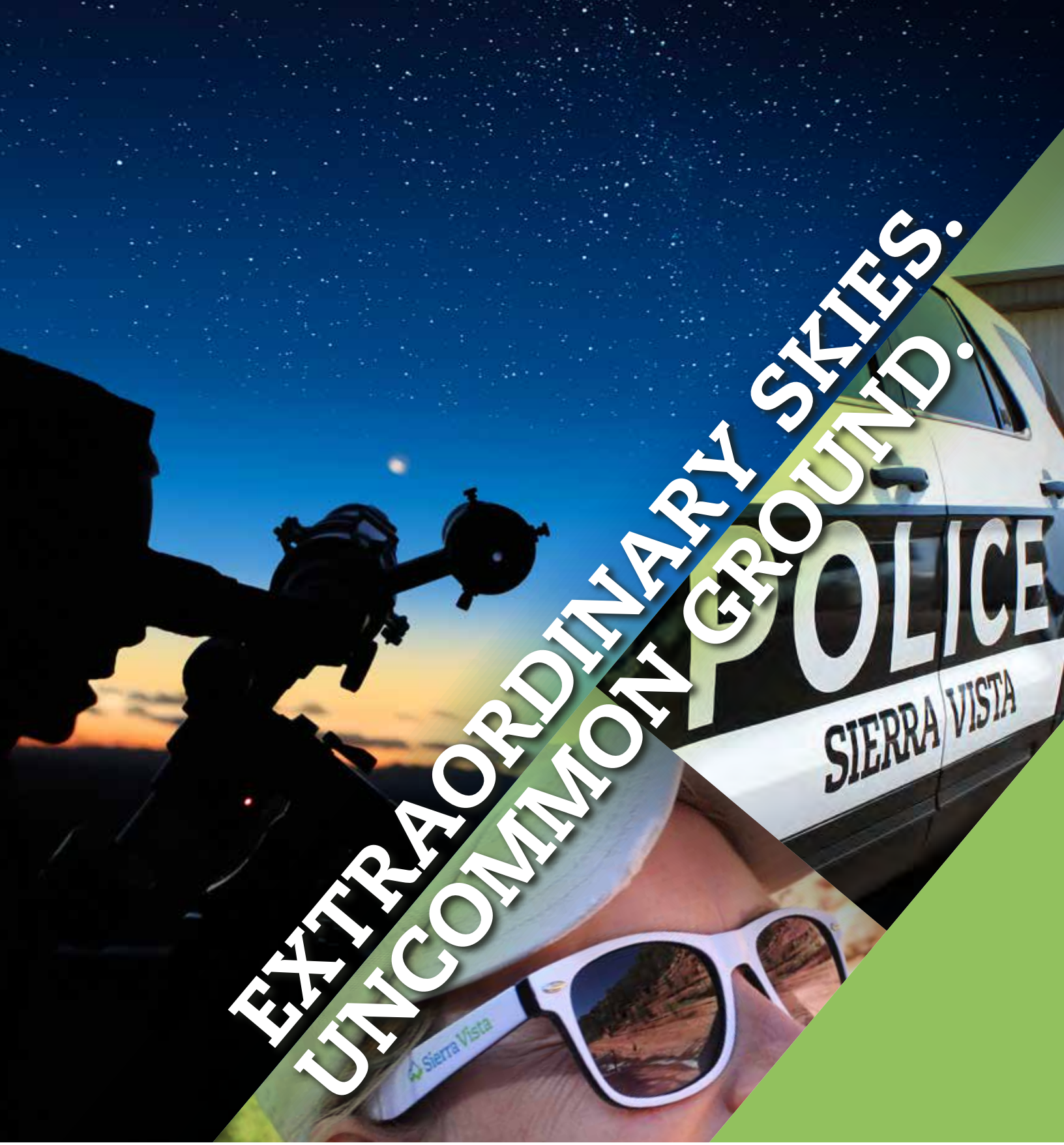

Sierra Vista
ARIZONA

ANNUAL BUDGET
FISCAL YEAR 2016 – 2017

Sierra Vista

EXTRAORDINARY SKIES.
UNCOMMON GROUND.

CITY OF SIERRA VISTA, ARIZONA ANNUAL BUDGET
For the Fiscal Year July 1, 2016 - June 30, 2017

CITY OF SIERRA VISTA LEADERSHIP

CITY COUNCIL

Rick Mueller, Mayor

Bob Blanchard, Mayor Pro Tem

Rachel Gray, Council Member

Gwen Calhoun, Council Member

Hank Huisking, Council Member

Alesia Ash, Council Member

Craig Mount, Council Member

MANAGEMENT STAFF

Charles P. Potucek, City Manager

Mary Jacobs, Assistant City Manager

Linda Jones, Budget Officer

SENIOR STAFF

Adam Thrasher, Police Chief

Ron York, Fire Chief

Sharon Flissar, Public Works Director

Victoria Yarbrough, Leisure and Library Services Director

Matt McLachlan, Community Development Director

Nathan Williams, City Attorney

David Felix, Chief Financial Officer

Barbara Fleming, Chief Human Resources Officer

Abe Rubio, Chief Information Officer

Laura Wilson, Chief Procurement Officer

Jill Adams, City Clerk

Simone McFarland, Economic Development Manager

Judy Hector, Marketing and Public Affairs Manager/PIO

GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

PRESENTED TO

City of Sierra Vista

Arizona

For the Fiscal Year Beginning

July 1, 2015

Executive Director

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Introduction

The City of Sierra Vista's Fiscal Year 2017 budget book serves as a policy document, financial plan, operations guide, and communications device. The City is proud to be a 24-time recipient of the Government Financial Officer's Association Distinguished Budget Presentation Award. This brief guide outlines the budget book structure.

The Introduction section of this book includes a formal letter from the City Manager to the Mayor and Council describing management and service objectives of the budget. Following the letter is a section featuring information about Sierra Vista and City leadership, organizational structure, and strategic plan. The body of the budget book consists of three major sections: Budget Summary, Funds, and Departmental Budgets.

The Budget Summary section provides an overview of the FY 2016 budget, a description of budget development, and the budgeting principles applied to the development process. The introduction includes historical information regarding city revenue and spending and a narrative description of the forces driving both. Expenditures are divided into four major categories: personnel, operations and maintenance, capital, and debt. Personnel expenditures are related to salaries and benefits for employees of the city. Operations and maintenance expenditures are necessary to carry on the core business of the city and to preserve existing assets through a maintenance program. Capital expenses are for new equipment, software, infrastructure, facilities and vehicles. Debt expenditures repay the City's long and short term debt obligations. The section concludes with the City's Financial Policies providing the regulatory framework that guides the budget preparation.

The Funds section provides projected revenue and expenditures, along with descriptions, for the 21 active funds maintained by the City. The section begins by summarizing expenditures and revenues, and provides the fund balance for each fund category. It then provides the projected revenue and sources of revenue for each fund to establish the base of available resources. The last final portion of this section details expenditures by fund, separated into the four expenditure categories described above.

The Departmental Budgets section set forth the expenditures budgeted for each department and division. Each segment addresses the department's mission, vision, goals, and objectives, and provides performance measures. Each begins with an organizational chart along with a recap of major departmental achievements from the prior year and a summary of major plans for the current year's expenditures.

The City's Five-Year Capital Improvement and Capital Maintenance and Replacement Plans are also included in this book. The Capital Improvement Plan highlights the City's long term capital projects and their operating costs. The City is very careful to analyze a current capital project's ongoing costs to ensure long-term sustainability.

The budget book concludes with an appendix and glossary containing supplemental legal materials and a list of technical terms and acronyms with definitions.

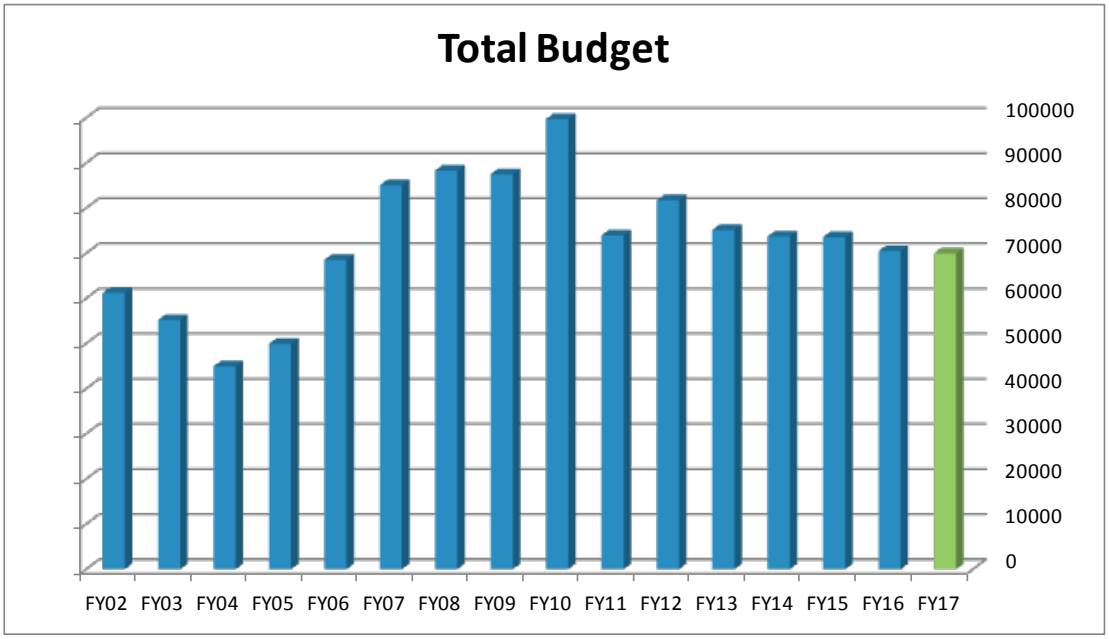
City Manager Charles P. Potucek

To The Honorable Mayor and City Council:

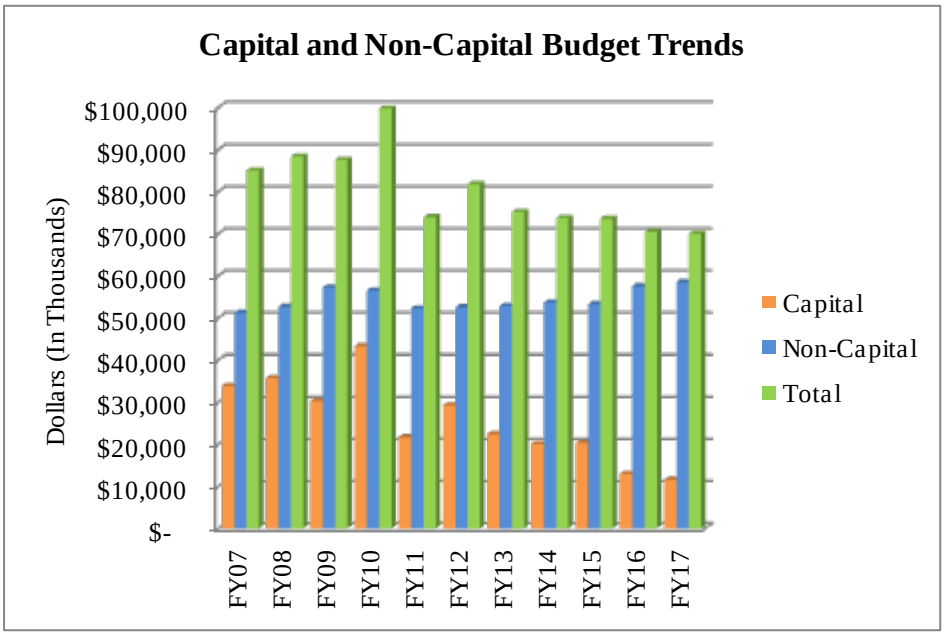
I am pleased to present the Fiscal Year 2016-2017 (FY17) budget, without tax increases or sewer/sanitation rate increases, of $70,020,613. This figure represents a $463,627 (0.7%) decrease from the FY16 budget. We achieved a balanced budget through conservative budgeting and ongoing efficiencies and reductions in operations and maintenance costs to maintain high quality services for our residents. This year's budget includes the classification and compensation plan that was adopted in 2015.

Current economic challenges, primarily relating to defense spending cuts on Fort Huachuca, continue to result in stagnant local revenue growth. In order to maintain our service levels, we must constantly identify areas to improve our productivity, particularly regarding the use of automation improvements, and rely upon the efforts of our staff despite the reduction of twenty percent of our workforce since fiscal year 2008-2009.

The graph below depicts the total budgets for FY02 to FY17, showing the slight downward trend over the last five fiscal years.



A reduction in grants and capital spending largely attributed to this year's budget decrease. The graph below separates the budget into capital and non-capital expenditures for the last ten fiscal years. In the FY17 budget, non-capital expenditures increased roughly two percent and capital expenditures decreased eleven percent from the FY16 budget. As you can see, the non-capital budget consisting of personnel, debt, and operations and maintenance (O&M) expenditures remained relatively stable throughout the ten-year period shown, while capital expenditures fluctuated primarily due to the availability of grant funding.



City Council Strategic Plan

The FY17 budget reflects the Mayor and Council's strategic plan initiatives, recently updated in May 2015. The plan, titled "Our Future Vistas," provides short-term policy objectives that shape resource allocations in the budget process. The FY17 budget includes funds to advance or complete strategic plan objectives within the next year. In developing their plan, the Council established a framework consisting of six critical success factors:

Critical Success Factors

A. Economic Prosperity

Sierra Vista has a qualified workforce that meets the need of its diverse employers and supports the missions of Fort Huachuca. Higher education opportunities continue to grow and remain affordable, producing employees capable of working for the

community's primary employers. The City works effectively to attract new businesses, retain and grow current businesses, and promotes tourism and trade with Mexico.

B. Efficient and Accountable City Government

Through a professional organization, the City provides quality and innovative services, programs and facilities that exceed expectations while embracing community engagement and fostering effective partnerships.

C. Environmental Leadership

The City has a strong culture of environmental stewardship and is known as a leader in water and energy conservation efforts.

D. Healthy and Active Way of Life

Sierra Vista provides diverse recreational opportunities and programs, offers multi-modal transportation options, and is a walkable community with abundant open spaces and access to natural amenities that serve all ages. Partnerships provide expanded recreational and educational opportunities that ensure our community is aware of healthy lifestyle choices. The community is engaged through a multitude of recreation choices including special events and festivals, sports options, and parks.

E. Safe and Welcoming Community

Sierra Vista is an attractive, inviting community that makes a positive impression on residents and visitors, providing visible and respectful public safety services, safe and appealing neighborhoods, and opportunities for engagement.

F. Well-Maintained Infrastructure and Facilities

The City maintains its infrastructure and facilities through effective resource allocation. Alternative funding sources are sought and maximized through new and existing partnerships. The City employs new technologies and analytical techniques to improve efficiencies and reduce costs.

Within that framework, Council then developed the following two-year goals and objectives:

Strategic Focus Area A: Economic Prosperity

A-1. Develop and invest in a tourism marketing strategy that is based on Sierra Vista's target markets, incorporating partners to maximize economic impact.

A-2. Leverage partnerships to effectively market Sierra Vista for both business attraction and tourism.

A-3. Expand lobbying efforts in support of retention and expansion on Ft. Huachuca and strengthen and create new partnerships to more effectively demonstrate the Fort's value.

A-4. Develop a design concept report for the future Town Center.

A-5. Establish quantifiable metrics to effectively measure the City's economic development efforts.

A-6. Identify workforce development needs with other partners that are necessary to provide quality employees to current and future employers.

A-7. Partner with K-12 schools to encourage programs that provide exploration of professional career options.

Strategic Focus Area B: Efficient and Accountable City Government

B-1. Maintain the Classification and Compensation Plan for City employees.

Strategic Focus Area C: Environmental Leadership

C-1. Coordinate the development and support of water conservation programs and efforts with the Upper San Pedro Partnership members and other water partners.

C-2. Develop and implement a marketing campaign based on the City's environmental accomplishments.

Strategic Focus Area D: Healthy and Active Way of Life

D-1. Complete relevant goals of the national Let's Move program for Sierra Vista to improve community health and wellness while maximizing partnerships.

D-2. Develop an attainable master plan for the former Kings Court tennis center to incorporate into the small parks plan.

D-3. Develop partnerships and strategies with area wellness partners that foster a healthy, active lifestyle.

Strategic Focus Area E: Safe and Welcoming Community

E-1. Develop, finance and implement a program to incentivize West End commercial property improvements.

E-2. Update and implement a plan to beautify public infrastructure that increases walk-ability and bike-ability on Fry Blvd. and North Garden Ave.

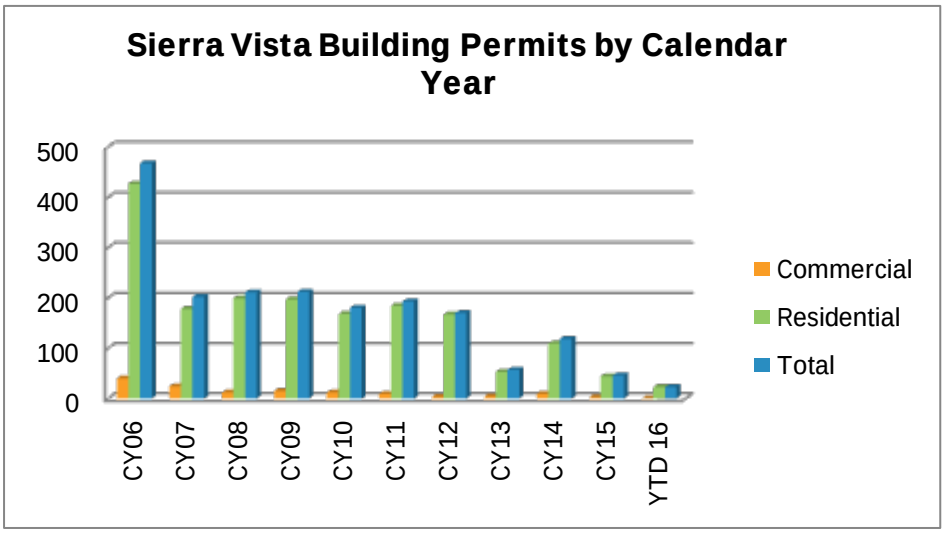
Strategic Focus Area F: Well-Maintained Infrastructure and Facilities

F-1. Create an asset inventory and needs assessment for all City facilities to guide future investments.

Local Economic Conditions

Sierra Vista's economy continues to stagnate as a result of the aforementioned spending reductions on Fort Huachuca. These reductions manifest themselves in uncertainty regarding force reduction at Fort Huachuca, federal spending on defense contracting with resulting job losses, and privatized army lodging, hurting the local lodging industry.

Commercial and residential building permits continue to be low in both number and valuation. Foreclosed homes offered at lower prices continue to diminish demand for new home construction in Sierra Vista which limits residential construction. The chart below depicts the downward trends for both commercial and residential building permits over the past ten years.



Despite the current economic environment, we see positive signs as a result of expanding economic development efforts; the completion of Canyon Vista Medical Center, Sierra Vista's new hospital; the completion of Cochise College, Downtown Center and continued strong Mexican retail business, as well as a number of new businesses starting and completing construction.

Economic Development

Given local economic uncertainty and Sierra Vista's continued reliance on one industry (Department of Defense) to drive our financial health, we plan to continue aggressively to pursue economic development opportunities in FY17. Using the 2013 "Plan for Prosperity" economic development framework, we are taking lead role in the community regarding economic development efforts focusing on diversification of the local economy to drive our financial health.

Internal City initiatives this year include new efforts to emphasize Sierra Vista's position as a national leader in environmental sustainability, a message that supports both tourism and economic development goals. Additionally, visitor attraction efforts will expand into multi-channel marketing opportunities while remaining tightly focused on target markets.

As we continue to aggressively pursue economic development opportunities, we are working in four main areas of focus –Attraction of new companies; Expansion and Entrepreneurial growth; Retention of existing companies; and Tourism. This year, we will continue to work on creating a cybersecurity cluster along with promoting Sierra Vista nationally to site decision makers. Also, we will emphasize Sierra Vista's position as a national leader in environmental sustainability, a message that supports both tourism and economic development goals. Lastly, visitor attraction efforts will expand into multi-channel marketing opportunities while remaining tightly focused on target markets.

The FY17 budget continues to fund and expand the economic development division in the City Manager's office.

Public Safety Partnerships

The City maintains partnerships with local safety and emergency agencies. We currently provide communication services for the Fry Fire District, Whetstone Fire, and Fort Huachuca Military Police, and Fort Huachuca Fire. Our regional compatibility allows for improved communications in the event of a large scale emergency and improves the level of service to the community of day to day operations as well as the safety of our first responders. The joint regional communications project with Cochise County Sheriff's office (CCSO) is moving forward with an anticipated opening during this fiscal year.

Sierra Vista Fire & Medical Services renewed the intergovernmental agreement with Fry Fire District to provide automatic aid, via closest unit response, regardless of jurisdiction. This agreement sends the closest apparatus to any emergency within the city or district response zones, which ensures the quickest service for our customers.

We also have automatic aid with Fort Huachuca, which allows for a more robust response to the city's west side, as well as anywhere else assistance is needed. A mutual aid agreement with other neighboring departments allows for seamless help in the event of numerous, simultaneous incidents, or one large, overwhelming event.

Vista 2030

Every ten years, the State requires the City to update its general plan. Citizens of Sierra Vista voted in the November 2014 general election to approve the Vista 2030 update to the general plan with a 58 percent majority approval. City staff incorporated resident input from the *"Dream Your City"* visioning process, held in 2013, into all elements of the General Plan.

Refuse

Upward pressure on refuse rates are contributed by three factors. First, a State law changed so the City can no longer make the property owner liable for refuse service. Second, another State law changed that opened commercial refuse services up to private sector competition. Third, tipping fees at the county landfill are increasing significantly. This year they are going up by over 5% and are expected to continue to increase for the next few years.

The Residential 1&1 Refuse and Recycling Program, in which garbage and recycling are each collected one day per week, continues to benefit our refuse operations in the form of landfill diversion and improved service delivery to our customers. The City also continues to collect bulk yard waste from residents free of charge that is then combined with bio-solid waste from the wastewater treatment plant to create Class A compost for bulk sale. Sierra Vista's compost program continues to be the only one of its kind in the country.

Bond Rating

The City maintains Standard & Poor's AA/Stable rating. Standard & Poor's indicated the City's strong debt service coverage ratio and strong retail sales tax per capita, and stated that Fort Huachuca still acts as a stabilizing factor on the local economy in the long term.

Debt

Debt management remains one of our top priorities. The City conservatively uses bonded indebtedness in order to fund capital projects projected for long-term use. We then plan early defeasance of those bonds when possible in order to save interest expenses and improve cash flow.

The City does not use long-term debt financing to finance current operations. We first attempt to utilize "pay-as-you-go" capital funding, grants, and/or the use of operation funds or impact fees when applicable. In fact, overall debt has decreased from $46,023,574 to $21,980,986 from FY08 to the end of FY16.

Revenue

The city sales tax, a major local revenue source, comprises 26 percent of the total revenue raised by the City. The City Council approved a .2% sales tax increase that went into effect November 1, 2015. Fiscal year 2016 actual sales tax revenues are below projections, so the City is forecasting no growth in the budgeted revenue amount. While Department of Defense spending cuts and troop reductions on Fort Huachuca have impacted the City's revenue for several years, economic impacts are being offset by promoting tourism and growth in private business.

State-shared revenue continues to be a positive but diminishing influence on the revenue projections in FY17. The City saw a slight decrease in state-shared revenue as a result of mid-decade census adjustments. As other cities in Arizona grow more rapidly than Sierra Vista, they will receive a greater share of state-shared revenues.

In FY16, the City increased fees in several categories to cover increasing operations costs. They include: library fines, dog adoption fees, police records fees, and ambulance fees.

Personnel

Personnel costs continue to make up the largest expenditure category in the City budget. The City of Sierra Vista relies heavily on its personnel to deliver services. We remain committed to ensuring that we recruit and retain the best employees possible. Due to the budget challenges described above, the City continues to operate with minimal staff while maintaining a high level of performance.

The City Council voted to implement comprehensive classification and compensation plan changes in FY15, increasing the personnel budget by roughly $1.5 million. These changes resulted in full time employee salaries adjusted to 100% of market pay for each position.

Personnel expenses increased three percent from FY16 to FY17 largely as a result of implementation of the 2015 classification and compensation plan and large increases to the cost of the Public Safety Personnel Retirement System (PSPRS). In FY17, the City is adding three new positions and reinstating two firefighter positions. These positions are located in Procurement and Fire.

Operations and Maintenance

Departments remain diligent in keeping operations and maintenance costs low, regularly seeking innovative solutions to accomplish this goal. For example, in FY16 the fleet services section of Public Works contracted out its inventory management to improve the parts purchasing process and reduce expenditures. In FY17, the City is working on a new fuel management system that will streamline operations.

The City will continue to find ways to stretch O&M resources through the use of technology, volunteers, and department of corrections personnel in an effort to avoid deferred maintenance on public facilities.

Capital

The City will complete a few capital projects in FY17. Some of the projects to be completed include:

- 7th Street and Fry Signal Upgrades $250,000
- Airport Taxiway Reconstruction $2,500,000
- Garden Avenue Improvements $600,000
- Campus and Colombo Traffic Signals $350,000
- Coronado Street Widening $1,200,000

These capital projects are funded by a variety of sources including development fees, grants, and general fund revenue.

Annual Budget Process

The preparation of any budget must start with basic policies and principles. Ours include:

- Conservative revenue projections
- Presentation of a balanced budget
- Adequate general fund reserves

The objectives in the two-year Council strategic plan and input from the Citizens Advisory Commission drove preparation of this year's budget. This plan provides fundamental policy guidance for the budget.

After projecting and establishing a preliminary revenue base, City departments identified anticipated requirements for the upcoming year. Staff worked through a series of budget meetings to identify goals and prioritize expenditures following Council guidance.

Once staff completed a preliminary balanced budget, they met with the Mayor and Council Members in small groups. These meetings provided a forum in which they could focus on the details of the budget and ask questions of particular concern to them. The City Council held a series of public work sessions after the small group meetings which allowed the Council Members to discuss any revisions they wished to make in a public forum and finalize the tentative budget.

The tentative and final budgets, along with the City property tax levy were approved in accordance with the Arizona state mandated schedule.

Basis of Accounting

The City uses fund accounting to report on its financial position and the results of its operations. All governmental type funds (such as the General Fund, the Library Fund, the Capital Improvements Fund, etc.) use the modified accrual basis of accounting. This means we recognize revenues only when they become measurable and available, and we recognize expenditures when we incur the fund liability (when we commit to spend the money). Proprietary type funds (such as the Sewer Fund and the Refuse Fund) use the full accrual basis of accounting. In the latter case, we also recognize expenditures when we incur the fund liability, but we recognize revenues when they are obligated to the City (which can be before we actually receive them).

The City also uses a formal encumbrance system that commits funds for later payment and ensures that we cannot overspend those appropriations. Re-categorizing money to an encumbrance occurs when we commit to a purchase. Encumbrance money may not be spent on any other purchase.

The City Manager can make transfers along budget lines interdepartmentally if he deems it necessary and the cost of the item is under $10,000. Transfers of appropriated expenditures over $10,000, between funds, require Council approval by resolution. Transfer of appropriations within a fund does not require approval by the City Council.

The City uses an established internal control structure to protect our assets from loss, theft, or misuse and ensure that we comply with accepted accounting principles. We maintain budgetary control through an annual budget review and resolution approved by the City Council.

In all cases, when goods and services are not received by the end of the fiscal year end, the encumbrance expires.

The Comprehensive Annual Financial Report shows the status of the City's finances on the basis of "generally accepted accounting principles" (GAAP). In most cases, this conforms to the City's basis of budgeting. Exceptions follow:

a. Compensated absences liabilities expected to be liquidated with expendable available financial resources become accrued as earned by employees (GAAP) as opposed to being expended when paid (budget).

b. Principal payments on long-term debt within the Enterprise Funds get applied to the outstanding liability (GAAP) as opposed to being expended (budget).

c. Enterprise Funds capital outlay gets recorded as assets (GAAP) as opposed to expenditures (budget).

Budget Amendments

Per Arizona law, total expenditures cannot exceed the final appropriation after adoption of the preliminary budget. The City Council, by resolution, can amend the total appropriations for an individual fund; however, when one fund's total appropriation increases, another fund's total appropriation must decrease by an equal amount. The City Manager can approve the transfer of appropriations within funds. The City's computerized financial system tracks all transfers of appropriations.

Future Challenges

Economic uncertainty remains our most pressing challenge. The City Council continues to take the lead role in improving Sierra Vista's approach toward economic development with the hope of diversifying our dependence upon the presence of Fort Huachuca. The success of City economic development efforts requires partnering with many community organizations and taking advantages of opportunities to expand tourism and bring new business into the region.

Despite creating a few new positions in FY17, the City's staffing level remains very low, challenging our ability to meet the community service level expectations. We will continue to invest in technology and seek out process efficiencies in order to increase the productivity of our employees.

In FY17, the contribution rates to the Public Safety Pension Retirement System (PSPRS) continually increase and will likely continue increasing over the next several years. Deficiencies in PSPRS funding levels require additional contributions from the City in order to increase the system's funding levels and future solvency. The increased retirement system contributions negatively impacted available general fund resources to fund City operations.

Addressing the long-term water and other environmental needs of the community always presents an ongoing challenge. The City remains involved with the Gila River Adjudication with an eye towards concerns regarding the ultimate adjudicated groundwater allocations to both Fort Huachuca and the San Pedro Riparian National Conservation Area (SPRNCA).

The City of Sierra Vista continues its efforts to preserve its relationship with Fort Huachuca and assist in expanding the Forts related missions.

Conclusion

Despite Sierra Vista's new and ongoing challenges, the FY17 City budget continues to ensure a high level of service to the community. Our employees consistently rise up to meet our community's needs despite our current difficulties.

I wish to thank our departments for their cooperation in the development of this budget.

It remains a pleasure and a privilege to serve the Mayor and City Council and the wonderful community they represent.

Respectfully Submitted,

Charles P. Potucek
City Manager

Introduction

Sierra Vista (Spanish for "Mountain View") is a thriving community of 44,183 and serves as the regional center for southeastern Arizona. The City is approximately 75 miles southeast of Tucson, and boasts unique views of the Huachuca, Dragoon, and Mule Mountains. The San Pedro River serves as the City's eastern border. At an elevation of 4,623 feet, Sierra Vista enjoys a temperate year-round climate and abundant sunshine.

History

In 1877, the United States Army established Camp Huachuca to protect the settlers in the area. Five years later, the U.S. Army declared it a permanent post and renamed it Fort Huachuca. The post was the home base of the famed "Buffalo Soldiers" of the 9th and 10th Cavalry. The early mission of the post was to secure the southern border of the expanding United States. Several major commands now operate on Fort Huachuca, including the U.S. Army Network Enterprise Technology Command/9th Army Signal Command, the Army Intelligence Center and School, and the Electronic Proving Grounds.

The areas around Fort Huachuca were virtually unpopulated during those early years, except for a few small ranches spread along the San Pedro River and close to the mountains. A small community gradually began to grow east of the Fort. In 1956, this community was incorporated as Sierra Vista. Fort Huachuca was annexed by the city in 1971. Since its incorporation, Sierra Vista has steadily grown to encompass more than 130 square miles.

Activities and Attractions

Sierra Vista is the largest city in Cochise County and home to many cultural and community activities. The community also serves as a base camp for visitors exploring the surrounding attractions, history, and natural wonders.

Major annual events held in Sierra Vista include: the Cochise Cowboy Poetry and Music Gathering; the Cultural Diversity Fair; a spectacular Independence Day celebration; Oktoberfest; Art in the Park; and several Christmas events including a lighted parade, multiple bazaars, Santa in the Park, Festival of Trees, and many others. In between these event pillars, residents and visitors alike enjoy regular music and arts programs, lectures, sporting events, guided tours, and more.

Introduction

Nicknamed the "Hummingbird Capital of the United States," Sierra Vista attracts bird enthusiasts from all over the world to explore the Nature Conservancy's Ramsey Canyon Preserve, Garden Canyon, Brown Canyon Ranch, the San Pedro National Riparian Conservation Area (SPRNCA) and other nearby places to observe and photograph hundreds of different bird species. In fact, several bird and wildlife festivals are held in and around Sierra Vista each year, including Southwest Wings Bird and Nature Festival, Wings Over Willcox, and the Tucson Audubon Society Bird and Wildlife Festival.

Other outdoor sightseeing and recreational opportunities abound at nearby Bureau of Land Management Conservation Areas, state and national parks, and on the Coronado National Forest. Visitors travel to Sierra Vista to see the abundant prehistoric, historic, and natural attractions, including Clovis sites; a presidio abandoned by Spanish Conquistadors; several ghost towns; military, Native American, and Old West history sites; the ecologically significant SPRNCA and Ramsey Canyon Preserve; Coronado National Memorial; historic Fort Huachuca; and the spectacular Kartchner Caverns State Park. Mountain bicyclists and hikers are increasingly drawn to the abundant trail system throughout the Huachuca Mountains. In addition, motorcycle and road bicycle enthusiasts are discovering the hundreds of miles of relatively low-traffic roadways that crisscross this corner of Arizona.

Recreational facilities include conventional and disc golf courses, public tennis courts, numerous sports fields and neighborhood parks, the Sierra Vista Aquatic Center ("The Cove") and several athletic clubs. Major service clubs, veterans groups, fraternal organizations, and the Chamber of Commerce are active in the city, along with more than 30 places of worship.

Governance

The City of Sierra Vista employs the Council-Manager form of government. The Mayor and six City Council Members are elected at-large in a nonpartisan election and serve four-year terms. Once elected, the Mayor and City Council Members are responsible for appointing the City Manager, City Attorney, and City Magistrate.

The City Council develops policies and directs the City Manager to implement those policies.

Mayor Rick Mueller

After serving three terms on the Sierra Vista Council, Frederick William "Rick" Mueller was elected to serve his second term as the Mayor in November 2014.

Rick's long and warm relationship with the community began when his parents returned to retire in Sierra Vista and he made the first of many visits starting in 1978. After serving his country in various leadership positions as an Army Field Artillery Officer, he retired from the Army in 1995 and settled in Sierra Vista.

He was born in the U.S. Territory of Alaska to Captain Harold W. Mueller M.D. and Mrs. M. Maxine Mueller R.N. The second of six "Army brats," Rick and his siblings grew up and went to school in many communities in the U.S. and Europe. After graduating from High School in Georgia, he attended the University of Nebraska on a four year Army ROTC Scholarship, graduating with a B.A. in Political Science and minors in History and English. He is an Honor Graduate of the Defense Language Institute (GREEK), a graduate of the Army Command and General Staff College, and has completed postgraduate work in Management.

Mayor Mueller currently serves as a member of the Executive Board, League of Arizona Cities and Towns; Commissioner, Arizona Military Affairs Commission; Board Member, Sierra Vista Economic Development Foundation; Member, Community Advisory Council, Boy Scouts of America; Vice-Chairman, Upper San Pedro Partnership; Ex-Officio Member, Huachuca 50; and Director at Large, Sierra Vista Historical Society.

Rick has been active in many service, civic, and charitable organizations since moving to Sierra Vista. He has served as Chairman of the SEAGO Executive Committee, President of the University South Foundation, President of the Sierra Vista Rotary Club, and President of the 1200 Club. He is a member of the Huachuca Museum Society, Sierra Vista Symphony Association, MOAA, Honorary Member of the Sierra Vista Lions Club, and has served as a member of the Sierra Vista Citizens' Advisory Committee. He is an Eagle Scout, a member of the Order of St. Barbara, and regularly attends the Sierra Lutheran Church.

Mayor Pro Tem Robert Dewitt Blanchard

Robert (Bob) DeWitt Blanchard was born on the Philippine Islands while his father served a tour of duty in the Army. Bob, himself, later joined the Army and served two tours in Korea, two tours in Vietnam and two tours at Ft Huachuca, where he chose to retire in 1978. Bob served in the infantry and the Corp of Engineers and retired as the director of Facility Engineering.

Blanchard attended four different high schools, received his Bachelor's degree in geological engineering and his Master's degree from Texas A & M in civil engineering. As a resident since 1978, Bob worked for the City of Sierra Vista for ten years as an assistant city engineer, the superintendent of Public Works and retired as a building inspector.

Bob has spent seventeen years as a Sierra Vista city council member, four years as a board member on the Planning & Zoning Commission, and almost two years as a board member on the Parks and Recreation Commission. He is a member of the Employee Benefit Trust, and is council liaison to the Parks and Recreation Commission and Municipal Property Corporation. He is currently on his 5th council term.

Bob has four children and eight grandchildren dispersed throughout the United States. In his spare time, he enjoys gardening, specifically growing beautiful tomatoes and peppers that he generously shares with his friends and colleagues.

Council Member Rachel Gray

Rachel Gray was elected to the City Council in November, 2012 and is a fourteen-year resident of Sierra Vista. Raised as a Pastor's daughter in the South, her passion for community service developed at a very early age. Rachel attended the University of Southern Mississippi, where she studied speech communication.

Rachel and her husband, Thomas, moved to Sierra Vista from Mississippi in 2001 when her husband was stationed at Fort Huachuca. Upon their departure from the Army, Rachel and her family decided to stay and make Sierra Vista their home. She and her husband have one son, Malachi.

Council Member Gray has served the Sierra Vista community in many capacities--as a teacher, a realtor, and a volunteer. Over the past ten years, she has assisted local organizations, clubs, and charities in a variety of different ways through service and leadership.

As a former small business owner, Council Member Gray has been involved with small business development and enhancement in Sierra Vista. She looks forward to continuing to serve the citizens of Sierra Vista during her term as a Council Member.

During her first two years as a Council member, Rachel served as the Council liaison to the Arts and Humanities, West End, and Youth Commissions. She currently serves as Council liaison to the Planning and Zoning and Airport Commissions and is the primary City representative to the Upper San Pedro Partnership.

Council Member Gwen Calhoun

In 2010 Gwen was appointed to the Sierra Vista City Council and was elected to the position in 2012. She has served as Council Liaison to the Commission on Cultural Diversity, the Environmental Affairs Commission and the West End Commission.

After a successful career in public school nursing and counseling, Gwen served in the Behavioral Health discipline as Southeast Regional Director at the Community Partnership of Southern Arizona and also served with Arizona's Children Association.

Gwen was selected to attend and graduated from the Flinn-Brown Leadership Academy in 2013, where the focus is building strong Arizona Civic leaders. She has served on the board of the Arizona Community Foundation of Cochise for many years and was recently voted to the Arizona Community Foundation Board.

Gwen was most recently elected to the Arizona Town Hall Board. Additionally she serves on the board of the Southeast Arizona affiliate of the National Alliance on Mental Illness. Currently Gwen holds membership in the Sierra Vista South Rotary Club, San Pedro Kiwanis and the local chapter of the NAACP. As a Sierra Vista city council member, Gwen is a member of and has attended several Arizona and National League of Cities and Towns and Arizona Town Hall conferences.

In her spare time Gwen loves to read, make jewelry and pottery.

Council Member Henrietta “Hank” Huisking

Henrietta "Hank" Huisking was elected to the City Council in 2003, and re-elected in 2006 and 2012. She is currently the liaison to the Tourism, Environmental Affairs, and Sister Cities commissions. Hank also serves on the board of directors for the Metropolitan Planning Organization, providing advisory and policy guidance for Cochise County. She also has actively supported the Sister Cities Commission, and traveled with the City delegation to our sister cities, Radebeul, Germany, in August 2009 and Cananea, Mexico in 2014.

A native of Montana, Hank grew up in Tucson, Arizona. She met her husband Peter, a native Californian, in Glacier National Park, Montana where they were both working in 1971. She became an Army wife, and lived in the United States and Germany. She and Peter raised three children, all of whom graduated from Buena High School, and she is a new grandmother to twin boys and a girl.

Hank graduated from Southwestern University in Georgetown, Texas, with a Bachelor of Science degree in Education. She has taught Special Education in Virginia and Sierra Vista, and worked as a family outreach coordinator for the US Army Military Community in Ansbach, Germany. She was a Senior Instructional Specialist with the University of Arizona Cooperative Extension Water Wise Program for thirteen years, retiring in 2012.

She has been a volunteer leader in many capacities in the community: Sierra Vista West Rotary Club (President 2012-2013), League of Women Voters (Vice President); Board member of Center for Academic Success, United Way, and Habitat for Humanity. She also works closely with the Education Committee for the Friends of the Brown Canyon Ranch, the Sierra Vista Community Gardens and is a city liaison working for community Health and Wellness goals.

She is a graduate of the Sierra Vista Chamber Leadership Course, City of Sierra Vista Citizen Fire Academy and Citizen Police Academy.

Hank enjoys being out and about promoting our Sierra Vista community, hiking, biking, gardening, travel, and honing her grand-parenting skills.

Council Member Alesia Ash

Alesia was elected to the Sierra Vista City Council in 2014. She is currently the Council Liaison to the Commission on Disability Issues, Youth Commission, and Arts and Humanities Commission. One of the youngest elected officials in the state, Alesia has been committed to serving her community from early years on the Sierra Vista Youth Commission.

Alesia has served as Outreach and Constituent Services Representative in the Congressional District 2 Office under both Republican and Democratic leadership. In this role she is tasked with engaging key stakeholders, to include the business and Fort Huachuca communities, and helping constituents of Sierra Vista and Cochise County resolve issues with federal agencies. This experience has afforded her the opportunity to gain a deeper understanding of the issues and opportunities impacting our community.

Alesia attended Sierra Vista Public Schools and graduated from Buena High School, earning an academic scholarship to Arizona State University (ASU). While attending ASU, Alesia interned for then-Congresswoman Gabrielle Giffords. She was later employed by the Arizona State Legislature and worked as a Congressional Aide in Downtown Phoenix. Alesia graduated from ASU with a Bachelor's of Science in Health Sciences, Health Policy. Upon graduation from ASU, Alesia chose to return to Sierra Vista to invest her education and professional experience in the community.

Alesia is honored to have been named a Flinn-Brown Fellow by the Arizona Center for Civic Leadership for the 2015 cohort of the Flinn-Brown Leadership Academy, and named a 2015 Community Luminary by the State of Black Arizona.

Council Member Craig Mount

Craig Mount was elected to the City Council in 2014. Craig has been a resident of Sierra Vista since 2006 and was stationed here while attending Fort Huachuca's US Army Intelligence School in 2002.

Craig was born and raised in Houston, Texas, graduating from J. Frank Dobie High School in 1996. In 2001, he enlisted in the US Army following the 9/11 terrorist attacks as an active duty intelligence Soldier. He conducted Basic Training at Fort Jackson, SC, and Advanced Individual Training at Fort Huachuca, AZ. Craig was stationed at Fort Hood, TX and was assigned to the 1st Squadron, 7th United States Cavalry. In 2004, the unit deployed in support of Operation Iraqi Freedom II and conducted operations in Baghdad, Iraq, returning home in 2005. He was then assigned to Intelligence Electronic Warfare Test Directorate at Fort Huachuca, AZ. He supported the operational test and evaluation of experimental technologies, and earned a Knowlton Award for his work conducting Counter-IED experiments. Craig left the US Army honorably in 2010 with a Meritorious Service Medal, Combat Action Badge, and other awards.

While serving in the military, Craig earned a Bachelors of Science degree in Intelligence Operations and a Masters in Management from Wayland Baptist University (WBU). Since leaving, he completed a Masters in Public Administration from WBU, received Black Belt certifications in Six Sigma and LEAN Six Sigma from Villanova University, and his Project Management Professional certification from Project Management Institute. Since 2009, he has served as a project manager for ICE Inc., a locally owned Sierra Vista defense-contracting firm. Since 2012, he has served as an Adjunct Professor for Wayland Baptist University teaching management and government courses.

Craig serves as council liaison for the Sierra Vista Library Commission, the Upper San Pedro Partnership, and the Industrial Development Authority. In 2014, he was active in the Proposition 408 campaign to repeal the Red Light Cameras in Sierra Vista, which included the one of the largest ballot initiatives in the city's history and Election Day landslide repeal. He is a member of the Sierra Vista Chamber of Commerce, the Huachuca 50, the Veterans of Foreign Wars, the Southwest Association of Buffalo Soldiers, and The American Legion. He recently accepted a position to serve as board member for the newly formed Southeast Arizona Hospitality Association (SEAHA).

In 2006, Craig married his wife and best friend Brittney Mount, moving to Sierra Vista a week after being married to start their lives together. They attend Calvary Chapel in Sierra Vista, have four local rescue dogs (Jill, Koda, Dodge, and Tank), and are often out enjoying the local and southern Arizona life, events, wine & food, and weather.

City Manager Charles P. Potucek

Charles P. Potucek was appointed City Manager of the City of Sierra Vista on April 1, 1996. He has worked for the city since September 1986 in several capacities including administrative analyst, budget analyst, and assistant to the city manager. Potucek holds both Bachelor of Science (B.S.) in Public Affairs and Master of Public Affairs (M.P.A.) degrees from Indiana University in Bloomington. Potucek spent the next eight years working in the private sector - as an industrial engineering technician for Johnson and Johnson Baby Products in Park Forest South, Illinois, as a sales engineer for New Park Drilling Fluids out of Denver, Colorado. Falling oil prices convinced Potucek to resume his education, and he returned to Indiana University in 1984 to begin work on his M.P.A. degree which he earned in May 1986. Shortly thereafter, his wife-to-be spotted an opening for his first position as a administrative analyst with the City of Sierra Vista and started in September of 1986.

During his 30 years of service to the city, Sierra Vista has experienced dramatic growth and has undergone significant change. Potucek's accomplishments include negotiating the agreement that brought the Mall at Sierra Vista; the Highway 90/92-Charleston Road commercial cluster; construction of the Environmental Operations Park; establishment of Sierra Vista as a founding member of the Upper San Pedro Partnership; construction of Avenida Cochise and Martin Luther King, Jr. Parkway; the development of the award-winning Sierra Vista transit system; the enhancement of the City's bond rating; and facilitation of improved citizen participation. Capital improvements accomplished during his tenure as city manager include the Sierra Vista Aquatics Facility (the Cove), Sierra Vista Public Library, the Pedro Castro Maintenance Center, our multi-use path system, renovation of the Ethel Berger Center, Nancy J. Brua Animal Care Center, Kiwanis Skate & Bike Court, Fire Station #3, expansion of the C. Reed Vance police facility and Centennial Pavilion. Potucek envisions Sierra Vista as a regional center for commerce, health care and education, a model for environmental programs, a technology center, and expanding upon its history as an outstanding public service provider. Above all, he wants Sierra Vista to become a place where children grow up and stay - instead of having to go elsewhere for educational and employment opportunities.

Potucek and his wife Maureen were married June 26, 1987 and have two children - Michael and Mark, both currently graduate students. Also, he is involved in a number of civic and religious organizations, including the local Chamber of Commerce, Convention and Visitor's Bureau, Rotary Club, and Immanuel Lutheran Church. He is also a member of the International City and County Management Association (ICMA) and the Arizona City/County Management Association.

Assistant City Manager Mary Jacobs

Mary Jacobs was hired as Sierra Vista's first Assistant City Manager in March of 2000. Prior to this position, Jacobs served as the Assistant Town Manager of Barnstable, Massachusetts on Cape Cod for six years. She also worked in several professional and managerial positions for Maricopa County, Arizona from 1989 - 1994.

Jacobs functions as the organization's Chief Operating Officer and currently supervises all non-public safety operational departments, constituting a wide span of functions to include the library, leisure and recreation, planning, building inspection, fleet and facility maintenance, parks and grounds maintenance, streets, engineering, capital planning, wastewater, refuse, transit, and the airport. She also oversees the economic development, intergovernmental relations and the marketing and public affairs functions for the City. She is also involved in leading a variety of special projects such as community engagement efforts, development and management of the City Council's strategic plan, City-wide annexation efforts, and overseeing the City's legislative agenda.

From 2011-2014, Jacobs was appointed by the Secretaries of Interior and Agriculture to serve on the national Wildland Fire Executive Council as the official representative of the National League of Cities, a body established to oversee development of a national cohesive strategy on wildfire mitigation and management.

Jacobs is an active member of the International City/County Management Association (ICMA) and served as Vice President on its Executive Board from 2012-2014, chairing the Membership Committee and serving as board liaison to the Task Force on Women in the Profession. Also a member of the Arizona City/County Management Association (ACMA), Jacobs was elected to the Board of Directors from 2003 - 2008, serving as President during her tenure. In 2009, she was honored as the recipient of the prestigious ACMA Catherine Connelly Award for Outstanding Assistant City/County Manager.

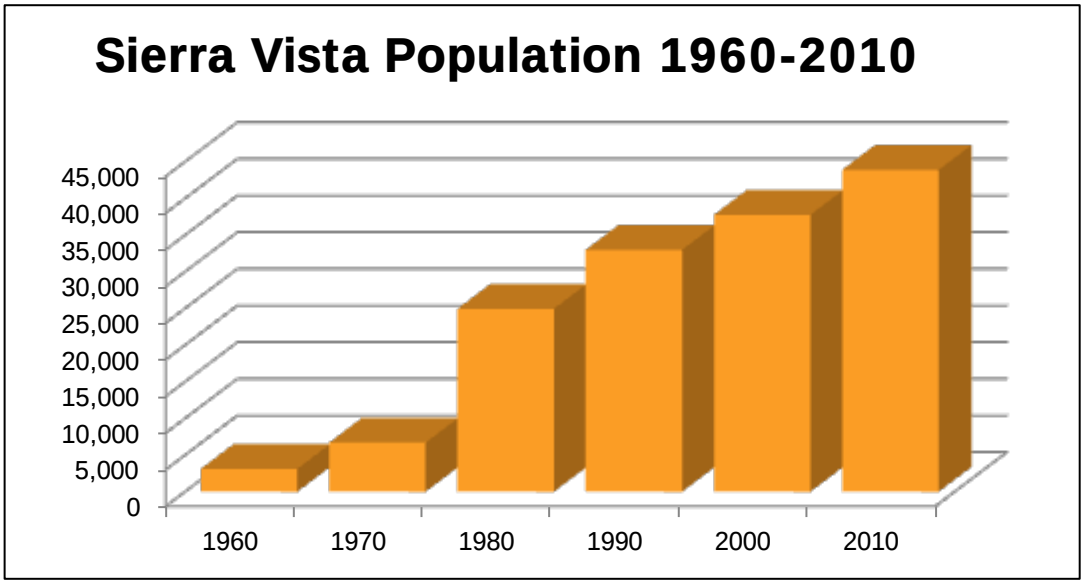
Jacobs is a volunteer for the Cochise County Juvenile Detention Center with a focus on providing mentorship to young women, and also serves as a Court Appointed Special Advocate (CASA). She also volunteers her services to non-profit organizations to assist them with strategic planning.

Jacobs holds a Bachelor of Arts degree in Political Science and a Master of Public Administration degree, both from the University of Arizona. Jacobs grew up in Tucson where her parents and many family members still reside. Jacobs has one daughter, Rachel, a senior in high school.

Population

The City of Sierra Vista has been a growing community for more than 50 years. The City experienced very rapid population growth in its early years, increasing by 273% in the decade between 1970 and 1980. The City continues to expand today, providing new challenges and opportunities for local government.

Sierra Vista Population		
Year	Population	Percentage Change
1960	3,121	
1970	6,689	114%
1980	24,937	273%
1990	32,983	32%
2000	37,755	14%
2010	43,888	16%



Demographics

Gender	
Male	48.8%
Female	51.2 %

Racial Composition	
Two or more Races	5.7%
One Race:	
White	74.5%
Black or African American	9.0%
American Indian and Alaska Native	1.1%
Asian	4.1%
Native Hawaiian/Pacific Islander	0.6%
Other	10.7%
Hispanic or Latino (of any race)	19.4%

Industry[2]	
Public Administration	22.4%
Educational, Health, and Social Services	20.0%
Prof, Scientific, Mgmt, Admin, & Waste Mgmt	14.1%
Arts, Recreation, Accommodation and Food Svc	12.7%
Retail trade	9.1%
Other	21.7%

Income (2014)[1]	
Less than $10,000	6.9%
10,000 to $14,999	3.5%
$15,000 to $24,999	7.4%
$25,000 to $34,999	9.4%
$35,000 to $49,999	16.1%
$50,000 to $74,999	20.7%
$75,000 to $99,999	14.3%
$100,000 to $149,999	14.8%
$150,000 to $199,999	4.1%
$200,000 and more	2.9%
Median Household Income	$58,818

Educational Attainment	
Less than 9th grade	3.6%
9th to 12th grade, no diploma	3.4%
HS grad	18.9%
Some College, no degree	29.8%
Associates degree	12.9%
Bachelor's degree	20.0%
Graduate or professional degree	11.5%

[1] US Census 2010-2014 American Community Survey 5-Year Estimates
[2] US Census 2010-2014 American Community Survey 5-Year Estimates

Cost of Living

The City of Sierra Vista's cost of living is comparable to other cities in Arizona, as shown by 2015 data from the Cost of Living Index[3] prepared by the Council for Community and Economic Research (C2ER). The C2ER COLI compares the cost of groceries, housing, utilities, transportation, health care and miscellaneous expenditures in various cities. The table below shows the percentage difference in the pricing index for other cities compared to Sierra Vista. The data indicates how much lower (represented by a negative number) or how much more expensive (represented by a positive number) the particular commodity group is in the comparable cities.

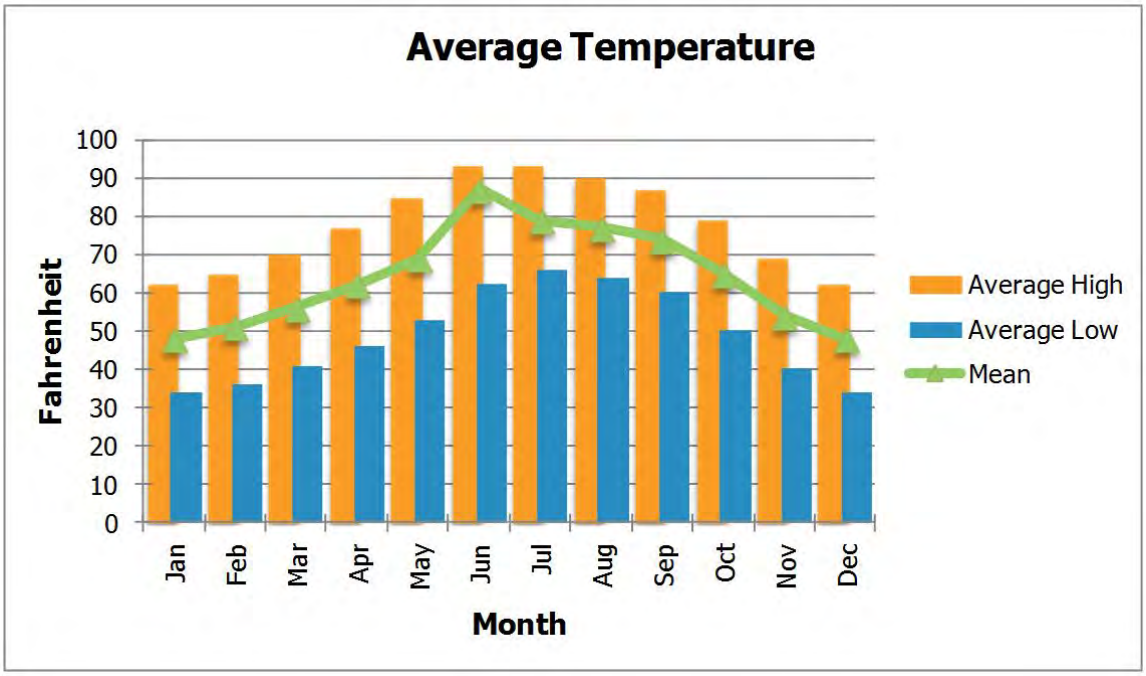
Sierra Vista To:	Phoenix	Flagstaff	Lake Havasu City	Prescott	Tucson
Groceries	-4.5%	-14.7%	-3.61%	-0.95%	-2.55%
Housing	-1.2%	-45.1%	-13.55%	-9.18%	11.21%
Utilities	6.9%	-11.4%	-2.22%	9.06%	11.95%
Transportation	-0.7%	0.7%	-5.64%	.10%	2.42%
Health Care	-2.6%	-19.0%	-12.25%	-1.16%	-9.29%
Miscellaneous	-0.9%	-17.8%	-2.68%	2.04%	-4.18%
COMPOSITE	-0.6%	-22.1%	-6.51%	-1.05%	2.62%

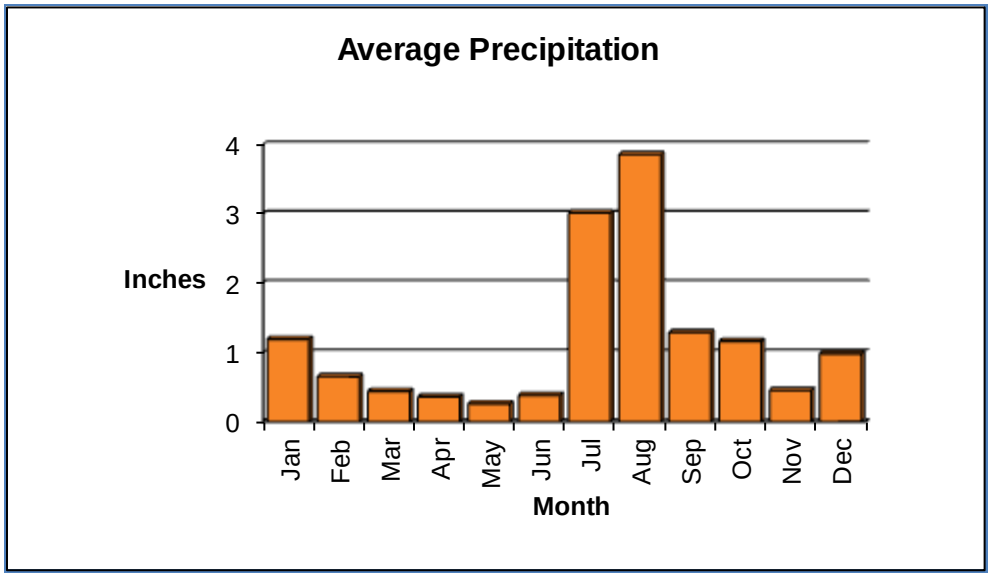
Climate

The City of Sierra Vista is located at 4,632 feet. Residents and visitors enjoy moderate year-round temperatures. The chart below reflects 2015 average temperature.

Month	Average High	Average Low	Mean	Average Precipitation	Record High	Record Low
Jan	62°F	34°F	48°F	1.19 in.	81°F (1999)	12°F (1987)
Feb	65°F	36°F	51°F	0.65 in.	83°F (1986)	11°F (1985)
Mar	70°F	41°F	56°F	0.44 in.	91°F (1989)	23°F (1985)
Apr	77°F	46°F	62°F	0.36 in.	97°F (1989)	28°F (1999)
May	85°F	53°F	69°F	0.26 in.	102°F (2002)	38°F (1995)
Jun	93°F	62°F	78°F	0.38 in.	107°F (1990)	46°F (1991)
Jul	93°F	66°F	79°F	3.01 in.	108°F (1989)	56°F (2004)
Aug	90°F	64°F	77°F	3.85 in.	102°F (1995)	53°F (1992)
Sep	87°F	60°F	74°F	1.29 in.	98°F (1983)	45°F (1985)
Oct	79°F	50°F	65°F	1.16 in.	96°F (1983)	31°F (1996)
Nov	69°F	40°F	54°F	0.45 in.	85°F (1988)	19°F (2004)
Dec	62°F	34°F	48°F	0.98 in.	79°F (1987)	15°F (1987)

[3] http://www.coli.org/compare.asp


Average Temperature
Fahrenheit
100
90
80
70
60
50
40
30
20
10
0
Jan
Feb
Mar
Apr
May
Jun
Jul
Aug
Sep
Oct
Nov
Dec
Month
Average High
Average Low
Mean


Average Precipitation
Inches
4
3
2
1
0
Jan
Feb
Mar
Apr
May
Jun
Jul
Aug
Sep
Oct
Nov
Dec
Month

Major Employers

Sierra Vista's Top 10 Employers, 2015[4]	
Employer	Fulltime Equivalent Employees*
U.S. Army Fort Huachuca	7,956
Sierra Vista Unified School District	707
Canyon Vista Medical Center	623
City of Sierra Vista	407
ManTech International Corporation	389
Cochise College	331
Engility Corporation	215
Lawley Automotive Group	181
Fort Huachuca Accommodation Schools	139
Cochise County	135

*A fulltime equivalent (FTE) employee equals one fulltime employee or two part-time employees. For employers with multiple site locations, the number of FTE employees reflects only those employees reporting to work in Sierra Vista. Note: this list includes only those employers who responded to the CER's annual top employer survey. Source: Cochise College Center for Economic Research.

[4] Cochise College Center for Economic Research 2016 Sierra Vista Economic Outlook

The Mayor and City Council adopted a Strategic Plan, "Our Future Vistas," in 2015, directing the City's current priorities. The Strategic Plan complements Vista 2030, the City's voter-approved General Plan.

Strategic planning is important because it establishes a vision of where the City would like to be in 20 years and then set goals and objectives that will help the City get there. The plan gives the City a flexible roadmap to the future. Rather than base our future on the trajectory of today, the hope of "Our Future Vistas" is to establish a vision for 20 years from now and steer the City to that vision.

Vision

Sierra Vista in 2030 is an attractive, vibrant and inviting place to live, work and visit. Our community, with its spectacular natural environment, mountain vistas, military heritage and engaged citizens provides a big city experience in a small town atmosphere.

Residents celebrate the addition of a new town center that marks a renaissance in the City's continued growth and development. The center serves as a gathering place for families and visitors with a variety of restaurants, arts and cultural activities, retail and nightlife in a safe, walkable setting.

Sierra Vista is a place where people are friendly and helpful, ideas are respected, and actions are taken based on collaborative input. We have a diverse population committed to developing and strengthening a healthy community and our citizen-centric city government operates with transparency.

The City's economy is strong and diverse with varied employment opportunities. Fort Huachuca continues to be a key regional and state economic driver, as well as an important U.S. military asset. A strong community- supported economic development program has resulted in new, quality business and industry in Sierra Vista, providing family-wage jobs that retain our youth to stay and raise families of their own.

Businesses choose Sierra Vista for our innovative and entrepreneurial spirit and because they are regarded as valued members of the community. Cultural, convention, military, and eco-tourism also strengthen our economy, drawing visitors from around the world. The success of the regional hospital has spurred the expansion of a thriving cluster of medical firms that serve communities throughout southeast Arizona. Retail activity is healthy, with a mix of independently owned and chain stores in attractive commercial districts. The West End is an appealing community gateway that invites military personnel, visitors, and residents to live, dine, shop and relax in this diverse neighborhood.

We have a bright sense of community, fostered by well-planned, managed growth that fills in, rather than expands the borders of our city. Our attractive neighborhoods, abundant parks, and readily accessible multi-use paths provide both recreation and transportation alternatives. The busy teen center provides safe and fun activities for our community's young people.

Sierra Vista has excellent police and fire protection; dependable water, trash and sewer service; and well-maintained public facilities, roads and airport. Emergency preparedness for natural or manmade disaster is a high priority. We protect and cherish our natural resources and have cooperatively developed creative conservation and landscaping solutions to moderate water use, and we have preserved our namesake mountain view. We consider community stewardship of the environment to be very important.

Sierra Vista is adjusting gracefully to growth in 2030 and is a delightful place to call home.

Mission

As stewards of the public trust, the City of Sierra Vista provides quality services and amenities through strategic and ethical leadership and is committed to building a strong, healthy and vibrant community where its residents can prosper.

Organizational Values

- We serve and are accountable to the public
- We are all responsible for achieving success in the City's strategic focus areas
- We collaborate across City departments to achieve our goals
- We value and encourage public participation
- We embrace every opportunity for partnerships
- We strive for continuous improvement

Critical Success Factors

A. Economic Prosperity

Sierra Vista has a qualified workforce that meets the need of its diverse employers and supports the missions of Fort Huachuca. Higher education opportunities continue to grow and remain affordable, producing employees capable of working for the community's primary employers. The City works effectively to attract new businesses, retain and grow current businesses, and promotes tourism and trade with Mexico.

B. Efficient and Accountable City Government

Through a professional organization, the City provides quality and innovative services, programs and facilities that exceed expectations while embracing community engagement and fostering effective partnerships.

C. Environmental Leadership

The City has a strong culture of environmental stewardship and is known as a leader in water and energy conservation efforts.

D. Healthy and Active Way of Life

Sierra Vista provides diverse recreational opportunities and programs, offers multi-modal transportation options, and is a walkable community with abundant open spaces and access to natural amenities that serve all ages. Partnerships provide expanded recreational and educational opportunities that ensures our community is aware of healthy lifestyle choices. The community is engaged through a multitude of recreation choices including special events and festivals, sports options, and parks.

E. Safe and Welcoming Community

Sierra Vista is an attractive, inviting community that makes a positive impression on residents and visitors, providing visible and respectful public safety services, safe and appealing neighborhoods, and opportunities for engagement.

F. Well-Maintained Infrastructure and Facilities

The City maintains its infrastructure and facilities through effective resource allocation. Alternative funding sources are sought and maximized through new and existing partnerships. The City employs new technologies and analytical techniques to improve efficiencies and reduce costs.

Initiatives:

Strategic Focus Area A: Economic Prosperity

A-1. Develop and invest in a tourism marketing strategy that is based on Sierra Vista's target markets, incorporating partners to maximize economic impact.

A-2. Leverage partnerships to effectively market Sierra Vista for both business attraction and tourism.

A-3. Expand lobbying efforts in support of retention and expansion on Ft. Huachuca and strengthen and create new partnerships to more effectively demonstrate the Fort's value.

A-4. Develop a design concept report for the future Town Center.

A-5. Establish quantifiable metrics to effectively measure the City's economic development efforts.

A-6. Identify workforce development needs with other partners that are necessary to provide quality employees to current and future employers.

A-7. Partner with K-12 schools to encourage programs that provide exploration of professional career options.

Strategic Focus Area B: Efficient and Accountable City Government

B-1. Implement the Classification and Compensation Plan for City employees.

Strategic Focus Area C: Environmental Leadership

C-1. Coordinate the development and support of water conservation programs and efforts with the Upper San Pedro Partnership members and other water partners.

C-2. Develop and implement a marketing campaign based on the City's environmental accomplishments.

Strategic Focus Area D: Healthy and Active Way of Life

D-1. Complete relevant goals of the national Let's Move program for Sierra Vista to improve community health and wellness while maximizing partnerships.

D-2. Develop an attainable master plan for the former Kings Court tennis center to incorporate into the small parks plan.

D-3. Develop partnerships and strategies with area wellness partners that foster a healthy, active lifestyle.

Strategic Focus Area E: Safe and Welcoming Community

E-1. Develop, finance and implement a program to incentivize West End commercial property improvements.

E-2. Update and implement a plan to beautify public infrastructure that increases walk-ability and bike-ability on Fry Blvd. and North Garden Ave.

Strategic Focus Area F: Well-Maintained Infrastructure and Facilities

F-1. Create an asset inventory and needs assessment for all City facilities to guide future investment.

The State of Arizona requires general plans in all municipalities to guide their future growth. Elements of the required plans vary according to the size of the community. Sierra Vista chose to include all the elements mandated by State law regardless of the City's size.

A general plan has guided the City since 1965. Over the years, Sierra Vista's general plan has contained the community's goals and strategies for the future in areas like land use, environment, transportation, and public services. The plan has provides the basis for development regulations and project funding. The General Plan authored in 1965 was produced by a consultant and includes standards, maps, and goals and objectives, many of which are still relevant.

The City's first revision to the 1965 plan was the 1985 VISTA 2000 General Plan. In drafting this new plan the City staff created a planning process that encouraged community-wide participation and contributions by public officials.

The City Council adopted VISTA 2010 in 1995. The planning process for VISTA 2010 began with the Planning and Zoning Commission review of each goal, policy, and objective. City staff attended a variety of meetings with local service and business organizations to present information on the plan and adoption process. Additionally, staff held a series of public meetings to discuss the plan and receive community views. A major focus of VISTA 2010 was to create a user-friendly document, unlike the 500-page VISTA 2000. The adoption of VISTA 2010 reaffirmed a number of previously adopted specific plans, including plans for housing, surface water, sewers, fire protection, and the airport.

In 1998 and 2000 respectively, the Arizona State Legislature passed Growing Smarter (GS) and Growing Smarter Plus (GS+) that established new guidelines for general plan content and adoption. These new State guidelines caused the City of Sierra Vista to initiate a rewrite of their existing General Plan. VISTA 2020, ratified by voters in May 2003, conformed to the new requirements contained in GS and GS+.

In VISTA 2030, the newest revision of the plan approved by voters in November 2014, each element stands alone, as required by state law. However, all elements are interrelated; therefore, a holistic decision-making approach is fundamental to City action. Management and planning tools, such as modeling, forecasting, census analysis, and decision-trees, are beneficial to this type of integrated approach.

The following pages present VISTA 2030 and how "Our Future Vistas" strategic plan focus areas and initiatives relate to the VISTA 2030 goals.

Vista 2030 Goal	Strategic Plan Focus Area	Strategic Plan two-year Objective
Element 1: Citizen Participation		
Goal 1.1: Increase citizen participation in the governmental decision process.	Efficient and Accountable City Government	
Element 2: Land Use		
Goal 2.1: Develop a well-planned City	Safe and Welcoming Community	
Goal 2.2: Coordinate with Fort Huachuca for all future City development	Efficient and Accountable City Government	
Goal 2.3: Economic development shall be considered when planning future sites.	Economic Prosperity	
Goal 2.4: Consider environmental impacts when planning future sites.	Environmental Leadership	
Goal 2.5: Develop and implement aesthetic standards along all major roadways and gateways into the City.	Safe and Welcoming Community	
Goal 2.6: Plan appropriate development of vacant State Trust Land located within the City.	Economic Prosperity	
Goal 2.7: Annex areas that provide the most benefit to the City as stated in the City's Annexation policy.	Efficient and Accountable City Government	
Element 3: Transportation and Circulation		
Goal 3.1: A public transportation system that incorporates and encourages all modes of transportation.	Safe and Welcoming Community	Update and implement a plan to beautify public infrastructure that increases walk-ability and bike-ability on Fry Blvd. and North Garden Ave.

Goal 3.2: Design roadways and circulation patterns that enable efficient movement for all modes of transportation.	Well-Maintained Infrastructure and Facilities	
Goal 3.3: Meet or exceed ADA (Americans with Disabilities Act) requirements for public infrastructure and the public transit system.	Safe and Welcoming Community	
Goal 3.4: Expand transportation choices that reduce reliance on single-occupancy vehicles.	Safe and Welcoming Community	
Goal 3.5: Ensure that VISTA Transit meets the needs of the growing community.	Efficient and Accountable City Government	
Goal 3.6: Ensure that air transit facilities are adequate for community needs.	Well-Maintained Infrastructure and Facilities	

Element 4: Open Space		
Goal 4.1: Identify potential open space land.	Environmental Leadership	
Goal 4.2: Obtain land for open space.	Environmental Leadership	
Goal 4.3: Provide stewardship programs to protect open space land.	Environmental Leadership	

Element 5: Growth		
Goal 5.1: Ensure growth areas are developed meeting community expectations.	Safe and Welcoming Community	
Goal 5.2: Coordinate with other government agencies when developing in the growth areas.	Efficient and Accountable City Government	
Goal 5.3: Create strategies that ensure economic diversity within the growth areas.	Economic Prosperity	Establish quantifiable metrics to effectively measure the City's economic development efforts.

Element 6: Environmental Planning		
Goal 6.1: Maintain a high standard of air quality.	Environmental Leadership	
Goal 6.2 Maintain a high standard of water quality.	Environmental Leadership	
Goal 6.3: Protect natural resources.	Environmental Leadership	

Element 7: Cost of Development		
Goal 7.1: Update the analysis determining the fiscal and capital cost-revenue impact of new development.	Efficient and Accountable City Government	

Element 8: Water Resources		
Goal 8.1: Participate in partnerships between local, state, and federal agencies and private water companies.	Efficient and Accountable City Government	Coordinate the development and support of water conservation programs and efforts with the Upper San Pedro Partnership members and other water partners.
Goal 8.2: Purchase local, private water companies, when feasible and available.	Efficient and Accountable City Government	

Element 9: Conservation		
Goal 9.1: Protect and conserve natural resources.	Environmental Leadership	
Goal 9.2: Develop effective water management policy for City government.	Environmental Leadership	
Goal 9.3: Reduce water pumping from the aquifer.	Environmental Leadership	
Goal 9.4: Augment existing water supplies.	Environmental Leadership	
Goal 9.5: Establish effective partnerships with other public and private entities to advance water conservation.	Efficient and Accountable City Government	

Goal 9.6: Provide educational programs and materials	Environmental Leadership	
Goal 9.7: Mitigate development impact on areas designated as wildlife corridors and sensitive vegetation.	Environmental Leadership	

Element 10: Parks and Recreation		
Goal 10.1: Increase designated parkland to meet City's level of service (LOS) standard.	Healthy and Active Way of Life	
Goal 10.2: Design and develop sufficient parkland and facilities to meet the needs of the community.	Healthy and Active Way of Life	Develop an attainable master plan for the former Kings Court tennis center to incorporate into the small parks plan.
Goal 10.3: Maintain parks and facilities to City standards.	Well-Maintained Infrastructure and Facilities	
Goal 10.4: Establish facilities and programs to meet the needs of Sierra Vista residents.	Healthy and Active Way of Life	
Goal 10.5: Improve interconnectivity between the paved multi-use path system and parks.	Healthy and Active Way of Life	

Element 11: Public Facilities, Services, and Public Buildings		
Goal 11.1: Provide high-level of city services and high-quality facilities.	Well-Maintained Infrastructure and Facilities	Create an asset inventory and needs assessment for all City facilities to guide future investment.
Goal 11.2: Site new schools in appropriate locations.	Economic Prosperity	
Goal 11.3: Deliver high-quality customer service.	Efficient and Accountable City Government	
Goal 11.4: Advance a business friendly approach to development.	Economic Prosperity	

Goal 11.5: Incorporate the natural environment, surrounding land uses, and community design standards when locating and developing public buildings and facilities.	Environmental Leadership	
Goal 11.6: Responsibly and intentionally create a city that protects neighborhood vitality and improves community and economic development.	Economic Prosperity	
Goal 11.7: Integrate the Surface Water Plan provisions into designs and construction of improvements and modifications to washes and drainageways.	Well-Maintained Infrastructure and Facilities	
Goal 11.8: Comply with Cochise County's Regional Solid Waste Management Plan.	Efficient and Accountable City Government	
Goal 11.9: Maintain an economical, environmentally safe, and efficient wastewater treatment system.	Well-Maintained Infrastructure and Facilities	
Goal 11.10: Provide fire and emergency services protection that meet or exceed the National Fire Protection Association (NFPA) standards.	Safe and Welcoming Community	
Goal 11.11: Provide public safety (police) protection that meets or exceeds the Commission on Accreditation of Law Enforcement Agencies (CALEA®) standards.	Safe and Welcoming Community	
Goal 11.12: Provide quality library services.	Healthy and Active Way of Life	

Element 12: Housing and Neighborhoods		
Goal 12.1: Promote quality affordable rental housing.	Economic Prosperity	
Goal 12.2: Promote quality affordable owner-occupied housing.	Economic Prosperity	
Goal 12.3: Improve understanding of property management and maintenance for homeowners and renters.	Safe and Welcoming Community	

Goal 12.4: Continue enforcing the Neighborhood Enhancement Property Maintenance Program to encourage the quality, safety, and livability of neighborhoods.	Safe and Welcoming Community	
Goal 12.5: Revitalize targeted areas.	Economic Prosperity	
Goal 12.6: Build strong neighborhoods.	Safe and Welcoming Community	
Goal 12.7: Safeguard the condition and quality of the housing stock in order to maintain attractive and livable neighborhoods.	Economic Prosperity	
Goal 12.8: Increase housing choices that serve all age groups and needs.	Economic Prosperity	
Goal 12.9: Develop High-Quality Housing Developments.	Economic Prosperity	

Element 13: Redevelopment and Infill Development		
Goal 13.1: Maintain, improve, and revitalize older areas of the community.	Economic Prosperity	Develop, finance and implement a program to incentivize West End commercial property improvements.
Goal 13.2: Promote the Infill Incentive District Policy.	Economic Prosperity	
Goal 13.3: Promote the adaptive reuse of buildings.	Economic Prosperity	

Element 14: Safety		
Goal 14.1: Mitigate or minimize the impacts of a disaster.	Safe and Welcoming Community	

Element 15: Economic Development		
Goal 15.1: Update the *Plan for Prosperity* every five years.	Economic Prosperity	

Goal 15.2: Actively promote the growth and expansion of a strong and diverse regional economic base while collaborating with employers and educational organizations to improve the quality of workforce readiness and economic development.	Economic Prosperity	Identify workforce development needs with other partners that are necessary to provide quality employees to current and future employers.
Goal 15.3: Encourage opportunities for a diverse economy.	Economic Prosperity	Leverage partnerships to effectively market Sierra Vista for both business attraction and tourism.
Goal 15.4: Make certain that private development is consistent with the City's environmental goals and concerns.	Environmental Leadership	
Goal 15.5: Make Sierra Vista the hub of tourist activities in southeastern Arizona.	Economic Prosperity	Develop and invest in a tourism marketing strategy that is based on Sierra Vista's target markets, incorporating partners to maximize economic impact.

Element 16: Arts, Humanities, and Cultural Activities		
Goal 16.1: Create a climate where arts, humanities, and cultural activities flourish.	Healthy and Active Way of Life	

Element 17: Urban Design		
Goal 17.1: Make Sierra Vista a city distinguished by its orderly and aesthetic-character.	Safe and Welcoming Community	
Goal 17.2: Develop a cohesive urban character that makes Sierra Vista a community unto itself.	Safe and Welcoming Community	
Goal 17.3: Provide a variety of housing types.	Economic Prosperity	
Goal 17.4: Develop a Town Center.	Economic Prosperity	Develop a design concept report for the future Town Center.

