



CITY OF SIERRA VISTA, ARIZONA ANNUAL BUDGET For the Fiscal Year July 1, 2020 - June 30, 2021

CITY OF SIERRA VISTA LEADERSHIP

CITY COUNCIL

Rick Mueller, Mayor

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

MANAGEMENT STAFF

Charles P. Potucek, City Manager
 Victoria Yarbrough, Assistant City Manager
 Jennifer Osburn, Interim Budget Officer

SENIOR STAFF

Adam Thrasher, Police Chief	Barbara Fleming, Chief Human Resources Officer
Brian Jones, Fire Chief	Abe Rubio, Chief Information Officer
Sharon Flissar, Public Works Director	Linda Jones, Interim Chief Procurement Officer
Laura Wilson, Leisure and Library Services Director	Jill Adams, City Clerk
Matt McLachlan, Community Development Director	Tony Boone, Economic Development Manager
Nathan Williams, City Attorney	Judy Hector, Marketing and Public Affairs Manager/PIO
David Felix, Chief Financial Officer	

May 20, 2020

MEMORANDUM TO: Honorable Mayor and City Council
THRU: Charles P. Potucek, City Manager
FROM: Jen Osburn, Interim Budget Officer &
David Felix, Chief Financial Officer
SUBJECT: Tentative Budget Book for Fiscal Year 2020-2021

We are presenting to you the FY 2020-2021 Tentative Budget Book in the amount of \$85,873,456. This book reflects a balanced recommended budget based upon the City's current revenue structure and projections, and will be used to inform Council budget work session discussions. Changes may be made to the tentative budget before passage of the tentative budget resolution in the last week of June. Following passage of the tentative budget, additional changes may be made before the passage of the final budget. However, the final budget amount may not exceed the tentative budget amount.

Key factors in developing the FY21 tentative budget book are listed below:

- Maintain the step increase for personnel
- Increase in PSPRS contributions
- Conservative projections in major revenue sources
- Funding of Capital Maintenance

Attached, please find a detailed list of expenditures that were cut in order to balance the budget. During the budget process, the City Manager's office worked with each individual department to review each expense. Each department agreed to their individual cuts that were taken off of their original submissions to prepare the recommended budget.

The proposed approval schedule is as follows:

June 15-17, 2020 – Council Budget Work Sessions

June 25, 2020 – Resolution to approve the tentative budget

July 23, 2020 – Resolution to approve the final budget, Public Hearing on Property Tax

August 13, 2020 – Resolution to adopt FY2020/2021 property tax levy

RECOMMENDED EXPENDITURE CUTS BY DEPARTMENT

FY 2021

DEPARTMENT	EXPENSE	FY 2020 BUDGETED	FY 2021 REQUESTED	FY 2021 RECOMMEND	DECREASE
HUMAN RESOURCES	Education	\$20,450	\$56,200	\$20,450	(\$35,750)
	Employee Recognition	\$43,460	\$47,225	\$43,460	(\$3,765)
	Professional Services	\$35,000	\$40,300	\$35,000	(\$5,300)
	Travel & Training	\$8,800	\$14,420	\$8,800	(\$5,620)
	Recruiting Travel	\$3,500	\$3,500	\$2,500	(\$1,000)
	Advertising	\$2,000	\$2,000	\$1,000	(\$1,000)
	Specialized Supplies	\$1,025	\$1,525	\$1,025	(\$500)
Totals		\$114,235	\$165,170	\$112,235	(\$52,935)
PROCUREMENT	Travel & Training	\$7,500	\$17,600	\$10,000	(\$7,600)
	Office Supplies	\$1,250	\$2,000	\$1,250	(\$750)
	Specialized Supplies	\$850	\$900	\$275	(\$625)
Totals		\$9,600	\$20,500	\$11,525	(\$8,975)
INFORMATION TECH.	Office Equipment Maint.	\$766,031	\$866,776	\$861,776	(\$5,000)
	Machinery & Equipment	\$73,000	\$427,550	\$265,250	(\$162,300)
	Telephone	\$425,000	\$435,000	\$400,000	(\$35,000)
	Software	\$96,455	\$73,205	\$61,005	(\$12,200)
Totals		\$1,360,486	\$1,802,531	\$1,588,031	(\$214,500)
CITY MANAGER	Specialized Supplies	\$3,500	\$3,500	\$2,000	(\$1,500)
	Travel & Training	\$15,000	\$19,050	\$16,000	(\$3,050)
Totals		\$18,500	\$22,550	\$18,000	(\$4,550)
FINANCE	Association Memberships	\$2,525	\$2,525	\$1,425	(\$1,100)
Totals		\$2,525	\$2,525	\$1,425	(\$1,100)
ECONOMIC DEV	Printing & Binding	\$2,900	\$2,900	\$1,000	(\$1,900)
	Travel & Training	\$26,700	\$31,700	\$26,700	(\$5,000)
Totals		\$29,600	\$34,600	\$27,700	(\$6,900)

DEPARTMENT	EXPENSE	FY 2020 BUDGETED	FY 2021 REQUESTED	FY 2021 RECOMMEND	DECREASE
PUBLIC AFFAIRS	Advertising	\$104,652	\$141,880	\$104,652	(\$37,228)
	Printing & Binding	\$56,200	\$57,100	\$50,000	(\$7,100)
	Specialized supplies	\$11,200	\$23,950	\$18,950	(\$5,000)
	Travel & Training	\$16,650	\$28,350	\$16,650	(\$11,700)
	Furniture & Fixtures	\$0	\$1,250	\$0	(\$1,250)
Totals		\$188,702	\$252,530	\$190,252	(\$62,278)
POLICE					
-Admin	Professional services	\$22,985	\$22,985	\$17,985	(\$5,000)
	Travel & Training	\$22,900	\$24,900	\$22,900	(\$2,000)
	Book & Periodicals	\$6,249	\$6,249	\$3,649	(\$2,600)
-Ops	Specialized Supplies	\$118,781	\$167,861	\$162,861	(\$5,000)
-ACO	Specialized Supplies	\$92,555	\$127,555	\$92,555	(\$35,000)
Totals		\$263,470	\$349,550	\$299,950	(\$49,600)
PUBLIC WORKS					
-Fleet	Fuel	\$1,032,000	\$1,032,000	\$702,000	(\$330,000)
Totals		\$1,032,000	\$1,032,000	\$702,000	(\$330,000)
LEISURE					
-Admin	Advertising	\$7,000	\$7,000	\$6,000	(\$1,000)
	Travel & Training	\$6,500	\$6,500	\$4,000	(\$2,500)
	Recreation Supplies	\$10,000	\$10,000	\$8,000	(\$2,000)
-Recreation	Professional Services	\$108,607	\$33,600	\$23,600	(\$10,000)
	Recreation Supplies	\$114,130	\$18,400	\$17,000	(\$1,400)
	Event Supplies	\$108,580	\$87,420	\$80,000	(\$7,420)
-DES DD	Advertising	\$0	\$1,200	\$0	(\$1,200)

DEPARTMENT	EXPENSE	FY 2020 BUDGETED	FY 2021 REQUESTED	FY 2021 RECOMMEND	DECREASE
-Parks	Uniform Allowance	\$8,000	\$9,000	\$8,000	(\$1,000)
	Professional Services	\$50,500	\$58,000	\$45,000	(\$13,000)
	Building Maintenance	\$11,500	\$26,500	\$11,500	(\$15,000)
	Infrastructure Maint.	\$108,100	\$108,100	\$88,100	(\$20,000)
	Specialized Supplies	\$70,250	\$70,250	\$55,250	(\$15,000)
-Aquatics	Uniform Allowance	\$3,000	\$5,000	\$3,000	(\$2,000)
	Professional Services	\$2,500	\$8,400	\$3,800	(\$4,600)
	Recreation supplies	\$15,500	\$38,640	\$29,000	(\$9,640)
	Travel & training	\$12,000	\$12,850	\$8,350	(\$4,500)
-Museum	Office Supplies	\$3,500	\$4,000	\$3,500	(\$500)
-Sports	Land & Building Rental	\$0	\$6,160	\$5,000	(\$1,160)
	Travel & Training	\$0	\$4,250	\$2,500	(\$1,750)
-Child & Family	Professional Services	\$0	\$20,000	\$16,000	(\$4,000)
	Land & Building Rental	\$0	\$24,000	\$19,000	(\$5,000)
	Recreation Supplies	\$0	\$35,000	\$28,000	(\$7,000)
	Event Supplies	\$0	\$10,000	\$8,000	(\$2,000)
Totals		\$639,667	\$604,270	\$472,600	(\$131,670)
LIBRARY	Professional Services	\$0	\$86,810	\$6,200	(\$80,610)
	Travel & Training	\$5,395	\$6,595	\$5,000	(\$1,595)
	Office supplies	\$26,000	\$47,700	\$37,000	(\$10,700)
	Books & Periodicals	\$150,000	\$165,000	\$150,000	(\$15,000)
Totals		\$181,395	\$306,105	\$198,200	(\$107,905)
GRAND TOTALS		\$3,840,180	\$4,592,331	\$3,621,918	(\$970,413)



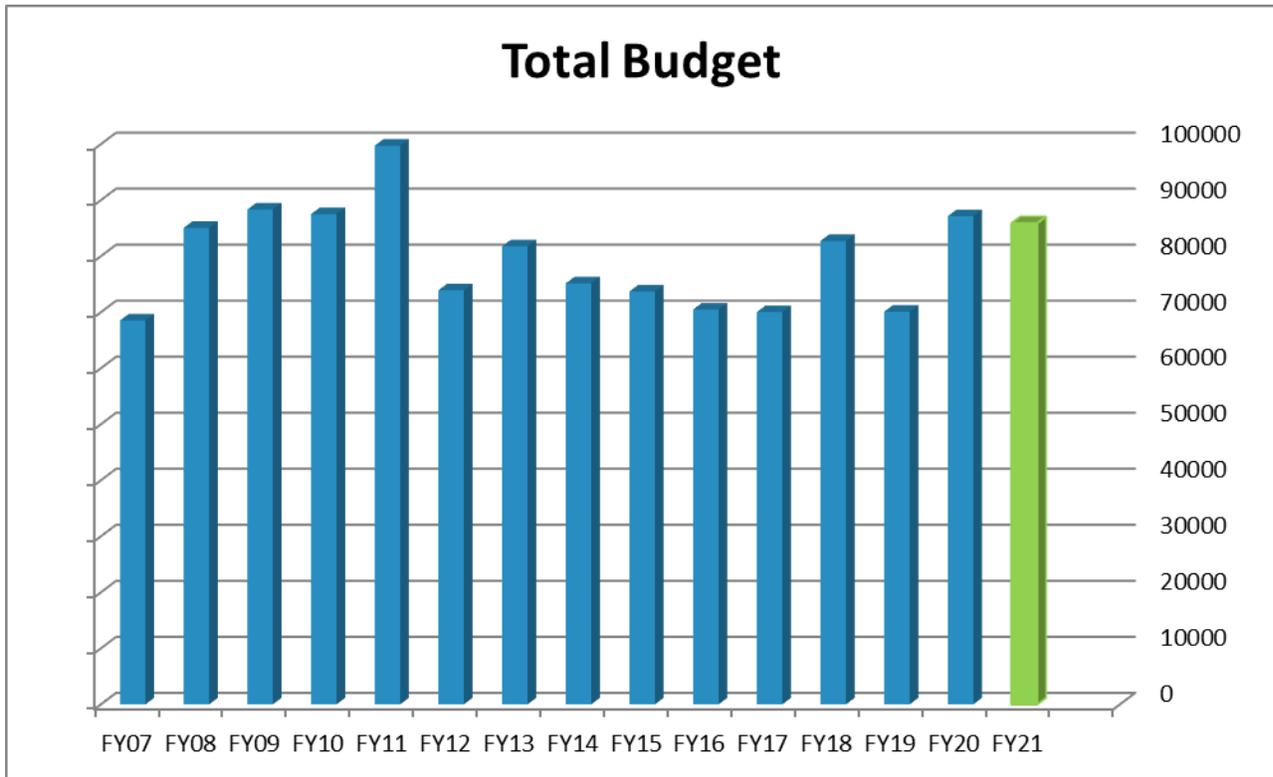
Budget Summary

The first part of this section provides an overview of the FY21 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.

FY21 Overview

The Fiscal Year 2021 (FY21) budget decreased 1.5% from Fiscal Year 2020 (FY20) primarily due to conservative revenue projections. Below is a table showing the total budget amounts for the last fifteen years, along with a graph depicting the changes over time. The City budget steadily increased from 2005 until 2008, when Sierra Vista and the rest of the United States experienced recession. Due to conservative budgeting and strict financial management, the City did not experience the same budget shortfalls that many others did around the country. Following the recession, the FY10 Budget was inflated due to one-time revenue of \$21.5 million in American Recovery and Reinvestment Act Funds. Since then, the City has continued to project revenue decreases and has budgeted accordingly. The City implemented budget reduction measures before adoption of the FY14 Budget. These measures included a hiring freeze, reorganizations, and a reduction in capital expenditures, which have continued in the years since. As a result, the FY21 budget reflects fiscal stability through conservative budgeting and ongoing efficiencies and reductions in operations and maintenance costs.

Year	Budget Amount	Change
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	\$ 87,150,107	24.3%
FY21	\$ 85,873,456	-1.5%



The graph above shows the total budget expenditures from FY07 to FY21. 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 (FY21), local and state-shared revenues have been increased based on actuals from FY20.

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 will be adopted in 2020.



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 FY21 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 FY21 Budget represents the second 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 \$85,873,456 in FY21. 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 \$6,540,048 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 FY21 by major category. The largest revenue generators are the City Sales Tax, State-Shared



Revenue, and Grants. These three categories comprise approximately 49 percent of the total revenue generated.

	FY20 Budget	FY21 Budget	% Change	FY21 % of Total
City Sales Tax	\$19,594,473	\$19,594,473	0%	22.82%
Property Tax	\$368,260	\$372,034	1%	0.43%
Franchise Fees	\$1,350,000	\$1,400,000	4%	1.63%
Licenses & Permits	\$475,000	\$420,000	-12%	0.49%
Grants	\$6,801,279	\$6,344,851	-7%	7.39%
Local Govt. Payments	\$1,802,231	\$7,095,185	294%	8.26%
State Shared Revenue	\$15,910,482	\$16,295,945	2%	18.98%
Health & Accident	\$4,409,500	\$4,559,500	3%	5.31%
Ambulance Fees	\$1,975,000	\$2,050,000	4%	2.39%
Public Safety Fees	\$70,000	\$35,000	-50%	0.04%
GMC Revenues	\$1,432,880	\$50,000	-97%	0.06%
Transit Revenue	\$133,200	\$1,623,666	1119%	1.89%
Airport Revenues	\$896,000	\$2,799,865	212%	3.26%
Sewer Revenues	\$3,735,493	\$5,345,765	43%	6.23%
Refuse Revenues	\$4,005,776	\$5,472,658	37%	6.37%
Leisure Revenue	\$1,253,691	\$679,872	-46%	0.79%
Planning Revenue	\$25,000	\$405,000	1520%	0.47%
Development Fees	\$0	\$126,630	0%	0.15%
Investment Income	\$45,000	\$45,000	0%	0.05%
Donations	\$2,772,835	\$195,197	-93%	0.23%
Sale of Fixed Assets	\$570,000	\$570,000	0%	0.66%
Notes Payable	\$14,915,000	\$2,117,800	-86%	2.47%
Carryover	\$3,867,654	\$7,484,089	94%	8.72%
Misc Revenue	\$741,353	\$790,926	7%	0.92%
Total	\$87,150,107	\$85,873,456	-1%	100.00%

City Sales Tax Package

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



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

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

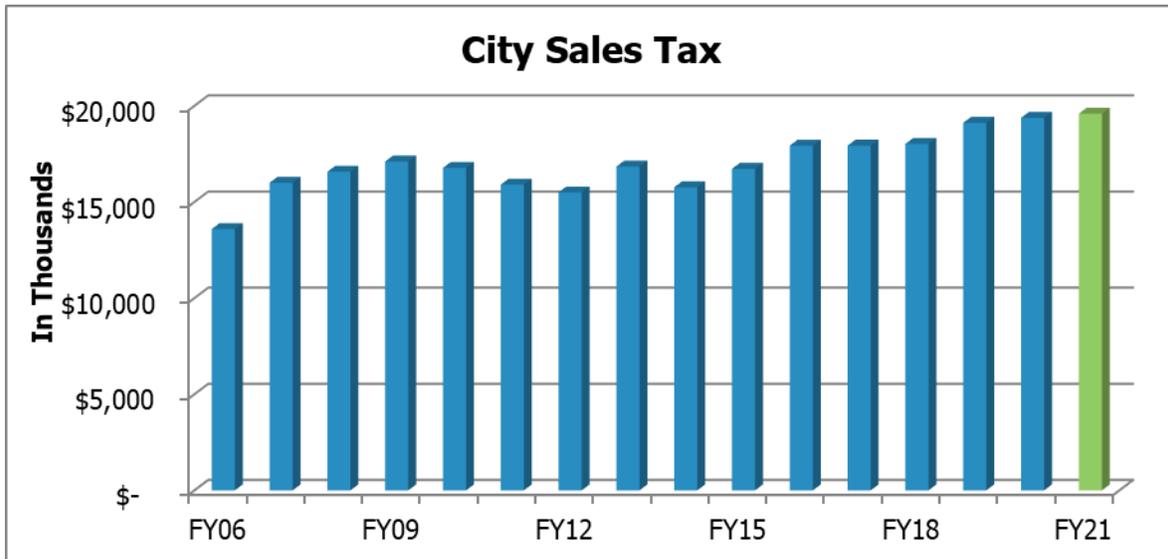
The City's tax package contributes about 23 percent of the City's total revenue. These taxes contribute about one-fourth of the total general fund revenue.

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.

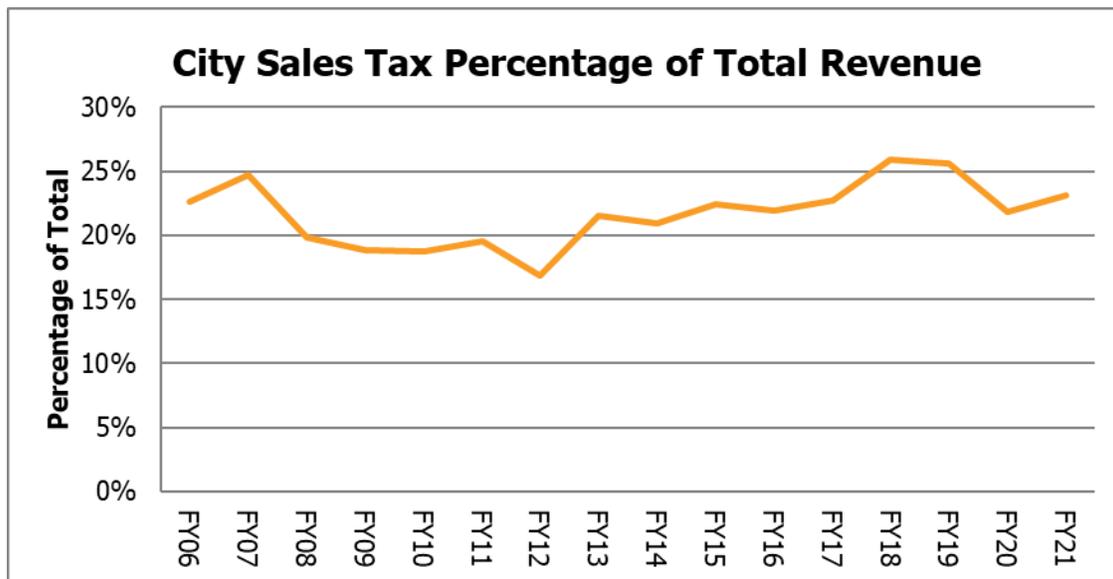
Of the total sales tax, one-half of one percent (0.5%) is designated for capital projects. This money is used for the construction and operations of major capital projects. The money is also used for major capital maintenance projects.

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 FY21, Sales Tax comprises roughly twenty-three percent (23%) of the overall revenue received.





Property Tax

The City levies a property tax. The property tax makes up a very small percentage (0.51%) of the City's total revenue. The current rate is \$0.1106 per \$100 of assessed value. This translates to a City property tax bill of \$11.06 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.

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).

	FY20 Budget	FY21 Budget	Change
Income	\$5,566,139	\$6,251,602	\$ 685,463
Sales	\$4,419,343	\$4,419,343	\$ -
HURF	\$3,675,000	\$3,475,000	\$ (200,000)
Auto Tax	\$2,250,000	\$2,150,000	\$ (100,000)
Total	\$15,910,482	\$16,295,945	\$ 385,463

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.

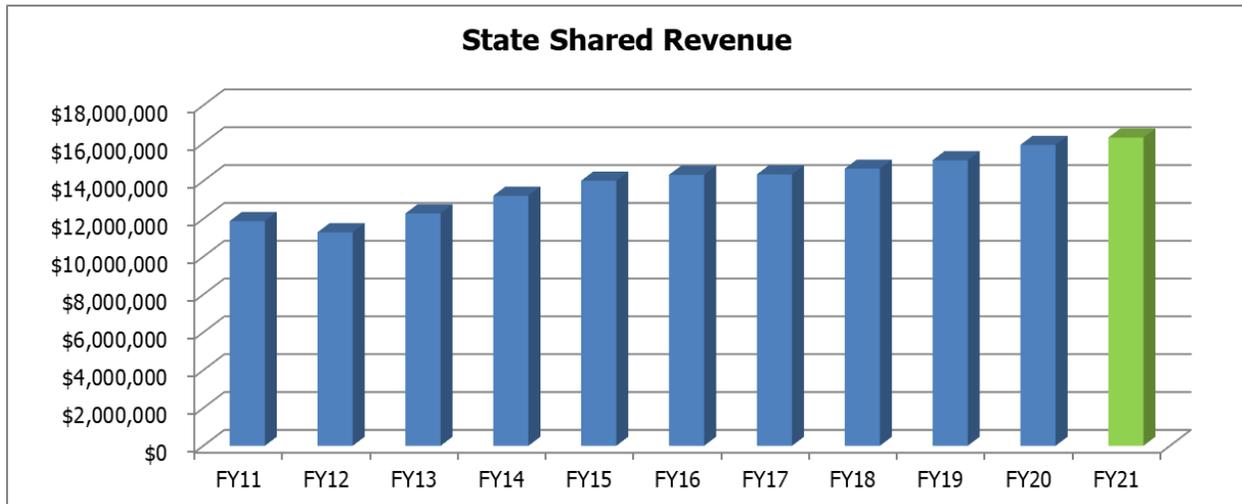


Highway User Revenue Funds (HURF) are generated from a gas tax on each gallon of gasoline and diesel fuel sold in the state. This tax is also collected by the State, but redistributed back to Counties and Municipalities. HURF funds are restricted to being spent on the construction and maintenance of 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 FY21, the City anticipates receiving a small increase of State Shared Revenue compared to FY20. State Shared Revenue is the second largest revenue source to the City, contributing just over 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	5.70%
FY16	\$14,326,840	2.20%
FY17	\$14,349,418	0%
FY18	\$14,651,586	2.60%
FY19	\$15,099,793	2.80%
FY20	\$15,910,482	5.30%
FY21	\$16,295,945	2.37%



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 FY21. 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 \$652,500 in financing funds in FY21. This amount will be used to purchase fleet vehicles.

A full list of financed projects and equipment can be found in the debt section.



User Fees

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

	FY21	% of User Fee Revenue
Labor Charges	\$ 275,000	14%
Fluids Charges	\$ 360,000	17.8%
Other GMC Revenues	\$ 50,000	2.5%
Lease Revenues	\$ 29,200	1.4%
Hangar Lease Revenue	\$ 190,000	9.4%
Hangar Electrical Revenue	\$ -	0.0%
Tie Down Lease Revenue	\$ -	0.0%
Office Space Rental Revenue	\$ -	0.0%
Delinquent Lease Fees	\$ -	0.0%
Court Fees	\$ 15,000	0.7%
Court Fines	\$ -	0.0%
Library Fines	\$ 18,000	0.9%
Performing Arts - Rec	\$ 41,337	2.0%
Kids World	\$ 320,095	15.8%
Rentals	\$ 74,439	3.7%
Aquatics	\$ 84,900	4.2%
Sports	\$ 66,227	3.3%
Classes	\$ 23,987	1.2%
Adult Trips	\$ 5,000	0.2%
Senior Programming	\$ 6,429	0.3%
Community Events	\$ 57,458	2.8%
TOTAL	\$1,617,072	79.8%

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 FY21 is \$2,050,000. This is an increase of about \$75,000 based on actuals from FY20. 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 \$85,873,456 for FY21, \$1,276,651 less than the FY20 budget. Capital Expenditures decreased by \$3,046,409, (13%) from FY20. Personnel expenditures increased by \$264,543 (1%) reflecting the maintenance of the classification and compensation plan and increased PSPRS liability. The City's Operating and Maintenance expenses increased by \$1,057,921. Debt services increased by \$447,294 to include the financing of fleet vehicles. Overall, the City's budget decreased 1 percent compared to FY20.

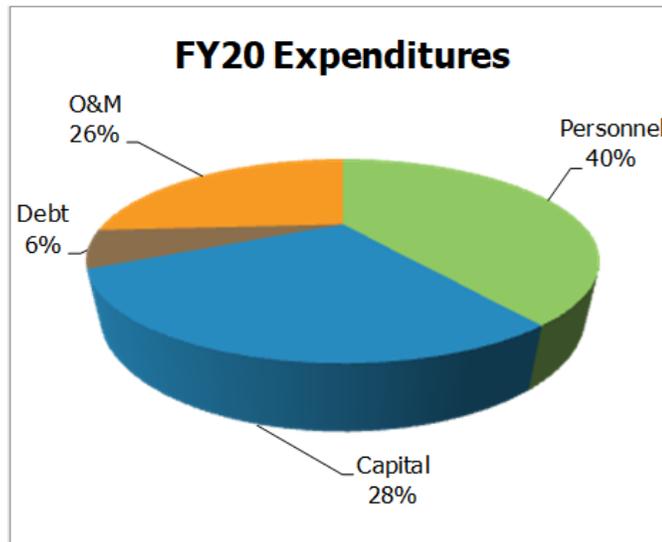
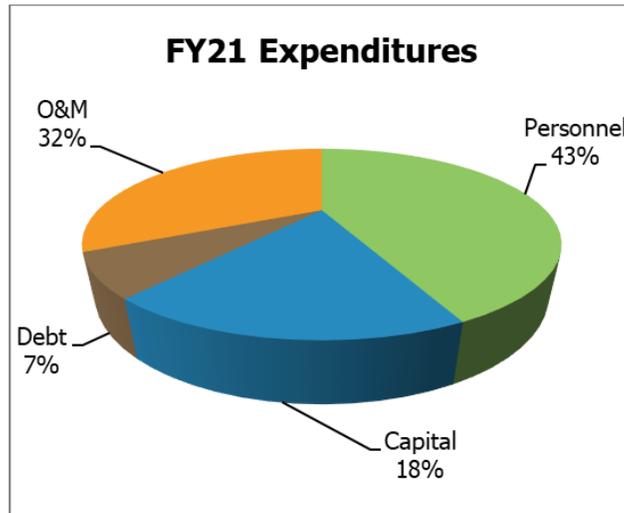
	FY20 Budget	FY21 Budget	Difference	% Change	% Total
Personnel	\$ 34,988,408	\$ 35,252,951	\$ 264,543	1%	43%
O&M	\$ 22,422,724	\$ 23,480,645	\$ 1,057,921	5%	32%
Capital	\$ 24,202,095	\$ 21,155,686	\$ (3,046,409)	-13%	18%
Debt	\$ 5,536,880	\$ 5,984,174	\$ 447,294	8%	7%
Total	\$ 87,150,107	\$ 85,873,456	\$ (1,276,651)	-1%	100%

The following table provides an overview of the percentage of expenditures by category from FY12-FY21. Debt currently makes up seven percent of the City expenditures. Capital Expenditures make up 18 percent. These are expenditures that reinvest money back into the community through construction or equipment acquisition. The percentage of the budget expended on Personnel has fluctuated since FY12 and currently comprises 43 percent of the total budget. Operations and Maintenance (O&M) comprises 32 percent of the total budget.

	FY12	FY13	FY14	FY15	FY16	FY17	FY18	FY19	FY20	FY21
Personnel	33%	37%	36%	38%	43%	45%	38%	47%	40%	43%
Capital	36%	30%	27%	28%	18%	17%	8%	15%	28%	18%
Debt	6%	7%	7%	7%	7%	7%	24%	6%	6%	7%
O&M	26%	27%	30%	28%	32%	31%	29%	32%	26%	32%

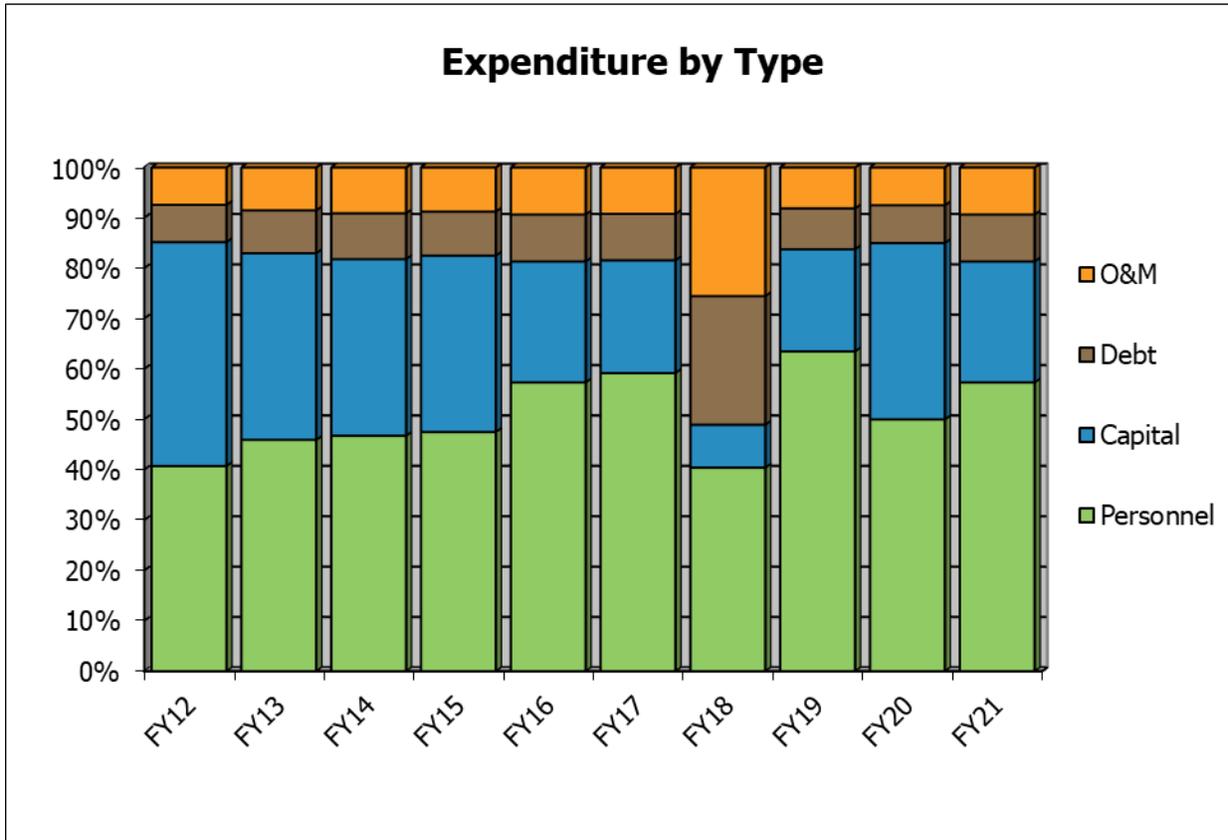


The graphs below depict the percentage of total budget, per major category, for FY20 and FY21.





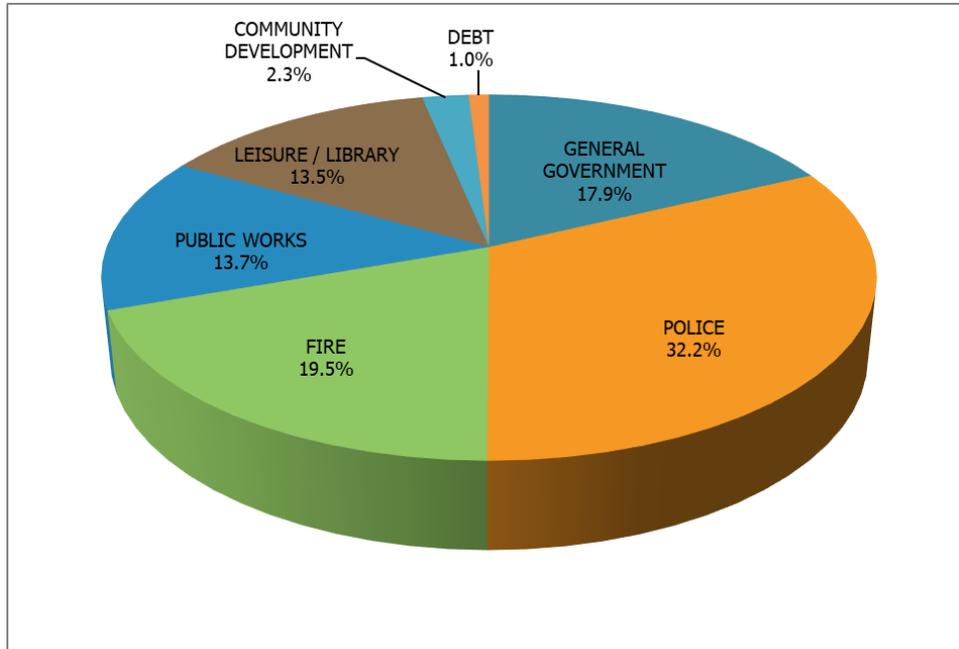
The graph below depicts the percentage of total expenditures by category for FY12-FY21.





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. FY21 General Fund expenditures total \$42,953,925. The chart below illustrates the FY21 General Fund budget percentage by major category.



The largest percentage of general fund expenditures is Public Safety (Police and Fire) representing 51.7% of the total expenditures in the General Fund. The next largest expenditure occurs in General Government (17.9%), followed by Public Works (13.7%), 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 FY12.

**Percentage of General Fund Expenditures by Department**

	FY12	FY13	FY14	FY15	FY16	FY17	FY18	FY19	FY20	FY21
General Government	19%	21%	19%	20%	15%	19%	17%	18%	17%	18%
Police	28%	29%	30%	32%	31%	32%	30%	30%	32%	32%
Fire	15%	16%	15%	17%	17%	19%	24%	18%	21%	20%
Public Works	21%	20%	22%	20%	19%	18%	17%	17%	14%	14%
Leisure & Library	13%	12%	11%	10%	11%	10%	9%	14%	12%	14%
Community Development	3%	3%	3%	2%	3%	3%	3%	3%	2%	2%
Debt	1%	1%	1%	0.4%	0.3%	0.3%	0.4%	0.8%	0.7%	1.0%

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 one percent from FY20 to FY21 largely as a result of implementation of the 2019 classification and compensation plan and large increases to the cost of the Public Safety Personnel Retirement System (PSPRS). In addition, the City relies heavily on volunteers and Department of Correction personnel to reduce personnel expenditures where possible.

As demonstrated by the chart on the following page, Personnel Expenses consistently grew from FY06 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 FY21, the City reclassified one position in Police and funded one more Police Officer position.



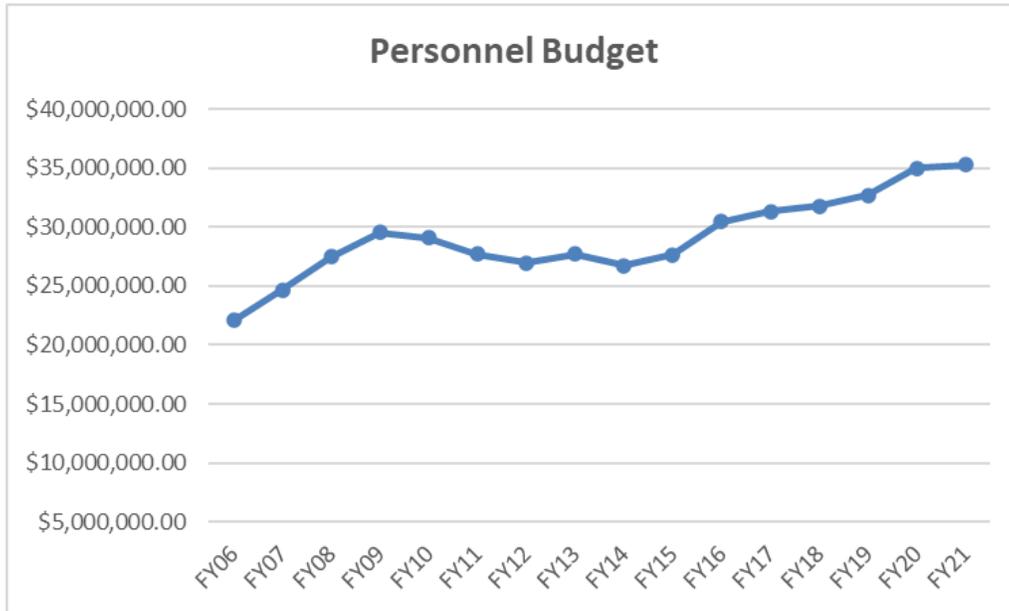
	Personnel Budget	% Change
FY06	\$ 22,064,958	0%
FY07	\$ 24,649,386	12%
FY08	\$ 27,498,627	12%
FY09	\$ 29,529,921	7%
FY10	\$ 29,055,856	-2%
FY11	\$ 27,697,934	-5%
FY13	\$ 27,714,442	3%
FY14	\$ 26,741,763	-4%
FY15	\$ 27,634,917	3%
FY16	\$ 30,481,244	10%
FY17	\$ 31,342,517	3%
FY18	\$ 31,804,910	1%
FY19	\$ 32,698,684	3%
FY20	\$ 34,988,408	7%
FY21	\$ 35,252,951	1%

The FY21 budget includes maintenance of the classification and compensation adjustments that took effect in August 2019. 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 FY21 as a result of increases of the City's contribution to the State's Public Safety Personnel Retirement System.

