

PROPOSED ANNUAL BUDGET



FISCAL YEAR 2024 – 2025

May 24, 2024

MEMORANDUM TO: Honorable Mayor and City Council

THRU: Charles P. Potucek, City Manager
Victoria Yarbrough, Assistant City Manager

FROM: David Felix, Chief Financial Officer
Jennifer Dillaha, Budget Officer

SUBJECT: Tentative Budget Book for Fiscal Year 2024-2025

We are presenting to you the FY 2024-2025 Tentative Budget Book in the amount of \$172,291,723. This book reflects a balanced recommended budget based upon the City's current revenue structure and projections, and will be used to inform Council for the budget work session discussions. Changes may be made to the tentative budget before passage of the tentative budget resolution in the last week of June. Following passage of the tentative budget, additional changes may be made before the passage of the final budget. However, the final budget amount may not exceed the tentative budget amount.

Key factors in developing the FY25 tentative budget book are listed below:

- Classification/Compensation maintenance for personnel
- Maintain PSPRS contribution rates
- Conservative projections in and legislative impacts on major revenue streams
- Funding of Capital Maintenance

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

The proposed approval schedule is as follows:

- June 10-12, 2024 – Council Budget Work Sessions
- June 27, 2024 – Resolution to approve the tentative budget
- July 25, 2024 – Resolution to approve the final budget & public hearing on property tax
- August 8, 2024 – Resolution to adopt FY2024/2025 property tax levy



Recommended Expenditure Increases & Reductions by Department

DEPARTMENT	EXPENSE	FY2024 BUDGETED	FY2025 RECOMMENDED	DECREASE/ INCREASE	EXPLANATION
CITY MANAGER	Professional Services	\$ 283,000	\$ 223,000	\$ (60,000)	Removed Resource Management Plan funding due to grant
INFORMATION TECH	Telephone	\$ 350,000	\$ 370,000	\$ 20,000	To reflect actuals
	Office Equip. Maint.	\$ 1,297,676	\$ 1,463,265	\$ 165,589	Increased cost of maintenance and licensing, and the addition of new services
	1. Active Directory Client Access Licenses	\$ 112,000	\$ 224,000	\$ 112,000	
	2. Spillman-PD	\$ 80,000	\$ 60,000	\$ (20,000)	
	3. Eye Ride Service for Refuse and Transit	\$ -	\$ 32,100	\$ 32,100	
	Software	\$ 154,576	\$ 179,500	\$ 24,924	1. New System 2. New online warrant service 3. New Drone Software 4. Digital imaging organization 5. 2nd year-initial setup costs removed 6. 3 year contract
	1. NERIS Fire Reporting System	\$ -	\$ 42,500	\$ 42,500	
	2. Cloud Gavel	\$ -	\$ 5,000	\$ 5,000	
	3. Brinks Tactical Aircraft	\$ -	\$ 5,000	\$ 5,000	
	4. Canto Brand Templates	\$ -	\$ 5,800	\$ 5,800	
	5. OpenGov Capital	\$ 50,081	\$ 29,500	\$ (20,581)	
	6. Blue Ink Platform	\$ 15,300	\$ -	\$ (15,300)	
	Specialized Supplies	\$ 201,200	\$ 130,300	\$ (70,900)	1. Fewer end of life PCs 2. 2 needed this FY 3. 5 needed instead of 8 last FY
1. Replacement PC's	\$ 85,500	\$ 41,000	\$ (44,500)		
2. Body Cam Docking Stations	\$ 15,000	\$ 7,000	\$ (8,000)		
3. FZ-G2 MDT's for Fire	\$ 36,000	\$ 24,000	\$ (12,000)		
FINANCE	Professional Services	\$ 278,360	\$ 253,360	\$ (25,000)	Reduction for impact fee update
CITY CLERK	Professional Services	\$ 72,500	\$ 120,500	\$ 48,000	Election Services
MARKETING	Advertising	\$ 63,760	\$ 40,000	\$ (23,760)	To reflect actuals
POLICE					
ADMIN	Specialized Supplies	\$ 10,000	\$ 18,150	\$ 8,150	To reflect actuals
ACO	Professional Services	\$ 32,720	\$ 41,720	\$ 9,000	USDA Contract and increased labor rates



Recommended Expenditure Increases & Reductions by Department

DEPARTMENT	EXPENSE	FY2024 BUDGETED	FY2025 RECOMMENDED	DECREASE/ INCREASE	EXPLANATION
POLICE ADMIN ACO	Specialized Supplies	\$ 10,000	\$ 18,150	\$ 8,150	To reflect actuals
	Professional Services	\$ 32,720	\$ 41,720	\$ 9,000	USDA Contract and increased labor rates
FIRE	Uniform Allowance	\$ 65,100	\$ 99,600	\$ 34,500	Uniform allowance issued separately through checks-increase to reflect taxes
	Professional Services	\$ 40,000	\$ -	\$ (40,000)	Assessment completed FY24
	Vehicle & Equip Maint	\$ 23,400	\$ 32,338	\$ 8,938	Increased contract services
	Specialized Supplies	\$ 153,000	\$ 169,276	\$ 16,276	Inc. cost of replacement equipment
	EMS Supplies	\$ 200,000	\$ 230,000	\$ 30,000	Inc. cost of supplies
PUBLIC WORKS ENGINEERING	Professional Services	\$ 40,000	\$ 45,000	\$ 5,000	Inc. to testing services due to Allo
FACILITIES	Professional Services	\$ 132,500	\$ 231,500	\$ 99,000	Inc. to HVAC services and electrical assessments
	Building Maint.	\$ 519,000	\$ 334,000	\$ (185,000)	Roof repairs and painting completed FY24
	Infrastructure Maint.	\$ 800,000	\$ 108,500	\$ (691,500)	Cove repairs completed
FLEET	Fuel	\$ 1,000,000	\$ 1,020,000	\$ 20,000	Increased cost
PARKS, RECREATION, & LIBRARY					
	Event Supplies	\$ 257,600	\$ 229,100	\$ (28,500)	Decrease on West End events, purchased adtl supplies in FY24
PARKS	Professional Services	\$ 43,000	\$ 63,000	\$ 20,000	Well Maintenance
	Infrastructure Maint.	\$ 168,500	\$ 160,100	\$ (8,400)	Maintenance completed in FY24



Recommended Expenditure Increases & Reductions by Department

DEPARTMENT	EXPENSE	FY2024 BUDGETED	FY2025 RECOMMENDED	DECREASE/ INCREASE	EXPLANATION
SPORTS	Professional Services	\$ 88,050	\$ 111,550	\$ 23,500	Increased instructor costs (offset by revenue)
	Recreation Supplies	\$ 61,250	\$ 42,050	\$ (19,200)	Supplies purchased in FY24
	Specialized Supplies	\$ 36,500	\$ 26,500	\$ (10,000)	Supplies purchased in FY24
CHILD & FAMILY	Land & Building Rental	\$ 3,000	\$ -	\$ (3,000)	Program cancellation
	Recreation Supplies	\$ 18,000	\$ 10,000	\$ (8,000)	Program cancellation
LIBRARY	Professional Services	\$ 72,262	\$ 88,994	\$ 16,732	Increased security contract
	Office Supplies	\$ 48,900	\$ 56,900	\$ 8,000	Increased expenses due to reduced donations
COMMUNITY DEVELOPMENT NEIGHBORHOOD ENHANCEMENT					
	Professional Services	\$ 110,000	\$ 125,000	\$ 15,000	Increased abatements
GRAND TOTAL		\$ 6,623,854	\$ 6,023,203	\$ (600,651)	



Budget Summary

The first part of this section provides an overview of the FY25 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.

FY25 Overview

The Fiscal Year 2024-2025 (FY25) budget is proposed at \$172,291,723, a 1.6% decrease from Fiscal Year 2023-2024 (FY24) budget of \$175,145,445. The General Fund budget totals \$54,500,101, a 3.5% increase from FY24 budget of \$52,659,313. This budget reflects the priorities of the current and upcoming Council Strategic Plans.

The 2024 Fiscal Year left the City with a steady financial foundation leading into the coming year. This is attributed to three major factors; local Transaction Privilege Tax collections were 5 percent ahead of budget at the midpoint of the year, all State Shared revenues were 11% over budget, and Local Government Investment Pool (LGIP) returns were around 5%, instead of 1-2% a couple years ago, with significant cash balance growth in those accounts. However, as predicted, TPT and State Shared revenues show signs of low growth in the second half of the year due to inflation. FY24 gross privilege tax collections were down \$295,272, or 12.74%, for February and up \$1,039, or 0.04%, for March over FY23. The City will continue to monitor economic conditions to ensure the City's finances stay healthy.

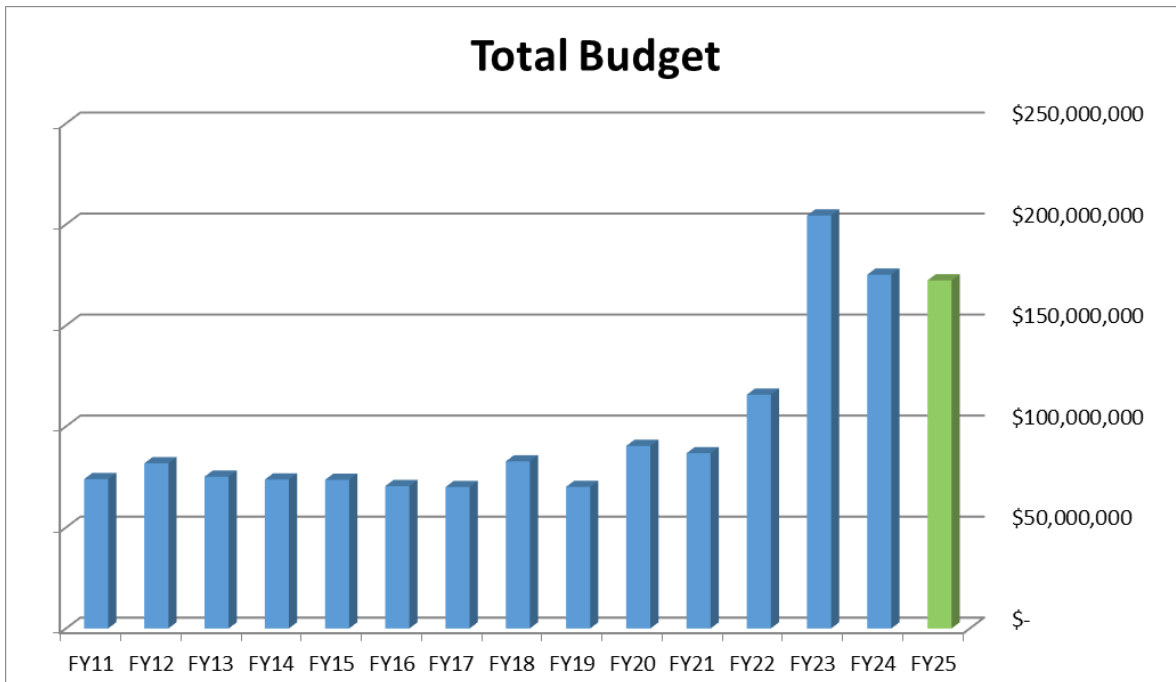
The FY25 budget addresses several challenges and opportunities, including additional personnel to meet expanding demand, considerable cost increases in supplies for operations and maintenance, and investments in infrastructure. Typically, the City of Sierra Vista uses conservative financial forecasting 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 anticipated variables of FY25 that helped shape the development of the budget include increased inflation, varying interest rates, and changes in legislation.

To help improve infrastructure without a tax increase, the City is actively pursuing many grant opportunities, to include approximately \$51.9 million to improve transportation infrastructure.

The table on the next page shows the total budget amounts for the last fifteen years, along with a graph depicting the changes over time.



Year	Budget Amount	Change
FY11	\$ 73,919,307	-26%
FY12	\$ 81,758,371	11%
FY13	\$ 75,151,135	-8%
FY14	\$ 73,708,643	-2%
FY15	\$ 73,570,106	-0.2%
FY16	\$ 70,484,240	-4.2%
FY17	\$ 70,020,613	-0.7%
FY18	\$ 82,723,790	18.1%
FY19	\$ 70,092,846	-15.3%
FY20	\$ 90,368,774	28.9%
FY21	\$ 86,748,629	-4.0%
FY22	\$ 115,711,558	33.4%
FY23	\$ 204,417,694	76.7%
FY24	\$ 175,145,445	-14.3%
FY25	\$ 172,291,723	-1.6%



The graph above depicts the total budgeted expenditures from FY11 to FY25. For the upcoming fiscal year (FY25), local revenues increased 3.2%, while state-shared revenues have been decreased 0.1%, based on actuals from FY24, historical trend analysis, and the League of Arizona Cities and Towns’ projected estimates.

The FY25 budget includes the addition of personnel, reclassification of five positions and paramedic add-pay, and a proposed classification and compensation plan 2 percent step increase in July 2024.



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

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 FY25 tentative budget reflects the Mayor and Council's strategic plan initiatives, recently approved on June 22, 2023.

This two-year Strategic Leadership Plan focuses on four critical success factors: responsible stewardship (Invest), economic development and community prosperity (Ignite), quality of life (Innovate), and citizen engagement (Include).



Revenue by Major Category

In order to provide services for citizens, the City must raise revenue. The City currently estimates raising \$172,291,723 in FY25. 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, LTAF and street maintenance. The Police Department has received specialized equipment through the grant process.

The City also receives money from donations and private grants. It is projected that the City will raise \$1,527,965 in donations and private grants this year. These donations and grants include resources to many departments including the Library, Police, Parks, Recreation and Library, 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 exceptionally 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 is 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 FY25 by major category. The largest revenue generators are the City Sales Tax, State Shared Revenue, and Grants. These three categories comprise 70.2 percent of the total revenue generated.



	FY23 Budget	FY24 Budget	FY25 Budget	% Change	FY25 % of Total
City Sales Tax	\$25,130,907	\$26,091,913	\$26,914,016	3.2%	15.62%
Property Tax	\$379,068	\$382,261	\$387,167	1.3%	0.22%
Franchise Fees	\$1,400,000	\$1,500,000	\$1,575,000	5.0%	0.91%
Licenses & Permits	\$705,000	\$810,000	\$900,000	11.1%	0.52%
Grants	\$81,454,224	\$79,193,270	\$70,922,800	-10.4%	41.16%
Local Govt. Payments	\$3,226,838	\$3,967,113	\$3,947,231	-0.5%	2.29%
State Shared Revenue	\$21,068,497	\$23,179,596	\$23,162,500	-0.1%	13.44%
Prop 207 Shared Rev	\$228,000	\$228,000	\$310,000	36.0%	0.18%
Health & Accident	\$4,409,500	\$4,409,500	\$4,409,500	0.0%	2.56%
Ambulance Fees	\$2,400,000	\$2,600,000	\$2,900,000	11.5%	1.68%
Public Safety Fees	\$70,000	\$70,000	\$70,000	0.0%	0.04%
GMC Revenues	\$1,490,000	\$2,005,000	\$2,055,000	2.5%	1.19%
Transit Revenue	\$121,400	\$21,400	\$21,400	0.0%	0.01%
Airport Revenues	\$1,020,750	\$1,072,250	\$2,267,500	111.5%	1.32%
Sewer Revenues	\$3,920,427	\$3,975,000	\$4,000,000	0.6%	2.32%
Refuse Revenues	\$4,571,276	\$4,675,000	\$4,700,000	0.5%	2.73%
PRL Revenue	\$814,257	\$1,076,000	\$1,034,700	-3.8%	0.60%
Planning Revenue	\$68,000	\$50,000	\$50,000	0.0%	0.03%
Development Fees	\$0	\$0	\$0	0.0%	0.00%
Investment Income	\$30,000	\$30,000	\$800,000	2566.7%	0.46%
Donations	\$3,378,406	\$2,893,992	\$1,527,965	-47.2%	0.89%
Sale of Fixed Assets	\$120,000	\$120,000	\$120,000	0.0%	0.07%
Notes Payable	\$38,252,419	\$2,216,268	\$1,162,980	-47.5%	0.68%
Carryover	\$8,927,799	\$13,099,619	\$17,953,701	37.1%	10.42%
Misc Revenue	\$1,458,926	\$1,479,263	\$1,100,263	-25.6%	0.64%
Total	\$204,645,694	\$175,145,445	\$172,291,723	-1.6%	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%

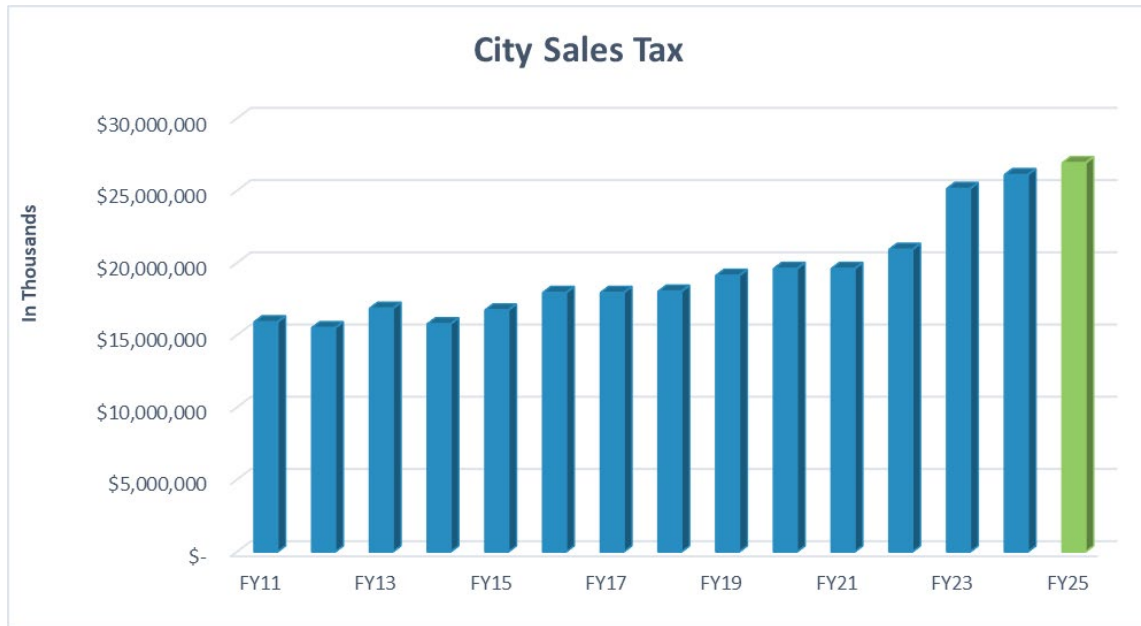
The City’s tax package contributes about 16 percent of the City’s total revenue. These taxes contribute about one-fourth of the total general fund revenue.

The City relies on a Retail Privilege (Sales) Tax for a substantial percentage of revenue raised through the City Sales Tax Package. In FY21 and FY22, the City’s collection in sales tax exceeded projections, predominately attributed to the community’s stable income through federal and government employment and Fort Huachuca’s travel restrictions due to COVID-19. In the spring of FY24, the City saw more stagnant collection numbers due to inflation and slow economic growth. The FY25 TPT revenue projections will remain conservative.

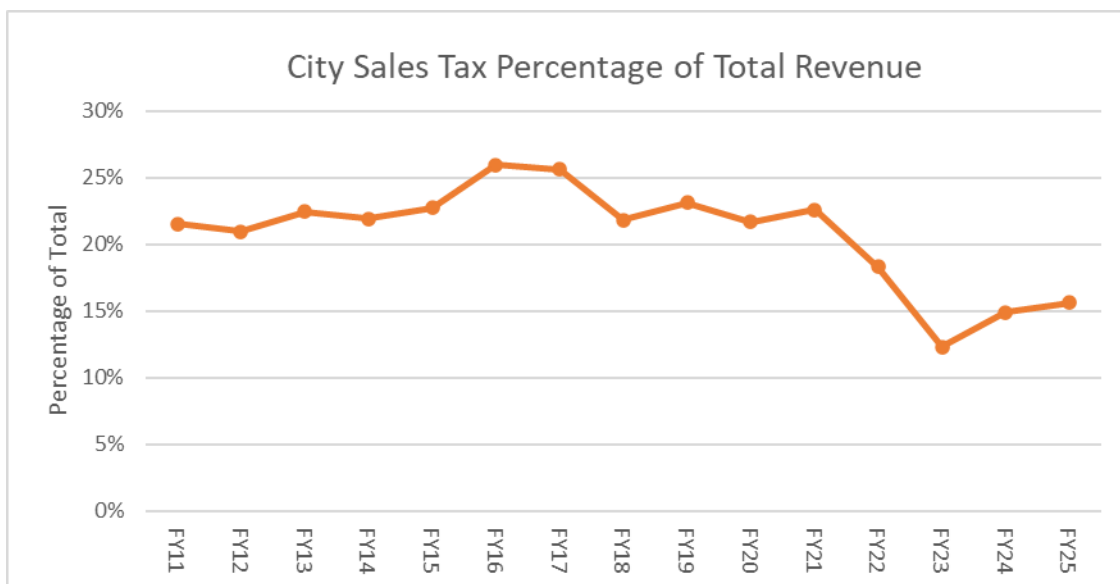
Of the total sales tax, one-half of one percent (0.5%) is designated for capital projects. This money is used for the construction and operations of major capital projects. The money is also used for major capital maintenance projects.

Approximately five percent (5%) of the total city tax revenue comes from a 1% tax on the rental of real property. Changes to legislation can have significant effects on revenue streams. Senate Bill 1131, signed into law on August 1, 2023, will preempt municipalities from levying residential rental tax beginning January 1, 2025.

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 FY24 and FY25 budgets.



The City Sales Tax is not the only source of revenue for the City. The graph below depicts the percentage of the City’s revenue generated by the City Sales Tax. Since FY11, the City Sales Tax has gradually become a larger portion of the total City revenue with a decrease in FY23 due to several grant opportunities and the Schneider energy initiative bond. In FY25, Sales Tax comprises roughly sixteen percent (16%) of the overall revenue received, second to projected grant revenue.





Property Tax

On or before the 10th of February every year, the County Assessor is required to send an estimate of the total net assessed valuation of all property in the city/town, including the value of property added to the tax roll since last year. The County Assessor will also send each city and town levying a property tax a final levy limit worksheet which provides the city/town’s calculated maximum levy limit for the coming fiscal year. 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. For FY25, the maximum primary property tax levy without a truth in taxation hearing is higher than the previous year due to growth associated with new construction.

The City levies a property tax. The property tax makes up an exceedingly small percentage (0.22%) of the City’s total revenue. The current rate is \$0.1033 per \$100 of assessed value. This translates to a City property tax bill of \$10.33 per \$100,000 of assessed valuation.

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).

	FY23 Budget	FY24 Budget	FY25 Budget	Change
Income	\$8,307,596	\$ 10,307,596	\$ 9,500,000	\$ (807,596)
Sales	\$6,160,901	\$ 6,500,000	\$ 6,662,500	\$ 162,500
HURF	\$4,100,000	\$ 4,100,000	\$ 4,400,000	\$ 300,000
Auto Tax	\$2,500,000	\$ 2,500,000	\$ 2,600,000	\$ 100,000
Total	\$21,068,497	\$23,407,596	\$ 23,162,500	\$ (245,096)

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.



Budget Summary

FY24 is the first year that the state shared income tax distribution is increasing from 15 percent to 18 percent. This is due to the State's adoption of legislation to move to a flat 2.5 percent individual income tax rate, which will result in a significant reduction in total income tax collections in future years. Since there is a two-year lag between the income tax collection and the distribution to cities and towns, the immediate implementation of the increased sharing percentage will provide additional funds to help mitigate the impact. Based on the League of Arizona Cities and Towns' estimates, the City will offset one million dollars in State Shared Income Tax revenue as temporary additional funds.

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 a slight increase in State Shared Sales Tax in FY25 based on the League of Arizona Cities and Towns' 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. Cities and towns receive 27.5% of the total collections from the State. 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 FY25, the City projects a slight increase in HURF funding based on actuals from FY24.

In FY25, the City anticipates receiving a decrease of State Shared Revenue compared to FY24. State Shared Revenue is the third largest revenue source to the City, contributing almost 14 percent of the total budget and just above 42 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.

Proposition 207 – Smart and Safe Arizona Act

Passed into law in November 2020, Proposition 207 legalized marijuana for adult personal use. The Arizona Department of Revenue (ADOR) is tasked with collecting the 16% excise tax imposed by the state on adult use marijuana sales.

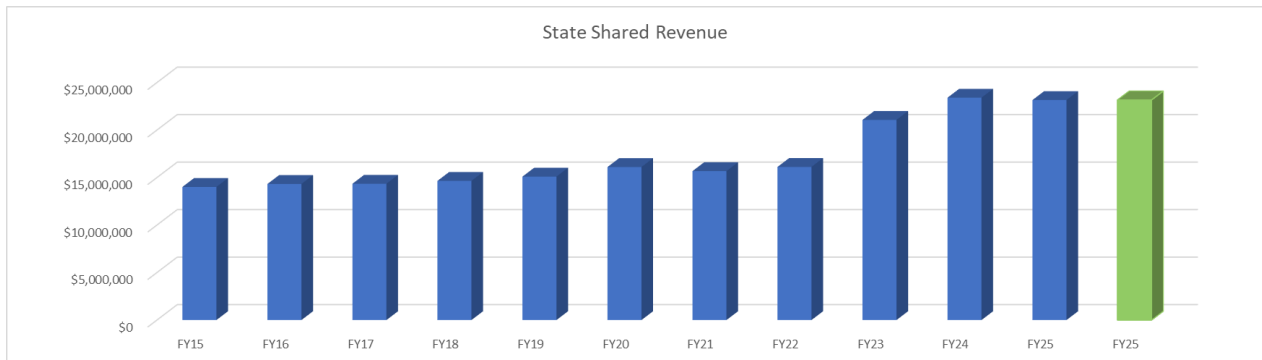
Twice a year, the state treasurer will transfer 31.4 percent to municipal police departments, municipal fire departments, fire districts, and county sheriff's departments, in proportion to the number of enrolled members of each agency in PSPRS. In FY25, the



Budget Summary

City budgeted \$310,000 in Prop 207 Revenue. Per Council direction, this revenue is used towards the City’s PSPRS contribution.

	State Shared Revenue	% Change
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%
FY23	\$21,068,497	31%
FY24	\$23,407,596	11.1%
FY25	\$23,162,500	-1%





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, Parks, Recreation, & Library, and Community Development receive the most in grant awards.

Grant revenue accounts for almost 41 percent of the total estimated revenue to be received in FY25. Grant-funded projects include economic development programs, fire and police equipment, airport capital improvements, and others.