Schedule of Budget Process and State Mandated Deadlines

Action	Deadline
City Council retreat to establish priorities and review mid-year revenue analysis	January
Budget kick-off meeting with departments heads to disseminate instructions and worksheets	Mid-February
Initial department budget submittals due to Budget Officer	Mid-March
City Manager review of budgets, meetings with departments	Late March
Revenue projections finalized and presented to Council	Early April
Recommended Tentative Budget distributed to City Council	Late May
Individual budget meetings with Council Members	Early June
City Council Tentative Budget Work Sessions	Early June
City Council Adopts Tentative Budget	On or before the first Monday in July
Tentative Budget published once per week for two consecutive weeks in newspaper, including the time and place of the budget hearing and a statement indicating where the proposed budget may be examined.	Depends on budget adoption date and newspaper publishing dates
Receive from the county assessor certified property values necessary to calculate the property tax levy limit. Notify the Property Tax Oversight Commission within three days as to agreement or disagreement with the property tax levy limit.	On or before the tenth day prior to adopting the tax levy
Make the property values provided by the county assessor available for public inspection	Seven days prior to adoption of tax levy
Hold public hearing on budget and property tax levy. Convene special meeting to adopt final proposed budget	On or before the seventh day before the tax levy is adopted
Adopt property tax levy	On or before the third Monday in August
Forward certified copy of tax levy ordinance to county. Tax levy by the board of supervisors must be made on or before the third Monday in August – A.R.S. 42-304 a.)	On or before the third Monday in August

CITY OF SIERRA VISTA

CHART OF ORGANIZATION

RESIDENTS

MAYOR & CITY COUNCIL

Mayor
Frederick "Rick" Mueller

City Council
Robert Blanchard, Mayor Pro Tem
Alesia Ash
Gwen Calhoun
Rachel Gray
Henrietta Huisking
Craig Mount

BOARDS AND COMMISSIONS

CITY ATTORNEY
Nathan Williams

CITY MANAGER
Charles P. Potucek

ASST. CITY MANAGER
Mary Jacobs

MARKETING & PUBLIC AFFAIRS

ECONOMIC DEVELOPMENT

FINANCE

PUBLIC WORKS DEPARTMENT
Sharon Flissar, P.E.
- Engineering
- Operations

COMMUNITY DEVELOPMENT
Matt McLachlan, AICP
- Planning
- Building Inspections
- Neighborhood Enforcement

LEISURE & LIBRARY SERVICES
Victoria Yarbrough
- Leisure Programs and Services
- Library Services

POLICE DEPARTMENT
Adam Thrasher
- Administrative Communications & Records
- Patrol
- Special Operations
- Animal Care & Control

FIRE DEPARTMENT
Ron York
- Administration
- Operations
- Training
- Prevention

ADMINISTRATIVE SERVICES
- City Clerk - Jill Adams
- Human Resources - Barbara Fleming
- Information Technology - Abe Rubio
- Procurement - Laura Wilson

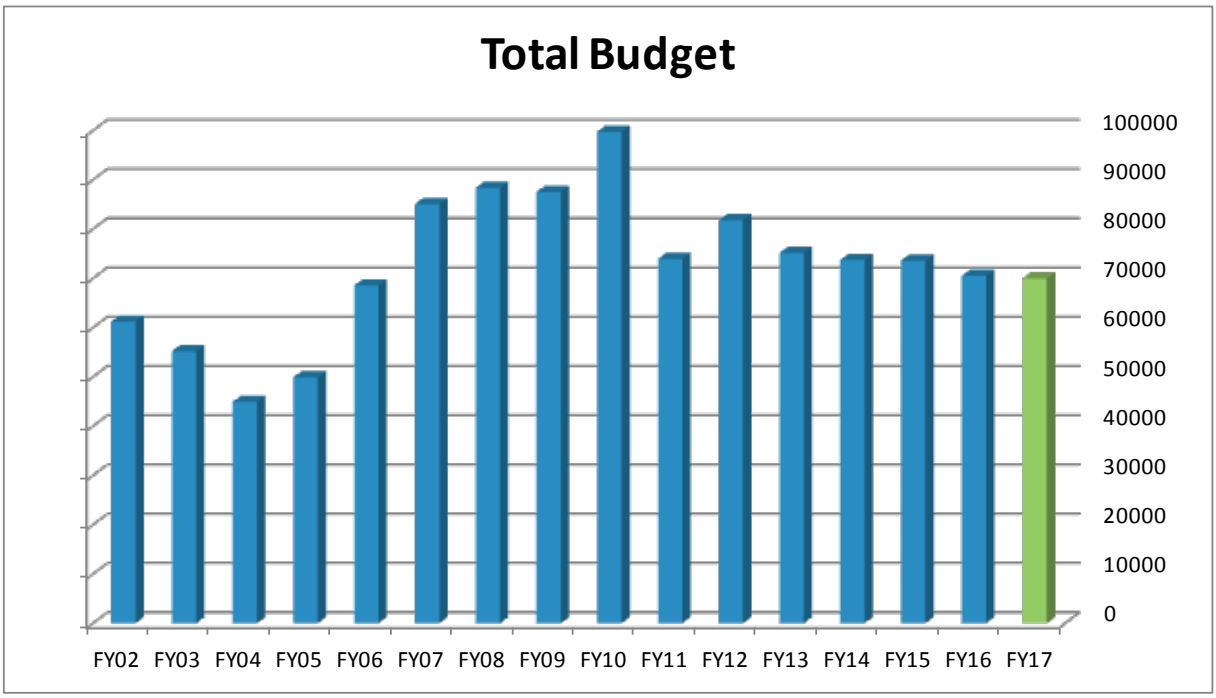
Budget Summary

The first part of this section provides an overview of the FY17 budget along with a summary of budgeting practices and principles. It continues with a summary of different revenue sources. The second part of this section provides a summary of expenditures by major category.

FY17 Overview

The Fiscal Year 2017 (FY17) budget decreased .7% from Fiscal Year 2016 (FY16). Below is a table showing the total budget amounts for the last fifteen years, along with a graph depicting the changes over time. The City budget steadily increased from 2005 until 2008, when Sierra Vista and the rest of the United States experienced recession. Due to conservative budgeting and strict financial management, the City did not experience the same budget shortfalls that many others did around the country. Following the recession, the FY10 Budget was inflated due to one-time revenue of $21.5 million in American Recovery and Reinvestment Act Funds. Since then, the City has continued to project revenue decreases and has budgeted accordingly. The City implemented budget reduction measures before adoption of the FY14 Budget. These measures included a hiring freeze, reorganizations, and a reduction in capital expenditures, which have continued in the years since. As a result, the FY17 budget reflects fiscal stability through conservative budgeting and ongoing efficiencies and reductions in operations and maintenance costs.

Year	Budget Amount	Change
FY02	$ 61,200,059	
FY03	$ 55,207,924	-10%
FY04	$ 44,917,175	-19%
FY05	$ 49,918,997	11%
FY06	$ 68,526,036	37%
FY07	$ 85,052,587	24%
FY08	$ 88,330,664	4%
FY09	$ 87,501,649	-1%
FY10	$ 99,728,492	14%
FY11	$ 73,919,307	-26%
FY12	$ 81,758,371	11%
FY13	$ 75,151,135	-8%
FY14	$ 73,708,643	-2%
FY15	$ 73,570,106	-0.2%
FY16	$ 70,484,240	-4.2%
FY17	$ 70,020,613	-0.7%



The graph above shows the total budget expenditures from FY02 to FY17. City revenues, while low, are stable as Sierra Vista recovers from difficult economic conditions. Federal defense spending reductions following the Great Recession significantly impacted local sales tax collections because of the influence of Fort Huachuca on Sierra Vista's economy. City revenue began to stabilize in FY14 due to an increase in State Shared Revenue (Highway User Revenue Fund, Income Tax, and Sales Tax) but stagnated overall due to a reduction in Local Sales Tax Revenue. For the upcoming fiscal year (FY17), local and state-shared revenues are projected to remain constant.

During the most difficult years of the recession, the City was able to balance its budget without laying-off a single employee, nor reducing any salaries. This year's budget includes the classification and compensation plan that was adopted in 2015

Developing the City's Annual Budget

The City of Sierra Vista uses a July 1st to June 30th Fiscal Year. This fiscal year is the same as the fiscal year used by the State of Arizona.

To start the budget process, the City estimates revenue for the coming year. The City reviews actual revenues from several past years, coupled with local, state and national economic projections of spending and cost data. The League of Arizona Cities and Towns prepares and presents estimates of specific State-shared revenue to the City. The estimates, provided by the State, tend to be fairly accurate and used as a comparison for the City's revenue projection. The City uses historical data along with current projections in order to prepare a more accurate revenue forecast.

After reviewing all of this information, the City develops an estimate of anticipated revenue for the coming year. Projections are made by combining a quantitative data review with subjective analysis that allows the City to incorporate current economic conditions.

Solid revenue projections ensure that the City allocates resources properly. This enables the City to provide the highest level of service to its citizens. If the City were to overestimate revenue, cuts may be required mid-year. On the other hand, if the City were to underestimate revenue, the City would not be providing the highest level of service possible to its citizens.

Budget Principles

In order to ensure that the City of Sierra Vista is able to maximize its ability to serve its citizens, the City uses a set of principles. These principles are used throughout the budget process.

1. Prioritize the accomplishment of City Council's Strategic Plan Initiatives.
2. Budget decisions will be made with long-term implications taken into account.
3. Focus on benefit to community as a whole.
4. Fiscally responsible decisions when making budget decisions.
5. Conservative revenue estimates to account for economic uncertainty.
6. Adequate general fund reserve levels.
7. Smart personnel management to not overextend available resources.
8. Maintain/Increase employee salaries without making cuts elsewhere.
9. Balance the Budget without reserve usage.
10. Review rate structure of enterprise operations to ensure efficient revenue generation.
11. Plan for long-term maintenance cost of new and existing City facilities.

12. Incorporate the Citizens' Advisory Commission capital recommendations into the budget wherever possible.
13. Use a consensus with Department Directors on necessary programs and projects.
14. City Manager makes final budget decisions for the recommended budget.
15. The City Council makes final budget decisions.

Incorporation of Strategic Plan

The FY17 Budget continues to incorporate the City Council's Strategic Plan Framework. The City is dedicated to completing the two-year initiatives and making progress on areas identified as critical success factors. City Council updated their Strategic Plan Framework in 2015; the FY17 Budget represents the second year of the current plan.

The strategic plan is broken into six critical success factor areas, with a total of sixteen initiatives (objectives). These factors and initiatives form the priorities for the City to accomplish in a given budget year, and help to inform decisions regarding both funding and staff time.

Revenue by Major Category

In order to provide services for citizens, the City must raise revenue. The City currently estimates raising $70,020,613 in FY17. The City raises revenue through many sources including taxes (both sales and property), user fees (fees to use a service, e.g., The Cove and Refuse), State-Shared Revenue, and grants. The City applies for and receives many grants, including grants for Public Safety, Airport and street maintenance. The Police Department has received specialized equipment through the grant process.

The City also receives money from donations and private grants. It is projected that the City will raise $3,062,424 in donations and private grants this year. These donations and private grants include resources to many departments including the Library, Police, Parks, Leisure and Public Works. The voluntary donations assist the City in maintaining services and buildings. Previous donations helped construct the Nancy Brua Animal Care Center and the Skate and Bike Court. Leisure and Fire are applying for private grants to exceed $2,180,000 during the year. Not all donations consist of monetary gifts from individuals or organizations. Some very large donations are projects such as roads which are paid for by another entity and donated to the City for maintenance. The full value of these donations are recorded as assets for the purposes of accounting and tracking depreciation in accordance with generally accepted accounting principles.

The table on the next page summarizes the amount of revenue budgeted in FY17 by major category. The largest revenue generators are the City Sales Tax, State-Shared

Revenue, and Grants. These three categories comprise approximately 57 percent of the total revenue generated.

	FY16 Budget	FY17 Budget	% Change	FY17 % of Total
City Sales Tax	$17,931,525	$17,931,524	0%	25.61%
Property Tax	$364,000	$362,147	-1%	0.52%
Franchise Fees	$1,325,000	$1,325,000	0%	1.89%
Licenses & Permits	$510,500	$340,500	-33%	0.49%
Grants	$5,014,228	$4,576,216	-9%	6.54%
Local Govt. Payments	$853,867	$481,096	-44%	0.69%
State Shared Revenue	$14,326,840	$14,349,418	0%	20.49%
H&A Revenues	$4,028,000	$4,319,000	7%	6.17%
Ambulance Fees	$1,500,000	$1,975,000	32%	2.82%
Public Safety Fees	$100,000	$100,000	0%	0.14%
GMC Revenues	$1,455,000	$1,336,500	-8%	1.91%
Transit Fares	$115,000	$116,000	1%	0.17%
Airport Revenues	$1,136,209	$1,098,561	-3%	1.57%
Sewer Revenues	$3,927,176	$3,776,676	-4%	5.39%
Refuse Revenues	$4,682,693	$4,462,693	-5%	6.37%
Leisure Revenue	$1,090,000	$1,090,000	0%	1.56%
Planning Revenue	$124,715	$78,000	-37%	0.11%
Development Fees	$440,556	$373,472	-15%	0.53%
Investment Income	$14,500	$14,500	0%	0.02%
Donations	$3,436,350	$3,062,424	-11%	4.37%
Sale of Fixed Assets	$40,000	$40,000	0%	0.06%
Notes Payable	$1,251,000	$1,804,500	44%	2.58%
Carryover	$5,947,981	$6,139,086	3%	8.77%
Misc Revenue	$869,100	$868,300	0%	1.24%
Total	**$70,484,240**	**$70,020,613**	-1%	**100.00%**

City Sales Tax Package

The City of Sierra Vista uses a sales tax package to generate revenue for services. City Council voted to change the tax package in FY16 for the first time since FY07 by approving a .2% increase to both retail sales and use tax. The table below shows the different taxes levied by the City as well as the amount levied by the County and State. The percentages were increased to maintain a high level of City services, and invest in facilities maintenance, economic development, administrative efficiency, and neighborhood enforcement.

The Citizens' Advisory Commission studied the overall tax package level in FY15, FY12, and FY07. After recommending no changes in FY12, the Commission's FY15 study recommended several options for changes to the City sales tax structure. The Sierra Vista City Council ultimately agreed on the modest increase to retail sales and use taxes, which took effect on November 1, 2015.

	City	State and County	Total
Retail Privilege (Sales) Tax	1.95%	6.10%	8.05%
Use Tax	1.95%	5.60%	7.55%
Restaurant/Bar	2.60%	6.10%	8.70%
Hotel/Motel	5.50%	6.05%	11.55%
Construction Contracting	2.45%	6.10%	8.55%
Rental of Real Property	1.00%	0.00%	1.00%
Utilities	2.00%	6.10%	8.10%

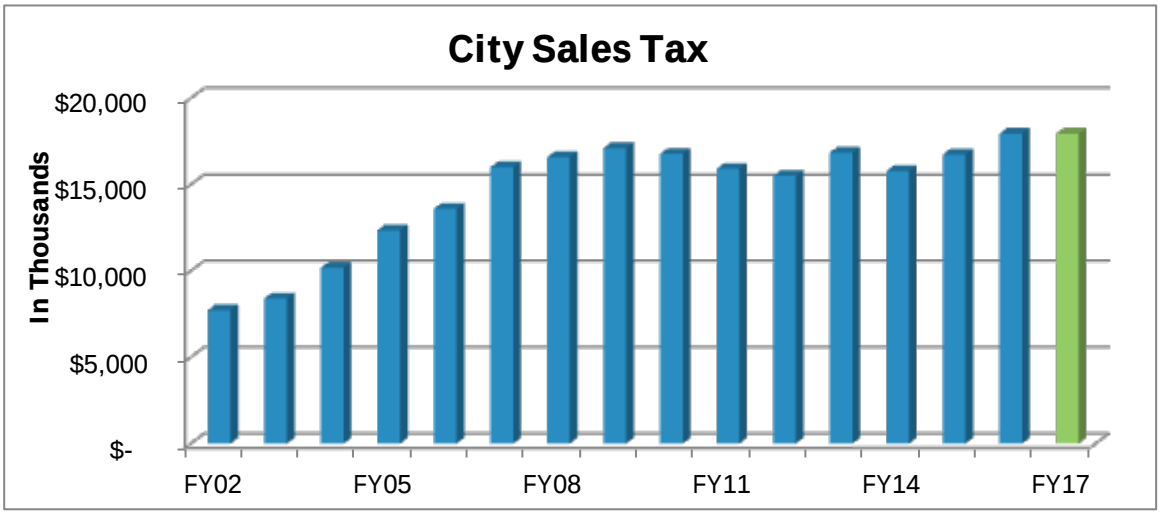
The City's tax package contributes about 27 percent of the City's total revenue. These taxes contribute about one-third of the total general fund revenue.

The City relies on a Retail Privilege (Sales) Tax for a large percentage of revenue raised through the City Sales Tax Package. The local sales tax collections appear to have recovered from a downward trend, with slight increases projected for the coming year in addition to the small rate increase. However, the City of Sierra Vista will continue to make conservative revenue projections because the long-term outlook for Department of Defense spending at Fort Huachuca remains uncertain given federal budget challenges.

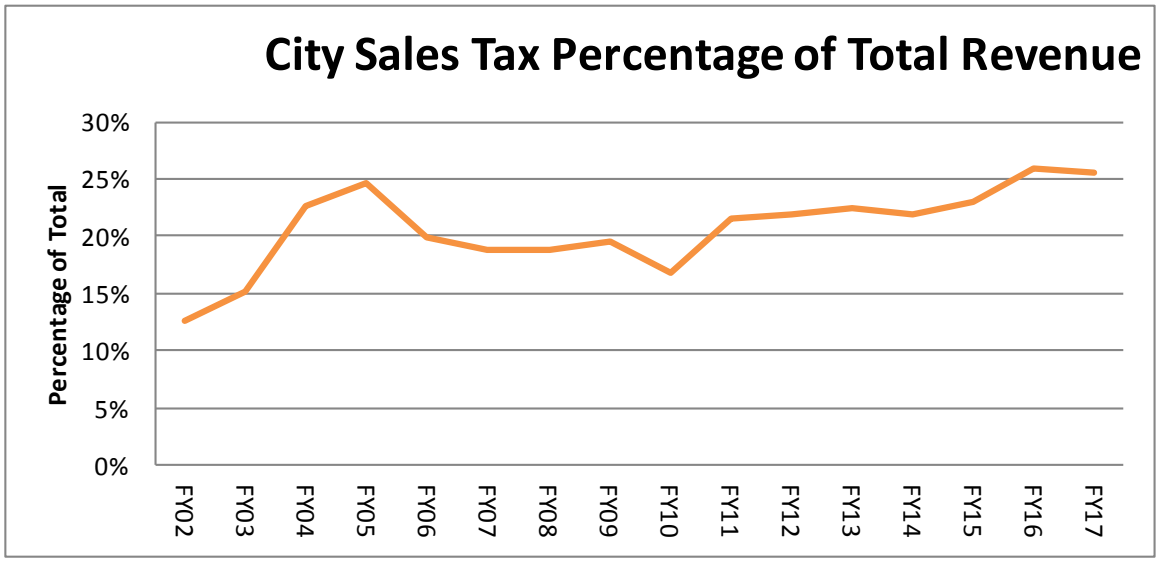
Of the total sales tax, one-half of one percent (0.5%) is designated for capital projects. This money is used for the construction and operations of major capital projects. The money is also used for major capital maintenance projects. For FY17, $1,182,800 is projected to be set aside for these purposes.

Approximately five percent (5%) of the total city tax revenue comes from a 1% tax on the rental of real property.

The following graphs illustrate the overall revenue generated by the City Tax Package and the proportion of the City's total revenue that the Tax Package generates for the last fourteen years, including the FY16 budget and FY17 estimate.



The City Sales Tax is not the only source of revenue for the City. The graph below depicts the percentage of the City's revenue generated by the City Sales Tax. With the decline in State-Shared Revenue in FY02-FY04, the percentage of revenue raised through the sales tax increased. The trend then declined from FY05 until FY10, when the City felt the impacts of the recession. Since FY10, the City Sales Tax has gradually become a larger portion of the total City revenue once again. In FY17, Sales Tax comprises roughly twenty-six percent (26%) of the overall revenue received.



Property Tax

The City levies a property tax. The property tax makes up a very small percentage (0.53%) of the City's total revenue. The current rate is $0.1136 per $100 of assessed value. This translates to a City property tax bill of $11.36 per $100,000 of assessed

valuation. The City property tax rate has remained the same since FY13, while actual revenue received has decreased due to declining property assessment values.

Property taxes are limited in the amount of revenue that they can generate by state law. The aggregate Property Tax amount can increase only two percent each year. A city's property tax aggregate amount can increase more than two percent based on new construction. The City does not receive a large percent of its revenue from property taxes.

The City Council had the option to charge a Property Tax rate of up to 0.1608 in FY15 but chose to keep the levy rate at the FY13 level of $0.1136. If the City increased the property levy to its maximum allowable, the City would collect an additional $151,572.

State Shared Revenue

State-Shared Revenue is another source of revenue. The major types of State-Shared Revenue are sales tax, income tax, vehicle licensing tax, and gas tax (HURF).

	FY16 Budget	FY17 Budget	Change
Income	$5,284,109	$5,312,329	$ 28,220
Sales	$4,192,731	$4,087,089	($105,642)
HURF	$2,950,000	$2,950,000	$0
Auto Tax	$1,900,000	$2,000,000	$100,000
Total	**$14,326,840**	**$14,349,418**	**$22,578**

Distribution of State-Shared Income Tax is based on population. Cities in the State of Arizona cannot levy an income tax, but the State allocates 15 percent of the total state income tax collected to incorporated municipalities using a formula approved by the Legislature. Each jurisdiction receives a percentage of the State revenue in direct proportion to the percentage of the total state population represented by that jurisdiction. As a result, if other Arizona cities grow faster than Sierra Vista, then Sierra Vista represents a smaller percentage of the total State population. If Sierra Vista grows proportionally faster than other Arizona cities, then the City receives a larger proportion of the available pool received by the State. The State Department of Economic Security develops population estimates.

The City also receives State-Shared Sales Tax. Similar to the State Income Tax sharing, cities in Arizona share 25 percent of the overall base state sales tax collection based on a population formula.

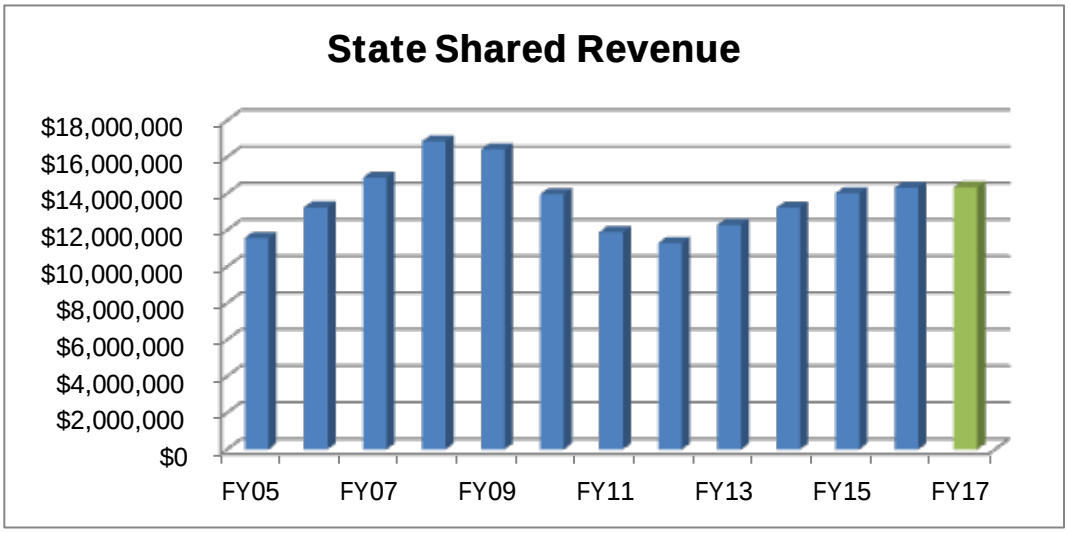
Highway User Revenue Funds (HURF) are generated from a gas tax on each gallon of gasoline and diesel fuel sold in the state. This tax is also collected by the State, but

redistributed back to Counties and Municipalities. HURF funds are restricted to being spent on the construction and maintenance of street operations. The concept of this funding source is to have those who drive on the streets (i.e., pay for fuel for their vehicle) pay to maintain and build those same streets. However, it is not a one-to-one relationship and the State funding is insufficient to cover all of the costs of building and maintaining the public streets in the City of Sierra Vista.

In FY17, the City anticipates receiving about the same amount of State Shared Revenue as in FY16. State Shared Revenue is the second largest revenue source to the City, contributing just over 20 percent of the total budget and just below 35 percent of the General Fund Budget.

The following chart and graph depict State-Shared Revenue from the last ten years. The City experienced a decrease in State-Shared Revenue following the 2010 census because Sierra Vista experienced a lower population growth rate than other Arizona cities. Since the revenue is distributed based on population, a change in population will affect the percentage that a City receives. State Shared Revenue collections have since increased for the past four years, but the City anticipates another decline following the next Census adjustments.

	State Shared Revenue	% Change
FY06	$13,239,294	14%
FY07	$14,864,462	12%
FY08	$16,850,298	13%
FY09	$16,413,186	-3%
FY10	$13,955,564	-15%
FY11	$11,882,753	-15%
FY12	$11,290,654	-5%
FY13	$12,284,953	9%
FY14	$13,222,907	8%
FY15	$14,015,003	5.7%
FY16	$14,326,840	2.2%
FY17	$14,349,418	0%



Grants

In order to enhance and expand services provided by the City without tax increases, the City applies for and receives numerous grants each year. Police, Fire, Public Works, and Community Development receive the most in grant awards.

Grant revenue accounts for 6.5 percent of the total estimated revenue to be received in FY17. Grant-funded projects include economic development programs, fire and police equipment, airport capital improvements, and others.

Notes Payable

The City of Sierra Vista utilizes short-term financing to complete capital projects and also for the purchase of capital equipment. The City will raise $1,804,500 in financing funds in FY17. These funds will be used to purchase fleet vehicles, a fire apparatus and other large vehicles. A full list of financed projects and equipment can be found in the debt section.

User Fees

User Fees cover a wide range of revenue. The following table displays a list of the fees and forecasted revenue. Sewer and Refuse fees are user fees but presented in another section.

	FY17	% of User Fee Revenue
Labor Charges	$ 300,000	15%
Fluids Charges	$ 315,000	15.5%
Other GMC Revenues	$ 30,000	1.5%
Lease Revenues	$ 19,200	0.9%
Hangar Lease Revenue	$ 190,000	9.3%
Hangar Electrical Revenue	$ 5,000	0.2%
Tie Down Lease Revenue	$ 7,500	0.4%
Office Space Rental Revenue	$ 7,500	0.4%
Delinquent Lease Fees	$ 1,000	0.0%
Court Fees	$ 20,000	1.0%
Court Fines	$ 100	0.0%
Library Fines	$ 50,000	2.5%
Performing Arts - Rec	$ 75,000	3.7%
Kids World	$ 410,000	20.1%
Rentals	$ 90,000	4.4%
Aquatics	$ 250,000	12.3%
Sports	$ 75,000	3.7%
Classes	$ 75,000	3.7%
Adult Trips	$ 15,000	0.7%
Senior Programming	$ 15,000	0.7%
Community Events	$ 85,000	4.2%
	$2,035,300	100.0%

Ambulance Fees

The City charges fees to the user of ambulance services. Expected revenue from the provision of ambulance services for FY17 is $1,975,000. This is an increase of $475,000 from FY16 as a result of a peak hour EMS crew which will transport patients to and from medical appointments, nursing homes and Life Care center. Ambulance fees are separate from other user fees as a result of their unique identity. The City will continue an approved service charge for all EMS (911 Ambulance) calls requiring extensive treatment without transport.

Public Works Services

The City receives money from Public Works operations, which includes fleet and equipment maintenance provided for outside agencies. These are reflected as Labor, Fluid and other GMC revenues in the user Fee table.

Animal Control

The City charges a fee for adoption of animals. The adoption fees for dogs increased in FY16 from $50 to $75. The new fee increase is a result of cost increases at the Nancy J. Brua Animal Care Center.

Lease Revenue

The City also collects revenue from leasing property. The Airport charges fees to the users of the airport hangars. The City charges the users of the airport, not the general population.

Library Fines

The City charges library patrons a fine for late books. In FY16, library fines increased from $ .10 to $ .20 per day.

Fuel Revenue

The City charges outside users for their purchase of fuel. This includes fuel for vehicles as well as aircraft. The City receives a five cent flowage fee for all automobile fuel sales and a ten cent flowage fee for aviation fuel.

Leisure Services

Leisure and Library Services charges fee for activities. These fees include leisure classes, admission to The Cove, and ball field lighting.

Development Fees

Development Fees are charged on new development and are intended to pay for the increase demand that new development has on existing City infrastructure and services. These costs are not passed on to existing residents. The forecast for development fees is slightly lower for FY17. Development Fees contribute less than one percent of the total budget. The Development Fees will be utilized in FY17 for the continued widening of Coronado Drive from Busby to Crestwood, and Avenida Del Sol.

Enterprise Fees

User Fees are charged for the Sewer and Refuse Funds. These funds operate independently from the General Government Funds and are supported through charges for the service delivered.

The revenue received for these services cannot be used for general governmental purposes. The revenue must be held in the fund and can only be used to support services that are provided by the fund. This can include the purchase of equipment and vehicles necessary for the provision of those services (i.e., garbage trucks).

Miscellaneous Revenue

Miscellaneous revenue includes revenue received that does not fit into one of the above mentioned categories. Some examples of this revenue include revenue received for providing dispatch services (from Fry Fire District, Whetstone Fire District, and Palominas Fire District) and refunds on insurance deposits if risk performance is kept low.

Expenditures by Major Category

The City of Sierra Vista's budgeted expenditures total $70,020,613 for FY17, $463,627 less than the FY16 budget. The majority of the decrease is attributable to reductions in capital expenditures, grants, and other projects which have increased efficiencies and saved costs. Capital Expenditures decreased by $1,415,639 (11%) from FY16. Personnel expenditures increased by roughly three percent ($861,273) reflecting the adoption of the updated classification and compensation plan, which brings employee salaries to 100% of market pay, as well as the addition of a few fulltime positions. The City's Operating and Maintenance expenses decreased by one percent, ($158,507). Much of this is a result of savings in fuel and vehicle parts cost and refuse expenses. The debt service level for the City increased slightly, but remains relatively level. Overall, the City budget decreased one percent in its budgeted expenditures.

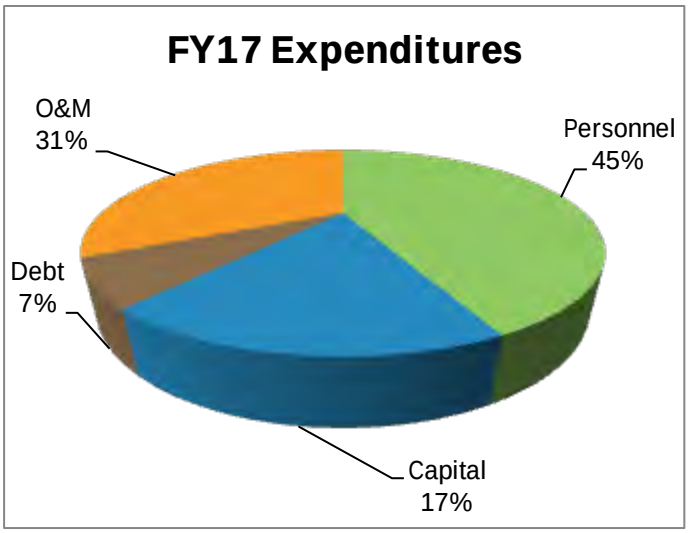
	FY16 Budget	FY17 Budget	Difference	% Change	% Total
Personnel	$ 30,481,244	$ 31,342,517	$ 861,273	3%	45%
O&M	$ 22,289,493	$ 22,130,986	$ (158,507)	-1%	31%
Capital	$ 12,941,640	$ 11,526,001	$ (1,415,639)	-11%	17%
Debt	$ 4,771,863	$ 5,021,109	$ 249,246	5%	7%
Total	$ 70,484,240	$ 70,020,613	$ (463,627)	-1%	100%

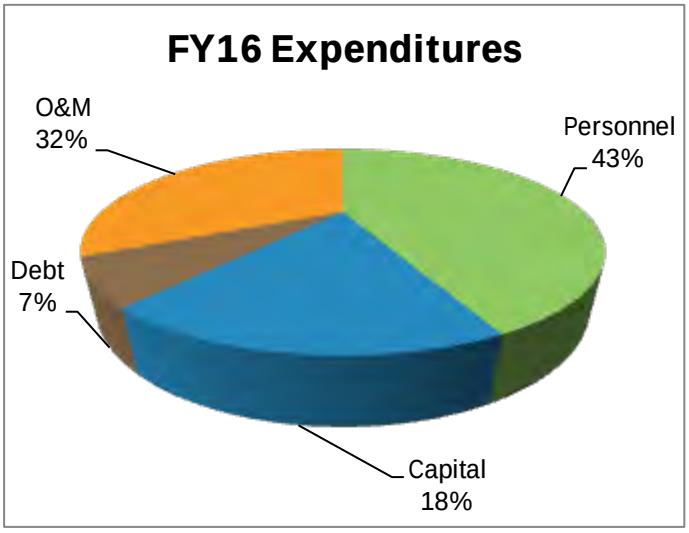
The following table provides an overview of the percentage of expenditures by category from FY08-FY17. Debt currently makes up only seven percent of the City expenditures. Capital Expenditures make up 17 percent. These are expenditures that reinvest money back into the community through construction or equipment acquisition. The percentage of the budget expended on Personnel has fluctuated since FY08 and currently comprises 45 percent of the total budget. Operations and Maintenance (O&M) comprises 31 percent of the total budget.

	FY08	FY09	FY10	FY11	FY12	FY13	FY14	FY15	FY16	FY17
Personnel	31%	34%	30%	37%	33%	37%	36%	38%	43%	45%
Capital	40%	35%	37%	30%	36%	30%	27%	28%	18%	17%
Debt	5%	8%	8%	7%	6%	7%	7%	7%	7%	7%
O&M	23%	24%	25%	27%	26%	27%	30%	28%	32%	31%

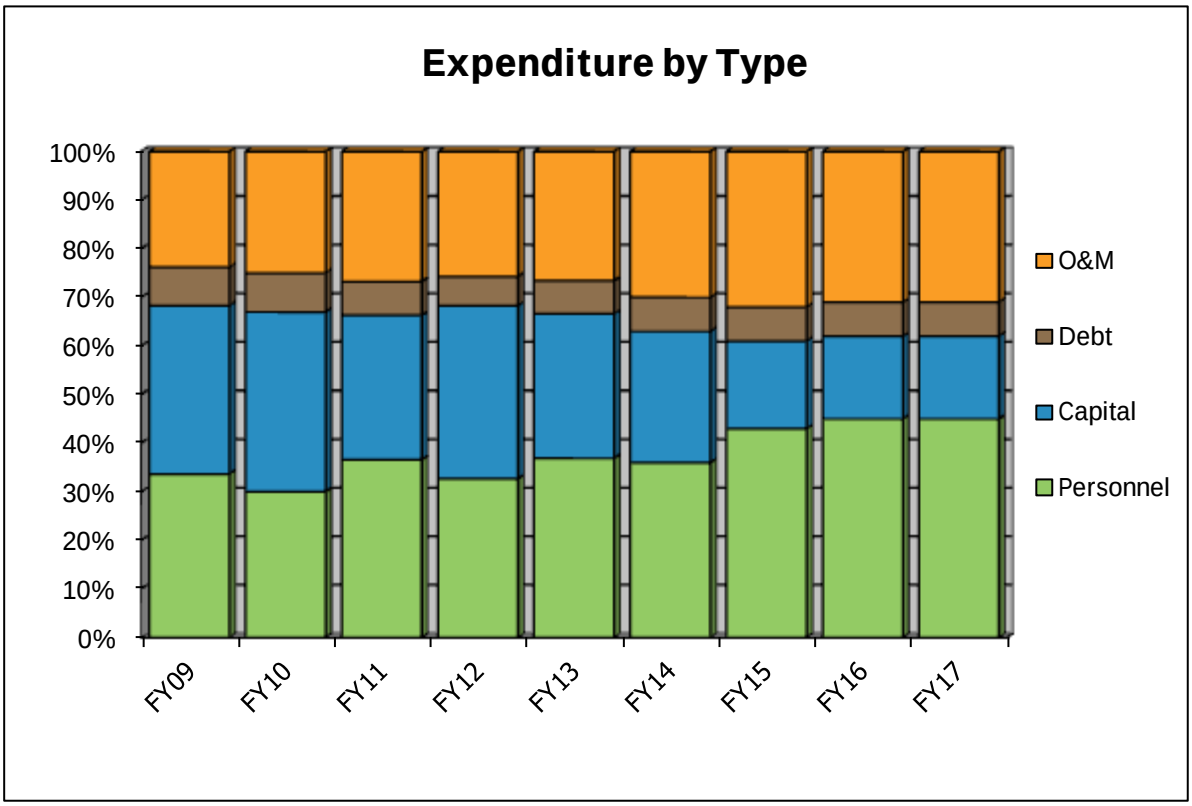
Budget Summary

The graphs below depict the percentage of total budget, per major category, for FY16 and FY17. The shift toward higher personnel spending is largely a result of the classification and compensation plan implementation while overall City revenues decreased.



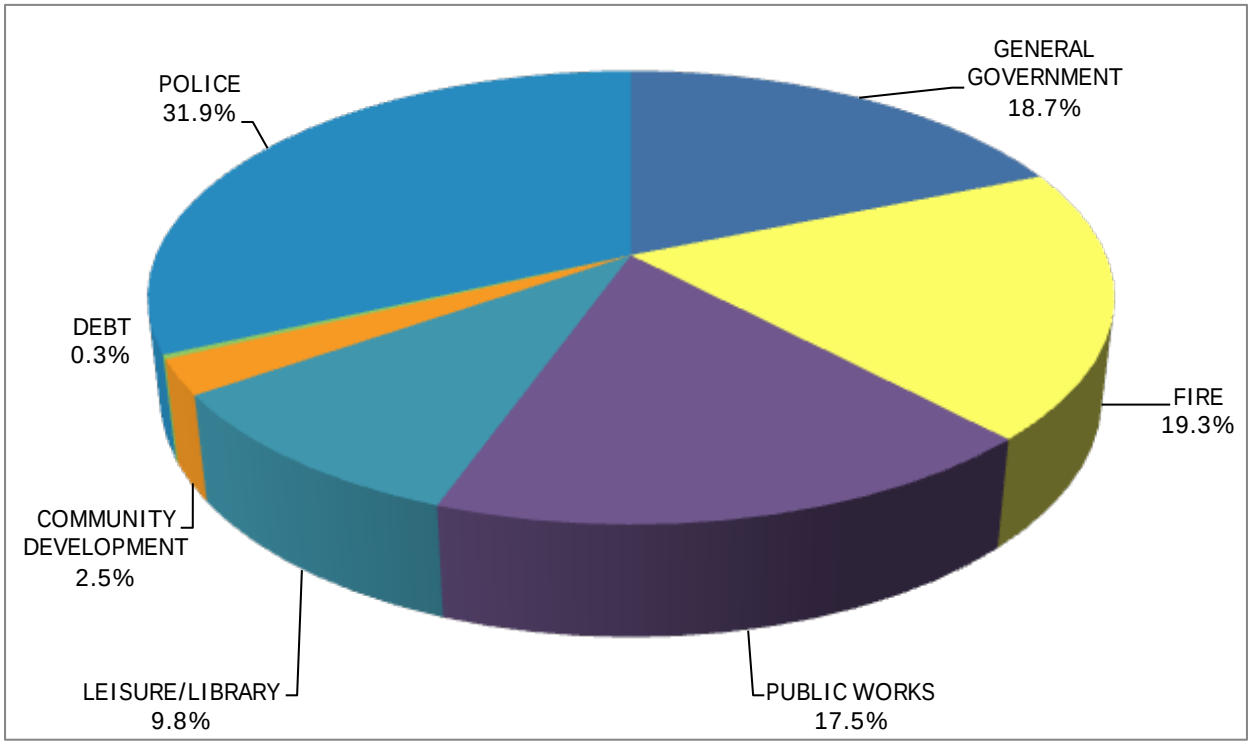


The graph below depicts the percentage of total expenditures by category for FY09-FY17.



General Fund Expenditures

The largest and most flexible City fund is the General Fund. The General Fund provides services including Administration, Communications and Marketing, Public Works, Leisure and Library Services, and Public Safety. FY17 General Fund expenditures total $34,843,670. The chart below illustrates the FY17 General Fund budget percentage by major category.



The largest percentage of general fund expenditures is Public Safety (Police and Fire) representing 51% of the total expenditures in the General Fund. The next largest expenditure occurs in General Government (18.7%), followed by Public Works (17.5%), and then Leisure/Library, Community Development and Debt.

The chart on the next page shows the percentage of the General Fund for each department since FY11**.**

Percentage of General Fund Expenditures by Department

	FY11	FY12	FY13	FY14	FY15	FY16	FY17
General Admin	20%	19%	21%	19%	20%	15%	19%
Police	28%	28%	29%	30%	32%	31%	32%
Fire	15%	15%	16%	15%	17%	17%	19%
Public Works	16%	21%	20%	22%	20%	19%	18%
Leisure& Library	16%	13%	12%	11%	10%	11%	10%
Comm. Development	3%	3%	3%	3%	2%	3%	3%
Debt	2%	1%	1%	1%	0.4%	0.3%	0.3%

*Public Works and Leisure and Library numbers depict a departmental restructuring in FY12. The Parks function was previously included in Leisure & Library but moved to Public Works in FY12.

Personnel

The City is primarily a service organization, and personnel are critical to providing services. Hiring and retaining top employees remains one of the City's top priorities.

Personnel expenses increased three percent from FY16 to FY17 largely as a result of implementation of the 2015 classification and compensation plan and large increases to the cost of the Public Safety Personnel Retirement System (PSPRS). In addition, the City relies heavily on volunteers and Department of Correction personnel to reduce personnel expenditures where possible.

As demonstrated by the chart on the following page, Personnel Expenses consistently grew from FY03 to FY09. The City then implemented a non public safety hiring freeze in FY09, meaning the City did not fill positions when they become open, with the exception of positions that generate revenue or are vital to basic City operations. The hiring freeze allowed the City to avoid roughly $3 million in personnel expenses for several years. The freeze also resulted in City employees having to take on additional tasks and seek efficiencies to compensate for the loss of positions. In FY17, the City is adding three new positions and reinstating two firefighter positions. These positions are located in Procurement and Fire.

Budget Summary

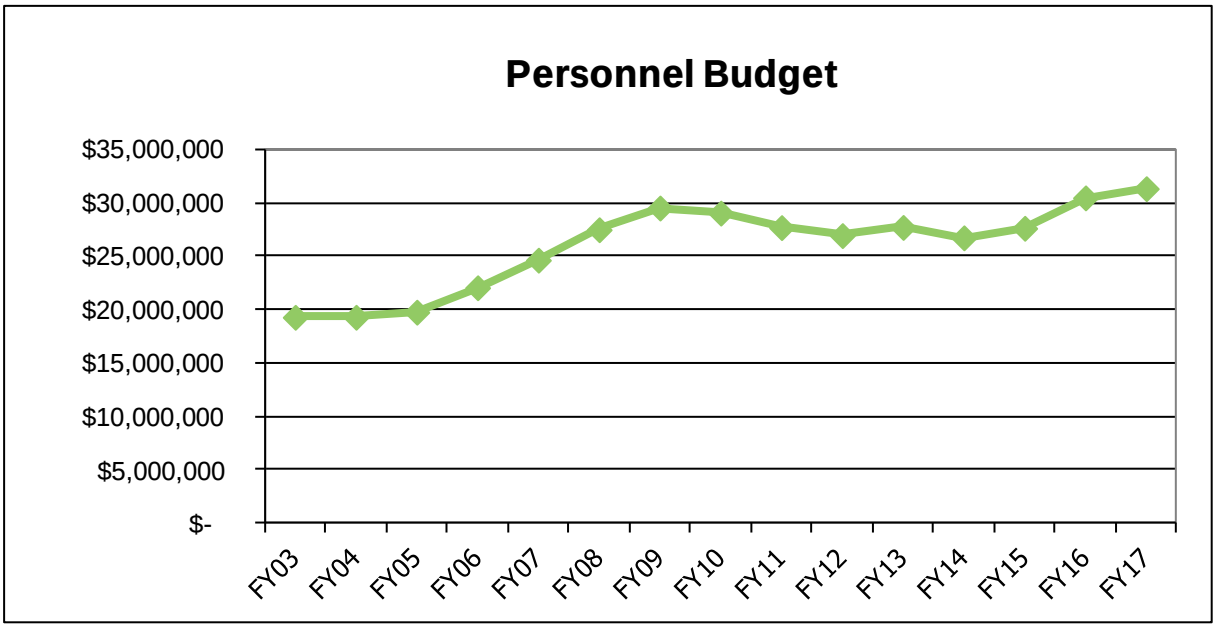
	Personnel Budget	% Change
FY03	$ 19,300,490	
FY04	$ 19,303,184	0%
FY05	$ 19,778,813	2%
FY06	$ 22,064,958	12%
FY07	$ 24,649,386	12%
FY08	$ 27,498,627	12%
FY09	$ 29,529,921	7%
FY10	$ 29,055,856	-2%
FY11	$ 27,697,934	-5%
FY12	$ 26,950,101	-3%
FY13	$ 27,714,442	3%
FY14	$ 26,741,763	-4%
FY15	$ 27,634,917	3%
FY16	$ 30,481,244	10%
FY17	$ 31,342,517	3%

The FY17 budget includes implementation of classification and compensation adjustments that took effect in August 2015. This adjustment is intended to bring all employee salaries to 100% of the market pay for the position. This adjustment will provide relief to city employees whose wages have stagnated for many years.

In addition to the classification and compensation plan, personnel costs have grown in FY17 as a result of increases of the City's contribution to the State's Public Safety Personnel Retirement System.

Since FY08, the City has seen its self-funded health insurance program cost effectively managed through a change to a new third party administrator. The insurance takes advantage of the Blue Cross Blue Shield of Arizona network and provides an excellent level of service to employees and their families. The insurance trust fund has been healthy over the past several years, but a downward trend indicated that some premium changes needed to be made to continue to keep it that way. The administrator recommended that the City implement a modest increase in the family rate beginning July 1, 2017 and an increase in office visit co-payments. The City provides all full time employees with health care at no cost to the employee. The administrator will continue to monitor and analyze participation and claims as well as new federal laws associated with the Affordable Health Care Act, recommending premium or other plan management changes as needed.

The graph below depicts the change in total budget dollars for personnel the last fourteen years.



Capital

Capital projects are defined as those that cost over $5,000 and have a useful life longer than one year. The City will complete several capital projects in FY17. These include improvements to the West End region of the City, new entryway signs into Sierra Vista, yearly street maintenance, and replacement of police vehicles. These are just a few of the improvements, a full list can be found in the capital section.

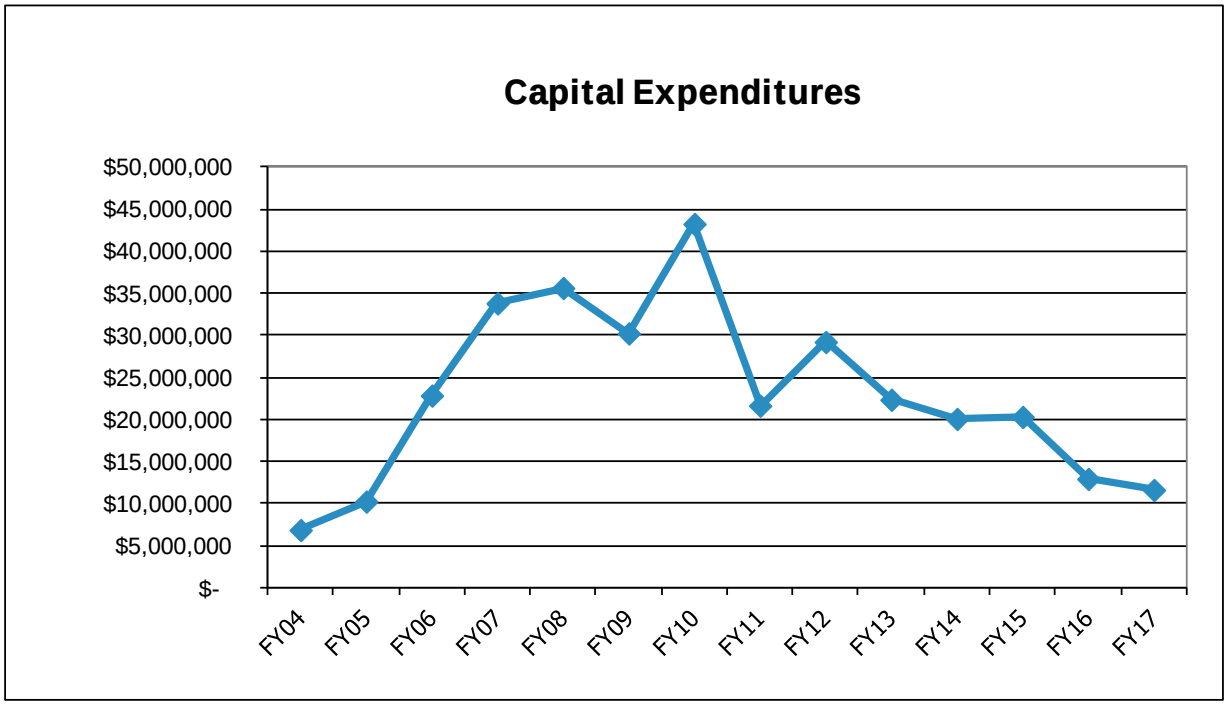
The table on the following page shows the changes in total capital expenditures from FY03-FY17. The amounts fluctuate considerably from year to year depending on potential grand funded capital projects. For example, the FY10 Budget included many possible American Recovery and Reinvestment Act (2009) funded projects. The FY16 budget decreased $7,367,350 from the FY15 budget. Many capital requests were cut from the tentative budget in order to balance the general fund because capital grant matches were not available.

Budget Summary

	Capital Budget	% Change
FY03	$ 16,783,899	0%
FY04	$ 6,861,021	-59%
FY05	$ 10,244,571	49%
FY06	$ 22,850,167	123%
FY07	$ 33,814,025	48%
FY08	$ 35,637,431	5%
FY09	$ 30,239,735	-15%
FY10	$ 43,249,715	43%
FY11	$ 21,652,883	-50%
FY12	$ 29,221,789	35%
FY13	$ 22,350,914	-24%
FY14	$ 20,071,848	-10%
FY15	$ 20,308,990	1%
FY16	$ 12,941,640	-36%
FY17	$ 11,526,001	-11%

The capital section found later in this document includes the costs associated with new capital projects. Capital Projects include large one-time expenses along with the ongoing operating and maintenances expenses for the life of the project. Ongoing O&M expenses for capital projects are an important consideration to maintain the long-term financial health of the City. The City analyzes the ongoing O&M expenses by fund. This allows the City to plan for the cost in each fund.

The graph on the following page shows the fluctuation of capital expenditures since FY03.



Debt

The City borrows money to provide a high level of service to its citizens. One of the City Manager's top priorities continues to be the reduction of debt. Reducing debt remains important for a number of reasons. Reducing debt allows the City to spend money on additional capital projects that incur debt service, and helps the City ensure the availability of additional capital access in future years.

The following illustrates the total debt service, and percentage change in debt for the last nine years.

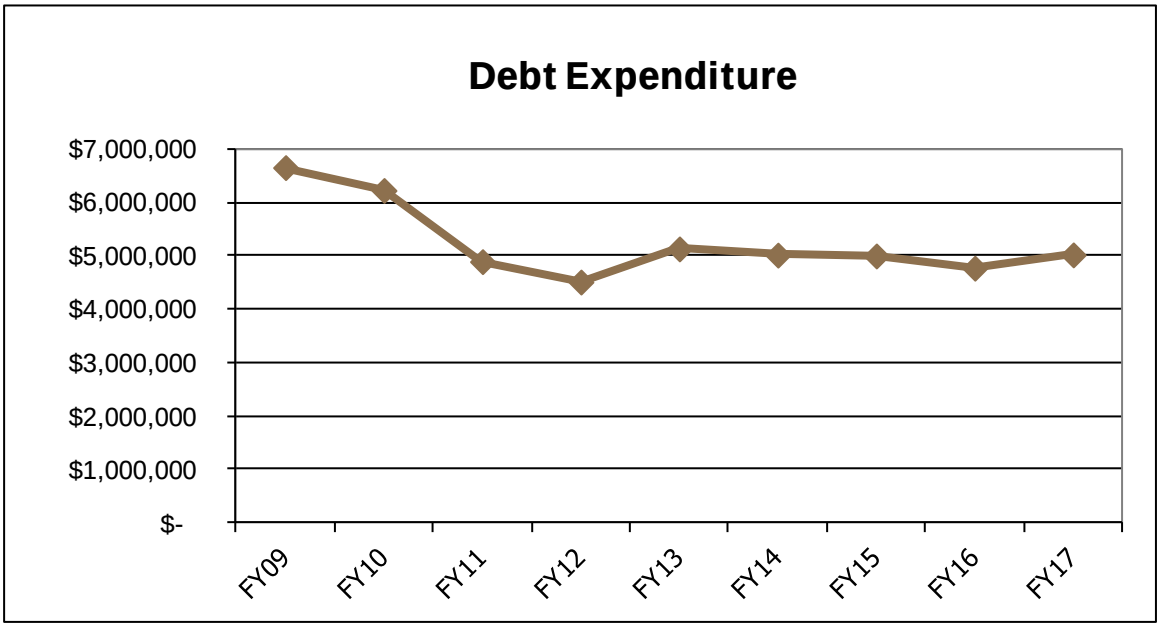
	Debt Budget	% Change
FY09	$ 6,655,707	
FY10	$ 6,227,559	-6%
FY11	$ 4,894,543	-21%
FY12	$ 4,512,635	-8%
FY13	$ 5,133,063	14%
FY14	$ 5,016,872	-2%
FY15	$ 5,000,900	-0.3%
FY16	$ 4,771,863	-4.9%
FY17	$ 5,021,109	0.4%

The City's current bond ratings include:

- Standard and Poore 'AA'
- Fitch 'A'
- Moody's 'A3'

Level "A" ratings are considered investment grade ratings. The higher the rating, the lower the interest rate on debt issuances.

These ratings affect the borrowing rate for the City. The rating agencies reviewed the City's Bond rating prior to the issuance of the current bonds. The graph below shows the amount of debt expenditures from FY09-FY17.



Operations and Maintenance

Operations and Maintenance (O&M) expenses include the costs associated with operating City services, maintenance of buildings, electricity, professional services, water, telephone, etc. O&M costs can escalate quickly if not properly planned. O&M had increased from FY03 to FY10 before a decrease in FY11 and fluctuations in all subsequent years. Just as they are every year, City Departments were integral in ensuring that the City could present a balanced budget for FY17 by recommending O&M reductions where possible. The decrease in O&M is largely due to less revenue and grant funding. The table and graph on the following page show the percent change in the O&M budget since FY03

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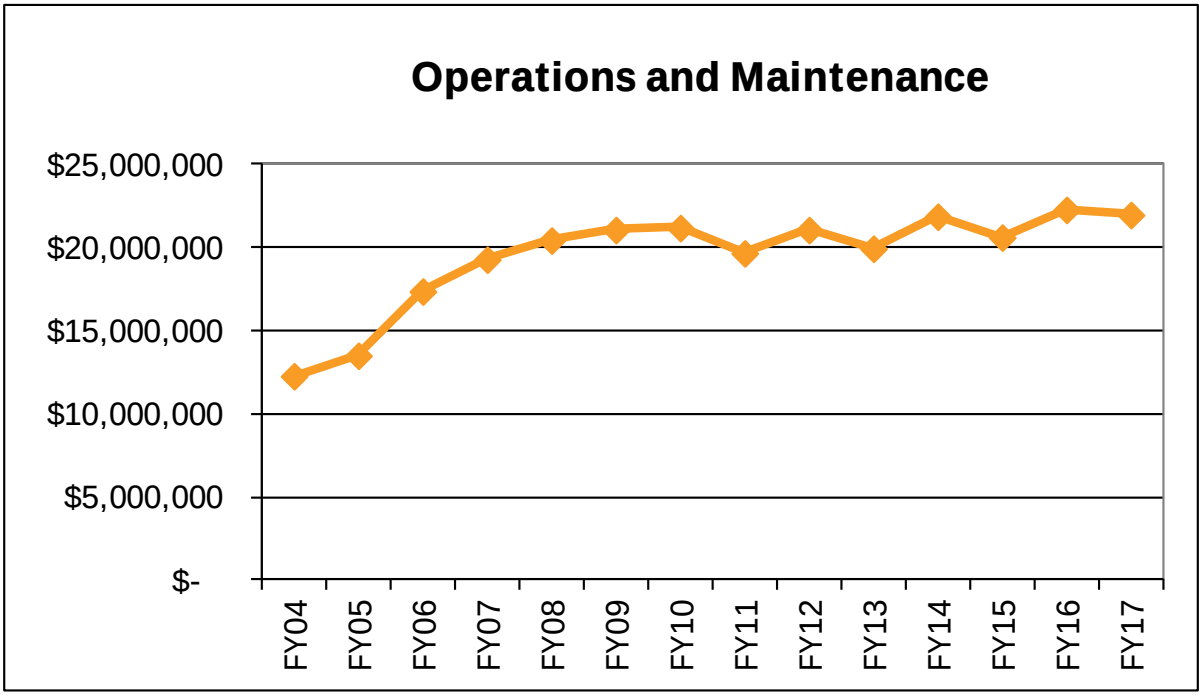
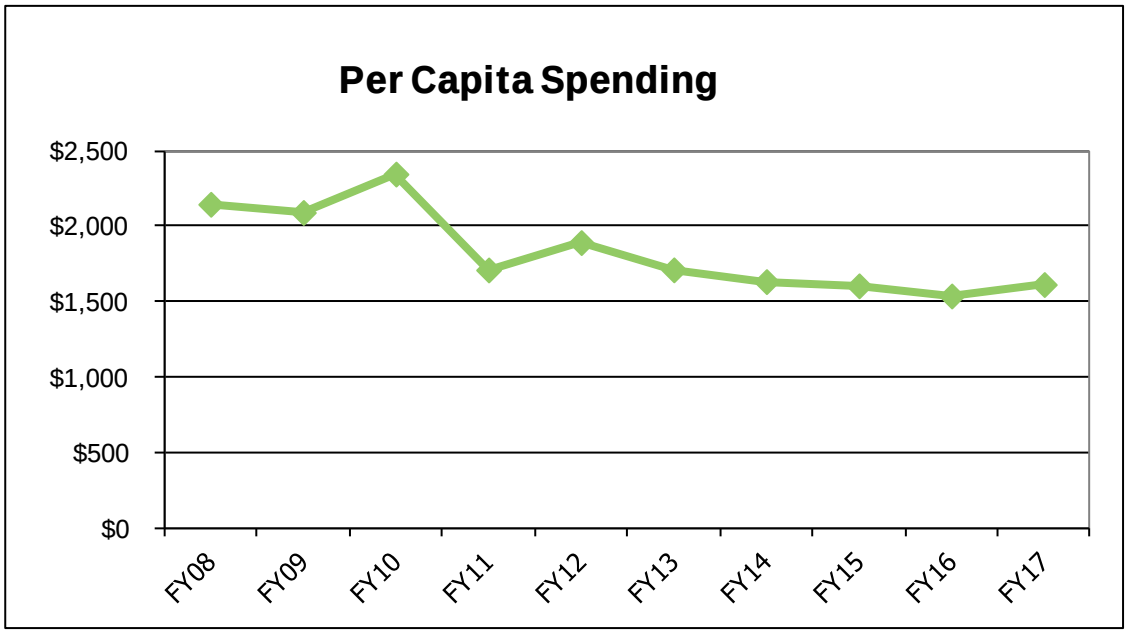
	O&M Budget	% Change
FY03	$ 11,724,026	0%
FY04	$ 12,286,305	5%
FY05	$ 13,516,816	10%
FY06	$ 17,379,391	29%
FY07	$ 19,294,504	11%
FY08	$ 20,446,715	6%
FY09	$ 21,076,286	3%
FY10	$ 21,195,362	1%
FY11	$ 19,673,947	-7%
FY12	$ 21,073,846	7%
FY13	$ 19,952,716	-5%
FY14	$ 21,878,160	10%
FY15	$ 20,625,299	-6%
FY16	$ 22,289,493	8%
FY17	$ 22,130,986	-1%



Per Capita Spending

Per capita spending allows the City to analyze its expenditures based on its population. One expects that when population increases expenditures also increase. The trends of per capita spending show if the City's spending is increasing at the same rate of population. If population and total spending increase at the same rate, the per capita spending remains unchanged. A high per capita spending level can signal tapping into a lot of non-maintainable revenue sources. A low per capita spending means the City may have opportunities to find new revenue sources.

	FY08	FY09	FY10	FY11	FY12	FY13	FY14	FY15	FY16	FY17
Per Capita	$2,147	$2,093	$2,347	$1,712	$1,893	$1,712	$1,634	$ 1,607	$ 1,539	$1,615



The table on the following page summarizes per capita spending by city department.

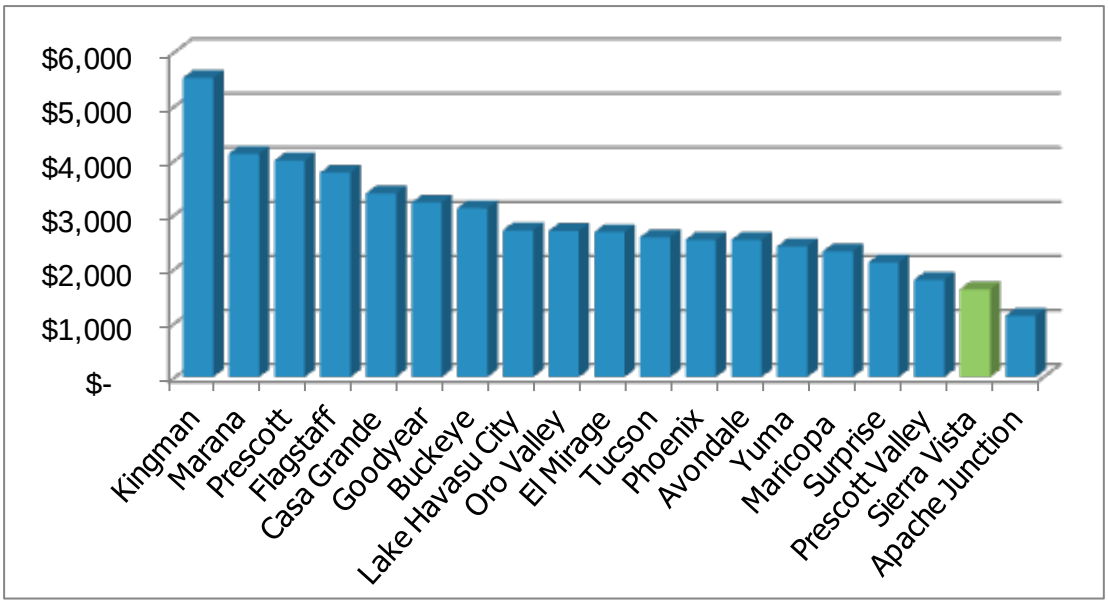
Departmental Per Capita Spending

	FY15 Budget	FY16 Budget	FY17 Budget
City Council	$ 3.63	$ 3.87	$ 4.02
Administrative Services	$ 70.58	$ 70.28	$ 80.26
City Manager	$ 57.05	$ 70.03	$ 73.30
Court and Legal	$ 7.56	$ 5.90	$ 6.28
General	$ 110.48	$ 126.10	$ 134.59
Debt	$ 109.20	$ 104.20	$ 115.81
Police	$ 243.12	$ 280.72	$ 274.85
Fire	$ 135.41	$ 119.26	$ 185.11
Leisure and Library	$ 77.12	$ 91.41	$ 91.95
Public Works	$ 510.81	$ 400.52	$ 400.90
Sewer	$ 100.76	$ 86.64	$ 89.79
Refuse	$ 102.12	$ 124.66	$ 87.22
Public Transportation	$ 109.74	$ 34.00	$ 44.97
Community Development	$ 28.20	$ 21.58	$ 26.00
Total	$1,665.78	$1,539.16	$ 1,615.05

In order to compare the City's per capita spending to other cities, the list of Arizona Cities on the following page is offered for comparison from data most recently available. The City of Sierra Vista has the second lowest per capita budget in FY17 for similarly sized cities.

City	FY17 Per Capita Spending
Kingman	$ 5,517
Marana	$ 4,116
Prescott	$ 3,992
Flagstaff	$ 3,768
Casa Grande	$ 3,385
Goodyear	$ 3,215
Buckeye	$ 3,113
Lake Havasu City	$ 2,707
Oro Valley	$ 2,694
El Mirage	$ 2,671
Tucson	$ 2,576
Phoenix	$ 2,531
Avondale	$ 2,528
Yuma	$ 2,409
Maricopa	$ 2,316
Surprise	$ 2,117
Prescott Valley	$ 1,793
Sierra Vista	**$ 1,615**
Apache Junction	$ 1,129

FY17 Per Capita Spending



Graphs and Charts

The graphs in this section demonstrate trends, but do not account for inflation. The buying power of the dollar has decreased each year at the rate of inflation. The graphs depict a real dollar amount trend not an adjusted dollar amount. Some numbers have been rounded for presentation purposes.

The following sections present an analysis of revenues and expenditures. It begins with the City's financial policies followed by an analysis of the revenue for all funds maintained by the City. The expenditure analysis section then separates capital, personnel, debt service and operating and maintenance expenses with more detailed descriptions. Finally, the remainder of the book highlights the functions, performance measures, and budgets for each City department.

Authority

The City Manager is directed and authorized to carry out this financial policy. The City Manager may delegate the authority of this policy.

Basis of Accounting

The City's annual budget, capital improvement program and annual financial report shall conform to all current state statutes and regulations and be in conformance with currently promulgated governmental accounting "generally accepted accounting principles."

Basis of Budgeting

In most cases, the City's basis of budgeting conforms to the City's basis of accounting. Exceptions follow:

a) Compensated absences liabilities expected to be liquidated with expendable available financial resources become accrued as earned by employees (GAAP) as opposed to being expended when paid (Budget).
b) Principal payments on long-term debt within the Enterprise Funds get applied to the outstanding liability (GAAP) as opposed to being expended (Budget).
c) Enterprise Funds capital outlay gets recorded as assets (GAAP) as opposed to expenditures (Budget).

Financial Publications

The City shall publish an annual budget and comprehensive annual financial report ("CAFR"). The City's CAFR shall be reviewed by a certified independent auditor and include the auditor's opinion within the published financial report.

Budget Timeline

Arizona Revised Statutes establish certain key dates for the adoption of the City's budget. These dates currently are:

Adoption of tentative budget – on or before the third Monday of July
Adoption of final budget – on or before the first Monday of August
Adoption of property tax levy – on or before the third Monday of August

Based on City Council's meeting schedule, the City strives to meet the below timeline:

Adoption of tentative budget – on the second Council meeting of June
Adoption of final budget – on the second Council meeting of July
Adoption of property tax levy – on the first Council meeting of August

Revenue and Expenditure Estimates

The City's revenue and expenditure estimates shall be based upon all relevant economic, demographic and City Council policy data and information and will be done in a conservative, but realistic manner. The City will monitor revenues and expenditures periodically throughout the fiscal year and make periodic reports of the current budgetary status to the City Council.

End-of-Year Encumbrances

All projects and encumbrances that carry forward into a new fiscal year shall have their related expenditures paid for from new fiscal year revenues. At the end of the fiscal year, all unspent budgeted funds shall be transferred to the fund's fund balance.

Capital Maintenance

The City recognizes the importance of maintaining its capital assets and the impact appropriate maintenance expenses can have on the annual budget. Therefore, the City shall establish a five (5) year capital maintenance plan that covers all of the City's capital assets and maintains them at a sufficient level to protect the City's investment, minimize future replacement and maintenance costs, and maintain service levels. The plan shall be reviewed and updated annually. During the annual budget process, the following year's maintenance projects shall be prioritized. The maintenance projects included in the following year's budget shall be based on the prioritized list and available funding.

Cost recovery

The City has established various policies regarding the cost recovery of certain fees and charges. This policy unifies and establishes the City's cost recovery targets as follows:

Building Permit and Development Processing fees – 100% of direct costs and 15% of overhead costs

Leisure Fees – 100% of leisure expenditures. The General Fund shall pay the Leisure Fund for usage of its resources if they are used for an approved City program or event that benefits the general population.

Aquatics Facility fees – 50% of direct salary and operating & maintenance costs, excluding utilities.

Fuel charges – 100% of purchase price plus a per gallon flowage fee to cover the infrastructure and maintenance costs of the fuel system.

Fleet parts and labor charges – 100% of direct costs plus an overhead charge to cover the indirect costs of providing the service.

In addition, any program or event that is expected to require financial support of the General Fund of at least $10,000 shall be identified and analyzed during the annual budgeting process.

Fund/Cash Balances

The City recognizes the importance of maintaining adequate financial resources to mitigate the negative effect of economic downturns and unforeseen events on its service delivery. Given the fundamental difference between the governmental accounting standards used for the General Fund and accrual basis of accounting used for the enterprise funds, the City will use a fund balance target for the General Fund and cash balance targets for the sewer and refuse funds.

Most of the City's special revenue funds depend upon General Fund transfers for operations. Therefore, the City shall strive to maintain an unreserved General Fund balance equal to two months of General Fund expenditures and operating transfers out.

The sewer and refuse funds shall establish cash balance reserve funds equal to two months of expenses, including allocations in.

Capital Improvements

Planning for the future capital needs of the City is a key element to long-term financial success. In order to be proactive to future capital needs, the City will develop and maintain a ten (10) year capital improvement plan. This plan shall be divided into two parts. The first part shall cover anticipated capital needs during years one (1) through five (5). All new capital projects the City sees a demand for within this timeframe shall be included in this list. The information presented for each project shall include the project's name, a detailed description of the project, a description of how the project ties into the Council's strategic plan, the year in which the project is expected to start construction and the estimated ongoing annual operating costs. The second part of the capital improvement plan shall cover years six (6) through ten (10). The information presented in this part shall include longer term projects estimated to be potentially funded by impact development fees.

Debt Service Issuance and Limitations

The City understands the balance between using debt to fund its capital needs and the impact of debt service requirements on future years' resources.

The City will not use long-term debt financing to finance current operations or projects that should be financed from current revenues or resources. The City will first attempt to utilize "pay-as-you-go" capital funding and/or the use of operating funds or impact fees where applicable.

Depending upon the type and purpose of a project, the expected life of the asset and other factors, the City will analyze the best financing method to use including, but are not limited to, lease-purchase contracts, revenue bonds, general obligation bonds, excise tax revenue bonds, state loans, federal loans and bonds issued by the Municipal Property Corporation. The term of the financing shall not exceed the life expectancy of the asset.

The City shall keep its General Obligation bonded indebtedness within the State of Arizona's Constitution limits. The limit currently is 20% of secondary assessed value for projects involving water, wastewater, public safety, streets, open space, and recreation facility improvements. The limit is currently 6% of secondary assessed valuation for any other project.

The City's current debt service coverage ratio on its Municipal Property Corporation (transaction privilege tax) bonds is four (4) times revenue to debt service. Given the lack of control of State Shared Revenues, which are pledged revenues to the City's excise tax bonds, the City shall strive to maintain a six (6) times coverage ratio on the excise tax bonded debt.

To ensure independence, the City's Financial Advisor shall not be allowed to bid on, nor underwrite any, City debt issues.

The City will consider the purchase of municipal bond insurance when it is financially advantageous to do so.

The City will consider retiring outstanding bonds prior to maturity when it is economically advantageous and fiscally prudent to do so.

Bond Rating Goals

The City's bond rating has a direct effect on its cost of capital. The City will maintain regular contact with rating agencies through meetings and visits on and off site. The City shall strive to maintain an investment grade bond rating by all three bond rating agencies, and, when possible to, attempt to achieve an upgrade to existing bond ratings from the three agencies.

Investments

Earning investment income on the City's cash balances is an important component of its overall revenue package. The primary objectives, in order of priority, of the City's investment policy shall be safety, liquidity and yield. The City shall use the 'prudent person' standard when evaluating investment options and shall abide by all Federal and State laws regarding the investment of public funds. Currently, Arizona Revised Statutes § 35-323 lists the authorized securities the City may invest in. Under no circumstances shall the City use public funds for speculative purposes. The investment of bond proceeds shall, at all times, be consistent with state statutes and bond covenants.

Human resources

Employees are a key resource of the City. Given the importance they play in service delivery, the City wishes to attract and retain quality personnel. Two key factors employees, and potential employees, look at when deciding whether to stay at or come work for the City are the wages and growth opportunities it offers. Therefore, the City shall pay a competitive market wage and develop and maintain an employee development program.

The City shall review its organizational structure annually to ensure efficient service delivery.

Procurement

The City shall strive to obtain the best value for its dollar when procuring goods and services. The City shall adopt a procurement code and develop policies and procedures that encourage full and open competition in the procurement process. To assist in obtaining the best value, the City may enter into cooperative purchasing agreements with other governmental entities and purchase items under other governmental contracts.

Risk Management

The City's assets and resources face risks that affect its ability to provide ongoing services to its citizens. Therefore, the City shall maintain a fiscally responsible risk management program that protects the City against the financial consequences of accidental losses and ensures a safe work environment for its employees.

Ethics

Public Service is a public trust. Each City employee has a responsibility to the citizens of Sierra Vista for honesty, loyalty and the performance of their duties under the highest ethical principles.

Balanced Budget Requirement

The State of Arizona requires that cities present a balanced budget. This means that the budgeted revenue must equal the budgeted expenditures for all funds. The City of Sierra Vista maintains 20 funds and the revenue budgeted equals the expenditures budgeted for all 20 funds. The City is pleased to be able to balance the FY17 budget, while providing a high level of service to the citizens of Sierra Vista.

Introduction

The following section addresses City revenue and expenditures by fund. The amount of revenue received by our community directly impacts service delivery and infrastructure development during the fiscal year. For the City of Sierra Vista, and all cities and towns in Arizona, the fiscal year (FY) begins on July 1st and ends on June 30th.

Balanced Budget Requirement

The State of Arizona requires that cities present a balanced budget. This means that the budgeted revenue must equal the budgeted expenditures for all funds. The City of Sierra Vista maintains 21 funds and the revenue budgeted equals the expenditures budgeted for all 21 funds. The City is pleased to be able to balance the FY17 budget, while providing services to the citizens of Sierra Vista.

Budget Principles

In order to ensure that the City is able to maximize its budget, the City uses a set of principles. These principles are used throughout the budget process.

1. Prioritize the accomplishment of City Council's Strategic Leadership Plan Objectives.
2. Budget decisions will be made with long-term implications taken into account.
3. Focus of benefit to community as a whole.
4. Fiscally responsible decisions when making budget decisions.
5. Conservative revenue estimates to account for economic uncertainty.
6. Adequate general fund reserve levels.
7. Smart personnel management to not overextend available resources.
8. Maintain/Increase employee salaries without making cuts elsewhere.
9. Balance the Budget without reserve usage.
10. Review rate structure to ensure efficient revenue generation.
11. Plan for long-term maintenance cost of new and existing City facilities.
12. Incorporate the Citizens' Advisory Commission capital recommendations into the budget.
13. Use a consensus with Department Directors on necessary programs and projects.
14. City Manager makes final budget decisions for the recommended budget.
15. The City Council makes final budget decisions.

Estimating City Revenues – Process

The first administrative activity in any municipality's budget process involves estimating revenues available for the coming fiscal year. In general, historical trend analysis (looking at revenues in previous years) provides us with a relatively accurate projection of most of our revenue sources. In the case of State-Shared Revenues (revenues

collected and distributed by the state using various formulae), the State of Arizona or the League of Arizona Cities and Towns provides estimates. The City uses historical analysis to adjust projections and ensure a more accurate revenue forecast for State Shared Revenue. In all cases conservative estimates are used. Conservative estimates account for unforeseen fluctuations in the economy that may reduce the revenues below anticipated levels. In this way, mid-year budget adjustments are less likely to be needed.

In this section, revenues are presented by fund. For each fund, an explanation is provided to explain its purpose and revenue sources, discuss significant changes or impacts, and indicate projected trends for major revenue sources.

Revenues Section

This section begins with an overview of the City's accounting principles. After the funds are described, there is a table displaying all sources of revenue for the General Fund. The General Fund is the City's largest fund and is the source of monies for all activities that are not accounted for in other specialized funds. The table lists the amounts from last fiscal year (FY16), and the current fiscal year (FY17).

The next part of the section provides information, both numeric and graphic, covering several years, for major General Fund revenues identified in the General Fund Revenue Sources table. It also provides information indicating other funds to which revenues are allocated. For example, the Property Tax page indicates that, for FY17, $362,147 is allocated to the General Fund. The graphs also indicate revenue estimates, from the identified source (in the example, Property Tax), for the year.

The last section illustrates revenues for the other City funds (Highway User Revenue Fund [HURF], Local Transportation Assistance Fund [LTAF], Airport Fund, etc). Comparison is provided between last fiscal year (FY16) and this fiscal year (FY17) as is an analysis of the revenue source and any current economic conditions affecting their levels.

The very last page provides a list of all City funds and a total revenue figure for the current fiscal year.

Fund Accounting

The City uses fund accounting to report on its financial position and the results of its operations. All governmental type funds (such as the General Fund and the Capital Improvements Fund) use the modified accrual basis of accounting. This means revenues are recognized only when they become measurable and available and

expenditures are recognized when the fund liability is incurred (when the money is committed to be spent). Proprietary type funds (such as the Sewer Fund and the Refuse Fund) use the full accrual basis of accounting. In this latter case, we also recognize expenditures when the fund liability is incurred, but revenues are recognized when they are obligated to the City (which can be before they are actually received).

A formal encumbrance system is utilized that commits funds for later payment and ensures that appropriations cannot be overspent. Re-categorizing money to an encumbrance occurs when a commitment to purchase is made. Encumbrance money may not be spent. Goods and services not received by the fiscal year end result the encumbrance lapsing and rolling over into the next fiscal year.

The City Manager can make inter-fund transfers along budget lines if deemed necessary and if the cost of the item is under $10,000. Inter-fund transfers of appropriated expenditures over $10,000 require council approval by resolution. Transfer of appropriations within a fund does not require approval by the City Council.

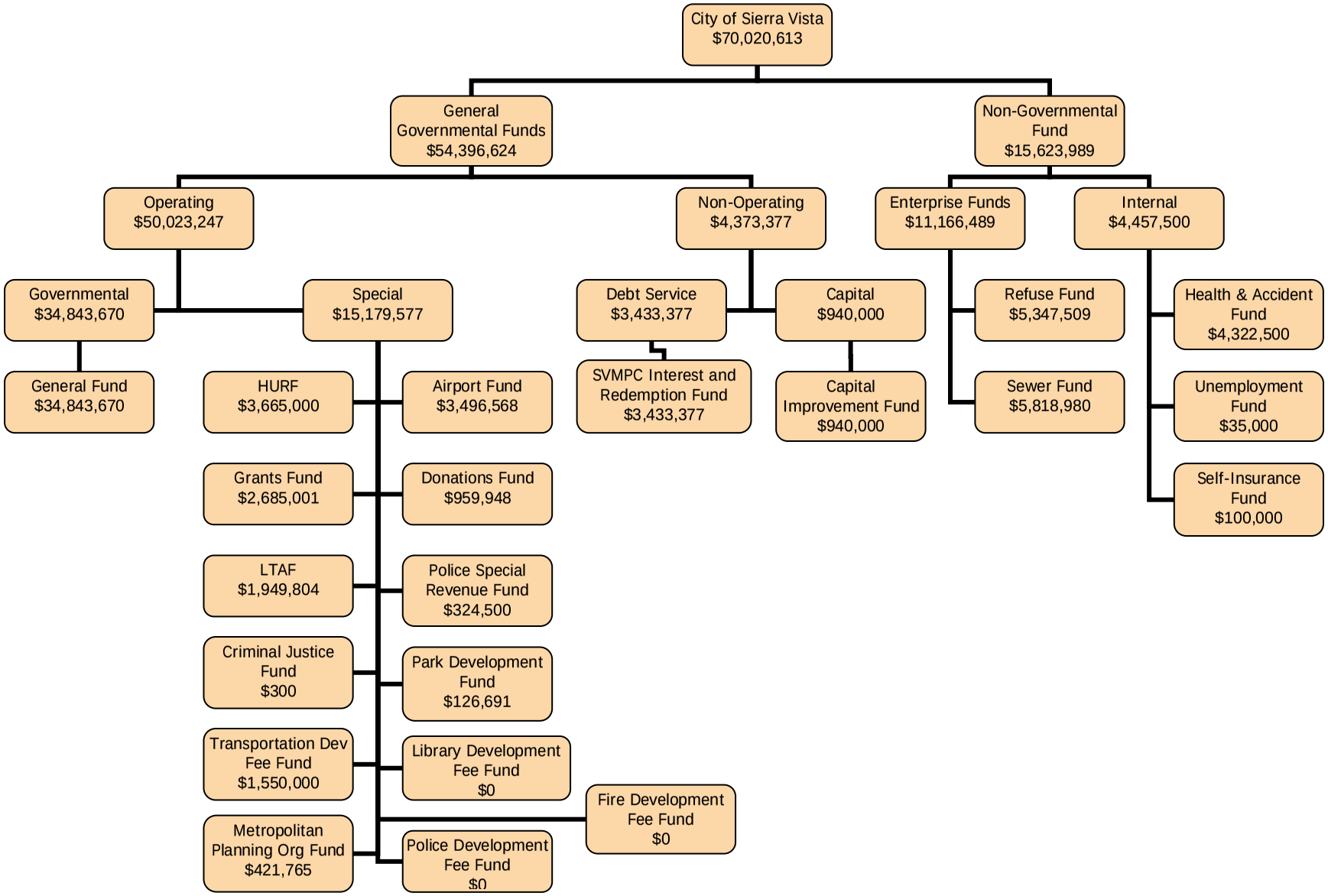
An established internal control structure is used to protect assets from loss, theft or misuse and to ensure that compliance is maintained with accepted accounting principles. Budgetary control is maintained through an annual budget review and resolution approved by the City Council.