Since FY08, the City has seen its 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 FY21. These include yearly capital street maintenance and year five of the police Crown Victoria replacement. These are just two 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 FY06-FY21. The amounts fluctuate considerably from year to year depending on potential grant funded capital projects. The FY21 budget increased from the FY20 budget by \$1,616,765. Many capital requests were added into the tentative budget in order according to the five year Capital Maintenance and Replacement Plan.

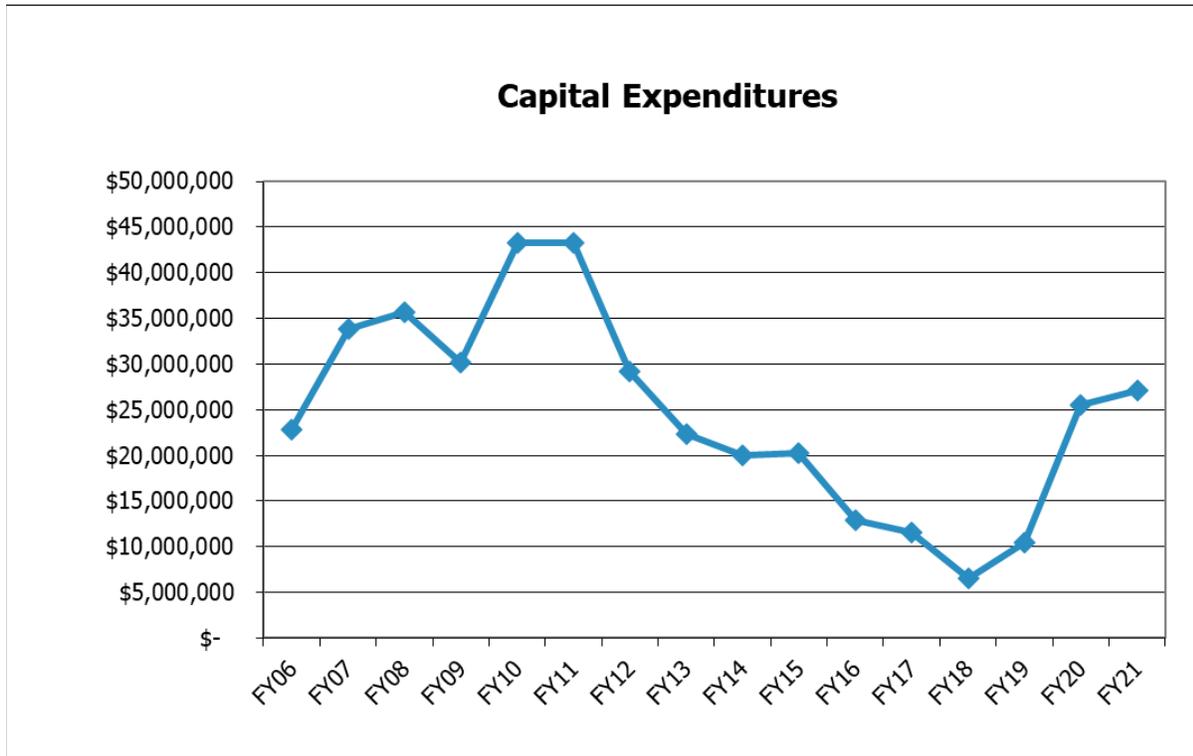
The Five Year Capital Replacement plan is displayed in the back of this budget book. The items that were funded are also included in the back of the budget book.



	Capital Budget	% Change
FY06	\$ 22,850,167	
FY07	\$ 33,814,025	48%
FY08	\$ 35,637,431	5%
FY09	\$ 30,239,735	-15%
FY10	\$ 43,249,715	43%
FY11	\$ 43,249,715	0%
FY12	\$ 29,221,789	-32%
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%
FY21	\$ 27,139,860	6%

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 FY21, the City's debt increased.

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



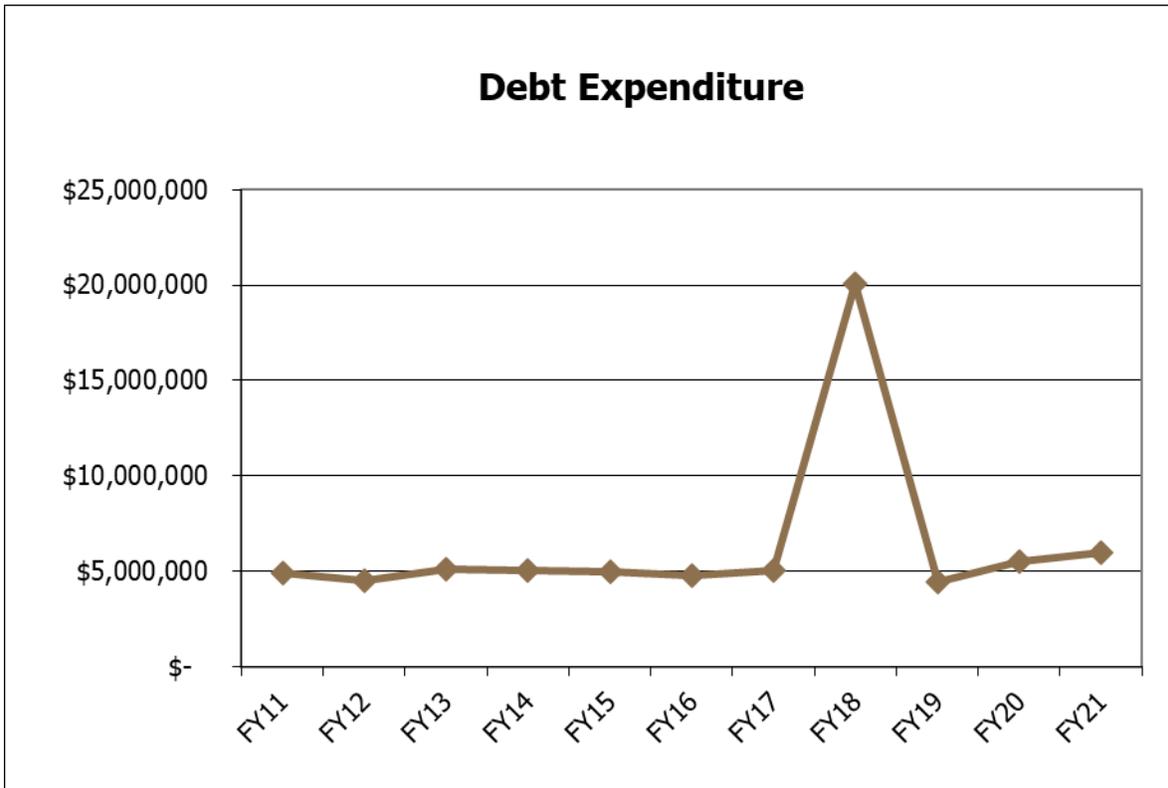
	Debt Budget	% Change
FY11	\$ 4,894,543	0%
FY12	\$ 4,512,635	-7.8%
FY13	\$ 5,133,063	13.7%
FY14	\$ 5,016,872	-2.3%
FY15	\$ 5,000,900	-0.3%
FY16	\$ 4,771,863	-4.9%
FY17	\$ 5,021,109	5%
FY18	\$20,090,818	300%
FY19	\$ 4,435,082	-78%
FY20	\$ 5,536,880	24.8%
FY21	\$ 5,984,174	34.9%

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 FY11-FY21. 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.

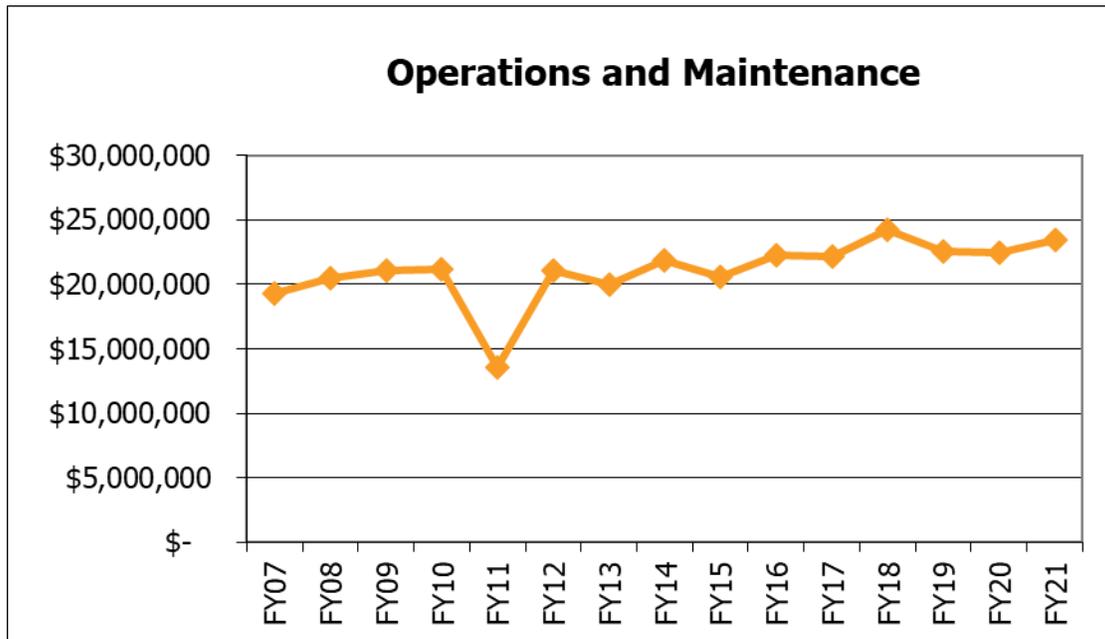


Operations and Maintenance

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 FY21 by recommending O&M reductions where possible. The decrease in O&M for FY21 is largely due to the reduction of revenues and expenditure cuts. The table and graph show the percent change in the O&M budget since FY07.



	O&M Budget	% Change
FY07	\$ 19,294,504	0%
FY08	\$ 20,446,715	6%
FY09	\$ 21,076,286	3%
FY10	\$ 21,195,362	1%
FY11	\$ 13,516,816	-36%
FY12	\$ 21,073,846	56%
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	\$ 22,422,725	0%
FY21	\$ 23,480,645	4%





Authority

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

Basis of Accounting

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

Basis of Budgeting

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

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

Financial Publications

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

Budget Timeline

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

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

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

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



Revenue and Expenditure Estimates

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

End-of-Year Encumbrances

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

Capital Maintenance

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

Cost recovery

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

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

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

Capital Improvements

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



construction and the estimated ongoing annual operating costs. The second part of the capital improvement plan shall cover years six (6) through ten (10). The information presented in this part shall include longer term projects estimated to be potentially funded by impact development fees.

Debt Service Issuance and Limitations

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

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

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

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

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

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

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

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



Bond Rating Goals

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

Investments

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

Human resources

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

The City shall 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. The City of Sierra Vista maintains 21 funds and the revenue budgeted equals the expenditures budgeted for all 21 funds. The City is pleased to be able to balance the FY21 budget, while providing a high level of service to the citizens of Sierra Vista.



Introduction

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

Balanced Budget Requirement

The State of Arizona requires that cities present a balanced budget. This means that the budgeted revenue must equal the budgeted expenditures for all funds. The City of Sierra Vista maintains 21 funds and the revenue budgeted equals the expenditures budgeted for all 21 funds. The City is pleased to be able to balance the FY21 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 (FY20), and the current fiscal year (FY21).

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 FY21, \$372,034 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 (FY20) and this fiscal year (FY21) as is an analysis of the revenue source and any current economic conditions affecting their levels.

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

Fund Accounting

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



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

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

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

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

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

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

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



General Fund Revenue

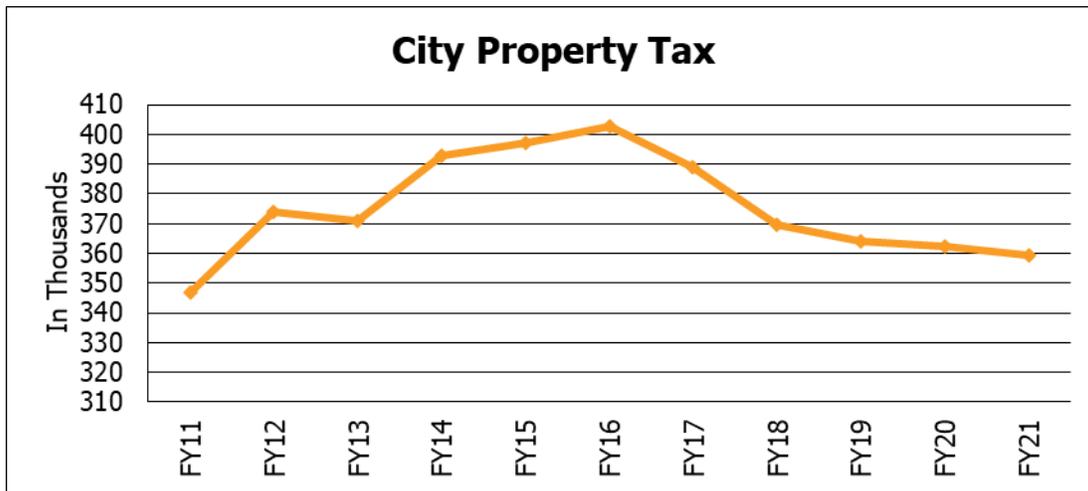
The largest fund of the City, the General Fund, comprises 47 percent (or \$40,235,603) of the proposed FY21 budget revenues. Services included in this fund include Public Safety, Leisure and Library Services, Facility Maintenance, Development Services, and General Government Administration. The State 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

General Fund Revenue				
Revenue	FY20	FY21	% Change	% of GF
Local				
Taxes				
Property	\$ 368,260	\$ 372,034	1.0%	0.9%
Sales	\$ 15,439,593	\$ 15,439,593	0.0%	38.4%
Total Local Taxes	\$ 15,807,853	\$ 15,811,627	0.0%	39.3%
Fees				
Ambulance	\$ 1,975,000	\$ 2,050,000	3.8%	5.1%
Development	\$ 25,000	\$ 28,500	14.0%	0.1%
Public Safety	\$ 70,000	\$ 35,000	-50.0%	0.1%
Public Works	\$ 1,432,880	\$ 1,376,500	-3.9%	3.4%
Leisure	\$ 1,253,691	\$ 570,985	-54.5%	1.4%
Cove	\$ 249,920	\$ 84,900	-66.0%	0.2%
Recreational Classes	\$ 1,003,771	\$ 23,987	-97.6%	0.1%
General Gov.	\$ 16,000	\$ 26,000	62.5%	0.1%
Total Local Fees	\$ 4,772,571	\$ 4,195,872	-12.1%	10.4%
Licenses				
Bldg. Permits	\$ 275,000	\$ 275,000	0.0%	0.7%
Franchise	\$ 1,350,000	\$ 1,400,000	3.7%	3.5%
Business	\$ 145,000	\$ 145,000	0.0%	0.4%
Animal Control	\$ 35,000	\$ 35,000	0.0%	0.1%
Misc. Fees	\$ -	\$ 65,000	0.0%	0.2%
Right of Way	\$ 20,000	\$ 20,000	0.0%	0.0%
Total Local Licenses	\$ 1,825,000	\$ 1,855,000	1.6%	4.6%
Total Local	\$ 22,405,424	\$ 21,862,499	-2.4%	54.3%
Other				
Transfers Out	\$ (373,740)	\$ (194,057)	-48.1%	-0.5%
LTAF	\$ (370,000)	\$ (108,000)	-70.8%	-0.3%
Grants	\$ (3,740)	\$ (6,057)	62.0%	0.0%
Dev Fees	\$ -	\$ (80,000)	0.0%	-0.2%
Unemployment	\$ -	\$ -	0.0%	0.0%
Transfers In	\$ 1,452,500	\$ 2,516,130	73.2%	6.3%
CIF	\$ 1,452,500	\$ 2,516,130	73.2%	6.3%
Grants	\$ -	\$ -		
Note Proceeds	\$ 652,500	\$ 1,352,800	107.3%	3.4%
Interest	\$ 20,000	\$ 20,000	0.0%	0.0%
Contributions	\$ 1,000	\$ 1,500	50.0%	0.0%
Abatements	\$ -	\$ 7,500	0.0%	0.0%
Vacant Home Reg.	\$ -	\$ 6,000	0.0%	0.0%
Library Fines	\$ 18,000	\$ 18,000	0.0%	0.0%
Local Gov. Payments	\$ 1,587,959	\$ 1,053,193	-33.7%	2.6%
Misc. Revenue	\$ 521,753	\$ 575,753	10.3%	1.4%
Total Other	\$ 3,879,972	\$ 5,356,819	38.1%	13.3%
State				
Taxes				
Sales	\$ 4,419,343	\$ 4,419,343	0.0%	11.0%
Income	\$ 5,566,139	\$ 6,251,602	12.3%	15.5%
Auto	\$ 2,250,000	\$ 2,150,000	-4.4%	5.3%
Total State Taxes	\$ 12,235,482	\$ 12,820,945	4.8%	31.9%
Grants				
Grants	\$ 353,488	\$ 195,340	-44.7%	0.5%
Total G.F. Rev.	\$ 38,874,366	\$ 40,235,603	3.5%	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 FY21 resulting in a total levy amount of \$372,034. The FY21 property tax levy amount corresponds to a tax rate of \$0.1106 per \$100 of assessed value.

According to the Arizona State Constitution, Article IX, Section 19, the City can only increase their total primary tax levy by two percent each year. In the FY21 budget, the tax levied has increased due to increased assessed valuation of property in Sierra Vista. The tax levy for FY21 is \$372,034.

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: \$372,034



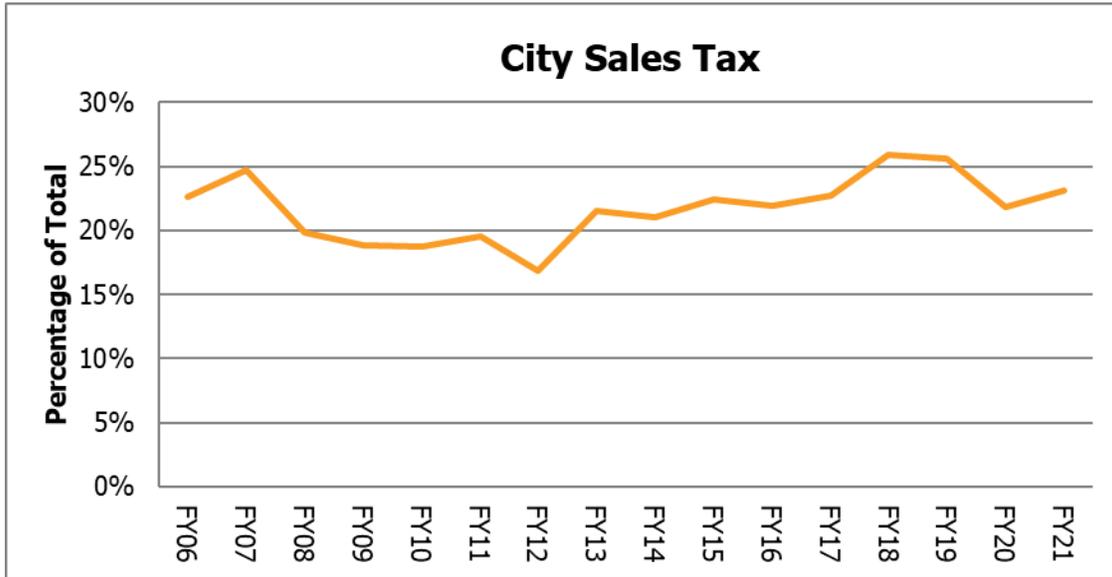
Example of Property Tax

Market Value	Assessed Value (10% of Market Value)	Tax Rate \$0.1106 per \$100 Assessed Value
\$100,000	\$10,000	$(\$10,000/\$100) * \$0.1106 = \11.06

A resident with a \$100,000 home would pay \$11.06 in City Property Taxes.

In FY21 the tax rate for the primary property tax is 0.1106 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.

2021 Property Tax Levy		
	Primary	Secondary
Cochise County	2.6747	
Bisbee	2.4845	
Douglas	1.1591	
Tombstone	0.8939	0.8823
Huachuca City	1.3373	
Benson	0.8693	
Willcox	0.3892	0.8200
Sierra Vista	0.1106	



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 the same in the expected year-end City sales tax figures in FY21 as in FY20. The projection is a result of COVID-19's influence on the sales market. 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 Statute (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 FY21 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 FY21 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 FY21 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 FY21 is 2.45 percent, unchanged from FY12.

Restaurant/Bar

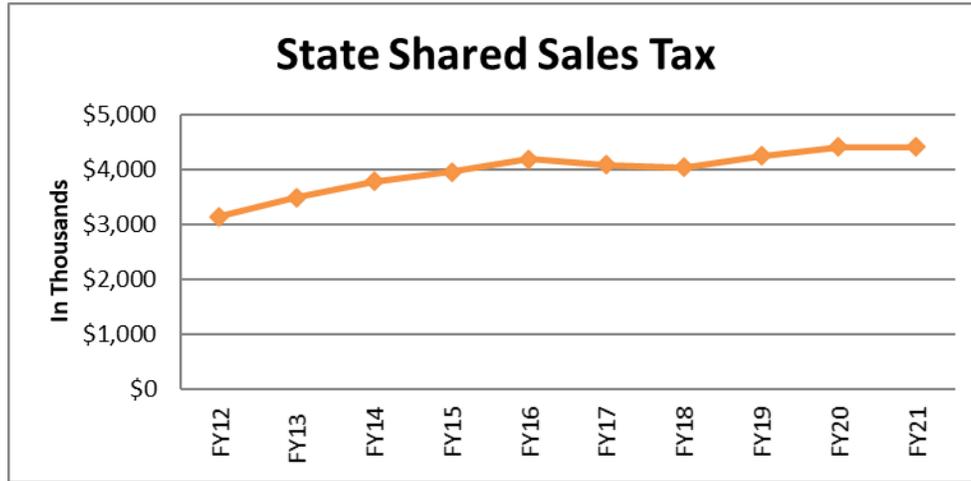
Section _A-455. The Restaurant classification is comprised of the business activity upon every person engaging or continuing in the business of preparing or serving food or beverage in a bar, cocktail lounge, restaurant, or similar establishment where articles of food or drink are prepared or served 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 FY21 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.

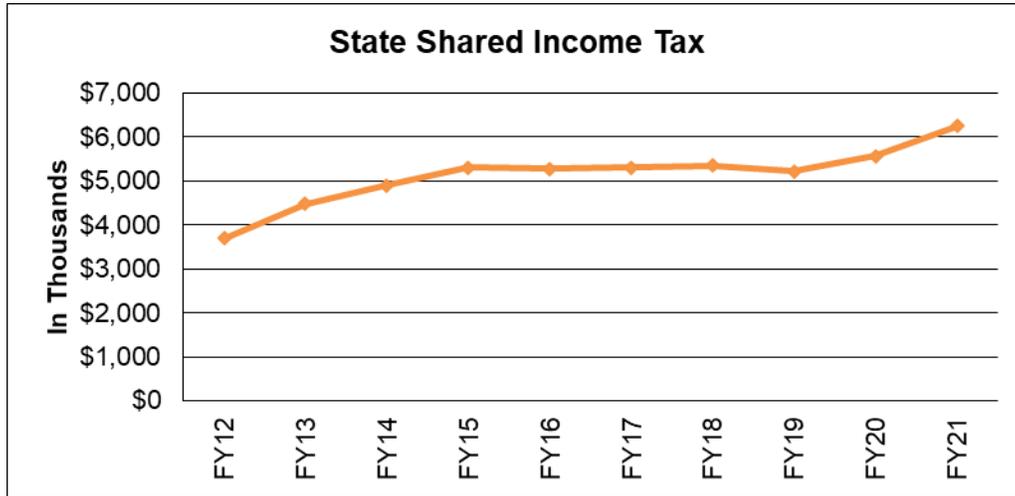


Description

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



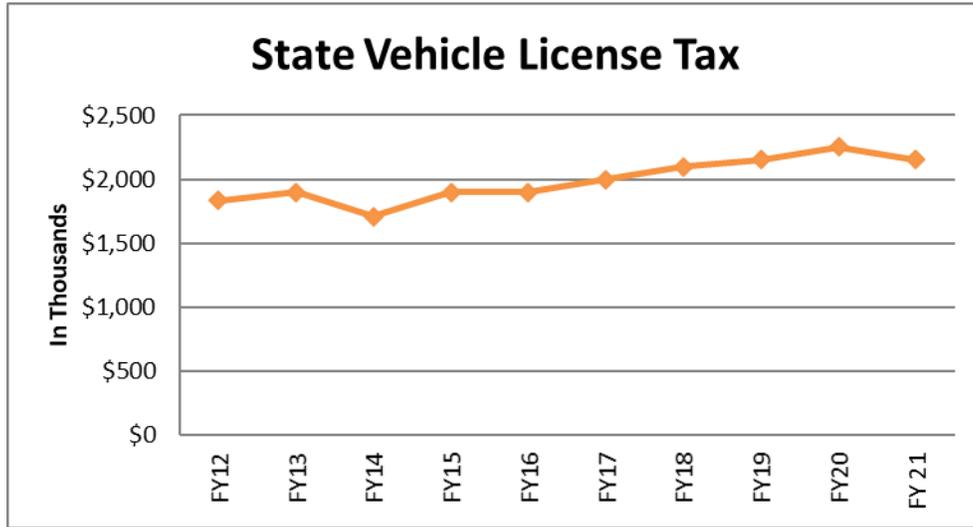
Description

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 2019 income taxes in FY21.

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 FY21 Budget for income tax revenues increased 11 percent from FY20.

General Fund Contribution: \$6,251,602

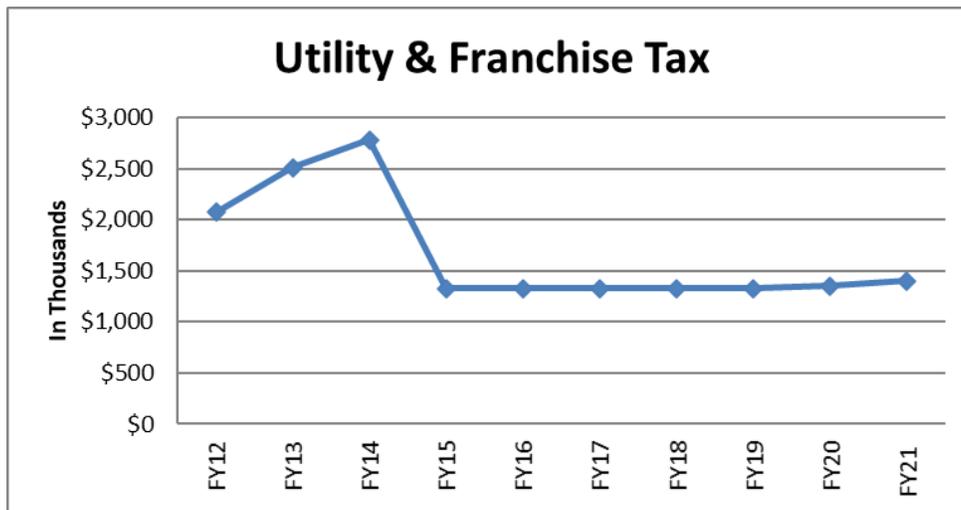


Description

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 FY21, the City projects a 4% decrease in levels from FY20.

General Fund Contribution: \$2,150,000



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 \$1,400,000 in FY21.

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 FY21 Budget.

General Fund Contribution: \$1,400,000

Current rates

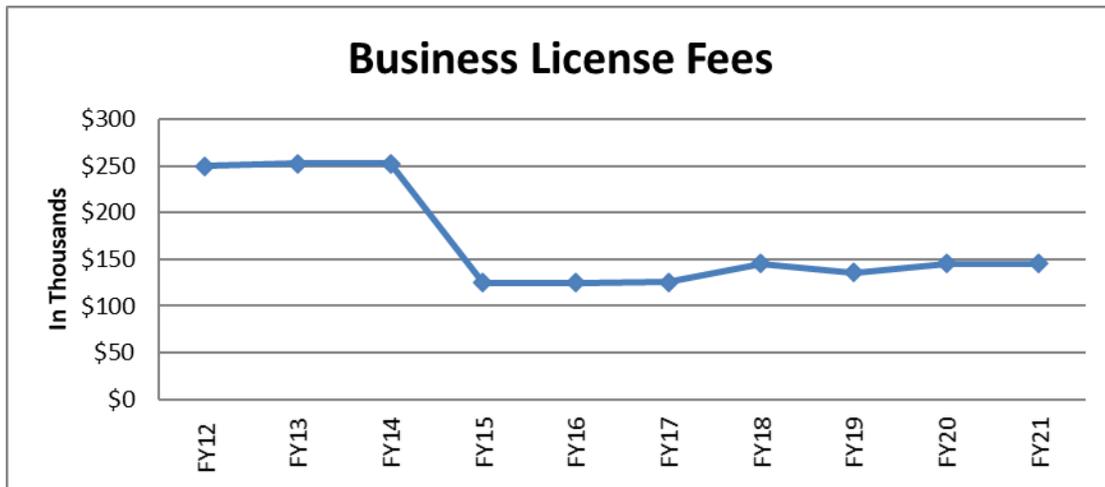
SSVEC- 4% Franchise (2% Transaction Privilege Tax, 2% Franchise)

SWG- 5% Franchise (2% Transaction Privilege Tax, 2% Franchise, 1% Right-of-Way)

Water- 2% Utility

Phone- 2% Utility

Cox- 5% License

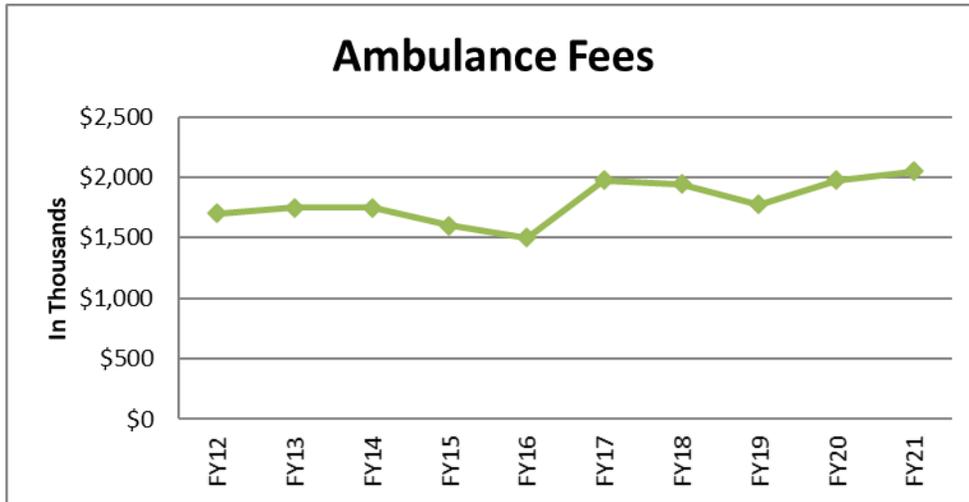


Description

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 FY21.

General Fund Contribution: \$145,000



Description

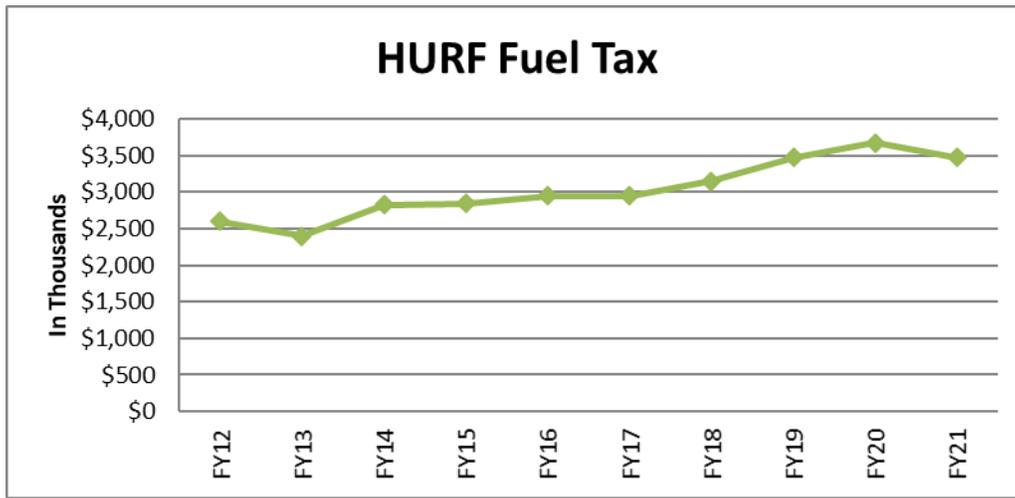
The City charges state-approved rates for ambulance services. The revenue received over the last several years has remained level, even as call volume has seen a rather substantial increase. Due to this increase, a peak-hours ambulance was put into service, an attempt to offset and keep up with the patient 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 FY20.

General Fund Contribution: \$2,050,000



Highway User Revenue Fund (HURF) Revenue



Estimated HURF fuel tax revenue totals \$3,475,000 in the FY21 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 FY20 as a result of grant funding proceeds that are currently available. The following table compares budgeted FY20 and FY21 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.



Highway User Revenue Fund (HURF)

The following table compares budgeted FY20 and FY21 total HURF revenues.

	FY20 Budget	FY21
Fuel Tax	\$ 3,675,000	\$ 3,475,000
Grants	\$ 3,718,755	\$ 956,398
Local Gov.	\$ 15,000	\$ 3,247,540
Note Proceeds	\$ -	\$ 99,000
Transfers In	\$ -	\$ -
Misc. Revenue	\$ 10,000	\$ -
Carryover	\$ 700,000	\$ 1,420,032
Total	\$ 8,118,755	\$9,197,970



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.

	FY20 Budget	FY21 Budget
Carryover	\$ 183,602	\$ -
Lease Revenue	\$ 19,200	\$ 19,200
Grants	\$ 1,003,529	\$ 1,395,466
Bus Fares	\$ 114,000	\$ 100,000
Transfers In – CIF	\$ -	\$ -
Transfers In – General Fund	\$ 370,000	\$ 108,000
Misc. Revenue	\$ 1,000	\$ 1,000
Total	\$ 1,691,331	\$ 1,623,666

The City receives grant and operational revenue associated with Vista Transit. This fiscal year, \$1,395,466 in grants funding (for regular administration, operation, and capital) plus \$100,000 in bus fare revenue receipts are anticipated.

The \$108,000 General Fund transfer-in is to fund shortfalls in Transit revenues needed to operate the City's transit system. This amount decreased \$262,000 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 FY20 and FY21 budgeted revenues for this fund. The Airport Fund increased \$1,632,946. The increase is largely due to carryover funds. There was no available CIF transfer-in or transfer-out from the Capital Improvements Fund.

	FY20 Budget	FY21 Budget
Carryover	\$ 183,419	\$ 826,270
FAA/ADOT Grants	\$ 82,500	\$ 1,098,595
Gas & Oil Revenues	\$ 685,000	\$ 685,000
Leases	\$ 211,000	\$ 190,000
Transfer Out-CIF	\$ -	\$ -
Transfer In-CIF	\$ -	\$ -
Misc Revenue	\$ 5,000	\$ -
Total	\$ 1,166,919	\$ 2,799,865



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.

	FY20	F21
Carryover	\$ 194,500	\$ 194,500
Local Gov. Payments	\$ -	\$ 50,000
Police Special Revenue	\$ 75,000	\$ 75,000
Total	\$ 269,500	\$ 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.

	FY20	FY21
Carryover	\$ 13,382	\$ 9,329
Federal Grants	\$ 839,011	\$ 5,256,407
State Grants	\$ 80,000	\$ 78,785
Organizational Grants	\$ 2,210,000	\$ 929,500
Local Gov. Payments	\$ 41,960	\$ 64,773
Transfer-In GF	\$ 3,740	\$ 6,057
Total	\$ 3,188,093	\$ 6,344,851

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 FY21 in the amount of \$195,197. The City budgets the full account balances in FY21 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 FY21.

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 FY21, the revenue estimates break down as follows:

	FY20 Budget	FY21 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.

	FY20 Budget	FY21 Budget
Carryover*	\$ -	\$ -
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.

	FY20 Budget	FY21 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.

	FY20 Budget	FY21 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.

	FY20 Budget	FY21 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 FY20 and FY21 budgeted CIF revenues.

