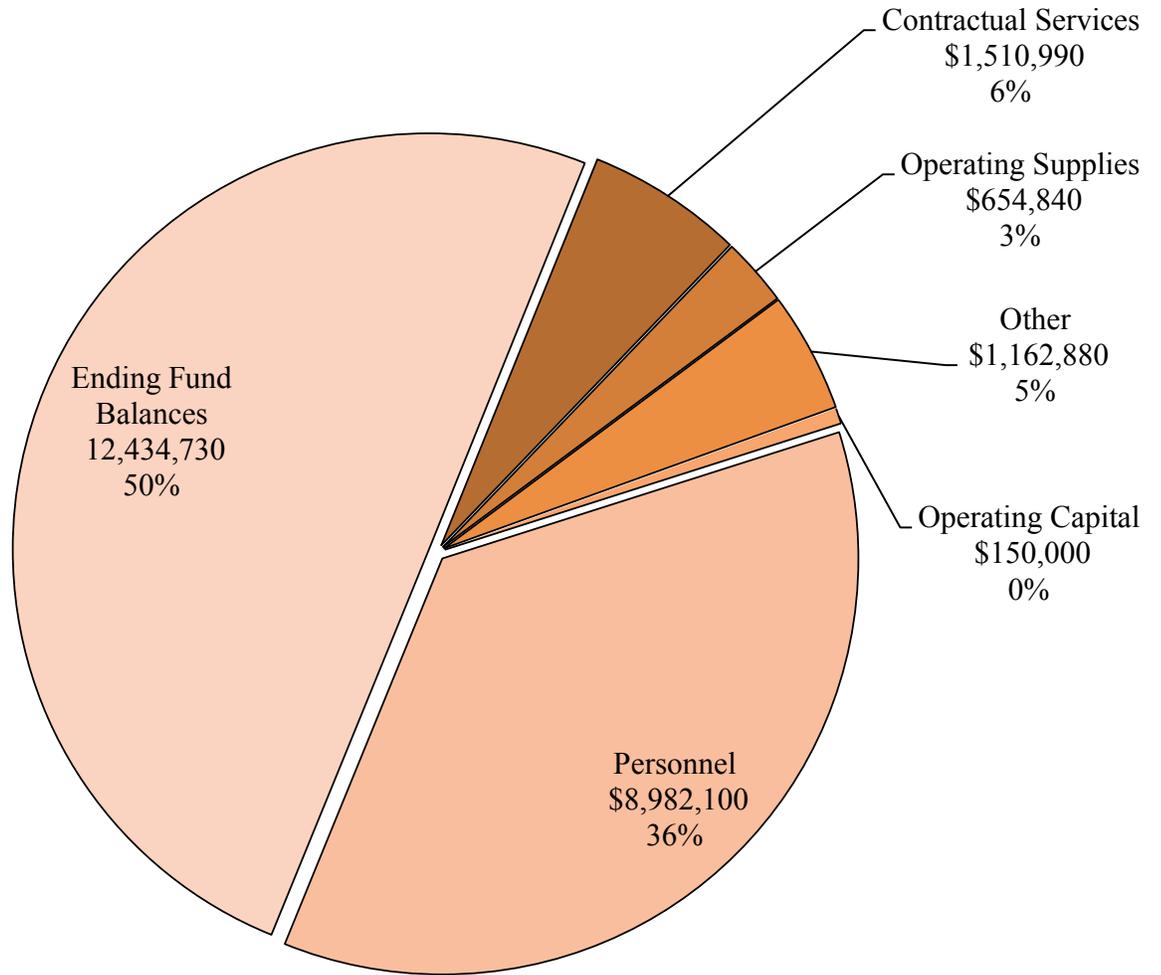


#### Funding Sources

The General Fund is funded from a combination of revenues, transfers, and beginning fund balances. Beginning fund balances, which represent available resources accumulated from prior years provide more than half (\$14.6 million) of the total funding sources for the General Fund.

General Fund

### Budgeted Uses of Funds FY 2011



#### Funding Uses

Expenditures and other uses are classified by type. Approximately 50% (\$12.4 million) of the budgeted sources are not expected to be spent during the year and, therefore, will be the fund balances at year end. These funds represent contingency reserves however, and may be used for emergencies, unforeseen events and opportunities with the approval of Town Council.

General Fund



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# MAYOR AND COUNCIL

## Department Summary

### General Information

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 executive authority, 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.

### Mission

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

### 2010 Accomplishments

- Spoke with State Legislators regarding Town projects at Town Hall. *(General Plan Elements: CIR-1.8.2, CD-1.5.1 and 1.5.2)*
- Approved significant amendment components to the Rancho Sahuarita Specific Plan, including a sign ordinance. *(General Plan Element: CIR-1.8.1)*
- Participated in the Mayor's Action Challenge for Children and Families.
- Convened a committee to work on 2009 Amendments to the Rancho Sahuarita Specific Plan seeking compromises with respect to lighting and signage. *(General Plan Element: LU-1.2.1)*
- Authorized reorganization of Town Manager Department and hiring of a Community Communications Coordinator and a New Media Specialist.
- Approved three non-profit funding requests for \$72,000 for the Green Valley Community Food Bank, Green Valley Community Assistance Services and STOP Committee. *(General Plan Element: PFS-1.5.3)*
- Approved a one year contract extension for the Affordable Housing Program. *(General Plan Element: LU-4.1.3)*
- Awarded plaques to the 19 graduates of the Citizen's Leadership Academy.
- Entered into an Intergovernmental Agreement (IGA) with ADOT to participate in the design to modify the existing I-19/ Sahuarita Rd. traffic interchange to a compact diamond configuration. *(General Plan Element: CIR -1.2.7)*
- Entered into an IGA with ADOT for \$3 million in funding for pavement preservation and traffic improvements.
- Established a policy for Human Service Funding and approved a new Human Service Funding process. *(General Plan Element: PFS 1.5.3)*

## 2011 Goals and Objectives

- Improve the overall quality of life in the Town. *(General Plan Elements: LU-4.1.2 - 4.1.3, PFS-2.4.1)*
- Lobby legislators for Town needs with respect to funding requests. *(General Plan Elements: CIR-1.8.2, CD-1.5.1-1.5.2)*
- Encourage the dissemination of objective information for Council decision-making purposes. *(General Plan Element: CIR-1.8.1)*
- Evaluate municipal services with respect to the level of quality provided to citizens. *(General Plan Element: GA-1.1.4)*
- Achieve Council goals within the adopted budget. *(General Plan Elements: CD1.1.1, PFS-2.1.3)*
- Execute the decision-making process in a transparent fashion through public study sessions and hearings. *(General Plan Element: GA-1.1.5)*
- Support programs that reduce the depletion of the groundwater table and educate about water conservation or reuse. *(General Plan Elements: WR-1.1.2, WR-1.2.3, WR-1.7.3, WR-1.7.1)*
- Participate in regional planning and regional issues to protect the environment. *(General Plan Elements: REC-1.1.1, REC-2.1.1)*
- Promote recycling initiatives within Town Hall and through the Town and seek out opportunities and programs for waste reduction. *(General Plan Element: ENV-1.11.1)*
- Provide priorities for the environmental action projects. *(General Plan Element: ENV-1.6.1)*
- Collaborate with regional partners to create complimentary economic development strategies. *(General Plan Elements: LU-5.3.2, CIR-1.8.1)*
- Identify options for supporting short and long-term economic development. *(General Plan Element: CIR-1.6.4)*
- Promote opportunities for citizen participation and teamwork with Council Members, through communication and accessibility.
- Advocate for high priority Town projects to be placed on upcoming County bond elections. *(General Plan Element: CD-1.1.1-1.1.5, CD1.1.7, CD1.1.7, CD1.2.1)*
- Seek partners to build a permanent public library within the Town. *(General Plan Element: PF-2.3.2)*
- Research and implement alternative energy sources wherever possible. *(General Plan Element: ENV-1.6.2)*
- Continue to acquire Rights of Way *(General Plan Element: CIR-1.6.3, CIR-1.2)*
- Continue to use the Economic Development Strategic Plan to guide and inform decisions *(General Plan Element: CD1.1.1, LU-5.2.1)*
- Increase customer friendliness in Development Services.

## Budget Highlights

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

### Other Expenditures

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

### Programs

- Sahuarita Teen Council

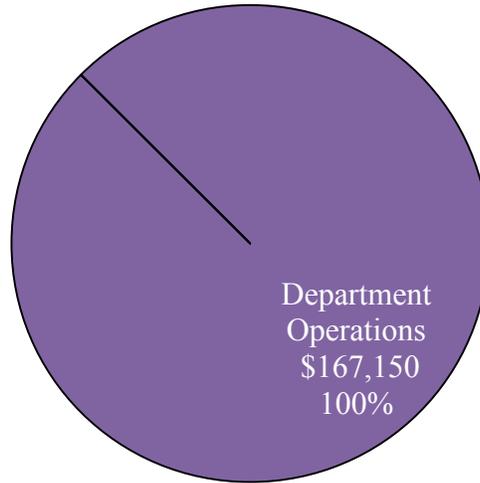
### Financial Summary

<b>Expenditures by Program</b>	<b>FY 2009 Actual Amount</b>	<b>FY 2010 Adopted Budget</b>	<b>FY 2010 Amended Budget</b>	<b>FY 2010 Estimated Amount</b>	<b>FY 2011 Adopted Budget</b>
Department Operations	\$ 148,747	\$ 173,510	\$ 173,510	\$ 155,660	\$ 167,150
Capital Outlay	-	-	-	-	-
<b>Expenditure Total</b>	<b>\$ 148,747</b>	<b>\$ 173,510</b>	<b>\$ 173,510</b>	<b>\$ 155,660</b>	<b>\$ 167,150</b>

<b>Expenditures by Category</b>	<b>FY 2009 Actual Amount</b>	<b>FY 2010 Adopted Budget</b>	<b>FY 2010 Amended Budget</b>	<b>FY 2010 Estimated Amount</b>	<b>FY 2011 Adopted Budget</b>
Personnel	\$ 61,286	\$ 63,310	\$ 63,310	\$ 63,330	\$ 64,200
Contractual Services	1,782	-	-	70	70
Operating Supplies	6,514	5,150	5,150	6,490	3,400
Other	79,165	105,050	105,050	85,770	99,480
Capital Outlay	-	-	-	-	-
<b>Expenditure Total</b>	<b>\$ 148,747</b>	<b>\$ 173,510</b>	<b>\$ 173,510</b>	<b>\$ 155,660</b>	<b>\$ 167,150</b>

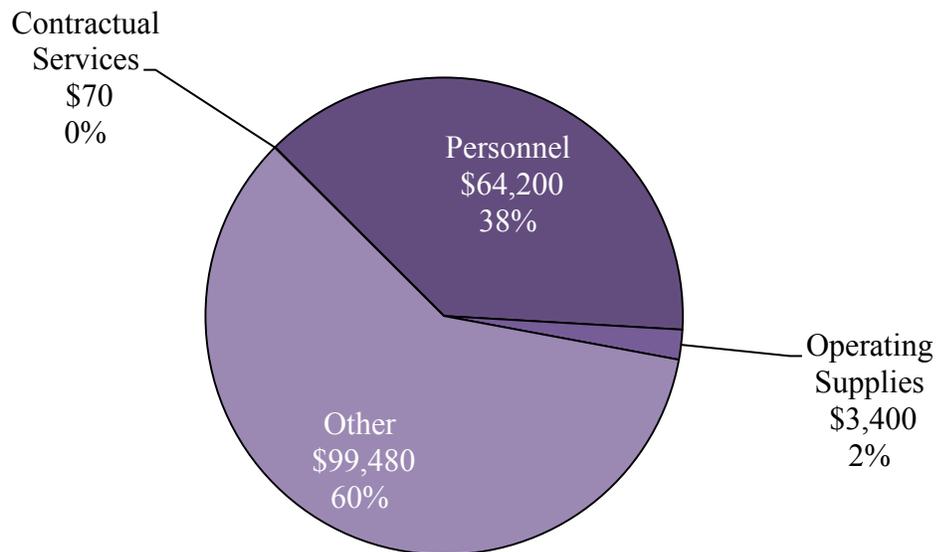
<b>Position Classification</b>	<b>FY 2011 Pay Range</b>	<b>Authorized Positions (FTE)</b>			
		<b>FY 2009 Amended</b>	<b>FY 2010 Adopted</b>	<b>FY 2010 Amended</b>	<b>FY 2011 Adopted</b>
Mayor	\$800/month	1	1	1	1
Vice-Mayor	\$600/month	1	1	1	1
Council Members	\$500/month	5	5	5	5
<b>Total Positions</b>		<b>7</b>	<b>7</b>	<b>7</b>	<b>7</b>

### Expenditures by Program FY2011



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### Expenditures by Category FY2011





# TOWN MANAGER

## Department Summary

### **General Information**

#### **Administration**

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.

#### **Economic Development & Communications**

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, the Economic Development Commission, is critical to economic prosperity.

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.

### **Mission**

#### **Administration**

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

#### **Economic Development & Communications**

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

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

## 2010 Accomplishments

### Administration

- Provided staff support to the Mayor and Town Council
- Organized meetings with our representatives to the Arizona legislature to discuss legislation affecting the Town.
- Diverted two tons of recyclables from the landfill through Town recycling program. *(General Plan Element: ENV – 1.11.1)*
- Provided assistance for three qualified homebuyers through the Affordable Housing Program. *(General Plan Element: LU – 4.1.3)*
- Conducted the Town’s second Citizen’s Leadership Academy for 19 participants.
- Coordinated review and public notification of proposed User Fees to insure adequate recovery of costs for services. *(General Plan Element: CD – 1.3.1)*
- Filled key vacant positions of Planning Director, Community Communications Coordinator, and New Media Specialist.
- Coordinated submission of funding requests for Appropriations Funding, Energy Efficiency Community Block Grant, and Tohono O’odham Gaming Grant. *(General Plan Element: CD – 1.2.1)*
- Coordinated the Town non-profit grant allocation process overseeing the distribution of grant funding to three non-profit organizations serving Town Residents. *(General Plan Element: PFS – 1.5.3)*
- Developed alternatives for improving the human services funding process. *(General Plan Element: PFS – 1.5.3)*
- Modified organizational structure to expand Economic Development to include a Communications Section to improve public outreach and communication activities.
- Coordinated recruitment efforts and recommended appointments for Mayor and Council approval to establish an Appeals Board.
- Assisted Council in identifying a consultant to review the evaluation and contract renewal process for the Town Attorney’s Office.

### Economic Development & Communications:

- Continued work on the Implementation Plan within the Strategic Plan for Economic Development that was adopted by Council in January, 2009.
- Participated in the TREO Business Leadership trip to Albuquerque to better understand best practices of competitive communities relative to economic development and the International Economic Development Council Annual meeting in Reno to stay current on global economic strategies and expansions in a challenging market.
- Continued follow up work relative to the Buxton *Community ID* report and the Chesapeake Group retail market analysis, working with local brokers to fill vacant retail space and recruit retailers for proposed new retail locations.
- Represented the town on the Pima County Real Estate Research Council Board of Directors, the Strategic Planning Committee for the Carondelet Health Network, the Community Action Group monitoring the Freeport McMoRan Work Plan to mitigate sulfate levels in potable water, the Freeport McMoRan Community Partnership, the Green Valley-Sahuarita Chamber of Commerce Economic Development Committee, and attended the City/Counter Water Wastewater Oversight Committee meetings for Phase 1 and USC/PUG regional water meetings.
- Provided information and responded to requests from individuals, businesses, and organizations regarding development activities and programs available in the town.
- Provided staff support to the Economic Development Commission.
- Produced monthly Town newsletters and emailed to Town residents to communicate Town activities and meetings and ways to get involved.

- Incorporated town-wide communications functions into the Economic Development Division with the hiring and management of a New Media Specialist and Communications Coordinator.
- Began work on a Communications Strategic Plan, updated/upgraded existing website while beginning development of new website, and focused outreach and communications efforts with targeted audiences.
- Upgraded town newsletter to fully electronic publication, increased circulation and began utilizing social networking communications vehicles, ie Twitter.
- Organized or coordinated events, such as: Beat Back Buffelgrass Day; Census 2010; UA Health Lecture Series; meetings with HOAs, etc., to increase community outreach efforts and to learn more about the types of information residents and businesses want to receive from the town.

## 2011 Goals and Objectives

### Administration

- Provide organizational leadership and management to achieve goals set by Mayor and Council.
- Continue to provide staff support to Mayor and Council
- Make presentations to the community on Town related issues and priorities.
- Hire, train, and maintain a highly productive, service-oriented work force.
- Coordinate Mayor and Council and staff efforts to foster the development of community partnerships and intergovernmental relationships to benefit the Town of Sahuarita.
- Ensure that citizens and employees are treated with dignity and respect.
- Represent the Town's interests with other governmental and non-governmental entities at the federal, state, regional and local levels.
- Apprise Mayor and Council of municipal activities through periodic briefings, meetings and other appropriate written documents.
- Provide thorough, objective information that is helpful to Mayor and Council for use in decision-making.
- Search for opportunities that identify new revenue sources, recommending viable options to Town council. (General Plan Element: PFS 2.4.4)
- Oversee development and administration of strategic plans, organizational work plans, and special programs aligned with priorities established by Mayor and Council and the community. (General Plan Element: CIR - 1.8.1, PFS - 2.2.1, PFS 2.2.2, REC 1.1.1, REC 1.7.1, REC 2.1.1, WR 1.5.1)
- Allocate and manage resources in accordance with Mayor and Council direction and efficient implementation of the General Plan. (General Plan Element: PFS - 2.4.1)
- Systematically monitor and report on performance and progress to ensure accountability and to attain desired outcomes
- Pursue strategies to become a more results-oriented organization with a sustainable future.
- Provide infrastructure and services for the current and future needs of the citizens to maintain a better overall quality of life in Sahuarita. (General Plan Element: CD - 1.1.1 - 1.1.5, CD - 1.2.1)
- Present a welcoming, positive, and professional image for the Town in all interactions.
- Promote ongoing discussions with the Sahuarita and Continental Unified School Districts regarding all areas of mutual concern.

### Economic Development & Communications:

- Continue with activities relative to the Implementation Plan for the Strategic Plan for Economic Development with a focus on available land and target industries for recruitment.
- Continue retail development follow up with key prospects identified in the Buxton *Community ID* study and the Retail Assessment completed by the Chesapeake Group.
- Monitor progress of the Pima County Bond Advisory Committee relative to a potential Bond Election

in 2011 to ensure that the Sahuarita Public Library is included in the final recommendations, should the Bond Election be approved.

- Represent the town on the Carondelet Health Network Strategic Planning Committee, the Community Advisory Group and the Community Partnership with Freeport McMoRan, the Green Valley-Sahuarita Chamber of Commerce Economic Development Committee, TREO Regional Partners meetings, and attendance at USC/PUG regional water meetings.
- Provide staff support to the town's Economic Development Commission.
- Stay abreast of local, national, global economic development trends and best practices for wealth creation that could impact Sahuarita through selected conference and meeting participation, including the International Economic Development Council (IEDC), the Arizona Association of Economic Developers (AAED), Tucson Regional Economic Opportunities (TREO), the Urban Land Institute (ULI), and the International Conference of Shopping Centers (ICSC).
- Establish a "Culture of Communications" within the town government and implement the Communications Strategic Plan.
- Continue monthly electronic newsletters, increasing circulation. Monitor effectiveness with a series of short surveys.
- Measure and monitor customer satisfaction levels with town services.
- Launch an upgraded website for the town, including operational and graphic design changes.
- Increase opportunities for two way communications with residents, businesses, and others through electronic vehicles of communication and social networking opportunities.
- Continuously improve outreach efforts within Sahuarita and regionally to improve understanding of residents' impressions of government and services offered.
- Host selected community events and programs, as appropriate, in the Municipal Complex
- Increase collaborative relationships with residents and businesses in the town.

## Budget Highlights

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

### Personnel

- Eliminate the Assistant Town Manager position

### Programs

- Citizens Leadership Academy
- Consolidate the Economic Development and Communications Programs and merge with Neighborhood Outreach Program from Parks & Recreation Department

### Financial Summary

Expenditures by Program	FY 2009	FY 2010	FY 2010	FY 2010	FY 2011
	Actual Amount	Adopted Budget	Amended Budget	Estimated Amount	Adopted Budget
Administration	\$ 557,086	\$ 538,541	\$ 538,541	\$ 476,870	\$ 382,100
Economic Development and Communication*	136,285	144,249	205,249	198,750	252,960
Capital Outlay	-	-	-	-	-
<b>Expenditure Total</b>	<b>\$ 693,371</b>	<b>\$ 682,790</b>	<b>\$ 743,790</b>	<b>\$ 675,620</b>	<b>\$ 635,060</b>

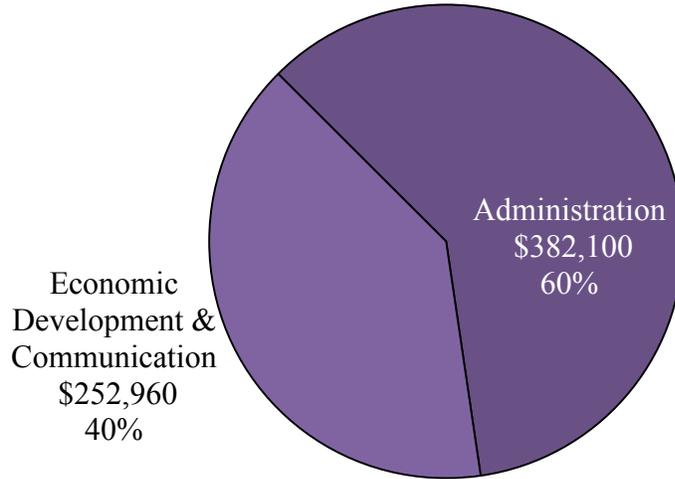
Expenditures by Category	FY 2009	FY 2010	FY 2010	FY 2010	FY 2011
	Actual Amount	Adopted Budget	Amended Budget	Estimated Amount	Adopted Budget
Personnel	\$ 595,982	\$ 592,690	\$ 639,240	\$ 641,370	\$ 590,860
Contractual Services	24,344	23,000	23,000	8,790	13,520
Operating Supplies	43,938	36,300	49,800	11,210	9,250
Other	29,106	30,800	31,750	14,250	21,430
Capital Outlay	-	-	-	-	-
<b>Expenditure Total</b>	<b>\$ 693,371</b>	<b>\$ 682,790</b>	<b>\$ 743,790</b>	<b>\$ 675,620</b>	<b>\$ 635,060</b>

Position Classification	FY 2011 Pay Range	Authorized Positions (FTE)			
		FY 2009 Amended	FY 2010 Adopted	FY 2010 Amended	FY 2011 Adopted
<b>Administration</b>					
Town Manager	93	1.00	1.00	1.00	1.00
Management Analyst	53	1.00	1.00	1.00	1.00
Executive Assistant	47	1.00	1.00	1.00	1.00
Sr. Office Assistant	36	1.00	1.00	1.00	1.00
Assistant Town Manager	N/A	1.00	1.00	1.00	0.00
<b>Economic Development &amp; Communication</b>					
Economic Development & Communication Manager	68	0.00	0.00	1.00	1.00
Community Communication Coordinator	51	0.00	0.00	1.00	1.00
New Media Specialist	60	0.00	0.00	1.00	1.00
Economic Development Mgr.	N/A	1.00	1.00	0.00	0.00
Communications Manager	N/A	1.00	0.00	0.00	0.00
<b>Total Positions</b>		<b>7.00</b>	<b>6.00</b>	<b>8.00</b>	<b>7.00</b>

\* For Fiscal Year 2011, the Town combined two divisions (Economic Development and Communications) into one division, therefore all amounts are the combined total of the previously separate divisions.

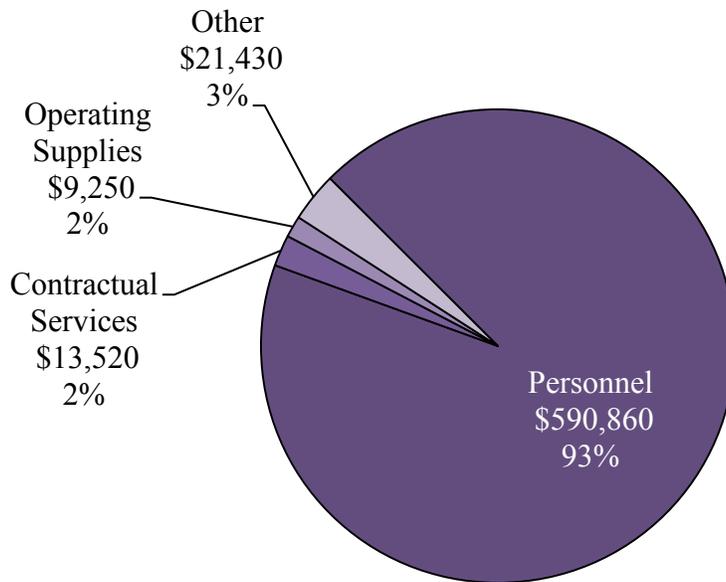
Town Manager

### Expenditures by Program FY2011



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### Expenditures by Category FY2011





# DEPARTMENT OF LAW

## Department Summary

### General Information

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

### Civil Division

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

When necessary, the Department of Law coordinates with special counsel hired by the Town for a particular project or purpose. The Town Attorney oversees the work of special counsel, and regularly reports the special counsel's progress to the Town council and staff.

### Criminal Division

As a cost-saving measure the Criminal Division was established as an in-house division late in the 2009-2010 Fiscal Year.

This division helps to ensure a safer community through the prosecution of civil violations and misdemeanor crimes in the Sahuarita Municipal Court. The staff of the Criminal Division works with the Sahuarita Police Department in the investigation, charging and prosecution of criminal cases within the Town. The Criminal Division also upholds the rights of crime victims within the Town, by keeping them informed of the progress of their cases and allowing them meaningful input.

### Mission

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

### 2011 Accomplishments

#### Civil Division

- Cultivated a strong partnership with the Mayor and Town Council in order to accomplish their priorities.

- Assisted Client Departments with timely resolution of problems, complaints, questions and inquiries, making it easier for each department to meet its goals and objectives.
- Continued our ongoing efforts to evaluate and refine the document review policy as necessary to ensure requests for legal opinions, contracts, agreements, and other documents were returned within the requested timeframe.
- Educated the Town Council, Commissions, Boards, and staff on complex issues related to the Arizona open meeting laws, to assure strict compliance by the Town.
- Worked closely with the human resources department to minimize the Town's exposure to adverse consequences from personnel decisions.
- Made periodic revisions to the Town Code, to correct errors and keep it up to date.
- Prepared appropriate and legally valid contracts and other documents as needed by the Town and, when needed, assist the Town in negotiation of contracts.
- Attended all meetings of the Town's Mayor and Council and selected boards and committees, as requested by the Town Council or Town Manager.

### **Criminal Division**

- Performed all duties necessary to successfully prosecute all state and local misdemeanors within the Town's jurisdiction.
- Increased Town Attorney's direct supervision of the criminal division.
- Moved prosecution files to the Department of Law, and managed files utilizing current Department of Law staff.
- Established regular office hours at Town Hall for Town Prosecutor.

## **2010 Goals and Objectives**

### **Civil Division**

- Continue to accomplish its mission statement by providing ethical, accurate, and timely legal advice and representation to Mayor and Council and Town staff. (General Plan Elements LU-1; LU-2; LU-3; LU-4; LU-5; GA-1; CIR-1; PFS-1; PFS-2; REC-1; REC-2; ENV-1; WR-1; CD-1)
- Assign staff to maximize productivity with existing resources. (General Plan Elements LU-1; LU-2; LU-3; LU-4; LU-5; GA-1; CIR-1; PFS-1; PFS-2; REC-1; REC-2; ENV-1; WR-1; CD-1)
- Continue to educate the Town Council and staff on complex issues related to the Arizona open meeting laws, to assure strict compliance by the Town.
- Continue to work closely with the human resources department to minimize the Town's exposure to adverse consequences from personnel decisions.
- Continue periodic revisions to the Town Code to correct errors and keep it up to date.

### **Criminal Division**

- The Criminal Division will accomplish its mission statement by promoting the fair, impartial and expeditious pursuit of justice. (General Plan Elements LU-1; LU-2; LU-3; LU-4; LU-5; GA-1; CIR-1; PFS-1; PFS-2; REC-1; REC-2; ENV-1; WR-1; CD-1)

## **Budget Highlights**

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

### **Contractual Services**

- Public Defender
- Other specialized legal services

### Financial Summary

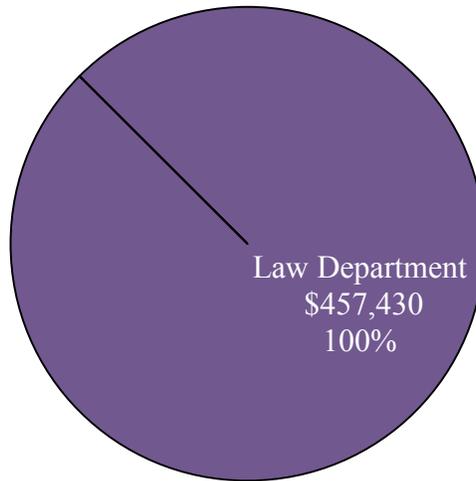
<b>Expenditures by Program</b>	<b>FY 2009 Actual Amount</b>	<b>FY 2010 Adopted Budget</b>	<b>FY 2010 Amended Budget</b>	<b>FY 2010 Estimated Amount</b>	<b>FY 2011 Adopted Budget</b>
Law Department	\$ 497,439	\$ 494,450	\$ 494,450	\$ 481,060	\$ 457,430
Capital Outlay	-	-	-	-	-
<b>Expenditure Total</b>	<b>\$ 497,439</b>	<b>\$ 494,450</b>	<b>\$ 494,450</b>	<b>\$ 481,060</b>	<b>\$ 457,430</b>

<b>Expenditures by Category</b>	<b>FY 2009 Actual Amount</b>	<b>FY 2010 Adopted Budget</b>	<b>FY 2010 Amended Budget</b>	<b>FY 2010 Estimated Amount</b>	<b>FY 2011 Adopted Budget</b>
Personnel	\$ 279,159	\$ 280,950	\$ 280,950	\$ 307,970	\$ 387,830
Contractual Services	196,807	188,900	189,600	148,170	37,500
Operating Supplies	9,360	12,400	12,400	14,220	16,500
Other	12,113	12,200	11,500	10,700	15,600
Capital Outlay	-	-	-	-	-
<b>Expenditure Total</b>	<b>\$ 497,439</b>	<b>\$ 494,450</b>	<b>\$ 494,450</b>	<b>\$ 481,060</b>	<b>\$ 457,430</b>

<b>Position Classification</b>	<b>FY 2011 Pay Range</b>	<b>Authorized Positions (FTE)</b>			
		<b>FY 2009 Amended</b>	<b>FY 2010 Adopted</b>	<b>FY 2010 Amended</b>	<b>FY 2011 Adopted</b>
Town Attorney	86	1.00	1.00	1.00	1.00
Town Prosecutor	71	0.00	0.00	1.00	1.00
Paralegal	47	1.00	1.00	1.00	1.00
Sr. Office assistant	36	1.00	1.00	1.00	1.00
<b>Total Positions</b>		<b>3.00</b>	<b>3.00</b>	<b>4.00</b>	<b>4.00</b>

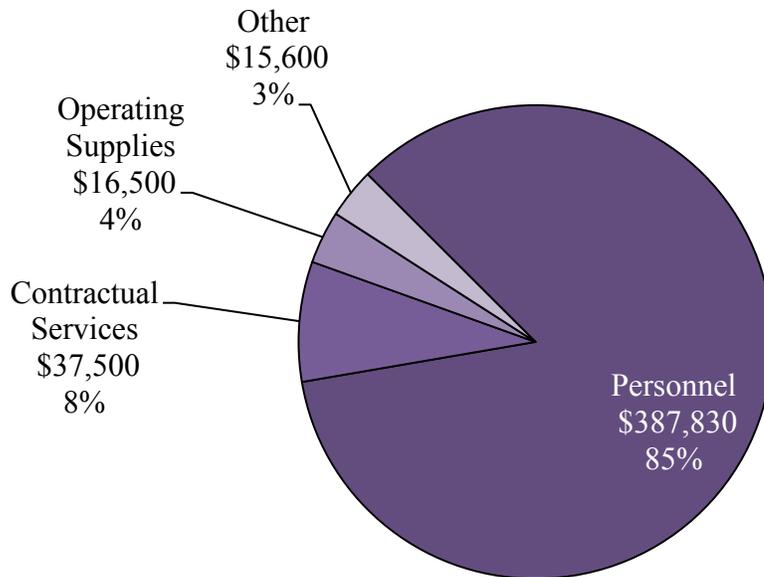
Department of Law

### Expenditures by Program FY2011



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### Expenditures by Category FY2011





## General Information

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

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

## Mission

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.

## 2010 Accomplishments

- Provided daily customer service to Town residents and visitors by responding to over 11,800 telephone and counter inquiries in a timely manner.
- Continued support to Mayor and Council in furtherance of open and responsive government through the proper preparation and retention of over 1,950 official Council records.
- Provided on-going Council Support through attendance at 31 Council meetings; preparation of Council minutes reflecting accurate record of Council actions; and preparation, assembly, and distribution of Council packets consisting of over 379 items.
- Maintained compliance with Open Meeting Law and provided increased public accessibility on the Town website through expanded availability of all public meeting notices and agendas, audio recordings of meetings, and public meeting minutes. Also, augmented packet information that is available to the public by including back-up documentation to Council agenda items.
- Responded to more than 266 public records requests which involved coordination with all departments to obtain accurate information in a timely manner.
- Processed and issued over 2,055 business licenses, in addition to late notices, reminders, and cancellations.
- Restructured and improved the business license application by creating a public market license for businesses participating in single events; and creating a street vending and door-to-door sales license to

further protect residents from illegal solicitors.

- Created Boards and Commission Directory which provides central repository for Board and Commission membership information, meeting dates, terms of office, purpose of Board and Commission, and other relevant information.

## 2011 Goals and Objectives

- Continue providing professional customer service to all residents and visitors who contact the Town Hall.
- Conduct fair and open municipal Primary and General Elections for the filling of four Council seats and proposition on the Local Alternative Expenditure Limitation Option. Provide timely and accurate information to all electors and candidates.
- Continue developing and improving the indexing system for Town records, thereby increasing efficiency of the Town document management system. Train town staff in “best practices” for use of the system.
- Provide additional guidance to Departments regarding the retention and destruction of their documents. This will include:
  - Developing a Town Records Management Manual;
  - Establishing with each department the prime document holder for various town records;
  - Conducting recurring department training/informational sessions.
- Train all Town Clerk staff in processing and issuance of Business Licenses.
- Conduct training for all municipal employees regarding Records Management, and properly completing and responding to Public Records Request.
- Coordinate with IT staff to determine if resources are available, and if a cost savings would be achieved, in developing and implementing an in-house web-based application for uploading agendas, audio, and minutes of the Council, and Board and Commission Meetings on the Town’s website. If feasible, this would eliminate payment for external contractual service fees.

## Budget Highlights

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

### Personnel

- Eliminated Records Manager position
- Created Office Assistant position
- Created Part-time Deputy Town Clerk

### Contractual Services

- Legal notices
- Software support and maintenance:
  - Business licenses
  - Meeting minutes
- Electronic document storage system

### Programs

- Elections Activity

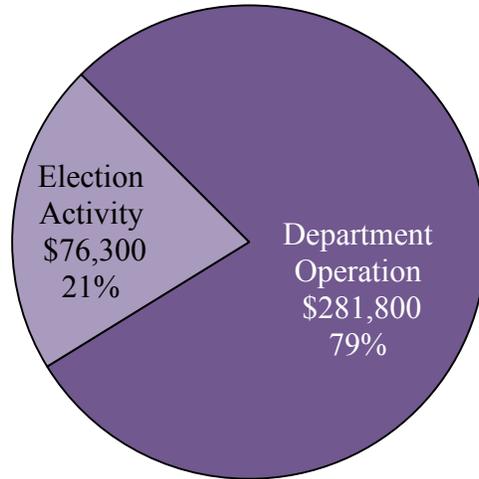
### Financial Summary

<b>Expenditures by Program</b>	<b>FY 2009 Actual Amount</b>	<b>FY 2010 Adopted Budget</b>	<b>FY 2010 Amended Budget</b>	<b>FY 2010 Estimated Amount</b>	<b>FY 2011 Adopted Budget</b>
Department Operation	\$ 357,216	\$ 249,600	\$ 251,700	\$ 257,210	\$ 281,800
Election Activity	-	-	-	-	76,300
Capital Outlay	-	-	-	-	-
<b>Expenditure Total</b>	<b>\$ 357,216</b>	<b>\$ 249,600</b>	<b>\$ 251,700</b>	<b>\$ 257,210</b>	<b>\$ 358,100</b>

<b>Expenditures by Category</b>	<b>FY 2009 Actual Amount</b>	<b>FY 2010 Adopted Budget</b>	<b>FY 2010 Amended Budget</b>	<b>FY 2010 Estimated Amount</b>	<b>FY 2011 Adopted Budget</b>
Personnel	\$ 214,793	\$ 210,100	\$ 210,100	\$ 212,700	\$ 241,600
Contractual Services	128,917	34,800	35,750	38,660	104,430
Operating Supplies	10,321	3,130	4,280	4,280	10,500
Other	3,184	1,570	1,570	1,570	1,570
Capital Outlay	-	-	-	-	-
<b>Expenditure Total</b>	<b>\$ 357,216</b>	<b>\$ 249,600</b>	<b>\$ 251,700</b>	<b>\$ 257,210</b>	<b>\$ 358,100</b>

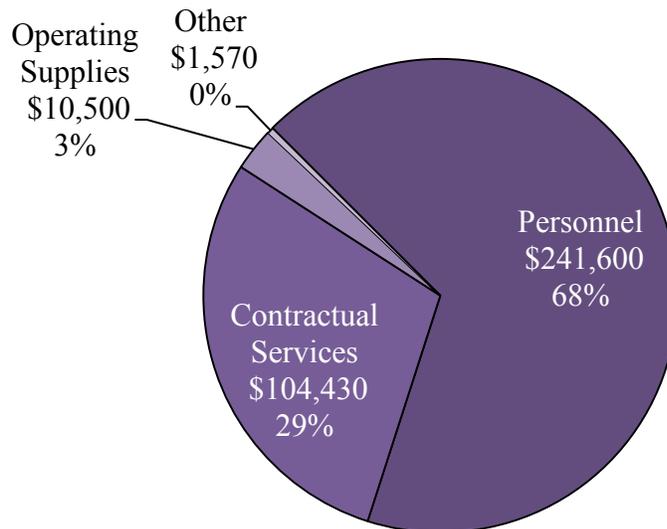
<b>Position Classification</b>	<b>FY 2011 Pay Range</b>	<b>Authorized Positions (FTE)</b>			
		<b>FY 2009 Amended</b>	<b>FY 2010 Adopted</b>	<b>FY 2010 Amended</b>	<b>FY 2011 Adopted</b>
Town Clerk	70	1.00	1.00	1.00	1.00
Deputy Town Clerk	54	0.00	0.00	0.00	0.50
Sr. Office Assistant	36	0.00	1.00	1.00	1.00
Office Assistant	29	1.00	0.00	0.00	1.00
Records Manager	N/A	1.00	1.00	1.00	0.00
<b>Total Positions</b>		<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.50</b>

### Expenditures by Program FY2011



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### Expenditures by Category FY2011



# FINANCE

## Department Summary

### General Information

#### Finance and Risk Management

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. 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

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.

