

TOWN OF *Sahuarita*
ARIZONA
FY2015
BUDGET



ADOPTED

Sahuarita
ARIZONA
FY2015
BUDGET



CONTENTS

BUDGET AWARD	5
MANAGER’S MESSAGE	7
BUDGET MESSAGE	7
QUICK FACTS	10
TOWN COUNCIL ACTION PLAN	12
ORGANIZATION	15
BUDGET SUMMARY	17
SUMMARY SCHEDULES	26
MAJOR REVENUES	33
FUND BUDGETING	47
APPROPRIATED FUNDS AND TYPES	48
FUND AND DEPARTMENT ORGANIZATION	50
ANNUAL BUDGET BY FUND	52
DEPARTMENT SUMMARIES AND PERFORMANCE MEASURES	65
TOWN COUNCIL	68
TOWN MANAGER	72
DEPARTMENT OF LAW	76
TOWN CLERK	80
FINANCE	84
HUMAN RESOURCES	88
PLANNING & BUILDING	92
PARKS & RECREATION	96
PUBLIC WORKS	100
POLICE	104
MUNICIPAL COURT	108
STREETS	112
WASTEWATER	116
NON-DEPARTMENTAL	120
DEPARTMENT STAFFING	122
DEPARTMENT HISTORY	130
GENERAL PLANNING	135
5 YEAR PLAN	137
CAPITAL	153
COST ALLOCATION PLAN	201
SUPPORTING INFORMATION	203
BUDGET/CIP CALENDAR	205
FINANCIAL AND BUDGTARY POLICIES	207
LEGAL REQUIREMENTS	217
OFFICIAL BUDGET FORMS	219
SUPPLEMENTAL INFORMATION	229
GLOSSARY	235
ACRONYMS	239





GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**Town of Sahuarita
Arizona**

For the Fiscal Year Beginning

July 1, 2013

A handwritten signature in black ink, appearing to read 'Jeffrey R. Egan'.

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, 2013.

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

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

Sahuarita
ARIZONA
FY2015
BUDGET





TO THE RESIDENTS OF THE TOWN OF SAHUARITA

Town Manager Kelly Udall Town of Sahuarita Fiscal Year 2015 Overview

In the 14 short months since being selected as the Town Manager of Sahuarita, the Town Council, staff, executive leadership team, and citizens have met, talked, listened, and planned at an unprecedented level. A key outcome is the ***Sahuarita Strategic Plan 2014-2017***.

Adopted on April 28, 2014 by the Town Council, the ***Strategic Plan*** is a critical tool for the Town in making decisions, prioritizing resources and long range financial planning.

The ***Strategic Plan*** reflects five key focus areas: economic development, infrastructure, planning for our future, organizational effectiveness, and quality of life issues. Specific and measurable goals within each focus area ensure the Town Council and staff are open, transparent, and accountable to our citizens and each other.

Simply put, the Strategic Plan informs our intent, policy, actions, and financial responsibilities around these long term goals:

- Continuing to build financial resiliency and sustainability
- Ensuring strategic and steady growth
- Expanding economic development: jobs, partnerships, relocation, and expansion
- Efficient, responsive, and friendly delivery of valuable core services
- Maintaining a high quality of life
- Seeking creative and productive collaborations among elected officials, staff, citizens, businesses, educational institutions, nonprofits, and representatives from local jurisdictions, the region, tribes, state, and border

The Town Today

Nurturing financial strength: The Town's financial position is strong, with a balanced budget that is sustainable over a five-year horizon. Our long term conservative financial philosophy of "living within our means" has resulted in a fiscal year (FY) 2014 year end unrestricted balance of \$20.8 million reserve, a positive indicator of financial resiliency.

An impressive citizen profile: Incorporated in 1994, with more than 27,000 citizens, we are recognized as one of the state's fastest growing communities. We project 1.7% population growth in FY 2014 and 2% in FY 2015. The median age is 34.4 years; the median household income is \$72,781 and 34% of our residents have a bachelors degree or higher attainment – higher education levels than Pima County or the state. In FY 2014, the Town added a fulltime economic development manager who is implementing an aggressive program to attract and retain local talent and to expand and add new business.

In the Town's first Citizens' Survey (2013), 85% of respondents rated the quality of life as excellent or good.

Our Council-Manager form of government gets high marks: Sahuarita citizens elect seven Town Council members; the Council then appoints a Mayor and Vice Mayor within the seven members. The Town Council guides policy and the Town Manager is responsible for day-to-day operations, delivered by 12 departments and 134 fulltime equivalent (FTE) employees. Citizens give positive ratings to the Town's reputation, its responsive and knowledgeable employees and to core services such as public safety, parks and recreation, and streets.

Examining FY 2015

The Sahuarita Town Council unanimously approved the recommended \$63.30 million budget for FY 2015 on June 23, 2014. The budget process takes more than six months and includes three public meetings. The

tentative FY 2015 budget was approved on June 9, 2014, with budget materials available to the public via the Town's website and at the Sahuarita Library. (Information, presentations and details about the FY 2015 budget are at <http://sahuaritaaz.gov/Index.aspx?NID=178>)

The FY 2015 budget is balanced: every dollar that the Town starts the fiscal year with or collects during the fiscal year is allocated for a specific use – to be spent for operations, debt service, capital or saved for the future (as an ending balance). This conservative financial approach continues to position the Town well for future sustainability.

Of the \$63.30 million budget, \$19 million is not expected to be spent and is an ending fund balance. The Town adheres to purpose and policy restrictions in directing surpluses. For example, the Town currently has three reserve funds in place:

- **Operating Reserve** – at least 25% of budgeted expenditures is reserved for unforeseen circumstances
- **Capital Reserve** – 20% of the dollar amount of local capital projects for contingency is set aside
- **Opportunity Fund** – Town Council adopted a policy to set aside \$10 million for economic development, parks, etc.

Evidence of the Town's sound approach is that we achieved the Council's opportunity fund goal in FY 2014 – six years before the 2020 target date. We have a track record of strategically leveraging revenues from the boom years to obtain grant, state and federal funds.

The Town's expenditures align with our **Strategic Plan**, goals and policies. Specifically:

Personnel to Deliver Core Services – Employees deliver core services to citizens and are the Town's largest operational cost (60%). Staffing levels continue to be relatively level with 134.7 FTEs in FY 2015; in FY 2015 the Town is adding 1.74 FTE – the first year in the last five for an increase in FTEs. Personnel-related expenditures include salaries, wages, uniforms, health and dental coverage, payroll taxes, pension plan contributions, workers' compensation, and unemployment insurance. The Town plans to contract with an independent firm to conduct a compensation plan update to ensure that our personnel related costs are competitive with other communities.

Public Safety is a Priority – In April 2014, Sahuarita was ranked as one of the [10 Safest Cities in Arizona by Safewise](#). The Town dedicates 45% of its operations budget to public safety with 61.5 FTEs. (The Police Department budget is more than three times higher than the next highest department budget.) It is no surprise that 96% of the citizens surveyed ranked neighborhood safety as excellent or good.

Investing in and Maintaining Roads and Streets are Essential - Sahuarita has a regional reputation of fast repair of streets, sidewalks, traffic signals, and streetlights. The operating budget for the Streets Department is nearly \$2 million in FY 2015. Pothole repairs are completed in about one business day. The capital budget includes \$17.6 million for roadway improvement and major repair projects.

Capital Project Budget Reflects the New Reality

Overall, the FY 2015 budget is 34% lower than FY 2014. Why? In FY 2015, capital outlay is decreasing by \$32.8 million because of fewer opportunities for the Town to secure external funding for capital projects. The 2015 budget does not include projects funded by grants which are unlikely to be awarded. In the past, high priority projects were included in the budget even if the odds of realizing the grants were remote. The Town's FY 2015 capital outlay of \$20.0 million is better aligned with the Town's conservative approach and the reality of the down shift of capital project funding from regional, state and federal entities.

Our 2015 capital budget includes 31 projects, most notably:

- **\$11.5 million for Sahuarita Road: Interstate 19 to Country Club Improvements** – The vast majority of this project is slated to be completed in 2015. The project includes a new bridge at the Santa Cruz River, a new overpass at the UPRR tracks, widening from 2 to 4 lanes, drainage, bike/pedestrian facilities, and signals. The Town of Sahuarita, alongside of Rancho Sahuarita, SUSD, and FICO, received the Timothy M. Ahrens Partnering Award from the Pima Association of Governments and the Regional Transportation Authority (RTA) in recognition of their collaboration and partnering for a common goal. Primary funding source is the RTA.

SUMMARY

- **\$4.5 million for the Pima Mine Road Bridge Reconstruction** – This project corrects structural issues with the existing bridge and provides additional travel lanes, bike lanes, sidewalks and new waterline crossings. Major construction is slated to begin spring 2015. Primary funding sources are the RTA, State and private partnership contributions, and grants.
- **\$1.5 Quail Creek Veteran Municipal Park** – Engineering, site-prep, plumbing, and more for two multi-use lighted ball fields. Work is slated to be completed for summer 2015. The Town is funding this project with local funds.

To attract new funding sources for infrastructure, the Town of Sahuarita created the Rancho Sahuarita Community Facilities District (CFD) on March 24, 2014. The CFD is legally separate from the Town; however, for accounting purposes, the Town includes it in financial reports. The CFD Board must adopt the 2015 budget prior to October 1. With voter approval, the CFD is expected to issue general obligation bonds in 2015 to build roads, sewer lines, and other infrastructure within undeveloped areas of Rancho Sahuarita. A secondary property tax, levied against property owners within the CFD will be used to repay the bonds over time, typically 25 years. The CFD will help a significant portion of Sahuarita to be more shovel ready and able to attract new commercial development, a major economic development goal of our **Strategic Plan**.

Smart Planning Today = Bright Future

This fiscal year we are funding studies and conducting planning efforts that provide more and better direction for our future:

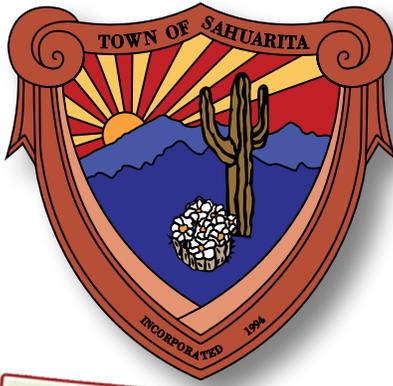
- **2015 Citizens' Survey.** Purpose: To build on the Town's first Citizens' Survey (2013), listen to community feedback, and to highlight trends and concerns.
- **2015 Strategic Plan for Economic Development.** Purpose: Immediate, cost effective implementation of tools to attract and retain talent, commercial business, retail, tourism, and international business.
- **2015 Comprehensive Water and Wastewater Resources Study.** Purpose: Examine issues about water delivery, wastewater enterprise fund, recharge credits, and to better define regional collaboration opportunities.
- **Sahuarita East Conceptual Area Plan (SECAP).** Purpose: Develop a conceptual land use and transportation plan for the area from the eastern boundary of the Town to Houghton Road; reach a consensus as to the proposed boundary for future annexation with the State Land Department; perform a broad level opportunities and constraints analysis of the infrastructure needs of the area; and design a phased implementation approach to annexation to support feasible infrastructure development. SECAP will integrate with the update to the Town's General Plan by July 2015.
- **Sahuarita Farms Specific Plan.** Purpose: Farmers Investment Company (FICO) is preparing a comprehensive, long term plan to guide the future 5,630 acres and its 10 miles of Santa Cruz riverfront over the next 40 to 50 years. Expect public hearings on the Plan in fall 2015.
- **Update to the General Plan.** Purpose: Update Sahuarita's General Plan, a roadmap to guide long range growth and land development, while preserving our unique quality of life. Final draft is expected in fall 2014, with public comments, agency review, and public hearings to follow into spring 2015.

Our Vision is Clear

I am pleased that the Town of Sahuarita is launching into fiscal year 2015 with direction, enthusiasm, and a collaborative spirit. The FY 2015 budget and five-year capital plan are aligned with our Strategic Plan and promote a stable, long term financial position that ensures resiliency and nimbleness – amidst evolving funding sources, changing population, new partners, and emerging economic development opportunities. I am proud to be both a citizen in this exciting community and part of the Town's outstanding leadership team.



L. Kelly Udall
Town Manager



HISTORY:

THE TOWN OF SAHUARITA WAS OFFICIALLY INCORPORATED IN 1994.



TOWN HALL TO TUCSON CITY HALL
19.5 MILES
TOWN LIMITS TO TUCSON CITY LIMITS
3,721 FEET AT CLOSEST POINT
TOWN HALL TO NOGALES, MEXICO PORT OF ENTRY
48.2 MILES
ELEVATION LAND AREA
2,844 FEET 30 SQUARE MILES

ELECTIONS



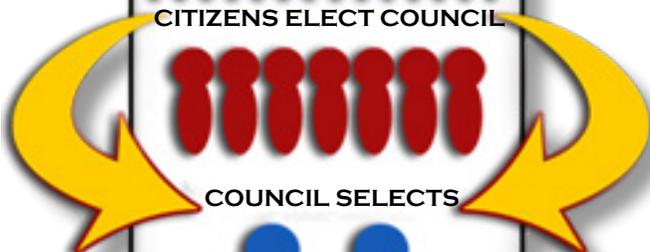
CITIZENS ELECT COUNCIL



COUNCIL SELECTS



MAYOR & VICE-MAYOR



MAYOR:

DUANE BLUMBERG

VICE MAYOR:

BILL BRACCO

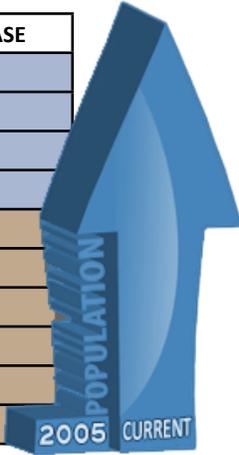
TOWN COUNCIL MEMBERS:

**LYNNE SKELTON, KARA EGBERT,
MELISSA SMITH, GIL LUSK,
AND TOM MURPHY**

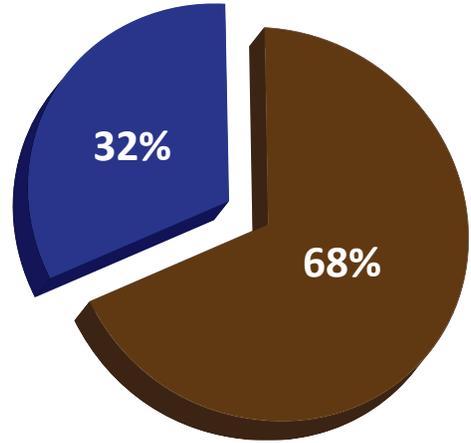
QUICK FACTS

POPULATION

YEAR	POPULATION	% INCREASE
2010	25,259	11.5%
2011	25,722	1.8%
2012	26,244	2.0%
2013	26,772	2.0%
2014	27,232	1.7%
2015	27,777	2.0%
2016	28,470	2.5%
2017	29,080	2.1%
2018	29,720	2.2%
2019	30,470	2.5%



Sahuarita Total Population 2010 - 25,259



Sahuarita Hispanic/Latino (of any race) - 8,077 **32%**

Not Hispanic/Latino - 17,182 **68%**



\$0 - \$0 - \$0
impact fees business license fees property tax

QUICKLINKS

OFFICIAL WEBSITE



<http://www.sahuaritaaz.gov>

TWITTER



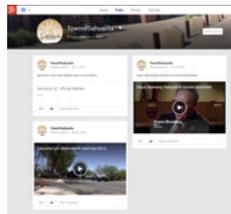
https://twitter.com/Sahuarita_Az

FACEBOOK



<https://www.facebook.com/pages/Town-Government-of-Sahuarita-Arizona/108515489212287>

GOOGLE +



<https://plus.google.com/111124989476794187733/posts>

YOUTUBE



<http://www.youtube.com/user/TownofSahuarita>



Sahuarita STRATEGIC PLAN



Throughout this document, any project or departmental measure that directly relates to a Strategic Plan Focus Area will be highlighted with the corresponding icon/s.



Sahuarita STRATEGIC PLAN



FOCUS AREA 1

ECONOMIC DEVELOPMENT

Continue to grow the Town's economic base bringing in jobs associated with retail, light manufacturing and quality commercial enterprises.



FOCUS AREA 2

INFRASTRUCTURE

Provide and maintain high quality and cost-effective Infrastructure.



FOCUS AREA 3

PLANNING FOR OUR COMMUNITY'S FUTURE

Promote planned growth that fosters high quality and diverse development, facilitates sustainable infrastructure and assures quality services.



FOCUS AREA 4

ORGANIZATIONAL EFFECTIVENESS

Foster an organizational culture that embraces change, creativity, innovation and calculated risk to ensure proactive, consistent, efficient and accountable service to our community.



FOCUS AREA 5

QUALITY OF LIFE

Maintain a high quality of life that makes Sahuarita a community of choice for residents and business investment. Encourage a unified community identity.



ORGANIZATION



CITIZENS

TOWN COUNCIL

BOARDS & COMMISSIONS



MUNICIPAL COURT

TOWN MANAGER

DEPT OF LAW

TOWN CLERK

PLANNING & BUILDING

FINANCE

PARKS & RECREATION

HUMAN RESOURCES

POLICE

PUBLIC WORKS

STREETS

WASTEWATER

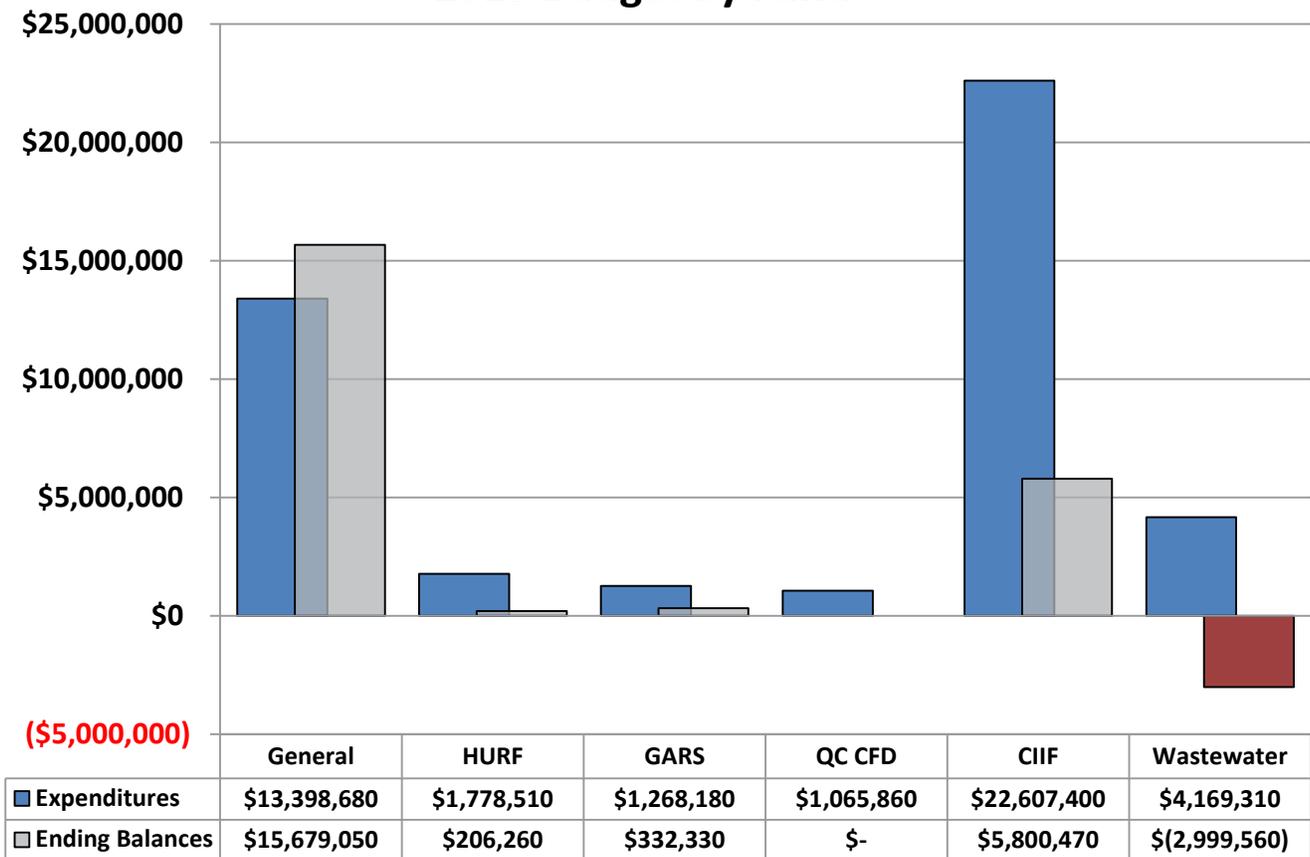
Sahuarita
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BUDGET



BUDGET SUMMARY

The 2015 fiscal year budget uses available resources to achieve desired results. The budget totals \$63,306,490 and is in balance, which means that total funding sources equal or exceed total budgeted expenditures. Budgeted expenditures total \$44,287,940 and ending balances total \$19,018,550. The budget is adopted for each of the Town’s six funds as follows.

2015 Budget by Fund



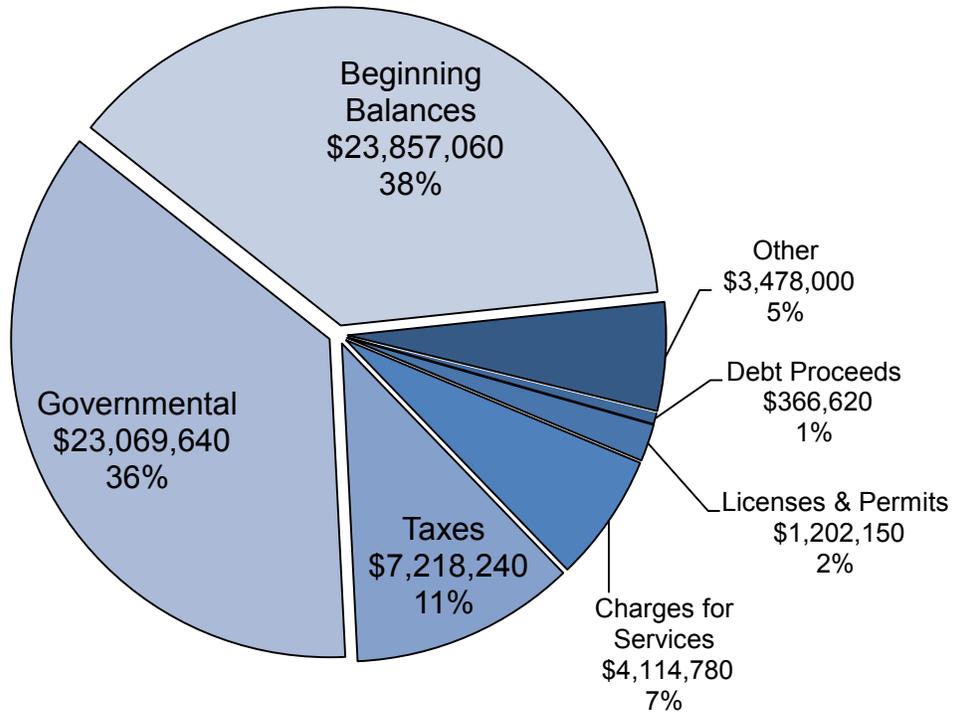
The ending balance deficit in the Wastewater Fund is covered by the surpluses in the General and CIIF funds. See the **Fund Budgeting** section for more discussion.

Funding Sources

The budget is funded from a combination of revenues, long-term debt borrowings, and beginning fund balances. Revenues represent both recurring sources and capital grants for one-time projects, and in FY 2015 these sources provide 61.7% (\$39.1 million) of the total for the budget. Beginning fund balances, which represent available resources accumulated from prior years, provide 37.7% (\$23.9 million) of the total funding sources for the budget. The remaining 0.6% (\$0.4 million) will be funded by debt proceeds.

Revenues are classified by source. **Tax revenues** are derived from the 2% transaction privilege tax, property taxes for the Quail Creek Community Facilities District, the 4% construction contracting tax, and franchise fees. **Licenses and permits** are collected from building permit and sewer connection fees. **Intergovernmental revenues** are derived from state shared revenues and grants awarded from federal, state, and local governments. **Charges for services** are earned through sewer user fees, development review fees, recreation program charges, and cost allocation recovery. **Other** revenues are generated from fines, forfeitures, investment earnings, developer contributions, and other miscellaneous items 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: \$63,306,490**



Funding Uses

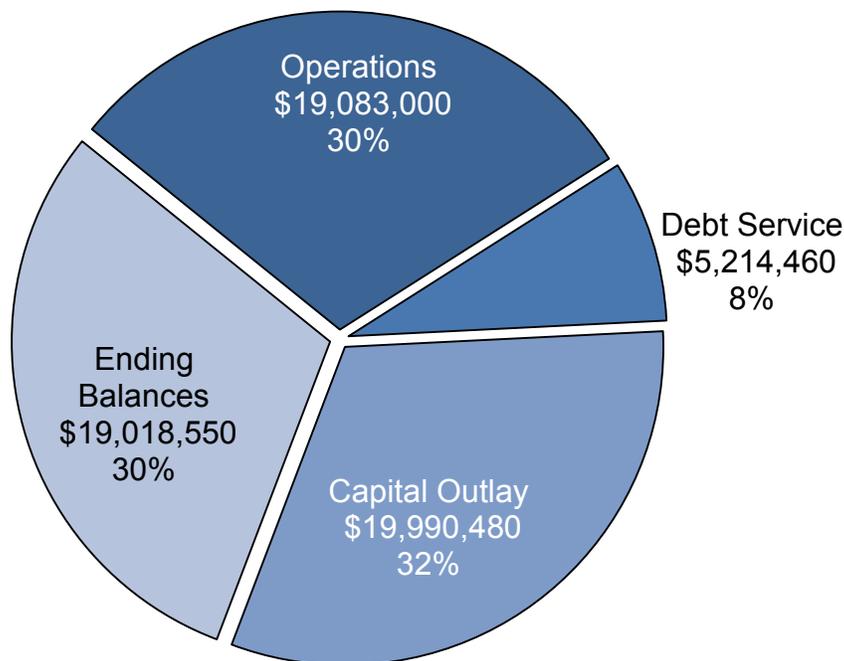
Expenditures and other uses are classified by type. Approximately 30% (\$19.0 million) of the budgeted sources are not expected to be spent during the year and, therefore, will be the **fund balances** at the end of the year. Any fund balance which is not restricted, may be used at the discretion of Town Council for emergencies, unforeseen events or opportunities.

Operations accounts for 30% (\$19.1 million) of the budget. A description of operations follows on the next page.

Capital outlay comprises 32% (\$20.0 million) of the budget. This appropriation will be used to build and purchase capital assets that are not considered to be part of the operating budget. The FY 2015-2019 **Capital Plan** provides detailed descriptions and budget plans for the Town’s capital projects and acquisitions.

The **debt service** category represents 8% (\$5.2 million) of the budget and is used for the long-term debt principal, interest, and fees paid.

Where the Money Goes
Funding Uses: \$63,306,490



Operations

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

The **personnel** category is the largest operational category and comprises 60% of all operational costs. Costs in this category are those associated with maintaining a workforce and include salaries and wages, health and dental insurance, payroll taxes, pension plan contributions, worker’s compensation, unemployment insurance, and uniform allowances.

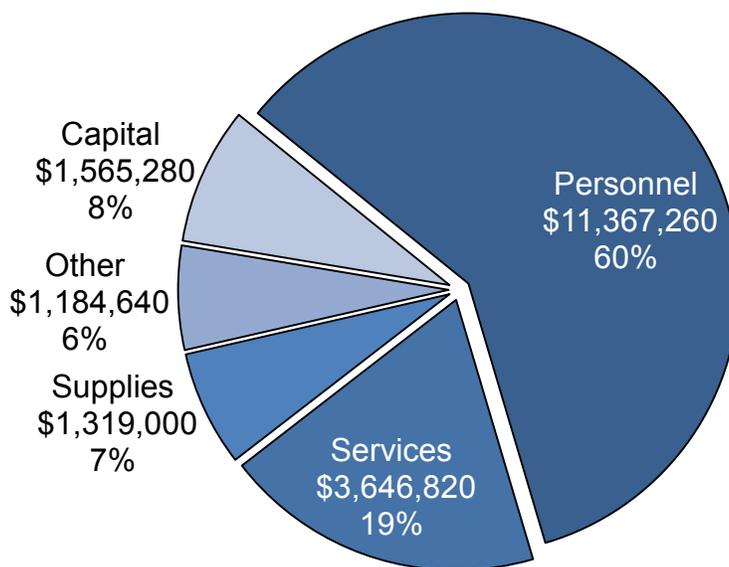
The **services** category, which accounts for outsourced services and other contractual obligations, is the second largest at 19% of total operating costs. These services include utility services and professional services such as those performed by attorneys, auditors, financial advisors, and engineers. These services also include service agreements with Pima County for items such as animal control, 911 dispatch, and incarceration.

The **supplies** category is 7% of the total. Operating supplies include items such as fuel, postage, paper, pens and pencils, or small equipment purchases or leases.

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

Operating **capital** represents vehicle and equipment purchases, facility repairs and maintenance improvements, and capital-related studies with unit costs of \$5,000 or more but less than \$150,000. These projects are smaller in scope, size, and cost of other capital projects but are often necessary for departments to accomplish their operational objectives.

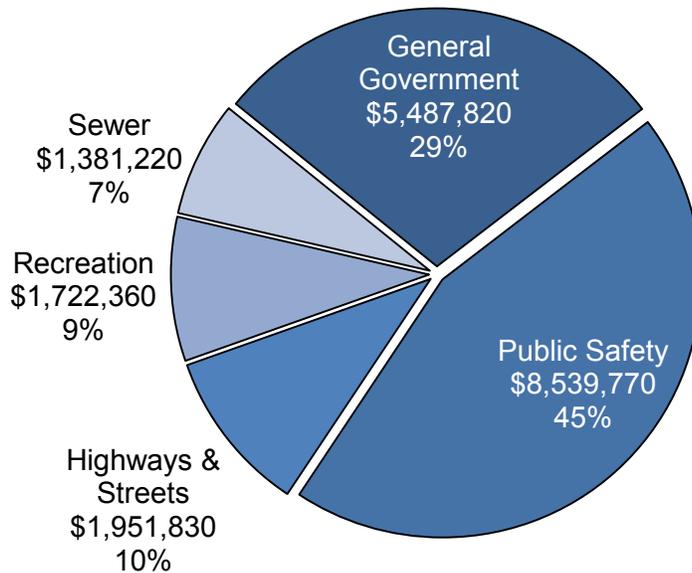
**Where the Money Goes
Operations (by Category): \$19,083,000**



Functional Areas

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

**Where the Money Goes
Operations (by Function): \$19,083,000**



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 and Facilities divisions of the Planning & Building and Public Works departments, respectively. This function represents the second costliest category for operations. 29% (39.0 FTE) of the Town’s workforce is accounted for in this function, which explains the significance of the operational costs. Indirect costs associated with capital projects in the **Capital Plan** are allocated to the CIIF and accounted for in this function as capital outlay.

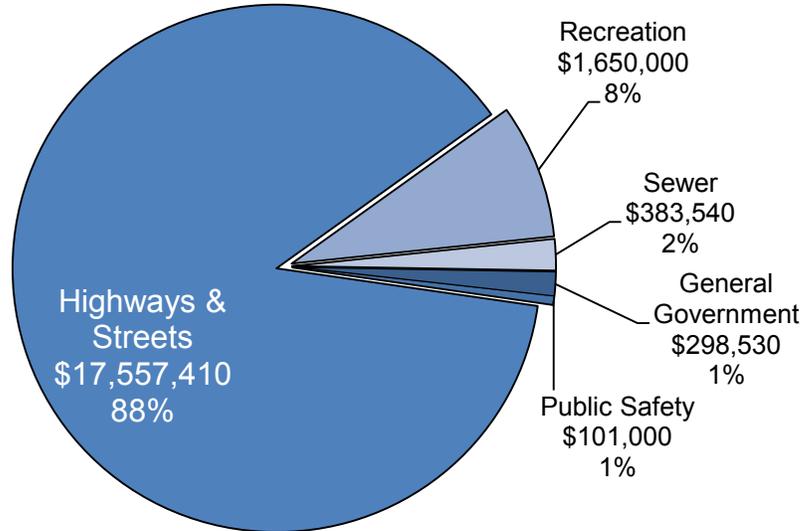
The **public safety** function includes the Building Safety division of the Planning & Building department, Public Works - Engineering, and Police departments. This function is the costliest with respect to the Town’s operations because it accounts for the greatest proportion (46% or 61.5 FTE) of employees. The **Capital Plan** also includes a non-operational facility improvement for the Police Department.

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 \$17.6 million for major roadway improvement projects.

The **recreation** function accounts for the Parks & Recreation Department. This department costs around \$1.7 million to operate. This function has a capital budget of \$515,000, most of which is to add lighting to sports fields.

The **sewer** function accounts for the activities of the wastewater utility. The \$384 thousand of expenditures budgeted for capital outlay will be used to construct the final elements of the treatment plant expansion and to provide for plans and designs for future expansion.

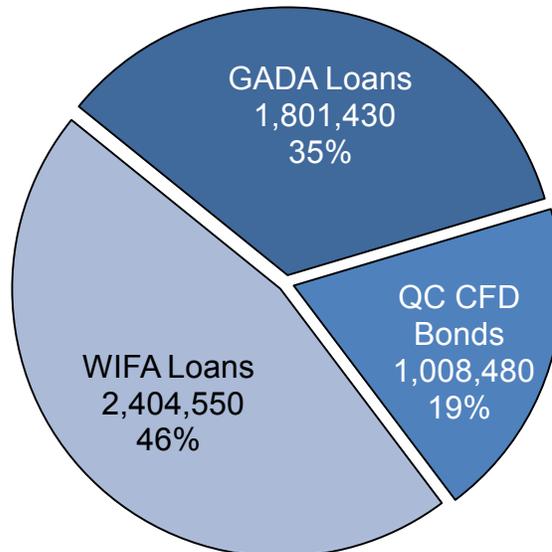
Where the Money Goes
Capital Outlay (by Function): \$19,990,480



Long-Term Debt

Debt was used to finance the acquisition of several assets. For FY 2015 the debt service (debt payment) for each loan or bond type is as follows:

Where the Money Goes
Debt Payments: \$5,214,460

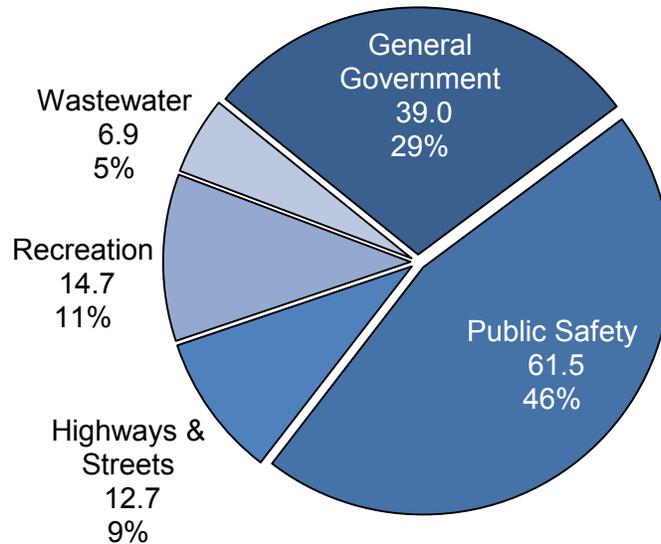


Refer to the **Debt** section of this document for more information on debt repayment.

Staffing

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

Staffing Levels by Function
Full-Time Equivalent Employees (FTE): 134.7



The following are position and staffing level changes made since the fiscal year 2014 budget was adopted. It includes revisions made during fiscal year 2014 as well newly recommended changes for fiscal year 2015. These changes do not include FTE reallocations between functional units.

<u>Department/Position</u>	<u>Description</u>	<u>FTE Change</u>
<u>Town Manager</u>		
<i>Assistant to Town Manager</i>	New position (2014)	+1.0
<i>Procurement Coordinator</i>	New position (2015)	+1.0
<u>Town Clerk</u>		
<i>Deputy Town Clerk</i>	Change status to full-time (2014)	+0.4
<u>Planning & Building</u>		
<i>Planning & Zoning Manager</i>	Reclassification of <i>Sr. Planner</i> (2015)	+0.0
<i>Sr. Permit Technician</i>	New position (2015)	+1.0
<i>Office Assistant</i>	Eliminate (part-time) position (2015)	-0.4
<u>Parks & Recreation</u>		
<i>Special Event Coordinator</i>	New position (2014)	+1.0
<i>Recreation Leader</i>	Eliminate position (2014)	-1.0
<i>Recreation Aides</i>	Reduce hours (2014)	-0.3

Police Department

<i>O&M Administrator</i>	Reclassification of <i>Sr. Office Assistant</i> (2015)	+0.0
<i>Police Officer</i>	New position (2015)	+1.0

Public Works Departments

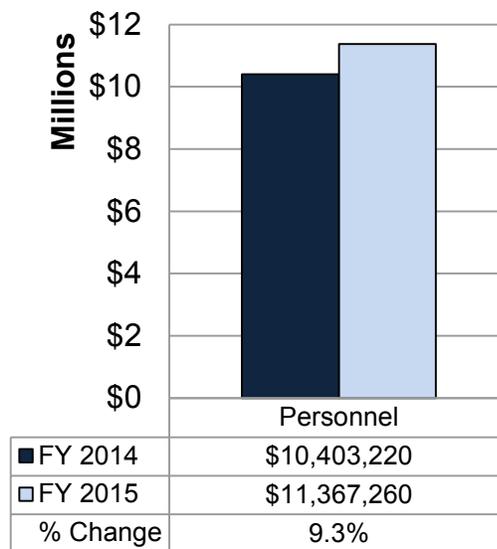
<i>Public Works Director</i>	Reclassification of <i>Asst Town Manager</i> (2014)	+0.0
<i>Wastewater Operations Supervisor</i>	Reclassification of <i>Principal Operator</i> (2014)	+0.0
<i>Sr. Construction Manager</i>	Eliminate position (2015)	-1.0
<i>Management Analyst</i>	Eliminate position (2015)	<u>-1.0</u>

TOTAL FTE CHANGES **+1.7**

BUDGETED EXPENDITURES COMPARISON

Evaluating the changes between the budgeted expenditures for fiscal years 2014 and 2015 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. Cost changes are also addressed in the **Departmental** section.

Budgeted **personnel** costs are increasing \$964 thousand. This net cost increase is attributable to the personnel changes included in the table above, merit based pay increases (up to 4.0%), increases in medical insurance costs, increases in certain pension costs, and increases in other personnel related changes such as workers compensation insurance.



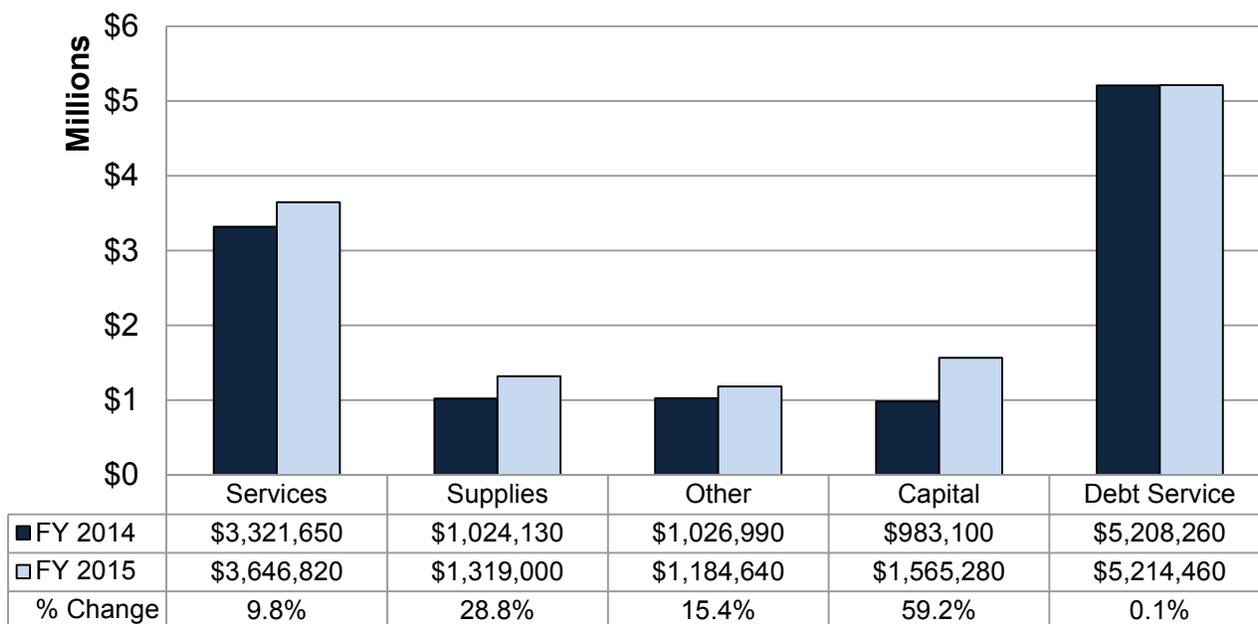
Costs for **services** are increasing \$325 thousand. This increase is mostly due to contracted services for prosecution and specialized legal services, conducting a citizen survey, the development of a strategic plan for economic development, the completion of compensation and water studies/analyses, and costs to haul dry sludge. \$230 thousand of these costs could be considered as one-time costs as the services would not be needed again in the near future.

The **supplies** budget is rising by \$294 thousand. The majority of this increase (\$254 thousand) is associated with anticipated grant funded police equipment. Other cost increases are primarily the result of inflationary cost impacts.

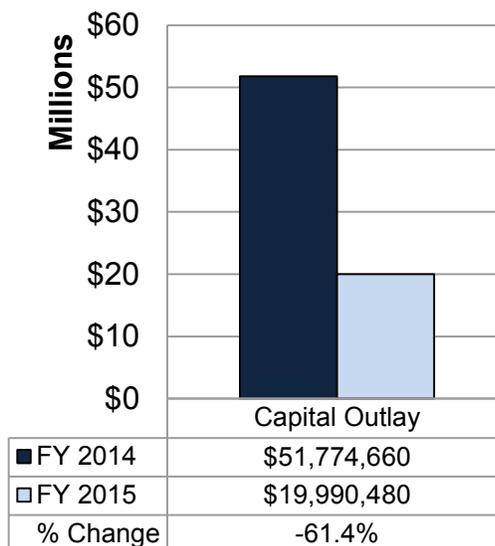
Other expenditures are going up by \$158 thousand. This includes an increase in insurance premiums, allowances for more travel and training, contributions to a local school district, and more costs being allocated to operational cost centers.

The operating **capital** budget is increasing by \$582 thousand. The Town is spending considerable more money to provide for replacement of vehicles and equipment that have met or exceeded their useful lives. Also, there are several facility and technological repairs and enhancements programmed for 2015. See the **Capital Plan** section for more information.

The Town has not entered into a new debt arrangement in several years and has no plans to do so in 2015. Existing debt agreements are structured to have level payment structures year-to-year. Therefore, the **debt service** budget is virtually unchanged. A higher proportion of the payments being made, however, are going towards the debt principal (rather than interest).



Capital outlay is decreasing by \$31.8 million. There are fewer opportunities to secure external funding sources for capital projects. Accordingly, the Town is not including contingency revenues (and corresponding expenditures) in the capital budget like it did last year. See the **Capital Plan** section for more information on projects.



SUMMARY SCHEDULES

Changes in Fund Balance Aggregate of Appropriated Funds

	2013	2014		2015	
	Actual Amount	Adopted Budget	Amended Budget	Estimated Actual	Budget Amount
Revenues:					
Taxes	\$ 8,082,127	\$ 7,740,300	\$ 7,740,300	\$ 7,816,180	\$ 7,218,240
Licenses & Permits	2,035,998	1,771,950	1,771,950	1,205,070	1,202,150
Intergovernmental	24,324,397	55,796,400	55,942,400	20,409,200	23,069,640
Charges for Services	3,632,174	3,980,390	3,980,390	3,913,420	4,114,780
Fines & Forfeits	398,853	361,290	361,290	408,220	396,090
Investment Earnings	43,047	315,570	315,570	210,820	320,540
Miscellaneous	931,442	855,010	855,010	929,290	2,761,370
Revenues Total	<u>39,448,038</u>	<u>70,820,910</u>	<u>70,966,910</u>	<u>34,892,200</u>	<u>39,082,810</u>
Expenditures:					
Operations:					
General Government	4,225,983	4,507,720	4,551,030	4,326,690	5,487,820
Public Safety	6,344,200	6,759,920	7,135,560	6,630,980	8,539,770
Highways & Streets	1,636,412	1,717,200	1,923,630	1,814,250	1,951,830
Recreation	1,327,626	1,476,350	1,476,350	1,375,710	1,722,360
Sewer	1,145,913	1,314,800	1,319,730	1,327,530	1,381,220
Operations Total	<u>14,680,134</u>	<u>15,775,990</u>	<u>16,406,300</u>	<u>15,475,160</u>	<u>19,083,000</u>
Debt Service	5,136,900	5,208,260	5,208,260	5,208,260	5,214,460
Capital Outlay	16,416,838	52,757,760	52,377,190	16,031,020	19,990,480
Expenditures Total	<u>36,233,872</u>	<u>73,742,010</u>	<u>73,991,750</u>	<u>36,714,440</u>	<u>44,287,940</u>
Revenues Over (Under)					
Expenditures	3,214,166	(2,921,100)	(3,024,840)	(1,822,240)	(5,205,130)
Other Funding Sources:					
Long-Term Debt Proceeds	<u>60,617</u>	<u>330,240</u>	<u>330,240</u>	<u>82,380</u>	<u>366,620</u>
Change in Fund Balance	<u>3,274,783</u>	<u>(2,590,860)</u>	<u>(2,694,600)</u>	<u>(1,739,860)</u>	<u>(4,838,510)</u>
Beginning Fund Balance	22,322,128	24,566,190	24,566,190	25,596,910	23,857,060
Ending Fund Balance	<u>\$ 25,596,911</u>	<u>\$ 21,975,330</u>	<u>\$ 21,871,590</u>	<u>\$ 23,857,050</u>	<u>\$ 19,018,550</u>

NOTES:

The 2014 estimated actuals are based on eight months of actual figures (i.e., July through February) and four months of estimated figures (i.e., March through June).

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

SUMMARY SCHEDULES

Changes in Fund Balances Appropriated Funds Fiscal Year 2015

	General Fund	HURF Fund	GARS Fund	QC CFD Fund	CIIF Fund	Wastewater Fund	Total
Revenues:							
Taxes	\$ 4,848,100	\$ -	\$ -	\$ 345,860	\$ 2,024,280	\$ -	\$ 7,218,240
Licenses & Permits	806,230	-	-	-	-	395,920	1,202,150
Intergovernmental	6,326,500	2,800,290	726,460	-	13,216,390	-	23,069,640
Charges for Services	901,040	-	15,000	-	-	3,198,740	4,114,780
Fines & Forfeits	275,570	-	120,520	-	-	-	396,090
Investment Earnings (Losses)	230,410	2,590	7,440	(430)	113,880	(33,350)	320,540
Miscellaneous	50,000	-	21,000	690,370	2,000,000	-	2,761,370
Revenues Total	<u>13,437,850</u>	<u>2,802,880</u>	<u>890,420</u>	<u>1,035,800</u>	<u>17,354,550</u>	<u>3,561,310</u>	<u>39,082,810</u>
Expenditures:							
Operations:							
General Government	4,981,040	-	-	-	506,780	-	5,487,820
Public Safety	6,926,590	-	1,164,180	-	449,000	-	8,539,770
Highways & Streets	-	1,778,510	-	18,320	155,000	-	1,951,830
Recreation	1,491,050	-	14,000	39,060	178,250	-	1,722,360
Sewer	-	-	-	-	-	1,381,220	1,381,220
Operations Total	<u>13,398,680</u>	<u>1,778,510</u>	<u>1,178,180</u>	<u>57,380</u>	<u>1,289,030</u>	<u>1,381,220</u>	<u>19,083,000</u>
Debt Service	-	-	-	1,008,480	1,801,430	2,404,550	5,214,460
Capital Outlay	-	-	90,000	-	19,516,940	383,540	19,990,480
Expenditures Total	<u>13,398,680</u>	<u>1,778,510</u>	<u>1,268,180</u>	<u>1,065,860</u>	<u>22,607,400</u>	<u>4,169,310</u>	<u>44,287,940</u>
Revenues Over (Under) Expenditures	39,170	1,024,370	(377,760)	(30,060)	(5,252,850)	(608,000)	(5,205,130)
Other Funding Sources (Uses) Long-Term Debt Proceeds Net Transfers In (Out)	-	-	-	-	-	366,620	366,620
	(729,600)	(1,000,000)	-	30,060	1,000,000	699,540	-
Change in Fund Balance	<u>(690,430)</u>	<u>24,370</u>	<u>(377,760)</u>	<u>-</u>	<u>(4,252,850)</u>	<u>458,160</u>	<u>(4,838,510)</u>
Fund Balance, 7/1/2014	16,369,480	181,890	710,090	-	10,053,320	(3,457,720)	23,857,060
Fund Balance, 6/30/2015	<u>\$ 15,679,050</u>	<u>\$ 206,260</u>	<u>\$ 332,330</u>	<u>\$ -</u>	<u>\$ 5,800,470</u>	<u>\$ (2,999,560)</u>	<u>\$ 19,018,550</u>

NOTES:

Each fund and the change in its fund balance is discussed in the FUND BUDGETING section of the Budget.

SUMMARY SCHEDULES

Funding Sources

Fiscal Year 2015

FY 2015 BUDGET

	General Fund	HURF Fund	GARS Fund	QC CFD Fund	CIIF Fund	Wastewater Fund	Total	% of Sources
Revenues:								
Taxes	\$ 4,848,100	\$ -	\$ -	\$ 345,860	\$ 2,024,280	\$ -	\$ 7,218,240	11.4%
Licenses & Permits	806,230	-	-	-	-	395,920	1,202,150	1.9%
Intergovernmental	6,326,500	2,800,290	726,460	-	13,216,390	-	23,069,640	36.4%
Charges for Services	901,040	-	15,000	-	-	3,198,740	4,114,780	6.5%
Fines & Forfeits	275,570	-	120,520	-	-	-	396,090	0.6%
Investment Earnings (Losses)	230,410	2,590	7,440	(430)	113,880	(33,350)	320,540	0.5%
Miscellaneous	50,000	-	21,000	690,370	2,000,000	-	2,761,370	4.4%
Revenues Total	13,437,850	2,802,880	890,420	1,035,800	17,354,550	3,561,310	39,082,810	61.7%
Long-Term Debt Proceeds	-	-	-	-	-	366,620	366,620	0.6%
Net Transfers In (Out)	(729,600)	(1,000,000)	-	30,060	1,000,000	699,540	-	0.0%
Beginning Fund Balances	16,369,480	181,890	710,090	-	10,053,320	(3,457,720)	23,857,060	37.7%
Total Funding Sources	\$29,077,730	\$ 1,984,770	\$ 1,600,510	\$ 1,065,860	\$28,407,870	\$ 1,169,750	\$63,306,490	100.0%
% of All Funds	45.9%	3.1%	2.5%	1.7%	44.9%	1.8%	100.0%	

SUMMARY SCHEDULES

Funding Uses
Fiscal Year 2015

Fund/Department	OPERATIONS					
	Personnel	Services	Supplies	Other	Capital	Total
General Fund						
Mayor & Council	\$ 58,670	\$ -	\$ 5,650	\$ 56,000	\$ -	\$ 120,320
Town Manager	614,030	145,780	12,590	30,960	-	803,360
Law	440,720	100,400	18,850	23,750	-	583,720
Town Clerk	353,240	108,950	13,310	16,820	-	492,320
Finance	609,690	215,390	21,570	254,900	-	1,101,550
Human Resources	185,270	54,120	5,490	2,470	-	247,350
Planning & Building	1,037,190	159,400	13,960	16,640	-	1,227,190
Parks & Recreation	836,360	425,420	122,670	106,600	-	1,491,050
Public Works	374,680	423,580	38,400	9,110	-	845,770
Police	4,779,510	598,250	357,500	92,750	-	5,828,010
Municipal Court	490,820	16,470	23,600	24,300	-	555,190
Non-Departmental	-	25,150	3,200	74,500	-	102,850
Subtotal:	9,780,180	2,272,910	636,790	708,800	-	13,398,680
HURF Fund	606,750	767,370	186,500	209,290	8,600	1,778,510
GARS Fund	444,590	60,420	381,520	24,000	267,650	1,178,180
QC CFD Fund	-	48,310	3,650	5,420	-	57,380
CIIF Fund	-	-	-	-	1,289,030	1,289,030
Wastewater Fund	535,740	497,810	110,540	237,130	-	1,381,220
ALL FUNDS TOTAL	\$ 11,367,260	\$ 3,646,820	\$ 1,319,000	\$ 1,184,640	\$ 1,565,280	\$ 19,083,000

Fund/Department	OPERATIONS					
	From above Total	Debt Service	Capital Outlay	Fund Balances	Categories Total	% of All Funds
General Fund						
Mayor & Council	\$ 120,320	\$ -	\$ -	\$ -	\$ 120,320	
Town Manager	803,360	-	-	-	803,360	
Law	583,720	-	-	-	583,720	
Town Clerk	492,320	-	-	-	492,320	
Finance	1,101,550	-	-	-	1,101,550	
Human Resources	247,350	-	-	-	247,350	
Planning & Building	1,227,190	-	-	-	1,227,190	
Parks & Recreation	1,491,050	-	-	-	1,491,050	
Public Works	845,770	-	-	-	845,770	
Police	5,828,010	-	-	-	5,828,010	
Municipal Court	555,190	-	-	-	555,190	
Non-Departmental	102,850	-	-	15,679,050	15,781,900	
Subtotal:	13,398,680	-	-	15,679,050	29,077,730	45.9%
HURF Fund	1,778,510	-	-	206,260	1,984,770	3.1%
GARS Fund	1,178,180	-	90,000	332,330	1,600,510	2.5%
QC CFD Fund	57,380	1,008,480	-	-	1,065,860	1.7%
CIIF Fund	1,289,030	1,801,430	19,516,940	5,800,470	28,407,870	44.9%
Wastewater Fund	1,381,220	2,404,550	383,540	(2,999,560)	1,169,750	1.8%
ALL FUNDS TOTAL	\$ 19,083,000	\$ 5,214,460	\$ 19,990,480	\$ 19,018,550	\$ 63,306,490	100.0%
% of All Categories	30.1%	8.2%	31.6%	30.0%	100.0%	

SUMMARY SCHEDULES

Interfund Transfers

Fiscal Year 2015

Transfers From	Transfer Recipient						
	General Fund	HURF Fund	GARS Fund	QC CFD Fund	CIIF Fund	Wastewater Fund	Total
General Fund	\$ -	-	-	\$ 30,060 ^A	\$ -	\$ 699,540 ^C	\$ 729,600
HURF Fund	\$ -	-	-	-	1,000,000 ^B	-	1,000,000
GARS Fund	-	-	-	-	-	-	-
QC CFD Fund	-	-	-	-	-	-	-
CIIF Fund	-	-	-	-	-	-	-
Wastewater Fund	-	-	-	-	-	-	-
Total	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 30,060</u>	<u>\$ 1,000,000</u>	<u>\$ 699,540</u>	<u>\$ 1,729,600</u>

Descriptions:

A General Operating Subsidy Transfers

Transfers from the General Fund to the QC CFD Fund are planned to finance the operating deficit in 2015. These transfer amounts represent a maximum subsidy amount for the year and will only be made to the extent that a deficit occurs.

B Capital 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.

C General Fund Water transfers

Transfers from the General Fund to the Wastewater Fund are planned to pay for the transfer of water credits from the Wastewater Utility to the General Fund. The recharge credits will be held for resale at a future date.