	FY20 Budget	FY21 Budget
Carryover*	\$ 355,657	\$ 4,287,044
City Sales Tax	\$ 4,154,880	\$ 4,154,880
Bond Proceeds	\$ 13,718,000	\$ -
Sale of Fixed Assets	\$ 500,000	\$ 500,000
Transfer Out-General	\$ (1,452,500)	\$ (2,516,130)
Transfer Out-Park Dev. Fees	\$ (126,630)	\$ -
Transfer Out-Airport	\$ -	\$ -
Transfer Out-HURF	\$ -	\$ -
Transfer Out-SVMPC-I&R	\$ (3,471,300)	\$ (3,925,794)
Transfer In-Airport Fund	\$ -	\$ -
Total	\$ 13,678,107	\$ 2,500,000

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 listed from FY20 is 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.

	FY20 Budget	FY21 Budget
Transfer In-CIF	\$ 3,471,300	\$ 3,925,794
Transfer In-Sewer	\$ -	\$ -
Transfer In-Park Development Fees	\$ -	\$ -
Transfer In-Police Development Fees	\$ -	\$ -
Transfer in- Fire Development Fees	\$ -	\$ -
Bond Proceeds	\$ -	\$ -
Total	\$ 3,471,300	\$ 3,925,794



Sewer Enterprise Fund Revenue

For FY21, total budgeted revenues for the Sewer Enterprise Fund are \$5,345,765, an decrease of \$216,947 from last year's budget of \$5,562,712.

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.

The revenue projections for this fund depend on the size of the customer base and the planned expenditures for FY21.

The following table displays the FY20 and FY21 budgeted revenues. The revenue for this fund decreased by 4 percent from last year mostly due to the completion of the notes payable being used to pay off municipal bonds and a decrease in the capital contributed by developers.

	FY20 Budget	FY21 Budget
Carryover	\$ 682,719	\$ 1,295,772
Sewer Service Charges	\$ 3,534,493	\$ 3,534,493
Capital Service Charges	\$ -	\$ -
Sewer Usage Charges	\$ -	\$ -
Sewer Connection Fees	\$ 200,000	\$ 200,000
Delinquencies	\$ 1,000	\$ -
Miscellaneous	\$ 100,000	\$ 100,000
Capital Contributed by Developers	\$ 500,000	\$ 175,000
Notes Payable	\$ 544,500	\$ 40,500
Capital Reimbursement	\$ -	\$ -
Transfer Out- SVMPC	\$ -	\$ -
Total	\$ 5,562,712	\$ 5,345,765



Refuse Enterprise Fund Revenue

For FY21, revenues for the Refuse Enterprise Fund total \$5,472,628, an increase of \$529,332 from the FY20 budgeted total of \$4,943,296.

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 FY21 Budget included a 15 percent residential route rate increase due to rising landfill prices and changes to state law regarding commercial refuse collection.

In FY20, 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 FY20 and FY21 budgeted revenues for the Refuse Enterprise Fund.

	FY20 Budget	FY21 Budget
Carryover	\$ 932,520	\$ -
State Grants	\$ -	\$ 578,544
Refuse Charges	\$ 3,900,776	\$ 4,143,584
Delinquency Charges	\$ 30,000	\$ 30,000
Interest	\$ -	\$ -
Note Proceeds	\$ -	\$ 625,500
Compost	\$ 75,000	\$ 90,000
Miscellaneous	\$ 5,000	\$ 5,000
Total	\$ 4,943,296	\$ 5,472,628



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 no changes to the employee contributions for FY21. The City's plan is healthy and assured that the plan will remain self-funded.

	FY20 Budget	FY21 Budget
Employees	\$ 3,988,500	\$ 3,988,500
COBRA Premiums	\$ 11,000	\$ 11,000
Recovery Income	\$ 200,000	\$ 200,000
Dental	\$ 210,000	\$ 210,000
Interests	\$ 25,000	\$ 25,000
Total	\$ 4,434,500	\$ 4,434,500

Unemployment Fund

The City of Sierra Vista maintains an unemployment fund. The fund is funded with \$25,000 in carryover. FY21 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.



Internal Service Funds

A recap of the projected FY21 revenues by fund compared to FY20 follows:

Revenue Summary by Fund				
	<u>FY20</u>	<u>FY21</u>	<u>% of Whole</u>	<u>Change</u>
General	\$ 38,874,366	\$ 40,235,603	46.85%	3.50%
Special Revenue				
Highway User Revenue Fund	\$ 8,118,755	\$ 9,197,970	10.71%	13.29%
Local Transportation Fund	\$ 1,691,331	\$ 1,623,666	1.89%	-4.00%
Airport	\$ 1,166,919	\$ 2,799,865	3.26%	139.94%
Police Special Revenue	\$ 319,500	\$ 319,500	0.37%	0.00%
Grants	\$ 3,188,093	\$ 6,344,851	7.39%	99.02%
Criminal Justice Enhancement	\$ 300	\$ 300	0.00%	0.00%
Donation	\$ 617,990	\$ 195,197	0.23%	-68.41%
Park Development Impact Fee	\$ 126,630	\$ 126,630	0.15%	0.00%
Library Impact Fee	\$ -	\$ -	0.00%	0.00%
Police Impact Fee	\$ -	\$ -	0.00%	0.00%
Transportation Impact Fee	\$ -	\$ -	0.00%	0.00%
Fire Impact Fee	\$ -	\$ -	0.00%	0.00%
Metropolitan Planning Org.	\$ 653,820	\$ 628,752	0.73%	-3.83%
SEACOM		\$ 2,597,435	3.02%	0.00%
Tourism	\$ -	\$ -	0.00%	0.00%
Capital				
Capital Improvement Fund	\$ 13,855,595	\$ 2,500,000	2.91%	-81.96%
Debt Service				
SVMPC I&R	\$ 3,471,300	\$ 3,925,794	4.57%	13.09%
Internal Services				
Health and Accident	\$ 4,434,500	\$ 4,434,500	5.16%	0.00%
Unemployment	\$ 25,000	\$ 25,000	0.03%	0.00%
Self Insured Retention	\$ 100,000	\$ 100,000	0.12%	0.00%
Enterprise				
Sewer	\$ 5,562,712	\$ 5,345,765	6.23%	-3.90%
Refuse	\$ 4,943,296	\$ 5,472,628	6.37%	10.71%
Total All Funds	\$87,150,107	\$85,873,456	100%	-1%



Introduction

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

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

Expenditure Table

The table below contains total expenditures by category. The table includes the difference between FY20 and FY21 figures, and the percent change between the two years. The most significant change in the FY21 budget is the decrease in funding certain capital projects. The fund balance in this table will be used in the subtraction tables after each category.

	FY20 Budget	FY21 Budget	Difference	% Change	% Total
Personnel	\$ 34,988,408	\$ 35,252,951	\$ 264,543	1%	41%
O&M	\$ 22,422,724	\$ 23,480,645	\$ 1,057,921	5%	27%
Capital	\$ 24,202,095	\$ 21,155,686	\$ (3,046,409)	-13%	25%
Debt	\$ 5,536,880	\$ 5,984,174	\$ 447,294	8%	7%
Total	\$ 87,150,107	\$ 85,873,456	\$ (1,276,651)	-1%	100%



Department Budget Summary

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

Departmental Budget Summary - FY 2021

Department	Personnel	O & M	Capital	Total	% of Total
Mayor/Council	\$ 67,155	\$ 75,831	\$ -	\$ 142,986	0.2%
City Manager	2,170,265	1,540,320	-	3,710,585	4.3%
Administrative Services	2,154,659	1,780,950	265,250	4,200,859	4.9%
Court/Legal	156,559	160,300	-	316,859	0.4%
General Government	679,341	4,977,000	-	5,656,341	6.6%
Police	10,470,127	2,057,888	1,155,000	13,683,015	15.9%
Fire	7,134,700	488,919	800,000	8,423,619	9.8%
SEACOM	1,778,565	515,183	303,687	2,597,435	3.0%
Public Works	6,300,716	10,194,227	15,226,949	31,721,892	36.9%
Leisure & Library	3,420,173	889,932	3,404,800	7,714,905	9.0%
Community Development	780,759	311,275	-	1,092,034	1.3%
Debt Service	-	-	5,984,174	5,984,174	7.0%
MPO	139,932	488,820	-	628,752	0.7%
Totals	\$ 35,252,951	\$ 23,480,645	\$ 27,139,860	\$ 85,873,456	
% of Total	41.05%	27.34%	31.60%	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 (FY21) and the previous budget year (FY20). The personnel section also includes the personnel expense by department for FY21 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 (FY21) and the previous budget year (FY20). A table of O&M expenses per department is also included in this section.

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

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



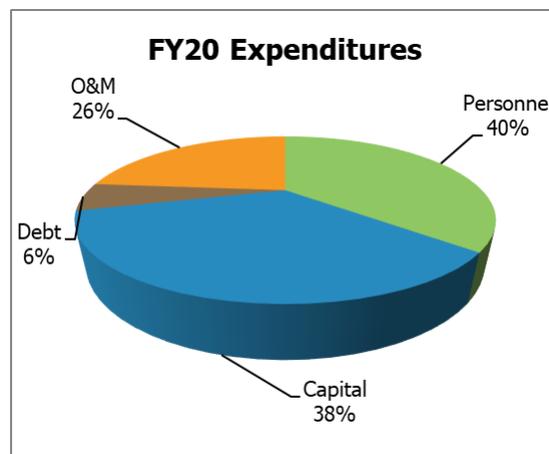
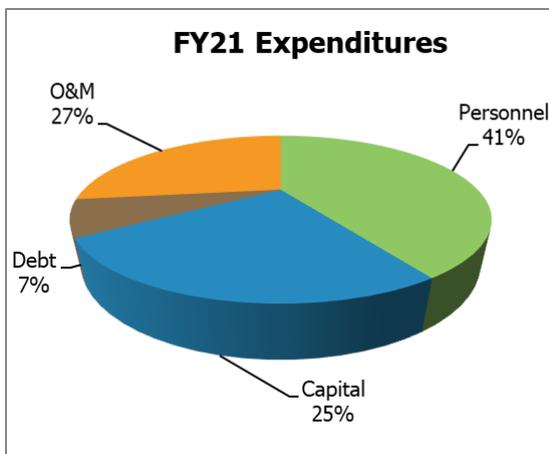
FY 21 Expenditure Summary by Fund

	Capital	Personnel	Debt	O&M	Total
General	\$ 3,467,250	\$ 29,754,728	\$ 401,680	\$ 9,330,267	\$ 42,953,925
Special Revenue					
Highway User Revenue Fund	\$ 6,139,449	\$ 1,098,056	\$ 79,908	\$ 1,490,202	\$ 8,807,615
Local Transportation Fund	\$ 400,000	\$ 684,941		\$ 538,725	\$ 1,623,666
Airport	\$ 1,940,500	\$ 73,018	\$ 75,347	\$ 711,000	\$ 2,799,865
Police Special Revenue	\$ 150,000			\$ 169,500	\$ 319,500
Grants	\$ 5,159,800			\$ 1,185,051	\$ 6,344,851
Criminal Justice Enhancement				\$ 300	\$ 300
Donation				\$ 195,197	\$ 195,197
Park Development Impact Fee			\$ 126,630		\$ 126,630
Library Impact Fee					\$ -
Police Impact Fee					\$ -
Transportation Impact Fee					\$ -
Fire Impact Fee					\$ -
Metropolitan Planning Org		\$ 139,932		\$ 488,820	\$ 628,752
SEACOM	\$ 303,687	\$ 1,778,565		\$ 515,183	\$ 2,597,435
Capital					
Capital Improvement Fund	\$ 2,500,000				\$ 2,500,000
Debt Service					
SVMPC I&R			\$ 3,925,794		\$ 3,925,794
Internal Services					
Health and Accident				\$ 4,434,500	\$ 4,434,500
Unemployment				\$ 25,000	\$ 25,000
Self Insured Retention				\$ 100,000	\$ 100,000
Enterprise					
Sewer	\$ 400,000	\$ 741,484	\$ 1,072,868	\$ 1,900,800	\$ 4,115,152
Refuse	\$ 695,000	\$ 982,227	\$ 301,947	\$ 2,396,100	\$ 4,375,274
Total All Funds	\$21,155,686	\$35,252,951	\$ 5,984,174	\$23,480,645	\$ 85,873,456



Expenditure Graph

The below graphs depict the four categorical groups as a percent of total City expenditures. Figures are provided for the current year (FY21) and the previous year (FY20). Personnel expenditure (41 percent) comprises the largest percentage of expenditures in FY21, followed by Operations & Maintenance (27 percent), Capital (25 percent), and Debt service at seven percent.

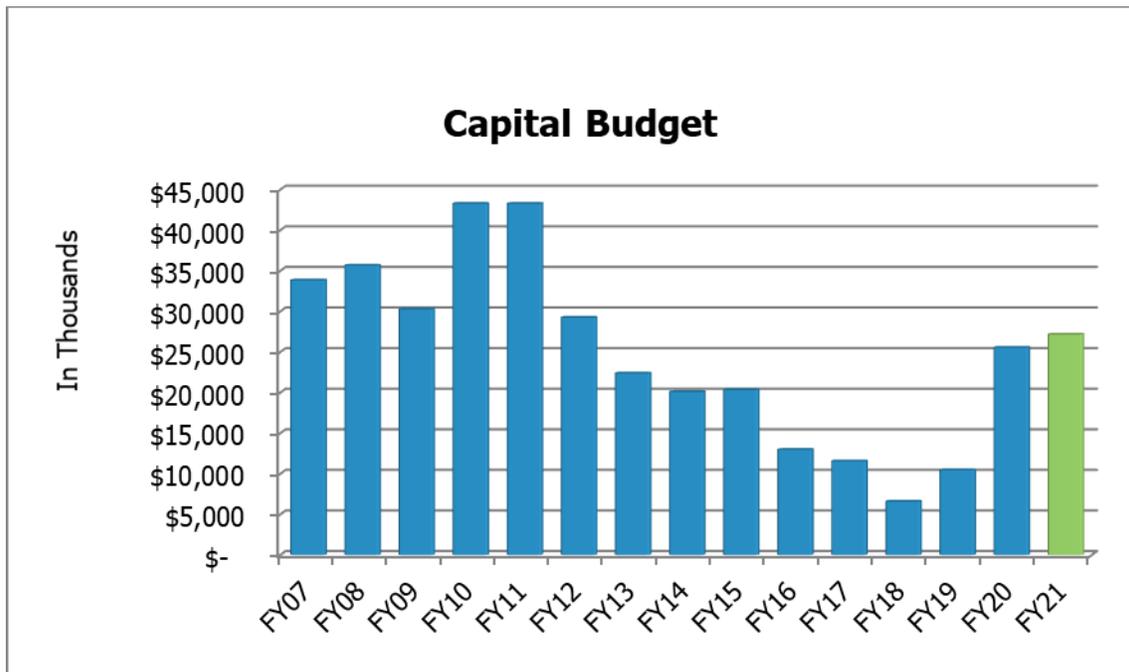




Capital Expenditures

The FY21 recommended capital budget equals \$21,155,686; a decrease of \$4,367,409 (or 17%) from the FY20 total of \$25,523,095.

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 \$21,155,686 in Capital Improvement Projects in FY21. 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 FY21 are the General, Capital Improvement, Development Fees, Highway User Revenue Fund (HURF), LTAF and Grants.

The FY21 Capital Summary and General Fund/Capital Improvement Funds are listed below by location where funds are allocated in the Budget.



FY 21 Capital Summary				
ITEM/PROJECT	FUND	DEPARTMENT	BUDGETED COST	PAYMENT
LLS-Vehicle Replacement (2 pickups)	General	Fleet	\$ 70,000.00	Finance
LLS-Vehicle Replacement	General	Fleet	\$ 25,000.00	Finance
LLS- Vehicle Replacement (pickup 1 ton dump)	General	Fleet	\$ 60,000.00	Finance
LLS-Vehicle Replacement (pickup)	General	Fleet	\$ 35,000.00	Finance
Facilities-Vehicle Replacement (van)	General	Fleet	\$ 45,000.00	Finance
Fire-Staff Vehicles (2 total)	General	Fleet	\$ 67,000.00	Finance
Refuse-Front Load Refuse Truck	General	Fleet	\$ 330,000.00	Finance
Refuse-Side Load Refuse Truck	General	Fleet	\$ 330,000.00	Finance
Refuse Truck	General	Fleet	\$ 35,000.00	Finance
PD-Vehicle Replacement (7 total)	General	Fleet	\$ 500,000.00	Finance
PD-Vehicle Replacement Carryover	General	Fleet	\$ 500,000.00	Finance
School Land Acquisition	General	LLS	\$ 1,000,000.00	Finance
Fire Equipment (Medical Monitors)	General	Fire	\$ 150,000.00	Cash-CIF
Fire Replacement (SCBA Units)	General	Fire	\$ 150,000.00	Cash-CIF
Council Chamber Upgrade	General	IT	\$ 113,000.00	Cash-CIF
EMS Substation Design	General	Fire	\$ 100,000.00	Cash-CIF
Irrigation System Modification	General	LLS	\$ 150,000.00	Cash-CIF
Avenida Escuela Extension	General	Streets	\$ 65,000.00	Cash-CIF
Emission Control Devices for Fire Engines	General	Facilities	\$ 60,000.00	Cash
Female Locker Room	General	Facilities	\$ 150,000.00	Cash
City Hall Electrical	General	Facilities	\$ 50,000.00	Cash
Routers Cisco Main Internet	General	IT	\$ 40,000.00	Cash
Routers 2901-Quantity 13	General	IT	\$ 65,000.00	Cash
New Library VDI System for Patron Use	General	LLS	\$ 110,000.00	Grant
CDBG Grant Projects	HURF	Streets	\$ 63,000.00	Grant
Design & Install Adaptive Signal Controls	HURF	Streets	\$ 910,224.00	Grant
Fry / North Garden Project	HURF	Streets	\$ 2,497,540.00	Grant
Annual Street Maintenance	HURF	Streets	\$ 1,743,685.00	Grant
Adaptive Signal Controls-HSIP	HURF	Streets	\$ 910,224.00	Grant
Possible MPO Grant for Fry/North Garden	HURF	Streets	\$ 750,000.00	Grant
Vehicle Replacement	HURF	Streets	\$ 110,000.00	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
Fire Dept Card Readers	Grant	Fire	\$ 100,000.00	Grant
Fire Dept Emission Management	Grant	Fire	\$ 150,000.00	Grant
Fire Misc.	Grant	Fire	\$ 150,000.00	Grant
Potential Federal Stimulus	Grant	Facilities	\$ 4,000,000.00	Grant
Leisure and Library	Grant	Parks	\$ 20,000.00	Grant
Public Works	Grant	Parks	\$ 82,990.00	Grant
Community Development	Grant	Parks	\$ 471,810.00	Grant
Airport Apron Grant & Taxiway Pavement	Airport	Airport	\$ 100,000.00	Cash-Airport
Site Improvements at Airport	Airport	Airport	\$ 790,500.00	Cash-Airport
Construct Grant Apron	Airport	Airport	\$ 900,000.00	Cash-Airport
Construct upgrades to AWOS	Airport	Airport	\$ 150,000.00	Cash-Airport
Radio Upgrade -SUA II	SEACOM	SEACOM	\$ 303,687.00	Cash
Bar Screen Replacement	SEWER	PW	\$ 200,000.00	CIF
Septage Dump Metering	SEWER	PW	\$ 10,000.00	Cash
Dewatering Press Surge Suppression	SEWER	PW	\$ 20,000.00	Cash
Polymer Feed System	SEWER	PW	\$ 125,000.00	CIF
Sewer Vehicles	SEWER	PW	\$ 45,000.00	Finance
Schneider Carryover	CIF	PW	\$ 1,000,000.00	CIF
Rothery Improvements	CIF	Parks	\$ 500,000.00	CIF
Schneider Carryover	CIF	Parks	\$ 1,000,000.00	CIF
Arboc Bus Replacement	LTAf	Transit	\$ 150,000.00	Grant
Arboc Bus Replacement	LTAf	Transit	\$ 250,000.00	Grant



Capital By Fund	
General	\$3,362,000
HURF	\$6,984,673
LTAF	\$400,000
Capital Improvements	\$2,828,713
Police Special Revenue	\$150,000
Grant	\$5,089,800
Airport	\$1,940,500
Sewer	\$400,000
Total	\$21,155,686

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

**Expenditure Summary by Fund**

	FY21 Total Resources Available	Capital Expenditure	Subtotal Balance After Capital Deducted
General	\$ 42,953,925	\$ 3,467,250	\$ 39,486,675
		\$ -	
Special Revenue		\$ -	
Highway User Revenue Fund	\$ 8,807,615	\$ 6,139,449	\$ 2,668,166
Local Transportation Fund	\$ 1,623,666	\$ 400,000	\$ 1,223,666
Airport	\$ 2,799,865	\$ 1,940,500	\$ 859,365
Police Special Revenue	\$ 319,500	\$ 150,000	\$ 169,500
Grants	\$ 6,344,851	\$ 5,159,800	\$ 1,185,051
Criminal Justice Enhancement	\$ 300	\$ -	\$ 300
Donation	\$ 195,197	\$ -	\$ 195,197
Park Development Impact Fee	\$ 126,630	\$ -	\$ 126,630
Library Impact Fee	\$ -	\$ -	\$ -
Police Impact Fee	\$ -	\$ -	\$ -
Transportation Impact Fee	\$ -	\$ -	\$ -
Fire Impact Fee	\$ -	\$ -	\$ -
Metropolitan Planning Org	\$ 628,752	\$ -	\$ 628,752
SEACOM	\$ 2,597,435	\$ 303,687	\$ 2,293,748
Capital		\$ -	
Capital Improvement Fund	\$ 2,500,000	\$ 2,500,000	\$ -
		\$ -	
Debt Service		\$ -	
SVMPC I&R	\$ 3,925,794	\$ -	\$ 3,925,794
		\$ -	
Internal Services		\$ -	
Health and Accident	\$ 4,434,500	\$ -	\$ 4,434,500
Unemployment	\$ 25,000	\$ -	\$ 25,000
Self Insured Retention	\$ 100,000	\$ -	\$ 100,000
		\$ -	\$ -
Enterprise		\$ -	
Sewer	\$ 4,115,152	\$ 400,000	\$ 3,715,152
Refuse	\$ 4,375,274	\$ 695,000	\$ 3,680,274
Total All Funds	\$85,873,456	\$ 21,155,686	\$ 64,717,770



Personnel Expenditures

People represent the heart of any service organization and a significant investment of financial resources. The FY21 expenditures for personnel (including benefits) total \$35,252,951 (41%) of the proposed FY21 budget, an increase of \$161,104 (1%) above the FY20 personnel budget total of \$35,091,847. The increase is primarily due to maintaining the classification and compensation plan to adjust for minimum wage increases.

Benefits are projected to be \$12,522,033 and represent 36 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 FY20 and FY21 personnel budgets by fund.

	FY20	FY21	Change
General	\$ 27,277,057	\$ 29,754,728	\$ 2,477,671
HURF	\$ 1,505,016	\$ 1,098,056	\$ (406,960)
LTAf	\$ 801,587	\$ 684,941	\$ (116,646)
Airport	\$ 130,072	\$ 73,018	\$ (57,054)
Metropolitan Planning Org	\$ 165,000	\$ 139,932	\$ (25,068)
SEACOM	\$ 1,645,263	\$ 1,778,565	\$ 133,302
Sewer	\$ 1,702,501	\$ 741,484	\$ (961,017)
Refuse	\$ 1,865,351	\$ 982,227	\$ (883,124)
Total	\$ 35,091,847	\$ 35,252,951	\$ 161,104

As the table above indicates, the general fund pays for the majority of the City's personnel costs, approximately 84 percent.



The table below separates the personnel expenses into the categories of salaries and benefits. Salaries account for 64 percent of the total personnel expense while benefits account for the other 36 percent of personnel expense.

	FY20	FY21	% of Total	Change	% Change
Salaries					
Salaries-Regular	\$ 20,916,548	\$ 20,709,690	59%	\$ (206,858)	-1.0%
Salaries-Overtime	\$ 757,543	\$ 723,709	2%	\$ (33,834)	-4.5%
Salaries-Part-Time	\$ 1,581,280	\$ 1,297,519	4%	\$ (283,761)	-17.9%
Total Salaries	\$ 23,255,371	\$22,730,918	64%	\$ (524,453)	-2.3%
Benefits					
FICA/MICA	\$ 1,496,947	\$ 1,469,572	4%	\$ (27,375)	-1.8%
State Retirement	\$ 1,579,269	\$ 1,532,694	4%	\$ (46,575)	-2.9%
Public Safety Retirement	\$ 4,423,948	\$ 5,320,794	15%	\$ 896,846	20.3%
Workers Comp	\$ 402,711	\$ 391,038	1%	\$ (11,673)	-2.9%
OPEB and Admin	\$ 88,168	\$ -	0%	\$ (88,168)	-100.0%
Uniforms	\$ 272,750	\$ 298,815	1%	\$ 26,065	9.6%
Health & Accident Ins	\$ 2,631,424	\$ 2,562,848	7%	\$ (68,576)	-2.6%
Dental	\$ 198,008	\$ 203,021	1%	\$ 5,013	2.5%
Retiree Health Insurance	\$ 679,341	\$ 679,341	2%	\$ -	0.0%
Education	\$ 20,450	\$ 20,450	0%	\$ -	0.0%
Employee Recognition	\$ 43,460	\$ 43,460	0%	\$ -	0.0%
Total Benefits	\$ 11,836,476	\$12,522,033	36%	\$ 685,557	5.8%
Total Personnel	\$ 35,091,847	\$35,252,951	100%	\$ 161,104	0.5%

The City of Sierra Vista has 382 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.



Expenditures

Personnel

POSITIONS	2020/2021		
	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
Department 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
Management Analyst	1		1



POSITIONS	Authorized	Frozen	Funded
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	5		5
Account Clerk	1	1	0
Administrative Secretary	0		0
Total City Manager's Office	46	1	45



POSITIONS	Authorized	Frozen	Funded
COMMUNITY DEVELOPMENT			
Planning			
Director	1		1
Senior Planner	1		1
Planner	1		1
Code Enforcement Officer	0		0
Administrative Secretary	1		1
Code Enforcement Officer II	2		2
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	4		4
Administrative Secretary	2		2
Ft. Huachuca EMT/EMS Transport	5		5
Ft. Huachuca Paramedic Transport	6		6
Total Fire Department	69		69



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	48	1	47
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	88	1	87



POSITIONS	Authorized	Frozen	Funded
DEPARTMENT OF POLICE- SEACOM			
Records Clerk	1		1
Communications Administrator	1		1
Director	1		1
Public Safety Dispatcher I/II	20		20
GIS Technician	1		1
Communications Supervisor	2		2
Total SEACOM	26		26

DEPARTMENT OF PUBLIC WORKS			
Administration			
Director	1		1
City Engineer	1		1
Operations Manager	1		1
PW Administrator	1		1
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	0
Engineering			
Senior Civil Engineer	2		2
Civil Engineer	1		1
Engineering Technician	1		1
Construction Inspector	1		1
Drafting Technician	1		1



POSITIONS	Authorized	Frozen	Funded
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 Supervisor	1		1
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



Expenditures

POSITIONS	Authorized	Frozen	Personnel
			Funded
Transit			
PW Administrator	1		1
Transit Driver	7		7
Transit Department Specialist	2		2
Total Public Works	97	1	96

LEISURE & LIBRARY SERVICES			
Administration			
Director	1		1
Management Analyst	1	1	0
Customer Service Coordinator	1		1
Department Specialist	1		1
Customer Service Representative	1		1
Digital Media Specialist	1		1
Museum			
Museum Curator	1		1
Leisure Services			
Leisure Services Manager	1		1
Recreation Coordinator	3		3
Customer Service Representative	1		1
General Laborer	3		3
Recreation Leader	1		1
Aquatics			
Aquatics Supervisor	1		1
Head Lifeguard	1		1
Aquatics Coordinator	1		1
Customer Service Representative	1	1	0



Expenditures

Positions	Authorized	Frozen	Personnel Funded
Sports			
Sports Supervisor	1		1
Sports Coordinator	1		1
Recreation Leader	1		1
Administrative Secretary	1		1
Child & Family Program			
Recreation Supervisor	1		1
Recreation Coordinator	1		1
Recreation Leader	3		3
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	47	2	45
	Authorized	Frozen	Funded
TOTAL NUMBER OF POSITIONS	382	5	377

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



Expenditures

Personnel

Expenditure Summary by Fund			
	<u>Subtotal Balance</u>		<u>Subtotal Balance</u>
	<u>After Capital</u>		<u>after Capital &</u>
	<u>Deducted</u>	<u>Personnel Expenditure</u>	<u>Personnel</u>
			<u>Deducted</u>
General	\$ 39,486,675	\$ 29,754,728	\$ 9,731,947
Special Revenue			
Highway User Revenue Fund	\$ 2,668,166	\$ 1,098,056	\$ 1,570,110
Local Transportation Fund	\$ 1,223,666	\$ 684,941	\$ 538,725
Airport	\$ 859,365	\$ 73,018	\$ 786,347
Police Special Revenue	\$ 169,500	\$ -	\$ 169,500
Grants	\$ 1,185,051	\$ -	\$ 1,185,051
Criminal Justice Enhancement	\$ 300	\$ -	\$ 300
Donation	\$ 195,197	\$ -	\$ 195,197
Park Development Impact Fee	\$ 126,630	\$ -	\$ 126,630
Library Impact Fee	\$ -	\$ -	\$ -
Police Impact Fee	\$ -	\$ -	\$ -
Transportation Impact Fee	\$ -	\$ -	\$ -
Fire Impact Fee	\$ -	\$ -	\$ -
Metropolitan Planning Org	\$ 628,752	\$ 139,932	\$ 488,820
SEACOM	\$ 2,293,748	\$ 1,778,565	\$ 515,183
Capital			
Capital Improvement Fund	\$ -	\$ -	\$ -
Debt Service			
SVMPC I&R	\$ 3,925,794	\$ -	\$ 3,925,794
Internal Services			
Health and Accident	\$ 4,434,500	\$ -	\$ 4,434,500
Unemployment	\$ 25,000	\$ -	\$ 25,000
Self Insured Retention	\$ 100,000	\$ -	\$ 100,000
Enterprise			
Sewer	\$ 3,715,152	\$ 741,484	\$ 2,973,668
Refuse	\$ 3,680,274	\$ 982,227	\$ 2,698,047
Total All Funds	\$ 64,717,770	\$ 35,252,951	\$ 29,464,819



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 \$5,984,174 (7%) of the total budgetary expenditures. This is an increase of \$447,294 from FY20.

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 FY20 and the budgeted FY21 principal and interest payments. The payments are broken out by note or bond.

Outstanding Debt:

Estimated Outstanding Debt as of June 30, 2020:	\$ 22,796,802
Estimated Debt Principal Payments in FY21 Budget:	\$ (5,275,660)
Estimated new Debt FY21:	<u>\$ 2,117,800</u>
Estimated Outstanding Debt as of June 30, 2021:	\$ 19,638,942

**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 FY21 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	FY20 Total	FY21 Principal	FY21 Interest	FY21 Total
Airport	1. 2.06%- 6/23	\$ 75,347	\$ 71,466	\$ 3,881	\$ 75,347
Airport Total		\$ 75,347	\$ 71,466	\$ 3,881	\$ 75,347
General	1. 1.79%- 6/22	\$ 160,545	\$ 155,956	\$ 4,591	\$ 160,547
	2. 2.92%- 6/23	\$ 121,333	\$ 112,415	\$ 8,918	\$ 121,333
	3. 4.00%- 6/25		\$ 99,600	\$ 20,200	\$ 119,800
General Total		\$ 281,878	\$ 367,971	\$ 33,709	\$ 401,680
HURF	1. 1.79%- 6/22	\$ 35,821	\$ 34,798	\$ 1,025	\$ 35,823
	2. 2.92%- 6/23	\$ 44,086	\$ 40,845	\$ 3,240	\$ 44,085
HURF Total		\$ 79,907	\$ 75,643	\$ 4,265	\$ 79,908
Park Dev	1. 2.06%- 6/23	\$ 126,630	\$ 120,108	\$ 6,522	\$ 126,630
Park Dev Total		\$ 126,630	\$ 120,108	\$ 6,522	\$ 126,630
Refuse	3. 1.79%- 6/22	\$ 245,274	\$ 238,261	\$ 7,014	\$ 245,275
	2. 2.92%- 6/23	\$ 56,673	\$ 52,507	\$ 4,165	\$ 56,672
Refuse Total		\$ 301,947	\$ 290,768	\$ 11,179	\$ 301,947
Sewer	1. 1.79%- 6/22	\$ 102,917	\$ 99,974	\$ 2,493	\$ 102,467
	2. 1.86%- 6/23	\$ 761,328	\$ 690,000	\$ 68,724	\$ 758,724
	3. 4.00%- 6/25		\$ 102,750	\$ 20,800	\$ 123,550
Sewer Total		\$ 102,917	\$ 202,724	\$ 23,293	\$ 226,017
Grand Total		\$ 968,626	\$ 1,128,680	\$ 82,849	\$ 1,211,529

**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 SVMPC 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 FY21 payments comprising the total debt service of the fund \$3,920,794 and the Sewer Fund bonded debt service of \$85,627.

Schedule B Bonded Indebtedness					
Fund	Bond Series	FY20 Total	FY21 Principal Payment	FY21 Interest Payment	FY21 Total
SVMPC I&R	2018 MFRBs	\$ 3,661,506	\$ 2,470,000	\$ 46,368	\$ 2,516,368
	2019 MFRBs		\$ 1,110,000	\$ 294,426	\$ 1,404,426
	Total	\$ 3,661,506	\$ 3,580,000	\$ 340,794	\$ 3,920,794
Sewer	2019 Sewer		\$ 79,333	\$ 6,294	\$ 85,627
Total		\$ 3,661,506	\$ 3,659,333	\$ 347,088	\$ 4,006,421

**Schedule C – Lease Purchase Financing**

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

FY21- Lease Purchase Financing**1. General Fund**

3 x 1/2 Ton Pick up - Leisure	\$	105,000
Crown Vic Replacement - Leisure	\$	25,000
1-Ton dump truck - Leisure	\$	60,000
2 x Vans - Leisure (carryover)	\$	90,000
Van - Facilites	\$	45,000
2 x Fire staff vehicles	\$	67,000
School District Land Purchase	\$	1,000,000
Down Payment	\$	39,200
Finance Amount-General Fund	\$	1,352,800

2. HURF Fund

Vehicle replacement	\$	110,000
Down Payment	\$	11,000
Finance Amount-HURF	\$	99,000

3. Sewer Fund

Vehicle replacement	\$	45,000
Down Payment	\$	4,500
Finance Amount-Sewer Fund	\$	40,500

4. Refuse Fund

Frontloader	\$	330,000
Sideloader	\$	330,000
Vehicle replacement	\$	35,000
Down Payment	\$	69,500
Finance Amount-Sewer Fund	\$	625,500

Total Lease Purchase Finance Amount **\$ 2,117,800**

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			
	<u>Subtotal Balance</u> <u>after Capital &</u> <u>Personnel</u> <u>Deducted</u>	<u>Debt Expenditure</u>	<u>Subtotal Balance</u> <u>after Capital,</u> <u>Personnel & Debt</u> <u>Deducted</u>
General	\$ 9,731,947	\$ 401,680	\$ 9,330,267
Special Revenue			
Highway User Revenue Fund	\$ 1,570,110	\$ 79,908	\$ 1,490,202
Local Transportation Fund	\$ 538,725		\$ 538,725
Airport	\$ 786,347	\$ 75,347	\$ 711,000
Police Special Revenue	\$ 169,500	\$ -	\$ 169,500
Grants	\$ 1,185,051	\$ -	\$ 1,185,051
Criminal Justice Enhancement	\$ 300	\$ -	\$ 300
Donation	\$ 195,197	\$ -	\$ 195,197
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	\$ 515,183	\$ -	\$ 515,183
Capital			
Capital Improvement Fund	\$ -	\$ -	\$ -
Debt Service			
SVMPC I&R	\$ 3,925,794	\$ 3,925,794	\$ -
Internal Services			
Health and Accident	\$ 4,434,500	\$ -	\$ 4,434,500
Unemployment	\$ 25,000	\$ -	\$ 25,000
Self Insured Retention	\$ 100,000	\$ -	\$ 100,000
Enterprise			
Sewer	\$ 2,973,668	\$ 1,072,868	\$ 1,900,800
Refuse	\$ 2,698,047	\$ 301,947	\$ 2,396,100
Total All Funds	\$ 29,464,819	\$ 5,984,174	\$ 23,480,645

**Operations and Maintenance Expenditures**

Operations and Maintenance (O&M) costs account for \$23,480,645 (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 \$16,856 (2.2%) from the FY20 budget

Below is a summary of O&M Expenditures by department and the difference from the FY20 Budget.