### Mission

#### Finance and Risk Management

Protect the Town's financial resources and provide quality information to all stakeholders.

#### Technology

Provide superior technological services to all Town departments.

### 2010 Accomplishments

#### Finance and Risk Management

- Prepared a balanced budget that incorporates Town Council's objectives and ties to the capital improvement plan (General Plan Element: PFS 2.2.1.)
- Updated and utilized the cost allocation plan (General Plan Elements: CIR 1.6.4/PFS 2.4.4./CD 1.1.1 – 1.1.5./CD 1.3.1.)
- Developed five year revenue and expenditure estimates for use during the budget process (General Plan Element: CD 2.2.1.)
- Assisted in the development of the Capital Improvement Plan (General Plan Element: CD 2.1.)
- Coordinated infrastructure financing, including the potential for public-private funding partnerships, for use in the capital improvement plan (General Plan Elements: CIR 1.6.4./GA 1.4/PFS 2.2.2/PFS 2.4.5.)
- Obtained the GFOA *Certificate of Achievement for Excellence in Financial Reporting* by preparing a quality comprehensive annual financial report for the most recent fiscal year.
- Obtained the GFOA *Distinguished Budget Presentation Award* by preparing a quality budget document

for the most recent fiscal year.

- Obtained an unqualified audit opinion on the *Comprehensive Annual Financial Report* and the *Annual Expenditure Limitation Report*.
- Maintained compliance with federal and State mandates concerning financial issues.
- Improved new accounting system.
- Maintained communication with the Arizona Municipal Risk Retention Pool (AMRRP) to mitigate potential hazards and risk concerns and to ensure that adequate insurance coverage is provided.
- Technology
- Deployed *HelpStar* ticketing system to track work orders throughout the enterprise, giving feedback to users and performance metrics to management
- Implemented service level enhancements to key departmental software ***(General Plan Element: PFS 2.1.3)***
- Enhanced security and stability of the Town's network infrastructure through the use of Cisco® products ***(General Plan Element: PFS 2.2.2)***
- Brought municipal email in-house to eliminate contract vendor cost and consolidate communication services ***(General Plan Elements: PFS 2.1.1/PFS 2.1.3)***
- Moved servers from Town Hall to the Police Department to allow for greater physical storage, and enhance continuity and up-time ***(General Plan Element: PFS 2.1.1/PFS 2.1.3)***
- Enacted the Town's first *Electronic Communications General Usage Policy* to establish a framework of expectations regarding municipal technology usage
- Negotiated new Verizon® Wireless contract to allow for greater coverage area, service response times and departmental cost savings ***(General Plan Elements: PFS 1.5.1/PFS 2.1.3/PFS 2.2.2)***

## 2011 Goals and Objectives

### Finance and Risk Management

- Provide monthly and quarterly budget and investment reports to Town Council within 60 days after period end.
- Provide departments access and training on the new governmental accounting software system.
- Prepare an accounting manual providing step-by-step processing procedures for all accounting cycles.
- Prepare a balanced budget that incorporates Town Council's goals and objectives and ties to the capital improvement plan ***(General Plan Element: PFS 2.2.1.)***
- Update and maintain the cost allocation plan ***(General Plan Elements: CIR 1.6.4/PFS 2.4.4./CD 1.1.1 – 1.1.5./CD 1.3.1.)***
- Develop five year revenue and expenditure estimates for use during the budget process ***(General Plan Element: CD 2.2.1.)***
- Assist in the development of the Capital Improvement Plan ***(General Plan Element: CD 2.1.)***
- Coordinate infrastructure financing, including the potential for public-private funding partnerships, for use in the capital improvement plan ***(General Plan Elements: CIR 1.6.4./GA 1.4/PFS 2.2.2/PFS 2.4.5.)***
- Obtain the GFOA *Certificate of Achievement for Excellence in Financial Reporting* by preparing a quality comprehensive annual financial report.
- Obtain the GFOA *Distinguished Budget Presentation Award* by preparing a quality budget document.
- Obtain an unqualified audit opinion on the *Comprehensive Annual Financial Report* and the *Annual Expenditure Limitation Report*.
- Achieve or maintain compliance with federal and State mandates concerning financial issues.
- Maintain communication with the Arizona Municipal Risk Retention Pool (AMRRP) to mitigate potential hazards and risk concerns and to ensure that adequate insurance coverage is provided.

**Technology**

- Develop performance measurements and service level agreements with departments.
- Utilize the work order system to provide reports to management and departments regarding performance metrics.
- Develop comprehensive information technology policies and procedures.
- Take ownership over the use of all audio/visual and other special systems during Town Council meetings.
- Continue to monitor and enhance security and stability of Town Municipal network.

**Budget Highlights**

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

**Personnel**

- Added Technology Manager position

**Contractual Services**

- Supplemental sales tax audits
- Annual financial audit
- Financial and investment management services
- Banking and trustee service fees
- Software support and maintenance
- Operating Supplies
- Replacement computers
- Software licenses

**Other Expenditures**

- General liability insurance premiums

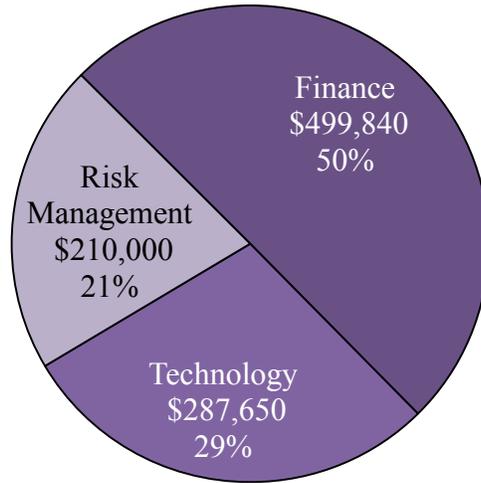
### Financial Summary

Expenditures by Program	FY 2009	FY 2010	FY 2010	FY 2010	FY 2011
	Actual Amount	Adopted Budget	Amended Budget	Estimated Amount	Adopted Budget
Finance	\$ 465,052	\$ 517,238	\$ 517,238	\$ 485,690	\$ 499,840
Technology	233,648	226,832	226,832	233,180	287,650
Risk Management	161,187	210,000	210,000	187,000	210,000
Capital Outlay	71,459	52,000	52,000	20,000	-
<b>Expenditure Total</b>	<b>\$ 931,346</b>	<b>\$ 1,006,070</b>	<b>\$ 1,006,070</b>	<b>\$ 925,870</b>	<b>\$ 997,490</b>

Expenditures by Category	FY 2009	FY 2010	FY 2010	FY 2010	FY 2011
	Actual Amount	Adopted Budget	Amended Budget	Estimated Amount	Adopted Budget
Personnel	\$ 432,804	\$ 510,270	\$ 510,270	\$ 520,820	\$ 608,340
Contractual Services	219,208	197,550	196,450	165,140	146,100
Operating Supplies	36,822	25,800	26,900	23,210	16,100
Other	171,053	220,450	220,450	196,700	226,950
Capital Outlay	71,459	52,000	52,000	20,000	-
<b>Expenditure Total</b>	<b>\$ 931,346</b>	<b>\$ 1,006,070</b>	<b>\$ 1,006,070</b>	<b>\$ 925,870</b>	<b>\$ 997,490</b>

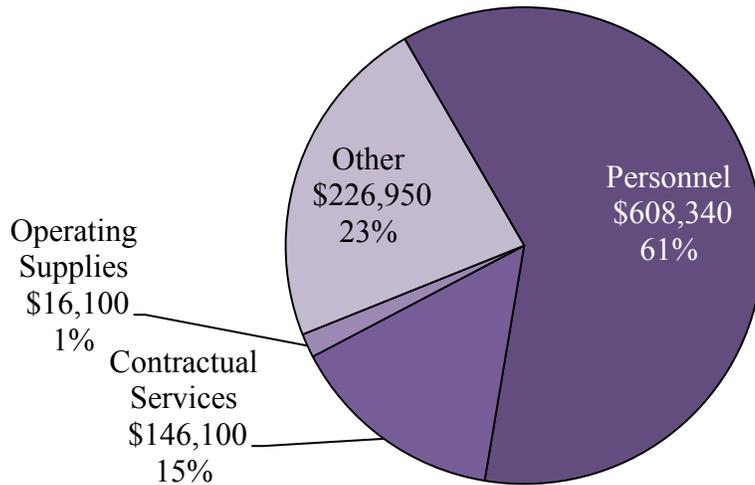
Position Classification	FY 2011 Pay Range	<u>Authorized Positions (FTE)</u>			
		FY 2009 Amended	FY 2010 Adopted	FY 2010 Amended	FY 2011 Adopted
<b>Finance</b>					
Finance Director	78	1.00	1.00	1.00	1.00
Finance Manager	68	1.00	1.00	1.00	1.00
Accountant	46	1.00	1.00	1.00	1.00
Accounting Specialist	35	1.00	2.00	2.00	2.00
Sr. Accounting Specialist	N/A	1.00	0.00	0.00	0.00
<b>Technology</b>					
Technology Manager	68	1.00	0.00	1.00	1.00
Network Administrator	57	1.00	1.00	1.00	1.00
IT Specialist	49	1.00	1.00	1.00	1.00
<b>Total Positions</b>		<b>8.00</b>	<b>7.00</b>	<b>8.00</b>	<b>8.00</b>

### Expenditures by Program FY2011



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### Expenditures by Category FY2011





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# HUMAN RESOURCES

## Department Summary

### General Information

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

### Mission

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.

### 2010 Accomplishments

- Implemented and trained all Town staff on utilizing the Employee Self Service (ESS) features of MUNIS to assist employees in verifying or updating their personnel information on file with the Town.
- Created and finalized the on-line application program to allow applicants to file an employment application electronically.
- Designed and implemented a Town staff website to assist employees in securing various benefit and tax information or forms.
- Created and/or updated job descriptions for all active job titles.
- Installed computer in town hall lobby for use by applicants when checking for job openings at Town or when completing an employment application.
- Researched and changed vendors for our employee on-line training program which resulted in a reduction from \$18 per training class to \$7 per class.
- Conducted survey to assure our salary program remains competitive.
- Coordinated renewal of town insurance benefits and all associated paperwork. Process required a change of the health care provider and benefits for the Town to experience only a 6.2% premium increase for health insurance.
- Began process to implement a town-wide annual Motor Vehicle Report check system.

## 2011 Goals and Objectives

- Create a human resources procedure manual to guide supervisors through the appropriate individual steps in processing forms or responding to employees questions about various benefits, i.e., performance appraisal processing, FMLA process, merit increases, industrial accidents, terminations.
- Continue enhancing employee website by adding features, forms, links, and information to be a “one-stop” for all employee questions about Town benefits and policies.
- Survey employees to determine the subject matter for the informational seminars desired. Research appropriate presenters to conduct “brown bag seminars” during the lunch hour. Examples of seminars could be estate planning, saving for retirement / college / homeownership, stress management.
- Finalize Motor Vehicle Report check process.
- Continue to update sections of the Personnel Policy Manual as the needs of the Town or employment laws change.

## Budget Highlights

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

### Contractual Services

- Employee Assistance Program
- Web-based supervisory and workforce training program

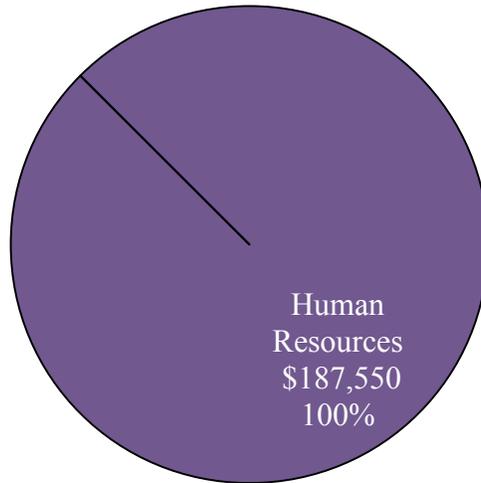
### Financial Summary

<b>Expenditures by Program</b>	<b>FY 2009 Actual Amount</b>	<b>FY 2010 Adopted Budget</b>	<b>FY 2010 Amended Budget</b>	<b>FY 2010 Estimated Amount</b>	<b>FY 2011 Adopted Budget</b>
Department Operations	\$ 173,755	\$ 182,530	\$ 182,530	\$ 179,240	\$ 187,550
Capital Outlay	20,078	2,000	2,000	1,610	-
<b>Expenditure Total</b>	<b>\$ 193,833</b>	<b>\$ 184,530</b>	<b>\$ 184,530</b>	<b>\$ 180,850</b>	<b>\$ 187,550</b>

<b>Expenditures by Category</b>	<b>FY 2009 Actual Amount</b>	<b>FY 2010 Adopted Budget</b>	<b>FY 2010 Amended Budget</b>	<b>FY 2010 Estimated Amount</b>	<b>FY 2011 Adopted Budget</b>
Personnel	\$ 155,910	\$ 158,150	\$ 158,150	\$ 157,560	\$ 159,920
Contractual Services	13,685	17,920	17,920	16,570	17,620
Operating Supplies	2,923	4,300	4,300	3,000	5,150
Other	1,237	2,160	2,160	2,110	4,860
Capital Outlay	20,078	2,000	2,000	1,610	-
<b>Expenditure Total</b>	<b>\$ 193,833</b>	<b>\$ 184,530</b>	<b>\$ 184,530</b>	<b>\$ 180,850</b>	<b>\$ 187,550</b>

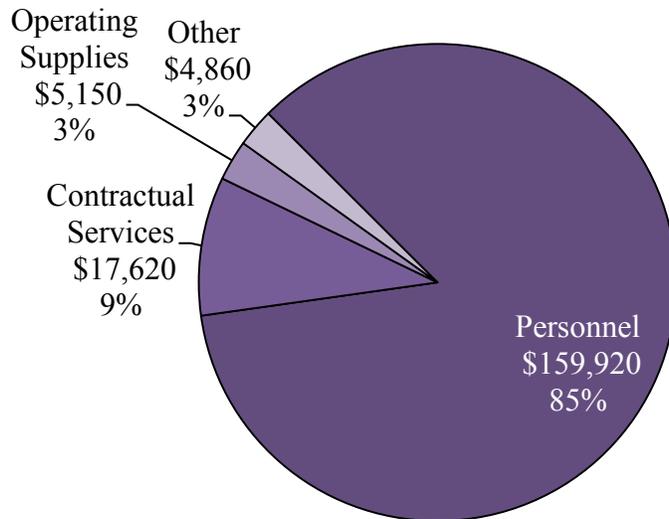
<b>Position Classification</b>	<b>FY 2011 Pay Range</b>	<b>Authorized Positions (FTE)</b>			
		<b>FY 2009 Amended</b>	<b>FY 2010 Adopted</b>	<b>FY 2010 Amended</b>	<b>FY 2011 Adopted</b>
HR Director	73	1.00	1.00	1.00	1.00
HR Analyst	52	1.00	1.00	1.00	1.00
<b>Total Positions</b>		<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>

### Expenditures by Program FY2011



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### Expenditures by Category FY2011



Human Resources



# PLANNING AND BUILDING

## Department Summary

### General Information

The Planning and Zoning and Building Safety Departments have been combined in order to better serve the community and reduce Town expenditures. Planning staff administers and enforces the Town of Sahuarita Zoning Code and Specific Plans as well as providing oversight in implementation of the Town of Sahuarita General Plan. Building Safety staff administers and enforces residential and commercial construction and fire prevention regulations within the Town.

The Department is responsible for plan reviews for subdivision plats, development plans, rezoning cases and General Plan Amendments. The Department issues building permits and provides inspections for construction after examination of all plans, calculations and specifications and determines compliance with Building, Electrical, Plumbing, Mechanical, Outdoor Lighting and Fire Codes.

Staff prepares amendments to the Zoning Code and administers the zoning enforcement function. Department staff responds to public inquiries regarding building codes, cases in review and zoning issues. The Department assures compliance with the Property Maintenance Code for existing structures and provides annual Fire Code inspections of all commercial property.

The Building Official provides code interpretation and hears appeals for alternative materials, design and methods of construction; and issues Certificates of Occupancy upon satisfactory inspection of all construction project components. The Director provides Zoning Code interpretations.

### Mission

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.

### 2010 Accomplishments

- Sahuarita Road – Mission Road General Plan Amendment processed through Planning and Zoning Commission
- SUSD (Rancho Sahuarita) - Rezoning for commercial at NE corner Sahuarita Road & Rancho Sahuarita Blvd.
- Robson Communities/Quail Creek – Rezoning to commercial for property located west of Nogales Hwy
- Three Zoning Code Amendments – Development Plan Time Extensions; Subdivision Definition; Public Notice
- Rancho Sahuarita Specific Plan Amendment - Sign Standards
- Town of Sahuarita Zoning Code Amendment – Sign Code

- Zoning Code Amendment – Riparian area/major washes protection ordinance
- Updated Planning and Zoning Fee Schedule
- Updated Development Review Checklist
- Significant support of the 2010 decennial census program through liaison and data submittal to Pima Association of Governments and U.S. Bureau of Census, LUCA program, updating GBF (address) files, promotional information to public, and committee meetings.
- Code Enforcement – Receive and investigate complaints and remove illegal signs from public right-of-ways. Established a more proactive approach this year; working with Legal to resolve longstanding zoning problems. Revised the building code enforcement process to be more sensitive to residents' concerns.
- Imagine Greater Tucson – Initiating Team, Stakeholder Group, Process Group, and Resources Group participation
- Continued staffing of Pima Association of Governments Committees – Planning Directors Committee; 2040 Regional Transportation Plan Task Force; Transportation Planning Committee; Regional Transportation Authority Transit Working Group; Population Technical Advisory Committee; Environmental Planning Advisory Committee; Complete Count Committee
- Staff training and professional development – all planning staff took part in professional development and training, including CELA for zoning enforcement for the first time.
- Issued a total of 669 permits through end of March 2010, including 357 single family residence (SFR) permits and 37 commercial permits.
- Created a Board of Appeals so residents and builders can appeal a decision by the Building Official.
- Implemented a Special Inspection Program for inspections that are required by code.
- Provided “Building Safety-Homeowner Tip of the Month” articles for the Town newsletter.
- Coordinated the implementation of the Business License Module software with the Town Clerk Department.
- Streamlined the submittal process for solar permits and for replacing mechanical units.
- Scheduled pre-submittal meetings (tenant improvements only) and pre-construction meetings for commercial projects.
- Completed 100% of building plan reviews within twenty working days of a complete submittal.
- Completed 100% of SFRs from a model plan on a mass graded lot (357 permits) within ten working days of a complete submittal.
- Completed 100% of single family residential additions and fire plan reviews within ten working days of a complete submittal.
- Completed 99% of inspections by the next working day.

## 2011 Goals and Objectives

- Process Zone Changes and Text Amendments for consideration by Planning Commission and Town Council, including:
  - Zoning Code Amendment – Landscaping Regulations
  - Zoning Code Amendment – Big Box code update
  - Post all Planning and Zoning Commission agenda materials on website
  - Post and provide avenue for comment on all proposed Zoning Code amendments on website
  - Amend plan amendment and rezoning process to require public meetings prior to submittal
  - Process applications for Major General Plan Amendments and related annexations
  - Process applications for Tentative and Final Subdivision Plats for consideration by Planning Commission and Town Council
  - Process applications for Commercial Development Plans
  -

- Coordinate processing of applications for proposed Zone Changes and General Plan Amendments
- Complete implementation of the new community development software.
- Provide Neighborhood Information Meetings to Homeowner Associations to describe what the Department does.
- Revise the Outdoor Lighting Code through meetings with stakeholders.
- Continue to provide “Building Safety-Homeowner Tip of the Month” articles for the Town newsletter.
- Adopt the 2009 building codes.
- Implement a customer satisfaction survey to measure the overall experience and quality of service that the Department delivers on a daily basis.
- Provide building plan review within twenty working days of a complete submittal 99% of the time.
- Provide Single Family Residence plan review from a model plan on mass graded lots within ten working days of a complete submittal 99% of the time.
- Provide plan review for single family residence additions within ten working days of a complete submittal 99% of the time.
- Provide fire plan review within ten working days of a complete submittal 99% of the time.
- Provide inspections by the next working day 99% of the time.

### **Budget Highlights**

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

#### **Personnel**

- The Planning and Zoning Department and the Building Safety Department have been combined and staffing reduced by three FTE’s, including one director-level position. This has resulted in a substantial reduction in expenditures.

#### **Contractual Services**

- Building Permitting software support and maintenance.

#### **Capital Outlay**

- Complete acquisition and training of new permit public access module to Community Development Software.

## Financial Summary

Expenditures by Program	FY 2009*	FY 2010*	FY 2010*	FY 2010*	FY 2011
	Actual Amount	Adopted Budget	Amended Budget	Estimated Amount	Adopted Budget
Building Safety	\$ 1,031,348	\$ 875,420	\$ 883,820	\$ 864,310	\$ 601,410
Planning & Zoning	400,176	374,050	374,050	364,680	400,770
Capital Outlay	65	-	-	-	-
<b>Expenditure Total</b>	<b>\$ 1,431,589</b>	<b>\$ 1,249,470</b>	<b>\$ 1,257,870</b>	<b>\$ 1,228,990</b>	<b>\$ 1,002,180</b>

Expenditures by Category	FY 2009*	FY 2010*	FY 2010*	FY 2010*	FY 2011
	Actual Amount	Adopted Budget	Amended Budget	Estimated Amount	Adopted Budget
Personnel	\$ 1,321,992	\$ 1,121,660	\$ 1,121,660	\$ 1,142,500	\$ 912,840
Contractual Services	31,586	46,050	53,475	35,230	40,800
Operating Supplies	45,166	48,150	47,650	28,100	23,360
Other	32,781	33,610	35,085	23,160	25,180
Capital Outlay	65	-	-	-	-
<b>Expenditure Total</b>	<b>\$ 1,431,589</b>	<b>\$ 1,249,470</b>	<b>\$ 1,257,870</b>	<b>\$ 1,228,990</b>	<b>\$ 1,002,180</b>

Position Classification	FY 2011 Pay Range	Authorized Positions (FTE)			FY 2011 Adopted
		FY 2009* Amended	FY 2010* Adopted	FY 2010* Amended	
Planning & Building Director	78	0.00	0.00	0.00	1.00
Building Safety Manager	68	0.00	0.00	0.00	1.00
Senior Planner	64	1.00	1.00	1.00	1.00
Chief Building Inspector	61	1.00	1.00	1.00	1.00
Town Planner	59	1.00	1.00	1.00	1.00
Plans Examiner/Fire Inspector	55	1.00	1.00	1.00	1.00
Plans Examiner/Inspector	55	2.00	2.00	2.00	2.00
Assistant Planner	51	1.00	1.00	1.00	1.00
Sr Office Asst/Code Enforcer	40	1.00	0.60	0.60	0.60
Senior Permit Technician	43	1.00	1.00	1.00	1.00
Permit Clerk	33	1.00	1.00	1.00	1.00
Planning Director	N/A	1.00	1.00	1.00	0.00
Building Official/Fire Marshal	N/A	1.00	1.00	1.00	0.00
Sr Plans Examiner	N/A	1.00	1.00	1.00	0.00
Building Inspector II	N/A	1.00	1.00	1.00	0.00
Building Inspector	N/A	2.00	1.00	1.00	0.00
Student/Summer Intern	N/A	1.00	0.75	0.75	0.00
<b>Total Positions</b>		<b>17.00</b>	<b>15.35</b>	<b>15.35</b>	<b>11.60</b>

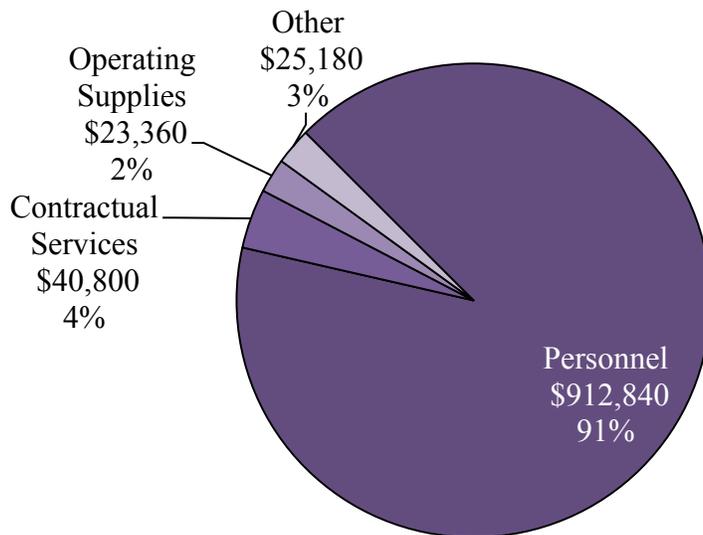
\* For Fiscal Year 2011, the Town combined two departments (Building Safety and Planning and Zoning) into one department, therefore all amounts are the combined total of the previously separate departments.

### Expenditures by Program FY2011



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### Expenditures by Category FY2011





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# PARKS AND RECREATION

## Department Summary

### **General Information**

The Department provides a variety of parks and recreation facilities and program experiences equitably throughout the community. Existing facilities will be maintained and enhanced as growth and demand dictate. Programs will be operated at the highest level of quality and safety with exceptional service, to develop lifetime customers and relationships. The Department facilitates a positive economic investment through partnerships with other service providers, both public and private which will contribute to a high quality of life for residents.

The Department is made up of three divisions: Administration, Parks, and Recreation.

### **Administration**

Administration guides and oversees all the department's activities. Administration also is the liaison between the Town and the Sahuarita Art Guild and coordinates the Sahuarita Teen Advisory Council (STAC) which advises the Town Council on issues related to youth.

### **Parks**

The Parks division maintains 76 acres of developed park land and facilities which include five Town-maintained parks and one joint-use park with the local school district

### **Recreation**

The Recreation division offers 20 different programs; coordinates leagues and user groups use on 11 fields; permits all facility rentals, operates a licensed child care program; and plans, staffs, and supports special events. The Town's only Recreation Center - Anamax Park Recreation Center – hosts a variety of classes and programs for the community including a meeting place for community organizations. The programs offered range from those for young children like Tots and Itty Bitty Sports to those for adults like softball and volleyball leagues, fitness and hiking programs. In addition, the Recreation division has the responsibility of planning and oversight for all 16 special events and activities during the year.

### **Mission**

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

## 2010 Accomplishments

- Staff coordinated with the Glover family to install a memorial flag pole at Anamax Park.
- Staff worked to coordinate the restroom acquisition and installation at Quail Creek Veterans-Memorial Park.
- A volunteer committee assisted staff in development of a Trails Master Plan.
- STAC completed three successful events including Battle of the Bands, Grad Night Challenge, and Open Mic Night at Sertinos.
- Completed Standard Operating Procedures for the Maintenance Department.
- Signed up one additional group to Adopt-A-park.
- Maintained the park system at a high level of service.
- Certified one staff as Playground Safety Inspector.
- Certified one staff and a licensed chemical applicator.
- Successfully rebid the landscape maintenance service contract for all the park sites.
- Added two adult programs: Soccer League and Dodgeball tournament.
- Added two youth programs: Second Tots Class and Story Time at Anamax.
- Field usage by user groups increased with the availability of 8 more fields.
- Expanded advertising: cinema slide pre-shows, banner advertising, and displaying the Parks and Recreation brochure at local businesses.
- Participated in the Back-to-School Supplies distribution, Pecan Festival, Rancho Resort Wellness Fair, and the 2010 Business Expo.
- Organized 16 special events/activities during the fiscal year to promote community involvement, including Highlights of the Town's special events including Fiesta Sahuarita, Tucson Symphony Orchestra—Just for Kids concerts, Halloween Safe House, and Winter and Spring Festivals.
- Improved volunteer participation at Fiesta by having an organized volunteer coordinator and participating in the Disney Give a Day, Get a Day volunteer promotion.
- Worked in collaboration with the United Way of Tucson and Southern Arizona for the Days of Caring program to create the mural inside the Anamax Recreation facility.

## 2011 Goals and Objectives

- Increase community participation in activities supporting healthy lifestyles by providing three health related events with at least 50 participants in each event. (*Parks, Recreation, Trails, and Open Space Master Plan (PRTOSMP) Goal 5, General Plan Elements: REC 1.5, CIR-1.5.5, CIR-1.4.2*)
- Continue to decrease the gap between cost recovery rate and expenses for the Recreation Division, including indirect program costs, 5% each year over the next three years. (*PRTOSMP Goal 6*)
- To increase participation in programs, activities and events 8% per year over the next three years. (*PRTOSMP Goal 5, General Plan Element: REC-1.5*).
- Implement a web-based work order system for Parks Maintenance. (*PRTOSMP Goal 4.1.1*)
- Add two more Adopt-A-Park volunteer groups to the current one (*PRTOSMP Goal 3.12, PRTOSMP Goal 4*).
- Develop an Open Space Master Plan coordinated with the Pima County Bond Program (*PRTOSMP Goal 8, General Plan Element REC-1.4*).
- Complete an update of the Parks and Recreation Areas Design Standards Manual-(*PRTOSMP Goal 9, General Plan Element: REC-1.3*)

## 2010 Budget Highlights

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

### Contractual Services

- Custodial services for park facilities
- Landscape maintenance services
- Special events services
- Contract employees
- Fitness instructors
- Umpires and referees

### Operating Supplies

- Fuel
- Maintenance tools and supplies
- Fish
- Recreation supplies
- Special events supplies

### Other Expenditures

- Park utilities

### Programs

- Merge Neighborhood Outreach Program with Communications Program in Town Manager Department

### Financial Summary

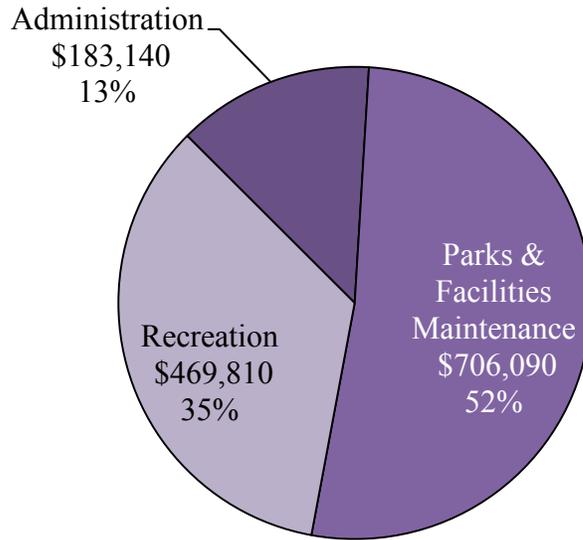
Expenditures by Program	FY 2009	FY 2010	FY 2010	FY 2010	FY 2011
	Actual Amount	Adopted Budget	Amended Budget	Estimated Amount	Adopted Budget
Administration	\$ 236,106	\$ 191,340	\$ 195,340	\$ 177,760	\$ 183,140
Neighborhood Outreach	101,223	140,538	84,538	81,020	-
Parks & Facilities Maintenance	620,746	684,910	685,910	677,040	706,090
Recreation	318,345	374,752	374,752	373,660	469,810
Capital Outlay	67,099	-	-	-	-
<b>Expenditure Total</b>	<b>\$ 1,343,520</b>	<b>\$ 1,391,540</b>	<b>\$ 1,340,540</b>	<b>\$ 1,309,480</b>	<b>\$ 1,359,040</b>

Expenditures by Category	FY 2009	FY 2010	FY 2010	FY 2010	FY 2011
	Actual Amount	Adopted Budget	Amended Budget	Estimated Amount	Adopted Budget
Personnel	\$ 773,201	\$ 816,625	\$ 770,075	\$ 754,710	\$ 788,730
Contractual Services	207,729	300,623	280,868	272,740	280,880
Operating Supplies	97,207	128,512	123,162	116,720	125,950
Other	198,284	145,780	166,435	165,310	163,480
Capital Outlay	67,099	-	-	-	-
<b>Expenditure Total</b>	<b>\$ 1,343,520</b>	<b>\$ 1,391,540</b>	<b>\$ 1,340,540</b>	<b>\$ 1,309,480</b>	<b>\$ 1,359,040</b>

Position Classification	FY 2011 Pay Range	Authorized Positions (FTE)			
		FY 2009 Amended	FY 2010 Adopted	FY 2010 Amended	FY 2011 Adopted
<b>Administration</b>					
Parks & Rec Director	74	1.00	1.00	1.00	1.00
Sr. Office Assistant	36	1.00	1.00	1.00	1.00
Office Assistant	N/A	1.00	0.00	0.00	0.00
<b>Parks &amp; Facilities Maintenance</b>					
Parks & Facilities Manager	56	1.00	1.00	1.00	1.00
Parks Foreman	46	1.00	1.00	1.00	1.00
Maintenance Worker I	36	3.00	3.00	3.00	3.00
<b>Recreation</b>					
Recreation Programs Administrator	55	1.00	1.00	1.00	1.00
Recreation Programmer	42	1.00	1.00	1.00	1.00
Recreation Leader	31	2.63	2.63	2.63	2.63
Office Assistant	29	0.00	0.63	0.63	0.63
Athletic Leader	25	0.50	0.63	0.63	0.48
Recreation Aide	23	2.64	2.19	2.19	2.34
<b>Neighborhood Outreach</b>					
Neighborhood Outreach Coordinator	N/A	1.00	1.00	0.00	0.00
<b>Total Positions</b>		<b>15.77</b>	<b>15.08</b>	<b>15.08</b>	<b>15.08</b>

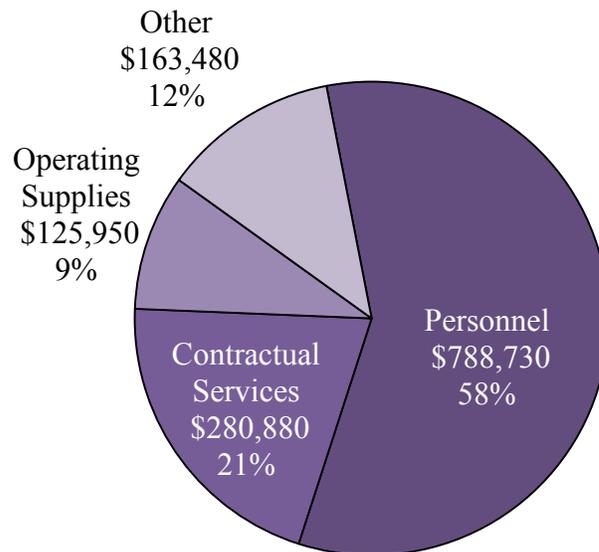
Parks and Recreation

### Expenditures by Program FY2011



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### Expenditures by Category FY2011



Parks and Recreation



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# PUBLIC WORKS

## Department Summary

### General Information

#### Public Works Administration

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

#### Engineering

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

#### Mission

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

### 2010 Accomplishments

- Tenant Improvements completed at Town Hall for relocation of Public Works Department.
- La Canada Drive Phase III: El Toro Road to Sahuarita Road, roadway widening and improvement project completed. New roadway has provides 3-lanes and new railroad crossing near El Toro Road, and then transitions to 4-lane roadway near future commercial development area. Project also included signalized intersection at La Canada Drive/Rancho Resort Blvd/Sahuarita Road.
- Sahuarita Road: Interstate-19 to Western Town Limits, roadway widening and improvement project completed as part of La Canada Drive Phase III project. New roadway provides 4-lanes between La Canada Drive and Interstate 19.
- Sahuarita Road Phase I: Interstate-19 to La Villita Road, construction started September 2009.
- Sahuarita Road Phase II: La Villita Road to Eastern Town Limits, commenced final design.
- Sahuarita Road/Interstate-19 TI: commenced final design.
- Pima Mine Road/Rancho Sahuarita Boulevard Traffic Signal and Union Pacific Railroad Crossing improvements were approved and permitted by the Arizona Corporation Commission and Union Pacific Railroad; construction is underway. Project included Traffic Signal at the existing intersection as well as new railroad crossing surface and signals.
- Nogales Highway/Old Nogales Highway Traffic Signal project was completed. The project included a new traffic signal, bike lane transitions and minor intersection geometry improvements.
- Camino De Las Quintas Sidewalk Project was completed. Project added sidewalk along Camino De Las Qunitas connecting the existing neighborhoods to Anamax Park.

