

ANNUAL BUDGET



FISCAL YEAR 2021 – 2022



CITY OF SIERRA VISTA, ARIZONA ANNUAL BUDGET For the Fiscal Year July 1, 2021 - June 30, 2022

CITY OF SIERRA VISTA LEADERSHIP

CITY COUNCIL

Rick Mueller, Mayor

Rachel Gray, Mayor Pro Tem

Angelica Landry, Council Member

William Benning, Council Member

Mark Rodriguez, Council Member

Gregory Johnson, Council Member

Carolyn Umphrey, Council Member

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Charles P. Potucek, City Manager

Victoria Yarbrough, Assistant City Manager

Jennifer Osburn, Budget Officer

SENIOR STAFF

Adam Thrasher, Police Chief

Brian Jones, Fire Chief

Sharon Flissar, Public Works Director

Laura Wilson, Department of Parks,
Recreation, and Library Director

Matt McLachlan, Community
Development Director

Nathan Williams, City Attorney

David Felix, Chief Financial Officer

Barbara Fleming,
Chief Human Resources Officer

Abe Rubio, Chief Information Officer

Kennie Downing, Chief Procurement Officer

Jill Adams, City Clerk

Tony Boone,
Economic Development Manager

Judy Hector, Marketing and
Communications Manager



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Sierra Vista
Arizona**

For the Fiscal Year Beginning

July 01, 2020

Christopher P. Morill

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented an award of Distinguished Budget Presentation to the City of Sierra Vista, Arizona for its annual budget for the fiscal year beginning July 1, 2020. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.

The award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.



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The City of Sierra Vista's Fiscal Year 2022 budget book serves as a policy document, financial plan, operations guide, and communications device. The City is proud to be a 28-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, Council, and residents 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 2022 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.



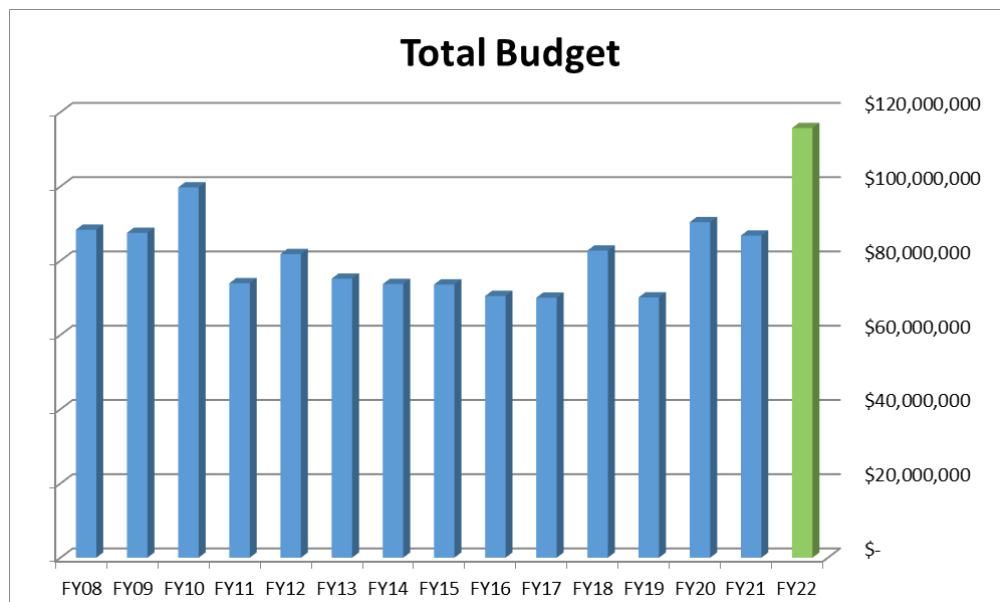
City Manager Charles P. Potucek

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 2021-2022 (FY22), as well as the proposed Five-Year Capital Improvement Plan and FY2022-2026 Capital Maintenance and Replacement Plan. The City's total FY22 budget of \$115,711,558 represents an increase of \$28,962,929 or 33.4% from the FY21 budget.

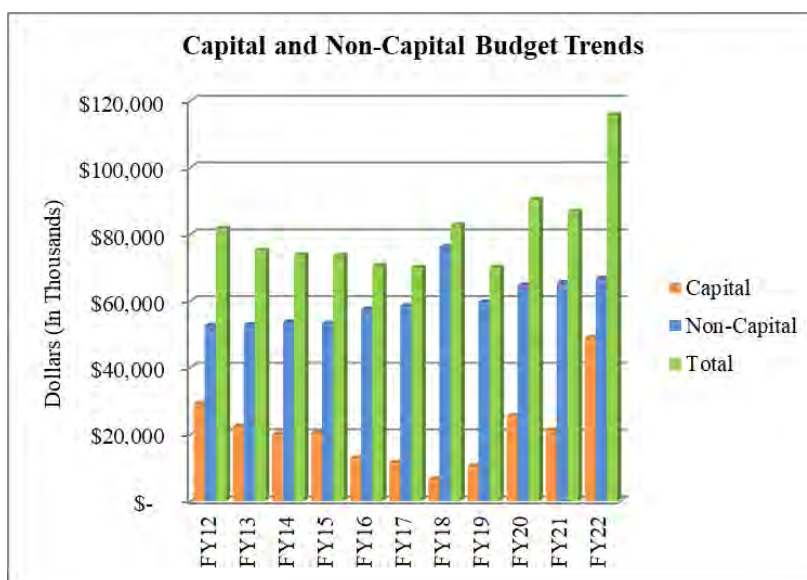
COVID-19 brought unprecedented health, social, and economic change to our community. Sierra Vista moves into FY22 with hope and optimism as we lay the foundation for recovery from the pandemic. The FY22 budget not only advances the objectives and policy direction of the City Council, but also strategically invests in the growth, economic diversity, and enhanced levels of services and safety to our community. 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 forecasting.

The graph below depicts the total budgets for the past 15 years, FY08 to FY22.





The graph below separates the budget into capital and non-capital expenditures for the last ten fiscal years. In the FY22 budget, non-capital expenditures increased roughly two percent and capital expenditures increased 130 percent from the FY21 budget. 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 city will take advantage of several grant opportunities to ensure a robust infrastructure that will meet the current and future needs of the community. The main increase in non-capital comes from personnel costs, consisting of step increases to the classification/compensation plan, market shifts, and contributions to Public Safety Personnel Retirement System (PSPRS).



City Council Strategic Plan

To help fulfill the City’s mission, the Sierra Vista City Council develops a two-year strategic plan that identifies incremental goals, all the while keeping the citizen-defined vision of the 10-year general plan, *Vista 2030*, clearly in sight. The objectives in the strategic plan provide fundamental policy guidance that shapes resource allocations and drives preparation of this year’s budget. The FY22 budget reflects the Mayor and Council’s strategic plan initiatives, recently approved on May 27, 2021.

This two-year Strategic Leadership Plan focuses on four critical success factors: responsible stewardship of natural and built resources (Invest), economic development and community prosperity (Ignite), enhanced quality of life for current and future citizens (Innovate), and better citizen engagement (Include).



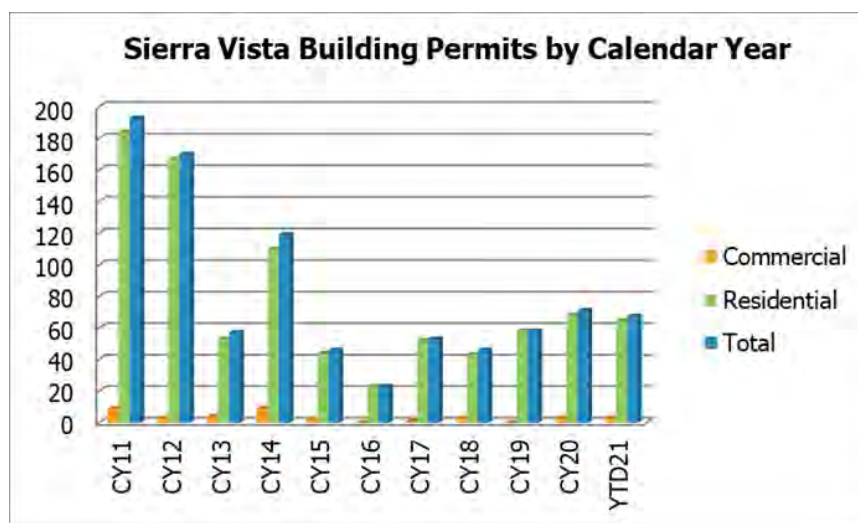
Vista 2030

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.

Local Economic Conditions

For FY21, the City's collections in essential revenue streams exceeded expectations, predominately attributed to the community's stable income through federal and government employment, Fort Huachuca's travel restrictions due to COVID-19, and federal stimulus money. Both local Transaction Privilege and State Shared taxes calculated ahead of budgeted amounts. Gross Privilege tax collections through the month of June 2021 increased \$2,345,646, or 11.15% over FY20. Hotel, Restaurant/Bar, and Real Property Rental taxes also increased 8.18%, 13.78%, and 12.21% respectively over last year. Even with these promising numbers, the City will continue to project FY22's revenues conservatively.

COVID-19 caused national economic instability that still impacted Sierra Vista. Construction classification revenue felt the largest negative impact in FY21. While the construction industry itself is forecasted to have growth in the coming years, this COVID-driven market sees rippling effects from supply chain disruptions, labor shortages, and inflation. As such, construction tax revenues decreased \$205,194, or 28.95% from FY20. This is further reflected in the approximate 5 percent decrease in building permits when comparing January to August calendar year 2021 over 2020. To a lesser extent, COVID-19 also negatively impacted the Utility Tax classification. Its revenues decreased \$62,289, or 4.83% from FY20.





Despite the decrease in building permits over 2020, new commercial construction square footage grew in 2021. Dutch Bros Coffee expects completion of their new location in the fall of 2021 in the Plaza Vista Mall. The City approved plans for Popeyes Chicken to construct in the same area. Also, the City issued several permits for additions and improvements to businesses, such as the Mountain Vista Mobile Home Park Clubhouse, Safeway's new "drive up and go", and Chiricahua Health Center improvements. This new growth and redevelopment gives us renewed hope for the future of our economy.

When comparing the 2021 residential home market to 2020, Sierra Vista led the way in Southern Arizona with an increase of 33 percent in closings over the Tucson/Sahuarita/Green Valley areas. Sales prices also increased 21 percent, in line with Green Valley and only slightly behind Sahuarita at 23 percent. Sierra Vista's median home price was \$230,000 in June 2021, eclipsing the 2020 value of \$190,000, as well as, the previous high in 2006 of nearly \$208,000.

According to the Arizona Commerce Authority, Sierra Vista's labor force increased 279 people, while employment in Sierra Vista increased 411 people (January 2021 to August 2021). As of August 2021, unemployment in Sierra Vista dropped to 4.2 percent, well below Arizona at 6.2 percent and the national unemployment rate of 5.2 percent.

Economic Development

Despite adverse economic indicators resulting from COVID-19 pertaining to the future of the nation, the City will continue to aggressively pursue economic development opportunities in FY22. Using the economic development framework provided by the Council, staff will take a lead role in the community to achieve their objectives. Council's Strategic Leadership Plan includes specific efforts to explore different technologies and partnerships relevant to economic development and expand where appropriate, to maximize the economic impact of the municipal airport, expand awareness of Fort Huachuca highlighting growth potential, and explore the meaningful engagement of additional community partners.

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 growth 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 FY22 budget provides for the construction of a new EMS substation which will decrease response times benefitting the entire City. The City also provides EMS services to Fort Huachuca through an intergovernmental agreement which began in January 2018 for a period of five years.

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

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 decreased from \$38,467,333 to \$18,512,518 from FY09 to the end of FY18 despite the economic

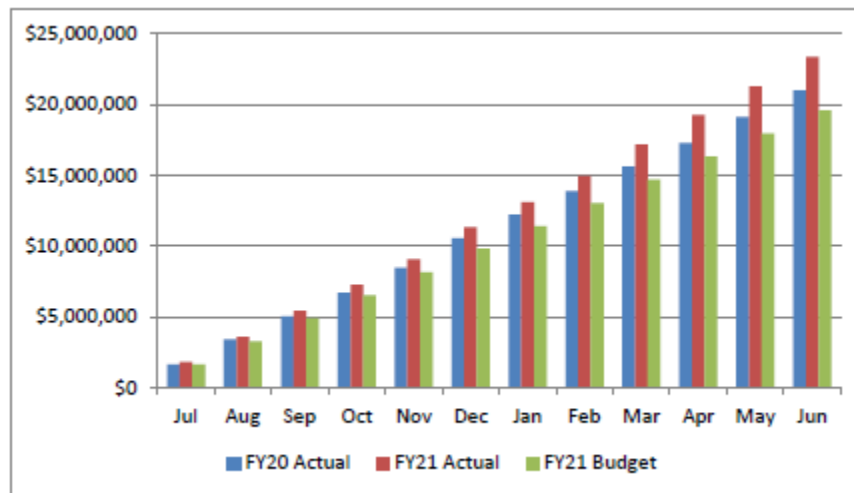


downturn the City experienced. This year’s debt service budget amounts of \$4,449,191 (4%) of the total budget expenditures, a decrease of \$1,415,183 from FY21.

Revenue

Grants revenue encompasses almost 25 percent of total revenue generated in FY22. In February 2021, Congress passed the American Rescue Plan Act (ARPA) which will distribute \$350 billion to aid COVID-19 emergencies. In FY22, Sierra Vista will receive \$3,114,344 in APRA funds. In addition, the City will compete for several other grant opportunities in order to complete projects that will enhance services and the quality of life in the community.

The city sales tax, a major local revenue source, comprises 18 percent of the City’s total revenue. Despite the uncertainty from COVID-19, the City saw Transaction Privilege Tax (TPT) collections through the month of June 2021 at 11.15% over FY20 and 19.31% ahead of FY21 budget. Conservatively, the City is in a good position to project a 7 percent increase in sales revenue in FY22. The chart below provides a monthly comparison of revenue collections for FY21 actual, FY21, budget, and FY20 actual.



State Shared Revenue is the third largest revenue source for the City. The City projects a slight increase (3 percent) in state-shared revenue for FY22. As cities in Arizona grow, they will receive a greater share of state-shared revenues.

The City forecasts an increase of \$314,216 in user fees in FY22, predominately due to the Department of Parks, Recreation, & Library opening after COVID-19 closures in FY21.



Construction Tax Rate Change

On December 10, 2020, City Council adopted an amendment to the city tax code decreasing the construction contracting tax rate from 2.45% to 1.95%.

Development Fees

The Council approved the Land Use Assumptions (LUA) and Infrastructure Improvement Plan (IIP) on September 10, 2020 as the first step toward setting the revised development fees. In accordance with A.R.S. 9-463 and City Code 154.10-20, the Council approved the revised development fee schedule that corresponded to the LUA and IIP on December 10, 2020. The new fees went into effect on March 1, 2021.

Personnel

Personnel costs continue to make up one of the largest expenditure categories in the City budget. The City of Sierra Vista relies heavily on its personnel to deliver exceptional services to the community and remains committed to ensuring that we recruit and retain the best employees possible.

Personnel expenses increased 6 percent from FY21 to FY22, largely as a result of a two percent classification and compensation plan step increase, a four percent market shift, and maintenance to the Public Safety Personnel Retirement System (PSPRS) contribution rates. In FY22, the City reclassified one position in Marketing and Communications and funded an additional Civil Engineer position, 2 EMT transport positions, a PW Capital Improvement & Development Manager, an PW External Operations Manager, a Refuse Worker position, a Street Worker position, and a Leisure Management Analyst.

Operations and Maintenance

The City experienced significant O&M savings in FY21 as a result of COVID-19. Even so, departments remain diligent in keeping operations and maintenance costs low, regularly seeking innovative solutions to accomplish this goal. In FY22, the O&M budget increased \$587,366, or 2 percent over FY21.

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

Due to several grant opportunities, the City allocated \$48 million in capital expenditures for FY22. Some of these projects include:

- EMS substation construction \$ 2,000,000
- Library VDI Patron System \$ 95,000
- Fire Station 3 Classroom & Conference Room Upgrade \$ 115,000
- Castle Playground at VMP \$ 40,000
- Charleston Road Rebuild \$ 932,000

A variety of sources, including grants, financing and capital improvement fund revenue fund these capital projects. A FY22 capital summary list is included in the Capital Improvement Plan portion of the budget book.

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 City Council and staff discuss the potential for the establishment of an Economic Development Advisory Group to assist in accomplishing the Council Strategic Plan initiative.

The budgeted market shift of 4 percent in FY22 will raise personnel salaries to approximately 95 percent of market value. The City will evaluate and assess how the market develops over the next year, with the possibility of an additional market shift in FY23 to better align pay to 100 percent of market value. This will aid in the goal to attract, retain, and motivate a qualified workforce which provides consistent excellent service to our community.

A significant number of public safety retirements occurred in 2021. As part of the Council Strategic Plan, the City will prioritize and reevaluate recruiting strategies and implement new methods. In FY22, the contribution rates to the Public Safety Pension Retirement System (PSPRS) decreased. However, per City financial policy, the City will continue to pay at the higher rate. Deficiencies in PSPRS funding levels require additional contributions from the City in order to ensure the system's funding levels and future solvency.

On August 12, 2021, City Council adopted a comprehensive Parks & Recreation Master Plan. The plan is an amalgamation of extensive public input and staff's recommended needs assessment. The Council's Strategic Leadership Plan also identified the Parks &



Budget Transmittal Letter

Recreation Master Plan as an objective. The Master Plan outlines proposed upgrades to existing parks and sports facilities and new development with the intention to improve quality of life for residents and position Sierra Vista as a destination for sports tournaments. Staff will complete projects as funding opportunities can be secured.

The City recently affirmed our commitment to assume the ongoing challenge of addressing the long-term water and other environmental needs of the community. 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 proceed with our efforts to promote a strong relationship with Fort Huachuca and assist in expanding and preserving the Fort's important mission in support of our national defense.

Conclusion

The FY22 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 BY THE NUMBERS	
Elevation	4,623'
Population ¹	45,308
Median Age	36
High School Graduate or Higher	91.97%
Institutions of Higher Learning	5
Median Household Income	\$62,951
Median Home Price ²	\$210,000
Percent of Income Spent on Shelter	22%
January Median Temperature	48°
July Median Temperature	79°

Source: AZ Commerce Authority
¹Source: US Census, 2020
²Source: AZ Association of Realtors (April 2021)



Sierra Vista (Spanish for "Mountain View") is a thriving community of 45,308 and serves as the regional center for southeastern Arizona. The City is approximately 75 miles southeast of Tucson, and boasts unique views of the Huachuca, Dragoon, and Mule Mountains. The San Pedro River serves as the City's eastern border. At an elevation of 4,623 feet, Sierra Vista enjoys a temperate year-round climate and abundant sunshine.

History

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

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



Activities and Attractions

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

Major annual events held in Sierra Vista include: the Cochise Cowboy Poetry and Music Gathering, a spectacular Independence Day celebration, Oktoberfest, Wine Tasting Events and Tours, Sky Islands Summit Challenge, Art in the Park, Cars in the Park, Sky Island Bike Tour, Southwest Wings Birding & Nature Festival, and several Christmas events including a lighted parade, multiple bazaars, Santa in the Park, Festival of Trees, and many others. In between these event pillars, residents and visitors alike enjoy regular music and arts programs, lectures, sporting events, guided tours, and more.



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



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

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

Governance

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

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



Mayor Rick Mueller

After serving three terms on the Sierra Vista Council, Frederick William "Rick" Mueller was elected to serve as the Mayor in November 2010. He 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; Chairman, Upper San Pedro Partnership; and Ex-Officio Member, Huachuca 50.

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 and Salvation Army Advisory Board. 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.

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 20 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.

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 Sierra Vista Industrial Development Authority. Mayor Pro Tem Gray is a board member of SEAGO and Rural Transportation Advisory Committee, and the Chair of the Sierra Vista Metropolitan Planning Organization.



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 Gregory Johnson

Gregory L. Johnson has been a resident of Sierra Vista since 2006 when he took a job as a felony prosecutor, Deputy County Attorney for the Cochise County Attorney's Office. He has always been active in the communities in which he lived but never as an elected official. His academic credentials are a Bachelor of Arts degree in Economics and Business from North Park University (1968, Chicago), a M.B.A. from Northern Illinois University (1972, DeKalb, IL), and a Juris Doctor (Law) degree from John Marshall Law School (1991, Chicago).

He is a United States Marine Corps veteran 1969 to 1971 attaining the rank of Sergeant (E-5). After discharge he took over leadership of his family business, a 95-unit hotel property for over 30 years. He served on various tourism and hospitality boards, and chambers of commerce board. He served as an Economic Development Commission member and Zoning Board of Appeals in Des Plaines, IL. After selling the business he moved to Vermont and became an Associate Professor at the College of St. Joseph (Rutland) teaching hospitality, management, and legal courses at the college. In Vermont he served on the Pittsford Zoning Board of Adjustment.

In 2006 he answered a job posting of Cochise County for a felony prosecutor position and moved to Sierra Vista. He subsequently served the citizens of Cochise County until retirement in 2013. Since retirement he volunteers with the Sierra Vista Police Department and serves as the Cochise County Hearing Officer for code and zoning violations. His hobbies include reading, computers (Apple guy), photography, recreational shooting, and amateur radio. He is a member of the American Legion, Post 52 and the Cochise Gun Club.



Council Member Angelica Landry

Dr. Angelica Landry was elected to the City Council in November of 2020. She was born and grew up in southern Iowa, where she fell in love with learning and would always have a book from the library in hand.

In 2005 she moved to Arizona and immediately fell in love with Sierra Vista. She met her husband Keith and they were married in 2012 and both agreed that Sierra Vista would continue to be home for them. Angelica attended Wayland Baptist University and graduated with her Bachelors in 2014, her Masters of Business Administration in 2016, and her Doctorate of Management in 2018. She also completed her Masters of Education at NAU in April 2021.

Angelica serves as an advisory board member for the Salvation Army and volunteers as well. She is a member of the Sierra Vista Satellite Rotary and enjoys giving back to the community she loves in whatever capacity she can. Angelica also works full time as an Instructional Designer on Ft. Huachuca and is an Adjunct Faculty for Wayland Baptist University. She has a twelve year old daughter who currently attends Joyce Clark Middle School and is one of her biggest supporters.

In her spare time, Angelica loves to read (everything), listen to music (all genres), spend time with her family (especially cooking together), and spending time with the family's Cavalier King Charles Spaniels as well as feeding her two cats all the treats they can eat. The family also saves soda cans for the Nancy J. Brua Animal Care Center.



Council Member Mark Rodriguez

Mark Rodriguez is originally from San Antonio, TX, but has called Sierra Vista home since 2014. He served in the U.S. Army for 21 years. An active community volunteer and father of six children—three of his own and three of his partner’s—he has learned about many different facets of Sierra Vista by listening to community members he encounters. Mark is a noncommissioned officer academy senior trainer with ORSA Technologies, LLC, on Fort Huachuca.



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 Sierra Vista Unified School District.

Serving Sierra Vista, especially the West End, is a priority for Carolyn. When her children entered school, Carolyn became an education advocate, co-founding the Sierra Vista Public Education Network. She serves on the board of the Education Foundation of Sierra Vista and 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 has served as council liaison for the West End Commission, and Arts and Humanities Commission. Carolyn currently serves on the Sierra Vista Metropolitan Planning Organization, and the Upper San Pedro Partnership.

In her spare time Carolyn loves watching hummingbirds outside her window, 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 area's rich history, from Fort Huachuca, the original pioneers, to outlying areas like Tombstone, Bisbee, and Hereford. There is never a dull moment!



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 35 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 Pavilion. Potucek envisions Sierra Vista as a regional center for commerce, health care and education, a model for environmental programs, a technology center, and expanding upon its history as an outstanding public service provider. Above all, he wants Sierra Vista to become a place where children grow up and stay - instead of having to go elsewhere for educational and employment opportunities.

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



Assistant City Manager Victoria Yarbrough

Victoria Yarbrough has been Sierra Vista's Assistant City Manager since September 2017 after serving as the Department of Parks, Recreation, and Library 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%
2020	45,308	0.5%	125,447	-4.1%	7,151,502	-0.5%

As of July 1 each year

Source: Arizona Office of Economic Opportunity, Cochise College Center for Economic Research, US Census Bureau

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 IN SIERRA VISTA		
	2010	2019
<i>Under 5</i>	7.5%	5.4%
<i>5 to 9</i>	6.4%	6.3%
<i>10 to 14</i>	5.6%	5.9%
<i>15 to 19</i>	7.3%	5.9%
<i>20 to 24</i>	8.7%	6.2%
<i>25 to 34</i>	16.9%	12.3%
<i>35 to 44</i>	11.9%	11.3%
<i>45 to 54</i>	11.3%	10.4%
<i>55 to 59</i>	4.9%	6.1%
<i>60 to 64</i>	4.8%	7.1%
<i>65 to 74</i>	8.0%	13.0%
<i>75 to 84</i>	4.9%	7.3%
<i>85 and over</i>	1.7%	2.7%

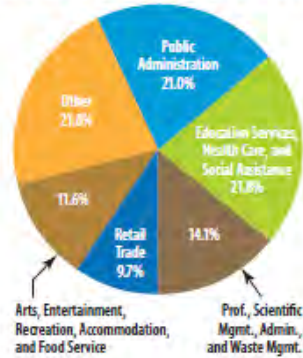
Source: US Census Bureau & 2019 American Community Survey

Racial Composition	
White	57.20%
Hispanic or Latino (of any race)	25.50%
Other (including 2 or more races)	6.30%
Black/African American	7.70%
Asian	4.50%
American Indian & Alaska Native	1.40%
Native Hawaiian & Pacific Islander	0.70%

Source: 2019 American Community Survey



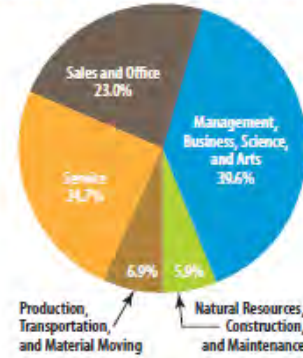
SIERRA VISTA INDUSTRIES



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

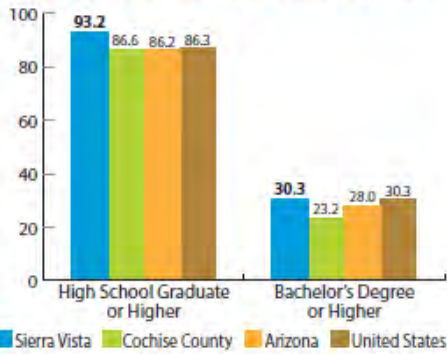
Source: U.S. Census Bureau, 2012 – 2016 American Community Survey, 5-year Estimates, and Cochise College Center for Economic Research.

SIERRA VISTA OCCUPATIONS



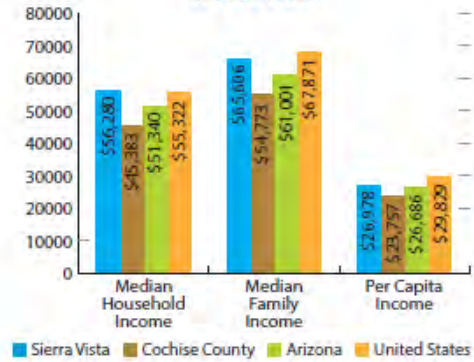
Source: U.S. Census Bureau, 2012 – 2016 American Community Survey, 5-year Estimates, and Cochise College Center for Economic Research.

EDUCATIONAL ATTAINMENT LEVELS



Legend: Sierra Vista (blue), Cochise County (green), Arizona (orange), United States (brown)

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%

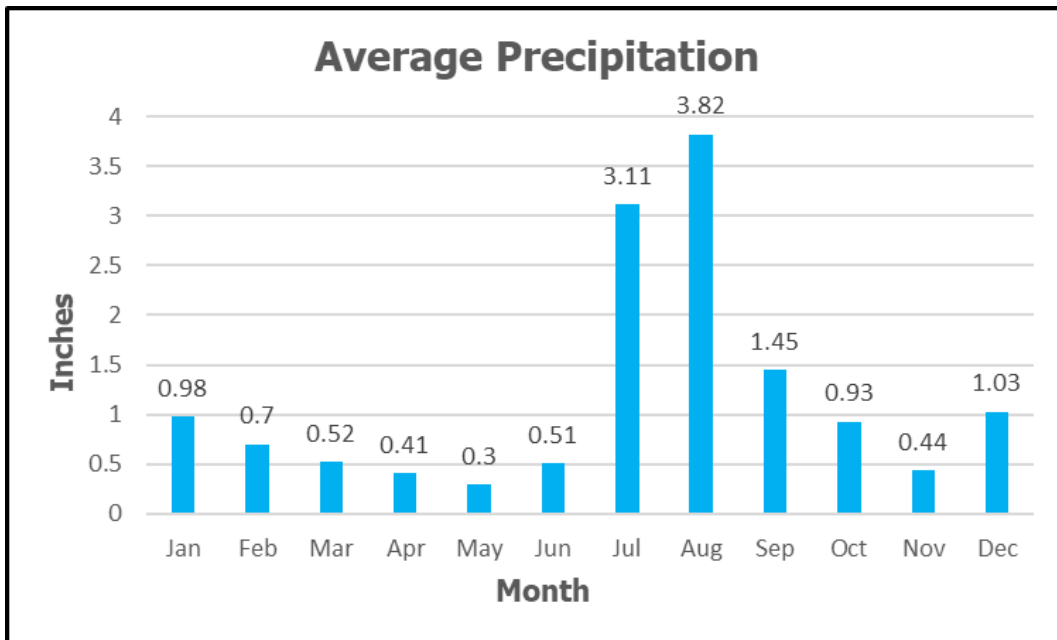
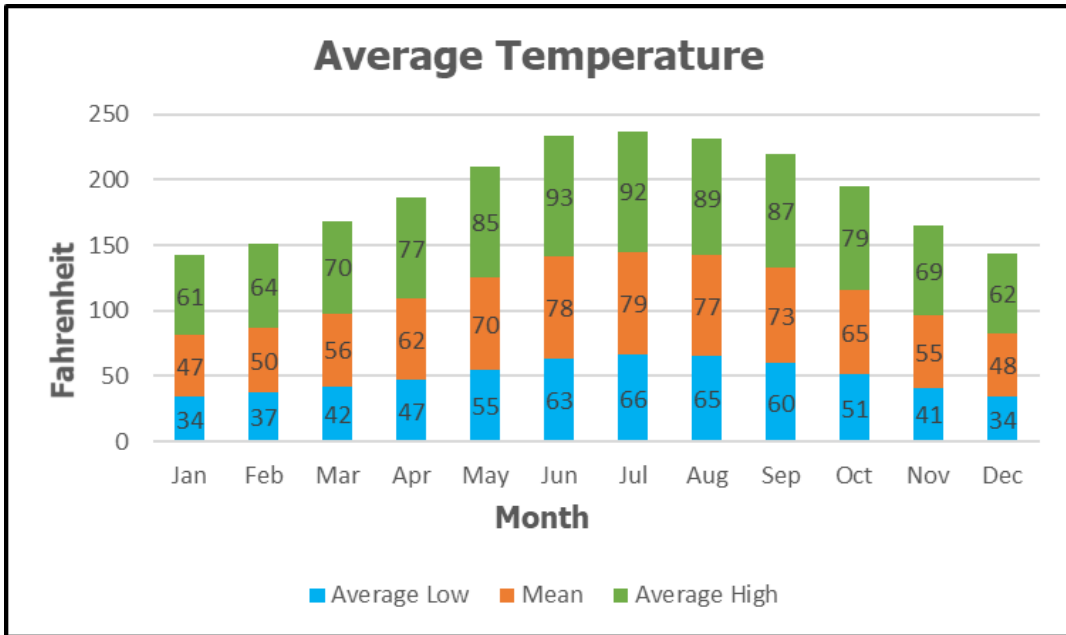
Climate

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	48°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>





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

To help fulfill the City's mission, the Sierra Vista City Council develops a two-year strategic plan that identifies incremental goals, all the while keeping the citizen-defined vision of the 10-year general plan, *Vista 2030*, clearly in sight.

This two-year Strategic Leadership Plan focuses on four critical success factors: responsible stewardship of natural and built resources (Invest), economic development and community prosperity (Ignite), enhanced quality of life for current and future citizens (Innovate), and better citizen engagement (Include). The FY22 budget reflects the Mayor and Council's strategic plan initiatives, recently approved on May 27, 2021.

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.

Critical Success Factors



INCLUDE: Citizen Engagement

Sierra Vista promotes transparent two-way citizen interaction and participation about community issues.

GOALS:

As the media landscape is changing, we will continue to leverage traditional and new methods of communication to provide opportunities for improved citizen engagement.

- Reinvigorate non-regulatory commissions by evaluating how they could work more effectively.
- Develop and implement a communication plan.
- Increase how the many great stories of Sierra Vista are shared with both staff and residents.
- Establish a more visible Council presence in media efforts and community outreach.

Increase capabilities and resources to expand the communication reach and impact of the City.

- Prioritize and communicate an emphasis in the organization on economic development, marketing, and public information.
- Examine external resources and technology to aid in communication.





INVEST: Responsible Stewardship

Sierra Vista practices effective management of public resources to reach short- and long-term goals for the benefit of our community.

GOALS:

Prioritize reducing the number of road miles of city-owned streets that fall into the Very Poor or Poor classifications on the Pavement Condition Index and maintain higher classifications to the extent possible.

- Develop a strategy and financial plan for addressing street conditions including rebuilding and repaving city streets.
- Evaluate and develop a Complete Streets program.

Explore best methods used to reduce or mitigate unfunded liabilities for the City's Arizona State Retirement System and Public Safety Personnel Retirement System.

- Complete forecasting/modeling to identify best options.
- Recommend approach to Council and implement as directed.

Maintain a strong bond rating and general fund reserves.

- Evaluate financial reserves and ASRS / PSPRS policies and recommend changes as appropriate.
- Evaluate current management of long-term debt and associated financial policies.
- Identify acceptable future debt level.

Effectively plan for and manage water resources.

- Plan for the future use of effluent and continue to partner with public and private agencies such as the Cochise Conservation & Recharge Network, Upper San Pedro Partnership, and Sentinel Landscapes, and pursue funding through programs such as the DoD Readiness and Environmental Protection Integration Program (REPI), for projects benefitting the Upper San Pedro River watershed.

Explore and leverage resources for identifying additional grants and funding opportunities.

- Partner with ADOT and the SVMPO to facilitate repair of state-owned roadways in Sierra Vista.
- Improve and streamline the capital improvement plan process.
- Identify and design shovel-ready plans where feasible and appropriate.



IGNITE: Economic Development and Community Prosperity

Sierra Vista facilitates the conditions for developing a strong workforce and retention, attraction, and expansion of businesses.

GOALS:

Enhance and improve economic development infrastructure.

- Explore different technologies and partnerships relevant to economic development and expand where appropriate, such as broadband and 5G availability, EV charging stations, and relevant emerging technologies.
- Continue ongoing efforts to revitalize the West End.
 - Complete construction Phase 1 of Fry Boulevard improvements
 - Plan Phase 2 of Garden Avenue improvements, identify funding, and implement as appropriate
 - Activate the West End entertainment district and begin programming events
 - Expand the West End Redevelopment Area and West Sierra Vista Partnership Program as appropriate
 - Plan for future use of the Fab Avenue property and implement improvements
 - Implement recommendations from the surface water master plan affecting the West End

Enhance current redevelopment, abatement, and code enforcement efforts.

- Revisit annexation of Fry townsite and other areas as necessary and appropriate.
- Prioritize efforts and ongoing funding for citywide abatement/code enforcement.

Engage economic development stakeholders.

- Explore the establishment of an Economic Development advisory group to enhance the efforts of the Economic Development division.
- Explore the meaningful engagement of additional community partners.
- Support Douglas Port of Entry improvements.





Expand sports tourism opportunities.

- Complete the extension of Avenida Escuela and its connection to the City sports complexes at Domingo Paiz and Veterans Park.
- Identify phases and the funding plan for improvements at the Veterans Memorial Park sports complex.

Increase and implement effective marketing efforts.

- Marketing efforts will prioritize the following areas:
 - Business leads
 - Work from home/telecommuting/teleworking attraction
 - Tourism marketing
 - Shopping local
 - Sharing successes of local partners: promote medical, education, and jobs
 - Attraction of retirees

Expand support for, awareness of, and opportunity for military missions on Fort Huachuca.

- Complete the Joint Resource Utilization Study.
- Continuously advocate for Fort Huachuca and the retention and expansion of its missions.

Maximize the economic impact of the municipal airport.

- Complete the site preparation of City-owned property at the airport.
- Market the airport.
- Explore potential for grants to assist in development.
- Develop approach for adjacent 200 acres.





INNOVATE: Quality of Life

Sierra Vista continues to foster an environment that will make our city a great place to live, work, raise a family, retire, and play.

GOALS:

Increase sports tourism revenue by \$3 million over the next two years.

- Expand participation in existing sporting events, such as the Summit Challenge.
- Explore additional sporting event opportunities, especially cycling.
- Market facilities with intent to bring in additional revenue.
- Prioritize the implementation of the Parks Master Plan as funding permits.
 - Ensure facilities meet the needs of the community they serve and reflect pride of place, especially restroom facilities
 - Ensure the environment is developed in a way that attracts more users
- Expand reach to the sports community.
- Communicate with and/or visit other locations to conduct research on operations.
- Support and encourage the growth of sports tourism partners.
- Pursue strategic grant opportunities for growth.

Increase reach of community events both in person and virtual.

- Partner with local businesses and organizations to expand the reach of already successful local events.
- Evaluate current events to identify those with potential to expand with a regional focus.
- Leverage social media to increase the reach of events.
- Evaluate how people are counted at events and research ways to better capture accurate attendance/participation.
 - Establish benchmarks on attendance/participation
- Utilize events as marketing opportunities for our area.

Fully fund the Parks Master Plan over the next 10 years.

- Prioritize improvements that ensure facilities meet the needs of the users they serve and reflect pride of place, especially restroom facilities.
- Continue to get public input on the Parks Master Plan.





Evaluate future facility needs.

- Identify and prioritize future needs that are not currently fulfilled by existing facilities, such as the Visitor Center, community center, and future parks, and develop an implementation plan.

Maintain properly staffed City departments, including but not limited to public safety, to provide citizens with exceptional service and safety.

- Reevaluate recruiting strategies city-wide and implement new methods.
 - Focus on high school students to educate them on growth opportunities and possible career opportunities within the city
 - Offer internships / job shadowing opportunities to students and the military
 - Implement strategy to test for police officer candidacy at military installations
- Continue to fund SEACOM at appropriate levels and prioritize dispatcher recruitment.
- Evaluate the classification/compensation plan and prioritize offering competitive salaries.

Improve the current levels of service in programs, services, and amenities provided by Sierra Vista.

- Continue partnering with Cochise College for training and education services.
- Design an expanded animal shelter in FY22 based on priority needs assessed in the 2020 needs assessment and construct the required expansion in FY23.
- Implement a “clean up the city” initiative.
- Enhance work with providers and implement a plan to address homeless, mental health, and affordable housing issues.

Improve the form, function, and character of the built environment of Sierra Vista.

- Increase opportunities for public art.
- Prioritize methods to reduce blight, clean up dilapidated buildings, and revitalize neighborhoods.
- Identify and create more low-stress bike routes/lanes/paths.
- Prioritize public safety visibility at community events and gatherings.
- Evaluate the creation of a neighborhood partnership program similar to the West Sierra Vista Partnership Program.
- Evaluate the creation of a street tree planting program.
- Review and evaluate access and design standards for city streets for Complete Streets and community character objectives.



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		
<p>Goal 1.1: Increase citizen participation in the governmental decision process.</p>	<p>INCLUDE</p>	<p>17-A. Reinvigorate non-regulatory commissions by evaluating how they could work more effectively. 17-B. Develop and implement a communication plan. 17-D. Establish a more visible Council presence in media efforts and community outreach. 18-B. Examine external resources and technology to aid in communication.</p>

Element 2: Land Use		
<p>Goal 2.1: Develop a well-planned City</p>	<p>INVEST</p>	<p>5-B. Improve & streamline the capital improvement plan process. 5-C. Identify and design shovel-ready plans where feasible and appropriate.</p>
<p>Goal 2.2: Coordinate with Fort Huachuca for all future City development</p>	<p>IGNITE</p>	<p>8-A. Complete the Joint Resource Utilization Study. 8-B. Continuously advocate for Fort Huachuca and the retention and expansion of its missions.</p>
<p>Goal 2.3: Economic development shall be considered when planning future sites.</p>	<p>IGNITE</p>	<p>6-A. Explore different technologies and partnerships relevant to economic development and expand where appropriate, such as broadband and 5G availability, EV charging stations, and relevant</p>



		emerging technologies.
Goal 2.4: Consider environmental impacts when planning future sites.	INVEST	
Goal 2.5: Develop and implement aesthetic standards along all major roadways and gateways into the City.	INVEST	1-A. Develop a strategy and financial plan for addressing street conditions including rebuilding and repaving city streets. 1-B. Evaluate and develop a complete streets program. 5-A. Partner with ADOT and the SVMPO to facilitate repair of state-owned roadways in Sierra Vista.
Goal 2.6: Plan appropriate development of vacant State Trust Land located within the City.	INVEST	
Goal 2.7: Annex areas that provide the most benefit to the City as stated in the City's Annexation policy.	INVEST	

Element 3: Transportation and Circulation		
Goal 3.1: A public transportation system that incorporates and encourages all modes of transportation.	INNOVATE	16-C. Identify and create more low-stress bike routes/lanes/paths.
Goal 3.2: Design roadways and circulation patterns that enable efficient movement for all modes of transportation.	INNOVATE	16-C. Identify and create more low-stress bike routes/lanes/paths.
Goal 3.3: Meet or exceed ADA (Americans with Disabilities Act) requirements for public infrastructure and the public transit system.	INNOVATE	
Goal 3.4: Expand transportation choices that reduce reliance on single-occupancy vehicles.	INNOVATE	



Goal 3.5: Ensure that VISTA Transit meets the needs of the growing community.	INNOVATE	
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Element 4: Open Space

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

Element 5: Growth

Goal 5.1: Ensure growth areas are developed meeting community expectations.	IGNITE	9-A. Explore the establishment of an Economic Development advisory group to enhance the efforts of the Economic Development division.
Goal 5.2: Coordinate with other government agencies when developing in the growth areas.	IGNITE	8-A. Complete the Joint Resource Utilization Study. 8-B. Continuously advocate for Fort Huachuca and the retention and expansion of its missions.
Goal 5.3: Create strategies that ensure economic diversity within the growth areas.	IGNITE	9-B. Explore the meaningful engagement of additional community partners.

Element 6: Environmental Planning

Goal 6.1: Maintain a high standard of air quality.	INVEST	
Goal 6.2: Maintain a high standard of water quality.	INVEST	4-A. Plan for the future use of effluent and continue to partner with public and private agencies such as the Cochise Conservation & Recharge



		Network, Upper San Pedro Partnership, and Sentinel Landscapes, and pursue funding through programs such as the DoD Readiness and Environmental Protection Integration Program (REPI), for projects benefitting the Upper San Pedro River watershed.
Goal 6.3: Protect natural resources.	INVEST	

Element 7: Cost of Development		
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Goal 7.1: Update the analysis determining the fiscal and capital cost-revenue impact of new development.	INVEST	5-B. Improve & streamline the capital improvement plan process.
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Element 8: Water Resources		
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Goal 8.1: Participate in partnerships between local, state, and federal agencies and private water companies.	INVEST	4-A. Plan for the future use of effluent and continue to partner with public and private agencies such as the Cochise Conservation & Recharge Network, Upper San Pedro Partnership, and Sentinel Landscapes, and pursue funding through programs such as the DoD Readiness and Environmental Protection Integration Program (REPI), for projects benefitting the Upper San Pedro River watershed.
Goal 8.2: Purchase local, private water companies, when feasible and	INVEST	



available.		
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Element 9: Conservation		
Goal 9.1: Protect and conserve natural resources.	IGNITE	6-B. Implement recommendations from the surface water master plan affecting the West End.
Goal 9.2: Develop effective water management policy for City government.	INVEST	4-A. Plan for the future use of effluent and continue to partner with public and private agencies such as the Cochise Conservation & Recharge Network, Upper San Pedro Partnership, and Sentinel Landscapes, and pursue funding through programs such as the DoD Readiness and Environmental Protection Integration Program (REPI), for projects benefitting the Upper San Pedro River watershed.
Goal 9.3: Reduce water pumping from the aquifer.	INVEST	
Goal 9.4: Augment existing water supplies.	INVEST	
Goal 9.5: Establish effective partnerships with other public and private entities to advance water conservation.	INVEST	4-A. Plan for the future use of effluent and continue to partner with public and private agencies such as the Cochise Conservation & Recharge Network, Upper San Pedro Partnership, and Sentinel Landscapes, and pursue funding through programs such as the DoD Readiness and Environmental



		Protection Integration Program (REPI), for projects benefitting the Upper San Pedro River watershed.
Goal 9.6: Provide educational programs and materials	INNOVATE	15-A. Continue partnering with Cochise College for training and education services.
Goal 9.7: Mitigate development impact on areas designated as wildlife corridors and sensitive vegetation.	INVEST	

Element 10: Parks and Recreation		
Goal 10.1: Increase designated parkland to meet City's level of service (LOS) standard.	INNOVATE	10-H. Pursue strategic grant opportunities for growth.
Goal 10.2: Design and develop sufficient parkland and facilities to meet the needs of the community.	INNOVATE	12-A. Fully fund the Parks Master Plan over the next 10 years.
Goal 10.3: Maintain parks and facilities to City standards.	INNOVATE	10-D. Prioritize the implementation of the Parks Master Plan as funding permits.
Goal 10.4: Establish facilities and programs to meet the needs of Sierra Vista residents.	INNOVATE	13-A. Identify and prioritize future needs that are not currently fulfilled by existing facilities, such as the visitor's center, community center, and future parks, and develop an implementation plan.
Goal 10.5: Improve interconnectivity	INNOVATE	



between the paved multi-use path system and parks.		
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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.	INNOVATE	14-A. Reevaluate recruiting strategies city-wide and implement new methods.
Goal 11.2: Site new schools in appropriate locations.	INNOVATE	
Goal 11.3: Deliver high-quality customer service.	INNOVATE	14-A. Maintain properly staffed city departments including, but not limited to public safety to provide citizens with exceptional service and safety. 15. Improve the current levels of service in programs, services, and amenities provided by Sierra Vista.
Goal 11.4: Advance a business friendly approach to development.	IGNITE	9-B. Explore the meaningful engagement of additional community partners.
Goal 11.5: Incorporate the natural environment, surrounding land uses, and community design standards when locating and developing public buildings and facilities.	IGNITE	
Goal 11.6: Responsibly and intentionally, create a city that protects neighborhood vitality and improves community and economic development.	INNOVATE	
Goal 11.7: Integrate the Surface Water	IGNITE	6-B. Implement



Plan provisions into designs and construction of improvements and modifications to washes and drainage ways.		recommendations from the surface water master plan affecting the West End.
Goal 11.8: Comply with Cochise County's Regional Solid Waste Management Plan.	INVEST	
Goal 11.9: Maintain an economical, environmentally safe, and efficient wastewater treatment system.	INNOVATE	
Goal 11.10: Provide fire and emergency services protection that meet or exceed the National Fire Protection Association (NFPA) standards.	INNOVATE	15-A. Continue partnering with Cochise College for training and education services.
Goal 11.11: Provide public safety (police) protection that meets or exceeds the Commission on Accreditation of Law Enforcement Agencies (CALEA®) standards.	INNOVATE	14-A. Reevaluate recruiting strategies city-wide and implement new methods.
Goal 11.12: Provide quality library services.	INNOVATE	

Element 12: Housing and Neighborhoods		
Goal 12.1: Promote quality affordable rental housing.	INNOVATE	
Goal 12.2: Promote quality affordable owner-occupied housing.	INNOVATE	
Goal 12.3: Improve understanding of property management and maintenance for homeowners and renters.	INCLUDE	17-B. Develop and implement a communication plan.
Goal 12.4: Continue enforcing the Neighborhood Enhancement Property	IGNITE	6-C. Enhance current redevelopment, abatement,



Maintenance Program to encourage the quality, safety, and livability of neighborhoods.		and code enforcement efforts.
Goal 12.5: Revitalize targeted areas.	INNOVATE	16-B. Prioritize methods to reduce blight, clean up dilapidated buildings, and neighborhood revitalization.
Goal 12.6: Build strong neighborhoods.	INCLUDE	17-B. Develop and implement a communication plan. 17-D. Establish a more visible Council presence in media efforts and community outreach. 18-B. Examine external resources and technology to aid in communication.
Goal 12.7: Safeguard the condition and quality of the housing stock in order to maintain attractive and livable neighborhoods.	INNOVATE	
Goal 12.8: Increase housing choices that serve all age groups and needs.	INNOVATE	
Goal 12.9: Develop High-Quality Housing Developments.	INNOVATE	16-B. Prioritize methods to reduce blight, clean up dilapidated buildings, and neighborhood revitalization.

Element 13: Redevelopment and Infill Development		
Goal 13.1: Maintain, improve, and revitalize older areas of the community.	IGNITE	6-B. Continue ongoing efforts to revitalize the West End. 6-C. Enhance current redevelopment, abatement, and code enforcement



		efforts.
Goal 13.2: Promote the Infill Incentive District Policy.	IGNITE	6-B. Continue ongoing efforts to revitalize the West End.
Goal 13.3: Promote the adaptive reuse of buildings.	INNOVATE	13-A. Identify and prioritize future needs that are not currently fulfilled by existing facilities, such as the visitor’s center, community center, and future parks, and develop an implementation plan.

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

Element 15: Economic Development		
Goal 15.1: Update the <i>Plan for Prosperity</i> every five years.	IGNITE	
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.	IGNITE	9-A. Explore the establishment of an Economic Development advisory group to enhance the efforts of the Economic Development division. 9-B. Explore the meaningful engagement of additional community partners.
Goal 15.3: Encourage opportunities for a diverse economy.	IGNITE	9-C. Support Douglas Port of Entry improvements.
Goal 15.4: Make certain that private development is consistent with the City’s environmental goals/concerns.	IGNITE	
Goal 15.5: Make Sierra Vista the hub of tourist activities in southeastern Arizona.	INNOVATE	10. Increase sports tourism revenue by \$3M over the next 2 years.



		11. Increase reach of community events both in person and virtual.
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Element 16: Arts, Humanities, and Cultural Activities		
Goal 16.1: Create a climate where arts, humanities, and cultural activities flourish.	INNOVATE	16-A. Increase opportunities for public art.

Element 17: Urban Design		
Goal 17.1: Make Sierra Vista a city distinguished by its orderly and aesthetic-character.	INNOVATE	16-C. Implement a 'clean up the city' initiative. 16-F. Evaluate the creation of a street tree planting program.
Goal 17.2: Develop a cohesive urban character that makes Sierra Vista a community unto itself.	INNOVATE	16-E. Evaluate the creation of a neighborhood partnership program similar to the West Sierra Vista Partnership Program.
Goal 17.3: Provide a variety of housing types.	INNOVATE	
Goal 17.4: Develop a Town Center.	INNOVATE	



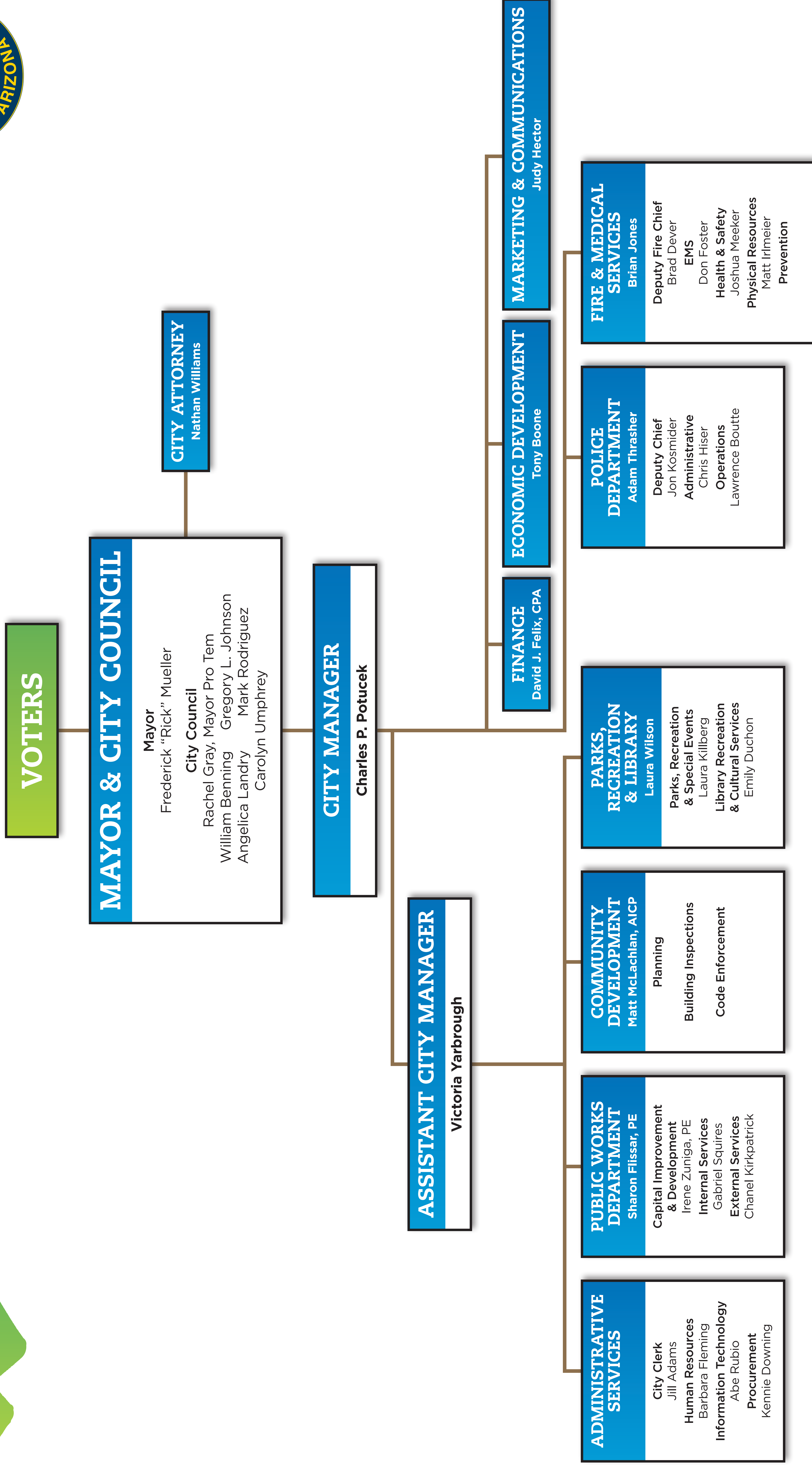
Schedule of Budget Process and State Mandated Deadlines

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 FY22 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.

