Sierra Vista
ARIZONA

EXTRAORDINARY SKIES.
UNCOMMON GROUND.

ANNUAL BUDGET

FISCAL YEAR 2019 – 2020

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Sierra Vista

EXTRAORDINARY SKIES.
UNCOMMON GROUND.

CITY OF SIERRA VISTA, ARIZONA ANNUAL BUDGET
For the Fiscal Year July 1, 2019 - June 30, 2020

CITY OF SIERRA VISTA LEADERSHIP

CITY COUNCIL

Rick Mueller, Mayor

Sarah Pacheco, Council Member

Rachel Gray, Mayor Pro Tem

Gwen Calhoun, Council Member

Kristine Wolfe, Council Member

William Benning, Council Member

Carolyn Umphrey, Council Member

MANAGEMENT STAFF

Charles P. Potucek, City Manager

Victoria Yarbrough, Assistant City Manager

Linda Jones, Budget Officer

SENIOR STAFF

Adam Thrasher, Police Chief

Brian Jones, Fire Chief

Sharon Flissar, Public Works Director

Laura Wilson, 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

Donald Riley, Chief Procurement Officer

Jill Adams, City Clerk

Tony Boone, 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, 2018

Christopher P. Morrill

Executive Director

Table of Contents

	Page
Introduction	
City Manager Transmittal Letter	2
Community Profile	
History	15
City Council Members	17
City Manager	24
Demographics	26
Strategic Leadership Plan	31
Vista 2030	37
Budget Calendar	48
City Organizational Chart	49
Budget Summary	
Budget Summary	50
Financial Policies	78
Funds	
Funds Introduction	84
General Fund Revenue	97
Property Tax	99
City Sales Tax	101
State Shared Sales Tax	104
State Shared Income Tax	105
Vehicle Licenses Tax	106
Utility & Franchise Tax	107
Business License Fees	108
Ambulance Fees	109
Highway User Revenue Fund	110
Local Transportation Assistance Fund	112
Airport Fund	113
Special Revenue Funds	
Police Special Revenue	114
Grants Fund	
Donation Fund	
Judicial Enhancement	

	Page
Internal Service Funds	
Park Development	115
Library Development	
Police Development	
Transportation Development	116
Fire Development	
Tourism	
Capital and Debt Service Funds	
Capital Improvement Fund	117
SVMPC- I&R	
Sewer Enterprise Fund	118
Refuse Enterprise Fund	119
Internal Service Funds	
Health and Accident	120
Unemployment	
Self-Insured Fund	
Revenue Summary by Fund	121
Expenditures	
Expenditure Table	122
Departmental Summary	123
Capital Expenditures	
Capital Summary	126
Capital Improvement Plan	131
Personnel	
Personnel	142
Personnel Summary	152
Debt Service	
Schedule A- Debt Service Budget by Fund	154
Schedule B- Bonded Indebtedness	155
Schedule C- FY14 Lease Purchase Financing	156
Debt Service Summary	157
Operating and Maintenance	
Operations and Maintenance Summary (O&M)	158

	Page
Mayor and City Council	160
City Manager	
City Manager's Office	163
Finance Service Division	167
Economic Development	169
Marketing & Communication Division	173
Administrative Services	
Human Resources	178
Procurement	183
Information Technology	187
City Clerk	193
Court & Legal	196
General Government	198
Police Department	
Administration	200
Police Operations	205
Animal Control	209
Fire and Medical Department	212
Leisure & Library	
Administrative	217
Leisure	225
Aquatics	232
Therapeutic Recreation	236
Library	239
Museum	243
Parks Maintenance	246
Community Development	
Planning	252
Building Inspections	257
Neighborhood Enhancement	259

	Page
Public Works	
Administrative Division	265
Engineering Division	
Engineering Services	268
Streets/Traffic Service	272
Facilities Services	276
Municipal Services Division	
Wastewater	282
Fleet Services	285
Refuse	288
Transit	291
Airport	295
Sierra Vista Metropolitan Planning Organization	298
Capital Improvement Plan	300
Five-Year Capital Maintenance and Replacement Plan	318
Appendix	
Budget Adoption Resolution & State Budget Forms	344
Property Tax Ordinance	359
Glossary of Terms	361
Common Acronyms	368

The City of Sierra Vista's Fiscal Year 2020 budget book serves as a policy document, financial plan, operations guide, and communications device. The City is proud to be a 26-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 2020 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 22 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.

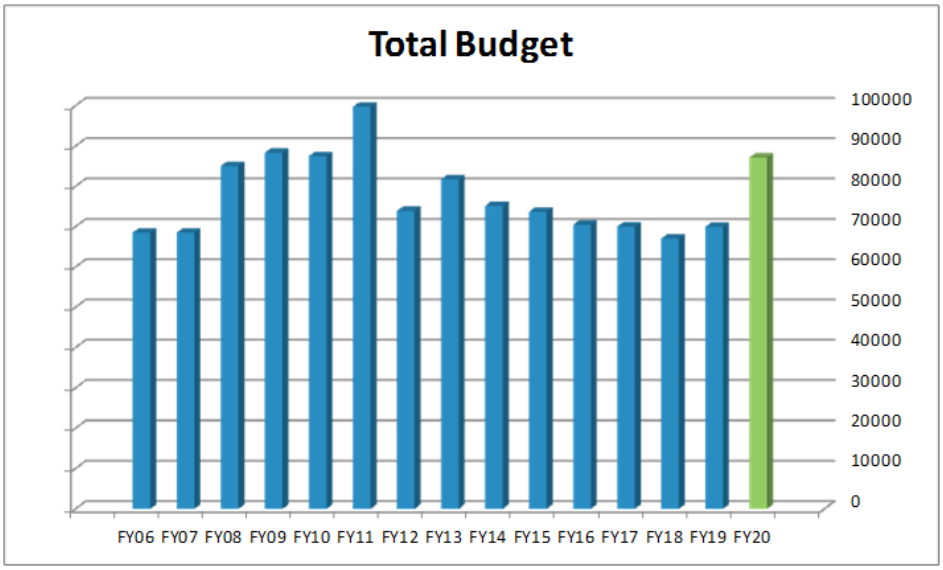
City Manager Charles P. Potucek

To The Honorable Mayor and City Council:

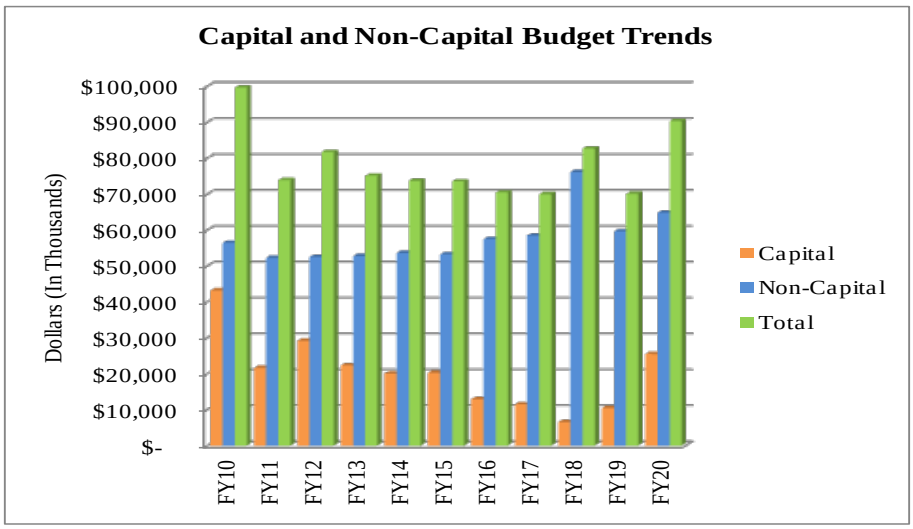
I am pleased to present the Fiscal Year 2019-2020 (FY20) budget in the amount of $90,368,774. The City was able to balance the budget without tax increases or sewer/sanitation rate increases. The City Council also decreased the property tax rate from 0.1136 to 0.1124. The FY20 budget represents a $20,275,928 (28.9%) increase from the FY19 budget. This increase is mainly due to financing of the Schneider energy management project. We continue to achieve a balanced budget through the use of conservative financial practices, constantly looking for operations and maintenance efficiencies, productivity improvements through automation and an improving revenue environment. This year's budget continues to include the classification and compensation plan that was adopted in 2015 at a cost of $371,000.

While we still experience challenges from our last ten year economic downturn, we see the beginnings of growth in local sales tax, building permits, and state shared revenue. It appears that we will put our local recession behind us although we need to see stronger construction permit activity to say that with more confidence.

The graph below depicts the total budgets for the past 15 years, FY06 to FY20.



The graph below separates the budget into capital and non-capital expenditures for the last ten fiscal years. In the FY20 budget, non-capital expenditures increased roughly nine percent and capital expenditures increased over one hundred percent from the FY19 budget. The Schneider energy management project at a projected cost of $14,000,000 primarily explains the difference. As you can see, the non-capital budget consisting of personnel, operations and maintenance (O&M) and debt expenditures remained relatively stable throughout the past ten-year period shown, while capital expenditures fluctuated primarily due to the availability of grant funding. The main increase in non-capital comes from personnel cost increases as onset of the voter mandated minimum wage increase and the class/compensation compression shift in order to keep our pay plan competitive with the market.



City Council Strategic Plan

The FY20 budget reflects the Mayor and Council's strategic plan initiatives, recently updated in July 2019. The strategic plan builds upon the goals established in the City's 10-year general plan, Vista 2030, voted by the Sierra Vista voters in November 2014. The plan provides short-term policy objectives that shape resource allocations in the budget process. The FY20 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 four critical success factors:

Critical Success Factors

A. Engage

Engaging with our citizenry is one of the best ways for the City to understand the desires and needs of people who live, work, and play here. Three goals were defined to fulfill this focus area:

1. Improve our engagement with citizens and their awareness of City operations
2. Double our engagements with potential new visitors and business owners
3. Record at least 1,000 positive mentions across all social media platforms by the end of 2020

B. Enhance

Enhancing Sierra Vista means both providing better service as well as elevating the appearance of the city to better reflect our core values and utilizing partnerships for a stronger community. This focus area touches several departments, with three goals defined to fulfill this focus area:

1. Explore and implement methods to improve the efficiency and effectiveness of public safety
2. Improve streetscapes and public places by implementing at least two projects per year
3. Revitalize the West End by reducing the commercial vacancy rate

C. Empower

In the next two years, the City will leverage partnerships even further to influence the economic prosperity of both the City and its residents and focus on issues affecting the most vulnerable city residents. The two goals to fulfill this focus area include:

1. Increase annual revenue growth by 3–5% by the end of fiscal year 2022
2. Explore and implement methods to address homelessness, mental health, and affordable housing

D. Enjoy

Sierra Vista is already a great place to call home, thanks to its year-round, temperate climate and abundant, easily accessible outdoor activities like hiking and bicycling. In order to provide a variety of recreation opportunities — especially ones that will attract overnight visitors — over the next two years, we set the following goals:

1. Increase public participation in community events by 25%
2. Increase sports tourism revenue by $1 million annually

3. Record at least 1,000 positive mentions across social media platforms by the end of 2020

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

Strategic Focus Area A: Engage

A-1. Take a deep dive into how information is shared, and recommend improvements, including enhancing the City's websites

A-2. Explore ways to better engage in meaningful conversations with our citizens

A-3. Evaluate and balance marketing strategies

A-4. Enhance the use of social media as part of the feedback loop

A-5. Improve the City's website for ease of use, including ADA accommodations
.
A-6. Encourage citizen participation in the 2020 Census
.

Strategic Focus Area B: Enhance

Initiatives for West End revitalization include:

B-1. Continuing incentives for business owners through the West Sierra Vista Partnership Program

B-2. Implement streetscape improvements in the commercial district and address needs for streetlights, sidewalks, and ADA improvements
.
B-3. Investigate the feasibility of establishing an entertainment district and business incubator
.
B-4. Explore ways to improve stormwater management to reduce flooding

Initiatives that will enhance community quality of life include:

B-5. Renegotiate the master plan for the Tribute subdivision to reflect new community needs and priorities

.
B-6. Develop a comprehensive Parks master plan to guide future improvements

.B-7. Develop a plan to replace the Oscar Yrun Community Center, the oldest City building

B-8. Identify funding sources to expand the multi-use path system throughout the City

B-9. Identify funding sources and complete the engineering design for the Avenida Escuela extension bridge, which will link the sports complex with major thoroughfares

B-10. Explore ways with the Sierra Vista Unified School District (SVUSD) to better use SVUSD assets for an expanded slate of activities for the public

With community partners, the City will improve public safety by:

B-11. Reducing response times to emergency incidents south of town by 25%
.
B-12. Implementing a new police officer recruitment strategy focusing on military bases, credit for veterans, and experienced lateral hires

B-13. Develop and implement an emergency medical dispatching plan that improves communications with all Southeastern Arizona Communications (SEACOM) member communities

Strategic Focus Area C: Empower

C-1. Continue to advocate for Fort Huachuca mission expansion and infrastructure growth

C-2. Expand intergovernmental service agreements and partnerships that support the Fort's missions, create revenue, and take advantage of economies of scale

C-3. Evaluate opportunities for business incubation where feasible
.
C-4. Partner with local organizations to develop and implement a plan to encourage local shopping

C-5. Seek partnerships with higher education institutions to enhance workforce development efforts

C-6. Plan for effluent use, and continue to partner with public and private agencies to implement water conservation and recharge projects to benefit our local aquifer

C-7. Explore homelessness, mental health issues, and affordable housing obstacles, and identify partners and plans to address these issues, under Council direction, where feasible

Strategic Focus Area D: Enjoy

D-1. Take a critical look at community and cultural events for fit, diversity, draw, and potential partners, then realign our strategy to increase public participation in events

.

D-2. Evaluate potential locations to build a venue for large, outdoor events, then draft a plan for future implementation

.

D-3. Evaluate park space in the historic West End with an eye on creating small event venues

.

D-4. Complete the master plan for the Sierra Vista Sports Complex

D-5. Create a plan to fully utilize the Rothery Center's recreational properties, and implement improvements

.

D-6. Redevelop the event permitting process

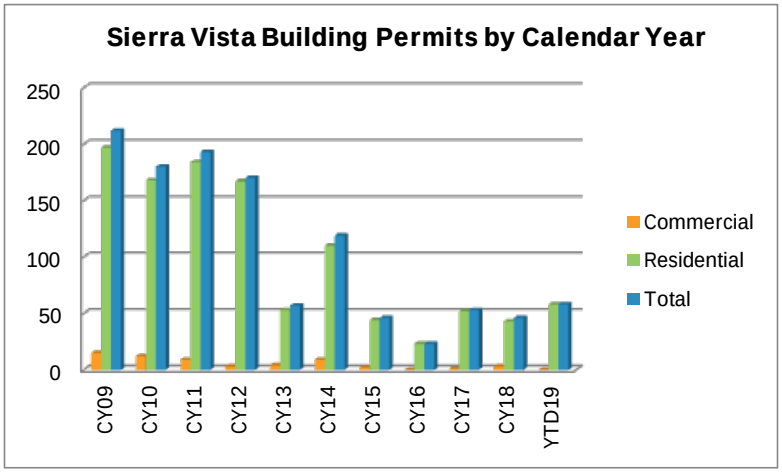
.

D-7. Develop a catalog of projects to fund using crowdsourcing

Local Economic Conditions

As mentioned previously, it appears as though the local economy continues to rebound from the economic downturn. We continued to see local sales tax growth projected at 2% over and above last fiscal year's 7%.

Sierra Vista's economy continued to improve over the last fiscal year with building permits increasing by 26 percent over fiscal year 2019. Several new businesses now occupy renovated and newly constructed space in the Plaza Vista Mall (formerly Sutherlands Home and Garden Warehouse). These include Bealls Outlet, Encore Shoe Department and Planet Fitness. In Cochise Crossroads (next to Target) an outparcel was redeveloped into Mod Pizza, Sprint and Jersey Mikes. U-Haul took over the former Kmart on the corner of Fry Blvd. and Coronado drive. Sun Canyon Inn on North Garden Avenue was rebranded into a Best Western Plus. This new growth and redevelopment gives us renewed hope for the future of our economy.



Economic Development

Given the recent optimism and positive economic indicators about the future of the City, the City plans to continue to aggressively pursue economic development opportunities in FY20. Using the 2019 internally created economic development framework, we will take a lead role in the community with our entire Staff to achieve their six objectives. The framework includes specific efforts to develop additional opportunities with Mexico, maximizing the potential of our airport, improving parks and community events, West-End Redevelopment, improve awareness of Sierra Vista, and expand awareness of Fort Huachuca highlighting growth potential.

As the City continues to aggressively pursue economic development opportunities utilizing the framework objectives, we will also focus on business retention and expansion by working to engage local businesses and assist them in their expansion through coordinated efforts. Further collaboration includes linking marketing efforts in tourism and economic development while leveraging community events to maximize the awareness of Sierra Vista and its attributes. The City will pursue business attraction highlighting our highly skilled workforce and unique educational opportunities.

Public Safety Partnerships

The City's police and fire departments maintain strong partnerships with local, state, and federal public safety agencies. The opening of the Southeastern Regional Communications Center (SEACOM) in July 2018 combined the public safety communication services of the city and county and allows for improved communications in the event of a large scale emergency. SEACOM currently provides services to multiple law enforcement agencies and fire services which improve the level of service to the community and safety of first responders throughout the city and county. We will look to add additional partners to further strengthen this initiative.

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. The FY20 budget provides for a new EMS substation which will decrease response times benefitting the entire City. The City also provides EMS services to Fort Huachuca through an intergovernmental agreement which began in January 2018 for a period of five years.

The City also has 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

Last year, the Council enacted a 15% rate increase for residential route customers. In addition, last year the Residential 1&1 Refuse and Recycling Program, in which garbage and recycling were each collected one day per week was modified. The world wide issues with recycling has greatly affected the City and has caused the City to totally eliminate the curb side recycling program and go to an all voluntary drop off system.

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 $38,467,333 to $18,512,518 from FY09 to the end of FY18 despite the economic downturn we experienced.

Revenue

The city sales tax, a major local revenue source, comprises 21 percent of the total revenue raised by the City. Fiscal year 2020 actual sales tax revenues are above projections, so the City has forecasting a 2% growth over the end of year estimate in the budgeted revenue amount. While Department of Defense spending cuts and troop reductions on Fort Huachuca has impacted the City's revenue for several years, it appears that we are now seeing increase in local sales tax.

State-shared revenue continues to be a positive but diminishing influence on the revenue projections in FY20. The City saw a slight increase in state-shared revenue. As cities in Arizona grow, they will receive a greater share of state-shared revenues.

No fees were increased for FY20 budget year except for minor refuse fees covering dumpsters and green waste.

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 which translates to a higher level of productivity.

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 seven percent from FY19 to FY20 largely as a result of implementation of the 2015 classification and compensation plan, minimum wage increase and class/compensation plan compression shift. In FY20, the City is adding nine full time positions and reclassifying two positions. These positions reside in public works, community development, fire, leisure, IT and police. As stated earlier, the compression shift occurred due to the voter mandated increases in the minimum wage.

Operations and Maintenance

Departments remain diligent in keeping operations and maintenance costs low, regularly seeking innovative solutions to accomplish this goal.

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 FY20. These projects include:

Schneider energy management projects

• Domingo Paiz and Cyr Center Turf Project	$6,324,646
• Cove Wave Machine	$ 497,139
• Sports Field Lighting	$4,819,878

City capital projects

• Fire EMS substation	$1,000,000
• City Hall Remodeling	$ 150,000

These capital projects are funded by a variety of sources including grants, financing and capital improvement 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 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 based on "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.

We reclassified two positions in FY20 and added seven full time positions. We will continue to invest in technology and seek out process efficiencies in order to increase the productivity of our employees.

In FY20, the contribution rates to the Public Safety Pension Retirement System (PSPRS) continued to 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 slight increase in retirement system contribution for FY20 did not negatively impact the available general fund resources as previous years to fund City operations. Given the challenges of hiring

police officers nationwide, the police department has come up with new innovative methods to attract new officers to the City.

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).

We will continue our efforts to continue our strong relationship with Fort Huachuca and assist in expanding and preserving the Fort's important mission in support of our national defense.

Conclusion

The FY20 City budget continually provides the resources to ensure a high level of service to the community. Through the dedication of our great employees, we will continue to move forward and meet the challenges presented to us.

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

Sierra Vista (Spanish for "Mountain View") is a thriving community of 43,824 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, a spectacular Independence Day celebration, Oktoberfest, Wine Tasting Events and Tours, Sky Islands Summit Challenge, Art in the Park, Cars in the Park, Sky Island Bike Tour, Southwest Wings Birding & Nature Festival, 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.

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, pickle ball, 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 as the Mayor in November 2010. He was re-elected to serve a second four-year term in August 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, Arizona Region 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 Rachel Gray

Mayor Pro Tem Gray has been a Sierra Vista resident since 2001 and was elected to the City Council in November 2012. Raised as a Pastor's daughter in the South, her passion for community service developed at a very early age. Ms. Gray 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.

Mayor Pro Tem 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 small business owner, Ms. 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.

Mayor Pro Tem Gray has served as Council liaison to the Arts and Humanities, West End, and Youth commissions. She currently serves as Council liaison to the Planning and Zoning Commission and is a board member of the Sierra Vista Industrial Development Authority, SEAGO, and the Sierra Vista Metropolitan Planning Organization. She is an alternate member of the Rural Transportation Advisory Committee and the Upper San Pedro Partnership.

Council Member Gwen Calhoun

In 2010, Council Member Calhoun 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 is currently on the Arizona Community Foundation State Board.

Council Member Calhoun 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 play in the clay at the Sierra Vista Pottery Studio.

Council Member Kristine Wolfe

Kristine Wolfe was born into a military family and grew up in Indiana, outside of Chicago. She received her B.A. from Valparaiso University, where she majored in political science. After graduating magna cum laude, she continued on to law school at the College of William & Mary in Virginia, where she received her J.D. in 2005. After graduation, she worked for the Commonwealth of Virginia as a prosecutor where she focused on Fourth Amendment issues as well as other cases such as armed robbery and murder. Due to her success, she was given a detail to the U.S. Attorney's Office, where she prosecuted firearms and drug offenders under Project Safe Neighborhood. She is very proud of her efforts to have helped make the City of Newport News a safer place.

Kristine came to Sierra Vista in 2013 because her husband (Eric Potvin) was active active duty military and assigned to Fort Huachuca. They fell in love with the people, the mountains, and the small town way of life, so they chose to make Sierra Vista their home.

Kristine was recently asked to serve as Vice President on the SEAHA (South Eastern Arizona Hospitality Association) board. She previously served on the West End Committee (2015-2016) and planned the 2016 West End Fair. She has participated in several volunteer clean up events in the West End as well as helped clean up the Coronado National Forrest. She also participates in several other clubs around the community.

Kristine also has a crazy black Labrador named Fish who sometimes pretends that she is a horse. In her spare time, she enjoys watching TV shows that her husband hates, reading, and having a glass of wine.

Council Member William Benning

Council Member Benning was elected to Sierra Vista City Council in 2018. William came to Sierra Vista in 2001 while William was serving in the United States Army. He immediately chose Sierra Vista as the place he wanted to raise his children, William III and Taylor. Upon retirement from the Army in 2009 William made Sierra Vista his permanent home.

When he is not working for the City Council, William is a contractor on Fort Huachuca working for Booz Allen Hamilton. William graduated from Arizona State University with a Bachelor of Science degree in Political Science and earned his MBA from the University of Phoenix. Currently he is working towards a Doctorate in Business Administration.

Since moving to Sierra Vista, Council Member Benning has devoted the majority of his free time to the community, from coaching youth sports and volunteering for numerous events. William currently serves on the Board of the County Education Foundation, Miss Sierra Vista Scholarship Foundation, and United Way. He started a foundation; "Bertha Marie Benning Foundation" that he started in memory of his grandmother to provides scholarships to young women in the Sierra Vista area. He is a member of and champion for the Sierra Vista Area Chamber of Commerce.

William also serves as Council liaison to the Parks and Recreation and Cultural Diversity commissions. During his free time William, enjoys reading, working on cars, and spending time with family supporting the community.

Council Member Sarah Pacheco

Sarah Pacheco was elected to the Sierra Vista City Council in 2018 and serves as the liaison for the Airport and Youth Commissions as well as a member of the Upper San Pedro Partnership and the Sierra Vista Metropolitan Planning Organization.

Ms. Pacheco originally came to Sierra Vista as a soldier stationed on Fort Huachuca as an Aviation Specialist and returned in 2008 after both she and her husband left military service. They were delighted to choose Sierra Vista as the community where they would raise their four children.

Ms. Pacheco has an associate's degree from Cochise College, a bachelor's degree in political science and communication from the University of Arizona, and masters of professional studies in strategic public relations from George Washington University.

She has worked in communications for education, healthcare, and for the federal government. Her community service began as the treasurer of the Parent Teacher Organization of her children's school, then leading a parent committee for a ballot initiative that would successfully bring Career and Technical Education funding to the High School. She also started the non-profit Peach's Pantry, which provides weekend food bags to children experiencing food insecurity.

Ms. Pacheco also has served as a commissioner on the Arizona Governor's Commission for Service and Volunteerism since 2012. She has served on the board for the Thunder Mountain Republican Women's club, has served as the president of the 1200 Club of Sierra Vista, was the vice chairman of the Be Healthy! Sierra Vista committee, and is a member of the Sierra Vista Rotary Club. She was named the top Young Professional in the *Sierra Vista Herald's* Top 20 Under 40 in 2018.

Council Member Carolyn Umphrey

Carolyn Umphrey was elected to Sierra Vista City Council in 2018. Carolyn and her husband, Tim, first came to Sierra Vista in 2006 for his last duty assignment with the United States Army. They immediately fell in love with the area, and after a brief time away for work, they made Sierra Vista their permanent home in 2008, settling into the West End in 2009.

When she is not working for the City Council, Carolyn is a certified dog groomer and small business owner. In 2006, Carolyn graduated from the North Jersey School of Dog and Cat Grooming. She groomed at Waggin' Tails on Fry Boulevard before starting Pups With Style Dog Grooming shortly after the 2009 birth of her son, Liam. As a self-employed groomer she works in a shop behind her home, which has enabled her to be home with Liam and her daughter, Lovey. Both children attended Cactus Wren Cooperative Preschool at St. Andrews Catholic Church on the West End, and then enrolled in a public elementary school.

Serving Sierra Vista, especially the West End, is a priority for Carolyn. When her children entered public school, Carolyn became an education advocate, cofounding the Sierra Vista Public Education Network. She serves on the board of the Education Foundation of Sierra Vista and is a founding member of Cochise Networking Our Way (CNOW). Carolyn also volunteers with the Carmichael Neighborhood Association, the Carmichael Parent Teacher Student Organization (PTSO), the Arizona Community Foundation of Cochise, and the Good Neighbor Alliance.

Carolyn is a proud member of the Sierra Vista Area Chamber of Commerce, the Sierra Vista Historical Society, Sierra Vista Symphony Association, 100 Women Who Care–Sierra Vista Communities, and NAMI Southeastern Arizona.

Carolyn is heavily involved in West End affairs, and serves as liaison to the West End Commission. She is also the Council liaison for the Arts and Humanities Commission and an alternate for the Upper San Pedro Partnership.

In her spare time Carolyn loves riding her bike and hiking in and around Sierra Vista with her family, and spending time with extended family and friends. She gets out and around town, attending activities and events at local parks, businesses, and community centers, meeting people, and learning more about this areas' rich history, from Fort Huachuca, the original pioneers, to outlying areas like Tombstone, Bisbee, and Hereford. There is never a dull moment! Carolyn also enjoys loving on her five small dogs and eating stacks of pancakes (Yum!).

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 an administrative analyst with the City of Sierra Vista and started in September of 1986.

During his 33 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. 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 Victoria Yarbrough

Victoria Yarbrough has been Sierra Vista's Assistant City Manager since September 2017 after serving as the Leisure & Library Services Director for Sierra Vista for six years. She also worked in library and recreation for the City of Douglas from 2007-2011, and at the University of Arizona Main Library in Tucson from 2005-2007.

Yarbrough functions as the organization's Chief Operating Officer and currently supervises all non-public safety operational and administrative 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, the airport, human resources, procurement, information technology, the City Clerk's office, and intergovernmental relations for the City. She is 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.

Yarbrough is an active member of the International City/County Management Association (ICMA) and a member of the Arizona City/County Management Association (ACMA). She holds a Bachelor of Arts degree in Political Science from the University of Pittsburgh, a Master of Arts in Library Science & Information Resources degree, and a Master of Science in Educational Technology degree, both from the University of Arizona. Yarbrough is originally from Pennsylvania, and has resided in Cochise County since 2004 when her husband, Eddie, was stationed at Fort Huachuca. When Eddie retired from the United States Marine Corps after 22 years of service in 2008, the couple was pleased to make Sierra Vista home.

Population

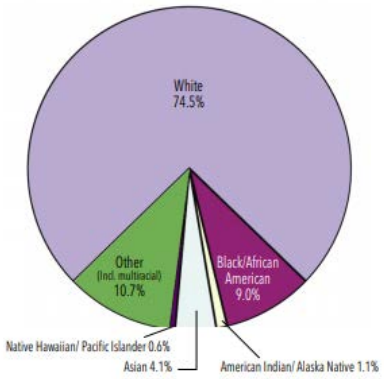
The City of Sierra Vista has been a growing community for more than 50 years. The City experienced very rapid population growth in its early years, increasing by 273% in the decade between 1970 and 1980. The City's population has maintained steady with projections showing increase over the next ten years providing new challenges and opportunities for local government.

POPULATION

	SIERRA VISTA		COCHISE COUNTY		ARIZONA	
	POPULATION	GROWTH %	POPULATION	GROWTH %	POPULATION	GROWTH %
1990	33,281	32.6	97,624	12.9	3,680,800	34.7
2000	37,775	13.5	117,755	20.6	5,130,632	39.4
2010	43,888	16.2	131,346	11.5	6,392,017	24.6
2011	45,098	2.8	130,537	-0.6	6,438,178	0.7
2012	45,794	1.5	130,752	0.2	6,498,569	0.9
2013	45,303	-1.1	130,906	0.1	6,581,054	1.3
2014	44,286	-2.2	129,628	-1.0	6,667,241	1.3
2015	44,183	-0.2	129,112	-0.4	6,758,251	1.4
2016*	43,754	-1.0	128,343	-0.6	6,835,518	1.1
2016**	44,023	N/A	129,140	N/A	6,866,195	N/A
2017	43,824	-0.5	128,383	-0.6	6,965,897	1.5
2018	45,359	3.5	130,319	1.5	7,076,199	1.6

*Original estimates; use for comparison to estimates for 2011 through 2015.
**Revised estimates; use for comparisons to estimates for 2017 forward (revisions due to a change in estimate methodology).
N/A = Not Applicable.
Note. Growth rates shown for 1990, 2000, and 2010 reflect preceding 10-year period; rates for 2011 forward are annual.
Source: U.S. Census Bureau, Arizona Office of Economic Opportunity, and Cochise College Center for Economic Research

RACIAL COMPOSITION (SIERRA VISTA)



Source: U.S. Census Bureau (Census 2010) and Cochise College Center for Economic Research

Racial Composition	
White	74.5%
Hispanic or Latino (of any race)	19.4%
Other (includes multiracial)	10.7%
Black/African American	9.0%
Asian	4.1%
American Indian and Alaska Native	1.1%
Native Hawaiian/Pacific Islander	0.6%

POPULATION PROJECTIONS

YEAR	SIERRA VISTA	COCHISE COUNTY
2025	47,017	131,146
2030	48,271	130,906
2035	49,469	130,686
2040	50,649	130,456
2045	51,877	130,240
2050	53,229	130,177

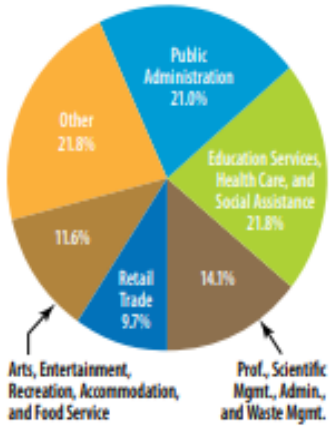
Source: Arizona Office of Economic Opportunity

AGE GROUPS (SIERRA VISTA)

	2000	2010
Under 5	7.7%	7.5%
5 to 9	7.1%	6.4%
10 to 14	6.9%	5.6%
15 to 19	8.2%	7.3%
20 to 24	9.0%	8.7%
25 to 34	15.4%	16.9%
35 to 44	13.8%	11.9%
45 to 54	11.0%	11.3%
55 to 59	4.7%	4.9%
60 to 64	4.2%	4.8%
65 to 74	7.1%	8.0%
75 to 84	4.1%	4.9%
85 and over	0.9%	1.7%

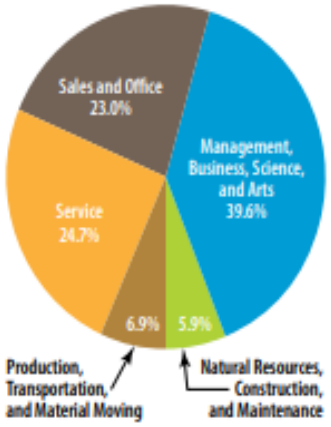
Source: U.S. Census Bureau (Census 2000 and Census 2010)

SIERRA VISTA INDUSTRIES



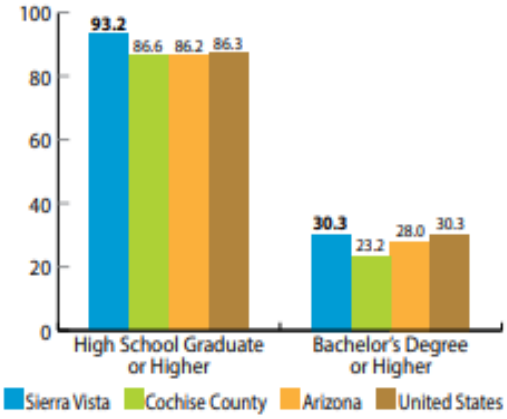
Note: By share of workforce. Includes industries with at least 5% of the workforce; industries with less than 5% are grouped in "other."
Source: U.S. Census Bureau, 2012 – 2016 American Community Survey, 5-year Estimates, and Cochise College Center for Economic Research.

SIERRA VISTA OCCUPATIONS

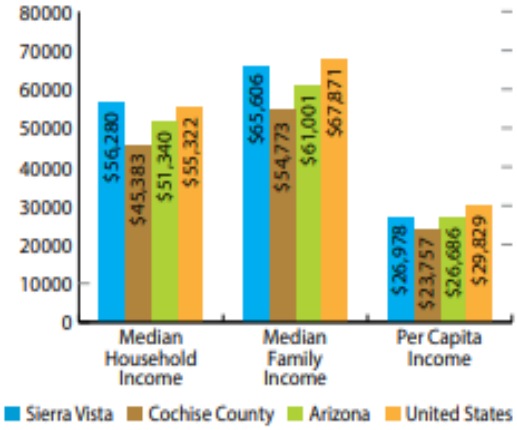


Source: U.S. Census Bureau, 2012 – 2016 American Community Survey, 5-year Estimates, and Cochise College Center for Economic Research.

EDUCATIONAL ATTAINMENT LEVELS



INCOME



Note: All figures in 2016 dollars.
Source: U.S. Census Bureau, 2012 – 2016 American Community Survey, 5-year Estimates, and Cochise College Center for Economic Research.

Cost of Living

The City of Sierra Vista's cost of living is comparable to other cities in Arizona, as shown by 2019 data from the Cost of Living Index[1] prepared by the Best Places to Live. The website 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 between Sierra Vista and each individual city. The data indicates how much lower (represented by a negative number) or how much more expensive (represented by a positive number) Sierra Vista is in comparison to that particular commodity group of each city.

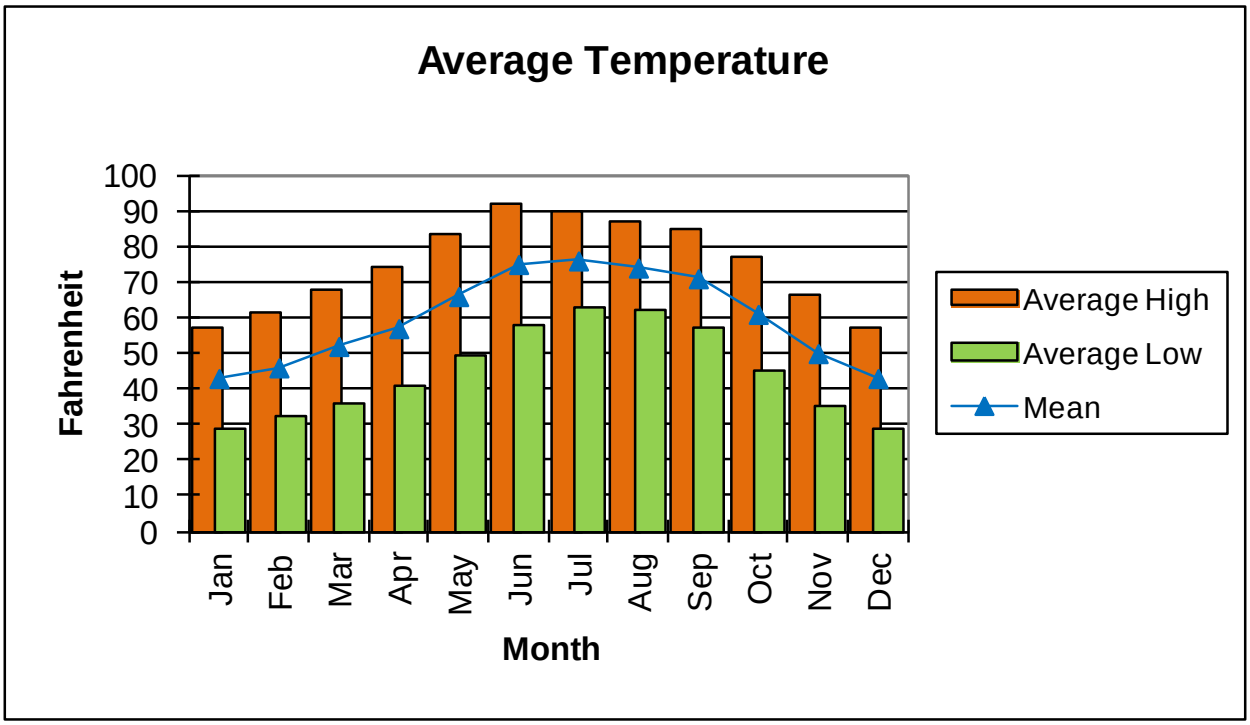
Sierra Vista To:	Phoenix	Flagstaff	Lake Havasu City	Prescott	Tucson
Groceries	10.01%	0%	0%	0%	10.1%
Housing	-29.9%	-54.7%	-34%	-54.6%	-10.6%
Utilities	0.4%	3.4%	1.4%	-0.1%	2.8%
Transportation	-38.7%	-1.9%	2.5%	-8.4%	-25.5%
Health Care	5.1%	0.9%	-0.6%	-11.5%	26.7%
Miscellaneous	-0.7%	-0.4%	2.6%	2.7%	-3.5%
COMPOSITE	-17.6%	-25.2%	-11.7%	-26.5%	-6%

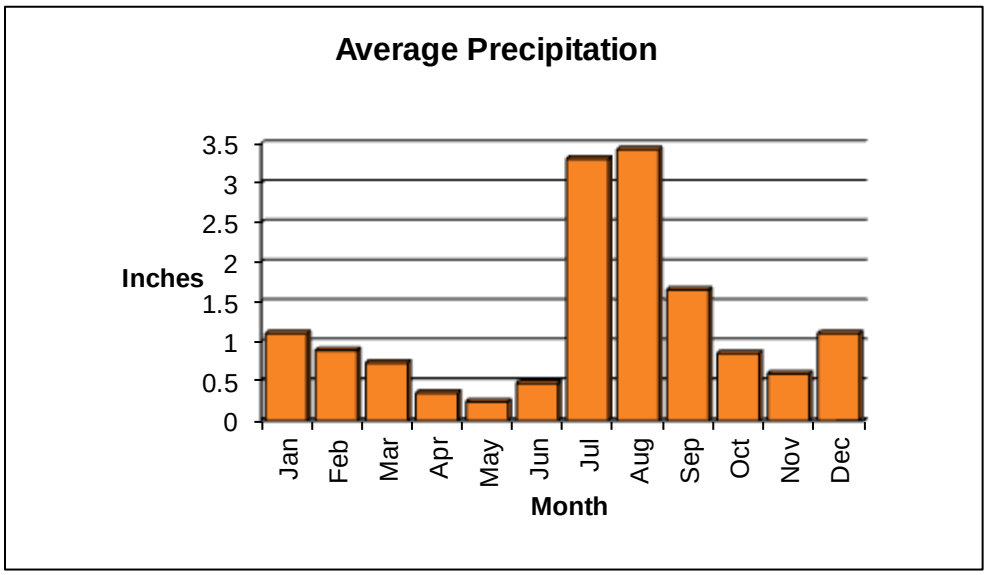
Climate

The City of Sierra Vista is located at 4,632 feet. Residents and visitors enjoy moderate year-round temperatures. The chart below reflects 2018 average temperature.

Month	Average High	Average Low	Mean	Average Precipitation	Record High	Record Low
Jan	61°F	34°F	47°F	0.98 in.	81°F (1999)	12°F (1987)
Feb	64°F	37°F	50°F	0.71 in.	83°F (1986)	11°F (1985)
Mar	70°F	42°F	56°F	0.51 in.	91°F (1989)	23°F (1985)
Apr	77°F	47°F	62°F	0.39 in.	97°F (1989)	28°F (1999)
May	85°F	55°F	70°F	0.31 in.	102°F (2002)	38°F (2003)
Jun	93°F	63°F	78°F	0.51 in.	107°F (1990)	46°F (1991)
Jul	92°F	66°F	79°F	3.11 in.	108°F (1989)	56°F (2004)
Aug	89°F	65°F	77°F	3.82 in.	102°F (1995)	53°F (1992)
Sep	87°F	60°F	73°F	1.46 in.	98°F (1983)	45°F (1985)
Oct	79°F	51°F	65°F	0.94 in.	96°F (1983)	30°F (1996)
Nov	69°F	41°F	55°F	0.43 in.	85°F (1988)	19°F (2004)
Dec	62°F	34°F	48°F	1.02 in.	79°F (2007)	15°F (1987)

[1] https://www.bestplaces.net/cost-of-living
[2] http://usclimatedata.com


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
3.5
3
2.5
2
1.5
1
0.5
0
Jan
Feb
Mar
Apr
May
Jun
Jul
Aug
Sep
Oct
Nov
Dec
Month

The FY20 budget reflects the Mayor and Council's strategic plan initiatives, recently updated in July 2019. The strategic plan builds upon the goals established in the City's 10-year general plan, Vista 2030, voted by the Sierra Vista voters in November 2014.

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 town center also 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. Engage

Engaging with our citizenry is one of the best ways for the City to understand the desires and needs of people who live, work, and play here. Three goals were defined to fulfill this focus area:

1. Improve our engagement with citizens and their awareness of City operations
2. Double our engagements with potential new visitors and business owners
3. Record at least 1,000 positive mentions across all social media platforms by the end of 2020

B. Enhance

Enhancing Sierra Vista means both providing better service as well as elevating the appearance of the city to better reflect our core values and utilizing partnerships for a stronger community. This focus area touches several departments, with three goals defined to fulfill this focus area:

1. Explore and implement methods to improve the efficiency and effectiveness of public safety
2. Improve streetscapes and public places by implementing at least two projects per year
3. Revitalize the West End by reducing the commercial vacancy rate

C. Empower

In the next two years, the City will leverage partnerships even further to influence the economic prosperity of both the City and its residents and focus on issues affecting the most vulnerable city residents. The two goals to fulfill this focus area include:

1. Increase annual revenue growth by 3–5% by the end of fiscal year 2022
2. Explore and implement methods to address homelessness, mental health, and affordable housing

D. Enjoy

Sierra Vista is already a great place to call home, thanks to its year-round, temperate climate and abundant, easily accessible outdoor activities like hiking and bicycling. In order to provide a variety of recreation opportunities — especially ones that will attract overnight visitors — over the next two years, we set the following goals:

1. Increase public participation in community events by 25%
2. Increase sports tourism revenue by $1 million annually
3. Record at least 1,000 positive mentions across social media platforms by the end of 2020

Within that framework, Council then developed the following two-year goals and strategies.

Initiatives:

Strategic Focus Area A: Engage

A-1. Take a deep dive into how information is shared, and recommend improvements, including enhancing the City's websites

A-2. Explore ways to better engage in meaningful conversations with our citizens

A-3. Evaluate and balance marketing strategies

A-4. Enhance the use of social media as part of the feedback loop

A-5. Improve the City's website for ease of use, including ADA accommodations
.
A-6. Encourage citizen participation in the 2020 Census

Strategic Focus Area B: Enhance

Initiatives for West End revitalization include:

B-1. Continuing incentives for business owners through the West Sierra Vista Partnership Program

B-2. Implement streetscape improvements in the commercial district and address needs for streetlights, sidewalks, and ADA improvements
.
B-3. Investigate the feasibility of establishing an entertainment district and business incubator
.
B-4. Explore ways to improve storm water management to reduce flooding

Initiatives that will enhance community quality of life include:

B-5. Renegotiate the master plan for the Tribute subdivision to reflect new community needs and priorities
.

B-6. Develop a comprehensive Parks master plan to guide future improvements

.B-7. Develop a plan to replace the Oscar Yrun Community Center, the oldest City building

B-8. Identify funding sources to expand the multi-use path system throughout the City

B-9. Identify funding sources and complete the engineering design for the Avenida Escuela extension bridge, which will link the sports complex with major thoroughfares

B-10. Explore ways with the Sierra Vista Unified School District (SVUSD) to better use SVUSD assets for an expanded slate of activities for the public

With community partners, the City will improve public safety by:

B-11. Reducing response times to emergency incidents south of town by 25%
.
B-12. Implementing a new police officer recruitment strategy focusing on military bases, credit for veterans, and experienced lateral hires

B-13. Develop and implement an emergency medical dispatching plan that improves communications with all Southeastern Arizona Communications (SEACOM) member communities

Strategic Focus Area C: Empower

C-1. Continue to advocate for Fort Huachuca mission expansion and infrastructure growth

C-2. Expand intergovernmental service agreements and partnerships that support the Fort's missions, create revenue, and take advantage of economies of scale

C-3. Evaluate opportunities for business incubation where feasible
.
C-4. Partner with local organizations to develop and implement a plan to encourage local shopping

C-5. Seek partnerships with higher education institutions to enhance workforce development efforts

C-6. Plan for effluent use, and continue to partner with public and private agencies to implement water conservation and recharge projects to benefit our local aquifer

C-7. Explore homelessness, mental health issues, and affordable housing obstacles, and identify partners and plans to address these issues, under Council direction, where feasible

Strategic Focus Area D: Enjoy

D-1. Take a critical look at community and cultural events for fit, diversity, draw, and potential partners, then realign our strategy to increase public participation in events

.

D-2. Evaluate potential locations to build a venue for large, outdoor events, then draft a plan for future implementation

.

D-3. Evaluate park space in the historic West End with an eye on creating small event venues

.

D-4. Complete the master plan for the Sierra Vista Sports Complex

D-5. Create a plan to fully utilize the Rothery Center's recreational properties, and implement improvements

.

D-6. Redevelop the event permitting process

.

D-7. Develop a catalog of projects to fund using crowdsourcing

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 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.	ENGAGE	A-1. Take a deep dive into how information is shared, and recommend improvements, including enhancing the City's websites
Element 2: Land Use		
Goal 2.1: Develop a well-planned City	ENHANCE	B-5. Renegotiate the master plan for the Tribute subdivision to reflect new community needs and priorities
Goal 2.2: Coordinate with Fort Huachuca for all future City development	EMPOWER	C-2. Expand intergovernmental service agreements and partnerships that support the Fort's missions, create revenue, and take advantage of economies of scale
Goal 2.3: Economic development shall be considered when planning future sites.	ENHANCE	
Goal 2.4: Consider environmental impacts when planning future sites.	ENHANCE	
Goal 2.5: Develop and implement aesthetic standards along all major roadways and gateways into the City.	ENHANCE	B-2. Implement streetscape improvements in the commercial district and address needs for streetlights, sidewalks, and ADA improvements

Goal 2.6: Plan appropriate development of vacant State Trust Land located within the City.	ENHANCE	
Goal 2.7: Annex areas that provide the most benefit to the City as stated in the City's Annexation policy.	ENHANCE	B-1. Continuing incentives for business owners through the West Sierra Vista Partnership Program

Element 3: Transportation and Circulation		
Goal 3.1: A public transportation system that incorporates and encourages all modes of transportation.	ENHANCE	
Goal 3.2: Design roadways and circulation patterns that enable efficient movement for all modes of transportation.	ENHANCE	
Goal 3.3: Meet or exceed ADA (Americans with Disabilities Act) requirements for public infrastructure and the public transit system.	ENHANCE	B-2. Implement streetscape improvements in the commercial district and address needs for streetlights, sidewalks, and ADA improvements
Goal 3.4: Expand transportation choices that reduce reliance on single-occupancy vehicles.	ENHANCE	
Goal 3.5: Ensure that VISTA Transit meets the needs of the growing community.	ENHANCE	

Element 4: Open Space		
Goal 4.1: Identify potential open space land.	EMPOWER	C-3. Evaluate opportunities for business incubation where feasible

Goal 4.2: Obtain land for open space.	EMPOWER	
Goal 4.3: Provide stewardship programs to protect open space land.	EMPOWER	

Element 5: Growth		
Goal 5.1: Ensure growth areas are developed meeting community expectations.	ENGAGE	
Goal 5.2: Coordinate with other government agencies when developing in the growth areas.	ENGAGE	
Goal 5.3: Create strategies that ensure economic diversity within the growth areas.	EMPOWER	C-7. Explore homelessness, mental health issues, and affordable housing obstacles, and identify partners and plans to address these issues, under Council direction, where feasible

Element 6: Environmental Planning		
Goal 6.1: Maintain a high standard of air quality.	ENHANCE	
Goal 6.2 Maintain a high standard of water quality.	EMPOWER	C-6. Plan for effluent use, and continue to partner with public and private agencies to implement water conservation and recharge projects to benefit our local aquifer
Goal 6.3: Protect natural resources.	ENHANCE	

Element 7: Cost of Development		
Goal 7.1: Update the analysis determining the fiscal and capital cost-revenue impact of new development.	EMPOWER	C-2. Expand intergovernmental service agreements and partnerships that support the Fort's missions, create revenue, and take advantage of economies of scale

Element 8: Water Resources		
Goal 8.1: Participate in partnerships between local, state, and federal agencies and private water companies.	ENGAGE	
Goal 8.2: Purchase local, private water companies, when feasible and available.	EMPOWER	C-6. Plan for effluent use, and continue to partner with public and private agencies to implement water conservation and recharge projects to benefit our local aquifer

Element 9: Conservation		
Goal 9.1: Protect and conserve natural resources.	EMPOWER	
Goal 9.2: Develop effective water management policy for City government.	ENHANCE	
Goal 9.3: Reduce water pumping from the aquifer.	EMPOWER	C-6. Plan for effluent use, and continue to partner with public and private agencies to implement water conservation and recharge projects to benefit our local aquifer

Goal 9.4: Augment existing water supplies.	EMPOWER	
Goal 9.5: Establish effective partnerships with other public and private entities to advance water conservation.	ENGAGE	
Goal 9.6: Provide educational programs and materials	EMPOWER	C-5. Seek partnerships with higher education institutions to enhance workforce development efforts
Goal 9.7: Mitigate development impact on areas designated as wildlife corridors and sensitive vegetation.	ENHANCE	

Element 10: Parks and Recreation		
Goal 10.1: Increase designated parkland to meet City's level of service (LOS) standard.	ENJOY	B-6. Develop a comprehensive Parks master plan to guide future improvements
Goal 10.2: Design and develop sufficient parkland and facilities to meet the needs of the community.	ENJOY	D-3. Evaluate park space in the historic West End with an eye on creating small event venues
Goal 10.3: Maintain parks and facilities to City standards.	ENHANCE	B-6. Develop a comprehensive Parks master plan to guide future improvements
Goal 10.4: Establish facilities and programs to meet the needs of Sierra Vista residents.	ENGAGE	A-2. Explore ways to better engage in meaningful conversations with our citizens

Goal 10.5: Improve interconnectivity between the paved multi-use path system and parks.	ENHANCE	B-8. Identify funding sources to expand the multi-use path system throughout the City

Element 11: Public Facilities, Services, and Public Buildings		
Goal 11.1: Provide high-level of city services and high-quality facilities.	ENJOY	D-1. Take a critical look at community and cultural events for fit, diversity, draw, and potential partners, then realign our strategy to increase public participation in events
Goal 11.2: Site new schools in appropriate locations.	ENJOY	
Goal 11.3: Deliver high-quality customer service.	ENGAGE	A-2. Explore ways to better engage in meaningful conversations with our citizens
Goal 11.4: Advance a business friendly approach to development.	ENGAGE	A-4. Enhance the use of social media as part of the feedback loop
Goal 11.5: Incorporate the natural environment, surrounding land uses, and community design standards when locating and developing public buildings and facilities.	ENHANCE	
Goal 11.6: Responsibly and intentionally, create a city that protects neighborhood vitality and improves community and economic development.	ENHANCE	

Goal 11.7: Integrate the Surface Water Plan provisions into designs and construction of improvements and modifications to washes and drainage ways.	EMPOWER	B-4. Explore ways to improve storm water management to reduce flooding
Goal 11.8: Comply with Cochise County's Regional Solid Waste Management Plan.	ENHANCE	
Goal 11.9: Maintain an economical, environmentally safe, and efficient wastewater treatment system.	ENHANCE	
Goal 11.10: Provide fire and emergency services protection that meet or exceed the National Fire Protection Association (NFPA) standards.	ENHANCE	B-13. Develop and implement an emergency medical dispatching plan that improves communications with all Southeastern Arizona Communications (SEACOM) member communities
Goal 11.11: Provide public safety (police) protection that meets or exceeds the Commission on Accreditation of Law Enforcement Agencies (CALEA®) standards.	ENHANCE	B-12. Implementing a new police officer recruitment strategy focusing on military bases, credit for veterans, and experienced lateral hires
Goal 11.12: Provide quality library services.	ENJOY	

Element 12: Housing and Neighborhoods		
Goal 12.1: Promote quality affordable rental housing.	ENJOY	
Goal 12.2: Promote quality affordable owner-occupied housing.	ENJOY	

Goal 12.3: Improve understanding of property management and maintenance for homeowners and renters.	ENGAGE	A-2. Explore ways to better engage in meaningful conversations with our citizens
Goal 12.4: Continue enforcing the Neighborhood Enhancement Property Maintenance Program to encourage the quality, safety, and livability of neighborhoods.	ENHANCE	
Goal 12.5: Revitalize targeted areas.	ENHANCE	B-3. Investigate the feasibility of establishing an entertainment district and business incubator
Goal 12.6: Build strong neighborhoods.	ENGAGE	A-2. Explore ways to better engage in meaningful conversations with our citizens
Goal 12.7: Safeguard the condition and quality of the housing stock in order to maintain attractive and livable neighborhoods.	ENHANCE	
Goal 12.8: Increase housing choices that serve all age groups and needs.	ENHANCE	
Goal 12.9: Develop High-Quality Housing Developments.	ENHANCE	

Element 13: Redevelopment and Infill Development		
Goal 13.1: Maintain, improve, and revitalize older areas of the community.	ENHANCE	B-1. Continuing incentives for business owners through the West Sierra Vista Partnership Program
Goal 13.2: Promote the Infill Incentive District Policy.	ENHANCE	

Goal 13.3: Promote the adaptive reuse of buildings.	ENHANCE	B-7. Develop a plan to replace the Oscar Yrun Community Center, the oldest City building

Element 14: Safety		
Goal 14.1: Mitigate or minimize the impacts of a disaster.	EMPOWER	

Element 15: Economic Development		
Goal 15.1: Update the *Plan for Prosperity* every five years.	EMPOWER	
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.	ENGAGE	B-10. Explore ways with the Sierra Vista Unified School District (SVUSD) to better use SVUSD assets for an expanded slate of activities for the public
Goal 15.3: Encourage opportunities for a diverse economy.	EMPOWER	C-3. Evaluate opportunities for business incubation where feasible
Goal 15.4: Make certain that private development is consistent with the City's environmental goals/concerns.	EMPOWER	
Goal 15.5: Make Sierra Vista the hub of tourist activities in southeastern Arizona.	ENJOY	D-1. Take a critical look at community and cultural events for fit, diversity, draw, and potential partners, then realign our strategy to increase public participation in events

Element 16: Arts, Humanities, and Cultural Activities		
Goal 16.1: Create a climate where arts, humanities, and cultural activities flourish.	ENJOY	D-2. Evaluate potential locations to build a venue for large, outdoor events, then draft a plan for future implementation

Element 17: Urban Design		
Goal 17.1: Make Sierra Vista a city distinguished by its orderly and aesthetic-character.	ENJOY	D-4. Complete the master plan for the Sierra Vista Sports Complex
Goal 17.2: Develop a cohesive urban character that makes Sierra Vista a community unto itself.	ENJOY	
Goal 17.3: Provide a variety of housing types.	ENJOY	
Goal 17.4: Develop a Town Center.	ENJOY	

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

VOTERS

MAYOR & CITY COUNCIL

Mayor
Frederick "Rick" Mueller

City Council
Rachel Gray, Mayor Pro Tem
William Benning
Gwen Calhoun
Sarah Pacheco
Carolyn Umphrey
Kristine Wolfe

BOARDS AND COMMISSIONS

CITY ATTORNEY
Nathan Williams

CITY MANAGER
Charles P. Potucek

ASSISTANT CITY MANAGER
Victoria Yarbrough

FINANCE
David J. Felix, CPA

ECONOMIC DEVELOPMENT
Tony Boone

MARKETING & PUBLIC AFFAIRS
Judy Hector

ADMINISTRATIVE SERVICES

City Clerk
Jill Adams
Human Resources
Barbara Fleming
Information Technology
Abe Rubio
Procurement
Donald R. Riley

PUBLIC WORKS DEPARTMENT
Sharon Flissar, PE

Engineering
Jing Luo
Operations
Richard Cayer, PE

COMMUNITY DEVELOPMENT
Matt McLachlan, AICP

Planning

Building Inspections

Neighborhood Enforcement

LEISURE & LIBRARY SERVICES
Laura Wilson

Leisure Programs & Services
Robert Hinderer
Library Programs & Services
Emily Scherrer

POLICE DEPARTMENT
Adam Thrasher

Deputy Chief
Jon Kosmider
Administrative
Chris Hiser
Operations
Lawrence Boutte

FIRE & MEDICAL SERVICES

Interim Fire Chief
Brian Jones
Interim Deputy Fire Chief
Jodie Ryan
Training
Joshua Meeker
Prevention
Paul Cimino
Medical Services
Matt Irlmeier

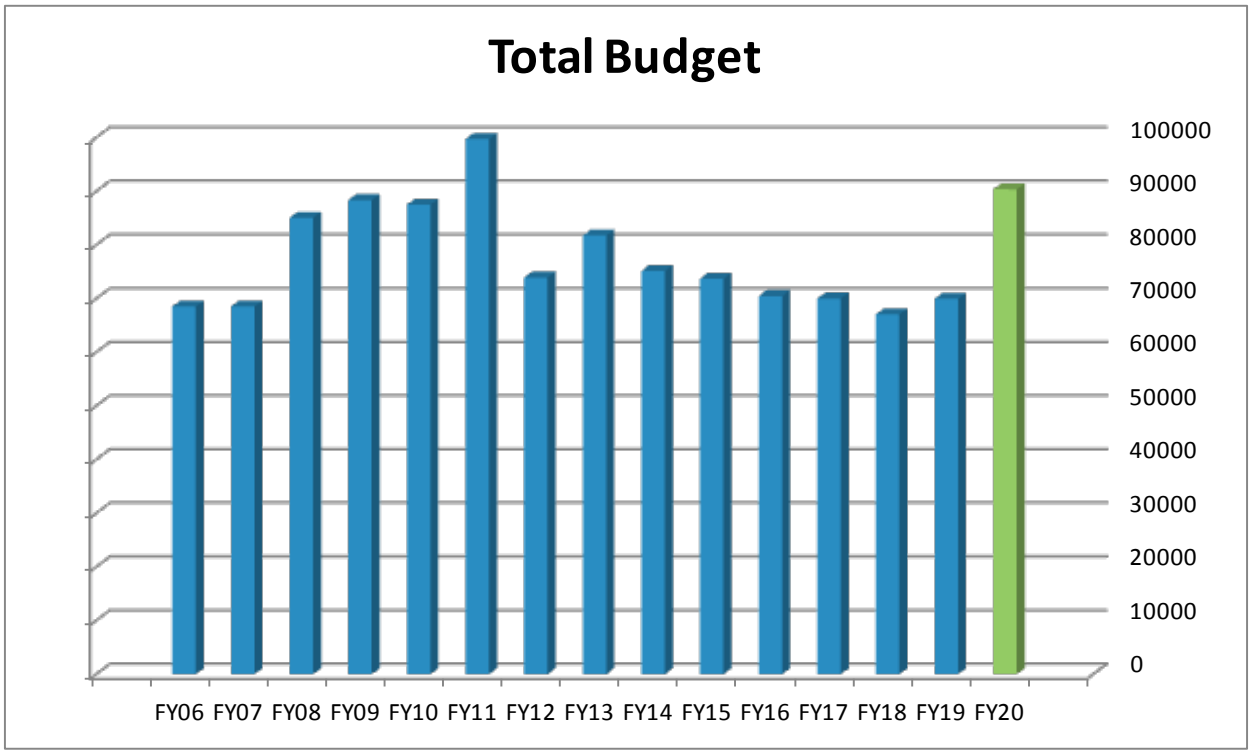
Budget Summary

The first part of this section provides an overview of the FY20 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.