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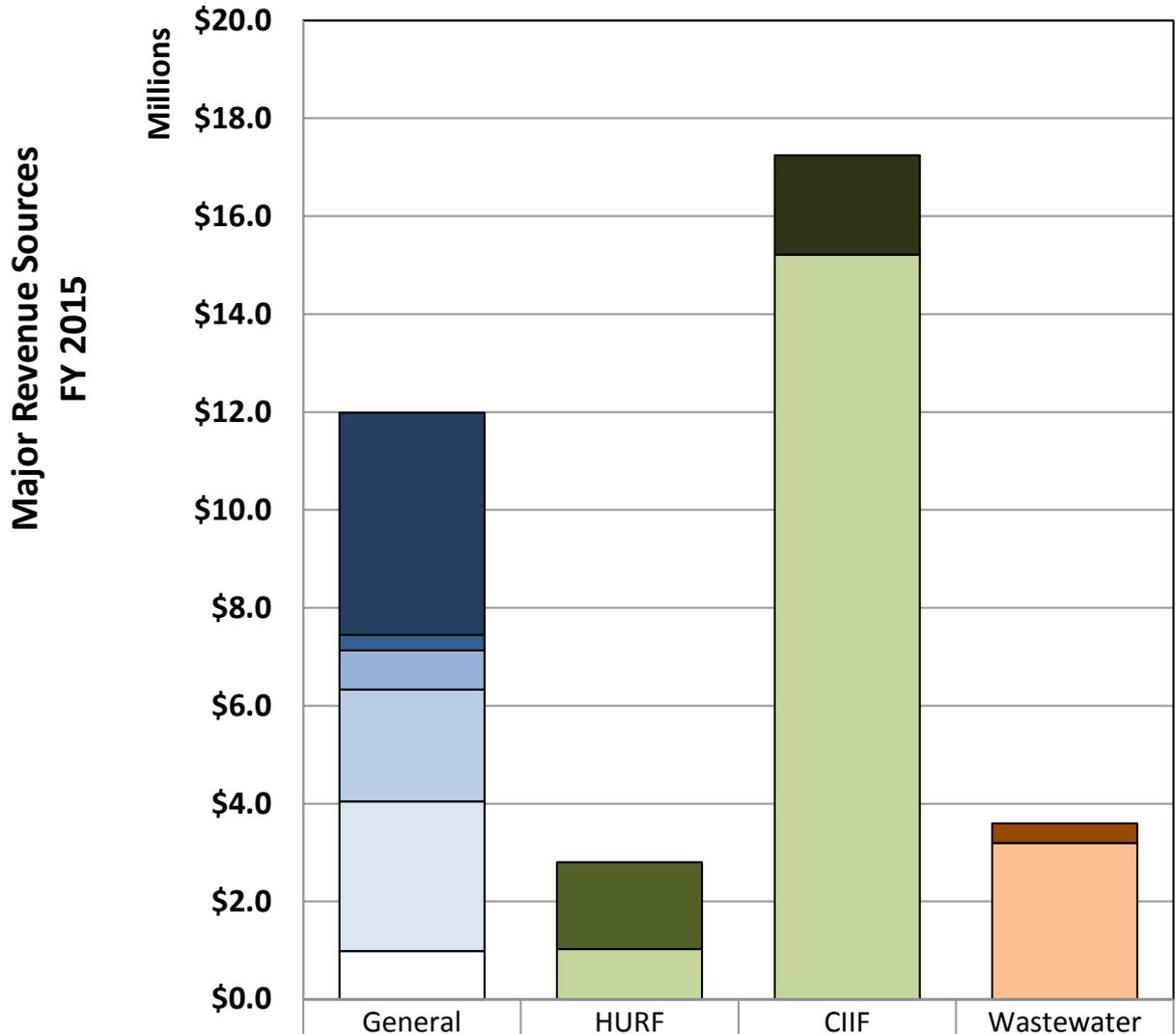
Sahuarita
ARIZONA
FY2015
BUDGET



MAJOR REVENUES

MAJOR REVENUE SOURCES

The following table displays 91% (\$35.6 million) of the total revenues expected to be recorded in fiscal year 2015 and in which fund they are accounted.



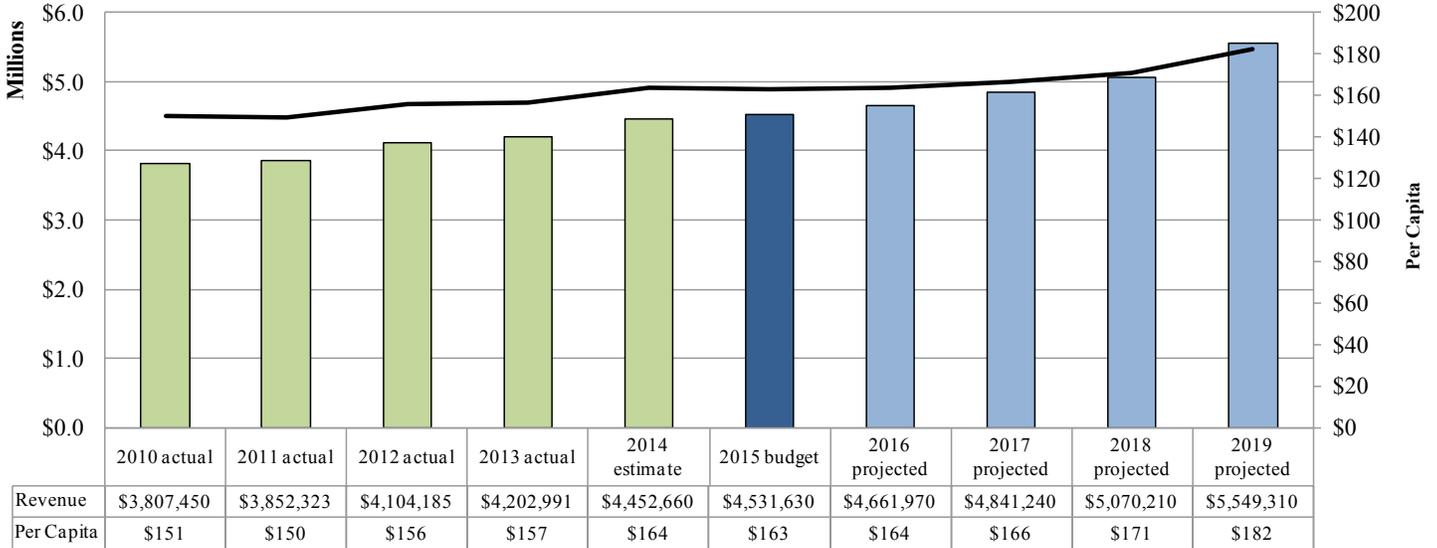
	General	HURF	CIIF	Wastewater
■ Sales Tax	\$4,531,630			
■ Construction Tax			\$2,024,280	
■ Franchise Tax	\$316,470			
■ Building Permit Fees	\$806,230			
■ Sewer Connection Fees				\$395,920
■ State Sales Tax	\$2,282,360			
■ State Income Tax	\$3,057,570			
■ State Vehicle License Tax	\$986,570			
■ State Shared HURF		\$1,775,290		
■ Capital Grants		\$1,025,000	\$15,216,390	
■ Sewer User Fees				\$3,198,740

MAJOR REVENUE SOURCES

General Sales Taxes (Taxes)

Description & Use

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



Current Rate Structure

The Town assesses a 2.0% tax rate on most general, non-service business transactions. The State of Arizona collects taxes on behalf of the Town and remits them to the Town on a weekly basis. The Town operates under Arizona’s *Model City Tax Code* (<http://modelcitytaxcode.az.gov/>).

Assumptions

Projections were based on estimated population and growth in commercial development. The estimates were derived using planning documents for new development in the Town. Inflationary factors and tax leakage assumptions were also considered in the projections.

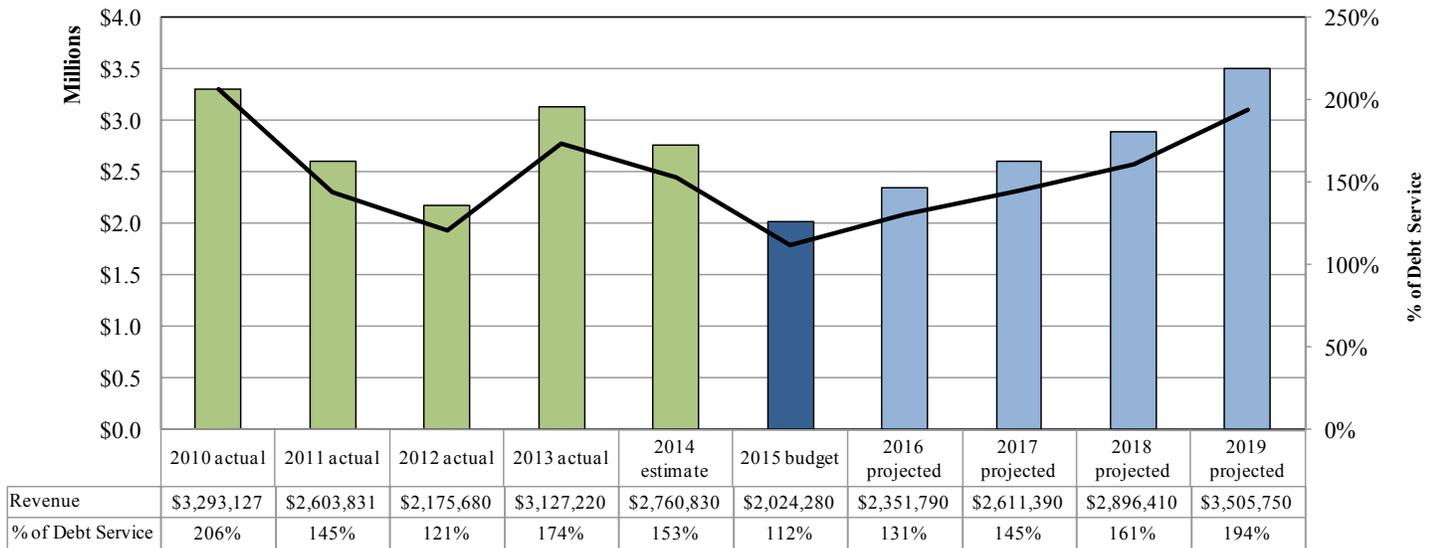
Trend

Positive. General sales taxes per capita are projected to increase over time. More commercial development will result in less sales leakage, resulting in a higher per capita capture rate.

MAJOR REVENUE SOURCES

Construction Contracting Taxes (Taxes)

Description & Use A transaction privilege tax is assessed on construction contracting within the Town limits. The Town Council has assigned these revenues to pay general debt service and for capital projects. These tax revenues are recorded in the CIIF, the Town’s *Capital Projects Fund*.



Current Rate Structure The Town has a tax rate of 4.0% on all construction contracting transactions. The State of Arizona collects taxes on behalf of the Town and remits them to the Town on a weekly basis. The Town operates under Arizona’s *Model City Tax Code* (<http://modelcitytaxcode.az.gov/>).

Assumptions Projections were based on growth estimates. The expectation was derived using planning documents for new development and factors influencing the housing market in the State and nationwide. Inflationary impacts were also considered.

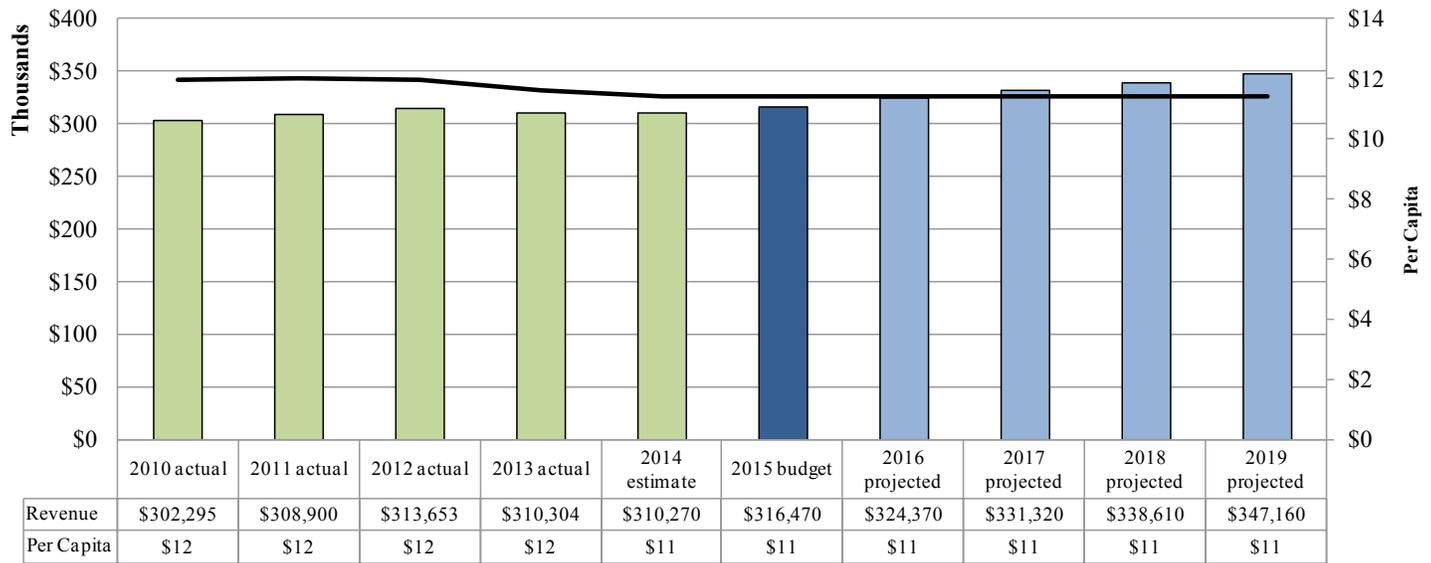
Trend Positive. After 2015, construction contracting taxes are projected to cover a larger percentage of debt service costs in the CIIF than the 2015 low point. A slightly increasing growth rate and a higher mix of commercial development will drive the increase.

MAJOR REVENUE SOURCES

Franchise Taxes (Taxes)

Description & Use

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



Current Rate Structure

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

Assumptions

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

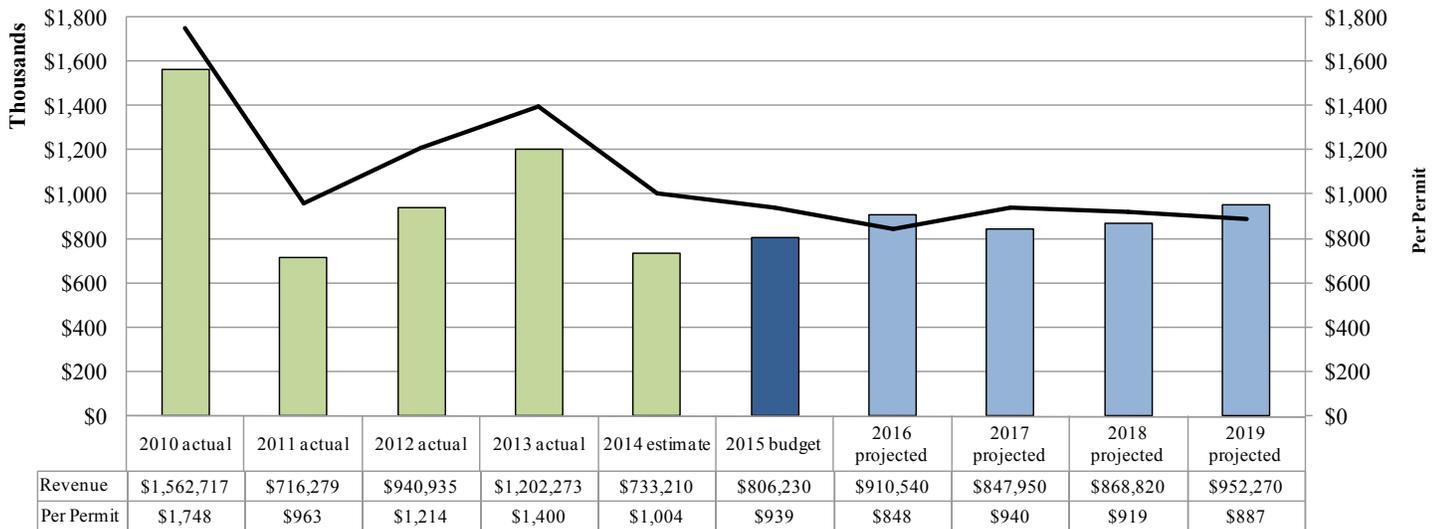
Trend

Stable. Franchise taxes per capita are projected to be about the same as they have been in the past.

MAJOR REVENUE SOURCES

Building Permit Fees (Licenses and Permits)

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



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

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

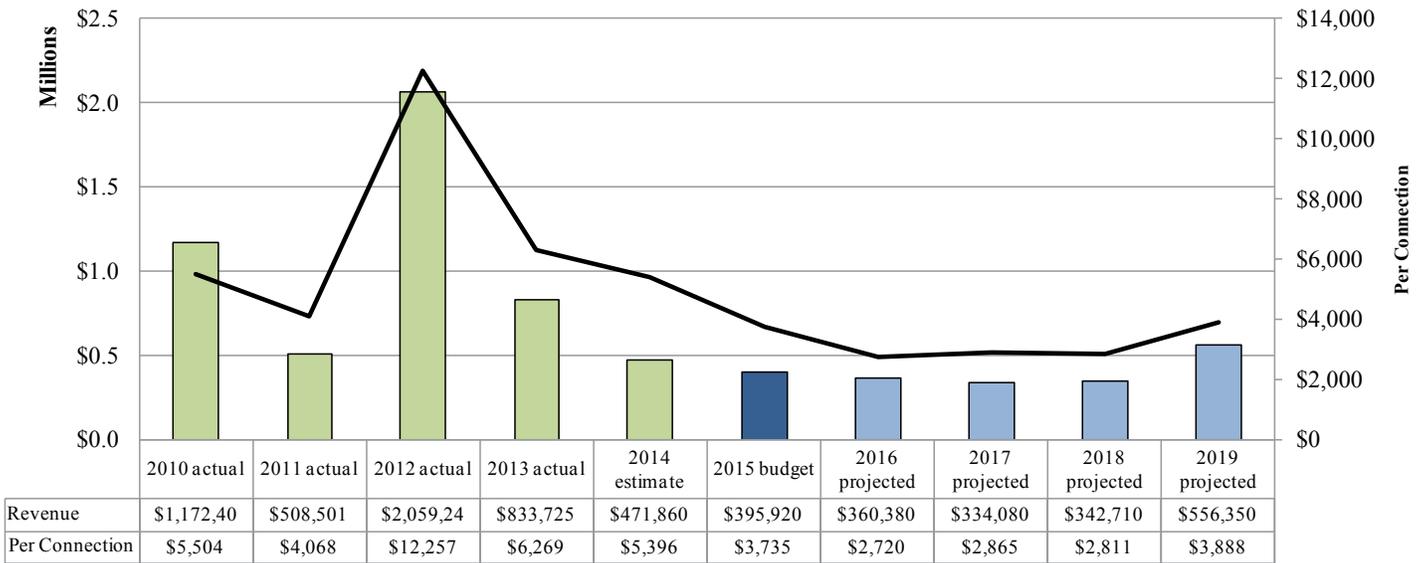
Trend Negative, but stable. The average permit is projected to generate less revenue than in the past as more of it will be derived from improvements to existing properties and structures rather than for new construction. New construction generally generates a higher fee per permit.

MAJOR REVENUE SOURCES

Sewer Connection Fees (Licenses and Permits)

Description & Use

A fee is charged to new customers connecting to the Town's sewer system. Sewer connection fees are used to pay capital costs (and associated debt) to expand and improve the wastewater treatment facilities. The fees are recorded in the Wastewater Enterprise Fund.



Current Rate Structure

The Town is contractually obligated to use an equivalent methodology as the County to derive sewer connection rates. Connection fees have historically been calculated based on the number of fixture unit equivalents installed as part of new construction or as part of rehabilitation of existing structures. For fiscal year 2013 and beyond, however, the County began to charge based upon the size of the water meter servicing the properties in question. This new fee structure significantly reduced the amount of connection fee revenues generated. The fees are collected when 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 new development as well as expectations about factors influencing the housing market in the State and nationwide.

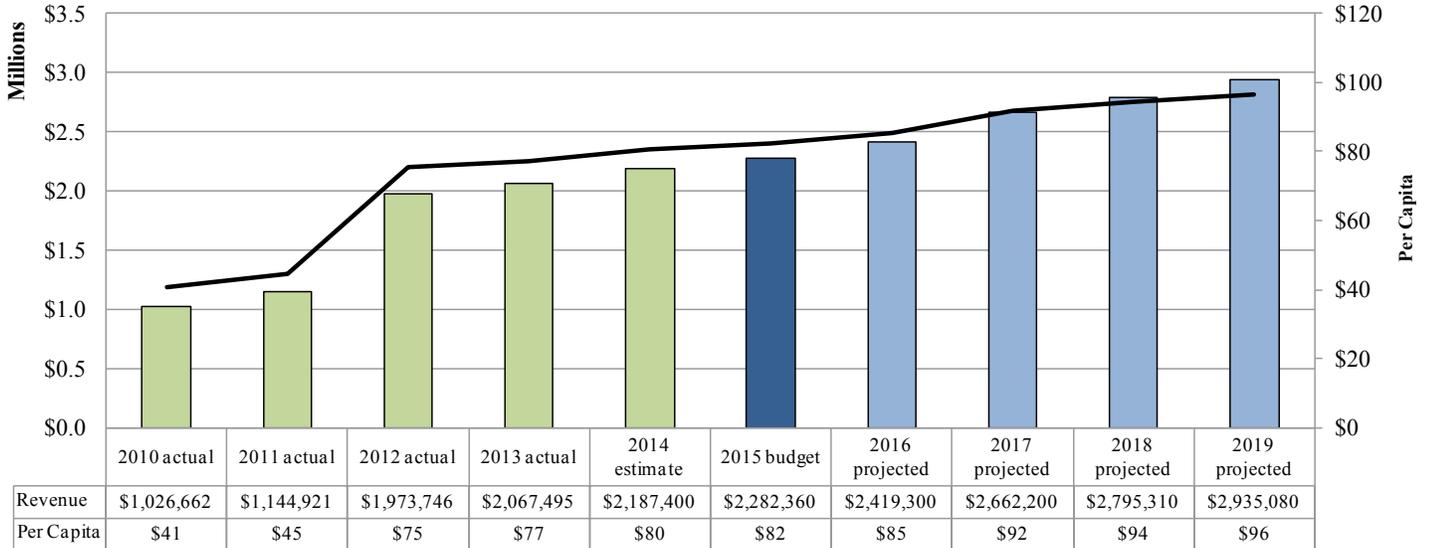
Trend

Negative. The average connection is projected to generate less revenue than the historical average due to the change in rate structure described above.

MAJOR REVENUE SOURCES

State Shared Sales Taxes (Intergovernmental)

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



Current Rate Structure The State’s transaction privilege tax rate is 5.6%. The State’s distribution is based upon population figures, adjusted every five years, proportional to other municipalities. Distributions are received monthly.

Assumptions The Arizona Department of Revenue provides the Town with projected revenues. In fiscal year 2012, the population figures were adjusted to the 2010 U.S. Census figures, which had a dramatic impact on the Town’s share of revenues. The next adjustment will occur in 2017.

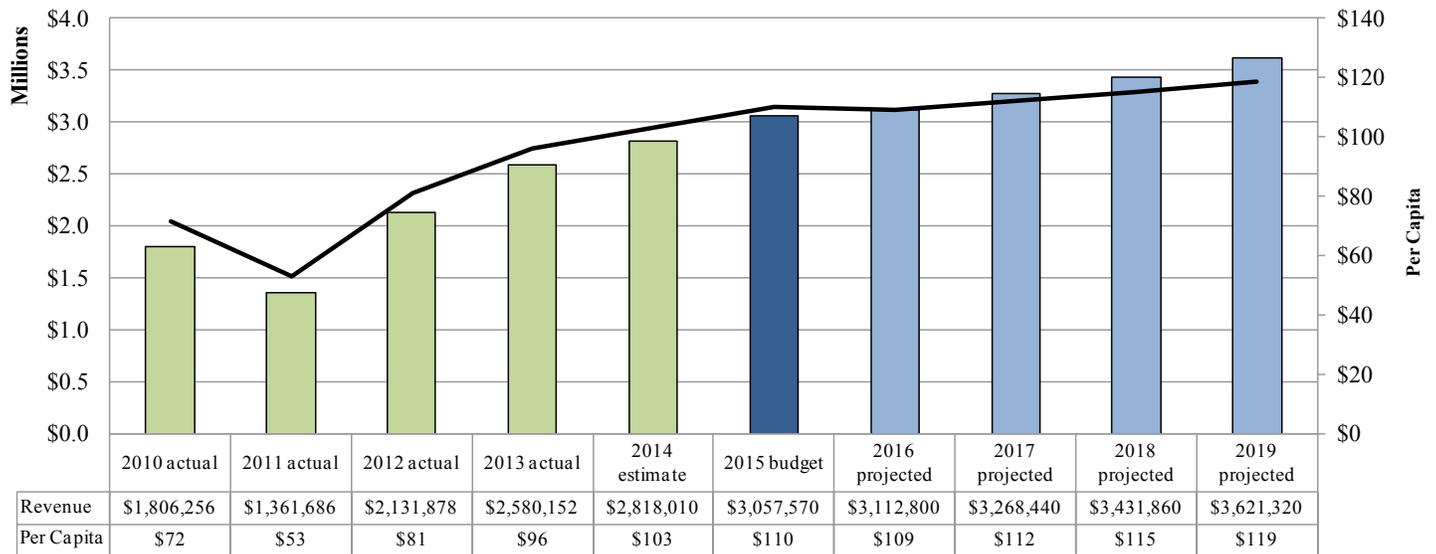
Trend Positive. State shared sales taxes per capita are projected to increase over time. The State’s economy is improving and the Town’ population growth is outpacing the Statewide average.

MAJOR REVENUE SOURCES

State Shared Income Taxes (Intergovernmental)

**Description
& Use**

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



**Current Rate
Structure**

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

Assumptions

The Arizona Department of Revenue provides the Town with projected revenues. In fiscal year 2012, the population figures were adjusted to reflect the 2010 U.S. Census figures, which had a dramatic impact on the Town’s share of revenues. The next adjustment will occur in 2017.

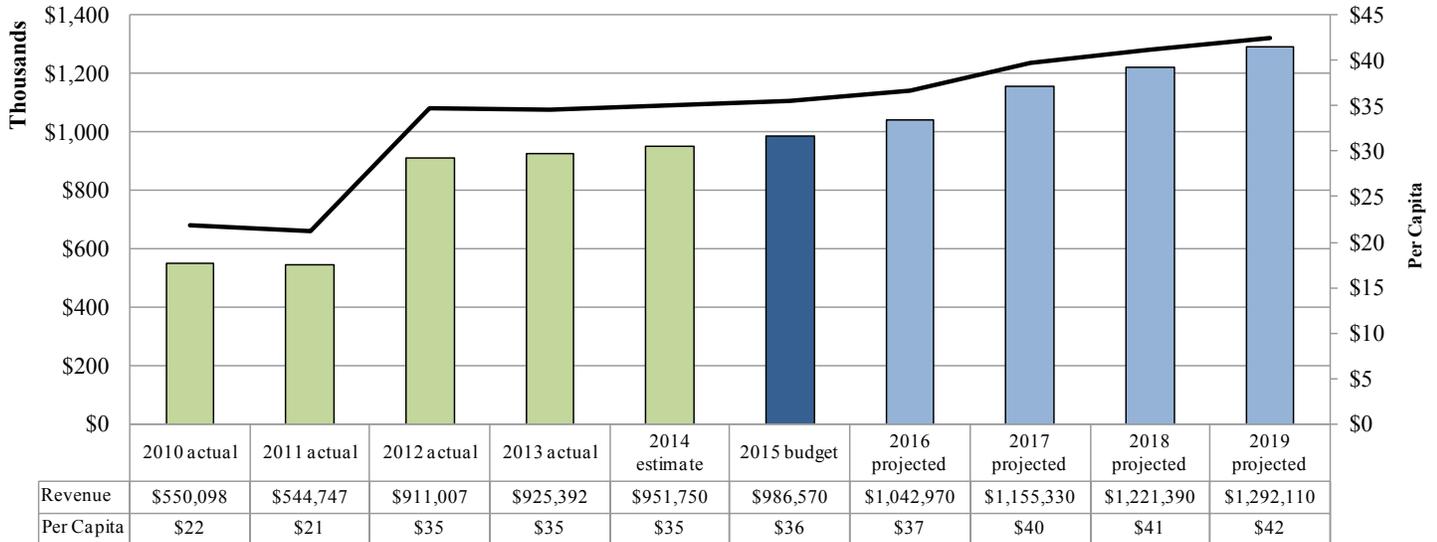
Trend

Positive. State shared income taxes per capita are projected to increase over time. The State’s economy is improving and the Town’ population growth is outpacing the Statewide average.

MAJOR REVENUE SOURCES

State Shared Vehicle License Taxes (Intergovernmental)

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



Current Rate Structure The State’s distribution is based upon population figures, adjusted every five years, proportional to other municipalities. Distributions are twice a month.

Assumptions The Arizona Department of Transportation provides estimates of collections which the Town uses to project revenues. In fiscal year 2012, the population figures were adjusted to the 2010 U.S. Census figures, which had a dramatic impact on the Town’s share of revenues. The next adjustment will occur in 2017.

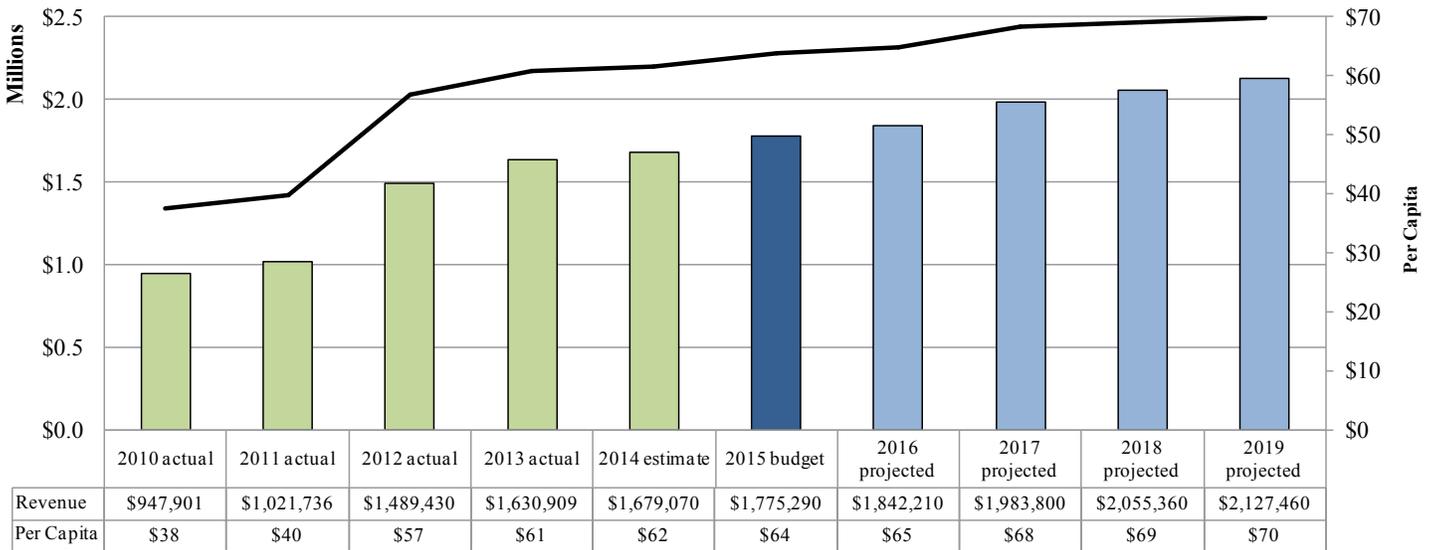
Trend Positive. State shared vehicle license taxes per capita are projected to increase over time. The State’s economy is improving and the Town’ population growth is outpacing the Statewide average.

MAJOR REVENUE SOURCES

Highway User Revenue Funds (HURF) (Intergovernmental)

Description & Use

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



Current Rate Structure

The majority of the HURF is generated from the tax on fuel sales (\$0.18 per gallon) and a portion on vehicle license taxes. Cities and towns receive 27.5% of total HURF collected. The funds are distributed based on two calculations. First, 50% of the available funds are distributed based on population figures, adjusted every five years, relative to other local jurisdictions. Second, the remaining 50% is distributed to counties based on fuel sales and further to cities and towns based on population proportion in the county. Distributions are received monthly.

Assumptions

The Arizona Department of Transportation provides estimated collections that the Town uses to project revenues. In fiscal year 2012, the population figures were adjusted to the 2010 U.S. Census figures, which had a dramatic impact on the Town’s share of revenues. The next adjustment will occur in 2017.

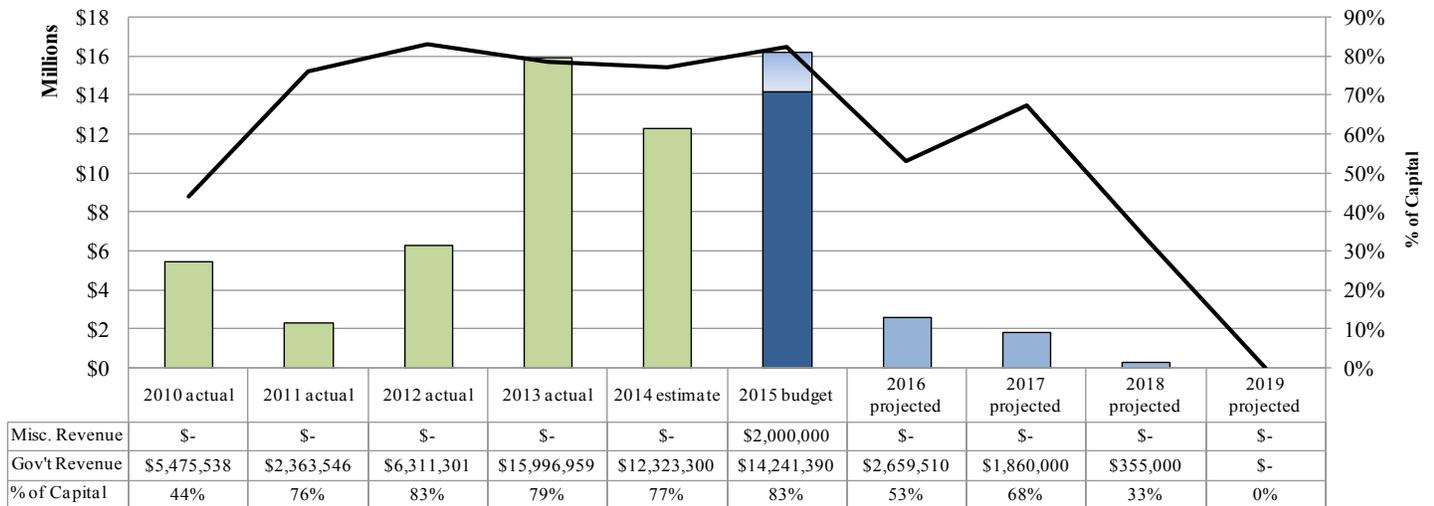
Trend

Positive. State shared HURF per capita are projected to increase over time. The State’s economy is improving and the Town’ population growth is outpacing the Statewide average.

MAJOR REVENUE SOURCES

Capital Grants (Miscellaneous & Intergovernmental)

Description & Use The Town receives grant funding from other governmental entities such as the State of Arizona, Pima County, and the Regional Transportation Authority. The Town may also receive capital grants from non-governmental entities (Misc. Revenue). Capital grant revenues are used for the acquisition and construction of capital assets, as restricted in the grant or contractual agreements. These revenues are typically recorded in the HURF special revenue fund or the CIIF capital projects fund depending on the nature of the grant/contract.



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

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

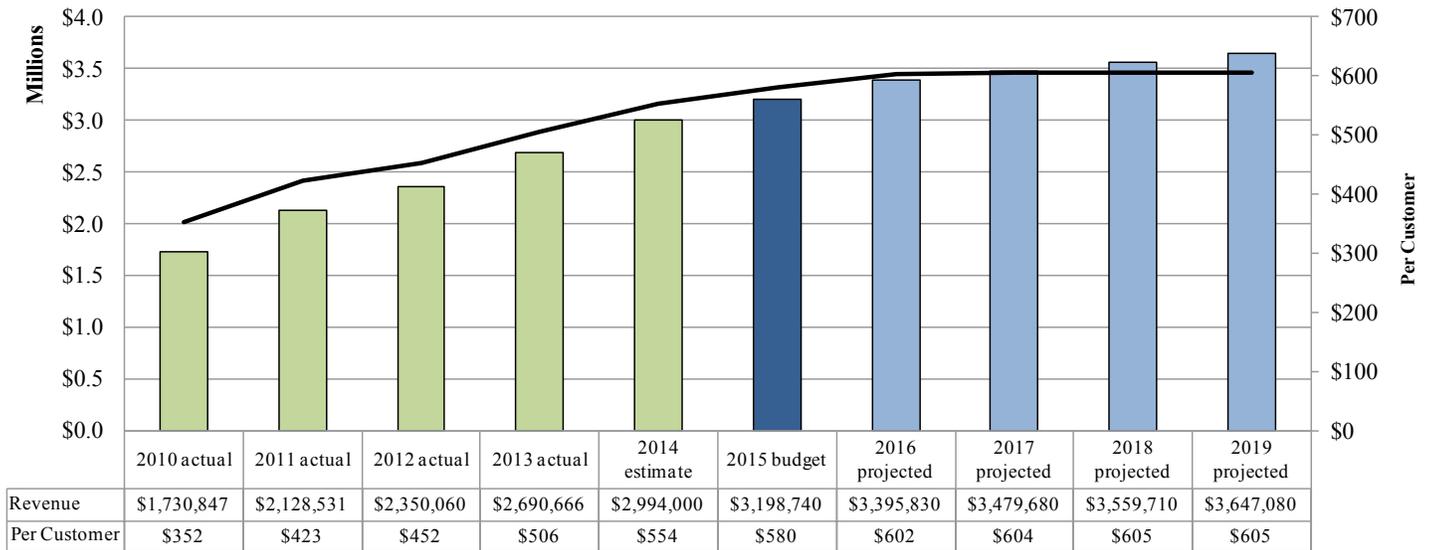
Trend Negative. After 2015, grant revenues are projected to cover a smaller percentage of capital costs than the historical average. Grant money is generally less available than in the past, which will result in fewer opportunities to do major capital projects in the Town.

MAJOR REVENUE SOURCES

Sewer User Fees (Charges for Services)

Description & Use

Sewer user fees are charged to the households and businesses served by the wastewater utility. Sewer user fees are used to pay the operating costs of the wastewater utility and to pay a portion of the debt service costs. The fees are recorded in the Wastewater Enterprise Fund.



Current Rate Structure

Customers are billed monthly fees based on the average amount of water they consume during the winter months. Fees are set at a rate needed to pay for operations and a portion of debt service. The fees are reviewed periodically to determine if they are adequate to meet the obligations of the enterprise. A 4.0% fee increase is expected to become effect on July 1, 2014 and 2015.

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 new development and expectations about factors influencing the housing market in the State and nationwide

Trend

Positive. Increasing rates are expected to produce higher sewer user fees per customer over time.

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FY2015
BUDGET

Sahuarita
ARIZONA
FY2015
BUDGET



FUND BUDGETING

What is Fund Budgeting?

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

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

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

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

What are the Funds used by the Town?

The Town uses the following six funds to account for all of its financial activity.

- General Fund
- Highway User Revenue Fund
- Grants and Restricted Sources Fund
- Quail Creek Community Facilities District Fund
- Capital Infrastructure Improvement Fund
- Wastewater Fund

What is a balanced budget?

A fund is considered to be in balance when its financial sources equal its uses. Sources are made up of all money received during the year plus all savings from prior years, and uses are made up of all money spent during the year plus all money to be saved for future years. For practical purposes, however, it may be better to consider a fund in balance when there is at least as much money coming in as going out. When each fund is in balance, the sum of these funds (the budget taken as a whole) will be in balance.

APPROPRIATED FUNDS AND FUND TYPE

FY 2015 BUDGET

TOWN OF SAHUARITA APPROPRIATED BUDGET

GOVERNMENTAL

<p>GENERAL</p> <p><i>Used to account for and report all financial resources not accounted for and reported in another fund .</i></p>	<p>SPECIAL REVENUES</p> <p><i>Used to account for and report the proceeds of specific revenue sources that are restricted or committed to expenditure for specified purposes other than debt.</i></p>	<p>CAPITAL PROJECTS</p> <p><i>Used to account for and report financial resources that are restricted, committed, or assigned to expenditure for capital outlays, including the acquisition or construction of capital facilities and other assets.</i></p>
<p>General Fund *</p>	<p>HURF Fund</p>	<p>CIIF Fund *</p>
	<p>GARS Fund</p>	
	<p>QC CFD Fund</p>	

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

PROPRIETARY

ENTERPRISE

Used to report any activity for which a fee is charged to external users for goods or services.

**Wastewater
Enterprise Fund**

FUNDS AND DEPARTMENTS

FY 2015 BUDGET

GENERAL FUND	HURF FUND	GARS FUND
MAYOR & COUNCIL		
TOWN MANAGER		
DEPARTMENT OF LAW		
TOWN CLERK		
FINANCE		
HUMAN RESOURCES		
PLANNING & BUILDING		
PARKS & RECREATION		PARKS & RECREATION
PUBLIC WORKS		
POLICE		POLICE
MUNICIPAL COURT		MUNICIPAL COURT
	STREETS	
NON-DEPARTMENTAL		

FUND BUDGETING

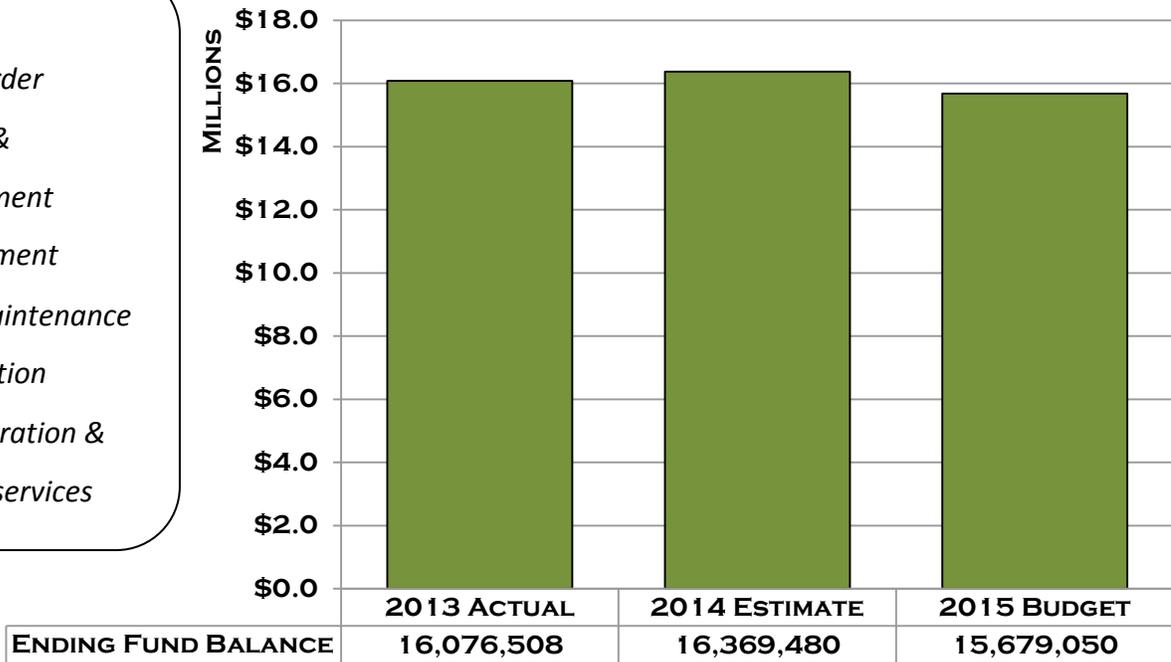
Purpose: The **General Fund** serves as the chief operating fund of the Town. It is used to account for all financial resources except those required to be accounted for in other funds.

The General Fund ending balance is budgeted to decline by \$690 thousand. Revenues and expenditures will increase over last year’s budget by 1.6% and 9.1%, respectively. Expenditures are increasing: (1) as more employees are hired, (2) from rising employee related expenses, and (3) due to \$230 thousand of one-time costs for studies and surveys. Revenues are still expected to exceed expenditures by \$39 thousand, however. Transfers to other funds in the amount of \$730 thousand will lower fund balance. Transfers will be used to pay for a portion of the QC CFD park maintenance efforts and to acquire recharge credits from the Wastewater Fund.

Services:

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

GENERAL FUND



The ending fund balance is projected to be \$15.7 million. Of this amount, \$1.1 million is nonspendable as that amount of funding has been advanced to the Wastewater Fund to manage its deficit financial position. The remainder is 108% of the projected General Fund's operating expenditures, which is well above the 25% stabilization reserve level required by Town ordinance. The General Fund reserves include balances sufficient to offset any deficiency in reserves for operation in the HURF, QCCFD, and Wastewater funds. Separately, the Town Council assigned \$100,000 for the use of the Town Manager to handle unanticipated needs and has set aside \$250,000 for future asset maintenance costs. Finally, the Town Council has adopted a policy establishing a \$10 million target for unassigned reserves by 2020. Unassigned balances will exceed this target by \$245 thousand in 2015.

FUND BUDGETING

GENERAL FUND

SOURCES AND USES OF FUNDS

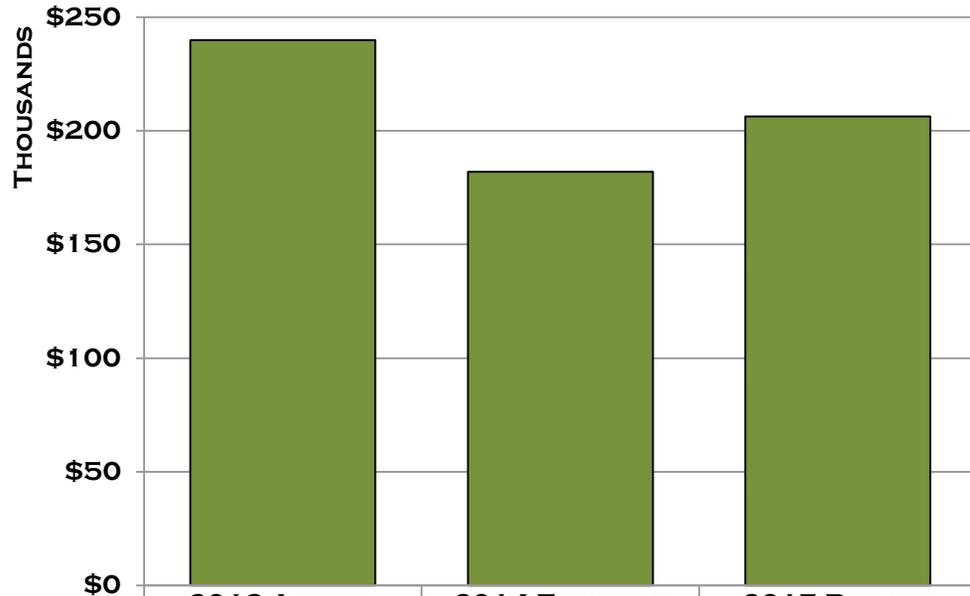
	2013	2014			2015	% Change	
	Actual Amount	Adopted Budget	Amended Budget	Estimated Actual	Budget Amount	From Amended	From Estimated
SOURCES							
Revenues:							
Taxes	\$ 4,513,295	\$ 4,837,650	\$ 4,837,650	\$ 4,762,930	\$ 4,848,100	0.2%	1.8%
Licenses & Permits	1,202,273	967,090	967,090	733,210	806,230	-16.6%	10.0%
Intergovernmental	6,097,718	5,906,010	5,952,010	5,980,710	6,326,500	6.3%	5.8%
Charges for Services	941,508	970,740	970,740	904,420	901,040	-7.2%	-0.4%
Fines and Fees	281,589	244,770	244,770	264,000	275,570	12.6%	4.4%
Investment Earnings	61,082	222,920	222,920	100,000	230,410	3.4%	130.4%
Miscellaneous	95,565	27,000	27,000	94,270	50,000	85.2%	-47.0%
Subtotal:	13,193,030	13,176,180	13,222,180	12,839,540	13,437,850	1.6%	4.7%
Other Sources:							
Transfers In	31,909	-	-	-	-	-	-
Transfers Out	(13,763)	(803,700)	(803,700)	(866,830)	(729,600)	-9.2%	-15.8%
Subtotal:	18,146	(803,700)	(803,700)	(866,830)	(729,600)	-9.2%	-15.8%
Beginning Fund Balance:							
Nonspendable	2,225,140	2,938,060	2,938,060	2,043,560	1,594,740	-45.7%	-22.0%
Restricted	166,658	120,000	120,000	137,300	-	-100.0%	-100.0%
Committed	-	-	-	3,772,040	3,810,700	-	1.0%
Unassigned	12,154,613	12,219,970	12,219,970	10,123,610	10,964,040	-10.3%	8.3%
Subtotal:	14,546,411	15,278,030	15,278,030	16,076,510	16,369,480	7.1%	1.8%
TOTAL SOURCES	\$ 27,757,587	\$ 27,650,510	\$ 27,696,510	\$ 28,049,220	\$ 29,077,730	5.0%	3.7%
USES							
Current Expenditures:							
Mayor & Council	\$ 121,861	\$ 127,390	\$ 127,390	\$ 120,010	\$ 120,320	-5.5%	0.3%
Town Manager	657,624	636,960	488,190	460,130	803,360	64.6%	74.6%
Law	465,938	477,600	477,600	473,720	583,720	22.2%	23.2%
Town Clerk	340,737	292,270	478,850	416,300	492,320	2.8%	18.3%
Finance	943,713	1,080,620	1,080,620	993,030	1,101,550	1.9%	10.9%
Human Resources	184,745	204,850	204,850	200,410	247,350	20.7%	23.4%
Planning & Building	980,856	1,151,960	1,151,960	1,153,030	1,227,190	6.5%	6.4%
Parks & Recreation	1,300,827	1,427,610	1,427,610	1,315,960	1,491,050	4.4%	13.3%
Public Works	760,840	815,120	815,120	806,300	845,770	3.8%	4.9%
Police	5,298,419	5,336,670	5,382,670	5,121,610	5,828,010	8.3%	13.8%
Municipal Court	517,724	542,680	542,680	522,970	555,190	2.3%	6.2%
Non-Departmental	107,795	102,850	102,850	96,270	102,850	0.0%	6.8%
Subtotal:	11,681,079	12,196,580	12,280,390	11,679,740	13,398,680	9.1%	14.7%
Ending Fund Balance:							
Nonspendable	2,043,561	2,321,440	2,321,440	1,594,740	1,136,580	-51.0%	-28.7%
Restricted	137,294	-	-	-	-	-	-
Committed for Reserves	3,772,040	3,810,700	3,810,700	3,810,700	3,947,700	3.6%	3.6%
Assigned for:	-	-	-	-	-	-	-
Contingencies	-	100,000	95,070	95,070	100,000	5.2%	5.2%
Asset Maintenance	-	-	-	-	250,000	-	-
Unassigned	10,123,613	9,221,790	9,188,910	10,868,970	10,244,770	11.5%	-5.7%
Subtotal:	16,076,508	15,453,930	15,416,120	16,369,480	15,679,050	1.7%	-4.2%
TOTAL USES	\$ 27,757,587	\$ 27,650,510	\$ 27,696,510	\$ 28,049,220	\$ 29,077,730	5.0%	3.7%

FUND BUDGETING

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

The HURF fund balance is budgeted to increase by \$24 thousand. Operating revenues are expected to grow faster than expenditures in 2015 resulting in the increase. Revenues are derived from a per-gallon State fuel tax, which is not indexed to inflation. Conversely, expenditures are impacted by inflationary factors. However, in 2015 the State is reducing the amount of fund sweeps resulting in more revenue distributions to the Town compared to the past several years.

HURF FUND



Services:

- *Maintain streets and bridges*
- *Light streets*
- *Provide traffic control*

	2013 ACTUAL	2014 ESTIMATE	2015 BUDGET
ENDING FUND BALANCE	239,858	181,890	206,260

The ending fund balance is projected to be \$206 thousand. In order to maintain the condition of the Town's roadway system, the fund requires the consumption of most of its resources.

FUND BUDGETING

HIGHWAY USER REVENUE FUND SPECIAL REVENUE FUND SOURCES AND USES OF FUNDS

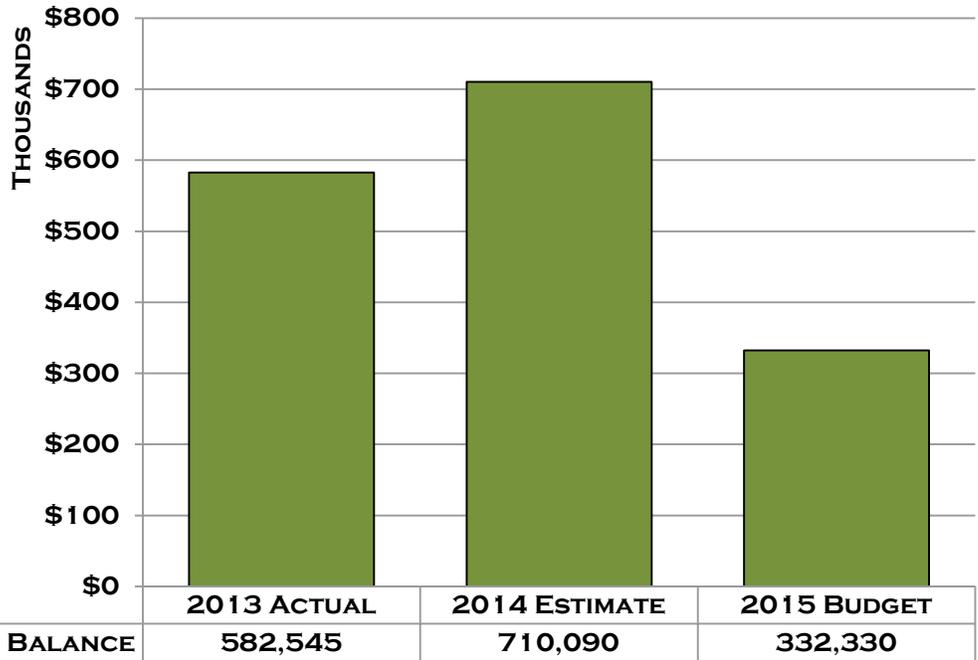
	2013	2014			2015	% Change	
	Actual Amount	Adopted Budget	Amended Budget	Estimated Actual	Budget Amount	From Amended	From Estimated
SOURCES							
Revenues:							
Intergovernmental	\$ 7,526,189	\$ 12,750,960	\$ 12,800,960	\$ 8,283,070	\$ 2,800,290	-78.1%	-66.2%
Investment Earnings	3,675	800	800	800	2,590	223.8%	223.8%
Miscellaneous	37,270	-	-	32,800	-	-	-100.0%
Subtotal:	7,567,134	12,751,760	12,801,760	8,316,670	2,802,880	-78.1%	-66.3%
Other Sources:							
Transfers In	-	-	-	-	-	-	-
Transfers Out	(5,299,966)	(11,061,430)	(11,061,430)	(6,579,000)	(1,000,000)	-91.0%	-84.8%
Subtotal:	(5,299,966)	(11,061,430)	(11,061,430)	(6,579,000)	(1,000,000)	-91.0%	-84.8%
Beginning Fund Balance:							
Restricted for HURF	(512,677)	129,350	129,350	129,180	172,740	33.5%	33.7%
Restricted for LTAF	110,677	101,130	101,130	110,680	9,150	-91.0%	-91.7%
Subtotal:	(402,000)	230,480	230,480	239,860	181,890	-21.1%	-24.2%
TOTAL SOURCES	\$ 1,865,168	\$ 1,920,810	\$ 1,970,810	\$ 1,977,530	\$ 1,984,770	0.7%	0.4%
USES							
Current Expenditures:							
Streets	\$ 1,573,460	\$ 1,698,990	\$ 1,743,740	\$ 1,618,260	\$ 1,769,360	1.5%	9.3%
LTAF	-	500	500	550	550	10.0%	0.0%
Subtotal:	1,573,460	1,699,490	1,744,240	1,618,810	1,769,910	1.5%	9.3%
Capital Outlay:							
Streets	51,850	55,000	60,250	75,410	-	-100.0%	-100.0%
LTAF	-	101,430	101,430	101,420	8,600	-91.5%	-91.5%
Subtotal:	51,850	156,430	161,680	176,830	8,600	-94.7%	-95.1%
Subtotals Combined:	1,625,310	1,855,920	1,905,920	1,795,640	1,778,510	-6.7%	-1.0%
Ending Fund Balances:							
Restricted for HURF	129,178	64,890	64,890	172,740	206,260	-100.0%	19.4%
Restricted for LTAF	110,680	-	-	9,150	-	-	-100.0%
Subtotal:	239,858	64,890	64,890	181,890	206,260	217.9%	13.4%
TOTAL USES	\$ 1,865,168	\$ 1,920,810	\$ 1,970,810	\$ 1,977,530	\$ 1,984,770	0.7%	0.4%

FUND BUDGETING

Purpose: The **Grants and Restricted Sources (GARS) Fund** is a *Special Revenue Fund* that accounts for federal, state, and local operating grants and other operating revenues whose use is restricted for certain purposes.

Its fund balance is budgeted to decrease \$378 thousand as a result of several purchases for police equipment and facility improvements which will use resources previously accumulated for such purposes.

GARS FUND



Services:

- Enhance the Town's policing
- Sponsorships for Fiesta Sahuarita
- Support activities of the Court

The ending fund balance is projected to be \$332 thousand, which is restricted for use by the Police Department and Municipal Court. These balances will be consumed over time as the Town identifies appropriate uses for them.