## 2011 Goals and Objectives

- To provide safe, efficient, and timely infrastructure improvements; and to provide necessary upgrades and additions to the systems to keep pace with the Town's growth. The safety of our residents and visitors is the Department's #1 priority.
- Maintain all streets, roadways, and drainage-ways.
- Meeting or exceeding compliance with federal and/or state mandated regulations.
- Plan Capital Improvement Projects in a cost-effective and timely manner.
- Construct Capital Improvement Projects at/or under budgeted amounts.
- Provide timely and accurate plan review for the development community.
- Provide superior customer service: on-time response to the public's concerns.
- Maintain a departmental strong work ethic and work together as a team.

## Budget Highlights

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

### Personnel

- Reallocated of staff time to other Public Works functions

### Contractual Services

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

### Operating Supplies

- Fuel
- Facility maintenance supplies
- Other Expenditures
- Municipal Complex utilities

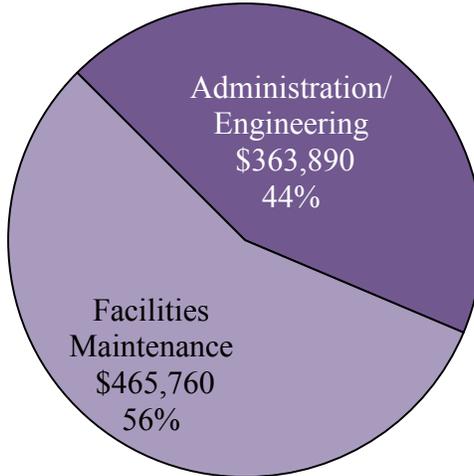
### Financial Summary

	FY 2009 Actual Amount	FY 2010 Adopted Budget	FY 2010 Amended Budget	FY 2010 Estimated Amount	FY 2011 Adopted Budget
<b>Expenditures by Program</b>					
Administration/Engineering	\$ 492,842	\$ 437,990	\$ 437,990	\$ 371,480	\$ 363,890
Facilities Maintenance	490,542	455,160	455,160	449,820	465,760
Capital Outlay	-	-	-	-	-
<b>Expenditure Total</b>	<b>\$ 983,384</b>	<b>\$ 893,150</b>	<b>\$ 893,150</b>	<b>\$ 821,300</b>	<b>\$ 829,650</b>

	FY 2009 Actual Amount	FY 2010 Adopted Budget	FY 2010 Amended Budget	FY 2010 Estimated Amount	FY 2011 Adopted Budget
<b>Expenditures by Category</b>					
Personnel	\$ 364,442	\$ 357,460	\$ 357,460	\$ 354,500	\$ 352,420
Contractual Services	241,689	206,870	210,440	143,380	152,620
Operating Supplies	56,020	53,230	49,660	28,800	30,750
Other	321,233	275,590	275,590	294,620	293,860
Capital Outlay	-	-	-	-	-
<b>Expenditure Total</b>	<b>\$ 983,384</b>	<b>\$ 893,150</b>	<b>\$ 893,150</b>	<b>\$ 821,300</b>	<b>\$ 829,650</b>

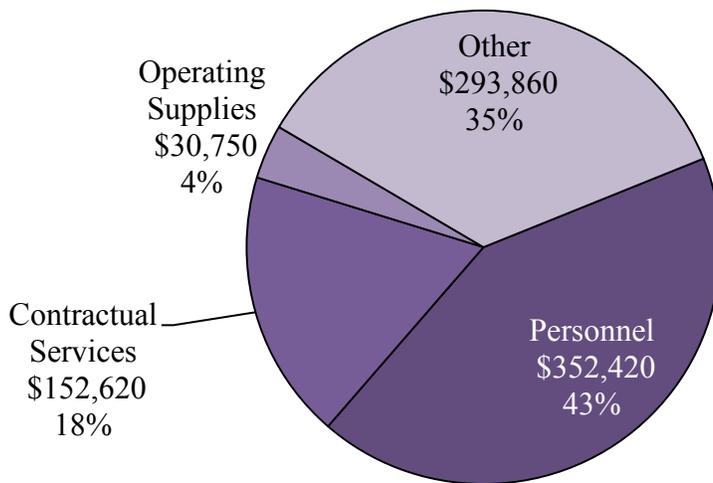
Position Classification	FY 2011 Pay Range	<u>Authorized Positions (FTE)</u>			
		FY 2009 Amended	FY 2010 Adopted	FY 2010 Amended	FY 2011 Adopted
<b>Administration/Engineering</b>					
Public Works Director	79	0.25	0.25	0.25	0.25
Assistant Town Engineer	72	0.10	0.10	0.10	0.10
Sr. Construction Manager	66	0.25	0.25	0.25	0.25
Project Manager	60	1.00	1.00	1.00	1.00
Management Analyst	53	0.25	0.25	0.25	0.25
Sr. Engineering Technician	52	0.95	0.95	0.95	0.90
Engineering Technician	47	0.58	0.58	0.58	0.53
O & M Administrator	42	0.25	0.25	0.25	0.25
Sr. Office Assistant	36	0.25	0.25	0.25	0.25
<b>Facilities Maintenance</b>					
Maintenance Worker I	36	1.00	1.00	1.00	1.00
<b>Total Positions</b>		<b>4.88</b>	<b>4.88</b>	<b>4.88</b>	<b>4.78</b>

### Expenditures by Program FY2011



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### Expenditures by Category FY2011





# POLICE

## Department Summary

### General Information

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

### Mission

Protect life and property by preventing crimes and resolving public safety problems.

### 2010 Accomplishments

- Established a Regional Training Program to maintain current certifications and become knowledgeable in new technologies. *(General Plan Elements: PFS-2.1.1., PFS-2.1.3, PFS-2.1.3)*
- Expanded the Explorer Program Regionally. *(General Plan Element: PFS-2.2.2)*
- Formalized a Regional Domestic Violence Fatality Review Team. *(General Plan Element: PFS-2.2.2)*
- Enhanced DUI Enforcement by participation in Task Forces. *(General Plan Element PFS-2.1.2)*
- Established an Inventory Control System. *(General Plan Element: PFS-2.1.3)*
- Enhanced the Bike Patrol Unit. *(General Plan Elements: PFS-2.2.2, PFS-1.2.2)*
- Expanded the Neighborhood Watch Program by 10 more groups. *(General Plan Element: PFS-2.2.2)*
- Hosted National Night Out. *(General Plan Element: PFS-2.2.2)*
- Provided "Welcome Packet" to all new residents containing information on the Town and Town government along with contact names and telephone numbers. *(General Plan Elements:PFS-1,PFS- 1.2)*

## 2011 Goals and Objectives

- Enhance the Crime Prevention Program to include the youth. (General Plan Elements: PFS-2.2.2, CIR-1.4.2, PFS-1.1.4)
- Expand the Teen Driving Safety Program that was developed with the community. (General Plan Element: PFS-2.1.2, PFS-2.2.2)
- Implement a Reserve Program to augment officers with neighborhood patrol and directed patrol. (General Plan Elements: PFS-2.2.2, PFS-1.2.2, PFS-2.1.3)
- Develop the Parking Citation Program utilizing the VIPS. (General Plan Element: PFS-2.2.2)
- Implement Zone Report Phone Lines (General Plan Element: PFS 2.1)
- Expand Neighborhood Watch Program by ten more groups (General Plan Element: PFS-2.2.2)
- Host another National Night Out (General Plan Element: PFS-2.2.2)
- Enhance Neighborhood Patrol (General Plan Elements: PFS 1, PFS 1.2)
- Maintain current certifications and become knowledgeable in new techniques (General Plan Element: PFS 2.1.2)
- Enhance VIPS Program to become more involved in Crime Prevention and Parking Citation Enforcement (General Plan Element: PFS-2.2.2)
- Provide “Welcome Packet” to all new residents containing information on the Town and Town government along with contact names and telephone numbers. (General Plan Elements: PFS-1, PFS- 1.2)

## Budget Highlights

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

### Personnel

- Eliminated three unfilled Police Officer positions for which grant proceeds were not awarded.
- Continue Regional Emergency Response Planner position for length of grant.

### Contractual Services

- Dispatch and incarceration services provided by Pima County
- Legal advisor

### Operating Supplies

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

### Other Expenditures

- Telecommunications
- Mobile phones
- Data cards for computers
- Public safety T-1 line
- Vehicle maintenance and insurance premiums

### Capital Outlay

- Vehicle operator training facility (2010 carry-forward)

### Programs

- Volunteers in Police Service
- Police Officer Reserves
- Young Explorers
- Neighborhood Watch/Crime Prevention

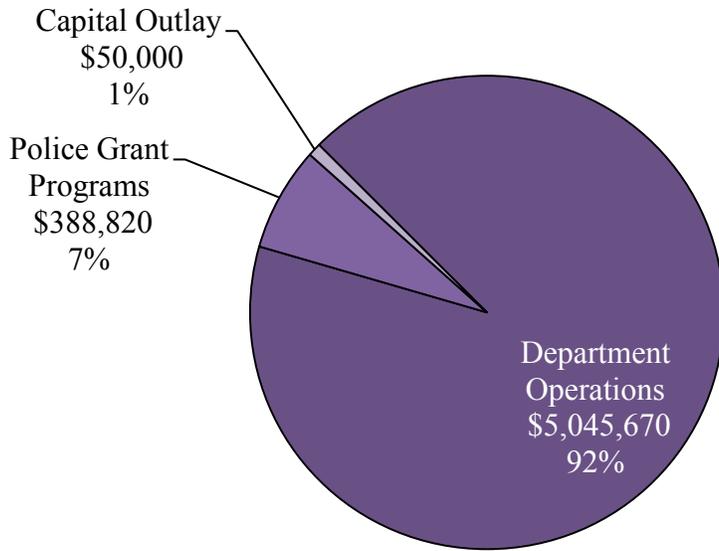
## Financial Summary

Expenditures by Program	FY 2009	FY 2010	FY 2010	FY 2010	FY 2011
	Actual Amount	Adopted Budget	Amended Budget	Estimated Amount	Adopted Budget
Department Operations	\$ 4,846,883	\$ 4,655,660	\$ 4,655,660	\$ 4,698,610	\$ 5,045,670
Police Grant Programs	-	1,188,560	1,104,150	320,000	388,820
Capital Outlay	366,565	-	173,570	123,570	50,000
<b>Expenditure Total</b>	<b>\$ 5,213,448</b>	<b>\$ 5,844,220</b>	<b>\$ 5,933,380</b>	<b>\$ 5,142,180</b>	<b>\$ 5,484,490</b>

Expenditures by Category	FY 2009	FY 2010	FY 2010	FY 2010	FY 2011
	Actual Amount	Adopted Budget	Amended Budget	Estimated Amount	Adopted Budget
Personnel	\$ 4,121,955	\$ 4,514,290	\$ 4,514,290	\$ 4,159,520	\$ 4,428,800
Contractual Services	358,540	341,880	339,480	368,120	490,090
Operating Supplies	249,895	372,950	372,950	370,970	381,550
Other	116,493	615,100	533,090	120,000	134,050
Capital Outlay	366,565	-	173,570	123,570	50,000
<b>Expenditure Total</b>	<b>\$ 5,213,448</b>	<b>\$ 5,844,220</b>	<b>\$ 5,933,380</b>	<b>\$ 5,142,180</b>	<b>\$ 5,484,490</b>

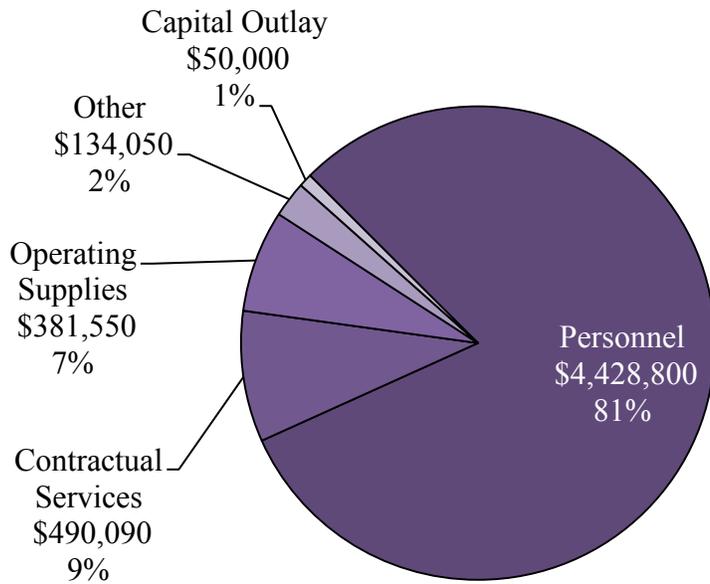
Position Classification	FY 2011 Pay Range	Authorized Positions (FTE)			
		FY 2009 Amended	FY 2010 Adopted	FY 2010 Amended	FY 2011 Adopted
Police Chief	80	1.00	1.00	1.00	1.00
Police Commander	74	3.00	2.00	2.00	2.00
Police Sergeant	65	7.00	8.00	8.00	8.00
Detective	59	3.00	3.00	3.00	3.00
Police Officer	54	29.00	33.00	33.00	30.00
Crime Analyst	48	1.00	1.00	1.00	1.00
Regional Emergency Response Planner	46	0.00	0.00	0.75	0.25
Crime Scene Specialist	44	2.00	2.00	2.00	2.00
Sr. Office Assistant	36	4.00	4.40	4.40	4.40
<b>Total Positions</b>		<b>50.00</b>	<b>54.40</b>	<b>55.15</b>	<b>51.65</b>

### Expenditures by Program FY2011



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### Expenditures by Category FY2011





# MUNICIPAL COURT

## Department Summary

### General Information

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.

### Mission

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

### 2010 Accomplishments

- Implemented DUI case management process to comply with Arizona Supreme Court Administrative Order. *(General Plan Element: PFS 2.1)*
- Implementation of new payment processing system (VitalChek), which will further enhance the Court's collections' efforts, will enable users to have multiple options for making payments via web, telephone, or in person with credit cards. This system is due to be installed prior to the end of FY 2010 and will eliminate the costs to the Court for credit card fees and place the burden of the credit card fees on the consumer. *(General Plan Elements: PFS 1.5 & 2.1)*
- Increased collaboration with CPSA (Community Partnership of Southern Arizona) by coordinating the physical presence of a CPSA Criminal Justice Special to assist with mental health and/or behavioral health diversions and assessments, the aim of which is to increase levels of treatment participation, reduce recidivism, and improve pro-social behaviors and adjustment to the community for this population. *(General Plan Elements: PFS 1.5 & 2.1)*
- Physical presence of Pima County Attorneys' Office Victim Witness Advocates to provide support to, and input on behalf of victims/alleged victims during hearings. *(General Plan Elements: PFS 1.5 & 2.1)*
- Reorganization of remaining Clerks' duties to compensate for loss of one Clerk position this fiscal year and to maintain integrity of Case processing. *(General Plan Element: PFS 2.1)*
- Implementation and use of Video Court to reduce substantial safety and security risks of transporting inmates from the Pima County Jail to Sahuarita Municipal Court for court hearings. *(General Plan Elements: PFS 1.5 & 2.1)*
- Participation in local-area schools: High School Mock Trials, Middle School Career Day, Primary

- School Love of Reading Week. Also, book donations for Mock Trial students. *(General Plan Element: PFS 1.5)*
- Timely compliance with legislative changes as well as Supreme Court mandates through revision of bond cards, and updating of video court process. *(General Plan Elements: PFS 1.5 & 2.1)*
  - Update of Indigent Defense List, which includes attorneys with foreign language abilities thereby increasing access to the justice system for non-English speaking defendants. *(General Plan Element: PFS 2.1)*
  - Creation and implementation of new policies regarding financial management and segregation of duties. While having one less Clerk due to budget cuts, the Court has managed to ensure sufficient staffing to comply with Minimum Accounting Standards. This often requires that only one Clerk may receipt and process payments, which means longer waits for persons making payments. *(General Plan Element: PFS 2.1)*
  - Improved coordination with external agencies towards accomplishing timely receipt and reporting of final dispositions to DPS. *(General Plan Elements: PFS 1.5 & 2.1)*
  - Judge reappointed to Supreme Court's Commission on Minorities in the Judiciary, which assists the Arizona Judicial Council in addressing disproportionate minority contact in the justice system, enrich the quality and diversity of the judiciary, promote cultural competency of all judicial officers and staff, and to enhance communication with minority communities through education and collaboration with public and private sector programs. *(General Plan Element: PFS 1.5)*
  - Provided fair and objective resolutions of disputes and enforcement of laws in a manner appropriate to the needs of our community and society. *(General Plan Element: PFS 2.1)*

## 2011 Goals and Objectives

- Continue providing fair and objective resolution of disputes and enforcement of laws in a manner appropriate to the needs of the community and society. *(General Plan Element: PFS 2.1)*
- Continue providing customer service in a professional and courteous manner. *(General Plan Element: PFS 2.1)*
- Continue to update and implement Court Operations Manual/Policies and Procedures to provide guidance to court staff. *(General Plan Element: PFS 2.1)*
- Continue to update and use Spanish forms for Spanish-speaking defendants, thereby increasing the understanding of and access to, the justice system for non-English speaking defendants. *(General Plan Element: PFS 2.1)*
- Improve Court facility through security camera procurement and installation to allow better monitoring by Court Security Officers, thereby ensuring the safety of customers and staff. *(General Plan Elements: PFS 2.1 & 2.3)*
- Continue monitoring cases involving court-ordered treatment, the aim of which is to ensure compliance, individual accountability and reduction of recidivism. *(General Plan Element: PFS 2.1)*
- Train and have all clerical staff sworn as Deputy Clerks to issue marriage licenses. *(General Plan Elements: PFS 1.5 & 2.1)*

## Budget Highlights

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

### Contractual Services

- Computer maintenance service provided by Arizona Administrative Office of the Courts
- MAS Audit
- Temporary employee services
- Video court services
- Court interpreter

### Operating Supplies

- Legal subscriptions, books, and reference materials

### Financial Summary

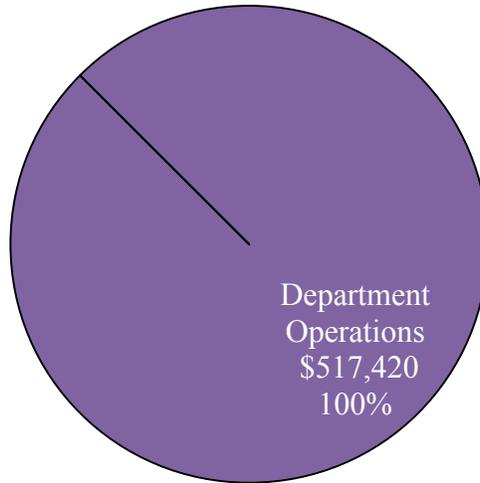
<b>Expenditures by Program</b>	<b>FY 2009 Actual Amount</b>	<b>FY 2010 Adopted Budget</b>	<b>FY 2010 Amended Budget</b>	<b>FY 2010 Estimated Amount</b>	<b>FY 2011 Adopted Budget</b>
Department Operations	\$ 505,204	\$ 490,000	\$ 490,000	\$ 476,860	\$ 517,420
Capital Outlay	14,201	-	-	-	-
<b>Expenditure Total</b>	<b>\$ 519,405</b>	<b>\$ 490,000</b>	<b>\$ 490,000</b>	<b>\$ 476,860</b>	<b>\$ 517,420</b>

<b>Expenditures by Category</b>	<b>FY 2009 Actual Amount</b>	<b>FY 2010 Adopted Budget</b>	<b>FY 2010 Amended Budget</b>	<b>FY 2010 Estimated Amount</b>	<b>FY 2011 Adopted Budget</b>
Personnel	\$ 459,068	\$ 421,407	\$ 421,407	\$ 421,440	\$ 446,560
Contractual Services	28,387	47,988	48,024	34,910	45,110
Operating Supplies	10,650	16,345	16,345	16,340	21,330
Other	7,100	4,260	4,224	4,170	4,420
Capital Outlay	14,201	-	-	-	-
<b>Expenditure Total</b>	<b>\$ 519,405</b>	<b>\$ 490,000</b>	<b>\$ 490,000</b>	<b>\$ 476,860</b>	<b>\$ 517,420</b>

<b>Position Classification</b>	<b>FY 2011 Pay Range</b>	<b>Authorized Positions (FTE)</b>			
		<b>FY 2009 Amended</b>	<b>FY 2010 Adopted</b>	<b>FY 2010 Amended</b>	<b>FY 2011 Adopted</b>
Town Magistrate	Contract	1.00	1.00	1.00	1.00
Court Administrator	52	1.00	1.00	1.00	1.00
Court Clerk	37	5.00	4.00	4.00	4.00
Court Security Officer	32	2.00	2.00	2.00	2.00
<b>Total Positions</b>		<b>9.00</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>

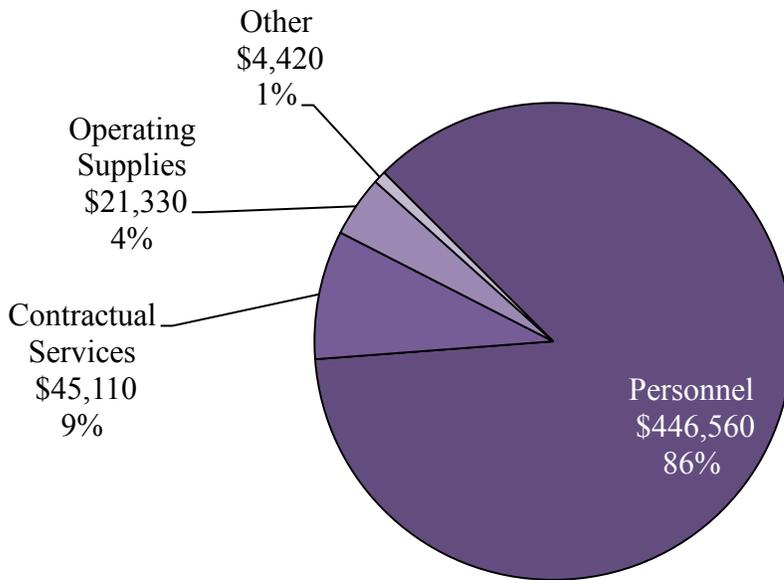
Municipal Court

### Expenditures by Program FY2011



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### Expenditures by Category FY2011





# NON-DEPARTMENTAL Summary

## General Information

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

## Budget Highlights

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

### Contractual Services

- Animal control services provided by Pima County
- Operating Supplies
- Motor pool costs
- Fuel
- Vehicle repair and maintenance
- Postage

### Capital Outlay

- \$100,000 contingency for capital asset replacement

### Programs

- Housing Assistance (2010 carry-forward)
- Annexation Project (2010 carry-forward)
- Energy Efficiency Program (grant funded)

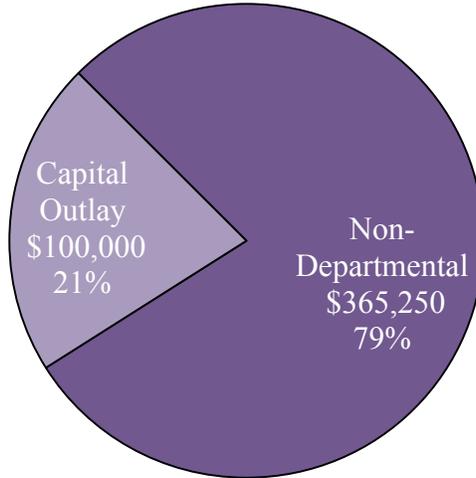
## Financial Summary

<b>Expenditures by Program</b>	<b>FY 2009 Actual Amount</b>	<b>FY 2010 Adopted Budget</b>	<b>FY 2010 Amended Budget</b>	<b>FY 2010 Estimated Amount</b>	<b>FY 2011 Adopted Budget</b>
Non-Departmental	\$ 218,875	\$ 408,850	\$ 408,850	\$ 132,650	\$ 365,250
Capital Outlay	-	150,000	60,840	-	100,000
<b>Expenditure Total</b>	<b>\$ 218,875</b>	<b>\$ 558,850</b>	<b>\$ 469,690</b>	<b>\$ 132,650</b>	<b>\$ 465,250</b>

<b>Expenditures by Category</b>	<b>FY 2009 Actual Amount</b>	<b>FY 2010 Adopted Budget</b>	<b>FY 2010 Amended Budget</b>	<b>FY 2010 Estimated Amount</b>	<b>FY 2011 Adopted Budget</b>
Contractual Services	\$ 135,044	\$ 121,950	\$ 121,950	\$ 48,830	\$ 182,250
Operating Supplies	10,612	11,900	11,900	11,020	11,000
Other	73,219	275,000	275,000	72,800	172,000
Capital Outlay	-	150,000	60,840	-	100,000
<b>Expenditure Total</b>	<b>\$ 218,875</b>	<b>\$ 558,850</b>	<b>\$ 469,690</b>	<b>\$ 132,650</b>	<b>\$ 465,250</b>

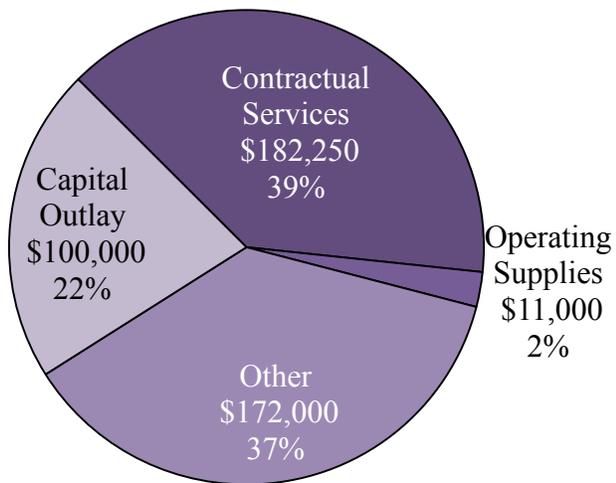
Non-Departmental

### Expenditures by Program FY2011



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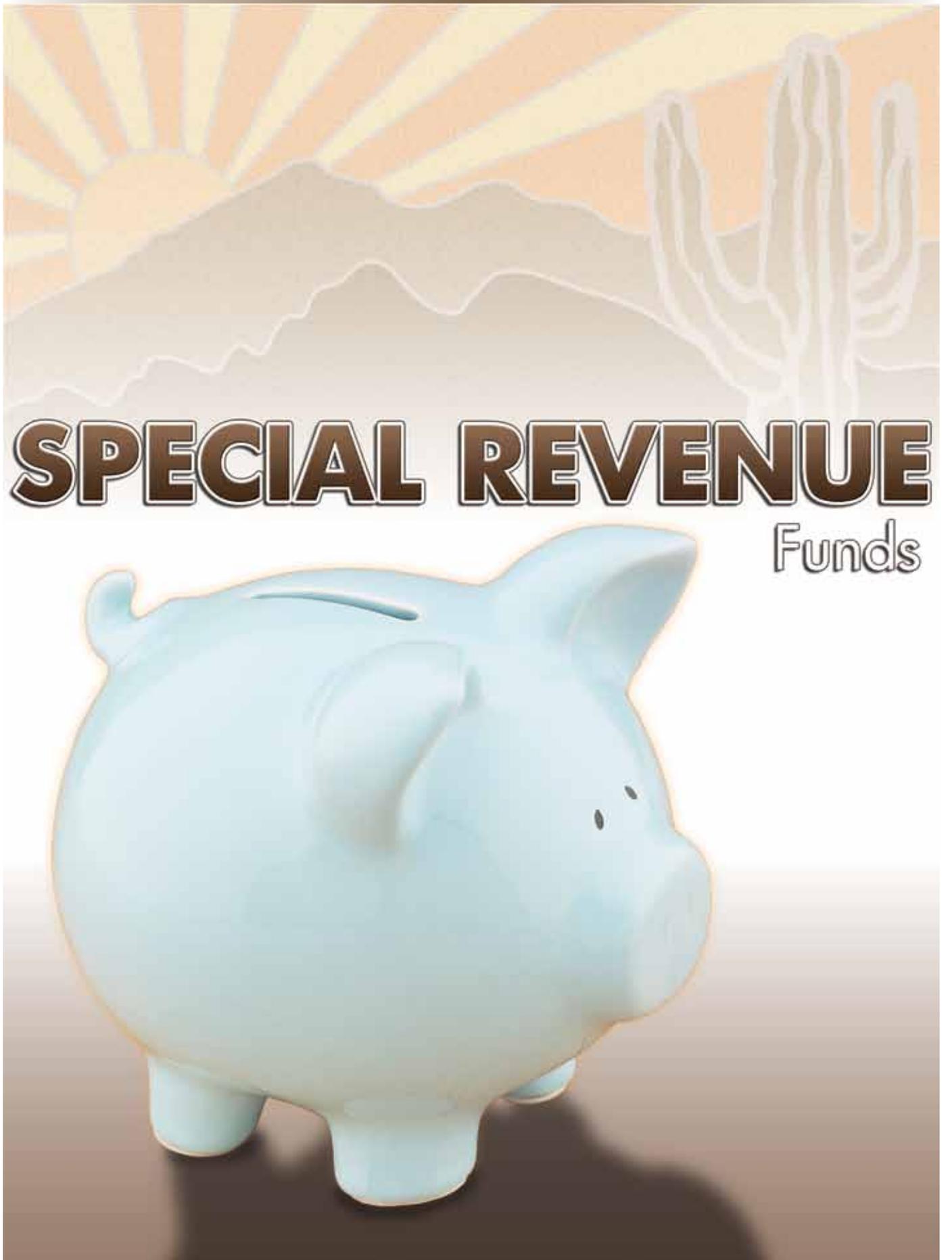
### Expenditures by Category FY2011



Non-Departmental



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# **SPECIAL REVENUE**

Funds



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# Highway User Revenue Fund (HURF)

## Sources and Uses of Funds

	2009	2010		2011 Adopted Budget	% Chng From Amended	% Chng From Estimated	
	Actual Amount	Adopted Budget	Amended Budget				Estimated Actual
<b><u>SOURCES</u></b>							
<b>Revenues:</b>							
Intergovernmental	\$ 1,379,909	\$ 1,568,850	\$ 1,568,850	\$ 4,363,410	\$ 4,181,170	166.5%	-4.2%
Investment Income (Loss)	(136)	500	500	500	-	-100.0%	-100.0%
Miscellaneous	26,709	-	-	-	-	0.0%	0.0%
<b>Subtotal:</b>	<b>1,406,482</b>	<b>1,569,350</b>	<b>1,569,350</b>	<b>4,363,910</b>	<b>4,181,170</b>	<b>166.4%</b>	<b>-4.2%</b>
<b>Other Sources:</b>							
Transfers In	258,000	420,090	452,416	251,860	659,710	45.8%	161.9%
Transfers Out	(741,982)	(600,000)	(600,000)	(2,800,000)	(3,299,000)	449.8%	17.8%
<b>Subtotal:</b>	<b>(483,982)</b>	<b>(179,910)</b>	<b>(147,584)</b>	<b>(2,548,140)</b>	<b>(2,639,290)</b>	<b>1688.3%</b>	<b>3.6%</b>
<b>Beginning Fund Balance:</b>							
Restricted for HURF	231,471	54,150	54,150	(331,300)	-	-100.0%	-100.0%
<b>TOTAL SOURCES</b>	<b>\$ 1,153,971</b>	<b>\$ 1,443,590</b>	<b>\$ 1,475,916</b>	<b>\$ 1,484,470</b>	<b>\$ 1,541,880</b>	<b>4.5%</b>	<b>3.9%</b>
<b><u>USES</u></b>							
<b>Current Expenditures:</b>							
Streets	\$ 1,485,275	\$ 1,416,700	\$ 1,449,026	\$ 1,484,470	\$ 1,541,880	6.4%	3.9%
<b>Ending Fund Balances:</b>							
Restricted for HURF	(331,304)	26,890	26,890	-	-	-100.0%	0.0%
<b>TOTAL USES</b>	<b>\$ 1,153,971</b>	<b>\$ 1,443,590</b>	<b>\$ 1,475,916</b>	<b>\$ 1,484,470</b>	<b>\$ 1,541,880</b>	<b>4.5%</b>	<b>3.9%</b>

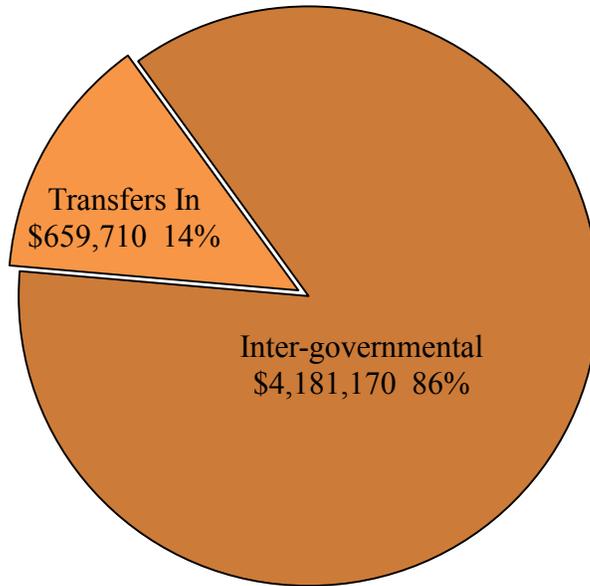
HURF

**Revenues Detail**

	<b>2009</b>	<b>2010</b>			<b>2011</b>	<b>% Chng</b>	<b>% Chng</b>
	<b>Actual</b>	<b>Adopted</b>	<b>Amended</b>	<b>Estimated</b>	<b>Adopted</b>	<b>From</b>	<b>From 2010</b>
	<b>Amount</b>	<b>Budget</b>	<b>Budget</b>	<b>Actual</b>	<b>Budget</b>	<b>Amended</b>	<b>Estimate</b>
<b><u>REVENUES</u></b>							
<b>Intergovernmental:</b>							
Highway User Revenue Tax	\$ 1,014,642	\$ 848,800	\$ 848,800	\$ 900,000	\$ 853,170	0.5%	-5.2%
Local Transportation Assistance Funds (LTAF)	89,267	91,050	91,050	56,000	-	-100.0%	-100.0%
12.6% HURF PAG Reimbursement Grants	150,000	600,000	600,000	3,313,900	3,299,000	449.8%	-0.4%
Regional Transportation Authority Grants	-	4,000	4,000	4,000	4,000	0.0%	0.0%
LTAF II Grant	101,106	-	-	32,180	-	0.0%	-100.0%
P.A.G. Youth Art Program	24,894	25,000	25,000	25,000	25,000	0.0%	0.0%
Other Local Grants	-	-	-	32,330	-	0.0%	-100.0%
<b>Subtotal:</b>	<b>1,379,909</b>	<b>1,568,850</b>	<b>1,568,850</b>	<b>4,363,410</b>	<b>4,181,170</b>	<b>166.5%</b>	<b>-4.2%</b>
<b>Other:</b>							
Investment Income (Loss)	(136)	500	500	500	-	-100.0%	-100.0%
Miscellaneous	26,709	-	-	-	-	0.0%	0.0%
<b>Subtotal:</b>	<b>26,573</b>	<b>500</b>	<b>500</b>	<b>500</b>	<b>-</b>	<b>-100.0%</b>	<b>-100.0%</b>
<b>TOTAL REVENUES</b>	<b>\$ 1,406,482</b>	<b>\$ 1,569,350</b>	<b>\$ 1,569,350</b>	<b>\$ 4,363,910</b>	<b>\$ 4,181,170</b>	<b>166.4%</b>	<b>-4.2%</b>

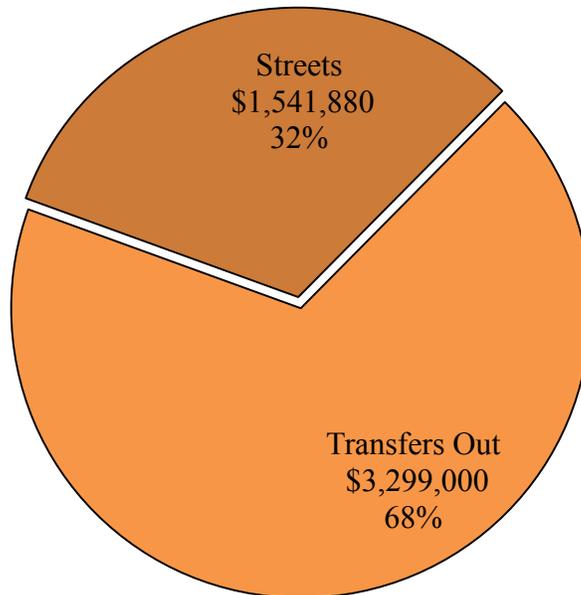
HURF

### Budgeted Sources of Funds FY2011



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### Budgeted Uses of Funds FY2011





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# STREETS

## Department Summary

### General Information

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

### Public Works—Streets

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

### Mission

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

### 2010 Accomplishments

- Emergency Response Plan – Prepared in partnership with the Sahuarita Police Department to bring prompt and effective service in many types of emergencies. Emergency response plan includes monitoring and response for vector borne illnesses such as the West Nile virus in partnership with the Pima County Health Department. *(General Plan Element: ENV-1.5.2)*
- Adopt a Roadway – added five new groups bring the total adopted roadways to 25.
- Adopt a Wash – started program utilizing the success of the Town's Adopt-a-Roadway program for the public drainage systems. Currently five washes have been adopted. *(General Plan Element: CIR-1.7.1, ENV-1.5.3, ENV-1.8.5, ENV-1.9.1)*
- Youth Art – added two new Entry Monuments; one at eastbound Duval Mine Road and one at southbound Nogales Highway. *(General Plan Element: CIR-1.7.1)*
- Invasive Buffelgrass Removal Program – Mapping and removal of invasive Buffelgrass in partnership with Southern Arizona Buffelgrass Coalition. Held two Sahuarita Buffelgrass removal events in partnership with the Town Manager's office. *(General Plan Element: CIR-1.7.1, ENV-1.8.1)*
- Inmate Labor Program – Made use of inexpensive labor while providing a positive experience for individuals in the system. *(General Plan Element: CD-1.1.7)*
- Pavement Management – Met pavement management program goals for the year and continued assessment and development of plan for future management activities. *(General Plan Element: CIR-1.1.4)*