Potential Highway User Revenue Fund (HURF) grants account for approximately \$51.9 million in grant revenue. The City is currently pursuing opportunities through the Rebuilding American Infrastructure with Sustainability and Equity (RAISE) grant and federal appropriations to help rebuild street infrastructure.

Notes Payable

The City of Sierra Vista utilizes short-term financing to complete capital projects and also for the purchase of capital equipment. The City will raise \$1,162,980 in financing funds in FY25. 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.

	FY25	% of User Fee Revenue
Labor Charges	\$ 400,000	17.3%
Fluids Charges	\$ 585,000	25.3%
Other GMC Revenues	\$ 50,000	2.2%
Lease Revenues	\$ 32,900	1.4%
Hangar Lease Revenue	\$ 200,000	8.6%
Court Fees	\$ 10,000	0.4%
Performing Arts - Rec	\$ 136,000	5.9%
Kids World	\$ 21,700	0.9%
Rentals	\$ 165,000	7.1%
Aquatics	\$ 330,000	14.3%
Sports	\$ 174,000	7.5%
Classes	\$ 57,000	2.5%
Adult Trips	\$ 5,000	0.2%
Senior Programming	\$ 6,000	0.3%
Community Events	\$ 140,000	6.1%
TOTAL	\$ 2,312,600	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 FY25 is \$2,900,000. This is an increase of about \$300,000 based on actuals from FY24. Along with emergency 911 transports, crews also transport non-emergent patients from the ER to nursing homes, and vice-versa. The EMS crew will transport patients to and from medical appointments, nursing homes and the Life Care center. Ambulance fees are separate from other user fees as a result of their unique identity.



Public Works Services

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

Animal Control

The City charges a fee for adoption of animals. The adoption fees for dogs are \$75 and fees for cats are \$50. The fees have not been increased since FY16. That was the result of cost increases at the Nancy J. Brua Animal Care Center.

Lease Revenue

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

Library Fines

The City 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 must be in proportion to the burden imposed on the municipality, based on items in a community's Infrastructure Improvement Plan (IIP), and assessed using a fee study by a qualified professional. Development Fees contribute less than one percent of the total budget.

City Council approved the Land Use Assumptions (LUA) and Infrastructure Improvement Plan (IIP) on September 10, 2020, 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.

In spring 2023, the City began the process to update the City's development fee analysis in regard to Transportation and Park Facilities. Because the City's new growth has been slowly progressing over the years, development fee collections have been lacking, resulting in most development fee funds being in a deficit. To help stimulate economic growth, staff will recommend imposing a five-year moratorium on the collection of development fees, except the sewer connection fee.

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 the Sulphur Springs Valley Electric Cooperative rebates and refunds on insurance deposits if risk performance is kept low.



Expenditures by Major Category

The City of Sierra Vista’s budgeted expenditures total \$172,291,723 for FY25, \$2,853,722 less than the FY24 budget. Capital Expenditures decreased by \$4,832,768, (5%) from FY24. Personnel expenditures increased by \$1,642,925 (4%), reflecting the addition of new personnel, the maintenance of the classification and compensation plan, and the PSPRS liability. The City's Operating and Maintenance expenses increased by \$322,248, primarily as a result of the rising cost of operations due to inflation. Debt services increased by \$13,873. Overall, the City’s budget decreased two percent compared to FY24.

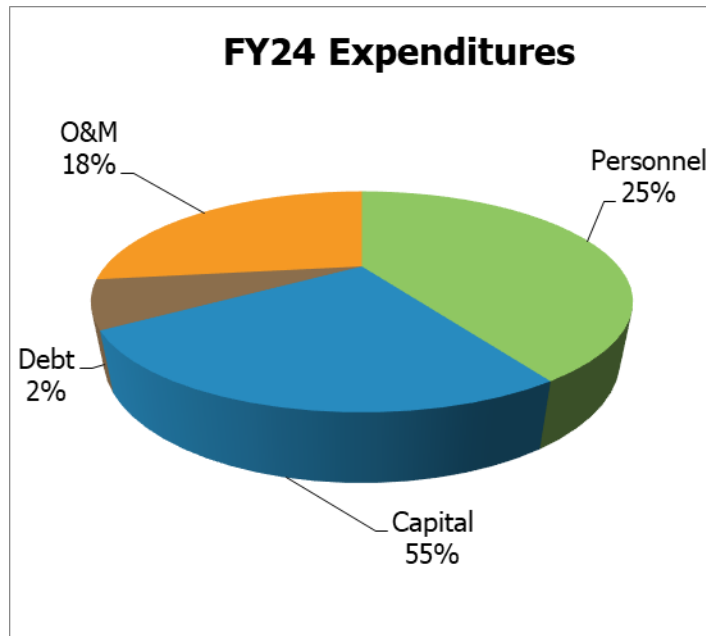
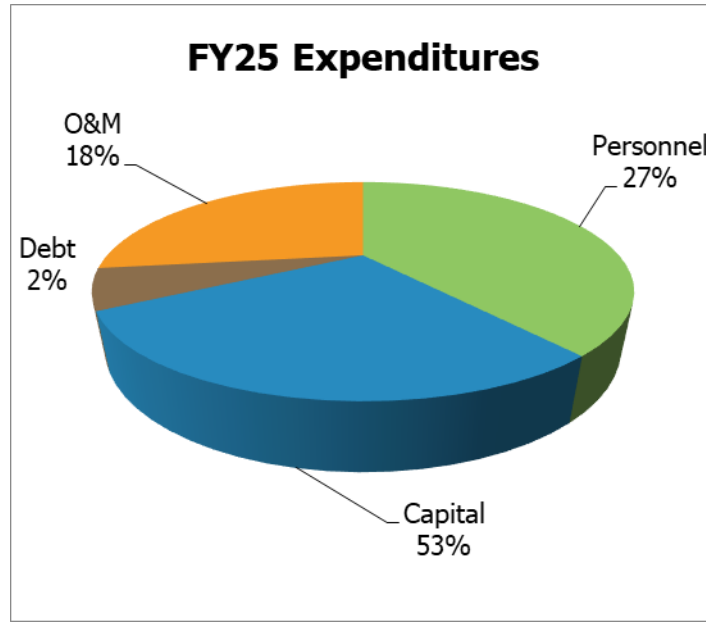
	FY23 Budget	FY24 Budget	FY25 Budget	Difference	% Change	% Total
Personnel	\$ 40,944,737	\$ 43,848,133	\$ 45,491,058	\$ 1,642,925	4%	26.4%
O&M	\$ 27,122,852	\$ 30,908,315	\$ 31,230,563	\$ 322,248	1%	18.1%
Capital	\$ 131,503,210	\$ 96,476,394	\$ 91,643,626	\$ (4,832,768)	-5%	53.2%
Debt	\$ 4,846,895	\$ 3,912,603	\$ 3,926,476	\$ 13,873	0%	2.3%
Total	\$ 204,417,694	\$ 175,145,445	\$ 172,291,723	\$ (2,853,722)	-2%	100.0%

The following table provides an overview of the percentage of expenditures by category from FY16-FY25. Debt currently makes up two percent of the City expenditures. Capital Expenditures make up 53 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 FY15 and currently comprises 27 percent of the total budget. Operations and Maintenance (O&M) encompasses 18 percent of the total budget.

	FY16	FY17	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY25
Personnel	43%	45%	38%	47%	39%	41%	32%	20%	25%	27%
Capital	18%	17%	8%	15%	28%	24%	42%	65%	55%	53%
Debt	7%	7%	24%	6%	6%	7%	4%	2%	2%	2%
O&M	32%	31%	29%	32%	27%	28%	22%	13%	18%	18%

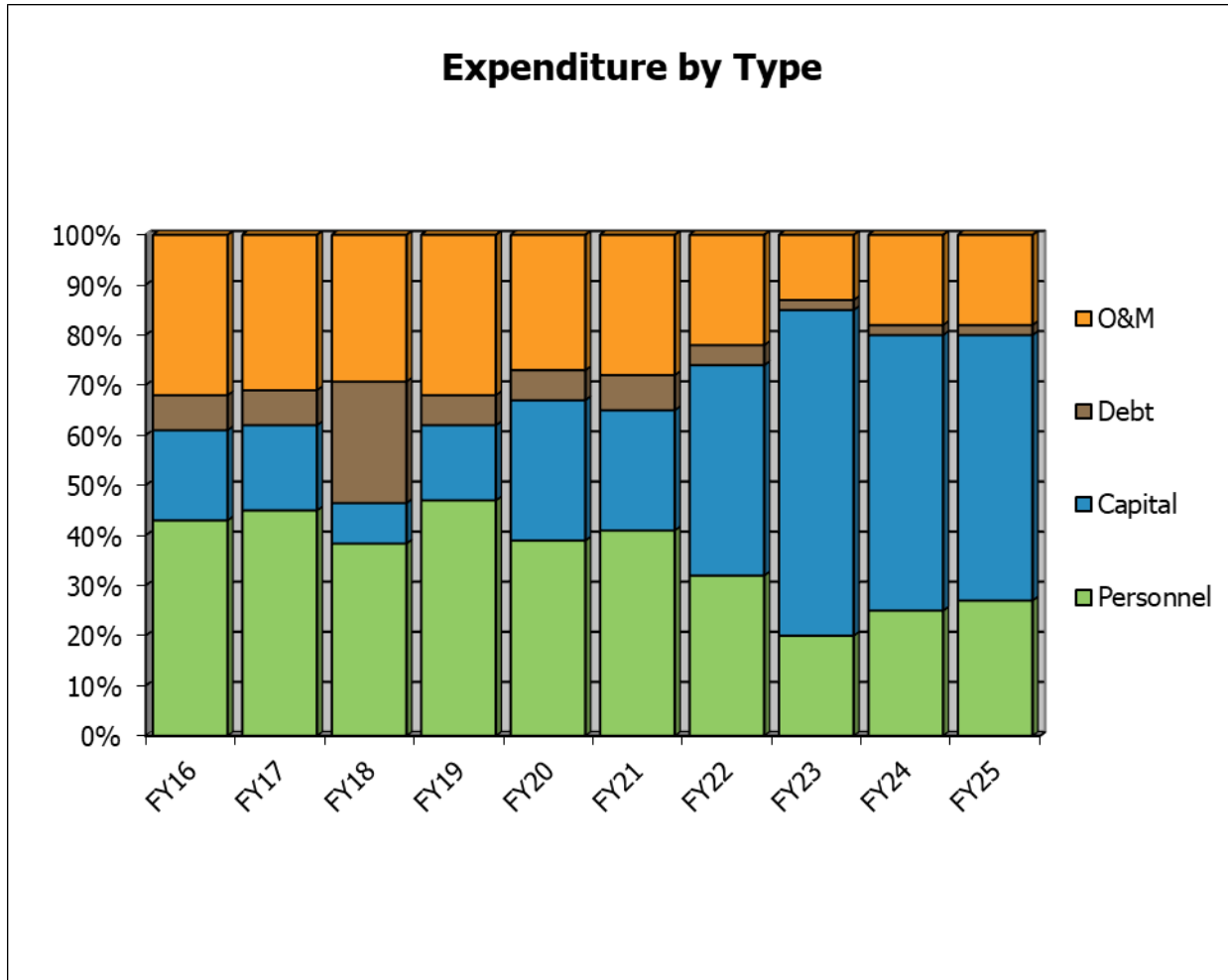


The graphs below depict the percentage of total budget, per major category, for FY24 and FY25.





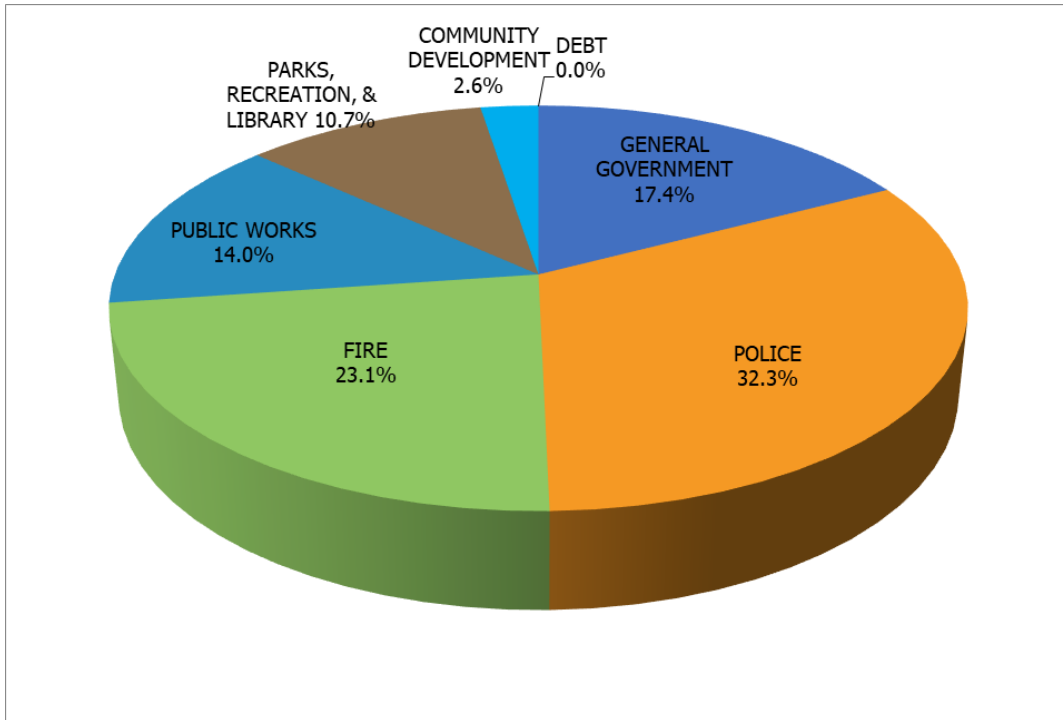
The graph below depicts the percentage of total expenditures by category for FY16-FY25.





General Fund Expenditures

Typically, 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 Services, and Public Safety. FY25 General Fund expenditures total \$54,500,101. The chart below illustrates the FY25 General Fund budget percentage by major category.



The largest percentage of general fund expenditures is Public Safety (Police and Fire) representing 55.4% of the total expenditures in the General Fund. The next largest expenditure occurs in General Government (17.4%), followed by Public Works (14%), and then Parks, Recreation & Library, Community Development and Debt.

The chart below shows the percentage of the General Fund for each department since FY16.

Percentage of General Fund Expenditures by Department

	FY16	FY17	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY25
General Government	15%	19%	17%	18%	17%	18%	17%	18%	17%	17%
Police	31%	32%	30%	30%	30%	32%	34%	32%	32%	32%
Fire	17%	19%	24%	18%	23%	19%	20%	20%	21%	23%
Public Works	19%	18%	17%	17%	14%	14%	14%	15%	17%	14%
Parks, Recreation, & Library	11%	10%	9%	14%	12%	13%	12%	12%	11%	11%
Community Development	3%	3%	3%	3%	2%	2%	2%	3%	2%	3%
Debt	0.3%	0.3%	0.4%	0.8%	0.7%	0.7%	0.6%	0.2%	0.0%	0%



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 four percent from FY24 to FY25 largely as a result of a two percent classification and compensation plan step increase in July 2024, additional personnel, and maintenance to the Public Safety Personnel Retirement System (PSPRS) contribution rates. Police PSPRS contribution rates are increasing from 68.98% to 71.34% and Fire PSPRS contribution rates are increasing from 56.60% to 58.6%. Per City fiscal policy, the City will contribute the mandatory contribution amount specified by PSPRS and will strive to pay the higher contribution rate if the new fiscal year's contribution rate is less than the current one. Therefore, the City will set the Fire PSPRS contribution rate as 61.68%. Additionally, the Arizona State Retirement System (ASRS) contribution rate is decreasing from 12.14% to 12.12%, along with the Long-Term Disability (LTD) set to remain steady at 0.15% beginning July 1, 2024. 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 fluctuated from FY10 to FY25. In FY25, the City proposes to fund a Graphic Designer/Brand Manager, an Animal Control Assistant, two Facilities Workers (related to the Fort Huachuca IGSA), and a Transit Driver. Additionally, the unfunded police officer position will be funded in FY25 and one Community Service Officer position will be traded for a Police Officer position.

The City also proposes to reclassify the Administrative Secretary position in City Clerk's office to a Department Specialist, the Fire Battalion Chief positions, Fire Captain positions, Fire Paramedic Add-pay, the City Clerk position, and the Civil Engineer positions in Public Works.



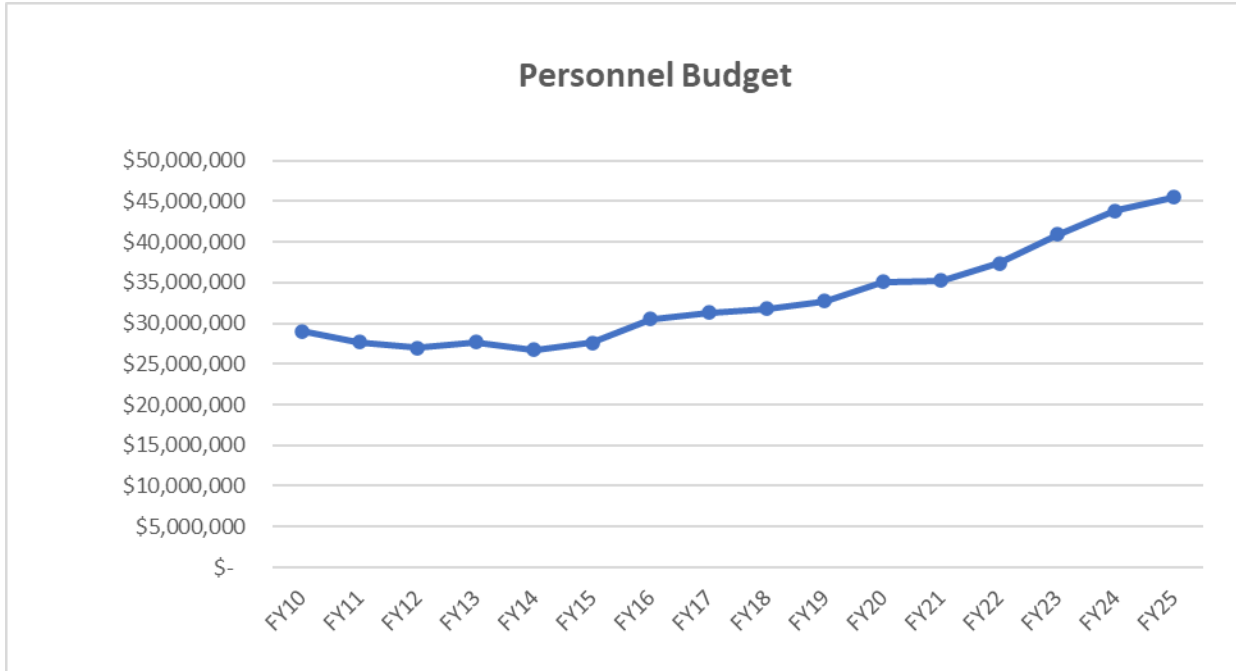
	Personnel Budget	% Change
FY10	\$ 29,055,856	-2%
FY11	\$ 27,697,934	-5%
FY12	\$ 26,950,101	-3%
FY13	\$ 27,714,442	3%
FY14	\$ 26,741,763	-4%
FY15	\$ 27,634,917	3%
FY16	\$ 30,481,244	10%
FY17	\$ 31,342,517	3%
FY18	\$ 31,804,910	1%
FY19	\$ 32,698,684	3%
FY20	\$ 35,091,847	7%
FY21	\$ 35,243,702	0%
FY22	\$ 37,382,520	6%
FY23	\$ 40,944,737	10%
FY24	\$ 43,848,133	7%
FY25	\$ 45,491,058	4%

The FY25 budget includes maintenance of the classification and compensation adjustments that take effect in July 2024. This adjustment will provide relief to city employees whose wages are currently under market value.

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. The City provides all full-time employees with health care at no cost to the employee. The administrator will continue to monitor and analyze participation and claims as well as new federal laws associated with the Affordable Health Care Act, recommending premium or other plan management changes as needed.



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





Capital

Capital projects are defined as those that cost over \$5,000 and have a useful life longer than one year. The City will complete several capital projects in FY25. These include yearly capital street maintenance, park improvements, and utility installation and reconstruction. These are just some of the improvements. A full list can be found in the capital section.

The table below shows the changes in total capital expenditures from FY10-FY25. The amounts fluctuate considerably from year to year depending on potential grant funded capital projects. The FY25 budget decreased from the FY24 budget by \$4,832,768. Many capital requests were added into the tentative budget in order according to the Five-Year Capital Maintenance and Replacement Plan.

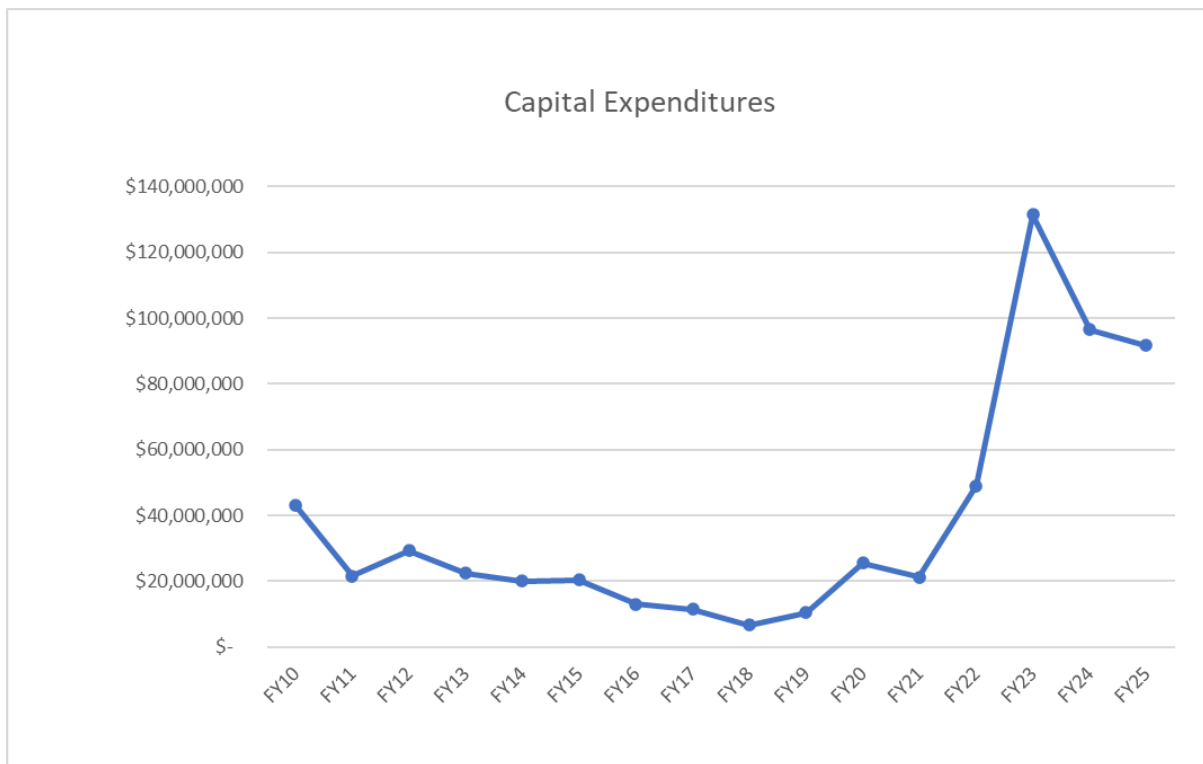
The Five-Year Capital Replacement plan is displayed in the back of this budget book. The items that were funded are also included in the back of the budget book.

	Capital Budget	% Change
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%
FY23	\$ 131,503,210	169%
FY24	\$ 96,476,394	-27%
FY25	\$ 91,643,626	-5%



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 below shows the fluctuation of capital expenditures since FY10.





Debt

The City finances certain capital projects to provide an elevated 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 FY25, the City’s debt increased \$13,873 from FY24.

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

	Debt Budget	% Change
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%
FY23	\$ 4,846,895	9%
FY24	\$ 3,912,603	-19%
FY25	\$ 3,926,476	0%

The City’s current bond ratings include:

- Standard and Poore ‘AA’
- Fitch ‘A’
- Moody’s ‘A3’

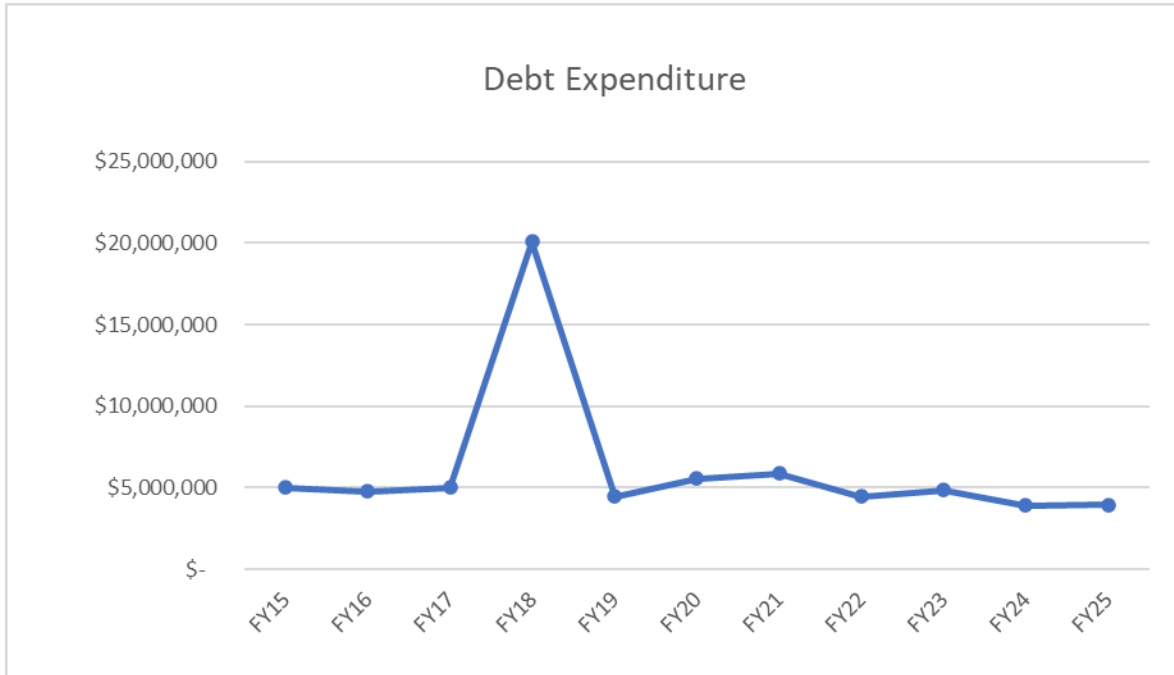
Level “A” ratings are considered investment grade ratings. The higher the rating, the lower the interest rate on debt issuances.