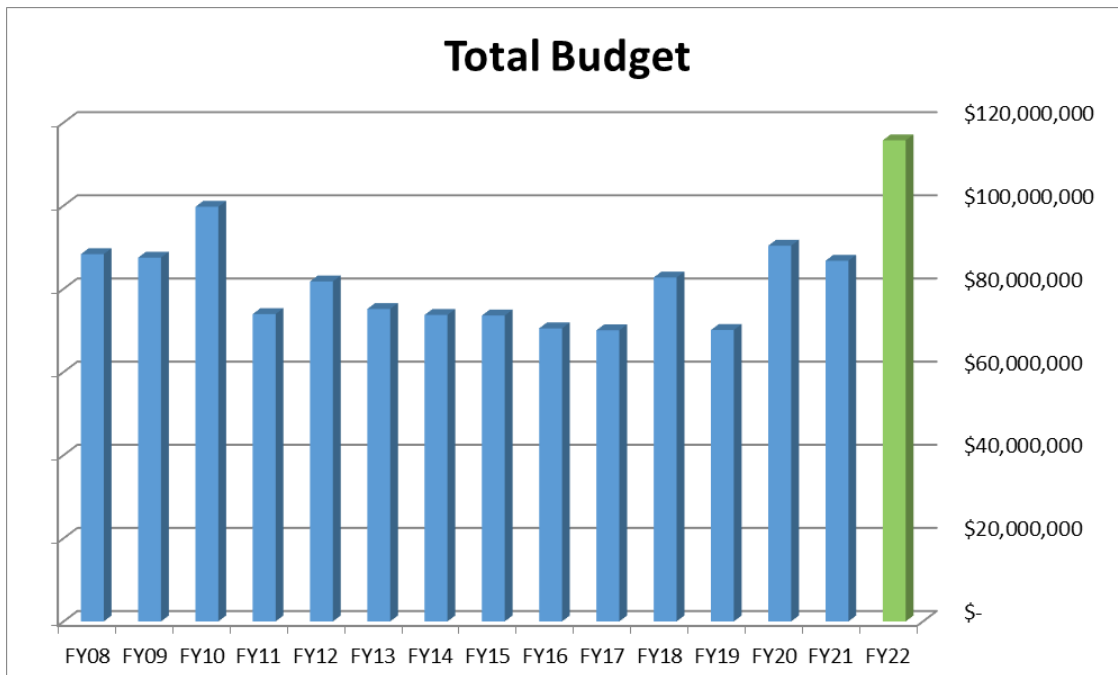
FY22 Overview

Typically, the City of Sierra Vista uses conservative financial forecasting when projecting revenues and expenditures for the next fiscal year and years after, keeping in mind trends, end of year actuals, assumptions on economic factors, legislation, and other variables. With the direction of City Council, this approach has helped the City to achieve long-term fiscal stability while exceeding service objectives and mitigating financial challenges, the biggest financial challenge of FY21 being the economic uncertainty of COVID-19. However, emerging stability in the local economy is evident in the steadily increasing local Transaction Privilege Tax (TPT) revenue over the year. As a result, the City has budgeted a seven percent increase for TPT revenue in FY22 over FY21.

In addition to the City's share of the American Rescue Plan Act (ARPA) funds, many grant opportunities are anticipated in FY22. The Fiscal Year 2021-2022 (FY22) budget is proposed at \$115,711,558, a 33.4% increase from Fiscal Year 2020-2021 (FY21). The City plans to continue the use of conservative forecasting when strategizing the City's future financial position, as such is reflected in the FY22 budget.

Below is a table showing the total budget amounts for the last fifteen years, along with a graph depicting the changes over time.

Year	Budget Amount	Change
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%
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%
FY22	\$ 115,711,558	33.4%



The graph above depicts the total budgeted expenditures from FY08 to FY22. Historically, the City's revenues, while low, were stable as Sierra Vista recovered from difficult economic conditions. Federal defense spending reductions following the Great Recession significantly impacted local sales tax collections, reflecting 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. However, for the upcoming fiscal year (FY22), local and state-shared revenues have been increased, 7% and 3% respectively, based on actuals from FY21, historical trend analysis, and the League of Arizona Cities and Towns's estimates.

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. The FY22 budget includes the addition of personnel, reclassification of a position, a proposed classification and compensation plan 2 percent step increase, and a 4 percent market shift.



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.

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

To begin 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.

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.

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 FY22 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 approved the Strategic Plan Framework on May 27, 2021; the FY22 Budget will represent the first year of the current plan.

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



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.

A summary of changes from the proposed tentative budget to the approved final budget are as follows:

General Fund

- a. Reduce Community Development O&M Expenditures – (\$9,762)
- b. Increase City Manager Personnel Expenditures - \$9,762
- c. Reduce Court & Legal O&M Expenditures – (\$28,750)
- d. Reduce Parks, Recreation, & Library O&M Expenditures – (\$5,200)
- e. Reduce Community Development Personnel Expenditures – (\$9,500)
- f. Increase Fire Department Personnel Expenditures - \$43,450

Revenue by Major Category

In order to provide services for citizens, the City must raise revenue. The City currently estimates raising \$115,711,558 in FY22. 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 \$32,895,605 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 FY22 by major category. The largest revenue generators are the City Sales Tax, State-Shared



Budget Summary

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

	FY21 Budget	FY22 Budget	% Change	FY22 % of Total
City Sales Tax	\$19,594,473	\$20,919,252	7%	18.08%
Property Tax	\$372,034	\$377,145	1%	0.33%
Franchise Fees	\$1,400,000	\$1,400,000	0%	1.21%
Licenses & Permits	\$475,000	\$492,763	4%	0.43%
Grants	\$12,615,498	\$28,398,333	125%	24.54%
Local Govt. Payments	\$7,109,065	\$6,127,858	-14%	5.30%
State Shared Revenue	\$15,678,828	\$16,117,773	3%	13.93%
Health & Accident	\$4,409,500	\$4,409,500	0%	3.81%
Ambulance Fees	\$2,050,000	\$2,100,000	2%	1.81%
Public Safety Fees	\$70,000	\$70,000	0%	0.06%
GMC Revenues	\$1,376,500	\$1,436,500	4%	1.24%
Transit Revenue	\$120,200	\$120,200	0%	0.10%
Airport Revenues	\$875,000	\$1,020,750	17%	0.88%
Sewer Revenues	\$3,734,493	\$3,857,139	3%	3.33%
Refuse Revenues	\$4,263,584	\$4,571,276	7%	3.95%
Leisure Revenue	\$679,872	\$961,848	41%	0.83%
Planning Revenue	\$28,500	\$68,000	139%	0.06%
Development Fees	\$126,630	\$0	0%	0.00%
Investment Income	\$45,000	\$30,000	-33%	0.03%
Donations	\$1,167,835	\$4,497,272	285%	3.89%
Sale of Fixed Assets	\$570,000	\$570,000	0%	0.49%
Notes Payable	\$1,161,000	\$7,031,529	506%	6.08%
Carryover	\$7,700,561	\$10,136,494	32%	8.76%
Misc Revenue	\$1,125,056	\$997,926	-11%	0.86%
Total	\$86,748,629	\$115,711,558	33%	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.



Budget Summary

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. On December 10, 2020, City Council adopted an amendment to the city tax code decreasing the construction contracting tax rate from 2.45% to 1.95%.

	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	1.95%	6.10%	8.05%
Rental of Real Property	1.00%	0.00%	1.00%
Utilities	2.00%	6.10%	8.10%

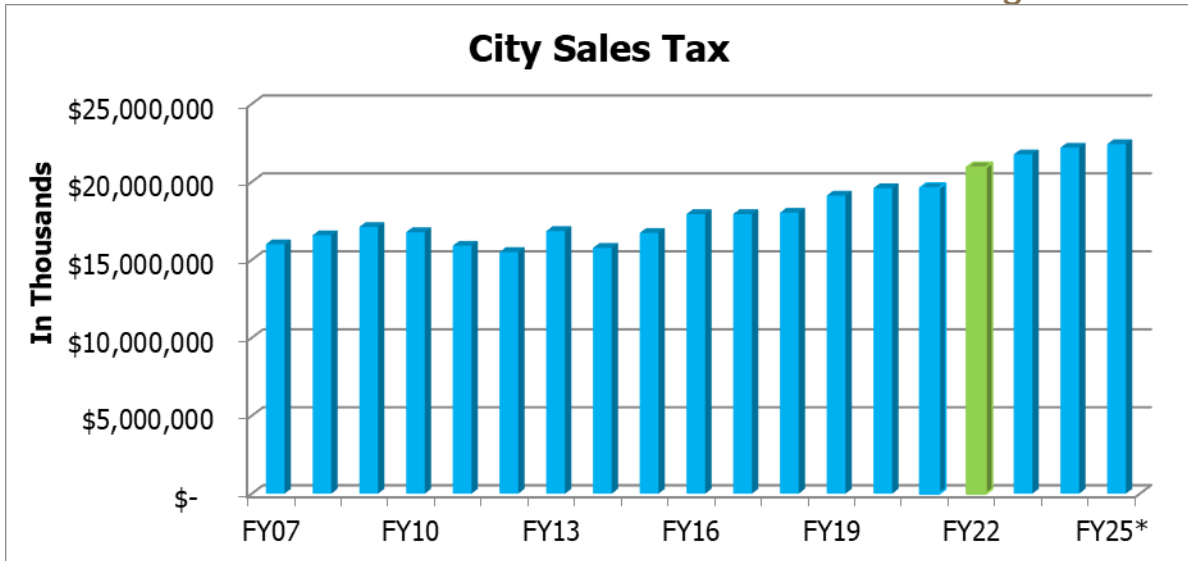
The City's tax package contributes about 18 percent of the City's total revenue. These taxes contribute about one-fourth of the total general fund revenue.

The City relies on a Retail Privilege (Sales) Tax for a large percentage of revenue raised through the City Sales Tax Package. The local sales tax collections appear to have recovered from a downward trend, with increases projected for the coming year. However, the City of Sierra Vista will continue to make conservative revenue projections because the long-term outlook for Department of Defense spending at Fort Huachuca remains uncertain given federal budget challenges and due to long term economic uncertainties resulting from COVID-19.

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.

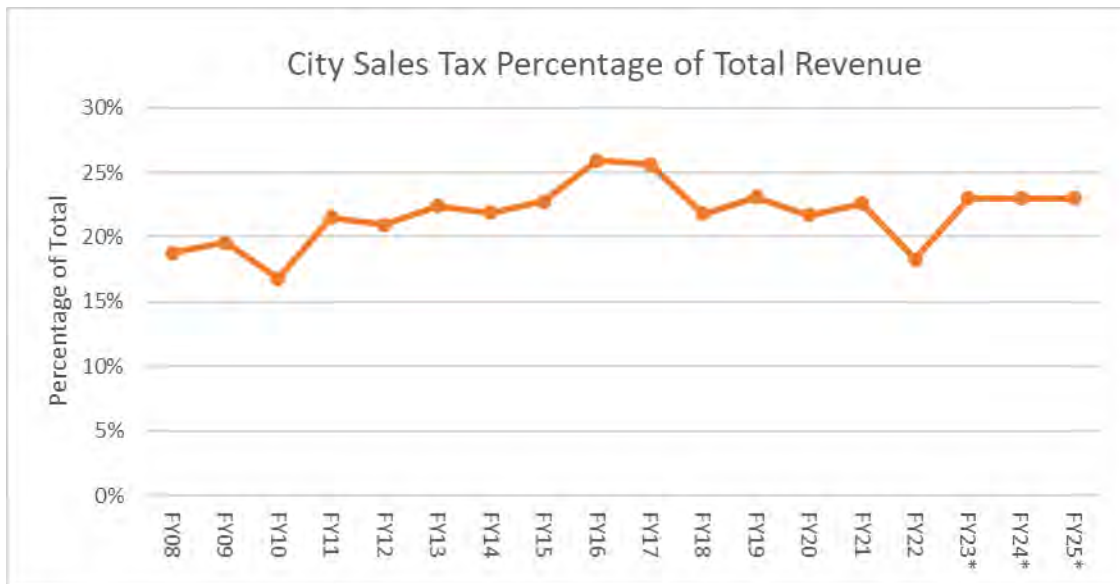
Approximately five percent (5%) of the total city tax revenue comes from a 1% tax on the rental of real property.

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.



*Forecasted

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 FY22, Sales Tax comprises roughly eighteen percent (18%) of the overall revenue received, second to projected grant revenue. A conservative 4, 2, and 1 percent increase is projected for the FY23-25 budgets respectively, as COVID-19's influential increase on sales tax revenue is expected to level out by the spring of 2022.



*Forecasted



Property Tax

The City levies a property tax. The property tax makes up a very small percentage (0.33%) of the City's total revenue. The current rate is \$0.1108 per \$100 of assessed value. This translates to a City property tax bill of \$11.08 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).

	FY21 Budget	FY22 Budget	Change
Income	\$6,151,732	\$5,016,338	\$(1,135,394)
Sales	\$3,902,096	\$4,801,435	\$ 899,339
HURF	\$3,475,000	\$3,925,000	\$ 450,000
Auto Tax	\$2,150,000	\$2,375,000	\$ 225,000
Total	\$15,678,828	\$16,117,773	\$ 438,945

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. Based on the League of Arizona Cities and Towns's estimates and the delay in tax filing in 2019, the City projects a decrease in State Shared Income Tax revenue.

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. The City projects an increase in State Shared Sales Tax in FY22



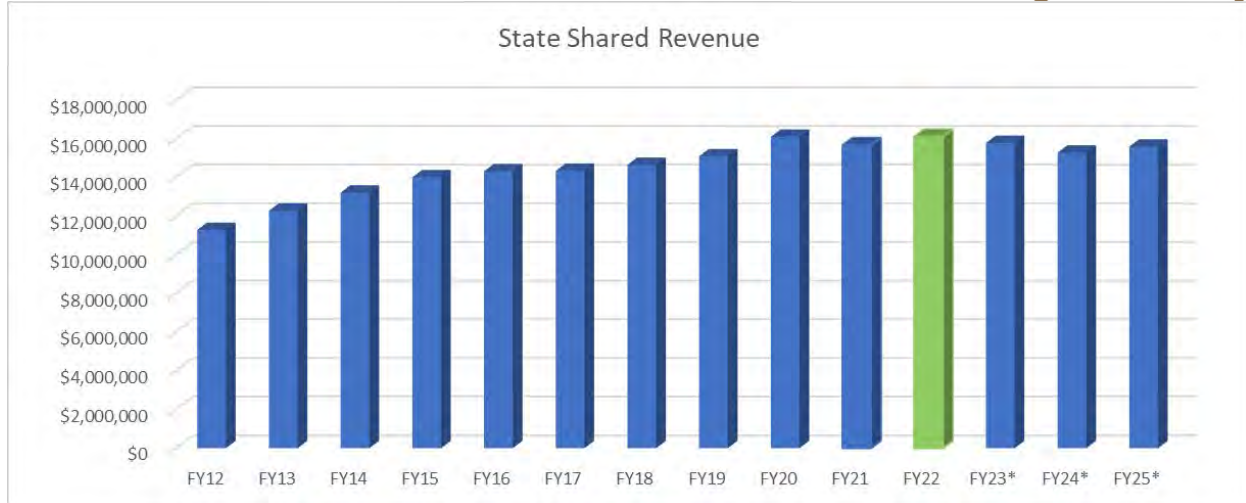
based on the League of Arizona Cities and Towns’s estimates and historical trend analysis.

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 FY22, the City anticipates receiving a small increase of State Shared Revenue compared to FY21. State Shared Revenue is the third largest revenue source to the City, contributing just under 14 percent of the total budget and just below 35 percent of the General Fund Budget.

The following chart and graph depict State Shared Revenue from the last ten years. The City experienced an increase in State Shared Revenue following the 2020 census because Sierra Vista experienced a higher 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. On the graph, FY23-25 forecasted State Shared Revenue figures are estimates of combined projected amounts for Income tax, Sales tax, HURF revenue, and Vehicle License Tax.

	State Shared Revenue	% Change
FY12	\$11,290,654	-5%
FY13	\$12,284,953	9%
FY14	\$13,222,907	8%
FY15	\$14,015,003	5.7%
FY16	\$14,326,840	2.20%
FY17	\$14,349,418	0.00%
FY18	\$14,651,586	2.60%
FY19	\$15,099,793	3.00%
FY20	\$16,108,284	5.30%
FY21	\$15,678,828	-2.67%
FY22	\$16,117,773	2.80%



*Forecasted

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 almost 25 percent of the total estimated revenue to be received in FY22. Grant-funded projects include economic development programs, fire and police equipment, airport capital improvements, and others.

In February 2021, Congress passed the American Rescue Plan Act (ARPA), establishing the Coronavirus State and Local Fiscal Recovery Funds. ARPA’s intention is to provide \$350 billion to state, local, territorial, and Tribal governments to respond to COVID-19 emergencies. Funds are to be used to support public health expenditures, replace lost revenue to strengthen support for vital public services, and support immediate economic stabilization. Sierra Vista is expected to receive \$6,228,688 over the next two years, or \$3,114,344 in FY22 and in FY23.

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 \$7,031,529 in financing funds in FY22. This amount will be used to purchase fleet vehicles and finance certain projects.

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.

	FY22	% of User Fee Revenue
Labor Charges	\$ 275,000	14.2%
Fluids Charges	\$ 420,000	21.7%
Other GMC Revenues	\$ 50,000	2.6%
Lease Revenues	\$ 29,200	1.5%
Hangar Lease Revenue	\$ 190,000	9.8%
Tie Down Lease Revenue	\$ -	0.0%
Delinquent Lease Fees	\$ -	0.0%
Court Fees	\$ 10,000	0.5%
Court Fines	\$ -	0.0%
Library Fines	\$ -	0.0%
Performing Arts - Rec	\$ 41,337	2.1%
Kids World	\$ 320,095	16.5%
Rentals	\$ 150,000	7.7%
Aquatics	\$ 200,000	10.3%
Sports	\$ 110,000	5.7%
Classes	\$ 23,987	1.2%
Adult Trips	\$ 10,000	0.5%
Senior Programming	\$ 6,429	0.3%
Community Events	\$ 100,000	5.2%
TOTAL	\$ 1,936,048	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 FY22 is \$2,100,000. This is an increase of about \$50,000 based on actuals from FY21. 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, which 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 has removed the library fines for late books.

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.

Parks, Recreation, & Library Services

The Department of Parks, Recreation, & Library charges fees 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 initially suspended the Development Fees for two years to help improve economic development beginning July 2017. The City maintained a suspension on fees until a study was conducted in 2019/2020 and new fees were adopted.

The Council approved the Land Use Assumptions (LUA) and Infrastructure Improvement Plan (IIP) on September 10, 2020 as the first step toward setting the revised development fees. In accordance with A.R.S. 9-463 and City Code 154.10-20, the Council approved the revised development fee schedule that corresponded to the LUA and IIP on December 10, 2020. The new fees went into effect on March 1, 2021.

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 \$115,711,558 for FY22, \$28,962,929 more than the FY21 budget. Capital Expenditures increased by \$27,651,928, (130%) from FY21. Personnel expenditures increased by \$2,138,818 (6%), reflecting the maintenance of the classification and compensation plan and the PSPRS liability. The City's Operating and Maintenance expenses increased by \$587,366 (2%). Debt services decreased by \$1,415,183 primarily due to paying off the Airport and Park notes 2 years early in FY21. Overall, the City's budget increased 33 percent compared to FY21.

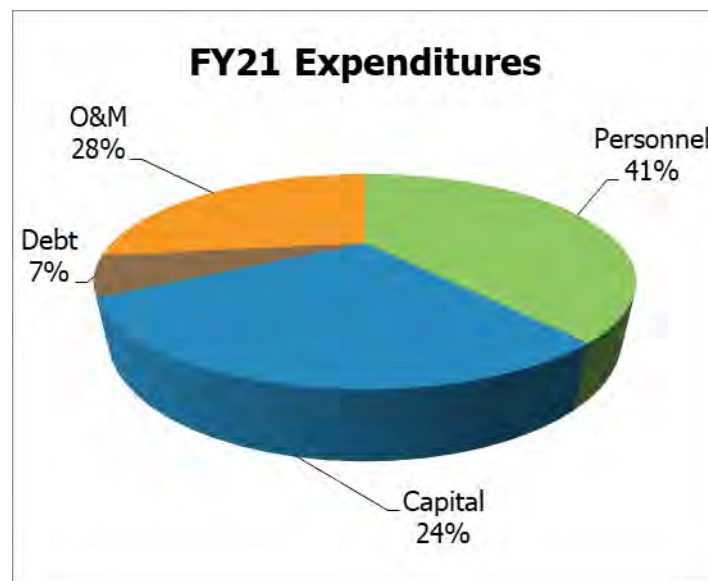
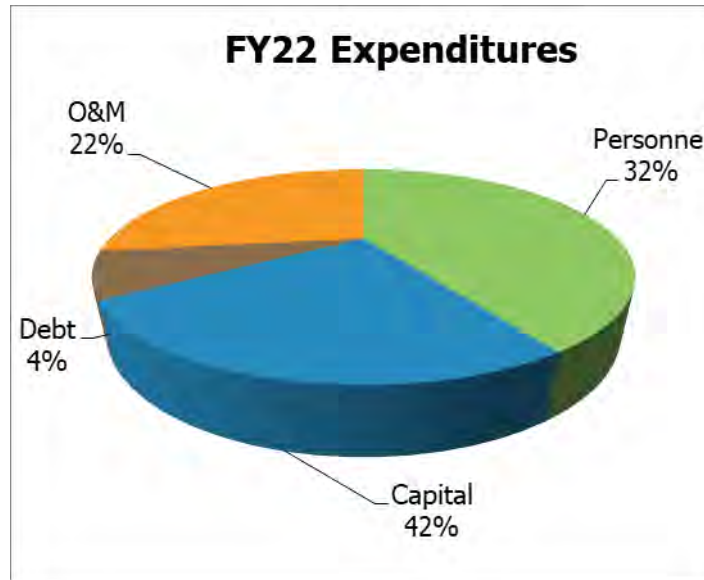
	FY21 Budget	FY22 Budget	Difference	% Change	% Total
Personnel	\$ 35,243,702	\$ 37,382,520	\$ 2,138,818	6%	32.3%
O&M	\$ 24,334,867	\$ 24,922,233	\$ 587,366	2%	21.5%
Capital	\$ 21,305,686	\$ 48,957,614	\$27,651,928	130%	42.3%
Debt	\$ 5,864,374	\$ 4,449,191	\$ (1,415,183)	-24%	3.8%
Total	\$ 86,748,629	\$ 115,711,558	\$28,962,929	33%	100.0%

The following table provides an overview of the percentage of expenditures by category from FY13-FY22. Debt currently makes up four percent of the City expenditures. Capital Expenditures make up 42 percent. These are expenditures that reinvest money back into the community through construction or equipment acquisition. The percentage of the budget expended on Personnel has fluctuated since FY13 and currently comprises 32 percent of the total budget. Operations and Maintenance (O&M) encompasses 22 percent of the total budget.

	FY13	FY14	FY15	FY16	FY17	FY18	FY19	FY20	FY21	FY22
Personnel	37%	36%	38%	43%	45%	38%	47%	39%	41%	32%
Capital	30%	27%	28%	18%	17%	8%	15%	28%	24%	42%
Debt	7%	7%	7%	7%	7%	24%	6%	6%	7%	4%
O&M	27%	30%	28%	32%	31%	29%	32%	27%	28%	22%

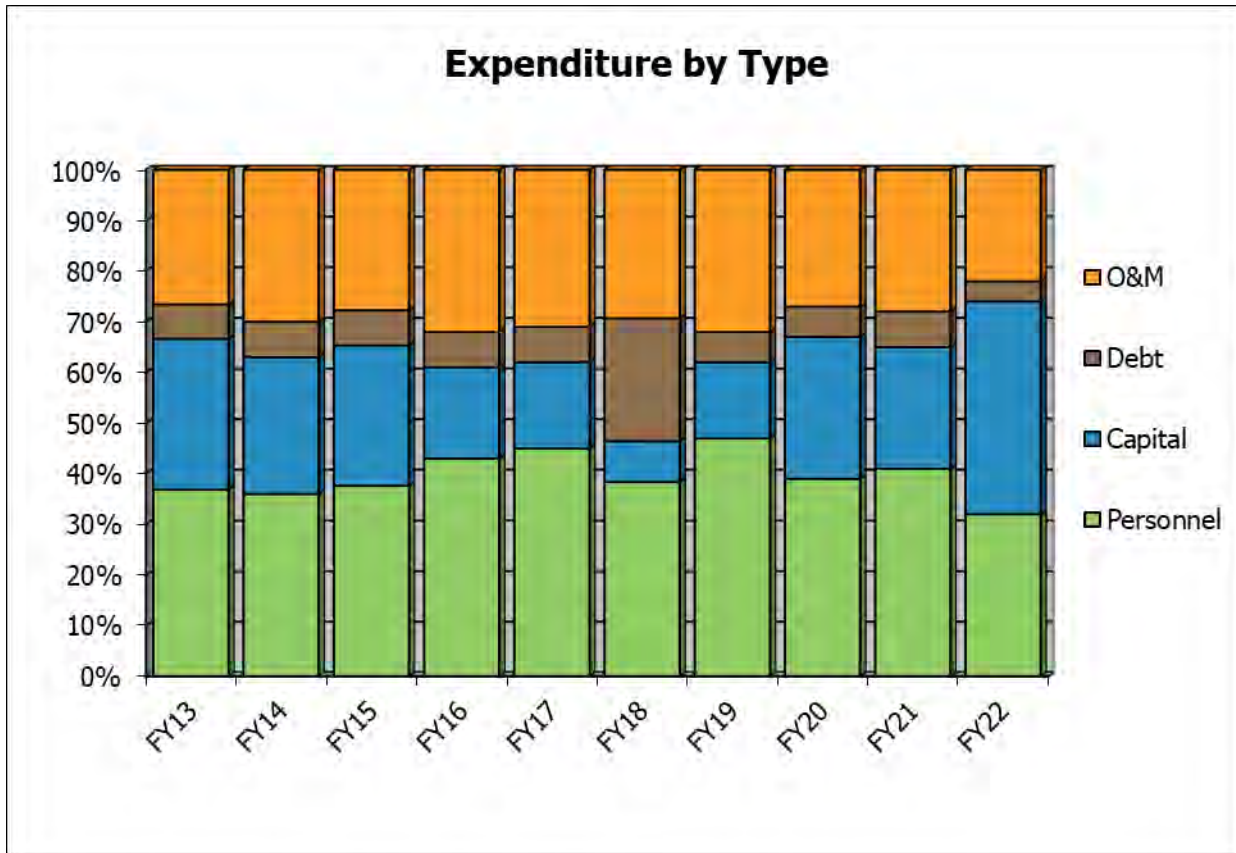


The graphs below depict the percentage of total budget, per major category, for FY21 and FY22.





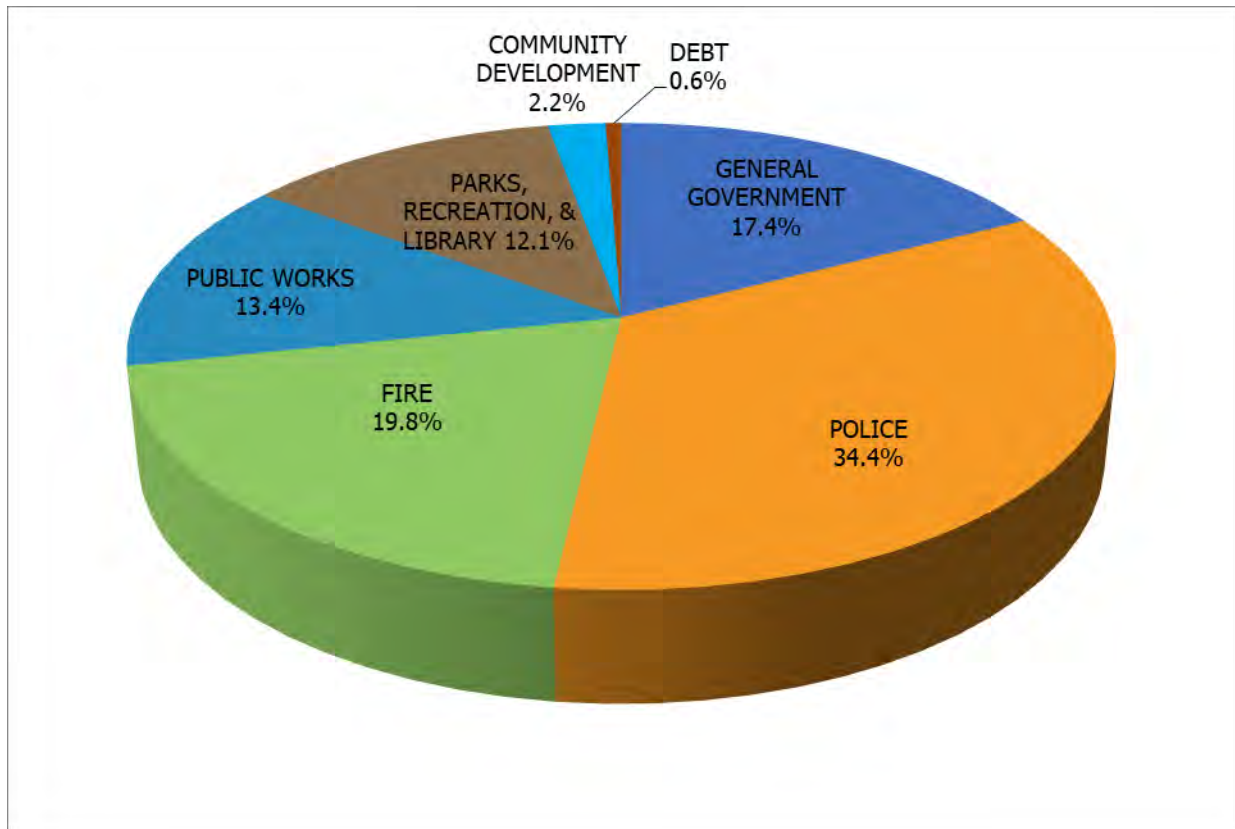
The graph below depicts the percentage of total expenditures by category for FY13-FY22.





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, Parks, Recreation, & Library, and Public Safety. FY22 General Fund expenditures total \$46,778,345. The chart below illustrates the FY22 General Fund budget percentage by major category.



The largest percentage of general fund expenditures is Public Safety (Police and Fire) representing 54.2% of the total expenditures in the General Fund. The next largest expenditure occurs in General Government (17.4%), followed by Public Works (13.4%), and then Parks, Recreation & Library, Community Development and Debt.

The chart on the next page shows the percentage of the General Fund for each department since FY13.



Percentage of General Fund Expenditures by Department

	FY13	FY14	FY15	FY16	FY17	FY18	FY19	FY20	FY21	FY22
General Government	21%	19%	20%	15%	19%	17%	18%	17%	18%	17%
Police	29%	30%	32%	31%	32%	30%	30%	30%	32%	34%
Fire	16%	15%	17%	17%	19%	24%	18%	23%	19%	20%
Public Works	20%	22%	20%	19%	18%	17%	17%	14%	14%	14%
Parks, Recreation, & Library	12%	11%	10%	11%	10%	9%	14%	12%	13%	12%
Community Development	3%	3%	2%	3%	3%	3%	3%	2%	2%	2%
Debt	1%	1%	0.4%	0.3%	0.3%	0.4%	0.8%	0.7%	0.7%	0.6%

Personnel

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

Personnel expenses increased 6 percent from FY21 to FY22, largely as a result of a two percent classification and compensation plan step increase, a four percent market shift, and maintenance to the Public Safety Personnel Retirement System (PSPRS) contribution rates. Police PSPRS contribution rates are decreasing from 64.48% to 61.11% and Fire PSPRS contribution rates are decreasing from 61.86% to 58.37%. Per City financial policy, the City will continue to pay at the higher rate. Additionally, Arizona State Retirement System (ASRS) rate is increasing from 12.04% to 12.22%, along with Long-Term Disability (LTD) set to increase from 0.18% to 0.19% in FY22. Further, 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 FY22, the City reclassified one position in Marketing and Communications and funded an additional Civil Engineer position, 2 EMT transport positions, a PW Capital Improvement & Development Manager, an PW External Operations Manager, a Refuse Worker position, a Street Worker position, and a Leisure Management Analyst.

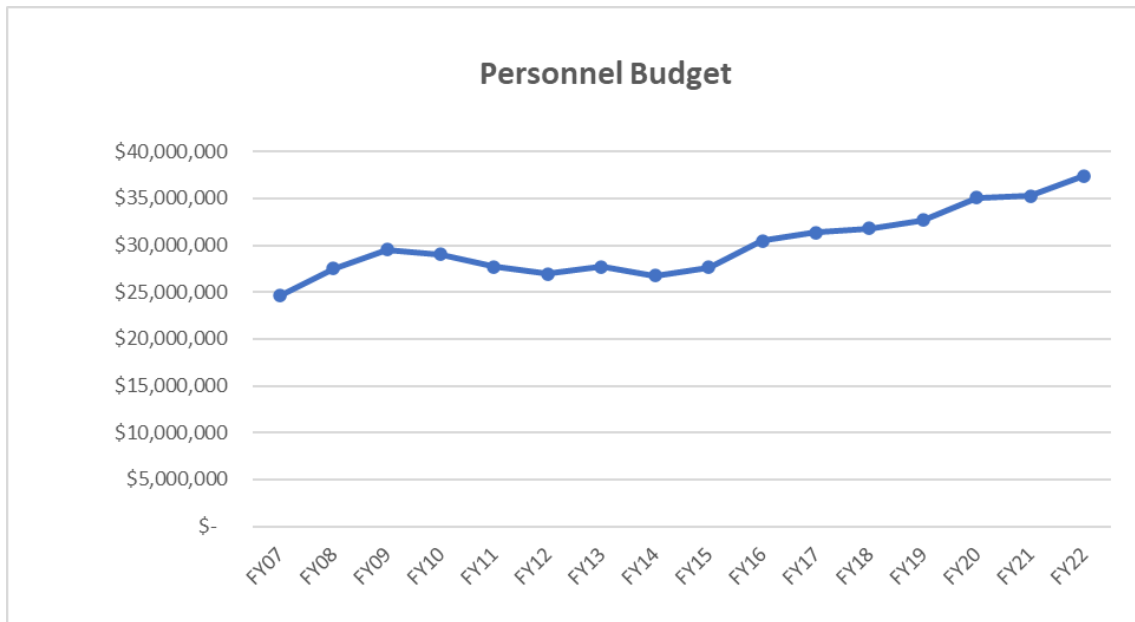


	Personnel Budget	% Change
FY07	\$ 24,649,386	
FY08	\$ 27,498,627	12%
FY09	\$ 29,529,921	7%
FY10	\$ 29,055,856	-2%
FY11	\$ 27,697,934	-5%
FY12	\$ 26,950,101	-3%
FY13	\$ 27,714,442	3%
FY14	\$ 26,741,763	-4%
FY15	\$ 27,634,917	3%
FY16	\$ 30,481,244	10%
FY17	\$ 31,342,517	3%
FY18	\$ 31,804,910	1%
FY19	\$ 32,698,684	3%
FY20	\$ 35,091,847	7%
FY21	\$ 35,243,702	0%
FY22	\$ 37,382,520	6%

The FY22 budget includes maintenance of the classification and compensation adjustments that took effect in July 2021. This adjustment will provide relief to city employees whose wages have stagnated for many years.

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 on the next page 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 FY22. These include yearly capital street maintenance and the police Crown Victoria replacement. These are just two of the improvements. A full list can be found in the capital section.

The table on the following page shows the changes in total capital expenditures from FY07-FY22. The amounts fluctuate considerably from year to year depending on potential grant funded capital projects. The FY22 budget increased from the FY21 budget by \$27,651,928. Many capital requests were added into the final budget in order according to the Five-Year Capital Maintenance and Replacement Plan.

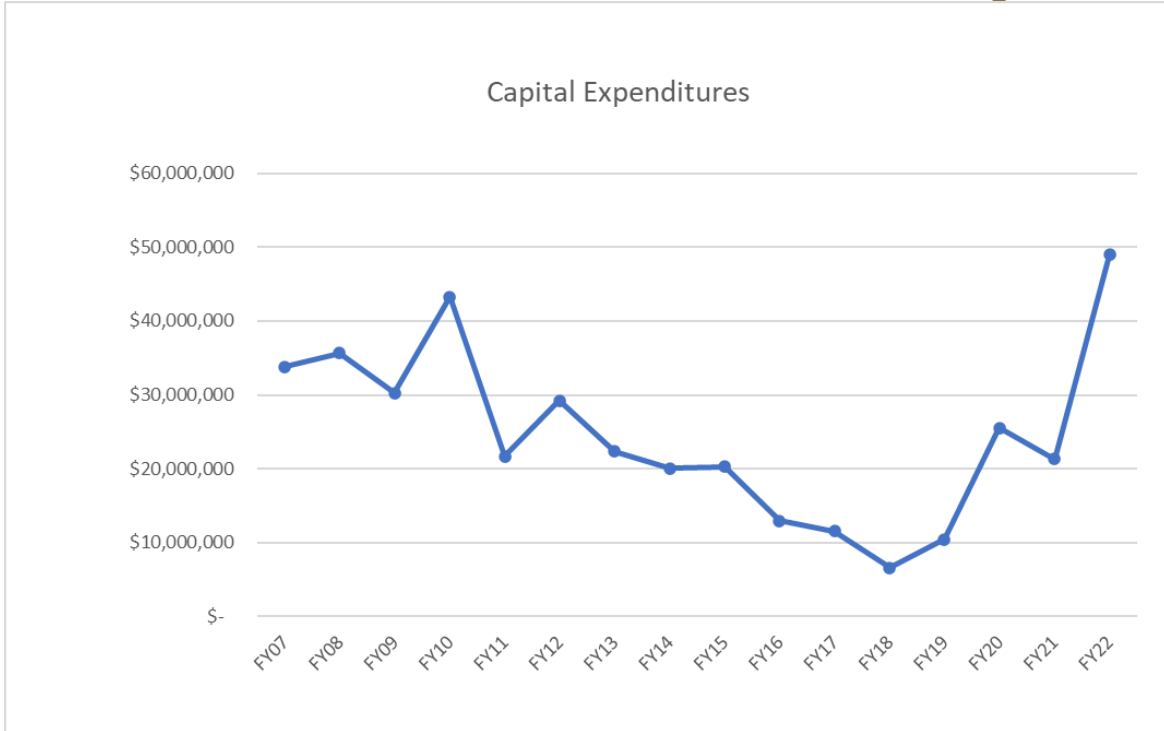
The Five-Year Capital Improvement Plan and Capital Maintenance and Replacement Plan are displayed in the back of this budget book. The FY22 Capital Summary projects that were funded are also included in the back of the budget book, along with a breakdown of O&M cost and savings for future budget years.



	Capital Budget	% Change
FY07	\$ 33,814,025	
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%
FY22	\$ 48,957,614	130%

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 FY07.



Debt

The City finances certain capital projects to provide a high level of service and increase quality of life 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 FY22, the City's debt decreased \$1,415,183 from FY21.

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



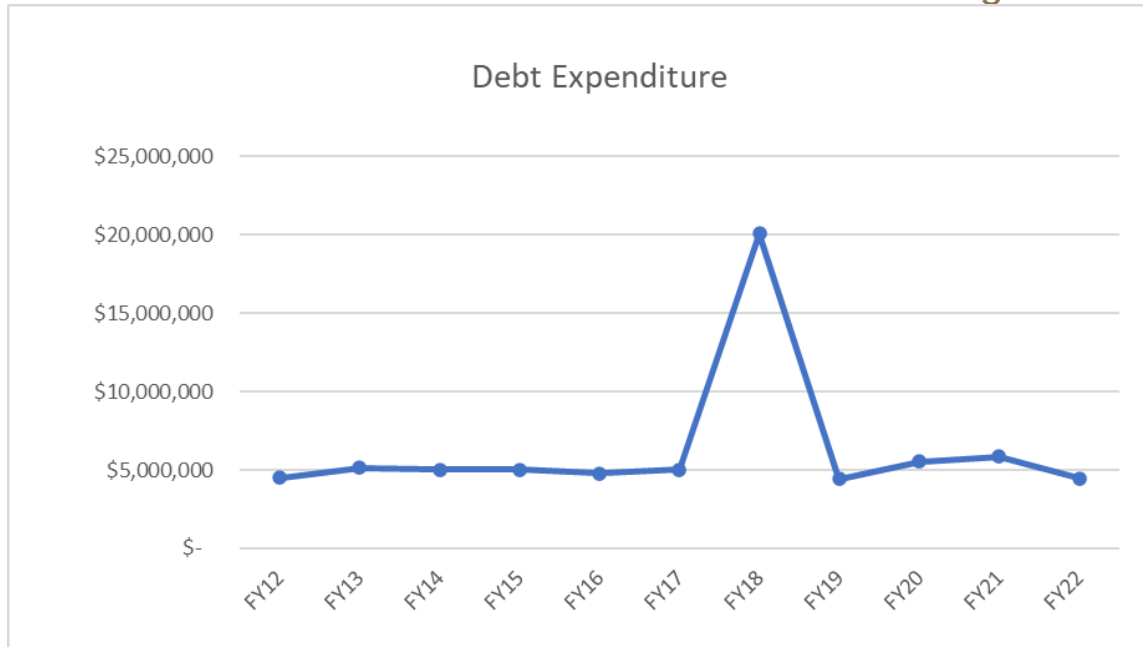
	Debt Budget	% Change
FY12	\$ 4,512,635	
FY13	\$ 5,133,063	14%
FY14	\$ 5,016,872	-2%
FY15	\$ 5,000,900	0%
FY16	\$ 4,771,863	-5%
FY17	\$ 5,021,109	5%
FY18	\$ 20,090,818	300%
FY19	\$ 4,435,082	-78%
FY20	\$ 5,536,880	25%
FY21	\$ 5,864,374	6%
FY22	\$ 4,449,191	-24%

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 FY12-FY22. 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 FY21, the debt increased due to estimated bond payment for the Schneider project. In FY22, the debt decreased as a result of paying of the Airport and Park acquisition notes two years early in FY21 and the reduction of the bonded debt service (the 2018 refinance and the 2019 Schneider bond).

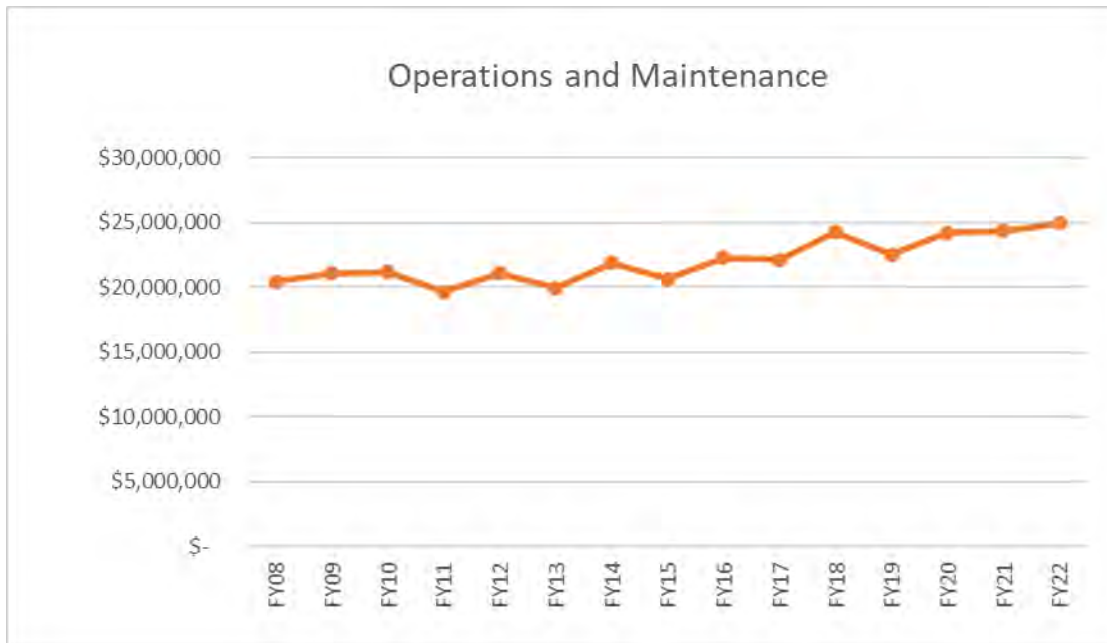


Operations and Maintenance

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 FY22 by recommending O&M reductions where possible. The increase in O&M for FY22 is largely due to the incorporation of additional services and intergovernmental agreements. The table and graph show the percent change in the O&M budget since FY08.



	O&M Budget	% Change
FY08	\$ 20,446,715	
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%
FY22	\$ 24,922,233	2%



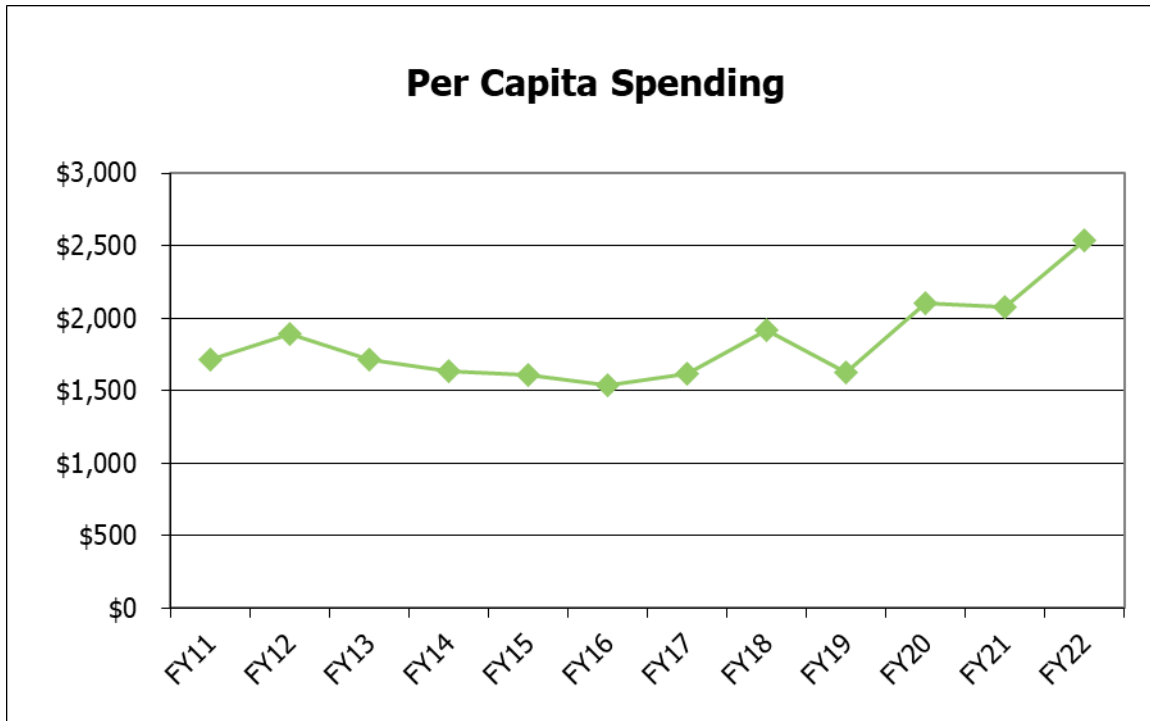


Per Capita Spending

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 FY21/22 budget year is \$115,711,558. The population figures used to calculate the per capita spending are from the 2020 US Census, as of April 1, 2020. The population estimate used for the City of Sierra Vista is 45,308.

	FY11	FY12	FY13	FY14	FY15	FY16	FY17	FY18	FY19	FY20	FY21	FY22
Per Capita	\$1,712	\$1,893	\$1,712	\$1,634	\$1,607	\$1,539	\$1,615	\$ 1,915	\$ 1,622	\$ 2,106	\$ 2,077	\$ 2,540



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



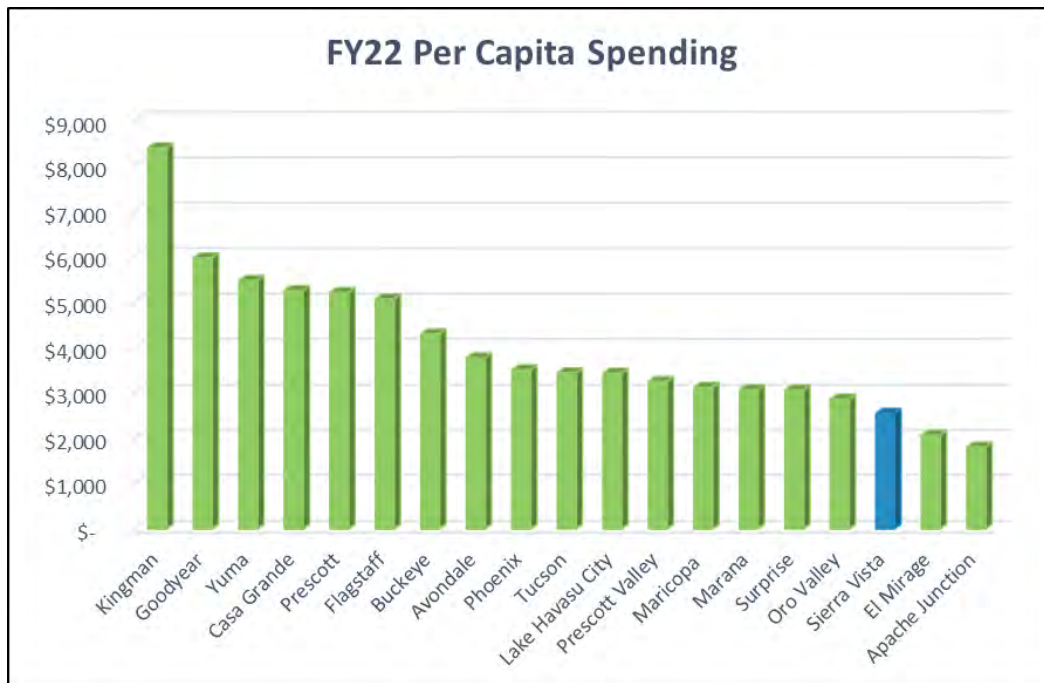
Departmental Per Capita Spending

	FY20 Budget	FY21 Budget	FY22 Budget
City Council	\$ 3.34	\$ 3.12	\$ 2.97
Administrative Services	\$ 89.02	\$ 91.73	\$ 118.06
City Manager	\$ 85.41	\$ 82.33	\$ 84.69
Court and Legal	\$ 7.14	\$ 6.92	\$ 10.64
General	\$ 132.17	\$ 123.52	\$ 113.05
Debt	\$ 129.03	\$ 128.06	\$ 98.20
Police	\$ 292.96	\$ 301.38	\$ 370.95
Fire	\$ 238.86	\$ 183.95	\$ 280.60
Leisure and Library	\$ 397.13	\$ 178.51	\$ 256.10
Public Works	\$ 407.41	\$ 695.22	\$ 822.03
Sewer	\$ 87.17	\$ 76.81	\$ 72.01
Refuse	\$ 88.12	\$ 88.18	\$ 93.71
Public Transportation	\$ 64.85	\$ 35.46	\$ 133.71
Community Development	\$ 25.75	\$ 23.85	\$ 26.28
SEACOM	\$ 57.55	\$ 58.00	\$ 57.44
Total	\$2,105.91	\$2,077.04	\$2,540.44

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 third lowest per capita budget in FY22 for similarly sized cities.



City	FY22 Per Capita Spending
Kingman	\$ 8,389
Goodyear	\$ 5,965
Yuma	\$ 5,467
Casa Grande	\$ 5,246
Prescott	\$ 5,203
Flagstaff	\$ 5,061
Buckeye	\$ 4,291
Avondale	\$ 3,763
Phoenix	\$ 3,499
Tucson	\$ 3,432
Lake Havasu City	\$ 3,425
Prescott Valley	\$ 3,243
Maricopa	\$ 3,114
Marana	\$ 3,061
Surprise	\$ 3,058
Oro Valley	\$ 2,855
Sierra Vista	\$ 2,540
El Mirage	\$ 2,062
Apache Junction	\$ 1,800





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 FY22 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 (FY21), and the current fiscal year (FY22).

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 FY22, \$377,145 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 (FY21) and this fiscal year (FY22) 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, 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 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	Parks, Recreation, & Library	Community Development	Debt	Total
General Fund	\$104,014	\$ 4,399,947	\$ 2,733,341	\$ 481,580	\$ 428,240		\$ 16,107,708	\$ 9,284,331	\$ 6,260,015	\$ 5,662,453	\$ 1,034,836	\$ 281,880	\$ 46,778,345
HURF					\$ 26,850				\$11,436,006			\$ 79,907	\$ 11,542,763
LTAf									\$ 6,057,932				\$ 6,057,932
Police Special Revenue							\$ 349,500						\$ 349,500
Grants			\$ 480,700				\$ 142,829	\$ 3,424,423	\$ 4,000,000	\$ 5,236,562	\$ 142,659		\$ 13,427,173
Judicial Enhancement				\$ 300									\$ 300
Airport									\$14,764,783				\$ 14,764,783
Donations	\$ 4,518		\$ 285				\$ 207,052	\$ 4,696	\$ 15	\$ 152,260	\$ 13,322		\$ 382,148
Park Development													\$ -
Library Development													\$ -
Police Development													\$ -
Fire Development													\$ -
Transportation Dev.													\$ -
Metropolitan Planning													\$ -
SEACOM									\$ 609,812				\$ 609,812
Capital Improvement						\$ 2,602,517							\$ 2,602,517
SVMPC I&R										\$ 551,880			\$ 551,880
Sewer	\$ 13,003	\$ 467,143	\$ 326,354		\$ 53,700							\$ 2,701,373	\$ 2,701,373
Refuse	\$ 13,003	\$ 481,857	\$ 296,582		\$ 53,700				\$ 3,720,253			\$ 951,934	\$ 5,532,387
Tourism									\$ 4,571,906			\$ 434,097	\$ 5,851,145
Health & Accident					\$ 4,434,500								\$ -
Unemployment					\$ 25,000								\$ 25,000
Self Insured Retention					\$ 100,000								\$ 100,000
Total	\$134,538	\$ 5,348,947	\$ 3,837,262	\$ 481,880	\$ 5,121,990	\$ 2,602,517	\$ 16,807,089	\$ 12,713,450	\$ 51,420,722	\$ 11,603,155	\$ 1,190,817	\$ 4,449,191	\$ 115,711,558



Fund Balance Estimates, 2020-2022

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 FY20 along with the estimated FY21 and budgeted FY22 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 FY22 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.