FY20 Overview

The Fiscal Year 2020 (FY20) budget increased 28.9% from Fiscal Year 2019 (FY19) mainly due to the financing of the Schneider energy management project. 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. We continue to achieve a balanced budget through the use of conservative financial practices, constantly looking for operations and maintenance efficiencies, productivity improvements through automation and an improving revenue environment.

Year	Budget Amount	Change
FY05	$ 49,918,997	0%
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%
FY18	$ 82,723,790	18.1%
FY19	$ 70,092,846	-15.3%
FY20	$ 90,368,774	28.9%



The graph above shows the total budget expenditures from FY06 to FY20. 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 (FY20), local and state-shared revenues have been increased based on actuals from FY19.

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. Incorporate the Voters approved general plan.
2. Prioritize the accomplishment of City Council's Strategic Plan Initiatives.
3. Budget decisions will be made with long-term implications taken into account.
4. Focus on benefit to community as a whole.
5. Fiscally responsible decisions when making budget decisions.
6. Conservative revenue estimates to account for economic uncertainty.
7. Adequate general fund reserve levels.
8. Smart personnel management to not overextend available resources.
9. Maintain class and comp plan.
10. Balance the Budget without General Fund reserve usage.
11. Review enterprise fund operations to ensure value for ratepayers.
12. Plan for long-term maintenance cost of new and existing City facilities.
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.

The City's General Plan serves as a guiding framework for the development of the Strategic Plan. The General Plan is the objectives and goals voted on by the community.

Incorporation of Strategic Plan

The FY20 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 2019; the FY20 Budget represents the first year of the current plan.

The strategic plan is broken into critical success factor areas, with 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 $90,368,774 in FY20. The City raises revenue through many sources including taxes (both sales and property), user fees (fees to use a service, e.g., Sewer 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 $6,983,393 in donations and grants this year. These donations and 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. 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 FY20 by major category. The largest revenue generators are the City Sales Tax, State-Shared Revenue, and Grants. These three categories comprise approximately 48 percent of the total revenue generated.

	FY19 Budget	FY20 Budget	% Change	FY20 % of Total
City Sales Tax	$19,198,368	$19,594,473	2%	21.68%
Property Tax	$359,883	$368,260	2%	0.41%
Franchise Fees	$1,325,000	$1,350,000	2%	1.49%
Licenses & Permits	$450,000	$475,000	6%	0.53%
Grants	$6,443,546	$7,072,279	10%	7.83%
Local Govt. Payments	$1,136,766	$3,427,096	201%	3.79%
State Shared Revenue	$15,099,793	$16,108,284	7%	17.83%
Health & Accident	$4,319,000	$4,409,500	2%	4.88%
Ambulance Fees	$1,775,000	$2,020,000	14%	2.24%
Public Safety Fees	$70,000	$70,000	0%	0.08%
GMC Revenues	$1,252,880	$1,432,880	14%	1.59%
Transit Revenue	$133,200	$133,200	0%	0.15%
Airport Revenues	$911,000	$896,000	-2%	0.99%
Sewer Revenues	$3,721,854	$3,735,493	0%	4.13%
Refuse Revenues	$3,660,714	$4,005,776	9%	4.43%
Leisure Revenue	$1,230,158	$1,253,691	2%	1.39%
Planning Revenue	$30,000	$25,000	-17%	0.03%
Development Fees	$0	$0	NA	0.00%
Investment Income	$23,500	$45,000	91%	0.05%
Donations	$2,105,924	$2,772,835	32%	3.07%
Sale of Fixed Assets	$570,000	$570,000	0%	0.63%
Notes Payable	$873,116	$15,915,000	1723%	17.61%
Carryover	$4,731,160	$3,917,654	-17%	4.34%
Misc Revenue	$671,984	$771,353	15%	0.85%
Total	**$70,092,846**	**$90,368,774**	29%	**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%

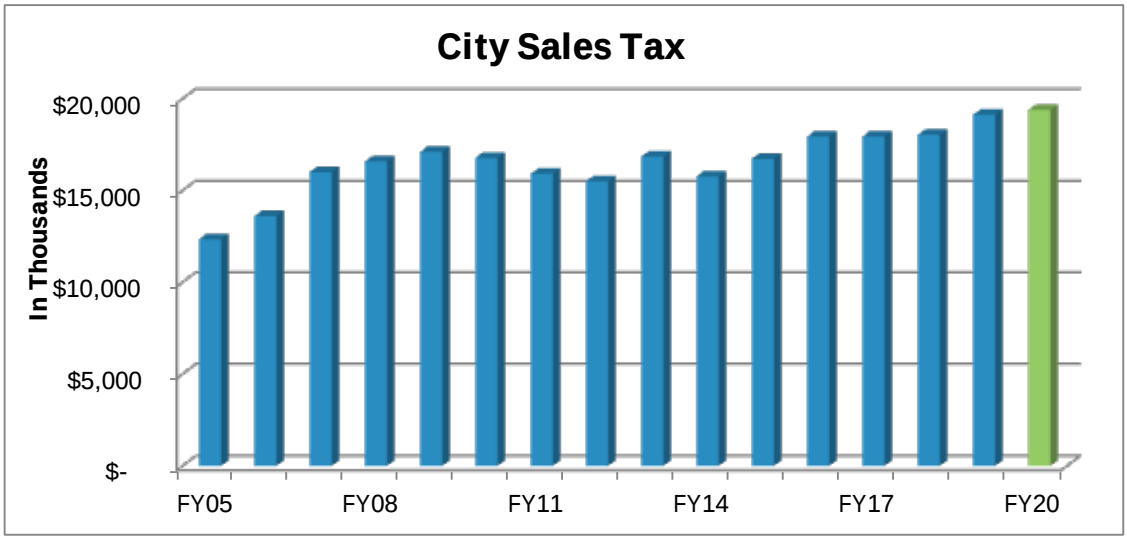
The City's tax package contributes about twenty-two percent (22%) of the City's total revenue. These taxes contribute about one-fourth of the total general fund revenue.

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.

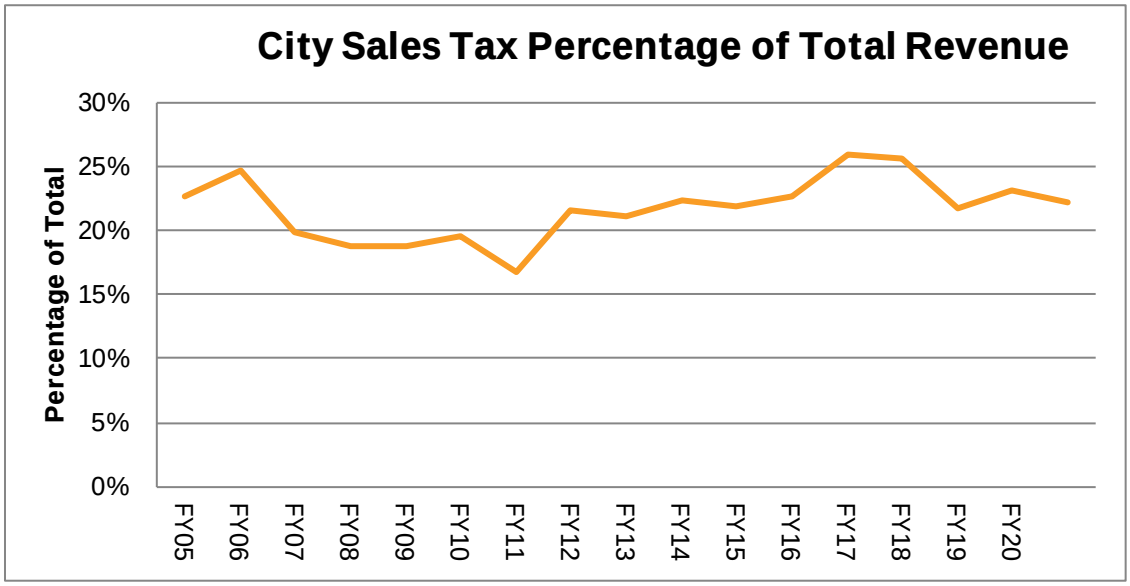
Of the total sales tax, one-half of one percent (0.5%) is designated for capital projects. This money is used for the construction and operations of major capital projects. The money is also used for major capital maintenance projects.

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 FY19 and FY20 budgets.



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 FY20, Sales Tax comprises roughly twenty-two percent (22%) of the overall revenue received.



Property Tax

The City levies a property tax. The property tax makes up a very small percentage (0.41%) of the City's total revenue. The City property tax rate has remained the same since FY13, while actual revenue received has decreased due to declining property assessment values. The City Council approved a decrease in property tax rate for FY20 from $0.1136 per $100 of assessed value to 0.1124. The new rate translates to a City property tax bill of $11.24 per $100,000 of assessed valuation.

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 $199,858.

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).

	FY19 Budget	FY20 Budget	Change
Income	$5,215,882	$5,566,139	$ 350,257
Sales	$4,258,911	$4,419,343	$ 160,432
HURF	$3,475,000	$3,872,802	$ 397,802
Auto Tax	$2,150,000	$2,250,000	$ 100,000
Total	**$15,099,793**	**$16,108,284**	**$1,008,491**

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.

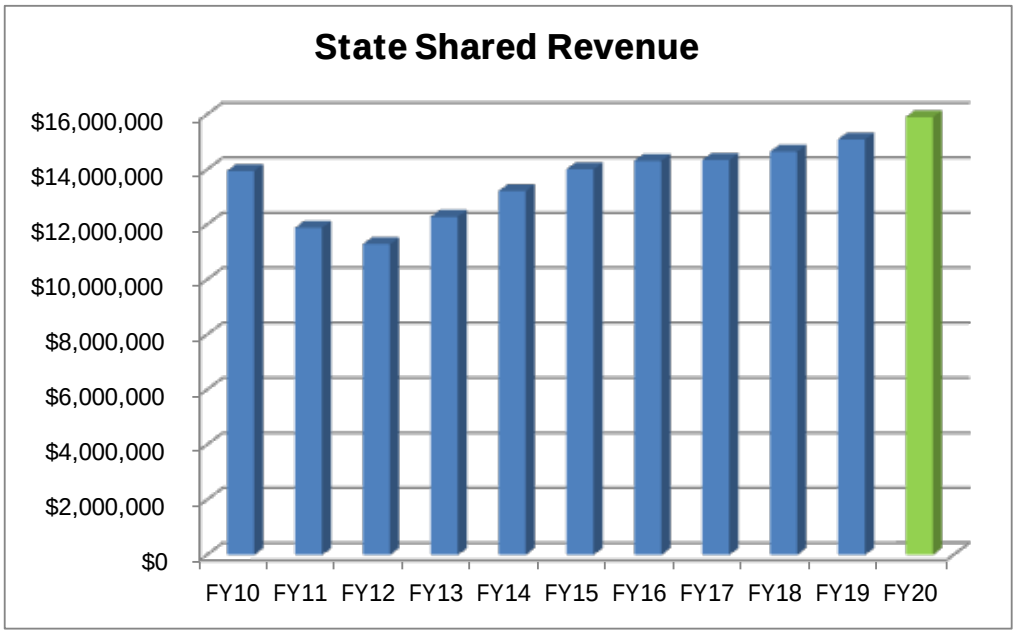
The City also receives State-Shared Sales Tax. Similar to the State Income Tax sharing, cities in Arizona share 25 percent of the overall base state sales tax collection based on a population formula.

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 FY20, the City anticipates receiving a small increase of State Shared Revenue compared to FY19. State Shared Revenue is the second largest revenue source to the City, contributing just about 18 percent of the total budget and just below 31 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 five years, but the City anticipates another decline following the next Census adjustments.

	State Shared Revenue	% Change
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%
FY18	$14,651,586	2.6%
FY19	$15,099,793	2.8%
FY20	$16,108,284	5.5%



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 8 percent of the total estimated revenue to be received in FY20. 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 $15,915,000 in financing funds in FY20. This amount will be used to purchase fleet vehicles and a new fire pumper truck.

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.

	FY20	% of User Fee Revenue
Labor Charges	$ 300,000	14%
Fluids Charges	$ 315,000	14.2%
Other GMC Revenues	$ 50,000	2.3%
Lease Revenues	$ 54,200	2.4%
Hangar Lease Revenue	$ 190,000	8.6%
Hangar Electrical Revenue	$ 5,000	0.2%
Tie Down Lease Revenue	$ 7,500	0.3%
Office Space Rental Revenue	$ 7,500	0.3%
Delinquent Lease Fees	$ 1,000	0.0%
Court Fees	$ 15,000	0.7%
Court Fines	$ -	0.0%
Library Fines	$ 18,000	0.8%
Performing Arts - Rec	$ 63,029	2.8%
Kids World	$ 459,830	20.7%
Rentals	$ 138,614	6.3%
Aquatics	$ 249,920	11.3%
Sports	$ 124,933	5.6%
Classes	$ 88,940	4.0%
Adult Trips	$ 19,205	0.9%
Senior Programming	$ 8,630	0.4%
Community Events	$ 100,590	4.5%
TOTAL	**$ 2,216,891**	**100.0%**

Ambulance Fees

The City charges Arizona Department of Health Services-regulated fees to the user of ambulance services. This includes a base rate and a mileage charge. Expected revenue from the provision of ambulance services for FY20 is $2,020,000. This is an increase of about $245,000 based on actuals from FY19. Along with emergency 911 transports, crews also transport non-emergent patients from the ER to nursing homes, and vice-versa. The EMS crew will transport patients to and from medical appointments, nursing homes and the Life Care center. Ambulance fees are separate from other user fees as a result of their unique identity.

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 are $75 and fees for cats are $50. The fees have not been increased since FY16. That was the 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, adult trips, and senior programming.

Impact 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. Development Fees contribute less than one percent of the total budget. The City suspended the Development Fees for two years to help improve economic development beginning July 2017. The City will maintain a suspension on fees until July 1, 2020.

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 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 $90,368,774 for FY20, $20,275,928 more than the FY19 budget. The majority of the increase is attributable to the financing of the Schneider energy management program. Capital Expenditures increased by $15,085,096, (145%) from FY19. Personnel expenditures increased by $2,393,163 (7%) reflecting the maintenance of the classification and compensation plan which brings employee salaries to 100% of market pay, increased PSPRS liability and minimum wage compression. The City's Operating and Maintenance expenses increased by $1,695,871, (8%). Debt services increased by $1,101,798 (25%) to include the Schneider project and financing of fleet vehicles and a fire pumper truck. Overall, the City's budget increased twenty-nine percent (29%) compared to FY19.

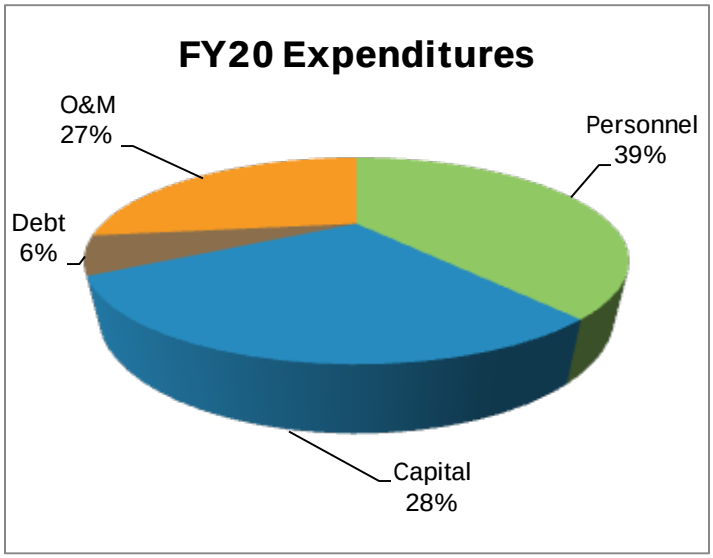
	FY19 Budget	FY20 Budget	Difference	% Change	% Total
Personnel	$ 32,698,684	$ 35,091,847	$ 2,393,163	7%	39%
O&M	$ 22,521,081	$ 24,216,952	$ 1,695,871	8%	27%
Capital	$ 10,437,999	$ 25,523,095	$ 15,085,096	145%	28%
Debt	$ 4,435,082	$ 5,536,880	$ 1,101,798	25%	6%
Total	**$ 70,092,846**	**$ 90,368,774**	**$ 20,275,928**	**29%**	**100%**

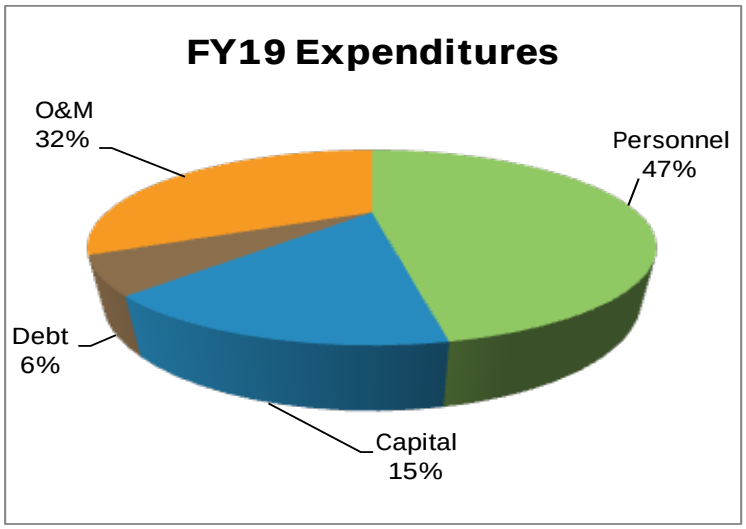
The following table provides an overview of the percentage of expenditures by category from FY11-FY20. Debt currently makes up six percent (6%) of the City expenditures. Capital Expenditures make up twenty-eight percent (28%). These are expenditures that reinvest money back into the community through construction or equipment acquisition. The percentage of the budget expended on Personnel has fluctuated since FY11 and currently comprises thirty-nine percent (39%) of the total budget. Operations and Maintenance (O&M) comprises twenty-seven percent (27%) of the total budget.

	FY11	FY12	FY13	FY14	FY15	FY16	FY17	FY18	FY19	FY20
Personnel	37%	33%	37%	36%	38%	43%	45%	38%	47%	39%
Capital	30%	36%	30%	27%	28%	18%	17%	8%	15%	28%
Debt	7%	6%	7%	7%	7%	7%	7%	24%	6%	6%
O&M	27%	26%	27%	30%	28%	32%	31%	29%	32%	27%

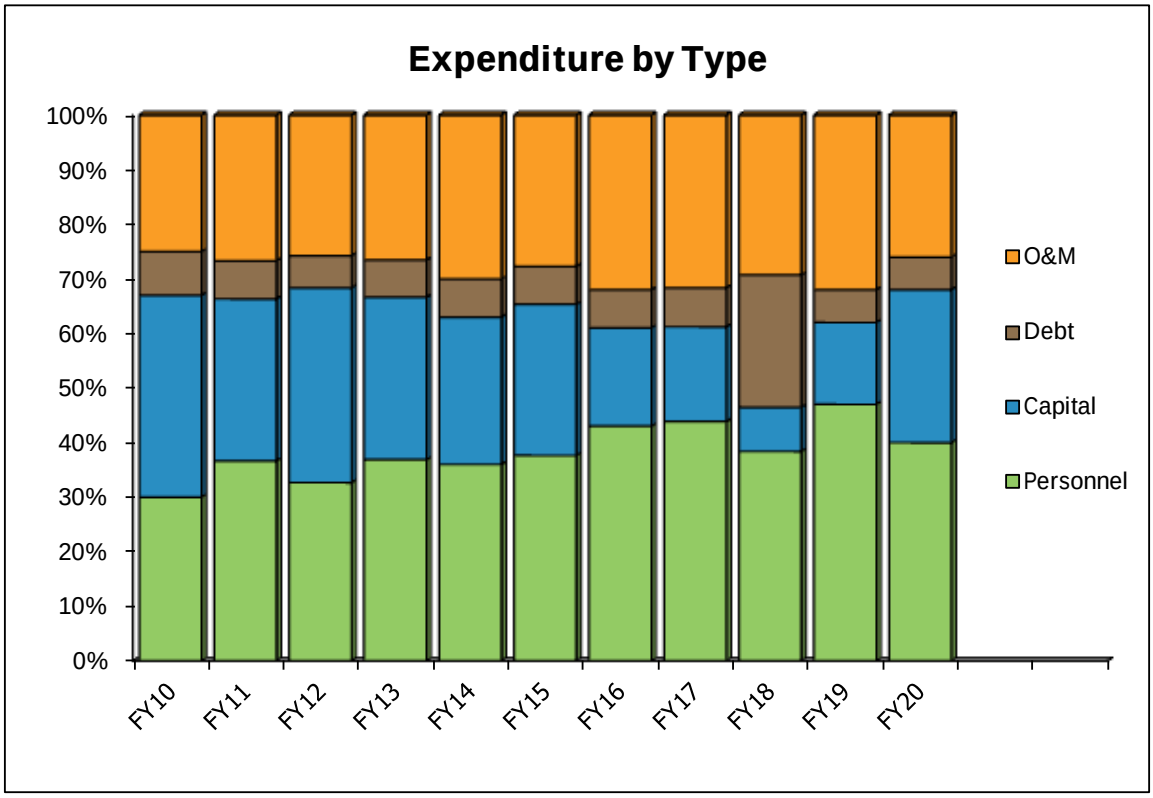
Budget Summary

The graphs below depict the percentage of total budget, per major category, for FY20 and FY19. The shift in higher capital is largely a result of the financing of the Schneider energy management program.



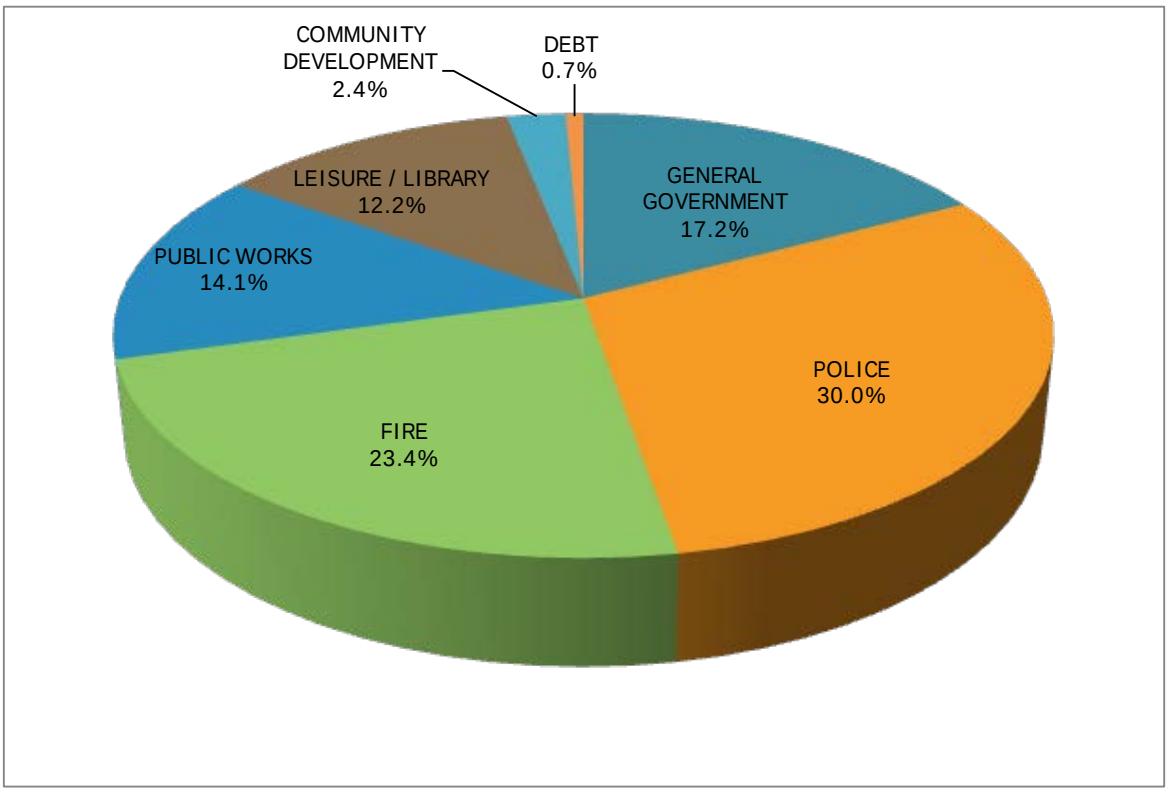


The graph below depicts the percentage of total expenditures by category for FY10-FY20.



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. FY20 General Fund expenditures total $39,375,859. The chart below illustrates the FY20 General Fund budget percentage by major category.



The largest percentage of general fund expenditures is Public Safety (Police and Fire) representing 53% of the total expenditures in the General Fund. The next largest expenditure occurs in General Government (17.2%), followed by Public Works (14.1%), 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	FY18	FY19	FY20
General Government	20%	19%	21%	19%	20%	15%	19%	17%	18%	17%
Police	28%	28%	29%	30%	32%	31%	32%	30%	30%	30%
Fire	15%	15%	16%	15%	17%	17%	19%	24%	18%	23%
Public Works	16%	21%	20%	22%	20%	19%	18%	17%	17%	14%
Leisure& Library	16%	13%	12%	11%	10%	11%	10%	9%	14%	12%
Community Development	3%	3%	3%	3%	2%	3%	3%	3%	3%	2%
Debt	2%	1%	1%	1%	0.4%	0.3%	0.3%	0.4%	0.8%	0.7%

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 seven percent (7%) from FY19 to FY20 largely as a result of implementation of the 2015 classification and compensation plan, voter mandated minimum wage increase and compression 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 FY05 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 FY20, the City reclassified two positions, one in community development and one in public works. The City converted six part time positions in leisure and library to three full time positions and added three new full time positions in fire, public works and animal control.

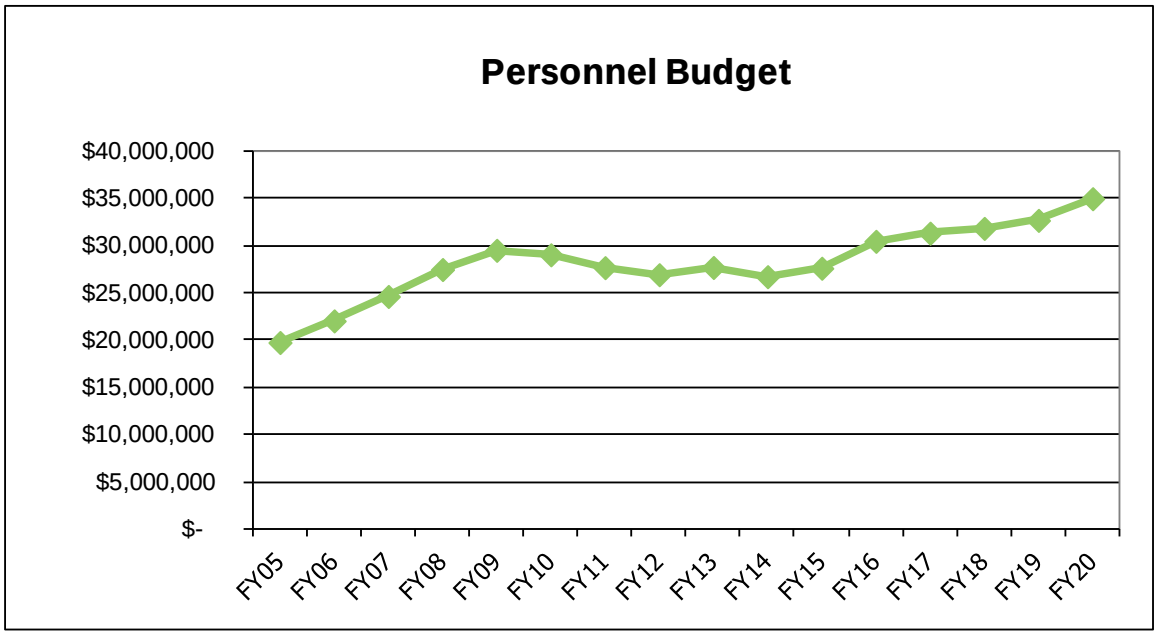
	Personnel Budget	% Change
FY05	$ 19,778,813	0%
FY06	$ 22,064,958	12%
FY07	$ 24,649,386	12%
FY08	$ 27,498,627	12%
FY09	$ 29,529,921	7%
FY10	$ 29,055,856	-2%
FY11	$ 27,697,934	-5%
FY12	$ 26,950,101	-3%
FY13	$ 27,714,442	3%
FY14	$ 26,741,763	-4%
FY15	$ 27,634,917	3%
FY16	$ 30,481,244	10%
FY17	$ 31,342,517	3%
FY18	$ 31,804,910	1%
FY19	$ 32,698,684	3%
FY20	$ 35,091,847	7%

The FY20 budget includes maintenance of the 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 FY20 as a result of increases of the City's contribution to the State's Public Safety Personnel Retirement System and the compression caused by the voter mandated minimum wage increase.

Since FY08, the City has seen its own self-funded health insurance program 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 in FY19. The City implemented a modest increase in the premiums due to increased health costs that began in July 2018. There have been no increases in the current budget. 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 FY20. These include yearly capital street maintenance, year five of the police Crown Victoria replacements and the Schneider energy management program. These are just a few of the improvements. A full list can be found in the capital section.

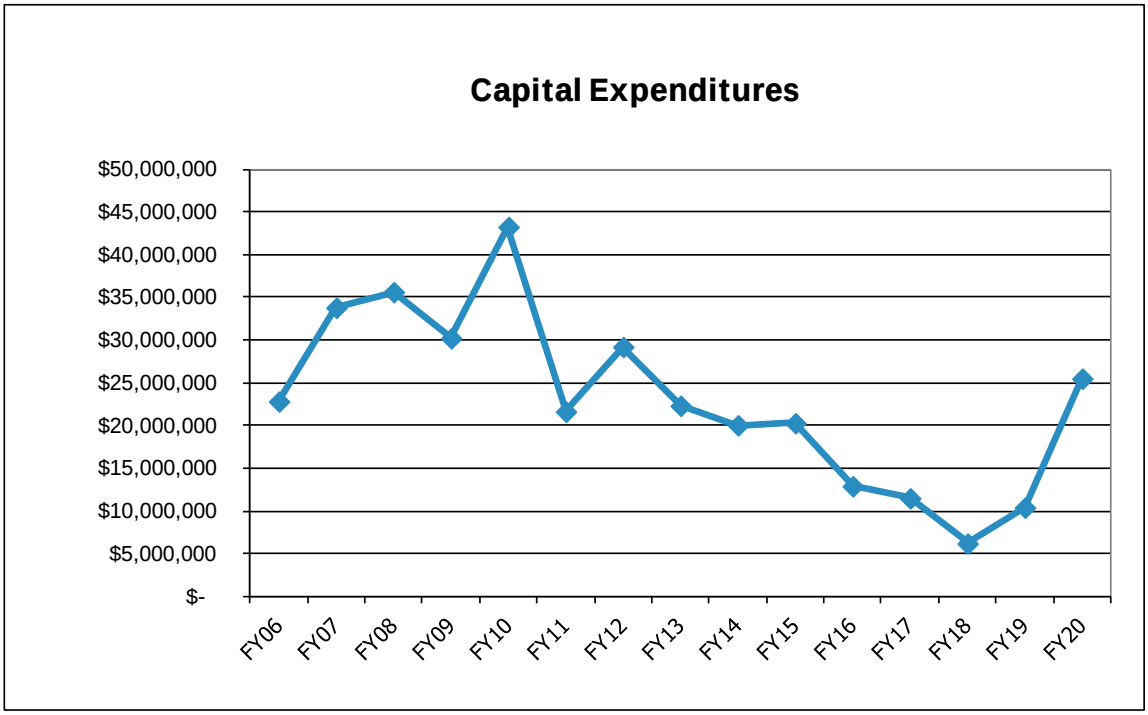
The table on the following page shows the changes in total capital expenditures from FY05-FY20. The amounts fluctuate considerably from year to year depending on potential grant funded capital projects. The FY20 budget increased substantially from the FY19 budget by $15,085,096. Many capital requests were added into the tentative budget by order according to the five year Capital Maintenance and Replacement Plan.

The Five Year Capital Replacement plan is displayed in the back of this budget book. The items that were funded are also included in the back of the budget book.

	Capital Budget	% Change
FY06	$ 22,850,167	0%
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%
FY18	$ 6,572,000	-43%
FY19	$ 10,437,999	59%
FY20	$ 25,523,095	145%

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 FY06.



Debt

The City borrows money to provide a high level of service to its citizens. One of the City'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. In FY20, the City's debt increased due to an estimated bond payment for the Schneider project.

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

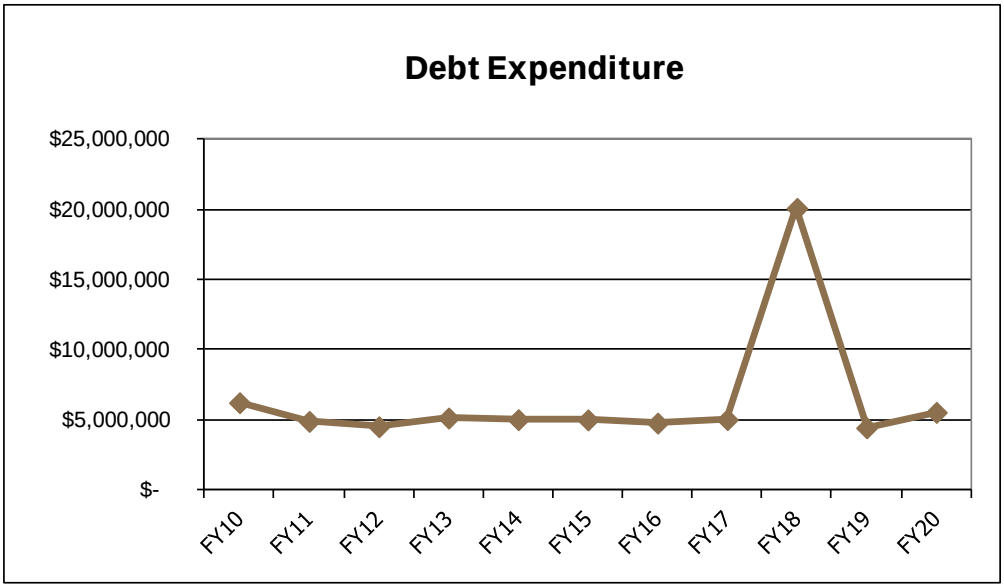
	Debt Budget	% Change
FY10	$ 6,227,559	0%
FY11	$ 4,894,543	-21%
FY12	$ 4,512,635	-8%
FY13	$ 5,133,063	14%
FY14	$ 5,016,872	-2%
FY15	$ 5,000,900	0%
FY16	$ 4,771,863	-5%
FY17	$ 5,021,109	5%
FY18	$20,090,818	300%
FY19	$ 4,435,082	-78%
FY20	$ 5,536,880	25%

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 FY10-FY20. In FY18, the City's debt increased due to the refinancing of the series municipal property corporation bonds, which will actually save the City money over the next few years. In FY20, the debt increased due to estimated bond payment for the Schneider project.



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 FY06 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 FY20. The increase in O&M for FY20 is largely due to the City's portion of the new joint communication center (SEACOM). The table and graph show the percent change in the O&M budget since FY06.

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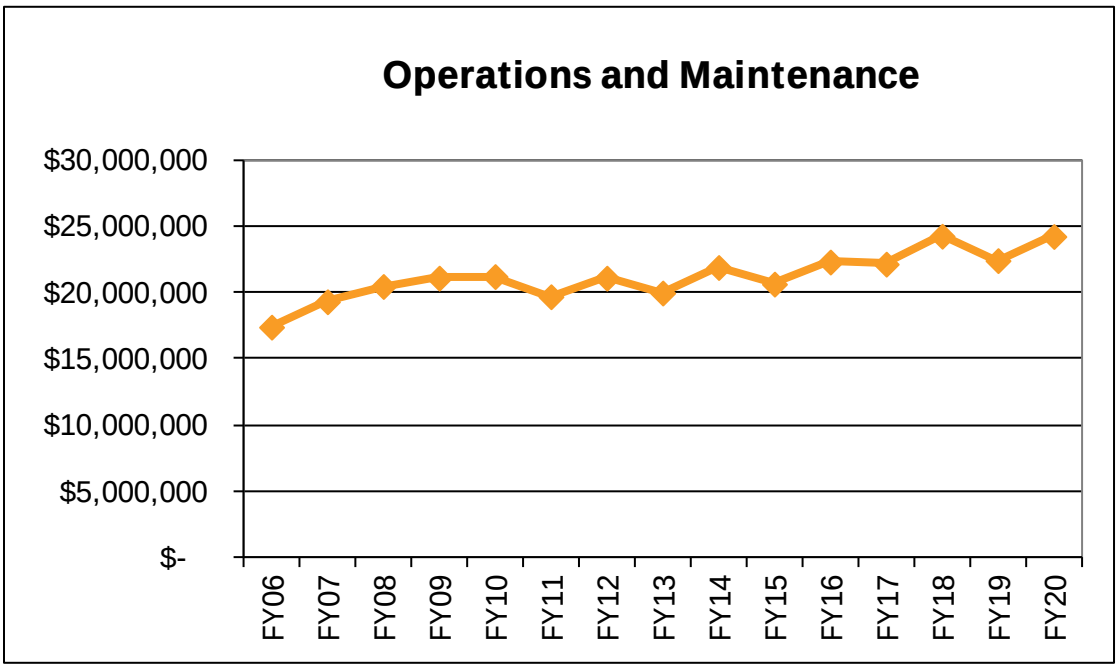
	O&M Budget	% Change
FY06	$ 17,379,391	0%
FY07	$ 19,294,504	11%
FY08	$ 20,446,715	6%
FY09	$ 21,076,286	3%
FY10	$ 21,195,362	1%
FY11	$ 19,673,947	-7%
FY12	$ 21,073,846	7%
FY13	$ 19,952,716	-5%
FY14	$ 21,878,160	10%
FY15	$ 20,625,299	-6%
FY16	$ 22,289,493	8%
FY17	$ 22,130,986	-1%
FY18	$ 24,256,062	10%
FY19	$ 22,521,081	-7%
FY20	$ 24,216,952	8%

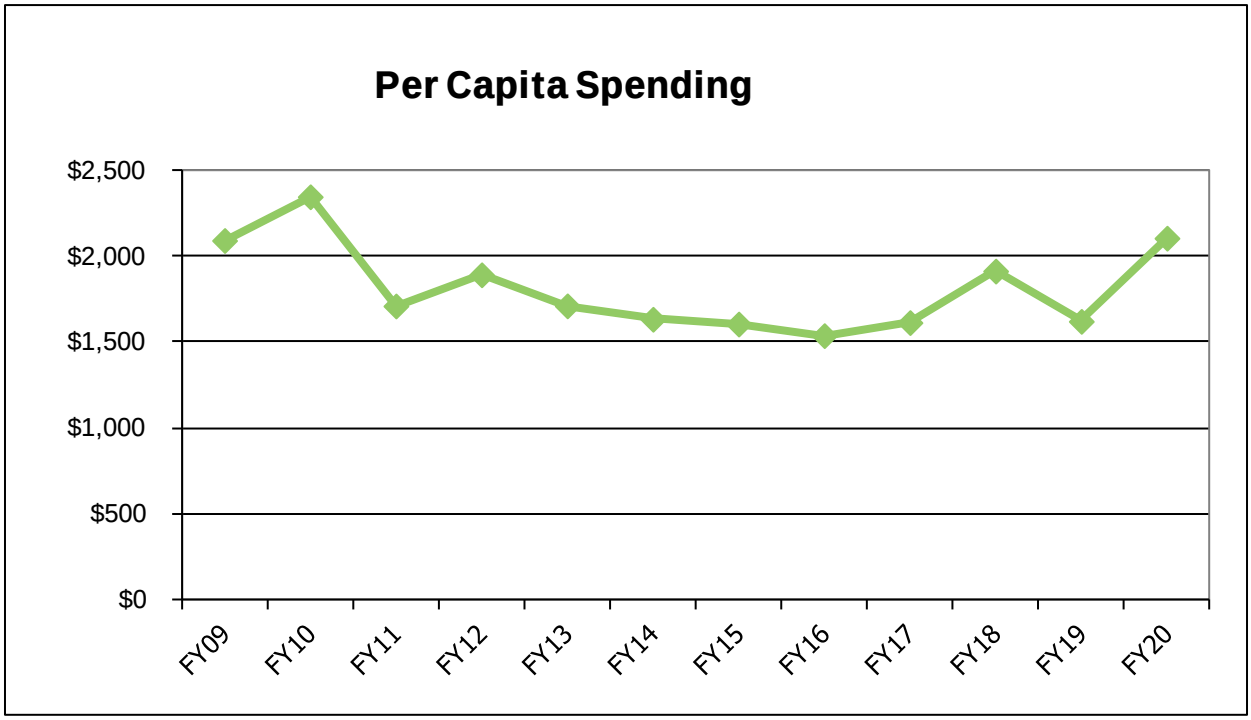


Per Capita Spending

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.

The budget amount for the FY19/20 budget year is $90,368,774. The population figures used to calculate the per capita spending are from the 2017 State Shared Revenue census estimate report. The population estimate used for the City of Sierra Vista is 42,912.

	FY09	FY10	FY11	FY12	FY13	FY14	FY15	FY16	FY17	FY18	FY19	FY20
Per Capita	$2,093	$2,347	$1,712	$1,893	$1,712	$1,634	$ 1,607	$ 1,539	$ 1,615	$1,915	$ 1,622	$ 2,106



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

Departmental Per Capita Spending

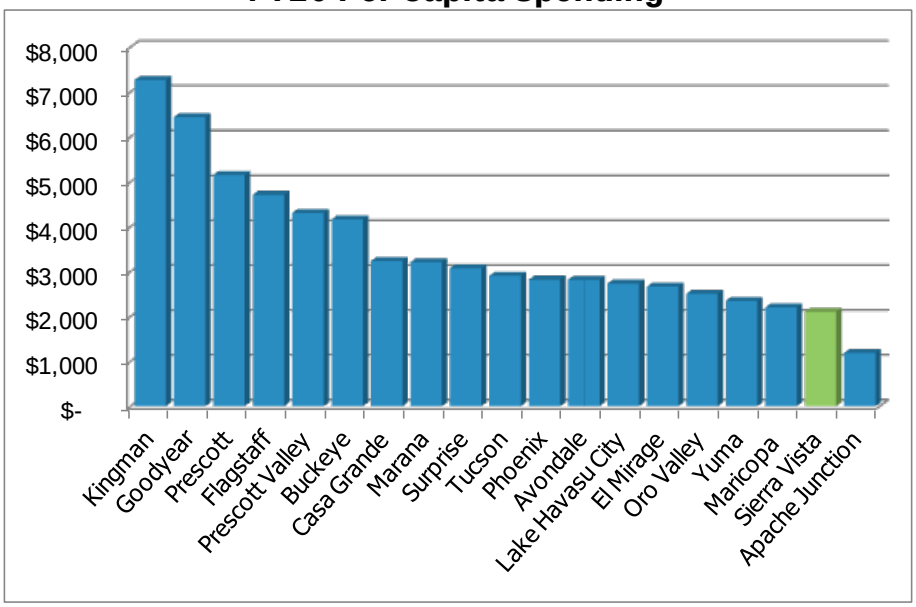
	FY18 Budget	FY19 Budget	FY20 Budget
City Council	$ 3.90	$ 3.69	$ 3.34
Administrative Services	$ 75.08	$ 88.08	$ 89.02
City Manager	$ 84.97	$ 79.29	$ 85.41
Court and Legal	$ 6.36	$ 6.33	$ 7.14
General	$ 134.79	$ 131.56	$ 132.17
Debt	$ 464.98	$ 102.64	$ 129.03
Police	$ 277.52	$ 284.70	$ 292.96
Fire	$ 225.49	$ 185.00	$ 238.86
Leisure and Library	$ 88.10	$ 139.64	$ 397.13
Public Works	$ 335.47	$ 322.14	$ 407.41
Sewer	$ 90.92	$ 97.49	$ 87.17
Refuse	$ 92.53	$ 115.45	$ 88.12
Public Transportation	$ 4.63	$ 36.64	$ 64.85
Community Development	$ 29.81	$ 29.56	$ 25.75
Seacom			$ 57.55
Total	$1,914.55	$1,622.22	$ 2,105.91

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 FY20 for similarly sized cities.

*Donations in the amount of $2,772,835 are included in the total budget amount used for Per Capita Spending. If removed, the City of Sierra Vista's Per Capita Spending reduces to $2,059.

City	FY20 Per Capita Spending
Kingman	$ 7,264
Goodyear	$ 6,438
Prescott	$ 5,150
Flagstaff	$ 4,708
Prescott Valley	$ 4,302
Buckeye	$ 4,160
Casa Grande	$ 3,233
Marana	$ 3,210
Surprise	$ 3,073
Tucson	$ 2,905
Phoenix	$ 2,820
Avondale	$ 2,817
Lake Havasu City	$ 2,731
El Mirage	$ 2,664
Oro Valley	$ 2,503
Yuma	$ 2,346
Maricopa	$ 2,201
Sierra Vista	**$ 2,106**
Apache Junction	$ 1,189

FY20 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.

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 Class Fees – 100% of direct expenditures.
Aquatics Facility fees – 50% of direct salary and operating & maintenance costs, excluding utilities and Capital maintenance.
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 subsidy of the General Fund of at least $10,000 shall be identified and analyzed during the annual budgeting process.

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.

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.

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.

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.

Before the financial statements are completed and issued for the fiscal year, the City shall project what the General Fund reserve change will be. If this change is positive, staff shall recommend to Council where the increase should be applied. Fund balance increases may be used for:

- Increasing fund balance
- Set aside to pay down Capital debt
- Pay down retirement liabilities
- Pay cash for Capital projects
- Cover emergency expenses
- Pay for strategic plan items

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.

Public Safety Pension Funding Policy

The City's PSPRS funding ratio goal is to be 100% funded by June 30, 2036, the end of the unfunded liability amortization timeline established by the State of Arizona. To meet this goal, the City shall:

1) Contribute the annual mandatory contribution amount specified by the Public Safety Retirement System's Annual Actuarial Report for both Police and Fire
2) Strive to continue making the employer contribution for PSPRS members in the Deferred Retirement Option Plan (DROP)
3) Strive to pay the total budgeted annual PSPRS contribution even if it is more than the required contribution
4) Strive to pay the total annual budgeted contribution in the first quarter of the fiscal year
5) Strive to contribute the contribution rate used for the current fiscal year if the new fiscal year's contribution rate is less than the current rate.

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 maintain a class and compensation plan and shall periodically update said plan and make every effort to stay competitive and strive to fund the plan.

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.

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 22 funds and the revenue budgeted equals the expenditures budgeted for all 22 funds. The City is pleased to be able to balance the FY20 budget, while providing services to the citizens of Sierra Vista.

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. Incorporate the Voters approved general plan.
2. Prioritize the accomplishment of City Council's Strategic Plan Initiatives.
3. Budget decisions will be made with long-term implications taken into account.
4. Focus on benefit to community as a whole.
5. Fiscally responsible decisions when making budget decisions.
6. Conservative revenue estimates to account for economic uncertainty.
7. Adequate general fund reserve levels.
8. Smart personnel management to not overextend available resources.
9. Maintain class and comp plan.
10. Balance the Budget without reserve usage.
11. Review enterprise fund operations to ensure value for rate payers.
12. Plan for long-term maintenance cost of new and existing City facilities.
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 (FY19), and the current fiscal year (FY20).

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 FY20, $368,260 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 (FY19) and this fiscal year (FY20) 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 22 funds.

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

	City Council	Administrative Services	City Manager	Court & Legal	General Government	SEACOM	Police	Fire	Public Works	Leisure & Library	Community Development	Debt
General Fund	$ 104,403	$ 2,944,783.00	$ 2,596,849.00	$ 306,171.00	$ 834,007.00		$ 11,828,157.00	$ 9,202,140.00	$ 5,551,048.00	$ 4,787,525.00	$ 938,898.00	$ 281,878
HURF		$ 44,259.00			$ 55,600.00				$ 8,136,791.00			$ 79,907
LTAF									$ 1,691,331.00			
Police Special Revenue							$ 319,500.00					
Grants			$ 415,140.00				$ 35,829.00	$ 1,042,553.00		$ 1,536,466.00	$ 158,105.00	
Judicial Enhancement				$ 300.00								
Airport									$ 1,091,572.00			$ 75,347
Donations	$ 13,035		$ 545.00				$ 387,865.00	$ 5,150.00		$ 203,310.00	$ 8,085.00	
Park Development												$ 126,630
Library Development												
Police Development												
Fire Development												
Transportation Dev.									$ -			
Metropolitan Planning									$ 653,820.00			
SEACOM						$ 2,469,372.00						
Capital Improvement									$ 3,141,071.00	$ 10,514,524.00		$ 250,000
SVMPC I&R												$ 3,471,300
Sewer	$ 13,050	$ 406,691.00	$ 341,103.00		$ 111,201.00				$ 3,740,796.00			$ 949,871
Refuse	$ 13,050	$ 424,445.00	$ 311,264.00		$ 111,201.00				$ 3,781,389.00			$ 301,947
Tourism												
Health & Accident					$ 4,434,500.00							
Unemployment					$ 25,000.00							
Self Insured Retention					$ 100,000.00							
Total	$ 143,538	$ 3,820,178.00	$ 3,664,901.00	$ 306,471.00	$ 5,671,509.00		$ 12,571,351.00	$ 10,249,843.00	$ 27,787,818.00	$ 17,041,825.00	$ 1,105,088.00	$ 5,536,880

Fund Balance Estimates, 2018-2020

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 FY18 along with the estimated FY19 and budgeted FY20 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 the City will be utilizing the fund balance in FY20 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		
	2018	2019	2020
Revenues:	Actual	Estimated	Budget
Taxes	15,253,711	15,423,160	15,807,853
Intergovernmental	12,382,252	12,959,689	13,603,422
Charges for services	4,505,469	4,444,038	4,917,571
Licenses and permits	1,998,204	1,775,000	1,825,000
Fines	21,406	18,000	18,000
Investment income	7,508	20,000	20,000
Contributions	20,603	16,000	41,500
Other revenues	265,857	341,934	411,253
Total estimated revenues	34,455,010	34,997,821	36,644,599
Expenditures:			
Current-			
General government	6,087,812	6,730,128	6,786,213
Public safety	17,948,205	18,368,976	21,030,297
Public works	5,903,375	6,241,279	5,551,048
Culture and recreation	3,340,480	5,113,977	4,787,525
Community development	842,178	1,018,991	938,898
Debt service -			
Principal retirement	247,160	260,674	262,387
Interest and fiscal charges	13,599	38,528	19,491
Total estimated expenditures	34,382,809	37,772,553	39,375,859
Other financing sources (uses):			
Operating transfers in	-	2,342,550	1,452,500
Operating transfers out	(448,368)	(440,934)	(373,740)
Net proceeds from sale of bonds			
Proceeds from installment purchase	562,550	873,116	1,652,500
Total other financing sources (uses)	114,182	2,774,732	2,731,260
Net increase (decrease) in fund balance	186,383	-	-
Fund balances, July 1	4,174,162	4,360,545	4,360,545
Fund balances, June 30	4,360,545	4,360,545	4,360,545

The City's General fund balance is projected to remain level from FY18 to FY20. The FY20 budget is balanced per State law, and therefore shows a zero growth in the fund

balance. The City is working to achieve the fund balance of approximately $6 million listed in its Financial Policy.