The Comprehensive Annual Financial Report shows the status of the City's finances on the basis of "generally accepted accounting principles" (GAAP). In most cases this conforms to the City's basis of budgeting. Exceptions follow:

a. Compensated absences liabilities expected to be liquidated with expendable available financial resources become accrued as earned by employees (GAAP) as opposed to being expended when paid (Budget).
b. Principal payments on long-term debt within the Enterprise Funds get applied to the outstanding liability (GAAP) as opposed to being expended (Budget).
c. Enterprise Funds capital outlay gets recorded as assets (GAAP) as opposed to expenditures (Budget).

The funds are separated into two major categories, Governmental and Non-Governmental. Governmental Funds are broken into two categories: Operating and Non-Operating. The Operating section includes Governmental Funds, Special Funds and Internal Funds. The Non-Operating Fund includes debt service and capital. Currently the City maintains 21 funds.

This chart provides a visual depiction of the funds the City uses as well as the organization of these funds.



The chart below shows the expenditure per fund separated into departments.

	City Council	Administrative Services	City Manager	Court & Legal	General Government	Police	Fire	Public Works	Leisure & Library	Community Development	Debt	Total
General Fund	$ 113,083	$ 2,845,226	$ 2,374,073	$ 271,828	$ 1,033,177	$ 11,066,509	$ 6,682,130	$ 6,069,564	$ 3,417,047	$ 870,820	$ 100,213	$ 34,843,670
HURF					$ 68,879			$ 3,529,651			$ 66,470	$ 3,665,000
LTAF								$ 1,949,804				$ 1,949,804
Police Special Revenue						$ 324,500						$ 324,500
Grants			$ 250,000			$ 33,500	$ 1,327,000	$ 750,000	$ 160,000	$ 164,501		$ 2,685,001
Judicial Enhancement				$ 300								$ 300
Airport								$ 3,421,221			$ 75,347	$ 3,496,568
Donations	$ 32,950		$ 800			$ 491,554	$ 16,488	$ 6,890	$ 409,485	$ 1,781		$ 959,948
Park Development											$ 126,691	$ 126,691
Library Development												$ -
Police Development												$ -
Fire Development												$ -
Transportation Development								$ 1,550,000				$ 1,550,000
Metropolitan Planning Org								$ 421,765				$ 421,765
Capital Improvement								$ 850,000		$ 90,000		$ 940,000
SVMPC I&R											$ 3,433,377	$ 3,433,377
Sewer	$ 14,136	$ 311,112	$ 286,528		$ 137,757			$ 4,344,229			$ 725,218	$ 5,818,980
Refuse	$ 14,136	$ 323,157	$ 266,480		$ 137,757			$ 4,112,186			$ 493,793	$ 5,347,509
Health & Accident					$ 4,322,500							$ 4,322,500
Unemployment					$ 35,000							$ 35,000
Self Insured Retention					$ 100,000							$ 100,000
Total	$ 174,305	$ 3,479,495	$ 3,177,881	$ 272,128	$ 5,835,070	$ 11,916,063	$ 8,025,618	$ 27,005,310	$ 3,986,532	$ 1,127,102	$ 5,021,109	$ 70,020,613

Fund Balance Estimates, 2015-2017

The City of Sierra Vista prepares a balanced budget each year. This means that every year the revenue forecasts equal the expenditure forecast. Having an equal expenditure and revenue at the end of the year is rarely the case. Many times the revenue collected will outpace the expenses incurred. This leads the City to have a positive balance in the fund at the end of the year. A positive fund balance means that the City will have a reserve amount in the following year. A positive ending fund balance is in effect a saving account for the future.

The next section analyzes the fund balances for the General Fund, Special Funds, Debt Service Funds, Capital Funds, Enterprise Funds and Internal Service Funds. The charts provide the actual revenue collected for FY15 along with the estimated FY16 and budgeted FY17 revenue. These charts are helpful in providing the estimated funds available. When a fund has an ending balance lower than the last year, it means that they City will be utilizing the fund balance in FY17 to fund certain projects.

The charts on the following pages are informational for budgetary purposes only and the City's official ending fund balance will be presented in our CAFR.

Fund Balances

The General Fund is the largest fund maintained by the City. The general fund is used for many city services, including public safety and public works. A chart of revenue and expenditures for the general fund is below. The ending fund balance (Fund Balance, June 30) is an estimate and has not been audited.

(For Budgetary Purposes Only)	General Fund		
	2015	2016	2017
Revenues:	Actual	Estimated	Budget
Taxes	13,999,509	14,493,324	14,491,470
Intergovernmental	11,621,208	11,833,440	11,981,418
Charges for services	4,038,615	4,289,715	4,614,500
Licenses and permits	1,775,419	1,835,500	1,665,500
Fines	22,319	50,000	15,000
Investment income	15,017	10,000	10,000
Contributions	140,156	1,000	1,000
Other revenues	386,385	565,500	530,500
Total estimated revenues	31,998,628	33,078,479	33,309,388
Expenditures:			
Current-			
General government	6,063,431	6,278,651	6,637,387
Public safety	14,058,173	15,612,071	17,748,639
Public works	6,414,027	6,261,652	6,069,564
Culture and recreation	2,904,849	3,468,621	3,417,047
Community development	961,651	896,349	870,820
Debt service -			
Principal retirement	114,988	96,908	98,154
Interest and fiscal charges	4,864	3,306	2,059
Total estimated expenditures	30,521,984	32,617,558	34,843,670
Other financing sources (uses):			
Operating transfers in	-	96,500	1,182,800
Operating transfers out	(1,382,787)	(557,718)	(548,518)
Net proceeds from sale of bonds			
Proceeds from installment purchase			900,000
Total other financing sources (uses)	(1,382,787)	(461,218)	1,534,282
Net increase (decrease) in fund balance	93,857	(297)	-
Fund balances, July 1	3,972,820	4,066,677	4,066,380
Fund balances, June 30	4,066,677	4,066,380	4,066,380

The City's General fund balance is projected to remain level from FY15 to FY17. The FY17 budget is balanced per State law, and therefore shows a zero growth in the fund balance. The City working to achieve the fund balance of approximately $6 million listed in its Financial Policy.

Fund Balances

The City of Sierra Vista maintains 12 Special Funds. These funds are used to track revenues the City receives that are legally restricted for certain specified uses. A summary of the 12 Special Funds balance is shown below.

(For Budgetary Purposes Only)	Special Revenue Funds		
	2015 Actual	2016 Estimated	2017 Budget
Revenues:			
Taxes			
Intergovernmental	5,017,232	8,361,495	7,425,312
Charges for services	1,504,208	1,691,765	1,607,233
Licenses and permits			
Fines		100	100
Investment income	1,429	-	-
Contributions	1,454,919	2,935,350	2,561,424
Other revenues	353,758	50,000	85,000
Total estimated revenues	8,331,546	13,038,710	11,679,069
Expenditures:			
Current-			
General government	71,829	703,926	352,929
Public safety	585,294	2,204,515	2,193,042
Public works	7,569,315	11,286,431	10,079,331
Culture and recreation	83,317	467,862	569,485
Community development	486,485	1,701,781	1,716,282
Debt service -			
Principal retirement	233,532	235,795	242,335
Interest and fiscal charges	34,913	32,773	26,173
Total estimated expenditures	9,064,685	16,633,083	15,179,577
Other financing sources (uses):			
Operating transfers in	1,382,788	1,333,203	1,335,268
Operating transfers out	(496,759)	(1,004,628)	(1,002,128)
Net proceeds from sale of bonds			
Proceeds from installment purchase			
Total other financing sources (uses)	886,029	328,575	333,140
Net increase (decrease) in fund balance	152,889	(3,265,798)	(3,167,368)
Fund balances, July 1	(812,450)	(659,561)	(3,925,359)
Fund balances, June 30	(659,561)	(3,925,359)	(7,092,727)

The special revenue funds' fund balances are projected to increase in FY17. It is estimated that the special funds will increase by $3,167,368 in FY17 to an ending balance of ($7,092,727).

The City also maintains one capital project fund, the Capital Improvement Fund. The chart below summarizes this fund.

(For Budgetary Purposes Only)	Capital Projects Funds		
	2015	2016	2017
Revenues:	Actual	Estimate	Budget
Taxes	3,773,897	3,802,201	3,802,201
Intergovernmental			
Charges for services			
Licenses and permits			
Fines			
Investment income			
Contributions			
Other revenues	100,000	-	
Total estimated revenues	3,873,897	3,802,201	3,802,201
Expenditures:			
Current-			
General government			
Public safety		500,000	
Public works		650,000	600,000
Culture and recreation		250,000	
Community development		90,000	90,000
Debt service -			
Principal retirement			
Interest and fiscal charges			
Total estimated expenditures	-	1,490,000	690,000
Other financing sources (uses):			
Operating transfers in		10,000	7,500
Operating transfers out	(2,835,781)	(3,183,114)	(4,283,486)
Net proceeds from sale of bonds			
Proceeds from installment purchase	-		
Total other financing sources (uses)	(2,835,781)	(3,173,114)	(4,275,986)
Net increase (decrease) in fund balance	1,038,116	(860,913)	(1,163,785)
Fund balances, July 1	842,466	1,880,582	1,019,669
	-	-	-
Fund balances, June 30	1,880,582	1,019,669	(144,116)

The City's Capital Improvement Fund, funded with 0.5 percent of the City Sales Tax, is financially stable and able to pay for several projects in FY17. The estimated net decrease in the fund balance is a result of capital investment using carryover funds from FY16.

Fund Balances

In order to pay for capital projects, the City borrows money. Borrowing money requires the City to repay the lending institutes. The City maintains one debt service funds, the Sierra Vista Municipal Property Corporation Interest and Redemption Fund and below is a summary of this fund.

(For Budgetary Purposes Only)	Debt Service Funds		
	2015	2016	2017
Revenues:	Actual	Estimate	Budget
Taxes			
Intergovernmental			
Charges for services			
Licenses and permits			
Fines			
Investment income	32	-	
Contributions			
Other revenues			
Total estimated revenues	32	-	-
Expenditures:			
Current-			
General government			
Public safety			
Public works			
Culture and recreation			
Community development			
Debt service -			
Principal retirement	2,600,000	2,690,000	2,805,000
Interest and fiscal charges	836,900	735,570	623,377
Total estimated expenditures	3,436,900	3,425,570	3,428,377
Other financing sources (uses):			
Operating transfers in	3,482,353	3,430,570	3,433,377
Operating transfers out			
Net proceeds from sale of bonds			
Proceeds from installment purchase	-		
Total other financing sources (uses)	3,482,353	3,430,570	3,433,377
Net increase (decrease) in fund balance	45,485	5,000	5,000
Fund balances, July 1	1,298,484	1,343,969	1,348,969
	-	-	-
Fund balances, June 30	1,343,969	1,348,969	1,353,969

Debt Service funds are supported by the transfer of resources from other funds in order to repay the interests and principal for projects. These funds do not receive any more resources than needed from other funds and are not projected to grow in FY17.

Fund Balances

There are a total of 15 governmental funds, as summarized by the chart below. The charts in the previous pages provide a more detail analysis of the different fund types.

(For Budgetary Purposes Only)	Total Governmental Funds		
	2015	2016	2017
Revenues:	Actual	Estimate	Budget
Taxes	17,773,406	18,295,525	18,293,671
Intergovernmental	16,638,440	20,194,935	19,406,730
Charges for services	5,542,823	5,981,480	6,221,733
Licenses and permits	1,775,419	1,835,500	1,665,500
Fines	22,319	50,100	15,100
Investment income	16,478	10,000	10,000
Contributions	1,595,075	2,936,350	2,562,424
Other revenues	840,143	615,500	615,500
Total estimated revenues	44,204,103	49,919,390	48,790,658
Expenditures:			
Current-			
General government	6,135,260	6,982,577	6,990,316
Public safety	14,643,467	18,316,586	19,941,681
Public works	13,983,342	18,198,083	16,748,895
Culture and recreation	2,988,166	4,186,483	3,986,532
Community development	1,448,136	2,688,130	2,677,102
Debt service -	-	-	-
Principal retirement	2,948,520	3,022,703	3,145,489
Interest and fiscal charges	876,678	771,649	651,609
Total estimated expenditures	43,023,569	54,166,211	54,141,624
Other financing sources (uses):			
Operating transfers in	4,865,141	4,870,273	5,958,945
Operating transfers out	(4,715,327)	(4,745,460)	(5,834,132)
Net proceeds from sale of bonds	-	-	-
Proceeds from installment purchase	-	-	900,000
Total other financing sources (uses)	149,814	124,813	1,024,813
Net increase (decrease) in fund balance	1,330,348	(4,122,008)	(4,326,153)
Fund balances, July 1	5,301,320	6,631,668	2,509,660
	-	-	-
Fund balances, June 30	6,631,668	2,509,660	(1,816,493)

Fund Balances

Not only does the City maintain governmental funds, it also maintains Non-Governmental Funds. These funds are supported entirely by the user of the services and operate as a separate entity from the governmental funds. The two areas of non-governmental funds are Enterprise Funds (Sewer, Refuse) and Internal Service Funds (Health & Accident, Unemployment, Self-Insurance).

Below is a summary of the Enterprise Funds.

(For Budgetary Purposes Only)	Enterprise Funds		
	2015	2016	2017
Operating revenues:	Actual	Estimated	Budget
Charges for sales and services	7,940,927	7,756,243	8,039,369
Contributions			
Other income	98,049	94,617	123,500
Total operating revenues	8,038,976	7,850,860	8,162,869
Operating expenses:			
Salaries, wages and related expenses	2,855,233	3,185,708	3,423,540
Operations and maintenance	3,503,957	3,518,520	3,668,938
Depreciation	1,322,322	1,450,000	1,450,000
Benefits paid			
Premiums paid			
Total operating expenses	7,681,512	8,154,228	8,542,478
Operating income (loss)	357,464	(303,368)	(379,609)
Nonoperating revenues (expenses):			
Connection income	286,614	184,945	200,000
Gain on Sale of Fixed Assets	(1,411,252)	38,121	
Investment income			1,000
Interest expense	(211,268)	(188,999)	(208,368)
Total nonoperating revenues	(1,335,906)	34,067	(7,368)
Income before operating transfers	(978,442)	(269,301)	(386,977)
Operating transfers:			
Operating transfers in			
Operating transfers out	(149,813)	(149,813)	(149,813)
Total operating transfers	(149,813)	(149,813)	(149,813)
Net Income (loss)	(1,128,255)	(119,488)	(536,790)
Capital Contributions	293,936		500,000
Retained earnings, July 1	31,294,054	30,459,735	30,340,247
	-	-	-
Retained earnings, June 30	30,459,735	30,340,247	29,803,457

Fund Balances

The City also maintains three Internal Service Funds. These are funds used for employee benefits. The City continues to have a self-funded health insurance plan. The City also maintains an unemployment fund and self-insurance fund. A summary of these funds is below.

(For Budgetary Purposes Only)	Internal Service Funds		
	2015	2016	2017
Operating revenues:	Actual	Estimated	Budget
Charges for sales and services			
Contributions	3,755,274	3,458,124	4,119,000
Other income	284,238	304,371	300,000
Total operating revenues	4,039,512	3,762,495	4,419,000
Operating expenses:			
Salaries, wages and related expenses			
Operations and maintenance	309,629	274,365	301,500
Depreciation			
Benefits paid	3,319,238	3,607,702	3,796,000
Premiums paid	392,603	427,281	360,000
Total operating expenses	4,021,470	4,309,348	4,457,500
Operating income (loss)	18,042	(546,853)	(38,500)
Nonoperating revenues (expenses):			
Connection income			
Gain on Sale of Fixed Assets			
Investment income	4,019	8,969	3,500
Interest expense			
Total nonoperating revenues	4,019	8,969	3,500
Income before operating transfers	22,061	(537,884)	(35,000)
Operating transfers:			
Operating transfers in	9,238	25,000	25,000
Operating transfers out			
Total operating transfers	9,238	25,000	25,000
Net Income (loss)	31,299	(512,884)	(10,000)
Capital Contributions			
Retained earnings, July 1	4,953,372	4,984,671	4,471,787
	-	-	-
Retained earnings, June 30	4,984,671	4,471,787	4,461,787

Fund Balances

The three internal service funds continue to have a strong financial position. The expected FY17 ending fund balance is $4,461,787.

Below is a total summary of the non-governmental funds.

(For Budgetary Purposes Only)	Non-Governmental Funds		
	2015	2016	2017
Operating revenues:	Actual	Estimated	Budget
Charges for sales and services	7,940,927	7,756,243	8,039,369
Contributions	3,755,274	3,458,124	4,119,000
Other income	382,287	398,988	423,500
Total operating revenues	12,078,488	11,613,355	12,581,869
Operating expenses:			
Salaries, wages and related expenses	2,855,233	3,185,708	3,423,540
Operations and maintenance	3,813,586	3,792,885	3,970,438
Depreciation	1,322,322	1,450,000	1,450,000
Benefits paid	3,319,238	3,607,702	3,796,000
Premiums paid	392,603	427,281	360,000
Total operating expenses	11,702,982	12,463,576	12,999,978
	-	-	-
Operating income (loss)	375,506	(850,221)	(418,109)
Nonoperating revenues (expenses):			
Connection income	286,614	184,945	200,000
Gain on Sale of Fixed Assets	(1,411,252)	38,121	-
Investment income	4,019	8,969	4,500
Interest expense	(211,268)	(188,999)	(208,368)
Total nonoperating revenues	(1,331,887)	43,036	(3,868)
	-	-	-
Income before operating transfers	(956,381)	(807,185)	(421,977)
Operating transfers:			
Operating transfers in	9,238	25,000	25,000
Operating transfers out	(149,813)	(149,813)	(149,813)
Total operating transfers	(140,575)	(124,813)	(124,813)
	-	-	-
Net Income (loss)	(1,096,956)	(632,372)	(546,790)
Capital Contributions			
Retained earnings, July 1	36,247,426	35,444,406	34,812,034
Retained earnings, June 30	35,444,406	34,812,034	34,265,244

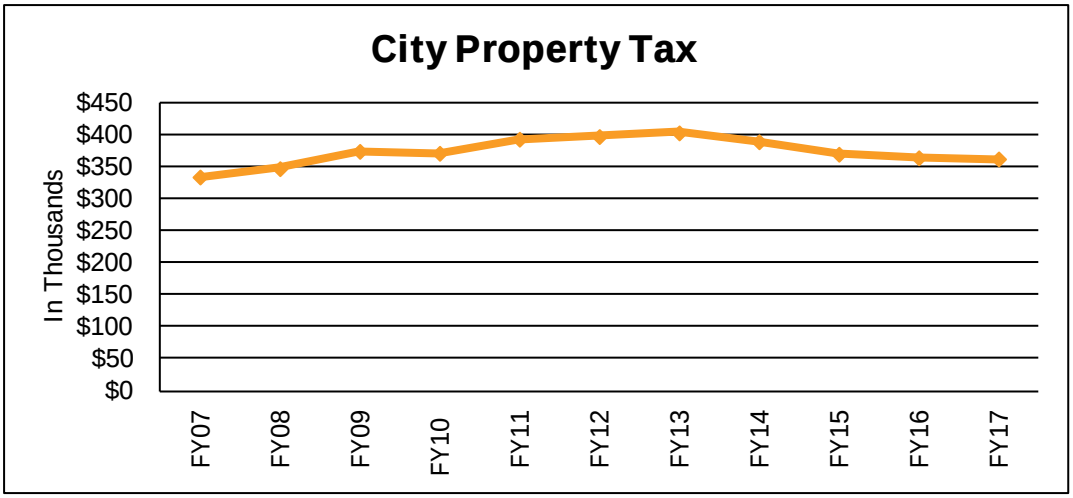
General Fund Revenue

The largest fund of the City, the General Fund, comprises 46 percent (or $34,843,670) of the proposed FY17 budget revenues. Services included in this fund include Public Safety, Leisure and Library Services, Facility Maintenance, Development Services, and General Government Administration. The State provides the City Council with the most flexibility in terms of raising revenues and making expenditures within the General Fund. As a result, the fund experiences the most competition for its resources. Most of the Council's financial decision making occurs with regard to General Fund revenues and expenditures.

The chart on the next page provides a summary of revenue sources for the General Fund along with the expected change.

The pages following the summary chart provide information on the revenue components of the General Fund. A description of each revenue source along with historical revenue collection information is also provided.

General Fund Revenue						
Revenue		**FY16**		**FY17**	**% Change**	**% of GF**
Local						
Taxes						
Property	$	364,000	$	362,147	-0.5%	1.0%
Sales	$	14,129,323	$	14,129,323	0.0%	40.6%
Total Local Taxes	$	14,493,323	$	14,491,470	0.0%	41.6%
Fees						
Ambulance	$	1,500,000	$	1,975,000	31.7%	5.7%
Development	$	124,715	$	78,000	-37.5%	0.2%
Public Safety	$	100,000	$	100,000	0.0%	0.3%
Public Works	$	1,455,000	$	1,336,500	-8.1%	3.8%
Leisure	$	1,090,000	$	1,090,000	0.0%	0.0%
Cove	$	280,000	$	250,000		
Recreational Classes	$	810,000	$	840,000		
General Gov.	$	20,000	$	35,000	75.0%	0.0%
Total Local Fees	$	4,289,715	$	4,614,500	7.6%	13.2%
Licenses & Permits						
Bldg. Permits	$	300,000	$	165,000	-45.0%	0.5%
Franchise	$	1,325,000	$	1,325,000	0.0%	3.8%
Business	$	125,500	$	125,500	0.0%	0.4%
Animal Control	$	55,000	$	35,000	-36.4%	0.1%
Right of Way	$	30,000	$	15,000	-50.0%	0.0%
Total Local Licenses	**$**	**1,835,500**	**$**	**1,665,500**	**-9.3%**	**4.8%**
Total Local	**$**	**20,618,538**	**$**	**20,771,470**	**0.7%**	**59.6%**
Other						
Transfers Out	$	(557,718)	$	(548,518)	-1.6%	-1.6%
LTAF	$	(430,000)	$	(430,000)		
MPO	$	(92,000)				
Dev Fees	$	(93,518)	$	(93,518)		
Unemployment	$	(25,000)	$	(25,000)		
Transfers In	$	96,500	$	1,182,800	1125.7%	3.4%
CIF	$	96,500	$	1,182,800		
Grants	$	-	$	-		
Note Proceeds	$	-	$	900,000	0.0%	2.6%
Library Fines	$	50,000	$	15,000	-70.0%	0.0%
Interest	$	10,000	$	10,000	0.0%	0.0%
Contributions	$	1,000	$	1,000	0.0%	0.0%
Local Government Pmts	$	334,000	$	356,000	6.6%	1.0%
Misc. Revenue	$	515,500	$	530,500	2.9%	1.5%
Total Other	**$**	**449,282**	**$**	**2,446,782**	**444.6%**	**7.0%**
State Taxes						
Sales	$	4,192,731	$	4,087,089	-2.5%	11.7%
Income	$	5,284,109	$	5,312,329	0.5%	15.2%
Auto	$	1,900,000	$	2,000,000	5.3%	5.7%
Total State Taxes	**$**	**11,376,840**	**$**	**11,399,418**	**0.2%**	**32.7%**
Grants						
Grants	**$**	**152,600**	**$**	**226,000**	**48.1%**	**0.6%**
Total G.F. Rev.	**$**	**32,597,260**	**$**	**34,843,670**	**6.9%**	**100.0%**



Description

The City levies a primary property tax each year. In 2006, the City's maximum primary property tax levy was reset to $333,961.

This maximum amount is increased two percent per year, as per state law, plus the value of new construction. For 2017, the maximum levy increased to $544,337. The City has chosen to keep the property tax levy from FY16 resulting in a total levy amount of $362,147. The FY17 property tax levy amount corresponds to a tax rate of $0.1136 per $100 of assessed value, unchanged from the FY15 tax rate of $0.1136 per $100 of assessed value.

According to the Arizona State Constitution, Article IX, Section 19, the City can only increase their total primary tax levy by two percent each year. In the FY17 budget, the tax levied has decreased due to the assessed valuation of property in Sierra Vista decreasing. The tax levy for FY17 is $362,147.

The City does not levy a secondary property tax. A secondary property tax may only be levied to pay the principal and interest on bonds that have been voter approved.

General Fund Contribution: $362,147

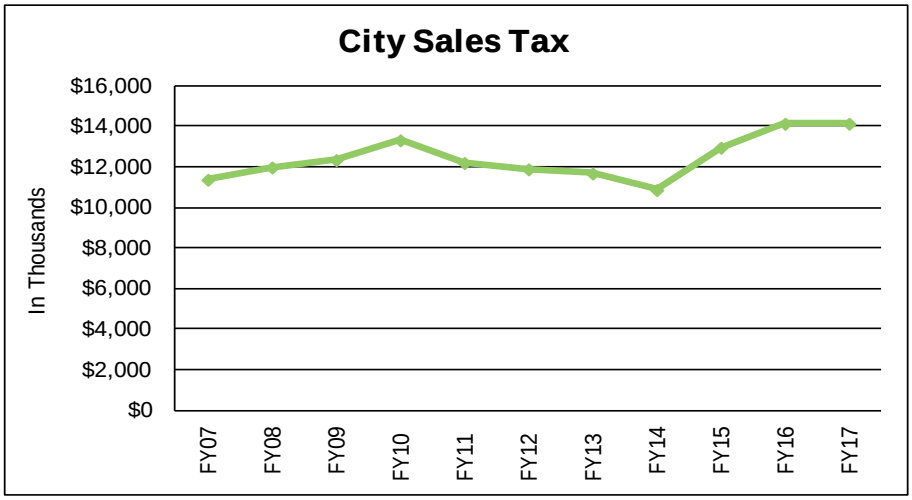
Example of Property Tax

Market Value	Assessed Value (10% of Market Value)	Tax Rate $0.1136 per $100 Assessed Value
$100,000	$10,000	($10,000/$100)*$0.1136=$11.36

A resident with a $100,000 home would pay $11.36 in City Property Taxes.

In FY17 the tax rate for the primary property tax is 0.1136. This City primary property tax rate is the lowest level of any municipality in of Cochise County. For comparison purposes the property tax rate for other municipalities in Cochise County is displayed below.

2016 Property Tax Levy		
	Primary	Secondary
Cochise County	2.6276	
Bisbee	2.4845	
Douglas	1.1762	
Tombstone	0.8939	0.8823
Huachuca City	0.7562	
Benson	0.5838	
Willcox	0.3892	0.8200
Sierra Vista	**0.1136**	



Description

In FY12 the City Council tasked the Citizens' Advisory Commission (CAC) with reviewing the City's sales tax structure and its efficiency in raising revenue to cover future operating expenses. After a lengthy analysis, the CAC recommended no changes to the tax structure. The CAC again analyzed the City's sales tax structure in FY15 and presented recommended changes to the City Council. The City Council voted to increase the sales tax rate in FY16 from 1.75% to 1.95%, effective November 1, 2015.

National, state, and local economic conditions have affected the City. The City budgets a flat projection in the expected year-end City sales tax figures in FY17. The flat projection is the result of the retail sales tax remaining the same as in FY16. The City's projections remain very conservative. In FY15, revenues benefited from a one-time influx of construction tax dollars due to the construction of the Canyon Vista Medical Center.

By ordinance, 0.5 percent of the City's sales tax goes to the Capital Improvement Fund. While consumers pay a 1.95 percent sales tax to the general fund; a full half cent of that amount goes to the capital improvement fund.

General Fund Contribution- $14,129,323
Capital Improvement Fund Contribution- $3,802,201

City Sales Tax Rates

	City	State and County	Total
Retail Privilege (Sales) Tax	1.95%	6.10%	8.05%
Use Tax	1.95%	5.60%	7.55%
Restaurant/Bar	2.60%	6.10%	8.70%
Hotel/Motel	5.50%	6.05%	11.55%
Construction Contracting	2.45%	6.10%	8.55%
Rental of Real Property	1.00%	0.00%	1.00%
Utilities	2.00%	6.10%	8.10%

Transaction Privilege (Sales) Tax Authorization

Arizona Revised Statue (A.R.S.) 42-6051 established the Model City Tax Code. The following sections describe each classification levied by the City of Sierra Vista along with the Model City Tax Code section authorizing the classification.

Retail Sales

Section _A-460. The retail classification is comprised of the business activity upon every person engaging or continuing in the business of selling tangible personal property at retail. The City's total rate for FY17 is 1.95 percent. The City Council voted to increase the sales tax rate in FY16 from 1.75% to 1.95%, effective November 1, 2015.

Real Property Rental

Section _A-445. The Real Property Rental classification is comprised of the business activity upon every person engaging or continuing in the business of leasing or renting real property located within the City for a consideration, to the tenant in actual possession, or the licensing for use of real property to the final licensee located within the City for a consideration including any improvements, rights, or interest in such property. This classification applies to both commercial and residential property. The City's rate for FY17 is one percent, unchanged from FY12.

Use

Section _A-610. There is levied and imposed an excise tax on the cost of tangible personal property acquired from a retailer, upon every person storing or using such property not purchased within the City boundaries. The City's rate for FY17 is 1.95 percent. The City Council voted to increase the sales tax rate in FY16 from 1.75% to 1.95%, effective November 1, 2015.

Construction

Section _A-415. The Construction classification is levied upon every construction contractor engaging or continuing in the business activity of construction contracting within the City. The tax base for the prime contracting classification is sixty five per cent of the gross proceeds of sales or gross income derived from the business. The City's rate for FY17 is 2.45 percent, unchanged from FY12.

Restaurant / Bar

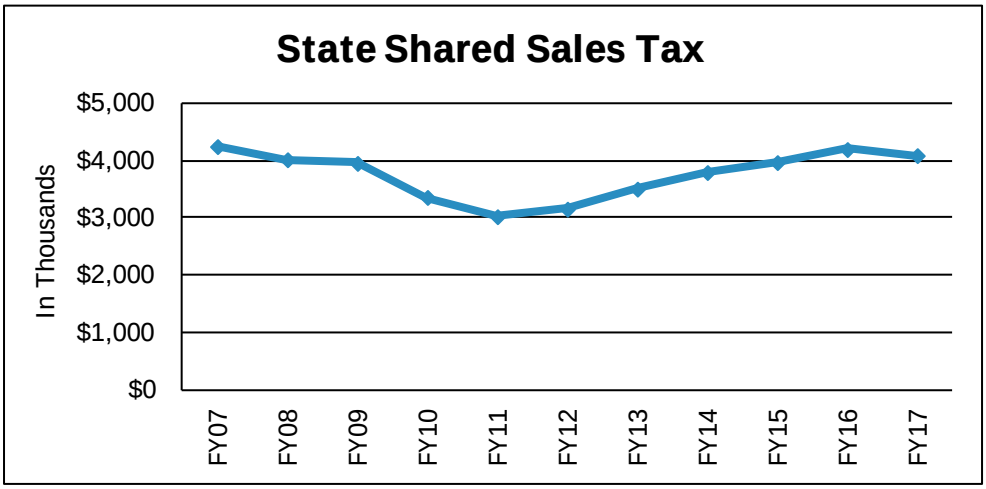
Section _A-455. The Restaurant classification is comprised of the business activity upon every person engaging or continuing in the business of preparing or serving food or beverage in a bar, cocktail lounge, restaurant, or similar establishment where articles of food or drink are prepared or served for consumption on or off the premises, including also the activity of catering. Cover charges and minimum charges must be included in the gross income of this business activity. The City's rate for FY17 is 2.60 percent, unchanged from FY12.

Utility

Section _A-480. The Utilities classification is comprised of the business activity upon every person engaging or continuing in the business of producing, providing, or furnishing utility services, including electricity, electric lights, current, power, gas (natural or artificial), or water to consumers or ratepayers who reside within the City.

Hotel / Motel

Section _A-444. The Hotel classification is comprised of the business activity upon every person engaging or continuing in the business of operating a hotel charging for lodging and/or lodging space furnished to any person. The City's rate for FY17 is 5.50 percent, unchanged from FY12.

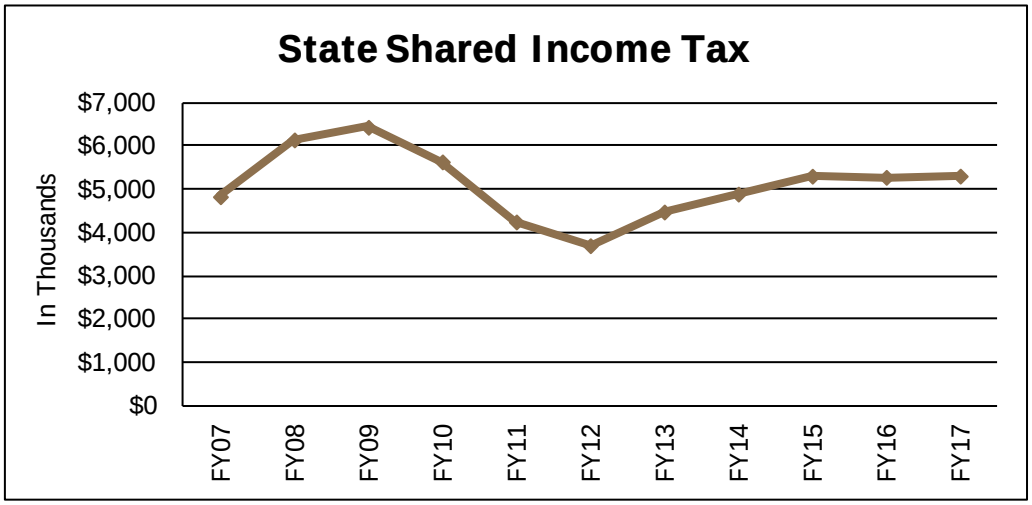


Description

The State of Arizona imposes a State tax on the sales of goods and then distributes 25 percent to incorporated Cities and Towns. The City receives its share of revenue based on population estimates from the most recent U.S. Census or Census Survey.

The City receives the State Sales Tax estimates from the League of Arizona Cities. These estimates are used to compare the City's own budget projections. In the past, the State estimates have been higher than the City's actual collection. The City's conservative revenue projection process uses historical analysis to more closely predict the expected revenue.

General Fund Contribution: $4,087,089



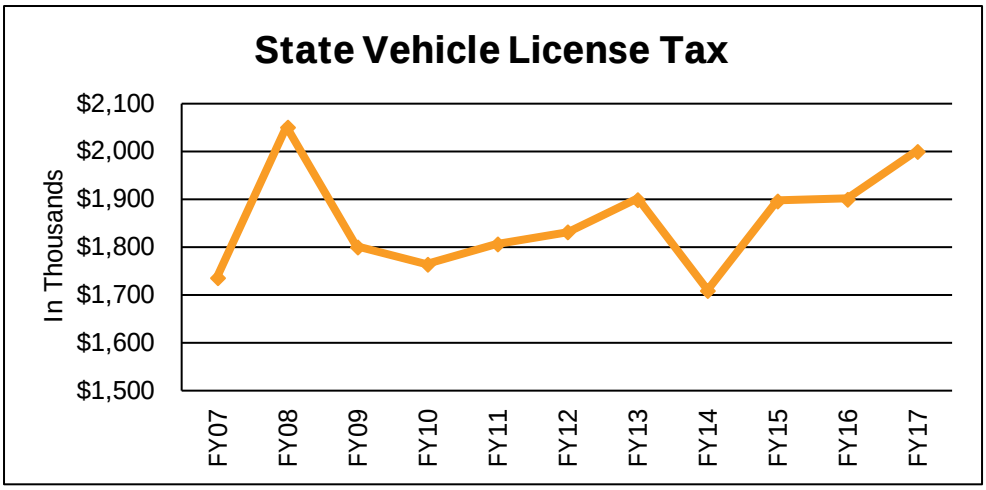
Description

The State of Arizona levies income taxes. Statutes stipulate that Arizona cities and towns share 15 percent of the tax distributed based on a population basis. This revenue source depends heavily upon the condition of the state's economy.

There is a two-year lag from the year the taxes are levied and the year they are distributed to the cities. This means that the City receives their share of the 2015 income taxes in FY17.

The City's share of income tax revenues has stabilized as a result of the economic recovery experienced throughout the State, but is not experiencing significant growth. The State provides an estimate for the expected revenue to the City, which is almost 100 percent accurate. The FY17 Budget for income tax revenues increases .5 percent from FY16.

General Fund Contribution: $5,312,329

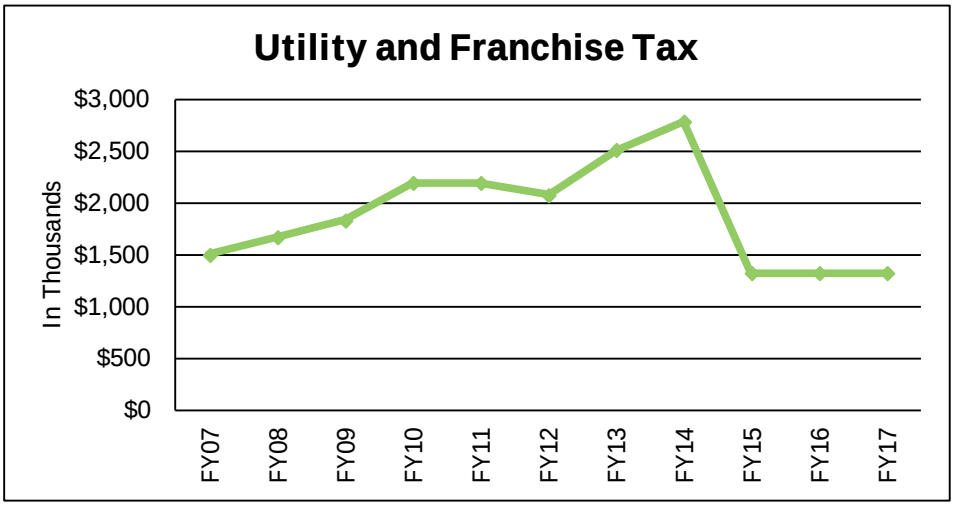


Description

The State of Arizona levies a tax on vehicle licenses. The revenue that the City receives represents state-shared revenue derived from the vehicle registration fees. Cities and towns receive 25 percent of the net revenues collected within their county.

The State of Arizona provides an estimate for the expected Vehicle Licensing Tax the City will receive. However, the City uses its own estimate based on historical trend analysis, because the State's estimate is often too optimistic. The City estimate is roughly ten percent lower than the State's estimate. In FY17, the City projects a 5.3% increase in levels from FY16.

General Fund Contribution: $2,000,000



Description

The Public Utility tax includes the two percent excise tax on water, gas, electric and phone utilities. The franchise tax includes the five percent franchise fee on cable television. Because the public utility tax was originally established separately from the City's privilege tax, it has been tracked separately. Beginning in FY15, the Utility Tax began being tracked and accounted for with the Transaction Privilege Tax, so the total revenue in this section appears lower for FY15, but is in fact relatively flat as a combined rate.

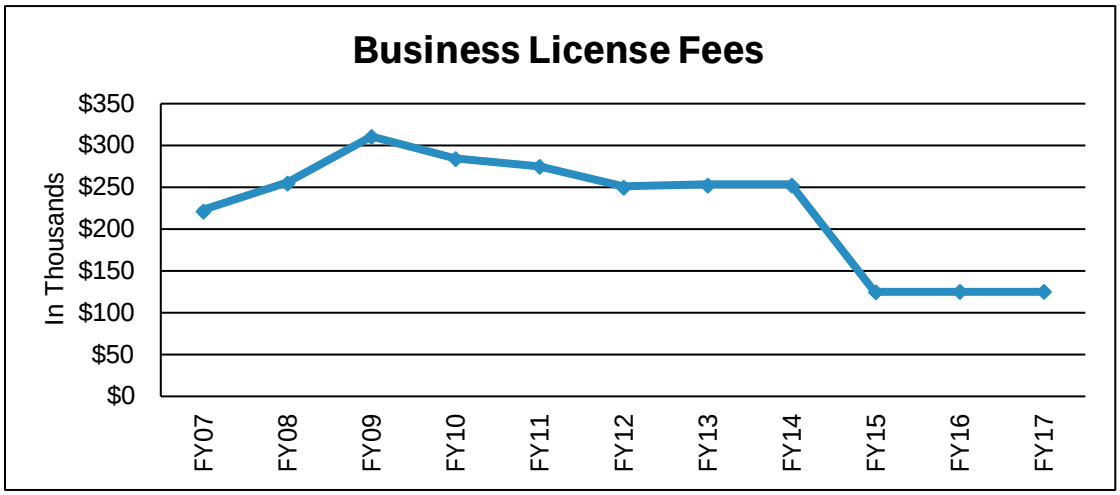
The Franchise Tax revenue is projected to be $1,325,000 in FY17.

The residents of Sierra Vista approved the franchise agreement with Southwest Gas in 2008. The franchise agreement included a two percent franchise fee, transaction privilege sales tax, and a one percent reimbursement fee.

The residents of Sierra Vista approved the franchise agreement with Sulphur Springs Valley Electrical Cooperative franchise agreement in 2012. The franchise agreement included a two percent transaction privilege tax and a two percent franchise fee. All of the estimated revenue from the franchise agreement ($700,000) is transferred to fund street maintenance in the FY17 Budget.

General Fund Contribution: $1,325,000

<u>Current rates</u>
SSVEC- 4% Franchise (2% Transaction Privilege Tax, 2% Franchise)
SWG- 5% Franchise (2% Transaction Privilege Tax, 2% Franchise, 1% Right-of-Way)
Water- 2% Utility Phone- 2% Utility Cox- 5% License

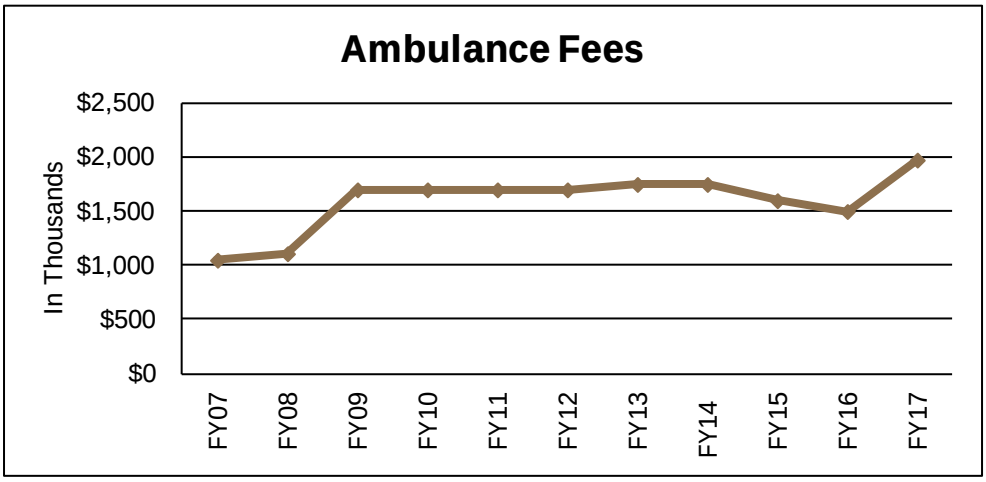


Description

The City increased its annual business license fee from $112 in FY03 to $130 in FY04 and then reduced it to $50 effective July 1, 2014. The reduction was a conscious decision to stimulate business interest and growth in the City. This fee is charged for various services provided by the City, like monitoring compliance with fire and building code requirements to ensure that businesses operating in the City do so in a safe manner.

The estimate uses historical trend analysis. With fewer businesses in town, the amount collected for business licenses decreased over the last several years and stabilized in FY15. The City projects no change to this revenue in FY17.

General Fund Contribution: $125,000



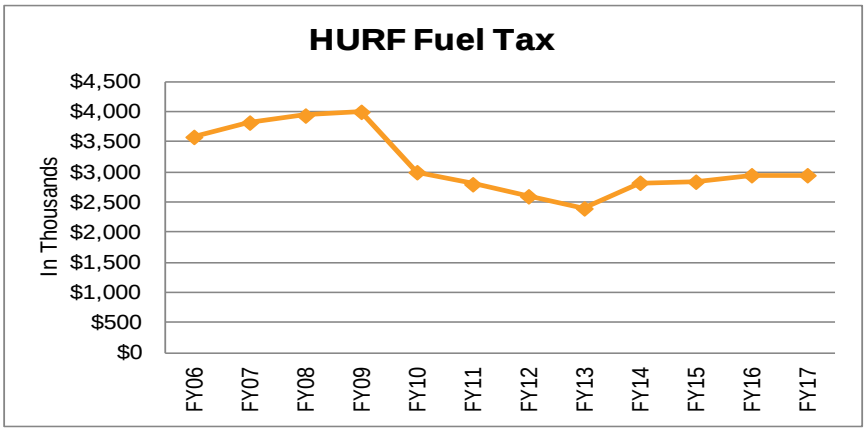
Description

The City charges for ambulance services. The revenue received over the last several years has remained level. As a result of the completed construction of the Canyon Vista Medical Center in FY15, the City saw a slight reduction in the inter-facility transport program. This program transported patients between medical facilities in Sierra Vista.

The main expected increase in FY17 is anticipated from a new peak-hour EMS crew that the City has added to transport patients between Life Care, nursing homes and to and from medical appointments. The expected gross revenue from the EMS crew is projected to be over $400,000 for FY17.

General Fund Contribution: $1,975,000

Highway User Revenue Fund (HURF) Revenue



Estimated HURF revenues total $3,665,000 in the FY17 budget. State statutes mandate that the HURF fund is established and maintained as a special revenue fund for the purpose of using State-Shared Fuel Tax dollars for street and transportation-related expenditures. The State distributes 27.5 percent of total fuel tax revenues to Arizona cities and towns using a formula which:

1. takes one-half of the 27.5 percent and apportions the revenues based on population, and
2. takes the remaining one-half and distributes the revenues based on gasoline sales within the county of origin and the proportion of a municipality's population in relation to the other municipalities in that county.

The majority of HURF revenues derive from the fuel tax, grants, and contributions. The HURF fund has decreased this year from FY16 as a result of grant funding that is no longer available. The following table compares budgeted FY16 and FY17 HURF revenues.

The transfer-in from the capital fund is the anticipated franchise fee agreement revenue. The franchise fee amount will be transferred to HURF for street maintenance in FY17 in the anticipated amount of $700,000.

	FY16 Budget	FY17 Budget
Fuel Tax	$ 2,950,000	$ 2,965,000
Note Proceeds	$ -	$ -
Transfers In - CIF	$ 700,000	$ 700,000
Carryover	$ 430,329	$ -
Total	**$ 4,080,329**	**$ 3,665,000**

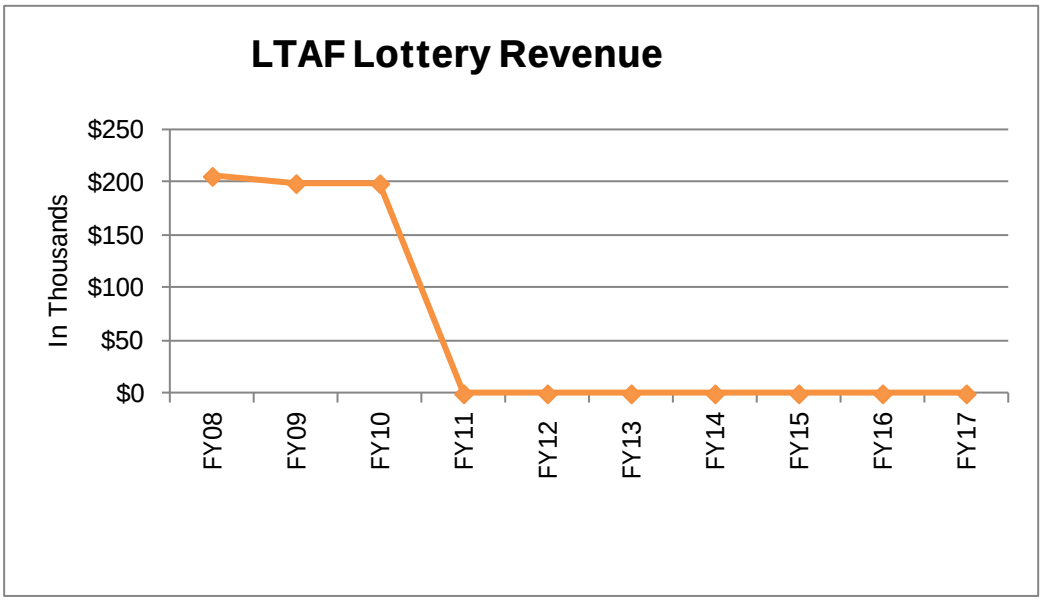
Local Transportation Assistance Fund Revenue

The Local Transportation Assistance Fund (LTAF) represented a state-shared special revenue fund generated by proceeds from the lottery. The State distributed these proceeds to cities and towns using a population-based formula. Cities then used the revenue for public transportation purposes. During the economic downturn in 2008, the State ceased sharing this revenue with the Cities, forcing the City to use General Fund revenues to make up the lost revenue. The City maintains this fund to track the grants it receives to help operate the transit operations.

	FY16 Budget	FY17 Budget
Carryover	$ 71,003	$ 61,255
Lease Revenue	$ -	$ 19,200
Grants	$ 935,896	$ 1,212,789
Bus Fares	$ 115,000	$ 116,000
Transfers In – CIF	$ -	$ 105,560
Transfers In – General Fund	$ 430,000	$ 430,000
Misc. Revenue	$ 5,000	$ 5,000
Total	**$ 1,556,899**	**$ 1,949,804**

The City receives grant and operational revenue associated with Vista Transit. This fiscal year, $1,212,789 in grants funding (for regular administration, operation, and capital) plus $116,000 in bus fare revenue receipts are anticipated.

The $430,000 General Fund transfer-in is to fund shortfalls in Transit revenues needed to operate the City's transit system.



Sewer Enterprise Fund Revenue

For FY17, total budgeted revenues for the Sewer Enterprise Fund are $5,818,980, an increase of $421,899 from last year's budget of $5,397,081.

As an enterprise fund, the Sewer Enterprise Fund must use the revenues generated from user fees to balance the fund's expenditures. This means that the sewer ratepayers who use these services bear the costs through the payment of their fees. For many years, the rates charged to customers were not increased, and rates will not increase in FY17.

The revenue projections for this fund depend on the size of the customer base and the planned expenditures for FY17.

The following table displays the FY16 and FY17 budgeted revenues. The revenue for this fund increased 8 percent from last year.

	FY16 Budget	FY17 Budget
Carryover	$ 763,218	$ 1,056,117
Sewer Service Charges	$ 1,338,791	$ 1,338,791
Capital Service Charges	$ 1,272,572	$ 1,272,572
Sewer Usage Charges	$ 930,313	$ 930,313
Sewer Connection Fees	$ 350,000	$ 200,000
Delinquencies	$ 35,000	$ 35,000
Miscellaneous	$ 100,000	$ 100,000
Capital Contributed by Developers	$ 500,000	$ 500,000
Notes Payable	$ 256,500	$ 535,500
Capital Reimbursement	$ 500	$ 500
Transfer Out- SVMPC	$ (149,813)	$ (149,813)
Total	**$ 5,397,081**	**$ 5,818,980**

Refuse Enterprise Fund Revenue

For FY17, revenues for the Refuse Enterprise Fund total $5,347,509, a decrease of $1,402,236 from the FY16 budgeted total of $6,749,745. The bulk of this decrease was due to the amount of carryover in FY16 that helped support an additional collection route.

As an enterprise fund, the revenues generated by the system of user fees must cover the cost of the operations. Like the Sewer Enterprise Fund, the ratepayers, as the users of the service, pay these costs and not the general taxpayer. The FY17 Budget currently reflects the same rate structure as FY16 while the department continues to review the rising costs of the County landfill prices.

The City implemented an expanded recycling program in FY13. The expanded program increased recycling pick-ups from once per month to once per week. The new schedule provides pick up of regular refuse and recycling each one day per week. With the increased recycling pickups the amount of material that can be recycled will also increase. The new program has been successful and has reduced costs of operations.

Responding to an increasing regulatory environment and its associated expenses in a cost-effective manner is the largest challenge facing refuse operations.

The following table displays the FY16 and FY17 budgeted revenues for the Refuse Enterprise Fund.

	FY16 Budget	FY17 Budget
Carryover	$ 1,048,052	$ 491,316
Refuse Capital Charges	$ 150,000	$ 150,000
Refuse Disposal Charges	$ 1,176,292	$ 1,096,292
Refuse Collection Charges	$ 1,150,210	$ 1,070,210
Residential Charges	$ 1,823,491	$ 1,823,491
Delinquency Charges	$ 37,000	$ 37,000
Interest	$ 1,000	$ 1,000
Dumpster Leases	$ 245,700	$ 185,700
Note Proceeds	$ 994,500	$ 369,000
Compost	$ 100,000	$ 100,000
Miscellaneous	$ 23,500	$ 23,500
Total	**$ 6,749,745**	**$ 5,347,509**

Airport Fund Revenue

The City operates the Sierra Vista Municipal Airport. Substantial portions of the fund's revenues are Federal Aviation Administration (FAA) and Arizona Department of Transportation (ADOT) grants that cover major capital projects.

The following table compares the FY16 and FY17 budgeted revenues for this fund. The Airport Fund increased $158,496, or 5%. The increase is due to the transfer-in from the Capital Improvements Fund.

	FY16 Budget	FY17 Budget
FAA/ADOT Grants	$ 2,174,513	$ 2,174,513
Gas & Oil Revenues	$ 925,209	$ 887,561
Leases	$ 211,000	$ 211,000
Transfer In-CIF	$ 22,350	$ 111,750
Misc Revenue	$ 5,000	$ 5,000
Total	**$ 3,338,072**	**$ 3,496,568**

Police Special Revenue Fund

The Police Special Revenue Fund receives its revenues from the Police Department's operations against illicit drug activities and vehicle impounds. The funds can only use these revenues for specific purposes. The following table shows the projected revenues for the Police Special Revenue Fund.

	FY16	FY17
Carryover		$ 199,500
Police Special Revenue	$ 391,000	$ 125,000
Total	**$ 391,000**	**$ 324,500**

Grants Fund

The Grants Fund includes grants for Community Development Block Grants (CDBG), Public Safety, Tourism and Leisure and Library Services. The grants fund fluctuates between years due to the grants that are awarded to the City. The City also budgets grant funds in the General Fund, HURF, LTAF, Airport, Sewer, and Refuse funds.

	FY16	FY17
Carryover	$ 7,350	$ 10,500
Federal Grants	$ 1,103,895	$ 444,501
State Grants	$ 251,000	$ 50,000
Organizational Grants	$ 2,836,000	$ 2,180,000
Misc Revenue	$ 40,000	$ -
Transfer-In GF	$ -	$ -
Total	**$ 4,238,245**	**$ 2,685,001**

Donation Fund

The Donation Fund includes voluntary contributions from private citizens. Several departments benefit from these contributions, with the majority going to the Department of Leisure and Library Services and Animal Control. The Donation Fund budgeted revenues for FY17 is $959,948, an increase from $400,986 in FY16. The City budgets the full account balances in FY17 to ensure the funds can be used if needed.

Judicial Enhancement

The State of Arizona created a Judicial Enhancement Fund to improve the efficiency of the court system. The City still maintains this fund even though the City does not have its own court. The City anticipates revenue of $300 in FY17.

Health and Accident Fund

The City of Sierra Vista continues to operate a self-funded insurance fund. Employee contributions are utilized to maintain this fund. There are changes to the employee contributions for FY17 per the recommendation by the City's health insurance consultant in order to keep the City's plan healthy and assure that our plan will remain self-funded and grandfathered from some Health Care Reform mandates.

	FY16	FY17
Employees	$ 3,641,000	$ 3,932,000
COBRA Premiums	$ 11,000	$ 11,000
Recovery Income	$ 200,000	$ 200,000
Dental	$ 176,000	$ 176,000
Interests	$ 3,500	$ 3,500
Total	**$ 4,031,500**	**$ 4,322,500**

Unemployment Fund

The City of Sierra Vista maintains an unemployment fund. The fund is funded with $10,000 in carryover monies and a $25,000 transfer in from the General Fund. FY17 total is $35,000.

Self-Insured Fund

The City of Sierra Vista is self-insured and maintains this account for that purpose. The fund will receive $100,000 in Miscellaneous Revenue this year.

The City maintains one capital improvements fund and one debt service fund during FY17. The following narratives describe the purposes and revenue sources of each.

Capital Improvements Fund (CIF)

The Capital Improvements Fund receives one half of one percent of the City's sales tax that, by ordinance, must be used for the construction and debt service on major capital projects. Ongoing maintenance of CIF projects is budgeted through departmental operations and maintenance (O&M) budgets

The following table compares the FY16 and FY17 budgeted CIF revenues.

	FY16 Budget	FY17 Budget
Carryover	$ 860,913	$ 1,372,985
City Sales Tax	$ 3,802,201	$ 3,802,201
Transfer Out-General	$ (96,500)	$ (1,142,000)
Transfer Out-Airport	$ (100,485)	$ (111,750)
Transfer Out-HURF	$ (700,000)	$ (700,000)
Transfer Out-SVMPC-I&R	$ (2,286,129)	$ (2,288,936)
Transfer In-Impact Fees	$ 10,000	$ 7,500
Total	**$ 1,490,000**	**$ 940,000**

The transfer out to General Fund is to cover major operating capital projects. The transfer out to the HURF fund is to cover yearly street maintenance and is the amount of the franchise fee revenue. The transfer to SVMPC I&R covers outstanding Municipal Property Corporation debt payments.

Sierra Vista Municipal Property Corp.-Interest and Redemption Fund (SVMPC-I&R)

The SVMPC I & R fund pays debt service obligations on bonds issued to construct capital projects.

	FY16 Budget	FY17 Budget
Transfer In-CIF	$ 2,286,129	$ 2,288,936
Transfer In-Sewer	$ 149,813	$ 149,813
Transfer In-Park Development Fees	$ 521,119	$ 521,119
Transfer In-Police Development Fees	$ 212,043	$ 212,043
Transfer in- Fire Development Fees	$ 261,466	$ 261,466
Total	**$ 3,430,570**	**$ 3,433,377**

Park Development Impact Fee Fund

The slowdown in construction had an impact on all development impact fees. This is most noticeable on the Park Development Fund because it has been in place for a number of years. For FY17, the revenue estimates break down as follows:

	FY16 Budget	FY17 Budget
Carryover*	$ 497,869	$ 520,310
Planning Revenue	$ 150,000	$ 127,500
Transfer Out - SVMPC I & R	$ (521,119)	$ (521,119)
Total	**$ 126,750**	**$ 126,691**

Library Development Impact Fee Fund

The Library Development Fee Revenue is presented below. The Library Development fee pays for buy in for the current excess capacity at the current Library.

	FY16 Budget	FY17 Budget
Planning Revenue	$ 10,000	$ 7,500
Transfer Out- CIF	$ (10,000)	$ (7,500)
Total	**$ -**	**$ -**

Police Development Impact Fee Fund

The Police Development Impact Fee Fund revenue is presented below.

	FY16 Budget	FY17 Budget
Carryover*	$ 156,118	$ 162,412
Planning Revenue	$ 41,944	$ 35,650
Transfer In- General Fund	$ 13,981	$ 13,981
Transfer Out- SVMPC I&R	$ (212,043)	$ (212,043)
Total	**$ -**	**$ -**

Transportation Development Impact Fee

The Transportation Development Impact Fee revenue is presented below.

	FY16 Budget	FY17 Budget
Carryover*	$ 1,447,707	$ 1,326,090
Planning Revenue	$ 189,220	$ 160,837
Transfer In- General Fund	$ 63,073	$ 63,073
Total	**$ 1,700,000**	**$ 1,550,000**

Fire Development Impact Fee

The Fire Development Impact Fee revenue is presented below.

	FY16 Budget	FY17 Budget
Carryover*	$ 195,610	$ 203,017
Planning Revenue	$ 49,392	$ 41,985
Transfer In- General Fund	$ 16,464	$ 16,464
Transfer Out- SVMPC I&R	$ (261,466)	$ (261,466)
Total	**$ -**	**$ -**

*The City uses Carryover funds in order to construct capital projects. The City does not receive enough development fees funding in any given year to complete a major capital project. This being the case, the City saves the funds until enough is available, and then uses those funds as carryover. The City also uses the carryover funds to cover the debt service charges on financed development fee projects.

A recap of the projected FY17 revenues by fund compared to FY16 follows:

Revenue Summary by Fund						
		FY16		FY17	% of Whole	Change
General	$	32,597,260	$	34,843,670	49.76%	6.89%
Special Revenue						
Highway User Revenue Fund	$	4,080,329	$	3,665,000	5.23%	-10.18%
Local Transportation Fund	$	1,556,899	$	1,949,804	2.78%	25.24%
Airport	$	3,338,072	$	3,496,568	4.99%	4.75%
Police Special Revenue	$	391,000	$	324,500	0.46%	-17.01%
Grants	$	4,238,245	$	2,685,001	3.83%	-36.65%
Criminal Justice Enhancement	$	300	$	300	0.00%	0.00%
Donation	$	558,962	$	959,948	1.37%	71.74%
Park Development Impact Fee	$	126,750	$	126,691	0.18%	-0.05%
Library Impact Fee	$	-	$	-	0.00%	0.00%
Police Impact Fee	$	-	$	-	0.00%	0.00%
Transportation Impact Fee	$	1,700,000	$	1,550,000	2.21%	-8.82%
Fire Impact Fee	$	-	$	-	0.00%	0.00%
Metropolitan Planning Org	$	533,705	$	421,765	0.60%	-20.97%
Capital						
Capital Improvement Fund	$	1,490,000	$	940,000	1.34%	-36.91%
Debt Service						
SVMPC I&R	$	3,430,570	$	3,433,377	4.90%	0.08%
Internal Services						
Health and Accident	$	4,031,500	$	4,322,500	6.17%	7.22%
Unemployment	$	35,000	$	35,000	0.05%	0.00%
Self Insured Retention	$	100,000	$	100,000	0.14%	0.00%
Enterprise						
Sewer	$	5,397,081	$	5,818,980	8.31%	7.82%
Refuse	$	6,739,745	$	5,347,509	7.64%	-20.66%
Total All Funds	**$**	**70,484,240**	**$**	**70,020,613**	**100%**	**-1%**

Introduction

The following section contains detailed information regarding City expenditures. It is subdivided into four major categories: 1) Capital, 2) Personnel, 3) Debt Service, and 4) Operations & Maintenance (O&M). Individual project information is included in each category.

State law requires that cities operate balanced budgets every year, meaning that total city budget expenditures must equal revenues. After each major category, a subtraction table depicting the reduction in each fund is presented. When all categories are subtracted from the fund balance, the ending fund balance will equal zero. The zero balance means that expenditures equal revenues, making the budget balanced.

Expenditure Table

The table below contains total expenditures by category. The table includes the difference between FY16 and FY17 figures, and the percent change between the two years. The most significant change in the FY17 budget is the completion of certain capital project. The fund balance in this table will be used in the subtraction tables after each category.

	FY16 Budget	FY17 Budget	Difference	% Change	% Total
Personnel	$ 30,481,244	$ 31,342,517	$ 861,273	3%	45%
O&M	$ 22,289,493	$ 22,130,986	$ (158,507)	-1%	31%
Capital	$ 12,941,640	$ 11,526,001	$ (1,415,639)	-11%	17%
Debt	$ 4,771,863	$ 5,021,109	$ 249,246	5%	7%
Total	$ 70,484,240	$ 70,020,613	$ (463,627)	-1%	100%

Department Budget Summary

The table below summarizes the City's proposed departmental expenditures broken down by personnel, operations and maintenance (O&M), and capital expenditures, with debt service costs included in the capital column. Personnel costs continue to make up the largest portion of City expenditures, followed by O&M.

Departmental Budget Summary - FY 2017

Department	Personnel	O & M	Capital	Total	% of Total
Mayor/Council	$ 67,155	$ 107,150	$ -	$ 174,305	0.2%
City Manager	1,913,796	1,264,085	-	3,177,881	4.5%
Administrative Services	1,887,481	1,406,314	185,700	3,479,495	5.0%
Court/Legal	171,828	100,300	-	272,128	0.4%
General Government	717,070	5,118,000	-	5,835,070	8.3%
Police	10,225,456	985,607	705,000	11,916,063	17.0%
Fire	5,395,583	1,050,035	1,580,000	8,025,618	11.5%
Public Works	7,299,719	10,418,525	8,865,301	26,583,545	38.0%
Leisure & Library	2,754,262	1,132,270	100,000	3,986,532	5.7%
Community Development	796,015	241,087	90,000	1,127,102	1.6%
MPO	114,152	307,613	-	421,765	0.6%
Debt Service			5,021,109		
Totals	**$ 31,342,517**	**$ 22,130,986**	**$ 16,547,110**	**$ 70,020,613**	
% of Total	**44.76%**	**31.61%**	**23.63%**	**100.00%**	

The next section is broken into four categories; Capital, Personnel, Operating and Maintenance, and Debt.

1) Capital

The Capital section identifies each project title, the fund used to pay for the project, the department in which the project is budgeted, the estimated cost of the project, and the means by which it will be financed.

2) Personnel

The Personnel section contains a table of expenditures by fund for this year (FY17) and the previous budget year (FY16). The personnel section also includes the personnel expense by department for FY17 and a current roster of personnel.

3) Debt Service

The Debt Service section contains information on the City's debt payments (principal and interest). As with the other sections, payments are identified by the fund from which they are drawn. Debt payments are also divided into three schedules (Schedule A, B and C), "A" identifying debt service by fund, "B" bonded debt and "C" lease purchase debt. Lease purchase debt is comprised of bank loans and is relatively short-term. Bonded debt contains City bond issues and is long-term debt.

4) Operations and Maintenance

The last section contains a table of expenditures by fund for this year (FY17) and the previous budget year (FY16). A table of O&M expenses per department is also included in this section.

There is a table following each of the four sections that shows what remains of the budget after each category of expenditures has been deducted. After the O&M section, when all expenditures have subtracted from the remaining budget, the fund balances will equal zero, demonstrating that the City has created a balanced budget.

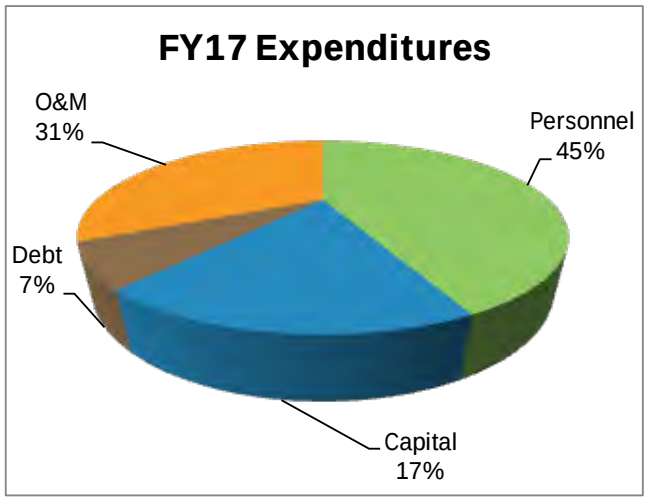
The Chart on the next page depicts the expenditure by fund per type.

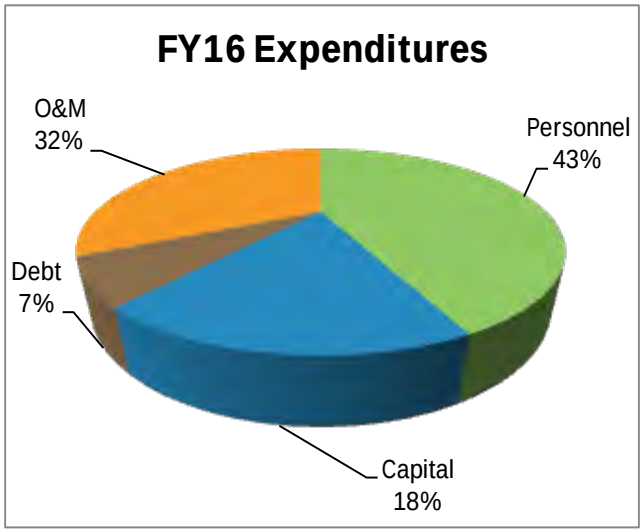
FY 17 Expenditure Summary by Fund

	Capital	Personnel	Debt	O&M	Total
General	$ 2,186,215	$ 25,352,083	$ 100,213	$ 7,205,159	$ 34,843,670
Special Revenue					
Highway User Revenue Fund	$ 620,158	$ 1,496,495	$ 66,470	$ 1,481,877	$ 3,665,000
Local Transportation Fund	$ 689,628	$ 833,876	$ -	$ 426,300	$ 1,949,804
Airport	$ 2,500,000	$ 122,371	$ 75,347	$ 798,850	$ 3,496,568
Police Special Revenue	$ 190,000	$ -	$ -	$ 134,500	$ 324,500
Grants	$ 1,445,000	$ -	$ -	$ 1,240,001	$ 2,685,001
Criminal Justice Enhancement	$ -	$ -	$ -	$ 300	$ 300
Donation	$ -	$ -	$ -	$ 959,948	$ 959,948
Park Development Impact Fee	$ -	$ -	$ 126,691	$ -	$ 126,691
Library Impact Fee	$ -	$ -	$ -	$ -	$ -
Police Impact Fee	$ -	$ -	$ -	$ -	$ -
Transportation Impact Fee	$ 1,550,000	$ -	$ -	$ -	$ 1,550,000
Fire Impact Fee	$ -	$ -	$ -	$ -	$ -
Metropolitan Planning Org	$ -	$ 114,152	$ -	$ 307,613	$ 421,765
Capital					
Capital Improvement Fund	$ 940,000	$ -	$ -	$ -	$ 940,000
Debt Service					
SVMPC I&R	$ -	$ -	$ 3,433,377	$ -	$ 3,433,377
Internal Services					
Health and Accident	$ -	$ -	$ -	$ 4,322,500	$ 4,322,500
Unemployment	$ -	$ -	$ -	$ 35,000	$ 35,000
Self Insured Retention	$ -	$ -	$ -	$ 100,000	$ 100,000
Enterprise					
Sewer	$ 995,000	$ 1,625,493	$ 725,218	$ 2,473,269	$ 5,818,980
Refuse	$ 410,000	$ 1,798,047	$ 493,793	$ 2,645,669	$ 5,347,509
Total All Funds	**$ 11,526,001**	**$ 31,342,517**	**$ 5,021,109**	**$ 22,130,986**	**$ 70,020,613**

Expenditure Graph

The below graphs depict the four categorical groups as a percent of total City expenditures. Figures are provided for the current year (FY17) and the previous year (FY16). Personnel expenditure (45 percent) comprises the largest percentage of expenditures in FY17, followed by Operations & Maintenance (31 percent) and Capital (17 percent). The smallest percentage of the total budget is Debt, comprising only seven percent. These figures remain relatively consistent year after year.

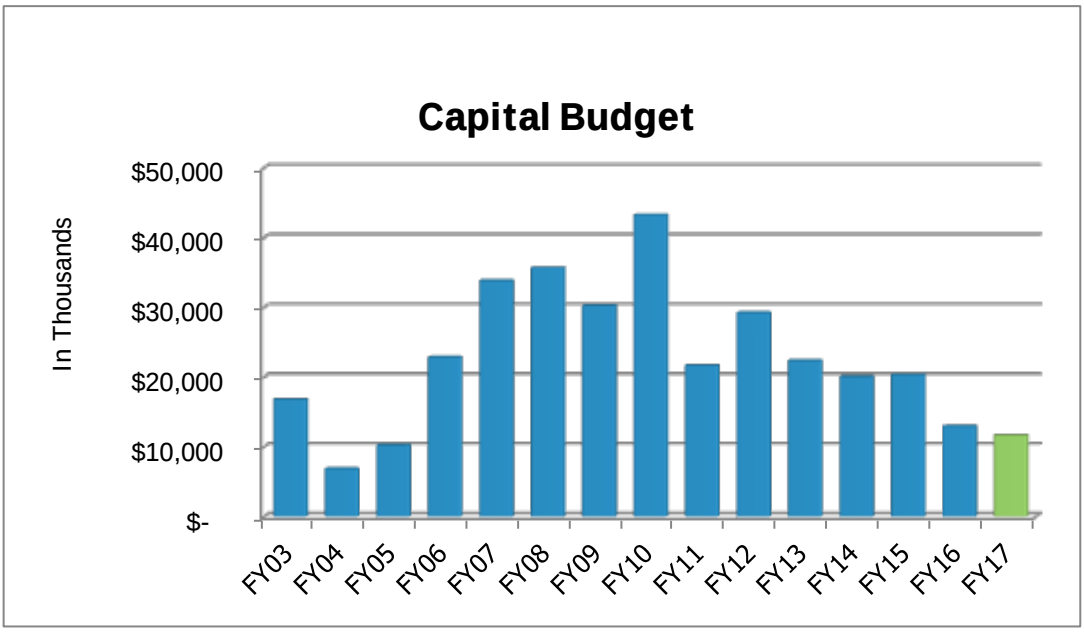




Capital Expenditures

The FY17 recommended capital budget equals $11,526,001; a decrease of $1,415,639 (or 10%) from the FY16 total of $12,941,640.

Capital Projects represent generally include buildings, roads, major equipment systems and other infrastructure improvements such as detention basins.



The City of Sierra Vista is planning to complete $11,526,001 in Capital Improvement Projects in FY17. The projects are separated by several funding sources, with some projects being funded by more than one fund. The major funds that will be supporting projects in FY17 are the General, Capital Improvement, Development Fees, Highway User Revenue Fund (HURF), LTAF, Grants, Airport, and Enterprise Funds (Sewer, Refuse).

The FY17 Capital Summary and General Fund/Capital Improvement Funds are listed below by location where funds are allocated in the Budget.

FY 17 Capital Summary				
ITEM/PROJECT	FUND	DEPARTMENT	BUDGETED COST	PAYMENT
Tot Turf at Soldier's Creek Park	General	Public Works	$ 54,000.00	Cash
Structure Replacement & Tot Turf at Len Roberts Park	General	Public Works	$ 48,515.00	Cash
Above Ground Lifts (2)	General	Public Works	$ 20,000.00	Cash
Replacement Outside Pressure Washer	General	Public Works	$ 9,000.00	Cash
TIG Welder	General	Public Works	$ 10,000.00	Cash
Deep Tine Aeration Equipment	General	Public Works	$ 25,000.00	Cash
Replacement of Multi-Function Units in Finance and Procurement	General	IT	$ 12,000.00	Cash
Scanners for Tyler Content Management	General	IT	$ 8,700.00	Cash
Ford Vehicle Replacements	General	Police	$ 500,000.00	Cash-CIF
Entryway Signs into Sierra Vista	General	Parks	$ 27,000.00	Cash-CIF
City Core Switch Replacement	General	IT	$ 165,000.00	Cash-CIF
Fire Apparatus	General	Fire	$ 1,000,000.00	Finance
Slide Replacement Summit Park/Tot Turf	General	Public Works	$ 57,000.00	Cash
Roof Replacement & Repair	General	Public Works	$ 250,000.00	Cash-CIF
Regional Communications Center	CIF	Police	$ 250,000.00	Cash-CIF
North Garden Improvements	CIF	Public Works	$ 600,000.00	Cash-CIF Carryover
Fry Clean-up	CIF	Comm. Dev	$ 90,000.00	Cash-CIF Carryover
Trailer Truck Mounted Crash Attenuator	HURF	Streets	$ 20,000.00	Cash
One Ton Truck Replacement SV162	HURF	Streets	$ 60,000.00	Cash

Capital

ITEM/PROJECT	FUND	DEPARTMENT	BUDGETED COST	PAYMENT
Bucket Truck Replacement SV306	HURF	Streets	$ 190,000.00	Cash
48 LED Parking Lot Light Replacement	HURF	Public Works	$ 40,000.00	CIF
Taylor Drive Improvements	HURF	Public Works	$ 143,238.00	Grant
BST Overlay, Van Deman Gate to BST Gate-Design	HURF	Public Works	$ 40,000.00	Grant
Street Lights - Ryan Drive	HURF	Public Works	$ 31,920.00	Grant
Streets Lights – Fry Townsite and Sulger	HURF	Comm Dev	$ 95,000.00	Grant
Taxiways G&J Construction	Airport	Public Works	$ 2,500,000.00	Grant
Training Facility	Grant	Fire	$ 300,000.00	Grant
Card Readers for Building Security	Grant	Fire	$ 100,000.00	Grant
Digital Message Board for S362	Grant	Fire	$ 30,000.00	Grant
New Ball Field	Grant	Leisure	$ 750,000.00	Grant
Operation Stonegarden Equipment	Grant	Police	$ 15,000.00	Grant
Fire Dep Equip	Grant	Fire	$ 150,000.00	Grant
Healthy Community Grant	Grant	Leisure	$ 100,000.00	Grant
Counter Top Remodeling	LTAF	Public Works	$ 25,628.00	Grant
Replacement Bus (2)	LTAF	Public Works	$ 360,000.00	Grant
Fleet Fueling System	LTAF	Public Works	$ 304,000.00	Grant
Body Cams and Other Costs	PSR	Police	$ 100,000.00	RICO
Police Vehicles	PSR	Police	$ 90,000.00	RICO
Campus and Colombo Traffic Signal	Infrastructure development	Public Works	$ 350,000.00	Inf Dev Fee
Coronado Widening	Infrastructure development	Public Works	$ 1,200,000.00	Inf Dev Fee-carryover
Pickups With Lift-Gate SV2013-SV2038	Refuse	Public Works	$ 90,000.00	Cash

Capital

ITEM/PROJECT	FUND	DEPARTMENT	BUDGETED COST	PAYMENT
Frontloader Replacement SV339	Refuse	Public Works	$ 320,000.00	Finance
EOP Flow Influent Meter	Sewer	Public Works	$ 50,000.00	Cash
Effluent Water Reuse	Sewer	Public Works	$ 125,000.00	Cash
HWY 90/Charleston Crossing	Sewer	Public Works	$ 90,000.00	Cash
Manure Spreader	Sewer	Public Works	$ 45,000.00	Cash
Fry Blvd/Calle Portal	Sewer	Public Works	$ 90,000.00	Cash
Truck, Heavy Sewer Vac Replace SV211	Sewer	Public Works	$ 425,000.00	Finance
Backhoe/Loader	Sewer	Public Works	$ 130,000.00	Finance
Pickup, ½ Ton – Replace SV189	Sewer	Public Works	$ 40,000.00	Finance

Capital By Fund

General	$1,936,215
Capital Improvements	$1,235,000
HURF	$620,158
Airport	$2,500,000
Grant	$1,460,000
LTAF	$689,628
Police Special Revenue	$190,000
Infrastructure Dev Fee	$1,550,000
Refuse	$365,000
Sewer	$980,000
Total	$11,526,001

1. Tot Turf at Soldier's Creek Park

Replacing wood chips which is a safety hazard to patrons.