FUND BUDGETING

GRANTS AND RESTRICTED SOURCES SPECIAL REVENUE FUND SOURCES AND USES OF FUNDS

	2013	2014			2015	% Change	
	Actual Amount	Adopted Budget	Amended Budget	Estimated Actual	Budget Amount	From Amended	From Estimated
SOURCES							
Revenues:							
Intergovernmental	\$ 3,497	\$ 354,970	\$ 354,970	\$ 401,120	\$ 726,460	104.7%	81.1%
Charges for Services	-	15,000	15,000	15,000	15,000	0.0%	0.0%
Fines & Forfeitures	117,264	116,520	116,520	144,220	120,520	3.4%	-16.4%
Investment Earnings	291	9,080	9,080	5,660	7,440	-18.1%	31.4%
Miscellaneous	1,376	18,000	18,000	37,540	21,000	16.7%	-44.1%
Subtotal:	122,428	513,570	513,570	603,540	890,420	73.4%	47.5%
Other Sources:							
Transfers In	-	120,000	120,000	137,300	-	-100.0%	-100.0%
Transfers Out	(3,970)	-	-	-	-	-	-
Subtotal:	(3,970)	120,000	120,000	137,300	-	-100.0%	-100.0%
Beginning Fund Balance:							
Restricted for Police	654,018	620,380	620,380	582,540	659,780	6.4%	13.3%
Restricted for Courts	-	-	-	-	50,310	-	-
Subtotal:	654,018	620,380	620,380	582,540	710,090	14.5%	21.9%
TOTAL SOURCES	\$ 772,476	\$ 1,253,950	\$ 1,253,950	\$ 1,323,380	\$ 1,600,510	27.6%	20.9%
USES							
Current Expenditures:							
Police	\$ 92,646	\$ 498,670	\$ 498,670	\$ 456,380	\$ 896,530	79.8%	96.4%
Parks and Recreation	-	8,000	8,000	19,410	14,000	75.0%	-27.9%
Court	-	-	-	2,000	-	-	-100.0%
Subtotal:	92,646	506,670	506,670	477,790	910,530	79.7%	90.6%
Capital Outlay:							
Police	97,285	329,640	329,640	130,000	357,650	8.5%	175.1%
Municipal Court	-	5,500	5,500	5,500	-	-100.0%	-100.0%
Subtotal:	97,285	335,140	335,140	135,500	357,650	6.7%	163.9%
Subtotals Combined:	189,931	841,810	841,810	613,290	1,268,180	50.6%	106.8%
Ending Fund Balances:							
Restricted for Police	582,545	361,170	361,170	659,780	275,550	-23.7%	-58.2%
Restricted for Municipal Court	-	50,970	50,970	50,310	56,780	11.4%	12.9%
Subtotal:	582,545	412,140	412,140	710,090	332,330	-19.4%	-53.2%
TOTAL USES	\$ 772,476	\$ 1,253,950	\$ 1,253,950	\$ 1,323,380	\$ 1,600,510	27.6%	20.9%

FUND BUDGETING

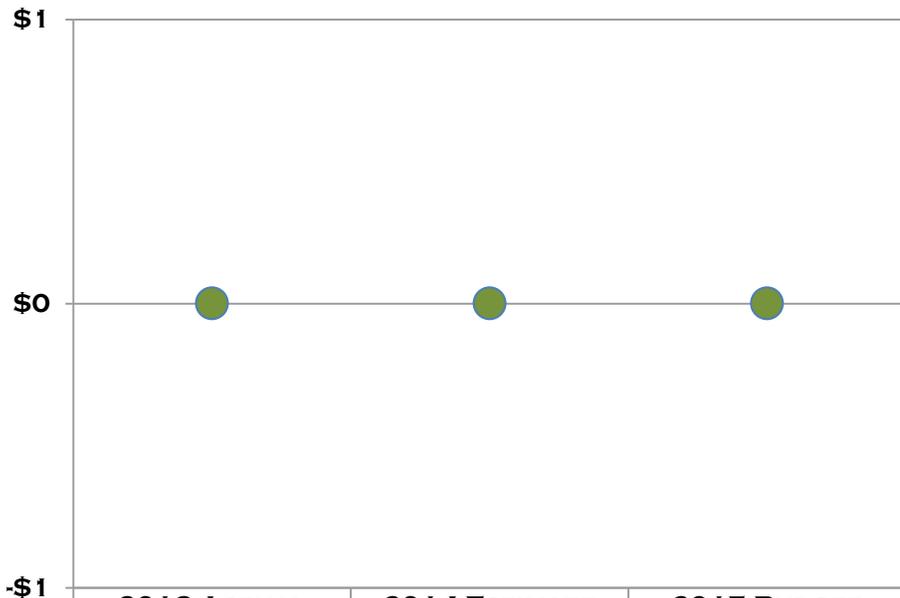
Purpose: The **Quail Creek Community Facilities District (QC CFD) Fund** is a blended component unit of the Town, a *Special Revenue Fund* that accounts for the District’s acquisition, construction, and maintenance of major capital facilities within the District boundaries. District funds are restricted for District purposes only.

The QC CFD budgeted fund balance is unchanged from last year. The fund uses all of its revenues and requires a \$30 thousand transfer in from the General Fund to subsidize its park maintenance efforts.

QC CFD FUND

Services:

- *Maintain and landscape District streets*
- *Maintain Quail Creek Veteran’s Municipal Park*
- *Pay debts*



	2013 ACTUAL	2014 ESTIMATE	2015 BUDGET
ENDING FUND BALANCE	-	-	-

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

FUND BUDGETING

QUAIL CREEK COMMUNITY FACILITIES DISTRICT SPECIAL REVENUE FUND SOURCES AND USES OF FUNDS

	2013 Actual Amount	2014			2015 Budget Amount	% Change	
		Adopted Budget	Amended Budget	Estimated Actual		From Amended	From Estimated
SOURCES							
Revenues:							
Taxes	\$ 284,343	\$ 292,420	\$ 292,420	\$ 292,420	\$ 345,860	18.3%	18.3%
Investment Earnings (Losses)	34	(270)	(270)	(270)	(430)	59.3%	59.3%
Miscellaneous	748,419	739,680	739,680	739,680	690,370	-6.7%	-6.7%
Subtotal:	1,032,796	1,031,830	1,031,830	1,031,830	1,035,800	0.4%	0.4%
Other Sources:							
Transfers In	13,763	35,950	35,950	36,450	30,060	-16.4%	-17.5%
Subtotal:	13,763	35,950	35,950	36,450	30,060	-16.4%	-17.5%
Beginning Fund Balance:							
Restricted for QC CFD	-	-	-	-	-	-	-
Subtotal:	-	-	-	-	-	-	-
TOTAL SOURCES	\$ 1,046,559	\$ 1,067,780	\$ 1,067,780	\$ 1,068,280	\$ 1,065,860	-0.2%	-0.2%
USES							
Current Expenditures:							
Streets	\$ 11,102	\$ 17,710	\$ 17,710	\$ 18,610	\$ 18,320	3.4%	-1.6%
Park and Recreation	26,799	40,740	40,740	40,340	39,060	-4.1%	-3.2%
Subtotal:	37,901	58,450	58,450	58,950	57,380	-1.8%	-2.7%
Debt Service:							
Principal	385,000	405,000	405,000	405,000	425,000	4.9%	4.9%
Interest	619,658	599,830	599,830	599,830	578,980	-3.5%	-3.5%
Other	4,000	4,500	4,500	4,500	4,500	0.0%	0.0%
Subtotal:	1,008,658	1,009,330	1,009,330	1,009,330	1,008,480	-0.1%	-0.1%
Subtotals Combined:	1,046,559	1,067,780	1,067,780	1,068,280	1,065,860	-0.2%	-0.2%
Ending Fund Balance:							
Restricted for QC CFD	-	-	-	-	-	-	-
Subtotal:	-	-	-	-	-	-	-
TOTAL USES	\$ 1,046,559	\$ 1,067,780	\$ 1,067,780	\$ 1,068,280	\$ 1,065,860	-0.2%	-0.2%

FUND BUDGETING

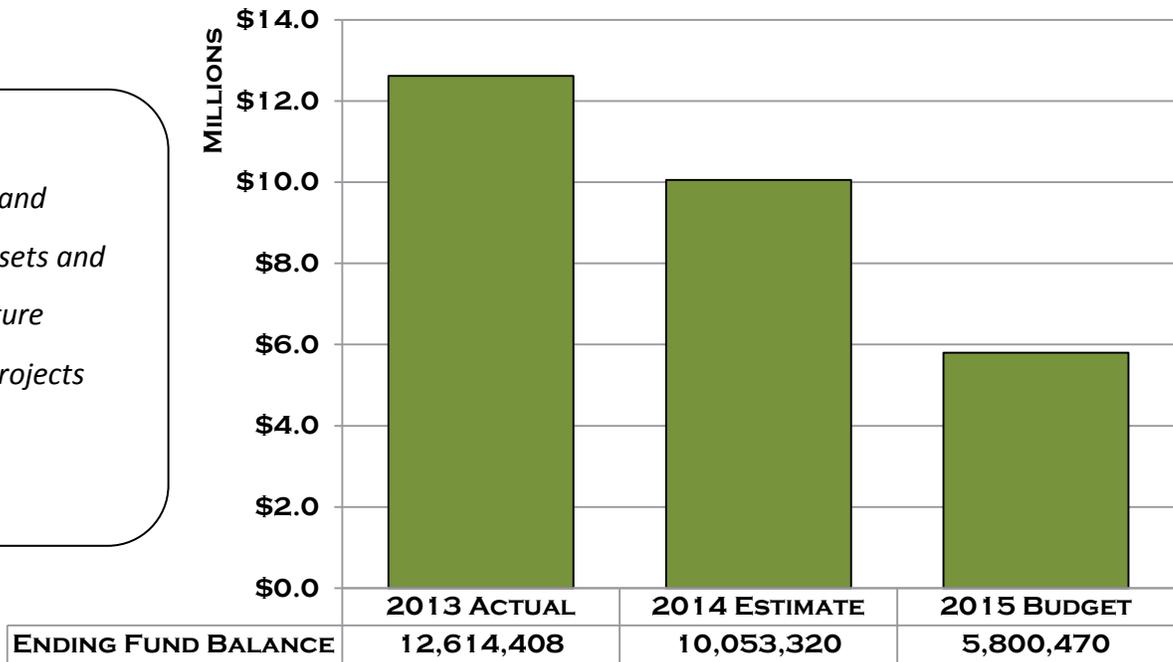
Purpose: The **Capital Infrastructure Improvement Fund (CIIF)** is a *Capital Projects Fund* that accounts for the acquisition, construction, replacement, and major repairs of capital facilities and other assets.

The CIIF fund balance is budgeted to decrease \$4.3 million. There are insufficient new revenue sources to pay for the Town’s capital priorities for 2015. Therefore, the Town will use resources accumulated in previous years to pay for much of the replacement costs of operating capital (e.g., vehicles, equipment, etc.), infrastructure improvements, and new facilities (see **Capital Improvement Plan** for more information).

CIIF FUND

Services:

- Construct and acquire assets and infrastructure
- Manage projects
- Pay debts



The ending fund balance is projected to be \$5.8 million. Of this amount, \$4.0 million is nonspendable as that amount of funding will be advanced to the Wastewater Fund to manage its deficit position. By policy, \$700 thousand is expected to be accumulated and assigned specifically for development in the Town Center. Lastly, \$1.1 million of residual balances have been assigned for future capital projects. This amount exceeds the minimum fund balance amount required by Town policy.

FUND BUDGETING

CAPITAL INFRASTRUCTURE IMPROVEMENT FUND

CAPITAL PROJECTS FUND

SOURCES AND USES OF FUNDS

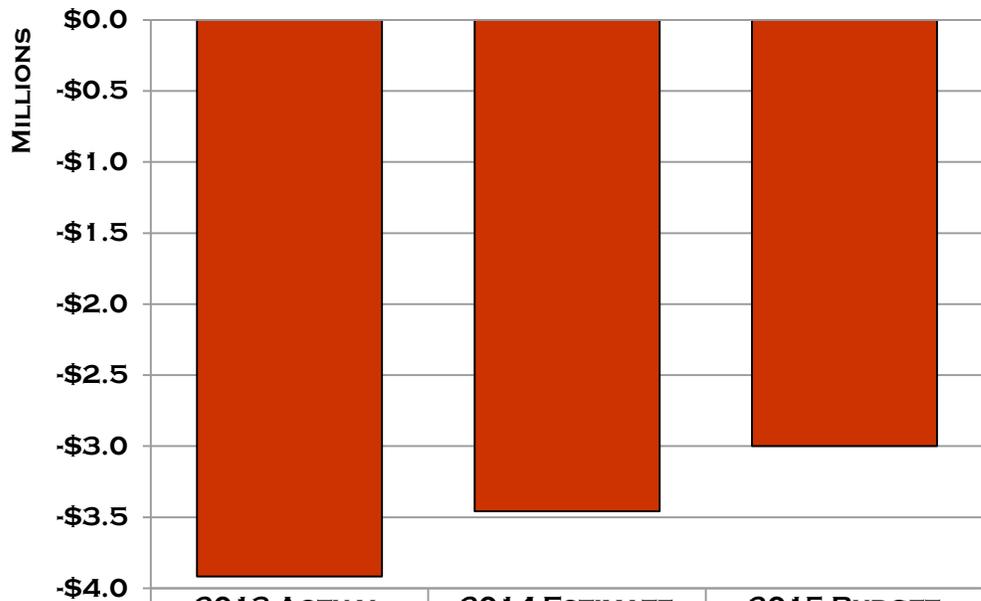
	2013	2014		2015	% Change		
	Actual Amount	Adopted Budget	Amended Budget		Estimated Actual	Budget Amount	From Amended
<u>SOURCES</u>							
Revenues:							
Taxes	\$ 3,284,489	\$ 2,610,230	\$ 2,610,230	\$ 2,760,830	\$ 2,024,280	-22.4%	-26.7%
Intergovernmental	10,696,993	36,784,460	36,834,460	5,744,300	13,216,390	-64.1%	130.1%
Investment Earnings (Losses)	(5,328)	134,630	134,630	134,630	113,880	-15.4%	-15.4%
Miscellaneous	500	-	-	-	2,000,000	-	-
Subtotal:	13,976,654	39,529,320	39,579,320	8,639,760	17,354,550	-56.2%	100.9%
Other Sources:							
Transfers In	5,299,966	11,061,430	11,061,430	6,579,000	1,000,000	-91.0%	-84.8%
Transfers Out	(27,939)	-	-	-	-	-	-
Subtotal:	5,272,027	11,061,430	11,061,430	6,579,000	1,000,000	-91.0%	-84.8%
Beginning Fund Balance:							
Nonspendable	2,017,562	3,810,210	3,810,210	2,545,720	3,980,910	4.5%	56.4%
Assigned for Town Center	400,000	600,000	600,000	500,000	600,000	0.0%	20.0%
Assigned for Capital Projects	8,987,325	8,657,430	8,657,430	9,568,690	5,472,410	-36.8%	-42.8%
Subtotal:	11,404,887	13,067,640	13,067,640	12,614,410	10,053,320	-23.1%	-20.3%
TOTAL SOURCES	\$ 30,653,568	\$ 63,658,390	\$ 63,708,390	\$ 27,833,170	\$ 28,407,870	-55.4%	2.1%
<u>USES</u>							
Debt Service:							
Principal	\$ 935,000	\$ 975,000	\$ 975,000	\$ 975,000	\$ 1,015,000	4.1%	4.1%
Interest	858,063	820,880	820,880	820,880	781,430	-4.8%	-4.8%
Other	1,150	5,000	5,000	5,000	5,000	0.0%	0.0%
Subtotal:	1,794,213	1,800,880	1,800,880	1,800,880	1,801,430	0.0%	0.0%
Capital Outlay:							
General Government	612,282	729,220	729,220	510,000	805,310	10.4%	57.9%
Public Safety	273,923	466,460	516,460	510,770	460,000	0.0%	0.0%
Highways and Streets	15,338,019	49,313,740	49,313,740	14,658,200	17,712,410	-64.1%	20.8%
Culture and Recreation	20,723	1,290,000	1,351,000	300,000	1,828,250	35.3%	509.4%
Subtotal:	16,244,947	51,799,420	51,910,420	15,978,970	20,805,970	-59.9%	30.2%
Subtotals Combined:	18,039,160	53,600,300	53,711,300	17,779,850	22,607,400	-57.9%	27.2%
Ending Fund Balance:							
Nonspendable	2,545,717	3,810,210	3,810,210	3,980,910	3,980,910	4.5%	0.0%
Assigned for Town Center	500,000	700,000	700,000	600,000	700,000	0.0%	16.7%
Assigned for Capital Projects	9,568,691	5,547,880	5,486,880	5,472,410	1,119,560	-79.6%	-79.5%
Subtotal:	12,614,408	10,058,090	9,997,090	10,053,320	5,800,470	-42.0%	-42.3%
TOTAL USES	\$ 30,653,568	\$ 63,658,390	\$ 63,708,390	\$ 27,833,170	\$ 28,407,870	-55.4%	2.1%

FUND BUDGETING

Purpose: The **Wastewater Fund** is an *Enterprise Fund* used to account for sewer service operations and the acquisition and construction of capital assets associated with this line of business.

The Wastewater Fund budgeted ending balance is expected to increase by \$458 thousand. Effective July 1, 2014, user rates are recommended to increase 4.0%. New users will provide more operating revenues and generate connections fees to pay for existing capacity in the system. Also, the General Fund will transfer nearly \$700 thousand to this fund to acquire all recharge credits available. Debt proceeds will pay for most of the planned capital outlay.

WASTEWATER FUND



Services:

- Treat raw sewage
- Recharge reclaimed water
- Pay debts

	2013 ACTUAL	2014 ESTIMATE	2015 BUDGET
ENDING FUND BALANCE	(3,916,408)	(3,457,720)	(2,999,560)

The ending fund balance is projected to be -\$3.0 million. Of this amount, \$2.1 million is restricted for debt service pursuant to debt provisions. The General and CIIF funds will advance \$5.1 million to cover the fund's unassigned deficits. The longer term outlook for the fund is addressed in the **5 Year Plan** section of the Budget.

FUND BUDGETING

WASTEWATER ENTERPRISE FUND

SOURCES AND USES OF FUNDS

	2013	2014			2015	% Change	
	Actual Amount	Adopted Budget	Amended Budget	Estimated Actual	Budget Amount	From Amended	From Estimated
SOURCES							
Operating Revenues:							
User Charges	\$ 2,690,666	\$ 2,994,650	\$ 2,994,650	\$ 2,994,000	\$ 3,198,740	6.8%	6.8%
Other - Recharge Credits	48,312	45,330	45,330	-	-	-100.0%	-
Non-Operating Revenues:							
Investment Earnings (Losses)	(16,707)	(51,590)	(51,590)	(30,000)	(33,350)	-35.4%	100.0%
Sewer Connection Fees	833,725	804,860	804,860	471,860	395,920	-50.8%	-16.1%
Miscellaneous	-	25,000	25,000	25,000	-	-100.0%	-100.0%
Subtotal:	3,555,996	3,818,250	3,818,250	3,460,860	3,561,310	-6.7%	2.9%
Other Sources:							
Transfers In	-	647,750	647,750	693,080	699,540	8.0%	0.9%
Proceeds of Long-Term Debt	60,617	330,240	330,240	82,380	366,620	11.0%	345.0%
Subtotal:	60,617	977,990	977,990	775,460	1,066,160	9.0%	37.5%
Beginning Fund Balance:							
Restricted for Debt Service	1,686,448	2,108,060	2,108,060	2,108,060	2,108,060	0.0%	0.0%
Unassigned (Deficit)	(5,567,636)	(6,738,400)	(6,738,400)	(6,024,470)	(5,565,780)	-17.4%	-7.6%
Subtotal:	(3,881,188)	(4,630,340)	(4,630,340)	(3,916,410)	(3,457,720)	-25.3%	-11.7%
TOTAL SOURCES	\$ (264,575)	\$ 165,900	\$ 165,900	\$ 319,910	\$ 1,169,750	605.1%	265.6%
USES							
Current Expenditures:							
Wastewater Utility	\$ 1,145,913	\$ 1,314,800	\$ 1,319,730	\$ 1,327,530	\$ 1,381,220	4.7%	4.0%
Subtotal:	1,145,913	1,314,800	1,319,730	1,327,530	1,381,220	4.7%	4.0%
Debt Service:							
Principal	1,307,188	1,399,580	1,399,580	1,399,580	1,451,690	3.7%	3.7%
Interest	1,026,841	998,470	998,470	998,470	952,860	-4.6%	-4.6%
Subtotal:	2,334,029	2,398,050	2,398,050	2,398,050	2,404,550	0.3%	0.3%
Capital Outlay:							
Plant and Sewer System	171,891	466,770	466,770	52,050	383,540	-17.8%	636.9%
Subtotal:	171,891	466,770	466,770	52,050	383,540	-17.8%	636.9%
Subtotals Combined:	3,651,833	4,179,620	4,184,550	3,777,630	4,169,310	-0.4%	10.4%
Ending Fund Balance:							
Restricted for Debt Service	2,108,048	2,108,060	2,108,060	2,108,060	2,108,060	0.0%	0.0%
Unassigned (Deficit)	(6,024,456)	(6,121,780)	(6,126,710)	(5,565,780)	(5,107,620)	-100.0%	-8.2%
Subtotal:	(3,916,408)	(4,013,720)	(4,018,650)	(3,457,720)	(2,999,560)	-25.4%	-13.3%
TOTAL USES	\$ (264,575)	\$ 165,900	\$ 165,900	\$ 319,910	\$ 1,169,750	605.1%	265.6%

Sahuarita
ARIZONA
FY2015
BUDGET



DEPARTMENT SUMMARIES AND PERFORMANCE MEASURES

DEPARTMENT SUMMARIES

FINANCE
DEPARTMENT INFORMATION

A.C. Marriott, CPA
Finance Director
amarriott@sahuaritaaz.gov
520.822.8844

**PROTECT THE TOWN'S FINANCIAL RESOURCES
AND PROVIDE QUALITY INFORMATION TO ALL STAKEHOLDERS.**

FINANCE
(5.0 FTE, \$510,850) The Finance Department provides a variety of financial services to the Council and Town staff. Services include accounting and financial reporting, budgeting, payroll, accounts payable and special financial analysis.

RISK MANAGEMENT
(0.0 FTE, \$205,230) 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.

PROVIDE SUPERIOR TECHNOLOGICAL SERVICES TO ALL DEPARTMENTS.

TECHNOLOGY
(3.0 FTE, \$637,090) 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.

Departmental contact information, descriptions, mission statements, and highlights

DEPARTMENT HIGHLIGHTS

- Received the Government Finance Officers Association's (GFOA) *Distinguished Budget Presentation Award* for the fiscal year 2014 budget document.
- Received the GFOA's *Certificate of Achievement for Excellence in Financial Reporting* for fiscal year 2013 Comprehensive Annual Financial Report.
- Received the Association of Governmental Accountant's *Certificate of Excellence* for the fiscal year 2013 Citizen Centric Report.
- Reviewed and revised (via Council approval) fiscal policies, ensuring current and best practices were incorporated.
- Completed fiscal impact analysis on the Sahuarita Farms development proposal.
- Performed analyses and review of the development proposal used in the creation of the Rancho Sahuarita Community Facilities District.
- Obtained approval from the Arizona Department of Library & Archives to retain financial records in digital format only.
- Upgraded and deployed new technology including 40 new personal computer workstations, a new Windows 2012 domain controller, and transitioning to a cloud-based email solution.
- Completed a telecommunications audit to ensure appropriate utilization of devices and proper billing.
- Provided training for three new-hires and two employees promoted during the year.

82

DEPARTMENT SUMMARIES AND PERFORMANCE MEASURES

COSTS BY CATEGORY

CAPITAL	\$245,000
OTHER	\$254,900
SUPPLIES	\$21,570
SERVICES	\$215,390
PERSONNEL	\$616,310

FY 2015
\$1,353,170

\$ SPENT PER CITIZEN
FY 2015 - \$49.20

STAFFING

FY 2013	8.0 FTE
FY 2014	8.0 FTE
FY 2015	8.0 FTE

COST CHANGES

Department cost has changed by
+14%

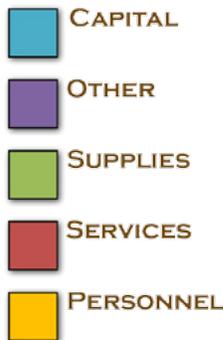
<p>INCREASES</p> <ul style="list-style-type: none"> Payroll timekeeping costs \$12,300 Transferred internet costs \$42,900 Insurance premiums & deductibles \$17,600 IT projects & facility upgrades \$145,000 	<p>DECREASES</p> <ul style="list-style-type: none"> Medical insurance opt-out \$15,600 Travel & training \$5,000
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FUNDING

GENERAL FUND	82%
GARS	
QCCFD	
CIIF	
OTHER	18%

83

Costs by Category



Funding



PERFORMANCE MEASURES

Goal

A broad focus on obtaining substantial and continuing improvements in cost, quality, and speed in the delivery of products and services. Each department has identified aspirational goals which stem from the basic definition of why the department exists. These goals can all be achieved but rarely completed, as it required continuous effort to maintain the best outcomes possible for the residents of Sahuarita.

Measure

A critical tool which shows the value, efficiency, and quality provided to residents. Each department has identified performance measurements that help focus daily operational decisions on the most significant outcomes. The measurements can be understood as the level of service purchased by the Town Council with its investment of resources.

Strategic Plan Focus Areas

FINANCE GOALS AND MEASURES		DEPARTMENT SUMMARIES AND PERFORMANCE MEASURES		
GOAL #	MEASURE	ACTUAL FY2013	ESTIMATED FY2014	TARGET FY2015
GOAL #1 Protect the Town's financial resources through compliance with all laws, policies, and procedures.	Number of audit findings, reportable conditions, and/or violation notices	1	0	0
GOAL #2 Protect the Town's financial resources by minimizing risk exposure to the Town.	Deposits and investments comply with policy (i.e., are adequately insured and collateralized or meet credit quality minimums)	yes	yes	yes
	Bank reconciliations are completed within 20 days after month-end	11 of 12 months	12 of 12 months	12 of 12 months
	Number of general liability or property claims filed	7	11	< 12
	Net value of actual and estimated losses for items reported above.	\$37,659	\$35,000	< \$50,000
GOAL #3 Maintain healthy reserves	Ratio of General Fund ending fund balances to General Fund expenditures and CIIF debt service	1.19	1.21	1.03
GOAL #4 Provide quality information to all stakeholders.	Accuracy rate of previous year's CAFR report	99.94%	100%	≥ 99.90%
	Percent of financial reports that are issued timely, within defined timeframes	100%	100%	100%
	Number of awards received for high quality financial reporting	3	3	3
GOAL #5 Perform work efficiently and make continuous improvements.	Number of best practices and/or operational enhancements implemented by Finance	2	2	2
	Number of operational enhancements or cost savings measures implemented by Technology	2	2	2
GOAL #6 Enhance technology customer satisfaction by meeting or exceeding established service levels.	Number of service tickets submitted	1,241	1,075	1,025
	Percent of service requests completed within defined timeframes	84%	84%	≥ 80%
	Average customer survey score for quality of services	3.6	3.8	≥ 3.0
GOAL #7 Ensure the Town's technology assets are maintained, reliable, and secure.	Number of network outages during business hours	1	1	0
	Average duration of outages in minutes during business hours	180	120	0
	Number of audit findings, reportable conditions, and/or violation notices	0	0	0

MAYOR & COUNCIL

DEPARTMENT INFORMATION

SET PUBLIC POLICY AND PROVIDE STAFF WITH
DIRECTION TO MEET COMMUNITY NEEDS

TOWN COUNCIL (0.0 FTE, \$120,320)

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.

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

Mayor Duane Blumberg

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

Vice-Mayor Bill Bracco

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

Kara Egbert

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

Lynne Skelton

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

Melissa Smith

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

Gil Lusk

Lusk was appointed to Town Council in 2012, and elected in 2013.

Tom Murphy

Murphy was elected to Town Council in 2013.

COSTS BY CATEGORY



\$ SPENT PER CITIZEN

FY 2015 - \$4.37

STAFFING

THE MAYOR & COUNCIL DEPARTMENT HAS 7 ELECTED OFFICIALS, BUT NO FTE.

COST CHANGES

Department cost has **changed** by

- 6%

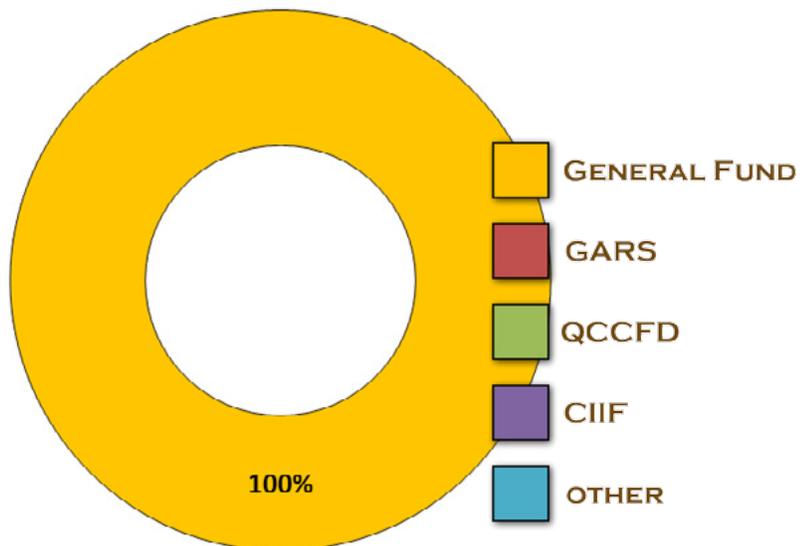
INCREASES

No significant increase

DECREASES

Retirement contributions
\$7,500

FUNDING



MAYOR & COUNCIL GOALS AND MEASURES

FY 2015 BUDGET



FOCUS AREA 1

ECONOMIC DEVELOPMENT

Continue to grow the Town's economic base bringing in jobs associated with retail, light manufacturing and quality commercial enterprises.



FOCUS AREA 2

INFRASTRUCTURE

Provide and maintain high quality and cost-effective Infrastructure.



FOCUS AREA 3

PLANNING FOR OUR COMMUNITY'S FUTURE

Promote planned growth that fosters high quality and diverse development, facilitates sustainable infrastructure and assures quality services.



FOCUS AREA 4

ORGANIZATIONAL EFFECTIVENESS

Foster an organizational culture that embraces change, creativity, innovation and calculated risk to ensure proactive, consistent, efficient and accountable service to our community.



FOCUS AREA 5

QUALITY OF LIFE

Maintain a high quality of life that makes Sahuarita a community of choice for residents and business investment. Encourage a unified community identity.

The Town of Sahuarita is focused on improving operational performance and accountability. The Town Council, Town Manager and Department Heads identified five focus areas that frame the Strategic Plan. Those focus areas are reflected in the goals and measures of every department in the Town. The true measure of the Town Council is clearly reflected in the goals and measure of each department.

Goal 1: Expand the Local Economy through a Comprehensive Business and Industry Recruitment, Retention and Expansion Program to Generate Revenues and Provide Job Opportunities for Our Community

Goal 2: Revise the Strategic Plan for Economic Development

Goal 3: Promote Tourism of Our Community and the Green Valley Region



Goal 1: Provide and Maintain Public Streets and Rights-of-Way

Goal 2: Provide and Maintain Parks, Trails and Recreation Facilities

Goal 3: Maintain and Operate the Wastewater Plant and Collection System to Ensure System Integrity

Goal 4: Provide Effective Management of Town Owned Buildings

Goal 5: Manage Storm Water Drainage



Goal 1: Complete Work on Major Planning Efforts to Guide the Town's Future

Goal 2: Facilitate Development Opportunities

Goal 3: Plan and Pursue Future Service Delivery Opportunities



Goal 1: Deliver High Quality, Business Friendly Services

Goal 2: Build a Financially Resilient Government

Goal 3: Identify and Seek Opportunities to Expand and Advance the Use of Technology in the Delivery of Services

Goal 4: Attract, Engage, and Retain Highly Qualified Employees to Create an Organization of Excellence

Goal 5: Continuous Improvement

Goal 6: Effective Operation of Town Owned Infrastructure



Goal 1: Assure that the Town Continues to be a Safe Community

Goal 2: Provide Parks, Facilities, Programs and Events that Foster a Healthy Lifestyle and Enhance the Lives of Residents

Goal 3: Incorporate Art and Culture into Town Projects and Events to Promote the Rich, Culturally Diverse History of Sahuarita



TOWN MANAGER

DEPARTMENT INFORMATION

L. Kelly Udall
 Town Manager
 kudall@sahuaritaaz.gov
 520.822.8800

DIRECT AND COORDINATE STAFF TO IMPLEMENT TOWN COUNCIL POLICIES AND PROGRAMS WITH THE HIGHEST LEVEL OF PROFESSIONALISM AND CUSTOMER SERVICE.

ADMINISTRATION (5.0 FTE, \$553,620)

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

ATTRACT AND RETAIN A DIVERSITY OF FIRMS THAT CREATE AND SUSTAIN HIGH WAGE JOBS, GENERATING WEALTH AND REVENUES FOR THE COMMUNITY.

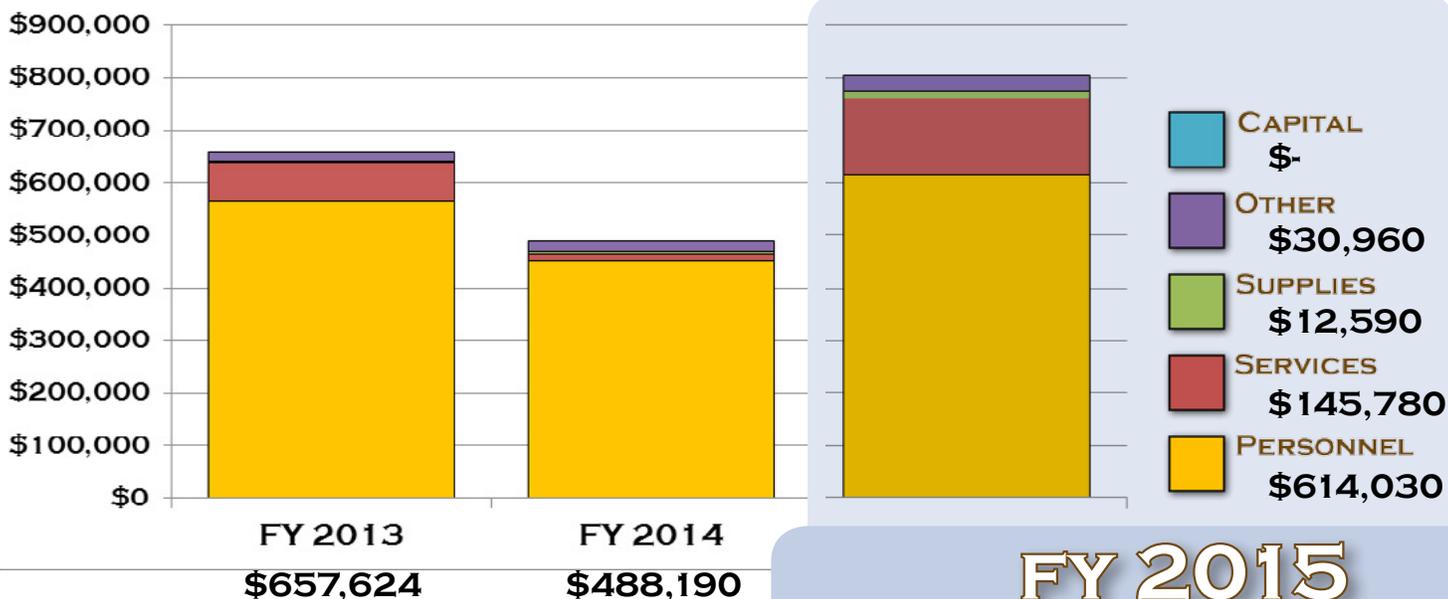
ECONOMIC DEVELOPMENT (1.0 FTE, \$249,740)

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 and Mexico is critical to the mission for economic development.

DEPARTMENT HIGHLIGHTS

- Awarded the International City Manager’s Association (ICMA) Certificate of Achievement for the 2013 Performance Measurement Program
- Led efforts to develop a Strategic Plan for the Town of Sahuarita
- Assembled an Employee Morale Team to evaluate methods for fostering employee engagement
- Assisted Employee Morale Team to develop and conduct an Employee Job Satisfaction Survey
- Instituted “Minute with the Manager” meetings to recognize employee service awards, present timely information, and offer opportunities for questions and answers
- Hired for the positions of Town Clerk, Economic Development Manager, and Assistant to the Town Manager
- Produced the Scope of Services for Request for Proposal (RFQ) to update the Economic Development Strategic Plan
- Identified the need and assembled an Economic Development Stakeholder Group composed of twelve community leaders to identify, evaluate and implement ideas to enhance economic development opportunities available to Sahuarita
- Chaired meetings with local educator and business leaders to plan and execute the first successful SciTech Event for 800 Sahuarita Middle School Youth.
- Developed Business Outreach Program via Business License renewals
- Organized Mexico Ready Workshop for retailers

COSTS BY CATEGORY



\$ SPENT PER CITIZEN
FY 2015 - \$29.21

FY 2015
\$803,360

STAFFING

FY 2013	6.3 FTE
FY 2014	5.0 FTE
FY 2015	6.0 FTE

COST CHANGES

Department cost has **changed** by

+65%

INCREASES

Net staffing changes
\$146,800

Econ Dev
 strategic plan
\$100,000

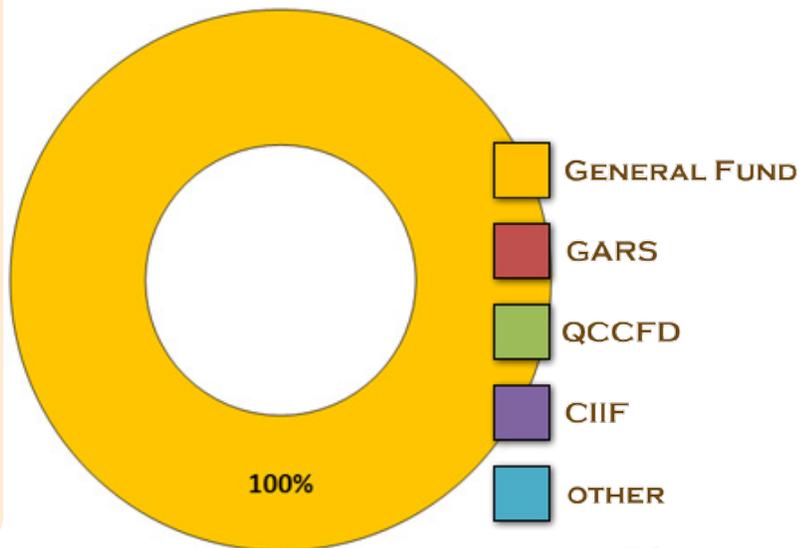
Citizen survey
\$15,000

Travel & training
\$10,400

DECREASES

No significant
 decreases

FUNDING



TOWN MANAGER

GOALS AND MEASURES

GOAL #1



Implement directives and goals to achieve results in the Focus Areas identified by Mayor and Council to include, but not limited to: Economic Development, Infrastructure, Planning for Our Community's Future, Organizational Effectiveness, and Quality of Life

GOAL #2



Ensure the alignment and development of strategic plans in conjunction with Mayor and Council priorities while providing organizational leadership and management

GOAL #3



Provide effective and efficient operations Town wide ensuring continued quality service with each and every customer contact.

GOAL #4



Allocate and manage resources in line with Mayor and Council directives

GOAL #5



Increase the opportunity to achieve key goals and objectives through evaluation of partnership opportunities and grant funding

GOAL #6



Expand the local economy through a comprehensive business and industry recruitment, retention and expansion program to generate revenues and provide job opportunities for our community

GOAL #7



Revise the Strategic Plan for Economic Development.

GOAL #8



Promote tourism of our community and Green Valley region

MEASURE

	ACTUAL FY2013	ESTIMATED FY2014	TARGET FY2015
Percent of residents rating the quality of services provided as excellent or good.	68%	N/A	Survey
Percentage of residents rating the Town as an excellent or good place to live.	89%	N/A	Survey
Percentage of residents rating Town's quality of life as excellent or good.	86%	N/A	Survey
Percentage of residents rating Town's sense of community as excellent or good.	71%	N/A	Survey
Number of strategic plans adopted	N/A	1	3
Number of legislative bills that the Town commented upon that resulted in advancing the goals of the Town	N/A	N/A	*
Percentage of employees who agree that information is adequately communicated from department leaders to employees (Employee Job Satisfaction Survey)	56%	N/A	N/A
Percentage of residents who rated the services provided by the Town as excellent or good.	76%	N/A	Survey
Percentage of employees who are satisfied or somewhat satisfied with employee engagement (Employee Job Satisfaction Survey)	60%	N/A	N/A
Maintain a Townwide combined hourly full-time FTE equivalent of 9 volunteers annually.	8.61	10.00	9.00
Number of Departments conducting Customer Satisfaction Surveys	N/A	N/A	3
Percentage of residents who rate the value of services as excellent or good for the taxes paid to the Town of Sahuarita.	55%	N/A	Survey
Percentage of residents who rate the overall direction that the Town of Sahuarita is taking as excellent or good.	61%	N/A	Survey
Number of grant proposals submitted for public art.	N/A	0	2
Number of Active Prospects / Companies Locating in the Town / Companies Expanding in the Town.	N/A	N/A	*
Number Of Trade Shows & Industry Events Attended / Number Of Leads Generated	N/A	N/A	*
Number of International Conferences, Conventions, And Outreach Trips to Mexico Attended	N/A	N/A	*
Number Of Business Licenses Issued	N/A	N/A	*
Total Number Of Small Businesses Assisted: Micro / Home-Based / Entrepreneur	N/A	N/A	*
Number of Shovel-Ready Sites / Acreage	N/A	N/A	*
Number of Site Visits To Regional Major Employers	N/A	N/A	*
Number Of Times TOS Engaged With State And Regional Partners On ED Activities.	N/A	N/A	*
Number of Jobs Created: Town Efforts / Indirect Efforts	N/A	N/A	*
Number of Major Tasks (deliverables) / Number of Major Tasks Completed	N/A	N/A	*
Monthly Hotel Vacancy Rates	N/A	N/A	*
Number of contacts to the Green Valley-Sahuarita Chamber of Commerce regarding tourist attractions	N/A	N/A	*
Number of Visitors to Local Tourist Attractions: Titan Missile Museum / ASARCO Mineral Discovery Center /	N/A	N/A	*
Number of Partnership Special Events with: Community / Businesses / Education	N/A	N/A	*

DEPARTMENT OF LAW

INFORMATION

PROTECT THE TOWN, ITS RESOURCES, AND ITS RESIDENTS IN CIVIL AND CRIMINAL MATTERS.

Daniel J. Hochuli
Town Attorney
 dhochuli@sahuaritaaz.gov
 520.822.8830

CIVIL DIVISION (2.5 FTE, \$412,490)

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

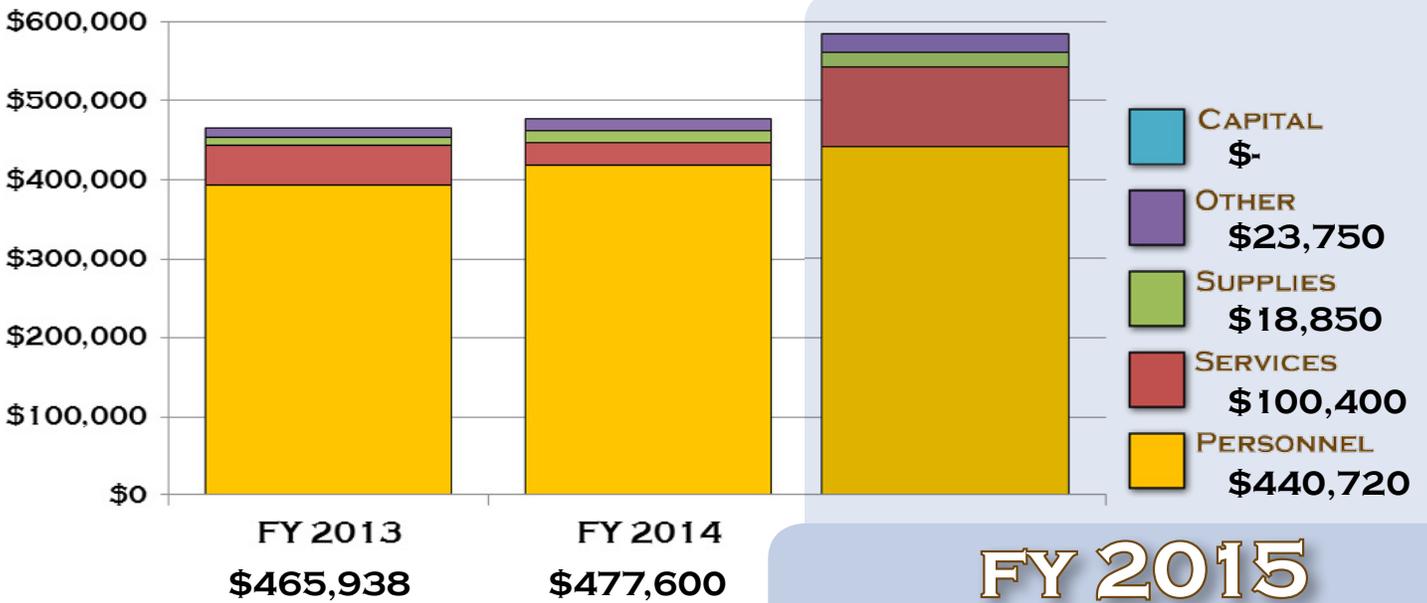
CRIMINAL DIVISION (1.5 FTE, \$171,230)

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

DEPARTMENT HIGHLIGHTS

- Completed the negotiation and execution of a 15 year Franchise Agreement with Cox Communications. This Agreement allows communications companies such as Cox to utilize the Town’s right-of-way for its infrastructure and provides the terms and conditions under which the cable company shall provide service for the Town’s residents.
- Assisted in the formation of a special taxing district, the Rancho Sahuarita Community Facilities District. This is a lengthy, complex process which was culminated with the formation of the District on April 28, 2014.
- IACP - In October, the Town Prosecutor attended the 120th Annual International Association of Chiefs of Police Conference and Law Enforcement Education and Technology Exposition in Philadelphia, PA. This premier event for law enforcement featured renowned keynote speakers, forums and technical workshops, and the largest exhibit hall of products and services in the law enforcement community. Attended by thousands of dedicated professionals from across the country and around the world, this event offered an exceptional, concentrated forum for learning, collaborating and experiencing new technology. Delegates from local, state, county, tribal and federal agencies joined forces to address law enforcement’s critical issues ranging from legal advisory training, career advancement for patrol and command staff as well as exhibitions on the latest technology and equipment relevant to each agency’s operational future.
- In August, the Civil Paralegal completed the Advanced Paralegal Certification course on Land Use through the National Association of Legal Assistants. This is a curriculum based certification for which the paralegal must demonstrate learning and understanding of the concepts presented in the Land Use course.

COSTS BY CATEGORY



\$ SPENT PER CITIZEN
FY 2015 - \$21.22

FY 2015
\$583,720

COST CHANGES

Department cost has changed by

+22%

INCREASES

Contracted prosecutor
\$39,000

Other legal services
\$30,000

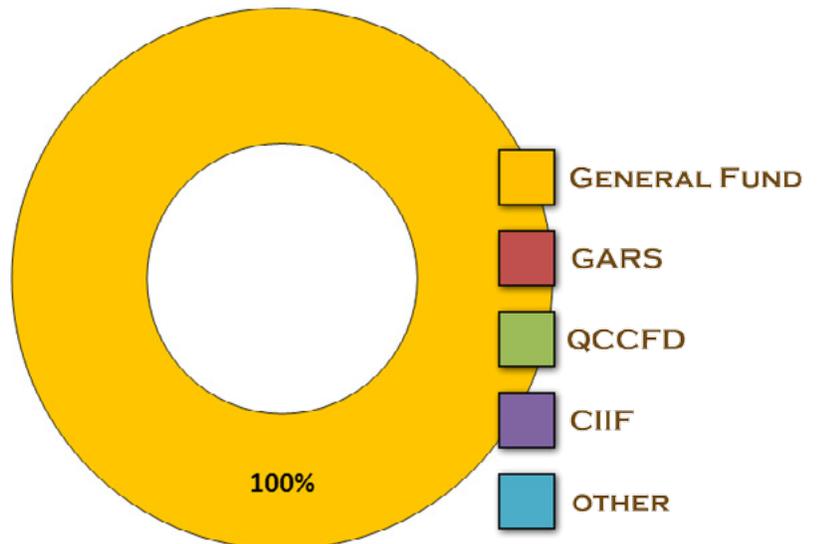
DECREASES

No significant decreases

STAFFING

FY 2013	4.0 FTE
FY 2014	4.0 FTE
FY 2015	4.0 FTE

FUNDING



DEPARTMENT OF LAW

GOALS AND MEASURES

FY 2015 BUDGET

GOAL #1



Assure that Town operations comply with all federal, state and local laws and regulations by timely response to requests for legal analysis, advice and answers to legal issues.

GOAL #2



Support Council and internal client departments to promote planned growth and development.

GOAL #3



Provide excellent service to internal client departments.

GOAL #4



Preserve and protect victims' rights during criminal case prosecution.

GOAL #5



Fair and even-handed administration of justice to all defendants.

MEASURE	ACTUAL FY2013	ESTIMATED FY2014	TARGET FY2015
Notices of Claim filed	*	1	0
Losses to Town as a result of litigation (in dollars)	*	\$2,000	0
Lawsuits filed against Town	*	1	0
Number of regulatory actions against Town by state or federal agencies.	*	0	0
Contracts approved by packet deadline	*	100%	100%
Project delayed to such an extent that follow-up is required by departments regarding status of requests for work from the Department of Law	*	0	0
Process Development Agreements, annexation and other documents as necessary to assist in the planning of our community's future.	*	*	1
Number of victim cases filed requiring victim notification	*	205	Removed
Percentage of victim notices timely sent.	*	99%	100%
Number of cases filed	*	617	Removed
Number of cases resolved at first contact (arraignment)	*	261	50%
Number of cases ending in plea agreements	*	377	75%

* New Performance Measure

TOWN CLERK

DEPARTMENT INFORMATION

Lisa Cole, CMC
Town Clerk

lcole@sahuaritaaz.gov
520.822.8800

UPHOLD PUBLIC TRUST AND OFFER ACCESS TO MATTERS OF PUBLIC INTEREST BY MAINTAINING AND PRESERVING PUBLIC RECORDS AND PROVIDING INNOVATIVE, EFFICIENT AND RESPONSIVE CUSTOMER SERVICE TO THE COMMUNITY.

TOWN CLERK (4.0 FTE, \$331,210)

The Town Clerk's Office provides administrative support for legislative services, records and information management, public information, regulatory licensing and election services. Duties include the preparation of agendas, meeting notices and minutes; maintenance of the Town Code; administration of the appointment process to boards and commissions; safeguarding the Town seal; maintenance and preservation of accurate Council records; oversight of the Records and Information Management Program; dissemination of public information; processing of liquor, business and bingo licenses; and the administration of elections.

ADVOCATE LOCAL DEMOCRACY THROUGH VOTER EDUCATION AND THE CONDUCT OF IMPARTIAL AND ACCURATE ELECTIONS.

ELECTIONS (0.0 FTE, \$ 0)

The Elections Division administers all municipal and special district elections in accordance with legal requirements. The Town Clerk oversees the candidate nomination process; initiative, referendum and recall petitions; campaign finance; financial disclosure statements; and voter education and information. Staff and budget are not allocated during non-election years.

CULTIVATE AWARENESS AND ENGAGEMENT FOR TOWN OF SAHUARITA PROGRAMS, SERVICES AND EVENTS.

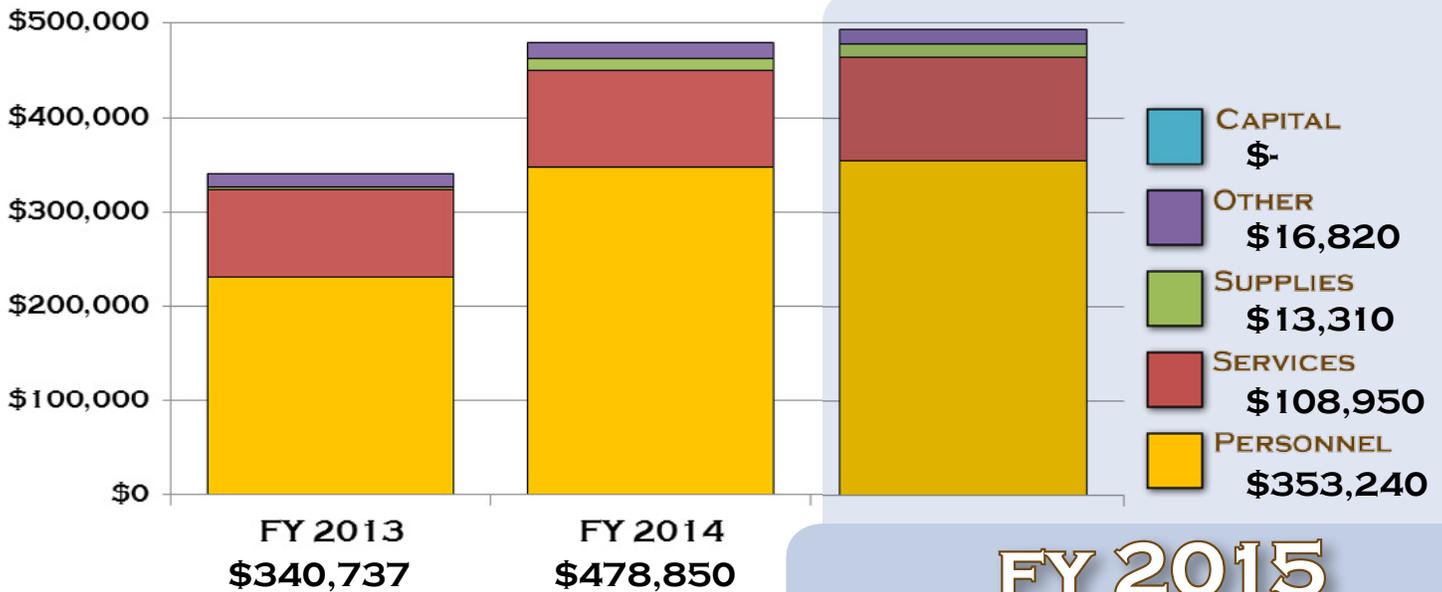
COMMUNICATIONS (1.0 FTE, \$ 161,110)

The Communications Division coordinates communication programs and policies that support the goals and objectives of the Town, focusing on the innovative use of social media, digital communication, online initiatives and progressive tools to better serve and engage the community. Activities include the administration of the Town website and the production and design of newsletters, presentations, surveys, publications, promotional items, press releases and videos.

DEPARTMENT HIGHLIGHTS

- Coordinated State Records Management training to educate Town Records Coordinators in the areas of legal compliance, historical assessment and conservation
- Audited, indexed, imaged and prepared 1265 Resolutions for historical preservation and access
- Audited, indexed and prepared 86 Final Plat Maps for historical preservation
- Administered spring 2013 election cycle in conformance with federal, state and local laws
- Added the Communication Division to the Town Clerk's Office
- Coordinated and supported the State of the Town Event
- Launched a new Town of Sahuarita Website
- Designed the 2013 Citizen-Centric Report recognized by the Association of Government Accountants with a Certificate of Excellence in Citizen-Centric Reporting
- Designed the Annual Adopted Budget for FY 2014 and Comprehensive Annual Financial Report for FY 2013 that won the Distinguished Budget Presentation Award and Certificate of Achievement for Excellence in Financial Reporting from the Government Finance Officers Association

COSTS BY CATEGORY



\$ SPENT PER CITIZEN

FY 2015 - \$17.90

STAFFING

FY 2013	3.4 FTE
FY 2014	5.0 FTE
FY 2015	5.0 FTE

COST CHANGES

Department cost has **changed** by

+3%

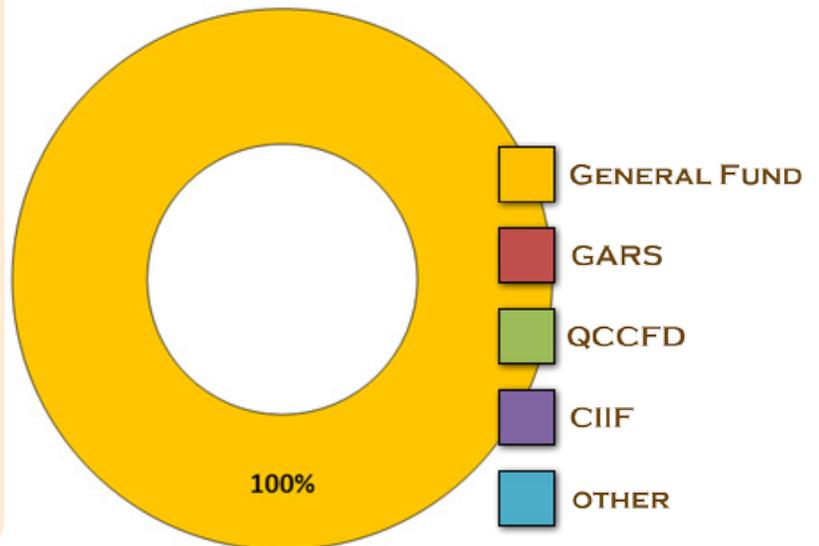
INCREASES

Software support
\$6,500

DECREASES

Transfer copier
lease to Finance
\$6,500

FUNDING



TOWN CLERK

GOALS AND MEASURES

FY 2015 BUDGET

GOAL #1



Provide courteous, efficient and responsive customer service to the community

GOAL #2



Comply with Open Meeting Law

GOAL #3



Maintain and preserve public records

GOAL #4



Conduct transparent, impartial and accurate elections

GOAL #5



Engage the community through digital media

MEASURE	ACTUAL FY2013	ESTIMATED FY2014	TARGET FY2015
% of Customer Survey Ratings Meeting or Exceeding Expectations	100%	100%	100%
# of Information Requests	11,894	8,600	8,600
% of Public Records Requests completed within 72 Hours	*	65%	95%
# of Public Records Requests Received	73	50	50
% of Business Licenses issued within 7 Business Days of Receipt	*	92%	95%
# of Business Licenses Issued	1,152	1,200	1,320
% of Agendas and Public Notices posted in conformance with the Open Meeting Law	100%	100%	100%
% of Audio Minutes posted to website within three business days after meeting	100%	100%	100%
% of Approved Meeting Minutes posted online within two business days after meeting	100%	100%	100%
# of visits to review Public Meeting Agendas, Minutes and Audio	32,656	36,050	40,000
# Town records indexed, imaged and filed with Town Clerk	4,536	1,200	1,200
# Town wide Records Management educational meetings conducted	4	2	4
# of cubic feet of records destroyed in compliance with state law	147	150	150
% Elections conducted without legal challenge	100%	N/A	N/A
# Registered Voters for Primary Election	13,649	N/A	N/A
% Voter Turnout for Primary Election	27.6%	N/A	N/A
# Registered Voters for General Election	13,410	N/A	N/A
% Voter Turnout for General Election	28.5%	N/A	N/A
# of Voter Information Pamphlets Mailed to Households	*	N/A	N/A
# Council Member Seats to be Filled	4	N/A	N/A
# of Twitter Followers	*	1,040	1,300
# of Facebook Likes	*	920	1,150
# of Website Registered Users	*	190	300
# of "Notify Me" Registrants	*	490	610
# of Digital Newsletter Recipients	*	970	1,210
# of Visitors to Town Website	*	99,780	124,725

* New Performance Measure

FINANCE

DEPARTMENT INFORMATION

A.C. Marriotti, CPA
 Finance Director
 amarriotti@sahuaritaaz.gov
 520.822.8844

**PROTECT THE TOWN'S FINANCIAL RESOURCES
 AND PROVIDE QUALITY INFORMATION TO ALL STAKEHOLDERS.**

FINANCE
 (5.0 FTE, \$509,410)

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

RISK MANAGEMENT
 (0.0 FTE, \$200,230)

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.

