

ANNUAL BUDGET



FISCAL YEAR 2020 - 2021



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

CITY OF SIERRA VISTA LEADERSHIP

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Sarah Pacheco, Council Member	William Benning, Council Member
Gwen Calhoun, Council Member	Carolyn Umphrey, Council Member

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

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Brian Jones, Fire Chief	Abe Rubio, Chief Information Officer
Sharon Flissar, Public Works Director	Laura Wilson, 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	



GOVERNMENT FINANCE OFFICERS ASSOCIATION

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**City of Sierra Vista
Arizona**

For the Fiscal Year Beginning

July 1, 2019

Christopher P. Morill

Executive Director



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The City of Sierra Vista's Fiscal Year 2021 budget book serves as a policy document, financial plan, operations guide, and communications device. The City is proud to be a 27-time recipient of the Government Financial Officer's Association Distinguished Budget Presentation Award. This brief guide outlines the budget book structure.

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

The Budget Summary section provides an overview of the FY 2021 budget, a description of budget development, and the budgeting principles applied to the development process. The introduction includes historical information regarding city revenue and spending and a narrative description of the forces driving both. Expenditures are divided into four major categories: personnel, operations and maintenance, capital, and debt. Personnel expenditures are related to salaries and benefits for employees of the city. Operations and maintenance expenditures are necessary to carry on the core business of the city and to preserve existing assets through a maintenance program. Capital expenses are for new equipment, software, infrastructure, facilities and vehicles. Debt expenditures repay the City's long and short term debt obligations. The section concludes with the City's Financial Policies providing the regulatory framework that guides the budget preparation.

The Funds section provides projected revenue and expenditures, along with descriptions, for the 22 active funds maintained by the City. The section begins by summarizing expenditures and revenues, and provides the fund balance for each fund category. It then provides the projected revenue and sources of revenue for each fund to establish the base of available resources. The last final portion of this section details expenditures by fund, separated into the four expenditure categories described above.

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

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

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



City Manager Charles P. Potucek

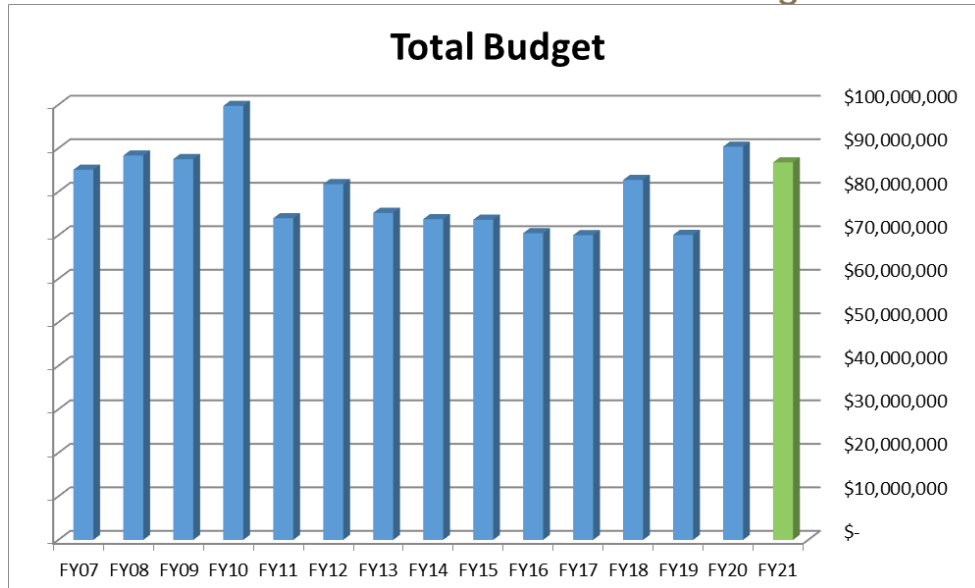
To the Honorable Mayor, the City Council, and the residents of Sierra Vista,

I am pleased to present the Operating and Capital Budgets for the City of Sierra Vista for Fiscal Year 2020-2021 (FY21), as well as the proposed Five-Year Capital Improvement Plan and FY2021-2025 Capital Maintenance and Replacement Plan. The City's total FY21 budget of \$86,748,629 represents a decrease of \$3,620,145 or 4% from the FY20 budget.

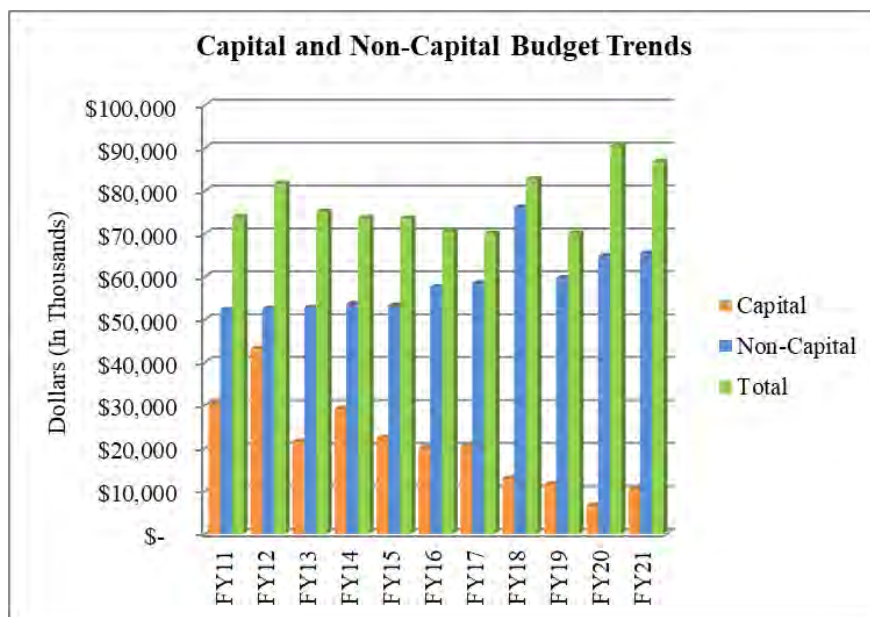
As the pandemic spread throughout our nation, the City implemented steps to protect public health, mitigate the spread of COVID-19 in Sierra Vista, and prepare for financial uncertainty, in addition to providing essential functions to the community and supporting local businesses. The FY21 budget has taken into account several significant challenges and financial impacts as a result of COVID-19. However, the disruption to the economy will likely have substantial long-term effects that will need to be assessed in future budget years.

Despite facing uncertain economic times, Sierra Vista has been able to produce a balanced FY21 budget that focuses on the City's core mission, produces high level services to its community, and reflects the policy direction of the City Council. This accomplishment is due to our diligence to prudent fiscal policies and practices, constant evaluation for operations and maintenance efficiencies, maintaining adequate fund balances, and conservative revenue budgeting.

The graph below depicts the total budgets for the past 15 years, FY07 to FY21.



The graph below separates the budget into capital and non-capital expenditures for the last ten fiscal years. In the FY21 budget, non-capital expenditures increased roughly one percent and capital expenditures decreased seventeen percent from the FY20 budget. The completion of several projects under the Schneider energy management project from FY20 primarily explains the difference. As you can see, the non-capital budget consisting of personnel, operations and maintenance (O&M) and debt expenditures remained relatively stable throughout the past ten-year period shown, while capital expenditures fluctuated primarily due to the availability of grant funding. The main increase in non-capital comes from personnel costs, consisting of step increases to the classification/compensation plan and an increase to Public Safety Personnel Retirement System (PSPRS) based on new contribution rates.





City Council Strategic Plan

The FY21 budget reflects the Mayor and Council's strategic plan initiatives, recently updated in July 2019. The strategic plan builds upon the goals established in the City's 10-year general plan, Vista 2030, approved by the Sierra Vista voters in November 2014. The plan provides short-term policy objectives that shape resource allocations in the budget process. The FY21 budget includes funds to advance or complete strategic plan objectives within the next year. In developing their plan, the Council established a framework consisting of four critical success factors:

Critical Success Factors

A. Engage

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

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

B. Enhance

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

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

C. Empower

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

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



D. Enjoy

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

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

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

Strategic Focus Area A: Engage

- A-1. Take a deep dive into how information is shared, and recommend improvements, including enhancing the City's websites
- A-2. Explore ways to better engage in meaningful conversations with our citizens
- A-3. Evaluate and balance marketing strategies
- A-4. Enhance the use of social media as part of the feedback loop
- A-5. Improve the City's website for ease of use, including ADA accommodations
- A-6. Encourage citizen participation in the 2020 Census

Strategic Focus Area B: Enhance

Initiatives for West End revitalization include:

- B-1. Continuing incentives for business owners through the West Sierra Vista Partnership Program
- B-2. Implement streetscape improvements in the commercial district and address needs for streetlights, sidewalks, and ADA improvements



B-3. Investigate the feasibility of establishing an entertainment district and business incubator

B-4. Explore ways to improve stormwater management to reduce flooding

Initiatives that will enhance community quality of life include:

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

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

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

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

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

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

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

B-11. Reducing response times to emergency incidents south of town by 25%

B-12. Implementing a new police officer recruitment strategy focusing on military bases, credit for veterans, and experienced lateral hires

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

Strategic Focus Area C: Empower

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

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



- C-3. Evaluate opportunities for business incubation where feasible
- C-4. Partner with local organizations to develop and implement a plan to encourage local shopping
- C-5. Seek partnerships with higher education institutions to enhance workforce development efforts
- C-6. Plan for effluent use, and continue to partner with public and private agencies to implement water conservation and recharge projects to benefit our local aquifer
- C-7. Explore homelessness, mental health issues, and affordable housing obstacles, and identify partners and plans to address these issues, under Council direction, where feasible

Strategic Focus Area D: Enjoy

- D-1. Take a critical look at community and cultural events for fit, diversity, draw, and potential partners, then realign our strategy to increase public participation in events
- D-2. Evaluate potential locations to build a venue for large, outdoor events, then draft a plan for future implementation
- D-3. Evaluate park space in the historic West End with an eye on creating small event venues
- D-4. Complete the master plan for the Sierra Vista Sports Complex
- D-5. Create a plan to fully utilize the Rothery Center's recreational properties, and implement improvements
- D-6. Redevelop the event permitting process
- D-7. Develop a catalog of projects to fund using crowdsourcing

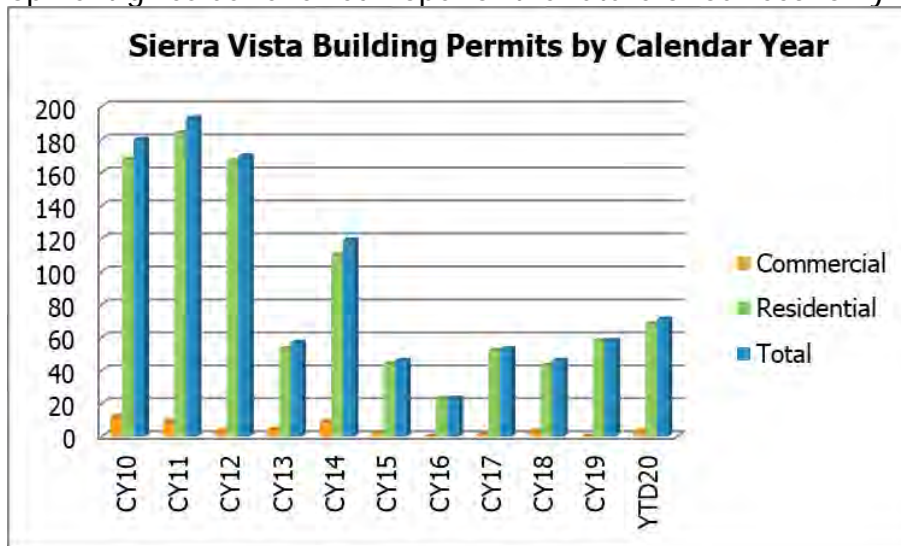
Local Economic Conditions

Sierra Vista felt the impacts of the national economic instability caused by COVID-19. The largest negative impact of the pandemic was felt by the Hotel/Motel classification. Its revenues were down \$56,669, or 6.2% from FY19. The Restaurant/Bar classification was also negatively impacted, but to a lesser extent. Its revenues were down \$73,508, or 3.1% from FY19.



On a positive note, total retail for FY20, excluding internet sales, was up \$849,458, or 6.4% over FY19. With the new internet sales included, total sales were up \$1,436,375, or 11.5% over FY19. Even with these promising numbers, the City will continue to project FY21’s revenues conservatively.

Sierra Vista’s economy continues to improve over the last fiscal year with building permits increasing by 22.6 percent over fiscal year 2020. Tombstone Brewing Company is constructing a brewery and pub at the former site of Daisy Mae’s Steak House, with construction expecting to wrap up as early as spring of 2021. Several businesses have also started construction or permits were issued to begin on additions and improvements, such as the Buena High School Theater Expansion, U-Haul interior renovations, the Pueblo del Sol Multipurpose Building, and the Wal-Mart Online Grocery Pickup Expansion. This new growth and redevelopment gives us renewed hope for the future of our economy.



Economic Development

Despite the recent negative economic indicators about the future of the nation, the City plans to continue to aggressively pursue economic development opportunities in FY21. Using the 2019 Council-created economic development framework, staff will take a lead role in the community to achieve the six objectives. The framework includes specific efforts to develop additional opportunities with Mexico, maximizing the potential of the airport, improving parks and community events, West-End Redevelopment, improve awareness of Sierra Vista, and expand awareness of Fort Huachuca highlighting growth potential.



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

Public Safety Partnerships

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

Sierra Vista Fire & Medical Services renewed the intergovernmental agreement with Fry Fire District to provide automatic aid, via closest unit response, regardless of jurisdiction. This agreement sends the closest apparatus to any emergency within the city or district response zones, which ensures the quickest service for our customers. The FY21 budget provides for design work on a new EMS substation which will decrease response times benefiting the entire City. The City also provides EMS services to Fort Huachuca through an intergovernmental agreement which began in January 2018 for a period of five years.

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

Vista 2030

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



Refuse

Effective March 1, 2020, the Council enacted a 15% rate increase for residential route customers. In addition to the overall 15% rate increase, fees were also increased for the residential dumpster program and bulky waste pick-ups. In FY20, global issues with recycling greatly affected the City and had caused the City to eliminate the curb side recycling program and go to an all voluntary drop off system. Effective March 1, 2020, the City's recycling center closed. Recyclables are still accepted for drop-off at the Cochise County Transfer Station and the city enacted changes to allow private entities to offer curbside recycling.

Bond Rating

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

Debt

Debt management remains a top priority. The City conservatively uses bonded indebtedness in order to fund capital projects projected for long-term use. Early defeasance of those bonds is then planned when possible in order to save interest expenses and improve cash flow.

The City does not use long-term debt financing to finance current operations. The first attempt is to utilize "pay-as-you-go" capital funding, grants, and/or the use of operation funds or impact fees when applicable. In fact, overall debt has decreased from \$38,467,333 to \$18,512,518 from FY09 to the end of FY18 despite the economic downturn the City experienced.

Revenue

The city sales tax, a major local revenue source, comprises 22.6 percent of the total revenue raised by the City. For FY20, total privilege tax collections ended up \$991,253, or 5%, over previous fiscal year and \$1,437,469, or 7.3%, ahead of budget. Even so, the FY21 city sales tax revenue projections remained unchanged from FY20's budgeted amount to adequately mitigate potential fiscal consequences from the coronavirus recession.

State-shared revenue continues to be a positive but diminishing influence on the revenue projections in FY21. The City saw a slight decrease (3 percent) in state-shared revenue for FY21. As cities in Arizona grow, they will receive a greater share of state-shared revenues.



A decrease in Leisure revenue is forecasted due to city building closures and the cancellations of special events from COVID-19. Leisure revenue projections for FY21 were kept level to the FY20 actual revenue, approximately 46 percent less than the FY20 budgeted amount. With the 15% increase in refuse rates, Refuse revenue is expected to increase 6 percent from FY20.

Personnel

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

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

Personnel expenses increased \$151,855 from FY20 to FY21 as a result of the classification and compensation plan step increase and the increase in contributions to the Public Safety Personnel Retirement System (PSPRS). In FY21, the City is adding three full time positions and reclassifying two positions. These positions reside in Leisure & Library, Human Resources, SEACOM, and Police.

Operations and Maintenance

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

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

Capital

The City will complete a few capital projects in FY21. These projects include:

- Schneider energy management projects
 - Aerator Project \$ 475,000
- City capital projects
 - EMS substation design \$ 100,000



Budget Transmittal Letter

• City Council Chamber upgrade	\$ 113,000
• Female Locker Room improvements-PD	\$ 150,000
• Bar Screen Replacement-Wastewater	\$ 200,000
• Polymer Feed System-Wastewater	\$ 125,000

These capital projects are funded by a variety of sources including grants, financing and capital improvement fund revenue.

Annual Budget Process

The preparation of any budget must start with basic policies and principles. The City's include:

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

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

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

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

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

Basis of Accounting

The City uses fund accounting to report on its financial position and the results of its operations. All governmental type funds (such as the General Fund, the Library Fund, the Capital Improvements Fund, etc.) use the modified accrual basis of accounting. This means we recognize revenues only when they become measurable and available, and we recognize expenditures when we incur the fund liability (when we commit to spend the money). Proprietary type funds (such as the Sewer Fund and the Refuse Fund) use



the full accrual basis of accounting. In the latter case, the City also recognizes expenditures when the fund liability is incurred, but revenues are recognized when they are obligated to the City (which can be before actually receiving them).

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

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

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

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

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

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

Budget Amendments

Per Arizona law, total expenditures cannot exceed the final appropriation after adoption of the preliminary budget. The City Council, by resolution, can amend the total appropriations for an individual fund; however, when one fund's total appropriation increases, another fund's total appropriation must decrease by an equal amount. The



City Manager can approve the transfer of appropriations within funds. The City's computerized financial system tracks all transfers of appropriations.

Future Challenges

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

The well-being of the community will always remain the top priority for the City. On May 12, 2020, City Council approved to designate CARES Act funding towards an Emergency Small Business Grant Assistance program and the United Way of Sierra Vista's Emergency Crisis Fund. The Emergency Crisis Fund provides assistance, primarily rent and utility payment aid, to individuals and families impacted by COVID-19. To date, a total of nine businesses received Microenterprise Grants and two received special economic development grants.

The City reclassified two positions in FY21 and added three full time positions. The City will continue to invest in technology and seek out process efficiencies in order to increase the productivity of our employees.

In FY21, the contribution rates to the Public Safety Pension Retirement System (PSPRS) continued to increase and will likely continue increasing over the next several years. Deficiencies in PSPRS funding levels require additional contributions from the City in order to increase the system's funding levels and future solvency. The increase in retirement system contribution for FY21 did not negatively impact the available general fund resources as previous years to fund City operations. Given the challenges of hiring police officers nationwide, the police department has come up with new innovative methods to attract new officers to the City.

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

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



Conclusion

The FY21 City budget continually provides the resources to ensure a high level of service to the community. Through the dedication of our great employees, we will continue to move forward and meet the challenges presented to us.

I wish to thank our departments for their cooperation in the development of this budget. It remains a pleasure and a privilege to serve the Mayor and City Council and the wonderful community they represent.

Respectfully Submitted,

Charles P. Potucek
City Manager



Sierra Vista (Spanish for "Mountain View") is a thriving community of 45,065 and serves as the regional center for southeastern Arizona. The City is approximately 75 miles southeast of Tucson, and boasts unique views of the Huachuca, Dagoon, and Mule Mountains. The San Pedro River serves as the City's eastern border. At an elevation of 4,623 feet, Sierra Vista enjoys a temperate year-round climate and abundant sunshine.

History

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

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



Activities and Attractions

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

Major annual events held in Sierra Vista include: the Cochise Cowboy Poetry and Music Gathering, a spectacular Independence Day celebration, Oktoberfest, Wine Tasting Events and Tours, Sky Islands Summit Challenge, Art in the Park, Cars in the Park, Sky Island Bike Tour, Southwest Wings Birding & Nature Festival, and several Christmas events including a lighted parade, multiple bazaars, Santa in the Park, Festival of Trees,



Introduction

and many others. In between these event pillars, residents and visitors alike enjoy regular music and arts programs, lectures, sporting events, guided tours, and more.

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



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

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

Governance

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

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



Mayor Rick Mueller

After serving three terms on the Sierra Vista Council, Frederick William "Rick" Mueller was elected to serve as the Mayor in November 2010. He is now serving his third four-year term.

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

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

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

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



Mayor Pro Tem Rachel Gray

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

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

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

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

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



Council Member Gwen Calhoun

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

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

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

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

In her spare time, Gwen loves to read, make jewelry, and play in the clay at the Sierra Vista Pottery Studio.



Council Member Kristine Wolfe

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

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

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

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



Council Member William Benning

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

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

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

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



Council Member Sarah Pacheco

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

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

Ms. Pacheco has an associate's degree from Cochise College, a Bachelor's degree in Political Science and Communication from the University of Arizona, and Master of Professional Studies in Strategic Public Relations from George Washington University.

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

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



Council Member Carolyn Umphrey

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

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

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

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

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

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



City Manager Charles P. Potucek

Charles P. Potucek was appointed City Manager of the City of Sierra Vista on April 1, 1996. He has worked for the city since September 1986 in several capacities including administrative analyst, budget analyst, and assistant to the city manager. Potucek holds both Bachelor of Science (B.S.) in Public Affairs and Master of Public Affairs (M.P.A.) degrees from Indiana University in Bloomington. Potucek spent the next eight years working in the private sector - as an industrial engineering technician for Johnson and Johnson Baby Products in Park

Forest South, Illinois, as a sales engineer for New Park Drilling Fluids out of Denver, Colorado. Falling oil prices convinced Potucek to resume his education, and he returned to Indiana University in 1984 to begin work on his M.P.A. degree which he earned in May 1986. Shortly thereafter, his wife-to-be spotted an opening for his first position as an administrative analyst with the City of Sierra Vista and started in September of 1986.

During his 34 years of service to the city, Sierra Vista has experienced significant growth and change. Potucek's accomplishments include negotiating the agreement that brought the Mall at Sierra Vista; the Highway 90/92-Charleston Road commercial cluster; construction of the Environmental Operations Park; establishment of Sierra Vista as a founding member of the Upper San Pedro Partnership; construction of Avenida Cochise and Martin Luther King, Jr. Parkway; the development of the award-winning Sierra Vista transit system; the enhancement of the City's bond rating; and facilitation of improved citizen participation. Capital improvements accomplished during his tenure as city manager include the Sierra Vista Aquatics Facility (the Cove), Sierra Vista Public Library, the Pedro Castro Maintenance Center, our multi-use path system, renovation of the Ethel Berger Center, Nancy J. Brua Animal Care Center, Kiwanis Skate & Bike Court, Fire Station #3, expansion of the C. Reed Vance police facility and Centennial Pavillion. Potucek envisions Sierra Vista as a regional center for commerce, health care and education, a model for environmental programs, a technology center, and expanding upon its history as an outstanding public service provider. Above all, he wants Sierra Vista to become a place where children grow up and stay - instead of having to go elsewhere for educational and employment opportunities.

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



Assistant City Manager Victoria Yarbrough

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

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

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

Population

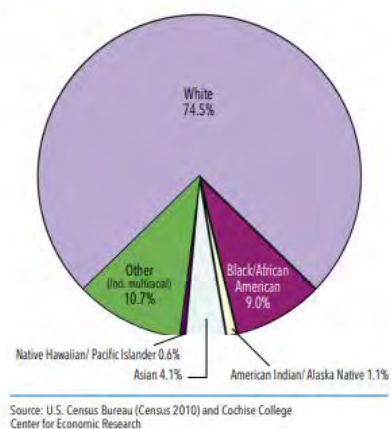
The City of Sierra Vista has been a growing community for more than 50 years. The City experienced very rapid population growth in its early years, increasing by 273% in the decade between 1970 and 1980. The City's population has maintained steady with projections showing increase over the next ten years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

Population Estimates						
	SIERRA VISTA		COCHISE COUNTY		ARIZONA	
	Population	Growth %	Population	Growth %	Population	Growth %
1980	25,065		86,390		2,731,960	
1990	33,029	31.8%	97,940	13.4%	3,682,913	34.8%
2000	37,901	14.7%	118,047	20.5%	5,175,581	40.5%
2010	45,047	18.9%	131,436	11.3%	6,401,568	23.7%
2011	45,098	0.1%	130,537	-0.7%	6,438,178	0.6%
2012	45,794	1.5%	130,752	0.2%	6,498,569	0.9%
2013	45,303	-1.1%	130,906	0.1%	6,581,054	1.3%
2014	44,286	-2.2%	129,628	-1.0%	6,662,486	1.2%
2015	44,183	-0.2%	129,112	-0.4%	6,758,251	1.4%
2016	44,023	-0.4%	129,140	0.0%	6,866,195	1.6%
2017	43,824	-0.5%	128,383	-0.6%	6,965,897	1.5%
2018	45,359	3.5%	130,319	1.5%	7,076,199	1.6%
2019	45,065	-0.6%	130,808	0.4%	7,189,020	1.6%

As of July 1 each year

Source: Arizona Office of Economic Opportunity and Cochise College Center for Economic Research

RACIAL COMPOSITION (SIERRA VISTA)



Racial Composition	
White	74.50%
Hispanic or Latino (of any race)	19.40%
Other (including 2 or more races)	10.70%
Black/African American	9.00%
Asian	4.10%
American Indian & Alaska Native	1.10%
Native Hawaiian & Pacific Islander	0.60%

Source: US Census Bureau (Census 2010)



POPULATION PROJECTIONS

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

Source: Arizona Office of Economic Opportunity

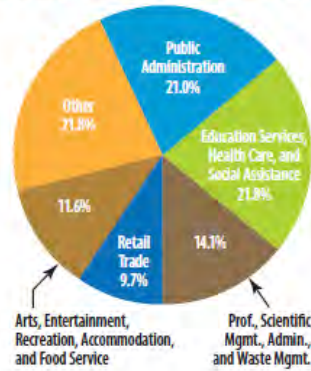
AGE GROUPS (SIERRA VISTA)

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

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



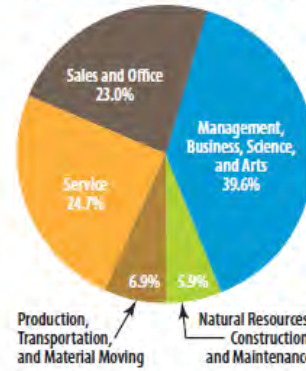
SIERRA VISTA INDUSTRIES



Note: By share of workforce. Includes industries with at least 5% of the workforce; industries with less than 5% are grouped in "other."

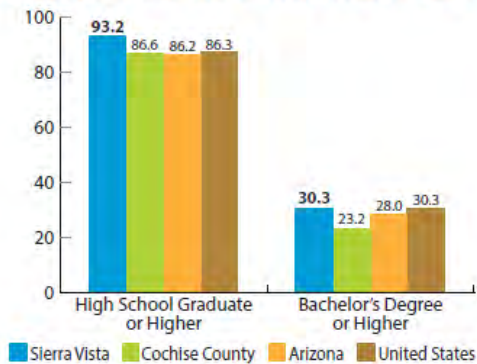
Source: U.S. Census Bureau, 2012–2016 American Community Survey, 5-year Estimates, and Cochise College Center for Economic Research.

SIERRA VISTA OCCUPATIONS



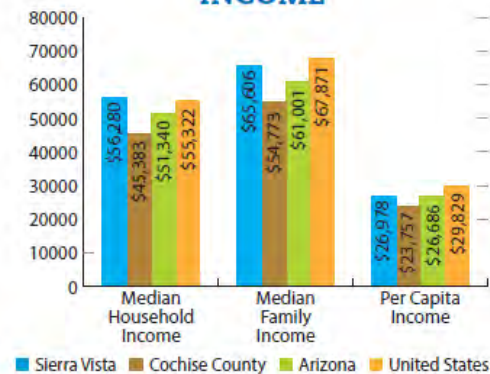
Source: U.S. Census Bureau, 2012–2016 American Community Survey, 5-year Estimates, and Cochise College Center for Economic Research.

EDUCATIONAL ATTAINMENT LEVELS



Legend: ■ Sierra Vista ■ Cochise County ■ Arizona ■ United States

INCOME



Note: All figures in 2016 dollars.

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



Cost of Living

The City of Sierra Vista's cost of living is comparable to other cities in Arizona, as shown by 2019 data from the Cost of Living Index¹ prepared by the Best Places to Live. The website compares the cost of groceries, housing, utilities, transportation, health care and miscellaneous expenditures in various cities. The table below shows the percentage difference in the pricing index between Sierra Vista and each individual city. The data indicates how much lower (represented by a negative number) or how much more expensive (represented by a positive number) Sierra Vista is in comparison to that particular commodity group of each city.

Sierra Vista To:	Phoenix	Flagstaff	Lake Havasu City	Prescott	Tucson
Groceries	-1.97%	-5%	-2.50%	-4.80%	-0.10%
Housing	-31.80%	-75.30%	-45.60%	-71.50%	-6.80%
Utilities	0.40%	3.40%	1.40%	-0.10%	2.80%
Transportation	-41.70%	-1.50%	-4.60%	-7.10%	-22.30%
Health Care	10.80%	-7.90%	-9.40%	-11.40%	23%
Miscellaneous	-0.70%	-0.40%	2.50%	2.70%	-3.60%
COMPOSITE	-16.60%	-28.50%	-15.60%	-27.40%	-4.20%

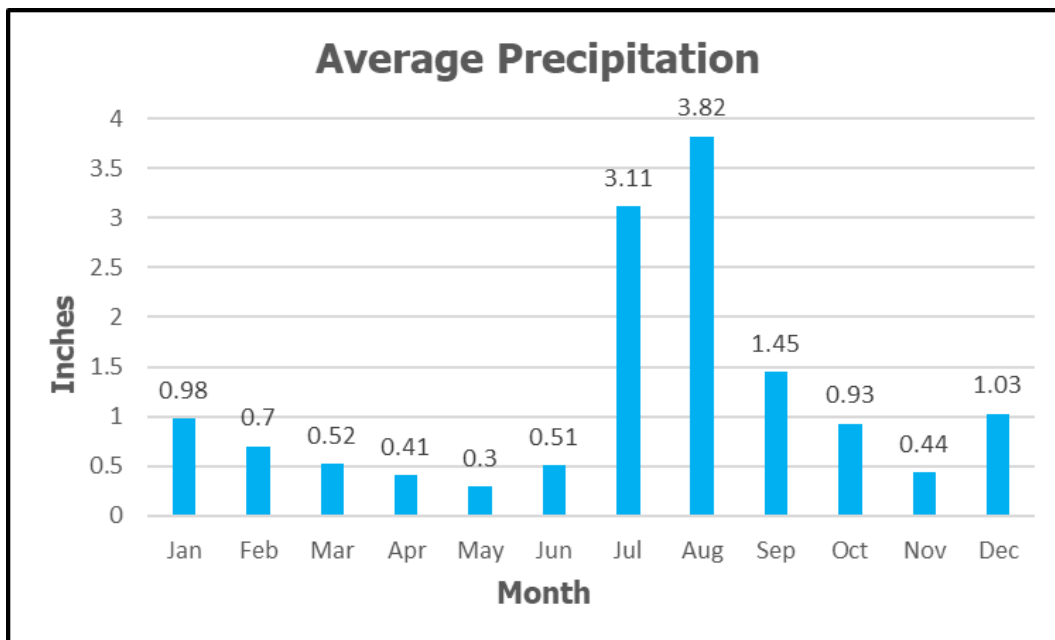
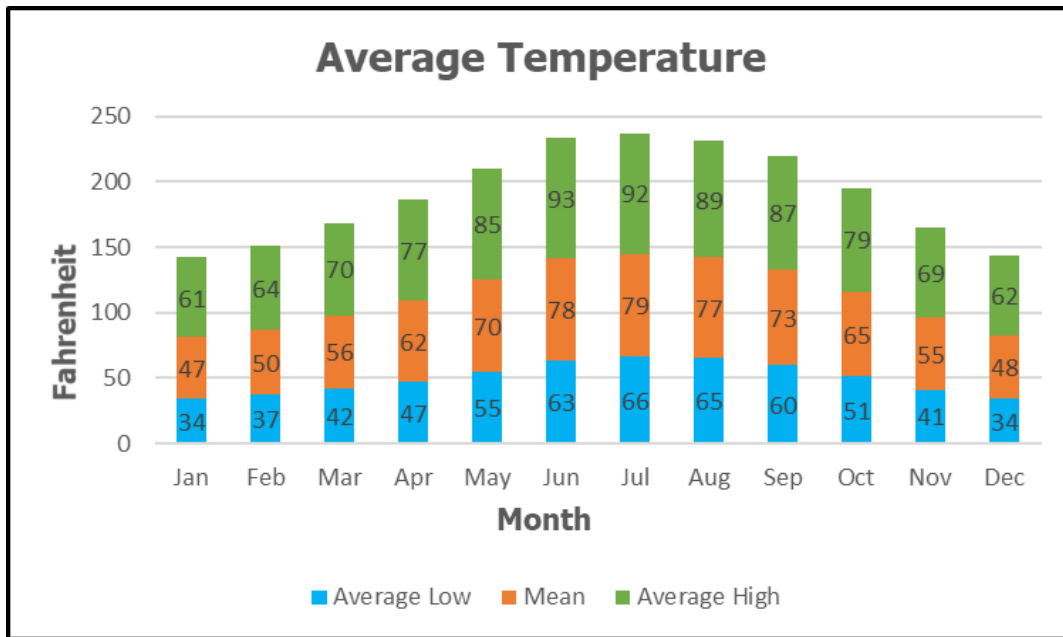
Climate

The City of Sierra Vista is located at 4,632 feet. Residents and visitors enjoy moderate year-round temperatures. The chart below reflects 2019 average temperature².

Month	Average High	Average Low	Mean	Average Precipitation	Record High	Record Low
Jan	61°F	34°F	47°F	0.98 in.	81°F (1999)	12°F (1987)
Feb	64°F	37°F	50°F	0.70 in.	83°F (1986)	11°F (1985)
Mar	70°F	42°F	56°F	0.52 in.	91°F (1989)	23°F (1985)
Apr	77°F	47°F	62°F	0.41 in.	97°F (1989)	28°F (1999)
May	85°F	55°F	70°F	0.30 in.	102°F (2002)	38°F (2003)
Jun	93°F	63°F	78°F	0.51 in.	107°F (1990)	46°F (1991)
Jul	92°F	66°F	79°F	3.11 in.	108°F (1989)	56°F (2004)
Aug	89°F	65°F	77°F	3.82 in.	102°F (1995)	53°F (1992)
Sep	87°F	60°F	73°F	1.45 in.	98°F (1983)	45°F (1985)
Oct	79°F	51°F	65°F	0.93 in.	96°F (1983)	30°F (1996)
Nov	69°F	41°F	55°F	0.44 in.	85°F (1988)	19°F (2004)
Dec	62°F	34°F	48°F	1.03 in.	79°F (2007)	15°F (1987)

¹ <https://www.bestplaces.net/cost-of-living>

² <http://usclimatedata.com>





The FY21 budget reflects the Mayor and Council's strategic plan initiatives, recently updated in July 2019. The strategic plan builds upon the goals established in the City's 10-year general plan, Vista 2030, voted by the Sierra Vista voters in November 2014.

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

Vision

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

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

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

The City's economy is strong and diverse with varied employment opportunities. Fort Huachuca continues to be a key regional and state economic driver, as well as an important U.S. military asset. A strong community-supported economic development program has resulted in new, quality business and industry in Sierra Vista, providing family-wage jobs that retain our youth to stay and raise families of their own. Businesses choose Sierra Vista for our innovative and entrepreneurial spirit and because they are regarded as valued members of the community. Cultural, convention, military, and eco-tourism also strengthen our economy, drawing visitors from around the world. The success of the regional hospital has spurred the expansion of a thriving cluster of medical firms that serve communities throughout southeast Arizona. Retail activity is healthy, with a mix of independently owned and chain stores in attractive commercial districts. The West End is an appealing community gateway that invites military personnel, visitors, and residents to live, dine, shop and relax in this diverse neighborhood.



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

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

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

Mission

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

Organizational Values

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

Critical Success Factors

A. Engage

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



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

B. Enhance

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

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

C. Empower

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

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

D. Enjoy

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

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



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

Initiatives:

Strategic Focus Area A: Engage

- A-1. Take a deep dive into how information is shared, and recommend improvements, including enhancing the City's websites
- A-2. Explore ways to better engage in meaningful conversations with our citizens
- A-3. Evaluate and balance marketing strategies
- A-4. Enhance the use of social media as part of the feedback loop
- A-5. Improve the City's website for ease of use, including ADA accommodations
- A-6. Encourage citizen participation in the 2020 Census

Strategic Focus Area B: Enhance

Initiatives for West End revitalization include:

- B-1. Continuing incentives for business owners through the West Sierra Vista Partnership Program
- B-2. Implement streetscape improvements in the commercial district and address needs for streetlights, sidewalks, and ADA improvements
- B-3. Investigate the feasibility of establishing an entertainment district and business incubator
- B-4. Explore ways to improve storm water management to reduce flooding

Initiatives that will enhance community quality of life include:

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



- B-6. Develop a comprehensive Parks master plan to guide future improvements
- B-7. Develop a plan to replace the Oscar Yrun Community Center, the oldest City building
- B-8. Identify funding sources to expand the multi-use path system throughout the City
- B-9. Identify funding sources and complete the engineering design for the Avenida Escuela extension bridge, which will link the sports complex with major thoroughfares
- B-10. Explore ways with the Sierra Vista Unified School District (SVUSD) to better use SVUSD assets for an expanded slate of activities for the public

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

- B-11. Reducing response times to emergency incidents south of town by 25%
- B-12. Implementing a new police officer recruitment strategy focusing on military bases, credit for veterans, and experienced lateral hires
- B-13. Develop and implement an emergency medical dispatching plan that improves communications with all Southeastern Arizona Communications (SEACOM) member communities

Strategic Focus Area C: Empower

- C-1. Continue to advocate for Fort Huachuca mission expansion and infrastructure growth
- C-2. Expand intergovernmental service agreements and partnerships that support the Fort's missions, create revenue, and take advantage of economies of scale
- C-3. Evaluate opportunities for business incubation where feasible
- C-4. Partner with local organizations to develop and implement a plan to encourage local shopping
- C-5. Seek partnerships with higher education institutions to enhance workforce development efforts



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

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

Strategic Focus Area D: Enjoy

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

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

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

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

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

D-6. Redevelop the event permitting process

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



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

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

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

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

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

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

The following pages present VISTA 2030 and how our strategic plan focus areas and initiatives relate to the VISTA 2030 goals.