## 2011 Goals and Objectives

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

- Continue Adopt-a-Roadway/Adopt-a-Wash program
- Continue Youth Art Program as funding permits
- Continue Buffelgrass removal program as funding permits
- Continue to participate in inmate labor program
- Meet Pavement Management goals

## Budget Highlights

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

### Personnel

- Reallocation of staff time from other Public Works functions

### Contractual Services

- Vehicle and equipment repairs
- Street cleaning/sweeping services
- Traffic and safety studies
- Inmate Labor

### Operating Supplies

- Fuel
- Road barricades and signs
- Other street maintenance supplies
- Other Expenditures
- Street/traffic lighting and road right-of-way utilities
- Indirect cost allocation

### Capital Outlay

- Traffic signal cabinet

### Programs

- Pavement Management Program
- Youth Art Program (PAG sponsorship)
- Bufflegrass Abatement

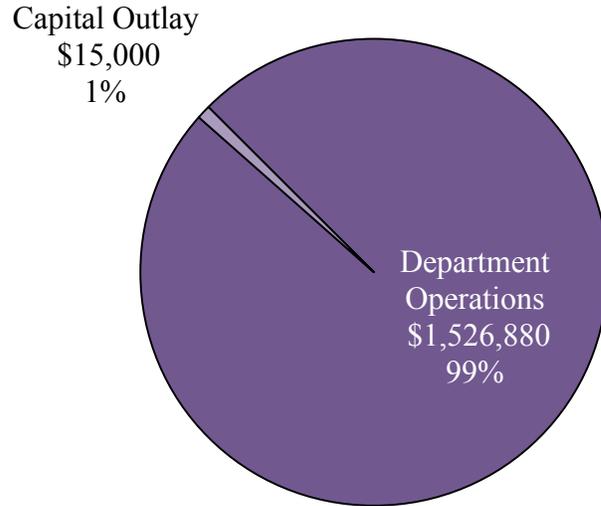
### Financial Summary

	FY 2009 Actual Amount	FY 2010 Adopted Budget	FY 2010 Amended Budget	FY 2010 Estimated Amount	FY 2011 Adopted Budget
<b>Expenditures by Program</b>					
Department Operations	\$ 1,457,227	\$ 1,406,700	\$ 1,439,026	\$ 1,465,670	\$ 1,526,880
Capital Outlay	28,048	10,000	10,000	18,800	15,000
<b>Expenditure Total</b>	<b>\$ 1,485,275</b>	<b>\$ 1,416,700</b>	<b>\$ 1,449,026</b>	<b>\$ 1,484,470</b>	<b>\$ 1,541,880</b>

	FY 2009 Actual Amount	FY 2010 Adopted Budget	FY 2010 Amended Budget	FY 2010 Estimated Amount	FY 2011 Adopted Budget
<b>Expenditures by Category</b>					
Personnel	\$ 621,806	\$ 631,506	\$ 631,506	\$ 620,380	\$ 565,570
Contractual Services	586,082	574,400	602,083	543,410	589,310
Operating Supplies	156,449	146,150	148,250	130,850	140,900
Other	92,890	54,644	57,187	171,030	231,100
Capital Outlay	28,048	10,000	10,000	18,800	15,000
<b>Expenditure Total</b>	<b>\$ 1,485,275</b>	<b>\$ 1,416,700</b>	<b>\$ 1,449,026</b>	<b>\$ 1,484,470</b>	<b>\$ 1,541,880</b>

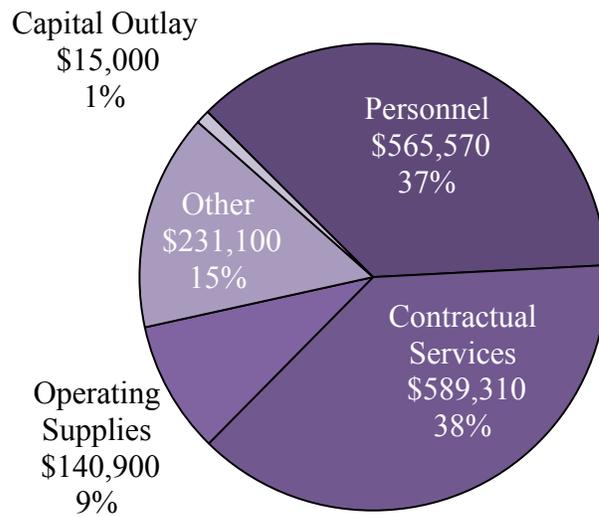
Position Classification	FY 2011 Pay Range	<u>Authorized Positions (FTE)</u>			
		FY 2009 Amended	FY 2010 Adopted	FY 2010 Amended	FY 2011 Adopted
Public Works Director	79	0.50	0.50	0.50	0.50
Assistant Town Engineer	72	0.65	0.65	0.65	0.65
Sr. Construction Manager	66	0.50	0.75	0.75	0.75
Civil Engineer	65	1.00	1.00	1.00	1.00
Project Manager	60	1.00	1.00	1.00	1.50
Construction Manager	58	1.00	1.00	1.00	1.00
Public Works Superintendent	57	1.00	1.00	1.00	1.00
Management Analyst	53	0.50	0.50	0.50	0.50
Sr. Engineering Technician	52	0.70	0.95	0.95	1.00
Construction Inspector	48	1.00	0.75	0.75	0.75
Public Works Foreman	47	1.00	1.00	1.00	1.00
Engineering Technician	47	0.84	1.42	1.42	1.47
O & M Administrator	42	0.50	0.50	0.50	0.50
Sr. Street Maintenance Worker	40	2.00	2.00	2.00	2.00
Engineering Aide	40	1.00	1.00	1.00	1.00
Sr. Office Assistant	36	0.45	0.45	0.45	0.45
<b>Total Positions</b>		<b>13.64</b>	<b>14.47</b>	<b>14.47</b>	<b>15.07</b>

### Expenditures by Program FY2011



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### Expenditures by Category FY2011



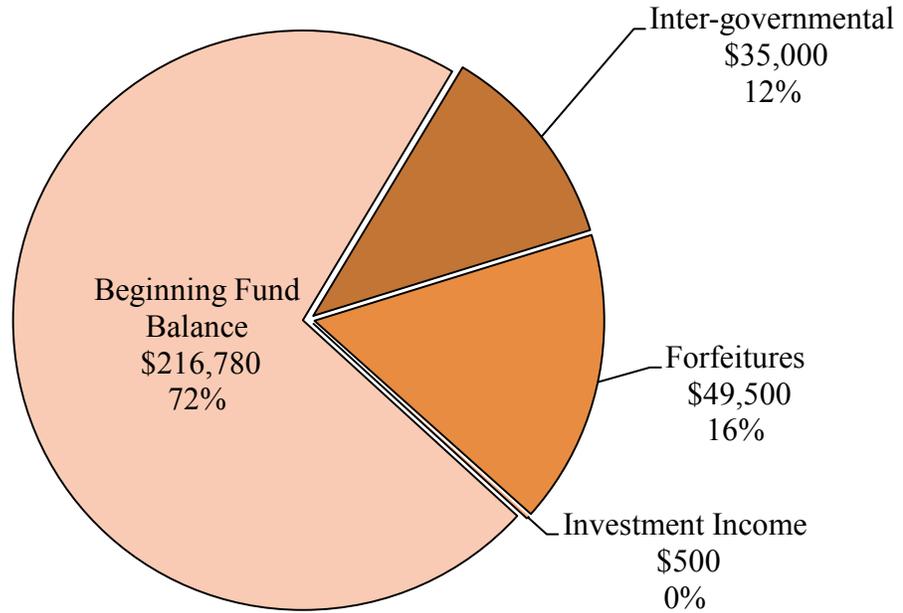
# Racketeer Influenced and Corrupt Organizations (RICO)

## Sources and Uses of Funds

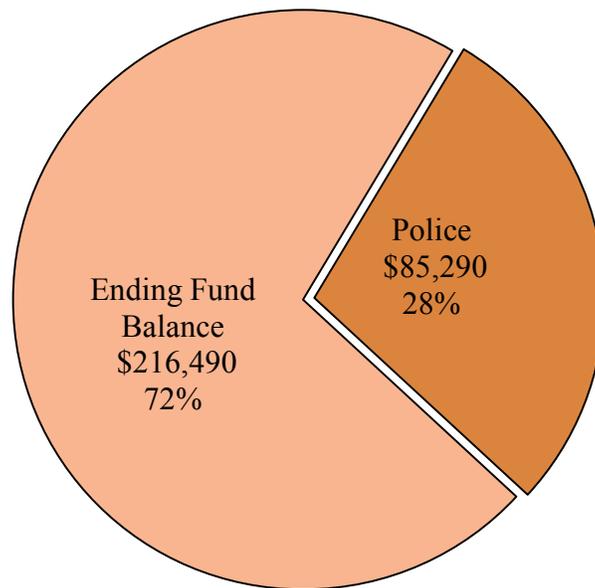
	2009 Actual Amount	2010 Adopted Budget	2010 Amended Budget	Estimated Actual	2011 Adopted Budget	% Chng From Amended	% Chng From Estimated
<b><u>SOURCES</u></b>							
<b>Revenues:</b>							
Intergovernmental	\$ 11,575	\$ 35,000	\$ 35,000	\$ 15,000	\$ 35,000	0.0%	133.3%
Forfeitures	10,042	50,000	50,000	-	49,500	-1.0%	-
Investment Income	415	3,000	3,000	360	500	-83.3%	38.9%
<b>Subtotal:</b>	<b>22,032</b>	<b>88,000</b>	<b>88,000</b>	<b>15,360</b>	<b>85,000</b>	<b>-3.4%</b>	<b>453.4%</b>
<b>Beginning Fund Balance:</b>							
Restricted for RICO	238,792	214,170	214,170	216,420	216,780	1.2%	0.2%
<b>TOTAL SOURCES</b>	<b>\$ 260,824</b>	<b>\$ 302,170</b>	<b>\$ 302,170</b>	<b>\$ 231,780</b>	<b>\$ 301,780</b>	<b>-0.1%</b>	<b>30.2%</b>
<b><u>USES</u></b>							
<b>Current Expenditures:</b>							
Police	\$ 44,405	\$ 105,000	\$ 105,000	\$ 15,000	\$ 85,290	-18.8%	468.6%
<b>Subtotal:</b>	<b>44,405</b>	<b>105,000</b>	<b>105,000</b>	<b>15,000</b>	<b>85,290</b>	<b>-18.8%</b>	<b>468.6%</b>
<b>Ending Fund Balances:</b>							
Restricted for RICO	216,419	197,170	197,170	216,780	216,490	9.8%	-0.1%
<b>TOTAL USES</b>	<b>\$ 260,824</b>	<b>\$ 302,170</b>	<b>\$ 302,170</b>	<b>\$ 231,780</b>	<b>\$ 301,780</b>	<b>-0.1%</b>	<b>30.2%</b>

RICO

### Budgeted Sources of Funds FY2011



### Budgeted Uses of Funds FY2011



### Police Department RICO Financial Summary

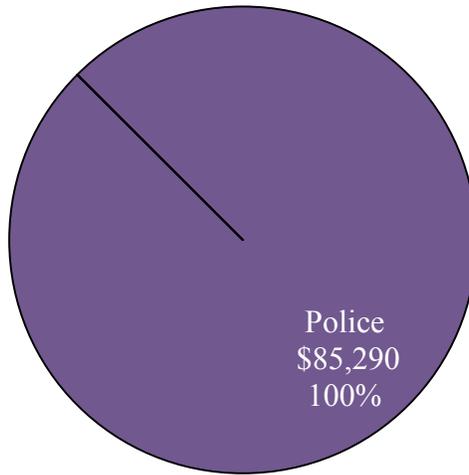
<b>Expenditures by Program</b>	<b>FY 2009 Actual Amount</b>	<b>FY 2010 Adopted Budget</b>	<b>FY 2010 Amended Budget</b>	<b>FY 2010 Estimated Amount</b>	<b>FY 2011 Adopted Budget</b>
Police	\$ 29,405	\$ 105,000	\$ 105,000	\$ 15,000	\$ 85,290
Capital Outlay	15,000	-	-	-	-
<b>Expenditure Total</b>	<b>\$ 44,405</b>	<b>\$ 105,000</b>	<b>\$ 105,000</b>	<b>\$ 15,000</b>	<b>\$ 85,290</b>

<b>Expenditures by Category</b>	<b>FY 2009 Actual Amount</b>	<b>FY 2010 Adopted Budget</b>	<b>FY 2010 Amended Budget</b>	<b>FY 2010 Estimated Amount</b>	<b>FY 2011 Adopted Budget</b>
Personnel	\$ 12,857	\$ 35,000	\$ 35,000	\$ 15,000	\$ 35,000
Contractual Services	-	-	-	-	-
Operating Supplies	16,548	50,000	50,000	-	50,290
Other	-	20,000	20,000	-	-
Capital Outlay	15,000	-	-	-	-
<b>Expenditure Total</b>	<b>\$ 44,405</b>	<b>\$ 105,000</b>	<b>\$ 105,000</b>	<b>\$ 15,000</b>	<b>\$ 85,290</b>

<b>Position Classification</b>	<b>FY 2011 Pay Range</b>	<b>Authorized Positions (FTE)</b>			
		<b>FY 2009 Amended</b>	<b>FY 2010 Adopted</b>	<b>FY 2010 Amended</b>	<b>FY 2011 Adopted</b>
Police Officer (JTTF)	N/A	1.00	0.00	0.00	0.00
<b>Total Positions</b>		1.00	0.00	0.00	0.00

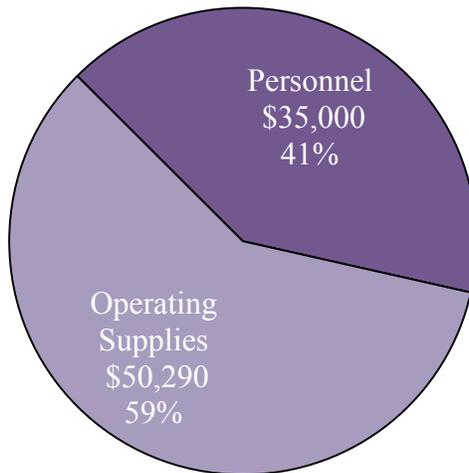
### Police Department RICO Operations

#### Expenditures by Program FY2011



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#### Expenditures by Category FY2011

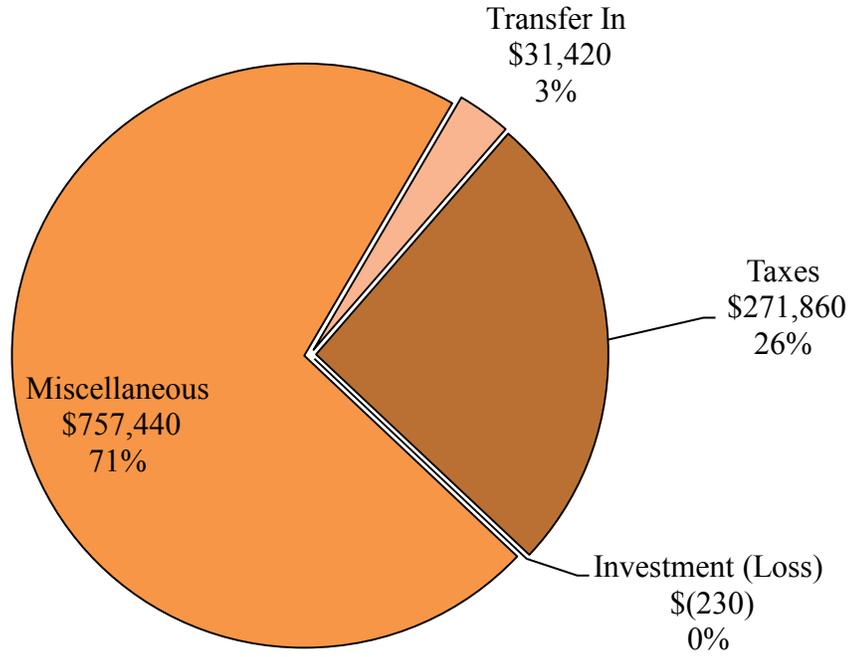


# Quail Creek Community Facilities District (QC CFD)

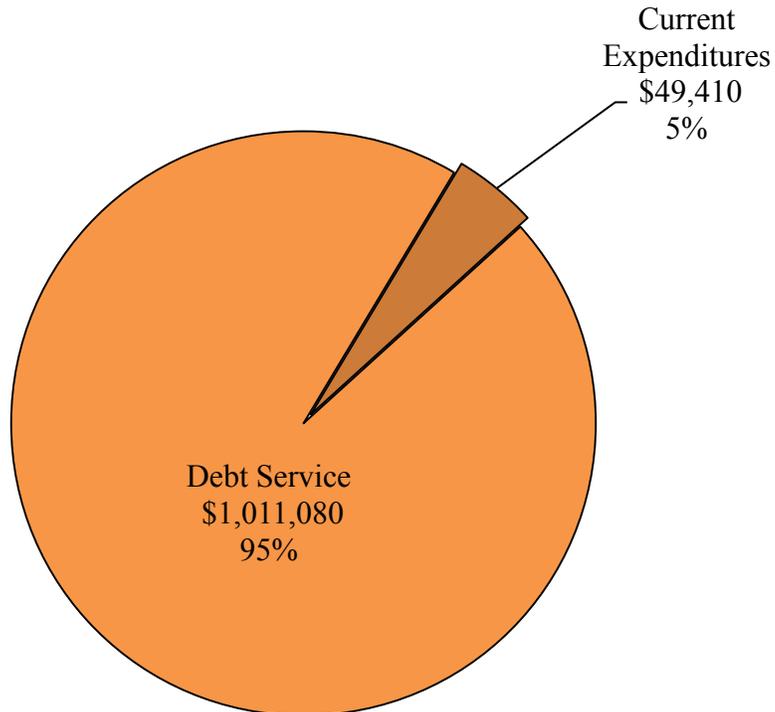
## Sources and Uses of Funds

	2009	2010		2011 Adopted Budget	% Chng From Amended	% Chng From Estimated	
	Actual Amount	Adopted Budget	Amended Budget				Estimated Actual
<b><u>SOURCES</u></b>							
<b>Revenues:</b>							
Taxes	\$ 247,292	\$ 258,780	\$ 258,780	\$ 251,720	\$ 271,860	5.1%	8.0%
Charges for Services	16,339	-	-	-	-	-	-
Investment Income (Loss)	8,087	4,200	4,200	50	(230)	-105.5%	-560.0%
Miscellaneous	570,567	770,500	770,500	784,760	757,440	-1.7%	-3.5%
<b>Subtotal:</b>	<b>842,285</b>	<b>1,033,480</b>	<b>1,033,480</b>	<b>1,036,530</b>	<b>1,029,070</b>	<b>-0.4%</b>	<b>-0.7%</b>
<b>Other Sources:</b>							
Transfer In	-	11,040	11,040	13,720	31,420	184.6%	129.0%
<b>Beginning Fund Balance:</b>							
Restricted for Debt Service	593,594	320,000	320,000	-	-	-100.0%	-
Restricted for Capital Outlay	899,793	-	-	-	-	-	-
Restricted for QC CFD	(20,464)	830	830	17,000	-	-100.0%	-100.0%
<b>Subtotal:</b>	<b>1,472,923</b>	<b>320,830</b>	<b>320,830</b>	<b>17,000</b>	<b>-</b>	<b>-100.0%</b>	<b>-</b>
<b>TOTAL SOURCES</b>	<b>\$2,315,208</b>	<b>\$1,365,350</b>	<b>\$1,365,350</b>	<b>\$1,067,250</b>	<b>\$1,060,490</b>	<b>-22.3%</b>	<b>-0.6%</b>
<b><u>USES</u></b>							
<b>Current Expenditures:</b>							
General Government	\$ 22,519	\$ -	\$ -	\$ -	\$ -	-	-
Parks and Recreation	30,102	33,020	33,020	32,260	34,910	5.7%	8.2%
Streets	-	-	-	14,900	14,500	100.0%	-2.7%
<b>Subtotal:</b>	<b>52,621</b>	<b>33,020</b>	<b>33,020</b>	<b>47,160</b>	<b>49,410</b>	<b>49.6%</b>	<b>4.8%</b>
<b>Debt Service:</b>							
Principal	320,000	320,000	320,000	335,000	350,000	9.4%	-
Interest	686,345	670,830	670,830	678,590	654,580	-2.4%	-3.5%
Other	10,500	6,500	6,500	6,500	6,500	0.0%	0.0%
<b>Subtotal:</b>	<b>1,016,845</b>	<b>997,330</b>	<b>997,330</b>	<b>1,020,090</b>	<b>1,011,080</b>	<b>1.4%</b>	<b>-0.9%</b>
<b>Capital Outlay:</b>							
Infrastructure	1,228,742	-	-	-	-	-	-
<b>Subtotal:</b>	<b>1,228,742</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Subtotals Combined:</b>	<b>2,298,208</b>	<b>1,030,350</b>	<b>1,030,350</b>	<b>1,067,250</b>	<b>1,060,490</b>	<b>2.9%</b>	<b>-0.6%</b>
<b>Ending Fund Balance:</b>							
Restricted for Debt Service	-	335,000	335,000	-	-	-	-
Restricted for QC CFD	17,000	-	-	-	-	-	-
<b>Subtotal:</b>	<b>17,000</b>	<b>335,000</b>	<b>335,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>TOTAL USES</b>	<b>\$2,315,208</b>	<b>\$1,365,350</b>	<b>\$1,365,350</b>	<b>\$1,067,250</b>	<b>\$1,060,490</b>	<b>-22.3%</b>	<b>-0.6%</b>

### Budgeted Sources of Funds FY2011



### Budgeted Uses of Funds FY2011

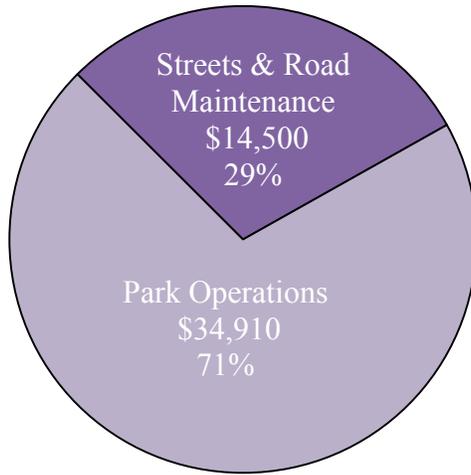


### Parks and Streets Financial Summary

<b>Expenditures by Program</b>	<b>FY 2009 Actual Amount</b>	<b>FY 2010 Adopted Budget</b>	<b>FY 2010 Amended Budget</b>	<b>FY 2010 Estimated Amount</b>	<b>FY 2011 Adopted Budget</b>
Parks & Facilities Maintenance	\$ 50,582	\$ -	\$ -	\$ -	\$ -
Streets & Road Maintenance	-	-	-	14,900	14,500
Park Operations	2,039	33,020	33,020	32,260	34,910
Capital Outlay					
<b>Expenditure Total</b>	<b>\$ 52,621</b>	<b>\$ 33,020</b>	<b>\$ 33,020</b>	<b>\$ 47,160</b>	<b>\$ 49,410</b>

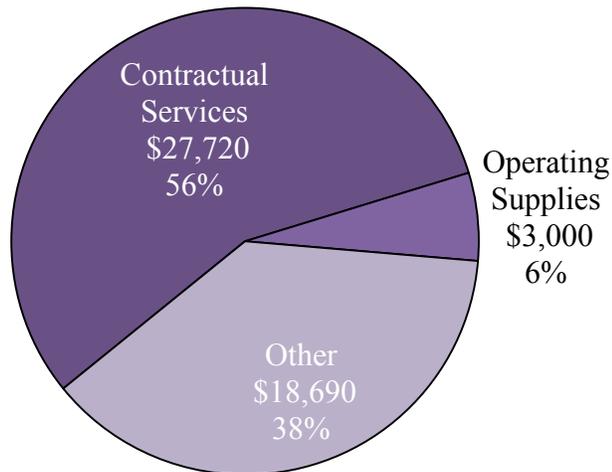
<b>Expenditures by Category</b>	<b>FY 2009 Actual Amount</b>	<b>FY 2010 Adopted Budget</b>	<b>FY 2010 Amended Budget</b>	<b>FY 2010 Estimated Amount</b>	<b>FY 2011 Adopted Budget</b>
Personnel	\$ 4,345	\$ -	\$ -	\$ -	\$ -
Contractual Services	8,537	17,125	17,125	25,630	27,720
Operating Supplies	5,316	4,175	4,175	3,630	3,000
Other	34,424	11,720	11,720	17,900	18,690
Capital Outlay	-	-	-	-	-
<b>Expenditure Total</b>	<b>\$ 52,621</b>	<b>\$ 33,020</b>	<b>\$ 33,020</b>	<b>\$ 47,160</b>	<b>\$ 49,410</b>

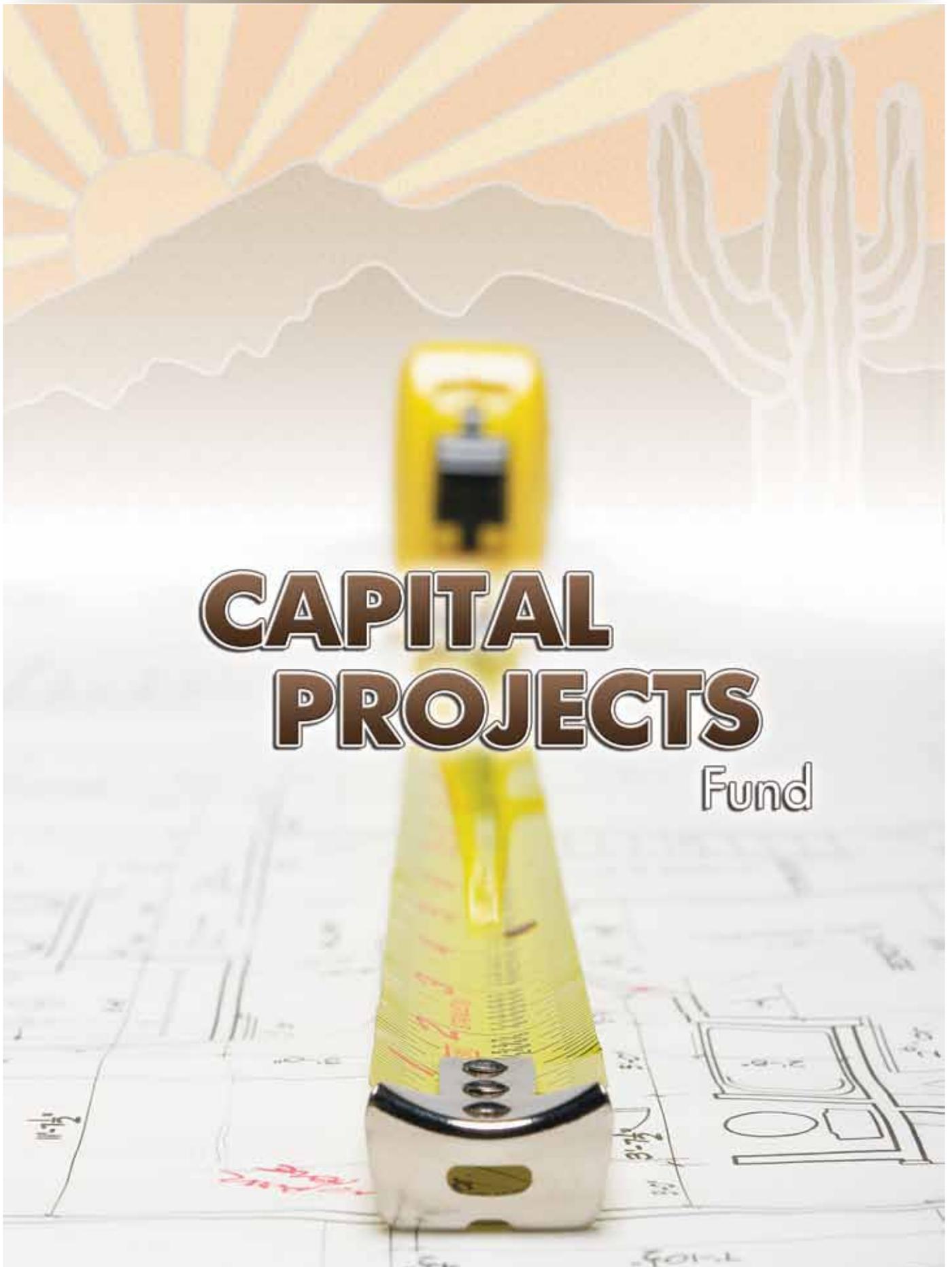
### Expenditures by Department FY2011



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### Expenditures by Category FY2011





# CAPITAL PROJECTS

Fund



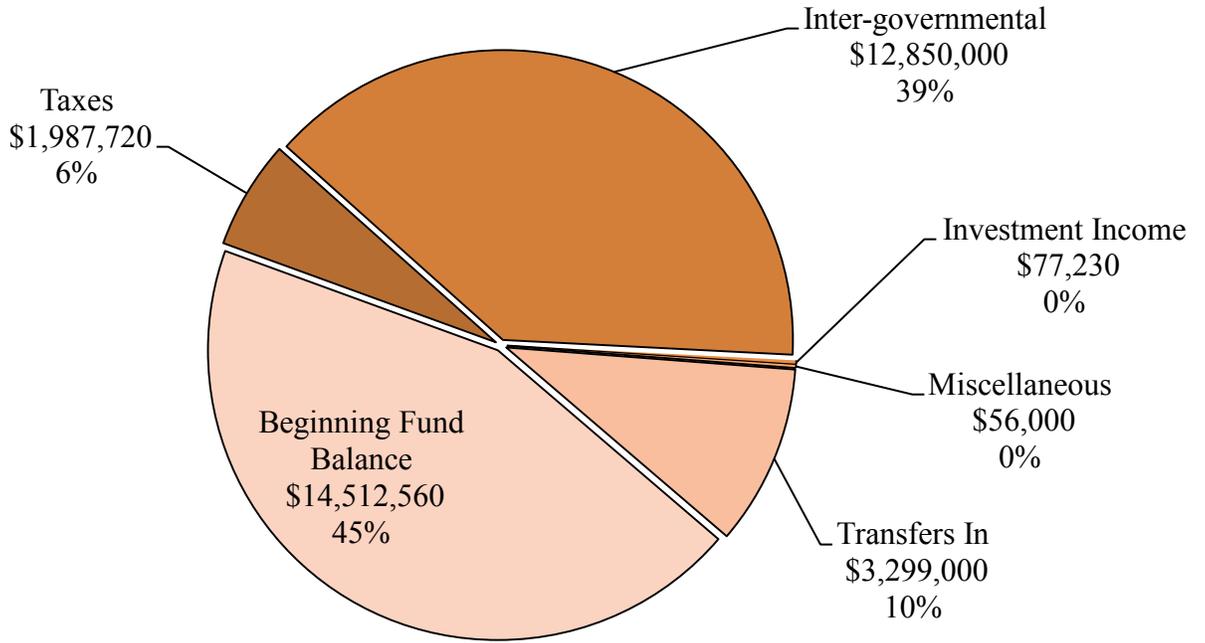
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# Capital Infrastructure Improvement Fund (CIIF)

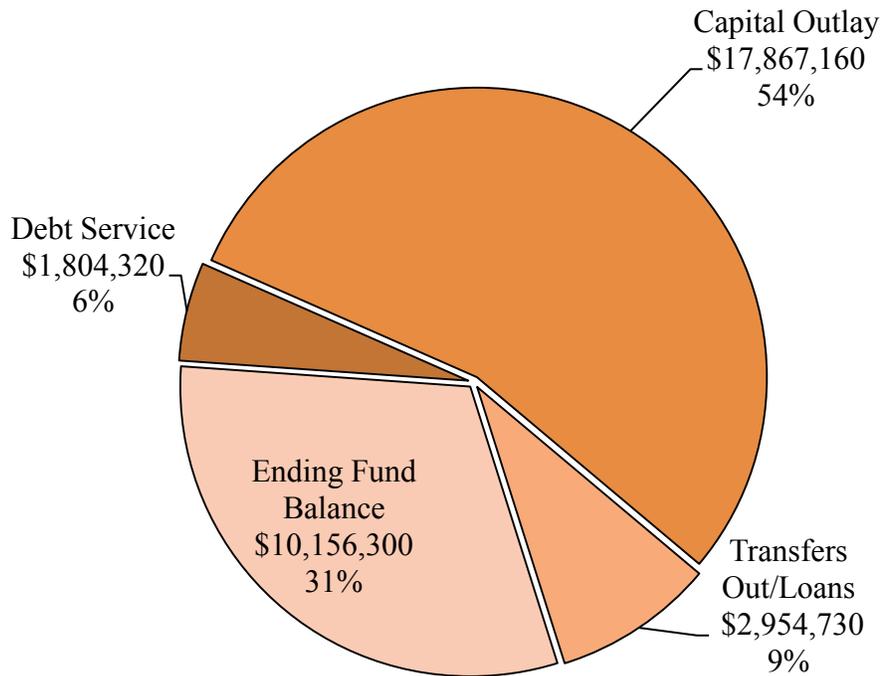
## Sources and Uses of Funds

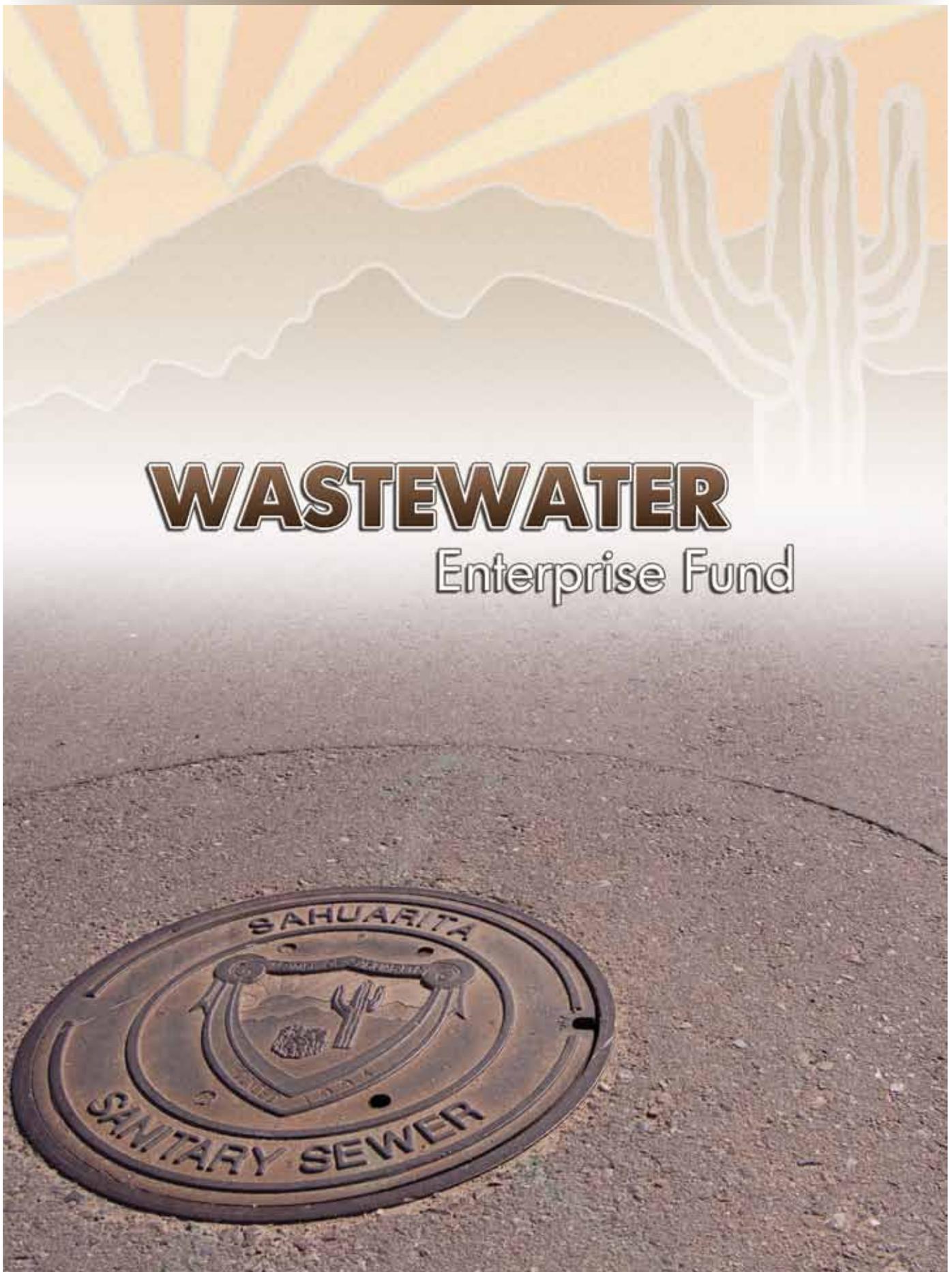
	2009	2010		2011 Adopted Budget	% Chng From Amended	% Chng From Estimated	
	Actual Amount	Adopted Budget	Amended Budget				Estimated Actual
<b>SOURCES</b>							
<b>Revenues:</b>							
Taxes	\$ 5,112,807	\$ 2,500,000	\$ 2,500,000	\$ 3,175,920	\$ 1,987,720	-20.5%	-37.4%
Intergovernmental	1,041,072	18,849,000	18,849,000	3,498,000	12,850,000	-31.8%	267.4%
Charges for Services	-	-	-	189,500	-	-	-100.0%
Investment Income	319,668	205,900	205,900	120,000	77,230	-62.5%	-35.6%
Miscellaneous	71,419	-	-	25,000	56,000	-	124.0%
<b>Subtotal:</b>	<b>6,544,966</b>	<b>21,554,900</b>	<b>21,554,900</b>	<b>7,008,420</b>	<b>14,970,950</b>	<b>-30.5%</b>	<b>113.6%</b>
<b>Other Sources:</b>							
Transfers In	741,982	600,000	600,000	2,800,000	3,299,000	449.8%	17.8%
Transfers Out	(3,668,713)	(462,000)	(462,000)	(368,860)	(358,000)	-22.5%	-2.9%
Interfund Loans to Other Funds	-	(1,532,060)	(1,532,060)	(2,524,500)	(2,596,730)	69.5%	2.9%
Proceeds of Long-Term Debt	6,653,790	-	-	-	-	-	-
<b>Subtotal:</b>	<b>3,727,059</b>	<b>(1,394,060)</b>	<b>(1,394,060)</b>	<b>(93,360)</b>	<b>344,270</b>	<b>-124.7%</b>	<b>-468.8%</b>
<b>Beginning Fund Balance:</b>							
Restricted to Specific Projects	-	2,607,000	2,607,000	3,711,090	-	-100.0%	-100.0%
Assigned for Capital Projects	18,361,863	13,756,610	13,756,610	15,425,260	14,512,560	5.5%	-5.9%
<b>Subtotal:</b>	<b>18,361,863</b>	<b>16,363,610</b>	<b>16,363,610</b>	<b>19,136,350</b>	<b>14,512,560</b>	<b>-11.3%</b>	<b>-24.2%</b>
<b>TOTAL SOURCES</b>	<b>\$ 28,633,888</b>	<b>\$ 36,524,450</b>	<b>\$ 36,524,450</b>	<b>\$ 26,051,410</b>	<b>\$ 29,827,780</b>	<b>-18.3%</b>	<b>14.5%</b>
<b>USES</b>							
<b>Debt Service:</b>							
Principal	\$ 585,000	\$ 605,000	\$ 605,000	\$ 605,000	\$ 875,000	44.6%	44.6%
Interest	674,775	996,500	996,500	996,500	924,320	-7.2%	-7.2%
Other	1,787	5,000	5,000	5,000	5,000	0.0%	0.0%
Debt Issuance Costs	122,853	-	-	-	-	0.0%	0.0%
<b>Subtotal:</b>	<b>1,384,415</b>	<b>1,606,500</b>	<b>1,606,500</b>	<b>1,606,500</b>	<b>1,804,320</b>	<b>12.3%</b>	<b>12.3%</b>
<b>Capital Outlay:</b>							
General Government	411,146	75,000	75,000	77,312	-	-100.0%	-100.0%
Public Safety	2,505	-	-	-	-	0.0%	0.0%
Highways and Streets	4,171,241	28,888,290	28,888,290	9,805,363	17,780,971	-38.4%	81.3%
Culture and Recreation	3,528,236	135,000	135,000	49,675	86,189	-36.2%	73.5%
<b>Subtotal:</b>	<b>8,113,128</b>	<b>29,098,290</b>	<b>29,098,290</b>	<b>9,932,350</b>	<b>17,867,160</b>	<b>-38.6%</b>	<b>79.9%</b>
<b>Ending Fund Balance:</b>							
Restricted to Specific Projects	3,711,085	5,819,660	5,819,660	-	-	-100.0%	-
Committed for Reserves	-	-	-	2,601,060	4,065,020	100.0%	56.3%
Assigned for Capital Projects	15,425,260	-	-	11,911,500	6,091,280	100.0%	-48.9%
<b>Subtotal:</b>	<b>19,136,345</b>	<b>5,819,660</b>	<b>5,819,660</b>	<b>14,512,560</b>	<b>10,156,300</b>	<b>74.5%</b>	<b>-30.0%</b>
<b>TOTAL USES</b>	<b>\$ 28,633,888</b>	<b>\$ 36,524,450</b>	<b>\$ 36,524,450</b>	<b>\$ 26,051,410</b>	<b>\$ 29,827,780</b>	<b>-18.3%</b>	<b>14.5%</b>