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		
	2020	2021	2022
	Actual	Estimated	Budget
Revenues:			
Taxes	16,866,379	18,647,966	16,892,322
Intergovernmental	13,790,238	20,035,296	16,542,586
Charges for services	4,261,699	3,885,597	4,721,348
Licenses and permits	1,993,234	1,829,075	1,892,763
Fines	10,863	2,168	-
Investment income	11,245	4,127	5,000
Contributions	6,570	918	41,000
Other revenues	394,997	351,632	537,916
Total estimated revenues	<u>37,335,225</u>	<u>44,756,779</u>	<u>40,632,935</u>
Expenditures:			
Current-			
General Government	6,693,134	6,657,213	8,147,122
Public Safety	19,503,529	19,656,188	25,392,039
Public Works	4,916,392	5,221,132	6,260,015
Culture and Recreation	4,051,411	5,456,773	5,662,453
Community Development	891,780	922,465	1,034,836
Debt service -			
Principal retirement	262,386	268,370	274,500
Interest and fiscal charges	19,492	13,508	7,380
Total estimated expenditures	<u>36,338,124</u>	<u>38,195,649</u>	<u>46,778,345</u>
Other financing sources (uses):			
Operating transfers in	-	-	4,487,910
Operating transfers out	(826,161)	(188,000)	(3,113,529)
Net proceeds from sale of bonds	-	-	-
Proceeds from installment purchase	-	-	4,771,029
Total other financing sources (uses)	<u>(826,161)</u>	<u>(188,000)</u>	<u>6,145,410</u>
Net increase (decrease) in fund balance	<u>170,940</u>	<u>6,373,130</u>	<u>-</u>
Fund balances, July 1	<u>5,845,989</u>	<u>6,016,929</u>	<u>12,390,059</u>
Fund balances, June 30	<u>6,016,929</u>	<u>12,390,059</u>	<u>12,390,059</u>

The City's General fund balance is projected to have an increase from FY20 to FY22. The FY22 budget is balanced per State law, and therefore shows a zero growth in the 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		
	2020 Actual	2021 Estimated	2022 Budget
Revenues:			
Taxes	-	-	-
Intergovernmental	8,600,752	9,867,471	34,101,378
Charges for services	2,388,955	2,266,207	1,279,950
Licenses and permits	-	-	-
Fines	5	7	10
Investment income	25,043	664	-
Contributions	218,985	259,697	3,983,835
Other revenues	112,215	91,036	76,000
Total estimated revenues	<u>11,345,955</u>	<u>12,485,082</u>	<u>39,441,173</u>
Expenditures:			
Current-			
General Government	108,450	208,691	512,653
Public Safety	2,397,778	2,733,372	6,731,017
Public Works	7,041,629	7,308,939	36,868,548
Culture and Recreation	228,666	341,816	5,388,822
Community Development	207,546	244,221	155,981
Debt service -			
Principal retirement	261,607	662,140	77,475
Interest and fiscal charges	20,275	14,667	2,432
Total estimated expenditures	<u>10,265,951</u>	<u>11,513,846</u>	<u>49,736,928</u>
Other financing sources (uses):			
Operating transfers in	952,791	188,000	4,126,703
Operating transfers out	-	-	(1,523,159)
Net proceeds from sale of bonds	-	-	-
Proceeds from installment purchase	-	-	1,500,000
Total other financing sources (uses)	<u>952,791</u>	<u>188,000</u>	<u>4,103,544</u>
Net increase (decrease) in fund balance	<u>2,032,795</u>	<u>1,159,236</u>	<u>(6,192,211)</u>
Fund balances, July 1	<u>(608,911)</u>	<u>1,423,884</u>	<u>2,583,120</u>
Fund balances, June 30	<u>1,423,884</u>	<u>2,583,120</u>	<u>(3,609,091)</u>

The special revenue funds' fund balances are projected to decrease in FY22. It is estimated that the special funds will decrease by (\$6,192,211) in FY22 to an ending balance of (\$3,609,091).



Fund Balances

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		
	2020 Actual	2021 Estimated	2022 Budget
Revenues:			
Taxes	4,529,092	5,100,133	4,404,075
Intergovernmental	172,080	-	-
Charges for services	-	-	-
Licenses and permits	-	-	-
Fines	-	-	-
Investment income	16,170	-	-
Contributions	-	-	-
Other revenues	-	-	500,000
Total estimated revenues	<u>4,717,342</u>	<u>5,100,133</u>	<u>4,904,075</u>
Expenditures:			
Current-			
General Government	-	-	-
Public Safety	-	-	-
Public Works	1,209,935	(346,149)	-
Culture and Recreation	11,540,733	-	551,880
Community Development	-	-	-
Debt service -			
Principal retirement	-	-	-
Interest and fiscal charges	96,750	-	-
Total estimated expenditures	<u>12,847,418</u>	<u>(346,149)</u>	<u>551,880</u>
Other financing sources (uses):			
Operating transfers in	-	-	-
Operating transfers out	(4,246,605)	(3,920,793)	(6,679,298)
Net proceeds from sale of bonds	13,715,000	-	-
Proceeds from installment purchase	-	-	-
Total other financing sources (uses)	<u>9,468,395</u>	<u>(3,920,793)</u>	<u>(6,679,298)</u>
Net increase (decrease) in fund balance	<u>1,338,319</u>	<u>1,525,489</u>	<u>(2,327,103)</u>
Fund balances, July 1	<u>4,345,389</u>	<u>5,683,708</u>	<u>7,209,197</u>
	-	-	-
Fund balances, June 30	<u>5,683,708</u>	<u>7,209,197</u>	<u>4,882,094</u>

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 FY22.



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		
	2020 Actual	2021 Estimated	2022 Budget
Revenues:			
Taxes	-	-	-
Intergovernmental	-	-	-
Charges for services	-	-	-
Licenses and permits	-	-	-
Fines	-	-	-
Investment income	1,336	-	-
Contributions	-	-	-
Other revenues	-	-	-
Total estimated revenues	<u>1,336</u>	<u>-</u>	<u>-</u>
Expenditures:			
Current-			
General Government	-	-	-
Public Safety	-	-	-
Public Works	-	-	-
Culture and Recreation	-	-	-
Community Development	-	-	-
Debt service -			
Principal retirement	3,738,000	3,580,000	2,423,000
Interest and fiscal charges	379,311	344,793	278,373
Total estimated expenditures	<u>4,117,311</u>	<u>3,924,793</u>	<u>2,701,373</u>
Other financing sources (uses):			
Operating transfers in	4,119,975	3,920,793	2,701,373
Operating transfers out	-	-	-
Net proceeds from sale of bonds	-	-	-
Proceeds from installment purchase	-	-	-
Total other financing sources (uses)	<u>4,119,975</u>	<u>3,920,793</u>	<u>2,701,373</u>
Net increase (decrease) in fund balance	<u>4,000</u>	<u>(4,000)</u>	<u>-</u>
Fund balances, July 1	<u>-</u>	<u>4,000</u>	<u>-</u>
Fund balances, June 30	<u>4,000</u>	<u>-</u>	<u>-</u>

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		
	2020 Actual	2021 Estimated	2022 Budget
Revenues:			
Taxes	21,395,471	23,748,099	21,296,397
Intergovernmental	22,563,070	29,902,767	50,643,964
Charges for services	6,650,654	6,151,804	6,001,298
Licenses and permits	1,993,234	1,829,075	1,892,763
Fines	10,868	2,175	10
Investment income	53,794	4,791	5,000
Contributions	225,555	260,615	4,024,835
Other revenues	507,212	442,668	1,113,916
Total estimated revenues	<u>53,399,858</u>	<u>62,341,994</u>	<u>84,978,183</u>
Expenditures:			
Current-			
General Government	6,801,584	6,865,904	8,659,775
Public Safety	21,901,307	22,389,560	32,123,056
Public Works	13,167,956	12,183,922	43,128,563
Culture and Recreation	15,820,810	5,798,589	11,603,155
Community Development	1,099,326	1,166,686	1,190,817
Debt service -	-	-	-
Principal retirement	4,261,993	4,510,510	2,774,975
Interest and fiscal charges	515,828	372,968	288,185
Total estimated expenditures	<u>63,568,804</u>	<u>53,288,139</u>	<u>99,768,526</u>
Other financing sources (uses):			
Operating transfers in	5,072,766	4,108,793	11,315,986
Operating transfers out	(5,072,766)	(4,108,793)	(11,315,986)
Net proceeds from sale of bonds	13,715,000	-	-
Proceeds from installment purchase	-	-	6,271,029
Total other financing sources (uses)	<u>13,715,000</u>	<u>-</u>	<u>6,271,029</u>
Net increase (decrease) in fund balance	<u>3,546,054</u>	<u>9,053,855</u>	<u>(8,519,314)</u>
Fund balances, July 1	<u>9,582,467</u>	<u>13,128,521</u>	<u>22,182,376</u>
	-	-	-
Fund balances, June 30	<u>13,128,521</u>	<u>22,182,376</u>	<u>13,663,062</u>

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		
	2020 Actual	2021 Estimated	2022 Budget
Operating revenues:			
Charges for sales and services	7,809,195	8,438,213	8,228,415
Contributions	-	172,436	472,437
Other income	177,057	135,172	130,000
Total operating revenues	<u>7,986,252</u>	<u>8,745,821</u>	<u>8,830,852</u>
Operating expenses:			
Salaries, wages and related expenses	3,513,908	3,218,756	3,506,271
Operations and maintenance	3,809,277	3,560,422	4,038,447
Depreciation	1,396,430	-	1,450,000
Benefits paid	-	-	-
Premiums paid	-	-	-
Total operating expenses	<u>8,719,615</u>	<u>6,779,178</u>	<u>8,994,718</u>
Operating income (loss)	<u>(733,363)</u>	<u>1,966,643</u>	<u>(163,866)</u>
Nonoperating revenues (expenses):			
Connection income	323,838	190,946	200,000
Gain on Sale of Fixed Assets	-	8,801	-
Investment income	10,496	495	-
Interest expense	(126,932)	(89,139)	(88,468)
Total nonoperating revenues	<u>207,402</u>	<u>111,103</u>	<u>111,532</u>
Income before operating transfers	(525,961)	2,077,746	(52,334)
Operating transfers:			
Operating transfers in	-	-	-
Operating transfers out	-	-	(760,500)
Total operating transfers	<u>-</u>	<u>-</u>	<u>(760,500)</u>
Net Income (loss)	<u>(525,961)</u>	<u>2,077,746</u>	<u>(812,834)</u>
Capital Contributions			
Retained earnings, July 1	<u>28,779,117</u>	<u>28,253,156</u>	<u>30,330,902</u>
	-	-	-
Retained earnings, June 30	<u>\$ 28,253,156</u>	<u>30,330,902</u>	<u>29,518,068</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		
	2020 Actual	2021 Estimated	2022 Budget
Operating revenues:			
Charges for sales and services			
Contributions	4,121,105	4,244,027	4,209,500
Other income	417,575	515,220	200,000
Total operating revenues	<u>4,538,680</u>	<u>4,759,247</u>	<u>4,409,500</u>
Operating expenses:			
Salaries, wages and related expenses			
Operations and maintenance	364,781	379,992	284,500
Depreciation			
Benefits paid	2,794,192	3,473,600	3,611,000
Premiums paid	593,908	579,016	539,000
Total operating expenses	<u>3,752,881</u>	<u>4,432,608</u>	<u>4,434,500</u>
Operating income (loss)	<u>785,799</u>	<u>326,639</u>	<u>(25,000)</u>
Nonoperating revenues (excl Intergovernmental			
Connection income	-	-	-
Gain on Sale of Fixed Assets	-	-	-
Investment income	55,608	4,089	25,000
Interest expense	-	-	-
Total nonoperating revenues	<u>55,608</u>	<u>4,089</u>	<u>25,000</u>
Income before operating transfers	841,407	330,728	-
Operating transfers:			
Operating transfers in	-	-	-
Operating transfers out			
Total operating transfers	<u>-</u>	<u>-</u>	<u>-</u>
Net Income (loss)	<u>841,407</u>	<u>330,728</u>	<u>-</u>
Capital Contributions			
Retained earnings, July 1	<u>5,623,085</u>	<u>6,464,492</u>	<u>6,795,220</u>
	-	-	-
Retained earnings, June 30	<u>6,464,492</u>	<u>6,795,220</u>	<u>6,795,220</u>

The three internal service funds continue to have a strong financial position. The expected FY22 ending fund balance is \$6,795,220.



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

(For Budgetary Purposes Only)	Non-Governmental Funds		
	2020 Actual	2021 Estimated	2022 Budget
Operating revenues:			
Charges for sales and services	7,809,195	8,438,213	8,228,415
Contributions	4,121,105	4,416,463	4,681,937
Other income	594,632	650,392	330,000
Total operating revenues	<u>12,524,932</u>	<u>13,505,068</u>	<u>13,240,352</u>
Operating expenses:			
Salaries, wages and related expenses	3,513,908	3,218,756	3,506,271
Operations and maintenance	4,174,058	3,940,414	4,322,947
Depreciation	1,396,430	-	1,450,000
Benefits paid	2,794,192	3,473,600	3,611,000
Premiums paid	593,908	579,016	539,000
Total operating expenses	<u>12,472,496</u>	<u>11,211,786</u>	<u>13,429,218</u>
	-	-	-
Operating income (loss)	<u>52,436</u>	<u>2,293,282</u>	<u>(188,866)</u>
Nonoperating revenues (expenses):			
Connection income	323,838	190,946	200,000
Gain on Sale of Fixed Assets	-	8,801	-
Investment income	66,104	4,584	25,000
Interest expense	(126,932)	(89,139)	(88,468)
Total nonoperating revenues	<u>263,010</u>	<u>115,192</u>	<u>136,532</u>
	-	-	-
Income before operating transfers	<u>315,446</u>	<u>2,408,474</u>	<u>(52,334)</u>
Operating transfers:			
Operating transfers in	-	-	-
Operating transfers out	-	-	(760,500)
Total operating transfers	<u>-</u>	<u>-</u>	<u>(760,500)</u>
	-	-	-
Net Income (loss)	<u>315,446</u>	<u>2,408,474</u>	<u>(812,834)</u>
Capital Contributions			
Retained earnings, July 1	<u>34,402,202</u>	<u>34,717,648</u>	<u>37,126,122</u>
Retained earnings, June 30	<u>34,717,648</u>	<u>37,126,122</u>	<u>36,313,288</u>



General Fund Revenue

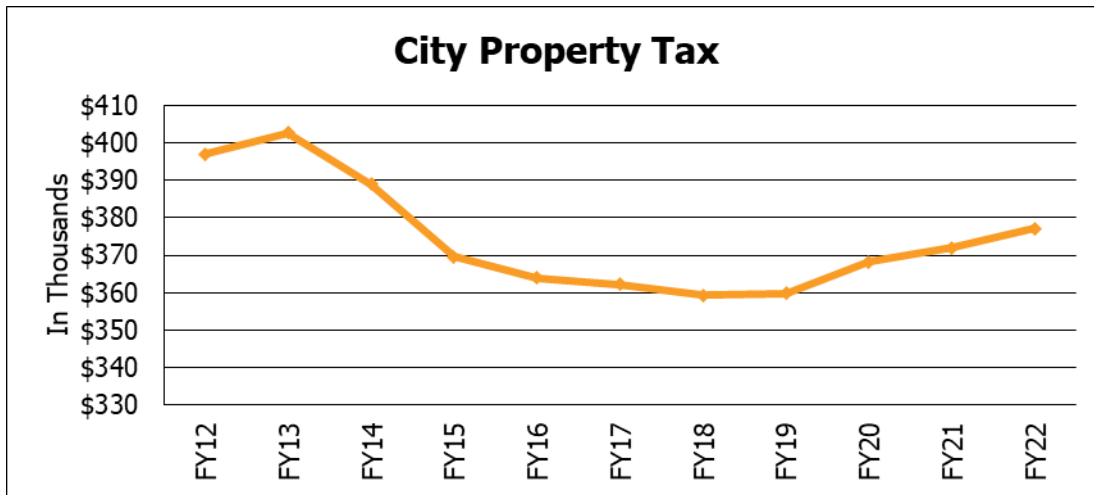
The largest fund of the City, the General Fund, comprises 40 percent (or \$46,778,345) of the proposed FY22 budget revenues. Services included in this fund include Public Safety, Department of Parks Recreation, & Library, Facility Maintenance, Community Development Services, and General Government Administration. 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	FY21	FY22	% Change	% of GF
Local				
Taxes				
Property	\$ 372,034	\$ 377,145	1.4%	0.8%
Sales	\$ 15,439,593	\$ 16,515,177	7.0%	35.3%
Total Local Taxes	\$ 15,811,627	\$ 16,892,322	6.8%	36.1%
Fees				
Ambulance	\$ 2,050,000	\$ 2,100,000	2.4%	4.5%
Development	\$ 28,500	\$ 68,000	138.6%	0.1%
Public Safety	\$ 70,000	\$ 70,000	0.0%	0.1%
Public Works	\$ 1,376,500	\$ 1,436,500	4.4%	3.1%
Leisure	\$ 679,872	\$ 961,848	41.5%	2.1%
Cove	\$ 84,900	\$ 200,000	135.6%	0.4%
Recreational Classes	\$ 594,972	\$ 761,848	28.0%	1.6%
General Gov.	\$ 16,000	\$ 10,000	-37.5%	0.0%
Total Local Fees	\$ 4,220,872	\$ 4,646,348	10.1%	9.9%
Licenses				
Bldg. Permits	\$ 275,000	\$ 292,763	6.5%	0.6%
Franchise	\$ 1,400,000	\$ 1,400,000	0.0%	3.0%
Business	\$ 145,000	\$ 145,000	0.0%	0.3%
Animal Control	\$ 35,000	\$ 35,000	0.0%	0.1%
Right of Way	\$ 20,000	\$ 20,000	0.0%	0.0%
Total Local Licenses	\$ 1,875,000	\$ 1,892,763	0.9%	4.0%
Total Local	\$ 21,907,499	\$ 23,431,433	7.0%	50.1%
Other				
Transfers Out	\$ (194,057)	\$ (3,113,529)	1504.4%	-6.7%
LTAF	\$ (108,000)	\$ -	-100.0%	0.0%
Grants	\$ (6,057)	\$ (3,113,529)	51303.8%	-6.7%
Dev Fees	\$ (80,000)	\$ -	0.0%	0.0%
Unemployment	\$ -	\$ -	0.0%	0.0%
Transfers In	\$ 1,720,862	\$ 4,487,910	160.8%	9.6%
CIF	\$ 1,720,862	\$ 3,087,910	79.4%	6.6%
Donations	\$ -	\$ 1,400,000		
Note Proceeds	\$ -	\$ 4,771,029		10.2%
Interest	\$ 20,000	\$ 5,000	-75.0%	0.0%
Contributions	\$ 1,500	\$ 500	-66.7%	0.0%
Library Fines	\$ 18,000	\$ -	-100.0%	0.0%
Local Gov. Payments	\$ 1,053,193	\$ 1,075,693	2.1%	2.3%
Misc. Revenue	\$ 658,176	\$ 653,416	-0.7%	1.4%
Total Other	\$ 3,277,674	\$ 7,880,019	140.4%	16.8%
State				
Taxes				
Sales	\$ 3,902,096	\$ 4,801,435	23.0%	10.3%
Income	\$ 6,151,732	\$ 5,016,338	-18.5%	10.7%
Auto	\$ 2,150,000	\$ 2,375,000	10.5%	5.1%
Total State Taxes	\$ 12,203,828	\$ 12,192,773	-0.1%	26.1%
Grants				
Grants	\$ 3,054,840	\$ 3,274,120	7.2%	7.0%
Total G.F. Rev.	\$ 40,443,841	\$ 46,778,345	15.7%	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.

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, plus the value of new construction. The Arizona Department of Revenue provides the FY22 property tax levy rate and total collection amount.

The proposed primary property tax levy rate is \$0.1108 per \$100 of assessed value, which will generate an estimated \$377,145 this fiscal year. The slight increase in total property tax revenue from the previous fiscal years is due to new construction. The rate was adjusted slightly higher in FY22 due to a decrease in valuation of taxable property.

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: \$377,145



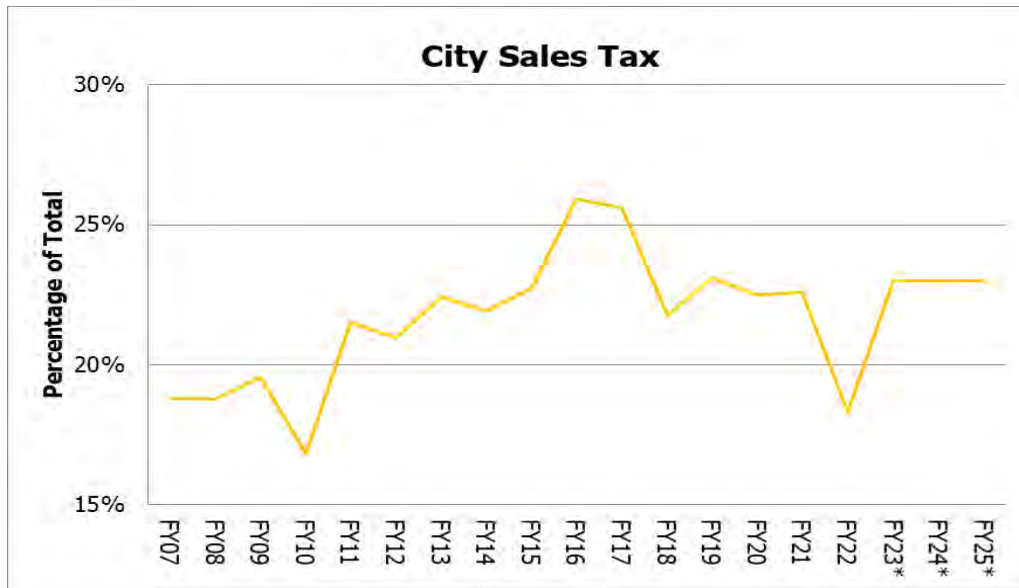
Example of Property Tax

Market Value	Assessed Value (10% of Market Value)	Tax Rate \$0.1108 per \$100 Assessed Value
\$100,000	\$10,000	$(\$10,000/\$100) * \$0.1108 = \11.08

A resident with a \$100,000 home would pay \$11.08 in City Property Taxes.

In FY22, the tax rate for the primary property tax is 0.1108. 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.

2022 Property Tax Levy		
	Primary	Secondary
Cochise County	2.6747	
Bisbee	3.0503	
Douglas	1.1591	
Tombstone	0.9355	0.8175
Huachuca City	1.3233	
Benson	0.9096	
Willcox	0.4076	
Sierra Vista	0.1108	



*Forecasted

Description

In FY15, the City's sales tax structure was analyzed, 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.

The largest impact on FY21's revenues was the economic crisis resulting from COVID-19. Despite the uncertainty from COVID-19, the City saw Transaction Privilege Tax (TPT) collections through the month of June 2021 at 11.15% over FY20 and 19.31% ahead of FY21 budget. Conservatively, the City is in a good position to project a 7 percent increase in sales revenue in FY22. Despite the increase in revenue, the City sales tax revenue decreased from 23 percent to 18 percent of the total revenue projected for FY22. A conservative 4, 2, and 1 percent increase is projected for the FY23-25 budgets respectively, as COVID-19's influential increase on sales tax revenue is expected to level out by the spring of 2022. As well as, the sales tax revenue is forecasted to remain stable at approximately 23 percent of the total budget revenue for FY23-25 budgets as per the average of the last 10 years. Sales tax revenue is calculated based on end of year actuals from the previous year, trends, and economic factors.

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- \$16,515,177

Capital Improvement Fund Contribution- \$4,404,075



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	1.95%	6.10%	8.05%
Rental of Real Property	1.00%	0.00%	1.00%
Utilities	2.00%	6.10%	8.10%

Transaction Privilege (Sales) Tax Authorization

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

Retail Sales

Section _A-460. The retail classification is comprised of the business activity upon every person engaging or continuing in the business of selling tangible personal property at retail. The City's total rate for FY22 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 FY22 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 FY22 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. On, December 10, 2020 City Council adopted an amendment to the tax code, decreasing the construction contracting rate. The City's rate for FY22 is 1.95 percent.

Restaurant/Bar

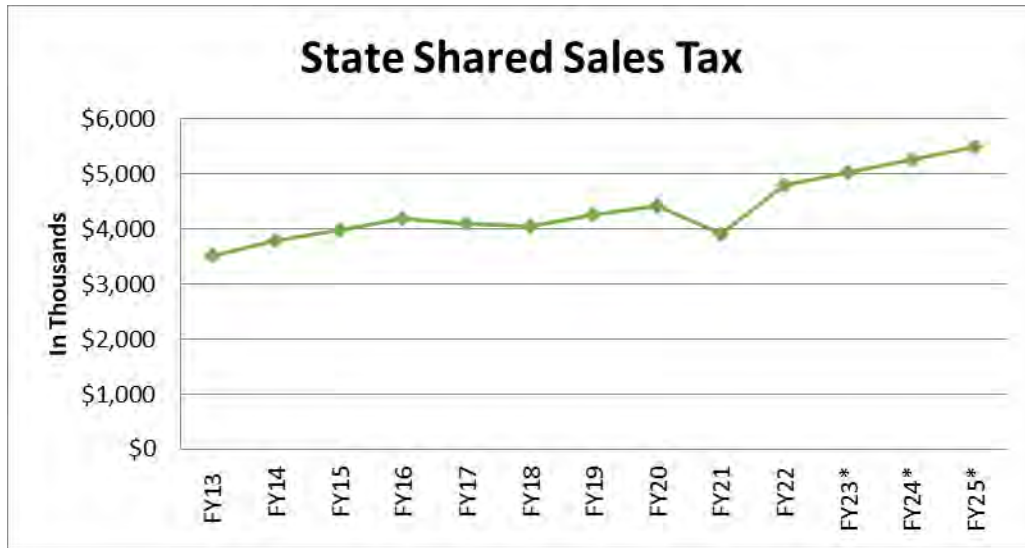
Section _A-455. The Restaurant classification is comprised of the business activity upon every person engaging or continuing in the business of preparing or serving food or beverage in a bar, cocktail lounge, restaurant, or similar establishment where articles of food or drink are prepared or served 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 FY22 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.



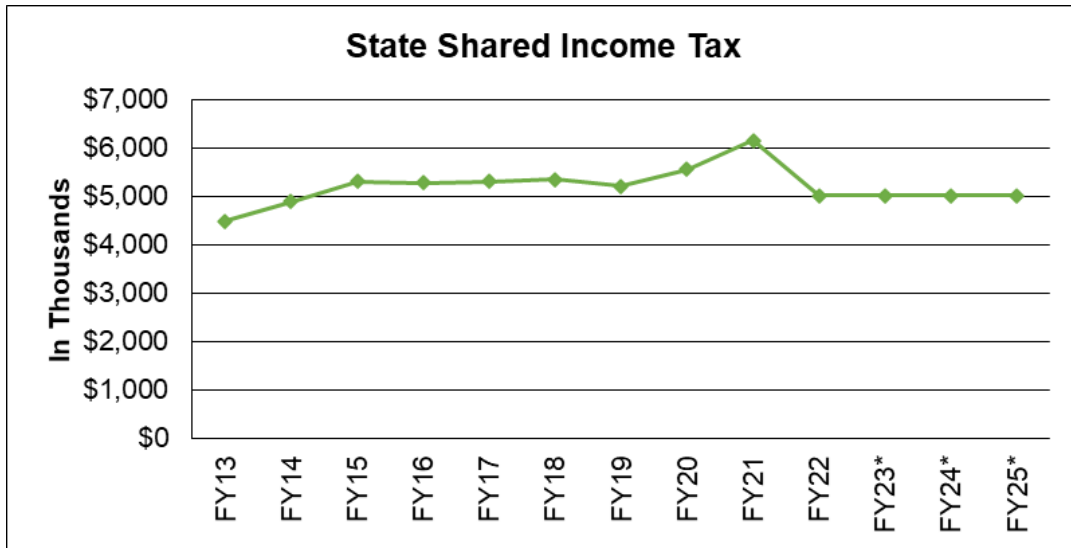
*Forecasted

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 and Towns. These estimates are used to compare the City's own budget projections. In the past, the State estimates have been higher than the City's actual collection. The City's conservative revenue projection process uses historical analysis to more closely predict the expected revenue.

General Fund Contribution: \$4,801,435



*Forecasted

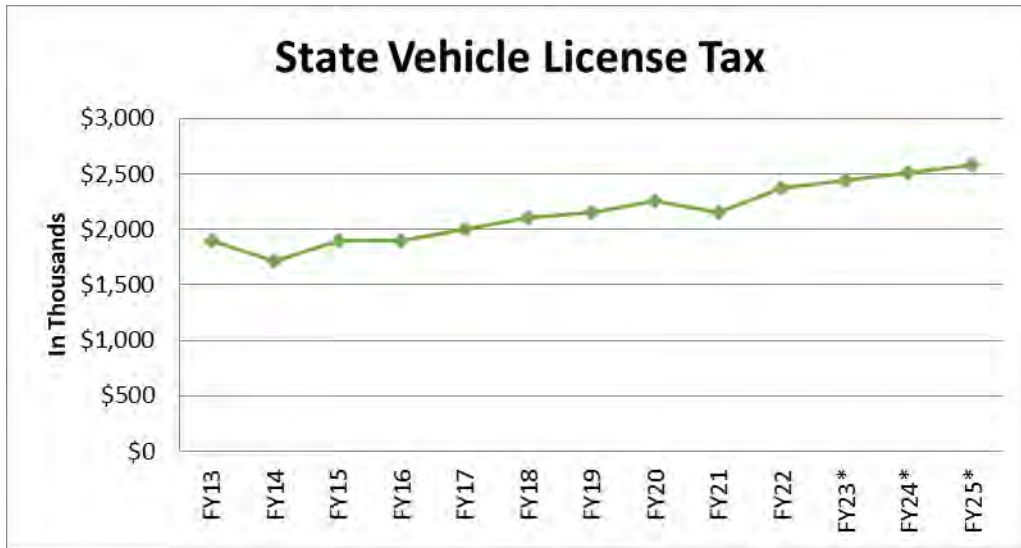
Description

The State of Arizona levies income tax (URS). Per statutes, cities and towns receive 15 percent of the total state income tax, distributed to a city or town based on its population in relation to the total population of all Arizona cities and towns. This revenue source depends heavily upon the condition of the state’s economy. Also, there is a two-year lag from the year the taxes are levied and the year they are distributed to the cities. For FY22, the Arizona Department of Revenue (ADOR) estimates the state income tax total to be \$756,388,000, approximately (8.7%) lower than FY21’s estimate of \$828,492,858.

The City’s share of income tax revenues has stabilized as a result of the economic recovery experienced throughout the State, but is not experiencing significant growth. The City uses the estimate provided by the State and the League of Arizona Cities and Towns when forecasting state shared income tax revenue. The FY22 Budget for income tax revenues decreased 18.5 percent from FY21 due to the deadline for the 2019 income tax filing being extended until July 2020.

On June 30, 2021, Governor Doug Ducey signed into law S.B. 1827 and S.B. 1828, which enacted a comprehensive individual income tax reform. New legislation dictates a 2.5% flat tax rate with a 4.5% cap for individuals earning greater than \$250,000 and married couples earning greater than \$500,000. The flat tax rate will be phased in over the course of three years, beginning in 2022. However, to help offset the overall decrease to cities, state shared income tax distribution will increase from 15 percent to 18 percent. Since the effects are unknown at this time, the City will forecast FY23-25’s state shared income tax revenues level to FY22.

General Fund Contribution: \$5,016,338



*Forecasted

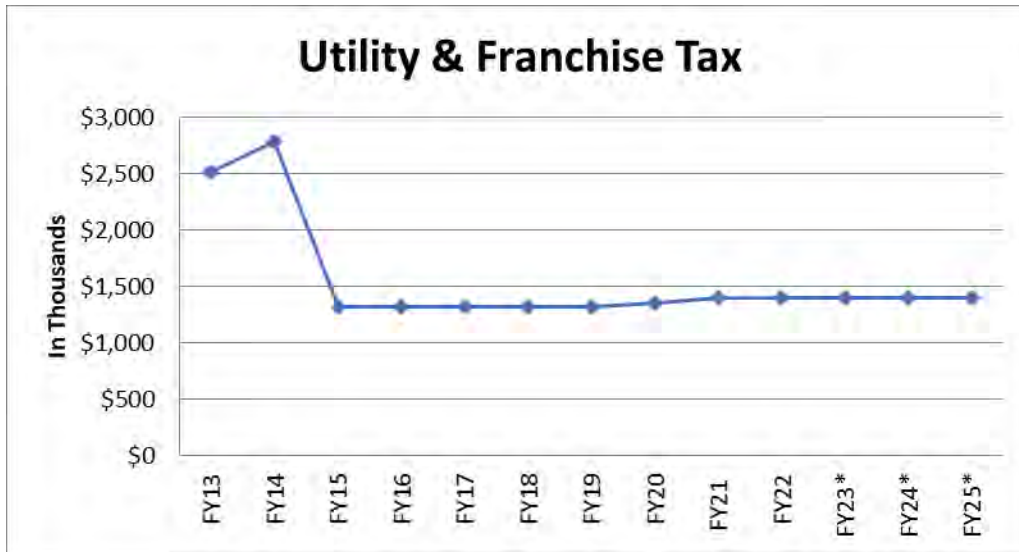
Description

The State of Arizona levies a tax on vehicle licenses (VLT). The revenue that the City receives represents state-shared revenue derived from the vehicle registration fees collected by Arizona Department of Transportation (ADOT). Approximately 25 percent of revenue collected by ADOT is distributed to cities and towns, the share based upon its population in relation to the total incorporated population of the county.

ADOT's estimate of the cities VLT revenue for FY22 is \$290,379,000, approximately 1.6% higher than FY 21's estimate of \$285,800,000. 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 FY22, the City projects a 10.5% increase in VLT revenue based on actuals from FY21.

The City forecasts an average increase of 2.8 percent for FY23-25, but will re-evaluate each fiscal year based on end of year actuals.

General Fund Contribution: \$2,375,000



*Forecasted

Description

The Public Utility tax includes the uniform two percent excise tax on water, gas, electric and phone utilities. 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 FY22, and to remain steady for FY23-25.

The franchise tax includes the five percent franchise fee on cable television. The residents of Sierra Vista approved the franchise agreement with Southwest Gas in 2008. The franchise agreement included a two percent franchise fee, transaction privilege sales tax, and a one percent reimbursement fee. The residents of Sierra Vista approved the franchise agreement with Sulphur Springs Valley Electrical Cooperative franchise agreement in 2012. The franchise agreement included a two percent transaction privilege tax and a two percent franchise fee. All of the estimated revenue from the franchise agreement is transferred to fund street maintenance in the FY22 Budget.

License fees are universal and capped at 5 percent by the State.

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



*Forecasted

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 City uses historical trend analysis to project revenue for business license fees. 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, which caused a slight increase in revenue. Since then, revenue has continued to stabilize and is forecasted as such for FY23-25.

General Fund Contribution: \$145,000



*Forecasted

Description

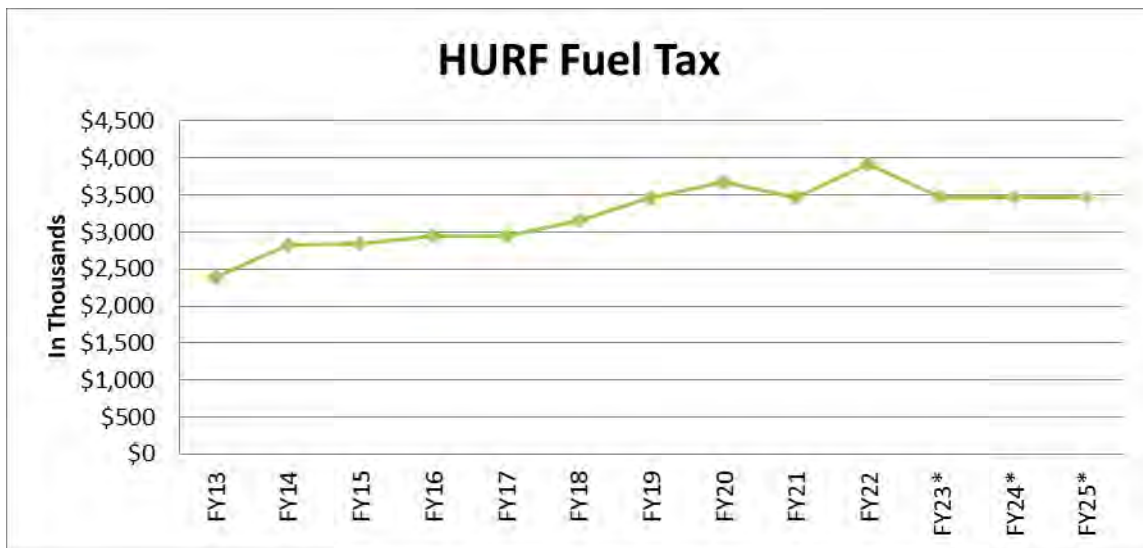
The City charges state-approved rates for ambulance services. The revenue received over the last several years has remained level, even as call volume has seen a rather substantial increase. Due to this increase, a peak-hours ambulance was put into service, an attempt to offset and keep up with the patient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

The City began a second peak-hours ambulance crew in 2018 to work weekends and holidays and the projected revenue was estimated. The revenue has increased in FY22 based on end of year actuals from FY21.

General Fund Contribution: \$2,100,000



Highway User Revenue Fund (HURF) Revenue



*Forecasted

Estimated HURF fuel tax revenue totals \$3,925,000 in the FY22 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 FY21 as a result of a higher projection for fuel tax, carryover that is currently available, and designated contributions from Walmart for their half of the Avenida Escuela extension with culvert. However, FY23-25 budget years are forecasted to receive lower HURF fuel tax revenues as a result of economic shifts away from gasoline consumption (alternative fuels) and improved efficiencies in MPG. The following table compares budgeted FY21 and FY22 HURF revenues.

The transfer-in from the capital improvement funds to HURF has been suspended. However, there is a transfer in from the Infrastructure Development Fund in the amount of \$123,159.



Highway User Revenue Fund (HURF)

The following table compares budgeted FY21 and FY22 total HURF revenues.

	FY21 Budget	FY22 Budget
Fuel Tax	\$ 3,475,000	\$ 3,925,000
Grants	\$ 956,398	\$ 910,000
Local Gov.	\$ 3,247,540	\$ 2,396,422
Note Proceeds	\$ 99,000	\$ -
Transfers In	\$ -	\$ 123,159
Designated Contributions	\$ -	\$ 1,250,000
Carryover	\$ 1,420,032	\$ 2,938,182
Total	\$ 9,197,970	\$ 11,542,763



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.

	FY21 Budget	FY22 Budget
Carryover	\$ -	\$ 111,532
Lease Revenue	\$ 19,200	\$ 19,200
Grants	\$ 1,395,466	\$ 4,936,185
Bus Fares	\$ 100,000	\$ 100,000
Transfers In – CIF	\$ -	\$ 890,015
Transfers In – GF	\$ 108,000	\$ -
Local Government		
Misc. Revenue	\$ 1,000	\$ 1,000
Total	\$ 1,623,666	\$ 6,057,932

The City receives grant and operational revenue associated with Vista Transit. This fiscal year, \$4,936,185 in grants funding (for regular administration, operation, and capital) plus \$100,000 in bus fare revenue receipts are anticipated.

The \$890,015 Capital Improvement Fund transfer-in is the City's 20 percent match for grants.

MPO Fund

The Sierra Vista Municipal Planning Organization is a separate legal entity with a six member board comprised of three Councilmembers from Sierra Vista, 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 FY21 and FY22 budgeted revenues for this fund. The Airport Fund increased \$11,964,918. The increase is largely due to carryover funds and grant opportunities. There were no transfer-in or transfer-out from the Capital Improvements Fund.

	FY21 Budget	FY22 Budget
Carryover	\$ 826,270	\$ 2,192,628
FAA/ADOT Grants	\$ 1,098,595	\$ 10,051,405
Gas & Oil Revenues	\$ 685,000	\$ 830,750
Leases	\$ 190,000	\$ 190,000
Note Proceeds	\$ -	\$ 1,500,000
Transfer In-General	\$ -	\$ -
Transfer Out-CIF	\$ -	\$ -
Transfer In-CIF	\$ -	\$ -
Misc Revenue	\$ -	\$ -
Total	\$ 2,799,865	\$ 14,764,783



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.

	FY21 Budget	FY22 Budget
Carryover	\$ 194,500	\$ 224,500
Local Gov. Payments	\$ 50,000	\$ 50,000
Police Special Revenue	\$ 75,000	\$ 75,000
Total	\$ 319,500	\$ 349,500

Grants Fund

The Grants Fund includes grants for Community Development Block Grants (CDBG), Public Safety, Tourism and the Department of Parks, Recreation, and Library. 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.

	FY21 Budget	FY22 Budget
Carryover	\$ 9,329	\$ 26,863
Federal Grants	\$ 5,256,407	\$ 7,066,500
State Grants	\$ 78,785	\$ 1,650,000
Organizational Grants	\$ 929,500	\$ 1,512,500
Local Gov. Payments	\$ 64,773	\$ 57,781
Transfer-In GF	\$ 6,057	\$ 3,113,529
Total	\$ 6,344,851	\$ 13,427,173

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 Parks, Recreation, and Library and Animal Control. The Donation Fund budgeted revenues for FY22 in the amount of \$382,148. The City budgets the full account balances in FY22 to ensure the funds can be used if needed.

In addition, the City received 1.2 million dollars in donations for the Animal Control Expansion that was transferred into the General Fund.



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 FY22.

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 new fee schedule became effective on March 1, 2021. For FY22, the revenue estimates break down as follows:

	FY21 Budget	FY22 Budget
Carryover*	\$ (428,010)	\$ (17,000)
Planning Revenue	\$ 150,000	\$ 17,000
Transfer In - CIF	\$ 404,640	\$ -
Transfer Out - SVMPC I		\$ -
Total	\$ 126,630	\$ -

Police Development Impact Fee Fund

The Police Development Impact Fee Fund revenue is presented below. The new fee schedule became effective on March 1, 2021.

	FY21 Budget	FY22 Budget
Carryover*	\$ (60,000)	\$ (18,500)
Planning Revenue	\$ 45,000	\$ 18,500
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 new fee schedule became effective on March 1, 2021.

	FY21 Budget	FY22 Budget
Carryover *	\$ (200,000)	\$ (31,159)
Planning Revenue	\$ 150,000	\$ (92,000)
Transfer In- General	\$ 50,000	\$ -
Transfer Out- HURF	\$ -	\$ 123,159
Set Aside to Increase	\$ -	\$ -
Total	\$ -	\$ -

Fire Development Impact Fee Fund

The Fire Development Impact Fee revenue is presented below. The new fee schedule became effective on March 1, 2021.

	FY21 Budget	FY22 Budget
Carryover*	\$ (60,000)	\$ (12,500)
Planning Revenue	\$ 45,000	\$ 12,500
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 FY21 and FY22 budgeted CIF revenues.

	FY21 Budget	FY22 Budget
Carryover	\$ 3,421,416	\$ 2,327,103
City Sales Tax	\$ 4,154,880	\$ 4,404,075
Bond Proceeds	\$ -	\$ -
Sale of Fixed Assets	\$ 500,000	\$ 500,000
Federal Grants		
Transfer Out-General	\$ (1,720,862)	\$ (3,087,910)
Transfer Out-Park Dev. Fees	\$ (404,640)	\$ -
Transfer Out-Grants	\$ -	\$ -
Transfer Out-LTAF	\$ -	\$ (890,015)
Transfer Out-SVMPC		
Transfer Out-SVMPC-I&R	\$ (3,925,794)	\$ (2,701,373)
Transfer In-Airport Fund	\$ -	\$ -
Total	\$ 2,025,000	\$ 551,880

The transfer out to General Fund is to cover major operating capital projects. The transfer out to the LTAF fund is to cover the City’s portion of grant matches. The transfer to SVMPC I&R covers outstanding Municipal Property Corporation debt payments.

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

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

	FY21 Budget	FY22 Budget
Transfer In-CIF	\$ 3,925,794	\$ 2,701,373
Transfer In-Sewer	\$ -	\$ -
Transfer In-Park Development Fees	\$ -	\$ -
Transfer In-Police Development Fees	\$ -	\$ -
Transfer in- Fire Development Fees	\$ -	\$ -
Bond Proceeds	\$ -	\$ -
Total	\$ 3,925,794	\$ 2,701,373



Sewer Enterprise Fund Revenue

For FY22, total budgeted revenues for the Sewer Enterprise Fund are \$5,532,387, a decrease of \$288,378 from last year's budget of \$5,820,765.

As an enterprise fund, the Sewer Enterprise Fund must use the revenues generated from user fees to balance the fund's expenditures. This means that the sewer ratepayers who use these services bear the costs through the payment of their fees.

The revenue projections for this fund depend on the size of the customer base and the planned expenditures for FY22.

The following table displays the FY21 and FY22 budgeted revenues. The revenue for this fund decreased by approximately 5 percent from last year mostly due to less notes payable being used and less carryover.

	FY21 Budget	FY22 Budget
Carryover	\$ 1,343,272	\$ 1,032,811
Sewer Service Charges	\$ 3,534,493	\$ 3,657,139
Capital Service Charges	\$ -	\$ -
Sewer Usage Charges	\$ -	\$ -
Sewer Connection Fees	\$ 200,000	\$ 200,000
Delinquencies	\$ -	\$ -
Miscellaneous	\$ 100,000	\$ 125,000
Capital Contributed by	\$ 175,000	\$ 175,000
Notes Payable	\$ 468,000	\$ 45,000
Capital Reimbursement	\$ -	\$ -
Organizational Grants	\$ -	\$ 297,437
Transfer Out- SVMPC	\$ -	\$ -
Total	\$ 5,820,765	\$ 5,532,387



Refuse Enterprise Fund Revenue

For FY22, revenues for the Refuse Enterprise Fund total \$5,851,145, an increase of \$413,517 from the FY21 budgeted total of \$5,437,628.

As an enterprise fund, the revenues generated by the system of user fees must cover the cost of the operations. Like the Sewer Enterprise Fund, the ratepayers, as the users of the service, pay these costs and not the general taxpayer. The FY21 Budget included a 15 percent residential route rate increase due to rising landfill prices and changes to state law regarding commercial refuse collection.

In FY20, the City also reduced the commodities available for recycling due to the international market. The City will continue to monitor the refuse rates to insure the financial stability of the fund.

The following table displays the FY21 and FY22 budgeted revenues for the Refuse Enterprise Fund.

	FY21 Budget	FY22 Budget
Carryover	\$ 575,044	\$ 559,369
State Grants		
Refuse Charges	\$ 4,143,584	\$ 4,451,276
Delinquency Charges	\$ 30,000	\$ 30,000
Interest	\$ -	\$ -
Note Proceeds	\$ 594,000	\$ 715,500
Mulch & Compost	\$ 90,000	\$ 90,000
Misc. Revenue	\$ 5,000	\$ 5,000
Total	\$ 5,437,628	\$ 5,851,145



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 FY22. The City's plan is healthy and assured that the plan will remain self-funded.

	FY21 Budget	FY22 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. This is paid on a case-by-case basis. The fund is funded with \$25,000 in carryover. FY22 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.



Revenue Summary by Fund

A recap of the projected FY22 revenues by fund compared to FY21 follows:

Revenue Summary by Fund					
	<u>FY21</u>	<u>FY22</u>	<u>% of Whole</u>	<u>Change</u>	
General	\$ 40,443,841	\$ 46,778,345	40.43%	15.66%	
Special Revenue					
Highway User Revenue Fund	\$ 9,197,970	\$ 11,542,763	9.98%	25.49%	
Local Transportation Fund	\$ 1,623,666	\$ 6,057,932	5.24%	273.10%	
Airport	\$ 2,799,865	\$ 14,764,783	12.76%	427.34%	
Police Special Revenue	\$ 319,500	\$ 349,500	0.30%	9.39%	
Grants	\$ 6,344,851	\$ 13,427,173	11.60%	111.62%	
Criminal Justice Enhancement	\$ 300	\$ 300	0.00%	0.00%	
Donation	\$ 654,753	\$ 382,148	0.33%	-41.63%	
Park Development Impact Fee	\$ 126,630	\$ -	0.00%	-100.00%	
Police Impact Fee	\$ -	\$ -	0.00%	0.00%	
Transportation Impact Fee	\$ -	\$ -	0.00%	0.00%	
Fire Impact Fee	\$ -	\$ -	0.00%	0.00%	
Metropolitan Planning Org.	\$ 834,601	\$ 609,812	0.53%	-26.93%	
SEACOM	\$ 2,633,965	\$ 2,602,517	2.25%	0.00%	
Capital					
Capital Improvement Fund	\$ 2,025,000	\$ 551,880	0.48%	-72.75%	
Debt Service					
SVMPC I&R	\$ 3,925,794	\$ 2,701,373	2.33%	-31.19%	
Internal Services					
Health and Accident	\$ 4,434,500	\$ 4,434,500	3.83%	0.00%	
Unemployment	\$ 25,000	\$ 25,000	0.02%	0.00%	
Self Insured Retention	\$ 100,000	\$ 100,000	0.09%	0.00%	
Enterprise					
Sewer	\$ 5,820,765	\$ 5,532,387	4.78%	-4.95%	
Refuse	\$ 5,437,628	\$ 5,851,145	5.06%	7.60%	
Total All Funds	\$ 86,748,629	\$ 115,711,558	100.00%	33.39%	



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 FY21 and FY22 figures, and the percent change between the two years. The most significant change in the FY22 budget is the increase in funding certain capital projects. The fund balance in this table will be used in the subtraction tables after each category.

	FY21 Budget	FY22 Budget	Difference	% Change	% Total
Personnel	\$ 35,243,702	\$ 37,382,520	\$ 2,138,818	6%	32.3%
O&M	\$ 24,334,867	\$ 24,922,233	\$ 587,366	2%	21.5%
Capital	\$ 21,305,686	\$ 48,957,614	\$ 27,651,928	130%	42.3%
Debt	\$ 5,864,374	\$ 4,449,191	\$ (1,415,183)	-24%	3.8%
Total	\$ 86,748,629	\$ 115,711,558	\$ 28,962,929	33%	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 2022

Department	Personnel	O & M	Capital	Total	% of Total
Mayor/Council	\$ 67,155	\$ 67,383	\$ -	\$ 134,538	0.1%
City Manager	2,220,338	1,616,924	-	3,837,262	3.3%
Administrative Services	2,894,440	1,963,807	490,700	5,348,947	4.6%
Court/Legal	156,773	325,107	-	481,880	0.4%
General Government	-	5,121,990	-	5,121,990	4.4%
Police	10,905,216	2,046,873	3,855,000	16,807,089	14.5%
Fire	7,695,126	539,949	4,478,375	12,713,450	11.0%
SEACOM	1,894,983	331,537	375,997	2,602,517	2.2%
Public Works	6,844,921	10,978,820	32,987,169	50,810,910	43.9%
Parks, Recreation, & Library	3,666,438	1,166,344	6,770,373	11,603,155	10.0%
Community Development	813,805	377,012	-	1,190,817	1.0%
Debt Service	-	-	4,449,191	4,449,191	3.8%
MPO	223,325	386,487	-	609,812	0.5%
Totals	\$ 37,382,520	\$ 24,922,233	\$ 53,406,805	\$ 115,711,558	100.0%
% of Total	32.31%	21.54%	46.16%	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 (FY22) and the previous budget year (FY21). The personnel section also includes the personnel expense by department for FY22 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 (FY22) and the previous budget year (FY21). A table of O&M expenses per department is also included in this section.

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

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



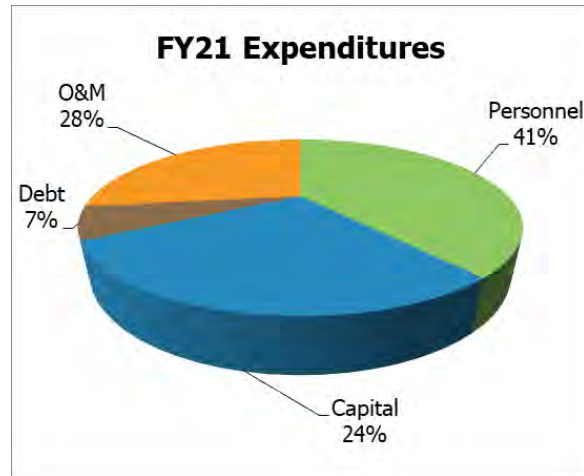
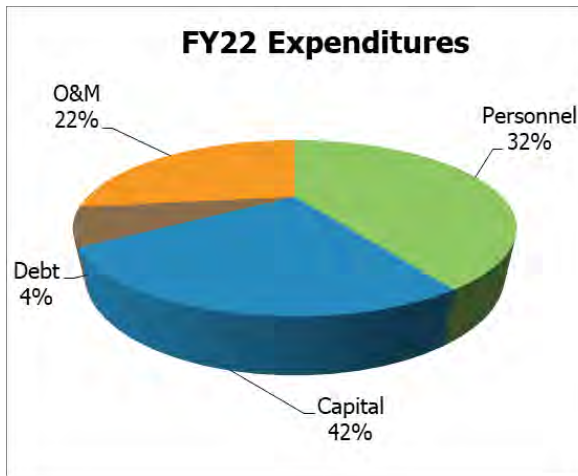
FY 22 Expenditure Summary by Fund

	Capital	Personnel	Debt	O&M	Total
General	\$ 7,585,040	\$ 29,457,280	\$ 281,880	\$ 9,454,145	\$ 46,778,345
Special Revenue					
Highway User Revenue Fund	\$ 8,623,422	\$ 1,514,519	\$ 79,907	\$ 1,324,915	\$ 11,542,763
Local Transportation Fund	\$ 4,450,075	\$ 705,509		\$ 902,348	\$ 6,057,932
Airport	\$ 13,837,000	\$ 80,633		\$ 847,150	\$ 14,764,783
Police Special Revenue	\$ 150,000			\$ 199,500	\$ 349,500
Grants	\$ 12,381,417			\$ 1,045,756	\$ 13,427,173
Criminal Justice Enhancement				\$ 300	\$ 300
Donation				\$ 382,148	\$ 382,148
Park Development Impact Fee					\$ -
Library Impact Fee					\$ -
Police Impact Fee					\$ -
Transportation Impact Fee					\$ -
Fire Impact Fee					\$ -
Metropolitan Planning Org		\$ 223,325		\$ 386,487	\$ 609,812
SEACOM	\$ 375,997	\$ 1,894,983		\$ 331,537	\$ 2,602,517
Capital					
Capital Improvement Fund	\$ 551,880				\$ 551,880
Debt Service					
SVMPC I&R			\$ 2,701,373		\$ 2,701,373
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	\$ 207,783	\$ 1,685,898	\$ 951,934	\$ 2,686,772	\$ 5,532,387
Refuse	\$ 795,000	\$ 1,820,373	\$ 434,097	\$ 2,801,675	\$ 5,851,145
Total All Funds	\$ 48,957,614	\$ 37,382,520	\$ 4,449,191	\$ 24,922,233	\$ 115,711,558



Expenditure Graph

The below graphs depict the four categorical groups as a percent of total City expenditures. Figures are provided for the current year (FY22) and the previous year (FY21). Capital expenditure (42 percent) comprises the largest percentage of expenditures in FY22, followed by Personnel (32 percent), Operations & Maintenance (22 percent), and Debt service at four percent.