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 on the next page shows the amount of debt expenditures from FY15-FY25. 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).

In FY24, debt was eliminated in the General, HURF, and Sewer funds, with a decrease in the Refuse Fund and Debt Service funds.

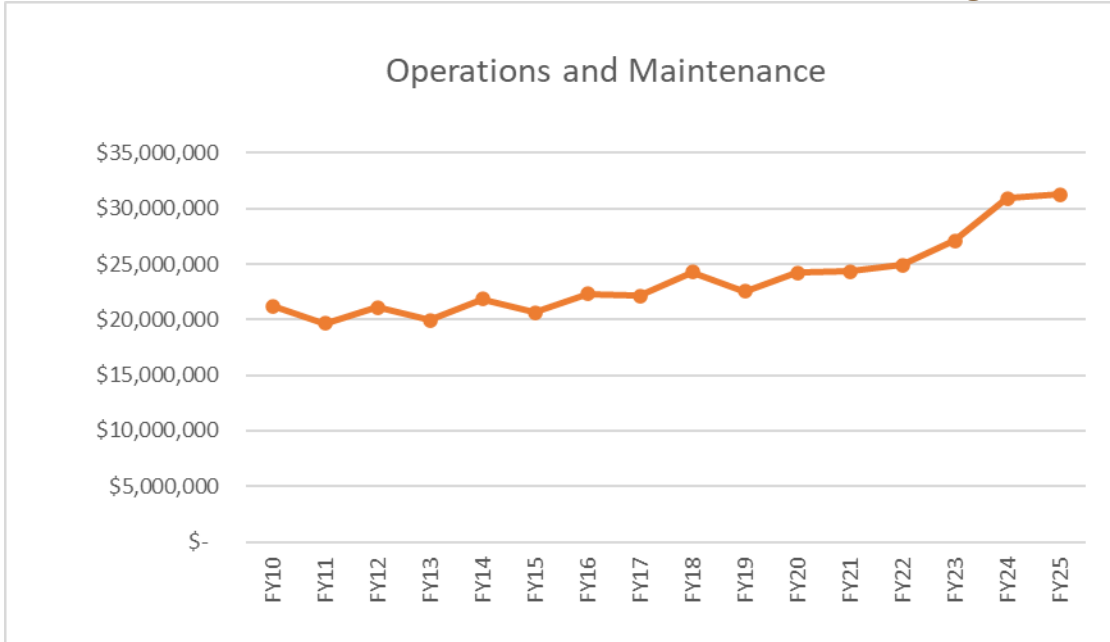




Operations and Maintenance

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 carefully planned. Just as they are every year, City Departments were integral in ensuring that the City could present a balanced budget for FY25 by recommending O&M reductions where possible. The increase in O&M for FY25 is largely due to increased cost of supplies. The table and graph show the percent change in the O&M budget since FY10.

	O&M Budget	% Change
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%
FY23	\$ 27,122,852	9%
FY24	\$ 30,908,315	14%
FY25	\$ 31,230,563	1%





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

Budget Timeline

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

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

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

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



Revenue and Expenditure Estimates

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

End-of-Year Encumbrances

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

Capital Maintenance

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

Cost recovery

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

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

Leisure Class Fees – 100% of direct expenditures.

Aquatics Facility fees – 50% of direct salary and operating & maintenance costs in most years, excluding utilities and Capital maintenance. FY21 will be an exception due to the pandemic.

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

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



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

Fund/Cash Balances

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

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

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

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

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

Capital Improvements

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



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

Debt Service Issuance and Limitations

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

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

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

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

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

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

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

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



Bond Rating Goals

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

Investments

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

Human Resources

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

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

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

Procurement

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



Risk Management

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

Ethics

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

Balanced Budget Requirement

The State of Arizona requires that cities present a balanced budget. This means that the budgeted revenue must equal the budgeted expenditures for all funds. The City of Sierra Vista maintains 21 funds and the revenue budgeted equals the expenditures budgeted for all 21 funds. The City is pleased to be able to balance the FY25 budget, while providing a high level of service to the citizens of Sierra Vista.

Introduction

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

Balanced Budget Requirement

The State of Arizona requires that cities present a balanced budget. This means that the budgeted revenue must equal the budgeted expenditures for all funds. The City of Sierra Vista maintains 21 funds and the revenue budgeted equals the expenditures budgeted for all 21 funds. The City is pleased to be able to balance the FY25 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 historically 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 (FY24), and the current fiscal year (FY25).

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 FY25, \$387,167 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 the last two fiscal years (FY23 & FY24) and this fiscal year (FY25) as is an analysis of the revenue source and any current economic conditions affecting their levels.

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

Fund Accounting

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



basis of accounting. In this latter case, we also recognize expenditures when the fund liability is incurred, but revenues are recognized when they are obligated to the City (which can be before they are actually received).

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

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

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

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

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

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



General Fund Revenue

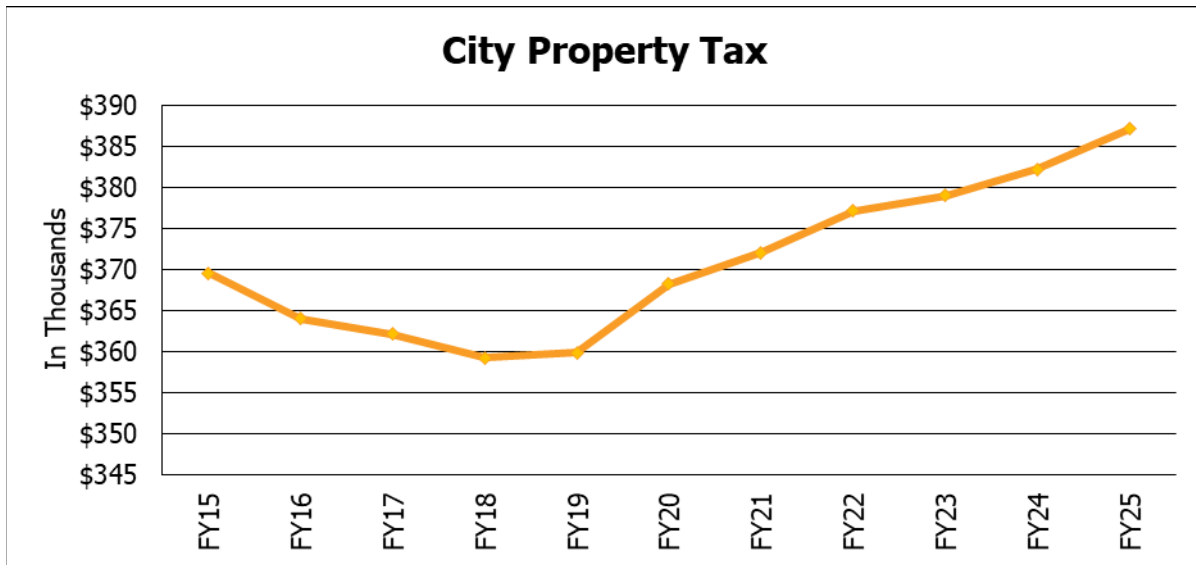
The General Fund comprises 31.6 percent (or \$54,500,101) of the proposed FY25 budget revenues. Services included in this fund include Public Safety, Parks, Recreation, & Library Services, Facility Maintenance, Development Services, and General Government Administration. The State provides the City Council with the most flexibility in terms of raising revenues and making expenditures within the General Fund. As a result, the fund experiences the most competition for its resources. Most of the Council's financial decision making occurs with regard to General Fund revenues and expenditures.

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



General Fund Revenue

General Fund Revenue				
Revenue	FY24	FY25	% Change	% of GF
Local				
Taxes				
Property	\$ 382,261	\$ 387,167	1.3%	0.7%
Sales	\$ 20,707,867	\$ 21,395,369	3.3%	39.3%
Total Local Taxes	\$ 21,090,128	\$ 21,782,536	3.3%	40.0%
Fees				
Ambulance	\$ 2,600,000	\$ 2,900,000	11.5%	5.3%
Development	\$ 50,000	\$ 50,000	0.0%	0.1%
Public Safety	\$ 70,000	\$ 70,000	0.0%	0.1%
Public Works	\$ 2,005,000	\$ 2,055,000	2.5%	3.8%
Leisure	\$ 1,076,000	\$ 1,034,700	-3.8%	1.9%
Cove	\$ 285,000	\$ 330,000	15.8%	0.6%
Recreational Classes	\$ 791,000	\$ 704,700	-10.9%	1.3%
General Gov.	\$ 10,000	\$ 10,000	0.0%	0.0%
Total Local Fees	\$ 5,811,000	\$ 6,119,700	5.3%	11.2%
Licenses				
Bldg. Permits	\$ 575,000	\$ 675,000	17.4%	1.2%
Franchise	\$ 1,500,000	\$ 1,575,000	5.0%	2.9%
Business	\$ 155,000	\$ 155,000	0.0%	0.3%
Animal Control	\$ 35,000	\$ 35,000	0.0%	0.1%
Right of Way	\$ 45,000	\$ 35,000	-22.2%	0.1%
Total Local Licenses	\$ 2,310,000	\$ 2,475,000	7.1%	4.5%
Total Local	\$ 29,211,128	\$ 30,377,236	4.0%	55.7%
Other				
Transfers Out	\$ (2,766,550)	\$ (638,603)	-76.9%	-1.2%
LTAF	\$ (650,000)	\$ (573,403)	-11.8%	-1.1%
Grants	\$ (116,550)	\$ (65,200)	-44.1%	-0.1%
HURF	\$ (2,000,000)	\$ -	0.0%	0.0%
Dev Fees	\$ -	\$ -	0.0%	0.0%
Unemployment	\$ -	\$ -	0.0%	0.0%
Transfers In	\$ 2,150,000	\$ 2,050,000	-4.7%	3.8%
CIF	\$ 2,000,000	\$ 2,000,000	0.0%	3.7%
Donations	\$ 150,000	\$ 50,000		
Note Proceeds	\$ 2,216,268	\$ 1,162,980		2.1%
Interest	\$ 5,000	\$ 250,000	4900.0%	0.5%
Contributions	\$ 500	\$ 500	0.0%	0.0%
Library Fines	\$ -	\$ -	0.0%	0.0%
Local Gov. Payments	\$ 1,361,318	\$ 1,273,435	-6.5%	2.3%
Misc. Revenue	\$ 695,753	\$ 701,753	0.9%	1.3%
Total Other	\$ 3,662,289	\$ 4,800,065	31.1%	8.8%
State				
Taxes				
Sales	\$ 6,500,000	\$ 6,662,500	2.5%	12.2%
Income	\$ 10,307,596	\$ 9,500,000	-7.8%	17.4%
Auto	\$ 2,500,000	\$ 2,600,000	4.0%	4.8%
Prop 207	\$ 228,000	\$ 310,000	0.0%	0.6%
Total State Taxes	\$ 19,535,596	\$ 19,072,500	-2.4%	35.0%
Grants				
Grants	\$ 250,300	\$ 250,300	0.0%	0.5%
Total G.F. Rev.	\$ 52,659,313	\$ 54,500,101	3.5%	100.0%



Description

The City levies a primary property tax each year. In 2006, the City's maximum primary property tax levy was reset to \$331,961.

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 FY25 property tax levy rate and total collection amount.

The proposed primary property tax levy rate is \$0.1033 per \$100 of assessed value, which will generate an estimated \$387,167 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 lower in FY25 due to an increase in valuation of taxable property. This levy can be adopted without a truth in taxation hearing and public notice.

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: \$387,167



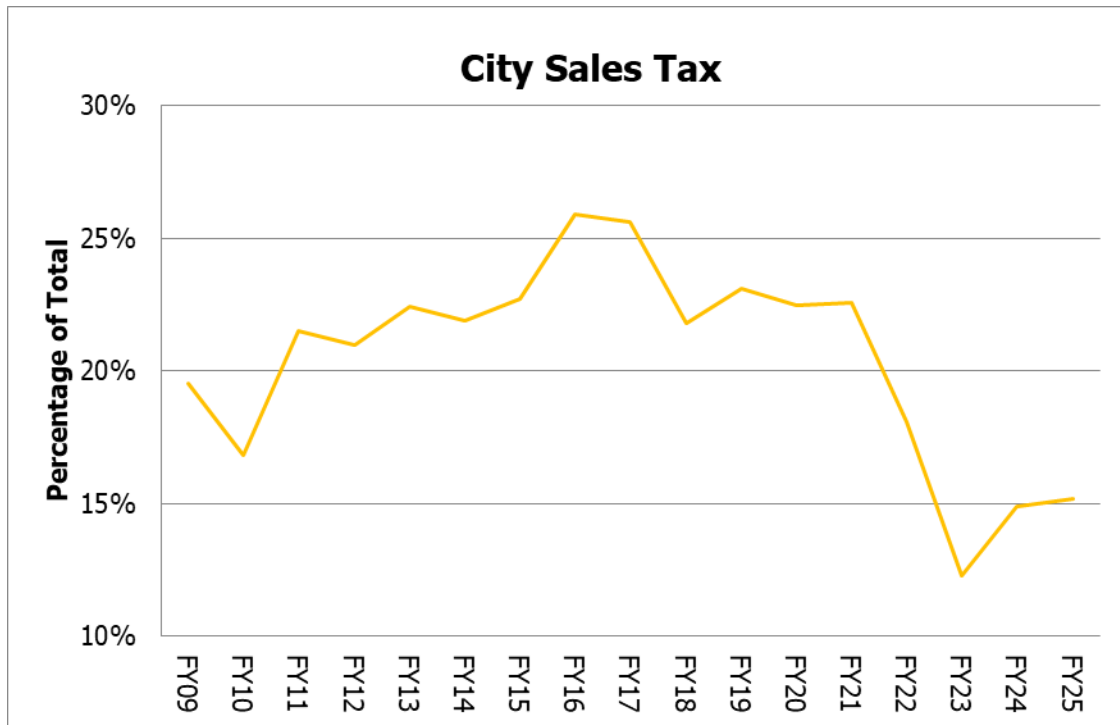
Example of Property Tax

Market Value	Assessed Value (10% of Market Value)	Tax Rate \$0.1033 per \$100 Assessed Value
\$100,000	\$10,000	$(\$10,000/\$100)*\$0.1033=\10.33

A resident with a \$100,000 home would pay \$10.33 in City Property Taxes.

In FY25, the tax rate for the primary property tax is 0.1033. The City’s 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.

2025 Property Tax Levy		
	Primary	Secondary
Cochise County	2.6747	
Bisbee	3.0613	
Douglas	1.1591	
Tombstone	0.9265	0.8175
Huachuca City	1.3064	
Benson	0.9044	
Willcox	0.4093	
Sierra Vista	0.1033	



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.

Through March 2024, collections for Transaction Privilege Tax (TPT) were up \$144,279, or 0.71%%, over FY23 actuals and \$942,391, or 4.82%, over the FY24 budget. Overall, the City is in a good position to conservatively project a 3 percent increase over the FY24 budgeted amount. The City sales tax revenue increased from 15 percent to 16 percent of the total revenue projected for FY25. Rising interest rates, new legislation, and aggressive inflation makes forecasting revenue streams a challenge for future years.

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- \$21,395,369

Capital Improvement Fund Contribution- \$5,518,647



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 FY25 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 FY25 is one percent, unchanged from FY12.

However, Governor Hobbs signed Senate Bill 1131 into law on August 1, 2023, which would preempt municipalities from levying residential rental tax beginning January 1, 2025. Revenue from the partial year collection has been added into the FY25 budget.

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



State Shared Sales Tax

property not purchased within the City boundaries. The City Council voted to increase the sales tax rate in FY16 from 1.75% to 1.95%, effective November 1, 2015. The City's rate for FY25 is 1.95 percent.

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 FY25 is 1.95 percent.

Restaurant/Bar

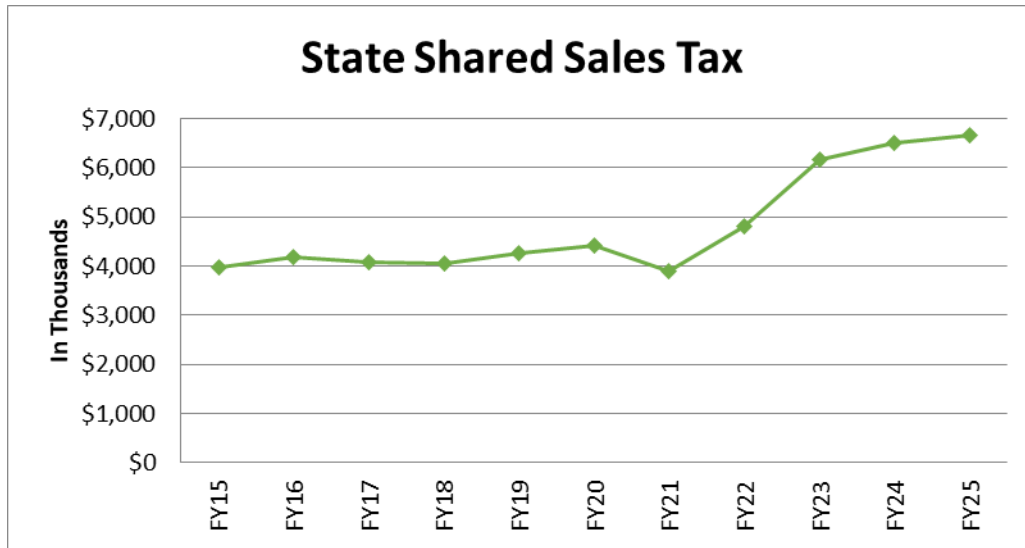
Section _A-455. The Restaurant classification is comprised of the business activity upon every person engaging or continuing in the business of preparing or serving food or beverage in a bar, cocktail lounge, restaurant, or similar establishment where articles of food or drink are prepared or served 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 FY25 is 2.60 percent, unchanged from FY12.

Utility

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

Hotel/Motel

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

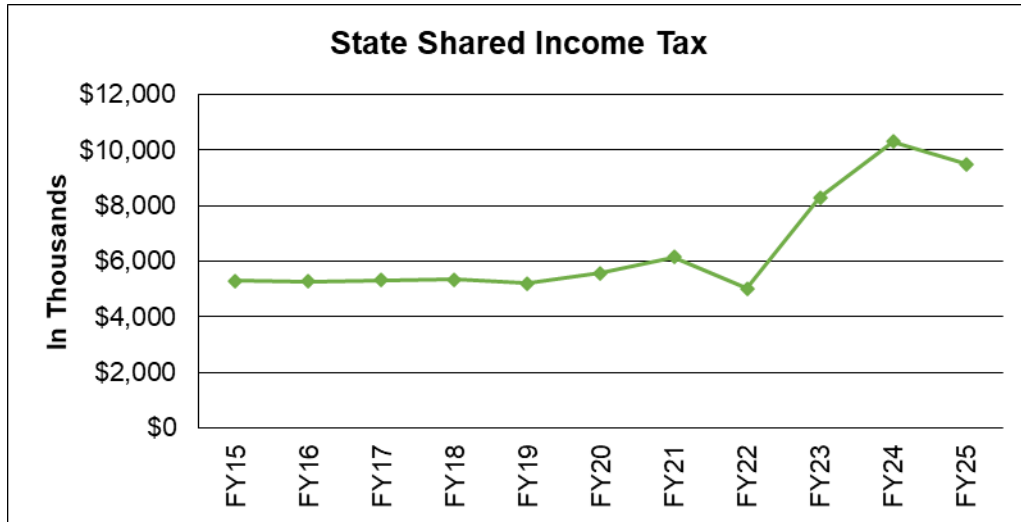


Description

The State of Arizona imposes a State tax on the sale of goods and then distributes 25 percent to cities and towns. The City receives its share of revenue based on the relation of its population to the total population of all incorporated cities and towns. Population estimates are taken 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 to the City’s own budget projections. In the past, the State estimates have been higher than the City’s actual collection. For FY25, the League of Arizona Cities and Towns reports the City’s portion of the State Shared Sales Tax as \$6,714,521. The City’s conservative revenue projection process uses historical analysis of actual revenue received to more closely predict the expected revenue.

General Fund Contribution: \$6,662,500

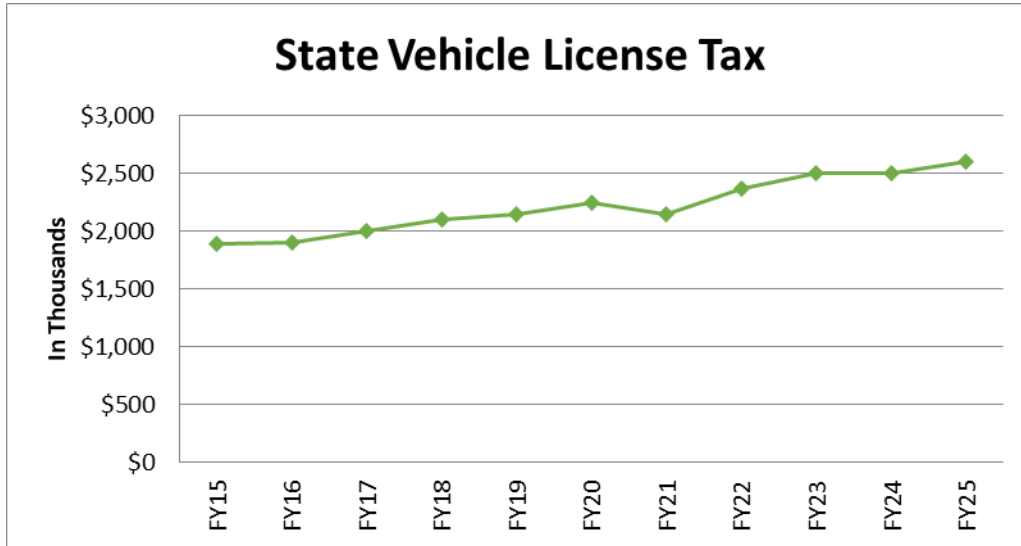


Description

The State of Arizona levies income tax (URS). Per statutes, cities and towns receive a percentage 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 FY25, the Arizona Department of Revenue (ADOR) estimates the state income tax total to be \$1,268,200,000, approximately (18.96%) less than FY24’s estimate of \$1,564,819,794.

Beginning in FY24, state shared income tax distribution will increase from 15 percent to 18 percent. The increase in the sharing percentage is to offset the State’s adoption of the 2.5% flat income tax rate, which became effective on January 1, 2023. The goal of increasing the new sharing rate is to help mitigate the negative impact on cities and towns from the net reduction in income tax collection. The League was also able to negotiate the implementation of the new rate before the new flat tax rate affected the URS distributions (since the amount is based on total net collections of the fiscal year two year prior to the distribution year). This provides cities and towns with additional funds in FY24 and FY25 to help the transition. The City will budget the additional funds as a \$1,000,000 one-time offset to help adjust for the impending decline in revenue in FY26. The State and the League of Arizona Cities and Towns forecasts the City’s portion of URS at 18 percent as \$9,451,284.

General Fund Contribution: \$9,500,000

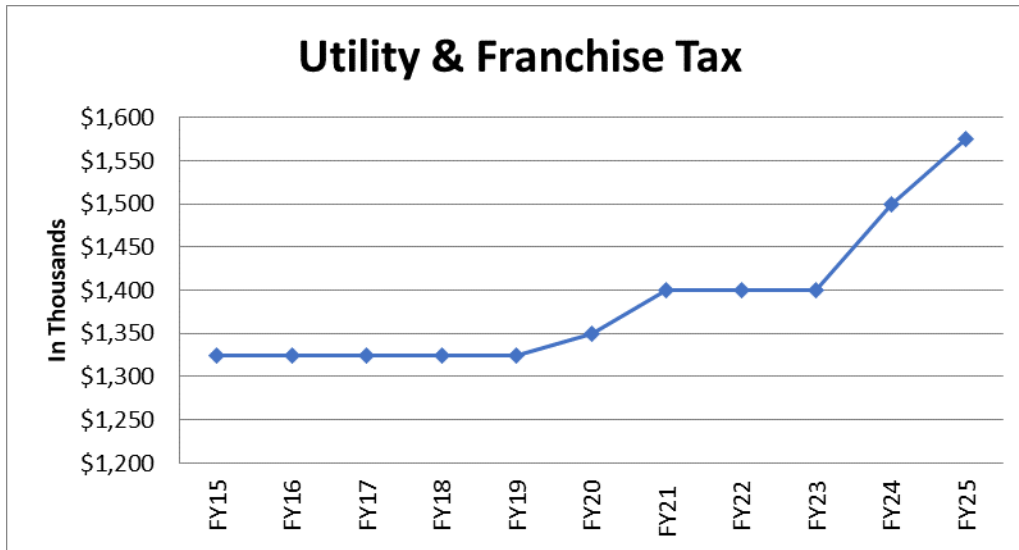


Description

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 20 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 FY25 is \$326,637,000, approximately 0.18% higher than FY 24’s estimate of \$326,047,000. The State of Arizona provides an estimate for the expected Vehicle Licensing Tax the City will receive, at \$2,839,438. However, the City uses its own estimate based on historical trend analysis, because the State’s estimate is often too optimistic. In FY25, the City projects a slight increase in budgeted VLT revenue based on actuals from FY24.

General Fund Contribution: \$2,600,000



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 \$1,575,000 in FY25.

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.