### Budgeted Sources of Funds FY2011



### Budgeted Uses of Funds FY2011





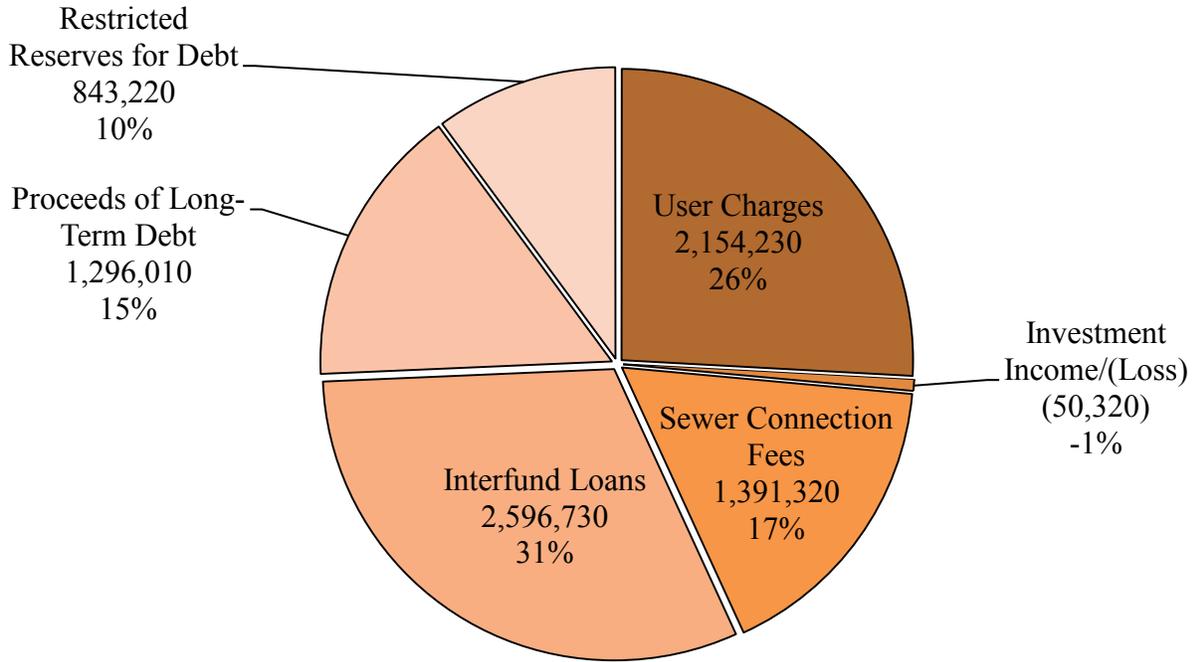
# WASTEWATER

## Enterprise Fund

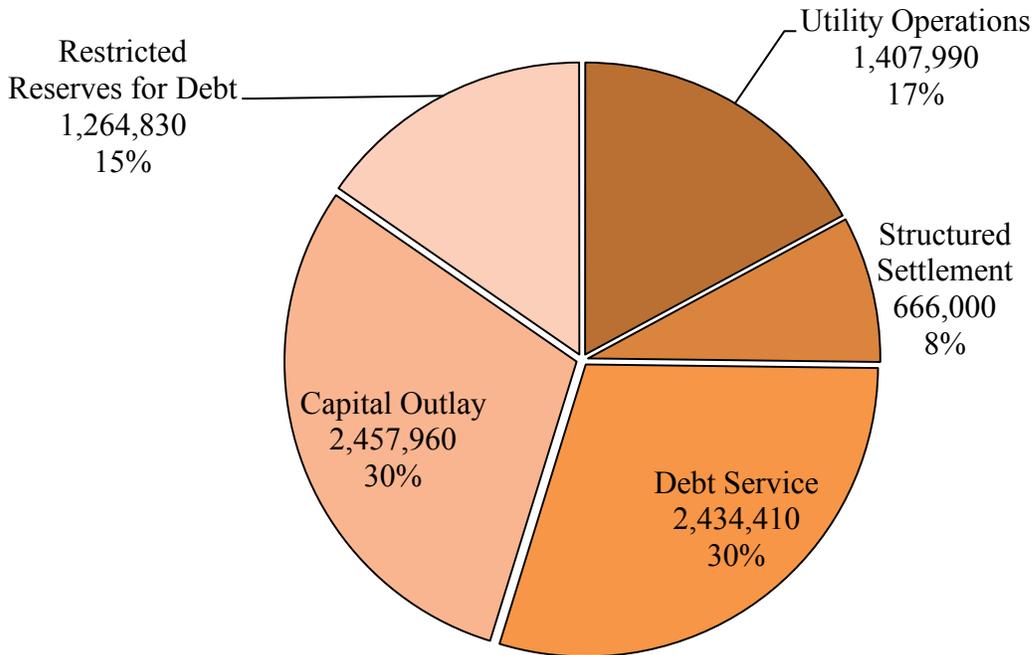
## Sources and Uses of Funds

	2009	2010			2011	% Chng	% Chng
	Actual Amount	Adopted Budget	Amended Budget	Estimated Actual	Adopted Budget	From Amended	From Estimated
<b>SOURCES</b>							
<b>Operating Revenues:</b>							
User Charges	\$ 1,163,303	\$ 1,722,800	\$ 1,722,800	\$1,745,370	\$2,154,230	25.0%	23.4%
<b>Subtotal:</b>	<b>1,163,303</b>	<b>1,722,800</b>	<b>1,722,800</b>	<b>1,745,370</b>	<b>2,154,230</b>	<b>25.0%</b>	<b>23.4%</b>
<b>Non-Operating Revenues:</b>							
Investment Income (Loss)	(1,083)	6,300	6,300	(37,410)	(50,320)	-898.7%	100.0%
Sewer Connection Fees	1,543,007	980,000	980,000	1,254,620	1,391,320	42.0%	10.9%
Miscellaneous	104,778	-	-	-	-	-	-
<b>Subtotal:</b>	<b>1,646,702</b>	<b>986,300</b>	<b>986,300</b>	<b>1,217,210</b>	<b>1,341,000</b>	<b>36.0%</b>	<b>10.2%</b>
<b>Other Sources:</b>							
Proceeds of Interfund Loans	-	3,768,940	3,768,940	2,524,500	5,121,230	35.9%	102.9%
Repayment of Interfund Loans	-	-	-	-	(2,524,500)	0.0%	0.0%
Proceeds of Long-Term Debt	21,278,535	5,954,970	5,954,970	5,070,290	1,296,010	-78.2%	-74.4%
<b>Subtotal:</b>	<b>21,278,535</b>	<b>9,723,910</b>	<b>9,723,910</b>	<b>7,594,790</b>	<b>3,892,740</b>	<b>-60.0%</b>	<b>-48.7%</b>
<b>Beginning Fund Balance:</b>							
Restricted for Debt Service	-	421,650	421,650	421,610	843,220	100.0%	100.0%
Assigned for Interfund Loan	-	1,049,500	1,049,500	-	2,524,500	140.5%	-
Unassigned (deficit)	(749,271)	(1,049,500)	(1,049,500)	(2,551,580)	(2,524,500)	140.5%	-1.1%
<b>Subtotal:</b>	<b>(749,271)</b>	<b>421,650</b>	<b>421,650</b>	<b>(2,129,970)</b>	<b>843,220</b>	<b>100.0%</b>	<b>-139.6%</b>
<b>TOTAL SOURCES</b>	<b>\$ 23,339,269</b>	<b>\$ 12,854,660</b>	<b>\$ 12,854,660</b>	<b>\$8,427,400</b>	<b>\$8,231,190</b>	<b>-36.0%</b>	<b>-2.3%</b>
<b>USES</b>							
<b>Current Expenditures:</b>							
Wastewater Utility Department	\$ 1,590,209	\$ 1,423,860	\$ 1,407,120	\$1,210,420	\$1,407,990	0.1%	16.3%
Structured Settlement	2,072,897	1,000,000	1,000,000	1,000,000	666,000	100.0%	-33.4%
<b>Subtotal:</b>	<b>3,663,106</b>	<b>2,423,860</b>	<b>2,407,120</b>	<b>2,210,420</b>	<b>2,073,990</b>	<b>-13.8%</b>	<b>-6.2%</b>
<b>Debt Service:</b>							
Principal	-	1,052,600	1,052,600	1,052,580	1,254,220	19.2%	19.2%
Interest	402,279	1,055,450	1,055,450	1,247,220	1,179,190	11.7%	-5.5%
Other	-	-	-	1,000	1,000	-	0.0%
<b>Subtotal:</b>	<b>402,279</b>	<b>2,108,050</b>	<b>2,108,050</b>	<b>2,300,800</b>	<b>2,434,410</b>	<b>15.5%</b>	<b>5.8%</b>
<b>Capital Outlay:</b>							
Sewer Conveyance System	21,403,858	5,450,100	5,705,930	3,290,700	2,428,820	-57.4%	-26.2%
Buildings	-	2,029,350	2,029,350	(217,740)	29,140	-98.6%	-113.4%
<b>Subtotal:</b>	<b>21,403,858</b>	<b>7,479,450</b>	<b>7,735,280</b>	<b>3,072,960</b>	<b>2,457,960</b>	<b>-68.2%</b>	<b>-20.0%</b>
<b>Ending Fund Balance:</b>							
Restricted for Debt Service	421,610	843,300	843,300	843,220	1,264,830	50.0%	50.0%
Assigned for Interfund Loan	-	4,818,440	3,768,940	2,524,500	5,121,230	100.0%	102.9%
Unassigned (deficit)	(2,551,584)	(4,818,440)	(4,008,030)	(2,524,500)	(5,121,230)	-100.0%	102.9%
<b>Subtotal:</b>	<b>(2,129,974)</b>	<b>843,300</b>	<b>604,210</b>	<b>843,220</b>	<b>1,264,830</b>	<b>109.3%</b>	<b>50.0%</b>
<b>TOTAL USES</b>	<b>\$ 23,339,269</b>	<b>\$ 12,854,660</b>	<b>\$ 12,854,660</b>	<b>\$8,427,400</b>	<b>\$8,231,190</b>	<b>-36.0%</b>	<b>-2.3%</b>

**Budgeted Sources of Funds  
FY2011**



**Budgeted Uses of Funds  
FY2011**



Wastewater Enterprise Fund



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# WASTEWATER UTILITY

## Department Summary

### **General Information**

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

### **Wastewater Operations Division**

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

### **Mission**

The Mission of the Public Works Department is to provide and maintain safe and efficient public infrastructure systems including the transportation network, wastewater system, and drainage ways for the Sahuarita community.

### **2010 Accomplishments**

- Treatment Plant Expansion – substantially completed construction of the treatment plant expansion in July 2009, which increased capacity of the plant to 1.5 million gallons per day. Operation of the expanded facility began on August 4, 2009.
- Recharge Credits – obtained effluent credits for effluent recharge.
- Conducted routine inspection of collections system.

### **2011 Goals and Objectives**

- Provide the most effective and economical methods for the collection and treatment of wastewater.
- Ensure compliance with Federal, State and local regulations.
- Continue ongoing program of collection system cleaning and maintenance to ensure a safe, effective and operational system.
- Ensure that Federal, State, and local discharge limitations are met.
- Monitor treatment plant effluent quality through testing by plant personnel and contract laboratories.

## Budget Highlights

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

### Contractual Services

- Sludge disposal
- Pest control
- Testing and sampling
- Equipment rental
- Billing and collection services

### Operating Supplies

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

### Other Expenditures

- Utilities
- Indirect cost allocation

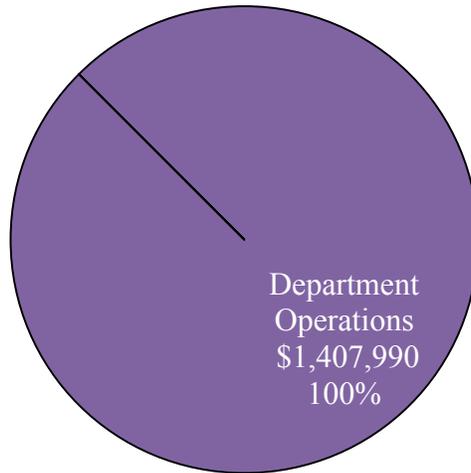
### Wastewater Utility Financial Summary

	FY 2009 Actual Amount	FY 2010 Adopted Budget	FY 2010 Amended Budget	FY 2010 Estimated Amount	FY 2011 Adopted Budget
<b>Expenditures by Program</b>					
Department Operations	\$ 1,590,209	\$ 1,423,860	\$ 1,407,120	\$ 1,210,420	\$ 1,407,990
Capital Outlay	-	-	-	-	-
<b>Expenditure Total</b>	<b>\$ 1,590,209</b>	<b>\$ 1,423,860</b>	<b>\$ 1,407,120</b>	<b>\$ 1,210,420</b>	<b>\$ 1,407,990</b>

	FY 2009 Actual Amount	FY 2010 Adopted Budget	FY 2010 Amended Budget	FY 2010 Estimated Amount	FY 2011 Adopted Budget
<b>Expenditures by Category</b>					
Personnel	\$ 433,794	\$ 488,750	\$ 495,010	\$ 466,390	\$ 470,060
Contractual Services	549,418	308,700	301,300	253,220	281,120
Operating Supplies	152,693	151,760	149,360	76,760	162,960
Other	454,303	474,650	461,450	414,050	493,850
Capital Outlay	-	-	-	-	-
<b>Expenditure Total</b>	<b>\$ 1,590,209</b>	<b>\$ 1,423,860</b>	<b>\$ 1,407,120</b>	<b>\$ 1,210,420</b>	<b>\$ 1,407,990</b>

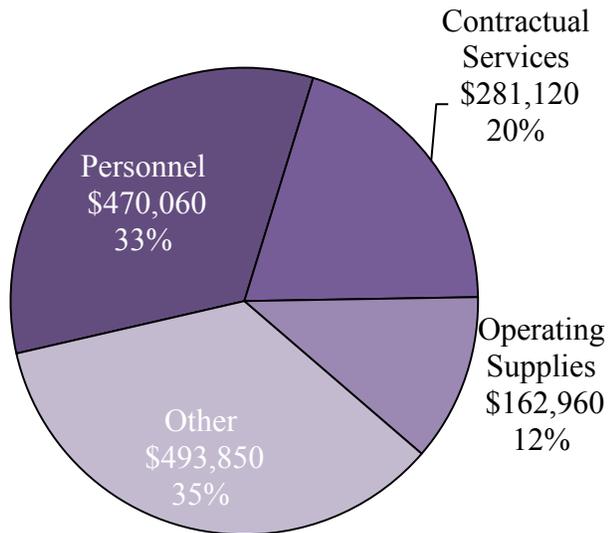
Position Classification	FY 2011 Pay Range	Authorized Positions (FTE)			
		FY 2009 Amended	FY 2010 Adopted	FY 2010 Amended	FY 2011 Adopted
Public Works Director	79	0.25	0.25	0.25	0.25
Assistant Town Engineer	72	0.25	0.25	0.25	0.25
Project Manager	60	1.00	0.50	0.50	0.50
Principal Plant Operator	55	1.00	1.00	1.00	1.00
Management Analyst	53	0.25	0.25	0.25	0.25
Sr. Engineering Technician	52	0.35	0.10	0.10	0.10
Sr. Plant Operator	48	1.00	2.00	2.00	2.00
Construction Inspector	48	0.00	0.25	0.25	0.25
Plant Mechanic	46	1.00	1.00	1.00	1.00
Plant Operator	46	2.00	2.00	2.00	2.00
O&M Administrator	42	0.25	0.25	0.25	0.25
Senior Office Assistant	36	0.30	0.30	0.30	0.30
Sr. Construction Manager	N/A	0.25	0.00	0.00	0.00
Wastewater Superintendent	N/A	1.00	0.00	0.00	0.00
Engineering Technician	N/A	0.58	0.00	0.00	0.00
<b>Total Positions</b>		<b>9.48</b>	<b>8.15</b>	<b>8.15</b>	<b>8.15</b>

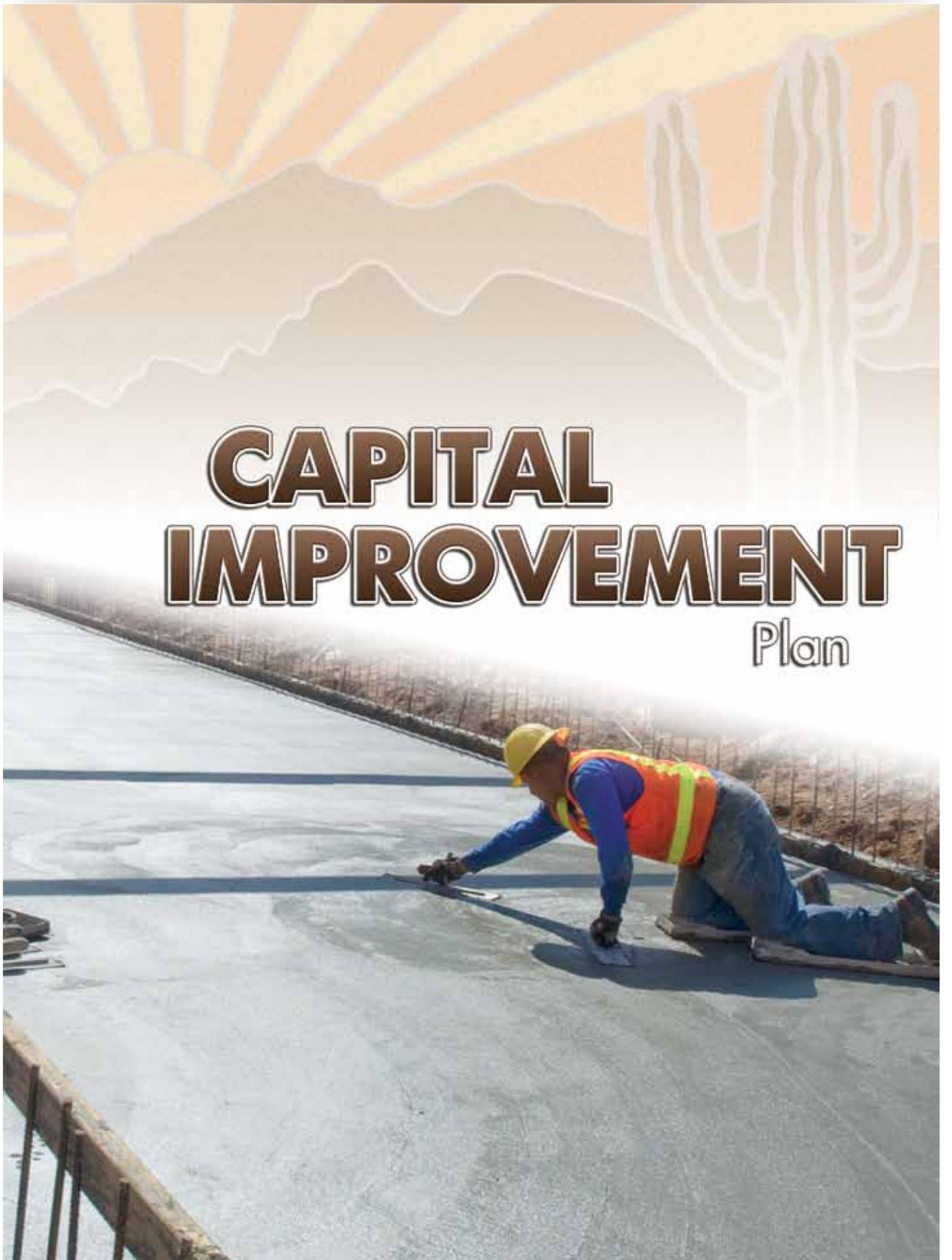
### Expenditures by Department FY2011



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### Expenditures by Category FY2011





# CAPITAL IMPROVEMENT Plan



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## What is a Capital Improvement Plan?

A capital improvement plan (CIP) is the primary tool that local governments use to plan for major 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 for land acquisition and equipment.

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

### **Covers a multiyear 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.

### **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:

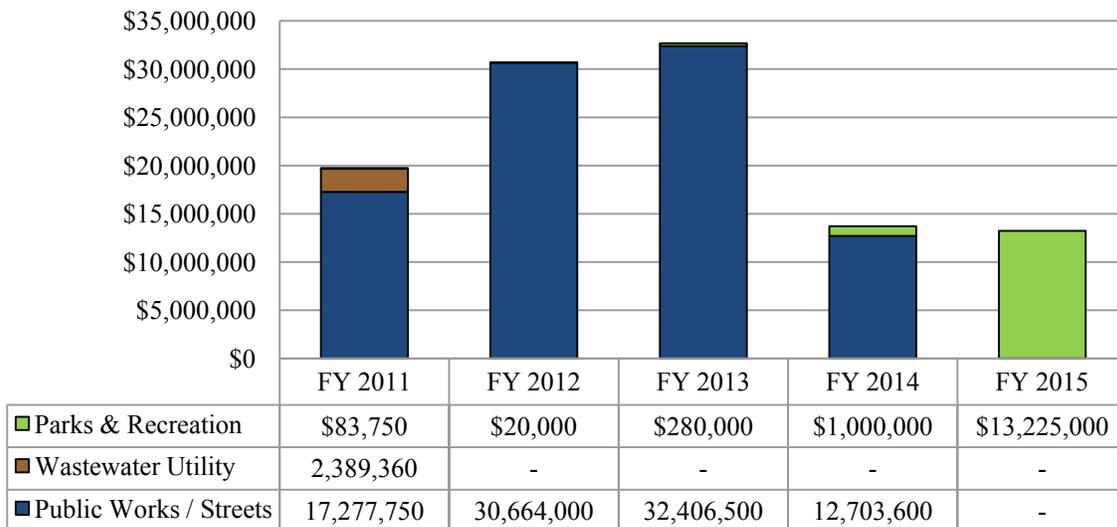
#	Criteria	Weight (max pt value)
1	Fiscal impact	30
2	Impact on health, safety, and general welfare	25
3	Economic development	15
4	Quality of life	10
5	Impact on public services	10
6	Coordination with other projects	5
7	Impact on operations and maintenance	5
Total point value		100

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**

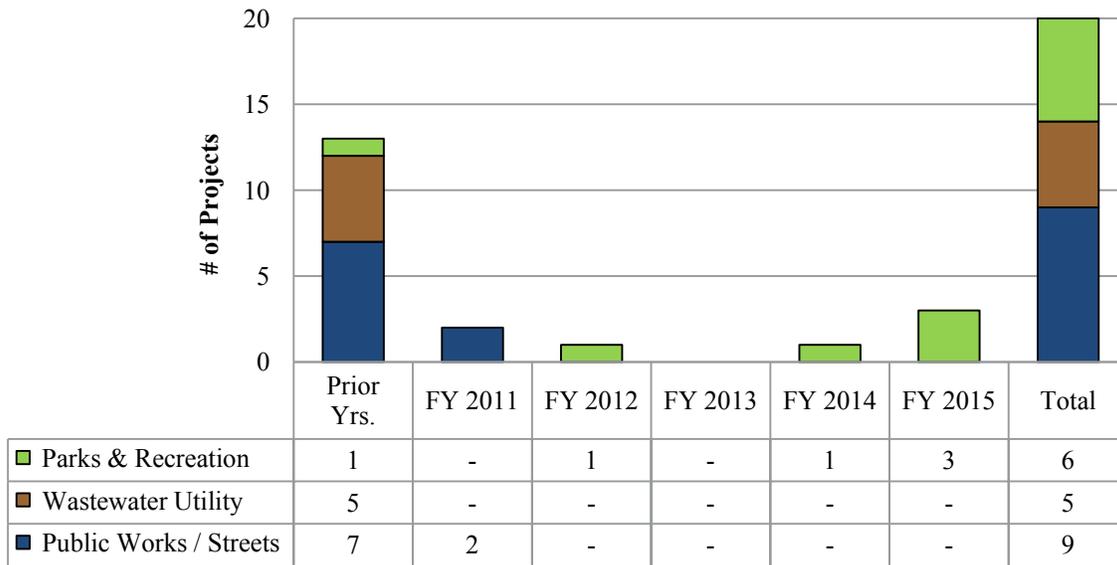
The CIP for the Town of Sahuarita is comprised of 20 projects totaling \$110,049,960 for fiscal years 2011 through 2015. Of that total, \$19,750,860 is included in the budget for fiscal year 2011. The plan takes into consideration all known capital needs and ties potential revenue sources to those needs. 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 YEAR  
Five-Year Total: \$110,049,960**



Capital Improvement Plan

**NUMBER OF PROJECT STARTS BY YEAR**  
**Total: 20 Projects**



**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.

Capital Improvement Plan

**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.

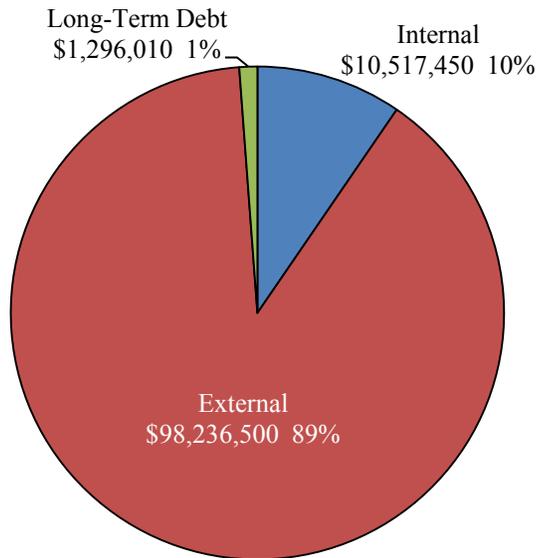
RTA Transportation Tax

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.

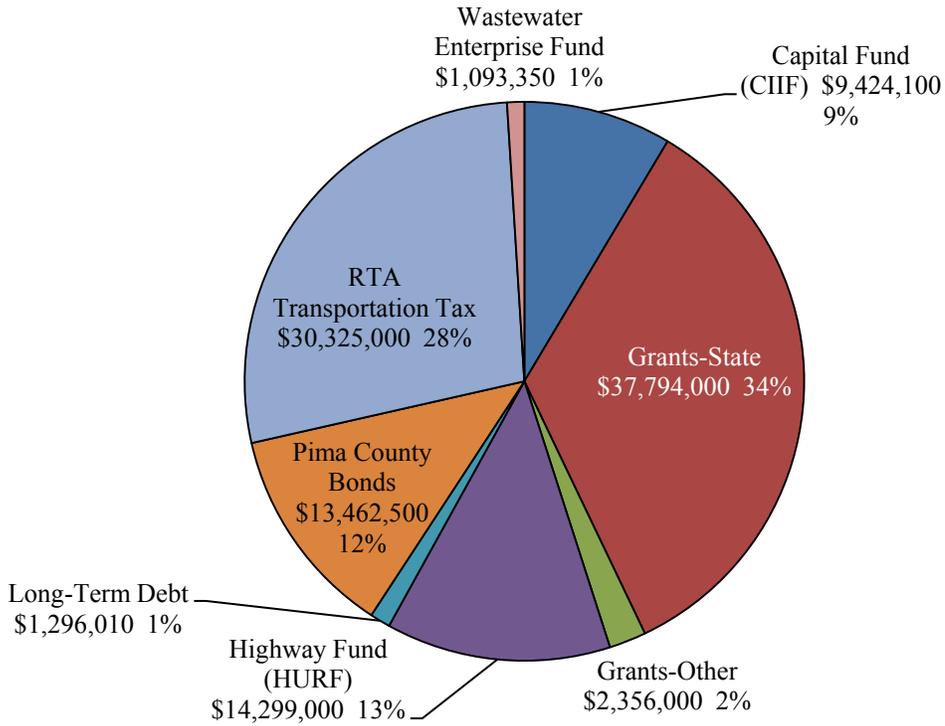
Capital Grants and Contributions

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.

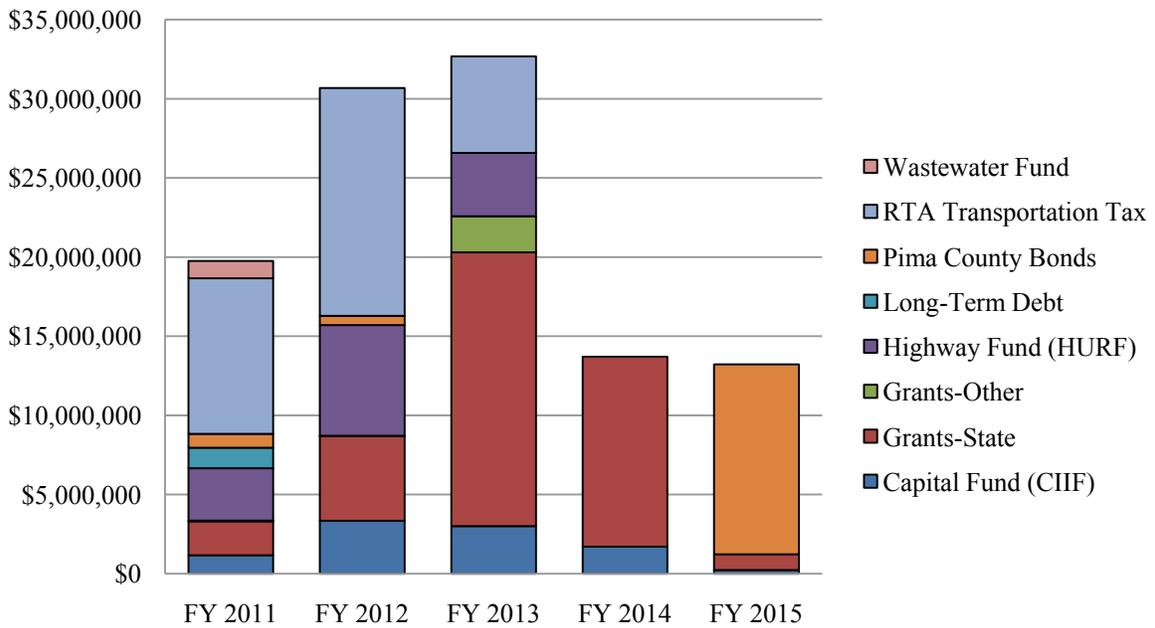
**FUNDING SOURCES**  
**Five-Year Total: \$110,049,960**



**FUNDING SOURCES**  
**Five-Year Total: \$110,049,960**



**FUNDING SOURCES BY YEAR**



## Capital Improvement Plan Summary Schedule Fiscal Years 2011 - 2015

### Funding Source Summary

SOURCE	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	TOTAL
Capital Fund (CIIF)	\$ 1,156,500	\$ 3,339,000	\$ 3,000,000	\$ 1,703,600	\$ 225,000	\$ 9,424,100
Grants-State	2,144,000	5,350,000	17,300,000	12,000,000	1,000,000	37,794,000
Grants-Other	56,000	20,000	2,280,000	-	-	2,356,000
Highway Fund (HURF)	3,299,000	7,000,000	4,000,000	-	-	14,299,000
Long-Term Debt	1,296,010	-	-	-	-	1,296,010
Pima County Bonds	881,250	581,250	-	-	12,000,000	13,462,500
RTA Transportation Tax	9,824,750	14,393,750	6,106,500	-	-	30,325,000
Wastewater Enterprise Fund	1,093,350	-	-	-	-	1,093,350
<b>GRAND TOTAL</b>	<b>\$ 19,750,860</b>	<b>\$ 30,684,000</b>	<b>\$ 32,686,500</b>	<b>\$ 13,703,600</b>	<b>\$ 13,225,000</b>	<b>\$ 110,049,960</b>

### Department Expenditure Summary

DEPARTMENT	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	TOTAL
Parks & Recreation	\$ 83,750	\$ 20,000	\$ 280,000	\$ 1,000,000	\$ 13,225,000	\$ 14,608,750
Public Works / Streets	17,277,750	30,664,000	32,406,500	12,703,600	-	93,051,850
Wastewater Utility	2,389,360	-	-	-	-	2,389,360
<b>GRAND TOTAL</b>	<b>\$ 19,750,860</b>	<b>\$ 30,684,000</b>	<b>\$ 32,686,500</b>	<b>\$ 13,703,600</b>	<b>\$ 13,225,000</b>	<b>\$ 110,049,960</b>

### Fiscal Years 2011 - 2015 - Projects by Funding Source

SOURCE / PROJECT	PROJECT #	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	TOTAL
<b>Capital Fund (CIIF)</b>							
Anamax park phase 2 & 3	06K01	\$ -	\$ -	\$ -	\$ -	\$ 25,000	\$ 25,000
Quail creek park phase 2	08K02	-	-	-	-	100,000	100,000
North park phase 2	08K03	-	-	-	-	100,000	100,000
Quail Creek Park phase 1	06Q08	83,750	-	-	-	-	83,750
Sahuarita road: I-19 to Country Club	03P9B	-	2,589,000	3,000,000	-	-	5,589,000
Sahuarita / I-19 interchange	05P03	-	-	-	1,703,600	-	1,703,600
Quail Crossing blvd extension to nogales highway	05P01	300,000	500,000	-	-	-	800,000
Pima mine / Rancho Sahuarita traffic signal	07P03	74,750	-	-	-	-	74,750
Pima mine / Rancho Sahuarita railroad crossing	07P04	448,000	-	-	-	-	448,000
Pima mine bridge reconstruction	08P02	-	250,000	-	-	-	250,000
Desert Gem Rd Extension	11S02	250,000	-	-	-	-	250,000
<b>Capital Fund (CIIF) Total</b>		<b>1,156,500</b>	<b>3,339,000</b>	<b>3,000,000</b>	<b>1,703,600</b>	<b>225,000</b>	<b>9,424,100</b>
<b>Grants-State</b>							
Park and Trails Land Acquisition	05K01	-	-	-	1,000,000	1,000,000	2,000,000
Sahuarita Road: I-19 to Country Club	03P9B	444,000	-	-	-	-	444,000
Sahuarita / I-19 interchange	05P03	1,700,000	2,700,000	17,300,000	11,000,000	-	32,700,000
Pima Mine Bridge Reconstruction	08P02	-	2,650,000	-	-	-	2,650,000
<b>Grants-State Total</b>		<b>2,144,000</b>	<b>5,350,000</b>	<b>17,300,000</b>	<b>12,000,000</b>	<b>1,000,000</b>	<b>37,794,000</b>
<b>Grants-Other</b>							
Anamax park concession facility	06K08	-	20,000	280,000	-	-	300,000
Sahuarita Road: I-19 to Country Club	03P9B	-	-	2,000,000	-	-	2,000,000
New Pima mine / Nogales Highway Traffic signal	09P06	56,000	-	-	-	-	56,000
<b>Grants-Other Total</b>		<b>56,000</b>	<b>20,000</b>	<b>2,280,000</b>	<b>-</b>	<b>-</b>	<b>2,356,000</b>
<b>Highway Fund (HURF)</b>							
Sahuarita road: I-19 to country club	03P9B	1,624,000	7,000,000	4,000,000	-	-	12,624,000
Sahuarita / I-19 interchange	05P03	1,600,000	-	-	-	-	1,600,000
New Pima mine / Nogales Highway Traffic signal	09P06	25,000	-	-	-	-	25,000
New Bike lanes on La Villita Rd	11S01	50,000	-	-	-	-	50,000
<b>Highway Fund (HURF) Total</b>		<b>3,299,000</b>	<b>7,000,000</b>	<b>4,000,000</b>	<b>-</b>	<b>-</b>	<b>14,299,000</b>