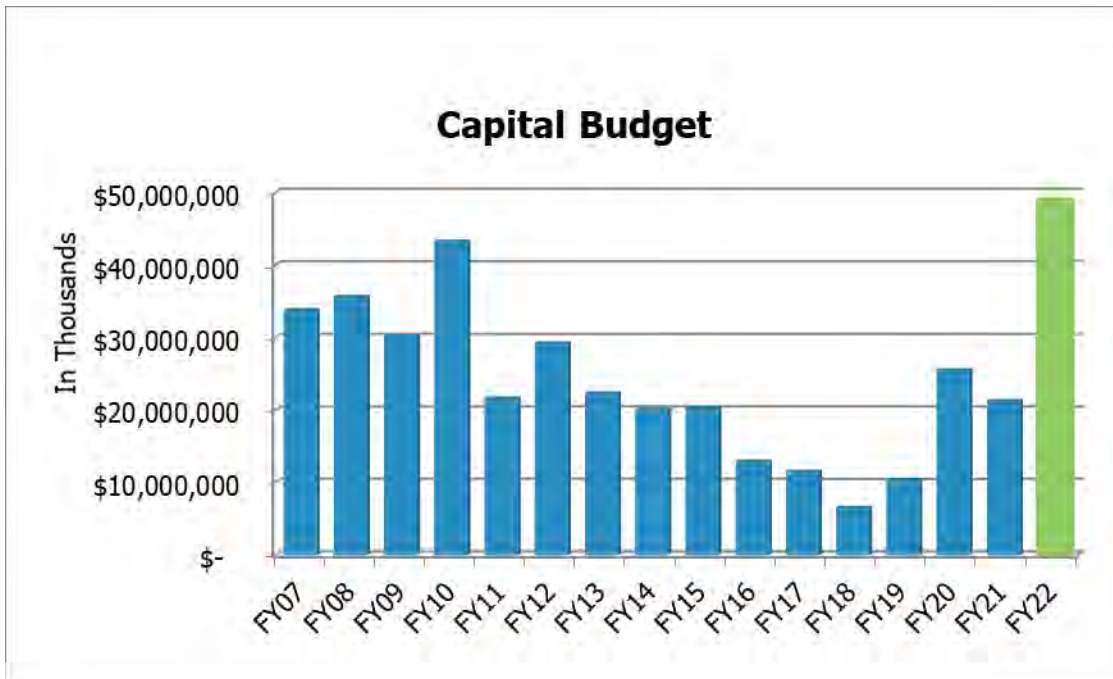




Capital Expenditures

The FY22 recommended capital budget equals \$48,957,614; an increase of \$27,651,928 (or 130%) from the FY21 total of \$21,305,686.

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 \$48,957,614 in Capital Improvement Projects in FY22. 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 FY22 are the General, Capital Improvement, Development Fees, Highway User Revenue Fund (HURF), LTAF and Grants.

The FY22 Capital Summary and General Fund/Capital Improvement Funds are listed below by location where funds are allocated in the Budget.



FY 22 Capital Summary

ITEM/PROJECT	FUND	DEPARTMENT	BUDGETED COST	PAYMENT
FD-4x4 SUV	General	Fleet	\$ 60,000.00	Finance
PD-SUV	General	Fleet	\$ 75,000.00	Finance
PD-1/2 Ton Pickup	General	Fleet	\$ 50,000.00	Finance
Procurement-Utility Van	General	Fleet	\$ 60,000.00	Finance
CD-1/2 Ton Pickup	General	Fleet	\$ 50,000.00	Finance
Engineering-1/2 Ton Pickup	General	Fleet	\$ 40,000.00	Finance
Fire-100FT Aerial Fire Apparatus	General	Fleet	\$ 1,100,000.00	Finance
PD-Vehicle Replacement-SUV (9 total)	General	Fleet	\$ 500,000.00	Cash-CIF
PD-Vehicle Replacement Carryover	General	Fleet	\$ 1,000,000.00	Cash-CIF
Library VDI Patron System	General	IT	\$ 95,000.00	Cash
Fire Radios (2)	General	IT	\$ 15,200.00	Cash
City Wide Security Camera Server Upgrade	General	IT	\$ 45,500.00	Cash
Fire 3 Classroom & Conference Room Upgrade	General	IT	\$ 115,000.00	Cash
City Wide WAN/LAN/WLAN Refresh	General	IT	\$ 220,000.00	Cash
ACO Expansion Design	General	ACO	\$ 200,000.00	Donations
ACO Expansion Construction	General	ACO	\$ 2,000,000.00	Donations
EMS Substation Design Carryover	General	Fire	\$ 157,186.00	Cash-CIF
Stryker Ambulance Gurney	General	Fire	\$ 20,000.00	Cash
Fire Station 1 & 2 Roof Replacement	General	Fire	\$ 140,000.00	Cash
PD Female Locker Room Carryover	General	PD	\$ 94,889.00	Cash-CIF
Police Station Flooring	General	PD	\$ 150,000.00	Cash
Solar Cover at PD	General	PD	\$ 200,000.00	Finance
City Hall Power Entrance/Expansion	General	CM	\$ 100,000.00	Cash
Diving Board Replacement	General	PRL	\$ 24,000.00	Cash
School Land Purchase	General	PRL	\$ 366,000.00	Finance
FY21 VMP Well Carryover	General	PRL	\$ 47,015.00	Cash
Castle Playground at VMP	General	PRL	\$ 40,000.00	Cash
Replacement Playground at OYCC	General	PRL	\$ 16,650.00	Cash
Replace Tot Turf at VMP	General	PRL	\$ 47,600.00	Cash
Sports Complex Restrooms	General	PRL	\$ 500,000.00	Cash
Refuse-Autocar Heil Side Load Refuse Truck	Refuse	Fleet	\$ 360,000.00	Finance
Refuse-Autocar Heil Side Load Refuse Truck	Refuse	Fleet	\$ 360,000.00	Finance
Refuse-3/4 Ton Truck with Liftgate	Refuse	Fleet	\$ 75,000.00	Finance
HSIP Design & Install Adaptive Signal Controls	HURF	Streets	\$ 910,000.00	Grant
Fry / North Garden Project	HURF	Streets	\$ 2,396,422.00	HURF-SWAP
Annual Street Maintenance	HURF	Streets	\$ 1,500,000.00	Cash
Avenida Escuela Extension with Culvert	HURF	Streets	\$ 2,500,000.00	Cash-Walmart
Fab Avenue/Fry Improvements	HURF	Streets	\$ 30,000.00	Cash
Charleston Rebuild	HURF	Streets	\$ 932,000.00	Cash
Garden Avenue Design	HURF	Streets	\$ 265,000.00	Cash
Tractor	HURF	Streets	\$ 90,000.00	Finance



ITEM/PROJECT	FUND	DEPARTMENT	BUDGETED COST	PAYMENT
Police Equipment	PSR	Police	\$ 100,000.00	RICO
Police Vehicles	PSR	Police	\$ 50,000.00	RICO
Computer Forensic Equipment	Grant	Police	\$ 5,000.00	Grant
EMS Substation Construction	Grant	Fire	\$ 2,000,000.00	Grant
FD Card Readers	Grant	Fire	\$ 100,000.00	Grant
FD Station Alerting	Grant	Fire	\$ 150,000.00	Grant
AFG Grant	Grant	Fire	\$ 79,660.00	Grant
Potential Federal Stimulus	Grant	Facilities	\$ 4,000,000.00	Grant
VMP Well/Irrigation Improvements	Grant	Parks	\$ 3,500,000.00	Grant
GC Linear Park/St Andrews-Phase 2	Grant	Parks	\$ 168,781.00	Grant
Football Grant	Grant	Parks	\$ 250,000.00	Grant
Baseball Field Grant	Grant	Parks	\$ 750,000.00	Grant
Soldier Creek Landscaping Improvements	Grant	Parks	\$ 60,000.00	Grant
Eddie Cyr/North Avenue PL Improvements	Grant	Parks	\$ 271,769.00	Grant
Eddie Cyr/North Avenue PL Improvements FY21	Grant	Parks	\$ 174,678.00	Grant
Site Improvements at Airport	Airport	Airport	\$ 1,337,000.00	Cash
Construct Grant Apron & Taxiway	Airport	Airport	\$ 1,000,000.00	Grant
Forest Service Helicopter Base	Airport	Airport	\$ 1,500,000.00	Finance
Airport Hangars	Airport	Airport	\$ 10,000,000.00	Grant-Cash
Radio Upgrade -SUA II	SEACOM	SEACOM	\$ 375,997.00	Cash
Polymer Feed System Carryover	SEWER	PW	\$ 125,000.00	Cash
Sewer-Single Cab Truck with Liftgate	SEWER	PW	\$ 50,000.00	Finance
VMP Improvements	CIF	Parks	\$ 500,000.00	Cash
Transit Infrastructure	LTAf	Transit	\$ 3,488,503.00	Grant
Transit Infrastructure Improvements	LTAf	Transit	\$ 100,000.00	Grant
Transit Cashless System & Security	LTAf	Transit	\$ 172,000.00	Grant
17-Passenger Bus	LTAf	Transit	\$ 150,000.00	Grant
17-Passenger Bus	LTAf	Transit	\$ 150,000.00	Grant
Spirit of Equest Carryover	LTAf	Transit	\$ 262,058.00	Grant
Paratransit Van	LTAf	Transit	\$ 62,000.00	Grant



Capital By Fund	
General	\$7,585,040
HURF	\$8,623,422
LTAf	\$4,450,075
Capital Improvements	\$551,880
Police Special Revenue	\$150,000
Grant	\$12,381,417
Airport	\$13,837,000
Refuse	\$795,000
Sewer	\$207,783
SEACOM	\$375,997
Total	\$48,957,614

The City is currently refining its 5 year Capital Improvement Plan (CIP) process. Projects are moved from the 5-Year Capital Improvement Plan (CIP) into the budget based on the financial resources that fiscal year. The CIP is then readjusted based on completed projects and any new projects that arise. The decision to move the project into the final budget not only involves the cost to purchase the Capital, but also the ability to have financial resources available to maintain ongoing operating costs.

**Expenditure Summary by Fund**

	FY22 Total Resources Available	Capital Expenditure	Subtotal Balance After Capital Deducted
General	\$ 46,778,345	\$ 7,585,040	\$ 39,193,305
		\$ -	
Special Revenue		\$ -	
Highway User Revenue Fund	\$ 11,542,763	\$ 8,623,422	\$ 2,919,341
Local Transportation Fund	\$ 6,057,932	\$ 4,450,075	\$ 1,607,857
Airport	\$ 14,764,783	\$ 13,837,000	\$ 927,783
Police Special Revenue	\$ 349,500	\$ 150,000	\$ 199,500
Grants	\$ 13,427,173	\$ 12,381,417	\$ 1,045,756
Criminal Justice Enhancement	\$ 300	\$ -	\$ 300
Donation	\$ 382,148	\$ -	\$ 382,148
Park Development Impact Fee	\$ -	\$ -	\$ -
Library Impact Fee	\$ -	\$ -	\$ -
Police Impact Fee	\$ -	\$ -	\$ -
Transportation Impact Fee	\$ -	\$ -	\$ -
Fire Impact Fee	\$ -	\$ -	\$ -
Metropolitan Planning Org	\$ 609,812	\$ -	\$ 609,812
SEACOM	\$ 2,602,517	\$ 375,997	\$ 2,226,520
Capital			
Capital Improvement Fund	\$ 551,880	\$ 551,880	\$ -
Debt Service			
SVMPC I&R	\$ 2,701,373	\$ -	\$ 2,701,373
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	\$ 5,532,387	\$ 207,783	\$ 5,324,604
Refuse	\$ 5,851,145	\$ 795,000	\$ 5,056,145
Total All Funds	\$115,711,558	\$ 48,957,614	\$ 66,753,944



Personnel Expenditures

People represent the heart of any service organization and a significant investment of financial resources. The FY22 expenditures for personnel (including benefits) total \$37,382,520 (32%) of the proposed FY22 budget, an increase of \$2,138,818 (6.1%) above the FY21 personnel budget total of \$35,243,702. The increase is primarily due to maintaining the classification and compensation plan to adjust for minimum wage increases and a market shift.

Benefits are projected to be \$13,235,324 and represent 35 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 FY21 and FY22 personnel budgets by fund.

	FY21	FY22	Change
General	\$ 27,835,515	\$ 29,457,280	\$ 1,621,765
HURF	\$ 1,421,886	\$ 1,514,519	\$ 92,633
LTAF	\$ 684,941	\$ 705,509	\$ 20,568
Airport	\$ 73,018	\$ 80,633	\$ 7,615
Metropolitan Planning Org	\$ 139,932	\$ 223,325	\$ 83,393
SEACOM	\$ 1,778,565	\$ 1,894,983	\$ 116,418
Sewer	\$ 1,585,268	\$ 1,685,898	\$ 100,630
Refuse	\$ 1,724,577	\$ 1,820,373	\$ 95,796
Total	\$ 35,243,702	\$ 37,382,520	\$ 2,138,818

As the table above indicates, the general fund pays for the majority of the City’s personnel costs, approximately 79 percent.



The table below separates the personnel expenses into the categories of salaries and benefits. Salaries account for 65 percent of the total personnel expense while benefits account for the other 35 percent of personnel expense.

	FY21	FY22	% of Total	Change	% Change
Salaries					
Salaries-Regular	\$ 20,709,690	\$ 22,063,493	59%	\$ 1,353,803	6.5%
Salaries-Overtime	\$ 723,709	\$ 770,635	2%	\$ 46,926	6.5%
Salaries-Part-Time	\$ 1,297,519	\$ 1,313,068	4%	\$ 15,549	1.2%
Total Salaries	\$ 22,730,918	\$ 24,147,196	65%	\$ 1,416,278	6.2%
Benefits					
FICA/MICA	\$ 1,469,572	\$ 1,608,367	4%	\$ 138,795	9.4%
State Retirement	\$ 1,532,694	\$ 1,726,388	5%	\$ 193,694	12.6%
Public Safety Retirement	\$ 5,320,794	\$ 5,617,234	15%	\$ 296,440	5.6%
Workers Comp	\$ 391,038	\$ 418,519	1%	\$ 27,481	7.0%
OPEB and Admin	\$ -	\$ 7,500	0%	\$ 7,500	
Uniforms	\$ 298,815	\$ 263,810	1%	\$ (35,005)	-11.7%
Health & Accident Ins	\$ 2,553,599	\$ 2,725,149	7%	\$ 171,550	6.7%
Dental	\$ 203,021	\$ 204,447	1%	\$ 1,426	0.7%
Retiree Health Insurance	\$ 679,341	\$ 600,000	2%	\$ (79,341)	-11.7%
Education	\$ 20,450	\$ 20,450	0%	\$ -	0.0%
Employee Recognition	\$ 43,460	\$ 43,460	0%	\$ -	0.0%
Total Benefits	\$ 12,512,784	\$ 13,235,324	35%	\$ 722,540	5.8%
Total Personnel	\$ 35,243,702	\$ 37,382,520	100%	\$ 2,138,818	6.1%

The City of Sierra Vista has 389 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.



POSITIONS	FY20	FY21	FY22		
	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
Marketing Production Designer	1	1	1		1
Administrative Secretary	2	2	2		2
Customer Service Representative	1	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	5	5		5
Account Clerk	1	1	0		0
Administrative Secretary I/II	1	0	0		0
TOTAL CITY MANAGER'S OFFICE	23	23	22	0	22



POSITIONS	FY20	FY21	FY22		
	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	2	2		2
Network Administrator II	1	0	0		0
Database Administrator	1	1	1		1
GIS Analyst	1	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	23	23	23	0	23
CITY ATTORNEY					
City Attorney	1*	1*	1		1
TOTAL CITY ATTORNEY	0	0	1	0	1



POSITIONS	FY20	FY21	FY22		
	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	0	0	0		0
Code Enforcement Officer II	1	2	2		2
Code Enforcement Officer I	1	0	0		0
Administrative Secretary I/II	1	1	1		1
BUILDING					
Building Administrator	1	1	1		1
Senior Building Inspector	1	1	0		0
Building Inspector	1	1	2		2
Total Community Development	9	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	5	4	0		0
Paramedic Transport	0	0	11		11
EMT Transport	0	0	8		8
Ft. Huachuca EMT/EMS Transport	4	5	0		0
Ft. Huachuca Paramedic Transport	6	6	0		0
Administrative Secretary I/II	2	2	1		1
TOTAL FIRE DEPARTMENT	69	69	72	0	72



POSITIONS	FY20	FY21	FY22		
	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	47	47	1	46
Evidence Custodian	1	1	1		1
ANIMAL CONTROL					
Animal Control Supervisor	1	1	1		1
Animal Control Officer I/II	5	5	5		5
Animal Control Assistant	1	1	1		1
Customer Service Representative	1	1	1		1
TOTAL POLICE DEPARTMENT	85	87	87	1	86
SEACOM					
Director	1	1	1		1
Communications Administrator	1	1	1		1
Communications Supervisor	2	2	2		2
Public Safety Dispatcher I/II	20	20	20		20
Records Clerk	0	1	1		1
GIS Technician	1	1	1		1
TOTAL SEACOM	25	26	26	0	26



POSITIONS	FY20	FY21	FY22		
	Authorized	Authorized	Authorized	Unfunded	Funded
DEPARTMENT OF PUBLIC WORKS					
ADMINISTRATION					
Director	1	1	1		1
City Engineer	1	1	0		0
External Operations Manager	0	0	1		1
Internal Operations Manager	1	1	1		1
Capital Imp. & Development Manager	0	0	1		1
PW Administrator	2	1	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	0
ENGINEERING					
Senior Civil Engineer	3	2	2		2
Civil Engineer	0	1	2		2
Engineering Technician	1	1	0		0
Construction Inspector	1	1	1		1
Drafting Technician	1	1	2		2
STREET MAINTENANCE					
Street Maintenance Supervisor	1	1	1		1
Streets Technician I/II	4	4	4		4
Streets Worker	13	13	14		14
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	FY20	FY21	FY22		
	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	1	1	1		1
Lead Custodian	0	0	0		0
Custodian	6	6	6		6
FLEET MAINTENANCE					
Fleet Supervisor	0	1	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	2		2
Refuse Worker	14	14	14		14
Compost Technician	1	1	1		1
TRANSIT					
PW Administrator	0	1	1		1
Transit Department Specialist	1	2	2		2
Transit Driver	7	7	7		7
Transit Dispatcher	2	0	0		0
TOTAL PUBLIC WORKS	97	97	101	1	100
DEPARTMENT OF PARKS, RECREATION, AND LIBRARY					
ADMINISTRATION					
Director	1	1	1		1
Customer Service Coordinator	1	1	0		0
Department Specialist	0	1	1		1
Customer Service Representative	2	1	2		2
Digital Media Specialist	0	1	1		1
Management Analyst I/II	0	0	1		1



POSITIONS	FY20	FY21	FY22		
	Authorized	Authorized	Authorized	Unfunded	Funded
MUSEUM					
Museum Curator	1	1	1		1
LEISURE SERVICES					
Leisure Services Manager	1	1	1		1
Recreation Coordinator	5	3	3		3
Recreation Leader	5	1	0		0
Recreation Program Supervisor	3	0	0		0
Business Resource Specialist	1	0	0		0
Customer Services Representative	1	1	1		1
General Laborer	3	3	3		3
Administrative Secretary I/II	2	0	0		0
AQUATICS					
Aquatics Supervisor	0	1	1		1
Aquatics Coordinator	0	1	1		1
Customer Service Representative	0	1	1		1
Head Lifeguard	1	1	1		1
SPORTS					
Sports Supervisor	1	1	1		1
Sports Coordinator	0	1	1		1
Recreation Leader	0	1	1		1
Administrative Secretary	0	1	1		1
CHILD & FAMILY PROGRAM					
Recreation Supervisor	0	1	1		1
Recreation Coordinator	0	1	1		1
Recreation Leader	0	3	3		3



POSITIONS	FY20	FY21	FY22		
	Authorized	Authorized	Authorized	Unfunded	Funded
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
Library Program & Outreach Leader	0	0	1		1
PARK MAINTENANCE					
Park Maintenance Supervisor	1	1	1		1
Park Maintenance Technician	3	3	3		3
Park Maintenance Worker	7	7	8		8
TOTAL DEPARTMENT OF PRL	46	46	48	0	48
TOTAL NUMBER OF POSITIONS	377	380	389	2	387
<small>*Not included in previous counts</small>					

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



Expenditure Summary by Fund			
	<u>Subtotal Balance</u>		<u>Subtotal Balance</u>
	<u>After Capital</u>		<u>after Capital &</u>
	<u>Deducted</u>	<u>Personnel Expenditure</u>	<u>Personnel</u>
			<u>Deducted</u>
General	\$ 39,193,305	\$ 29,457,280	\$ 9,736,025
Special Revenue			
Highway User Revenue Fund	\$ 2,919,341	\$ 1,514,519	\$ 1,404,822
Local Transportation Fund	\$ 1,607,857	\$ 705,509	\$ 902,348
Airport	\$ 927,783	\$ 80,633	\$ 847,150
Police Special Revenue	\$ 199,500	\$ -	\$ 199,500
Grants	\$ 1,045,756	\$ -	\$ 1,045,756
Criminal Justice Enhancement	\$ 300	\$ -	\$ 300
Donation	\$ 382,148	\$ -	\$ 382,148
Park Development Impact Fee	\$ -	\$ -	\$ -
Library Impact Fee	\$ -	\$ -	\$ -
Police Impact Fee	\$ -	\$ -	\$ -
Transportation Impact Fee	\$ -	\$ -	\$ -
Fire Impact Fee	\$ -	\$ -	\$ -
Metropolitan Planning Org	\$ 609,812	\$ 223,325	\$ 386,487
SEACOM	\$ 2,226,520	\$ 1,894,983	\$ 331,537
Capital			
Capital Improvement Fund	\$ -	\$ -	\$ -
Debt Service			
SVMPC I&R	\$ 2,701,373	\$ -	\$ 2,701,373
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	\$ 5,324,604	\$ 1,685,898	\$ 3,638,706
Refuse	\$ 5,056,145	\$ 1,820,373	\$ 3,235,772
Total All Funds	\$ 66,753,944	\$ 37,382,520	\$ 29,371,424



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 \$4,449,191 (4%) of the total budgetary expenditures. This is a decrease of \$1,415,183 from FY21.

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 FY21 and the budgeted FY22 principal and interest payments. The payments are broken out by note or bond.

Outstanding Debt:

Estimated Outstanding Debt as of June 30, 2021:	\$ 17,720,217
Estimated Debt Principal Payments in FY21 Budget:	\$ (4,070,038)
Estimated new Debt FY22:	<u>\$ 5,232,000</u>
Estimated Outstanding Debt as of June 30, 2022:	\$ 18,882,179



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 FY22 debt service budget by fund, as well as columns showing principal and interest payments separately.

Schedule A						
Debt Service Budget by Fund						
Fund	Interest rate- Due Date	FY21 Total	FY22 Principal	FY22 Interest	FY22 Total	
Airport	1. 2.06%- 6/23	\$ 75,347	\$ -	\$ -	\$ -	
Airport Total		\$ 75,347	\$ -	\$ -	\$ -	
General	1. 1.79%- 6/22	\$ 160,545	\$ 158,766	\$ 1,781	\$ 160,547	
	2. 2.92%- 6/23	\$ 121,333	\$ 115,734	\$ 5,599	\$ 121,333	
General Total		\$ 281,878	\$ 274,500	\$ 7,380	\$ 281,880	
HURF	1. 1.79%- 6/22	\$ 35,821	\$ 35,424	\$ 397	\$ 35,821	
	2. 2.92%- 6/23	\$ 44,086	\$ 42,051	\$ 2,035	\$ 44,086	
HURF Total		\$ 79,907	\$ 77,475	\$ 2,432	\$ 79,907	
Park Dev	1. 2.06%- 6/23	\$ 126,630	\$ -	\$ -	\$ -	
Park Dev Total		\$ 126,630	\$ -	\$ -	\$ -	
Refuse	1. 1.79%- 6/22	\$ 245,274	\$ 242,554	\$ 2,720	\$ 245,274	
	2. 2.92%- 6/23	\$ 56,672	\$ 54,058	\$ 2,615	\$ 56,673	
	3. 4.00%- 6/26		\$ 110,000	\$ 221,500	\$ 331,500	
Refuse Total		\$ 301,946	\$ 406,612	\$ 226,835	\$ 633,447	
Sewer	1. 1.79%- 6/22	\$ 102,917	\$ 101,776	\$ 1,141	\$ 102,917	
	2. 2.92%- 6/23	\$ 123,550	\$ 81,675	\$ 3,952	\$ 85,627	
Sewer Total		\$ 226,467	\$ 183,451	\$ 5,093	\$ 188,544	
Grand Total		\$1,092,175	\$ 942,038	\$ 241,740	\$1,183,778	



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 and Series 2010 bonds. The original bonds 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 and Centennial Pavilion. The SVMPC Series 2019 bonds financed the Schneider project which included energy savings infrastructure improvements and turfed sports fields. Schedule B breaks down the FY22 payments comprising the total debt service of the fund \$2,701,373.

Sewer Fund

The Series 2018 bonds were issued to refinance the 2012 Sewer Lease purchase that financed the construction of infrastructure improvements at the City Environmental Operations Park. Schedule B breaks down the FY22 payments comprising the total debt service of the fund \$760,890.

Schedule B Bonded Indebtedness					
Fund	Bond Series	FY21 Total	FY22 Principal Payment	FY22 Interest Payment	FY22 Total
SVMPC I&R	2018 MFRBs	\$ 2,504,546	\$ 1,285,000	\$ 11,822	\$ 1,296,822
	2019 MFRBs	\$ 1,264,095	\$ 1,138,000	\$ 266,551	\$ 1,404,551
	Total	\$ 3,768,641	\$ 2,423,000	\$ 278,373	\$ 2,701,373
Sewer	2018 MFRBs	\$ 758,724	\$ 705,000	\$ 55,890	\$ 760,890
Total		\$ 4,527,365	\$ 3,128,000	\$ 334,263	\$ 3,462,263

**Schedule C – Lease Purchase Financing**

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

**Schedule C
FY22- Lease Purchase Financing**

1. General Fund

Fire Aerial	\$ 1,100,000
4x4 SUV - Fire	\$ 60,000
SUV - DSL PD	\$ 75,000
1/2 ton pick up - PD	\$ 50,000
1/2 ton pick up - CD	\$ 50,000
1/2 ton pick up - Engineering	\$ 40,000
Procurement Van	\$ 60,000
VMP Improvements	\$ 1,680,000
Down Payment	\$ 143,500
Finance Amount-General Fund	\$2,971,500

2. Airport Fund

Hangar	\$ 1,500,000
Down Payment	\$ -
Finance Amount-Airport Fund	\$1,500,000

3. Sewer Fund

1 ton pick up with liftgate	\$ 50,000
Down Payment	\$ 5,000
Finance Amount-Sewer Fund	\$ 45,000

4. Refuse Fund

2 side loader refuse trucks	\$ 720,000
Box van	\$ 75,000
Down Payment	\$ 79,500
Finance Amount-Refuse Fund	\$ 715,500

Total Lease Purchase Finance Amount **\$5,232,000**

On the following page is a summary of the debt expenditure by fund and the remaining balance of the FY22 once debt, personnel, and capital expenditures have been subtracted.



Expenditure Summary by Fund			
	<u>Subtotal Balance</u> <u>after Capital &</u> <u>Personnel</u> <u>Deducted</u>	<u>Debt Expenditure</u>	<u>Subtotal Balance</u> <u>after Capital,</u> <u>Personnel & Debt</u> <u>Deducted</u>
General	\$ 9,736,025	\$ 281,880	\$ 9,454,145
Special Revenue			
Highway User Revenue Fund	\$ 1,404,822	\$ 79,907	\$ 1,324,915
Local Transportation Fund	\$ 902,348	\$ -	\$ 902,348
Airport	\$ 847,150	\$ -	\$ 847,150
Police Special Revenue	\$ 199,500	\$ -	\$ 199,500
Grants	\$ 1,045,756	\$ -	\$ 1,045,756
Criminal Justice Enhancement	\$ 300	\$ -	\$ 300
Donation	\$ 382,148	\$ -	\$ 382,148
Park Development Impact Fee	\$ -	\$ -	\$ -
Library Impact Fee	\$ -	\$ -	\$ -
Police Impact Fee	\$ -	\$ -	\$ -
Transportation Impact Fee	\$ -	\$ -	\$ -
Fire Impact Fee	\$ -	\$ -	\$ -
Metropolitan Planning Org	\$ 386,487	\$ -	\$ 386,487
SEACOM	\$ 331,537	\$ -	\$ 331,537
Capital			
Capital Improvement Fund	\$ -	\$ -	\$ -
Debt Service			
SVMPC I&R	\$ 2,701,373	\$ 2,701,373	\$ -
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	\$ 3,638,706	\$ 951,934	\$ 2,686,772
Refuse	\$ 3,235,772	\$ 434,097	\$ 2,801,675
Total All Funds	\$ 29,371,424	\$ 4,449,191	\$ 24,922,233

**Operations and Maintenance Expenditures**

Operations and Maintenance (O&M) costs account for \$24,922,233 (22%) 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 \$587,366 (2.4%) from the FY21 budget.

Below is a summary of O&M Expenditures by department and the difference from the FY21 Budget.

Department	FY21 Budget	FY22 Budget	Difference	% Change
Mayor/Council	\$ 75,831	\$ 67,383	\$ (8,448)	-11.1%
City Manager	\$ 1,599,914	\$ 1,616,924	\$ 17,010	1.1%
Administrative Services	\$ 1,780,950	\$ 1,963,807	\$ 182,857	10.3%
Court/Legal	\$ 160,300	\$ 325,107	\$ 164,807	102.8%
General Government	\$ 4,977,000	\$ 5,121,990	\$ 144,990	2.9%
Police	\$ 2,185,581	\$ 2,046,873	\$ (138,708)	-6.3%
Fire	\$ 488,919	\$ 539,949	\$ 51,030	10.4%
SEACOM	\$ 516,713	\$ 331,537	\$ (185,176)	-35.8%
Public Works	\$ 10,194,227	\$ 10,978,820	\$ 784,593	7.7%
MPO	\$ 694,669	\$ 386,487	\$ (308,182)	-44.4%
Parks, Recreation, & Library	\$ 1,349,488	\$ 1,166,344	\$ (183,144)	-13.6%
Community Development	\$ 311,275	\$ 377,012	\$ 65,737	21.1%
Totals	\$ 24,334,867	\$ 24,922,233	\$ 587,366	2.4%

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 FY22 budget.



Expenditure Summary by Fund					
	<u>Subtotal Balance after Capital, Personnel & Debt Deducted</u>		<u>O&M Expenditure</u>	<u>Subtotal Balance after Capital, Personnel, Debt & O&M Deducted</u>	
General	\$	9,454,145	\$	9,454,145	\$ -
Special Revenue					
Highway User Revenue Fund	\$	1,324,915	\$	1,324,915	\$ -
Local Transportation Fund	\$	902,348	\$	902,348	\$ -
Airport	\$	847,150	\$	847,150	\$ -
Police Special Revenue	\$	199,500	\$	199,500	\$ -
Grants	\$	1,045,756	\$	1,045,756	\$ -
Criminal Justice Enhancement	\$	300	\$	300	\$ -
Donation	\$	382,148	\$	382,148	\$ -
Park Development Impact Fee	\$	-	\$	-	\$ -
Library Impact Fee	\$	-	\$	-	\$ -
Police Impact Fee	\$	-	\$	-	\$ -
Transportation Impact Fee	\$	-	\$	-	\$ -
Fire Impact Fee	\$	-	\$	-	\$ -
Metropolitan Planning Org	\$	386,487	\$	386,487	\$ -
SEACOM	\$	331,537	\$	331,537	\$ -
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	\$	2,686,772	\$	2,686,772	\$ -
Refuse	\$	2,801,675	\$	2,801,675	\$ -
Total All Funds	\$	24,922,233	\$	24,922,233	\$ -



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 2020	Budgeted FY 2021	Budgeted FY 2022
General	\$104,403	\$103,959	\$104,014
Sewer	13,050	\$12,996	\$13,003
Refuse	13,050	\$12,996	\$13,003
Donations	13,035	\$13,035	\$4,518
Total	\$143,538	\$142,986	\$134,538

Description

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

Arizona Revised 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 May 2021, 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 four 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. Invest: Responsible Stewardship
- B. Ignite: Economic Development and Community Prosperity
- C. Innovate: Quality of Life
- D. Include: Citizen Engagement

Within these critical success factor areas, the City Council then developed a series of 18 goals to help determine the overarching ways in which success can be obtained, along with 58 specific initiatives they have directed the City Manager to complete by June 30, 2023. Those initiatives are specifically called out within the department budget summaries based upon where they have been assigned.

Major Accomplishments

1. Initiated efforts for the Arizona State Legislature to introduce legislation to designate Sierra Vista as the Hummingbird Capital of Arizona, which was signed by the Governor in May 2021.
2. Accepted CDBG-CARES funds of more than \$300,000 and directed staff to implement programs to assist struggling businesses and provide emergency crisis funds to people in need; Sierra Vista was one of the first communities in the nation to implement these programs.
3. Adopted a new development fee schedule updating impact fees to offset infrastructure costs to the City for necessary public services.
4. Approved an urban infill incentive district on the West End to make the area more attractive to businesses seeking to build new structures or renovate existing structures.
5. Approved a number of annexation and pre-annexation agreements, including the annexation of Big O Tires into city limits thereby increasing city sales tax revenue.



6. Approved multiple building and development code revisions to remove unnecessary and obsolete code provisions to streamline the process.
7. Approved CDBG projects which will enhance low- and moderate-income areas in Sierra Vista, including multiple park improvements.
8. Supported City policies and practices that led to the Fitch rating agency reestablishing the City's current strong AA- rating.
9. Developed a new strategic plan for FY2022-2023.

City Council

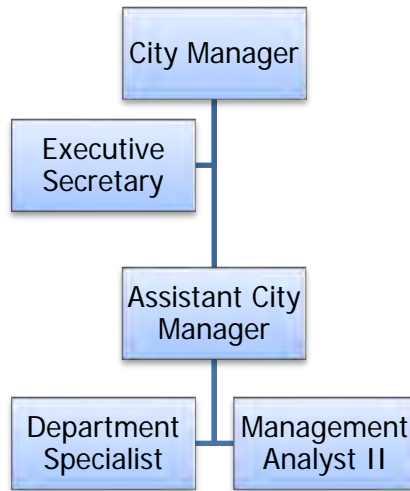
Expenditures	FY 2020 Budget	FY 2021 Budget	FY 2022 Budget
Salaries - Part Time	\$ 66,000	\$ 66,000	\$ 66,000
Benefits	1,173	1,155	1,155
Total Personnel	\$ 67,173	\$ 67,155	\$ 67,155
Community Relations	\$ 5,000	\$ -	\$ -
Professional Associations	35,830	37,546	37,615
Travel & Training	20,000	22,750	22,750
Office Supplies	2,500	2,500	2,500
Specialized Supplies	-	-	-
City Council Donations	13,035	13,035	4,518
Total O&M	\$ 76,365	\$ 75,831	\$ 67,383
Totals	\$ 143,538	\$ 142,986	\$ 134,538

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. Beginning in FY21, the money in this account was 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), and AUSA.

City Council Donations include money for advertising community events and FY21 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 2020	Budgeted FY 2021	Budgeted FY 2022
General	\$692,741	\$615,932	\$739,035
Sewer	102,275	\$148,004	\$112,581
Refuse	102,275	\$148,004	\$112,581
Total	\$897,291	\$911,940	\$964,197

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:

- Effectively plan for and manage water resources.
- Plan for the future use of effluent and continue to partner with public and private agencies such as the Cochise Conservation & Recharge Network, Upper San Pedro Partnership, and Sentinel Landscapes, and pursue funding through programs such as the DoD Readiness and Environmental Protection Integration Program (REPI), for projects benefitting the Upper San Pedro River watershed.
- Continuously advocate for Fort Huachuca and the retention and expansion of its missions.
- Explore the establishment of an Economic Development advisory group to enhance the efforts of the Economic Development division.
- Support Douglas Port of Entry improvements.
- Evaluate future facility needs.
- Identify and prioritize future needs that are not currently fulfilled by existing facilities, such as the visitor's center, community center, and future parks, and develop an implementation plan.
- Maintain properly staffed city departments including, but not limited to public safety to provide citizens with exceptional service and safety.
- Reevaluate recruiting strategies city-wide and implement new methods.
- Continue to fund SEACOM at appropriate levels, and prioritize dispatcher recruitment.

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.
2. Led the staff team that applied for and received a \$1.4 million Defense Communities Infrastructure Program grant to build a new Emergency Medical Services substation. Sierra Vista was the recipient of one of 14 grants awarded nationally.



3. Developed a new funding formula for co-located court services in partnership with Cochise County and negotiated a new agreement which were both used as the template for the rest of the county.
4. Coordinated with Fort Huachuca to revise water-related legislation that would have significantly impacted both entities; the revision exempts both from future regulation.
5. Tracked down Walmart real estate representation to ensure 50% payment of the Avenida Escuela culvert and bridge.
6. Completed renegotiation of the Tribute-specific master plan with Castle & Cooke resulting in more green and open space, additional areas for mixed-use development, revised roadway classifications, and established a phasing plan.
7. Worked with the School District to purchase the Rothery Education Center recreational properties, which are now the Veterans Park Sports Complex.

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.
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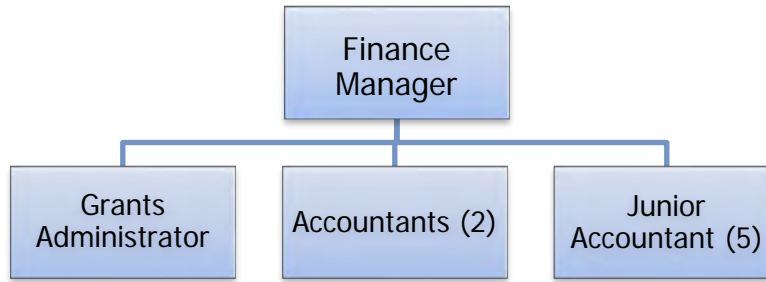
City Manager's Office

Expenditures	FY 2020 Budget	FY 2021 Budget	FY 2022 Budget
Salaries - Regular	\$ 488,951	\$ 499,849	496,784
Salaries - Part Time	-	-	-
Benefits	135,790	139,862	135,027
Total Personnel	\$ 624,741	\$ 639,711	\$ 631,811
Professional Services	241,000	239,094	299,251
Office Equipment Maintenance	-	-	-
Printing & Binding	1,250	1,250	1,250
Professional Associations	5,800	7,885	7,885
Travel & Training	15,000	16,000	16,000
Office Supplies	6,000	6,000	6,000
Specialized Supplies	3,500	2,000	2,000
Books & Periodicals	-	-	-
Total O&M	\$ 272,550	\$ 272,229	\$ 332,386
Totals	\$ 897,291	\$ 911,940	\$ 964,197

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 Geomatics for endangered species legal support, \$43,562 for water attorney services with Sara Ransom, and \$83,426 for the City's cash contribution to the SVMPO.

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 2020	Budgeted FY 2021	Budgeted FY 2022
General	\$782,404	\$772,049	\$823,936
Sewer	\$201,529	\$198,862	\$176,558
Refuse	\$201,529	\$198,862	\$176,558
Total	\$1,185,462	\$1,169,773	\$1,177,052

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
<ul style="list-style-type: none"> • Explore best methods used to reduce or mitigate unfunded liabilities for the City's Arizona State Retirement System and Public Safety Personnel Retirement System. • Complete forecasting/modeling to identify best options. • Recommend approach to Council and implement as directed. • Maintain a strong bond rating and general fund reserves. • Evaluate financial reserves and ASRS/PSPRS policies, and recommend changes as appropriate. • Evaluate current management of long-term debt and associated financial policies. • Identify acceptable future debt level.

**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, 2019 Comprehensive Annual Financial Report (CAFR), for the thirty-second consecutive year and submitted for the 2020 CAFR.

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.

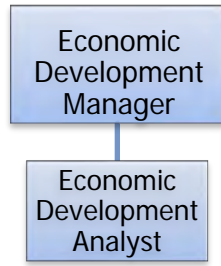
Finance

Expenditures	FY 2020 Budget	FY 2021 Budget	FY 2022 Budget
Salaries - Regular	\$ 592,779	\$ 570,291	\$ 604,973
Salaries - Part Time	35,125	35,125	35,125
Benefits	203,248	194,347	181,444
Total Personnel	\$ 831,152	\$ 799,763	\$ 821,542
Professional Services	\$ 215,860	\$ 208,260	\$ 190,760
Printing & Binding	3,500	1,500	1,500
Professional Associations	2,525	1,425	1,425
Travel & Training	11,925	9,425	9,425
Office Supplies	6,500	10,000	10,000
Specialized Equipment	8,000	8,000	8,000
Software	7,500	25,900	18,900
Books & Periodicals	500	500	500
Bank Fees	98,000	105,000	115,000
Total O&M	\$ 354,310	\$ 370,010	\$ 355,510
Totals	\$ 1,185,462	\$ 1,169,773	\$ 1,177,052



Comments

Professional Services include a state-mandated payment to the Arizona Department of Revenue for sales tax administration, annual auditing, development impact fee consultant, Dunn and Bradstreet subscription and budget and CAFR awards programs.



Vision

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

Mission Statement

Work with internal and external partners to foster and encourage best practices in economic development activities. Facilitate an environment that is conducive

Expenditure By Fund			
	Budgeted FY 2020	Budgeted FY 2021	Budgeted FY 2022
General	\$420,471	\$416,967	\$419,215
Grants	\$415,140	\$547,325	\$480,700
Total	\$835,611	\$964,292	\$899,915

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

Description

The Economic Development Division was created in FY14 as a result of the City Council's adoption of a community-based economic development framework, the Plan for Prosperity. The plan was created to identify a strategy for enhancing the City's role in growing and diversifying the local economy. More recently, the City Council established the Economic Development Framework's six objectives providing a "whole of city" approach to the development of the economy. Most of those objectives have been included in the next iteration of the strategic objectives.

1. 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.

2. Using the completed Airport Study April 2018, the division has completed engineering and site planning for the available City property at the airport. The intent is to use the Airport Fund to complete the required dirt work to establish a shovel ready site for future development at the airport. This work is estimated at \$1,300,000.00. Additionally, at the time of this submittal, the division is negotiating with two entities for use of the above-mentioned airport spaces.
3. Tourism, to include sports tourism is a key complimentary element to Economic Development. The division is working with Leisure and Library Services and 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
<ul style="list-style-type: none"> • Enhance and improve Economic Development infrastructure. <ul style="list-style-type: none"> ○ Explore different technologies and partnerships relevant to economic development and expand where appropriate, such as broadband and 5G availability, EV stations, and relevant reemerging technologies. • Maximize the economic impact of the municipal airport. <ul style="list-style-type: none"> ○ Complete the site preparation of city-owned property at the airport. ○ Market the airport. ○ Explore potential for grants to assist in development. ○ Develop approach for adjacent 200 acres. • Complete the Joint Resource Utilization Study. • Explore the meaningful engagement of additional community partners.

Major Accomplishments

1. 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. In partnership with Marketing and Tourism, focused the digital marketing on the teleworkers which yielded relocation information from 138 people across 32 different states.



2. Refined our partnership with the Sierra Vista Chamber of Commerce to bring in business supporting content during the pandemic with a plan to restart in person events summer of 2021 such as Good Morning Sierra Vista.
3. Continued partnership with the Hispanic Chamber of Commerce to enhance the visibility of the City and explore additional cross border business opportunities.
4. Continued collaboration with Ponderosa Hotel Management Services LLC in their development and rebuild of the old Daisy Mae's on Garden Avenue/West End with construction expected summer of 2021.
5. Continued involvement with local businesses. Bone Dry Tap House doubling in size with an expansion project, addition of a liquor license to 143 Street tacos, introduction of indoor batting cages "Bombs Away" in the mall at Sierra Vista.
6. Participation in a EPA Brownfields Grant in which area businesses are provided Phase I and II environmental surveys at no cost. One example of which saved an auto company over 20K.
7. Design / build project for a new EMS Substation located at 7th Street and Buffalo Soldier Trail through the competitive Defense Communities Infrastructure Pilot Program (DCIP) grant of \$1,438,000 as one of only 16 communities in the US.
8. Collaboration with the SV Chamber in a "Buy Local campaign" which provided an Arizona Governor's Grant of approximately \$45,000 to assist local businesses with an online marketplace.
9. Small business grant \$86,000 of CDBG funding to 11 small businesses during the challenging times of the pandemic. Through a partnership with the city's marketing department, developed and distributed a buy local campaign that reached nearly 30,000 views.
10. Worked with Fort Huachuca and the Office of Local Defense Community Cooperation (OLDCC) for funding of \$480,700 to enable the completion of the Joint Resource Utilization Study (JRUS). This effort will support the long-term viability of Fort Huachuca by identifying compatible issues and solutions.

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.



Economic Development Department

Capitalize on Sierra Vista's business, cultural, retail, and natural attractions and its proximity to the Arizona-Mexico border.	<ul style="list-style-type: none"> Strengthen and expand relationships with Cananea, Agua Prieta, and Naco to encourage additional trade. Identify division collateral materials that would benefit from translation into Spanish for distribution to prospective businesses.
Execute the Joint Resources Utilization Study through OEA grant.	<ul style="list-style-type: none"> Partner with Fort Huachuca, Cochise County, and other stakeholders to identify potential solutions and best practices in support of the community and military missions.
Continue to implement identified strategies to retain/expand, attract, and grow firms in sectors that will benefit from and strengthen Sierra Vista's existing assets and advantages.	<ul style="list-style-type: none"> Identify strategies to support and expand growth in the Virtual/Augmented Reality Industry and UofA College of Applied Science increasing prominent role within the profession. Develop and implement strategies that focus on workforce development, research and development, and business development.

Economic Development

Expenditures	FY 2020 Budget	FY 2021 Budget	FY 2022 Budget
Salaries - Regular	\$ 187,795	\$ 191,559	\$ 203,193
Benefits	44,938	46,170	48,884
Total Personnel	\$ 232,733	\$ 237,729	\$ 252,077
Professional Services	\$ 414,240	\$ 535,325	\$ 468,700
Economic Development	119,450	118,350	102,850
Land & Building Rental	-	-	-
Advertising	33,158	27,658	27,658
Printing & Binding	2,900	1,000	4,400
Professional Associations	4,130	4,130	4,130
Travel & Training	27,600	38,700	38,700
Office Supplies	1,000	1,000	1,000
Books & Periodicals	400	400	400
Total O&M	\$ 602,878	\$ 726,563	\$ 647,838
Totals	\$ 835,611	\$ 964,292	\$ 899,915

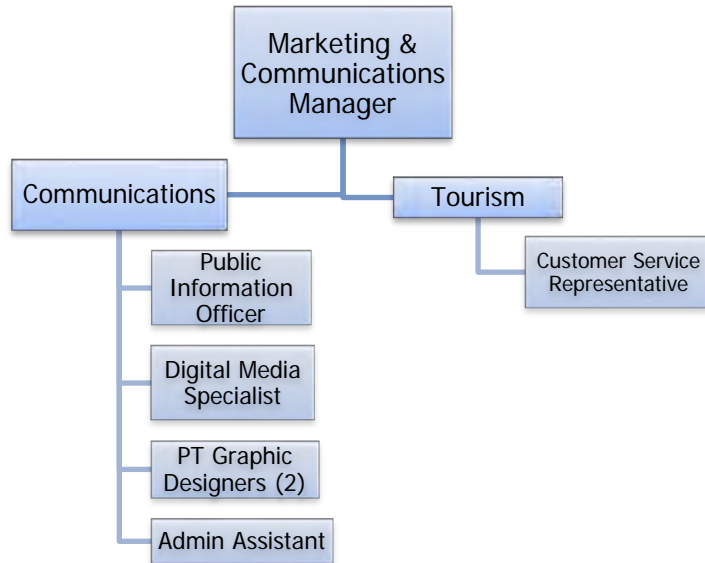


Comments

The Economic Development budget includes \$480,000.00 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 2020	Budgeted FY 2021	Budgeted FY 2022
General	\$701,233	\$680,211	\$751,155
Grants	\$0	\$0	\$0
Sewer	\$37,299	\$36,181	\$37,215
Refuse	\$7,460	\$7,237	\$7,443
Donations	\$545	\$545	\$285
Total	\$746,537	\$724,174	\$796,098

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, and integrated websites for both the municipality and the visitor center.



City Council Strategic Plan Initiatives

- Increase and implement effective marketing efforts.
- Marketing efforts will prioritize the following areas:
 - Business leads
 - Work from home/telecommuting/teleworking attraction
 - Tourism marketing
 - Shopping local
 - Sharing successes of local partners - promote medical, education, jobs
 - Attraction of retirees
- As the media landscape is changing, we will continue to leverage traditional and new methods of communication to provide opportunities for improved citizen engagement.
- Reinvigorate non-regulatory commissions by evaluating how they could work more effectively.
- Develop and implement a communication plan.
- Increase how the many great stories of Sierra Vista are shared with both staff and residents.
- Establish a more visible Council presence in media efforts and community outreach.
- Increase capabilities and resources to expand the communication reach and impact of the City.
- Prioritize and communicate an emphasis in the organization on Economic Development, Marketing, and Public Information.

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>	FY 17/18	FY 18/19	FY 19/20	FY 20/21
Total page views, SierraVistaAZ.gov ^{a, c}	883,547	932,769	956,968	744,334
Facebook Post Reach (millions) ^a				
City of Sierra Vista	5.222	2.49	1.81	2.62
Police, Fire, and EMS	NA	2.29	1.37	1.30
Public Library	1.28	0.577	0.432	0.799
Facebook, % Positive Post Interaction ^a				
City of Sierra Vista	99.99	99.98	99.98	99.96
Police, Fire, and EMS	NA	99.99	99.99	99.93
Public Library	NA	99.96	99.97	99.94



Marketing & Communications Division

<i>Tourism</i>	FY 17/18	FY 18/19	FY 19/20	FY 20/21
Total Page Views, VisitSierraVista.com ^a	69,411	4,453	1,696	1,546
Facebook Post Reach (millions) Visit Sierra Vista	0.619	0.222	1.30	2.05
Facebook, % Positive Post Interaction ^a	99.98	99.98	99.98	100
Total Hospitality Tax Revenue ^b : Tourism Investment	19.75 : 1	22.16 : 1	51.31 : 1	30 : 1
Extended Stay Tax Revenue ^b	\$912,055	\$866,603	\$1,009,753	1,700,237
Restaurant & Bar Tax Revenue ^b	\$2,237,585	\$2,299,458	\$2,422,633	2,451,519

a) For the period May 1-April 30.

b) For the period April 1-March 30.

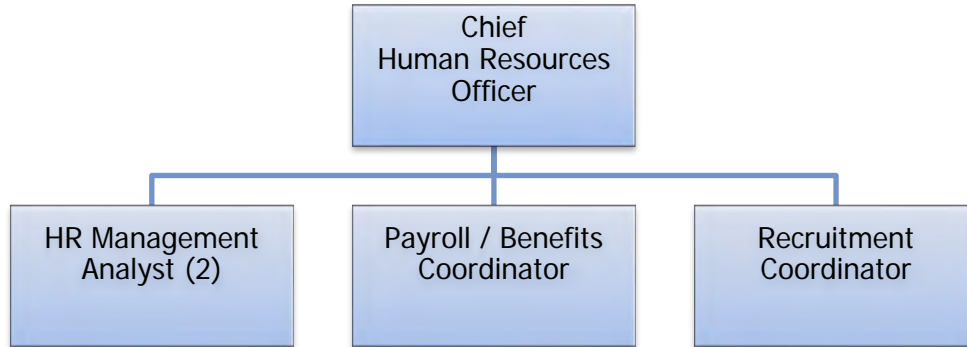
c) Data not available for the period Feb. 5-May 31, 2021.

Marketing & Communications/Tourism

Expenditures	FY 2020 Budget	FY 2021 Budget	FY 2022 Budget
Salaries - Regular	\$ 299,510	\$ 304,938	\$ 318,301
Salaries - Part Time	70,862	73,225	73,225
Benefits	111,333	114,899	123,382
Total Personnel	\$ 481,705	\$ 493,062	\$ 514,908
Professional Services	\$ 46,200	\$ 11,100	\$ 66,100
Office Equipment Maintenance	-	-	-
Advertising	104,652	104,652	109,280
Printing & Binding	56,200	50,000	50,200
Professional Associations	23,770	23,700	21,150
Travel & Training	16,650	16,650	11,400
Office Supplies	1,145	650	885
Specialized Supplies	11,200	19,495	17,450
Event Supplies	4,600	4,450	4,450
Books & Periodicals	415	415	275
Total O&M	\$ 264,832	\$ 231,112	\$ 281,190
Totals	\$ 746,537	\$ 724,174	\$ 796,098

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 2020	Budgeted FY 2021	Budgeted FY 2022
General	\$491,169	\$488,712	\$1,065,825
Sewer	\$41,423	\$61,089	\$139,478
Refuse	\$59,177	\$61,089	\$139,478
Total	\$591,769	\$610,890	\$1,344,781

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.



Human Resources Division

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"> • Evaluate the classification/compensation plan and prioritize offering competitive salaries.



Major Accomplishments

1. The 2020 Annual Service Awards Luncheon was also postponed due to the COVID-19 pandemic. When we are able to hold the awards, 76 employees will be recognized for their 3, 5, 10, 15, 20 and 25 years of service. These employees represent a combined total of 791 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. 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 included a full lipid profile along with other optional testing such as A1C, Thyroid, PSA, and colon cancer screenings. 41 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, Kidneys and Osteoporosis. 75 employees participated.
 - Prostate Screenings 17 employees participated.
 - Vaccination Clinic for influenza. There were a total of 84 vaccinations given.
 - Mammogram Screenings 31 employees participated.
 - Skin Cancer Screenings Postponed until after COVID-19 pandemic is over or until it is safer to do so.
4. Eleven 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 15/16	FY 16/17	FY 19/20	FY 20/21
Average days to fill Full-time Position	70	77	90	68
Number of Full Time Positions Filled	49	68	77	63
Number of Part Time Positions Filled	106	84	60	21
Number of Internal FT Job Recruitments	16	14	27	22
Number of External FT Job Recruitments	24	26	37	28
Number of Applications Processed	2936	2502	2190	1286
Percentage of minority applicants	39%	41%	40%	43%
Percentage of minority offered Full Time positions	22%	16%	16%	27%
Employee Full Time Turnover Rate	11.62%	9.71%	13.04%	10.32%
*Without Retirements	9.36%	7.77%	11.88%	8.03%
Employee Part Time Turnover Rate	51.89%	55.04%	58.94%	49.44%
Number of Volunteers	405	716	528	243
Number of Volunteer Hours	24,898	21,710	17,362	10,205
Value of Volunteer Services	\$574,397	\$500,850	\$428,668*	\$291,251*

* Updated volunteer in kind rate to \$28.54 per the BLS.