Vista 2030 Goal	Strategic Plan Focus Area	Strategic Plan two-year Objective
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Element 1: Citizen Participation		
Goal 1.1: Increase citizen participation in the governmental decision process.	ENGAGE	A-1. Take a deep dive into how information is shared, and recommend improvements, including enhancing the City's websites

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



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

Element 3: Transportation and Circulation

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

Element 4: Open Space

Goal 4.1: Identify potential open space land.	EMPOWER	C-3. Evaluate opportunities for business incubation where feasible
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Goal 4.2: Obtain land for open space.	EMPOWER	
Goal 4.3: Provide stewardship programs to protect open space land.	EMPOWER	

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

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



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

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

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



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

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



Goal 10.5: Improve interconnectivity between the paved multi-use path system and parks.	ENHANCE	B-8. Identify funding sources to expand the multi-use path system throughout the City
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Element 11: Public Facilities, Services, and Public Buildings

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



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

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



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

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



Goal 13.3: Promote the adaptive reuse of buildings.	ENHANCE	B-7. Develop a plan to replace the Oscar Yrun Community Center, the oldest City building
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Element 14: Safety		
Goal 14.1: Mitigate or minimize the impacts of a disaster.	EMPOWER	

Element 15: Economic Development		
Goal 15.1: Update the <i>Plan for Prosperity</i> every five years.	EMPOWER	
Goal 15.2: Actively promote the growth and expansion of a strong and diverse regional economic base while collaborating with employers and educational organizations to improve the quality of workforce readiness and economic development.	ENGAGE	B-10. Explore ways with the Sierra Vista Unified School District (SVUSD) to better use SVUSD assets for an expanded slate of activities for the public
Goal 15.3: Encourage opportunities for a diverse economy.	EMPOWER	C-3. Evaluate opportunities for business incubation where feasible
Goal 15.4: Make certain that private development is consistent with the City's environmental goals/concerns.	EMPOWER	
Goal 15.5: Make Sierra Vista the hub of tourist activities in southeastern Arizona.	ENJOY	D-1. Take a critical look at community and cultural events for fit, diversity, draw, and potential partners, then realign our strategy to increase public participation in events



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

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



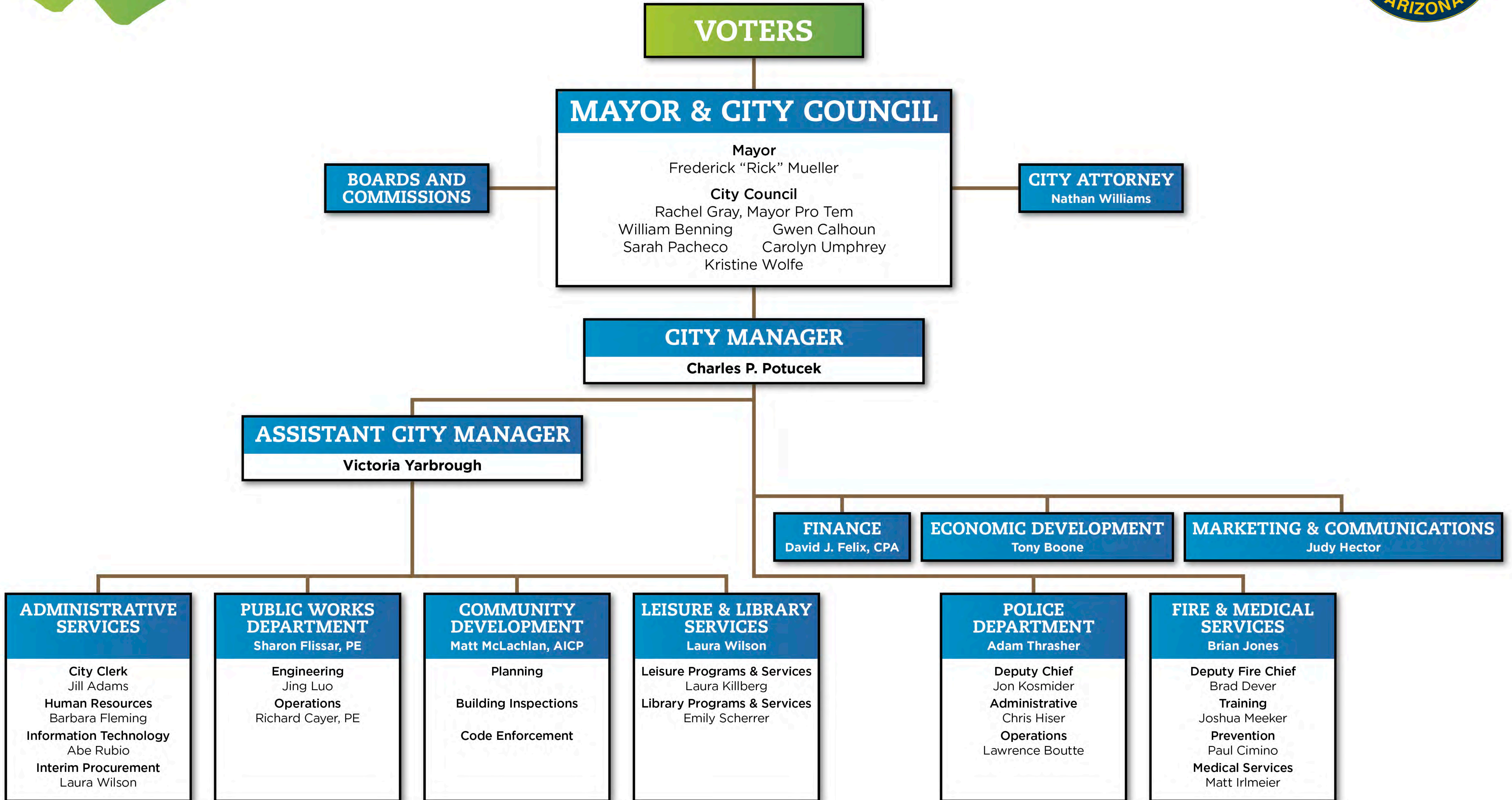
Schedule of Budget Process and State Mandated Deadlines

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



CITY OF SIERRA VISTA

CHART OF ORGANIZATION





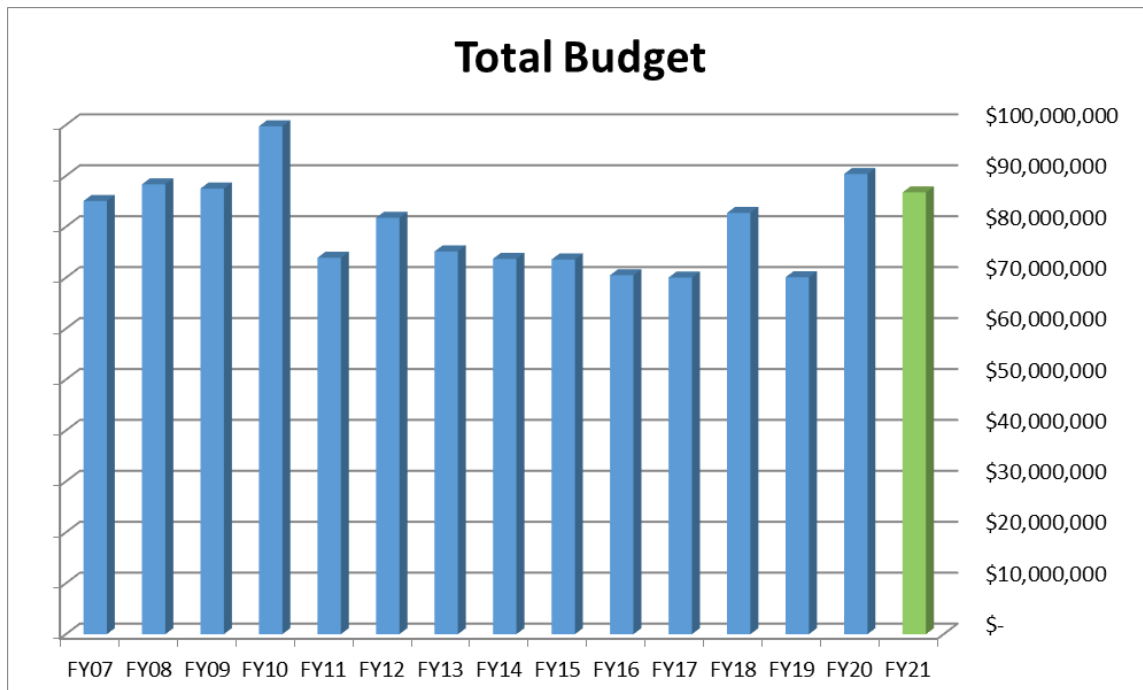
Budget Summary

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 4.0% from Fiscal Year 2020 (FY20) primarily due to conservative revenue projections as a result of COVID-19's impact on the economy. Below is a table showing the total budget amounts for the last fifteen years, along with a graph depicting the changes over time. The City budget steadily increased from 2005 until 2008, when Sierra Vista and the rest of the United States experienced recession. Due to conservative budgeting and strict financial management, the City did not experience the same budget shortfalls that many others did around the country. Following the recession, the FY10 Budget was inflated due to one-time revenue of \$21.5 million in American Recovery and Reinvestment Act Funds. Since then, the City has continued to project revenue decreases and has budgeted accordingly. The City implemented budget reduction measures before adoption of the FY14 Budget. These measures included a hiring freeze, reorganizations, and a reduction in capital expenditures, which have continued in the years since. We continue to achieve a balanced budget through the use of conservative financial practices, constantly looking for operations and maintenance efficiencies, productivity improvements through automation and an improving revenue environment.

Year	Budget Amount	Change
FY07	\$ 85,052,587	
FY08	\$ 88,330,664	4%
FY09	\$ 87,501,649	-1%
FY10	\$ 99,728,492	14%
FY11	\$ 73,919,307	-26%
FY12	\$ 81,758,371	11%
FY13	\$ 75,151,135	-8%
FY14	\$ 73,708,643	-2%
FY15	\$ 73,570,106	-0.2%
FY16	\$ 70,484,240	-4.2%
FY17	\$ 70,020,613	-0.7%
FY18	\$ 82,723,790	18.1%
FY19	\$ 70,092,846	-15.3%
FY20	\$ 90,368,774	28.9%
FY21	\$ 86,748,629	-4.0%



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 slightly decreased 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 was 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 \$86,748,629 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 \$1,167,835 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 55.2 percent of the total revenue generated.



	FY20 Budget	FY21 Budget	% Change	FY21 % of Total
City Sales Tax	\$19,594,473	\$19,594,473	0%	22.59%
Property Tax	\$368,260	\$372,034	1%	0.43%
Franchise Fees	\$1,350,000	\$1,400,000	4%	1.61%
Licenses & Permits	\$475,000	\$475,000	0%	0.55%
Grants	\$7,072,279	\$12,615,498	78%	14.54%
Local Govt. Payments	\$3,427,096	\$7,109,065	107%	8.20%
State Shared Revenue	\$16,108,284	\$15,678,828	-3%	18.07%
Health & Accident	\$4,409,500	\$4,409,500	0%	5.08%
Ambulance Fees	\$2,020,000	\$2,050,000	1%	2.36%
Public Safety Fees	\$70,000	\$70,000	0%	0.08%
GMC Revenues	\$1,432,880	\$1,376,500	-4%	1.59%
Transit Revenue	\$133,200	\$120,200	-10%	0.14%
Airport Revenues	\$896,000	\$875,000	-2%	1.01%
Sewer Revenues	\$3,735,493	\$3,734,493	0%	4.30%
Refuse Revenues	\$4,005,776	\$4,263,584	6%	4.91%
Leisure Revenue	\$1,253,691	\$679,872	-46%	0.78%
Planning Revenue	\$25,000	\$28,500	14%	0.03%
Development Fees	\$0	\$126,630	0%	0.15%
Investment Income	\$45,000	\$45,000	0%	0.05%
Donations	\$2,772,835	\$1,167,835	-58%	1.35%
Sale of Fixed Assets	\$570,000	\$570,000	0%	0.66%
Notes Payable	\$15,915,000	\$1,161,000	-93%	1.34%
Carryover	\$3,917,654	\$7,700,561	97%	8.88%
Misc Revenue	\$771,353	\$1,125,056	46%	1.30%
Total	\$90,368,774	\$86,748,629	-4%	100.00%

City Sales Tax Package

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

The Citizens' Advisory Commission studied the overall tax package level in FY15, FY12, and FY07. After recommending no changes in FY12, the Commission's FY15 study



recommended several options for changes to the City sales tax structure. The Sierra Vista City Council ultimately agreed on the modest increase to retail sales and use taxes, which took effect on November 1, 2015.

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

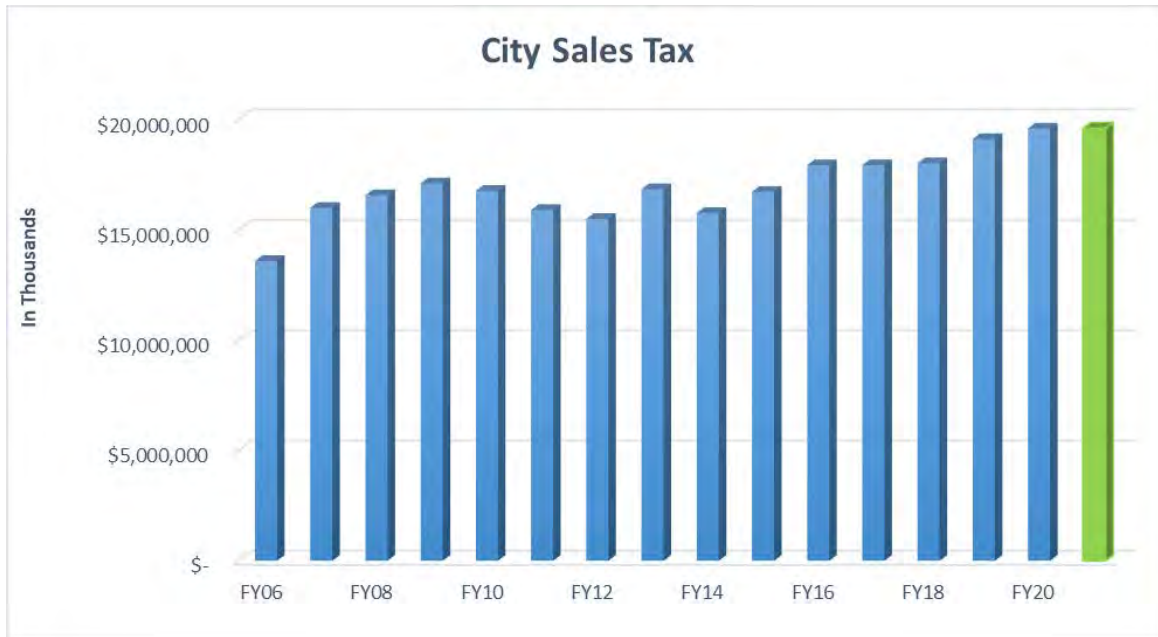
The City's tax package contributes about twenty-three percent (23%) of the City's total revenue. These taxes contribute about one-fourth of the total general fund revenue.

The City relies on a Retail Privilege (Sales) Tax for a large percentage of revenue raised through the City Sales Tax Package. Even though FY20 experienced a 7.3% increase over the projected budgeted amount, the City will continue to make conservative revenue projections and kept FY21 city sales tax revenue projections unchanged from FY20's budgeted amount to adequately mitigate potential fiscal consequences from the coronavirus recession.

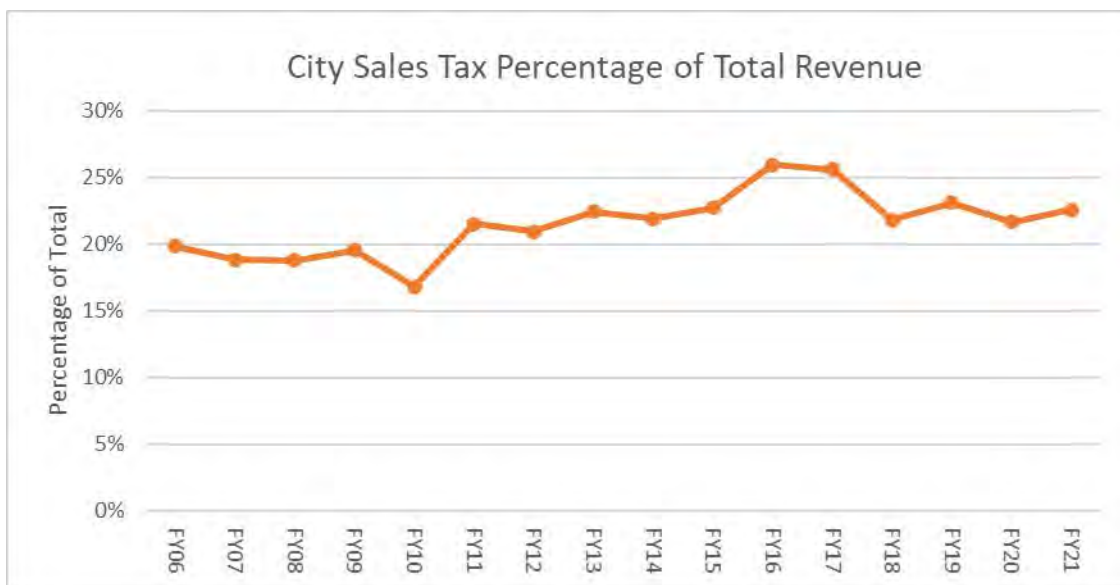
Of the total sales tax, one-half of one percent (0.5%) is designated for capital projects. This money is used for the construction and operations of major capital projects. The money is also used for major capital maintenance projects.

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 fifteen years, including the FY20 and FY21 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 (0.43%) of the City's total revenue. The City Council approved a decrease in property tax rate for FY21 from \$0.1124 per \$100 of assessed value to 0.1106. The new rate 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	\$6,151,732	\$ 585,593
Sales	\$4,419,343	\$3,902,096	\$ (517,247)
HURF	\$3,872,802	\$3,475,000	\$ (397,802)
Auto Tax	\$2,250,000	\$2,150,000	\$ (100,000)
Total	\$16,108,284	\$15,678,828	\$(429,456)

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.

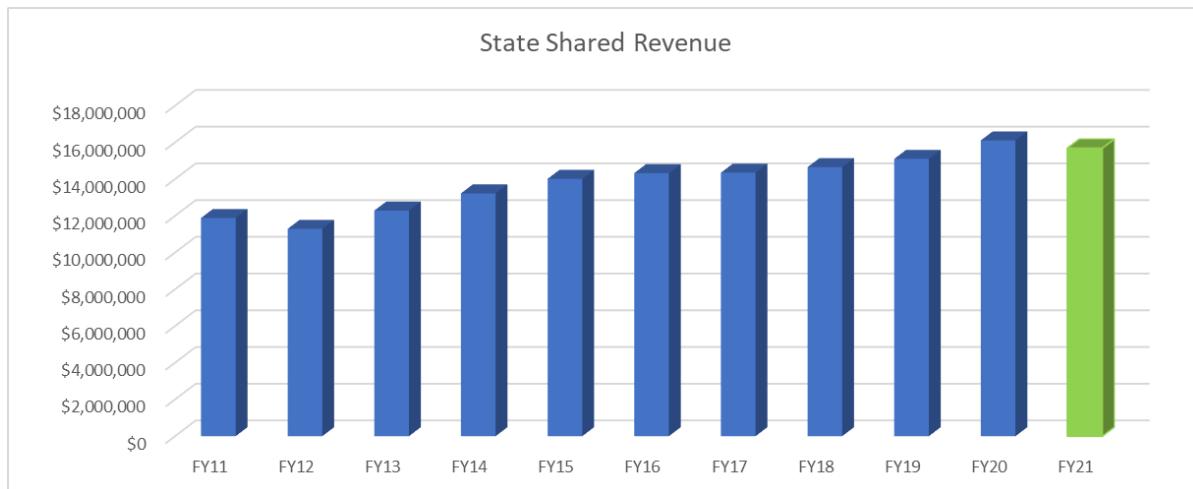


Highway User Revenue Funds (HURF) are generated from a gas tax on each gallon of gasoline and diesel fuel sold in the state. This tax is also collected by the State, but redistributed back to Counties and Municipalities. HURF funds are restricted to being spent on the construction and maintenance of 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 decrease of State Shared Revenue compared to FY20. State Shared Revenue is the second largest revenue source to the City, contributing just about 18 percent of the total budget and 30.2 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
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	\$16,108,284	5.30%
FY21	\$15,678,828	-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 just below 15 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. The City also received approximately 4.9 million dollars from the CARES Act that is allocated towards public safety personnel costs.

Notes Payable

The City of Sierra Vista utilizes short-term financing to complete capital projects and also for the purchase of capital equipment. The City will raise \$1,161,000 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	17.0%
Fluids Charges	\$ 360,000	22.2%
Other GMC Revenues	\$ 50,000	3.1%
Lease Revenues	\$ 33,960	2.1%
Hangar Lease Revenue	\$ 190,000	11.7%
Tie Down Lease Revenue	\$ -	0.0%
Delinquent Lease Fees	\$ -	0.0%
Court Fees	\$ 15,000	0.9%
Court Fines	\$ -	0.0%
Library Fines	\$ 18,000	1.1%
Performing Arts - Rec	\$ 41,337	2.5%
Kids World	\$ 320,095	19.7%
Rentals	\$ 74,439	4.6%
Aquatics	\$ 84,900	5.2%
Sports	\$ 66,227	4.1%
Classes	\$ 23,987	1.5%
Adult Trips	\$ 5,000	0.3%
Senior Programming	\$ 6,429	0.4%
Community Events	\$ 57,458	3.5%
TOTAL	\$ 1,621,832	100.0%

Ambulance Fees

The City charges Arizona Department of Health Services-regulated fees to the user of ambulance services. This includes a base rate and a mileage charge. Expected revenue from the provision of ambulance services for FY21 is \$2,050,000. This is an increase of about \$30,000 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 moratorium for the development fees ended July 1, 2020. Staff is currently conducting a review of rates.

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 \$86,748,629 for FY21, \$3,620,145 less than the FY20 budget. Capital Expenditures decreased by \$4,217,409, (17%) from FY20. Personnel expenditures increased by \$151,855 (0%) reflecting the maintenance of the classification and compensation plan and increased PSPRS liability. The City's Operating and Maintenance expenses increased by \$117,915, (0.5%). Debt services increased by \$327,494 (6%) to include the financing of fleet vehicles. Overall, the City's budget decreased four percent (4%) compared to FY20.

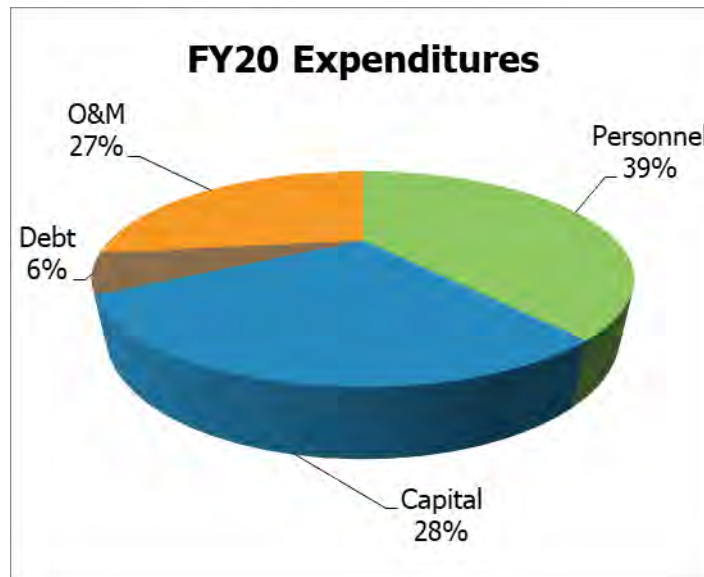
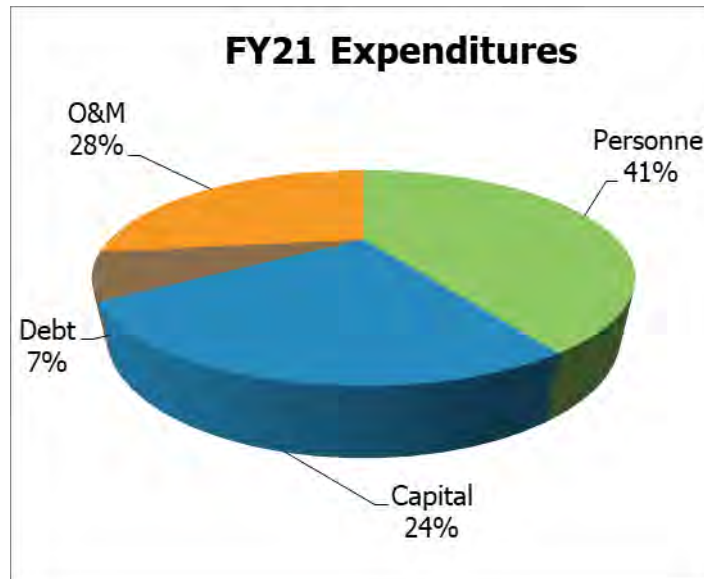
	FY20 Budget	FY21 Budget	Difference	% Change	% Total
Personnel	\$ 35,091,847	\$ 35,243,702	\$ 151,855	0%	40.6%
O&M	\$ 24,216,952	\$ 24,334,867	\$ 117,915	0%	28.1%
Capital	\$ 25,523,095	\$ 21,305,686	\$(4,217,409)	-17%	24.6%
Debt	\$ 5,536,880	\$ 5,864,374	\$ 327,494	6%	6.8%
Total	\$ 90,368,774	\$ 86,748,629	\$(3,620,145)	-4%	100.0%

The following table provides an overview of the percentage of expenditures by category from FY12-FY21. Debt currently makes up seven percent (7%) of the City expenditures. Capital Expenditures make up twenty-four (24%). 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 forty-one percent (41%) of the total budget. Operations and Maintenance (O&M) comprises twenty-eight percent (28%) of the total budget.

	FY12	FY13	FY14	FY15	FY16	FY17	FY18	FY19	FY20	FY21
Personnel	33%	37%	36%	38%	43%	45%	38%	47%	39%	41%
Capital	36%	30%	27%	28%	18%	17%	8%	15%	28%	24%
Debt	6%	7%	7%	7%	7%	7%	24%	6%	6%	7%
O&M	26%	27%	30%	28%	32%	31%	29%	32%	27%	28%

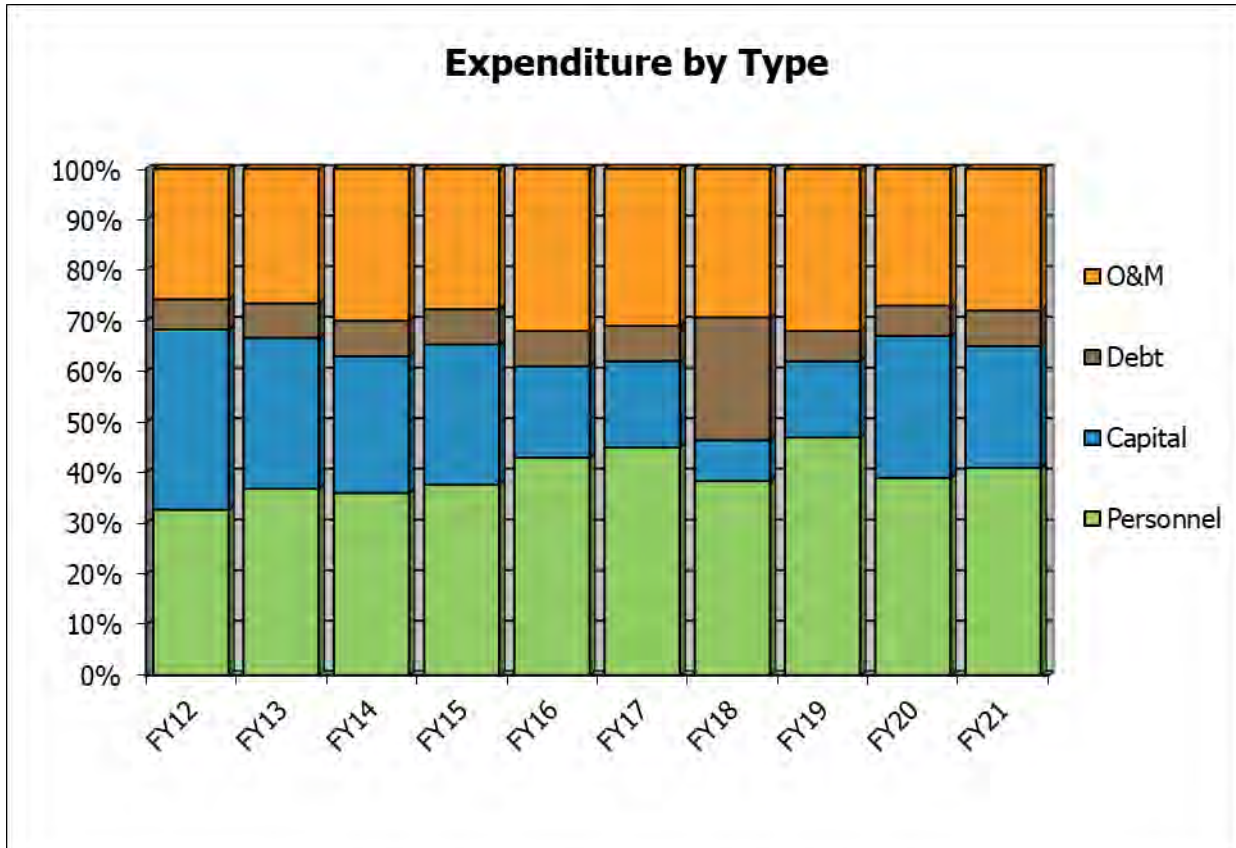


The graphs below depict the percentage of total budget, per major category, for FY21 and FY20.





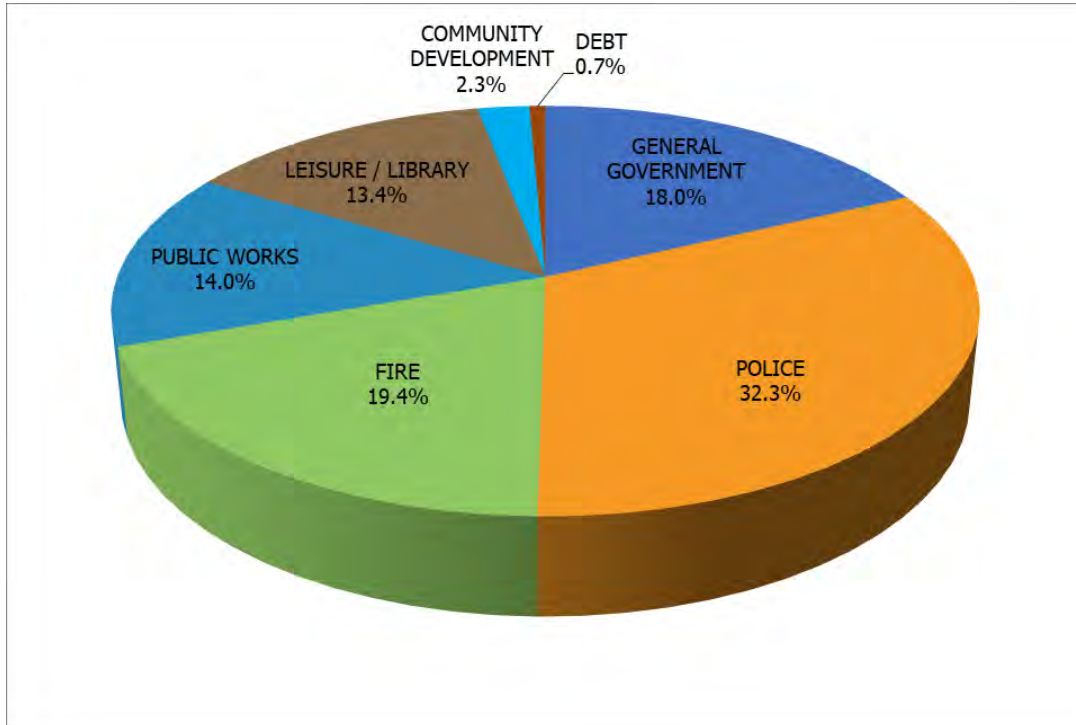
The graph below depicts the percentage of total expenditures by category for FY12-FY21.





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 \$40,443,841. 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 (18%), followed by Public Works (14.0%), 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%	30%	32%
Fire	15%	16%	15%	17%	17%	19%	24%	18%	23%	19%
Public Works	21%	20%	22%	20%	19%	18%	17%	17%	14%	14%
Leisure & Library	13%	12%	11%	10%	11%	10%	9%	14%	12%	13%
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%	0.7%

Personnel

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

Personnel expenses increased \$151,855 from FY20 to FY21 largely as a result of implementation of the 2020 classification and compensation plan and large increases to the cost of the Public Safety Personnel Retirement System (PSPRS). An analysis was conducted of the part-time personnel salaries for prudence. Available funds were reallocated to lessen the burden of the PSPRS contribution increase. 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 two positions and authorized 3 additional full-time positions.



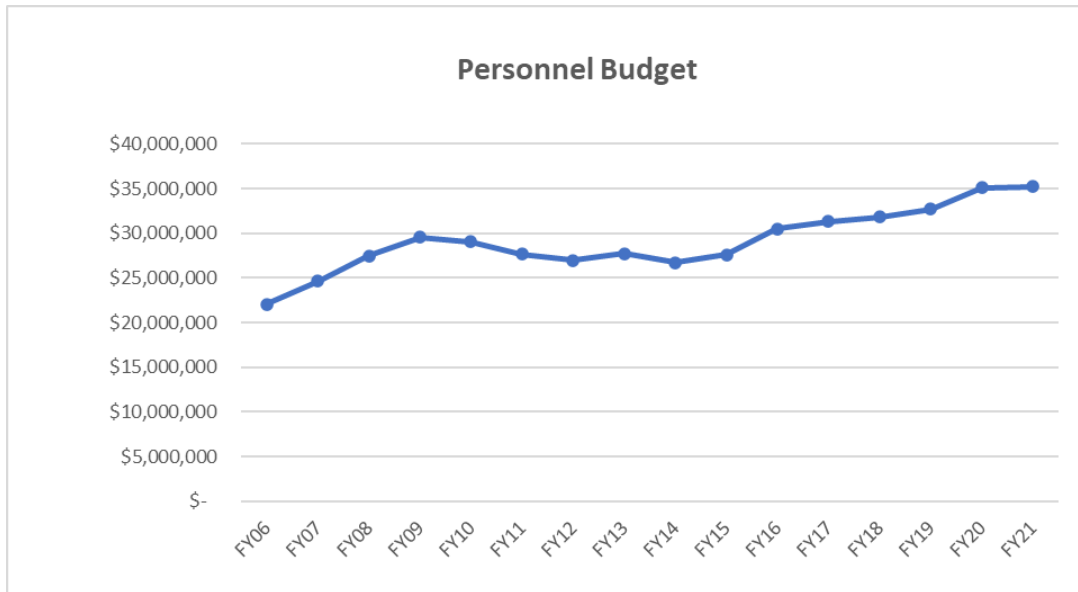
	Personnel Budget	% Change
FY06	\$ 22,064,958	
FY07	\$ 24,649,386	12%
FY08	\$ 27,498,627	12%
FY09	\$ 29,529,921	7%
FY10	\$ 29,055,856	-2%
FY11	\$ 27,697,934	-5%
FY12	\$ 26,950,101	-3%
FY13	\$ 27,714,442	3%
FY14	\$ 26,741,763	-4%
FY15	\$ 27,634,917	3%
FY16	\$ 30,481,244	10%
FY17	\$ 31,342,517	3%
FY18	\$ 31,804,910	1%
FY19	\$ 32,698,684	3%
FY20	\$ 35,091,847	7%
FY21	\$ 35,243,702	0%

The FY21 budget includes maintenance of the classification and compensation adjustments that took effect in July 2020. 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 fifteen 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 replacements. These are just a 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 decreased from the FY20 budget by \$4,217,409 (17%). Many capital requests were added into the tentative budget by order according to the five year Capital Maintenance and Replacement Plan.

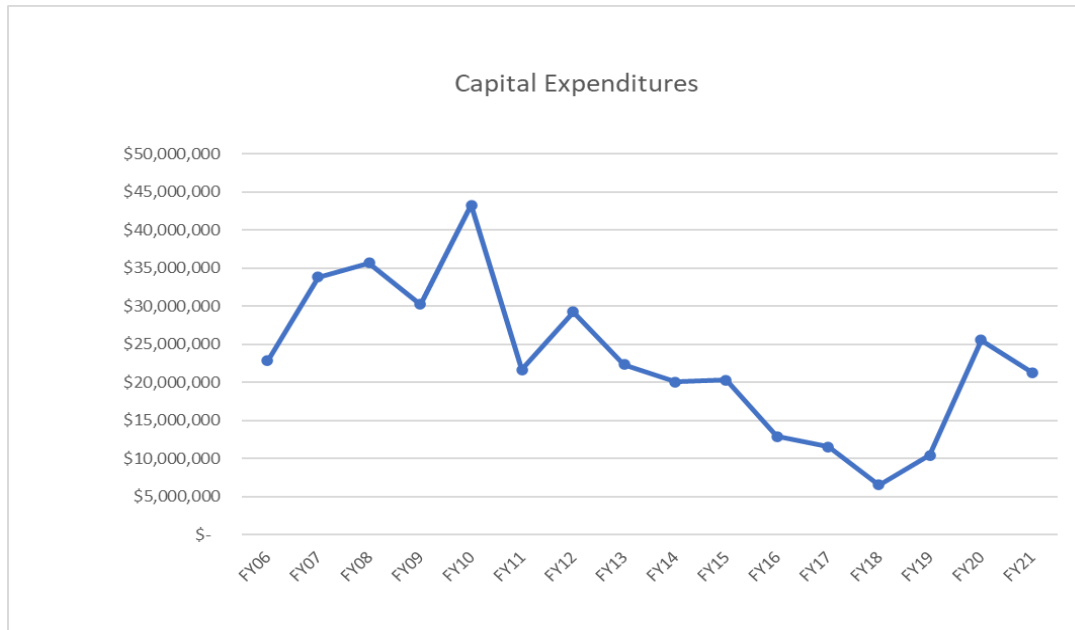
The Five Year Capital Replacement plan is displayed in the back of this budget book. The items that were funded are also included in the back of the budget book.



	Capital Budget	% Change
FY06	\$ 22,850,167	
FY07	\$ 33,814,025	48%
FY08	\$ 35,637,431	5%
FY09	\$ 30,239,735	-15%
FY10	\$ 43,249,715	43%
FY11	\$ 21,652,883	-50%
FY12	\$ 29,221,789	35%
FY13	\$ 22,350,914	-24%
FY14	\$ 20,071,848	-10%
FY15	\$ 20,308,990	1%
FY16	\$ 12,941,640	-36%
FY17	\$ 11,526,001	-11%
FY18	\$ 6,572,000	-43%
FY19	\$ 10,437,999	59%
FY20	\$ 25,523,095	145%
FY21	\$ 21,305,686	-17%

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 due to the continuation of the Schneider project bonds.

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

	Debt Budget	% Change
FY11	\$ 4,894,543	
FY12	\$ 4,512,635	-8%
FY13	\$ 5,133,063	14%
FY14	\$ 5,016,872	-2%
FY15	\$ 5,000,900	0%
FY16	\$ 4,771,863	-5%
FY17	\$ 5,021,109	5%
FY18	\$ 20,090,818	300%
FY19	\$ 4,435,082	-78%
FY20	\$ 5,536,880	25%
FY21	\$ 5,864,374	6%

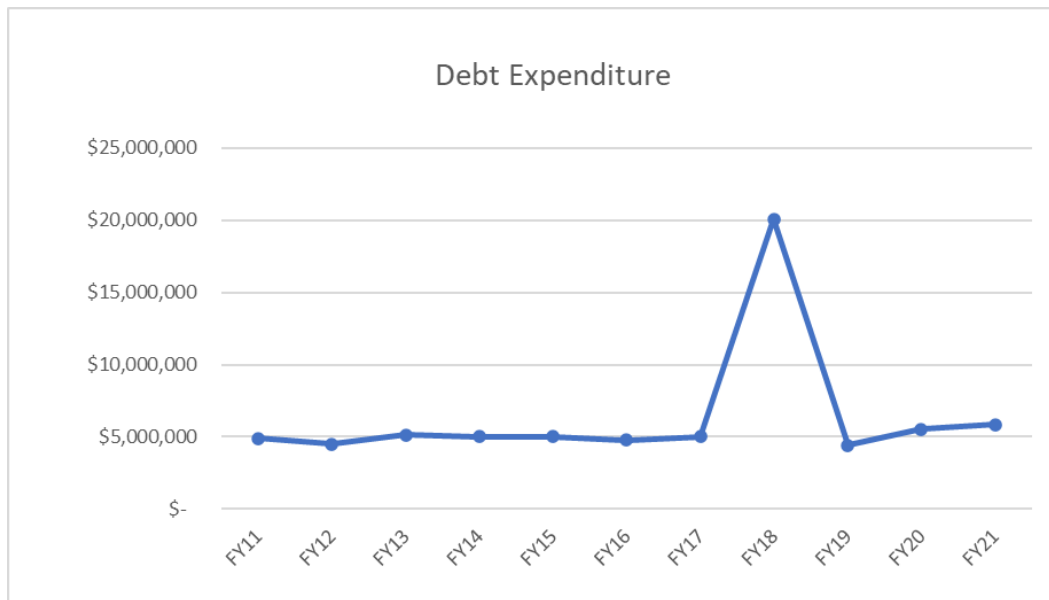


The City's current bond ratings include:

- 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 and FY21, the debt increased due to bond payments for the Schneider project.