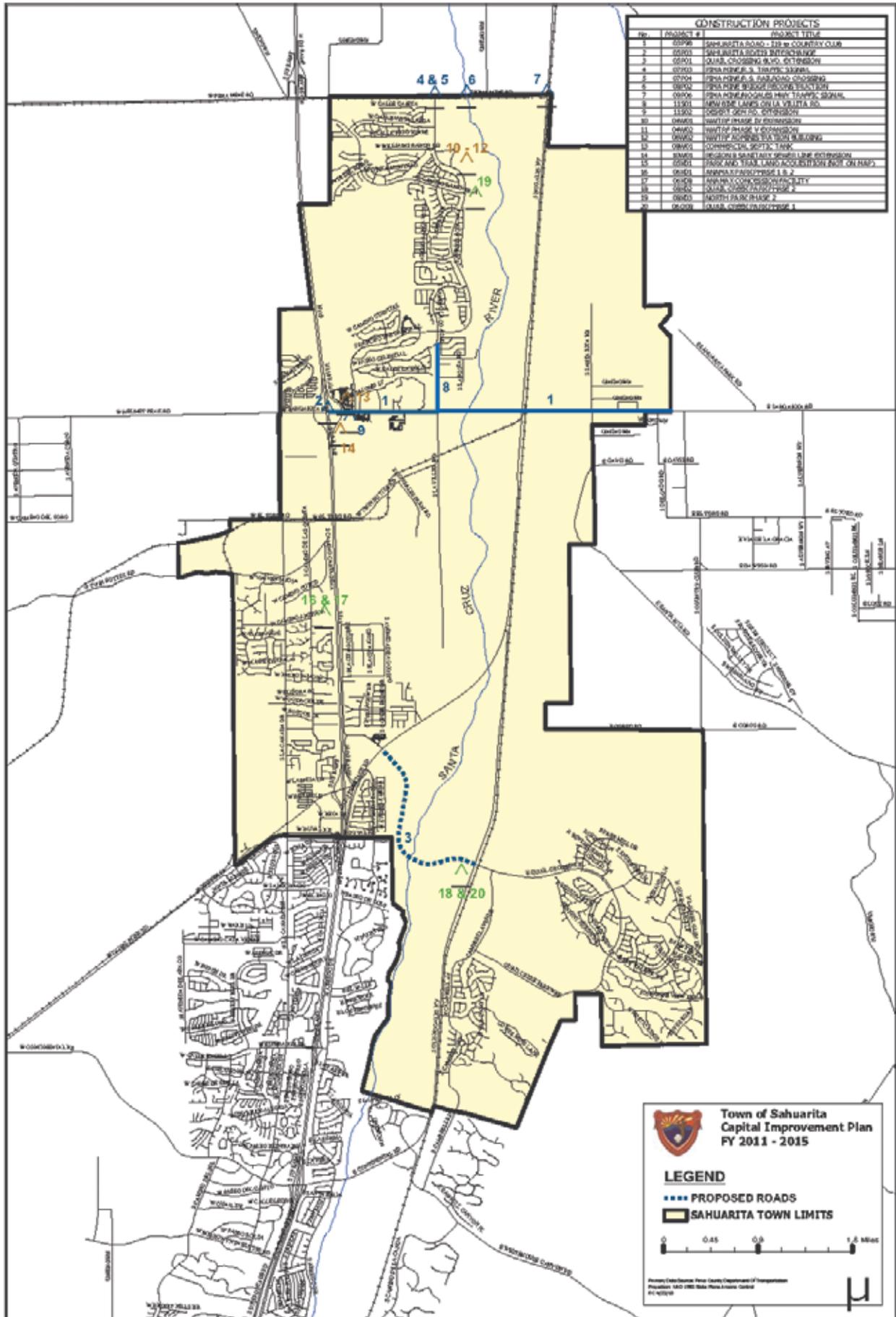
### Fiscal Years 2011 - 2015 - Projects by Funding Source (concluded)

SOURCE / PROJECT	PROJECT #	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	TOTAL
<b>Long-Term Debt</b>							
Wastewater Treatment Plant Phase IV Expansion	04W01	704,220	-	-	-	-	704,220
Wastewater Treatment Plant Phase V Expansion	04W02	562,650	-	-	-	-	562,650
Wastewater Administration Building	06W02	29,140	-	-	-	-	29,140
<b>Long-Term Debt Total</b>		<b>1,296,010</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,296,010</b>
<b>Pima County Bonds</b>							
Anamax park phase 2 & 3	06K01	-	-	-	-	12,000,000	12,000,000
Sahuarita road: I-19 to Country Club	03P9B	881,250	581,250	-	-	-	1,462,500
<b>Pima County Bonds Total</b>		<b>881,250</b>	<b>581,250</b>	<b>-</b>	<b>-</b>	<b>12,000,000</b>	<b>13,462,500</b>
<b>RTA Transportation Tax</b>							
Sahuarita road: I-19 to Country Club	03P9B	8,178,750	14,018,750	6,106,500	-	-	28,304,000
Pima mine / Rancho Sahuarita traffic signal	07P03	286,000	-	-	-	-	286,000
Pima mine bridge reconstruction	08P02	525,000	375,000	-	-	-	900,000
New Pima mine / Nogales Highway Traffic signal	09P06	700,000	-	-	-	-	700,000
New Bike lanes on La Villita Rd	11S01	135,000	-	-	-	-	135,000
<b>RTA Transportation Tax Total</b>		<b>9,824,750</b>	<b>14,393,750</b>	<b>6,106,500</b>	<b>-</b>	<b>-</b>	<b>30,325,000</b>
<b>Wastewater Enterprise Fund</b>							
Commercial Septic System	08W01	132,430	-	-	-	-	132,430
Region 8 Sanitary Sewer Extension	10W01	960,920	-	-	-	-	960,920
<b>Wastewater Enterprise Fund Total</b>		<b>1,093,350</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,093,350</b>
<b>GRAND TOTAL</b>		<b>\$ 19,750,860</b>	<b>\$ 30,684,000</b>	<b>\$ 32,686,500</b>	<b>\$ 13,703,600</b>	<b>\$ 13,225,000</b>	<b>\$ 110,049,960</b>

**Fiscal Years 2011 - 2015 - Projects Expenditures by Department**

DEPARTMENT / PROJECT	PROJECT #	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	TOTAL
<b>Parks &amp; Recreation</b>							
Park and trails land acquisition	05K01	\$ -	\$ -	\$ -	\$ 1,000,000	\$ 1,000,000	\$ 2,000,000
Anamax park phase 2 & 3	06K01	-	-	-	-	12,025,000	12,025,000
Anamax park concession facility	06K08	-	20,000	280,000	-	-	300,000
Quail Creek park phase 2	08K02	-	-	-	-	100,000	100,000
North park phase 2	08K03	-	-	-	-	100,000	100,000
Quail Creek park phase 1	06Q08	83,750	-	-	-	-	83,750
<b>Parks &amp; Recreation Total</b>		<b>83,750</b>	<b>20,000</b>	<b>280,000</b>	<b>1,000,000</b>	<b>13,225,000</b>	<b>14,608,750</b>
<b>Public Works / Streets</b>							
Sahuarita road: I-19 to Country Club	03P9B	11,128,000	24,189,000	15,106,500	-	-	50,423,500
Sahuarita / I-19 interchange	05P03	3,300,000	2,700,000	17,300,000	12,703,600	-	36,003,600
Quail crossing blvd extension to Nogales highway	05P01	300,000	500,000	-	-	-	800,000
Pima mine / Rancho Sahuarita traffic signal	07P03	360,750	-	-	-	-	360,750
Pima mine / Rancho Sahuarita railroad crossing	07P04	448,000	-	-	-	-	448,000
Pima mine bridge reconstruction	08P02	525,000	3,275,000	-	-	-	3,800,000
New Pima mine / Nogales Highway Traffic signal	09P06	781,000	-	-	-	-	781,000
New Bike lanes on La Villita Rd	11S01	185,000	-	-	-	-	185,000
Desert Gem Rd Extension	11S02	250,000	-	-	-	-	250,000
<b>Public Works Total</b>		<b>17,277,750</b>	<b>30,664,000</b>	<b>32,406,500</b>	<b>12,703,600</b>	<b>-</b>	<b>93,051,850</b>
<b>Wastewater Utility</b>							
Wastewater Treatment Plant Phase IV Expansion	04W01	704,220	-	-	-	-	704,220
Wastewater Treatment Plant Phase V Expansion	04W02	562,650	-	-	-	-	562,650
Wastewater Administration Building	06W02	29,140	-	-	-	-	29,140
Commercial Septic System	08W01	132,430	-	-	-	-	132,430
Region 8 Sanitary Sewer Extension	10W01	960,920	-	-	-	-	960,920
<b>Wastewater Utility Total</b>		<b>2,389,360</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>2,389,360</b>
<b>GRAND TOTAL</b>		<b>\$ 19,750,860</b>	<b>\$ 30,684,000</b>	<b>\$ 32,686,500</b>	<b>\$ 13,703,600</b>	<b>\$ 13,225,000</b>	<b>\$ 110,049,960</b>

Capital Improvement Plan - Map



## CAPITAL IMPROVEMENT PLAN

### Fiscal Years 2011 - 2015

**Project #** 05K01 **Total Cost** \$5,000,000  
**Project Name** Park and Trails Land Acquisition  
**Department** Parks and Recreation **Useful Life** N/A

**Description**  
 Purchase of land for future park and trails development or for open space. Estimated cost distribution: 60% for park and recreation, 30% for open space preservation, 10% for trail and greenway corridors.

**Justification/Benefit**  
 This project is an element of the Town's Master Plan and Park, Recreation, Trails and Open Space Master Plan. This project will benefit the general public who would use the facilities for community events and environmental benefits leaving natural areas undeveloped. A health benefit is gained through a wider audience, more individuals will be allowed to participate in active and passive recreation opportunities which may have been excluded or turned away due to lack of facilities. By leaving areas as undeveloped open space, the Town will be promoting wildlife habitat and corridors. The building of a trail network allows for an alternative method of travel between sites improving the overall environment.

**Projected**

Funding	Prior Total	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	5 Year Total
Local Sources	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Intergvm'tl Revenues	-	-	-	-	1,000,000	1,000,000	2,000,000
RTA	-	-	-	-	-	-	-
Debt	-	-	-	-	-	-	-
<b>Subtotal</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,000,000</b>	<b>\$ 1,000,000</b>	<b>\$ 2,000,000</b>
Estimated sources beyond 5 years:							\$ 3,000,000
Total:							<b>\$ 5,000,000</b>

**Projected**

Expenditures	Prior Total	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	5 Year Total
Plan & Engineering	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Land / ROW Acquisition	-	-	-	-	1,000,000	1,000,000	2,000,000
Construction Contracts	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
<b>Subtotal</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,000,000</b>	<b>\$ 1,000,000</b>	<b>\$ 2,000,000</b>
Estimated costs beyond 5 years:							\$ 3,000,000
Total:							<b>\$ 5,000,000</b>

**Operational Impact**  
 Operational impact is minimal until sites are developed. Staff anticipates weed and vector control on an as needed basis.

**Net Operational Impact**

Impact	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Average Annual Cost
Payroll	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Repair/Capital needs	-	-	-	-	-	-
All Other	-	-	-	500	500	500
<b>Subtotal</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 500</b>	<b>\$ 500</b>	<b>\$ 500</b>

Project Worksheets

## CAPITAL IMPROVEMENT PLAN Fiscal Years 2011 - 2015

**Project #** 06K01 **Total Cost** \$14,818,550  
**Project Name** Anamax Park Phase 2 & 3  
**Department** Parks and Recreations **Useful Life** 40 years

**Description**  
 Construction of a 30,000 square foot recreation center, recreational pool, and separate 25 meter competition pool at Anamax Park. The recreation center includes a gymnasium, basketball court, fitness equipment, meeting rooms, offices, storage, and concession area. The pool(s) could have zero depth entry, water play features, waterslide(s), programming space for classes, therapeutic warm water section, and swimming lanes.

**Justification/Benefit**  
 A feasibility study was completed in March 2009 which helped to identify the need for this facility. A partnership with the YMCA is anticipated for this project, where the YMCA would operate these facilities. The project is anticipated to be primarily funded through future Pima County Bonds. The Pima County Bond Advisory Committee has ranked this project as a high priority for the region. This project will benefit the general public for community events without access to private facilities increasing recreational value/opportunity to residents/user groups. Health benefits gained will allow more participation in active recreation due to the current lack of facilities. Jobs would be created by either the Town, YMCA or both.

**Projected**

Funding	Prior Total	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	5 Year Total
Local Sources	\$ 456,550	\$ -	\$ -	\$ -	\$ -	\$ 25,000	\$ 25,000
Intergvmt'l Revenues	-	-	-	-	-	12,000,000	12,000,000
RTA	-	-	-	-	-	-	-
Debt	-	-	-	-	-	-	-
<b>Subtotal</b>	<b>\$ 456,550</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 12,025,000</b>	<b>\$ 12,025,000</b>
Estimated sources beyond 5 years:							\$ 2,337,000
Total:							<b>\$ 14,362,000</b>

**Projected**

Expenditures	Prior Total	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	5 Year Total
Plan & Engineering	\$ 76,550	\$ -	\$ -	\$ -	\$ -	\$ 1,762,000	\$ 1,762,000
Land / ROW Acquisition	-	-	-	-	-	-	-
Construction Contracts	380,000	-	-	-	-	8,843,000	8,843,000
Contingency	-	-	-	-	-	1,420,000	1,420,000
<b>Subtotal</b>	<b>\$ 456,550</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 12,025,000</b>	<b>\$ 12,025,000</b>
Estimated costs beyond 5 years:							\$ 2,337,000
Total:							<b>\$ 14,362,000</b>

**Operational Impact**  
 Once the project is completed, annual operational cost are estimated at \$1,530,000. The Town anticipates a 40% responsibility of expenses, or \$612,000 annually, with the YMCA being responsible for the rest. The Town goal is 50% recovery of expenses from classes and program fees estimated at \$306,000.

Net Operational Impact	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Average Annual Cost
Payroll	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Repair/Capital needs	-	-	-	-	-	-
All Other	-	-	-	-	-	-
<b>Subtotal</b>	<b>\$ -</b>					

Project Worksheets

## CAPITAL IMPROVEMENT PLAN Fiscal Years 2011 - 2015

**Project #** 06K08 **Total Cost** \$300,000  
**Project Name** Anamax Park Concession Building  
**Department** Parks and Recreation **Useful Life** 30 Years

**Description**  
 This project includes the demolition of the current concession stand and constructing a 800 square foot replacement building with storage space at Anamax Park. The new building will comply to current Pima County Health Department standards.

**Justification/Benefit**  
 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. The current building is being structurally compromised due to a large tree growing into the building. 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.

**Projected**

Funding	Prior Total	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	5 Year Total
Local Sources	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Intergvmt'l Revenues	-	-	-	-	-	-	-
RTA	-	-	-	-	-	-	-
Debt	-	-	-	-	-	-	-
<b>Subtotal</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 20,000</b>	<b>\$ 280,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 300,000</b>
Estimated sources beyond 5 years:							\$ -
<b>Total:</b>							<b>\$ 300,000</b>

**Projected**

Expenditures	Prior Total	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	5 Year Total
Plan & Engineering	\$ -	\$ -	\$ 20,000	\$ -	\$ -	\$ -	\$ 20,000
Land / ROW Acquisition	-	-	-	-	-	-	-
Construction Contracts	-	-	-	230,000	-	-	230,000
Contingency	-	-	-	50,000	-	-	50,000
<b>Subtotal</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 20,000</b>	<b>\$ 280,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 300,000</b>
Estimated costs beyond 5 years:							\$ -
<b>Total:</b>							<b>\$ 300,000</b>

**Operational Impact**  
 This is a replacement for a existing building; no change in personnel, utilities or supplies are anticipated.

Net Operational Impact	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Average Annual Cost
Payroll	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Repair/Capital needs	-	-	-	-	-	-
All Other	-	-	-	-	-	-
<b>Subtotal</b>	<b>\$ -</b>					

## CAPITAL IMPROVEMENT PLAN Fiscal Years 2011 - 2015

**Project #** 08K02 **Total Cost** \$2,200,000  
**Project Name** Quail Creek Phase 2  
**Department** Parks and Recreation **Useful Life** 25 Years

**Description**  
 This project includes the design and construction of two adult softball fields with lighting, walking trails around the fields, and 120 more parking spaces at the North Santa Cruz Park.

**Justification/Benefit**  
 This project was part of the overall concept plan approved in 2007 for Quail Creek-Veterans Municipal Park. The community's need for facilities for seniors and youth has increased significantly. Building these fields will address the need for a place to play adult and girls youth softball. The public will benefit from these improvements as well as increased quantity of recreation facilities so users can participate in recreational opportunities closer to home in a safe clean environment. The projects expand the amenities at Quail Creek-Veterans Municipal Park and the services are enhanced by providing a variety of activities to the base amenities of the park site.

**Projected**

Funding	Prior Total	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	5 Year Total
Local Sources	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 100,000	\$ 100,000
Intergvmt'l Revenues	-	-	-	-	-	-	-
RTA	-	-	-	-	-	-	-
Debt	-	-	-	-	-	-	-
<b>Subtotal</b>	<b>\$ -</b>	<b>\$ 100,000</b>	<b>\$ 100,000</b>				
Estimated sources beyond 5 years:							\$ 2,100,000
Total:							<b>\$ 2,200,000</b>

**Projected**

Expenditures	Prior Total	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	5 Year Total
Plan & Engineering	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 100,000	\$ 100,000
Land / ROW Acquisition	-	-	-	-	-	-	-
Construction Contracts	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
<b>Subtotal</b>	<b>\$ -</b>	<b>\$ 100,000</b>	<b>\$ 100,000</b>				
Estimated costs beyond 5 years:							\$ 2,100,000
Total:							<b>\$ 2,200,000</b>

**Operational Impact**  
 Once completed, the annual operating costs are estimated to be \$45,000 and include cleaning services, landscape maintenance services, increased electrical and water costs and general supplies needed like soil amendments and herbicides. Annual revenues for field rental and lighting is estimated at \$22,400 annually.

Net Operational Impact	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Average Annual Cost
Payroll	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Repair/Capital needs	-	-	-	-	-	-
All Other	-	-	-	-	-	-
<b>Subtotal</b>	<b>\$ -</b>					

Project Worksheets

## CAPITAL IMPROVEMENT PLAN Fiscal Years 2011 - 2015

**Project #** 08K03 **Total Cost** \$2,600,000  
**Project Name** North Santa Cruz Park Phase 2  
**Department** Parks and Recreation **Useful Life** 30 Years

**Description**  
 This project includes the development of 7 acres of vacant land with a 4,500 square foot splash park, two multi-purpose fields (soccer/football fields) with lights, one little league baseball field with lights, picnic facilities, and a basketball court at the North Santa Cruz Park.

**Justification/Benefit**  
 The project will benefit the general public who would use the facility for community events. In a ½ mile radius, approximately 430 single family homes are present. A health benefit is gained by a wider audience because more individuals will be allowed to participate in an active recreational opportunity which may have been excluded or turned away because of lack of facilities. The building of multi-purpose fields will allow current programs to involve more participants and offer diverse selection of activities as well as expand recreational opportunities to the public.

**Projected**

Funding	Prior Total	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	5 Year Total
Local Sources	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 100,000	\$ 100,000
Intergvmt'l Revenues	-	-	-	-	-	-	-
RTA	-	-	-	-	-	-	-
Debt	-	-	-	-	-	-	-
<b>Subtotal</b>	<b>\$ -</b>	<b>\$ 100,000</b>	<b>\$ 100,000</b>				
Estimated sources beyond 5 years:							\$ 2,600,000
Total:							<b>\$ 2,700,000</b>

**Projected**

Expenditures	Prior Total	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	5 Year Total
Plan & Engineering	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 100,000	\$ 100,000
Land / ROW Acquisition	-	-	-	-	-	-	-
Construction Contracts	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
<b>Subtotal</b>	<b>\$ -</b>	<b>\$ 100,000</b>	<b>\$ 100,000</b>				
Estimated costs beyond 5 years:							\$ 2,500,000
Total:							<b>\$ 2,600,000</b>

**Operational Impact**  
 Once completed, the annual operating costs are estimated to be \$75,000 and include cleaning services, landscape maintenance services, increased electrical and water costs and general supplies needed like soil amendments and herbicides. Annual revenues for field rental and lighting is estimated at \$21,600 annually.

Net Operational Impact	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Average Annual Cost
Payroll	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Repair/Capital needs	-	-	-	-	-	-
All Other	-	-	-	-	-	-
<b>Subtotal</b>	<b>\$ -</b>					

Project Worksheets

## CAPITAL IMPROVEMENT PLAN Fiscal Years 2011 - 2015

**Project #** 06Q08 **Total Cost** \$2,502,580  
**Project Name** Quail Creek-Veterans Municipal Park Phase 1  
**Department** Parks and Recreation **Useful Life** 30 years

**Description**  
 The project builds a park located near the Quail Creek community. The park site includes an entry roads, parking, off-leash dog area, play area, walking paths, restroom, ramada, shaed structure and fencing.

**Justification/Benefit**  
 This project builds a park in an underserved and growing portion of the community. The project will benefit the general public for community activities. A health benefit is gained by a wider audience because more individuals will be allowed to participate closer to home in a recreational opportunity which may have been excluded or turned away because of lack of facilities. The site components will also serve the neighborhood by providing play area, and dog area opportunities closer to home.

**Projected**

Funding	Prior Total	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	5 Year Total
Local Sources	\$ 191,580	\$ 83,750	\$ -	\$ -	\$ -	\$ -	\$ 83,750
Intergvm't'l Revenues	2,227,250	-	-	-	-	-	-
RTA	-	-	-	-	-	-	-
Debt	-	-	-	-	-	-	-
<b>Subtotal</b>	<b>\$ 2,418,830</b>	<b>\$ 83,750</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 83,750</b>
Estimated sources beyond 5 years:							\$ -
Total:							<b>\$ 83,750</b>

**Projected**

Expenditures	Prior Total	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	5 Year Total
Plan & Engineering	\$ 241,250	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Land / ROW Acquisition	600,000	-	-	-	-	-	-
Construction Contracts	1,577,580	83,750	-	-	-	-	83,750
Contingency	-	-	-	-	-	-	-
<b>Subtotal</b>	<b>\$ 2,418,830</b>	<b>\$ 83,750</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 83,750</b>
Estimated costs beyond 5 years:							\$ -
Total:							<b>\$ 83,750</b>

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

Net Operational Impact	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Average Annual Cost
Payroll	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000
Repair/Capital needs	-	-	-	-	-	-
All Other	12,000	12,000	12,000	12,000	12,000	12,000
<b>Subtotal</b>	<b>\$ 17,000</b>					

Project Worksheets

## CAPITAL IMPROVEMENT PLAN

### Fiscal Years 2011 - 2015

**Project #** 03P9B **Total Cost** \$56,446,960  
**Project Name** Sahuarita Road: Interstate 19 to Eastern Town Limits  
**Department** Public Works **Useful Life** 20 Years

**Description**  
 The new roadway will consist of a 4-lane divided all weather roadway with 44' wide medians, multi-purpose lanes, sidewalks, and low maintenance landscape from I-19 easterly to La Villita Rd (Phase 1). Other improvements include a right turn lane onto I-19, 4 new intersections (Rancho Sahuarita Blvd., Salome Rd, Sahuarita Ln., La Villita Rd.), and major drainage improvements at La Villita intersection. From La Villita Rd. easterly to Santa Rita Rd. (Phase 2a) the project includes 44' wide medians, multi-purpose lanes, sidewalks, low maintenance landscape, twin 2-lane bridges over the Santa Cruz River, relocation of Sahuarita Rd & Nogales Hwy Intersection, and grade separation at the railroad tracks. From Santa Rita Rd easterly to Country Club Rd. (Phase 2b) the roadway consist of 17' medians, multi-purpose lanes, sidewalks, and low maintenance landscape.

**Justification/Benefit**  
 This project was approved by the voters as part of the Regional Transportation Authority's 20 year transportation plan. The project promotes economic development by providing better access through a usable road in any weather. The aesthetics of the roadway will be inviting for commercial development. The project also provides for grade separation at the rail road tracks. This will greatly benefit residents because emergency response units will no longer wait for train to clear the tracks.

**Projected**

Funding	Prior Total	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	5 Year Total
Local Sources	\$ 131,000	\$ -	\$ 2,589,000	\$ 3,000,000	\$ -	\$ -	\$ 5,589,000
Intergvmt'l Revenues	4,193,460	2,949,250	7,581,250	6,000,000	-	-	16,530,500
RTA	1,699,000	8,178,750	14,018,750	6,106,500	-	-	28,304,000
Debt	-	-	-	-	-	-	-
<b>Subtotal</b>	<b>\$ 6,023,460</b>	<b>\$ 11,128,000</b>	<b>\$ 24,189,000</b>	<b>\$ 15,106,500</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 52,423,500</b>
Estimated sources beyond 5 years:							\$ -
Total:							<b>\$ 52,423,500</b>

**Projected**

Expenditures	Prior Total	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	5 Year Total
Plan & Engineering	\$ 3,894,360	\$ 1,585,000	\$ 389,000	\$ -	\$ -	\$ -	\$ 1,974,000
Land / ROW Acquisition	100,000	1,250,000	500,000	-	-	-	1,750,000
Construction Contracts	1,950,000	7,718,000	23,300,000	15,106,500	-	-	46,124,500
Contingency	79,100	575,000	-	-	-	-	575,000
<b>Subtotal</b>	<b>\$ 6,023,460</b>	<b>\$ 11,128,000</b>	<b>\$ 24,189,000</b>	<b>\$ 15,106,500</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 50,423,500</b>
Estimated costs beyond 5 years:							\$ -
Total:							<b>\$ 50,423,500</b>

**Operational Impact**

Net Operational Impact	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Average Annual Cost
Payroll	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Repair/Capital needs	-	12,000	12,000	24,000	24,000	18,000
All Other	-	-	-	-	-	-
<b>Subtotal</b>	<b>\$ -</b>	<b>\$ 12,000</b>	<b>\$ 12,000</b>	<b>\$ 24,000</b>	<b>\$ 24,000</b>	<b>\$ 18,000</b>

## CAPITAL IMPROVEMENT PLAN

### Fiscal Years 2011 - 2015

**Project #** 08P02 **Total Cost** \$4,176,510  
**Project Name** Pima Mine Bridge Replacement  
**Department** Public Works **Useful Life** 50 years

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

**Justification/Benefit**  
 This bridge has a weight restriction imposed by an ADOT Bridge Report. The reconstruction of the bridge will remove the weight restriction and allow commercial trucks to utilize the road. Currently, heavier vehicles are forced to use alternative routes. Funding has been secured in the amount of \$1,000,000 from RTA and \$1,000,000 from ADOT Federal Bridge Fund. The project may be eligible for further funding through ADOT and RTA.

**Projected**

Funding	Prior Total	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	5 Year Total
Local Sources	\$ 60,000	\$ -	\$ 250,000	\$ -	\$ -	\$ -	\$ 250,000
Intergvm'l Revenues	-	-	2,650,000	-	-	-	2,650,000
RTA	200,000	525,000	375,000	-	-	-	900,000
Debt	-	-	-	-	-	-	-
<b>Subtotal</b>	<b>\$ 376,510</b>	<b>\$ 525,000</b>	<b>\$ 3,275,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 3,800,000</b>
Estimated sources beyond 5 years:							\$ -
Total:							<b>\$ 3,800,000</b>

**Projected**

Expenditures	Prior Total	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	5 Year Total
Plan & Engineering	\$ 376,510	\$ 525,000	\$ -	\$ -	\$ -	\$ -	\$ 525,000
Land / ROW Acquisition	-	-	-	-	-	-	-
Construction Contracts	-	-	3,275,000	-	-	-	3,275,000
Contingency	-	-	-	-	-	-	-
<b>Subtotal</b>	<b>\$ 376,510</b>	<b>\$ 525,000</b>	<b>\$ 3,275,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 3,800,000</b>
Estimated costs beyond 5 years:							\$ -
Total:							<b>\$ 3,800,000</b>

**Operational Impact**

Net Operational Impact	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Average Annual Cost
Payroll	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Repair/Capital needs	-	-	-	-	-	-
All Other	-	-	10,000	10,000	10,000	10,000
<b>Subtotal</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 10,000</b>	<b>\$ 10,000</b>	<b>\$ 10,000</b>	<b>\$ 10,000</b>

Project Worksheets

**CAPITAL IMPROVEMENT PLAN**  
**Fiscal Years 2011 - 2015**

**Project #** 05P01 **Total Cost** \$12,735,670  
**Project Name** Quail Crossing Boulevard Extension  
**Department** Public Works **Useful Life** 20 Years

**Description**  
 This project extends Quail Crossing Boulevard @ Old Nogales Highway to Nogales Highway @ Calle Arroyo Sur (1.75 miles). The roadway improvements will include a 2-lane roadway and interim/expandable bridge structure at the Santa Cruz River (accessible up to a 25-year storm event). The project will also include a new traffic signal at Old Nogales Highway, multi-purpose lanes, and low maintenance landscape. The design element contemplates a project ultimately consisting of a 4-lane divided roadway in certain sections of this extension.

**Justification/Benefit**  
 The project is needed for future commercial development and provides access to landlocked parcels of property. The project will specifically benefit residents from the southeast section of the town by providing a more direct route to Interstate 19 and existing and future commercial developments. The construction of this road will improve traffic flow and eliminate the need to widen Old Nogales Highway in the future.

**Projected**

<b>Funding</b>	<b>Prior Total</b>	<b>FY 2011</b>	<b>FY 2012</b>	<b>FY 2013</b>	<b>FY 2014</b>	<b>FY 2015</b>	<b>5 Year Total</b>
Local Sources	\$ -	\$ 300,000	\$ 500,000	\$ -	\$ -	\$ -	\$ 800,000
Intergvmt'l Revenues	935,670	-	-	-	-	-	-
RTA	-	-	-	-	-	-	-
Debt	-	-	-	-	-	-	-
<b>Subtotal</b>	<b>\$ 935,670</b>	<b>\$ 300,000</b>	<b>\$ 500,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 800,000</b>
Estimated sources beyond 5 years:							\$ 11,000,000
Total:							<b>\$ 11,800,000</b>

**Projected**

<b>Expenditures</b>	<b>Prior Total</b>	<b>FY 2011</b>	<b>FY 2012</b>	<b>FY 2013</b>	<b>FY 2014</b>	<b>FY 2015</b>	<b>5 Year Total</b>
Plan & Engineering	\$ 935,670	\$ 300,000	\$ 500,000	\$ -	\$ -	\$ -	\$ 800,000
Land / ROW Acquisition	-	-	-	-	-	-	-
Construction Contracts	-	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-
<b>Subtotal</b>	<b>\$ 935,670</b>	<b>\$ 300,000</b>	<b>\$ 500,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 800,000</b>
Estimated costs beyond 5 years:							\$ 11,000,000
Total:							<b>\$ 11,800,000</b>

**Operational Impact**  
 This project will minimize the maintenance on Old Nogales Highway by minimizing the vehicle traffic.

**Net Operational**

<b>Impact</b>	<b>FY 2011</b>	<b>FY 2012</b>	<b>FY 2013</b>	<b>FY 2014</b>	<b>FY 2015</b>	<b>Average Annual Cost</b>
Payroll	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Repair/Capital needs	-	-	-	-	-	-
All Other	-	-	-	-	-	-
<b>Subtotal</b>	<b>\$ -</b>					

Project Worksheets

## CAPITAL IMPROVEMENT PLAN Fiscal Years 2011 - 2015

**Project #** 05P03 **Total Cost** \$37,312,970  
**Project Name** Traffic Interchange Improvements: Sahuarita Rd @ Interstate 19  
**Department** Public Works **Useful Life** 20 Years

**Description**  
 This project involves the completion of a new traffic interchange at Sahuarita Road and Interstate 19 and will accommodate four lanes of through traffic. This project assumes the absence of a Sahuarita Corridor.

**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 is included in the State Transportation Improvement Program (STIP), which makes it eligible for federal funding.

**Projected**

Funding	Prior Total	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	5 Year Total
Local Sources	\$ -	\$ -	\$ -	\$ -	\$ 1,703,600	\$ -	\$ 1,703,600
Intergvmt'l Revenues	1,309,370	3,300,000	2,700,000	17,300,000	11,000,000	-	34,300,000
RTA	-	-	-	-	-	-	-
Debt	-	-	-	-	-	-	-
<b>Subtotal</b>	<b>\$ 1,309,370</b>	<b>\$ 3,300,000</b>	<b>\$ 2,700,000</b>	<b>\$ 17,300,000</b>	<b>\$ 12,703,600</b>	<b>\$ -</b>	<b>\$ 36,003,600</b>
Estimated sources beyond 5 years:							\$ -
Total:							<b>\$ 36,003,600</b>

**Projected**

Expenditures	Prior Total	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	5 Year Total
Plan & Engineering	\$ 1,308,840	\$ 2,150,000	\$ -	\$ -	\$ -	\$ -	\$ 2,150,000
Land / ROW Acquisition	-	300,000	-	-	-	-	300,000
Construction Contracts	-	-	2,700,000	17,300,000	12,703,600	-	32,703,600
Contingency	530	850,000	-	-	-	-	850,000
<b>Subtotal</b>	<b>\$ 1,309,370</b>	<b>\$ 3,300,000</b>	<b>\$ 2,700,000</b>	<b>\$ 17,300,000</b>	<b>\$ 12,703,600</b>	<b>\$ -</b>	<b>\$ 36,003,600</b>
Estimated costs beyond 5 years:							\$ -
Total:							<b>\$ 36,003,600</b>

**Operational Impact**  
 The Arizona Department of Transportation is responsible for maintaining the interchange.

**Net Operational**

Impact	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Average Annual Cost
Payroll	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Repair/Capital needs	-	-	-	-	-	-
All Other	-	-	-	-	-	-
<b>Subtotal</b>	<b>\$ -</b>					

Project Worksheets

## CAPITAL IMPROVEMENT PLAN

### Fiscal Years 2011 - 2015

**Project #** 07P03 **Total Cost** \$513,610  
**Project Name** Pima Mine/Rancho Sahuarita Traffic Signal  
**Department** Public Works **Useful Life** 15 years

**Description**  
 This project provides a traffic signals and post design engineering services at the Rancho Sahuarita Blvd. and Pima Mine Road intersection. The traffic signal construction at this intersection is dependent on completion of the Union Pacific railroad crossing arm design and construction.

**Justification/Benefit**  
 A traffic signal warrant study was conducted at this location and the installation of traffic signals was determined to be justified. The installation of this signal will increase the safety of motorists at this intersection by assigning right of way and significantly reduce the number of right angle accidents.

**Projected**

Funding	Prior Total	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	5 Year Total
Local Sources	\$ 63,860	\$ 74,750	\$ -	\$ -	\$ -	\$ -	\$ 74,750
Intergvmt'l Revenues	-	-	-	-	-	-	-
RTA	89,000	286,000	-	-	-	-	286,000
Debt	-	-	-	-	-	-	-
<b>Subtotal</b>	<b>\$ 152,860</b>	<b>\$ 360,750</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 360,750</b>
Estimated sources beyond 5 years:							\$ -
Total:							<b>\$ 360,750</b>

**Projected**

Expenditures	Prior Total	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	5 Year Total
Plan & Engineering	\$ 41,860	\$ 7,000	\$ -	\$ -	\$ -	\$ -	\$ 7,000
Land / ROW Acquisition	-	-	-	-	-	-	-
Construction Contracts	111,000	353,750	-	-	-	-	353,750
Contingency	-	-	-	-	-	-	-
<b>Subtotal</b>	<b>\$ 152,860</b>	<b>\$ 360,750</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 360,750</b>
Estimated costs beyond 5 years:							\$ -
Total:							<b>\$ 360,750</b>

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

Net Operational Impact	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Average Annual Cost
Payroll	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Repair/Capital needs	-	-	-	-	-	-
All Other	2,980	2,980	4,780	4,780	4,780	4,060
<b>Subtotal</b>	<b>\$ 2,980</b>	<b>\$ 2,980</b>	<b>\$ 4,780</b>	<b>\$ 4,780</b>	<b>\$ 4,780</b>	<b>\$ 4,060</b>

## CAPITAL IMPROVEMENT PLAN Fiscal Years 2011 - 2015

**Project #** 07P04 **Total Cost** \$600,580  
**Project Name** Pima Mine/Rancho Sahuarita Railroad Crossing  
**Department** Public Works **Useful Life** 15 years

**Description**  
 The scope of the project is to provide design and construction of the railroad crossing arms at Pima Mine Road and Rancho Sahuarita Boulevard.