Project Costs

	FY17	FY18	FY19	FY20	FY21	Total
General	$54,000					$54,000

2. Structure Replacement & Tot Turf at Lens Roberts Park

Replacing impact fall surface for playground due to cracking, delaminating and deteriorating causing a potential safety hazard to patrons and slide replacement due to safety concerns.

Project Costs

	FY17	FY18	FY19	FY20	FY21	Total
General	$48,515					$48,515

3. Above Ground Lifts X 2

Replacement of two vehicle lifts as they fail inspection is a routine necessity, which will eliminate potential safety hazards.

Project Costs

	FY17	FY18	FY19	FY20	FY21	Total
General	$20,000					$20,000

4. Replacement Outside Pressure Washer

The replacement of the power washer will help the technicians to clearly identify leaks, remove hazards within the Refuse truck hoppers, and provide a clean working area for service and repairs.

Project Costs

	FY17	FY18	FY19	FY20	FY21	Total
General	$9,000					$9,000

5. TIG Welder

Adding the ability to weld aluminum and make repairs to aluminum plating and equipment.

Project Costs

	FY17	FY18	FY19	FY20	FY21	Total
General	$10,000					$10,000

6. Deep Tine Aeration Equipment

This machine will dig up the compacted ground so air, water and nutrients can reach the root zone of the turf to allow it to recover and grow back after excessive use.

Project Costs

	FY17	FY18	FY19	FY20	FY21	Total
General	$25,000					$25,000

7. Replacement of Multi-Function Units in Finance and Procurement

Five year replacement plan.

Project Costs

	FY17	FY18	FY19	FY20	FY21	Total
General	$12,000					$12,000
O&M		$1,750	$1,750	$1,750	1,750	$7,000

8. Scanners for Tyler Content Management

Deploy 10 new scanners to every City department in strategic placed area to facilitate the continued move away from paper to electronic documents and storage.

Project Costs

	FY17	FY18	FY19	FY20	FY21	Total
General	$8,700					$8,700
O&M	($500)	($500)	($500)	($500)	($500)	($2500)

9. Ford Vehicle Replacements

Five year capital maintenance rotation and replacement plan for 10 vehicles.

Project Costs

	FY17	FY18	FY19	FY20	FY21	Total
General	$500,000					$500,000
O&M		($5,000)	($5,000)	($5,000)	($5,000)	($25,000)

10. Entryway Signs into Sierra Vista

Two new entryway signs with the new City brand.

Project Costs

	FY17	FY18	FY19	FY20	FY21	Total
General	$27,000					$27,000

11. City Core Switch Replacement

Replacement of outdated core switch which is the core of the City network infrastructure.

Project Costs

	FY17	FY18	FY19	FY20	FY21	Total
General	$165,000					$165,000
O&M		$5,500	$5,500	$5,500	$5,500	$22,000

12. Fire Apparatus

This fire apparatus will replace the 1996 Pierce Quantum pumper and 2000 Wheeled Coach ambulance. Both pumper and ambulance are past due on replacement plan.

Project Costs

	FY17	FY18	FY19	FY20	FY21	Total
General	$1,000,000					$1,000,000

13. Slide Replacement and Tot Turf Summit Park

Slide Replacement and Tot Turf Summit Park. ADA compliance.

Project Costs

	FY17	FY18	FY19	FY20	FY21	Total
General	$57,000					$57,000

14. Roof Replacement & Repair

Library roof replacement & repair.

Project Costs

	FY17	FY18	FY19	FY20	FY21	Total
General	$250,000					$250,000

15. Regional Communications Center

This project would convert the existing Police department dispatch area to a regional communications center allowing both City and County personnel to dispatch out of same location.

Project Costs

	FY17	FY18	FY19	FY20	FY21	Total
CIF	$250,000					$250,000

16. North Garden Improvements

The existing 5-lane roadway is overbuilt for current and future needs, resulting in extra pavement maintenance costs. In addition, the unappealing aesthetics of the roadway are a barrier to redevelopment. The project will narrow the roadway and provide additional landscaping to more closely align the character of the roadway with its current context.

Project Costs

	FY17	FY18	FY19	FY20	FY21	Total
CIF	$600,000					$600,000
O&M	$2,500	$2,500	$2,500	$2,500	$2,500	$12,500

17. Fry Clean-up

The City is partnering with Cochise County to acquire and abate several blighted properties in the Fry Town Site through a bankruptcy settlement process. Using funds from both the City and County, the properties will be cleaned up and then eventually sold or conveyed. During the interim, the City will maintain the properties using correctional workers or Department of Public Works Staff.

Project Costs

	FY17	FY18	FY19	FY20	FY21	Total
CIF	$90,000					$90,000

18. Trailer Truck Mounted Crash Attenuator

This piece of equipment is a safety measure for our employees working on the roadways, in high traffic areas, reducing injury and damage to individuals and supporting vehicles involved in rear end accidents.

Project Costs

	FY17	FY18	FY19	FY20	FY21	Total
HURF	$20,000					$20,000

19. One Ton Truck Replacement SV162

Due for replacement per the five year Capital Maintenance and Replacement Plan.

Project Costs

	FY17	FY18	FY19	FY20	FY21	Total
HURF	$60,000					$60,000

20. Bucket Truck Replacement SV306

Due for replacement per the five year Capital Maintenance and Replacement Plan.

Project Costs

	FY17	FY18	FY19	FY20	FY21	Total
HURF	$190,000					$190,000

21. 48 LED Parking Lot Light Replacement

The LED replacement program was part of a previous Council Strategic Plan focusing on energy saving initiatives.

Project Costs

	FY17	FY18	FY19	FY20	FY21	Total
HURF	$40,000					$40,000
O&M		($1,000)	($1,000)	($1,000)	($1,000)	($4,000)

22. Taylor Drive Improvements

Taylor Drive was constructed many years ago before current Development Code standards were in place, and the roadway lacks amenities such as sidewalk and streetlights in some areas. Although the exact scope of this Community Development Block Grant project is still being defined, it is expected to include streetlights and some ADA improvements, as funding allows.

Project Costs

	FY17	FY18	FY19	FY20	FY21	Total
HURF	$143,238					$143,238
O&M	$500	$500	$500	$500	$500	$2,500

23. BST Overlay, Van Deman Gate to BST Gate-Design

Buffalo Soldier Trail is classified as an arterial roadway and provides access to the area's primary employer, Fort Huachuca. Public Works has applied for a grant which will overlay the existing pavement to help extend its useful life and provide a smoother ride.

Project Costs

	FY17	FY18	FY19	FY20	FY21	Total
HURF	$40,000					$40,000
O&M	$5,000	$5,000	$5,000	$5,000	$5,000	$25,000

24. Street Lights – Ryan Drive

The FY16 Annual Action Plan for Community Development Block Grant Program provides funding for 19 new Solar/LED street lights. Current technology appears to provide a 15 year life span on battery replacement. No electrical charge will be incurred, due to solar being used.

Project Costs

	FY17	FY18	FY19	FY20	FY21	Total
HURF	$31,920					$31,920

25. Streets Lights – Fry Townsite and Sulger

The FY16 Annual Action Plan for Community Development Block Grant Program provides funding for 19 new Solar/LED street lights in the Fry Town Site and Sulger Neighborhood. Current technology appears to provide a 15 year life span on battery replacement. No electrical charge will be incurred, due to solar being used.

Project Costs

	FY17	FY18	FY19	FY20	FY21	Total
HURF	$95,000					$95,000

26. Taxiways G&J Construction

The pavement section of Taxiways G and J is not able to accommodate heavy aircraft, including Forest Service aircraft which operate out of the City side of the airfield. Strengthening Taxiways G and J will allow these aircraft to have more direct access to the main runway without having to taxi across to the Fort side.

Project Costs

	FY17	FY18	FY19	FY20	FY21	Total
Airport	$2,500,000					$2,500,000
O&M	$2,000	$2,000	$2,000	$2,000	$2,000	$10,000

27. Training Facility

This project will be a containerized structure that is modular in design, so it can be added to, moved, changed, upgraded, or replaced, as needed or desired. This will be a regional facility utilized by SVF&MS, Cochise College fire science, SW Gas, and neighboring fire and police agencies. Currently, the only local facilities include an aging one in need of repairs in Palominas, and a facility on Fort Huachuca. Both have travel requirements that restrict us from training on duty.

Project Costs

	FY17	FY18	FY19	FY20	FY21	Total
Grant	$300,000					$300,000
O&M		$833	$833	$833	$833	$3,332

28. Card Readers for Building Security

This project will provide additional security/monitoring capabilities at the Pedro Castro Center, City Hall and Fleet Building.

Project Costs

	FY17	FY18	FY19	FY20	FY21	Total
Grant	$100,000					$100,000

29. Digital Message Board For S362

This project will add a digital sign for the front yard area of station 362 to enable posting of brief safety, seasonal, community or regional awareness messages.

Project Costs

	FY17	FY18	FY19	FY20	FY21	Total
Grant	$30,000					$30,000

30. New Ball Field

This project will add a much needed new ball field due to overuse and overbooking of the current fields.

Project Costs

	FY17	FY18	FY19	FY20	FY21	Total
Grant	$750,000					$750,000

31. Operation Stonegarden Equipment

This project will cover the cost of equipment used in furtherance of the Operation Stone Garden. Specifically, equipment used for monitoring drug and human smuggling operations.

Project Costs

	FY17	FY18	FY19	FY20	FY21	Total
Grant	$15,000					$15,000

32. Fire Department Equipment

This grant will provide for ongoing equipment needs for the Fire Department to continue to run effectively and meet the safety standards. It will also assist when certain equipment fails to meet replacement schedules and needs to be replaced sooner than expected due to constant maintenance problems and downtime.

Project Costs

	FY17	FY18	FY19	FY20	FY21	Total
Grant	$150,000					$150,000

33. Healthy Community Grant

This grant will fund a Part Time Recreation Coordinator in Leisure for one year to focus on health and wellness promotion.

Project Costs

	FY17	FY18	FY19	FY20	FY21	Total
Grant	$100,000					$100,000

34. Counter Top Remodeling

This project will remodel the counter tops in the Vista Transit Center to include security glass.

Project Costs

	FY17	FY18	FY19	FY20	FY21	Total
LTAF	$25,628					$25,628

35. Replacement of two buses

The replacement of two (2) Vista Transit buses would increase the reliability of the Transit fleet, alleviating the necessity to delay or cancel scheduled routes and services. The purchase would also decrease the burden on Fleet Services by reducing unnecessary call outs and saving time on additional non-routine and expensive bus maintenance. The new buses could serve to promote the City's new branding campaign by including the new branding elements.

Project Costs

	FY17	FY18	FY19	FY20	FY21	Total
LTAF	$360,000					$360,000
O&M	($2,500)	($2,500)	($2,500)	($2,500)	($2,500)	($12,500)

36. Fleet Fueling Station

A fuel management solution is designed to better manage consumable assets for the City of Sierra Vista and our IGA partners with fueling and maintenance contracts. The system will be capable of processing all fuel transactions and validating them in real-time. The system will also be able to monitor recall notifications, provide temporary fuel cards in the event of an emergency and track preventative maintenance reminders.

Project Costs

	FY17	FY18	FY19	FY20	FY21	Total
LTAF	$304,000					$304,000

37. SV339 Body Cams and Other Costs

This project will add 60 body cameras and one year of cloud storage.

Project Costs

	FY17	FY18	FY19	FY20	FY21	Total
PSR	$100,000					$100,000
O&M		$71,280	$71,280	$71,280	$71,280	$285,120

38. Police Vehicles

This project will cover the cost of additional police vehicles if deemed necessary by the needs of the department and safety standards.

Project Costs

	FY17	FY18	FY19	FY20	FY21	Total
PSR	$90,000					$90,000

39. Campus and Colombo Traffic Signal

The Campus/Colombo intersection provides access to both the U of A Sierra Vista and Cochise College, and as residential development has increased in the area, the amount of pedestrian traffic has also increased. Unfortunately, there have been several pedestrian/vehicle accidents and "near misses". A signal will make exiting the college easier and also provide a safer crossing situation for pedestrians and bicyclists.

Project Costs

	FY17	FY18	FY19	FY20	FY21	Total
Infrastructure Development	$350,000					$350,000
O&M	$6,000	$6,000	$6,000	$6,000	$6,000	$30,000

40. Coronado Widening

Coronado is designated as an arterial roadway on the City's Traffic Circulation Plan, and most of the roadway is constructed with either four or five lanes. However, there is a segment between Busby and Golf Links that is only two lanes, and the reduced width creates a constriction point. Expanding the roadway to four or five lanes will improve traffic flow and also facilitate new development in the area. Traffic signals are also planned for the Busby/Coronado and Golf Links/Coronado intersections.

Project Costs

	FY17	FY18	FY19	FY20	FY21	Total
Infrastructure Development	$1,200,000					$1,200,000
O&M	$14,000	$14,000	$14,000	$14,000	$14,000	$70,000

41. Pickups With Lift-Gate SV2013-SV2038

Pickups with lift-gate for increased flexibility in pick-up and delivery of heavy maintenance equipment to various city facilities; which will assist in minimizing heavy lifting situations for employees. Five year replacement plan.

Project Costs

	FY17	FY18	FY19	FY20	FY21	Total
Refuse	$90,000					$90,000

42. Frontloader Replacement SV339

This project in on the Five year replacement plan.

Project Costs

	FY17	FY18	FY19	FY20	FY21	Total
Refuse	$320,000					$320,000

43. EOP Flow Influent Meter

Accurate inflow measurements at the EOP are essential to determining the amount of loss at the treatment plant and ultimately the amount of water that is recharged at the recharge basins. The EOP influent meter will result in more accurate plant readings.

Project Costs

	FY17	FY18	FY19	FY20	FY21	Total
Sewer	$50,000					$50,000
O&M	$1,000	$1,000	$1,000	$1,000	$1,000	$5,000

44. Effluent Water Reuse

The addition of an effluent water reuse facility will eliminate the cost of water service to the Environmental Operations Park. The annual demand for water at the EOP will not change over time; therefore, the annual cost of water can only be expected to increase. The water demand is primarily for the continuous operation of the plant process equipment. Construction of a facility that will deliver treated effluent to supply the process equipment will provide a return on investment in 6.25 years. Additionally, by eliminating the use of potable water for wastewater process equipment, the City will setting yet another example as a leading steward of the community by helping to protect the most valuable resource in the region.

Project Costs

	FY17	FY18	FY19	FY20	FY21	Total
Sewer	$125,000					$125,000
O&M	($30,000)	($30,000)	($30,000)	($30,000)	($30,000)	($150,000)

45. HWY 90/Charleston Crossing

Several major sewer lines converge at the State Route 90 / Charleston intersection, and some of the lines are at or near capacity. The City has had problems with a manhole located in the median along State Route 90, and a permanent repair is needed.

Project Costs

	FY17	FY18	FY19	FY20	FY21	Total
Sewer	$90,000					$90,000

46. Manure Spreader

The addition of a manure spreader will enable the City to have the option to apply land dried bio-solids that are generated by the wastewater treatment plant.

Project Costs

	FY17	FY18	FY19	FY20	FY21	Total
Sewer	$45,000					$45,000
O&M	($1,000)	($1,000)	($1,000)	($1,000)	($1,000)	($5,000)

47. Fry Blvd/Calle Portal

This project will dig up and replace the pipe that is entangled with rebar which is blocking the pipe.

Project Costs

	FY17	FY18	FY19	FY20	FY21	Total
Sewer	$90,000					$90,000

48. Truck, Heavy Sewer Vac Replace SV211

This project satisfies the Five year replacement plan.

Project Costs

	FY17	FY18	FY19	FY20	FY21	Total
Sewer	$425,000					$425,000

49. Backhoe/Loader

This equipment is needed for sewer project operations.

Project Costs

	FY17	FY18	FY19	FY20	FY21	Total
Sewer	$130,000					$130,000

50. Pickup, ½ ton – Replace SV189

This project satisfies the Five year replacement plan.

Project Costs

	FY17	FY18	FY19	FY20	FY21	Total
Sewer	$40,000					$40,000

CAPITAL AND O&M COSTS

	Capital	O&M
General	$2,186,215	$1,500.00
Capital Improvements	$940,000	$12,500.00
HURF	$620,158	$23,500.00
Airport	$2,500,000	$10,000.00
Grant	$1,445,000	$3,332.00
LTAF	$689,628	($12,500.00)
Police Special Revenue	$190,000	$285,120.00
Infrastructure Dev Fee	$1,550,000	$100,000.00
Refuse	$410,000	$0.00
Sewer	$995,000	($150,000.00)
Total	**$11,526,001**	**$273,452.00**

The City is refining its 5 year Capital improvement plan process. The plan projects are moved from the 5 year Capital improvement plan into the budget based on the financial resources that fiscal year. The improvement plan is then readjusted based on the following years plan and based off of what was approved based on available financial resources in the City's budget. The decision to move the project into the final budget not only involves the cost to purchase the Capital but also the ability to have financial resources available to maintain ongoing operating costs.

Expenditure Summary by Fund

	FY17 Total Resources Available	Capital Expenditure	Subtotal Balance After Capital Deducted
General	$ 34,843,670	$ 2,186,215	$ 32,657,455
		$ -	
Special Revenue		$ -	
Highway User Revenue Fund	$ 3,665,000	$ 620,158	$ 3,044,842
Local Transportation Fund	$ 1,949,804	$ 689,628	$ 1,260,176
Airport	$ 3,496,568	$ 2,500,000	$ 996,568
Police Special Revenue	$ 324,500	$ 190,000	$ 134,500
Grants	$ 2,685,001	$ 1,445,000	$ 1,240,001
Criminal Justice Enhancement	$ 300	$ -	$ 300
Donation	$ 959,948	$ -	$ 959,948
Park Development Impact Fee	$ 126,691	$ -	$ 126,691
Library Impact Fee	$ -	$ -	$ -
Police Impact Fee	$ -	$ -	$ -
Transportation Impact Fee	$ 1,550,000	$ 1,550,000	$ -
Fire Impact Fee	$ -	$ -	$ -
Metropolitan Planning Org	$ 421,765	$ -	$ 421,765
		$ -	
Capital		$ -	
Capital Improvement Fund	$ 940,000	$ 940,000	$ -
		$ -	
Debt Service		$ -	
SVMPC I&R	$ 3,433,377	$ -	$ 3,433,377
		$ -	
Internal Services		$ -	
Health and Accident	$ 4,322,500	$ -	$ 4,322,500
Unemployment	$ 35,000	$ -	$ 35,000
Self Insured Retention	$ 100,000	$ -	$ 100,000
		$ -	$ -
Enterprise		$ -	$ -
Sewer	$ 5,818,980	$ 995,000	$ 4,823,980
Refuse	$ 5,347,509	$ 410,000	$ 4,937,509
Total All Funds	**$70,020,613**	**$ 11,526,001**	**$ 58,494,612**

Personnel Expenditures

People represent the heart of any service organization and a significant investment of financial resources. The FY17 expenditures for personnel (including benefits) total $31,342,517 (45%) of the proposed FY17 budget, an increase of $861,273 (3%) above the FY16 personnel budget total of $30,481,244. The increase is primarily due to maintaining the classification and compensation plan adopted in FY16.

Benefits are projected to be $9,967,798 and represent 32 percent of the total personnel budget. Benefits include social security, worker's compensation, insurance, retirement, employee recognition, and educational assistance.

The following table compares our FY16 and FY17 personnel budgets by fund.

	FY16	FY17	Change
General	$ 24,577,851	$ 25,352,083	$ 774,232
HURF	$ 1,468,066	$ 1,496,495	$ 28,429
LTAF	$ 798,473	$ 833,876	$ 35,403
Airport	$ 119,662	$ 122,371	$ 2,709
Metropolitan Planning Org	$ 95,398	$ 114,152	$ 18,754
Sewer	$ 1,578,817	$ 1,625,493	$ 46,676
Refuse	$ 1,842,977	$ 1,798,047	$ (44,930)
Total	**$ 30,481,244**	**$ 31,342,517**	**$ 861,273**

As the table above indicates, the general fund pays for the majority of the City's personnel costs, approximately 80 percent.

Personnel

The table below separates the personnel expenses into the categories of salaries and benefits. Salaries account for 68 percent of the total personnel expense while benefits account for the other 32 percent of personnel expense.

	FY16	FY17	% of Total	Change
Salaries				
Salaries-Regular	$ 18,353,870	$ 19,049,585	61%	$ 695,715
Salaries-Overtime	$ 568,992	$ 566,240	2%	$ (2,752)
Salaries-Part-Time	$ 1,840,962	$ 1,758,894	6%	$ (82,068)
Total Salaries	**$ 20,763,824**	**$21,374,719**	68%	**$ 610,895**
Benefits				
Health	$ 2,177,849	$ 2,345,550	7%	$ 167,701
Dental	$ 176,225	$ 178,454	1%	$ 2,229
FICA/MICA	$ 1,326,939	$ 1,380,640	4%	$ 53,701
State Retirement	$ 1,267,717	$ 1,315,380	4%	$ 47,663
Public Safety Retirement	$ 3,007,501	$ 3,316,765	11%	$ 309,264
Workers Comp	$ 386,530	$ 386,761	1%	$ 231
Uniforms	$ 233,400	$ 272,178	1%	$ 38,778
Education	$ 25,000	$ 21,000	0%	$ (4,000)
Flexible Benefits Admin	$ 8,130	$ 6,651	0%	$ (1,479)
Employee Recognition	$ 50,000	$ 40,000	0%	$ (10,000)
Retiree Health Insurance	$ 1,058,129	$ 704,419	2%	$ (353,710)
Total Benefits	**$ 9,717,420**	**$ 9,967,798**	32%	**$ 250,378**
Total Personnel	**$ 30,481,244**	**$31,342,517**	**100%**	**$ 861,273**

The City of Sierra Vista has 335 full-time employee positions. Two full time firefighter positions have been unfrozen and a new EMS peak hour crew has been added. A list of all positions is presented on the following pages.

At its peak several years ago, the City had 397 full-time positions. Since then, positions have been cut through attrition in order to reduce costs to the City.

Personnel

	2016/2017		
POSITIONS	**Authorized**	**Frozen**	**Funded**
CITY MANAGER'S OFFICE			
City Manager			
City Manager	1		1
Assistant City Manager	1		1
Management Analyst	1		1
Executive Secretary	1		1
Management Support Specialist	1		1
Economic Development			
Economic Development Manager	1		1
Management Analyst	1		1
Public Affairs and Marketing			
Public Affairs Manager	1		1
Management Support Specialist	1		1
Administrative Secretary	1		1
Customer Service Representative	1		1
Management Analyst	1		1
Human Resources			
Chief Human Resources Officer	1		1
Management Analyst	2		2
Recruitment Coordinator	1		1
Payroll/Benefits Coordinator	1		1
Procurement			
Chief Procurement Officer	1		1
Buyer II	1		1
Buyer	1		1
Contracts Administrator	1		1

Personnel

	Authorized	Frozen	Funded
Information Technology			
Chief Information Officer	1		1
Systems Administrator I	2		2
Network Administrator II	1		1
Senior Network Administrator	3		3
Database Administrator	1		1
City Clerk			
City Clerk	1		1
Deputy City Clerk	1		1
Administrative Secretary	1		1
Customer Service Representative	2		2
Finance			
Chief Financial Officer	1		1
Grant Administrator/Senior Accountant	1		1
Accountant	2		2
Junior Accountant	3		3
Accounting Assistant	1		1
Administrative Secretary	1		1
Total City Manager's Office	**43**	**0**	**43**

Personnel

	2016/2017		
POSITIONS	**Authorized**	**Frozen**	**Funded**
COMMUNITY DEVELOPMENT			
Planning			
Director	1		1
Management Analyst	1		1
Senior Planner	1		1
Planner	1		1
Neighborhood Enforcement Officer	2		2
Administrative Secretary	2		2
Building			
Building Administrator	1		1
Senior Building Inspector	2	1	1
Total Community Development	**11**	**1**	**10**
FIRE DEPARTMENT			
Chief	1		1
Deputy Chief	1	1	0
Battalion Chief	3		3
Captain	9		9
Fire Marshal	1		1
Inspector	1		1
Engineer/EMT	8		8
Firefighter	28		28
Transport Crew	2		2
Administrative Secretary	2		2
Total Fire Department	**56**	**1**	**55**

Personnel

	2016/2017		
POSITIONS	**Authorized**	**Frozen**	**Funded**
POLICE DEPARTMENT			
Administration			
Chief	1		1
Deputy Chief	1		1
Commander	2		2
CALEA Administrator (Management Analyst)	1		1
Police Resource Specialist	1		1
Management Support Specialist	1		1
Communications Administrator	1		1
Senior Records Clerk	1		1
Records Clerk	5		5
Public Safety Dispatcher I/II	12		12
CSR Police Call Taker	1		1
Records Supervisor	1		1
Operations			
Lieutenant	3		3
Sergeant	6		6
Corporal	8		8
Police Officer	45		45
Evidence Custodian	1		1
Animal Control			
Animal Control Supervisor	1		1
Animal Control Officer I/II	4	1	3
Customer Service Representative	1		1
Total Police Department	**97**	**1**	**96**

Personnel

	2016/2017		
POSITIONS	**Authorized**	**Frozen**	**Funded**
DEPARTMENT OF PUBLIC WORKS			
Administration			
Director	1		1
City Engineer	1		1
Operations Manager	1		1
PW Administrator	2		2
Management Analyst	2		2
Public Works Admin Coordinator	1		1
Administrative Secretary	3		3
Customer Service Representative	1		1
Airport			
Airport Technician	1		1
Engineering			
Senior Civil Engineer	2		2
Civil Engineer	1		1
Engineering Technician	1		1
Construction Inspector	2		2
Drafting Technician	1		1
Street Maintenance			
Transportation Supervisor	1		1
Streets Technician	2		2
Streets Worker	12		12
Roadside/Drainage Way Maintenance Worker	2		2
Sewer Maintenance			
Water/Sewer Supervisor	1		1
Water/Sewer Technician I/II	3		3
Water/Sewer Worker	8		8

Personnel

	2016/2017		
POSITIONS	**Authorized**	**Frozen**	**Funded**
Facilities Maintenance			
Facilities Supervisor	1		1
Facilities Technician	2		2
Facilities Worker	2		2
Lead Custodian	1		1
Custodian	6		6
Fleet Maintenance			
Fleet Service Coordinator	1		1
Fleet Mechanic	7		7
Park Maintenance			
Park Maintenance Supervisor	1		1
Park Maintenance Technician	2		2
Park Maintenance Worker	8		8
Refuse Operations			
Refuse Supervisor	1		1
Refuse Technician	1		1
Refuse Worker	12		12
Transit			
Transit Dispatcher	2		2
Transit Driver	7		7
Transit Department Specialist	1		1
Total Public Works	**104**	**0**	**104**

Personnel

	2016/2017		
POSITIONS	**Authorized**	**Frozen**	**Funded**
LEISURE & LIBRARY SERVICES			
Administration			
Director	1		1
Leisure Services Manager	1		1
Customer Service Coordinator	1		1
Business Resources Specialist	1		1
Administrative Secretary	1		1
Customer Service Representative	1		1
General Maintenance Worker	2		2
Museum			
Museum Curator	1		1
Leisure Services			
Recreation Program Supervisor	3		3
Recreation Coordinator	4		4
Recreation Leader	1	1	0
Aquatics			
Aquatics Coordinator	1		1
Customer Service Representative	2		2
Head Lifeguard	1		1
Administrative Secretary	1		1
Library			
Library Manager	1		1
Librarian	2		2
Library Specialist	1		1
Library Technician	1		1
Circulation Coordinator	1		1
Total Leisure & Library Services	**28**	**1**	**27**

Personnel

	Authorized	Frozen	Funded
TOTAL NUMBER OF POSITIONS	**339**	**4**	**335**

On the next page is a summary of personnel expenses and the remaining balance in each fund once capital and personnel are subtracted.

Sierra Vista
ARIZONA

EXTRAORDINARY SKIES.
UNCOMMON GROUND.

Personnel

Expenditure Summary by Fund						
		Subtotal Balance After Capital Deducted		Personnel Expenditure		Subtotal Balance after Capital & Personnel Deducted
General	$	32,657,455	$	25,352,083	$	7,305,372
	$	-				
Special Revenue	$	-				
Highway User Revenue Fund	$	3,044,842	$	1,496,495	$	1,548,347
Local Transportation Fund	$	1,260,176	$	833,876	$	426,300
Airport	$	996,568	$	122,371	$	874,197
Police Special Revenue	$	134,500	$	-	$	134,500
Grants	$	1,240,001	$	-	$	1,240,001
Criminal Justice Enhancement	$	300	$	-	$	300
Donation	$	959,948	$	-	$	959,948
Park Development Impact Fee	$	126,691	$	-	$	126,691
Library Impact Fee	$	-	$	-	$	-
Police Impact Fee	$	-	$	-	$	-
Transportation Impact Fee	$	-	$	-	$	-
Fire Impact Fee	$	-	$	-	$	-
Metropolitan Planning Org	$	421,765	$	114,152	$	307,613
	$	-				
Capital	$	-				
Capital Improvement Fund	$	-	$	-	$	-
	$	-				
Debt Service	$	-				
SVMPC I&R	$	3,433,377	$	-	$	3,433,377
	$	-				
Internal Services	$	-				
Health and Accident	$	4,322,500	$	-	$	4,322,500
Unemployment	$	35,000	$	-	$	35,000
Self Insured Retention	$	100,000	$	-	$	100,000
	$	-				
Enterprise	$	-				
Sewer	$	4,823,980	$	1,625,493	$	3,198,487
Refuse	$	4,937,509	$	1,798,047	$	3,139,462
Total All Funds	**$**	**58,494,612**	**$**	**31,342,517**	**$**	**27,152,095**

Debt Expenditures

Just like the average household, the City must borrow in order to accomplish goals and provide services, and also needs to maintain a good credit rating. This fiscal year's debt service budget amounts to $5,021,109, or seven percent of the total budgetary expenditures. This is an increase of $249,246 due to a new note being issued for the financing of certain vehicles purchased during FY16.

The City uses two different debt financing policies, depending upon the fund involved. Within the sewer and refuse enterprise funds, capital replacement and depreciation reserves are accumulated for the eventual replacement of sewer plant and equipment. For the remaining funds, a "pay-as-you-go" strategy is utilized simply because they do not accumulate the reserves mentioned above.

To start a fund-by-fund discussion of the City's debt situation, the following projected debt service schedules are provided. **Schedule A** has the debt service by fund, **Schedule B** has the City's bonded debt (for which the City "floats" bonds) and **Schedule C** has the City's lease purchase debt (essentially a bank loan). These schedules contain information regarding our projected year-end total payments for FY16 and the budgeted FY17 principal and interest payments. The payments are broken out by note or bond.

Outstanding Debt:

Estimated Outstanding Debt as of June 30, 2016:	$ 25,178,454
Estimated Debt Principal Payments in FY17 Budget:	$ (4,156,132)
Estimated new Debt FY17:	$ 1,804,500
Estimated Outstanding Debt as of June 30, 2017:	$ 22,826,822

Schedule A – Lease Purchase Debt

Lease purchase debt is essentially loans from a bank. They are of shorter duration than bonded debt. The table below provides the total FY17 debt service budget by fund, as well as columns showing principle and interest payments separately.

Schedule A
Debt Service Budget by Fund

Fund	Interest rate-Due Date	FY16 Total	FY17 Principal Payment	FY17 Interest Payment	FY17 Total
Airport	1. 2.06%- 6/23	$ 75,347	$ 65,932	$ 9,415	$ 75,347
Airport Total		**$ 75,347**	**$ 65,932**	**$ 9,415**	**$ 75,347**
General	1. 1.28%- 6/18	$ 100,214	$ 98,154	$ 2,059	$ 100,213
General Total		**$ 100,214**	**$ 98,154**	**$ 2,059**	**$ 100,213**
HURF	1. 1.48%- 6/17	$ 43,214	$ 42,817	$ 397	$ 43,214
	2. 1.28%- 6/18	$ 23,257	$ 22,778	$ 478	$ 23,256
HURF Total		**$ 66,471**	**$ 65,595**	**$ 875**	**$ 66,470**
Park Dev	1. 2.06%- 6/23	$ 126,691	$ 110,808	$ 15,883	$ 126,691
Park Dev Total		**$ 126,691**	**$ 110,808**	**$ 15,883**	**$ 126,691**
Refuse	1. 1.48% 6/17	$ 171,685	$ 170,109	$ 1,577	$ 171,686
	2. 1.28% 6/18	$ 24,913	$ 24,401	$ 512	$ 24,913
	3. 2.02% 6/23	$ 101,245	$ 99,163	$ 2,081	$ 101,244
	4. 3.50% 6/21		$ 166,775	$ 29,175	$ 195,950
Refuse Total		**$ 297,843**	**$ 460,448**	**$ 33,345**	**$ 493,793**
Sewer	1. 2.66% 6/27	$ 672,168	$ 507,170	$ 164,998	$ 672,168
	2. 3.50% 6/21		$ 43,025	$ 7,525	$ 50,550
Sewer Total		**$ 672,168**	**$ 550,195**	**$ 172,523**	**$ 722,718**
Grand Total		**$ 1,338,734**	**$ 1,351,132**	**$ 234,100**	**$ 1,585,232**

Schedule B – Bonded Indebtedness

Debt in this section is for bonds issued by the City. This debt tends to be more long-term than the lease-purchase debt above. A City can use bonds through several mechanisms. The two currently in use by the City are Street Improvement Bonds, and Non-Profit Corporation Bonds through the Municipal Property Corporation.

Sierra Vista Municipal Property Corporation (SVMPC)

The Sierra Vista Municipal Property Corporation is a non-profit organization that issues bonds for revenue generating projects within the City. The revenues collected by the MPC from the project are then used to retire the bonds (those revenues being the bond payments themselves). In essence, the City is leasing projects constructed under this funding mechanism from the MPC. When the bonds are completely paid off, the property reverts to the City.

SVMPC Interest and Redemption Fund

This fund pays for the Series 2008 bonds issued to construct the Cove, Police Station Expansion, Fire Station No. 3, Fire Station No. 3 Detention Basin, Eddie Cyr Park, 100' Aerial Ladder Truck, Centennial Pavilion. The second component of this fund involves the debt service on the aquatic facility and the government maintenance center that was refinanced in 2010. Schedule B breaks down the FY17 payments associated with each of the items comprising the total debt service of the fund $3,428,377**.**
The City also pays $5,000 in fiscal agent fees to the bond trustee to make the principal and interest payments to the bond holders.

Schedule B
Bonded Indebtedness

Fund	Bond Series	FY16 Total	FY17 Principal Payment	FY17 Interest Payment	FY17 Total
SVMPC I&R	2008 MFRBs	$ 2,267,170	$ 1,835,000	$ 432,977	$ 2,267,977
	2010 MFRBs	$ 1,158,400	$ 970,000	$ 190,400	$ 1,160,400
Total		**$ 3,425,570**	**$ 2,805,000**	**$ 623,377**	**$ 3,428,377**

Schedule C – Lease Purchase Financing

Debt in this section is for capital items that can be financed over their expected life.

Schedule C
FY16- Lease Purchase Financing

1. General Fund		
Fire Aparatus	$	1,000,000
Down Payment	$	100,000
Finance Amount- General Fund	**$**	**900,000**
Total General Fund Finance Revenue	**$**	**900,000**
1. Sewer Fund		
Sewer Vac	$	425,000
Down Payment	$	42,500
Finance Amount- Sewer Fund	**$**	**382,500**
1/2 Tom Pick up	$	40,000
Down Payment	$	4,000
Finance Amount- Sewer Fund	**$**	**36,000**
Backhoe/Loader Tractor	$	130,000
Down Payment	$	13,000
Finance Amount- Sewer Fund	**$**	**117,000**
Total Sewer Fund Finance Revenue	**$**	**535,500**
2. Refuse		
Frontloading Refuse Truck	$	320,000
Down Payment	$	32,000
Finance Amount-Refuse	**$**	**288,000**
Pick up with lift gate (2)	$	90,000
Down Payment	$	9,000
Finance Amount-Refuse	**$**	**81,000**
Total Refuse Fund Finance Revenue	**$**	**369,000**
Total Lease Purchase Finance Amount	**$**	**1,804,500**

On the following page is a summary of the debt expenditure by fund and the remaining balance of the FY17 once debt, personnel, and capital expenditures have been subtracted.

Debt Service

Expenditure Summary by Fund

	Subtotal Balance after Capital & Personnel Deducted	Debt Expenditure	Subtotal Balance after Capital, Personnel & Debt Deducted
General	$ 7,305,372	$ 100,213	$ 7,205,159
Special Revenue			
Highway User Revenue Fund	$ 1,548,347	$ 66,470	$ 1,481,877
Local Transportation Fund	$ 426,300		$ 426,300
Airport	$ 874,197	$ 75,347	$ 798,850
Police Special Revenue	$ 134,500	$ -	$ 134,500
Grants	$ 1,240,001	$ -	$ 1,240,001
Criminal Justice Enhancement	$ 300	$ -	$ 300
Donation	$ 959,948	$ -	$ 959,948
Park Development Impact Fee	$ 126,691	$ 126,691	$ -
Library Impact Fee	$ -	$ -	$ -
Police Impact Fee	$ -	$ -	$ -
Transportation Impact Fee	$ -	$ -	$ -
Fire Impact Fee	$ -	$ -	$ -
Metropolitan Planning Org	$ 307,613	$ -	$ 307,613
Capital			
Capital Improvement Fund	$ -	$ -	$ -
Debt Service			
SVMPC I&R	$ 3,433,377	$ 3,433,377	$ -
Internal Services			
Health and Accident	$ 4,322,500	$ -	$ 4,322,500
Unemployment	$ 35,000	$ -	$ 35,000
Self Insured Retention	$ 100,000	$ -	$ 100,000
Enterprise			
Sewer	$ 3,198,487	$ 725,218	$ 2,473,269
Refuse	$ 3,139,462	$ 493,793	$ 2,645,669
Total All Funds	**$ 27,152,095**	**$ 5,021,109**	**$ 22,130,986**

Operations and Maintenance Expenditures

Operations and Maintenance (O&M) costs account for 31 percent of the total budget expenditure. O&M expenses include items such as paper, fuel, studies and designs, professional services, utilities, and training.

O&M expenses have decreased from the FY16 budget predominantly as a result of decreased investment in economic development, and possible grant funding in a number of areas. The current O&M expenditure is $22,130,986.

Below is a summary of O&M Expenditures by department and the difference from the FY16 Budget.

Department	FY16 Budget	FY17 Budget	Difference	% Change
Mayor/Council	$ 109,895	$ 107,150	$ (2,745)	-2.5%
City Manager	$ 1,424,043	$ 1,264,085	$ (159,958)	-11.2%
Administrative Services	$ 1,426,669	$ 1,406,314	$ (20,355)	-1.4%
Court/Legal	$ 100,300	$ 100,300	$ -	0.0%
General Government	$ 4,865,500	$ 5,118,000	$ 252,500	5.2%
Police	$ 869,670	$ 985,607	$ 115,937	13.3%
Fire	$ 361,964	$ 1,050,035	$ 688,071	190.1%
Public Works	$ 6,519,458	$ 10,418,525	$ 3,899,067	59.8%
MPO	$ 2,838,125	$ 307,613	$ (2,530,512)	-89.2%
Leisure & Library	$ 969,462	$ 1,132,270	$ 162,808	16.8%
Community Development	$ 100,867	$ 241,087	$ 140,220	139.0%
Totals	**$ 22,289,493**	**$ 22,130,986**	**$ (158,507)**	-0.7%

Finally, when O&M funds are subtracted from the remaining budget balance, there is zero left in each fund, as shown on the following page. This indicates a balanced FY17 budget.

Operations and Maintenance

Expenditure Summary by Fund	Subtotal Balance after Capital, Personnel & Debt Deducted	O&M Expenditure	Subtotal Balance after Capital, Personnel, Debt & O&M Deducted
General	$ 7,205,159	$ 7,205,159	$ -
		$ -	
Special Revenue		$ -	
Highway User Revenue Fund	$ 1,481,877	$ 1,481,877	$ -
Local Transportation Fund	$ 426,300	$ 426,300	$ -
Airport	$ 798,850	$ 798,850	$ -
Police Special Revenue	$ 134,500	$ 134,500	$ -
Grants	$ 1,240,001	$ 1,240,001	$ -
Criminal Justice Enhancement	$ 300	$ 300	$ -
Donation	$ 959,948	$ 959,948	$ -
Park Development Impact Fee	$ -	$ -	$ -
Library Impact Fee	$ -	$ -	$ -
Police Impact Fee	$ -	$ -	$ -
Transportation Impact Fee	$ -	$ -	$ -
Fire Impact Fee	$ -	$ -	$ -
Metropolitan Planning Org	$ 307,613	$ 307,613	$ -
Capital			
Capital Improvement Fund	$ -	$ -	$ -
Debt Service			
SVMPC I&R	$ -	$ -	$ -
Internal Services			
Health and Accident	$ 4,322,500	$ 4,322,500	$ -
Unemployment	$ 35,000	$ 35,000	$ -
Self Insured Retention	$ 100,000	$ 100,000	$ -
	$ -	$ -	$ -
Enterprise	$ -	$ -	$ -
Sewer	$ 2,473,269	$ 2,473,269	$ -
Refuse	$ 2,645,669	$ 2,645,669	$ -
Total All Funds	**$ 22,130,986**	**$ 22,130,986**	**$ -**

Mission Statement

As stewards of the public trust, the City of Sierra Vista provides quality services and amenities through strategic and ethical leadership and is committed to building a strong, healthy and vibrant community where its residents can prosper.

Expenditure By Fund			
	Budgeted FY 2015	Budgeted FY 2016	Budgeted FY 2017
General	$133,027	$123,763	$113,083
Sewer	16,629	15,471	14,136
Refuse	16,629	15,471	14,136
Donations	0	22,345	32,950
Total	**$166,285**	**$177,050**	**$174,305**

Description:

The Mayor and six Council members are elected representatives of the residents of Sierra Vista, serving four-year terms which are staggered every two years. The responsibilities of the Mayor and Council include enacting ordinances and resolutions that provide appropriate direction necessary for the proper governance of the City's affairs; reviewing and approving the proposed budget and insuring it meets the direction set by the Council; appointing a City Manager who is hired to be the administrative head of the city organization under the direction of the City Council; appointing a City Attorney and magistrate. The City Council also appoints citizens to various boards and commissions, establishes other policies and measures, and promotes the general welfare of the City and the safety and health of its citizens. The Mayor and Council also represent the City at official functions and in relationships with other public and private organizations.

Arizona Revised Statues Title 9, Articles 3 and 4, describe in more detail the powers and duties of a "common council" of the state of Arizona. In addition to the above, the Council is given the authority to do such things as:

- Appropriate money and pay debts;
- Control the finances and property of the City;
- Maintain control over streets, alleys, other rights of way and other infrastructure;
- Regulate the provision of public safety services; and
- Set taxes and fees.

Performance Measures

	FY12/13	FY13/14	FY 14/15	FY15/16
Bond Rating- Standard and Poor's	AA	AA	AA	AA
Bond Rating- Fitch	AA-	AA-	AA-	AA-

City Council Strategic Plan

In May 2015, the Mayor and City Council adopted a two-year Strategic Plan Framework, which provides the overall direction and specific initiatives to be achieved during the planning period. The Strategic Plan takes into consideration the priorities and expectations contained in the City's new general plan, Vista 2030, which was ratified by voters in November 2014.

The Strategic Plan Framework incorporates the vision developed with input from the community and included in the Vista 2030 general plan, which is a view of where residents want to see Sierra Vista in 20 years. The plan further identifies seven critical success factors that serve as focus areas for the organization. These areas help define where resources should be spent - both time and money - to reach the vision of Sierra Vista over time. They include:

A. Economic Prosperity
B. Efficient and Accountable City Government
C. Environmental Leadership
D. Healthy and Active Way of Life
E. Safe and Welcoming Community
F. Well Maintained Infrastructure and Facilities

Within these critical success factor areas, the City Council then developed a series of sixteen specific initiatives they have directed the City Manager to complete by June 30, 2017. Those initiatives are specifically called out within the department budget summaries based upon where they have been assigned.

Major Accomplishments

1. Continued the partnership with Cochise County and the private Huachuca 50 organization to fund a consultant to target retention and expansion of missions on Fort Huachuca; led a delegation of partner representatives to Washington, D.C., to advocate for the Fort.
2. Continued to pursue and approve City ordinance changes targeted toward assisting local businesses, including approval of Development Code changes that broaden the types of businesses that can be constructed within various zoning districts.
3. Approved expenditures of the City's annual Community Development Block Grant allocation targeted at improving the safety and livability of the community's lower income areas.
4. Supported efforts to enhance economic development in the community, including establishment of a Mayor's Visitation Program to area businesses; monthly

recognition of businesses at City Council meetings; and establishment of an Economic Development Leadership Forum with area leaders.

5. In partnership with the Cochise County Board of Supervisors, supported efforts and agreements that will see the long-planned Regional Joint Communications Center operational by 2017.
6. Approved a renewal of the successful and beneficial automatic aid agreement with the Fry Fire District for five years, with an optional additional five years.
7. Led the City's response to the Fitch rating agency review of the City for its periodic bond rating, resulting in maintaining our current strong AA- rating.
8. Despite the economic downturn, the City has been able to continually add to the reserve as a result of Council policies.

City Council

Expenditures	FY 2014/2015 Budgeted	FY 2015/2016 Budgeted	FY 2016/2017 Budgeted
Salaries - Part Time	$ 66,000	$ 66,000	$ 66,000
Benefits	1,235	1,155	1,155
Total Personnel	**$ 67,235**	**$ 67,155**	**$ 67,155**
Community Relations	$ 25,000	$ 15,000	$ 15,000
Professional Associations	45,000	45,000	37,000
Travel & Training	24,550	24,550	20,200
Office Supplies	2,500	2,500	2,000
Specialized Supplies	2,000	500	-
City Council Donations	-	22,345	32,950
Total O&M	**$ 99,050**	**$ 109,895**	**$ 107,150**
Totals	**$ 166,285**	**$ 177,050**	**$ 174,305**

Comments

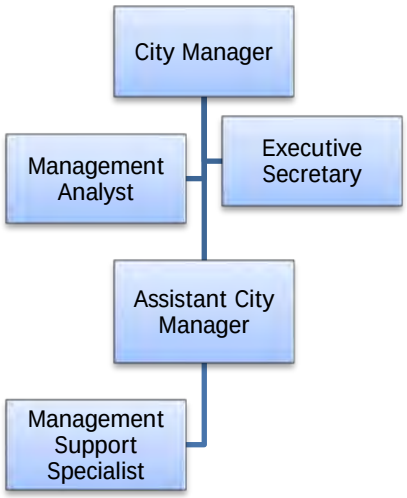
Community relations budget includes expenditures for programs and activities supported by the Council through its boards and commissions and participation in local and state events. It includes costs associated with: tours and meals with visiting dignitaries, Sierra VistaAbility Day, Mayor's Arts Awards, historic programs, Cultural Diversity Fair, AZ League of Cities and Towns conference programs, and others.

The professional Associations account includes memberships in the National League of Cities, the Arizona League of Cities, SouthEastern Arizona Governments Organization, and the City's Sierra Vista Chamber of Commerce Sponsorship.

City Council Donations include money for advertising community events and FY16 carryover.

Sierra Vista
ARIZONA

EXTRAORDINARY SKIES.
UNCOMMON GROUND.



The City Manager's Department consists of four divisions: City Manager's Office, Marketing and Public Affairs, Economic Development, and Finance Services.

Vision

Provide leadership in the development and implementation of exceptional municipal services in order to meet the needs of the community and maintain a high quality of life for our residents.

Expenditure By Fund			
	Budgeted FY 2015	Budgeted FY 2016	Budgeted FY 2017
General	$627,281	$656,523	$810,958
Sewer	122,255	103,933	104,362
Refuse	122,255	103,933	104,362
Total	$871,791	$864,389	$1,019,682

Mission Statement

Under the policy direction of the City Council, the City Manager's Office provides overall leadership and direction to the entire city organization and ensures that municipal services are effectively developed and delivered by employing sound planning, management, and fiscal policies and practices.

Description:

The City Manager is the chief executive officer for the City and serves at the pleasure of the City Council. By ordinance, the City Manager is responsible for the administration of all affairs of the City, and for the oversight of all City personnel except the City Attorney, who is directly appointed by the Council. He and his staff administer policies and goals established by the City Council; supervise management of day-to-day city operations and personnel; oversee budgetary and administrative planning and control; support and participate in community and governmental partnerships; and provide support to the City Council. The City Manager annually presents a recommended budget to the Mayor and City Council which takes into consideration implementation of the Council's strategic plan, as well as other short and long range plans of the organization.

He then insures the budget is implemented in accordance with Council direction. The City Manager also relies on a highly skilled senior management team, consisting of the Assistant City Manager, department directors, division managers, and other professional staff to oversee various departments and functions.

City Council Strategic Plan Initiatives

The City Manager is responsible for administering City Council Policy. Since the Strategic Plan Framework is the directive of the Council, the City Manager is responsible for every aspect of that plan. More specifically, the following objective has been assigned to the City Manager's office for implementation:

- Expand lobbying efforts in support of retention and expansion on Ft. Huachuca and strengthen and create new partnerships to more effectively demonstrate the Fort's value.

Major Accomplishments:

1. Provided leadership in the implementation of a tactical economic development strategy to implement the City Council approved Plan for Prosperity.
2. Provided leadership in developing an implementation strategy for a Joint Regional Communication System with partner Cochise County.
3. Led the organization's efforts in financial oversight and management, resulting in an increase to the City's reserves of $93,855 in FY2014-15 budget year and multiple financial awards from the Governmental Finance Officers Association.
4. Created a new reporting format to the City Council in the form of a monthly Council Executive Report that provides more comprehensive information to the elected body on activities and policy issues of the organization.
5. Applied for and was successful in being selected for a national award from the Association of Defense Communities, the 2016 Defense Community of the Year, Community Excellence Award.
6. Facilitated a successful invitation for bids process for the sale of a portion of the former Kings Court tennis facility that, once completed, will result in an upgraded tennis and recreational area for city residents as well as a new multi-family residential project in the community.
7. On behalf of partner organizations Cochise County and the Fort Huachuca 50, coordinated lobbyist work retained to help the community take steps to maintain and expand missions on Fort Huachuca.
8. Led the successful implementation of an integrated business solution in the City's fleet operations, improving efficiencies and reducing costs in the maintenance of city and external customer vehicles.

Goals

Goals	Objectives
Accomplish the goals and objectives set forth by City Council's Strategic Plan Framework.	• Work with Departments to move initiatives forward. • Set priorities for projects and initiatives to help ensure City stays on track. • Provide management and oversight of city-wide performance management program.
Provide leadership and oversight of city efforts designed to enhance community prosperity and business attraction and retention.	• Oversee implementation of the economic development and tourism tactical plans. • Monitor metrics to evaluate effectiveness of city efforts, making course corrections as needed. • Participate in community-based economic development leadership group to ensure city alignment with partners. • Oversee progress of outside lobbyist retained through partnership with Cochise County and the Fort Huachuca 50 to help retain and expand Fort missions.
Work closely with Fort Huachuca leadership to identify ways in which the City can support the installation through improved partnerships and environmental advocacy.	• Oversee and direct consultant retained to monitor environmental actions of the federal government that could adversely impact the Fort and its requirements. • Explore additional municipal partnerships with mutual benefit to the Fort and City.
Provide leadership in overseeing progress toward the City's 2014 voter approved ten year general plan, Vista 2030.	• Work with departments in identifying, prioritizing and completing general plan goals that can be achieved in the coming fiscal year within city resources.
Facilitate partnerships with public and private sector organizations that can help improve efficiency, reduce costs, or increase revenues.	• Provide leadership to Procurement Division in evaluating and pursuing other private and public sector partnerships and contracts.

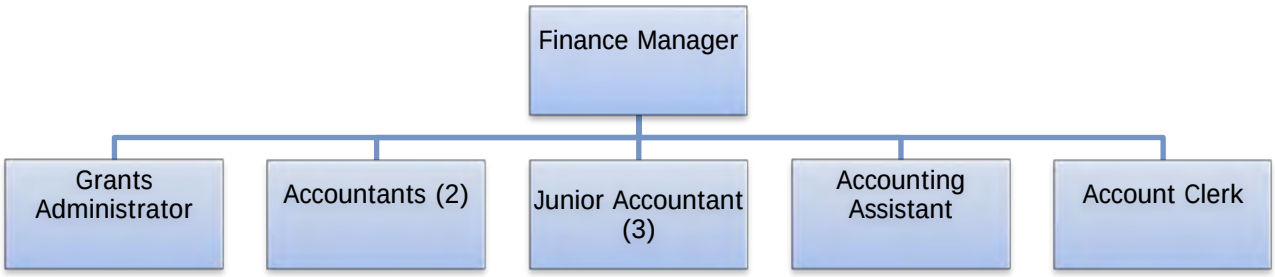
City Manager's Office

Expenditures	FY 2014/2015 Budgeted	FY 2015/2016 Budgeted	FY 2016/2017 Budgeted
Salaries - Regular	$ 457,758	$ 430,561	433,553
Salaries - Part Time	-	-	-
Benefits	124,033	125,828	133,629
Total Personnel	**$ 581,791**	**$ 556,389**	**$ 567,182**
Professional Services	254,000	264,000	412,500
Office Equipment Maintenance	1,500	-	-
Printing & Binding	1,000	1,000	1,000
Professional Associations	5,000	6,000	6,000
Travel & Training	13,500	21,500	18,500
Office Supplies	14,000	15,000	14,000
Books & Periodicals	1,000	500	500
Total O&M	**$ 290,000**	**$ 308,000**	**$ 452,500**
Totals	**$ 871,791**	**$ 864,389**	**$ 1,019,682**

Comments

Professional services include USPP administrative support ($15,000), WaterWise program support ($46,000), environmental consulting ($68,000, with Cochise County reimbursing $34,000), other lobbying/consulting services ($60,000 for Triadvocates and $60,000 for Niemeyer and Associates (with Cochise County reimbursing the City $30,000), strategic planning ($13,500) and Economic Development attraction fund ($100,000) and small business incentive fund ($50,000).

Professional Association memberships include the International City/County Management Association, the Arizona City/County Management Association, and the City Manager's Rotary Club dues.



Vision

The Finance Division works to ensure the City's financial position is protected.

Expenditure By Fund			
	Budgeted FY 2015	Budgeted FY 2016	Budgeted FY 2017
General	$461,818	$505,132	$577,504
Sewer	118,953	150,720	148,752
Refuse	118,953	150,702	148,752
Total	**$699,724**	**$806,572**	**$875,008**

Mission Statement

The Division provides quality, timely and accurate information and payments to our internal and external customers.

Description:

The Finance Division is responsible for the integrity of the City's financial records. Finance provides management support through analysis and reporting on the City's fiscal transactions, and monitors the City's compliance to statutes. It processes vendor payments and payroll. It bills the City's sewer, sanitation, ambulance, airport, and fleet customers. Finance is responsible for handling and administering all the City grants. It compiles and publishes the City's Consolidated Annual Financial Report (CAFR) and assists with the Annual Budget.

City Council Strategic Plan Initiatives
The Finance Division has no specific initiatives assigned for the current plan, but will work with all departments in assisting in the completion of others.

Major Accomplishments:

1. Won the distinguished Budget Presentation Award for FY 16.
2. Won the distinguished Comprehensive Annual Financial Report (CAFR) award for FY 14, for the twenty-seventh consecutive year.

Goals

Goals	Objectives
Enhance the usage of the City's new financial ERP system.	• Set up fuel billing interface with new fuel management software. • Implement employee reimbursement module. • Train users on running system inquiries and reports.
Document the ERP's critical operations	• Complete standard operating procedures documentation for the key finance functions in the new ERP system.

Finance

Expenditures	FY 2014/2015 Budgeted	FY 2015/2016 Budgeted	FY 2016/2017 Budgeted
Salaries - Regular	$ 477,364	$ 476,481	$ 532,412
Benefits	149,260	159,988	169,493
Total Personnel	**$ 626,624**	**$ 636,469**	**$ 701,905**
Professional Services	$ 47,000	$ 144,053	$ 148,053
Printing & Binding	5,000	5,000	4,000
Professional Associations	2,825	2,525	2,525
Travel & Training	4,675	4,675	4,675
Office Supplies	6,500	6,500	6,500
Specialized Equipment	2,500	2,500	2,500
Software	3,600	3,850	3,850
Books & Periodicals	1,000	1,000	1,000
Total O&M	**$ 73,100**	**$ 170,103**	**$ 173,103**
Totals	**$ 699,724**	**$ 806,572**	**$ 875,008**

Comments

Professional Services include a state-mandated payment to the Arizona Department of Revenue for sales tax administration, annual auditing, credit checks for sewer and refuse customers, and budget and CAFR awards programs.

Vision

Strengthen the Sierra Vista economy by providing leadership along with implementing programs and partnerships that help in creating, retaining and expanding businesses and in turn fostering job growth, providing general fund revenue, supporting a vibrant commercial district, and encouraging entrepreneurship.

Mission Statement

Work with internal and external partners to foster and encourage best practices in economic development activities. Facilitate an environment that is conducive to growing and attracting businesses resulting in job creation, business retention, an increased tax base, and an improved sustainability and quality of life for the citizens of Sierra Vista.

Expenditure By Fund

	Budgeted FY 2015	Budgeted FY 2016	Budgeted FY 2017
General	$381,976	$325,977	$364,111
Grants	0	600,000	250,000
Total	**$381,976**	**$925,977**	**$614,111**

Description:

The Economic Development Division (EDD) was created in FY14 as a result of the City Council's adoption of a new framework, the Plan for Prosperity. The plan was created to identify a strategy for enhancing the City's role in growing and diversifying the local economy. More recently, the City Council established the 2015-2017 Strategic Plan Framework. In February 2015, the city hired a new economic development manager and in May of the same year, the City Council was presented with an Economic Development Strategy that is guiding us during the next two years.

The Economic Development (ED) Strategy builds on the structure provided in the Plan for Prosperity and the City's current overall Strategic Plan Framework. It incorporates a multi-pronged approach to economic development providing strategies for attraction, retention and expansion of business as well as growing our own businesses through programs that support and enhance entrepreneurship. While UAS, Healthcare, government contracting, trade with Mexico, and retail are still targeted sectors, attraction efforts focus on the cyber security arena in the hopes that the city can create a cluster industry. In an effort to diversify Sierra Vista's economy, private,

non-defense growth is emphasized. Tourism is also important. The EDD is working with the Marketing and Public Affairs Division who has responsibility for tourism.

Support of Fort Huachuca continues to be a high priority. Retaining and increasing missions are emphasized as well as educating elected and military staff to the importance the Fort plays in American security. The City continues to look for and apply for grants that relate to increasing our ability to support and grow business. In all areas, the City will continue to leverage our economic development partnerships, working with local, regional, statewide, and national organizations.

City Council Strategic Plan Initiatives
• Identify workforce development needs with other partners that are necessary to provide quality employees to current and future employers. • Partner with K-12 schools to encourage programs that provide exploration of professional career options. • Develop, finance, and implement a program to incentivize West End commercial property improvements. • Establish quantifiable metrics to effectively measure the City's economic development efforts.

Major Accomplishments:

1. Hired new economic development analysis to focus on retention and entrepreneurism.
2. Launched retention program to include: Business Walks, Monthly Council Recognition of Business, Mayor's Visitation Program, and the Ombudsman Office.
3. Printed Small Business Handbook.
4. Developed a collaborative web portal for business classes and workshops.
5. Strengthen relationships with local, regional and state-wide partners.
6. Completion and maintenance of economic development website (GIS Component).
7. Completion of cyber security market study and analysis.
8. Developed video series focused on employee attraction and retention.
9. Worked with Sierra Vista Chamber of Commerce to develop Good Morning Sierra Vista.
10. Helped to hold the first Super Bowl Tailgate Party to promote existing business.
11. Established Sierra Vista Leadership Forum
12. Established ongoing meetings with local brokers, Tucson brokers and Sierra Vista defense contractors
13. Developed a system of tracking and reporting progress.

Goals

Goal	Objectives
Elevate Sierra Vista's economic development competitiveness.	• Establish Adhoc Working Groups based on a specific need or challenges identified. • Create marketing program to assist with the state and national exposure of ED opportunities within Sierra Vista.
Retain and grow the City's existing economic cluster industries.	• Continue and expand the efforts of the Ombudsman Office along with retention efforts.
Capitalize on Sierra Vista's business, cultural, retail, and natural attractions and its proximity to the Arizona-Mexico border.	• Strengthen and expand relationships with Cananea, Agua Prieta, and Naco to encourage additional trade. • Continue working with the Marketing and Public Affairs Division to promote tourism.
Develop specific strategies to retain/expand, attract, and grow firms in sectors that will benefit from and strengthen Sierra Vista's existing assets and advantages.	• Continue efforts to create cyber security cluster. • Develop and implement strategies that focus on workforce development, research and development, and business development. • Implement a program to help market Sierra Vista's assets state-wide and nationally.
Adopt metrics to assess the economic development division's progress.	• Solidify the tracking and reporting progress. • Institutionalize the performance accountability system.

Performance Measures

	FY12/13	FY13/14	FY14/15	FY15/16 (as of 5/1/16)
Website Visits (launched 7/7/15)				3,215 (1)
Mayor's Business Visits				8
Small Business Action Items (2)				23
Partner Referrals				84 (3)
Number of Businesses Directly Retained				1
Number of Inquiries				10 (4)
Number of Businesses Recruited				1 (5)
Number of FTE Jobs Created				6 (6)
Capital Investment				N/A

New Division Information previously not tracked.

(1) Preliminary 7/7/15-5/1-16
(2) These are activities that require internal follow up.
(3) Tracking stats began on 1/1/16
(4) Tracking began in February 2016 – May 1, 2016
(5) King's Court Development
(6) Does not include construction jobs for King's Court.

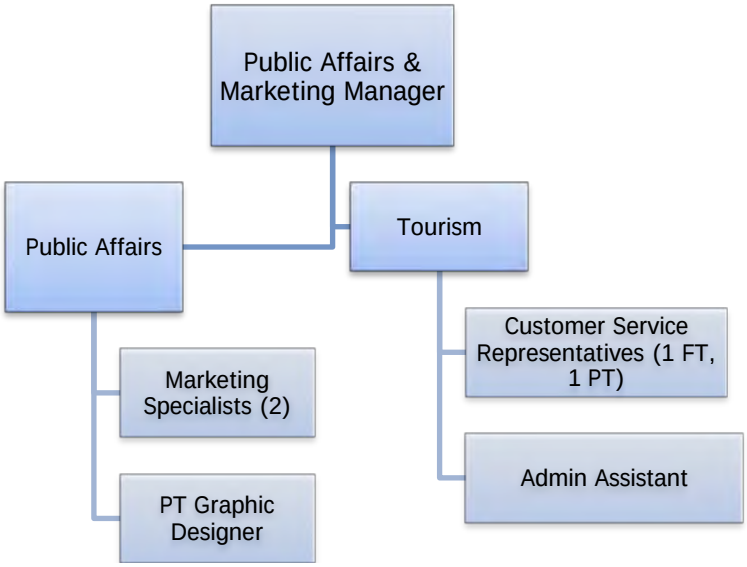
Economic Development

Expenditures	FY 2014/2015 Budgeted	FY 2015/2016 Budgeted	FY 2016/2017 Budgeted
Salaries - Regular	$ 111,228	$ 167,566	$ 175,456
Benefits	27,748	26,769	48,318
Total Personnel	**$ 138,976**	**$ 194,335**	**$ 223,774**
Professional Services	$ 25,000	$ 24,500	$ -
Economic Development	160,000	55,500	93,850
Advertising	30,000	19,000	22,258
Printing & Binding	8,000	8,000	2,950
Professional Associations	3,000	4,063	5,184
Travel & Training	15,000	18,110	14,695
Office Supplies	1,000	2,000	1,000
Books & Periodicals	1,000	469	400
Grants	-	600,000	250,000
Total O&M	**$ 243,000**	**$ 731,642**	**$ 390,337**
Totals	**$ 381,976**	**$ 925,977**	**$ 614,111**

Comments

Professional Services includes all potential grant opportunities and data collection services.

The Economic Development account line includes website costs and business attraction efforts.



Vision

Enhance Sierra Vista's image through strategic communication efforts that promote City services, programs, and amenities to residents and visitors.

Expenditure By Fund			
	Budgeted FY 2015	Budgeted FY 2016	Budgeted FY 2017
General	$544,212	$574,072	$621,500
Grants	80,000	0	0
Sewer	28,948	29,206	33,414
Refuse	5,790	5,841	13,366
Donations	0	868	800
Total	**$658,950**	**$609,987**	**$669,080**

Mission Statement

Effectively communicate City news and information; promote Sierra Vista as a travel destination to business and leisure travelers, and travel professionals; encourage local residents to become informed and involved with the community using public relations; marketing; advertising; social media; positive media coverage; and cooperation with local, regional and state organizations.

Description

The Public Affairs Office provides strategic marketing and communications planning and implementation for all City departments. This includes but is not limited to: copywriting, graphic design, media and public relations, crisis and issues management, emergency communications, public participation and education programs, marketing and advertising campaigns, tourism marketing, and promotions. The department develops, manages, and employs marketing communications tools, such as print collateral, social media, video, scripts for broadcast media, Channel 12 programming, and integrated websites for both the municipality and the visitor center.

City Council Strategic Plan Initiatives
• Develop and invest in a tourism marketing strategy that is based on Sierra Vista's target markets, incorporating partners to maximize economic impact. • Leverage partnerships to effectively promote Sierra Vista for both business attraction and tourism. • Develop and implement a marketing campaign based on the City's environmental accomplishments. • Establish quantifiable metrics to effectively measure the City's tourism marketing efforts.

Major Accomplishments

1. Finalized brand design and brand use guidelines, and started implementation of the new Sierra Vista brand. Projects have included redesigned collateral, vehicle markings, apparel and uniforms, street pole banners, the municipal website, *Vistas* bimonthly newsletter, and others.
2. Analyzed tourism marketing messaging, demographics, and language; relaunched tourism marketing campaign to target specific audiences and popular visitor activities based on industry research, local data analysis, and SWOT analysis.
3. Fine-tuned advertising to reach four specific tourism niches that surfaced through research (bicycle, winery/culinary, bird watching, and hiking). Utilized multi-layered marketing tactics to ensure our messaging is effective and resonates with our intended audience.
4. Participated in media events, resulting in a renewed interest and several articles by well-known author Roger Naylor. Other media wins included a mention on National Public Radio, AAA magazine articles, international blogs and magazines, and Arizona newspapers.
5. Utilized in-house staff to write, shoot, and edit new video communications, including videos for the Library, Composting, Nancy J. Brua Animal Control Center, and the City Manager's office. Worked with videographers to obtain B-roll, which has been used in multiple City video projects.
6. Partnered with Sierra Vista Police Department and Fire & Medical Services in an active shooter training exercise, including a mock press conference. Partnered with external organizations, including Cochise County Tourism Council, Arizona Office of Tourism, PR Roundtable, South East Arizona Hospitality Association, Water Wise, Sierra Vista Area Chamber of Commerce, Fort Huachuca, Cochise Bicycle Advocates, and local businesses among others.
7. Created and produced comprehensive promotional and marketing materials for a variety of city programs, such as: Police Department recruitment, multi-family housing recycling; large commercial recycling program; dog licensing; Destiny's Playground grand opening; Spotlight Breakfast; Arizona League of Cities and Towns showcase; economic development collateral; Airport fly-in; fire safety; medical care; Teen Center; My Waste App; and others.

8. Developed central themes for the six issues of the bimonthly City-wide newsletter, *Vistas*, then coordinated content with Council's Meet & Greet events. *Vistas* is also inserted in the *Sierra Vista Herald*, the *PowerPak*, and distributed through several public and private locations throughout the City.
9. Developed and launched quarterly Visit Sierra Vista eNewsletter.
10. Continued expansion of social media use by frequently updating content, using more photos, following key users and reposting relevant content. Added Instagram to our cadre of social media tools.
11. Redesigned the new City of Sierra Vista municipal government website, using new brand elements and a clean, organized structure to improve communications and transparency. The website will be live by the end of FY2016.

Goals

Goals	Objectives
Develop an effective, measurable tourism marketing strategy that is based on Sierra Vista's target markets, incorporating partners to maximize economic impact.	• Identify media outlets that will reach the largest strategic markets, matching media consumers with strategic targets. • Work closely with Economic Development division to impact markets that coincide with ED work. • Incorporate the City's brand across all tourism marketing and promotions. • Explore development of cooperative marketing campaigns with area partners. • Research metrics used by other destination marketing organizations and incorporate as appropriate.
Develop and implement a comprehensive program to incorporate City's new brand into both internal and external communications and marketing efforts.	• Design new collateral materials and incorporate design into existing marketing efforts. • Develop an outreach effort to inform local organizations and businesses how they can partner with the City in elevating the City's brand.
Develop and implement a marketing campaign based on the City's environmental accomplishments.	• Identify media outlets for potential pitches. • Identify organizations that recognize environmental accomplishments. • Develop and publish environmental accomplishments collateral.
Enhance communication efforts with Sierra Vista residents to increase awareness of city programs and services.	• Expand use of social media. • Develop strategies to increase subscription to weekly e-newsletter. • Identify ways in which city can more effectively partner with local media outlets.

Performance Measures

Public Affairs	FY12/13	FY 13/14	FY 14/15	FY 15/16
Internal Customer Satisfaction Survey			80%	97%**
Total page views, SierraVistaAZ.gov	18,445	372,860*	1,196,293	1,177,522
Facebook Total Impressions, City of SV	169,581	391,424	1,282,627	1,688,761

Tourism	FY12/13	FY 13/14	FY 14/15	FY 15/16
Total page views, VisitSierraVista.com			672,270	813,100
Facebook Total Impressions, Visit SV			942,187	739,592
OVG distribution			35,382	24,782
Hospitality tax revenue : Tourism investment			22.7 : 1	16.4 : 1
Accommodations Tax Revenue	$773,819	$759,868	$864,632	$861,938(p)

*The City changed its analytics software between FY12/13 and FY13/14, so tracking criteria was different.
**97% of respondents reported that they were satisfied or very satisfied with the overall services provided by the Marketing & Public Affairs Division. 3% were somewhat satisfied, and 0% were dissatisfied.

Public Affairs/Tourism

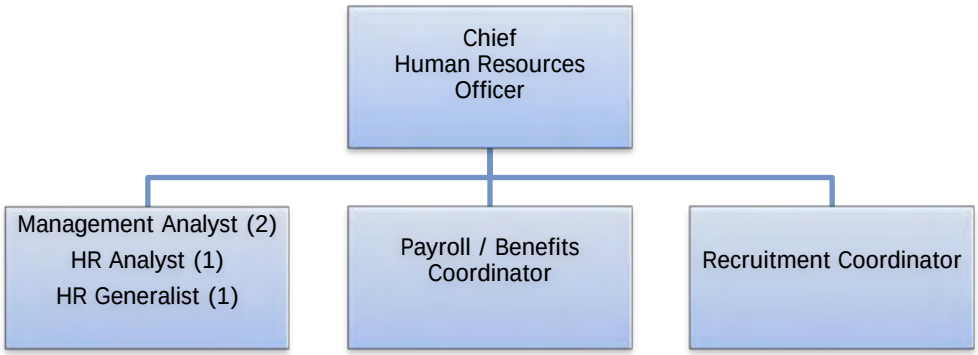
Expenditures	FY 2014/2015 Budgeted	FY 2015/2016 Budgeted	FY 2016/2017 Budgeted
Salaries - Regular	$ 223,714	$ 239,539	$ 262,365
Salaries - Part Time	50,925	65,873	62,764
Benefits	89,231	90,277	95,806
Total Personnel	**$ 363,870**	**$ 395,689**	**$ 420,935**
Professional Services	$ 99,400	$ 28,400	$ 40,475
Office Equipment Maintenance	-	-	-
Advertising	106,831	86,095	91,250
Printing & Binding	47,100	50,610	56,250
Professional Associations	21,179	21,180	22,420
Travel & Training	9,400	4,975	5,550
Office Supplies	4,500	3,500	3,300
Specialized Supplies	6,670	19,538	23,050
Event Supplies	-	-	5,850
Total O&M	**$ 295,080**	**$ 214,298**	**$ 248,145**
Totals	**$ 658,950**	**$ 609,987**	**$ 669,080**

Comments

Advertising includes *Vistas*, social media advertisements, tourism magazines and media, sponsorships, outdoor advertising, and outreach events. The City Page was cut in FY16.

Sierra Vista
ARIZONA

EXTRAORDINARY SKIES.
UNCOMMON GROUND.



Expenditure By Fund			
	Budgeted FY 2015	Budgeted FY 2016	Budgeted FY 2017
General	$339,987	$452,215	$450,364
Sewer	40,624	49,608	56,295
Refuse	40,624	49,608	56,295
Total	**$421,235**	**$551,431**	**$562,954**

Principles for Human Resources Management

The following reflects the values and principles to which the City of Sierra Vista leaders aspire in their daily activities and interactions with the employee.

The City believes that the strength of the organization is in its people.

The City values integrity and honest communication, and declares them to be guiding principles in managing the human resources of the City.

The City values and embraces differences in people and cultures, recognizing that such differences are vital to the success of the City, its citizens and employees.

The City values a healthy and safe work environment that supports people working together to achieve the goals of the organization.

The City is committed to providing a fair pay structure for employees.

The City values every employee's contributions, expects every employee to meet established performance expectations, and works to encourage excellence in a variety of ways:

- All Officials and employees shall treat every person with respect.
- The City strives to give ongoing informal feedback about performance.

- The City strives to provide formal feedback about performance at least once each year.
- The City supports career and professional growth by allowing reasonable time away from work to attend workshops and seminars and by encouraging employees to attend academic classes, and provides an education assistance program.
- The City recognizes that work is only one aspect of a person's life, and supports employee efforts to balance personal and professional lives.
- The City supports employee efforts to maintain good physical, mental, and emotional health.

Description:

The Division is responsible for administration and development of the Personnel Rules and Regulations, legislative compliance, fair and impartial employment services, employee relations, training and development, management of the classification and compensation plan, and benefits administration.

As the City continues to manage through a protracted economic downturn, the Human Resources Department's priority is to invest in our employees who are our greatest asset. Our primary goal is to protect the integrity of the personnel infrastructure which we believe is the key to ensuring that the City's goals can be accomplished. This year, the City Council intends to implement 2% step increases for non-exempt employees and a 2% increase for exempt employees. Hiring and retaining competent and quality employees remains a high priority in maintaining our high performance culture.

City Council Strategic Plan Initiatives
• Maintenance of the Classification and Compensation Plan for City employees.

Major Accomplishments:

1. During the Annual Service Awards Luncheon, 65 employees were recognized for their 3, 5, 10, 15, and 20 years of service. These employees represent a combined total of 649 years of City service.
2. In support of the City's continued green initiatives, Human Resources continues to support web-based (webinar) training opportunities to include individual department training sessions. Webinars not only save the City money for travel, but also reduce the City's carbon footprint.

3. Human Resources branded an internal training program as SV Connect Academy. The City held the following training sessions in FY 16:
    - Effective Supervisory Practices. This was for front line supervisors and future managers. The six-part webinar series was designed as a primer for new supervisors looking to lead change, improve customer service, or strengthen communication between supervisors and staff.
    - Ethics Matter! This mandatory training reviewed the importance of applying laws, rules, and policies to behavior and how to apply ethics to the gray areas.
    - With All Due Respect (Harassment Training). This mandatory training taught the importance of promoting a respectful workplace.
    - A Policy is Not Enough (Harassment Training). This mandatory training for supervisors focused on an additional level of training on creating a respectful organizational culture.
    - Avoiding Litigation Landmines. This session for managers, team leaders, and supervisors focused on what can cause costly claims.
4. To promote employee wellness, the City continues to offer on-site influenza vaccinations and mammograms. Again this year, we offered an organ screening package that this time screened for blood pressure, stroke, abdominal aortic aneurysm, peripheral arterial disease, and bone density/osteoporosis; again 93 participated.
5. Seven employees participated in the City's Education Assistance Program. Two completed his/her degree programs this fiscal year. Currently, 54% of the City employees possess an Associate, Bachelor, or Master's degree.

Goals

Goals	Objectives
Recruit qualified personnel through advertisement, applicant screening, testing, and interviewing.	• Fill vacant positions by public announcement within 60 days of department request. • Maintain a ratio of minority applicants reflective of the area population by advertising in targeted publications. • Seek new advertising resources to increase number of qualified applicants.
Maintenance of Class Compensation Structure.	• Clearly define the essential functions of each position through written job descriptions. • Reinforce employee perception of fair compensation between classifications with comparable classifications outside the organization by performing evaluations on several classes of employees each fiscal year.
Provide a work environment that promotes employee job satisfaction.	• Conduct internal citywide training. • Review and revise performance appraisal document.
Provide a structure for employees to plan for benefit, career, and retirement options.	• Communicate education requirements for career advancement; promote the City's Education Assistance Program.

Performance Measures

	FY12/13	FY 13/14	FY 14/15	FY 15/16
Average days to fill Full-time Position	54	49	48	70
Cost per Insured Employee for Health Care	$6720	$6720	$6518	$6536
Number of Full Time Positions Filled	45	30	42	49
Number of Part Time Positions Filled		77	51	106
Number of Internal FT Job Recruitments	32	18	17	16
Number of External FT Job Recruitments	13	24	39	24
Number of Applications Processed	1049	1920	2550	2936
Percentage of minority applicants	35%	39%	38%	39%
Percentage of minority offered Full Time positions	31%	30%	17%	22%

Employee Full Time Turnover Rate	8.05%	5.31%	11.3%	11.62%
*Without Retirements	3.40%	4.69%	10.1%	9.36%
Employee Part Time Turnover Rate		41.0%	34.2%	51.89%
Number of Volunteers	771	545	424	405
Number of Volunteer Hours	22,277	30,549	26,595	24,898
Value of Volunteer Services	$286,880	$397,140	$345,735	$574,397*
Percentage of Full Time Employees with a AA or Higher	53%	54%	56%	54%

* Updated volunteer in kind rate to $23.07 per the BLS.