Human Resources

Expenditures	FY 2020 Budget	FY 2021 Budget	FY 2022 Budget
Salaries - Regular	\$ 344,338	\$ 346,627	\$ 368,367
Salaries - Part-Time	29,000	39,059	39,059
Benefits	97,914	106,920	725,654
Employee Programs	63,910	63,910	63,910
Total Personnel	\$ 535,162	\$ 556,516	\$ 1,196,990
Professional Services	\$ 35,000	\$ 35,000	\$ 116,730
Office Equipment Maintenance	-	-	-
Insurance	-	-	9,700
Advertising	2,000	1,000	1,000
Printing & Binding	1,000	1,000	1,000
Professional Associations	2,782	3,049	3,061
Travel & Training	12,300	10,800	10,800
Office Supplies	2,500	2,500	3,000
Specialized Supplies	1,025	1,025	2,500
Books & Periodicals	-	-	-
Total O&M	\$ 56,607	\$ 54,374	\$ 147,791
Totals	\$ 591,769	\$ 610,890	\$ 1,344,781

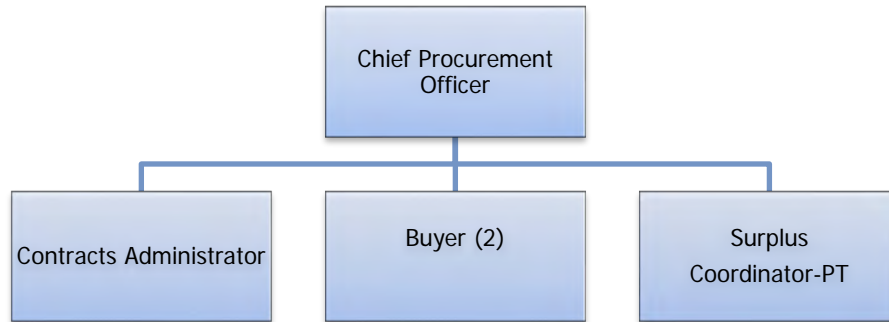
Comments

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

The increase to the Benefits expenditure includes Retiree Health Insurance that was previously budgeted in the Non-Departmental fund.

The increase to the Insurance expenditure includes PICORI fees (previously in Non-Departmental) and DES Unemployment claims.

The Professional Services account includes pre-employment screening services, employee training, fingerprinting and background checks, legal fees for the PSPRS Local Board Attorney (previously in the Legal), and PSPRS Traumatic Event Counseling per HB2502.



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 taxpayer. 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 2020	Budgeted FY 2021	Budgeted FY 2022
General	\$257,078	\$254,900	\$280,055
Sewer	\$49,987	\$49,563	\$54,455
Refuse	\$49,987	\$49,563	\$54,455
Total	\$357,052	\$354,026	\$388,965

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 taxpayer dollars and assist in the balancing of the City budget.



Major Accomplishments

1. Implemented a new e-Procurement Portal from a third-party provider (ProcureNow) to have bids published and opened completely electronically, on-line evaluation and ranking of RFP responses, and instant bid results published on the city’s website.
2. Implemented new contracts module through the ProcureNow software, allowing all city contracts to be accessible by the public from our website. The software also has the option to track contract spend, e-notification of annual contract renewals, and track vendor performance.
3. Accomplished the simplification and standardization of solicitation documents and contracts.
4. The City’s on-line auction site was enhanced to allow city departments to view surplus items prior to publicly advertising them allowing surplus items to be re-allocated for another department’s use.
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.

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; expand marketing for major ticket items. • Continue to improve communication and coordination with vendors and other City Departments. • Utilize alternative bidding methods to reach the city's budget and deadline goals for each construction project.
Actively engage local vendors in an effort to increase the procurement of local goods and services.	<ul style="list-style-type: none"> • Attend and speak at meetings/forums focused business development to provide education to local business owners/operators on how to work together for the benefit of the taxpayers. • 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.



Engage and train departments and divisions on current and future procurement policies/procedures/software.	<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. • Reach out to city departments and inform and train them on new Procurement policies and procedures; and operating the new ProcureNow software. • Provide outreach to departments regarding surplus services provided by the department. • Increase procurement staff training to become more knowledgeable to better service the needs of City departments.
Administer the Purchasing Card Program.	<ul style="list-style-type: none"> • Continue to provide oversight and compliance monitoring in order to ensure proper use of program. • Provide training and materials to departments in order to ensure cost-saving partnerships interdepartmentally.

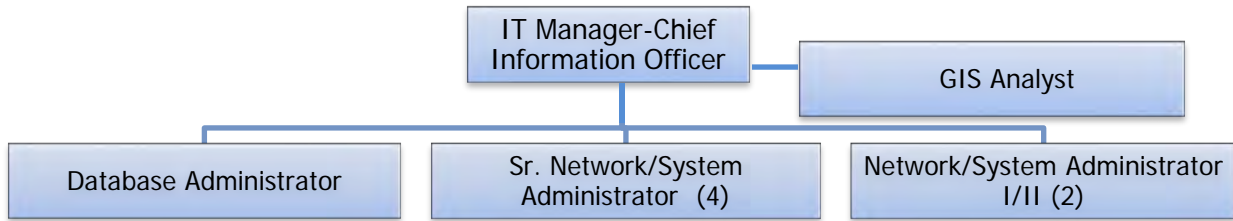
Performance Measurements

Performance Measures	FY 17/18	FY 18/19	FY 19/20	FY 20/21
Percentage of total dollars spent within Cochise County:	23%	17%	17%	22%
Percentage of total dollars spent with Sierra Vista businesses:	10%	6%	6%	13%
Percentage of dollars spent with Arizona businesses for purchases less than \$50,000.00:	56%	57%	55%	56%
Surplus auction revenue:	\$189,219	\$77,062	\$61,440*	\$131,696*
Purchasing Card Program Usage	\$3.8M	\$3.08M	\$3.3M	\$2.53M
* FY20/21 NET Surplus Auction Revenue as of May 28, 2021				



Procurement

Expenditures	FY 2020 Budget	FY 2021 Budget	FY 2022 Budget
Salaries - Regular	\$ 251,372	\$ 249,198	\$ 271,814
Salaries - Part-Time	\$ 13,902	\$ 13,902	\$ 13,902
Benefits	80,268	76,966	89,289
Total Personnel	\$ 345,542	\$ 340,066	\$ 375,005
Office Equipment Maintenance	\$ -	\$ -	\$ -
Printing & Binding	500	500	500
Professional Associations	1,210	1,735	1,735
Travel & Training	7,500	10,000	10,000
Office Supplies	1,250	1,250	1,250
Specialized Supplies	850	275	275
Books & Periodicals	200	200	200
Total O&M	\$ 11,510	\$ 13,960	\$ 13,960
Totals	\$ 357,052	\$ 354,026	\$ 388,965



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 2020	Budgeted FY 2021	Budgeted FY 2022
General	\$1,912,978	\$2,261,593	\$2,597,890
HURF	\$44,259	0	0
Sewer	\$235,530	\$249,543	\$263,399
Refuse	\$235,530	\$249,543	\$263,399
Total	\$2,428,297	\$2,760,679	\$3,124,688

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



Information Technology Division

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. Due to the Pandemic, an increase in the remote workforce created capacity and other challenges in City's IT department. The escalation of telecommuting brought on an increased demand on our core network infrastructure, a significant surge in user support requirements and new security threat management obstacles. To mitigate these issues, we added new security, remote connectivity, and collaboration applications to our portfolio, as well as upgrading existing ones. This allowed us to be agile and support telework, as well as meet the challenges presented by all the virtual meeting and mobility requirements.
2. Installed a new backup server and software as the current one was not meeting City needs. The old system did not have the sufficient disk space or computing power to handle our growing data storage requirements, nor was it keeping our data safe and secure as information is backed up daily. Data storage needs increase daily, as the city joins the digital transformation movement.
3. Carried out the upgrade for the new Council Chambers, replacing old and outdated broadcasting and audio/visual equipment with a new more modern and capable system. The new system includes all new equipment and also comes equipped



Information Technology Division

with technology that affords us the ability to use a virtual environment to hold meetings with applications such as Teams and WebEx, that allow for citizen engagement online, while council is in session.

4. Completed a comprehensive 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 355 phones that are no longer being supported. Old phones have been e-cycled additionally, the router infrastructure for the VoIP system has been replaced.
5. Provided Project Management and collaborated with PD to upgrade their interview rooms hardware and software. This included new wiring, cameras, network equipment and server hardware/software. This upgrade provides PD with more enhanced technical and safety features.
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. This strategy served us very well this past year with the pandemic, as we were well positioned to provide the remote support required during this time. Additionally, we continue to work with the City Streets division to implement the new traffic signal system. This adaptive signaling, will improve the city's traffic patterns and allow for more automated processing of traffic flow.
8. IT remains steadfast with maintaining, improving, and enhancing the City's Cyber Security portfolio. We constantly monitor for risk of nefarious threats and network vulnerabilities by utilizing both modern software and hardware solutions. In addition, we provide constant education to our employees, thereby maintaining alertness regarding our IT infrastructure and how to recognize potential threats. We have signed on with DHS and MSISAC for information sharing and receive data directly from both entities. This allows us to gather intelligence and act on possible threats. Presently, we have implemented two new security platforms (Multifactor Authentication and Umbrella DNS) these applications enable us to keep our network secure during our current world situation.



Goals

Goals	Objectives
Provide citizens with increased services for transparency and access to more information while promoting efficient service delivery and remaining cost-effective.	<ul style="list-style-type: none"> • Continue collaborating with departments and vendors to develop and customize applications and implement technology solutions to better meet the needs of the community and staff, with the overall goal being to facilitate the sharing of information both internally and externally.
Continue promoting technology solutions that encourage citizen engagement and improve municipal services to the community, while maintaining a secure, modernized, and sustainable IT infrastructure.	<ul style="list-style-type: none"> • Partner with City departments to offer more online services and/or Web portals facilitating citizen/employee interaction with City Hall. • Work with departments to evaluate, manage and implement computing technologies to improve service offerings and minimize costs.
Realize the City's goals/objectives through the use of prevailing technology	<ul style="list-style-type: none"> • Continue to evaluate other Tyler/Munis modules to determine their feasibility and value to the City. • Research the feasibility of utilizing Cloud and Collaboration technologies to increase efficiency, agility, and innovation.
Oversee and manage the technology required by the city to include software, communications, computing requirements, mobility, security and data center infrastructure, in an effort to provide outstanding results, while maintaining fiscal responsibility, datacenter security and stewardship.	<ul style="list-style-type: none"> • Continue promoting Cyber Security awareness by educating and training users and implementing next generation security tools. Provide security services to protect against cyber threats. • Providing new technologies such as Office 365 and SharePoint and developing a plan to transition and implement presently. • Sustain an IT culture that supports new ideas and innovation to improve City processes.
Pursue the feasibility of collaborating with other government agencies to improve efficiencies and technologies and remain cost effective.	<ul style="list-style-type: none"> • Partnering with Cochise County to improve communications and continue collaborating with SEACOM. Looking to partner with Cochise College and UA for Cyber training.

**Performance Measures**

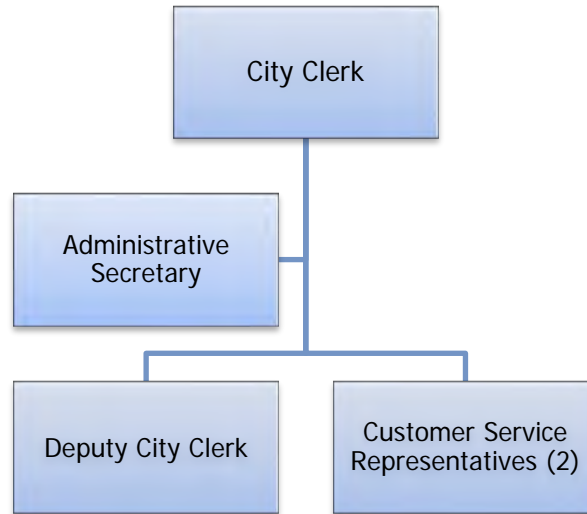
	FY17/18	FY18/19	FY19/20	FY20/21	FY21/22
Work Orders Processed:					
Emergency/High in nature	388	468	522	585	451
Above routine/routine in nature	2054	2532	3001	3509	4059
Other requests not high in nature nor routine	158	117	127	142	119

Information Technology

Expenditures	FY 2020 Budget	FY 2021 Budget	FY 2022 Budget
Salaries - Regular	\$ 690,770	\$ 694,029	\$ 735,139
Salaries - Overtime	2,000	2,000	2,000
Salaries - Part Time		12,168	-
Benefits	192,416	200,201	222,878
Total Personnel	\$ 885,186	\$ 908,398	\$ 960,017
Professional Services	\$ 74,800	\$ 63,000	\$ 76,000
Office Equipment Maintenance	766,031	861,776	1,014,826
Professional Associations	400	400	400
Travel & Training	22,000	24,000	24,000
Telephone	425,000	400,000	390,000
Office Supplies	9,200	9,200	9,200
Specialized Supplies	75,875	167,300	110,100
Software	96,455	61,005	49,095
Books & Periodicals	350	350	350
Total O&M	\$ 1,470,111	\$ 1,587,031	\$ 1,673,971
Machinery & Equipment	\$ 73,000	\$ 265,250	\$ 490,700
Total Capital	\$ 73,000	\$ 265,250	\$ 490,700
Totals	\$ 2,428,297	\$ 2,760,679	\$ 3,124,688

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 2020	Budgeted FY 2021	Budgeted FY 2022
General	\$283,558	\$441,995	\$456,177
Sewer	\$79,751	\$9,506	\$9,811
Refuse	\$79,751	\$23,763	\$24,525
Total	\$443,060	\$475,264	\$490,513

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 and Obtained approval and implemented a Scan and Shred program for Financial Documents and Business License Records.
2. Maintained professional, timely and exceptional customer service in FY 20-21 despite the challenges presented by the pandemic.

Goals

Goals	Objectives
Records Management.	<ul style="list-style-type: none"> • Continue Development of a City-wide record 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. • Continue submission of applications for designation of digital records as official records to expand the City Scan and Shred program.
Risk Management	<ul style="list-style-type: none"> • Continue to Review and Evaluate Claims and Accident records for Opportunities to Improve Employee Safety
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)
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**

	FY15/16	FY16/17	FY17/18	FY19/20	FY20/21
New Business Licenses Issued	278	282	333	226	264
Liquor Licenses Issued	22	36	54	43	27
Number of Requests for Documents	355	486	431	536	458
Claims or Potential Claims by or against the City	115	86	83	79	68
Vehicle Accident Review Board Cases	48	41	40	45	40

City Clerk

Expenditures	FY 2020 Budget	FY 2021 Budget	FY 2022 Budget
Salaries - Regular	\$ 255,810	\$ 260,936	\$ 271,130
Salaries - Part Time	-	-	-
Benefits	85,665	88,743	91,298
Total Personnel	\$ 341,475	\$ 349,679	\$ 362,428
Professional Services	\$ 48,500	\$ 102,500	\$ 57,500
Postage	30,000	-	25,000
Advertising	-	-	20,000
Printing & Binding	4,500	4,500	4,500
Professional Associations	2,085	2,085	2,085
Travel & Training	5,000	5,000	5,000
Office Supplies	4,000	4,000	6,500
Books & Periodicals	7,500	7,500	7,500
Total O&M	\$ 101,585	\$ 125,585	\$ 128,085
Totals	\$ 443,060	\$ 475,264	\$ 490,513

Comments

Professional Services includes Election Costs on a Bi-Annual Basis. FY22 is not 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 2020	Budget FY 2021	Budget FY 2022
General	\$306,171	\$316,559	\$481,580
Judicial	\$300	\$300	\$300
Total	\$306,471	\$316,859	\$481,880

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 City also utilizes the Superior Court for jury trials.



Court & Legal

Expenditures	FY 2020 Budget	FY 2021 Budget	FY 2022 Budget
Salaries - Regular	\$ 104,000	\$ 112,500	\$ 112,500
Salaries - Part Time	3,990	3,000	3,000
Benefits	38,181	41,059	41,273
Total Personnel	\$ 146,171	\$ 156,559	\$ 156,773
Professional Services	\$ 160,300	\$ 160,300	\$ 325,107
Professional Associations	-	-	-
Total O&M	\$ 160,300	\$ 160,300	\$ 325,107
Totals	\$ 306,471	\$ 316,859	\$ 481,880

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 2020 Budget	FY 2021 Budget	FY 2022 Budget
Bond Principal	\$ 3,070,600	\$ 3,580,000	\$ 2,423,000
Bond Interest	400,700	340,794	278,373
Fiscal Agent Fees	-	-	2,500
Bond Issuance Costs	-	-	-
Other Debt Principal	1,664,302	1,798,413	1,647,038
Other Debt Interest	151,278	137,667	98,280
Total Debt	\$ 5,286,880	\$ 5,856,874	\$ 4,449,191

Description - General Government

Expenditure By Fund			
	Budget FY 2020	Budget FY 2021	Budget FY 2022
General	\$834,007	\$843,506	\$428,240
Sewer	\$111,201	\$109,684	\$53,700
Refuse	\$111,201	\$109,684	\$53,700
HURF	\$55,600	\$33,967	\$26,850
H&A	\$4,434,500	\$4,434,500	\$4,434,500
Unemployment	\$25,000	\$25,000	\$25,000
Self Insurance	\$100,000	\$100,000	\$100,000
Total	\$5,671,509	\$5,656,341	\$5,121,990



General Government

Expenditures	FY 2020 Budget	FY 2021 Budget	FY 2022 Budget
Benefits	\$ 686,509	\$ 679,341	\$ -
Total Personnel	\$ 686,509	\$ 679,341	\$ -
Professional Services	\$ 74,500	\$ 74,500	\$ 74,500
Insurance	455,000	455,000	599,990
Postage	-	-	-
Advertising	12,500	12,500	12,500
Office Supplies	8,000	-	-
Specialized Supplies	-	-	-
Bank Fees	-	-	-
Health & Accident Insurance	4,360,000	4,360,000	4,360,000
Unemployment Insurance	50,000	50,000	50,000
Self Insured Retention	25,000	25,000	25,000
Total O&M	\$ 4,985,000	\$ 4,977,000	\$ 5,121,990
Totals	\$ 5,671,509	\$ 5,656,341	\$ 5,121,990

Comments

The General Government budget includes costs that are shared across departments and funds. The Benefits account, including retired employee benefits, has been moved to the Human Resources budget. 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"> • Implement strategy to test for police officer candidacy at military installations. • Continue partnering with Cochise College for training and education services. • Design an expanded animal shelter in FY22 based on priority needs assessed in the 2020 needs assessment, and construct the required expansion in FY23. • Prioritize public safety visibility at community events and gatherings.

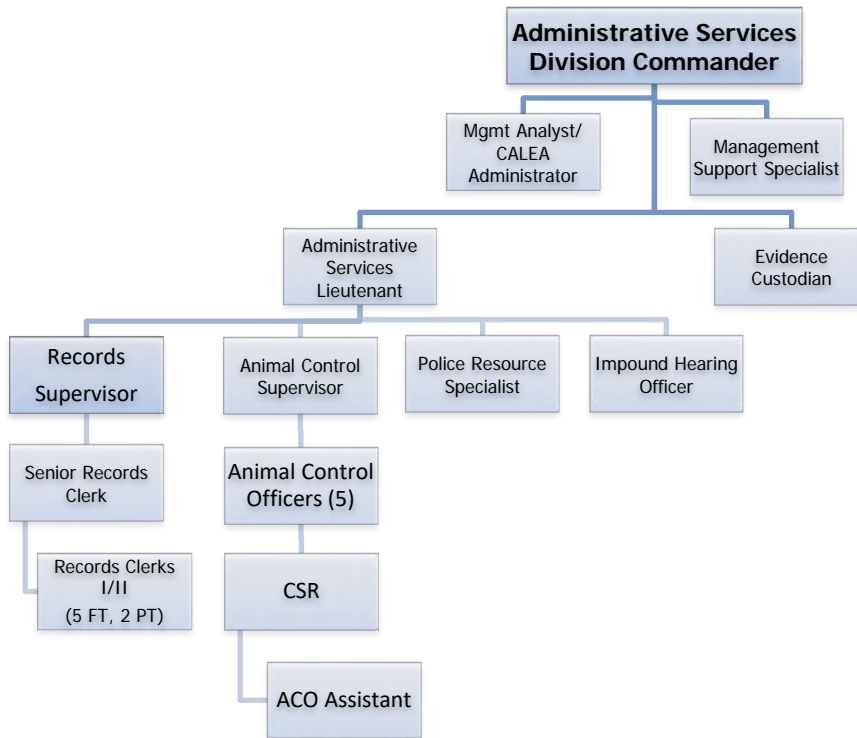


Police

Expenditures	FY 2020 Budget	FY 2021 Budget	FY 2022 Budget
Administration	\$ 1,638,877	\$ 1,543,028	\$ 1,607,522
Police Operations	7,835,141	8,483,915	8,827,094
Animal Control	439,898	433,935	470,600
Total Personnel	\$ 9,913,916	\$ 10,460,878	\$ 10,905,216
Administration	\$ 104,779	\$ 97,339	\$ 99,367
Police Operations	1,351,620	1,552,340	1,560,372
Animal Control	526,536	535,902	387,134
Total O&M	\$ 1,982,935	\$ 2,185,581	\$ 2,046,873
Administration	\$ -	\$ -	\$ -
Police Operations	655,000	1,155,000	1,655,000
Animal Control	15,000	-	2,200,000
Total Capital	\$ 670,000	\$ 1,155,000	\$ 3,855,000
Totals	\$ 12,566,851	\$ 13,801,459	\$ 16,807,089



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 2020	Budgeted FY 2021	Budgeted FY 2022
General	\$1,730,176	\$1,626,887	\$1,693,091
Donations	\$13,480	\$13,480	\$13,798
Dev Fees	0	0	0
Total	\$1,743,656	\$1,640,367	\$1,706,889

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. Transitioned crime reporting from U.C.R. to N.I.B.R.S. as mandated by the Federal Bureau of Investigation. This successful transition required numerous hours of staff training and protocol development.
2. Implemented a robust social media and web-based police officer recruitment campaign targeting key geographical areas.



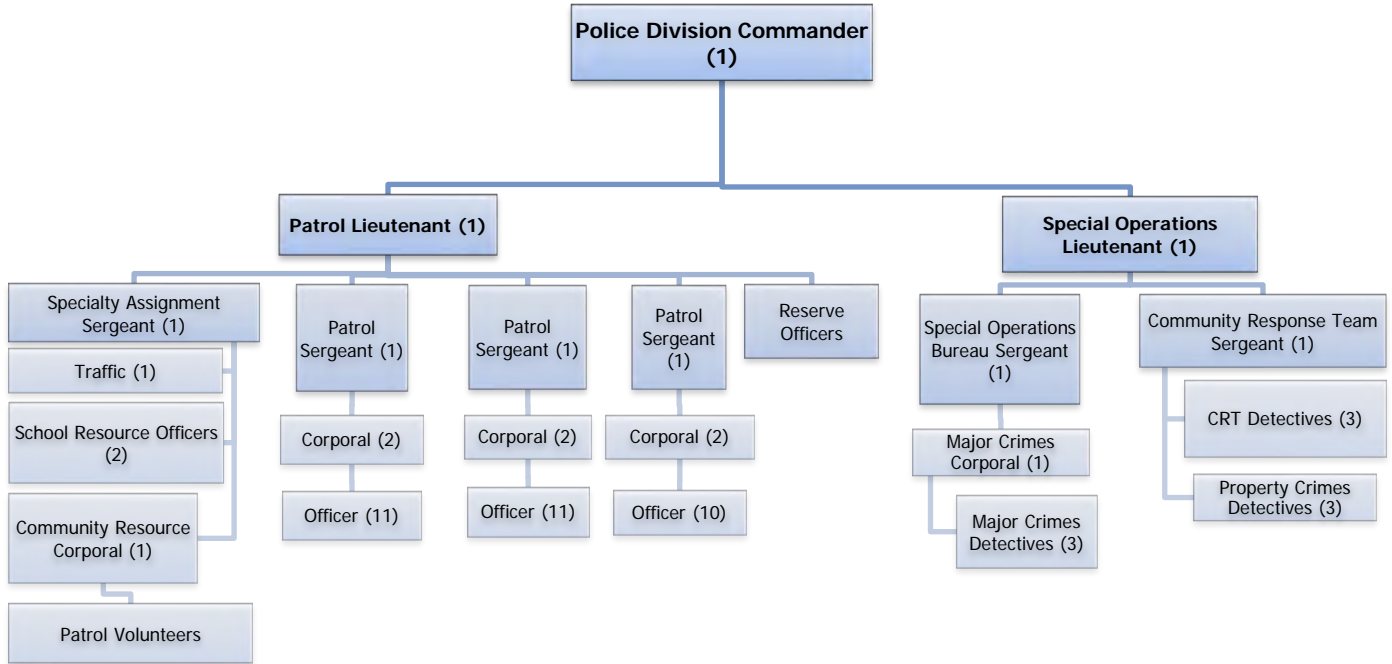
3. Successfully obtained our third CALEA accreditation award after undergoing an onsite CALEA assessment.
4. The Records Section processed 3,998 Misc. Offense Reports and 576 CRASH Reports in 2020.
5. Animal Control handled 3,383 calls for service in 2020.
6. The Evidence Section had an intake of 3,601 items submitted in 2020.
7. Seven new officers were hired in 2020.

Administration

Expenditures	FY 2020 Budget	FY 2021 Budget	FY 2022 Budget
Salaries - Regular	\$ 910,858	\$ 929,397	\$ 978,515
Salaries - Overtime	16,572	16,572	5,000
Salaries - Part Time	60,373	45,924	45,924
Benefits	651,074	551,135	578,083
Total Personnel	\$ 1,638,877	\$ 1,543,028	\$ 1,607,522
Professional Services	\$ 22,985	\$ 17,985	\$ 27,385
Equipment Maintenance	450	450	450
Professional Associations	1,565	1,725	2,185
Travel & Training	22,900	22,900	22,900
Office Supplies	19,000	19,000	19,000
Specialized Supplies	18,150	18,150	10,000
Books & Periodicals	6,249	3,649	3,649
Donations	13,480	13,480	13,798
Total O&M	\$ 104,779	\$ 97,339	\$ 99,367
Machinery & Equipment	\$ -	\$ -	\$ -
Total Capital	\$ -	\$ -	\$ -
Totals	\$ 1,743,656	\$ 1,640,367	\$ 1,706,889



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 2020	Budgeted FY 2021	Budgeted FY 2022
General	\$9,520,932	\$10,851,426	\$11,597,137
PD Special	\$314,500	\$314,500	\$344,500
Grants	\$10,829	\$25,329	\$100,829
Capital	0	0	0
Total	\$9,846,261	\$11,191,255	\$12,042,466

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 2020 the Department had a clearance rate of 45.26% and a recovery rate of 70.52% for UCR Part I offenses.
2. Successfully obtained a grant from the Governor’s Office of Highway Safety in the amount of \$69,939.00 for hardware and equipment costs associated with the implementation of AztraCS. This platform will be implemented for all patrol officers in FY 22.
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. 2020 marked the first full year the SVPD Air Unit was operational. During this period, 23 drone missions were flown in support of law enforcement operations.
5. SVPD officers continue to carry and deploy Narcan/Naloxone while on duty. In 2020 there were nine deployments of Naloxone by SVPD officers resulting in eight subjects surviving.

Performance Measures*

	CY 2017	CY 2018	CY 2019	CY 2020
UCR Part I Clearance Rate	35.75%	33.98%	36.00%	45.26%
Part I Recovery Rate	30.95%	33.48%	30.29%	70.52%
Public Highway Accidents	643	710	598	522

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



Part I crimes are reported to the FBI by law enforcement agencies. These are particular crimes uniformly identified as a baseline for activity within an agency's jurisdiction. The number of Part I Crimes is determined by adding all homicides, rapes, aggravated assaults, robberies, burglaries, thefts, auto thefts, and arsons. Clearance rate means crimes that have been cleared, either solved or otherwise cleared. Recovery rate is the percentage of goods recovered to the amount reported stolen/missing.

UCR Crime Statistics*

	CY 2017	CY 2018	CY 2019	CY 2020
Homicide	0	3	2	1
Forcible Rape	26	24	14	4
Robbery	24	14	16	12
Aggravated Assault	83	64	99	64
Burglary	212	154	121	84
Larceny-Theft	1017	924	807	765
Motor Vehicle Theft	61	45	63	40
Arson	9	2	3	23
Total	1432	1230	1125	993
% Change	+4%	-14%	-8.5%	-11.7%

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



Police Operations

Expenditures	FY 2020 Budget	FY 2021 Budget	FY 2022 Budget
Salaries - Regular	\$ 4,099,224	\$ 4,143,669	\$ 4,331,842
Salaries - Overtime	405,721	375,000	375,000
Salaries - Part Time	-	-	-
Benefits	3,330,196	3,965,246	4,120,252
Total Personnel	\$ 7,835,141	\$ 8,483,915	\$ 8,827,094
Professional Services	\$ 1,023,416	\$ 1,151,109	\$ 1,097,341
Professional Associations	1,176	1,176	1,476
Travel & Training	126,083	135,615	146,615
Specialized Supplies	205,110	263,690	314,190
Books & Periodicals	335	750	750
Total O&M	\$ 1,356,120	\$ 1,552,340	\$ 1,560,372
Machinery & Equipment	\$ 105,000	\$ 105,000	\$ 105,000
Vehicles	550,000	1,050,000	1,550,000
Total Capital	\$ 655,000	\$ 1,155,000	\$ 1,655,000
Totals	\$ 9,846,261	\$ 11,191,255	\$ 12,042,466

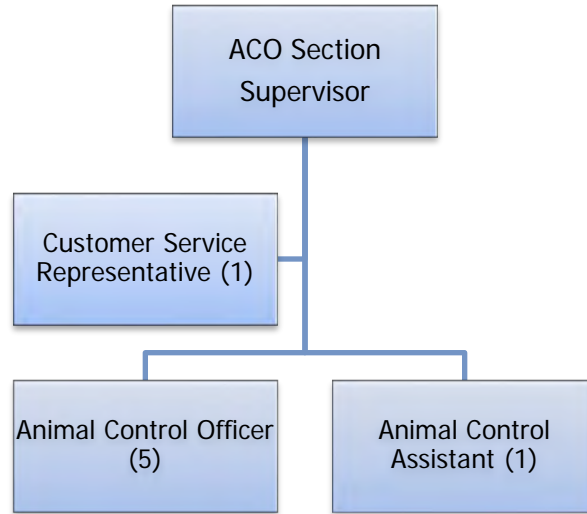
Comments

Benefits increased from FY21 to FY22 mainly due to increases in Public Safety Personnel Retirement System (PSPRS) contributions. The Professional Services budget line 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 2020	Budgeted FY 2021	Budgeted FY 2022
General	\$577,049	\$576,186	\$2,817,480
PD Special	\$5,000	\$5,000	\$5,000
Donations	\$374,385	\$348,651	\$193,254
Grants	\$25,000	\$40,000	\$42,000
Total	\$981,434	\$969,837	\$3,057,734

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. Held a virtual open house of the Nancy J. Brua Animal Care and Control Center showcasing the new surgical expansion suite.
2. A drive-thru/drop off spay/neuter clinic was completed.
3. Redeemed 297 animals back to their owners in 2020.
4. Issued 2,369 dog licenses in 2020.
5. In 2020 the “pet of the week” was showcased on a local radio station regularly to enhance public awareness and increase adoptions.

Performance Measures*

	CY 2017	CY 2018	CY 2019	CY 2020
Number of Animals Adopted	793	844	995	817
Calls for Service	4,769	4,144	3,813	3,383
Number of Animals Impounded	1,452	1,482	1,631	1,217

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

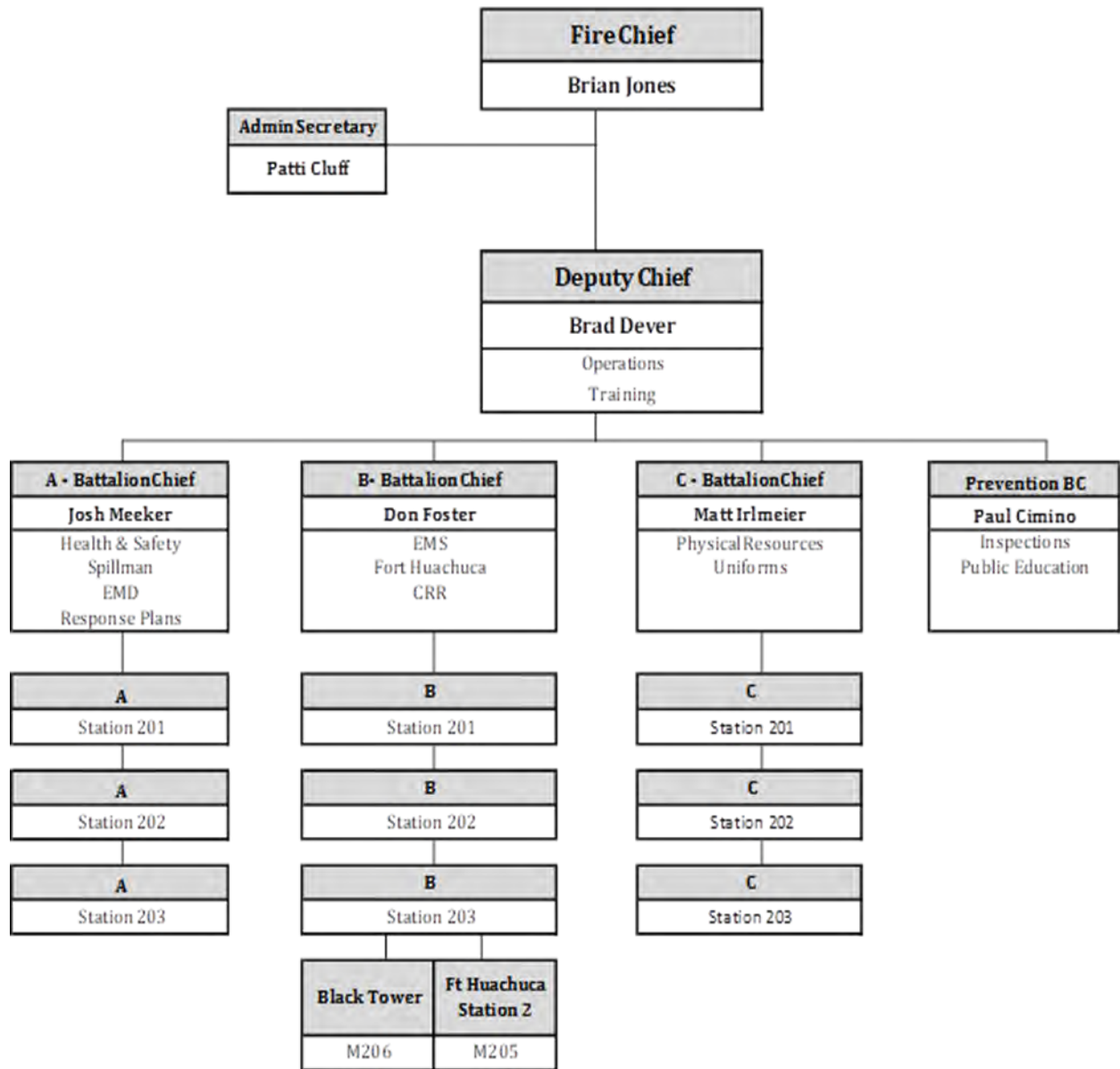


Animal Control

Expenditures	FY 2020 Budget	FY 2021 Budget	FY 2022 Budget
Salaries - Regular	\$ 322,428	\$ 317,610	\$ 328,247
Salaries - Overtime	8,835	8,835	8,835
Salaries - Part Time	-	-	-
Benefits	108,635	107,490	133,518
Total Personnel	\$ 439,898	\$ 433,935	\$ 470,600
Professional Services	\$ 35,720	\$ 66,720	\$ 68,720
Building Maintenance	8,796	8,796	8,796
Professional Associations	180	180	180
Travel & Training	9,900	14,000	10,000
Specialized Supplies	97,555	97,555	106,184
Donations	374,385	348,651	193,254
Total O&M	\$ 526,536	\$ 535,902	\$ 387,134
Buildings	\$ -	\$ -	\$ 2,200,000
Machinery & Equipment	15,000	-	-
Total Capital	\$ 15,000	\$ -	\$ 2,200,000
Totals	\$ 981,434	\$ 969,837	\$ 3,057,734



SVFMS 2021 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 2020	Budgeted FY 2021	Budgeted FY 2022
General	\$8,202,140	\$7,836,469	\$10,155,860
Grants	\$1,042,553	\$582,000	\$2,552,894
Donations	\$5,150	\$5,150	\$4,696
Development Fees	0	0	0
Total	\$9,249,843	\$8,423,619	\$12,713,450

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

- Improve the current levels of service in programs, services, and amenities provided by Sierra Vista.
- Continue partnering with Cochise College for training and education services.



Major Accomplishments

1. City of Sierra Vista was 1 of 16 entities to receive the Defense Community Infrastructure Pilot Program (DCIP) grant. This grant will enable the city to construct an Emergency Medical Services Substation at the corner of 7th Street and Buffalo Soldier Trail. Construction to begin August 2021 with a completion of March 2022.
2. Implementation of PRO Q/A, an emergency dispatch software that allows for dispatchers to give pre-arrival instructions to 9-1-1 callers which allows for a zero second response and improves patient outcomes.
3. Completed third 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. Continued modification of new G2 response plans. These plans allow us to continue to work more efficiently and effectively by utilizing the right piece of equipment for the right incident. Continued support for dispatcher training on verbiage, response, and strategies used on fire and EMS incidents.
6. First year of reporting EMS data to AZ-PIERS (Arizona Pre-hospital Information & EMS Registry System), which helps the state analyze and establish future direction for pre-hospital healthcare.
7. An MOU in place with Fort Huachuca Fire for joint training using current training resources (props and equipment) at Fort Huachuca Training site.
8. Sierra Vista Fire and Medical Services was part of the Cochise County team that administered the COVID-19 vaccinations. Sierra Vista Fire and Medical personnel performed 3,070 vaccinations.

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

	FY16/17	FY17/18	FY18/19	FY19/20	FY20/21
Total calls for service	7345	7609	8450	7707	8125
Automatic Aid Given	373	425	568	498	543
Automatic Aid Received	907	881	607	902	1079
Total fire calls	870	887	582	752	1041
Structure fires	50	75	40	37	104
Vehicle fires	13	18	13	19	15
Brush fires	32	79	38	11	34
Other (alarm, smoke, assist...)	775	715	603	685	489
Total EMS calls	6102	6297	6346	6994	6579
Heart attack	466	505	513	541	623
Stroke	137	131	173	135	142
Motor Vehicle Accidents	260	276	285	310	237
Diabetic	67	66	85	117	98
EMS other	5172	5319	5290	5891	5479
Commercial Inspections	987	987	950	967	1025
ISO rating	4	4	4	4	4
Grant and federal fund acquisition	5,000	5,000	44,000	N/A	N/A

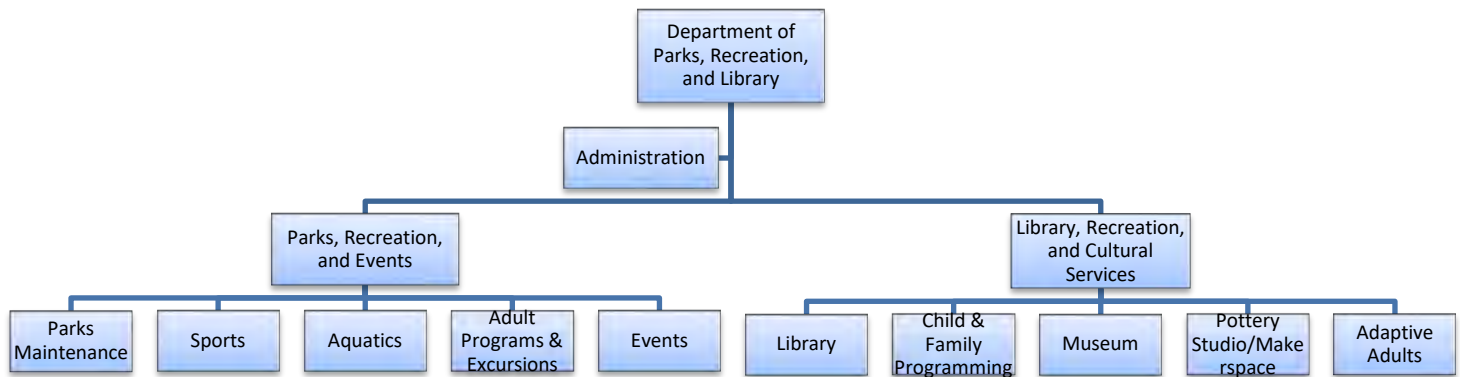


Fire

Expenditures	FY 2020 Budget	FY 2021 Budget	FY 2022 Budget
Salaries - Regular	\$ 4,086,279	\$ 3,994,073	\$ 4,330,786
Salaries - Overtime	177,189	177,189	177,189
Salaries - Part Time	136,905	32,807	32,807
Benefits	2,597,672	2,930,631	3,154,344
Total Personnel	\$ 6,998,045	\$ 7,134,700	\$ 7,695,126
Professional Services	\$ -	\$ -	\$ -
Office Equipment Maintenance	2,448	2,448	2,448
Building Maintenance	13,000	13,000	13,500
Vehicle & Equipment Maint	6,900	6,900	23,400
Printing & Binding	2,000	2,000	2,000
Professional Associations	3,271	3,945	3,945
Travel & Training	65,750	62,750	50,000
Office Supplies	7,800	7,800	8,800
Specialized Supplies	874,529	271,976	318,210
EMS Supplies	108,950	108,950	108,950
Books & Periodicals	4,000	4,000	4,000
Donations	5,150	5,150	4,696
Total O&M	\$ 1,093,798	\$ 488,919	\$ 539,949
Buildings	\$ -	\$ 100,000	\$ 3,028,715
Infrastructure	100,000	100,000	100,000
Machinery & Equipment	308,000	450,000	249,660
Vehicles	750,000	150,000	1,100,000
Total Capital	\$ 1,158,000	\$ 800,000	\$ 4,478,375
Totals	\$ 9,249,843	\$ 8,423,619	\$ 12,713,450

Comment

Salaries increased due to the Classification/Compensation step increase and market shift and maintaining PSPRS contributions.



Description

The Department of Parks, Recreation, and Library 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 out 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, Recreation, Therapeutic Recreation, Child/Family Programming, Aquatics, Sports, Museum, and the Library, which includes the Pottery Studio/Makerspace. The department recently reorganized, and the FY 20/21 will show the new divisional budget structure. Each area within Parks, Recreation and Events has distinct goals, objectives, and focus areas. Those tasks are outlined in the narrative below.

The Department of Parks, Recreation, and Library plays a vital role as a part of the Economic Development Team by changing the physical landscape and developing partnerships that attract visitors our area through sports tourism and events. The department strives to improve our resident's and neighbor's quality of life by providing exceptional customer service, and a wide variety of beautiful, well-maintained parks and ballfields, along with interesting and fun recreational, cultural, educational, and informational activities.

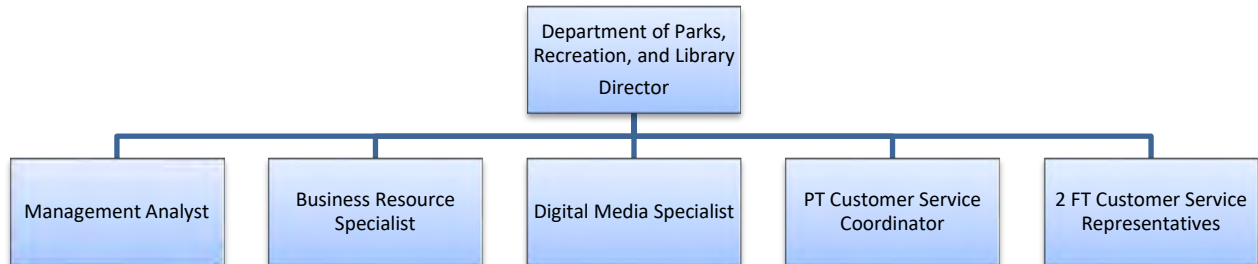


Department of Parks, Recreation, and Library

Expenditures	FY 2020 Budget	FY 2021 Budget	FY 2022 Budget
Administration	\$ 631,792	\$ 565,107	\$ 475,595
Leisure	1,102,394	847,678	400,360
Cultural	138,638	66,484	45,023
Parks	657,041	673,790	763,803
Aquatics	386,497	308,666	450,237
Museum	71,565	56,002	72,701
Sports	-	55,265	310,478
Child & Family Programs	-	150,330	394,335
Library	710,951	696,851	753,906
Total Personnel	\$ 3,698,878	\$ 3,420,173	\$ 3,666,438
Administration	\$ 130,120	\$ 196,582	\$ 95,279
Leisure	376,927	125,600	161,110
Cultural	5,400	5,000	4,500
Parks	245,350	206,350	213,450
Aquatics	33,500	46,650	54,650
Museum	12,725	17,725	17,725
Sports	-	130,811	138,226
Child & Family Programs	-	74,000	69,500
Library	329,340	540,570	411,904
Total O&M	\$ 1,133,362	\$ 1,343,288	\$ 1,166,344
Leisure	22,000	-	-
Parks	12,180,990	3,404,800	6,718,493
Aquatics	-	-	51,880
Total Capital	\$ 12,202,990	\$ 3,404,800	\$ 6,770,373
Totals	\$ 17,035,230	\$ 8,168,261	\$ 11,603,155



Administration



Vision

The Administration division provides residents and visitors a variety of choices for public recreation and cultural and educational opportunities through:

Expenditure by Fund			
	Budgeted FY 2020	Budgeted FY 2021	Budgeted FY 2022
General	\$675,397	\$599,607	\$599,607
Donations	\$86,515	\$162,082	\$57,535
Total	\$761,912	\$761,689	\$570,874

- 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

Mission Statement

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

Description

Our staff supports the entire department by providing resources, administrative support, pursue grant funding, analyze and report data, train staff, and provide excellent customer service. This division is located in the Yrun Community Center. Our Administrative team coordinate and control financial transactions, work orders requests, 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. They also 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

The department will be working on the following two-year initiatives across ALL divisions:

1. Activate the West End entertainment district and begin programming events.
2. Expand sports tourism opportunities.
 - Complete the extension of Avenida Escuela and its connection to the City sports complexes at Domingo Paiz and Veterans Park.
 - Identify phases and the funding plan for improvements at the Veterans Memorial Park sports complex.
3. Increase sports tourism revenue by \$3M over the next 2 years.
 - Expand participation in existing sporting events, such as the Summit Challenge.
 - Explore additional sporting event opportunities, especially cycling.
 - Market facilities with intent to bring in additional revenue.
 - Prioritize the implementation of the Parks Master Plan as funding permits.
 - Expand reach to the sports community.
 - Communicate with and/or visit other locations to conduct research on operations.
 - Support and encourage the growth of sports tourism partners.
 - Pursue strategic grant opportunities for growth.
4. Increase reach of community events both in person and virtual.
 - Partner with local businesses and organizations to expand the reach of already successful local events.
 - Evaluate current events to identify those with potential to expand with a regional focus.
 - Leverage social media to increase the reach of events.
 - Evaluate how people are counted at events and research ways to better capture accurate attendance/participation.
 - Utilize events as marketing opportunities for our area.
5. Fully fund the Parks Master Plan over the next 10 years.
 - Prioritize improvements that ensure facilities meet the needs of the users they serve and reflect pride of place, especially restroom facilities.
 - Continue to get public input on the Parks Master Plan.
6. As the media landscape is changing, we will continue to leverage traditional and new methods of communication to provide opportunities for improved citizen engagement.



- Reinvigorate non-regulatory commissions by evaluating how they could work more effectively.

Major Accomplishments

1. Customer Service personnel were available to the general public and provided them with resources, information, and support during city facility closures.
2. Assisted divisions in converting programming and special events to virtual and drive through experiences during the pandemic.
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. Working with IT, enhanced the public interface for online registrations and facility, park, and ballfield rentals utilizing WebTrac.
6. Completed the delivery of the Energy Performance Contract projects.
7. 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.
8. Worked with Community Development to complete the Comprehensive Parks Master Plan. The plan was completed internally which saved the City several thousands of dollars.
9. Working with Marketing and Public Affairs Division on departmental website updates and coordinating the design and launch of department-wide social media presence.
10. Completed Strategic Leadership Goals

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.



<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.• Research, development, and implement SOPs for programs focusing on safety, effectiveness, participation engagement, and customer enhancements.
<p>Expand public awareness of department programs and activities to increase participation.</p>	<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.
<p>Continue to enhance non-profit/public/private partnerships striving towards increasing community wellness, health, and quality</p>	<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.



Administration

Expenditures	FY 2020 Budget	FY 2021 Budget	FY 2022 Budget
Salaries - Regular	\$ 455,723	\$ 426,038	\$ 342,283
Salaries - Part Time	13,527	-	14,028
Benefits	162,542	139,069	119,284
Total Personnel	\$ 631,792	\$ 565,107	\$ 475,595
Professional Services	\$ 4,030	\$ 2,000	\$ 2,500
Vehicle Maintenance	-	-	-
Equipment Rentals	1,800	-	-
Advertising	7,000	6,000	5,000
Postage	-	-	-
Printing & Binding	1,325	1,000	1,000
Professional Associations	2,950	3,500	3,814
Travel & Training	6,500	4,000	7,430
Office Supplies	10,000	10,000	10,000
Recreation Supplies	10,000	8,000	8,000
Specialized Supplies	-	-	-
Donations	86,515	162,082	57,535
Total O&M	\$ 130,120	\$ 196,582	\$ 95,279
Totals	\$ 761,912	\$ 761,689	\$ 570,874

Arts and Humanities Commission Programs

Expenses	Labor*
Arts & Humanities Awards Postponed	N/A

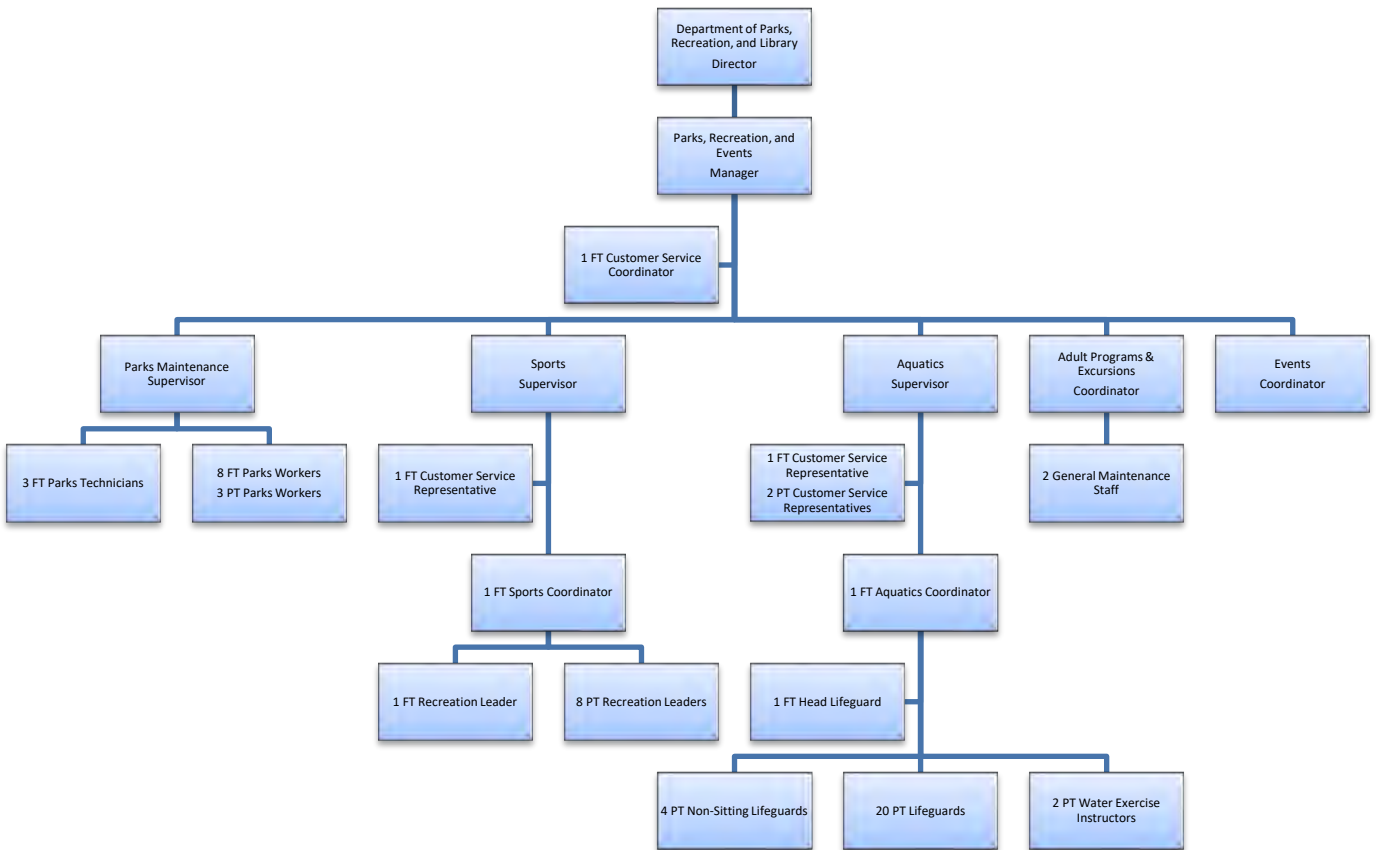
Commission on Cultural Diversity

Sister Cities Association (Partnership)

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



Parks, Recreation, & Events



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 2020	Budgeted FY 2021	Budgeted FY 2022
General	\$1,501,321	\$973,278	\$561,470
Grants	0	0	0
Total	\$1,501,321	\$973,278	\$561,470

Mission Statement

Provide a wide variety of quality recreational programming, sports activities, tournaments, trips, social activities, and events to our citizens and surrounding communities in order to share all of the incredible things that make Sierra Vista a healthy and vibrant community.



The Parks, Recreation, and Events Division offers a variety of activities for residents of all ages through aquatics, various sports programming, park and sports field rentals, tournaments, and high-quality community 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 its local retail establishments, restaurants and bars, and its hospitality industry. The division has increased its community outreach, innovative program offerings, and upgraded the look and feel of events and programs. Funding for Adult Programming and Events are combined with the overall Division funds in Org 5102.

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. Annual 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. Refurbished gymnasium floor at the Veterans Memorial Park Sports Complex



2. Continued partnership with local soccer club to offer Futsal Programming.
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. Supported local sports organizations in providing several tournaments during the past 2 years which generated over \$2M in economic impact to our community despite the COVID-19 pandemic.
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. Painted all Divisional buildings and refreshed facilities during the COVID closures in preparation of welcoming the community back.
9. Supported several other departments during facility closures.

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 engagement and support while decreasing or tracking cost, expenses, and benefit.	<ul style="list-style-type: none"> • Reach out to community event users and vendors. • Research best state and national best 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.
Offer tournament play in Sierra Vista driving economic development, and sports opportunities for state, regional, and local participants	<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.