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		
	2018	2019	2020
Revenues:	Actual	Estimated	Budget
Taxes		81,500	
Intergovernmental	5,386,463	9,720,416	12,826,749
Charges for services	1,305,175	1,044,200	1,029,200
Licenses and permits			
Fines	24	100	100
Investment income	21,610	-	-
Contributions	889,068	1,589,924	2,231,335
Other revenues	253,762	91,000	91,000
Total estimated revenues	7,856,102	12,527,140	16,178,384
Expenditures:			
Current-			
General government	356,121	565,797	528,879
Public safety	262,653	1,926,053	4,260,269
Public works	6,714,968	11,368,438	11,573,514
Culture and recreation	142,890	419,485	1,739,776
Community development	273,557	258,448	166,190
Debt service -			
Principal retirement	236,372	259,104	261,608
Interest and fiscal charges	24,681	64,981	20,276
Total estimated expenditures	8,011,243	14,862,306	18,550,512
Other financing sources (uses):			
Operating transfers in	771,286	542,564	500,370
Operating transfers out	(430,000)	-	-
Net proceeds from sale of bonds			
Proceeds from installment purchase	204,397		
Total other financing sources (uses)	545,683	542,564	500,370
Net increase (decrease) in fund balance	390,542	(1,792,602)	(1,871,758)
Fund balances, July 1	(1,458,807)	(1,068,265)	(2,860,867)
Fund balances, June 30	(1,068,265)	(2,860,867)	(4,732,625)

Fund Balances

The special revenue funds' fund balances are projected to decrease in FY20. It is estimated that the special funds will decrease by ($1,871,758) in FY20 to an ending balance of ($4,732.625).

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		
	2018	2019	2020
Revenues:	Actual	Estimate	Budget
Taxes	3,979,928	4,053,541	4,154,880
Intergovernmental			177,488
Charges for services			
Licenses and permits			
Fines			
Investment income	14,079		
Contributions			
Other revenues	-	500,000	500,000
Total estimated revenues	3,994,007	4,553,541	4,832,368
Expenditures:			
Current-			
General government			
Public safety			
Public works	49,056	-	3,141,071
Culture and recreation			10,514,524
Community development		-	-
Debt service -			
Principal retirement			250,000
Interest and fiscal charges			
Total estimated expenditures	49,056	-	13,905,595
Other financing sources (uses):			
Operating transfers in	430,000	-	-
Operating transfers out	(3,539,832)	(5,053,008)	(5,050,430)
Net proceeds from sale of bonds			
Proceeds from installment purchase	-		
Total other financing sources (uses)	(3,109,832)	(5,053,008)	(5,050,430)
Net increase (decrease) in fund balance	835,119	(499,467)	(14,123,657)
Fund balances, July 1	2,265,583	3,100,702	2,601,235
	-	-	-
Fund balances, June 30	3,100,702	2,601,235	(11,522,422)

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 FY20.

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 fund, 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		
	2018	2019	2020
Revenues:	Actual	Estimate	Budget
Taxes			
Intergovernmental			
Charges for services			
Licenses and permits			
Fines			
Investment income	1,399		
Contributions			
Other revenues			
Total estimated revenues	1,399	-	-
Expenditures:			
Current-			
General government			
Public safety			
Public works			
Culture and recreation			
Community development			
Debt service -			
Principal retirement	2,745,000	3,065,000	3,070,600
Interest and fiscal charges	2,030,793	234,954	400,700
Total estimated expenditures	4,775,793	3,299,954	3,471,300
Other financing sources (uses):			
Operating transfers in	3,191,914	3,299,954	3,471,300
Operating transfers out			
Net proceeds from sale of bonds	11,345,000		
Proceeds from installment purchase	(11,221,491)		
Total other financing sources (uses)	3,315,423	3,299,954	3,471,300
Net increase (decrease) in fund balance	(1,458,971)	-	-
Fund balances, July 1	1,458,971	-	-
	-	-	-
Fund balances, June 30	-	-	-

Fund Balances

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.

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		
	2018	2019	2020
Revenues:	Actual	Estimate	Budget
Taxes	19,233,639	19,558,201	19,962,733
Intergovernmental	17,768,715	22,680,105	26,607,659
Charges for services	5,810,644	5,488,238	5,946,771
Licenses and permits	1,998,204	1,775,000	1,825,000
Fines	21,430	18,100	18,100
Investment income	44,596	20,000	20,000
Contributions	909,671	1,605,924	2,272,835
Other revenues	519,619	932,934	1,002,253
Total estimated revenues	46,306,518	52,078,502	57,655,351
Expenditures:			
Current-			
General government	6,443,933	7,295,925	7,315,092
Public safety	18,210,858	20,295,029	25,290,566
Public works	12,667,399	17,609,717	20,265,633
Culture and recreation	3,483,370	5,533,462	17,041,825
Community development	1,115,735	1,277,439	1,105,088
Debt service -	-	-	-
Principal retirement	3,228,532	3,584,778	3,844,595
Interest and fiscal charges	2,069,073	338,463	440,467
Total estimated expenditures	47,218,901	55,934,813	75,303,266
Other financing sources (uses):			
Operating transfers in	4,393,200	6,185,068	5,424,170
Operating transfers out	(4,418,200)	(5,493,942)	(5,424,170)
Net proceeds from sale of bonds	11,345,000	-	-
Proceeds from installment purchase	(10,454,544)	873,116	1,652,500
Total other financing sources (uses)	865,456	1,564,242	1,652,500
Net increase (decrease) in fund balance	(46,927)	(2,292,069)	(15,995,415)
Fund balances, July 1	6,439,909	6,392,982	4,100,913
	-	-	-
Fund balances, June 30	6,392,982	4,100,913	(11,894,502)

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		
	2018	2019	2020
Operating revenues:	Actual	Estimated	Budget
Charges for sales and services	7,138,306	7,507,568	7,541,269
Contributions		-	500,000
Other income	117,658	105,000	105,000
Total operating revenues	7,255,964	7,612,568	8,146,269
Operating expenses:			
Salaries, wages and related expenses	3,097,878	3,462,517	3,567,852
Operations and maintenance	3,436,634	3,726,175	3,602,338
Depreciation	1,446,417	1,425,000	1,425,000
Benefits paid			
Premiums paid			
Total operating expenses	7,980,929	8,613,692	8,595,190
Operating income (loss)	(724,965)	(1,001,124)	(448,921)
Nonoperating revenues (expens Intergovernmental	34,400		
Connection income	229,611	200,000	200,000
Gain on Sale of Fixed Assets	33,112		
Investment income	3,163		
Interest expense	(194,704)	(55,415)	(111,511)
Total nonoperating revenues	105,582	144,585	88,489
Income before operating transfers	(619,383)	(856,539)	(360,432)
Operating transfers:			
Operating transfers in	184,378		
Operating transfers out		(716,126)	-
Total operating transfers	184,378	(716,126)	-
Net Income (loss)	(435,005)	(140,413)	(360,432)
Capital Contributions		500,000	
Retained earnings, July 1	29,352,940	28,917,935	28,777,522
	-	-	-
Retained earnings, June 30	$ 28,917,935	28,777,522	28,417,090

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		
	2018	2019	2020
Operating revenues:	Actual	Estimated	Budget
Charges for sales and services			
Contributions	3,852,920	4,119,000	4,209,500
Other income	499,782	300,000	300,000
Total operating revenues	4,352,702	4,419,000	4,509,500
Operating expenses:			
Salaries, wages and related expenses			
Operations and maintenance	361,572	301,500	334,500
Depreciation			
Benefits paid	2,835,191	3,796,000	3,686,000
Premiums paid	499,596	360,000	539,000
Total operating expenses	3,696,359	4,457,500	4,559,500
Operating income (loss)	656,343	(38,500)	(50,000)
Nonoperating revenues (expense Intergovernmental			
Connection income			
Gain on Sale of Fixed Assets			
Investment income	46,027	3,500	25,000
Interest expense			
Total nonoperating revenues	46,027	3,500	25,000
Income before operating transfers	702,370	(35,000)	(25,000)
Operating transfers:			
Operating transfers in	25,000	25,000	-
Operating transfers out			
Total operating transfers	25,000	25,000	-
Net Income (loss)	727,370	(10,000)	(25,000)
Capital Contributions			
Retained earnings, July 1	4,817,090	5,544,460	5,534,460
	-	-	-
Retained earnings, June 30	5,544,460	5,534,460	5,509,460

The three internal service funds continue to have a strong financial position. The expected FY19 ending fund balance is $5,509,460.

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

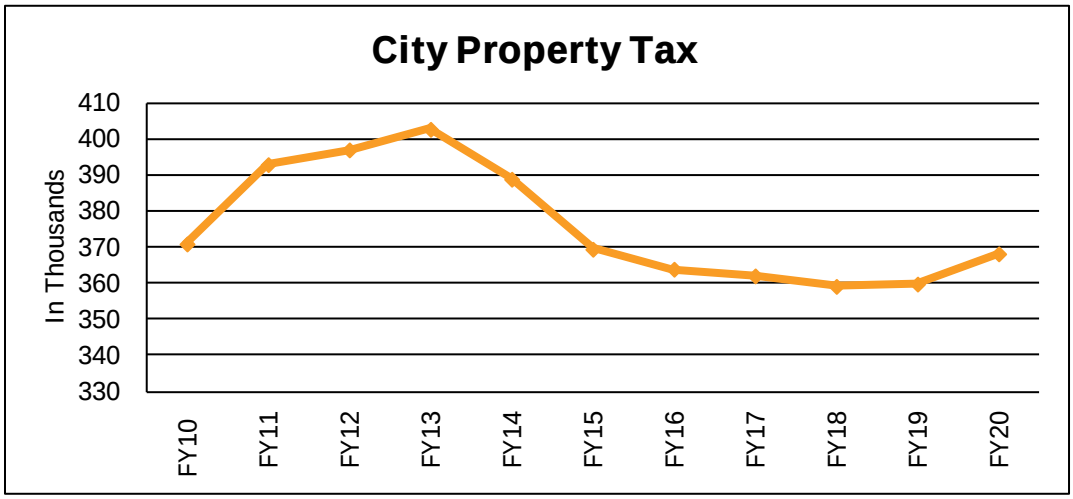
(For Budgetary Purposes Only)	Non-Governmental Funds		
	2018	2019	2020
Operating revenues:	Actual	Estimated	Budget
Charges for sales and services	7,138,306	7,507,568	7,541,269
Contributions	3,852,920	4,119,000	4,709,500
Other income	617,440	405,000	405,000
Total operating revenues	11,608,666	12,031,568	12,655,769
Operating expenses:			
Salaries, wages and related expenses	3,097,878	3,462,517	3,567,852
Operations and maintenance	3,798,206	4,027,675	3,936,838
Depreciation	1,446,417	1,425,000	1,425,000
Benefits paid	2,835,191	3,796,000	3,686,000
Premiums paid	499,596	360,000	539,000
Total operating expenses	11,677,288	13,071,192	13,154,690
	-	-	-
Operating income (loss)	(68,622)	(1,039,624)	(498,921)
Nonoperating revenues (expense Intergovernmental			
Connection income	229,611	200,000	200,000
Gain on Sale of Fixed Assets	33,112	-	-
Investment income	49,190	3,500	25,000
Interest expense	(194,704)	(55,415)	(111,511)
Total nonoperating revenues	151,609	148,085	113,489
	-	-	-
Income before operating transfers	82,987	(891,539)	(385,432)
Operating transfers:			
Operating transfers in	209,378	25,000	-
Operating transfers out	-	(716,126)	-
Total operating transfers	209,378	(691,126)	-
	-	-	-
Net Income (loss)	292,365	(150,413)	(385,432)
Capital Contributions			
Retained earnings, July 1	34,170,030	34,462,395	34,311,982
Retained earnings, June 30	34,462,395	34,311,982	33,926,550

General Fund Revenue

The largest fund of the City, the General Fund, comprises forty-three percent (43%) or $39,375,859 of the proposed FY20 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 following pages 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		**FY19**		**FY20**	**% Change**	**% of GF**
Local						
Taxes						
Property	$	359,883	$	368,260	2.3%	0.9%
Sales	$	15,063,327	$	15,439,593	2.5%	39.2%
Total Local Taxes	$	15,423,210	$	15,807,853	2.5%	40.1%
Fees						
Ambulance	$	1,775,000	$	2,020,000	13.8%	5.1%
Community Development	$	30,000	$	25,000	-16.7%	0.1%
Public Safety	$	70,000	$	70,000	0.0%	0.2%
Public Works	$	1,252,880	$	1,432,880	14.4%	3.6%
Leisure	$	1,230,158	$	1,253,691	1.9%	3.2%
Cove	$	240,450	$	249,920	3.9%	0.6%
Recreational Classes	$	989,708	$	1,003,771	1.4%	2.5%
General Gov.	$	21,000	$	16,000	-23.8%	0.0%
Total Local Fees	$	4,379,038	$	4,817,571	10.0%	12.2%
Licenses & Permits						
Bldg. Permits	$	250,000	$	275,000	10.0%	0.7%
Franchise	$	1,325,000	$	1,350,000	1.9%	3.4%
Business	$	145,500	$	145,000	-0.3%	0.4%
Animal Control	$	35,000	$	35,000	0.0%	0.1%
Right of Way	$	20,000	$	20,000	0.0%	0.1%
Total Local Licenses	**$**	**1,775,500**	**$**	**1,825,000**	**2.8%**	**4.6%**
Total Local	**$**	**21,577,748**	**$**	**22,450,424**	**4.0%**	**57.0%**
Other						
Transfers Out	$	(425,000)	$	(373,740)	-12.1%	-0.9%
LTAF	$	(400,000)	$	(370,000)	-7.5%	
Grants	$	-	$	(3,740)	0.0%	
Dev Fees	$	-	$	-		
Unemployment	$	(25,000)	$	-	-100.0%	
Transfers In	$	2,342,550	$	1,452,500	-38.0%	3.7%
CIF	$	2,342,550	$	1,452,500	-38.0%	
Grants	$	-	$	-		
Note Proceeds	$	873,116	$	1,652,500	89.3%	4.2%
Library Fines	$	18,000	$	18,000	0.0%	0.0%
Interest	$	20,000	$	20,000	0.0%	0.1%
Contributions	$	1,000	$	1,000	0.0%	0.0%
Local Government Pmts	$	992,408	$	1,014,452	2.2%	2.6%
Misc. Revenue	$	405,450	$	551,753	36.1%	1.4%
Total Other	**$**	**4,227,524**	**$**	**4,336,465**	**2.6%**	**11.0%**
State Taxes						
Sales	$	4,258,911	$	4,419,343	3.8%	11.2%
Income	$	5,215,882	$	5,566,139	6.7%	14.1%
Auto	$	2,150,000	$	2,250,000	4.7%	5.7%
Total State Taxes	**$**	**11,624,793**	**$**	**12,235,482**	**5.3%**	**31.1%**
Grants						
Grants	**$**	**342,488**	**$**	**353,488**	**3.2%**	**0.9%**
Total G.F. Rev.	**$**	**37,772,553**	**$**	**39,375,859**	**4.2%**	**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 $331,961.

This maximum amount is increased two percent per year, as per state law, plus the value of new construction. The City has chosen to keep the property tax levy from FY20 resulting in a total levy amount of $368,260. The FY20 property tax levy amount was reduced by Council vote to 0.1124 from a tax rate of $0.1136 per $100 of assessed value. This rate had been unchanged since FY15.

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 FY20 budget, the tax levied has increased due to increased assessed valuation of property in Sierra Vista. The tax levy for FY20 is $368,260.

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: $368,260

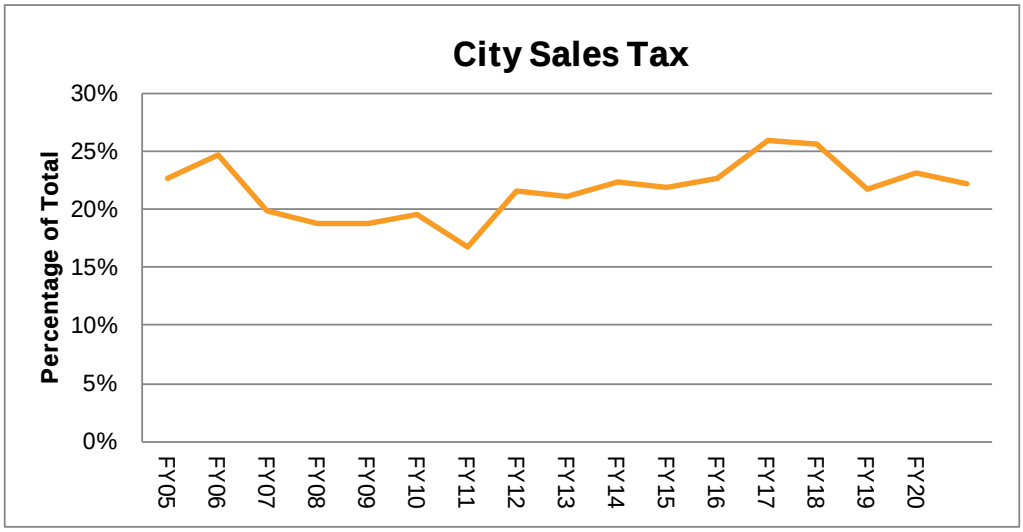
Example of Property Tax

Market Value	Assessed Value (10% of Market Value)	Tax Rate $0.1124 per $100 Assessed Value
$100,000	$10,000	($10,000/$100)*$0.1124=$11.24

A resident with a $100,000 home would pay $11.24 in City Property Taxes.

In FY20 the tax rate for the primary property tax is 0.1124, reduced by Council vote. 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.

2020 Property Tax Levy		
	Primary	Secondary
Cochise County	2.6747	
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	**0.1124**	



Description

The City's sales tax structure was analyzed in FY15 and recommendations were presented to Council to increase the City sales tax. 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 rise in the expected year-end City sales tax figures in FY20. The increased projection is the result of the retail sales tax increase that the City is estimating in FY20. The City's projections remain very conservative.

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- $15,439,593
Capital Improvement Fund Contribution- $4,154,880

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 FY20 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 FY20 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 FY20 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 FY20 is 2.45 percent, unchanged from FY12.

Restaurant/Bar

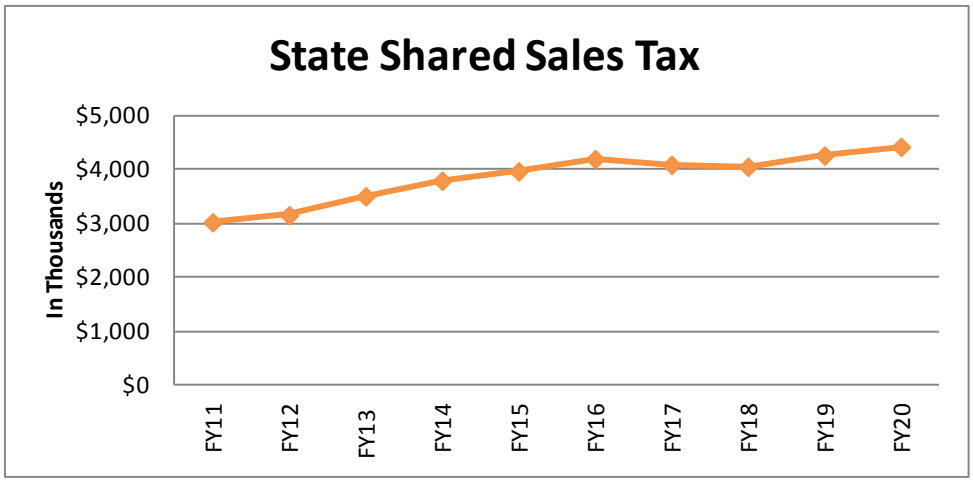
Section _A-455. The Restaurant classification is comprised of the business activity upon every person engaging or continuing in the business of preparing or serving food or beverage in a bar, cocktail lounge, restaurant, or similar establishment where articles of food or drink are prepared or served 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 FY20 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 current rate is 5.50 percent.

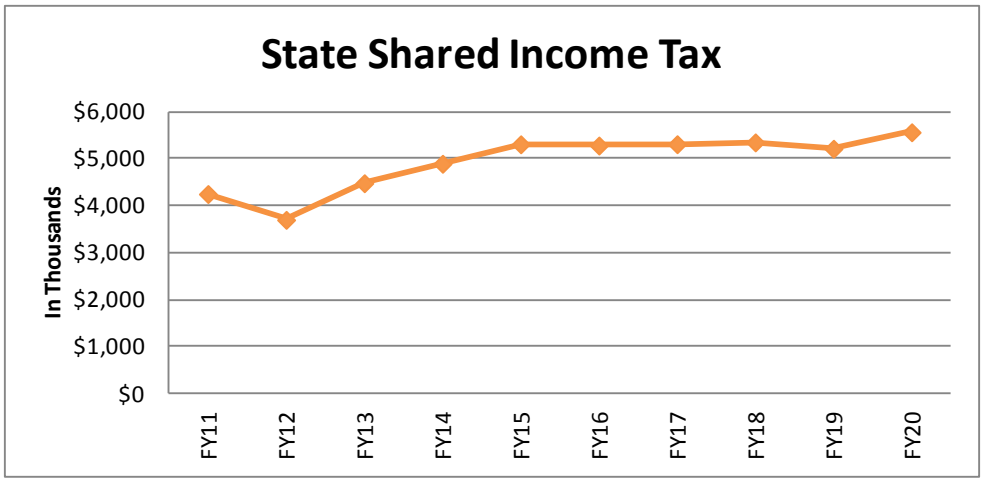


Description

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: $4,419,343



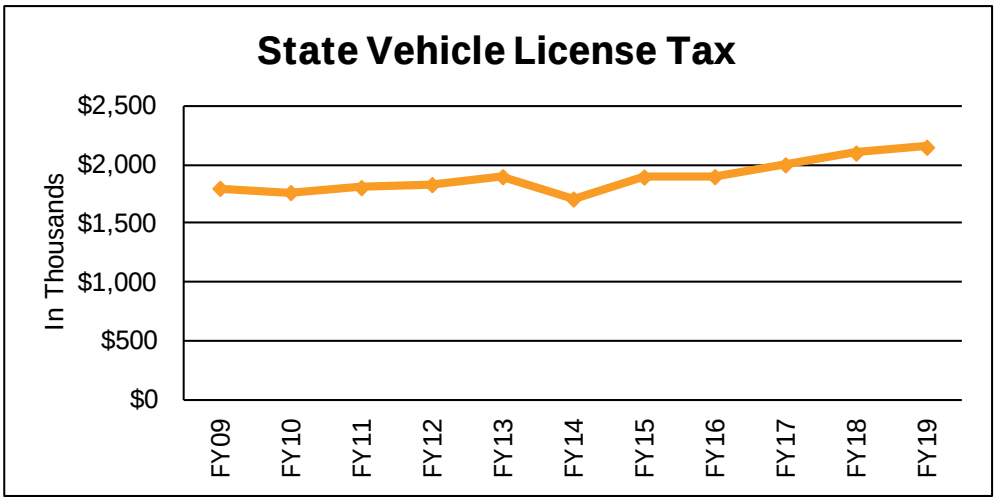
Description

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 2018 income taxes in FY20.

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 FY20 Budget for income tax revenues increased 7 percent from FY19.

General Fund Contribution: $5,566,139

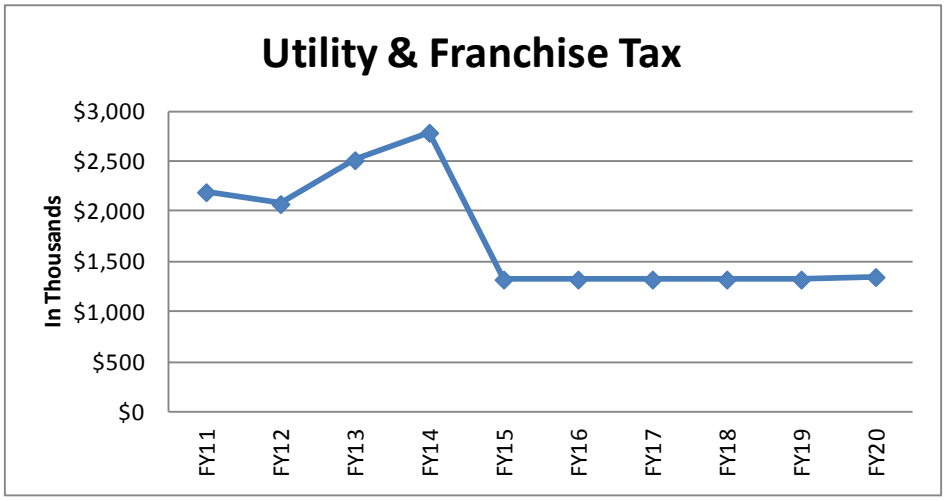


Description

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 FY20, the City projects a 5% increase in levels from FY19.

General Fund Contribution: $2,250,000



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.

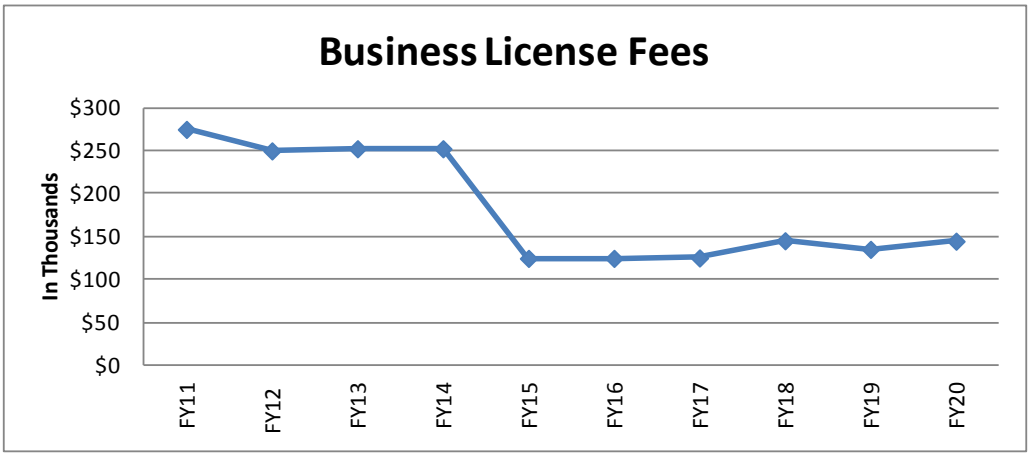
The Franchise Tax revenue is projected to be $1,350,000 in FY20.

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 is transferred to fund street maintenance in the FY20 Budget.

General Fund Contribution: $1,350,000

<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

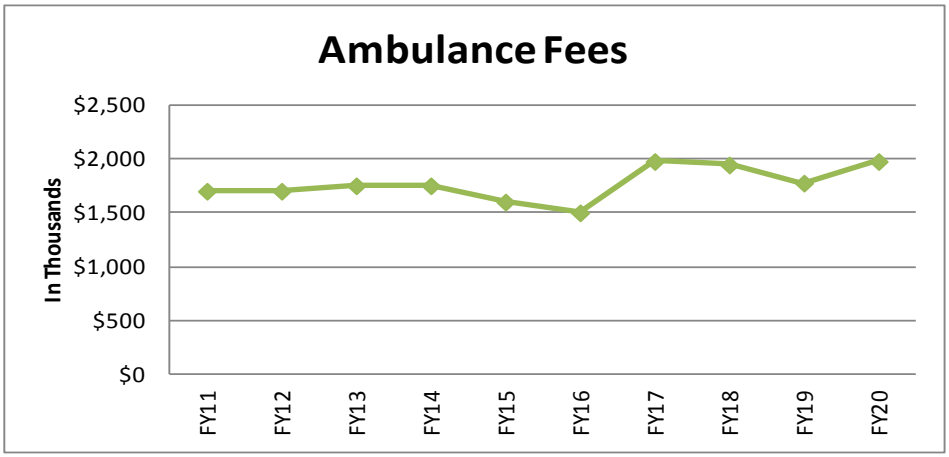


Description

The City increased its new business license fee from $112 in FY03 to $130 in FY04 and then reduced it to $100 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 building code requirements to ensure that businesses operating in the City do so in a safe manner. Yearly renewals are $50.

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 has focused on all businesses having a business license and implemented in FY18 a process to visit business owners and help them obtain such license so little change in revenue is projected in FY20.

General Fund Contribution: $145,000



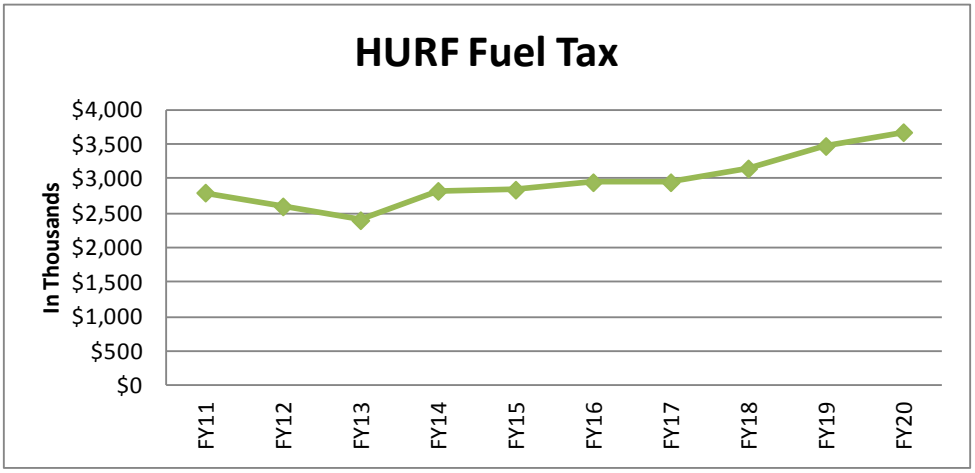
Description

The City charges state-approved rates for ambulance services. The revenue received over the last several years has remained level, even as call volume has seen a rather substantial increase. Due to this call increase, a peak-hours ambulance was put into service, an attempt to offset and keep up with the patient demand during peak business hours, which data showed was from 8 am to 8 pm, Monday through Friday.

The City began a second peak-hours ambulance crew in 2018 to work weekends and holidays and the projected revenue was estimated. The revenue has increased since last year based on current actuals from FY19.

General Fund Contribution: $2,020,000

Highway User Revenue Fund (HURF) Revenue



Estimated HURF fuel tax revenue totals $3,675,000 in the FY20 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 increased this year from FY19 as a result of grant funding proceeds that are currently available. The following table compares budgeted FY19 and FY20 HURF revenues.

The transfer-in from the capital improvement funds to HURF has been suspended. The City will be taking this amount from the reserve account this year.

The following table compares budgeted FY19 and FY20 total HURF revenues.

	FY19 Budget	FY20 Budget
Fuel Tax	$ 3,475,000	$ 3,872,802
Note Proceeds	$ -	$ -
Transfers In -	$ -	$ -
Loc Gov	$ 15,000	$ 15,000
Misc. Revenue	$ 10,000	$ 10,000
Grants	$ 1,093,034	$ 3,718,755
Carryover	$ 700,000	$ 700,000
Total	**$ 5,293,034**	**$ 8,316,557**

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.

	FY19 Budget	FY20 Budget
Carryover	$ 86,433	$ 183,602
Lease Revenue	$ 19,200	$ 19,200
Grants	$ 962,664	$ 1,003,529
Bus Fares	$ 114,000	$ 114,000
Transfers In – CIF	$ -	$ -
Transfers In – General Fund	$ 400,000	$ 370,000
Misc. Revenue	$ 1,000	$ 1,000
Total	**$ 1,583,297**	**$ 1,691,331**

The City receives grant and operational revenue associated with Vista Transit. This fiscal year, $1,003,529 in grants funding (for regular administration, operation, and capital) plus $114,000 in bus fare revenue receipts are anticipated.

The $370,000 General Fund transfer-in is to fund shortfalls in Transit revenues needed to operate the City's transit system. This amount decreased $30,000 from last year.

MPO Fund

The Sierra Vista Municipal Planning Organization is a separate legal entity with a five member board comprised of the Mayor, two Council members, one County member, a Huachuca City Council member and one ADOT member. Since the City has three members, it legally controls the board and therefore for accounting purposes must be included in the City's budget.

Airport Fund Revenue

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

The following table compares the FY19 and FY20 budgeted revenues for this fund. The Airport Fund decreased $333,880. The decrease is largely due to unavailable grants. There was no available CIF transfer-in or transfer-out from the Capital Improvements Fund.

	FY19 Budget	FY20 Budget
Carryover	$ 202,679	$ 183,419
FAA/ADOT Grants	$ 382,120	$ 82,500
Gas & Oil Revenues	$ 700,000	$ 685,000
Leases	$ 211,000	$ 211,000
Transfer Out-CIF	$ -	$ -
Transfer In-CIF	$ -	$ -
Misc Revenue	$ 5,000	$ 5,000
Total	**$ 1,500,799**	**$ 1,166,919**

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.

	FY19	FY20
Carryover	$ 199,500	$ 194,500
Local Government Pmts	$ -	$ 50,000
Police Special Revenue	$ 125,000	$ 75,000
Total	**$ 324,500**	**$ 319,500**

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.

	FY19	FY20
Carryover	$ 25,266	$ 13,382
Federal Grants	$ 714,740	$ 839,011
State Grants	$ -	$ 80,000
Organizational Grants	$ 1,208,500	$ 2,210,000
Local Gov Payments	$ 39,335	$ 41,960
Transfer-In GF	$ 3,933	$ 3,740
Total	**$ 1,991,774**	**$ 3,188,093**

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 FY20 in the amount of $617,990. The City budgets the full account balances in FY20 to ensure the funds can be used if needed.

Judicial Enhancement Fund

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 FY20.

Southeastern Arizona Communication Fund

The City and the County are partners of a new joint Southeastern Arizona Communication Center (SEACOM). The City has including this fund in its budget because part of the agreement is that the City is the fiscal agent and all employees are to be City employees. For FY20, the SEACOM budget is a total of $2,469,372

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. The fees are currently suspended. For FY20, the revenue estimates break down as follows:

	FY19 Budget	FY20 Budget
Carryover*	$ -	$ -
Planning Revenue	$ -	$ -
Transfer In - CIF	$ 126,630	$ 126,630
Transfer Out - SVMPC I & R	$ -	$ -
Total	**$ 126,630**	**$ 126,630**

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. The fees are currently suspended.

	FY19 Budget	FY20 Budget
Planning Revenue	$ -	$ -
Transfer Out- CIF	$ -	$ -
Total	**$ -**	**$ -**

Police Development Impact Fee Fund

The Police Development Impact Fee Fund revenue is presented below. The fees are currently suspended.

	FY19 Budget	FY20 Budget
Carryover*	$ -	$ -
Planning Revenue	$ -	$ -
Transfer In- General Fund	$ -	$ -
Transfer Out- SVMPC I&R	$ -	$ -
Total	**$ -**	**$ -**

Transportation Development Impact Fee Fund

The Transportation Development Impact Fee revenue is presented below. The fees are currently suspended.

	FY19 Budget	FY20 Budget
Carryover*	$ -	$ -
Planning Revenue	$ -	$ -
Transfer In- General Fund	$ -	$ -
Total	**$ -**	**$ -**

Fire Development Impact Fee Fund

The Fire Development Impact Fee revenue is presented below. The fees are currently suspended.

	FY19 Budget	FY20 Budget
Carryover*	$ -	$ -
Planning Revenue	$ -	$ -
Transfer In- General Fund	$ -	$ -
Transfer Out- SVMPC I&R	$ -	$ -
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.

Tourism Fund

Late in the 2018 budget process, Council discussed a 1% tax increase to the hotel/motel tax to be dedicated to tourism functions, however, no date has been set to discuss and vote on this additional tax. The City created a tourism fund in 2019 and placed $81,500 as a placeholder under this fund in case a decision was made during the FY19 budget. There has been no additional discussion so the fund has been zeroed out.

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 FY19 and FY20 budgeted CIF revenues.

	FY19 Budget	FY20 Budget
Carryover	$ 999,467	$ 405,657
City Sales Tax	$ 4,053,541	$ 4,154,880
Transfer Out-General	$ (2,342,550)	$ (1,452,500)
Transfer Out-Airport	$ -	$ -
Transfer Out-HURF	$ -	$ -
Transfer Out-SVMPC-I&R	$ (2,583,828)	$ (3,471,300)
Transfer Out- Park Deve Fees	$ (126,630)	$ (126,630)
Federal Grants	$ -	$ 177,488
Bond Proceeds	$ -	$ 13,718,000
Sale of Fixed Assets	$ 500,000	$ 500,000
Total	**$ 500,000**	**$ 13,905,595**

The transfer out to General Fund is to cover major operating capital projects. The transfer out to the HURF fund has been suspended this FY. The transfer to SVMPC I&R covers outstanding Municipal Property Corporation debt payments. The bond proceeds is listed for the Schneider energy savings project.

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.

	FY19 Budget	FY20 Budget
Transfer In-CIF	$ 2,583,828	$ 3,471,300
Transfer In-Sewer	$ 716,126	$ -
Transfer In-Park Development Fees	$ -	$ -
Transfer In-Police Development Fees	$ -	$ -
Transfer in- Fire Development Fees	$ -	$ -
Bond Proceeds	$ -	$ -
Total	**$ 3,299,954**	**$ 3,471,300**

Sewer Enterprise Fund Revenue

For FY20, total budgeted revenues for the Sewer Enterprise Fund are $5,562,712, an increase of $1,350,393 from last year's budget of $4,212,319.

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 FY20.

The revenue projections for this fund depend on the size of the customer base and the planned expenditures for FY20.

The following table displays the FY19 and FY20 budgeted revenues. The revenue for this fund increased by 32 percent from last year mostly due to the completion of the notes payable being used to pay off municipal bonds.

	FY19 Budget	FY20 Budget
Carryover	$ 606,591	$ 682,719
Sewer Service Charges	$ 3,520,854	$ 3,534,493
Capital Service Charges	$ -	$ -
Sewer Usage Charges	$ -	$ -
Sewer Connection Fees	$ 200,000	$ 200,000
Delinquencies	$ 1,000	$ 1,000
Miscellaneous	$ 100,000	$ 100,000
Capital Contributed by Developers	$ 500,000	$ 500,000
Notes Payable	$ -	$ 544,500
Capital Reimbursement	$ -	$ -
Transfer Out- SVMPC	$ (716,126)	$ -
Total	**$ 4,212,319**	**$ 5,562,712**

Refuse Enterprise Fund Revenue

For FY20, revenues for the Refuse Enterprise Fund total $4,943,296, an small decrease of $44,918 from the FY19 budgeted total of $4,988,214.

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 FY19 Budget included a 15 percent residential route rate increase due to rising landfill prices and new recycling charges from the County. The FY20 budget does include any increases in rates.

For FY19, to help cut costs, the City reduced its recycling pickups from weekly to bi-monthly. The City also reduced the commodities available for recycling due to the international market. The City will continue to monitor the refuse rates to insure the financial stability of the fund.

The following table displays the FY19 and FY20 budgeted revenues for the Refuse Enterprise Fund.

	FY19 Budget	FY20 Budget
Carryover	$ 997,500	$ 932,520
Refuse Charges	$ 3,885,714	$ 3,900,776
Delinquency Charges	$ 25,000	$ 30,000
Interest	$ -	$ -
Note Proceeds	$ -	$ -
Compost	$ 75,000	$ 75,000
Miscellaneous	$ 5,000	$ 5,000
Total	**$ 4,988,214**	**$ 4,943,296**

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 minimal changes to the employee contributions for FY20. The City's plan is healthy and assured that the plan will remain self-funded.

	FY19	FY20
Employees	$ 3,932,000	$ 3,988,500
COBRA Premiums	$ 11,000	$ 11,000
Recovery Income	$ 200,000	$ 200,000
Dental	$ 176,000	$ 210,000
Interests	$ 3,500	$ 25,000
Total	**$ 4,322,500**	**$ 4,434,500**

Unemployment Fund

The City of Sierra Vista maintains an unemployment fund. The fund is funded with $25,000 in carryover. FY20 total is $25,000.

Self-Insured Fund

The City of Sierra Vista maintains this account for selected claims and deductible payments. The fund will receive $100,000 in Miscellaneous Revenue this year.

A recap of the projected FY20 revenues by fund compared to FY19 follows:

	FY19	FY20	% of Whole	Change
General	$ 37,772,553	$ 39,375,859	43.57%	4.24%
Special Revenue				
Highway User Revenue Fund	$ 5,293,034	$ 8,316,557	9.20%	57.12%
Local Transportation Fund	$ 1,583,297	$ 1,691,331	1.87%	6.82%
Airport	$ 1,500,799	$ 1,166,919	1.29%	-22.25%
Police Special Revenue	$ 324,500	$ 319,500	0.35%	-1.54%
Grants	$ 1,991,774	$ 3,188,093	3.53%	60.06%
Criminal Justice Enhancement	$ 300	$ 300	0.00%	0.00%
Donation	$ 959,948	$ 617,990	0.68%	-35.62%
Park Development Impact Fee	$ 126,630	$ 126,630	0.14%	0.00%
Library Impact Fee	$ -	$ -	0.00%	0.00%
Police Impact Fee	$ -	$ -	0.00%	0.00%
Transportation Impact Fee	$ -	$ -	0.00%	100.00%
Fire Impact Fee	$ -	$ -	0.00%	0.00%
Metropolitan Planning Org	$ 3,000,524	$ 653,820	0.72%	-78.21%
Tourism	$ 81,500	$ -	0.00%	0.00%
SEACOM	$ -	$ 2,469,372	2.73%	0.00%
Capital				
Capital Improvement Fund	$ 500,000	$ 13,905,595	15.39%	2681.12%
Debt Service				
SVMPC I&R	$ 3,299,954	$ 3,471,300	3.84%	5.19%
Internal Services				
Health and Accident	$ 4,322,500	$ 4,434,500	4.91%	2.59%
Unemployment	$ 35,000	$ 25,000	0.03%	-28.57%
Self Insured Retention	$ 100,000	$ 100,000	0.11%	0.00%
Enterprise				
Sewer	$ 4,212,319	$ 5,562,712	6.16%	32.06%
Refuse	$ 4,988,214	$ 4,943,296	5.47%	-0.90%
Total All Funds	**$70,092,846**	**$ 90,368,774**	**100%**	**29%**

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 FY19 and FY20 figures, and the percent change between the two years. The most significant change in the FY20 budget is Capital increase which relates to the Schneider Energy Management Project. The fund balance in this table will be used in the subtraction tables after each category.

	FY19 Budget	FY20 Budget	Difference	% Change	% Total
Personnel	$ 32,698,684	$ 35,091,847	$ 2,393,163	7%	39%
O&M	$ 22,521,081	$ 24,216,952	$ 1,695,871	8%	27%
Capital	$ 10,437,999	$ 25,523,095	$ 15,085,096	145%	28%
Debt	$ 4,435,082	$ 5,536,880	$ 1,101,798	25%	6%
Total	$ 70,092,846	$ 90,368,774	$ 20,275,928	29%	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 2020

Department	Personnel	O & M	Capital	Total	% of Total
Mayor/Council	$ 67,173	$ 76,365	$ -	$ 143,538	0.2%
City Manager	2,170,331	1,494,570	-	3,664,901	4.1%
Administrative Services	2,107,365	1,639,813	73,000	3,820,178	4.2%
Court/Legal	146,171	160,300	-	306,471	0.3%
General Government	686,509	4,985,000	-	5,671,509	6.3%
Police	9,913,916	1,987,435	670,000	12,571,351	13.9%
Fire	6,998,045	1,093,798	2,158,000	10,249,843	11.3%
Public Works	6,721,591	10,264,302	10,148,105	27,133,998	30.0%
Leisure & Library	3,698,878	1,139,957	12,202,990	17,041,825	18.9%
Community Development	771,605	333,483	-	1,105,088	1.2%
Debt Service	-	-	5,536,880	5,536,880	6.1%
MPO	165,000	488,820	-	653,820	0.7%
SEACOM	1,645,263	553,109	271,000	2,469,372	2.7%
Totals	**$ 35,091,847**	**$ 24,216,952**	**$ 31,059,975**	**$ 90,368,774**	100.0%
% of Total	**38.83%**	**26.80%**	**34.37%**	**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 (FY20) and the previous budget year (FY19). The personnel section also includes the personnel expense by department for FY20 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 (FY20) and the previous budget year (FY19). 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.

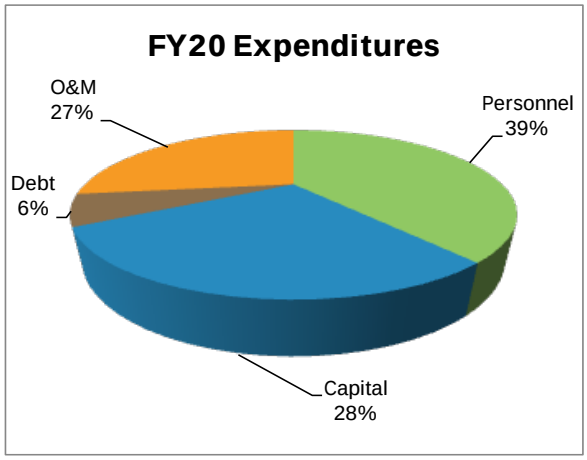
The Chart on the next page depicts the expenditure by fund per type.

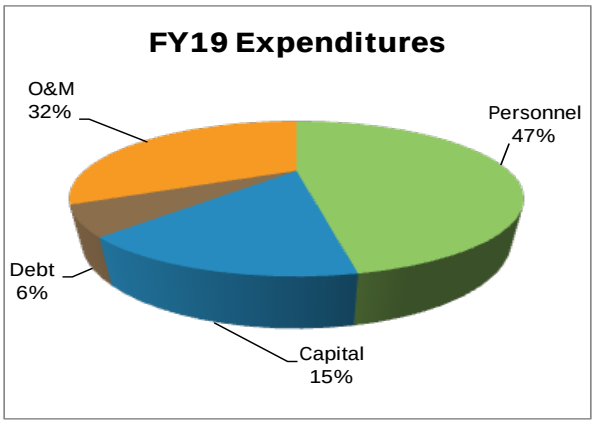
Expenditure Graph

FY 20 Expenditure Summary by Fund

	Capital	Personnel	Debt	O&M	Total
General	$ 3,105,000	$ 27,277,057	$ 281,878	$ 8,711,924	$ 39,375,859
Special Revenue					
Highway User Revenue Fund	$ 5,204,440	$ 1,505,016	$ 79,907	$ 1,527,194	$ 8,316,557
Local Transportation Fund	$ 466,094	$ 801,587		$ 423,650	$ 1,691,331
Airport	$ 217,500	$ 130,072	$ 75,347	$ 744,000	$ 1,166,919
Police Special Revenue	$ 150,000			$ 169,500	$ 319,500
Grants	$ 1,794,466			$ 1,393,627	$ 3,188,093
Criminal Justice Enhancement				$ 300	$ 300
Donation				$ 617,990	$ 617,990
Park Development Impact Fee			$ 126,630		$ 126,630
Library Impact Fee					$ -
Police Impact Fee					$ -
Transportation Impact Fee					$ -
Fire Impact Fee					$ -
Metropolitan Planning Org		$ 165,000		$ 488,820	$ 653,820
SEACOM	$ 271,000	$ 1,645,263		$ 553,109	$ 2,469,372
Capital					
Capital Improvement Fund	$ 13,655,595		$ 250,000		$ 13,905,595
Debt Service					
SVMPC I&R			$ 3,471,300		$ 3,471,300
Internal Services					
Health and Accident				$ 4,434,500	$ 4,434,500
Unemployment				$ 100,000	$ 100,000
Self Insured Retention				$ 25,000	$ 25,000
Enterprise					
Sewer	$ 659,000	$ 1,702,501	$ 949,871	$ 2,251,340	$ 5,562,712
Refuse		$ 1,865,351	$ 301,947	$ 2,775,998	$ 4,943,296
Total All Funds	**$25,523,095**	**$35,091,847**	**$ 5,536,880**	**$24,216,952**	**$ 90,368,774**

The below graphs depict the four categorical groups as a percent of total City expenditures. Figures are provided for the current year (FY20) and the previous year (FY19). Personnel expenditure (39 percent) comprises the largest percentage of expenditures in FY20, followed by Capital (28 percent), Operations & Maintenance (27 percent) and Debt service at six percent.

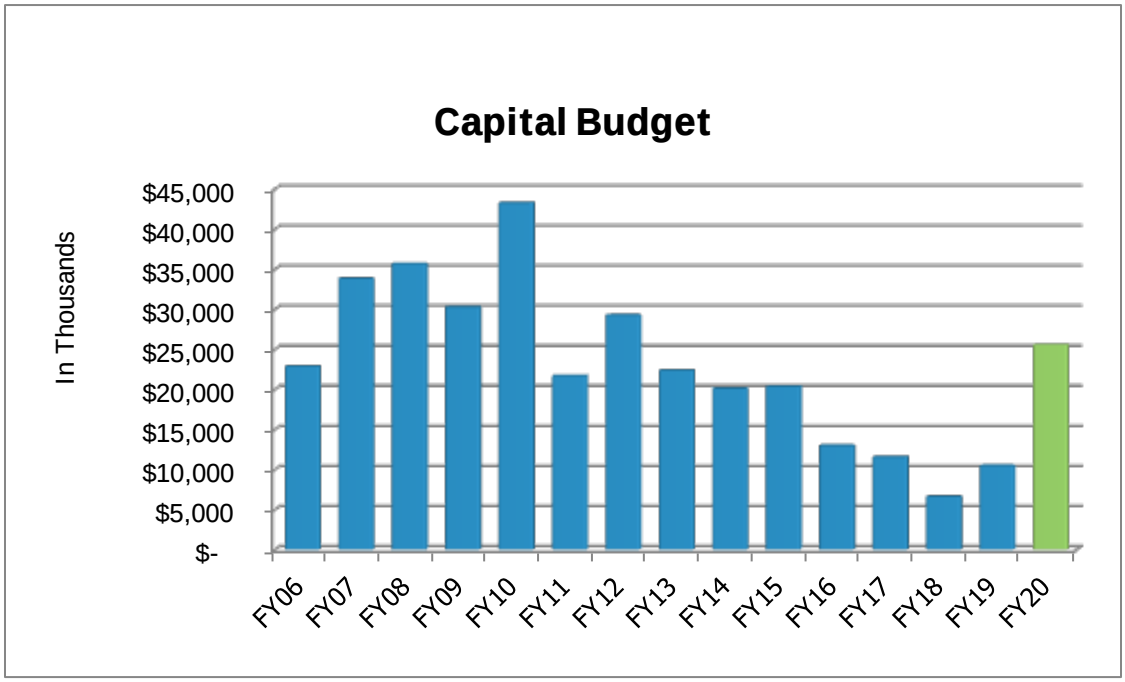




Capital Expenditures

The FY20 recommended capital budget equals $25,523,095; an increase of $15,085,096 (or 145%) from the FY19 total of $10,437,999. The major increase for FY20 is due to the Schneider Energy Management Program.

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



The City of Sierra Vista is planning to complete $25,523,095 in Capital Improvement Projects in FY20. 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 FY20 are the General, Capital Improvement, Development Fees, Highway User Revenue Fund (HURF), LTAF and Grants.

The FY20 Capital Summary and General Fund/Capital Improvement Funds are listed below by location where funds are allocated in the Budget.

FY 20 Capital Summary				
ITEM/PROJECT	FUND	DEPARTMENT	BUDGETED COST	PAYMENT
CD - SV 113 Chev 1/2 ton PU C1500	General	Fleet	$ 35,000.00	Finance
LLS - SV 130 Ford E 350 15 Pass	General	Fleet	$ 45,000.00	Finance
LLS - SV 176 Ford E 350 Econoline Van	General	Fleet	$ 45,000.00	Finance
SV 250 Pierce Tilt Cab 1250 Pumper	General	Fire	$ 600,000.00	Finance
EMS Sub-Station	General	Fire	$ 1,000,000.00	Finance
Power Distribution Box	General	LLS	$ 22,000.00	Cash-CIF
Irrigation System Modification	General	LLS	$ 150,000.00	Cash-CIF
Ford Vehicle Replacements	General	Police	$ 500,000.00	Cash-CIF
PCC Security Gate C/O	General	Facilities	$ 125,000.00	Cash- CIF
Emission Control Devices in Repair Bays	General	Facilities	$ 60,000.00	Cash-CIF
City Hall Remodeling	General	Facilities	$ 150,000.00	Cash-CIF
Fire Radio Replacement	General	Fire	$ 73,000.00	Cash-CIF
Fire Equipment	General	Fire	$ 300,000.00	Cash-CIF
Annual Street Maintenance	HURF	Streets	$ 1,213,685.00	Cash
2 Chevy 1/2 Ton Pick Ups	HURF	Streets	$ 90,000.00	Cash
Fry North Garden Project	HURF	Streets	$ 2,573,598.00	Cash
Avenida Escuela Extension	HURF	Streets	$ 120,000.00	Cash
Big O Driveway	HURF	Streets	$ 20,000.00	Cash
CDBG Grant Projects	HURF	Streets	$ 234,933.00	Grant
Brush Chipper	HURF	Streets	$ 42,000.00	Cash
Design & Install Adaptive Signal Controls	HURF	Streets	$ 910,224.00	Grant
Parking Lot Resurfacing	LTAF	Transit	$ 20,000.00	Grant
Bus Shelter	LTAF	Transit	$ 12,500.00	Grant
Timekeeping	LTAF	Transit	$ 40,000.00	Grant
Visual Audio System	LTAF	Transit	$ 41,000.00	Grant
Bus Plus C/O	LTAF	Transit	$ 352,594.00	Grant
Police Equipment	PSR	Police	$ 100,000.00	RICO
Police Vehicles	PSR	Police	$ 50,000.00	RICO

Capital

ITEM/PROJECT	FUND	DEPARTMENT	BUDGETED COST	PAYMENT
Police Misc.	Grant	Police	$ 5,000.00	Grant
Machinery & Equipment	Grant	Police	$ 15,000.00	Grant
Fire Dept Card Readers	Grant	Fire	$ 100,000.00	Grant
Fire Dept Emission Management	Grant	Fire	$ 150,000.00	Grant
Fire Misc.	Grant	Fire	$ 8,000.00	Grant
Community Development	Grant	Parks	$ 281,906.00	Grant
Leisure and Library	Grant	Parks	$ 1,150,000.00	Grant
Public Works	Grant	Parks	$ 84,560.00	Grant
SEACOM	Grant	SEACOM	$ 271,000.00	Grant
Airport Automatic Doors X 4	Airport	Airport	$ 25,000.00	Cash-Airport
Helipad Erosion Project	Airport	Airport	$ 60,000.00	Cash-Airport
Airport Sign	Airport	Airport	$ 50,000.00	Cash-Airport
Airport Apron Grant	Airport	Airport	$ 82,500.00	Cash-Airport
Water Reuse Project	SEWER	PW	$ 480,000.00	Finance
EOP Aeration Blower	SEWER	PW	$ 125,000.00	Finance
High Velocity Trash Pump	SEWER	PW	$ 9,000.00	Cash
Public Works	SEWER	PW	$ 45,000.00	Cash
Cove Floor Pad Replacement (Schneider)	CIF	PW	$ 90,000.00	Finance
Schneider Interior Lighting Project	CIF	PW	$ 480,442.00	Finance
Schneider Exterior Lighting Project	CIF	PW	$ 208,980.00	Finance
HVAC - Package Units (Schneider)	CIF	PW	$ 202,891.00	Finance
HVAC - Boiler & Chiller (Schneider)	CIF	PW	$ 179,395.00	Finance
HVAC - Cove Boilers (Schneider)	CIF	PW	$ 476,055.00	Finance
Wave Machine (Schneider)`	CIF	PW	$ 497,139.00	Finance
VMP Utility Pedestals (Schneider)	CIF	PW	$ 390,655.00	Finance
Building Advisor Software (Schneider)	CIF	PW	$ 65,514.00	Finance
OYCC Visitor Center Remodel	CIF	LEISURE	$ 50,000.00	Finance
School District Improvements (Schneider)	CIF	LEISURE	$ 500,000.00	Finance
Sports field lighting project (Schneider)	CIF	LEISURE	$ 4,189,878.00	Finance
Cyr & DP field turf project (Schneider)	CIF	LEISURE	$ 6,324,646.00	Finance

Capital

Capital By Fund	
General	$3,105,000
HURF	$5,204,440
LTAF	$466,094
Capital Improvements	$13,655,595
Police Special Revenue	$150,000
Grant	$2,065,466
Airport	$217,500
Sewer	$659,000
Total	$25,523,095

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.