**Justification/Benefit**  
 For safety reasons, the close proximity of the railroad tracks to the future signalized intersection requires the installation of the railroad crossing arms.

**Projected**

Funding	Prior Total	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	5 Year Total
Local Sources	\$ 152,580	\$ 448,000	\$ -	\$ -	\$ -	\$ -	\$ 448,000
Intergvmt'l Revenues	-	-	-	-	-	-	-
RTA	-	-	-	-	-	-	-
Debt	-	-	-	-	-	-	-
<b>Subtotal</b>	<b>\$ 152,580</b>	<b>\$ 448,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 448,000</b>
Estimated sources beyond 5 years:							\$ -
Total:							<b>\$ 448,000</b>

**Projected**

Expenditures	Prior Total	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	5 Year Total
Plan & Engineering	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Land / ROW Acquisition	-	-	-	-	-	-	-
Construction Contracts	152,000	448,000	-	-	-	-	448,000
Contingency	580	-	-	-	-	-	-
<b>Subtotal</b>	<b>\$ 152,580</b>	<b>\$ 448,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 448,000</b>
Estimated costs beyond 5 years:							\$ -
Total:							<b>\$ 448,000</b>

**Operational Impact**  
 Railroad signal and track maintenance costs.

Net Operational Impact	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Average Annual Cost
Payroll	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Repair/Capital needs	-	-	-	-	-	-
All Other	12,600	12,600	12,600	12,600	12,600	12,600
<b>Subtotal</b>	<b>\$ 12,600</b>					

## CAPITAL IMPROVEMENT PLAN Fiscal Years 2011 - 2015

**Project #** 09P06 **Total Cost** \$806,000  
**Project Name** Pima Mine Road/Nogales Hwy Traffic Signals  
**Department** Public Works **Useful Life** 15 years

**Description**  
 Design and construction of Traffic Signal and eastbound left turn lane at Pima Mine Road/Nogales Highway.

**Justification/Benefit**  
 A Traffic Signal is needed in order to minimize rush hour congestion at the intersection. Without a future traffic signal, traffic will back-up on Pima Mine Road causing a safety hazard. This project will provide a signal at the intersection with controls that will be coordinated with UPRR. Pima Mine Road signalization will help improve the safety and help decrease the congestion at this intersection.

**Projected**

Funding	Prior Total	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	5 Year Total
Local Sources	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Intergvmt'l Revenues	25,000	81,000	-	-	-	-	81,000
RTA	-	700,000	-	-	-	-	700,000
Debt	-	-	-	-	-	-	-
<b>Subtotal</b>	<b>\$ 25,000</b>	<b>\$ 781,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 781,000</b>
Estimated sources beyond 5 years:							\$ -
Total:							<b>\$ 781,000</b>

**Projected**

Expenditures	Prior Total	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	5 Year Total
Plan & Engineering	\$ 25,000	\$ 31,000	\$ -	\$ -	\$ -	\$ -	\$ 31,000
Land / ROW Acquisition	-	40,000	-	-	-	-	40,000
Construction Contracts	-	710,000	-	-	-	-	710,000
Contingency	-	-	-	-	-	-	-
<b>Subtotal</b>	<b>\$ 25,000</b>	<b>\$ 781,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 781,000</b>
Estimated costs beyond 5 years:							\$ -
Total:							<b>\$ 781,000</b>

**Operational Impact**

**Net Operational Impact**

Impact	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Average Annual Cost
Payroll	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Repair/Capital needs	-	-	-	-	-	-
All Other	1,800	1,800	1,800	1,800	1,800	1,800
<b>Subtotal</b>	<b>\$ 1,800</b>					

## CAPITAL IMPROVEMENT PLAN Fiscal Years 2011 - 2015

**Project #** 11S01 **Total Cost** \$185,000  
**Project Name** La Villita Bike Lane Improvements  
**Department** Public Works **Useful Life** 15 years

**Description**  
 Improvements on west side of La Villita Road to provide bike lane from Sahuarita Road to Paseo Celestial.

**Justification/Benefit**  
 Bike lane improvements on La Villita Rd will help increase the safety of bicycle users from the residential community north of Sahuarita Rd. The Sahuarita School children use La Villita and there is currently no provision for a bike lane on this road. Providing bike lanes on Town roadways is consistent with current road project standards. This bike lane will help provide connectivity to the community to the north of Sahuarita Rd with the school and business along Sahuarita Rd.

**Projected**

Funding	Prior Total	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	5 Year Total
Local Sources	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Intergvm'l Revenues	-	50,000	-	-	-	-	50,000
RTA	-	135,000	-	-	-	-	135,000
Debt	-	-	-	-	-	-	-
<b>Subtotal</b>	<b>\$ -</b>	<b>\$ 185,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 185,000</b>
Estimated sources beyond 5 years:							\$ -
Total:							<b>\$ 185,000</b>

**Projected**

Expenditures	Prior Total	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	5 Year Total
Plan & Engineering	\$ -	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ 50,000
Land / ROW Acquisition	-	-	-	-	-	-	-
Construction Contracts	-	135,000	-	-	-	-	135,000
Contingency	-	-	-	-	-	-	-
<b>Subtotal</b>	<b>\$ -</b>	<b>\$ 185,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 185,000</b>
Estimated costs beyond 5 years:							\$ -
Total:							<b>\$ 185,000</b>

**Operational Impact**

Net Operational Impact	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Average Annual Cost
Payroll	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Repair/Capital needs	-	-	-	-	-	-
All Other	-	-	-	-	-	-
<b>Subtotal</b>	<b>\$ -</b>					

Project Worksheets

## CAPITAL IMPROVEMENT PLAN Fiscal Years 2011 - 2015

**Project #** 11S02 **Total Cost** \$250,000  
**Project Name** Desert Gem Lane Extension  
**Department** Public Works **Useful Life** 20 Years

**Description**  
 Extension of Desert Gem Lane from Sahuarita Center Way to the southern property line of the Town Hall Complex.

**Justification/Benefit**  
 The 3-lane roadway extension would provide access through the Town Hall property within existing Public Right-of-Way. Bike lanes, sidewalks and necessary drainage considerations would be included.

**Projected**

Funding	Prior Total	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	5 Year Total
Local Sources	\$ -	\$ 250,000	\$ -	\$ -	\$ -	\$ -	\$ 250,000
Intergvmt'l Revenues	-	-	-	-	-	-	-
RTA	-	-	-	-	-	-	-
Debt	-	-	-	-	-	-	-
<b>Subtotal</b>	<b>\$ -</b>	<b>\$ 250,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 250,000</b>
Estimated sources beyond 5 years:							\$ -
Total:							<b>\$ 250,000</b>

**Projected**

Expenditures	Prior Total	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	5 Year Total
Plan & Engineering	\$ -	\$ 25,000	\$ -	\$ -	\$ -	\$ -	\$ 25,000
Land / ROW Acquisition	-	-	-	-	-	-	-
Construction Contracts	-	225,000	-	-	-	-	225,000
Contingency	-	-	-	-	-	-	-
<b>Subtotal</b>	<b>\$ -</b>	<b>\$ 250,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 250,000</b>
Estimated costs beyond 5 years:							\$ -
Total:							<b>\$ 250,000</b>

**Operational Impact**

Net Operational Impact	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Average Annual Cost
Payroll	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Repair/Capital needs	-	-	-	-	-	-
All Other	-	-	-	-	-	-
<b>Subtotal</b>	<b>\$ -</b>					

Project Worksheets

## CAPITAL IMPROVEMENT PLAN Fiscal Years 2011 - 2015

**Project #** 04W01 **Total Cost** \$28,238,180  
**Project Name** Wastewater Treatment Plant Phase IV Expansion  
**Department** Wastewater **Useful Life** 50 years

**Description**  
 This improvement increases the capacity of the wastewater treatment plant from 690,000 gallons per day to 1.5 million gallons per day and incorporates odor and noise controls elements. The design component of this project includes the ability to seamlessly expand the plant in future phases. This project includes a landscape component.

**Justification/Benefit**  
 The project will bring the wastewater operation into compliance with State and federal laws and regulations, which exist to protect the environment. The plant is more efficient than the older technology used and incorporates mandated odor and noise control measures which enhance the quality of life for customers. The expansion will ensure that the Town can continue to provide sewer capacity to existing and future residential and commercial developments. The enhanced landscaping will make the facility more aesthetically appealing.

**Projected**

Funding	Prior Total	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	5 Year Total
Local Sources	\$ 698,110	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Intergvm'l Revenues	-	-	-	-	-	-	-
RTA	-	-	-	-	-	-	-
Debt	26,835,850	704,220	-	-	-	-	704,220
<b>Subtotal</b>	<b>\$ 27,533,960</b>	<b>\$ 704,220</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 704,220</b>
Estimated sources beyond 5 years:							\$ -
Total:							<b>\$ 704,220</b>

**Projected**

Expenditures	Prior Total	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	5 Year Total
Plan & Engineering	\$ 1,858,200	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Land / ROW Acquisition	-	-	-	-	-	-	-
Construction Contracts	25,437,980	704,220	-	-	-	-	704,220
Contingency	237,780	-	-	-	-	-	-
<b>Subtotal</b>	<b>\$ 27,533,960</b>	<b>\$ 704,220</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 704,220</b>
Estimated costs beyond 5 years:							\$ -
Total:							<b>\$ 704,220</b>

**Operational Impact**  
 Routine operations and maintenance cost of the WWTP will be covered by the PW/Wastewater Utility Budget and will only need to be covered until the next expansion is complete.

Net Operational Impact	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Average Annual Cost
Payroll	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Repair/Capital needs	-	-	-	-	-	-
All Other	-	-	-	-	-	-
<b>Subtotal</b>	<b>\$ -</b>					

Project Worksheets

## CAPITAL IMPROVEMENT PLAN Fiscal Years 2011 - 2015

**Project #** 04W02 **Total Cost** \$21,842,860  
**Project Name** Wastewater Treatment Plant Phase V Expansion  
**Department** Wastewater **Useful Life** 50 years

**Description**  
 This improvement will bring the capacity from 1.5 million gallons per day (MGD) to 3.0 MGD. 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 based upon the annual capacity report generated by Public Works.

**Justification/Benefit**  
 This project will continue to ensure the wastewater operation complies with State and federal laws and regulations, which exist to protect the environment. 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.

**Projected**

Funding	Prior Total	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	5 Year Total
Local Sources	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Intergvmt'l Revenues	-	-	-	-	-	-	-
RTA	-	-	-	-	-	-	-
Debt	55,300	562,650	-	-	-	-	562,650
<b>Subtotal</b>	<b>\$ 55,300</b>	<b>\$ 562,650</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 562,650</b>
Estimated sources beyond 5 years:							\$ 21,224,910
Total:							<b>\$ 21,787,560</b>

**Projected**

Expenditures	Prior Total	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	5 Year Total
Plan & Engineering	\$ 55,300	\$ 497,650	\$ -	\$ -	\$ -	\$ -	\$ 497,650
Land / ROW Acquisition	-	-	-	-	-	-	-
Construction Contracts	-	-	-	-	-	-	-
Contingency	-	65,000	-	-	-	-	65,000
<b>Subtotal</b>	<b>\$ 55,300</b>	<b>\$ 562,650</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 562,650</b>
Estimated costs beyond 5 years:							\$ 21,224,910
Total:							<b>\$ 21,787,560</b>

**Operational Impact**  
 Only the design component is included in the first five years. There will be no operational impact until the plant expansion construction is completed.

**Net Operational**

Impact	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Average Annual Cost
Payroll	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Repair/Capital needs	-	-	-	-	-	-
All Other	-	-	-	-	-	-
<b>Subtotal</b>	<b>\$ -</b>					

## CAPITAL IMPROVEMENT PLAN Fiscal Years 2011 - 2015

**Project #** 06W02 **Total Cost** \$2,925,030  
**Project Name** Wastewater Administration Building  
**Department** Wastewater **Useful Life** 50 years

**Description**  
 The purpose of this request is to provide the Wastewater Utility with a new building at the Wastewater Treatment Plant site. The building will house the Wastewater and Public Works personnel and will accommodate future staffing levels as determined by a space needs study. The building would include computer rooms, labs, locker rooms, conference rooms, and offices.

**Justification/Benefit**  
 The building will be needed to accommodate future growth in staffing levels for the Wastewater and Public Works departments. The new building will be equipped with state of the art equipment which will facilitate better operations and maintenance of the Wastewater Treatment Plant.

**Projected**

Funding	Prior Total	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	5 Year Total
Local Sources	\$ 7,260	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Intergvm'l Revenues	-	-	-	-	-	-	-
RTA	-	-	-	-	-	-	-
Debt	276,980	29,140	-	-	-	-	29,140
<b>Subtotal</b>	<b>\$ 284,240</b>	<b>\$ 29,140</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 29,140</b>
Estimated sources beyond 5 years:							\$ 2,611,650
Total:							<b>\$ 2,640,790</b>

**Projected**

Expenditures	Prior Total	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	5 Year Total
Plan & Engineering	\$ 277,460	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Land / ROW Acquisition	-	-	-	-	-	-	-
Construction Contracts	6,780	29,140	-	-	-	-	29,140
Contingency	-	-	-	-	-	-	-
<b>Subtotal</b>	<b>\$ 284,240</b>	<b>\$ 29,140</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 29,140</b>
Estimated costs beyond 5 years:							\$ 2,611,650
Total:							<b>\$ 2,640,790</b>

**Operational Impact**  
 Only the design component is included in the first five years. There will be no operational impact until the building construction is completed.

Net Operational Impact	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Average Annual Cost
Payroll	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Repair/Capital needs	-	-	-	-	-	-
All Other	-	-	-	-	-	-
<b>Subtotal</b>	<b>\$ -</b>					

Project Worksheets

**CAPITAL IMPROVEMENT PLAN**  
**Fiscal Years 2011 - 2015**

**Project #** 08W01 **Total Cost** \$1,318,000  
**Project Name** Commercial Septic System  
**Department** Wastewater **Useful Life** 50 years

**Description**  
 This project reimburses the developer of the Interstate 19 / Sahuarita Road commercial centers for the installation of a septic sewer system at that location. The project costs also accommodate the removal of the system, which will occur after the Phase IV Wastewater Plant Expansion is complete.

**Justification/Benefit**  
 This project allows for the immediate development of the Interstate 19 / Sahuarita Road commercial centers despite the insufficient capacity of the Wastewater Utility. This project will meet the Town's obligations pursuant to an agreement with the developer of the commercial centers.

**Projected**

<b>Funding</b>	<b>Prior Total</b>	<b>FY 2011</b>	<b>FY 2012</b>	<b>FY 2013</b>	<b>FY 2014</b>	<b>FY 2015</b>	<b>5 Year Total</b>
Local Sources	\$ 1,185,570	\$ 132,430	\$ -	\$ -	\$ -	\$ -	\$ 132,430
Intergvmt'l Revenues	-	-	-	-	-	-	-
RTA	-	-	-	-	-	-	-
Debt	-	-	-	-	-	-	-
<b>Subtotal</b>	<b>\$ 1,185,570</b>	<b>\$ 132,430</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 132,430</b>
Estimated sources beyond 5 years:							\$ -
<b>Total:</b>							<b>\$ 132,430</b>

**Projected**

<b>Expenditures</b>	<b>Prior Total</b>	<b>FY 2011</b>	<b>FY 2012</b>	<b>FY 2013</b>	<b>FY 2014</b>	<b>FY 2015</b>	<b>5 Year Total</b>
Plan & Engineering	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Land / ROW Acquisition	-	-	-	-	-	-	-
Construction Contracts	1,185,570	132,430	-	-	-	-	132,430
Contingency	-	-	-	-	-	-	-
<b>Subtotal</b>	<b>\$ 1,185,570</b>	<b>\$ 132,430</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 132,430</b>
Estimated costs beyond 5 years:							\$ -
<b>Total:</b>							<b>\$ 132,430</b>

**Operational Impact**  
 Operational impacts will be borne by the developer.

**Net Operational**

<b>Impact</b>	<b>FY 2011</b>	<b>FY 2012</b>	<b>FY 2013</b>	<b>FY 2014</b>	<b>FY 2015</b>	<b>Average Annual Cost</b>
Payroll	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Repair/Capital needs	-	-	-	-	-	-
All Other	-	-	-	-	-	-
<b>Subtotal</b>	<b>\$ -</b>					

Project Worksheets

## CAPITAL IMPROVEMENT PLAN Fiscal Years 2011 - 2015

**Project #** 10W01 **Total Cost** \$1,200,000  
**Project Name** Region 8 Sanitary Sewer Extension  
**Department** Wastewater **Useful Life** 50 years

**Description**  
 Sanitary sewer extension of the 12" line from Rancho Sahuarita Boulevard to Rancho Sahuarita - Region 8. The design plans and permitting for the sanitary sewer line has been completed. The pipeline will extend from its current location in Rancho Sahuarita Boulevard, south of Sahuarita Road, underneath the Arizona Department of Transportation Interstate 19 right-of-way.

**Justification/Benefit**  
 The installation of the sanitary sewer extension is being built to serve the future commercial development west of I-19.

**Projected**

Funding	Prior Total	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	5 Year Total
Local Sources	\$ 239,080	\$ 960,920	\$ -	\$ -	\$ -	\$ -	\$ 960,920
Intergvmt'l Revenues	-	-	-	-	-	-	-
RTA	-	-	-	-	-	-	-
Debt	-	-	-	-	-	-	-
<b>Subtotal</b>	<b>\$ 239,080</b>	<b>\$ 960,920</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 960,920</b>
Estimated sources beyond 5 years:							\$ -
Total:							<b>\$ 960,920</b>

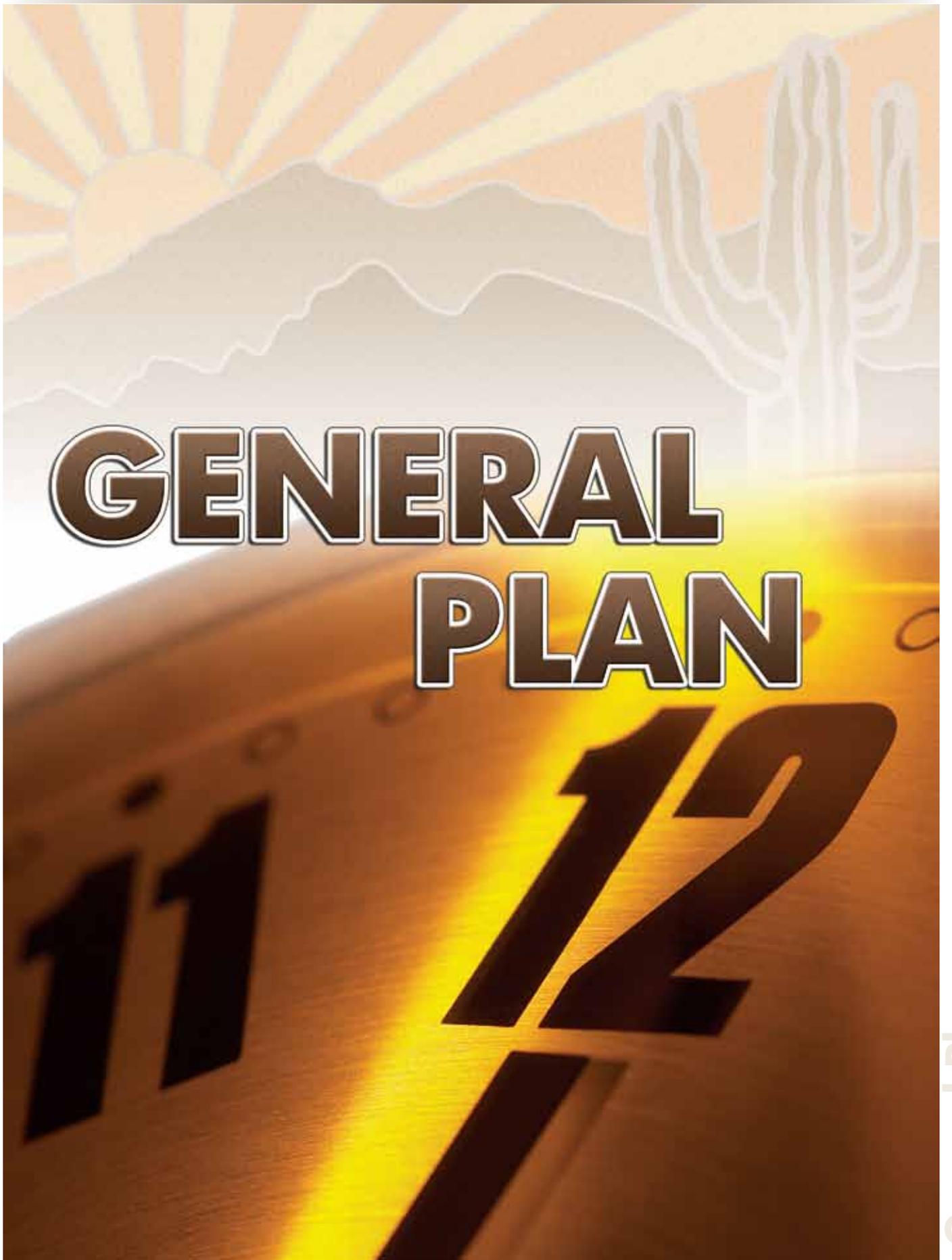
**Projected**

Expenditures	Prior Total	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	5 Year Total
Plan & Engineering	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Land / ROW Acquisition	-	-	-	-	-	-	-
Construction Contracts	239,080	960,920	-	-	-	-	960,920
Contingency	-	-	-	-	-	-	-
<b>Subtotal</b>	<b>\$ 239,080</b>	<b>\$ 960,920</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 960,920</b>
Estimated costs beyond 5 years:							\$ -
Total:							<b>\$ 960,920</b>

**Operational Impact**  
 The operations and maintenance of the pipeline will be minimal. No new staffing is required with this project. Maintenance of the sewer conveyance system will be covered by the current staff on a routine basis.

Net Operational Impact	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015	Average Annual Cost
Payroll	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Repair/Capital needs	-	-	-	-	-	-
All Other	-	-	-	-	-	-
<b>Subtotal</b>	<b>\$ -</b>					

Capital Improvement Plan Project Worksheets



# GENERAL PLAN

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General Plan

## 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.

*Policies:*

**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 RAS-TRA, 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.

## IMPLEMENTATION ELEMENT

### *Implementation of Each Plan Element*

For each Plan Element, an implementation program must be configured. All critical actions needed to implement Plan policies are itemized below by Plan Element. For each chart, three categories are identified.

**Action Item** A task or series of tasks necessary to implement the Plan Element

**Responsible Party** Primary entity responsible for accomplishing the action item

**Approximate Timeframe** Priority for initiation of task;

Short Term 0-5 years;

Medium term 5-10 years

Long Term 10-20 years

<b>GENERAL PLAN IMPLEMENTATION ACTIONS</b>		
<b>Action Item</b>	<b>Responsible Party</b>	<b>Approximate Timeframe</b>
<i>Land Use Element</i>		
LU-1.1.1 Safe access	Planning Department, Public Works Dept., Private sector	Ongoing
LU-1.1.2 Maximize transportation network effectiveness	Public Works Dept., Private sector	Ongoing
LU-1.2.1 Review development proposals for use maximization and open space	Planning Department; Parks Division	Ongoing
LU-1.2.2 Maintain sensitive land	Planning Department, Parks Division, Private sector	Ongoing
LU-1.2.3 Focus higher intensity development in Growth Areas	Planning Department	Medium Term
LU-1.2.4 Maintain densities near non-residential to limit VMT	Planning Department, Planning Commission, Town Council	Ongoing
LU-1.2.5 Utilize future development area	Planning Department	In General Plan
LU-1.2.6 Turf-based development standards	Planning Dept., consultants	Medium Term
LU-1.2.7 Solar energy and energy conservation	Planning Dept., private sector	Ongoing
LU-1.2.8 Density incentives for efficient clustering	Planning Dept., private sector	Medium Term
LU-1.3.1 Provide for all existing uses	Planning Dept.	In General Plan
LU-1.3.2 Airstrip Siting	Private sector, Planning Dept, Public Works Dept., FAA and other review agencies	Long Term
LU-2.1.1 Rural design standards	Planning Dept.	Medium Term
LU-2.1.2 Examine subdivision standards to ensure use compatibility, maintaining access between neighborhoods	Planning Dept., Fire Marshall	Medium Term
LU-2.1.3 Limit physical barriers between neighborhoods and non-residential, still maintaining appropriate access	Planning Dept.	Medium Term
LU-2.2.1 Residential adjacent to active farmland	Planning Dept.	Ongoing
LU-2.2.2 Access points from development to agricultural land	Planning Dept.; private sector, Public Works	Ongoing
LU-2.2.3 Site development to maximize open space / vistas	Private sector, Planning Dept.	Ongoing
LU-2.3.1 Residential design standards	Planning Dept.	Medium Term
LU-2.3.2 Landscape motifs	Public Works Dept.; Grantwriter	Long Term
LU-2.3.3 Street improvements – rural design	Public Works Dept; private sector	Ongoing
LU-2.3.4 Review non-residential zones – big box	Planning Dept.	Medium Term
LU-3.1.1 Transition of residential densities	Planning Dept.	Ongoing

<b>GENERAL PLAN IMPLEMENTATION ACTIONS</b>		
<b>Action Item</b>	<b>Responsible Party</b>	<b>Approximate Timeframe</b>
LU-3.1.2 Accessible mixed-use development centers	Planning Dept.; private sector	Long Term
LU-3.1.3 Cluster commercial sites	Planning Dept.	Ongoing
LU-3.1.4 School siting and joint school/park sharing	Planning Dept.; School District	Short Term
LU-3.2.1 Uses in 100 year floodplain	Public Works Dept; Planning Dept.; land-owners	Medium Term
LU-3.2.2 Mineral Material sites	Public Works Dept; Planning Dept.	Long Term
LU-3.2.3 Emergency structural floodplain management	Public Works	If necessary
LU-3.3.1 Future Development Area modification	Planning Dept.	Established in plan; Long Term updating
LU-4.1.1 Wide range of housing in new development	Town Council, Planning Commission, Planning Dept., private sector	Ongoing
LU-4.1.2 Maintain planned densities to ensure affordable housing	Town Council, Planning Commission, Planning Dept.	Ongoing
LU-4.1.3 Creative tools for affordable housing	Town Council, Planning Commission, Planning Dept.	Medium Term
LU-4.1.4 Manufactured home design standards	Planning Dept.	TBD
LU-4.2.1 Enforce existing landscape standards	Planning Dept.; Building Safety	Ongoing
LU-4.2.2 Buffer existing neighborhoods	Planning Dept.; Building Safety	Ongoing
LU-4.3.1 Redevelopment sensitive to existing development	Planning Dept.; private sector	Ongoing
LU-4.3.2 Identification / use of historic structures	Planning Dept.; SHPO	Long Term
LU-5.1.1 Review absorption rate of nonresidential uses	Planning Dept.	Every 3-5 years
LU-5.1.2 Priority review for projects bringing new basic jobs	Planning Dept; Public Works Dept; local utilities	Ongoing
LU-5.2.1 Ensure codes and standards allow for mixed-use development	Planning Department; Building Codes	Short Term
LU-5.2.2 Opportunities for live/work units	Town Council; Planning Commission; Planning Dept.	Medium Term
LU-5.3.1 Locate tourist facilities adjacent to freeway interchanges	Planning Department, Economic Development, private sector	Ongoing
LU-5.3.2 Destination resort	Town Council, Economic Development interests, Planning Dept.	Medium Term
<b>Growth Area Element</b>		
GA-1.1.1 Housing in southern two Growth Areas	Planning Dept.; Planning Commission, private sector	Long Term
GA-1.1.2 Mixture of residential and non-residential uses	Planning Dept.; Planning Commission, private sector	Long Term

<b>GENERAL PLAN IMPLEMENTATION ACTIONS</b>		
<b>Action Item</b>	<b>Responsible Party</b>	<b>Approximate Timeframe</b>
GA-1.1.3 Remove legal barriers to mixed use development and develop design standards and review process.	Town Council, Planning Commission, Planning Dept.	Short Term
GA-1.1.4 Design Competition	Town Council; Town Manager; Planning Dept.	Long Term
GA-1.1.5 Town-initiated rezoning	Town Council; Planning Dept.; Planning Commission, private sector	Long Term
GA-1.2.1 Seamless, safe mix of transportation types	Planning Dept; Public Works Dept; private sector	Long Term
GA-1.3.1 Use of developed open space in Growth Areas	Planning Dept; private sector	Long Term
GA-1.3.2 Use of natural open space in Growth Areas	Planning Dept; Parks Division	Short – Long
GA-1.4.1 Coordinate infrastructure financing	Finance Director, Public Works Dept., private sector	Long Term
GA-1.4.2 Coordinate infrastructure financing under town initiated rezoning	Finance Director, Public Works Dept., private sector	Long Term

***Circulation Element***

CIR-1.1.1 Sub-regional transportation balance by mode	Public Works Dept., Planning Dept	Ongoing
CIR-1.1.2 Integrate rail and aviation system needs through linkages	Planning Department; Pima Association of Governments, Union Pacific, Tucson Airport Authority	Long Term
CIR-1.1.3 Facilities for multiple modes in transportation projects	Public Works Dept; Planning Dept	Ongoing
CIR-1.1.4 Maintain performance to mitigate congestion and maintain safe operating conditions	Public Works Dept.	Ongoing
CIR-1.1.5 Travel demand management strategies and incentives	Public Works Dept.	Ongoing
CIR-1.1.6 Ensure service to underserved, disabled, and economically disadvantaged	Public Works Dept.	Ongoing
CIR-1.1.7 Reduce peak period demand	Town Manager; private sector employers	Ongoing
CIR-1.1.8 Accommodate Canamex Corridor trade	Public Works Dept.; Planning Dept; ADOT	Medium Term
CIR-1.2.1 Adopt Major Streets and Routes plan	Public Works Dept.; Planning Dept	Short Term
CIR-1.2.2 Multi-modal access to activity centers	Planning Dept.; Public Works Dept.	Long Term
CIR-1.2.3 Create street functional classification system	Public Works Dept.; Planning Dept.	Short Term
CIR-1.2.4 Integrate vehicular circulation within neighborhoods and improve bicycle and pedestrian connectivity	Planning Dept; Public Works Dept; private sector	Ongoing
CIR-1.2.5 Continuous pedestrian facilities	Public Works Dept.	Long Term
CIR-1.2.6 Traffic calming devices and residential street widths	Private sector, Public Works Dept.	Medium Term

General Plan

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

<b>GENERAL PLAN IMPLEMENTATION ACTIONS</b>		
<b>Action Item</b>	<b>Responsible Party</b>	<b>Approximate Timeframe</b>
PFS-1.1.4 Shared Town / School Facilities	Parks Division; Town Manager; School Districts	Ongoing
PFS-1.2.1 New fire and police facilities	Police Dept; Rural Metro; Green Valley Fire District	Ongoing
PFS-1.2.2 Response times for police, fire, emergency services	Police Dept; Rural Metro; Green Valley Fire District	Short Term
PFS-1.2.3 Annual report for police and fire calls	Police Dept; Rural Metro; Green Valley Fire District	Annual
PFS-1.3.2 Wastewater Management Plan	Public Works Dept.	Short Term
PFS-1.3.3 Use of alternative sewer systems	Public Works Dept.	Ongoing
PFS-1.4.1 Developers paying for drainage facilities	Public Works Dept.; private sector	Ongoing
PFS-1.4.2 Accommodate 100 year storm events	Public Works Dept.	Ongoing
PFS-1.4.3 Grading and drainage ordinance	Public Works Dept.	Medium Term
PFS-1.4.4 Onsite retention/detention for new development	Public Works Dept.	Medium Term
PFS-1.5.1 Partnerships for shared solutions	Town Manager	Ongoing
PFS-1.5.2 Joint use of indoor school facilities	Town Manager; School Districts	Ongoing
PFS-1.5.3 Delivery of social service programs	Town Manager; private and non-profit service providers	Ongoing
PFS-1.5.4 Curbside solid waste pickup	Town Council; Town Manager; private sector hauler(s)	Medium Term
PFS-1.5.5 Use of solar and renewable resources	Town Manager; utility companies	Long Term
PFS-2.1.1 Compatible facilities	All service providers; Town Manager	Ongoing
PFS-2.1.2 Traffic safety standards	Public Works Dept.	Ongoing
PFS-2.1.3 Cost efficiency of public services	All service providers; Town Manager	Ongoing
PFS-2.2.1 Tie CIP with annual budget	Town Manager; Finance Director	Annually
PFS-2.2.2 Public/private infrastructure partnerships	Town Manager; Public Works Dept.; Finance Director	Ongoing
PFS-2.2.3 Underground electric lines	Private sector	Ongoing
PFS-2.2.4 Use reclaimed water to the extent possible	Public Works Dept.	Medium Term
PFS-2.2.5 Internet connections in new developments	Private sector	Ongoing
PFS-2.3.1 Municipal building location	Town Manager	Short Term
PFS-2.3.2 Municipal library	Town Manager; Pima County Library District	Medium Term
PFS-2.4.1 Channel growth to served areas	Town Council, Town Manager; Planning Dept.	Ongoing
PFS-2.4.2 Promote infill	Town Manager; Planning Dept	Ongoing
PFS-2.4.3 Water conservation program	Public Works Dept; Building Safety; Water providers	Short Term

<b>GENERAL PLAN IMPLEMENTATION ACTIONS</b>		
<b>Action Item</b>	<b>Responsible Party</b>	<b>Approximate Timeframe</b>
PFS-2.4.4 Utilize appropriate funding mechanisms	Town Manager, Finance Director, Planning Dept.	Ongoing
PFS-2.4.5 Utilize financing options appropriate to useful life of project	Town Manager, Finance Director, Public Works Dept.	Ongoing
PFS-2.5.1 and PFS-2.6.1 Infill development	Town manager, Planning Dept.	Ongoing
PFS-2.5.2 Determine appropriate locations for development	Planning Dept.; private sector	Ongoing
PFS-2.7.1 Feasibility of new / combined fire and emergency districts	Town Manager; Town Fire Marshall; Rural Metro; Green Valley Fire District	Long Term
PFS-2.7.2 Benchmarks for service delivery	Town Manager; Town Fire Marshall; Rural Metro; Green Valley Fire District	Short Term

***Recreation and Open Space Element***

REC-1.1.1 Recreation Master Plan	Town Council , Town Manager; Parks Division; consultant	Short Term
REC-1.2.1 Volunteer program	Parks Division	Medium Term
REC-1.3.1 Recreational Open Space standard for new master planned communities	Planning Dept.	Short Term
REC-1.3.2 Recreation construction/ dedication / maintenance in new development	Planning Dept.	Medium Term
REC-1.4.1 User survey with Master Plan / recreation needs prioritization	Town Manager; Parks Division	Short Term
REC-1.4.2 Revisit layout of existing parks for safety as part of Master Plan	Parks Division	Short Term
REC-1.5.1 Administer survey widely / recreation needs prioritization	Parks Division	Short Term
REC-1.5.2 Involve youth in recreation planning	Parks Division	Short Term
REC-1.5.4 Santa Cruz River floodplain for recreation	Town Manager; Parks Division	Short Term
REC-1.6.1 Joint use recreation with schools	Parks Division; School Districts	Medium Term
REC-1.7.1 Santa Cruz River use for trail system	Town Manager; Parks Division	Short Term
REC-1.7.2 Inventory existing trail system	Parks Division	Short Term
REC-1.7.3 Design standard for interconnected trails	Parks Division	Short Term
REC-1.7.4 Link parks, recreational open space with trails	Parks Division; Planning Dept.	Short Term
REC-2.1.1 Open Space master plan	Town Council, Town Manager, Parks Division	Short Term
REC-2.1.2 Coordinate plan development with stakeholders	Parks Division	Short Term
REC-2.1.3 Coordinate with adjacent interests / communities	Parks Division	Short Term
REC-2.1.4 Keep ranch allotments intact	Planning Dept	Ongoing

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

General Plan

<b>GENERAL PLAN IMPLEMENTATION ACTIONS</b>		
<b>Action Item</b>	<b>Responsible Party</b>	<b>Approximate Timeframe</b>
ENV-1.4.2 Wildlife education	Parks Division	Ongoing
ENV-1.4.3 Plant and wildlife habitat preservation funding	Parks Division	Ongoing
ENV-1.5.1 Groundwater contamination measures	Public Works Dept.	Long Term
ENV-1.5.2 Monitor stormwater runoff	Public Works Dept.	Long Term
ENV-1.5.3 Public education on stormwater pollution	Public Works Dept.	Long Term
ENV-1.6.1 Renewable resource practices	Planning Dept.; Public Works Dept.	Ongoing
ENV-1.6.2 Alternative building materials	Building Safety	Long Term
ENV-1.6.3 Building orientation/energy efficient site planning	Planning Dept.	Ongoing
ENV-1.7.1 Pave/treat unpaved roads and alleys	Public Works Dept.	Ongoing
ENV-1.7.2 New parking/driveways to be paved; use alternative materials if possible	Planning Dept.	Ongoing
ENV-1.7.3 regional transit and rideshare	TBD	
ENV-1.7.4 Enforce dust control measures	Public Works Dept.	Ongoing
ENV-1.7.5 Regional air quality coordination	Town Manager	Ongoing
ENV-1.7.6 Air quality education	Town Manager	Ongoing
ENV-1.8.1 Native Plant Protection Ordinance	Planning Dept.	Medium Term
ENV-1.8.2 Avoid or protect sensitive natural features	Planning Dept.	Ongoing
ENV-1.8.3 Establish wildlife corridors / linkages	Planning Dept.	Medium Term
ENV-1.8.4 Protect threatened / endangered species	Planning Dept.; Public Works Dept.	Ongoing
ENV-1.8.5 Minimize man-made hazards	Public Works Dept.	Ongoing
ENV-1.8.6 Avoid developments in steep slopes/ floodplains	Public Works Dept.	Ongoing
ENV-1.8.7 Promote use of native vegetation	Planning Dept.	Ongoing
ENV-1.8.8 Save-A-Plant program	Planning Dept.	Medium
ENV-1.9.1 Wash Protection Ordinance	Planning Dept.; Public Works Dept.	Long Term
ENV-1.9.2 Limit grading practices	Public Works Dept., Planning Dept.	Ongoing
ENV-1.10.1 Identify, preserve arch sites	Planning Dept. ( town-wide); Public Works Dept. (project specific); private sector	Ongoing
ENV-1.10.2 Report unrecorded sites to P&Z Dept.	Planning Dept. ( town-wide); Public Works Dept. (project specific); private sector	Ongoing
ENV-1.10.3 Restrict cultural resource info	Planning Dept. ( town-wide); Public Works Dept. (project specific); private sector	Ongoing
ENV-1.10.4 Address mitigation of impacts to historic areas as rezoning condition	Planning Dept. ( town-wide); Public Works Dept. (project specific); private sector	Ongoing
ENV-1.11.1 Encourage non-residential recycling	Planning Dept.; Town Manager	Long Term