	<ul style="list-style-type: none">• 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.
Seek out and provide programs and opportunities for population between ages 20 – 40	<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
Provide highly qualified staff and instructors for classes, programs, and community events.	<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
Provide a variety of quality activities that meet the diverse needs of our community.	<ul style="list-style-type: none">• Provide programs that encourage repeat attendance.• Offer low-cost recreation and training programs that educate and protect children, including before and after school recreation programs, half day, fall, winter, spring, and summer break programs.
Enhance recreational opportunities through the use of partnerships and agreements.	<ul style="list-style-type: none">• Develop new contacts and cultivate positive working relationships that improve and enhance our ability to provide recreational and cultural programs.• Actively pursue contracts for community access to School District and Fort Huachuca facilities, for youth and adult sports programs.
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.



Performance Measures

	FY 17/18	FY 18/19	FY 19/20	FY 20/21
Aquatics Participants*				
Open Swim	27,672	23,702	10,537	0
Lap Swim	11,481	10,126	7,219	3,473
Swim lessons	637	693	425	0
Exercise Classes	629	561	1,038	52
Splash Time	2,072	1,832	1,141	0
Instructional Recreational and Aquatic class participants	9,434	12,576	9,112	663
Senior Activities Participants				
Adult trips	152	297	121	0
Bazaars	1,275	1,320	*840	*0
Senior Holiday Dinner	192	107	102	40
Sports/Special Events Participants				
Oktoberfest	5,000	4,800	5,200	0
Sierra Vista Sips & Skies	3,000	3,000	0	**424
Summit Challenge	-	140	0	228
Fourth of July	8,500	8,500	8,500	0
Youth basketball	320	325	287	0
Tennis – youth/adult	74	96	100	244
Summer sports camps	197	220	117	0
Start Smart Sports	42	27	33	0
Adult softball	767	660	0	220
Adult Basketball	110	200	0	70
Dodgeball	N/A	N/A	130	0
Races/Triathlon	278	290	63	0
Pool rentals	115	133	85	0
Ramada rentals	1,426	1,829	2365	158
Field rentals	200	246	98	372



Sports League Field Rentals				
Football	83	170	190	190
Soccer	1147	1329	961	961
Baseball	667	883	405	405
Softball	343	497	226	226

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

FY21 numbers are actuals to date as of May 2021 and were heavily impacted due to closures caused by COVID-19.

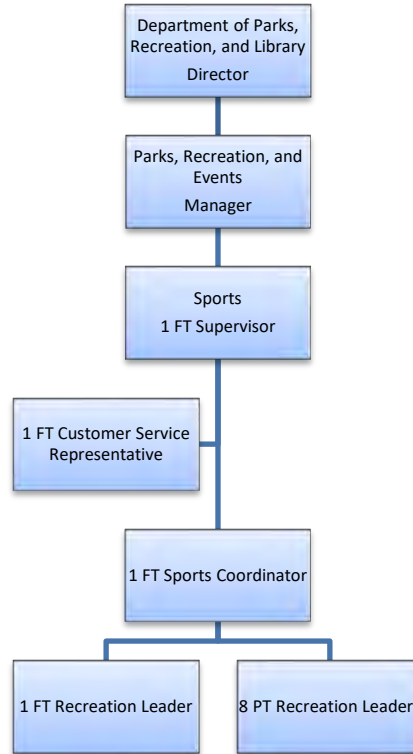


Leisure

Expenditures	FY 2020 Budget	FY 2021 Budget	FY 2022 Budget
Salaries - Regular	\$ 663,095	\$ 629,460	\$ 274,131
Salaries - Overtime	750	750	750
Salaries - Part Time	179,969	-	16,679
Benefits	258,580	217,468	108,800
Total Personnel	\$ 1,102,394	\$ 847,678	\$ 400,360
Professional Services	\$ 108,607	\$ 23,600	\$ 23,600
Land & Building Rental	30,160	-	28,000
Equipment Rental	4,000	-	4,000
Advertising	-	-	-
Printing & Binding	550	-	-
Travel & Training	6,900	3,000	3,000
Office Supplies	4,000	2,000	2,000
Recreation Supplies	114,130	17,000	17,410
Specialized Supplies	-	-	-
Event Supplies	108,580	80,000	83,100
Bank Charges	-	-	-
Total O&M	\$ 376,927	\$ 125,600	\$ 161,110
Infrastructure	\$ -	\$ -	\$ -
Machinery & Equipment	22,000	-	-
Furniture and Fixtures	-	-	-
Total Capital	\$ 22,000	\$ -	\$ -
Totals	\$ 1,501,321	\$ 973,278	\$ 561,470



Sports



Vision

The Sports Division will provide robust recreational sporting opportunities to the community through program development, partnerships, tournament and event support while providing exceptional customer service.

Expenditure by Fund			
	Budgeted FY 2020	Budgeted FY 2021	Budgeted FY 2022
General	\$0	\$ 186,076	\$ 448,704
Capital	0	0	0
Total	\$0	\$ 186,076	\$ 448,704

Major Accomplishments

1. Conducted several clean-up and beautification efforts during the fiscal year at the Veterans Memorial Sports Complex.
2. Refurbished gymnasium floor.
3. Established electrical hookups at Veterans Memorial Park Sports Complex (VMPSC).
4. Supported Parks Maintenance during pandemic when needed.



5. Provided support to several tournaments which brought in over \$2M in economic impact dollars to the community.
6. Partnered with several local sports organizations to offer new programming and tournament options to the community.
7. Provided support to our local Pickle ball organization who hosted our first Pickle ball tournament in Sierra Vista.
8. Replaced 30% of field signage throughout the city.
9. Replaced and extended dugouts at Stone Complex.
10. Refurbished the batting cage at VMPS.
11. Replaced backstop fencing and added storage cages at Domingo Paiz Softball Complex.
12. Assisted Economic Development and Velo Vets in securing El Tour de Zona cycling event scheduled for March 2022.
13. Assisted Parks Maintenance by permanently taking over ballfield game prep, infield dragging, and garbage removal at all ballfield locations.

Sports			
Expenditures	FY 2020 Budget	FY 2021 Budget	FY 2022 Budget
Salaries - Regular	\$ -	\$ -	\$ 170,427
Salaries - Overtime	-	-	-
Salaries - Part Time	-	50,000	65,000
Benefits	-	5,265	75,051
Total Personnel	\$ -	\$ 55,265	\$ 310,478
Professional Services	\$ -	\$ 58,895	\$ 60,550
Building Maintenance	-	-	-
Land & Building Rental	-	5,000	2,500
Advertising	-	500	1,000
Association Memberships	-	116	376
Travel & Training	-	2,500	2,500
Office Supplies	-	1,000	1,000
Recreation Supplies	-	42,000	45,500
Specialized Supplies	-	-	4,000
Event Supplies	-	20,800	20,800
Total O&M	\$ -	\$ 130,811	\$ 138,226
Totals	\$ -	\$ 186,076	\$ 448,704



Comments

The Sports Division budget was separated from Parks, Recreation, and Events accounts in FY 21.

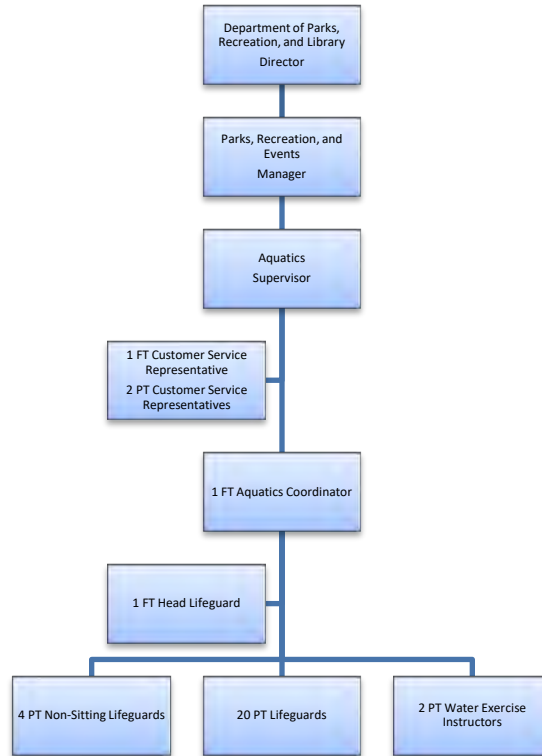
Performance Measures

	FY 17/18	FY 18/19	FY 19/20	FY 20/21
Sports Tourism Economic Impact	N/A	N/A	\$668K	\$2M
Annual Revenue Collected (FY21 COVID)	N/A	\$98,151	\$60,326	\$60,471

*FY 21 numbers based on actuals through May 2021



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 2020	Budgeted FY 2021	Budgeted FY 2022
General	\$419,997	\$ 355,316	\$ 556,767
Capital	0	0	0
Total	\$419,997	\$ 355,316	\$ 556,767

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. Hosted Buena High School home swim meets during the pandemic
8. 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.
9. Performed many improvements during maintenance closure this year to include power washing pool decking, painting, and cleaning.
10. Introduced new and improved wave pool to the community on May 30, 2021 to kick off open swim season post-pandemic.
11. Streamlined customer check-in process

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.



	<ul style="list-style-type: none"> • 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 17/18	FY 18/19	FY 19/20	FY 20/21
Revenue Collected	\$221,332	\$201,591	\$86,138	\$22,670
Open days	260	270	179	156

*FY 21 numbers based on actuals through May 2021

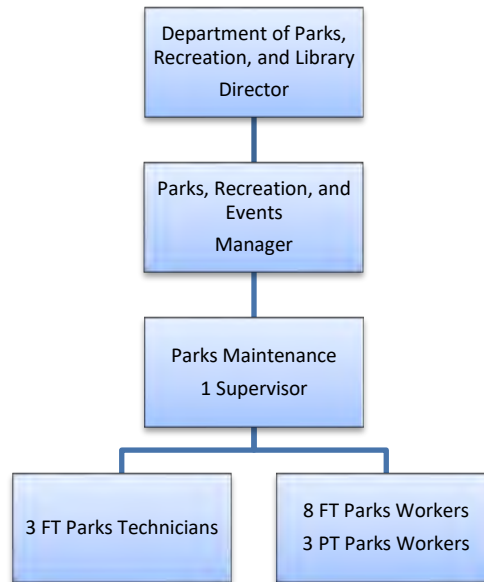


Aquatics

Expenditures	FY 2020 Budget	FY 2021 Budget	FY 2022 Budget
Salaries - Regular	\$ 73,540	\$ 73,535	\$ 178,635
Salaries - Overtime	500	500	500
Salaries - Part-Time	252,946	175,000	175,000
Benefits	59,511	59,631	96,102
Total Personnel	\$ 386,497	\$ 308,666	\$ 450,237
Professional Services	\$ 2,500	\$ 3,800	\$ 3,600
Office Equipment Maintenance	-	-	-
Equipment Maintenance	-	-	8,200
Advertising	3,000	3,000	3,000
Printing & Binding	500	500	500
Books & Periodicals	-	-	-
Travel & Training	12,000	8,350	8,350
Office Supplies	-	2,000	2,000
Recreation Supplies	15,500	29,000	29,000
Total O&M	\$ 33,500	\$ 46,650	\$ 54,650
Buildings	-	-	51,880
Total Capital	\$ -	\$ -	\$ 51,880
Totals	\$ 419,997	\$ 355,316	\$ 556,767



Parks Maintenance



Expenditure by Fund			
	Budgeted FY 2020	Budgeted FY 2021	Budgeted FY 2022
General	\$1,052,391	\$1,125,340	\$2,020,518
Grants	\$1,516,466	\$754,800	\$5,175,228
Donations	0	0	0
Park Dev Fees	0	0	0
CIF	\$10,514,524	\$2,404,800	\$500,000
Total	\$13,083,381	\$4,284,940	\$7,695,746

Description

The Parks Maintenance section is currently comprised of one supervisor, three technicians, eight 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 Veterans Memorial Park Sports Complex. 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. Performed annual audits of all playground equipment and features to identify necessary repairs or improvements for public safety.
3. Explores efficiencies to continually improve park and sports field natural turf conditions. Their efforts have produced healthy, tournament-ready sports field conditions and have prevented field closures for more than 3.5 years.
4. Enhanced drainage and landscaping at Domingo Paiz Soccer complexes.
5. Completed the improvements of the sand volleyball courts at Veterans Memorial Park.
6. Began plant and tree replacements at the main City Complex and throughout the City in our public spaces.
7. Have begun to utilize additional materials for beautification efforts to the Veterans Memorial Park event space, Domingo Paiz Sports Complex, the Pickle ball Court/Arbenz field area, and around Stone Complex. They will continue to slowly improve these areas throughout the years until efforts are completed.
8. Parks Maintenance Staff is working with the Mesquite Modelers group to make improvements to Bolin RC Airfield.
9. Assisted Parks and Recreation Commission in repainting Ramada's and replaced damaged Ramada roofs at Veterans Memorial Park.
10. Updated lighting for Santa's Around the World and tree displays for annual Christmas tree lighting event at Veterans Memorial Park. Beautified the area for this year's highly successful drive-through event.
11. Completed landscaping at Timothy Lane Park utilizing CDBG funds. Utilizing in-house staff for these efforts help projects using federal grant money by avoiding required Davis Bacon Wages to be paid with those types of funds. That allows the budget to stretch further for amenities for the public to enjoy.
12. Completed enhancements and new playground installation at Bella Vista 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

	FY17/18	FY18/19	FY19/20 **	FY20/21
Number of Sports Field Reservations*	4,249	4,417	4623	4608
Sports Field Reservations Revenue*	\$65,781	\$82,333	\$54,337	\$117,457
Number of Park Facilities Reservations*	692	485	294	294
Park Facilities Reservation Revenue*	\$50,654	\$47,774	\$25,237	\$15,000 est.

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

** Not a full year

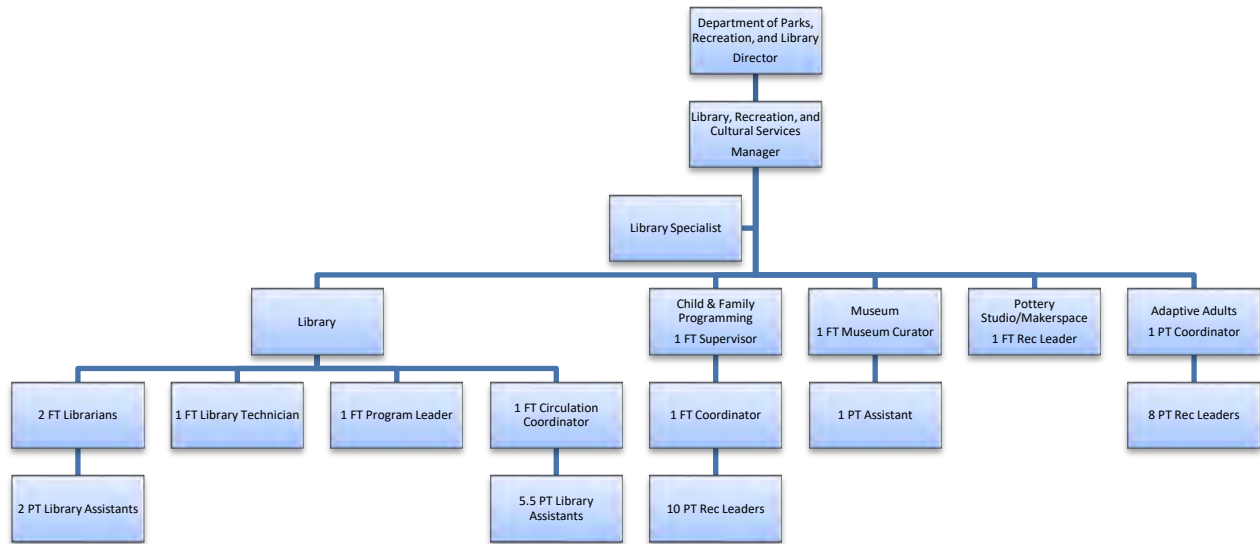


Parks

Expenditures	FY 2020 Budget	FY 2021 Budget	FY 2022 Budget
Salaries - Regular	\$ 404,118	\$ 450,132	\$ 506,886
Salaries - Overtime	7,179	-	-
Salaries - Part Time	68,448	32,000	41,067
Benefits	177,296	191,658	215,850
Total Personnel	\$ 657,041	\$ 673,790	\$ 763,803
Professional Services	\$ 50,500	\$ 45,000	\$ 45,000
Building Maintenance	11,500	11,500	11,500
Infrastrucutre Maintenance	108,100	88,100	95,200
Travel & Training	5,000	6,500	6,500
Specialized Supplies	70,250	55,250	55,250
Total O&M	\$ 245,350	\$ 206,350	\$ 213,450
Land	\$ -	\$ 1,000,000	\$ 366,000
Infrastructure	12,180,990	2,404,800	6,352,493
Total Capital	\$ 12,180,990	\$ 3,404,800	\$ 6,718,493
Totals	\$13,083,381	\$ 4,284,940	\$ 7,695,746



Library, Recreation, and Cultural Services

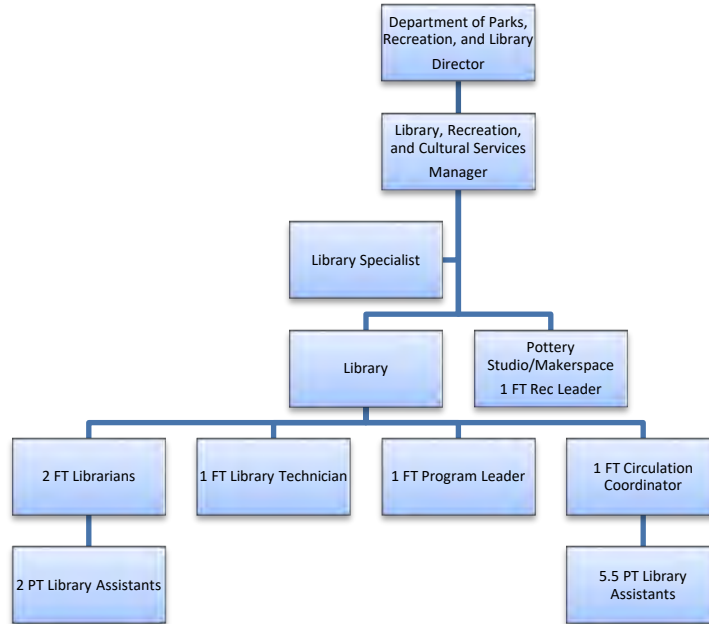


The Library, Recreation, and Cultural Services Division encompasses five major areas of responsibility with a focus on offering artistic and cultural programming, educational and enrichment activities, and recreational activities for children, families, and community members of all abilities.

This Division is comprised of the Library, Child & Family Programming, the Museum, the expanded Pottery Studio & Makerspace, and our Adaptive Adults Programs. Funding for the Pottery Studio is combined within the Library's budget while the other sub-division's funding is individually identified within the City's financial system.



Library & Pottery Studio/Makerspace



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 2020	Budgeted FY 2021	Budgeted FY 2022
General	\$910,091	\$913,396	\$1,009,751
Donations	\$116,795	\$103,725	\$94,725
Grant	\$20,000	\$226,500	\$61,334
Total	\$1,046,886	\$1,243,621	\$1,165,810

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 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. Provided “choice based” interactive learning training to Child & Family Programming Staff, which included calendar development training, STEAM programming, and more. Librarians designed and taught a half day course, complete with content and handouts and will continue this training on a regular basis into the future.
3. Developed curbside pickup services and extremely successful online programming during the pandemic and will continue these services into the future in order to reach more of our community members and surrounding neighbors.
4. Developed a Story Walk program in the Library’s Botanical Garden during the pandemic, which received an award for its innovation, and gave families and interactive outdoor activity to enjoy during the closure.
5. Partnered with the Arts & Humanities Commission and the Cochise College Art Club to add surprising artistic features to the Botanical Garden.
6. Received a grant to provide Dial-A-Story programs to families who may struggle with transportation or computer access.
7. Conducted two drive through story times during the FY to area children and families which allowed them to remain in their vehicles while enjoying a good book with a friendly staff member while respecting CDC guidelines for physical distancing.

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	<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.



Library, Recreation, and Cultural Services

fostering personal growth.	<ul style="list-style-type: none"> 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.
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Performance Measures

	FY 17/18	FY 18/19	FY 19/20	FY 20/21
Total number of items circulated	353,947	368,122	303,471	295,000 est.
Circulation per capita	8.36	9.2	9.2	9.2 est.
Circulation for all electronic materials	19,623	20,198	31,683	33,000 est.
Circulation for all hard copy materials	334,424	347,924	271,788	250,000 est.
Number of persons using the Internet through public access terminals (26)	29,987	23,388	14,144**	12,000*** est.
Number of attendees at library programs	14,014	16,906	15,334	15,500 est.
Adults	4,726	4,773	3,749	2,500 est.
Teens	1,763	2,488	743	500 est.
Youth	8,425	10,640	10,492	10,300 est.
Number of library visitors	159,321	149,172	*	*
Number of registered borrowers	25,298***	26,538	26,719	27,000 est.

*The library hasn't had an accurate visitor counter since September 2019, exploring purchase of a reliable system in the upcoming FY.

**The library was closed to the public beginning March 18, 2020 and reopened in April of 2021 for in-person services

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

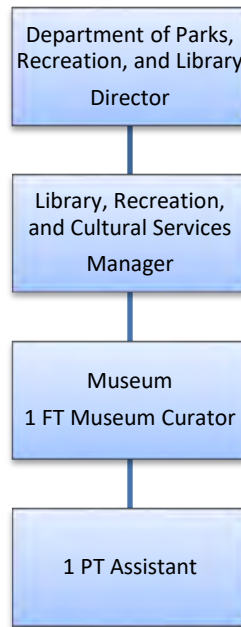


Library

Expenditures	FY 2020 Budget	FY 2021 Budget	FY 2022 Budget
Salaries - Regular	\$ 368,729	\$ 383,458	\$ 432,601
Salaries - Part Time	194,828	165,000	152,325
Benefits	147,394	148,393	168,980
Total Personnel	\$ 710,951	\$ 696,851	\$ 753,906
Professional Services	\$ -	\$ 232,700	\$ 48,200
Office Equipment Maintenance	10,545	9,945	9,945
Advertising	1,200	1,200	1,200
Travel & Training	5,395	5,000	5,000
Postage	6,000	7,200	7,200
Office Supplies	26,000	37,000	35,300
Specialized Supplies	20,000	-	50,334
Books & Periodicals	150,000	150,000	160,000
Donations	116,795	103,725	94,725
Total O&M	\$ 335,935	\$ 546,770	\$ 411,904
Totals	\$ 1,046,886	\$ 1,243,621	\$ 1,165,810



Museum



Vision

The Museum is located within Cultural Services Division within the Department. 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 2020	Budgeted FY 2021	Budgeted FY 2022
General	\$84,290	\$73,727	\$90,426
Total	\$84,290	\$73,727	\$90,426

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 department staff.



Major Accomplishments

1. Through a partnership with the Sierra Vista Historical Society, completed the revitalization of the Fry Pioneer Cemetery, utilizing local volunteers and historians to ensure its proper preservation for future generations. Conducted related programming and educated the public through public and virtual programming to highlight the cemetery's unique impact on local history. Began public tours of the cemetery.
2. Added a Sensory Space inside the Museum for children with special needs which includes items particularly well suited for children with autism.
3. Conducted a public viewing event of the Great Conjunction.
4. Partnered with the Southwest Association of Buffalo Soldiers in a project to preserve many historical artifacts and hosted a one-day event for public viewing of those items.

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	<ul style="list-style-type: none"> • Provide community outreach through public forums, workshops and speakers.



<p>programs to inform area residents and visitors of history connected to museum.</p>	<ul style="list-style-type: none"> • 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.
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Performance Measures

	FY 17/18	FY 18/19	FY 19/20	FY 20/21
Number of Visitors	4,326	5,282	2,000 est.	2,000 est.
Public Workshops/Classes/Open House attendance	1,547	1,923	250 est.	250 est.

Museum

Expenditures	FY 2020 Budget	FY 2021 Budget	FY 2022 Budget
Salaries - Regular	\$ 51,937	\$ 40,144	\$ 55,260
Benefits	19,628	15,858	17,441
Total Personnel	\$ 71,565	\$ 56,002	\$ 72,701
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	\$ 12,725	\$ 17,725	\$ 17,725
Totals	\$ 84,290	\$ 73,727	\$ 90,426



Child & Family Programming

Expenditure by Fund			
	Budgeted FY 2020	Budgeted FY 2021	Budgeted FY 2022
General	\$0	\$224,330	\$463,835
Total	\$0	\$224,330	\$463,835

Major Accomplishments

1. 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.
2. Kids W.O.R.L.D. Summer Recreation served many community children during the shut-down phases caused by the pandemic providing much needed support to working parents and children at a difficult time.
3. Kids W.O.R.L.D. partnered with SVUSD, to provide recreational programming before and after the districts inaugural Summer Academy.
4. Created interactive games for family fun during the 2020 Christmas Drive-Through Event

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 engagement and support while decreasing or tracking cost, expenses, and benefit.	<ul style="list-style-type: none"> • Create committee to provide input on community special events. • Reach out to community event users and vendors. • Research best state and national bests practices. • Create documents and SOP which models best practices but is in alignment with local and state protocols, expectations, and procedures. • Implement and measure outcomes.



	<ul style="list-style-type: none"> • Ensure teams of all departments are aware and follow SOPs.
Seek and provide programs and opportunities for population between ages 20 – 40	<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
Provide a variety of quality activities that meet the diverse needs of our community.	<ul style="list-style-type: none"> • Provide programs that encourage repeat attendance. • Offer low-cost recreation and training programs that educate and protect children, including before and after school recreation programs, half day, fall, winter, spring, and summer break programs.
Enhance recreational opportunities through the use of partnerships and agreements.	<ul style="list-style-type: none"> • Develop new contacts and cultivate positive working relationships that improve and enhance our ability to provide recreational and cultural programs. • Actively pursue contracts for community access to School District and Fort Huachuca facilities, for youth and adult sports programs.
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.

Performance Measures

	FY 17/18	FY 18/19	FY 19/20	FY 20/21
Easter Extravaganza	2,000	2,200	cancelled	cancelled
Kids WORLD participants	8,183	7,883	1,000 est.	1,000 est.



Child & Family Programs

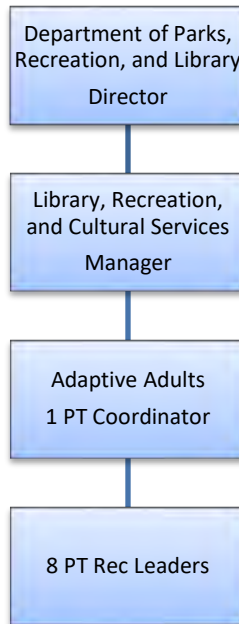
Expenditures	FY 2020 Budget	FY 2021 Budget	FY 2022 Budget
Salaries - Regular	\$ -	\$ -	\$ 195,294
Salaries - Overtime	-	-	-
Salaries - Part Time	-	150,330	100,000
Benefits	-	-	99,041
Total Personnel	\$ -	\$ 150,330	\$ 394,335
Professional Services	\$ -	\$ 16,000	\$ 16,000
Land & Building Rental	-	19,000	15,000
Advertising	-	2,000	2,000
Association Memberships	-	500	-
Travel & Training	-	500	500
Office Supplies	-	-	-
Recreation Supplies	-	28,000	28,000
Specialized Supplies	-	-	-
Event Supplies	-	8,000	8,000
Total O&M	\$ -	\$ 74,000	\$ 69,500
Totals	\$ -	\$ 224,330	\$ 463,835

Comments

The Child & Family Programs budget was separated from Parks & Recreation in FY 21.



Adaptive Adults



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 2020	Budgeted FY 2021	Budgeted FY 2022
General	\$144,038	\$71,484	\$49,523
Total	\$144,038	\$71,484	\$49,523

Mission Statement

The purpose of the Therapeutic Recreation Program is to provide safe and wholesome recreational opportunities to developmentally challenged people, which will enhance their quality of life and maximize their integration into the community setting, while addressing goals and objectives established in the Individual Service and Program Planning (ISPP) process.

Description

This program provides direct client services under a State of Arizona Department of Economic Security, Division of Developmental Disabilities Qualified Vendor Agreement.



Major Accomplishments

1. Provided socialization and life skills services to 30 adults in the department's State licensed Developmentally Disabled Therapeutic Recreation program despite pandemic closures. Tailored program size and conformed to CDC guidelines to ensure socialization opportunities could be provided to clients and much needed respite for caregivers continued to be available.
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 and recreation 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 17/18	FY 18/19	FY 19/20	FY 20/21
% Clients with an ISPP positive outcome	100%	100%	100%	100%
Outside Funds Received	\$68,838	\$53,000	\$15,130	\$14,000 est.
Number of Participants	45	48	15	12

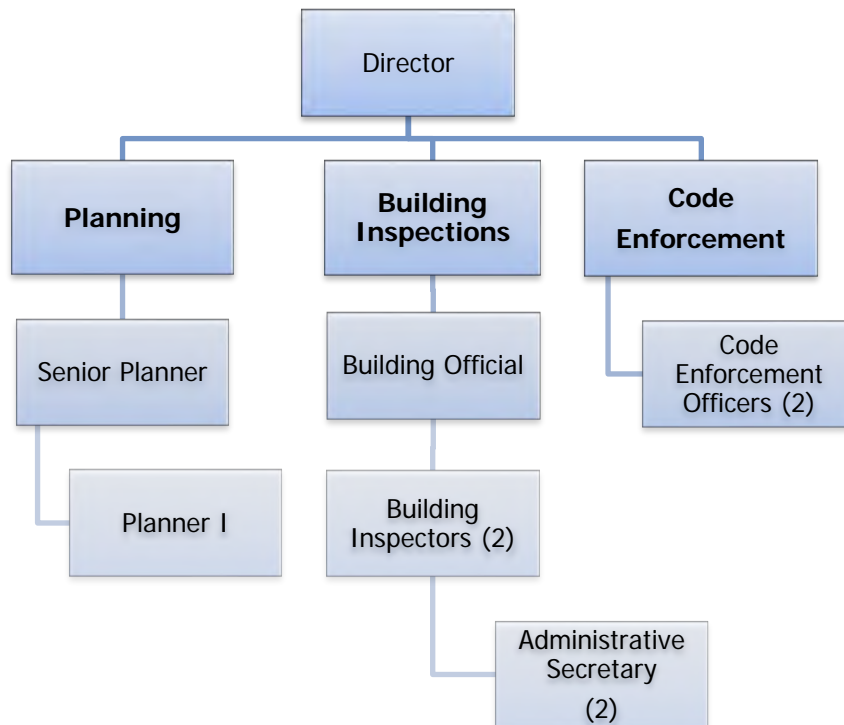
*Program so impactful, several Clients privately pay who do not qualify for state funding.

Adaptive Adults

Expenditures	FY 2020 Budget	FY 2021 Budget	FY 2022 Budget
Salaries - Regular	\$ 61,399	\$ 15,351	\$ -
Salaries - Part Time	53,153	40,000	40,000
Benefits	24,086	11,133	5,023
Total Personnel	\$ 138,638	\$ 66,484	\$ 45,023
Advertising	\$ -	\$ -	\$ -
Travel & Training	1,400	1,000	1,000
Recreation Supplies	4,000	4,000	3,500
Total O&M	\$ 5,400	\$ 5,000	\$ 4,500
Totals	\$ 144,038	\$ 71,484	\$ 49,523

Comments

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



Description

The Department of Community Development provides professional planning, administration, and enforcement of a variety of city codes and ordinances to ensure quality development, safe structures, and desirable neighborhoods. The department consists of three divisions whose functions are more fully described on the following pages:

1. Planning and Zoning Division
2. Building Inspections Division
3. Code Enforcement Division

City Council Strategic Plan Initiatives

- Prioritize reducing the number of road miles of city owned streets that fall into the Very Poor or Poor classifications on the Pavement Condition Index, and maintain higher classifications to the extent possible.
 - Evaluate and develop a complete streets program.
- Expand the West End Redevelopment Area and West Sierra Vista Partnership Program as appropriate.
- Plan for future use of the Fab Avenue property and implement improvements.
- Enhance current redevelopment, abatement, and code enforcement efforts.
- Prioritize efforts and ongoing funding for citywide abatement/code enforcement.
- Implement a 'clean up the city' initiative.
- Enhance work with providers and implement a plan to address homeless, mental health, and affordable housing issues.



- Improve the form, function, and character of the built environment of Sierra Vista.
 - Increase opportunities for public art.
 - Prioritize methods to reduce blight, clean up dilapidated buildings, and neighborhood revitalization.
 - Identify and create more low-stress bike routes/lanes/paths.
 - Evaluate the creation of a neighborhood partnership program similar to the West Sierra Vista Partnership Program.
 - Evaluate the creation of a street tree planting program.
 - Review and evaluate access and design standards for city streets for complete streets and community character objectives.
- As the media landscape is changing, we will continue to leverage traditional and new methods of communication to provide opportunities for improved citizen engagement.
 - Reinvigorate non-regulatory commissions by evaluating how they could work more effectively.

Community Development

Expenditures	FY 2020 Budget	FY 2021 Budget	FY 2022 Budget
Planning	\$ 526,084	\$ 531,431	\$ 560,324
Building Inspections	245,521	249,328	253,481
Total Personnel	\$ 771,605	\$ 780,759	\$ 813,805
Planning	\$ 269,403	\$ 248,695	\$ 264,432
Building Inspections	5,110	3,610	6,110
Neighborhood Enhancement	58,970	58,970	106,470
Total O&M	\$ 333,483	\$ 311,275	\$ 377,012
Neighborhood Enhancement	\$ -	\$ -	\$ -
Total Capital	\$ -	\$ -	\$ -
Totals	\$ 1,105,088	\$ 1,092,034	\$ 1,190,817



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 2020	Budgeted FY 2021	Budgeted FY 2022
General	\$629,297	\$603,144	\$668,775
Grants	\$158,105	\$168,897	\$142,659
Donation	\$8,085	\$8,085	\$13,322
Total	\$795,487	\$780,126	\$824,756

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, 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 and the Southeastern Arizona Governments Organization (SEAGO) on regional planning and community development 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. Made necessary CDBG plan amendments and contracts to rapidly deploy federal CARES Act funding via Emergency Crisis Fund administered by the United Way of Sierra Vista and its non-profit partners to assist individuals and families impacted by COVID-19.
2. Prepared the City's first Comprehensive Parks Master Plan in close collaboration with the Department of Parks, Recreation, and Library.
3. Prepared and presented Evaluation and Appraisal of the current relevancy and implementation status of goals and strategies contained in VISTA 2030 General Plan to Planning and Zoning Commission.
4. Prepared amendments to the Development Code relating to recreational marijuana establishments (implementing provisions of Proposition 207); providing for administrative procedure for approving reasonable modifications on residential homes to comply with the Fair Housing Act; and streamlined amendment procedure for rezoning and text amendment applications and conditional use requests.
5. Updated Infill Incentive District Policy (Resolution #2020-072) to strengthen incentives and provide additional regulatory flexibility to encourage the reuse and redevelopment of vacant older or dilapidated buildings located within the City's West End and Cloud 9 Planning Areas.
6. Administered West Sierra Vista Partnership Program providing renovation grants to Canyon Depot Properties, Sierra Vista Glass, Tasty Wok and Asian Market, Sierra Vista Casitas, and Tombstone Brewery.
7. Facilitated the acquisition and clearance of blighted parcel on the southeast corner of Fab Avenue and W. Fry Boulevard in the heart of the City's redevelopment area.
8. Completed the following CDBG Projects involving environmental clearances and Davis-Bacon compliance determinations: Soldier Creek Park and James Landwehr Plaza improvements.



Goals (combined for all divisions)

Superior Customer Service and Partnerships

Goal: Assure excellent customer service and a positive reputation of Planning, Building, and Code Enforcement Officials within the Community.	
Objectives:	
	<ul style="list-style-type: none"> • Encourage employee led process and procedure improvements that result in increased customer satisfaction levels. • Continually re-evaluate and streamline processes and procedures to make development review understandable and accessible to non-planners. • Continually assess customer feedback to ensure "front counter" is run efficiently, wait times are minimized, and comprehensive and accurate information is provided. Ask customers to complete online feedback survey. • Keep records current and readily available. • Maintain a constant presence in the community by volunteering for service projects, attending and participating in neighborhood and service organization meetings, and disseminating timely information and updates through the public information office.

Technology

Goal: Maximize the use of technology for internal staff efficiency and external access to information.	
Objectives:	
	<ul style="list-style-type: none"> • Enhance the effectiveness of the City's Geographic Information System to support mapping and analysis needs, create better linkages to property records and availability of information to the public. • Review and update the content and format of the Community Development Department webpage. • Enhance the capabilities of the City's permitting software and ability to schedule and review inspection status online.



Neighborhood Improvement

Goal: Encourage residents and property owners to improve and maintain their properties and neighborhoods	
Objectives:	
	<ul style="list-style-type: none"> • Maintain a visible presence in neighborhoods and walk and talk with residents about the need and benefits of code compliance. • Support and augment the capacity of volunteer organizations in lending a helping hand to residents that need assistance with property maintenance.

Effective Planning

Goal: Support planning resources that promote the sustainability, growth, and expansion of the region's economic base.	
Objectives:	
	<ul style="list-style-type: none"> • Partner with Economic Development on strategic plan initiatives.

Planning

Expenditures	FY 2020 Budget	FY 2021 Budget	FY 2022 Budget
Salaries - Regular	\$ 378,787	\$ 387,489	\$ 411,042
Salaries - Part Time	14,196	14,196	14,196
Benefits	133,101	129,746	135,086
Total Personnel	\$ 526,084	\$ 531,431	\$ 560,324
Professional Services	\$ 238,205	\$ 218,997	\$ 232,997
Office Equipment Maintenance	-	-	-
Equipment Rentals	-	-	-
Printing & Binding	500	500	500
Professional Associations	1,688	1,688	1,688
Travel & Training	3,500	2,000	2,000
Postage	-	-	-
Advertising	7,000	7,000	3,500
Office Supplies	6,000	6,000	6,000
Specialized Supplies	4,200	4,200	4,200
Books & Periodicals	225	225	225
Donations	8,085	8,085	13,322
Total O&M	\$ 269,403	\$ 248,695	\$ 264,432
Totals	\$ 795,487	\$ 780,126	\$ 824,756

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

**Performance Measures**

PLANNING & ZONING DIVISION	FY 18-19	FY 19-20	FY 20-21
Development Cases			
# of Site Plan (including Modified) Applications	9	4	6
# of Annexation Petitions Processed	1	4	4
# of Variance Cases (including Modification of Setbacks)	2	3	5
# Conditional Use Requests	2	1	0
# of Rezoning Petitions	1	1	0
# of Subdivision Plats Reviewed	3	1	7
#Temporary Uses	11	16	10
# Zoning Compliances	91	65	73
#Home Based Businesses	72	60	61
#Permanent Signs	52	49	40
#Temporary Signs	32	19	14
# Code Amendments	2	4	5
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 2020	Budgeted FY 2021	Budgeted FY 2022
General	\$250,631	\$252,938	\$259,591
Total	\$250,631	\$252,938	\$259,591

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 2020 Budget	FY 2021 Budget	FY 2022 Budget
Salaries - Regular	\$ 182,385	\$ 186,022	\$ 189,242
Salaries - Part Time	2,600	2,600	2,500
Benefits	60,536	60,706	61,739
Total Personnel	\$ 245,521	\$ 249,328	\$ 253,481
Professional Services	\$ -	\$ -	\$ 2,500
Printing & Binding	200	200	200
Professional Associations	210	210	210
Travel & Training	4,500	3,000	3,000
Books & Periodicals	200	200	200
Total O&M	\$ 5,110	\$ 3,610	\$ 6,110
Totals	\$ 250,631	\$ 252,938	\$ 259,591

Performance Measures

BUILDING & INSPECTIONS DIVISION	FY 18-19	FY 19-20	FY 20-21
Development Cases			
# of Building Permits Issued	1,400	1,425	1,517
# of Inspections Performed	3,384	3,340	3,628
Effectiveness			
Average Plan Review Time (within 10 Business Days)	70%	60%	50%*
Average Inspection Time (Next Day)	100%	100%	100%

*The Building Division was without a second building inspector during the fiscal year through May 24, 2021.



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 2020	Budgeted FY 2021	Budgeted FY 2022
General	\$58,970	\$58,970	\$106,470
Grants	0	0	0
Capital	0	0	0
Total	\$58,970	\$58,970	\$106,470

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. Ensured the demolition of five blighted buildings in violation of the City's Codes.
2. Orchestrated 160 tons of trash from various AZ State Trust Land, ADOT right-of-way and City owned land with support from Streets Dept. of Public Works.
3. Worked with five vacant landowners to clear multiple lots of 100 tons of trash and clearing of brush and thinning of trees.
4. Regularly provide support to SVFD and Streets with burned structures, unsafe situations and other regulation and codes.
5. Facilitated Southwest Sierra Vista Residents Association neighborhood clean-up through the provision of roll-off dumpsters
6. Officer Fuentes assists regularly with Spanish translation for SVPD.
7. Assist SVPD with homeless camp regulations through weekly site visits.

**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 2020 Budget	FY 2021 Budget	FY 2022 Budget
Professional Services	\$ 50,000	\$ 50,000	\$ 100,000
Advertising	1,520	1,520	1,520
Printing & Binding	1,000	1,000	1,000
Professional Associations	250	250	250
Travel & Training	1,200	1,200	1,200
Specialized Supplies	5,000	5,000	2,500
Total O&M	\$ 58,970	\$ 58,970	\$ 106,470
Infrastructure	\$ -	\$ -	\$ -
Total Capital	\$ -	\$ -	\$ -
Totals	\$ 58,970	\$ 58,970	\$ 106,470

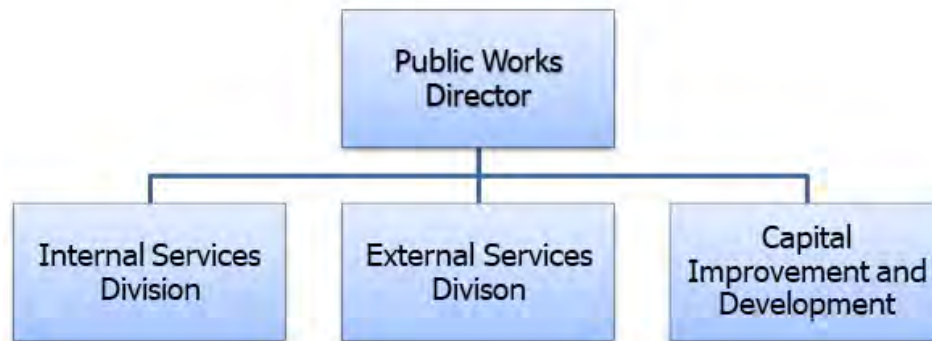
Comments

In Professional Services, Abatements have been increased by \$50,000.



Performance Measures

CODE ENFORCEMENT	FY 18-19	FY 19-20	FY 20-21
Code Enforcement Complaints	648	700	667
Civil Citations Issued	4	2	1
Court Hearings	3	3	2
Abatements Performed	3	16	9
Vacant Properties Registered	41	40	40
Properties Secured	0	2	1
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



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: Internal Services, External Services, and Capital Improvement and Development.

1. The **Internal Services Division** is responsible for developing and implementing the work activity plans for the Facilities, Fleet, Streets, and Administrative Sections of the Public Works Department.
2. The **External Services Division** is responsible for developing and implementing the work activity plans for the Refuse, Water/Wastewater, Airport, and Vista Transit Sections of the Public Works Department.



3. The **Capital Improvement and Development Division** is responsible for developing and implementing the work activity plans for the Engineering Division of the Public Works Department, as well as overseeing the development of the City's Capital Improvement Program.

The Public Works Department is supported by six (6) different funding sources:

- **General Fund** supports the Administration, Engineering, Fleet, and Facilities Sections
- **Highway User Revenue Fund** supports the Streets Section
- **Airport Fund** (special fund supported by profits from fuel sales and ground lease and hangar rental revenues) partially funds operations and maintenance of the Sierra Vista Municipal Airport
- **Sewer Enterprise Fund** supports the Water/Wastewater Section
- **Federal Transit Administration** funds the Vista Transit Section
- **Refuse Enterprise Fund** supports the Refuse Section, including both Collections and Compost

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.

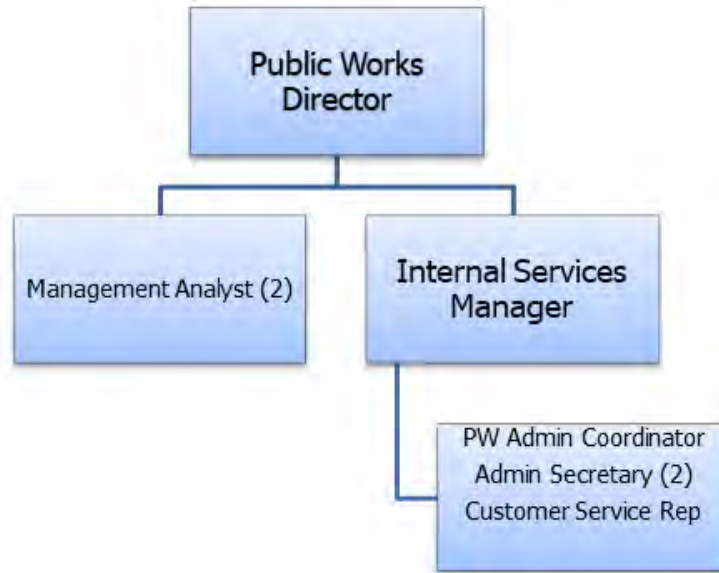


Public Works

Expenditures	FY 2020 Budget	FY 2021 Budget	FY 2022 Budget
Administration Division	\$ 1,190,731	\$ 924,619	\$ 1,104,342
Engineering Division	2,425,625	2,351,776	2,570,245
Municipal Services Division	3,105,235	3,024,321	3,170,334
Total Personnel	\$ 6,721,591	\$ 6,300,716	\$ 6,844,921
Administration Division	\$ 791,850	\$ 758,500	\$ 893,165
Engineering Division	3,395,802	3,537,502	3,642,343
Municipal Services Division	6,076,650	5,898,225	6,443,312
Total O&M	\$ 10,264,302	\$ 10,194,227	\$ 10,978,820
Administration Division	\$ 217,500	\$ 1,940,500	\$ 13,837,000
Engineering Division	5,863,440	7,014,449	12,831,205
Municipal Services Division	3,601,071	5,987,000	6,318,964
Total Capital	\$ 9,682,011	\$ 14,941,949	\$ 32,987,169
Totals	\$ 26,667,904	\$ 31,436,892	\$ 50,810,910



Administration



Expenditure By Type			
	Budgeted FY 2020	Budgeted FY 2021	Budgeted FY 2022
General	\$343,636	\$278,722	\$331,625
HURF	\$201,617	\$170,829	\$203,245
Donations	0	0	0
Sewer	\$277,128	\$224,775	\$267,427
Refuse	\$277,128	\$224,775	\$267,427
Development Fees	0	0	0
Total	\$1,108,509	\$899,101	\$1,069,724

Description

The Administration Section manages the Department's financial and human resources 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"> • Prioritize reducing the number of road miles of city-owned streets that fall into the Very Poor or Poor classifications on the Pavement Condition Index, and maintain higher classifications to the extent possible. <ul style="list-style-type: none"> ○ Develop a strategy and financial plan for addressing street conditions including rebuilding and repaving city streets.



- Explore and leverage resources for identifying additional grant and funding opportunities.
 - Partner with ADOT and the SVMPO to facilitate repair of state-owned roadways in Sierra Vista.
 - Identify and design shovel-ready plans where feasible and appropriate.
- Enhance and improve Economic Development infrastructure.
 - Plan for future use of the Fab Avenue property and implement improvements.
 - Implement recommendations from the surface water master plan affecting the West End.
- As the media landscape is changing, we will continue to leverage traditional and new methods of communication to provide opportunities for improved citizen engagement.
 - Reinvigorate non-regulatory commissions by evaluating how they could work more effectively.

Major Accomplishments

1. Updated the City's Capital Improvement Plan.
2. Continued the process of drafting departmental safety policies and a safety manual.
3. Revised Vista Transit routing in response to COVID-19.
4. Maintained consistent operations throughout the pandemic, with over 97% of staff continuing to report to their physical work location rather than working remotely.
5. Completed the design of the first phase of the Fry Boulevard 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	<ul style="list-style-type: none"> • Continue to train all new department employees in required areas. • Monitor emergency training requirements for Public Works personnel through FEMA and Homeland Security, and ensure that all new employees receive NIMS training.



requirements by OSHA, NIMS, and other regulatory entities.	<ul style="list-style-type: none">• 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.
Generate effective avenues for outreach and education on Public Works programs and services to our internal and external customers.	<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.



Administration Division

Expenditures	FY 2020 Budget	FY 2021 Budget	FY 2022 Budget
Salaries - Regular	\$ 791,560	\$ 650,516	\$ 785,173
Salaries - Part Time	21,476	-	-
Salaries- Over Time	-	-	-
Benefits	247,623	201,085	238,536
Total Personnel	1,060,659	851,601	1,023,709
Professional Services	\$ -	\$ -	\$ -
Office Equipment Maintenance	-	-	-
Printing & Binding	3,500	3,500	2,500
Professional Associations	4,000	4,500	4,000
Travel & Training	22,850	22,000	22,000
Office Supplies	8,000	8,000	8,000
Specialized Supplies	9,000	9,000	9,000
Books & Periodicals	500	500	500
Donation	-	-	15
Total O&M	47,850	47,500	46,015
Totals	1,108,509	899,101	1,069,724



Facilities



Expenditure by Type			
	Budgeted FY 2020	Budgeted FY 2021	Budgeted FY 2022
General	\$2,403,034	\$6,540,729	\$2,855,161
CIF	\$3,141,071	\$525,000	\$0
Sewer	\$44,334	\$44,296	\$44,089
Refuse	\$44,334	\$44,296	\$44,089
Total	\$5,632,773	\$7,154,321	\$2,943,339

Description

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

Major Accomplishments

1. Completed over 1500 work orders for all City buildings and facilities.
2. Implemented enhanced cleaning procedures in response to COVID-19
3. Completed City Hall remodeling
4. Completed OYCC Visitor Center remodeling
5. Installed acrylic shields and sanitizing stations throughout City facilities in response to COVID-19.
6. Assisted in the full implementation of the Schneider Energy Efficiency Project.

**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

	2016	2017	2018	2019	2020
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. Performance Measurements in PW are currently being assessed for effectiveness.



Facilities

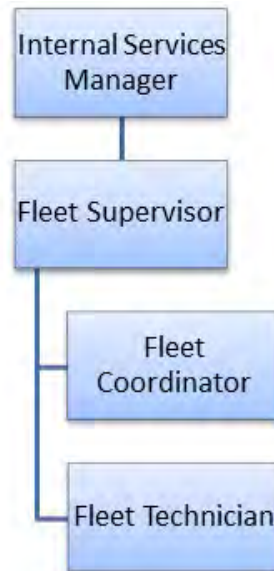
Expenditures	FY 2020 Budget	FY 2021 Budget	FY 2022 Budget
Salaries - Regular	\$ 516,100	\$ 521,406	\$ 522,052
Salaries - Overtime	7,000	7,000	7,000
Salaries - Part Time	25,350	25,350	25,350
Benefits	214,652	211,965	216,648
Total Personnel	\$ 763,102	\$ 765,721	\$ 771,050
Professional Services	\$ 136,500	\$ 135,500	\$ 128,000
Electricity	600,000	600,000	600,000
Water	275,000	300,000	300,000
Natural Gas	120,000	120,000	120,000
Office Equipment Maintenance	1,500	1,500	1,500
Equipment Maintenance	84,500	59,000	59,000
Building Maintenance	81,200	94,100	79,900
Infrastructure Maintenance	56,400	48,000	48,000
Specialized Supplies	98,500	95,500	97,000
Total O&M	\$ 1,453,600	\$ 1,453,600	\$ 1,433,400
Buildings	\$ 3,291,071	\$ 4,935,000	\$ 738,889
Infrastructure	125,000	-	-
Machinery & Equipment	-	-	-
Total Capital	\$ 3,416,071	\$ 4,935,000	\$ 738,889
Totals	\$ 5,632,773	\$ 7,154,321	\$ 2,943,339

Comments

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

In FY21, the capital buildings line was increased due to the Schneider Energy Management Program.

Fleet Services



Expenditure by Type			
	Budgeted FY 2020	Budgeted FY 2021	Budgeted FY 2022
General	\$2,477,359	\$2,493,232	\$2,685,578
Total	\$2,477,359	\$2,493,232	\$2,685,578

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. Performed millions of dollars in repairs to both City and IGA vehicles.
2. Ordered and released to departments a variety of new vehicles and equipment, including two new Refuse trucks and several pick-up trucks.
3. Coordinate the order of several new police vehicles, the delivery of which has been delayed due to COVID-19.
4. Reinitiated required technician training following the pandemic.
5. Maintained the fuel farm to continue delivering fuel to internal and external customers.

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	2020
Total Number of vehicles and equipment	562	690	684	680	685
Total number of service requests	1,852	1,600	1,686	1,449	1,644
Service requests for outside agencies	53	51	78	50	56
Gallons of fuel distributed city customers	344,082	304,499	302,192	237,714	225,826
Gallons of fuel distributed outside agencies	93,506	69,200	75,000	155,364	127,101

Performance Measurements in PW are currently being assessed for effectiveness.

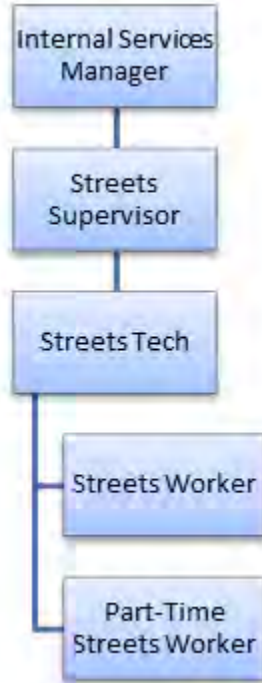


Fleet

Expenditures	FY 2020 Budget	FY 2021 Budget	FY 2022 Budget
Salaries - Regular	\$ 361,826	\$ 433,876	\$ 477,680
Salaries - Overtime	8,460	8,460	8,460
Benefits	140,073	149,096	172,274
Total Personnel	\$ 510,359	\$ 591,432	\$ 658,414
Professional Services	\$ 61,000	\$ 56,800	\$ 140,764
Vehicle Maintenance	675,000	736,000	825,000
Specialized Supplies	14,000	15,000	24,400
Fuel	1,032,000	702,000	702,000
Total O&M	\$ 1,782,000	\$ 1,509,800	\$ 1,692,164
Vehicles	125,000	392,000	335,000
Machinery & Equipment	\$ 60,000	\$ -	\$ -
Total Capital	\$ 185,000	\$ 392,000	\$ 335,000
Totals	\$ 2,477,359	\$ 2,493,232	\$ 2,685,578



Streets/Traffic Services



Expenditure by Type			
	Budgeted FY 2020	Budgeted FY 2021	Budgeted FY 2022
HURF	\$7,771,920	\$8,727,707	\$15,049,900
CIF	0	0	0
Dev Fees	0	0	0
Total	\$7,771,920	\$8,727,707	\$15,049,900

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"> • Prioritize reducing the number of road miles of city-owned streets that fall into the Very Poor or Poor classifications on the Pavement Condition Index, and maintain higher classifications to the extent possible. <ul style="list-style-type: none"> ○ Develop a strategy and financial plan for addressing street conditions including rebuilding and repaving city streets.