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 O&M expense or cost savings to the City's Operating and & Maintenance budget.

1. SV 250 Pierce Tilt Cab 1250 Pumper

The Pumper is replacing one of our Aerial Trucks which is due for replacement. This truck is a more versatile truck with the capabilities to increase our operational readiness specifically for Wildland Urban. O&M will be saved since this is a basic truck that won't have the historical issues that are associated aerial apparatus.

Project Costs

	FY20	FY21	FY22	FY23	FY24	Total
General	$600,000					$600,000
O&M		($5,000)	($5,000)	($5,000)	($5,000)	($20,000)

2. Security Gate Replacement

This project will replace the broken gate and provide additional security and monitoring along with maintaining safety issues at the Public Works yard.

Project Costs

	FY20	FY21	FY22	FY23	FY24	Total
General	$125,000					$125,000

3. City Hall Remodeling

Improvement to privacy and security for our Human Resource department. Currently this department is located in the reception area of City Hall.

Project Costs

	FY20	FY20	FY21	FY22	FY23	Total
General	$150,000					$150,000

4. EMS Sub-station

This building will be in a location that will provide EMS services to the west side of Sierra Vista where response times are low. An ambulance will be stationed there as well. There will be added utility expense.

Project Costs

	FY20	FY21	FY22	FY23	FY24	Total
General	$1,000,000					$1,000,000
O&M		6,000	6,000	6,000	6,000	$24,000

5. Power Distribution Box

This allows the City to harness power in the park from the Pavilion to various outside machines and equipment used for special events. Will expand venue options and new events increasing marketability and rental revenue.

Project Costs

	FY20	FY21	FY22	FY23	FY24	Total
General	$22,000					$22,000
O&M	($5,000)	($5,000)	($5,000)	($5,000)	($5,000)	($25,000)

6. Ford Vehicle Replacements - Police

Five year capital maintenance rotation and replacement plan in PD for 10 vehicles. O&M savings on cost of repairs for old vehicles.

Project Costs

	FY20	FY21	FY22	FY23	FY24	Total
General	$500,000					$500,000
O&M		($5,000)	($5,000)	($5,000)	($5,000)	($20,000)

7. Ford E 350 15 Passenger Van

Due for replacement in leisure/library per the five year Capital Maintenance and Replacement Plan.

Project Costs

	FY20	FY21	FY22	FY23	FY24	Total
General	$45,000					$45,000

8. Ford E 350 Econoline Van

Due for replacement in leisure/library services per the five year Capital Maintenance and Replacement Plan.

Project Costs

	FY20	FY21	FY22	FY23	FY24	Total
General	$45,000					$45,000

9. Irrigation System Modification

This new system will allow irrigation to the Rothery Center so the City can use the fields for sports and events. There is currently no well supply to these fields. There will be additional revenue generated from rental of the fields but is unknown at this time.

Project Costs

	FY20	FY21	FY22	FY23	FY24	Total
General	$150,000					$150,000

10. Chevy ½ Ton Pickup C1500

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

Project Costs

	FY20	FY21	FY22	FY23	FY24	Total
General	$35,000					$35,000

11. Fire Radio Replacement

Current hand held radios are out of date and not compliant with digital mobile radios. This replacement provides for ongoing equipment needs for the Fire Department to continue to run effectively and meet the safety standards.

Project Costs

	FY20	FY21	FY22	FY23	FY24	Total
General	$73,800					$73,800
O&M	$680	$680	$680	$680	$680	$3,400

12. Emission Control Devices in Repair Bays

Automobile emissions are harmful to human health. This is a safety/health project which is of high priority for the safety of our employees. These devices will be installed in the vehicle repair bays in fleet building.

Project Costs

	FY20	FY21	FY22	FY23	FY24	Total
General	$60,000					$60,000

13. Fire Equipment

This equipment will provide for ongoing 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

	FY20	FY21	FY22	FY23	FY24	Total
General	$300,000					$300,000

14. Annual Capital Street Maintenance

Yearly annual street repair and maintenance.

Project Costs

	FY20	FY21	FY22	FY23	FY24	Total
HURF	$1,213,685					$1,213,685

15. 2 Chevy ½ Ton Pick-ups

Due for replacement in streets per the five year Capital Maintenance and Replacement plan. O&M will be saved in cost of maintenance to older vehicles.

Project Costs

	FY20	FY21	FY22	FY23	FY24	Total
HURF	$90,000					$90,000
O&M	($2,000)	($2,000)	($2,000)	($2,000)	($2,000)	($10,000)

16. Big O Driveway

A driveway will be installed on the southside of the business per the annexation development agreement.

Project Costs

	FY20	FY21	FY22	FY23	FY24	Total
HURF	$20,000					$20,000

17. Avenida Escuela Extension

This project will provide an additional access to the City's existing sport complex and would also include a MUP along the roadway extension.

Project Costs

	FY20	FY21	FY22	FY23	FY24	Total
HURF	$120,000					$120,000

18. Brush Chipper - Streets

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

Project Costs

	FY20	FY21	FY22	FY23	FY24	Total
HURF	$42,000					$42,000

19. CDBG Grant Project

The grant funds for this project help maintain our City's compliance with ADA sidewalks, alley ways and ADA sidewalk ramps throughout the City.

Project Costs

	FY20	FY21	FY22	FY23	FY24	Total
HURF	$234,933					$234,933

20. Design & Install Adaptive Signal Controls

The project will reduce frequency and severity of intersection crashes through traffic-control and operational improvements. Adaptive signal control is a traffic management strategy in which traffic signal timing changes based on actual traffic demand.

Project Costs

	FY20	FY21	FY22	FY23	FY24	Total
HURF	$910,224					$910,224

21. Fry/North Garden Design

The existing 5-lane roadway is overbuilt for current and future needs, resulting in extra pavement maintenance costs. 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

	FY20	FY21	FY22	FY23	FY24	Total
HURF	$2,573,598					$2,573,598

22. Transit Improvements

This project will purchase two new buses, timekeeping software, add visual audio system, and resurface the parking lot.

Project Costs

	FY20	FY21	FY22	FY23	FY24	Total
LTAF	$453,594					$453,594

23. Bus Shelters

This project will add multiple bus shelters around the City at particular bus stops.

Project Costs

	FY20	FY21	FY22	FY23	FY24	Total
LTAF	$12,500					$12,500

24. Police Equipment

This project will provide for ongoing equipment needs for the Police 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

	FY20	FY21	FY22	FY23	FY24	Total
PSR	$100,000					$100,000

25. 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

	FY20	FY21	FY22	FY23	FY24	Total
PSR	$50,000					$50,000

26. Fire Department Key Card Readers

This project will provide additional security and monitoring along with maintaining safety issues throughout all three fire stations. Cost to O&M is for maintenance.

Project Costs

	FY20	FY21	FY22	FY23	FY24	Total
Grant	$100,000					$100,000
O&M		$1,000	$1,000	$1,000	$1,000	$4,000

27. Fire Emission Management

This grant will provide for ongoing equipment needs at the fire station to continue to run effectively and meet the safety standards.

Project Costs

	FY20	FY21	FY22	FY23	FY24	Total
Grant	$150,000					$150,000

28. Police Machinery & Equipment

Ongoing upgrade of improvements to the PD.

Project Costs

	FY20	FY21	FY22	FY23	FY24	Total
Grant	$20,000					$20,000

29. Fire Misc.

Ongoing upgrade of improvements to Fire.

Project Costs

	FY20	FY21	FY22	FY23	FY24	Total
Grant	$8,000					$8,000

30. Community Development

Ongoing upgrades to improvement of the City parks through community development awarded grants

Project Costs

	FY20	FY21	FY22	FY23	FY24	Total
Grant	$281,906					$281,906

31. Leisure and Library

Schneider Energy Management Project

Project Costs

	FY20	FY21	FY22	FY23	FY24	Total
Grant	$1,150,000					$1,150,000

32. Public Works

Ongoing upgrades to improvements to the City parks through public works awarded grants

Project Costs

	FY20	FY21	FY22	FY23	FY24	Total
Grant	$84,560					$84,560

33. SEACOM

Ongoing upgrade of improvements to the joint communication dispatch center

Project Costs

	FY20	FY21	FY22	FY23	FY24	Total
Grant	$271,000					$271,000

34. Airport Automatic Doors

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

	FY20	FY21	FY22	FY23	FY24	Total

Airport	$25,000					$25,000

35. Helipad Erosion Project

This project will fix the damages from past erosion around the Helipad area. The Med Evac Helicopter uses the helipad.

Project Costs

	FY20	FY21	FY22	FY23	FY24	Total
Airport	$60,000					$60,000

36. Airport Sign

The purchase of a new, bigger and brighter airport sign at the entrance of the Airport.

Project Costs

	FY20	FY21	FY22	FY23	FY24	Total
Airport	$50,000					$50,000

37. Airport Apron Grant

Ongoing upgrade of improvements to the Airport

Project Costs

	FY20	FY21	FY22	FY23	FY24	Total
Airport	$82,500					$82,500

38. Water Reuse Project

This project will allow the City to treat and reuse effluent water at the facility for cleaning equipment and hose down facility. This will save O&M costs on purchasing portable water.

Project Costs

	FY20	FY21	FY22	FY23	FY24	Total
Sewer	$480,000					$480,000
O&M	($35,000)	($35,000)	($35,000)	($35,000)	($35,000)	($175,000)

39. EOP Aeration Blower

Existing K-Turbo blower has no technical support available. This blower will supply air to the aeration basin so it can treat wastewater so there is no risk of violating the ADEQ permit.

Project Costs

	FY20	FY21	FY22	FY23	FY24	Total
Sewer	$125,000					$125,000

40. High Velocity Trash Pump

Trash pump is used for emergency operations and existing pump has exceeded its lifecycle.

Project Costs

	FY20	FY21	FY22	FY23	FY24	Total
Sewer	$9,000					$9,000

41. Ford Pick Up – Public Works

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

Project Costs

	FY20	FY21	FY22	FY23	FY24	Total
Sewer	$45,000					$45,000

42. Schneider Energy Management Project

This project is an energy savings project that is using the savings to help fund other capital improvements.

Project Costs

	FY20	FY21	FY22	FY23	FY24	Total
CIF	$13,655,595					$13,655,595

CAPITAL AND O&M COSTS

	Capital	O&M savings	O&M costs
General	$3,105,000	$65,000	$3,400
HURF	$5,204,440	$10,000	$0.00
LTAF	$466,094	$0.00	$0.00
Capital Improvements	$13,655,595	$0.00	$0.00
Police Special Revenue	$150,000	$0.00	$0.00
Grant	$2,065,466	$0.00	$4,000
Airport	$217,500	$0.00	$0.00
Sewer	$659,000	$175,000	$0.00
Total	**$25,523,095**	**$250,000**	**$7,400**

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 Street Maintenance	$15,000,000
Build Fire Station #4 - Tribute	$8,000,000
Public Safety Training Facility	$2,000,000
Tribute Water Reclamation Facility	$10,000,000
EOP Process Upgrade	$5,000,000
Runway 12/30 Extension and Taxiway "K" Extension	$6,500,000
BST Extension (SR92 to Avenida Del Sol)	$3,250,000
Garden Canyon Linear Park	$1,100,000
Police Substation	$5,000,000
Guilio Cesare (SR90 to Michelangelo) Improvements	$625,000
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
Section 36 - Other Improvements	$6,000,000
Total	**$68,325,000**

Expenditure Summary by Fund

	FY20 Total Resources Available	Capital Expenditure	Subtotal Balance After Capital Deducted
General	$ 39,375,859	$ 3,105,000	$ 36,270,859
		$ -	
Special Revenue		$ -	
Highway User Revenue Fund	$ 8,316,557	$ 5,204,440	$ 3,112,117
Local Transportation Fund	$ 1,691,331	$ 466,094	$ 1,225,237
Airport	$ 1,166,919	$ 217,500	$ 949,419
Police Special Revenue	$ 319,500	$ 150,000	$ 169,500
Grants	$ 3,188,093	$ 1,794,466	$ 1,393,627
Criminal Justice Enhancement	$ 300	$ -	$ 300
Donation	$ 617,990	$ -	$ 617,990
Park Development Impact Fee	$ 126,630	$ -	$ 126,630
Library Impact Fee	$ -	$ -	$ -
Police Impact Fee	$ -	$ -	$ -
Transportation Impact Fee	$ -	$ -	$ -
Fire Impact Fee	$ -	$ -	$ -
Metropolitan Planning Org	$ 653,820	$ -	$ 653,820
SEACOM	$ 2,469,372	$ 271,000	$ 2,198,372
Capital		$ -	
Capital Improvement Fund	$ 13,905,595	$ 13,655,595	$ 250,000
		$ -	
Debt Service		$ -	
SVMPC I&R	$ 3,471,300	$ -	$ 3,471,300
		$ -	
Internal Services		$ -	
Health and Accident	$ 4,434,500	$ -	$ 4,434,500
Unemployment	$ 100,000	$ -	$ 100,000
Self Insured Retention	$ 25,000	$ -	$ 25,000
		$ -	$ -
Enterprise		$ -	$ -
Sewer	$ 5,562,712	$ 659,000	$ 4,903,712
Refuse	$ 4,943,296	$ -	$ 4,943,296
Total All Funds	**$90,368,774**	**$ 25,523,095**	**$ 64,845,679**

Personnel Expenditures

People represent the heart of any service organization and a significant investment of financial resources. The FY20 expenditures for personnel (including benefits) total $35,091,847 (39%) of the proposed FY20 budget, an increase of $2,393,163 (7%) above the FY19 personnel budget total of $32,698,684. The increase is primarily due to maintaining the classification and compensation plan adopted in FY18 adjusting the salary ranges due to the new minimum wage increase and adding the Southeastern Arizona Communication Center (SEACOM).

Benefits are projected to be $11,836,476 and represent 34 percent of the total personnel budget. Benefits include social security, worker's compensation, insurance, retirement, employee recognition, and educational assistance.

The following table compares the FY19 and FY20 personnel budgets by fund.

	FY19	FY20	Change
General	$ 26,631,390	$ 27,277,057	$ 645,667
HURF	$ 1,480,360	$ 1,505,016	$ 24,656
LTAF	$ 881,766	$ 801,587	$ (80,179)
Airport	$ 122,651	$ 130,072	$ 7,421
Metropolitan Planning Org	$ 120,000	$ 165,000	$ 45,000
SEACOM	$ -	$ 1,645,263	$ 1,645,263
Sewer	$ 1,621,717	$ 1,702,501	$ 80,784
Refuse	$ 1,840,800	$ 1,865,351	$ 24,551
Total	**$ 32,698,684**	**$ 35,091,847**	**$ 2,393,163**

As the table above indicates, the general fund pays for the majority of the City's personnel costs, approximately 78 percent.

Personnel

The table below separates the personnel expenses into the categories of salaries and benefits. Salaries account for 66 percent of the total personnel expense while benefits account for the other 34 percent of personnel expense.

	FY19	FY20	% of Total	Change	% Change
Salaries					
Salaries-Regular	$ 19,289,356	$ 20,916,548	60%	$ 1,627,192	8.4%
Salaries-Overtime	$ 688,231	$ 757,543	2%	$ 69,312	10.1%
Salaries-Part-Time	$ 1,593,762	$ 1,581,280	5%	$ (12,482)	-0.8%
Total Salaries	**$ 21,571,349**	**$23,255,371**	66%	**$1,684,022**	7.8%
Benefits					
FICA/MICA	$ 1,330,621	$ 1,496,947	4%	$ 166,326	12.5%
State Retirement	$ 1,322,435	$ 1,579,269	5%	$ 256,834	19.4%
Public Safety Retirement	$ 4,367,361	$ 4,423,948	13%	$ 56,587	1.3%
Workers Comp	$ 375,925	$ 402,711	1%	$ 26,786	7.1%
OPEB and Admin	$ 174,168	$ 88,168	0%	$ (86,000)	-49.4%
Uniforms	$ 244,550	$ 272,750	1%	$ 28,200	11.5%
Health & Accident Ins	$ 2,381,079	$ 2,631,424	7%	$ 250,345	10.5%
Dental	$ 188,175	$ 198,008	1%	$ 9,833	5.2%
Retiree Health Insurance	$ 679,341	$ 679,341	2%	$ -	0.0%
Education	$ 20,450	$ 20,450	0%	$ -	0.0%
Employee Recognition	$ 43,230	$ 43,460	0%	$ 230	0.5%
Total Benefits	**$ 11,127,335**	**$11,836,476**	34%	**$ 709,141**	6.4%
Total Personnel	**$ 32,698,684**	**$35,091,847**	**100%**	**$2,393,163**	7.3%

The City of Sierra Vista has 377 full-time employee positions. 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

	2019/2020		
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			
Marketing & Public Affairs Manager	1		1
Administrative Secretary	2		2
Digital Media Specialist	1		1
Management Analyst	1		1
Customer Service Rep	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

Personnel

		2019/2020	
	Authorized	**Frozen**	**Funded**
Management Analyst	1		1
Information Technology			
Chief Information Officer	1		1
Systems Administrator II	2		2
Network Administrator II	1		1
Senior Network Administrator	1		1
Database Administrator	1		1
Sr. Systems Administrator	2		2
GIS Analyst	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	4		4
Account Clerk	1		1
Administrative Secretary	1		1
Total City Manager's Office	**46**	**0**	**46**

Personnel

	2019/2020		
POSITIONS	**Authorized**	**Frozen**	**Funded**
COMMUNITY DEVELOPMENT			
Planning			
Director	1		1
Senior Planner	1		1
Planner	1		1
Code Enforcement Officer	1		1
Administrative Secretary	1		1
Code Enforcement Officer II	1		1
Building			
Building Administrator	1		1
Senior Building Inspector	1		1
Building Inspector	1		1
Total Community Development	**9**		**9**
FIRE DEPARTMENT			
Chief	1		1
Deputy Chief	1		1
Battalion Chief	3		3
Captain	9		9
Fire Marshal	1		1
Inspector	1		1
Engineer/EMT	9		9
Firefighter	27		27
Transport Crew	5		5
Administrative Secretary	2		2
Ft. Huachuca EMT/EMS Transport	4		4
Ft. Huachuca Paramedic Transport	6		6
Total Fire Department	**69**		**69**

Personnel

	2019/2020		
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
Senior Records Clerk	1		1
Records Clerk	5		5
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	5		5
Customer Service Representative	1		1
Animal Control Assistant	1		1
Total Police Department	**85**		**85**

Personnel

	2019/2020		
POSITIONS	**Authorized**	**Frozen**	**Funded**
DEPARTMENT OF POLICE- SEACOM			
Communications Administrator	1		1
Director	1		1
Public Safety Dispatcher I/II	20		20
GIS Technician	1		1
Communications Supervisor	2		2
Total SEACOM	**25**		**25**

	2019/2020		
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	2		2
Customer Service Representative	1		1
Airport			
Airport Worker	1		1
Airport Technician	1		1
Engineering			
Senior Civil Engineer	3		3
Civil Engineer	0		0
Engineering Technician	1		1

Personnel

	2019/2020		
POSITIONS	**Authorized**	**Frozen**	**Funded**
Construction Inspector	1		1
Drafting Technician	1		1
Street Maintenance			
Streets Supervisor	1		1
Streets Technician	4		4
Streets Worker	13		13
Sewer Maintenance			
Water/Sewer Supervisor	1		1
Water /Sewer Technician I/II	3		3
Water/Sewer Worker	8		8
Facilities Maintenance			
Facilities Supervisor	1		1
Facilities Technician	3		3
Facilities Worker	2		2
Aquatics Technician	1		1
Custodian	6		6
Fleet Maintenance			
Fleet Service Coordinator	1		1
Fleet Technician	7		7
Refuse Operations			
Refuse Supervisor	1		1
Refuse Technician	1		1
Refuse Worker	14		14
Compost Technician	1		1

Personnel

		2019/2020	
POSITIONS	**Authorized**	**Frozen**	**Funded**
Transit			
Transit Dispatcher	2		2
Transit Driver	7		7
Transit Department Specialist	1		1
Total Public Works	**97**		**97**
LEISURE & LIBRARY SERVICES			
Administration			
Director	1		1
Leisure Services Manager	1		1
Customer Service Coordinator	1		1
Business Resources Specialist	1		1
Administrative Secretary	2		2
Customer Service Representative	3		3
General Laborer	3		3
Museum			
Museum Curator	1		1
Leisure Services			
Sports Supervisor	1		1
Recreation Program Supervisor	3		3
Recreation Coordinator	5		5
Recreation Leader	5		5
Aquatics			
Head Lifeguard	1		1

Personnel

Library			
Library Manager	1		1
Librarian	2		2
Library Specialist	1		1
Library Technician	1		1
Circulation Coordinator	1		1
Library Recreation Leader	1		1
Park Maintenance			
Park Maintenance Supervisor	1		1
Park Maintenance Technician	3		3
Park Maintenance Worker	7		7
Total Leisure & Library Services	**46**		**46**
	Authorized	**Frozen**	**Funded**
TOTAL NUMBER OF POSITIONS	**377**	**0**	**377**

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

Expenditure Summary by Fund	Subtotal Balance After Capital Deducted	Personnel Expenditure	Subtotal Balance after Capital & Personnel Deducted
General	$ 36,270,859	$ 27,277,057	$ 8,993,802
Special Revenue			
Highway User Revenue Fund	$ 3,112,117	$ 1,505,016	$ 1,607,101
Local Transportation Fund	$ 1,225,237	$ 801,587	$ 423,650
Airport	$ 949,419	$ 130,072	$ 819,347
Police Special Revenue	$ 169,500	$ -	$ 169,500
Grants	$ 1,393,627	$ -	$ 1,393,627
Criminal Justice Enhancement	$ 300	$ -	$ 300
Donation	$ 617,990	$ -	$ 617,990
Park Development Impact Fee	$ 126,630	$ -	$ 126,630
Library Impact Fee	$ -	$ -	$ -
Police Impact Fee	$ -	$ -	$ -
Transportation Impact Fee	$ -	$ -	$ -
Fire Impact Fee	$ -	$ -	$ -
Metropolitan Planning Org	$ 653,820	$ 165,000	$ 488,820
SEACOM	$ 2,198,372	$ 1,645,263	$ 553,109
Capital			
Capital Improvement Fund	$ 250,000	$ -	$ 250,000
Debt Service			
SVMPC I&R	$ 3,471,300	$ -	$ 3,471,300
Internal Services			
Health and Accident	$ 4,434,500	$ -	$ 4,434,500
Unemployment	$ 100,000	$ -	$ 100,000
Self Insured Retention	$ 25,000	$ -	$ 25,000
Enterprise			
Sewer	$ 4,903,712	$ 1,702,501	$ 3,201,211
Refuse	$ 4,943,296	$ 1,865,351	$ 3,077,945
Total All Funds	**$ 64,845,679**	**$ 35,091,847**	**$ 29,753,832**

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 $5,536,880 (6%) of the total budgetary expenditures. This is an increase of $1,101,798 from FY19.

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 FY19 and the budgeted FY20 principal and interest payments. The payments are broken out by note or bond.

Outstanding Debt:

Estimated Outstanding Debt as of June 30, 2019:	$ 18,719,102
Estimated Debt Principal Payments in FY20 Budget:	$ (4,734,902)
Estimated new Debt FY20:	$ 14,915,000
Estimated Outstanding Debt as of June 30, 2020:	$ 28,899,200

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 FY20 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	FY19 Total	FY20 Principal	FY20 Interest	FY20 Total
Airport	1. 2.06%- 6/23	$ 75,348	$ 70,041	$ 5,306	$ 75,347
Airport Total		**$ 75,348**	**$ 70,041**	**$ 5,306**	**$ 75,347**
General	1. 1.79%- 6/22	$ 160,547	$ 153,195	$ 7,350	$ 160,545
	2. 2.92%- 6/23	$ 121,333	$ 109,192	$ 12,141	$ 121,333
General Total		**$ 281,880**	**$ 262,387**	**$ 19,491**	**$ 281,878**
HURF	1. 1.79%- 6/22	$ 56,647	$ 34,181	$ 1,640	$ 35,821
	2. 2.92%- 6/23	$ 65,460	$ 39,674	$ 4,412	$ 44,086
HURF Total		**$ 122,107**	**$ 73,855**	**$ 6,052**	**$ 79,907**
Park Dev	1. 2.06%- 6/23	$ 126,630	$ 117,712	$ 8,918	$ 126,630
Park Dev Total		**$ 126,630**	**$ 117,712**	**$ 8,918**	**$ 126,630**
Refuse	3. 1.79%- 6/22	$ 245,274	$ 234,043	$ 11,231	$ 245,274
	2. 2.92%- 6/23	$ 67,505	$ 51,002	$ 5,671	$ 56,673
Refuse Total		**$ 312,779**	**$ 285,045**	**$ 16,902**	**$ 301,947**
Sewer	1. 1.79%- 6/22	$ 102,917	$ 98,204	$ 4,713	$ 102,917
	2. 1.86%- 6/23	$ 759,260	$ 680,000	$ 81,328	$ 761,328
Sewer Total		**$ 862,177**	**$ 778,204**	**$ 86,041**	**$ 864,245**
Grand Total		**$1,780,921**	**$1,587,244**	**$ 142,710**	**$1,729,954**

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 2018 bonds issued to refinance the SVMPC Series 2008 bonds, SVMPC Series 2010 bonds and Series 2012 Sewer lease purchase note. The SCMPC Series 2008 financed the 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 SVMPC Series 2010 refinanced the debt service on the aquatic facility and the government maintenance center. Schedule B breaks down the FY20 payments comprising the total debt service of the fund $3,294,954**.**

Schedule B
Bonded Indebtedness

Fund	Bond Series	FY19 Total	FY20 Principal Payment	FY20 Interest Payment	FY20 Total
SVMPC I&R	2018 MFRBs	$ 3,661,506	$ 2,450,000	$ 91,632	$ 2,541,632
	2019 MFRBs		$ 620,600	$ 309,068	$ 929,668
	2019 Sewer		$ 77,058	$ 8,568	$ 85,626
Total		**$ 3,661,506**	**$ 3,147,658**	**$ 409,268**	**$ 3,556,926**

Schedule C – Lease Purchase Financing

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

Schedule C
FY20- Lease Purchase Financing

1. General Fund		
1/2 Ton Pick up	$	35,000
2 x Vans	$	90,000
Fire Pumper	$	600,000
Down Payment	$	12,500
Finance Amount-General Fund	**$**	**712,500**
2. Sewer Fund		
Water Reuse Project	$	480,000
Aerator upgrade	$	125,000
Down Payment	$	48,000
Finance Amount-Sewer Fund	**$**	**557,000**
Total Lease Purchase Finance Amount		**$1,269,500**

On the following page is a summary of the debt expenditure by fund and the remaining balance of the FY20 once debt, personnel, and capital expenditures have been subtracted.

Expenditure Summary by Fund	Subtotal Balance after Capital & Personnel Deducted	Debt Expenditure	Subtotal Balance after Capital, Personnel & Debt Deducted
General	$ 8,993,802	$ 281,878	$ 8,711,924
Special Revenue			
Highway User Revenue Fund	$ 1,607,101	$ 79,907	$ 1,527,194
Local Transportation Fund	$ 423,650		$ 423,650
Airport	$ 819,347	$ 75,347	$ 744,000
Police Special Revenue	$ 169,500	$ -	$ 169,500
Grants	$ 1,393,627	$ -	$ 1,393,627
Criminal Justice Enhancement	$ 300	$ -	$ 300
Donation	$ 617,990	$ -	$ 617,990
Park Development Impact Fee	$ 126,630	$ 126,630	$ -
Library Impact Fee	$ -	$ -	$ -
Police Impact Fee	$ -	$ -	$ -
Transportation Impact Fee	$ -	$ -	$ -
Fire Impact Fee	$ -	$ -	$ -
Metropolitan Planning Org	$ 488,820	$ -	$ 488,820
SEACOM	$ 553,109	$ -	$ 553,109
Capital			
Capital Improvement Fund	$ 250,000	$ 250,000	$ -
Debt Service			
SVMPC I&R	$ 3,471,300	$ 3,471,300	$ -
Internal Services			
Health and Accident	$ 4,434,500	$ -	$ 4,434,500
Unemployment	$ 100,000	$ -	$ 100,000
Self Insured Retention	$ 25,000	$ -	$ 25,000
Enterprise			
Sewer	$ 3,201,211	$ 949,871	$ 2,251,340
Refuse	$ 3,077,945	$ 301,947	$ 2,775,998
Total All Funds	**$ 29,753,832**	**$ 5,536,880**	**$ 24,216,952**

Operations and Maintenance Expenditures

Operations and Maintenance (O&M) costs account for $24,216,952 (27%) 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 increased $1,695,871 (7.5%) from the FY19 budget. This is majorly due to the City's portion of the new joint communication center, (SEACOM).

Below is a summary of O&M Expenditures by department and the difference from the FY19 Budget.

Department	FY19 Budget	FY20 Budget	Difference	% Change
Mayor/Council	$ 92,393	$ 76,365	$ (16,028)	-17.3%
City Manager	$ 1,409,802	$ 1,494,570	$ 84,768	6.0%
Administrative Services	$ 1,520,849	$ 1,639,813	$ 118,964	7.8%
Court/Legal	$ 100,300	$ 160,300	$ 60,000	59.8%
General Government	$ 4,998,000	$ 4,985,000	$ (13,000)	-0.3%
Police	$ 1,098,870	$ 1,987,435	$ 888,565	80.9%
Fire	$ 1,126,972	$ 1,093,798	$ (33,174)	-2.9%
Public Works	$ 10,066,691	$ 10,264,302	$ 197,611	2.0%
MPO	$ 306,926	$ 488,820	$ 181,894	59.3%
SEACOM	$ -	$ 553,109	$ 553,109	0.0%
Leisure & Library	$ 1,367,507	$ 1,139,957	$ (227,550)	-16.6%
Community Development	$ 432,771	$ 333,483	$ (99,288)	-22.9%
Totals	**$ 22,521,081**	**$ 24,216,952**	**$ 1,695,871**	7.5%

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 FY20 budget.

Expenditure Summary by Fund			
	Subtotal Balance after Capital, Personnel & Debt Deducted	O&M Expenditure	Subtotal Balance after Capital, Personnel, Debt & O&M Deducted
General	$ 8,711,924	$ 8,711,924	$ -
		$ -	
Special Revenue		$ -	
Highway User Revenue Fund	$ 1,527,194	$ 1,527,194	$ -
Local Transportation Fund	$ 423,650	$ 423,650	$ -
Airport	$ 744,000	$ 744,000	$ -
Police Special Revenue	$ 169,500	$ 169,500	$ -
Grants	$ 1,393,627	$ 1,393,627	$ -
Criminal Justice Enhancement	$ 300	$ 300	$ -
Donation	$ 617,990	$ 617,990	$ -
Park Development Impact Fee	$ -	$ -	$ -
Library Impact Fee	$ -	$ -	$ -
Police Impact Fee	$ -	$ -	$ -
Transportation Impact Fee	$ -	$ -	$ -
Fire Impact Fee	$ -	$ -	$ -
Metropolitan Planning Org	$ 488,820	$ 488,820	$ -
SEACOM	$ 553,109	$ 553,109	$ -
Capital			
Capital Improvement Fund	$ -	$ -	$ -
Debt Service			
SVMPC I&R	$ -	$ -	$ -
Internal Services			
Health and Accident	$ 4,434,500	$ 4,434,500	$ -
Unemployment	$ 100,000	$ 100,000	$ -
Self Insured Retention	$ 25,000	$ 25,000	$ -
	$ -	$ -	$ -
Enterprise	$ -	$ -	$ -
Sewer	$ 2,251,340	$ 2,251,340	$ -
Refuse	$ 2,775,998	$ 2,775,998	$ -
Total All Funds	**$ 24,216,952**	**$ 24,216,952**	**$ -**

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 2018	Budgeted FY 2019	Budgeted FY 2020
General	$108,494	$99,494	$104,403
Sewer	13,561	13,561	$13,050
Refuse	13,561	13,561	$13,050
Donations	32,950	32,950	$13,035
Total	**$168,566**	**$159,566**	**$143,538**

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 strategic direction set by the Council; appointing a City Manager who is hired to be the administrative head of the city organization; 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

	FY14/15	FY 15/16	FY17/18	FY 18/19
Bond Rating- Standard and Poor's	AA	AA	AA	AA
Bond Rating- Fitch	AA-	AA-	AA-	AA-

City Council Strategic Plan

In July 2019, 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 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 five 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. Engage
B. Enhance
C. Empower
D. Enjoy

Within these critical success factor areas, the City Council then developed a series of strategies to help determine the overarching ways in which success can be obtained, along with 33 specific initiatives they have directed the City Manager to complete by June 30, 2021. 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. Supported efforts to enhance economic development in the community, including approval of a new economic development framework; and approval of the West End Redevelopment Plan amendment that expanded the redevelopment area.
3. Approved an agreement with the Sierra Vista Unified School District that expanded the City's access to additional recreational properties, and reduced costs for both organizations to benefit the community.
4. Approved multiple building and development code revisions including the establishment of architectural design standards.
5. Supported City policies and practices that led to the Fitch rating agency reestablishing the City's current strong AA- rating.

City Council

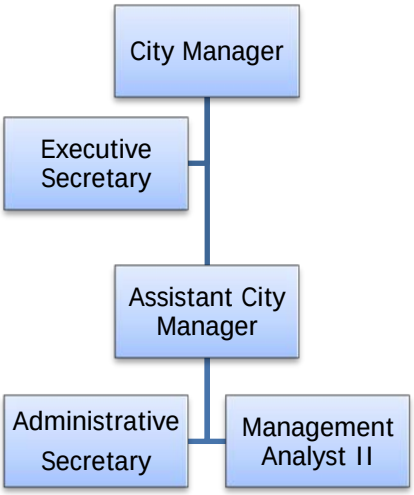
Expenditures	FY 2017/2018 Budgeted	FY 2018/2019 Budgeted	FY 2019/2020 Recommended
Salaries - Part Time	$ 66,000	$ 66,000	$ 66,000
Benefits	1,173	1,173	1,173
Total Personnel	**$ 67,173**	**$ 67,173**	**$ 67,173**
Community Relations	$ 9,000	$ 5,000	$ 5,000
Professional Associations	36,943	36,943	35,830
Travel & Training	20,000	15,000	20,000
Office Supplies	2,500	2,500	2,500
Specialized Supplies	-	-	-
City Council Donations	32,950	32,950	13,035
Total O&M	**$ 101,393**	**$ 92,393**	**$ 76,365**
Totals	**$ 168,566**	**$ 159,566**	**$ 143,538**

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, Arizona 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 (SEAGO), AUSA, Regional Transportation Advisory Commission (RTAC), and Sister Cities International.

City Council Donations include money for advertising community events and FY19 carryover.



The City Manager's Department consists of four divisions: City Manager's Office, Marketing and Communications, 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 2018	Budgeted FY 2019	Budgeted FY 2020
General	$682,277	$696,112	$692,741
Sewer	97,007	109,912	$102,275
Refuse	97,007	109,912	$102,275
Total	**$876,291**	**$915,936**	**$897,291**

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 objectives have been assigned to the City Manager's office for implementation:

- Continue to partner with public and private agencies to implement water conservation and recharge projects to benefit the local aquifer
- Plan for the use of effluent as a result of the outcome of the Gila River Adjudication
- Advocate for Fort Huachuca mission expansion and infrastructure growth
- Seek and expand Intergovernmental Service Agreements and partnerships to support Fort Huachuca, create revenue and economies of scale
- Renegotiate the Tribute–specific master plan to reflect new needs and priorities since the original development of the plan
- Explore ways to work with the Sierra Vista Unified School District to cooperatively use assets to the benefit of the public

Major Accomplishments:

1. In partnership with Cochise County and the Fort Huachuca 50, coordinated work with the consultant retained to help the community take steps to maintain and expand missions on Fort Huachuca. The mayor pro tem, city manager, and representatives from the Huachuca 50 and Cochise College visited Washington, D.C. in April to advocate for and support Fort Huachuca missions.
2. Assumed the role of fiscal agent and human resources administrator for SEACOM in December 2018 to help ensure its continued success. Reduced the operating budget by almost 15% for FY20, and welcomed new subscribers Huachuca City, Tombstone, Fry Fire District, and Whetstone Fire District. Sierra Vista's share of SEACOM operating funds decreased by $254,097 from FY19 to FY20 due to a more efficient budget and more subscribers.
3. Reduced the annual PSPRS payment increase by 64% with the methods introduced due to the updated financial policy adopted in 2018 by Council to address the unfunded PSPRS liability.
4. Finished the first year of the Fort Huachuca Ambulance Service Intergovernmental Service Agreement with positive net revenue. Two more agreements are in development.

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. • 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

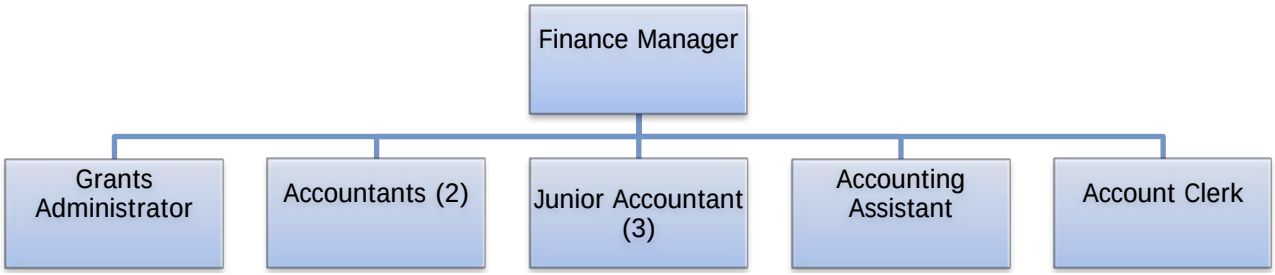
Expenditures	FY 2017/2018 Budgeted	FY 2018/2019 Budgeted	FY 2019/2020 Recommended
Salaries - Regular	$ 401,974	$ 431,888	488,951
Salaries - Part Time	-	-	-
Benefits	123,427	129,678	135,790
Total Personnel	**$ 525,401**	**$ 561,566**	**$ 624,741**
Professional Services	318,000	318,000	241,000
Office Equipment Maintenance	-	-	-
Printing & Binding	1,000	1,000	1,250
Professional Associations	5,500	5,500	5,800
Travel & Training	14,390	17,870	15,000
Office Supplies	8,000	8,000	6,000
Specialized Supplies		3,500	3,500
Books & Periodicals	500	500	-
Total O&M	**$ 347,390**	**$ 354,370**	**$ 272,550**
Totals	**$ 872,791**	**$ 915,936**	**$ 897,291**

Comments

Regular salaries increased due to Council vote to increase the City Manager's salary.

Professional services include USPP administrative support ($10,000), WaterWise program support ($46,000), and other lobbying/consulting services ($60,000 for Triadvocates and $60,000 for Kelley Drye & Warren LLP), with Cochise County reimbursing the City $30,000), $25,000 for Darling contract/endangered species, $25,000 the Sullivan contract and $15,000 Brown and Caldwell.

Professional Association memberships include the City's membership with the Sierra Vista Chamber of Commerce, the Association of Defense Communities, 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 2018	Budgeted FY 2019	Budgeted FY 2020
General	$674,203	$659,629	$782,404
Sewer	$150,477	$192,405	$201,529
Refuse	$150,477	$192,405	$201,529
Total	**$975,157**	**$1,044,439**	**$1,185,462**

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, fleet, and Fort IGSA 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 Government Finance Officer's Associations' Certificate of Achievement in Financial Reporting for the City's Fiscal Year Ending June 30, 2017 Comprehensive Annual Financial Report (CAFR), for the thirtieth consecutive year.

Goals

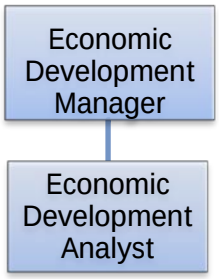
Goals	Objectives
Enhance the usage of the City's new financial ERP system.	• Implement utility billing's payment plan module. • Implement employee reimbursement module.
Document the ERP's critical operations	• Complete standard operating procedures documentation for the key finance functions in the new ERP system.

Finance

Expenditures	FY 2017/2018 Budgeted	FY 2018/2019 Budgeted	FY 2019/2020 Recommended
Salaries - Regular	$ 552,072	$ 598,559	$ 592,779
Salaries - Part Time	-	45,000	35,125
Benefits	169,552	189,070	203,248
Total Personnel	**$ 721,624**	**$ 832,629**	**$ 831,152**
Professional Services	$ 230,483	$ 171,360	$ 215,860
Printing & Binding	3,500	3,500	3,500
Professional Associations	2,525	2,525	2,525
Travel & Training	4,675	9,425	11,925
Office Supplies	6,500	6,500	6,500
Specialized Equipment	1,500	10,500	8,000
Software	3,850	7,500	7,500
Books & Periodicals	500	500	500
Bank Fees	-	-	98,000
Total O&M	**$ 253,533**	**$ 211,810**	**$ 354,310**
Totals	**$ 975,157**	**$ 1,044,439**	**$ 1,185,462**

Comments

Professional Services include a state-mandated payment to the Arizona Department of Revenue for sales tax administration, annual auditing, development impact fee consultant, Dunn and Bradstreet subscription 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 2018	Budgeted FY 2019	Budgeted FY 2020
General	$394,476	$393,939	$420,471
Grants	721,399	$386,596	$415,140
Total	**$1,115,875**	**$780,535**	**$835,611**

Description:

The Economic Development Division was created in FY14 as a result of the City Council's adoption of a community-based economic development 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 Economic Development Framework's six objectives providing a "whole of city" approach to the development of the economy.

The City's overall economic development approach incorporates a multi-pronged approach to economic development providing strategies for attraction, retention and expansion of business as well as growing the community's own businesses through programs that support and enhance entrepreneurship. While unmanned aerial systems, healthcare, government contracting, and trade with Mexico are still targeted sectors, attraction efforts focus on aviation related businesses and the development of the municipal airport. In an effort to diversify Sierra Vista's economy, private, non-defense growth is emphasized, and the grant from the Department of Defense Office

of Economic Adjustment will close out at the beginning of this fiscal year. Tourism is a key complimentary element to Economic Development. The division is working with the Marketing and Public Affairs Division to maximize the buying power of the City's marketing and sales products through a combined digital marketing effort this FY.

Support of Fort Huachuca continues to be a high priority in coordination with the Huachuca 50 and Cochise County. Retaining and increasing missions are emphasized as well as educating elected and military staff to the importance the Fort plays in American security. In all areas, the City will continue to leverage its economic development partnerships, working with local, regional, statewide, and national organizations.

City Council Strategic Plan Initiatives
• Evaluate solutions to create a space for small business incubation on the West End, and implement where feasible. • Evaluate the feasibility of designating a West End entertainment district. • Create opportunities for business incubation • Look for partnership opportunities with higher education to enhance workforce development • Partner with chambers of commerce and other organizations to create and implement a plan that encourages shopping locally

Major Accomplishments:

1. Finalizing the $720,000 grant from the Department of Defense Office of Economic Adjustment to implement two initiatives to assist Sierra Vista with economic diversification. Competed the Airport Study April 2018 and the division has begun engineering and site planning for the available City property. .
2. Strengthened regional partnerships, including connecting with Sun Corridor as the lead for the Sierra Vista Technical Assistance Program (SVTAP). Additionally, the division seeks to increase the partnership with the AZ Tech Council for additional visibility and business growth in the area.
3. Co-hosted the extremely successful 2019 Government Procurement Outlook Summit bringing in over 200 participants and our five SVTAP clients for government opportunities in the area.
4. Significantly broadened regional and national media coverage of Sierra Vista's business attraction opportunities with articles in the AZ Business Magazine, Business Expansion and Business Facilities Magazine.

5. Refined our partnership with the Sierra Vista Chamber of Commerce to bring in business supporting content at Good Morning Sierra Vista and other combined events.
6. Partnered with the Hispanic Chamber of Commerce on numerous trips to Mexico to enhance the visibility of the City and explore additional cross border business opportunities. Supported a second successful Sonorafest 2019.
7. Worked with Ponderosa Hotel Management Services LLC in their acquisition and rebuild to reactivate the Best Western Plus and the old Daisie Mae's on Garden Avenue/West End.
8. Assisted in 100% occupation of the old Sutherland's property with national and local businesses filling that key vacant property.

Goals

Goal	Objectives
Elevate Sierra Vista's economic development competitiveness.	• Continue to enhance marketing program to assist with the state and national exposure of ED opportunities within Sierra Vista. Synchronize economic development and tourism marketing and outreach.
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. • Identify division collateral materials that would benefit from translation into Spanish for distribution to prospective businesses.
Execute the Joint Resources Utilization Study through OEA grant.	• Partner with Fort Huachuca, Cochise County, and other stakeholders to identify potential solutions and best practices in support of the community and military missions.
Continue to implement identified strategies to retain/expand, attract, and grow firms in sectors that will benefit from and strengthen Sierra Vista's existing assets and advantages.	• Identify strategies to support and expand growth in the Cyber Industry and UofA South's increasing prominent role within the profession. • Develop and implement strategies that focus on workforce development, research and development, and business development.

Economic Development

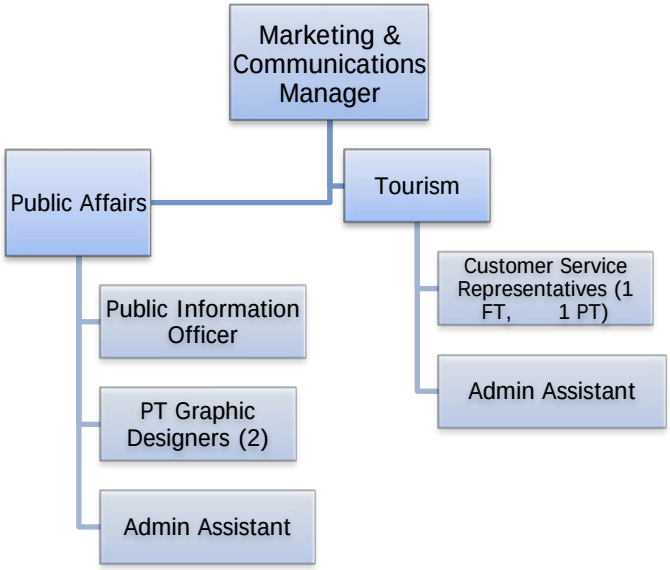
Expenditures	FY 2017/2018 Budgeted	FY 2018/2019 Budgeted	FY 2019/2020 Recommended
Salaries - Regular	$ 156,771	$ 180,503	$ 187,795
Benefits	43,131	43,862	44,938
Total Personnel	**$ 199,902**	**$ 224,365**	**$ 232,733**
Professional Services	$ 576,885	$ 254,525	$ 414,240
Economic Development	148,550	123,550	119,450
Land & Building Rental	85,000	83,700	-
Advertising	22,258	22,258	33,158
Printing & Binding	2,900	2,900	2,900
Professional Associations	9,516	6,237	4,130
Travel & Training	28,862	21,600	27,600
Office Supplies	41,602	41,000	1,000
Books & Periodicals	400	400	400
Total O&M	**$ 915,973**	**$ 556,170**	**$ 602,878**
Totals	**$ 1,115,875**	**$ 780,535**	**$ 835,611**

Comments

The Economic Development budget includes the carryover of the $70,000 OEA grant to close out in August 2019. Also includes expected grant in support of the OEA's Joint Resource Utilization Study.

Professional services includes the Attraction Fund dollars Sun Corridor membership and resources for targeted attraction/small business efforts.

Advertising includes the annual CER sponsorship, promotional advertising, and trade show participation.



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 2018	Budgeted FY 2019	Budgeted FY 2020
General	$580,621	$560,528	$701,233
Grants	$85,450	$0	$0
Sewer	$30,884	$30,136	$37,299
Refuse	$6,176	$12,054	$7,460
Donations	$800	$800	$545
Total	**$703,931**	**$642,028**	**$746,537**

Mission Statement

Effectively communicate City news and information; promote Sierra Vista as a travel destination; encourage 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 Marketing and Communications division provides strategic marketing and communications planning and implementation for all City divisions and departments. This includes but is not limited to: media and public relations, crisis and issues management, emergency communications, public participation and education programs, marketing and advertising campaigns, tourism marketing, promotions, graphic design, and copywriting. The division develops, manages, and utilizes marketing communications tools such as print collateral, social media, digital assets, broadcast media, Channel 12 programming, and integrated websites for both the municipality and the visitor center.

City Council Strategic Plan Initiatives

Engage

1.3: Review public engagement strategies and recommend new ways to engage the community to received constructive feedback and encourage meaningful conversations (to include boards and commissions).

1.4: Encourage citizen participation in 2020 census through the Complete Count committee.

2.1: Analyze how information is shared with community partners and identify ways to improve if needed.

2.2: Develop and implement a community-wide social media feedback strategy.

2.3: Evaluate and rebalance marketing strategies to better target prioritized markets.

Enjoy

3.1: Identify and roll out an events hashtag.

3.3: Offer opportunities for social media engagement at events.

Major Accomplishments

1. Expanded the presence of Sierra Vista as a business and visitor destination by developing collaterals, assisting with and participating in industry events and trade shows, and providing personnel support for other divisions and departments as needed.
2. Created and produced comprehensive promotional and marketing materials for all other City divisions and departments, including but not limited to: Leisure & Library Services' Sports Center kickoff event, Sky Islands Summit Challenge, and Wine Festival; Public Works' Vista Transit and recycling program changes, and storm water management and pool draining campaigns; Economic Development advertising and copywriting; Fire & Medical Services' Pulsepoint launch; West Sierra Vista Revitalization Program; Spotlight Breakfast; Arizona League of Cities and Towns showcase; and others.
3. Redesigned *Vistas*, the City's printed newsletter, now produced on a quarterly schedule and direct mailed to every Sierra Vista residential address, reducing the number of printed copies and increasing readership and participation in City programs.
4. Participated in tourism media events, resulting in heightened interested by the nation's top travel writers, resulting in the City hosting writers, social media influencers, and bloggers/vloggers.
5. Served in a leadership role for the Cochise County Tourism Council, including filling the roles of fiscal agent, treasurer, and board member. Provided marketing expertise, resulting in increased exposure with journalists, on social media, and growing the contacts database.
6. Leveraged partnership with many tourism partners, including neighboring communities, Cochise County Tourism Council, Arizona Office of Tourism, Sierra Vista Area Chamber of Commerce, Sierra Vista Hispanic Chamber of Commerce,

Arizona Trail Gateway Community Association, Cowboy Poetry and Music Gathering, Sky Island Tour, Southwest Wings, and others.

7. Worked with City departments to facilitate more involvement in generating social media content and continued to grow audience on social media platforms.
8. Maintained a consistent and steady growth in social media following for the municipal Facebook and Instagram accounts. The municipal Facebook page is now followed by nearly 12,500 people; the Police, Fire, and EMS page is now followed by nearly 5,000 people; the Library page is now followed by 3,600 people. The Visit Sierra Vista page is now followed by just over 20,600 people. The City's Instagram account following grew to 1,360, an increase of more than 30% over last year.
9. Raised donations to replace the Old World Santa display, resulting in sponsorship for 44 of the 53 Santas to date.

Goals

Goals	Objectives
Develop tourism and retail in the Sonora, Mexico market	• Participate in binational meetings and events to represent Sierra Vista to business and tourism markets
Enhance engagement with residents and visitor audiences	• Invest in social media platform promotional campaigns to grow followers • Explore and leverage innovative media • Allocate resources to website management
Improve coordination of departmental messaging to achieve strategic communications goals	• Provide input on marketing strategies to ensure that multiple departments' efforts are complementary • Media management and campaign oversight • Facilitate city-wide strategic communications planning

Performance Measures

Public Affairs	FY15/16	FY 16/17	FY 17/18	FY 18/19
Total page views, SierraVistaAZ.gov	1,177,522	584,600[a]	883,547	932,769
Facebook Total Impressions (millions)				
City of Sierra Vista	1.689	6.065	5.222	2.49
Police, Fire, and EMS	NA	NA	NA	2.29
Public Library	NA	NA	1.28	0.577

Tourism	FY 15/16	FY 16/17	FY 17/18	FY 18/19
Total Page Views, VisitSierraVista.com	813,100	N/A	69,411[b]	4,453
Facebook Total Impressions (millions) Visit Sierra Vista	0.739	0.845	0.619	0.222
OVG Distribution	24,782	25,096	28,391	19,155[c]
Total Hospitality Tax Revenue : Tourism Investment	16.4 : 1	16.51 : 1	19.75 : 1	22.16 : 1
Extended Stay Tax Revenue	$796,341	$848,399	$912,055	$896,603
Restaurant & Bar Tax Revenue	$2,126,418	$2,156,733	$2,237,585	$2,299.458

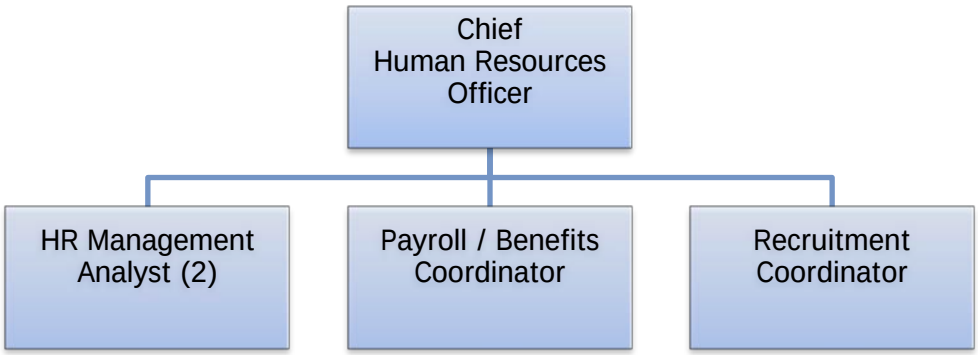
a) This drop in total page views may be attributed to the new municipal website. In an effort to streamline information, the new site has significantly fewer pages.
b) Due to the launch of the new visitor website in FY16/17, the Total Page Views does not reflect a 12-month total.
c) Due to changes in the visitor website, we are no longer able to track the number of visitor guide downloads for inclusion in this total.