PROVIDE SUPERIOR TECHNOLOGICAL SERVICES TO ALL DEPARTMENTS.

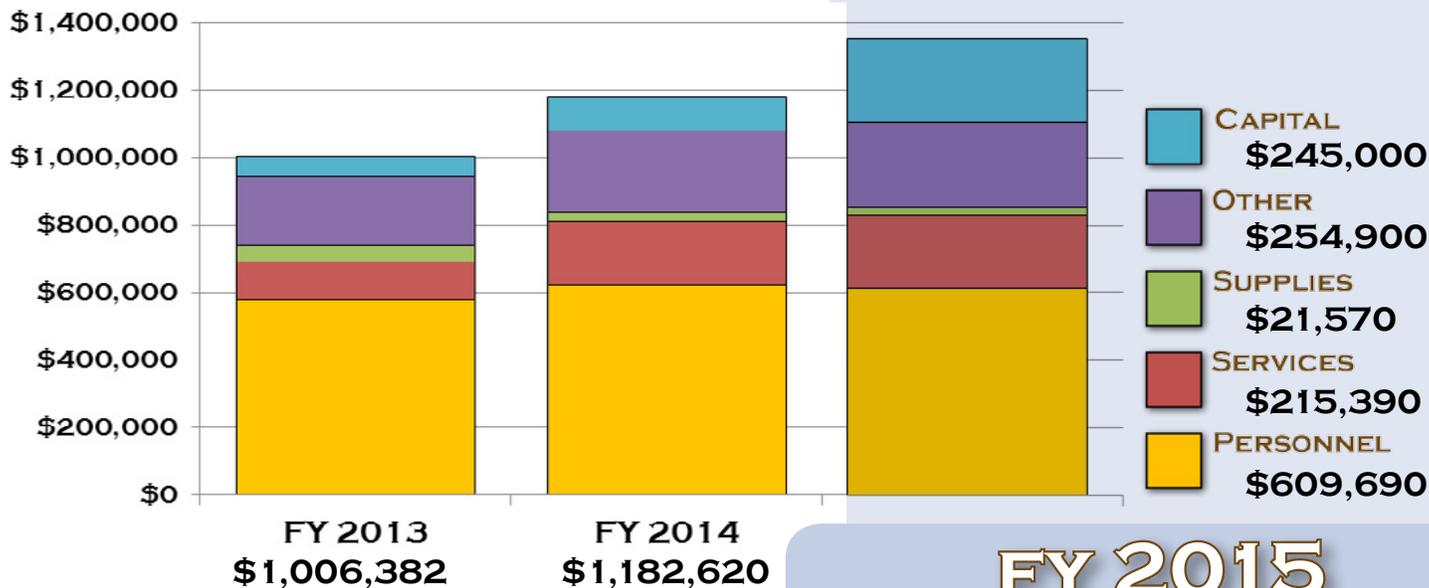
TECHNOLOGY
 (3.0 FTE, \$636,910)

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.

DEPARTMENT HIGHLIGHTS

- Received the Government Finance Officers Association's (GFOA) *Distinguished Budget Presentation Award* for the fiscal year 2014 budget document.
- Received the GFOA's *Certificate of Achievement for Excellence in Financial Reporting* for fiscal year 2013 Comprehensive Annual Financial Report.
- Received the Association of Governmental Accountant's *Certificate of Excellence* for the fiscal year 2013 Citizen Centric Report.
- Reviewed and revised (via Council approval) fiscal policies, ensuring current and best practices were incorporated.
- Completed fiscal impact analysis on the Sahuarita Farms development proposal.
- Performed analyses and review of the development proposal used in the creation of the Rancho Sahuarita Community Facilities District.
- Obtained approval from the Arizona Department of Library & Archives to retain financial records in digital format only.
- Upgraded and deployed new technology including 40 new personal computer workstations, a new Windows 2012 domain controller, and transitioning to a cloud-based email solution.
- Completed a telecommunications audit to ensure appropriate utilization of devices and proper billing.
- Provided training for three new-hires and two employees promoted during the year.

COSTS BY CATEGORY



\$ SPENT PER CITIZEN
FY 2015 - \$48.96

FY 2015
\$1,346,550

STAFFING

FY 2013	8.0 FTE
FY 2014	8.0 FTE
FY 2015	8.0 FTE

COST CHANGES

Department cost has **changed** by

+ 14%

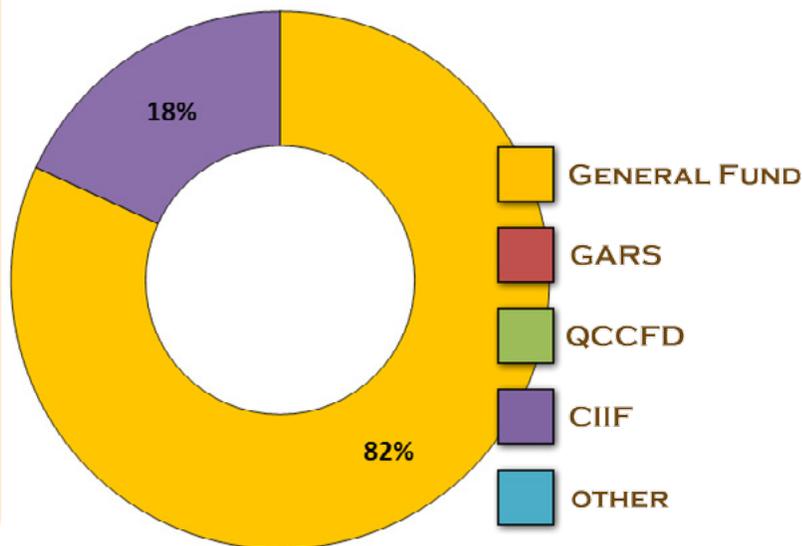
INCREASES

- Payroll timekeeping costs **\$12,300**
- Transferred internet costs **\$42,900**
- Insurance premiums & deductibles **\$17,600**
- IT projects & facility upgrades **\$145,000**

DECREASES

- Medical insurance opt-out **\$15,600**
- Travel & training **\$5,000**

FUNDING



FINANCE

GOALS AND MEASURES

GOAL #1



Protect the Town's financial resources through compliance with all laws, policies, and procedures.

GOAL #2



Protect the Town's financial resources by minimizing risk exposure to the Town.

GOAL #3



Maintain healthy reserves

GOAL #4



Provide quality information to all stakeholders.

GOAL #5



Perform work efficiently and make continuous improvements.

GOAL #6



Enhance technology customer satisfaction by meeting or exceeding established service levels.

GOAL #7



Ensure the Town's technology assets are maintained, reliable, and secure.

MEASURE	ACTUAL FY2013	ESTIMATED FY2014	TARGET FY2015
Number of audit findings, reportable conditions, and/or violation notices	1	0	0
Deposits and investments comply with policy (i.e., are adequately insured and collateralized or meet credit quality minimums)	yes	yes	yes
Bank reconciliations are completed within 20 days after month-end	11 of 12 months	12 of 12 months	12 of 12 months
Number of general liability or property claims filed	7	11	< 12
Net value of actual and estimated losses for items reported above.	\$37,659	\$35,000	< \$50,000
Ratio of General Fund ending fund balances to General Fund expenditures and CIIF debt service	1.19	1.21	1.03
Accuracy rate of previous year's CAFR report	99.94%	100%	≥ 99.90%
Percent of financial reports that are issued timely, within defined timeframes	100%	100%	100%
Number of awards received for high quality financial reporting	3	3	3
Number of best practices and/or operational enhancements implemented by Finance	2	2	2
Number of operational enhancements or cost savings measures implemented by Technology	2	2	2
Number of service tickets submitted	1,241	1,075	1,025
Percent of service requests completed within defined timeframes	84%	84%	≥ 80%
Average customer survey score for quality of services	3.6	3.8	≥ 3.0
Number of network outages during business hours	1	1	0
Average duration of outages in minutes during business hours	180	120	0
Number of audit findings, reportable conditions, and/or violation notices	0	0	0

HUMAN RESOURCES

DEPARTMENT INFORMATION

Debbie Bice
Human Resources Director
dbice@sahuaritaaz.gov
520.822.8812

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.

**HUMAN RESOURCES
(2.0 FTE, \$247,350)**

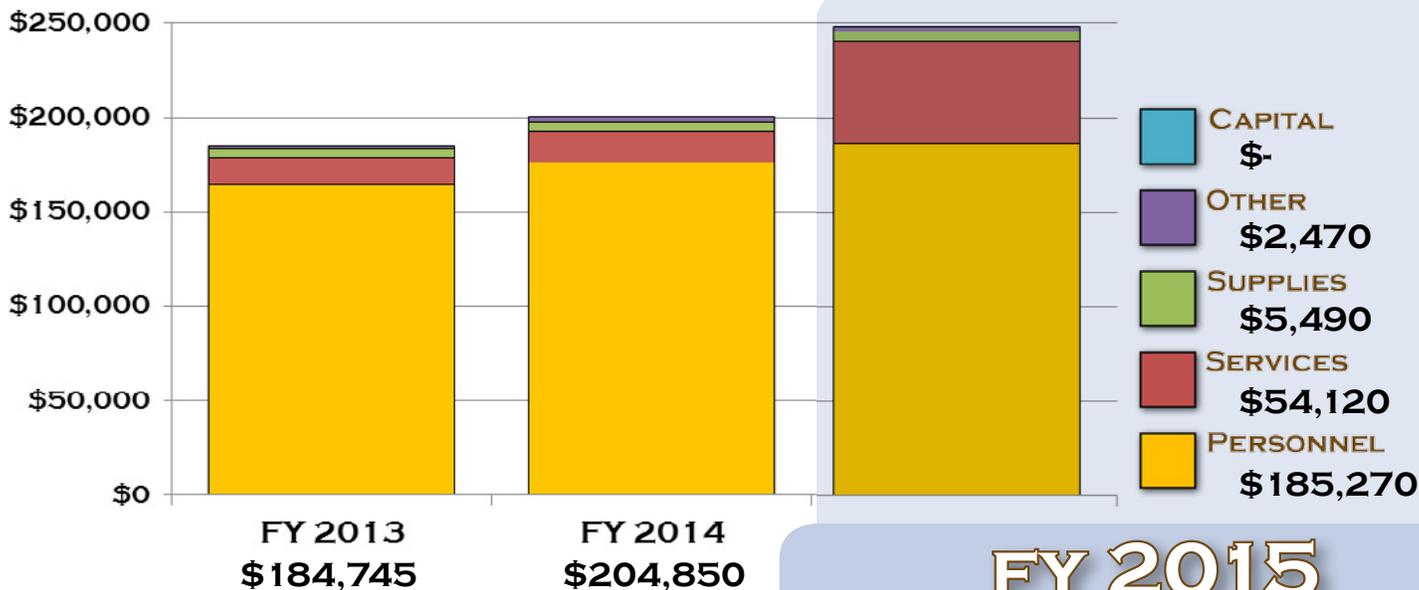


A Town staff member receives an on-site flu shot.

DEPARTMENT HIGHLIGHTS

- Co-sponsored with Green Valley/Sahuarita Chamber of Commerce and CBIZ, our insurance broker, a seminar on the impact of the Affordable Care Act for local Sahuarita and Green Valley businesses.
- Serve as a member of the Pima Association of Government Travel Reduction Program Regional Task Force. Represent the Town at all Task Force meetings and Travel Coordinator trainings.
- Arranged for a representative from Southwest Risk Services, our workers compensation carrier, to conduct an ergonomic evaluation of the work station for sixteen town employees.
- Coordinated with United Health Care and our local Walgreen's pharmacy manager to provide on-site flu shots to employees and their spouse.
- Worked with three departments to create three new positions in the Town. Researched, benchmarked and assisting in writing job descriptions to finalize the creation of the new positions. Then assisted in the recruitment process for the Special Events and Volunteer Coordinator for the Parks & Recreation Department, the Assistant to the Town Manager position, and the promotion of the Principal WWTP Operator to the Plant Operations Supervisor.
- Created a new personnel policy to assist management with workforce scheduling during emergency situations; and revised three personnel policies to provide greater work/life balance and flexibility for our employees.
- Coordinated with all department heads to ensure that the town met the OSHA mandate of having all employees trained on the new Universal HAZCOM regulations by December 1, 2013. All staff members had completed the training and received their completion certificates by December 1st – even with the short notice from our insurance company, we met the deadline!
- Have been requested by other local municipalities to assist them with their knowledge and understanding of the Munis software due to our more extensive use of the system. Have hosted employees of other municipalities and shared our knowledge with them to help them implement the software and the various features for their municipality.

COSTS BY CATEGORY



\$ SPENT PER CITIZEN
FY 2015 - \$8.99

FY 2015
\$247,350

STAFFING

FY 2013	2.0 FTE
FY 2014	2.0 FTE
FY 2015	2.0 FTE

COST CHANGES

Department cost has **changed** by

+21%

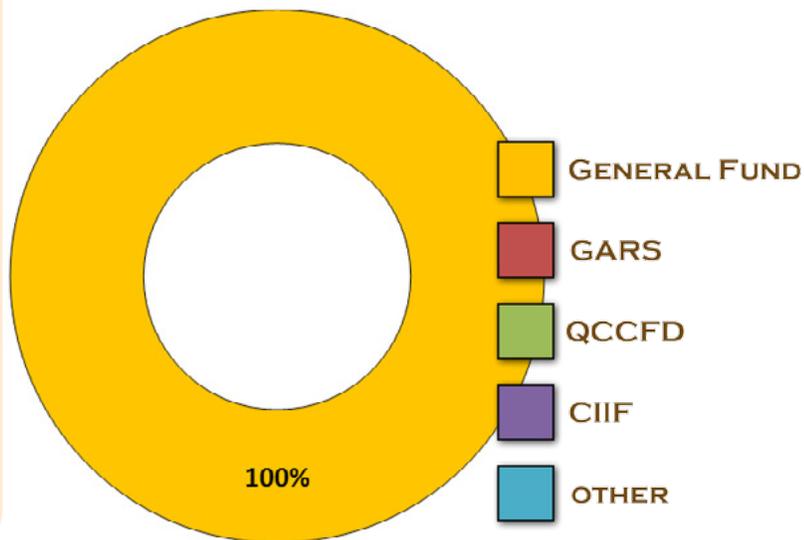
INCREASES

Compensation analysis
\$35,000

DECREASES

No significant decreases

FUNDING



HUMAN RESOURCES

GOALS AND MEASURES

FY 2015 BUDGET

GOAL #1



Assist departments in meeting their goals with efficient and effective staff members.

GOAL #2



Help attract and retain trained staff members by providing competitive yet cost efficient benefit package to Town staff.

GOAL #3



Assist the management team in creating a work environment that encourages open communications and policies that help the Town be an “employer of choice”.

GOAL #4



Comply with OSHA regulations and maintain a safe working environment for all Town employees.

MEASURE	ACTUAL FY2013	ESTIMATED FY2014	TARGET FY2015
Average number of all employees on the payroll during the reporting period (includes Elected Officials)	142	137	140
Number of full and part-time positions that required external recruitment during the reporting period	15	10	15
Ratio of town staff to Sahuarita population (1:1000)	5.48	5.24	5.37
Benefit expenditures as a % of salary expenditures (all benefits)	35.4%	46.1%	48%
Town provided benefit expenditures as a % of salary expenditures (medical, dental, life, FSA, vacation, sick leave, tuition reimbursement)	13.51%	*23.2%	24.8%
Mandated benefit costs (payroll taxes, workers comp, State retirement, State LTD)*	22%	22.9%	23.2%
Percentage of employee performance review completed on schedule	55.4%	75%	85%
Total employees who left the government during the reporting period	13	15	15
Percentage of employees who left the government during the reporting period	9.15%	11.0%	10%
Number of employee grievances filed during the reporting period	0	0	0
Number of OSHA Recordable Accidents/Injuries for all Town employees	10	11	8

*calculation expanded to include vacation and sick leave allowances

PLANNING & BUILDING

DEPARTMENT INFORMATION

Sarah More
 Planning and Building Director
 smore@sahuaritaaz.gov
 520.822.8853

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.

PLANNING & ZONING (5.0 FTE, \$595,620)

The Planning and Zoning Division reviews all building plans, business licenses, development plans and subdivision plats for zoning compliance. We prepare and revise the General Plan and the Zoning Code and review proposals for such amendments as well as rezonings, conditional uses and variances.

BUILDING SAFETY (7.0 FTE, \$666,570)

The Building Safety Division reviews building plans for permitting, issues permits and inspects construction of new development. We assist the public and applicants in preparing submittals and answer questions about code compliance. We perform annual fire inspections of commercial developments and assure subdivisions meet fire codes.

DEPARTMENT HIGHLIGHTS

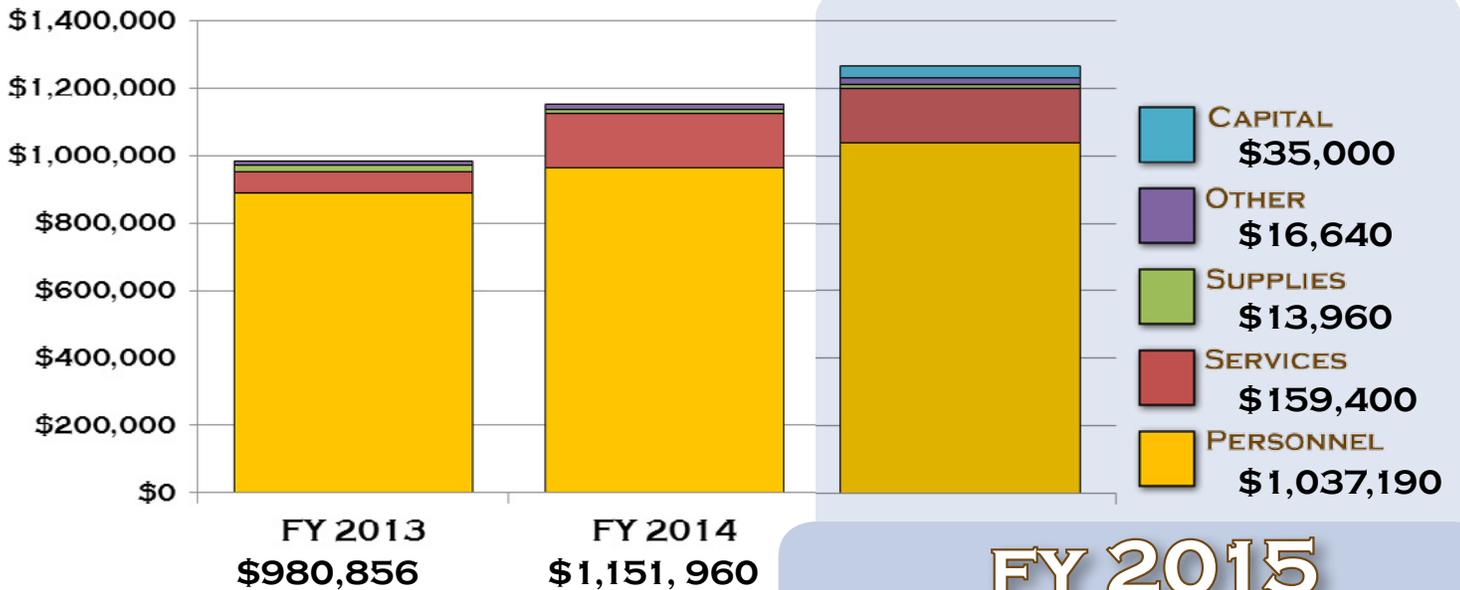
FY 14 Accomplishments

- Started work on Aspire 2035 – Sahuarita’s General Plan; kickoff with public meetings and online and continued work on the Sahuarita East Conceptual Area Plan
- Planning & Zoning staff processed: 2 Development Plans, 1 rezoning, 5 Final Plats, 4 Tentative Plats, and 2 adopted Zoning Code amendments.
- Honored with the 2013 Best Ordinance Award by the Arizona Chapter of the APA for parking standards ordinance adopted in FY2013.
- Continued excellent track record of on-time reviews.
- GV RV Resort – over 300 electrical pedestal upgrades
- Commercial projects:
 Big 5, Goodwill, Rubs, Petco, Ace, Joann’s Autozone, Jim Click, Rural Metro Fire Station #79 Santa Rita Professional Plaza, Pick a Berry Animal League Addition

FY 15 Goals

- Adopt Aspire 2035; Town of Sahuarita General Plan
- Adopt Sahuarita East Conceptual Area Plan
- Apply Crime Prevention Through Environmental Design (CPTED) in planning and zoning processes
- Evaluate and formulate recommendations to the Mayor and Council on the Sahuarita Farms planning project
- Evaluate/refine zoning for commercial and employment land uses
- Ensure that future development projects protect and enhance the beauty of the Town through design standards
- Develop recommendations for a joint public and volunteer neighborhood cleanup program
- Enhance public information on planning and building on the website and develop brochures
- Improve development review times for commercial and residential development
- Complete inspections next day or when requested

COSTS BY CATEGORY



\$ SPENT PER CITIZEN
FY 2015 - \$45.89

STAFFING

FY 2013	11.2 FTE
FY 2014	11.4 FTE
FY 2015	12.0 FTE

COST CHANGES

Department cost has **changed** by

+ 10%

INCREASES

Net staffing changes
\$55,400

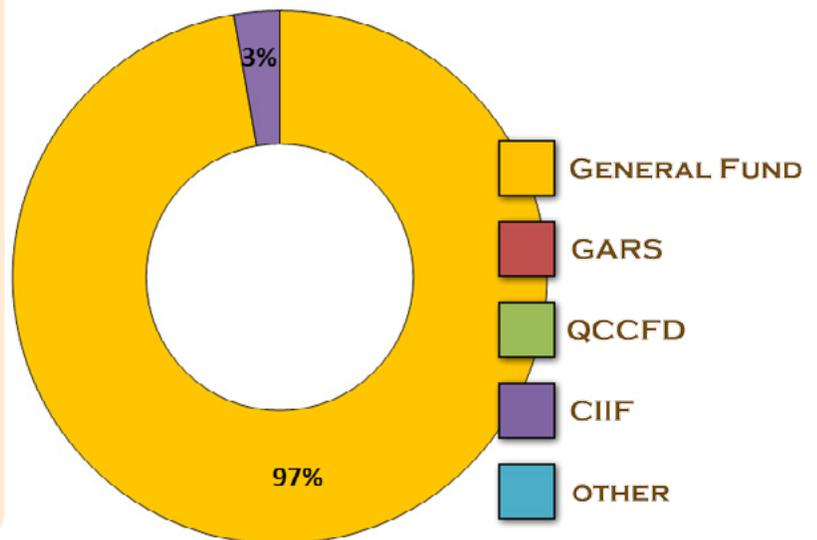
Software support
\$16,000

Vehicle purchase
\$35,000

DECREASES

Long-term planning
 services
\$27,400

FUNDING



PLANNING & BUILDING

GOALS AND MEASURES

FY 2015 BUDGET

GOAL #1



Effective and efficient development review.

GOAL #2



Streamlining and modernization of the zoning code.

GOAL #3



Complete major planning projects.

GOAL #4



Provide excellent customer service.

GOAL #5



Complete 100% of inspection stops the next day or when requested.

GOAL #6



Complete single family residence (from a model plan) plan reviews within 5 business days of a complete submittal.

GOAL #7



Complete commercial plan reviews within 10 business days of a complete submittal.

MEASURE	ACTUAL FY2013	ESTIMATED FY2014	TARGET FY2015
Number of Development Plans reviewed (in process) during the reporting period	6	2	4
Number of Plats reviewed (in process) during the reporting period	1	10	5
Percent of reviews completed within target goal (4 weeks)	100%	100%	100%
Number of zoning code amendments initiated	4	4	4
Number of zoning code amendments adopted	4	1	3
Number of specific plans and general plan amendments processed	0	1	3
Number of required General Plan updates performed	n/a	1	1
Percentage of positive comment cards received	100%	100%	100%
Percent of zoning complaints investigated within 3 business days of the complaint	100%	100%	100%
Total number of building inspection stops	4100	4300	4500
Percentage of building inspection stops completed on time or when requested	100%	100%	100%
Total number of permits issued - Residential	210	160	200
Average time for single family residence (from a model plan) plan review (in calendar days)	1	1	1
Percentage of single family residence (from a model plan) plan reviews completed within 5 business days of a complete submittal	n/a	100%	100%
Total number of permits issued - Commercial	30	32	34
Average time for commercial plan reviews (in calendar days)	13	10	10
Percentage of commercial plan reviews completed within 10 business days of a complete submittal	84%	90%	90%

PARKS & RECREATION

DEPARTMENT INFORMATION

FY 2015 BUDGET

**TO PROVIDE PARKS, NATURAL AREAS, FACILITIES,
PROGRAMS, AND SERVICES THAT PRESERVE AND ENHANCE
QUALITY OF LIFE FOR THE SAHUARITA COMMUNITY**

Deborah Summers
Parks and Recreation Director
dsummers@sahuaritaaz.gov
520.822.8894

ADMINISTRATION

(3.0 FTE, \$261,780)

The executive division of the Department provides the leadership, support and resources that enable the Department staff to provide quality service to the Citizens. Staff in this division are also liaisons to the Parks & Recreation Commission, the Sahuarita Health and Wellness Foundation and the Sahuarita Teen Advisory Council. This division also oversees the Town's Special Events and Town wide permitting process.

RECREATION

(6.7 FTE, 422,610)

The recreation division provides 42 programs; coordinates use of facilities for adult leagues and youth user groups on 11 sports fields; permits all facility rentals, as well as supporting the growing number of community events. The Anamax Park Recreation Center hosts a variety of classes and programs for the community, including a meeting place for local organizations. The programs offered range from infants and toddlers to adults and seniors which develop and encourage lifelong recreation users. The recreation division's staff assists and supports the Sahuarita Teen Advisory Council and the Sahuarita Health and Wellness Foundation.

PARKS & FACILITIES

(5.0 FTE, \$1,037,970)

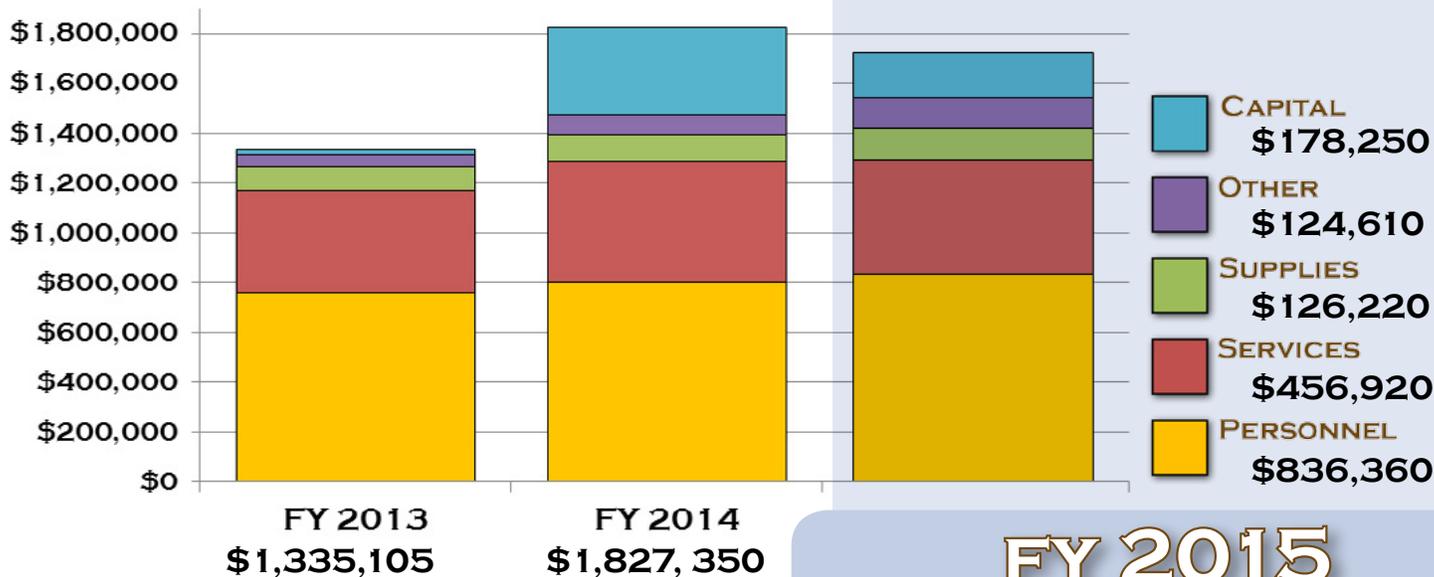
The maintenance division maintains 107 acres of park land with facilities. These include five Town maintained parks (including one park with a ten acre lake), and one joint use Town-School park that is maintained by the school district. The division also maintains the department vehicles, power equipment, key and locks system, vandalism and graffiti abatement program, sports lighting, off leash dog areas, and administers the Adopt-A-Park program.

DEPARTMENT HIGHLIGHTS



- Current year accomplishments
 - Lake wall repair completed successfully
 - Added two programs specifically targeting to improve seniors health.
 - Regenerated the sports turf at Anamax Park and created 40 additional parking spaces
 - All park restrooms on automated locking system
 - Partnership with SUSD to use SIS gymnasium for the public
 - Halloween Spooktacular record attendance of 10,000
 - Re organization of Department that reclassified a position to Special Event and Volunteer Coordinator due to the increasing demand for events and increases in volunteers
 - Completing at least 6 deferred maintenance projects
- Anticipated accomplishments
 - Multi (5) agency partnership to provide activities for youth and teens during summer recess
 - To increase the number of lighted sports fields
- Important upcoming tasks
 - Regeneration of sports field turf at North Santa Cruz Park
- Performance Measures for the coming year
 - Work with partners in the community to provide events that attract regional attendance
 - Assist Pima County in establishing the Juan Batista de Anza National Historic Trail
 - Prioritize facility needs using results from the citizens survey
 - Work on a facility replacement assessment
 - Adopt the Pima Regional Trail System master Plan revised version from 2012
 - Advance recommendations of the Open Space Study from 2010
 - Explore joint facility use with regional partners in an effort to provide efficient use of existing and new facilities

COSTS BY CATEGORY



\$ SPENT PER CITIZEN
FY 2015 - \$62.62

FY 2015
\$1,722,360

COST CHANGES

Department cost has **changed** by

- 6%

INCREASES

- Net staffing changes **\$6,600**
- Facility repairs & maint **\$11,100**
- Irrigation supplies **\$9,500**
- Special events **\$14,000**
- Contribution for SUSD park maintenance **\$25,000**

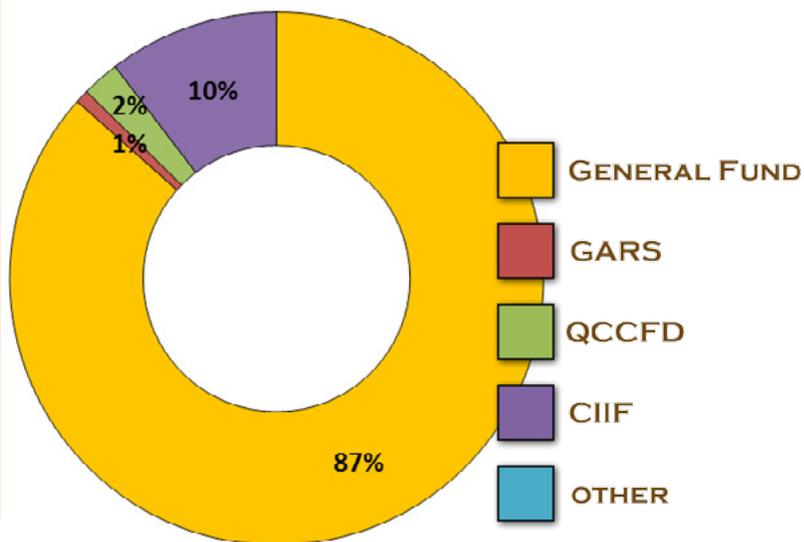
DECREASES

- Consumption of recharge credits **\$48,000**
- Capital equipment purchases **\$172,700**

STAFFING

FY 2013	15.1 FTE
FY 2014	14.7 FTE
FY 2015	14.7 FTE

FUNDING



PARKS & RECREATION GOALS AND MEASURES

FY 2015 BUDGET

GOAL # 1



Complete the process of acquiring conservation open space land through use of the 2004 Pima county \$1.5 million bond Program.

GOAL #2



In partnership with Pima county and landowners continue process for trail alignment acquisition for the Juan Bautista de Anza National Historic Trail.

GOAL #3



Develop an Intergovernmental Agreement with the Sahuarita Unified School District for facility use.

GOAL #4



Increase Park and Recreation facility usage and classes/program attendance by 3%.

GOAL #5



In partnership with local businesses and philanthropic organizations, provide support organizing an Art Festival, a Halloween Event and an additional biking event.

GOAL #6



Collaborate in a local and/or regional tourism activity through Pima County sports tourism and/or Festival and Events Association of Tucson and Southern Arizona.

GOAL # 7



Implement a deferred maintenance program to complete at least six park maintenance projects that will maintain and extend the life of essential park infrastructure.

MEASURE

	ACTUAL FY2013	ESTIMATED FY2014	TARGET FY2015
Amount of Open Space acquired	*	0	50 A
Amount of trail alignment acquisition completed	*	0	5 A
Complete an agreement with the School District	*	0	1
Average number of daily recreation class/program participants	40.9	47.3	48.4
Percentage of recreation sessions successfully conducted (bi-annually)**	87.30%	84.9%	87.5%
Number of volunteer hours worked in support of Parks and Recreation staff.	9,105	11,050	12,000
Number of recreation sessions offered	42	47	50
Average number of daily rentals	1.2	1.2	1.3
Percentage of recreational activities rated as excellent or good - 2013 Citizen Survey	55%	N/A	Survey
Percentage of citizens rating recreation programs or classes as excellent or good - 2013 Citizen Survey	46%	N/A	Survey
Percentage of citizens participating in a recreation program or activity - 2013 Citizen Survey	51%	N/A	Survey
Percentage of citizens using Anamax Recreation Center - 2013 Citizen Survey	48%	N/A	Survey
Number of events with outside organizations that Parks and Recreation lends support to	*	5	7
Participate in three regional events where the Town is listed as a partner.	*	7	10
Number of completed deferred park maintenance projects	*	8	6

* New Performance Measure

PUBLIC WORKS

DEPARTMENT INFORMATION

Sheila Bowen
 Public Works Director
 sbowen@sahuaritaaz.gov
 520.344.7100

PROVIDE AND MAINTAIN SAFE AND EFFICIENT PUBLIC INFRASTRUCTURE SYSTEMS INCLUDING THE TRANSPORTATION NETWORK, WASTEWATER SYSTEM, AND DRAINAGE WAYS FOR THE SAHUARITA COMMUNITY.

ADMINISTRATION & ENGINEERING (3.5 FTE, \$430,830)

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

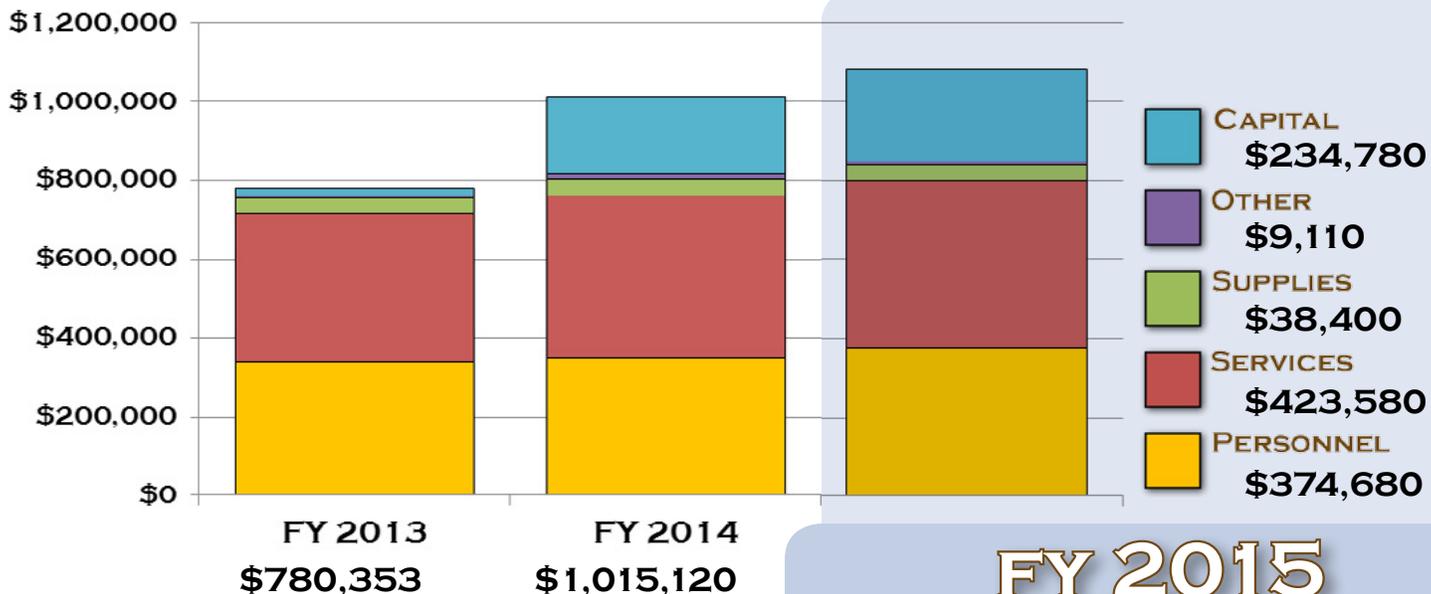
FACILITIES (1.0 FTE, \$649,720)

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

DEPARTMENT HIGHLIGHTS

- The Department has completed three out of four phases of the Sahuarita Road corridor improvement project. Successful implementation of the project highlights the Department’s **organizational effectiveness** and brings to life the Town’s vision to create a regional corridor roadway that **fosters economic development, provides high quality and cost-effective infrastructure, plans for the community’s future, and enhances the quality of life for the community.**
- Multi-Modal Transportation - As part of the Town’s effort to **provide high quality and cost-effective infrastructure**, the Department secured funds to design and build the Town Hall Municipal Park and Ride. The current phase has seen the completion of three bus stop shade structures and procurement of a fourth structure. Ridership has increased since the installation of the structures that enhance the **quality of life** for riders by increasing their sense of security and comfort.
- This past summer, the Department continued its Youth Art Program. In partnership with the Sahuarita Unified School District through funding provided by the Pima Association of Governments, the program **incorporates art into Town projects through grant opportunities**, which **promote and enhance confidence in multi-modal transportation** while improving the **quality of life** for residents. The underpass links numerous activity areas along Sahuarita Road through **partnerships to provide safe streets.**
- As part of the ongoing effort to **provide and maintain quality and cost-effective infrastructure, public streets, and rights-of-way**, the Department advanced several projects within the five year Capital Improvement Plan, including: initiating the final design of a new Pima Mine Road Bridge at the Santa Cruz River; installing a new traffic signal at the intersection of La Villita Rd and Rancho Sahuarita Blvd; and construction of sidewalks and bicycle lanes as part of the Town-wide Pedestrian/Bike Improvement Project.

COSTS BY CATEGORY



\$ SPENT PER CITIZEN
FY 2015 - \$39.29

STAFFING

FY 2013	4.5 FTE
FY 2014	4.5 FTE
FY 2015	4.5 FTE

COST CHANGES

Department cost has **changed** by

+6%

INCREASES

Net staffing changes
\$9,100

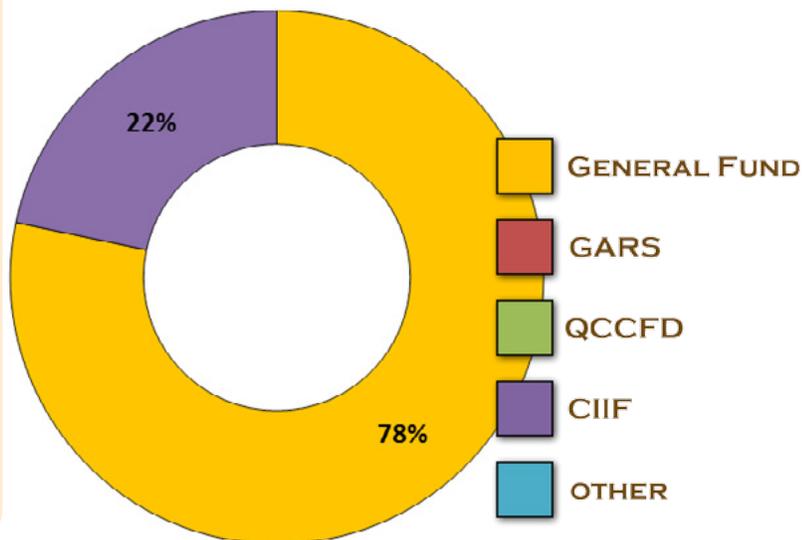
Water study
\$50,000

Utilities
\$6,000

DECREASES

No significant
 decreases

FUNDING



PUBLIC WORKS

GOALS AND MEASURES

FY 2015 BUDGET

GOAL #1



Provide effective management of Town-Owned Buildings

GOAL #2



Provide safety and security for all Town facilities and properties

GOAL #3



Consistently meet or exceed processing times for planning and building reviews & permits

MEASURE	ACTUAL FY2013	ESTIMATED FY2014	TARGET FY2015
Total annual kilowatt hours used (in millions) by Town Hall Buildings (i.e. PD, Courts & TH)	N/A	N/A	N/A
Percentage of annual safety inspections passed	100%	100%	100%
Number of Improvement Plans reviewed (in process) during the reporting period	19	24	N/A
Percent of reviews completed within target goal (4 weeks)	100%	100%	100%
Total number of grading permits issued	25	9	N/A
Average time for grading permit review (calendar days)	5	4	5
Total number of right-of-way permits issued	45	47	N/A
Average time for right-of-way permit review (calendar days)	-	4	5



POLICE

DEPARTMENT INFORMATION

John Harris
Police Chief
 jharris@sahuaritaaz.gov
 520.344.7000

TO PROTECT LIFE AND PROPERTY, PREVENT CRIME AND SOLVE PROBLEMS BY FORMING A PARTNERSHIP WITH THE COMMUNITY, OTHER TOWN DEPARTMENTS AND OTHER AGENCIES

POLICE DEPARTMENT

(51.0 FTE, \$7,406,190)

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

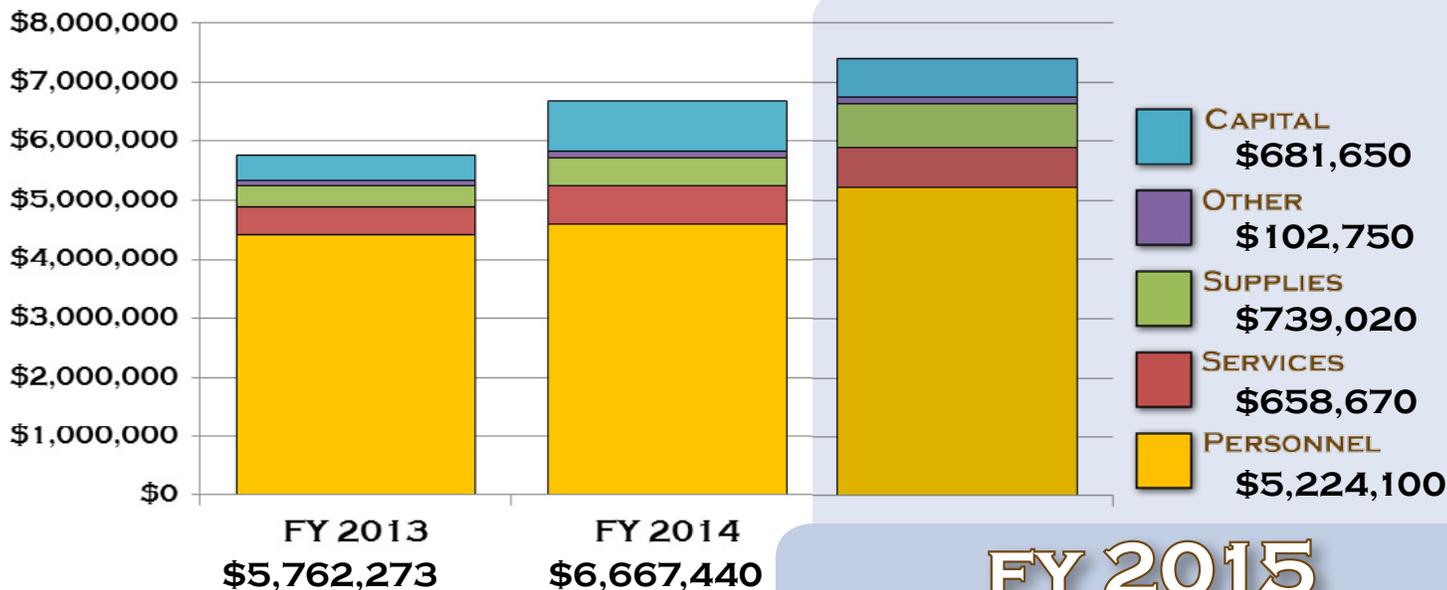
Investigations: Investigation of crimes, coordinate with other agencies and participate in regional task forces.

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

DEPARTMENT HIGHLIGHTS

- The Police Department is very proud that the Town of Sahuarita was named #1 safest town in Arizona by MOVOTO Real Estate Review. This was based on crime stats such as violent crimes and property crimes.
- The Sahuarita Police Department has developed a strong partnership with our neighborhoods by hosting community events such as Getting Arizona into Neighborhoods (GAIN) which was previously known as National Night Out and having officers attend Neighborhood Watch meetings.
- The Police Department works closely with citizens by participating in safety fairs in the schools and throughout the Town. We also involve our youth in the Explorer program where they learn leadership, teamwork, and provide numerous hours of community service.
- Our Sahuarita Police Department Volunteers in Police Service (VIPS) work closely with officers and administrative staff where they provide over 5,000 volunteer hours each year.
- The Police Department consistently deploys officers for DUI Enforcement. In the past year one of our officers, Officer Sam Long was recognized by both Mothers Against Drunk Drivers (MADD) and The Son's of the American Revolution for his outstanding work in DUI enforcement.
- Additionally, the Department ensures all staff remain current through department wide training refresher courses.

COSTS BY CATEGORY



\$ SPENT PER CITIZEN
FY 2015 - \$269.27

STAFFING

FY 2013	51.0 FTE
FY 2014	50.0 FTE
FY 2015	51.0 FTE

COST CHANGES

Department cost has **changed** by

+ 11%

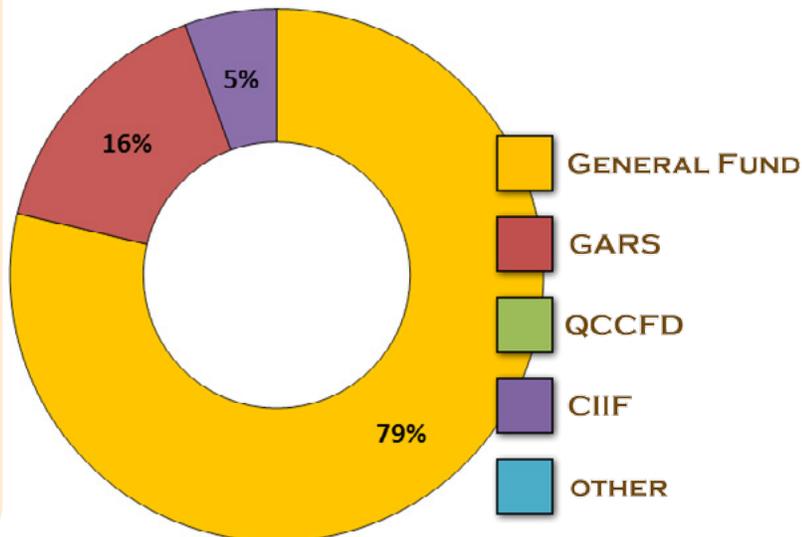
INCREASES

- Net staffing changes
\$84,300
- Negotiated benefit changes
\$49,700
- Additional grant funded costs
\$397,800
- Equipment repair
\$10,200
- Travel & training
\$12,000

DECREASES

- Background checks
\$5,000
- Computer equipment & software
\$16,600
- Capital equipment purchases
\$169,500

FUNDING



POLICE GOALS AND MEASURES

FY 2015 BUDGET

GOAL #1



Continue to improve all levels of school safety and security through increased collaboration

GOAL #2



Seek reduction in the number of commercial entities false alarms through educational undertakings through the crime prevention and VIP components of the department.

GOAL #3



Host a minimum of ten community events throughout the year to increase public interaction and public relations.

GOAL #4



Complete a minimum of 10 educational safety presentations in the schools to include child safety, bicycle helmets, seatbelt use and teen driving.

GOAL #5



Continue education and enforcement activities in the area of safety belt usage and DUI reduction.

GOAL #6



Increase security for Town Facilities

GOAL #7



Enhance partnership with Planning & Building through Crime Prevention Through Environmental Design (CPTED) by review of all future plans.

GOAL #8



Continue Emergency Disaster response capabilities through training & exercises and implementation of Command Post.

GOAL #9



Decrease response times for top priority calls

DEPARTMENT SUMMARIES AND PERFORMANCE MEASURES

MEASURE

**ACTUAL
FY2013** **ESTIMATED
FY2014** **TARGET
FY2015**

MEASURE	ACTUAL FY2013	ESTIMATED FY2014	TARGET FY2015
Number of police calls for services resulting in a police unit being dispatched to a school or bus.	N/A	187	185
Number of juveniles arrested on school grounds or bus.	N/A	55	51
Number of weapons confiscated on school grounds or bus.	N/A	0	0
Residential number of dispatches of police units to security alarm calls - rplwizr.8	579	496	480
Commercial number of dispatches of police units to security alarm calls - rplwizr.8	159	172	167
Number of home checks to vacant homes completed by VIPS	*	N/A	105
Percentage of citizens who rate crime prevention as excellent or good.	52%	60%	66%
Percentage of citizens who rate the quality of police services as excellent or good.	70%	72%	75%
Percentage of citizens whose overall impression of the Police Department is excellent or good.	80%	84%	87%
Number of community events hosted	2	39	10
Number of educational safety presentations in the schools.	*	7	10
Percentage of citizens who rate traffic enforcement as excellent or good.	53%	55%	58%
Number of public safety awareness events hosted.	*	6	9
Number of accidents where seat belts were not fastened.	N/A	4	3
Number of personal injury accidents - rplwizr.8	21	20	19
Number of property damage accidents - rplwizr.8	222	219	217
Number of UCR Part II DUI Offenses - JMOFFSUM	42	44	48
Number of police calls generated at Town Facilities	*	N/A	
Number of plans reviewed	*	N/A	
Number of Emergency/Disaster incidents	1	4	3
Number of incidents and/or activities Command Post used	4	7	9
Total average time from receipt of top priority police telephone call to arrival on scene (in seconds) enter measure used to determine performance towards achieving goal - rpcdbest.3	5:15	5:40	5:15

* New Performance Measure

MUNICIPAL COURT

DEPARTMENT INFORMATION

Honorable Maria Avilez
Town Magistrate
520.344.7150

UPHOLD THE LAW AND ADMINISTER
JUSTICE FAIRLY AND EFFICIENTLY,
TREATING ALL WHO COME TO THE COURT
WITH DIGNITY AND RESPECT.

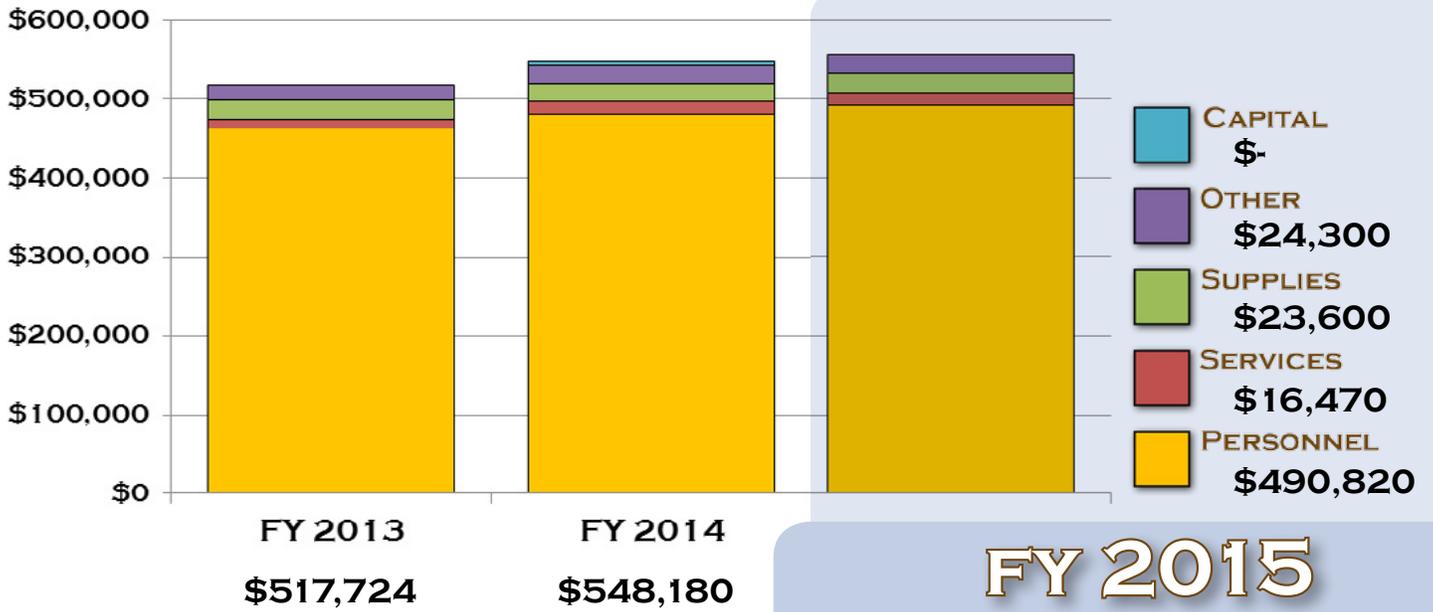
MUNICIPAL COURT (8.0 FTE, \$555,190)

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.

DEPARTMENT HIGHLIGHTS

- One Clerk completed the pilot program ACS (Arizona Court Supervisor). A second Clerk will begin the course by the end of April 2014.
- One Clerk will attend the 2014 Agnese Haury Court Interpreter Training in June 2014. Once completed she will provide much of the court's Spanish interpreting with a corresponding reduction in this budget line item.
- Using local JCEF (Judicial Collection Enhancement Fund) funds, the court is adding 3 security cameras to courtroom #2 to allow court security to monitor both courtrooms simultaneously from the security vestibule.
- Judge Avilez continues involvement in other court activities. She serves as the Vice Pres. of the Arizona Magistrates Association. She was also appointed in 2006 by the Chief Justice of the AZ Supreme Court as a Commissioner on the Commission for Minorities, continues to serve as a sub-committee participant in the development of the *Fifth Arizona Statewide Report Card*, which assesses over-representation of minority youth in the juvenile system, and she participates in the Regional Municipalities Veterans Treatment Court.
- Judge Avilez participates in local schools' activities: guest speaker at the Middle School's Career Day, reads for the Elementary School Love of Reading week. This year she will be the speaker for the 8th grade promotion.
- The SMC (Sahuarita Municipal Court) continues to be used as a model court when policies and procedures are needed at other courts.
- SMC continues to work with the Tucson Youth Development in which students from SUSD work in the court for pay.
- Continue collaboration with Community Partnership of Southern Arizona & Pima County Attorney's Office Victim Witness Advocates by coordinating the physical presence of a representative to support and provide input on behalf of the victim(s) or defendant(s). CPSA also assists with mental health and/or behavioral diversions and assessments.
- Provisions of fair and objective resolution of disputes and enforcement of laws in a manner appropriate to the needs of our community and society.

COSTS BY CATEGORY



FY 2015
\$555,190

\$ SPENT PER CITIZEN

FY 2015 - \$20.19

COST CHANGES

Department cost has **changed** by

+ 1%

INCREASES

No significant increases

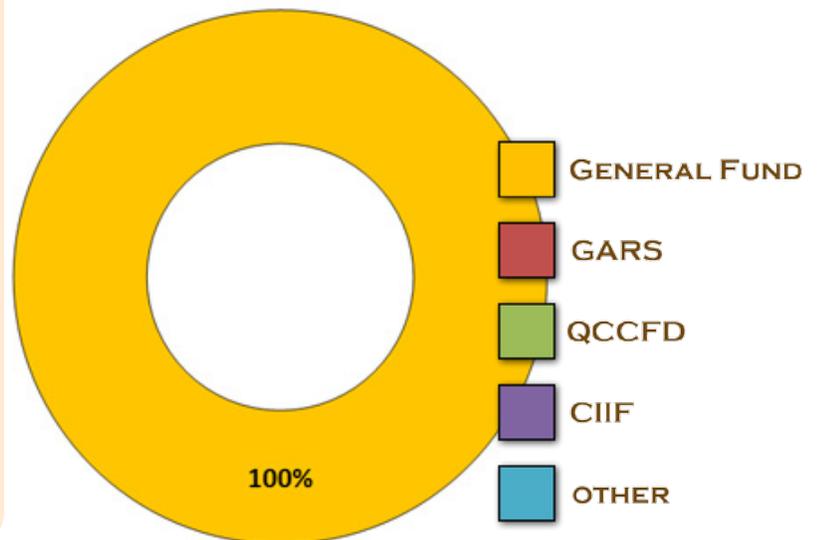
DECREASES

Capital equipment purchases
\$5,500

STAFFING

FY 2013	8.0 FTE
FY 2014	8.0 FTE
FY 2015	8.0 FTE

FUNDING



MUNICIPAL COURT

GOALS AND MEASURES

GOAL #1

Provide better customer service to all litigants entering the courthouse.