<u>Department</u>	<u>FY20 Budget</u>	<u>FY21 Budget</u>	<u>Difference</u>	<u>% Change</u>
Mayor/Council	\$ 76,365	\$ 75,831	\$ (534)	-0.7%
City Manager	\$ 1,494,570	\$ 1,540,320	\$ 45,750	3.1%
Administrative Services	\$ 1,639,813	\$ 1,780,950	\$ 141,137	8.6%
Court/Legal	\$ 100,300	\$ 160,300	\$ 60,000	59.8%
General Government	\$ 4,985,000	\$ 4,977,000	\$ (8,000)	-0.2%
Police	\$ 1,004,119	\$ 2,057,888	\$ 1,053,769	104.9%
Fire	\$ 1,093,798	\$ 488,919	\$ (604,879)	-55.3%
SEACOM	\$ 553,109	\$ 515,183	\$ (37,926)	-6.9%
Public Works	\$ 10,066,500	\$ 10,194,227	\$ 127,727	1.3%
MPO	\$ 488,820	\$ 488,820	\$ -	0.0%
Leisure & Library	\$ 1,139,957	\$ 889,932	\$ (250,025)	-21.9%
Community Development	\$ 333,483	\$ 311,275	\$ (22,208)	-6.7%
Totals	\$ 22,975,834	\$ 23,480,645	\$ 504,811	2.2%

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 FY21 budget.



Expenditure Summary by Fund				
	<u>Subtotal Balance</u> <u>after Capital,</u> <u>Personnel & Debt</u> <u>Deducted</u>	<u>O&M Expenditure</u>	<u>Subtotal Balance</u> <u>after Capital,</u> <u>Personnel, Debt &</u> <u>O&M Deducted</u>	
General	\$ 9,330,267	\$ 9,330,267	\$ -	
		\$ -		
Special Revenue		\$ -		
Highway User Revenue Fund	\$ 1,490,202	\$ 1,490,202	\$ -	
Local Transportation Fund	\$ 538,725	\$ 538,725	\$ -	
Airport	\$ 711,000	\$ 711,000	\$ -	
Police Special Revenue	\$ 169,500	\$ 169,500	\$ -	
Grants	\$ 1,185,051	\$ 1,185,051	\$ -	
Criminal Justice Enhancement	\$ 300	\$ 300	\$ -	
Donation	\$ 195,197	\$ 195,197	\$ -	
Park Development Impact Fee	\$ -	\$ -	\$ -	
Library Impact Fee	\$ -	\$ -	\$ -	
Police Impact Fee	\$ -	\$ -	\$ -	
Transportation Impact Fee	\$ -	\$ -	\$ -	
Fire Impact Fee	\$ -	\$ -	\$ -	
Metropolitan Planning Org	\$ 488,820	\$ 488,820	\$ -	
SEACOM	\$ 515,183	\$ 515,183	\$ -	
Capital				
Capital Improvement Fund	\$ -	\$ -	\$ -	
Debt Service				
SVMPC I&R	\$ -	\$ -	\$ -	
Internal Services				
Health and Accident	\$ 4,434,500	\$ 4,434,500	\$ -	
Unemployment	\$ 25,000	\$ 25,000	\$ -	
Self Insured Retention	\$ 100,000	\$ 100,000	\$ -	
	\$ -	\$ -	\$ -	
Enterprise	\$ -	\$ -	\$ -	
Sewer	\$ 1,900,800	\$ 1,900,800	\$ -	
Refuse	\$ 2,396,100	\$ 2,396,100	\$ -	
Total All Funds	\$ 23,480,645	\$ 23,480,645	\$ -	



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 2019	Budgeted FY 2020	Budgeted FY 2021
General	\$99,494	\$104,403	\$103,959
Sewer	13,561	13,050	\$12,996
Refuse	13,561	13,050	\$12,996
Donations	32,950	13,035	\$13,035
Total	\$159,566	\$143,538	\$142,986

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 Statutes 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

	FY 16/17	FY 17/18	FY 18/19	FY 19/20
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. Although a delegation was unable to travel to Washington, D.C. this year to advocate for the Fort, other advocacy efforts led to heading off another state's attempt to draw a major mission off Fort Huachuca.
2. Supported efforts to enhance economic development in the community, including approval of a West End entertainment district to support attraction and development of entertainment-related businesses.
3. Approved the design of the Fry Boulevard/North Garden Avenue street redevelopment project which will enhance and reinvigorate the West End.
4. Approved multiple building and development code revisions to remove unnecessary and obsolete code provisions to streamline the process.
5. Approved CDBG projects which will enhance low- and moderate-income areas in Sierra Vista, including multiple park improvements.
6. Supported City policies and practices that led to the Fitch rating agency reestablishing the City's current strong AA- rating.



City Council

Expenditures	FY 2019 Budget	FY 2020 Budget	FY 2021 City Manager Proposed
Salaries - Part Time	\$ 66,000	\$ 66,000	\$ 66,000
Benefits	1,173	1,173	1,155
Total Personnel	\$ 67,173	\$ 67,173	\$ 67,155
Community Relations	\$ 5,000	\$ 5,000	\$ -
Professional Associations	36,943	35,830	37,546
Travel & Training	15,000	20,000	22,750
Office Supplies	2,500	2,500	2,500
Specialized Supplies	-	-	-
City Council Donations	32,950	13,035	13,035
Total O&M	\$ 92,393	\$ 76,365	\$ 75,831
Totals	\$ 159,566	\$ 143,538	\$ 142,986

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 Vista Ability 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, and Sister Cities International.

City Council Donations include money for advertising community events and FY20 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 2019	Budgeted FY 2020	Budgeted FY 2021
General	\$696,112	\$692,741	\$647,784
Sewer	109,912	102,275	\$102,281
Refuse	109,912	102,275	\$102,281
Total	\$915,936	\$897,291	\$852,346

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 group supported work to head off an attempt by the Alabama delegation to move the UAS program out of Sierra Vista.
2. Assisted SEACOM in welcoming new subscribers Palominas Fire District, the National Park Service, and Healthcare Innovations. Sierra Vista's share of SEACOM operating funds for FY21 increased by \$127,462 from FY20 due to an upgrade of the county-wide radio network.
3. Finished the second year of the Fort Huachuca Ambulance Service Intergovernmental Service Agreement with positive net revenue. A memorandum of agreement was signed to collaborate on fire training, and another signed to support the Fort with stray animals.
4. Initiated meetings to address updating the Tribute-specific master plan.
5. Proposed the purchase of the Rothery Center recreational land to the Sierra Vista Unified School District governing board.



Goals

Goals	Objectives
Accomplish the goals and objectives set forth by City Council's Strategic Plan Framework.	<ul style="list-style-type: none"> • 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.	<ul style="list-style-type: none"> • 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.	<ul style="list-style-type: none"> • 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.	<ul style="list-style-type: none"> • 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.	<ul style="list-style-type: none"> • Provide leadership to Procurement Division in evaluating and pursuing other private and public sector partnerships and contracts.



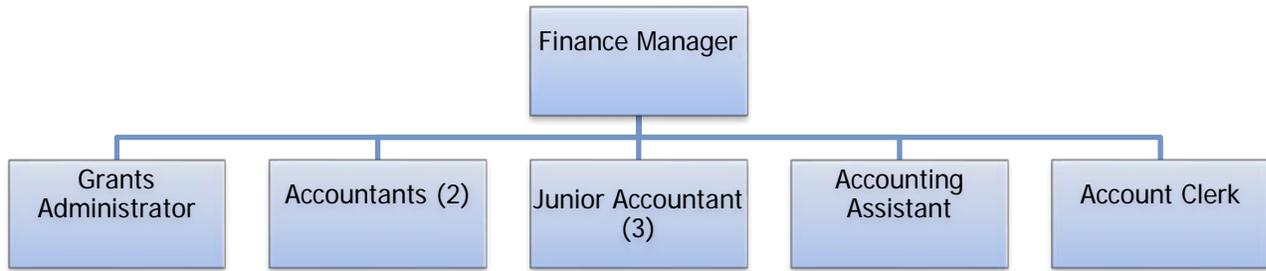
City Manager's Office

Expenditures	FY 2019 Budget	FY 2020 Budget	FY 2021 City Manager Proposed
Salaries - Regular	\$ 431,888	\$ 488,951	499,849
Salaries - Part Time	-	-	-
Benefits	129,678	135,790	139,862
Total Personnel	\$ 561,566	\$ 624,741	\$ 639,711
Professional Services	318,000	241,000	179,500
Office Equipment Maintenance	-	-	-
Printing & Binding	1,000	1,250	1,250
Professional Associations	5,500	5,800	7,885
Travel & Training	17,870	15,000	16,000
Office Supplies	8,000	6,000	6,000
Specialized Supplies		3,500	2,000
Books & Periodicals	500	-	-
Total O&M	\$ 350,870	\$ 272,550	\$ 212,635
Totals	\$ 912,436	\$ 897,291	\$ 852,346

Comments

Professional services include USPP administrative support (\$10,000), WaterWise program support (\$46,000), and other lobbying/consulting services (\$60,000 for Triadvocates and \$30,000 for Steptoe & Johnson), \$10,000 for Darling contract/endangered species, \$10,000 for the water attorney contract, \$3,500 for Brown and Caldwell, and \$10,000 for strategic planning.

Professional Association memberships include the City's membership with the Sierra Vista Chamber of Commerce, the Hispanic Chamber of Commerce, the Association of Defense Communities, the International City/County Management Association, the Arizona City/County Management Association, Engaging Local Government Leaders, 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 2019	Budgeted FY 2020	Budgeted FY 2021
General	\$659,629	\$782,404	\$772,049
Sewer	\$192,405	\$201,529	\$198,862
Refuse	\$192,405	\$201,529	\$198,862
Total	\$1,044,439	\$1,185,462	\$1,169,773

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, 2018 Comprehensive Annual Financial Report (CAFR), for the thirty-first consecutive year.

**Goals**

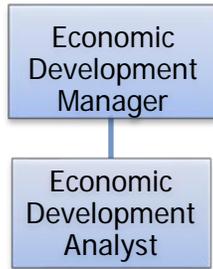
Goals	Objectives
Enhance the usage of the City's new financial ERP system.	<ul style="list-style-type: none"> • Implement utility billing's payment plan module. • Implement employee reimbursement module.
Document the ERP's critical operations	<ul style="list-style-type: none"> • Complete standard operating procedures documentation for the key finance functions in the new ERP system.

Finance

Expenditures	FY 2019 Budget	FY 2020 Budget	FY 2021 City M anager Proposed
Salaries - Regular	\$ 598,559	\$ 592,779	\$ 570,291
Salaries - Part Time	45,000	35,125	35,125
Benefits	189,070	203,248	194,347
Total Personnel	\$ 832,629	\$ 831,152	\$ 799,763
Professional Services	\$ 171,360	\$ 215,860	\$ 208,260
Printing & Binding	3,500	3,500	1,500
Professional Associations	2,525	2,525	1,425
Travel & Training	9,425	11,925	9,425
Office Supplies	6,500	6,500	10,000
Specialized Equipment	10,500	8,000	8,000
Software	7,500	7,500	25,900
Books & Periodicals	500	500	500
Bank Fees	-	98,000	105,000
Total O&M	\$ 211,810	\$ 354,310	\$ 370,010
Totals	\$ 1,044,439	\$ 1,185,462	\$ 1,169,773

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

	Expenditure By Fund		
	Budgeted FY 2019	Budgeted FY 2020	Budgeted FY 2021
General	\$393,939	\$420,471	\$416,967
Grants	\$386,596	\$415,140	\$547,325
Total	\$780,535	\$835,611	\$964,292

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.

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 and diversification 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. Tourism is a key complimentary element to



Economic Development as it exposes a larger group of people to our City. 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. Using the completed Airport Study from April 2018 and the division has begun engineering and site planning for the available City property at the airport. The intent is to use the Airport Fund to complete the required ground work to establish a shovel ready site for future development at the airport. This work is estimated at \$800,000.00 based on the engineering consultant's calculations.
2. Continued involvement in the AZ Economic Development Association AAED and other state/regional partners on increasing the visibility of Sierra Vista as a business location. 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.
3. 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.
4. Worked with Ponderosa Hotel Management Services LLC in their acquisition and rebuild to reactivate the old Daisy Mae's on Garden Avenue/West End with construction expected in 2020.



5. Assisted in the expansion and move of 143 Street Tacos into a larger and remodeled venue in the West End redevelopment area/entertainment district.
6. Facilitated the introduction and subsequent purchase of commercial property in West End for the expansion and move of Bone Dry Tap House.
7. Completed the strategic goal of establishing an entertainment district.
8. In line with the strategic goal, partnered with Cochise College and Fort Huachuca on the new Virtual/Augmented reality program to increase students as well as potential business.
9. In response to the economic impact of COVID-19, worked with the City's marketing team to develop and implement a buy local campaign reinforcing the importance of supporting local business. Additionally, partnered with AZ First on a small business grant program supporting local small business. Executed a Community Block Grant emergency small business grant program with over 20 businesses applying to the program.

Goals

Goal	Objectives
Elevate Sierra Vista's economic development competitiveness.	<ul style="list-style-type: none"> • 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.	<ul style="list-style-type: none"> • 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.	<ul style="list-style-type: none"> • 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.	<ul style="list-style-type: none"> • 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.	<ul style="list-style-type: none"> • Identify strategies to support and expand growth in the Virtual/Augmented Reality Industry and UofA College of Applied Science increasing prominent role within the profession. • Develop and implement strategies that focus on workforce development, research and development, and business development.



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Economic Development

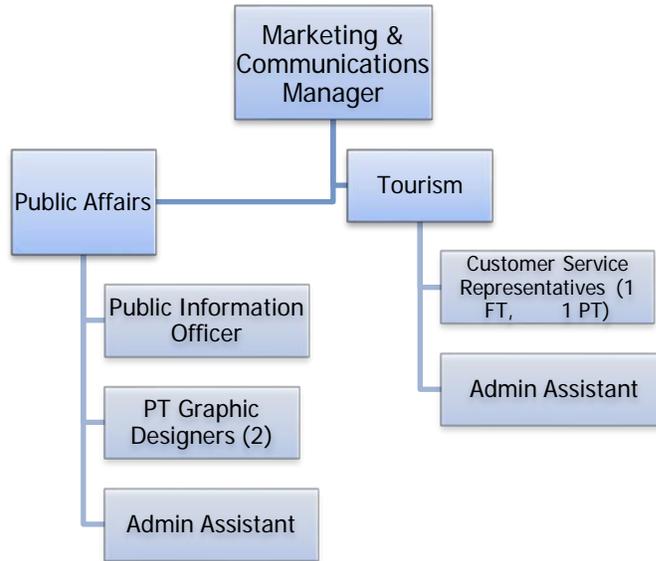
Expenditures	FY 2019 Budget	FY 2020 Budget	FY 2021 City M anager Proposed
Salaries - Regular	\$ 180,503	\$ 187,795	\$ 191,559
Benefits	43,862	44,938	46,170
Total Personnel	\$ 224,365	\$ 232,733	\$ 237,729
Professional Services	\$ 254,525	\$ 414,240	\$ 535,325
Economic Development	123,550	119,450	118,350
Land & Building Rental	83,700	-	-
Advertising	22,258	33,158	27,658
Printing & Binding	2,900	2,900	1,000
Professional Associations	6,237	4,130	4,130
Travel & Training	21,600	27,600	38,700
Office Supplies	41,000	1,000	1,000
Books & Periodicals	400	400	400
Total O&M	\$ 556,170	\$ 602,878	\$ 726,563
Totals	\$ 780,535	\$ 835,611	\$ 964,292

Comments

The Economic Development budget includes \$600,000.00 expected grant in support of the OEA’s Joint Resource Utilization Study.

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

Advertising includes the annual 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.

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.

Expenditure By Fund			
	Budgeted FY 2019	Budgeted FY 2020	Budgeted FY 2021
General	\$560,528	\$701,233	\$680,211
Grants	\$0	\$0	\$0
Sewer	\$30,136	\$37,299	\$36,181
Refuse	\$12,054	\$7,460	\$7,237
Donations	\$800	\$545	\$545
Total	\$642,028	\$746,537	\$724,174



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. Partnered with the Economic Development division to increase awareness of Sierra Vista as a potential location for business relocation and expansion, focusing on lifestyle amenities and business opportunities.
- 3. Created and produced comprehensive promotional and marketing materials for all other City divisions and departments, including but not limited to: Henry F. Hauser Museum programs and display banners; Vista Transit literature with updated route and schedule information; Sports Division programs and events; Economic Development advertising and copywriting; Spotlight Breakfast; Arizona League of Cities and Towns showcase; and others.
- 4. Engaged public to increase awareness of and participate in the 2020 Census. Efforts included a video produced in partnership with Cochise County; retractable banners; and print and digital advertising. Planned public events were canceled due to the COVID-19 pandemic.
- 5. Partnered with the Gordley Group to host two open house events to gather public input for the West Fry Boulevard/North Garden Avenue Redevelopment Project. Produced literature, FAQs, webpage, and other public outreach tools.
- 6. Stood up webpage for local COVID-19 information and update the page daily. Projects included: video to define and encourage physical distancing during the pandemic's first wave; modification of the City's weekly eNewsletter to include critical and timely release of information related to the disease; and a hummingbird coloring book, released and promoted in conjunction with the competition of the water tower mural in near North Garden Avenue.



7. Produced quarterly issues of *Vistas*, the City's printed newsletter, including one special edition with information about reopening the City after the COVID-19 pandemic first wave.
8. Participated in tourism media and consumer events, resulting in heightened interest within target markets by consumers. Garnered interest by national and international travel writers, resulting in the City hosting writers, social media influencers, and bloggers/vloggers.
9. Served in a leadership role for the Cochise County Tourism and Economic Council, including filling the roles of fiscal agent, treasurer, and board member. Provided marketing collateral. Partnered with CTEC to pique interest by group tour and agents representing the Free Independent Traveler (FIT) market.
10. Leveraged partnership with many tourism partners, including neighboring communities, Cochise County Tourism and Economic Council, Arizona Office of Tourism, Sierra Vista Area Chamber of Commerce, Sierra Vista Hispanic Chamber of Commerce, Arizona Trail Gateway Community Association, and others.
11. Worked with City departments to facilitate more involvement in generating social media content and continued to grow audience on social media platforms.
12. Maintained a consistent social media efforts for the municipal Facebook and Instagram accounts. The municipal Facebook page is now followed by more than 14,300 people; the Police, Fire, and EMS page is now followed by nearly 7,000 people; the Library page is now followed by nearly 4,200 people. The Visit Sierra Vista page is now followed by 20,600 people. The City's Instagram account has about 2,000 followers; a Visit Sierra Vista account was launched in October 2019 and currently has nearly 300 followers.
13. Coordinated the replacement of 53 Old World Santas to revive the Santas in the Park Display. Reproduced two of the Santas as Christmas ornaments, with funds directed toward upkeep of the display.
14. Coordinated the #RenewYourBlue upcycling contest, to include public relations and marketing associated with the ending of the curbside recycling program, and the launch (and ultimate closure) of the drop-off recycling center. The project involved social media efforts, numerous print, TV, and radio interviews, and managing media inquiries from Arizona and international media.
15. Stood up Engage.SierraVistaAZ.gov, with the backend powered by Bang the Table, an online tool designed to encourage and facilitate citizen participation in a safe, monitored social media platform.
16. Earned three national awards for marketing and communications efforts from City-County Marketing Association (3CMA), including the top award for the Economic Development fulfillment piece, second place for Sky Island Summit Challenge photography, third place for *Vistas* magazine. The Economic Development piece also won an Arizona Golden Prospector award.



Goals

Goals	Objectives
Develop tourism and retail in the Sonora, Mexico market	<ul style="list-style-type: none"> Participate in binational meetings and events to represent Sierra Vista to business and tourism markets
Enhance engagement with residents and visitor audiences	<ul style="list-style-type: none"> Further develop the Engage.SierraVistaAZ.gov site Explore and leverage innovative media Allocate staff resources to the extent possible to update the websites to move toward WCAG 2.1 compliance
Improve coordination of departmental messaging to achieve strategic communications goals	<ul style="list-style-type: none"> Provide input on marketing strategies to ensure that multiple departments' efforts are complementary Media management and campaign oversight Partner with Leisure & Library Services to manage and streamline the department's marketing

Performance Measures

<i>Public Affairs</i>	FY16/17	FY 17/18	FY 18/19	FY 19/20
Total page views, SierraVistaAZ.gov ^a	584,600	883,547	932,769	956,968
Facebook Post Reach (millions) ^a				
City of Sierra Vista	6.065	5.222	2.49	1.81
Police, Fire, and EMS	NA	NA	2.29	1.37
Public Library	NA	1.28	0.577	0.432
Facebook, % Positive Post Interaction ^a				
City of Sierra Vista	99.99	99.99	99.98	99.98
Police, Fire, and EMS	NA	NA	99.99	99.99
Public Library	NA	NA	99.96	99.97

<i>Tourism</i>	FY 16/17	FY 17/18	FY 18/19	FY 19/20
Total Page Views, VisitSierraVista.com ^a	N/A	69,411	4,453	1,696
Facebook Post Reach (millions) Visit Sierra Vista	0.845	0.619	0.222	1.30
Facebook, % Positive Post Interaction ^a	99.98	99.98	99.89	99.98
Total Hospitality Tax Revenue ^b : Tourism Investment	16.51 : 1	19.75 : 1	22.16 : 1	
Extended Stay Tax Revenue ^b	\$848,399	\$912,055	\$866,603	
Restaurant & Bar Tax Revenue ^b	\$2,156,733	\$2,237,585	\$2,299,458	



- a) For the period May 1-April 30.
- b) For the period April 1-March 30.

Marketing & Communications/Tourism

Expenditures	FY 2019 Budget	FY 2020 Budget	FY 2021 City M anager Proposed
Salaries - Regular	\$ 258,508	\$ 299,510	\$ 304,938
Salaries - Part Time	62,764	70,862	73,225
Benefits	76,294	111,333	114,899
Total Personnel	\$ 397,566	\$ 481,705	\$ 493,062
Professional Services	\$ 81,500	\$ 46,200	\$ 11,100
Office Equipment Maintenance	-	-	-
Advertising	104,652	104,652	104,652
Printing & Binding	50,000	56,200	50,000
Professional Associations	21,050	23,770	23,700
Travel & Training	16,200	16,650	16,650
Office Supplies	1,400	600	1,195
Specialized Supplies	6,250	11,745	18,950
Event Supplies	4,600	4,600	4,450
Books & Periodicals	400	415	415
Total O&M	\$ 286,052	\$ 264,832	\$ 231,112
Totals	\$ 683,618	\$ 746,537	\$ 724,174

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 2019	Budgeted FY 2020	Budgeted FY 2021
General	\$474,782	\$491,169	\$488,712
Sewer	\$59,348	\$41,423	\$61,089
Refuse	\$59,348	\$59,177	\$61,089
Total	\$593,478	\$591,769	\$610,890

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
<ul style="list-style-type: none"> • Maintenance of the Classification and Compensation Plan for City employees.



Major Accomplishments:

1. The 2019 Annual Service Awards Luncheon was postponed due to the COVID-19 pandemic. When we are able to hold the awards, 53 employees will be recognized for their 3, 5, 10, 15, 20, 25 and 35 years of service. These employees represent a combined total of 491 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 again 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: FLSA/Wage & Hour, Alternative Work Schedules, Workplace Harassment/Discrimination/Retaliation, Personnel Policies, and Employment Law Updates and Trends.
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. 37 employees participated.
 - Cardiac and Organ Screenings composed of different areas of the body. They checked the Carotid Artery for stroke, Peripheral Artery Disease (PAD), Liver, Abdominal Aortic Aneurysm, Thyroid, Gall Bladder, and Kidneys. 76 employees participated.
 - Prostate Screenings 16 employees participated.
 - Vaccination Clinic for influenza. There were a total of 116 vaccinations given.
 - Mammogram Screenings 35 employees participated.
 - Health Risk Assessment This included a full lipid profile along with other optional testing such as A1C, Thyroid, PSA, 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. 29 employees participated.
 - Skin Cancer Screenings Postponed until after COVID-19 pandemic is over or until it is safer to do so.
5. Four employees participated in the City's Education Assistance Program.



Goals

Goals	Objectives
Recruit qualified personnel through advertisement, applicant screening, testing, and interviewing.	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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.	<ul style="list-style-type: none"> • Conduct internal citywide training. • Review and revise performance appraisal document.
Provide a structure for employees to plan for benefit, career, and retirement options.	<ul style="list-style-type: none"> • 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 19/20
Average days to fill Full-time Position	48	70	77	90
Number of Full Time Positions Filled	42	49	68	77
Number of Part Time Positions Filled	51	106	84	60
Number of Internal FT Job Recruitments	17	16	14	27
Number of External FT Job Recruitments	39	24	26	37
Number of Applications Processed	2550	2936	2502	2190
Percentage of minority applicants	38%	39%	41%	40%
Percentage of minority offered Full Time positions	17%	22%	16%	16%
Employee Full Time Turnover Rate	11.3%	11.62%	9.71%	13.04%
*Without Retirements	10.1%	9.36%	7.77%	11.88%



Human Resources Division

Employee Part Time Turnover Rate	34.2%	51.89%	55.04%	58.94%
Number of Volunteers	424	405	716	528
Number of Volunteer Hours	26,595	24,898	21,710	17,362
Value of Volunteer Services	\$345,735	\$574,397	\$500,850	\$428,668*

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

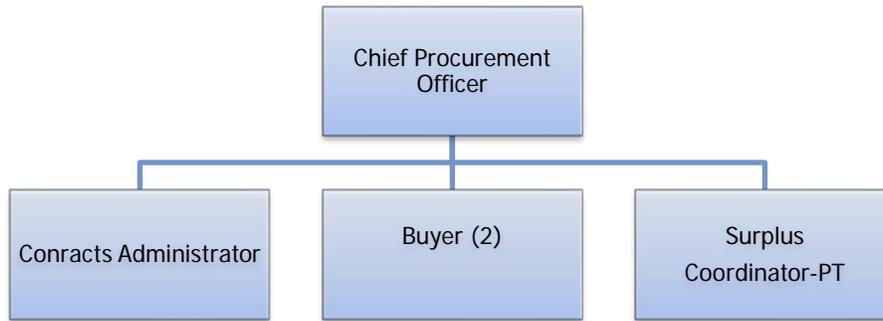
Human Resources

Expenditures	FY 2019 Budget	FY 2020 Budget	FY 2021 City Manager Proposed
Salaries - Regular	\$ 332,240	\$ 344,338	\$ 346,627
Salaries - Part-Time	41,554	29,000	39,059
Benefits	89,967	97,914	106,920
Employee Programs	63,680	63,910	63,910
Total Personnel	\$ 527,441	\$ 535,162	\$ 556,516
Professional Services	\$ 44,450	\$ 35,000	\$ 35,000
Office Equipment Maintenance	1,000	-	-
Advertising	2,000	2,000	1,000
Printing & Binding	1,000	1,000	1,000
Professional Associations	2,782	2,782	3,049
Travel & Training	12,030	12,300	10,800
Office Supplies	1,500	2,500	2,500
Specialized Supplies	1,025	1,025	1,025
Books & Periodicals	250	-	-
Total O&M	\$ 66,037	\$ 56,607	\$ 54,374
Totals	\$ 593,478	\$ 591,769	\$ 610,890

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 2019	Budgeted FY 2020	Budgeted FY 2021
General	\$249,356	\$257,078	\$254,900
Sewer	48,486	\$49,987	\$49,563
Refuse	48,486	\$49,987	\$49,563
Total	\$346,328	\$357,052	\$354,026

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. Accomplished the simplification and standardization of solicitation documents and contracts.
2. 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.
3. The City’s on-line auction site has enhanced collection efforts by accepting online payments. City surplus has successfully moved surplus items to a centralized location to promote a faster and more predictable inventory and liquidation.
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. This resulted in additional captured revenue in the form of the annual pCard rebate. The pCard rebate this past year was the largest the City has received to date.
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.	<ul style="list-style-type: none"> • 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. • Implement electronic bidding system. • Continue to improve communication and coordination with vendors and other City Departments.



<p>Actively engage local vendors in an effort to increase the procurement of local goods and services.</p>	<ul style="list-style-type: none">• 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.
<p>Act as a resource to departments and divisions.</p>	<ul style="list-style-type: none">• 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.• Provide outreach to departments regarding surplus services provided by the department.• Increase staff training to become more knowledgeable to better service the needs of City departments.
<p>Administer the Purchasing Card Program.</p>	<ul style="list-style-type: none">• 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.• Looking into the possibility of Single Use Accounts (SUA) to pay some of our AP invoices to increase the pCard rebate.• 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.

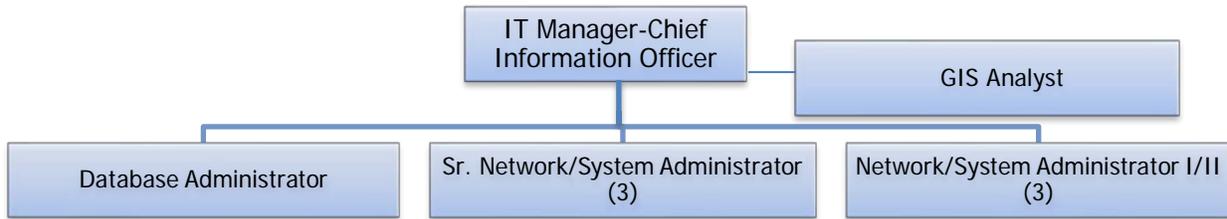


Procurement

Expenditures	FY 2019 Budget	FY 2020 Budget	FY 2021 City Manager Proposed
Salaries - Regular	\$ 238,619	\$ 251,372	\$ 249,198
Salaries - Part-Time	\$ 13,902	\$ 13,902	\$ 13,902
Benefits	76,565	80,268	76,966
Total Personnel	\$ 329,086	\$ 345,542	\$ 340,066
Office Equipment Maintenance	\$ -	\$ -	\$ -
Printing & Binding	500	500	500
Professional Associations	1,210	1,210	1,735
Travel & Training	10,000	7,500	10,000
Office Supplies	1,250	1,250	1,250
Specialized Supplies	850	850	275
Books & Periodicals	200	200	200
Total O&M	\$ 14,010	\$ 11,510	\$ 13,960
Totals	\$ 343,096	\$ 357,052	\$ 354,026

Performance Measurements

Performance Measures	FY 16/17	FY 17/18	FY 18/19	FY 19/20
Percentage of total dollars spent within Cochise County:	19%	23%	17%	17%
Percentage of total dollars spent with Sierra Vista businesses:	9%	10%	6%	6%
Percentage of dollars spent with Arizona businesses for purchases less than \$50,000.00:	11%	56%	57%	55%
Surplus auction revenue:	\$96,227	\$189,218.61	\$77,061.95	\$61,440.37*
Purchasing Card Program Usage	\$3.7M	\$3.8M	\$3.08M	\$3.3M
* FY19/20 NET Surplus Auction Revenue as of May 15, 2020				



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 2019	Budgeted FY 2020	Budgeted FY 2021
General	\$2,004,144	\$1,912,978	\$2,261,593
HURF	0	\$44,259	\$0
Sewer	\$210,669	\$235,530	\$249,543
Refuse	\$210,669	\$235,530	\$249,543
Total	\$2,425,482	\$2,428,297	\$2,760,679

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, Sr, 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 to improve efficiencies and enhance the business process.

Major Accomplishments

1. Maintain current both the City and PD IT Infrastructure. Installed the latest software patches and code upgrades to servers, storage arrays and our virtual network environment. Additionally, all applicable products were joined to a single platform for ease of centralized management and error reporting. This new platform allows the equipment to report a failure to IT and sends a notice to the manufacturer tech support desk, for increased response times.
2. Modernized and implemented a scalable backup and recovery solution that keeps pace with our changing business needs and allows us to more effectively respond when an incident occurs, allowing us the ability to recover efficiently and securely. Backups are now stored in the cloud, affording the city another level of security in case of a security breach.



3. Carried out the upgrade from Windows 7 (an unsupported, end of life operating system) to Windows 10 Pro. During this major undertaking, after some hardware enhancements a total of 310 systems were able to accept the upgrade to Windows 10. There were 75 systems that had to be completely replaced as the hardware was not compatible. This sizable effort was required to maintain the integrity and security of the network and IT Infrastructure. In total, 385 PC's, laptops and MDC's were converted to Windows 10.
4. Initiated a complete revamp of the City's VoIP phone system. Current work to date includes, upgrades of both server hardware and software, in addition to replacement of 160 phones that are no longer being supported. Old phones have been e-cycled additionally, the router infrastructure for the VoIP system is expected to be replaced FY21.
5. Provided Project Management and collaborated with HR to implement Executime electronic time sheets. Currently, HR has only converted one department to live mode. Continue supporting and enhancing the City's Munis capabilities as needed. Several major upgrades and service packs were applied throughout the year. In addition, a major upgrade to our credit card cashiering system was performed.
6. Continue to promote enterprise-wide applications and the sharing of data between departments and other agencies. Initiated the implementation of collaboration and mobile technologies to include Office 365, SharePoint Online, along with Teams and Planner Applications. Furthermore, IT has begun to migrate users from on premise mailboxes to O365 cloud offerings, commencing the transition away from on premise mail servers which, in the future will result in cost savings. Lastly, IT is expanding the use of SharePoint, collaborating with other City departments to create department sites and sub sites, as well as converting resource/room Calendars to O365 formats. Workflow forms and project management tools are also being tested on SharePoint.
7. Remain focused on improving communications and other areas that may affect the organizations mission and goals. In addition, we are always searching for new methods to improve services and save money by retiring old, no longer current or minimally used equipment. All AS400's have been retired!
8. IT remains steadfast with maintaining, improving, and 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 act on possible threats. Presently, we have implemented two new security platforms (Multifactor Authentication and Umbrella DNS) these applications enable us to keep our network secure during our current world situation.

Goals

Goals	Objectives
Provide citizens with increased services for transparency and access to more information while promoting efficient service delivery and remaining cost-effective.	<ul style="list-style-type: none"> 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.	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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.	<ul style="list-style-type: none"> 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.	<ul style="list-style-type: none"> Partnering with Cochise County to improve communications and continue collaborating with SEACOM.
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Performance Measures

	FY16/17	FY17/18	FY18/19	FY19/20	FY20/21
Work Orders Processed:					
Emergency/High in nature	297	388	468	522	585
Above routine/routine in nature	1811	2054	2532	3001	3509
Other requests not high in nature nor routine	92	158	117	127	142

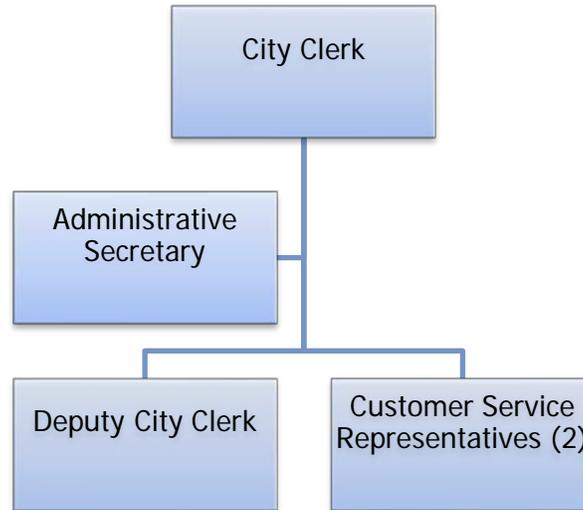


Information Technology

Expenditures	FY 2019 Budget	FY 2020 Budget	FY 2021 City Manager Proposed
Salaries - Regular	\$ 596,968	\$ 690,770	\$ 694,029
Salaries - Overtime	2,000	2,000	2,000
Salaries - Part Time			12,168
Benefits	182,097	192,416	200,201
Total Personnel	\$ 781,065	\$ 885,186	\$ 908,398
Professional Services	\$ 93,000	\$ 74,800	\$ 63,000
Office Equipment Maintenance	664,432	766,031	861,776
Professional Associations	400	400	400
Travel & Training	20,000	22,000	24,000
Telephone	415,000	425,000	400,000
Office Supplies	9,200	9,200	9,200
Specialized Supplies	73,300	75,875	167,300
Software	49,935	96,455	61,005
Books & Periodicals	350	350	350
Total O&M	\$ 1,325,617	\$ 1,470,111	\$ 1,587,031
Machinery & Equipment	\$ 318,800	\$ 73,000	\$ 265,250
Total Capital	\$ 318,800	\$ 73,000	\$ 265,250
Totals	\$ 2,425,482	\$ 2,428,297	\$ 2,760,679

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 2019	Budgeted FY 2020	Budgeted FY 2021
General	\$412,647	\$283,558	\$441,995
Sewer	\$8,874	\$79,751	\$9,506
Refuse	\$22,185	\$79,751	\$23,763
Total	\$443,706	\$443,060	\$475,264

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 19-20.

Goals

Goals	Objectives
Records Management.	<ul style="list-style-type: none"> • 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.	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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.	<ul style="list-style-type: none"> • 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	226
Liquor Licenses Issued	32	22	36	54	43
Number of Requests for Documents	210	355	486	431	536
Claims or Potential Claims	59	115	86	83	79
Vehicle Accident Review Board Cases	65	48	41	40	45

City Clerk

Expenditures	FY 2019 Budget	FY 2020 Budget	FY 2021 City Manager Proposed
Salaries - Regular	\$ 245,899	\$ 255,810	\$ 260,936
Salaries - Part Time	1,932	-	-
Benefits	80,690	85,665	88,743
Total Personnel	\$ 328,521	\$ 341,475	\$ 349,679
Professional Services	\$ 97,500	\$ 48,500	\$ 102,500
Postage	-	30,000	-
Printing & Binding	-	4,500	4,500
Professional Associations	2,085	2,085	2,085
Travel & Training	4,100	5,000	5,000
Office Supplies	4,000	4,000	4,000
Books & Periodicals	7,500	7,500	7,500
Total O&M	\$ 115,185	\$ 101,585	\$ 125,585
Totals	\$ 443,706	\$ 443,060	\$ 475,264

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

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.