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

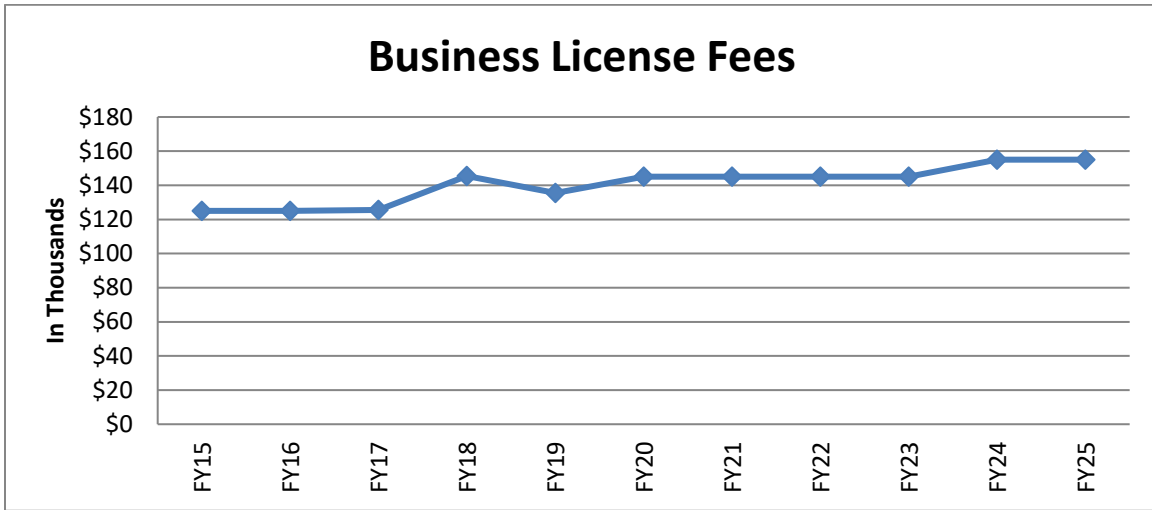
General Fund Contribution: \$1,575,000

Current rates

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

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

Water- 2% Utility Phone- 2% Utility Cox- 5% License

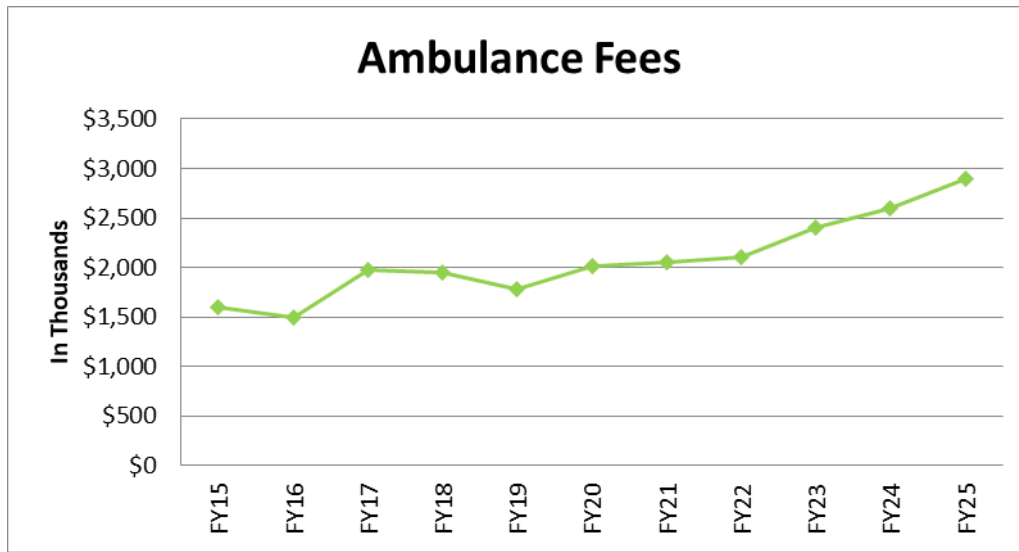


Description

The City increased its new business license fee from \$112 in FY03 to \$130 in FY04 and then reduced it to \$100 effective July 1, 2014. The reduction was a conscious decision to stimulate business interest and growth in the City. This fee is charged for assorted services provided by the City, like monitoring compliance with building code requirements to ensure that businesses operating in the City do so in a safe manner. Yearly renewals are \$50.

The estimate uses historical trend analysis. With fewer businesses in town, the amount collected for business licenses decreased over the last several years and stabilized in FY15. The City has focused on all businesses having a business license and implemented in FY18 a process to visit business owners and help them obtain such license. Revenue will remain steady in FY25.

General Fund Contribution: \$155,000



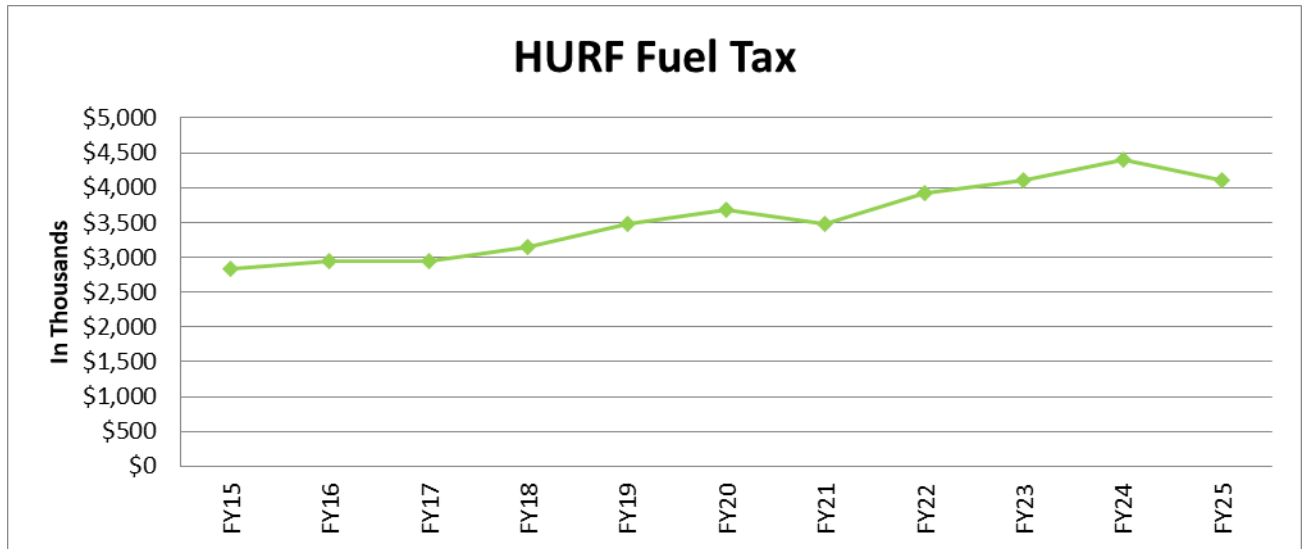
Description

The City charges state-approved rates for ambulance services. The revenue received over the last several years has steadily increased. The Sierra Vista Fire and Medical Services department is running an average of 25.7 calls per day. Year to date, the department has seen a 1.18% increase in calls over 2023. With the addition of Station 4 on the southern end of the city, revenue is anticipated to continue to increase in FY25.

General Fund Contribution: \$2,900,000



Highway User Revenue Fund (HURF) Revenue



Estimated HURF fuel tax revenue totals \$4,400,000 in the FY25 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 ADOT estimate of the total HURF distribution for FY25 is \$498,547,000, approximately 0.11% lower than last year's estimate of \$499,094,000. The League's estimate for the City's portion of HURF funds is \$4,510,114. The City generally has received less than the projected estimate, therefore the budgeted amount is adjusted based on historical trend analysis.



Highway User Revenue Fund (HURF)

The following table compares budgeted FY23, FY24, and FY25 total HURF revenues.

	FY23 Budget	FY24 Budget	FY25 Budget
Fuel Tax	\$ 4,100,000	\$ 4,100,000	\$ 4,400,000
Grants	\$ 44,544,694	\$ 60,886,450	\$ 51,985,048
Local Gov.	\$ -	\$ -	\$ -
Note Proceeds	\$ 7,981,901	\$ -	\$ -
Transfers In	\$ 2,623,159	\$ 5,500,000	\$ 700,000
Misc. Revenue	\$ -	\$ -	\$ -
Designated Contributions	\$ 395,414	\$ -	\$ -
Carryover	\$ 3,240,460	\$ 1,371,056	\$ 7,594,226
Total	\$ 62,885,628	\$ 71,857,506	\$ 64,679,274



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.

	FY23 Budget	FY24 Budget	FY25 Budget
Carryover	\$ 790,029	\$ 720,029	\$ 1,226,732
Lease Revenue	\$ 20,400	\$ 20,400	\$ 20,400
Grants	\$ 6,319,015	\$ 7,742,588	\$ 6,146,248
Bus Fares	\$ 100,000	\$ -	\$ -
Transfers In – CIF	\$ 296,646	\$ 943,106	\$ 145,080
Transfers In – GF	\$ 300,000	\$ 650,000	\$ 573,403
Local Government	\$ -	\$ -	\$ -
Misc. Revenue	\$ 1,000	\$ 1,000	\$ 1,000
Total	\$ 7,827,090	\$ 10,077,123	\$ 8,112,863

The City receives grant and operational revenue associated with Vista Transit. This fiscal year, \$6,146,248 in grants funding (for regular administration, operation, and capital) plus \$20,400 in lease revenue are anticipated.

The \$145,080 Capital Improvement Fund and \$573,403 General Fund transfers-in represents the City's match to LTAF.

MPO Fund

The Sierra Vista Municipal Planning Organization is a separate legal entity with a six-member board comprised of three Council members 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 revenue is through grant funding from Federal Aviation Administration (FAA) and the Department of Defense through the Defense Community Infrastructure Pilot (DCIP) program. Money awarded from the FAA will be used towards the Airport Master Plan, a joint collaboration with Fort Huachuca.

The following table compares the FY23, FY24, and FY25 budgeted revenues for this fund. The Airport Fund increased \$1,842,187. The increase is largely due to more grant funding and revenue from fuel sales.

	FY23 Budget	FY24 Budget	FY25 Budget
Carryover	\$ 839,117	\$ 1,883,766	\$ 1,706,806
Grants	\$ 8,286,590	\$ 7,417,203	\$ 8,141,100
Gas & Oil Revenues	\$ 830,750	\$ 830,750	\$ 2,000,000
Leases	\$ 190,000	\$ 241,500	\$ 267,500
Note Proceeds	\$ 3,500,000	\$ -	\$ -
Transfer In-General	\$ -	\$ -	\$ -
Transfer Out-CIF	\$ -	\$ -	\$ -
Transfer In-CIF	\$ 589,009	\$ -	\$ -
Investment Income	\$ -	\$ -	\$ 100,000
Total	\$ 14,235,466	\$ 10,373,219	\$ 12,215,406



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.

	FY23 Budget	FY24 Budget	FY25 Budget
Carryover	\$ 210,000	\$ 210,000	\$ 210,000
Local Gov. Payments	\$ 50,000	\$ 50,000	\$ 50,000
Police Special Revenue	\$ 75,000	\$ 75,000	\$ 75,000
Total	\$ 335,000	\$ 335,000	\$ 335,000

Grants Fund

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

	FY23 Budget	FY24 Budget	FY25 Budget
Carryover	\$ 22,505	\$ 24,293	\$ 11,186
Federal Grants	\$ 6,162,028	\$ 1,001,447	\$ 655,172
State Grants	\$ 10,150,000	\$ 633,350	\$ 558,000
Organizational Grants	\$ 1,321,500	\$ 1,677,500	\$ 877,500
Local Gov. Payments	\$ 25,072	\$ 32,000	\$ -
Transfer-In GF	\$ 87,831	\$ 116,550	\$ 65,200
Total	\$ 17,768,936	\$ 3,485,140	\$ 2,167,058

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 FY25 in the amount of \$936,424. The City budgets the full account balances in FY25 to ensure the funds can be used if needed.



Judicial Enhancement Fund

The State of Arizona created a Judicial Enhancement Fund to improve the efficiency of the court system. The City still maintains this fund even though the City does not have its own court. The City anticipates revenue of \$300 in FY25.

Park Development Impact Fee Fund

The Park Development Impact Fee Fund has been in place for a number of years. The development fee schedule became effective on March 1, 2021. The fund balance in the Park Development Impact Fee Fund will be used towards the construction of Roadrunner Park.

	FY23 Budget	FY24 Budget	FY25 Budget
Carryover*	\$ (150,000)	\$ (150,000)	\$ 300,000
Planning Revenue	\$ 150,000	\$ 150,000	\$ 50,000
Transfer Out-Debt	\$ -	\$ -	\$ -
Total	\$ -	\$ -	\$ 350,000

Police Development Impact Fee Fund

The Police Development Impact Fee Fund revenue is presented below. The development fee schedule became effective on March 1, 2021. The Transfer-In from CIF is to make the fund whole.

	FY23 Budget	FY24 Budget	FY25 Budget
Carryover*	\$ (18,500)	\$ (18,500)	\$ -
Planning Revenue	\$ 18,500	\$ 18,500	\$ -
Transfer In- CIF	\$ -	\$ -	\$ 50,600
To Fund Balance	\$ -	\$ -	\$ (50,600)
Total	\$ -	\$ -	\$ -



Transportation Development Impact Fee Fund

The Transportation Development Impact Fee revenue is presented below. The development fee schedule became effective on March 1, 2021. The Transfer Out to HURF was re-instated for FY25.

	FY23 Budget	FY24 Budget	FY25 Budget
Carryover *	\$ (31,159)	\$ (20,000)	\$ 200,000
Planning Revenue	\$ (92,000)	\$ 20,000	\$ -
Transfer In- General	\$ -	\$ -	\$ -
Transfer Out- HURF	\$ 123,159	\$ -	\$ (200,000)
Set Aside to Increase	\$ -	\$ -	\$ -
Total	\$ -	\$ -	\$ -

Fire Development Impact Fee Fund

The Fire Development Impact Fee revenue is presented below. The development fee schedule became effective on March 1, 2021. The Transfer-In from CIF is to make the fund whole.

	FY23 Budget	FY24 Budget	FY25 Budget
Carryover*	\$ (12,500)	\$ (12,500)	\$ -
Planning Revenue	\$ 12,500	\$ 12,500	\$ -
Transfer In- CIF	\$ -	\$ -	\$ 64,900
To Fund Balance	\$ -	\$ -	\$ (64,900)
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 FY23, FY24, and FY25 budgeted CIF revenues.

	FY23 Budget	FY24 Budget	FY25 Budget
Carryover	\$ 1,281,474	\$ 5,387,843	\$ 3,026,009
City Sales Tax	\$ 5,482,643	\$ 5,384,046	\$ 5,518,647
Bond Proceeds	\$ 25,960,000	\$ -	\$ -
Sale of Fixed Assets	\$ 50,000	\$ 50,000	\$ 50,000
Federal Grants	\$ 1,500,000	\$ -	\$ 1,000,000
Investment Income	\$ -	\$ -	\$ 200,000
Transfer Out-Park Dev. Fees	\$ -	\$ -	\$ (50,600)
Transfer Out-Fire Dev. Fees	\$ -	\$ -	\$ (64,900)
Transfer Out-General	\$ (307,186)	\$ (2,000,000)	\$ (2,000,000)
Transfer Out-Airport	\$ (589,009)	\$ -	\$ -
Transfer Out-LTAF	\$ (296,646)	\$ (943,106)	\$ (145,080)
Transfer Out-HURF	\$ (2,500,000)	\$ (3,500,000)	\$ (500,000)
Transfer Out-Debt Service	\$ (3,629,081)	\$ (3,241,707)	\$ (3,240,194)
Total	\$ 26,952,195	\$ 1,137,076	\$ 3,793,882

The transfer out to General Fund is to cover major operating capital projects, such as the ACO expansion. The transfer out to the LTAF fund is to cover the City’s portion of grant matches. The transfer out to HURF is to help fund the annual street maintenance. The transfer to Debt Service covers outstanding debt payments.

Debt Service

The Debt Service fund pays debt service obligations on bonds issued to construct capital projects.

	FY23 Budget	FY24 Budget	FY25 Budget
Transfer In-CIF	\$ 3,629,081	\$ 3,241,707	\$ 3,240,194
Transfer In-Sewer	\$ -	\$ -	\$ -
Transfer In-Park Development Fees	\$ -	\$ -	\$ -
Transfer In-Police Development Fees	\$ -	\$ -	\$ -
Transfer in- Fire Development Fees	\$ -	\$ -	\$ -
Bond Proceeds	\$ -	\$ -	\$ -
Total	\$ 3,629,081	\$ 3,241,707	\$ 3,240,194



Sewer Enterprise Fund Revenue

For FY25, total budgeted revenues for the Sewer Enterprise Fund are \$6,783,069, a decrease of \$794,252 from last year's budget of \$7,577,321.

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 FY25.

The following table displays the FY23, FY24, and FY25 budgeted revenues. The revenue for this fund is anticipated to decrease by 10.5 percent from last year mostly due to decreased carryover and undesignated contributions.

	FY23 Budget	FY24 Budget	FY25 Budget
Carryover	\$ 1,356,647	\$ 2,277,321	\$ 1,633,069
Sewer Service Charges	\$ 3,670,427	\$ 3,725,000	\$ 3,725,000
Capital Service Charges	\$ -	\$ -	\$ -
Sewer Usage Charges	\$ -	\$ -	\$ -
Sewer Connection Fees	\$ 250,000	\$ 250,000	\$ 275,000
Delinquencies	\$ -	\$ -	\$ -
Miscellaneous	\$ 225,000	\$ 225,000	\$ 225,000
Capital Contributed by	\$ 175,000	\$ 175,000	\$ -
Notes Payable	\$ -	\$ -	\$ -
Capital Reimbursement	\$ -	\$ -	\$ -
Grants	\$ 150,000	\$ 925,000	\$ 925,000
Transfer Out- Debt	\$ -	\$ -	\$ -
Total	\$ 5,827,074	\$ 7,577,321	\$ 6,783,069



Refuse Enterprise Fund Revenue

For FY25, revenues for the Refuse Enterprise Fund total \$5,815,520, an increase of \$499,779 from the FY24 budgeted total of \$5,315,741.

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.

Due to changes in the global recycling market, the City decided to suspend curbside recycling pick-up, with the last pick-up in late June 2019. On December 12, 2019, City Council voted to proceed with a revision to the City’s Code of Ordinances to allow for recyclable materials to be collected and removed from residential properties and business establishments by private recycling collectors. The City will continue to monitor the refuse rates to insure the financial stability of the fund.

The following table displays the FY23, FY24, and FY25 budgeted revenues for the Refuse Enterprise Fund.

	FY23 Budget	FY24 Budget	FY25 Budget
Carryover	\$ 685,471	\$ 635,741	\$ 1,110,520
State Grants			
Refuse Charges	\$ 4,451,276	\$ 4,550,000	\$ 4,585,000
Delinquency Charges	\$ 30,000	\$ 30,000	\$ 30,000
Residential Refuse	\$ -	\$ -	\$ 10,000
Note Proceeds	\$ 810,518	\$ -	\$ -
Mulch & Compost	\$ 90,000	\$ 95,000	\$ 75,000
Misc. Revenue	\$ 5,000	\$ 5,000	\$ 5,000
Total	\$ 6,072,265	\$ 5,315,741	\$ 5,815,520



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 slight increases to the employee contributions for FY25. The City's plan is healthy and assured that the plan will remain self-funded.

	FY23 Budget	FY24 Budget	FY25 Budget
Employees	\$ 3,988,500	\$ 3,988,500	\$ 3,988,500
COBRA Premiums	\$ 11,000	\$ 11,000	\$ 11,000
Recovery Income	\$ 200,000	\$ 200,000	\$ 200,000
Dental	\$ 210,000	\$ 210,000	\$ 210,000
Interests	\$ 25,000	\$ 25,000	\$ 250,000
Total	\$ 4,434,500	\$ 4,434,500	\$ 4,659,500

Unemployment Fund

The City of Sierra Vista maintains an unemployment fund. The fund is funded with \$25,000 in carryover. FY25 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 \$150,000 in Miscellaneous Revenue this year.



Internal Service Funds

A recap of the projected FY25 revenues by fund compared to FY24 and FY23 follows:

Revenue Summary by Fund						
	FY23	FY24	FY25	% of Whole	Change	
General	\$ 50,502,383	\$ 52,659,313	\$ 54,500,101	31.63%	3.50%	
Special Revenue						
Highway User Revenue Fund	\$ 62,885,628	\$ 71,857,506	\$ 64,679,274	37.54%	-9.99%	
Local Transportation Fund	\$ 7,827,090	\$ 10,077,123	\$ 8,112,863	4.71%	-19.49%	
Airport	\$ 14,235,466	\$ 10,373,219	\$ 12,215,406	7.09%	17.76%	
Police Special Revenue	\$ 335,000	\$ 335,000	\$ 335,000	0.19%	0.00%	
Grants	\$ 17,768,936	\$ 3,485,140	\$ 2,167,058	1.26%	-37.82%	
Criminal Justice Enhancement	\$ 300	\$ 300	\$ 300	0.00%	0.00%	
Donation	\$ 351,659	\$ 309,822	\$ 936,424	0.54%	202.25%	
Park Development Impact Fee	\$ -	\$ -	\$ 350,000	0.20%	0.00%	
Library Impact Fee	\$ -	\$ -	\$ -	0.00%	0.00%	
Police Impact Fee	\$ -	\$ -	\$ 50,600	0.03%	0.00%	
Transportation Impact Fee	\$ -	\$ -	\$ -	0.00%	0.00%	
Fire Impact Fee	\$ -	\$ -	\$ 64,900	0.04%	0.00%	
Metropolitan Planning Org.	\$ 652,723	\$ 1,402,163	\$ 1,402,163	0.81%	0.00%	
SEACOM	\$ 2,818,394	\$ 2,764,514	\$ 3,010,469	1.75%	8.90%	
Tourism	\$ -	\$ -	\$ -	0.00%	0.00%	
Capital						
Capital Improvement Fund	\$ 26,952,195	\$ 1,137,076	\$ 3,793,882	2.20%	233.65%	
Debt Service						
Debt Service	\$ 3,629,081	\$ 3,241,707	\$ 3,240,194	1.88%	-0.05%	
Internal Services						
Health and Accident	\$ 4,434,500	\$ 4,434,500	\$ 4,659,500	2.66%	5.07%	
Unemployment	\$ 25,000	\$ 25,000	\$ 25,000	0.01%	0.00%	
Self Insured Retention	\$ 100,000	\$ 150,000	\$ 150,000	0.09%	0.00%	
Enterprise						
Sewer	\$ 5,827,074	\$ 7,577,321	\$ 6,783,069	3.94%	-10.48%	
Refuse	\$ 6,072,265	\$ 5,315,741	\$ 5,815,520	3.38%	9.40%	
Total All Funds	\$ 204,417,694	\$ 175,145,445	\$ 172,291,723	100%	-1.63%	



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 FY23, FY24, and FY25 figures, and the percent change between the last two fiscal years. The most significant change in the FY23 budget is the increase in funding capital projects through grants and the Schneider Electric project.

	FY23 Budget	FY24 Budget	FY25 Budget	Difference	% Change	% Total
Personnel	\$ 40,944,737	\$ 43,848,133	\$ 45,491,058	\$ 2,903,396	7.1%	25.0%
O&M	\$ 27,122,852	\$ 30,908,315	\$ 31,230,563	\$ 3,785,463	14.0%	17.6%
Capital	\$131,503,210	\$ 96,476,394	\$ 91,643,626	\$ (35,026,816)	-26.6%	55.1%
Debt	\$ 4,846,895	\$ 3,912,603	\$ 3,926,476	\$ (934,292)	-19.3%	2.2%
Total	\$204,417,694	\$175,145,445	\$172,291,723	\$ (29,272,249)	-14.3%	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. In FY25, capital expenditures hold the highest percentage of the total budget, followed by personnel.

Departmental Budget Summary - FY 2025

Department	Personnel	O & M	Capital	Total
Mayor/Council	\$ 67,155	\$ 72,399	\$ -	\$ 139,554
City Manager	2,589,330	1,104,118	-	3,693,448
Administrative Services	3,557,202	2,655,101	193,000	6,405,303
Court/Legal	267,945	347,785	-	615,730
General Government	-	5,502,988	-	5,502,988
Police	13,550,076	2,028,080	3,458,000	19,036,156
Fire	9,779,643	1,017,605	2,274,419	13,071,667
SEACOM	2,086,366	538,103	386,000	3,010,469
Public Works	8,223,276	13,988,591	80,279,625	102,491,492
Parks, Recreation, & Library	4,140,698	2,135,418	4,902,582	11,178,698
Community Development	975,404	692,175	150,000	1,817,579
Debt Service	-	-	3,926,476	3,926,476
MPO	253,963	1,148,200	-	1,402,163
Totals	\$ 45,491,058	\$ 31,230,563	\$ 95,570,102	\$ 172,291,723
% of Total	26.40%	18.13%	55.47%	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 (FY25) and the previous budget year (FY24). The personnel section also includes the personnel expense by department for FY25 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 (FY25) and the previous budget year (FY24). 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.



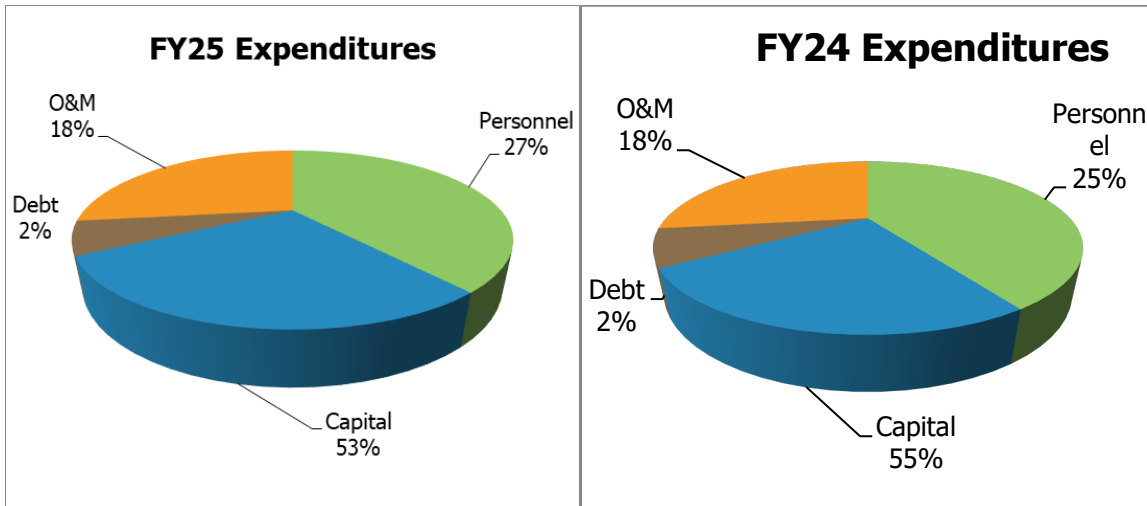
FY 25 Expenditure Summary by Fund

	Capital	Personnel	Debt	O&M	Total
General	\$ 6,401,804	\$ 36,305,098	\$ -	\$ 11,793,199	\$ 54,500,101
Special Revenue					
Highway User Revenue Fund	\$ 61,174,663	\$ 1,852,132	\$ -	\$ 1,652,479	\$ 64,679,274
Local Transportation Fund	\$ 6,375,199	\$ 942,693		\$ 794,971	\$ 8,112,863
Airport	\$ 10,244,000	\$ 91,907		\$ 1,879,499	\$ 12,215,406
Police Special Revenue	\$ 150,000			\$ 185,000	\$ 335,000
Grants	\$ 1,167,700			\$ 999,358	\$ 2,167,058
Criminal Justice Enhancement				\$ 300	\$ 300
Donation				\$ 936,424	\$ 936,424
Park Development Impact Fee	\$ 350,000				\$ 350,000
Library Impact Fee					\$ -
Police Impact Fee				\$ 50,600	\$ 50,600
Transportation Impact Fee					\$ -
Fire Impact Fee				\$ 64,900	\$ 64,900
Metropolitan Planning Org		\$ 253,963		\$ 1,148,200	\$ 1,402,163
SEACOM	\$ 386,000	\$ 2,086,366		\$ 538,103	\$ 3,010,469
Capital					
Capital Improvement Fund	\$ 3,793,882				\$ 3,793,882
Debt Service					
Debt Service			\$ 3,240,194		\$ 3,240,194
Internal Services					
Health and Accident				\$ 4,659,500	\$ 4,659,500
Unemployment				\$ 25,000	\$ 25,000
Self Insured Retention				\$ 150,000	\$ 150,000
Enterprise					
Sewer	\$ 1,405,323	\$ 1,905,205	\$ 563,582	\$ 2,908,959	\$ 6,783,069
Refuse	\$ 195,055	\$ 2,053,694	\$ 122,700	\$ 3,444,071	\$ 5,815,520
Total All Funds	\$ 91,643,626	\$ 45,491,058	\$ 3,926,476	\$ 31,230,563	\$ 172,291,723



Expenditure Graph

The below graphs depict the four categorical groups as a percent of total City expenditures. Figures are provided for the current year (FY25) and the previous year (FY24). Capital expenditure (53 percent) comprises the largest percentage of expenditures in FY25, followed by Personnel (27 percent), Operations & Maintenance (18 percent), and Debt service at two percent.