GOAL #2

Continue to execute cases in a timely manner as required to use resources effectively in delivering desired outcomes.



GOAL #3

Continue to provide quality safety measures for all litigants that enter the courthouse.



MEASURE	ACTUAL FY2013	ESTIMATED FY2014	TARGET FY2015
Provides the litigants other means of making their payments, instead of having to travel to the courthouse : IVR- Payments made over the phone	357	504	450
Provides the litigants other means of making their payments, instead of having to travel to the courthouse: WEB- Payments made on the court's main webpage of the Town's website.	134	146	140
Providing other community services such as: Marriage Licenses	27	52	40
Providing other community services such as: Passports	326	234	200
% of cases adjudicated (cases closed vs.cases opened) Criminal Misdemeanors/ Civil & Criminal Traffic/Protective Orders	100%	100%	100%
DUI Clearance Rate	128%	100%	100%
Court Visitors scanned/walked through magnetometer	12,999	11,862	12,000
Number of items scanned through the X-Ray machine	8,089	8,390	8,000
Number of items of contraband detected while entering the courthouse	179	172	175

STREETS

DEPARTMENT INFORMATION

Sheila Bowen
Public Works Director
sbowen@sahuaritaaz.gov
520.344.7100

STREETS (12.7 FTE, \$1,951,830)

The Public Works – Streets Department is responsible for effective operation of Town owned infrastructure, specifically the maintenance of all public streets, roadways, landscape areas, and drainage-ways to ensure the facilities fulfill the function for which they were designed. Well maintained public transportation and drainage facilities promote and enhance confidence in multi-modal transportation and play a key role in enhancing the quality of life throughout our community. The Streets department also plays a key role with the engineering division to ensure that recurring operation & maintenance costs are considered and accounted for when planning for capital projects. As part of the ongoing effort to build a financially resilient government that seeks continuous improvement in its annual maintenance costs, the Streets Department maintains an active Town wide volunteer program and Inmate Labor Program

DEPARTMENT HIGHLIGHTS

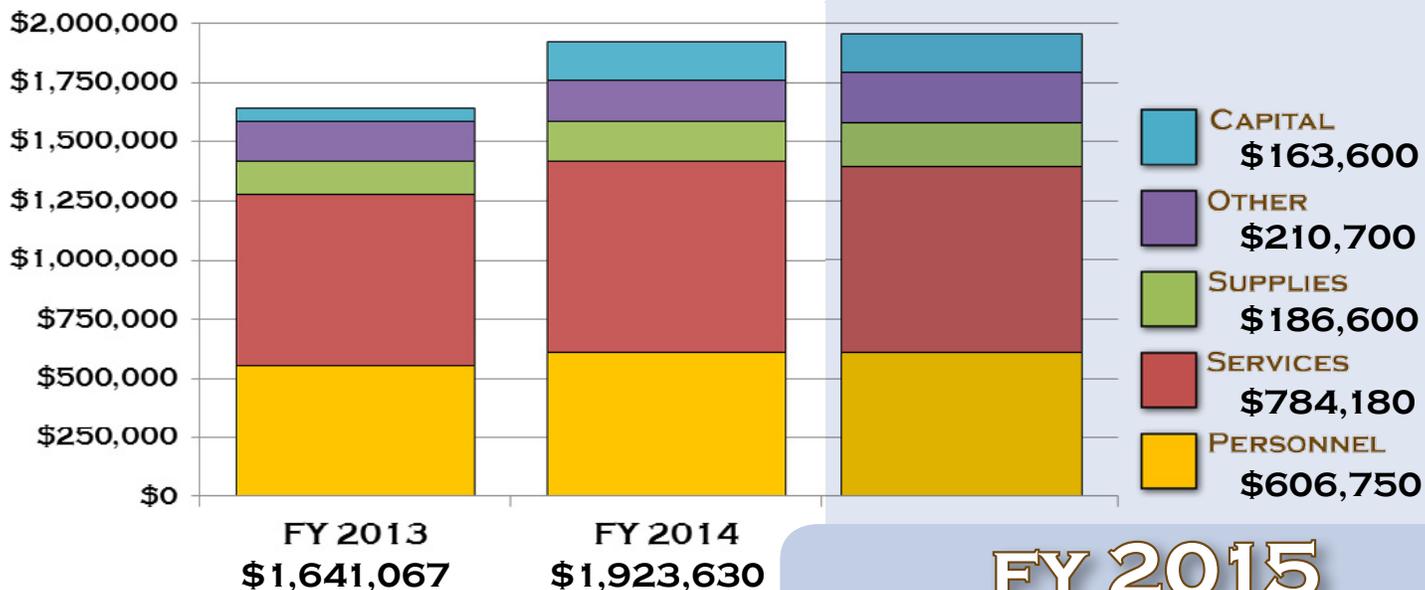
As the transportation system has been upgraded to meet the future needs of a growing community, the Town has also invested largely in landscape. A key role for the Department is to provide and maintain public streets and rights-of-way. This includes landscape maintenance such as preventative and ongoing weed control in those areas. As part of its goal of continuous improvement, the Department acquired a 300 gallon skid type spray system. Compared to its previous 75 gallon sprayer, the new system allows the Department to treat larger areas with less time lost for refilling while providing more effective operation of Town-owned infrastructure.

As part of its role in providing and maintaining public streets and rights-of-way, the Department relies on volunteers from the community. These volunteers assist the Department in its “Adopt-A-Roadway”, “Adopt-A-Wash”, “Adopt-An-Underpass”, “Beat Back Buffelgrass” and other vital programs. Volunteers play a key role in

enhancing the quality of life for everyone while helping the Department achieve its goal of organizational effectiveness through continuous improvement in the delivery of services. The Department greatly appreciates the time, effort, and caring of each volunteer of the many groups who help keep the Town’s roads, washes, and underpass safer and cleaner, for all to enjoy.

The Department has been working to develop and implement its asset management system. Staff developed workflow procedures this past year, enabling work requests to be initiated, tracked, and completed through the system. Ongoing and future activities include continuing efforts to expand the system thus improving organizational effectiveness by enabling the Department to more effectively track maintenance and operations activities while providing and maintaining public streets and rights-of-ways.

COSTS BY CATEGORY



FY 2015
\$1,951,830

\$ SPENT PER CITIZEN
FY 2015 - \$70.96

COST CHANGES

Department cost has **changed** by

+ 1%

INCREASES

Maintenance supplies & equipment
\$12,300

Indirect cost allocation
\$37,700

DECREASES

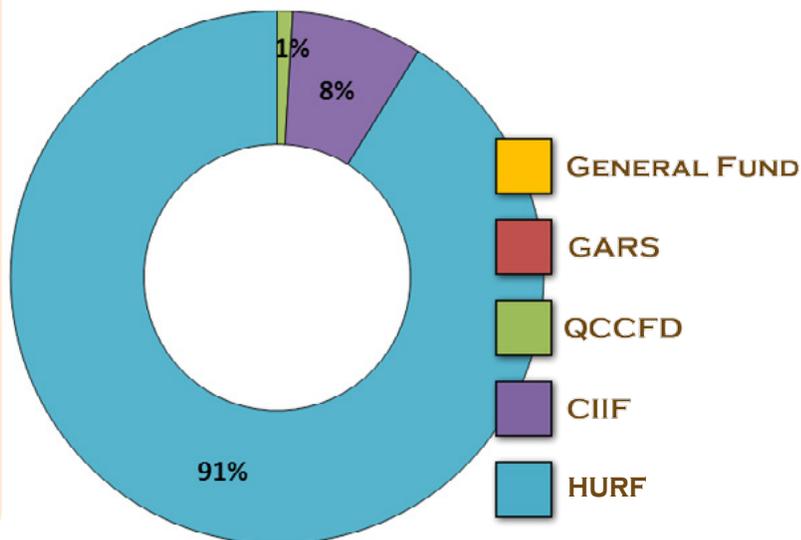
Net staffing changes
\$46,800

Streets and routes plan costs
\$30,000

STAFFING

FY 2013	14.0 FTE
FY 2014	14.0 FTE
FY 2015	12.7 FTE

FUNDING



STREETS

GOALS AND MEASURES

GOAL #1

Provide and Maintain Public Streets and Rights-of-Ways



GOAL #2

Implement sign replacement program



GOAL #3

Implement sign replacement program



MEASURE	ACTUAL FY2013	ESTIMATED FY2014	TARGET FY2015
Number of potholes in need of repair during the reporting period	224	159	N/A
Number of potholes repaired during the reporting period	224	159	N/A
Average number of days to repair a reported pothole	1	1	1
Number of pavement issues reported as needing patching during the reporting period	28	24	N/A
Number of pavement patches completed in the reporting period	28	24	N/A
Percentage of arterial roads rated as good or better	69%	65%	60%
Percentage of collector streets rated as good or better	52%	58%	55%
Completed street sweeping of all public roadways at least four times per year	yes	yes	yes
Number of traffic signal repairs during the reporting period	58	65	N/A
Number of traffic signal replacements during the reporting period	7	4	N/A
Average number of days to repair traffic signal outage	1	1	1
Number of total inmate labor hours (this includes Facilities and WW)	7,823	N/A	N/A

WASTEWATER

DEPARTMENT INFORMATION

Sheila Bowen
Public Works Director
sbowen@sahuaritaaz.gov
520.344.7100

WASTEWATER (6.9 FTE, \$1,381,220)

The Public Works – Wastewater Department is responsible for maintaining permit compliance and the effective operation and maintenance functions associated with the Town's Water Treatment and Reclamation Facility, including over 13 acres of recharge basins for reclaimed water. The facility is permitted to treat up to 3.0 million gallons per day, with an average daily flow in 2014 of approximately 850,000 gallons. The Department is also responsible for the associated sewer collection system, which includes approximately 45 miles of sewer-lines and over 1,100 manholes. Another key role of the Wastewater Department that is accomplished through the engineering and administrative support within the Public Works Department is to conduct planning and policy development to manage industrial waste permitting, respond to billing/customer service requests related to the sewer system, pursue future service delivery opportunities, facilitate development opportunities, assure developer funded projects provide necessary infrastructure, and monitor construction of those improvements to ensure high quality and cost-effective Infrastructure. As part of the ongoing efforts to build a financially resilient government, the Wastewater department monitors and periodically recommends updates to the Wastewater rate plan with the goal of meeting cost recovery needs of the enterprise and ultimately eliminating deficits in the Wastewater Enterprise Fund.

DEPARTMENT HIGHLIGHTS

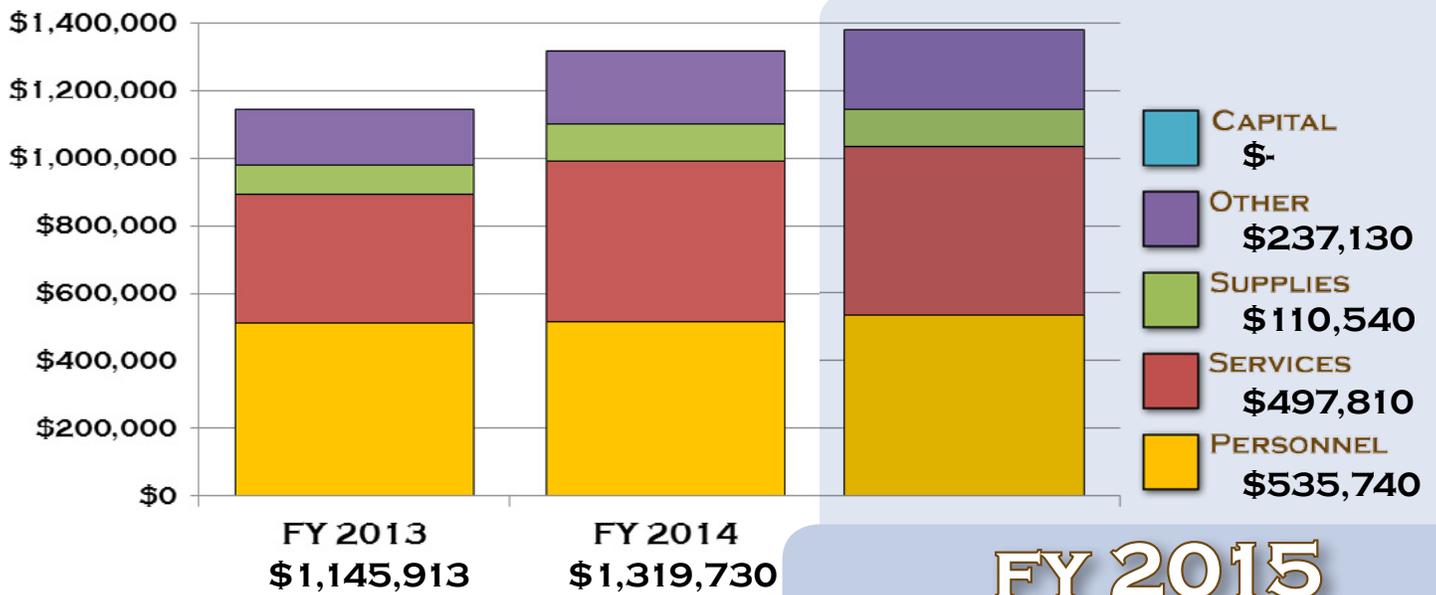
In early 2013, the Town submitted to the Arizona Department of Environmental Quality an application to increase the permit capacity from 1.5 to 3.0 million gallons per day (MGD) at the Sahuarita Water Reclamation Facility. The application was deemed administratively complete on the day of the submittal and was deemed substantively complete in less than two months, highlighting the Department's commitment to organizational effectiveness. The permit was signed on February 3, 2014, marking another successful milestone in planning for future capacity needs that fosters economic development, provides high quality and cost-effective infrastructure, and enhances the quality of life for the community within the sewer service area.

In January 2014, Department staff participated in the Sahuarita SciTech Festival emphasizing our commitment to enhance civic engagement through public participation. Staff introduced students to the role of a wastewater treatment operator and provided them a first-hand look at analyzing water quality while drawing attention to the Department's role in maintaining and operating the wastewater system to ensure system integrity. The event aimed at promoting careers in STEM (Science, Technology, Engineering, and Math) was the result of a partnership between the Sahuarita Unified School District, the Town of Sahuarita, the Green Valley Sahuarita Chamber of Commerce and the Arizona SciTech Festival.

The Sahuarita Water Reclamation Facility converts raw sewage into its final form of Class A+ quality reclaimed water through biological treatment, filtering, nitrogen removal, and disinfection. As part of its goal to maintain and operate the wastewater plant and collection system to ensure system integrity, the Department regularly monitors flows to ensure that it meets state and federal regulations for direct reuse and recharge. The facility maintains compliance with ADEQ Class A+ reclaimed water treatment standards.

The Department maintains the wastewater conveyance and collection system within the Town's service area (currently the Rancho Sahuarita master planned community). As part of its goal to maintain and operate the wastewater plant and collection system to ensure system integrity, the collection system is regularly monitored to ensure public safety and health by inspecting the system for potential backups or blockages. Various functions are performed on the collection system including cleaning, televising, upgrade and repair of the various components to assure the system will last well into the future.

COSTS BY CATEGORY



FY 2015
\$1,381,220

\$ SPENT PER CUSTOMER

FY 2015 - \$253.02

COST CHANGES

Department cost has **changed** by

+5%

INCREASES

- Landfill fees
\$50,100
- Sewer line maintenance
\$35,200
- Pest control
\$10,000
- Indirect cost allocation
\$20,900

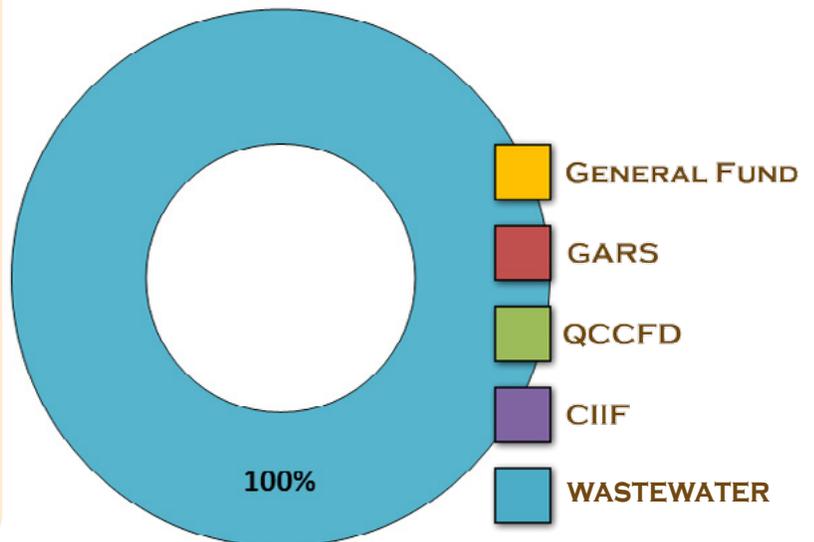
DECREASES

- Net staffing changes
\$14,400
- Electricity
\$71,700

STAFFING

FY 2013	7.3 FTE
FY 2014	7.3 FTE
FY 2015	6.9 FTE

FUNDING



WASTEWATER

GOALS AND MEASURES

FY 2015 BUDGET

GOAL # 1



Maintain and Operate the Wastewater Plant and Collection System to Ensure System Integrity



MEASURE

**ACTUAL
FY2013**

**ESTIMATED
FY2014**

**TARGET
FY2015**

Percentage of reporting requirements met for ADWR and ADEQ	100%	100%	100%
Perform annual inspections of the sewer collection system	yes	yes	yes



NON-DEPARTMENTAL

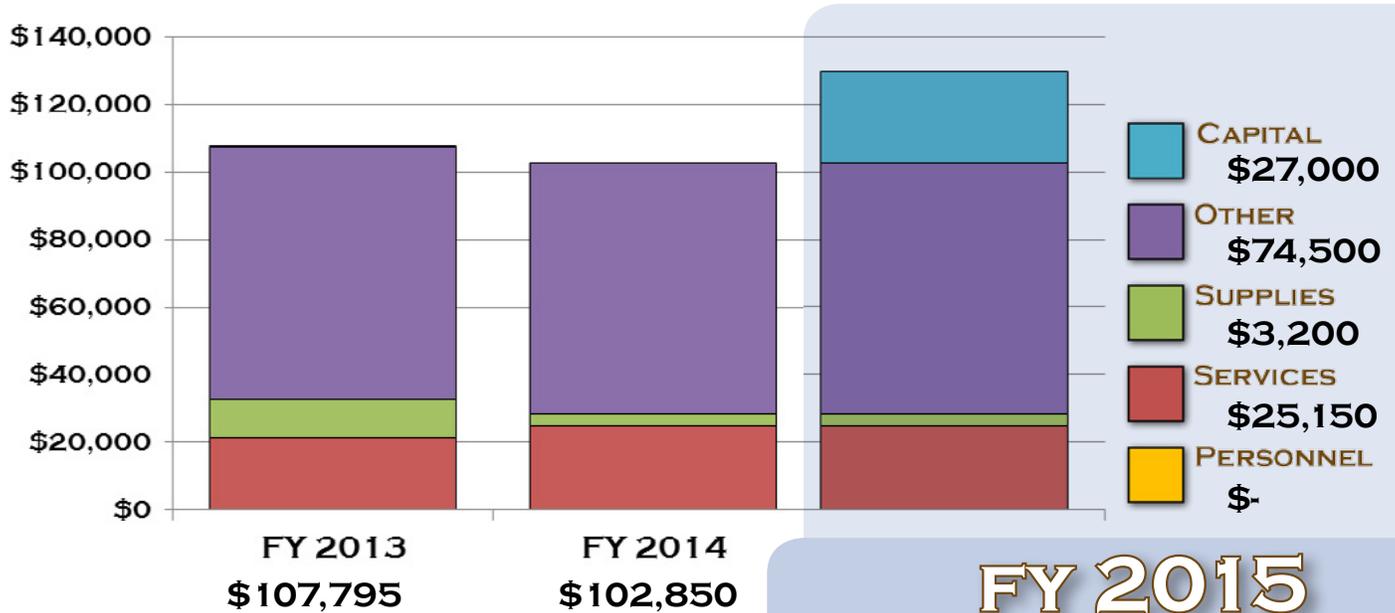
DEPARTMENT INFORMATION

FY 2015 BUDGET

NON-DEPARTMENTAL (0.0 FTE, \$129,850)

The Non-Departmental section of the budget accounts for operating costs and items not specifically identifiable to any other Town Department. These costs provide for animal control services, contracts for some social services, and costs associated with the Town's general motor pool.

COSTS BY CATEGORY



\$ SPENT PER CITIZEN

FY 2015 - \$4.72

STAFFING

FY 2013	0.0 FTE
FY 2014	0.0 FTE
FY 2015	0.0 FTE

The Non-Departmental Department has no employees.

COST CHANGES

Department cost has **changed** by

+26%

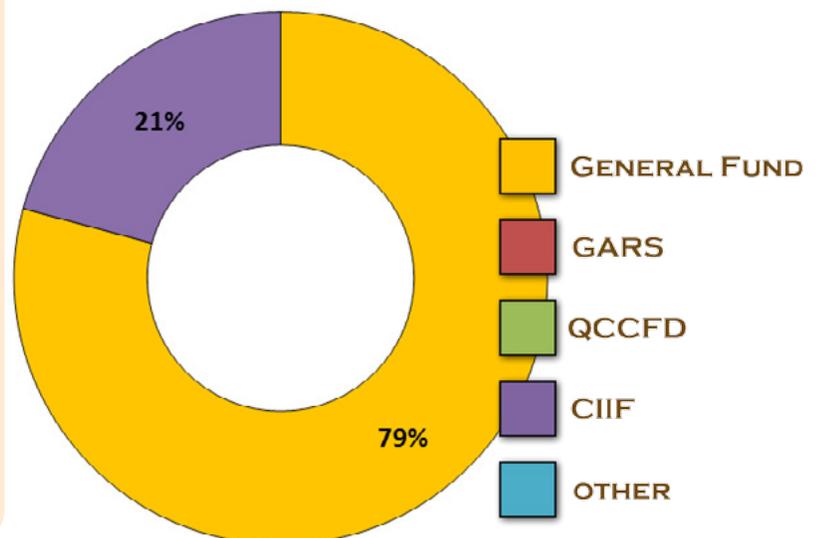
INCREASES

Vehicle purchase
\$27,000

DECREASES

No significant
decreases

FUNDING





DEPARTMENT STAFFING

DEPARTMENT STAFFING LEVELS

DEPT	Div	Position	Pay Grade	2013 Amended	2014 Adopted	2014 Amended	2015 Budget
MAYOR & COUNCIL		Mayor	\$700/mo.	1	1	1	1
		Vice-Mayor	\$600/mo.	1	1	1	1
		Council Members	\$500/mo.	5	5	5	5
	Department Total (# positions)			7	7	7	7
TOWN MANAGER	Admin	Town Manager	Contract	1.0	1.0	1.0	1.0
		Assistant Town Manager	87	0.3	0.3	0.0	0.0
		Assistant to Town Manager	64	0.0	0.0	1.0	1.0
		Procurement Coordinator	60	0.0	0.0	0.0	1.0
		Management Analyst	56	1.0	1.0	1.0	1.0
		Senior Office Assistant	39	1.0	1.0	1.0	1.0
	Econ Dev	ED&C Manager	70	1.0	1.0	1.0	1.0
		New Media Specialist	60	1.0	1.0	0.0	0.0
		Community Communication Coordinator	51	1.0	0.0	0.0	0.0
	Department Total			6.3	5.3	5.0	6.0
LAW	Civil	Town Attorney	Contract	1.0	1.0	1.0	1.0
		Deputy Town Attorney	72	0.0	0.0	0.0	0.5
		Paralegal	49	1.0	1.0	1.0	1.0
	Prosecution	Deputy Town Attorney	72	1.0	1.0	1.0	0.5
		Legal Assistant	40	1.0	1.0	1.0	1.0
Department Total			4.0	4.0	4.0	4.0	
TOWN CLERK	Town Clerk	Town Clerk	73	1.0	1.0	1.0	1.0
		Deputy Town Clerk	50	0.4	0.6	1.0	1.0
		Senior Office Assistant	39	1.0	1.0	1.0	1.0
		Office Assistant	29	1.0	1.0	1.0	1.0
	Comm	New Media Specialist	60	0.0	0.0	1.0	1.0
Department Total			3.4	3.6	5.0	5.0	
FINANCE	Finance	Finance Director	81	1.0	1.0	1.0	1.0
		Finance Manager	70	1.0	1.0	1.0	1.0
		Accountant	51	1.0	1.0	1.0	1.0
		Accounting Specialist	38	2.0	2.0	2.0	2.0
	Technology	Technology Manager	70	1.0	1.0	1.0	1.0
		System Administrator	60	1.0	1.0	1.0	1.0
		Systems Technician	51	1.0	1.0	1.0	1.0
Department Total			8.0	8.0	8.0	8.0	
HUMAN RESOURCES		Human Resources Director	77	1.0	1.0	1.0	1.0
		Human Resources Analyst	55	1.0	1.0	1.0	1.0
	Department Total			2.0	2.0	2.0	2.0

DEPARTMENT STAFFING LEVELS

DEPT	Div	Position	Pay Grade	2013 Amended	2014 Adopted	2014 Amended	2015 Budget	
PLANNING & BUILDING	Planning & Zoning	Planning & Building Director	81	1.0	1.0	1.0	1.0	
		Planning & Zoning Manager	69	0.0	0.0	0.0	1.0	
		Senior Planner	66	1.0	1.0	1.0	0.0	
		Planner	59	1.0	2.0	2.0	2.0	
		Assistant Planner	52	1.0	0.0	0.0	0.0	
		Senior Office Assistant	39	1.0	1.0	1.0	1.0	
		Office Assistant	29	0.2	0.4	0.4	0.0	
	Building Safety	Building Safety Manager	70	1.0	1.0	1.0	1.0	
		Chief Building Inspector	64	1.0	1.0	1.0	1.0	
		Plans Examiner/Fire Inspector	56	1.0	1.0	1.0	1.0	
		Plans Examiner/Building Inspector	56	2.0	2.0	2.0	2.0	
		Senior Permit Technician	42	1.0	1.0	1.0	2.0	
	Department Total				11.2	11.4	11.4	12.0
	PARKS & RECREATION	Admin	Parks & Recreation Director	76	1.0	1.0	1.0	1.0
Special Events & Volunteer Coordinator			51	0.0	0.0	1.0	1.0	
Senior Office Assistant			39	1.0	1.0	1.0	1.0	
Parks & Facilities Maintenance		Parks & Facilities Manager	57	1.0	1.0	1.0	1.0	
		Parks Foreman	50	1.0	1.0	1.0	1.0	
		Maintenance Worker	37	3.0	3.0	3.0	3.0	
Recreation		Recreation Programs Administrator	57	1.0	1.0	1.0	1.0	
		Recreation Programmer	45	1.0	1.0	1.0	1.0	
		Recreation Leader	30	1.7	2.4	1.3	1.3	
		Office Assistant	29	1.0	1.0	1.0	1.0	
		Athletic Leader	24	0.7	0.0	0.0	0.0	
		Recreation Aide	21	2.7	2.7	2.4	2.4	
Department Total				15.1	15.1	14.7	14.7	
POLICE		Police Chief	84	1.0	1.0	1.0	1.0	
		Police Commander	73	2.0	2.0	2.0	2.0	
		Police Sergeant	63	8.0	8.0	8.0	8.0	
		Detective	57	3.0	3.0	3.0	3.0	
		Police Officer	54	29.0	29.0	29.0	30.0	
		Crime Analyst	50	1.0	1.0	1.0	1.0	
		O&M Administrator	42	0.0	0.0	0.0	1.0	
		Crime Scene Specialist	46	2.0	2.0	2.0	2.0	
		Senior Office Assistant	39	4.0	4.0	4.0	3.0	
	Department Total				51.0	50.0	50.0	51.0
MUNICIPAL COURT		Town Magistrate	Contract	1.0	1.0	1.0	1.0	
		Court Administrator	57	1.0	1.0	1.0	1.0	
		Court Clerk	36	4.0	4.0	4.0	4.0	
		Court Security Officer	34	2.0	2.0	2.0	2.0	
	Department Total				8.0	8.0	8.0	8.0

DEPARTMENT STAFFING LEVELS

DEPT	Div	Position	Pay Grade	2013 Amended	2014 Adopted	2014 Amended	2015 Budget
PUBLIC WORKS	Engineering	Public Works Director/Town Engineer	81	0.0	0.0	0.0	0.2
		Assistant Town Engineer	74	0.0	0.0	0.0	0.1
		Senior Construction Manager	65	0.1	0.1	0.1	0.0
		Project Manager	61	2.1	2.1	2.1	2.3
		Management Analyst	56	0.3	0.3	0.3	0.0
		Senior Engineering Technician	51	0.3	0.3	0.3	0.3
		Engineering Technician	47	0.3	0.3	0.3	0.3
		O&M Administrator	43	0.3	0.3	0.3	0.3
		Senior Office Assistant	39	0.3	0.3	0.3	0.3
	Facilities	Maintenance Worker	37	1.0	1.0	1.0	1.0
Department Total				4.5	4.5	4.5	4.5
STREETS		Public Works Director/Town Engineer	81	0.7	0.7	0.7	0.5
		Assistant Town Engineer	74	0.5	0.5	0.5	0.7
		Civil Engineer	68	1.0	1.0	1.0	1.0
		Senior Construction Manager	65	0.9	0.9	0.9	0.0
		Project Manager	61	1.3	1.3	1.3	1.4
		Streets Superintendent	60	1.0	1.0	1.0	1.0
		Management Analyst	56	0.5	0.5	0.5	0.0
		Senior Engineering Technician	51	0.8	0.8	0.8	1.8
		Construction Inspector	51	0.5	0.5	0.5	0.5
		Public Works Foreman	48	1.0	1.0	1.0	1.0
		Engineering Technician	47	1.7	1.7	1.7	0.8
		O&M Administrator	43	0.6	0.6	0.6	0.6
		Engineering Aide	41	1.0	1.0	1.0	1.0
		Senior Maintenance Worker	40	2.0	2.0	2.0	2.0
		Senior Office Assistant	39	0.6	0.6	0.6	0.6
Department Total				14.0	14.0	14.0	12.7
WASTEWATER UTILITY		Public Works Director/Town Engineer	81	0.1	0.1	0.1	0.3
		Assistant Town Engineer	74	0.5	0.5	0.5	0.3
		Project Manager	61	0.6	0.6	0.6	0.4
		Plant Operator Supervisor	60	0.0	0.0	1.0	1.0
		Management Analyst	56	0.3	0.3	0.3	0.0
		Principal Plant Operator	55	1.0	1.0	0.0	0.0
		Construction Inspector	51	0.5	0.5	0.5	0.5
		Senior Plant Operator	48	2.0	2.0	2.0	2.0
		Plant Mechanic	46	1.0	1.0	1.0	1.0
		Plant Operator	46	1.0	1.0	1.0	1.0
		O&M Administrator	43	0.2	0.2	0.2	0.2
		Senior Office Assistant	39	0.2	0.2	0.2	0.2
	Department Total				7.3	7.3	7.3
TOWN FTE TOTAL				134.7	133.1	133.9	134.7

DEPARTMENT STAFFING LEVELS SUMMARY

FY 2015 BUDGET

Full-Time Equivalent (FTE)

DEPARTMENT	FY 2013		FY 2014		FY 2015	
	Adopted	Amended	Change	Adopted	Change	Adopted
	FTE	FTE	FTE	FTE	FTE	FTE
Mayor and Council	-	-	-	-	-	-
Town Manager	6.3	6.3	(1.1)	5.3	0.8	6.0
Law	4.0	4.0	-	4.0	-	4.0
Town Clerk	3.4	3.4	0.2	3.6	1.4	5.0
Finance	8.0	8.0	-	8.0	-	8.0
Human Resources	2.0	2.0	-	2.0	-	2.0
Planning and Building	11.2	11.2	0.2	11.4	0.6	12.0
Parks and Recreation	15.1	15.1	-	15.1	(0.4)	14.7
Public Works	4.5	4.5	-	4.5	-	4.5
Police	51.0	51.0	(1.0)	50.0	1.0	51.0
Municipal Court	8.0	8.0	-	8.0	-	8.0
Streets	14.0	14.0	(0.0)	14.0	(1.3)	12.7
Wastewater	7.3	7.3	-	7.3	(0.5)	6.9
TOTALS	134.7	134.7	(1.6)	133.1	1.6	134.7

Number of Personnel

DEPARTMENT	FY 2013		FY 2014		FY 2015	
	Adopted	Amended	Change	Adopted	Change	Adopted
	HEAD COUNT					
Mayor and Council	7	7	0	7	0	7
Town Manager	7	7	-1	6	2	8
Law	4	4	0	4	0	4
Town Clerk	5	5	0	5	0	5
Finance	8	8	0	8	0	8
Human Resources	2	2	0	2	0	2
Planning and Building	12	12	0	12	0	12
Parks and Recreation	21	21	0	21	0	21
Public Works*	26	26	0	26	-2	24
Police	52	52	-1	51	1	52
Municipal Court	8	8	0	8	0	8
Streets	*	*	*	*	*	*
Wastewater	*	*	*	*	*	*
TOTALS	152	152	-2	150	1	151

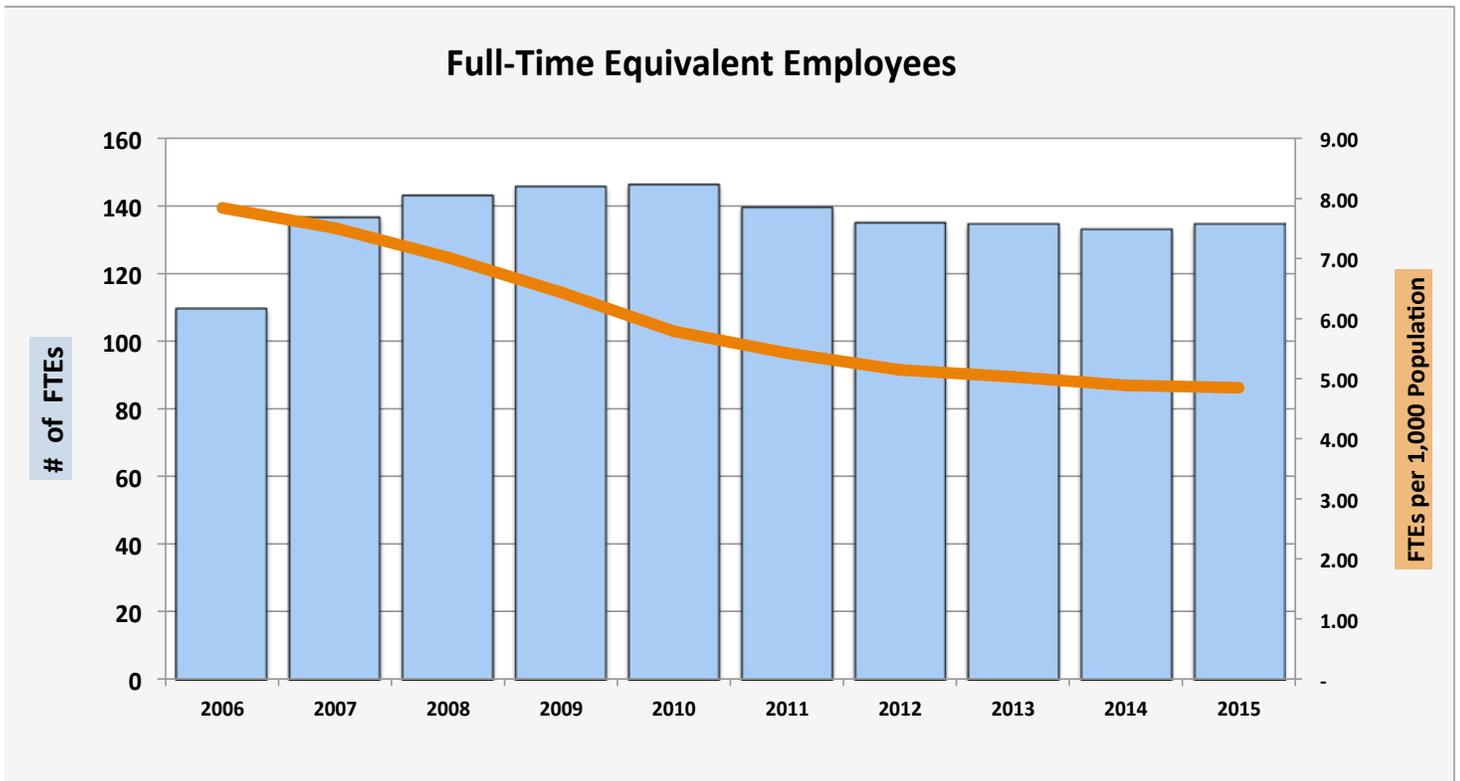
* For head count, HURF and Wastewater employees were included in Public Works.

TOWN OF SAHUARITA STAFFING

Last 10 Years

FY	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
FTEs	109.7	136.6	143.1	145.8	146.3	139.6	135.0	134.7	133.1	134.7
Change	27.2	26.9	6.5	2.7	0.5	(6.7)	(4.6)	(0.3)	(1.6)	1.6

Population	13,990	18,199	20,393	22,650	25,259	25,722	26,244	26,772	27,232	27,777
FTE / 1,000	7.84	7.50	7.02	6.44	5.79	5.43	5.14	5.03	4.89	4.85



FTE TOWN GOVERNMENT EMPLOYEES BY FUNCTION

FY 2015 BUDGET

Function/Department/Division	Full-time Equivalent Employees									
	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015
General Government										
Mayor & Council (7 seats)	-	-	-	-	-	-	-	-	-	-
Town Manager										
Administration	2.0	4.0	5.0	5.0	5.0	4.0	3.3	3.3	3.3	5.0
Human Resources	1.0	2.0	2.0	-	-	-	-	-	-	-
Economic Development	2.0	2.0	3.0	2.0	3.0	3.0	3.0	3.0	2.0	1.0
Law	1.0	2.0	2.0	3.0	4.0	4.0	-	-	-	-
Civil	-	-	-	-	-	-	2.0	2.0	2.0	2.5
Prosecution	-	-	-	-	-	-	2.0	2.0	2.0	1.5
Town Clerk										
Town Clerk	4.0	3.0	3.0	3.0	3.0	3.5	3.4	3.4	3.6	4.0
Communications	-	-	-	-	-	-	-	-	-	1.0
Finance										
Finance	4.0	4.0	4.5	5.0	5.0	5.0	5.0	5.0	5.0	5.0
Technology	1.0	2.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0
Human Resources	-	-	-	2.0	2.0	2.0	2.0	2.0	2.0	2.0
Planning & Building-Planning & Zoning	4.0	4.0	5.0	5.0	4.6	4.6	4.6	5.2	5.4	5.0
Public Works-Facilities	-	-	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Municipal Court	6.0	8.0	8.0	9.0	8.0	8.0	8.0	8.0	8.0	8.0
General Government Total	25.0	31.0	36.5	38.0	38.6	38.1	37.3	37.9	37.3	39.0
Public Safety										
Planning & Building-Building Safety	18.8	20.0	15.0	12.0	10.8	7.0	7.0	6.0	6.0	7.0
Public Works-Engineering	-	-	5.0	3.9	3.9	3.8	3.2	3.5	3.5	3.5
Police Dept	34.0	42.0	46.0	51.0	55.2	52.4	50.9	51.0	50.0	51.0
Public Safety Total	52.8	62.0	66.0	66.9	69.9	63.2	61.1	60.5	59.5	61.5
Culture & Recreation										
Parks & Recreation										
Administration	3.0	4.0	4.0	4.0	2.0	2.0	2.0	2.0	2.0	3.0
Community Outreach	-	-	-	1.0	-	-	-	-	-	-
Maintenance	5.6	7.0	6.0	5.0	5.0	5.0	5.0	5.0	5.0	5.0
Recreation	7.3	8.6	8.6	7.8	8.1	8.1	8.1	8.1	8.1	6.7
Culture & Recreation Total	16.0	19.6	18.6	17.8	15.1	15.1	15.1	15.1	15.1	14.7
Highways & Streets										
Public Works	10.0	10.0	-	-	-	-	-	-	-	-
Streets	2.4	8.0	13.0	13.6	14.5	15.1	13.5	14.0	14.0	12.7
Highways & Streets Total	12.4	18.0	13.0	13.6	14.5	15.1	13.5	14.0	14.0	12.7
Sewer										
Wastewater Utility	3.6	6.0	9.0	9.5	8.2	8.2	8.0	7.3	7.3	6.9
Total	109.7	136.6	143.1	145.8	146.3	139.6	135.0	134.7	133.1	134.7

PAY GRADE/SALARY RANGE TABLE

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

DEPARTMENT HISTORY OF OPERATING EXPENDITURES BY SOURCE

DEPT	Categories	2013 Actual Amount	2014			2015 Budget Amount
			Budget		Estimated Actual	
			Adopted	Amended		
MAYOR & COUNCIL	General Fund	\$ 121,861	\$ 127,390	\$ 127,390	\$ 120,010	\$ 120,320
	GARS	-	-	-	-	-
	QC CFD	-	-	-	-	-
	CIIF	-	-	-	-	-
	Other	-	-	-	-	-
	Department Total	\$ 121,861	\$ 127,390	\$ 127,390	\$ 120,010	\$ 120,320
TOWN MANAGER	General Fund	\$ 657,624	\$ 636,960	\$ 488,190	\$ 460,130	\$ 803,360
	GARS	-	-	-	-	-
	QC CFD	-	-	-	-	-
	CIIF	-	-	-	-	-
	Other	-	-	-	-	-
	Department Total	\$ 657,624	\$ 636,960	\$ 488,190	\$ 460,130	\$ 803,360
LAW	General Fund	\$ 465,938	\$ 477,600	\$ 477,600	\$ 473,720	\$ 583,720
	GARS	-	-	-	-	-
	QC CFD	-	-	-	-	-
	CIIF	-	-	-	-	-
	Other	-	-	-	-	-
	Department Total	\$ 465,938	\$ 477,600	\$ 477,600	\$ 473,720	\$ 583,720
TOWN CLERK	General Fund	\$ 340,737	\$ 292,270	\$ 478,850	\$ 416,300	\$ 492,320
	GARS	-	-	-	-	-
	QC CFD	-	-	-	-	-
	CIIF	-	-	-	-	-
	Other	-	-	-	-	-
	Department Total	\$ 340,737	\$ 292,270	\$ 478,850	\$ 416,300	\$ 492,320
FINANCE	General Fund	\$ 943,713	\$ 1,080,620	\$ 1,080,620	\$ 993,030	\$ 1,101,550
	GARS	-	-	-	-	-
	QC CFD	-	-	-	-	-
	CIIF	62,669	102,000	102,000	102,000	245,000
	Other	-	-	-	-	-
	Department Total	\$ 1,006,382	\$ 1,182,620	\$ 1,182,620	\$ 1,095,030	\$ 1,346,550
HUMAN RESOURCES	General Fund	\$ 184,745	\$ 204,850	\$ 204,850	\$ 200,410	\$ 247,350
	GARS	-	-	-	-	-
	QC CFD	-	-	-	-	-
	CIIF	-	-	-	-	-
	Other	-	-	-	-	-
	Department Total	\$ 184,745	\$ 204,850	\$ 204,850	\$ 200,410	\$ 247,350
PLANNING & BUILDING	General Fund	\$ 980,856	\$ 1,151,960	\$ 1,151,960	\$ 1,153,030	\$ 1,227,190
	GARS	-	-	-	-	-
	QC CFD	-	-	-	-	-
	CIIF	-	-	-	-	35,000
	Other	-	-	-	-	-
	Department Total	\$ 980,856	\$ 1,151,960	\$ 1,151,960	\$ 1,153,030	\$ 1,262,190

DEPARTMENT SUMMARIES AND PERFORMANCE MEASURES

DEPT	Categories	2013 Actual Amount	2014			2015 Budget Amount
			Budget		Estimated Actual	
			Adopted	Amended		
PARKS & RECREATION	General Fund	\$ 1,300,827	\$ 1,427,610	\$ 1,427,610	\$ 1,315,960	\$ 1,491,050
	GARS	-	8,000	8,000	19,410	14,000
	QC CFD	26,799	40,740	40,740	40,340	39,060
	CIIF	7,479	290,000	351,000	300,000	178,250
	Other	-	-	-	-	-
	Department Total	\$ 1,335,105	\$ 1,766,350	\$ 1,827,350	\$ 1,675,710	\$ 1,722,360
PUBLIC WORKS	General Fund	\$ 760,840	\$ 815,120	\$ 815,120	\$ 806,300	\$ 845,770
	GARS	-	-	-	-	-
	QC CFD	-	-	-	-	-
	CIIF	19,513	150,000	200,000	47,000	234,780
	Other	-	-	-	-	-
	Department Total	\$ 780,353	\$ 965,120	\$ 1,015,120	\$ 853,300	\$ 1,080,550
POLICE	General Fund	\$ 5,298,419	\$ 5,336,670	\$ 5,382,670	\$ 5,121,610	\$ 5,828,010
	GARS	189,931	828,310	828,310	586,380	1,164,180
	QC CFD	-	-	-	-	-
	CIIF	273,923	466,460	466,460	471,770	414,000
	Other	-	-	-	-	-
	Department Total	\$ 5,762,273	\$ 6,631,440	\$ 6,677,440	\$ 6,179,760	\$ 7,406,190
MUNICIPAL COURT	General Fund	\$ 517,724	\$ 542,680	\$ 542,680	\$ 522,970	\$ 555,190
	GARS	-	5,500	5,500	7,500	-
	QC CFD	-	-	-	-	-
	CIIF	-	-	-	-	-
	Other	-	-	-	-	-
	Department Total	\$ 517,724	\$ 548,180	\$ 548,180	\$ 530,470	\$ 555,190
STREETS	General Fund	\$ -	\$ -	\$ -	\$ -	\$ -
	GARS	-	-	-	-	-
	QC CFD	11,102	17,710	17,710	18,610	18,320
	CIIF	-	-	-	-	155,000
	Other (HURF)	1,629,965	1,855,920	1,905,920	1,795,640	1,778,510
	Department Total	\$ 1,641,067	\$ 1,873,630	\$ 1,923,630	\$ 1,814,250	\$ 1,951,830
WASTEWATER UTILITY	General Fund	\$ -	\$ -	\$ -	\$ -	\$ -
	GARS	-	-	-	-	-
	QC CFD	-	-	-	-	-
	CIIF	-	-	-	-	-
	Other (Wastewater)	1,145,913	1,314,800	1,319,730	1,327,530	1,381,220
	Department Total	\$ 1,145,913	\$ 1,314,800	\$ 1,319,730	\$ 1,327,530	\$ 1,381,220
NON - DEPARTMENT	General Fund	\$ 107,795	\$ 102,850	\$ 102,850	\$ 96,270	\$ 102,850
	GARS	-	-	-	-	-
	QC CFD	-	-	-	-	-
	CIIF	-	-	-	-	27,000
	Other	-	-	-	-	-
	Department Total	\$ 107,795	\$ 102,850	\$ 102,850	\$ 96,270	\$ 129,850

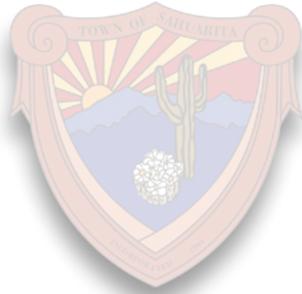
DEPARTMENT HISTORY OF OPERATING EXPENDITURES BY DEPT CATEGORY

DEPT	Categories	2013 Actual Amount	2014			2015 Budget Amount
			Budget		Estimated Actual	
			Adopted	Amended		
MAYOR & COUNCIL	Personnel	\$ 64,889	\$ 66,150	\$ 66,150	\$ 62,330	\$ 58,670
	Services	7,503	-	-	20	-
	Supplies	2,295	5,740	5,740	5,160	5,650
	Other	47,174	55,500	55,500	52,500	56,000
	Capital	-	-	-	-	-
	Department Total	\$ 121,861	\$ 127,390	\$ 127,390	\$ 120,010	\$ 120,320
TOWN MANAGER	Personnel	\$ 567,156	\$ 527,550	\$ 453,290	\$ 416,450	\$ 614,030
	Services	71,621	81,970	10,920	15,560	145,780
	Supplies	3,755	8,630	5,170	7,570	12,590
	Other	15,092	18,810	18,810	20,550	30,960
	Capital	-	-	-	-	-
	Department Total	\$ 657,624	\$ 636,960	\$ 488,190	\$ 460,130	\$ 803,360
LAW	Personnel	\$ 392,928	\$ 418,120	\$ 418,120	\$ 421,310	\$ 440,720
	Services	50,275	31,550	29,550	29,100	100,400
	Supplies	10,061	12,350	14,350	12,370	18,850
	Other	12,674	15,580	15,580	10,940	23,750
	Capital	-	-	-	-	-
	Department Total	\$ 465,938	\$ 477,600	\$ 477,600	\$ 473,720	\$ 583,720
TOWN CLERK	Personnel	\$ 230,619	\$ 234,820	\$ 346,890	\$ 283,110	\$ 353,240
	Services	93,291	32,000	103,050	93,600	108,950
	Supplies	3,107	9,500	12,960	19,030	13,310
	Other	13,720	15,950	15,950	20,560	16,820
	Capital	-	-	-	-	-
	Department Total	\$ 340,737	\$ 292,270	\$ 478,850	\$ 416,300	\$ 492,320
FINANCE	Personnel	\$ 580,105	\$ 649,860	\$ 622,860	\$ 519,110	\$ 609,690
	Services	113,127	169,350	189,350	199,500	215,390
	Supplies	46,836	25,800	27,800	38,350	21,570
	Other	203,645	235,610	240,610	236,070	254,900
	Capital	62,669	102,000	102,000	102,000	245,000
	Department Total	\$ 1,006,382	\$ 1,182,620	\$ 1,182,620	\$ 1,095,030	\$ 1,346,550
HUMAN RESOURCES	Personnel	\$ 164,608	\$ 176,010	\$ 176,010	\$ 176,080	\$ 185,270
	Services	14,179	19,130	19,130	16,500	54,120
	Supplies	4,473	7,440	7,440	5,410	5,490
	Other	1,485	2,270	2,270	2,420	2,470
	Capital	-	-	-	-	-
	Department Total	\$ 184,745	\$ 204,850	\$ 204,850	\$ 200,410	\$ 247,350
PLANNING & BUILDING	Personnel	\$ 891,031	\$ 962,180	\$ 962,180	\$ 961,550	\$ 1,037,190
	Services	60,192	163,030	163,030	162,320	159,400
	Supplies	18,447	12,760	12,760	14,470	13,960
	Other	11,186	13,990	13,990	14,690	16,640
	Capital	-	-	-	-	35,000
	Department Total	\$ 980,856	\$ 1,151,960	\$ 1,151,960	\$ 1,153,030	\$ 1,262,190

DEPARTMENT SUMMARIES AND PERFORMANCE MEASURES

DEPT	Categories	2013 Actual Amount	2014			2015 Budget Amount
			Budget		Estimated Actual	
			Adopted	Amended		
PARKS & RECREATION	Personnel	\$ 757,697	\$ 803,250	\$ 803,250	\$ 769,930	\$ 836,360
	Services	413,247	487,100	483,320	417,860	456,920
	Supplies	97,531	108,230	108,460	104,150	126,220
	Other	46,626	77,770	81,320	83,770	124,610
	Capital	20,004	290,000	351,000	300,000	178,250
	Department Total	\$ 1,335,105	\$ 1,766,350	\$ 1,827,350	\$ 1,675,710	\$ 1,722,360
PUBLIC WORKS	Personnel	\$ 336,808	\$ 351,160	\$ 351,160	\$ 348,680	\$ 374,680
	Services	379,067	411,680	411,680	407,090	423,580
	Supplies	39,018	40,840	40,840	40,650	38,400
	Other	7,067	11,440	11,440	9,880	9,110
	Capital	18,393	150,000	200,000	47,000	234,780
	Department Total	\$ 780,353	\$ 965,120	\$ 1,015,120	\$ 853,300	\$ 1,080,550
POLICE	Personnel	\$ 4,404,597	\$ 4,606,700	\$ 4,606,700	\$ 4,461,570	\$ 5,224,100
	Services	484,453	639,790	639,790	592,740	658,670
	Supplies	367,617	495,700	486,600	406,000	739,020
	Other	83,398	93,150	93,150	95,370	102,750
	Capital	422,208	796,100	851,200	624,080	681,650
	Department Total	\$ 5,762,273	\$ 6,631,440	\$ 6,677,440	\$ 6,179,760	\$ 7,406,190
MUNICIPAL COURT	Personnel	\$ 463,520	\$ 480,310	\$ 480,310	\$ 471,420	\$ 490,820
	Services	10,710	16,470	16,470	9,040	16,470
	Supplies	24,357	22,600	22,600	20,080	23,600
	Other	19,137	23,300	23,300	24,430	24,300
	Capital	-	5,500	5,500	5,500	-
	Department Total	\$ 517,724	\$ 548,180	\$ 548,180	\$ 530,470	\$ 555,190
STREETS	Personnel	\$ 549,879	\$ 609,620	\$ 609,620	\$ 499,300	\$ 606,750
	Services	730,717	758,060	810,060	783,800	784,180
	Supplies	138,161	176,300	169,050	183,070	186,600
	Other	170,460	173,220	173,220	172,020	210,700
	Capital	51,850	156,430	161,680	176,060	163,600
	Department Total	\$ 1,641,067	\$ 1,873,630	\$ 1,923,630	\$ 1,814,250	\$ 1,951,830
WASTEWATER UTILITY	Personnel	\$ 514,397	\$ 517,490	\$ 517,490	\$ 524,390	\$ 535,740
	Services	382,009	486,370	474,880	460,150	497,810
	Supplies	83,421	95,040	111,460	130,980	110,540
	Other	166,086	215,900	215,900	212,010	237,130
	Capital	-	-	-	-	-
	Department Total	\$ 1,145,913	\$ 1,314,800	\$ 1,319,730	\$ 1,327,530	\$ 1,381,220
NON - DEPARTMENT	Personnel	\$ 122	\$ -	\$ -	\$ -	\$ -
	Services	21,457	25,150	25,150	26,850	25,150
	Supplies	11,365	3,200	3,200	2,900	3,200
	Other	74,521	74,500	74,500	66,520	74,500
	Capital	330	-	-	-	27,000
	Department Total	\$ 107,795	\$ 102,850	\$ 102,850	\$ 96,270	\$ 129,850

Sahuarita
ARIZONA
FY2015
BUDGET



GENERAL PLANNING

Sahuarita
ARIZONA
FY2015
BUDGET



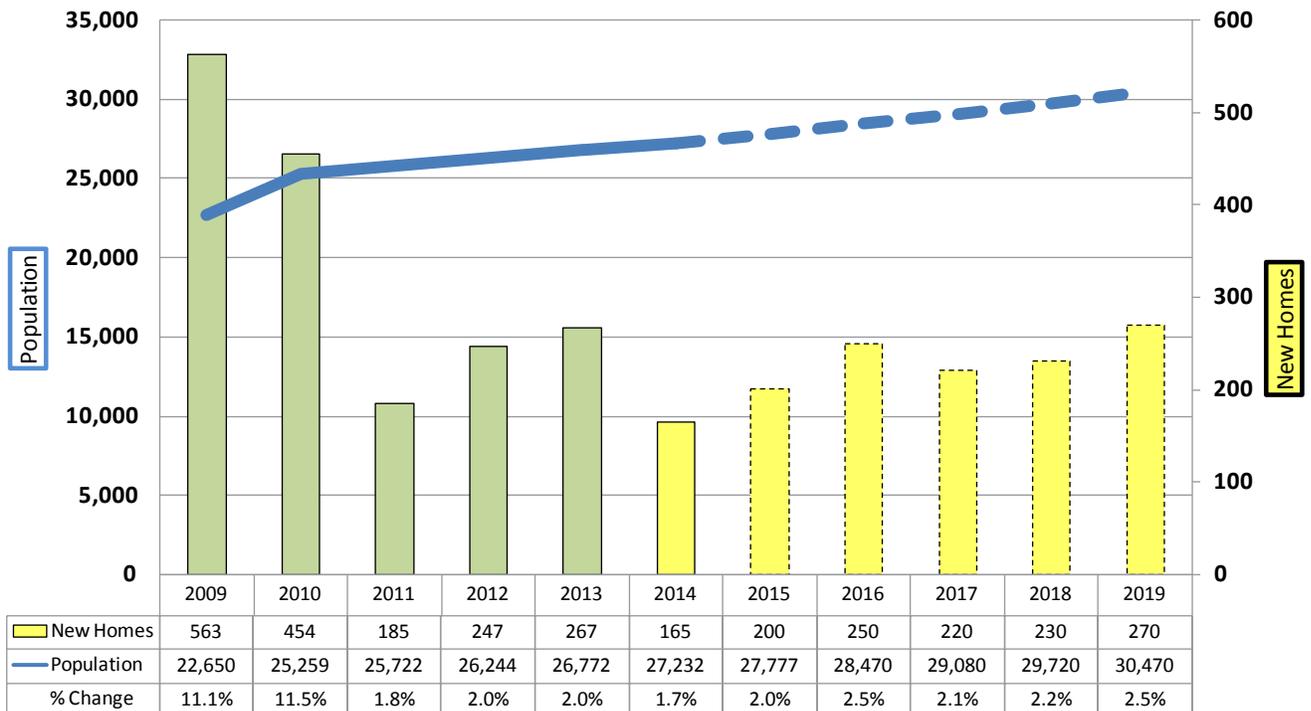
5 YEAR PLAN

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

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

- ❖ The base year for forecasts is the budget for fiscal year 2015
- ❖ The economic recovery will occur slowly
- ❖ Inflationary factors were included in projections
- ❖ There will be a limited amount of retail development over time frame
- ❖ Unless noted elsewhere, there will be no changes to operational service levels
- ❖ Personnel costs increase over time more than other costs due to merit increases and rising costs for health insurance and retirement contributions
- ❖ Implementation and fulfillment of five year Capital Improvement Plan
- ❖ No changes to tax rates or structure
- ❖ No changes to fees or fee structures unless noted
- ❖ No changes in policies and procedures
- ❖ No changes in legislation that would impact Town finances

Past Growth and Future Projections



5 YEAR PLAN

The approach used in developing the five year financial plan is consistent with the methods used to develop the 2015 budget. In order to produce forecasts that are reasonably conservative, numerous scenarios are considered and evaluated, including best and worst cases. The extreme cases are interesting to consider but would likely lead to irrational decisions. We ultimately reach and agree on forecasts that are somewhere between the extremes but, in our best judgment, have more upside than downside to them.