Major Accomplishments

1. Repaired damaged sidewalks which had become a hazard to pedestrian traffic.
2. Maintained emergency vehicle preemption for traffic signals (City and ADOT).
3. Successfully abated over 2,000 square feet of graffiti throughout the City.
4. Crack sealed over a million square feet of City streets and parking lots.
5. Refreshed over 500,000 linear feet of striping on City-owned streets and crosswalks.
6. Assisted with the City's Annual Streets Maintenance projects and related CIP projects.
7. Continued the program to standardize signage throughout the city to comply with MUTCD requirements.

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.
Maintain City rights-of-way in a clean and safe condition.	<ul style="list-style-type: none"> • Provide regular street sweeping services to remove debris from City streets.



Streets/Traffic Services

	<ul style="list-style-type: none"> • 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

	2016	2017	2018	2019	2020
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

Performance Measurements in PW are currently being assessed for effectiveness.



Streets/Traffic Services Section

Expenditures	FY 2020 Budget	FY 2021 Budget	FY 2022 Budget
Salaries - Regular	\$ 681,021	\$ 692,740	\$ 754,229
Salaries - Overtime	16,566	16,566	5,000
Salaries - Part Time	51,141	51,140	45,000
Benefits	328,550	337,610	358,299
Total Personnel	\$ 1,077,278	\$ 1,098,056	\$ 1,162,528
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	661,952	661,952	447,150
Wash Maintenance	18,000	18,000	10,000
Equipment Rentals	4,000	4,000	4,000
Advertising	-	-	-
Professional Associations	500	500	500
Travel & Training	15,275	15,275	15,300
Office Supplies	500	500	500
Specialized Supplies	115,775	115,775	113,500
Fuel	51,200	51,200	50,000
Total O&M	\$ 1,490,202	\$ 1,490,202	\$ 1,263,950
Infrastructure	\$ 5,072,440	\$ 6,029,449	12,533,422
Vehicles	132,000	110,000	90,000
Machinery & Equipment	-	-	-
Total Capital	\$ 5,204,440	\$ 6,139,449	\$ 12,623,422
Totals	\$ 7,771,920	\$ 8,727,707	\$ 15,049,900

Comments

The Infrastructure budget includes annual capital streets maintenance.

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



Refuse Services



Expenditure By Type			
	Budgeted FY 2020	Budgeted FY 2021	Budgeted FY 2022
Refuse	\$3,447,587	\$4,038,327	\$4,245,761
Total	\$3,447,587	\$4,038,327	\$4,245,761

Description

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

Major Accomplishments

1. Responded to changing refuse collections patterns as a result of COVID-19.
2. Overcame equipment challenges both in collections and compost and maintained consistent operations.
3. Hired a new Refuse Supervisor.
4. Processed over 6000 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 2020 Budget	FY 2021 Budget	FY 2022 Budget
Salaries - Regular	\$ 653,562	\$ 651,200	\$ 683,545
Salaries - Overtime	21,049	21,049	21,049
Salaries - Part Time	21,998	21,998	21,998
Benefits	333,578	287,980	308,769
Total Personnel	\$ 1,030,187	\$ 982,227	\$ 1,035,361
Depreciation Expense	\$ 500,000	\$ 500,000	\$ 500,000
Professional Services	70,500	27,000	24,800
Intergovernmental Contracts	1,200,000	1,200,000	1,250,000
Electric	1,600	1,600	1,600
Water	10,300	20,000	17,000
Vehicles & Equipment Maint	302,500	325,000	360,000
Infrastructure Maintenance	1,500	1,500	1,500
Professional Associations	1,200	1,000	500
Rentals	-	-	-
Travel & Training	1,200	2,000	1,000
Printing & Binding	2,000	1,000	8,000
Postage	-	-	-
Advertising	9,000	5,000	-
Supplies	600	1,000	1,000
Specialized Supplies	160,000	154,000	100,000
Fuel	157,000	157,000	150,000
Total O&M	\$ 2,417,400	\$ 2,396,100	\$ 2,415,400
Machinery & Equipment	\$ -	\$ -	\$ -
Infrastructure	-	-	-
Buildings	-	-	-
Vehicles	-	660,000	795,000
Total Capital	\$ -	\$ 660,000	\$ 795,000
Totals	\$ 3,447,587	\$ 4,038,327	\$ 4,245,761



Wastewater



Expenditure by Type			
	Budgeted FY 2020	Budgeted FY 2021	Budgeted FY 2022
Sewer	\$3,295,931	\$3,517,284	\$3,262,448
Total	\$3,295,931	\$3,517,284	\$3,262,448

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"> Effectively plan for and manage water resources.



Major Accomplishments

1. Recharged about 2,700 acre-feet of treated effluent between the recharge basins and wetlands at the EOP
2. Cleaned around 100 miles of sanitary sewer pipe
3. Inspected and treated over 1000 manholes for roaches and bees
4. Processed 5,600 tons of biosolids for production of Class A Compost
5. Implemented the Schneider Energy Efficiency Project at the EOP

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

	2018	2019	2020
Number of customer complaints per 1,000 people served.	<1	<1	<1
Number of educational presentations to the public.	5	3	1
Miles of sewer collection lines cleaned as a percentage of total miles.	41%	44%	55%
Number of sanitary sewer overflows or stoppages per 100 miles of sewer line.	0	0	0.5

Performance Measurements in PW are currently being assessed for effectiveness.

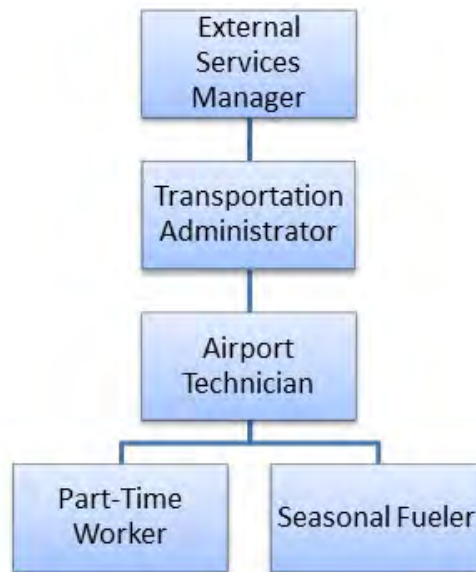


Wastewater

Expenditures	FY 2020 Budget	FY 2021 Budget	FY 2022 Budget
Salaries - Regular	\$ 508,833	\$ 517,973	\$ 546,510
Salaries - Overtime	4,518	4,518	4,518
Salaries - Part Time	-	-	-
Benefits	244,480	218,993	226,744
Total Personnel	\$ 757,831	\$ 741,484	\$ 777,772
Depreciation Expense	\$ 925,000	\$ 925,000	\$ 950,000
Professional Services	239,700	215,800	505,289
Electricity	200,000	200,000	200,000
Water	30,000	15,000	15,000
Vehicle Maintenance	60,000	50,000	75,000
Infrastructure Maintenance	150,000	220,000	220,000
Equipment Rentals	20,000	20,000	10,000
Advertising	2,000	500	-
Professional Associations	500	300	1,000
Travel & Training	9,000	6,000	6,000
Specialized Supplies	202,500	207,700	251,400
Software	15,400	15,500	18,204
Fuel	25,000	25,000	25,000
Total O&M	\$ 1,879,100	\$ 1,900,800	\$ 2,276,893
Infrastructure	\$ 605,000	\$ 830,000	\$ 157,783
Vehicles	\$ 45,000	\$ 45,000	\$ 50,000
Machinery & Equipment	9,000	-	-
Total Capital	\$ 659,000	\$ 875,000	\$ 207,783
Totals	\$ 3,295,931	\$ 3,517,284	\$ 3,262,448



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

- Expand support for, awareness of, and opportunity for military missions on Fort Huachuca.
- Maximize the economic impact of the municipal airport.
 - Complete the site preparation of city-owned property at the airport.
 - Market the airport.
 - Explore potential for grants to assist in development.
 - Develop approach for adjacent 200 acres.



Major Accomplishments

1. Provided fueling assistance to National Forest Service aircraft during fire season
2. Maintained continuous service during COVID-19 pandemic
3. Maintained high hangar occupancy

Fueling Service FY20

Aviation Gasoline:

Gallons Sold – 2,643

Jet Fuel:

Gallons Sold – 411,980

Self-Serve:

Gallons Sold – 8,830

Totals:

Gallons Sold – 423,453

Performance Measures

	2018	2019	2020
Total number of tie-down and hangar customers.	56	60	52
Hangar occupancy	80%	90%	76%

Performance Measurement statistics in PW are currently being assessed for effectiveness.

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.



Airport

Expenditures	FY 2020 Budget	FY 2021 Budget	FY 2022 Budget
Salaries - Regular	\$ 75,503	\$ 34,674	\$ 36,782
Salaries - Overtime	5,644	5,644	5,644
Salaries - Part Time	14,707	14,707	19,500
Benefits	34,218	17,993	18,707
Total Personnel	\$ 130,072	\$ 73,018	\$ 80,633
Professional Services	\$ 74,000	\$ 24,000	\$ 11,000
Electricity	32,000	30,000	30,000
Telephone	-	-	-
Natural Gas	2,000	2,000	2,000
Building Maintenance	-	-	-
Infrastructure Maintenance	12,000	24,000	24,000
Equipment Rentals	34,000	42,000	42,000
Insurance	-	-	-
Advertising	2,000	1,000	1,000
Specialized Supplies	10,000	10,000	13,400
Travel & Training	3,000	3,000	3,000
Fuel	575,000	575,000	720,750
Total O&M	\$ 744,000	\$ 711,000	\$ 847,150
Infrastrucure	\$ 217,500	\$ 1,940,500	\$ 13,837,000
Machinery & Equipment	-	-	-
Total Capital	\$ 217,500	\$ 1,940,500	\$ 13,837,000
Totals	\$ 1,091,572	\$ 2,724,518	\$ 14,764,783



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. Interlined routes to increase one-seat rides and cross-town routes
2. Resumed service to Brown line after pandemic
3. Acquired smaller, efficient buses for fixed routes
4. Maintained transportation services during COVID-19 pandemic
5. Increased advertisement on buses for local businesses

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)

	2018	2019	2020
Total number of passenger trips	139,700	140,746	102,540
Operational cost per passenger trip	\$5.73	\$5.95	\$9.04
Cost per vehicle revenue mile	\$5.79	\$6.28	\$2.08
Cost per vehicle revenue hour	\$71.74	\$75.82	\$5.82

Performance Measurement statistics in PW are currently being assessed for effectiveness.

Vista Transit

Expenditures	FY 2020 Budget	FY 2021 Budget	FY 2022 Budget
Transit-Administration	\$ -	\$ -	\$ -
Transit-Operations	801,587	684,941	705,509
Total Personnel	\$ 801,587	\$ 684,941	\$ 705,509
Transit-Administration	\$ 154,291	\$ 140,000	\$ 487,747
Transit-Operations	269,359	398,725	414,601
Total O&M	\$ 423,650	\$ 538,725	\$ 902,348
Transit-Administration	\$ 466,094	\$ 400,000	\$ 4,450,075
Transit-Operations	-	-	-
Total Capital	\$ 466,094	\$ 400,000	\$ 4,450,075
Totals	\$ 1,691,331	\$ 1,623,666	\$ 6,057,932



Transit Administration

Expenditures	FY 2020 Budget	FY 2021 Budget	FY 2022 Budget
Salaries - Regular	\$ -	\$ -	\$ -
Benefits	-	-	-
Total Personnel	\$ -	\$ -	\$ -
Professional Services	\$ -	\$ -	\$ -
Electricity	-	-	-
Water	-	-	-
Telephone	-	-	-
Natural Gas	-	-	-
Vehicle Maintenance	149,500	140,000	312,000
Equipment Maintenance	-	-	-
Infrastructure Maintenance	-	-	90,876
Advertising	-	-	-
Printing & Binding	-	-	-
Travel & Training	4,791	-	4,871
Office Supplies	-	-	-
Specialized Supplies	-	-	80,000
Total O&M	\$ 154,291	\$ 140,000	\$ 487,747
Buildings	\$ -	\$ -	\$ 100,000
Infrastructure	32,500	-	3,488,503
Machinery & Equipment	81,000	-	172,000
Vehicles	352,594	400,000	689,572
Total Capital	\$ 466,094	\$ 400,000	\$ 4,450,075
Totals	\$ 620,385	\$ 540,000	\$ 4,937,822

Comment

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



Transit Operations

Expenditures	FY 2020 Budget	FY 2021 Budget	FY 2022 Budget
Salaries - Regular	\$ 408,947	\$ 350,364	\$ 364,940
Salaries - Overtime	6,685	7,626	7,690
Salaries - Part Time	144,319	123,236	124,380
Benefits	241,636	203,715	208,499
Total Personnel	\$ 801,587	\$ 684,941	\$ 705,509
Professional Services	\$ 5,000	\$ 9,000	\$ 51,000
Electricity	9,000	6,000.0	6,000.0
Water	1,000	1,000.0	2,500.0
Telephone	3,500	3,500	3,500
Natural Gas	2,000	2,000	2,000
Vehicle Maintenance	-	-	-
Equipment Maintenance	10,000	10,000	10,000
Infrastructure Maintenance	14,000	14,000	35,000
Insurance	15,000	102,774	63,000
Advertising	2,000	2,000	2,000
Printing & Binding	9,000	9,000	9,000
Travel & Training	5,000	4,000	4,000
Office Supplies	2,000	2,000	3,000
Specialized Supplies	8,000	42,345	23,000
Safety Supplies	1,500	1,500	1,500
Fuel	85,000	75,000	90,000
Misc Expense	97,359	114,606	109,101
Total O&M	\$ 269,359	\$ 398,725	\$ 414,601
Improvements Other Than Bldg	\$ -	\$ -	\$ -
Machinery and Equipment	-	-	-
Vehicles	-	-	-
Total Capital	\$ -	\$ -	\$ -
Totals	\$ 1,070,946	\$ 1,083,666	\$ 1,120,110



Capital Improvement and Development



Expenditure by Type			
	Budgeted FY 2020	Budgeted FY 2021	Budgeted FY 2022
General	\$327,019	\$349,130	\$387,666
HURF	\$154,254	\$164,684	\$182,861
Sewer	\$123,403	\$131,747	\$146,289
Refuse	\$12,340	\$13,175	\$14,629
Total	\$617,016	\$658,736	\$731,445

Description

Capital Improvement and Development 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 Capital Improvement and Development Division oversees all phases of public improvement projects. It further provides review and inspection of infrastructure improvement plans associated with private developments. Starting in Fiscal Year 2022, responsibility for the Capital Improvement Program and the Capital Maintenance and Replacement Plan will transfer from the Administrative Section to the Capital Improvement and Development Services Division.

City Council Strategic Plan Initiatives
<ul style="list-style-type: none"> • Explore and leverage resources for identifying additional grant and funding opportunities. <ul style="list-style-type: none"> ○ Improve and streamline the capital improvement plan process. • Continue ongoing efforts to revitalize the West End. <ul style="list-style-type: none"> ○ Complete construction Phase 1 of Fry Boulevard improvements.



- Plan Phase 2 of Garden Avenue improvements, identify funding, and implement as appropriate.
- Enhance and improve Economic Development infrastructure.
 - Complete the extension of Avenida Escuela and its connection to the City sports complexes at Domingo Paiz and Veterans Park.
- Improve the current levels of service in programs, services, and amenities provided by Sierra Vista.
 - Design an expanded animal shelter in FY22 based on priority needs assessed in the 2020 needs assessment and construct the required expansion in FY23.

Major Accomplishments

1. Planning – completed planning on Veteran Memorial Park (VMP) and VMP Sports Complex Irrigation System Improvements, the new EMS Substation, and Avenida Escuela Extension pre-design, and the Nancy J. Brua Animal Care Center. Initiated and/or continued planning of the 5-Year Capital Improvement Program (on-going) and the Surface Water Plan Update.
2. Design – completed design on several Community Development Block Grant projects, the Police Department Locker Room Reconfiguration, Chip Seal of the Selected Streets in the City (Annual Streets Maintenance Program), Fry Blvd. /North Garden Corridor Improvements, VMP and VMP Sports Complex Irrigation System Improvements, the Garden Canyon Linear Park Parking Lot Improvements, and a variety of other small construction projects.
3. Construction – completed construction on several Community Development Block Grant projects, Chip Seal of the Selected Streets in the City (Annual Streets Maintenance Program), the Police Department Locker Room Reconfiguration, Coronado Drive Resurfacing between Martin Luther King Parkway and Fry Boulevard, City Hall Remodeling, the Garden Canyon Linear Park Parking Lot Improvements, OYCC Visitor Center Remodeling, miscellaneous streets and facilities maintenance projects, and a variety of other small construction projects.

Goals

Goals	Objectives
In conjunction with Community Development, help ensure high quality public and private improvements are	<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.



constructed in the City of Sierra Vista.	<ul style="list-style-type: none"> Monitor completed work during the warranty period to identify deficiencies in need of correction by the original contracting agency.
Construct high quality public infrastructure through the City's Capital Improvement Program (CIP).	<ul style="list-style-type: none"> Complete and/or coordinate design of assigned capital improvement projects within the project schedules approved by the City Manager. Complete and/or coordinate design of assigned capital improvement projects within the budget constraints. Perform construction inspections and testing to ensure that all Public Works improvements are constructed per approved work plans and City Code. Monitor completed work during the warranty period to identify deficiencies in need of correction by the contractor.
Provide high quality computer-aided drafting services and information support services to other City departments and the general public.	<ul style="list-style-type: none"> Complete requested computer-aided drafting services in accordance with stakeholder established timelines and expectations. Verify stakeholder comments have been fully addressed prior to issuing plans. Investigate and respond to customer requests regarding existing City design files.
Provide professional engineering support services to the City Council, other City departments and the general public.	<ul style="list-style-type: none"> Complete City Council and Public Works strategic plan initiatives within the two-year timeframe allotted by Council. Respond to professional inquiries in accordance with established departmental policy or within mutually agreed upon timeframes.

Performance Measures

	2016	2017	2018	2019	2020
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%

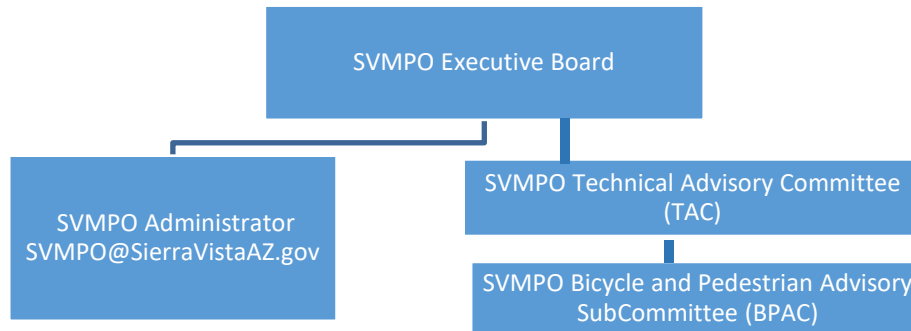
*Indicates new performance measures.

Performance Measurement statistics in PW are currently being assessed for effectiveness.



Engineering Services

Expenditures	FY 2020 Budget	FY 2021 Budget	FY 2022 Budget
Salaries - Regular	\$ 462,425	\$ 394,395	\$ 475,357
Salaries - Part Time	-	-	-
Benefits	128,091	117,841	154,588
Total Personnel	\$ 590,516	\$ 512,236	\$ 629,945
Professional Services	\$ 20,000	\$ 140,000	\$ 95,000
Specialized Supplies	6,500	6,500	6,500
Total O&M	\$ 26,500	\$ 146,500	\$ 101,500
Totals	\$ 617,016	\$ 658,736	\$ 731,445



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.

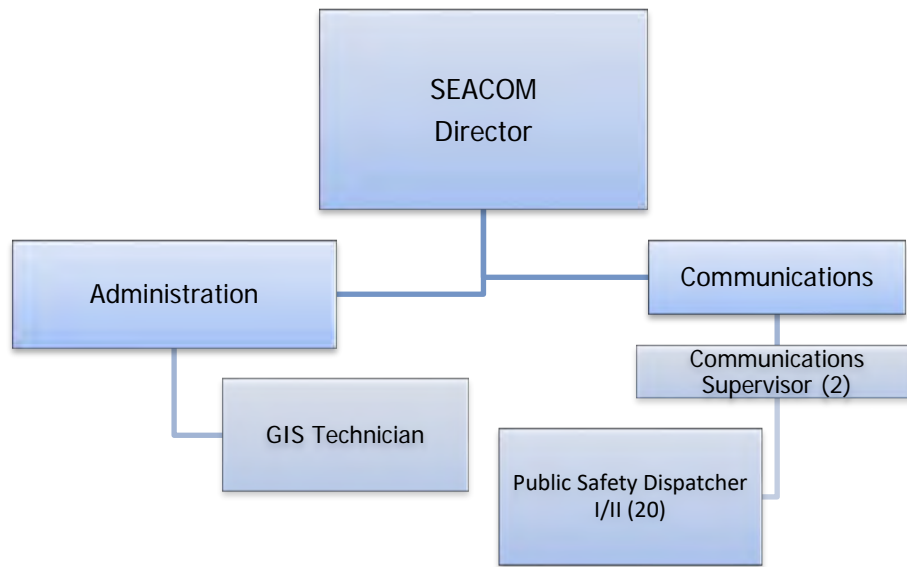
The City of Sierra Vista began including the SVMPO in its budget process in FY16. Through an Intergovernmental Agreement, the City provides financial management to the SVMPO and advances payment for MPO activities. The SVMPO is independently funded through Federal and State reimbursements with match 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 2020 Budget	FY 2021 Budget	FY 2022 Budget
Salaries - Regular	\$ 128,999	\$ 114,093	\$ 180,891
Benefits	36,001	25,839	42,434
Total Personnel	\$ 165,000	\$ 139,932	\$ 223,325
Professional Services - Engineering	\$ 348,808	\$ 518,276	\$ 268,285
Professional Services - Other	76,309.00	65,554.00	46,604.00
Telephone	700.00	-	-
Office Rental	30,000.00	4,760.00	4,760.00
Postage	100.00	109.00	106.00
Advertising	450.00	1,000.00	818.00
Printing & Binding	1,350.00	170.00	1,875.00
Professional Associations	10,000.00	12,070.00	8,750.00
Travel & Training	10,000.00	10,366.00	4,300.00
Specialized Supplies	10,800.00	80,075.00	4,434.00
Software	303.00	2,289.00	3,250.00
Misc Expense	-	-	43,305
Total O&M	\$ 488,820	\$ 694,669	\$ 386,487
Infrastructure	\$ -	\$ -	\$ -
Total Capital	\$ -	\$ -	\$ -
Totals	\$ 653,820	\$ 834,601	\$ 609,812



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

1. Implemented ProQA/Priority Dispatch procedures, which requires dispatchers to provide lifesaving guidance over the phone to callers during medical emergencies.
2. Implemented text-to-911 technology.
3. Answered 44,932 9-1-1 calls.
4. Dispatched 102,765 calls for service for the region.



SEACOM

Expenditures	FY 2020 Budget	FY 2021 Budget	FY 2022 Budget
Salaries - Regular	\$ 1,100,410	\$ 1,177,638	\$ 1,220,945
Salaries - Overtime	68,875	72,000	142,000
Salaries - Part Time	60,000	75,262	55,000
Benefits	415,978	453,665	477,038
Total Personnel	\$ 1,645,263	\$ 1,778,565	\$ 1,894,983
Professional Services	\$ 42,775	\$ 16,000	\$ 14,700
Electricity	7,500	35,000	33,500
Water	2,661	1,560	1,300
Telephone	10,280	17,260	11,000
Natural Gas	2,100	2,100	1,200
Building Maintenance	33,097	39,982	34,474
Equipment Maintenance	420,310	337,706	178,620
Insurance	10,836	11,924	13,116
Postage	250	200	200
Association Memberships	4,300	1,177	1,177
Travel & Training	15,000	15,000	10,000
Specialized Supplies	4,000	24,040	10,300
Software	-	14,764	21,950
Total O&M	\$ 553,109	\$ 516,713	\$ 331,537
Infrastructure	\$ 271,000	\$ 338,687	\$ 375,997
Machinery & Equipment	-	-	-
Total Capital	\$ 271,000	\$ 338,687	\$ 375,997
Totals	\$ 2,469,372	\$ 2,633,965	\$ 2,602,517



Introduction

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

The Sierra Vista City Council adopted a Strategic Leadership Plan in 2007 addressing the needs of the community. One of the council Strategic Leadership Plan objectives was to create and adopt a 5-year Capital Improvement Plan. The City has been proactive in developing a Capital Improvement Plan in order to ensure that the City and its citizens are aware of future capital infrastructure. The Strategic Leadership Plan has since been updated every two years, most recently in May 2021.

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.



Capital Improvement Plan

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 priorities 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.



Capital Improvement Plan

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

New Art Project: If there is a new art project on a site that does not currently have artwork, the new artwork will be considered a Capital Improvement Asset. The new artwork must have a cost greater than \$5,000. An example of this would be if artwork were purchased for the brick wall on SR92.

Capital Replacement Assets

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

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

Funding Sources for Projects

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

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



Capital Improvement Plan

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.





Capital Improvement Plan

The City of Sierra Vista is planning to complete \$48,957,614 in Capital Improvement Projects in FY22. 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 FY22 are the General, Capital Improvement, Development Fees, Highway User Revenue Fund (HURF), LTAF and Grants.

The FY22 Capital Summary and General Fund/Capital Improvement Funds are listed on the next two pages by location where funds are allocated in the Budget.



FY 22 Capital Summary

ITEM/PROJECT	FUND	DEPARTMENT	BUDGETED COST	PAYMENT
FD-4x4 SUV	General	Fleet	\$ 60,000.00	Finance
PD-SUV	General	Fleet	\$ 75,000.00	Finance
PD-1/2 Ton Pickup	General	Fleet	\$ 50,000.00	Finance
Procurement-Utility Van	General	Fleet	\$ 60,000.00	Finance
CD-1/2 Ton Pickup	General	Fleet	\$ 50,000.00	Finance
Engineering-1/2 Ton Pickup	General	Fleet	\$ 40,000.00	Finance
Fire-100FT Aerial Fire Apparatus	General	Fleet	\$ 1,100,000.00	Finance
PD-Vehicle Replacement-SUV (9 total)	General	Fleet	\$ 500,000.00	Cash-CIF
PD-Vehicle Replacement Carryover	General	Fleet	\$ 1,000,000.00	Cash-CIF
Library VDI Patron System	General	IT	\$ 95,000.00	Cash
Fire Radios (2)	General	IT	\$ 15,200.00	Cash
City Wide Security Camera Server Upgrade	General	IT	\$ 45,500.00	Cash
Fire 3 Classroom & Conference Room Upgrade	General	IT	\$ 115,000.00	Cash
City Wide WAN/LAN/WLAN Refresh	General	IT	\$ 220,000.00	Cash
ACO Expansion Design	General	ACO	\$ 200,000.00	Donations
ACO Expansion Construction	General	ACO	\$ 2,000,000.00	Donations
EMS Substation Design Carryover	General	Fire	\$ 157,186.00	Cash-CIF
Stryker Ambulance Gurney	General	Fire	\$ 20,000.00	Cash
Fire Station 1 & 2 Roof Replacement	General	Fire	\$ 140,000.00	Cash
PD Female Locker Room Carryover	General	PD	\$ 94,889.00	Cash-CIF
Police Station Flooring	General	PD	\$ 150,000.00	Cash
Solar Cover at PD	General	PD	\$ 200,000.00	Finance
City Hall Power Entrance/Expansion	General	CM	\$ 100,000.00	Cash
Diving Board Replacement	General	PRL	\$ 24,000.00	Cash
School Land Purchase	General	PRL	\$ 366,000.00	Finance
FY21 VMP Well Carryover	General	PRL	\$ 47,015.00	Cash
Castle Playground at VMP	General	PRL	\$ 40,000.00	Cash
Replacement Playground at OYCC	General	PRL	\$ 16,650.00	Cash
Replace Tot Turf at VMP	General	PRL	\$ 47,600.00	Cash
Sports Complex Restrooms	General	PRL	\$ 500,000.00	Cash
Refuse-Autocar Heil Side Load Refuse Truck	Refuse	Fleet	\$ 360,000.00	Finance
Refuse-Autocar Heil Side Load Refuse Truck	Refuse	Fleet	\$ 360,000.00	Finance
Refuse-3/4 Ton Truck with Liftgate	Refuse	Fleet	\$ 75,000.00	Finance
HSIP Design & Install Adaptive Signal Controls	HURF	Streets	\$ 910,000.00	Grant
Fry / North Garden Project	HURF	Streets	\$ 2,396,422.00	HURF-SWAP
Annual Street Maintenance	HURF	Streets	\$ 1,500,000.00	Cash
Avenida Escuela Extension with Culvert	HURF	Streets	\$ 2,500,000.00	Cash-Walmart
Fab Avenue/Fry Improvements	HURF	Streets	\$ 30,000.00	Cash
Charleston Rebuild	HURF	Streets	\$ 932,000.00	Cash
Garden Avenue Design	HURF	Streets	\$ 265,000.00	Cash
Tractor	HURF	Streets	\$ 90,000.00	Finance



Capital Improvement Plan

ITEM/PROJECT	FUND	DEPARTMENT	BUDGETED COST	PAYMENT
Police Equipment	PSR	Police	\$ 100,000.00	RICO
Police Vehides	PSR	Police	\$ 50,000.00	RICO
Computer Forensic Equipment	Grant	Police	\$ 5,000.00	Grant
EMS Substation Construction	Grant	Fire	\$ 2,000,000.00	Grant
FD Card Readers	Grant	Fire	\$ 100,000.00	Grant
FD Station Alerting	Grant	Fire	\$ 150,000.00	Grant
AFG Grant	Grant	Fire	\$ 79,660.00	Grant
Potential Federal Stimulus	Grant	Facilities	\$ 4,000,000.00	Grant
VMP Well/Irrigation Improvements	Grant	Parks	\$ 3,500,000.00	Grant
GC Linear Park/St Andrews-Phase 2	Grant	Parks	\$ 168,781.00	Grant
Football Grant	Grant	Parks	\$ 250,000.00	Grant
Baseball Field Grant	Grant	Parks	\$ 750,000.00	Grant
Soldier Creek Landscaping Improvements	Grant	Parks	\$ 60,000.00	Grant
Eddie Cyr/North Avenue PL Improvements	Grant	Parks	\$ 271,769.00	Grant
Eddie Cyr/North Avenue PL Improvements FY21	Grant	Parks	\$ 174,678.00	Grant
Site Improvements at Airport	Airport	Airport	\$ 1,337,000.00	Cash
Construct Grant Apron & Taxiway	Airport	Airport	\$ 1,000,000.00	Grant
Forest Service Helicopter Base	Airport	Airport	\$ 1,500,000.00	Finance
Airport Hangars	Airport	Airport	\$ 10,000,000.00	Grant-Cash
Radio Upgrade -SUA II	SEACOM	SEACOM	\$ 375,997.00	Cash
Polymer Feed System Carryover	SEWER	PW	\$ 125,000.00	Cash
Sewer-Single Cab Truck with Liftgate	SEWER	PW	\$ 50,000.00	Finance
VMP Improvements	CIF	Parks	\$ 500,000.00	Cash
Transit Infrastructure	LTAf	Transit	\$ 3,488,503.00	Grant
Transit Infrastructure Improvements	LTAf	Transit	\$ 100,000.00	Grant
Transit Cashless System & Security	LTAf	Transit	\$ 172,000.00	Grant
17-Passenger Bus	LTAf	Transit	\$ 150,000.00	Grant
17-Passenger Bus	LTAf	Transit	\$ 150,000.00	Grant
Spirit of Equest Carryover	LTAf	Transit	\$ 262,058.00	Grant
Paratransit Van	LTAf	Transit	\$ 62,000.00	Grant

Capital By Fund	
General	\$7,585,040
HURF	\$8,623,422
LTAf	\$4,450,075
Capital Improvements	\$551,880
Police Special Revenue	\$150,000
Grant	\$12,381,417
Airport	\$13,837,000
Refuse	\$795,000
Sewer	\$207,783
SEACOM	\$375,997
Total	\$48,957,614



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. 4x4 SUV

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

Project Costs

	FY22	FY23	FY24	FY25	FY26	Total
General	\$60,000					\$60,000
O&M		(\$7,500)	(\$7,500)	(\$7,500)	(\$7,500)	(\$30,000)

2. SUV

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

Project Costs

	FY22	FY23	FY24	FY25	FY26	Total
General	\$75,000					\$75,000
O&M		(\$9,800)	(\$9,800)	(\$9,800)	(\$9,800)	(\$39,200)

3. ½ Ton Pickup

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

Project Costs

	FY22	FY23	FY24	FY25	FY26	Total
General	\$50,000					\$50,000
O&M		(\$3,100)	(\$3,100)	(\$3,100)	(\$3,100)	(\$12,400)

4. Utility Van

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

Project Costs

	FY22	FY23	FY24	FY25	FY26	Total
General	\$60,000					\$60,000



5. ½ Ton Pickup

Due for replacement in Community Development per the five-year Capital Maintenance and Replacement Plan.

Project Costs

	FY22	FY23	FY24	FY25	FY26	Total
General	\$50,000					\$50,000
O&M		(\$1,275)	(\$1,275)	(\$1,275)	(\$1,275)	(\$5,100)

6. Vehicle Replacements - SUV

Five-year Capital Maintenance Rotation and Replacement Plan in PD for 9 vehicles. This is the last of the Crown Victoria replacement. O&M savings on cost of repairs for old vehicles and using older vehicles to conduct EVOC training.

Project Costs

	FY22	FY23	FY24	FY25	FY26	Total
General	\$500,000					\$500,000
O&M		(\$7,000)	(\$7,000)	(\$7,000)	(\$7,000)	(\$28,000)

7. Vehicle Replacements – (Carryover)

Five-year Capital Maintenance Rotation and Replacement Plan in PD for 14 vehicles. Due to COVID-19, vehicles were not able to be received for FY20-21. O&M savings on cost of repairs for older vehicles.

Project Costs

	FY22	FY23	FY24	FY25	FY26	Total
General	\$1,000,000					\$1,000,000
O&M		(\$10,000)	(\$10,000)	(\$10,000)	(\$10,000)	(\$40,000)

8. 100FT Aerial Fire Apparatus

Due for replacement in the Fire Department per the five-year Capital Maintenance and Replacement Plan in FY22.

Project Costs

	FY22	FY23	FY24	FY25	FY26	Total
General	\$1,100,000					\$1,100,000



9. ½ Ton Pickup

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

Project Costs

	FY22	FY23	FY24	FY25	FY26	Total
General	\$40,000					\$40,000
O&M		(\$1,475)	(\$1,475)	(\$1,475)	(\$1,475)	(\$5,900)

10. Library VDI Patron System

This project would replace and update the Library’s patron computer server environment, which has reached end of life.

Project Costs

	FY22	FY23	FY24	FY25	FY26	Total
General	\$95,000					\$95,000

11. Fire Radios (Quantity 2)

Acquisition of two fire radios as per replacement plan.

Project Costs

	FY22	FY23	FY24	FY25	FY26	Total
General	\$15,200					\$15,200

12. City Wide Security Camera Server Upgrade

Citywide security camera server upgrade.

Project Costs

	FY22	FY23	FY24	FY25	FY26	Total
General	\$45,500					\$45,500

13. Fire Station 3 Classroom & Conference Room Upgrade

Original equipment was installed in 2008. New touch panels were added in 2013, however, it does not interface correctly. The system requires an upgrade as most of the equipment has reached end of life. Remodeling will include re-wiring the electric system in the room, adding new projectors and computers. Ongoing maintenance of \$5,000 each year expected.

Project Costs

	FY22	FY23	FY24	FY25	FY26	Total
General	\$115,000					\$115,000
O&M		5,000	5,000	5,000	5,000	20,000



14. City Wide WAN/LAN/WLAN Refresh

The City's entire network infrastructure including switches, routers, devices, is approaching to the end of its life span and is in need of an upgrade.

Project Costs

	FY22	FY23	FY24	FY25	FY26	Total
General	\$220,000					\$220,000

15. ACO Expansion Design

Sierra Vista's Animal Care Center has reached capacity and is need of an expansion. This is for the design portion.

Project Costs

	FY22	FY23	FY24	FY25	FY26	Total
General	\$200,000					\$200,000

16. ACO Expansion Construction

Sierra Vista's Animal Care Center has reached capacity and is need of an expansion.

Project Costs

	FY22	FY23	FY24	FY25	FY26	Total
General	\$2,000,000					\$2,000,000

17. EMS Substation Design – (Carryover)

This building will be in a location that will provide EMS services to the west side of Sierra Vista where response times are high. This is carryover for the design.

Project Costs

	FY22	FY23	FY24	FY25	FY26	Total
General	\$157,186					\$157,186

18. Stryker Ambulance Gurney

Replacement of one of four ambulance gurneys past life expectancy.

Project Costs

	FY22	FY23	FY24	FY25	FY26	Total
General	\$20,000					\$20,000



19. Fire Stations 1 & 2 Roof Replacement

Fire Stations 1 & 2 are experiencing multiple roof leaks. This will repair/maintain both roofs.

Project Costs

	FY22	FY23	FY24	FY25	FY26	Total
General	\$140,000					\$140,000
O&M		(\$1,100)	(\$1,100)	(\$1,100)	(\$1,100)	(\$4,400)

20. PD Female Locker Room Carryover

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

Project Costs

	FY22	FY23	FY24	FY25	FY26	Total
General	\$94,889					\$94,889

21. Police Station Flooring

Old carpet will be removed and existing concrete will be treated and sealed.

Project Costs

	FY22	FY23	FY24	FY25	FY26	Total
General	\$150,000					\$150,000

22. Solar Cover at PD

Currently, PD's large vehicles like the command post, DUI van, and armored HUMVEE are sitting outside. The Bearcat Armored Vehicle is parked in a vehicle inspection bay. PD needs a shelter to protect these vehicles from further sun damage.

Project Costs

	FY22	FY23	FY24	FY25	FY26	Total
General	\$200,000					\$200,000

23. City Hall Power Entrance/Expansion

The power entrance and/or subpanels at the City Hall are currently maxed out. This project is to expand the power breakers and the associated infrastructure to meet the increasing demand at City Hall.

Project Costs

	FY22	FY23	FY24	FY25	FY26	Total
General	\$100,000					\$100,000



24. Diving Board Replacement at the Cove

Diving board needs replacement at the Cove due to safety issues.

Project Costs

	FY22	FY23	FY24	FY25	FY26	Total
General	\$24,000					\$24,000

25. School Land Purchase

The Sierra Vista Unified School District approved the purchase of the Roadrunner Park property by the City.

Project Costs

	FY22	FY23	FY24	FY25	FY26	Total
General	\$366,000					\$366,000

26. FY21 Rothery Well – (Carryover)

This project is to build the storage tank with pumping, extend the irrigation lines from the existing well at Veterans Memorial Park to Rothery, improve the fields, and build new irrigation systems at Rothery.

Project Costs

	FY22	FY23	FY24	FY25	FY26	Total
General	\$47,015					\$47,015

27. Castle Playground at Veterans Memorial Park

Replacement for castle playground at Veterans Memorial Park. Playground previously installed in 1996.

Project Costs

	FY22	FY23	FY24	FY25	FY26	Total
General	\$40,000					\$40,000

28. Replacement Playground at OYCC

Replacement playground and surface from tot turf to sand behind the OYCC. Playground was installed in 2006.

Project Costs

	FY22	FY23	FY24	FY25	FY26	Total
General	\$16,650					\$16,650



29. Replacement Tot Turf at Veterans Memorial Park

Replacement of damaged/degraded tot turf in the highly utilized areas of Veterans Memorial Park to mitigate safety issues.

Project Costs

	FY22	FY23	FY24	FY25	FY26	Total
General	\$47,600					\$47,600

30. Sports Complex Restrooms

City's sport fields are lacking restroom facilities. During major events, porta potties must be brought in. Two restroom facilities are envisioned, one near Domingo Paiz Sport Complex and the other near Cole/Robert/Brown Fields.

Project Costs

	FY22	FY23	FY24	FY25	FY26	Total
General	\$500,000					\$500,000

31. 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

	FY22	FY23	FY24	FY25	FY26	Total
REFUSE	\$360,000					\$360,000
O&M		(\$21,238)	(\$21,238)	(\$21,238)	(\$21,238)	(\$84,952)

32. 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

	FY22	FY23	FY24	FY25	FY26	Total
REFUSE	\$360,000					\$360,000
O&M		(\$22,350)	(\$22,350)	(\$22,350)	(\$22,350)	(\$89,400)



33. ¾ Ton Truck with Liftgate

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

Project Costs

	FY22	FY23	FY24	FY25	FY26	Total
REFUSE	\$75,000					\$75,000

34. HSIP 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

	FY22	FY23	FY24	FY25	FY26	Total
HURF	\$910,000					\$910,000

35. 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

	FY22	FY23	FY24	FY25	FY26	Total
HURF	\$2,396,422					\$2,396,422

36. Annual Street Maintenance

Yearly annual street repair and maintenance.

Project Costs

	FY22	FY23	FY24	FY25	FY26	Total
HURF	\$1,500,000					\$1,500,000

37. Avenida Escuela Extension with Culvert

This project will provide an additional access to the City's existing sport complex and would also include a MUP along the roadway extension. Walmart will provide half the cost as per their developmental agreement.

Project Costs

	FY22	FY23	FY24	FY25	FY26	Total
HURF	\$2,500,000					\$2,500,000



38. Fab Avenue/Fry Boulevard Improvements

This project is for stormwater improvements at the Fab Avenue/Fry Boulevard.

Project Costs

	FY22	FY23	FY24	FY25	FY26	Total
HURF	\$30,000					\$30,000

39. Charleston Road Rebuild

Noise reduction coating on road is deteriorating. Charleston Road will be rebuilt to mitigate accidents caused by debris and reduce wear and tear on the street sweeper.

Project Costs

	FY22	FY23	FY24	FY25	FY26	Total
HURF	\$932,000					\$932,000
O&M		(\$6,000)	(\$6,000)	(\$6,000)	(\$6,000)	(\$24,000)

40. Garden Avenue Design

Phase 2 of the Fry Boulevard / North Garden revitalization.

Project Costs

	FY22	FY23	FY24	FY25	FY26	Total
HURF	\$265,000					\$265,000

41. Tractor

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 tractors.

Project Costs

	FY22	FY23	FY24	FY25	FY26	Total
HURF	\$90,000					\$90,000
O&M		(\$14,090)	(\$14,090)	(\$14,090)	(\$14,090)	(\$56,360)



42. 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

	FY22	FY23	FY24	FY25	FY26	Total
PSR	\$100,000					\$100,000

43. 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

	FY22	FY23	FY24	FY25	FY26	Total
PSR	\$50,000					\$50,000

44. Computer Forensic Equipment

Federal grant for the ICAC Computer Forensic equipment and software.

Project Costs

	FY22	FY23	FY24	FY25	FY26	Total
GRANT	\$5,000					\$5,000

45. EMS Substation Construction

This building will be in a location that will provide EMS services to the west side of Sierra Vista where response times are high.

Project Costs

	FY22	FY23	FY24	FY25	FY26	Total
GRANT	\$2,000,000					\$2,000,000

46. Potential Federal Stimulus

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

Project Costs

	FY22	FY23	FY24	FY25	FY26	Total
Grant	\$4,000,000					\$4,000,000



47. AFG Grant

Potential Assistance to Firefighters grant.

Project Costs

	FY22	FY23	FY24	FY25	FY26	Total
Grant	\$79,660					\$79,660

48. Fire Department Station Alerting

A system that allows each individual station to be alerted separately. It also includes a countdown clock.

Project Costs

	FY22	FY23	FY24	FY25	FY26	Total
Grant	\$150,000					\$150,000

49. 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

	FY22	FY23	FY24	FY25	FY26	Total
Grant	\$100,000					\$100,000
O&M		\$1,000	\$1,000	\$1,000	\$1,000	\$4,000

50. VMP Well/Irrigation Improvements

This project is to build the storage tank with pumping, extend the irrigation lines from the existing well at Veterans Memorial Park to Rothery, improve the fields, and build new irrigation systems at Rothery.

Project Costs

	FY22	FY23	FY24	FY25	FY26	Total
Grant	\$3,500,000					\$3,500,000

51. Garden Canyon Linear Park/St Andrews – Phase 2

Construction of ADA pathways from new parking lot to future ramadas, outlined in the 2008 Master Plan.

Project Costs

	FY22	FY23	FY24	FY25	FY26	Total
Grant	\$168,781					\$168,781



52. Potential Football Grant

Potential football grant.

Project Costs

	FY22	FY23	FY24	FY25	FY26	Total
Grant	\$250,000					\$250,000

53. Potential Baseball Field Grant

Potential baseball field grant.

Project Costs

	FY22	FY23	FY24	FY25	FY26	Total
Grant	\$750,000					\$750,000

54. Soldier Creek Landscaping Improvements

Improvements to the Soldier Creek Park landscaping.

Project Costs

	FY22	FY23	FY24	FY25	FY26	Total
Grant	\$60,000					\$60,000

55. Eddie Cyr/North Avenue Parking Lot Improvements

After an environmental assessment is complete, improvements to the parking lot at Eddie Cyr/North Avenue.

Project Costs

	FY22	FY23	FY24	FY25	FY26	Total
Grant	\$271,769					\$271,769

56. Eddie Cyr/North Avenue Parking Lot Improvements – (Carryover)

After an environmental assessment is complete, improvements to the parking lot at Eddie Cyr/North Avenue.

Project Costs

	FY22	FY23	FY24	FY25	FY26	Total
Grant	\$174,678					\$174,678

57. 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

	FY22	FY23	FY24	FY25	FY26	Total
SEACOM	\$375,997	\$361,478	\$364,472			\$1,101,947



58. Construct Airport Apron & Taxiway Pavement

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

Project Costs

	FY22	FY23	FY24	FY25	FY26	Total
Airport	\$1,000,000					\$1,000,000

59. Forest Service Helicopter Base

Continuing to work with Forest Service on stationing their permanent helicopter base at the Municipal Airport. Potential revenue to match cost.

Project Costs

	FY22	FY23	FY24	FY25	FY26	Total
Airport	\$1,500,000					\$1,500,000

60. Site Improvements at Airport

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

Project Costs

	FY22	FY23	FY24	FY25	FY26	Total
Airport	\$1,337,000					\$1,337,000

61. Airport Hangars

Project to accommodate potential businesses or additional users at the Municipal Airport.

Project Costs

	FY22	FY23	FY24	FY25	FY26	Total
Airport	\$10,000,000					\$10,000,000

62. Polymer Feed System – (Carryover)

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

	FY22	FY23	FY24	FY25	FY26	Total
Sewer	\$125,000					\$125,000
O&M		(\$8,000)	(\$8,000)	(\$8,000)	(\$8,000)	(\$32,000)



63. Single Cab Truck with Liftgate

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

Project Costs

	FY22	FY23	FY24	FY25	FY26	Total
Sewer	\$50,000					\$50,000
O&M		(\$2,900)	(\$2,900)	(\$2,900)	(\$2,900)	(\$11,600)

64. VMP Improvements

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

Project Costs

	FY22	FY23	FY24	FY25	FY26	Total
CIF	\$500,000					\$500,000

65. Transit Infrastructure

Transit enhancements and pedestrian safety and accessibility improvements.

Project Costs

	FY22	FY23	FY24	FY25	FY26	Total
LTAf	\$3,488,503					\$3,488,503

66. Transit Infrastructure Improvements

Bus stop and other bus shelter improvements.

Project Costs

	FY22	FY23	FY24	FY25	FY26	Total
LTAf	\$100,000					\$100,000

67. Transit Cashless System & Security

Major conversion of transit payment infrastructure to a cashless system using prepaid cards and kiosks. This project will also include replacement of security cameras.

Project Costs

	FY22	FY23	FY24	FY25	FY26	Total
LTAf	\$172,000					\$172,000



68. 17-Passenger Bus

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

Project Costs

	FY22	FY23	FY24	FY25	FY26	Total
LTAf	\$150,000					\$150,000
O&M		(\$12,600)	(\$12,600)	(\$12,600)	(\$12,600)	(\$50,400)

69. 17-Passenger Bus

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

Project Costs

	FY22	FY23	FY24	FY25	FY26	Total
LTAf	\$150,000					\$150,000
O&M		(\$12,600)	(\$12,600)	(\$12,600)	(\$12,600)	(\$50,400)

70. Spirit of Equest – (Carryover)

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

Project Costs

	FY22	FY23	FY24	FY25	FY26	Total
LTAf	\$262,058					\$262,058
O&M		(\$2,250)	(\$2,250)	(\$2,250)	(\$2,250)	(\$9,000)

71. Paratransit Van

Due for replacement in Public Works-Transit per the five-year Capital Maintenance and Replacement Plan. To assist with wheelchair passengers to comply with the social distancing regulations due to COVID-19. O&M will be saved in cost of maintenance to the previous fully depreciated van.

Project Costs

	FY22	FY23	FY24	FY25	FY26	Total
LTAf	\$62,000					\$62,000
O&M		(\$975)	(\$975)	(\$975)	(\$975)	(\$3,900)



Capital and O&M costs

	Capital	O&M Savings	O&M Costs
General	\$7,585,040	\$210,900	\$20,000
HURF	\$8,623,422	\$80,360	\$0
LTAf	\$4,450,075	\$113,700	\$0
Capital Improvements	\$551,880	\$0	\$0
Police Special Revenue	\$150,000	\$0	\$0
Grant	\$12,381,417	\$0	\$4,000
Airport	\$13,837,000	\$0	\$0
Refuse	\$795,000	\$174,352	\$0
Sewer	\$207,783	\$43,600	\$0
SEACOM	\$375,997	\$0	\$0
Total	\$48,957,614	\$622,912	\$24,000

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 2022-2026

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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.