Human Resources

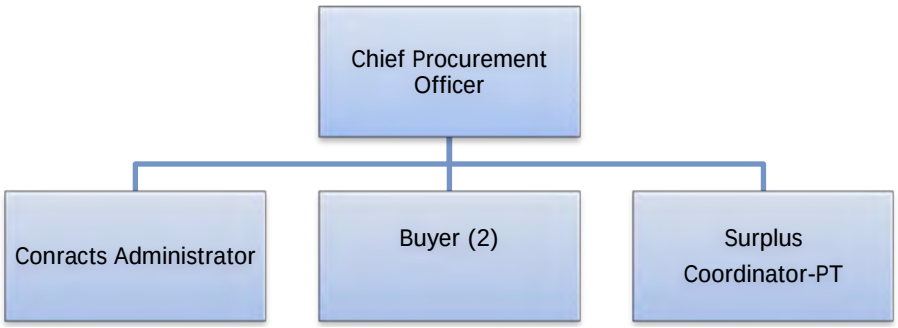
Expenditures	FY 2014/2015 Budgeted	FY 2015/2016 Budgeted	FY 2016/2017 Budgeted
Salaries - Regular	$ 179,873	$ 331,122	$ 325,687
Salaries - Part-Time	10,000	7,793	7,793
Benefits	58,092	77,491	98,154
Employee Programs	110,050	75,000	61,000
Total Personnel	**$ 358,015**	**$ 491,406**	**$ 492,634**
Professional Services	$ 35,000	$ 34,305	$ 41,965
Office Equipment Maintenar	1,000	500	1,000
Advertising	7,500	7,500	7,500
Printing & Binding	400	400	1,000
Professional Associations	2,100	2,100	2,485
Travel & Training	12,495	12,495	13,895
Office Supplies	2,500	1,200	1,200
Specialized Supplies	1,725	1,025	1,025
Books & Periodicals	500	500	250
Total O&M	**$ 63,220**	**$ 60,025**	**$ 70,320**
Totals	**$ 421,235**	**$ 551,431**	**$ 562,954**

Comments

The Employee Programs budget includes money for employee recognition and educational development.

The Professional Services account includes pre-employment screening services.

Travel and Training includes departmental and recruitment travel.



Vision

The vision of the Procurement Division for the City of Sierra Vista is to deliver quality goods to internal customers while providing the best value for the tax payer. We aim to exceed the expectations of all policies and state laws while providing transparent, fair, and ethical service to all.

Expenditure By Fund

	Budgeted FY 2015	Budgeted FY 2016	Budgeted FY 2017
General	$198,516	$177,440	$249,356
Sewer	42,731	34,502	48,486
Refuse	42,731	34,502	48,486
Total	**$283,978**	**$246,444**	**$346,328**

Mission Statement

The Procurement Division is committed to continuously improve by promoting the use of technology and e-procurement solutions in order to maximize transparency and available resources to ensure that the needs of customers will be met while upholding high ethical standards personally, professionally, and organizationally.

Description

The Procurement Division of the City of Sierra Vista is an internal service delivery unit. The division is responsible for material/service/real property acquisition, inventory management, and property disposal. In addition, the unit is the primary administrative contact point for the City with regards to services, construction projects, purchasing agreements, consulting agreements, contracts, and intergovernmental agreements.

City Council Strategic Plan Initiatives

The Procurement Division works in support of all departments/divisions in their pursuit to achieve their strategic plan initiatives by providing acquisition strategies which save tax payer dollars and assist in the balancing of the City budget.

Major Accomplishments

1. Vendor Self Serve (VSS) was released for public use. This enhancement will lead into implementing the City's full e-procurement bid and response program.
2. Streamlined the City's on-line auction site to enhance collection efforts by accepting online payments. We have dedicated a part-time employee to move City surplus out at a faster and more predictable rate. Changes resulted in increased six month revenues.
3. Met with, and will continue to meet with, vendors by appointment, upon request, in order to discuss their individual businesses and to facilitate discussion regarding how to conduct business with the City of Sierra Vista.
4. Mandatory requisition entry directive for all purchases over $2,500.00. This helps to identify potential savings and preserve procurement integrity at smaller thresholds while realizing additional savings and offering broader solutions by shopping requests between $2,500.00 and $10,000.00 on a consistent basis.
5. Expanded use of Cooperative Purchasing Agreements in order to increase cost savings and improve efficiencies.
6. Significantly reduced number of Open PO's and expanded use of Purchasing Card (pCard) usage by revising an Administrative Directive encouraging pCard usage for departmental purchases under $2,500.00 and simultaneously rescinded the Petty Cash program. This resulted in additional captured revenue in the form of the annual pCard rebate.
7. Enhanced compliance measures by assigning a staff member to monitor Citywide pCard usage daily for potential misuse and fraud and to set up real time alerts when parameters are breached. This has enabled procurement to react faster, notify the card user and our pCard issuing bank more quickly, and protect the City's interests in a more appropriate way while encouraging individual accountability.

Goals

Goals	Objectives
Increase efficiencies in the bidding of projects and services.	• Continue to utilize technology and e-procurement strategies in order to market bidding opportunities to a larger vendor base. • Expand use of on-line auction disposal of surplus. • Use "organizational thinking" when procuring goods and/or services. Think of how one decision affects others and attempt to provide overall solutions to requests rather than simply purchasing a requested item. • Continue to improve communication with

	vendors and other City Departments.
Actively engage local vendors in an effort to increase the procurement of local goods and services.	• Attend Chamber of Commerce and other business development fairs to provide education to local business owners/operators on how to work together for the benefit of the tax payers. • Educate local businesses on how to participate on state, federal, and other municipal contracting opportunities as well as Disadvantaged Business Enterprise (DBE) certification.
Act as a resource to departments and divisions.	• Continue to seek out opportunities in the requisition process to utilize technology and alternative procurement methods to search for, and take advantage of, the best value for the City. • Continue to utilize existing Cooperative Purchasing Agreements with other government entities while pursuing new cost saving partnerships.
Administer the Purchasing Card Program.	• Continue to reduce the use of open Purchase Orders (PO's) by encouraging the use of the Purchasing Card Program for smaller dollar purchases at the departmental level. • Seek opportunities to utilize Purchasing Cards for bigger ticket items. • Provide oversight and compliance monitoring in order to ensure proper use of program. • Provide training and materials to using departments in order to ensure cost-saving partnerships interdepartmentally.

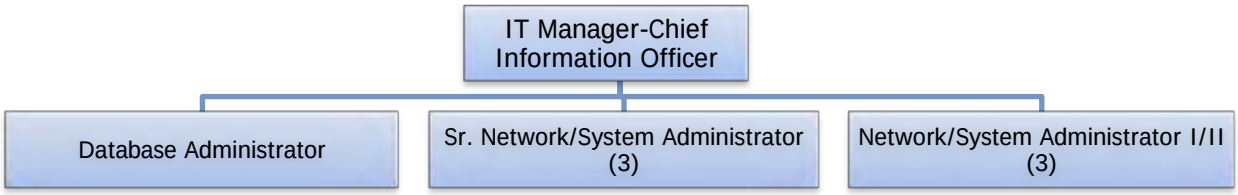
Procurement

Expenditures	FY 2014/2015 Budgeted	FY 2015/2016 Budgeted	FY 2016/2017 Budgeted
Salaries - Regular	$ 190,035	$ 167,628	$ 261,407
Salaries - Part-Time	$ 19,370	$ 13,902	$ 13,902
Benefits	62,473	55,764	63,035
Total Personnel	**$ 271,878**	**$ 237,294**	**$ 338,344**
Office Equipment Maintena	$ 200	$ -	$ -
Printing & Binding	400	-	500
Professional Associations	1,100	950	500
Travel & Training	7,200	5,000	3,709
Office Supplies	2,000	2,000	2,000
Specialized Supplies	1,000	1,000	1,075
Books & Periodicals	200	200	200
Total O&M	**$ 12,100**	**$ 9,150**	**$ 7,984**
Totals	**$ 283,978**	**$ 246,444**	**$ 346,328**

Performance Measures

	FY12/13	FY 13/14	FY 14/15	FY 15/16
Percentage of total dollars spent in Cochise County	33%	25%	26%	21%
Percentage of total dollars spent with Sierra Vista businesses	29%	18%	11%	11%
Percentage of total dollars spent with AZ businesses for purchases less than $50,000	55%	58%	54%	57%
Surplus auction revenue	$47,279	$136,300	125,417	127,307*

*FY15/16 is NET Surplus Auction Revenue



Vision

To be a customer-focused, cost effective, I.T. organization that is committed to providing the City with the required technology tools necessary to provide exceptional support to the City of Sierra Vista and its citizens.

Expenditure by Fund

	Budgeted FY 2015	Budgeted FY 2016	Budgeted FY 2017
General	$1,671,501	$1,630,315	$1,772,105
CIF	0	0	0
Sewer	203,806	203,039	198,301
Refuse	203,806	203,039	198,301
Total	**$2,079,113**	**$2,036,393**	**$2,168,707**

Mission Statement

The mission for this division is to be an enterprise information and technology services organization that provides responsive, quality, flexible and cost-effective information technology solutions and services, while encouraging innovation to shape the demands of the organization, meanwhile enabling City departments to be successful in achieving their respective missions, striving always to exceed expectations.

Description

The I.T. Division delivers five core services ultimately designed to improve government services, our community, and the lives of the City's customers - individuals and organizations who live, work, and/or visit our community, physically and virtually by way of the Internet.

1. **E-Services**
   These services are provided directly to the public to enhance the accessibility and transparency of City government using the City's official Web site as well as other engagement tools, as key communication and service-delivery portals, the goal being to improve civic engagement as well as municipal services.
2. **Application Management and Support**
   These services deliver technology solutions to the organization and are structured around the City's communities of interest (COI's). Delivery of technology solutions includes consulting, process review, design and architecture, project management, implementation, integration, and ongoing maintenance.

3. **End User Support Services**
   These services support the customers that use the technology systems provided by the division. They include technical training, technical support services, and helpdesk assistance. IT continues to streamline internal processes and support in order to continue providing outstanding service in the midst of shrinking budgets and increasing demands. Investing in and deploying easy-to-use technology is not only beneficial to the user; it's ultimately valuable to IT.
4. **Network Infrastructure Services & Support**
   These services implement upgrade and support the infrastructure necessary to deploy, operate, and maintain the organization's communications and information systems. The tasks performed include design, ordering, installation, configuration, deployment, ongoing maintenance and repair, as well as providing adequate procedures to ensure the City's technical infrastructure is secure and remains centralized.
5. **Business Integration & Enterprise Support**
   These services support the operations of the department, implementation of the new organizational structure, service delivery approach and the automated systems that facilitate the flow of information within the organization. In addition, these services focus on the long-term sustainability of existing systems.

City Council Strategic Plan Initiatives
The Information Technology Division was not assigned any City Council strategic plan initiatives from the current plan but continues to assist all city departments as required.

Major Accomplishments

1. Upgraded microwave radio data links at both the Transit Center and City Airport. These enhancements will provide higher bandwidth and speed to increase efficiencies and employee productivity. This will also increase our level of services to the community.
2. Continue to collaborate with City Clerk and City Manager departments to develop and implement an online citizen portal for public document requests, in addition to making other frequently requested documents available.
3. Participated in a Department of Homeland Security Cyber Assessment and, based on their recommendations, have moved to enhance our cyber security on our network by adding an extra layer of endpoint protection, as well as making cyber security awareness by employees a priority.

4. IT remains committed to improving and increasing efficiencies in the Public Safety departments. Network and security operations were revamped to increase application and communications systems efficiency. Field units were provided with the ability to look up driver's license information from ADOT. Furthermore, Fire department effectiveness will be improved as new location/routing software is implemented. Lastly, IT continues to work with PD to implement a body camera system for the officers to utilize.
5. Implemented BOX file and collaboration services. This is an online file sharing tool which allows for secure file and collaboration between internal (City) and external (outside) organizations. It has many features; it can be used for project management, online storage, and archiving. Additionally, it allows employees to access files or documents from anywhere in the world that has Internet access, providing the city with a mobile enabled workforce.
6. Continued to utilize virtualization technology to increase performance and reduce maintenance costs when applicable. Upgraded both the main storage system and the core fiber network that provides connectivity to our virtual environment. This enhancement increased speed and efficiency with our software application's delivery.
7. Continue to provide project management and engage other departments to ensure Tyler Munis continues to grow and departments utilize the system to its full potential. Looking to implement more features in the Employee Self Service module and also engaging citizens with the addition of more features in our Contractor and Vendor Self Service modules, as well as other available e-services within Munis.

Goals

Goals	Objectives
Provide citizens with increased services for transparency and access to more information while promoting efficient service delivery and remaining cost-effective.	• Continue collaborating with departments and vendors to develop and customize applications and implement technology solutions to better meet the needs of the community and staff, with the overall goal being to facilitate the sharing of information both internally and externally.
Continue promoting technology solutions that encourage citizen engagement and improve municipal services to the community, while maintaining a secure, modernized and sustainable IT infrastructure.	• Partner with City departments to offer more online services and/or Web portals facilitating citizen/employee interaction with City Hall. • Work with departments to evaluate, manage and implement computing technologies to improve service offerings and minimize costs.

Realize the City's goals/objectives through the use of prevailing technology.	• Continue to evaluate other Tyler/Munis modules to determine their feasibility and value to the City. • Research the feasibility of utilizing Cloud and Collaboration technologies to increase efficiency, agility and innovation.
Oversee and manage the technology required by the city to include software, communications, computing requirements, mobility and data center infrastructure in an effort to provide outstanding results, while maintaining fiscal responsibility and stewardship.	• Continue promoting the use of BOX collaboration tool to increase employee productivity and efficiency. • Research new technologies such as Office 365 and develop a plan to transition and implement in the near future. • Sustain an IT culture that supports new ideas and innovation to improve City processes.
Pursue the feasibility of collaborating with other government agencies to improve efficiencies and technologies, and remain cost effective.	• Partner with Cochise County to improve communications and collaborate on the move to a combined regional dispatch center. • Along with PD, continue to extend Spillman services and support to multiple agencies

Performance Measures

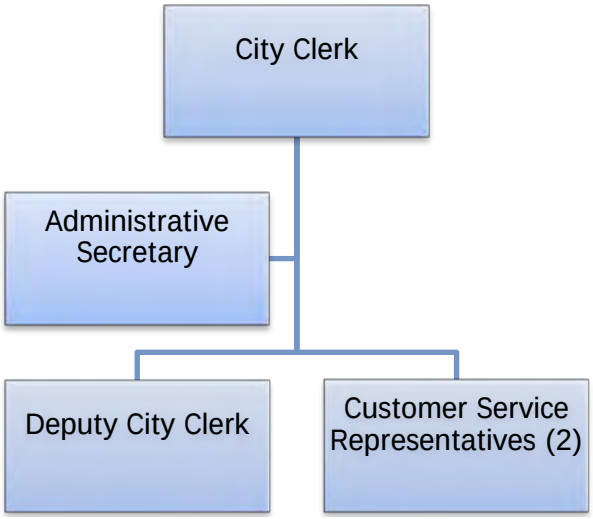
	FY12/13	FY13/14	FY14/15	FY15/16
Work Orders Processed:				
Emergency/High in nature	312	139	395	297
Above routine/routine in nature	582	875	1410	1811
Other requests not high in nature nor routine	132	93	133	92

Information Technology

Expenditures	FY 2014/2015 Budgeted	FY 2015/2016 Budgeted	FY 2016/2017 Budgeted
Salaries - Regular	$ 530,315	$ 528,818	$ 556,220
Salaries - Overtime	2,059	6,000	2,000
Benefits	159,887	171,766	178,462
Total Personnel	**$ 692,261**	**$ 706,584**	**$ 736,682**
Professional Services	$ 60,000	$ 60,000	$ 55,000
Office Equipment Maintena	699,997	696,184	671,638
Professional Associations	400	400	400
Travel & Training	14,000	16,000	18,000
Telephone	410,000	410,000	375,000
Office Supplies	9,200	9,200	5,200
Specialized Supplies	84,100	49,600	67,537
Software	60,295	55,675	53,200
Books & Periodicals	350	350	350
Total O&M	**$ 1,338,342**	**$ 1,297,409**	**$ 1,246,325**
Machinery & Equipment	$ 48,510	$ 32,400	185,700
Total Capital	**$ 48,510**	**$ 32,400**	**$ 185,700**
Totals	**$ 2,079,113**	**$ 2,036,393**	**$ 2,168,707**

Comments

The Office Equipment Maintenance account includes software and hardware maintenance contracts for the entire City organization.



Vision

Maintain the highest level of professionalism in administering and protecting the City's legislative process. Maintain the highest standards of professional ethics and integrity and employ the most qualified personnel.

Expenditure By Fund

	Budgeted FY 2015	Budgeted FY 2016	Budgeted FY 2017
General	$416,582	$357,197	$373,401
Sewer	8,959	7,682	8,030
Refuse	22,397	19,204	20,075
Total	**$447,938**	**$384,083**	**$401,506**

Mission Statement

The City Clerk's Office strives to present a courteous, service-oriented team of professionals who, in partnership with the City Council, other City departments, and the community, provides the citizens of Sierra Vista with quality service.

Description

The City Clerk's Office provides customer service by issuing business licenses, collecting revenues, maintaining public records in partnership with other City departments, overseeing the City's election process, acting as official recorder of all City Council meetings and work sessions, and providing risk management services.

City Council Strategic Plan Initiatives
The City Clerk has no specific initiatives assigned for the current plan, but will work with all departments in assisting in the completion of others as needed.

Major Accomplishments

1. Continued conversion, development, and implementation of a citywide electronic records management program.
2. Continued expansion of the digital delivery program of documents for council packets, inquiries, requests for public records, and other needs.
3. Maintained professional, timely and exceptional customer service in FY 15-16.

Goals

Goals	Objectives
Records Management.	• Develop a City wide records management policy. • Continue expansion of document imaging program, utilizing the Tyler Content Management Program, to other departments in City Hall while evaluating other departments for future implementation. • Prepare and submit application to begin approval process to move towards designation of digital records as official records
Provide the City with quality Risk Management Services.	• Create a City Accident Review Committee to review all non-vehicular employee accidents to insure proper claim management and address employee safety issues.
Continue improving the level of customer service provided by the department in all aspects of our duties.	• Continue to provide training opportunities for staff to improve the level of services provided. • Work with various departments to obtain input and suggestions regarding procedures to ensure we achieve the highest level of service possible. • Cross train department members in duties of other divisions to provide back up when necessary.

Performance Measurements

	FY12/13	FY13/14	FY 14/15	FY15/16
New Business Licenses Issued	384	332	319	278
Liquor Licenses Issued	20	31	32	22
Number of Requests for Documents	194	200	210	355
Claims or Potential Claims	75	55	59	115
Vehicle Accident Review Board Cases	50	46	65	48

City Clerk

Expenditures	FY 2014/2015 Budgeted	FY 2015/2016 Budgeted	FY 2016/2017 Budgeted
Salaries - Regular	$ 178,376	$ 240,728	$ 237,492
Salaries - Part Time	29,682	1,932	1,932
Benefits	76,080	81,338	80,397
Total Personnel	**$ 284,138**	**$ 323,998**	**$ 319,821**
Professional Services	$ 145,000	$ 40,000	$ 64,000
Professional Associations	800	2,085	2,085
Travel & Training	5,500	5,500	4,100
Office Supplies	5,000	5,000	4,000
Books & Periodicals	7,500	7,500	7,500
Total O&M	**$ 163,800**	**$ 60,085**	**$ 81,685**
Totals	**$ 447,938**	**$ 384,083**	**$ 401,506**

Comments

Professional Services include insurance broker costs.

Sierra Vista
ARIZONA

EXTRAORDINARY SKIES.
UNCOMMON GROUND.

City Attorney

City Attorney

Description

Expenditure by Fund			
	Budget FY 2015	Budget FY 2016	Budget FY 2017
General	$341,887	$269,823	$271,828
Judicial	4,500	300	300
Total	**$346,387**	**$270,123**	**$272,128**

The City Attorney, appointed by the Mayor and City Council, is legal advisor and attorney for the City.

The City Attorney presents and defends the City's legal interests and rights in the prosecution of misdemeanor complaints. The Attorney is also responsible for attending City Council meetings and serving as legal counsel during such meetings. Upon request, he/she furnishes a written opinion on questions of law involving their respective powers and duties. The City Attorney provides legal advice to the City Manager and departments as needed.

Magistrate Court

Description

The Sierra Vista Magistrate Court provides all administrative and judicial support required by law to operate a non-record court in Arizona, including the processing and adjudication of criminal traffic, civil traffic, juvenile traffic, misdemeanors, city ordinances, juvenile alcohol offenses, orders of protection, injunctions prohibiting harassment, collection of fines and bonds, scheduling of trials (jury, non-jury), and scheduling of civil hearings. The court is also responsible for issuing warrants, summonses, and subpoenas based on filed complaints. The court also provides administrative and clerical support for prosecuting attorneys. Other public services provided include registering people to vote, witnessing ballots when applicable, and releasing information to the public, armed forces, police agencies, and other courts.

This service is currently provided through an intergovernmental agreement with Cochise County. The Justice of the Peace also serves as the City's magistrate or hearing officer.

The City also utilizes the Superior Court for jury trails.

Court & Legal

Expenditures	FY 2014/2015 Budgeted	FY 2015/2016 Budgeted	FY 2016/2017 Budgeted
Salaries - Regular	$ 134,737	$ 104,000	$ 104,000
Salaries - Part Time	48,970	28,000	28,000
Benefits	37,180	37,823	39,828
Total Personnel	**$ 220,887**	**$ 169,823**	**$ 171,828**
Professional Services	$ 124,500	$ 100,300	$ 100,300
Professional Associations	1,000	-	-
Total O&M	**$ 125,500**	**$ 100,300**	**$ 100,300**
Totals	**$ 346,387**	**$ 270,123**	**$ 272,128**

Comments

The Professional Services account includes the County court agreement described on the previous page.

Description - Debt Service

Debt Service is considered a general government expenditure because it is paid by the City as a whole and is not restricted to any one department.

Debt Service

Expenditures	FY 2014/2015 Budgeted	FY 2015/2016 Budgeted	FY 2016/2017 Budgeted
Bond Principal	$ 2,600,000	$ 2,690,000	$ 2,805,000
Bond Interest	836,900	735,570	623,377
Fiscal Agent Fees	8,500	5,000	7,500
Other Debt Principal	1,307,850	1,116,213	1,351,132
Other Debt Interest	247,650	222,580	234,100
Total Debt	**$ 5,000,900**	**$ 4,769,363**	**$ 5,021,109**

Description - General Government

Expenditure By Fund			
	Budget FY 2015	Budget FY 2016	Budget FY 2017
General	$1,127,557	$1,206,194	$1,033,177
Sewer	166,341	160,826	137,757
Refuse	166,341	160,826	137,757
HURF	83,171	80,413	68,879
H&A	3,196,000	4,031,500	4,322,500
Unemployment	100,000	35,000	35,000
Self Insurance	100,000	100,000	100,000
Total	**$5,059,410**	**$5,774,759**	**$5,835,070**

Expenditures	FY 2014/2015 Budgeted	FY 2015/2016 Budgeted	FY 2016/2017 Budgeted
Benefits	$ 964,410	$ 909,259	$ 717,070
Total Personnel	**$ 964,410**	**$ 909,259**	**$ 717,070**
Professional Services	$ 5,000	$ 45,500	$ -
Insurance	620,000	520,000	520,000
Postage	85,000	85,000	60,000
Advertising	20,000	20,000	12,500
Office Supplies	8,000	8,000	8,000
Specialized Supplies	1,000	1,000	-
Bank Fees	60,000	60,000	60,000
Health & Accident Insuranc	3,196,000	3,990,000	4,322,500
Unemployment Insurance	-	100,000	35,000
Self Insured Retention	100,000	35,000	100,000
Total O&M	**$ 4,095,000**	**$ 4,865,500**	**$ 5,118,000**
Totals	**$ 5,059,410**	**$ 5,774,759**	**$ 5,835,070**

Comments

The General Government budget includes costs that are shared across departments and funds. The Benefits account line includes retired employee benefits. The Health and Accident Insurance, Unemployment Insurance, and Self Insured Retention accounts represent the City's three internal service funds.

Description

The Sierra Vista Police Department is committed to providing the best possible service to the community. The Department consists of two divisions: Administrative Services and Police Operations. The Administrative Services Division consists of the Administrative Support Bureau (Records, Communications and Animal Control Sections), while the Police Operations Division consists of the Patrol Operations and Special Operations Bureaus.

Mission

To protect and serve through professional, proactive, and innovative police services.

Vision

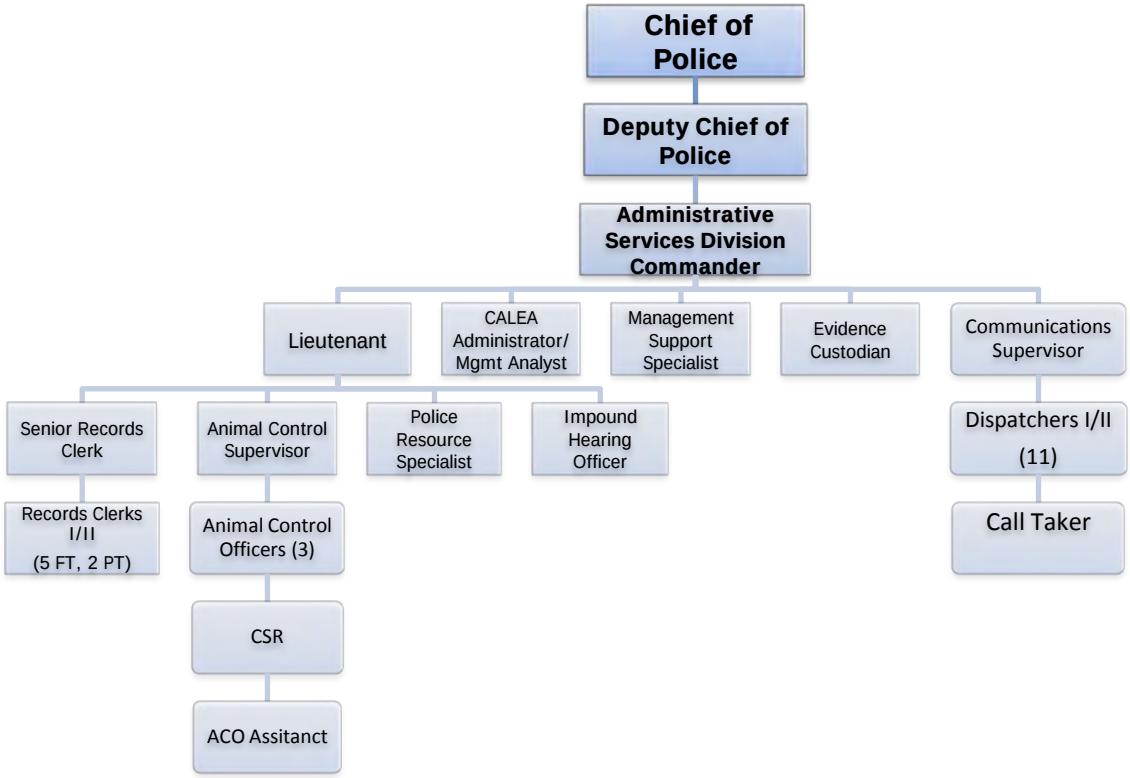
The Sierra Vista Police Department sets the standard for professional law enforcement agencies through exceptional performance and quality community services.

City Council Strategic Plan Initiatives
The Police Department was not assigned initiatives from the City Council's current strategic plan. However, the department has developed its own 2-year strategic plan consistent with the Council's strategic direction effective July 1, 2015, through June 30, 2017.

Police

Expenditures	FY 2014/2015 Budgeted	FY 2015/2016 Budgeted	FY 2016/2017 Budgeted
Administration	$ 1,762,854	$ 2,037,958	$ 2,237,249
Police Operations	6,561,316	7,428,620	7,676,223
Animal Control	332,658	309,684	311,984
Total Personnel	**$ 8,656,828**	**$ 9,776,262**	**$ 10,225,456**
Administration	$ 133,929	$ 109,587	$ 86,250
Police Operations	639,025	441,522	314,292
Animal Control	314,440	318,561	585,065
Total O&M	**$ 1,087,394**	**$ 869,670**	**$ 985,607**
Administration	$ 601,236	$ -	$ -
Police Operations	1,800,000	2,209,139	705,000
Animal Control	-	-	-
Total Capital	**$ 2,401,236**	**$ 2,209,139**	**$ 705,000**
Totals	**$ 12,145,458**	**$ 12,855,071**	**$ 11,916,063**

Administrative Services



Description:

The Administrative Services Division manages the Department's finances and provides service in public records maintenance, statistical tracking, communications, training, and new employee recruitment. In addition to the above responsibilities, the Administrative Services Division manages the Animal Control Section and coordinates policy development, volunteer services, and grant funding.

Expenditure By Fund

	Budgeted FY 2015	Budgeted FY 2016	Budgeted FY 2017
General	$2,469,139	$2,137,741	$2,311,795
Donations	16,880	9,804	11,704
Dev Fees	12,000	0	0
Total	**$2,498,019**	**$2,147,545**	**$2,323,499**

Mission

The Administrative Services Division provides management of those financial, physical, and human resources allocated by the City Council, while providing technical, communication and records support.

Goals

Goals	Objectives
Community Confidence & Partnerships Increase the community confidence in, and maintain the support of, the Police Department in order to fulfill the legitimate expectations and values of the community.	• Increase Department participation in events that foster positive relationships with members of the community to include community forums and open houses. • Implement various public awareness campaigns that foster increased interaction between the Department and community.
Human Resources Maintain the highest standards in the recruitment, selection, and retention of Police Department personnel while also providing for the highest level of police services.	• Develop and implement a Department-wide cross-training program to ensure continuity of operations as positions become vacant. • Establish a Department-wide recruiting team that will assist the Department Recruiter at recruiting events, at college presentations, and in making contacts with community members in an effort to increase the number and quality of all Department applicants.
Productivity Maintain a Department FBI Uniform Crime Report (UCR) clearance rate of not less than 30% and a recovery rate for stolen property of not less than 35% by promoting activities and programs which improve efficiency.	• Develop and implement a formal investigations training program for all officers that focuses on crime scene investigation, follow-up investigation techniques, and case management.
Physical Resources & Technology Increase efficiency by promoting the timely development/acquisition of police equipment and technology.	• Continue to explore options related to the development of a Regional Communications Center.

Major Accomplishments

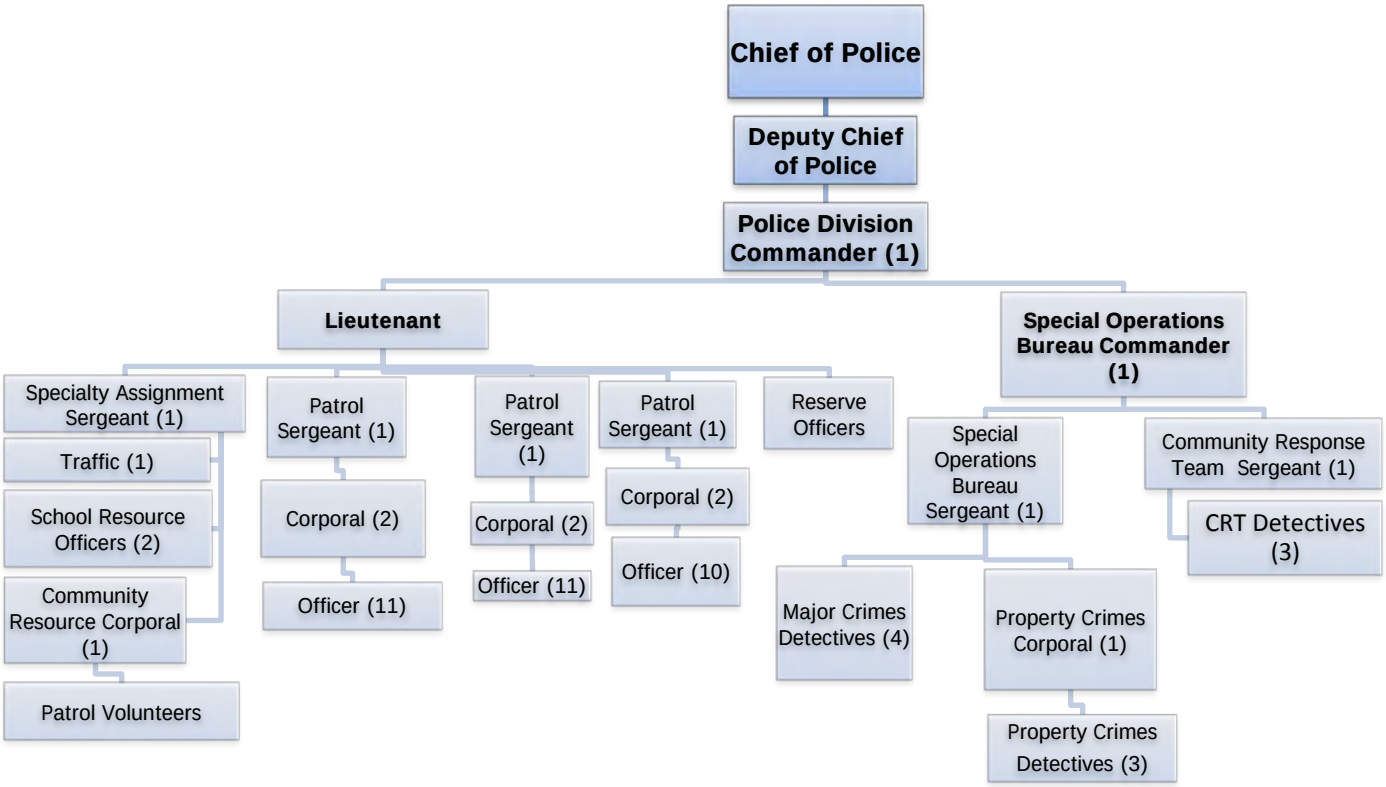
1. Successfully obtained grants from the Governor's Office of Highway Safety (GOHS) to purchase radar units and portable breath testers.
2. Successfully obtained grants from the Department of Homeland Security to purchase radios for the fire department.

3. The Communications Section entered 57,405 calls for service for both police and fire in 2015.
4. The Communications Section answered 23,003 911 calls in 2015, an increase of 8.3% from 2014.
5. The Records Section processed 4,493 miscellaneous offense reports, 472 warrant reports, and 631 crash reports in 2015.

Administration

Expenditures	FY 2014/2015 Budgeted	FY 2015/2016 Budgeted	FY 2016/2017 Budgeted
Salaries - Regular	$ 1,262,092	$ 1,432,512	$ 1,504,166
Salaries - Overtime	15,065	16,572	16,572
Salaries - Part Time	30,949	41,373	59,453
Benefits	454,748	547,501	657,058
Total Personnel	**$ 1,762,854**	**$ 2,037,958**	**$ 2,237,249**
Professional Services	$ 22,035	$ 9,740	$ 9,740
Equipment Maintenance	5,000	4,800	1,300
Professional Associations	1,874	1,614	1,452
Travel & Training	21,000	21,000	12,900
Office Supplies	25,000	25,000	19,450
Specialized Supplies	34,145	29,950	23,400
Books & Periodicals	7,995	7,679	6,304
Donations	16,880	9,804	11,704
Total O&M	**$ 133,929**	**$ 109,587**	**$ 86,250**
Machinery & Equipment	$ 601,236	$ -	$ -
Total Capital	**$ 601,236**	**$ -**	**$ -**
Totals	**$ 2,498,019**	**$ 2,147,545**	**$ 2,323,499**

Operations Division



Mission

Consistent with the Department's overall mission, the Police Operations Division seeks to continue its partnership with the community in order to achieve the highest level of public safety service.

Expenditure By Fund

	Budgeted FY 2015	Budgeted FY 2016	Budgeted FY 2017
General	$7,356,010	$7,647,726	$8,342,515
PD Special	100,000	428,684	319,500
Grants	1,614,331	1,502,871	33,500
Capital	0	500,000	0
Total	**$9,070,341**	**$10,079,281**	**$8,695,515**

Description

The Police Operations Division serves the community through its Patrol Operations and Special Operations Bureaus.

Goals

Goals	Objectives
Productivity Maintain a Department FBI Uniform Crime Report (UCR) clearance rate of not less than 30% and a recovery rate for stolen property of not less than 35% by promoting activities and programs in order to improve efficiency.	• Implement a formal case review process to ensure cases are fully investigated, cleared properly, and recovered property is documented properly.
Productivity Reduce the impact of negative traffic behaviors on the community.	• Develop and implement an integrated traffic safety campaign to educate the community regarding traffic safety and enforce traffic law regarding behaviors that cause the most accidents in the community.
Physical Resources & Technology Increase efficiency by promoting the timely development/acquisition of police equipment and technology.	• Research and implement a Department-wide body camera program by December 31, 2016.
Community Confidence & Partnerships Enter into mutually beneficial partnerships which are designed to increase public safety and enhance the quality of life of the community.	• Partner with the Cochise County Sheriff's Office and area schools to provide active threat training throughout Sierra Vista and Cochise County. • Identify and implement options for further partnerships with the Cochise County Sheriff's Office and other area organizations to provide the most efficient use of resources.

Major Accomplishments

1. The Department had a clearance rate of 39.69% and a recovery rate of 28.63% for UCR Part I offenses.
2. In partnership with the Cochise County Sheriff's Office, the Sierra Vista Police Department has trained over 37 Cochise County schools and 1,233 school staff in the new A.L.I.C.E. active killer response methods.

3. The Sierra Vista Police Department partnered with the Cochise County Sheriff's Office to deploy Geronimo, the county's new law enforcement helicopter. Sierra Vista PD provided law enforcement officer observer support in order to utilize the helicopter as needed.

Performance Measures*

	CY 2012	CY 2013	CY 2014	CY 2015
UCR Part I Clearance Rate	37.35%	34.88%	33.9%	39.69%
Part I Recovery Rate	35.08%	30.28%	38.4%	28.63%
Public Highway Accidents	665	550	570	578

*Please note that numbers are being reported in calendar year.

Part I crimes are reported to the FBI by law enforcement agencies. These are particular crimes uniformly identified as a baseline for activity within an agency's jurisdiction. The number of Part I Crimes is determined by adding all homicides, rapes, aggravated assaults, robberies, burglaries, thefts, auto thefts, and arsons. Clearance rate means crimes that have been cleared, either solved or otherwise cleared. Recovery rate is the percentage of goods recovered to the amount reported stolen/missing.

UCR Crime Statistics*

	CY 2012	CY 2013	CY 2014	CY 2015
Homicide	1	2	2	2
Forcible Rape	26	20	9	8
Robbery	28	11	19	14
Aggravated Assault	78	89	51	50
Burglary	248	294	246	181
Larceny-Theft	1220	1122	1034	1034
Motor Vehicle Theft	78	57	53	49
Arson	5	27	16	15
Total	**1684**	**1622**	**1430**	**1353**
% Change		-3%	-12%	-5%

*Please note that numbers are being reported in calendar year.

Police Operations

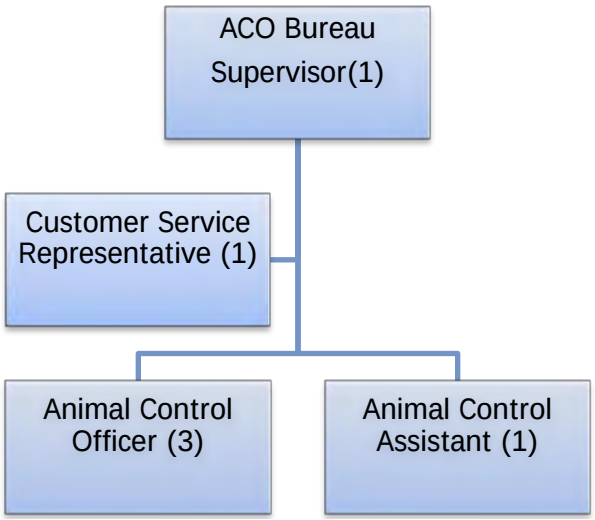
Expenditures	FY 2014/2015 Budgeted	FY 2015/2016 Budgeted	FY 2016/2017 Budgeted
Salaries - Regular	$ 3,929,667	$ 4,237,034	$ 4,214,227
Salaries - Overtime	300,334	343,582	343,582
Salaries - Part Time	64,464	17,289	-
Benefits	2,266,851	2,830,715	3,118,414
Total Personnel	**$ 6,561,316**	**$ 7,428,620**	**$ 7,676,223**
Professional Services	$ 120,200	$ 25,200	$ 5,200
Professional Associations	2,326	2,286	1,686
Travel & Training	81,647	124,331	89,133
Specialized Supplies	433,077	287,930	216,498
Books & Periodicals	1,775	1,775	1,775
Total O&M	**$ 639,025**	**$ 441,522**	**$ 314,292**
Machinery & Equipment	$ 1,300,000	$ 1,609,139	$ 115,000
Vehicles	500,000	600,000	590,000
Total Capital	**$ 1,800,000**	**$ 2,209,139**	**$ 705,000**
Totals	**$ 9,000,341**	**$ 10,079,281**	**$ 8,695,515**

Comments

Machinery and Equipment contains possible RICO and grant funds.

One half of the Specialized Supplies account is funded by grants and police special revenue.

Animal Control



Mission

Provide quality service with regards to the control, apprehension, impoundment and disposition of the City's animal population. This will be accomplished by efficient and effective enforcement of state and local ordinances combined with public education.

Expenditure By Fund

	Budgeted FY 2015	Budgeted FY 2016	Budgeted FY 2017
General	$453,654	$430,680	$412,199
PD Special	250	5,000	5,000
Donations	193,194	192,565	479,850
Total	**$647,098**	**$628,245**	**$897,049**

Description

The Animal Control Bureau provides comprehensive animal control services for the City of Sierra Vista. This includes, but is not limited to: animal registration; impounding, maintaining and processing the stray, unwanted and dangerous animals; and the investigation and prosecution of animal control violations. Additional services provided are: public education, wildlife removal, dead animal disposal, euthanasia services, rabies vaccination and licensing clinics, pet sterilization programs, and adopt-a-pet month.

Goals

Goals	Objectives
Community Confidence & Partnerships Increase the community confidence in, and maintain the support of, the Police Department in order to fulfill the legitimate expectations and values of the community.	• Increase Department participation in events that foster positive relationships with members of the community to include open houses. • Implement various public awareness campaigns that foster increased interaction between the Department and community.

Major Accomplishments

1. Participated with the Soldier's Best Friend which matches dogs from shelters with veterans in need of service dogs. A total of ten (10) dogs have been adopted from the Nancy J. Brua Animal Care and Control Center for participation in this program.
2. The Nancy J. Brua Animal Care and Control Center held five mobile vaccination clinics in conjunction with the Friends of the Animal Shelter. A total of 279 animals were vaccinated during these events.
3. Redeemed 422 animals back to their owners in 2015.
4. Issued 3,234 dog licenses in 2014.

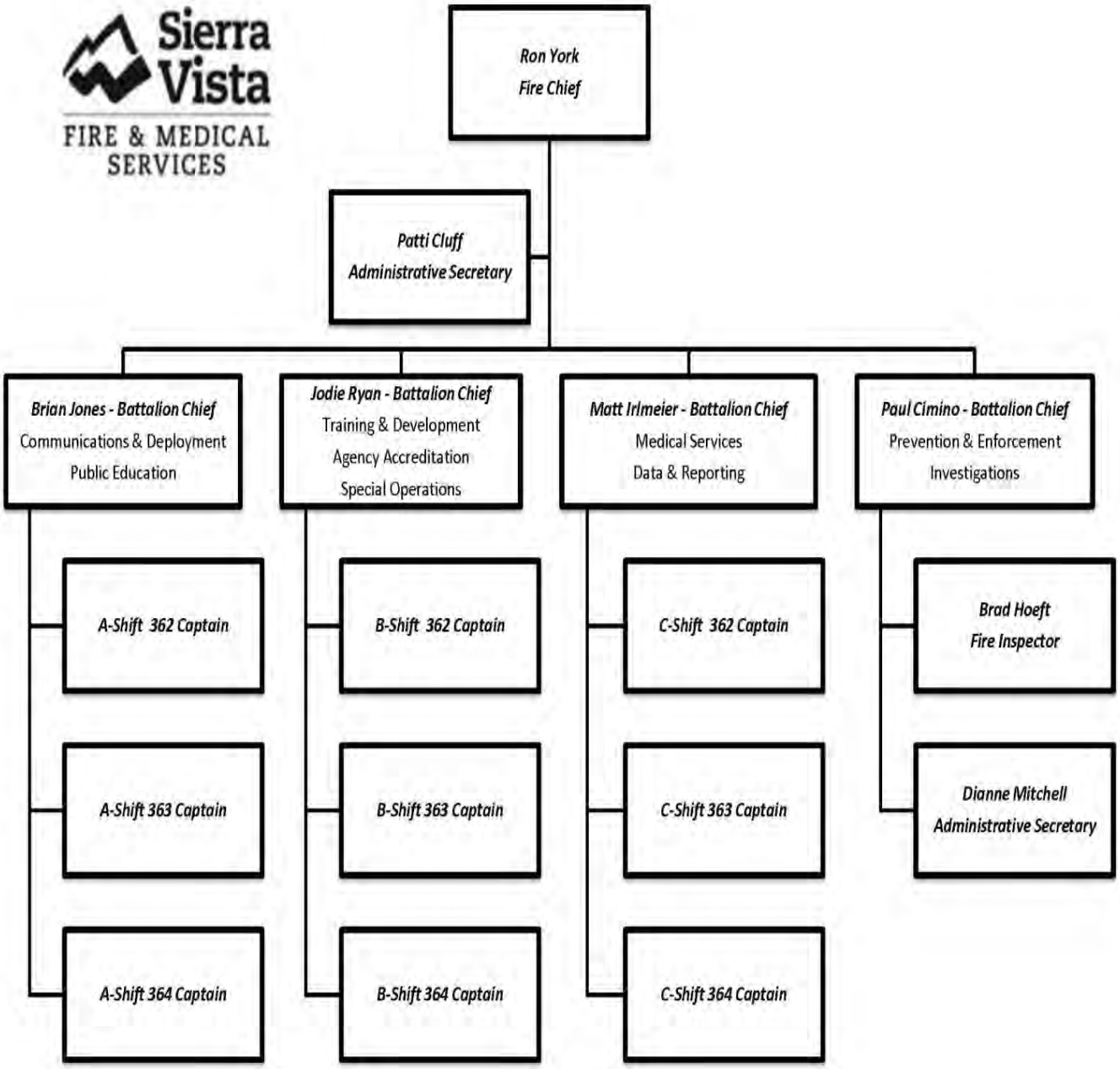
Performance Measures*

	CY 2012	CY 2013	CY 2014	CY 2015
Number of Animals Adopted	843	728	731	786
Calls for Service	6,405	5,469	4,413	4,451
Number of Animals Impounded	1,968	1,629	1,619	1,458

*Please note that numbers are being reported in calendar year.

Animal Control

Expenditures	FY 2014/2015 Budgeted	FY 2015/2016 Budgeted	FY 2016/2017 Budgeted
Salaries - Regular	$ 229,445	$ 207,095	$ 204,571
Salaries - Overtime	8,032	8,835	8,835
Salaries - Part Time		12,259	12,675
Benefits	95,181	81,495	85,903
Total Personnel	**$ 332,658**	**$ 309,684**	**$ 311,984**
Professional Services	$ 5,290	$ 5,290	$ 18,725
Building Maintenance	10,556	10,556	5,000
Professional Associations	150	150	150
Travel & Training	10,000	10,000	6,340
Specialized Supplies	95,250	100,000	75,000
Donations	193,194	192,565	479,850
Total O&M	**$ 314,440**	**$ 318,561**	**$ 585,065**
Totals	**$ 647,098**	**$ 628,245**	**$ 897,049**


Sierra Vista
FIRE & MEDICAL SERVICES
Ron York
Fire Chief
Patti Cluff
Administrative Secretary
Brian Jones - Battalion Chief
Communications & Deployment
Public Education
Jodie Ryan - Battalion Chief
Training & Development
Agency Accreditation
Special Operations
Matt Irlmeier - Battalion Chief
Medical Services
Data & Reporting
Paul Cimino - Battalion Chief
Prevention & Enforcement
Investigations
A-Shift 362 Captain
A-Shift 363 Captain
A-Shift 364 Captain
B-Shift 362 Captain
B-Shift 363 Captain
B-Shift 364 Captain
C-Shift 362 Captain
C-Shift 363 Captain
C-Shift 364 Captain
Brad Hoeft
Fire Inspector
Dianne Mitchell
Administrative Secretary

Vision

We, the members of Sierra Vista Fire & Medical Services, will aggressively pursue new opportunities to enhance our services and exceed our community's expectations.

Expenditure By Fund			
	Budgeted FY 2015	Budgeted FY 2016	Budgeted FY 2017
General	$5,363,191	$5,395,924	$6,682,130
Grants	858,000	24,000	1,327,000
Donations	0	41,591	16,488
Development Fees	12,000	0	0
Total	**$6,233,191**	**$5,461,515**	**$8,025,618**

Mission Statement

We, the members of the Sierra Vista Fire & Medical Services, will passionately serve our community by being helpful and kind. *Always*.

Description

Sierra Vista Fire & Medical Services provides fire suppression, rescue, and emergency medical services; fire prevention services, including plan reviews, code compliance checks, fire investigations, and complete fire inspection services; and public education and community outreach programs. Our goal is to provide a wide range of programs designed to inform and educate the community on ways to improve quality of life by remaining safe from fires, medical emergencies, and other disasters.

City Council Strategic Plan Initiatives
Fire & Medical Services was not assigned initiatives from the City Council's current strategic plan, but will work with other departments to assist as needed.

Major Accomplishments

1. Implemented the Community Awareness, Response, and Education (CARE) program with calculated efforts to target patients identified by CVMC.
2. Re-organized, pulling back personnel to staff city stations with city personnel and apparatus. This move helped identify strengths and weaknesses of the organization as we work toward building us stronger.
3. Continued adjustments to dispatching procedures. Changed deployment to reflect the change in staffing. Prepped for additional CAD programs that will enhance our deployment capabilities.
4. Streamlined special operations teams (Haz-mat, technical rescue, MMRS, SWAT) into one multi-hazard response team
5. Further established our battalion chiefs as replacements for the deputy position by working to move them to days (still in the process with one). All will act as commanders, but also as division managers as well.

6. Expanded and strengthened our regional training partnerships to better support automatic and mutual aid efforts, in pursuit of safer, more efficient and effective incident operations
7. Began using technology to help deliver training, through internet-based iLearn. It has been well received and has allowed us to direct more of our efforts toward practical training exercises.
8. Began utilizing the National Testing Network, located in Phoenix, to streamline and simplify our entry level testing process.

Goals

Human Resources

Goals	Objectives
Continue ongoing vigilance in recruiting and retaining fire service professionals.	• Retain existing department members and set a higher standard for those who wish to become members. • Focus on recruiting women into the fire service.

Physical Resources

Goals	Objectives
Enhance or our existing partnership with FT Huachuca Fire to enable a mutual use of their training facility near the airport.	• Create an MOU for utilizing the facility. • Research the possibility of relocating our existing props to that facility. • Research costs to share maintenance and/or upgrades.

Marketing and Publicity

Goals	Objectives
Increase use of social media.	• Ensure all education classes are announced so that people can attend. • Post seasonal public safety messages.

Technology

Goals	Objectives
Collaborate with IT to ensure a software system that produces quality end data.	• Align data with the needs for state and national reporting requirements, and the core components within the accreditation process. • Ensure EMS software will meet our needs for the coming years. Research other products.

Innovation

Goals	Objectives
Promote and enhance the	• Foster relationships with local care facilities that

CARE program to help reduce the number of repeat customers, lift assists, and fall injuries.	will enable ongoing fall prevention education. • Integrate fall prevention education into our operational response model. Target frequent-use patients for education as well.

Performance Measures

	FY12/13	FY 13/14	FY 14/15	FY 15/16
Total calls for service	6,210(1)	7,351(2)	8,957(2)	6,932(1)
Total fire calls	N/A	N/A	N/A	802
Structure fires	44	21	34	70
Vehicle fires	14	13	11	14
Brush fires	4	41	35	10
Other (alarm, smoke, assist...)	N/A	N/A	N/A	708
Total EMS calls	4,694	3,401	7,064	6130
Heart attack	N/A	430	705	551
Stroke	N/A	80	183	477
MVA	N/A	119	220	241
Diabetic	N/A	N/A	N/A	94
EMS other	N/A	N/A	N/A	4,767
Commercial inspections	1,052	1,064	984	996
ISO rating	4	4	4	4
Grant and federal fund acquisition	75,000	43,892	N/A	N/A

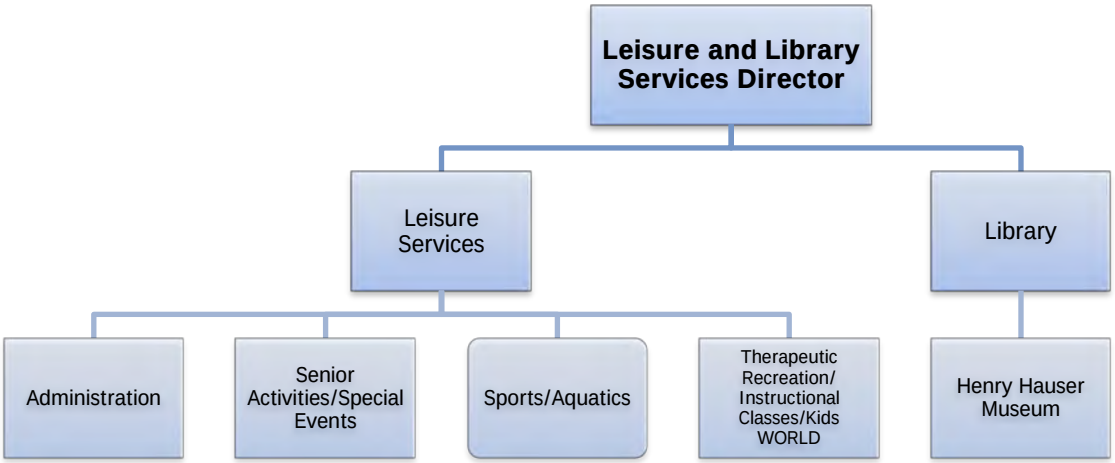
[1] City-only responses
[2] Includes automatic aid responses with Fry Fire District

Expenditures	FY 2014/2015 Budgeted	FY 2015/2016 Budgeted	FY 2016/2017 Budgeted
Salaries - Regular	$ 3,239,339	$ 3,278,585	$ 3,554,143
Salaries - Overtime	100,200	104,629	114,629
Benefits	1,380,200	1,639,837	1,726,811
Total Personnel	**$ 4,719,739**	**$ 5,023,051**	**$ 5,395,583**
Professional Services	$ 12,000	$ -	$ -
Office Equipment Maintenance	8,000	8,000	3,000
Building Maintenance	15,000	15,000	13,000
Vehicle & Equipment Maint	13,500	13,500	15,500
Printing & Binding	2,000	2,000	2,000
Professional Associations	3,273	3,273	3,271
Travel & Training	100,750	58,750	59,750
Office Supplies	7,800	7,800	7,800
Specialized Supplies	150,129	108,050	821,976
EMS Supplies	117,000	100,000	103,250
Books & Periodicals	4,000	4,000	4,000
Donations	-	41,591	16,488
Total O&M	**$ 433,452**	**$ 361,964**	**$ 1,050,035**
Machinery & Equipment	$ 755,000	$ -	$ 430,000
Vehicles	305,000	76,500	1,150,000
Total Capital	**$ 1,060,000**	**$ 76,500**	**$ 1,580,000**
Totals	**$ 6,213,191**	**$ 5,461,515**	**$ 8,025,618**

Sierra Vista

ARIZONA

EXTRAORDINARY SKIES.
UNCOMMON GROUND.



Description

The Leisure & Library Services Department is responsible for providing a variety of programs and services to the community that enhances overall quality of life. These programs range from recreational and sports to educational and cultural. The following pages break out the department into specific budgetary divisions, but the graphic above better reflects the overall organizational structure of the department.

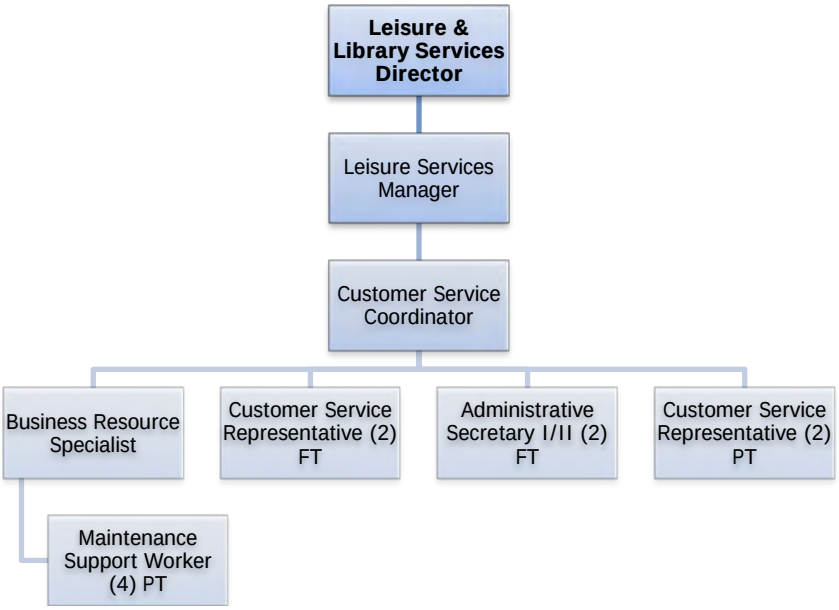
The budgetary divisions include: Administration, Leisure, Disabled/Therapeutic Recreation, Aquatics, Museum, and Library. Each area within Leisure & Library Services has distinct goals, objectives, and an overall mission to perform. Those tasks are outlined in the narrative below.

The Department of Leisure and Library Services is committed to improving the quality of life in the City of Sierra Vista by providing exceptional customer service, and a wide variety of recreational, cultural, educational, and informational activities.

Leisure & Library Services

Expenditures	FY 2014/2015 Budgeted	FY 2015/2016 Budgeted	FY 2016/2017 Budgeted
Administration	$ 527,053	$ 471,605	$ 550,224
Leisure	870,361	1,083,223	927,256
Cultural	153,426	162,071	129,757
Aquatics	367,834	527,634	465,583
Museum	52,175	64,195	65,491
Library	563,006	557,996	615,951
Total Personnel	**$ 2,533,855**	**$ 2,866,724**	**$ 2,754,262**
Administration	$ 153,900	$ 149,194	$ 283,120
Leisure	274,800	382,250	400,610
Cultural	9,000	9,000	7,000
Aquatics	73,600	55,100	54,450
Museum	13,800	15,850	17,725
Library	281,525	358,068	369,365
Total O&M	**$ 806,625**	**$ 969,462**	**$ 1,132,270**
Lesiure	203,200	100,000	100,000
Aquatics		250,000	-
Total Capital	**$ 203,200**	**$ 350,000**	**$ 100,000**
Totals	**$ 3,543,680**	**$ 4,186,186**	**$ 3,986,532**

Administrative Division



Vision

The Leisure & Library Services Administrative division provides residents and visitors a variety of choices for public recreation and cultural and educational opportunities through:

Expenditure by Fund

	Budgeted FY 2015	Budgeted FY 2016	Budgeted FY 2017
General	$572,903	$517,455	$606,974
Donations	108,050	103,344	226,370
Total	**$680,953**	**$620,799**	**$833,344**

- Professionally staffed facilities offering exemplary customer service.
- Offering a wide variety of programs, events, classes and activities.
- Enhanced open spaces with parks, multi-use paths, trails, and sports complexes.

Mission Statement

Administrative staff members strive for superior customer service by operating the public facilities and programs placed in our care in a fair, courteous, uniform and fiscally sound manner.

Description:

These staff members manage the facilities, resources, and day-to-day operations of the Oscar Yrun Community Center, Ethel Berger Center, and the Sierra Vista Aquatics

Center, "The Cove." Division employees coordinate and control financial transactions, initiate and process purchase orders, initiate work orders, process requisitions, process travel and training, and manage the department's budget. Staff members coordinate reservations and services for buildings, rooms, sports fields, sports field lighting and park users.

Administrative staff also responds to public inquiries about programs, facilities, area attractions, local youth and adult sports leagues, and other community recreation and cultural resources.

City Council Strategic Plan Initiatives
The Leisure & Library Services department will be working on the following two-year initiatives across ALL divisions: • Complete relevant goals of the national Let's Move program for Sierra Vista to improve community health and wellness while maximizing partnerships. • Develop an attainable master plan for the former Kings Court tennis center to incorporate into the small parks plan. • Develop partnerships and strategies with area wellness partners that foster a healthy, active lifestyle.

Major Accomplishments:

1. Continued offering most services with few reductions despite significant staff and budget reductions.
2. Continued to support all departmental and city events conducted during or after business hours.
3. Over 1,200+ people attended the 11th Annual Cultural Heritage Celebration.

Goals

Goals	Objectives
Provide current information about programs, events and community resources in a timely and courteous manner.	• Continue to improve coordination between program staff, customer service staff and community resources to ensure that the public has the best and most accurate information available. • Provide ongoing training to customer service staff, develop and use internal communications to distribute up to date information to front line staff. • Maintain an online web-based program registration module with credit and debit card processing capabilities for external customers. • Enhance the ability to reserve fields and register people for classes by processing requests over the phone and online via the use of a credit and debit cards.
Expand public awareness of department programs and activities in order to increase participation.	• Continue to work with the Public Affairs Office to ensure timely information is published in the Vistas. • Advertise special interest programs in the most cost-effective way possible, using radio, cable, city website, and print media resources. • Provide program information to City Public Affairs staff and the Visitor's Center in a timely manner. • Maintain an online monthly calendar of events for the department as well as an updated activity calendar displayed at the OYCC.
Continue to support public/private partnerships and work towards obtaining full access to other public facilities.	• Continue to contract with the Sierra Vista School District for public access to school owned recreation and classroom facilities. • Process transactions for programs that protect children in the Kids W.O.R.L.D. before and after school recreation program • Work with Fort Huachuca Family, Morale, Welfare, and Recreation staff towards gaining access to base recreation facilities such as sports fields and gymnasiums.
Pursue alternate funding sources for Arts, Recreation and Cultural programming.	• Coordinate with Leisure Staff and the Arizona Parks and Recreation Association to promote senior health and recreation programs. • Coordinate grant based projects and the associated funding and reporting activities with the City Finance department.

Goals	Objectives
Insure staff members are adequately trained to meet customer and emergency preparedness needs.	• Request sufficient funds for administrative staff to ensure their ongoing professionalism while meeting customer service needs. • Work with American Red Cross trainers so that department staff can meet their obligations under the Sierra Vista Emergency Operations Plan. • Ensure that key staff members receive all necessary training and updates to manage the "RecTrac" and "WebTrac" software system.

Performance Measures

	FY12/13	FY 13/14	FY 14/15	FY 15/16
Admin Cost percent of Department budget	18%	15%	15%	15%
Admin/Leisure advertising $ per participant	$0.125	$0.100	$0.100	$0.100
Aquatics Participants*				
Open Swim				38,000
Lap Swim				10,862
Swim lessons				1,600
Exercise Classes				609
Splash Time				4,250
Instructional class participants				7,500
Senior Activities participants				
Adult trips				261
Bazaars				1,387
Senior Holiday Dinner				256
Sports/Special Events participants				
Oktoberfest				10,250
Youth basketball				1,250
Tennis – youth/adult				197
Summer sports camps				276
Start Smart Sports				375
Adult softball				648
Races/Triathlon				504

Therapeutic Recreation participants				393
Kids WORLD participants				10,750
Pool rentals				20,500
Ramada rentals				32,500
Practice field rentals				52,250
Sports League field rentals - games				
Football				5,200
Soccer – 4 leagues				40,203
Sierra Vista Little League				29,320
Ponytail Softball				19,100
Total participants/rentals				290,120

*Individual participant/rental numbers were reported individually in the budget book for the first time in FY 15/16.

Administration

Expenditures	FY 2014/2015 Budgeted	FY 2015/2016 Budgeted	FY 2016/2017 Budgeted
Salaries - Regular	$ 403,981	$ 359,029	$ 409,448
Benefits	123,072	112,576	$ 140,776
Total Personnel	**$ 527,053**	**$ 471,605**	**$ 550,224**
Professional Services	$ 1,600	$ 1,600	$ 3,600
Equipment Rentals	1,000	1,000	1,000
Advertising	6,000	6,000	19,950
Postage	5,000	5,000	2,500
Printing & Binding	1,000	1,000	1,000
Professional Associations	2,100	2,100	3,750
Travel & Training	5,900	5,900	2,750
Office Supplies	12,500	12,500	12,200
Recreation Supplies	10,000	10,000	10,000
Specialized Supplies	750	750	-
Donations	108,050	103,344	226,370
Total O&M	**$ 153,900**	**$ 149,194**	**$ 283,120**
Totals	**$ 680,953**	**$ 620,799**	**$ 833,344**

Arts and Humanities Commission Programs

Mayor's	Expenses	Labor*
Arts & Humanities Awards	$1,950	$375

Commission on Cultural Diversity

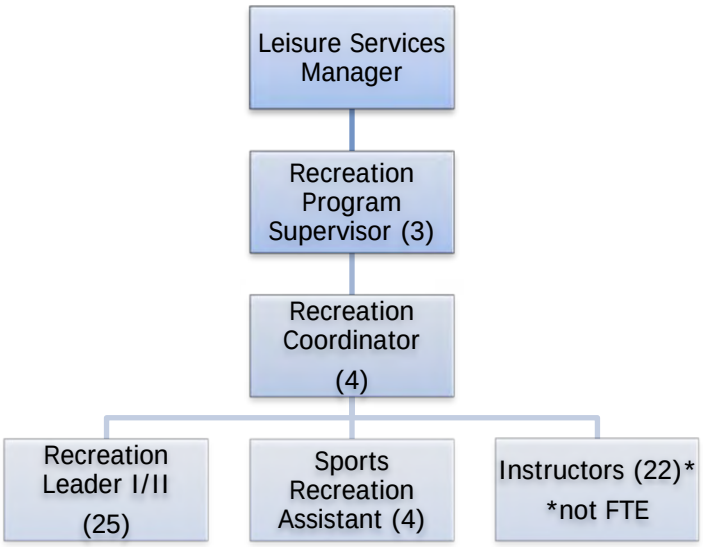
Cultural Heritage Fair	Expenses	Labor*
	$1,750	$1,875

Sister Cities

Student Exchange	Expenses	Labor
	$1,800	$425

(*)Labor includes FT employee costs

Leisure Services



Vision

Promote a full range of special interest classes, excursions and public special events throughout the year, in the area of the performing arts, culture, sports and public recreation as a means of enhancing the quality of life for residents of our community.

Expenditure by Fund			
	Budgeted FY 2015	Budgeted FY 2016	Budgeted FY 2017
General	$1,148,361	$1,317,473	$1,267,866
Grants	200,000	190,000	160,000
Total	**$1,348,361**	**$1,565,473**	**$1,427,866**

Mission Statement

Provide a wide variety of quality leisure, cultural, recreational and educational activities and programs to seniors, adults and youth in a safe environment.

The Leisure Division offers a variety of activities for residents of all ages - from toddlers to senior citizens - through various youth and adult sports programming, as well as school-based before and after school recreation programs; half-day arts and recreation programs; and fall, winter, and spring break programs. 2015/16 community events supported included the Senior Holiday Dinner, Christmas tree lighting and parade, Children's Holiday Party, Easter Eggstravaganza, Independence Day Celebrations, Veteran's Day Parade, Summer Concerts and Summer Movies in the Park, Open Mic Night, Amazing Arizona presentations, and the Cultural Heritage Fair (formerly the Cultural Diversity Fair).

Major Accomplishments

1. Presented local talent (62nd Army Band, Sierra Vista Community Band & Chorus, and Big Band Show dinner/dance) in a series of performance events held at the Ethel Berger Center during 2015/16.
2. Kept 220 youth active through summer programs including summer day camps along with annual tennis programs.
3. Instructed over 158 area children in the basic sports skills needed to participate in basketball, football, tennis, golf, track, and bowling at sports camps and over 400+ participants in our annual youth basketball program incorporating youth from Ft. Huachuca's MWR program.
4. Continued to offer full service to the public despite being hampered by ongoing budget and manpower issues related to frozen and vacant staff positions.
5. Kids W.O.R.L.D. before and after school program provided services for 329 elementary students based at 4 main sites rented from SVUSD.
6. The Empty Bowls Project, facilitated by the Pottery Studio @ Sierra Vista, raised over $15,000 for area food banks and shelters.
7. Attracted over 4,000+ kids and family members to annual Easter Extravaganza at The Mall at Sierra Vista.
8. The Children's Holiday Party held at Buena High School hosted over 2,000+ participants for holiday games, activities and entertainment.

Goals

Goals	Objectives
Provide highly qualified staff and instructors for classes, programs and community events.	• Recruit and select the best staff and most highly qualified instructors for activities and classes offered. • Insure that classes are self-funding whenever feasible. • Offer new classes, each quarter, as staffing permits.
Provide a variety of quality activities that meet the diverse needs of our community.	• Provide programs that encourage repeat customers. • Offer low-cost recreation and training programs that educate and protect children, including before and after school recreation programs, half day, fall, winter and spring break programs.

Enhance recreational opportunities through the use of partnerships and agreements.	• Develop new contacts and cultivate positive working relationships that improve and enhance our ability to provide recreational and cultural programs. • Actively pursue contracts for community access to School District and Fort Huachuca facilities, for youth and adult sports programs, as long as similar public facilities for the City do not exist. • Seek out community financial support and sponsorship opportunities for families that face economic and social challenges if staffing permits.
Continuous Improvement-revise programs to achieve greater program efficiency and satisfaction.	• Review current recreational trends to insure that our offerings meet the needs of the clients we serve. • Revamp existing programs to be more streamlined and cost effective. • Make program changes that improve access and the variety and quality of offerings.

Performance Measures

	FY12/13	FY 13/14	FY 14/15	FY 15/16
New program users that become repeat customers	90%	85%	80%	80%
Disabled clients served with a positive outcome	100%	100%	100%	100%
Leisure and Recreation dollars budgeted by the City+	1,337,255	1,976,674	1,952,221	1,565,473
Number of public participants in Department sponsored programs	304,557	285,011	289,814	290,120
Per Person Cost for participating in City Programs	$4.39	$6.70	$6.63	$6.39
Leisure Classes Operated	242	178	180	187
Number of Participants in Leisure Classes	2,574	2,339	3,174	2,199
Average Class size	6	6	5	5
Annual Instructional Classes*	N/A	N/A	960	1,560
Annual Revenue-Recreation *	N/A	N/A	$756,637	$727,415
Total miles of bike, walking and hiking trails*	N/A	N/A	25.42	27

+Leisure, Aquatics, DD/TR personnel, O&M and Capital budget.
*Indicates new performance measure

Leisure

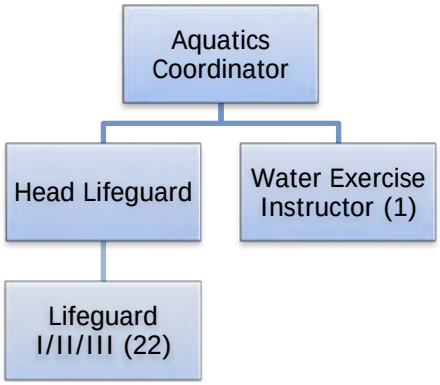
Expenditures	FY 2014/2015 Budgeted	FY 2015/2016 Budgeted	FY 2016/2017 Budgeted
Salaries - Regular	$ 364,453	$ 324,135	$ 345,227
Salaries - Overtime	5,020	5,522	750
Salaries - Part Time	338,721	576,376	400,213
Benefits	162,167	177,190	181,066
Total Personnel	**$ 870,361**	**$ 1,083,223**	**$ 927,256**
Professional Services	$ 3,000	$ 3,000	$ 1,500
Land & Building Rental	77,300	77,300	117,760
Equipment Rental	-	-	4,000
Advertising	24,000	16,700	-
Printing & Binding	-	-	500
Travel & Training	5,500	5,500	7,100
Office Supplies	4,000	4,000	4,000
Recreation Supplies	110,000	213,750	183,750
Event Supplies	44,000	62,000	82,000
Bank Charges	7,000	-	-
Total O&M	**$ 274,800**	**$ 382,250**	**$ 400,610**
			-
Infrastructure	$ 100,000	$ 100,000	100,000
Machinery & Equipment	**103,200**	**-**	-
Furniture and Fixtures	-	-	-
			-
Total Capital	**$ 203,200**	**$ 100,000**	**$ 100,000**
Totals	**$ 1,348,361**	**$ 1,565,473**	**$ 1,427,866**

Comments

The Recreation Supplies budget includes items for various Leisure classes.

The Event supplies budget includes items for the community events that Leisure manages.

Aquatics



Vision

Promote public wellness through recreational swimming while also supporting local competitive swimmers and divers by operating a state of the art family-oriented indoor aquatics center.

Expenditure by Fund

	Budgeted FY 2015	Budgeted FY 2016	Budgeted FY 2017
General	$441,434	$582,734	$520,033
Capital	0	250,000	0
Total	**$441,434**	**$832,734**	**$520,033**

Mission Statement

Operate the award-winning Sierra Vista Aquatics Center, "The Cove," with its many features in a way that promotes community and individual health, wellness, and fun.

Description:

The Aquatics Division is responsible for the day-to-day operations of Sierra Vista's year-round indoor community aquatic facility.

Major Accomplishments:

1. Taught approximately 536 children how to swim.
2. Obtained community support and sponsorship for families that face economic and social challenges.
3. Provided 3 Tsunami Nights in addition to normal daily operations and hosted 2 Buena High School Swim meets.
4. Provided 25 weekly Home School swim time sessions during 2015/2016.
5. Continued to recover between 40-50% of annual operating costs. Cost recovery for 2015/16 was 46%.

Goals

Goals	Objectives
Provide a variety of quality water related activities.	• Program events for a variety of age groups. • Support High School competitive swimmers and divers. • Ensure repeat recreational customers. • Offer private rental opportunities.
Provide a safe environment.	• Require all lifeguards to be ARC certified. • Insure lifeguard to customer ratios are maintained and staff receive ongoing training. • Insure that facility meets all current state and federal safety standards.
Provide swimming opportunities and reduced fees for low-income families.	• Offer volume discount passes. • Work with Kiwanis to sponsor swim classes for children. • Keep entry costs as low as possible.

Performance Measures

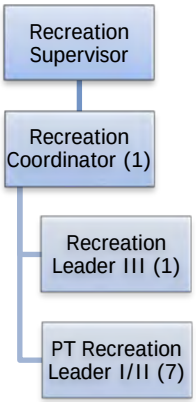
	FY12/13	FY13/14	FY 14/15	FY 15/16
Number of Cove Customers	60,927	60,000	54,000	46,074
Number of Lap Swim Participants	16,959	17,000	18,000	14,139
Income to Expenditure Ratio (Less Utility Costs)	Goal .40 to .50	Goal .40 to .50	Goal .40 to .50	Goal .40 to .50
Number of Class Participants (Water Classes + Splash Time classes)	3,834	4,600	6,100	3,935
Average daily attendance (Total/open days)	248	206	194	189
Annual Visitors to The Cove	68,238	72,000	70,000	46,074
Open days	303	288	278	235
Annual Revenue Aquatics*	N/A	N/A	$235,202	$223,729
Annual Expenditures Aquatics *	N/A	N/A	$490,850	$480,125

*Indicates new performance measure

Aquatics

Expenditures	FY 2014/2015 Budgeted	FY 2015/2016 Budgeted	FY 2016/2017 Budgeted
Salaries - Regular	$ 95,565	$ 134,024	$ 133,597
Salaries - Overtime	4,518	4,970	500
Salaries - Part-Time	198,280	311,207	250,084
Benefits	69,471	77,433	81,402
Total Personnel	**$ 367,834**	**$ 527,634**	**$ 465,583**
Professional Services	$ 3,500	$ 3,500	$ 3,500
Office Equipment Maintenance	1,000	-	-
Equipment Maintenance	2,000	2,000	2,000
Advertising	6,500	6,500	3,000
Printing & Binding	15,000	2,500	1,000
Books & Periodicals	1,000	1,000	1,000
Travel & Training	9,600	9,600	8,950
Recreation Supplies	35,000	30,000	35,000
Total O&M	**$ 73,600**	**$ 55,100**	**$ 54,450**
Building Repairs	-	250,000	-
Total Capital	**$ -**	**$ 250,000**	**$ -**
Totals	**$ 441,434**	**$ 832,734**	**$ 520,033**

Therapeutic Recreation



Vision

Provide a full range of cultural and therapeutic recreation programming and life skills training opportunities for those developmentally disabled clients placed in our care through the State of Arizona's Developmental Disabilities program via a Qualified Vendor Agreement.

Expenditure by Fund

	Budgeted FY 2015	Budgeted FY 2016	Budgeted FY 2017
General	$162,426	$171,071	$136,757
Total	**$162,426**	**$171,071**	**$136,757**

Mission Statement

The purpose of the Therapeutic Recreation Program is to provide safe and wholesome recreation and leisure opportunities to developmentally challenged people, which will enhance their quality of life and maximize their integration into the community setting, while addressing goals and objectives established in the Individual Service and Program Planning (ISPP) process.

Description:

This program provides direct client services under a State of Arizona Department of Economic Security, Division of Developmental Disabilities Qualified Vendor Agreement.

Major Accomplishments:

1. Provided socialization and life skills services to 40 adults in the department's State licensed Developmentally Disabled Therapeutic Recreation program.
2. Met the operating guidelines and standards as a contract service provider as required by the Arizona DES Division on Developmental Disabilities.

3. Insured that safe and wholesome opportunities for therapeutic recreation and leisure services were provided while addressing their Individual Service Programming Plan (ISPP) process.

Goals

Goals	Objectives
Provide a variety of activities that meet the diverse needs of the challenged clients.	• Ensure that the 40 special needs clients have a positive outcome as defined by their ISPP team. • Emphasize learning, receptive and expressive language skills. • Design programs that enhance self-sufficiency and independent living skills.
Ensure that the clients have a safe environment available to aid in their personal growth.	• Provide a facility and staff that allow clients to develop self-care and related life skills. • Ensure that facilities meet the full access needs of clients with compromised mobility.
Ensure that qualified staff members are available and proper client to staff ratios are maintained.	• Recruit staff with good interpersonal skills. • Insure that staff members are American Red Cross CPR and first aid trained.

Performance Measures

	FY 12/13	FY 13/14	FY 14/15	FY 15/16
% Clients with an ISPP positive outcome	100%	100%	100%	100%
Outside Funds Received	$130,096*	$98,000	$72,000	$61,500
Number of Participants	60*	40	42	40

*Last full year of both adult and youth programs.

Therapeutic Recreation

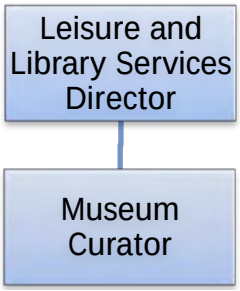
Expenditures	FY 2014/2015 Budgeted	FY 2015/2016 Budgeted	FY 2016/2017 Budgeted
Salaries - Regular	$ 31,552	$ 50,627	$ 60,195
Salaries - Part Time	95,190	85,642	45,045
Benefits	26,684	25,802	24,517
Total Personnel	**$ 153,426**	**$ 162,071**	**$ 129,757**
Recreation Supplies	$ 9,000	$ 9,000	$ 7,000
Total O&M	**$ 9,000**	**$ 9,000**	**$ 7,000**
Totals	**$ 162,426**	**$ 171,071**	**$ 136,757**

Comments

The Department of Economic Security program costs are budgeted under this division.