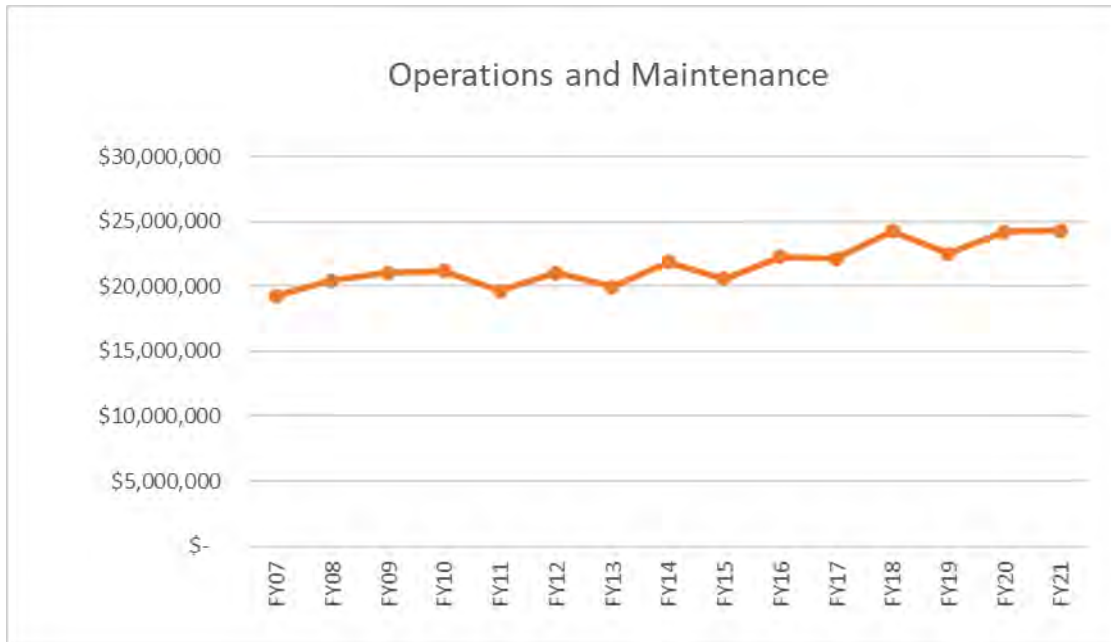


Operations and Maintenance

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. The increase in O&M for FY20 is largely due to the City's portion of the new joint communication center (SEACOM). FY21 O&M budget remains relatively stable to FY20. The table and graph show the percent change in the O&M budget since FY07.



	O&M Budget	% Change
FY07	\$ 19,294,504	
FY08	\$ 20,446,715	6%
FY09	\$ 21,076,286	3%
FY10	\$ 21,195,362	1%
FY11	\$ 19,673,947	-7%
FY12	\$ 21,073,846	7%
FY13	\$ 19,952,716	-5%
FY14	\$ 21,878,160	10%
FY15	\$ 20,625,299	-6%
FY16	\$ 22,289,493	8%
FY17	\$ 22,130,986	-1%
FY18	\$ 24,256,062	10%
FY19	\$ 22,521,081	-7%
FY20	\$ 24,216,952	8%
FY21	\$ 24,334,867	0%



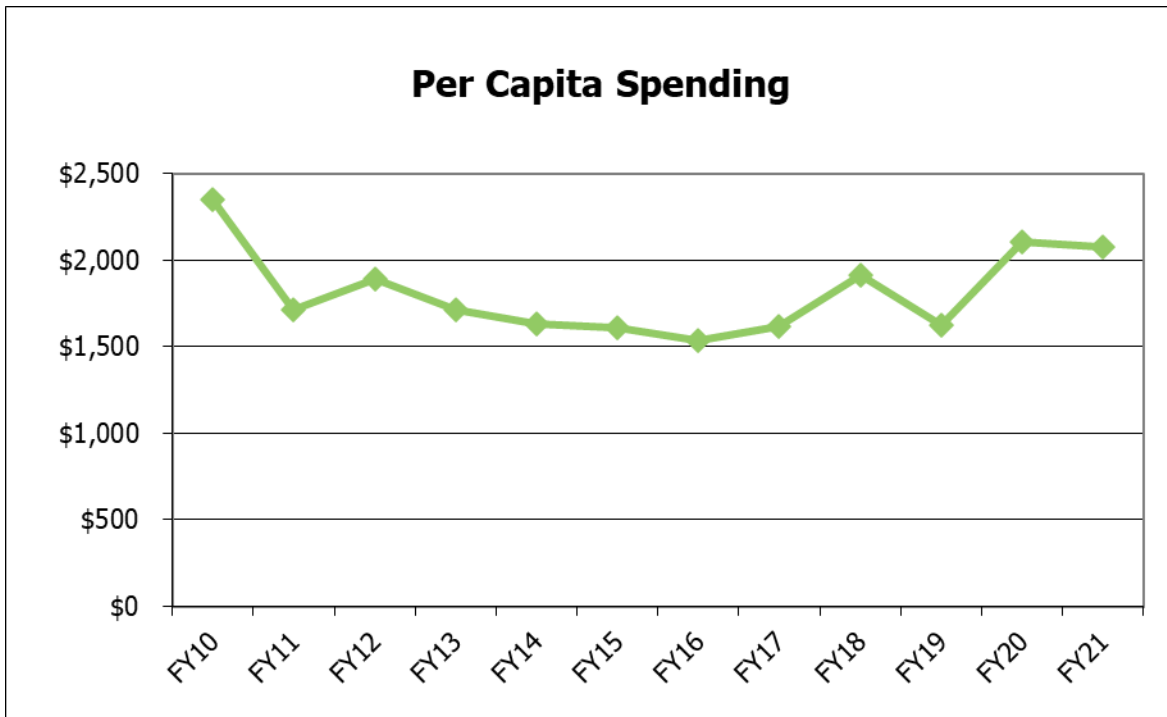


Per Capita Spending

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

The budget amount for the FY20/21 budget year is \$86,748,629. The population figures used to calculate the per capita spending are from the 2019 State Shared Revenue census estimate report. The population estimate used for the City of Sierra Vista is 45,794.

	FY10	FY11	FY12	FY13	FY14	FY15	FY16	FY17	FY18	FY19	FY20	FY21
Per Capita	\$2,347	\$1,712	\$1,893	\$1,712	\$1,634	\$1,607	\$1,539	\$1,615	\$ 1,915	\$ 1,622	\$ 2,106	\$ 2,077



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



Departmental Per Capita Spending

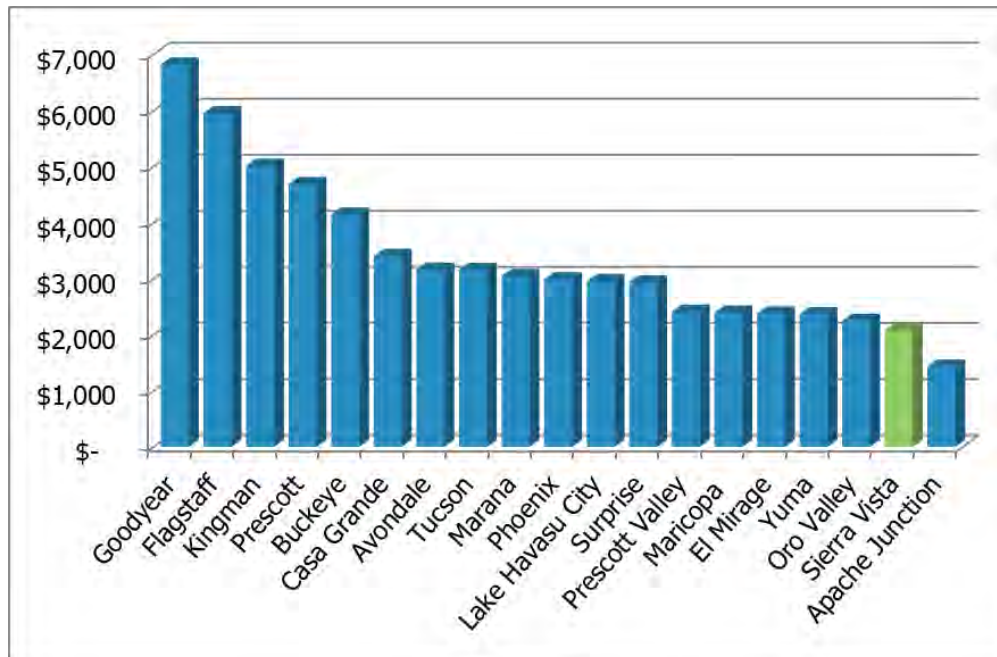
	FY19 Budget	FY20 Budget	FY21 Budget
City Council	\$ 3.69	\$ 3.34	\$ 3.12
Administrative Services	\$ 88.08	\$ 89.02	\$ 91.73
City Manager	\$ 79.29	\$ 85.41	\$ 82.33
Court and Legal	\$ 6.33	\$ 7.14	\$ 6.92
General	\$ 131.56	\$ 132.17	\$ 123.52
Debt	\$ 102.64	\$ 129.03	\$ 128.06
Police	\$ 284.70	\$ 292.96	\$ 301.38
Fire	\$ 185.00	\$ 238.86	\$ 183.95
Leisure and Library	\$ 139.64	\$ 397.13	\$ 178.51
Public Works	\$ 322.14	\$ 407.41	\$ 695.22
Sewer	\$ 97.49	\$ 87.17	\$ 76.81
Refuse	\$ 115.45	\$ 88.12	\$ 88.18
Public Transportation	\$ 36.64	\$ 64.85	\$ 35.46
Community Development	\$ 29.56	\$ 25.75	\$ 23.85
SEACOM		\$ 57.55	\$ 58.00
Total	\$1,622.21	\$2,105.91	\$ 2,077.04

In order to compare the City's per capita spending to other cities, the list of Arizona Cities on the following page is offered for comparison from data most recently available. The City of Sierra Vista has the second lowest per capita budget in FY21 for similarly sized cities.



City	FY21 Per Capita Spending
Goodyear	\$ 6,819
Flagstaff	\$ 5,950
Kingman	\$ 5,014
Prescott	\$ 4,687
Buckeye	\$ 4,143
Casa Grande	\$ 3,403
Avondale	\$ 3,156
Tucson	\$ 3,154
Marana	\$ 3,044
Phoenix	\$ 2,987
Lake Havasu City	\$ 2,956
Surprise	\$ 2,933
Prescott Valley	\$ 2,408
Maricopa	\$ 2,391
El Mirage	\$ 2,375
Yuma	\$ 2,366
Oro Valley	\$ 2,246
Sierra Vista	\$ 2,077
Apache Junction	\$ 1,429

FY21 Per Capita Spending





Graphs and Charts

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

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





Authority

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

Basis of Accounting

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

Basis of Budgeting

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

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

Financial Publications

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

Budget Timeline

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

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

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

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



Revenue and Expenditure Estimates

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

Cost recovery

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

- Building Permit and Development Processing fees – 100% of direct costs and 15% of overhead costs.
- Leisure Class Fees – 100% of direct expenditures.
- Aquatics Facility fees – 50% of direct salary and operating & maintenance costs, excluding utilities and Capital maintenance.
- Fuel charges – 100% of purchase price plus a per gallon flowage fee to cover the infrastructure and maintenance costs of the fuel system.
- Fleet parts and labor charges – 100% of direct costs plus an overhead charge to cover the indirect costs of providing the service.

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

Capital Maintenance

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



Capital Improvements

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

End-of-Year Encumbrances

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

Fund/Cash Balances

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

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

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

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



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

Debt Service Issuance and Limitations

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

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

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

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

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

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

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



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

Bond Rating Goals

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

Public Safety Pension Funding Policy

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

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

Investments

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

Human resources

Employees are a key resource of the City. Given the importance they play in service delivery, the City wishes to attract and retain quality personnel. Two key factors employees, and potential employees, look at when deciding whether to stay at or come



work for the City are the wages and growth opportunities it offers. Therefore, the City shall pay a competitive market wage and develop and maintain an employee development program.

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

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

Procurement

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

Risk Management

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

Ethics

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

Balanced Budget Requirement

The State of Arizona requires that cities present a balanced budget. This means that the budgeted revenue must equal the budgeted expenditures for all funds.

Introduction

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

Balanced Budget Requirement

The State of Arizona requires that cities present a balanced budget. This means that the budgeted revenue must equal the budgeted expenditures for all funds. The City of Sierra Vista maintains 22 funds and the revenue budgeted equals the expenditures budgeted for all 22 funds. The City is pleased to be able to balance the 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 22 funds.



Funds

	City Council	Administrative Services	City Manager	Court & Legal	General Government	SEACOM	Police	Fire	Public Works	Leisure & Library	Community Development	Debt	Total
General Fund	\$ 103,959	\$ 3,447,200	\$ 2,576,605	\$ 316,559	\$ 822,631		\$ 13,054,499	\$ 7,836,469	\$ 5,661,633	\$ 5,427,354	\$ 915,052	\$ 281,880	\$ 40,443,841
HURF					\$ 54,842				\$ 9,063,220			\$ 79,908	\$ 9,197,970
LTAF									\$ 1,623,666				\$ 1,623,666
Police Special Revenue							\$ 319,500						\$ 319,500
Grants			\$ 547,325				\$ 65,329	\$ 582,000	\$ 4,000,000	\$ 981,300	\$ 168,897		\$ 6,344,851
Judicial Enhancement				\$ 300									\$ 300
Airport									\$ 2,724,518			\$ 75,347	\$ 2,799,865
Donations	\$ 13,035		\$ 545				\$ 362,131	\$ 5,150		\$ 265,807	\$ 8,085		\$ 654,753
Park Development												\$ 126,630	\$ 126,630
Library Development													\$ -
Police Development													\$ -
Fire Development													\$ -
Transportation Dev.													\$ -
Metropolitan Planning									\$ 834,601				\$ 834,601
SEACOM						\$ 2,633,965							\$ 2,633,965
Capital Improvement									\$ 525,000	\$ 1,500,000			\$ 2,025,000
SVMPC I&R												\$ 3,925,794	\$ 3,925,794
Sewer	\$ 12,996	\$ 369,701	\$ 337,324		\$ 109,684				\$ 3,918,192			\$ 1,072,868	\$ 5,820,765
Refuse	\$ 12,996	\$ 383,958	\$ 308,380		\$ 109,684				\$ 4,320,663			\$ 301,947	\$ 5,437,628
Tourism													\$ -
Health & Accident					\$ 4,434,500								\$ 4,434,500
Unemployment					\$ 25,000								\$ 25,000
Self Insured Retention					\$ 100,000								\$ 100,000
Total	\$ 142,986	\$ 4,200,859	\$ 3,770,179	\$ 316,859	\$ 5,656,341	\$ 2,633,965	\$ 13,801,459	\$ 8,423,619	\$ 32,671,493	\$ 8,174,461	\$ 1,092,034	\$ 5,864,374	\$ 86,748,629



Fund Balance Estimates, 2019-2021

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

The next section analyzes the fund balances for the General Fund, Special Funds, Debt Service Funds, Capital Funds, Enterprise Funds and Internal Service Funds. The charts provide the actual revenue collected for FY19 along with the estimated FY20 and budgeted FY21 revenue. These charts are helpful in providing the estimated funds available. When a fund has an ending balance lower than the last year, it means that the City will be utilizing the fund balance in FY21 to fund certain projects.

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





Fund Balances

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

(For Budgetary Purposes Only)

	General Fund		
	2019 Actual	2020 Estimated	2021 Budget
Revenues:			
Taxes	16,164,836	16,866,379	15,811,627
Intergovernmental	12,868,196	13,735,580	16,311,861
Charges for services	5,011,521	4,322,229	4,300,632
Licenses and permits	1,921,499	1,993,234	1,875,000
Fines	19,528	10,863	18,000
Investment income	77,836	11,245	20,000
Contributions	15,123	6,570	42,000
Other revenues	464,996	411,253	537,916
Total estimated revenues	<u>36,543,535</u>	<u>37,357,353</u>	<u>38,917,036</u>
Expenditures:			
Current-			
General government	6,581,897	6,608,440	7,266,954
Public safety	18,584,450	19,383,929	20,890,968
Public works	5,949,390	4,910,856	5,661,633
Culture and recreation	4,314,989	4,040,359	5,427,354
Community development	826,044	891,780	915,052
Debt service -			
Principal retirement	256,544	262,386	268,371
Interest and fiscal charges	25,335	19,492	13,509
Total estimated expenditures	<u>36,538,649</u>	<u>36,117,242</u>	<u>40,443,841</u>
Other financing sources (uses):			
Operating transfers in	662,671	-	1,720,862
Operating transfers out	(439,455)	(370,000)	(194,057)
Net proceeds from sale of bonds	-	-	-
Proceeds from installment purchase	-	-	-
Total other financing sources (uses)	<u>223,216</u>	<u>(370,000)</u>	<u>1,526,805</u>
Net increase (decrease) in fund balance	<u>228,102</u>	<u>870,111</u>	<u>-</u>
Fund balances, July 1	<u>5,617,887</u>	<u>5,845,989</u>	<u>6,716,100</u>
Fund balances, June 30	<u>5,845,989</u>	<u>6,716,100</u>	<u>6,716,100</u>

The City's General fund balance is projected to have an increase from FY19 to FY21. The FY21 budget is balanced per State law, and therefore shows a zero growth in the



Fund Balances

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

The City of Sierra Vista maintains 14 Special Funds. These funds are used to track revenues the City receives that are legally restricted for certain specified uses. A summary of the 14 Special Funds balance is shown below.

(For Budgetary Purposes Only)

	Special Revenue Funds		
	2019 Actual	2020 Estimated	2021 Budget
Revenues:			
Taxes	-	-	-
Intergovernmental	5,756,663	8,575,213	19,091,530
Charges for services	1,185,023	2,385,314	1,384,200
Licenses and permits	-	-	-
Fines	7	5	10
Investment income	5,218	24,964	-
Contributions	180,949	176,778	950,835
Other revenues	92,629	83,126	76,000
Total estimated revenues	7,220,489	11,245,400	21,502,575
Expenditures:			
Current-			
General government	278,342	69,698	616,047
Public safety	1,181,502	2,397,027	3,968,075
Public works	5,276,877	6,014,765	18,246,005
Culture and recreation	212,972	185,800	1,247,107
Community development	70,647	198,653	176,982
Debt service -			
Principal retirement	256,119	261,607	267,217
Interest and fiscal charges	25,763	20,275	14,668
Total estimated expenditures	7,302,222	9,147,825	24,536,101
Other financing sources (uses):			
Operating transfers in	541,085	370,000	598,697
Operating transfers out	-	-	-
Net proceeds from sale of bonds	-	-	-
Proceeds from installment purchase	-	-	-
Total other financing sources (uses)	541,085	370,000	598,697
Net increase (decrease) in fund balance	459,352	2,467,575	(2,434,829)
Fund balances, July 1	(1,068,265)	(608,913)	1,858,662
Fund balances, June 30	(608,913)	1,858,662	(576,167)



Fund Balances

The special revenue funds' fund balances are projected to decrease in FY21. It is estimated that the special funds will decrease by (\$2,434,829) in FY21 to an ending balance of (\$576,167).

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

(For Budgetary Purposes Only)

	Capital Projects Funds		
	2019 Actual	2020 Estimate	2021 Budget
Revenues:			
Taxes	4,234,007	4,529,092	4,154,880
Intergovernmental	-	172,080	-
Charges for services	-	-	-
Licenses and permits	-	-	-
Fines	-	-	-
Investment income	-	16,170	-
Contributions	-	-	-
Other revenues	-	-	500,000
Total estimated revenues	4,234,007	4,717,342	4,654,880
Expenditures:			
Current-			
General government	-	-	-
Public safety	-	-	-
Public works	-	1,209,935	525,000
Culture and recreation	-	11,540,733	1,500,000
Community development	-	-	-
Debt service -			
Principal retirement	-	-	-
Interest and fiscal charges	-	-	-
Total estimated expenditures	-	12,750,668	2,025,000
Other financing sources (uses):			
Operating transfers in	-	-	-
Operating transfers out	(3,324,507)	-	(6,051,296)
Net proceeds from sale of bonds	-	13,715,000	-
Proceeds from installment purchase	-	-	-
Total other financing sources (uses)	(3,324,507)	13,715,000	(6,051,296)
Net increase (decrease) in fund balance	909,500	5,681,674	(3,421,416)
Fund balances, July 1	3,435,889	4,345,389	10,027,063
Fund balances, June 30	4,345,389	10,027,063	6,605,647



Fund Balances

The City's Capital Improvement Fund, funded with 0.5 percent of the City Sales Tax, is financially stable and able to pay for several projects in FY21.

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

(For Budgetary Purposes Only)

	Debt Service Funds		
	2019 Actual	2020 Estimate	2021 Budget
Revenues:			
Taxes	-	-	-
Intergovernmental	-	-	-
Charges for services	-	-	-
Licenses and permits	-	-	-
Fines	-	-	-
Investment income	-	1,336	-
Contributions	-	-	-
Other revenues	-	-	-
Total estimated revenues	<u>-</u>	<u>1,336</u>	<u>-</u>
Expenditures:			
Current-			
General government	-	-	-
Public safety	-	-	-
Public works	-	-	-
Culture and recreation	-	-	-
Community development	-	-	-
Debt service -			
Principal retirement	2,395,000	3,738,000	3,580,000
Interest and fiscal charges	140,206	379,311	345,794
Total estimated expenditures	<u>2,535,206</u>	<u>4,117,311</u>	<u>3,925,794</u>
Other financing sources (uses):			
Operating transfers in	2,535,206	4,115,975	3,925,794
Operating transfers out	-	-	-
Net proceeds from sale of bonds	-	-	-
Proceeds from installment purchase	-	-	-
Total other financing sources (uses)	<u>2,535,206</u>	<u>4,115,975</u>	<u>3,925,794</u>
Net increase (decrease) in fund balance	<u>-</u>	<u>-</u>	<u>-</u>
Fund balances, July 1	<u>-</u>	<u>-</u>	<u>-</u>
Fund balances, June 30	<u>-</u>	<u>-</u>	<u>-</u>



Fund Balances

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

There are a total of 17 governmental funds, as summarized by the chart below. The charts in the previous pages provide a more detail analysis of the different fund types.

(For Budgetary Purposes Only)

	Total Governmental Funds		
	2019 Actual	2020 Estimate	2021 Budget
Revenues:			
Taxes	20,398,843	21,395,471	19,966,507
Intergovernmental	18,624,859	22,482,873	35,403,391
Charges for services	6,196,544	6,707,543	5,684,832
Licenses and permits	1,921,499	1,993,234	1,875,000
Fines	19,535	10,868	18,010
Investment income	83,054	53,715	20,000
Contributions	196,072	183,348	992,835
Other revenues	557,625	494,379	1,113,916
Total estimated revenues	<u>47,998,031</u>	<u>53,321,431</u>	<u>65,074,491</u>
Expenditures:			
Current-			
General government	6,860,239	6,678,138	7,883,001
Public safety	19,765,952	21,780,956	24,859,043
Public works	11,226,267	12,135,556	24,432,638
Culture and recreation	4,527,961	15,766,892	8,174,461
Community development	896,691	1,090,433	1,092,034
Debt service -	-	-	-
Principal retirement	2,907,663	4,261,993	4,115,588
Interest and fiscal charges	191,304	419,078	373,971
Total estimated expenditures	<u>46,376,077</u>	<u>62,133,046</u>	<u>70,930,736</u>
Other financing sources (uses):			
Operating transfers in	3,738,962	4,485,975	6,245,353
Operating transfers out	(3,763,962)	(370,000)	(6,245,353)
Net proceeds from sale of bonds	-	13,715,000	-
Proceeds from installment purchase	-	-	-
Total other financing sources (uses)	<u>(25,000)</u>	<u>17,830,975</u>	<u>-</u>
Net increase (decrease) in fund balance	<u>1,596,954</u>	<u>9,019,360</u>	<u>(5,856,245)</u>
Fund balances, July 1	<u>7,985,511</u>	<u>9,582,465</u>	<u>18,601,825</u>
	-	-	-
Fund balances, June 30	<u>9,582,465</u>	<u>18,601,825</u>	<u>12,745,580</u>



Fund Balances

Not only does the City maintain governmental funds, it also maintains Non-Governmental Funds. These funds are supported entirely by the user of the services and operate as a separate entity from the governmental funds.

The two areas of non-governmental funds are Enterprise Funds (Sewer, Refuse) and Internal Service Funds (Health & Accident, Unemployment, Self-Insurance).

Below is a summary of the Enterprise Funds.

(For Budgetary Purposes Only)	Enterprise Funds		
	2019 Actual	2020 Estimated	2021 Budget
Operating revenues:			
Charges for sales and services	7,598,801	7,809,255	7,798,077
Contributions	-	-	175,000
Other income	177,621	113,261	105,000
Total operating revenues	<u>7,776,422</u>	<u>7,922,516</u>	<u>8,078,077</u>
Operating expenses:			
Salaries, wages and related expenses	2,947,655	3,186,290	3,309,845
Operations and maintenance	3,653,261	2,115,415	3,613,733
Depreciation	1,431,693	1,425,000	1,425,000
Benefits paid	-	-	-
Premiums paid	-	-	-
Total operating expenses	<u>8,032,609</u>	<u>6,726,705</u>	<u>8,348,578</u>
Operating income (loss)	<u>(256,187)</u>	<u>1,195,811</u>	<u>(270,501)</u>
Nonoperating revenues (expense)			
Intergovernmental			
Connection income	241,532	323,838	200,000
Gain on Sale of Fixed Assets	-	-	-
Investment income	24,743	10,496	-
Interest expense	(148,906)	(111,510)	(109,490)
Total nonoperating revenues	<u>117,369</u>	<u>222,824</u>	<u>90,510</u>
Income before operating transfers	<u>(138,818)</u>	<u>1,418,635</u>	<u>(179,991)</u>
Operating transfers:			
Operating transfers in	-	-	-
Operating transfers out	-	-	-
Total operating transfers	<u>-</u>	<u>-</u>	<u>-</u>
Net Income (loss)	<u>(138,818)</u>	<u>1,418,635</u>	<u>(179,991)</u>
Capital Contributions			
Retained earnings, July 1	<u>28,917,935</u>	<u>28,779,117</u>	<u>30,197,752</u>
Retained earnings, June 30	<u>\$ 28,779,117</u>	<u>30,197,752</u>	<u>30,017,761</u>



Fund Balances

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

(For Budgetary Purposes Only)	Internal Service Funds		
	2019 Actual	2020 Estimated	2021 Budget
Operating revenues:			
Charges for sales and services			
Contributions	4,131,907	4,115,539	4,198,500
Other income	845,620	314,540	325,000
Total operating revenues	<u>4,977,527</u>	<u>4,430,079</u>	<u>4,523,500</u>
Operating expenses:			
Salaries, wages and related expenses			
Operations and maintenance	296,718	301,500	334,500
Depreciation			
Benefits paid	4,161,249	2,796,114	3,686,000
Premiums paid	545,918	593,907	539,000
Total operating expenses	<u>5,003,885</u>	<u>3,691,521</u>	<u>4,559,500</u>
Operating income (loss)	<u>(26,358)</u>	<u>738,558</u>	<u>(36,000)</u>
Nonoperating revenues (expenses)			
Intergovernmental			
Connection income	-	-	-
Gain on Sale of Fixed Assets	-	-	-
Investment income	79,983	55,608	25,000
Interest expense	-	-	-
Total nonoperating revenues	<u>79,983</u>	<u>55,608</u>	<u>25,000</u>
Income before operating transfers	53,625	794,166	(11,000)
Operating transfers:			
Operating transfers in	25,000	-	-
Operating transfers out			
Total operating transfers	<u>25,000</u>	<u>-</u>	<u>-</u>
Net Income (loss)	<u>78,625</u>	<u>794,166</u>	<u>(11,000)</u>
Capital Contributions			
Retained earnings, July 1	<u>5,544,460</u>	<u>5,623,085</u>	<u>6,417,251</u>
	-	-	-
Retained earnings, June 30	<u>5,623,085</u>	<u>6,417,251</u>	<u>6,406,251</u>

The three internal service funds continue to have a strong financial position. The expected FY21 ending fund balance is \$6,406,251.



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

(For Budgetary Purposes Only)

	Non-Governmental Funds		
	2019 Actual	2020 Estimated	2021 Budget
Operating revenues:			
Charges for sales and services	7,598,801	7,809,255	7,798,077
Contributions	4,131,907	4,115,539	4,373,500
Other income	1,023,241	427,801	430,000
Total operating revenues	<u>12,753,949</u>	<u>12,352,595</u>	<u>12,601,577</u>
Operating expenses:			
Salaries, wages and related expenses	2,947,655	3,186,290	3,309,845
Operations and maintenance	3,949,979	2,416,915	3,948,233
Depreciation	1,431,693	1,425,000	1,425,000
Benefits paid	4,161,249	2,796,114	3,686,000
Premiums paid	545,918	593,907	539,000
Total operating expenses	<u>13,036,494</u>	<u>10,418,226</u>	<u>12,908,078</u>
	-	-	-
Operating income (loss)	<u>(282,545)</u>	<u>1,934,369</u>	<u>(306,501)</u>
Nonoperating revenues (expense)			
Intergovernmental Connection income	241,532	323,838	200,000
Gain on Sale of Fixed Assets	-	-	-
Investment income	104,726	66,104	25,000
Interest expense	(148,906)	(111,510)	(109,490)
Total nonoperating revenues	<u>197,352</u>	<u>278,432</u>	<u>115,510</u>
	-	-	-
Income before operating transfers	(85,193)	2,212,801	(190,991)
Operating transfers:			
Operating transfers in	25,000	-	-
Operating transfers out	-	-	-
Total operating transfers	<u>25,000</u>	<u>-</u>	<u>-</u>
	-	-	-
Net Income (loss)	<u>(60,193)</u>	<u>2,212,801</u>	<u>(190,991)</u>
Capital Contributions			
Retained earnings, July 1	<u>34,462,395</u>	<u>34,402,202</u>	<u>36,615,003</u>
Retained earnings, June 30	<u>34,402,202</u>	<u>36,615,003</u>	<u>36,424,012</u>



General Fund Revenue

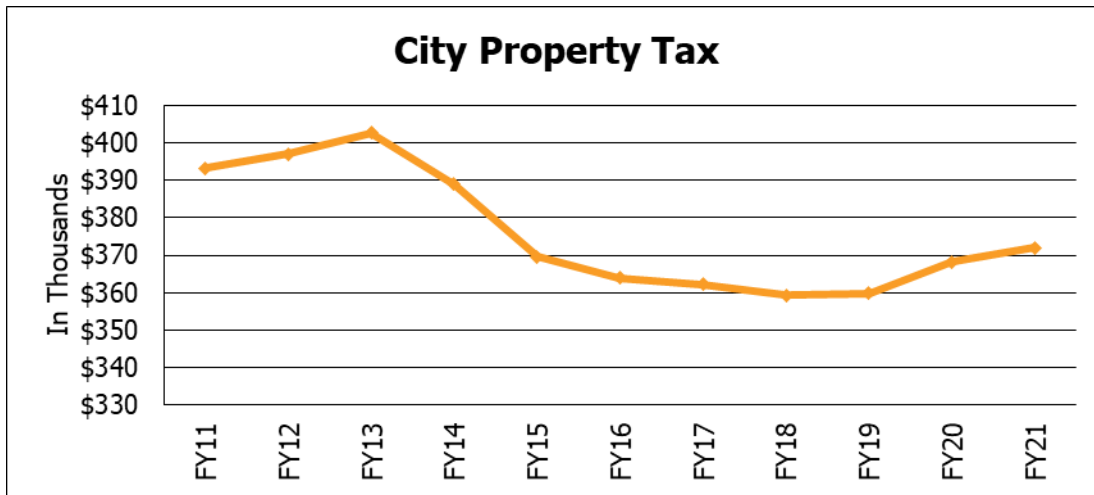
The largest fund of the City, the General Fund, comprises approximately forty-seven percent (47%) or \$40,443,841 of the proposed FY21 budget revenues. Services included in this fund include Public Safety, Leisure and Library Services, Facility Maintenance, Development Services, and General Government 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%	38.2%
Total Local Taxes	\$ 15,807,853	\$ 15,811,627	0.0%	39.1%
Fees				
Ambulance	\$ 2,020,000	\$ 2,050,000	1.5%	5.1%
Development	\$ 25,000	\$ 28,500	14.0%	0.1%
Public Safety	\$ 70,000	\$ 70,000	0.0%	0.2%
Public Works	\$ 1,432,880	\$ 1,376,500	-3.9%	3.4%
Leisure	\$ 1,253,691	\$ 679,872	-45.8%	1.7%
Cove	\$ 249,920	\$ 84,900	-66.0%	0.2%
Recreational Classes	\$ 1,003,771	\$ 594,972	-40.7%	1.5%
General Gov.	\$ 16,000	\$ 16,000	0.0%	0.0%
Total Local Fees	\$ 4,817,571	\$ 4,220,872	-12.4%	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%
Right of Way	\$ 20,000	\$ 20,000	0.0%	0.0%
Total Local Licenses	\$ 1,825,000	\$ 1,875,000	2.7%	4.6%
Total Local	\$ 22,450,424	\$ 21,907,499	-2.4%	54.2%
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	\$ 1,720,862	18.5%	4.3%
CIF	\$ 1,452,500	\$ 1,720,862	18.5%	4.3%
Grants	\$ -	\$ -		
Note Proceeds	\$ 1,652,500	\$ -	-100.0%	0.0%
Interest	\$ 20,000	\$ 20,000	0.0%	0.0%
Contributions	\$ 1,000	\$ 1,500	50.0%	0.0%
Library Fines	\$ 18,000	\$ 18,000	0.0%	0.0%
Local Gov. Payments	\$ 1,014,452	\$ 1,053,193	3.8%	2.6%
Misc. Revenue	\$ 551,753	\$ 658,176	19.3%	1.6%
Total Other	\$ 4,336,465	\$ 3,277,674	-24.4%	8.1%
State				
Taxes				
Sales	\$ 4,419,343	\$ 3,902,096	-11.7%	9.6%
Income	\$ 5,566,139	\$ 6,151,732	10.5%	15.2%
Auto	\$ 2,250,000	\$ 2,150,000	-4.4%	5.3%
Total State Taxes	\$ 12,235,482	\$ 12,203,828	-0.3%	30.2%
Grants				
Grants	\$ 353,488	\$ 3,054,840	764.2%	7.6%
Total G.F. Rev.	\$ 39,375,859	\$ 40,443,841	2.7%	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



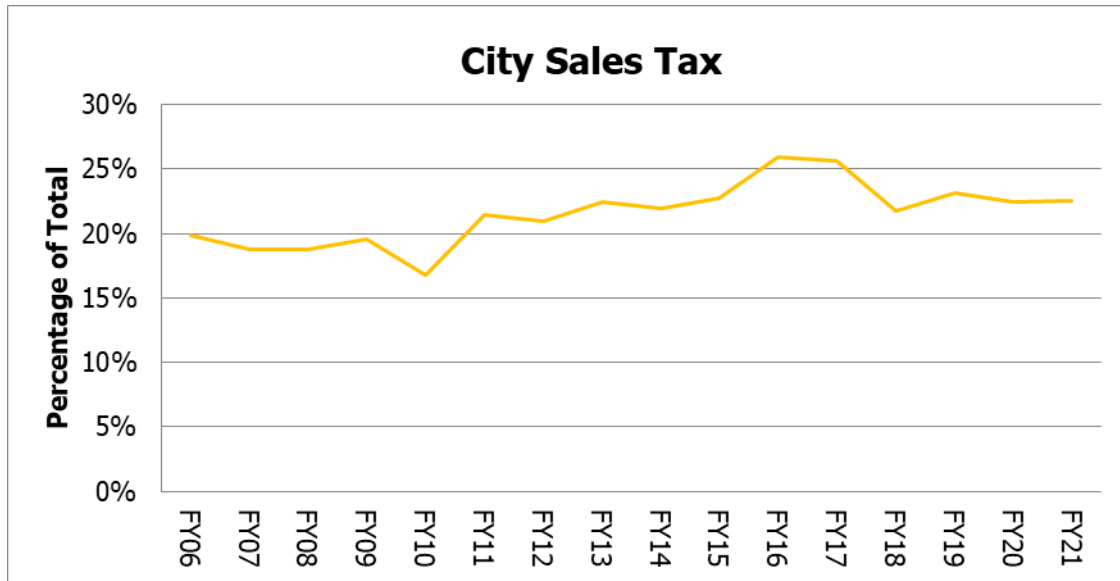
Example of Property Tax

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. The 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 City's projections remain very conservative as a result of COVID-19's influence on the sales market.

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

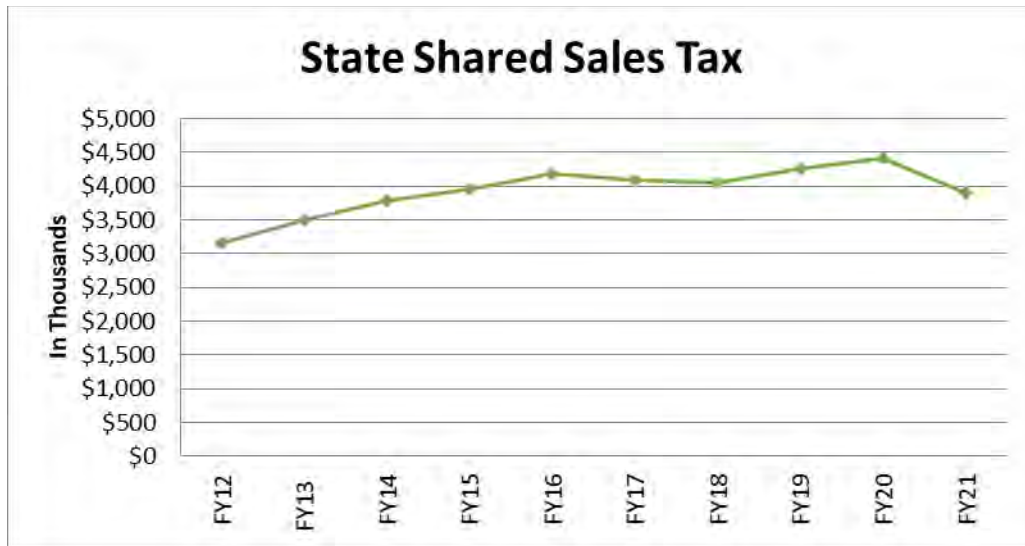
Section _A-455. The Restaurant classification is comprised of the business activity upon every person engaging or continuing in the business of preparing or serving food or beverage in a bar, cocktail lounge, restaurant, or similar establishment where articles of food or drink are prepared or served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

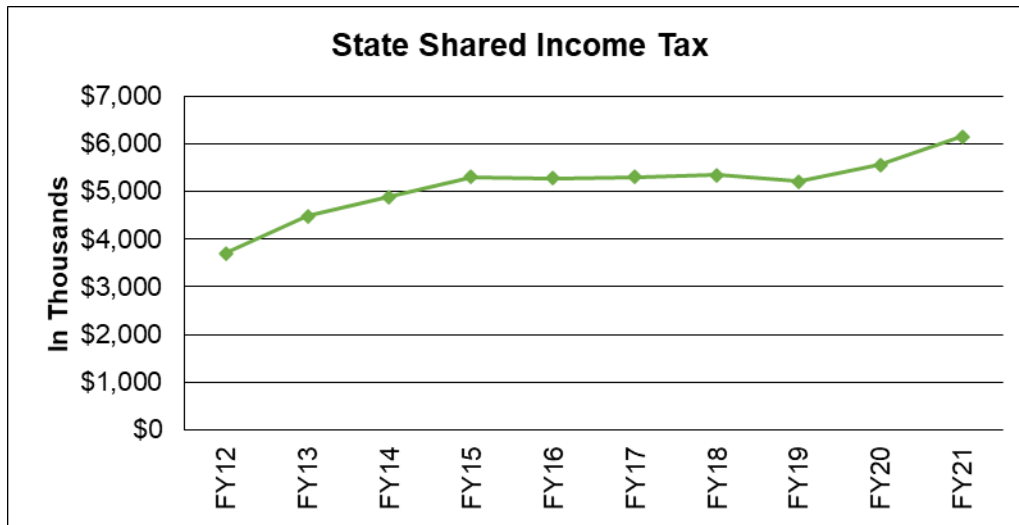


Description

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: \$3,902,096



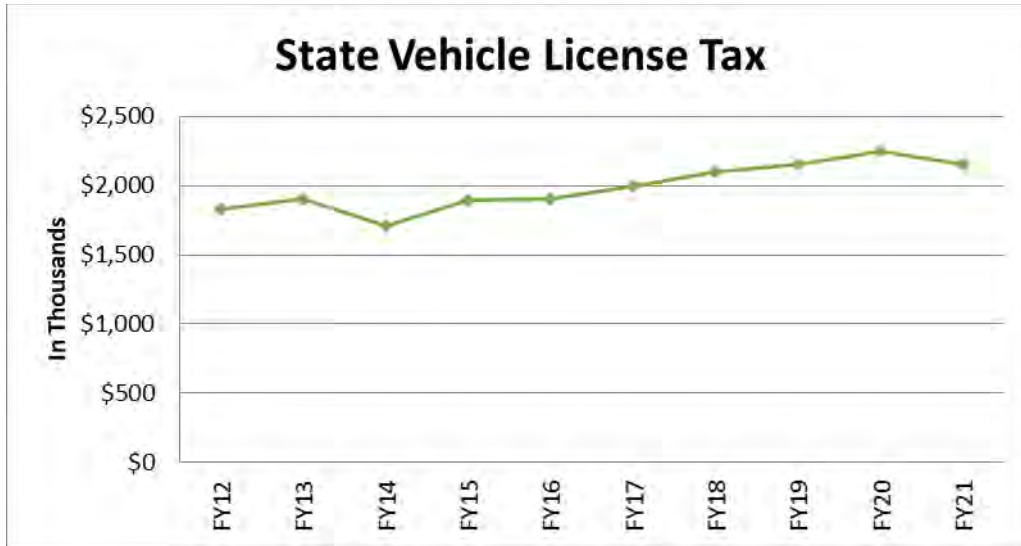
Description

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. 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 10.5 percent from FY20.