Expenditure by Fund			
	Budget FY 2019	Budget FY 2020	Budget FY 2021
General	\$273,071	\$306,171	\$316,559
Judicial	\$300	\$300	\$300
Total	\$273,371	\$306,471	\$316,859

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 2019 Budget	FY 2020 Budget	FY 2021 City M anager Proposed
Salaries - Regular	\$ 104,327	\$ 104,000	\$ 112,500
Salaries - Part Time	28,751	3,990	3,000
Benefits	39,993	38,181	41,059
Total Personnel	\$ 173,071	\$ 146,171	\$ 156,559
Professional Services	\$ 100,300	\$ 160,300	\$ 160,300
Professional Associations	-	-	-
Total O&M	\$ 100,300	\$ 160,300	\$ 160,300
Totals	\$ 273,371	\$ 306,471	\$ 316,859

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 2019 Budget	FY 2020 Budget	FY 2021 City Manager Proposed
Bond Principal	\$ 3,065,000	\$ 3,070,600	\$ 3,580,000
Bond Interest	229,954	400,700	340,794
Fiscal Agent Fees	5,000	-	2,500
Bond Issuance Costs			5,000
Other Debt Principal	976,204	1,664,302	1,898,013
Other Debt Interest	158,924	151,278	157,867
Total Debt	\$ 4,435,082	\$ 5,286,880	\$ 5,984,174
Per Capita	\$ 101.05	\$ 117.23	\$ 130.68



Description - General Government

Expenditure By Fund			
	Budget FY 2019	Budget FY 2020	Budget FY 2021
General	\$908,752	\$834,007	\$843,506
Sewer	\$127,303	\$111,201	\$109,684
Refuse	\$127,303	\$111,201	\$109,684
HURF	\$63,651	\$55,600	\$33,967
H&A	\$4,322,500	\$4,434,500	\$4,434,500
Unemployment	\$35,000	\$25,000	\$25,000
Self Insurance	\$100,000	\$100,000	\$100,000
Total	\$5,684,509	\$5,671,509	\$5,656,341

General Government

Expenditures	FY 2019 Budget	FY 2020 Budget	FY 2021 City Manager Proposed
Benefits	\$ 686,509	\$ 686,509	\$ 679,341
Total Personnel	\$ 686,509	\$ 686,509	\$ 679,341
Professional Services	\$ 41,500	\$ 74,500	\$ 74,500
Insurance	455,000	455,000	455,000
Postage	55,000	-	-
Advertising	12,500	12,500	12,500
Office Supplies	8,000	8,000	-
Specialized Supplies	-	-	-
Bank Fees	60,000	-	-
Health & Accident Insurance	4,281,000	4,360,000	4,360,000
Unemployment Insurance	50,000	50,000	50,000
Self Insured Retention	35,000	25,000	25,000
Total O&M	\$ 4,998,000	\$ 4,985,000	\$ 4,977,000
Totals	\$ 5,684,509	\$ 5,671,509	\$ 5,656,341

Comments

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



Description

The Sierra Vista Police Department is committed to providing the best possible service to the community. The Department consists of two divisions: Administrative Services and Police Operations. The Administrative Services Division consists of the Administrative Support Bureau (Records 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
<ul style="list-style-type: none">• Increase citizen perception of public safety.

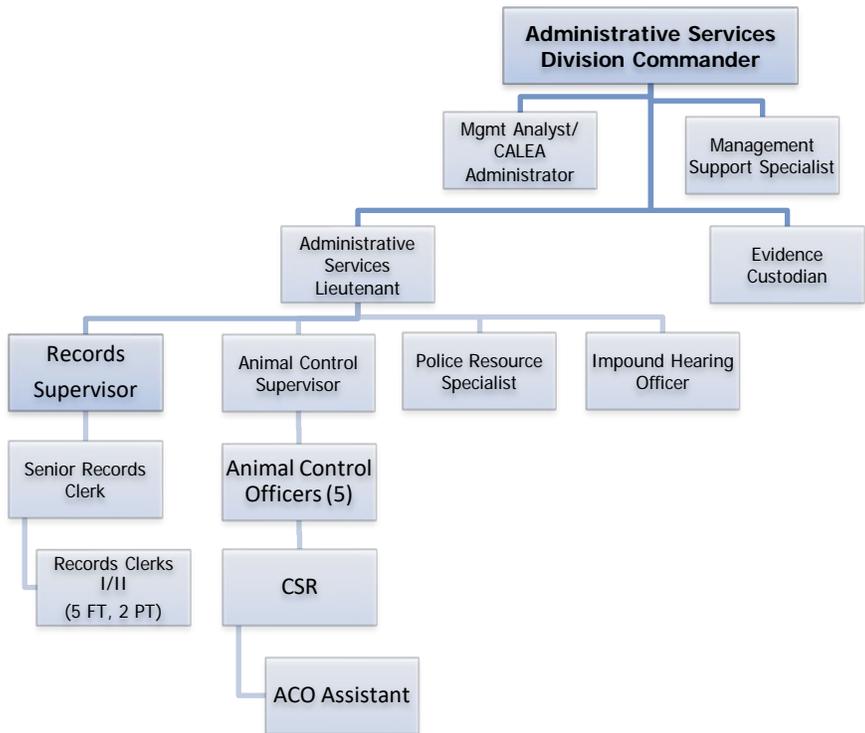


Police

Expenditures	FY 2019 Budget	FY 2020 Budget	FY 2021 City M anager Proposed
Administration	\$ 2,029,523	\$ 1,638,877	\$ 1,543,028
Police Operations	8,165,968	7,835,141	8,493,164
Animal Control	317,070	439,898	433,935
Total Personnel	\$ 10,512,561	\$ 9,913,916	\$ 10,470,127
Administration	\$ 83,900	\$ 104,779	\$ 97,339
Police Operations	326,399	1,356,120	1,424,647
Animal Control	649,071	526,536	535,902
Total O&M	\$ 1,059,370	\$ 1,987,435	\$ 2,057,888
Administration	\$ -	\$ -	\$ -
Police Operations	690,000	655,000	1,155,000
Animal Control	-	15,000	-
Total Capital	\$ 690,000	\$ 670,000	\$ 1,155,000
Totals	\$ 12,261,931	\$ 12,571,351	\$ 13,683,015



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 2019	Budgeted FY 2020	Budgeted FY 2021
General	\$2,101,719	\$1,730,176	\$1,626,887
Donations	\$11,704	\$13,480	\$13,480
Dev Fees	0	0	0
Total	\$2,113,423	\$1,743,656	\$1,640,367

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
<p>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.</p>	<ul style="list-style-type: none"> • 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.
<p>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.</p>	<ul style="list-style-type: none"> • Develop and implement a comprehensive recruiting strategy inclusive of increased testing at military installations and increased social media presence in targeted areas.
<p>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.</p>	<ul style="list-style-type: none"> • 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.
<p>Physical Resources & Technology Increase efficiency by promoting the timely development/ acquisition of police equipment and technology.</p>	<ul style="list-style-type: none"> • 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. Through an IGA with Cochise County, a simulcast repeater was added to a radio tower located on the west end, which enhanced public safety communications.
3. Successfully maintained accreditation through CALEA.



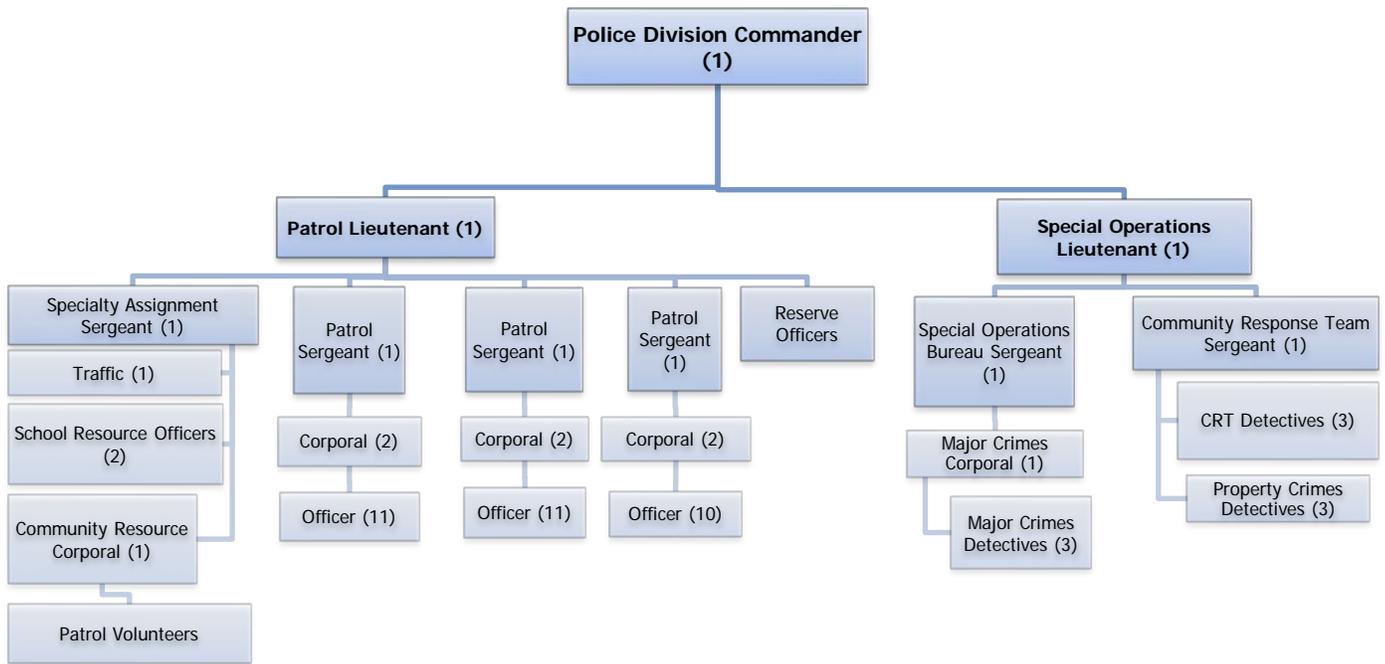
4. The Records Section Processed 4,261 Misc. Offense Reports and 572 CRASH Reports in 2019.
5. Animal Control handled 3,813 calls for service in 2019.
6. The Evidence Section had an intake of 4,138 items submitted in 2019.
7. Seven new officers were hired in 2019.

Administration

Expenditures	FY 2019 Budget	FY 2020 Budget	FY 2021 City M anager Proposed
Salaries - Regular	\$ 1,358,629	\$ 910,858	\$ 929,397
Salaries - Overtime	16,572	16,572	16,572
Salaries - Part Time	59,453	60,373	45,924
Benefits	594,869	651,074	551,135
Total Personnel	\$ 2,029,523	\$ 1,638,877	\$ 1,543,028
Professional Services	\$ 10,485	\$ 22,985	\$ 17,985
Equipment Maintenance	650	450	450
Professional Associations	1,762	1,565	1,725
Travel & Training	12,900	22,900	22,900
Office Supplies	20,000	19,000	19,000
Specialized Supplies	20,150	18,150	18,150
Books & Periodicals	6,249	6,249	3,649
Donations	11,704	13,480	13,480
Total O&M	\$ 83,900	\$ 104,779	\$ 97,339
Machinery & Equipment	\$ -	\$ -	\$ -
Total Capital	\$ -	\$ -	\$ -
Totals	\$ 2,113,423	\$ 1,743,656	\$ 1,640,367



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 2019	Budgeted FY 2020	Budgeted FY 2021
General	\$8,876,793	\$9,520,932	\$10,732,982
PD Special	319,500	\$314,500	\$314,500
Grants	25,574	\$10,829	\$25,329
Capital	0	0	0
Total	\$9,221,867	\$9,846,261	\$11,072,811

Description

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



Goals

Goals	Objectives
<p>Physical Resources & Technology Increase efficiency by promoting the timely development/ acquisition of police equipment and technology.</p>	<ul style="list-style-type: none"> 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.
<p>Community Confidence & Partnerships Enter into mutually beneficial partnerships which are designed to increase public safety and enhance the quality of life of the community.</p>	<ul style="list-style-type: none"> 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 2019 the Department had a clearance rate of 36.00% and a recovery rate of 30.29% for UCR Part I offenses.
2. In partnership with the Cochise County Sheriff’s Office, for the fifth consecutive year Sierra Vista Police Department continued to train Cochise County Schools and other organizations in the new A.L.I.C.E. active killer response methods.
3. The Sierra Vista Police Department continued its partnership 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. One “coffee with a cop” session was held in the community to foster positive interaction between citizens and police officers.

Performance Measures*

	CY 2016	CY 2017	CY 2018	CY 2019
UCR Part I Clearance Rate	37.6%	35.75%	33.98%	36.00%
Part I Recovery Rate	27.1%	30.95%	33.48%	30.29%
Public Highway Accidents	611	643	710	598

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



Police Operations

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 2016	CY 2017	CY 2018	CY 2019
Homicide	3	0	3	2
Forcible Rape	15	26	24	14
Robbery	18	24	14	16
Aggravated Assault	50	83	64	99
Burglary	250	212	154	121
Larceny-Theft	977	1017	924	807
Motor Vehicle Theft	55	61	45	63
Arson	6	9	2	3
Total	1374	1432	1230	1125
% Change	+2%	+4%	-14%	-8.5%

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



Police Operations

Expenditures	FY 2019 Budget	FY 2020 Budget	FY 2021 City M anager Proposed
Salaries - Regular	\$ 4,182,070	\$ 4,099,224	\$ 4,143,669
Salaries - Overtime	405,721	405,721	375,000
Salaries - Part Time	-	-	-
Benefits	3,578,177	3,330,196	3,974,495
Total Personnel	\$ 8,165,968	\$ 7,835,141	\$ 8,493,164
Professional Services	\$ 5,100	\$ 1,023,416	\$ 1,023,416
Professional Associations	1,176	1,176	1,176
Travel & Training	130,933	126,083	135,615
Specialized Supplies	228,355	205,110	263,690
Books & Periodicals	335	335	750
Total O&M	\$ 365,899	\$ 1,356,120	\$ 1,424,647
Machinery & Equipment	\$ 100,000	\$ 105,000	\$ 105,000
Vehicles	590,000	550,000	1,050,000
Total Capital	\$ 690,000	\$ 655,000	\$ 1,155,000
Totals	\$ 9,221,867	\$ 9,846,261	\$ 11,072,811

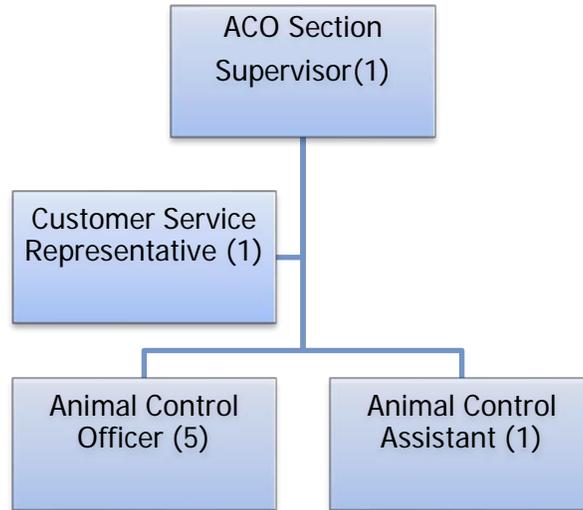
Comments

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 2019	Budgeted FY 2020	Budgeted FY 2021
General	\$515,350	\$577,049	\$576,186
PD Special	\$5,000	\$5,000	\$5,000
Donations	\$479,850	\$374,385	\$348,651
Grants		\$25,000	\$40,000
Total	\$966,141	\$981,434	\$969,837

Description

The Animal Control Bureau provides comprehensive animal control services for the City of Sierra Vista. This includes, but is not limited to: animal registration; impounding, maintaining and processing the stray, unwanted and dangerous animals; and the investigation and prosecution of animal control violations. Additional services provided are: public education, wildlife removal, dead animal disposal, euthanasia services, rabies vaccination and licensing clinics, pet sterilization programs, and adopt-a-pet month.



Goals

Goals	Objectives
<p>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.</p>	<ul style="list-style-type: none"> • Make the new surgical expansion at the shelter operational and continue to research the feasibility of further expanding the facility to meet future demands.

Major Accomplishments

1. Along with other organizations and agencies, held the fourth 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 387 animals were vaccinated during these events in 2019.
3. Redeemed 387 animals back to their owners in 2019.
4. Issued 2,684 dog licenses in 2019.
5. Through a donation from the Friends of the Sierra Vista Animal Shelter, procured a mobile pet trailer.

Performance Measures*

	CY 2016	CY 2017	CY 2018	CY 2019
Number of Animals Adopted	741	793	844	995
Calls for Service	3,465	4,769	4,144	3,813
Number of Animals Impounded	1,395	1,452	1,482	1,631

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

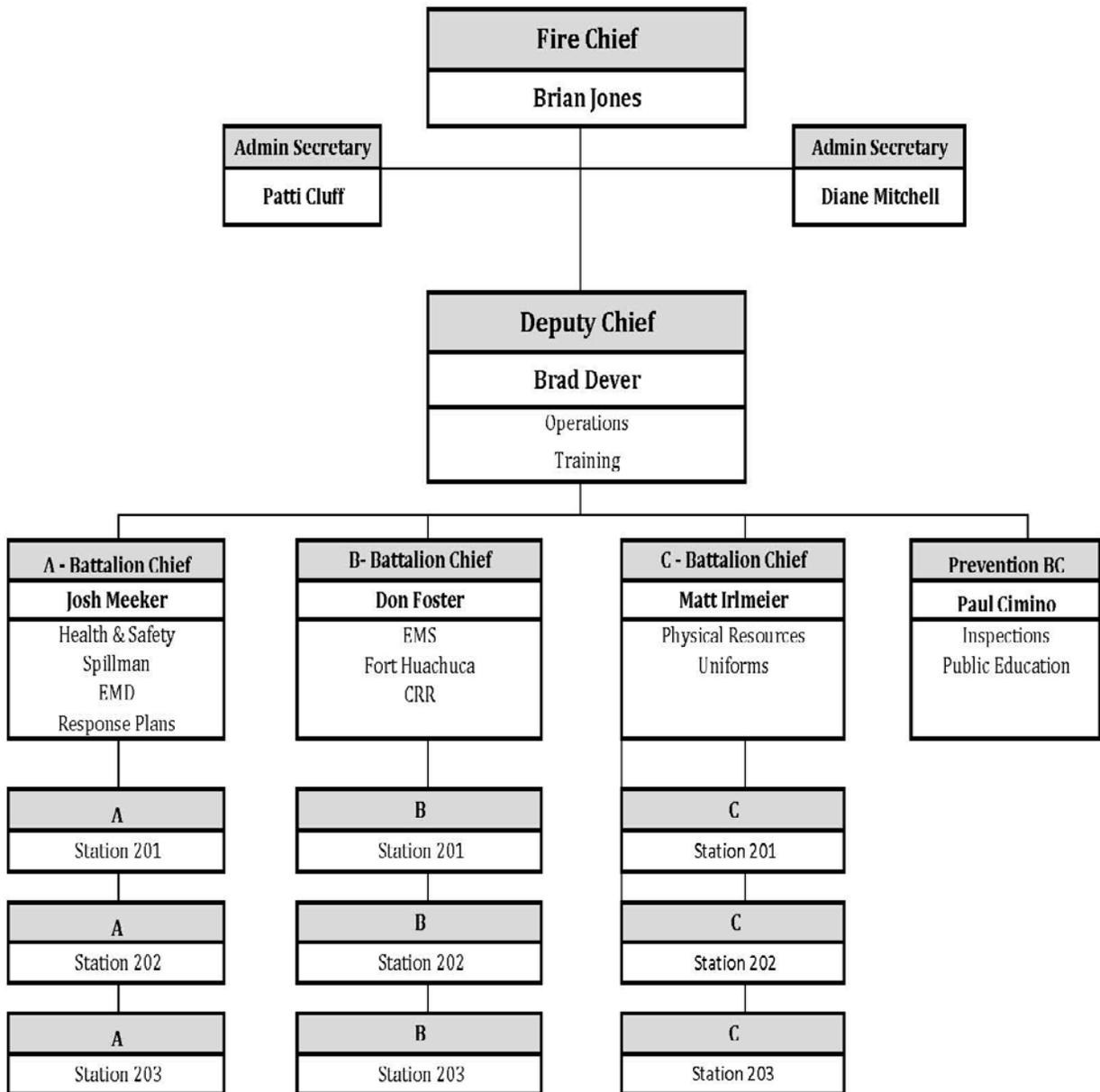


Animal Control

Expenditures	FY 2019 Budget	FY 2020 Budget	FY 2021 City M anager Proposed
Salaries - Regular	\$ 217,118	\$ 322,428	\$ 317,610
Salaries - Overtime	8,835	8,835	8,835
Salaries - Part Time	12,675	-	-
Benefits	78,442	108,635	107,490
Total Personnel	\$ 317,070	\$ 439,898	\$ 433,935
Professional Services	\$ 56,220	\$ 35,720	\$ 66,720
Building Maintenance	8,796	8,796	8,796
Professional Associations	150	180	180
Travel & Training	6,500	9,900	14,000
Specialized Supplies	97,555	97,555	97,555
Donations	479,850	374,385	348,651
Total O&M	\$ 649,071	\$ 526,536	\$ 535,902
Machinery & Equipment	\$ -	\$ 15,000	\$ -
Total Capital	\$ -	\$ 15,000	\$ -
Totals	\$ 966,141	\$ 981,434	\$ 969,837



SVFMS 2020 Organization Chart





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 2019	Budgeted FY 2020	Budgeted FY 2021
General	\$6,939,673	\$8,202,140	\$7,836,469
Grants	\$1,037,437	\$1,042,553	\$582,000
Donations	\$16,488	\$5,150	\$5,150
Development Fees	0	0	0
Total	\$7,993,598	\$9,249,843	\$8,423,619

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
<ul style="list-style-type: none"> • Reduce 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. Secured location and completed a preliminary site plan for an EMS sub-station at the corner of 7th Street and Buffalo Soldier Trail with construction scheduled to begin July 2021.
2. Worked with SEACOM to secure funding and plan for implementation of PRO Q/A, an emergency dispatch software that allows for dispatchers to give pre-arrival instructions to 9-1-1 callers which improves patient outcomes. Implementation is planned for June 2020.
3. Completed second 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.

4. Continued use of grant monies from TMC foundation for bike helmets and child passenger seats.
5. Implemented a 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. To date over 1,900 people have subscribed with 1,117 signed up to receive CPR notifications.
6. 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.
7. 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.
8. An MOU was executed with Fort Huachuca Fire for joint training using current training resources (props and equipment) at Fort Huachuca Training site.

Goals

Human Resources

Goals	Objectives
Enhance our abilities to recruit and retain fire service professionals	<ul style="list-style-type: none"> • 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. • Increase in person outreach at Arizona Junior College Firefighter 1 and 2 programs for recruiting

Physical Resources

Goals	Objectives
Build on our existing partnership with Fort Huachuca to enhance regional joint use training facility on the base	<ul style="list-style-type: none"> • Work with Fort Huachuca staff to develop an IGSA for the expansion of that site into a regional concept • Develop annual training schedule that meets fire/EMS needs for our response areas • 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.	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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.	<ul style="list-style-type: none"> • Reduce time on the road for more expensive apparatus • Keep apparatus available for high acuity personnel intensive incidents • Develop and implement G3 response plans

Performance Measures

	FY15/16	FY16/17	FY17/18	FY18/19	FY19/20
Total calls for service	6,932	7345	7609	8450	8675
Automatic Aid Given	N/A	373	425	568	498
Automatic Aid Received	N/A	907	881	607	902
Total fire calls	802	870	887	582	752
Structure fires	70	50	75	40	37
Vehicle fires	14	13	18	13	19
Brush fires	10	32	79	38	11
Other (alarm, smoke, assist...)	708	775	715	603	685
Total EMS calls	6130	6102	6297	6346	6994
Heart attack	551	466	505	513	541
Stroke	477	137	131	173	135



Fire & Medical Services

Motor Vehicle Accidents	241	260	276	285	310
Diabetic	63	67	66	85	117
EMS other	4767	5172	5319	5290	5891
Commercial Inspections	996	987	987	950	967
ISO rating	4	4	4	4	4
Grant and federal fund acquisition	N/A	5,000	5,000	44,000	N/A

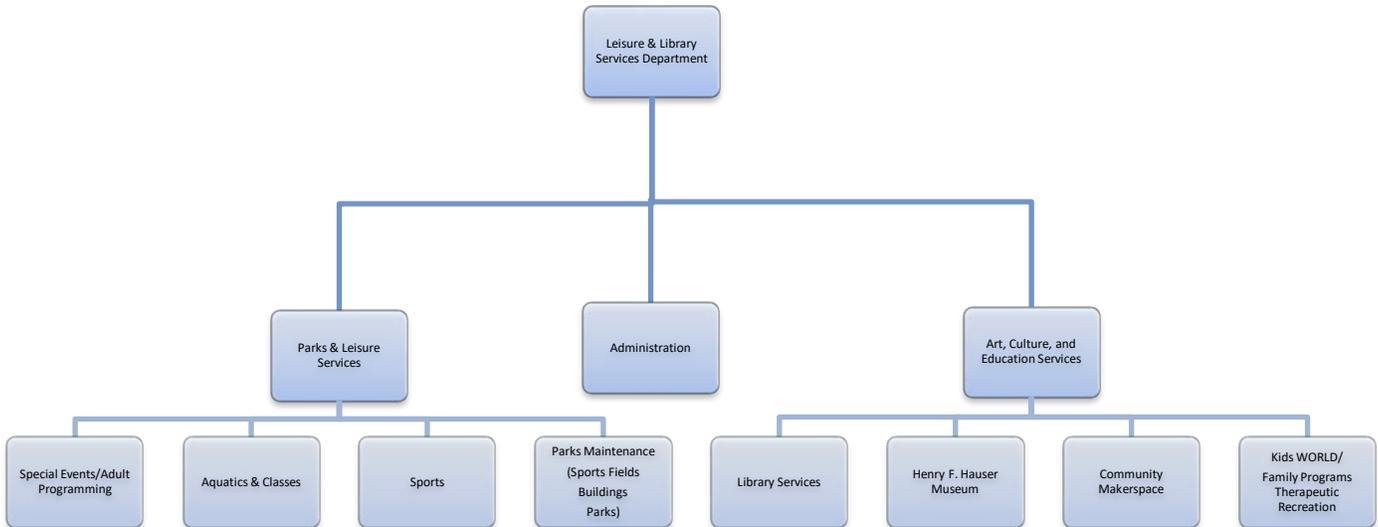


Fire

Expenditures	FY 2019 Budget	FY 2020 Budget	FY 2021 City Manager Proposed
Salaries - Regular	\$ 3,749,106	\$ 4,086,279	\$ 3,994,073
Salaries - Overtime	177,189	177,189	177,189
Salaries - Part Time	15,000	136,905	32,807
Benefits	2,375,331	2,597,672	2,930,631
Total Personnel	\$ 6,316,626	\$ 6,998,045	\$ 7,134,700
Professional Services	\$ 9,900	\$ -	\$ -
Office Equipment Maintenance	1,500	2,448	2,448
Building Maintenance	13,000	13,000	13,000
Vehicle & Equipment Maint	6,900	6,900	6,900
Printing & Binding	2,000	2,000	2,000
Professional Associations	3,271	3,271	3,945
Travel & Training	83,750	65,750	62,750
Office Supplies	7,800	7,800	7,800
Specialized Supplies	869,413	874,529	271,976
EMS Supplies	108,950	108,950	108,950
Books & Periodicals	4,000	4,000	4,000
Donations	16,488	5,150	5,150
Total O&M	\$ 1,126,972	\$ 1,093,798	\$ 488,919
Buildings	\$ -	-	\$ 100,000
Infrastructure	100,000	100,000	100,000
Machinery & Equipment	300,000	308,000	450,000
Vehicles	150,000	750,000	150,000
Total Capital	\$ 550,000	\$ 1,158,000	\$ 800,000
Totals	\$ 7,993,598	\$ 9,249,843	\$ 8,423,619

Comment:

Salaries increased due to class comp and PSPRS increase.



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: Administration, Parks Maintenance, Leisure, Therapeutic Recreation, Child/Family Programming, Aquatics, Sports, Museum, and Library. The department recently reorganized, and the FY 20/21 will show the new divisional budget structure. Each area within Leisure & Library Services has distinct goals, objectives, and focus areas. 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.

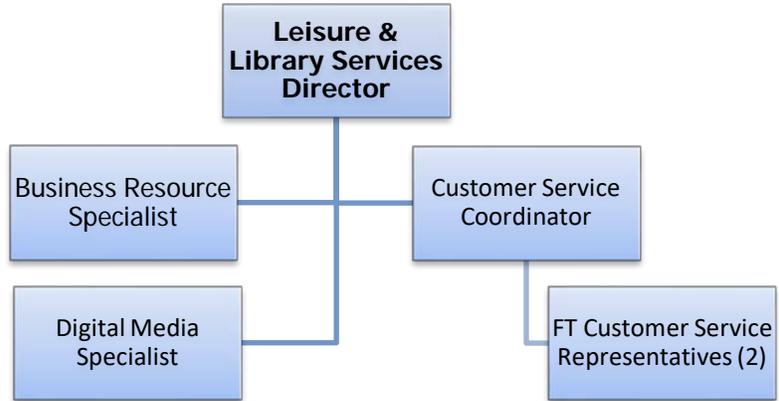


Leisure & Library Services

Expenditures	FY 2019 Budget	FY 2020 Budget	FY 2021 City M anager Proposed
Administration	\$ 510,266	\$ 631,792	\$ 565,107
Leisure	960,247	1,102,394	847,678
Cultural	68,650	138,638	66,484
Parks	660,543	657,041	673,790
Aquatics	449,850	386,497	308,666
Museum	68,185	71,565	56,002
Sports	-	-	55,265
Child & Family Programs	-	-	150,330
Library	644,610	710,951	696,851
Total Personnel	\$ 3,362,351	\$ 3,698,878	\$ 3,420,173
Administration	\$ 302,675	\$ 130,120	\$ 82,616
Leisure	351,962	376,927	125,600
Cultural	5,000	5,400	5,000
Psrks	271,935	245,350	206,350
Aquatics	37,250	33,500	46,650
Museum	17,725	12,725	17,725
Sports	-	-	130,811
Child & Family Programs	-	-	74,000
Library	378,660	329,340	546,770
Total O&M	\$ 1,365,207	\$ 1,133,362	\$ 1,235,522
Lesiure	-	22,000	-
Parks	1,303,604	12,180,990	3,404,800
Total Capital	\$ 1,303,604	\$ 12,202,990	\$ 3,404,800
Totals	\$ 6,031,162	\$ 17,035,230	\$ 8,060,495



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:

- Professionally staffed facilities offering exemplary customer service.
- Developing SOP's, for departmental administrative processes
- Ensuring proper departmental accounting practices and perform compliance checks
- Interfacing with Public Affairs regarding marketing and social media content

Expenditure by Fund			
	Budgeted FY 2019	Budgeted FY 2020	Budgeted FY 2021
General	\$586,571	\$675,397	\$599,607
Donations	226,370	\$86,515	\$48,116
Total	\$812,941	\$761,912	\$647,723

Mission Statement

Administrative team members provide friendly, internal and external customer service in a courteous, transparent, and professional manner.



Description:

Our staff manages facilities, resources, and oversees the day-to-day operations of the Oscar Yrun Community Center, Ethel H. Berger Center, the Sports Division, the Library, Parks Maintenance, and the Sierra Vista Aquatics Center, "The Cove." Our team members coordinate and control financial transactions, work orders requests, enters requisitions, prepares marketing materials and content, and arranges travel, and trainings. Our administrative staff also coordinates rentals and public services for buildings, rooms, sports fields and lighting, and park usage.

Administrative team members respond to a variety of public inquiries about programs, facilities, area attractions, youth and adult sports leagues, and other community recreation and cultural resources.

City Council Strategic Plan Initiatives
<p>The Leisure & Library Services department will be working on the following two-year initiatives across ALL divisions:</p> <ul style="list-style-type: none"> • 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.
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 and assigned commissions.
5. Implemented mobile
6. Successfully launched and began utilizing an enhanced cloud-based version of RecTrac, our recreation software program, to better meet the demands and expectations of the community



7. Coordinated the successful delivery of multiple projects through the contract held by Schneider Electric to include new boiler system at the Cove, ballfield LED lighting, electrical upgrades at Veterans Memorial Park, and artificially turfed soccer fields at Domingo Paiz and Eddie Cyr Sports Complexes.
8. Supported multiple departments during staffing shortages caused by the COVID-19 pandemic. Helped cross-departmentally at the Nancy J. Brua Animal Shelter, City Clerk’s Office, Finance, and the City Manager’s Office.
9. Began working with Community Development and the Parks & Recreation Commission on developing a comprehensive Parks Master Plan to include Sports Complexes.
10. Hired a Social Media Specialist to begin working on departmental interfacing using social media in coordination with the Marketing and Public Affairs Division.

Goals

Goals	Objectives
Provide current information about programs, events and community resources in a timely manner, focusing on customer engagement and service	<ul style="list-style-type: none"> • 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 to increase participation.	<ul style="list-style-type: none"> • Continue to work with the Public Affairs Office through our Social Media Specialist to ensure timely information is presented to the public. • Advertise special interest programs in the most cost-effective way possible, using radio, cable, city website, social media and print media resources. • 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-profit/public/private partnerships striving towards increasing	<ul style="list-style-type: none"> • Continue to work with Sierra Vista School District through our IGSA for access to recreation and classroom facilities. • Partnering with Fort Huachuca to enhance recreational usage through marketing and sharing of resources. • Continuing focus on community outreach to non-profit youth



<p>Ensure staff members are adequately trained to meet customer and emergency preparedness needs.</p>	<ul style="list-style-type: none"> • Request sufficient funds for staff for continuing education • 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 “RecTrac” and “WebTrac” software system. • Conduct annual trainings for EAPs and SOPs. • Research, development, and implement SOPs for programs focusing on safety, effectiveness, participation engagement, and customer enhancements.
<p>community wellness, health, and quality</p>	<p>and adult sports leagues, improving relationships, field services, and implementing tournament play.</p>

Performance Measures

	FY 16/17	FY 17/18	FY 18/19	FY 19/20
Aquatics Participants*				
Open Swim	34,128	27,672	23,702	10,537
Lap Swim	11,321	11,481	10,126	7,219
Swim lessons	1,800	637	693	425
Exercise Classes	646	629	561	1,038
Splash Time	4,013	2,072	1,832	1,141
Instructional Leisure and Aquatic class participants	6,118	9,434	12,576	9,112
Senior Activities participants				
Adult trips	213	152	297	121
Bazaars	1,128	1,275	1,320	*840
Senior Holiday Dinner	203	192	107	102
Sports/Special Events participants				
Oktoberfest	5,000	5,000	4,800	5,200
Sierra Vista Sips & Skies	2,800	3,000	3,000	cancelled



Easter Extravaganza	2,500	2,000	2,200	cancelled
Fourth of July	8,500	8,500	8,500	5,000 est.
Youth basketball	1,180	320	325	287
Tennis – youth/adult	204	74	96	100
Summer sports camps	189	197	220	117
Start Smart Sports	162	42	27	33
Adult softball	800	767	660	Cancelled
Adult Basketball	N/A	110	200	Cancelled
Dodgeball	N/A	N/A	N/A	130
Races/Triathlon	470	278	290	63
Therapeutic Recreation participants	376	45*	48*	30*
Kids WORLD participants	8,975	8,183	7,883	7,504
Pool rentals	151	115	133	85
Ramada rentals	1,442	1,426	1,829	2365
Field rentals	150	200	246	98
Sports League Field rentals				
Football	74	83	170	190
Soccer	1,086	1147	1329	961
Baseball	785	667	883	405
Softball	329	343	497	226

*Numbers reflect individual enrollment and/or registration versus number of visits per enrollment. Eliminates duplication of usage by an individual.
 FY20 numbers are actuals to date as of May 2020 and were heavily impacted due to closures caused by COVID-19. Actuals will be updated for FY2020 in next year’s summary to reflect the entire year.