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

- We exist for the betterment of our residents. Therefore, we will maintain foundational service levels in core functions.
- We will live within our means.
- We will pay our debt obligations
- We will use a performance measurement program to measure and improve our effectiveness and efficiency.
- We will maintain unassigned ending balances in the General Fund.

Numerous resources are used to develop the forecasts:

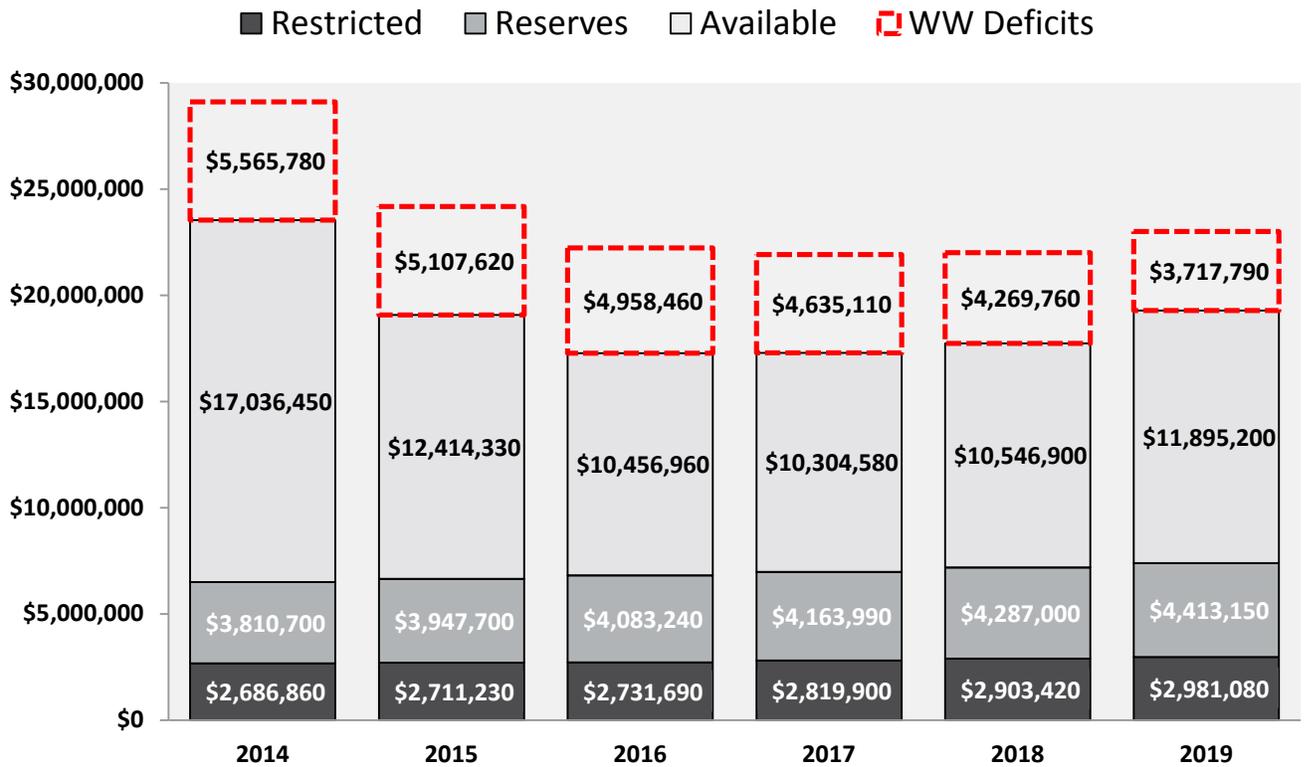
- External Resources
 - League of Arizona Cities and Towns
 - Joint Legislative Budget Committee
 - Arizona Department of Revenue
 - Arizona Department of Transportation
 - Office of the Arizona State Treasurer
 - University of Arizona Eller College of Management
 - Arizona State University W.P. Carey School of Business
 - Government Finance Officers Association
 - Governmental Accounting Standards Board
 - Local developers' growth projections
- Internal Resources
 - Finance and Investment Advisory Committee
 - Town Council/departments/staff
 - Existing plans and policies
- Tools and Techniques
 - Regression analysis
 - Ratio analysis
 - Trend analysis
 - FISCALS application

5 YEAR PLAN

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

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

ENDING FUND BALANCES ALL FUNDS

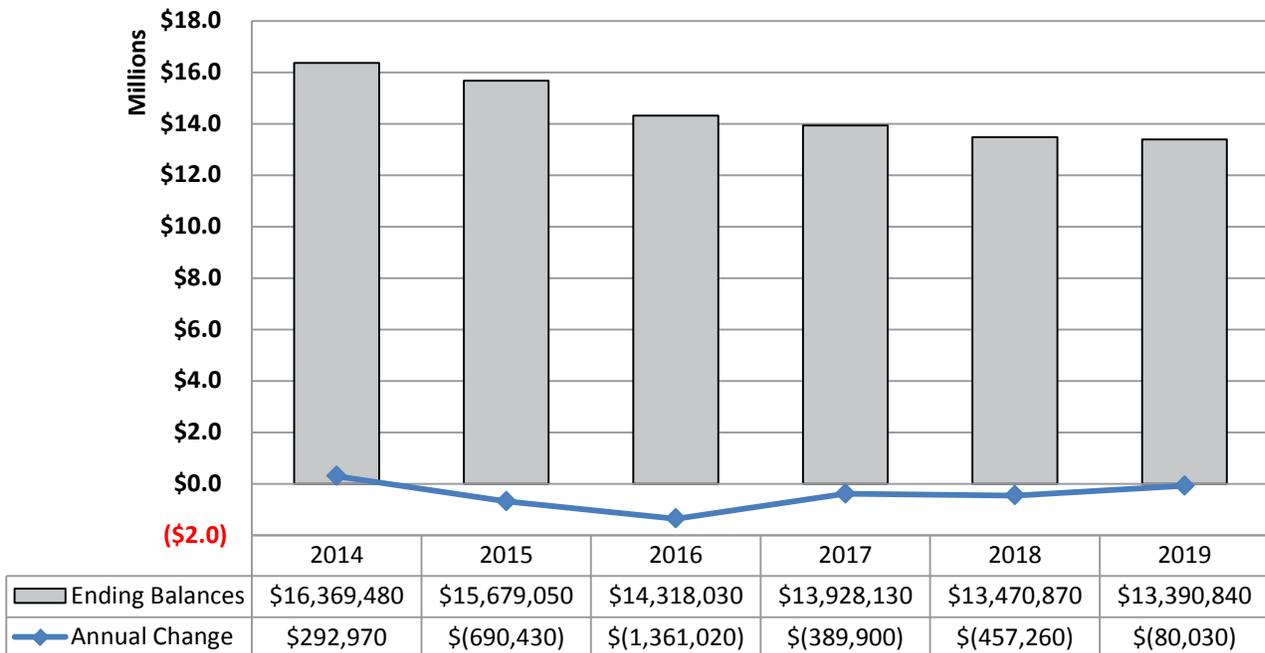


5 YEAR PLAN

GENERAL FUND SUMMARY

- Revenues will grow 20% between 2015 and 2019.
- Expenditures will increase 17% between 2015 and 2019.
- Revenues will be greater than expenditures in each year.
- Transfers out to the Quail Creek CFD Fund will be needed to pay a portion of the costs associated with operating and maintaining the district park, averaging \$27 thousand annually.
- Transfers out to the Wastewater Fund, averaging \$466,000 annually, will be used to acquire recharge credits. Over this timeframe, the General Fund will have accumulated nearly 5,000 credits with an estimated market value of \$3 million.
- The fund will transfer almost \$1.1 million to the CIIF in 2016 to help cover capital outlay costs.
- Ending fund balances will decline by 18% between 2015 and 2019.
- The Wastewater Fund is expected to entirely pay back the advance from the General Fund. Consequently, nonspendable fund balances will decline by \$1.1 million over the five year timeframe.
- The Fund will commit operating reserves, averaging \$552 thousand annually, for other funds that are unable to do so.
- Unassigned ending balances will average \$8.5 million annually.

GENERAL FUND



5 YEAR PLAN

GENERAL FUND

SOURCES AND USES OF FUNDS

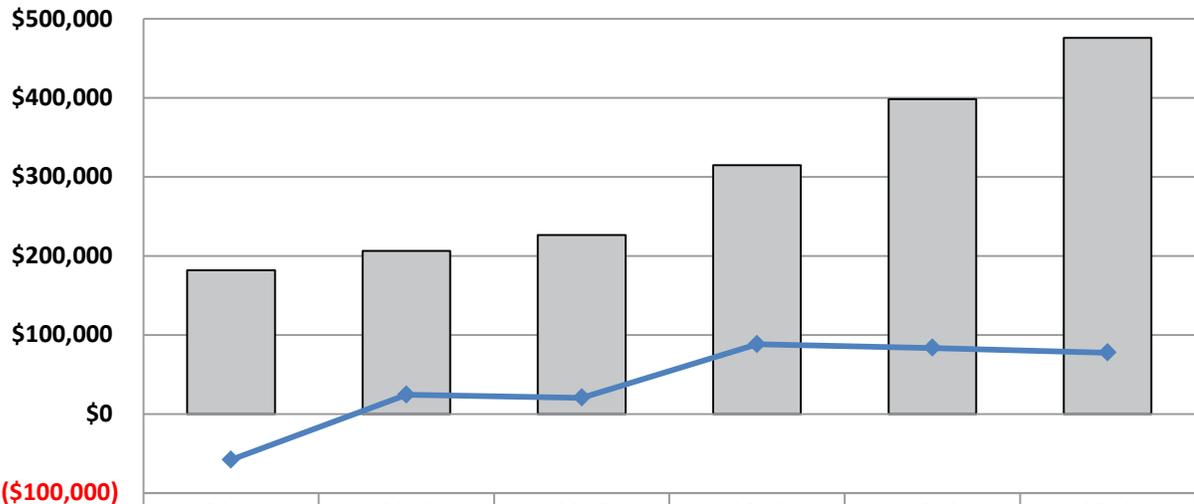
	2014 Estimated Amounts	2015 Forecasted Amounts	2016 Forecasted Amounts	2017 Forecasted Amounts	2018 Forecasted Amounts	2019 Forecasted Amounts
SOURCES						
REVENUES:						
Taxes						
Sales taxes	\$ 4,452,660	\$ 4,531,630	\$ 4,661,970	\$ 4,841,240	\$ 5,070,210	\$ 5,549,310
Franchise taxes	310,270	316,470	324,370	331,320	338,610	347,160
Licenses and Permits	733,210	806,230	910,540	847,950	868,820	952,270
Intergovernmental						
State shared sales taxes	2,187,400	2,282,360	2,419,300	2,662,200	2,795,310	2,935,080
State shared income taxes	2,818,010	3,057,570	3,112,800	3,268,440	3,431,860	3,621,320
State shared vehicle license taxes	951,750	986,570	1,042,970	1,155,330	1,221,390	1,292,110
Other	23,550	-	-	-	-	-
Charges for Services						
Indirect cost recovery	708,880	681,800	612,200	578,560	568,440	570,590
Development fees	80,550	74,070	92,580	81,470	85,180	99,990
Recreation fees	103,770	110,670	117,280	120,970	124,860	129,400
Other	11,220	34,500	5,000	5,000	5,000	5,000
Fines and fees	264,000	275,570	281,250	287,220	292,960	299,340
Investment Earnings	100,000	230,410	290,360	275,380	276,870	284,730
Miscellaneous	94,270	50,000	50,000	50,000	50,000	50,000
Subtotal: Revenues	12,839,540	13,437,850	13,920,620	14,505,080	15,129,510	16,136,300
OTHER SOURCES:						
Transfers Out to GARS	(137,300)	-	-	-	-	-
Transfers Out to CIIF	-	-	(1,095,370)	-	-	-
Transfers Out to Wastewater	(693,080)	(699,540)	(285,310)	(438,880)	(448,520)	(458,380)
Transfers Out to QC CFD	(36,450)	(30,060)	(29,010)	(27,920)	(25,940)	(23,960)
Subtotal: Other Sources	(866,830)	(729,600)	(1,409,690)	(466,800)	(474,460)	(482,340)
BEGINNING FUND BALANCES:						
Nonspendable	2,043,560	1,594,740	1,136,580	987,420	664,070	298,720
Restricted	137,300	-	-	-	-	-
Committed	3,772,040	3,810,700	3,947,700	4,083,240	4,163,990	4,287,000
Unassigned	10,123,610	10,964,040	10,594,770	9,247,370	9,100,070	8,885,150
Subtotal: Beginning Fund Balances	16,076,510	16,369,480	15,679,050	14,318,030	13,928,130	13,470,870
TOTAL SOURCES	\$ 28,049,220	\$ 29,077,730	\$ 28,189,980	\$ 28,356,310	\$ 28,583,180	\$ 29,124,830
USES						
CURRENT EXPENDITURES:						
Departmental Expenditures	\$ 11,679,740	\$ 13,398,680	\$ 13,871,950	\$ 14,428,180	\$ 15,112,310	\$ 15,733,990
Subtotal: Current Expenditures	11,679,740	13,398,680	13,871,950	14,428,180	15,112,310	15,733,990
ENDING FUND BALANCES:						
Nonspendable	1,594,740	1,136,580	987,420	664,070	298,720	9,870
Committed for Reserves	3,810,700	3,947,700	4,083,240	4,163,990	4,287,000	4,413,150
Assigned for Contingencies	95,070	100,000	100,000	100,000	100,000	100,000
Assigned for Asset Maintenance	-	250,000	500,000	750,000	1,000,000	1,250,000
Unassigned	10,868,970	10,244,770	8,647,370	8,250,070	7,785,150	7,617,820
Subtotal: Ending Fund Balances	16,369,480	15,679,050	14,318,030	13,928,130	13,470,870	13,390,840
TOTAL USES	\$ 28,049,220	\$ 29,077,730	\$ 28,189,980	\$ 28,356,310	\$ 28,583,180	\$ 29,124,830

5 YEAR PLAN

HIGHWAY USER REVENUE FUND SUMMARY

- Remaining Local Transportation Assistance Funds (LTAF), accumulated in prior years, will be spent in 2015. These funds will not be available in the future.
- Aging infrastructure will drive costs higher over time. New roadways will also add to the total number of lane miles requiring maintenance and add to future costs as well.
- Ending balances, averaging \$324 thousand annually, are restricted for transportation purposes.
- Ending balances will not be sufficient to cover the operating reserves required by policy. The deficiency will average \$157 thousand annually and be reserved by the General Fund.

HURF FUND



	2014	2015	2016	2017	2018	2019
Ending Balances	\$181,890	\$206,260	\$226,720	\$314,930	\$398,450	\$476,110
Annual Change	\$(57,970)	\$24,370	\$20,460	\$88,210	\$83,520	\$77,660

5 YEAR PLAN

HIGHWAY USER REVENUE FUND SPECIAL REVENUE FUND SOURCES AND USES OF FUNDS

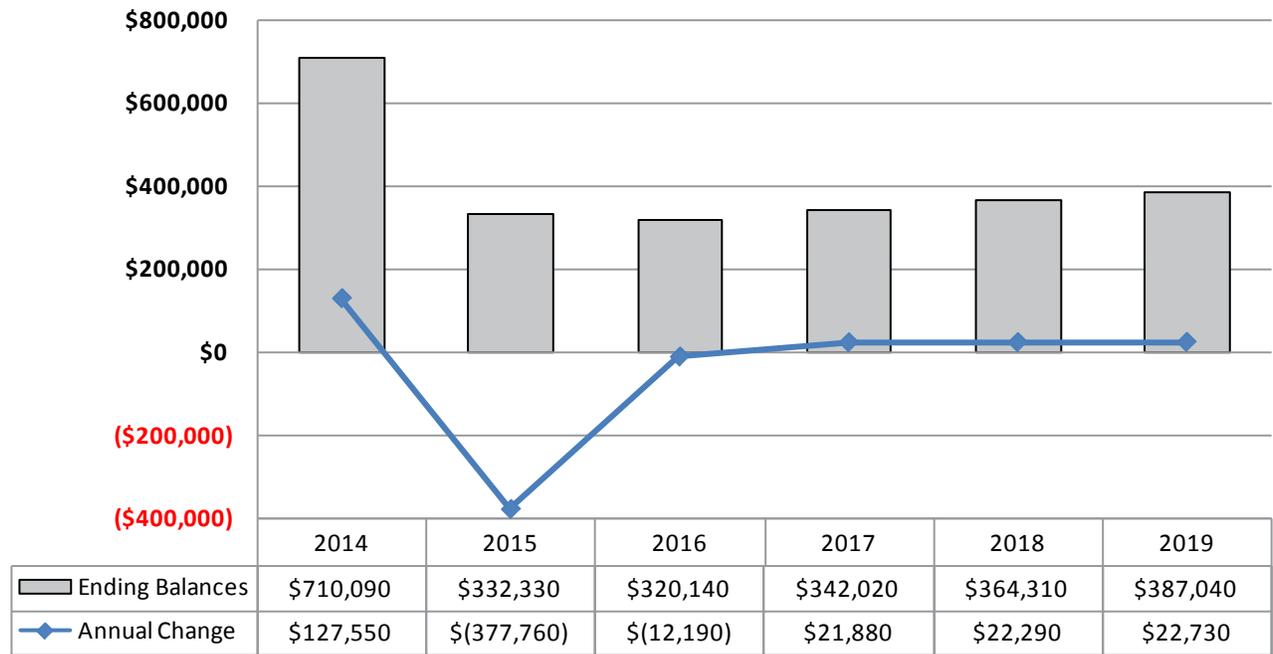
	2014 Estimated Amounts	2015 Forecasted Amounts	2016 Forecasted Amounts	2017 Forecasted Amounts	2018 Forecasted Amounts	2019 Forecasted Amounts
SOURCES						
REVENUES:						
Intergovernmental						
HURF	\$ 1,679,070	\$ 1,775,290	\$ 1,842,210	\$ 1,983,800	\$ 2,055,360	\$ 2,127,460
Capital grants						
HURF	6,579,000	1,000,000	2,600,000	1,860,000	355,000	-
Youth Art	25,000	25,000	25,000	25,000	25,000	25,000
Investment Earnings	800	2,590	2,960	3,810	5,160	6,480
Miscellaneous	32,800	-	-	-	-	-
Subtotal: Revenues	8,316,670	2,802,880	4,470,170	3,872,610	2,440,520	2,158,940
OTHER SOURCES:						
Transfers Out to CIIF	(6,579,000)	(1,000,000)	(2,600,000)	(1,860,000)	(355,000)	-
Subtotal: Other Sources	(6,579,000)	(1,000,000)	(2,600,000)	(1,860,000)	(355,000)	-
BEGINNING FUND BALANCES:						
Restricted for HURF	129,180	172,740	206,260	226,720	314,930	398,450
Restricted for LTAF	110,680	9,150	-	-	-	-
Subtotal: Beginning Fund Balances	239,860	181,890	206,260	226,720	314,930	398,450
TOTAL SOURCES	\$ 1,977,530	\$ 1,984,770	\$ 2,076,430	\$ 2,239,330	\$ 2,400,450	\$ 2,557,390
USES						
EXPENDITURES:						
Streets Department	\$ 1,693,670	\$ 1,769,360	\$ 1,849,710	\$ 1,924,400	\$ 2,002,000	\$ 2,081,280
LTAF	101,970	9,150	-	-	-	-
Subtotal: Current Expenditures	1,795,640	1,778,510	1,849,710	1,924,400	2,002,000	2,081,280
ENDING FUND BALANCES:						
Restricted for HURF	172,740	206,260	226,720	314,930	398,450	476,110
Restricted for LTAF	9,150	-	-	-	-	-
Subtotal: Ending Fund Balances	181,890	206,260	226,720	314,930	398,450	476,110
TOTAL USES	\$ 1,977,530	\$ 1,984,770	\$ 2,076,430	\$ 2,239,330	\$ 2,400,450	\$ 2,557,390

5 YEAR PLAN

GRANTS AND RESTRICTED SOURCES FUND SUMMARY

- With the exception of 2015, revenues and expenditures are expected to be relatively flat over the five year horizon.
- Ending balances will be positive each year, averaging \$349 thousand annually.
- Ending balances are restricted for purposes related to the Police Department and Municipal Court.

GARS FUND



5 YEAR PLAN

GRANTS AND RESTRICTED SOURCES SPECIAL REVENUE FUND SOURCES AND USES OF FUNDS

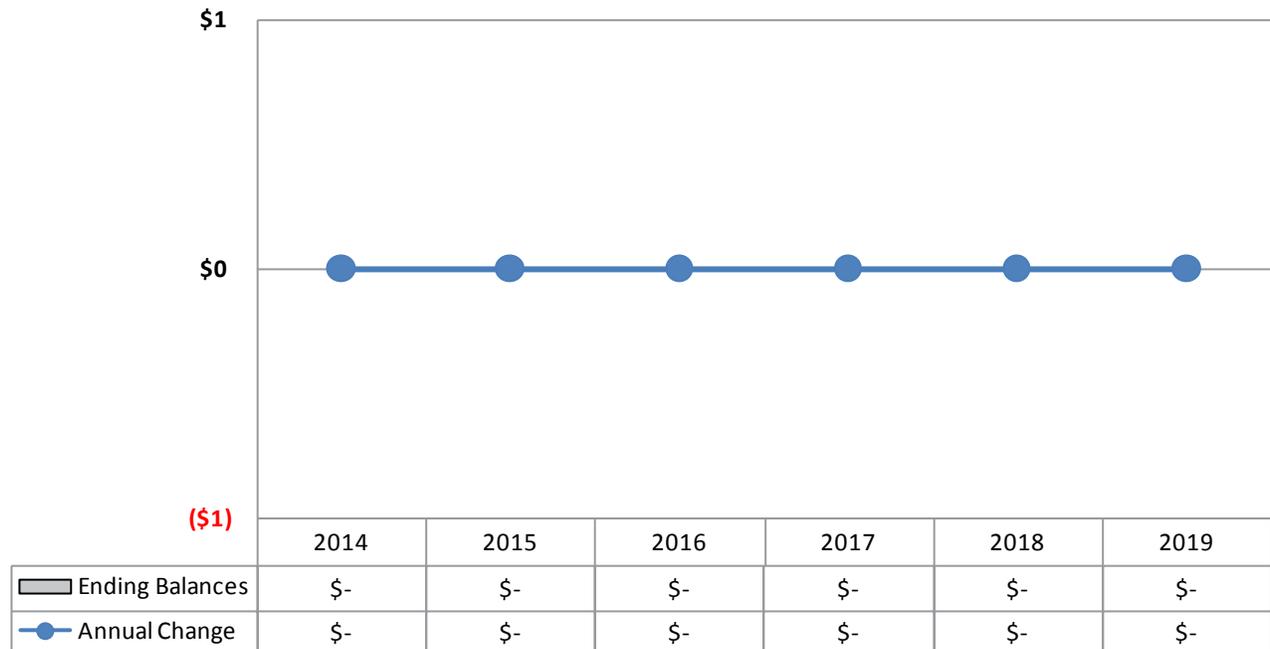
	2014	2015	2016	2017	2018	2019
	Estimated	Forecasted	Forecasted	Forecasted	Forecasted	Forecasted
	Amounts	Amounts	Amounts	Amounts	Amounts	Amounts
SOURCES						
REVENUES:						
Intergovernmental	\$ 401,120	\$ 726,460	\$ 352,000	\$ 352,000	\$ 352,000	\$ 352,000
Charges for Services	15,000	15,000	15,000	15,000	15,000	15,000
Fines & Forfeitures	144,220	120,520	121,000	121,000	121,000	121,000
Investment Earnings	5,660	7,440	4,740	4,880	5,290	5,730
Miscellaneous	37,540	21,000	22,000	22,000	22,000	22,000
Subtotal: Revenues	603,540	890,420	514,740	514,880	515,290	515,730
OTHER SOURCES:						
Transfers In from General Fund	137,300	-	-	-	-	-
Subtotal: Other Sources	137,300	-	-	-	-	-
BEGINNING FUND BALANCES:						
Restricted for Police	582,540	659,780	275,550	290,290	305,170	320,460
Restricted for Municipal Court	-	50,310	56,780	29,850	36,850	43,850
Subtotal: Beginning Fund Balances	582,540	710,090	332,330	320,140	342,020	364,310
TOTAL SOURCES	\$ 1,323,380	\$ 1,600,510	\$ 847,070	\$ 835,020	\$ 857,310	\$ 880,040
USES						
EXPENDITURES:						
Parks & Recreation	\$ 19,410	\$ 14,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000
Police	586,380	1,254,180	478,000	478,000	478,000	478,000
Municipal Court	7,500	-	33,930	-	-	-
Subtotal: Expenditures	613,290	1,268,180	526,930	493,000	493,000	493,000
ENDING FUND BALANCES:						
Restricted for Police	659,780	275,550	290,290	305,170	320,460	336,190
Restricted for Municipal Court	50,310	56,780	29,850	36,850	43,850	50,850
Subtotal: Ending Fund Balances	710,090	332,330	320,140	342,020	364,310	387,040
TOTAL USES	\$1,323,380	\$1,600,510	\$847,070	\$835,020	\$857,310	\$880,040

5 YEAR PLAN

QUAIL CREEK COMMUNITY FACILITIES DISTRICT FUND SUMMARY

- The fund’s secondary property tax rate will be \$3.30 per \$100 of assessed valuation and remain unchanged over the five year timeframe. Growth in the tax base is associated with new development and changes in property valuations.
- Miscellaneous income represents developer contributions towards debt service requirements and will average \$607 thousand annually.
- Transfers in from the General fund will be needed to subsidize the costs associated with operating and maintaining the district park, averaging \$27 thousand annually.
- Investment losses will occur as the fund will operate at a deficit until receiving the subsidy.
- Ending balances will not be sufficient to cover the operating reserves required by policy. The deficiency will average \$16 thousand annually and be reserved by the General Fund.
- Ending balances are \$0 each year.

QUAIL CREEK CFD FUND



5 YEAR PLAN

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

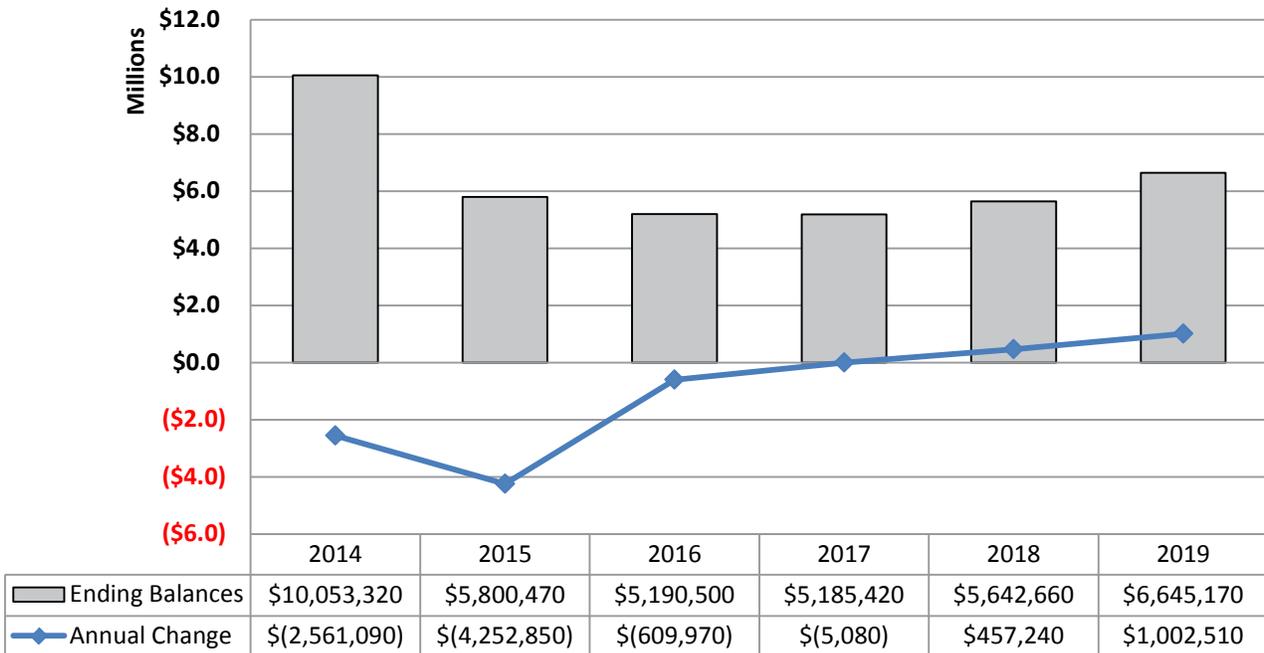
	2014	2015	2016	2017	2018	2019
	Estimated	Forecasted	Forecasted	Forecasted	Forecasted	Forecasted
	Amounts	Amounts	Amounts	Amounts	Amounts	Amounts
SOURCES						
REVENUES:						
Taxes	\$ 292,420	\$ 345,860	\$ 387,800	\$ 431,660	\$ 486,560	\$ 543,240
Investment Earnings (Losses)	(270)	(430)	(420)	(410)	(390)	(370)
Miscellaneous	739,680	690,370	655,450	612,500	566,640	512,490
Subtotal: Revenues	1,031,830	1,035,800	1,042,830	1,043,750	1,052,810	1,055,360
OTHER SOURCES:						
Transfer In from General Fund	36,450	30,060	29,010	27,920	25,940	23,960
Subtotal: Other Sources	36,450	30,060	29,010	27,920	25,940	23,960
BEGINNING FUND BALANCES:						
Restricted for QC CFD	-	-	-	-	-	-
Subtotal: Beginning Fund Balances	-	-	-	-	-	-
TOTAL SOURCES	\$ 1,068,280	\$ 1,065,860	\$ 1,071,840	\$ 1,071,670	\$ 1,078,750	\$ 1,079,320
USES						
CURRENT EXPENDITURES:						
Streets	\$ 18,610	\$ 18,320	\$ 19,240	\$ 20,200	\$ 21,210	\$ 22,270
Parks and Recreation	40,340	39,060	41,010	43,060	45,210	47,470
Subtotal: Current Expenditures	58,950	57,380	60,250	63,260	66,420	69,740
DEBT SERVICE:						
Principal	405,000	425,000	450,000	470,000	500,000	525,000
Interest	599,830	578,980	557,090	533,910	507,830	480,080
Other	4,500	4,500	4,500	4,500	4,500	4,500
Subtotal: Debt Service	1,009,330	1,008,480	1,011,590	1,008,410	1,012,330	1,009,580
Subtotal: Expenditures	1,068,280	1,065,860	1,071,840	1,071,670	1,078,750	1,079,320
ENDING FUND BALANCES:						
Restricted for QC CFD	-	-	-	-	-	-
Subtotal: Ending Fund Balances	-	-	-	-	-	-
TOTAL USES	\$ 1,068,280	\$ 1,065,860	\$ 1,071,840	\$ 1,071,670	\$ 1,078,750	\$ 1,079,320

5 YEAR PLAN

CAPITAL INFRASTRUCTURE IMPROVEMENT FUND SUMMARY

- Unrestricted revenues (taxes and investment income) will average \$2.8 million annually.
- The General Fund will transfer in almost \$1.1 million in 2016 to help cover costs of the fund.
- Debt payments and routine capital equipment replacement costs (e.g., vehicles, technology, etc.) will annually average a total of \$2.4 million.
- Ending balances will decline significantly as a result of expenditures programmed in the *Capital Improvement Plan*.
- The CIIF fund will cover a majority of the projected deficit in the Wastewater Fund. Approximately \$3.9 million of the CIIF's ending balances each year will not be spendable as a result.
- The CIIF Fund will track construction sales tax revenues generated from the Town Center separately, and assign these amounts for Town Center development in accordance with Town policy.
- Available ending balances, averaging \$1.8 million thousand annually, are assigned by the Town Council for use on capital projects. Of this amount, an average of \$960 thousand will be assigned for use in the Town Center.

CIIF FUND



5 YEAR PLAN

CAPITAL INFRASTRUCTURE IMPROVEMENT FUND (CIIF) CAPITAL PROJECTS FUND SOURCES AND USES OF FUNDS

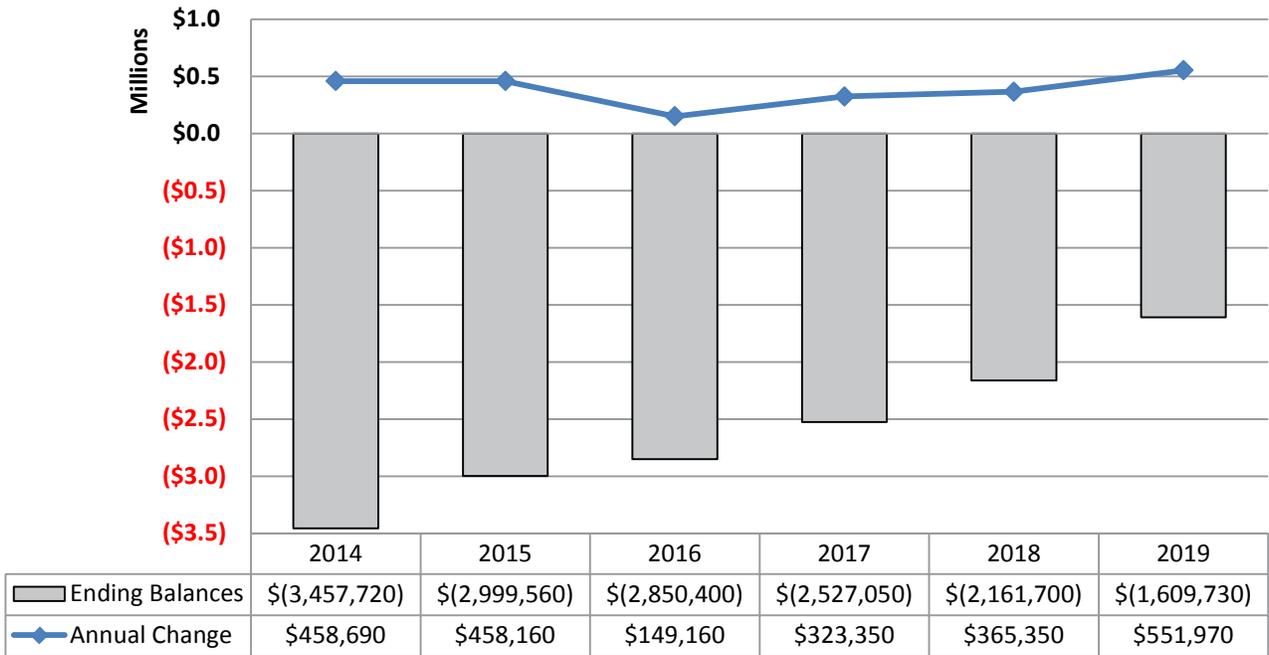
	2014 Estimated Amounts	2015 Forecasted Amounts	2016 Forecasted Amounts	2017 Forecasted Amounts	2018 Forecasted Amounts	2019 Forecasted Amounts
SOURCES						
REVENUES:						
Taxes	\$ 2,760,830	\$ 2,024,280	\$ 2,351,790	\$ 2,611,390	\$ 2,896,410	\$ 3,505,750
Licenses and Permits	-	-	-	-	-	-
Intergovernmental	5,744,300	13,216,390	59,510	-	-	-
Investment Earnings (Losses)	134,630	113,880	71,820	76,490	81,140	93,700
Miscellaneous	-	2,000,000	-	-	-	-
Subtotal: Revenues	8,639,760	17,354,550	2,483,120	2,687,880	2,977,550	3,599,450
OTHER SOURCES:						
Transfer In From General Fund	-	-	1,095,370	-	-	-
Transfers In From HURF	6,579,000	1,000,000	2,600,000	1,860,000	355,000	-
Subtotal: Other Sources	6,579,000	1,000,000	3,695,370	1,860,000	355,000	-
BEGINNING FUND BALANCES:						
Nonspendable	2,545,720	3,980,910	3,980,910	3,980,910	3,980,910	3,980,910
Assigned for Town Center	500,000	600,000	700,000	800,000	900,000	1,100,000
Assigned for Capital Projects	9,568,690	5,472,410	1,119,560	409,590	304,510	561,750
Subtotal: Beginning Fund Balances	12,614,410	10,053,320	5,800,470	5,190,500	5,185,420	5,642,660
TOTAL SOURCES	\$ 27,833,170	\$ 28,407,870	\$ 11,978,960	\$ 9,738,380	\$ 8,517,970	\$ 9,242,110
USES						
DEBT SERVICE:						
Principal	\$ 975,000	\$ 1,015,000	\$ 1,055,000	\$ 1,105,000	\$ 1,160,000	\$ 1,220,000
Interest	820,880	781,430	738,980	689,080	636,040	579,590
Other	5,000	5,000	5,000	5,000	5,000	5,000
Subtotal: Debt Service	1,800,880	1,801,430	1,798,980	1,799,080	1,801,040	1,804,590
CAPITAL OUTLAY:						
General Government	510,000	805,310	337,260	286,950	346,330	269,850
Public Safety	510,770	460,000	417,200	357,600	298,000	324,000
Highways and Streets	14,658,200	17,712,410	3,632,520	1,915,830	363,940	-
Culture and Recreation	300,000	1,828,250	602,500	193,500	66,000	198,500
Subtotal: Capital Outlay	15,978,970	20,805,970	4,989,480	2,753,880	1,074,270	792,350
Subtotal: Expenditures	17,779,850	22,607,400	6,788,460	4,552,960	2,875,310	2,596,940
ENDING FUND BALANCES:						
Nonspendable	3,980,910	3,980,910	3,980,910	3,980,910	3,980,910	3,717,790
Assigned for Town Center	600,000	700,000	800,000	900,000	1,100,000	1,300,000
Assigned for Capital Projects	5,472,410	1,119,560	409,590	304,510	561,750	1,627,380
Subtotal: Ending Fund Balances	10,053,320	5,800,470	5,190,500	5,185,420	5,642,660	6,645,170
TOTAL USES	\$ 27,833,170	\$ 28,407,870	\$ 11,978,960	\$ 9,738,380	\$ 8,517,970	\$ 9,242,110

5 YEAR PLAN

WASTEWATER ENTERPRISE FUND SUMMARY

- Annual fee increases of approximately 4% are recommended and projected for 2015 and 2016.
- The fund will continue selling its recharge credits to the General Fund. Accordingly, the General Fund will transfer cash to the Wastewater Fund each year.
- Investment losses will occur each year due to the fund’s deficit cash position.
- The fund will continue to drawdown on the WIFA loan to pay for most of its capital projects.
- The fund will be in deficit position each year, averaging \$4.5 million annually. These deficits will be covered via cash advances from the General Fund and CIIF.
- Ending balances (deficits) will continue to improve by an average of \$369 thousand each year.
- Ending balances will not be sufficient to cover the operating reserve required by our policies. The deficiency will average \$379 thousand annually and be reserved by the General Fund.

WASTEWATER FUND



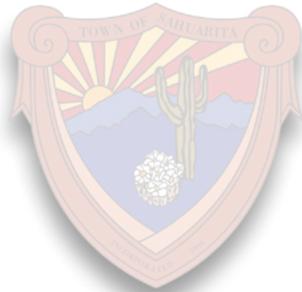
5 YEAR PLAN

WASTEWATER ENTERPRISE FUND

SOURCES AND USES OF FUNDS

	2014 Estimated Amounts	2015 Forecasted Amounts	2016 Forecasted Amounts	2017 Forecasted Amounts	2018 Forecasted Amounts	2019 Forecasted Amounts
SOURCES						
OPERATING REVENUES:						
User Charges - Residential	\$ 2,843,410	\$ 3,010,330	\$ 3,198,530	\$ 3,268,770	\$ 3,335,790	\$ 3,410,250
User Charges - Commercial	150,590	188,410	197,300	210,910	223,920	236,830
Subtotal: Operating Revenues	2,994,000	3,198,740	3,395,830	3,479,680	3,559,710	3,647,080
NON-OPERATING REVENUES:						
Investment Earnings (Losses)	(30,000)	(33,350)	(29,900)	(24,930)	(20,010)	(13,300)
Miscellaneous	25,000	-	-	-	-	-
Sewer Connection Fees - Residential	237,510	287,900	349,520	301,160	315,550	373,130
Sewer Connection Fees - Commercial	234,350	108,020	10,860	32,920	27,160	183,220
Subtotal: Non-Operating Revenues	466,860	362,570	330,480	309,150	322,700	543,050
Subtotal: Revenues	3,460,860	3,561,310	3,726,310	3,788,830	3,882,410	4,190,130
OTHER SOURCES:						
Transfers In from General Fund	693,080	699,540	285,310	438,880	448,520	458,380
Proceeds of Long-Term Debt	82,380	366,620	60,000	12,500	-	-
Subtotal: Other Sources	775,460	1,066,160	345,310	451,380	448,520	458,380
BEGINNING FUND BALANCES:						
Restricted for Debt Service	2,108,060	2,108,060	2,108,060	2,108,060	2,108,060	2,108,060
Unassigned (Deficits)	(6,024,470)	(5,565,780)	(5,107,620)	(4,958,460)	(4,635,110)	(4,269,760)
Subtotal: Beginning Fund Balances	(3,916,410)	(3,457,720)	(2,999,560)	(2,850,400)	(2,527,050)	(2,161,700)
TOTAL SOURCES	\$ 319,910	\$ 1,169,750	\$ 1,072,060	\$ 1,389,810	\$ 1,803,880	\$ 2,486,810
USES						
CURRENT EXPENDITURES:						
Wastewater Utility Department	\$ 1,327,530	\$ 1,381,220	\$ 1,457,910	\$ 1,499,810	\$ 1,561,030	\$ 1,671,990
Subtotal: Current Expenditures	1,327,530	1,381,220	1,457,910	1,499,810	1,561,030	1,671,990
DEBT SERVICE:						
Principal	1,399,580	1,451,690	1,505,740	1,569,330	1,569,330	1,569,330
Interest	998,470	952,860	898,810	835,220	835,220	835,220
Subtotal: Debt Service	2,398,050	2,404,550	2,404,550	2,404,550	2,404,550	2,404,550
CAPITAL OUTLAY:						
WW Capital Projects	52,050	383,540	60,000	12,500	-	20,000
Subtotal: Capital Outlay	52,050	383,540	60,000	12,500	-	20,000
Subtotal: Expenditures	3,777,630	4,169,310	3,922,460	3,916,860	3,965,580	4,096,540
ENDING FUND BALANCES:						
Restricted for Debt Service	2,108,060	2,108,060	2,108,060	2,108,060	2,108,060	2,108,060
Unassigned (Deficits)	(5,565,780)	(5,107,620)	(4,958,460)	(4,635,110)	(4,269,760)	(3,717,790)
Subtotal: Ending Fund Balances	(3,457,720)	(2,999,560)	(2,850,400)	(2,527,050)	(2,161,700)	(1,609,730)
TOTAL USES	\$ 319,910	\$ 1,169,750	\$ 1,072,060	\$ 1,389,810	\$ 1,803,880	\$ 2,486,810

Sahuarita
ARIZONA
FY2015
BUDGET



CAPITAL

NEEDS, FINANCE, IMPROVEMENTS, DEBT

Providing the capital assets (infrastructure, facilities, and equipment) needed for public services is among the most important responsibilities of Town officials. These assets are the primary method for the Town to accomplish several goals. Construction of capital infrastructure is a method of carrying out partnership plans with private entities. These assets provide a means of supporting and encouraging development in accordance with public plans. Construction of capital facilities is a method of providing a work environment to public employees and a gathering place for general citizenry. And finally, purchase of capital equipment is a method of multiplying the output of public employees.

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

CAPITAL IMPROVEMENT PLAN

A capital improvement plan (CIP) is the document that local governments use as a multi-year map of planned and funded capital projects and other asset acquisitions. Items included in the CIP are assets that (individually) cost more than \$5,000 and have a useful life of numerous years.

The Town's CIP includes the following characteristics:

- The CIP covers a five year period, the budget year and four planning years. The Town reviews and updates the CIP annually. The first year of the CIP is incorporated into the annual budget.
- The CIP accounts for minor projects such as office remodeling and projected ongoing equipment replacement plans. Expenditures occur each year and are necessary to ensure the Town has adequate equipment to fulfill critical services.
- The CIP allocates project costs by year according to when spending is anticipated to occur. Appropriations of funds, sufficient to cover expenditure levels, are made each year as part of the process of developing the annual budget.
- 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.

A capital project falls into one of three categories:

- New construction refers to the creation of new infrastructure which did not exist before. This is needed to provide appropriate service to a growing population. One example would be the construction of a new road.

- Replace worn out assets refers to the natural life cycle of assets which are consumed and need to be replaced in order to provide the same service to our citizens. One example would be the replacement of a bridge when it has become unsafe.
- Enhance existing assets refers to the improvement of current infrastructure in order to provide better or more efficient service to our citizens. One example would be the improvement of a 4-way stop sign to a lighted traffic signal in order move traffic more efficiently.

Financing Options

The Town's staff conducts a thorough review of all funding options in order to determine the most efficient and least costly method of paying for capital needs.

The following category descriptions may be helpful in understanding the chart:

- Local funding refers to the money which has been saved from previous years combined with revenue received in the current year. Local funding is the most flexible resource available. It is also used to make debt payments and to provide a local matching source, required in many grant agreements.
- Debt refers to funding which comes from a structured borrowing of money from the capital markets. Debt is often used when there are insufficient funds on hand to acquire a new asset. Smaller payments are then made over a long-term period of time. Those who benefit from the existence of the new asset are the ones who provide the revenues that are used to make the debt payments; a concept known as intergenerational equity
- Grants , contributions and restricted sources refer to funding which comes from partner-entities. Some partners, such as the Pima County Regional Transportation Authority, provide financing through grants to reimburse the Town for expenditures. Other partners may provide money, land, or rights to access land in order to accomplish a mutually beneficial goal, such as a water company joining a partnership to improve a bridge and improve the water line attached to that bridge.

A more detailed discussion of each category, including the amount of funding available from various sources follows.

LOCAL FUNDING



Capital Fund (CIIF)

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

The Town evaluates the amount of money which has been received in the past as well as the expectation of future revenues to determine the amount of funding available from local sources. This process requires significant analysis and estimation of future capital purchases made from local source

as well as estimation of internal wastewater deficits. The information is derived and analyzed concurrently between the plan of capital finance as well as the **5 year plan(s)** for the various funds, and the projection of **major revenues**. Demands on this local source are significant



Wastewater Fund

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

The Town evaluates the funding deficiency from the wastewater utility system in the current year as well as projecting the projected cash deficits or surpluses in future years.

DEBT

Periodically the Town may issue bonds or enter into long-term debt arrangements with lending institutions, such the Water Infrastructure Finance Authority (WIFA); or the Town’s component unit (Quail Creek Community Facilities District) may access the capital markets directly by issuing bonded debt to investors. The debt proceeds are then used to construct or acquire capital assets. Annual debt service payments are made from local revenue sources.



The Town has entered into loan agreements with the WIFA to provide funds for the construction and design of wastewater treatment plant expansions. Of the total amount originally authorized, the Town will draw \$437,070 in the current plan, leaving \$701,810 to be borrowed.



The District held a public election on November 8, 2005 and authorized \$30,000,000 of general obligation district bonds. Of that amount, \$17,340,000 is unused.

The Town has no other debt funding which is authorized, but not yet used. Should the need arise; the Town would evaluate the issuance of new debt for specific objectives.

Legal Debt Limit

The Town is subject to the following debt limitations:

- 1) Under Arizona law, the citizens of the Town can vote to issue general obligation bonds for an amount up to 20% of its secondary assessed property valuation for specific services, such as transportation, water, sewer, lighting, parks and recreational facilities. This equates to an amount of \$38,140,845.
- 2) Under Arizona law, the citizens of the Town can vote to issue general obligation bonds for an amount up to 6% of secondary assessed valuation for general municipal purposes. This equates to an amount of \$11,442,254.

The citizens of the Town have not voted to authorize any general obligation bonds that would apply against these debt limits. Therefore the total debt capacity is \$49,583,099.

The Quail Creek Community Facilities District is a legally separate entity and, therefore, its general obligation bonds do not count towards the Town’s debt limitation.

Grants & Contributions



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 may be distributed by the Arizona Department of Transportation, but the monies are mostly authorized and distributed through an intermediary; the Pima Association of Governments. In order to obtain funding the Town must submit a proposal for a grant and have the grant proposal approved by either the ADOT or the PAG.



Pima County Bonds

Pima County periodically issues bonds to finance capital projects throughout the County. Pursuant to intergovernmental agreements, the Town proposes projects which are part of the bond election and upon successful election and issuance, the Town receives an allotment of the bond proceeds to use on the capital projects.



RTA Transportation Tax

The Regional Transportation Authority (RTA) is a County-wide jurisdiction that assesses a 0.5% transaction privilege tax on all purchases within its boundaries. Pursuant to regionalized transportation planning, the Town receives an allotment of these tax collections to use on specific capital projects.

Federal and State Grants, Contributions and Restricted Sources



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. The Town must submit grant proposals which are reviewed and approved by the granting authority in order to access grant funds. Restricted sources represent revenues that have been collected pursuant to federal and state law, whose use is limited for specified purposes.

Partnerships:



The Town is actively seeking partners to increase the public infrastructure within the Town for the benefit of our citizens and our region. We obtain funding from partners who share an interest in increasing the public infrastructure within the Town boundaries.

The Capital Improvement Plan

The Town organizes the list of capital needs into two plans. One plan is for those projects which are high priority projects which cannot be funded within the Town's current 5 year planning horizon, and the other section is for those projects which can be funded.

UNFUNDED CAPITAL IMPROVEMENT PLAN

Although many projects were considered valuable improvements; the need to limit our expenditures, and/or the lack of external funding partners has led the Town to identify the following projects as our

Project	Project #	Description	Total Cost
Town of Sahuarita Business Center	14A01	Technology R&D, Business Incubator	\$ 3,162,500
Anamax Park Concession Facility	06K08	Build new concession stand	280,000
La Canada Drive RCBC: North of Twin Buttes Road	14S02	Roadway and drainage improvements	325,000
I19/Sahuarita Rd Interchange	05P03	Reconstruct, accommodate 6 lanes	32,919,850
Anamax Park Phases 4&5	06K03/4	Improve park facilities	2,690,000
TOTAL			\$39,327,350

CIP SUMMARY

The CIP for the Town of Sahuarita is comprised of 39 projects totaling \$29,844,520 for fiscal years 2015 through 2019. Of that total, \$20,771,700 is included in the budget for fiscal year 2015. 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 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.