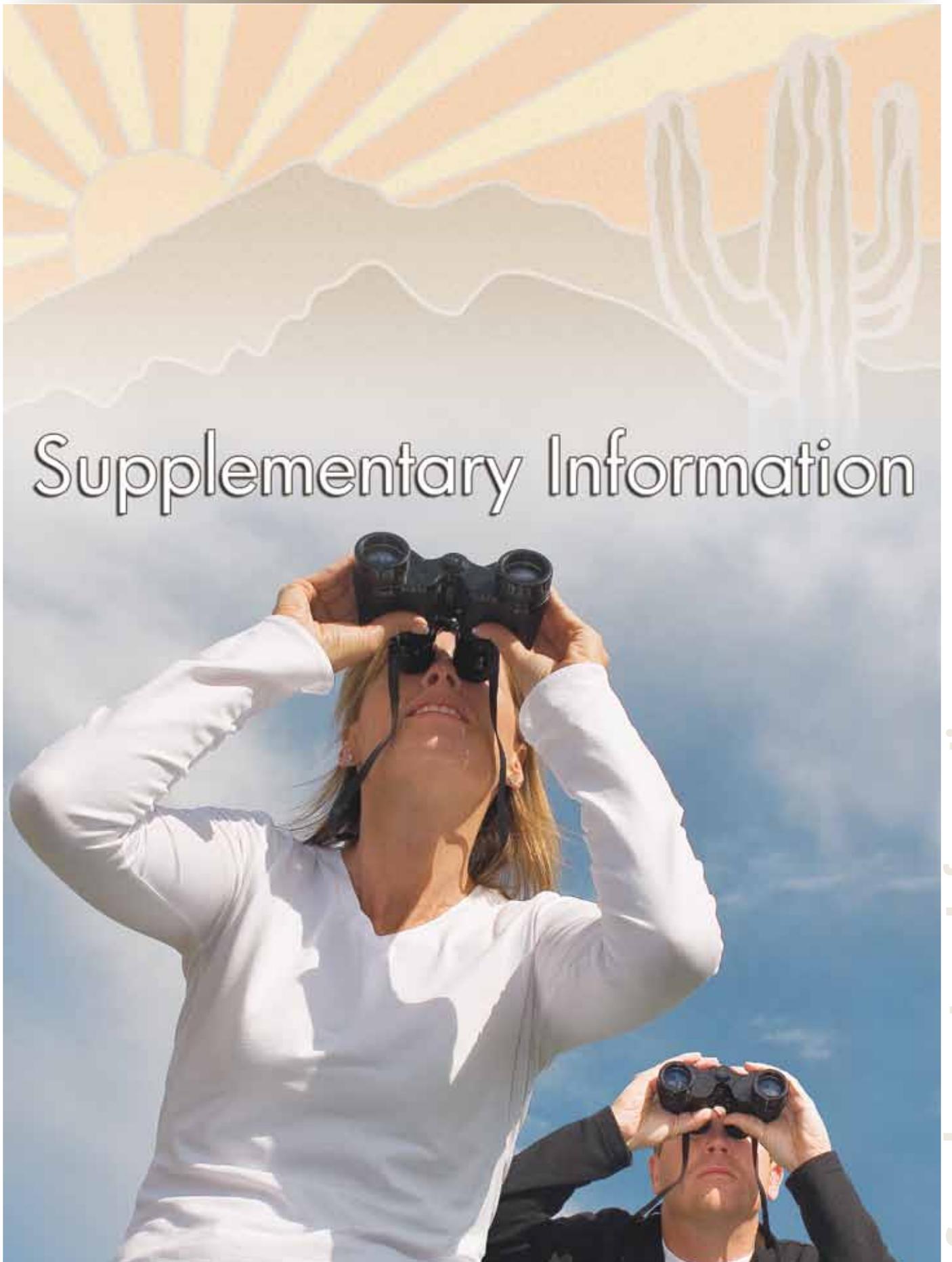
**GENERAL PLAN IMPLEMENTATION ACTIONS**

Action Item	Responsible Party	Approximate Timeframe
ENV-1.11.2 Public/private conservation partnerships	Planning Dept.; Town Manager	Long Term
ENV-1.12.1 Noise buffering along major roadways	Public Works Dept.	Long Term
ENV-1.12.2 Compatible, adjacent land uses	Planning Dept.	Ongoing

***Water Resources Element***

WR-1.1.1 Requirements for reclaimed water on golf course and other turf areas	Public Works Dept., Planning Dept.	Medium Term
WR-1.1.2 Rainwater harvesting	Public Works Dept., Planning Dept.	Ongoing
WR-1.1.3 Effluent use incentives	Public Works Dept.	
WR-1.2.1 Regional water quality protection	Public Works Dept.	Ongoing
WR-1.2.2 Assist private water suppliers in conservation, water quality, planning	Public Works Dept.	Ongoing
WR-1.2.3 Coordinate regionally to maximize reclaimed water use	Public Works Dept.	Ongoing
WR-1.2.4 Support ADWR efforts to achieve safe yield	Public Works Dept.	Ongoing
WR-1.3.1 Research alternative water resources	Public Works Dept.	Short Term
WR-1.3.2 Identify water demand and impact	Public Works Dept.	Short Term
WR-1.4.1 Town-wide study of long range water needs per 2002 Growing Smarter Act	Public Works Dept.	Short Term
WR-1.4.2 Seek to monitor water data	Public Works Dept.	Short Term
WR-1.5.1 Update CIP to include water distribution system improvements	Town Manager; Public Works Dept.	Annually
WR-1.5.2 Prioritize improvements / expansion	Public Works Dept.	Ongoing
WR-1.6.1 Promote CAP allocations	Public Works Dept.	Long Term
WR-1.6.2 Encourage use of CAP water	Public Works Dept.	Long Term
WR-1.6.3 Prioritize facility construction for renewable / surface water supplies	Public Works Dept.	Long Term
WR-1.7.1 Convert from groundwater use where feasible	Public Works Dept.	Ongoing
WR-1.7.2 Promote xeriscaping / rainwater harvesting	Planning Dept.	Ongoing
WR-1.7.3 Encourage water saving techniques	Building Safety	Ongoing

<b>GENERAL PLAN IMPLEMENTATION ACTIONS</b>		
<b>Action Item</b>	<b>Responsible Party</b>	<b>Approximate Timeframe</b>
<i>Cost of Development Element</i>		
CD-1.1.1 through 1.1.5 Study and create / augment mechanisms to recover all Town infrastructure costs	Town Manager; Finance Director	Short term
CD-1.1.6 Revisit LOS standards in conjunction with CIP	Town Manager	Every 5 years
CD-1.1.7 Innovate to reduce capital and O&M costs	Town Manager, Public Works Director, Police Chief	Ongoing
CD-1.2.1 Utilize best methods available to fund new public facilities and services	Town Manager	Short term
CD-1.2.2 Define “legally available” mechanisms as what is available at time each project approved	Town Manager, Finance Director	Ongoing – project related
CD-1.2.3 Apply fair share cost recovery policies regardless of rezoning need	Town Manager, Planning Dept.	Short term
CD-1.3.1 Recover fair share costs based on provided definition	Town Manager; Finance Director	Short term
CD-1.3.2 Establish development incentive areas with reduced cost recovery	Town Council, Town Manager	Short term, initially. May be modified during life of plan
CD-1.4.1 Development pays only for services / facilities from which it received benefits	Town Manager	Ongoing
CD-1.4.2 Development charged for only proportionate share of benefits received	Town Manager	Ongoing
CD-1.5.1 and 1.5.2 Seek revenue sharing opportunities from state	Town Council, Finance Director, Public Works Director	Ongoing
CD-1.5.3 Consider annexation if increases revenue sharing fund and minimizes infrastructure costs	Planning Director, Finance Director	Ongoing
CD-2.1.1 Update CIP	Public Works, Planning, Finance	Ongoing; annually or biannually
CD-2.1.2 CIP to implement General Plan	Planning, Finance, Public Works	Ongoing; annually or biannually
CD-2.2.1 Review of adequacy of revenue stream	Finance Director, Public Works, Planning	Annually



Supplementary Information



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# 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 (i.e., central service departments) 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 department and the mission department. Each department 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:

- Budget: Total budgeted expenditures for the function
- FTE: Full-time equivalent employees of the function
- TH: FTE assigned to work at Town Hall
- Assets: Value of capital assets for the function
- Transactions: Estimated number of 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 Official Budget. The actual activity (rather than budgeted activity) is used to record and allocate actual costs rather than budgetary estimates.

## BUDGET SUMMARY

The General Fund does not allocate to itself, because, the General Fund incurs all of the expenditures associated with the support centers of the Town. Therefore allocating costs to itself would be redundant. Expenditures are recorded in other funds and an offsetting revenue (i.e., charges for services) is recorded in the General Fund as follows:

FUND:	ALLOCATED COSTS:
QUAIL CREEK CFD	\$1,500
HURF	166,460
CIIF	505,660
WASTEWATER	224,730
<b>TOTAL ALLOCATED COSTS</b>	<b><u><u>\$898,350</u></u></b>

Cost Allocation Plan

ALLOCATION BASES FIGURES

FUND/DEPT/PROGRAM	Allocation Bases	FTE TH	FTE #	# of G/L Transactions	6/30/2009	
					Assets (less vehicles)	Budget
<b>GENERAL FUND</b>						
Mayor and Council	Budget			188		\$ 167,150
<b>Town Manager</b>						
Administration	FTE / Budget	TH	4.00	428		381,220
E-D & Communications	FTE / Budget	TH	3.00	283		252,250
Town Clerk	Budget	TH	3.50	400		357,400
<b>Finance</b>						
Finance	FTE / Trnsctions	TH	5.00	560		498,640
Technology	FTE	TH	3.00	322		286,640
Risk Management	Budget / Assets			236		210,000
Human Resources	FTE	TH	2.00	210		187,030
<b>Law</b>						
In-house legal services	FTE / Budget	TH	3.00	259		230,075
In-house prosecutorial services	N/A	TH	1.00	259		230,075
Planning & Building - Zoning	N/A	TH	4.60	436		388,390
Planning & Building - Safety	N/A	TH	7.00	961		855,480
Parks Admin & Maint	N/A	TH	7.00	997		887,040
Parks Recreation	N/A		8.08	526		468,420
<b>Public Works</b>						
Administration/Engineering	N/A	TH	3.78	407		362,480
Facilities	FTE	TH	1.00	85		75,990
Facilities - Utilities	TH			437		389,270
Police	N/A	TH	51.65	6,143		5,467,440
Municipal Court	N/A	TH	8.00	579		515,550
Non-Departmental	N/A			442	\$ 99,878,847	393,250
<b>HURF</b>						
Operations	N/A		7.84	1,543		1,373,660
<b>RICO</b>						
Operations	N/A			96		85,290
<b>CIIF</b>						
Capital Outlay	N/A	TH	7.23	1,461		17,361,500
<b>QUAIL CREEK CFD</b>						
Operations (STREETS) w/o ICA	N/A			38		33,410
Operations (PARK) w/o ICA	N/A			16		14,500
<b>WASTEWATER</b>						
Operations (less ICA)	N/A		7.15	1,406	46,984,882	1,251,160
Capital Outlay (less ICA)	N/A	TH	1.00	201		2,389,360
<b>SUBTOTAL</b>			<u>138.83</u>	<u>18,919</u>	<u>\$ 146,863,729</u>	<u>\$ 35,112,670</u>

Cost Allocation Plan

<b>ALLOCATION OF DOLLARS</b>				
<b>FUND/DEPT/PROGRAM</b>	<b>Cost of good or services:</b>			<b>Full Cost Adjusted Exp</b>
	<b>Direct Costs Budget Exp</b>	<b>Received from others</b>	<b>(Provided) to others</b>	
<b>GENERAL FUND</b>				
<b>Mayor and Council</b>	167,150	6,848	(167,150)	<b>6,848</b>
<b>Town Manager</b>				
Administration	381,220	59,717	(381,220)	<b>59,717</b>
E-D & Communications	252,250	45,367	(252,250)	<b>45,367</b>
<b>Town Clerk</b>	357,400	50,198	(357,400)	<b>50,198</b>
<b>Finance</b>				
Finance	498,640	68,413	(376,751)	<b>190,302</b>
Technology	286,640	44,291	(286,640)	<b>44,291</b>
Risk Management	210,000	8,974	(210,000)	<b>8,974</b>
<b>Human Resources</b>	187,030	30,837	(187,030)	<b>30,837</b>
<b>Law</b>				
In-house legal services	230,075	44,765	(230,075)	<b>44,765</b>
In-house prosecutorial services	230,075	23,044	-	<b>253,119</b>
<b>Planning &amp; Zoning</b>	388,390	75,332	-	<b>463,722</b>
<b>Building Safety</b>	855,480	126,738	-	<b>982,218</b>
<b>Parks Admin &amp; Maint</b>	887,040	223,390	-	<b>1,110,430</b>
<b>Parks Recreation</b>	468,420	-	-	<b>468,420</b>
<b>Public Works</b>				
Administration/Engineering	362,480	63,886	-	<b>426,366</b>
Facilities	75,990	33,230	(75,990)	<b>33,230</b>
Facilities - Utilities	389,270	-	(389,270)	-
<b>Police</b>	5,467,440	893,394	-	<b>6,360,834</b>
<b>Municipal Court</b>	515,550	123,706	-	<b>639,256</b>
<b>Non-Departmental</b>	393,250	89,396	-	<b>482,646</b>
				-
<b>HURF</b>				
<b>Operations</b>	1,373,660	166,460	-	<b>1,540,120</b>
				-
<b>RICO</b>				
<b>Operations</b>	85,290	3,900	-	<b>89,190</b>
				-
<b>CIIF</b>				
<b>Capital Outlay</b>	17,361,500	505,660	-	<b>17,867,160</b>
				-
<b>QUAIL CREEK CFD</b>				
<b>Operations (STREETS) w/o ICA</b>	33,410	1,030	-	<b>34,440</b>
<b>Operations (PARK) w/o ICA</b>	14,500	470	-	<b>14,970</b>
				-
<b>WASTEWATER</b>				
<b>Operations (less ICA)</b>	1,251,160	156,300	-	<b>1,407,460</b>
<b>Capital Outlay (less ICA)</b>	2,389,360	68,430	-	<b>2,457,790</b>
<b>SUBTOTAL</b>	<b>\$ 35,112,670</b>	<b>\$ 2,913,776</b>	<b>\$ (2,913,776)</b>	<b>\$ 35,112,670</b>



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**Assessed Value and Estimated Actual Value of Taxable Property  
Last Ten 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
2001	11,105,493	9,934,644	779,690	20,260,447	-	159,483,664	12.70%
2002	15,035,837	18,320,388	1,136,532	32,219,693	-	248,381,802	12.97%
2003	21,422,355	26,464,485	2,846,069	45,040,771	-	358,143,805	12.58%
2004	36,815,197	29,277,536	2,868,379	63,224,354	-	529,909,740	11.93%
2005	53,565,123	36,220,043	3,597,453	86,187,713	-	736,220,036	11.71%
2006	81,972,340	41,760,620	3,962,981	119,769,979	-	1,050,888,456	11.40%
2007	118,173,166	62,517,972	7,634,366	173,056,772	\$ 3.3000	1,532,658,040	11.29%
2008	148,700,798	84,678,032	10,168,906	223,209,924	\$ 3.3000	2,031,634,065	10.99%
2009	148,019,487	74,367,918	7,360,375	215,027,030	\$ 3.3000	1,958,270,441	10.98%
2010	146,628,703	73,994,871	8,561,345	212,062,229	\$ 3.3000	1,950,872,685	10.87%

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

**Direct and Overlapping Property Tax Rates  
Last Ten Tax Years  
(rate per \$100 of assessed value)**

<b>TAXING JURISDICTION</b>	<b>Tax Year 2001</b>	<b>Tax Year 2002</b>	<b>Tax Year 2003</b>	<b>Tax Year 2004</b>	<b>Tax Year 2005</b>
<b>Direct Rates</b>					
Town of Sahuarita-primary	-	-	-	-	-
Town of Sahuarita-debt service	-	-	-	-	-
Quail Creek CFD-operations & maintenance	-	-	-	-	-
Quail Creek CFD-debt service	-	-	-	-	-
<b>Total Direct Rate</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Overlapping Rates</b>					
State of Arizona Education Assistance	\$0.0000	\$0.0000	\$0.0000	\$0.0000	\$0.0000
Pima County	\$0.4974	\$0.4889	\$0.4717	\$0.4560	\$0.4358
Pima County Flood Control District	5.4644	5.3759	5.3587	5.3430	5.2228
Pima County Community College District	0.3546	0.3546	0.3546	0.3546	0.3746
Pima County Free Library District	1.5470	1.5333	1.4884	1.3428	1.3114
Central Arizona Water Conservation District	0.2124	0.2124	0.2124	0.2124	0.2575
Green Valley Fire District	0.1300	0.1300	0.1200	0.1200	0.1200
Fire District Assistance	1.7300	1.7300	1.7500	1.7500	1.7500
Sahuarita Unified School District #30	0.0488	0.0458	0.0441	0.0427	0.0420
Continental School District #39	8.7860	9.1329	9.0113	8.3095	8.1495
Joint Technological Education District	2.4346	2.4398	2.3198	2.2216	2.1532
	-	-	-	-	-
<b>TAXING JURISDICTION</b>	<b>Tax Year 2006</b>	<b>Tax Year 2007</b>	<b>Tax Year 2008</b>	<b>Tax Year 2009</b>	<b>Tax Year 2010</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
Quail Creek CFD-debt service	-	3.0000	3.0000	3.0000	3.0000
<b>Total Direct Rate</b>	<b>-</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	\$0.0000	\$0.0000	\$0.0000	\$0.0000	\$0.0000
Pima County	-	-	-	0.3306	N/A*
Pima County Flood Control District	4.5570	\$4.2870	\$3.9963	4.0233	N/A*
Pima County Community College District	0.3746	0.3446	0.2935	0.2935	N/A*
Pima County Free Library District	1.2515	1.1845	1.1355	1.0770	N/A*
Central Arizona Water Conservation District	0.3675	0.3975	0.0411	0.2643	N/A*
Green Valley Fire District	0.1200	0.1000	0.1000	0.1000	N/A*
Fire District Assistance	1.7500	1.8000	1.9000	1.9000	N/A*
Sahuarita Unified School District #30	0.0415	0.0383	0.0411	0.0406	N/A*
Continental School District #39	7.7345	6.1807	5.9176	5.4230	N/A*
Joint Technological Education District	2.0682	1.8970	1.7343	1.6122	N/A*
	-	0.0500	0.0500	0.0500	N/A*

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

\* Information is not available until after adoption of Real Property Tax Rates in August 2010

**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			State	Regional Transportation
	General	Construction Contracting	Transient Lodging		
2001	2.00%	3.00%	4.00%	5.00%	N/A
2002	2.00%	3.00%	4.00%	5.60%	N/A
2003	2.00%	3.00%	4.00%	5.60%	N/A
2004	2.00%	3.00%	4.00%	5.60%	N/A
2005	2.00%	3.00%	4.00%	5.60%	N/A
2006	2.00%	4.00%	4.00%	5.60%	N/A
2007	2.00%	4.00%	4.00%	5.60%	0.50%
2008	2.00%	4.00%	4.00%	5.60%	0.50%
2009	2.00%	4.00%	4.00%	5.60%	0.50%
2010	2.00%	4.00%	4.00%	6.60%	0.50%

**Source:** Town Code and Town Finance Department

### Sales Tax Collections by Industry Group Fiscal Years 2005 - 2009

Industry	Fiscal Year				
	<u>2005</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>	<u>2009</u>
Mining	\$ 84	\$ 501	\$ 210	\$ 1,347	\$ 479
Communications and utilities	288,264	374,911	503,490	623,014	672,962
Transportation and warehousing	(662)	221	215	242	102
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
Accommodation	13,888	8,657	10,623	11,092	11,684
Public administration	27	136	858	510	836
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	411,168	101,699	3,978	4,964	26,069
<b>Total</b>	<b>\$ 8,065,932</b>	<b>\$ 10,235,568</b>	<b>\$ 14,269,690</b>	<b>\$ 10,538,648</b>	<b>\$ 8,787,580</b>
Direct sales tax rate	2.00%	2.00%	2.00%	2.00%	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  
2009 and 2001**

Tax Remitter <sup>1</sup>	Fiscal Year 2009			Fiscal Year 2001		
	Tax Liability	Rank	Percentage of Total	Tax Liability	Rank	Percentage of Total
Business A	\$ 1,122,022	1	12.77%	\$ 468,461	1	35.27%
Business B	672,504	2	7.65%			
Business C	629,535	3	7.16%			
Business D	585,680	4	6.66%	19,242	10	1.45%
Business E	556,863	5	6.34%	195,007	2	14.68%
Business F	539,012	6	6.13%			
Business G	341,217	7	3.88%			
Business H	337,214	8	3.84%			
Business J	274,588	10	3.12%	25,407	8	1.91%
Business K				182,665	3	13.75%
Business L				59,361	4	4.47%
Business M				53,910	5	4.06%
Business N				37,415	6	2.82%
Business O				31,813	7	2.39%
Business P				23,151	9	1.74%
	<u>\$ 5,058,635</u>		<u>57.57%</u>	<u>\$ 1,096,432</u>		<u>82.53%</u>

**Note:** Information prior to 2001 was not available.

<sup>1</sup> The Arizona Department of Revenue, the Town's tax collector, restricts the disclosure, printing, or publishing of any State return, or return information there from.

**Ratios of Outstanding Debt by Type  
Fiscal Years 2006 - 2009**

Fiscal Year	Governmental Activities			Business-type Activities	Total Primary Government	Percentage of Personal Income	Per Capita
	QC CFD GO Bonds	2006A GADA Loan	2009B GADA Loan	2007/2008A WIFA Loan			
2006	\$ 12,660,000	\$ 15,410,000	\$ -	-	\$ 28,070,000	5.34%	\$1,542
2007	12,660,000	14,870,000	-	-	27,530,000	4.38%	\$1,350
2008	12,660,000	14,310,000	-	\$ 4,500,660	31,470,660	4.28%	\$1,389
2009	12,340,000	13,725,000	6,700,000	25,780,072	58,545,072	7.30%	\$2,367

Note: There was no outstanding debt prior to 2006

### Monthly Sewer User Rates Last Six Fiscal Years

Fiscal Year	Administrative Service Charge	Economy of Scale Factor	Wastewater Flow Contribution Rate (per Ccf)						
			User Classification						
			General	3C	3K	3N	4E	4G	4H
2004	\$2.400	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

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

**Note:** The Town did not operate a wastewater utility prior to fiscal year 2004.

**Source:** Town of Sahuarita Ordinances

Supplementary Information

**Principal Employers  
Fiscal Year 2009 and Fiscal Year 2006**

<u>Employer<sup>1</sup></u>	<u>2009</u>		<u>2006</u>	
	<u>Employees</u>	<u>Percentage of Total Town Employment</u>	<u>Employees</u>	<u>Percentage of Total Town Employment</u>
Sahuarita Unified School District	700	26.58%	465	25.25%
Walmart	481	18.27%	360	19.55%
Farmers Investment Company	251	9.53%	225	12.22%
Fry's	201	7.63%	-	-
Town of Sahuarita	161	6.11%	126	6.84%
Safeway	71	2.70%	120	6.52%
Climax Engineered Materials	66	2.51%	71	3.85%
Bashas	56	2.13%	85	4.61%
Jim Click Ford	45	1.71%	53	2.88%
Walgreens	22	0.84%	-	-
<b>Total</b>	<u>2,082</u>	<u>79.06%</u>	<u>1,505</u>	<u>81.72%</u>

<sup>1</sup> Excludes homebuilders not based in the Town

**Note:** Information prior to fiscal year 2006 was not available.

**Source:** Town Manager's Department-Economic Development Function survey of local businesses.

### Demographic Statistics 2000 Census

Population by Age Group

Age Group	Number	Percentage of Total
under 5	232	7.2%
14-May	450	13.9%
15 - 19	224	6.9%
20 - 34	555	17.1%
35 - 54	880	27.1%
55 - 64	401	12.4%
65 - 84	448	13.8%
85 and over	52	1.6%
<b>Total</b>	<b>3,242</b>	<b>100.0%</b>

Population by Ethnic Background

Category	Number	Percentage of Total
White	2,357	72.7%
Hispanic	784	24.2%
Black	19	0.6%
Native American	35	1.1%
Other	47	1.4%
<b>Total</b>	<b>3,242</b>	<b>100.0%</b>

Supplementary Information

### Full-time Equivalent Town Government Employees Last Ten Fiscal Years

<u>Function/Department</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> <u>Adopted</u>
<b>General Government</b>										
Mayor & Council	-	-	-	-	-	-	-	-	-	-
Town Manager										
Administration	2.00	2.00	2.00	2.00	2.00	4.00	5.00	5.00	5.00	4.00
Human Resources	-	-	1.00	1.00	1.00	2.00	2.00	-	-	-
Economic Development	-	-	-	-	1.00	1.00	1.00	1.00	1.00	2.00
Communications	-	-	-	-	1.00	1.00	2.00	1.00	-	1.00
Town Clerk	2.00	2.00	3.00	3.00	4.00	3.00	3.00	3.00	3.00	3.50
<b>Finance</b>										
Finance	2.00	2.00	2.00	3.00	4.00	4.00	4.50	5.00	5.00	5.00
Technology	-	-	-	-	1.00	2.00	3.00	3.00	2.00	3.00
Human Resources	-	-	-	-	-	-	-	2.00	2.00	2.00
Planning & Zoning	3.00	3.00	3.00	4.00	4.00	4.00	5.00	5.00	4.60	-
Planning & Building - Zoning	-	-	-	-	-	-	-	-	-	4.60
Public Works-Facilities	-	-	-	-	-	-	1.00	1.00	1.00	1.00
Municipal Court	3.00	3.00	4.00	5.00	6.00	8.00	9.00	9.00	8.00	8.00
Law	-	-	-	-	1.00	2.00	2.00	3.00	3.00	4.00
<b>General Government Total</b>	<b>12.00</b>	<b>12.00</b>	<b>15.00</b>	<b>18.00</b>	<b>25.00</b>	<b>31.00</b>	<b>37.50</b>	<b>38.00</b>	<b>34.60</b>	<b>38.10</b>
<b>Public Safety</b>										
Building Safety	4.00	6.25	8.50	12.25	18.75	20.00	15.00	15.00	10.75	-
Planning & Building - Building Safet	-	-	-	-	-	-	-	-	-	7.00
Public Works-Engineering	-	-	-	-	-	-	5.00	3.88	3.88	3.78
Police Dept	11.50	16.00	20.50	27.00	34.00	42.00	46.00	51.00	54.40	51.65
<b>Public Safety Total</b>	<b>15.50</b>	<b>22.25</b>	<b>29.00</b>	<b>39.25</b>	<b>52.75</b>	<b>62.00</b>	<b>66.00</b>	<b>69.88</b>	<b>69.03</b>	<b>62.43</b>
<b>Culture &amp; Recreation</b>										
<b>Parks &amp; Recreation</b>										
Administration	2.25	1.00	1.00	2.00	3.00	4.00	4.00	4.00	2.00	2.00
Community Outreach	-	-	-	-	-	-	-	1.00	1.00	-
Maintenance	-	0.50	1.50	4.00	5.63	7.00	6.00	5.00	5.00	5.00
Recreation	-	4.25	4.36	6.22	7.33	8.58	8.58	7.77	8.08	8.08
<b>Culture &amp; Rec Total</b>	<b>2.25</b>	<b>5.75</b>	<b>6.86</b>	<b>12.22</b>	<b>15.96</b>	<b>19.58</b>	<b>18.58</b>	<b>17.77</b>	<b>16.08</b>	<b>15.08</b>
<b>Highways &amp; Streets</b>										
Public Works	5.00	6.00	8.50	11.00	10.00	10.00	-	-	-	-
Streets	-	-	-	1.00	2.40	8.00	13.00	13.64	14.47	15.07
<b>Highway &amp; Streets Total</b>	<b>5.00</b>	<b>6.00</b>	<b>8.50</b>	<b>12.00</b>	<b>12.40</b>	<b>18.00</b>	<b>13.00</b>	<b>13.64</b>	<b>14.47</b>	<b>15.07</b>
<b>Sewer</b>										
Wastewater Utility	-	-	-	1.00	3.60	6.00	9.00	9.48	8.15	8.15
<b>Total</b>	<b>34.75</b>	<b>46.00</b>	<b>59.36</b>	<b>82.47</b>	<b>109.71</b>	<b>136.58</b>	<b>144.08</b>	<b>148.77</b>	<b>142.33</b>	<b>138.83</b>

**Source:** Town Finance Department

## Operating Indicators Fiscal Years 2003 - 2009

<u>Function/Program</u>	<u>Fiscal Years</u>				
	<u>2005</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>	<u>2009</u>
Building Safety					
Building permits issued	2,162	2,703	1,570	790	563
Building inspections conducted					
Police					
Citations	1,954	2,232	2,170	1,671	2,700
Other contacts/call-outs	3,504	4,314	7,916	7,137	7,886
Municipal Court					
Hearings/Court sessions <sup>1</sup>	3,709	3,842	8,303	10,760	11,353
Filings	2,958	3,971	3,214	3,457	3,433
Public works					
Street resurfacing ( <i>miles</i> )	4.0	7.5	12.34	6.1	4.0
Potholes repaired	224	108	98	136	162
Parks and recreation					
Athletic field users	9,175	12,322	10,227	13,910	57,650
Athletic field permits issued	21	30	21	24	119
Recreation program participants	5,243	5,909	20,281	18,446	17,204
Ramada rentals	60	79	124	112	133
Special event attendance	2,540	4,590	8,105	11,024	16,917
Pool attendance	1,260	2,635	5,147	1,856	n/a
Recreation center rentals	18	38	77	32	34
Sahuarita Lake rentals	5	10	30	27	60
Wastewater					
Average daily sewage treatment ( <i>thousands of gallons</i> )	353.6	408.1	446.2	556.5	586.3

<sup>1</sup> Includes bench/jury trials, review, status conferences, arraignments, pretrial conferences, evidentiary motions hearings, sentencing, and probation. These are scheduled hearings that may or may not have been held, but these cases were individually processed.

**Note:** Information prior to fiscal year 2002-03 was not available.

**Source:** The applicable Town of Sahuarita departments.

### Capital Asset Statistics Fiscal Years 2001 - 2009

<u>Function/Program</u>	Fiscal Year								
	<u>2001</u>	<u>2002</u>	<u>2003</u>	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>	<u>2009</u>
Police									
Stations	1	1	1	1	1	1	1	1	1
Patrol Units	10	12	17	22	30	37	43	40	40
Public works									
Streets and highways ( <i>miles</i> )	n/a	n/a	n/a	n/a	73.3	85.7	95.5	118.7	118.7
Streetlights	1	2	2	3	4	5	5	7	8
Traffic signals	-	-	-	-	3	5	5	6	10
Parks and recreation									
Park acreage	28.0	28.0	28.0	50.0	50.0	50.0	60.0	92.0	107.0
Basketball courts	1	1	1	2	2	2	2	2	4
Playgrounds	1	1	1	1	1	1	1	2	4
Skate spots/parks	-	-	-	-	-	-	-	1	1
Baseball/softball fields (lighted)	2	2	2	3	3	3	3	3	5
Baseball/softball fields (unlighted)	1	1	1	-	-	-	-	-	-
Soccer/football fields (lighted)	-	-	-	-	-	-	-	-	-
Soccer/football fields (unlighted)	-	-	-	-	-	-	-	-	-
Community centers	1	1	1	1	1	1	1	1	1
Parks maintenance buildings	-	-	-	1	1	1	1	1	1
Ramadas	3	3	3	3	4	4	8	11	17
Restroom facilities	2	2	2	2	2	2	3	4	5
Off-leash dog area	-	-	-	-	-	-	1	1	1
Sand volleyball court	1	1	1	-	-	-	-	1	2
Vehicles	1	2	2	5	6	7	7	7	7
Wastewater									
Treatment capacity ( <i>thousands of gallons</i> )	-	250	250	250	490	490	490	690	690

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

**Source:** The applicable Town of Sahuarita departments.

### Pay Range Table

Salary Range	Minimum	Midpoint	Maximum
15	\$17,487	\$20,573	\$23,659
16	\$17,924	\$21,087	\$24,250
17	\$18,372	\$21,614	\$24,857
18	\$18,832	\$22,155	\$25,478
19	\$19,302	\$22,709	\$26,115
20	\$19,785	\$23,276	\$26,768
21	\$20,280	\$23,858	\$27,437
22	\$20,787	\$24,455	\$28,123
23	\$21,306	\$25,066	\$28,826
24	\$21,839	\$25,693	\$29,547
25	\$22,385	\$26,335	\$30,285
26	\$22,944	\$26,993	\$31,042
27	\$23,518	\$27,668	\$31,819
28	\$24,106	\$28,360	\$32,614
29	\$24,709	\$29,069	\$33,429
30	\$25,326	\$29,796	\$34,265
31	\$25,959	\$30,541	\$35,122
32	\$26,608	\$31,304	\$36,000
33	\$27,274	\$32,087	\$36,900
34	\$27,956	\$32,889	\$37,822
35	\$28,654	\$33,711	\$38,768
36	\$29,371	\$34,554	\$39,737
37	\$30,105	\$35,418	\$40,730
38	\$30,858	\$36,303	\$41,749
39	\$31,629	\$37,211	\$42,792
40	\$32,420	\$38,141	\$43,862
41	\$33,230	\$39,095	\$44,959
42	\$34,061	\$40,072	\$46,083
43	\$34,913	\$41,074	\$47,235
44	\$35,785	\$42,101	\$48,416
45	\$36,680	\$43,153	\$49,626
46	\$37,597	\$44,232	\$50,867
47	\$38,537	\$45,338	\$52,138
48	\$39,500	\$46,471	\$53,442
49	\$40,488	\$47,633	\$54,778
50	\$41,500	\$48,824	\$56,147
51	\$42,538	\$50,044	\$57,551
52	\$43,601	\$51,295	\$58,990
53	\$44,691	\$52,578	\$60,464
54	\$45,808	\$53,892	\$61,976
55	\$46,954	\$55,240	\$63,525

Salary Range	Minimum	Midpoint	Maximum
56	\$48,127	\$56,621	\$65,114
57	\$49,331	\$58,036	\$66,741
58	\$50,564	\$59,487	\$68,410
59	\$51,828	\$60,974	\$70,120
60	\$53,124	\$62,498	\$71,873
61	\$54,452	\$64,061	\$73,670
62	\$55,813	\$65,662	\$75,512
63	\$57,208	\$67,304	\$77,400
64	\$58,639	\$68,987	\$79,335
65	\$60,105	\$70,711	\$81,318
66	\$61,607	\$72,479	\$83,351
67	\$63,147	\$74,291	\$85,435
68	\$64,726	\$76,148	\$87,571
69	\$66,344	\$78,052	\$89,760
70	\$68,003	\$80,003	\$92,004
71	\$69,703	\$82,003	\$94,304
72	\$71,445	\$84,054	\$96,662
73	\$73,232	\$86,155	\$99,078
74	\$75,062	\$88,309	\$101,555
75	\$76,939	\$90,516	\$104,094
76	\$78,862	\$92,779	\$106,696
77	\$80,834	\$95,099	\$109,364
78	\$82,855	\$97,476	\$112,098
79	\$84,926	\$99,913	\$114,900
80	\$87,049	\$102,411	\$117,773
81	\$89,226	\$104,971	\$120,717
82	\$91,456	\$107,596	\$123,735
83	\$93,743	\$110,285	\$126,828
84	\$96,086	\$113,043	\$129,999
85	\$98,488	\$115,869	\$133,249
86	\$100,951	\$118,765	\$136,580
87	\$103,474	\$121,735	\$139,995
88	\$106,061	\$124,778	\$143,495
89	\$108,713	\$127,897	\$147,082
90	\$111,431	\$131,095	\$150,759
91	\$114,216	\$134,372	\$154,528
92	\$117,072	\$137,731	\$158,391
93	\$119,999	\$141,175	\$162,351
94	\$122,998	\$144,704	\$166,410
95	\$126,073	\$148,322	\$170,570

Supplementary Information

## 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.

**Contractual Services** - Services rendered to the Town in the form on contractual, professional, maintenance, and vehicle maintenance services. This also includes expenses for rentals, dues and memberships that may be charged by employees.

**Pay-As-You-Go Financing** - A term used to describe a financial policy by which the capital program is financed from current revenues rather than through borrowing.

**Performance Indicators** - Measurable means of evaluating the effectiveness of a cost center in accomplishing its defined objectives.

**Personnel Services** - Cost related to compensating employees, included wages, insurance, payroll taxes, retirement contributions, allowances for clothing, and automobiles, training, conferences, and travel to meetings.

**Policy** - A plan, course of action, or guiding principle designed to set parameters for decisions and actions.

**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