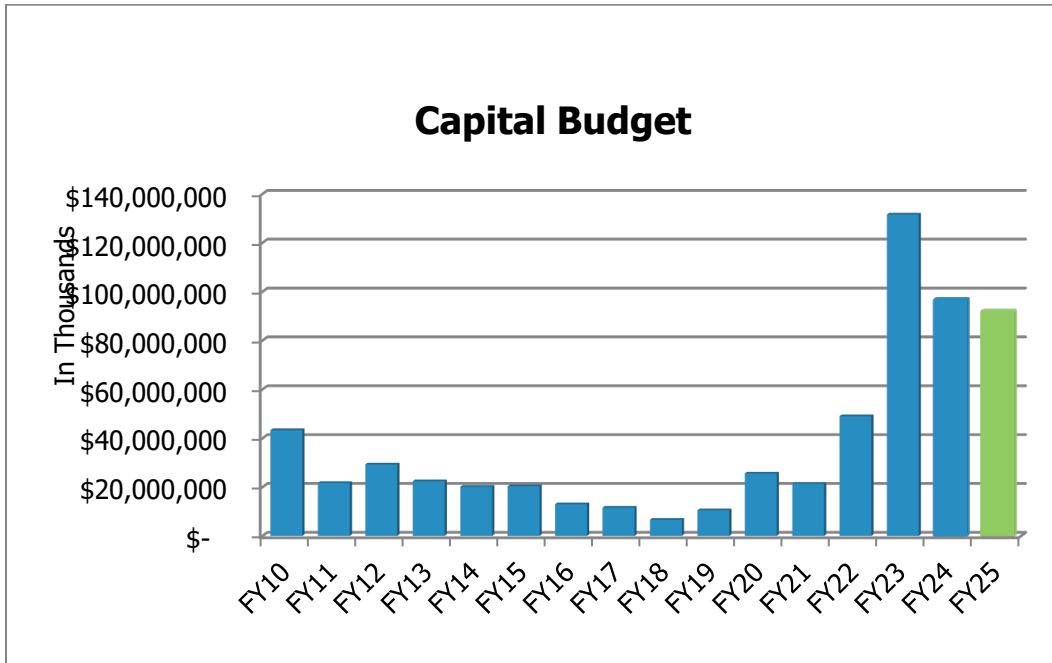




Capital Expenditures

The FY25 recommended capital budget equals \$91,643,626; a decrease of \$4,832,768 (or 5%) from the FY24 total of \$96,476,394.

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



The City of Sierra Vista is planning to complete \$91,643,626 in Capital Improvement Projects in FY25. 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 FY25 are the General, Capital Improvement, Highway User Revenue Fund (HURF), Airport, LTAF and Grants funds.

The FY25 Capital Summary and Capital by Fund chart are listed below.



FY 25 CAPITAL SUMMARY

ITEM/PROJECT	FUND	DEPARTMENT	BUDGETED COST	PAYMENT
ACO EXPANSION	GENERAL	ACO	\$2,050,000	CASH
CITIZEN SERVE SOFTWARE	GENERAL	CD	\$150,000	CASH
COVE STRUCTURAL IMPROVEMENTS	GENERAL	FACILITIES	\$50,000	CASH
COVE WATER FEATURE REPLACEMENT	GENERAL	FACILITIES	\$75,000	CASH
PD CARD SCANNERS	GENERAL	FACILITIES	\$35,000	CASH
FIRE 1 SECURITY CAMERAS	GENERAL	IT	\$26,000	CASH
IT FIREWALL FOR BOTH CITY HALL AND PD	GENERAL	IT	\$44,000	CASH
PW TRAINING ROOM IT AV UPGRADES	GENERAL	IT	\$72,000	CASH
SERVER FOR VIRTUAL DMZ ENVIRONMENT OF NETWORK	GENERAL	IT	\$15,500	CASH
VMP RETRACTABLE MOVIE SCREEN - PAVILION	GENERAL	IT	\$35,500	CASH
LEN ROBERTS-LARGE PLAYGROUND REPLACEMENT	GENERAL	PARKS	\$150,000	CASH
LEN ROBERTS-SHADE STRUCTURES	GENERAL	PARKS	\$44,000	CASH
LEN ROBERTS-TOT TURF REPLACEMENT	GENERAL	PARKS	\$55,000	CASH
VMP SHEDS (CARRYOVER)	GENERAL	PARKS	\$75,000	CASH
FIRE TRUCK 1250 PUMPER 1000GAL DSL	GENERAL	FLEET/FD	\$1,200,000	FINANCE
AMBULANCE (CARRYOVER-3)	GENERAL	FLEET/FD	\$1,074,419	CASH
3/4 TON EXTENDED CAB PICKUP	GENERAL	FLEET/PARKS	\$75,000	CASH
CHEVY TAHOE (5)	GENERAL	FLEET/PD	\$525,000	CASH
PD OUTFITTING (CARRYOVER)	GENERAL	FLEET/PD	\$178,385	CASH
BST EXTENSION AT SR92 (CARRYOVER)	HURF	STREETS	\$2,000,000	CASH
FRY/NORTH GARDEN CONSTRUCTION (CARRYOVER)	HURF	STREETS	\$4,500,000	CASH
MLK RECONSTRUCTION (CARRYOVER)	HURF	STREETS	\$1,205,350	CASH
ANNUAL STREET MAINTENANCE	HURF	STREETS	\$1,500,000	CASH
GPS CULVERT CAMERA	HURF	STREETS	\$35,000	CASH
LIQUID ROAD BUGGY	HURF	STREETS	\$125,000	CASH
BST RECONSTRUCTION PHASE I (CARRYOVER)	HURF	STREETS	\$4,024,265	GRANT
BST RECONSTRUCTION PHASE II	HURF	STREETS	\$25,726,221	GRANT
THEATER DRIVE (CARRYOVER)	HURF	STREETS	\$1,800,000	GRANT
WEST END IMPROVEMENTS	HURF	STREETS	\$20,258,827	GRANT
SPACE PORT LICENSE	AIRPORT	AIRPORT	\$700,000	CASH
AIRPORT MOWER	AIRPORT	AIRPORT	\$9,000	CASH
AIRPORT SWEEPER	AIRPORT	AIRPORT	\$270,000	CASH
203 ACRES/NEPA STUDY & ADMIN FEES (CARRYOVER)	AIRPORT	AIRPORT	\$300,000	CASH
AUTOMATIC WEATHER OBSERVATION STATION (AWOS)	AIRPORT	AIRPORT	\$500,000	CASH
AIRPORT MASTER PLAN UPDATE (CARRYOVER)	AIRPORT	AIRPORT	\$200,000	GRANT
AIRPORT UTILITY INSTALLATION	AIRPORT	AIRPORT	\$7,800,000	GRANT
DCIP-ENVIRONMENTAL STUDY & DESIGN	AIRPORT	AIRPORT	\$315,000	CASH
RECONSTRUCTION PROJET NEAR SELF-SERVE FUEL	AIRPORT	AIRPORT	\$150,000	GRANT
FAB/FRY REDEVELOPMENT (CARRYOVER)	CIF	PARKS	\$120,000	CASH
PUBLIC SEWER MAINLINE EXTENSION OYCC TO DP (CARRYOVER)	CIF	PARKS	\$1,500,000	GRANT/CASH
ROADRUNNER PARK DESIGN (CARRYOVER)	CIF	PARKS	\$173,882	CASH
ROADRUNNER PARK CONSTRUCTION	CIF	PARKS	\$1,000,000	CASH
SPECIAL PROJECT	CIF	CM	\$1,000,000	CASH
FIRE STATION 2 BAY DOOR MODIFICATION	CIF	FACILITIES	\$75,000	CASH
FIRE STATION 2 PARKING LOT EXPANSION	CIF	FACILITIES	\$397,000	CASH



ITEM/PROJECT	FUND	DEPARTMENT	BUDGETED COST	PAYMENT
VHF RADIO SYSTEM (CARRYOVER)	GRANTS	PD	\$350,000	GRANT
BORDER RELATED CRIMES GRANT (CARRYOVER)	GRANTS	PD	\$13,000	GRANT
GRAPPLER (CARRYOVER)	GRANTS	PD	\$70,000	GRANT
PD LICENSE PLATE READER GRANT	GRANTS	PD	\$300,000	GRANT
GARDEN CANYON LINEAR RESTROOMS (CARRYOVER)	GRANTS	PARKS	\$149,700	GRANT
DISC GOLF IMPROVEMENTS	GRANTS	PARKS	\$50,000	GRANT
PARK STORAGE	GRANTS	PARKS	\$200,000	GRANT
ARCHERY RANGE	GRANTS	PARKS	\$35,000	GRANT
RIVERSTONE GRANT (CARRYOVER)	SEWER	SEWER	\$925,000	CASH
SR90 LAWLEY LINE CONSTRUCTION (CARRYOVER)	SEWER	SEWER	\$480,323	CASH
SV2144 REFUSE ROLL OFF CONVERSION	REFUSE	REFUSE	\$125,000	CASH
REFUSE CAMERA AND TRACKING SYSTEM	REFUSE	REFUSE	\$30,055	CASH
SV2143 PACKER REBUILD	REFUSE	REFUSE	\$40,000	CASH
WALMART PAD & OTHER IMPROVEMENTS (CARRYOVER)	LTAF	TRANSIT	\$46,306	GRANT
BUS SHELTER ENHANCEMENT (CARRYOVER)	LTAF	TRANSIT	\$44,538	GRANT
BUS SHELTER ENHANCEMENT (CARRYOVER)	LTAF	TRANSIT	\$100,000	GRANT
BST-PATHWAY CONNECTIVITY PROGRAM (CARRYOVER)	LTAF	TRANSIT	\$987,565	GRANT
SR92-PATHWAY CONNECTIVITY PROGRAM (CARRYOVER)	LTAF	TRANSIT	\$682,573	GRANT
PEDESTRIAN WALKWAY CONNECTION-DESIGN (CARRYOVER)	LTAF	TRANSIT	\$50,000	GRANT
PEDESTRIAN WALKWAY CONNECTION-CON (CARRYOVER)	LTAF	TRANSIT	\$1,278,797	GRANT
CONTRACT MANAGEMENT & LCP TRACKER SOFTWARE (CARRYOVER)	LTAF	TRANSIT	\$60,000	GRANT
CONNECTIVITY & SAFETY PROJECTS (CARRYOVER)	LTAF	TRANSIT	\$2,500,000	GRANT
DOOR INSTALLATION & ADA IMPROVEMENTS	LTAF	TRANSIT	\$25,000	GRANT
SMALL PASSENGER BUSES-2	LTAF	TRANSIT	\$250,000	GRANT
TRANSIT MASTER PLAN (CARRYOVER)	LTAF	TRANSIT	\$200,000	GRANT
B2GNOW SOFTWARE	LTAF	TRANSIT	\$60,000	GRANT
TRANSIT SCHEDULING SOFTWARE & HARDWARE	LTAF	TRANSIT	\$115,420	GRANT
POLICE EQUIPMENT	PSR	PSR	\$100,000	GRANT
POLICE VEHICLES	PSR	PSR	\$50,000	GRANT
RADIO UPGRADE-SUA II	SEACOM	SEACOM	\$386,000	CASH

Capital By Fund	
General	\$6,401,804
HURF	\$61,174,663
LTAF	\$6,375,199
Capital Improvements	\$3,793,882
Police Special Revenue	\$150,000
Grants	\$1,167,700
Park Development	\$350,000
Airport	\$10,244,000
Refuse	\$195,055
Sewer	\$1,405,323
SEACOM	\$386,000
Total	\$91,643,626

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



Capital

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**

	FY25 Total Resources Available	Capital Expenditure	Subtotal Balance After Capital Deducted
General	\$ 54,500,101	\$ 6,401,804	\$ 48,098,297
		\$ -	
Special Revenue		\$ -	
Highway User Revenue Fund	\$ 64,679,274	\$ 61,174,663	\$ 3,504,611
Local Transportation Fund	\$ 8,112,863	\$ 6,375,199	\$ 1,737,664
Airport	\$ 12,215,406	\$ 10,244,000	\$ 1,971,406
Police Special Revenue	\$ 335,000	\$ 150,000	\$ 185,000
Grants	\$ 2,167,058	\$ 1,167,700	\$ 999,358
Criminal Justice Enhancement	\$ 300	\$ -	\$ 300
Donation	\$ 936,424	\$ -	\$ 936,424
Park Development Impact Fee	\$ 350,000	\$ 350,000	\$ -
Library Impact Fee	\$ -	\$ -	\$ -
Police Impact Fee	\$ 50,600	\$ -	\$ 50,600
Transportation Impact Fee	\$ -	\$ -	\$ -
Fire Impact Fee	\$ 64,900	\$ -	\$ 64,900
Metropolitan Planning Org	\$ 1,402,163	\$ -	\$ 1,402,163
SEACOM	\$ 3,010,469	\$ 386,000	\$ 2,624,469
Capital			
Capital Improvement Fund	\$ 3,793,882	\$ 3,793,882	\$ -
Debt Service			
Debt Service	\$ 3,240,194	\$ -	\$ 3,240,194
Internal Services			
Health and Accident	\$ 4,659,500	\$ -	\$ 4,659,500
Unemployment	\$ 25,000	\$ -	\$ 25,000
Self Insured Retention	\$ 150,000	\$ -	\$ 150,000
Enterprise			
Sewer	\$ 6,783,069	\$ 1,405,323	\$ 5,377,746
Refuse	\$ 5,815,520	\$ 195,055	\$ 5,620,465
Total All Funds	\$172,291,723	\$ 91,643,626	\$ 80,648,097



Personnel Expenditures

People represent the heart of any service organization and a significant investment of financial resources. The FY25 expenditures for personnel (including benefits) total \$45,491,058 (26.4%) of the proposed FY25 budget, an increase of \$1,642,925 (4%) above the FY24 personnel budget total of \$43,848,133. The increase is primarily due to maintaining the classification and compensation plan and additional personnel.

Benefits are projected to be \$16,373,521 and represent 35.5 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 FY23, FY24, and FY25 personnel budgets by fund.

	FY23	FY24	FY25	Change
General	\$ 32,522,173	\$ 35,004,283	\$ 36,305,098	\$ 1,300,815
HURF	\$ 1,645,784	\$ 1,782,250	\$ 1,852,132	\$ 69,882
LTAf	\$ 762,880	\$ 885,365	\$ 942,693	\$ 57,328
Airport	\$ 83,307	\$ 88,715	\$ 91,907	\$ 3,192
Metropolitan Planning Org	\$ 243,470	\$ 253,963	\$ 253,963	\$ -
SEACOM	\$ 1,987,855	\$ 1,954,950	\$ 2,086,366	\$ 131,416
Sewer	\$ 1,743,301	\$ 1,840,862	\$ 1,905,205	\$ 64,343
Refuse	\$ 1,955,967	\$ 2,037,745	\$ 2,053,694	\$ 15,949
Total	\$ 40,944,737	\$ 43,848,133	\$ 45,491,058	\$ 1,642,925

As the table above indicates, the General Fund pays for the majority of the City’s personnel costs, approximately 79.8 percent.



Personnel

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

	FY23	FY24	FY25	% of Total	Change	% Change
Salaries						
Salaries-Regular	\$ 24,163,346	\$ 25,792,504	\$ 26,564,108	58%	\$ 771,604	2.9%
Salaries-Overtime	\$ 774,201	\$ 977,648	\$ 1,027,527	2%	\$ 49,879	4.9%
Salaries-Part-Time	\$ 1,449,729	\$ 1,513,710	\$ 1,525,902	3%	\$ 12,192	0.8%
Total Salaries	\$ 26,387,276	\$ 28,283,862	\$ 29,117,537	64.0%	\$ 833,675	2.9%
Benefits						
FICA/MICA	\$ 1,743,888	\$ 1,850,674	\$ 1,885,674	4%	\$ 35,000	1.9%
State Retirement	\$ 1,887,825	\$ 2,070,462	\$ 2,111,296	5%	\$ 40,834	1.9%
Public Safety Retirement	\$ 6,408,566	\$ 6,954,659	\$ 7,503,621	16%	\$ 548,962	7.3%
Workers Comp	\$ 460,738	\$ 462,791	\$ 478,905	1%	\$ 16,114	3.4%
Fire Cancer Premiums	\$ 112,000	\$ 112,000	\$ 112,000	0%	\$ -	0.0%
OPEB and Admin	\$ 7,500	\$ 7,500	\$ 7,500	0%	\$ -	0.0%
Uniforms	\$ 302,260	\$ 313,985	\$ 342,530	1%	\$ 28,545	8.3%
Health & Accident Ins	\$ 2,765,902	\$ 2,911,293	\$ 3,053,036	7%	\$ 141,743	4.6%
Dental	\$ 202,764	\$ 213,007	\$ 216,059	0%	\$ 3,052	1.4%
Retiree Health Insurance	\$ 600,000	\$ 600,000	\$ 600,000	1%	\$ -	0.0%
Education	\$ 20,450	\$ 20,450	\$ 20,450	0%	\$ -	0.0%
Employee Recognition	\$ 45,568	\$ 47,450	\$ 42,450	0%	\$ (5,000)	-11.8%
Total Benefits	\$ 14,557,461	\$ 15,564,271	\$ 16,373,521	35.5%	\$ 809,250	4.9%
Total Personnel	\$ 40,944,737	\$ 43,848,133	\$ 45,491,058	100%	\$ 1,642,925	3.6%

The City of Sierra Vista has 427 full-time employee positions. A list of all positions is presented on the following pages.



POSITIONS	FY23	FY24	FY25		
	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					
Tourism & Economic Development Director	1	1	1		1
Management Analyst I/II	1	1	1		1
Administrative Secretary	0	1	1		1
MARKETING & COMMUNICATIONS					
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	0	0		0
Customer Service Representative	1	0	0		0
Department Specialist	0	1	1		1
Graphic Designer/Brand Manager	0	0	1		1
TOURISM					
Management Analyst I/II	0	1	1		1
Administrative Secretary	0	1	1		1
FINANCE					
Chief Financial Officer	1	1	1		1
Grant Administrator/Senior Accountant	1	1	0		0
Accountant	3	2	3		3
Accounting Specialist I/II	4	5	5		5
Account Clerk	1	1	1		1
TOTAL CITY MANAGER'S OFFICE	23	24	25	0	25



POSITIONS	FY23	FY24	FY25		
	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	0		0
Customer Service Representative	2	2	2		2
Department Specialist	0	0	1		1
HUMAN RESOURCES					
Chief Human Resources Officer	1	1	1		1
Management Analyst I/II	2	2	4		4
Payroll/Benefits Coordinator	1	1	0		0
Recruitment Coordinator	1	1	1		1
Administrative Secretary	0	1	1		1
INFORMATION TECHNOLOGY					
Chief Information Officer	1	1	1		1
Senior Systems Administrator	2	2	2		2
Systems Administrator II	2	1	1		1
Systems Administrator I	0	1	1		1
Senior Network Administrator	2	2	2		2
Database Administrator	1	1	1		1
GIS Analyst	1	1	1		1
IT Support Technician	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
Administrative Secretary	0	1	1		1
TOTAL ADMINISTRATIVE SERVICES	24	26	27	0	27
CITY ATTORNEY					
City Attorney	1	1	1		1
TOTAL CITY ATTORNEY	1	1	1	0	1



POSITIONS	FY23	FY24	FY25		
	Authorized	Authorized	Authorized	Unfunded	Funded
COMMUNITY DEVELOPMENT					
PLANNING					
Director	1	1	1		1
Senior Planner	1	1	1		1
Planner	1	1	1		1
Code Enforcement Officer II	2	2	2		2
Administrative Secretary I/II / Permit Technician	1	1	1		1
BUILDING					
Building Administrator	1	1	1		1
Building Inspector	2	2	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	4		4
Captain	9	9	9		9
Fire Marshal	1	1	1		1
Inspector	1	1	1		1
Fire Engineer	9	9	9		9
Firefighter	27	27	28		28
Paramedic Transport	16	13	13		13
EMT Transport	5	13	13		13
Administrative Secretary I/II	1	1	1		1
EMS Supervisor	1	1	1		1
Management Analyst I/II	0	1	0		0
TOTAL FIRE DEPARTMENT	75	81	82	0	82



POSITIONS	FY23	FY24	FY25		
	Authorized	Authorized	Authorized	Unfunded	Funded
POLICE DEPARTMENT					
ADMINISTRATION					
Chief	1	1	1		1
Deputy Chief	2	1	1		1
Commander	2	2	2		2
CALEA Administrator (Analyst I/II)	1	1	1		1
Department Specialist	2	2	2		2
Records Supervisor	1	1	1		1
Senior Records Clerk	1	1	1		1
Records Clerk I/II	5	6	6		6
Evidence Custodian	1	1	1		1
Community Service Officer	2	6	5		5
Civilian Police Investigator	1	1	1		1
Patrol Bureau Technician	0	1	1		1
OPERATIONS					
Lieutenant	3	3	3		3
Sergeant	6	6	6		6
Corporal	8	8	8		8
Police Officer	47	47	49		49
ANIMAL CONTROL					
Animal Control Senior Supervisor	0	1	1		1
Animal Control Enforcement Supervisor	1	1	0		0
Animal Control Officer I/II	5	4	5		5
Animal Control Assistant	1	1	2		2
Customer Service Representative	1	1	1		1
TOTAL POLICE DEPARTMENT	91	96	98	0	98
SEACOM					
Director	1	1	1		1
Communications Administrator	1	0	0		0
Communications Manager	0	1	1		1
Floor Supervisor	2	3	3		3
Public Safety Dispatcher I/II	20	17	17		17
Call Taker	0	2	2		2
Records Clerk	1	1	1		1
GIS Technician	1	1	1		1
TOTAL SEACOM	26	26	26	0	26



POSITIONS	FY23	FY24	FY25		
	Authorized	Authorized	Authorized	Unfunded	Funded
DEPARTMENT OF PUBLIC WORKS					
ADMINISTRATION					
Director	1	1	1		1
External Operations Manager	1	1	1		1
Internal Operations Manager	1	1	1		1
Capital Imp. & Development Manager	1	1	1		1
PW Administrator	1	0	0		0
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	0	0		0
Airport Technician	1	1	1		1
ENGINEERING					
Senior Civil Engineer	2	2	2		2
Civil Engineer	2	2	2		2
Engineering Technician	1	1	1		1
Construction Inspector	1	1	1		1
Drafting Technician	2	2	2		2
STREET MAINTENANCE					
Street Maintenance Supervisor	1	1	1		1
Streets Technician I/II	5	5	5		5
Streets Worker	14	15	15		15
SEWER MAINTENANCE					
Water/Sewer Supervisor	1	1	1		1
Water/Sewer Technician I/II	3	3	3		3
Water/Sewer Worker	8	8	11		11



POSITIONS	FY23	FY24	FY25		
	Authorized	Authorized	Authorized	Unfunded	Funded
FACILITIES MAINTENANCE					
Facilities Supervisor	1	1	1		1
Facilities Technician I/II	3	4	4		4
Facilities Worker	2	2	4		4
Aquatics Technician	1	0	0		0
Custodian	7	7	7		7
FLEET MAINTENANCE					
Fleet Supervisor	1	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	2	1	1		1
Refuse Worker	14	15	15		15
Compost Technician	1	1	1		1
TRANSIT					
PW Administrator	1	0	0		0
Transit Department Specialist	2	1	1		1
Transit Driver	8	8	9		9
Transit Supervisor	0	1	1		1
Customer Service Representative	0	1	1		1
TOTAL PUBLIC WORKS	105	104	110	0	110
DEPARTMENT OF PARKS, RECREATION, AND LIBRARY					
ADMINISTRATION					
Director	1	1	1		1
Department Specialist	1	1	1		1
Customer Service Representative	2	2	2		2
Digital Media Specialist	1	1	1		1
Management Analyst I/II	1	1	1		1



POSITIONS	FY23	FY24	FY25		
	Authorized	Authorized	Authorized	Unfunded	Funded
MUSEUM					
Museum Curator	1	1	1		1
LEISURE SERVICES					
Leisure Services Manager	1	1	1		1
Recreation Coordinator	3	3	3		3
Customer Services Representative	1	1	1		1
General Laborer	3	2	2		2
AQUATICS					
Recreation Supervisor/Aquatics	0	0	0		0
Recreation Coordinator/Aquatics	1	1	1		1
Customer Service Representative	1	1	1		1
Head Lifeguard	1	1	1		1
SPORTS					
Recreation Supervisor/Sports	1	1	1		1
Recreation Coordinator/Sports	1	1	1		1
Recreation Leader	1	1	1		1
Administrative Secretary	1	1	1		1
CHILD & FAMILY PROGRAM					
Recreation Supervisor	1	1	1		1
Recreation Coordinator	1	1	1		1
Recreation Leader/KW	3	3	3		3



POSITIONS	FY23	FY24	FY25		
	Authorized	Authorized	Authorized	Unfunded	Funded
LIBRARY					
Library Manager	1	1	1		1
Librarian	2	2	2		2
Assistant Librarian	0	1	1		1
Department Specialist	1	1	1		1
Library Technician	1	1	1		1
Circulation Coordinator	1	1	1		1
Recreation Coordinator/Library	0	1	1		1
Recreation Leader/Library	2	0	0		0
Library Program & Outreach Leader	1	2	2		2
PARK MAINTENANCE					
Park Maintenance Supervisor	1	1	1		1
Park Maintenance Technician	3	3	3		3
Park Maintenance Worker	8	9	9		9
TOTAL DEPARTMENT OF PRL	48	49	49	0	49
TOTAL NUMBER OF POSITIONS	402	416	427	0	427

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>		<u>Deducted</u>
General	\$ 48,098,297	\$ 36,305,098	\$ 11,793,199
Special Revenue			
Highway User Revenue Fund	\$ 3,504,611	\$ 1,852,132	\$ 1,652,479
Local Transportation Fund	\$ 1,737,664	\$ 942,693	\$ 794,971
Airport	\$ 1,971,406	\$ 91,907	\$ 1,879,499
Police Special Revenue	\$ 185,000	\$ -	\$ 185,000
Grants	\$ 999,358	\$ -	\$ 999,358
Criminal Justice Enhancement	\$ 300	\$ -	\$ 300
Donation	\$ 936,424	\$ -	\$ 936,424
Park Development Impact Fee	\$ -	\$ -	\$ -
Library Impact Fee	\$ -	\$ -	\$ -
Police Impact Fee	\$ 50,600	\$ -	\$ 50,600
Transportation Impact Fee	\$ -	\$ -	\$ -
Fire Impact Fee	\$ 64,900	\$ -	\$ 64,900
Metropolitan Planning Org	\$ 1,402,163	\$ 253,963	\$ 1,148,200
SEACOM	\$ 2,624,469	\$ 2,086,366	\$ 538,103
Capital			
Capital Improvement Fund	\$ -	\$ -	\$ -
Debt Service			
Debt Service	\$ 3,240,194	\$ -	\$ 3,240,194
Internal Services			
Health and Accident	\$ 4,659,500	\$ -	\$ 4,659,500
Unemployment	\$ 25,000	\$ -	\$ 25,000
Self Insured Retention	\$ 150,000	\$ -	\$ 150,000
Enterprise			
Sewer	\$ 5,377,746	\$ 1,905,205	\$ 3,472,541
Refuse	\$ 5,620,465	\$ 2,053,694	\$ 3,566,771
Total All Funds	\$ 80,648,097	\$ 45,491,058	\$ 35,157,039



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 \$3,926,476 (2.3%) of the total budgetary expenditures. This is an increase of \$13,873 from FY24.