FUNDING SOURCE SUMMARY

SOURCE	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	TOTAL
Capital Fund (CIIF)	\$ 3,844,090	\$ 2,044,280	\$ 696,100	\$ 634,000	\$ 697,500	\$ 7,915,970
Restricted Funds	357,650	33,930	-	-	-	391,580
Grants - Private Partners	2,000,000	-	-	-	-	2,000,000
Highway Fund (HURF)	1,000,000	2,600,000	1,860,000	355,000	-	5,815,000
Long-Term Debt	364,570	60,000	12,500	-	-	437,070
Pima County Bonds	292,500	-	-	-	-	292,500
RTA Transportation Tax	12,912,890	59,510	-	-	-	12,972,400
Wastewater Fund	-	-	-	-	20,000	20,000
GRAND TOTAL	\$ 20,771,700	\$ 4,797,720	\$ 2,568,600	\$ 989,000	\$ 717,500	\$ 29,844,520

DEPARTMENT EXPENDITURE SUMMARY

DEPARTMENT	FY 2015	FY 2016	FY 2017	FY 2018	FY 2019	TOTAL
Non-Departmental	\$ 27,000	\$ -	\$ -	\$ 30,000	\$ -	\$ 57,000
Finance-Technology	245,000	145,000	145,000	145,000	130,000	810,000
Police	771,650	417,200	357,600	298,000	324,000	2,168,450
Municipal Court	-	33,930	-	-	-	33,930
Planning & Building	35,000	-	-	35,000	-	70,000
Parks & Recreation	1,828,250	602,500	193,500	66,000	198,500	2,888,750
Public Works-Facilities	223,780	-	-	60,000	45,000	328,780
Streets	17,276,450	3,539,090	1,860,000	355,000	-	23,030,540
Wastewater Utility	364,570	60,000	12,500	-	20,000	457,070
GRAND TOTAL	\$ 20,771,700	\$ 4,797,720	\$ 2,568,600	\$ 989,000	\$ 717,500	\$ 29,844,520

CAPITAL IMPROVEMENT PLAN

FY 2015-2019

DEPARTMENT PROJECT	PROJ #	YEAR 1 FY 2015	YEAR2 FY 2016	YEAR 3 FY 2017	YEAR 4 FY 2018	YEAR 5 FY 2019	TOTAL YEARS 1-5
Non-Departmental							
Motor Pool Vehicle Replacement	xxND1	\$27,000	\$-	\$-	\$30,000	\$-	\$57,000
Non-Departmental Total		\$27,000	\$-	\$-	\$30,000	\$-	\$57,000

Finance-Technology							
Server & Computer Replacements	xxIT1	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$500,000
Copier Replacements	xxIT2	45,000	45,000	45,000	45,000	30,000	210,000
Municipal WiFi	14IT1	50,000	-	-	-	-	50,000
Council Chambers Audio System Upgrade	15IT1	50,000	-	-	-	-	50,000
Finance-Technology Total		\$245,000	\$145,000	\$145,000	\$145,000	\$130,000	\$810,000

Police							
Police Vehicle Replacements	xxPD1	\$399,000	\$417,200	\$357,600	\$298,000	324,000	\$1,795,800
Police Department Generator	14PD1	70,000	-	-	-	-	70,000
Video Camera System for Parks	14PD2	60,000	-	-	-	-	60,000
Electronic Traffic Ticket System	14PD3	100,250	-	-	-	-	100,250
Covered Parking	14PD6	90,000	-	-	-	-	90,000
Fitness Equipment Replacement	15PD1	15,000	-	-	-	-	15,000
PD Armory Storage Exhaust System	15FM2	37,400	-	-	-	-	37,400
Police Total		\$771,650	\$417,200	\$357,600	\$298,000	\$324,000	\$2,168,450

Municipal Court							
Court Security Upgrade	14CT1	\$-	\$33,930	\$-	\$-	\$-	\$33,930
Court Total		\$-	\$33,930	\$-	\$-	\$-	\$33,930

Planning & Building							
Vehicle Replacement	xxPB1	\$35,000	\$-	\$-	\$35,000	\$-	\$70,000
Planning & Building Total		\$35,000	\$-	\$-	\$35,000	\$-	\$70,000

Parks & Recreation							
Canopy Replacement	xxK01	\$-	\$-	\$22,000	\$25,000	\$25,000	\$72,000
Parks Vehicles & Equipment	xxK02	45,000	94,500	71,500	41,000	48,500	300,500
Anamax Park Phase 2 & 3	06K01	-	-	-	-	25,000	25,000
Quail Creek Park Phase 2	08K02	1,500,000	-	-	-	-	1,500,000
North Santa Cruz Park Phase 2	08K03	-	-	-	-	100,000	100,000
Maintenance Building Replacement	14K04	50,000	458,000	-	-	-	508,000
North Santa Cruz Park Fencing	14K06	100,000	-	-	-	-	100,000

PROJECTS EXPENDITURES BY DEPARTMENT

DEPARTMENT PROJECT	PROJ #	YEAR 1 FY 2015	YEAR2 FY 2016	YEAR 3 FY 2017	YEAR 4 FY 2018	YEAR 5 FY 2019	TOTAL YEARS 1-5
QCVMP Playground Surfacing	15K02	43,250	-	-	-	-	43,250
NSCP Restroom Settling Repair	15K03	-	50,000	100,000	-	-	150,000
Anamax Rec Center HVAC Replacement	15K04	40,000	-	-	-	-	40,000
Lake Park Hardscape Repairs	15K05	50,000	-	-	-	-	50,000
Parks & Recreation Total		\$1,828,250	\$602,500	\$193,500	\$66,000	\$198,500	\$2,888,750
Public Works-Facilities							
Public Works Vehicles & Equipment	xxPW1	\$-	\$-	\$-	\$60,000	\$45,000	\$105,000
Town Hall Settlement Repair	13P01	147,000	-	-	-	-	147,000
PD Server Room HVAC Upgrades	14FM1	35,900	-	-	-	-	35,900
Commissioning of Buildings	15P01	40,880	-	-	-	-	40,880
Public Works / Facilities Total		\$223,780	\$-	\$-	\$60,000	\$45,000	\$328,780
Streets							
Sahuarita road: I-19 to Country Club	03P9B	\$11,545,450	\$2,439,090	\$-	\$-	\$-	\$13,984,540
Quail Crossing Blvd Extension	05P01	-	-	1,860,000	355,000	-	2,215,000
Pima mine bridge reconstruction	08P02	4,499,000	1,100,000	-	-	-	5,599,000
La Villita/Rancho Sahuarita Intersection	13S01	265,000	-	-	-	-	265,000
Camino de las Quintas Overlay	13S02	650,000	-	-	-	-	650,000
Town-Wide Drainage Improvements	13S03	162,000	-	-	-	-	162,000
Drainage Structure Repairs	15S01	155,000	-	-	-	-	155,000
Public Works / Streets Total		\$17,276,450	\$3,539,090	\$1,860,000	\$355,000	\$-	\$23,030,540
Wastewater Utility							
Treatment Plant Expansion: Phase IV	04W01	\$359,570	\$-	\$-	\$-	\$-	\$359,570
Treatment Plant Expansion: Phase V	04W02	-	-	-	-	20,000	20,000
Wastewater Admin Building	06W02	5,000	60,000	12,500	-	-	77,500
Wastewater Utility Total		\$364,570	\$60,000	\$12,500	\$-	\$20,000	\$457,070
GRAND TOTAL		\$20,771,700	\$4,797,720	\$2,568,600	\$989,000	\$717,500	\$29,844,520

CAPITAL IMPROVEMENT PLAN

FY 2015-2019

FY 2015 BUDGET

SOURCE PROJECT	PROJ#	YEAR 1 FY 2015	YEAR2 FY 2016	YEAR 3 FY 2017	YEAR 4 FY 2018	YEAR 5 FY 2019	TOTAL YEARS 1-5
Capital Fund (CIIF)							
Server & Computer Replacements	xxT1	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$500,000
Copier Replacements	xxIT2	45,000	45,000	45,000	45,000	30,000	210,000
Municipal Wifi Project	14IT1	50,000	-	-	-	-	50,000
Council Chambers Audio System Upgrade	15IT1	50,000	-	-	-	-	50,000
Police Vehicles	xxPD1	399,000	417,200	357,600	298,000	324,000	1,795,800
Fitness Equipment Replacement	15PD1	15,000	-	-	-	-	15,000
Vehicle replacement	xxPB1	35,000	-	-	35,000	-	70,000
Motor Pool Vehicle Replacements	xxND1	27,000	-	-	30,000	-	57,000
Canopy Replacement	xxK01	-	-	22,000	25,000	25,000	72,000
Parks Vehicles & Equipment	xxK02	45,000	94,500	71,500	41,000	48,500	300,500
Anamax park phase 2 & 3	06K01	-	-	-	-	25,000	25,000
Quail creek park phase 2	08K02	1,500,000	-	-	-	-	1,500,000
North Santa Cruz Park Phase-2	08K03	-	-	-	-	100,000	100,000
Maintenance Building Replacement	14K04	50,000	458,000	-	-	-	508,000
North Santa Cruz Park Fencing	14K06	100,000	-	-	-	-	100,000
QCVMP Playground Surfacing	15K02	43,250	-	-	-	-	43,250
NSCP Restroom Settling Repair	15K03	-	50,000	100,000	-	-	150,000
Anamax Rec Center HVAC Replacement	15K04	40,000	-	-	-	-	40,000
Lake Park Hardscape Repairs	15K05	50,000	-	-	-	-	50,000
Sahuarita road: I-19 to Country Club	03P9B	104,060	879,580	-	-	-	983,640
Town Hall Complex Settlement Repair	13P01	147,000	-	-	-	-	147,000
Camino De Las Quintas Overlay	13S02	650,000	-	-	-	-	650,000
Townwide Drainage Improvements	13S03	162,000	-	-	-	-	162,000
Public Works Vehicle & Equipment	xxPW1	-	-	-	60,000	45,000	105,000
Drainage Structure Repairs	15S01	155,000	-	-	-	-	155,000
PD Server Room HVAC Upgrades	14FM1	35,900	-	-	-	-	35,900
Commissioning of Buildings	15P01	40,880	-	-	-	-	40,880
Capital Fund (CIIF) Total		3,844,090	2,044,280	696,100	634,000	697,500	7,915,970

Restricted Funds							
Court Security Upgrade	14CT1	\$-	\$33,930	\$-	\$-	\$-	\$33,930
Police Department Generator	14PD1	70,000	-	-	-	-	70,000
Video Camera System for Parks	14PD2	60,000	-	-	-	-	60,000
Electronic Traffic Ticket System	14PD3	100,250	-	-	-	-	100,250
Police Vehicle Covered Parking	14PD6	90,000	-	-	-	-	90,000
PD Armory Storage Exhaust System	15FM2	37,400	-	-	-	-	37,400
Restricted Funds Total		357,650	33,930	-	-	-	391,580

PROJECTS BY FUNDING SOURCE

SOURCE PROJECT	PROJ#	YEAR 1 FY 2015	YEAR2 FY 2016	YEAR 3 FY 2017	YEAR 4 FY 2018	YEAR 5 FY 2019	TOTAL YEARS 1-5
Grants - Private Partners							
Pima Mine Rd Bridge Reconstruction	08P02	\$2,000,000	\$-	\$-	\$-	\$-	\$2,000,000
Grants - Partners Total		2,000,000	-	-	-	-	2,000,000
Highway Fund (HURF)							
Sahuarita road: I-19 to country club	03P9B	\$-	\$1,500,000	\$-	\$-	\$-	\$1,500,000
Quail Crossing Boulevard Extension	05P01	-	-	1,860,000	355,000	-	2,215,000
Pima Mine Rd Bridge Reconstruction	08P02	1,000,000	1,100,000	-	-	-	2,100,000
Highway Fund (HURF) Total		1,000,000	2,600,000	1,860,000	355,000	-	5,815,000
Long-Term Debt							
Treatment Plant Expansion: Phase IV	04W01	\$359,570	\$-	\$-	\$-	\$-	\$359,570
Wastewater Administration Building	06W02	5,000	60,000	12,500	-	-	77,500
Long-Term Debt Total		364,570	60,000	12,500	-	-	437,070
Pima County Bonds							
Sahuarita road: I-19 to Country Club	03P9B	\$292,500	\$-	\$-	\$-	\$-	\$292,500
Pima County Bonds Total		292,500	-	-	-	-	292,500
RTA Transportation Tax							
Sahuarita road: I-19 to Country Club	03P9B	\$11,148,890	\$59,510	\$-	\$-	\$-	\$11,208,400
Pima Mine Rd Bridge Reconstruction	08P02	1,499,000	-	-	-	-	1,499,000
La Villita/Rancho Sahuarita Intersection	13S01	265,000	-	-	-	-	265,000
RTA Transportation Tax Total		12,912,890	59,510	-	-	-	12,972,400
Wastewater Enterprise Fund							
Treatment Plant Expansion: Phase V	04W02	\$-	\$-	\$-	\$-	\$20,000	\$20,000
Wastewater Enterprise Fund Total		-	-	-	-	20,000	20,000
GRAND TOTAL		\$20,771,700	\$4,797,720	\$2,568,600	\$989,000	\$717,500	\$29,844,520

14PD6 POLICE COVERED PARKING

DESCRIPTION

Complete covered parking in five (5) areas of the police department parking lot, this will complete the covered parking lot project for the police department.

JUSTIFICATION/BENEFIT

Covered parking in these areas will protect and extend the life of the installed computer equipment in the vehicles as well as protecting the vehicles themselves from the weather elements. This will help the police department and the Town to extend the replacement plans for these units.

SUMMARY OF OPERATIONAL COSTS AND BENEFITS

Protecting vehicles from hail during summer storms will reduce or eliminate insurance claims from storm damage to vehicles. Protecting computer equipment installed in vehicles from sun and heat during the summer will help to extend the life expectancy of these items. There is no quantifiable savings for having the covered parking but we anticipate equipment lasting longer due to the ability to keep vehicles out of the direct sun light. This can also save the paint job and emergency lighting from weathering faster than being exposed to the sun and weather.

USEFUL LIFE

20 years

COSTS BY YEAR

ACQUISITION		PRIOR	OPERATIONS	
\$	60,000		\$	-
\$	90,000	FY 2015	\$	-
\$	-	FY 2016	\$	-
\$	-	FY 2017	\$	-
\$	-	FY 2018	\$	-
\$	-	FY 2019	\$	-
\$	-	FUTURE	\$	-



CONSTRUCTION COST
\$150,000
FUNDING PARTNERS



100%
FEDERAL
FUNDING

06K01 ANAMAX PARK PHASE 2&3



DESCRIPTION

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

JUSTIFICATION/BENEFIT

The Town has already spent approximately \$1,000,000 on this project for land acquisition and infrastructure. The project will benefit the general public for family and community events as a signature facility attracting community members not having access to private or HOA facilities. It will increase recreational value/opportunity making it available to residents and user groups. Health benefit is gained as more individuals will be able to participate in active recreation opportunities. Economic benefit involves reduction in commuting time offering usable facilities closer to home and the creation of jobs through the Town of Sahuarita or YMCA enhancing/expanding current recreation programs. Current programs could involve more participants offering a diverse selection of activities when partnered with YMCA. The project was coordinated in initial Phase-I construction with infrastructure already installed. The YMCA (a potential partner) would be involved with programming of space. The project was submitted as a potential 2008 Bond Funded project, the County Board elected to delay public vote until at least 2011. The project ranked at the top by the Sub and Bond Committee with full funding recommended to the County Administrator.

USEFUL LIFE

40 years

SUMMARY OF OPERATIONAL COSTS AND BENEFITS

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

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



COSTS BY YEAR

ACQUISITION		OPERATIONS	
\$	461,580	PRIOR	\$ -
\$	-	FY 2015	\$ -
\$	-	FY 2016	\$ -
\$	-	FY 2017	\$ -
\$	-	FY 2018	\$ -
\$	25,000	FY 2019	\$ -
\$	18,200,000	FUTURE	\$ 1,300,000

CONSTRUCTION COST

\$18,686,580

FUNDING PARTNERS



13%



87%

08K02 QUAIL CREEK VETERAN'S MUNICIPAL PARK PHASE 2

DESCRIPTION

The project will be to design and build three multi-use (rectangle) fields with field lighting, additional walking trails around the fields and a second restroom with concession area in the remaining undeveloped 19 acres. Parking will be increased by an estimated 220 spaces (there are currently 115 spaces). In 2015, it will include but is not limited to two rectangular fields with lights, parking, restroom, and some additional potential amenities for \$1,500,000.

JUSTIFICATION/BENEFIT

The community's need for facilities for youth has increased significantly over the past several years. Building these fields will address the need for a place to play soccer and football. The public will benefit from these improvements as well as increased quantity of recreation facilities so users can participate in recreational opportunities closer to home in a safe clean environment. The Town will seek grant opportunities as a matching funding source when available and/or the State financial difficulties greatly improve. The projects improve the safety to park visitors by providing a completed facility. These amenities promote use of smaller local companies which may not have the extensive experience to compete on large improvement projects but are qualified to perform the work. The projects expand the amenities at Quail Creek-Veterans Municipal Park and the services are enhanced by providing a variety of activities to the base amenities of a park site. In addition, these amenities will be designed and built with conservation practices in mind.

USEFUL LIFE

25 years

SUMMARY OF OPERATIONAL COSTS AND BENEFITS

The operational impact will include expanding cleaning services, landscape maintenance services, increased electrical and water costs and general supplies needed like soil amendments and herbicides. Some of these costs will be offset by facility rental revenues.



COSTS BY YEAR

ACQUISITION		PRIOR	OPERATIONS	
\$	-		\$	-
\$	1,500,000	FY 2015	\$	20,000
\$	-	FY 2016	\$	60,000
\$	-	FY 2017	\$	60,000
\$	-	FY 2018	\$	65,000
\$	-	FY 2019	\$	65,000
\$	2,300,000	FUTURE	\$	130,000

CONSTRUCTION COST

\$3,800,000

FUNDING PARTNERS



08K03

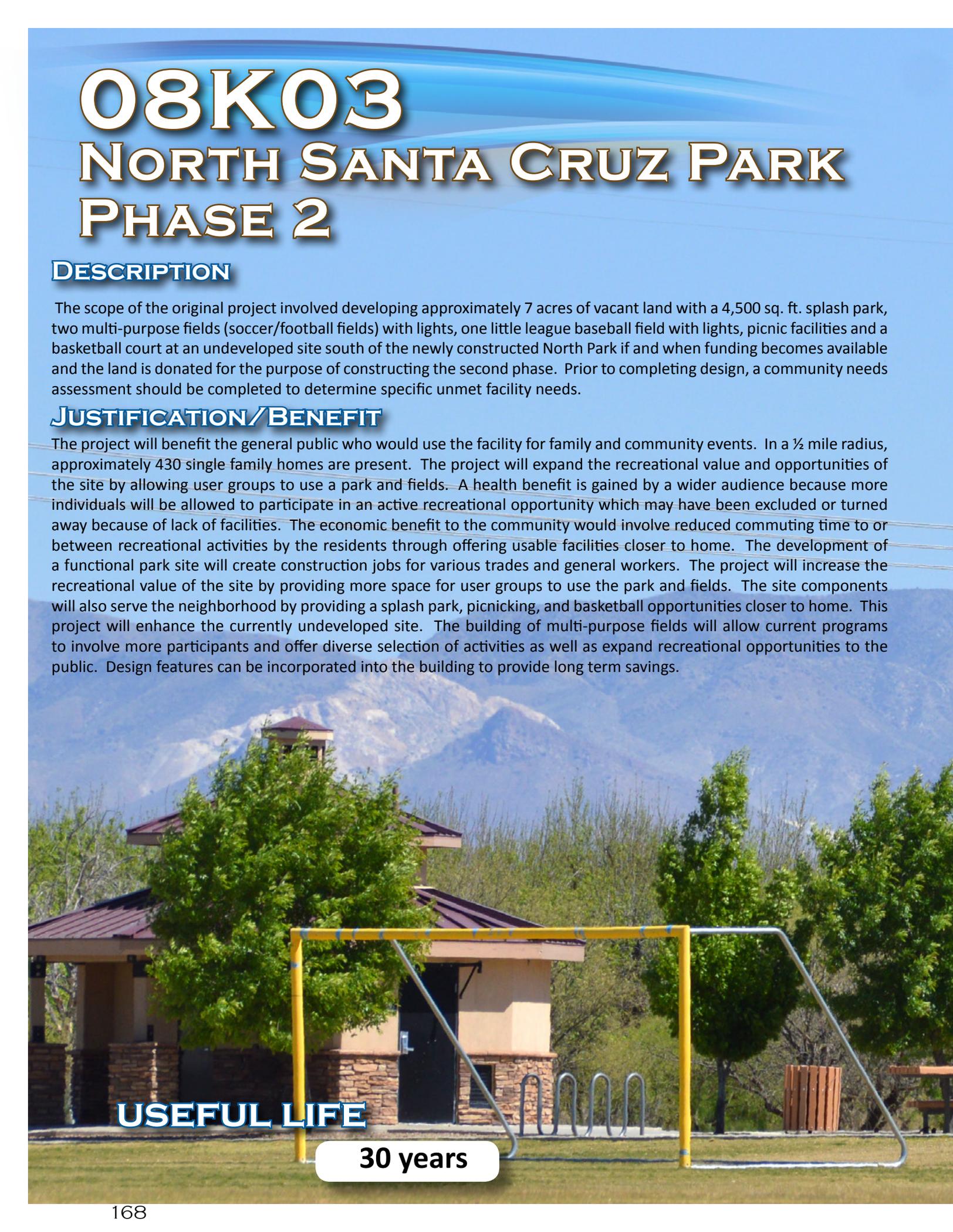
NORTH SANTA CRUZ PARK PHASE 2

DESCRIPTION

The scope of the original project involved developing approximately 7 acres of vacant land with a 4,500 sq. ft. splash park, two multi-purpose fields (soccer/football fields) with lights, one little league baseball field with lights, picnic facilities and a basketball court at an undeveloped site south of the newly constructed North Park if and when funding becomes available and the land is donated for the purpose of constructing the second phase. Prior to completing design, a community needs assessment should be completed to determine specific unmet facility needs.

JUSTIFICATION/BENEFIT

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



USEFUL LIFE

30 years

SUMMARY OF OPERATIONAL COSTS AND BENEFITS

The operational impact will be for maintenance and upkeep of an additional seven acre facility consisting of but not limited to landscape maintenance, 3 sports fields with approximately 5-8 acres of turf, Splash Park and picnic areas with ramadas. In addition, utilities for water will be included. The lighting system will have a warranty reducing the need for maintenance from 15 to 25 years on that aspect only. Some of these costs will be offset by facility rental revenues. Under current conditions these costs would begin outside the 5 year budget projections.



COSTS BY YEAR

ACQUISITION		PRIOR	OPERATIONS	
\$	-		\$	-
\$	-	FY 2015	\$	-
\$	-	FY 2016	\$	-
\$	-	FY 2017	\$	-
\$	-	FY 2018	\$	-
\$	100,000	FY 2019	\$	-
\$	3,400,000	FUTURE	\$	35,000

CONSTRUCTION COST

\$3,500,000

FUNDING PARTNERS



14K04

PARKS MAINTENANCE BUILDING REPLACEMENT

DESCRIPTION

Replacement Maintenance Building for Parks & Facilities maintenance office, workshop, and storage

JUSTIFICATION/BENEFIT

The current maintenance and storage facility at Anamax Park is 30-35 years old and originally part of Pima County's park system. It was originally constructed as two open ramadas that were enclosed to create a building previously used as a recreation center. Since Pima County had jurisdiction, there were no maintenance or storage facilities for large scale operations located in Sahuarita, only a garage and small storage yard existed. Ownership was transferred from Pima County to the Town in 2001. Since then, staff has used that facility as a recreation center and staff offices, Town storage facility of all Town equipment and is now the only location for maintenance staff offices, recreation and maintenance storage on a large scale, as well as a shop to make repairs on equipment etc. Staff have done their best to keep it maintained but it has extensive termite damage, no insulation, sagging roof trusses, and inadequate heating and cooling. The building does not meet today's building code standards and needs to be replaced within the next three years or it may fall apart. There is no room in the current recreation center, Town Hall or Public Works to house maintenance employees, maintenance equipment and supplies or the recreation equipment and supplies currently located in this building that are necessary for the Department to carry out operations adequately and efficiently.

SUMMARY OF OPERATIONAL COSTS AND BENEFITS



This project will have an impact on day to day operations while in progress. The contents of the current building will need to be removed and stored in rented storage containers until the current building can be demolished and a new one constructed. Staff would be temporarily displaced for approximately 4-5 months during construction and would assist in moving the contents into and out of storage. Temporary storage costs are estimated to be approximately \$6000-\$8000

COSTS BY YEAR

ACQUISITION		OPERATIONS	
\$		PRIOR	\$
\$	-	FY 2015	\$ -
\$	50,000	FY 2016	\$ -
\$	458,000	FY 2017	\$ -
\$	-	FY 2018	\$ -
\$	-	FY 2019	\$ -
\$	-	FUTURE	\$ -



USEFUL LIFE

20+ years

CONSTRUCTION COST

\$508,000

FUNDING PARTNERS



14K06

NORTH SANTA CRUZ PARK FENCING

DESCRIPTION

Six foot chain link fencing with gates to enclose the Sports Fields at North Santa Cruz Park.

JUSTIFICATION/BENEFIT

With this project, the Town will have more control over field use by the public that will assist in the preservation of the turf for a much greater time period. Anamax park baseball fields are restricted in this manner and staff has been able to maintain the turf in better condition by being able to close fields down when necessary. Another issue is unauthorized vehicle traffic on the fields. This activity shortens the life of the turf and creates damage, which can be considered "vandalism". Other damaging unauthorized uses include, but are not limited to various groups providing unauthorized commercial activities in the park or people allowing dogs to run free on the fields. The parks and fields are there for the public however, Parks & Recreation staff are the custodians of the public's park facilities and need to be able to monitor and restrict use to carry out any operational and maintenance activities necessary to prolong the life of the park including closure in the event of significant park damage or weather related issues when ever necessary.



USEFUL LIFE

25 years

SUMMARY OF OPERATIONAL COSTS AND BENEFITS

There would be minimal impact expected during the erection of fencing and little if any projected maintenance costs.



COSTS BY YEAR

ACQUISITION			OPERATIONS	
\$	-	PRIOR	\$	-
\$	100,000	FY 2015	\$	-
\$	-	FY 2016	\$	-
\$	-	FY 2017	\$	-
\$	-	FY 2018	\$	-
\$	-	FY 2019	\$	-
\$	-	FUTURE	\$	-

CONSTRUCTION COST

\$100,000

NO FUNDING PARTNERS



03P9B

SAHUARITA ROAD: TO EASTERN TOWN LIMITS

DESCRIPTION

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

JUSTIFICATION/BENEFIT

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

USEFUL LIFE

20 years

SUMMARY OF OPERATIONAL COSTS AND BENEFITS

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

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

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



COSTS BY YEAR

ACQUISITION		OPERATIONS	
\$	40,409,610	PRIOR	\$ -
\$	11,545,450	FY 2015	\$ 10,000
\$	2,439,090	FY 2016	\$ 25,000
\$	-	FY 2017	\$ 40,000
\$	-	FY 2018	\$ 40,000
\$	-	FY 2019	\$ 40,000
\$	-	FUTURE	\$ 40,000

CONSTRUCTION COST

\$54,394,150

FUNDING PARTNERS

57%

33%

3%

7%

05P01 QUAIL CROSSING BLVD EXTENSION

DESCRIPTION

Quail Crossing Boulevard Extension: Old Nogales Highway to Nogales Highway/Calle Arroyo Sur. The ultimate roadway will consist of a 4-lane divided section that connects the existing intersection of Nogales Highway/Calle Arroyo Sur to the existing intersection of Old Nogales Hwy/Quail Crossing Boulevard. The first phase of 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). When development and traffic volumes warrant, the 2-lane roadway will be widened to the full 4-lane capacity. The project will also include a new traffic signal at Old Nogales Hwy/Quail Crossing Boulevard, bicycle lanes, drainage improvements, and low maintenance landscape. Project length is approximately 1.75 miles. ASLD ROW agreement was completed in FY2011.

JUSTIFICATION/BENEFIT

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

USEFUL LIFE

20 years



SUMMARY OF OPERATIONAL COSTS AND BENEFITS

This project will not have an annual operational cost until construction is complete. At which point, the operational costs are anticipated to be approximately \$1,000 per mile/per month.



COSTS BY YEAR

ACQUISITION		OPERATIONS	
\$	985,540	PRIOR	\$ -
\$	-	FY 2015	\$ -
\$	-	FY 2016	\$ -
\$	1,860,000	FY 2017	\$ -
\$	355,000	FY 2018	\$ -
\$	-	FY 2019	\$ -
\$	8,285,000	FUTURE	\$ 21,000

CONSTRUCTION COST

\$11,485,540

FUNDING PARTNERS



19%



72%



9%

08P02

PIMA MINE BRIDGE REPLACEMENT: SANTA CRUZ RIVER

FY 2015 BUDGET

DESCRIPTION

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

JUSTIFICATION/BENEFIT

The existing Pima Mine Road Bridge over the Santa Cruz River has a weight restriction imposed by an ADOT Bridge Report. The reconstruction of this bridge will remove the weight restriction and allow commercial trucks to utilize the road. Currently, heavier vehicles are using alternative routes like Sahuarita Road to bypass Pima Mine Bridge restrictions. Partial funding has been secured from RTA and ADOT Federal Bridge Fund.

USEFUL LIFE

50 years

SUMMARY OF OPERATIONAL COSTS AND BENEFITS

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

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

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



COSTS BY YEAR

ACQUISITION		OPERATIONS	
\$	601,080	PRIOR	\$ -
\$	4,499,000	FY 2015	\$ -
\$	1,100,000	FY 2016	\$ -
\$	-	FY 2017	\$ 3,000
\$	-	FY 2018	\$ 3,000
\$	-	FY 2019	\$ 3,000
\$	-	FUTURE	\$ 3,000

CONSTRUCTION COST

\$6,200,080

FUNDING PARTNERS



32%



34%



34%

13501

LA VILLITA ROAD/RANCHO SAHUARITA BLVD INTERSECTION

DESCRIPTION

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

JUSTIFICATION/BENEFIT

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



USEFUL LIFE

20 years

SUMMARY OF OPERATIONAL COSTS AND BENEFITS

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

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

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



COSTS BY YEAR

ACQUISITION		OPERATIONS	
\$	385,000	PRIOR	\$ -
\$	265,000	FY 2015	\$ -
\$	-	FY 2016	\$ 5,000
\$	-	FY 2017	\$ 5,000
\$	-	FY 2018	\$ 5,000
\$	-	FY 2019	\$ 5,000
\$	-	FUTURE	\$ 5,000

CONSTRUCTION COST

\$650,000
FUNDING PARTNERS



100%

13502

CAMINO DE LAS QUINTAS OVERLAY

DESCRIPTION

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

JUSTIFICATION/BENEFIT

Road is constructed of chip and seal from El Toro Rd to Camino Antigua and from there to Woodacre Dr was overlaid in 2008 by the developer of the Santo Tomas Villages with 2 inches of A/C 24 ft wide however it did not extend to the full length of the roadway edges. The roadway is 40 feet wide so we ended up with 10 feet on each side untouched and in very bad condition to Paseo Fomoso. From Paseo Fomoso to Santo Tomas underwent a reconstruct in 2006 but ended up with major drainage problems. The Chip and Seal Section is full of low spots and ruts, it also does not drain well. A asphalt overlay would solve the issues and create a uniformed roadway as well as improve safety of vehicles, pedestrians, and bicyclists along a primary north/south route of travel and access to Anamax Park facilities.

USEFUL LIFE

20 years

SUMMARY OF OPERATIONAL COSTS AND BENEFITS

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

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

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



COSTS BY YEAR

ACQUISITION		OPERATIONS	
\$		\$	
\$	-	PRIOR	\$ -
\$	650,000	FY 2015	\$ -
\$	-	FY 2016	\$ 18,000
\$	-	FY 2017	\$ 18,000
\$	-	FY 2018	\$ 18,000
\$	-	FY 2019	\$ 18,000
\$	-	FUTURE	\$ 18,000

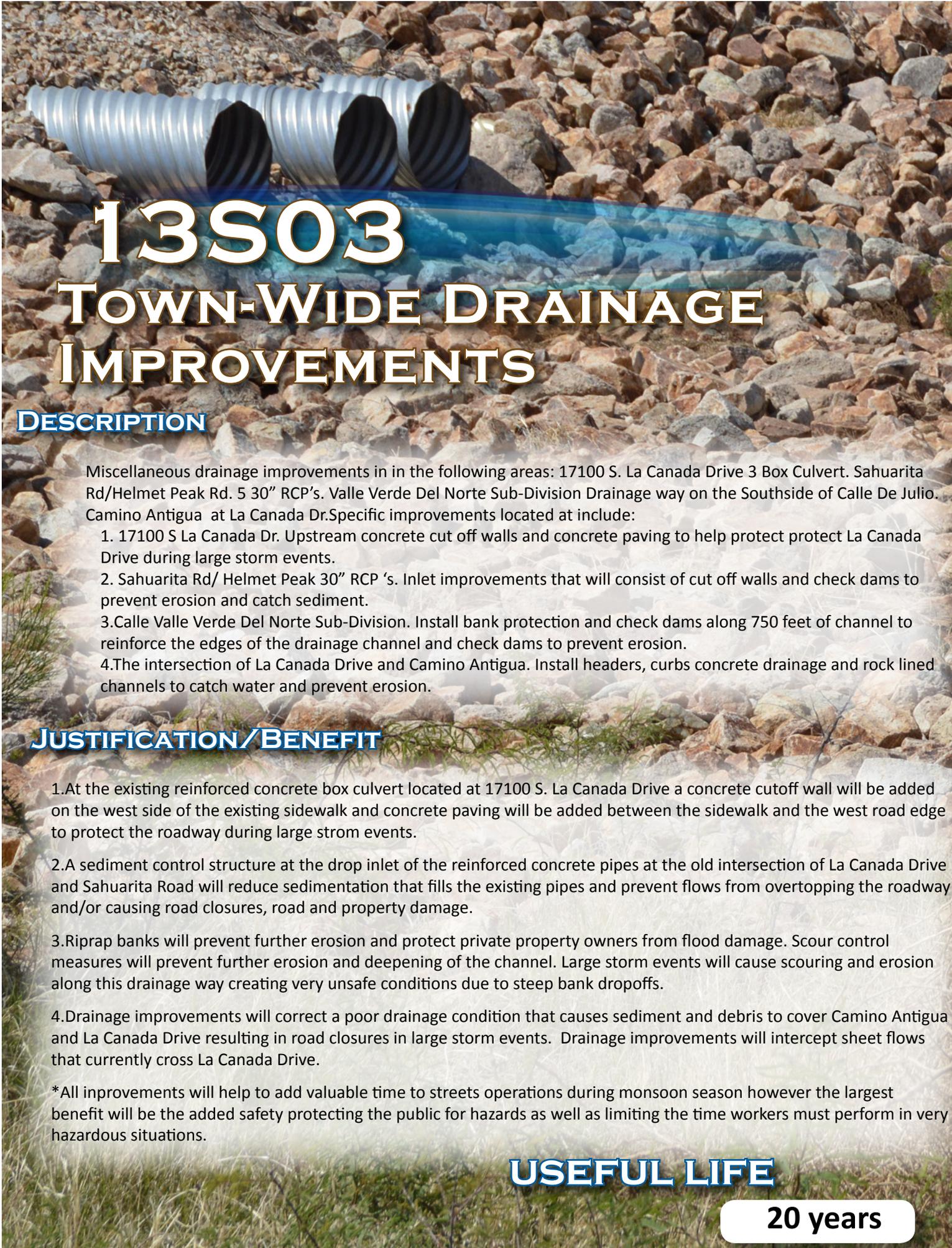
CONSTRUCTION COST

\$650,000

FUNDING PARTNERS



100%



13503 TOWN-WIDE DRAINAGE IMPROVEMENTS

DESCRIPTION

Miscellaneous drainage improvements in the following areas: 17100 S. La Canada Drive 3 Box Culvert. Sahuarita Rd/Helmet Peak Rd. 5 30" RCP's. Valle Verde Del Norte Sub-Division Drainage way on the Southside of Calle De Julio. Camino Antigua at La Canada Dr. Specific improvements located at include:

1. 17100 S La Canada Dr. Upstream concrete cut off walls and concrete paving to help protect La Canada Drive during large storm events.
2. Sahuarita Rd/ Helmet Peak 30" RCP 's. Inlet improvements that will consist of cut off walls and check dams to prevent erosion and catch sediment.
3. Calle Valle Verde Del Norte Sub-Division. Install bank protection and check dams along 750 feet of channel to reinforce the edges of the drainage channel and check dams to prevent erosion.
4. The intersection of La Canada Drive and Camino Antigua. Install headers, curbs concrete drainage and rock lined channels to catch water and prevent erosion.

JUSTIFICATION/BENEFIT

1. At the existing reinforced concrete box culvert located at 17100 S. La Canada Drive a concrete cutoff wall will be added on the west side of the existing sidewalk and concrete paving will be added between the sidewalk and the west road edge to protect the roadway during large storm events.
2. A sediment control structure at the drop inlet of the reinforced concrete pipes at the old intersection of La Canada Drive and Sahuarita Road will reduce sedimentation that fills the existing pipes and prevent flows from overtopping the roadway and/or causing road closures, road and property damage.
3. Riprap banks will prevent further erosion and protect private property owners from flood damage. Scour control measures will prevent further erosion and deepening of the channel. Large storm events will cause scouring and erosion along this drainage way creating very unsafe conditions due to steep bank dropoffs.
4. Drainage improvements will correct a poor drainage condition that causes sediment and debris to cover Camino Antigua and La Canada Drive resulting in road closures in large storm events. Drainage improvements will intercept sheet flows that currently cross La Canada Drive.

*All improvements will help to add valuable time to streets operations during monsoon season however the largest benefit will be the added safety protecting the public for hazards as well as limiting the time workers must perform in very hazardous situations.

USEFUL LIFE

20 years

SUMMARY OF OPERATIONAL COSTS AND BENEFITS

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

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

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



COSTS BY YEAR

ACQUISITION		OPERATIONS	
\$	-	PRIOR	\$ -
\$	162,000	FY 2015	\$ -
\$	-	FY 2016	\$ 10,000
\$	-	FY 2017	\$ 10,000
\$	-	FY 2018	\$ 10,000
\$	-	FY 2019	\$ 10,000
\$	-	FUTURE	\$ 10,000

CONSTRUCTION COST

\$162,000

FUNDING PARTNERS



100%

04W01

WASTEWATER TREATMENT PLANT PHASE IV EXPANSION

DESCRIPTION

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

JUSTIFICATION/BENEFIT

The expansion will ensure that the Town will continue to provide the sewer capacity necessary to support a growing community.

Town residents in the immediate surrounding area of the WWTP will benefit the most from a newly designed and constructed WWTP, which incorporates odor control measures as a required component of the capacity increase.

The Town of Sahuarita and future residents in the undeveloped parts of Rancho Sahuarita will also benefit from this expansion. The new capacity will allow for connection of new development communities. The project has the effect of reducing noise, and also enhances landscaping for residents in the immediate vicinity of the plant. The project enhances the services provided by the Town by increasing the capacity level of the sewer and maintaining the Town's highest commitment to the protection of the environment.

USEFUL LIFE

50 years

SUMMARY OF OPERATIONAL COSTS AND BENEFITS

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

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

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



COSTS BY YEAR

ACQUISITION		PRIOR	OPERATIONS	
\$	28,183,020		\$	-
\$	359,570	FY 2015	\$	-
\$	-	FY 2016	\$	-
\$	-	FY 2017	\$	-
\$	-	FY 2018	\$	-
\$	-	FY 2019	\$	-
\$	-	FUTURE	\$	-

CONSTRUCTION COST

\$28,542,590

FUNDING PARTNERS



3%



97%

SUMMARY OF OPERATIONAL COSTS AND BENEFITS

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

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

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



COSTS BY YEAR

ACQUISITION		PRIOR	OPERATIONS	
\$	579,620		\$	-
\$	-	FY 2015	\$	-
\$	-	FY 2016	\$	-
\$	-	FY 2017	\$	-
\$	-	FY 2018	\$	-
\$	20,000	FY 2019	\$	-
\$	21,269,170	FUTURE	\$	-

CONSTRUCTION COST

\$21,868,790

FUNDING PARTNERS



3%



97%

06W02 WASTEWATER ADMINISTRATION BUILDING

DESCRIPTION

Sahuarita Wastewater Treatment & Reclamation Facility. The purpose of this request is to determine what options provide the Wastewater Division with the best possible long term housing. The request will first determine the useful life of the current aging structure. Then an engineering assessment will be completed to provide the Wastewater Division with the options moving forward. The current options include a temporary leased structure, a site delivered structure or a new building at the Wastewater Treatment Plant site. The building would be designed to accommodate the wastewater operational personnel and wastewater administration. The building would include computer room, conference room and offices. The building may also include the addition of a lab and locker rooms, which would eliminate a current building on-site. The building will be designed on the ultimate staff based on the assumptions in an updated space needs study. This project will be necessary to house current and future employees.

JUSTIFICATION/BENEFIT

The design will need to be revised based on an updated space needs study. Currently, the construction date has not yet been determined. Based on the engineering assessment, an expected date will be determined in the future fiscal year. The new building will be equipped with state of the art equipment which will facilitate better operations and maintenance of the Wastewater Treatment Plant.

USEFUL LIFE

50 years

SUMMARY OF OPERATIONAL COSTS AND BENEFITS

The operations and maintenance of this facility is expected to cost approximately \$25,000 annually. Once the facility is built the Town will not have to bear the costs to maintain the existing facilities at the WWTP. No new wastewater position will be needed with this project. Upon completion of the building, an additional facilities maintenance person maybe required. It is assumed that only 15% of their time will be spent on maintaining this building.



COSTS BY YEAR

ACQUISITION		OPERATIONS	
\$	302,730	PRIOR	\$ -
\$	5,000	FY 2015	\$ -
\$	60,000	FY 2016	\$ -
\$	12,500	FY 2017	\$ -
\$	-	FY 2018	\$ -
\$	-	FY 2019	\$ -
\$	1,175,000	FUTURE	\$ -

CONSTRUCTION COST

\$1,555,230

FUNDING PARTNERS



1%



99%

OPERATING CAPITAL

Operating capital represent vehicle and equipment purchases costing \$5,000 or more that are used by the departments on a daily basis to accomplish their operational goals.

NON-DEPARTMENTAL PROJECTS

xxND1 MOTOR POOL VEHICLE REPLACEMENTS

\$57,000

FY 15: Purchase new mid-sized SUV for Administrative Fleet at Town Hall. Costs for a mid-size SUV range from \$20,051 to \$27,000, depending upon selected options.

FY 18: Purchase new mid-sized SUV for Administrative Fleet at Town Hall. Costs for a mid-size SUV are expected to be \$23,000 - \$30,000, depending upon selected options.

COSTS BY YEAR

ACQUISITION		OPERATIONS	
\$	PRIOR	\$	
\$ -	FY 2015	\$	(250)
\$ 27,000	FY 2016	\$	(250)
\$ -	FY 2017	\$	(250)
\$ 30,000	FY 2018	\$	(500)
\$ -	FY 2019	\$	(500)
\$ -	FUTURE	\$	-

FINANCE-TECHNOLOGY PROJECTS

xxIT1 SERVERS, COMPUTERS & EQUIPMENT REPLACEMENTS

\$500,000

Replace 16 servers and 150 workstations, including needed software and licensing, on a five-year rotational cycle. Workstations, servers, and software will be standardized.

COSTS BY YEAR

ACQUISITION		OPERATIONS	
\$	PRIOR	\$	
\$ -	FY 2015	\$	(7,500)
\$ 100,000	FY 2016	\$	(7,500)
\$ 100,000	FY 2017	\$	(7,500)
\$ 100,000	FY 2018	\$	(7,500)
\$ 100,000	FY 2019	\$	(7,500)
\$ -	FUTURE	\$	-

xxIT2 COPIER REPLACEMENTS

\$210,000

Technology estimate of replacing fourteen (14) workgroup and enterprise multi-function copiers over a five (5) year period.

COSTS BY YEAR

ACQUISITION		OPERATIONS	
\$	PRIOR	\$	
\$ -	FY 2015	\$	-
\$ 45,000	FY 2016	\$	-
\$ 45,000	FY 2017	\$	-
\$ 45,000	FY 2018	\$	-
\$ 30,000	FY 2019	\$	-
\$ -	FUTURE	\$	-

14IT1 MUNICIPAL WI-FI PROJECT

\$50,000

Technology estimate of deploying twenty (20) wireless access points throughout Town Hall, Anamax and Waste Water Treatment Plant. Costs include cable runs, equipment and installation.

COSTS BY YEAR

ACQUISITION		OPERATIONS	
\$	PRIOR	\$	
\$ -	FY 2015	\$	(5,800)
\$ 50,000	FY 2016	\$	(5,800)
\$ -	FY 2017	\$	(5,800)
\$ -	FY 2018	\$	(5,800)
\$ -	FY 2019	\$	(5,800)
\$ -	FUTURE	\$	(5,800)

15IT1 COUNCIL CHAMBERS AUDIO SYSTEM UPGRADE

\$50,000

Upgrade the audio system in the Town's Council Chambers and provide for redundancy.

COSTS BY YEAR

ACQUISITION		OPERATIONS	
\$	PRIOR	\$	
\$ -	FY 2015	\$	-
\$ 50,000	FY 2016	\$	-
\$ -	FY 2017	\$	-
\$ -	FY 2018	\$	-
\$ -	FY 2019	\$	-
\$ -	FUTURE	\$	-

POLICE PROJECTS

XXPD 1
\$1,795,800

POLICE VEHICLE REPLACEMENTS

Replace 33 Police Department vehicles over a five-year rotational cycle. Project includes patrol, administration, and special-purpose vehicles.

COSTS BY YEAR

ACQUISITION		OPERATIONS	
\$	PRIOR	\$	
\$ 399,000	FY 2015	\$	(1,500)
\$ 417,200	FY 2016	\$	(1,500)
\$ 357,600	FY 2017	\$	(1,500)
\$ 298,000	FY 2018	\$	(1,500)
\$ 324,000	FY 2019	\$	(1,500)
\$ -	FUTURE	\$	-

14PD 1
\$105,000

POLICE DEPARTMENT GENERATOR

Relocation and installation of inter-department equipment transfer of industrial strength generator from Public Works. This additional generator will serve as additional back-up power at the Police Building, which houses all phone banks, and the computer room for the entire Town Complex as well as the needs of the police department and the Emergency Operations Center.

COSTS BY YEAR

ACQUISITION		OPERATIONS	
\$	PRIOR	\$	
\$ 35,000	FY 2015	\$	-
\$ 70,000	FY 2016	\$	-
\$ -	FY 2017	\$	-
\$ -	FY 2018	\$	-
\$ -	FY 2019	\$	-
\$ -	FUTURE	\$	-

14PD2
\$120,000

VIDEO CAMERA SYSTEM FOR PARKS

Purchase and install video camera system for Anamax Park and North Santa Cruz Park.

COSTS BY YEAR

ACQUISITION		OPERATIONS	
\$	PRIOR	\$	
\$ 60,000	FY 2015	\$	1,000
\$ 60,000	FY 2016	\$	1,000
\$ -	FY 2017	\$	1,000
\$ -	FY 2018	\$	1,000
\$ -	FY 2019	\$	1,000
\$ -	FUTURE	\$	1,000

14PD3
\$100,250

ELECTRONIC TRAFFIC TICKET SYSTEM

Purchase and install electronic traffic systems in 33 patrol vehicles.

COSTS BY YEAR

ACQUISITION		OPERATIONS	
\$	PRIOR	\$	
\$ 100,250	FY 2015	\$	-
\$ -	FY 2016	\$	-
\$ -	FY 2017	\$	-
\$ -	FY 2018	\$	-
\$ -	FY 2019	\$	-
\$ -	FUTURE	\$	-

15PD 1
\$15,000

FITNESS EQUIPMENT REPLACEMENT

Replace fitness equipment located in the Police Department exercise room.

COSTS BY YEAR

ACQUISITION		OPERATIONS	
\$	PRIOR	\$	
\$ 15,000	FY 2015	\$	-
\$ -	FY 2016	\$	-
\$ -	FY 2017	\$	-
\$ -	FY 2018	\$	-
\$ -	FY 2019	\$	-
\$ -	FUTURE	\$	-

15FM2 POLICE DEPT. ARMORY STORAGE EXHAUST SYSTEM

\$37,400

Design and install a new exhaust system, which will include an overhead exhaust hood, in the Armory and Amunitions Storage Room in the Police Department to meet OSHA Standards. As part of this project, the existing Drug Storage Room exhaust system will be re-balanced to confirm it meets current OSHA Standards.

COSTS BY YEAR

ACQUISITION		OPERATIONS	
\$	PRIOR	\$	
\$	-	FY 2015	\$ -
\$	37,400	FY 2016	\$ -
\$	-	FY 2017	\$ -
\$	-	FY 2018	\$ -
\$	-	FY 2019	\$ -
\$	-	FUTURE	\$ -

MUNICIPAL COURT PROJECTS

14CT1 SECURITY UPGRADE

\$33,930

Upgrade security vestibule with more advanced technology equipment.

COSTS BY YEAR

ACQUISITION		OPERATIONS	
\$	PRIOR	\$	
\$	-	FY 2015	\$ -
\$	33,930	FY 2016	\$ -
\$	-	FY 2017	\$ -
\$	-	FY 2018	\$ -
\$	-	FY 2019	\$ -
\$	-	FUTURE	\$ -

PLANNING AND BUILDING PROJECTS

XXPB1 BUILDING SAFETY VEHICLE REPLACEMENTS

\$70,000

Replacement of vehicles that are over 10 years old for Building Safety inspectors.

COSTS BY YEAR

ACQUISITION		OPERATIONS	
\$	PRIOR	\$	
\$	-	FY 2015	\$ (250)
\$	35,000	FY 2016	\$ (250)
\$	-	FY 2017	\$ (250)
\$	35,000	FY 2018	\$ (500)
\$	-	FY 2019	\$ (500)
\$	-	FUTURE	\$ -

PARKS & RECREATION PROJECTS

XXK01 PARKS CANOPY REPLACEMENTS

\$72,000

Playground shade structure canopy replacements at Anamax, Los Arroyos, and North Santra Cruz parks.

COSTS BY YEAR

ACQUISITION		OPERATIONS	
\$	PRIOR	\$	
\$	-	FY 2015	\$ -
\$	-	FY 2016	\$ -
\$	22,000	FY 2017	\$ -
\$	25,000	FY 2018	\$ -
\$	25,000	FY 2019	\$ -
\$	-	FUTURE	\$ -

XXK02 PARKS & RECREATION VEHICLE REPLACEMENTS

\$300,500

Ongoing capital replacement of the departments vehicles and equipment.

COSTS BY YEAR

ACQUISITION		OPERATIONS	
\$	PRIOR	\$	
\$	45,000	FY 2015	\$ -
\$	94,500	FY 2016	\$ -
\$	71,500	FY 2017	\$ -
\$	41,000	FY 2018	\$ -
\$	48,500	FY 2019	\$ -
\$	-	FUTURE	\$ -

15K02 QUAIL CREEK VETERAN'S MUNICIPAL PARK
\$43,250 PLAYGROUND SURFACING

Removal of dirt contaminated wood fiber from playground and installation of new replacement wood fiber along with a 3 foot seat wall to help reduce the re-contamination of the wood fiber fall protection.

COSTS BY YEAR

ACQUISITION		OPERATIONS	
\$	PRIOR	\$	
\$ -	FY 2015	\$ -	
\$ 43,250	FY 2016	\$ -	
\$ -	FY 2017	\$ -	
\$ -	FY 2018	\$ -	
\$ -	FY 2019	\$ -	
\$ -	FUTURE	\$ -	

15K03 NORTH SANTA CRUZ PARK
\$150,000 RESTROOM SETTling REPAIR

Repair restroom facility at North Santa Cruz Park which is settling/sinking.

COSTS BY YEAR

ACQUISITION		OPERATIONS	
\$	PRIOR	\$	
\$ -	FY 2015	\$ -	
\$ 50,000	FY 2016	\$ -	
\$ 100,000	FY 2017	\$ -	
\$ -	FY 2018	\$ -	
\$ -	FY 2019	\$ -	
\$ -	FUTURE	\$ -	

15K04 ANAMAX PARK HVAC
\$40,000 REPLACEMENT

Heating & Cooling unit replacement Anamax Recreation Center

COSTS BY YEAR

ACQUISITION		OPERATIONS	
\$	PRIOR	\$	
\$ 40,000	FY 2015	\$ -	
\$ -	FY 2016	\$ -	
\$ -	FY 2017	\$ -	
\$ -	FY 2018	\$ -	
\$ -	FY 2019	\$ -	
\$ -	FUTURE	\$ -	

15K05 SAHUARITA LAKE PARK
\$50,000 HARDSCAPE REPAIRS

Removal and replacement of sidewalk sections, seat wall/planter repair, and other misc. Hardscape repairs.

COSTS BY YEAR

ACQUISITION		OPERATIONS	
\$	PRIOR	\$	
\$ 50,000	FY 2015	\$ -	
\$ -	FY 2016	\$ -	
\$ -	FY 2017	\$ -	
\$ -	FY 2018	\$ -	
\$ -	FY 2019	\$ -	
\$ -	FUTURE	\$ -	

PUBLIC WORKS FACILITIES PROJECTS

XXPW1 PUBLIC WORKS VEHICLE AND EQUIPMENT REPLACEMENTS
\$105,000

Replace 4 Public Work's vehicles, which includes one gator ATV.

COSTS BY YEAR

ACQUISITION		OPERATIONS	
\$	PRIOR	\$	
\$ -	FY 2015	\$ -	
\$ -	FY 2016	\$ -	
\$ -	FY 2017	\$ -	
\$ 60,000	FY 2018	\$ (500)	
\$ 45,000	FY 2019	\$ (750)	
\$ -	FUTURE	\$ -	

13P01

\$150,000

TOWN HALL COMPLEX SETTLEMENT REPAIR

Improvements to address settlement at the Town Hall front wall and Bell Tower, as well as the Police Department stairwell and wall. Existing foundations will be jacked-up and strengthened using pilings and concrete to reestablish original foundation elevations to eliminate large stresses that have resulted in wall cracking and unacceptable operation of existing doorways.

COSTS BY YEAR

ACQUISITION		OPERATIONS	
\$		\$	
	3,000	PRIOR	-
\$	147,000	FY 2015	-
\$	-	FY 2016	-
\$	-	FY 2017	-
\$	-	FY 2018	-
\$	-	FY 2019	-
\$	-	FUTURE	-

14FM1

\$40,900

POLICE DEPT. SERVER ROOM HVAC UPGRADES

Design and install a new split-system HVAC unit to supplement the cooling capacity for the IT Server Room located in the northern section of the lower level of the Police Department Building.

COSTS BY YEAR

ACQUISITION		OPERATIONS	
\$		\$	
	5,000	PRIOR	-
\$	35,900	FY 2015	-
\$	-	FY 2016	-
\$	-	FY 2017	-
\$	-	FY 2018	-
\$	-	FY 2019	-
\$	-	FUTURE	-

15P01

\$50,000

COMMISSIONING OF MUNICIPAL COMPLEX BUILDINGS

Commissioning of the Municipal Complex buildings to enhance energy efficiency

COSTS BY YEAR

ACQUISITION		OPERATIONS	
\$		\$	
	9,120	PRIOR	-
\$	40,880	FY 2015	-
\$	-	FY 2016	-
\$	-	FY 2017	-
\$	-	FY 2018	-
\$	-	FY 2019	-
\$	-	FUTURE	-

STREETS PROJECTS

15S01

\$155,000

DRAINAGE STRUCTURE REPAIRS

Repair cracks in soffit and walls of (12) concrete-arch drainage structure crossings in various locations within the Rancho Sahuarita Subdivision.

COSTS BY YEAR

ACQUISITION		OPERATIONS	
\$		\$	
	-	PRIOR	-
\$	155,000	FY 2015	-
\$	-	FY 2016	10,000
\$	-	FY 2017	10,000
\$	-	FY 2018	10,000
\$	-	FY 2019	10,000
\$	-	FUTURE	10,000

N/A
\$160,020

**NON-CIP
 PROJECTS/ITEMS**

Projects and capital items that ended up being carried forward from the prior year budget but did not get included in the CIP:

- Major routes and streets study (\$11k)
- LTAF bus stop enhancements (\$8.6K)

COSTS BY YEAR

ACQUISITION		OPERATIONS	
\$	140,420	PRIOR	
\$	19,600	FY 2015	\$ -
\$	-	FY 2016	\$ -
\$	-	FY 2017	\$ -
\$	-	FY 2018	\$ -
\$	-	FY 2019	\$ -
\$	-	FUTURE	\$ -

TOTALS
\$1,565,280

OPERATING CAPITAL

COSTS BY YEAR

ACQUISITION		OPERATIONS	
\$	1,565,280	FY 2015	\$ (14,300)
\$	740,630	FY 2016	\$ (4,300)
\$	696,100	FY 2017	\$ (4,300)
\$	634,000	FY 2018	\$ (5,300)
\$	572,500	FY 2019	\$ (5,550)

DEBT

The Town used debt to acquire public infrastructure in past years. These assets are being paid for in the current period by the same citizens who enjoy the benefits of these enhancements. The enhancements were for many different functions of the Town, including streets, parks, judicial courts, police headquarters, and general government. Information about total debt, each debt instrument, its use and its repayments follow.

CIIF and Greater Arizona Development Authority (GADA) Loans



The Town has borrowed money from the financial markets through GADA, an agency of the State. The GADA securitizes loans from municipalities and other governmental agents and sells these as bonds on the securities market.

The Town participated in the Greater Arizona Development Authority's (GADA) bond issuances in March 2006 and June 2009. The Town received loans in exchange for pledged future State-shared revenues and excise tax collections, which GADA used as security for its Bond issuances. Proceeds of the loans provided financing for the construction of municipal complex which includes a courthouse, the police headquarters, and town hall, as well as road projects and improvements to North Santa Cruz Park. Annual principal and interest payments on the loans are expected to require approximately 24% of revenues pledged. Interest (rates @ 3.5-5.0%) is payable semi-annually and is calculated based upon the principal amount of the loans outstanding during such period. The loans are payable from the revenues of the Town's governmental funds through 2029. Remaining principal and interest on the loans total \$21,929,750.

Year Ending June 30	Principal	Interest	Total Debt Payment
2015	\$ 1,015,000	\$ 781,430	\$ 1,796,430
2016	1,055,000	738,980	1,793,980
2017	1,105,000	689,080	1,794,080
2018	1,160,000	636,040	1,796,040
2019	1,220,000	579,590	1,799,590
2020	1,280,000	521,030	1,801,030
2021	1,340,000	459,150	1,799,150
2022	1,405,000	393,930	1,798,930
2023	1,470,000	325,530	1,795,530
2024	1,545,000	252,990	1,797,990
2025	1,620,000	176,750	1,796,750
2026	445,000	95,750	540,750
2027	465,000	73,500	538,500
2028	490,000	50,250	540,250
2029	515,000	25,750	540,750
Totals	\$16,130,000	\$5,799,750	\$21,929,750

Quail Creek Community Facilities District General Obligation Bonds

The District's general obligation bonds payable for the budget year ending June 30, 2015 follows. The District issued debt to provide funds for the construction and acquisition of enhanced infrastructure within the District boundaries, including sewer lines, streets, and a park. Interest (rates @ 5.15-5.55%) is payable semi-annually and is calculated based upon the principal amount of the bonds outstanding during such period. The bonds are payable from the District's property tax revenues through 2030. If the property tax revenues are insufficient to make the required payments, the developer of Quail Creek CFD will make a contribution sufficient to make the payment. Remaining principal and interest on the loans total \$16,101,350.

Year Ending June 30	Principal	Interest	Total Debt Payment
2015	\$ 425,000	\$ 578,970	\$ 1,003,970
2016	450,000	557,090	1,007,090
2017	470,000	533,910	1,003,910
2018	500,000	507,830	1,007,830
2019	525,000	480,080	1,005,080
2020	555,000	450,940	1,005,940
2021	585,000	420,140	1,005,140
2022	620,000	387,670	1,007,670
2023	655,000	353,260	1,008,260
2024	690,000	316,910	1,006,910
2025	725,000	278,610	1,003,610
2026	770,000	238,380	1,008,380
2027	810,000	195,640	1,005,640
2028	855,000	150,690	1,005,690
2029	905,000	103,230	1,008,230
2030	955,000	53,000	1,008,000
TOTAL	\$10,495,000	\$5,606,350	\$16,101,350



The Town had entered into two loan agreements with the Water Infrastructure Finance Authority of Arizona (WIFA) to provide funds for the construction and design of several wastewater treatment plant expansions. Interest (rate @ 3.723%) is payable semi-annually and is calculated based upon the principal amount of the loan outstanding during such period. Principal and interest payments to maturity are subject to change based upon the total amounts drawn down on the loans. Remaining principal and interest on the loans total \$32,997,180.

For the 2008 WIFA System Revenues Loan, the Town has pledged wastewater system resources, net of specified operating expenses. Annual principal and interest payments on the loan are expected to require all of the wastewater system’s net revenues.

For the 2008 WIFA Non-System Revenues Loan, the Town has pledged wastewater system resources, net of specified operating expenses, and the excess of non-system revenues (i.e. excise taxes) not pledged towards other debt. Annual principal and interest payments on the loan are expected to require less than 4% of pledged resources.

Year Ending June 30	Principal	Interest	Total Debt Payment
2015	\$ 1,458,700	\$ 945,860	\$ 2,404,560
2016	1,513,000	891,560	2,404,560
2017	1,569,330	835,230	2,404,560
2018	1,627,760	776,800	2,404,560
2019	1,688,360	716,200	2,404,560
2020	1,751,220	653,340	2,404,560
2021	1,816,410	588,140	2,404,550
2022	1,884,040	520,520	2,404,560
2023	1,954,180	450,380	2,404,560
2024	2,026,940	377,620	2,404,560
2025	2,102,400	302,160	2,404,560
2026	2,103,960	226,950	2,330,910
2027	1,959,440	148,620	2,108,060
2028	2,032,390	75,670	2,108,060
TOTAL	\$25,488,130	\$7,509,050	\$32,997,180

COST ALLOCATION PLAN

WHAT IS A COST ALLOCATION PLAN?

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

WHY ALLOCATE COSTS?

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

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

HOW ARE COSTS ALLOCATED?