General Fund Contribution: \$6,151,732

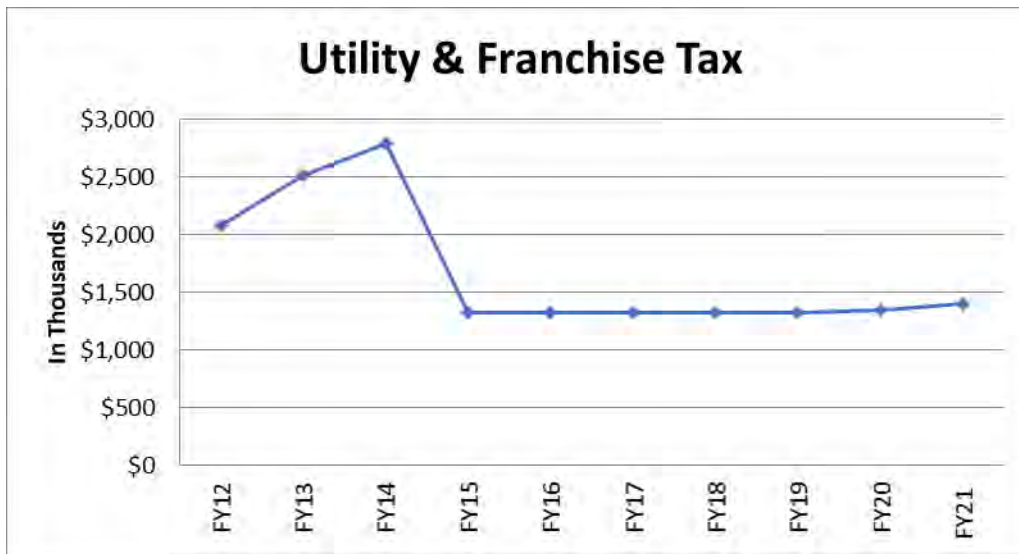


Description

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.

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 no increase in revenue is projected in FY21.

General Fund Contribution: \$145,000



Description

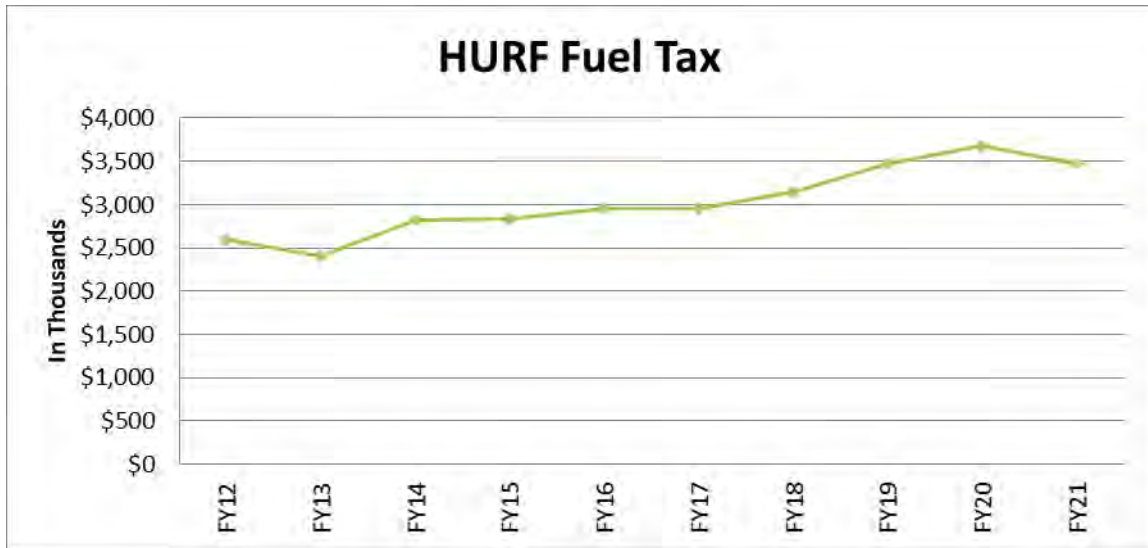
The City charges state-approved rates for ambulance services. The revenue received over the last several years has remained level, even as call volume has seen a rather substantial increase. Due to this call increase, a peak-hours ambulance was put into service, an attempt to offset and keep up with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

The City began a second peak-hours ambulance crew in 2018 to work weekends and holidays and the projected revenue was estimated. The revenue has increased since last year based on current actuals from FY20.

General Fund Contribution: \$2,050,000



Highway User Revenue Fund (HURF)



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 and the HURF exchange. 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 HURF reserve account this year.



Highway User Revenue Fund (HURF)

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

	FY20 Budget	FY21 Budget
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 –	\$ 370,000	\$ 108,000
Local Government		
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 transfer-in is due to an 80/20 split grant opportunity to purchase buses and a maintenance vehicle. The City's 20 percent contribution comes from the General Fund. 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 and available grant funding. 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
Note Proceeds		
Transfer In-General		
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 Budget	FY21 Budget
Carryover	\$ 194,500	\$ 194,500
Local Gov. Payments	\$ 50,000	\$ 50,000
Police Special Revenue	\$ 75,000	\$ 75,000
Total	\$ 319,500	\$ 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. The increase in FY21 is primarily due to the CARES Act assistance to help mitigate the economic fallout from the COVID-19 pandemic.

	FY20 Budget	FY21 Budget
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 \$654,753. 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.

Southeastern Arizona Communication Fund

The City and the County are partners of a new joint Southeastern Arizona Communication Center (SEACOM). Due to the agreement, the City serves as fiscal agent for SEACOM and all employees are considered City employees. Therefore, the SEACOM fund is included into the City's budget. For FY21, the SEACOM budget is a total of \$2,633,965.

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 moratorium on development fees ended on July 1, 2020. Staff is currently conducting a review of the development fee rates.

	FY20 Budget	FY21 Budget
Carryover*	\$ -	\$ (428,010)
Planning Revenue	\$ -	\$ 150,000
Transfer In - CIF	\$ 126,630	\$ 404,640
Transfer Out - SVMPC I	\$ -	
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	\$ -	\$ -
Set Aside to Increase		
Total	\$ -	\$ -



Police Development Impact Fee Fund

The Police Development Impact Fee Fund revenue is presented below. The moratorium on development fees ended on July 1, 2020. Staff is currently conducting a review of the development fee rates.

	FY20 Budget	FY21 Budget
Carryover*	\$ -	\$ (60,000)
Planning Revenue	\$ -	\$ 45,000
Transfer In- General	\$ -	\$ 15,000
Transfer Out- SVMPC	\$ -	
Set Aside to Increase	\$ -	\$ -
Total	\$ -	\$ -

Transportation Development Impact Fee Fund

The Transportation Development Impact Fee revenue is presented below. The moratorium on development fees ended on July 1, 2020. Staff is currently conducting a review of the development fee rates.

	FY20 Budget	FY21 Budget
Carryover *	\$ -	\$ (200,000)
Planning Revenue	\$ -	\$ 150,000
Transfer In- General	\$ -	\$ 50,000
Transfer Out- CIF	\$ -	\$ -
Set Aside to Increase	\$ -	\$ -
Total	\$ -	\$ -

Fire Development Impact Fee Fund

The Fire Development Impact Fee revenue is presented below. The moratorium on development fees ended on July 1, 2020. Staff is currently conducting a review of the development fee rates.

	FY20 Budget	FY21 Budget
Carryover*	\$ -	\$ (60,000)
Planning Revenue	\$ -	\$ 45,000
Transfer In- General	\$ -	\$ 15,000
Transfer Out- SVMPC	\$ -	\$ -
Set Aside to Increase		
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.





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	\$ 405,657	\$ 3,421,416
City Sales Tax	\$ 4,154,880	\$ 4,154,880
Bond Proceeds	\$ 13,718,000	\$ -
Sale of Fixed Assets	\$ 500,000	\$ 500,000
Federal Grants	\$ 177,488	
Transfer Out-General	\$ (1,452,500)	\$ (1,720,862)
Transfer Out-Park Dev. Fees	\$ (126,630)	\$ (404,640)
Transfer Out-Airport	\$ -	\$ -
Transfer Out-HURF	\$ -	\$ -
Transfer Out-SVMPC		
Transfer Out-SVMPC-I&R	\$ (3,471,300)	\$ (3,925,794)
Transfer In-Airport Fund	\$ -	\$ -
Total	\$ 13,905,595	\$ 2,025,000

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. In FY20, Bond Proceeds reflects 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 \$5,820,765, an increase of \$258,053 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. For many years, the rates charged to customers were not increased, and rates will not increase in FY21.

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 increased by 4.6 percent from last year mainly due to increased carryover.

	FY20 Budget	FY21 Budget
Carryover	\$ 682,719	\$ 1,343,272
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	\$ 500,000	\$ 175,000
Notes Payable	\$ 544,500	\$ 468,000
Capital Reimbursement	\$ -	\$ -
Transfer In- General Fund		
Transfer Out- SVMPC	\$ -	\$ -
Total	\$ 5,562,712	\$ 5,820,765



Refuse Enterprise Fund Revenue

For FY21, revenues for the Refuse Enterprise Fund total \$5,437,628, an increase of \$494,332 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 reduced the commodities available for recycling due to the international market. Due to continued challenges with the world market, the City's Recycling Center was closed effective March 1, 2020 and changes were made to policy to allow for private recycling haulers. 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	\$ 575,044
State Grants	\$ -	
Refuse Charges	\$ 3,900,776	\$ 4,143,584
Delinquency Charges	\$ 30,000	\$ 30,000
Interest	\$ -	\$ -
Note Proceeds	\$ -	\$ 594,000
Mulch & Compost	\$ 75,000	\$ 90,000
Misc. Revenue	\$ 5,000	\$ 5,000
Total	\$ 4,943,296	\$ 5,437,628



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	\$ 39,375,859	\$ 40,443,841	46.62%	2.71%	
Special Revenue					
Highway User Revenue Fund	\$ 8,316,557	\$ 9,197,970	10.60%	10.60%	
Local Transportation Fund	\$ 1,691,331	\$ 1,623,666	1.87%	-4.00%	
Airport	\$ 1,166,919	\$ 2,799,865	3.23%	139.94%	
Police Special Revenue	\$ 319,500	\$ 319,500	0.37%	0.00%	
Grants	\$ 3,188,093	\$ 6,344,851	7.31%	99.02%	
Criminal Justice Enhancement	\$ 300	\$ 300	0.00%	0.00%	
Donation	\$ 617,990	\$ 654,753	0.75%	5.95%	
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	\$ 834,601	0.96%	27.65%	
SEACOM	\$ 2,469,372	\$ 2,633,965	3.04%	0.00%	
Tourism	\$ -	\$ -	0.00%	0.00%	
Capital					
Capital Improvement Fund	\$ 13,905,595	\$ 2,025,000	2.33%	-85.44%	
Debt Service					
SVMPC I&R	\$ 3,471,300	\$ 3,925,794	4.53%	13.09%	
Internal Services					
Health and Accident	\$ 4,434,500	\$ 4,434,500	5.11%	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	\$ 5,820,765	6.71%	4.64%	
Refuse	\$ 4,943,296	\$ 5,437,628	6.27%	10.00%	
Total All Funds	\$ 90,368,774	\$ 86,748,629	100.00%	-4.01%	



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 Capital decrease which relates to the completion of many items from the Schneider Energy Management Project. The fund balance in this table will be used in the subtraction tables after each category.

	FY20 Budget	FY21 Budget	Difference	% Change	% Total
Personnel	\$ 35,091,847	\$ 35,243,702	\$ 151,855	0%	40.6%
O&M	\$ 24,216,952	\$ 24,334,867	\$ 117,915	0%	28.1%
Capital	\$ 25,523,095	\$ 21,305,686	\$(4,217,409)	-17%	24.6%
Debt	\$ 5,536,880	\$ 5,864,374	\$ 327,494	6%	6.8%
Total	\$ 90,368,774	\$ 86,748,629	\$(3,620,145)	-4%	100.0%



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	1,599,914	-	3,770,179	4.3%
Administrative Services	2,154,659	1,780,950	265,250	4,200,859	4.8%
Court/Legal	156,559	160,300	-	316,859	0.4%
General Government	679,341	4,977,000	-	5,656,341	6.5%
Police	10,460,878	2,185,581	1,155,000	13,801,459	15.9%
Fire	7,134,700	488,919	800,000	8,423,619	9.7%
SEACOM	1,778,565	516,713	338,687	2,633,965	3.0%
Public Works	6,300,716	10,194,227	15,341,949	31,836,892	36.7%
Leisure & Library	3,420,173	1,349,488	3,404,800	8,174,461	9.4%
Community Development	780,759	311,275	-	1,092,034	1.3%
Debt Service	-	-	5,864,374	5,864,374	6.8%
MPO	139,932	694,669	-	834,601	1.0%
Totals	\$ 35,243,702	\$ 24,334,867	\$ 27,170,060	\$ 86,748,629	100.0%
% of Total	40.63%	28.05%	31.32%	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.

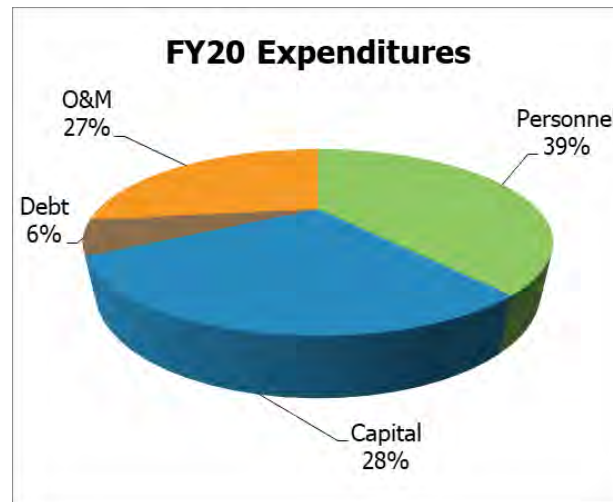
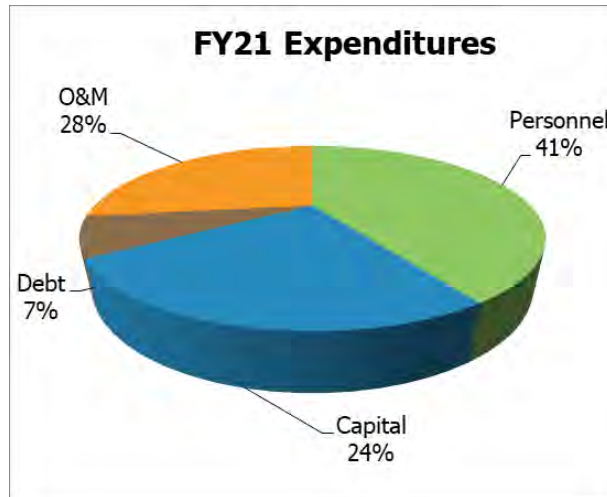
The Chart on the next page depicts the expenditure by fund per type.



Expenditure Graph

FY 21 Expenditure Summary by Fund					
	Capital	Personnel	Debt	O&M	Total
General	\$ 3,617,250	\$ 27,835,515	\$ 281,880	\$ 8,709,196	\$ 40,443,841
Special Revenue					
Highway User Revenue Fund	\$ 6,139,449	\$ 1,421,886	\$ 79,908	\$ 1,556,727	\$ 9,197,970
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				\$ 654,753	\$ 654,753
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		\$ 694,669	\$ 834,601
SEACOM	\$ 338,687	\$ 1,778,565		\$ 516,713	\$ 2,633,965
Capital					
Capital Improvement Fund	\$ 2,025,000				\$ 2,025,000
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	\$ 875,000	\$ 1,585,268	\$ 1,072,868	\$ 2,287,629	\$ 5,820,765
Refuse	\$ 660,000	\$ 1,724,577	\$ 301,947	\$ 2,751,104	\$ 5,437,628
Total All Funds	\$21,305,686	\$35,243,702	\$ 5,864,374	\$24,334,867	\$86,748,629

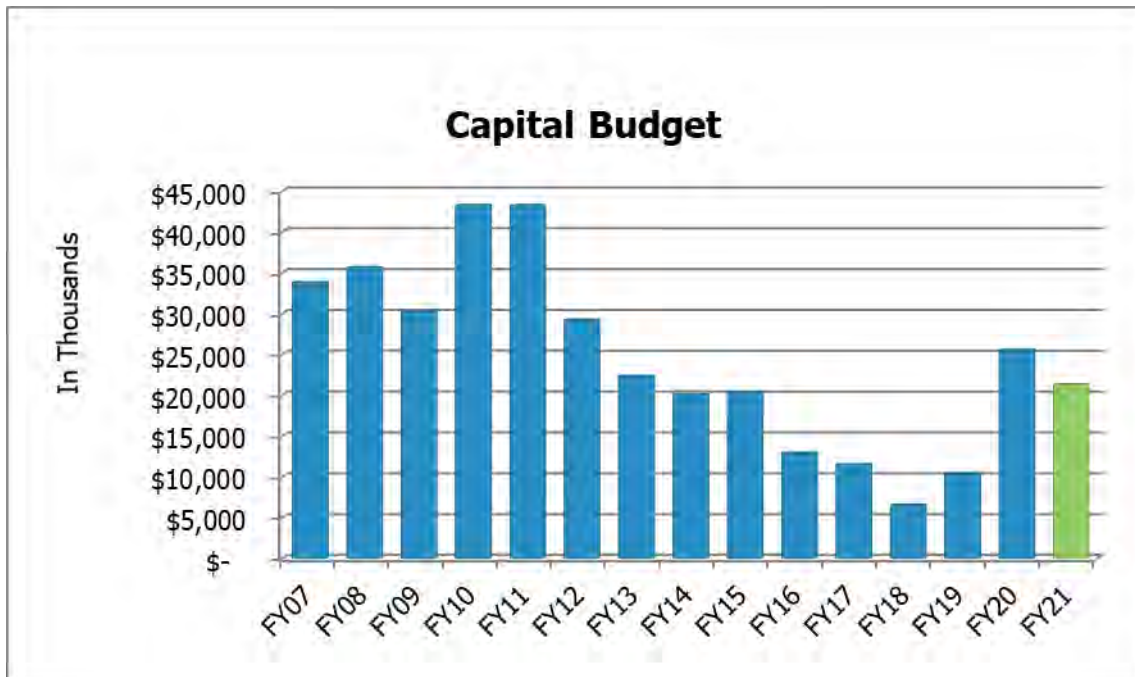
The below graphs depict the four categorical groups as a percent of total City expenditures. Figures are provided for the current year (FY21) and the previous year (FY20). Personnel expenditure (41 percent) comprises the largest percentage of expenditures in FY21, followed by Operations & Maintenance (28 percent), Capital (24 percent) and Debt service at seven percent.



Capital Expenditures

The FY21 recommended capital budget equals \$21,305,686; a decrease of \$4,217,409 (or 17%) from the FY20 total of \$25,523,095. The major decrease for FY21 is due to the completion of several items on the Schneider Energy Management Program.

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



The City of Sierra Vista is planning to complete \$21,305,686 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, Highway User Revenue Fund (HURF), LTAF, Airport 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
PD-Vehicle Replacement (7 total)	General	Fleet	\$ 500,000.00	Cash-CIF
PD-Vehicle Replacement Carryover	General	Fleet	\$ 500,000.00	Cash-CIF
School Land Acquisition	General	LLS	\$ 1,000,000.00	Cash
Fire Equipment (Medical Monitors)	General	Fire	\$ 150,000.00	Cash
Fire Replacement (SCBA Units)	General	Fire	\$ 150,000.00	Cash
Council Chamber Upgrade	General	IT	\$ 113,000.00	Cash
EMS Substation Design	General	Fire	\$ 100,000.00	Cash
Irrigation System Modification	General	LLS	\$ 150,000.00	Cash
Avenida Escuela Extension	General	Streets	\$ 65,000.00	Cash
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
Refuse-Front Load Refuse Truck	Refuse	Fleet	\$ 330,000.00	Finance
Refuse-Side Load Refuse Truck	Refuse	Fleet	\$ 330,000.00	Finance
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	HURF-SWAP
Annual Street Maintenance	HURF	Streets	\$ 1,743,685.00	Cash
Possible MPO Grant for Fry/North Garden	HURF	Streets	\$ 750,000.00	Grant
Vehicle Replacement	HURF	Streets	\$ 110,000.00	Finance
Police Equipment	PSR	Police	\$ 100,000.00	RICO
Police Vehicles	PSR	Police	\$ 50,000.00	RICO



Expenditures

Capital

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	Grant
Site Improvements at Airport	Airport	Airport	\$ 790,500.00	Grant
Construct Grant Apron	Airport	Airport	\$ 900,000.00	Grant
Construct upgrades to AWOS	Airport	Airport	\$ 150,000.00	Grant
Radio Upgrade -SUA II	SEACOM	SEACOM	\$ 303,687.00	Cash
Bar Screen Replacement	SEWER	PW	\$ 200,000.00	Cash
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	Cash
Sewer Vehicles	SEWER	PW	\$ 45,000.00	Finance
Schneider Aerator Project	SEWER	PW	\$ 475,000.00	Finance
Schneider Carryover	CIF	PW	\$ 525,000.00	Cash
Rothery Improvements	CIF	Parks	\$ 500,000.00	Cash
Arboc Bus Replacement	LTAf	Transit	\$ 150,000.00	Grant
Arboc Bus Replacement	LTAf	Transit	\$ 250,000.00	Grant



Capital By Fund	
General	\$3,617,250
HURF	\$6,139,449
LTAf	\$400,000
Capital Improvements	\$2,025,000
Police Special Revenue	\$150,000
Grant	\$5,159,800
Airport	\$1,940,500
Refuse	\$660,000
Sewer	\$875,000
SEACOM	\$338,687
Total	\$21,305,686

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 what was approved based on available financial resources in the City's budget. The decision to move the project into the final budget not only involves the cost to purchase the Capital but also the ability to have financial resources available to maintain ongoing operating costs.

**Capital Improvement Plan**

The following list of Capital projects is broken down by each project, project description, project cost by fund over the next five years and any O&M expense or cost savings to the City's Operating and & Maintenance budget.

1. SV 166-167 Chevy ½ Ton Pickup C1500

Due for replacement in Leisure & Library Services-Administration per the five-year Capital Maintenance and Replacement Plan.

Project Costs

	FY21	FY22	FY23	FY24	FY25	Total
General	\$70,000					\$70,000

2. SV 81 Ford Crown Victoria

Due for replacement in Leisure & Library Services-Aquatics per the five-year Capital Maintenance and Replacement Plan.

Project Costs

	FY21	FY22	FY23	FY24	FY25	Total
General	\$25,000					\$25,000

3. SV100 Chevy 3500 Pickup 1 Ton Dump

Due for replacement in Leisure & Library Services-Parks per the five-year Capital Maintenance and Replacement Plan.

Project Costs

	FY21	FY22	FY23	FY24	FY25	Total
General	\$60,000					\$60,000
O&M		(\$2,000)	(\$2,000)	(\$2,000)	(\$2,000)	(\$8,000)

4. SV 2014 Chevy ½ Ton Pickup

Due for replacement in Leisure & Library Services-Parks per the five-year Capital Maintenance and Replacement Plan. O&M cost savings from maintenance and repair of the older vehicle.

Project Costs

	FY21	FY22	FY23	FY24	FY25	Total
General	\$35,000					\$35,000
O&M		(\$1,000)	(\$1,000)	(\$1,000)	(\$1,000)	(\$4,000)

**5. SV 2007 Ford E250 Econoline Van**

Due for replacement in Public Works-Facilities per the five-year Capital Maintenance and Replacement Plan.

Project Costs

	FY21	FY22	FY23	FY24	FY25	Total
General	\$45,000					\$45,000

6. Ford Vehicle Replacements - Police

Five-year Capital Maintenance Rotation and Replacement Plan in PD for 7 vehicles. O&M savings on cost of repairs for old vehicles and using older vehicles to conduct EVOG training.

Project Costs

	FY21	FY22	FY23	FY24	FY25	Total
General	\$500,000					\$500,000
O&M		(\$7,000)	(\$7,000)	(\$7,000)	(\$7,000)	(\$28,000)

7. Ford Vehicle Replacements – Police (Carryover)

Five-year Capital Maintenance Rotation and Replacement Plan in PD for 7 vehicles. Due to COVID-19, vehicles were not able to be ordered and received for FY20. O&M savings on cost of repairs for older vehicles.

Project Costs

	FY21	FY22	FY23	FY24	FY25	Total
General	\$500,000					\$500,000
O&M		(\$5,000)	(\$5,000)	(\$5,000)	(\$5,000)	(\$20,000)

8. SV 2007-2008 Staff Vehicle Replacement - Fire

Due for replacement in Fire per the five-year Capital Maintenance and Replacement Plan in FY22. Staff vehicles were shifted to FY21 to help mitigate costs for a Pumper Truck replacement in FY22.

Project Costs

	FY21	FY22	FY23	FY24	FY25	Total
General	\$67,000					\$67,000



9. School Land Acquisition

Land purchase agreement to acquire the Rothery Center recreational properties from the Sierra Vista Unified School District.

Project Costs

	FY21	FY22	FY23	FY24	FY25	Total
General	\$1,000,000					\$1,000,000

10. Fire Equipment – Medical Monitors & SCBA Units

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

Project Costs

	FY21	FY22	FY23	FY24	FY25	Total
General	\$300,000					\$300,000

11. Council Chamber Upgrade

Improvements to the audio/visual system in the Council Chambers in order to properly broadcast City Council Work Sessions and Meetings to the public. This includes a one-year maintenance package which will save on O&M for the first year.

Project Costs

	FY21	FY22	FY23	FY24	FY25	Total
General	\$113,000					\$113,000
O&M	(\$6,000)					(\$6,000)

12. EMS Sub-station Design

This building will be in a location that will provide EMS services to the west side of Sierra Vista where response times are low. An ambulance will be stationed there as well. This expense is for the design portion of the project.

Project Costs

	FY21	FY22	FY23	FY24	FY25	Total
General	\$100,000					\$100,000

FY 2021 Budget



13. Irrigation System Modification

This new system will establish irrigation to the Rothery Center to rejuvenate and maintain the natural fields for sports and events. There is currently no well supply to these fields. There will be additional revenue generated from rental of the fields but it is unknown at this time.

Project Costs

	FY21	FY22	FY23	FY24	FY25	Total
General	\$150,000					\$150,000

14. Avenida Escuela Extension

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

Project Costs

	FY21	FY22	FY23	FY24	FY25	Total
General	\$65,000					\$65,000

15. Emission Control Devices for Fire Engines

Emissions are harmful to human health. This is a safety/health project which is of high priority for the safety of our employees.

Project Costs

	FY21	FY22	FY23	FY24	FY25	Total
General	\$60,000					\$60,000

16. Female Locker Room-Police

Upgrade and improvements to the female locker room at the Police Department.

Project Costs

	FY21	FY22	FY23	FY24	FY25	Total
General	\$150,000					\$150,000



17. City Hall Electrical Analysis

City Hall requires an analysis of its electrical system due to age and load.

Project Costs

	FY21	FY22	FY23	FY24	FY25	Total
General	\$50,000					\$50,000

18. Routers-Cisco Main Internet (Quantity 3)

This project will replace the City’s 3 main routers for the network and phone systems. O&M savings will occur since Smartnet is included for one year.

Project Costs

	FY21	FY22	FY23	FY24	FY25	Total
General	\$40,000					\$40,000
O&M	(\$3,000)					(\$3,000)

19. Routers-2901 (Quantity 13)

This project will replace routers in remote locations mainly used for the VOIP phone systems and network. O&M savings will occur since Smartnet is included for one year.

Project Costs

	FY21	FY22	FY23	FY24	FY25	Total
General	\$65,000					\$65,000
O&M	(\$9,100)					(\$9,100)

20. Library VDI System for Patron Use

This project would replace and update the Library’s patron computer server environment.

Project Costs

	FY21	FY22	FY23	FY24	FY25	Total
General	\$110,000					\$110,000



21. Design & Install Adaptive Signal Controls

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

Project Costs

	FY21	FY22	FY23	FY24	FY25	Total
HURF	\$910,224					\$910,224

22. Fry/North Garden Project

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

Project Costs

	FY21	FY22	FY23	FY24	FY25	Total
HURF	\$2,497,540					\$2,497,540

23. Annual Capital Street Maintenance

Yearly annual street repair and maintenance.

Project Costs

	FY21	FY22	FY23	FY24	FY25	Total
HURF	\$1,743,685					\$1,743,685

24. CDBG Grant Projects

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

Project Costs

	FY21	FY22	FY23	FY24	FY25	Total
HURF	\$63,000					\$63,000

**25. Fry/North Garden-MPO Grant**

This is a possible grant from the Sierra Vista Metropolitan Planning Organization to assist costs for the Fry/North Garden project.

Project Costs

	FY21	FY22	FY23	FY24	FY25	Total
HURF	\$750,000					\$750,000

26. SV 197 Chevy ½ Ton, SV 2003 Ford ¾ Ton, SV 2031 Ford F250 Pickup

Due for replacement in Public Works-Streets per the five-year Capital Maintenance and Replacement Plan. O&M will be saved in cost of maintenance to older vehicles.

Project Costs

	FY21	FY22	FY23	FY24	FY25	Total
HURF	\$110,000					\$110,000
O&M		(\$3,000)	(\$3,000)	(\$3,000)	(\$3,000)	(\$12,000)

27. SV 339 Autocar Heil Front Load Refuse Truck

Due for replacement in Public Works-Refuse per the five-year Capital Maintenance and Replacement Plan. O&M will be saved in cost of maintenance to older vehicles.

Project Costs

	FY21	FY22	FY23	FY24	FY25	Total
REFUSE	\$330,000					\$330,000
O&M		(\$1,800)	(\$1,800)	(\$1,800)	(\$1,800)	(\$7,200)

28. SV376 Autocar Heil Side Load Refuse Truck

Due for replacement in Public Works-Refuse per the five-year Capital Maintenance and Replacement Plan. O&M will be saved in cost of maintenance to older vehicles.

Project Costs

	FY21	FY22	FY23	FY24	FY25	Total
REFUSE	\$330,000					\$330,000
O&M		(\$6,000)	(\$6,000)	(\$6,000)	(\$6,000)	(\$24,000)

**29. Police Equipment**

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

Project Costs

	FY21	FY22	FY23	FY24	FY25	Total
PSR	\$100,000					\$100,000

30. Police Vehicles

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

Project Costs

	FY21	FY22	FY23	FY24	FY25	Total
PSR	\$50,000					\$50,000

31. SV 2092 Chevy ARBOC Bus

Due for replacement in Public Works-Refuse per the five-year Capital Maintenance and Replacement Plan. O&M will be saved in cost of maintenance to older vehicles.

Project Costs

	FY21	FY22	FY23	FY24	FY25	Total
LTAf	\$150,000					\$150,000
O&M		(\$2,000)	(\$2,000)	(\$2,000)	(\$2,000)	(\$8,000)

32. SV 379 El Dorado EZRider II Bus

Due for replacement in Public Works-Refuse per the five-year Capital Maintenance and Replacement Plan. O&M will be saved in cost of maintenance to older vehicles.

Project Costs

	FY21	FY22	FY23	FY24	FY25	Total
LTAf	\$250,000					\$250,000
O&M		(\$2,250)	(\$2,250)	(\$2,250)	(\$2,250)	(\$9,000)

**33. Federal Stimulus**

CARES Act stimulus to help mitigate the economic fallout of the COVID-19 pandemic.

Project Costs

	FY21	FY22	FY23	FY24	FY25	Total
Grant	\$4,000,000					\$4,000,000

34. Police Misc.

Federal grant for the ICAC Computer Forensic equipment and software.

Project Costs

	FY21	FY22	FY23	FY24	FY25	Total
Grant	\$5,000					\$5,000

35. Fire Emission Management

This will provide ongoing equipment needed at the fire stations to continue to run effectively and meet the safety standards.

Project Costs

	FY21	FY22	FY23	FY24	FY25	Total
Grant	\$150,000					\$150,000

36. Fire Department Key Card Readers

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

Project Costs

	FY21	FY22	FY23	FY24	FY25	Total
Grant	\$100,000					\$100,000
O&M		\$1,000	\$1,000	\$1,000	\$1,000	\$4,000

37. Fire Misc.

This is designated for special missions and multi-discipline requests.

Project Costs

	FY21	FY22	FY23	FY24	FY25	Total
Grant	\$150,000					\$150,000



38. Community Development

Ongoing upgrades to improve the City parks through Community Development awarded grants.

Project Costs

	FY21	FY22	FY23	FY24	FY25	Total
Grant	\$471,810					\$471,810

39. Leisure and Library

Leisure and Library’s mobile bike project.

Project Costs

	FY21	FY22	FY23	FY24	FY25	Total
Grant	\$20,000					\$20,000

40. Public Works

Ongoing upgrades to improvements to the City parks through Public Works awarded grants

Project Costs

	FY21	FY22	FY23	FY24	FY25	Total
Grant	\$82,990					\$82,990

41. Motorola System Upgrade Agreement II

This SUA II upgrades and supports the ASTRO 25 radio communication system at the Southeastern Arizona Communications Center (SEACOM).

Project Costs

	FY21	FY22	FY23	FY24	FY25	Total
SEACOM	\$303,687	\$358,570	\$361,478	\$364,472		\$1,388,207

42. Airport Apron & Taxiway Pavement Design

To design the maintenance paving project for the airport apron and taxiway.

Project Costs

	FY21	FY22	FY23	FY24	FY25	Total
Airport	\$100,000					\$100,000



43. Construct Upgrades to the AWOS System

This grant is designated to upgrade the Automated Weather Observation System at the Airport to better meet aviation needs.

Project Costs

	FY21	FY22	FY23	FY24	FY25	Total
Airport	\$150,000					\$150,000

44. Site Improvements at Airport

Site improvements to prepare the land at the Airport for future construction for aviation businesses.

Project Costs

	FY21	FY22	FY23	FY24	FY25	Total
Airport	\$790,500					\$790,500

45. Airport Apron Grant

This grant will maintain the pavement at the airport apron and taxiway.

Project Costs

	FY21	FY22	FY23	FY24	FY25	Total
Airport	\$900,000					\$900,000

46. Bar Screen Replacement

Bar screen to remove the coarse material from wastewater influence before entering the Wastewater treatment plant.

Project Costs

	FY21	FY22	FY23	FY24	FY25	Total
Sewer	\$200,000					\$200,000

47. Schneider Aerator Project

Part of the Schneider Energy Management program to install online monitoring probes to improve the aeration control.

Project Costs

	FY21	FY22	FY23	FY24	FY25	Total
Sewer	\$475,000					\$475,000



48. Dewatering Press Surge Suppression

Putting in a grounding system to prevent a lightning strike from shorting the equipment at the biosolids press component at the Wastewater plant. O&M savings from not replacing parts due to lightning.

Project Costs

	FY21	FY22	FY23	FY24	FY25	Total
Sewer	\$20,000					\$20,000
O&M		(\$2,500)	(\$2,500)	(\$2,500)	(\$2,500)	(\$10,000)

49. Septage Dump Metering

Metering system at septage dump station to measure and charge the haulers accurately. The City can potentially receive additional revenues from septage fees but unknown at this time.

Project Costs

	FY21	FY22	FY23	FY24	FY25	Total
Sewer	\$10,000					\$10,000

50. Polymer Feed System

A polymer is used to bulk the biosolids and separate the biosolids from the wastewater. A feed system is installed to more accurately measure and deliver the polymer to the press. O&M savings from using less polymer.

Project Costs

	FY21	FY22	FY23	FY24	FY25	Total
Sewer	\$125,000					\$125,000
O&M		(\$8,000)	(\$8,000)	(\$8,000)	(\$8,000)	(\$32,000)

51. Ford Pickup- Public Works

Due for replacement in Public Works-Sewer per the five-year Capital Maintenance and Replacement Plan.

Project Costs

	FY21	FY22	FY23	FY24	FY25	Total
Sewer	\$45,000					\$45,000

**52. Schneider Energy Management Project Carryover**

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

Project Costs

	FY21	FY22	FY23	FY24	FY25	Total
CIF	\$525,000					\$525,000

53. Rothery Improvements

This project consists of several projects to improve the Rothery Center complex and fields.

Project Costs

	FY21	FY22	FY23	FY24	FY25	Total
CIF	\$500,000					\$500,000

Capital and O&M costs

	Capital	O&M Savings	O&M Costs
General	\$3,617,250	\$78,100	\$0
HURF	\$6,139,449	\$12,000	\$0
LTAf	\$400,000	\$17,000	\$0
Capital Improvements	\$2,025,000	\$0	\$0
Police Special Revenue	\$150,000	\$0	\$0
Grant	\$5,159,800	\$0	\$4,000
Airport	\$1,940,500	\$0	\$0
Refuse	\$660,000	\$31,200	\$0
Sewer	\$875,000	\$42,000	\$0
SEACOM	\$338,687	\$0	\$0
Total	\$21,305,686	\$180,300	\$4,000



Capital Improvement Plan Six to Ten Years

The City of Sierra Vista also maintains a capital improvement plan for projects expected to be completed in the next ten years. Projects listed below are in the long-term plans of the City.