Public Affairs/Tourism

Expenditures	FY 2017/2018 Budgeted	FY 2018/2019 Budgeted	FY 2019/2020 Recommended
Salaries - Regular	$ 247,876	$ 258,508	$ 299,510
Salaries - Part Time	62,764	62,764	70,862
Benefits	81,199	76,294	111,333
Total Personnel	**$ 391,839**	**$ 397,566**	**$ 481,705**
Professional Services	$ -	$ 82,900	$ 46,200
Office Equipment Maintenance	-	-	-
Advertising	169,652	104,652	104,652
Printing & Binding	65,220	50,000	56,200
Professional Associations	24,760	21,050	23,770
Travel & Training	12,025	16,200	16,650
Office Supplies	1,400	600	1,145
Specialized Supplies	13,825	7,050	11,200
Event Supplies	4,600	4,600	4,600
Books & Periodicals	-	400	415
Total O&M	**$ 291,482**	**$ 287,452**	**$ 264,832**
Totals	**$ 683,321**	**$ 685,018**	**$ 746,537**

Comments

PAO is working closely with Economic Development and joining forces to cut costs while making the most out of the two budgets.



Expenditure By Fund			
	Budgeted FY 2018	Budgeted FY 2019	Budgeted FY 2020
General	$453,881	$474,782	$491,169
Sewer	$56,736	$59,348	$41,423
Refuse	$56,736	$59,348	$59,177
Total	**$567,353**	**$593,478**	**$591,769**

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, employees, and volunteers 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, payroll and benefits administration.

As the City continues to manage through an 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. The new Classification and Compensation Plan was approved and implemented by the City Council in July 2015 to include 2% annual step increases for non-exempt employees and a 2% annual increase for exempt employees. The positions and pay classifications are reviewed on an ongoing basis and revised to reflect economic conditions, compensation objectives and the City's needs including its changing competitive position. Hiring and retaining competent and quality employees remains a high priority in maintaining our high performance culture.

City Council Strategic Plan Initiatives
• The Human Resources department 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. During the Annual Service Awards Luncheon, 72 employees were recognized for their 3, 5, 10, 15, 20, and 25 years of service. These employees represent a combined total of 683 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.
3. Human Resources held the following training session:
    - Employment Law Training. This was mandatory for Supervisors and Managers. This training provided them with valuable information regarding the laws governing employees. Stephen Coleman of Pierce Coleman Law Firm addressed the following topics: Municipal Employment Law 101; Best Practices for Hiring, Firing and Discipline; FLSA Compliance; General Employment Law Update and Trends.
    - Personnel Rules & Regulations. The Personnel Rules and Regulations were completely revised going into effect January 1, 2019. Training sessions were held to update employees of the major changes and to answer any question that arose.
4. The City promotes employee wellness and offered several screenings and clinics. The following was offered:
    - Healthy Heart Blood Draw Screened for Glucose, Cholesterol, LDL, HDL, and Triglycerides. Other optional testing was offered as well. 52 employees participated.
    - Cardiac and Organ Screenings composed of ten different areas of the body such as the Thyroid, Gall Bladder, Kidneys and Liver. 84 employees participated.
    - Prostate Screenings 15 employees participated.
    - Vaccination Clinic to include influenza and pneumonia. There were a total of 94 vaccinations given.
    - Mammogram Screenings 38 employees participated.
    - Health Risk Assessment This included a full lipid profile along with other optional testing such as A1C, Thyroid, and colon cancer screenings. This along with the Health Heart Blood Draw will be completed twice per year to follow employee progress of problem areas. 30 employees participated.
    - Skin Cancer Screeings 61 employees participated.
5. Five employees participated in the City's Education Assistance Program.

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 and 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

	FY 14/15	FY 15/16	FY 16/17	FY 18/19
Average days to fill Full-time Position	48	70	77	88
Number of Full Time Positions Filled	42	49	68	59
Number of Part Time Positions Filled	51	106	84	66
Number of Internal FT Job Recruitments	17	16	14	13
Number of External FT Job Recruitments	39	24	26	26
Number of Applications Processed	2550	2936	2502	1946
Percentage of minority applicants	38%	39%	41%	40%
Percentage of minority offered Full Time positions	17%	22%	16%	25%

Employee Full Time Turnover Rate	11.3%	11.62%	9.71%	8.39%
*Without Retirements	10.1%	9.36%	7.77%	7.46%
Employee Part Time Turnover Rate	34.2%	51.89%	55.04%	49.64%
Number of Volunteers	424	405	716	598
Number of Volunteer Hours	26,595	24,898	21,710	18,233
Value of Volunteer Services	$345,735	$574,397	$500,850	$450,173*

* Updated volunteer in kind rate to $24.69 per the BLS.

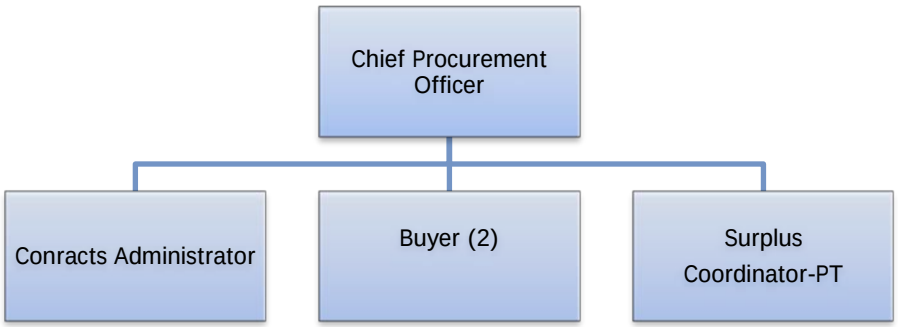
Human Resources

Expenditures	FY 2017/2018 Budgeted	FY 2018/2019 Budgeted	FY 2019/2020 Recommended
Salaries - Regular	$ 337,960	$ 332,240	$ 344,338
Salaries - Part-Time	7,793	41,554	29,000
Benefits	92,205	89,967	97,914
Employee Programs	60,450	63,680	63,910
Total Personnel	**$ 498,408**	**$ 527,441**	**$ 535,162**
Professional Services	$ 43,450	$ 44,450	$ 35,000
Office Equipment Maintenance	1,000	1,000	-
Advertising	3,500	2,000	2,000
Printing & Binding	1,000	1,000	1,000
Professional Associations	2,690	2,782	2,782
Travel & Training	14,530	12,030	12,300
Office Supplies	1,500	1,500	2,500
Specialized Supplies	1,025	1,025	1,025
Books & Periodicals	250	250	-
Total O&M	**$ 68,945**	**$ 66,037**	**$ 56,607**
Totals	**$ 567,353**	**$ 593,478**	**$ 591,769**

Comments

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

The Professional Services account includes pre-employment screening services, employee training, and fingerprinting and background checks.



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 2018	Budgeted FY 2019	Budgeted FY 2020
General	$249,356	$249,356	$257,078
Sewer	48,486	48,486	$49,987
Refuse	48,486	48,486	$49,987
Total	**$346,328**	**$346,328**	**$357,052**

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.
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, while continuing to give local vendors an opportunity to win the business on a wide variety of commodities and services.
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 City-wide 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. Utilize automated online payments; expand marketing for major ticket items. • 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.

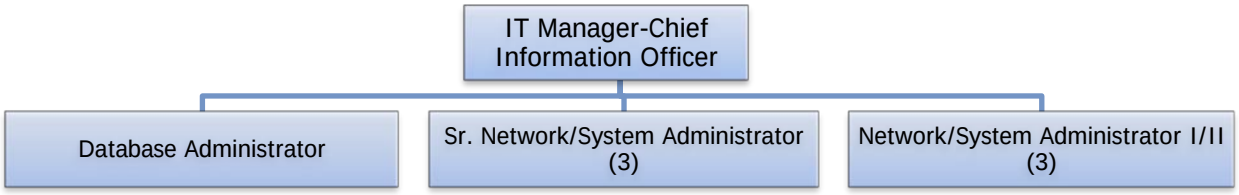
	• Continue to improve communication with vendors and other City Departments.
Actively engage local vendors in an effort to increase the procurement of local goods and services.	• Attend and speak at meetings/forums focused business development in order to provide education to local business owners/operators 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 through outreach and office hours.
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 and to increase pCard spend. • 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 2017/2018 Budgeted	FY 2018/2019 Budgeted	FY 2019/2020 Recommended
Salaries - Regular	$ 240,242	$ 238,619	$ 251,372
Salaries - Part-Time	$ 13,902	$ 13,902	$ 13,902
Benefits	76,701	76,565	80,268
Total Personnel	**$ 330,845**	**$ 329,086**	**$ 345,542**
Office Equipment Maintenance	$ -	$ -	$ -
Printing & Binding	-	500	500
Professional Associations	1,210	1,210	1,210
Travel & Training	5,735	10,000	7,500
Office Supplies	1,250	1,250	1,250
Specialized Supplies	850	850	850
Books & Periodicals	200	200	200
Total O&M	**$ 9,245**	**$ 14,010**	**$ 11,510**
Totals	**$ 340,090**	**$ 343,096**	**$ 357,052**

Performance Measurements

Performance Measures	FY 15/16	FY 16/17	FY 17/18	FY 18/19
Percentage of total dollars spent within Cochise County:	21%	19%	23%	17%
Percentage of total dollars spent with Sierra Vista businesses:	11%	9%	10%	6%
Percentage of dollars spent with Arizona businesses for purchases less than $50,000.00:	57%	11%	56%	57%
Surplus auction revenue:	$ 127,307	$96,227	$189,218.61	$77,061.95*
Purchasing Card Program Usage	$3.7M	$3.7M	$3.8M	$3.08M
* FY18/19 NET Surplus Auction Revenue as of May 17, 2019				



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 2018	Budgeted FY 2019	Budgeted FY 2020
General	$1,570,673	$2,004,144	$1,912,978
HURF	0	0	$44,259
Sewer	$196,334	$210,669	$235,530
Refuse	$196,334	$210,669	$235,530
Total	**$1,963,341**	**$2,425,482**	**$2,428,297**

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. IT will continue to focus on securing technology services to protect against cyber threats, which are increasing in scope and frequency, as well as, augmenting our datacenter security posture in the event of cyberattacks.
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. Revamped the PD Datacenter core framework, replacing all physical servers and storage capabilities with a virtual environment. This improvement allows for IT to be more efficient and agile when handling the IT demand at PD. Additionally, it provides a smaller physical footprint and reduces power consumption.

2. Renovated PD camera security system to include HD cameras and storage for video archive retrieval. This upgrade allowed for cameras to be remotely monitored additionally, the number of cameras increased as did the coverage, thereby increasing security. Furthermore, dispatchers now assigned to SEACOM have access to cameras in case of emergency.

3. Continued with migration of SVPD Mobile Data Computers (MDC's) from air cards to a ruggedized mobile router solution along with a network management suite called AirVantage. This solution better meets the needs of the department to include ruggedness, reliability as well as network stability and flexibility. It also affords IT the ability to better utilize man hours, as now we can perform firmware upgrades, network troubleshooting and location services from one central platform, not needing to touch every device. These devices offer stability to support the department's mission critical services.

4. Completely modernized the main IT Datacenter Infrastructure at City Hall. Server/storage equipment and software were end of life and not meeting the demands of our users. Major upgrades were performed on our server, storage and networking platforms. This new equipment affords us with the reliability, availability, security and performance that a modern first class IT infrastructure should have in order to support the departmental and organizations business objectives. In addition to scalability for future growth.

5. Collaborated with Public Works to upgrade door controllers and implement a new access control system for the City. The previous legacy system was no longer functioning. This new system is centralized and provides for a modern interface to the database. Furthermore, ID badges can be printed from different locations.

6. Promoted enterprise-wide applications and the sharing of data between departments and other agencies. Introduced innovative collaboration and mobile technologies to include Office 365, SharePoint Online, along with Teams and Planner Applications. Integrated electronic signature platform (SignNow) within SharePoint and moved the City's Intranet to SharePoint, to give it a modern look and feel to the customer. Furthermore, IT developed an internal/external file sharing system using SharePoint that replaced the BOX application. This resulted in an annual savings of $6,000.

7. Enhanced the performance and reliability of the City's network by increasing our network speed and bandwidth between City Hall and remote sites. Additionally, the main Internet circuit at City Hall was increased from 200mb to 1GB speed. These upgrades enhanced reliability, security and efficiencies, in addition to providing our customers the required tools to handle todays IT demands for digital services and mobility. Most importantly, these upgrades were implemented at an annual cost savings of $5200! Furthermore, public internet services were enhanced at OYCC, Cove and PD training facilities, allowing IT to provide more effective security and monitoring.

8. IT is focused on enhancing the City's Cyber Security portfolio. We constantly monitor for risk of nefarious threats and network vulnerabilities by utilizing both

modern software and hardware solutions. In addition, we provide constant education to our employees, thereby maintaining alertness regarding our IT infrastructure and how to recognize potential threats. We have signed on with DHS and MSISAC for information sharing and receive data directly from both entities. This allows us to gather intelligence and take action on possible threats.

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, security and data center infrastructure, in an effort to provide outstanding results, while maintaining fiscal responsibility, datacenter security and stewardship.	• Continue promoting Cyber Security awareness by educating and training users and implementing next generation security tools. Provide security services to protect against cyber threats. • Providing new technologies such as Office 365 and SharePoint and developing a plan to transition and implement presently. • 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.	• Partnering with Cochise County to improve communications and continue collaborating with SEACOM.

Performance Measures

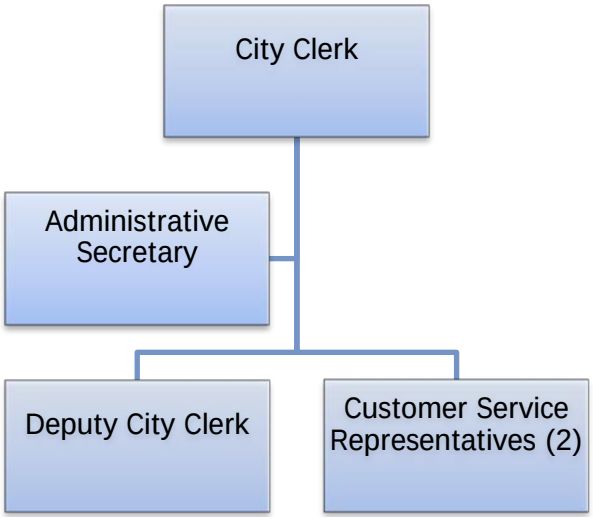
	FY14/15	FY16/17	FY17/18	FY18/19	FY19/20
Work Orders Processed:					
Emergency/High in nature	395	297	388	468	522
Above routine/routine in nature	1410	1811	2054	2532	3001
Other requests not high in nature nor routine	133	92	158	117	127

Information Technology

Expenditures	FY 2017/2018 Budgeted	FY 2018/2019 Budgeted	FY 2019/2020 Recommended
Salaries - Regular	$ 574,458	$ 596,968	$ 690,770
Salaries - Overtime	2,000	2,000	2,000
Benefits	178,762	182,097	192,416
Total Personnel	**$ 755,220**	**$ 781,065**	**$ 885,186**
Professional Services	$ 50,000	$ 93,000	$ 74,800
Office Equipment Maintenance	668,626	664,432	766,031
Professional Associations	400	400	400
Travel & Training	20,000	20,000	22,000
Telephone	405,000	415,000	425,000
Office Supplies	9,200	9,200	9,200
Specialized Supplies	22,300	73,300	75,875
Software	32,245	49,935	96,455
Books & Periodicals	350	350	350
Total O&M	**$ 1,208,121**	**$ 1,325,617**	**$ 1,470,111**
Machinery & Equipment	$ -	$ 318,800	$ 73,000
Total Capital	**$ -**	**$ 318,800**	**$ 73,000**
Totals	**$ 1,963,341**	**$ 2,425,482**	**$ 2,428,297**

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 2018	Budgeted FY 2019	Budgeted FY 2020
General	$347,217	$412,647	$283,558
Sewer	$7,467	$8,874	$79,751
Refuse	$18,667	$22,185	$79,751
Total	**$373,351**	**$443,706**	**$443,060**

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. Maintained professional, timely and exceptional customer service in FY 18-19.

Goals

Goals	Objectives
Records Management.	• Continue Development of 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 • Develop Customer Self Serve Records Search Program on City Website
Provide the City with quality Risk Management Services.	• Update the Employee Safety Initiative Facility Inventory to reflect measures implemented. • Provide Safety Training Opportunities for City Staff
Continue Development of a City Wide Civil Rights Program for Title VI and ADA	• Obtain approval of City Wide ADA and Title VI Plan including the Preparation of a City Infrastructure, Asset and Building Inventory to evaluate ADA accessibility and needs. (Joint project with Community Development) • Provide Educational Opportunities for City Staff related to ADA & Title VI Non Discrimination Policies
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

	FY 14/15	FY15/16	FY16/17	FY17/18	FY19/20
New Business Licenses Issued	319	278	282	333	356
Liquor Licenses Issued	32	22	36	54	32
Number of Requests for Documents	210	355	486	431	586
Claims or Potential Claims	59	115	86	83	75
Vehicle Accident Review Board Cases	65	48	41	40	64

City Clerk

Expenditures	FY 2017/2018 Budgeted	FY 2018/2019 Budgeted	FY 2019/2020 Recommended
Salaries - Regular	$ 245,443	$ 245,899	$ 255,810
Salaries - Part Time	1,932	1,932	-
Benefits	81,791	80,690	85,665
Total Personnel	**$ 329,166**	**$ 328,521**	**$ 341,475**
Professional Services	$ 26,500	$ 97,500	$ 48,500
Postage	-	-	30,000
Printing & Binding	-	-	4,500
Professional Associations	2,085	2,085	2,085
Travel & Training	4,100	4,100	5,000
Office Supplies	4,000	4,000	4,000
Books & Periodicals	7,500	7,500	7,500
Total O&M	**$ 44,185**	**$ 115,185**	**$ 101,585**
Totals	**$ 373,351**	**$ 443,706**	**$ 443,060**

Comments

Professional Services includes Election Costs on a Bi-Annual Basis. FY20 is non election season. Postage has been moved from non-departmental to clerk's budget for FY20.

City Attorney

Description

Expenditure by Fund			
	Budget FY 2018	Budget FY 2019	Budget FY 2020
General	$274,446	$273,071	$306,171
Judicial	$300	$300	$300
Total	**$274,746**	**$273,371**	**$306,471**

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 trials.

Court & Legal

Expenditures	FY 2017/2018 Budgeted	FY 2018/2019 Budgeted	FY 2019/2020 Recommended
Salaries - Regular	$ 104,327	$ 104,327	$ 104,000
Salaries - Part Time	32,200	28,751	3,990
Benefits	37,919	39,993	38,181
Total Personnel	**$ 174,446**	**$ 173,071**	**$ 146,171**
Professional Services	$ 100,300	$ 100,300	$ 160,300
Professional Associations	-	-	-
Total O&M	**$ 100,300**	**$ 100,300**	**$ 160,300**
Totals	**$ 274,746**	**$ 273,371**	**$ 306,471**

Comments

The Professional Services account increased due to the new consolidated court agreement with Cochise County as 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 2017/2018 Budgeted	FY 2018/2019 Budgeted	FY 2019/2020 Recommended
Bond Principal	$ 12,865,000	$ 3,065,000	$ 3,070,600
Bond Interest	503,102	229,954	400,700
Fiscal Agent Fees	5,000	5,000	-
Bond Issuance Costs			250,000
Other Debt Principal	6,492,723	976,204	1,664,302
Other Debt Interest	222,493	158,924	151,278
Total Debt	**$ 20,088,318**	**$ 4,435,082**	**$ 5,536,880**

In FY20, the City's debt increased due to the financing of fleet vehicles, a fire pumper truck and the Schneider project.

Description - General Government

Expenditure By Fund			
	Budget FY 2018	Budget FY 2019	Budget FY 2020
General	$996,363	$908,752	$834,007
Sewer	$147,994	$127,303	$111,201
Refuse	$147,994	$127,303	$111,201
HURF	$73,997	$63,651	$55,600
H&A	$4,322,500	$4,322,500	$4,434,500
Unemployment	$35,000	$35,000	$25,000
Self Insurance	$100,000	$100,000	$100,000
Total	**$5,823,848**	**$5,684,509**	**$5,671,509**

General Government

Expenditures	FY 2017/2018 Budgeted	FY 2018/2019 Budgeted	FY 2019/2020 Recommended
Benefits	$ 820,848	$ 686,509	$ 686,509
Total Personnel	**$ 820,848**	**$ 686,509**	**$ 686,509**
Professional Services	$ 41,500	$ 41,500	$ 74,500
Insurance	455,000	455,000	455,000
Postage	60,000	55,000	-
Advertising	12,500	12,500	12,500
Office Supplies	8,000	8,000	8,000
Specialized Supplies	-	-	-
Bank Fees	60,000	60,000	-
Health & Accident Insurance	4,281,000	4,281,000	4,360,000
Unemployment Insurance	50,000	50,000	50,000
Self Insured Retention	35,000	35,000	25,000
Total O&M	**$ 5,003,000**	**$ 4,998,000**	**$ 4,985,000**
Totals	**$ 5,823,848**	**$ 5,684,509**	**$ 5,671,509**

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. Bank Fees were moved to finance in this years budget.

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 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
• Reducing response times to emergency incidents south of town by 25% • Implementing a new police officer recruitment strategy focusing on military bases, credit for veterans, and experienced lateral hires

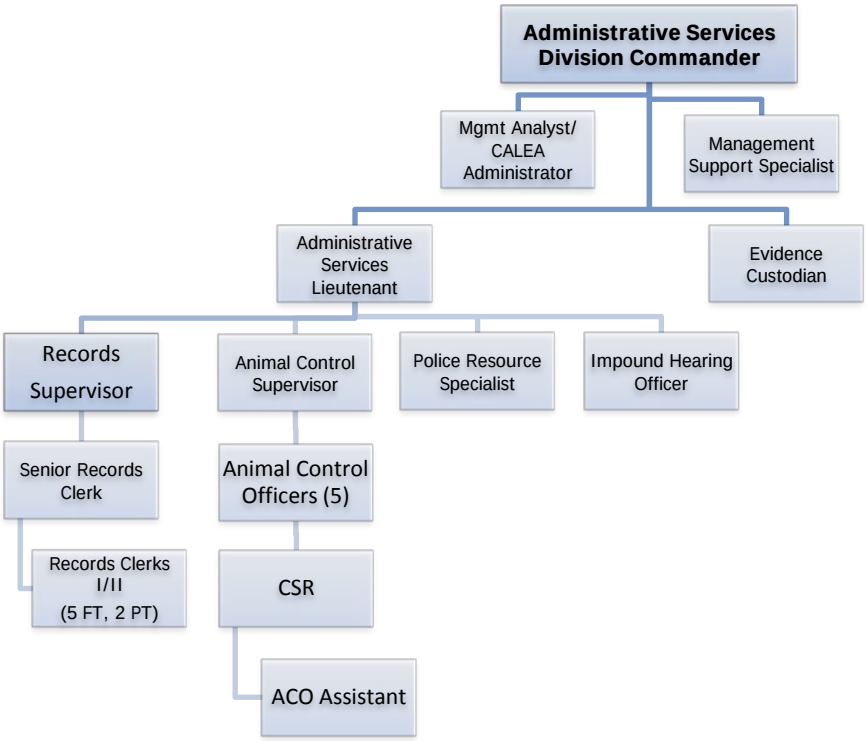
Police

Expenditures	FY 2017/2018 Budgeted	FY 2018/2019 Budgeted	FY 2019/2020 Recommended
Administration	$ 1,865,155	$ 2,029,523	$ 1,638,877
Police Operations	8,148,671	8,165,968	7,835,141
Animal Control	306,349	317,070	439,898
Total Personnel	**$ 10,320,175**	**$ 10,512,561**	**$ 9,913,916**
Administration	$ 84,865	$ 83,900	$ 104,779
Police Operations	277,419	365,899	1,356,120
Animal Control	578,990	649,071	526,536
Total O&M	**$ 941,274**	**$ 1,098,870**	**$ 1,987,435**
Administration	$ -	$ -	$ -
Police Operations	690,000	690,000	655,000
Animal Control	-	-	15,000
Total Capital	**$ 690,000**	**$ 690,000**	**$ 670,000**
Totals	**$ 11,951,449**	**$ 12,301,431**	**$ 12,571,351**

Comment:

Personnel administration was reduced due to SEACOM budget being removed and listed under its own fund.

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 2018	Budgeted FY 2019	Budgeted FY 2020
General	$1,938,316	$2,101,719	$1,730,176
Donations	11,704	$11,704	$13,480
Dev Fees	0	0	0
Total	**$1,950,020**	**$2,113,423**	**$1,743,656**

Mission

The Administrative Services Division provides management of those financial, physical, and human resources allocated by the City Council, while providing technical 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.	• Research the feasibility of developing a charitable voucher program as a means for citizens to provide coupons to panhandlers for the purchase of eligible goods at participating businesses. • Working with other city departments, implement a strategy to measure the public's current perception of public safety and implement a strategy to improve the perception.
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 comprehensive recruiting strategy inclusive of increased testing at military installations and increased social media presence in targeted areas.
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.	• Transition from the Uniform Crime Reporting (UCR) system to the National Incident Based Reporting System (NIBRS) as the means for collecting and reporting data on crimes.
Physical Resources & Technology Increase efficiency by promoting the timely development/ acquisition of police equipment and technology.	• Develop a comprehensive inventory of department property and a long-range equipment replacement schedule to ensure proper budgeting for and timely replacement of critical equipment.

Major Accomplishments

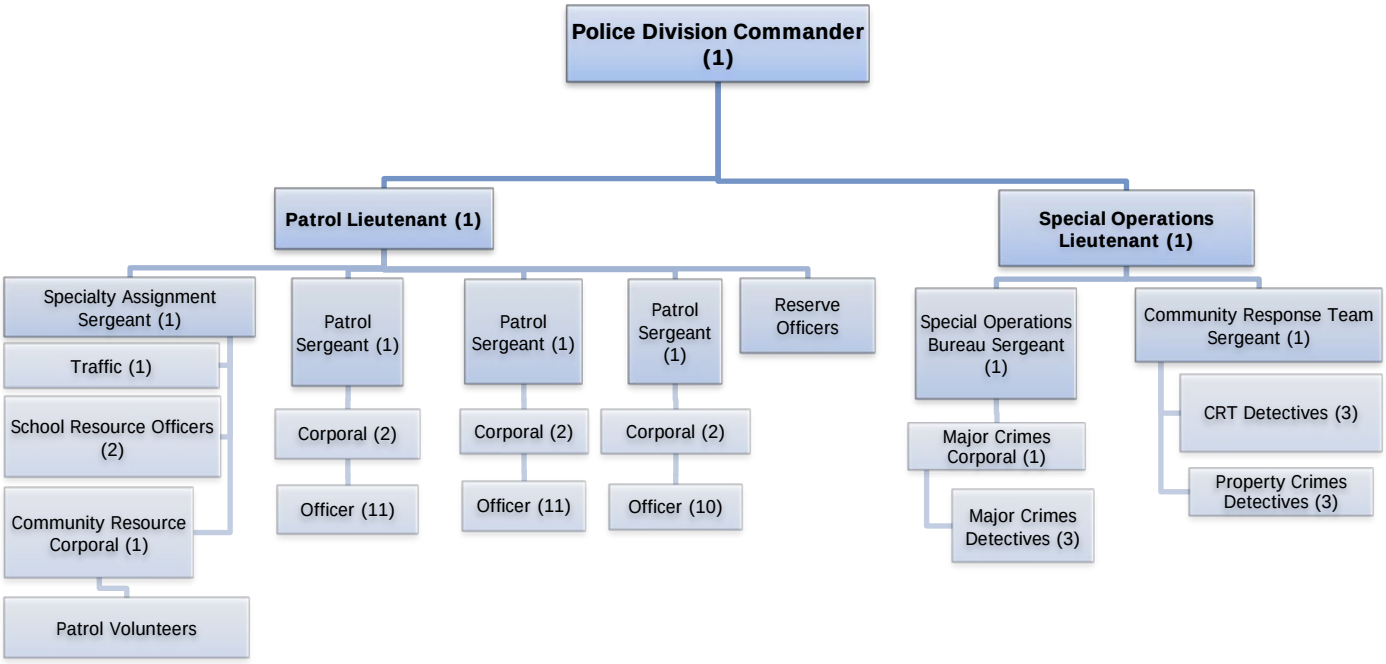
1. Successfully obtained a grant from the Governor's Office of Highway Safety (GOHS) to purchase an Intoxilyzer 9000.
2. Dispatch/911 services transferred to Southeastern Arizona Communications (SEACOM) through an intergovernmental agreement.
3. Successfully maintained accreditation through CALEA.
4. The Records Section Processed 4,275 Misc. Offense Reports and 669 CRASH Reports in 2018.
5. Animal Control handled 4,144 calls for service in 2018.
6. The Evidence Section had an intake of 4,703 items submitted in 2018.
7. Six new officers were hired in 2018.

Administration

Expenditures	FY 2017/2018 Budgeted	FY 2018/2019 Budgeted	FY 2019/2020 Recommended
Salaries - Regular	$ 1,256,610	$ 1,358,629	$ 910,858
Salaries - Overtime	16,572	16,572	16,572
Salaries - Part Time	59,453	59,453	60,373
Benefits	532,520	594,869	651,074
Total Personnel	**$ 1,865,155**	**$ 2,029,523**	**$ 1,638,877**
Professional Services	$ 8,985	$ 10,485	$ 22,985
Equipment Maintenance	550	650	450
Professional Associations	1,452	1,762	1,565
Travel & Training	12,900	12,900	22,900
Office Supplies	20,000	20,000	19,000
Specialized Supplies	23,400	20,150	18,150
Books & Periodicals	5,874	6,249	6,249
Donations	11,704	11,704	13,480
Total O&M	**$ 84,865**	**$ 83,900**	**$ 104,779**
Machinery & Equipment	$ -	$ -	$ -
Total Capital	**$ -**	**$ -**	**$ -**
Totals	**$ 1,950,020**	**$ 2,113,423**	**$ 1,743,656**

Comment: Salaries regular was reduced due to SEACOM budget being removed and listed under its own fund.

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 2018	Budgeted FY 2019	Budgeted FY 2020
General	$8,817,966	$8,876,793	$9,520,932
PD Special	319,500	319,500	$314,500
Grants	18,124	25,574	$10,829
Capital	0	0	0
Total	**$9,155,590**	**$9,221,867**	**$9,846,261**

Description

The Police Operations Division serves the community through its Patrol Operations and Special Operations Bureaus.

Goals

Goals	Objectives
Physical Resources & Technology Increase efficiency by promoting the timely development/ acquisition of police equipment and technology.	• Implement the approved Small Unmanned Aerial System (sUAS) program proposal to include purchase of equipment, selection and training of pilots, and on-going budget requirements.
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 Cochise College and the Cochise County Sheriff's Office in the operation of the Southeast Arizona Law Enforcement Training Academy (SEALETA). • In partnership with the Cochise County Sheriff's Office and other entities, participate in the ongoing development of a joint regional communications center (SEACOM).

Major Accomplishments

1. In 2018 the Department had a clearance rate of 33.98% and a recovery rate of 33.48% for UCR Part I offenses.
2. In partnership with the Cochise County Sheriff's Office, for the fourth consecutive year Sierra Vista Police Department continued to train Cochise County Schools in the new A.L.I.C.E. active killer response methods.
3. The Sierra Vista Police Department partnered with Cochise College and the Cochise County Sheriff's Office to establish the Southeastern Arizona Law Enforcement Training Academy (SEALETA).
4. A policy on the use of a drone for law enforcement was developed and approved. Also, funding was secured to purchase the Department's first drone.
5. Three (3) "coffee with a cop" sessions were held in the community to foster positive interaction between citizens and police officers.

Performance Measures*

	CY 2015	CY 2016	CY 2017	CY 2018
UCR Part I Clearance Rate	39.69%	37.6%	35.75%	33.98%
Part I Recovery Rate	28.63%	27.1%	30.95%	33.48%
Public Highway Accidents	578	611	643	710

*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 2015	CY 2016	CY 2017	CY 2018
Homicide	2	3	0	3
Forcible Rape	8	15	26	24
Robbery	14	18	24	14
Aggravated Assault	50	50	83	64
Burglary	181	250	212	154
Larceny-Theft	1034	977	1017	924
Motor Vehicle Theft	49	55	61	45
Arson	15	6	9	2
Total	**1353**	**1374**	**1432**	**1230**
% Change	-5%	+2%	+4%	-14%

*Please note that numbers are being reported in calendar year.

Police Operations

Expenditures	FY 2017/2018 Budgeted	FY 2018/2019 Budgeted	FY 2019/2020 Recommended
Salaries - Regular	$ 4,342,700	$ 4,182,070	$ 4,099,224
Salaries - Overtime	394,757	405,721	405,721
Salaries - Part Time	-	-	-
Benefits	3,411,214	3,578,177	3,330,196
Total Personnel	**$ 8,148,671**	**$ 8,165,968**	**$ 7,835,141**
Professional Services	$ 10,200	$ 5,100	$ 1,023,416
Professional Associations	1,146	1,176	1,176
Travel & Training	55,133	130,933	126,083
Specialized Supplies	210,605	228,355	205,110
Books & Periodicals	335	335	335
Total O&M	**$ 277,419**	**$ 365,899**	**$ 1,356,120**
Machinery & Equipment	$ 100,000	$ 100,000	$ 105,000
Vehicles	590,000	590,000	550,000
Total Capital	**$ 690,000**	**$ 690,000**	**$ 655,000**
Totals	**$ 9,116,090**	**$ 9,221,867**	**$ 9,846,261**

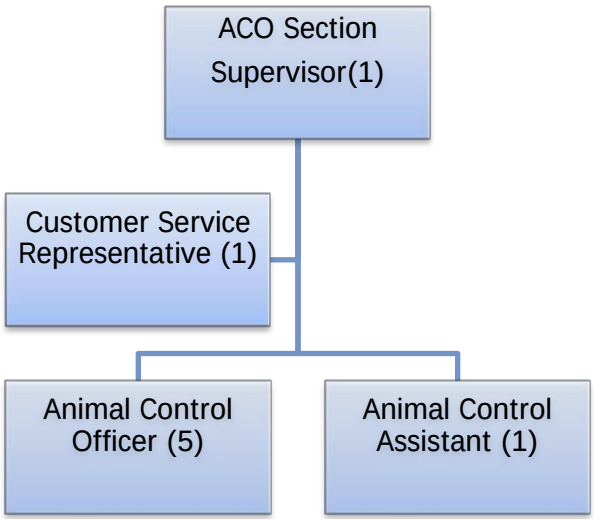
Comments:

Professional Services increased due to City portion of SEACOM agreement.

Machinery and Equipment contains 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 2018	Budgeted FY 2019	Budgeted FY 2020
General	$400,489	$515,350	$577,049
PD Special	5,000	5,000	$5,000
Donations	479,850	479,850	$374,385
Grants			$25,000
Total	**$885,339**	**$966,141**	**$981,434**

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.

Volunteer Hours/Miles	2016	2017	2018
Official Volunteers Hours	3,954.25	3,837.50	3,851.75
Military Volunteers Hours	2,352.20	1,312.50	1,427.00
Dog Walkers Hours	1,878.60	2,226.05	2,290.50
Total Hours	**8,185.05**	**7,375.55**	**7,569.25**
Running with Paws Miles	753.09	471.32	311.06
Number of Volunteers	**2016**	**2017**	**2018**
Official Volunteers	16	15	13
Military Volunteers	186	38	32
Dog Walkers	89	70	96
Running with Paws	29	30	18
Total Volunteers	**320**	**151**	**159**

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.	• Implement an intergovernmental agreement with Fort Huachuca to provide animal control services for stray domestic animals.

Major Accomplishments

1. Along with other organizations and agencies, held the third annual "Celebrating Animals" event at Veteran's Memorial Park.
2. The Nancy J. Brua Animal Care and Control Center held multiple mobile vaccination clinics in conjunction with the Friends of the Animal Shelter. A total of 280 animals were vaccinated during these events in 2018.
3. Redeemed 411 animals back to their owners in 2018.
4. Issued 2,969 dog licenses in 2018.
5. Through a pending intergovernmental agreement, it is anticipated a fifth ACO position will be filled by the city and funded by Ft. Huachuca for animal control services on the Fort.

Performance Measures*

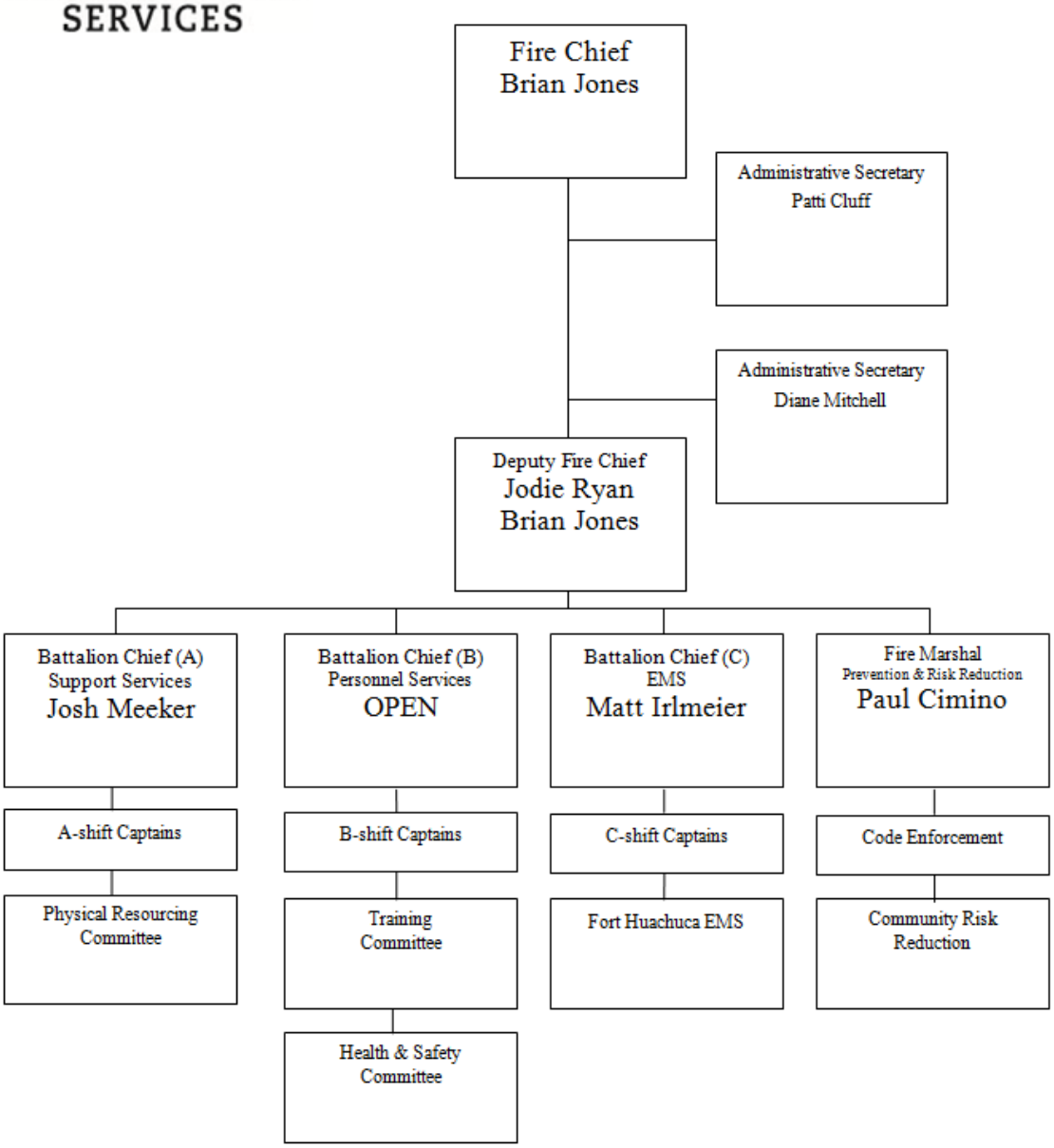
	CY 2015	CY 2016	CY 2017	CY 2018
Number of Animals Adopted	786	741	793	844
Calls for Service	4,451	3,465	4,769	4,144
Number of Animals Impounded	1,458	1,395	1,452	1,482

*Please note that numbers are being reported in calendar year.

Animal Control

Expenditures	FY 2017/2018 Budgeted	FY 2018/2019 Budgeted	FY 2019/2020 Recommended
Salaries - Regular	$ 202,864	$ 217,118	$ 322,428
Salaries - Overtime	8,835	8,835	8,835
Salaries - Part Time	12,675	12,675	-
Benefits	81,975	78,442	108,635
Total Personnel	**$ 306,349**	**$ 317,070**	**$ 439,898**
Professional Services	$ 18,005	$ 56,220	$ 35,720
Building Maintenance	2,680	8,796	8,796
Professional Associations	150	150	180
Travel & Training	3,305	6,500	9,900
Specialized Supplies	75,000	97,555	97,555
Donations	479,850	479,850	374,385
Total O&M	**$ 578,990**	**$ 649,071**	**$ 526,536**
Machinery & Equipment	**$ -**	**$ -**	**$ 15,000**
Total Capital	**$ -**	**$ -**	**$ 15,000**
Totals	**$ 885,339**	**$ 966,141**	**$ 981,434**

Sierra
Vista
FIRE & MEDICAL
SERVICES


Fire Chief
Brian Jones
Administrative Secretary
Patti Cluff
Administrative Secretary
Diane Mitchell
Deputy Fire Chief
Jodie Ryan
Brian Jones
Battalion Chief (A)
Support Services
Josh Meeker
Battalion Chief (B)
Personnel Services
OPEN
Battalion Chief (C)
EMS
Matt Irlmeier
Fire Marshal
Prevention & Risk Reduction
Paul Cimino
A-shift Captains
B-shift Captains
C-shift Captains
Code Enforcement
Physical Resourcing Committee
Training Committee
Fort Huachuca EMS
Community Risk Reduction
Health & Safety Committee

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 2018	Budgeted FY 2019	Budgeted FY 2020
General	$8,633,678	$6,939,673	$8,202,140
Grants	1,043,000	1,037,437	1,042,553
Donations	16,488	16,488	$5,150
Development Fees	0	0	0
Total	**$9,743,166**	**$7,993,598**	**$9,249,843**

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
• Reducing response times to emergency incidents south of town by 25% • Develop and implement an emergency medical dispatching plan that improves communications with all Southeastern Arizona Communications (SEACOM) member communities

Major Accomplishments

1. Completed first year of intergovernmental support agreement (IGSA) with Fort Huachuca, an EMS division that provides ambulance transport on the installation, housing ambulances at FH fire station 2 and at the Black Tower UAS site. A third ambulance is provided as needed, housed out of SVFMS station 201. This contract has also strengthened the relationship between Sierra Vista Fire and Medical and Fort Huachuca Fire Department.
2. Continued use of grant monies from TMC foundation for bike helmets and child passenger seats.
3. Implemented the grant from the Legacy Foundation to purchase and implement Pulse Point, an incident-driven, citizen alerting software that allows CPR trained citizens to assist on cardiac arrest situations in public gathering areas.

4. Put into service the new patient transport engine, a vehicle unique to Arizona, that has enhanced the department abilities to provide firefighting and EMS transport utilizing one crew, as opposed to separate engine and ambulance crews.
5. Developed and implemented new G2 response plans. These plans will allow us to continue to work more efficiently and effectively by utilizing the right piece of equipment for the right incident. Continued support for dispatcher training on verbiage, response, and strategies used on fire and EMS incidents.
6. Implemented a full EMS data reporting program for AZ-PIERS (Arizona Pre-hospital Information & EMS Registry System), which helps the state analyze and establish future direction for pre-hospital healthcare.

Goals

Human Resources

Goals	Objectives
Enhance our abilities to recruit and retain fire service professionals	• Retain existing department members and set a higher standard for those who wish to become members. • Utilize national standards to recruit and hire • Focus on recruiting women into the fire service.

Physical Resources

Goals	Objectives
Enhance or our existing partnership with Fort Huachuca to pursue a regional joint use training facility on the base	• Work with FH staff to develop an MOU for the consolidation of current training resources (props and equipment) at the FH training site • Work with Fort Huachuca staff to develop an IGSA for the expansion of that site into a regional concept • Continue joint training program to strengthen the relationship between the two agencies and support interoperability

Marketing and Publicity

Goals	Objectives
Increase use of social media.	• Ensure all education classes are announced, and provide on-line registration and payment • Post seasonal public safety messages. • In house personnel posting daily messages

Technology

Goals	Objectives
Collaborate with IT, PD and SEACOM to identify a CAD station alerting software system for implementation coinciding with the implementation of EMD	• Ensure station alerting software will meet our needs for the coming years. Research available products. • Ensure product selected is compatible with the EMD software/product selected for SEACOM

Innovation

Goals	Objectives
Enhance response plans to include low acuity single person response.	• Reduce time on the road for more expensive apparatus • Keep apparatus available for high acuity personnel intensive incidents

Performance Measures

	FY 4/15	FY 5/16	FY16/17	FY17/18	FY18/19
Total calls for service	8,957[(2)]	6,932[(1)]	7345	7609	8450
Automatic Aid Given	N/A	N/A	373	425	568
Automatic Aid Received	N/A	N/A	907	881	607
Total fire calls	N/A	802	870	887	582
Structure fires	34	70	50	75	40
Vehicle fires	11	14	13	18	13
Brush fires	35	10	32	79	38
Other (alarm, smoke, assist...)	N/A	708	775	715	603
Total EMS calls	7,064	6130	6102	6297	6346
Heart attack	705	551	466	505	513
Stroke	183	477	137	131	173
Motor Vehicle Accidents	220	241	260	276	285
Diabetic	N/A	63	67	66	85
EMS other	N/A	4,767	5172	5319	5290
Commercial Inspections	984	996	987	987	950
ISO rating	4	4	4	4	4
Grant and federal fund acquisition	N/A	N/A	5,000	5,000	44,000

[1] City-only responses

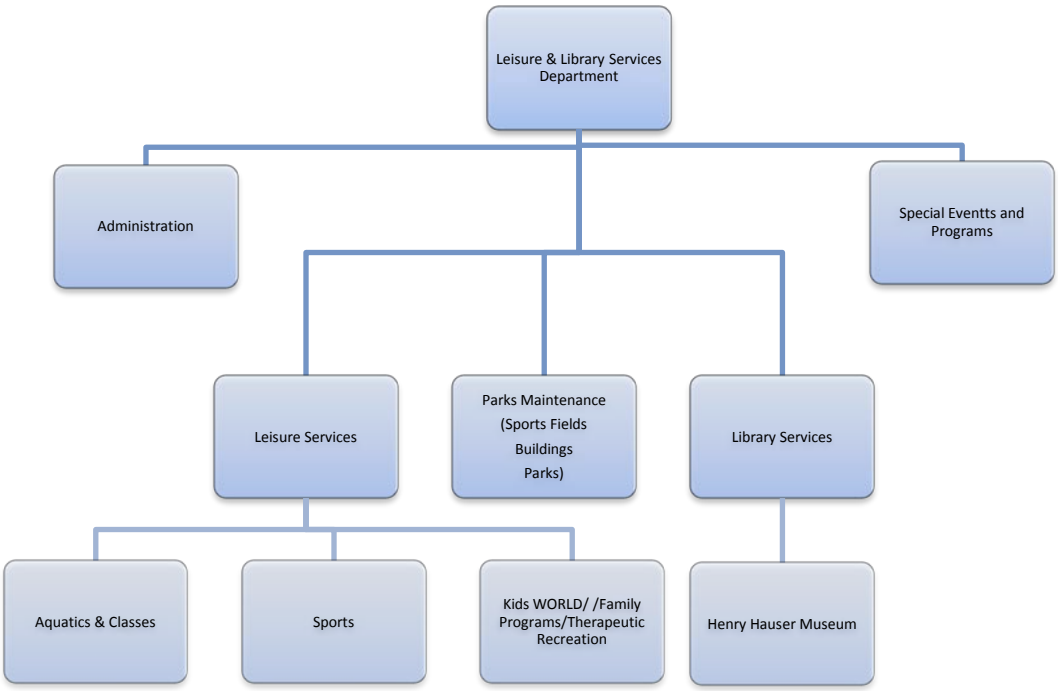
[2] Includes automatic aid responses with Fry Fire District

Fire

Expenditures	FY 2017/2018 Budgeted	FY 2018/2019 Budgeted	FY 2019/2020 Recommended
Salaries - Regular	$ 3,603,937	$ 3,749,106	$ 4,086,279
Salaries - Overtime	174,458	177,189	177,189
	-	15,000	136,905
Benefits	2,169,736	2,375,331	2,597,672
Total Personnel	**$ 5,948,131**	**$ 6,316,626**	**$ 6,998,045**
Professional Services	$ 1,950,000	$ 9,900	$ -
Office Equipment Maintenance	1,500	1,500	2,448
Building Maintenance	13,000	13,000	13,000
Vehicle & Equipment Maint	5,000	6,900	6,900
Printing & Binding	2,000	2,000	2,000
Professional Associations	3,271	3,271	3,271
Travel & Training	55,750	83,750	65,750
Office Supplies	7,800	7,800	7,800
Specialized Supplies	882,976	869,413	874,529
EMS Supplies	103,250	108,950	108,950
Books & Periodicals	4,000	4,000	4,000
Donations	16,488	16,488	5,150
Total O&M	**$ 3,045,035**	**$ 1,126,972**	**$ 1,093,798**
Infrastructure	$ 100,000	$ 100,000	$ 100,000
Machinery & Equipment	-	300,000	308,000
Vehicles	650,000	150,000	750,000
Total Capital	**$ 750,000**	**$ 550,000**	**$ 1,158,000**
Totals	**$ 9,743,166**	**$ 7,993,598**	**$ 9,249,843**

Comment:

Salaries increased due to minimun wage compression, class comp, PSPRS and one new full time EMT position added. Vehicles include a new pumper truck for FY20.



Description

The Leisure & Library Services Department is responsible for providing a variety of parks, programs and services to the community that enhances overall quality of life. These parks and programs range from community, neighborhood, and linear parks, to recreational, sports, educational and cultural. The following pages break outline the department into specific budgetary divisions, but the graphic above reflects the overall organizational structure of the department.

The budgetary divisions include: Parks, Administration, Leisure, Disabled/Therapeutic Recreation, Aquatics, Sports, 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 Leisure & Library Services Department is committed to improving the quality of life in the City of Sierra Vista by providing exceptional customer service, and a wide variety of parks, recreational, cultural, educational, and informational activities.

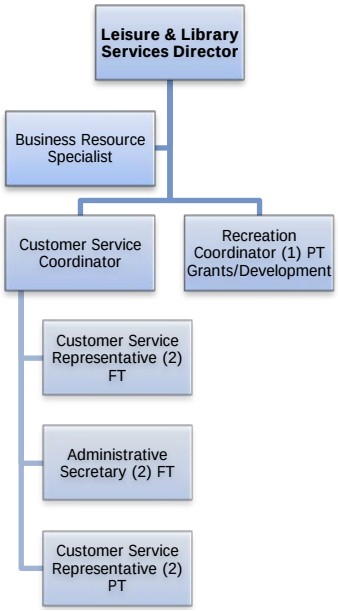
Leisure & Library Services

Expenditures	FY 2017/2018 Budgeted	FY 2018/2019 Budgeted	FY 2019/2020 Recommended
Administration	$ 494,459	$ 510,266	$ 631,792
Leisure	966,133	960,247	1,102,394
Cultural	68,838	68,650	138,638
Parks	-	660,543	657,041
Aquatics	407,336	449,850	386,497
Museum	66,967	68,185	71,565
Library	605,794	644,610	710,951
Total Personnel	**$ 2,609,527**	**$ 3,362,351**	**$ 3,698,878**
Administration	$ 282,620	$ 302,675	$ 130,120
Leisure	429,145	351,962	376,927
Cultural	4,000	5,000	5,400
Psrks	-	271,935	245,350
Aquatics	43,450	37,250	33,500
Museum	17,725	17,725	12,725
Library	363,065	378,660	335,935
Total O&M	**$ 1,140,005**	**$ 1,365,207**	**$ 1,139,957**
Lesiure	-	-	22,000
Parks	-	1,303,604	12,180,990
Total Capital	**$ -**	**$ 1,303,604**	**$ 12,202,990**
Totals	**$ 3,749,532**	**$ 6,031,162**	**$ 17,041,825**

Comments:

Sports Division was created in FY19.
Sports Division – Rothery Facility made available in FY19.
Family Programming will be introduced in FY20 to reflect the program diversity of the department which will meet the overall demand of the community.
Capital increased due to the Schneider Energy Management Program

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 2018	Budgeted FY 2019	Budgeted FY 2020
General	$550,709	$586,571	$675,397
Donations	226,370	226,370	$86,515
Total	**$777,079**	**$812,941**	**$761,912**

- 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 team members strive for friendly effective customer service by operating the public facilities and programs in a fair, courteous, uniform, and fiscally sound manner.

Description:

Staff team members manage facilities, resources, and day-to-day operations of the Oscar Yrun Community Center, Ethel H. Berger Center, the Sports Division at Rothery, and the Sierra Vista Aquatics Center, "The Cove." Division team members coordinate and control financial transactions, initiate and process purchase orders, work orders, requisitions, travel, and trainings. As well, manage the department budget. Staff team members coordinate rentals and public services for buildings, rooms, sports fields and lighting, and park usage.

Administrative team members also respond to public inquiries about programs, facilities, area attractions, 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: • Evaluate potential locations to build a venue for large, outdoor events, then draft a plan for future implementation • Evaluate park space in the historic West End with an eye on creating small event venues • Complete the master plan for the Sierra Vista Sports Complex • Redevelop the event permitting process • Create a plan to fully utilize the Rothery Center's recreational properties, and implement improvements • Develop a comprehensive Parks master plan to guide future improvements

Major Accomplishments:

1. Consistently offered quality customer service to the community.
2. Continued to support all departmental and city events conducted during or after business hours.
3. Successfully provided administrative support to the sports division in community outreach, improved partnerships, and increase in field usage and services through customer engagement, transactions, and inquiries.
4. Provided logistical, administrative, and service support for department special events at the Cove and within the community, and commissions: Arts & Humanities, Parks & Recreation, and Cultural Diversity, providing over 1350 hours of service.

5. Successfully administrated and set up registrations for the Sips & Skies Wine, Beer, and Spirits Festival and the Sky Island Summit Challenge, increasing the ease of interface
   and tracking outcome measurements. Ease of interface helped to increase event awareness.
6. Successfully launched and began utilizing a new updated cloud-based version of RecTrac, our recreation software program, to better meet the demands and expectations of the community
7. Held a grand opening community event in April to open the Department's new Sports Division location at the Rothery Sports Complex. The building, sports fields, and tennis courts are now maintained and controlled by the Leisure Services and Parks Maintenance thanks to an Intergovernmental Agreement between the Sierra Vista Unified School District and the City. More improvements and maintenance projects are scheduled to continue to enhance the property for public use.

Goals

Goals	Objectives
Provide current information about programs, events and community resources in a timely manne, focusing on customer engagement and service	• Continue to improve coordination between program team, customer service team and community resources to ensure the public has the best and most accurate information available. • Provide ongoing training to customer service team, develop and use internal communications to distribute current information to front line team. • Maintain an online web-based registration software program, implementing credit and debit processing and user information sharing to customers. • Continually maintaining while improving reservations, rentals, and registrations to community users, customers, and guests through trainings, technology upgrades, and face to face interaction.
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 enhance non-	• Continue to work with Sierra Vista School District for access to recreation and classroom facilities.

Ensure 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. • Conduct quarterly, semi-annual, and annual trainings for EAPs and SOPs. • Research, development, and implement SOPs for programs focusing on safety, effectiveness, participation engagement, and customer enhancements.
profit/public/private partnerships striving towards increasing community wellness, health, and quality of life, while impacting economic development of the city.	• • Partnering with Fort Huachuca to enhance recreational usage through marketing and sharing of resources. • Successfully conducted community outreach to non-profit youth and adult sports leagues, improving relationships, field services, and implementing tournament play.