Administration

Expenditures	FY 2019 Budget	FY 2020 Budget	FY 2021 City Manager Proposed
Salaries - Regular	\$ 383,969	\$ 455,723	\$ 426,038
Salaries - Part Time	-	13,527	-
Benefits	126,297	162,542	139,069
Total Personnel	\$ 510,266	\$ 631,792	\$ 565,107
Professional Services	\$ 2,600	\$ 4,030	\$ 2,000
Vehicle Maintenance	2,500	-	-
Equipment Rentals	1,800	1,800	-
Advertising	37,630	7,000	6,000
Postage	-	-	-
Printing & Binding	1,000	1,325	1,000
Professional Associations	4,275	2,950	3,500
Travel & Training	6,500	6,500	4,000
Office Supplies	10,000	10,000	10,000
Recreation Supplies	10,000	10,000	8,000
Specialized Supplies	-	-	-
Donations	226,370	86,515	48,116
Total O&M	\$ 302,675	\$ 130,120	\$ 82,616
Totals	\$ 812,941	\$ 761,912	\$ 647,723

Arts and Humanities Commission Programs

Mayor's Expenses Labor*
 Arts & Humanities Awards Postponed N/A

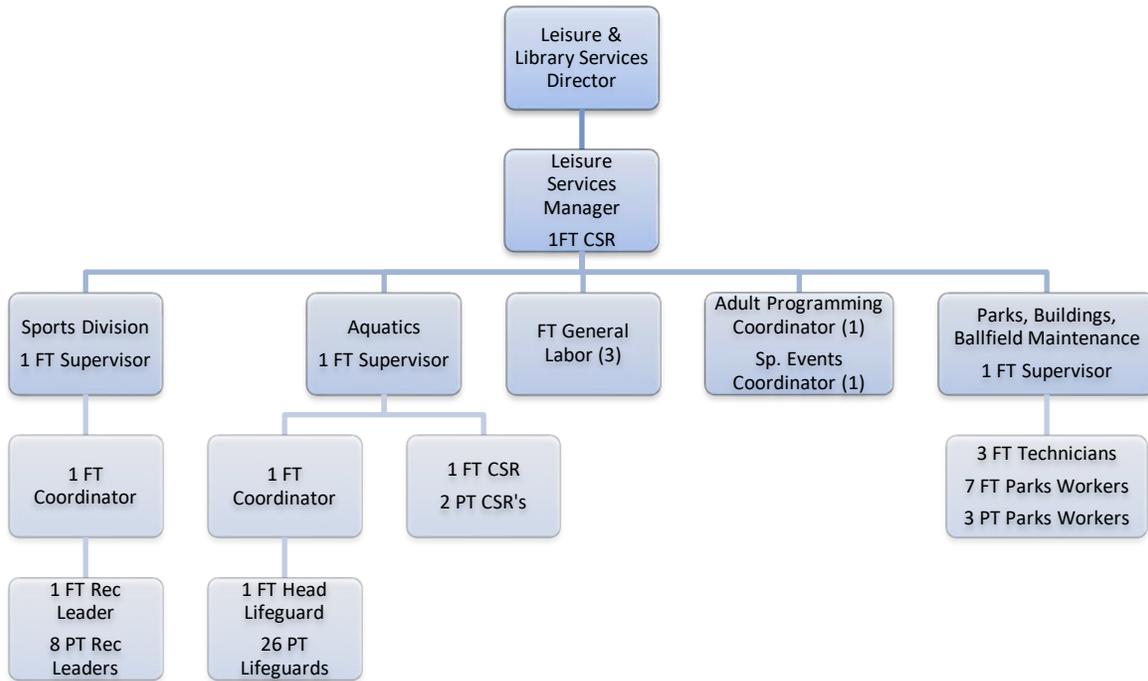
Commission on Cultural Diversity

Sister Cities Association (Partnership)

Student Exchange Expenses
 \$0.00 (funded through 501c3 as per MOU)



Leisure Services



Vision

Promote a full range of services from Parks Maintenance to special interest classes, excursions, and public special events throughout the year, in 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 2019	Budgeted FY 2020	Budgeted FY 2021
General	\$1,312,209	\$1,501,321	\$973,278
Grants	0	0	0
Total	\$1,312,209	\$1,501,321	\$973,278

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.



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. Over the years, 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 (Dine-A-Night Program)
20. Senior Holiday Dinner at the Ethel Berger Center

Major Community Sports Events

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



Major Accomplishments

1. Began scheduling gym use at the Rothery Center due to expansion of IGSA between SVUSD and the City of Sierra Vista.
2. Continued partnership with local soccer club to offer Futsal Programing which served over 225 participants at Rothery Gym (indoor and out) and JCMS.
3. Completed artificial turfing project at Eddie Cyr and Domingo Paiz Sports Complexes.
4. Continued to improve community partnerships with youth and adult soccer, baseball, football, and softball leagues.
5. Assisted local Little League in hosting six tournaments over the summer in FY 19/20.
6. 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
7. 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.
8. Partnered with 7 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 \$5,000 spent at local businesses by the est. 55 monthly attendees.
9. 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. Numbers declined sharply this year due to COVID-19.
10. Kids W.O.R.L.D. Summer Recreation Served more than 40 children in the community (preliminary numbers, post COVID-19)
11. 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.	<ul style="list-style-type: none"> • 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.
Update SOPs which improves safety, lowers	<ul style="list-style-type: none"> • Create committee to provide input on community special events.



<p>risk, increases customer engagement and support while decreasing or tracking cost, expenses, and benefit.</p>	<ul style="list-style-type: none"> • 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. • Ensure teams of all departments are aware and follow SOPs.
<p>Offer tournament play in Sierra Vista driving economic development, and sports opportunities for state, regional, and local participants</p>	<ul style="list-style-type: none"> • 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.
<p>Provide programs and opportunities for population between ages 20 – 40</p>	<ul style="list-style-type: none"> • Identify new and innovative programs which meet expectations and desires of target demographic. • Create and implement programs • Measure success and challenges
<p>Provide highly qualified staff and instructors for classes, programs, and community events.</p>	<ul style="list-style-type: none"> • Recruit and select the best staff and most highly qualified instructors for activities and classes offered. • Ensure that classes are self-funding whenever feasible. • Offer new classes, each quarter, as staffing permits.
<p>Provide a variety of quality activities that meet the diverse needs of our community.</p>	<ul style="list-style-type: none"> • 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.



<p>Enhance recreational opportunities through the use of partnerships and agreements.</p>	<ul style="list-style-type: none">• 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.
<p>Continuous Improvement-revise programs to achieve greater program efficiency and satisfaction.</p>	<ul style="list-style-type: none">• Review current recreational trends to ensure that our offerings meet the needs and desires of our community.• 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 2019 Budget	FY 2020 Budget	FY 2021 City Manager Proposed
Salaries - Regular	\$ 396,999	\$ 663,095	\$ 629,460
Salaries - Overtime	750	750	750
Salaries - Part Time	390,213	179,969	-
Benefits	172,285	258,580	217,468
Total Personnel	\$ 960,247	\$ 1,102,394	\$ 847,678
Professional Services	\$ 21,700	\$ 108,607	\$ 23,600
Land & Building Rental	96,397	30,160	-
Equipment Rental	4,000	4,000	-
Advertising	-	-	-
Printing & Binding	500	550	-
Travel & Training	5,000	6,900	3,000
Office Supplies	4,000	4,000	2,000
Recreation Supplies	91,715	114,130	17,000
Specialized Supplies	-	-	-
Event Supplies	128,650	108,580	80,000
Bank Charges	-	-	-
Total O&M	\$ 351,962	\$ 376,927	\$ 125,600
Infrastructure	\$ -	\$ -	\$ -
Machinery & Equipment	-	22,000	-
Furniture and Fixtures	-	-	-
Total Capital	\$ -	\$ 22,000	\$ -
Totals	\$ 1,312,209	\$ 1,501,321	\$ 973,278



Sports

Expenditures	FY 2019 Budget	FY 2020 Budget	FY 2021 City Manager Proposed
Salaries - Regular	\$ -	\$ -	\$ -
Salaries - Overtime	-	-	-
Salaries - Part Time	-	-	50,000
Benefits	-	-	5,265
Total Personnel	\$ -	\$ -	\$ 55,265
Professional Services	\$ -	\$ -	\$ 58,895
Building Maintenance	-	-	-
Land & Building Rental	-	-	5,000
Advertising	-	-	500
Association Memberships	-	-	116
Travel & Training	-	-	2,500
Office Supplies	-	-	1,000
Recreation Supplies	-	-	42,000
Specialized Supplies	-	-	-
Event Supplies	-	-	20,800
Total O&M	\$ -	\$ -	\$ 130,811
Totals	\$ -	\$ -	\$ 186,076



Child & Family Programs

Expenditures	FY 2019 Budget	FY 2020 Budget	FY 2021 City Manage Proposed
Salaries - Regular	\$ -	\$ -	\$ -
Salaries - Overtime	-	-	-
Salaries - Part Time	-	-	150,330
Benefits			
Total Personnel	\$ -	\$ -	\$ 150,330
Professional Services	\$ -	\$ -	\$ 16,000
Land & Building Rental	-	-	19,000
Advertising	-	-	2,000
Association Memberships	-	-	500
Travel & Training	-	-	500
Office Supplies	-	-	-
Recreation Supplies	-	-	28,000
Specialized Supplies	-	-	-
Event Supplies	-	-	8,000
Total O&M	\$ -	\$ -	\$ 74,000
Totals	\$ -	\$ -	\$ 224,330

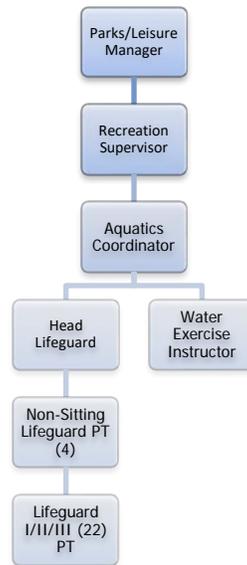
Performance Measures

	FY 16/17	FY 17/18	FY 18/19	FY 19/20
Clients with disabilities served with a positive outcome	100%	100%	100%	100%
Number of public participants in Department sponsored programs	110,024	114,407	119,895	70,012
Leisure and Aquatic Classes Operated	187	197	203	193
Number of Participants in Leisure and Aquatics Classes	6,118	9,434	12,576	9,112
Annual Revenue	\$800,535	\$826,207	\$934,912	*\$620,296

*FY 20 numbers based on actuals through May 2020 + 20% estimate. Actuals will be updated on next FY's summary.



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 2019	Budgeted FY 2020	Budgeted FY 2021
General	\$487,100	\$419,997	\$ 355,316
Capital	0	0	0
Total	\$487,100	\$419,997	\$ 355,316

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. Continued Regional Community Outreach for Lifeguard Trainings to other cities.
2. Continue to offer WSI Community Trainings to other cities.
3. Established ability to certify additional WSI instructors in house.



4. Supervisor now oversees and controls all aspects of operations and all facility employees ensuring maximum flexibility to schedules and community support.
5. Increased customer service and amenities to private rentals and birthday parties.
6. Continued swim lessons for adults and children.
7. Provided several Special Event Nights for the community
8. Hosted Buena High School home swim meets
9. Developed new pricing schedule to help cover hikes to employee pay as minimum wage hikes have taken place over the past three years. Maintained competitive pricing.
10. Performed many improvements during maintenance closure this year to include power washing pool decking, painting, and cleaning.
11. New redundant boiler system installed creating a much more comfortable experience for patrons while using less electricity.

Goals

Goals	Objectives
Provide a variety of quality aquatic and safety related activities.	<ul style="list-style-type: none"> • 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 and swim club competitive swimmers and divers. • Ensure repeat recreational customers. • Offer private rental opportunities. • Explore more opportunities for Lap Swim, Splash Time, and Water Exercise Classes.
Provide a safe environment.	<ul style="list-style-type: none"> • Require all lifeguards to be American Red Cross (ARC) certified. • Ensure lifeguard to customer ratios are maintained and staff receive ongoing, regular training. • Ensure that facility meets all current state and federal safety standards.



Become a resource for other Cochise County public pools	<ul style="list-style-type: none"> Identify other cities in need of lifeguard or aquatic training and services.
Increase operational efficiency	<ul style="list-style-type: none"> Determine effectiveness by state and national standards Develop optimal staffing levels Create hours of operation to accommodate needs of the public and constantly evaluate changes in customer climate.
Keep prices competitive.	<ul style="list-style-type: none"> Regularly evaluate fees and adjust when necessary Keep entry costs as low as possible while covering staffing, events, and recreational classes and programs.

Performance Measures

	FY 15/16	FY 17/18	FY 18/19	FY 19/20
Number of Cove Customers	51,908	42,491	36,914	20,360
Number of Lap Swim Participants	11,321	11,481	10,126	7,219*
Number of Class Participants (Water Classes + Splash Time classes)	6,459	3,338	3,086	1,463
Open days	235	260	270	179

*FY 20 numbers based on actuals through May 2020 + 20% estimate. Actuals will be updated on next FY's summary.

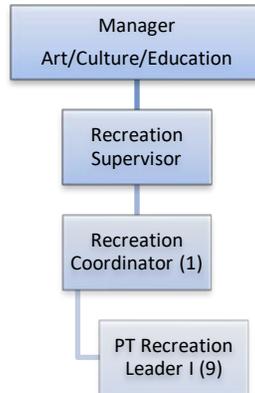


Aquatics

Expenditures	FY 2019 Budget	FY 2020 Budget	FY 2021 City Manager Proposed
Salaries - Regular	\$ 137,016	\$ 73,540	\$ 73,535
Salaries - Overtime	500	500	500
Salaries - Part-Time	240,084	252,946	175,000
Benefits	72,250	59,511	59,631
Total Personnel	\$ 449,850	\$ 386,497	\$ 308,666
Professional Services	\$ 3,500	\$ 2,500	\$ 3,800
Office Equipment Maintenance	-	-	-
Equipment Maintenance	-	-	-
Advertising	3,000	3,000	3,000
Printing & Binding	500	500	500
Books & Periodicals	500	-	-
Travel & Training	6,250	12,000	8,350
Office Supplies	-	-	2,000
Recreation Supplies	23,500	15,500	29,000
Total O&M	\$ 37,250	\$ 33,500	\$ 46,650
Building Repairs	-	-	-
Total Capital	\$ -	\$ -	\$ -
Totals	\$ 487,100	\$ 419,997	\$ 355,316



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 2019	Budgeted FY 2020	Budgeted FY 2021
General	\$73,650	\$144,038	\$71,484
Total	\$73,650	\$144,038	\$71,484

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. This position has recently been reorganized to our Division focusing on Art, Culture and Education (Library Services).

Major Accomplishments:

1. Provided socialization and life skills services to 30 adults in the department's State licensed Developmentally Disabled Therapeutic Recreation program.



Therapeutic Recreation

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/exceeding expectations for 2 annual audit 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.	<ul style="list-style-type: none"> • Ensure that the 30 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.	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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.	<ul style="list-style-type: none"> • Recruit staff with good interpersonal skills. • Ensure that staff members are American Red Cross CPR and first aid trained.



Performance Measures

	FY 16/17	FY 17/18	FY 18/19	FY 19/20
% Clients with an ISPP positive outcome	100%	100%	100%	100%
Outside Funds Received	\$69,500	\$68,838	\$53,000	
Number of Participants	376	45	48	30

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

Therapeutic Recreation

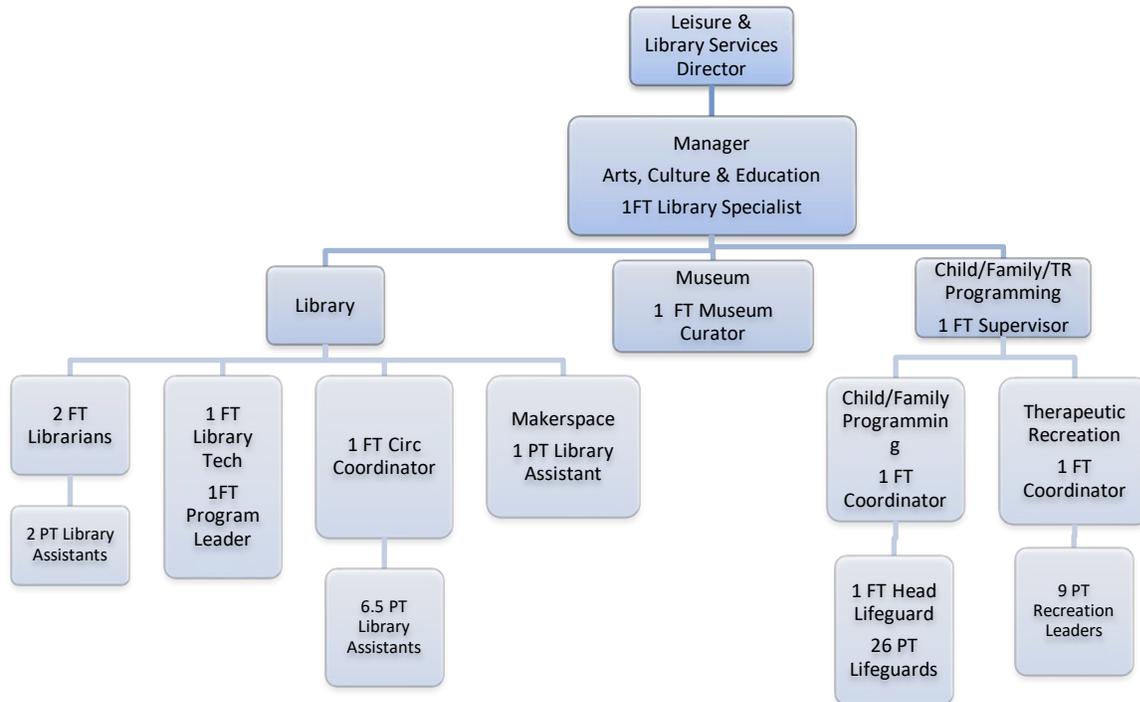
Expenditures	FY 2019 Budget	FY 2020 Budget	FY 2021 City Manager Proposed
Salaries - Regular	\$ 15,350	\$ 61,399	\$ 15,351
Salaries - Part Time	45,045	53,153	40,000
Benefits	8,255	24,086	11,133
Total Personnel	\$ 68,650	\$ 138,638	\$ 66,484
Advertising	\$ -	\$ -	\$ -
Travel & Training	-	1,400	1,000
Recreation Supplies	5,000	4,000	4,000
Total O&M	\$ 5,000	\$ 5,400	\$ 5,000
Totals	\$ 73,650	\$ 144,038	\$ 71,484

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 2019	Budgeted FY 2020	Budgeted FY 2021
General	\$840,155	\$910,091	\$913,396
Donations	\$183,115	\$116,795	\$103,725
Grant	0	\$20,000	\$226,500
Total	\$1,023,270	\$1,046,886	\$1,243,621

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



Library and Museum

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. Increased city-wide circulation of e-materials by 28% during the two month closure due to COVID-19, including book e-books and e-audiobooks.
2. Partnered with the Leisure "Kids World" program to provide "choice based" interactive learning training to all positions within the program, including STEAM programming, building on existing relationships between librarians and leisure staff. Librarians designed and taught a half day course, complete with content and handouts.
3. Re-designed the circulation area and added 3 new self-checkout machines total, including one additional in the youth services department.

Goals	Objectives
The community will have the resources available to fulfill its information needs.	<ul style="list-style-type: none"> • Each year the number of people using the library will increase by 1%. • Each year the number of people using the Internet (including wi-fi) will increase by 1%.
Circulate large number of popular titles and topics to further reading enjoyment.	<ul style="list-style-type: none"> • By June 2021 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.	<ul style="list-style-type: none"> • 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.	<ul style="list-style-type: none"> • 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 16/17	FY 17/18	FY 18/19	FY 19/20
Total number of items circulated	342,589	353,947	368,122	303,471
Circulation per capita	7.79	8.36	9.2	9.2
Circulation for all electronic materials	22,195	19,623	20,198	31,683
Circulation for all hard copy materials	320,394	334,424	347,924	271,788
Number of persons using the Internet through public access terminals (26)	31,663	29,987	23,388	14,144**
Number of attendees at library programs	12,810	14,014	16,906	15,334
Adults		4,726	4,773	3,749
Teens		1,763	2,488	743
Youth		8,425	10,640	10,492
Number of library visitors	154,771	159,321	149,172	*
Number of registered borrowers	28,217	25,298***	26,538	26,719

*The library hasn't had an accurate visitor counter since September 2019

**The library was closed to the public beginning March 18, 2020

***Numbers reflect county-wide purge of inactive patrons (2 years of more)

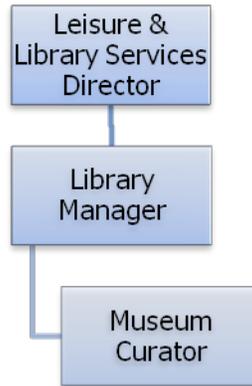


Library

Expenditures	FY 2019 Budget	FY 2020 Budget	FY 2021 City Manager Proposed
Salaries - Regular	\$ 356,410	\$ 368,729	\$ 383,458
Salaries - Part Time	161,581	194,828	165,000
Benefits	126,619	147,394	148,393
Total Personnel	\$ 644,610	\$ 710,951	\$ 696,851
Professional Services	\$ 10,000	\$ -	\$ 232,700
Office Equipment Maintenance	10,545	10,545	9,945
Advertising	-	1,200	1,200
Travel & Training	-	5,395	5,000
Postage	6,000	6,000	7,200
Office Supplies	26,000	26,000	37,000
Specialized Supplies	-	20,000	-
Books & Periodicals	143,000	150,000	150,000
Donations	183,115	116,795	103,725
Total O&M	\$ 378,660	\$ 335,935	\$ 546,770
Totals	\$ 1,023,270	\$ 1,046,886	\$ 1,243,621



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 2019	Budgeted FY 2020	Budgeted FY 2021
General	\$85,910	\$84,290	\$73,727
Total	\$85,910	\$84,290	\$73,727

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. Through a partnerships with the Sierra Vista Historical Society, rebuilt and renewed the Fry Pioneer Cemetery, utilizing local volunteers and historians to ensure its proper preservation for future generations. Conducted related programming and erected a new exhibit to highlight the cemetery’s unique impact on local history. Was awarded a prestigious Governor’s Award celebrating the incredible effort to restore and preserve the space, much in part to the new curator’s (Elizabeth Wrozek’s) efforts.
2. Increased opportunities for researchers though ongoing growth of the oral history program and searchable collections database.



Goals

Goals	Objectives
Provide exceptional collection management of museum artifacts.	<ul style="list-style-type: none"> • 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.	<ul style="list-style-type: none"> • 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.	<ul style="list-style-type: none"> • 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

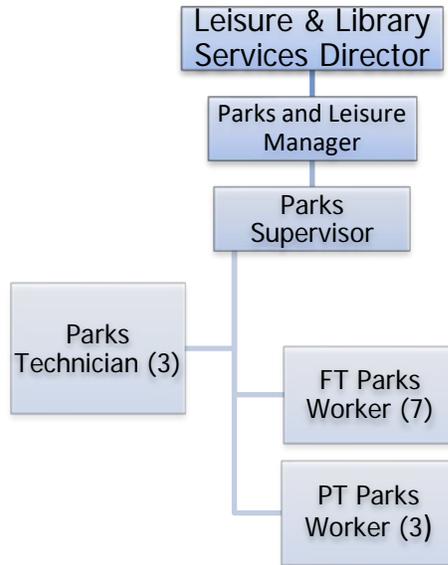
	FY 16/17	FY 17/18	FY 18/19	FY 19/20
Number of Visitors	4,127	4,326	5,282	5,282
Public Workshops/Classes/Open House attendance	1,279	1,547	1,923	1,080

M useum

Expenditures	FY 2019 Budget	FY 2020 Budget	FY 2021 City M anager Proposed
Salaries - Regular	\$ 49,920	\$ 51,937	\$ 40,144
Benefits	18,265	19,628	15,858
Total Personnel	\$ 68,185	\$ 71,565	\$ 56,002
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	\$ 12,725	\$ 17,725
Totals	\$ 85,910	\$ 84,290	\$ 73,727



Parks Maintenance



Expenditure by Fund			
	Budgeted FY 2019	Budgeted FY 2020	Budgeted FY 2021
General	\$687,478	\$1,052,391	\$1,125,340
Grants	\$245,000	\$1,516,466	\$754,800
Donations	0	0	0
Park Dev Fees	0	0	0
Infrastructure	\$1,303,604	\$10,514,524	\$2,404,800
Total	\$2,236,082	\$13,083,381	\$4,284,940

Description:

The Parks Maintenance section is currently comprised of one supervisor, three technicians, seven fulltime Parks Workers, and three part time Parks 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.
3. Continued the use of Turf renovator machines to improve natural turf conditions at city sports complexes and parks.
4. Park Maintenance staff has continued to improve sports field and park turf surfaces. More improvements are to come after repairs to the irrigation system take place in Veterans Memorial Park in FY21.
5. Park Maintenance continues to work with the City Compost Facility to utilize their compost for topdressing and over seeding operations on the Sports Fields and in the Parks.
6. Enhanced drainage and landscaping at Domingo Paiz Soccer complexes.
7. Updated sand volleyball court surfaces at Veterans Memorial park.
8. Completed comprehensive bridge repairs across the city in multiple park locations.
9. Parks Maintenance Staff and staff from the Streets department made several security and cosmetic repairs to Bolin RC Airfield.
10. Assisted Parks and Recreation Commission in repainting ramadas and replaced damaged ramada roofs at Veterans Memorial Park.
11. Updated lighting for Santa's Around the World and tree displays for annual Christmas Tree lighting event at Veterans Memorial Park.
12. Completed landscaping at Timothy Lane Park utilizing CDBG funds.
13. Added playground equipment lighting at Tompkins Park.



Goals

Goals	Objectives
Sustain and improve the quality of existing City Parks, Sports Fields and Public Grounds.	<ul style="list-style-type: none"> • 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.	<ul style="list-style-type: none"> • 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

	FY16/17	FY17/18	FY18/19	FY19/20**
Number of Sports Field Reservations*	3,973	4,249	4,417	4623
Sports Field Reservations Revenue*	\$52,873	\$65,781	\$82,333	\$54,337
Number of Park Facilities Reservations*	602	692	485	294
Park Facilities Reservation Revenue*	\$44,372	\$50,654	\$47,774	\$25,237

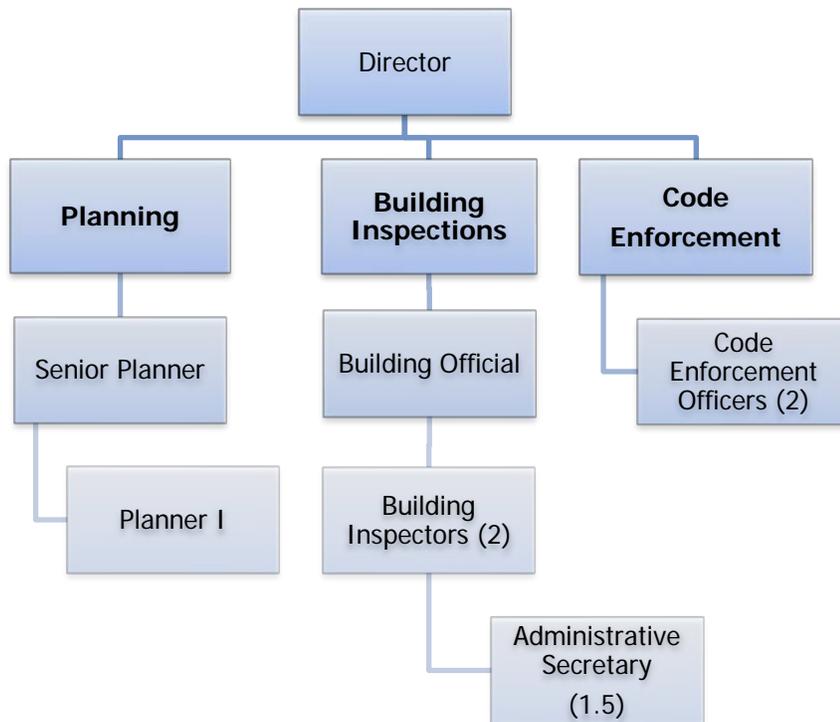
* Includes reservations for City special events and programs (non-reservation revenue)

**Not a full year



Parks

Expenditures	FY 2019 Budget	FY 2020 Budget	FY 2021 City Manager Proposed
Salaries - Regular	\$ 440,542	\$ 404,118	\$ 450,132
Salaries - Overtime	7,179	7,179	-
Salaries - Part Time	34,953	68,448	32,000
Benefits	177,869	177,296	191,658
Total Personnel	\$ 660,543	\$ 657,041	\$ 673,790
Professional Services	\$ 57,500	\$ 50,500	\$ 45,000
Building Maintenance	11,500	11,500	11,500
Infrastrucutre Maintenance	121,100	108,100	88,100
Travel & Training	5,000	5,000	6,500
Specialized Supplies	76,835	70,250	55,250
Total O&M	\$ 271,935	\$ 245,350	\$ 206,350
Land	\$ -	\$ -	\$ 1,000,000
Infrastructure	1,303,604	12,180,990	2,404,800
Total Capital	\$ 1,303,604	\$ 12,180,990	\$ 3,404,800
Totals	\$ 2,236,082	\$ 13,083,381	\$ 4,284,940



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

- *Prioritize CDBG funding to streetlights, sidewalks, and ADA improvements*
- *Renegotiate the Tribute-specific master plan to reflect new needs and priorities since the original development of the plan.*
- *Continue to provide incentives for West End redevelopment through the West SV Partnership Program*
- *Evaluate feasibility of designating a West End entertainment district.*
- *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.*
- *Explore the potential for regional storm water basins to serve West End and reduce flooding*



Community Development

Expenditures	FY 2019 Budget	FY 2020 Budget	FY 2021 City M anager Proposed
Planning	\$ 680,829	\$ 526,084	\$ 531,431
Building Inspections	163,839	245,521	249,328
Total Personnel	\$ 844,668	\$ 771,605	\$ 780,759
Planning	\$ 369,911	\$ 269,403	\$ 248,695
Building Inspections	6,860	5,110	3,610
Neighborhood Enhancement	56,000	58,970	58,970
Total O&M	\$ 432,771	\$ 333,483	\$ 311,275
Neighborhood Enhancement	\$ -	\$ -	\$ -
Total Capital	\$ -	\$ -	\$ -
Totals	\$ 1,277,439	\$ 1,105,088	\$ 1,092,034



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 2019	Budgeted FY 2020	Budgeted FY 2021
General	\$792,292	\$629,297	\$603,144
Grants	\$256,667	\$158,105	\$168,897
Donation	\$1,781	\$8,085	\$8,085
Total	\$1,050,740	\$795,487	\$780,126

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. Carried out Planning and Zoning Commission's Annual Work Program to remove unnecessary and obsolete code provisions and streamline the permitting process involving accessory dwelling units, subdivision regulations, and private schools of education.
2. Administered West Sierra Vista Partnership Program providing renovation grants to Julie & Sammy's 33 Flavors, 143 Street Tacos, Canyon Depot Properties, and Politi Investments, LLC.
3. Provided implementation support for Liberty Water Mural project and Fry Townsite Cemetery improvements.
4. Prepared analysis and support for establishing West End Entertainment District adopted by City Council with the support of the West End Commission.
5. Participated in the 2020 U.S. Census Complete Count Committee to boost local response rate.
6. Negotiated Pre-Annexation Agreement with Big-O Tire that will increase local sales tax revenue.
7. Amended the City's Five-Year Consolidated Plan and PY 2019 Annual Action Plan to program CARES Act funding for economic development and public service programs to aid in City's COVID-19 response.
8. Prepared City's PY 2020 Annual Action Plan to carry out Phase III of Eddie Cyr Park Master Plan following public involvement process.
9. Completed the following CDBG Projects involving environmental clearances and Davis-Bacon compliance determinations: Demolition of Former Public Works Yard; Timothy Lane Park Improvements; N. 5th Street Improvements; Alleyway Improvement; ADA Ramp and sidewalk installation on Toscanini Avenue.
10. Created concept plan for Solider Creek Park/James Landwehr Plaza improvements.
11. Created several WebApps including Refuse Route Analysis, updated Business Inventory; Multi-Family Rental Units (including rents to determine affordability); and Lodging Establishments.
12. Launched a toilet rebate program that provides a rebate of \$50 to \$100 for qualifying residents to replace a less efficient toilet with a low-flow model that meets the Environmental Protection Agency's Water Sense Program Standards. Through May 14, 2020, the program has replaced 107 toilets saving an estimated 836,063 gallons of water per year.



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:	
	<ul style="list-style-type: none"> • 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:	
	<ul style="list-style-type: none"> • 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:	
	<ul style="list-style-type: none">• 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:	
	<ul style="list-style-type: none">• Partner with Economic Development on strategic plan initiatives.



Planning

Expenditures	FY 2019 Budget	FY 2020 Budget	FY 2021 City Manager Proposed
Salaries - Regular	\$ 518,570	\$ 378,787	\$ 387,489
Salaries - Part Time	-	14,196	14,196
Benefits	162,259	133,101	129,746
Total Personnel	\$ 680,829	\$ 526,084	\$ 531,431
Professional Services	\$ 349,017	\$ 238,205	\$ 218,997
Office Equipment Maintenance	-	-	-
Equipment Rentals	-	-	-
Printing & Binding	500	500	500
Professional Associations	1,688	1,688	1,688
Travel & Training	3,500	3,500	2,000
Postage	-	-	-
Advertising	3,500	7,000	7,000
Office Supplies	5,500	6,000	6,000
Specialized Supplies	4,200	4,200	4,200
Books & Periodicals	225	225	225
Donations	1,781	8,085	8,085
Total O&M	\$ 369,911	\$ 269,403	\$ 248,695
Totals	\$ 1,050,740	\$ 795,487	\$ 780,126

*Professional services includes \$50K West End Partnership Program

Performance Measures

PLANNING & ZONING DIVISION	FY 17-18	FY 18-19	FY 19-20
Development Cases			
# of Site Plan (including Modified) Applications	8	9	4
# of Annexation Petitions Processed	9	1	4
# of Variance Cases (including Modification of Setbacks)	6	2	3
# Conditional Use Requests	1	2	1

FY 2021 Budget



# of Rezoning Petitions	1	1	1
# of Subdivision Plats Reviewed	3	3	1
#Temporary Uses	18	11	16
# Zoning Compliances	92	91	65
#Home Based Businesses	75	72	60
#Permanent Signs	15	52	49
#Temporary Signs	20	32	19
# Code Amendments	3	2	4
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 2019	Budgeted FY 2020	Budgeted FY 2021
General	\$170,699	\$250,631	\$252,938
Total	\$170,699	\$250,631	\$252,938

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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> • 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.	<ul style="list-style-type: none"> • 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.	<ul style="list-style-type: none"> • Provide inspections and reports supporting code enforcement efforts in property maintenance

Building Inspections

Expenditures	FY 2019 Budget	FY 2020 Budget	FY 2021 City Manager Proposed
Salaries - Regular	\$ 118,951	\$ 182,385	\$ 186,022
Salaries - Part Time	5,000	2,600	2,600
Benefits	39,888	60,536	60,706
Total Personnel	\$ 163,839	\$ 245,521	\$ 249,328
Professional Services	\$ -	\$ -	\$ -
Printing & Binding	200	200	200
Professional Associations	210	210	210
Travel & Training	6,250	4,500	3,000
Books & Periodicals	200	200	200
Total O&M	\$ 6,860	\$ 5,110	\$ 3,610
Totals	\$ 170,699	\$ 250,631	\$ 252,938



Performance Measures

BUILDING & INSPECTIONS DIVISION	FY 17-18	FY 18-19	FY 19-20
Development Cases			
# of Building Permits Issued	1,230	1,400	1,425
# of Inspections Performed	3,225	3,384	3,340
Effectiveness			
Average Plan Review Time (within 10 Business Days)	100%	70%	60%
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 2019	Budgeted FY 2020	Budgeted FY 2021
General	\$56,000	\$58,970	\$58,970
Grants	0	0	0
Capital	0	0	0
Total	\$56,000	\$58,970	\$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. Demolished two blighted buildings in violation of the City's Codes.
2. Orchestrated 125 tons of trash from various AZ State Trust Land and City owned land with support from Streets Dept. of Public Works.
3. Abated the removal of 32 tons of litter and debris from private property.



4. Assisted SVPD and CCSO by shutting down a major drug house by working with owner to secure long term.
5. Assisted Good Neighbor Alliance with the annual homeless count.
6. Provided security and demolition support to Fry Cemetery.
7. Officer Fuentes assists regularly with Spanish translation for SVPD.
8. Provided 2 homeowners with roll-offs to clean up their properties to be compliant with City Code.
9. Assist SVPD with homeless camp regulation.
10. Regularly provide support to SVFD and Streets with burned structures, unsafe situations and other regulation and codes.

Goals	Objectives
<p>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.</p>	<ul style="list-style-type: none"> • Continue to improve communication methods and materials. Promote the use of the MySierraVista reporting application.
<p>Ensure code enforcement violations referred to municipal court are upheld through clear, accurate, and professionally produced reports and evidence consistent with required procedures.</p>	<ul style="list-style-type: none"> • 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.
<p>Reduce the time and expense of abatements through the use of internal staff and Department of Corrections Workers as available.</p>	<ul style="list-style-type: none"> • 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.

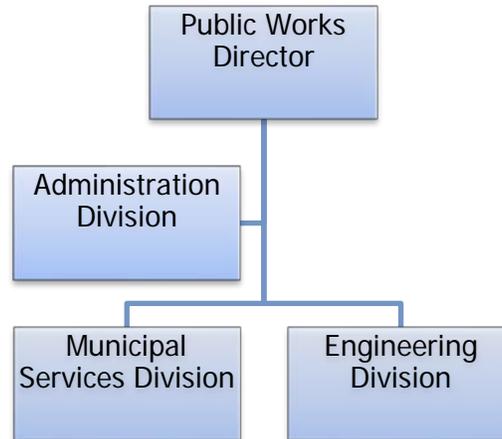


Neighborhood Enhancement

Expenditures	FY 2019 Budget	FY 2020 Budget	FY 2021 City Manager Proposed
Professional Services	\$ 50,000	\$ 50,000	\$ 50,000
Advertising	-	1,520	1,520
Printing & Binding	1,000	1,000	1,000
Professional Associations	-	250	250
Travel & Training	-	1,200	1,200
Specialized Supplies	5,000	5,000	5,000
Total O&M	\$ 56,000	\$ 58,970	\$ 58,970
Infrastructure	\$ -	\$ -	\$ -
Total Capital	\$ -	\$ -	\$ -
Totals	\$ 56,000	\$ 58,970	\$ 58,970

Performance Measures

CODE ENFORCEMENT	FY 17-18	FY 18-19	FY 19-20
Code Enforcement Complaints	1,167	648	700
Civil Citations Issued	4	4	2
Court Hearings	4	3	3
Abatements Performed	14	3	16
Vacant Properties Registered	95	41	40
Properties Secured	3	0	2
Average Time to Respond to a Complaint			
High Priority Cases	24 hours	24 hours	24 hours
Other	1 business day	1 business day	1 business day
Average # of Days to Gain Compliance	30 days	30 days	30 days



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, Municipal 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 **Municipal 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 Municipal 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** 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.