PROJECT	5 YEAR TOTAL
Annual Street Maintenance	\$15,000,000
Build Fire Station #5 - Tribute	\$8,000,000
Public Safety Training Facility	\$2,000,000
EOP Process Upgrade	\$5,000,000
BST Extension (SR92 to Avenida Del Sol) - Tribute	\$3,250,000
Garden Canyon Linear Park	\$1,100,000
Police Substation - Tribute	\$5,000,000
Giulio Cesare (SR90 to Michelangelo) Improvements	\$625,000
El Camino Real/Coyote Wash Crossing Improvements	\$350,000
Avenida Del Sol Construction (Calle Cumbre to BST) - Tribute	\$3,500,000
Cyr Center Park Phase II and III	\$2,000,000
Section 36 - Other Improvements	\$6,000,000
TOTAL	\$51,825,000

**Expenditure Summary by Fund**

	FY21 Total Resources Available	Capital Expenditure	Subtotal Balance After Capital Deducted
General	\$ 40,443,841	\$ 3,617,250	\$ 36,826,591
		\$ -	
Special Revenue		\$ -	
Highway User Revenue Fund	\$ 9,197,970	\$ 6,139,449	\$ 3,058,521
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	\$ 654,753	\$ -	\$ 654,753
Park Development Impact Fee	\$ 126,630	\$ -	\$ 126,630
Library Impact Fee	\$ -	\$ -	\$ -
Police Impact Fee	\$ -	\$ -	\$ -
Transportation Impact Fee	\$ -	\$ -	\$ -
Fire Impact Fee	\$ -	\$ -	\$ -
Metropolitan Planning Org	\$ 834,601	\$ -	\$ 834,601
SEACOM	\$ 2,633,965	\$ 338,687	\$ 2,295,278
Capital		\$ -	
Capital Improvement Fund	\$ 2,025,000	\$ 2,025,000	\$ -
		\$ -	
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	\$ 5,820,765	\$ 875,000	\$ 4,945,765
Refuse	\$ 5,437,628	\$ 660,000	\$ 4,777,628
Total All Funds	\$86,748,629	\$ 21,305,686	\$ 65,442,943



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 \$35,243,702 (41%) of the proposed FY21 budget, an increase of \$151,855 above the FY20 personnel budget total of \$35,091,847. The increase is primarily due to maintaining the classification and compensation plan adopted in 2020 and the increase in the contribution to the Public Safety Personnel Retirement System (PSPRS).

Benefits are projected to be \$12,512,784 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	\$ 27,835,515	\$ 558,458
HURF	\$ 1,505,016	\$ 1,421,886	\$ (83,130)
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	\$ 1,585,268	\$ (117,233)
Refuse	\$ 1,865,351	\$ 1,724,577	\$ (140,774)
Total	\$ 35,091,847	\$ 35,243,702	\$ 151,855

As the table above indicates, the general fund pays for the majority of the City's personnel costs, approximately 80 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	\$ 2,553,599	7%	\$ (77,825)	-3.0%
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	\$12,512,784	36%	\$ 676,308	5.7%
Total Personnel	\$ 35,091,847	\$35,243,702	100%	\$ 151,855	0.4%

The City of Sierra Vista has 381 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. As part of the classification and compensation plan passed in 2020, a 2 percent raise for full-time employees was put into effect on July 1, 2020.



POSITIONS	FY19	FY20	FY21		
	Authorized	Authorized	Authorized	Unfunded	Funded
CITY MANAGER'S OFFICE					
City Manager	1	1	1		1
Assistant City Manager	1	1	1		1
Management Analyst I/II	1	1	1		1
Executive Secretary	1	1	1		1
Department Specialist	1	1	1		1
ECONOMIC DEVELOPMENT					
Economic Development Manager	1	1	1		1
Management Analyst I/II	1	1	1		1
MARKETING & COMMUNICATIONS					
Marketing & Communications Manager	1	1	1		1
Public Information Officer (Analyst I/II)	1	1	1		1
Digital Media Specialist	1	1	1		1
Administrative Assistant	2	2	2		2
Customer Service Representative	0	1	1		1
FINANCE					
Chief Financial Officer	1	1	1		1
Grant Administrator/Senior Accountant	1	1	1		1
Accountant	2	2	2		2
Junior Accountant	4	4	5		5
Account Clerk	1	1	1	1	0
Administrative Secretary I/II	1	1	0		0
TOTAL CITY MANAGER'S OFFICE	22	23	23	1	22



POSITIONS	FY19	FY20	FY21		
	Authorized	Authorized	Authorized	Unfunded	Funded
ADMINISTRATIVE SERVICES					
CITY CLERK					
City Clerk	1	1	1		1
Deputy City Clerk	1	1	1		1
Administrative Secretary I/II	1	1	1		1
Customer Service Representative	2	2	2		2
HUMAN RESOURCES					
Chief Human Resources Officer	1	1	1		1
Management Analyst I/II	2	2	2		2
Payroll/Benefits Coordinator	1	1	1		1
Recruitment Coordinator	1	1	1		1
INFORMATION TECHNOLOGY					
Chief Information Officer	1	1	1		1
Senior Systems Administrator	2	2	2		2
Systems Administrator II	2	2	2		2
Senior Network Administrator	1	1	2		2
Network Administrator II	1	1	0		0
Database Administrator	1	1	1		1
GIS Analyst	0	1	1		1
PROCUREMENT					
Chief Procurement Officer	1	1	1		1
Contract Administrator (Analyst I/II)	1	1	1		1
Buyer II	1	1	1		1
Buyer	1	1	1		1
TOTAL ADMINISTRATIVE SERVICES	22	23	23	0	23
CITY ATTORNEY					
City Attorney	1*	1*	1		1
TOTAL CITY ATTORNEY	0	0	1	0	1



POSITIONS	FY19	FY20	FY21		
	Authorized	Authorized	Authorized	Unfunded	Funded
COMMUNITY DEVELOPMENT					
PLANNING					
Director	1	1	1		1
Senior Planner	1	1	1		1
Planner	1	1	1		1
GIS Technician	1	0	0		0
Code Enforcement Officer II	2	1	2		2
Code Enforcement Officer I	0	1	0		0
Administrative Secretary I/II	2	1	1		1
BUILDING					
Building Administrator	1	1	1		1
Senior Building Inspector	2	1	1		1
Building Inspector	0	1	1		1
Total Community Development	11	9	9	0	9
FIRE DEPARTMENT					
Chief	1	1	1		1
Deputy Chief	1	1	1		1
Battalion Chief	3	3	3		3
Captain	9	9	9		9
Fire Marshal	1	1	1		1
Inspector	1	1	1		1
Engineer/EMT	9	9	9		9
Firefighter	27	27	27		27
Transport Crew	4	5	4		4
Ft. Huachuca EMT/EMS Transport	2	4	5		5
Ft. Huachuca Paramedic Transport	6	6	6		6
Administrative Secretary I/II	2	2	2		2
TOTAL FIRE DEPARTMENT	66	69	69	0	69

FY 2021 Budget



POSITIONS	FY19	FY20	FY21		
	Authorized	Authorized	Authorized	Unfunded	Funded
POLICE DEPARTMENT					
ADMINISTRATION					
Chief	1	1	1		1
Deputy Chief	1	1	1		1
Commander	2	2	2		2
CALEA Administrator (Analyst I/II)	1	1	1		1
Police Resource Specialist	1	1	1		1
Management Support Specialist	1	1	1		1
Records Supervisor	1	1	1		1
Senior Records Clerk	1	1	1		1
Records Clerk I/II	5	5	5		5
OPERATIONS					
Lieutenant	3	3	3		3
Sergeant	6	6	6		6
Corporal	8	8	8		8
Police Officer	45	45	47	1	46
Evidence Custodian	1	1	1		1
ANIMAL CONTROL					
Animal Control Supervisor	1	1	1		1
Animal Control Officer I/II	4	5	5		5
Animal Control Assistant	0	1	1		1
Customer Service Representative	0	1	1		1
TOTAL POLICE DEPARTMENT	82	85	87	1	86
SEACOM (Positions included in PD for FY19)					
Director	0	1	1		1
Communications Administrator	1	1	1		1
Communications Supervisor	0	2	2		2
Public Safety Dispatcher I/II	11	20	20		20
Records Clerk	0	0	1		1
GIS Technician	0	1	1		1
TOTAL SEACOM	12	25	26	0	26



POSITIONS	FY19	FY20	FY21		
	Authorized	Authorized	Authorized	Unfunded	Funded
DEPARTMENT OF PUBLIC WORKS					
ADMINISTRATION					
Director	1	1	1		1
City Engineer	1	1	1		1
Operations Manager	1	1	1		1
PW Administrator	2	2	1		1
Management Analyst I/II	2	2	2		2
Public Works Admin Coordinator	1	1	1		1
Administrative Secretary I/II	2	2	2		2
Customer Service Representative	1	1	1		1
AIRPORT					
Airport Worker	1	1	1		1
Airport Technician	1	1	1		1
ENGINEERING					
Senior Civil Engineer	3	3	2		2
Civil Engineer	0	0	1		1
Engineering Technician	1	1	1		1
Construction Inspector	1	1	1		1
Drafting Technician	1	1	1		1
STREET MAINTENANCE					
Street Maintenance Supervisor	1	1	1		1
Streets Technician I/II	4	4	4		4
Streets Worker	13	13	13		13
SEWER MAINTENANCE					
Water/Sewer Supervisor	1	1	1		1
Water/Sewer Technician I/II	3	3	3		3
Water/Sewer Worker	8	8	8		8



POSITIONS	FY19	FY20	FY21		
	Authorized	Authorized	Authorized	Unfunded	Funded
FACILITIES MAINTENANCE					
Facilities Supervisor	1	1	1		1
Facilities Technician I/II	3	3	3		3
Facilities Worker	2	2	2		2
Aquatics Technician	0	1	1		1
Lead Custodian	1	0	0		0
Custodian	6	6	6		6
FLEET MAINTENANCE					
Fleet Supervisor	0	0	1		1
Fleet Service Coordinator	1	1	1		1
Fleet Technician	7	7	7		7
REFUSE OPERATIONS					
Refuse Supervisor	1	1	1		1
Refuse Technician	1	1	1		1
Refuse Worker	15	14	14		14
Compost Technician	0	1	1		1
TRANSIT					
PW Administrator	0	0	1		1
Transit Department Specialist	1	1	2		2
Transit Driver	7	7	7		7
Transit Dispatcher	2	2	0		0
TOTAL PUBLIC WORKS	97	97	97	0	97
LEISURE & LIBRARY SERVICES					
ADMINISTRATION					
Director	1	1	1		1
Customer Service Coordinator	1	1	1		1
Department Specialist	0	0	1		1
Customer Service Representative	1	2	1		1
Digital Media Specialist	0	0	1		1



POSITIONS	FY19	FY20	FY21		
	Authorized	Authorized	Authorized	Unfunded	Funded
MUSEUM					
Museum Curator	1	1	1		1
LEISURE SERVICES					
Leisure Services Manager	1	1	1		1
Recreation Coordinator	2	5	3		3
Recreation Leader	1	5	1		1
Recreation Program Supervisor	4	3	0		0
Business Resource Specialist	1	1	0		0
Customer Services Representative	0	1	1		1
General Laborer	2	3	3		3
Administrative Secretary I/II	2	2	0		0
AQUATICS					
Aquatics Supervisor	0	0	1		1
Aquatics Coordinator	1	0	1		1
Customer Service Representative	1	0	1	1	0
Head Lifeguard	1	1	1		1
SPORTS					
Sports Supervisor	1	1	1		1
Sports Coordinator	0	0	1		1
Recreation Leader	0	0	1		1
Administrative Secretary	0	0	1		1
CHILD & FAMILY PROGRAM					
Recreation Supervisor	0	0	1		1
Recreation Coordinator	0	0	1		1
Recreation Leader	0	0	3		3
LIBRARY					
Library Manager	1	1	1		1
Librarian	2	2	2		2
Library Specialist	1	1	1		1
Library Technician	1	1	1		1
Circulation Coordinator	1	1	1		1
Library Recreation Leader	1	1	1		1



Expenditures

Personnel

POSITIONS	FY19	FY20	FY21		
	Authorized	Authorized	Authorized	Unfunded	Funded
PARK MAINTENANCE					
Park Maintenance Supervisor	1	1	1		1
Park Maintenance Technician	3	3	3		3
Park Maintenance Worker	7	7	7		7
TOTAL LEISURE & LIBRARY SERVICES	39	46	46	1	45
TOTAL NUMBER OF POSITIONS	351	377	381	3	378
<small>*Not included</small>					

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



Expenditures

Debt Service

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	\$ 36,826,591	\$ 27,835,515	\$ 8,991,076
Special Revenue			
Highway User Revenue Fund	\$ 3,058,521	\$ 1,421,886	\$ 1,636,635
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	\$ 654,753	\$ -	\$ 654,753
Park Development Impact Fee	\$ 126,630	\$ -	\$ 126,630
Library Impact Fee	\$ -	\$ -	\$ -
Police Impact Fee	\$ -	\$ -	\$ -
Transportation Impact Fee	\$ -	\$ -	\$ -
Fire Impact Fee	\$ -	\$ -	\$ -
Metropolitan Planning Org	\$ 834,601	\$ 139,932	\$ 694,669
SEACOM	\$ 2,295,278	\$ 1,778,565	\$ 516,713
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	\$ 4,945,765	\$ 1,585,268	\$ 3,360,497
Refuse	\$ 4,777,628	\$ 1,724,577	\$ 3,053,051
Total All Funds	\$ 65,442,943	\$ 35,243,702	\$ 30,199,241



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 \$5,864,374 (7%) of the total budgetary expenditures. This is an increase of \$327,494 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 FY21 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	\$ 8,991,076	\$ 281,880	\$ 8,709,196
Special Revenue			
Highway User Revenue Fund	\$ 1,636,635	\$ 79,908	\$ 1,556,727
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	\$ 654,753	\$ -	\$ 654,753
Park Development Impact Fee	\$ 126,630	\$ 126,630	\$ -
Library Impact Fee	\$ -	\$ -	\$ -
Police Impact Fee	\$ -	\$ -	\$ -
Transportation Impact Fee	\$ -	\$ -	\$ -
Fire Impact Fee	\$ -	\$ -	\$ -
Metropolitan Planning Org	\$ 694,669	\$ -	\$ 694,669
SEACOM	\$ 516,713	\$ -	\$ 516,713
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	\$ 3,360,497	\$ 1,072,868	\$ 2,287,629
Refuse	\$ 3,053,051	\$ 301,947	\$ 2,751,104
Total All Funds	\$ 30,199,241	\$ 5,864,374	\$ 24,334,867

**Operations and Maintenance Expenditures**

Operations and Maintenance (O&M) costs account for \$24,334,867 (28%) 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 \$117,915 (0.5%) from the FY20 budget. Due to COVID-19, the departments have been conservative in their O&M expenditure requests for FY21.

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

Department	FY20 Budget	FY21 Budget	Difference	% Change
Mayor/Council	\$ 76,365	\$ 75,831	\$ (534)	-0.7%
City Manager	\$ 1,494,570	\$ 1,599,914	\$ 105,344	7.0%
Administrative Services	\$ 1,639,813	\$ 1,780,950	\$ 141,137	8.6%
Court/Legal	\$ 160,300	\$ 160,300	\$ -	0.0%
General Government	\$ 4,985,000	\$ 4,977,000	\$ (8,000)	-0.2%
Police	\$ 1,987,435	\$ 2,185,581	\$ 198,146	10.0%
Fire	\$ 1,093,798	\$ 488,919	\$ (604,879)	-55.3%
SEACOM	\$ 553,109	\$ 516,713	\$ (36,396)	-6.6%
Public Works	\$ 10,264,302	\$ 10,194,227	\$ (70,075)	-0.7%
MPO	\$ 488,820	\$ 694,669	\$ 205,849	42.1%
Leisure & Library	\$ 1,139,957	\$ 1,349,488	\$ 209,531	18.4%
Community Development	\$ 333,483	\$ 311,275	\$ (22,208)	-6.7%
Totals	\$ 24,216,952	\$ 24,334,867	\$ 117,915	0.5%

Finally, when O&M funds are subtracted from the remaining budget balance, there is zero left in each fund, as shown on the following page. This indicates a balanced 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	\$ 8,709,196	\$ 8,709,196	\$ -	
		\$ -		
Special Revenue		\$ -		
Highway User Revenue Fund	\$ 1,556,727	\$ 1,556,727	\$ -	
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	\$ 654,753	\$ 654,753	\$ -	
Park Development Impact Fee	\$ -	\$ -	\$ -	
Library Impact Fee	\$ -	\$ -	\$ -	
Police Impact Fee	\$ -	\$ -	\$ -	
Transportation Impact Fee	\$ -	\$ -	\$ -	
Fire Impact Fee	\$ -	\$ -	\$ -	
Metropolitan Planning Org	\$ 694,669	\$ 694,669	\$ -	
SEACOM	\$ 516,713	\$ 516,713	\$ -	
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	\$ 2,287,629	\$ 2,287,629	\$ -	
Refuse	\$ 2,751,104	\$ 2,751,104	\$ -	
Total All Funds	\$ 24,334,867	\$ 24,334,867	\$ -	



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. 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. Two councilmembers were able to travel to Washington, DC, to support advocacy efforts.
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

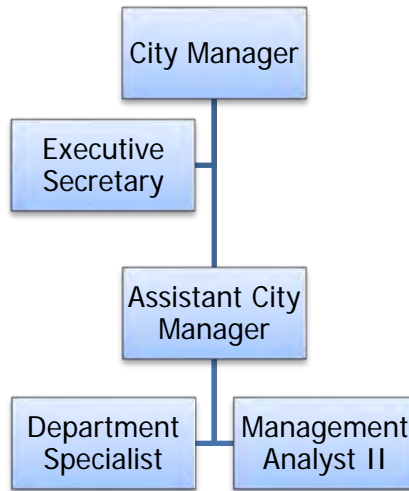
Expenditures	FY 2019 Budget	FY 2020 Budget	FY 2021 Budget
Salaries - Part Time	\$ 66,000	\$ 66,000	\$ 66,000
Benefits	1,173	1,173	1,155
Total Personnel	\$ 67,173	\$ 67,173	\$ 67,155
Community Relations	\$ 5,000	\$ 5,000	\$ -
Professional Associations	36,943	35,830	37,546
Travel & Training	15,000	20,000	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

The Community Relations budget included expenditures for programs and activities supported by the Council through its Boards and Commissions and participation in local and state events. For FY21, the money in this account is reallocated to the corresponding departments' budgets.

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	\$615,932
Sewer	109,912	102,275	\$148,004
Refuse	109,912	102,275	\$148,004
Total	\$915,936	\$897,291	\$911,940

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 direction 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. Supported 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. Combined advocacy efforts led to heading off another state's attempt to draw a major mission off Fort Huachuca.
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, which the board approved in June.



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.



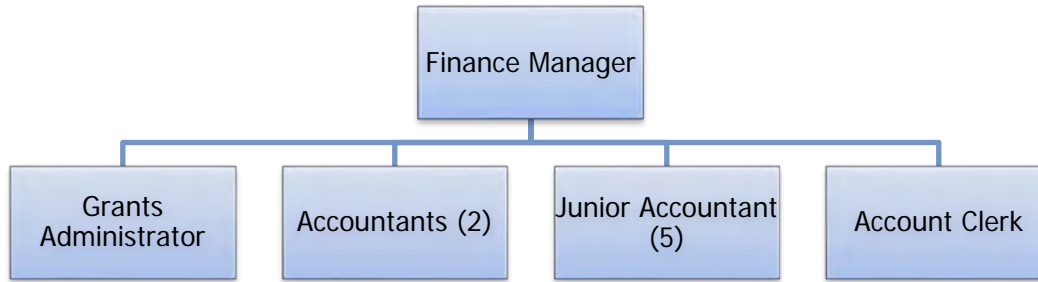
City Manager's Office

Expenditures	FY 2019 Budget	FY 2020 Budget	FY 2021 Budget
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	239,094
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	3,500	2,000
Books & Periodicals	500	-	-
Total O&M	\$ 354,370	\$ 272,550	\$ 272,229
Totals	\$ 915,936	\$ 897,291	\$ 911,940

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**

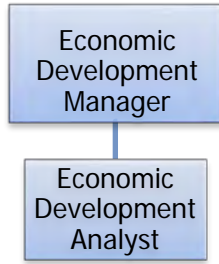
Goals	Objectives
Enhance the usage of the City's new financial ERP system.	<ul style="list-style-type: none"> • Implement utility billing's payment plan module. • Implement employee reimbursement module.
Document the ERP's critical operations	<ul style="list-style-type: none"> • Complete standard operating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

Finance

Expenditures	FY 2019 Budget	FY 2020 Budget	FY 2021 Budget
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 to growing and attracting

businesses resulting in job creation, business retention, an increased tax base, and an improved sustainability and quality of life for the citizens of Sierra Vista.

Expenditure By Fund			
	Budgeted FY 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

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 groundwork 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 Council's strategic goal 3.3 by establishing an entertainment district with the approval of Resolution 2020-015 on February 27, 2020. This resolution brings local control in the district to Council for approval of liquor licenses within the "300 foot rule" of schools and churches.
8. In line with the Council's strategic goal 1.5 look for partnerships with higher education to enhance workforce development, staff actively worked with Cochise College and Fort Huachuca on the new Virtual/Augmented reality program. The goal will be to provide a uniquely trained workforce while supporting business growth into the future. Cochise College's program will begin in August 2020 with internships on Fort Huachuca and with other private firms in 2021.
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 along with our partners such as the Greater Sierra Vista Chamber, Hispanic Chamber, and the AREDF.
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.



Economic Development Department

<p>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.</p>	<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

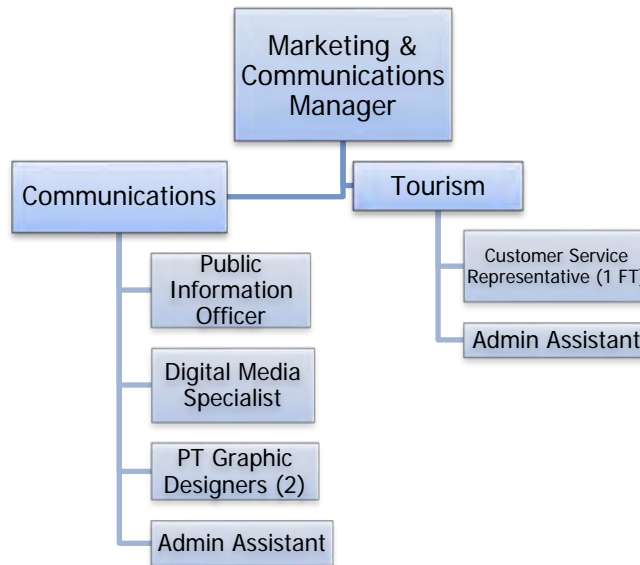
Expenditures	FY 2019 Budget	FY 2020 Budget	FY 2021 Budget
Salaries - Regular	\$ 180,503	\$ 187,795	\$ 191,559
Benefits	43,862	44,938	46,170
Total Personnel	\$ 224,365	\$ 232,733	\$ 237,729
Professional Services	\$ 254,525	\$ 414,240	\$ 535,325
Economic Development	123,550	119,450	118,350
Land & Building 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.

Expenditure By Fund			
	Budgeted FY 2019	Budgeted FY 2020	Budgeted FY 2021
General	\$642,028	\$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	\$685,018	\$746,537	\$724,174

Description

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



City Council Strategic Plan Initiatives

Engage

- 1.3: Review public engagement strategies and recommend new ways to engage the community to receive 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 interested 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 CCTEC 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. 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	51.31 : 1
Extended Stay Tax Revenue ^b	\$848,399	\$912,055	\$866,603	\$1,009,753
Restaurant & Bar Tax Revenue ^b	\$2,156,733	\$2,237,585	\$2,299,458	\$2,422,633

a) For the period May 1-April 30.

b) For the period April 1-March 30.

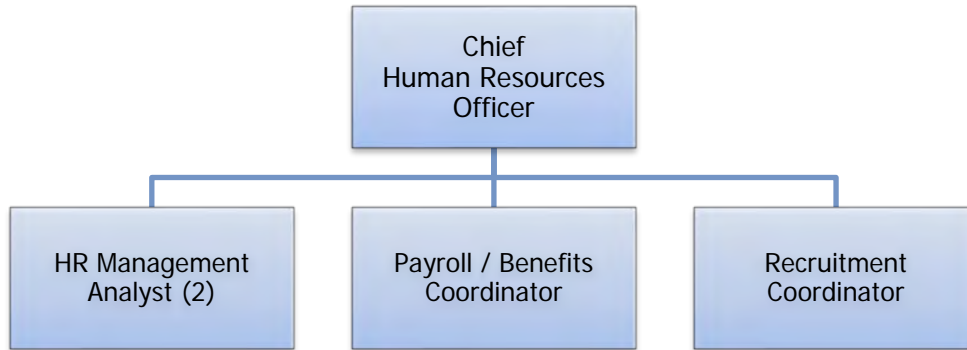


Marketing & Communications/Tourism

Expenditures	FY 2019 Budget	FY 2020 Budget	FY 2021 Budget
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	\$ 82,900	\$ 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	\$ 287,452	\$ 264,832	\$ 231,112
Totals	\$ 685,018	\$ 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%



Human Resources Division

*Without Retirements	10.1%	9.36%	7.77%	11.88%
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.

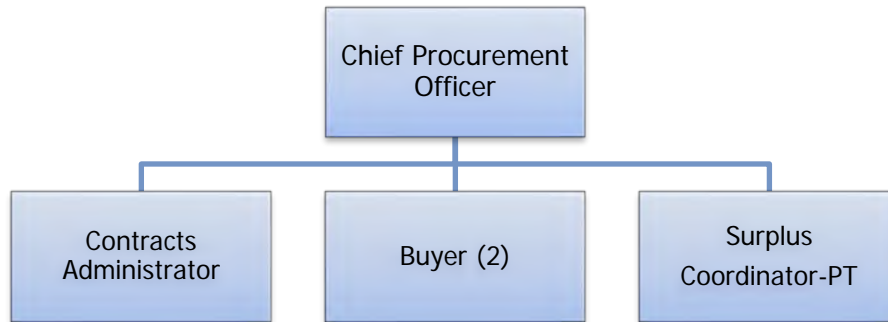
Human Resources

Expenditures	FY 2019 Budget	FY 2020 Budget	FY 2021 Budget
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	\$247,030	\$257,078	\$254,900
Sewer	\$48,033	\$49,987	\$49,563
Refuse	\$48,033	\$49,987	\$49,563
Total	\$343,096	\$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.

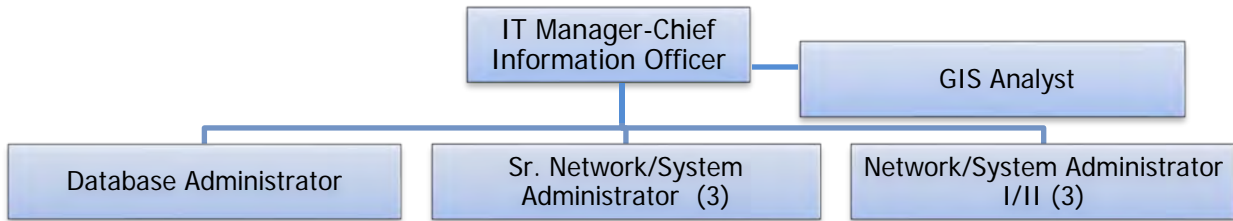


Procurement

Expenditures	FY 2019 Budget	FY 2020 Budget	FY 2021 Budget
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, 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



Information Technology Division

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



Information Technology Division

	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.

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

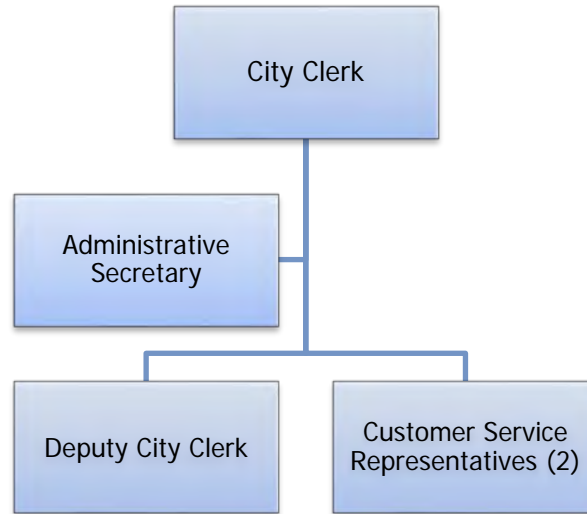


Information Technology

Expenditures	FY 2019 Budget	FY 2020 Budget	FY 2021 Budget
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 Budget
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	\$ 72,500
Postage	-	30,000	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. FY21 is an election year.



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 Budget
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 Budget
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	1,798,413
Other Debt Interest	158,924	151,278	137,667
Total Debt	\$ 4,435,082	\$ 5,286,880	\$ 5,864,374



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 Budget
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.



Vision

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

Mission Statement

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

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.

City Council Strategic Plan Initiatives
<ul style="list-style-type: none">• Increase citizen perception of public safety.

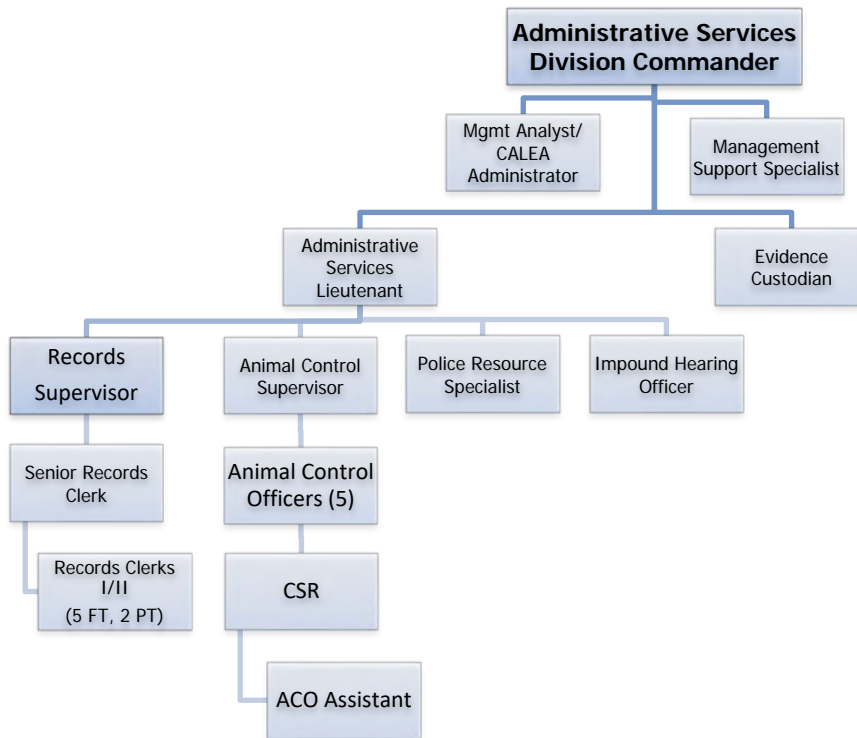


Police

Expenditures	FY 2019 Budget	FY 2020 Budget	FY 2021 Budget
Administration	\$ 2,029,523	\$ 1,638,877	\$ 1,543,028
Police Operations	8,165,968	7,835,141	8,483,915
Animal Control	317,070	439,898	433,935
Total Personnel	\$ 10,512,561	\$ 9,913,916	\$ 10,460,878
Administration	\$ 83,900	\$ 104,779	\$ 97,339
Police Operations	326,399	1,356,120	1,552,340
Animal Control	649,071	526,536	535,902
Total O&M	\$ 1,059,370	\$ 1,987,435	\$ 2,185,581
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	\$ 13,801,459



Administrative Services



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.

	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

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.



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.



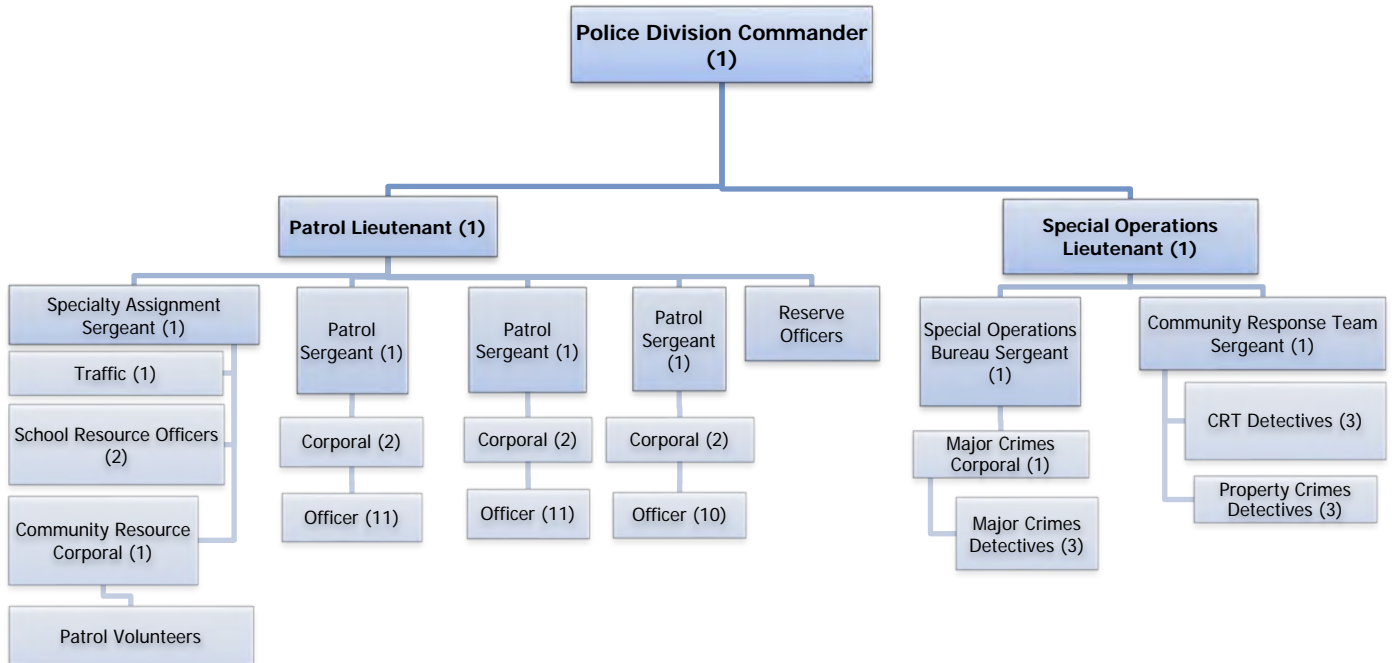
4. The Records Section Processed 4,261 Misc. Offense Reports and 572 CRASH Reports in 2019.
5. Animal Control handled 3,813 calls for service in 2019.
6. The Evidence Section had an intake of 4,138 items submitted in 2019.
7. Seven new officers were hired in 2019.

Administration

Expenditures	FY 2019 Budget	FY 2020 Budget	FY 2021 Budget
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 Statement

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	\$10,851,426
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	\$11,191,255

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 Budget
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	3,965,246
Total Personnel	\$ 8,165,968	\$ 7,835,141	\$ 8,483,915
Professional Services	\$ 5,100	\$ 1,023,416	\$ 1,151,109
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	\$ 1,552,340
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	\$ 11,191,255

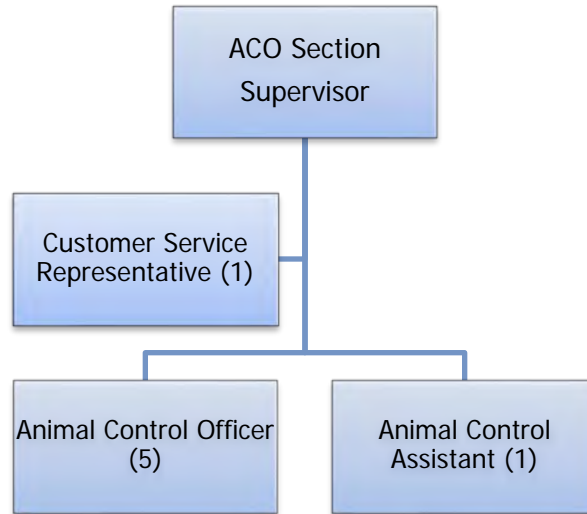
Comments

Benefits increased from FY20 to FY21 mainly due to increases in Public Safety Personnel Retirement System (PSPRS) contributions. The increase in Professional Services in FY20 and FY21 includes the City's contribution to the Southeastern Arizona Communications (SEACOM) center.

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 Statement

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	0	\$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.

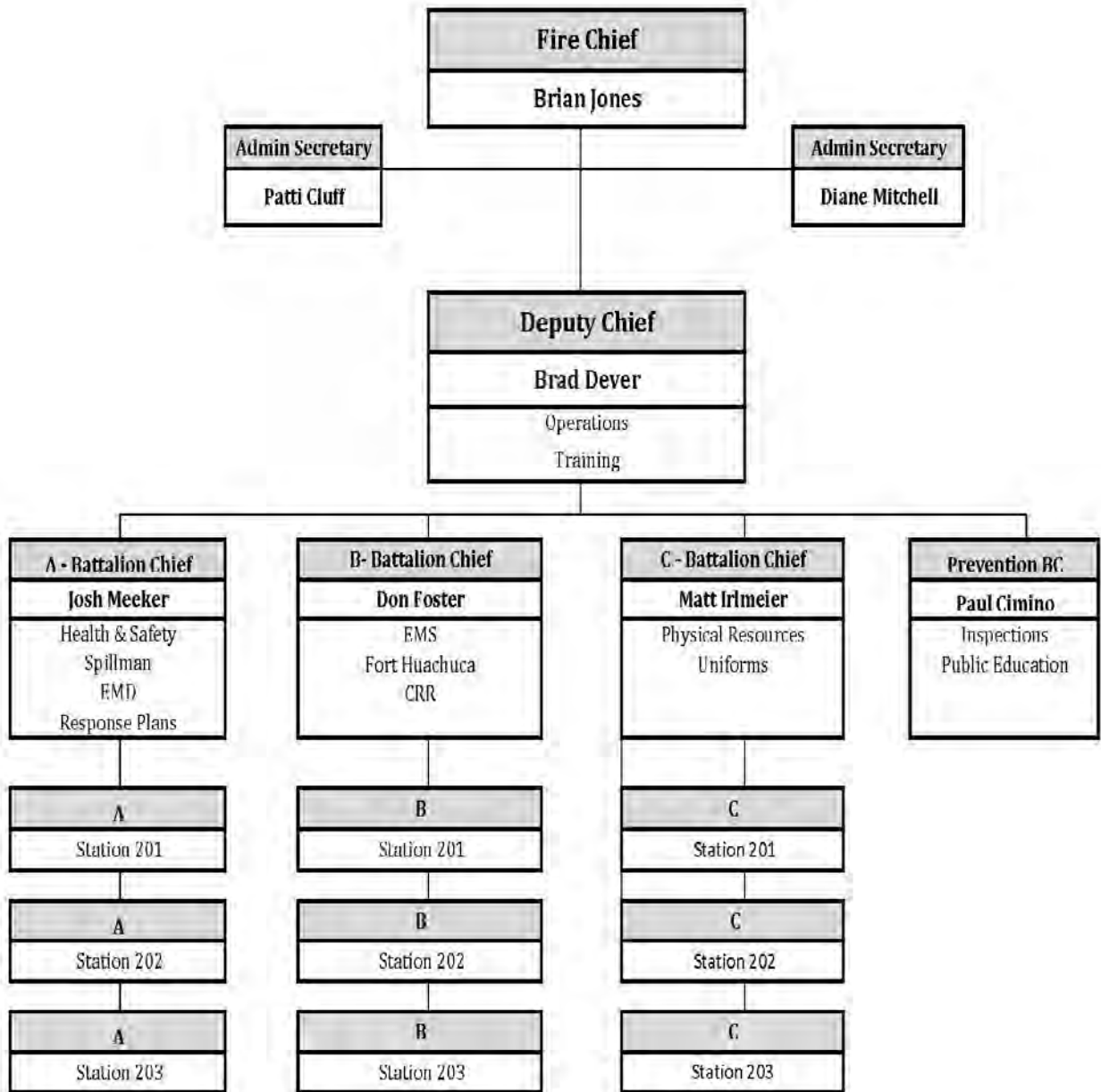


Animal Control

Expenditures	FY 2019 Budget	FY 2020 Budget	FY 2021 Budget
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	0	0	0
Fees			
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
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

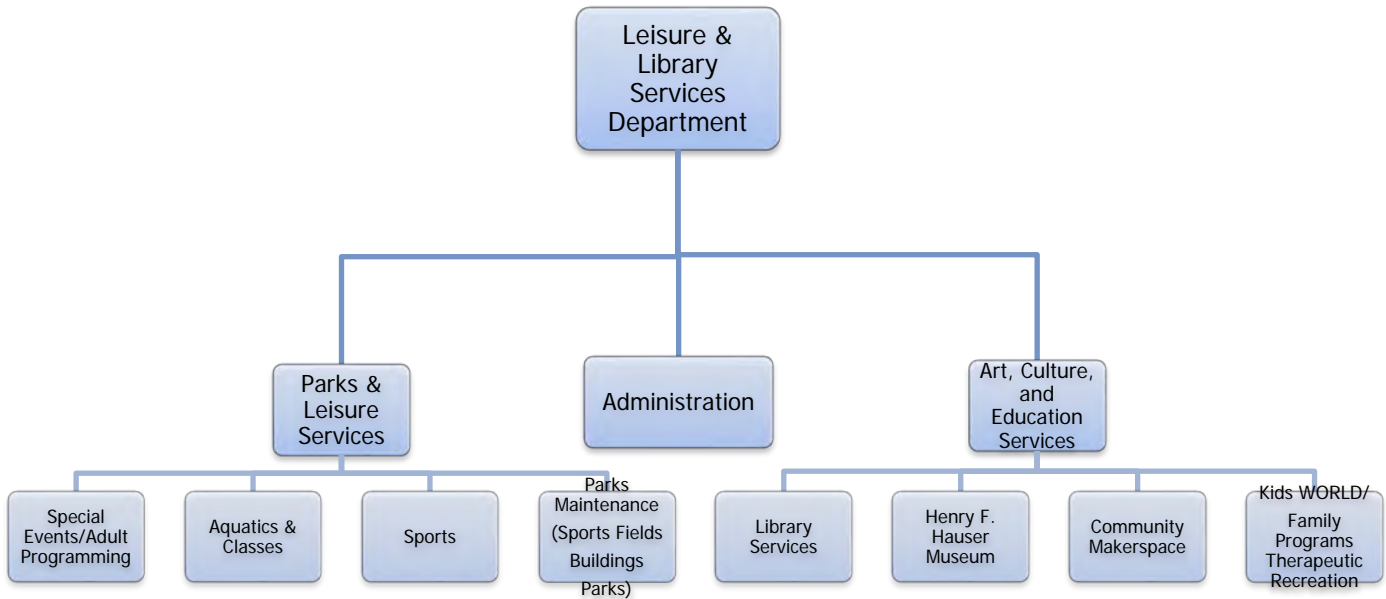


Fire

Expenditures	FY 2019 Budget	FY 2020 Budget	FY 2021 Budget
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:

Personnel expenditures increased due to the classification and compensation plan and Public Safety Personnel Retirement System (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.