This program is operated under a contract with the State.

Museum



Vision

The Museum's vision is to showcase and educate area residents about the rich cultural and natural heritage of the Greater Sierra Vista area.

Expenditure by Fund			
	Budgeted FY 2015	Budgeted FY 2016	Budgeted FY 2017
General	$64,665	$80,045	$83,216
Total	**$65,975**	**$80,045**	**$83,216**

Mission Statement

The mission of the Henry F. Hauser Museum is to collect, document, preserve, interpret, research, and disseminate knowledge about the history of the City of Sierra Vista and its surrounding area, to include the Huachuca Mountain Region and San Pedro Valley, from 1826 to present.

Description:

The Henry F. Hauser Museum is located inside the front entrance to the Ethel Berger Center and operations are fully supported by the Leisure, Library, and Administrative divisions of the department.

Major Accomplishments:

1. Created lasting partnerships with dozens of non-profit and governmental organizations across the county and state, and working toward preserving our common history and heritage, creating programming to share work with public.
2. Created volunteer opportunities for members of our community interested in preserving the area's natural and cultural heritage.
3. Increased the number and frequency of our educational outreach programs, including genealogy and collection and preservation techniques, particularly involving textiles.
4. Increased the number and frequency of youth education outreach programs by continuing the Junior Historian program, a very popular Summer Saturdays outreach program for families, and added an annual Vintage Holiday program for school age children and their families.

5. Hosted several all-day professional workshops, including archiving, conservation, and conducting oral history interviews.
6. Increased opportunities for researchers though ongoing growth of the oral history program and searchable collections database.
7. Added a graduate level Museum Internship Program in partnership with San Jose State University in addition to continuing the undergraduate Museum Internship Program in partnership with the University of Arizona Sierra Vista.

Goals

Goals	Objectives
Provide exceptional collection management of museum artifacts.	• Contact community members to explain the mission and goals of the museum. • Review potential artifacts for the collection. • Go through an orderly accession/de-accession process consistent with accepted policies and procedures. • Properly maintain donor files to insure that donated items are preserved and protected. • Properly maintain on-loan files to insure that loaned items are preserved and protected.
Conduct appropriate research to enhance programs and collections.	• Catalog the history and provenance of each item in the museum's artifact, archival, and photograph collection. • Conduct detailed research into all facets of future exhibits. • Make inquiries with libraries, historical societies and other museums. • Provide research opportunities for historians, students and the general public. • Research and answer all historical inquiries from the public.
Coordinate and provide educational exhibits and programs to inform area residents and visitors of history connected to museum.	• Provide community outreach through public forums, workshops and speakers. • Interpret artifacts and archival materials into meaningful displays (temporary and long term). • Provide guided tours to individuals and community groups. • Provide programming for use in classrooms. • Provide undergraduate and graduate internship opportunities.

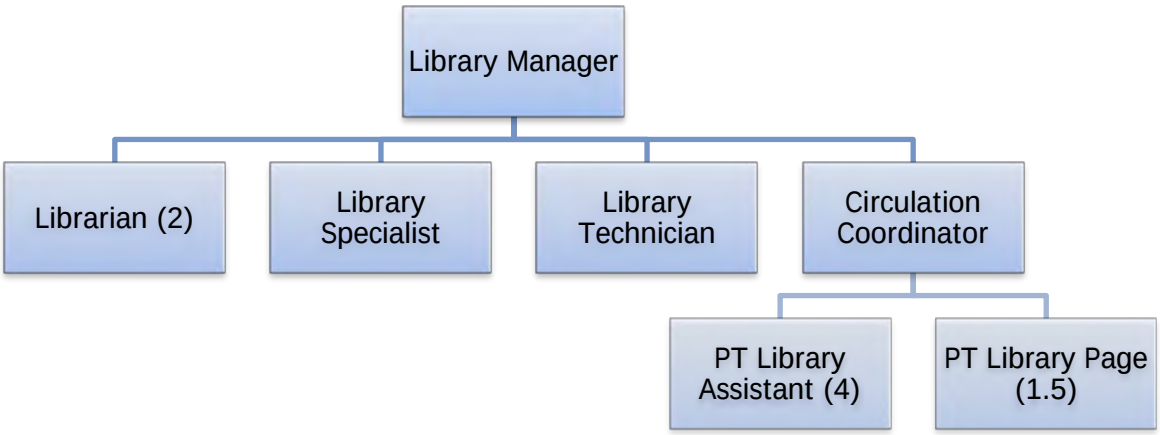
Performance Measures

	FY 12/13	FY 13/14	FY 14/15	FY 15/16
Number of Visitors	4,926	6,313	4,672	4,961
Public Workshops/Classes/Open House attendance	786	2,198	1,209	1,431

Museum

Expenditures	FY 2014/2015 Budgeted	FY 2015/2016 Budgeted	FY 2016/2017 Budgeted
Salaries - Regular	$ 37,337	$ 47,036	$ 47,969
Benefits	14,838	17,159	17,522
Total Personnel	**$ 52,175**	**$ 64,195**	**$ 65,491**
Professional Services	$ 5,000	$ 7,050	$ 7,850
Professional Associations	300	300	375
Travel & Training	-	-	1,000
Office Supplies	3,500	3,500	3,500
Specialized Supplies	5,000	5,000	5,000
Total O&M	**$ 13,800**	**$ 15,850**	**$ 17,725**
Totals	**$ 65,975**	**$ 80,045**	**$ 83,216**

Library



Vision

The Sierra Vista Public Library will be recognized as a library that excels in providing efficient, modern, accessible, and customer-oriented services.

Expenditure By Fund			
	Budgeted FY 2015	Budgeted FY 2016	Budgeted FY 2017
General	$755,501	$741,546	$802,201
Donations	77,030	174,518	183,115
Development Fees	12,000	0	0
Total	**$844,531**	**$916,064**	**$985,316**

Mission

The mission of the Sierra Vista Public Library is to provide free access to information and services for all members of the community.

Description:

The Division provides comprehensive library services to a diverse community of approximately 44,000 citizens of Sierra Vista. Through a mutually beneficial intergovernmental agreement, the library provides services to any citizen of the county, and is only one of two libraries in the country that serves as a military installation's official public library. Services include collection development, reference assistance, interlibrary loan, and services for youth from birth through 18 years of age. The library provides access to the Library of Congress Talking Book program for visually/physically disabled customers, in addition to a large print book collection and a video print magnifier. The facilities at the library include free study rooms available to the public, and small and large meeting rooms available to non-profit and community groups at no charge. Computer services include online catalogs, online databases, online services through the library web site, and Internet access, including wireless access throughout the building. The Bakers Flor Cafe at the Library provides a relaxed, comfortable gathering place with a reasonably priced food and drink menu for members of our community.

Major Accomplishments:

1. Expanded children's program offerings, including STEAM Saturdays, "Library After Dark" teen programs, LEGO CLUB, and various unique holiday programs.
2. Offered a week of Teen Tech Week events for the first time.
3. New adult program offerings included lending bicycles to explore area trails, Discovery Packs for check out, local history programs, women's wellness, and Spanish language classes.
4. The library hosted and planned an all-day teen leadership conference in February for 43 teens. The day included motivational speakers, trust exercises, and team building activities. The day culminated with an art project to be displayed in the library botanical garden.
5. Redeveloped a large unused office into a small programming space.
6. Embarked on a two-year redevelopment project of the children's materials collection.

Goals

Goals	Objectives
The community will have the resources available to fulfill its information needs.	• Each year the number of people using the library will increase by 1%. • Each year the number of people using the Internet will increase by 1%.
Circulate large number of popular titles and topics to further reading enjoyment.	• By June 2016 the library's annual collection circulation will increase 1% over previous year. • Each year the number of people utilizing eBook services will increase by at least 1%.
SVPL will provide facilities that are enjoyable, safe, and comfortable for all members of the community.	• Explore new ways to collaborate with The Bakers Flor Cafe at the Library. • Continue to explore partnerships with other organizations. • Provide ongoing, innovative programs for the Sierra Vista community for all ages, and explore new methods to do so; i.e., technology, STEAM content, and more.
The entire community will have lifelong learning opportunities fostering personal growth.	• Each year the library will have 100 or more lifelong learning displays and/or programs. • Upgrade all patron Internet and word processing computers in the library every five years. • The number of attendees at lifelong learning programs (e.g., story time, summer reading program, AHC programs, Movie Matinee) will stay within 25% of current figures over the next five years.

Performance Measures

	FY 12/13	FY 13/14	FY 14/15	FY 15/16
Total number of items circulated	342,673	327,927	348,274	331,113
Expenditures on library personnel and operations	$933,705	$878,932	$844,531	$916,064
Circulation per capita	7.79	7.45	7.38	7.53
Circulation for all electronic materials*	N/A	N/A	13,652	17,569
Circulation for all hard copy materials*	N/A	N/A	334,622	313,544
Number of persons using the Internet through public access terminals (26)*	N/A	N/A	37,916	32,413
Number of attendees at library programs*	N/A	N/A	5,829	9,897
Number of library visitors*	N/A	N/A	197,139	167,652
Number of registered borrowers*	N/A	N/A	34,108	32,068

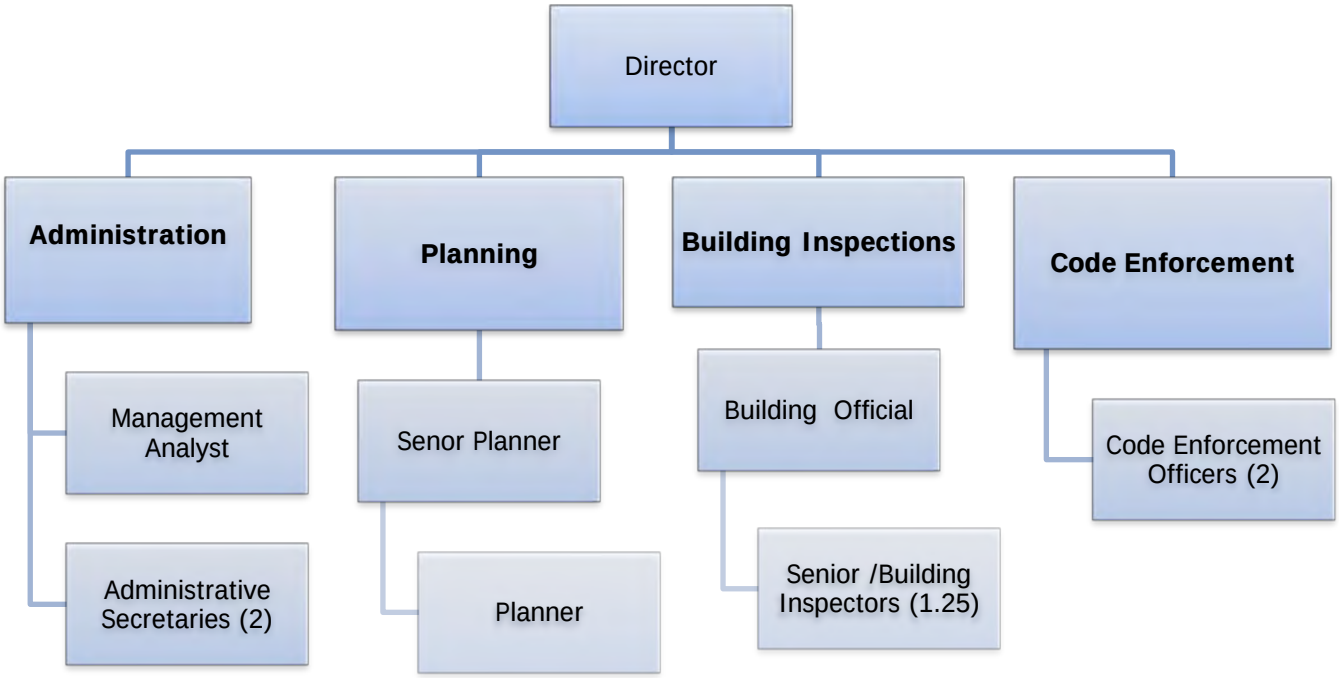
*Indicates new Performance Measures.

Library

Expenditures	FY 2014/2015 Budgeted	FY 2015/2016 Budgeted	FY 2016/2017 Budgeted
Salaries - Regular	$ 274,166	$ 284,611	$ 328,353
Salaries - Part Time	158,335	155,216	161,581
Benefits	130,505	118,169	126,017
Total Personnel	**$ 563,006**	**$ 557,996**	**$ 615,951**
Professional Services	$ 12,000	$ -	$ -
Office Equipment Maintenance	18,495	8,250	7,950
Advertising	-	1,300	1,300
Travel & Training	-	-	1,000
Postage	10,000	10,000	10,000
Office Supplies	24,000	24,000	26,000
Books & Periodicals	140,000	140,000	140,000
Donations	77,030	174,518	183,115
Total O&M	**$ 281,525**	**$ 358,068**	**$ 369,365**
Totals	**$ 844,531**	**$ 916,064**	**$ 985,316**

Comments

Advertising was moved to the Library budget from Administration in FY16.



Description

The Department of Community Development provides professional planning and enforcement of a variety of city codes and ordinances in order to ensure quality development, safe structures, and desirable neighborhoods. The department consists of three divisions whose functions are more fully described on the following pages:

1. Planning and Administrative Division
2. Building Inspections Division
3. Code Enhancement Division

Community Development

Expenditures	FY 2014/2015 Budgeted	FY 2015/2016 Budgeted	FY 2016/2017 Budgeted
Planning	$ 483,975	$ 566,038	$ 636,403
Building Inspections	167,366	231,225	159,612
Total Personnel	**$ 651,341**	**$ 797,263**	**$ 796,015**
Planning	$ 86,703	$ 50,992	$ 32,521
Building Inspections	13,700	9,325	4,415
Neighborhood Enhancement	614,875	40,550	204,151
Total O&M	**$ 715,278**	**$ 100,867**	**$ 241,087**
Neighborhood Enhancement	$ -	$ 90,000	$ 90,000
Total Capital	**$ -**	**$ 90,000**	**$ 90,000**
Totals	**$ 1,366,619**	**$ 988,130**	**$ 1,127,102**

Planning and Administration

Vision

Provide leadership in the development of our community through excellence in customer service, quality community planning, promoting education, citizen empowerment, and providing the tools and support necessary to meet the challenges of growth and change.

Expenditure By Fund			
	Budgeted FY 2015	Budgeted FY 2016	Budgeted FY 2017
General	$570,678	$615,249	$667,143
Donation	0	1,781	1,781
Total	**$570,678**	**$617,030**	**$668,924**

Mission Statement

SHAPE the future with visionary comprehensive planning that is supported by data and analysis. REVITALIZE with creative planning and regulatory solutions. IMPROVE with vigorous inspection programs. CARE for people with special needs.

Description

The Planning Division is responsible for managing growth and redevelopment activities of the City, and implementing and communicating the vision established by the City's General Plan. Work programs within the Planning Division include long-range planning, or land use projects (plan amendments, special studies), as well as current planning activities involving site and subdivision reviews, rezoning petitions, property owner annexations, concurrency, and agreements. Planners work cooperatively with applicants, their representatives, the public and outside agencies. The Planning Division ensures applications are consistent with and further the goals and strategies of the General Plan and meet all adopted code requirements.

The Planning Division provides staff support to the Planning and Zoning Commission, the West End Commission, and the Commission on Disability Issues in helping them carry out their respective agendas and formulate recommendations to City Council on policy matters. The Division also works closely with Cochise County on regional planning and zoning issues. The West End Fair is now financially capable to cover all expenses with the exception of staff time. The Commission on Disability issues, Sierra VistAbility day, is nearly self sustainable as well.

The Administrative function is responsible for administering Community Development Block Grant (CDBG) activities and documenting compliance with federal program requirements. The City of Sierra Vista is an "entitlement community," receiving a formula-based annual grant award from the U.S. Department of Housing and Urban Development. The primary objective of the CDBG program is to develop viable communities by providing decent, safe housing, a suitable living environment, and expanding economic opportunities that principally benefit low and moderate income households.

Major Accomplishments

1. Staff updated the City's floodplain ordinance to comply with the minimum requirements of the National Flood Insurance Program. The City Council adopted the ordinance on January 14, 2016.
2. Staff prepared a general update to the Development Code that was adopted by the City Council on February 25, 2016. The scope of the amendments relate to standardizing and defining permitted and conditional uses across all zoning districts; expanding the range of authorized uses within the General Commercial zoning district to include attached and multi-family housing types; light manufacturing and industrial workshop uses; consolidating special regulations for particular uses under one article; and amending the permitting process and standards for cell towers and accessory equipment. The ordinance was adopted with additional modifications in response to public input received relative to use permissions for developed and primitive camping; permitting standards for mobile food vendors; and allowing a home based business to be conducted within an approved accessory structure.
3. Provided planning support to the MPO on the West Fry Boulevard Corridor Study and the City's Engineering Department on the formulation of a conceptual design plan for North Garden Avenue improvements.
4. Site Plans reviewed by the Planning Division during 2015/2016 FY included: Southwest Gas, Salvation Army, and U3 Academy. Additionally, reviews continued for multiple small and modified site plans.
5. Completed annexation process for the 15-acre Sulger Subdivision, a county enclave on the City's West End.
6. Sierra VistaAbility Day was held at the Mall at Sierra Vista which included additional vendors and foot traffic.
7. Finalized the FY2016/17 program of work for the Community Development Block Grant (CDBG) funding and received City Council approval.

City Council Strategic Plan Initiatives
• Develop a design concept report for the future Town Center. • Update and implement a plan to beautify public infrastructure that increases walkability and bikeability on Fry Blvd. and North Garden Ave.

Goals (combined for all divisions)

Superior Customer Service and Partnerships

Goals	Objectives
Assure excellent customer service and a positive reputation of Planning, Building, and Code Enforcement Officials within the Community.	• Encourage employee led process and procedure improvements that result in increased customer satisfaction levels. • Continually re-evaluate and streamline processes and procedures to make development review understandable and accessible to non-planners. • Continually assess customer feedback to ensure "front counter" is run efficiently, wait times are minimized, and comprehensive and accurate information is provided. Ask customers to complete online feedback survey. • Keep records current and readily available. • Maintain a constant presence in the community by volunteering for service projects, attending and participating in neighborhood and service organization meetings, and disseminating timely information and updates through the public information office.

Technology

Goals	Objectives
Maximize the use of technology for internal staff efficiency and external access to information.	• Enhance the effectiveness of the City's Geographic Information System to support mapping and analysis needs, create better linkages to property records and availability of information to the public. • Review and update the content and format of the Community Development Department webpage. • Enhance the capabilities of the City's permitting software and ability to schedule and review inspection status online.

Neighborhood Improvement

Goals	Objectives
Encourage residents and property owners to improve and maintain their properties and neighborhoods.	• Maintain a visible presence in neighborhoods and walk and talk with residents about the need and benefits of code compliance. • Support and augment the capacity of volunteer organizations in lending a helping hand to residents that need assistance with property maintenance.

Effective Planning

Goals	Objectives
Support planning resources that promote the sustainability, growth, and expansion of the region's economic base.	• Analyze and propose code changes to implement low-impact development approaches to the use of stormwater. • Work with Public Works Engineering Division to develop a plan to fulfill the VISTA 2030 goal of implementing a complete street plan.

Goals	Objectives
(Administration Goal) Increase excellence in customer service by providing a timely response to requests for past information on properties within 3 working days (day 1 is the next working day following the request) 80 percent of the time. The goal is 90 percent within the three days.	• Account for all service requests and time spent fulfilling the request. • Develop a system to track the needed parameters • Identify work methods to ensure that goal is achieved • In FY 2015, Administration developed a tracking system that (1) identified the date staff received the request, (2) the time spent on fulfilling the request, and (3) the date the information was returned to the requestor. • In FY 2016, the Department received 41 public requests through the end of April 2016, and 97 percent of those requests were completed within the 3-day time frame.
(Planning Goal) Improve the development code by taking three major changes to City Council for approval.	• Potential subject matter to include parking, signage, landscaping, and codifying development incentives for West End District. • Incorporate the community outreach program into Development Code changes. • Have code change adopted by City Council.

Performance Measures

	FY15/16*
Site Plan (including Modified) Applications Approved	7
Annexation Petitions Processed	1
Variance Cases (including Modification of Setbacks)	7
Conditional Use Requests	1
Rezoning Petitions	0
Subdivision Plats	0
Temporary Uses	13
Zoning Compliances	63
Home Based Businesses	58
Permanent Signs	56
Temporary Signs	22
Code Amendments	3
Average # of Days to Review Development Cases	30
% of Projects Completed on Schedule	100%

*FY 15/16 is the first year of Performance Measures for this Division

Planning

Expenditures	FY 2014/2015 Budgeted	FY 2015/2016 Budgeted	FY 2016/2017 Budgeted
Salaries - Regular	$ 371,284	$ 441,513	$ 484,984
Benefits	112,691	124,525	151,419
Total Personnel	**$ 483,975**	**$ 566,038**	**$ 636,403**
Professional Services	$ 29,125	$ 12,625	$ 2,650
Office Equipment Maintenance	300	-	-
Equipment Rentals	-	-	-
Printing & Binding	8,300	1,000	800
Professional Associations	1,908	1,601	1,255
Travel & Training	17,470	9,760	1,660
Postage	-	-	-
Advertising	16,075	10,400	10,200
Office Supplies	7,500	8,000	6,500
Specialized Supplies	5,800	5,600	7,450
Books & Periodicals	225	225	225
Donations	-	1,781	1,781
Total O&M	**$ 86,703**	**$ 50,992**	**$ 32,521**
Totals	**$ 570,678**	**$ 617,030**	**$ 668,924**

Building Inspection

Vision

Promote the safety, health, and welfare of our community and citizens through enforcement of sound building practices and codes.

Expenditure By Fund			
	Budgeted FY 2015	Budgeted FY 2016	Budgeted FY 2017
General	$181,066	$240,550	$164,027
Total	**$181,066**	**$240,550**	**$164,027**

Mission Statement

Provide quality service by giving excellent customer service, consistent building plan review, and complete building inspection services for the community.

Description

The Building Inspection Division provides a full range of building plan review, inspection, and support services for all public and private construction within the City. The Division enforces all adopted City Codes, applicable state and federal codes, and regulations relating to building.

Major Accomplishments

1. Successfully completed commercial plan review and inspections for commercial projects including medical office building, Native Grill and Wings, Mattress Firm, Fed-X, Arizona Auto Spa, Culver's, Salvation Army, and Southwest Gas. Additionally, reviews continued for multiple small and modified site plans.
2. Building Division staff completed updates and adoption of the 2015 International Building Codes.

Goals	Objectives
Provide consistent interpretations of the codes.	• Train together as a division on all codes to ensure code interpretations are being consistently applied.
Maintain open lines of communication with the contracting community on code issues and concerns.	• Continue to participate and network at SACA meetings and Home and Garden Show. • Encourage feedback through customer experience survey and other methods.
Decrease the number of open permits in MUNIS which have either been completed or have expired but not closed out.	• Identify those open/expired permits through Munis. • Contact the permit holder and schedule a time to inspect. • Ascertain through inspections whether the permit should be closed, extended, or made to be renewed.
Assist Code Enforcement in identifying building issues as they pertain to property maintenance.	• Provide inspections and reports supporting code enforcement efforts in property maintenance.

Performance Measures

	FY15/16*
Building Plans Reviewed	292
Building Permits Issued	986
Inspections Performed	2,378
Average Plan Review Time (within 5 Business Days)	100%
Average Inspection Time (Next Day)	100%

*FY 15/16 is the first year of Performance Measures for this Division

Building Inspections

Expenditures	FY 2014/2015 Budgeted	FY 2015/2016 Budgeted	FY 2016/2017 Budgeted
Salaries - Regular	$ 100,764	$ 177,923	$ 116,879
Salaries - Part Time	-	-	2,600
Benefits	66,602	53,302	40,133
Total Personnel	**$ 167,366**	**$ 231,225**	**$ 159,612**
Professional Services	$ 500	$ 500	$ 400
Printing & Binding	500	500	300
Professional Associations	200	200	175
Travel & Training	10,500	6,125	3,540
Books & Periodicals	2,000	2,000	-
Total O&M	**$ 13,700**	**$ 9,325**	**$ 4,415**
Totals	**$ 181,066**	**$ 240,550**	**$ 164,027**

Code Enforcement

Vision

Provide revitalization through a variety of acceptable techniques and methods that include enforcement of the property maintenance and public nuisance codes, and ensuring quality customer service to the citizens of the City.

Expenditure By Fund

	Budgeted FY 2015	Budgeted FY 2016	Budgeted FY 2017
General	$101,535	$40,550	$39,650
Grants	513,340	0	164,501
Capital	0	90,000	90,000
Total	**$523,493**	**$130,550**	**$294,151**

Mission Statement

Promote quality housing, neighborhood health, revitalization, and civic pride by using proven industry techniques and working in partnership with community residents.

Description

The Division works to assist residents with maintaining and improving their neighborhoods; and staff works to enforce development, property maintenance, and public nuisance codes. The Code Enforcement Division assists neighborhood organizations.

Major Accomplishments

1. Prepared major amendment to City Code of Ordinances related to Building and Property Maintenance standards to address deficiencies, resolve conflicts, clarify existing standards, and strengthen and streamline administrative and enforcement procedures.
2. Established foreclosure registry requirement for vacant buildings to improve communications with absentee owners and banks on resolving property maintenance violations more expeditiously.
3. Participated in Carmichael Neighborhood Association meetings and neighborhood clean-up efforts.
4. Continued financial support to the Southwest Sierra Vista Residents Association to include clean-up and annual meetings.
5. Continued providing administrative and financial support for the West End Clean Up and the West End Fair.

Goals	Objectives
Improve service to our community through an accessible complaint driven program, which emphasizes voluntary compliance. Strive to achieve 80% voluntary compliance rate within 30 days of initial contact.	• Continue to improve communication methods and materials. Promote the use of the MySierraVista reporting application.
Ensure code enforcement violations referred to municipal court are upheld through clear, accurate, and professionally produced reports and evidence consistent with required procedures.	• Motivate non-cooperative property owners to resolve code violations in a timely manner by imposing fines, penalties, and/or restitution as a last resort.
Reduce the time and expense of abatements through the use of internal staff and Department of Corrections Workers as available.	• Minimize use of general tax dollars on properties in cases where code enforcement liens are precluded by state law and cost recovery is not possible.

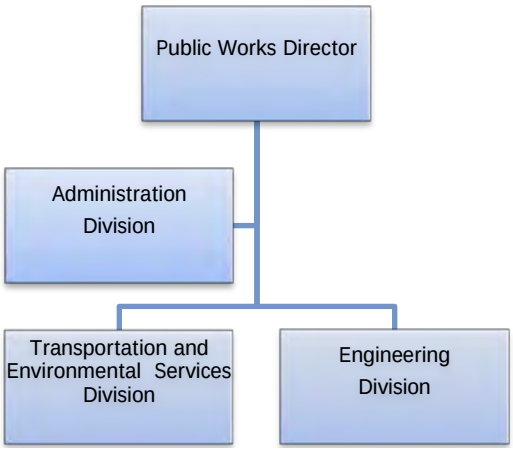
Performance Measures

	FY15/16*
Inspections Initiated by Code Officers (Proactive)	148
Inspections Initiated through Complaints/Calls (Reactive)	1,329
Civil Citations Issued	5
Court Hearings	1
Abatements Performed	12
Vacant Properties Registered	56
Properties Secured	4
Average Time to Respond to a Complaint:	
High Priority Cases	24 hours
Other	2 bus. days
Average # of Days to Gain Compliance	30 days

*FY 15/16 is the first year of Performance Measures for this Division

Neighborhood Enhancement

Expenditures	FY 2014/2015 Budgeted	FY 2015/2016 Budgeted	FY 2016/2017 Budgeted
Professional Services	$ 604,640	$ 33,300	$ 198,301
Advertising	500	2,200	1,500
Printing & Binding	4,360	3,800	1,100
Professional Associations	-	250	250
Travel & Training	-	-	1,200
Specialized Supplies	5,375	1,000	1,800
Total O&M	**$ 614,875**	**$ 40,550**	**$ 204,151**
Infastructure	$ -	$ 90,000	$ 90,000
Total Capital	**$ -**	**$ 90,000**	**$ 90,000**
Totals	**$ 614,875**	**$ 130,550**	**$ 294,151**



Description

The Department of Public Works provides support services to the citizens of Sierra Vista, other public agencies, and other city departments by utilizing over 100 fulltime and approximately 30 part-time employees. The Public Works Department is one of the most diverse departments in the City organization. The department consists of three major functional divisions: Administration, Transportation and Environmental Services, and Engineering.

1. The **Administration Division** provides managerial oversight and administrative support services for the department. In addition, the division provides staff liaison services to the Airport Commission, the Environmental Affairs Commission, the Transit Advisory Committee, and the Traffic Safety Committee.

2. The **Engineering Division** is responsible for overseeing the planning, design, construction, and maintenance of the city's streets, sewers, drainage ways, parks, and public buildings/facilities. The Engineering Division includes the Engineering, Streets Maintenance, Parks Maintenance, and Facilities Maintenance Sections.

3. The **Transportation and Environmental Services Division** is responsible for overseeing and maintaining the City's Environmental Operations Park and associated Wastewater infrastructure, the City's Fleet and equipment, Refuse collection and disposal activities, Vista Transit, and the Sierra Vista Municipal Airport. Composting operations at the Environmental Operations Park are also included in the Transportation and Environmental Services Division.

The Public Works Department is supported by six (6) different funding sources:

- **General Fund** (approximately 32% of the Public Works total budget) funds the Administration Division and the Engineering, Fleet, Facilities, and Parks Maintenance Sections
- **HURF Fund** (approximately 11% of the Public Works total budget) funds the Streets Maintenance Section

- **Airport Fund** (special fund supported by profits from fuel sales and ground lease and hangar rental revenues) partially funds O&M of the Sierra Vista Municipal Airport
- **Sewer Enterprise Fund** (approximately 17% of Public Works total budget) funds the Water/Wastewater Services Section
- **Federal Transit Administration** (approximately 3% of Public Works total budget) funds the Vista Transit Section
- **Refuse Enterprise Fund** (approximately 27% of Public Works total budget) funds the Refuse Section

Mission Statement

To provide and maintain quality public services and sustainable infrastructure to meet our community's needs.

Vision Statement

Imagine in 20 Years:

The Sierra Vista Department of Public Works is recognized by the community as a trustworthy and effective steward where:

- Unique and recognizable public facilities and infrastructure are thoughtfully constructed and well maintained.
- Attractively landscaped roads, parks, sports fields and city buildings contribute to a vibrant and visually appealing community.
- Critical community services are provided seamlessly and efficiently.
- Residents are well informed about all Public Works programs and services available, and demonstrate that knowledge through full participation.
- Superior customer service is recognized as the hallmark of department programs and activities.
- Staff work cooperatively to exceed resident expectations, taking pride in all work performed within the community.

Values

Public Works employees are committed to the highest standards of ethical conduct in all that we do. We believe that honesty and loyalty together form the cornerstone of our department. We abide by the policies and procedures outlined by our department and the city in general.

Public Works employees recognize that our success depends on the talent, skills, and expertise of our employees, along with our ability to function as a tightly integrated team. We understand the importance of our mission and the trust our customers place in us.

The following core values reflect what is truly important to us, as a department. These are not values that change from time to time, situation to situation, or person to person, but rather they are the foundation of our culture.

- **P**ride: We pledge to provide "top notch" services to our customers and, in return, appreciate the gratification and satisfaction of our efforts, which reinforces our commitment to excellence.

- **R**espect: We treat our fellow employees and the public with dignity and respect – as we wish to be treated ourselves.

- **I**ntegrity: Our most important core value. We acknowledge that we are accountable for our own actions and honor our commitment to meeting our customers' needs.

- **D**ependability: We are committed to being loyal, honest, and reliable to the department and the city in accomplishing our mission.

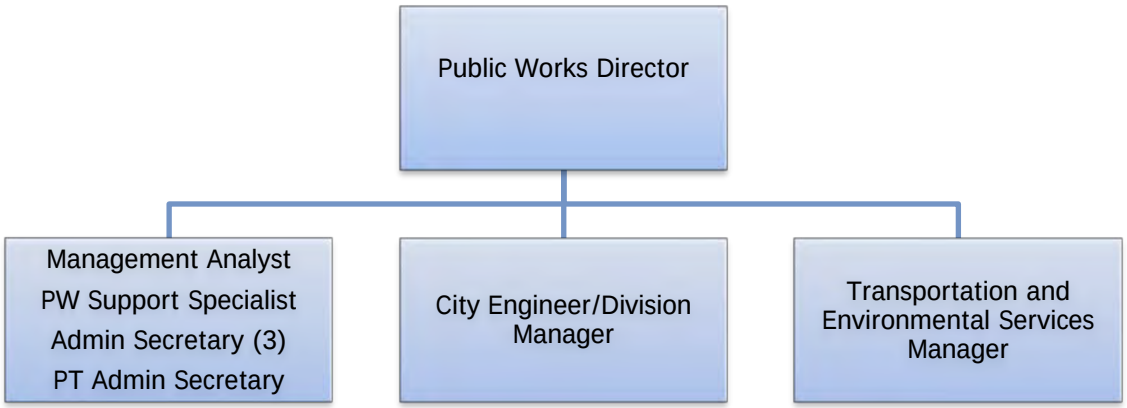
- **E**xcellence: Our most important job. We are committed to providing exceptional customer service.

The Public Works employees endorse a work ethic that integrates the values of **P**ride, **R**espect, **I**ntegrity, **D**ependability, and **E**xcellence. These values are communicated through the Department's motto, **"Pride in Service."**

Public Works

Expenditures	FY 2014/2015 Budgeted	FY 2015/2016 Budgeted	FY 2016/2017 Recommended
Administration Division	$ 835,977	$ 1,196,068	$ 1,144,129
Engineering Division	2,761,774	2,508,099	2,594,512
Trans and Environmental Services Division	3,535,182	3,678,443	3,652,733
Total Personnel	**$ 7,132,933**	**$ 7,382,610**	**$ 7,391,374**
Administration Division	$ 1,123,550	$ 1,160,696	$ 893,065
Engineering Division	2,922,365	2,995,755	3,092,760
Trans and Environmental Services Division	6,434,663	6,877,165	5,928,450
Total O&M	**$ 10,480,578**	**$ 11,033,616**	**$ 9,914,275**
Administration Division	$ 2,350,000	$ 2,148,000	$ 2,500,000
Engineering Division	10,206,832	5,771,515	4,231,673
Trans and Environmental Services Division	3,920,515	3,176,601	2,600,143
Total Capital	**$ 16,477,347**	**$ 11,096,116**	**$ 9,331,816**
Totals	**$ 34,090,858**	**$ 29,512,342**	**$ 26,637,465**

Administration



Expenditure By Type			
	Budgeted FY 2015	Budgeted FY 2016	Budgeted FY 2017
General	$599,192	$365,412	$343,815
HURF	50,878	223,964	210,726
Donations	0	12,146	6,890
Sewer	88,450	294,690	277,271
Refuse	88,450	294,690	277,271
Development Fees	12,000	0	0
Total	**$838,970**	**$1,190,902**	**$1,115,973**

Vision

Provide the highest quality customer service and team support to Public Works Department employees, other City Departments, and the community.

Mission Statement

Consistent with the Department's overall Mission, the Administration Division of Public Works provides administrative leadership and effective management of financial, physical, and human resources in order to accomplish the Department's stated Mission, in concert with the City Council's Strategic Plan initiatives.

Description:

The Administration Division oversees the Department's financial and human resources, implements the Department's Five-Year Capital Maintenance and Replacement Plan, and coordinates with other City Departments in accomplishing City Council Strategic Plan initiatives. This Division provides the necessary support and leadership to the entire Department, which includes management and supervision of all public works services and programs, records management, budgeting, customer payments, supply

purchases, and promotion of employee development, training, and recognition programs.

City Council Strategic Plan Initiatives
The Administration Division will provide essential support for the projects completed within the department and will focus on the following Strategic Leadership Initiatives: • Coordinate the development and support of water conservation programs and efforts with the Upper San Pedro Partnership members and other water partners. • Create an asset inventory and needs assessment for all City facilities to guide future investments.

Major Accomplishments

1. Successfully navigated a change in leadership and a temporary change in departmental structure.
2. The department will be developing a new strategic plan in the early summer after new leadership of the Engineering Division is in place.
3. The department will undergo an administrative restructuring in the spring to better support department operations and cover administrative needs.

Goals

Goals	Objectives
Provide quality administrative and managerial support services within the Department of Public Works.	• Conduct periodic review of departmental administrative procedures and policies to improve efficiency and worker safety. • Deliver excellent customer service to our internal and external customers. • Provide professional and proactive liaison support to our Commissions.
Promote a safety conscious work environment where all personnel are trained in accordance with established safety requirements by OSHA, NIMS, and other regulatory entities.	• Continue to train all new department employees in OSHA's Globally Harmonized System (GHS). • Monitor emergency training requirements for Public Works personnel through FEMA and Homeland Security, and ensure that all new employees receive NIMS training. • Monitor safety training requirements to ensure compliance. • Engage the Pete Castro Center Employee Committee PCCEC in developing safety related policies and procedures.

Promote quality service through an excellent workforce.	• Assist employees with maintaining job required certifications. • Monitor Public Works industry related changes to stay informed on new training requirements and certifications. • Encourage attendance at job related training seminars and/or conferences. • Conduct a periodic review of the department's employee recognition and rewards program through the Pete Castro Center Employee Committee (PCCEC) to ensure program effectiveness.
Generate effective avenues for outreach and education on Public Works programs and services to our internal and external customers.	• Review and update the department's website at least quarterly to keep information current and improve communications with the public. • Promote programs and services through effective marketing avenues that are cost effective and provide accurate and timely information to our target audiences.

Performance Measures

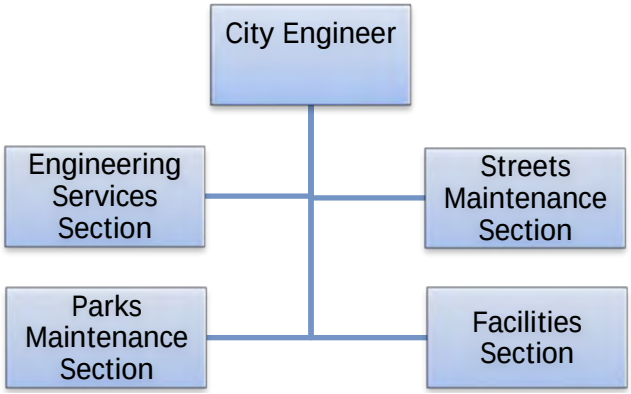
	FY12/13	FY13/14	FY14/15	FY15/16
Number of safety related training courses completed	760	580	377	465*
Number of professional development courses completed	N/A	65	86	48*
Customers' level of satisfaction with courtesy and responsiveness of administrative staff	N/A	82%	77%	N/A*

*Due to a temporary change in departmental structure, data on training became fractured in FY 15/16. Also, a Public Works customer survey was not conducted in FY 15/16 to avoid a conflict with the National Citizen Survey.

Administration Division

Expenditures	FY 2014/2015 Budgeted	FY 2015/2016 Budgeted	FY 2016/2017 Recommended
Salaries - Regular	$ 562,737	$ 810,930	$ 767,871
Salaries - Part Time	-	14,196	14,196
Salaries- Over Time	1,547	1,702	1,702
Benefits	160,336	249,578	237,989
Total Personnel	**724,620**	**1,076,406**	**1,021,758**
Professional Services	$ 28,200	$ 16,200	$ 16,200
Office Equipment Maintenance	1,500	1,500	500
Printing & Binding	5,500	5,500	3,500
Professional Associations	10,000	10,000	6,500
Travel & Training	39,650	39,650	34,125
Office Supplies	12,500	12,500	12,000
Specialized Supplies	16,000	16,000	14,000
Books & Periodicals	1,000	1,000	500
Donation	-	12,146	6,890
Total O&M	**114,350**	**114,496**	**94,215**
Totals	**838,970**	**1,190,902**	**1,115,973**

Engineering



Vision

Develop and maintain professional staffing and expertise that can provide expedient and accurate public infrastructure design and maintenance, review of private development, as well as provide the highest quality facilities, public transportation, and parks maintenance services that exceed the expectations of our residents and overall community.

Mission Statement

Ensure that all public improvements constructed by public funds or private developers are properly planned, designed, constructed, inspected, and maintained in order to provide for safe, functional, and economical systems for the citizens of Sierra Vista. Efficiently and effectively maintain public streets, traffic control devices, dedicated street rights-of-way, parks, sports fields, and buildings to provide quality public infrastructure.

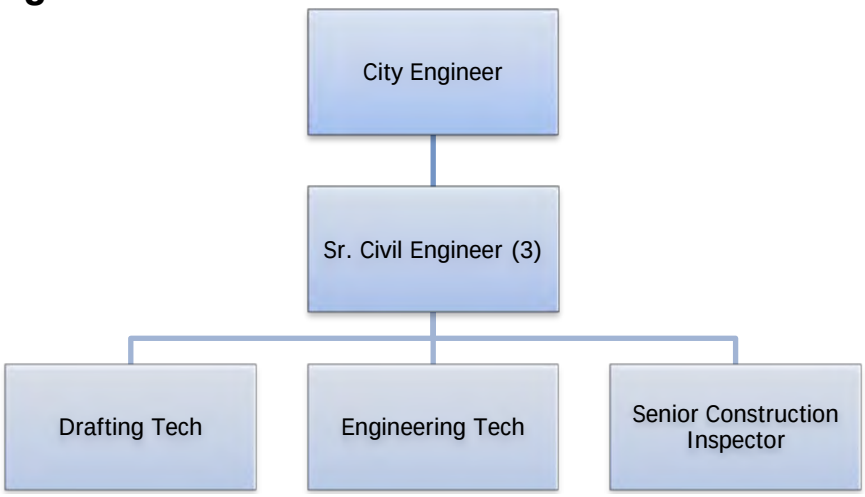
Description

The Engineering Division of the Department of Public Works consists of the Streets Maintenance, Parks Maintenance, Facilities, and the Engineering Services Sections. The Division is responsible for providing professional civil engineering design and construction management services for the City's Capital Improvement Program, as well as infrastructure maintenance of roadways and drainage ways, parks and sports fields, and City facilities.

Engineering Division

Expenditures	FY 2014/2015 Budgeted	FY 2015/2016 Budgeted	FY 2016/2017 Recommended
Engineering Services Section	$ 575,831	$ 587,641	$ 625,012
Streets/Traffic Section	932,379	1,074,216	1,110,254
Parks	616,345	162,077	163,806
Facilities	637,219	684,165	695,440
Total Personnel	**$ 2,761,774**	**$ 2,508,099**	**$ 2,594,512**
Engineering Services Section	$ 45,000	$ 95,000	$ 46,000
Streets/Traffic Section	$ 1,202,005	$ 1,304,605	$ 1,420,760
Parks	$ 330,025	$ 313,350	$ 325,700
Facilities	$ 1,345,335	$ 1,282,800	$ 1,300,300
Total O&M	**$ 2,922,365**	**$ 2,995,755**	**$ 3,092,760**
Streets/Traffic Section	$ 7,780,332	$ 3,525,000	$ 2,770,158
Parks	$ 1,992,000	$ 1,921,374	$ 961,515
Facilities	$ 434,500	$ 325,141	$ 500,000
Total Capital	**$ 10,206,832**	**$ 5,771,515**	**$ 4,231,673**
Totals	**$ 15,890,971**	**$ 11,275,369**	**$ 9,918,945**

Engineering Services



Expenditure by Type			
	Budgeted FY 2015	Budgeted FY 2016	Budgeted FY 2017
General	$166,162	$361,800	$355,637
HURF	156,083	170,660	167,753
Sewer	153,658	136,528	134,202
Refuse	144,928	13,653	13,420
Total	**$620,831**	**$682,641**	**$671,012**

Description

Engineering is primarily funded by the General Fund and responsible for providing professional civil engineering design, project management support services, and drafting/mapping services to all City departments. It also provides engineering advice/analyses, land surveys, inspections, infrastructure planning, and construction management on public improvement projects. It further provides review and inspection of public infrastructure improvement plans associated with private development.

City Council Strategic Plan Initiatives

The Engineering Services Section will be responsible for assisting the Administration Division with the following two-year Strategic Plan Initiative:

- Coordinate the development and support of water conservation programs and efforts with the Upper San Pedro Partnership members and other water partners.

Major Accomplishments

1. Design Projects – Initiated and/or completed design of the following projects: Annual Street Maintenance, Veterans' Memorial Park ADA Improvements, North

Garden Reconstruction, Coronado Widening, Environmental Operations Park Water Conservation, Fry / 7th Street Traffic Signal Reconfiguration, Campus / Colombo Traffic Signal Installation, BST Overlay Van Deman to Buffalo Soldier Gate, Taxiway G and J Strengthening, and miscellaneous sewer point repairs.

2. Construction Projects – Initiated and/or completed construction on the following projects: Annual Street Maintenance, Avenida del Sol Widening, Highway Safety Improvement Program Sign Replacement, Veterans' Memorial Park ADA Improvements, 7th Street Pedestrian Crossing and Sidewalks, Coronado Widening, Fry / 7th Traffic Signal Reconfiguration, and miscellaneous sewer point repairs.

Goals

Goals	Objectives
In conjunction with Community Development, help to ensure that high quality public and private improvements are constructed in the City of Sierra Vista.	• Review public and private improvement plans for conformance with City Code and other applicable standards and provide timely comments to Community Development. • Perform construction inspections and testing to insure that all work in the public right-of-way is constructed per approved work plans and City Code. • Monitor completed work during the warranty period to identify deficiencies in need of correction by the original contracting agency.
Construct high quality public infrastructure through the City's Capital Improvement Program (CIP).	• Complete and/or coordinate design of assigned capital improvement projects within the project schedules approved by the City Manager. • Complete and/or coordinate design of assigned capital improvement projects within the budget constraints. • Perform construction inspections and testing to insure that all Public Works improvements are constructed per approved work plans and City Code. • Monitor completed work during the warranty period to identify deficiencies in need of correction by the contractor.
Provide high quality computer-aided drafting services and information support services to other City departments and the general public.	• Complete requested computer-aided drafting services in accordance with stakeholder established timelines and expectations. • Verify that stakeholder comments have been fully addressed prior to issuing plans. • Investigate and respond to customer requests regarding existing City design files.

Provide professional engineering support services to the City Council, other City departments and the general public.	• Complete City Council and Public Works strategic plan initiatives within the two-year timeframe allotted by Council. • Respond to professional inquiries in accordance with established departmental policy or within mutually agreed upon timeframes.

Performance Measures

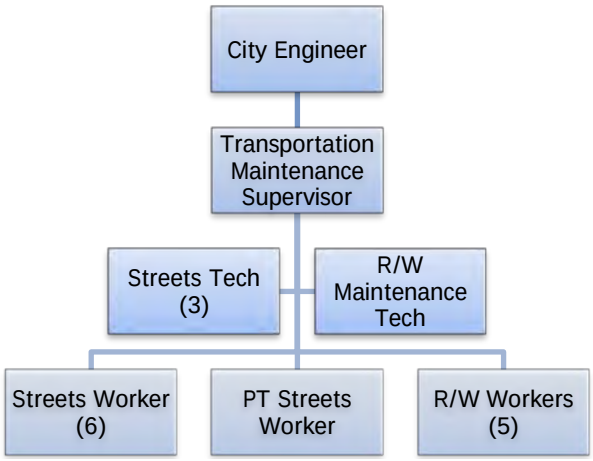
	FY12/13	FY13/14	FY14/15	FY15/16
Development inspections: Number of Commercial/Industrial*	N/A	N/A	327	331
Development inspections: Number of Residential*	N/A	N/A	725	263
Development inspections: Number of site inspection visits*	N/A	N/A	1325	1065
Development plans: Average calendar days to plan approval*	N/A	N/A	96	65
Development plans: Number of plan reviews conducted*	N/A	N/A	19	17
Development plans: Number submitted for review*	N/A	N/A	7	8

*Indicates new performance measures.

Engineering Services Section

Expenditures	FY 2014/2015 Budgeted	FY 2015/2016 Budgeted	FY 2016/2017 Recommended
Salaries - Regular	$ 428,708	$ 445,955	$ 474,941
Salaries - Part Time	-	-	-
Benefits	147,123	141,686	150,071
Total Personnel	**$ 575,831**	**$ 587,641**	**$ 625,012**
Professional Services	$ 35,000	$ 85,000	$ 42,000
Specialized Supplies	10,000	10,000	4,000
Total O&M	**$ 45,000**	**$ 95,000**	**$ 46,000**
Totals	**$ 620,831**	**$ 682,641**	**$ 671,012**

Streets/Traffic Services



Expenditure by Type			
	Budgeted FY 2015	Budgeted FY 2016	Budgeted FY 2017
HURF	$7,414,716	$3,553,821	$3,151,172
Cap. Improvement	500,000	650,000	600,000
Dev Fees	2,000,000	1,700,000	1,550,000
Total	**$9,914,716**	**$5,903,821**	**$5,301,172**

Description

This Section is funded primarily by the Highway User Revenue Fund (HURF) and responsible for maintaining pavement on all public streets; concrete curbs, gutters and sidewalks; street drainage systems; public drainage ways; separated multi-use path pavement surfaces; mowing of public street rights-of-way; traffic control signs; streetlights; traffic signals; pavement striping; and special markings.

Major Accomplishments

1. Repaired 3,746 square feet of damaged sidewalks that had become a hazard to pedestrian traffic.
2. Cleaned, trimmed, and mowed over 212 acres of public right of ways and 318 acres of public drainage ways.
3. Cleaned and mowed public alleys throughout the City.
4. Performed preventive maintenance, and on-call service to 38 signalized intersections and 2 signalized pedestrian crossings.
5. Continued to update information contained within the GIS system on an annual basis.
6. Successfully abated approximately 1,134 square feet of graffiti within the city.
7. Routed and crack sealed 2,233,616 linear feet of cracks in the city.
8. Striped 759,110 linear feet of city-owned streets and crosswalks.

Goals

Goals	Objectives
Provide safe, efficient and cost-effective transportation infrastructure and services.	• Identify a minimum acceptable pavement condition index (PCI) number in the GIS system. • Develop a multi-year plan to bring all City streets up to an established minimum standard. • Respond to sign and signal knockdowns in a timely manner to mitigate safety concerns associated with missing infrastructure.
Preserve the roadway network to insure safety and serviceability, while optimizing all available resources.	• Provide preventive maintenance by use of acrylic seal, rubberized crack fill, signal preventive maintenance, and assisting Engineering staff in administering the annual street maintenance reconstruction program. • Choose pavement types and rehabilitation activities so that the flow of dollars into the pavement system is provided at the lowest, constant level possible, yet maintains the pavement in an acceptable condition. • Prioritize critical pavement concerns in the annual Five Year Capital Maintenance and Replacement Plan.
Maintain City rights-of-way in a clean and safe condition.	• Provide regular street sweeping services to remove debris from City streets. • Maintain vegetation within the public right-of-way to enhance its visual appeal and avoid trip hazards and traffic disruptions. • Using the City's Wash Maintenance Plan as guidance, remove weeds and trash from the City's drainage ways and alleys to maintain access, aesthetics, and reduce fire risk. • Remove graffiti promptly to improve visual appeal and reduce the potential for additional vandalism.

Performance Measures

	FY12/13	FY13/14	FY14/15	FY 15/16
Expenditures, Road rehabilitation: Paved lane miles.*	N/A	N/A	$855,634 602	$953,935 602
Lane miles of bike paths within road right-of-way.*	N/A	N/A	48	48
Number of linear miles swept.*	N/A	N/A	2101	1782
Paved Lane Miles Assessed as Satisfactory as PCT of Miles Assessed.*	N/A	N/A	60%	70%
Street sweeping expenditures per lane mile.*	N/A	N/A	$17.83	$17.55

Note: Performance measures were changed in FY/15, so no data is available for previous years.

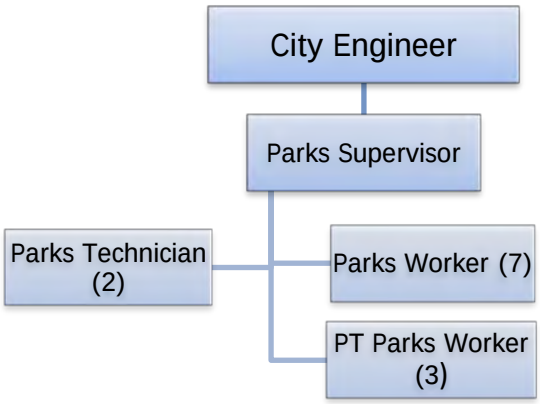
Streets/Traffic Services Section

Expenditures	FY 2014/2015 Budgeted	FY 2015/2016 Budgeted	FY 2016/2017 Recommended
Salaries - Regular	$ 567,067	$ 644,016	$ 671,249
Salaries - Overtime	15,060	16,566	16,566
Salaries - Part Time	65,431	92,325	93,552
Benefits	284,821	321,309	328,887
Total Personnel	**$ 932,379**	**$ 1,074,216**	**$ 1,110,254**
Professional Services	$ 34,050	$ 34,050	$ -
Electricity	438,400	475,000	545,750
Telephone	-	-	25,000
Vehicle Maintenance	81,500	81,500	81,500
Equipment Maintenance	-	-	-
Infrastructure Maintenance	426,150	486,150	551,150
Wash Maintenance	12,000	12,000	18,000
Equipment Rentals	8,000	8,000	8,000
Advertising	1,000	1,000	1,000
Professional Associations	1,000	1,000	1,500
Travel & Training	11,355	11,355	10,935
Office Supplies	1,900	1,900	1,900
Specialized Supplies	115,775	121,775	115,775
Fuel	70,875	70,875	60,250
Total O&M	**$ 1,202,005**	**$ 1,304,605**	**$ 1,420,760**
Infastructure	$ 7,005,832	$ 3,525,000	2,460,158
Vehicles	272,000	-	270,000
Machinery & Equipment	502,500	-	40,000
Total Capital	**$ 7,780,332**	**$ 3,525,000**	**$ 2,770,158**
Totals	**$ 9,914,716**	**$ 5,903,821**	**$ 5,301,172**

Comments

The Infrastructure budget includes yearly street maintenance, installation of a traffic signal at Campus and Colombo, and other major roadway repairs or new construction.

Parks Maintenance



Expenditure by Fund			
	Budgeted FY 2015	Budgeted FY 2016	Budgeted FY 2017
General	$1,056,370	$894,475	$1,141,972
Grants	1,500,000	1,921,374	750,000
Donations	4,000	0	0
Park Dev Fees	12,000	0	0
Capital	370,000	0	0
Total	**$2,942,370**	**$2,815,849**	**$1,891,972**

Description:

The Parks Maintenance section is currently comprised of one supervisor, two technicians, seven workers, and three part time workers. This staff maintains 21 park sites encompassing 280 acres, as well as 8 miles of park trails. Staff also maintains 38 acres of sports facilities and 36 acres of municipal landscaping at 21 sites. Park Maintenance staff oversees the operations of the City's aquatic center pool operating systems, which includes a 425,000 gallon wave pool, 138,000 gallon dive pool, and an 8,700 gallon therapy pool. Parks maintenance staff provides support for numerous events at City facilities, sports fields, and the aquatic facility such as park reservations, special events, concerts, movies, Christmas festivities, and parades.

Major Accomplishments:

1. Managed 3,286 Sport Field reservations.
2. Managed 768 booked Park Facilities reservations.
3. Worked nearly 1,000 hours to support 33 major community events.
4. Assisted volunteer groups that provided a variety of services ranging from trash pick-up to planting trees and shrubs at various City locations.

5. Supervised and assisted contractors in the installation of the new walkways as part of the ADA Improvement Project at Veterans Memorial Park.
6. Performed in-depth audits of all playground equipment and features to identify necessary repairs or improvements for public safety.
7. Upgraded four Little League Baseball Fields on the Stone Complex by removing the infield grass, bringing in new infield mix, building four new mounds and installation of stabilized clay field blocks in batter's box and pitching mound areas to provide safer playing conditions. New base anchors were installed to accommodate the Intermediate Division age group of Little League players.
8. Oversaw the installation of new BEC System 7 water quality and chemical controllers at The Cove.
9. Oversaw the removal, re-building and re-installation of the main circulation pump assembly for The Cove water filtration system.
10. Currently managing the upcoming new bulkhead installation at The Cove.
11. Oversaw the installation of new Maxicom irrigation system water saving hardware at numerous Sports Field and Park Facilities locations.
12. Performing work on the restoration of the Eddie Cyr Soccer Fields.
13. Worked with the City Compost Facility to utilize over 500 tons of their compost for topdressing and overseeding operations on the Sports Fields and in the Parks.
14. Removed old plastic valve boxes and installed 16 new concrete valve boxes with metal lids to minimize traffic damage to the main 6" irrigation line crossing the event area at Veterans Memorial Park. Also added delineators on all valve boxes.

Goals

Goals	Objectives
Sustain and improve the quality of existing City Parks, Sports Fields and Public Grounds.	• Ensure that Parks, Sports Fields and Public Grounds are clean, litter free, and safe for public use. • Conduct a customer survey to gauge satisfaction levels with City Parks, Sports Fields, and Public Grounds. • Continue to work the Cochise Water Project, Horizon Irrigation, and their project partners to look for ways to mitigate water usage on Parks and Sports Field turf areas. • Maintain City grounds to facilitate safe public access and to complement City buildings. • Continue the relationships with community volunteer groups such as the Desert Gardeners and U of A Master Gardeners that desire to take part in the stewardship of desert landscaped areas within City grounds.

Goals	Objectives
Ensure that staff receives training and are fully certified to safely perform their job duties.	• Promote job training programs and other ongoing education opportunities which further develop a skilled workforce. • Provide regularly scheduled safety awareness training for all staff. • Integrate a variety of training methods and topics to maintain effectiveness.

Performance Measures

	FY12/13	FY13/14	FY14/15	FY16/17
Residential Survey: Quality of Parks: Excellent*	N/A	N/A	28%	16%
Residential Survey: Quality of Parks: Good*	N/A	N/A	45%	57%
Residential Survey: Quality of Parks: Fair*	N/A	N/A	7%	27%
Residential Survey: Quality of Parks: Poor*	N/A	N/A	0%	0%

Note: Performance measures were changed in FY/15, so no data is available for previous years. Also, FY 16/17 data was derived from the "Sports Field" category of the National Citizen survey.

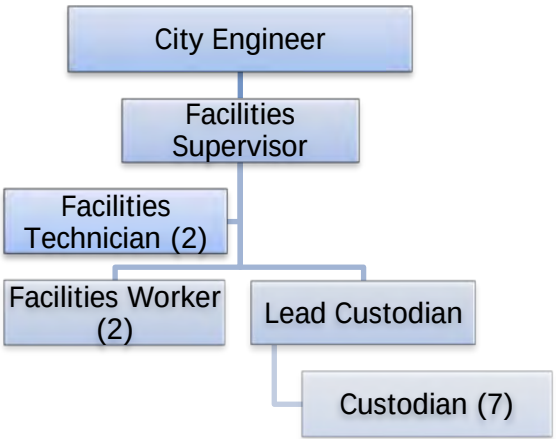
Parks Facilities Maintenance Services

Expenditures	FY 2014/2015 Budgeted	FY 2015/2016 Budgeted	FY 2016/2017 Budgeted
Salaries - Regular	$ 432,912	$ 411,869	$ 398,819
Salaries - Part Time	$ -	$ -	$ 34,953
Overtime	$ 13,193	$ 7,179	7,179
Benefits	170,240	162,077	163,806
Total Personnel	**$ 616,345**	**$ 581,125**	**$ 604,757**
Professional Services	$ 44,500	$ 43,000	$ 53,500
Building Maintenance	18,500	13,500	13,500
Vehicle & Equipment Maint	-	-	-
Infrastructure Maintenance	107,450	100,100	109,750
Office Supplies	67,500	67,500	67,500
Recreation Supplies	92,075	89,250	81,450
Total O&M	**$ 330,025**	**$ 313,350**	**$ 325,700**
Buildings	$ 50,000	$ -	$ -
Other Improvements	1,875,000	1,921,374	936,515
Machinery & Equipment	67,000	-	25,000
Total Capital	**$ 1,992,000**	**$ 1,921,374**	**$ 961,515**
Totals	**$ 2,938,370**	**$ 2,815,849**	**$ 1,891,972**

Comments

In FY16, Public Works consolidated the Sports Fields Section with Parks Maintenance. For ease of comparison, the FY14 and FY15 budgets from both sections were combined on this chart.

Facilities



Expenditure By Type			
	Budgeted FY 2015	Budgeted FY 2016	Budgeted FY 2017
General	$2,198,228	$2,213,458	$2,165,910
Sewer	166,763	39,324	39,915
Refuse	52,063	39,324	39,915
Total	**$2,417,054**	**$2,292,106**	**$2,495,740**

Description

This section is responsible for the maintenance of all City-owned and leased buildings and their associated operating systems.

Major Accomplishments:

1. Replaced roof panel cabling system at the Cove.
2. Painted exterior of PCC, Police Station (old side), and Fire Station #2.
3. Installed LED light tubes and fixtures for lighting retrofits per Energy Management Directive at the Fleet building.
4. Repaired the roof at Fire Station #1.
5. Repaired and recoated the roof at the Airport Terminal building and the Wastewater office building.
6. Replaced an HVAC unit at Fire Station #2.
7. Installed new automatic doors at the main entrance to the Ethel Berger Center.
8. Upgraded and repaired the fire sprinkler system at City Hall to bring it into code compliance.
9. Installed new natural gas radiant heat panels in Fleet building bay areas.
10. Installed three identification card readers at the Fleet building.
11. Replaced two HVAC units at the OYCC TR building.
12. Sealed skylights at the Cove and City Hall.

Goals

Goals	Objectives
Provide quality maintenance and custodial services to all city-owned or leased buildings.	• Assist with City Council Strategic Initiative to "Create an asset inventory and needs assessment for all City facilities to guide future investments." • Manage City facilities assets in a way that prolongs their useful life and minimizes failures and emergency repairs. • Ensure that all maintenance services are provided in a professional, sustainable, cost effective, and environmentally safe manner.
Complete Capital projects on time and within budget.	• Work with internal and external resources to prioritize projects early in the fiscal year. • Look for opportunities to "value engineer" projects to achieve an end result which meets established goals while also being cost effective.
Provide quality customer service.	• Complete work orders in a timely manner. • Resolve customer issues within a reasonable response time and in a professional and courteous manner. • Reduce call-outs through increased preventive maintenance.
Reduce City utility usage through effective energy management.	• Implement an Energy Management Program. • Educate City employees on the Energy Management policy and energy conservation opportunities.

Performance Measures

	FY12/13	FY13/14	FY14/15	FY15/16
Internal Survey: Custodial Cleaning Services: Quality: Excellent	N/A	N/A	33%	36%
Internal Survey: Custodial Cleaning Services: Quality: Good	N/A	N/A	44%	40%
Internal Survey: Custodial Cleaning Services: Quality: Fair	N/A	N/A	5%	17%
Internal Survey: Custodial Cleaning Services: Quality: Poor	N/A	N/A	2%	5%

Note: Performance measures were changed in FY/15, so no data is available for previous years.

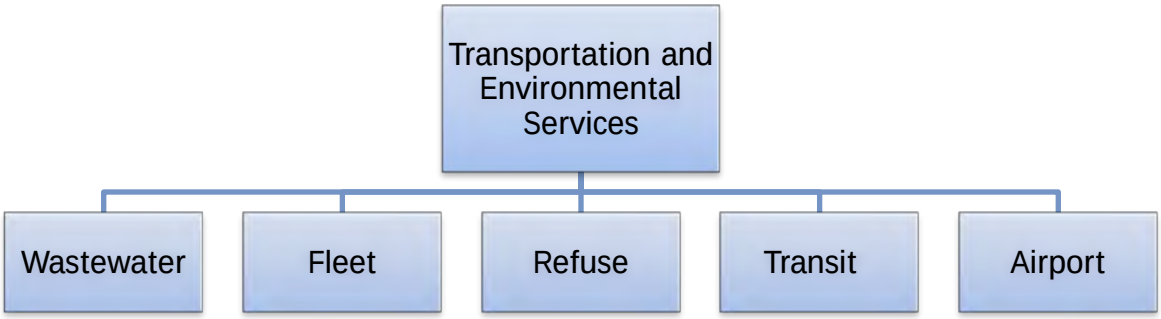
Facilities

Expenditures	FY 2014/2015 Budgeted	FY 2015/2016 Budgeted	FY 2016/2017 Recommended
Salaries - Regular	$ 442,530	$ 482,128	$ 459,757
Salaries - Overtime	7,691	8,460	8,460
Salaries - Part Time	-	-	38,025
Benefits	186,998	193,577	189,198
Total Personnel	**$ 637,219**	**$ 684,165**	**$ 695,440**
Professional Services	$ 143,500	$ 149,000	$ 149,000
Electricity	607,035	550,000	550,000
Water	180,000	180,000	180,000
Natural Gas	200,000	200,000	200,000
Office Equipment Maintenance	1,000	3,500	3,500
Equipment Maintenance	38,000	38,000	38,000
Building Maintenance	73,200	48,700	63,200
Infrastructure Maintenance	43,600	35,600	38,600
Specialized Supplies	59,000	78,000	78,000
Total O&M	**$ 1,345,335**	**$ 1,282,800**	**$ 1,300,300**
Buildings	**$ -**	**$ -**	**$ 500,000**
Infastructure	424,500	325,141	-
Machinery & Equipment	10,000	-	-
Total Capital	**$ 434,500**	**$ 325,141**	**$ 500,000**
Totals	**$ 2,417,054**	**$ 2,292,106**	**$ 2,495,740**

Comments

Water, natural gas, and electricity for all City departments are included in the Facilities Section budget.

Municipal Services



Vision

Develop and maintain professional staffing and expertise that can provide expedient and accurate maintenance and public services that exceed the expectations of our residents and overall community.

Mission Statement

Ensure that all public improvements constructed by public funds or private developers are properly planned, designed, constructed, and inspected in order to provide for safe, functional, and economical systems for the citizens of Sierra Vista. Efficiently and effectively maintain City buildings, fleet, parks and sport fields.

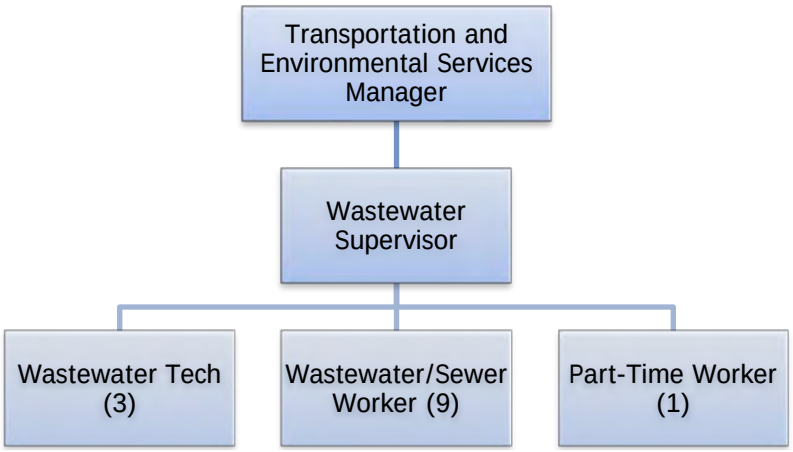
Description:

The Transportation and Environmental Services Division of Public Works consists of the Wastewater, Fleet Maintenance, Refuse, Transit, and Airport sections. These sections are responsible for maintaining City sewer infrastructure and the Environmental Operations Park; City fleet and equipment; refuse collection and disposal; Vista Transit operations; and the Sierra Vista Municipal Airport.

Municipal Services Division

Expenditures	FY 2014/2015 Budgeted	FY 2015/2016 Budgeted	FY 2016/2017 Recommended
Wastewater Services Section	$ 635,426	$ 732,684	$ 767,591
Fleet Services Section	$ 571,851	$ 471,807	$ 462,980
Refuse Services Section	$ 888,381	$ 1,107,966	$ 1,055,680
Transit Services Section	809,660	798,473	833,876
Airport Services Section	111,357	119,662	122,371
Total Personnel	**$ 3,016,675**	**$ 3,230,592**	**$ 3,242,498**
Wastewater Services Section	$ 1,899,930	$ 2,245,200	$ 2,130,250
Fleet Services Section	1,961,500	1,954,700	1,560,250
Refuse Services Section	2,418,225	2,838,125	2,315,900
Transit Services Section	458,788	458,340	426,300
Airport Services Section	1,009,200	1,046,200	798,850
Total O&M	**$ 7,747,643**	**$ 8,542,565**	**$ 7,231,550**
Wastewater Services Section	$ 2,079,000	$ 519,000	$ 995,000
Fleet Services Section	$ -	$ -	$ 39,000
Refuse Services Section	$ 1,370,000	$ 1,415,000	$ 410,000
Transit Services Section	$ 590,212	$ 300,086	$ 689,628
Airport Services Section	$ 2,350,000	$ 2,148,000	$ 2,500,000
Total Capital	**$ 6,389,212**	**$ 4,382,086**	**$ 4,633,628**
Totals	**$ 17,153,530**	**$ 16,155,243**	**$ 15,107,676**

Wastewater



Expenditure by Type			
	Budgeted FY 2015	Budgeted FY 2016	Budgeted FY 2017
Sewer	$4,614,356	$3,496,884	$3,892,841
Total	**$4,614,356**	**$3,496,884**	**$3,892,841**

Description

This section is funded by the Sewer Enterprise Fund and is responsible for the maintenance of the City's sewer collection system and operation of the City's Water Reclamation and Effluent Recharge Facility (WRF) at the Environmental Operations Park (EOP). This section is also responsible for operation and maintenance of the City's four potable water well systems.

Major Accomplishments

1. Treated and recharged 2,830 acre feet of effluent for a yearly total of 922 million gallons.
2. Expanded the existing EOP mosquito abatement program with the Arizona Department of Health Services by adding adulticide spraying to ongoing countermeasures such as trapping and testing mosquitoes, applying larvicide, and thinning wetland areas to mitigate the spread of the West Nile Virus.
3. Cleaned 129 miles of sanitary sewer pipe.
4. Inspected and treated 715 manholes for pests.
5. Conducted 14 sewer point repairs of the sanitary sewer collection system.

Goals

Goals	Objectives
Consistently improve quality of services provided for residential and commercial sewer customers.	• Provide public outreach to educate citizens on the operations of the section. • Maintain a high level of response to customer inquiries or concerns.
Maintain city sewer lines, manholes, and treatment facility through various programs.	• Maintain the mosquito control program and measure the effectiveness of larvicide and adulticide applications to control population at the EOP. • Identify and improve problem sewer lines to reduce emergency call-outs.
Operate, maintain, and monitor water use of City's water wellheads and distribution systems.	• Compile a monthly water usage report. • Operate and maintain city-owned fire hydrants at the airport. • Sound water tables monthly.
Operate, maintain, and monitor the EOP to increase efficiencies.	• Utilize new technologies to more effectively monitor water recharge flows. • Utilize new technologies to better evaluate influent flows and assess final water quality.

Performance Measures

	FY12/13	FY13/14	FY14/15	FY15/16
Number of customer complaints per 1,000 people served.	N/A	<1	<1	<1
Number of educational presentations to the public.	N/A	N/A	8	11
Miles of sewer collection lines cleaned as a percentage of total miles.	N/A	42%	39%	43%
% of work that is emergency response.	N/A	<1%	<1%	<1%
Number of sanitary sewer overflows or stoppages per 100 miles of sewer line.	N/A	<1%	<1%	0

Wastewater

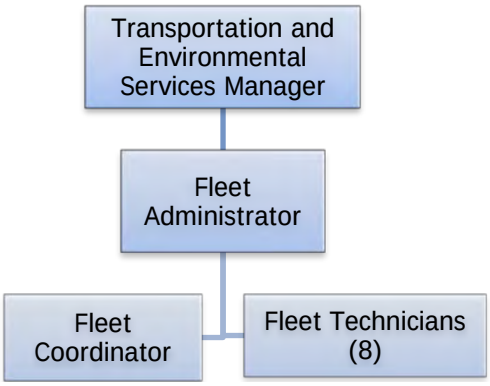
Expenditures	FY 2014/2015 Budgeted	FY 2015/2016 Budgeted	FY 2016/2017 Recommended
Salaries - Regular	$ 406,346	$ 453,142	$ 475,461
Salaries - Overtime	4,107	4,518	4,518
Salaries - Part Time	43,274	17,978	17,978
Benefits	181,699	257,046	269,634
Total Personnel	**$ 635,426**	**$ 732,684**	**$ 767,591**
Depreciation Expense	$ 500,000	$ 1,000,000	$ 1,000,000
Professional Services	416,200	386,200	405,700
Electricity	314,730	250,000	200,000
Water	20,000	27,000	30,000
Vehicle Maintenance	50,200	50,200	45,000
Infrastructure Maintenance	315,000	240,000	165,000
Equipment Rentals	4,000	24,000	20,000
Advertising	18,000	9,000	2,000
Professional Associations	2,000	1,000	1,000
Travel & Training	8,500	8,500	9,000
Specialized Supplies	202,050	202,050	227,550
Software	2,000	-	-
Fuel	47,250	47,250	25,000
Total O&M	**$ 1,899,930**	**$ 2,245,200**	**$ 2,130,250**
Infastructure	$ 2,079,000	$ 234,000	$ 355,000
Vehicles	$ -	$ 285,000	$ 595,000
Machinery & Equipment	-	-	45,000
Total Capital	**$ 2,079,000**	**$ 519,000**	**$ 995,000**
Totals	**$ 4,614,356**	**$ 3,496,884**	**$ 3,892,841**

Comments

The Vehicles expenditure is for a sewer vactor replacement.

The Infrastructure budget includes yearly sewer line reconstruction and repair.

Fleet Services



Expenditure by Fund			
	Budgeted FY 2015	Budgeted FY 2016	Budgeted FY 2017
General	$2,533,351	$2,426,507	$2,062,230
Total	**$2,533,351**	**$2,426,507**	**$2,062,230**

Description

The Fleet Maintenance staff consists of a Public Works Administrator, a Fleet Service Coordinator, and 8 Technicians. This section is responsible for maintaining and providing fuel for 662 City assets and is tasked to evaluate and replace failing vehicles and equipment for all City departments. The Fleet Maintenance staff also provides fleet maintenance services to 22 outside government agencies and fueling services to 7 additional entities through Intergovernmental Agreements (IGAs).

Major Accomplishments

1. Developed specifications, ordered and received:
    a. Ten Ford Explorer Pursuit Police Interceptor Vehicles (PPIV) with the City's new branding design.
    b. Three new refuse trucks with the City's new branding design.
    c. One Community Awareness Response Education (CARE) Vehicle for the Fire Department
    d. One Front Loader Kubota Tractor that will be used in Compost Operations.
2. Determined surplus vehicles/equipment and assisted the Procurement Division with online vehicle and equipment auctions.
3. Maintained fueling facility, which sold 78,479 gallons of fuel to IGA customers.
4. Dispensed 325,863 gallons to City assets:

a. 154,924 of Unleaded
b. 81,578 of Diesel
c. 33,658 of E85
d. 55,703 of Bio Diesel

5. Incorporated the Integrated Business Solutions (IBS) NAPA into fleet operations.

Goals

Goals	Objectives
Maintain the City and IGA fleet through appropriate maintenance programs.	• Continue working towards the establishment and implementation of a proactive PM scheduling program for all vehicles. • Complete preventive maintenance on all vehicles within ten days of service due date. • Complete all non-emergency vehicle and equipment repairs within five days of request.
Update the Five-Year Capital Maintenance and Replacement Plan and assist in implementing the plan each fiscal year.	• Determine the quantity and types of vehicles and equipment that require replacement. • Assist departments in preparing specifications for all replacement vehicles and equipment. • Assist Procurement in preparing City assets for auction and out of service. • Develop an accurate inventory of vehicles and equipment.
Provide quality customer service to all external agencies and internal departments.	• Meet with department representatives each year and review recommended new or replacement vehicles and equipment. • Educate customers on operational methods that could reduce future maintenance and repair costs. • Utilize the Tyler Munis fleet management and maintenance program in conjunction with a new fuel management program to provide improved tracking, vehicle amortization, and a preventive maintenance schedule.
Develop improved vehicle maintenance parts program utilizing Integrated Business Solutions (IBS) NAPA.	• Establish an accurate working parts inventory that best assists overall department needs for vehicles and equipment repairs.
Purchase an updated fueling program.	• Acquire and utilize a fuel management system that will provide improved tracking and accurate usage, billing, and miles per gallon (MPG). • Develop a preventive maintenance program utilizing the fuel management program.

	• Continue to develop and distribute fuel conservation measures to customers.

Performance Measures

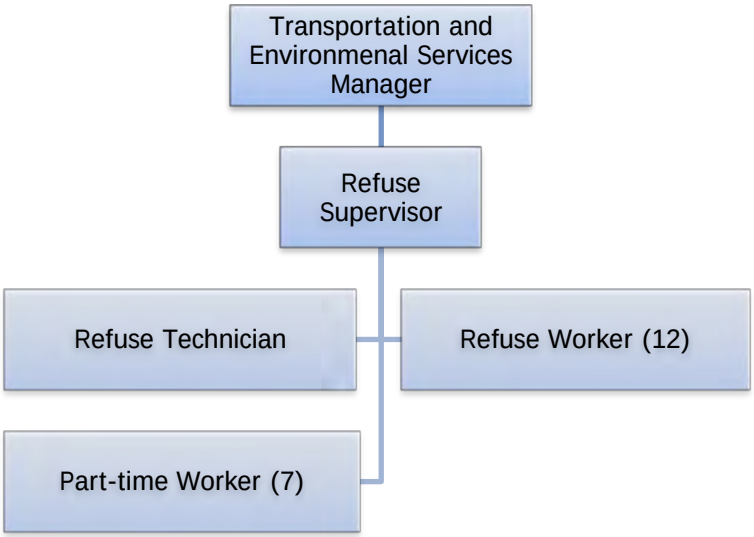
	FY12/13	FY13/14	FY14/15	FY15/16
Internal Survey: Fleet Management: Quality of Service: Excellent	N/A	N/A	39%	N/A*
Internal Survey: Fleet Management: Quality of Service: Good	N/A	N/A	25%	N/A*
Internal Survey: Fleet Management: Quality of Service: Fair	N/A	N/A	4%	N/A*
Internal Survey: Fleet Management: Quality of Service: Poor	N/A	N/A	1%	N/A*

*Public Works did not perform an internal survey in FY 15/16 in order to avoid a conflict with the National Citizen Survey.