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

The five allocation bases used are:

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

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

BUDGET SUMMARY

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

FUND:	ALLOCATED COSTS:
HURF	182,480
QUAIL CREEK CFD	4,420
CIIF	309,530
WASTEWATER	185,370
TOTAL ALLOCATED COSTS	686,220

ALLOCATION BASES FIGURES

FUND/Department/Division	Allocation Bases	FY15 FTE		FY 14 Current # of Trans	FY15 Budget/CIP \$ (less indirect \$)	Allocable Amounts	Assets (less vehicles) 6/30/2013
		MC	#				
GENERAL FUND							
Mayor and Council	\$		-	201	\$ 120,320	\$ 120,320	
Town Manager							
Administration	FTE / \$	MC	5.0	288	553,620	553,620	
Economic Development	n/a	MC	1.0	209	249,740		
Town Clerk							
Town Clerk	\$	MC	4.0	275	331,210	165,610	
Communications	FTE / \$	MC	1.0	175	161,110	161,110	
Town Clerk-Elections	n/a		-	-	-		
Finance							
Finance	FTE / # of Trans	MC	5.0	308	509,410	509,410	
Technology	FTE	MC	3.0	389	391,910	391,910	
Risk Management	\$ / Assets		-	17	200,230	193,420	
Human Resources	FTE	MC	2.0	224	247,350	247,350	
Law							
Civil	FTE / \$	MC	2.5	280	412,490	382,490	
Prosecution	n/a	MC	1.5	208	171,230		
Planning & Building							
Planning & Zoning	n/a	MC	5.0	361	560,620		
Building Safety	n/a	MC	7.0	281	666,570		
Parks & Recreation							
Administration/Maintenance	n/a	MC	8.0	992	1,082,440		
Recreation	n/a		6.7	601	408,610		
Public Works							
Administration/Engineering	n/a	MC	3.5	387	419,830		
Facilities	FTE	MC	1.0	369	226,340	226,340	
Facilities - Utilities	MC		-	75	199,600	199,600	
Police	n/a	MC	50.2	1,289	5,828,010		
Municipal Court	n/a	MC	8.0	429	555,190		
Non-Departmental	n/a		-	145	102,850		\$ 134,446,180
HURF							
Streets	n/a		7.7	1,115	1,596,030		
GARS							
RICO activity	n/a		0.4	37	475,860		
Other activity	n/a		0.5	219	849,100		
CIIF							
Capital Projects	n/a	MC	4.9	590	5,799,170		
QUAIL CREEK CFD							
Streets	n/a		-	28	16,910		
Parks & Recreation	n/a		-	61	36,050		
WASTEWATER							
Operations	n/a		6.8	589	1,205,560		50,467,870
Capital Projects	n/a	MC	0.1	182	91,410		
TOTALS			134.7	10,324	\$ 23,468,770	\$ 3,151,180	\$ 184,914,050

ALLOCATION OF DOLLARS

Cost of Admin Services

FUND/Department/Division	Direct Costs		Costs Allocation		Full Cost
	Budget Exp		Impacts To	Impacts From	
GENERAL FUND					
Mayor and Council	\$ 120,320	\$ 9,750	\$ (120,320)	\$ 9,750	
Town Manager					
Administration	553,620	99,460	(553,620)	99,460	
Economic Development	249,740	29,160	-	278,900	
Town Clerk					
Town Clerk	331,210	76,220	(165,610)	241,820	
Communications	161,110	24,800	(161,110)	24,800	
Town Clerk-Elections	-	-	-	-	
Finance					
Finance	509,410	98,200	(509,410)	98,200	
Technology	391,910	67,390	(391,910)	67,390	
Risk Management	200,230	8,390	(193,420)	15,200	
Human Resources	247,350	43,500	(247,350)	43,500	
Law					
Civil	412,490	58,490	(382,490)	88,490	
Prosecution	171,230	33,040	-	204,270	
Planning & Building					
Planning & Zoning	560,620	101,540	-	662,160	
Building Safety	666,570	131,910	-	798,480	
Parks & Recreation					
Administration/Maintenance	1,082,440	180,080	-	1,262,520	
Recreation	408,610	125,320	-	533,930	
Public Works					
Administration/Engineering	419,830	75,480	-	495,310	
Facilities	226,340	41,980	(226,340)	41,980	
Facilities - Utilities	199,600	-	(199,600)	-	
Police	5,828,010	969,410	-	6,797,420	
Municipal Court	555,190	145,190	-	700,380	
Non-Departmental	102,850	80,460	-	183,310	
HURF					
Streets	1,596,030	182,480	-	1,778,510	
GARS					
RICO activity	475,860	25,000	-	500,860	
Other activity	849,100	44,610	-	893,710	
CIIF					
Capital Projects	5,799,170	309,530	-	6,108,700	
QUAIL CREEK CFD					
Streets	16,910	1,410	-	18,320	
Parks & Recreation	36,050	3,010	-	39,060	
WASTEWATER					
Operations	1,205,560	175,660	-	1,381,220	
Capital Projects	91,410	9,710	-	101,120	
TOTALS	\$ 23,468,770	\$ 3,151,180	\$ (3,151,180)	\$ 23,468,770	

Sahuarita
ARIZONA
FY2015
BUDGET



SUPPORTING INFORMATION

THE BUDGETARY PROCESS

FUND COMPOSITION

The Town's financial reporting entity is comprised of six funds: (1) General Fund, (2) Highway User Revenue Fund, (3) Grants & Restricted Sources Fund, (4) Quail Creek Community Facilities District Fund, (5) Capital Infrastructure Improvement Fund, 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 functional unit basis to emphasize the programmatic components of Town Services. Accordingly, the fiscal year 2015 budget shows the costs associated with each department and for capital projects.

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 operating funds, expenditures may not legally exceed appropriations at the department level and 2) within the Capital Infrastructure Improvement Fund expenditures may not legally exceed the functional level of budgeted projects.

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

BUDGET AMENDMENTS

While state statutes prohibit the Town from exceeding the final adopted budget amount, the budget is still just a planning document, and as such remains sufficiently flexible to accommodate changes that may occur during the fiscal year. There are two categories of change that may be needed: 1) those affecting line items within a single department and 2) those requiring a transfer between departments or funds. In the first instance, the Town Manager retains the authority to modify line item amounts within the departmental budgets, provided the total program budgeted amount remains unchanged. In the second instance, the Town Manager has the authority to evaluate departmental requests for changes between departments and make recommendations for approval to the Town Council. Should the Town Manager recommend the change to the Town Council, the recommendation will be considered at a regularly scheduled, open meeting of the Town Council.

BUDGET PREPARATION AND APPROVAL

Zero Base Budgets

Every department shall develop an annual budget using a zero base budget methodology. Under this approach, no target is established. The department evaluates its current level of operations, its programmatic structure, and its staffing in the context of its mission statement and the department's goals and objectives. 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 and can be individually evaluated. Each line item for each program is evaluated and justified. During the year, the actual cost of each program can be captured and variances from budget monitored and analyzed.

Capital Improvement Budget

On an annual basis, the Town Manager prepares a five-year Capital Improvement Plan (CIP), the first year of which becomes the capital budget. A summary of capital improvement projects for fiscal year 2015 to 2019 is provided in another section of this document.

Preparation and Approval Timetable

A timetable for the budget preparation and approval processes for fiscal year 2015 is provided on the next page.

BUDGET/CIP CALENDAR FISCAL YEAR 2015

Date	Action
December 13	<p>CIP Project Sheets due to Finance</p> <p><i>Capital Improvement Plan worksheets need to be completed in order for any CIP project to be considered by the Town Manager for recommendation as part of the Budget.</i></p>
December	<p>Preliminary revenue projections prepared by Finance</p> <p><i>Finance prepares five-year revenues projections for all Town funds.</i></p>
January	<p>Staff Meetings-financial/budget overview</p> <p><i>During the month of January, the Finance Director communicates with other department heads in order to share the results of preliminary revenue projections and to ensure all departments understand the deadlines and the information required to fulfill each deadline.</i></p>
Various dates in January	<p>Meetings with Technology Division to review technological needs</p> <p><i>During the month of January, the Technology Manager meets with departments to determine any technological needs and identify the most efficient and effective methods for the Town to address its needs.</i></p>
January 24	<p>Preliminary departmental (Level 1) budget requests cut-off</p> <p><i>Initial identification of expenditures levels and expected revenue collections need to be entered by each department in order to meet the preliminary (Level 1) cut off.</i></p>
January 24	<p>Requests for staffing level adjustments or position reclassifications due to HR</p> <p><i>Adjustments to staffing levels are subject to a positional justification review by the HR department and the Town Manager.</i></p>
February 7	<p>Final departmental (Level 2) budget requests due to Finance</p> <p><i>Requests for expenditure levels must be reviewed and approved by each department head by this date.</i></p>
February 24- March 7	<p>Departmental meetings with Town Manager to review budget requests</p> <p><i>Meetings are held by the Town Manager with each department head to review the budget request and determine how the Town Manager will use the requests to create the Manager's recommended budget for Town Council.</i></p>

BUDGET/CIP CALENDAR FISCAL YEAR 2015

Date	Action
March 10-21	<p>Department follow-up meetings with Town Manager (as needed)</p> <p><i>Initial meetings may leave questions unresolved. This step provides time for resolution prior to the creation of the Town Manager's recommended budget.</i></p>
April 18	<p>Manager Recommended Budget and CIP delivered to Town Council Members</p> <p><i>Once the Town Manager has finalized a recommendation for the whole Town, a study document is prepared for the Town Council. This document is provided to the Council in preparation for the first public review of the budget by the Council.</i></p>
May 3	<p>Town Council study session on the budget and CIP</p> <p><i>Public hearing at which a presentation is made to the Council by the Town Manager (or an assignee). This provides an opportunity for public review and comment. Council may request the Manager adjust any or all items in the budget at this time.</i></p>
May 17	<p>Town Council study session on the budget and CIP (if needed)</p> <p><i>Depending on the request of Council, a follow up public study session is available to review the budget prior to its tentative adoption.</i></p>
June 9	<p>Town Council Tentative Budget approval</p> <p><i>In compliance with State statute, the Council holds a public meeting to determine if the budget will be adopted on a tentative basis.</i></p>
June 23	<p>Public hearing and Town Council adoption of the 2015 budget and CIP</p> <p><i>In compliance with State statute, the Council holds a special public meeting to determine if the budget will be adopted on a final basis.</i></p>

FINANCIAL AND BUDGETARY POLICIES

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

General Financial Goals

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

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

1. Fiscal Planning and Budgeting Policies

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

- 1.1. The Town will adopt a balanced budget by June 30 of each year. The total of proposed expenditures shall not exceed the total of estimated income and fund balances.
 - 1.1.1. Each year the Town Manager shall prepare and recommend to the Town Council a preliminary budget where revenues equal or exceed expenditures in the General Fund. The Town Manager may also present budget alternatives that deviate from this provision in order to accommodate circumstances that may arise in any given year.
- 1.2. The Town will prepare a budget in accordance with the framework established by the National Advisory Council on State and Local Budgeting and the Government Finance Officers Association.
- 1.3. The budget will be used as a fiscal control device as well as a financial and service level plan.
- 1.4. All departments will participate in the responsibility of meeting policy goals and ensuring long-term financial health.
- 1.5. Town Council and Town Management exercise budgetary control. Except as provided in this section, all

budget transfers or appropriations of fund balances require the approval of the Town Council.

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

SUPPORTING INFORMATION

and capital equipment purchases. Such action will only occur after sending the Town Council notice of such actions.

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

2. Revenue Policies

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

- 2.1. Staff will estimate annual revenues by an objective, analytical process utilizing trend, judgmental, and statistical analysis as appropriate.
- 2.2. The Town will attempt to maintain a diversified and stable revenue system in order to:
 - 2.2.1. Decrease reliance on general taxation for discretionary but desirable programs and services and rely more on fees and charges.
 - 2.2.2. Decrease the vulnerability of programs and services to reductions in tax revenues as a result of economic fluctuations.
 - 2.2.3. Increase the level of self-support for new program initiatives and enhancements.
- 2.3. One-time revenues will be limited to the purpose for which they are intended or, to the extent possible, for one-time expenditures.
- 2.4. User fees and charges for services will be reviewed periodically to determine the adequacy of cost recovery.
- 2.5. Construction sales taxes collected from development activity occurring in the Town Center designated area, and investment earnings on such collections, shall be designated for the acquisition or construction of public infrastructure to enhance economic development within the same area.
 - 2.5.1. The Town Center designated area encompasses Region 6, Region 8, and Offsite 01, 02, and 03 as depicted on Sahuarita Resolution 2014-0394, Exhibit B.

3. Expenditure Policies

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

- 3.1. Expenditures will be controlled by an annual appropriated budget, established by the Town Council.
- 3.2. Department heads are responsible for monitoring expenditures to prevent exceeding their total departmental expenditure budget. It is the responsibility of these department heads to immediately notify the Finance Director and Town Manager of any circumstances that could result in a departmental budget

being exceeded.

- 3.3. The Town will maintain a purchasing system that provides needed commodities and services in a timely manner to avoid interruptions in the delivery of services. All purchases shall be made in accordance with the State statutes, the Town's procurement code, purchasing policies, guidelines, and procedures.
- 3.4. The Town will endeavor to obtain supplies, equipment, and services that provide the best value.
- 3.5. The Town will make all payments within established terms.
- 3.6. The Arizona Constitution sets a limit on the expenditures of local jurisdictions. The Town will comply with these expenditure limitations and will submit an audited expenditure limitation report, audited financial statements, and audited reconciliation report as defined by the Uniform Expenditure Reporting System to the State Auditor General within prescribed timelines.
- 3.7. The Town will maintain a level of expenditures which will provide for the health, safety and welfare of the residents of the community.
- 3.8. The Town will maintain capital assets and infrastructure at a sufficient level to protect the Town's investment, to minimize future replacement and maintenance costs, and to continue service levels.

4. Grants

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

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

5. User Fee Cost Recovery and Indirect Cost Allocations

User fees and charges are payments for voluntarily purchased, publicly provided services that benefit specific individuals. The Town relies on user fees and charges to supplement other revenue sources in order to provide public services. Indirect cost charges are assessed to recover a portion of the costs for services provided between various funds.

- 5.1. The Town may establish user fees and charges for certain services provided to users receiving a specific benefit.
- 5.2. User fees shall be reviewed periodically to calculate their full cost recovery levels, to compare them to the current fee structure, and to recommend adjustments where needed. The calculation of full cost will include all reasonable and justifiable direct and indirect cost components.
- 5.3. The Town shall establish a cost allocation plan to determine annually the administrative service charges due to the appropriate cost centers. Where appropriate, funds shall pay these indirect cost charges for services provided by another fund.

6. Cash Management and Investment

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

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

7. Capital Asset Accounting, Depreciation, and Replacement

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

- 7.1. The Town will maintain a capital assets system for assets with values of \$5,000 or more. All items less than \$5,000 will be recorded as operating expenditures.
- 7.2. Annual budgets including reserves will provide for adequate design, construction, maintenance and replacement of Town's capital assets in accordance with the current year of the capital improvement plan.
- 7.3. The Town will project equipment replacement and maintenance needs for the next five years and will update this projection each year.
- 7.4. The Town will ensure that depreciation expense is allocated in a systematic and rational manner to those periods expected to benefit from the use of the asset.
 - 7.4.1. The straight-line method of depreciation, using the half-year convention, will be used for all depreciable assets.
 - 7.4.2. The useful life of an asset will be based upon the Town's history with said asset or similar asset type. In the absence of an adequate history, the Town will follow useful life guidelines provided by reputable organizations such as the Government Finance Officers Association.
- 7.5. Vehicles will be replaced on an as needed basis after consideration of safety issues and financial impacts.
- 7.6. An inventory of capital assets shall be performed on a periodic basis, at least every 3 years.

8. Capital Improvement Plan Policies

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

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

SUPPORTING INFORMATION

- 8.6. Staff will monitor projects in progress to insure their timely completion or the adjustment of the Capital Improvement Plan as approved by Council. A quarterly status report will be presented to the Town Council to monitor each project's progress and to identify any significant issues.
- 8.7. The current year of the capital improvement plan will become the capital budget.

9. Long-Term Debt Policies

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

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

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

- 9.1. The overall debt management policy of the Town is to ensure that financial resources of the Town are adequate in any general economic situation to not preclude the Town's ability to pay its debt when due.
- 9.2. The Town will confine long-term borrowing to capital improvements, capital acquisitions, and the refinancing of prior year long-term debt.
- 9.3. The life of the debt service payments will not exceed the useful life of the capital assets acquired with the debt proceeds.
- 9.4. Proceeds from long-term debt will not be used to fund current on-going operations.
- 9.5. The issuance of variable rate debt by the Town will be subject to the most careful review and will be issued only in a prudent and fiscally responsible manner.
- 9.6. The Town shall make every effort to combine debt issuances in order to minimize issuance costs.
- 9.7. The investment of bond proceeds shall at all times comply with the requirements of debt covenants.
- 9.8. The Town shall comply with all U.S. Internal Revenue Service arbitrage rebate requirements.
- 9.9. Before any new debt is issued, the impact of debt service payments on total annual fixed costs will be analyzed.
- 9.10. The Town will maintain a revenue-to-debt service ratio of at least 5 to 1 for its governmental activities debt.
- 9.11. The Town will only issue new debt if, in the Capital Infrastructure Improvement Fund, the projected net recurring funding sources exceed the estimated annual debt service expenditures in each year of the five year period covered in the Capital Improvement Plan.

10. Fund Balance Policies

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

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

10.1.1. *Nonspendable fund balance*: balances that are not in spendable form or with a requirement to maintain intact

10.1.2. *Restricted fund balance*: balances that have externally enforceable limitations on their use imposed by creditors, grantors, contributors, constitutional limitations, or legal limitations

10.1.3. *Committed fund balance*: balances that have self-imposed limitations resulting from formal action taken by the Town Council

10.1.4. *Assigned fund balance*: balances that have limitations resulting from intended use

10.1.5. *Unassigned fund balance*: all residual net resources in the total fund balances not otherwise included in one of the above categories

10.2. Fund balances will be reserved to offset difficult economic times, stabilize fluctuations in cash flow requirements, and provide for emergency situations.

10.2.1. Stabilization reserves shall be established each year and be incorporated into the budget.

10.2.1.1. Each fund should maintain minimum fund balances equivalent to 25% of its adopted operating budget for the year. The General Fund minimum balance requirement shall also include any operating reserve deficiencies of other funds.

10.2.1.2. Each fund should maintain minimum fund balances equivalent to 20% of its adopted capital outlay budget, adjusted for amounts not subjecting the Town to obligation, for the year. The Capital Infrastructure Improvement Fund minimum balance requirement shall also include any capital reserve deficiencies of other funds.

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

10.3. Unassigned fund balances will be maintained to provide for unforeseen opportunities.

10.3.1. The Town desires to have a \$10 million unassigned fund balance in the General Fund by the end of fiscal year 2020. Town Management shall develop a financial plan to reach this target. Until such time, any appropriations that cause this fund to decrease shall be accompanied with a plan to replenish the balance within a reasonable timeframe.

11. Enterprise Funds

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

SUPPORTING INFORMATION

- 11.1. Separate funds will be established and maintained to properly account for each enterprise operation. Enterprise funds will not be used to subsidize the operations of other funds. Inter-fund charges will be assessed for the administrative support of the enterprise activity.
- 11.2. The Town will establish rates and fees at levels to fully cover the total direct and indirect costs, including operations, capital outlay, unrestricted cash reserve balances, debt service, and debt coverage requirements.

12. Accounting, Auditing, and Financial Reporting

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

- 12.1. The Town's accounting and financial reporting systems will be maintained in conformance with generally accepted accounting principles and standards promulgated by the Governmental Accounting Standards Board.
- 12.2. Financial reports for each quarterly period will be submitted to the Finance and Investment Advisory Committee and the Town Council.
- 12.3. The Finance and Investment Advisory Committee will provide financial oversight and will recommend ways to improve processes and procedures as needed.
- 12.4. Relevant and comprehensive disclosure will be provided in the general financial statements and bond representations.
- 12.5. The Comprehensive Annual Financial Report will present the status of the Town's finances on a basis of generally accepted accounting principles.
- 12.6. An annual audit will be performed by an independent public accounting firm with the subsequent issue of an official Comprehensive Annual Financial Report and Annual Expenditure Limitation Report.
- 12.7. The Town will develop and manage its accounting system to provide reasonable assurance regarding:
 - 12.7.1. The safeguarding of assets against loss from unauthorized use or disposition.
 - 12.7.2. Reliability of financial records for preparing financial statements and maintaining accountability for assets.
- 12.8. The Comprehensive Annual Financial Reports and Annual Adopted Budgets will be posted on the Town's website and made available to the public.
- 12.9. The Town will participate in the Government Finance Officers Association's award programs with the intent of receiving the *Certificate of Achievement for Excellence in Financial Reporting* and the *Distinguished Budget Presentation Award*.

13. Risk Management

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

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

LEGAL REQUIREMENTS

STATE SPENDING LIMITATION

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

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.

OFFICIAL BUDGET FORMS

Town of Sahuarita, Arizona
Fiscal Year 2015

Table of Contents

Resolution for the Adpotion of the Budget

Schedule A - Summary of Estimated Revenues and Expenditures/Expenses

Schedule B - Tax Levy and Tax Rate Information

Schedule C - Revenues Other Than Property Taxes

Schedule D - Other Financing Sources/<Uses> and Interfund Transfers

Schedule E - Expenditures/Expenses by Fund

Schedule F - Expenditures/Expenses by Department

Schedule G - Full-Time Employee and Personnel Compensation

SAHUARITA RESOLUTION NO. 2014-0392

A RESOLUTION OF THE MAYOR AND COUNCIL OF THE TOWN OF SAHUARITA, ARIZONA, ADOPTING THE FISCAL YEAR 2015 BUDGET IN THE AMOUNT OF \$63,306,490.

WHEREAS, in accordance with the provisions of Title 42, Chapter 17, Articles 1-5, Arizona Revised Statutes (A.R.S.), the Town Council did, on June 9, 2014, make an estimate of the different amounts required to meet the public expenditures/expenses for the ensuing year, also an estimate of revenues from sources other than direct taxation, and the amount to be raised by taxation upon real and personal property of the Town of Sahuarita; and

WHEREAS, in accordance with said chapter of said title, and following due public notice, the Council met on June 23, 2014, 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, it appears that the publication has been duly made as required by law, of said estimates together with a notice that the Town Council would meet on June 23, 2014, 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

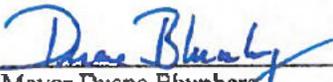
WHEREAS, the Sahuarita Town Code Section 3.20 establishes a stabilization fund that requires a separate accounting of committed fund balances in the General Fund; and

WHEREAS, the Town Council has adopted financial and budgetary policies that establish minimum ending fund balance requirements, as set forth in the Sahuarita Town Code and amended from time to time.

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

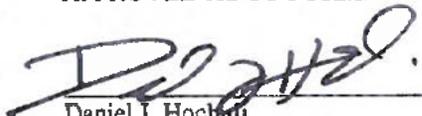
- Section 1.** The estimates of revenues and expenditures/expenses, hereinafter set forth in Exhibit "A", as now increased, reduced, or changed, are hereby adopted as the budget of the Town of Sahuarita for the fiscal year 2015.
- Section 2.** The General Fund shall include a commitment of ending fund balances for stabilization reserves in the amount of \$3,947,700.
- Section 3.** Town staff is authorized to take all the steps necessary to implement the adopted budget for fiscal year 2015 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 23rd day of June, 2014.



 Mayor Duane Blumberg

APPROVED AS TO FORM:

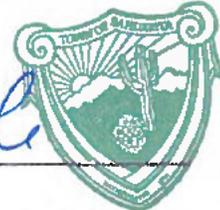


 Daniel J. Hochstetler,
 Town Attorney

ATTEST:



 Lisa Cole, CMC
 Town Clerk



TOWN OF SAHUARITA, ARIZONA
Summary Schedule of Estimated Revenues and Expenditures/Expenses
Fiscal Year 2015

FUND	ADOPTED BUDGETED EXPENDITURES/EXPENSES* 2014	ACTUAL EXPENDITURES/EXPENSES** 2014	FUND BALANCE/ NET POSITION*** July 1, 2014**	PROPERTY TAX REVENUES 2015	ESTIMATED REVENUES OTHER THAN PROPERTY TAXES 2015	OTHER FINANCING 2015		INTERFUND TRANSFERS 2015		TOTAL FINANCIAL RESOURCES AVAILABLE 2015	BUDGETED EXPENDITURES/EXPENSES 2015
						SOURCES	<USES>	IN	<OUT>		
1. General Fund	\$ 27,696,510	\$ 11,679,740	\$ 16,369,480	Primary: \$ Secondary: 354,730	\$ 13,437,850	\$	\$	\$ 729,600	\$ 29,077,730	\$ 29,077,730	\$ 29,077,730
2. Special Revenue Funds	4,292,540	3,477,210	891,980		4,374,370			30,060	1,000,000	4,651,140	4,651,140
3. Debt Service Funds Available											
4. Less: Amounts for Future Debt Retirement											
5. Total Debt Service Funds											
6. Capital Projects Funds	63,708,390	17,779,850	10,053,320		17,354,550			1,000,000		28,407,870	28,407,870
7. Permanent Funds											
8. Enterprise Funds Available	165,900	3,777,630	(3,457,720)		3,561,310		366,620	699,540		1,169,750	1,169,750
9. Less: Amounts for Future Debt Retirement	165,900	3,777,630	(3,457,720)		3,561,310		366,620	699,540		1,169,750	1,169,750
10. Total Enterprise Funds											
11. Internal Service Funds											
12. TOTAL ALL FUNDS	\$ 95,863,340	\$ 36,714,430	\$ 23,857,060	\$ 354,730	\$ 38,728,080	\$	\$ 366,620	\$ 1,729,600	\$ 1,729,600	\$ 63,306,490	\$ 63,306,490

	2014	2015
\$	95,863,340	\$ 63,306,490
(1,068,280)		(1,065,860)
94,795,060		62,240,630
62,148,733		29,101,831
\$ 32,646,327	\$	33,138,799
\$ 32,646,328	\$	33,138,800

EXPENDITURE LIMITATION COMPARISON

- Budgeted expenditures/expenses
- Add/subtract: estimated net reconciling items
- Budgeted expenditures/expenses adjusted for reconciling items
- Less: estimated exclusions
- Amount subject to the expenditure limitation
- EEC or voter-approved alternative expenditure limitation

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

* Includes Expenditure/Expense Adjustments Approved in current year from Schedule E.
 ** Includes actual amounts as of the date the proposed budget was prepared, adjusted for estimated activity for the remainder of the fiscal year.
 *** Amounts in this column represent Fund Balance/Net Position amounts except for amounts not in spendable form (e.g., prepaids and inventories) or legally or contractually required to be maintained intact (e.g., principal of a permanent fund).

TOWN OF SAHUARITA, ARIZONA
Tax Levy and Tax Rate Information
Fiscal Year 2015

FY 2015 BUDGET

	2014	2015
1. Maximum allowable primary property tax levy. A.R.S. §42-17051(A)	\$ _____	\$ _____
2. Amount received from primary property taxation in the current year in excess of the sum of that year's maximum allowable primary property tax levy. A.R.S. §42-17102(A)(18)	\$ _____	
3. Property tax levy amounts		
A. Primary property taxes	\$ _____	\$ _____
B. Secondary property taxes	_____ 299,920	_____ 354,730
C. Total property tax levy amounts	\$ _____ 299,920	\$ _____ 354,730
4. Property taxes collected*		
A. Primary property taxes		
(1) Current year's levy	\$ _____	
(2) Prior years' levies	_____	
(3) Total primary property taxes	\$ _____	
B. Secondary property taxes		
(1) Current year's levy	\$ _____ 285,830	
(2) Prior years' levies	_____ 6,590	
(3) Total secondary property taxes	\$ _____ 292,420	
C. Total property taxes collected	\$ _____ 292,420	
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 <u>one</u> 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
Revenues Other Than Property Taxes
Fiscal Year 2015

SOURCE OF REVENUES	ESTIMATED REVENUES 2014	ACTUAL REVENUES* 2014	ESTIMATED REVENUES 2015
GENERAL FUND			
Local taxes			
Transaction privilege taxes	\$ 4,510,270	\$ 4,452,660	\$ 4,531,630
Franchise fees	327,380	310,270	316,470
Licenses and permits			
Planning & Building permit fees	879,590	733,210	806,230
Public Works permit fees	87,000		
Business licensing fees	500		
Intergovernmental			
State shared sales taxes	2,153,280	2,187,400	2,282,360
State shared income taxes	2,818,010	2,818,010	3,057,570
State shared vehicle license taxes	934,720	951,750	986,570
Grants and contributions - Federal		23,550	
Grants and contributions - State			
Grants and contributions - Local			
Charges for services			
Development fees	33,590	80,550	74,070
Recreation fees	128,000	103,770	110,670
Other departmental fees	6,300	11,220	34,500
Indirect cost recovery	802,850	708,880	681,800
Fines and forfeits			
Court fines and fees	244,770	264,000	275,570
Interest on investments			
Investment earnings	222,920	100,000	230,410
Miscellaneous			
Micellaneous/other	27,000	94,270	50,000
TOTAL GENERAL FUND	\$ 13,176,180	\$ 12,839,540	\$ 13,437,850

* 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
Revenues Other Than Property Taxes
Fiscal Year 2015

FY 2015 BUDGET

SOURCE OF REVENUES	ESTIMATED REVENUES 2014	ACTUAL REVENUES* 2014	ESTIMATED REVENUES 2015
SPECIAL REVENUE FUNDS			
Highway User Revenue Fund			
State shared fuel taxes	\$ 1,664,530	\$ 1,679,070	\$ 1,775,290
Intergovernmental - State	11,061,430	6,579,000	1,000,000
Intergovernmental - Local	25,000	25,000	25,000
Investment earnings	800	800	2,590
Miscellaneous		32,800	
Total Highway User Revenue Fund	\$ 12,751,760	\$ 8,316,670	\$ 2,802,880
Grants & Restricted Sources Fund			
Fines and forfeitures	\$ 116,520	\$ 144,220	\$ 120,520
Intergovernmental - Federal	287,170	284,850	486,560
Intergovernmental - State	22,800	71,270	204,730
Intergovernmental - Local	45,000	45,000	35,170
Impound fees	15,000	15,000	15,000
Investment earnings	9,080	5,660	7,440
Miscellaneous	18,000	37,540	21,000
Total Grants & Restricted Sources Fund	\$ 513,570	\$ 603,540	\$ 890,420
Quail Creek CFD			
Property taxes - allowance for uncollectibles	\$ (7,500)	\$	\$ (8,870)
Investment earnings (losses)	(270)	(270)	(430)
Miscellaneous - developer contributions	739,680	739,680	690,370
Total Quail Creek CFD	\$ 731,910	\$ 739,410	\$ 681,070
TOTAL SPECIAL REVENUE FUNDS	\$ 13,997,240	\$ 9,659,620	\$ 4,374,370
CAPITAL PROJECTS FUNDS			
Capital Infrastructure Improvement Fund			
Transaction privilege taxes	\$ 2,610,230	\$ 2,760,830	\$ 2,024,280
Intergovernmental - Federal	4,000,000		
Intergovernmental - State	22,000,000		
Intergovernmental - Local	10,784,460	5,744,300	13,216,390
Investment earnings	134,630	134,630	113,880
Miscellaneous			2,000,000
Total Capital Infrastructure Improvement Fund	\$ 39,529,320	\$ 8,639,760	\$ 17,354,550
TOTAL CAPITAL PROJECTS FUNDS	\$ 39,529,320	\$ 8,639,760	\$ 17,354,550
ENTERPRISE FUNDS			
Wastewater Fund			
Sewer user charges	\$ 2,994,650	\$ 2,994,000	\$ 3,198,740
Other	70,330	25,000	
Sewer connection fees	804,860	471,860	395,920
Investment earnings (losses)	(51,590)	(30,000)	(33,350)
Total Wastewater Fund	\$ 3,818,250	\$ 3,460,860	\$ 3,561,310
TOTAL ENTERPRISE FUNDS	\$ 3,818,250	\$ 3,460,860	\$ 3,561,310
TOTAL ALL FUNDS	\$ 70,520,990	\$ 34,599,780	\$ 38,728,080

* 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
Other Financing Sources/<Uses> and Interfund Transfers
Fiscal Year 2015

FUND	OTHER FINANCING 2015		INTERFUND TRANSFERS 2015	
	SOURCES	<USES>	IN	<OUT>
GENERAL FUND				
General Fund	\$	\$	\$	\$ 729,600
Total General Fund	\$	\$	\$	\$ 729,600
SPECIAL REVENUE FUNDS				
Highway User Revenue Fund	\$	\$	\$	\$ 1,000,000
Quail Creek CFD			30,060	
Total Special Revenue Funds	\$	\$	\$ 30,060	\$ 1,000,000
CAPITAL PROJECTS FUNDS				
Capital Infrastructure Improvement Fund	\$	\$	\$ 1,000,000	\$
Total Capital Projects Funds	\$	\$	\$ 1,000,000	\$
ENTERPRISE FUNDS				
Wastewater Fund	\$ 366,620	\$	\$ 699,540	\$
Total Enterprise Funds	\$ 366,620	\$	\$ 699,540	\$
TOTAL ALL FUNDS	\$ 366,620	\$	\$ 1,729,600	\$ 1,729,600

TOWN OF SAHUARITA, ARIZONA
Expenditures/Expenses by Fund
Fiscal Year 2015

FY 2015 BUDGET

FUND/DEPARTMENT	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2014	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2014	ACTUAL EXPENDITURES/ EXPENSES* 2014	BUDGETED EXPENDITURES/ EXPENSES 2015
GENERAL FUND				
Mayor & Council	\$ 127,390	\$	\$ 120,010	\$ 120,320
Town Manager	636,960	(148,770)	460,130	803,360
Law	477,600		473,720	583,720
Town Clerk	292,270	186,580	416,300	492,320
Finance	1,080,620		993,030	1,101,550
Human Resources	204,850		200,410	247,350
Planning & Building	1,151,960		1,153,030	1,227,190
Parks & Recreation	1,427,610		1,315,960	1,491,050
Public Works	815,120		806,300	845,770
Police	5,336,670	46,000	5,121,610	5,828,010
Municipal Court	542,680		522,970	555,190
Non-Departmental	102,850		96,270	102,850
Contingency / Ending Balances	15,453,930	(37,810)	15,679,050	15,679,050
Total General Fund	\$ 27,650,510	\$ 46,000	\$ 11,679,740	\$ 29,077,730
SPECIAL REVENUE FUNDS				
Highway User Revenue Fund:	\$	\$	\$	\$
Streets	1,753,990	50,000	1,693,670	1,769,360
LTAf	101,930		101,970	9,150
Contingency / Ending Balances	64,890			206,260
Grants & Restricted Sources:				
Parks & Recreation	8,000		19,410	14,000
Police	828,310		586,380	1,254,180
Municipal Court	5,500		7,500	
Contingency / Ending Balances	412,140			332,330
Quail Creek CFD:				
Streets	17,710		18,610	18,320
Parks & Recreation	40,740		40,340	39,060
Debt Service	1,009,330		1,009,330	1,008,480
Total Special Revenue Funds	\$ 4,242,540	\$ 50,000	\$ 3,477,210	\$ 4,651,140
CAPITAL PROJECTS FUNDS				
Capital Infrastructure Improve	\$	\$	\$	\$
General Government	729,220		510,000	805,310
Public Safety	466,460	50,000	510,770	460,000
Highways & Streets	49,313,740		14,658,200	17,712,410
Culture & Recreation	1,290,000	61,000	300,000	1,828,250
Debt Service	1,800,880		1,800,880	1,801,430
Contingency / Ending Balances	10,058,090	(61,000)	5,800,470	5,800,470
Total Capital Projects Funds	\$ 63,658,390	\$ 50,000	\$ 17,779,850	\$ 28,407,870
ENTERPRISE FUNDS				
Wastewater	\$	\$	\$	\$
Operations	1,314,800	4,930	1,327,530	1,381,220
Debt Service	2,398,050		2,398,050	2,404,550
Capital Outlay	466,770		52,050	383,540
Ending Fund Deficits	(4,013,720)	(4,930)		(2,999,560)
Total Enterprise Funds	\$ 165,900	\$	\$ 3,777,630	\$ 1,169,750
TOTAL ALL FUNDS	\$ 95,717,340	\$ 146,000	\$ 36,714,430	\$ 63,306,490

* 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
Expenditures/Expenses by Department
Fiscal Year 2015

DEPARTMENT/FUND	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2014	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2014	ACTUAL EXPENDITURES/ EXPENSES* 2014	BUDGETED EXPENDITURES/ EXPENSES 2015
Parks & Recreation:				
General Fund	\$ 1,427,610	\$	\$ 1,315,960	\$ 1,491,050
Grants & Restricted Sources	8,000		19,410	14,000
Quail Creek CFD	40,740		40,340	39,060
Department Total	\$ 1,476,350	\$	\$ 1,375,710	\$ 1,544,110
Police:				
General Fund	\$ 5,336,670	\$ 46,000	\$ 5,121,610	\$ 5,828,010
Grants & Restricted Sources	828,310		586,380	1,254,180
Department Total	\$ 6,164,980	\$ 46,000	\$ 5,707,990	\$ 7,082,190
Municipal Court:				
General Fund	\$ 542,680	\$	\$ 522,970	\$ 555,190
Grants & Restricted Sources	5,500		7,500	
Department Total	\$ 548,180	\$	\$ 530,470	\$ 555,190
Streets:				
Highway User Revenue Fund	\$ 1,753,990	\$ 50,000	\$ 1,693,670	\$ 1,769,360
Quail Creek CFD	17,710		18,610	18,320
Department Total	\$ 1,771,700	\$ 50,000	\$ 1,712,280	\$ 1,787,680

* 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
Full-Time Employees and Personnel Compensation
Fiscal Year 2015

FY 2015 BUDGET

FUND	Full-Time Equivalent (FTE) 2015	Employee Salaries and Hourly Costs 2015	Retirement Costs 2015	Healthcare Costs 2015	Other Benefit Costs 2015	Total Estimated Personnel Compensation 2015
GENERAL FUND	114	\$ 7,142,240	\$ 851,710	\$ 1,044,980	\$ 837,030	= \$ 9,875,960
SPECIAL REVENUE FUNDS						
Highway User Revenue Fund	8	\$ 418,830	\$ 48,780	\$ 83,470	\$ 55,670	= \$ 606,750
Grants & Restricted Sources	1	404,500	48,060	20,290	50,950	523,800
Quail Creek CFD						
Total Special Revenue Funds	9	\$ 823,330	\$ 96,840	\$ 103,760	\$ 106,620	= \$ 1,130,550
CAPITAL PROJECTS FUNDS						
Capital Infrastructure Improvement f	5	\$ 315,180	\$ 36,630	\$ 51,120	\$ 33,050	= \$ 435,980
Total Capital Projects Funds	5	\$ 315,180	\$ 36,630	\$ 51,120	\$ 33,050	= \$ 435,980
ENTERPRISE FUNDS						
Wastewater	7	\$ 379,500	\$ 44,030	\$ 74,090	\$ 47,410	= \$ 545,030
Total Enterprise Funds	7	\$ 379,500	\$ 44,030	\$ 74,090	\$ 47,410	= \$ 545,030
TOTAL ALL FUNDS	135	\$ 8,660,250	\$ 1,029,210	\$ 1,273,950	\$ 1,024,110	= \$ 11,987,520

SUPPLEMENTAL INFORMATION

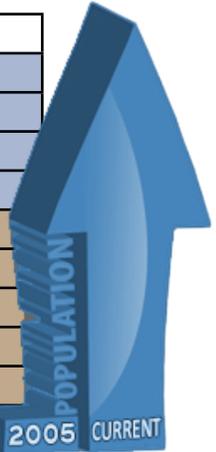


POPULATION

The retail trading area is estimated to be 70,000 people in 2013; the forecast is for approximately 140,000 people by 2020 and close to 250,000 people by 2040.

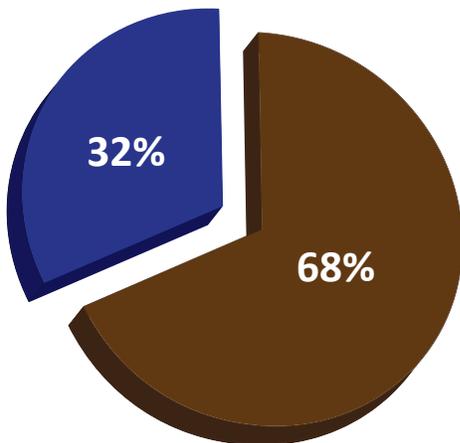
As one of Arizona's fastest-growing communities, the Town of Sahuarita is the newest jurisdiction in Pima County, incorporated in 1994. The Town of Sahuarita's population increased nearly 700 percent during the period from the 2000 Census to the Census of 2010. Currently 30 square miles in area, Sahuarita is located just 15 minutes south of Tucson and approximately 40 minutes north of the Mexican border. Tucson International Airport is within a 20 minute drive.

YEAR	POPULATION	% INCREASE
2010	25,259	11.5%
2011	25,722	1.8%
2012	26,244	2.0%
2013	26,772	2.0%
2014	27,232	1.7%
2015	27,777	2.0%
2016	28,470	2.5%
2017	29,080	2.1%
2018	29,720	2.2%
2019	30,470	2.5%



Population, 2012 (Census Estimate)	26,289
Population, percent change, April 1, 2010 to July 1, 2012	4.1%
Population, 2000	3,242

Sahuarita Total Population 2010 - 25,259



Sahuarita Hispanic/Latino (of any race) - 8,077 **32%**

Not Hispanic/Latino - 17,182 **68%**

Sahuarita Hispanic/Latino Population	32.0%
Pima County Hispanic Population	34.6%
State of Arizona Hispanic Population	29.6%

Sahuarita Median Age (years)

34.4

Arizona Median Age (years)

35.9

U.S. Median Age (years)

36.8

16 years and over	18,309	72.5%
18 years and over	17,742	70.2%
21 years and over	17,176	68.0%
62 years and over	4,722	18.7%
65 years and over	3,714	14.7%

Sahuarita average household size **2.79**

Sahuarita average family size **3.13**

Household Type	Number	Percent
Total households	9,020	100
Family households (families)	7,119	78.9
With own children under 18 years	3,474	38.5



INCOME

The Town of Sahuarita saw 13.1 percent growth in the working-age population between 2009 and 2011, and households earned a high median income of \$68,425. Additionally, Sahuarita has an unemployment rate of 5.8 percent. The town's largest employers include Freeport-McMoRan, Asarco and Farmers Investment Co.

Sahuarita Median Household Income

\$69,425.00

Pima County Median Household Income

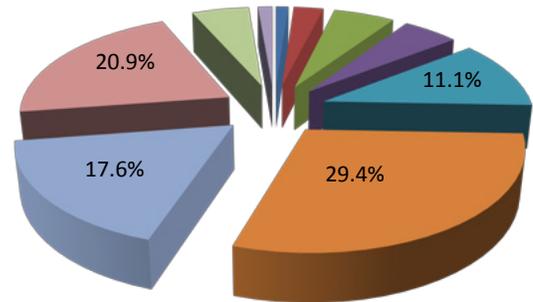
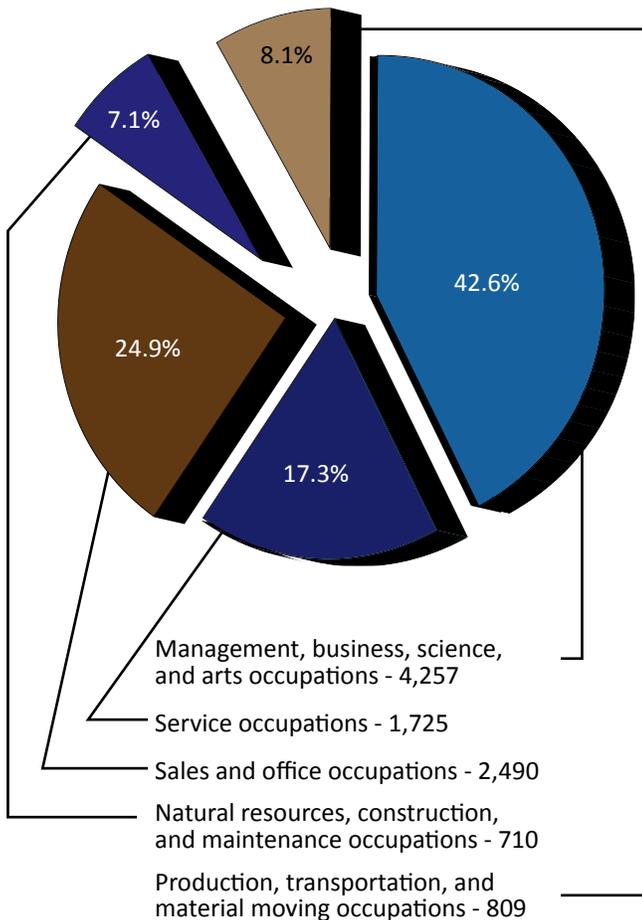
\$46,433.00

State of Arizona Median Household Income

\$50,256.00

Occupation

Civilian employed population
16 years and over - 9,991



Regional Major Employers	Number
Raytheon	10,300
U of A Science and Technology Park	6,494
Freeport McMoRan	5,463
Asarco	2,297
IBM	1,375
Texas Instruments	370
Bombardier	776
Sahuarita Unified School District	721
La Posada	550
Tucson Airport Authority	265
Walmart	275
Farmer's Investment Company (FICO)	292
Caterpillar Proving Grounds	180
Town of Sahuarita	133

Sahuarita Labor Force	Number	Percent
Population 16 years and over	16,808	100.0%
In labor force	10,728	63.8%
Civilian labor force	10,604	63.1%
Employed	9,991	59.4%
Unemployed	613	3.6%
Armed Forces	124	0.7%
Not in labor force	6,080	36.2%

Communiting To Work	Number	Percent
Workers 16 years and over	10,240	
Car, truck, or van -- drove alone	7,832	76.50%
Car, truck, or van -- carpooled	1,677	16.40%
Public transportation (excluding taxicab)	0	0.00%
Walked	77	0.80%
Other means	157	1.50%
Worked at home	497	4.90%

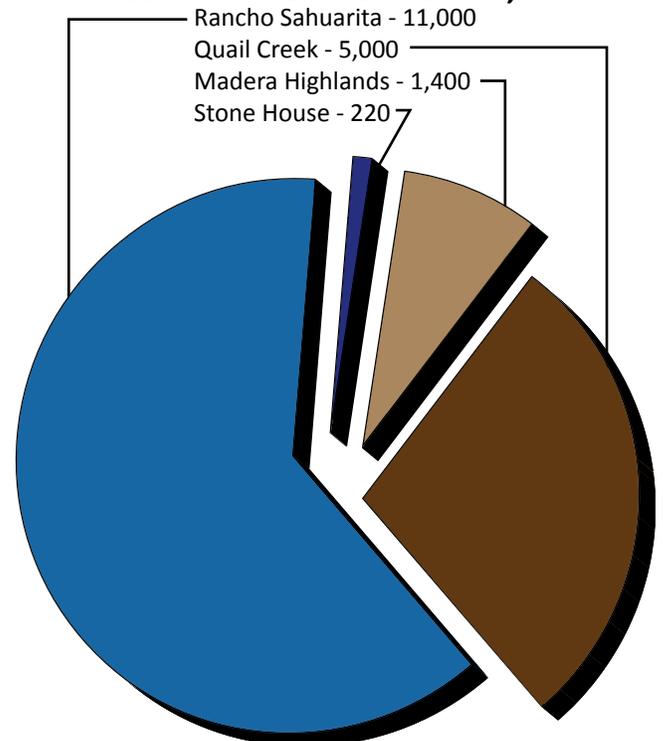


HOUSING

From a quality of life perspective, Sahuarita's Town Center has it all: safe, quiet streets; affordable housing; modern schools; landscaped trails and parks; scenic beauty; neighborhood shopping; easy access to interstates and the airport. The Town of Sahuarita has three master planned communities and eleven small neighborhoods for its residents to call home. Seven shopping centers are currently in development or under expansion with the newest edition being Rancho Sahuarita Marketplace, a 450-acre/3 million square foot commercial development; of which 282,000 square feet has been built and 100% leased.

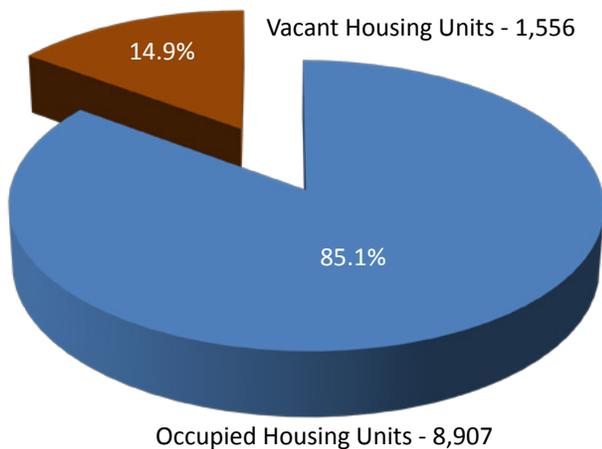
Major Master Planned Residential Communities

Total Built Out Units - 17,620



Housing Occupancy

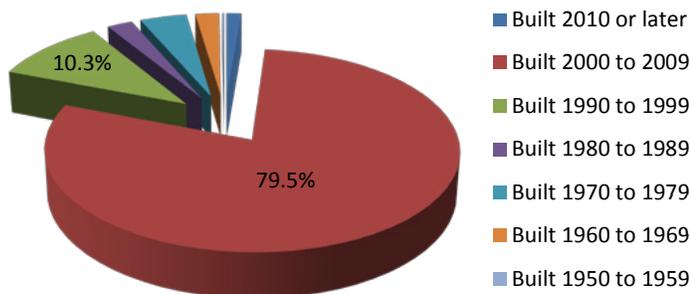
Total Housing Units - 10,463



Homeowner Vacancy Rate **2%**
 Rental Vacancy Rate **4.4%**

Structural Age

Total Housing Units - 10,463



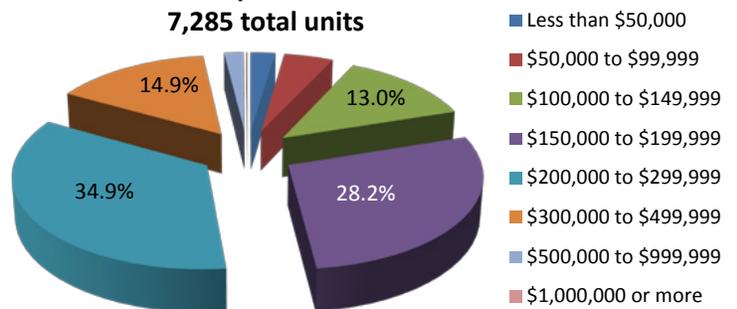
Average Household Size of Owner-Occupied Unit **2.65**

Average Household Size of Renter-Occupied Unit **3.23**

Sahuarita Median Home Value **\$204,700.00**

Owner Occupied Home Value

7,285 total units



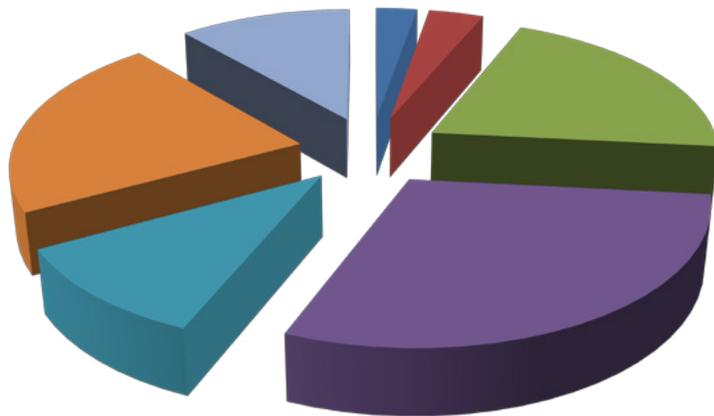


EDUCATION

Today **33%** of Sahuarita's residents possess a bachelor's degree or higher.

The Town of Sahuarita Workforce Assessment by the University of Arizona Eller College of Management Economic and Business Research Center concluded that Sahuarita's employed workforce displays higher levels of educational attainment overall than Pima County and Arizona as a whole. Sahuarita's employed labor force has concentrations significantly greater than those in Southern Arizona in higher paying occupational categories and in important 'high-tech' occupations.

Population 25 years and over **16,149**



- Less than 9th grade 2.7%
- 9th to 12th grade, no diploma 3.6%
- High school graduate (includes equivalency) 20.3%
- Some college, no degree 29.5%
- Associate's degree 10.8%
- Bachelor's degree 21.7%
- Graduate or professional degree 11.3%

Sahuarita Unified School District

- Copper View Elementary
- Sopori Elementary
- Sahuarita Primary
- Sahuarita Intermediate
- Anza Trail K-8
- Sahuarita Middle School
- Walden Grove High School
- Sahuarita High School

AZ Dept. of Education
Letter Grade Accountability
B

Continental Elementary School District (preK-8)

Great Expectations Academy - charter

Edge High School - charter

Air & Space Academy - charter

Sahuarita Population 25 to 34 years	3,616
High school graduate or higher	92.30%
Bachelor's degree or higher	32.40%

Sahuarita Population 35 to 44 years	3,069
High school graduate or higher	95.70%
Bachelor's degree or higher	40.10%

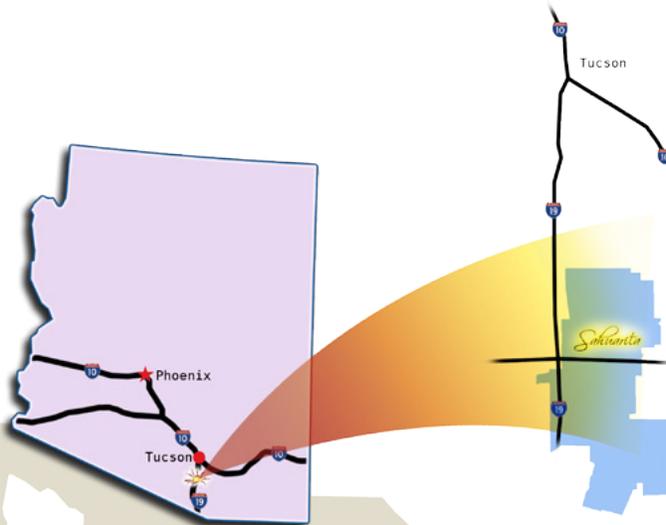
Sahuarita Population 45 to 64 years	5,539
High school graduate or higher	95.10%
Bachelor's degree or higher	27.20%

Pima County	
Population 25 years and over with Bachelor's Degree	17.40%
Graduate or professional degree	12.00%

Arizona	
Population 25 years and over with Bachelor's Degree	16.00%
Graduate or professional degree	9.70%



MEXICO



Each day, on average, more than 65,000 Mexican residents come to Arizona to work, visit friends and relatives, recreate, shop, and spend over \$7,350,000. This contributes substantially to Arizona's export trade with Mexico. Familial ties, long-term friendships, work opportunities, leisure activities and shopping experiences not yet available in Mexico continue to support strong cross-border interactions between Arizona and its neighbor, Sonora.

The Mariposa Port of Entry, 43 miles south of the Town of Sahuarita is the main gateway, importing 38% of all winter fresh produce from Mexico to markets in the U.S. and Canada.

Where Mexican Visitors Shopped Non-Mall Destinations
 (Source: Mexican Visitors to Arizona, 2007-2008 Study)

Wal-Mart Costco	Best Buy Target	Ross Walgreens	Marshall's Home Depot
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Located along I-19, 40 minutes north of the U.S./Mexico border and 18 miles south of downtown Tucson, Sahuarita is uniquely positioned to capture 24 million annual visitors from Mexico. Sahuarita is overflowing with retail opportunities, executive living and a viable center for companies and employers to conduct business with Mexico.

Economic Impact to the State of Arizona	Number
Direct Jobs	23,400
Indirect	7,000
Total Jobs	30,400
Total Income	\$837.24 million
Total Sales	\$3.61 billion

Economic Impact to Pima County	Percent
Total Jobs	41.2%
Total Income	31.6%
Total Sales	37.6%

Border Crossing At Nogales Port of Entries (3) - 2012	Number
Pedestrians	3,238,929
Personal Vehicles	2,823,290
Buses	8,068
Trains	657
Trucks	307,626

Casinos are the most popular attraction, they are visited by 29% of all Mexican visitors, of which the Desert Diamond Casino is the most popular.



DOING BUSINESS

\$ 0 - 0 - 0

impact fees business license fees property tax

The Town of Sahuarita charges no impact fees, no business license fees and no property tax and has a streamlined development process.



“Building Sahuarita Partners in Development” makes opening a business in Sahuarita the lowest cost alternative in Southern Arizona.

“Building Sahuarita - Partners in Development” is a support program intended to introduce business owners to the project elements that may be encountered. A Project Partner is assigned to each project to act as a guide through the specific processes that are required. The Town’s Project Partner and staff work with you, your design professionals and ultimately your contractor to assure a timely and successful opening.

Each project is given a comprehensive packet that contains Town staff contact information, your process (including timeline), applicable tax code and licensing information, planning and zoning information and checklists, Public Works information and checklists, Building Safety information and checklists, DRC meeting notes, outside agency information, applicable sign regulations, and customized information specific to your project.

The Town Clerk Department will provide you with an application for the type of business you wish to pursue. All new applications will be reviewed by the Planning and Building Department prior to issuance. Once your application is approved, you will receive your license.

BUILDING SAHUARITA:
PAM LITLE
 Building Safety Manager/Project Partner
 plittle@sahuaritaaz.gov
 520-822-8864

BUSINESS LICENSING:
LISA COLE
 Town Clerk
 lcole@sahuaritaaz.gov
 520-822-8802



Complete licensing 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 purposed 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

AELR	Annual Expenditure Limitation Report
ADEQ	Arizona Department of Environmental Quality
ADOR	Arizona Department of Revenue
ADOT	Arizona Department of Transportation
AGA	Association of Governmental Accountants
AOC	Arizona Office of the Courts
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
CSD	Continental School District
CST	Construction Sales Tax
FIAC	Finance and Investment Advisory Committee
FTE	Full-Time Equivalent
GAAP	Generally Accepted Accounting Principles
GADA	Greater Arizona Development Authority
GARS	Grants and Restricted Sources (Fund)
GASB	Government Accounting Standards Board
GFOA	Government Finance Officers Association
GO	General Obligation (Bonds)
GV	Green Valley
HR	Human Resources
HURF	Highway User Revenue Fund
JCEF	Judicial Court Education Fund
LGIP	Local Government Investment Pool
LTAf	Local Transportation Assistance Fund
M&C	Mayor & Council
NSCP	North Santa Cruz Park
PAG	Pima Association of Governments
PC	Pima County
PD	Police Department
PSPRS	Public Safety Personnel Retirement System
PW	Public Works
QC CFD	Quail Creek Community Facilities District
QCVMP	Quail Creek Veterans Municipal Park
RICO	Racketeer Influenced & Corrupt Organizations
RS CFD	Rancho Sahuarita Community Facilities District
RTA	Regional Transportation Authority
SUSD	Sahuarita Unified School District
TAC	Technical Advisory Committee
TPT	Transaction Privilege Tax (Sales Tax)
UERS	Uniform Expenditure Reporting System
VIPS	Volunteers in Police Service
VLT	Vehicle License Tax
WIFA	Water Infrastructure Financing Authority of Arizona
WW	Wastewater
WWTP	Wastewater Treatment Plant

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