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 FY24 and the budgeted FY25 principal and interest payments. The payments are broken out by note or bond.

Outstanding Debt:

Estimated Outstanding Debt as of June 30, 2024:	\$ 31,539,783
Estimated Debt Principal Payments in FY25 Budget:	\$ (3,034,092)
Estimated new Debt FY25:	<u>\$ 1,162,980</u>
Estimated Outstanding Debt as of June 30, 2025:	\$ 29,668,671



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 FY25 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	FY24 Total	FY25 Principal	FY25 Interest	FY25 Total
Refuse	1. 4.00%- 6/26	\$ 122,700	\$ 120,092	\$ 2,608	\$ 122,700
		\$ 122,700	\$ 120,092	\$ 2,608	\$ 122,700
Refuse Total					
Grand Total		\$ 122,700	\$ 120,092	\$ 2,608	\$ 122,700



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 one currently in use by the City is Municipal Facility Revenue Bonds.

Debt Service Fund

This fund pays for the Series 2019 bonds that financed the Schneider project which included energy savings infrastructure improvements and turfed sports fields and the Series 2022 bonds that are financing the Schneider Phase II project. Schedule B breaks down the FY25 payments comprising the total debt service of the fund \$3,235,195.

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 FY25 payments comprising the total debt service of the fund \$561,082.

Schedule B Bonded Indebtedness					
Fund	Bond Series	FY24 Total	FY25 Principal Payment	FY25 Interest Payment	FY25 Total
SVMPC I&R	2019 MFRBs	\$ 1,403,704	\$ 1,224,000	\$ 178,709	\$ 1,402,709
	2022 MFRBs	\$ 1,833,003	\$ 1,155,000	\$ 677,486	\$ 1,832,486
	Total	\$ 3,236,707	\$ 2,379,000	\$ 856,195	\$ 3,235,195
Sewer	2018 MFRBs	\$ 546,696	\$ 535,000	\$ 26,082	\$ 561,082
Total		\$ 3,783,403	\$ 2,914,000	\$ 882,277	\$ 3,796,277



Schedule C – Lease Purchase Financing

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

**Schedule C
FY25- Lease Purchase Financing**

1. General Fund

Fire Truck	\$	1,200,000
Down Payment	\$	<u>37,020</u>
Finance Amount-General Fund	\$	1,162,980

Total Lease Purchase Finance Amount **\$ 1,162,980**

On the following page is a summary of the debt expenditure by fund and the remaining balance of the FY25 once debt, personnel, and capital expenditures have been subtracted.



Expenditure Summary by Fund					
	<u>Subtotal Balance after Capital & Personnel Deducted</u>		<u>Debt Expenditure</u>	<u>Subtotal Balance after Capital, Personnel & Debt Deducted</u>	
General	\$	11,793,199	\$	-	\$ 11,793,199
Special Revenue					
Highway User Revenue Fund	\$	1,652,479	\$	-	\$ 1,652,479
Local Transportation Fund	\$	794,971	\$	-	\$ 794,971
Airport	\$	1,879,499	\$	-	\$ 1,879,499
Police Special Revenue	\$	185,000	\$	-	\$ 185,000
Grants	\$	999,358	\$	-	\$ 999,358
Criminal Justice Enhancement Donation	\$	300	\$	-	\$ 300
Park Development Impact Fee	\$	936,424	\$	-	\$ 936,424
Library Impact Fee	\$	-	\$	-	\$ -
Police Impact Fee	\$	50,600	\$	-	\$ 50,600
Transportation Impact Fee	\$	-	\$	-	\$ -
Fire Impact Fee	\$	64,900	\$	-	\$ 64,900
Metropolitan Planning Org SEACOM	\$	1,148,200	\$	-	\$ 1,148,200
	\$	538,103	\$	-	\$ 538,103
Capital					
Capital Improvement Fund	\$	-	\$	-	\$ -
Debt Service					
Debt Service	\$	3,240,194	\$	3,240,194	\$ -
Internal Services					
Health and Accident	\$	4,659,500	\$	-	\$ 4,659,500
Unemployment	\$	25,000	\$	-	\$ 25,000
Self Insured Retention	\$	150,000	\$	-	\$ 150,000
Enterprise					
Sewer	\$	3,472,541	\$	563,582	\$ 2,908,959
Refuse	\$	3,566,771	\$	122,700	\$ 3,444,071
Total All Funds		\$ 35,157,039		\$ 3,926,476	\$ 31,230,563



Operations and Maintenance Expenditures

Operations and Maintenance (O&M) costs account for \$31,230,563 (18.1%) 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 \$322,248 (1%) from the FY24 budget.

Below is a summary of O&M Expenditures by department and the difference from the FY24 Budget.

Department	FY23 Budget	FY24 Budget	FY25 Budget	Delta FY24/FY25	% Change
Mayor/Council	\$ 67,574	\$ 67,089	\$ 72,399	\$ 5,310	7.9%
City Manager	\$ 1,479,746	\$ 1,557,394	\$ 1,104,118	\$ (453,276)	-29.1%
Administrative Services	\$ 2,272,747	\$ 2,417,258	\$ 2,655,101	\$ 237,843	9.8%
Court/Legal	\$ 328,407	\$ 207,795	\$ 347,785	\$ 139,990	67.4%
General Government	\$ 5,176,989	\$ 5,277,988	\$ 5,502,988	\$ 225,000	4.3%
Police	\$ 1,766,953	\$ 1,816,736	\$ 2,028,080	\$ 211,344	11.6%
Fire	\$ 758,999	\$ 895,657	\$ 1,017,605	\$ 121,948	13.6%
SEACOM	\$ 450,987	\$ 428,614	\$ 538,103	\$ 109,489	25.5%
Public Works	\$ 11,755,039	\$ 14,695,832	\$ 13,988,591	\$ (707,241)	-4.8%
MPO	\$ 409,253	\$ 1,148,200	\$ 1,148,200	\$ -	0.0%
Parks, Recreation, & Library	\$ 1,945,034	\$ 1,864,989	\$ 2,135,418	\$ 270,429	14.5%
Community Development	\$ 711,124	\$ 530,763	\$ 692,175	\$ 161,412	30.4%
Totals	\$ 27,122,852	\$ 30,908,315	\$ 31,230,563	\$ 322,248	1.0%

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 FY25 budget.



Expenditure Summary by Fund						
	<u>Subtotal Balance after Capital, Personnel & Debt Deducted</u>		<u>Subtotal Balance after Capital, Personnel, Debt & O&M Expenditure O&M Deducted</u>			
General	\$	11,793,199	\$	11,793,199	\$	-
Special Revenue						
Highway User Revenue Fund	\$	1,652,479	\$	1,652,479	\$	-
Local Transportation Fund	\$	794,971	\$	794,971	\$	-
Airport	\$	1,879,499	\$	1,879,499	\$	-
Police Special Revenue	\$	185,000	\$	185,000	\$	-
Grants	\$	999,358	\$	999,358	\$	-
Criminal Justice Enhancement	\$	300	\$	300	\$	-
Donation	\$	936,424	\$	936,424	\$	-
Park Development Impact Fee	\$	-	\$	-	\$	-
Library Impact Fee	\$	-	\$	-	\$	-
Police Impact Fee	\$	50,600	\$	50,600	\$	-
Transportation Impact Fee	\$	-	\$	-	\$	-
Fire Impact Fee	\$	64,900	\$	64,900	\$	-
Metropolitan Planning Org	\$	1,148,200	\$	1,148,200	\$	-
SEACOM	\$	538,103	\$	538,103	\$	-
Capital						
Capital Improvement Fund	\$	-	\$	-	\$	-
Debt Service						
Debt Service	\$	-	\$	-	\$	-
Internal Services						
Health and Accident	\$	4,659,500	\$	4,659,500	\$	-
Unemployment	\$	25,000	\$	25,000	\$	-
Self Insured Retention	\$	150,000	\$	150,000	\$	-
Enterprise						
Sewer	\$	2,908,959	\$	2,908,959	\$	-
Refuse	\$	3,444,071	\$	3,444,071	\$	-
Total All Funds		\$ 31,230,563		\$ 31,230,563		\$ -



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 2023	Budgeted FY 2024	Budgeted FY 2025
General	\$104,014	\$105,812	\$106,900
Sewer	\$13,003	\$13,816	\$13,322
Refuse	\$13,003	\$13,816	\$13,322
Donations	\$4,709	\$800	\$6,010
Total	\$134,729	\$134,244	\$139,554

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 18/19	FY 19/20	FY 20/21	FY 21/22	FY 22/23	FY 23/24
Bond Rating- Standard and Poor’s	AA	AA	AA	AA	AA	AA
Bond Rating- Fitch	AA-	AA-	AA-	AA-	AA-	AA-



City Council Strategic Plan

In June 2023, 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 twenty-one priorities to help determine the overarching ways in which success can be obtained, along with fourteen specific initiatives they have directed the City Manager to complete by June 30, 2025. Those initiatives are specifically called out within the department budget summaries based upon where they have been assigned.

Major Accomplishments

1. Donated 6 vehicles to Cananea, Sonora, Mexico to support and enhance its Sister City relationship.
2. Approved first Intergovernmental Agreement with Cochise College to establish a joint program to train emergency medical services and fire science students.
3. Established recreational vehicle zoning overlay districts on the West End to encourage investment in and reuse of old manufactured home parks, leading to substantial private investment and improvements.
4. Allocated \$5.6 million in FY2022-2023 additional fund balance to the Highway User Revenue Fund (HURF), Capital Improvements Fund (CIF), and made additional payments to the Arizona Public Safety Retirement System towards the unfunded police and fire liabilities.
5. Approved the City's third Intergovernmental Service Agreement (IGSA) with Fort Huachuca for washer/dryer maintenance services, upholding its long-standing tradition of support and partnership with Fort Huachuca.
6. Adopted a new Surface Water Master Plan and associated code amendments.



7. Approved an Intergovernmental Agreement with Cochise Community College for the College to build a driving track for the First Responders Academy and CDL training on City property, which the City will also be able to use.
8. Accepted approximately \$2.5 million in grant funding for various projects and efforts including border security, the airport master plan, Theater Drive improvements, and Stonegarden.
9. Supported City policies and practices that led to the Fitch rating agency reestablishing the City's current strong AA- rating.

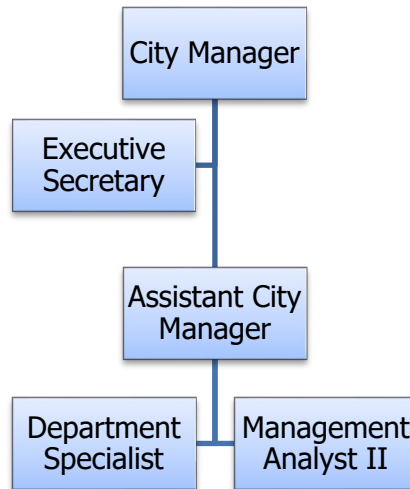
City Council

Expenditures	2023 Budget	2024 Budget	2025 Proposed
Salaries - Part Time	\$ 66,000	\$ 66,000	\$ 66,000
Benefits	1,155	1,155	1,155
Total Personnel	\$ 67,155	\$ 67,155	\$ 67,155
Community Relations	\$ -	\$ -	\$ -
Professional Associations	37,615	40,039	40,039
Travel & Training	22,750	22,750	22,850
Office Supplies	2,500	3,500	3,500
Specialized Supplies	-	-	-
City Council Donations	4,709	800	6,010
Total O&M	\$ 67,574	\$ 67,089	\$ 72,399
Totals	\$ 134,729	\$ 134,244	\$ 139,554

Comments

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 FY25 carryover.



The City Manager’s Department consists of four divisions: City Manager’s Office, Communications, Tourism & 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 2023	Budgeted FY 2024	Budgeted FY 2025
General	\$790,775	\$795,417	\$765,892
Sewer	\$129,629	\$126,334	\$120,297
Refuse	\$129,629	\$126,334	\$120,297
Total	\$1,050,033	\$1,048,085	\$1,006,486

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 ensures 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.
- Explore and leverage resources for identifying additional grant and funding opportunities.
- Inventory and evaluate City processes by department/division and identify areas for improvement.
- Expand support for, awareness of, and opportunity for military missions on Fort Huachuca.
- Evaluate/study the implementation of a municipal court.
- Maintain properly staffed city departments.
- Continually improve the current levels of service in programs, services, and amenities provided by Sierra Vista.
- Increase City Council appearances/engagements to expand the communication reach and impact of the city.
- Strive to simplify digital access to city processes and information.

Major Accomplishments

1. Worked with partners from the Bureau of Land Management, Fort Huachuca, and Cochise County to apply for the American the Beautiful Challenge grant, which was successfully awarded in December 2023. The \$1 million grant will fund staffing for the coordination of hydrologic and ecological monitoring programs, modeling scenarios, collaborative planning and budgeting activities, and contribute toward the conceptual design of a groundwater recharge project in Bisbee.
2. Staff participated in the first strategic planning session for the SPRNCA Adaptive Management Committee and in the next five-year Cochise Conservation & Recharge Network strategic plan.
3. Assisted in the development of an endowment request to the U.S. Army to fund ongoing water management, modeling, and maintenance costs.
4. Continued to pursue acquisition of the 203 acres adjacent to the Sierra Vista Municipal airport to accommodate additional aviation missions compatible with missions on Fort Huachuca, to support Fort Huachuca in housing both DOD and non-DOD missions currently located at Libby Army Airfield, to meet future aviation



and airport related requirements, and accommodate complimentary civilian business expansion.

Goals

Goals	Objectives
Accomplish the goals and objectives set forth by City Council's Strategic Plan Framework.	<ul style="list-style-type: none"> • Work with Departments to move initiatives forward. • Set priorities for projects and initiatives to help ensure City stays on track. • Provide management and oversight of city-wide performance management program.
Provide leadership and oversight of city efforts designed to enhance community prosperity and business attraction and retention.	<ul style="list-style-type: none"> • Oversee implementation of the economic development and tourism tactical plans. • Monitor metrics to evaluate effectiveness of city efforts, making course corrections as needed. • Oversee progress of outside lobbyist retained through partnership with Cochise County and the Fort Huachuca 50 to help retain and expand Fort missions.
Work closely with Fort Huachuca leadership to identify ways in which the City can support the installation through improved partnerships and environmental advocacy.	<ul style="list-style-type: none"> • Oversee and direct consultant retained to monitor environmental actions of the federal government that could adversely impact the Fort and its requirements. • Explore additional municipal partnerships with mutual benefit to the Fort and City.
Provide leadership in overseeing progress toward the City's 2014 voter approved ten-year general plan, Vista 2030.	<ul style="list-style-type: none"> • Work with departments in identifying, prioritizing, and completing general plan goals that can be achieved in the coming fiscal year within city resources.
Facilitate partnerships with public and private sector organizations that can help improve efficiency, reduce costs, or increase revenues.	<ul style="list-style-type: none"> • Provide leadership to Procurement Division in evaluating and pursuing other private and public sector partnerships and contracts.



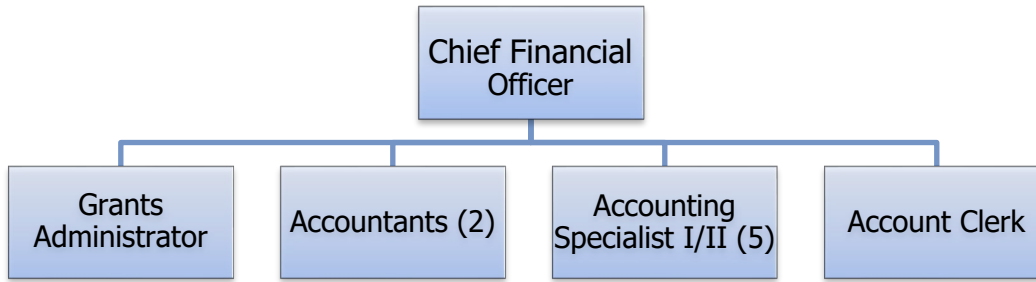
City Manager's Office

Expenditures	2023 Budget	2024 Budget	2025 Proposed
Salaries - Regular	\$ 560,993	\$ 582,786	596,632
Salaries - Part Time	-	-	-
Benefits	146,669	143,466	148,867
Total Personnel	\$ 707,662	\$ 726,252	\$ 745,499
Professional Services	309,036	283,000	228,000
Office Equipment Maintenance	-	-	-
Printing & Binding	1,450	1,450	1,800
Professional Associations	8,885	8,885	10,689
Travel & Training	16,000	13,498	13,498
Office Supplies	5,000	6,000	6,000
Specialized Supplies	2,000	9,000	1,000
Books & Periodicals	-	-	-
Total O&M	\$ 342,371	\$ 321,833	\$ 260,987
Totals	\$ 1,050,033	\$ 1,048,085	\$ 1,006,486

Comments

Professional services include USPP administrative support (\$10,000), WaterWise program support (\$46,000), and other lobbying/consulting services (\$60,000 for Triadvocates and \$27,000 for Steptoe & Johnson), \$10,000 for Darling Geomatics for endangered species legal support, \$20,000 for water attorney services, and \$50,000 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 2023	Budgeted FY 2024	Budgeted FY 2025
General	\$976,875	\$975,468	\$992,603
Sewer	\$232,452	\$242,059	\$192,232
Refuse	\$232,452	\$242,059	\$192,232
Total	\$1,441,779	\$1,459,586	\$1,377,067

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 Annual Comprehensive Financial Report (ACFR) and assists with the annual budget.

City Council Strategic Plan Initiatives
<ul style="list-style-type: none"> Continue to explore and implement best methods used to reduce or mitigate unfunded liabilities for the City's Arizona State Retirement System and Public Safety Personnel Retirement System. Maintain a strong bond rating and general fund reserves.

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, 2022 Annual Comprehensive Financial Report (ACFR), for the thirty-fourth consecutive year and submitted for the 2023 ACFR.



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

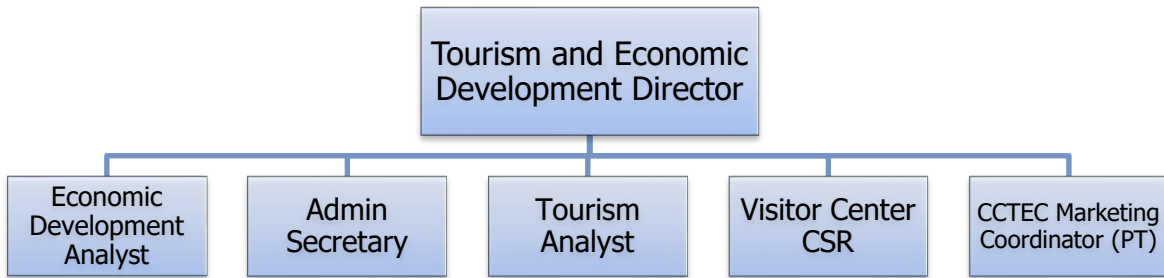
Expenditures	2023 Budget	2024 Budget	2025 Proposed
Salaries - Regular	\$ 678,230	\$ 724,481	\$ 674,790
Salaries - Part Time	69,106	69,106	70,488
Benefits	215,933	227,889	218,679
Total Personnel	\$ 963,269	\$ 1,021,476	\$ 963,957
Professional Services	\$ 318,760	\$ 278,360	\$ 253,360
Printing & Binding	500	500	500
Professional Associations	1,425	1,425	1,425
Travel & Training	9,425	9,425	9,425
Office Supplies	10,000	10,000	10,000
Specialized Equipment	4,000	4,000	4,000
Software	18,900	18,900	18,900
Books & Periodicals	500	500	500
Bank Fees	115,000	115,000	115,000
Total O&M	\$ 478,510	\$ 438,110	\$ 413,110
Totals	\$ 1,441,779	\$ 1,459,586	\$ 1,377,067

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 ACFR awards programs.



Tourism and Economic Development Department



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. Continue the strong marketing of our community to support city events as well as the tourism segment of our economy.

Mission Statement

Work with internal and external partners to foster and encourage best practices in economic development and tourism activities. Facilitate an environment that is conducive to growing and attracting businesses resulting in job creation, business retention and expansion, an increased tax base, and improved sustainability and quality of life for the citizens of Sierra Vista. Increase the city’s visitors through comprehensive awareness of events and attractions to boost economic impact.

Economic Development Expenditure By Fund			
	Budgeted FY 2023	Budgeted FY 2024	Budgeted FY 2025
General	\$420,749	\$485,949	\$495,873
Grants	\$10,159,500	\$352,000	\$0
Total	\$10,580,249	\$837,949	\$495,873

Tourism Expenditure By Fund			
	Budgeted FY 2023	Budgeted FY 2024	Budgeted FY 2025
General	\$0	\$297,169	\$294,701
Grants	\$0	\$0	\$0
Total	\$0	\$297,169	\$294,701

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. In 2018, City Council established the Economic Development Framework, including five objectives providing a “whole of city”



Tourism and Economic Development Department

approach to the development of the economy. The Tourism and Economic Development Department was formed in FY 23 to leverage both areas in a synchronized manner.

1. The City's overall economic development framework incorporates a multi-pronged approach to economic development, providing strategies for attraction, retention and expansion, diversification of business, and programs that support and enhance entrepreneurship. Additionally, cross department collaboration between tourism, parks and recreation, and community development strives to increase the quality of life in support of current and future development. Aviation, aerospace, healthcare, and trade with Mexico are targeted sectors with attraction efforts primarily focused on development of the municipal airport.
2. Using the completed Airport Diversification Study from April 2018, efforts in economic development have continued with site preparation and the installation of the new airport sign. Work with the forest service and private investment continues while remaining in sync with the Team Huachuca goals found in the May 1, 2023, strategic objectives. Efforts are underway to acquire additional land from the Army and pursue grants to enable the completion of key infrastructure supporting airport development. Work will continue with the Libby Army Airfield staff to ensure that a compatible tenant will be found to both maximize the municipal airport while also not impeding Fort Huachuca's training and testing mission. The city will continue to explore the feasibility of seeking an FAA Part 433 Reentry space license. Additionally, in coordination with Public Works, the economic development staff will support the Airport Master Plan update.
3. Tourism, to include sports tourism, remains a key element to Economic Development supporting revenue creation, additional business for our local hospitality firms, as well as exposing a wide range of people to the extraordinary community of Sierra Vista. Collectively staff will continue to leverage the successes of tournaments and unique events such as the El Tour de Zona, Sky Islands Summit Challenge, and Oktoberfest for increased economic impact. Broader areas of tourism including birding, hiking, and biking will continue to be a focus in attracting tourists to the local area.
4. Utilizing the Team Huachuca Strategic Plan's four lines of effort as the framework for support of Fort Huachuca, economic development will leverage relationships and partnerships with the Huachuca 50 and Cochise County. The city remains engaged in retaining missions while also looking to support the growth and development of key missions directly and indirectly such as the LT John R. Fox Multi-Domain Operations Range. Economic Development will not happen without partnerships across the city staff and with our regional, state, and national partners so that remains a key focus area.



City Council Strategic Plan Initiatives

- Enhance and improve infrastructure that supports Economic Development
- Actively engage economic development stakeholders, especially current and future potential businesses.
 - Evaluate strategies for engaging Economic Development stakeholders.
 - Pursue the acquisition of the 203 acres near airport.
- Evaluate and consider Visitors Center and Museum options.
 - Maintain current location with smaller improvements/refinements.
 - Consolidate and expand the Visitor Center/Museum.
- Conduct a feasibility study for a regional convention center.

Major Accomplishments

1. Expanded the department with the hiring of two additional full-time employees to include a tourism analyst and administrative assistant.
2. Broadened the marketing reach of Sierra Vista in new and unique ways to highlight the business opportunity of relocating business to our city. This effort resulted in the announcement of Blackstar Orbital selecting the Municipal Airport to house their manufacturing and R&D operations.
3. Cultivated the relationship and established the arrival of Allo Fiber to the community. Allo will provide fiber to every home and business in Sierra Vista and hopes to utilize the establishment of the market as a catalyst for build out into other areas of the County, increasing our readiness and marketability for further business growth and development.
4. Increased activity with partners such as the Sky Islands Regional Partnership, University of Arizona Center for Innovation, Cochise SBDC, Moonshot Rural AZ, and others. Successfully sponsored one tech-based startup, Port 194, through the UACI incubator program and are currently searching for new businesses to participate for year two.
5. Successfully held a second year Moonshot pitch competition to encourage entrepreneurship and build capacity for locally owned small business.
6. Incorporated a highly successful youth pitch contest in cooperation with Buena and Bisbee High school. Supported the hosting of the DECA District 11 competition, exposing hundreds of students of educators to Sierra Vista.
7. Continued efforts, in collaboration with the economic development commission, resulted in a successful first year of the City’s business recognition program which recognized four locally owned businesses that are making an impact. The program is currently gathering nominations for 2024-2025 and planning events in conjunction with national weeks of small business recognition.