Fleet

Expenditures	FY 2014/2015 Budgeted	FY 2015/2016 Budgeted	FY 2016/2017 Recommended
Salaries - Regular	$ 422,382	$ 337,040	$ 325,453
Salaries - Overtime	7,691	8,460	8,460
Benefits	141,778	126,307	129,067
Total Personnel	**$ 571,851**	**$ 471,807**	**$ 462,980**
Professional Services	$ 42,900	$ 36,600	$ 35,600
Vehicle Maintenance	690,600	700,600	500,000
Specialized Supplies	49,000	38,500	22,500
Fuel	1,179,000	1,179,000	1,002,150
Total O&M	**$ 1,961,500**	**$ 1,954,700**	**$ 1,560,250**
Vehicles	-	-	-
Machinery & Equipment	$ -	$ -	$ 39,000
Total Capital	**$ -**	**$ -**	**$ 39,000**
Totals	**$ 2,533,351**	**$ 2,426,507**	**$ 2,062,230**

Refuse Services



Expenditure By Type			
	Budgeted FY 2015	Budgeted FY 2016	Budgeted FY 2017
Refuse	$4,676,606	$5,361,091	$3,781,580
Total	**$4,676,606**	**$5,361,091**	**$3,781,580**

Description

The Refuse Services Section is funded by the Refuse Enterprise Fund and provides for the collection of solid waste generated by City residents and commercial customers. This section is also responsible for overseeing recycling programs and composting operations.

Major Accomplishments:

1. Extended the Fort Huachuca Residential Trash/Recycling Contract.
2. Supported/hosted special community events, including annual Customer Appreciation Day, West End Fair, Fourth of July Celebration, Festival of the Southwest, OktoberFest, and State Land Cleanup.
3. Successfully diverted 480 dry metric tons of Class A biosolids into the composting process to increase diversion savings and improve compost quality.
4. Produced special blend compost and delivered 500 tons of compost to City sports fields and parks to be used as a soil amendment and to conserve water.
5. Implemented Large Commercial dumpster recycling program, resulting in an additional 44 tons of solid waste diverted from the landfill.
6. Maintained glass recycling drop-off site at the PCC, diverting 100 tons of glass.
7. Acquired new accounts in Commercial, Small Commercial, and Roll-Off services.

Goals

Goals	Objectives
Provide efficient and convenient Refuse and Recycling services to the City's Refuse customers.	• Monitor customer satisfaction with Refuse and Recycling services through an annual customer satisfaction survey. • Respond to new service orders within three working days. • Review operations and seek areas to control costs both internally and externally.
Educate and inform customers about City Refuse and Recycling services and programs.	• Educate City Refuse customers on Refuse and Recycling programs through effective marketing avenues and through staff participation at annual events. • Distribute at least annually a collection schedule and other service and program related information. • Utilize a variety of formats to educate and inform customers about Refuse and Recycling programs.
Provide City Refuse customers additional options to reduce, reuse, and recycle.	• Increase residential and commercial customer participation in the recycling program through ongoing marketing and outreach efforts. • Increase recycling efforts by expanding the opportunity to include large dumpster commercial recycling. • Evaluate opportunities to reduce, reuse, and recycle materials and work in collaboration with Cochise County and other partners.

Performance Measures

	2013	2014	2015
Residential Survey: Refuse Collection: Excellent	N/A	N/A	49%
Residential Survey: Refuse Collection: Good	N/A	N/A	23%
Residential Survey: Refuse Collection: Fair	N/A	N/A	1%
Residential Survey: Refuse Collection: Poor	N/A	N/A	2%
Total Waste Diversion: Percentage diverted*	N/A	28%	24%

*Calendar Year 2015 waste diversion.

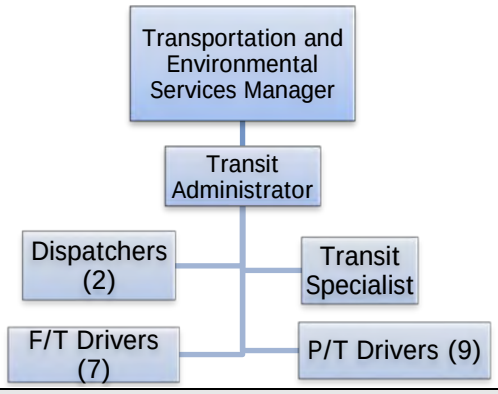
Refuse

Expenditures	FY 2014/2015 Budgeted	FY 2015/2016 Budgeted	FY 2016/2017 Recommended
Salaries - Regular	$ 514,185	$ 560,895	$ 531,832
Salaries - Overtime	19,135	21,049	21,049
Salaries - Part Time	99,794	134,221	130,421
Benefits	255,267	391,801	372,378
Total Personnel	**$ 888,381**	**$ 1,107,966**	**$ 1,055,680**
Depreciation Expense	$ 370,000	$ 450,000	$ 450,000
Professional Services	62,000	154,450	130,000
Intergovernmental Contracts	1,050,000	1,200,000	1,015,000
Electric	1,500	1,600	1,600
Water	9,100	10,300	10,300
Vehicles & Equipment Maint	302,900	302,900	302,500
Infrastructure Maintenance	20,000	20,000	5,000
Professional Associations	1,500	1,500	1,500
Rentals	5,000	10,000	-
Travel & Training	7,200	7,200	5,000
Printing & Binding	19,000	22,000	14,000
Postage	-	-	-
Advertising	52,000	52,000	10,000
Supplies	2,400	2,400	1,000
Specialized Supplies	240,000	313,650	185,000
Fuel	275,625	290,125	185,000
Total O&M	**$ 2,418,225**	**$ 2,838,125**	**$ 2,315,900**
Machinery & Equipment	$ -	$ -	$ -
Infastructure	-	-	-
Buildings	-	-	-
Vehicles	1,370,000	1,415,000	410,000
Total Capital	**$ 1,370,000**	**$ 1,415,000**	**$ 410,000**
Totals	**$ 4,676,606**	**$ 5,361,091**	**$ 3,781,580**

Comments

The Intergovernmental Contracts budget is for the County transfer station.

Transit Services



Administrative Expenditure by Fund			
	Budgeted FY 2015	Budgeted FY 2016	Budgeted FY 2017
LTAF	$572,880	$572,427	$959,921
Total	**$572,880**	**$572,427**	**$959,921**

Description

The Transit Services Section is responsible for the planning of public transit routes and equipment purchases in accordance with the Vista Transit Master Plan, along with overseeing the day-to-day operations of the Sierra Vista Transit System.

Operations Expenditure by Fund			
	Budgeted FY 2015	Budgeted FY 2016	Budgeted FY 2017
LTAF	$1,285,780	$984,472	$989,883
Total	**$1,285,780**	**$984,472**	**$989,883**

Major Accomplishments:

1. Completed the transition to FTA's new TrAMS 5307 Grant Application.
2. Conducted Vista Transit's first Baseline Assessment of Security Enhancement (BASE) in coordination with the Transportation Security Administration
3. Successfully implemented portions of Vista Transit's Short Range Transit Plan by adjusting routes to get bus stops out of the Kmart and Safeway shopping centers, thereby improving safety.
4. Successfully completed the small urban National Transit Database process for Vista Transit.
5. Actively partnered with the Arizona Transit Association (AzTA) to promote pro-Transit legislation in Arizona.
6. Actively partnered with SEAGO to receive grant funding for a Douglas, Bisbee, and Sierra Vista intercity service feasibility study.

Goals

Goals	Objectives
Effectively market Vista Transit services to citizens of Sierra Vista and Fort Huachuca to increase ridership.	• Educate the public about Vista Transit services. • Introduce Vista Transit services to at least one new user group each quarter. • Review effectiveness of marketing efforts and modify as necessary.
Provide bus operations that efficiently and effectively serve passengers' transit needs.	• Continue implementing Vista Transit's Short Range Transit Plan based on available resources. • Conduct yearly passenger surveys to assess customer satisfaction.
Generate supplemental revenue to assist in funding Vista Transit's operations.	• Develop a list of potential Vista Transit advertisers and pursue long-term advertising contracts. • Expand advertising options such as on board video and bus shelter advertising. • Identify potential transportation partners/sponsors.
Expand Vista Transit's occupational training and employee development program.	• Insure all Vista Transit employees meet yearly ADOT training requirements.
Maintain and expand coordination and collaboration efforts in the region.	• Include local, nonprofit transportation agencies in Vista Transit's monthly training sessions. • Regularly attend regional coordination meetings. • If feasible, implement intercity services between Bisbee and Sierra Vista to improve regional connectivity.

Performance Measures

	2013	2014	2015
Total number of passengers served	158,598	175,956	165,725
Operational cost per passenger trip	$6.22	$6.07	$5.80
Cost per vehicle revenue mile	$4.33	$4.22	$3.96
Cost per vehicle revenue hour	$67.93	$68.44	$52.31

Note: Transit FY runs from October 1 through September 30 each year.

Vista Transit

Expenditures	FY 2014/2015 Budgeted	FY 2015/2016 Budgeted	FY 2016/2017 Recommended
Transit-Adminstration	$ 89,190	$ 89,041	$ 94,193
Transit-Operations	720,470	709,432	739,683
Total Personnel	**$ 809,660**	**$ 798,473**	**$ 833,876**
Transit-Administration	$ 197,088	$ 183,300	$ 176,100
Transit-Operations	261,700	275,040	250,200
Total O&M	**$ 458,788**	**$ 458,340**	**$ 426,300**
Transit-Administration	$ 286,212	$ 300,086	$ 689,628
Transit-Operations	304,000	-	-
Total Capital	**$ 590,212**	**$ 300,086**	**$ 689,628**
Totals	**$ 1,858,660**	**$ 1,556,899**	**$ 1,949,804**

Transit Administration

Expenditures	FY 2014/2015 Budgeted	FY 2015/2016 Budgeted	FY 2016/2017 Recommended
Salaries - Regular	$ 66,848	$ 67,755	$ 71,677
Benefits	22,342	21,286	22,516
Total Personnel	**$ 89,190**	**$ 89,041**	**$ 94,193**
Professional Services	$ 2,000	$ 2,000	$ 2,000
Electricity	-	-	-
Water	-	-	-
Telphone	-	-	-
Natural Gas	-	-	-
Vehicle Maintenance	175,000	175,000	167,800
Equipment Maintenance	2,625	-	-
Infrastructure Maintenance	6,288	-	-
Advertising	-	-	-
Printing & Binding	2,250	-	-
Travel & Training	6,300	6,300	6,300
Office Supplies	2,625	-	-
Specialized Supplies	-	-	-
Total O&M	**$ 197,088**	**$ 183,300**	**$ 176,100**
Infrastructure	-	-	25,628
Machinery & Equipment		300,086	304,000
Vehicles	286,212	-	360,000
Total Capital	**$ 286,212**	**$ 300,086**	**$ 689,628**
Totals	**$ 572,490**	**$ 572,427**	**$ 959,921**

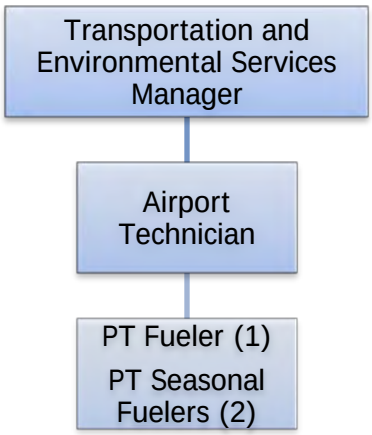
Comments

The Sierra Vista Public Transit System receives grant funding from the federal government through the Federal Transportation Administration's 5307 grant program.

Transit Operations

Expenditures	FY 2014/2015 Budgeted	FY 2015/2016 Budgeted	FY 2016/2017 Recommended
Salaries - Regular	$ 353,539	$ 364,357	$ 385,161
Salaries - Overtime	5,269	5,304	6,137
Salaries - Part Time	172,620	160,909	174,315
Benefits	189,042	178,862	174,070
Total Personnel	**$ 720,470**	**$ 709,432**	**$ 739,683**
Professional Services	$ 1,300	$ 8,840	$ 6,300
Electricity	6,000	6,000.0	6,000.0
Water	1,200	1,200.0	1,200.0
Telephone	10,200	7,000	7,000
Natural Gas	4,000	4,000	4,000
Vehicle Maintenance	-	-	-
Equipment Maintenance	875	3,500	3,500
Infrastructure Maintenance	-	-	4,000
Insurance	45,000	46,500	65,000
Advertising	23,000	23,000	7,500
Printing & Binding	6,750	9,000	9,000
Travel & Training	-	-	5,000
Office Supplies	875	3,500	3,500
Specialized Supplies	10,500	10,500	10,200
Safety Supplies	-	-	1,500
Fuel	152,000	152,000	116,500
Total O&M	**$ 261,700**	**$ 275,040**	**$ 250,200**
Improvements Other Than Bldgs	$ -	$ -	$ -
Machinery and Equipment	304,000	-	-
Vehicles	-	-	-
Total Capital	**$ 304,000**	**$ -**	**$ -**
Totals	**$ 1,286,170**	**$ 984,472**	**$ 989,883**

Municipal Airport



Description

This Section is funded by the Airport Fund and is responsible for overseeing the operations at the Sierra Vista Municipal Airport. The Airport Services Section maintains general aviation hangars, tie-down areas, fueling areas, the aviation ground services hangar, taxiways, aircraft apron areas, and lighting systems associated with the Airport.

Major Accomplishments

1. Hosted the 23rd Annual Airport Open House. Coordinated Fly-In event with the Experimental Airport Association and provided first flights to approximately 300 children under the age of 17.
2. Conducted a Part 139 inspection with the Federal Aviation Administration
3. Successfully supported air operations for the U.S. Forest Service and Parks Service by providing fuel services to aircraft and helicopters during fire incidents.
4. Implemented hangar lease incentives recommended by the Airport Commission to hopefully attract new tenants.

Goals

Goals	Objectives
Maintain quality airport infrastructure that supports the needs of customers and provides for safe and efficient airfield operations.	• Conduct and document inspections to comply with OSHA, NFPA, TSA, and FAA regulations. • Work in partnership with Libby Army Airfield to issue and maintain all NOTAMS and emergency response activities. • Work with the Facilities and Streets Maintenance Sections to address maintenance concerns and conduct needed repairs.

Goals	Objectives
Improve the economic viability of the Airport by investigating and implementing changes to increase revenue.	• Develop new strategies to help improve facility vacancy rates. • Investigate new options for generating increased revenue, such as additional marketing or revised user fees.
Maintain a high level of support for airport operators.	• Explore additional opportunities to enhance service operations. • Maintain regular contact with key representatives to respond promptly to any needs.

Performance Measures

	2012	2013	2014	2015
Number of call-outs for customer support.	N/A	N/A	77	46
Total number of tie-down and hangar customers.	65	56	50	48
Airport operators' level of satisfaction with support services.	N/A	52%	35%	N/A*

*Public Works did not perform an internal survey in 2015 in order to avoid a conflict with the National Citizen Survey.

	FY12/13	FY13/14	FY14/15	FY 15/16
Percent of occupancy of the hangers	**73%**	**66%**	**58%**	**57%**

Fueling Service FY 15/16

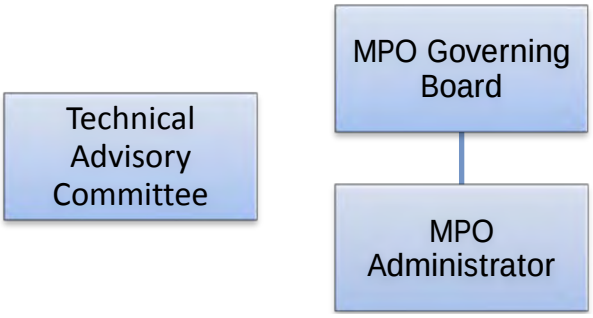
Aviation Gasoline:
17,055 Gallons Sold
Jet Fuel:
126,766 Gallons Sold
Self-Serve:
16,629 Gallons Sold
Totals:
160,450 Gallons Sold

Airport

Expenditures	FY 2014/2015 Budgeted	FY 2015/2016 Budgeted	FY 2016/2017 Recommended
Salaries - Regular	$ 43,448	$ 43,810	$ 66,045
Salaries - Overtime	5,131	5,644	5,644
Salaries - Part Time	40,000	35,346	14,707
Benefits	22,778	34,862	35,975
Total Personnel	**$ 111,357**	**$ 119,662**	**$ 122,371**
Professional Services	$ 45,200	$ 107,200	$ 7,200
Electricity	43,000	43,000	33,600
Telephone	4,000	4,000	-
Natural Gas	4,000	4,000	3,000
Building Maintenance	4,700	4,700	-
Infrastructure Maintenance	8,100	8,100	8,100
Equipment Rentals	27,000	27,000	27,000
Advertising	7,500	7,500	3,000
Specialized Supplies	12,000	12,000	12,000
Travel & Training	3,700	3,700	3,700
Fuel	850,000	825,000	701,250
Total O&M	**$ 1,009,200**	**$ 1,046,200**	**$ 798,850**
Infastrucure	$ 2,350,000	$ 2,033,000	$ 2,500,000
Machinery & Equipment	-	115,000	-
Total Capital	**$ 2,350,000**	**$ 2,148,000**	**$ 2,500,000**
Totals	**$ 3,470,557**	**$ 3,313,862**	**$ 3,421,221**

Comments

Infrastructure expenditures include the reconstruction of Taxiways G and J.



Description

The Sierra Vista Metropolitan Planning Organization (SVMPO) was established in May 2013. The Sierra Vista region was classified, as a result of the 2010 U.S. Census, as an Urbanized Area (UA) with a population of greater than 50,000.

Member jurisdictions of SVMPO are the City of Sierra Vista, Cochise County, and the Arizona Department of Transportation (ADOT).The Sierra Vista Metropolitan Planning Organization (SVMPO) is the designated transportation planning organization for the urbanized area of Sierra Vista, Arizona and surrounding Cochise County.

The SVMPO plans and coordinates surface transportation activities and improvements to maintain a comprehensive, cooperative, and continuing multi-agency transportation planning program for the Sierra Vista region.

The City of Sierra Vista began including the MPO in its budget process in FY16. While included in the overall City budget, the SVMPO is independently funded along with in-kind City grant matches. Through an intergovernmental agreement, the City provides financial management and oversight to the MPO, which is why the function is included in the City's budget document.

Metropolitan Planning Organization

Expenditures	FY 2014/2015 Budgeted	FY 2015/2016 Budgeted	FY 2016/2017 Recommended
Salaries - Regular	$ -	$ 74,531	$ 90,603
Benefits	-	20,867	23,549
Total Personnel	**$ -**	**$ 95,398**	**$ 114,152**
Professional Services - Enginee	$ -	$ 300,322	$ 221,221
Professional Services - Other	$ -	$ 59,982	$ 34,189
Telephone	$ -	$ 700	$ 700
Office Rental	$ -	$ 24,000	$ 30,000
Postage	$ -	$ 500	$ 1,200
Advertising	$ -	$ 6,500	$ 6,500
Printing & Binding	$ -	$ 1,000	$ 1,000
Professional Associations	$ -	$ 4,000	$ 4,000
Travel & Training	$ -	$ 10,000	$ 5,000
Specialized Supplies	$ -	$ 1,000	$ 3,500
Software	$ -	$ 303	$ 303
Total O&M	**$ -**	**$ 408,307**	**$ 307,613**
Infrastructure	$ -	$ 30,000	$ -
Total Capital	**$ -**	**$ 30,000**	**$ -**
Totals	**$ -**	**$ 533,705**	**$ 421,765**

Introduction

The City of Sierra Vista is committed to providing the Citizens of Sierra Vista with the highest level of quality in public infrastructure. In order to meet the future needs of the community, the City must plan for the future. The Capital Improvement Plan (CIP) allows the City to prepare for future needs. Having a plan allows the City to develop tentative funding sources.

The Sierra Vista City Council adopted a Strategic Leadership Plan in 2007 addressing the needs of the community. One of the council Strategic Leadership Plan objectives was to create and adopt a 5-year Capital Improvement Plan. The City has been proactive in developing a Capital Improvement Plan in order to ensure that the City and its citizens are aware of future capital infrastructure. The Strategic Leadership Plan has since been updated every two years, most recently in May 2015.

The Capital Improvement Plan also includes the City's Capital Infrastructure Improvement Plan. The infrastructure improvement plan is the formal document used to assess development impact fees. Incorporation in the fee schedule requires a project to be located on the Capital Infrastructure Plan. Development impact fees allow the City to provide the same level of service to its citizens as population grows.

Capital Improvement Plan Development

The Capital Improvement Plan (CIP) is not a plan solely developed by City staff. The City Council's adopted Strategic Leadership Plan is the planning document for the City. The Strategic Leadership Plan is the council's top priorities for the next two-years. Many of their two-year objectives are Capital Improvement Projects. The City Manager is charged with carrying out the directives of the City Council and the Strategic Leadership Plan is a directive from the council.

The City Manager utilized the development of a capital improvement submittal developed by the Citizens' Advisory Commission (CAC). The CAC is comprised of appointed members representing a city council member.

In order to assess the capital improvement needs of the City, City departments are required to submit a list of potential capital projects. Departments are the best source of information in regards to specific capital improvement needs in their department. To ensure an effective use of departmental resources, the City Manager reviews the list and selects projects that have a reasonable start date in the next five years. Departments did not need to submit a comprehensive justification for projects that will be started in the next five to ten years due to the uncertainty of future funding availability and future needs. The needs of the community beyond five years may be drastically different than the community's current needs.

Once the City Manager selected the projects that have a reasonable start date in the next five years, Department Directors submitted a capital improvement submittal form for each project. The submittal form includes detailed project information. Many of the areas addressed in the submittal form were recommendations from the CAC. Departments prioritized projects as well as provided justification for why each project should be included in the CIP.

After the projects were submitted, Department Directors met and prioritized the capital improvement projects. The department directors used a 1-5 scale to rank the projects. The scale that was used is presented here.

1	**This is a project that should be completed in the first year of the Capital Improvement Plan. Delaying the project is not a good option.** This project is a two-year Strategic Plan Objective –or- This project is necessary to alleviate a significant, existing, documented safety hazard –or- This project will not have a large impact on the City's General Fund –or- This is a project that cannot be reasonable postponed –or- The project will increase the quality of life for residents. –or- This project will address a significant public welfare situation –or- This project will have a significant impact on the ability to retain and expand business in Sierra Vista
2	**This is a project that needs to be completed in the next year or two. Delaying this project for a year is acceptable but a long-term delay is not beneficial to the community.** This project is part of the Council's Strategic Plan Goals –or- This project needs to be completed to prevent the onset of a likely safety hazard –or- This project is needed to ensure structural integrity of existing assets –or- The project would increase City revenue or reduce City expenditures.

3	**This is a project that needs to be completed in the five-year time frame and shouldn't be delayed beyond five years.** This project will address a potential public safety concern –or- This is a project that has outside funding and low commitment from the City.
4	**This is a project that is important to be completed in the next five-years but could be delayed for a few years and could even be pushed out further with budgetary problems.** This is a project that should be completed within the five-year time frame but can be delayed a few years –or- This is a project that is needed for potential public safety concerns in the future.
5	**This is a project that is important to be completed in the coming years but could be postponed to a later date (Years 6-10) if funding is not available. Completing it in the next five-years is not of the outmost importance.** These are projects that do not generally support the Council's strategic plan goals –or- This is a project that will have a tremendous impact on the City's general fund operating budget.

The prioritization scale used was helpful in simplifying the prioritization process while allowing for collaboration in the prioritization process. The City Department Directors were able to communicate the needs for each project to one another and also discuss the recommendations made by the City Manager. This was also the time that Department Directors were able to discuss projects on the 6-10 year Capital Infrastructure Plan for possible inclusion in the five-year Capital Improvement Plan. There were several projects that were ranked high by departments that, after discussion, their priority were modified.

The next step in the process was to have the Citizens' Advisory Commission (CAC) review the projects and make recommendations on the CIP. The CAC met every week for over a month to analyze every project and give their rankings. The CAC agreed with the CIP recommendations from the City on almost all projects. The input from the CAC was important to developing the Capital Improvement Plan.

This entire process was most recently completed prior to the FY14 budget year. Adjustments have been made to the document in FY15 and FY16 by City staff as a result in changes in funding or priorities.

Capital Improvement Projects

The City of Sierra Vista has adopted a policy in regards to the definition of a Capital Improvement Project. This is important in order to ensure that the City is consistent in its Capital Improvement Plan as well as to ensure that the City meets all the requirements for accounting purposes.

Capital Assets

A Capital Asset is defined as a permanent addition to the City's fixed assets of major importance and cost. Capital Assets are major assets that have a useful life of more than one year. Typical examples of Capital Assets are:

1. Buildings and Improvements
2. Infrastructure
3. Land and Improvements
4. Furniture
5. Easements
6. Vehicles
7. Machinery
8. Equipment
9. Works of Art
10. Various Intangible Assets

The City will have two main categorizes of Capital Assets, Capital Improvement Assets and Capital Maintenance Assets. Capital Improvement Assets will be included in the five-year Capital Improvement Plan and Capital Maintenance Assets will be included in the department budget submittals.

Capital Improvement Assets

A Capital Improvement Asset is an asset that is a major addition or improvement to the City's assets and non-routine in nature. A capital improvement asset is one that is new or a change in the current function or capabilities of an existing asset. A Capital Asset has a value greater than $5,000. Examples of a Capital Improvement Asset are:

New Additions: Any new additions to the City's assets, valued at $5,000, are considered Capital Improvement Assets.
Change in Function: When a project changes the function or initial intent of an existing asset, the new assets will be considered a Capital Improvement Asset. An example of this is the complete remodel of the Oscar Yrun Community Center.

Increase in Capabilities: If an asset significantly increases the capabilities of an asset then it will be considered a Capital Improvement Asset. An example of this would

be the change from a black and white camera to a color camera. Another example would be a new module for HTE, e.g. Police and Fire expansion.

Major Improvement: If a project makes a major improvement to an existing asset, it is considered a Capital Improvement asset. An example of this is the Police Station Expansion.

Plans and Studies: A major plan that has a cost of over $30,000 and has a useful life of over three (3) years will be considered a Capital Improvement Asset. An example of this would be the Airport Master Plan, which costs about $200,000 and will be valid for five (5) years.

Software and Licenses: Software and licenses can be considered capital improvements if the software is a new project and costs over $5,000. The upgrades to the software will not be considered a Capital Improvement Asset nor will ongoing renewals or maintenance projects.

New Art Project: If there is a new art project on a site that does not currently have artwork, the new artwork will be considered a Capital Improvement Asset. The new artwork must have a cost greater than $5,000. An example of this would be if artwork were purchased for the brick wall on SR92.

Capital Replacement Assets:

A Capital Replacement Asset is the replacement of an existing asset that is required either to extend the life of existing City assets or replace assets that are beyond their life expectancy. An example of a capital replacement asset would be removing the old roof at City Hall and installing a new roof. Another example would be if the City Hall HVAC units that heat/cool City Hall reached the end of their useful life and had to be replaced in order to keep the longer life expectancy asset, City Hall, functional.

Another example is a Capital Replacement Asset that enhances the structural integrity of an existing major capital asset and prolongs the life cycle of the asset for an additional ten (10) plus years. An example of this is the annual street overlay/reconstruction program or sewer line replacement program budgeted every year in Public Works.

Funding Sources for Projects

Funding for capital projects is the most important component to completion any of project. The City of Sierra Vista plans for future financing options in order to provide the City with the highest level of capital infrastructure possible. The City of Sierra Vista is proactive in seeking out grant opportunities with a small City match as well as other unique financial opportunities.

Funding Sources

General Fund/Capital Improvement Fund

The City of Sierra Vista has different funding sources for different projects. Some projects will be funded by more than one funding source. They appear in the larger funding source section. The description of each project later in this document displays the funding source breakdown for each project. The major category of funding is the General Fund/Capital Improvement Fund.

Development Impact Fees

Another funding source for capital improvement projects is Development Impact Fees. These fees are in place to ensure that future residents pay for service that they are going to receive. The development impact fees are in place to provide the same level of service to the community with an increase in population.

Highway User Revenue Fund (HURF)

Another funding source for capital projects is the Highway User Revenue Fund (HURF). This fund is used for street projects. HURF is also used for maintenance on many capital improvement projects and is discussed in that section. Projects listed below incorporate many different funding sources. These sources include the General Fund/CIF, Grants, Developers and contributions.

Airport Fund

The Airport Fund will fund a portion of capital improvement projects.

Grants/Donations

The City is active in applying for, and accepting, grant/donation funds for the development of capital improvement projects. Grant/donation funds allow the City to construct projects that would not otherwise be possible. The grants/donations come from different sources, some from the federal government, state government, as well as other sources. The grants/donations that are received are applied to other funds to complete projects.

The City of Sierra Vista is planning to complete $11,526,001 in Capital Improvement Projects in FY17. The projects are separated by several funding sources, with some projects being funded by more than one fund. The major funds that will be supporting projects in FY17 are the General, Capital Improvement, Development Fees, Highway User Revenue Fund (HURF), LTAF, Grants, Airport, and Enterprise Funds (Sewer, Refuse).

The FY17 Capital Summary and General Fund/Capital Improvement Funds are listed below by location where funds are allocated in the Budget.

FY 17 Capital Summary				
ITEM/PROJECT	FUND	DEPARTMENT	BUDGETED COST	PAYMENT
Tot Turf at Soldier's Creek Park	General	Public Works	$ 54,000.00	Cash
Structure Replacement & Tot Turf at Len Roberts Park	General	Public Works	$ 48,515.00	Cash
Above Ground Lifts (2)	General	Public Works	$ 20,000.00	Cash
Replacement Outside Pressure Washer	General	Public Works	$ 9,000.00	Cash
TIG Welder	General	Public Works	$ 10,000.00	Cash
Deep Tine Aeration Equipment	General	Public Works	$ 25,000.00	Cash
Replacement of Multi-Function Units in Finance and Procurement	General	IT	$ 12,000.00	Cash
Scanners for Tyler Content Management	General	IT	$ 8,700.00	Cash
Ford Vehicle Replacements	General	Police	$ 500,000.00	Cash-CIF
Entryway Signs into Sierra Vista	General	Parks	$ 27,000.00	Cash-CIF
City Core Switch Replacement	General	IT	$ 165,000.00	Cash-CIF
Fire Apparatus	General	Fire	$ 1,000,000.00	Finance
Slide Replacement Summit Park/Tot Turf	General	Public Works	$ 57,000.00	Cash
Roof Replacement & Repair	General	Public Works	$ 250,000.00	Cash-CIF
Regional Communications Center	CIF	Police	$ 250,000.00	Cash-CIF
North Garden Improvements	CIF	Public Works	$ 600,000.00	Cash-CIF Carryover
Fry Clean-up	CIF	Comm. Dev	$ 90,000.00	Cash-CIF Carryover
Trailer Truck Mounted Crash Attenuator	HURF	Streets	$ 20,000.00	Cash
One Ton Truck Replacement SV162	HURF	Streets	$ 60,000.00	Cash

ITEM/PROJECT	FUND	DEPARTMENT	BUDGETED COST	PAYMENT
Bucket Truck Replacement SV306	HURF	Streets	$ 190,000.00	Cash
48 LED Parking Lot Light Replacement	HURF	Public Works	$ 40,000.00	CIF
Taylor Drive Improvements	HURF	Public Works	$ 143,238.00	Grant
BST Overlay, Van Deman Gate to BST Gate-Design	HURF	Public Works	$ 40,000.00	Grant
Street Lights - Ryan Drive	HURF	Public Works	$ 31,920.00	Grant
Streets Lights – Fry Townsite and Sulger	HURF	Comm Dev	$ 95,000.00	Grant
Taxiways G&J Construction	Airport	Public Works	$ 2,500,000.00	Grant
Training Facility	Grant	Fire	$ 300,000.00	Grant
Card Readers for Building Security	Grant	Fire	$ 100,000.00	Grant
Digital Message Board for S362	Grant	Fire	$ 30,000.00	Grant
New Ball Field	Grant	Leisure	$ 750,000.00	Grant
Operation Stonegarden Equipment	Grant	Police	$ 15,000.00	Grant
Fire Dep Equip	Grant	Fire	$ 150,000.00	Grant
Healthy Community Grant	Grant	Leisure	$ 100,000.00	Grant
Counter Top Remodeling	LTAF	Public Works	$ 25,628.00	Grant
Replacement Bus (2)	LTAF	Public Works	$ 360,000.00	Grant
Fleet Fueling System	LTAF	Public Works	$ 304,000.00	Grant
Body Cams and Other Costs	PSR	Police	$ 100,000.00	RICO
Police Vehicles	PSR	Police	$ 90,000.00	RICO
Campus and Colombo Traffic Signal	Infrastructure development	Public Works	$ 350,000.00	Inf Dev Fee
Coronado Widening	Infrastructure development	Public Works	$ 1,200,000.00	Inf Dev Fee-carryover
Pickups With Lift-Gate SV2013-SV2038	Refuse	Public Works	$ 90,000.00	Cash

ITEM/PROJECT	FUND	DEPARTMENT	BUDGETED COST	PAYMENT
Frontloader Replacement SV339	Refuse	Public Works	$ 320,000.00	Finance
EOP Flow Influent Meter	Sewer	Public Works	$ 50,000.00	Cash
Effluent Water Reuse	Sewer	Public Works	$ 125,000.00	Cash
HWY 90/Charleston Crossing	Sewer	Public Works	$ 90,000.00	Cash
Manure Spreader	Sewer	Public Works	$ 45,000.00	Cash
Fry Blvd/Calle Portal	Sewer	Public Works	$ 90,000.00	Cash
Truck, Heavy Sewer Vac Replace SV211	Sewer	Public Works	$ 425,000.00	Finance
Backhoe/Loader	Sewer	Public Works	$ 130,000.00	Finance
Pickup, ½ Ton – Replace SV189	Sewer	Public Works	$ 40,000.00	Finance

Capital By Fund

General	$1,936,215
Capital Improvements	$1,235,000
HURF	$620,158
Airport	$2,500,000
Grant	$1,460,000
LTAF	$689,628
Police Special Revenue	$190,000
Infrastructure Dev Fee	$1,550,000
Refuse	$365,000
Sewer	$980,000
Total	$11,526,001

The following list of Capital projects is broken down by each project, project description, project cost by fund over the next five years and any expense or cost savings to the City's Operating and & Maintenance budget.

1. Tot Turf at Soldier's Creek Park

Replacing wood chips which is a safety hazard to patrons.

Project Costs

	FY17	FY18	FY19	FY20	FY21	Total
General	$54,000					$54,000

2. Structure Replacement & Tot Turf at Lens Roberts Park

Replacing impact fall surface for playground due to cracking, delaminating and deteriorating causing a potential safety hazard to patrons and slide replacement due to safety concerns.

Project Costs

	FY17	FY18	FY19	FY20	FY21	Total
General	$48,515					$48,515

3. Above Ground Lifts X 2

Replacement of two vehicle lifts as they fail inspection is a routine necessity, which will eliminate potential safety hazards.

Project Costs

	FY17	FY18	FY19	FY20	FY21	Total
General	$20,000					$20,000

4. Replacement Outside Pressure Washer

The replacement of the power washer will help the technicians to clearly identify leaks, remove hazards within the Refuse truck hoppers, and provide a clean working area for service and repairs.

Project Costs

	FY17	FY18	FY19	FY20	FY21	Total
General	$9,000					$9,000

5. TIG Welder

Adding the ability to weld aluminum and make repairs to aluminum plating and equipment.

Project Costs

	FY17	FY18	FY19	FY20	FY21	Total
General	$10,000					$10,000

6. Deep Tine Aeration Equipment

This machine will dig up the compacted ground so air, water and nutrients can reach the root zone of the turf to allow it to recover and grow back after excessive use.

Project Costs

	FY17	FY18	FY19	FY20	FY21	Total
General	$25,000					$25,000

7. Replacement of Multi-Function Units in Finance and Procurement

Five year replacement plan. Will add cost to O&M to maintain.

Project Costs

	FY17	FY18	FY19	FY20	FY21	Total
General	$12,000					$12,000
O&M		$1,750	$1,750	$1,750	1,750	$7,000

8. Scanners for Tyler Content Management

Deploy 10 new scanners to every City department in strategic placed area to facilitate the continued move away from paper to electronic documents and storage. New scanners will save O&M on paper costs.

Project Costs

	FY17	FY18	FY19	FY20	FY21	Total
General	$8,700					$8,700
O&M	($500)	($500)	($500)	($500)	($500)	($2500)

9. Ford Vehicle Replacements

Five year capital maintenance rotation and replacement plan for 10 vehicles. O&M savings on cost of repairs.

Project Costs

	FY17	FY18	FY19	FY20	FY21	Total
General	$500,000					$500,000
O&M		($5,000)	($5,000)	($5,000)	($5,000)	($25,000)

10. Entryway Signs into Sierra Vista

Two new entryway signs with the new City brand.

Project Costs

	FY17	FY18	FY19	FY20	FY21	Total
General	$27,000					$27,000

11. City Core Switch Replacement

Replacement of outdated core switch which is the core of the City network infrastructure. Will add cost to O&M to operate and maintain.

Project Costs

	FY17	FY18	FY19	FY20	FY21	Total
General	$165,000					$165,000
O&M		$5,500	$5,500	$5,500	$5,500	$22,000

12. Fire Apparatus

This fire apparatus will replace the 1996 Pierce Quantum pumper and 2000 Wheeled Coach ambulance. Both pumper and ambulance are past due on replacement plan.

Project Costs

	FY17	FY18	FY19	FY20	FY21	Total
General	$1,000,000					$1,000,000

13. Slide Replacement and Tot Turf Summit Park

Slide Replacement and Tot Turf Summit Park. ADA compliance.

Project Costs

	FY17	FY18	FY19	FY20	FY21	Total
General	$57,000					$57,000

14. Roof Replacement & Repair

Library roof replacement & repair.

Project Costs

	FY17	FY18	FY19	FY20	FY21	Total
General	$250,000					$250,000

15. Regional Communications Center

This project would convert the existing Police department dispatch area to a regional communications center allowing both City and County personnel to dispatch out of same location.

Project Costs

	FY17	FY18	FY19	FY20	FY21	Total
CIF	$250,000					$250,000

16. North Garden Improvements

The existing 5-lane roadway is overbuilt for current and future needs, resulting in extra pavement maintenance costs. In addition, the unappealing aesthetics of the roadway are a barrier to redevelopment. The project will narrow the roadway and provide additional landscaping to more closely align the character of the roadway with its current context. Will add cost to O&M to maintain.

Project Costs

	FY17	FY18	FY19	FY20	FY21	Total
CIF	$600,000					$600,000
O&M	$2,500	$2,500	$2,500	$2,500	$2,500	$12,500

17. Roof Replacement & Repair

Library roof replacement & repair.

Project Costs

	FY17	FY18	FY19	FY20	FY21	Total
General	$250,000					$250,000

18. Regional Communications Center

This project would convert the existing Police department dispatch area to a regional communications center allowing both City and County personnel to dispatch out of same location.

Project Costs

	FY17	FY18	FY19	FY20	FY21	Total
CIF	$250,000					$250,000

19. Fry Clean-up

The City is partnering with Cochise County to acquire and abate several blighted properties in the Fry Town Site through a bankruptcy settlement process. Using funds from both the City and County, the properties will be cleaned up and then eventually sold or conveyed. During the interim, the City will maintain the properties using correctional workers or Department of Public Works Staff.

Project Costs

	FY17	FY18	FY19	FY20	FY21	Total
CIF	$90,000					$90,000

20. Trailer Truck Mounted Crash Attenuator

This piece of equipment is a safety measure for our employees working on the roadways, in high traffic areas, reducing injury and damage to individuals and supporting vehicles involved in rear end accidents.

Project Costs

	FY17	FY18	FY19	FY20	FY21	Total
HURF	$20,000					$20,000

21. One Ton Truck Replacement SV162

Due for replacement per the five year Capital Maintenance and Replacement Plan.

Project Costs

	FY17	FY18	FY19	FY20	FY21	Total
HURF	$60,000					$60,000

22. Bucket Truck Replacement SV306

Due for replacement per the five year Capital Maintenance and Replacement Plan.

Project Costs

	FY17	FY18	FY19	FY20	FY21	Total
HURF	$190,000					$190,000

23. 48 LED Parking Lot Light Replacement

The LED replacement program was part of a previous Council Strategic Plan focusing on energy saving initiatives. Will save energy cost to O&M.

Project Costs

	FY17	FY18	FY19	FY20	FY21	Total
HURF	$40,000					$40,000
O&M		($1,000)	($1,000)	($1,000)	($1,000)	($4,000)

24. Taylor Drive Improvements

Taylor Drive was constructed many years ago before current Development Code standards were in place, and the roadway lacks amenities such as sidewalk and streetlights in some areas. Although the exact scope of this Community Development Block Grant project is still being defined, it is expected to include streetlights and some ADA improvements, as funding allows. Will add cost to O&M to maintain the area.

Project Costs

	FY17	FY18	FY19	FY20	FY21	Total
HURF	$143,238					$143,238
O&M	$500	$500	$500	$500	$500	$2,500

25. BST Overlay, Van Deman Gate to BST Gate-Design

Buffalo Soldier Trail is classified as an arterial roadway and provides access to the area's primary employer, Fort Huachuca. Public Works has applied for a grant which will overlay the existing pavement to help extend its useful life and provide a smoother ride. Will add cost to O&M to maintain.

Project Costs

	FY17	FY18	FY19	FY20	FY21	Total
HURF	$40,000					$40,000
O&M	$5,000	$5,000	$5,000	$5,000	$5,000	$25,000

26. Street Lights – Ryan Drive

The FY16 Annual Action Plan for Community Development Block Grant Program provides funding for 19 new Solar/LED street lights. Current technology appears to provide a 15 year life span on battery replacement. No electrical charge will be incurred, due to solar being used.

Project Costs

	FY17	FY18	FY19	FY20	FY21	Total
HURF	$31,920					$31,920

27. Streets Lights – Fry Townsite and Sulger

The FY16 Annual Action Plan for Community Development Block Grant Program provides funding for 19 new Solar/LED street lights in the Fry Town Site and Sulger Neighborhood. Current technology appears to provide a 15 year life span on battery replacement. No electrical charge will be incurred, due to solar being used.

Project Costs

	FY17	FY18	FY19	FY20	FY21	Total
HURF	$95,000					$95,000

28. Taxiways G&J Construction

The pavement section of Taxiways G and J is not able to accommodate heavy aircraft, including Forest Service aircraft which operate out of the City side of the airfield. Strengthening Taxiways G and J will allow these aircraft to have

more direct access to the main runway without having to taxi across to the Fort side. Will add cost to O&M to maintain.

Project Costs

	FY17	FY18	FY19	FY20	FY21	Total
Airport	$2,500,000					$2,500,000
O&M	$2,000	$2,000	$2,000	$2,000	$2,000	$10,000

29. Training Facility

This project will be a containerized structure that is modular in design, so it can be added to, moved, changed, upgraded, or replaced, as needed or desired. This will be a regional facility utilized by SVF&MS, Cochise College fire science, SW Gas, and neighboring fire and police agencies. Currently, the only local facilities include an aging one in need of repairs in Palominas, and a facility on Fort Huachuca. Both have travel requirements that restrict us from training on duty. Due to wear and tear, O&M will be needed to maintain but most of it will be offset by travel expense savings.

Project Costs

	FY17	FY18	FY19	FY20	FY21	Total
Grant	$300,000					$300,000
O&M		$833	$833	$833	$833	$3,332

30. Card Readers for Building Security

This project will provide additional security/monitoring capabilities at the Pedro Castro Center, City Hall and Fleet Building.

Project Costs

	FY17	FY18	FY19	FY20	FY21	Total
Grant	$100,000					$100,000

31. Digital Message Board For S362

This project will add a digital sign for the front yard area of station 362 to enable posting of brief safety, seasonal, community or regional awareness messages.

Project Costs

	FY17	FY18	FY19	FY20	FY21	Total
Grant	$30,000					$30,000

32. New Ball Field

This project will add a much needed new ball field due to overuse and overbooking of the current fields.

Project Costs

	FY17	FY18	FY19	FY20	FY21	Total
Grant	$750,000					$750,000

33. Operation Stonegarden Equipment

This project will cover the cost of equipment used in furtherance of the Operation Stone Garden. Specifically, equipment used for monitoring drug and human smuggling operations.

Project Costs

	FY17	FY18	FY19	FY20	FY21	Total
Grant	$15,000					$15,000

34. Fire Department Equipment

This grant will provide for ongoing equipment needs for the Fire Department to continue to run effectively and meet the safety standards. It will also assist when certain equipment fails to meet replacement schedules and needs to be replaced sooner than expected due to constant maintenance problems and downtime.

Project Costs

	FY17	FY18	FY19	FY20	FY21	Total
Grant	$150,000					$150,000

35. Healthy Community Grant

This grant will fund a Part Time Recreation Coordinator in Leisure for one year to focus on health and wellness promotion.

Project Costs

	FY17	FY18	FY19	FY20	FY21	Total
Grant	$100,000					$100,000

36. Counter Top Remodeling

This project will remodel the counter tops in the Vista Transit Center to include security glass.

Project Costs

	FY17	FY18	FY19	FY20	FY21	Total
LTAF	$25,628					$25,628

37. Replacement of two buses

The replacement of two (2) Vista Transit buses would increase the reliability of the Transit fleet, alleviating the necessity to delay or cancel scheduled routes and services. The purchase would also decrease the burden on Fleet Services by reducing unnecessary call outs and saving time on additional non-routine and expensive bus maintenance. The new buses could serve to promote the City's new branding campaign by including the new branding elements. Cost savings to O&M for less repairs and maintenance.

Project Costs

	FY17	FY18	FY19	FY20	FY21	Total
LTAF	$360,000					$360,000
O&M	($2,500)	($2,500)	($2,500)	($2,500)	($2,500)	($12,500)

38. Fleet Fueling Station

A fuel management solution is designed to better manage consumable assets for the City of Sierra Vista and our IGA partners with fueling and maintenance contracts. The system will be capable of processing all fuel transactions and validating them in real-time. The system will also be able to monitor recall notifications, provide temporary fuel cards in the event of an emergency and track preventative maintenance reminders.

Project Costs

	FY17	FY18	FY19	FY20	FY21	Total
LTAF	$304,000					$304,000

39. SV339 Body Cams and Other Costs

This project will add 60 body cameras and one year of cloud storage. Added cost to O&M for storage.

Project Costs

	FY17	FY18	FY19	FY20	FY21	Total
PSR	$100,000					$100,000
O&M		$71,280	$71,280	$71,280	$71,280	$285,120

40. Police Vehicles

This project will cover the cost of additional police vehicles if deemed necessary by the needs of the department and safety standards.

Project Costs

	FY17	FY18	FY19	FY20	FY21	Total
PSR	$90,000					$90,000

41. Campus and Colombo Traffic Signal

The Campus/Colombo intersection provides access to both the U of A Sierra Vista and Cochise College, and as residential development has increased in the area, the amount of pedestrian traffic has also increased. Unfortunately, there have been several pedestrian/vehicle accidents and "near misses". A signal will make exiting the college easier and also provide a safer crossing situation for pedestrians and bicyclists. Cost will be added to O&M for operation maintenance.

Project Costs

	FY17	FY18	FY19	FY20	FY21	Total
Infrastructure Development	$350,000					$350,000
O&M	$6,000	$6,000	$6,000	$6,000	$6,000	$30,000

42. Coronado Widening

Coronado is designated as an arterial roadway on the City's Traffic Circulation Plan, and most of the roadway is constructed with either four or five lanes. However, there is a segment between Busby and Golf Links that is only two lanes, and the reduced width creates a constriction point. Expanding the roadway to four or five lanes will improve traffic flow and also facilitate new development in the area. Traffic signals are also planned for the Busby/Coronado and Golf Links/Coronado intersections. Cost will be added to O&M for maintenance.

Project Costs

	FY17	FY18	FY19	FY20	FY21	Total
Infrastructure Development	$1,200,000					$1,200,000
O&M	$14,000	$14,000	$14,000	$14,000	$14,000	$70,000

43. Pickups With Lift-Gate SV2013-SV2038

Pickups with lift-gate for increased flexibility in pick-up and delivery of heavy maintenance equipment to various city facilities; which will assist in minimizing heavy lifting situations for employees. Five year replacement plan.

Project Costs

	FY17	FY18	FY19	FY20	FY21	Total
Refuse	$90,000					$90,000

44. Frontloader Replacement SV339

This project in on the Five year replacement plan.

Project Costs

	FY17	FY18	FY19	FY20	FY21	Total
Refuse	$320,000					$320,000

45. EOP Flow Influent Meter

Accurate inflow measurements at the EOP are essential to determining the amount of loss at the treatment plant and ultimately the amount of water that is recharged at the recharge basins. The EOP influent meter will result in more accurate plant readings. Cost will be added to O&M for maintenance.

Project Costs

	FY17	FY18	FY19	FY20	FY21	Total
Sewer	$50,000					$50,000
O&M	$1,000	$1,000	$1,000	$1,000	$1,000	$5,000

46. Effluent Water Reuse

The addition of an effluent water reuse facility will eliminate the cost of water service to the Environmental Operations Park. The annual demand for water at the EOP will not change over time; therefore, the annual cost of water can only be expected to increase. The water demand is primarily for the continuous operation of the plant process equipment. Construction of a facility that will deliver treated effluent to supply the process equipment will provide a return on investment in 6.25 years. Additionally, by eliminating the use of potable water for wastewater process equipment, the City will setting yet another example as a leading steward of the community by helping to protect the most valuable resource in the region. O&M savings will occur due to due to elimination of cost of water service to EOP.

Project Costs

	FY17	FY18	FY19	FY20	FY21	Total
Sewer	$125,000					$125,000
O&M	($30,000)	($30,000)	($30,000)	($30,000)	($30,000)	($150,000)

47. HWY 90/Charleston Crossing

Several major sewer lines converge at the State Route 90 / Charleston intersection, and some of the lines are at or near capacity. The City has had problems with a manhole located in the median along State Route 90, and a permanent repair is needed.

Project Costs

	FY17	FY18	FY19	FY20	FY21	Total
Sewer	$90,000					$90,000

48. Manure Spreader

The addition of a manure spreader will enable the City to have the option to apply land dried bio-solids that are generated by the wastewater treatment plant.

Project Costs

	FY17	FY18	FY19	FY20	FY21	Total
Sewer	$45,000					$45,000
O&M	($1,000)	($1,000)	($1,000)	($1,000)	($1,000)	($5,000)

49. Fry Blvd/Calle Portal

This project will dig up and replace the pipe that is entangled with rebar which is blocking the pipe.

Project Costs

	FY17	FY18	FY19	FY20	FY21	Total
Sewer	$90,000					$90,000

50. Truck, Heavy Sewer Vac Replace SV211

This project satisfies the Five year replacement plan.

Project Costs

	FY17	FY18	FY19	FY20	FY21	Total
Sewer	$425,000					$425,000

51. Backhoe/Loader

This equipment is needed for sewer project operations.

Project Costs

	FY17	FY18	FY19	FY20	FY21	Total
Sewer	$130,000					$130,000

52. Pickup, ½ ton – Replace SV189

This project satisfies the Five year replacement plan.

Project Costs

	FY17	FY18	FY19	FY20	FY21	Total
Sewer	$40,000					$40,000

CAPITAL AND O&M COSTS

	Capital	O&M
General	$2,186,215	$1,500.00
Capital Improvements	$940,000	$12,500.00
HURF	$620,158	$23,500.00
Airport	$2,500,000	$10,000.00
Grant	$1,445,000	$3,332.00
LTAF	$689,628	($12,500.00)
Police Special Revenue	$190,000	$285,120.00
Infrastructure Dev Fee	$1,550,000	$100,000.00
Refuse	$410,000	$0.00
Sewer	$995,000	($150,000.00)
Total	**$11,526,001**	**$273,452.00**

The City is refining its 5 year Capital improvement plan process. The plan projects are moved from the 5 year Capital improvement plan into the budget based on the financial resources that fiscal year. The improvement plan is then readjusted based on the following years plan and based off of what was approved based on available financial resources in the City's budget. The decision to move the project into the final budget not only involves the cost to purchase the Capital but also the ability to have financial resources available to maintain ongoing operating costs.

Capital Improvement Plan Six to Ten Years

The City of Sierra Vista also maintains a capital improvement plan for projects expected to be completed in the next ten years. Projects listed below are in the long-term plans of the City.

Project	5 Year Total
Annual Major Street Reconstruction Project	$ 8,250,000
Tribute Water Reclamation Facility	$ 10,000,000
Relocation of Fire Station No. 2	$ 4,000,000
Public Safety Training Facility	$ 2,000,000
Runway 12/30 Extension	$ 1,500,000
BST Extension (SR92 to Avenida Del Sol)	$ 3,250,000
Taxiway "D" Extension	$ 850,000
Garden Canyon Linear Park	$ 1,100,000
Police Substation	$ 3,000,000
BST/Avenida Del Sol Signal	$ 350,000
Avenida Cochise/Avenida Del Sol Signal	$ 400,000
Snyder/Avenida Del Sol Signal	$ 350,000
Guilio Cesare (SR90 to Michelangelo) Improvements	$ 625,000
City Hall Renovation Project	$ 500,000
El Camino Real/Coyote Wash Crossing Improvements	$ 350,000
Avenida Del Sol Construction (Calle Cumbre to BST)	$ 3,500,000
Cyr Center Park Phase II and III	$ 2,000,000
Equestrian Center	$ 750,000
Javelina Park Desing and Construction	$ 1,500,000
Public Recreation Center	$ 14,000,000
Special Event Park	$ 2,000,000
New Westside Historical Museuem/CVB Offices	$ 6,000,000
Branch Library	$ 7,300,000
Public Safety WiFi Project	$ 2,000,000
Sewage Package Plant; section 36	$ 10,100,000
SR 92/ Snyder Blvd Intersection Signal Improvement Project	$ 400,000
Section 36 Detention Basin	$ 500,000
Tompkins Park / 7th Street Median Project (Katherine Dr, to BST)	$ 225,000
Total	**$ 86,800,000**

Sierra Vista
ARIZONA

EXTRAORDINARY SKIES.
UNCOMMON GROUND.

CITY OF SIERRA VISTA

Sierra Vista
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Five-Year Capital Maintenance and Replacement Plan Fiscal Year 2017-2021

March 2016
(updated June 11, 2016)

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City of Sierra Vista
Five Year Capital Maintenance and Replacement Plan
Fiscal Years 2017-2021

A. Introduction

The Sierra Vista City Council adopted a Strategic Leadership Plan in 2007 to more effectively address the needs of the community. The fiscal elements of the plan were designed to ensure the long-term financial viability and operational effectiveness of the City of Sierra Vista. As an integral part of this fiscal strategy, one objective establishes a Five-Year Capital Maintenance and Replacement Plan. The plan calls for the Department of Public Works to inventory, rate, and develop maintenance or replacement plans for the following categories of assets: Facilities Maintenance (building structure), and Facilities Equipment Replacement (building equipment); Fleet Vehicle and Equipment Replacement; Major Streets Maintenance, and Residential Street Maintenance; and Sewer Line Maintenance/Replacement, and Water and Wastewater Facility Replacement. In addition, when Park's Facilities Sports Fields and Grounds was added to Public Works, a capital maintenance and replacement plan was created and rated for their capital assets. What follows is a summary of the Capital Maintenance and Replacement plan driven by specific methodology and definitions as to what constitutes capital asset maintenance and capital asset replacement items within the scope of City operations.

B. Purpose

Consistent with the Department of Public Work's Vision Statement, the Capital Maintenance and Replacement Plan provides sustainable, innovative, long-term goals for the preservation and stewardship of the community's physical assets. The plan establishes standardized procedures and cost estimates for the maintenance and replacement of the City's capital assets. The plan encompasses a five-year period that covers all of the City's major capital assets and prioritizes the maintenance and/or replacement of assets at a sufficient level to protect the City's investment, minimize future replacement and maintenance costs, and maintain established service levels.

C. Objectives

The objectives of the plan are to: (1) Define capital maintenance and replacement assets as distinguished from routine or preventative operational maintenance (O&M). (2) Develop standard methodology to determine when a capital asset is to be replaced or maintained and what subsequent type of maintenance system is used. (3) Estimate the five-year capital maintenance and replacement costs associated with each major asset category for budget purposes.

D. Definitions

Capital Assets

A Capital Asset is defined as a permanent City fixed asset of major importance and financial investment. Capital Assets are major assets that have a useful life of more than 10 years. Typical examples of Capital Assets are:

1. Public Buildings and Improvements
2. Public Infrastructure (i.e. sewer lines, sidewalks, multi-use paths, etc.)
3. Land with Improvements (i.e. City parks, ball fields etc.)
4. Vehicles, heavy equipment and machinery
5. Works of Art
6. Various Intangible Assets

Capital Improvement Assets

A Capital Improvement Asset is an asset that is a major addition or improvement to existing City assets. A Capital Improvement Asset is one that is new or a significant change in the current function or capabilities of an existing asset and classified as follows:

1. **New Additions:** Any new additions to the City's assets, valued at $50,000 or more, are considered Capital Improvement Assets.

2. **Change in Function:** When a project changes the function or initial intent of an existing asset, the new assets will be considered a Capital Improvement Asset.

3. **Increase in Capabilities**: If a project or improvement significantly increases the capabilities of an existing asset, it will be considered a Capital Improvement Asset.

4. **Major Improvement:** A new asset that makes a major improvement to an existing asset system or service program.

5. **Software and Licenses:** Software and licenses can be considered a capital improvement if the software is a new program or improvement to the system. The upgrades to the software will not be considered a Capital Improvement Asset, nor will ongoing renewals or maintenance projects.

6. **New Art Project:** A new art project on a site that does not currently have artwork, or the new artwork associated with a new capital improvement project (Art-in-public places) will be considered a Capital Improvement Asset. The new artwork must have a cost greater than $25,000.

Capital Replacement Assets

A Capital Replacement Asset replaces an existing asset that is required either to extend the life of existing City assets or replace assets that are beyond their life expectancy. A Capital

Replacement Asset can also include assets that enhance the structural integrity of an existing major capital asset and/or prolong the life cycle of the asset for an additional ten years or more.

Operating and Maintenance (O&M) Items

Maintenance of capital assets that preserve an asset or maintain its operability is considered routine or preventative maintenance items. While some of these routine maintenance items can be expensive, not performing them could affect the longevity, functionality and/or appearance of an asset.

E. Capital Asset Replacement Program Methodologies and Cost Summaries

The cost summaries and methodologies used for developing each Capital Asset Replacement and Maintenance Program are outlined below. The replacement and maintenance guidelines are based on predetermined criteria developed for each Capital Replacement Asset. However, additional consideration will be given based on specific use, safety and overall condition of the Capital Asset. The plan will be reviewed and updated annually during the budget process. The maintenance projects included in the next Fiscal Year Budget will be based on the prioritized list and available funding.

I. FACILITIES MAINTENANCE PROGRAM

a. Facilities Equipment Replacement Program:

- All public building equipment replacement items associated with the City's public buildings and/or facilities are based on the following life cycle intervals, presuming proper preventative maintenance was performed as scheduled.

ASSET	REPLACEMENT INTERVAL
Automatic Doors	15 Years
Large Stoves/Ovens/Kiln	20 Years
HVAC (Small, < 7 Tons)	15 Years
HVAC (Large, > 7 Tons	15 Years
Switch Gear and Panels	30 Years

- In addition, all public building equipment is further evaluated and prioritized based on the following criteria:

FACILITIES EQUIPMENT EVALUATION CRITERIA	
Criteria	**Rating**
System Failure (Repair Required)	1
Asset preservation/rehabilitation	2
Functional improvement/upgrade	3
Cosmetic/Aesthetic/Convenience	4

Detailed Summary of Recommended
Facilities Capital Equipment Replacement Program
FY 2017 - 2021

FY 2017				
ITEM	**INTERVAL**	**LOCATION**	**RATING**	**COST**
Total				**$0**

FY 2018				
ITEM	**INTERVAL**	**LOCATION**	**PRIORITY**	**COST**
Fire Panel/System	30	Airport	2	$18,000
Large Stoves/Ovens/Kilns	20	Ethel Berger Center	2	$20,000
HVAC (Small < 7 ton)	10	PCC Shops (AHU & A/C)	2	$35,000
Fire Panel/System	30	OYCC	2	$25,000
Total				**$98,000**

FY 2019				
ITEM	**INTERVAL**	**LOCATION**	**PRIORITY**	**COST**
HVAC (Small <7 ton)	10	Airport Terminal	2	$20,000
HVAC (Small <7 ton)	10	PCC Warehouse	2	$20,000
Total				**$40,000**

FY 2020				
ITEM	**INTERVAL**	**LOCATION**	**PRIORITY**	**COST**
HVAC (Large > 15 ton)	10	PCC Admin Building	2	$35,000
HVAC (Small < 7 ton)	10	City Hall Unit #2	2	$20,000
Total				**$55,000**

FY 2021				
ITEM	**INTERVAL**	**LOCATION**	**PRIORITY**	**COST**
HVAC (Large > 15 ton)	10	PCC Admin Building	2	$35,000
HVAC (Small < 7 ton)	10	AGS Building	2	$10,000
HVAC (Large > 15 ton)	10	Nancy Brua (AHU & A/C)	2	$55,000
Total				**$100,000**

b. Facilities Structural Maintenance Program:

- All public building structural maintenance components are based on the following life cycle interval, presuming proper preventative maintenance was performed as scheduled.

ASSET	REPLACEMENT INTERVAL
Building Remodel/Reconstruct	25 Years
Security Alarm Systems	15 Years
Roof Repairs	As Needed
Roof Recoating	5 Years
Replaster	10 Years
Power Upgrades	As Needed
Interior and Exterior Paint	12 Years
Fire Panel and System	25 Years
Floor Covering	15 Years
Skylight Sealing/Windows	10 Years
Access Controls	10 Years
Lighting	As Needed

- In addition, all public building equipment is further evaluated and prioritized based on the following criteria:

FACILITIES STRUCTURAL EVALUATION CRITERIA	
Criteria	**Priority**
System Failure (Repair Required)	1
Asset Preservation/Rehabilitation	2
Functional Improvement/Upgrade	3
Cosmetic/Aesthetic/Convenience	4

Facilities Structural Replacement Program
FY 2017 - 2021

FY 2017				
ITEM	**INTERVAL**	**LOCATION**	**PRIORITY**	**COST**
Total				**$0**

FY 2018				
ITEM	**INTERVAL**	**LOCATION**	**PRIORITY**	**COST**
Structural Repairs	N/A	Cove Aquatic Center	2	$68,000
Roof Recoating	5	Cove Aquatic Center	2	$20,000
Roof Recoating	5	Fire Station 2	2	$28,000
Interior/Exterior Paint	12	Fire Station 1	2	$18,000
Carpet	15	Library	2	$150,000
Carpet	15	Police Station	2	$75,000
Roof Recoating	5	Police Station	2	$28,000
Roof Recoating	5	City Hall	2	$30,000
Roof Recoating	5	Transit Center	2	$3,000
Total				**$420,000**

FY 2019				
ITEM	**INTERVAL**	**LOCATION**	**PRIORITY**	**COST**
Roof Recoating	5	TR Building	2	$3,000
Roof Recoating	5	Library	2	$35,000
Roof Recoating	5	Ethel Berger Center	2	$15,000
Roof Recoating	5	Sewer Office	2	$3,000
Roof Recoating	5	Police Annex	2	$11,000
Interior/Exterior Paint	12	PCC Warehouse	4	$22,000
Interior/Exterior Paint	12	Airport	4	$37,000
Interior/Exterior Paint	12	Cove Aquatic Center	4	$45,000
Total				**$171,000**

FY 2020				
ITEM	**INTERVAL**	**LOCATION**	**PRIORITY**	**COST**
Roof Recoating	5	Fire Station 3	2	$5,000
Roof Recoating	5	OYCC	2	$15,000
Roof Recoating	5	Ethel Berger Center	2	$15,000
Roof Recoating	5	Police Station (old side)	2	$11,000
Interior/Exterior	12	Animal Care Facility	4	$10,000
Window Film	N/A	Library	4	$50,000
Interior Paint	12	Ethel Berger Center	4	$18,000
Interior/Exterior Paint	12	OYCC	4	$20,000
Interior/Exterior Paint	12	PCC Shop Building	4	$30,000
Total				**$174,000**

FY 2021				
ITEM	**INTERVAL**	**LOCATION**	**PRIORITY**	**COST**
Roof Recoating	5	Library	2	$15,000
Roof Recoating	5	Ethel Berger Center	2	$15,000
Roof Recoating	5	AGS Building	2	$15,000
Interior/Exterior Paint	12	Fire Station 3	4	$20,000
Total				**$65,000**

II. FLEET AND EQUIPMENT REPLACEMENT PROGRAM

a. Fleet Vehicle and Equipment Replacement Program:

- City vehicles and equipment are replaced based on the criteria listed in the following chart. In addition, other criteria such as safety standards and departmental need are factored in as well. When certain equipment fails to meet replacement schedules and needs to be replaced sooner than expected due to constant maintenance problems and downtime, the Fleet Maintenance Services Supervisor, with approval from the Director of Public Works, will make arrangements to replace the unit.

PRIORITIZATION CRITERIA SCORE*	
Maintenance	Vehicles prioritized based on cost per mile
Mileage	Vehicles prioritized based on total miles
Age	Vehicles prioritized based on age
Utilization	Vehicles prioritized based on miles driven per year
*Criteria is entered into a matrix to determine priority ranking score	

Detailed Summary of Recommended
Fleet Vehicle and Equipment Replacement Program by Fund
FY 2017-2021

FY 2017						
GENERAL FUND POLICE						
REFERENCE NUMBER	**DESCRIPTION**	**YEAR**	**AGE**	**CURRENT METER READING**	**TOTAL POINTS**	**COST**
SV1021	AUTO, CROWN VICTORIA	2006	10	98,650	58	$ 49,000
SV1022	AUTO, CROWN VICTORIA	2006	10	96,033	61	$ 49,000
SV1026	AUTO, CROWN VICTORIA	2006	10	114,316	63	$ 49,000
SV1028	AUTO, CROWN VICTORIA	2006	10	92,110	54	$ 49,000
SV1035	AUTO, CROWN VICTORIA	2006	10	100,013	59	$ 49,000
SV1051	AUTO, CROWN VICTORIA	2006	10	106,628	62	$ 49,000
SV1056	AUTO, CROWN VICTORIA	2007	9	135,814	52	$ 49,000
SV1066	AUTO, CROWN VICTORIA	2007	9	100,795	53	$ 49,000
SV1069	AUTO, CROWN VICTORIA	2007	9	89,934	56	$ 49,000
Total						**$ 441,000**

FY 2017 Continued						
GENERAL FUND ADMIN POOL						
REFERENCE NUMBER	**DESCRIPTION**	**YEAR**	**AGE**	**CURRENT METER READING**	**TOTAL POINTS**	**COST**
SV81	AUTO, CROWN VICTORIA	1998	17	89,700	33	$ 30,000
Total						**$ 30,000**
GENERAL FUND COMMUNITY DEVELOPMENT						
REFERENCE NUMBER	**DESCRIPTION**	**YEAR**	**AGE**	**CURRENT METER READING**	**TOTAL POINTS**	**COST**
Total						**$ 0**
GENERAL FUND FLEET						
REFERENCE NUMBER	**DESCRIPTION**	**YEAR**	**AGE**	**CURRENT METER READING**	**TOTAL POINTS**	**COST**
Total						**$ 0**
GENERAL FUND PARKS						
REFERENCE NUMBER	**DESCRIPTION**	**YEAR**	**AGE**	**CURRENT METER READING**	**TOTAL POINTS**	**COST**
Total						**$ 0**
GENERAL FUND FIRE						
REFERENCE NUMBER	**DESCRIPTION**	**YEAR**	**AGE**	**CURRENT METER READING**	**TOTAL POINTS**	**COST**
SV318	TRUCK, HEAVY, PUMPER, PRC	2000	16	65,534	55	$ 1,000,000
Total						**$ 1,000,000**
GENERAL FUND LEISURE						
REFERENCE NUMBER	**DESCRIPTION**	**YEAR**	**AGE**	**CURRENT METER READING**	**TOTAL POINTS**	**COST**
Total						**$ 0**
FY 2017 Continued						
ENTERPRISE FUND REFUSE						
REFERENCE NUMBER	**DESCRIPTION**	**YEAR**	**AGE**	**CURRENT METER READING**	**TOTAL POINTS**	**COST**
SV339	TRUCK, HEAVY, FRONTLOADER	2004	12	129,407	51	$ 320,000
SV2013	Truck 3/4 ton w/ lift gate	2002	14	96,981	37	$ 45,000
Total						**$ 365,000**
ENTERPRISE FUND WASTEWATER						

REFERENCE NUMBER	DESCRIPTION	YEAR	AGE	CURRENT METER READING	TOTAL POINTS	COST
SV189	1/2 ton Pick-up	2000	16	142,244	36	$ 40,000
SV211	TRUCK, HEAVY, SEWER VAC	1995	21	67,898	45	$ 425,000
Total						**$ 465,000**

ENTERPRISE FUND STREETS

REFERENCE NUMBER	DESCRIPTION	YEAR	AGE	CURRENT METER READING	TOTAL POINTS	COST
SV162	1 TON dump truck (wrecked)	1990	26	49,992	40	$ 60,000
SV306	F450 Bucket truck	1999	17	54,084	31	$ 190,000
Total						**$ 250,000**

GRANT FUNDS TRANSIT

REFERENCE NUMBER	DESCRIPTION	YEAR	AGE	CURRENT METER READING	TOTAL POINTS	COST
SV350	BUS, 18/22 PASS, INTERNA	2007	9	155,621	37	$ 180,000
SV351	BUS, 18/22 PASS, INTERNA	2007	9	189,205	33	$ 180,000
Total						**$ 360,000**

Total Grant Funds	**$** 360,000
Total Enterprise Fund	**$** 1,080,000
Total General Fund	**$** 1,471,000
Grand Total FY 2017	**$ 2,911,000**

FY 2018

GENERAL FUND POLICE

REFERENCE NUMBER	DESCRIPTION	YEAR	AGE	CURRENT METER READING	TOTAL POINTS	COST
SV1011	AUTO, CROWN VICTORIA	2003	13	79,916	60	$ 49,000
SV1025	AUTO, CROWN VICTORIA	2006	10	127,623	58	$ 49,000
SV1031	AUTO, CROWN VICTORIA	2006	10	83,539	57	$ 49,000
SV1054	AUTO, CROWN VICTORIA	2007	9	111,766	56	$ 49,000
SV1057	AUTO, CROWN VICTORIA	2007	9	88,940	55	$ 49,000
SV1064	AUTO, CROWN VICTORIA	2007	9	71,383	48	$ 49,000
SV1065	AUTO, CROWN VICTORIA	2007	9	114,975	51	$ 49,000
SV2027	SUV, EXCURSION, 4X4	2003	13	132,258	41	$ 55,000
SV2028	SUV, EXCURSION, 4X4	2003	13	112,456	40	$ 55,000
SV2037	SUV, EXPLORER	2005	11	149,870	37	$ 49,000
Total		**Total**				**$ 502,000**

GENERAL FUND ADMIN POOL

REFERENCE NUMBER	DESCRIPTION	YEAR	AGE	CURRENT METER READING	TOTAL POINTS	COST
SV97	AUTO, CROWN VICTORIA	2001	15	74,551	31	$ 30,000
SV93	AUTO, CROWN VICTORIA	2000	16	106,722	42	$ 30,000

SV96	AUTO, CROWN VICTORIA	2001	15	95,291	41	$	30,000
SV1032	AUTO, CROWN VICTORIA	2006	10	116,015	41	$	30,000
SV1012	AUTO, CROWN VICTORIA			68,821	34	$	30,000
Total						**$**	**150,000**

GENERAL FUND COMMUNITY DEVELOPMENT

REFERENCE NUMBER	DESCRIPTION	YEAR	AGE	CURRENT METER READING	TOTAL POINTS		COST
SV113	Pickup 1/2 ton	2000	16	96,442	35	$	40,000
SV144	Pickup S-10 1/2 ton	2000	17	102,947	36	$	40,000
SV199	Pickup 1/2 ton	1998	18	124,938	40	$	40,000
SV190	Pickup S-10 1/2 ton	1998	18	70,470	35	$	40,000
Total						**$**	**160,000**

GENERAL FUND LEISURE

REFERENCE NUMBER	DESCRIPTION	YEAR	AGE	CURRENT METER READING	TOTAL POINTS		COST
SV166	PICKUP, 1/2 TON	1996	20	113,934	44	$	40,000
SV167	PICKUP, 1/2 TON	1996	20	109,667	44	$	40,000
SV72	AUTO, CROWN VICTORIA	1997	19	96,682	38	$	30,000
SV310	BUS, 28 PASS, AERO ELITE	1999	17	161,825	25	$	170,000
SV172	PICKUP, 1/2 TON	1997	19	69,466	47	$	40,000
Total						**$**	**320,000**

GENERAL FUND FIRE

REFERENCE NUMBER	DESCRIPTION	YEAR	AGE	CURRENT METER READING	TOTAL POINTS		COST
New	Ford Explorer (Fire Chief)					$	70,000
SV2057	PICKUP, 1/2 TON	2008	8	92,500	19	$	70,000
SV338	TRUCK, HEAVY, LADDER, 75	2004	12	71,197	37	$	1,100,000
Total						**$**	**1,240,000**

FY 2018 Continued

GENERAL FUND FACILITIES

REFERENCE NUMBER	DESCRIPTION	YEAR	AGE	CURRENT METER READING	TOTAL POINTS		COST
SV3005	VAN, 1/2 TON, CARGO	2000	16	141,385	48	$	40,000
Total						**$**	**40,000**

GENERAL FUND FLEET

REFERENCE NUMBER	DESCRIPTION	YEAR	AGE	CURRENT METER READING	TOTAL POINTS		COST
SV177	PICKUP, 1 TON, FLATBED	1998	18	68,684	41	$	65,000
SV2046	Shop truck	2006	10	69,030	41	$	185,000
Total						**$**	**250,000**

GENERAL FUND PARKS

REFERENCE NUMBER	DESCRIPTION	YEAR	AGE	CURRENT METER READING	TOTAL POINTS	COST
SV183	PICKUP, 1/2 TON	1999	17	101,680	40	$ 40,000
SV100	PICKUP, 1 TON, DUMP	1994	22	70,947	47	$ 62,000
SV302	New Holland Tractor	1998	18	1,921	39	$ 65,000
SV340	John Deere Gator	1997	19	3,407	39	$ 15,000
SV2005	PICKUP, 3/4 TON	2001	15	158,736	41	$ 40,000
SV 2014	PICKUP, 1/2 TON	2002	14	103,206	36	$ 40,000
Total						**$ 262,000**

ENTERPRISE FUND STREETS

REFERENCE NUMBER	DESCRIPTION	YEAR	AGE	CURRENT METER READING	TOTAL POINTS	COST
SV102	PICKUP, 1/2 TON	1989	27	73,057	47	$ 40,000
SV181	PICKUP, 1/2 TON	1999	17	71,111	44	$ 40,000
SV195	PICKUP, 3/4 TON	2000	16	80,242	48	$ 40,000
SV129	PICKUP, 1/2 TON	1995	21	100,192	43	$ 40,000
SV170	PICKUP, 1/2 TON	1997	19	124,528	39	$ 40,000
SV238	Tractor 4x4	2002	14	4,283	39	$ 80,000
SV2022	PICKUP, 1/2 TON ext cab	2003	13	68,999	42	$ 40,000
Total						**$ 320,000**

ENTERPRISE FUND REFUSE

REFERENCE NUMBER	DESCRIPTION	YEAR	AGE	CURRENT METER READING	TOTAL POINTS	COST
SV328	COMPOST, SCREEN, RECUPRTR	2001	15	1,412	45	$ 50,000
SV372	TRUCK, HEAVY, FRONTLOADER	2009	7	82,000	36	$ 320,000
SV2038	Truck 3/4 ton w/ lift gate	2005	11	155,279	41	$ 45,000
SV336	TRUCK, MEDIUM, WATER,1500	2000	16	16,953	45	$ 140,000
SV346	TRUCK, HEAVY, RAPID RAIL	2006	10	78,502	42	$ 315,000
Total						**$ 870,000**

FY 2018 Continued

ENTERPRISE FUND WASTEWATER

REFERENCE NUMBER	DESCRIPTION	YEAR	AGE	CURRENT METER READING	TOTAL POINTS	COST
SV331	VAN, 2 TON, STEP, CAMERA	1998	18	39,598	42	$ 325,000
SV2039	PICKUP, 3/4 TON, 4X4	2005	11	88,698	48	$ 45,000
Total						**$ 370,000**

GRANT FUNDS TRANSIT

REFERENCE NUMBER	DESCRIPTION	YEAR	AGE	CURRENT METER READING	TOTAL POINTS	COST
SV354	BUS, 18/22 PASS, INTERNA	2007	9	205,018	39	$ 180,000
SV355	BUS, 18/22 PASS, INTERNA	2007	9	182,551	32	$ 180,000
SV374	BUS, 18 PASS, ARBOC	2007	9	118,011	22	$ 220,000
SV379	ELDORADO BUS	2010	6	122,467	34	$ 220,000

SV380	ELDORADO BUS	2010	6	121,023	32	$	220,000
Total						**$**	**1,890,000**

Total Grant Funds	**$**	**1,890,000**
Total Enterprise Fund	**$**	**1,560,000**
Total General Fund	**$**	**2,924,000**
Grand Total FY 2018	**$**	**6,374,000**

FY 2019

GENERAL FUND POLICE DEPARTMENT

REFERENCE NUMBER	DESCRIPTION	YEAR	AGE	CURRENT METER READING	TOTAL POINTS	COST
SV13	AUTO, CROWN VICTORIA	2008	8	78,177	46	$ 49,000
SV1058	AUTO, CROWN VICTORIA	2007	9	85,117	43	$ 49,000
SV1059	AUTO, CROWN VICTORIA	2007	9	77,828	42	$ 49,000
SV1063	AUTO, CROWN VICTORIA	2007	9	75,493	48	$ 49,000
SV1068	AUTO, CROWN VICTORIA	2007	9	101,024	44	$ 49,000
SV1071	AUTO, CROWN VICTORIA	2007	9	96,275	47	$ 49,000
SV1076	AUTO, CROWN VICTORIA	2008	8	86,547	45	$ 49,000
SV1078	AUTO, CROWN VICTORIA	2008	8	71,905	40	$ 49,000
SV1079	AUTO, CROWN VICTORIA	2008	8	63,781	42	$ 49,000
SV1084	AUTO, CROWN VICTORIA	2008	8	74,455	44	$ 49,000
Total						**$ 490,000**

GENERAL FUND FIRE

REFERENCE NUMBER	DESCRIPTION	YEAR	AGE	CURRENT METER READING	TOTAL POINTS	COST
SV2011	AMBULANCE	2001	15	77,895	10	$ 180,000
SV2035	PICKUP, 3/4 TON	2004	12	72,232	19	$ 35,000
Total						**$ 215,000**

GENERAL FUND PARKS

REFERENCE NUMBER	DESCRIPTION	YEAR	AGE	CURRENT METER READING	TOTAL POINTS	COST
SV143	PICKUP, 1/2 TON S-10	1998	18	99,644	35	$ 40,000
SV188	PICKUP, 1/2 TON	2000	16	84,212	40	$ 40,000
SV2004	PICKUP, 1/2 TON	2007	9	79,159	40	$ 40,000
SV2040	PICKUP, 3/4 TON Utility	2005	11	83,422	49	$ 50,000
Total						**$ 170,000**

ENTERPRISE FUND REFUSE

REFERENCE NUMBER	DESCRIPTION	YEAR	AGE	CURRENT METER READING	TOTAL POINTS	COST
SV335	TRACTOR, LOADER, KOMATSU	2004	12	6,518	42	$ 205,000
SV375	TRUCK, HEAVY, RAPID RAIL	2009	7	62,049	36	$ 320,000
SV376	TRUCK, HEAVY, RAPID RAIL	2009	7	54,572	36	$ 320,000
Total						**$ 845,000**

FY 2019 Continued							
ENTERPRISE FUND WASTEWATER							
REFERENCE NUMBER	**DESCRIPTION**	**YEAR**	**AGE**	**CURRENT METER READING**	**TOTAL POINTS**		**COST**
SV219	TRACTOR, TL-70	1999	17	2,061	45	$	140,000
SV237	TRACTOR, MOWER	1988	28	3,180	45	$	140,000
SV269	TRACTOR, DOZER	1982	34	1,199	45	$	250,000
SV301	TRACTOR, NEW HOLLAND	1998	18	2,902	45	$	140,000
Total						$	**670,000**
ENTERPRISE FUND STREETS							
REFERENCE NUMBER	**DESCRIPTION**	**YEAR**	**AGE**	**CURRENT METER READING**	**TOTAL POINTS**		**COST**
SV191	PICKUP, 1/2 TON	2000	16	100,104	39	$	40,000
SV192	PICKUP, 1/2 TON	2000	16	104,768	36	$	40,000
SV357	Tractor 4x4	2008	8	1,490	36	$	80,000
SV2003	PICKUP, 3/4 TON	2001	15	81,871	40	$	40,000
SV2031	Pickup 3.4 ton ext cab	2003	13	74,942	44	$	45,000
Total						**$**	**245,000**
GRANT FUNDS TRANSIT							
REFERENCE NUMBER	**DESCRIPTION**	**YEAR**	**AGE**	**CURRENT METER READING**	**TOTAL POINTS**		**COST**
SV377	BUS, 18 PASS, ARBOC	2009	7	114,691	20	$	220,000
SV381	ELDORADO BUS	2010	6	114,786	37	$	220,000
Total						$	**440,000**

Total Grant Funds	**$**	**440,000**
Total Enterprise Fund	**$**	**1,760,000**
Total General Fund	**$**	**875,000**
Grand Total FY 2019	**$**	**3,075,000**

FY 2020

GENERAL FUND CITY MANAGER

REFERENCE NUMBER	DESCRIPTION	YEAR	AGE	CURRENT METER READING	TOTAL POINTS	COST
SV1020	AUTO, CROWN VICTORIA	2005	11	828,010	40	$ 30,000
Total						**$ 30,000**

GENERAL FUND POLICE DEPARTMENT

REFERENCE NUMBER	DESCRIPTION	YEAR	AGE	CURRENT METER READING	TOTAL POINTS	COST
SV98	AUTO, CROWN VICTORIA	2001	15	84,138	53	$ 49,000
SV104	SUV, TAHOE, K9	2008	8	85,600	47	$ 49,000
SV1055	AUTO, CROWN VICTORIA	2007	9	79,297	47	$ 49,000
SV1060	AUTO, CROWN VICTORIA	2007	9	45,037	37	$ 49,000
SV1061	AUTO, CROWN VICTORIA	2007	9	43,687	37	$ 49,000
SV1077	AUTO, CROWN VICTORIA	2008	8	47,759	40	$ 49,000
SV1081	AUTO, CROWN VICTORIA	2008	8	52,386	35	$ 49,000
SV1082	AUTO, CROWN VICTORIA	2008	8	21,672	41	$ 49,000
SV2051	SUV, EXPLORER	2006	10	103,154	36	$ 55,000
SV2067	DODGE CARAVAN	2005	11	76,200	47	$ 30,000
Total						**$ 477,000**

GENERAL FUND FIRE

REFERENCE NUMBER	DESCRIPTION	YEAR	AGE	CURRENT METER READING	TOTAL POINTS	COST
SV101	SUV, EXPEDITION, 4X4	2007	9	44,093	19	$ 68,000
SV2060	Ambulance	2009	7	81,532	16	$ 180,000
Total						**$ 248,000**

GENERAL FUND PARKS

REFERENCE NUMBER	DESCRIPTION	YEAR	AGE	CURRENT METER READING	TOTAL POINTS	COST
SV172	PICKUP, 1/2 TON S-10	1997	19	69,522	47	$ 40,000
SV226	Mower	2000	16		33	$ 60,000
SV326	Mower	2001	15		39	$ 60,000
Total						**$ 160,000**

GENERAL FUND FLEET

REFERENCE NUMBER	DESCRIPTION	YEAR	AGE	CURRENT METER READING	TOTAL POINTS	COST
SV 2049	PICKUP, 1/2 TON	2006	10	38,000	30	$ 40,000
Total						**$ 40,000**

FY 2020 Continued						
GENERAL FUND ENGINEERING						
REFERENCE NUMBER	**DESCRIPTION**	**YEAR**	**AGE**	**CURRENT METER READING**	**TOTAL POINTS**	**COST**
SV2008	PICKUP, 1/2 TON EXTD 4X4	2001	15	115,357	41	$ 35,000
SV2015	PICKUP, 1 TON. UTILITY	2002	14	75,350	40	$ 62,000
SV2030	PICKUP, 3/4 TON TUILITY	2003	13	90,346	40	$ 52,000
Total						**$ 149,000**
ENTERPRISE FUND REFUSE						
REFERENCE NUMBER	**DESCRIPTION**	**YEAR**	**AGE**	**CURRENT METER READING**	**TOTAL POINTS**	**COST**
SV309	TRACTOR, UNILOADER	1999	17	2,464	39	$ 40,000
SV356	CHIPPER, MORBARK, LARGE	2006	10	1,078	42	$ 932,000
SV2013	PICKUP, 1/2 TON, EXTENDED	2002	14	75,350	37	$ 30,000
Total						**$ 1,002,000**
ENTERPRISE FUND WASTEWATER						
REFERENCE NUMBER	**DESCRIPTION**	**YEAR**	**AGE**	**CURRENT METER READING**	**TOTAL POINTS**	**COST**
SV2024	PICKUP, 3/4 TON UTILITY 4X4	2003	13	85,895	40	$ 60,000
SV2025	PICKUP. 3/4 TON UTILITY	2003	13	73,646	40	$ 60,000
SV2041	PICKUP, 1 TON, UTILITY, 4	2005	11	57,528	46	$ 60,000
Total						$ **180,000**
ENTERPRISE FUND STREETS						
REFERENCE NUMBER	**DESCRIPTION**	**YEAR**	**AGE**	**CURRENT METER READING**	**TOTAL POINTS**	**COST**
SV197	PICKUP, 1/2 TON	2001	15	88,624	36	$ 40,000
SV198	PICKUP, 1/2 TON	2001	15	81,913	44	$ 40,000
SV2001	PICKUP, 1/2 TON	2001	15	94,987	36	$ 40,000
Total						$ **120,000**
GRANT FUNDS TRANSIT						
REFERENCE NUMBER	**DESCRIPTION**	**YEAR**	**AGE**	**CURRENT METER READING**	**TOTAL POINTS**	**COST**
SV2091	BUS, 18 PASS, ARBOC	2013	3	64,693		$ 200,000
SV2092	BUS, 18 PASS, ARBOC	2013	3	73,756		$ 200,000

Total Grant Funds	**$ 400,000**
Total Enterprise Fund	**$ 1,302,000**
Total General Fund	**$ 1,104,000**
Grand Total FY 2020	**$ 2,806,000**

FY 2021

GENERAL FUND POLICE DEPARTMENT

REFERENCE NUMBER	DESCRIPTION	YEAR	AGE	CURRENT METER READING	TOTAL POINTS	COST
SV118	PICKUP, 3/4TON	2008	8	70,962	37	$ 50,000
SV329	TRUCK, MEDIUM, MH	2001	15	11,233	39	$ 250,000
SV850	POLARIS MINI VEHICLE	2010	6	817	33	$ 25,000
SV1087	CROWN VICTORIA	2010	6	41,195	39	$ 49,000
SV2023	PICKUP, 1/2 TON, EXTENDED	2003	13	131,811	37	$ 50,000
SV2036	PICKUP, 3/4 TON	2001	15	173,988	39	$ 50,000
Total						**$ 474,000**

GENERAL FUND FIRE

REFERENCE NUMBER	DESCRIPTION	YEAR	AGE	CURRENT METER READING	TOTAL POINTS	COST
SV2053	VAN, 1 TON, CARGO, FIRE	2006	10	28,325	25	$ 50,000
SV2059	Ambulance	2009	7	60,366	19	$ 180,000
Total						**$ 230,000**

GENERAL FUND PARKS

REFERENCE NUMBER	DESCRIPTION	YEAR	AGE	CURRENT METER READING	TOTAL POINTS	COST
SV107	Pickup 1 ton crew	2007	9	37,916	42	$ 45,000
SV108	Pickup 1 ton crew	2007	9	54,612	40	$ 45,000
SV2047	Pickup 1/2 ton	2006	10	31,966	28	$ 40,000
Total						**$ 130,000**

ENTERPRISE FUND REFUSE

REFERENCE NUMBER	DESCRIPTION	YEAR	AGE	CURRENT METER READING	TOTAL POINTS	COST
SV356	Chipper, Morbark	2006	10	1,078	42	$ 975,000
Total						**$ 975,000**

ENTERPRISE FUND WASTEWATER

REFERENCE NUMBER	DESCRIPTION	YEAR	AGE	CURRENT METER READING	TOTAL POINTS	COST
SV157	PICKUP, 1.5 TON, CAN CRYR	1989	27	105,384	47	$ 60,000
SV719	BUCKEYE COMPRESSOR	1988	28	-	39	$ 20,000
SV731	PUMP, WHITEMAN	2000	16	7	39	$ 10,000
SV2017	Flatbed truck 1 ton	2002	14	56,770	34	$ 65,000
SV2026	Utility 3/4 ton truck	2003	13	96,834	36	$ 52,000
Total						**$ 207,000**

FY 2021 CONTINUED						
ENTERPRISE FUND STREETS						
REFERENCE NUMBER	**DESCRIPTION**	**YEAR**	**AGE**	**CURRENT METER READING**	**TOTAL POINTS**	**COST**
SV345	Truck, medium sweeper	2006	10	55,353	42	$ 100,000
SV369	Tractor, loader	2003	13	1,420	33	$ 100,000
SV2042	PICKUP, 3/4 TON	2006	10	68,924	46	$ 40,000
Total						**$ 240,000**
GRANT FUNDS TRANSIT						
REFERENCE NUMBER	**DESCRIPTION**	**YEAR**	**AGE**	**CURRENT METER READING**	**TOTAL POINTS**	**COST**
SV2121	BUS, 18 PASS, ARBOC	2014	2	54,115	0	$ 200,000
SV2122	BUS, 18 PASS, ARBOC	2014	2	33,401	0	$ 200,000
Total						**$ 400,000**

Total Grant Funds	**$ 400,000**
Total Enterprise Fund	**$ 1,422,000**
Total General Fund	**$ 834,000**
Grand Total FY 2021	**$ 2,656,000**

III. STREET RECONSTRUCTION PROGRAM

- Street Reconstruction of the local, collector, residential, and arterial streets is determined based on the following criteria, plus the average daily traffic (ADT) counts recorded annually. Strategies for replacing/reconstructing a street asset (overlays, reconstructions, and SAMS) occur when the street is in a poor to failed condition. General preventative, routine maintenance is performed to the street assets in good condition as part of the normal O&M programs.