Performance Measures

	FY 15/16	FY 16/17	FY 17/18	FY 18/19
Admin Cost percent of Division Budgets	15%	5.6%	15%	15%
Aquatics Participants*				
Open Swim	38,000	34,128	27,672	23,702
Lap Swim	10,862	11,321	11,481	10,126
Swim lessons	1,600	1,800	637*	693*
Exercise Classes	609	646	629	561
Splash Time	4,250	4,013	2,072*	1,832*
Instructional class participants	7,500	7,370	2,447*	2,762*
Senior Activities participants				

Adult trips	261	213	152	297
Bazaars	1,387	1,128	1,275	1,320
Senior Holiday Dinner	256	203	192	107
Sports/Special Events participants				
Oktoberfest	10,250	15,000	15,000	14,000
Sierra Vista Sips & Skies**		2,800	3,000	3,000
Cultural Heritage Festival		1,100	900	00**
Easter Extravaganza		2,500	2,000	2,200
Fourth of July		20,000	20,000	20,000
Youth basketball	1,250	1,180	320*	325*
Tennis – youth/adult	197	204	74	96
Summer sports camps	276	189	197	220
Start Smart Sports	375	162	42	27
Adult softball	648	800	767	660
Races/Triathlon	504	470	278***	290***
Therapeutic Recreation participants	393	376	45*	48*
Kids WORLD participants	10,750	8,975	1,338*	1,400*
Pool rentals	20,500	28,200	21,703	13,950
Ramada rentals	32,500	42,100	781* (52,290)	892* (58,032)
Practice field rentals	52,250	43,250	4,554* (62,286)	4,812* (83,899)
Sports League field rentals - games				
Football	5,200	5,200	5,200^	5,200^
Soccer – 4 leagues	40,203	40,203	40,203^	40,203^
Sierra Vista Little League	29,320	29,320	29,320^	29,320^
Ponytail Softball	19,100	19,100	19,100^	19,100^

*Implemented class contractors. Saw decrease in number of classes offered at the time as department and city was working through contractor process. Anticipate increase in participation in FY20.

*Numbers reflect individual enrollment and/or registration versus number of visits per enrollment. Eliminates duplication of usage by an individual.

**Commission did not operate the Heritage Fair event during FY19

***Due to high volume of community races, eliminated 5K run in the Park.

^Numbers originate from leagues.

Administration

Expenditures	FY 2017/2018 Budgeted	FY 2018/2019 Budgeted	FY 2019/2020 Recommended
Salaries - Regular	$ 373,051	$ 383,969	$ 455,723
Salaries - Part Time	-	-	13,527
Benefits	121,408	126,297	162,542
Total Personnel	**$ 494,459**	**$ 510,266**	**$ 631,792**
Professional Services	$ 2,600	$ 2,600	$ 4,030
Vehicle Maintenance	-	2,500	-
Equipment Rentals	1,000	1,800	1,800
Advertising	19,950	37,630	7,000
Postage	1,500	-	-
Printing & Binding	1,000	1,000	1,325
Professional Associations	3,750	4,275	2,950
Travel & Training	4,250	6,500	6,500
Office Supplies	12,200	10,000	10,000
Recreation Supplies	10,000	10,000	10,000
Specialized Supplies	-	-	-
Donations	226,370	226,370	86,515
Total O&M	**$ 282,620**	**$ 302,675**	**$ 130,120**
Totals	**$ 777,079**	**$ 812,941**	**$ 761,912**

Arts and Humanities Commission Programs

Mayor's	Expenses	Labor*
Arts & Humanities Awards	$650	$375

Commission on Cultural Diversity

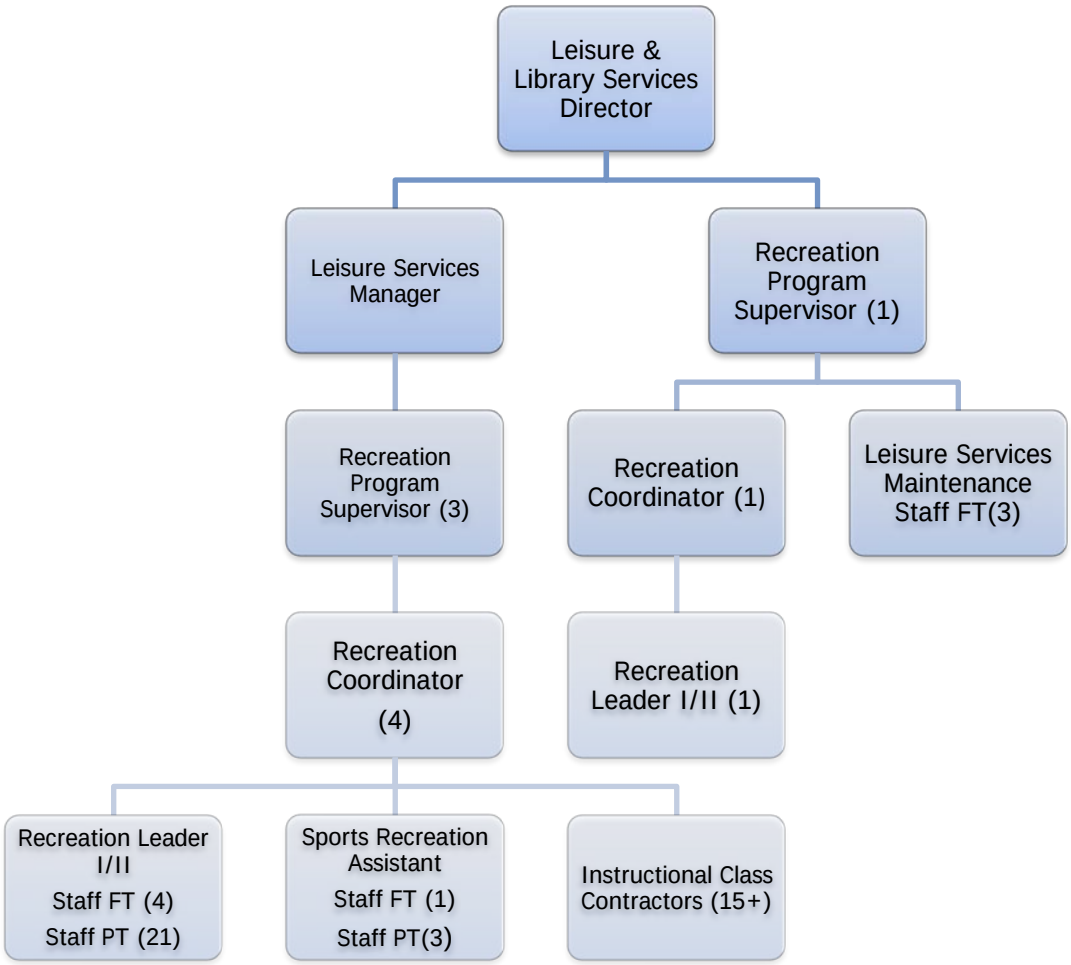
Sister Cities Association (Partnership)

Student Exchange	Expenses	Labor
	$1,800	$425

(*)Labor includes FT employee costs

Labor includes bus transportation, CMO assistance, gifts

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 2018	Budgeted FY 2019	Budgeted FY 2020
General	$1,370,278	$1,312,209	$1,501,321
Grants	80,000	0	0
Total	**$1,450,278**	**$1,312,209**	**$1,501,321**

Mission Statement

Provide a wide variety of quality leisure, sports, cultural, recreational, and educational activities and programs to seniors, adults, youth, and families in a safe environment.

Leisure

The Leisure Services Division offers a variety of activities for residents of all ages - from toddlers, to youth and adults, to seniors through various sports programming, field rentals, school-based before and after school recreation programs; half-day arts and recreation programs; and fall, winter, spring break, and summer programs, and a myriad of special community and sports events. It is the intention, purpose, and hope to provide programs and services which best serve the community needs, while improving the quality of life for all participants and making a positive economic impact to the city and users. It is with this notion that the division has increased its community outreach, innovative program offerings, and increased customer engagement. In 2018-19, the division provided a vast assortment of special events and activities, along with new programs, services, and enhancements.

Major Community Events

1. Sky Islands Summit Challenge
2. Wine, Beer & Spirits Festival
3. Multiple Wine Tours
4. Regional Excursion Tours (new 2019)
5. Sports Game Excursions
6. 4th of July Celebration & Fireworks
7. Veteran's Day Parade & Ceremony
8. Oktoberfest
9. Easter Eggstravaganza
10. Back to School Fair
11. Children's Holiday Party
12. Tree lighting Ceremony
13. Cove Bash
14. Halloween at the Cove
15. Summer Movie Nights
16. Summer Concerts
17. Mayor's Arts Award
18. Bazaars
19. Senior Dinner Gatherings
20. Holiday Dinner at the Ethel Berger Center (new 2019)

Major Community Sports Events

1. Hummingbird Triathlon
2. Firebolt Triathlon
3. Thunderbolt Triathlon
4. 5K/2K Veteran's Run/Walk
5. Summer Youth Sports Tournaments

Major Accomplishments

1. Assisted leagues host 6 Youth Sports Tournaments, Regional, and State.
2. Sports Division Grand Opening (New 2019)
3. Became main scheduler for Rothery Center Gym and Fields
4. Received $49,000 for field improvements from the Legacy Foundation for the Rothery Center fields.
5. Through Partnership began new Futsal Program serving 225 youth at the Rothery Gym (indoor and out) and JCMS.
6. Experienced enormous increase for sports field rentals.
7. Continued to improve community partnerships with youth and adult soccer, baseball, football, and softball leagues.
8. Successful first full year of providing baseball, softball, and soccer prep services and customer support
9. Continued to improve customer engagement and growth in field usage providing an annual user cost decrease..
10. Continued success in working partnerships with community leagues, helping to serve and support their mission of providing health, wellness, and fun to participants at the recreational and competitive levels
11. Provided opportunities for individual visits for community members to participate in free socialization and quality of life activities including billiards, table tennis, various card games, and craft groups.
12. Held 2nd Wine, Beer and Spirits Festival drawing 3000+ people highlighting 12 Arizona wineries and local amenities and attractions.
13. Partnered with 4 local restaurants on a monthly rotating cycle throughout the year to provide the Dine-A-Night Program for Active Adults age 55+ the opportunity for a meal, socialization with their peers, and a positive community experience, translating into over $14,000 spent at local businesses by the 80+ monthly attendees.
14. 8 summer concerts free of charge utilizing the Centennial Pavilion, providing 1400+ attendees a culturally enriching, outdoor, family friendly experience.
15. Kids W.O.R.L.D. before and after school program provided services for 345 elementary students based at 4 main sites, serving all 6 schools.
16. Attracted over 2,200+ kids and family members to annual Easter Extravaganza at The Mall at Sierra Vista.
17. Kids W.O.R.L.D. Summer Recreation Served 220 youth at two sites.
18. Kids W.O.R.L.D. partnered with SVUSD, provide recreation youth services to teachers and staff during S.M.I.L.E. Training Service Day.

Goals

Goals	Objectives
Increase revenue and fee based programs and opportunities which enhance the quality of life and community demand.	• Identify and research new and innovative programs. • Create analysis models that determine breakeven points, benefit, and overall impact. • Implement programs that either meet criteria or serve a major purpose in serving underserved community members or provides an opportunity that benefits the needs of the community user.
Create SOPs which improves safety, lowers risk, increases customer engagement and support while decreasing or tracking cost, expenses, and benefit.	• Create committee to provide input on community special events. • Reach out to community event users and vendors. • Research best state and national bests practices. • Create documents and SOP which models best practices but is in alignment with local and state protocols, expectations, and procedures. • Implement and measure outcomes. • Adjust as needed, implement. • Ensure teams of all departments are aware and follow SOPs.
Offer tournament play in Sierra Vista driving economic development, and sports opportunities for state, regional, and local participants	• Examine current fields and determine needs and expectations which satisfy or exceed national and state league criteria for tournaments. • Examine current pickleball courts and determine needs and expectations which satisfy or exceed national and state criteria for tournaments. • Make fields tournament ready • Find alternative solutions to increasing pickleball play. • Establish working partnerships with local, regional and state youth and adult leagues in baseball, softball, soccer, pickleball • Identify and research alternative methods of funding sources for improvements to facilities, fields, and courts. • Identify and research grants and partnership opportunities.
Provide programs and opportunities for population between ages 20 – 40	• Identify new and innovative programs which meet expectations and desires of target demographic. • Create and implement programs • Measure success and challenges
Provide highly qualified	• Recruit and select the best staff and most highly

staff and instructors for classes, programs and community events.	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, spring, and summer 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.

Leisure

Expenditures	FY 2017/2018 Budgeted	FY 2018/2019 Budgeted	FY 2019/2020 Recommended
Salaries - Regular	$ 406,404	$ 396,999	$ 663,095
Salaries - Overtime	750	750	750
Salaries - Part Time	390,213	390,213	179,969
Benefits	168,766	172,285	258,580
Total Personnel	**$ 966,133**	**$ 960,247**	**$ 1,102,394**
Professional Services	$ 1,500	$ 21,700	$ 108,607
Land & Building Rental	117,760	96,397	30,160
Equipment Rental	4,000	4,000	4,000
Advertising	-	-	-
Printing & Binding	500	500	550
Travel & Training	5,000	5,000	6,900
Office Supplies	4,000	4,000	4,000
Recreation Supplies	123,750	91,715	114,130
Specialized Supplies	25,000	-	-
Event Supplies	147,635	128,650	108,580
Bank Charges	-	-	-
Total O&M	**$ 429,145**	**$ 351,962**	**$ 376,927**
Infrastructure	$ -	$ -	$ -
Machinery & Equipment	-	-	22,000
Furniture and Fixtures	-	-	-
Total Capital	**$ -**	**$ -**	**$ 22,000**
Totals	**$ 1,395,278**	**$ 1,312,209**	**$ 1,501,321**

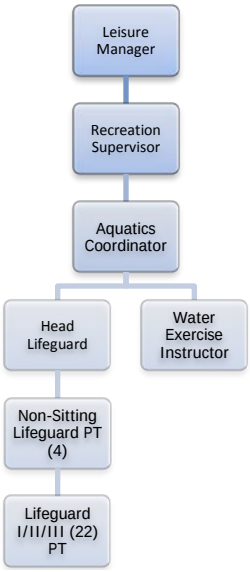
Performance Measures

	FY 15/16	FY 16/17	FY 17/18	FY 18/19
Disabled clients served with a positive outcome	100%	100%	100%	100%
Number of public participants in Department sponsored programs	289,814	290,120	303,651	318,820
City's Per Person Operating Cost of Participants in City Programs*	$6.74	$7.86	$6.67	$6.19
Leisure Classes Operated	180	187	187	173
Number of Participants in Leisure Classes	3,174	2,199	1,337	1,823
Annual Revenue	$756,637	$727,415	$1,090,000	$1,157,985

+Leisure, Aquatics, DD/TR personnel, O&M and Capital budget.

*Revised Calculations

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 2018	Budgeted FY 2019	Budgeted FY 2020
General	$450,786	$487,100	$419,997
Capital	0	0	0
Total	**$450,786**	**$487,100**	**$419,997**

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. Started Regional Community Outreach for Lifeguard Trainings to other cities.
2. Started WSI Community Trainings to other cities.
3. Increased customer service and amenities to pool rentals and birthday parties.

4. Continued growth of the Sierra Vista Summer Swim Team with approximately 90 participants.
5. Taught approximately 660 children and 33 adults how to swim.
6. Obtained community support and sponsorship for families that face economic and social challenges.
7. Provided 6 Special Event Nights for the community
8. Hosted 5 Buena High School home swim meets at the Cove with an estimated 900 people attending to spectate.
9. Continued to efficiently operate open swim hours while maintaining customer service standards decreasing cost $12,000 annually.

Goals

Goals	Objectives
Provide a variety of quality aquatic and safety related activities.	• Identify strengths and weakness of current programs. • Research and identify alternative aquatic programs and services that would meet community needs and/or opportunities. • Create program analysis of programs and implement programs that meet outcome standards and/or community need within acceptable fiscal and operational parameters. • Program events for a variety of age groups. • Support High School competitive swimmers and divers. • Ensure repeat recreational customers. • Offer private rental opportunities. • Open opportunities for Lap Swim, Splash Time, and Water Exercise Classes during the summer hours.
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.
Become the Aquatic Center Hub for Cochise County	• Indentify other cities in need of lifeguard or aquatic services.

	• Reach out to cities establishing needs. • Meet with cities creating outcomes. • Determine if city can accommodate needs. • Create and implement programs for cities.
Increase operational efficiency	• Implement a SWOT analysis • Implement cost recovery testing on all programs and aquatic operations • Determine effectiveness by state and national standards • Identify and research ways to increase efficiency through decrease in costs or increase in revenue opportunities
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

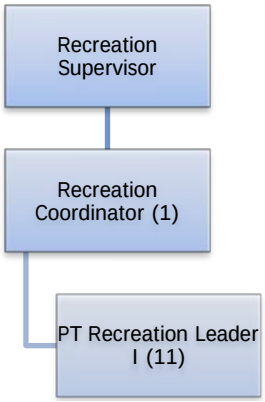
	FY 14/15	FY 15/16	FY 17/18	FY 18/19
Number of Cove Customers	54,000	46,074	51,146	51,146
Number of Lap Swim Participants	18,000	14,139	11,370	10,126
Number of Class Participants (Water Classes + Splash Time classes)	6,100	3,935	2,895	3,520
Open days	278	235	260	270

*Indicates new performance measure

Aquatics

Expenditures	FY 2017/2018 Budgeted	FY 2018/2019 Budgeted	FY 2019/2020 Recommended
Salaries - Regular	$ 105,311	$ 137,016	$ 73,540
Salaries - Overtime	500	500	500
Salaries - Part-Time	240,084	240,084	252,946
Benefits	61,441	72,250	59,511
Total Personnel	**$ 407,336**	**$ 449,850**	**$ 386,497**
Professional Services	$ 3,500	$ 3,500	$ 2,500
Office Equipment Maintenance	-	-	-
Equipment Maintenance	2,000	-	-
Advertising	3,000	3,000	3,000
Printing & Binding	500	500	500
Books & Periodicals	500	500	-
Travel & Training	8,950	6,250	12,000
Recreation Supplies	25,000	23,500	15,500
Total O&M	**$ 43,450**	**$ 37,250**	**$ 33,500**
Building Repairs	-	-	-
Total Capital	**$ -**	**$ -**	**$ -**
Totals	**$ 450,786**	**$ 487,100**	**$ 419,997**

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 2018	Budgeted FY 2019	Budgeted FY 2020
General	$72,838	$73,650	$144,038
Total	**$72,838**	**$73,650**	**$144,038**

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 43 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, which includes meeting expectations for 2 annual visits.
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 43 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.
Increase availability and awareness of program	• Identify local and regional organizations who serve target market. • Reach out to organizations. • Identify their missions and needs • Determine if right fit for partnership. • Identify ways to cross promote and market program opportunities to target market • Begin promotion and marketing through vista, social media, website, print ad.
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 15/16	FY 16/17	FY 17/18	FY 18/19
% Clients with an ISPP positive outcome	100%	100%	100%	100%
Outside Funds Received	$61,500*	$69,500	$68,838	$53,000
Number of Participants	40	48	40	43

*Program so impactful, 3 Clients private pay who do not qualify for state funding.

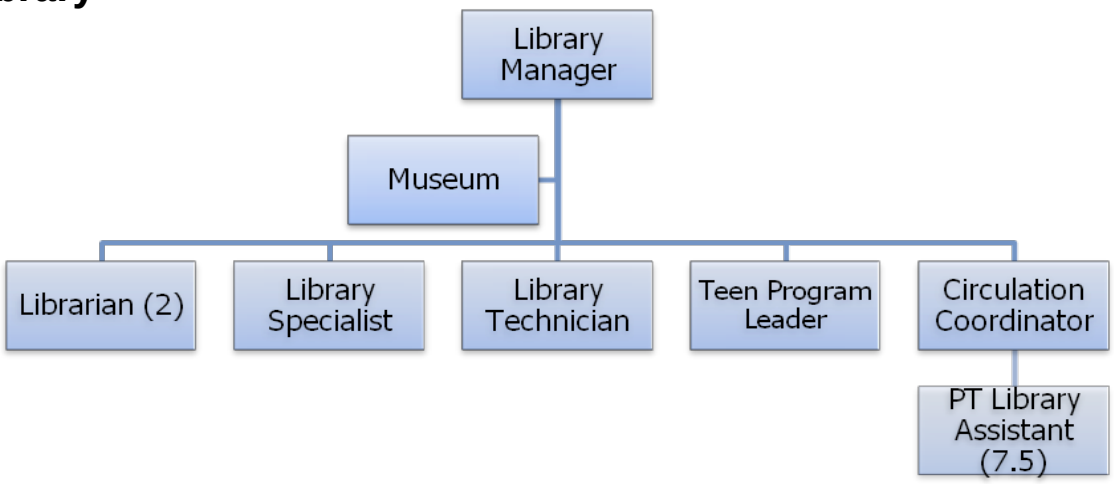
Therapeutic Recreation

Expenditures	FY 2017/2018 Budgeted	FY 2018/2019 Budgeted	FY 2019/2020 Recommended
Salaries - Regular	$ 15,049	$ 15,350	$ 61,399
Salaries - Part Time	45,045	45,045	53,153
Benefits	8,744	8,255	24,086
Total Personnel	**$ 68,838**	**$ 68,650**	**$ 138,638**
Travel & Training	$ -	$ -	$ 1,400
Recreation Supplies	4,000	5,000	4,000
Total O&M	**$ 4,000**	**$ 5,000**	**$ 5,400**
Totals	**$ 72,838**	**$ 73,650**	**$ 144,038**

Comments

The Department of Economic Security program costs are budgeted under this division. This program is operated under a contract with the State.

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 2018	Budgeted FY 2019	Budgeted FY 2020
General	$788,044	$832,455	$910,091
Donations	183,115	183,115	$116,795
Grant	0	0	$20,000
Total	**$971,159**	**$1,015,570**	**$1,046,886**

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 and museum services to residents throughout Cochise County, including Fort Huachuca Services include collection development, reference assistance, interlibrary loan, and fun, educational programs for youth from birth through 18 years of age, as well as adults. 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. 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, free access to downloadable eBooks and e-audiobooks, online databases, internet-enabled computers and printers, including wireless access throughout the building.

Major Accomplishments:

1. Brought an "automatic renewal" system to Sierra Vista, which using technology, auto-renews patrons' items until they have reached renewal limit.

2. Increased city-wide circulation of materials by 4% in one year, including increases in the use of e-books and e-audiobooks. County-wide lending increased by 40% in 2018-2019 due to the lessening the restrictions on borrowing materials within the library district.
3. Partnered with the Leisure "Kids World" program to provide STEAM programming to participants during of the summer portion of their program located at area schools, Palominas School District, and Coronado Elementary using our 2018 grant funded "mobile maker space" materials.
4. Partnered with the museum to create programs and displays at the library in alliance with the Waterwise/Waterways exhibit awarded by the Smithsonian in 2019.
   Became a partner in Cochise County's "One County, One Card" effort, which allows library users in Cochise County to use their library card at any library branch in the system.

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 2020 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.	• Continue to explore partnerships with other organizations. • Provide ongoing, innovative programs for the 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

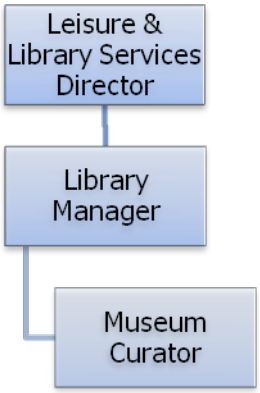
	FY 14/15	FY 15/16	FY 16/17	FY 17/18	FY 18/19
Total number of items circulated	348,274	331,113	342,589	353,947	368, 122
Circulation per capita	7.38	7.53	7.79	8.36	9.2
Circulation for all electronic materials	13,652	17,569	22,195	19,623	20,198
Circulation for all hard copy materials	334,622	313,544	320,394	334,424	347,924
Number of persons using the Internet through public access terminals (26)	37,916	32,413	31,663	28,987	23,388
Number of attendees at library programs	5,829	9,897	12,810	14,914	16,906
Adults				4,726	4,773
Teens				1,763	2,488
Youth				8,425*	10,640
Number of library visitors	197,139	167,652	154,771	159,321**	149,172
Number of registered borrowers	34,108	32,068	28,217	25,198***	26,538

*these numbers include $3154 adults at programs with their kids
**June/July 2017 numbers unavailable due to repairs on door counter
***Numbers reflect county-wide purge of inactive patrons (2 years of more)

Library

Expenditures	FY 2017/2018 Budgeted	FY 2018/2019 Budgeted	FY 2019/2020 Recommended
Salaries - Regular	$ 328,351	$ 356,410	$ 368,729
Salaries - Part Time	161,581	161,581	194,828
Benefits	115,862	126,619	147,394
Total Personnel	**$ 605,794**	**$ 644,610**	**$ 710,951**
Professional Services	$ -	$ 10,000	$ -
Office Equipment Maintenance	7,950	10,545	10,545
Advertising	-	-	1,200
Travel & Training	-	-	5,395
Postage	6,000	6,000	6,000
Office Supplies	26,000	26,000	26,000
Specialized Supplies	-	-	20,000
Books & Periodicals	140,000	143,000	150,000
Donations	183,115	183,115	116,795
Total O&M	**$ 363,065**	**$ 378,660**	**$ 335,935**
Totals	**$ 968,859**	**$ 1,023,270**	**$ 1,046,886**

Museum



Vision

The Museum is a sub-division of Library Services. 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 2018	Budgeted FY 2019	Budgeted FY 2020
General	$84,692	$85,910	$84,290
Total	**$84,692**	**$85,910**	**$84,290**

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 volunteer opportunities for members of the community interested in preserving the area's natural and cultural heritage, with over 3,200 hours of volunteer work donated annually.
2. Continued to offer educational outreach programs to the public, including genealogy, document and photograph preservation, and oral history workshops..
3. Increased opportunities for researchers though ongoing growth of the oral history program and searchable collections database.
4. Fostered new partnerships in creation of the Water/Ways and Be Water Wise exhibits and affiliated adult and youth programming to include the University of Arizona WaterWise program, Cochise County Search and Rescue, Arts and

Humanities Commission, Hummingbird Stitchers Quild Guild, Bisbee Mining Museum, Arizona Historical Society and several other local groups.

5. Fostered intra-city partnerships in support of the Water/Ways and Be Water Wise exhibits and programs to include the City of Sierra Vista Public Works, Economic Development, and Fire Departments.

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 ensure that donated items are preserved and protected. • Properly maintain on-loan files to ensure 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.

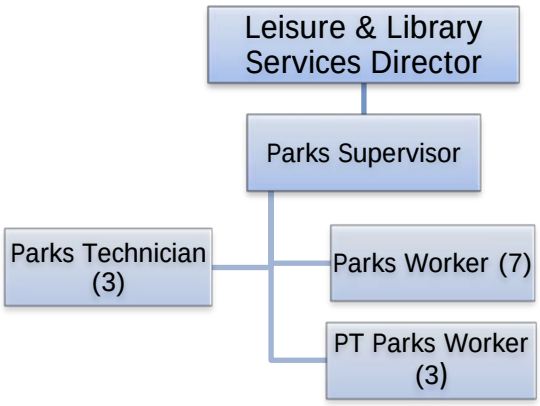
Performance Measures

	FY 14/15	FY 15/16	FY 16/17	FY 17/18	FY 18/19
Number of Visitors	4,672	4,961	4,127	4,326	5,282
Public Workshops/Classes/Open House attendance	1,209	1,431	1,279	1,547	1,953

Museum

Expenditures	FY 2017/2018 Budgeted	FY 2018/2019 Budgeted	FY 2019/2020 Recommended
Salaries - Regular	$ 48,922	$ 49,920	$ 51,937
Benefits	18,045	18,265	19,628
Total Personnel	**$ 66,967**	**$ 68,185**	**$ 71,565**
Professional Services	$ 7,850	$ 7,850	$ 7,850
Professional Associations	375	375	375
Travel & Training	1,000	1,000	1,000
Office Supplies	3,500	3,500	3,500
Specialized Supplies	5,000	5,000	-
Total O&M	**$ 17,725**	**$ 17,725**	**$ 12,725**
Totals	**$ 84,692**	**$ 85,910**	**$ 84,290**

Parks Maintenance



Expenditure by Fund			
	Budgeted FY 2018	Budgeted FY 2019	Budgeted FY 2020
General	$963,292	$1,736,082	$1,052,391
Grants	950,000	245,000	$1,516,466
Donations	0	0	
Park Dev Fees	0	0	
Infrastructure	0	$803,604	$10,514,524
Total	**$1,913,292**	**$1,981,082**	**$13,083,381**

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 more than 38 acres of sports facilities and 36 acres of municipal landscaping at 21 sites. The division also maintains the sports fields and Sports Division landscaping located at the Rothery Center as a part of the Intergovernmental Agreement between the City and the Sierra Vista Unified School District. Parks maintenance staff provides support for numerous events at City park facilities and sports fields as well as park reservations, special events, concerts, movies, Christmas festivities, and parades.

Major Accomplishments:

1. Provides ongoing assistance to Community Development and volunteer groups that provided a variety of services ranging from trash pick-up to planting trees and shrubs at various City locations.
2. Performs yearly in-depth audits of all playground equipment and features to identify necessary repairs or improvements for public safety. This year it was

3. determined that the aging play structure located at Bella Vista Park could not be repaired. The equipment was removed, and the city is attempting to locate a replacement.
4. Implemented turf renovation plans for the Domingo Paiz Soccer Fields and the Stone Sports Complex.
5. Ordered a second field turf renovator machine, courtesy of a grant provided by the Legacy Foundation, to stage at the Rothery Sports Complex location for use on those fields and the adjacent Veterans Memorial Park. Use of these machines greatly enhance the conditions of natural turf.
6. Park Maintenance staff has continued to improve sports field surfaces over the past year. They have also begun work at the Rothery Sports complex by resurfacing the baseball and softball fields, re-grated the track, weeded the facility, enhanced the aesthetics of the landscaping surrounding the Sports Division building, removed a shed, and re-striped some of the hard tennis courts. More improvements are to come after repairs to the irrigation system take place in FY20.
7. Park Maintenance worked with the City Compost Facility to utilize their compost for topdressing and over seeding operations on the Sports Fields and in the Parks.
8. Parks Maintenance Staff completely disassembled and cleaned the water feature located at Len Roberts Park. At the same time, they repainted the components and rolled on a bright blue nonslip surface to the feature. Parks Maintenance is working on a security fencing project at Bolin field in an effort to prevent people from driving onto and damaging the landing strip area.
9. An additional entry/exit point was installed to the west side of the small dog park area.
10. The Parks Maintenance team is currently repairing and replacing damaged ramada roofing materials and cleaning up the ramadas.
11. Solar lights have been ordered to be placed in the parking and open space areas of Landwehr Plaza located on North Garden Avenue. Two lights will also be placed near the playground equipment located in Soldier's Creek Park as well.

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. • Continue to work the Cochise Water Project, and other 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.

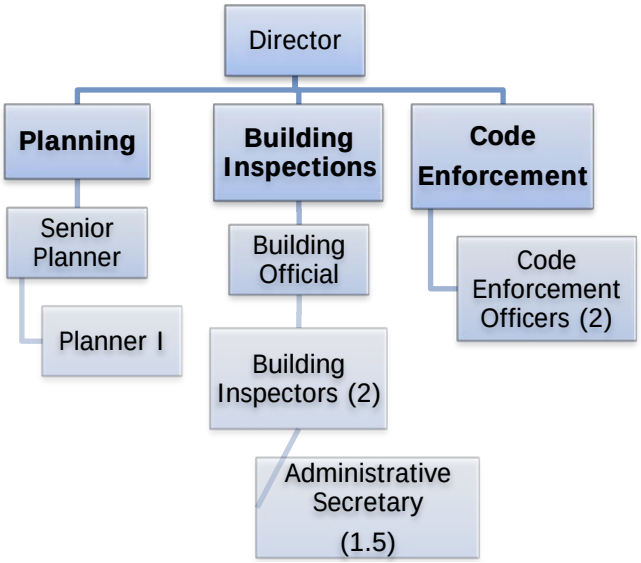
Performance Measures

	FY15/16	FY16/17	FY17/18	FY18/19
Number of Sports Field Reservations*	3,388	3,973	4,249	4,417
Sports Field Reservations Revenue*	$62,981	$58,329	$65,676	$70,673.03
Number of Park Facilities Reservations*	718	757	781	855
Park Facilities Reservation Revenue*	$46,338	$44,278	$49,475	$48,510
Community Events: Support Man-Hours	1,024	1,264	1,274	1,274

*Includes reservations for City special events and programs (non-reservation revenue)
**Not a full year

Parks

Expenditures	FY 2017/2018 Budgeted	FY 2018/2019 Budgeted	FY 2019/2020 Recommended
Salaries - Regular		$ 440,542	$ 404,118
Salaries - Overtime		7,179	7,179
Salaries - Part Time		34,953	68,448
Benefits		177,869	177,296
Total Personnel	**$ -**	**$ 660,543**	**$ 657,041**
Professional Services		$ 57,500	$ 50,500
Building Maintenance		11,500	11,500
Infrastrucutre Maintenance		121,100	108,100
Travel & Training		5,000	5,000
Specialized Supplies		76,835	70,250
Total O&M	**$ -**	**$ 271,935**	**$ 245,350**
Infrastructure		$ 1,303,604	$ 12,180,990
Total Capital	**$ -**	**$ 1,303,604**	**$ 12,180,990**
Totals	**$ -**	**$ 2,236,082**	**$ 13,083,381**



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 Division
2. Building Inspections Division
3. Code Enhancement Division

City Council Strategic Plan Initiatives
• **Encourage citizen participation in 2020 census through the complete count committee.** • **Prioritize CDBG funding to streetlights, sidewalks, and ADA improvements.** • **Continue to provide incentives for West End redevelopment through the West SV Partnership Program.** • **Evaluate the feasibility of designating a West End entertainment district.** • **Explore the potential for regional storm water basins to serve the West End and reduce flooding.** • **Define the scope of the problems that exist in the city regarding homelessness, mental health, and affordable housing, and how Council wishes to be involved.** • **Identify partners, and develop plans to address homelessness, mental health, and affordable housing where feasible.**

Community Development

Expenditures	FY 2017/2018 Budgeted	FY 2018/2019 Budgeted	FY 2019/2020 Recommended
Planning	$ 619,514	$ 680,829	$ 526,084
Building Inspections	160,635	163,839	245,521
Total Personnel	**$ 780,149**	**$ 844,668**	**$ 771,605**
Planning	$ 403,916	$ 369,911	$ 269,403
Building Inspections	4,415	6,860	5,110
Neighborhood Enhancement	39,670	56,000	58,970
Total O&M	**$ 448,001**	**$ 432,771**	**$ 333,483**
Neighborhood Enhancement	$ -	$ -	$ -
Total Capital	**$ -**	**$ -**	**$ -**
Totals	**$ 1,228,150**	**$ 1,277,439**	**$ 1,105,088**

Planning

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 2018	Budgeted FY 2019	Budgeted FY 2020
General	$700,234	$792,292	$629,297
Grants	$321,415	256,667	$158,105
Donation	1,781	1,781	$8,085
Total	**$1,023,430**	**$1,050,740**	**$795,487**

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 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 to moderate income households.

Major Accomplishments

1. Completed Finding of Necessity Study supporting 29-acre expansion to West Sierra Vista Redevelopment Area. Prepared substantial amendments to the West Sierra Vista Redevelopment Area Plan, adopted by the City Council on March 28, 2019.
2. Updated the City's Five-Year Consolidated Plan for Community Development Block Grant Funding. The Consolidated Plan for FY 2019-2024 creates a strategic and unified vision for HUD funding over the next five years.
3. Created a Public Request Web Application that provides for interactive public input on needed infrastructure improvements within the City.
4. Created a Residential Setback Reference Web Application that allows the citizen to view setback and zoning information about a specific property.
5. Implemented the Planning and Zoning Commission's FY 18-19 work program, prepared development code amendments that created regulatory and objective architectural design standards for commercial buildings. Also, formulated amendments to the City Code to regulate on-street parking including recreational vehicles and trailers.
6. Site Plans reviewed by the Planning Division include Properties Plus, AAA Fort Storage, Korean Joy Baptist Church, CVS Pharmacy, Christian House Fellowship Church.
7. Subdivisions reviewed by the Planning Division include the preliminary plats for Holiday at PDS Phase 5 and the Tribute Commercial One, and a final plat for Vista Montanas.
8. Sierra VistaAbility Day was held at Cochise College which included additional vendors and foot traffic.
9. Supported the West End Commission in carrying out the West End Fair.

Goals (combined for all divisions)

Superior Customer Service and Partnerships

Goal: Assure excellent customer service and a positive reputation of Planning, Building, and Code Enforcement Officials within the Community.	
Objectives:	
	• 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

Goal: Maximize the use of technology for internal staff efficiency and external access to information.	
Objectives:	
	• 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

Goal: Encourage residents and property owners to improve and maintain their properties and neighborhoods	
Objectives:	
	• 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

Goal: Support planning resources that promote the sustainability, growth, and expansion of the region's economic base.	
Objectives:	
	• Partner with Economic Development on strategic plan initiatives.

Goals	Objectives
(Administration Goal) Increase excellence in customer service by providing a timely response to requests for past information on properties within three 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 2017-18, the Department received 213 public requests, and 100 percent of those requests were completed within the 3-day time frame. • In FY 2018-19, the Department received 341 public requests, and 100 percent of those requests were completed within the 3-day time frame.

Planning

Expenditures	FY 2017/2018 Budgeted	FY 2018/2019 Budgeted	FY 2019/2020 Recommended
Salaries - Regular	$ 479,153	$ 518,570	$ 378,787
Salaries - Part Time	-	-	14,196
Benefits	140,361	162,259	133,101
Total Personnel	**$ 619,514**	**$ 680,829**	**$ 526,084**
Professional Services	$ 373,815	$ 349,017	$ 238,205
Office Equipment Maintenance	-	-	-
Equipment Rentals	-	-	-
Printing & Binding	800	500	500
Professional Associations	1,255	1,688	1,688
Travel & Training	7,140	3,500	3,500
Postage	-	-	-
Advertising	6,200	3,500	7,000
Office Supplies	5,500	5,500	6,000
Specialized Supplies	7,200	4,200	4,200
Books & Periodicals	225	225	225
Donations	1,781	1,781	8,085
Total O&M	**$ 403,916**	**$ 369,911**	**$ 269,403**
Totals	**$ 1,023,430**	**$ 1,050,740**	**$ 795,487**

Performance Measures

PLANNING & ZONING DIVISION	FY 16-17	FY 17-18	FY 18-19
Development Cases			
# of Site Plan (including Modified) Applications	6	8	9
# of Annexation Petitions Processed	1	9	1
# of Variance Cases (including Modification of Setbacks)	5	6	2
# Conditional Use Requests	1	1	2
# of Rezoning Petitions	0	1	1
# of Subdivision Plats Reviewed	1	3	3
#Temporary Uses	15	18	11
# Zoning Compliances	81	92	91
#Home Based Businesses	70	75	72
#Permanent Signs	57	15	52
#Temporary Signs	21	20	32
# Code Amendments	2	3	2
Effectiveness			
Average # of Days to Review Development Cases	30	30	30
% of Projects Completed on Schedule	100%	100%	100%

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 2018	Budgeted FY 2019	Budgeted FY 2020
General	$165,050	$170,699	$250,631
Total	**$165,050**	**$170,699**	**$250,631**

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.

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. • 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

Building Inspections

Expenditures	FY 2017/2018 Budgeted	FY 2018/2019 Budgeted	FY 2019/2020 Recommended
Salaries - Regular	$ 116,606	$ 118,951	$ 182,385
Salaries - Part Time	5,000	5,000	2,600
Benefits	39,029	39,888	60,536
Total Personnel	**$ 160,635**	**$ 163,839**	**$ 245,521**
Professional Services	$ 350	$ -	$ -
Printing & Binding	200	200	200
Professional Associations	175	210	210
Travel & Training	3,490	6,250	4,500
Books & Periodicals	200	200	200
Total O&M	**$ 4,415**	**$ 6,860**	**$ 5,110**
Totals	**$ 165,050**	**$ 170,699**	**$ 250,631**

Performance Measures

BUILDING & INSPECTIONS DIVISION	FY 16-17	FY 17-18	FY 18-19
Development Cases			
# of Building Permits Issued	986	1,230	1,400
# of Inspections Performed	2,378	3,225	3,384
Effectiveness			
Average Plan Review Time (within 5 Business Days)	100%	100%	70%
Average Inspection Time (Next Day)	100%	100%	100%

Neighborhood Enhancement
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 2018	Budgeted FY 2019	Budgeted FY 2020
General	$39,670	$56,000	$58,970
Grants	0	0	0
Capital	0	0	0
Total	**$39,670**	**$56,000**	**$58,970**

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. Increased participation by volunteer groups maintaining City rights-of-way by 4 groups for adopt programs.
2. Participated in Carmichael Neighborhood Association meetings and neighborhood clean-up efforts.
3. Continued providing administrative and financial support for the West End Clean Up and the West End Fair.
4. Orchestrated the removal of 132 tons of trash and debris from the various AZ State Land Department owned properties within the City. Supported the removal 582 tons of illegal dumping material through volunteer programs and abatements.
5. Demolished three blighted buildings in violation of the City's property and building maintenance codes.

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.	• To 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.	• To 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.

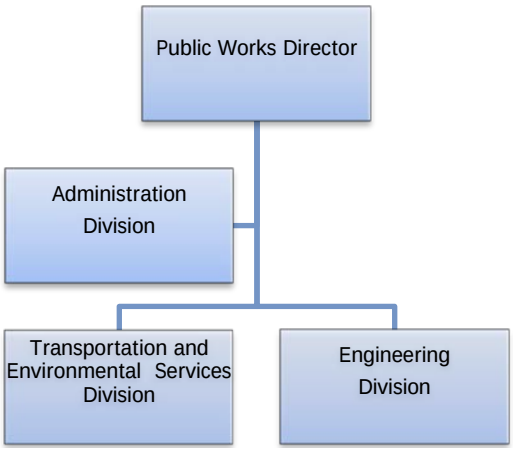
Neighborhood Enhancement

Expenditures	FY 2017/2018 Budgeted	FY 2018/2019 Budgeted	FY 2019/2020 Recommended
Professional Services	$ 33,800	$ 50,000	$ 50,000
Advertising	1,520	-	1,520
Printing & Binding	1,100	1,000	1,000
Professional Associations	250	-	250
Travel & Training	1,200	-	1,200
Specialized Supplies	1,800	5,000	5,000
Total O&M	**$ 39,670**	**$ 56,000**	**$ 58,970**
Infastructure	$ -	$ -	$ -
Total Capital	**$ -**	**$ -**	**$ -**
Totals	**$ 39,670**	**$ 56,000**	**$ 58,970**

Performance Measures

CODE ENFORCEMENT	FY 16-17	FY 17-18	FY 18-19
Code Enforcement Complaints	1,155	1,167	648*
Civil Citations Issued	1	4	4
Court Hearings	7	4	3
Abatements Performed	4	14	3
Vacant Properties Registered	113	95	41
Properties Secured	7	3	0
Average Time to Respond to a Complaint			
High Priority Cases	24 hours	24 hours	24 hours
Other	2 business days	1 business day	1 business day
Average # of Days to Gain Compliance	30 days	30 days	30 days

*The Code Enforcement Division was staffed at one officer position through April 29, 2019.



Description

The Department of Public Works provides support services to the citizens of Sierra Vista, other public agencies, and other City departments by utilizing approximately 100 full time and 10 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, drainage ways, and public buildings/facilities. The Engineering Division includes the Engineering, Streets 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** funds the Administration Division and the Engineering, Fleet, and Facilities Sections
- **HURF Fund** 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** funds the Water/Wastewater Services Section
- **Federal Transit Administration** funds the Vista Transit Section
- **Refuse Enterprise Fund** funds the Refuse Section

Mission Statement

The professional men and women of the Public Works Department provide safe, efficient and reliable programs and services that enrich the quality of life for the residents, businesses and visitors of the Sierra Vista community.

Vision Statement

The Public Works Department is a professional organization committed to the continuous improvement of vital public programs and services, provided by innovative, resourceful and empowered employees.

Core Values

Professionalism

- We provide the highest possible customer service through our capable and experienced workforce.
- We provide services effectively and efficiently.
- We are respectful to each other and the public.
- We are dependable and responsible.
- We approach challenges with a “can do” and “get it done” attitude.

Resourcefulness

- We are committed to delivering efficient programs and services.
- We are problem-solvers.
- We look for new ways of doing business that maximize outcomes.
- We collaborate with coworkers to improve efficiency.
- We are good stewards of the community’s resources.

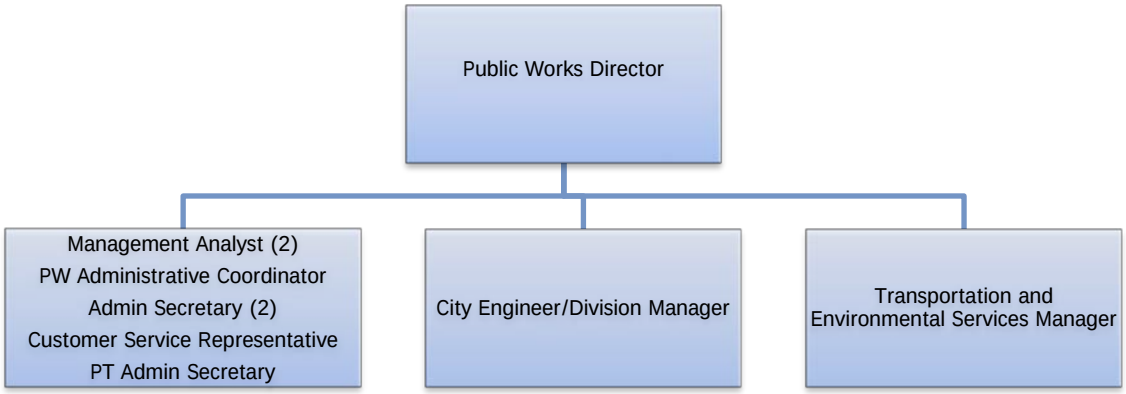
Safety

- We share the responsibility to protect the lives, health and property of our coworkers and the public.
- We incorporate safety in the performance of our jobs.
- We monitor our work environment to identify and mitigate safety concerns.

Public Works

Expenditures	FY 2017/2018 Budgeted	FY 2018/2019 Budgeted	FY 2019/2020 Recommended
Administration Division	$ 1,000,877	$ 959,412	$ 1,190,731
Engineering Division	2,416,763	2,460,923	2,425,625
Municipal Services Division	3,800,613	3,213,151	3,105,235
Total Personnel	**$ 7,218,253**	**$ 6,633,486**	**$ 6,721,591**
Administration Division	$ 777,515	$ 772,240	$ 791,850
Engineering Division	3,304,895	3,375,170	3,395,802
Municipal Services Division	5,826,700	5,919,281	6,076,650
Total O&M	**$ 9,909,110**	**$ 10,066,691**	**$ 10,264,302**
Administration Division	$ -	$ 600,000	$ 217,500
Engineering Division	2,606,000	2,346,247	5,863,440
Municipal Services Division	1,941,000	1,715,750	4,067,165
Total Capital	**$ 4,547,000**	**$ 4,661,997**	**$ 10,148,105**
Totals	**$ 21,674,363**	**$ 21,362,174**	**$ 27,133,998**

Administration



Expenditure By Type			
	Budgeted FY 2018	Budgeted FY 2019	Budgeted FY 2020
General	$548,714	$278,785	$343,636
HURF	181,719	170,870	$201,617
Donations	6,890	6,890	0
Sewer	107,990	224,828	$277,128
Refuse	107,990	224,828	$277,128
Development Fees	0	0	0
Total	**$953,303**	**$906,201**	**$1,108,509**

Description:

The Administration Division oversees the Department's financial and human resources, implements the Department's Five-Year Capital Maintenance and Replacement Plan and Capital Improvement 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, safety, and recognition programs.

Major Accomplishments

1. Updated the City's Capital Improvement Plan, including the long-range plan
2. Updated the Five-Year Capital Maintenance and Replacement Plan
3. Continued the process of drafting departmental safety policies and a safety manual
4. Recommended revisions to the recycling program and Transit routing to help reduce operational costs
5. Completed an inspection of City industrial stormwater facilities with the Arizona Department of Environmental Quality

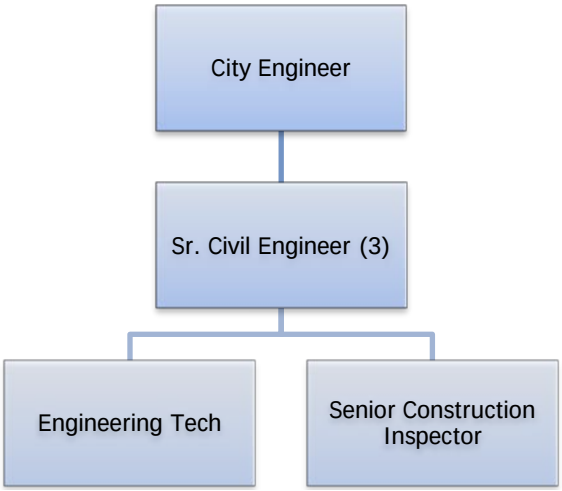
Goals

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 employees in developing and reviewing 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 to ensure program effectiveness.
Generate effective avenues for outreach and education on Public Works programs and services to our internal and external customers.	• Promote programs and services through effective marketing avenues that are cost effective and provide accurate and timely information to our target audiences.

Administration Division

Expenditures	FY 2017/2018 Budgeted	FY 2018/2019 Budgeted	FY 2019/2020 Recommended
Salaries - Regular	$ 658,869	$ 636,572	$ 791,559
Salaries - Part Time	14,196	14,196	21,476
Salaries- Over Time	202	-	-
Benefits	199,321	185,993	247,624
Total Personnel	**872,588**	**836,761**	**1,060,659**
Professional Services	$ 16,200	$ 16,200	$ -
Office Equipment Maintenance	500	-	-
Printing & Binding	3,500	3,500	3,500
Professional Associations	5,000	4,000	4,000
Travel & Training	27,125	21,350	22,850
Office Supplies	10,000	8,000	8,000
Specialized Supplies	11,000	9,000	9,000
Books & Periodicals	500	500	500
Donation	6,890	6,890	-
Total O&M	**80,715**	**69,440**	**47,850**
Totals	**953,303**	**906,201**	**1,108,509**

Engineering Services



Expenditure by Type			
	Budgeted FY 2018	Budgeted FY 2019	Budgeted FY 2020
General	$152,852	$291,231	$327,019
HURF	149,891	137,374	$154,254
Sewer	148,291	109,899	$123,403
Refuse	142,531	10,990	$12,340
Total	**$593,565**	**$549,494**	**$617,016**

Description

Engineering Services is primarily funded by the General Fund and is responsible for providing professional, civil engineering planning, design, construction management and drafting/mapping services to all City departments. The Engineering Section oversees all phases of public improvement projects. It further provides review and inspection of infrastructure improvement plans associated with private developments.

City Council Strategic Plan Initiatives
• Implement Phase 1 of the Fry Boulevard and N. Garden Avenue streetscape improvement project. • Identify funding, and design the Avenida Escuela extension bridge.

Major Accomplishments

1. Planning – Completed the Environmental Operations Park Energy Study, Roadway Condition Assessment, and Garden Canyon Trail Head Improvements-Environmental Assessment and Cultural Resources Study.

Initiated and/or continued planning of: 5-year Capital Improvement Program (on-going), Avenida Escuela Extension Project, the Airport Economic Development Project, Fire Substation on 7th St and BST, and assisted with the development of the Capital Recovery & Reinvestment Program.

Received HSIP Grant for Adaptive Signal Control Upgrade Phase I and State Parks' Non-motorized Trail Grant for Garden Canyon Trail Head Improvements.

2. Design – Initiated and/or completed the design of the following projects: Moson Rd. and Corral Rd. Reconstruction, City Hall Remodeling, Fry Blvd./North Garden Corridor Improvements, ADA Ramps and Sidewalks Installation (CDBG), 5th St. Improvements (CDBG), Country Club Estate Drainage LOMR, Timothy Park Improvements (CDBG), 1st and 2nd St. Alley Improvements (CDBG), PW Yard Gate Replacement, and Animal Control Building Expansion.
3. Construction –completed construction on the following projects: Moson Rd. and Corral Rd. Reconstruction, Animal Control Building Expansion, 7th St. Striping Obliteration, Charleston Rd. Wall, Kennel Modification at ACO, and miscellaneous streets maintenance projects.

   Started construction on Timothy Park Improvements, Sulger Neighborhood Sinkhole Mitigation Phase II, Access Manhole Installation at the Siphon, and Patch and Crack Seal of the Selected Streets in the City (Annual Street Maintenance Program).

Goals

Goals	Objectives
In conjunction with Community Development, help ensure 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 ensure 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 ensure 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 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

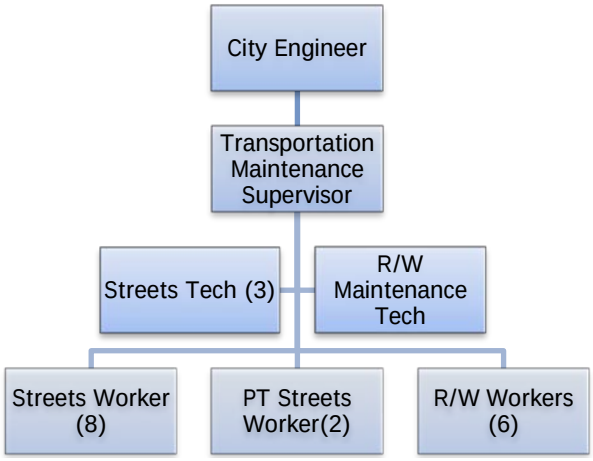
	FY15	FY16	FY17	FY18	FY19
Number of Commercial/Industrial Inspections	327	331	251	265	126
Number of Utility Inspections	N/A	N/A	495	558	912
Number of site inspection visits	1325	1065	937	1180	1,663
Average calendar days to development plan review approval	96	65	50	40	40
Number of plan reviews conducted	19	17	14	33	34
Number of right-of-way permit issued*	N/A	N/A	N/A	376	380
Percent of right-of-way permits approved within 48 hours	N/A	N/A	90%	95%	95%

*Indicates new performance measures.

Engineering Services Section

Expenditures	FY 2017/2018 Budgeted	FY 2018/2019 Budgeted	FY 2019/2020 Recommended
Salaries - Regular	$ 433,059	$ 397,718	$ 462,425
Salaries - Part Time	-	-	-
Benefits	134,506	120,276	128,091
Total Personnel	**$ 567,565**	**$ 517,994**	**$ 590,516**
Professional Services	$ 22,500	$ 27,500	$ 20,000
Specialized Supplies	3,500	4,000	6,500
Total O&M	**$ 26,000**	**$ 31,500**	**$ 26,500**
Totals	**$ 593,565**	**$ 549,494**	**$ 617,016**

Streets/Traffic Services



Expenditure by Type			
	Budgeted FY 2018	Budgeted FY 2019	Budgeted FY 2020
HURF	$3,151,172	$4,799,032	$7,771,920
Cap. Improvement	600,000	0	0
Dev Fees	1,550,000	0	0
Total	**$5,301,172**	**$4,799,032**	**$7,771,920**

Description

This Section is funded primarily by the Highway User Revenue Fund (HURF), and is 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.

City Council Strategic Plan Initiatives
• Implement streetscape improvements in the commercial district and address needs for streetlights, sidewalks, and ADA improvements

Major Accomplishments

1. Repaired 3,294 square feet of damaged sidewalks which had become a hazard to pedestrian traffic.
2. Cleaned, trimmed, and mowed over 212 acres of public rights-of-way and 318 acres of public drainage ways.
3. Cleaned Cloud Nine traffic islands.