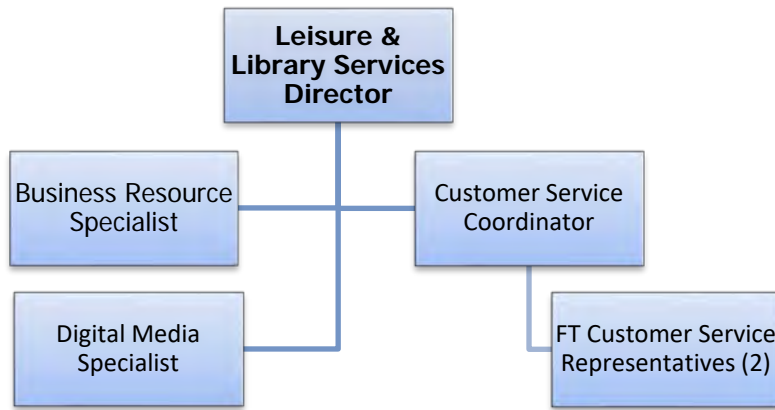


Leisure & Library Services

Expenditures	FY 2019 Budget	FY 2020 Budget	FY 2021 Budget
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	\$ 196,582
Leisure	351,962	376,927	125,600
Cultural	5,000	5,400	5,000
Parks	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	\$ 1,349,488
Leisure	-	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	\$ 8,174,461



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	\$162,082
Total	\$812,941	\$761,912	\$761,689

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



Administration

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.



Administration

- 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 community wellness, health, and quality	<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 and adult sports leagues, improving relationships, field services, and implementing tournament play.



<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.
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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



Administration

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 Budget
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	162,082
Total O&M	\$ 302,675	\$ 130,120	\$ 196,582
Totals	\$ 812,941	\$ 761,912	\$ 761,689

Arts and Humanities Commission Programs

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

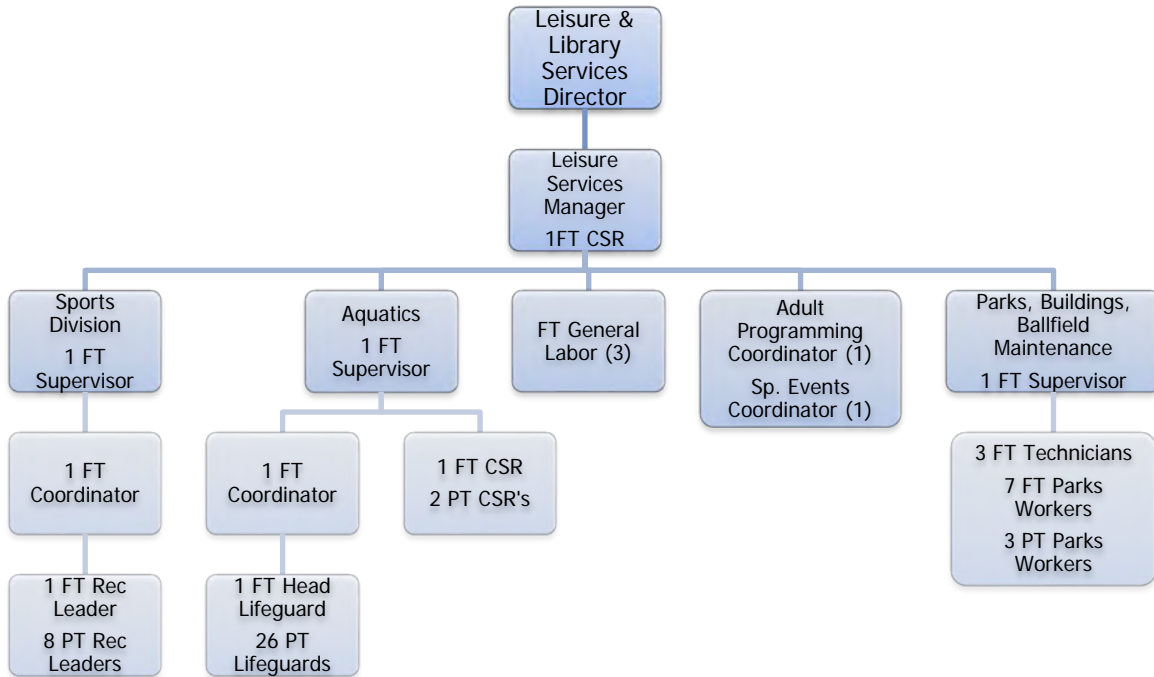
Commission on Cultural Diversity

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 risk, increases customer	<ul style="list-style-type: none"> • Create committee to provide input on community special events. • Reach out to community event users and vendors.



<p>engagement and support while decreasing or tracking cost, expenses, and benefit.</p>	<ul style="list-style-type: none"> • 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</p>	<ul style="list-style-type: none"> • Develop new contacts and cultivate positive working relationships that improve and enhance



the use of partnerships and agreements.	our ability to provide recreational and cultural programs. <ul style="list-style-type: none">• Actively pursue contracts for community access to School District and Fort Huachuca facilities, for youth and adult sports programs.
Continuous Improvement-revise programs to achieve greater program efficiency and satisfaction.	<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 Budget
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 Budget
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

Comments

The Sports Division budget was separated from Leisure Services accounts in FY 21.



Child & Family Programs

Expenditures	FY 2019 Budget	FY 2020 Budget	FY 2021 Budget
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

Comments

The Child & Family Programs budget was separated from Leisure Services accounts in FY 21.

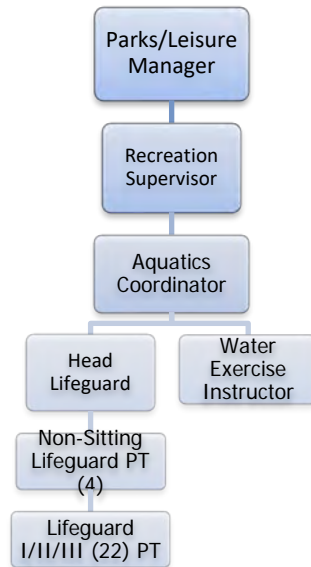
Performance Measures

	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.

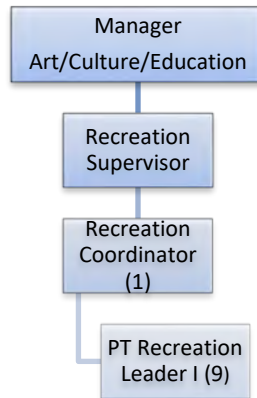


Aquatics

Expenditures	FY 2019 Budget	FY 2020 Budget	FY 2021 Budget
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	\$15,130
Number of Participants	42	45	48	30

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

Therapeutic Recreation

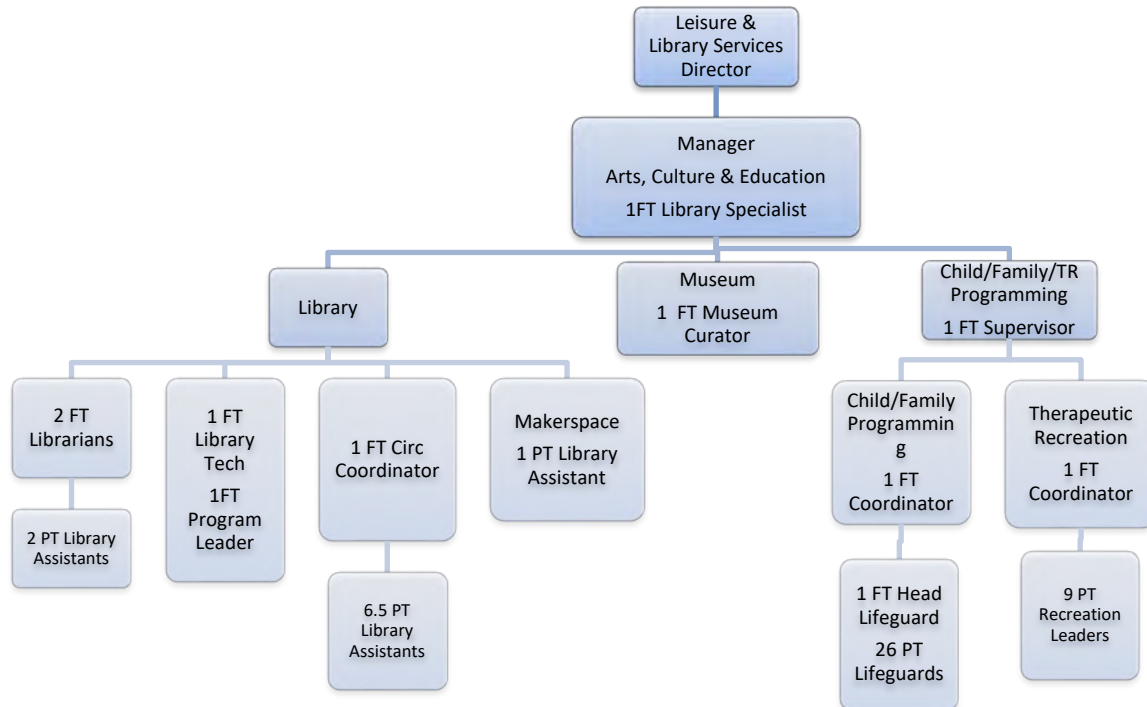
Expenditures	FY 2019 Budget	FY 2020 Budget	FY 2021 Budget
Salaries - Regular	\$ 15,350	\$ 61,399	\$ 15,351
Salaries - Part Time	45,045	53,153	40,000
Benefits	8,255	24,086	11,133
Total Personnel	\$ 68,650	\$ 138,638	\$ 66,484
Advertising	\$ -	\$ -	\$ -
Travel & Training	-	1,400	1,000
Recreation Supplies	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 Statement

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

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

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)

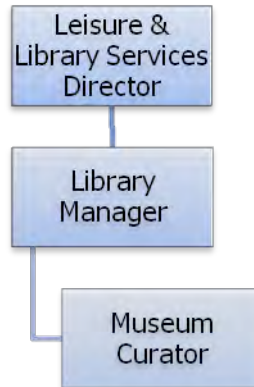


Library

Expenditures	FY 2019 Budget	FY 2020 Budget	FY 2021 Budget
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 partnership 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 through 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

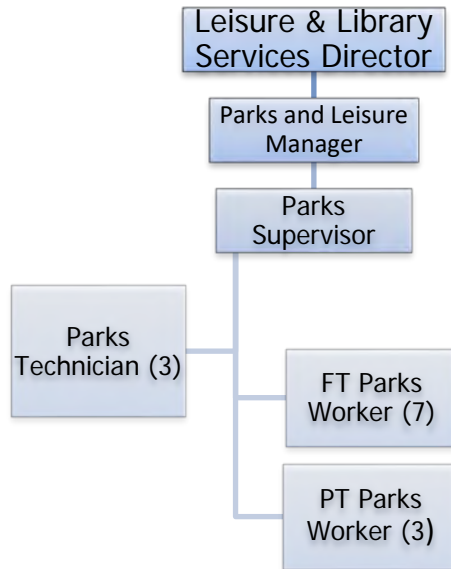
	FY 16/17	FY 17/18	FY 18/19	FY 19/20
Number of Visitors	4,127	4,326	5,282	5,282
Public Workshops/Classes/Open House attendance	1,279	1,547	1,923	1,080

Museum

Expenditures	FY 2019 Budget	FY 2020 Budget	FY 2021 Budget
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.
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

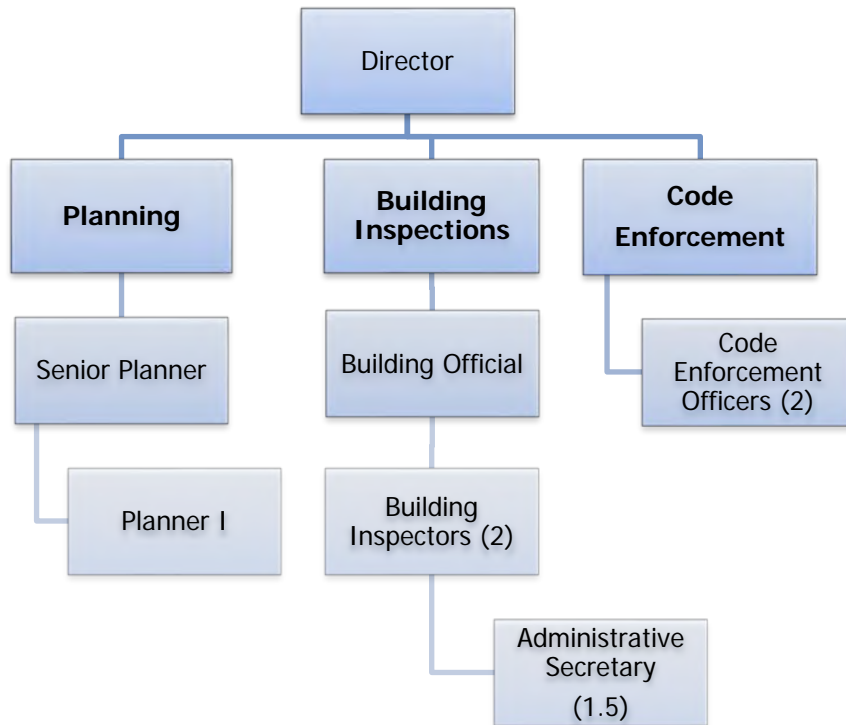
* Includes reservations for City special events and programs (non-reservation revenue)

**Not a full year



Parks

Expenditures	FY 2019 Budget	FY 2020 Budget	FY 2021 Budget
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
<ul style="list-style-type: none"> • <i>Prioritize CDBG funding to streetlights, sidewalks, and ADA improvements</i> • <i>Renegotiate the Tribute-specific master plan to reflect new needs and priorities since the original development of the plan.</i> • <i>Continue to provide incentives for West End redevelopment through the West SV Partnership Program</i> • <i>Evaluate feasibility of designating a West End entertainment district.</i> • <i>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.</i> • <i>Identify partners and develop plans to address homelessness, mental health, and affordable housing where feasible.</i> • <i>Explore the potential for regional storm water basins to serve West End and reduce flooding</i>



Community Development

Expenditures	FY 2019 Budget	FY 2020 Budget	FY 2021 Budget
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:

- Maintain a visible presence in neighborhoods and walk and talk with residents about the need and benefits of code compliance.
- Support and augment the capacity of volunteer organizations in lending a helping hand to residents that need assistance with property maintenance.

Effective Planning

Goal: Support planning resources that promote the sustainability, growth, and expansion of the region's economic base.

Objectives:

- Partner with Economic Development on strategic plan initiatives.

Planning

Expenditures	FY 2019 Budget	FY 2020 Budget	FY 2021 Budget
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
# 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 Budget
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

Goals	Objectives
Improve service to our community through an accessible complaint driven program, which emphasizes voluntary compliance. Strive to achieve 80% voluntary compliance rate within 30 days of initial contact.	<ul style="list-style-type: none"> Continue to improve communication methods and materials. Promote the use of the MySierraVista reporting application.
Ensure code enforcement violations referred to municipal court are upheld through clear, accurate, and professionally produced reports and evidence consistent with required procedures.	<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.
Reduce the time and expense of abatements through the use of internal staff and Department of Corrections Workers as available.	<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.

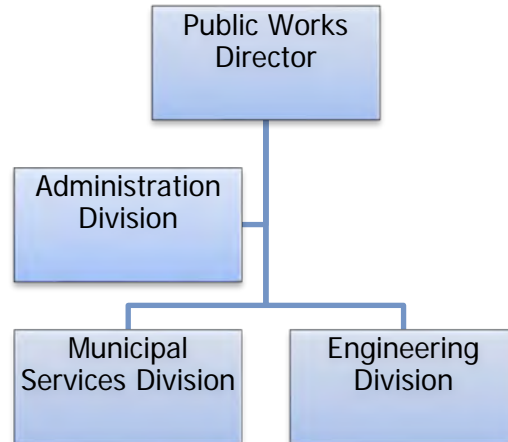
Neighborhood Enhancement

Expenditures	FY 2019 Budget	FY 2020 Budget	FY 2021 Budget
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

was staffed at one officer position through April 29, 2019.



Vision

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.

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.

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

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.

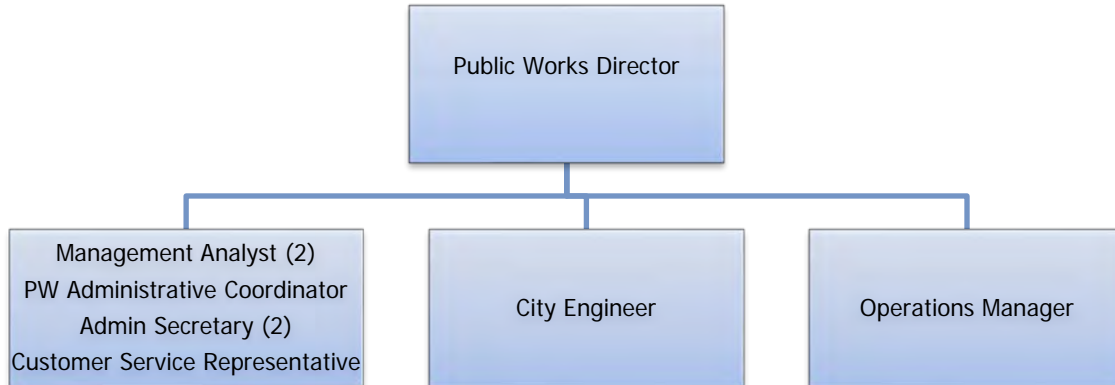


Public Works

Expenditures	FY 2019 Budget	FY 2020 Budget	FY 2021 Budget
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	7,014,449
Municipal Services Division	1,715,750	3,601,071	6,387,000
Total Capital	\$ 4,661,997	\$ 9,682,011	\$ 15,341,949
Totals	\$ 21,362,174	\$ 26,667,904	\$ 31,836,892



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.



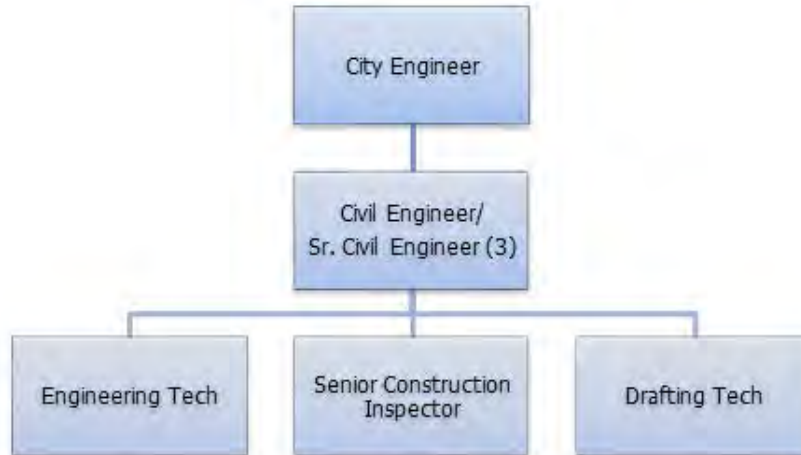
<p>Generate effective avenues for outreach and education on Public Works programs and services to our internal and external customers.</p>	<ul style="list-style-type: none"> Promote programs and services through effective marketing avenues that are cost effective and provide accurate and timely information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

Expenditures	FY 2019 Budget	FY 2020 Budget	FY 2021 Budget
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 improvements are constructed in the	<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 work plans and City Code. • Monitor completed work during the warranty period to identify



City of Sierra Vista.	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.

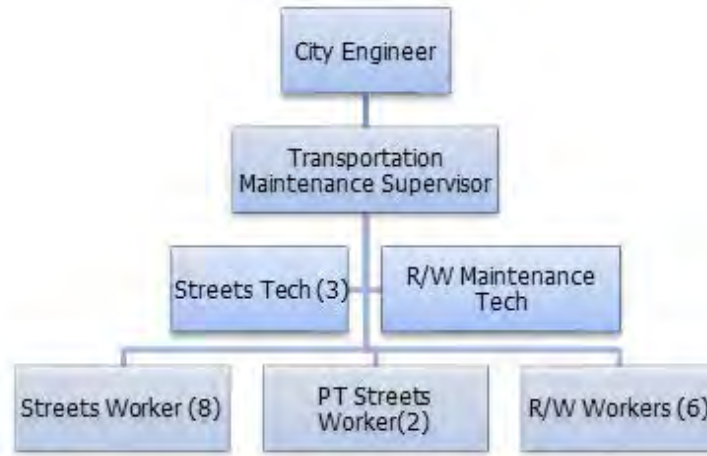


Engineering Services Division

Expenditures	FY 2019 Budget	FY 2020 Budget	FY 2021 Budget
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.



Streets/Traffic Services

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.



Streets/Traffic Services

<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

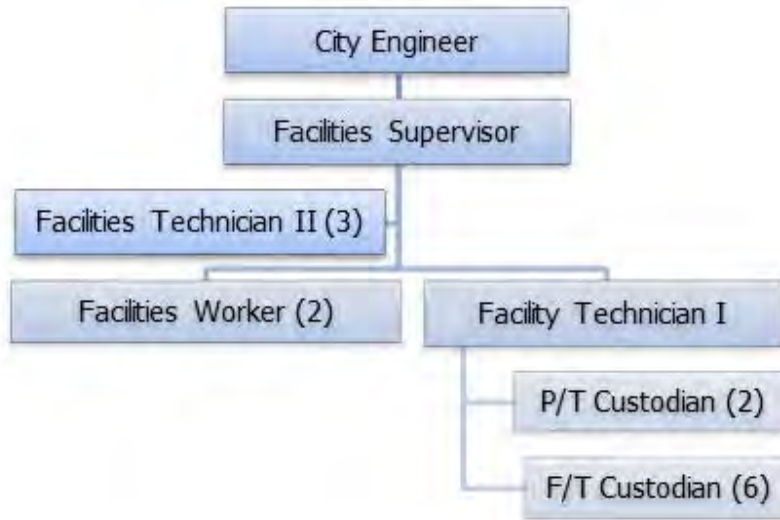
Expenditures	FY 2019 Budget	FY 2020 Budget	FY 2021 Budget
Salaries - Regular	\$ 722,646	\$ 681,021	\$ 692,740
Salaries - Overtime	16,566	16,566	16,566
Salaries - Part Time	93,552	51,141	51,140
Benefits	322,736	328,550	337,610
Total Personnel	\$ 1,155,500	\$ 1,077,278	\$ 1,098,056
Professional Services	\$ 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	\$6,540,729
CIF	0	\$3,141,071	\$525,000
Sewer	\$44,475	\$44,334	\$44,296
Refuse	\$44,475	\$44,334	\$44,296
Total	\$3,229,524	\$5,632,773	\$7,154,321

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 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

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 Budget
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	\$ 4,935,000
Infrastructure	-	125,000	-
Machinery & Equipment	435,000	-	-
Total Capital	\$ 1,005,750	\$ 3,416,071	\$ 4,935,000
Totals	\$ 3,229,524	\$ 5,632,773	\$ 7,154,321

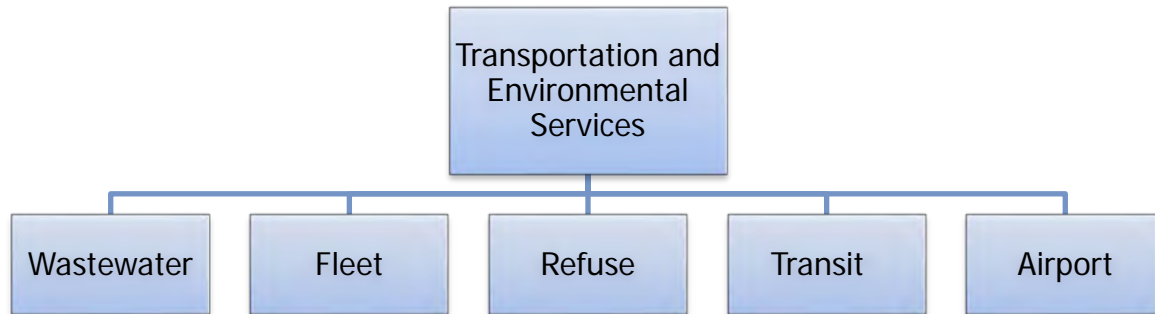
Comments

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.



Municipal Services



Vision

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

Mission Statement

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

Description:

The Transportation and Environmental Services Division of Public Works consists of the Wastewater, Fleet Maintenance, Refuse, Transit, and Airport sections. These sections are responsible for maintaining City sewer infrastructure and the Environmental Operations Park; City fleet and equipment; refuse collection and disposal; Vista Transit operations; and the Sierra Vista Municipal Airport.

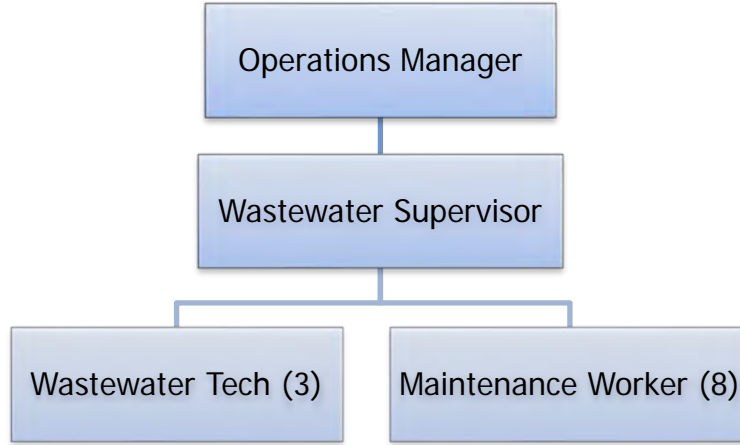


Municipal Services Division

Expenditures	FY 2019 Budget	FY 2020 Budget	FY 2021 Budget
Facilities Services Section	\$ 743,674	\$ 763,102	\$ 765,721
Fleet Services Section	\$ 485,889	\$ 510,359	\$ 591,432
Refuse Services Section	\$ 1,101,822	\$ 1,030,187	\$ 982,227
Transit Services Section	881,766	801,587	684,941
Parks Facility Maintenance	-	-	-
Total Personnel	\$ 3,213,151	\$ 3,105,235	\$ 3,024,321
Facilities Services Section	\$ 1,480,100	\$ 1,453,600	\$ 1,453,600
Fleet Services Section	1,579,800	1,782,000	1,509,800
Refuse Services Section	2,497,850	2,417,400	2,396,100
Transit Services Section	361,531	423,650	538,725
Parks Facility Maintenance	-	-	-
Total O&M	\$ 5,919,281	\$ 6,076,650	\$ 5,898,225
Facilities Services Section	\$ 1,005,750	\$ 3,416,071	\$ 4,935,000
Fleet Services Section	\$ 465,000	\$ 185,000	\$ 392,000
Refuse Services Section	\$ -	\$ -	\$ 660,000
Transit Services Section	\$ -	\$ -	\$ 400,000
Parks Facility Maintenance	\$ 245,000	\$ -	\$ -
Total Capital	\$ 1,715,750	\$ 3,601,071	\$ 6,387,000
Totals	\$ 10,848,182	\$ 12,782,956	\$ 15,309,546



Wastewater



Expenditure by Type			
	Budgeted FY 2019	Budgeted FY 2020	Budgeted FY 2021
Sewer	\$2,833,814	\$3,295,931	\$3,517,284
Total	\$2,833,814	\$3,295,931	\$3,517,284

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

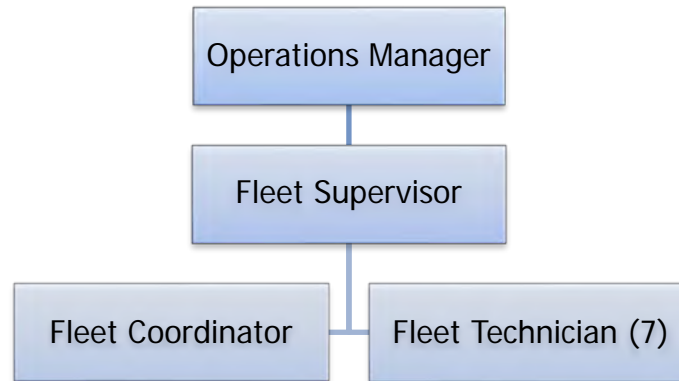
	FY17	FY18	FY19
Number of customer complaints per 1,000 people served.	<1	<1	<1
Number of educational presentations to the public.	5	5	3
Miles of sewer collection lines cleaned as a percentage of total miles.	42%	41%	44%
Number of sanitary sewer overflows or stoppages per 100 miles of sewer line.	0	0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



Wastewater

Expenditures	FY 2019 Budget	FY 2020 Budget	FY 2021 Budget
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	\$ 830,000
Vehicles	\$ -	\$ 45,000	\$ 45,000
Machinery & Equipment	-	9,000	-
Total Capital	\$ 75,000	\$ 659,000	\$ 875,000
Totals	\$ 2,833,814	\$ 3,295,931	\$ 3,517,284

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

1. 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

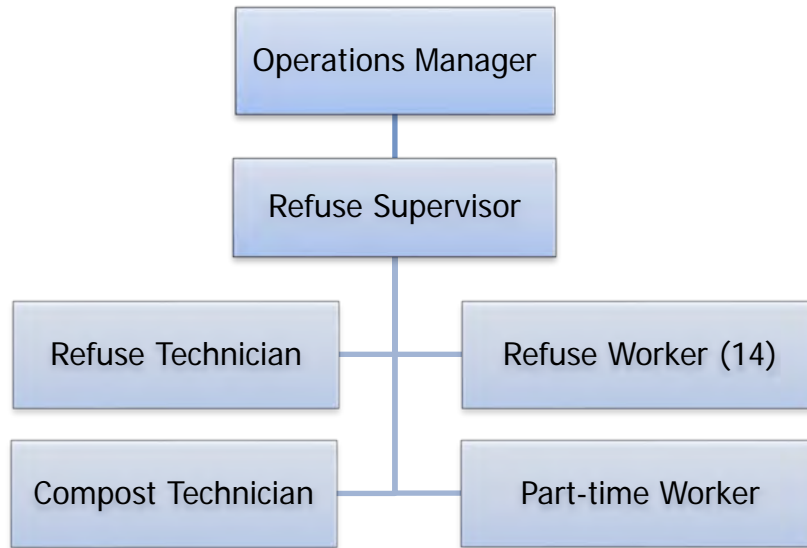


Fleet

Expenditures	FY 2019 Budget	FY 2020 Budget	FY 2021 Budget
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	\$4,038,327
Total	\$3,599,672	\$3,447,587	\$4,038,327

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.

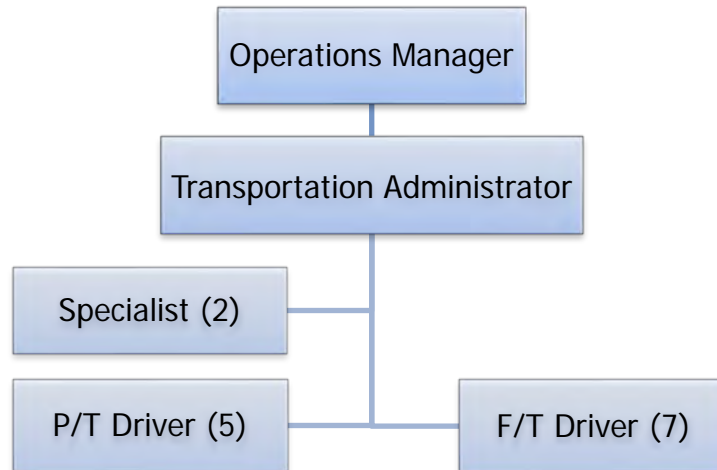


Refuse

Expenditures	FY 2019 Budget	FY 2020 Budget	FY 2021 Budget
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	-	-	660,000
Total Capital	\$ -	\$ -	\$ 660,000
Totals	\$ 3,599,672	\$ 3,447,587	\$ 4,038,327



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 Budget
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 Budget
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 miscellaneous expenses are the overhead expenses charged in the grant.

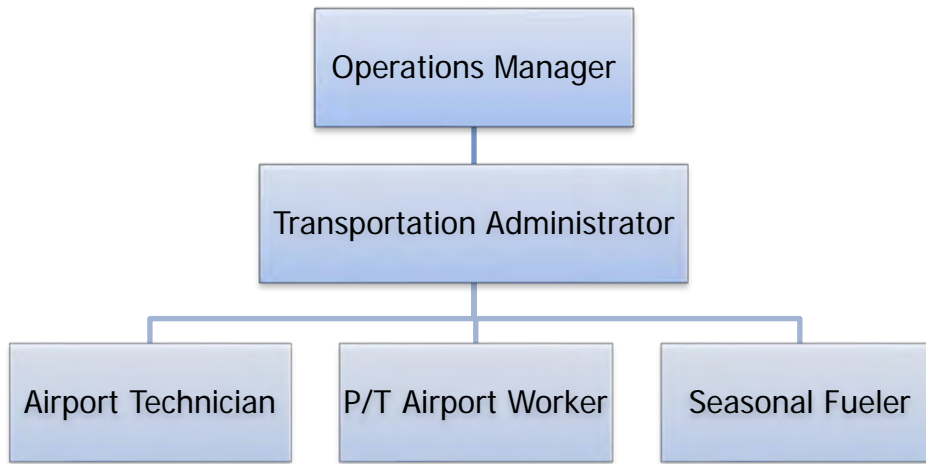


Transit Operations

Expenditures	FY 2019 Budget	FY 2020 Budget	FY 2021 Budget
Salaries - Regular	\$ 360,917	\$ 408,947	\$ 350,364
Salaries - Overtime	6,248	6,685	7,626
Salaries - Part Time	130,805	144,319	123,236
Benefits	225,263	241,636	203,715
Total Personnel	\$ 723,233	\$ 801,587	\$ 684,941
Professional Services	\$ 8,300	\$ 5,000	\$ 9,000
Electricity	9,000	9,000	6,000
Water	2,000	1,000	1,000
Telephone	7,000	3,500	3,500
Natural Gas	4,000	2,000	2,000
Vehicle Maintenance	-	-	-
Equipment Maintenance	4,500	10,000	10,000
Infrastructure Maintenance	4,000	14,000	14,000
Insurance	30,000	15,000	102,774
Advertising	5,000	2,000	2,000
Printing & Binding	9,000	9,000	9,000
Travel & Training	5,000	5,000	4,000
Office Supplies	3,000	2,000	2,000
Specialized Supplies	9,000	8,000	42,345
Safety Supplies	1,500	1,500	1,500
Fuel	92,000	85,000	75,000
Misc Expense	-	97,359	114,606
Total O&M	\$ 193,300	\$ 269,359	\$ 398,725
Improvements Other Than Bldgs	\$ -	\$ -	\$ -
Machinery and Equipment	-	-	-
Vehicles	-	-	-
Total Capital	\$ -	\$ -	\$ -
Totals	\$ 916,533	\$ 1,070,946	\$ 1,083,666



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

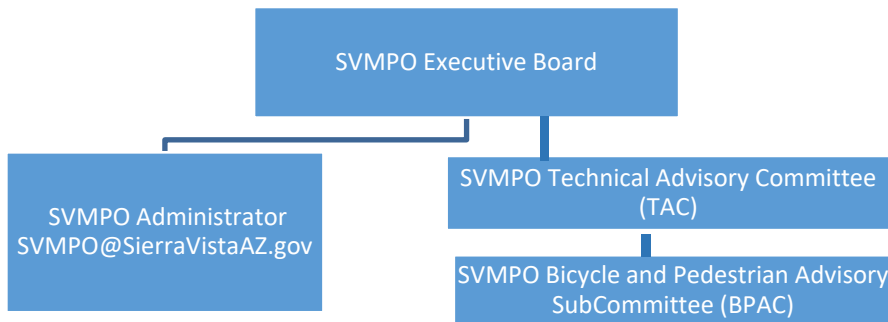
Totals:

Gallons Sold – 180,535



Airport

Expenditures	FY 2019 Budget	FY 2020 Budget	FY 2021 Budget
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 voting member from the ADOT Board.

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.

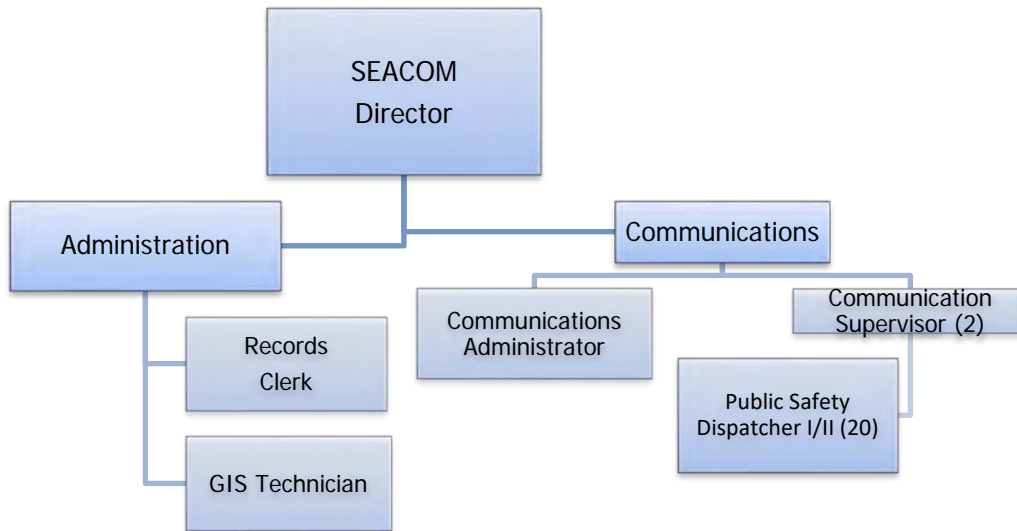
The City of Sierra Vista began including the SVMPO in its budget process in FY16. Through an Intergovernmental Agreement, the City provides financial management to the SVMPO and advances payment for MPO activities. The SVMPO is independently funded through Federal and State reimbursements with match 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 Budget
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	\$ 518,276
Professional Services - Other	6,021	76,309	65,554
Telephone	700	700	-
Office Rental	30,000	30,000	4,760
Postage	200	100	109
Advertising	1,800	450	1,000
Printing & Binding	3,000	1,350	170
Professional Associations	7,000	10,000	12,070
Travel & Training	10,000	10,000	10,366
Specialized Supplies	6,000	10,800	80,075
Software	303	303	2,289
Total O&M	\$ 306,926	\$ 488,820	\$ 694,669
Infrastructure	\$ 2,573,598	\$ -	-
Total Capital	\$ 2,573,598	\$ -	\$ -
Totals	\$ 3,000,524	\$ 653,820	\$ 834,601



Mission Statement

SEACOM serves as the vital link between citizens of Cochise County and the Public Safety Community for preservation of life property as we perform with professionalism, courtesy, and compassion.