Street Rating System		
Surface Rating	**Visible Distress**	**General Condition/ Treatment Measures**
5 Excellent	None	New construction/Recent Overlay 3-5 yr - rubberized acrylic seal, crack seal gutter line
4 Good	Very slight or no raveling. Some longitudinal cracks. All cracks sealed or tight (less than 1/4 in). Less than 20% alligator and/or 30% rutting.	First signs of aging. 5-10 yr-crack fill, acrylic, slurry seal, conventional chip. Maintain with routine crack filling, minor patching and extend life with rubberized acrylic seal.
3 Fair	Moderate to severe raveling (loss of fine and coarse aggregate). Longitudinal and traverse cracks open. (1/4-1/2 in). Less than 50% alligator and/or 60% rutting.	Surface aging. Crack seal, rubberized acrylic seal, SAMS, ACFC. Minor repairs with patching and sealcoat.
2 Poor	Closely spaced longitudinal and traverse cracks. Less than 75% alligator and/or 75% rutting. Patches in fair to poor condition. Occasional potholes.	Major patching and repair prior to AC overlay. Crack seal, SAMS, overlay, patching. Milling and removal of deterioration extends life of overlay.
1 Failed	Severe raveling distress with extensive loss of surface integrity. Alligator cracking and rutting greater than 75%. Potholes	Failed. Cold mill recycle, BOMAG/overlay, mill/overlay. Needs total reconstruction.

FY 2017 REBUILDS							
PRIORITY	**STREET**	**FROM STREET**	**TO STREET**	**SQ FT**	**RATING**	**PCI**	**COST**
	CORRAL RD	AVENIDA DEL SOL	END WEST PAVEMENT	32,096	1		145,100
	N MOSON RD	E HIGHWAY 90	MURRAY SPRINGS	147,024	1		51,700
	AVENIDA COCHISE	STATE HIWAY 92	VIA RIATA	110,860	1		600,000
Total							**$796,800**

FY 2017 SAMS							
PRIORITY	**STREET**	**FROM STREET**	**TO STREET**	**SQ FT**	**RATING**	**PCI**	**COST**
	WILCOX DR	E BUFFALO SOLDIER TRL	SEVENTH ST	230,828	2		109,002
	RAINBOW WAY	STATE HIWAY 90	BLUE HORIZON	49,504	2		23,377
	N CANYON DR	N RAILROAD AVE	DENMAN AVE	6,888	2		3,253
	DRIFTWOOD CIRCLE	CRESTWOOD DR	CRESTWOOD DR	30,520	2		14,412
	VIOLA DR	ANDREA DR	BELLA VISTA DR	32,576	2		15,383
	VIA CAMELLIA	CAMINO BELLA ROSA	END SOUTH C.D.S	7,684	2		3,629
	VIA LA CRESTA	CAMINO BELLA ROSA	END SOUTH C.D.S	8,399	2		3,966
	TACOMA ST	CORONADO DR	END EAST PAVEMENT	151,126	2		71,365
	MOORMAN AVE	WILCOX DR	SANTA CATALINA DR	11,350	2		5,360
	CALLE CUMBRE	BARRANCA ARBOLADA	LA CANADA	19,684	2		9,295
	MOORMAN AVE	CORONADO DR	E FRY BLVD	33,440	2		15,791
	CHARLESTON RD	HWY 90	TREE TOP AVE	118,864	2		56,130
	CORONADO DR	E FRY BLVD	MLK DR	105,472	2		49,806
	JUDD ST	JENNIFER LN	GOLF LINKS RD	58,275	2		27,519
	TACOMA ST	PFISTER AVE	TAYLOR DR	36,360	2		17,170
	SAINT ANDREWS DR	HIGHWAY 92	BUFFALO SOLDIER TRL	244,260	2		115,345
	TIFFANY PL	CORONADO DR	END EAST C.D.S	15,456	2		7,299
	LEA ST	GOLF LINKS RD	MEADOWS DR	37,120	2		17,529
	NORTH AVE	KAYETAN DR	TAYLOR DR	55,896	2		26,395
	FORT AVE	NORTH GARDEN AVE	KAYETAN DR	49,874	2		23,552
	PASEO SAN LUIS	FOOTHILLS DR	SNYDER BOULVARD	67,640	2		31,941
Total							**$647,519**
FY 2017 Total							**$1,444,319**

FY 2018 SAMS							
PRIORITY	**STREET**	**FROM STREET**	**TO STREET**	**SQ FT**	**RATING**	**PCI**	**COST**
	BARTOW DR	CARMICHAEL AVE	FIFTH ST	67,035	2		31,655
	PASEO DE LA LUNA	VIA RIATA	AVENIDA COCHISE	78,470	2		37,055
	NORTH AVE	TAYLOR DR	W FRY BLVD	98,031	2		46,292
	E BUSBY DR	SEVENTH ST	CALLE DEL NORTE	221,056	3		104,388
	TACOMA ST	SEVENTH ST	LENZNER AVE	132,616	3		62,624
	TACOMA ST	SEVENTH ST	FIRST ST	70,524	3		33,303
	FAB AVE	W FRY BLVD	WILCOX DR	32,088	3		15,153
	TERRA DR	GOLF LINKS RD	HIGHLAND DR	50,720	3		23,951
	JOSHUA TREE DR	OCOTILLO DR	END SOUTH C.D.S	59,772	3		28,226
	SNEAD DR	SAINT ANDREWS DR	PLAYER DR	75,460	3		35,634
	ESSEX DR	SEVENTH ST	END EAST C.D.S	50,204	3		23,707
	CARMELITA DR	SEVENTH ST	LENZNER AVE	133,538	3		63,060
	AVENIDA COCHISE	VIA RIATA	CAMINO MONTANA	33,902	3		16,009
	NORTH AVE	CYR CENTER	KAYETAN DR	24,300	3		11,475
	CARMICHAEL AVE	DANSER DR	SCHOOL DR	72,922	3		34,435
	GIULIO CESARE AVE	CHARLESTON RD	HWY 90	201,971	3		95,375
	CRESTVIEW WAY	SUNFLOWER WAY	AVENIDA COCHISE	14,420	3		6,809
	MESA ST	PRAIRIE ST	SAVANNA DR	7,264	3		3,430
	PRAIRIE ST	GOLF LINKS RD	MEADOWS DR	51,808	3		24,465
	QUAIL PLACE	QUAILRUN DR	END SOUTH C.D.S	7,264	3		3,430
	MYER DR	CARMICHAEL AVE	SEVENTH ST	99,360	3		46,920
Total							**$747,396**

FY 2019 SAMS							
PRIORITY	STREET	FROM STREET	TO STREET	SQ FT	RATING	PCI	COST
	PAMPAS PL	SEVENTH ST	END SOUTH C.D.S	22,336	3		10,548
	TAYLOR DR	CYR CENTER	TACOMA ST	70,884	3		33,473
	LENZNER AVE	FRY BLVD	CARMELITA DR	82,018	3		38,731
	CAMELOT RD	SEVENTH ST	REGENCY DR	24,128	3		11,394
	CATALINA DR	OCOTILLO DR	TACOMA ST	77,280	3		36,493
	E CARDINAL DR	CARDINAL AVE	EL CAMINO REAL	63,750	3		30,104
	CALLE VISTA	PASEO SAN LUIS	VIA RIATA	70,490	3		33,287
	INDUSTRY DR	HWY 90	TECHNOLOGY DR	37,856	3		17,876
	TAYLOR DR	NORTH GARDEN AVE	TACOMA ST	85,280	3		40,271
	CAMINO EL JARDIN	CANYON DE FLORES	END SOUTH C.D.S	21,896	3		10,340
	CHERRY HILLS DR	NEWPORT AVE	GREENBRIAR RD	32,480	3		15,338
	MLK DR	STATE HIWAY 90	AVENIDA ESCUELA	105,465	3		49,803
	MOORMAN AVE	E FRY BLVD	WILCOX DR	37,488	3		17,703
	FOOTHILLS DR	STATE HIWAY 92	SNYDER BOULVARD	220,110	3		103,941
	VIA ENTRADA	E DESERT SHADOWS	S SUNSET VISTA DR	17,724	3		8,370
	CHARLESTON RD	FIGHTING COLT DR	END EAST COUNTY LINE	85,248	3		40,256
	PASEO CIELO	E DESERT SHADOWS DR	END NORTH	3,360	3		1,587
	WINDSOR DR	TOWN AND COUNTRY	END EAST C.D.S	11,312	3		5,342
	JUDD PL	JUDD ST	END WEST C.D.S	8,224	3		3,884
	PFISTER AVE	TACOMA ST	TAYLOR DR	19,580	3		9,246
	VIA ENTRADA	CEDAR SPRINGS DR	E DESERT SHADOWS	6,860	3		3,239
	WINDSOR DR	CHANTILLY DR	CANTERBURY DR	15,008	3		7,087
	CRESTWOOD DR	CORONADO DR	CHANTILLY DR	68,780	3		32,479
	HIGHLAND DR	LEA ST	MEADOWS DR	33,728	3		15,927
	RIDGE CREST CT	RIDGE CREST ST	END SOUTH C.D.S	8,680	3		4,099
	SYCAMORE DR	NORTH AVE	PFISTER AVE	14,850	3		7,013
	VIOLA PLACE	VIOLA DR	END SOUTH C.D.S	7,452	3		3,519
	E DESERT SHADOWS	AVENIDA DEL SOL	MESA VERDE DR	67,716	3		31,977
	LENZNER AVE	WILCOX DR	BUSBY DR	74,307	3		35,089

	BARRANCA ARBOLADA	CALLE CUMBRE	END WEST C.D.S	23,128	3		10,922
	SKYLINE CT	SKYLINE AVE	END NORTH C.D.S	7,812	3		3,689
	WOLFE ST	NORTH AVE	CARMINCHAEL AVE	27,000	3		12,750
	CHARLES DR	SECOND ST	SEVENTH ST	52,496	3		24,790
	KEATING ST	NORTH AVE	CARMINCHAEL AVE	29,400	3		13,883
	PAMPAS PL	SEVENTH ST	END SOUTH C.D.S	22,336	3		10,548
Total							**$734,998**

FY 2020 SAMS							
PRIORITY	**STREET**	**FROM STREET**	**TO STREET**	**SQ FT**	**RATING**	**PCI**	**COST**
	JAMES DR	NORTH AVE	TAYLOR DR	23,528	3		11,110
	FOOTHILLS DR	CORONADO DR	END OF PAVEMENT	60,192	3		28,424
	SAVANNA DR	GOLF LINKS RD	SEVENTH ST	74,366	3		35,117
	STEFFENS ST	CARROLL DR	CARMINCHAEL AVE	46,080	3		21,760
	INVERRARY DR	OAK HILL STREET	PEBBLE BEACH DR	35,560	3		16,792
	E CIELO CIR	MEDITERRANEAN DR	MEDITERRANEAN DR	26,740	3		12,627
	ELDER CT	NICHOLS DR	END WEST C.D.S	8,960	3		4,231
	HURON PL	SUMA DR	END SOUTH C.D.S	10,121	3		4,779
	LENZNER AVE	BUSBY DR	GOLF LINKS RD	73,680	3		34,793
	DRIFTWOOD COURT	DRIFTWOOD CIRCLE	END SOUTH C.D.S	7,840	3		3,702
	TOWN AND COUNTRY	GOLF LINKS RD	PICADILLY DR	123,360	3		58,253
	N SECOND ST	SCHOOL DR	TACOMA ST	26,372	3		12,453
	CALLE MERCANCIA	AVENIDA COCHISE	HWY 92	95,684	3		45,184
	CAMINO ARROYO	CAMINO BELLA ROSA	END NORTH C.D.S	59,840	3		28,258
	CHATEAU DR	WINDSOR DR	DEVONSHIRE DR	25,620	3		12,098
	LENZNER AVE	CARMELITA DR	LAS BRISAS WAY	83,592	3		39,474
	BARTOW DR	FIFTH ST	SEVENTH ST	15,120	3		7,140
	TREE TOP AVE	CHARLESTION RD	HWY 90	58,912	3		27,820
	LENZNER AVE	FRY BLVD	WILCOX DR	44,436	3		20,984
	SHADOW RIDGE DR	CHEROKEE AVE	MOUNTAIN RIDGE DR	82,080	3		38,760
	DEVONSHIRE DR	WINDSOR DR	CHANTILLY DR	37,240	3		17,586

	CORTE ENCANTADA	PASEO DE LA LUNA	END NORTH C.D.S	13,944	3		6,585
	VIA SERENA PL	VIA SERENA	END EAST AND WEST	5,600	3		2,644
	CHARLES DR	SEVENTH ST	PALO VERDE DR	26,040	3		12,297
	ASHLEY PLACE	FOOTHILLS DR	END SOUTH C.D.S	9,800	3		4,628
	SOUTH GARDEN AVE	W FRY BLVD	WILCOX DR	17,940	3		8,472
	THUNDERBIRD DR	CORAL RIDGE DR	SAINT ANDREWS DR	72,408	3		34,193
	PLAZA DE LA YERBA	VIA LAS PAMPAS	END EAST C.D.S	48,246	3		22,783
	BREWER DR	SAINT ANDREWS DR	PLAYER AVENUE	60,228	3		28,441
	LITTLER CT	PLAYER AVENUE	END WEST C.D.S	6,888	3		3,253
	TACOMA ST	TAYLOR DR	CARMICHAEL AVE	20,400	3		9,633
	N THIRD ST	THEATRE DR	NORTH COUNTY LINE	8,320	3		3,929
	DENMAN AVE	N SECOND ST	N CANYON DR	17,952	3		8,477
	DONNA PL	CORONADO DR	END EAST C.D.S	17,920	3		8,462
	BEL AIR PLACE	FRY BLVD	WILCOX DR	33,408	3		15,776
	PICCADILLY CR	PICCADILLY LANE	END NORTH C.D.S	11,648	3		5,500
	CARDINAL PL	AVENIDA ESCUELA	END WEST C.D.S	6,272	3		2,962
	CENTRAL PARK DR	ORLANDO PL	END EAST C.D.S	103,190	3		48,729
	CITADEL DR	QUEENS WAY	END OF PAVEMENT	46,233	3		21,832
	PASEO CIELO	E DESERT SHADOWS DR	VIA ENTRADA	12,516	3		5,910
	SNEAD DR	SAINT ANDREWS DR	PLAYER DR	75,460	3		35,634
Total							**$771,485**

FY 2021 SAMS							
PRIORITY	STREET	FROM STREET	TO STREET	SQ FT	RATING	PCI	COST
	SUFFOLK DR	SEVENTH ST	REGENCY DR	24,640	3		11,636
	BLUE BIRD DR	STATE HIWAY 92	COUNTY LINE	16,684	3		7,879
	SECOND ST	E FRY BLVD	MYER DR	45,400	3		21,439
	E WILDEWOOD CT	SHADOW LANE	END EAST C.D.S	8,316	3		3,927
	BLUE BIRD DR	AVE ESCUELA	CALLE PORTAL	13,080	3		6,177
	VIA DEL TRINIDAD	CALLE JASMIN	END WEST C.D.S	14,892	3		7,032
	PETERSON ST	CARROLL DR	CARMINCHAEL AVE	51,240	3		24,197
	CARMICHAEL AVE	FRY BLVD	BUSBY DR	119,280	3		56,327
	LAUREL LANE	CORONADO DR	PICCADILLY LANE	29,624	3		13,989
	REMINGTON DR	AVENIDA COCHISE	TAOS DR	34,000	3		16,056
	SOUTH GARDEN AVE	WILCOX DR	BUFFALO SOLDIER TR	42,688	3		20,158
	WHITTON ST	CARROLL DR	NORTH GARDEN AVE	16,632	3		7,854
	LANGAN AVE	SYCAMORE DR	TACOMA ST	20,664	3		9,758
	AVENIDA DEL SOL	SNYDER BOULVARD	CALLE CUMBRE	54,016	3		25,508
	E DAKE RD	CHARLESTON RD	END EAST COUNTY LINE	45,240	3		21,363
	DUCHESS DR	CITADEL DR	BUSBY DR	39,452	3		18,630
	VIA SERENA	DESERT SHADOWS	VIA SERENA PL	7,980	3		3,768
	BROCKBANK PL	TAYLOR DR	CARMICHAE AVE	20,576	3		9,716
	CEDAR DR	TREE TOP AVE	PINE TREE DR	17,160	3		8,103
	CANYON CREST DR	RIDGE CREST ST	SHADOW RIDGE DR	16,604	3		7,841
	COTTONWOOD DR	LENZNER AVE	SILVERWOOD DR	40,732	3		19,235
	SHERBUNDY ST	CARROLL DR	CARMINCHAEL AVE	49,476	3		23,364
	GRAHAM Ave	TACOMA ST	TAYLOR DR	18,564	3		8,766
	RAYMOND DR	SCHOOL DR	SEVENTH ST	27,240	3		12,863
	VIA CARISMA	CAMINO BELLA ROSA	END SOUTH C.D.S	7,755	3		3,662
	N GIUSEPPE PL	E EVERGREEN DR	END WEST C.D.S	10,444	3		4,932
	ANDREA DORIA DR	N DE MEDICI DR	E MARCONI DR	13,020	3		6,148
	CARGIL DR	CARMICHAEL AVE	NELSON DR	27,120	3		12,807
	NORMAN AVE	SYCAMORE DR	TACOMA ST	13,200	3		6,233

	CORTE BRUMOSO	PASEO DE LA LUNA	END NORTH C.D.S	11,900	3		5,619
	GOLF LINKS RD	E BUFFALO SOLDIER TRL	SEVENTH ST	121,488	3		57,369
	WINDSOR DR	TOWN AND COUNTRY	CHANTILLY DR	31,220	3		14,743
	TREVINO DR	JACKLIN AVENUE	HAGEN AVENUE	41,300	3		19,503
	E BUSBY DR	MOUNTAIN VISTA APT	END EAST PAVEMENT	20,263	3		9,569
	N SECOND ST	E FRY BLVD	DENMAN AVE	32,480	3		15,338
	PINE TREE DR	TREE TOP AVE	CHARLESTON RD	44,000	3		20,778
	CANYON DE FLORES	LOMA VENTOSA	SAINT ANDREWS DR	54,340	3		25,661
	MEDITERRANEAN DR	N COLOMBO AVE	TOSCANNI AVE	42,826	3		20,223
	PLAYER AVENUE	GREENBRIER RD	SAINT ANDREWS DR	73,920	3		34,907
	CHANTILLY DR	SEVENTH ST	CRESTWOOD DR	81,210	3		38,349
	JOSEPH PLACE	LENZNER AVE	END EAST C.D.S	10,624	3		5,017
	VIA DE LOMAS	VIA CERRITO	AVENIDA DEL SOL	41,160	3		19,437
	FREIHAGE DR	CARMICHAE AVE	NELSON DR	37,152	3		17,544
	CAMINO BELLA ROSA	CANYON DE FLORES	CAMINO ARROYO	73,304	3		34,616
	DE PALMA ST	TAYLOR DR	TACOMA ST	18,540	3		8,755
	LEXINGTION DR	CORONADO DR	PICCADILLY LANE	30,100	3		14,214
	CLARK DR	SCHOOL DR	SEVENTH ST	17,612	3		8,317
Total							**$769,327**

IV. SEWER LINE RECONSTRUCTION MAINTENANCE PROGRAM

- The sewer line reconstruction program is based on annual camera inspection of all main City sewer lines. Once the sewer lines are inspected and camera footage is recorded, the following criteria are used to prioritize sewer line maintenance and/or replacement/reconstruction. Strategies for capital asset replacement of the sewer line system occur when the sewer is in poor to failed condition.

SEWER RATING SYSTEM			
Rating	**Structural Distress**	**O & M Distress**	**General Condition/ Treatment Measures**
5 Excellent	Roughness increased, circumferential crack, medium joint offset.	Some fine lateral roots, <=5% obstructions, attached, settled and ingress deposits. Some vermin, cockroach or other.	Minor Defects, failure unlikely in foreseeable future. Annual cleaning.
4 Good	Minor surface spalling, longitudinal crack, circumferential fracture, large joint offset.	Some fine barrel roots, lateral tap roots at joint, "weeper" infiltration, <=10% obstructions, attached, settled and ingress deposits, and intruding seal material. <=20 degree line, <=30% water level. Some rats	Defects have not begun to deteriorate, pipe unlikely to fail for at least 20 years. Camera van inspections, annual cleaning.
3 Fair	Aggregate visible, projecting, lining failure, some weld failure, multiple cracks, longitudinal and spiral fractures, some displaced brickwork and missing mortar.	Some barrel roots at joint, "dripper" infiltration, <=20% obstructions, attached, settled and ingress deposits, and intruding seal material. <=50% water level.	Moderate defects that will continue to deteriorate, pipe may fail in 10-20 years. Camera van inspections, annual cleaning, minor "hot spot" repairs.
2 Poor	Multiple fractures, some broken pipe, aggregate missing, localized lining defective, patch repairs	Medium barrel, lateral and connection roots at joint, "runner" infiltration, <=30% obstructions, intruding seal materials, >20 degree line. > 50% water level and >= 50% water mark.	Severe defects that will become Grade 1 defects within the foreseeable future, pipe will probably fail in 5-10 years. Camera van inspections, semi-annual cleaning, major "hot spot" repairs.
1 Failed	Pipe failure, soil and void visible, missing wall, reinforcement corroded, dropped invert.	Ball roots at joint, "gusher" infiltration, >30% obstructions, intruding seal materials. >75% water mark.	Defects requiring immediate attention, pipe has failed or will likely fail within the next 5 years. Immediate repair of line.

FY 2017					
LOCATION	**PRIORITY**	**QUANTITY (FT)**	**MANHOLE**	**RATING**	**COST**
Hwy 90/Charleston Crossing	1		1	3	$90,000
Total					**$90,000**

FY 2018					
LOCATION	**PRIORITY**	**QUANTITY (FT)**	**MANHOLE**	**RATING**	**COST**
Fry Blvd/Calle Portal	1	125		3	$90,000
Tacoma/Seventh Sewer Line Access	2				$30,000
PDS Connector Recompaction	3	15,000	34	3	$50,000
31- Galileo & Giulio Cesare	3	100		3	$50,000
Total					**$220,000**

FY 2019					
LOCATION	**PRIORITY**	**QUANTITY (FT)**	**MANHOLE**	**RATING**	**COST**
6D – Foothills & Camino Amable	1	200		3	$80,000
Andrea/Lenzner	2	50	1	3	$50,000
Total					**$130 ,000**

FY 2020					
LOCATION	**PRIORITY**	**QUANTITY (FT)**	**MANHOLE**	**RATING**	**COST**
Applee's across Hwy 92	1	180		3	$125,000
Total					**$125,000**

FY 2021					
LOCATION	**PRIORITY**	**QUANTITY (FT)**	**MANHOLE**	**RATING**	**COST**
Taco Bell- Hwy 92/ Hwy 90	1	350		3	$150,000
Total					**$150,000**

V. WATER & WASTEWATER TREATMENT FACILITY REPLACEMENT PROGRAM

- The Wastewater Treatment Facility at the Environmental Operations Park contains several large asset components (i.e., pumps, aerators, clarifiers, etc.) and the replacement program for these assets is based on the following life expectancy intervals, provided proper preventative maintenance was performed as scheduled. Each asset is visually inspected on a yearly basis and tested for structural integrity. For example, electrical systems are load tested to ensure proper electrical capacity and performance.

- The City owns and operates 4 potable water well sites, varying in age from 10 years to 35 years. Life expectancy of potable water well system components (i.e., pumps, storage tanks, distribution systems, electrical systems, etc.) varies based on use, size of the well, and demand on the well system.

- Listed below are the anticipated replacement intervals for water and wastewater treatment capital asset components:

WATER AND WASTEWATER TREATMENT FACILITY REPLACEMENT INTERVALS	
ASSET	**REPLACEMENT INTERVAL**
Clarifiers	30 years
Centrifuges	20 years
Aerators	10 years
Electrical Systems	20 years
Potable Water Well Distribution Systems	30 years
Potable Water Well Storage Tanks	25 years
Potable Water Well Pump Assemblies	10 years

DEPARTMENT OF PUBLIC WORKS
Proposed Water and Wastewater Treatment Asset Replacement Plan
FY 2017-2021

FY 2017			
LOCATION	**PRIORITY**	**REPLACEMENT INTERVAL**	**COST**
EOP Flow Influent Meter	1	20	$50,000
Total			**$50,000**

FY 2018			
LOCATION	**PRIORITY**	**REPLACEMENT INTERVAL**	**COST**
Park Well Site Refurbish/Replace	1	10	$50,000
Total			**$50,000**

FY 2019			
LOCATION	**PRIORITY**	**REPLACEMENT INTERVAL**	**COST**
EOP Recharge Basin Actuators	1	20	$75,000
Total			**$75,000**

FY 2020			
LOCATION	**PRIORITY**	**REPLACEMENT INTERVAL**	**COST**
Mechanical Bar Screen	1	20	$120,000
Total			**$120,000**

FY 2021			
LOCATION	**PRIORITY**	**REPLACEMENT INTERVAL**	**COST**
Airport Well #2 Refurbish	1	15	$60,000
Total			**$60,000**

VI. PARKS FACILITIES/SPORTS FIELD/GROUNDS ASSET REPLACEMENT PROGRAM

- All public parks, sport fields and grounds asset replacement items are based on the following life cycle intervals, presuming proper preventive maintenance was performed as scheduled and each item is subject to normal usage. All items are monitored and inspected for safety, proper operation, and structural condition (see rating system chart below). If it is found that an asset has deteriorated to a replacement point, said replacement or removal from service will be recommended regardless of suggested replacement intervals.

PARKS FACILITIES, SPORT FIELDS & GROUNDS REPLACEMENT INTERVALS	
Asset	**Replacement Interval**
Playgrounds	15-20 Years
Shade Structures	15-20 Years
Irrigation Systems	15-30 Years
Pool Systems	10-15 Years
Lighting Systems	30-40 years
Sports Fields	15-40 Years
Sport Courts	15-20 Years
Trails & Paths	15-20 Years
Parking Lots	15-30 Years

- Along with the recommended asset replacement intervals, items are also rated to help determine their condition. Rating for capital replacements can include sub-systems of significant cost such as playgrounds, shade structures, irrigation systems, pool systems, lighting systems, sport fields, sport courts, trails & paths, parking lots, equipment, and vehicles. Safety concerns and overall condition of items are rated using the chart below to help determine priority of replacement, along with the projected life span.

PARKS FACILITIES, SPORT FIELDS & GROUNDS RATING SYSTEM			
RATING	**STRUCTURAL CONDITION**	**LIFE SPAN %**	**PREVENTATIVE MAINTENANCE MEASURES**
5 Excellent	Like New	80- 100%	Perform required inspections and maintenance.
4 Good	Minimal deterioration- fading, scratches, dents, minor degradation on parts or sections, meets manufacture's specifications and it's intended use	60- 80%	Perform required inspections and maintenance.
3 Fair	Some deterioration- fading, scratches, dents, medium degradation on parts or sections, continues to meet manufacture's specifications and it's intended use	40- 60%	Perform required inspections and maintenance. Focus is on details of the component is stressed at this point and replacement of parts or sections showing signs of deterioration is a priority.
2 Poor	Noticeable deterioration-failure of parts start to occur, degradation becomes more of a concern, meeting manufacture's specifications or it's intended use becomes more of a challenge	20- 40%	Perform required inspections and maintenance. Focus is on details of the component is stressed even more at this point and replacement of parts or sections showing signs of deterioration is a priority. Maintenance costs start to become an issue.

1 Failure	Deterioration-failure of parts continue to occur, degradation becomes a safety issue, may no longer meet manufacture's specifications or it's intended use	0- 20%	Perform required inspections and maintenance. Focus is on details of the component is highly stressed at this point and replacement of parts or sections showing signs of deterioration is a priority. Determination must be made if equipment is safe, cost effect, needs to be replaced or taken out of service.

DETAILED SUMMARY OF RECOMMENDED PARKS FACILITIES, SPORT FIELDS & GROUNDS ASSET REPLACEMENT PROGRAM FY 2017-2021

FY 2017

LOCATION	ASSET	YR BUILT	PRIORITY	RATING	COST
Summit Park Slide	Slide and Tot Turf	Pre-1990	1	1	$57,000
Soldier Creek Park	Tot Turf	2014	2	2	$54,000
Len Roberts Park	Replacement Tot turf	2003	1	2	$48,515
Total					**$159,515**

FY 2017 - COVE

LOCATION	ASSET	YR BUILT	PRIORITY	RATING	COST
Total					**$0**

FY 2018

LOCATION	ASSET	YR BUILT	PRIORITY	RATING	COST
Len Roberts Park	Shade Structures	N/A	3	N/A	$74,750
Bella Vista Park	Tot Turf - Resurface	1995	2	2	$6,000
Bella Vista Park	Shade Structure - New	N/A	3	N/A	$46,000
Nancy Hakes Park	Shade Structures (2)	1995	3	N/A	$57,500
Arbenz Field	Musco warranties	Exp 2004	1	2	$29,900
Purple Heart Park	Shade Structure - New	N/A	3	N/A	$18,400
Purple Heart Park	Playground / Tot Turf	1997	2	3	$69,000
Total					**$301,550**

FY 2018 - COVE					
LOCATION	**ASSET**	**YR BUILT**	**PRIORITY**	**RATING**	**COST**
Cove	ADA lift chair		2	3	$16,000
Total					**$16,000**

FY 2019					
LOCATION	**ASSET**	**YR BUILT**	**PRIORITY**	**RATING**	**COST**
VMP - Volleyball Court	Musco Warranty		2	3	$6,000
Pavilion	Electrical Service	2010	3	1	$150,000
"A" / Roberts Field	Field Refurbishment	Pre - 1990	4	2	$50,000
"C" / Brown Field	Field Refurbishment	Pre - 1990	4	2	$50,000
Total					**$256,000**

FY 2019 - COVE					
LOCATION	**ASSET**	**YR BUILT**	**PRIORITY**	**RATING**	**COST**
Cove	Pebble Tec	2005	3	4	$120,000
Total					**$120,000**

FY 2020					
LOCATION	**ASSET**	**YR BUILT**	**PRIORITY**	**RATING**	**COST**
Howard Field	Field Refurbishment	Pre - 1990	4	2	$50,000
Tennis Court OYCC	Fencing	1980	5	3	$10,000
Total					**$60,000**

FY 2020 - COVE					
LOCATION	**ASSET**	**YR BUILT**	**PRIORITY**	**RATING**	**COST**

Cove	Heater Replacement	2004	2	3	$70,000
Total					**$70,000**

FY 2021					
LOCATION	**ASSET**	**YR BUILT**	**PRIORITY**	**RATING**	**COST**
Cole Field	Field Refurbishment	Pre - 1990	4	2	$50,000
Arbenz Field	Field Refurbishment	Pre - 1990	4	2	$50,000
Domingo Paiz Complex (All Fields)	Sports Field Lighting	Pre - 1998	4	3	$300,000
Veteran's Park - Irrigation System	Survey/Design	Pre - 1980	3	2	$57,500
Stone Sports Complex	Field Refurbishment	Pre - 1990			$75,000
Total					**$532,500**

FY 2021 - COVE					
LOCATION	**ASSET**	**YR BUILT**	**PRIORITY**	**RATING**	**COST**
Cove	Diving Boards (3)	2015	3	3	$15,000
Cove	Filter Replacement	2002	3	3	$350,000
Total					**$365,000**

RESOLUTION 2016-050

A RESOLUTION OF THE MAYOR AND CITY COUNCIL OF THE CITY OF SIERRA VISTA, COCHISE COUNTY, ARIZONA; ADOPTING THE FY 2016/2017 OPERATING BUDGET; HOLDING A PUBLIC HEARING FOR TAXPAYERS ON THE ESTIMATED EXPENDITURES AND REVENUES FOR FISCAL YEAR 2016/2017; GIVING NOTICE OF THE COUNCIL MEETING TO MAKE FY 2016/2017 TAX LEVIES; AND AUTHORIZING AND DIRECTING THE CITY MANAGER, CITY CLERK, CITY ATTORNEY OR THEIR DULY AUTHORIZED OFFICERS AND AGENTS TO TAKE ALL STEPS NECESSARY TO CARRY OUT THE PURPOSES AND INTENT OF THIS RESOLUTION.

WHEREAS, pursuant to the provisions of Arizona Revised Statutes, Title 42, the Mayor and Council have completed review of the estimated amounts required to meet public expenses for the ensuing Fiscal Year 2016/2017; and

WHEREAS, the Mayor and Council have likewise completed review of the amount to be raised by taxation upon real and personal property within the City of Sierra Vista; and

WHEREAS, following due public notice, the Mayor and Council have met on this 28th day of July 2016, at which meeting any taxpayer was privileged to appear and be heard in favor of or against any of the estimated expenditures; and

WHEREAS, publication has been duly made, and required by law of said estimates and allocations together with a notice that the Mayor and Council would meet on the 11th day of August 2016, for the purpose of making tax levies as set forth in said estimates; and

WHEREAS, the sums to be raised by primary taxation, as specified in the statements and schedules attached hereto, do not in the aggregate amount exceed the maximum allowed pursuant to Arizona Revised Statutes, Title 42, Section 13301.

NOW, THEREFORE, BE IT RESOLVED BY THE MAYOR AND CITY COUNCIL OF THE CITY OF SIERRA VISTA, ARIZONA, AS FOLLOWS:

SECTION 1

That the estimated expenditures and revenues allocations hereinafter set forth in the attached statements and schedules be, and hereby are, adopted as the Operating Budget for the City of Sierra Vista, Cochise County, Arizona, for the Fiscal Year 2016/2017.

SECTION 2

That the public notice, publication and public hearing, as required by Law have been duly made and notice that the City Council shall meet for the purpose of making tax levies on the 11th day of August, 2016, at 5:00 p.m. at Sierra Vista City Hall, 1011 N. Coronado Drive, Sierra Vista, Arizona, be, and hereby is, authorized and directed.

That the monies from any budgeted fund may be used for any of these adopted appropriations, except monies specifically restricted by State law or by City ordinance or resolution, and the transfer of any sums between funds which are more than $10,000 shall be made upon approval by the City Manager and Council, be, and hereby are, approved and authorized.

SECTION 3

The City Manager, City Clerk, City Attorney, or their duly authorized officers and agents are hereby authorized and directed to take all steps necessary to carry out the purposes and intent of this Resolution.

PASSED AND ADOPTED BY THE MAYOR AND CITY COUNCIL OF THE CITY OF SIERRA VISTA, ARIZONA, THIS 28th DAY OF JULY, 2016.

FREDERICK W. MUELLER, II
Mayor

ATTEST:

JILL ADAMS
City Clerk

APPROVED AS TO FORM:

NATHAN WILLIAMS
City Attorney

PREPARED BY:
Linda Jones, Management Analyst II

City of Sierra Vista
Summary Schedule of Estimated Revenues and Expenditures/Expenses
Fiscal Year 2017

Fiscal Year		Sch	FUNDS							
			General Fund	Special Revenue Fund	Debt Service Fund	Capital Projects Fund	Permanent Fund	Enterprise Funds Available	Internal Service Funds	Total All Funds
2016	Adopted/Adjusted Budgeted Expenditures/Expenses*	E	32,617,261	16,633,083	3,430,570	1,490,000	0	12,146,826	4,166,500	70,484,240
2016	Actual Expenditures/Expenses**	E	29,057,124	5,844,625	3,084,685	752,537	0	7,975,299	3,311,134	50,025,404
2017	Fund Balance/Net Position at July 1***			3,167,368		1,413,785		1,547,933	10,000	6,139,086
2017	Primary Property Tax Levy	B	362,147							362,147
2017	Secondary Property Tax Levy	B								0
2017	Estimated Revenues Other than Property Taxes	C	32,947,241	11,679,069	0	3,802,201	0	8,863,869	4,422,500	61,714,880
2017	Other Financing Sources	D	900,000	0	0	0	0	904,500	0	1,804,500
2017	Other Financing (Uses)	D	0	0	0	0	0	0	0	0
2017	Interfund Transfers In	D	1,182,800	1,335,268	3,433,377	7,500	0	0	25,000	5,983,945
2017	Interfund Transfers (Out)	D	548,518	1,002,128	0	4,283,486	0	149,813	0	5,983,945
2017	Reduction for Amounts Not Available:									
LESS:	Amounts for Future Debt Retirement:									0
										0
										0
										0
2017	Total Financial Resources Available		34,843,670	15,179,577	3,433,377	940,000	0	11,166,489	4,457,500	70,020,613
2017	Budgeted Expenditures/Expenses	E	34,843,670	15,179,577	3,433,377	940,000	0	11,166,489	4,457,500	70,020,613

EXPENDITURE LIMITATION COMPARISON	2016	2017
1. Budgeted expenditures/expenses	$ 70,484,240	$ 70,020,613
2. Add/subtract: estimated net reconciling items		
3. Budgeted expenditures/expenses adjusted for reconciling items	70,484,240	70,020,613
4. Less: estimated exclusions		
5. Amount subject to the expenditure limitation	$ 70,484,240	$ 70,020,613
6. EEC 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 the 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 on this line 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).

City of Sierra Vista
Tax Levy and Tax Rate Information
Fiscal Year 2017

	2016	2017
1. Maximum allowable primary property tax levy. A.R.S. §42-17051(A)	$ 515,572	$ 544,337
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	$ 364,000	$ 362,147
B. Secondary property taxes		
C. Total property tax levy amounts	$ 364,000	$ 362,147
4. Property taxes collected*		
A. Primary property taxes		
(1) **Current** year's levy	$ 362,147	
(2) Prior years' levies	86,711	
(3) Total primary property taxes	$ 448,858	
B. Secondary property taxes		
(1) **Current** year's levy	$	
(2) Prior years' levies		
(3) Total secondary property taxes	$	
C. Total property taxes collected	$ 448,858	
5. Property tax rates		
A. City/Town tax rate		
(1) Primary property tax rate	0.1136	0.1136
(2) Secondary property tax rate		
(3) Total city/town tax rate	0.1136	0.1136

B. Special assessment district tax rates

Secondary property tax rates - As of the date the proposed budget was prepared, the city/town was operating zero 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.

City of Sierra Vista
Revenues Other Than Property Taxes
Fiscal Year 2017

SOURCE OF REVENUES	ESTIMATED REVENUES 2016	ACTUAL REVENUES* 2016	ESTIMATED REVENUES 2017
GENERAL FUND			
Local taxes			
Transaction Privilege Tax	$ 14,129,324	$ 13,435,991	$ 14,129,323
Licenses and permits			
Business Licenses	125,500	141,295	125,500
Building Permits	300,000	176,464	165,000
Animal Control Permits	55,000	39,601	35,000
Right-of-Way Permits	30,000	12,490	15,000
Franchise Fees	1,325,000	1,165,939	1,325,000
Intergovernmental			
Grants	122,600	98,963	226,000
State Shared Sales Tax	4,192,731	3,460,679	4,087,089
State Shared Vehicle License Tax	1,900,000	1,775,144	2,000,000
Urban Revenue Sharing	5,284,109	4,843,767	5,312,329
Local Government Payments	334,000	195,868	356,000
Charges for services			
General Government	20,000	18,667	35,000
Public Safety	1,600,000	1,618,164	2,075,000
Public Works	1,455,000	938,131	1,336,500
Leisure & Library	1,090,000	963,212	1,090,000
Community Development	124,715	48,581	78,000
Fines and forfeits			
Library	50,000	18,891	15,000
Interest on investments			
Investment Income	10,000	8,286	10,000
Contributions			
Voluntary contributions	1,000	2,847	1,000
Miscellaneous			
Misc Revenue	525,500	169,213	490,500
Sale of Fixed Assets	40,000	31,257	40,000
Lease Revenues			
Total General Fund	$ 32,714,479	$ 29,163,449	$ 32,947,241

* 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.

City of Sierra Vista
Revenues Other Than Property Taxes
Fiscal Year 2017

SOURCE OF REVENUES	ESTIMATED REVENUES 2016	ACTUAL REVENUES* 2016	ESTIMATED REVENUES 2017
SPECIAL REVENUE FUNDS			
Highway User Revenue			
State Shared Revenue	$ 2,950,000	$ 2,625,316	$ 2,950,000
Grants			
Contributions			
Misc	15,000	5	15,000
	$ 2,965,000	$ 2,625,321	$ 2,965,000
Local Transportation Assistance			
Grants	$ 935,896	$ 400,100	$ 1,212,789
Fares	115,000	105,981	116,000
Lease Revenues		17,427	19,200
Misc	5,000	350	5,000
	$ 1,055,896	$ 523,858	$ 1,352,989
Police Special Revenue			
Police Special Revenue	$ 433,684	$ 77,329	$ 125,000
	$ 433,684	77,329	125,000
Grants			
Grants	$ 4,230,895	$ 283,402	$ 2,674,501
	$ 4,230,895	$ 283,402	$ 2,674,501
Airport			
Grants	$ 2,147,515	$ 54,411	$ 2,281,257
Fuel Sales	925,209	992,972	887,561
Lease Revenue	211,000	149,095	211,000
Misc	5,000	1,922	5,000
	$ 3,288,724	$ 1,198,400	$ 3,384,818
Judicial Enhancement			
Fines	$ 100	$	$ 100
	$ 100		100
Donations			
Contributions	$ 99,350	$ 379,190	$ 381,424
	$ 99,350	379,190	381,424
Park Development			
Development Impact Fees	$ 150,000	$ 34,000	$ 127,500
	$ 150,000	34,000	127,500
Library Development			
Development Impact Fees	$ 10,000	$ 3,312	$ 7,500
	$ 10,000	3,312	7,500
Police Development			
Development Impact Fees	$ 41,944	$ 23,547	$ 35,650
	$ 41,944	23,547	35,650
Infrastructure Development			
Development Impact Fees	$ 189,220	$ 117,076	$ 160,837
	$ 189,220	117,076	160,837
Fire Development			
Development Impact Fees	$ 49,392	$ 29,673	$ 41,985
	$ 49,392	29,673	41,985
Metropolitan Planning Organization			
Grants	$ 453,322	$ 181,407	$ 361,669
Local Government Payments	71,183	22,856	60,096
	$ 524,505	204,262	421,765
Total Special Revenue Funds	$ 13,038,710	# 5,499,370	# 11,679,069

City of Sierra Vista
Revenues Other Than Property Taxes
Fiscal Year 2017

SOURCE OF REVENUES	ESTIMATED REVENUES 2016	ACTUAL REVENUES* 2016	ESTIMATED REVENUES 2017

* 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.

City of Sierra Vista
Revenues Other Than Property Taxes
Fiscal Year 2017

SOURCE OF REVENUES	ESTIMATED REVENUES 2016	ACTUAL REVENUES* 2016	ESTIMATED REVENUES 2017
DEBT SERVICE FUNDS			
SVMPC I&R			
N/A	$	$	$
	$	$	$
Total Debt Service Funds	$	$	$
CAPITAL PROJECTS FUNDS			
Capital Improvements			
Transaction Privilege Tax	$ 3,802,201	$ 3,290,775	3,802,201
Misc			
	$ 3,802,201	3,290,775	3,802,201
Total Capital Projects Funds	$ 3,802,201	$ 3,290,775	$ 3,802,201

* 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.

City of Sierra Vista
Revenues Other Than Property Taxes
Fiscal Year 2017

SOURCE OF REVENUES	ESTIMATED REVENUES 2016	ACTUAL REVENUES* 2016	ESTIMATED REVENUES 2017
PERMANENT FUNDS			
None	$	$	$
Total Permanent Funds	$	$	$
ENTERPRISE FUNDS			
Sewer			
Charges for Service	$ 3,927,176	$ 3,734,981	3,776,676
Grants			
Capital Contributions	500,000		500,000
Misc	100,000	97,015	100,000
	$ 4,527,176	3,831,996	4,376,676
Refuse			
Charges for Service	$ 4,682,693	$ 4,190,768	4,462,693
Interest	1,000		1,000
Misc	23,500	2,205	23,500
	$ 4,707,193	4,192,973	4,487,193
Total Enterprise Funds	$ 9,234,369	$ 8,024,968	$ 8,863,869

* 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.

City of Sierra Vista
Revenues Other Than Property Taxes
Fiscal Year 2017

SOURCE OF REVENUES	ESTIMATED REVENUES 2016	ACTUAL REVENUES* 2016	ESTIMATED REVENUES 2017
INTERNAL SERVICE FUNDS			
Health & Accident			
Premiums	$ 4,028,000	$ 2,429,237	4,319,000
Interest	3,500	2,855	3,500
	$ 4,031,500	2,432,092	4,322,500
Self Insured Retention			
Misc	$ 100,000	$ 26,103	100,000
	$ 100,000	26,103	100,000
Total Internal Service Funds	$ 4,131,500	2,458,195	4,422,500
TOTAL ALL FUNDS	$ 62,921,259	$ 48,436,758	$ 61,714,880

* 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.

City of Sierra Vista
Other Financing Sources/<Uses> and Interfund Transfers
Fiscal Year 2017

FUND	OTHER FINANCING 2017 SOURCES	OTHER FINANCING 2017 <USES>	INTERFUND TRANSFERS 2017 IN	INTERFUND TRANSFERS 2017 <OUT>
GENERAL FUND				
Notes Payable	$ 900,000	$	$	$
Interfund Transfers			1,182,800	548,518
Total General Fund	$ 900,000	$	$ 1,182,800	$ 548,518
SPECIAL REVENUE FUNDS				
HURF	$	$	$ 700,000	$
LTAF			430,000	
Grants				
Airport			111,750	
Park Development				521,119
Library Development				7,500
Police Development			13,981	212,043
Infrastructure Development			63,073	
Fire Development			16,464	261,466
Police Special Revenue				
Metropolitan Planning Organization				
Total Special Revenue Funds	$	$	$ 1,335,268	$ 1,002,128
DEBT SERVICE FUNDS				
SVMPC I&R	$	$	$ 3,433,377	$
Total Debt Service Funds	$	$	$ 3,433,377	$
CAPITAL PROJECTS FUNDS				
Capital Improvements	$	$	$ 7,500	$ 4,283,486
Total Capital Projects Funds	$	$	$ 7,500	$ 4,283,486
PERMANENT FUNDS				
N/A	$	$	$	$
Total Permanent Funds	$	$	$	$
ENTERPRISE FUNDS				
Sewer	$ 535,500	$	$	$ 149,813
Refuse	369,000			
Total Enterprise Funds	$ 904,500	$	$	$ 149,813
INTERNAL SERVICE FUNDS				
	$	$	$ 25,000	$
Total Internal Service Funds	$	$	$ 25,000	$
TOTAL ALL FUNDS	$ 1,804,500	$	$ 5,983,945	$ 5,983,945

City of Sierra Vista
Expenditures/Expenses by Fund
Fiscal Year 2017

FUND/DEPARTMENT	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2016	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2016	ACTUAL EXPENDITURES/ EXPENSES* 2016	BUDGETED EXPENDITURES/ EXPENSES 2017
GENERAL FUND				
City Council	$ 123,763	$	$ 107,342	$ 113,083
Administrative Services	2,617,167		2,842,814	2,845,226
City Manager	2,061,704		2,266,970	2,374,073
Legal	269,823		273,047	271,828
General Government	1,206,194		905,931	1,033,177
Police	10,216,147		9,223,893	11,066,509
Fire	5,395,924		5,084,605	6,682,130
Public Works	6,261,652		4,555,860	6,069,564
Leisure & Library Services	3,468,324		2,887,994	3,417,047
Community Development	896,349		808,456	870,820
Debt	100,214		100,212	100,213
Total General Fund	$ 32,617,261		29,057,124	34,843,670
SPECIAL REVENUE FUNDS				
HURF	$ 4,095,329	$	$ 2,659,883	$ 3,665,000
LTAF	1,556,899		1,009,172	1,949,804
Police Special Revenue	433,684		37,713	324,500
Grants	4,238,245		335,135	2,685,001
Judicial Enhancement	300		300	300
Airport	3,389,209		732,288	3,496,568
Donations	558,962		78,443	959,948
Park Development	126,750		134,005	126,691
Library Development			7,376	
Police Development			7,376	
Infrastructure Development	1,700,000		599,412	1,550,000
Fire Development			7,376	
Metropolitan Planning Org	533,705		236,146	421,765
Total Special Revenue Funds	$ 16,633,083		5,844,625	15,179,577
DEBT SERVICE FUNDS				
SVMPC I&R	$ 3,430,570	$	$ 3,084,685	$ 3,433,377
Total Debt Service Funds	$ 3,430,570		3,084,685	3,433,377
CAPITAL PROJECTS FUNDS				
Capital Improvements	$ 1,490,000	$	$ 752,537	$ 940,000
Total Capital Projects Funds	$ 1,490,000		752,537	940,000
PERMANENT FUNDS				
	$	$	$	$
Total Permanent Funds	$	$	$	$
ENTERPRISE FUNDS				
Sewer	$ 5,397,081	$	$ 3,171,187	$ 5,818,980
Refuse	6,749,745		4,804,112	5,347,509
Total Enterprise Funds	$ 12,146,826		7,975,299	11,166,489
INTERNAL SERVICE FUNDS				
Health & Accident	$ 4,031,500	$	$ 3,228,363	$ 4,322,500
Unemployment	35,000		11,245	35,000
Self Insured Retention	100,000		71,526	100,000
Total Internal Service Funds	$ 4,166,500		3,311,134	4,457,500
TOTAL ALL FUNDS	$ 70,484,240	#	# 50,025,404	# 70,020,613

* 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.

City of Sierra Vista
Expenditures/Expenses by Department
Fiscal Year 2017

DEPARTMENT/FUND	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2016	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2016	ACTUAL EXPENDITURES/ EXPENSES* 2016	BUDGETED EXPENDITURES/ EXPENSES 2017
City Council				
General Fund	$ 123,763	$	$ 107,342	113,083
Sewer	15,471		15,471	14,136
Refuse	15,471		15,471	14,136
Donations	22,345		22,345	32,950
Department Total	$ 177,050		160,629	174,305
List Department:				
Administrative Services				
General Fund	$ 2,617,167	$	$ 2,842,820	2,845,226
Capital Improvements				
Sewer	294,831		294,831	311,112
Refuse	306,353		306,353	323,157
Department Total	$ 3,218,351		3,444,004	3,479,495
List Department:				
City Manager				
General Fund	$ 2,061,704	$	$ 2,499,864	2,374,073
Donations	868		868	800
Grants	600,000		600,000	250,000
Sewer	283,859		283,859	286,528
Refuse	260,494		260,494	266,480
Department Total	$ 3,206,925		3,645,085	3,177,881
Legal				
General Fund	$ 269,823	$	$ 273,047	271,828
Judicial Enhancement	300		300	300
Department Total	$ 270,123		273,347	272,128
General Government				
General Fund	$ 1,206,194	$	$ 908,931	1,033,177
HURF	80,413		80,413	68,879
Sewer	160,826		160,826	137,757
Refuse	160,826		160,826	137,757
Health & Accident	4,031,500		4,031,500	4,322,500
Unemployment	35,000		35,000	35,000
Self Insured Retention	100,000		100,000	100,000
Department Total	$ 5,774,759		5,477,496	5,835,070
Police				
General Fund	$ 10,216,147	$	$ 9,223,893	11,066,509
Police Special Revenue	433,684		433,684	324,500
Capital Improvements Fund	500,000		500,000	
Grants	1,502,871		1,502,871	33,500
Donations	202,369		202,369	491,554
Police Development Fee				
Department Total	$ 12,855,071		11,862,817	11,916,063
Fire				
General Fund	$ 5,395,924	$	$ 5,084,605	6,682,130
Grants	24,000		24,000	1,327,000
Donations	41,591		41,591	16,488
Fire Development Fee				
Department Total	$ 5,461,515		5,150,196	8,025,618

City of Sierra Vista
Expenditures/Expenses by Department
Fiscal Year 2017

DEPARTMENT/FUND	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2016	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2016	ACTUAL EXPENDITURES/ EXPENSES* 2016	BUDGETED EXPENDITURES/ EXPENSES 2017
Public Works				
General Fund	$ 6,261,652	$	$ 4,555,860	6,069,564
HURF	3,948,445		3,948,445	3,529,651
LTAF	1,556,899		1,556,899	1,949,804
Grants	1,921,374		1,921,374	750,000
Airport	3,313,862		3,313,862	3,421,221
Capital Improvements	650,000		650,000	850,000
Sewer	3,967,426		3,967,426	4,344,229
Refuse	5,708,758		5,708,758	4,112,186
Donations	12,146		12,146	6,890
Park Development				
Infastructure Development	1,700,000		1,700,000	1,550,000
Metropolitan Planning Org	533,705		533,705	421,765
Department Total	$ 29,574,267		27,868,475	27,005,310
Leisure & Library				
General Fund	$ 3,468,324	$	$ 2,887,994	3,417,047
Grants	190,000		190,000	160,000
Capital Improvements	250,000		250,000	
SVMPC Construction				
Donations	277,862		277,862	409,485
Library Development				
Department Total	$ 4,186,186		3,605,856	3,986,532
Community Development				
General Fund	$ 896,349	$	$ 808,456	870,820
Grants				164,501
Capital Improvements Fund	90,000		90,000	90,000
Donations	1,781		1,781	1,781
Department Total	$ 988,130		900,237	1,127,102
Debt				
General Fund	$ 100,214	$	$ 100,212	100,213
HURF	66,471		66,471	66,470
Airport	75,347		75,347	75,347
Park Development	126,750		126,750	126,691
SVMPC I&R	3,430,570		3,430,570	3,433,377
Sewer	674,668		674,668	725,218
Refuse	297,843		297,843	493,793
Department Total	$ 4,771,863		4,771,861	5,021,109
Total	$ 70,484,240	$	$ 67,160,003	70,020,613

* 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.

City of Sierra Vista
Full-Time Employees and Personnel Compensation
Fiscal Year 2017

FUND	Full-Time Equivalent (FTE) 2017	Employee Salaries and Hourly Costs 2017	Retirement Costs 2017	Healthcare Costs 2017	Other Benefit Costs 2017	Total Estimated Personnel Compensation 2017
GENERAL FUND	225	$ 16,444,567	$ 4,342,230	$ 2,809,797	$ 1,755,489	$ 25,352,083
SPECIAL REVENUE FUNDS						
HURF	17	$ 1,174,608	$ 88,501	$ 129,320	$ 104,066	$ 1,496,495
LTAF	10	637,290	47,603	78,693	70,290	833,876
Airport	1	86,396	9,200	16,983	9,792	122,371
Metropolitan Planning Org	1	90,603	9,027	7,072	7,450	114,152
Total Special Revenue Funds	29	$ 1,988,897	154,331	232,068	191,598	2,566,894
DEBT SERVICE FUNDS						
		$	$	$	$	$
Total Debt Service Funds		$	$	$	$	$
CAPITAL PROJECTS FUNDS						
		$	$	$	$	$
Total Capital Projects Funds		$	$	$	$	$
PERMANENT FUNDS						
Total Permanent Funds		$	$	$	$	$
ENTERPRISE FUNDS						
Sewer	12	$ 1,355,859	$ 57,166	$ 84,898	$ 127,570	$ 1,625,493
Refuse	14	1,425,669	78,442	102,360	191,576	1,798,047
Total Enterprise Funds	26	$ 2,781,528	$ 135,608	$ 187,258	$ 319,146	$ 3,423,540
TOTAL ALL FUNDS	335	$ 21,214,992	$ 4,632,169	$ 3,229,123	$ 2,266,233	$ 31,342,517

ORDINANCE 2016-005

AN ORDINANCE OF THE MAYOR AND CITY COUNCIL OF THE CITY OF SIERRA VISTA, COCHISE COUNTY, ARIZONA; LEVYING UPON THE ASSESSED VALUATION OF THE PROPERTY WITHIN THE CITY OF SIERRA VISTA SUBJECT TO TAXATION A CERTAIN SUM UPON EACH ONE HUNDRED DOLLARS ($100.00) OF VALUATION SUFFICIENT TO RAISE THE AMOUNT ESTIMATED TO BE REQUIRED IN THE ANNUAL BUDGET, LESS THE AMOUNT ESTIMATED TO BE RECEIVED FROM FINES, LICENSES, AND OTHER SOURCES OF REVENUE; PROVIDING A GENERAL FUND FOR GENERAL MUNICIPAL EXPENSES ALL FOR THE FISCAL YEAR ENDING JUNE 30, 2016; REPEALING ALL ORDINANCES OR CODE PROVISIONS IN CONFLICT HEREWITH AND PROVIDING FOR SEVERABILITY.

WHEREAS, by the provisions of the state law, the ordinance levying taxes for the Fiscal Year 2016/2017 is required to be adopted not later than the third Monday in August; and

WHEREAS, the County of Cochise is the assessing and collecting authority for the City of Sierra Vista, the City Clerk is hereby directed to transmit a certified copy of this ordinance to the Assessor and the Board of Supervisors of Cochise County, Arizona; and

WHEREAS, it is settled policy of the City Council to adopt the ordinance levying property taxes for the fiscal year not later than the third Monday in August.

NOW, THEREFORE, BE IT RESOLVED BY THE MAYOR AND CITY COUNCIL OF THE CITY OF SIERRA VISTA, ARIZONA, AS FOLLOWS:

SECTION 1

There is hereby levied on each One Hundred Dollars ($100) of assessed value of all property, both real and personal, within the corporate limits of the City of Sierra Vista, except such property as may be by law exempt from taxation, a tax rate sufficient to raise the sum of Three Hundred Sixty Two Thousand One Hundred and Forty-Seven Dollars ($362,147) for the purpose of providing the City of Sierra Vista for the fiscal year ending on the 30th day of June, 2017, but not to exceed the $0.1136 per each One Hundred Dollars ($100) of the assessed valuation of all real and personal property in the City of Sierra Vista subject to taxation.

SECTION 2

There is no secondary tax levied upon the property within the corporate limits of the City of Sierra Vista for the fiscal year ending June 30, 2017.

SECTION 3

No failure by the county officials of Cochise County, Arizona, to properly return the delinquent list and no irregularity in the assessment or omission in the same, or irregularity of any kind in any proceedings shall invalidate such proceedings or invalidate any title conveyed by any tax deed; nor shall any failure or neglect of any officer or officers to perform any of the duties assigned to him or to them on the day within the time specified, work an invalidation or any proceedings or of any such deed or sale or affect the validity of the collection of the same may be enforced or in any manner affect the lien of the City upon such property for the delinquent taxes unpaid thereon, and no overcharge as to part of the taxes or of costs shall invalidate any proceedings for the collection of taxes or the foreclosure; and the acts of officers de facto shall be valid as if prepared by officers de jure.

SECTION 4

Should any section, clause or provision of this Ordinance be declared by the courts to be invalid, such invalidity shall not affect other provisions which can be given effect without the invalid provision, and to this end, the provisions of this Ordinance are declared to be severable.

PASSED AND ADOPTED BY THE MAYOR AND CITY COUNCIL OF THE CITY OF SIERRA VISTA, ARIZONA, THIS 11th DAY OF August, 2016.

FREDERICK W. MUELLER, II
Mayor

ATTEST:

JILL ADAMS
City Clerk

APPROVED AS TO FORM:

NATHAN J. WILLIAMS
City Attorney

PREPARED BY:
David Felix, Finance Manager

ORDINANCE 2016-005
PAGE TWO OF TWO

Sierra Vista
ARIZONA

EXTRAORDINARY SKIES.
UNCOMMON GROUND.

ACCRUALS: Accounts on a balance sheet that represent liabilities and non-cash-based assets. These accounts include, among many others, accounts payable, accounts receivable, future tax liability, and future interest expense.

AMERICAN RECOVERY AND RENIVESTMENT ACT (2009) : Federal Legislation passes in 2009 to stimulate the economy.

APPROPRIATION: An authorization made by the city council which permits the city to incur obligations and to make expenditures of resources.

ASSESSED VALUATION: A value which is established for real and personal property for use as a basis for levying property taxes. (Note: the county establishes Property values.)

ASSETS: Property owned by a government which has a monetary value.

BALANCED BUDGET: Achieved when projected revenue and expenditures are equal for every fund. The State of Arizona requires that we present a balanced budget every year.

BOND: A written promise to pay a sum of money on a specific date at specified interest rate. The interest payments and the repayment of the principal are detailed in a bond ordinance. The most common types of bonds are general obligation, revenue bonds, and special improvement district bonds. These are most frequently used for construction of large capital projects such as buildings, streets and sewers.

BUDGET: A financial plan for a specified period of time (fiscal year).

BUDGET ADJUSTMENT: A procedure to revise a budget appropriation, either by city council approval through the adoption of a supplemental appropriation ordinance for any interdepartmental or inter-fund adjustments or by city manager authorization to adjust appropriations within a departmental budget.

BUDGET DOCUMENT: The official written statement prepared by the budget office and supporting staff, which presents the proposed budget to the council.

BUDGET MESSAGE: The opening section of the budget, which provides the city council and the public with a general summary of the most important aspects of the budget, changes from the current and previous fiscal years, and recommendations made by the city manager.

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 ASSETS: Assets of significant value and having a useful life of several years. Capital assets are also called fixed assets.

CAPITAL IMPROVEMENTS BUDGET: A plan of proposed capital expenditures and the means of financing them. The capital budget is usually enacted as part of the complete annual budget, which includes both operating and capital outlays. The capital budget normally is based on a capital improvement program (CIP).

CAPITAL IMPROVEMENT PROGRAM: A plan for capital expenditures to be incurred each year over a fixed period of several future years setting forth each capital project of expansion, acquisition, or rehabilitation of the city's capital assets; identifying the expected beginning and ending date for each project, the amount to be

expended in each year, and the method of financing those expenditures.

CARRYOVER: Funds that were allocated in a prior fiscal year, that will be used in the current fiscal year. Bond projects receive the bond revenue in one fiscal year, but are constructed in another. The money that is used for constructed is transferred from the prior year to the New Year.

CASH BASIS: The method of accounting under which revenues are recorded when received in cash and expenditures are recorded when paid.

CONTINGENCY ACCOUNT: A budgetary reserve set aside for emergencies or unforeseen expenditures not otherwise budgeted for.

DEBT SERVICE: Payment of interest and repayment of principal to holders of a government's debt instruments.

DEFICIT: 1. The excess of an entity's liabilities over its assets (see Fund Balance). 2. That portion of the cost of a capital asset, which is charged as an expense during a particular period.

DEPRECIATION: 1. Expiration in the service life of a capital assets attributable to wear and tear, deterioration, action of the physical elements, inadequacy or obsolescence. 2. That portion of the cost of a capital asset, which is charged as an expense during a particular period.

ENCUMBRANCE: The legal commitment of appropriated funds to purchase an item or service. To encumber funds means to set aside or commit funds or a future expenditure.

ENTERPRISE FUND: A fund established to account for operations financed in a manner similar to a private business enterprise, i.e., where the costs of providing goods and services to the public are financed or recovered through user charges.

ESTIMATED REVENUE: The amount of projected revenue to be collected during the fiscal year.

EXPENDITURE/ EXPENSE: This term refers to the outflow of funds paid for an asset, goods, or services obtained.

FISCAL YEAR: The time period designated by the city signifying the beginning and ending period for recording financial transactions. The City of Sierra Vista has specified July 1 to June 30 as its fiscal year.

FIXED ASSETS: Assets of long-term character which are intended to continue to be held or used, such as land, buildings, machinery, furniture and other equipment.

FUND: An accounting entity which as a set of self-balancing accounts and records all financial transactions for specific activities or government functions. Eight commonly used fund types in public accounting are general fund, special revenue funds, debt service funds, capital project funds, enterprise funds, trust and agency funds, internal service funds, and special assessment funds.

GENERAL FUND: The largest fund within the city, the general fund, accounts for most of the financial resources of the government not specifically accounted for in other funds. General fund revenues include primary property taxes, licenses and permits, local taxes, service charges, and other locally generated types of revenue. This fund usually includes most of the basic operating services, such as fire and police protection, finance, data processing, courts, attorneys, parks and recreation, libraries, public works and general administration.

GENERAL OBLIGATION BONDS: Bonds which finance a variety of public projects such as streets, buildings, and improvements; the repayment of these bonds is usually made from secondary property taxes, and these bonds are backed by the full faith and credit of the issuing government.

GOVERNMENTAL FUND:

GRANT: A contribution of assets (usually cash) by one governmental unit or other organization to another. Typically, these contributions are made to local governments form the state and federal governments. Grants are usually made for specified purposes. Grants may be classified as either categorical or block depending upon the amount of discretion allowed the grantee.

HURF: Highway Users Revenue Fund The resources for this fund come from gasoline taxes. The state stipulates that the city must use these funds for street-related purposes.

INTERNAL SERVICES: Those services provided within the City organization to support operations, including: Human Resources, Information Technology, Facilities Maintenance, and Fleet Services.

LTAF: Local Transportation Assistance Fund The State Lottery generates the monies for this fund. The city must then spend these funds on transportation-related activities.

LINE-ITEM BUDGET: A budget that lists each expenditure category (salary, materials, telephone service, travel, etc.) separately, along with the dollar amount budgeted for each specified category.

MATURITIES: The dates on which the principal or stated values of investments or debt obligations mature and may be reclaimed.

MILL: The property tax rate which is based on the valuation of property. A tax rate of one mill produces one dollar of taxes on each $1,000 of property valuation.

OPERATING BUDGET: The portion of the budget that pertains to daily operations that provides basic governmental services. The operating budget contains appropriations for such expenditures as personnel, supplies, utilities, materials, travel and fuel.

OUR FUTURE VISTAS: The City of Sierra Vista's Strategic Leadership Plan adopted by the City Council

PER CAPITA: Total amount of a good divided by the total population.

PERFORMANCE BUDGET:

A budget, which focuses upon activities rather than line items. Workload and unit cost data are collected in order to assess the efficiency of services. Typical data collected might include miles of streets paved per year, cost of paved streets per mile, tons of garbage collected per man-hour, or cost per man-hour of garbage collection.

PROGRAM BUDGET: A budget which focuses upon the goals and objectives of an agency or jurisdiction rather than upon its' organizational budget units or object classes of expenditure.

RESERVE: An account used to indicate that a portion of a fund's assets as legally restricted for a specific purpose and is, therefore, not available for general appropriation.

REVENUE: Funds which the government receives as income. It includes such items as tax payments, fees from specific services, receipts from other governments, fines, forfeitures, grants, shared revenues and interest income.

REVENUE BONDS: Bonds usually sold for constructing a project, which will produce revenue for the government. The revenue is pledged to pay the principal and interest of the bond.

REVENUE ESTIMATE: A formal estimate of how much revenue will be earned from a specific revenue source for some future period, typically, a future fiscal year.

RISK MANAGEMENT: An organized attempt to protect a government's assets against accidental loss in the most economical method.

SECONDARY ASSESSED VALUE: The full value of the property as determined by the County Assessor's office, calculated by multiplying the Full Cash Value by the Assessment Ratio.

SOURCE OF REVENUE: Revenues are classified according to their source or point of origin.

SPECIAL ASSESSMENT: A compulsory levy made against certain properties to defray part or all of the cost of a specific improvement or service deemed to primarily benefit those properties.

SPECIAL REVENUE FUND: An account established to collect money that must be used for a specific project, providing an extra level of accountability and transparency to taxpayers that their tax dollars will go toward an intended purpose.

STATE SHARED REVENUE: The State of Arizona collects revenue and then distributes those revenues back to the Cities based on population or use.

TAX LEVY: The total amount to be raised by general property taxes.

TAX RATE: The amount of taxes (mills) levied for each $1,000 of assessed valuation.

USER FEES: The money that is paid to receive the good or service. Customers pay a fee to use the aquatic center as well as to use sewer and refuse services.

Common Acronyms and Abbreviations

ADA:	Americans with Disabilities Act
ADOT:	Arizona Department of Transportation
ARRA:	American Recovery and Reinvestment Act of 2009
CAFR:	Comprehensive Annual Financial Report
CIP:	Capital Improvement Fund
CY:	Calendar Year
EBC:	Ethel Berger Center (community center)
EOP:	Environmental Operations Park
EXP:	Expenditure
FY:	Fiscal Year
GAAP:	Generally Accepted Accounting Principles
GASB:	Governmental Accounting Standards Board
GF:	General Fund
GFOA:	Government Finance Officers Association
GMC:	Government Maintenance Center
HURF:	Highway User Revenue Fund
IT:	Information Technology
LTAF:	Local Transportation Assistance Fund
O&M:	Operations and Maintenance
MPC:	Municipal Property Corporation
MUP:	Multi-Use Path
PCC:	Pete Castro Center (Public Works office building)
REV:	Revenue
RICO:	Racketeer Influenced and Corrupt Organization
SR:	State Route
SV:	Sierra Vista
SWOT:	Strengths, Weaknesses, Opportunities, and Threats
TR:	Therapeutic Recreation
USPP:	Upper San Pedro Partnership