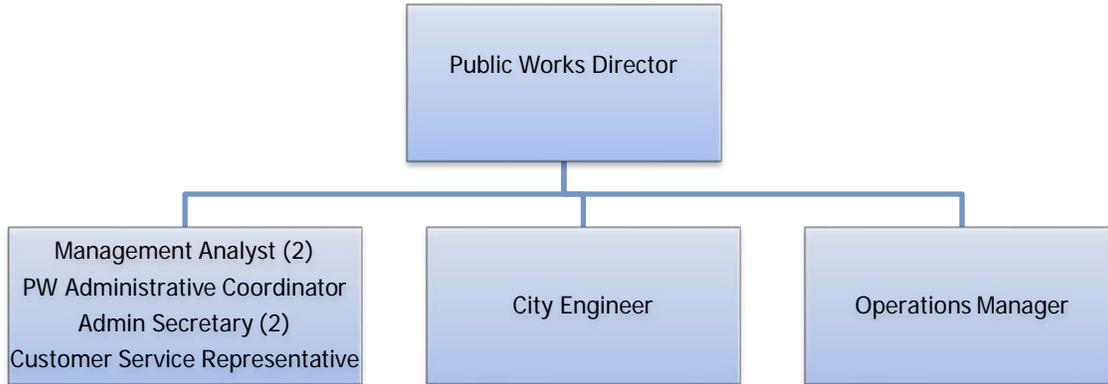


Public Works

Expenditures	FY 2019 Budget	FY 2020 Budget	FY 2021 City Manager Proposed
Administration Division	\$ 959,412	\$ 1,190,731	\$ 924,619
Engineering Division	2,460,923	2,425,625	2,351,776
Municipal Services Division	3,213,151	3,105,235	3,024,321
Total Personnel	\$ 6,633,486	\$ 6,721,591	\$ 6,300,716
Administration Division	\$ 772,240	\$ 791,850	\$ 758,500
Engineering Division	3,375,170	3,395,802	3,537,502
Municipal Services Division	5,919,281	6,076,650	5,898,225
Total O&M	\$ 10,066,691	\$ 10,264,302	\$ 10,194,227
Administration Division	\$ 600,000	\$ 217,500	\$ 1,940,500
Engineering Division	2,346,247	5,863,440	6,539,449
Municipal Services Division	1,715,750	3,601,071	6,747,000
Total Capital	\$ 4,661,997	\$ 9,682,011	\$ 15,226,949
Totals	\$ 21,362,174	\$ 26,667,904	\$ 31,721,892



Administration



Expenditure By Type			
	Budgeted FY 2019	Budgeted FY 2020	Budgeted FY 2021
General	\$278,785	\$343,636	\$278,722
HURF	170,870	\$201,617	\$170,829
Donations	6,890	0	0
Sewer	224,828	\$277,128	\$224,775
Refuse	224,828	\$277,128	\$224,775
Development Fees	0	0	0
Total	\$906,201	\$1,108,509	\$899,101

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.

City Council Strategic Plan Initiatives
<ul style="list-style-type: none"> • Implement Phase 1 of the Fry Boulevard and N. Garden Avenue streetscape improvement project. • Identify funding to expand multi-use paths throughout the city. • Identify funding and design the Avenida Escuela extension bridge.



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 suspension of the recycling program and revised Transit routing to help reduce operational costs
5. Completed the conceptual design of the Fry Boulevard and N. Garden Avenue streetscape improvement project

Goals

Goals	Objectives
Provide quality administrative and managerial support services within the Department of Public Works.	<ul style="list-style-type: none"> • 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.	<ul style="list-style-type: none"> • 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.	<ul style="list-style-type: none"> • 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.



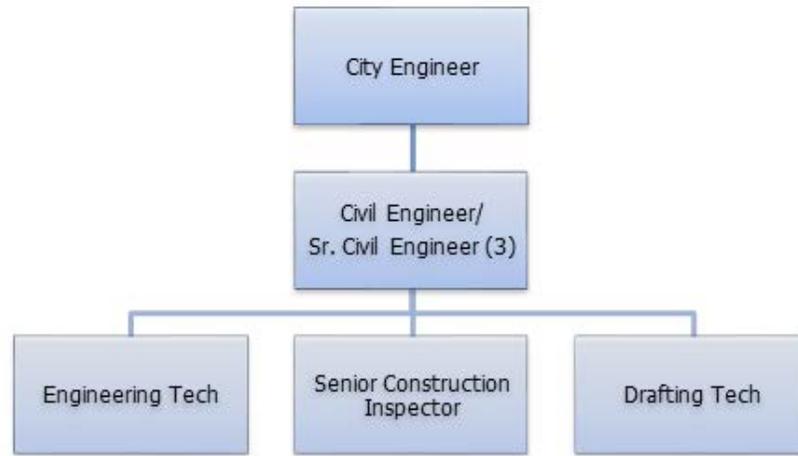
<p>Generate effective avenues for outreach and education on Public Works programs and services to our internal and external customers.</p>	<ul style="list-style-type: none"> Promote programs and services through effective marketing avenues that are cost effective and provide accurate and timely information to our target audiences.
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Administration Division

Expenditures	FY 2019 Budget	FY 2020 Budget	FY 2021 City Manage Proposed
Salaries - Regular	\$ 636,572	\$ 791,560	\$ 650,516
Salaries - Part Time	14,196	21,476	-
Salaries- Over Time	-	-	-
Benefits	185,993	247,623	201,085
Total Personnel	836,761	1,060,659	851,601
Professional Services	\$ 16,200	\$ -	\$ -
Office Equipment Maintenance	-	-	-
Printing & Binding	3,500	3,500	3,500
Professional Associations	4,000	4,000	4,500
Travel & Training	21,350	22,850	22,000
Office Supplies	8,000	8,000	8,000
Specialized Supplies	9,000	9,000	9,000
Books & Periodicals	500	500	500
Donation	6,890	-	-
Total O&M	69,440	47,850	47,500
Totals	906,201	1,108,509	899,101



Engineering Services



Expenditure by Type			
	Budgeted FY 2019	Budgeted FY 2020	Budgeted FY 2021
General	\$291,231	\$327,019	\$349,130
HURF	137,374	\$154,254	\$164,684
Sewer	109,899	\$123,403	\$131,747
Refuse	10,990	\$12,340	\$13,175
Total	\$549,494	\$617,016	\$658,736

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 Services 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
<ul style="list-style-type: none"> • Implement Phase 1 of the Fry Boulevard and N. Garden Avenue streetscape improvement project. • Identify funding, and design the Avenida Escuela extension project.



Major Accomplishments

1. Planning – completed planning on: Veteran Memorial Park (VMP) and Rothery Center Irrigation System Improvements, Fire Substation Planning on 7th St. and BST, and Avenida Escuela Extension Design Survey.
 Initiated and/or continued planning of: 5-year Capital Improvement Program (on-going), Avenida Escuela Extension Hydrology Study, Animal Care Center Expansion Planning, and PD Women/Men Locker Room Remodeling.
 Initiated a grant application to North American Development Bank (NADB) for the construction of VMP and Rothery Center Irrigation System Improvements.

2. Design – completed design on: 5th St. Improvements (CDBG), 1st and 2nd St. Alley Improvements (CDBG), Country Club Estate Drainage LOMR, PW/PD Security Gates Replacement, Chip Seal of the Selected Streets in the City (Annual Streets Maintenance Program), Coronado Dr. Resurfacing between MLK and Fry Blvd., City Hall Remodeling, OYCC Visitor Center Remodeling, EBC Hallway Remodeling, EOP Headworks Bar Screen Replacement, Mockingbird Cul-de-sac Drainage Improvement, and Airport Helipad Repair.
 Initiated and/or continued the design of: Fry Blvd. /North Garden Corridor Improvements, VMP and Rothery Center Irrigation System Improvements.

Assisted Schneider Electric Energy Program.

3. Construction – completed construction on: Timothy Park Storm-water Basin (CDBG), Animal Control Building - Clinic Room Expansion, Access Manhole Installation at the Siphon, 5th St. Improvements (CDBG), 1st and 2nd St. Alley Improvements (CDBG), PW/PD Security Gates Replacement, Chip Seal of the Selected Streets in the City (Annual Streets Maintenance Program), EOP Effluent Water Reuse Project, Big-O Tire Access Rd., Airport Helipad Repair, and miscellaneous streets and facilities maintenance projects.
 Started construction on City Hall Remodeling, OYCC Visitor Center Remodeling, EBC Hallway Remodeling, and EOP Headworks Bar Screen Replacement.

Goals

Goals	Objectives
In conjunction with Community Development, help ensure high quality public and private	<ul style="list-style-type: none"> 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



improvements are constructed in the City of Sierra Vista.	<p>work plans and City Code.</p> <ul style="list-style-type: none"> • 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).	<ul style="list-style-type: none"> • 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.	<ul style="list-style-type: none"> • 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.	<ul style="list-style-type: none"> • 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

	FY16	FY17	FY18	FY19	FY20
Number of Commercial/Industrial Inspections	331	251	265	126	114
Number of Utility Inspections	N/A	495	558	912	997
Number of site inspection visits	1,065	937	1,180	1,663	1,715
Average calendar days to development plan review approval	65	50	40	40	40
Number of plan reviews conducted	17	14	33	34	9
Number of right-of-way permit issued*	N/A	N/A	376	380	373
Percent of right-of-way permits approved within 48 hours	N/A	90%	95%	95%	95%



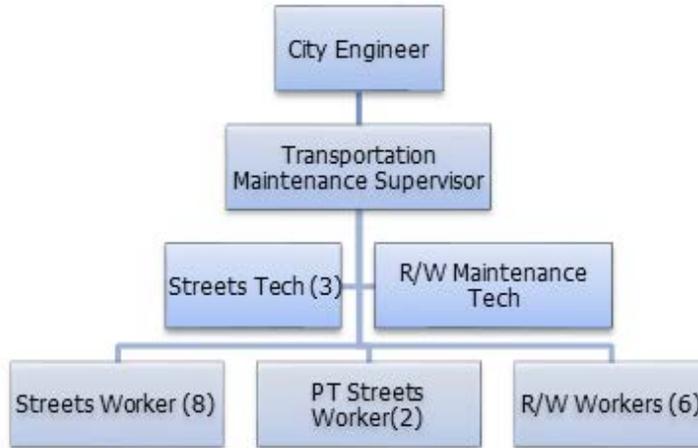
*Indicates new performance measures.

Engineering Services Section

Expenditures	FY 2019 Budget	FY 2020 Budget	FY 2021 City Manager Proposed
Salaries - Regular	\$ 397,718	\$ 462,425	\$ 394,395
Salaries - Part Time	-	-	-
Benefits	120,276	128,091	117,841
Total Personnel	\$ 517,994	\$ 590,516	\$ 512,236
Professional Services	\$ 27,500	\$ 20,000	\$ 140,000
Specialized Supplies	4,000	6,500	6,500
Total O&M	\$ 31,500	\$ 26,500	\$ 146,500
Totals	\$ 549,494	\$ 617,016	\$ 658,736



Streets/Traffic Services



Expenditure by Type			
	Budgeted FY 2019	Budgeted FY 2020	Budgeted FY 2021
HURF	\$4,799,032	\$7,771,920	\$8,727,707
Cap. Improvement	0	0	0
Dev Fees	0	0	0
Total	\$4,799,032	\$7,771,920	\$8,727,707

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 rights-of-way; traffic control signs; streetlights; traffic signals; pavement striping; and special markings.

City Council Strategic Plan Initiatives
<ul style="list-style-type: none"> • Implement streetscape improvements in the commercial district and address needs for streetlights, sidewalks, and ADA improvements

Major Accomplishments

1. Repaired 4,729.4 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. Mowed public alleys throughout the City, cleared illegal dumping and numerous homeless camps.
4. Performed preventive maintenance and on-call service to 42 signalized intersections and numerous signalized pedestrian and school crosswalks.
5. Maintenance all emergence vehicle preemption for traffic signals (City and ADOTs).
6. Installed new LED illuminated street names sign on BST.
7. Transitioning from old GIS system to new street condition management system developed from the roadway condition assessment results.
8. Successfully abated approximately 2,789 square feet of graffiti.
9. Crack sealed 1,783,692 sq. ft. City streets and parking lots.
10. Striped 464,743 linear feet of City-owned streets and crosswalks.
11. Repaired potholes and sinkholes on various City streets.
12. Assisted with City's Annual Streets Maintenance projects and related CIP projects.
13. Continued the program to standardize signage throughout the city to comply with MUTCD requirements.
14. Supported a variety of events by setting up traffic control devices.

Goals

Goals	Objectives
Provide safe, efficient and cost-effective transportation infrastructure and services.	<ul style="list-style-type: none"> • 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.	<ul style="list-style-type: none"> • 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.



<p>Maintain City rights-of-way in a clean and safe condition.</p>	<ul style="list-style-type: none"> • 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.
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Performance Measures

	FY16	FY17	FY18	FY19	FY20
Expenditures, Road rehabilitation:	\$953,935	\$2,202,628	\$596,117	\$987,560	\$901,627
Paved lane miles:	602	602	602	602	629
Lane miles of bike paths and multi-use paths in the City.	48	48	48	48	52
Number of linear miles swept.	1,782	2,381	1,910	2,393	1,716
Paved lane miles assessed as satisfactory as a percentage of miles assessed.	70%	70%	60%	60%	64%
Street sweeping expenditures per lane mile.	\$17.55	\$15.20	\$23.10	\$24.51	\$28.96



Streets/Traffic Services Section

Expenditures	FY 2019 Budget	FY 2020 Budget	FY 2021 City Manager Proposed
Salaries - Regular	\$ 722,646	\$ 681,021	\$ 692,740
Salaries - Overtime	16,566	16,566	16,566
Salaries - Part Time	93,552	51,141	51,140
Benefits	322,736	328,550	337,610
Total Personnel	\$ 1,155,500	\$ 1,077,278	\$ 1,098,056
Professional Services	\$ 5,000	\$ 5,000	\$ 5,000
Electricity	500,000	500,000	500,000
Telephone	18,000	18,000	18,000
Vehicle Maintenance	100,000	100,000	100,000
Equipment Maintenance	-	-	-
Infrastructure Maintenance	564,150	661,952	661,952
Wash Maintenance	18,000	18,000	18,000
Equipment Rentals	4,000	4,000	4,000
Advertising	-	-	-
Professional Associations	500	500	500
Travel & Training	10,935	15,275	15,275
Office Supplies	500	500	500
Specialized Supplies	100,000	115,775	115,775
Fuel	51,200	51,200	51,200
Total O&M	\$ 1,372,285	\$ 1,490,202	\$ 1,490,202
Infrastructure	\$ 2,236,247	\$ 5,072,440	6,029,449
Vehicles	35,000	132,000	110,000
Machinery & Equipment	-	-	-
Total Capital	\$ 2,271,247	\$ 5,204,440	\$ 6,139,449
Totals	\$ 4,799,032	\$ 7,771,920	\$ 8,727,707

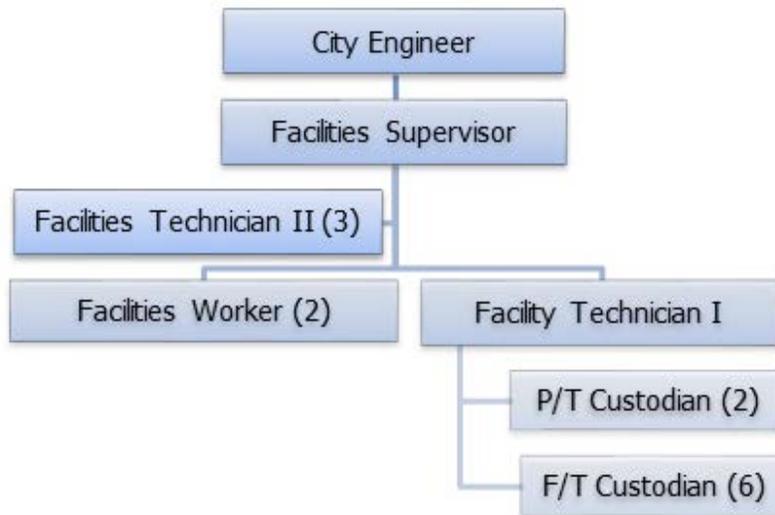
Comments

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 2019	Budgeted FY 2020	Budgeted FY 2021
General	\$3,140,574	\$2,403,034	\$2,130,549
CIF		\$3,141,071	\$5,260,000
Sewer	44,475	\$44,334	\$44,386
Refuse	44,475	\$44,334	\$44,386
Total	\$3,229,524	\$5,632,773	\$7,479,321

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 1,762 work orders for the all City buildings and facilities.
2. Painted the interior of the Sierra Vista Aquatic Center.
3. New automatic security gates at PCC and PD.
4. Resurfaced the Aquatic Center’s therapy pool.
5. Installed new tile floors in Fire Stations 1 and 2.
6. Installed new safer roof access and staircase at the Fleet Services building.
7. Started City Hall remodeling
8. Started OYCC Visitor Center remodeling
9. Started EBC hallway remodeling



- 10. Installed 35 acrylic shields and 90 hand sanitizing stations throughout the City in response to Corvid 19.
- 11. New security system installed at the Library.
- 12. New roofs on the bathrooms at Cyr Park, Len Roberts Park, Tompkins Park, and the Stone Field Snack House.
- 13. Schneider Project to include 9 new HVAC units at City Hall, new chiller at Police Department building, new boiler system at the Aquatic Center, and new wave machine at the Aquatic Center. Converted all lights to LED in all city buildings. Implemented Building Advisor Program.
- 14. Installed new batteries on all City UPS systems.

Goals

Goals	Objectives
Provide quality maintenance and custodial services to all City-owned or leased buildings.	<ul style="list-style-type: none"> • 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.
Complete capital projects on time and within budget.	<ul style="list-style-type: none"> • Work with internal and external resources to prioritize projects early in the fiscal year. • Look for opportunities to “value engineer” projects to achieve an end result which meets established goals, while also being cost effective.
Provide quality customer service.	<ul style="list-style-type: none"> • Complete work orders in a timely manner. • 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.	<ul style="list-style-type: none"> • Continue to implement energy saving improvements. • Educate City employees on the Energy Management Program and energy conservation opportunities.

Performance Measures

	FY16	FY17	FY18	FY19	FY20
Total sq. ft. of occupied building cleaned and maintained*	N/A	32,400	32,400	32,400	32,400
Average number of days to close a work order*	N/A	23	14	9	9



Number of work orders completed*	N/A	1,001	1,212	1,672	1,762
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Note: Performance measures were changed in FY 17, so no data is available for previous years.

Facilities

Expenditures	FY 2019 Budget	FY 2020 Budget	FY 2021 City Manager Proposed
Salaries - Regular	\$ 497,228	\$ 516,100	\$ 521,406
Salaries - Overtime	7,000	7,000	7,000
Salaries - Part Time	38,025	25,350	25,350
Benefits	201,421	214,652	211,965
Total Personnel	\$ 743,674	\$ 763,102	\$ 765,721
Professional Services	\$ 162,500	\$ 136,500	\$ 135,500
Electricity	570,000	600,000	600,000
Water	310,000	275,000	300,000
Natural Gas	120,000	120,000	120,000
Office Equipment Maintenance	1,500	1,500	1,500
Equipment Maintenance	78,500	84,500	59,000
Building Maintenance	108,200	81,200	94,100
Infrastructure Maintenance	34,400	56,400	48,000
Specialized Supplies	95,000	98,500	95,500
Total O&M	\$ 1,480,100	\$ 1,453,600	\$ 1,453,600
Buildings	\$ 570,750	\$ 3,291,071	\$ 5,260,000
Infrastructure	-	125,000	-
Machinery & Equipment	435,000	-	-
Total Capital	\$ 1,005,750	\$ 3,416,071	\$ 5,260,000
Totals	\$ 3,229,524	\$ 5,632,773	\$ 7,479,321

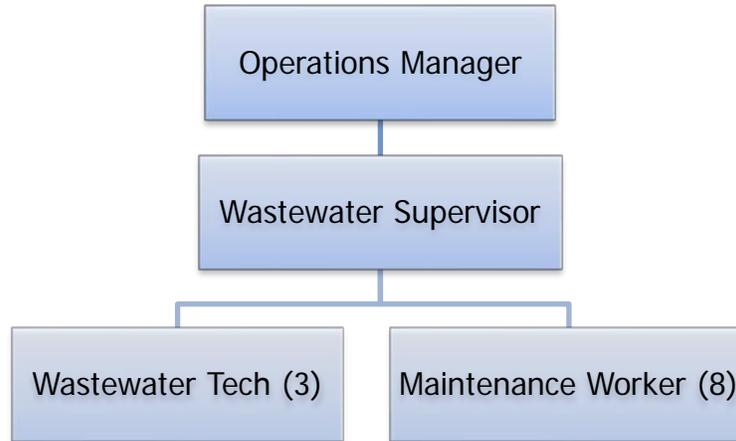
Comments

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.



Wastewater



Expenditure by Type			
	Budgeted FY 2019	Budgeted FY 2020	Budgeted FY 2021
Sewer	\$2,833,814	\$3,295,931	\$3,042,284
Total	\$2,833,814	\$3,295,931	\$3,042,284

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
<ul style="list-style-type: none"> 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. Recharged 2,036 acre-feet (663,547,000 gallons) of treated effluent
2. Cleaned 98 miles of sanitary sewer pipe
3. Inspected and treated 1,163 manholes for roaches and bees



4. Processed 5,600 tons of biosolids for production of Class A Compost
5. Land applied 806 tons of Class B biosolids
6. Recruited and hired new Wastewater Supervisor

Goals

Goals	Objectives
Consistently improve quality of services provided for residential and commercial sewer customers.	<ul style="list-style-type: none"> • 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.	<ul style="list-style-type: none"> • 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.	<ul style="list-style-type: none"> • 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.	<ul style="list-style-type: none"> • 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

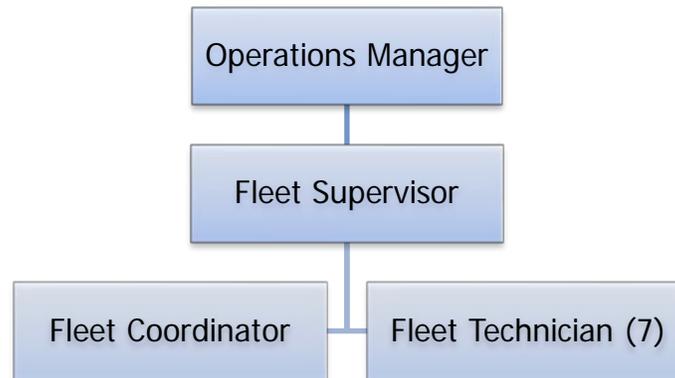
	FY17	FY18	FY19
Number of customer complaints per 1,000 people served.	<1	<1	<1
Number of educational presentations to the public.	5	5	3
Miles of sewer collection lines cleaned as a percentage of total miles.	42%	41%	44%
Number of sanitary sewer overflows or stoppages per 100 miles of sewer line.	0	0	0



Wastewater

Expenditures	FY 2019 Budget	FY 2020 Budget	FY 2021 City Manager Proposed
Salaries - Regular	\$ 494,531	\$ 508,833	\$ 517,973
Salaries - Overtime	4,518	4,518	4,518
Salaries - Part Time	17,978	-	-
Benefits	270,402	244,480	218,993
Total Personnel	\$ 787,429	\$ 757,831	\$ 741,484
Depreciation Expense	\$ 925,000	\$ 925,000	\$ 925,000
Professional Services	316,200	239,700	215,800
Electricity	200,000	200,000	200,000
Water	30,000	30,000	15,000
Vehicle Maintenance	60,000	60,000	50,000
Infrastructure Maintenance	150,000	150,000	220,000
Equipment Rentals	30,000	20,000	20,000
Advertising	2,000	2,000	500
Professional Associations	1,000	500	300
Travel & Training	9,000	9,000	6,000
Specialized Supplies	202,500	202,500	207,700
Software	20,685	15,400	15,500
Fuel	25,000	25,000	25,000
Total O&M	\$ 1,971,385	\$ 1,879,100	\$ 1,900,800
Infrastructure	\$ 75,000	\$ 605,000	\$ 355,000
Vehicles	\$ -	\$ 45,000	\$ 45,000
Machinery & Equipment	-	9,000	-
Total Capital	\$ 75,000	\$ 659,000	\$ 400,000
Totals	\$ 2,833,814	\$ 3,295,931	\$ 3,042,284

Fleet Services



Expenditure by Type			
	Budgeted FY 2019	Budgeted FY 2020	Budgeted FY 2021
General	\$2,530,689	\$2,477,359	\$2,493,232
Total	\$2,530,689	\$2,477,359	\$2,493,232

Description

The Fleet Section is responsible for providing maintenance and repair services for City rolling 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 FY20

1. Partnered with Sierra Vista School District for fueling services
2. Recruited and hired new Fleet Supervisor

Goals

Goals	Objectives
Maintain the City and IGA fleet through appropriate maintenance programs.	<ul style="list-style-type: none"> 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.	<ul style="list-style-type: none"> 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.	<ul style="list-style-type: none"> Utilize Munis to provide improved tracking, vehicle amortization. Utilize Trak to provide improved tracking and preventative maintenance schedule.
Partner with NAPA to provide efficient parts availability through their Integrated Business Solutions program.	<ul style="list-style-type: none"> 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

	2016	2017	2018	2019
Total Number of vehicles and equipment	562	690	684	680
Total number of service requests	1,852	1,600	1,686	1,449
Service requests for outside agencies	53	51	78	50
Gallons of fuel distributed city customers	344,082	304,499	302,192	237,714
Gallons of fuel distributed outside agencies	93,506	69,200	75,000	155,364

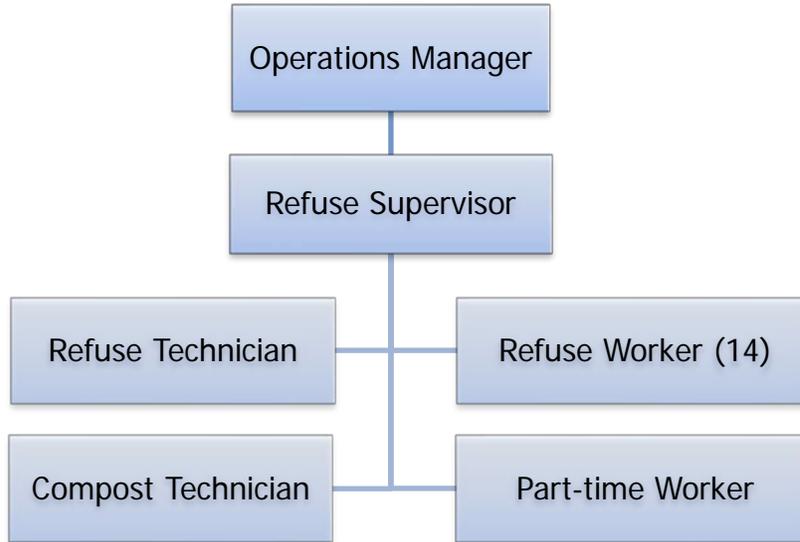


Fleet

Expenditures	FY 2019 Budget	FY 2020 Budget	FY 2021 City Manage Proposed
Salaries - Regular	\$ 347,772	\$ 361,826	\$ 433,876
Salaries - Overtime	8,460	8,460	8,460
Benefits	129,657	140,073	149,096
Total Personnel	\$ 485,889	\$ 510,359	\$ 591,432
Professional Services	\$ 38,800	\$ 61,000	\$ 56,800
Vehicle Maintenance	675,000	675,000	736,000
Specialized Supplies	14,000	14,000	15,000
Fuel	852,000	1,032,000	702,000
Total O&M	\$ 1,579,800	\$ 1,782,000	\$ 1,509,800
Vehicles	465,000	125,000	392,000
Machinery & Equipment	\$ -	\$ 60,000	\$ -
Total Capital	\$ 465,000	\$ 185,000	\$ 392,000
Totals	\$ 2,530,689	\$ 2,477,359	\$ 2,493,232



Refuse Services



Expenditure By Type			
	Budgeted FY 2019	Budgeted FY 2020	Budgeted FY 2021
Refuse	\$3,599,672	\$3,447,587	\$4,073,327
Total	\$3,599,672	\$3,447,587	\$4,073,327

Description

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

Major Accomplishments:

1. Extended the Fort Huachuca Residential Refuse agreement
2. Opened and operated drop-off recycling center
3. Updated fees for special services
4. Processed 6,700 tons of green waste to Class A Compost



Goals

Goals	Objectives
Provide efficient and reliable refuse collection services.	<ul style="list-style-type: none">• Respond to new service orders within three working days.
Provide customers with relevant educational materials.	<ul style="list-style-type: none">• Distribute annual collection schedule and program related information.

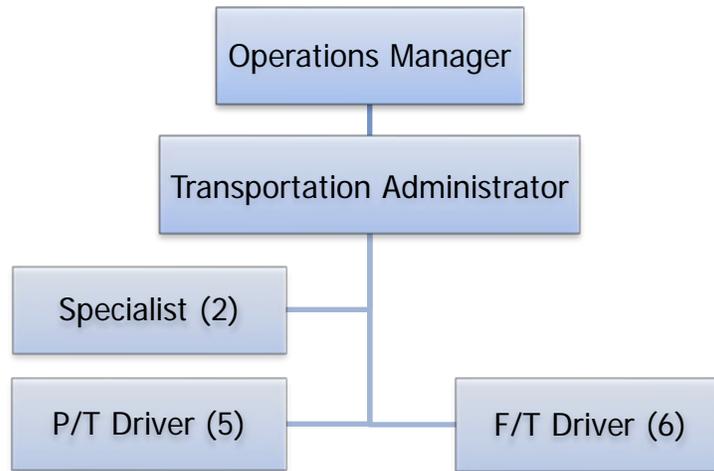


Refuse

Expenditures	FY 2019 Budget	FY 2020 Budget	FY 2021 City Manager Proposed
Salaries - Regular	\$ 647,695	\$ 653,562	\$ 651,200
Salaries - Overtime	21,049	21,049	21,049
Salaries - Part Time	52,000	21,998	21,998
Benefits	381,078	333,578	287,980
Total Personnel	\$ 1,101,822	\$ 1,030,187	\$ 982,227
Depreciation Expense	\$ 500,000	\$ 500,000	\$ 500,000
Professional Services	85,800	70,500	27,000
Intergovernmental Contracts	1,211,500	1,200,000	1,200,000
Electric	1,600	1,600	1,600
Water	10,300	10,300	20,000
Vehicles & Equipment Maint	302,500	302,500	325,000
Infrastructure Maintenance	1,500	1,500	1,500
Professional Associations	1,200	1,200	1,000
Rentals	-	-	-
Travel & Training	1,200	1,200	2,000
Printing & Binding	2,000	2,000	1,000
Postage	-	-	-
Advertising	9,000	9,000	5,000
Supplies	600	600	1,000
Specialized Supplies	213,650	160,000	154,000
Fuel	157,000	157,000	157,000
Total O&M	\$ 2,497,850	\$ 2,417,400	\$ 2,396,100
Machinery & Equipment	\$ -	\$ -	\$ -
Infrastructure	-	-	-
Buildings	-	-	-
Vehicles	-	-	695,000
Total Capital	\$ -	\$ -	\$ 695,000
Totals	\$ 3,599,672	\$ 3,447,587	\$ 4,073,327



Vista Transit



Description

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

City Council Strategic Plan Initiatives
<ul style="list-style-type: none"> • 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. Expanded operating hours for Routes 4 & 5
2. Interlined routes to increase one-seat rides and cross-town routes
3. Modified routes to provide multiple transfer points
4. Acquired smaller, efficient Spirit of Independence buses for paratransit services
5. Provided transportation services during Covid-19 pandemic

**Goals**

Goals	Objectives
Effectively market Vista Transit services to citizens of Sierra Vista and Fort Huachuca.	<ul style="list-style-type: none"> • 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.	<ul style="list-style-type: none"> • 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.	<ul style="list-style-type: none"> • Identify potential transportation partners/sponsors.
Maintain and expand coordination and collaboration efforts in the region.	<ul style="list-style-type: none"> • Include regional, nonprofit transportation agencies in Vista Transit's TAC meetings. • Regularly attend regional coordination meetings.

Performance Measures (Fixed-Route)

	FY17	FY18	FY19
Total number of passenger trips	133,741	139,700	140,746
Operational cost per passenger trip	\$6.43	\$5.73	\$5.95
Cost per vehicle revenue mile	\$5.87	\$5.79	\$6.28
Cost per vehicle revenue hour	\$71.92	\$71.74	\$75.82



Vista Transit

Expenditures	FY 2019 Budget	FY 2020 Budget	FY 2021 City M anager Proposed
Transit- Administration	\$ 158,533	\$ -	\$ -
Transit-Operations	723,233	801,587	684,941
Total Personnel	\$ 881,766	\$ 801,587	\$ 684,941
Transit- Administration	\$ 168,231	\$ 154,291	\$ 140,000
Transit-Operations	193,300	269,359	398,725
Total O&M	\$ 361,531	\$ 423,650	\$ 538,725
Transit- Administration	\$ 340,000	\$ 466,094	\$ 400,000
Transit-Operations	-	-	-
Total Capital	\$ 340,000	\$ 466,094	\$ 400,000
Totals	\$ 1,583,297	\$ 1,691,331	\$ 1,623,666



Transit Administration

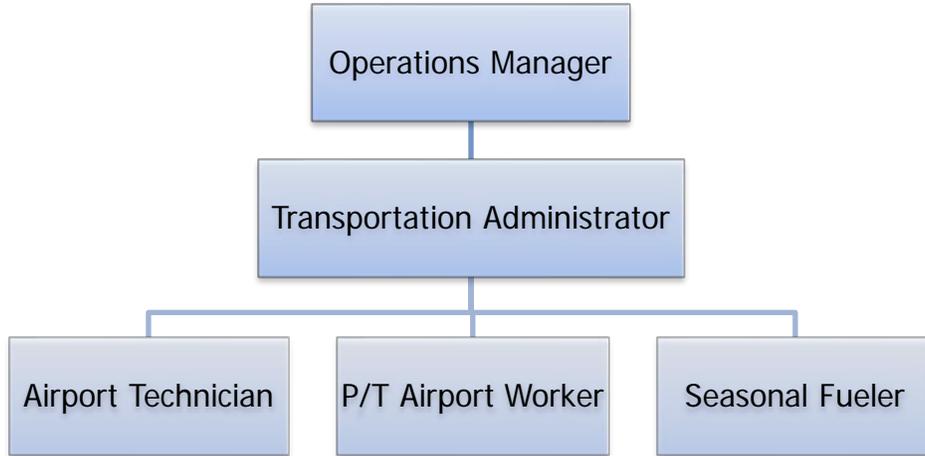
Expenditures	FY 2019 Budget	FY 2020 Budget	FY 2021 City Manager Proposed
Salaries - Regular	\$ 116,765	\$ -	\$ -
Benefits	41,768	-	-
Total Personnel	\$ 158,533	\$ -	\$ -
Professional Services	\$ -	\$ -	\$ -
Electricity	-	-	-
Water	-	-	-
Telephone	-	-	-
Natural Gas	-	-	-
Vehicle Maintenance	164,500	149,500	140,000
Equipment Maintenance	-	-	-
Infrastructure Maintenance	-	-	-
Advertising	-	-	-
Printing & Binding	-	-	-
Travel & Training	3,731	4,791	-
Office Supplies	-	-	-
Specialized Supplies	-	-	-
Total O&M	\$ 168,231	\$ 154,291	\$ 140,000
Buildings	\$ -	\$ 32,500	\$ -
Machinery & Equipment	70,000	81,000	-
Vehicles	270,000	352,594	400,000
Total Capital	\$ 340,000	\$ 466,094	\$ 400,000
Totals	\$ 666,764	\$ 620,385	\$ 540,000

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 managing the operations at the Sierra Vista Municipal Airport. The Airport Section maintains general aviation hangars, tie-down areas, fueling services, aircraft apron areas, and lighting systems associated with Airport operations.

City Council Strategic Plan Initiatives
<ul style="list-style-type: none"> Continue to advocate for Fort Huachuca mission expansion and infrastructure growth.