Tourism and Economic Development Department

8. Presented City of Sierra Vista/Cochise County economic development partnerships and efforts as an example of entrepreneurship led economic development at the International Economic Development Council (IEDC) Leadership Summit.
9. Fully supported all four of Team Huachuca’s line of effort developments, setting conditions for improvement into the future to allow Fort Huachuca to meet the Army’s requirements in 2030 and 2040.
10. Re-established a fully staffed Tourism Commission that is working on various short, mid, and long-term objectives.
11. Worked with the Tourism Commission to get branding on the Visitor Center windows to highlight the presence of the Visitor Center in the Oscar Yrun Community Center.
12. Had an established presence at El Tour de Zona with an information booth to inform visitors of food, attractions, and activities in Sierra Vista and surrounding Cochise County areas.
13. Coordinated the hosting of travel writers in both Sierra Vista and Cochise County to reach markets outside of print and media advertising.

Goals

Goal	Objectives
Elevate Sierra Vista’s economic development competitiveness.	<ul style="list-style-type: none"> • Pursue the completion of development on the last remaining parcels in the Industrial Park. • Complete establishment of new retail and restaurant developments in-progress
Retain and grow the City’s existing economic cluster industries.	<ul style="list-style-type: none"> • Continue business recognition and business engagement efforts already established.
Strengthen partnerships and maximize workforce development	<ul style="list-style-type: none"> • Improve City internship program and share programming with other municipalities in the County. • Continue to share the importance of internships and apprenticeships with local businesses to build a retainable local talent pipeline. • Continue and expand efforts to work with schools, students, and educators to highlight local workforce opportunities and to promote entrepreneurship as a viable path.
Capitalize on Sierra Vista’s business, cultural, retail, and West End redevelopment.	<ul style="list-style-type: none"> • Partner with property owners and commercial brokers to reduce the commercial property vacancies across the city and specifically in the West End.



Tourism and Economic Development Department

	<ul style="list-style-type: none">• Assist with continued efforts of the West Sierra Vista Partnership Program Grant and encourage business participation in West End events.
Acquire the 203 Acres while utilizing key studies to increase the economic impact of the municipal airport	<ul style="list-style-type: none">• Maintain the long-term strategy to include our congressional delegation and Fort Huachuca on the land acquisition.• Continue to pursue completion of the spaceport feasibility study with intent to become fully licensed and attract additional compatible users.
Increase the city's marketing efforts and effectiveness for general tourism as well as key city hosted events.	<ul style="list-style-type: none">• Continue to engage in print and media advertising using both AOT's Co-Op program and advertising vendors outside of it.• Tap into the micro-influencer market to reach potential visitors outside of the efforts of print and media advertising.• Increase social media presence to achieve a budget-friendly way of advertising.
Increase awareness of the Visitor Center.	<ul style="list-style-type: none">• Host a grand re-opening of the Visitor Center with updates to the facility that will elevate the space.• Update of Visitor Center on the Sierra Vista city website.
Support of local events that attract visitors.	<ul style="list-style-type: none">• Create social media campaigns of events to increase numbers of potential visitors.• Continuing to have information booths at these events to provide materials on attractions and activities to attract repeat visitors.



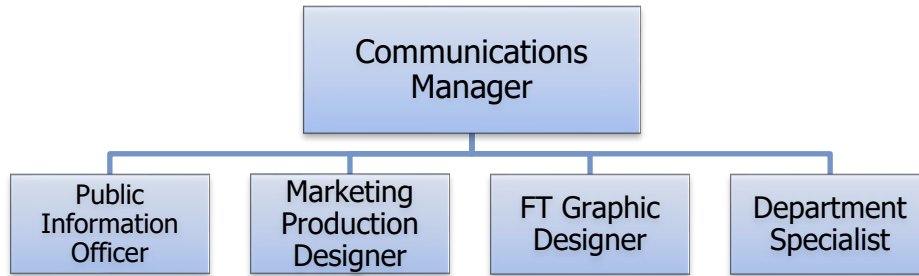
Tourism and Economic Development Department
Tourism

Expenditures	2023 Budget	2024 Budget	2025 Proposed
Salaries - Regular	\$ -	\$ 104,523	\$ 107,692
Benefits	-	34,806	\$ 29,169
Total Personnel	\$ -	\$ 139,329	\$ 136,861
Professional Services	\$ -	\$ 2,500	\$ 2,500
Advertising	-	111,240	\$ 111,240
Printing & Binding	-	6,100	\$ 6,100
Professional Associations	-	35,000	\$ 35,000
Travel & Training	-	2,050	\$ 2,050
Office Supplies	-	300	\$ 300
Specialized Equipment	-	650	\$ 650
Total O&M	\$ -	\$ 157,840	\$ 157,840
Totals	\$ -	\$ 297,169	\$ 294,701



Tourism and Economic Development Department
Economic Development

Expenditures	2023 Budget	2024 Budget	2025 Proposed
Salaries - Regular	\$ 207,151	\$ 257,558	\$ 265,943
Benefits	42,753	59,950	61,489
Total Personnel	\$ 249,904	\$ 317,508	\$ 327,432
Professional Services	\$ 159,500	\$ 32,000	\$ -
Economic Development	111,850	120,000	120,000
Land & Building Rental	-	-	-
Advertising	27,000	22,000	22,000
Printing & Binding	1,000	1,000	1,000
Professional Associations	4,595	4,041	4,041
Travel & Training	25,000	20,000	20,000
Office Supplies	1,000	321,000	1,000
Books & Periodicals	400	400	400
Total O&M	\$ 330,345	\$ 520,441	\$ 168,441
Infrastructure	\$ 10,000,000	\$ -	\$ -
Total Capital	\$ 10,000,000	\$ -	\$ -
Totals	\$ 10,580,249	\$ 837,949	\$ 495,873



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; 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 2023	Budgeted FY 2024	Budgeted FY 2025
General	\$801,974	\$503,640	\$477,967
Grants	\$24,460	\$0	\$0
Sewer	\$41,861	\$35,184	\$34,462
Refuse	\$8,372	\$7,037	\$6,892
Donations	\$285	\$285	\$0
Total	\$876,952	\$546,146	\$519,321

Description

The 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, 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 the municipal website.

City Council Strategic Plan Initiatives
<ul style="list-style-type: none"> • Conduct effective marketing efforts. Marketing efforts will prioritize the following areas: <ul style="list-style-type: none"> ○ West Sierra Vista Partnership Program ○ West End revitalization ○ City’s role in supporting/facilitating businesses ○ Impact of Sports Tourism efforts ○ Sharing successes of local partners - promote medical, education, jobs ○ Impact of City programs, services, and events on citizens



- Recruitment
 - As the media landscape is changing, we will continue to leverage traditional and new methods of communication to provide opportunities for improved citizen engagement.
 - Increase how the many great stories of Sierra Vista are shared with both staff and residents.
 - Increase capabilities and resources to expand the communication reach and impact of the City.
 - Leverage departmental engagement with community for improved citizen connections. Communications will continue to collaborate with other departments to expand and enhance activity on social media, while also sharing citizen-centric stories in other media.

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 media events, and providing personnel support for other divisions and departments as needed.
2. Created and produced comprehensive promotional and marketing materials for all other City divisions and departments, including but not limited to: Animal Control, the City Manager's Office, Aquatics (The Cove), Community Development, Economic Development, Library & Cultural Events, Finance, Fire & Medical Services, Henry F. Hauser Museum, Parks & Recreation, Police, Public Works, and Vista Transit. Work includes copy writing, creative development and direction, graphic design, production management, social media, website content and management, strategic planning, and other related tasks.
3. Produced four issues of *Vistas*, the City's printed newsletter, which is distributed via U.S. Mail to every Sierra Vista addresses (by Zip code), including Fort Huachuca. Additional copies are made available in City buildings and on Post, as well as digitally on the municipal website.
4. Provided advertising direction and creative, as well as editorial content, for the Economic Development & Tourism division to increase awareness of Sierra Vista as a potential location for business relocation and expansion, focusing on lifestyle amenities, work-from-home potential, and business opportunities.
5. Developed a Hummingbird Heroes campaign to foster broader participation in Hummingbird Month. Also designed logo and materials for Hummingbird Month.
6. Provided marketing collateral, including copy editing, graphic design, and video for the Cochise County Tourism and Economic Council.
7. Worked with City departments to facilitate more involvement in generating social media content and continued to grow audience on social media platforms. To facilitate growing social media demand, additional departmental contributors were added, via Hootsuite, enabling Animal Control; Library; Culture; Museum; Police; Fire & Medical Services; and Parks, Recreation, & Special Events personnel the



opportunity to directly create social media content for their department/division-specific pages.

8. Conducted a public outreach campaign for the Vista 2040 General Plan, which included digital, print, radio, and social media ads, in addition to earned media opportunities. Videos were also produced in house to promote the plan and explain its components. The initial engagement survey received 335 responses and additional engagement is being solicited in the spring on the draft General Plan.
9. Maintained consistent social media efforts for the municipal Facebook and Instagram accounts. The municipal Facebook page is now followed by more than 19,000 people; the Police, Fire, and EMS page is now followed by about 13,000 people; the Library, Recreation, and Cultural Services page is now followed by about 6,300 people; and the Visita Sierra Vista page is now followed by about 20,000 people. The newly formed Parks, Recreation, and Special Events page is followed by about 2,900 people and the new Nancy J. Brua Animal Care Center page is followed by more than 2,200 people. The City's Instagram account has more than 3,193 followers. The City's Twitter account has 3,118 followers.
10. Increased production of video content and provided videos for many City departments to include a new primary police recruitment video.
11. Rejuvenated the Let's Talk Sierra Vista podcast in 2024 with monthly episodes. Upgraded the microphones and soundproofing in the studio-space to significantly improve audio quality and also increase efficiency in the editing process. Episodes in 2024 have garnered a higher number of downloads on average compared to past years.
12. Expanded use of EngageSierraVista.gov website, which was launched in September 2020. Consistently updated and expanded project postings.
13. Launched redeveloped municipal website, SierraVistaAZ.gov, which includes the visitor website, VisitSierraVista.com, as a microsite to reduce double-entry for events and related content and reduce need for technical support.
14. Implemented a new workflow system to better coordinate and track projects within the division.
15. Partnered with the Arizona Trail Association to develop and install an informational kiosk at Garden Canyon Park, adjacent to the planned Roadrunner Park. The kiosk includes trail information, local history, and information about hummingbirds found locally. Assistance for a final panel on local history was provided in FY 23/24.
16. Proactively promoted major City events to increase attendance and state-wide awareness. Far-reaching campaigns included the Wine, Beer & Spirits Festival; Summit Challenge; Winter Magic; and Oktoberfest. Regional campaigns included Tsunami Night, Celebrating Animals, and Vineyards in the Park.
17. Designed and produced additional street pole banners for Veterans Memorial Park, West Fry Boulevard, and North Garden Avenue. Banners are designed to be replaced seasonally and to support major community events as well as to encourage local shopping.



Marketing & Communications Division

18. Implemented a digital asset management system to better store and work with digital files like photos and videos. This system improves internal workflows, while also enhancing collaboration Citywide by making sharing assets easier.

Goals

Goals	Objectives
Expand use of video communications	<ul style="list-style-type: none"> Produce more short video content and reels for social media. Encourage and assist staff from other departments to capture and submit more videos.
Enhance engagement with residents	<ul style="list-style-type: none"> Further develop the Engage.SierraVistaAZ.gov site Share more stories of how City programs, services, and events impact residents
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
Aid recruitment efforts	<ul style="list-style-type: none"> Continues to support recruitment marketing campaigns for general recruitment and public safety
Expand marketing for all City events	<ul style="list-style-type: none"> Proactively promote City events and activities

Performance Measures

The FY23-24 figures are as of May 21, 2024

<i>Public Affairs</i>	FY 20/21	FY 21/22	FY 22/23	FY 23/24
Total page views, SierraVistaAZ.gov ^a	744,334	1,042,809	1,210,680	739,000 ^a
Total social media followers	NA ^b	NA ^b	69,307	75,825
Video Views on Facebook/Instagram	NA ^b	NA ^b	96,582 ^c	273,169 ^c
Engage Sierra Vista registered users	0	507	681	1,537
Total podcast downloads	978	489	475	631

a) Google Analytics transitioned into Google Analytics 4 during this year, which changed how some website events are tracked.

b) This data is consolidated using Hootsuite, which was implemented in FY22/23 and does not have data for prior fiscal years.

c) This data from Hootsuite does not include video views on reels.

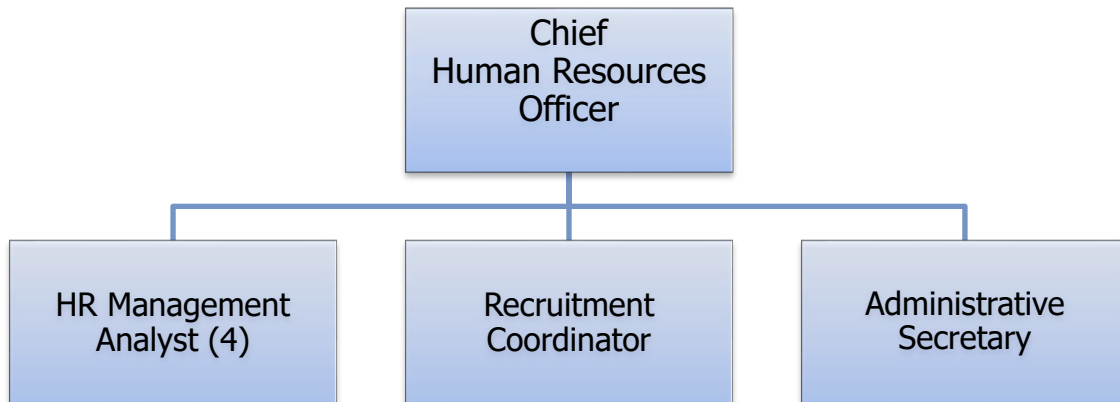


Marketing & Communications

Expenditures	2023 Budget	2024 Budget	2025 Proposed
Salaries - Regular	\$ 351,183	\$ 249,391	\$ 300,712
Salaries - Part Time	75,500	75,500	15,000
Benefits	121,749	102,085	99,869
Total Personnel	\$ 548,432	\$ 426,976	\$ 415,581
Professional Services	\$ 21,787	\$ 215	\$ 3,735
Office Equipment Maintenance	-	1,500	1,500
Advertising	185,300	63,760	40,000
Printing & Binding	50,638	37,500	39,500
Professional Associations	36,150	400	800
Travel & Training	3,150	2,000	3,000
Office Supplies	935	300	500
Specialized Supplies	25,900	8,785	8,610
Event Supplies	4,350	4,350	6,000
Books & Periodicals	310	360	95
Total O&M	\$ 328,520	\$ 119,170	\$ 103,740
Totals	\$ 876,952	\$ 546,146	\$ 519,321

Comments

In FY 2022-23, the division included Tourism Marketing and Visitor Center operations. These functions were moved under the Economic Development division beginning in FY2023-24.



Expenditure By Fund			
	Budgeted FY 2023	Budgeted FY 2024	Budgeted FY 2025
General	\$1,094,106	\$1,194,453	\$1,277,335
Sewer	\$140,730	\$149,306	\$156,576
Refuse	\$140,730	\$149,306	\$156,576
Total	\$1,375,566	\$1,493,065	\$1,590,487

Principles for Human Resources Management

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

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

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

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

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

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



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

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

Description

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

As the City continues to manage through an economic downturn, the Human Resources Department's priority is to invest in our employees who are our greatest asset. Our primary goal is to protect the integrity of the personnel infrastructure which we believe is the key to ensuring that the City's goals can be accomplished. The new Classification and Compensation Plan was approved and implemented by the City Council in July 2015 to include 2% annual step increases for non-exempt employees and a 2% annual increase for exempt employees. The positions and pay classifications are reviewed on an ongoing basis and revised to reflect economic conditions, compensation objectives and the City's needs including its changing competitive position. Hiring and retaining competent and quality employees remains a high priority in maintaining our high-performance culture.

City Council Strategic Plan Initiatives
<ul style="list-style-type: none"> • Evaluate the classification/compensation plan and prioritize offering competitive salaries.



Major Accomplishments

1. The 2023 Annual Service Awards Luncheon was held on June 7, 2024. 78 employees were recognized for their 3, 5, 10, 15, 20, and 25 years of service. These employees represent a combined total of 666 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. 55 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. 70 employees participated.
 - Vaccination Clinic - for influenza. There were a total of 101 vaccinations given.
 - Mammogram Screenings - 48 employees participated.
 - Skin Cancer Screenings - composed of a total body exam. 25 participated.
 - Wondr Weight Loss Program - is a digital weight loss program that teaches science-based skills to help you enjoy food more, lose weight, sleep better to help move you toward your best self. 25 participated.
4. Four employees participated in the City’s Education Assistance Program.

Goals

Goals	Objectives
Recruit qualified personnel through advertisement, applicant screening, testing, and interviewing.	<ul style="list-style-type: none"> • Fill vacant positions by public announcement within 60 days of department request. • Maintain a ratio of minority applicants reflective of the area population by advertising in targeted publications. • Seek new advertising resources to increase number of qualified applicants.
Maintenance of Class Compensation Structure	<ul style="list-style-type: none"> • Clearly define the essential functions of each position through written job descriptions.



	<ul style="list-style-type: none"> • 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 19/20	FY 20/21	FY 22/23	FY 23/24
Average days to fill Full-time Position	90	68	92	99
Number of Full Time Positions Filled	77	63	78	126
Number of Part Time Positions Filled	60	21	57	62
Number of Internal FT Job Recruitments	27	22	14	21
Number of External FT Job Recruitments	37	28	38	59
Number of Applications Processed	2190	1286	1832	2356
Percentage of minority applicants	40%	43%	39%	38%
Percentage of minority offered Full Time positions	16%	27%	24%	30%
Employee Full Time Turnover Rate	13.04%	10.32%	24.42%	19.44%
*Without Retirements	11.88%	8.03%	20.59%	17.50%
Employee Part Time Turnover Rate	58.94%	49.44%	65.44%	52.94%
Number of Volunteers	528	243	261	290
Number of Volunteer Hours	17,362	10,205	13,176	12,343
Value of Volunteer Services	\$428,668*	\$291,251*	\$418,997	\$413,367

* Updated volunteer in kind rate to \$33.49 per the BLS.



Human Resources

Expenditures	2023 Budget	2024 Budget	2025 Proposed
Salaries - Regular	\$ 409,101	\$ 481,461	\$ 574,688
Salaries - Part-Time	40,295	40,295	25,000
Benefits	728,591	750,348	774,838
Employee Programs	66,018	67,900	62,900
Total Personnel	\$ 1,244,005	\$ 1,340,004	\$ 1,437,426
Professional Services	\$ 100,000	\$ 120,000	\$ 120,000
Office Equipment Maintenance	-	-	-
Insurance	9,700	9,700	9,700
Advertising	1,000	1,000	1,000
Printing & Binding	500	500	500
Professional Associations	3,061	3,061	3,061
Travel & Training	10,800	10,800	10,800
Office Supplies	4,000	5,000	5,000
Specialized Supplies	2,500	3,000	3,000
Books & Periodicals	-	-	-
Total O&M	\$ 131,561	\$ 153,061	\$ 153,061
Totals	\$ 1,375,566	\$ 1,493,065	\$ 1,590,487

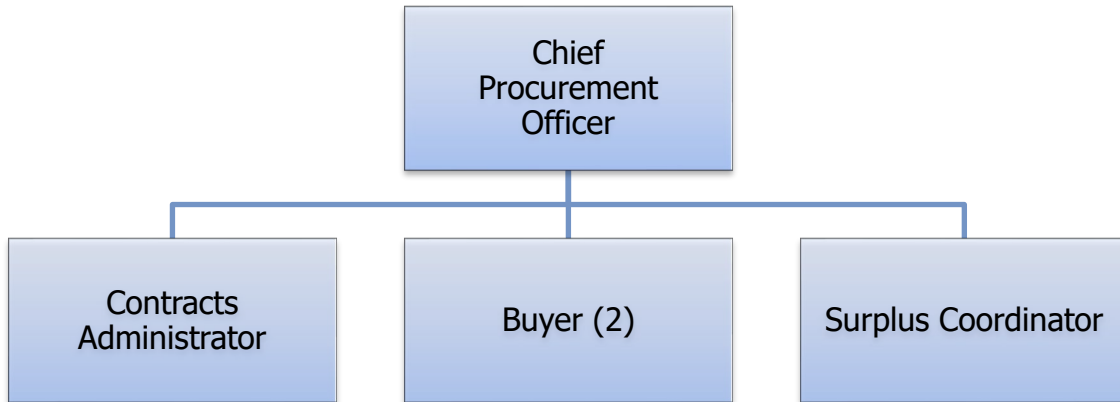
Comments

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

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

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 and services 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 2023	Budgeted FY 2024	Budgeted FY 2025
General	\$306,967	\$348,388	\$357,923
Sewer	\$59,688	\$67,741	\$66,353
Refuse	\$59,688	\$67,741	\$66,353
Total	\$426,343	\$483,870	\$490,629

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. We were awarded the AEP Excellence in Procurement Award for 2023 for the first time in the City’s history.
2. 75% of our staff became certified with the NIGP Certified Public Procurement designation.
3. We hired and trained a new Buyer.

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. • Collaborate with other local cities on best practices in order to improve City of Sierra Vista’s operations. • 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. • 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. • Make sure local vendors know about our new e-procurement software and its notification functions.
Engage and train departments and divisions on current and future procurement policies/procedures/software	<ul style="list-style-type: none"> • Annually, hold a Procurement Procedures, Policy and P-card class for new employees. • Ensure buying staff attend at least one procurement-specific training or conference per year.



Procurement Division

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.
Obtain feedback from stakeholders to ensure we're meeting our customers' needs.	<ul style="list-style-type: none"> On an annual basis, issue an internal survey of City employees and an external survey of our vendors to gauge how the Procurement Division is serving our customers.
Strive to be recognized for excellence in government procurement.	<ul style="list-style-type: none"> On an annual basis, the Procurement division shall apply for the AEP award – Achievement of Excellence in Procurement.

Performance Measurements

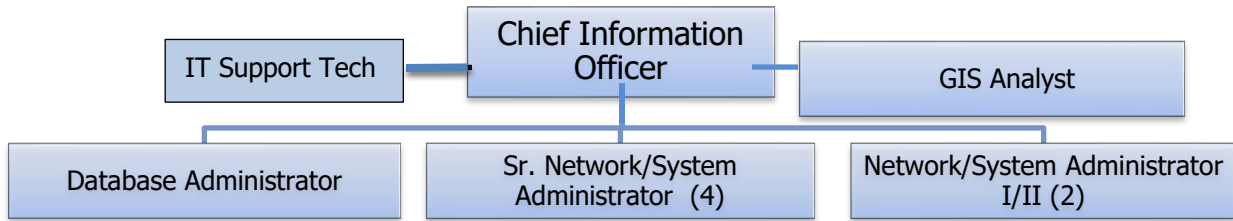
	FY 20/21	FY 21/22	FY22/23	FY23/24
Percentage of total dollars spent within Cochise County:	22%	33%	21%	17%
Percentage of total dollars spent with Sierra Vista businesses:	13%	22%	12%	10%
Percentage of dollars spent with Arizona businesses for purchases less than \$50,000.00:	56%	51%	50%	53%
Surplus auction revenue:	\$131,696	\$163,488	\$79,556	\$70,560
Purchasing Card Program Usage	\$2.53M	\$2.56M	\$3.2M	\$2.9M

*July 1, 2023 to April 30, 2024



Procurement

Expenditures	2023 Budget	2024 Budget	2025 Proposed
Salaries - Regular	\$ 302,835	\$ 351,165	\$ 354,179
Salaries - Part-Time	\$ 13,902	\$ 13,902	\$ 14,180
Benefits	95,246	103,893	107,630
Total Personnel	\$ 411,983	\$ 468,960	\$ 475,989
Office Equipment Maintenance	\$ -	\$ -	\$ -
Printing & Binding	500	500	500
Professional Associations	2,760	2,635	2,715
Travel & Training	9,600	9,900	9,400
Office Supplies	1,000	1,250	1,250
Specialized Supplies	300	425	575
Books & Periodicals	200	200	200
Total O&M	\$ 14,360	\$ 14,910	\$ 14,640
Totals	\$ 426,343	\$ 483,870	\$ 490,629



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 2023	Budgeted FY 2024	Budgeted FY 2025
General	\$3,076,242	\$2,840,176	\$2,986,946
HURF	\$0	\$0	\$0
Sewer	\$307,940	\$328,250	\$352,141
Refuse	\$307,940	\$328,250	\$352,141
Total	\$3,692,122	\$3,496,676	\$3,691,228

Mission Statement

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

Description

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

1. **E-Services**

These services are provided directly to the public to enhance the accessibility and transparency of City government using the City's official Web site as well as other engagement tools, as key communication and service-delivery portals, the goal being to improve civic engagement as well as municipal services.

2. **Application Management and Support**

These services deliver technology solutions to the organization and are structured around the City's communities of interest (COI's). Delivery of technology solutions includes consulting, process review, design and architecture, project management, implementation, integration, and ongoing maintenance.



3. End User Support Services

These services support the customers that use the technology systems provided by the division. They include technical training, technical support services, and helpdesk assistance. IT continues to streamline internal processes and support to continue providing outstanding service amid shrinking budgets and increasing demands. Investing in and deploying easy-to-use technology is not only beneficial to the user; it is 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. Maintaining with advancing technology to improve municipal services to the community, IT provided project management for the upgrade and completion of the PD RTCC along with upgrading the EOC conference room and Auditorium presentation equipment. The new equipment meets current industry standards for providing virtual meetings, collaboration, and mobility requirements. The new features allow users to connect with other agencies virtually anywhere in AZ and beyond.
2. Coordinated with Fire to upgrade and modernize their video surveillance system. Worked with Cochise County and Fire to upgrade network equipment for remote monitoring of the Station Alerting system and their Wi-Fi for station use. This included upgrading all Meraki APs at the stations with Wi-Fi 6 and installing a Meraki switch for monitoring internet connectivity.