Description

Southeastern Arizona Communications (SEACOM) is a consolidated regional communications center established by an intergovernmental agreement between the City of Sierra Vista and Cochise County. SEACOM went live on July 18, 2018 when both the Sierra Vista Police Department dispatch staff and the Cochise County Sheriff’s Office dispatch staff relocated into a new joint facility. SEACOM currently provides combined dispatching services for the Sierra Vista Police Department, Sierra Vista Fire & Medical Services, Cochise County Sheriff’s Office, Fry Fire District, Huachuca City Police Department, Whetstone Fire District, Tombstone Marshal’s Office, National Park Service, Healthcare Innovations, Inc. (HCI), and several other rural fire districts in Cochise County.

Major Accomplishments

On September 29, 2020, SEACOM implemented the Medical and Fire Priority Dispatch System (MPDS/FPDS) to better serve the citizens in medical and fire emergency situations. Dispatchers using this newly implemented protocol system will follow internationally recognized standards to give universal, consistent care and service and provide “Zero Minute” Dispatch Life Support using Pre-arrival and Post-Dispatch Instructions. Proactive quality improvement benchmarks are an important part of this new system. These benchmarks will be essential in evaluating performance measures for FY22.



SEACOM

Expenditures	FY 2019 Budget	FY 2020 Budget	FY 2021 Budget
Salaries - Regular	\$ -	\$ 1,100,410	\$ 1,177,638
Salaries - Overtime	-	68,875	72,000
Salaries - Part Time	-	60,000	75,262
Benefits	-	415,978	453,665
Total Personnel	\$ -	\$ 1,645,263	\$ 1,778,565
Professional Services	\$ -	\$ 42,775	\$ 16,000
Electricity	-	7,500	35,000
Water	-	2,661	1,560
Tepehone	-	10,280	17,260
Natural Gas	-	2,100	2,100
Building Maintenance	-	33,097	39,982
Equipment Maintenance	-	420,310	337,706
Insurance	-	10,836	11,924
Postage	-	250	200
Association Memberships	-	4,300	1,177
Travel & Training	-	15,000	15,000
Specialized Supplies	-	4,000	24,040
Software	-	-	14,764
Total O&M	\$ -	\$ 553,109	\$ 516,713
Infrastructure	\$ -	\$ 271,000	\$ 338,687
Machinery & Equipment	-	-	-
Total Capital	\$ -	\$ 271,000	\$ 338,687
Totals	\$ -	\$ 2,469,372	\$ 2,633,965



Introduction

The City of Sierra Vista is committed to providing the Citizens of Sierra Vista with the highest level of quality in public infrastructure. In order to meet the future needs of the community, the City must plan for the future. The Capital Improvement Plan (CIP) allows the City to prepare for future needs. Having a plan allows the City to develop tentative funding sources.

The Sierra Vista City Council adopted a Strategic Leadership Plan in 2007 addressing the needs of the community. One of the council Strategic Leadership Plan objectives was to create and adopt a 5-year Capital Improvement Plan. The City has been proactive in developing a Capital Improvement Plan in order to ensure that the City and its citizens are aware of future capital infrastructure. The Strategic Leadership Plan has since been updated every two years, most recently in July 2019.

The Capital Improvement Plan also includes the City's Capital Infrastructure Improvement Plan. The infrastructure improvement plan is the formal document used to assess development impact fees. Incorporation in the fee schedule requires a project to be located on the Capital Infrastructure Plan. Development impact fees allow the City to provide the same level of service to its citizens as population grows.

Capital Improvement Plan Development

The Capital Improvement Plan (CIP) is not a plan solely developed by City staff. The City Council's adopted Strategic Leadership Plan is the planning document for the City. The Strategic Leadership Plan is the council's top priorities for the next two-years. Many of their two-year objectives are Capital Improvement Projects. The City Manager is charged with carrying out the directives of the City Council and the Strategic Leadership Plan is a directive from the council.

In order to assess the capital improvement needs of the City, City departments are required to submit a list of potential capital projects. Departments are the best source of information in regards to specific capital improvement needs in their department. To ensure an effective use of departmental resources, the City Manager reviews the list and selects projects that have a reasonable start date in the next five years. Departments do not need to submit a comprehensive justification for projects that will be started in the next five to ten years due to the uncertainty of future funding availability and future needs. The needs of the community beyond five years may be drastically different than the community's current needs.

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



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

After the projects were submitted, Department Directors meet and prioritize the capital improvement projects. The department directors use a 1-5 scale to rank the projects. The scale that was used is presented here.

1	<p>This is a project that should be completed in the first year of the Capital Improvement Plan. Delaying the project is not a good option.</p> <p>This project is a two-year Strategic Plan Objective –or- This project is necessary to alleviate a significant, existing, documented safety hazard –or- This project will not have a large impact on the City’s General Fund –or- This is a project that cannot be reasonable postponed –or- The project will increase the quality of life for residents. –or- This project will address a significant public welfare situation –or- This project will have a significant impact on the ability to retain and expand business in Sierra Vista</p>
2	<p>This is a project that needs to be completed in the next year or two. Delaying this project for a year is acceptable but a long-term delay is not beneficial to the community.</p> <p>This project is part of the Council’s Strategic Plan Goals –or- This project needs to be completed to prevent the onset of a likely safety hazard –or- This project is needed to ensure structural integrity of existing assets –or- The project would increase City revenue or reduce City expenditures.</p>
3	<p>This is a project that needs to be completed in the five-year time frame and shouldn’t be delayed beyond five years.</p> <p>This project will address a potential public safety concern –or- This is a project that has outside funding and low commitment from the City.</p>
4	<p>This is a project that is important to be completed in the next five-years but could be delayed for a few years and could even be pushed out further with budgetary problems.</p>



	<p>This is a project that should be completed within the five-year time frame but can be delayed a few years –or- This is a project that is needed for potential public safety concerns in the future.</p>
5	<p>This is a project that is important to be completed in the coming years but could be postponed to a later date (Years 6-10) if funding is not available. Completing it in the next five-years is not of the outmost importance.</p> <p>These are projects that do not generally support the Council’s strategic plan goals –or- This is a project that will have a tremendous impact on the City’s general fund operating budget.</p>

The prioritization scale used was helpful in simplifying the prioritization process while allowing for collaboration in the prioritization process. The City Department Directors were able to communicate the needs for each project to one another and also discuss the recommendations made by the City Manager. This was also the time that Department Directors were able to discuss projects on the 6-10 year Capital Infrastructure Plan for possible inclusion in the five-year Capital Improvement Plan. There were several projects that were ranked high by departments that, after discussion, their priority were modified.

Capital Improvement Projects

The City of Sierra Vista has adopted a policy in regards to the definition of a Capital Improvement Project. This is important in order to ensure that the City is consistent in its Capital Improvement Plan as well as to ensure that the City meets all the requirements for accounting purposes.

Capital Assets

A Capital Asset is defined as a permanent addition to the City’s fixed assets of major importance and cost. Capital Assets are major assets that have a useful life of more than one year. Typical examples of Capital Assets are:

1. Buildings and Improvements
2. Infrastructure
3. Land and Improvements
4. Furniture
5. Easements
6. Vehicles
7. Machinery
8. Equipment



- 9. Works of Art
- 10. Various Intangible Assets

The City will have two main categorizes of Capital Assets, Capital Improvement Assets and Capital Maintenance Assets. Capital Improvement Assets will be included in the five-year Capital Improvement Plan and Capital Maintenance Assets will be included in the department budget submittals.

Capital Improvement Assets

A Capital Improvement Asset is an asset that is a major addition or improvement to the City's assets and non-routine in nature. A capital improvement asset is one that is new or a change in the current function or capabilities of an existing asset. A Capital Asset has a value greater than \$5,000. Examples of a Capital Improvement Asset are:

New Additions: Any new additions to the City's assets, valued at \$5,000, are considered Capital Improvement Assets.

Change in Function: When a project changes the function or initial intent of an existing asset, the new assets will be considered a Capital Improvement Asset. An example of this is the complete remodel of the Oscar Yrun Community Center.

Increase in Capabilities: If an asset significantly increases the capabilities of an asset then it will be considered a Capital Improvement Asset. An example of this would be the change from a black and white camera to a color camera. Another example would be a new module for HTE, e.g. Police and Fire expansion.

Major Improvement: If a project makes a major improvement to an existing asset, it is considered a Capital Improvement asset. An example of this is the Police Station Expansion.

Plans and Studies: A major plan that has a cost of over \$30,000 and has a useful life of over three (3) years will be considered a Capital Improvement Asset. An example of this would be the Airport Master Plan, which costs about \$200,000 and will be valid for five (5) years.

Software and Licenses: Software and licenses can be considered capital improvements if the software is a new project and costs over \$5,000. The upgrades to the software will not be considered a Capital Improvement Asset nor will ongoing renewals or maintenance projects.

New Art Project: If there is a new art project on a site that does not currently have artwork, the new artwork will be considered a Capital Improvement Asset. The new



Capital Improvement Plan

artwork must have a cost greater than \$5,000. An example of this would be if artwork were purchased for the brick wall on SR92.

Capital Replacement Assets:

A Capital Replacement Asset is the replacement of an existing asset that is required either to extend the life of existing City assets or replace assets that are beyond their life expectancy. An example of a capital replacement asset would be removing the old roof at City Hall and installing a new roof. Another example would be if the City Hall HVAC units that heat/cool City Hall reached the end of their useful life and had to be replaced in order to keep the longer life expectancy asset, City Hall, functional.

Another example is a Capital Replacement Asset that enhances the structural integrity of an existing major capital asset and prolongs the life cycle of the asset for an additional ten (10) plus years. An example of this is the annual street overlay/reconstruction program or sewer line replacement program budgeted every year in Public Works.

Funding Sources for Projects

Funding for capital projects is the most important component to completion any of project. The City of Sierra Vista plans for future financing options in order to provide the City with the highest level of capital infrastructure possible. The City of Sierra Vista is proactive in seeking out grant opportunities with a small City match as well as other unique financial opportunities.

Funding Sources

General Fund/Capital Improvement Fund

The City of Sierra Vista has different funding sources for different projects. Some projects will be funded by more than one funding source. They appear in the larger funding source section. The description of each project later in this document displays the funding source breakdown for each project. The major category of funding is the General Fund/Capital Improvement Fund.

Development Impact Fees

Another funding source for capital improvement projects is Development Impact Fees. These fees are in place to ensure that future residents pay for service that they are going to receive. The development impact fees are in place to provide the same level of service to the community with an increase in population.



Highway User Revenue Fund (HURF)

Another funding source for capital projects is the Highway User Revenue Fund (HURF). This fund is used for street projects. HURF is also used for maintenance on many capital improvement projects and is discussed in that section. Projects listed below incorporate many different funding sources. These sources include the General Fund/CIF, Grants, Developers and contributions.

Airport Fund

The Airport Fund will fund a portion of capital improvement projects.

Grants/Donations

The City is active in applying for, and accepting, grant/donation funds for the development of capital improvement projects. Grant/donation funds allow the City to construct projects that would not otherwise be possible. The grants/donations come from different sources, some from the federal government, state government, as well as other sources. The grants/donations that are received are applied to other funds to complete projects.





The City of Sierra Vista is planning to complete \$21,305,686 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, Grants, Airport, and Enterprise Funds (Sewer, Refuse).

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

ITEM/PROJECT	FUND	DEPARTMENT	BUDGETED COST	PAYMENT
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
PD-Vehicle Replacement (7 total)	General	Fleet	\$ 500,000.00	Cash-CIF
PD-Vehicle Replacement Carryover	General	Fleet	\$ 500,000.00	Cash-CIF
School Land Acquisition	General	LLS	\$ 1,000,000.00	Cash
Fire Equipment (Medical Monitors)	General	Fire	\$ 150,000.00	Cash
Fire Replacement (SCBA Units)	General	Fire	\$ 150,000.00	Cash
Council Chamber Upgrade	General	IT	\$ 113,000.00	Cash
EMS Substation Design	General	Fire	\$ 100,000.00	Cash
Irrigation System Modification	General	LLS	\$ 150,000.00	Cash
Avenida Escuela Extension	General	Streets	\$ 65,000.00	Cash
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
Refuse-Front Load Refuse Truck	Refuse	Fleet	\$ 330,000.00	Finance
Refuse-Side Load Refuse Truck	Refuse	Fleet	\$ 330,000.00	Finance
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	HURF-SWAP
Annual Street Maintenance	HURF	Streets	\$ 1,743,685.00	Cash
Possible MPO Grant for Fry/North Garden	HURF	Streets	\$ 750,000.00	Grant
Vehicle Replacement	HURF	Streets	\$ 110,000.00	Finance
Police Equipment	PSR	Police	\$ 100,000.00	RICO
Police Vehicles	PSR	Police	\$ 50,000.00	RICO



Capital Improvement Plan

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	Grant
Site Improvements at Airport	Airport	Airport	\$ 790,500.00	Grant
Construct Grant Apron	Airport	Airport	\$ 900,000.00	Grant
Construct upgrades to AWOS	Airport	Airport	\$ 150,000.00	Grant
Radio Upgrade -SUA II	SEACOM	SEACOM	\$ 303,687.00	Cash
Bar Screen Replacement	SEWER	PW	\$ 200,000.00	Cash
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	Cash
Sewer Vehicles	SEWER	PW	\$ 45,000.00	Finance
Schneider Aerator Project	SEWER	PW	\$ 475,000.00	Finance
Schneider Carryover	CIF	PW	\$ 525,000.00	Cash
Rothery Improvements	CIF	Parks	\$ 500,000.00	Cash
Arboc Bus Replacement	LTAf	Transit	\$ 150,000.00	Grant
Arboc Bus Replacement	LTAf	Transit	\$ 250,000.00	Grant

Capital By Fund	
General	\$3,617,250
HURF	\$6,139,449
LTAf	\$400,000
Capital Improvements	\$2,025,000
Police Special Revenue	\$150,000
Grant	\$5,159,800
Airport	\$1,940,500
Refuse	\$660,000
Sewer	\$875,000
SEACOM	\$338,687
Total	\$21,305,686



The following list of Capital projects is broken down by each project, project description, project cost by fund over the next five years and any O&M expense or cost savings to the City’s Operating and & Maintenance budget.

1. SV 166-167 Chevy ½ Ton Pickup C1500

Due for replacement in Leisure & Library Services-Administration per the five-year Capital Maintenance and Replacement Plan.

Project Costs

	FY21	FY22	FY23	FY24	FY25	Total
General	\$70,000					\$70,000

2. SV 81 Ford Crown Victoria

Due for replacement in Leisure & Library Services-Aquatics per the five-year Capital Maintenance and Replacement Plan.

Project Costs

	FY21	FY22	FY23	FY24	FY25	Total
General	\$25,000					\$25,000

3. SV100 Chevy 3500 Pickup 1 Ton Dump

Due for replacement in Leisure & Library Services-Parks per the five-year Capital Maintenance and Replacement Plan.

Project Costs

	FY21	FY22	FY23	FY24	FY25	Total
General	\$60,000					\$60,000
O&M		(\$2,000)	(\$2,000)	(\$2,000)	(\$2,000)	(\$8,000)

4. SV 2014 Chevy ½ Ton Pickup

Due for replacement in Leisure & Library Services-Parks per the five-year Capital Maintenance and Replacement Plan. O&M cost savings from maintenance and repair of the older vehicle.

Project Costs

	FY21	FY22	FY23	FY24	FY25	Total
General	\$35,000					\$35,000
O&M		(\$1,000)	(\$1,000)	(\$1,000)	(\$1,000)	(\$4,000)



5. SV 2007 Ford E250 Econoline Van

Due for replacement in Public Works-Facilities per the five-year Capital Maintenance and Replacement Plan.

Project Costs

	FY21	FY22	FY23	FY24	FY25	Total
General	\$45,000					\$45,000

6. Ford Vehicle Replacements - Police

Five-year Capital Maintenance Rotation and Replacement Plan in PD for 7 vehicles. O&M savings on cost of repairs for old vehicles and using older vehicles to conduct EVOC training.

Project Costs

	FY21	FY22	FY23	FY24	FY25	Total
General	\$500,000					\$500,000
O&M		(\$7,000)	(\$7,000)	(\$7,000)	(\$7,000)	(\$28,000)

7. Ford Vehicle Replacements – Police (Carryover)

Five-year Capital Maintenance Rotation and Replacement Plan in PD for 7 vehicles. Due to COVID-19, vehicles were not able to be ordered and received for FY20. O&M savings on cost of repairs for older vehicles.

Project Costs

	FY21	FY22	FY23	FY24	FY25	Total
General	\$500,000					\$500,000
O&M		(\$5,000)	(\$5,000)	(\$5,000)	(\$5,000)	(\$20,000)

8. SV 2007-2008 Staff Vehicle Replacement - Fire

Due for replacement in Fire per the five-year Capital Maintenance and Replacement Plan in FY22. Staff vehicles were shifted to FY21 to help mitigate costs for a Pumper Truck replacement in FY22.

Project Costs

	FY21	FY22	FY23	FY24	FY25	Total
General	\$67,000					\$67,000

9. School Land Acquisition

Land purchase agreement to acquire the Rothery Center recreational properties from the Sierra Vista Unified School District.

	FY21	FY22	FY23	FY24	FY25	Total
General	\$1,000,000					\$1,000,000



10. Fire Equipment – Medical Monitors & SCBA Units

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

Project Costs

	FY21	FY22	FY23	FY24	FY25	Total
General	\$300,000					\$300,000

11. Council Chamber Upgrade

Improvements to the audio/visual system in the Council Chambers in order to properly broadcast City Council Work Sessions and Meetings to the public. This includes a one-year maintenance package which will save on O&M for the first year.

Project Costs

	FY21	FY22	FY23	FY24	FY25	Total
General	\$113,000					\$113,000
O&M	(\$6,000)					(\$6,000)

12. EMS Sub-station Design

This building will be in a location that will provide EMS services to the west side of Sierra Vista where response times are low. An ambulance will be stationed there as well. This expense is for the design portion of the project.

Project Costs

	FY21	FY22	FY23	FY24	FY25	Total
General	\$100,000					\$100,000

13. Irrigation System Modification

This new system will establish irrigation to the Rothery Center to rejuvenate and maintain the natural fields for sports and events. There is currently no well supply to these fields. There will be additional revenue generated from rental of the fields but it is unknown at this time.

Project Costs

	FY21	FY22	FY23	FY24	FY25	Total
General	\$150,000					\$150,000



14. Avenida Escuela Extension

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

Project Costs

	FY21	FY22	FY23	FY24	FY25	Total
General	\$65,000					\$65,000

15. Emission Control Devices for Fire Engines

Emissions are harmful to human health. This is a safety/health project which is of high priority for the safety of our employees.

Project Costs

	FY21	FY22	FY23	FY24	FY25	Total
General	\$60,000					\$60,000

16. Female Locker Room-Police

Upgrade and improvements to the female locker room at the Police Department.

Project Costs

	FY21	FY22	FY23	FY24	FY25	Total
General	\$150,000					\$150,000

17. City Hall Electrical Analysis

City Hall requires an analysis of its electrical system due to age and load.

Project Costs

	FY21	FY22	FY23	FY24	FY25	Total
General	\$50,000					\$50,000

18. Routers-Cisco Main Internet (Quantity 3)

This project will replace the City's 3 main routers for the network and phone systems. O&M savings will occur since Smartnet is included for one year.

Project Costs

	FY21	FY22	FY23	FY24	FY25	Total
General	\$40,000					\$40,000
O&M	(\$3,000)					(\$3,000)



19. Routers-2901 (Quantity 13)

This project will replace routers in remote locations mainly used for the VOIP phone systems and network. O&M savings will occur since Smartnet is included for one year.

Project Costs

	FY21	FY22	FY23	FY24	FY25	Total
General	\$65,000					\$65,000
O&M	(\$9,100)					(\$9,100)

20. Library VDI System for Patron Use

This project would replace and update the Library’s patron computer server environment.

Project Costs

	FY21	FY22	FY23	FY24	FY25	Total
General	\$110,000					\$110,000

21. Design & Install Adaptive Signal Controls

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

Project Costs

	FY21	FY22	FY23	FY24	FY25	Total
HURF	\$910,224					\$910,224

22. Fry/North Garden Project

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

Project Costs

	FY21	FY22	FY23	FY24	FY25	Total
HURF	\$2,497,540					\$2,497,540



23. Annual Capital Street Maintenance

Yearly annual street repair and maintenance.

Project Costs

	FY21	FY22	FY23	FY24	FY25	Total
HURF	\$1,743,685					\$1,743,685

24. CDBG Grant Projects

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

Project Costs

	FY21	FY22	FY23	FY24	FY25	Total
HURF	\$63,000					\$63,000

25. Fry/North Garden-MPO Grant

This is a possible grant from the Sierra Vista Metropolitan Planning Organization to assist costs for the Fry/North Garden project.

Project Costs

	FY21	FY22	FY23	FY24	FY25	Total
HURF	\$750,000					\$750,000

26. SV 197 Chevy 1/2 Ton, SV 2003 Ford 3/4 Ton, SV 2031 Ford F250 Pickup

Due for replacement in Public Works-Streets per the five-year Capital Maintenance and Replacement Plan. O&M will be saved in cost of maintenance to older vehicles.

Project Costs

	FY21	FY22	FY23	FY24	FY25	Total
HURF	\$110,000					\$110,000
O&M		(\$3,000)	(\$3,000)	(\$3,000)	(\$3,000)	(\$12,000)

27. SV 339 Autocar Heil Front Load Refuse Truck

Due for replacement in Public Works-Refuse per the five-year Capital Maintenance and Replacement Plan. O&M will be saved in cost of maintenance to older vehicles.

Project Costs

	FY21	FY22	FY23	FY24	FY25	Total
REFUSE	\$330,000					\$330,000
O&M		(\$1,800)	(\$1,800)	(\$1,800)	(\$1,800)	(\$7,200)



28. SV376 Autocar Heil Side Load Refuse Truck

Due for replacement in Public Works-Refuse per the five-year Capital Maintenance and Replacement Plan. O&M will be saved in cost of maintenance to older vehicles.

Project Costs

	FY21	FY22	FY23	FY24	FY25	Total
REFUSE	\$330,000					\$330,000
O&M		(\$6,000)	(\$6,000)	(\$6,000)	(\$6,000)	(\$24,000)

29. Police Equipment

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

Project Costs

	FY21	FY22	FY23	FY24	FY25	Total
PSR	\$100,000					\$100,000

30. Police Vehicles

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

Project Costs

	FY21	FY22	FY23	FY24	FY25	Total
PSR	\$50,000					\$50,000

31. SV 2092 Chevy ARBOC Bus

Due for replacement in Public Works-Refuse per the five-year Capital Maintenance and Replacement Plan. O&M will be saved in cost of maintenance to older vehicles.

Project Costs

	FY21	FY22	FY23	FY24	FY25	Total
LTAf	\$150,000					\$150,000
O&M		(\$2,000)	(\$2,000)	(\$2,000)	(\$2,000)	(\$8,000)



32. SV 379 El Dorado EZRider II Bus

Due for replacement in Public Works-Refuse per the five-year Capital Maintenance and Replacement Plan. O&M will be saved in cost of maintenance to older vehicles.

Project Costs

	FY21	FY22	FY23	FY24	FY25	Total
LTAf	\$250,000					\$250,000
O&M		(\$2,250)	(\$2,250)	(\$2,250)	(\$2,250)	(\$9,000)

33. Federal Stimulus

CARES Act stimulus to help mitigate the economic fallout of the COVID-19 pandemic.

Project Costs

	FY21	FY22	FY23	FY24	FY25	Total
Grant	\$4,000,000					\$4,000,000

34. Police Misc.

Federal grant for the ICAC Computer Forensic equipment and software.

Project Costs

	FY21	FY22	FY23	FY24	FY25	Total
Grant	\$5,000					\$5,000

35. Fire Emission Management

This will provide ongoing equipment needed at the fire stations to continue to run effectively and meet the safety standards.

Project Costs

	FY21	FY22	FY23	FY24	FY25	Total
Grant	\$150,000					\$150,000

36. Fire Department Key Card Readers

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

Project Costs

	FY21	FY22	FY23	FY24	FY25	Total
Grant	\$100,000					\$100,000
O&M		\$1,000	\$1,000	\$1,000	\$1,000	\$4,000



37. Fire Misc.

This is designated for special missions and multi-discipline requests.

Project Costs

	FY21	FY22	FY23	FY24	FY25	Total
Grant	\$150,000					\$150,000

38. Community Development

Ongoing upgrades to improve the City parks through Community Development awarded grants.

Project Costs

	FY21	FY22	FY23	FY24	FY25	Total
Grant	\$471,810					\$471,810

39. Leisure and Library

Leisure and Library’s mobile bike project.

Project Costs

	FY21	FY22	FY23	FY24	FY25	Total
Grant	\$20,000					\$20,000

40. Public Works

Ongoing upgrades to improvements to the City parks through Public Works awarded grants

Project Costs

	FY21	FY22	FY23	FY24	FY25	Total
Grant	\$82,990					\$82,990

41. Motorola System Upgrade Agreement II

This SUA II upgrades and supports the ASTRO 25 radio communication system at the Southeastern Arizona Communications Center (SEACOM).

Project Costs

	FY21	FY22	FY23	FY24	FY25	Total
SEACOM	\$303,687	\$358,570	\$361,478	\$364,472		\$1,388,207

42. Airport Apron & Taxiway Pavement Design

To design the maintenance paving project for the airport apron and taxiway.

Project Costs

	FY21	FY22	FY23	FY24	FY25	Total
Airport	\$100,000					\$100,000



43. Construct Upgrades to the AWOS System

This grant is designated to upgrade the Automated Weather Observation System at the Airport to better meet aviation needs.

Project Costs

	FY21	FY22	FY23	FY24	FY25	Total
Airport	\$150,000					\$150,000

44. Site Improvements at Airport

Site improvements to prepare the land at the Airport for future construction for aviation businesses.

Project Costs

	FY21	FY22	FY23	FY24	FY25	Total
Airport	\$790,500					\$790,500

45. Airport Apron Grant

This grant will maintain the pavement at the airport apron and taxiway.

Project Costs

	FY21	FY22	FY23	FY24	FY25	Total
Airport	\$900,000					\$900,000

46. Bar Screen Replacement

Bar screen to remove the course material from wastewater influence before entering the Wastewater treatment plant.

Project Costs

	FY21	FY22	FY23	FY24	FY25	Total
Sewer	\$200,000					\$200,000

47. Schneider Aerator Project

Part of the Schneider Energy Management program to install online monitoring probes to improve the aeration control.

Project Costs

	FY21	FY22	FY23	FY24	FY25	Total
Sewer	\$475,000					\$475,000



48. Dewatering Press Surge Suppression

Putting in a grounding system to prevent a lightning strike from shorting the equipment at the biosolids press component at the Wastewater plant. O&M savings from not replacing parts due to lightning.

Project Costs

	FY21	FY22	FY23	FY24	FY25	Total
Sewer	\$20,000					\$20,000
O&M		(\$2,500)	(\$2,500)	(\$2,500)	(\$2,500)	(\$10,000)

49. Septage Dump Metering

Metering system at septage dump station to measure and charge the haulers accurately. The City can potentially receive additional revenues from septage fees but unknown at this time.

Project Costs

	FY21	FY22	FY23	FY24	FY25	Total
Sewer	\$10,000					\$10,000

50. Polymer Feed System

A polymer is used to bulk the biosolids and separate the biosolids from the wastewater. A feed system is installed to more accurately measure and deliver the polymer to the press. O&M savings from using less polymer.

Project Costs

	FY21	FY22	FY23	FY24	FY25	Total
Sewer	\$125,000					\$125,000
O&M		(\$8,000)	(\$8,000)	(\$8,000)	(\$8,000)	(\$32,000)

51. Ford Pickup- Public Works

Due for replacement in Public Works-Sewer per the five-year Capital Maintenance and Replacement Plan.

Project Costs

	FY21	FY22	FY23	FY24	FY25	Total
Sewer	\$45,000					\$45,000



52. Schneider Energy Management Project Carryover

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

Project Costs

	FY21	FY22	FY23	FY24	FY25	Total
CIF	\$525,000					\$525,000

53. Rothery Improvements

This project consists of several projects to improve the Rothery Center complex and fields.

Project Costs

	FY21	FY22	FY23	FY24	FY25	Total
CIF	\$500,000					\$500,000

Capital and O&M costs

	Capital	O&M Savings	O&M Costs
General	\$3,617,250	\$78,100	\$0
HURF	\$6,139,449	\$12,000	\$0
LTAf	\$400,000	\$17,000	\$0
Capital Improvements	\$2,025,000	\$0	\$0
Police Special Revenue	\$150,000	\$0	\$0
Grant	\$5,159,800	\$0	\$4,000
Airport	\$1,940,500	\$0	\$0
Refuse	\$660,000	\$31,200	\$0
Sewer	\$875,000	\$42,000	\$0
SEACOM	\$338,687	\$0	\$0
Total	\$21,305,686	\$180,300	\$4,000

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 what was approved based on available financial resources in the City’s budget. The decision to move the project into the final budget not only involves the cost to purchase the Capital but also the ability to have financial resources available to maintain ongoing operating costs.



Capital Improvement Plan Six to Ten Years

The City of Sierra Vista also maintains a capital improvement plan for projects expected to be completed in the next ten years. Projects listed below are in the long-term plans of the City.

PROJECT	5 YEAR TOTAL
Annual Street Maintenance	\$15,000,000
Build Fire Station #5 - Tribute	\$8,000,000
Public Safety Training Facility	\$2,000,000
EOP Process Upgrade	\$5,000,000
BST Extension (SR92 to Avenida Del Sol) - Tribute	\$3,250,000
Garden Canyon Linear Park	\$1,100,000
Police Substation - Tribute	\$5,000,000
Giulio Cesare (SR90 to Michelangelo) Improvements	\$625,000
El Camino Real/Coyote Wash Crossing Improvements	\$350,000
Avenida Del Sol Construction (Calle Cumbre to BST) - Tribute	\$3,500,000
Cyr Center Park Phase II and III	\$2,000,000
Section 36 - Other Improvements	\$6,000,000
TOTAL	\$51,825,000



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

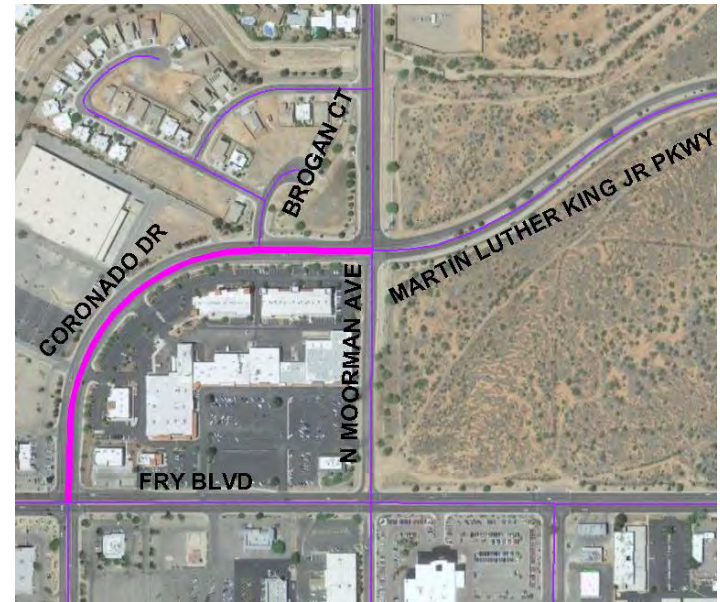
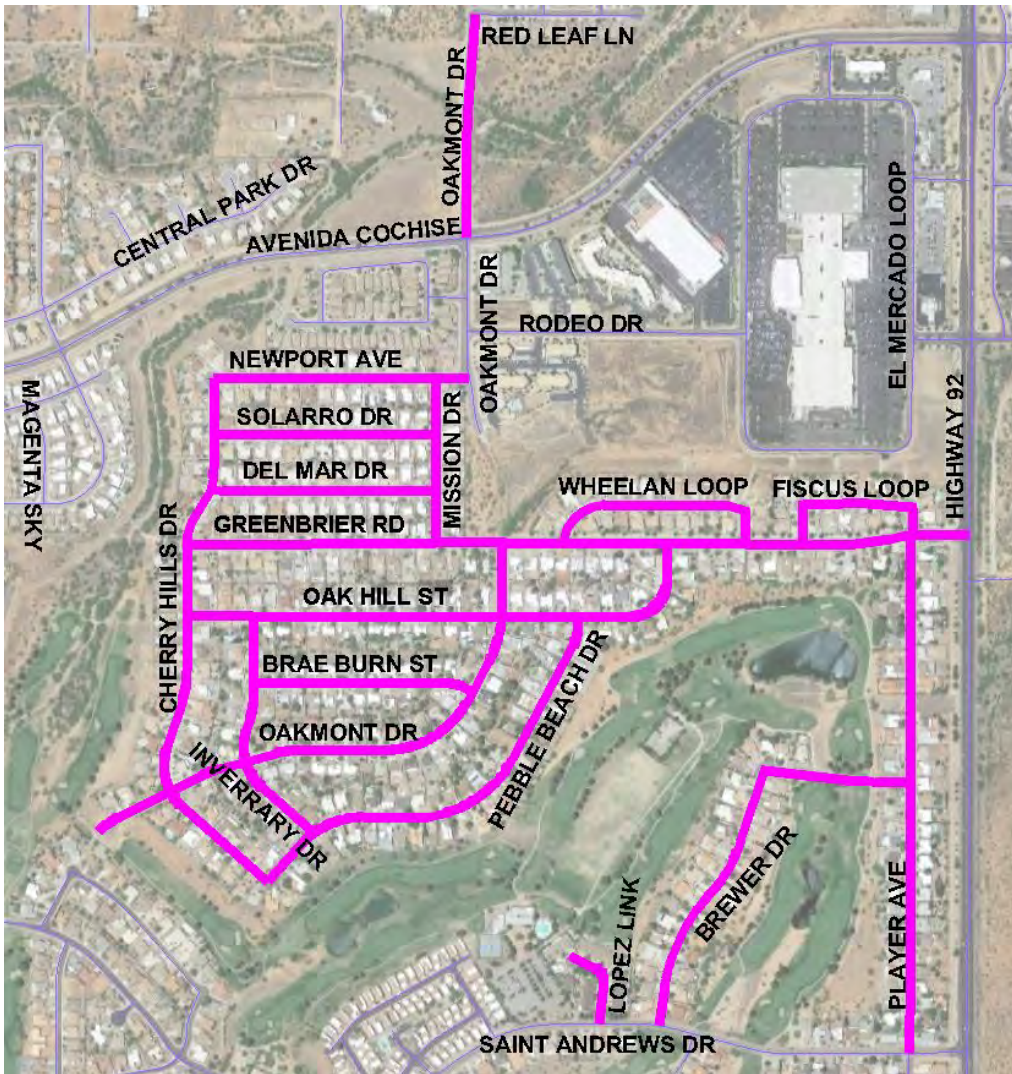
STREET	TO STREET	FROM STREET	ESTIMATED COST
2023			\$1,041,265
CALLE JASMIN	CAMINO LAS PALMERAS	CAMINO EL JARDIN	\$54,652
CALLE ROCA	END EAST CUL DE SAC	CALLE JASMIN	\$4,958
CAMELOT RD	REGENCY DR	SEVENTH ST	\$59,327
CAMINO ANGELICO	CAMINO ARROYO	CAMINO DEL VARA	\$7,665
CAMINO ARROYO	END NORTH CUL DE 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

RESOLUTION 2020-047

A RESOLUTION OF THE MAYOR AND CITY COUNCIL OF THE CITY OF SIERRA VISTA, COCHISE COUNTY, ARIZONA; ADOPTING THE FY 2020/2021 OPERATING BUDGET; HOLDING A PUBLIC HEARING FOR TAXPAYERS ON THE ESTIMATED EXPENDITURES AND REVENUES FOR FISCAL YEAR 2020/2021; GIVING NOTICE OF THE COUNCIL MEETING TO MAKE FY 2020/2021 TAX LEVIES; AND AUTHORIZING AND DIRECTING THE CITY MANAGER, CITY CLERK, CITY ATTORNEY OR THEIR DULY AUTHORIZED OFFICERS AND AGENTS TO TAKE ALL STEPS NECESSARY TO CARRY OUT THE PURPOSES AND INTENT OF THIS RESOLUTION.

WHEREAS, pursuant to the provisions of Arizona Revised Statutes, Title 42, the Mayor and Council have completed review of the estimated amounts required to meet public expenses for the ensuing Fiscal Year 2020/2021; and

WHEREAS, the Mayor and Council have likewise completed review of the amount to be raised by taxation upon real and personal property within the City of Sierra Vista; and

WHEREAS, following due public notice, the Mayor and Council have met on this 23rd day of July 2020, at which meeting any taxpayer was privileged to appear and be heard in favor of or against any of the estimated expenditures; and

WHEREAS, publication has been duly made, and required by law of said estimates and allocations together with a notice that the Mayor and Council would meet on the 13th day of August 2020, for the purpose of making tax levies as set forth in said estimates; and

WHEREAS, the sums to be raised by primary taxation, as specified in the statements and schedules attached hereto, do not in the aggregate amount exceed the maximum allowed pursuant to Arizona Revised Statutes, Title 42, Section 13301.

NOW, THEREFORE, BE IT RESOLVED BY THE MAYOR AND CITY COUNCIL OF THE CITY OF SIERRA VISTA, ARIZONA, AS FOLLOWS:

SECTION 1

That the estimated expenditures and revenues allocations hereinafter set forth in the attached statements and schedules be, and hereby are, adopted as the Operating Budget for the City of Sierra Vista, Cochise County, Arizona, for the Fiscal Year 2020/2021.

SECTION 2

That the public notice, publication and public hearing, as required by Law have been duly made and notice that the City Council shall meet for the purpose of making tax levies on the 13th day of August, 2020, at 5:00 p.m. at Sierra Vista City Hall, 1011 N. Coronado Drive, Sierra Vista, Arizona, be, and hereby is, authorized and directed.

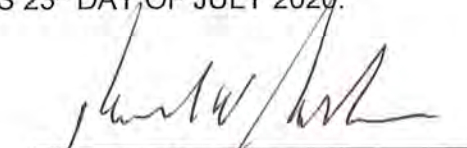
SECTION 3

That the monies from any budgeted fund may be used for any of these adopted appropriations, except monies specifically restricted by State law or by City ordinance or resolution, and the transfer of any sums between funds which are more than \$10,000 shall be made upon approval by the City Manager and Council, be, and hereby are, approved and authorized.

SECTION 4


The City Manager, City Clerk, City Attorney, or their duly authorized officers and agents are hereby authorized and directed to take all steps necessary to carry out the purposes and intent of this Resolution.