4. Mowed public alleys throughout the City, cleared illegal dumping and numerous homeless camps.
5. Performed preventive maintenance and on-call service to 42 signalized intersections and numerous signalized pedestrian and school crosswalks.
6. Replaced 218 signal ball lamps with LED ball lamps.
7. Installed 48 LED luminaires.
8. Transitioning from old GIS system to new street condition management system developed from the roadway condition assessment results.
9. Successfully abated approximately 4,120 square feet of graffiti.
10. Crack sealed 2,513,280 sqft City streets and parking lots.
11. Striped 250,026 linear feet of City-owned streets and crosswalks.
12. Repaired potholes and sinkholes on various City streets.
13. Replaced two traffic signals cabinets at Fry/Lenzner and Fry/Coronado
14. Assisted with City's Annual Streets Maintenance projects and related CIP projects.
15. Continued the program to standardize signage throughout the city to comply with MUTCD requirements.
16. Supported a variety of events by setting up traffic control devices.

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 ensure 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 that optimize pavement life and minimize cost. • 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. • Use the City's Wash Maintenance Plan to 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

	FY15	FY16	FY17	FY18	FY19
Expenditures, Road rehabilitation:	$855,634	$953,935	$2,202,628	$596,117	$987,560
Paved lane miles:	602	602	602	602	602
Lane miles of bike paths within road right-of-way.	48	48	48	48	48
Number of linear miles swept.	2,101	1,782	2,381	1,910	2,393
Paved lane miles assessed as satisfactory as a percentage of miles assessed.	60%	70%	70%	60%	60%
Street sweeping expenditures per lane mile.	$17.83	$17.55	$15.20	$23.10	$24.51

Streets/Traffic Services Section

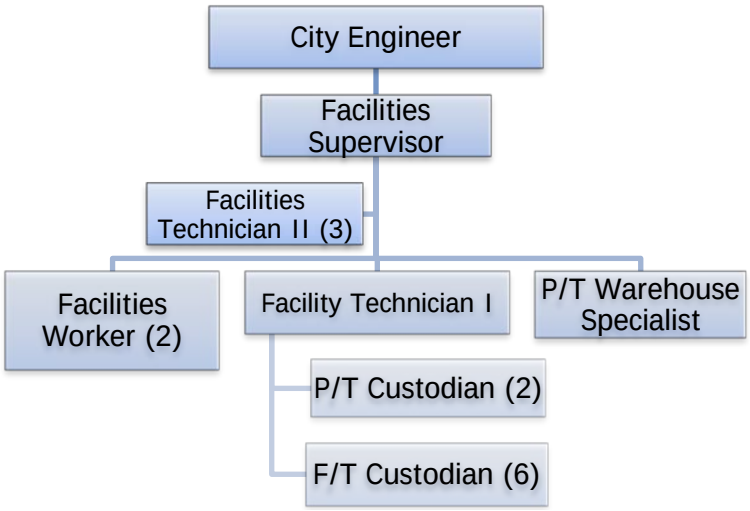
Expenditures	FY 2017/2018 Budgeted	FY 2018/2019 Budgeted	FY 2019/2020 Recommended
Salaries - Regular	$ 663,819	$ 722,646	$ 681,021
Salaries - Overtime	16,566	16,566	16,566
Salaries - Part Time	93,552	93,552	51,141
Benefits	300,615	322,736	328,550
Total Personnel	**$ 1,074,552**	**$ 1,155,500**	**$ 1,077,278**
Professional Services	$ 5,000	$ 5,000	$ 5,000
Electricity	545,750	500,000	500,000
Telephone	25,000	18,000	18,000
Vehicle Maintenance	90,000	100,000	100,000
Equipment Maintenance	-	-	-
Infrastructure Maintenance	424,825	564,150	661,952
Wash Maintenance	18,000	18,000	18,000
Equipment Rentals	4,000	4,000	4,000
Advertising	-	-	-
Professional Associations	1,500	500	500
Travel & Training	10,935	10,935	15,275
Office Supplies	500	500	500
Specialized Supplies	100,000	100,000	115,775
Fuel	51,200	51,200	51,200
Total O&M	**$ 1,276,710**	**$ 1,372,285**	**$ 1,490,202**
Infastructure	$ 1,553,000	$ 2,236,247	5,072,440
Vehicles	320,000	35,000	132,000
Machinery & Equipment	-	-	-
Total Capital	**$ 1,873,000**	**$ 2,271,247**	**$ 5,204,440**
Totals	**$ 4,224,262**	**$ 4,799,032**	**$ 7,771,920**

Comments

The Infrastructure budget includes annual capital streets maintenance.

Per Legislative change, additional HURF revenue was received for infrastructure maintenance.

Facilities



Expenditure by Type			
	Budgeted FY 2018	Budgeted FY 2019	Budgeted FY 2020
General	$2,438,800	$3,140,574	$2,403,034
CIF			$3,141,071
Sewer	162,409	44,475	$44,334
Refuse	39,646	44,475	$44,334
Total	**$2,640,855**	**$3,229,524**	**$5,632,773**

Description

This section is responsible for the maintenance of all City-owned or leased buildings and their associated operating systems.

Major Accomplishments:

1. Completed a total of 1,672 work orders for the all City buildings and facilities.
2. Successfully transferred Cove operation and maintenance to the Facilities section.
3. Completed a city-wide HVAC control system upgrade.
4. Replaced a chiller at PD and a HVAC unit at the Fleet Building.
5. Developed internal expertise on HVAC monitoring, control, and programing.
6. Significantly reduced HVAC downtime in City buildings.
7. Completed a city wide security system upgrade.
8. Continued the City building LED conversion program:
    a. Converted 90% of the lights in the Cove to LED.

b. Converted all the lights in the Parks building to LED.
c. Converted 40% of the lights at Fire Station #1 to LED.
d. Converted 30% of the lights at the Police Department to LED.

9. Worked closely with the City's energy consultant (Schneider Electric) and supported the development of the City's Capital Recovery & Reinvestment Program.
10. Upgraded the fire suppression systems and replaced the obsolete fire panels at PCC Warehouse and OYCC.
11. Improved fire safety by updating/modifying outdated doors throughout the City.
12. Installed two variable frequency drives to the Main Air Units (MAU) at the Cove to reduce energy consumption.
13. Installed automatic water level sensor to prevent water loss from over filling.
14. Replaced 16 skylights at PCC Shop Building and increased the efficiency of using natural light.
15. Converted the old Teen Center to a new Sport Center: replaced the HVAC unit, upgraded roof, replaced old carpet and skylight.
16. Modified the kennels at the ACO to allow for large animals and groups of puppies.
17. Fixed the fire alarm and the fire suppression system at Airport.

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 facility assets to prolong their useful life and minimizing failures and emergency repairs. • Ensure all maintenance services are provided in a professional, sustainable, cost effective, and environmentally safe manner. • Fill the Warehouse specialist position to better manage assesses, materials, and tools.
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	• Complete work orders in a timely manner.

customer service.	• Resolve customer issues within a reasonable 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 Program and energy conservation opportunities.

Performance Measures

	FY15	FY16	FY17	FY18	FY19
Total sqft of occupied building cleaned per FTE*	N/A	N/A	32,400	32,400	32,400
Average number of days to close a work order*	N/A	N/A	23	14	9
Number of work orders completed*	N/A	N/A	1,001	1,212	1,672

Note: Performance measures were changed in FY 17, so no data is available for previous years.

Facilities

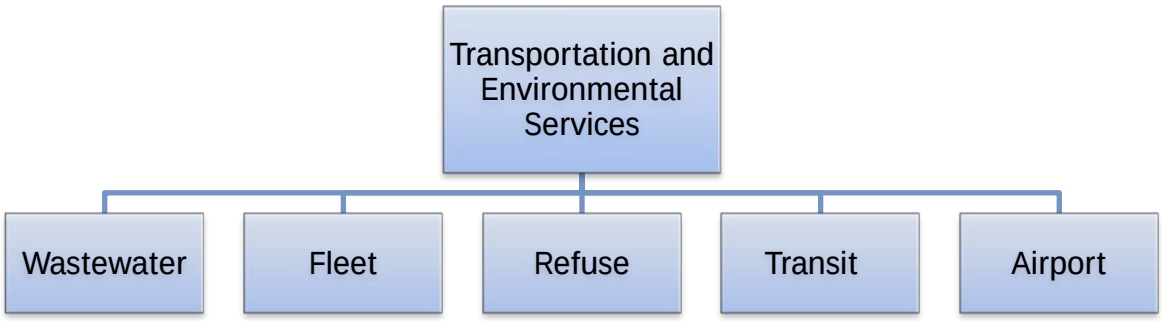
Expenditures	FY 2017/2018 Budgeted	FY 2018/2019 Budgeted	FY 2019/2020 Recommended
Salaries - Regular	$ 452,383	$ 497,228	$ 516,100
Salaries - Overtime	7,000	7,000	7,000
Salaries - Part Time	38,025	38,025	25,350
Benefits	183,147	201,421	214,652
Total Personnel	**$ 680,555**	**$ 743,674**	**$ 763,102**
Professional Services	$ 149,000	$ 162,500	$ 136,500
Electricity	550,000	570,000	600,000
Water	230,000	310,000	275,000
Natural Gas	150,000	120,000	120,000
Office Equipment Maintenance	2,500	1,500	1,500
Equipment Maintenance	38,000	78,500	84,500
Building Maintenance	63,200	108,200	81,200
Infrastructure Maintenance	38,600	34,400	56,400
Specialized Supplies	78,000	95,000	98,500
Total O&M	**$ 1,299,300**	**$ 1,480,100**	**$ 1,453,600**
Buildings	$ 661,000	$ 570,750	$ 3,291,071
Infastructure	-	-	125,000
Machinery & Equipment	-	435,000	-
Total Capital	**$ 661,000**	**$ 1,005,750**	**$ 3,416,071**
Totals	**$ 2,640,855**	**$ 3,229,524**	**$ 5,632,773**

Comments

Water, natural gas, and electricity for all City departments are included in the Facilities Section budget.

Capital building was increased due to the Schneider Energy Management Program.

Municipal Services



Vision

The Sierra Vista Department of Public Works is the recognized steward of the community's physical assets, managed through innovative technology and the provider of superior services for a sustainable future.

Mission Statement

To provide and maintain quality public services and sustainable infrastructure to meet our community's needs.

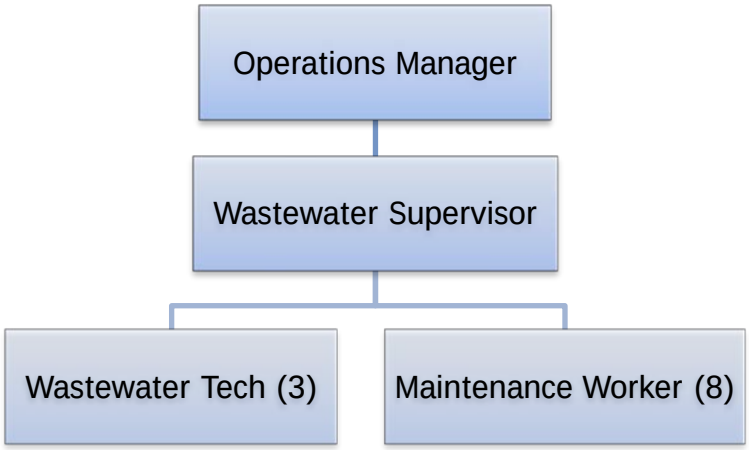
Description:

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 2017/2018 Budgeted	FY 2018/2019 Budgeted	FY 2019/2020 Recommended
Facilities Services Section	$ 680,555	$ 743,674	$ 763,102
Fleet Services Section	$ 533,749	$ 485,889	$ 510,359
Refuse Services Section	$ 1,103,328	$ 1,101,822	$ 1,030,187
Transit Services Section	869,239	881,766	801,587
Parks Facility Maintenance	613,742	-	-
Total Personnel	**$ 3,800,613**	**$ 3,213,151**	**$ 3,105,235**
Facilities Services Section	$ 1,299,300	$ 1,480,100	$ 1,453,600
Fleet Services Section	1,513,800	1,579,800	1,782,000
Refuse Services Section	2,274,350	2,497,850	2,417,400
Transit Services Section	389,700	361,531	423,650
Parks Facility Maintenance	349,550	-	-
Total O&M	**$ 5,826,700**	**$ 5,919,281**	**$ 6,076,650**
Facilities Services Section	$ 661,000	$ 1,005,750	$ 3,416,071
Fleet Services Section	$ -	$ 465,000	$ 185,000
Refuse Services Section	$ 330,000	$ -	$ -
Transit Services Section	$ -	$ -	$ 466,094
Parks Facility Maintenance	$ 950,000	$ 245,000	$ -
Total Capital	**$ 1,941,000**	**$ 1,715,750**	**$ 4,067,165**
Totals	**$ 11,568,313**	**$ 10,848,182**	**$ 13,249,050**

Wastewater



Expenditure by Type			
	Budgeted FY 2018	Budgeted FY 2019	Budgeted FY 2019
Sewer	$3,509,831	$2,833,814	$3,295,931
Total	**$3,509,831**	**$2,833,814**	**$3,295,931**

Description

This section is funded by the sewer enterprise fund and is responsible for the maintenance of the sewer collection system and operation of the wastewater treatment process at the Environmental Operations Park (EOP). This section is also responsible for operation and maintenance of the City's four potable water well systems.

City Council Strategic Plan Initiatives
• Plan for effluent use, and continue to partner with public and private agencies to implement water conservation and recharge projects to benefit our local aquifer

Major Accomplishments

1. Treated and recharged 2,072.1 acre feet of effluent for a yearly total of 675.2 million gallons.
2. Cleaned 131 miles of sanitary sewer pipe.
3. Inspected and treated 460 manholes for pests.
4. Conducted 2 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.

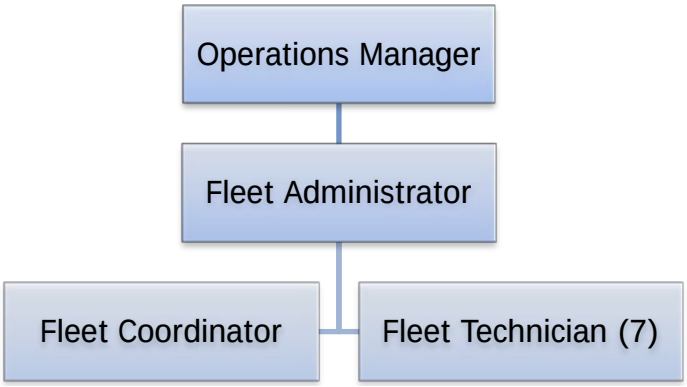
Performance Measures

	FY15	FY16	FY17	FY18	FY19
Number of customer complaints per 1,000 people served.	<1	<1	<1	<1	<1
Number of educational presentations to the public.	8	11	5	5	3
Miles of sewer collection lines cleaned as a percentage of total miles.	43%	37%	42%	41%	44%
% of emergency response work.	<1%	<1%	<1%	<1%	<1%
Number of sanitary sewer overflows or stoppages per 100 miles of sewer line.	<1	<1	<1	<1	<1

Wastewater

Expenditures	FY 2017/2018 Budgeted	FY 2018/2019 Budgeted	FY 2019/2020 Recommended
Salaries - Regular	$ 484,769	$ 494,531	$ 508,833
Salaries - Overtime	4,518	4,518	4,518
Salaries - Part Time	17,978	17,978	-
Benefits	267,381	270,402	244,480
Total Personnel	**$ 774,646**	**$ 787,429**	**$ 757,831**
Depreciation Expense	$ 925,000	$ 925,000	$ 925,000
Professional Services	301,200	316,200	239,700
Electricity	200,000	200,000	200,000
Water	30,000	30,000	30,000
Vehicle Maintenance	60,000	60,000	60,000
Infrastructure Maintenance	200,000	150,000	150,000
Equipment Rentals	30,000	30,000	20,000
Advertising	2,000	2,000	2,000
Professional Associations	1,000	1,000	500
Travel & Training	9,000	9,000	9,000
Specialized Supplies	202,550	202,500	202,500
Software	16,435	20,685	15,400
Fuel	25,000	25,000	25,000
Total O&M	**$ 2,002,185**	**$ 1,971,385**	**$ 1,879,100**
Infastructure	$ 155,000	$ 75,000	$ 605,000
Vehicles	$ 518,000	$ -	$ 45,000
Machinery & Equipment	60,000	-	9,000
Total Capital	**$ 733,000**	**$ 75,000**	**$ 659,000**
Totals	**$ 3,509,831**	**$ 2,833,814**	**$ 3,295,931**

Fleet Services



Expenditure by Type			
	Budgeted FY 2018	Budgeted FY 2019	Budgeted FY 2020
General	$2,047,549	$2,530,689	$2,477,359
Total	**$2,047,549**	**$2,530,689**	**$2,477,359**

Description

The Fleet Section is responsible for providing maintenance and repair services for all City assets, as well as multiple outside agencies through Intergovernmental Agreements (IGA). The Fleet Section also provides fleet fueling services for City and IGA fleet vehicles and equipment.

Major Accomplishments FY 2018

1. Developed specifications, ordered, and received 87 assets under the new graphic & brand standards (where applicable) including:
    a. 10 Ford Explorer Police Interceptor Vehicles (PPIV)
    b. 1 each - Transport Pumper Fire Truck, Attenuator Trailer, Bucket Truck, Concrete Mixer, Dump Truck, Sewer Vac Truck, Tractor/Backhoe, Deep Tine Aerator, Manure Spreader
    c. 4 Light Trucks
    d. 3 Trailers
    e. 17 Pieces of Equipment
    f. Added 36 IGA Assets to the inventory
2. Continued Integrated Business Solutions with the NAPA store to ensure reduced costs and increased efficiency through routine audits.
3. Upgraded unleaded engine oil to extend service intervals from 4,000 to 8,000 miles.

4. Determined 17 surplus vehicles/equipment and assisted the Procurement Division with online vehicle and equipment auctions.
5. Assisted Procurement with the processing of 3 additional forfeiture vehicles.
6. Continued to resolve issues with new fuel management system (Trak).
   a. Integrated Trak to Tyler/Munis for the preventative maintenance program.
   b. Issued smart keys for every relevant City and IGA asset.
   c. Attended weekly meetings to resolve ongoing issues.
7. Calendar year 2017 volumes of fuel dispensed:
   a. Dispensed 60,054 gallons of fuel to IGA customers.

BIODIESEL	28
DIESEL	7,356
E-85	11
UNLEADED	52,659

   b. Dispensed 227,429 gallons to City assets.

BIODIESEL	49,270
DIESEL	58,629
E-85	16,966
UNLEADED	102,564

Goals

Goals	Objectives
Maintain the City and IGA fleet through appropriate maintenance programs.	• Complete preventive maintenance on all vehicles within 500 miles of service due. • Complete all non-emergency vehicle and equipment repairs within seven days.
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. • Provide departments with data that validates replacement requirements. • Prepare city assets for rotation out of service and auction.
Provide quality customer service to all external agencies and internal departments.	• Utilize Munis to provide improved tracking, vehicle amortization. • Utilize Trak to provide improved tracking and preventative maintenance schedule.
Develop improved vehicle maintenance parts program utilizing Integrated Business Solutions (IBS) NAPA.	• Continue to develop the working parts inventory that facilitates timely vehicle and equipment repairs that best assists overall department needs, while maintaining suitable costs.

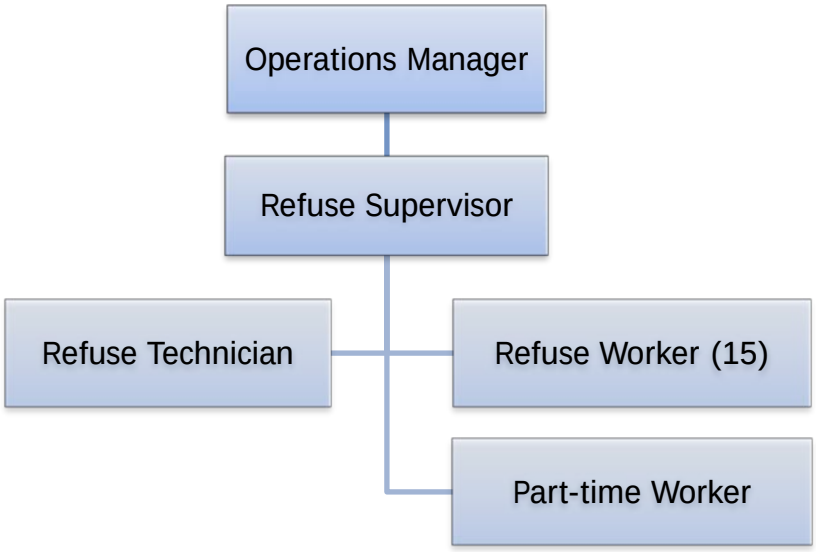
Performance Measures

	FY15	FY16	FY17	FY18
Total Number of vehicles and equipment	500	562	690	684
Total number of service requests	1,282	1,852	1,600	1,686
Service requests for outside agencies	56	53	51	78
Gallons of fuel distributed	355,001	344,082	304,499	302,192
Gallons of fuel distributed outside agencies	101,715	93,506	68,200	75,000

Fleet

Expenditures	FY 2017/2018 Budgeted	FY 2018/2019 Budgeted	FY 2019/2020 Recommended
Salaries - Regular	$ 376,711	$ 347,772	$ 361,826
Salaries - Overtime	8,460	8,460	8,460
Benefits	148,578	129,657	140,073
Total Personnel	**$ 533,749**	**$ 485,889**	**$ 510,359**
Professional Services	$ 37,600	$ 38,800	$ 61,000
Vehicle Maintenance	610,200	675,000	675,000
Specialized Supplies	14,000	14,000	14,000
Fuel	852,000	852,000	1,032,000
Total O&M	**$ 1,513,800**	**$ 1,579,800**	**$ 1,782,000**
Vehicles	-	465,000	125,000
Machinery & Equipment	$ -	$ -	$ 60,000
Total Capital	**$ -**	**$ 465,000**	**$ 185,000**
Totals	**$ 2,047,549**	**$ 2,530,689**	**$ 2,477,359**

Refuse Services



Expenditure By Type			
	Budgeted FY 2018	Budgeted FY 2019	Budgeted FY 2020
Refuse	$3,707,678	$3,599,672	$3,447,587
Total	**$3,707,678**	**$3,599,672**	**$3,447,587**

Description

The Refuse Section operates as an enterprise fund and provides solid waste and recycling collection services as well as composting operations.

Major Accomplishments:

1. Extended the Fort Huachuca Residential Trash/Recycling Contract.
2. Continued to support special community events such as the West End Fair, Fourth of July Celebration, Festival of the Southwest and Oktoberfest as well as multiple state land clean-up and abatement programs.
3. Successfully diverted biosolids into the composting process to increase diversion savings and improve compost quality.
4. Continued operation of glass recycling drop-off site.
5. Developed plans for a recycling drop off facility with operations scheduled to begin on July 1, 2019

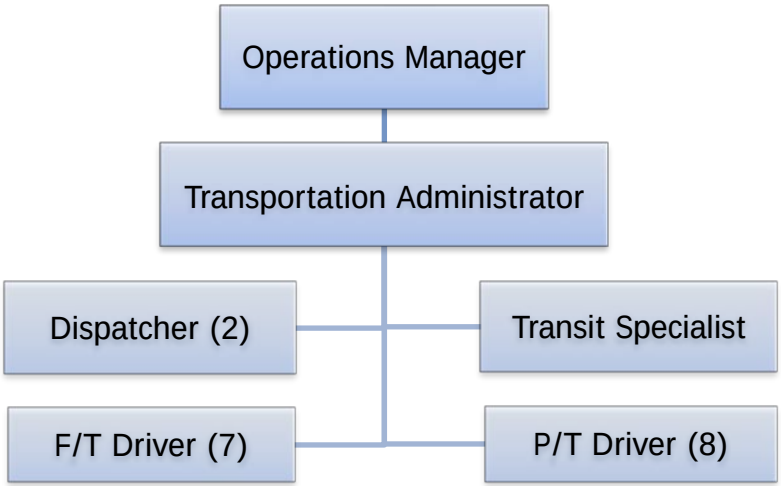
Goals

Goals	Objectives
Provide efficient and reliable refuse and recycling services.	• Respond to new service orders within three working days.
Provide customers with relevant educational materials.	• Distribute annual collection schedule and program related information.
Provide effective opportunities for area residents to recycle.	• Develop and maintain productive working partnership with haulers and processors.

Refuse

Expenditures	FY 2017/2018 Budgeted	FY 2018/2019 Budgeted	FY 2019/2020 Recommended
Salaries - Regular	$ 643,371	$ 647,695	$ 653,562
Salaries - Overtime	21,049	21,049	21,049
Salaries - Part Time	52,000	52,000	21,998
Benefits	386,908	381,078	333,578
Total Personnel	**$ 1,103,328**	**$ 1,101,822**	**$ 1,030,187**
Depreciation Expense	$ 500,000	$ 500,000	$ 500,000
Professional Services	53,800	85,800	70,500
Intergovernmental Contracts	1,015,000	1,211,500	1,200,000
Electric	1,600	1,600	1,600
Water	10,300	10,300	10,300
Vehicles & Equipment Maint	302,500	302,500	302,500
Infrastructure Maintenance	1,500	1,500	1,500
Professional Associations	1,200	1,200	1,200
Rentals	-	-	-
Travel & Training	1,200	1,200	1,200
Printing & Binding	2,000	2,000	2,000
Postage	-	-	-
Advertising	4,500	9,000	9,000
Supplies	-	600	600
Specialized Supplies	223,750	213,650	160,000
Fuel	157,000	157,000	157,000
Total O&M	**$ 2,274,350**	**$ 2,497,850**	**$ 2,417,400**
Machinery & Equipment	$ -	$ -	$ -
Infastructure	-	-	-
Buildings	-	-	-
Vehicles	330,000	-	-
Total Capital	**$ 330,000**	**$ -**	**$ -**
Totals	**$ 3,707,678**	**$ 3,599,672**	**$ 3,447,587**

Vista Transit



Description

The Transit Section provides reliable and affordable transportation services via fixed route and paratransit (ADA) operations.

City Council Strategic Plan Initiatives
• Transit 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. Procured two 11-passenger buses for use on Paratransit routes.
2. Partnered with Greyhound to provide bus service between Sierra Vista and Tucson.
3. Developed revised routes that provide service to additional areas of the city while reducing operating costs.
4. Completed City Council Strategic Objective.

Goals

Goals	Objectives
Effectively market Vista Transit services to citizens of Sierra Vista and Fort Huachuca.	• Educate the public about Vista Transit services. • Review effectiveness of marketing efforts and modify as necessary.
Provide bus operations that efficiently and effectively serve passengers' transit needs.	• Implement Vista Transit's Short Range Transit Plan based on available resources. • Conduct periodic passenger surveys to assess customer satisfaction.
Generate supplemental revenue to assist in funding Vista Transit's operations.	• Identify potential transportation partners/sponsors.
Maintain and expand coordination and collaboration efforts in the region.	• Include regional, nonprofit transportation agencies in Vista Transit's TAC meetings. • Regularly attend regional coordination meetings.

Performance Measures (Fixed-Route)

	FY16	FY17	FY18
Total number of passenger trips	154,043	133,741	139,700
Operational cost per passenger trip	$6.39	$6.43	$5.73
Cost per vehicle revenue mile	$4.74	$5.87	$5.79
Cost per vehicle revenue hour	$52.59	$71.92	$71.74

Vista Transit

Expenditures	FY 2017/2018 Budgeted	FY 2018/2019 Budgeted	FY 2019/2020 Recommended
Transit-Planning	$ 101,768	$ 158,533	$ -
Transit-Operations	767,471	723,233	801,587
Total Personnel	**$ 869,239**	**$ 881,766**	**$ 801,587**
Transit-Capital	$ 169,500	$ 168,231	$ 154,291
Transit-Operations	220,200	193,300	269,359
Total O&M	**$ 389,700**	**$ 361,531**	**$ 423,650**
Transit-Capital	$ 485,000	$ 340,000	$ 466,094
Transit-Operations	-	-	-
Total Capital	**$ 485,000**	**$ 340,000**	**$ 466,094**
Totals	**$ 1,743,939**	**$ 1,583,297**	**$ 1,691,331**

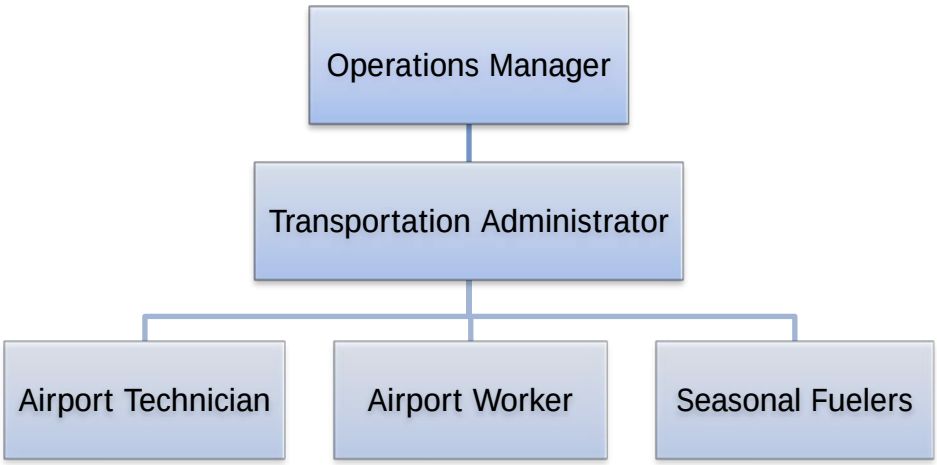
Transit Planning and Capital

Expenditures	FY 2017/2018 Budgeted	FY 2018/2019 Budgeted	FY 2019/2020 Recommended
Salaries - Regular	$ 74,030	$ 116,765	$ -
Benefits	27,738	41,768	-
Total Personnel	**$ 101,768**	**$ 158,533**	**$ -**
Professional Services	$ -	$ -	$ -
Electricity	-	-	-
Water	-	-	-
Telphone	-	-	-
Natural Gas	-	-	-
Vehicle Maintenance	164,500	164,500	149,500
Equipment Maintenance	-	-	-
Infrastructure Maintenance	-	-	-
Advertising	-	-	-
Printing & Binding	-	-	-
Travel & Training	5,000	3,731	4,791
Office Supplies	-	-	-
Specialized Supplies	-	-	-
Total O&M	**$ 169,500**	**$ 168,231**	**$ 154,291**
Buildings	$ -	$ -	$ 32,500
Machinery & Equipment	75,000	70,000	81,000
Vehicles	410,000	270,000	352,594
Total Capital	**$ 485,000**	**$ 340,000**	**$ 466,094**
Totals	**$ 756,268**	**$ 666,764**	**$ 620,385**

Comment:

The misc expenses are the overhead expenses charged in the grant.

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 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.

City Council Strategic Plan Initiatives
• Continue to advocate for Fort Huachuca mission expansion and infrastructure growth.

Major Accomplishments

1. Successfully supported air operations for the U.S. Forest Service by providing fuel services to aircraft and helicopters during fire incidents.
2. Provided refueling support to the Cochise County Sheriff's Office helicopter, Air Evac helicopter, Customs and Border Patrol aircraft and Air National Guard aircraft.
3. Hosted the 25th Annual Airport Open House. Coordinated Fly-In event with the Experimental Airport Association and provided first flights to 90 children under the age of 17.
4. Continued to implement hangar lease incentives recommended by the Airport Commission to attract new tenants.
5. Contracted with EPIC Aviation, LLC as the airport's new fuel supplier.

Goals

Goals	Objectives
Maintain quality airport infrastructure supporting the needs of customers and 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.
Maintain a high level of support for airport operators.	• Participate in regular meetings of the Airport Safety Council and the Fort Huachuca Airfield Operations Board. • Maintain regular contact with key representatives to respond promptly to any needs.

Performance Measures

	FY15	FY16	FY17	FY18
Number of call-outs for customer support.	77	46	17	N/A
Total number of tie-down and hangar customers.	50	48	56	57
Percent occupancy of the hangars	58%	57%	69%	80%

Fueling Service FY18

Aviation Gasoline:
8,026 Gallons Sold

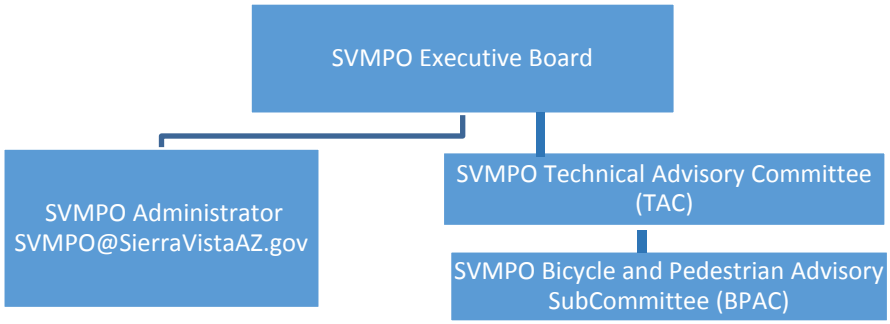
Jet Fuel:
105,280 Gallons Sold

Self-Serve:
16,256 Gallons Sold

Totals:
129,562 Gallons Sold

Airport

Expenditures	FY 2017/2018 Budgeted	FY 2018/2019 Budgeted	FY 2019/2020 Recommended
Salaries - Regular	$ 77,481	$ 71,990	$ 75,503
Salaries - Overtime	5,644	5,644	5,644
Salaries - Part Time	14,707	14,707	14,707
Benefits	30,457	30,310	34,218
Total Personnel	**$ 128,289**	**$ 122,651**	**$ 130,072**
Professional Services	$ 7,200	$ 6,000	$ 74,000
Electricity	33,600	33,600	32,000
Telephone	-	-	-
Natural Gas	3,000	3,000	2,000
Building Maintenance	-	-	-
Infrastructure Maintenance	10,000	10,000	12,000
Equipment Rentals	27,000	34,200	34,000
Advertising	3,000	3,000	2,000
Specialized Supplies	10,000	10,000	10,000
Travel & Training	3,000	3,000	3,000
Fuel	600,000	600,000	575,000
Total O&M	**$ 696,800**	**$ 702,800**	**$ 744,000**
Infastrucure	$ -	$ 600,000	$ 217,500
Machinery & Equipment	-	-	-
Total Capital	**$ -**	**$ 600,000**	**$ 217,500**
Totals	**$ 825,089**	**$ 1,425,451**	**$ 1,091,572**



Description

The Sierra Vista Metropolitan Planning Organization (SVMPO) was established in May 2013. It is a regional policy and planning agency that serves the City of Sierra Vista, the Town of Huachuca City and Cochise County, in partnership with the Arizona State Department of Transportation (ADOT).

A separate Executive Board oversees the operations of the SVMPO. The six member Executive Board consists of three members from the City of Sierra Vista, one member from the Town of Huachuca City, one member from Cochise County and a non-voting member from ADOT.

The SVMPO is the designated transportation planning organization for the urbanized area of Sierra Vista. As such, it shares information and builds consensus among the member jurisdictions on regional transportation programs, plans and projects. Federal and State transportation funds are made available, through the work of the SVMPO, for transportation improvements on roadways, transit services, and multi-modal facilities. The City of Sierra Vista began including the SVMPO in its budget process in FY16. Through an Intergovernmental Agreement, the City provides financial management to the SVMPO and advances payment for MPO activities. The SVMPO is independently funded through Federal and State reimbursements with match requirements provided by the member jurisdictions. The City of Sierra Vista provides office lease and support services as part of their in-kind match.

This function is included in the City's budget document because the City is the SVMPO's Fiscal Agent and financially supports approved regional transportation activities.

M etropolitan Planning Organization			
Expenditures	**FY 2017/2018 Budgeted**	**FY 2018/2019 Budgeted**	**FY 2019/2020 Recommended**
Salaries - Regular	$ 90,378	$ 91,953	$ 128,999
Benefits	23,425	28,047	36,001
Total Personnel	**$ 113,803**	**$ 120,000**	**$ 165,000**
Professional Services - Engineering	$ 218,740	$ 241,902	$ 348,808
Professional Services - Other	$ 33,681	$ 6,021	$ 76,309
Telephone	$ 700	$ 700	$ 700
Office Rental	$ 30,000	$ 30,000	$ 30,000
Postage	$ -	$ 200	$ 100
Advertising	$ 1,848	$ 1,800	$ 450
Printing & Binding	$ 1,143	$ 3,000	$ 1,350
Professional Associations	$ 5,852	$ 7,000	$ 10,000
Travel & Training	$ 10,000	$ 10,000	$ 10,000
Specialized Supplies	$ 5,893	$ 6,000	$ 10,800
Software	$ 303	$ 303	$ 303
Total O&M	**$ 308,160**	**$ 306,926**	**$ 488,820**
Infrastructure	$ -	$ 2,573,598	$ -
Total Capital	**$ -**	**$ 2,573,598**	**$ -**
Totals	**$ 421,963**	**$ 3,000,524**	**$ 653,820**

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 July 2019.

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.

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 do 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 selects the projects that have a reasonable start date in the next five years, Department Directors submit a capital improvement submittal form for each project. The submittal form includes detailed project information.

Departments prioritize projects as well as provide justification for why each project should be included in the CIP.

After the projects were submitted, Department Directors meet and prioritize the capital improvement projects. The department directors use 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.

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 $25,523,095 in Capital Improvement Projects in FY19. 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 FY19 are the General, Capital Improvement, Development Fees, Highway User Revenue Fund (HURF), LTAF, Grants, Airport, and Enterprise Funds (Sewer, Refuse).

The FY19 Capital Summary and General Fund/Capital Improvement Funds are listed below by location where funds are allocated in the Budget.

ITEM/PROJECT	FUND	DEPARTMENT	BUDGETED COST	PAYMENT
CD - SV 113 Chev 1/2 ton PU C1500	General	Fleet	$ 35,000.00	Finance
LLS - SV 130 Ford E 350 15 Pass	General	Fleet	$ 45,000.00	Finance
LLS - SV 176 Ford E 350 Econoline Van	General	Fleet	$ 45,000.00	Finance
SV 250 Pierce Tilt Cab 1250 Pumper	General	Fire	$ 600,000.00	Finance
EMS Sub-Station	General	Fire	$ 1,000,000.00	Finance
Power Distribution Box	General	LLS	$ 22,000.00	Cash-CIF
Irrigation System Modification	General	LLS	$ 150,000.00	Cash-CIF
Ford Vehicle Replacements	General	Police	$ 500,000.00	Cash-CIF
PCC Security Gate C/O	General	Facilities	$ 125,000.00	Cash- CIF
Emission Control Devices in Repair Bays	General	Facilities	$ 60,000.00	Cash-CIF
City Hall Remodeling	General	Facilities	$ 150,000.00	Cash-CIF
Fire Radio Replacement	General	Fire	$ 73,000.00	Cash-CIF
Fire Equipment	General	Fire	$ 300,000.00	Cash-CIF
Annual Street Maintenance	HURF	Streets	$ 1,213,685.00	Cash
2 Chevy 1/2 Ton Pick Ups	HURF	Streets	$ 90,000.00	Cash
Fry North Garden Project	HURF	Streets	$ 2,573,598.00	Cash
Avenida Escuela Extension	HURF	Streets	$ 120,000.00	Cash
Big O Driveway	HURF	Streets	$ 20,000.00	Cash
CDBG Grant Projects	HURF	Streets	$ 234,933.00	Grant
Brush Chipper	HURF	Streets	$ 42,000.00	Cash
Design & Install Adaptive Signal Controls	HURF	Streets	$ 910,224.00	Grant
Parking Lot Resurfacing	LTAF	Transit	$ 20,000.00	Grant
Bus Shelter	LTAF	Transit	$ 12,500.00	Grant
Timekeeping	LTAF	Transit	$ 40,000.00	Grant
Visual Audio System	LTAF	Transit	$ 41,000.00	Grant
Bus Plus C/O	LTAF	Transit	$ 352,594.00	Grant
Police Equipment	PSR	Police	$ 100,000.00	RICO
Police Vehicles	PSR	Police	$ 50,000.00	RICO

ITEM/PROJECT	FUND	DEPARTMENT	BUDGETED COST	PAYMENT
Police Misc.	Grant	Police	$ 5,000.00	Grant
Machinery & Equipment	Grant	Police	$ 15,000.00	Grant
Fire Dept Card Readers	Grant	Fire	$ 100,000.00	Grant
Fire Dept Emission Management	Grant	Fire	$ 150,000.00	Grant
Fire Misc.	Grant	Fire	$ 8,000.00	Grant
Community Development	Grant	Parks	$ 281,906.00	Grant
Leisure and Library	Grant	Parks	$ 1,150,000.00	Grant
Public Works	Grant	Parks	$ 84,560.00	Grant
SEACOM	Grant	SEACOM	$ 271,000.00	Grant
Airport Automatic Doors X 4	Airport	Airport	$ 25,000.00	Cash-Airport
Helipad Erosion Project	Airport	Airport	$ 60,000.00	Cash-Airport
Airport Sign	Airport	Airport	$ 50,000.00	Cash-Airport
Airport Apron Grant	Airport	Airport	$ 82,500.00	Cash-Airport
Water Reuse Project	SEWER	PW	$ 480,000.00	Finance
EOP Aeration Blower	SEWER	PW	$ 125,000.00	Finance
High Velocity Trash Pump	SEWER	PW	$ 9,000.00	Cash
Public Works	SEWER	PW	$ 45,000.00	Cash
Cove Floor Pad Replacement (Schneider)	CIF	PW	$ 90,000.00	Finance
Schneider Interior Lighting Project	CIF	PW	$ 480,442.00	Finance
Schneider Exterior Lighting Project	CIF	PW	$ 208,980.00	Finance
HVAC - Package Units (Schneider)	CIF	PW	$ 202,891.00	Finance
HVAC - Boiler & Chiller (Schneider)	CIF	PW	$ 179,395.00	Finance
HVAC - Cove Boilers (Schneider)	CIF	PW	$ 476,055.00	Finance
Wave Machine (Schneider)`	CIF	PW	$ 497,139.00	Finance
VMP Utility Pedestals (Schneider)	CIF	PW	$ 390,655.00	Finance
Building Advisor Software (Schneider)	CIF	PW	$ 65,514.00	Finance
OYCC Visitor Center Remodel	CIF	LEISURE	$ 50,000.00	Finance
School District Improvements (Schneider)	CIF	LEISURE	$ 500,000.00	Finance
Sports field lighting project (Schneider)	CIF	LEISURE	$ 4,189,878.00	Finance
Cyr & DP field turf project (Schneider)	CIF	LEISURE	$ 6,324,646.00	Finance

Capital By Fund	
General	$3,105,000
HURF	$5,204,440
LTAF	$466,094
Capital Improvements	$13,655,595
Police Special Revenue	$150,000
Grant	$2,065,466
Airport	$217,500
Sewer	$659,000
Total	$25,523,095

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 O&M expense or cost savings to the City's Operating and & Maintenance budget.

1. SV 250 Pierce Tilt Cab 1250 Pumper

The Pumper is replacing one of our Aerial Trucks which is due for replacement. This truck is a more versatile truck with the capabilities to increase our operational readiness specifically for Wildland Urban. O&M will be saved since this is a basic truck that won't have the historical issues that are associated aerial apparatus.

Project Costs

	FY20	FY21	FY22	FY23	FY24	Total
General	$600,000					$600,000
O&M		($5,000)	($5,000)	($5,000)	($5,000)	($20,000)

2. Security Gate Replacement

This project will replace the broken gate and provide additional security and monitoring along with maintaining safety issues at the Public Works yard.

Project Costs

	FY20	FY21	FY22	FY23	FY24	Total
General	$125,000					$125,000

3. City Hall Remodeling

Improvement to privacy and security for our Human Resource department. Currently this department is located in the reception area of City Hall.

Project Costs

	FY20	FY20	FY21	FY22	FY23	Total
General	$150,000					$150,000

4. EMS Sub-station

This building will be in a location that will provide EMS services to the west side of Sierra Vista where response times are low. An ambulance will be stationed there as well. There will be added utility expense.

Project Costs

	FY20	FY21	FY22	FY23	FY24	Total
General	$1,000,000					$1,000,000
O&M		6,000	6,000	6,000	6,000	$24,000

5. Power Distribution Box

This allows the City to harness power in the park from the Pavilion to various outside machines and equipment used for special events. Will expand venue options and new events increasing marketability and rental revenue.

Project Costs

	FY20	FY21	FY22	FY23	FY24	Total
General	$22,000					$22,000
O&M	($5,000)	($5,000)	($5,000)	($5,000)	($5,000)	($25,000)

6. Ford Vehicle Replacements - Police

Five year capital maintenance rotation and replacement plan in PD for 10 vehicles. O&M savings on cost of repairs for old vehicles.

Project Costs

	FY20	FY21	FY22	FY23	FY24	Total
General	$500,000					$500,000
O&M		($5,000)	($5,000)	($5,000)	($5,000)	($20,000)

7. Ford E 350 15 Passenger Van

Due for replacement in leisure/library per the five year Capital Maintenance and Replacement Plan.

Project Costs

	FY20	FY21	FY22	FY23	FY24	Total
General	$45,000					$45,000

8. Ford E 350 Econoline Van

Due for replacement in leisure/library services per the five year Capital Maintenance and Replacement Plan.

Project Costs

	FY20	FY21	FY22	FY23	FY24	Total
General	$45,000					$45,000

9. Irrigation System Modification

This new system will allow irrigation to the Rothery Center so the City can use the fields for sports and events. There is currently no well supply to these fields. There will be additional revenue generated from rental of the fields but is unknown at this time.

Project Costs

	FY20	FY21	FY22	FY23	FY24	Total
General	$150,000					$150,000

10. Chevy ½ Ton Pickup C1500

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

Project Costs

	FY20	FY21	FY22	FY23	FY24	Total
General	$35,000					$35,000

11. Fire Radio Replacement

Current hand held radios are out of date and not compliant with digital mobile radios. This replacement provides for ongoing equipment needs for the Fire Department to continue to run effectively and meet the safety standards.

Project Costs

	FY20	FY21	FY22	FY23	FY24	Total
General	$73,800					$73,800
O&M	$680	$680	$680	$680	$680	$3,400

12. Emission Control Devices in Repair Bays

Automobile emissions are harmful to human health. This is a safety/health project which is of high priority for the safety of our employees. These devices will be installed in the vehicle repair bays in fleet building.

Project Costs

	FY20	FY21	FY22	FY23	FY24	Total
General	$60,000					$60,000

13. Fire Equipment

This equipment will provide for ongoing 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

	FY20	FY21	FY22	FY23	FY24	Total
General	$300,000					$300,000

14. Annual Capital Street Maintenance

Yearly annual street repair and maintenance.

Project Costs

	FY20	FY21	FY22	FY23	FY24	Total
HURF	$1,213,685					$1,213,685

15. 2 Chevy ½ Ton Pick-ups

Due for replacement in streets per the five year Capital Maintenance and Replacement plan. O&M will be saved in cost of maintenance to older vehicles.

Project Costs

	FY20	FY21	FY22	FY23	FY24	Total
HURF	$90,000					$90,000
O&M	($2,000)	($2,000)	($2,000)	($2,000)	($2,000)	($10,000)

16. Big O Driveway

A driveway will be installed on the southside of the business per the annexation development agreement.

Project Costs

	FY20	FY21	FY22	FY23	FY24	Total
HURF	$20,000					$20,000

17. Avenida Escuela Extension

This project will provide an additional access to the City's existing sport complex and would also include a MUP along the roadway extension.

Project Costs

	FY20	FY21	FY22	FY23	FY24	Total
HURF	$120,000					$120,000

18. Brush Chipper - Streets

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

Project Costs

	FY20	FY21	FY22	FY23	FY24	Total
HURF	$42,000					$42,000

19. CDBG Grant Project

The grant funds for this project help maintain our City's compliance with ADA sidewalks, alley ways and ADA sidewalk ramps throughout the City.

Project Costs

	FY20	FY21	FY22	FY23	FY24	Total
HURF	$234,933					$234,933

20. Design & Install Adaptive Signal Controls

The project will reduce frequency and severity of intersection crashes through traffic-control and operational improvements. Adaptive signal control is a traffic management strategy in which traffic signal timing changes based on actual traffic demand.

Project Costs

	FY20	FY21	FY22	FY23	FY24	Total
HURF	$910,224					$910,224

21. Fry/North Garden Design

The existing 5-lane roadway is overbuilt for current and future needs, resulting in extra pavement maintenance costs. 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

	FY20	FY21	FY22	FY23	FY24	Total
HURF	$2,573,598					$2,573,598

22. Transit Improvements

This project will purchase two new buses, timekeeping software, add visual audio system, and resurface the parking lot.

Project Costs

	FY20	FY21	FY22	FY23	FY24	Total
LTAF	$453,594					$453,594

23. Bus Shelters

This project will add multiple bus shelters around the City at particular bus stops.

Project Costs

	FY20	FY21	FY22	FY23	FY24	Total
LTAF	$12,500					$12,500

24. Police Equipment

This project will provide for ongoing equipment needs for the Police 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

	FY20	FY21	FY22	FY23	FY24	Total
PSR	$100,000					$100,000

25. 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

	FY20	FY21	FY22	FY23	FY24	Total
PSR	$50,000					$50,000

26. Fire Department Key Card Readers

This project will provide additional security and monitoring along with maintaining safety issues throughout all three fire stations. Cost to O&M is for maintenance.

Project Costs

	FY20	FY21	FY22	FY23	FY24	Total
Grant	$100,000					$100,000
O&M		$1,000	$1,000	$1,000	$1,000	$4,000

27. Fire Emission Management

This grant will provide for ongoing equipment needs at the fire station to continue to run effectively and meet the safety standards.

Project Costs

	FY20	FY21	FY22	FY23	FY24	Total
Grant	$150,000					$150,000

28. Police Machinery & Equipment

Ongoing upgrade of improvements to the PD.

Project Costs

	FY20	FY21	FY22	FY23	FY24	Total
Grant	$20,000					$20,000

29. Fire Misc.

Ongoing upgrade of improvements to Fire.

Project Costs

	FY20	FY21	FY22	FY23	FY24	Total
Grant	$8,000					$8,000

30. Community Development

Ongoing upgrades to improvement of the City parks through community development awarded grants

Project Costs

	FY20	FY21	FY22	FY23	FY24	Total
Grant	$281,906					$281,906

31. Leisure and Library

Schneider Energy Management Project

Project Costs

	FY20	FY21	FY22	FY23	FY24	Total
Grant	$1,150,000					$1,150,000

32. Public Works

Ongoing upgrades to improvements to the City parks through public works awarded grants

Project Costs

	FY20	FY21	FY22	FY23	FY24	Total
Grant	$84,560					$84,560

33. SEACOM

Ongoing upgrade of improvements to the joint communication dispatch center

Project Costs

	FY20	FY21	FY22	FY23	FY24	Total
Grant	$271,000					$271,000

34. Airport Automatic Doors

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

	FY20	FY21	FY22	FY23	FY24	Total

Airport	$25,000					$25,000

35. Helipad Erosion Project

This project will fix the damages from past erosion around the Helipad area. The Med Evac Helicopter uses the helipad.

Project Costs

	FY20	FY21	FY22	FY23	FY24	Total
Airport	$60,000					$60,000

36. Airport Sign

The purchase of a new, bigger and brighter airport sign at the entrance of the Airport.

Project Costs

	FY20	FY21	FY22	FY23	FY24	Total
Airport	$50,000					$50,000

37. Airport Apron Grant

Ongoing upgrade of improvements to the Airport

Project Costs

	FY20	FY21	FY22	FY23	FY24	Total
Airport	$82,500					$82,500

38. Water Reuse Project

This project will allow the City to treat and reuse effluent water at the facility for cleaning equipment and hose down facility. This will save O&M costs on purchasing portable water.

Project Costs

	FY20	FY21	FY22	FY23	FY24	Total
Sewer	$480,000					$480,000
O&M	($35,000)	($35,000)	($35,000)	($35,000)	($35,000)	($175,000)

39. EOP Aeration Blower

Existing K-Turbo blower has no technical support available. This blower will supply air to the aeration basin so it can treat wastewater so there is no risk of violating the ADEQ permit.

Project Costs

	FY20	FY21	FY22	FY23	FY24	Total
Sewer	$125,000					$125,000

40. High Velocity Trash Pump

Trash pump is used for emergency operations and existing pump has exceeded its lifecycle.

Project Costs

	FY20	FY21	FY22	FY23	FY24	Total
Sewer	$9,000					$9,000

41. Ford Pick Up – Public Works

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

Project Costs

	FY20	FY21	FY22	FY23	FY24	Total
Sewer	$45,000					$45,000

42. Schneider Energy Management Project

This project is an energy savings project that is using the savings to help fund other capital improvements.

Project Costs

	FY20	FY21	FY22	FY23	FY24	Total
CIF	$13,655,595					$13,655,595

CAPITAL AND O&M COSTS

	Capital	O&M savings	O&M costs
General	$3,105,000	$65,000	$3,400
HURF	$5,204,440	$10,000	$0.00
LTAF	$466,094	$0.00	$0.00
Capital Improvements	$13,655,595	$0.00	$0.00
Police Special Revenue	$150,000	$0.00	$0.00
Grant	$2,065,466	$0.00	$4,000
Airport	$217,500	$0.00	$0.00
Sewer	$659,000	$175,000	$0.00
Total	**$25,523,095**	**$250,000**	**$7,400**

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 Street Maintenance	$15,000,000
Build Fire Station #4 - Tribute	$8,000,000
Public Safety Training Facility	$2,000,000
Tribute Water Reclamation Facility	$10,000,000
EOP Process Upgrade	$5,000,000
Runway 12/30 Extension and Taxiway "K" Extension	$6,500,000
BST Extension (SR92 to Avenida Del Sol)	$3,250,000
Garden Canyon Linear Park	$1,100,000
Police Substation	$5,000,000
Guilio Cesare (SR90 to Michelangelo) Improvements	$625,000
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
Section 36 - Other Improvements	$6,000,000
Total	**$68,325,000**

Sierra Vista

Five Year Capital Maintenance and Replacement Plan

FY 2020-2024

Table of Contents

Introduction 1

Purpose 1

Objectives 1

Definitions 1

Capital Assets *1*

Capital Improvement Assets *2*

Capital Replacement Assets *2*

Operating and Maintenance (O&M) Items *2*

FY20 Recommendations 3

Appendix A - Facilities Equipment Replacement 5

Appendix B - Facilities Structural Maintenance and Replacement 6

Appendix C - Fleet and Equipment Replacement 8

Appendix D - Streets Projects 18

Appendix E - Street Construction/Maintenance 19

Appendix F - Street Construction/Maintenance Maps 23

Appendix G - Wastewater Maintenance and Replacement 24

Introduction

The Sierra Vista City Council adopted a Strategic Leadership Plan 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 established 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 and Replacement; Fleet Vehicle and Equipment Replacement; Streets Maintenance; and Water/Wastewater Infrastructure Maintenance and Replacement.

The following Capital Maintenance and Replacement plan was developed using specific methodology and definitions as to what constitutes capital asset maintenance and capital asset replacement items within the scope of City operations.

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 prioritizes the maintenance and/or replacement of assets at a sufficient level to protect the City's capital investments.

Objectives

The objectives of the plan are to:

- Define capital maintenance and replacement assets and distinguish them from routine or preventative operational maintenance (O&M).
- Develop standard methodology to determine when a capital asset should be replaced and if advancements in technology provide opportunities to acquire and incorporate more efficient and effective vehicles or equipment into the City's inventory.
- Estimate the five-year capital maintenance and replacement costs associated with each major asset category for budget purposes.

Definitions

Capital Assets

A Capital Asset is defined as a permanent, fixed asset of major importance and financial investment. Capital Assets are major assets which 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.

Capital Replacement Assets

A Capital Replacement Asset replaces an existing asset that is required either to extend the life of existing 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.