Major Accomplishments

1. Provided fueling assistance to National Forest Service aircraft during fire season
2. Repaired fiber optic cables serving taxiway lighting
3. Assisted the Experimental Aircraft Association with their Young Eagles Fly-In event



Goals

Goals	Objectives
Maintain quality airport infrastructure supporting the needs of customers and safe and efficient airfield operations.	<ul style="list-style-type: none"> • 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.	<ul style="list-style-type: none"> • 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

	FY17	FY18	FY19
Total number of tie-down and hangar customers.	56	56	60
Hangar occupancy	69%	80%	90%

Fueling Service FY19

Aviation Gasoline:

Gallons Sold – 4,887

Jet Fuel:

Gallons Sold – 159,746

Self-Serve:

Gallons Sold – 15,902

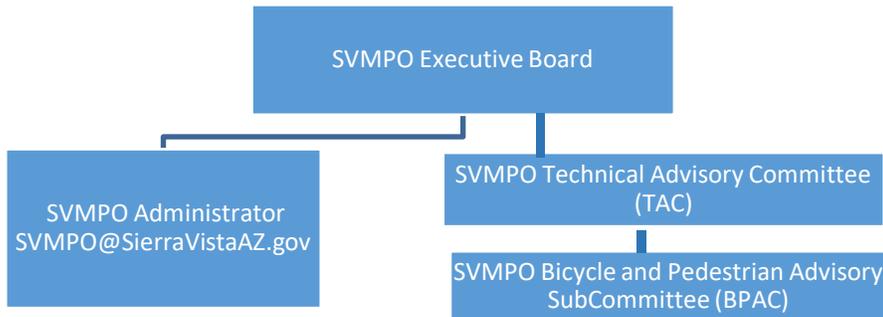
Totals:

Gallons Sold – 180,535



Airport

Expenditures	FY 2019 Budget	FY 2020 Budget	FY 2021 City Manager Proposed
Salaries - Regular	\$ 71,990	\$ 75,503	\$ 34,674
Salaries - Overtime	5,644	5,644	5,644
Salaries - Part Time	14,707	14,707	14,707
Benefits	30,310	34,218	17,993
Total Personnel	\$ 122,651	\$ 130,072	\$ 73,018
Professional Services	\$ 6,000	\$ 74,000	\$ 24,000
Electricity	33,600	32,000	30,000
Telephone	-	-	-
Natural Gas	3,000	2,000	2,000
Building Maintenance	-	-	-
Infrastructure Maintenance	10,000	12,000	24,000
Equipment Rentals	34,200	34,000	42,000
Advertising	3,000	2,000	1,000
Specialized Supplies	10,000	10,000	10,000
Travel & Training	3,000	3,000	3,000
Fuel	600,000	575,000	575,000
Total O&M	\$ 702,800	\$ 744,000	\$ 711,000
Infrastrucure	\$ 600,000	\$ 217,500	\$ 1,940,500
Machinery & Equipment	-	-	-
Total Capital	\$ 600,000	\$ 217,500	\$ 1,940,500
Totals	\$ 1,425,451	\$ 1,091,572	\$ 2,724,518



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 Board of Directors oversees the operations of the SVMPO. The six member Board of Directors 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.



Metropolitan Planning Organization			
Expenditures	FY 2019 Budget	FY 2020 Budget	FY 2021 City Manager Proposed
Salaries - Regular	\$ 91,953	\$ 128,999	\$ 114,093
Benefits	28,047	36,001	25,839
Total Personnel	\$ 120,000	\$ 165,000	\$ 139,932
Professional Services - Engineering	\$ 241,902	\$ 348,808	\$ 348,808
Professional Services - Other	\$ 6,021	\$ 76,309	\$ 76,309
Telephone	\$ 700	\$ 700	\$ 700
Office Rental	\$ 30,000	\$ 30,000	\$ 30,000
Postage	\$ 200	\$ 100	\$ 100
Advertising	\$ 1,800	\$ 450	\$ 450
Printing & Binding	\$ 3,000	\$ 1,350	\$ 1,350
Professional Associations	\$ 7,000	\$ 10,000	\$ 10,000
Travel & Training	\$ 10,000	\$ 10,000	\$ 10,000
Specialized Supplies	\$ 6,000	\$ 10,800	\$ 10,800
Software	\$ 303	\$ 303	\$ 303
Total O&M	\$ 306,926	\$ 488,820	\$ 488,820
Infrastructure	\$ 2,573,598	\$ -	\$ -
Total Capital	\$ 2,573,598	\$ -	\$ -
Totals	\$ 3,000,524	\$ 653,820	\$ 628,752



Five Year Capital Maintenance and Replacement Plan
FY 2021-2025

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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.

FY21 Recommendations

FUND	DEPARTMENT	CAPITAL ITEM	ESTIMATED COST
AIRPORT			\$80,000
	PW AIRPORT	AIRPORT WELL #2 REFURBISH	\$80,000
GEN			\$1,284,000
	LLS ADMIN	SV 166 CHEVY 1/2 TON PICKUP C1500	\$35,000
	LLS ADMIN	SV 167 CHEVY 1/2 TON PICKUP C1500	\$35,000
	LLS COVE	SV 81 FORD CROWN VIC	\$25,000
	LLS PARKS	SV 100 CHEVY 3500 PICKUP 1 TON DUMP	\$60,000
	LLS PARKS	SV 2014 CHEVY 1/2 TON EXT CAB PICKUP	\$35,000
	POLICE	SV 1058 FORD CROWN VIC	\$60,000
	POLICE	SV 1071 FORD CROWN VIC	\$60,000
	POLICE	SV 11 FORD CROWN VIC	\$60,000
	POLICE	SV 13 FORD CROWN VIC	\$60,000
	POLICE	SV 153 CHEVY 3/4 TON PICKUP C2500	\$35,000
	POLICE	SV 2051 FORD EXPLORER	\$60,000
	POLICE	SV 2113 GMC 1/2 TON PICKUP EXT CAB	\$35,000
	PW FACILITIES	DIVING BOARD REPLACEMENT	\$19,000
	PW FACILITIES	DOORS INSTALLATION (IF NOT COMPLETED IN FY20)	\$15,000
	PW FACILITIES	ELECTRICAL ANALYSIS CITY HALL	\$50,000
	PW FACILITIES	FLOORING REPLACEMENT FIRE 1 AND 2	\$35,000
	PW FACILITIES	FLOORING REPLACEMENT PD	\$100,000
	PW FACILITIES	INTERIOR PAINTING LIBRARY	\$30,000
	PW FACILITIES	MINI SPLIT HVAC UNITS IN IT ROOM	\$25,000
	PW FACILITIES	REPLACE ALL AIRPORT GATES	\$165,000
	PW FACILITIES	ROOF RECOATING AND REPAIR COVE	\$30,000
	PW FACILITIES	ROOF RECOATING PD	\$30,000
	PW FACILITIES	ROOF RECOATING TRANSIT	\$10,000
	PW FACILITIES	ROOF REPAIR FIRE 1	\$35,000
	PW FACILITIES	ROOF REPAIR FIRE 2	\$35,000
	PW FACILITIES	ROOF REPAIR LIBRARY	\$50,000
	PW FACILITIES	SHIPWRECK WATER FEATURE	\$25,000
	PW FACILITIES	SV 2007 FORD E250 ECONOLINE VAN	\$45,000
	PW FACILITIES	UMBRELLA WATER FEATURE	\$25,000
HURF			\$1,705,000
	PW STREETS	POT HOLE REPAIR	\$100,000
	PW STREETS	STREET MAINTENANCE	\$1,500,000
	PW STREETS	SV 197 CHEVY 1/2 TON PICKUP	\$35,000
	PW STREETS	SV 2003 FORD 3/4 TON PICKUP	\$35,000
	PW STREETS	SV 2031 FORD F250 4DOOR PICKUP	\$35,000
REFUSE			\$620,000
	PW REFUSE	SV 339 AUTOCAR HEIL FRONT LOAD REFUSE TRUCK	\$310,000
	PW REFUSE	SV 376 AUTOCAR HEIL SIDE LOAD REFUSE TRUCK	\$310,000
TRANSIT			\$400,000
	PW TRANSIT	SV 2092 CHEVY ARBOC BUS	\$150,000
	PW TRANSIT	SV 379 ELDORADO EZRIDER II BUS	\$250,000
FY 21 TOTAL			\$4,089,000

Appendix A - Facilities Equipment Replacement

Facilities Equipment Replacement				
FISCAL YEAR	PRIORITY	ASSET DESCRIPTION	LOCATION	ESTIMATED COST
2021				\$259,000
	1	MINI SPLIT HVAC UNITS IN IT ROOM	PD	\$25,000
	2	DIVING BOARD REPLACEMENT	COVE	\$19,000
	3	REPLACE ALL AIRPORT GATES	AIRPORT	\$165,000
	4	UMBRELLA WATER FEATURE	COVE	\$25,000
	5	SHIPWRECK WATER FEATURE	COVE	\$25,000
2022				\$955,000
	1	CLOSET HEAT PUMP	PCC	\$45,000
	2	GENERATOR REPLACEMENT	AIRPORT, FLEET, CITY HALL	\$410,000
	3	POOL FILTER SYSTEM REPLACEMENT	COVE	\$500,000
2023				\$106,000
	1	HVAC REPAIR AND REPLACEMENT	PCC ADMIN	\$38,000
	2	HVAC REPAIR AND REPLACEMENT	CITY HALL UNIT 2	\$25,000
	3	HVAC REPAIR AND REPLACEMENT	AGS BUILDING	\$13,000
	4	VARIABLE FREQUENCY DRIVES	COVE	\$30,000
2024				\$68,000
	1	HVAC REPAIR AND REPLACEMENT	LIBRARY	\$68,000
2025				\$500,000
	1	REPLACE PUMPS	COVE	\$500,000

Appendix B - Facilities Structural Maintenance and Replacement

Facilities Structural Maintenance and Replacement				
FISCAL YEAR	PRIORITY	ASSET DESCRIPTION	LOCATION	ESTIMATED COST
2021				\$420,000
	1	FLOORING REPLACEMENT PD	PD	\$100,000
	2	ROOF RECOATING AND REPAIR COVE	COVE	\$30,000
	3	FLOORING REPLACEMENT FIRE 1 AND 2	FIRE 1 AND 2	\$35,000
	4	DOORS INSTALLATION (IF NOT COMPLETED IN FY20)	EBC	\$15,000
	5	ELECTRICAL ANALYSIS CITY HALL	CITY HALL	\$50,000
	6	ROOF REPAIR LIBRARY	LIBRARY	\$50,000
	7	ROOF REPAIR FIRE 1	FIRE 1	\$35,000
	8	ROOF REPAIR FIRE 2	FIRE 2	\$35,000
	9	ROOF RECOATING TRANSIT	TRANSIT	\$10,000
	10	ROOF RECOATING PD	PD	\$30,000
	11	INTERIOR PAINTING LIBRARY	LIBRARY	\$30,000
2022				\$830,000
	1	INTERIOR AND EXTERIOR PAINTING	FIRE 1	\$25,000
	2	EXTERIOR PAINTING COVE	COVE	\$60,000
	3	TRANSIT BIRD SCREEN	TRANSIT	\$25,000
	4	POOL DECK	COVE	\$80,000
	5	PEBBLE TECH REPLACEMENT	COVE	\$340,000
	6	ROOF REPAIR/REPLACE CITY HALL	CITY HALL	\$300,000
2023				\$245,000
	1	ROOF RECOATING	LIBRARY	\$40,000
	2	INTERIOR PAINTING	ACO, FIRE 3	\$50,000
	3	INTERIOR PAINTING	PCC SHOPS	\$35,000
	4	CARPET REPLACEMENT	PCC ADMIN, OYCC, EBC, AIRPORT	\$120,000

FISCAL YEAR	PRIORITY	ASSET DESCRIPTION	LOCATION	ESTIMATED COST
2024				\$310,000
	1	ROOF RECOATING	TR, WW, ACO, PCC	\$130,000
	2	BLUE WATER SLIDE REPLACEMENT	COVE	\$180,000
2025				\$218,000
	1	ROOF RECOATING	AIRPORT	\$28,000
	2	ROOM DIVIDER	FIRE 3	\$190,000

Appendix C - Fleet and Equipment Replacement

Fleet Replacement						
FUND	DEPARTMENT	YEAR	ASSET DESCRIPTION	AGE	MILES	ESTIMATED COST
2021						\$1,730,000
GEN						\$605,000
LLS ADMIN						
		1996	SV 166 CHEVY 1/2 TON PICKUP C1500	24	119,750	\$35,000
		1996	SV 167 CHEVY 1/2 TON PICKUP C1500	24	121,645	\$35,000
						\$70,000
LLS COVE						
		1998	SV 81 FORD CROWN VIC	22	90,646	\$25,000
						\$25,000
LLS PARKS						
		1994	SV 100 CHEVY 3500 PICKUP 1 TON DUMP	26	72,178	\$60,000
		2002	SV 2014 CHEVY 1/2 TON EXT CAB PICKUP	18	132,079	\$35,000
						\$95,000
POLICE						
		1998	SV 153 CHEVY 3/4 TON PICKUP C2500	22	150,574	\$35,000
		2005	SV 2113 GMC 1/2 TON PICKUP EXT CAB	15	164,437	\$35,000
		2006	SV 2051 FORD EXPLORER	14	131,047	\$60,000
		2007	SV 1071 FORD CROWN VIC	13	103,661	\$60,000
		2007	SV 1058 FORD CROWN VIC	13	109,048	\$60,000
		2008	SV 13 FORD CROWN VIC	12	95,626	\$60,000
		2008	SV 11 FORD CROWN VIC	12	122,814	\$60,000
						\$370,000
PW FACILITIES						
		2001	SV 2007 FORD E250 ECONOLINE VAN	19	127,814	\$45,000
						\$45,000

Appendix C - Fleet and Equipment Replacement

FUND	DEPARTMENT	YEAR	ASSET DESCRIPTION	AGE	MILES	ESTIMATED COST
HURF						\$105,000
PW STREETS						
		2001	SV 197 CHEVY 1/2 TON PICKUP	19	96,135	\$35,000
		2001	SV 2003 FORD 3/4 TON PICKUP	19	92,677	\$35,000
		2003	SV 2031 FORD F250 4DOOR PICKUP	17	95,562	\$35,000
						\$105,000
REFUSE						\$620,000
PW REFUSE						
		2004	SV 339 AUTOCAR HEIL FRONT LOAD REFUSE TRUCK	16	144,197	\$310,000
		2010	SV 376 AUTOCAR HEIL SIDE LOAD REFUSE TRUCK	10	74,995	\$310,000
						\$620,000
TRANSIT						\$400,000
PW TRANSIT						
		2010	SV 379 ELDORADO EZRIDER II BUS	10	179,105	\$250,000
		2013	SV 2092 CHEVY ARBOC BUS	7	149,741	\$150,000
						\$400,000

FUND	DEPARTMENT	YEAR	ASSET DESCRIPTION	AGE	MILES	ESTIMATED COST
2022						\$1,747,000
GEN						\$507,000
FIRE						
		2005	SV 252 PIERCE FIRE TRUCK 1500PUMPER 750GAL	15	122,709	\$0
		2007	SV 101 FORD EXPEDITION 4X4	13	91,590	\$32,000
		2008	SV 2057 FORD F150 PICKUP 4 DOOR	12	109,683	\$35,000
						\$67,000
LLS PARKS						
		1998	SV 302 HRS NEW HOLLAND MODEL1920 TRACTOR	22		\$130,000
						\$130,000
POLICE						
		2000	SV 3010 CHEVY 2500 SUBURBAN	20	165,100	\$35,000
		2001	SV 2080 FORD F150	19	175,374	\$35,000
		2008	SV 1077 FORD CROWN VIC	12	93,116	\$60,000
		2008	SV 1074 FORD CROWN VIC	12	82,099	\$60,000
		2008	SV 1075 FORD CROWN VIC	12	85,745	\$60,000
		2008	SV 1081 FORD CROWN VIC	12	84,808	\$60,000
						\$310,000
HURF						\$190,000
PW STREETS						
		2001	SV 324 FORD F450 BUCKET LIFT TRUCK	19	94,787	\$190,000
						\$190,000
REFUSE						\$535,000
PW REFUSE						
		2002	SV 2013 CHEVY 1/2 TON EXT CAB PICKUP	18	113,011	\$35,000
		2010	SV 375 AUTOCAR HEIL SIDE LOAD REFUSE TRUCK	10	74,886	\$310,000
		2011	SV 3011 MACK TRUCK ROLL OFF	9	93,125	\$190,000
						\$535,000

FUND	DEPARTMENT	YEAR	ASSET DESCRIPTION	AGE	MILES	ESTIMATED COST
TRANSIT						\$400,000
PW TRANSIT						
		2010	SV 381 ELDORADO EZRIDER II BUS	10	151,212	\$250,000
		2013	SV 2091 CHEVY ARBOC BUS	7	140,911	\$150,000
						\$400,000
WW						\$115,000
PW WW						
		2003	SV 2025 FORD F250 PICKUP	17	109,192	\$35,000
		2003	SV 2026 FORD F250 PICKUP	17	109,941	\$35,000
		2005	SV 2041 FORD F350 LIFTGATE	15	93,075	\$45,000
						\$115,000

FUND	DEPARTMENT	YEAR	ASSET DESCRIPTION	AGE	MILES	ESTIMATED COST
2023						\$1,590,000
GEN						\$635,000
FIRE						
		2008	SV 366 PIERCE 100' ARIEL PLATFORM 300GAL	12	21,151	\$0
						\$0
LLS DES DD						
		1998	SV 83 FORD CROWN VIC	22	10,472	\$25,000
		1999	SV 147 FORD E350 SD 15 PASS VAN	21	81,748	\$45,000
						\$70,000
LLS OPERATE						
		2008	SV 115 FORD E350 SD 15 PASS VAN	12	82,184	\$45,000
						\$45,000
POLICE						
		2008	SV 1078 FORD CROWN VIC	12	85,251	\$60,000
		2008	SV 1079 FORD CROWN VIC	12	81,383	\$60,000
		2008	SV 1080 FORD CROWN VIC	12	79,768	\$60,000
		2009	SV 1084 FORD CROWN VIC	11	89,083	\$60,000
		2009	SV 1085 FORD CROWN VIC	11	68,340	\$60,000
		2010	SV 1086 FORD CROWN VIC	10	106,338	\$60,000
						\$360,000
PROCURE						
		1998	SV 139 FORD E350 UTILITY VAN	22	90,703	\$45,000
						\$45,000
PW FACILITY						
		2000	SV 193 CHEVY 1/2 TON PICKUP	20	93,857	\$35,000
		2002	SV 2015 FORD F350 UTILITY BODY	18	105,796	\$45,000
		2003	SV 2030 FORD F250 3/4 TON UTILITY BODY	17	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	15	59,955	\$220,000
						\$220,000
REFUSE						\$35,000
PW REFUSE						
		2002	SV 2016 CHEVY 1/2 TON EXT CAB FUEL TRUCK	18	71,256	\$35,000
						\$35,000
SEWER						\$400,000
		2007	SV 352 HRS INTERNATIONAL VACTOR			\$400,000
						\$400,000
TRANSIT						\$300,000
PW TRANSIT						
		2014	SV 2121 CHEVY ARBOC BUS	6	136,038	\$150,000
		2014	SV 2122 CHEVY ARBOC BUS	6	110,245	\$150,000
						\$300,000

FUND	DEPARTMENT	YEAR	ASSET DESCRIPTION	AGE	MILES	ESTIMATED COST
2024						\$1,941,000
GEN						\$956,000
CD CODE						
		2001	SV 199 CHEVY 1/2 TON EXT CAB PICKUP	19	133,366	\$35,000
						\$35,000
FIRE						
		2003	SV 2019 CHEVY 1/2 TON EXT CAB PICKUP	17	82,506	\$35,000
		2004	SV 2035 GMC 2500 CREW CAB	16	97,595	\$45,000
		2009	SV 2059 HRS FORD E450 AMBULANCE	11		\$200,000
						\$280,000
LLS PARKS						
		1999	SV 183 CHEVY 1/2 TON PICKUP	21	112,539	\$35,000
		2000	SV 188 CHEVY 1/2 TON PICKUP LONG BED	20	94,121	\$35,000
		2005	SV 2039 FORD F250 UTILITY 4X4 PICKUP	15	100,822	\$35,000
		2005	SV 2040 FORD F250 UTILITY PICKUP	15	103,279	\$35,000
						\$140,000
POLICE						
		2003	SV 1011 FORD CROWN VIC	17	99,525	\$60,000
		2003	SV 2028 FORD EXCURSION	17	147,284	\$60,000
		2005	SV 2078 FORD F250 SD FLATBED	15	203,968	\$40,000
		2005	SV 2135 CHEVY 1500 PICKUP	15	114,485	\$35,000
		2006	SV 2088 FORD F250 SD PICKUP K9	14	164,571	\$35,000
		2008	SV 118 FORD F250 PICKUP	12	121,894	\$35,000
		2014	SV 2104 FORD EXPLORER POLICE INTERCEPTOR	6	65,460	\$59,000
		2014	SV 2105 FORD EXPLORER POLICE INTERCEPTOR	6	58,537	\$59,000
		2014	SV 2095 FORD EXPLORER POLICE INTERCEPTOR	6	70,409	\$59,000
		2014	SV 2114 FORD EXPLORER POLICE INTERCEPTOR	6	75,756	\$59,000
						\$501,000

FUND	DEPARTMENT	YEAR	ASSET DESCRIPTION	AGE	MILES	ESTIMATED COST
HURF						\$115,000
PW STREETS						
		2001	SV 2001 CHEVY 1/2 TON PICKUP	19	106,088	\$45,000
		2007	SV 110 FORD F250 4DOOR PICKUP	13	77,239	\$35,000
		2008	SV 112 FORD F250 EXT CAB PICKUP	12	76,349	\$35,000
						\$115,000
REFUSE						\$620,000
PW REFUSE						
		2012	SV 2072 AUTOCAR SCORPION SIDE LOAD REFUSE TRU	8	55,669	\$310,000
		2012	SV 2073 AUTOCAR SCORPION SIDE LOAD REFUSE TRU	8	54,618	\$310,000
						\$620,000
TRANSIT						\$250,000
PW TRANSIT						
		2010	SV 380 ELDORADO EZRIDER II BUS	10	156,208	\$250,000
						\$250,000

FUND	DEPARTMENT	YEAR	ASSET DESCRIPTION	AGE	MILES	ESTIMATED COST
2025						\$2,745,000
GEN						\$1,475,000
CD PLANNING						
		2001	SV 99 FORD CROWN VIC UNL	19	80,805	\$30,000
						\$30,000
FIRE						
		2000	SV 318 PIERCE FIRE TRUCK 1250PUMPER 1000GAL DSL	20	43,141	\$800,000
		2009	SV 2060 HRS FORD E450 AMBULANCE DSL	11		\$200,000
						\$1,000,000
LLS OPERATIONS						
		2001	SV 1008 FORD CROWN VIC UNL	19	92,962	\$30,000
						\$30,000
LLS PARKS						
		1997	SV 172 CHEVY 1/2 TON S10 FUEL TRUCK UNL W/DSL T	23	72,884	\$45,000
		1998	SV 143 CHEVY 1/2 TON S10 FUEL TRUCK UNL W/DSL T	22	103,456	\$45,000
		2001	SV 2004 FORD 3/4 TON PICKUP EXTENDED UNL	19	93,667	\$45,000
						\$135,000
PD ACO						
		2008	SV 2184 TOYOTA TUNDRA UNL	12	148,523	\$45,000
						\$45,000
PD OPERATIONS						
		2001	SV 1000 FORD CROWN VIC UNL	19	102,215	\$60,000
		2001	SV 2011 FORD E350 AMBULANCE SWAT DSL	19	83,981	
						\$60,000
PW ADMIN						
		2000	SV 89 FORD CROWN VIC UNL	20	112,745	\$30,000
		2003	SV 1015 FORD CROWN VIC UNL	17	80,269	\$30,000
						\$60,000

Appendix C - Fleet and Equipment Replacement

FUND	DEPARTMENT	YEAR	ASSET DESCRIPTION	AGE	MILES	ESTIMATED COST
PW ENGINEERING						
		2000	SV 194 CHEVY 1/2 TON PICKUP 3102 UNL	20	138,030	\$35,000
						\$35,000
PW FLEET						
		1990	SV 214 INTERNATIONAL VULCAN 4600LP FLATBED TO	30	44,157	\$50,000
		2001	SV 96 FORD CROWN VIC UNL	19	96,914	\$30,000
						\$80,000
HURF						
						\$225,000
PW STREETS						
		2000	SV 196 FORD F450 1.5 TON FLATBED SIGN TRUCK DSL	20	53,140	\$45,000
		2008	SV 357 HRS JOHN DEERE 6430 TRACTOR DSL	12		\$180,000
						\$225,000
REFUSE						
						\$500,000
PW REFUSE						
		2004	SV 335 HRS KOMATSU WA 250 LOADER DSL	16		\$180,000
		2013	SV 2079 MACK MANTIS MRU613 FRONT LOAD REFUSE	7	47,614	\$320,000
						\$500,000
SEWER						
						\$225,000
PW SEWER						
		1999	SV 219 HRS NEW HOLLAND TL70 TRACTOR DSL	21		\$180,000
		2006	SV 2043 FORD F150 PICKUP UNL	14	82,666	\$45,000
						\$225,000
TRANSIT						
						\$320,000
PW TRANSIT						
		2017	SV 2186 CHEVY ARBOC 18 PASS UNL	3	50,443	\$160,000
		2017	SV 2187 CHEVY ARBOC 18 PASS UNL	3	54,715	\$160,000
						\$320,000

Appendix D - Streets Projects

Streets Projects		
FISCAL YEAR	CAPITAL ITEM	ESTIMATED COST
2021		\$100,000
	POT HOLE REPAIR	\$100,000
2022		\$100,000
	POT HOLE REPAIR	\$100,000
2023		\$100,000
	POT HOLE REPAIR	\$100,000
2024		\$100,000
	POT HOLE REPAIR	\$100,000
2025		\$100,000
	POT HOLE REPAIR	\$100,000

Appendix E - Street Construction/Maintenance

Roadway Maintenance				
	STREET	TO STREET	FROM STREET	ESTIMATED COST
2021				\$1,021,706
	BRAE BURN ST	OAKMONT DR	INVERRARY DR	\$23,926
	BREWER DR	PLAYER AVENUE	ST ANDREWS DR	\$47,483
	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
	CORONADO DR	MARTIN LUTHER KING DR	BROGAN CT	\$67,322
	CORONADO DR	BROGAN CT	E FRY BLVD	\$212,667
	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
	INVERRARY DR	PEBBLE BEACH DR	OAK HILL ST	\$26,907
	LOPEZ LINK	END WEST CUL DE SAC	ST ANDREWS DR	\$9,695
	MISSION DR	GREENBRIAR RD	NEWPORT AVE	\$21,822
	NEWPORT AVE	CHERRY HILLS DR	OAKMONT DR	\$33,848
	OAK HILL ST	INVERRARY	GREENBRIER RD	\$51,362
	OAK HILL ST	CHERRY HILLS DR	INVERRARY DR	\$7,263
	OAKMONT DR	INVERRARY	GREENBRIER RD	\$60,434
	OAKMONT DR	END WEST CUL DE SAC	INVERRARY DR	\$17,896
	OAKMONT DR	RED LEAF LANE	AVENIDA COCHISE	\$8,817
	PEBBLE BEACH DR	OAK HILL ST	CHERRY HILLS DR	\$48,997
	PLAYER AVENUE	ST ANDREWS DR	GREENBRIER RD	\$56,528
	SOLARRO DR	CHERRY HILLS DR	MISSION DR	\$29,447
	WHEELAN LOOP	GREENBRIAR RD	GREENBRIER RD	\$31,617

	STREET	TO STREET	FROM STREET	ESTIMATED COST
2022				\$901,800
	BARTOW DR	SEVENTH ST	FIFTH ST	\$39,155
	BARTOW DR	FIFTH ST	SECOND ST	\$88,888
	BARTOW DR	SECOND ST	FIRST ST	\$36,162
	BARTOW DR	FIRST ST	CARMICHAEL AVE	\$72,611
	NORTH AVE	WHITTON ST	W FRY BLVD	\$213,817
	NORTH AVE	STEFFENS ST	WHITTON ST	\$66,357
	NORTH AVE	SHERBUNDY ST	STEFFENS ST	\$65,044
	NORTH AVE	PETERSON ST	SHERBUNDY ST	\$66,559
	NORTH AVE	WOLFE ST	PETERSON ST	\$63,832
	NORTH AVE	KEATING ST	WOLFE ST	\$65,145
	NORTH AVE	TAYLOR DR	KEATING ST	\$53,076
	SHORT ST	N FOURTH ST	N SECOND ST	\$71,155

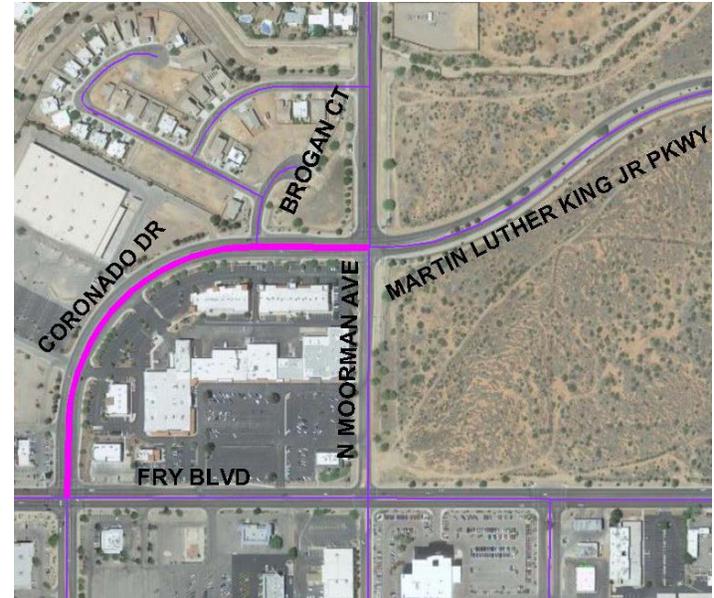
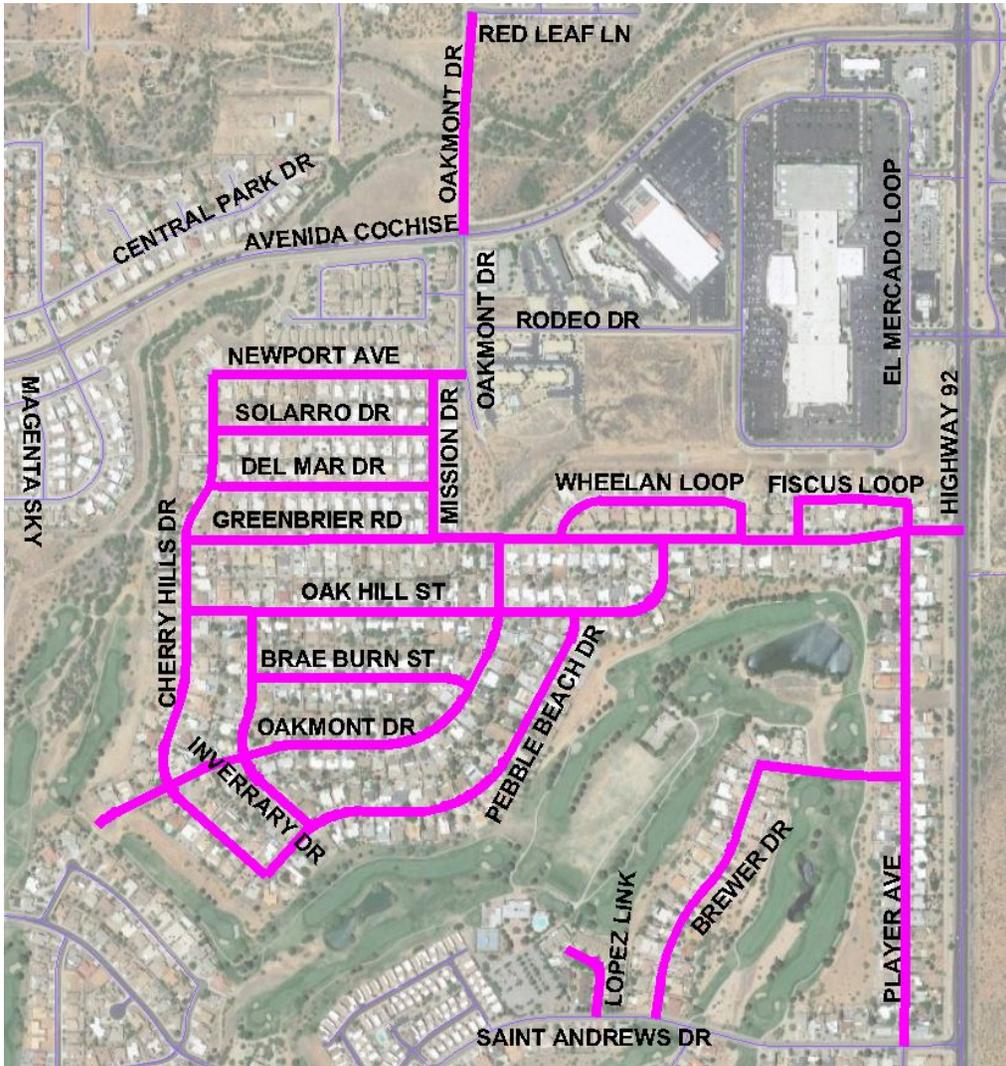
STREET	TO STREET	FROM STREET	ESTIMATED COST
2023			\$1,041,265
CALLE JASMIN	CAMINO LAS PALMERAS	CAMINO EL JARDIN	\$54,652
CALLE ROCA	END EAST CUL DE SAC	CALLE JASMIN	\$4,958
CAMELOT RD	REGENCY DR	SEVENTH ST	\$59,327
CAMINO ANGELICO	CAMINO ARROYO	CAMINO DEL VARA	\$7,665
CAMINO ARROYO	END NORTH CUL DE 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	END SOUTH CUL DE SAC	CANYON DE FLORES	\$15,109
CAMINO EL JARDIN	CAMINO DEL VARA	CANYON DE FLORES	\$4,134
CAMINO LAS PALMERAS	ST ANDREWS DR	CALLE JASMIN	\$53,453
CAMINO LAS PALMERAS	END EAST CUL DE SAC	CALLE JASMIN	\$5,414
CANYON DE FLORES	LOMA VENTOSA	STATE HIGHWAY 92FG	\$69,459
CANYON DE FLORES	ST ANDREWS DR	LOMA VENTOSA	\$41,312
CHANTILLY DR	SEVENTH ST	SAVANNA DR	\$118,285
CHANTILLY DR	REGENCY DR	SEVENTH ST	\$70,418
CHANTILLY DR	EXETER DR	REGENCY DR	\$33,641
HEATHER DR	SEVENTH ST	SAVANNA DR	\$84,624
HERBA DE MARIA	END CUL DE SAC	CALLE JASMIN	\$6,901
HERBA DE MARIA	VIA PALMA DE CRISTO	CALLE JASMIN	\$47,081
LOMA VENTOSA	PASEO SANTA CLARA	CANYON DE FLORES	\$29,306
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
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	ST ANDREWS	PASEO DE CARDO	\$21,407

STREET	TO STREET	FROM STREET	ESTIMATED COST
PLAZA ESCUELA	END SOUTH CUL DE SAC	PLAZA CANDIDA	\$3,585
PLAZA MARGARITA	PLAZA DE LANZA	PLAZA DE VIOLA	\$15,035
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
2024			\$1,649,532
EL CAMINO REAL	CALLE CAMELLIA	CALLE GARDENIA	\$148,723
EL CAMINO REAL	CALLE PARKWAY	CACTUS WREN LANE	\$84,790
EL CAMINO REAL	CARDINAL AVE	CALLE PARKWAY	\$37,219
EL CAMINO REAL	CACTUS WREN LANE	CALLE CAMELLIA	\$84,891
EL CAMINO REAL	CALLE GARDENIA	FOOTHILLS DR	\$128,422
EL CAMINO REAL	FOOTHILLS DR	ORIOLE DR	\$108,373
EL CAMINO REAL	ORIOLE DR	ORIOLE DR	\$38,178
EL CAMINO REAL	E CARDINAL DR	CITY LIMIT	\$890,366
EL CAMINO REAL	ORIOLE DR	E CARDINAL DR	\$128,573

	STREET	TO STREET	FROM STREET	ESTIMATED COST
2025				\$599,677
	CALLE COBRE	CALLE PATINA	CAMINO DE PATINA	
	CALLE PATINA	COPPER POINTE	CALLE COBRE	
	CAMINO DE PATINA	CALLE COBRE	COPPER POINTE	
	COPPER POINTE	WEST CUL DE SAC	CALLE PATINA	
	KAYETAN DR	FORT AVE	N BUFFALO SOLDIER TRL	\$191,951
	KAYETAN DR	ELLEDGE DR	FORT AVE	\$109,787
	KAYETAN DR	NORTH AVE	ELLEDGE DR	\$108,171
	KAYETAN DR	TAYLOR DR	NORTH AVE	\$130,442
	PATINA DRIVE	CALLE PATINA	OAKMONT DRI	
	SUFFOLK DR	REGENCY DR	SEVENTH ST	\$59,327

Appendix F - Street Construction/Maintenance Maps

2021



Appendix G - Wastewater Maintenance and Replacement

Wastewater Maintenance and Replacement		
FISCAL YEAR	CAPITAL ITEM	ESTIMATED COST
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
2025		\$90,000
	EOP RECHARGE BASIN ACTUATORS	\$90,000

**There is nothing identified for 2021