FY22 Recommendations

FUND	DEPARTMENT	CAPITAL ITEM	ESTIMATED COST
AIRPORT			\$442,000
	PW AIRPORT	AUTOMATIC WEATHER OBSERVATION SYSTEM UPGRADE	\$125,000
	PW AIRPORT	TANK MAINTENANCE/CONVERSION	\$67,000
	PW AIRPORT	TAXIWAY LIGHTING REPAIR	\$250,000
GEN			\$3,054,000
	CD CODE	CHEVY 1/2 TON EXT CAB PICKUP	\$50,000
	FIRE	#3 PIERCE FIRE TRUCK 1250PUMPER 1000GAL	\$1,100,000
	POLICE ADMIN	FORD EXCURSION	\$75,000
	PW ADMIN	FORD CROWN VIC	\$35,000
	PW ENGINEERING	CHEVY 1/2 TON PICKUP	\$40,000
	PW FACILITIES	AIRPORT GATES	\$125,000
	PW FACILITIES	BAY DOOR PAINTING (FIRE 1 AND 3)	\$20,000
	PW FACILITIES	CONCRETE REPLACEMENT AND COATING (COVE)	\$90,000
	PW FACILITIES	DIVE POOL/EQUIPMENT REPAIR/DECK	\$120,000
	PW FACILITIES	FLOORING (FIRE 1)	\$35,000
	PW FACILITIES	GENERATORS (AIRPORT AND CITY HALL)	\$350,000
	PW FACILITIES	HVAC UNITS (ROTHERY)	\$65,000
	PW FACILITIES	PD FLOORING	\$120,000
	PW FACILITIES	PD MINI SPLITS	\$20,000
	PW FACILITIES	POWER COMPLIANCE (CITY HALL)	\$12,000
	PW FACILITIES	ROOF REPAIR (FIRE 1)	\$35,000
	PW FACILITIES	ROOF REPAIR (FIRE 2)	\$35,000
	PW FACILITIES	ROOF REPAIR (PCC SHOPS)	\$40,000
	PW FACILITIES	ROOF REPAIR REPLACE (CITY HALL)	\$250,000
	PW FACILITIES	ROOF REPLACEMENT (PAVILLION)	\$60,000
	PW FACILITIES	SHOWER PARTITIONS MEN'S LOCKER ROOM (COVE)	\$12,000
	PW FLEET	HD MOBILE TOWER LIFTS (NOT VEHICLES - FLEET EQUIPMENT)	\$175,000
	PW FLEET	HD TRUCK LIFT (NOT VEHICLES - FLEET EQUIPMENT)	\$190,000
HURF			\$2,071,812
	PW STREETS	JOHN DEERE 6430 TRACTOR	\$90,000
	PW STREETS	PAVEMENT CONDITION ASSESSMENT	\$50,000
	PW STREETS	POT HOLE REPAIR	\$100,000
	PW STREETS	STREET MAINTENANCE	\$1,831,812
REFUSE			\$760,000
	PW REFUSE	AUTOCAR HEIL SIDE LOAD	\$360,000
	PW REFUSE	FORD E350 BOXVAN RECYCLING	\$75,000
	PW REFUSE	MACK MANTIS MRU613 FRONT LOAD	\$325,000

Continued, next page



City of Sierra Vista
 Five Year Capital Maintenance and Replacement Plan
 FY 2022-2026
 FY22 Recommendations

FUND	DEPARTMENT	CAPITAL ITEM	ESTIMATED COST
SEWER			\$500,000
	PW SEWER	EOP RECHARGE BASINS VAULT COATING	\$120,000
	PW SEWER	FORD F250	\$45,000
	PW SEWER	FORD F350 LIFTGATE	\$50,000
	PW SEWER	FORD F450 CAN CARRIER	\$60,000
	PW SEWER	PDS CONNECTOR GRADE RECOMPACTION	\$125,000
	PW SEWER	SMALL VAC TRUCK/TRAILER MOUNTED (NEW)	\$100,000
TRANSIT			\$352,000
	PW TRANSIT	CHEVY ARBOC BUS	\$150,000
	PW TRANSIT	DODGE 1/2 TON WHEELCHAIR VAN	\$62,000
	PW TRANSIT	FORD F250 UTLITY LIFTGATE W/AIR COMPRESSOR	\$140,000
FY 22 TOTAL			\$7,179,812



Appendix A - Facilities Equipment Replacement

Facilities Equipment Replacement			LOCATION	ESTIMATED COST
FISCAL YEAR	PRIORITY	ASSET DESCRIPTION		
2022				
	1	GENERATORS	AIRPORT AND CITY HALL	\$350,000
	2	DIVING BOARDS	COVE	\$19,000
	3	AIRPORT GATES	AIRPORT AND CITY HALL	\$125,000
	4	PD MINI SPLITS	PD	\$27,000
	5	SHIPWRECK WATER FEATURE	COVE	\$25,000
	6	UMBRELLA WATER FEATURE	COVE	\$25,000
	7	POWER COMPLIANCE	CITY HALL	\$12,000
	8	HVAC UNITS	ROTHERY	\$60,000
2023				
	1	COVE PUMP REPLACEMENT	COVE	\$250,000
	2	AUTOMATIC DOORS REPLACEMENTS	AIRPORT	\$50,000
	3	HVAC UNIT REPLACEMENT	AIRPORT	\$27,000
	4	HVAC UNIT REPLACEMENT	PCC CLOSET HEAT PUMP	\$45,000
	5	SUBPANEL	CITY HALL	
2024				
	1	HVAC UNIT REPLACEMENT	PCC ADMIN	\$40,000
	2	HVAC UNIT REPLACEMENT	CITY HALL UNIT 2	\$25,000
	3	HVAC UNIT REPLACEMENT	AGS	\$15,000
	4	VARIABLE FREQUENCY DRIVES	COVE	\$30,000
2025				
	1	HVAC UNIT REPLACEMENT	LIBRARY COMPRESSOR	\$70,000
2026				
	1	SLIDE REPLACEMENT	COVE	\$220,000



Appendix B - Facilities Structural Maintenance and Replacement

Facilities Structural Maintenance and Replacement				ESTIMATED COST
FISCAL YEAR	PRIORITY	ASSET DESCRIPTION	LOCATION	
2022				
	1	PD FLOORING	POLICE DEPARTMENT	\$120,000
	2	CARPET FIRE STATION 1	FIRE STATION 1	\$35,000
	3	PAVILLION ROOF REPLACEMENT	PAVILLION	
	4	CITY HALL ROOF REPAIR REPLACE	CITY HALL	
	5	FIRE STATION 1 ROOF REPAIR	FIRE 1	\$35,000
	6	FIRE STATION 2 ROOF REPAIR	FIRE 2	\$35,000
	7	PCC SHOPS ROOF REPAIR	PCC	\$40,000
	8	DIVE POOL DECK REPAIR	COVE	\$50,000
	9	COVE MAINTENANCE STRUCTURAL REPAIR	COVE	\$90,000
				\$570,000
2023				
	1	ROOF RECOATING AND REPAIR	COVE	\$30,000
	2	INTERIOR AND EXTERIOR PAINTING	FS #1	\$25,000
	3	EXTERIOR PAINTING COVE	COVE	\$60,000
	4	TRANSIT BIRD SCREEN	TRANSIT	\$25,000
	5	POOL DECK	COVE	\$80,000
	6	PEBBLE TECH REPLACEMENT	COVE	\$170,000
	7	ROOF RECOATING	TRANSIT	\$10,000
	8	INTERIOR PAINTING	ACO	\$15,000
	9	INTERIOR PAINTING	PCC SHOPS	\$35,000
	10	CARPET REPLACEMENT	PCC ADMIN, OYCC, EBC, AIRPORT	\$120,000



City of Sierra Vista
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 Appendix B - Facilities Structural Maintenance and Replacement

FISCAL YEAR	PRIORITY	ASSET DESCRIPTION	LOCATION	ESTIMATED COST
2024				
	1	ROOF RECOATING	TS, WW, ACO, PCC	\$130,000
	2	ROOF RECOATING	LIBRARY	\$40,000
	3	INTERIOR PAINTING	ACO, FS 3	\$50,000
	4	INTERIOR PAINTING	PCC SHOPS	\$35,000
	5	CARPET REPLACEMENT	PCC ADMIN, OYCC, EBC, AIRPORT	\$120,000
2025				
	1	ROOF RECOATING	TR, WW, ACO, PCC	\$130,000
	2	INTERIOR/EXTERIOR PAINTING	FS #3	\$25,000
2026				
	1	ROOF RECOATING	AIRPORT	\$28,000



Appendix C - Fleet and Equipment Replacement

Fleet Replacement						
FUND	DEPARTMENT	YEAR	ASSET DESCRIPTION	AGE	MILES	ESTIMATED COST
2022						
GEN						
	CD CODE					\$1,440,000
		2001	CHEVY 1/2 TON EXT CAB PICKUP	20	140,483	\$50,000
						\$50,000
	FIRE					
		2000	#3 PIERCE FIRE TRUCK 1250PUMPER 1000GAL	21	45,276	\$1,100,000
						\$1,100,000
	POLICE ADMIN					
		2003	FORD EXCURSION	18	161,227	\$75,000
						\$75,000
	PW ADMIN					
		2000	FORD CROWN VIC	21	113,265	\$35,000
						\$35,000
	PW ENGINEERING					
		2000	CHEVY 1/2 TON PICKUP	21	142,384	\$40,000
						\$40,000
	PW FLEET					
		2006	FORD F250 UTILITY LIFTGATE W/AIR COMPRESSOR	15	80,531	\$140,000
						\$140,000
	HURF					\$90,000
	PW STREETS					
		2008	JOHN DEERE 6430 TRACTOR	13	0	\$90,000
						\$90,000

FUND	DEPARTMENT	YEAR	ASSET DESCRIPTION	AGE	MILES	ESTIMATED COST
REFUSE						
	PW REFUSE					\$760,000
		2001	FORD E350 BOXVAN RECYCLING	20	153,160	\$75,000
		2010	AUTOCAR HEIL SIDE LOAD	11	83,000	\$360,000
		2013	MACK MANTIS MRU613 FRONT LOAD	8	50,365	\$325,000
						\$760,000
Sewer						
	PW SEWER					\$255,000
			SMALL VAC TRUCK/TRAILER MOUNTED (NEW)			\$100,000
		2003	FORD F450 CAN CARRIER	18	151,301	\$60,000
		2003	FORD F250	18	121,262	\$45,000
		2005	FORD F350 LIFTGATE	16	105,822	\$50,000
						\$255,000
TRANSIT						
	PW TRANSIT					\$212,000
		2010	DODGE 1/2 TON WHEELCHAIR VAN	11	26,542	\$62,000
		2013	CHEVY ARBOC BUS	8	143,452	\$150,000
						\$212,000



City of Sierra Vista
 Five Year Capital Maintenance and Replacement Plan
 FY 2022-2026
 Appendix C - Fleet and Equipment Replacement

FUND	DEPARTMENT	YEAR	ASSET DESCRIPTION	AGE	MILES	ESTIMATED COST
2023	GEN					\$3,884,000
	CITY CLERK					\$2,113,000
		2013	FORD FUSION	8	76,015	\$30,000
						\$30,000
	FIRE					
		2003	#2 CHEVY 1/2 TON EXT CAB PICKUP	18	89,211	\$50,000
		2004	#1 GMC 2500 CREW CAB	17	0	\$60,000
		2009	#2 HRS FORD E450 AMBULANCE	12	0	\$250,000
		2009	#1 HRS FORD E450 AMBULANCE	12	102,236	\$250,000
						\$610,000
	IT					
		2001	CHEVY ASTRO VAN	20	32,999	\$45,000
						\$45,000
	LLS ADMIN					
		2000	FORD CROWN VIC	21	71,698	\$45,000
						\$45,000
	LLS DES DD					
		1999	FORD E350 SD 15 PASS VAN	22	82,925	\$63,000
						\$63,000
	LLS OPERATION					
		2001	FORD CROWN VIC	20	61,338	\$35,000
						\$35,000
	LLS PARKS					
		0	JACOBSEN RIDING MOWER	2021	0	\$110,000
		1997	CHEVY 1/2 TON S10 FUEL TRUCK	24	75,075	\$50,000
		1997	TANK	24	1	\$10,000
		1998	TANK	23	1	\$10,000
		1998	CHEVY 1/2 TON S10 FUEL TRUCK	23	104,242	\$50,000

FUND	DEPARTMENT	YEAR	ASSET DESCRIPTION	AGE	MILES	ESTIMATED COST
		1998	JOHN DEERE GATOR	23	0	\$15,000
						\$245,000
	PLANNING					
		2001	FORD CROWN VIC	20	81,765	\$30,000
						\$30,000
	POLICE ADMIN					
		2001	FORD F150	20	190,152	\$55,000
		2005	GMC 1/2 TON PICKUP EXT CAB	16	172,284	\$50,000
		2007	FORD CROWN VIC	14	98,000	\$75,000
		2009	FORD CROWN VIC	12	74,415	\$75,000
		2009	FORD CROWN VIC	12	91,407	\$75,000
		2010	FORD CROWN VIC	11	82,999	\$75,000
		2010	HUMVEE	11	0	\$75,000
		2010	FORD CROWN VIC	11	108,761	\$75,000
		2014	FORD EXPLORER PD	7	0	\$75,000
		2014	FORD EXPLORER PD	7	102,820	\$75,000
		2015	FORD EXPLORER PD	6	0	\$75,000
						\$780,000
	PW ADMIN					
		2003	FORD CROWN VIC	18	77,694	\$35,000
		2003	FORD CROWN VIC	18	80,269	\$35,000
						\$70,000
	PW FACILITIES					
		2000	CHEVY 1/2 TON PICKUP	21	99,602	\$35,000
						\$35,000
	PW FLEET					
		1990	INTERNATIONAL VULCAN 4600LP FLATBED TOW TRUC	31	45,026	\$125,000
						\$125,000

FUND	DEPARTMENT	YEAR	ASSET DESCRIPTION	AGE	MILES	ESTIMATED COST
HURF						
PW STREETS						
		1989	HRS DRESSER GRADER 12' BLADE	32	0	\$280,000
		2001	FORD F450 FLATBED SPRAY	20	11,125	\$50,000
		2005	GMC TENANT STREET SWEEPER	16	0	\$220,000
		2006	FORD F250	15	83,212	\$45,000
						\$595,000
REFUSE						
PW REFUSE						
		1999	HRS CASE UNI LOADER TRACTOR	22	0	\$50,000
		2001	FORD CROWN VIC	20	55,977	\$35,000
		2002	TANK	19	1	\$10,000
		2002	CHEVY 1/2 TON EXT CAB FUEL TRUCK	19	75,083	\$50,000
						\$145,000
SEWER						
PW SEWER						
		1988	KOHLER AIR COMPRESSOR	33	0	\$10,000
		2002	FORD F550 FLATBED	19	68,367	\$60,000
		2002	TANK	19	1	\$10,000
		2005	JOHN DEERE GATOR	16	0	\$16,000
		2007	HRS INTERNATIONAL VACTOR SEWER VACUUM	14	65,240	\$450,000
						\$546,000
TRANSIT						
PW TRANSIT						
		2010	LDORADO EZRIDER II BUS	11	161,115	\$335,000
		2013	CHEVY ARBOC BUS	8	154,980	\$150,000
						\$485,000



City of Sierra Vista
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 Appendix C - Fleet and Equipment Replacement

FUND	DEPARTMENT	YEAR	ASSET DESCRIPTION	AGE	MILES	ESTIMATED COST
2024						\$3,829,000
GEN						\$1,564,000
	CITY CLERK					
		2014	FORD FUSION	7	0	\$30,000
						\$30,000
	FIRE					
		2003	FORD CROWN VIC	18	82,053	\$60,000
		2003	FORD CROWN VIC	18	82,133	\$60,000
		2008	FORD 3/4 TON F250 PICKUP	13	80,437	\$65,000
		2014	#1 BRAUN NORTHSTAR AMBULANCE	7	71,945	\$250,000
						\$435,000
	LLS DES DD					
		2009	FORD E350 15 PASSENGER VAN	12	4,596	\$63,000
						\$63,000
	LLS PARKS					
		1999	CHEVY 1/2 TON PICKUP	22	118,234	\$40,000
		2000	CHEVY 1/2 TON PICKUP LONGBED	21	102,994	\$40,000
		2000	CHEVY 1/2 TON PICKUP LONGBED	21	103,111	\$40,000
		2005	FORD F250 UTILITY 4X4	16	112,188	\$60,000
		2005	FORD F250 UTILITY	16	114,934	\$55,000
		2010	JOHN DEERE HPX 4X4 GATOR	11	0	\$16,000
						\$251,000
	PD ACO					
		2008	FORD F250	13	137,800	\$45,000
						\$45,000
	POLICE ADMIN					
		2003	CHEVY 1/2 TON EXT CAB PICKUP	18	84,434	\$45,000
		2004	NISSAN ARMADA	17	132,204	\$75,000
		2005	FORD F250 SD K9	16	170,666	\$75,000

FUND	DEPARTMENT	YEAR	ASSET DESCRIPTION	AGE	MILES	ESTIMATED COST
		2008	FORD F150	13	126,524	\$60,000
		2009	FORD CROWN VIC	12	55,785	\$75,000
		2014	FORD EXPLORER PD	7	80,672	\$75,000
		2014	FORD EXPLORER PD	7	85,561	\$75,000
		2014	FORD EXPLORER PD	7	90,844	\$75,000
		2015	FORD EXPLORER PD	6	79,615	\$75,000
						\$630,000
	PW ADMIN					
		2005	FORD CROWN VIC	16	70,194	\$35,000
						\$35,000
	PW FACILITIES					
		2006	FORD F150	15	78,720	\$35,000
						\$35,000
	PW FLEET					
		2001	FORD CROWN VIC	20	97,361	\$40,000
						\$40,000
	HURF					\$605,000
	PW STREETS					
		2000	STERLING L7500 DUMP TRUCK	21	53,320	\$180,000
		2001	ISUZU SWEEPER 210 TYMCO W/PONY MOTOR	20	36,744	\$180,000
		2008	FORD F250 EXT CAB PICKUP	13	79,980	\$35,000
		2015	INTERNATIONAL SWEEPER W/PONY MOTOR	6	28,916	\$210,000
						\$605,000
	REFUSE					\$805,000
	PW REFUSE					
		2000	INTL DT 4700 WATER	21	20,772	\$85,000
		2012	AUTOCAR SCORPION SIDE LOAD	9	66,272	\$360,000
		2012	AUTOCAR SCORPION SIDE LOAD	9	68,149	\$360,000
						\$805,000



City of Sierra Vista
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FUND	DEPARTMENT	YEAR	ASSET DESCRIPTION	AGE	MILES	ESTIMATED COST
SEWER						
PW SEWER						
		1982	JOHN DEERE 450C DOZER TRACTOR	39	0	\$200,000
		1991	BROYHILL SPRAYER	30	0	\$20,000
						\$220,000
TRANSIT						
PW TRANSIT						
		2010	LDORADO EZRIDER II BUS	11	154,504	\$335,000
		2014	CHEVY ARBOC BUS	7	0	\$150,000
		2014	CHEVY ARBOC BUS	7	143,650	\$150,000
						\$635,000



City of Sierra Vista
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 Appendix C - Fleet and Equipment Replacement

FUND	DEPARTMENT	YEAR	ASSET DESCRIPTION	AGE	MILES	ESTIMATED COST
2025						\$3,137,000
GEN						\$1,897,000
	CITY CLERK					
		2014	FORD FUSION	7	70,401	\$30,000
						\$30,000
	FIRE					
		2004	#2 PIERCE 75' AERIAL FIRE TRUCK 500GAL	17	0	\$1,200,000
						\$1,200,000
	IT					
		2006	FORD F250 UTILITY	15	28,499	\$55,000
						\$55,000
	LLS PARKS					
		2001	FORD 3/4 TON PICKUP EXTENDED	20	96,620	\$55,000
		2008	FORD F250	13	74,064	\$48,000
		2013	JOHN DEERE GATOR W/CANOPY	8	1,856	\$17,000
		2013	JOHN DEERE GATOR W/CANOPY	8	0	\$17,000
						\$137,000
	PD ACO					
		2006	FORD F450 FLATBED	15	119,691	\$65,000
		2008	TOYOTA TUNDRA	13	162,689	\$55,000
						\$120,000
	POLICE ADMIN					
		2001	FORD E350 AMBULANCE SWAT	20	84,116	\$180,000
		2015	FORD EXPLORER PD	6	71,712	\$75,000
						\$255,000
	PW FACILITIES					
		2009	CHEVY 3/4 TON EXPRESS VAN	12	53,332	\$50,000
		2010	CHEVY 3/4 TON EXPRESS CARGO VAN	11	63,929	\$50,000
						\$100,000



City of Sierra Vista
 Five Year Capital Maintenance and Replacement Plan
 FY 2022-2026
 Appendix C - Fleet and Equipment Replacement

FUND	DEPARTMENT	YEAR	ASSET DESCRIPTION	AGE	MILES	ESTIMATED COST
HURF						
PW STREETS						
		2000	BROYHILL CHEMICAL SPRAYER	21	0	\$15,000
		2000	FORD F450 1.5 TON FLATBED SIGN TRUCK	21	58,111	\$75,000
						\$90,000
REFUSE						
PW REFUSE						
		2004	KOMATSU WA 250 LOADER	17	0	\$210,000
		2008	KOMATSU WA 100M LOADER	13	0	\$150,000
		2011	MACK TRUCK ROLL OFF	10	115,613	\$210,000
		2013	JOHN DEERE GATOR	8	0	\$15,000
						\$585,000
SEWER						
PW SEWER						
		1999	NEW HOLLAND TL70 TRACTOR	22	21,870	\$200,000
		2006	FORD F150	15	84,588	\$45,000
						\$245,000
TRANSIT						
PW TRANSIT						
		2017	CHEVY ARBOC 18 PASS	4	77,469	\$160,000
		2017	CHEVY ARBOC 18 PASS	4	63,766	\$160,000
						\$320,000



City of Sierra Vista
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 Appendix C - Fleet and Equipment Replacement

FUND	DEPARTMENT	YEAR	ASSET DESCRIPTION	AGE	MILES	ESTIMATED COST
2026						\$3,626,500
AIRPORT	PW AIRPORT					\$60,000
		2005	TANK	16	0	\$10,000
		2006	FORD F150 EXT CAB FUEL TRUCK	15	128,632	\$50,000
						\$60,000



City of Sierra Vista
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 Appendix C - Fleet and Equipment Replacement

FUND	DEPARTMENT	YEAR	ASSET DESCRIPTION	AGE	MILES	ESTIMATED COST
GEN						
	BUILDING					\$1,956,500
		2006	FORD F150	15	79,183	\$55,000
						\$55,000
	CM					
		2013	FORD FUSION	8	32,882	\$30,000
						\$30,000
	FIRE					
		2005	#1 PIERCE FIRE TRUCK 1500PUMPER 750GA	16	145,678	\$600,000
		2006	#3 FORD ECONOLINE SD CARGOVAN	15	0	\$65,000
						\$665,000
	LLS OPERATION					
		1988	WELLS 4WH ENCLOSED CONCESSION TRAILER N/A YR	33	0	\$48,000
		2003	FORD E350 15 PASSENGER VAN	18	56,416	\$48,000
		2008	FORD E350 SD 15 PASS VAN	13	88,535	\$45,000
						\$141,000
	LLS PARKS					
		0	HRS CASE 570 LXT	2021	0	\$100,000
		2001	NEW HOLLAND 16LA LOADER TRACTOR	20	0	\$75,000
		2005	JOHN DEERE GATOR	16	0	\$15,000
		2007	FORD F250 SD	14	63,643	\$48,000
						\$238,000
	PD ACO					
		2013	FORD F150 CREW CAB	8	65,035	\$50,000
						\$50,000
	POLICE ADMIN					
		2011	CHEVY TAHOE	10	82,423	\$75,000
		2012	NISSAN FRONTIER	9	132,822	\$7,500
		2015	FORD EXPLORER PD	6	81,025	\$75,000

FUND	DEPARTMENT	YEAR	ASSET DESCRIPTION	AGE	MILES	ESTIMATED COST
		2015	FORD EXPLORER PD	6	91,166	\$75,000
		2016	FORD EXPLORER PD	5	79,158	\$75,000
		2016	FORD EXPLORER PD	5	71,486	\$75,000
		2016	FORD EXPLORER PD	5	79,279	\$75,000
		2017	FORD EXPLORER PD K9	4	54,550	\$75,000
						\$532,500
	PW ADMIN					
		2013	FORD FUSION	8	45,329	\$35,000
						\$35,000
	PW FACILITIES					
		2000	CHEVY 1/2 TON S10 PICKUP W/PORT AIR TANK	21	61,756	\$40,000
		2000	CHEVY 1/2 TON S10 PICKUP W/PORT AIR TANK	21	0	\$40,000
						\$80,000
	PW FLEET					
		2000	CHEVY C2500 PICKUP LIFTGATE WITH FUEL TANK	21	87,225	\$75,000
		2006	FORD F150 SWB PICKUP	15	49,526	\$55,000
						\$130,000
	HURF					\$295,000
	PW STREETS					
		2006	FORD F350 FLATBED W/SV 638 TOP DRESSER	15	25,448	\$60,000
		2008	INTERNATIONAL WATER TRUCK	13	17,388	\$125,000
		2017	FORD F250	4	8,073	\$55,000
		2017	FORD F250	4	88,234	\$55,000
						\$295,000
	REFUSE					\$730,000
	PW REFUSE					
		2014	AUTOCAR SCORPION SIDE LOAD	7	51,406	\$365,000
		2014	AUTOCAR SCORPION SIDE LOAD	7	40,165	\$365,000
						\$730,000



City of Sierra Vista
 Five Year Capital Maintenance and Replacement Plan
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 Appendix C - Fleet and Equipment Replacement

FUND	DEPARTMENT	YEAR	ASSET DESCRIPTION	AGE	MILES	ESTIMATED COST
SEWER						
PW SEWER						
		1989	JOHN DEERE 2555 ENCLOSED TRACTOR	32	0	\$125,000
		2007	JOHN DEERE FLEX WING 6X15 ROTARY CUTTER N/A Y	14	0	\$20,000
		2014	FORD F350 UTILITY BOX	7	59,488	\$55,000
						\$200,000
TRANSIT						
PW TRANSIT						
			NEW BUS			\$160,000
		1999	FORD E350 SD 15 PASS VAN	22	108,465	\$65,000
		2018	CHEVY ARBOC BUS	3	63,749	\$160,000
						\$385,000

Appendix D - Streets Projects

Streets Projects		ESTIMATED COST
FISCAL YEAR	CAPITAL ITEM	
2022	POT HOLE REPAIR	\$100,000 \$100,000
2023	FS 1 AND 2 PAVEMENT	\$350,000 \$250,000
2024	POT HOLE REPAIR	\$100,000 \$100,000
2025	POT HOLE REPAIR	\$100,000 \$100,000
2026	POT HOLE REPAIR	\$100,000 \$100,000



Appendix E - Street Construction/Maintenance

Roadway Maintenance			ESTIMATED COST
STREET	FROM STREET	TO STREET	
2022			\$1,831,812
CHARLESTON RD	STATE ROUTE 92	TREE TOP AVE	\$923,220
NORTH AVE	W FRY BLVD	WHITTON ST	\$292,146
NORTH AVE	WHITTON ST	STEFFENS ST	\$90,666
NORTH AVE	STEFFENS ST	SHERBUNDY ST	\$88,872
NORTH AVE	SHERBUNDY ST	PETERSON ST	\$90,942
NORTH AVE	PETERSON ST	WOLFE ST	\$87,216
NORTH AVE	WOLFE ST	KEATING ST	\$89,010
NORTH AVE	KEATING ST	TAYLOR DR	\$72,519
SHORT ST	N SECOND ST	N FOURTH ST	\$97,221
2023			\$797,088
BARTOW DR	CURB AND GUTTER ETC	PRICE TBD	
BARTOW DR	FIFTH ST	SEVENTH ST	\$131,790
BARTOW DR	SECOND ST	FIFTH ST	\$299,184
BARTOW DR	CARMICHAEL AVE	FIRST ST	\$244,398
BARTOW DR	FIRST ST	SECOND ST	\$121,716

City of Sierra Vista
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 Appendix E - Street Construction/Maintenance

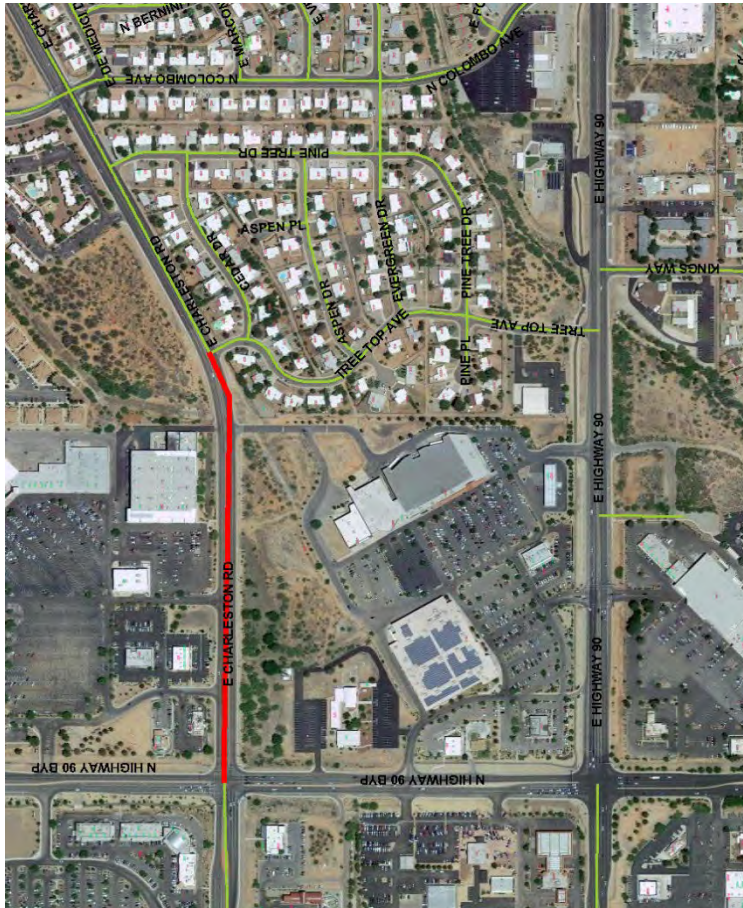


STREET	FROM STREET	TO STREET	ESTIMATED COST
2024			\$1,168,607
CALLE JASMIN	CAMINO EL JARDIN	CAMINO LAS PALMERAS	\$94,621
CALLE ROCA	CALLE JASMIN	END EAST CUL DE SAC	\$8,584
CAMINO ANGELICO	CAMINO DEL VARA	CAMINO ARROYO	\$13,270
CAMINO ARROYO	CAMINO BELLA ROSA	END NORTH CUL DE SAC	\$71,456
CAMINO DEL VARA	CAMINO BELLA ROSA	END EAST CUL DE SAC	\$41,041
CAMINO DEL VINA	CANYON DE FLORES	PLAZA DE LA YERBA	\$8,236
CAMINO EL JARDIN	CANYON DE FLORES	CAMINO DEL VARA	\$7,157
CAMINO EL JARDIN	CANYON DE FLORES	END SOUTH CUL DE SAC	\$26,158
CAMINO LAS PALMERAS	CALLE JASMIN	END EAST CUL DE SAC	\$9,373
CAMINO LAS PALMERAS	CALLE JASMIN	ST ANDREWS DR	\$92,545
CANYON DE FLORES	LOMA VENTOSA	SAINT ANDREWS DR	\$71,526
CANYON DE FLORES	STATE HIGHWAY 92	LOMA VENTOSA	\$120,257
HERBA DE MARIA	CALLE JASMIN	VIA PALMA DE CRISTO	\$81,513
HERBA DE MARIA	CALLE JASMIN	END CUL DE SAC	\$11,948
LOMA VENTOSA	CANYON DE FLORES	PASEO SANTA CLARA	\$50,738
PASEO DE CARDIO	PLAZA CANDIDA	HERBA DE MARIA	\$31,053
PASEO SANTA CLARA	END EAST C.D.S	END WEST CUL DE SAC	\$53,708
PLAZA CANDIDA	LOMA VENTOSA	PLAZA MARGARITA	\$49,497
PLAZA DE LA YERBA	VIA LAS PAMPAS	END EAST CUL DE SAC	\$51,806
PLAZA DE LANZA	LOMA VENTOSA	PLAZA MARGARITA	\$39,173
PLAZA DE VIOLA	PASEO DE CARDIO	SAINT ANDREWS	\$37,062
PLAZA ESCUELA	PLAZA CANDIDA	END SOUTH CUL DE SAC	\$6,206
PLAZA MARGARITA	PLAZA DE VIOLA	PLAZA DE LANZA	\$26,030
VIA DE LA REINA	CALLE JASMIN	LOMA VENTOSA	\$34,058
VIA DE LA REINA	CALLE JASMIN	END EAST CUL DE SAC	\$8,770
VIA DEL TRINIDAD	CALLE JASMIN	END WEST CUL DE SAC	\$14,268
VIA DEL TRINIDAD	CALLE JASMIN	END EAST CUL DE SAC	\$8,990
VIA EL SORENO	PLAZA DE LA YERBA	VIA LAS PAMPAS	\$31,552

STREET	FROM STREET	TO STREET	ESTIMATED COST
VIA LANTANA	E KACHINA TRL	CAMINO LAS PALMERAS	\$12,412
VIA LAS PAMPAS	PLAZA DE LA YERBA	VIA DE LA REINA	\$25,068
VIA PALMA DE CRISTO	CAMINO LAS PALMERAS	HERBA DE MARIA	\$18,235
VIA TRANQUILO	VIA LAS PAMPAS	LOMA VENTOSA	\$12,296
2025			\$1,811,800
CAMELOT RD	SEVENTH ST	REGENCY DR	\$144,700
CHANTILLY DR	REGENCY DR	EXETER DR	\$82,050
CHANTILLY DR	SEVENTH ST	REGENCY DR	\$171,750
CHANTILLY DR	SAVANNA DR	SEVENTH ST	\$288,500
EL CAMINO REAL	ORIOLE DR	FOOTHILLS DR	\$107,300
EL CAMINO REAL	CALLE CAMELLIA	CACTUS WREN LANE	\$84,050
EL CAMINO REAL	CALLE PARKWAY	CARDINAL AVE	\$36,850
EL CAMINO REAL	FOOTHILLS DR	CALLE GARDENIA	\$127,150
EL CAMINO REAL	CACTUS WREN LANE	CALLE PARKWAY	\$83,950
EL CAMINO REAL	E CARDINAL DR	ORIOLE DR	\$127,300
EL CAMINO REAL	CITY LIMIT	E CARDINAL DR	\$166,750
EL CAMINO REAL	ORIOLE DR	ORIOLE DR	\$37,800
EL CAMINO REAL	CALLE GARDENIA	CALLE CAMELLIA	\$147,250
HEATHER DR	SAVANNA DR	SEVENTH ST	\$206,400

Appendix F - Street Construction/Maintenance Maps

2022



Appendix G - Wastewater Maintenance and Replacement

*WW Capital needs are being assessed in a study during FY 2022 and will be updated in next year's CMRP based on the results of that study.

RESOLUTION 2021-053

A RESOLUTION OF THE MAYOR AND CITY COUNCIL OF THE CITY OF SIERRA VISTA, COCHISE COUNTY, ARIZONA; ADOPTING THE FY 2021/2022 OPERATING BUDGET; HOLDING A PUBLIC HEARING FOR TAXPAYERS ON THE ESTIMATED EXPENDITURES AND REVENUES FOR FISCAL YEAR 2021/2022; GIVING NOTICE OF THE COUNCIL MEETING TO MAKE FY 2021/2022 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 2021/2022; 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 20th day of July 2021, 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 12th day of August 2021, 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 2021/2022.

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 12th day of August, 2021, at 5:00 p.m. at Sierra Vista City Hall, 1011 N. Coronado Drive, Sierra Vista, Arizona, be, and hereby is, authorized and directed.

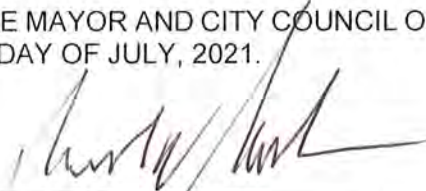
SECTION 3

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 26th DAY OF JULY, 2021.



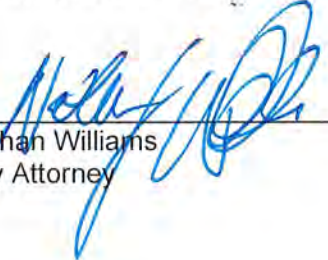
Frederick W. Mueller, II
Mayor

ATTEST:



Jill Adams
City Clerk

APPROVED AS TO FORM:



Nathan Williams
City Attorney

PREPARED BY:
Jennifer Osburn, Budget Officer

CITY OF SIERRA VISTA
Summary Schedule of Estimated Revenues and Expenditures/Expenses
Fiscal year 2022

Fiscal year	S c h	Funds								
		General Fund	Special Revenue Fund	Debt Service Fund	Capital Projects Fund	Permanent Fund	Enterprise Funds Available	Internal Service Funds	Total All Funds	
2021	Adopted/Adjusted Budgeted Expenditures/Expenses*	E 1	40,443,841	24,536,101	3,925,794	2,025,000	0	11,258,393	4,559,500	86,748,629
2021	Actual Expenditures/Expenses**	E 2	36,409,273	8,959,217	3,772,641	0	0	5,650,051	3,713,411	58,504,593
2022	Fund Balance/Net Position at July 1***	3		6,192,211		2,327,103		1,592,180	25,000	10,136,494
2022	Primary Property Tax Levy	B 4	377,145							377,145
2022	Secondary Property Tax Levy	B 5								0
2022	Estimated Revenues Other than Property Taxes	C 6	40,255,790	39,441,173	0	4,904,075	0	9,030,852	4,534,500	98,166,390
2022	Other Financing Sources	D 7	4,771,029	1,500,000	0	0	0	760,500	0	7,031,529
2022	Other Financing (Uses)	D 8	0	0	0	0	0	0	0	0
2022	Interfund Transfers In	D 9	4,487,910	4,126,703	2,701,373	0	0	0	0	11,315,986
2022	Interfund Transfers (Out)	D 10	3,113,529	1,523,159	0	6,679,298	0	0	0	11,315,986
2022	Line 11: Reduction for Fund Balance Reserved for Future Budget Year Expenditures									
	Maintained for Future Debt Retirement									0
	Maintained for Future Capital Projects									0
	Maintained for Future Financial Stability									0
										0
										0
2022	Total Financial Resources Available	12	46,778,345	49,736,928	2,701,373	551,880	0	11,383,532	4,559,500	115,711,558
2022	Budgeted Expenditures/Expenses	E 13	46,778,345	49,736,928	2,701,373	551,880	0	11,383,532	4,559,500	115,711,558

Expenditure Limitation Comparison		2021	2022
1	Budgeted expenditures/expenses	\$ 86,748,629	\$ 115,711,558
2	Add/subtract: estimated net reconciling items		
3	Budgeted expenditures/expenses adjusted for reconciling items	86,748,629	115,711,558
4	Less: estimated exclusions		
5	Amount subject to the expenditure limitation	\$ 86,748,629	\$ 115,711,558
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 2022

	2021	2022
1. Maximum allowable primary property tax levy. A.R.S. §42-17051(A)	\$ 604,109	\$ 622,737
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	\$ 372,034	\$ 377,145
Property tax judgment		
B. Secondary property taxes		
Property tax judgment		
C. Total property tax levy amounts	\$ 372,034	\$ 377,145
4. Property taxes collected*		
A. Primary property taxes		
(1) Current year's levy	\$ 354,409	
(2) Prior years' levies		
(3) Total primary property taxes	\$ 354,409	
B. Secondary property taxes		
(1) Current year's levy	\$ _____	
(2) Prior years' levies		
(3) Total secondary property taxes	\$ _____	
C. Total property taxes collected	\$ 354,409	
5. Property tax rates		
A. City/Town tax rate		
(1) Primary property tax rate	0.1106	0.1108
Property tax judgment		
(2) Secondary property tax rate		
Property tax judgment		
(3) Total city/town tax rate	0.1106	0.1108
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 2022

SOURCE OF REVENUES	ESTIMATED REVENUES 2021	ACTUAL REVENUES* 2021	ESTIMATED REVENUES 2022
GENERAL FUND			
Local taxes			
Transaction Privilege Tax	\$ 15,439,593	\$ 15,327,717	\$ 16,515,177
Licenses and permits			
Franchise Fees	1,400,000	1,245,408	1,400,000
Business Licenses	145,000	149,255	145,000
Animal Control Permits	35,000	30,958	35,000
Right of Way Permits	20,000	20,110	20,000
Building Permits	275,000	300,617	292,763
Intergovernmental			
Grants	3,054,840	5,007,470	3,274,120
Local Government Payments	1,053,193	991,370	1,075,693
State Shared Sales Tax	3,902,096	4,443,545	4,801,435
State Shared Vehicle License Tax	2,150,000	2,488,151	2,375,000
Urban Revenue Sharing	6,151,732	6,151,732	5,016,338
Charges for services			
General Government	95,760	76,941	85,000
Public Safety	2,120,000	2,047,838	2,170,000
Public Works	1,376,500	988,901	1,436,500
Leisure & Library	679,872	437,736	961,848
Community Development	28,500	31,660	68,000
Fines and forfeits			
Library	18,000	1,768	
Interest on investments			
Investment Income	20,000	3,079	5,000
In-lieu property taxes			
Contributions			
Voluntary contributions	42,000	903	41,000
Miscellaneous			
Misc. Revenue	467,916	262,242	467,916
Sale of Fixed Assets	70,000	40,037	70,000
Total General Fund	\$ 38,545,002	\$ 40,047,438	\$ 40,255,790

* 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 2022

SOURCE OF REVENUES	ESTIMATED REVENUES 2021	ACTUAL REVENUES* 2021	ESTIMATED REVENUES 2022
SPECIAL REVENUE FUNDS			
Highway User Revenue			
State Shared Revenue	\$ 3,475,000	\$ 3,750,251	\$ 3,925,000
Grants	956,398		910,000
Local Government Payments	3,247,540	936,458	2,396,422
Designated Contributions			1,250,000
Misc.		16,610	
	\$ 7,678,938	\$ 4,703,319	\$ 8,481,422
Local Transportation Assistance			
Grants	\$ 1,395,466	\$ 645,505	\$ 4,936,185
Fares	100,000	49,789	100,000
Lease Revenue	19,200	21,352	19,200
Misc.	1,000	1,095	1,000
Sale of Fixed Assets		5,000	
	\$ 1,515,666	\$ 722,741	\$ 5,056,385
Police Special Revenue			
Police Special Revenue	\$ 125,000	\$ 73,348	\$ 125,000
	\$ 125,000	\$ 73,348	\$ 125,000
Grants			
Grants	\$ 6,329,465	\$ 413,239	\$ 10,286,781
	\$ 6,329,465	\$ 413,239	\$ 10,286,781
Airport			
Grants	\$ 1,098,595	\$ 92,208	\$ 10,051,405
Fuel Sales	685,000	1,255,198	830,750
Lease Revenue	190,000	164,307	190,000
Misc.		51,058	
	\$ 1,973,595	\$ 1,562,771	\$ 11,072,155
Judicial Enhancement			
Fines	\$ 10	\$ 7	\$ 10
	\$ 10	\$ 7	\$ 10
Donations			
Contributions	\$ 21,335	\$ 177,917	\$ 1,221,335
	\$ 21,335	\$ 177,917	\$ 1,221,335
Park Development			
Development Impact Fees	\$ 150,000	\$ 28,854	\$ 17,000
	\$ 150,000	\$ 28,854	\$ 17,000
Police Development			
Development Impact Fees	\$ 45,000	\$ 17,138	\$ 18,500
	\$ 45,000	\$ 17,138	\$ 18,500
Infrastructure Development			
Development Impact Fees	\$ 150,000	\$ 83,956	\$ 92,000
	\$ 150,000	\$ 83,956	\$ 92,000
Fire Development			
Development Impact Fees	\$ 45,000	\$ 11,404	\$ 12,500
	\$ 45,000	\$ 11,404	\$ 12,500
SEACOM			
SEACOM	\$ 2,633,965	\$ 928,179	\$ 2,448,273
	\$ 2,633,965	\$ 928,179	\$ 2,448,273
Metropolitan Planning Organization			
Grants	\$ 775,007	\$ 418,376	\$ 510,123
Local Government Payments	59,594	113,796	99,689
	\$ 834,601	\$ 532,172	\$ 609,812
Total Special Revenue Funds	\$ 21,502,575	\$ 9,255,045	\$ 39,441,173

CITY OF SIERRA VISTA
Revenues Other than Property Taxes
Fiscal Year 2022

SOURCE OF REVENUES	ESTIMATED REVENUES 2021	ACTUAL REVENUES* 2021	ESTIMATED REVENUES 2022
---------------------------	--	--------------------------------------	--

* 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 2022

SOURCE OF REVENUES	ESTIMATED REVENUES 2021	ACTUAL REVENUES* 2021	ESTIMATED REVENUES 2022
DEBT SERVICE FUNDS			
N/A	\$ _____	\$ _____	\$ _____
	\$ _____	\$ _____	\$ _____
Total Debt Service Funds	\$ _____	\$ _____	\$ _____
CAPITAL PROJECTS FUNDS			
Transaction Privilege Tax	\$ 4,154,880	\$ 4,203,893	\$ 4,404,075
Misc.	500,000	_____	_____
Federal Grants	_____	_____	_____
Sale of Fixed Assets	_____	_____	500,000
	\$ 4,654,880	\$ 4,203,893	\$ 4,904,075
Total Capital Projects Funds	\$ 4,654,880	\$ 4,203,893	\$ 4,904,075

* 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 2022

SOURCE OF REVENUES	ESTIMATED REVENUES 2021	ACTUAL REVENUES* 2021	ESTIMATED REVENUES 2022
PERMANENT FUNDS			
N/A	\$	\$	\$
	\$	\$	\$
Total Permanent Funds	\$	\$	\$
ENTERPRISE FUNDS			
Sewer			
Charges for Service	\$ 3,734,493	\$ 3,846,982	\$ 3,857,139
Grants			
Capital Contributions	175,000	172,436	472,437
Misc.	100,000	122,701	125,000
	\$ 4,009,493	\$ 4,142,119	\$ 4,454,576
Refuse			
Charges for Service	\$ 4,263,584	\$ 4,645,212	\$ 4,571,276
Interest			
Misc.	5,000	746	5,000
	\$ 4,268,584	\$ 4,645,958	\$ 4,576,276
Total Enterprise Funds	\$ 8,278,077	\$ 8,788,077	\$ 9,030,852

* 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 2022

SOURCE OF REVENUES	ESTIMATED REVENUES 2021	ACTUAL REVENUES* 2021	ESTIMATED REVENUES 2022
INTERNAL SERVICE FUNDS			
Health & Accident			
Premiums	\$ 4,409,500	\$ 4,348,438	\$ 4,409,500
Interest	25,000	3,452	25,000
Misc.			
	<u>\$ 4,434,500</u>	<u>\$ 4,351,890</u>	<u>\$ 4,434,500</u>
Self Insured Retention			
Misc.	\$ 100,000	\$ 17,252	\$ 100,000
	<u>\$ 100,000</u>	<u>\$ 17,252</u>	<u>\$ 100,000</u>
Total Internal Service Funds	<u>\$ 4,534,500</u>	<u>\$ 4,369,142</u>	<u>\$ 4,534,500</u>
Total all Funds	<u>\$ 77,515,034</u>	<u>\$ 66,663,595</u>	<u>\$ 98,166,390</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 2022

FUND	OTHER FINANCING 2022		INTERFUND TRANSFERS 2022	
	SOURCES	(USES)	IN	(OUT)
GENERAL FUND				
Notes Payable	\$ 4,771,029	\$	\$	\$
Interfund Transfers			4,487,910	3,113,529
Total General Fund	\$ 4,771,029	\$	\$ 4,487,910	\$ 3,113,529
SPECIAL REVENUE FUNDS				
HURF	\$	\$	123,159	\$
LTAF			890,015	
Grants			3,113,529	
Airport	1,500,000			
Donations				1,400,000
Park Development				
Police Development				
Infrastructure Development				123,159
Fire Development				
Police Special Revenue				
Metropolitan Planning Organization				
Total Special Revenue Funds	\$ 1,500,000	\$	\$ 4,126,703	\$ 1,523,159
DEBT SERVICE FUNDS				
SVMPC I&R	\$	\$	2,701,373	\$
Total Debt Service Funds	\$	\$	\$ 2,701,373	\$
CAPITAL PROJECTS FUNDS				
Capital Improvements	\$	\$	\$	6,679,298
Total Capital Projects Funds	\$	\$	\$	\$ 6,679,298
PERMANENT FUNDS				
N/A	\$	\$	\$	\$
Total Permanent Funds	\$	\$	\$	\$
ENTERPRISE FUNDS				
Sewer	\$ 45,000	\$	\$	\$
Refuse	715,500			
Total Enterprise Funds	\$ 760,500	\$	\$	\$
INTERNAL SERVICE FUNDS				
Unemployment	\$	\$	\$	\$
Total Internal Service Funds	\$	\$	\$	\$
TOTAL ALL FUNDS	\$ 7,031,529	\$	\$ 11,315,986	\$ 11,315,986

CITY OF SIERRA VISTA
Expenditures/Expenses by Fund
Fiscal year 2022

FUND/DEPARTMENT	ADOPTED BUDGETED EXPENDITURES/ EXPENSES	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED	ACTUAL EXPENDITURES/ EXPENSES*	BUDGETED EXPENDITURES/ EXPENSES
	2021	2021	2021	2022
GENERAL FUND				
City Council	\$ 103,959	\$	\$ 97,952	\$ 104,014
Administrative Services	3,447,200		3,523,294	4,399,947
City Manager	2,576,605		2,681,025	2,733,341
Legal	316,559		306,097	481,580
General Government	822,631		985,046	428,240
Police	13,054,499		10,141,360	16,107,708
Fire	7,836,469		7,104,622	9,284,331
Public Works	5,661,633		5,386,569	6,260,015
Leisure & Library Services	5,427,354		5,103,795	5,662,453
Community Development	915,052		754,203	1,034,836
Debt	281,880		325,310	281,880
Total General Fund	\$ 40,443,841	\$	\$ 36,409,273	\$ 46,778,345
SPECIAL REVENUE FUNDS				
HURF	\$ 9,197,970	\$	\$ 3,599,629	\$ 11,542,763
LTAf	1,623,666		847,788	6,057,932
Police Special Revenue	319,500		34,665	349,500
Grants	6,344,851		690,116	13,427,173
Tourism				
Judicial Enhancement	300			300
Airport	2,799,865		868,092	14,764,783
Donations	654,753		89,941	382,148
Park Development	126,630		374,229	
Police Development				
Infrastructure Development				
Fire Development				
SEACOM	2,633,965		1,822,591	2,602,517
Metropolitan Planning Org	834,601		632,166	609,812
Total Special Revenue Funds	\$ 24,536,101	\$	\$ 8,959,217	\$ 49,736,928
DEBT SERVICE FUNDS				
SVMPC I&R	\$ 3,925,794	\$	\$ 3,772,641	\$ 2,701,373
Total Debt Service Funds	\$ 3,925,794	\$	\$ 3,772,641	\$ 2,701,373
CAPITAL PROJECTS FUNDS				
Capital Improvements	\$ 2,025,000	\$	\$	\$ 551,880
Total Capital Projects Funds	\$ 2,025,000	\$	\$	\$ 551,880
PERMANENT FUNDS				
N/A	\$	\$	\$	\$
Total Permanent Funds	\$	\$	\$	\$
ENTERPRISE FUNDS				
Sewer	\$ 5,820,765	\$	\$ 2,484,834	\$ 5,532,387
Refuse	5,437,628		3,165,217	5,851,145
Total Enterprise Funds	\$ 11,258,393	\$	\$ 5,650,051	\$ 11,383,532
INTERNAL SERVICE FUNDS				
Health & Accident	\$ 4,434,500	\$	\$ 3,632,715	\$ 4,434,500
Unemployment	25,000		17,969	25,000
Self Insured Retention	100,000		62,727	100,000
Total Internal Service Funds	\$ 4,559,500	\$	\$ 3,713,411	\$ 4,559,500
TOTAL ALL FUNDS	\$ 86,748,629	\$	\$ 58,504,593	\$ 115,711,558

* 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 2022

DEPARTMENT/FUND	ADOPTED BUDGETED EXPENDITURES/ EXPENSES	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED	ACTUAL EXPENDITURES/ EXPENSES*	BUDGETED EXPENDITURES/ EXPENSES
	2021	2021	2021	2022
City Council				
General Fund	\$ 103,959	\$	\$ 97,943	\$ 104,014
Sewer	12,996		12,996	13,003
Refuse	12,996		12,996	13,003
Donations	13,035		8	4,518
Department Total	\$ 142,986	\$	\$ 123,943	\$ 134,538
Administrative Services				
General Fund	\$ 3,447,200	\$	\$ 3,523,294	\$ 4,399,947
Capital Improvements				
Sewer	369,701		369,701	467,143
Refuse	383,958		383,958	481,857
HURF				
Department Total	\$ 4,200,859	\$	\$ 4,276,953	\$ 5,348,947
City Manager				
General Fund	\$ 2,576,605	\$	\$ 2,681,025	\$ 2,733,341
Donations	545			285
Grants	547,325		88,766	480,700
Sewer	337,324		337,324	326,354
Refuse	308,380		308,380	296,582
Department Total	\$ 3,770,179	\$	\$ 3,415,495	\$ 3,837,262
Legal				
General Fund	\$ 316,559	\$	\$ 306,097	\$ 481,580
Judicial Enhancement	300			300
Department Total	\$ 316,859	\$	\$ 306,097	\$ 481,880
General Government				
General Fund	\$ 822,631	\$	\$ 985,046	\$ 428,240
HURF	54,842		5,482	26,850
Sewer	109,684		109,684	53,700
Refuse	109,684		109,684	53,700
Health & Accident	4,434,500		3,632,715	4,434,500
Unemployment	25,000		17,969	25,000
Self Insured Retention	100,000		62,727	100,000
Department Total	\$ 5,656,341	\$	\$ 4,923,307	\$ 5,121,990
Police				
General Fund	\$ 13,054,499	\$	\$ 10,141,360	\$ 16,107,708
Police Special Revenue	319,500		34,665	349,500
Capital Improvements Fund				
Grants	65,329		43,003	142,829
Donations	362,131		85,365	207,052
Police Development Fee				
Department Total	\$ 13,801,459	\$	\$ 10,304,393	\$ 16,807,089
Fire				
General Fund	\$ 7,836,469	\$	\$ 7,104,659	\$ 9,284,331
Grants	582,000		12,676	3,424,423
Donations	5,150		183	4,696
Fire Development Fee				
Department Total	\$ 8,423,619	\$	\$ 7,117,518	\$ 12,713,450

Public Works

General Fund	\$ 5,661,633	\$	\$ 5,386,569	6,260,015
HURF	9,063,220		3,510,028	11,436,006
LTAf	1,623,666		847,788	6,057,932
Grants	4,000,000			4,000,000
Airport	2,724,518		792,746	14,764,783
Capital Improvements	525,000			
Sewer	3,918,192		1,518,974	3,720,253
Refuse	4,320,663		2,774,877	4,571,906
Donations				15
Park Development				
Infrastructure Development				
Metropolitan Planning Org	834,601		632,166	609,812
Department Total	\$ 32,671,493	\$	\$ 15,463,148	\$ 51,420,722

Leisure & Library

General Fund	\$ 5,427,354	\$	\$ 5,103,795	\$ 5,662,453
Grants	981,300		301,500	5,236,562
Capital Improvements	1,500,000			551,880
SVMPC Construction				
Donations	265,807		4,385	152,260
Department Total	\$ 8,174,461	\$	\$ 5,409,680	\$ 11,603,155

Community Development

General Fund	\$ 915,052	\$	\$ 754,203	\$ 1,034,836
Grants	168,897		244,221	142,659
Capital Improvements Fund				
Donations	8,085			13,322
Department Total	\$ 1,092,034	\$	\$ 998,424	\$ 1,190,817

Debt

General Fund	\$ 281,880	\$	\$ 325,310	\$ 281,880
HURF	79,908		89,601	79,907
Airport	75,347		75,346	
Park Development	126,630		374,229	
SVMPC I&R	3,925,794		3,772,641	2,701,373
Capital Improvements				
Sewer	1,072,868		943,923	951,934
Refuse	301,947		368,301	434,097
Department Total	\$ 5,864,374	\$	\$ 5,949,351	\$ 4,449,191

SEACOM

	\$ 2,633,965	\$	\$ 1,822,591	\$ 2,602,517
Department Total	\$ 86,748,629	\$	\$ 54,161,549	\$ 115,711,558

CITY OF SIERRA VISTA
Full-Time Employees and Personnel Compensation
Fiscal year 2022

Fund	Full-Time Equivalent (FTE)	Employee Salaries and Hourly Costs	Retirement Costs	Healthcare Costs	Other Benefit Costs	Total Estimated Personnel Compensation
	2022	2022	2022	2022	2022	2022
GENERAL FUND	302	\$ 17,862,446	\$ 6,865,072	\$ 2,867,067	\$ 1,862,695	\$ 29,457,280
SPECIAL REVENUE FUNDS						
HURF	19	\$ 1,156,220	\$ 96,026	\$ 143,677	\$ 118,596	\$ 1,514,519
LTAF	10	497,010	52,244	94,249	62,006	705,509
Airport	2	61,926	4,565	8,395	5,747	80,633
Metropolitan Planning Org	1	180,891	19,793	8,507	14,134	223,325
SEACOM	25	1,417,945	151,092	187,164	138,782	1,894,983
Total Special Revenue Funds	57	\$ 1,896,047	\$ 172,628	\$ 254,828	\$ 200,483	\$ 4,418,969
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	\$ 1,459,154	\$ 67,822	\$ 90,266	\$ 68,656	\$ 1,685,898
Refuse	18	1,511,604	87,008	130,271	91,490	1,820,373
Total Enterprise Funds	30	\$ 2,970,758	\$ 154,830	\$ 220,537	\$ 160,146	\$ 3,506,271
INTERNAL SERVICE FUND						
N/A		\$	\$	\$	\$	\$
Total Internal Service Fund		\$	\$	\$	\$	\$

CITY OF SIERRA VISTA
Full-Time Employees and Personnel Compensation
Fiscal year 2022

Fund	Full-Time Equivalent (FTE)	Employee Salaries and Hourly Costs	Retirement Costs	Healthcare Costs	Other Benefit Costs	Total Estimated Personnel Compensation
	2022	2022	2022	2022	2022	2022
TOTAL ALL FUNDS	<u>389</u>	<u>\$ 22,729,251</u>	<u>\$ 7,192,530</u>	<u>\$ 3,342,432</u>	<u>\$ 2,223,324</u>	<u>\$ 37,382,520</u>

ORDINANCE 2021-006

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, 2022; 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 2021/2022 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 Seven Thousand and One Hundred and Forty Five Dollars (\$377,145) for the purpose of providing the City of Sierra Vista for the fiscal year ending on the 30th day of June, 2022, but not to exceed the \$0.1108 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 2021-006
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, 2022.

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.

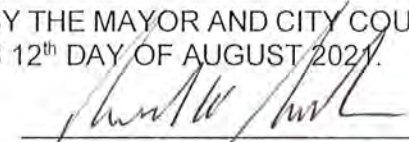
SECTION 4

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 12th DAY OF AUGUST 2021.

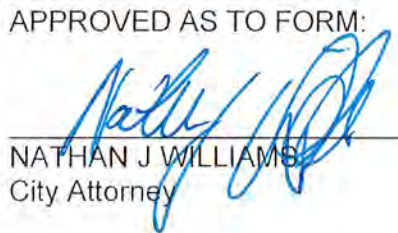


FREDERICK W. MUELLER, II
Mayor

ATTEST:



JILL ADAMS
City Clerk

APPROVED AS TO FORM:


NATHAN J WILLIAMS
City Attorney

PREPARED BY: Jennifer Osburn, Budget Officer



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