FY20 Recommendations

FUND	DEPARTMENT	CAPITAL ITEM	ESTIMATED COST
AIRPORT			**$65,000**
	PW AIRPORT	EROSION PREVENTION OF HELIPAD	$40,000
	PW STREETS	AIRPORT AUTOMATIC DOORS X4	$25,000
GEN			**$1,771,000**
	CD CODE	SV 113 CHEVY 1/2 TON PICKUP C1500	$35,000
	FIRE	SV 250 PIERCE TILT CAB 1250 PUMPER 1000 GAL	$750,000
	LLS OPERATE	SV 130 FORD E350 SD 15 PASS VAN	$45,000
	LLS OPERATE	SV 176 FORD E350 ECONOLINE VAN	$45,000
	LLS PARKS	SV 2014 CHEVY 1/2 TON EXT CAB PICKUP	$35,000
	POLICE	SV 1027 FORD CROWN VIC	$60,000
	POLICE	SV 1060 FORD CROWN VIC	$60,000
	POLICE	SV 1061 FORD CROWN VIC POLICE	$60,000
	POLICE	SV 153 CHEVY 3/4 TON PICKUP C2500	$35,000
	POLICE	SV 2113 GMC 1/2 TON PICKUP EXT CAB	$35,000
	PW FACILITIES	ACO PRESSURE SPRAYERS 1 AND 2	$20,000
	PW FACILITIES	ACO WATERING BOWLS UPGRADE	$15,000
	PW FACILITIES	CITY HALL ROOF PATCH AND RE-COAT	$40,000
	PW FACILITIES	COVE REPAIR/RENOVATION	$120,000
	PW FACILITIES	DIVE POOL DECK REPAIR	$50,000
	PW FACILITIES	EBC/OYCC INTERIOR PAINTING	$30,000
	PW FACILITIES	FIRE SUPPRESSION SYSTEM COMPLIANCE	$16,000
	PW FACILITIES	FLOORING FIRE 1 AND 2	$40,000
	PW FACILITIES	LIBRARY ROOF PATCH AND RE-COAT	$45,000
	PW FACILITIES	PCC POWER SUPPLY	$20,000
	PW FACILITIES	PD CARPET	$90,000
	PW FACILITIES	THERAPY POOL PEBBLE TECH	$20,000
	PW FACILITY	SV 2007 FORD E250 ECONOLINE VAN	$45,000
	PW FLEET	SV 2046 FORD F250 UTILITY LIFTGATE W/AIR COMPRESSOR	$60,000
HURF			**$1,646,688**
	PW STREETS	POT HOLE REPAIR	$100,000
	PW STREETS	SIGN REPLACEMENTS	$40,000
	PW STREETS	STREET MAINTENANCE	$1,416,688
	PW STREETS	SV 198 CHEVY 1/2 TON EXT CAB PM 2WD	$45,000
	PW STREETS	SV 2001 CHEVY 1/2 TON PICKUP	$45,000
REFUSE			**$380,000**
	PW REFUSE	SV 2034 FORD E350 BOXVAN RECYCLING	$70,000
	PW REFUSE	SV 375 AUTOCAR HEIL SIDE LOAD REFUSE TRUCK	$310,000
TRANSIT			**$300,000**
	PW TRANSIT	SV 374 ARBOC BUS	$150,000
	PW TRANSIT	SV 377 ARBOC BUS	$150,000

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FUND	DEPARTMENT	CAPITAL ITEM	ESTIMATED COST
WW			**$584,000**
	PW WW	EOP MECHANICAL BAR SCREEN	$180,000
	PW WW	RELOCATE SEWER LINE FRY/CARL HAYDEN DRIVE	$150,000
	PW WW	SV 2024 FORD F250 UTILITY BODY	$45,000
	PW WW	SV 237 HRS JOHN DEERE 2555 ENCLOSED TRACTOR	$200,000
	PW WW	TRASH PUMP	$9,000
		FY 20 TOTAL	**$4,746,688**

Appendix A - Facilities Equipment Replacement

Facilities Equipment Replacement

FISCAL YEAR	PRIORITY	ASSET DESCRIPTION	LOCATION	RATING	ESTIMATED COST
2020					**$56,000**
	1	PCC POWER SUPPLY	PCC	OPERATION EFFICIENCY	$20,000
	2	ACO PRESSURE SPRAYERS 1 AND 2	ACO	OPERATION EFFICIENCY	$20,000
	3	FIRE SUPPRESSION SYSTEM COMPLIANCE	ALL CITY	SAFETY	$16,000
2021					**$154,000**
	1	FIRE SUPPRESSION REPLACEMENT IT ROOM	CITY HALL	SAFETY	$60,000
	2	REPLACE AIRPORT GATES	AIRPORT	OPERATION EFFICIENCY	$25,000
	3	REPLACE DIVING BOARDS	COVE	SAFETY	$19,000
	4	SHIPWRECK WATER FEATURE	COVE	SAFETY	$25,000
	5	UMBRELLA WATER FEATURE	COVE	SAFETY	$25,000
2022					**$974,000**
	1	HVAC REPAIR AND REPLACEMENT	AIR PORT TERMINAL	CLIMATE CONTROL	$24,000
	2	HVAC REPAIR AND REPLACEMENT	PCC IT CLOSET HEAT PUMP	CLIMATE CONTROL/SECUR	$45,000
	3	GENERATOR REPLACEMENT	AIRPORT, FLEET, CITY HALL	SAFETY	$405,000
	4	POOL FILTER SYSTEM REPLACEMENT	COVE	OPERATION EFFICIENCY	$500,000
2023					**$106,000**
	1	HVAC REPAIR AND REPLACEMENT	PCC ADMIN	CLIMATE CONTROL	$38,000
	2	HVAC REPAIR AND REPLACEMENT	CITY HALL UNIT #2	CLIMATE CONTROL	$25,000
	3	HVAC REPAIR AND REPLACEMENT	AGS BUILDING	CLIMATE CONTROL	$13,000
	4	VARIABLE FREQUENCY DRIVES REPLACEMENT	COVE	OPERATION EFFICIENCY	$30,000
2024					**$68,000**
	1	HVAC REPAIR AND REPLACEMENT	LIBRARY COMPRESSOR B	CLIMATE CONTROL	$68,000

Appendix B - Facilities Structural Maintenance and Replacement

Facilities Structural Maintenance and Replacement

FISCAL YEAR	PRIORITY	ASSET DESCRIPTION	LOCATION	ESTIMATED COST
2020				**$450,000**
	1	DIVE POOL DECK REPAIR	COVE	$50,000
	2	PD CARPET	PD	$90,000
	3	THERAPY POOL PEBBLE TECH	COVE	$20,000
	4	FLOORING FIRE 1 AND 2	FIRE STATION #1&2	$40,000
	5	COVE REPAIR/RENOVATION	COVE	$120,000
	6	CITY HALL ROOF PATCH AND RE-COAT	CITY HALL	$40,000
	7	LIBRARY ROOF PATCH AND RE-COAT	LIBRARY	$45,000
	8	ACO WATERING BOWLS UPGRADE	ACO	$15,000
	9	EBC/OYCC INTERIOR PAINTING	EBC/OYCC	$30,000
2021				**$155,000**
	1	ROOF RECOATING AND REPAIR	COVE	$25,000
	2	PD ROOF PATCH AND RE-COAT	PD	$25,000
	3	FIRE 2 RETAINING WALL	FIRE 2	$20,000
	4	SKYLIGHTS AIRPORT HANGERS	AIRPORT	$25,000
	5	COVE PAINTING INTERIOR	COVE	$30,000
	6	INTERIOR PAINTING	LIBRARY	$30,000
2022				**$180,000**
		ROOF RECOATING	TRANSIT CENTER	$10,000
		INTERIOR PAINTING	ACO	$15,000
		INTERIOR PAINTING	PCC SHOPS	$35,000
		CARPET REPLACEMENT	PCC ADMIN, OYCC, EBC, AIRPORT	$120,000

2023			**$335,000**
	ROOF RECOATING	TR, WW, ACO, PCC	$130,000
	INTERIOR/EXTERIOR PAINTING	FS #3	$25,000
	BLUE WATER SLIDE REPLACEMENT	COVE	$180,000
2024			**$218,000**
	ROOM DIVIDER	FS #3	$190,000
	ROOF RECOATING	AIRPORT	$28,000

Appendix C - Fleet and Equipment Replacement

Fleet Replacement

	FUND	DEPARTMENT	YEAR	ASSET DESCRIPTION	AGE	MILES	ESTIMATED COST
2020							$2,280,000
	GEN						$1,265,000
		CD CODE					
			1998	SV 113 CHEVY 1/2 TON PICKUP C1500	21	106,516	$35,000
							$35,000
		FIRE					
			1997	SV 250 PIERCE TILT CAB 1250PUMPER 1000 GAL	22	11,815	$750,000
							$750,000
		LLS OPERATE					
			1999	SV 130 FORD E350 SD 15 PASS VAN	20	105,939	$45,000
			1999	SV 176 FORD E350 ECONOLINE VAN	20	110,629	$45,000
							$90,000
		LLS PARKS					
			2002	SV 2014 CHEVY 1/2 TON EXT CAB PICKUP	17	125,100	$35,000
							$35,000
		POLICE					
			1998	SV 153 CHEVY 3/4 TON PICKUP C2500	21	140,710	$35,000
			2005	SV 2113 GMC 1/2 TON PICKUP EXT CAB	14	147,038	$35,000
			2006	SV 1027 FORD CROWN VIC	13	99,475	$60,000
			2007	SV 1060 FORD CROWN VIC	12	81,478	$60,000
			2007	SV 1061 FORD CROWN VIC POLICE	12	91,865	$60,000
							$250,000
		PW FACILITY					
			2001	SV 2007 FORD E250 ECONOLINE VAN	18	118,166	$45,000
							$45,000
		PW FLEET					
			2006	SV 2046 FORD F250 UTILITY LIFTGATE W/AIR COMPRE	13	75,928	$60,000

FUND	DEPARTMENT	YEAR	ASSET DESCRIPTION	AGE	MILES	ESTIMATED COST
						$60,000
HURF						**$90,000**
	PW STREETS					
		2001	SV 198 CHEVY 1/2 TON EXT CAB PM 2WD	18	111,746	$45,000
		2001	SV 2001 CHEVY 1/2 TON PICKUP	18	106,088	$45,000
						$90,000
REFUSE						**$380,000**
	PW REFUSE					
		2001	SV 2034 FORD E350 BOXVAN RECYCLING	18	127,564	$70,000
		2010	SV 375 AUTOCAR HEIL SIDE LOAD REFUSE TRUCK	9	74,886	$310,000
						$380,000
SEWER						**$245,000**
	PW SEWER					
		1989	SV 237 HRS JOHN DEERE 2555 ENCLOSED TRACTOR	30		$200,000
		2003	SV 2024 FORD F250 UTILITY BODY	16	112,617	$45,000
						$245,000
TRANSIT						**$300,000**
	PW TRANSIT					
		2010	SV 374 ARBOC BUS	9	161,093	$150,000
		2010	SV 377 ARBOC BUS	9	161,407	$150,000
						$300,000

FUND	DEPARTMENT	YEAR	ASSET DESCRIPTION	AGE	MILES	ESTIMATED COST
2021						**$2,480,000**
GEN						**$1,715,000**
	FIRE					
		2004	SV 338 PIERCE 75' AERIAL FIRE TRUCK 500 GAL	15	116,747	$1,200,000
						$1,200,000
	LLS ADMIN					
		1996	SV 166 CHEVY 1/2 TON PICKUP C1500	23	117,210	$35,000
		1996	SV 167 CHEVY 1/2 TON PICKUP C1500	23	117,491	$35,000
						$70,000
	LLS COVE					
		1998	SV 81 FORD CROWN VIC	21	90,480	$25,000
						$25,000
	LLS PARKS					
		1994	SV 100 CHEVY 3500 PICKUP 1 TON DUMP	25	71,436	$60,000
						$60,000
	POLICE					
		2006	SV 2051 FORD EXPLORER	13	126,798	$60,000
		2007	SV 1054 FORD CROWN VIC	12	124,738	$60,000
		2007	SV 1058 FORD CROWN VIC	12	106,521	$60,000
		2008	SV 11 FORD CROWN VIC	11	118,957	$60,000
		2008	SV 13 FORD CROWN VIC	11	92,342	$60,000
		2008	SV 1076 FORD CROWN VIC	11	97,986	$60,000
						$360,000
HURF						**$105,000**
	PW STREETS					
		2000	SV 192 CHEVY 1/2 TON PICKUP	19	118,631	$35,000
		2001	SV 197 CHEVY 1/2 TON PICKUP	18	93,126	$35,000
		2001	SV 2003 FORD 3/4 TON PICKUP	18	90,666	$35,000
						$105,000

FUND	DEPARTMENT	YEAR	ASSET DESCRIPTION	AGE	MILES	ESTIMATED COST
REFUSE						**$310,000**
	PW REFUSE					
		2010	SV 376 AUTOCAR HEIL SIDE LOAD REFUSE TRUCK	9	68,739	$310,000
						$310,000
SEWER						**$50,000**
	PW SEWER					
		2003	SV 2033 FORD F450 CAN CARRIER	16	149,503	$50,000
						$50,000
TRANSIT						**$300,000**
	PW TRANSIT					
		2013	SV 2091 CHEVY ARBOC BUS	6	124,456	$150,000
		2013	SV 2092 CHEVY ARBOC BUS	6	132,152	$150,000
						$300,000

FUND	DEPARTMENT	YEAR	ASSET DESCRIPTION	AGE	MILES	ESTIMATED COST
2022						**$1,612,000**
GEN						**$507,000**
	FIRE					
		2005	SV 252 PIERCE FIRE TRUCK 1500 PUMPER 750 GAL	14	122,709	$0
		2007	SV 101 FORD EXPEDITION 4X4	12	91,590	$32,000
		2008	SV 2057 FORD F150 PICKUP 4 DOOR	11	109,683	$35,000
						$67,000
	LLS PARKS					
		1998	SV 302 HRS NEW HOLLAND MODEL1920 TRACTOR	21		$130,000
						$130,000
	POLICE					
		2000	SV 3010 CHEVY 2500 SUBURBAN	19	165,100	$35,000
		2001	SV 2080 FORD F150	18	175,374	$35,000
		2008	SV 1074 FORD CROWN VIC	11	82,099	$60,000
		2008	SV 1075 FORD CROWN VIC	11	85,745	$60,000
		2008	SV 1077 FORD CROWN VIC	11	93,116	$60,000
		2008	SV 1081 FORD CROWN VIC	11	84,808	$60,000
						$310,000
HURF						**$190,000**
	PW STREETS					
		2001	SV 324 FORD F450 BUCKET LIFT TRUCK	18	94,787	$190,000
						$190,000
REFUSE						**$500,000**
	PW REFUSE					
		2004	SV 339 AUTOCAR HEIL FRONT LOAD REFUSE TRUCK	15	140,707	$310,000
		2011	SV 3011 MACK TRUCK ROLL OFF	8	93,125	$190,000
						$500,000

FUND	DEPARTMENT	YEAR	ASSET DESCRIPTION	AGE	MILES	ESTIMATED COST
SEWER						**$115,000**
	PW SEWER					
		2003	SV 2025 FORD F250 PICKUP	16	109,192	$35,000
		2003	SV 2026 FORD F250 PICKUP	16	109,941	$35,000
		2005	SV 2041 FORD F350 LIFTGATE	14	93,075	$45,000
						$115,000
TRANSIT						**$300,000**
	PW TRANSIT					
		2010	SV 379 ELDORADO EZRIDER II BUS	9	161,231	$150,000
		2010	SV 381 ELDORADO EZRIDER II BUS	9	144,054	$150,000
						$300,000

FUND	DEPARTMENT	YEAR	ASSET DESCRIPTION	AGE	MILES	ESTIMATED COST
2023						$1,225,000
GEN						$635,000
	FIRE					
		2008	SV 366 PIERCE 100' ARIEL PLATFORM 300 GAL	11	21,151	$0
						$0
	LLS DES DD					
		1998	SV 83 FORD CROWN VIC	21	10,472	$25,000
		1999	SV 147 FORD E350 SD 15 PASS VAN	20	81,748	$45,000
						$70,000
	LLS OPERATE					
		2008	SV 115 FORD E350 SD 15 PASS VAN	11	82,184	$45,000
						$45,000
	POLICE					
		2008	SV 1078 FORD CROWN VIC	11	85,251	$60,000
		2008	SV 1079 FORD CROWN VIC	11	81,383	$60,000
		2008	SV 1080 FORD CROWN VIC	11	79,768	$60,000
		2009	SV 1084 FORD CROWN VIC	10	89,083	$60,000
		2009	SV 1085 FORD CROWN VIC	10	68,340	$60,000
		2010	SV 1086 FORD CROWN VIC	9	106,338	$60,000
						$360,000
	PROCURE					
		1998	SV 139 FORD E350 UTILITY VAN	21	90,703	$45,000
						$45,000
	PW FACILITY					
		2000	SV 193 CHEVY 1/2 TON PICKUP	19	93,857	$35,000
		2002	SV 2015 FORD F350 UTILITY BODY	17	105,796	$45,000
		2003	SV 2030 FORD F250 3/4 TON UTILITY BODY	16	126,012	$35,000
						$115,000

FUND	DEPARTMENT	YEAR	ASSET DESCRIPTION	AGE	MILES	ESTIMATED COST
HURF						**$220,000**
	PW STREETS					
		2005	SV 345 GMC TENANT STREET SWEEPER	14	59,955	$220,000
						$220,000
REFUSE						**$70,000**
	PW REFUSE					
		2002	SV 2016 CHEVY 1/2 TON EXT CAB FUEL TRUCK	17	71,256	$35,000
		2002	SV 2013 CHEVY 1/2 TON EXT CAB PICKUP	17	109,368	$35,000
						$70,000
TRANSIT						**$300,000**
	PW TRANSIT					
		2014	SV 2122 CHEVY ARBOC BUS	5	91,420	$150,000
		2014	SV 2121 CHEVY ARBOC BUS	5	120,371	$150,000
						$300,000

FUND	DEPARTMENT	YEAR	ASSET DESCRIPTION	AGE	MILES	ESTIMATED COST
2024						**$1,796,000**
GEN						**$956,000**
	CD CODE					
		2001	SV 199 CHEVY 1/2 TON EXT CAB PICKUP	18	133,366	$35,000
						$35,000
	FIRE					
		2003	SV 2019 CHEVY 1/2 TON EXT CAB PICKUP	16	82,506	$35,000
		2004	SV 2035 GMC 2500 CREW CAB	15	97,595	$45,000
		2009	SV 2059 HRS FORD E450 AMBULANCE	10		$200,000
						$280,000
	LLS PARKS					
		1999	SV 183 CHEVY 1/2 TON PICKUP	20	112,539	$35,000
		2000	SV 188 CHEVY 1/2 TON PICKUP LONG BED	19	94,121	$35,000
		2005	SV 2039 FORD F250 UTILITY 4X4 PICKUP	14	100,822	$35,000
		2005	SV 2040 FORD F250 UTILITY PICKUP	14	103,279	$35,000
						$140,000
	POLICE					
		2003	SV 1011 FORD CROWN VIC	16	99,525	$60,000
		2003	SV 2028 FORD EXCURSION	16	147,284	$60,000
		2005	SV 2135 CHEVY 1500 PICKUP	14	114,485	$35,000
		2005	SV 2078 FORD F250 SD FLATBED	14	203,968	$40,000
		2006	SV 2088 FORD F250 SD PICKUP K9	13	164,571	$35,000
		2008	SV 118 FORD F250 PICKUP	11	121,894	$35,000
		2014	SV 2095 FORD EXPLORER POLICE INTERCEPTOR	5	70,409	$59,000
		2014	SV 2104 FORD EXPLORER POLICE INTERCEPTOR	5	65,460	$59,000
		2014	SV 2105 FORD EXPLORER POLICE INTERCEPTOR	5	58,537	$59,000
		2014	SV 2114 FORD EXPLORER POLICE INTERCEPTOR	5	75,756	$59,000
						$501,000

FUND	DEPARTMENT	YEAR	ASSET DESCRIPTION	AGE	MILES	ESTIMATED COST
HURF						$70,000
	PW STREETS					
		2003	SV 2031 FORD F250 4DOOR PICKUP	16	87,326	$35,000
		2008	SV 112 FORD F250 EXT CAB PICKUP	11	76,349	$35,000
						$70,000
REFUSE						$620,000
	PW REFUSE					
		2012	SV 2072 AUTOCAR SCORPION SIDE LOAD REFUSE TRU	7	55,669	$310,000
		2012	SV 2073 AUTOCAR SCORPION SIDE LOAD REFUSE TRU	7	54,618	$310,000
						$620,000
TRANSIT						$150,000
	PW TRANSIT					
		2010	SV 380 ELDORADO EZRIDER II BUS	9	148,189	$150,000
						$150,000

Appendix D - Streets Projects

Streets Projects

FISCAL YEAR	CAPITAL ITEM	ESTIMATED COST
2020		**$140,000**
	POT HOLE REPAIR	$100,000
	SIGN REPLACEMENTS	$40,000
2021		**$140,000**
	POT HOLE REPAIR	$100,000
	SIGN REPLACEMENTS	$40,000

Appendix E - Street Construction/Maintenance

Roadway Maintenance

	STREET	TO STREET	FROM STREET	ESTIMATED COST
2020				$1,416,688
	BRAE BURN ST	OAKMONT DR	INVERRARY DR	$23,926
	BREWER DR	PLAYER AVENUE	SAINT ANDREWS DR	$47,483
	CALLE JASMIN	CAMINO LAS PALMERAS	CAMINO EL JARDIN	$54,652
	CALLE ROCA	END EAST CUL DE SAC	CALLE JASMIN	$4,958
	CAMINO ANGELICO	CAMINO ARROYO	CAMINO DEL VARA	$7,665
	CAMINO ARROYO	END NORTH CUL DE SAC	CAMINO BELLA ROSA	$41,272
	CAMINO DEL VARA	END EAST CUL DE SAC	CAMINO BELLA ROSA	$23,705
	CAMINO DEL VINA	PLAZA DE LA YERBA	CANYON DE FLORES	$4,757
	CAMINO EL JARDIN	CAMINO DEL VARA	CANYON DE FLORES	$4,134
	CAMINO EL JARDIN	END SOUTH CUL DE SAC	CANYON DE FLORES	$15,109
	CAMINO LAS PALMERAS	END EAST CUL DE SAC	CALLE JASMIN	$5,414
	CAMINO LAS PALMERAS	ST ANDREWS DR	CALLE JASMIN	$53,453
	CANYON DE FLORES	LOMA VENTOSA	STATE HIGHWAY 92FG	$69,459
	CANYON DE FLORES	SAINT ANDREWS DR	LOMA VENTOSA	$41,312
	CHERRY HILLS DR	GREENBRIAR RD	NEWPORT AVE	$18,914
	CHERRY HILLS DR	OAKMONT DR	GREENBRIER RD	$27,416
	CHERRY HILLS DR	PEBBLE BEACH DR	OAKMONT DR	$14,579
	DEL MAR DR	CHERRY HILLS DR	MISSION DR	$32,220
	FISCUS LOOP	GREENBRIAR RD	GREENBRIER RD	$23,551
	GREENBRIER RD	CHERRY HILLS DR	OAKMONT DR	$43,068
	GREENBRIER RD	HIGHWAY 92	OAKMONT DR	$105,927
	HERBA DE MARIA	END CUL DE SAC	CALLE JASMIN	$6,901
	HERBA DE MARIA	VIA PALMA DE CRISTO	CALLE JASMIN	$47,081
	INVERRARY DR	PEBBLE BEACH DR	OAK HILL STREET	$26,907
	LOMA VENTOSA	PASEO SANTA CLARA	CANYON DE FLORES	$29,306
	LOPEZ LINK	END WEST CUL DE SAC	SAINT ANDREWS DR	$9,695
	MISSION DR	GREENBRIAR RD	NEWPORT AVE	$21,822

STREET	TO STREET	FROM STREET	ESTIMATED COST
NEWPORT AVE	CHERRY HILLS DR	OAKMONT DR	$33,848
OAK HILL STREET	CHERRY HILLS DR	INVERRARY DR	$7,263
OAK HILL STREET	INVERRARY	GREENBRIER RD	$51,362
OAKMONT DR	END WEST CUL DE SAC	INVERRARY DR	$17,896
OAKMONT DR	INVERRARY	GREENBRIER RD	$60,434
OAKMONT DR	RED LEAF LANE	AVENIDA COCHISE	$8,817
PASEO DE CARDO	HERBA DE MARIA	PLAZA CANDIDA	$17,936
PASEO SANTA CLARA	END WEST CUL DE SAC	END EAST C.D.S	$31,021
PEBBLE BEACH DR	OAK HILL STREET	CHERRY HILLS DR	$48,997
PLAYER AVENUE	ST ANDREWS DR	GREENBRIER RD	$56,528
PLAZA CANDIDA	PLAZA MARGARITA	LOMA VENTOSA	$28,589
PLAZA DE LA YERBA	END EAST CUL DE SAC	VIA LAS PAMPAS	$29,922
PLAZA DE LANZA	PLAZA MARGARITA	LOMA VENTOSA	$22,626
PLAZA DE VIOLA	SAINT ANDREWS	PASEO DE CARDO	$21,407
PLAZA ESCUELA	END SOUTH CUL DE SAC	PLAZA CANDIDA	$3,585
PLAZA MARGARITA	PLAZA DE LANZA	PLAZA DE VIOLA	$15,035
SOLARRO DR	CHERRY HILLS DR	MISSION DR	$29,447
VIA DE LA REINA	END EAST CUL DE SAC	CALLE JASMIN	$5,065
VIA DE LA REINA	LOMA VENTOSA	CALLE JASMIN	$19,671
VIA DEL TRINIDAD	END EAST CUL DE SAC	CALLE JASMIN	$5,193
VIA DEL TRINIDAD	END WEST CUL DE SAC	CALLE JASMIN	$8,241
VIA EL SORENO	VIA LAS PAMPAS	PLAZA DE LA YERBA	$18,224
VIA LANTANA	CAMINO LAS PALMERAS	E KACHINA TRL	$7,169
VIA LAS PAMPAS	VIA DE LA REINA	PLAZA DE LA YERBA	$14,479
VIA PALMA DE CRISTO	HERBA DE MARIA	CAMINO LAS PALMERAS	$10,532
VIA TRANQUILO	LOMA VENTOSA	VIA LAS PAMPAS	$7,102
WHEELAN LOOP	GREENBRIAR RD	GREENBRIER RD	$31,617

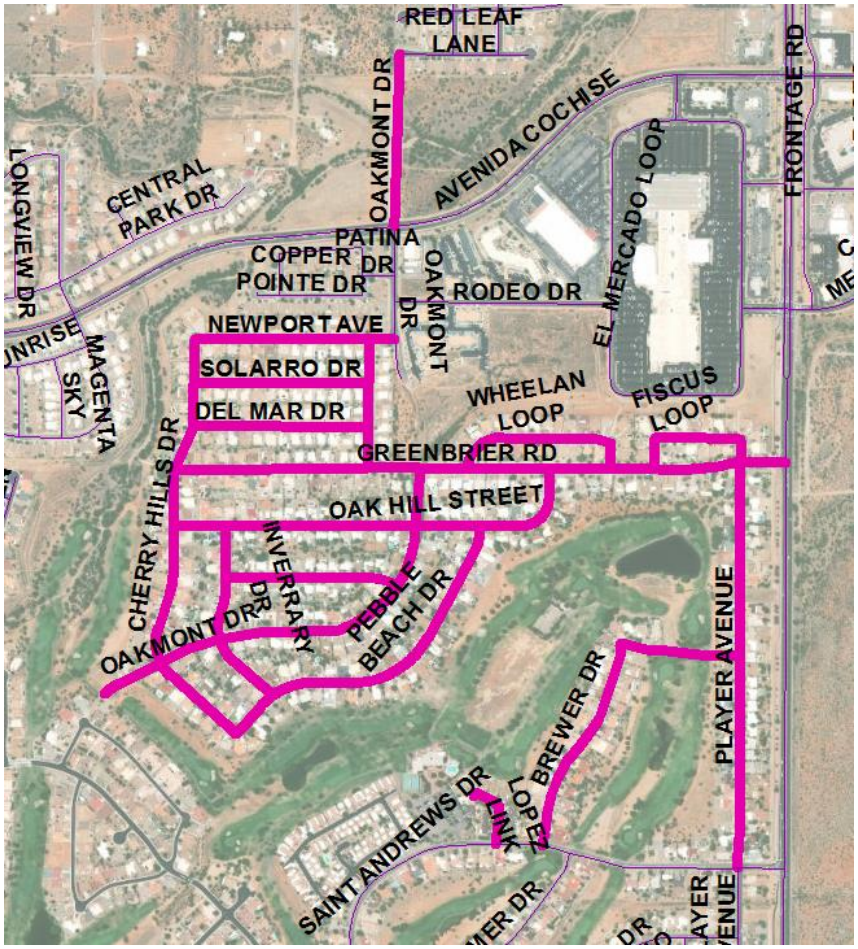
	STREET	TO STREET	FROM STREET	ESTIMATED COST
2021				$1,592,568
	EL CAMINO REAL	CACTUS WREN LANE	CALLE CAMELLIA	$84,891
	EL CAMINO REAL	CALLE CAMELLIA	CALLE GARDENIA	$148,723
	EL CAMINO REAL	CALLE GARDENIA	FOOTHILLS DR	$128,422
	EL CAMINO REAL	CALLE PARKWAY	CACTUS WREN LANE	$84,790
	EL CAMINO REAL	CARDINAL AVE	CALLE PARKWAY	$37,219
	EL CAMINO REAL	E CARDINAL DR	CITY LIMIT	$168,418
	EL CAMINO REAL	FOOTHILLS DR	ORIOLE DR	$108,373
	EL CAMINO REAL	ORIOLE DR	E CARDINAL DR	$128,573
	EL CAMINO REAL	ORIOLE DR	ORIOLE DR	$38,178
	NORTH AVE	KEATING ST	WOLFE ST	$65,145
	NORTH AVE	PETERSON ST	SHERBUNDY ST	$66,559
	NORTH AVE	SHERBUNDY ST	STEFFENS ST	$65,044
	NORTH AVE	STEFFENS ST	WHITTON ST	$66,357
	NORTH AVE	TAYLOR DR	KEATING ST	$53,076
	NORTH AVE	WHITTON ST	W FRY BLVD	$213,817
	NORTH AVE	WOLFE ST	PETERSON ST	$63,832
	SHORT ST	N FOURTH ST	N SECOND ST	$71,155

	STREET	TO STREET	FROM STREET	ESTIMATED COST
2022				$1,482,776
	BARTOW DR	FIFTH ST	SECOND ST	$88,888
	BARTOW DR	FIRST ST	CARMICHAEL AVE	$72,611
	BARTOW DR	SECOND ST	FIRST ST	$36,162
	BARTOW DR	SEVENTH ST	FIFTH ST	$39,155
	CAMELOT RD	REGENCY DR	SEVENTH ST	$59,327
	CHANTILLY DR	EXETER DR	REGENCY DR	$33,641
	CHANTILLY DR	REGENCY DR	SEVENTH ST	$70,418
	CHANTILLY DR	SEVENTH ST	SAVANNA DR	$118,285
	CORONADO DR	BROGAN CT	E FRY BLVD	$212,667
	CORONADO DR	MARTIN LUTHER KING DR	BROGAN CT	$67,322
	HEATHER DR	SEVENTH ST	SAVANNA DR	$84,624
	KAYETAN DR	ELLEDGE DR	FORT AVE	$109,787
	KAYETAN DR	FORT AVE	N BUFFALO SOLDIERS TRAIL	$191,951
	KAYETAN DR	NORTH AVE	ELLEDGE DR	$108,171
	KAYETAN DR	TAYLOR DR	NORTH AVE	$130,442
	SUFFOLK DR	REGENCY DR	SEVENTH ST	$59,327

Public Works Department is in the process of analyzing the results of the pavement condition survey which took place in FY19. Next year the Public Works Department will have a 5 year plan for this section.

Appendix F - Street Construction/Maintenance Maps

2020



Appendix G - Wastewater Maintenance and Replacement

Wastewater Maintenance and Replacement

FISCAL YEAR	CAPITAL ITEM	ESTIMATED COST
2020		**$339,000**
	EOP MECHANICAL BAR SCREEN	$180,000
	RELOCATE SEWER LINE FRY/CARL HAYDEN DRIVE	$150,000
	TRASH PUMP	$9,000
2021		**$200,000**
	AIRPORT WELL #2 REFURBISH	$80,000
	EPOXY COAT MANHOLES – VARIOUS LOCATIONS	$120,000
2022		**$245,000**
	EOP RECHARGE BASINS VAULT COATING	$120,000
	PDS CONNECTOR GRADE RECOMPACTION	$125,000
2023		**$250,000**
	EOP PARTIAL MIX BASIN A2 RE-LINE	$220,000
	TACOMA/SEVENTH SEWER LINE ACCESS	$30,000
2024		**$200,000**
	COMMUNITY CENTER WELL REFURBISH	$100,000
	REHABILITATE SEWER LINE GIULIO CESARE/GALILEO	$100,000

RESOLUTION 2019-061

A RESOLUTION OF THE MAYOR AND CITY COUNCIL OF THE CITY OF SIERRA VISTA, COCHISE COUNTY, ARIZONA; ADOPTING THE FY 2019/2020 OPERATING BUDGET; HOLDING A PUBLIC HEARING FOR TAXPAYERS ON THE ESTIMATED EXPENDITURES AND REVENUES FOR FISCAL YEAR 2019/2020; GIVING NOTICE OF THE COUNCIL MEETING TO MAKE FY 2019/2020 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 2019/2020; 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 11th day of July 2019, 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 25th day of July 2019, 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 2019/2020.

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 25th day of July, 2019, at 5:00 p.m. at Sierra Vista City Hall, 1011 N. Coronado Drive, Sierra Vista, Arizona, be, and hereby is, authorized and directed.

SECTION 3

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 4

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 11th DAY OF JULY, 2019.

FREDERICK W. MUELLER, II
Mayor

ATTEST:

JILL ADAMS
City Clerk

APPROVED AS TO FORM:

NATHAN WILLIAMS
City Attorney

PREPARED BY:
Linda Jones, Budget Officer

RESOLUTION 2019-061
PAGE TWO OF TWO

Sierra Vista
Summary Schedule of Estimated Revenues and Expenditures/Expenses
Fiscal Year 2020

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
2019	Adopted/Adjusted Budgeted Expenditures/Expenses*	E	1	37,772,553	14,862,306	3,299,954	500,000	0	9,200,533	4,457,500	70,092,846
2019	Actual Expenditures/Expenses**	E	2	33,637,016	4,830,627	4,000	0	0	4,379,258	3,493,649	46,344,551
2020	Fund Balance/Net Position at July 1***		3		1,871,758		405,657		1,615,239	25,000	3,917,654
2020	Primary Property Tax Levy	B	4	364,370							364,370
2020	Secondary Property Tax Levy	B	5								0
2020	Estimated Revenues Other than Property Taxes	C	6	36,280,229	16,178,384	0	4,832,368	0	8,346,269	4,534,500	70,171,750
2020	Other Financing Sources	D	7	1,652,500	0	0	13,718,000	0	544,500	0	15,915,000
2020	Other Financing (Uses)	D	8	0	0	0	0	0	0	0	0
2020	Interfund Transfers In	D	9	1,452,500	500,370	3,471,300	0	0	0	0	5,424,170
2020	Interfund Transfers (Out)	D	10	373,740	0	0	5,050,430	0	0	0	5,424,170
2020	Reduction for Amounts Not Available:		11								
LESS:	Amounts for Future Debt Retirement:										0
	Future Capital Projects										0
	Maintained Fund Balance for Financial Stability										0
											0
											0
2020	Total Financial Resources Available		12	39,375,859	18,550,512	3,471,300	13,905,595	0	10,506,008	4,559,500	90,368,774
2020	Budgeted Expenditures/Expenses	E	13	39,375,859	18,550,512	3,471,300	13,905,595	0	10,506,008	4,559,500	90,368,774

	EXPENDITURE LIMITATION COMPARISON	2019	2020
1	Budgeted expenditures/expenses	$ 70,092,846	$ 90,368,774
2	Add/subtract: estimated net reconciling items		
3	Budgeted expenditures/expenses adjusted for reconciling items	70,092,846	90,368,774
4	Less: estimated exclusions		45,589,654
5	Amount subject to the expenditure limitation	$ 70,092,846	$ 44,779,120
6	EEC expenditure limitation	$	$ 58,459,359

☐ 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).

Sierra Vista
Tax Levy and Tax Rate Information
Fiscal Year 2020

	2019	2020
1. Maximum allowable primary property tax levy. A.R.S. §42-17051(A)	$ 570,280	$ 585,115
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	$ 359,833	$ 364,370
B. Secondary property taxes		
C. Total property tax levy amounts	$ 359,833	$ 364,370
4. Property taxes collected*		
A. Primary property taxes		
(1) **Current** year's levy	$ 323,197	
(2) Prior years' levies	4,310	
(3) Total primary property taxes	$ 327,507	
B. Secondary property taxes		
(1) **Current** year's levy	$	
(2) Prior years' levies		
(3) Total secondary property taxes	$	
C. Total property taxes collected	$ 327,507	
5. Property tax rates		
A. City/Town tax rate		
(1) Primary property tax rate	0.1136	0.1124
(2) Secondary property tax rate		
(3) Total city/town tax rate	0.1136	0.1124

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.

Sierra Vista
Revenues Other Than Property Taxes
Fiscal Year 2020

SOURCE OF REVENUES	ESTIMATED REVENUES 2019	ACTUAL REVENUES* 2019	ESTIMATED REVENUES 2020
GENERAL FUND			
Local taxes			
Transaction Privilege Tax	$ 15,063,327	$ 14,814,811	$ 15,439,593
Licenses and permits			
Franchise Fees	1,325,000	1,410,416	1,350,000
Business Licenses	145,000	140,220	145,000
Animal Control Permits	35,000	37,637	35,000
Right of Way Permits	20,000	24,570	20,000
Building Permits	250,000	313,147	275,000
Intergovernmental			
Grants	342,488	41,279	353,488
Local Government Payments	992,408	966,617	1,014,452
State Shared Sales Tax	4,258,911	3,749,094	4,419,343
State Shared Vehicle License Tax	2,150,000	2,690,032	2,250,000
Urban Revenue Sharing	5,215,882	4,763,582	5,570,029
Charges for services			
General Government	86,000	98,847	116,000
Public Safety	1,845,000	2,160,100	2,090,000
Public Works	1,252,880	1,305,508	1,432,880
Leisure & Library	1,230,158	1,089,110	1,253,691
Community Development	30,000	34,453	25,000
Fines and forfeits			
Library	18,000	18,254	18,000
In-lieu property taxes			
Interest on investments			
Investment Income	20,000	57,650	20,000
Contributions			
Voluntary contributions	1,000	6,941	41,500
Miscellaneous			
Misc. Revenue	286,934	284,656	341,253
Sale of Fixed Assets	70,000	36,384	70,000
Total General Fund	$ 34,637,988	$ 34,043,308	$ 36,280,229

* 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.

Sierra Vista
Revenues Other Than Property Taxes
Fiscal Year 2020

SOURCE OF REVENUES	ESTIMATED REVENUES 2019	ACTUAL REVENUES* 2019	ESTIMATED REVENUES 2020
SPECIAL REVENUE FUNDS			
Highway User Revenue			
State Shared Revenue	$ 3,475,000	$ 3,441,722	$ 3,872,802
Grants	1,093,034	15,877	3,718,755
Local Government Payments	15,000	79,811	15,000
Investment Income		2,938	
Misc.	10,000	25,092	10,000
	$ 4,593,034	$ 3,565,440	$ 7,616,557
Local Transportation Assistance			
Grants	$ 962,664	$ 485,667	$ 1,003,529
Fares	114,000	92,619	114,000
Lease Revenues	19,200	19,973	19,200
Misc	1,000	35	1,000
Sale of Fixed Assets		7,872	
	$ 1,096,864	$ 606,166	$ 1,137,729
Police Special Revenue			
Police Special Revenue	$ 125,000	$ 138,009	$ 125,000
	$ 125,000	$ 138,009	$ 125,000
Grants			
Grants	$ 1,962,574	$ 284,931	$ 3,170,971
	$ 1,962,574	$ 284,931	$ 3,170,971
Tourism			
Tourism	$ 81,500	$	$
	$ 81,500	$	$
Airport			
Grants	$ 382,120	$	$ 82,500
Fuel Sales	700,000	535,009	685,000
Lease Revenue	211,000	196,004	211,000
Misc	5,000	1,439	5,000
	$ 1,298,120	$ 732,452	$ 983,500
Judicial Enhancement			
Fines	$ 100	$ 7	$ 100
	$ 100	$ 7	$ 100
Donations			
Contributions	$ 381,424	$ 127,493	$ 21,335
	381,424	127,493	21,335
Park Development			
Development Impact Fees	$	$	$
	$	$	$
Library Development			
Development Impact Fees	$	$	$
	$	$	$
Police Development			
Development Impact Fees	$	$	$
	$	$	$
Infrastructure Development			
Development Impact Fees	$	$	$
	$	$	$
Fire Development			
Development Impact Fees	$	$	$
SEACOM			
SEACOM	$	$	$ 2,469,372
	$	$	$ 2,469,372
Metropolitan Planning Organization			
Grants	$ 2,948,500	$ 104,084	$ 546,508
Local Government Payments	40,024	18,492	107,312
	$ 2,988,524	$ 122,576	$ 653,820
Total Special Revenue Funds	$ 12,527,140	$ 5,577,074	$ 16,178,384

Sierra Vista
Revenues Other Than Property Taxes
Fiscal Year 2020

SOURCE OF REVENUES	ESTIMATED REVENUES 2019	ACTUAL REVENUES* 2019	ESTIMATED REVENUES 2020

* 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.

Sierra Vista
Revenues Other Than Property Taxes
Fiscal Year 2020

SOURCE OF REVENUES	ESTIMATED REVENUES 2019	ACTUAL REVENUES* 2019	ESTIMATED REVENUES 2020
DEBT SERVICE FUNDS			
N/A	$	$	$
	$	$	$
Total Debt Service Funds	$	$	$
CAPITAL PROJECTS FUNDS			
Transaction Priviledge Tax	$ 4,053,541	$ 3,497,491	$ 4,154,880
Misc.	500,000		500,000
Federal Grants			177,488
	$ 4,553,541	$ 3,497,491	$ 4,832,368
Total Capital Projects Funds	$ 4,553,541	$ 3,497,491	$ 4,832,368

* 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.

Sierra Vista
Revenues Other Than Property Taxes
Fiscal Year 2020

SOURCE OF REVENUES	ESTIMATED REVENUES 2019	ACTUAL REVENUES* 2019	ESTIMATED REVENUES 2020
PERMANENT FUNDS			
None	$	$	$
	$	$	$
Total Permanent Funds	$	$	$
ENTERPRISE FUNDS			
Sewer			
Charges for Service	$ 3,721,854	$ 3,767,181	$ 3,735,493
Grants			
Capital Contributions	500,000		500,000
Misc	100,000	101,003	100,000
	$ 4,321,854	$ 3,868,184	$ 4,335,493
Refuse			
Charges for Service	$ 3,985,714	$ 4,058,718	$ 4,005,776
Interest			
Misc	5,000	27,386	5,000
	$ 3,990,714	$ 4,086,104	$ 4,010,776
Total Enterprise Funds	$ 8,312,568	$ 7,954,288	$ 8,346,269

* 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.

Sierra Vista
Revenues Other Than Property Taxes
Fiscal Year 2020

SOURCE OF REVENUES	ESTIMATED REVENUES 2019	ACTUAL REVENUES* 2019	ESTIMATED REVENUES 2020
INTERNAL SERVICE FUNDS			
Health & Accident			
Premiums	$ 4,319,000	$ 249,368	$ 4,409,500
Interest	3,500	65,782	25,000
	$ 4,322,500	$ 315,150	$ 4,434,500
Self Insured Retention			
Misc	$ 100,000	$ 51,864	$ 100,000
	$ 100,000	$ 51,864	$ 100,000
Total Internal Service Funds	$ 4,422,500	$ 367,014	$ 4,534,500
TOTAL ALL FUNDS	$ 64,453,737	$ 51,439,176	$ 70,171,750

* 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.

Sierra Vista
Other Financing Sources/(Uses) and Interfund Transfers
Fiscal Year 2020

FUND	OTHER FINANCING 2020 SOURCES	OTHER FINANCING 2020 (USES)	INTERFUND TRANSFERS 2020 IN	INTERFUND TRANSFERS 2020 (OUT)
GENERAL FUND				
Notes Payable	$ 1,652,500	$	$	$
Interfund Transfers			1,452,500	373,740
Total General Fund	$ 1,652,500	$	$ 1,452,500	$ 373,740
SPECIAL REVENUE FUNDS				
HURF	$	$	$	$
LTAF			370,000	
Grants			3,740	
Airport				
Park Development			126,630	
Library Development				
Police Development				
Infrastructure Development				
Fire Development				
Police Special Revenue				
Metropolitan Planning Organization				
Total Special Revenue Funds	$	$	$ 500,370	$
DEBT SERVICE FUNDS				
SVMPC I&R	$	$	$ 3,471,300	$
Total Debt Service Funds	$	$	$ 3,471,300	$
CAPITAL PROJECTS FUNDS				
Capital Improvements	$ 13,718,000	$	$	$ 5,050,430
Total Capital Projects Funds	$ 13,718,000	$	$	$ 5,050,430
PERMANENT FUNDS				
N/A	$	$	$	$
Total Permanent Funds	$	$	$	$
ENTERPRISE FUNDS				
Sewer	$ 544,500	$	$	$
Refuse				
Total Enterprise Funds	$ 544,500	$	$	$
INTERNAL SERVICE FUNDS				
Unemployment	$	$	$	$

Sierra Vista
Other Financing Sources/(Uses) and Interfund Transfers
Fiscal Year 2020

FUND	OTHER FINANCING 2020 SOURCES	OTHER FINANCING 2020 (USES)	INTERFUND TRANSFERS 2020 IN	INTERFUND TRANSFERS 2020 (OUT)
Total Internal Service Funds	$	$	$	$
TOTAL ALL FUNDS	$ 15,915,000	$	$ 5,424,170	$ 5,424,170

Sierra Vista
Expenditures/Expenses by Fund
Fiscal Year 2020

FUND/DEPARTMENT	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2019	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2019	ACTUAL EXPENDITURES/ EXPENSES* 2019	BUDGETED EXPENDITURES/ EXPENSES 2020
GENERAL FUND				
City Council	$ 99,494	$	$ 117,154	$ 104,403
Administrative Services	3,138,603		3,254,699	2,944,783
City Manager	2,310,208		2,532,216	2,596,849
Legal	273,071		178,638	306,171
General Government	908,752		1,007,099	834,007
Police	11,429,303		9,529,495	11,828,157
Fire	6,939,673		6,638,272	9,202,140
Public Works	6,241,279		5,594,079	5,551,048
Leisure & Library Services	5,113,977		3,756,236	4,787,525
Community Development	1,018,991		747,249	938,898
Debt	299,202		281,879	281,878
Total General Fund	$ 37,772,553	$	$ 33,637,016	$ 39,375,859
SPECIAL REVENUE FUNDS				
HURF	$ 5,293,034	$	$ 2,288,818	$ 8,316,557
LTAF	1,583,297		878,689	1,691,331
Police Special Revenue	324,500		132,460	319,500
Grants	1,991,774		247,405	3,188,093
Tourism	81,500			
Judicial Enhancement	300		445	300
Airport	1,500,799		644,183	1,166,919
Donations	959,948		376,355	617,990
Park Development	126,630		126,630	126,630
Library Development				
Police Development				
Infrastructure Development				
Fire Development				
SEACOM				2,469,372
Metropolitan Planning Org	3,000,524		135,643	653,820
Total Special Revenue Funds	$ 14,862,306	$	$ 4,830,627	$ 18,550,512
DEBT SERVICE FUNDS				
SVMPC I&R	$ 3,299,954	$	$ 4,000	$ 3,471,300
Total Debt Service Funds	$ 3,299,954	$	$ 4,000	$ 3,471,300
CAPITAL PROJECTS FUNDS				
Capital Improvements	$ 500,000	$	$	$ 13,905,595
Total Capital Projects Funds	$ 500,000	$	$	$ 13,905,595
PERMANENT FUNDS				
	$	$	$	$
Total Permanent Funds	$	$	$	$
ENTERPRISE FUNDS				
Sewer	$ 4,212,319	$	$ 1,480,351	$ 5,562,712
Refuse	4,988,214		2,898,908	4,943,296
Total Enterprise Funds	$ 9,200,533	$	$ 4,379,258	$ 10,506,008
INTERNAL SERVICE FUNDS				
Health & Accident	$ 4,322,500	$	$ 3,444,837	$ 4,434,500
Unemployment	35,000		9,500	25,000
Self Insured Retention	100,000		39,312	100,000
Total Internal Service Funds	$ 4,457,500	$	$ 3,493,649	$ 4,559,500
TOTAL ALL FUNDS	$ 70,092,846	$	$ 46,344,551	$ 90,368,774

* 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.

Sierra Vista
Expenditures/Expenses by Department
Fiscal Year 2020

DEPARTMENT/FUND	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2019	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2019	ACTUAL EXPENDITURES/ EXPENSES* 2019	BUDGETED EXPENDITURES/ EXPENSES 2020
City Council				
General Fund	$ 99,494	$	$ 90,032	$ 104,403
Sewer	13,561		13,561	13,050
Refuse	13,561		13,561	13,050
Donations	32,950		10,516	13,035
Department Total	$ 159,566	$	$ 127,670	$ 143,538
List Department:				
Administrative Services				
General Fund	$ 3,138,603	$	$ 2,589,210	$ 2,944,783
Capital Improvements				
Sewer	326,924		326,924	$ 406,691
Refuse	340,235		340,235	424,445
HURF				44,259
Department Total	$ 3,805,762	$	$ 3,256,369	$ 3,820,178
List Department:				
City Manager				
General Fund	$ 2,310,208	$	$ 1,910,658	$ 2,596,849
Donations	800			545
Grants	386,596		143,779	415,140
Tourism	81,500			
Sewer	332,453		352,904	341,103
Refuse	314,371		332,642	311,264
Department Total	$ 3,425,928	$	$ 2,739,983	$ 3,664,901
List Department:				
Legal				
General Fund	$ 273,071	$	$ 178,638	$ 306,171
Judicial Enhancement	300		445	300
Department Total	$ 273,371	$	$ 179,082	$ 306,471
General Government				
General Fund	$ 908,752	$	$ 688,842	$ 834,007
HURF	63,651		63,651	55,600
Sewer	127,303		127,303	111,201
Refuse	127,303		127,303	111,201
Health & Accident	4,322,500		3,444,837	4,434,500
Unemployment	35,000		9,500	25,000
Self Insured Retention	100,000		39,312	100,000
Department Total	$ 5,684,509	$	$ 4,500,748	$ 5,671,509
Police				
General Fund	$ 11,429,303	$	$ 9,532,470	$ 11,828,157
Police Special Revenue	324,500		164,282	319,500
Capital Improvements Fund				
Grants	56,074		17,993	35,829
Donations	491,554		307,142	387,865
Police Development Fee				
Department Total	$ 12,301,431	$	$ 10,021,887	$ 12,571,351
Fire				
General Fund	$ 6,939,673	$	$ 6,657,436	$ 9,202,140
Grants	1,037,437		21,934	1,042,553
Donations	16,488		576	5,150
Fire Development Fee				
Department Total	$ 7,993,598	$	$ 6,679,947	$ 10,249,843
Public Works				
General Fund	$ 6,241,279	$	$ 4,723,401	$ 5,551,048
HURF	5,107,276		2,603,340	8,136,791
LTAF	1,583,297		1,005,883	1,691,331
Grants	245,000			
Airport	1,425,451		590,935	1,091,572
Capital Improvements				3,141,071
Sewer	3,213,016		1,713,018	3,740,796
Refuse	3,879,965		2,858,983	3,781,389
Donations	6,890		1,639	
Park Development				
Infastructure Development				
Metropolitan Planning Org	3,000,524		150,039	653,820
Department Total	$ 24,702,698	$	$ 13,647,239	$ 27,787,818
Leisure & Library				
General Fund	$ 5,113,977	$	$ 3,756,237	$ 4,787,525
Grants	10,000		121,036	1,536,466
Capital Improvements	500,000			10,514,524
SVMPC Construction				
Donations	409,485		59,571	203,310
Library Development				
Department Total	$ 6,033,462	$	$ 3,936,844	$ 17,041,825
Community Development				
General Fund	$ 1,018,991	$	$ 747,249	$ 938,898
Grants	256,667		62,239	158,105
Capital Improvements Fund				
Donations	1,781		2,538	8,085
Department Total	$ 1,277,439	$	$ 812,026	$ 1,105,088
Debt				
General Fund	$ 299,202	$	$ 281,879	$ 281,878
HURF	122,107		79,907	79,907
Airport	75,348		75,346	75,347
Park Development	126,630		126,630	126,630
SVMPC I&R	3,299,954		4,000	3,471,300
Capital Improvements				250,000
Sewer	199,062		188,543	949,871
Refuse	312,779		301,946	301,947
Department Total	$ 4,435,082	$	$ 1,058,250	$ 5,536,880
SEACOM				$ 2,469,372
Total	$ 70,092,846	$	$ 46,960,044	$ 90,368,774

Sierra Vista
Full-Time Employees and Personnel Compensation
Fiscal Year 2020

FUND	Full-Time Equivalent (FTE) 2020	Employee Salaries and Hourly Costs 2020	Retirement Costs 2020	Healthcare Costs 2020	Other Benefit Costs 2020	Total Estimated Personnel Compensation 2020
GENERAL FUND	317	$ 17,075,021	$ 5,560,653	$ 2,868,073	$ 1,773,310	$ 27,277,057
SPECIAL REVENUE FUNDS						
HURF	18	$ 1,176,466	$ 84,946	$ 138,008	$ 105,596	$ 1,505,016
LTAF	10	559,951	57,557	112,844	71,235	801,587
Airport	2	95,854	9,143	15,213	9,862	130,072
Metropolitan Planning Org	1	128,999	9,570	10,483	15,948	165,000
Total Special Revenue Funds	31	$ 1,961,270	$ 161,216	$ 276,548	$ 202,641	$ 2,601,675
DEBT SERVICE FUNDS						
		$	$	$	$	$
Total Debt Service Funds		$	$	$	$	$
CAPITAL PROJECTS FUNDS						
		$	$	$	$	$
Total Capital Projects Funds		$	$	$	$	$
PERMANENT FUNDS						
		$	$	$	$	$
Total Permanent Funds		$	$	$	$	$
ENTERPRISE FUNDS						
Sewer	12	$ 1,830,261	$ 61,620	$ 85,062	$ 97,798	$ 2,074,741
Refuse	17	1,890,371	80,825	117,967	134,786	2,223,949
Total Enterprise Funds	29	$ 3,720,632	$ 142,445	$ 203,029	$ 232,584	$ 4,298,690
INTERNAL SERVICE FUND						
		$	$	$	$	$
Total Internal Service Fund		$	$	$	$	$
TOTAL ALL FUNDS	377	$ 22,756,923	$ 5,864,314	$ 3,347,650	$ 2,208,535	$ 34,177,422

ORDINANCE 2019-004

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, 2019; 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 ORDINANCE; REPEALING ALL ORDINANCES IN CONFLICT HEREWITH; AND PROVIDING FOR SEVERABILITY

WHEREAS, by the provisions of the state law, the ordinance levying taxes for the Fiscal Year 2019/2020 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 Four Thousand Three Hundred and Seventy Dollars ($364,370) for the purpose of providing the City of Sierra Vista for the fiscal year ending on the 30th day of June, 2019, but not to exceed the $0.1124 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, 2019.

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.

SECTION 5

That 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 Ordinance.

PASSED AND ADOPTED BY THE MAYOR AND CITY COUNCIL OF THE CITY OF SIERRA VISTA, ARIZONA, THIS 25th DAY OF JULY, 2019.

FREDERICK W. MUELLER, II
Mayor

ATTEST:

JILL ADAMS
City Clerk

APPROVED AS TO FORM:

NATHAN J WILLIAMS
City Attorney

PREPARED BY: Linda Jones, Budget Officer

ORDINANCE 2019-004
PAGE TWO OF TWO

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