PASSED AND ADOPTED BY THE MAYOR AND CITY COUNCIL OF THE CITY OF SIERRA VISTA, ARIZONA, THIS 23rd DAY OF JULY 2020.



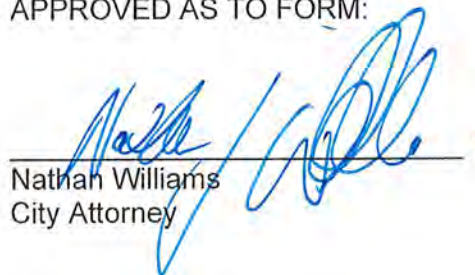
Frederick W. Mueller, II
Mayor

ATTEST:



Jill Adams
City Clerk

APPROVED AS TO FORM:



Nathan Williams
City Attorney

PREPARED BY:
Jen Osburn, Interim Budget Officer

CITY OF SIERRA VISTA
Summary Schedule of Estimated Revenues and Expenditures/Expenses
Fiscal Year 2021

Fiscal Year	S c h	FUNDS											Total All Funds
		General Fund	Special Revenue Fund	Debt Service Fund	Capital Projects Fund	Permanent Fund	Enterprise Funds Available	Internal Service Funds					
2020	E 1	39,375,859	18,550,512	3,471,300	13,905,595	0	10,506,008	4,559,500					90,368,774
2020	E 2	32,651,232	8,238,369	2,535,206	12,710,058	0	6,425,688	3,015,389					65,575,942
2021	B 3		2,335,829		3,421,416		1,918,316	25,000					7,700,561
2021	B 4	372,034											372,034
2021	B 5												0
2021	C 6	38,545,002	21,502,575	0	4,654,880	0	8,278,077	4,534,500					77,515,034
2021	D 7	0	99,000	0	0	0	1,062,000	0					1,161,000
2021	D 8	0	0	0	0	0	0	0					0
2021	D 9	1,720,862	598,697	3,925,794	0	0	0	0					6,245,353
2021	D 10	194,057	0	0	6,051,296	0	0	0					6,245,353
2021	D 11												
Reduction for Amounts Not Available:													
LESS: Amounts for Future Debt Retirement:													0
Future Capital Projects													0
Maintained Fund Balance for Financial Stability													0
2021	E 12	40,443,841	24,536,101	3,925,794	2,025,000	0	11,258,393	4,559,500					86,748,629
2021	E 13	40,443,841	24,536,101	3,925,794	2,025,000	0	11,258,393	4,559,500					86,748,629

EXPENDITURE LIMITATION COMPARISON

	2020	2021
1 Budgeted expenditures/expenses	\$ 90,368,774	\$ 86,748,629
2 Add/subtract: estimated net reconciling items		
3 Budgeted expenditures/expenses adjusted for reconciling items	90,368,774	86,748,629
4 Less: estimated exclusions		
5 Amount subject to the expenditure limitation	\$ 90,368,774	\$ 86,748,629
6 EEC expenditure limitation	\$	\$

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

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

CITY OF SIERRA VISTA
Tax Levy and Tax Rate Information
Fiscal Year 2021

	2020	2021
1. Maximum allowable primary property tax levy. A.R.S. §42-17051(A)	\$ <u>585,115</u>	\$ <u>604,109</u>
2. Amount received from primary property taxation in the current year in excess of the sum of that year's maximum allowable primary property tax levy. A.R.S. §42-17102(A)(18)	\$ _____	
3. Property tax levy amounts		
A. Primary property taxes	\$ <u>368,260</u>	\$ <u>372,034</u>
B. Secondary property taxes		
C. Total property tax levy amounts	\$ <u>368,260</u>	\$ <u>372,034</u>
4. Property taxes collected*		
A. Primary property taxes		
(1) Current year's levy	\$ <u>346,351</u>	
(2) Prior years' levies		
(3) Total primary property taxes	\$ <u>346,351</u>	
B. Secondary property taxes		
(1) Current year's levy	\$ _____	
(2) Prior years' levies	\$ _____	
(3) Total secondary property taxes	\$ _____	
C. Total property taxes collected	\$ <u>346,351</u>	
5. Property tax rates		
A. City/Town tax rate		
(1) Primary property tax rate	<u>0.1124</u>	<u>0.1106</u>
(2) Secondary property tax rate	_____	_____
(3) Total city/town tax rate	<u>0.1124</u>	<u>0.1106</u>
B. Special assessment district tax rates		
Secondary property tax rates - As of the date the proposed budget was prepared, the city/town was operating <u>zero</u> special assessment districts for which secondary property taxes are levied. For information pertaining to these special assessment districts and their tax rates, please contact the city/town.		

* Includes actual property taxes collected as of the date the proposed budget was prepared, plus estimated property tax collections for the remainder of the fiscal year.

CITY OF SIERRA VISTA
Revenues Other Than Property Taxes
Fiscal Year 2021

SOURCE OF REVENUES	ESTIMATED REVENUES 2020	ACTUAL REVENUES* 2020	ESTIMATED REVENUES 2021
GENERAL FUND			
Local taxes			
Transaction Privilege Tax	\$ 15,439,593	\$ 13,739,135	\$ 15,439,593
Licenses and permits			
Franchise Fees	1,350,000	1,378,749	1,400,000
Business Licenses	145,000	141,051	145,000
Animal Control Permits	35,000	34,371	35,000
Right of Way Permits	20,000	18,119	20,000
Building Permits	275,000	320,096	275,000
Intergovernmental			
Grants	353,488	41,649	3,054,840
Local Government Payments	1,014,452	884,463	1,053,193
State Shared Sales Tax	4,419,343	4,199,630	3,902,096
State Shared Vehicle License Tax	2,250,000	2,028,387	2,150,000
Urban Revenue Sharing	5,566,139	5,744,149	6,151,732
Charges for services			
General Government	116,000	89,796	95,760
Public Safety	2,090,000	2,167,086	2,120,000
Public Works	1,432,880	1,018,131	1,376,500
Leisure & Library	1,253,691	694,969	679,872
Community Development	25,000	13,046	28,500
Fines and forfeits			
Library	18,000	10,863	18,000
Interest on investments			
Investment Income	20,000	44,906	20,000
In-lieu property taxes			
Contributions			
Voluntary contributions	41,500	1,570	42,000
Miscellaneous			
Misc. Revenue	341,253	190,080	467,916
Sale of Fixed Assets	70,000	22,810	70,000
Total General Fund	\$ 36,276,339	\$ 32,783,056	\$ 38,545,002

* Includes actual revenues recognized on the modified accrual or accrual basis as of the date the proposed budget was prepared, plus estimated revenues for the remainder of the fiscal year.

CITY OF SIERRA VISTA
Revenues Other Than Property Taxes
Fiscal Year 2021

SOURCE OF REVENUES	ESTIMATED REVENUES 2020	ACTUAL REVENUES* 2020	ESTIMATED REVENUES 2021
SPECIAL REVENUE FUNDS	revenue	actuals	2,021
Highway User Revenue			
State Shared Revenue	\$ 3,872,802	\$ 3,762,405	\$ 3,475,000
Grants	3,718,755	85,995	956,398
Local Government Payments	15,000	126,059	3,247,540
Investment Income		1,286	
Misc.	10,000	26,280	
	\$ 7,616,557	\$ 4,002,025	\$ 7,678,938
Local Transportation Assistance			
Grants	\$ 1,003,529	\$ 464,900	\$ 1,395,466
Fares	114,000	59,140	100,000
Lease Revenue	19,200	20,210	19,200
Misc.	1,000	274	1,000
Sale of Fixed Assets		10,403	
	\$ 1,137,729	\$ 554,927	\$ 1,515,666
Police Special Revenue			
Police Special Revenue	\$ 125,000	\$ 52,256	\$ 125,000
	\$ 125,000	\$ 52,256	\$ 125,000
Grants			
Grants	\$ 3,170,971	\$ 238,801	\$ 6,329,465
	\$ 3,170,971	\$ 238,801	\$ 6,329,465
Tourism			
Tourism	\$	\$	\$
	\$	\$	\$
Airport			
Grants	\$ 82,500	\$	\$ 1,098,595
Fuel Sales	685,000	969,134	685,000
Lease Revenue	211,000	200,613	190,000
Misc.	5,000	1,617	
	\$ 983,500	\$ 1,171,364	\$ 1,973,595
Judicial Enhancement			
Fines	\$ 100	\$ 5	\$ 10
	\$ 100	\$ 5	\$ 10
Donations			
Contributions	\$ 21,335	\$ 130,631	\$ 21,335
	\$ 21,335	\$ 130,631	\$ 21,335
Park Development			
Development Impact Fees	\$	\$	\$ 150,000
	\$	\$	\$ 150,000
Library Development			
Development Impact Fees	\$	\$	\$
	\$	\$	\$
Police Development			
Development Impact Fees	\$	\$	\$ 45,000
	\$	\$	\$ 45,000
Infrastructure Development			
Development Impact Fees	\$	\$	\$ 150,000
	\$	\$	\$ 150,000
Fire Development			
Development Impact Fees	\$	\$	\$ 45,000
	\$	\$	\$ 45,000
SEACOM			
SEACOM	\$ 2,469,372	\$ 1,015,848	\$ 2,633,965
	\$ 2,469,372	\$ 1,015,848	\$ 2,633,965
Metropolitan Planning Organization			
Grants	\$ 546,508	\$ 114,554	\$ 775,007

CITY OF SIERRA VISTA
Revenues Other Than Property Taxes
Fiscal Year 2021

SOURCE OF REVENUES	ESTIMATED REVENUES 2020	ACTUAL REVENUES* 2020	ESTIMATED REVENUES 2021
Local Government Payments	107,312	22,929	59,594
	\$ 653,820	\$ 137,483	\$ 834,601
Total Special Revenue Funds	\$ 16,178,384	\$ 7,303,340	\$ 21,502,575

* Includes actual revenues recognized on the modified accrual or accrual basis as of the date the proposed budget was prepared, plus estimated revenues for the remainder of the fiscal year.

CITY OF SIERRA VISTA
Revenues Other Than Property Taxes
Fiscal Year 2021

SOURCE OF REVENUES	ESTIMATED REVENUES 2020	ACTUAL REVENUES* 2020	ESTIMATED REVENUES 2021
DEBT SERVICE FUNDS			
N/A	\$ _____	\$ _____	\$ _____
	\$ _____	\$ _____	\$ _____
Total Debt Service Funds	\$ _____	\$ _____	\$ _____
CAPITAL PROJECTS FUNDS			
Transaction Privilege Tax	\$ 4,154,880	\$ 3,695,612	\$ 4,154,880
Misc.	500,000		500,000
Federal Grants	177,488	154,872	
	\$ 4,832,368	\$ 3,850,484	\$ 4,654,880
Total Capital Projects Funds	\$ 4,832,368	\$ 3,850,484	\$ 4,654,880

* Includes actual revenues recognized on the modified accrual or accrual basis as of the date the proposed budget was prepared, plus estimated revenues for the remainder of the fiscal year.

CITY OF SIERRA VISTA
Revenues Other Than Property Taxes
Fiscal Year 2021

SOURCE OF REVENUES	ESTIMATED REVENUES 2020	ACTUAL REVENUES* 2020	ESTIMATED REVENUES 2021
PERMANENT FUNDS			
N/A	\$ _____	\$ _____	\$ _____
	\$ _____	\$ _____	\$ _____
Total Permanent Funds	\$ _____	\$ _____	\$ _____
ENTERPRISE FUNDS			
Sewer			
Charges for Service	\$ 3,735,493	\$ 3,772,544	\$ 3,734,493
Grants			
Capital Contributions	500,000		175,000
Misc.	100,000	103,207	100,000
	\$ 4,335,493	\$ 3,875,751	\$ 4,009,493
Refuse			
Charges for Service	\$ 4,005,776	\$ 4,321,234	\$ 4,263,584
Interest			
Misc.	5,000	10,659	5,000
	\$ 4,010,776	\$ 4,331,893	\$ 4,268,584
Total Enterprise Funds	\$ 8,346,269	\$ 8,207,644	\$ 8,278,077

* Includes actual revenues recognized on the modified accrual or accrual basis as of the date the proposed budget was prepared, plus estimated revenues for the remainder of the fiscal year.

CITY OF SIERRA VISTA
Revenues Other Than Property Taxes
Fiscal Year 2021

SOURCE OF REVENUES	ESTIMATED REVENUES 2020	ACTUAL REVENUES* 2020	ESTIMATED REVENUES 2021
INTERNAL SERVICE FUNDS			
Health & Accident			
Premiums	\$ 4,409,500	\$ 2,325,742	\$ 4,409,500
Interest	25,000	50,343	25,000
Misc.		147,383	
	<u>\$ 4,434,500</u>	<u>\$ 2,523,468</u>	<u>\$ 4,434,500</u>
Self Insured Retention			
Misc.	\$ 100,000	\$ 15,954	\$ 100,000
	<u>\$ 100,000</u>	<u>\$ 15,954</u>	<u>\$ 100,000</u>
Total Internal Service Funds	<u>\$ 4,534,500</u>	<u>\$ 2,539,422</u>	<u>\$ 4,534,500</u>
TOTAL ALL FUNDS	<u>\$ 70,167,860</u>	<u>\$ 54,683,946</u>	<u>\$ 77,515,034</u>

* Includes actual revenues recognized on the modified accrual or accrual basis as of the date the proposed budget was prepared, plus estimated revenues for the remainder of the fiscal year.

CITY OF SIERRA VISTA
Other Financing Sources/(Uses) and Interfund Transfers
Fiscal Year 2021

<u>FUND</u>	<u>OTHER FINANCING</u> <u>2021</u>		<u>INTERFUND TRANSFERS</u> <u>2021</u>	
	<u>SOURCES</u>	<u>(USES)</u>	<u>IN</u>	<u>(OUT)</u>
GENERAL FUND				
Notes Payable	\$	\$	\$	\$
Interfund Transfers			1,720,862	194,057
Total General Fund	\$	\$	\$ 1,720,862	\$ 194,057
SPECIAL REVENUE FUNDS				
HURF	\$ 99,000	\$	\$	\$
LTAIF			108,000	
Grants			6,057	
Airport				
Park Development			404,640	
Library Development				
Police Development			15,000	
Infrastructure Development			50,000	
Fire Development			15,000	
Police Special Revenue				
Metropolitan Planning Organization				
Total Special Revenue Funds	\$ 99,000	\$	\$ 598,697	\$
DEBT SERVICE FUNDS				
SVMPC I&R	\$	\$	\$ 3,925,794	\$
Total Debt Service Funds	\$	\$	\$ 3,925,794	\$
CAPITAL PROJECTS FUNDS				
Capital Improvements	\$	\$	\$	\$ 6,051,296
Total Capital Projects Funds	\$	\$	\$	\$ 6,051,296
PERMANENT FUNDS				
N/A	\$	\$	\$	\$
Total Permanent Funds	\$	\$	\$	\$
ENTERPRISE FUNDS				
Sewer	\$ 468,000	\$	\$	\$
Refuse	594,000			
Total Enterprise Funds	\$ 1,062,000	\$	\$	\$
INTERNAL SERVICE FUNDS				
Unemployment	\$	\$	\$	\$
Total Internal Service Funds	\$	\$	\$	\$
TOTAL ALL FUNDS	\$ 1,161,000	\$	\$ 6,245,353	\$ 6,245,353

CITY OF SIERRA VISTA
Expenditures/Expenses by Fund
Fiscal Year 2021

FUND/DEPARTMENT	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2020	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2020	ACTUAL EXPENDITURES/ EXPENSES* 2020	BUDGETED EXPENDITURES/ EXPENSES 2021
GENERAL FUND				
City Council	\$ 104,403	\$	\$ 92,521	\$ 103,959
Administrative Services	2,944,783		2,448,612	3,447,200
City Manager	2,596,849		2,186,931	2,576,605
Legal	306,171		273,809	316,559
General Government	834,007		659,011	822,631
Police	11,828,157		9,760,060	13,054,499
Fire	9,202,140		6,981,015	7,836,469
Public Works	5,551,048		5,409,720	5,661,633
Leisure & Library Services	4,787,525		3,776,759	5,427,354
Community Development	938,898		780,915	915,052
Debt	281,878		281,879	281,880
Total General Fund	\$ 39,375,859	\$	\$ 32,651,232	\$ 40,443,841
SPECIAL REVENUE FUNDS				
HURF	\$ 8,316,557	\$	\$ 3,769,441	\$ 9,197,970
LTAF	1,691,331		1,051,947	1,623,666
Police Special Revenue	319,500		101,051	319,500
Grants	3,188,093		326,487	6,344,851
Tourism				
Judicial Enhancement	300			300
Airport	1,166,919		898,053	2,799,865
Donations	617,990		194,531	654,753
Park Development	126,630		126,630	126,630
Library Development				
Police Development				
Infrastructure Development				
Fire Development				
SEACOM	2,469,372		1,570,187	2,633,965
Metropolitan Planning Org	653,820		200,042	834,601
Total Special Revenue Funds	\$ 18,550,512	\$	\$ 8,238,369	\$ 24,536,101
DEBT SERVICE FUNDS				
SVMPC I&R	\$ 3,471,300	\$	\$ 2,535,206	\$ 3,925,794
Total Debt Service Funds	\$ 3,471,300	\$	\$ 2,535,206	\$ 3,925,794
CAPITAL PROJECTS FUNDS				
Capital Improvements	\$ 13,905,595	\$	\$ 12,710,058	\$ 2,025,000
Total Capital Projects Funds	\$ 13,905,595	\$	\$ 12,710,058	\$ 2,025,000
PERMANENT FUNDS				
Total Permanent Funds	\$	\$	\$	\$
ENTERPRISE FUNDS				
Sewer	\$ 5,562,712	\$	\$ 2,771,740	\$ 5,820,765
Refuse	4,943,296		3,653,948	5,437,628
Total Enterprise Funds	\$ 10,506,008	\$	\$ 6,425,688	\$ 11,258,393
INTERNAL SERVICE FUNDS				
Health & Accident	\$ 4,434,500	\$	\$ 2,984,668	\$ 4,434,500
Unemployment	25,000		1,685	25,000
Self Insured Retention	100,000		29,036	100,000
Total Internal Service Funds	\$ 4,559,500	\$	\$ 3,015,389	\$ 4,559,500
TOTAL ALL FUNDS	\$ 90,368,774	\$	\$ 65,575,942	\$ 86,748,629

* Includes actual expenditures/expenses recognized on the modified accrual or accrual basis as of the date the proposed budget was prepared, plus estimated expenditures/expenses for the remainder of the fiscal year.

**CITY OF SIERRA VISTA
Expenditures/Expenses by Department
Fiscal Year 2021**

DEPARTMENT/FUND	ADOPTED	EXPENDITURE/	ACTUAL	BUDGETED
	BUDGETED	EXPENSE	EXPENDITURES/	EXPENDITURES/
	EXPENDITURES/	ADJUSTMENTS	EXPENSES*	EXPENSES/
	EXPENSES	APPROVED		EXPENSES
	2020	2020	2020	2021
City Council				
General Fund	\$ 104,403	\$	\$ 92,521	\$ 103,959
Sewer	13,050		13,050	12,996
Refuse	13,050		13,050	12,996
Donations	13,035		16,826	13,035
Department Total	\$ 143,538	\$	\$ 135,447	\$ 142,986
Administrative Services				
General Fund	\$ 2,944,783	\$	\$ 2,448,612	\$ 3,447,200
Capital Improvements				
Sewer	406,691		406,691	369,701
Refuse	424,445		424,445	383,958
HURF	44,259		44,259	
Department Total	\$ 3,820,178	\$	\$ 3,324,007	\$ 4,200,859
City Manager				
General Fund	\$ 2,596,849	\$	\$ 2,186,931	\$ 2,576,605
Donations	545			545
Grants	415,140		38,465	547,325
Tourism				
Sewer	341,103		341,103	337,324
Refuse	311,264		311,264	308,380
Department Total	\$ 3,664,901	\$	\$ 2,877,763	\$ 3,770,179
Legal				
General Fund	\$ 306,171	\$	\$ 273,809	\$ 316,559
Judicial Enhancement	300			300
Department Total	\$ 306,471	\$	\$ 273,809	\$ 316,859
General Government				
General Fund	\$ 834,007	\$	\$ 659,011	\$ 822,631
HURF	55,600		55,600	54,842
Sewer	111,201		111,201	109,684
Refuse	111,201		111,201	109,684
Health & Accident	4,434,500		2,984,668	4,434,500
Unemployment	25,000		1,685	25,000
Self Insured Retention	100,000		29,036	100,000
Department Total	\$ 5,671,509	\$	\$ 3,952,402	\$ 5,656,341
Police				
General Fund	\$ 11,828,157	\$	\$ 9,760,060	\$ 13,054,499
Police Special Revenue	319,500		101,051	319,500
Capital Improvements Fund				
Grants	35,829		14,381	65,329
Donations	387,865		112,671	362,131
Police Development Fee				
Department Total	\$ 12,571,351	\$	\$ 9,988,163	\$ 13,801,459
Fire				
General Fund	\$ 9,202,140	\$	\$ 6,981,015	\$ 7,836,469
Grants	1,042,553		14,608	582,000
Donations	5,150		1,077	5,150
Fire Development Fee				
Department Total	\$ 10,249,843	\$	\$ 6,996,700	\$ 8,423,619
Public Works				
General Fund	\$ 5,551,048	\$	\$ 5,409,720	\$ 5,661,633
HURF	8,136,791		3,589,675	9,063,220
LTAF	1,691,331		1,051,947	1,623,666
Grants				4,000,000
Airport	1,091,572		822,707	2,724,518
Capital Improvements	3,141,071		1,169,325	525,000
Sewer	3,740,796		1,773,296	3,918,192
Refuse	3,781,389		2,771,481	4,320,663
Donations			187	
Park Development				
Infrastructure Development				
Metropolitan Planning Org	653,820		200,042	834,601
Department Total	\$ 27,787,818	\$	\$ 16,788,380	\$ 32,671,493
Leisure & Library				
General Fund	\$ 4,787,525	\$	\$ 3,776,759	\$ 5,427,354
Grants	1,536,466		141,325	981,300
Capital Improvements	10,514,524		11,540,733	1,500,000
SVMP Construction				
Donations	203,310		61,857	265,807
Library Development				
Department Total	\$ 17,041,825	\$	\$ 15,520,674	\$ 8,174,461
Community Development				
General Fund	\$ 938,898	\$	\$ 780,915	\$ 915,052
Grants	158,105		117,708	168,897
Capital Improvements Fund				
Donations	8,085		1,913	8,085
Department Total	\$ 1,105,088	\$	\$ 900,536	\$ 1,092,034
Debt				
General Fund	\$ 281,878	\$	\$ 281,879	\$ 281,880
HURF	79,907		79,907	79,908
Airport	75,347		75,346	75,347
Park Development	126,630		126,630	126,630
SVMP I&R	3,471,300		2,535,206	3,925,794
Capital Improvements	250,000			
Sewer	949,871		126,399	1,072,868
Refuse	301,947		22,507	301,947
Department Total	\$ 5,536,880	\$	\$ 3,247,874	\$ 5,864,374
SEACOM	\$ 2,469,372	\$	\$ 1,570,187	\$ 2,633,965
Department Total	\$ 90,368,774	\$	\$ 65,575,942	\$ 86,748,629

CITY OF SIERRA VISTA
Full-Time Employees and Personnel Compensation
Fiscal Year 2021

FUND	Full-Time Equivalent (FTE) 2021	Employee Salaries and Hourly Costs 2021	Retirement Costs 2021	Healthcare Costs 2021	Other Benefit Costs 2021	Total Estimated Personnel Compensation 2021
GENERAL FUND	319	\$ 18,193,426	\$ 6,557,228	\$ 2,978,811	\$ 1,884,615	\$ 29,614,080
SPECIAL REVENUE FUNDS						
HURF	18	\$ 1,084,276	\$ 87,079	\$ 139,787	\$ 110,744	\$ 1,421,886
LTAF	10	481,226	50,773	91,879	61,063	684,941
Airport	2	55,025	4,237	8,578	5,178	73,018
Metropolitan Planning Org	1	114,093	9,605	7,346	8,888	139,932
Total Special Revenue Funds	31	\$ 1,734,620	\$ 151,694	\$ 247,590	\$ 185,873	\$ 2,319,777
DEBT SERVICE FUNDS						
N/A		\$	\$	\$	\$	\$
Total Debt Service Funds		\$	\$	\$	\$	\$
CAPITAL PROJECTS FUNDS						
N/A		\$	\$	\$	\$	\$
Total Capital Projects Funds		\$	\$	\$	\$	\$
PERMANENT FUNDS						
N/A		\$	\$	\$	\$	\$
Total Permanent Funds		\$	\$	\$	\$	\$
ENTERPRISE FUNDS						
Sewer	12	\$ 1,366,275	\$ 63,296	\$ 90,266	\$ 65,431	\$ 1,585,268
Refuse	17	1,436,597	81,270	119,294	87,416	1,724,577
Total Enterprise Funds	29	\$ 2,802,872	\$ 144,566	\$ 209,560	\$ 152,847	\$ 3,309,845
INTERNAL SERVICE FUND						
N/A		\$	\$	\$	\$	\$
Total Internal Service Fund		\$	\$	\$	\$	\$
TOTAL ALL FUNDS	379	\$ 22,730,918	\$ 6,853,488	\$ 3,435,961	\$ 2,223,335	\$ 35,243,702

ORDINANCE 2020-006

AN ORDINANCE OF THE MAYOR AND CITY COUNCIL OF THE CITY OF SIERRA VISTA, COCHISE COUNTY, ARIZONA; LEVYING UPON THE ASSESSED VALUATION OF THE PROPERTY WITHIN THE CITY OF SIERRA VISTA SUBJECT TO TAXATION A CERTAIN SUM UPON EACH ONE HUNDRED DOLLARS (\$100.00) OF VALUATION SUFFICIENT TO RAISE THE AMOUNT ESTIMATED TO BE REQUIRED IN THE ANNUAL BUDGET, LESS THE AMOUNT ESTIMATED TO BE RECEIVED FROM FINES, LICENSES, AND OTHER SOURCES OF REVENUE; PROVIDING A GENERAL FUND FOR GENERAL MUNICIPAL EXPENSES ALL FOR THE FISCAL YEAR ENDING JUNE 30, 2021; AUTHORIZING AND DIRECTING THE CITY MANAGER, CITY CLERK, CITY ATTORNEY OR THEIR DULY AUTHORIZED OFFICERS AND AGENTS TO TAKE ALL STEPS NECESSARY TO CARRY OUT THE PURPOSES AND INTENT OF THIS ORDINANCE; REPEALING ALL ORDINANCES IN CONFLICT HEREWITH; AND PROVIDING FOR SEVERABILITY

WHEREAS, by the provisions of the state law, the ordinance levying taxes for the Fiscal Year 2020/2021 is required to be adopted not later than the third Monday in August; and

WHEREAS, the County of Cochise is the assessing and collecting authority for the City of Sierra Vista, the City Clerk is hereby directed to transmit a certified copy of this ordinance to the Assessor and the Board of Supervisors of Cochise County, Arizona; and

WHEREAS, it is settled policy of the City Council to adopt the ordinance levying property taxes for the fiscal year not later than the third Monday in August.

NOW, THEREFORE, BE IT RESOLVED BY THE MAYOR AND CITY COUNCIL OF THE CITY OF SIERRA VISTA, ARIZONA, AS FOLLOWS:

SECTION 1

There is hereby levied on each One Hundred Dollars (\$100) of assessed value of all property, both real and personal, within the corporate limits of the City of Sierra Vista, except such property as may be by law exempt from taxation, a tax rate sufficient to raise the sum of Three Hundred Seventy Two Thousand and Thirty Four Dollars (\$372,034) for the purpose of providing the City of Sierra Vista for the fiscal year ending on the 30th day of June, 2021, but not to exceed the \$0.1106 per each One Hundred Dollars (\$100) of the assessed valuation of all real and personal property in the City of Sierra Vista subject to taxation.

ORDINANCE 2020-006
PAGE ONE OF TWO

SECTION 2

There is no secondary tax levied upon the property within the corporate limits of the City of Sierra Vista for the fiscal year ending June 30, 2021.

SECTION 3

No failure by the county officials of Cochise County, Arizona, to properly return the delinquent list and no irregularity in the assessment or omission in the same, or irregularity of any kind in any proceedings shall invalidate such proceedings or invalidate any title conveyed by any tax deed; nor shall any failure or neglect of any officer or officers to perform any of the duties assigned to him or to them on the day within the time specified, work an invalidation or any proceedings or of any such deed or sale or affect the validity of the collection of the same may be enforced or in any manner affect the lien of the City upon such property for the delinquent taxes unpaid thereon, and no overcharge as to part of the taxes or of costs shall invalidate any proceedings for the collection of taxes or the foreclosure; and the acts of officers de facto shall be valid as if prepared by officers de jure.

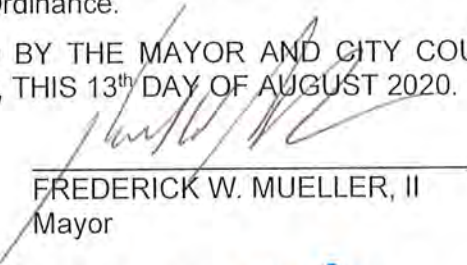
SECTION 4

Should any section, clause or provision of this Ordinance be declared by the courts to be invalid, such invalidity shall not affect other provisions which can be given effect without the invalid provision, and to this end, the provisions of this Ordinance are declared to be severable.

SECTION 5


That the City Manager, City Clerk, City Attorney, or their duly authorized officers and agents are hereby authorized and directed to take all steps necessary to carry out the purposes and intent of this Ordinance.

PASSED AND ADOPTED BY THE MAYOR AND CITY COUNCIL OF THE CITY OF SIERRA VISTA, ARIZONA, THIS 13th DAY OF AUGUST 2020.



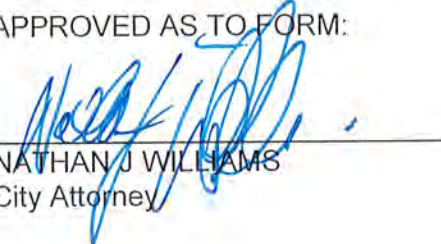
FREDERICK W. MUELLER, II
Mayor

ATTEST:



JILL ADAMS
City Clerk

APPROVED AS TO FORM:



NATHAN J WILLIAMS
City Attorney

PREPARED BY: Jen Osburn, Interim Budget Officer

ORDINANCE 2020-006
PAGE TWO OF TWO



ACCRUALS:	Accounts on a balance sheet that represent liabilities and non-cash-based assets. These accounts include, among many others, accounts payable, accounts receivable, future tax liability, and future interest expense.
AMERICAN RECOVERY AND RENIVESTMENT ACT (2009) :	Federal Legislation passes in 2009 to stimulate the economy.
APPROPRIATION:	An authorization made by the city council which permits the city to incur obligations and to make expenditures of resources.
ASSESSED VALUATION:	A value which is established for real and personal property for use as a basis for levying property taxes. (Note: the county establishes Property values.)
ASSETS:	Property owned by a government which has a monetary value.
BALANCED BUDGET:	Achieved when projected revenue and expenditures are equal for every fund. The State of Arizona requires that we present a balanced budget every year.
BOND:	A written promise to pay a sum of money on a specific date at specified interest rate. The interest payments and the repayment of the principal are detailed in a bond ordinance. The most common types of bonds are general obligation, revenue bonds, and special improvement district bonds. These are most frequently used for construction of large capital projects such as buildings, streets and sewers.
BUDGET:	A financial plan for a specified period of time (fiscal year).



BUDGET

ADJUSTMENT: A procedure to revise a budget appropriation, either by city council approval through the adoption of a supplemental appropriation ordinance for any interdepartmental or inter-fund adjustments or by city manager authorization to adjust appropriations within a departmental budget.

BUDGET DOCUMENT: The official written statement prepared by the budget office and supporting staff, which presents the proposed budget to the council.

BUDGET MESSAGE: The opening section of the budget, which provides the city council and the public with a general summary of the most important aspects of the budget, changes from the current and previous fiscal years, and recommendations made by the city manager.

BUDGETARY CONTROL: The control or management of a governmental unit or enterprise in accordance with an approved budget for the purpose of keeping expenditures within the limitations of authorized appropriations and available revenues.

CAPITAL ASSETS: Assets of significant value and having a useful life of several years. Capital assets are also called fixed assets.

CAPITAL IMPROVEMENTS

BUDGET: A plan of proposed capital expenditures and the means of financing them. The capital budget is usually enacted as part of the complete annual budget, which includes both operating and capital outlays. The capital budget normally is based on a capital improvement program (CIP).

CAPITAL IMPROVEMENT

PROGRAM: A plan for capital expenditures to be incurred each year over a fixed period of several future years setting forth each capital project of expansion, acquisition, or rehabilitation of the city's capital assets; identifying the expected beginning and ending date for each project, the amount to be



expended in each year, and the method of financing those expenditures.

CARRYOVER: Funds that were allocated in a prior fiscal year, that will be used in the current fiscal year. Bond projects receive the bond revenue in one fiscal year, but are constructed in another. The money that is used for constructed is transferred from the prior year to the New Year.

CASH BASIS: The method of accounting under which revenues are recorded when received in cash and expenditures are recorded when paid.

CONTINGENCY ACCOUNT: A budgetary reserve set aside for emergencies or unforeseen expenditures not otherwise budgeted for.

DEBT SERVICE: Payment of interest and repayment of principal to holders of a government's debt instruments.

DEFICIT: 1. The excess of an entity's liabilities over its assets (see Fund Balance). 2. That portion of the cost of a capital asset, which is charged as an expense during a particular period.

DEPRECIATION: 1. Expiration in the service life of a capital assets attributable to wear and tear, deterioration, action of the physical elements, inadequacy or obsolescence. 2. That portion of the cost of a capital asset, which is charged as an expense during a particular period.

ENCUMBRANCE: The legal commitment of appropriated funds to purchase an item or service. To encumber funds means to set aside or commit funds or a future expenditure.

ENTERPRISE FUND: A fund established to account for operations financed in a manner similar to a private business enterprise, i.e., where the costs of providing goods and services to the public are financed or recovered through user charges.



ESTIMATED REVENUE:	The amount of projected revenue to be collected during the fiscal year.
EXPENDITURE/ EXPENSE:	This term refers to the outflow of funds paid for an asset, goods, or services obtained.
FISCAL YEAR:	The time period designated by the city signifying the beginning and ending period for recording financial transactions. The City of Sierra Vista has specified July 1 to June 30 as its fiscal year.
FIXED ASSETS:	Assets of long-term character which are intended to continue to be held or used, such as land, buildings, machinery, furniture and other equipment.
FUND:	An accounting entity which as a set of self-balancing accounts and records all financial transactions for specific activities or government functions. Eight commonly used fund types in public accounting are general fund, special revenue funds, debt service funds, capital project funds, enterprise funds, trust and agency funds, internal service funds, and special assessment funds.
GENERAL FUND:	The largest fund within the city, the general fund, accounts for most of the financial resources of the government not specifically accounted for in other funds. General fund revenues include primary property taxes, licenses and permits, local taxes, service charges, and other locally generated types of revenue. This fund usually includes most of the basic operating services, such as fire and police protection, finance, data processing, courts, attorneys, parks and recreation, libraries, public works and general administration.



GENERAL OBLIGATION

BONDS: Bonds which finance a variety of public projects such as streets, buildings, and improvements; the repayment of these bonds is usually made from secondary property taxes, and these bonds are backed by the full faith and credit of the issuing government.

GOVERNMENTAL FUND:

GRANT: A contribution of assets (usually cash) by one governmental unit or other organization to another. Typically, these contributions are made to local governments from the state and federal governments. Grants are usually made for specified purposes. Grants may be classified as either categorical or block depending upon the amount of discretion allowed the grantee.

HURF: Highway Users Revenue Fund

The resources for this fund come from gasoline taxes. The state stipulates that the city must use these funds for street-related purposes.

INTERNAL SERVICES:

Those services provided within the City organization to support operations, including: Human Resources, Information Technology, Facilities Maintenance, and Fleet Services.

LTAF: Local Transportation Assistance Fund

The State Lottery generates the monies for this fund. The city must then spend these funds on transportation-related activities.

LINE-ITEM BUDGET:

A budget that lists each expenditure category (salary, materials, telephone service, travel, etc.) separately, along with the dollar amount budgeted for each specified category.

MATURITIES:

The dates on which the principal or stated values of investments or debt obligations mature and may be reclaimed.



MILL:	The property tax rate which is based on the valuation of property. A tax rate of one mill produces one dollar of taxes on each \$1,000 of property valuation.
OPERATING BUDGET:	The portion of the budget that pertains to daily operations that provides basic governmental services. The operating budget contains appropriations for such expenditures as personnel, supplies, utilities, materials, travel and fuel.
OUR FUTURE VISTAS:	The City of Sierra Vista's Strategic Leadership Plan adopted by the City Council
PER CAPITA:	Total amount of a good divided by the total population.
PERFORMANCE BUDGET:	A budget, which focuses upon activities rather than line items. Workload and unit cost data are collected in order to assess the efficiency of services. Typical data collected might include miles of streets paved per year, cost of paved streets per mile, tons of garbage collected per man-hour, or cost per man-hour of garbage collection.
PROGRAM BUDGET:	A budget which focuses upon the goals and objectives of an agency or jurisdiction rather than upon its' organizational budget units or object classes of expenditure.
RESERVE:	An account used to indicate that a portion of a fund's assets as legally restricted for a specific purpose and is, therefore, not available for general appropriation.
REVENUE:	Funds which the government receives as income. It includes such items as tax payments, fees from specific services, receipts from other governments, fines, forfeitures, grants, shared revenues and interest income.
REVENUE BONDS:	Bonds usually sold for constructing a project, which will produce revenue for the government. The revenue is pledged to pay the principal and interest of the bond.



REVENUE ESTIMATE:	A formal estimate of how much revenue will be earned from a specific revenue source for some future period, typically, a future fiscal year.
RISK MANAGEMENT:	An organized attempt to protect a government's assets against accidental loss in the most economical method.
SECONDARY ASSESSED VALUE:	The full value of the property as determined by the County Assessor's office, calculated by multiplying the Full Cash Value by the Assessment Ratio.
SOURCE OF REVENUE:	Revenues are classified according to their source or point of origin.
SPECIAL ASSESSMENT:	A compulsory levy made against certain properties to defray part or all of the cost of a specific improvement or service deemed to primarily benefit those properties.
SPECIAL REVENUE FUND:	An account established to collect money that must be used for a specific project, providing an extra level of accountability and transparency to taxpayers that their tax dollars will go toward an intended purpose.
STATE SHARED REVENUE:	The State of Arizona collects revenue and then distributes those revenues back to the Cities based on population or use.
TAX LEVY:	The total amount to be raised by general property taxes.
TAX RATE:	The amount of taxes (mills) levied for each \$1,000 of assessed valuation.



USER FEES: The money that is paid to receive the good or service. Customers pay a fee to use the aquatic center as well as to use sewer and refuse services.

Common Acronyms and Abbreviations

ADA: Americans with Disabilities Act
ADOT: Arizona Department of Transportation
ARRA: American Recovery and Reinvestment Act of 2009
CAFR: Comprehensive Annual Financial Report
CIP: Capital Improvement Fund
CY: Calendar Year
EBC: Ethel Berger Center (community center)
EOP: Environmental Operations Park
EXP: Expenditure
FY: Fiscal Year
GAAP: Generally Accepted Accounting Principles
GASB: Governmental Accounting Standards Board
GF: General Fund
GFOA: Government Finance Officers Association
GMC: Government Maintenance Center
HURF: Highway User Revenue Fund
IT: Information Technology
LTAF: Local Transportation Assistance Fund
O&M: Operations and Maintenance
MPC: Municipal Property Corporation
MUP: Multi-Use Path
PCC: Pete Castro Center (Public Works office building)
REV: Revenue
RICO: Racketeer Influenced and Corrupt Organization
SR: State Route
SV: Sierra Vista
SWOT: Strengths, Weaknesses, Opportunities, and Threats
TR: Therapeutic Recreation
USPP: Upper San Pedro Partnership