Information Technology Division

3. Collaborated with Fire and Fort Huachuca to get new MoE (Fiber Ethernet) service installed at Fort Huachuca and extended to Black Tower. This provided a direct fiber link from Black Tower to City Fiber, resulting in high-speed connectivity at Black Tower, this connectivity was previously not available.
4. Implementation of City-wide digital signature platform, BlueInk. BlueInk has replaced SignNow as the City's digital signature platform and is available to all users.
5. Continued with required upgrades to the City's ERP Financial system, to include Munis, TCM, Cashiering and HUB. Additionally, SQL server was setup on the new OpenGov server, synchronized data from Munis to the OpenGov Server, and assisted linking the OpenGov Munis database to the OpenGov Cloud.
6. Collaborated with PD to continue further implementation/installation of AZ-Tracs software and hardware. This software is used by the PD for E-citations. Worked with Public safety to transition from the Verizon cell platform to FirstNet. This included all cell phones and mobile routers in vehicles.
7. Partnered with Leisure to install a separate network setup for new Chlorine system at the Cove to allow them to remote monitor and adjust.
8. Continuing with persistent updates and adding features to City GIS system, we created a new GIS Hub Site for the City. All the City's public maps have been moved to the new site, including those that are interactive on GeoSV. The site serves as the main repository of all publicly available maps. Furthermore, created a Sierra Vista Neighborhoods interactive public map requested by Community Development.
9. GIS is now hosting maps on GeoSV, these allow viewers to click on a feature and pull any related documents related to that feature via the DoxFetch service provided by Geodesy. Imported ALLO Fiber data for the Public Works Engineering division, Imported RH Borden data for the Public Works Sewer Collections Division. These data imports will assist City employees in maintaining, tracking, and updating their data in GIS.
10. Continue working and upgrading sites, applications and aspects of the design and look of our current SharePoint, to provide more features to our employees.
11. Presently working with Transit to migrate over to a new radio system for all communications. This will include handheld, base and vehicle radios. IT also upgraded to a new paging system at Transit utilizing phones.
12. Continued our partnership with the University of AZ to successfully implement and run a Cyber Security campaign, this effort affords U of A Cyber students real world hacker opportunities by using city employees as potential targets. Students then pretend to be hackers attempting to access and infiltrate the city network and physical security. This initiative continues to receive enthusiastic reviews from Cyber officials at other cities and state level. We look forward to continuing this partnership, as it provides both the city and U of A invaluable information and feedback.
13. Continuing with our goal of providing more services for citizens, IT partnered with the library to install a Library Book Kiosk at the Fort Huachuca PX. This kiosk is



Information Technology Division

tied to the library network and allows citizens to check out books without having to visit the library.

- 14. IT continues our commitment to 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. Furthermore, we provide constant education to our employees, thereby maintaining alertness regarding our IT infrastructure and how to recognize potential threats. A new training platform, InfoSec IQ Cyber security training was deployed December 2023, this allows for monthly training campaigns and daily Phish simulations.
- 15. In addition to our current bundle of cyber security applications, we have partnered with the state of AZ to receive real time threat information via a social media application called Slack. Many public agencies are members of this group, which contains invaluable threat information that is disseminated to members daily.

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 and innovative 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. Seek new technology and apply where it is cost efficient.	<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. Look to implement when appropriate.



Information Technology Division

	<ul style="list-style-type: none"> Use the Tech Committee to make informed decisions and evaluate Technology to determine the needs of the city.
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. Continue offering new technologies to improve business process and efficiencies and develop a plan to transition and implement smoothly. 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. Continue to partner with UA for Cyber training. Expand relationship with state Cyber Security department to harden our cyber security portfolio.

Performance Measures

	FY19/20	FY20/21	FY21/22	FY22/23	FY23/24
Work Orders Processed:					
Emergency/High in nature	585	451	272	293	315
Above routine/routine in nature	3509	4059	4430	4325	4816
Other requests not high in nature nor routine	142	119	129	112	137

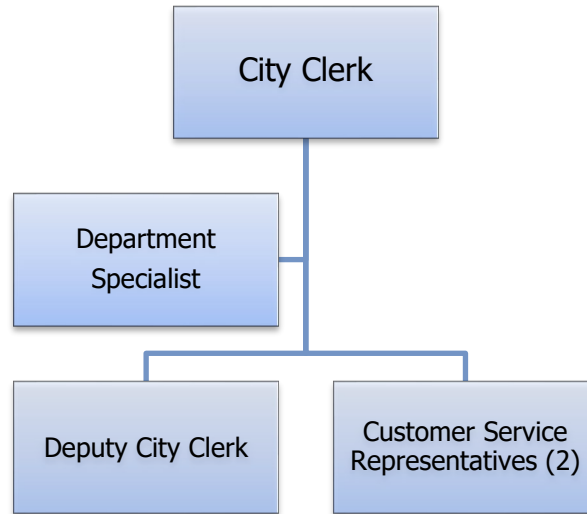


Information Technology

Expenditures	2023 Budget	2024 Budget	2025 Proposed
Salaries - Regular	\$ 863,682	\$ 894,863	\$ 923,151
Salaries - Overtime	2,000	2,000	2,000
Salaries - Part Time			-
Benefits	253,699	260,641	267,962
Total Personnel	\$ 1,119,381	\$ 1,157,504	\$ 1,193,113
Professional Services	\$ 90,020	\$ 84,000	\$ 80,000
Office Equipment Maintenance	1,179,926	1,297,676	1,463,265
Professional Associations	400	-	-
Travel & Training	24,000	28,000	28,000
Telephone	375,000	350,000	370,000
Office Supplies	9,200	9,200	9,000
Specialized Supplies	222,500	201,200	130,300
Software	79,645	154,576	224,200
Books & Periodicals	350	350	350
Total O&M	\$ 1,981,041	\$ 2,125,002	\$ 2,305,115
Infrastructure	\$ -	\$ -	\$ -
Machinery & Equipment	591,700	214,170	193,000
Total Capital	\$ 591,700	\$ 214,170	\$ 193,000
Totals	\$ 3,692,122	\$ 3,496,676	\$ 3,691,228

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 2023	Budgeted FY 2024	Budgeted FY 2025
General	\$506,108	\$491,366	\$588,652
Sewer	\$10,609	\$10,643	\$12,659
Refuse	\$27,195	\$26,605	\$31,648
Total	\$543,912	\$528,614	\$632,959

Mission Statement

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

Description

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

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



Major Accomplishments

1. Continued conversion, development, and implementation of a citywide electronic records management program.
2. Maintained professional, timely and exceptional customer service in FY 22-23
3. Established a partnership with the Arizona Department of Health Services (ADOSH) to develop a formal Employee Safety Program

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. •
Risk Management	<ul style="list-style-type: none"> • Continue to Review and Evaluate Claims and Accident records for Opportunities to reduce risk and liability and to Improve Employee Safety • Continue Implementation of a City-Wide Safety Program under the ADOSH Public Entity Partnership Program
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.



Performance Measurements

	FY19/20	FY21/22	FY22/23
New Business Licenses Issued	264	338	321
Liquor Licenses Issued	27	73	57
Number of Requests for Documents	458	581	377
Claims or Potential Claims by or against the City	68	72	80
Vehicle Accident Review Board Cases	40	50	43

City Clerk

Expenditures	2023 Budget	2024 Budget	2025 Proposed
Salaries - Regular	\$ 301,431	\$ 307,271	\$ 345,170
Salaries - Part Time	-	-	-
Benefits	96,696	97,058	105,504
Total Personnel	\$ 398,127	\$ 404,329	\$ 450,674
Professional Services	\$ 87,500	\$ 72,500	\$ 120,500
Office Equipment Maintenance	-	-	5,000
Postage	25,000	25,000	22,000
Advertising	15,000	13,000	15,000
Printing & Binding	3,000	1,500	2,500
Professional Associations	1,085	1,085	1,085
Travel & Training	2,700	2,700	2,700
Office Supplies	4,000	4,000	5,500
Books & Periodicals	7,500	4,500	8,000
Total O&M	\$ 145,785	\$ 124,285	\$ 182,285
Totals	\$ 543,912	\$ 528,614	\$ 632,959

Comments:

Professional Services does include the Bi-Annual Election costs, FY25 is an election year.



City Attorney

Description

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

The City Attorney presents and defends the City's legal interests and rights in the prosecution of misdemeanor complaints. The

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

Expenditure by Fund			
	Budget FY 2023	Budget FY 2024	Budget FY 2025
General	\$574,851	\$469,404	\$615,430
Judicial	\$300	\$300	\$300
Total	\$575,151	\$469,704	\$615,730

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	2023 Budget	2024 Budget	2025 Proposed
Salaries - Regular	\$ 143,773	\$ 147,954	\$ 152,026
Salaries - Part Time	52,500	62,500	62,500
Benefits	50,471	51,455	53,419
Total Personnel	\$ 246,744	\$ 261,909	\$ 267,945
Professional Services	\$ 325,107	\$ 206,295	\$ 346,285
Professional Associations	1,000	-	-
Travel & Training	2,300	1,500	1,500
Total O&M	\$ 328,407	\$ 207,795	\$ 347,785
Totals	\$ 575,151	\$ 469,704	\$ 615,730

Comments

The amount for the court IGA is budgeted in Legal Professional Services. The cost for municipal court services for FY2024-2025 is \$280,985.



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	2023 Budget	2024 Budget	2025 Proposed
Bond Principal	\$ 2,411,000	\$ 2,315,000	\$ 2,379,000
Bond Interest	1,213,081	921,707	856,194
Fiscal Agent Fees	7,500	7,500	7,500
Bond Issuance Costs	250,000	-	-
Other Debt Principal	909,140	628,515	655,092
Other Debt Interest	56,174	39,881	28,690
Total Debt	\$ 4,846,895	\$ 3,912,603	\$ 3,926,476

Description - General Government

Expenditure By Fund			
	Budget FY 2023	Budget FY 2024	Budget FY 2025
General	\$476,866	\$513,366	\$501,366
Sewer	\$56,249	\$62,049	\$66,849
Refuse	\$56,249	\$62,049	\$66,849
HURF	\$28,125	\$31,024	\$33,424
H&A	\$4,434,500	\$4,434,500	\$4,659,500
Unemployment	\$25,000	\$25,000	\$25,000
Self-Insurance	\$100,000	\$150,000	\$150,000
Total	\$5,176,989	\$5,277,988	\$5,502,988



General Government

Expenditures	2023 Budget	2024 Budget	2025 Proposed
Benefits	\$ -	\$ -	\$ -
Total Personnel	\$ -	\$ -	\$ -
Professional Services	\$ 74,500	\$ 74,500	\$ 75,500
Insurance	694,989	805,488	805,488
Postage	-	3,000	3,000
Advertising	12,500	-	-
Office Supplies	-	-	-
Specialized Supplies	-	-	-
Bank Fees	-	-	-
Health & Accident Insurance	4,360,000	4,360,000	4,584,000
Unemployment Insurance	10,000	10,000	10,000
Self Insured Retention	25,000	25,000	25,000
Total O&M	\$ 5,176,989	\$ 5,277,988	\$ 5,502,988
Totals	\$ 5,176,989	\$ 5,277,988	\$ 5,502,988

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
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The Police Department does not have any specific initiatives assigned for the current plan. SVPD is willing to work with all departments to achieve their completion of initiatives as needed.
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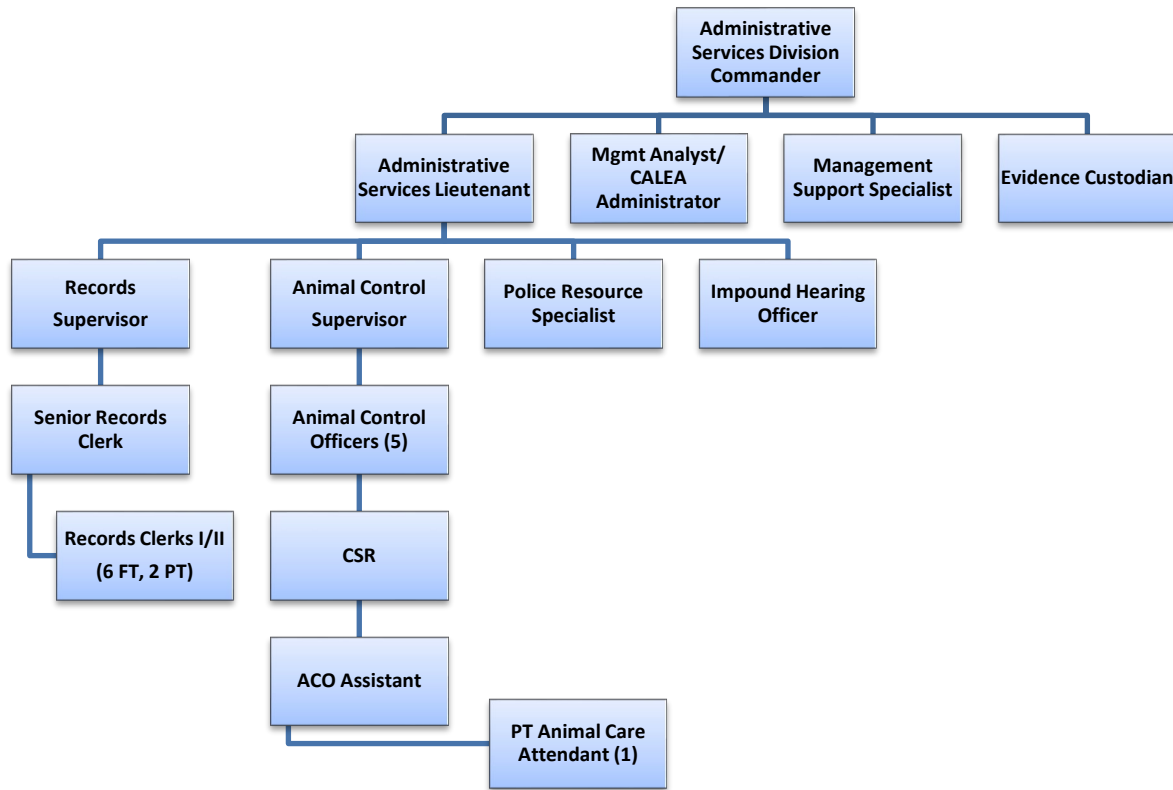


Police

Expenditures	2023 Budget	2024 Budget	2025 Proposed
Administration	\$ 1,940,562	\$ 2,357,966	\$ 2,282,986
Police Operations	9,527,884	10,056,871	10,709,904
Animal Control	501,242	522,467	557,186
Total Personnel	\$ 11,969,688	\$ 12,937,304	\$ 13,550,076
Administration	\$ 110,445	\$ 100,989	\$ 158,710
Police Operations	1,277,819	1,373,755	1,455,755
Animal Control	378,689	341,992	413,615
Total O&M	\$ 1,766,953	\$ 1,816,736	\$ 2,028,080
Administration	\$ -	\$ -	\$ -
Police Operations	673,000	860,000	1,408,000
Animal Control	2,218,000	2,136,800	2,050,000
Total Capital	\$ 2,891,000	\$ 2,996,800	\$ 3,458,000
Totals	\$ 16,627,641	\$ 17,750,840	\$ 19,036,156



Administrative Services



Expenditure By Fund			
	Budgeted FY 2023	Budgeted FY 2024	Budgeted FY 2025
General	\$2,034,981	\$2,443,080	\$2,372,250
Donations	\$16,026	\$15,875	\$18,846
Dev Fees	0	0	\$50,600
Total	\$2,051,007	\$2,458,955	\$2,441,696

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.

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>Recruiting and Retention Using an internal recruitment and retention committee to discuss recruitment strategies and retention initiatives.</p>	<ul style="list-style-type: none"> Establish an internal recruitment and retention committee within the Sierra Vista Police Department to research and propose measures for improvement in an effort to reach and maintain full staffing levels.
<p>Community Confidence & Partnerships Continuing to build and maintain community confidence in the Police Department by fostering trust, promoting safety, and upholding the city’s values.</p>	<ul style="list-style-type: none"> Support efforts for the long-term sustainability of a local victim advocacy center (Lori’s Place). Re-activate the Coffee with a Cop program in Sierra Vista as a regular question/answer forum with citizens. Continue collaboration with mental health providers for a coordinated response by professionals to situations involving people in crisis. Research new and innovative

Major Accomplishments

1. Successfully maintained compliance with N.I.B.R.S. as mandated by the Federal Bureau of Investigation. Compliance was made while records was at an all time low in staffing numbers.
2. The Real Time Crime Center, and audio/video upgrades to the EOC, and Training Auditorium was completed.
3. Successfully maintained CALEA accreditation after undergoing a policy file review by a CALEA assessor.
4. The Records Section processed 4,291 Misc. Offense Reports and 498 CRASH Reports in 2023.
5. Animal Control handled 3,450 calls for service in 2023.
6. The Evidence Section had an intake of 3,808 items submitted in 2023.
7. Twelve new officers were hired in 2023. This is a new record for the Sierra Vista Police Department.

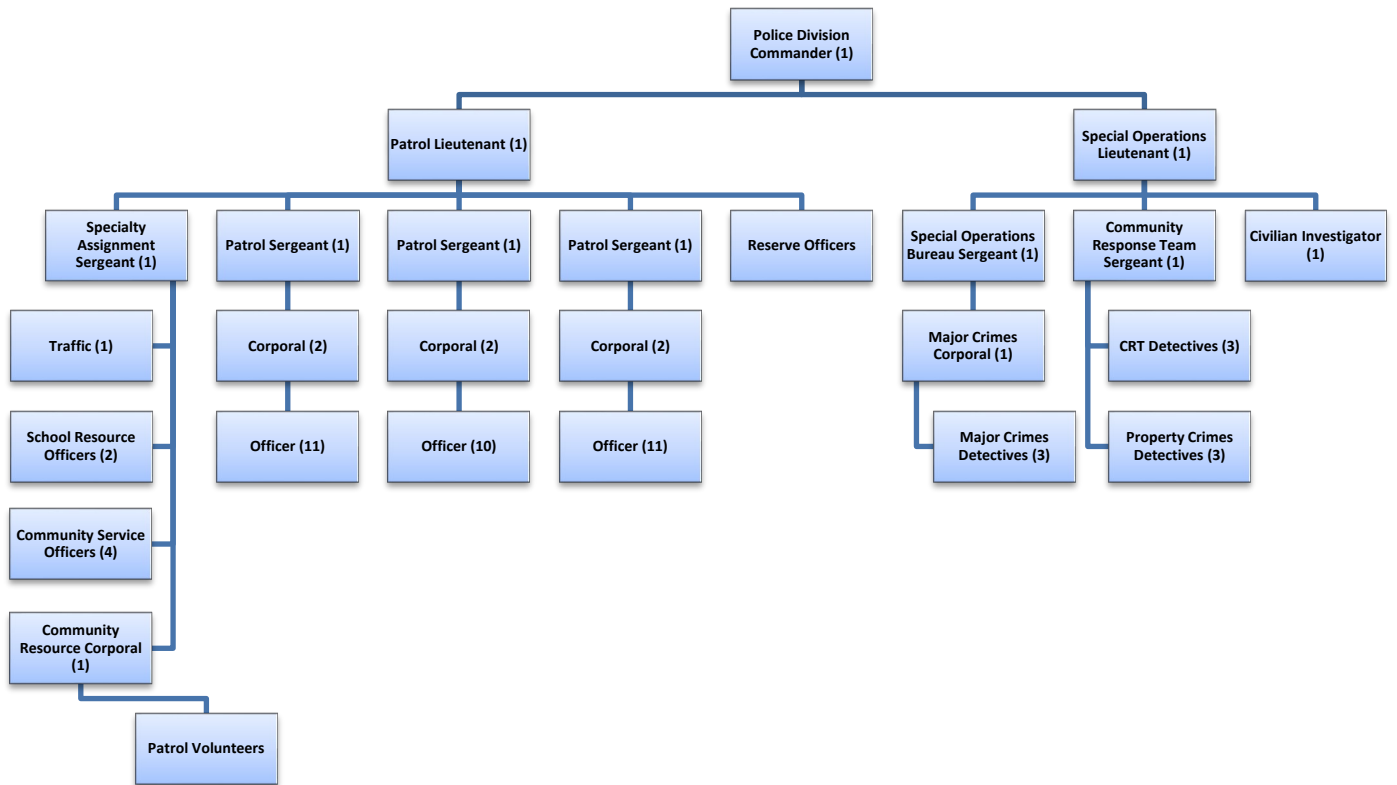


Administration

Expenditures	2023 Budget	2024 Budget	2025 Proposed
Salaries - Regular	\$ 1,209,661	\$ 1,496,651	\$ 1,433,220
Salaries - Overtime	5,000	5,000	5,000
Salaries - Part Time	35,500	35,500	36,210
Benefits	690,401	820,815	808,556
Total Personnel	\$ 1,940,562	\$ 2,357,966	\$ 2,282,986
Professional Services	\$ 20,835	\$ 21,670	\$ 72,270
Equipment Maintenance	13,850	4,050	4,050
Professional Associations	2,185	1,845	1,845
Travel & Training	24,900	24,900	20,900
Office Supplies	19,000	19,000	19,000
Specialized Supplies	10,000	10,000	18,150
Books & Periodicals	3,649	3,649	3,649
Donations	16,026	15,875	18,846
Total O&M	\$ 110,445	\$ 100,989	\$ 158,710
Machinery & Equipment	\$ -	\$ -	\$ -
Total Capital	\$ -	\$ -	\$ -
Totals	\$ 2,051,007	\$ 2,458,955	\$ 2,441,696



Operations Division



Expenditure By Fund			
	Budgeted FY 2023	Budgeted FY 2024	Budgeted FY 2025
General	\$11,105,874	\$11,547,797	\$12,435,830
PD Special	\$330,000	\$330,000	\$330,000
Grants	\$42,829	\$412,829	\$807,829
Capital	0	0	0
Total	\$11,478,703	\$12,290,626	\$13,573,659

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.

Description

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



Goals

Goals	Objectives
<p>Internal Operation Using a multi-disciplinary team approach, grow and enhance internal operations at the Sierra Vista Police Department to improve efficiency, communication, and performance.</p>	<ul style="list-style-type: none"> • Establish a standing internal review team within the SVPD that represents a multi-disciplinary think-tank for innovation, process review, and change implementation. • Continue progress on implementing the use of Cloudgavel countywide for e-warrants as an efficient and acceptable alternative to traditional search warrant judicial review and approval.
<p>External Operation Foster partnerships with other community stakeholders to enhance coordinated service delivery. This also includes regular evaluation of service delivery strategies and its effectiveness on crime suppression and community outreach.</p>	<ul style="list-style-type: none"> • Assign a school resource officer at Joyce Clark Middle School for both enforcement and youth education on bullying, gangs, drugs, and social media. Explore strategies for enhancing our current adopt-a-school program to enhance police presence at local elementary schools. • Continue involvement in coordinated multi-agency Safe Streets details and continue to evaluate and adopt new strategies that focus on safely and effectively ending vehicle pursuits. • Align the CCSO and SVPD Tactical Units through regular joint trainings so both teams work together more cohesively during joint operations and major incidents.

Major Accomplishments

1. In 2023, the Department had a clearance rate of 38.63% for all NIBRS Group A offenses.
2. SVPD changed their physical fitness standards to single norm standards rather than conducting standards by age and gender.
3. The Sierra Vista Police Department continued its partnership with Cochise College and the Cochise County Sheriff’s Office in growing the Southeastern Arizona Law Enforcement Training Academy (SEALETA) as a regional asset. Class 23-2 was the last class hosted in Douglas, AZ. Future classes will begin in Sierra Vista, AZ.



Police Operations

- 4. In 2023, SVPD purchased the Transcend Vantage mini robot through use of RICO (Racketeer Influenced and Corrupt Organization Act) funds.
- 5. SVPD officers continue to carry and deploy Narcan/Naloxone while on duty. In 2023 there were 12 deployments of Naloxone by SVPD officers resulting in 11 subjects surviving.

Performance Measures*

	CY 2021	CY 2022	CY 2023
NIBRS Group A Offenses	1,827	2,463	2447
Group A Clearance Rate	43.90%	47.91%	38.63%
Public Highway Accidents	532	573	498

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

Police Operations

Expenditures	2023 Budget	2024 Budget	2025 Proposed
Salaries - Regular	\$ 4,571,239	\$ 4,698,913	\$ 4,982,180
Salaries - Overtime	375,000	475,000	475,000
Salaries - Part Time	-	-	-
Benefits	4,581,645	4,882,958	5,252,724
Total Personnel	\$ 9,527,884	\$ 10,056,871	\$ 10,709,904
Professional Services	\$ 872,999	\$ 969,676	\$ 1,019,676
Professional Associations	1,476	1,000	1,000
Travel & Training	140,615	139,000	172,000
Specialized Supplies	261,479	263,329	262,329
Books & Periodicals	750	750	750
Total O&M	\$ 1,277,319	\$ 1,373,755	\$ 1,455,755
Machinery & Equipment	\$ 108,000	\$ 450,000	\$ 833,000
Vehicles	565,000	410,000	575,000
Total Capital	\$ 673,000	\$ 860,000	\$ 1,408,000
Totals	\$ 11,478,203	\$ 12,290,626	\$ 13,573,659



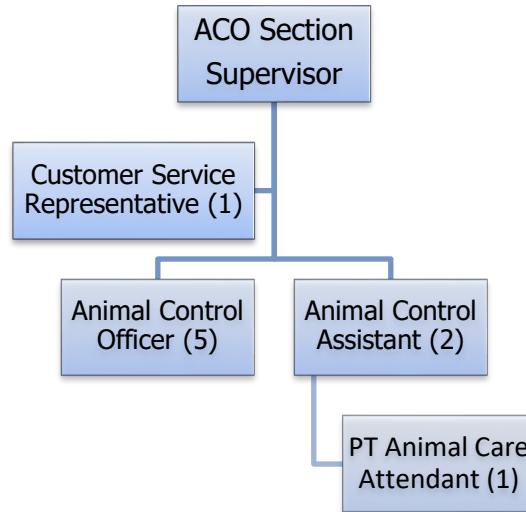
Comments

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



Expenditure By Fund			
	Budgeted FY 2023	Budgeted FY 2024	Budgeted FY 2025
General	\$2,873,122	\$2,818,859	\$2,789,578
PD Special	\$5,000	\$5,000	\$5,000
Donations	\$177,809	\$135,400	\$179,223
Grants	\$42,000	\$42,000	\$47,000
Total	\$3,097,931	\$3,001,259	\$3,020,801

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.

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>Physical Resources & Technology Expansion of the Nancy J. Brua Animal Care and Control Center to ensure priority needs are met. This is a carryover from FY24.</p>	<ul style="list-style-type: none"> • Work closely with a selected designer and contractor to ensure expansion has started and progress is occurring.

Major Accomplishments

1. Conducted 30 special events with the public throughout calendar year 2023.
2. A total of 182 animals were spayed/neutered at various clinics hosted by the shelter in 2023.
3. Redeemed 353 animals back to their owners in 2023.
4. Issued 2,010 dog licenses in 2023.
5. A total of 84 pets received vaccinations from clinics hosted by the shelter.

Performance Measures*

	CY 2020	CY 2021	CY 2022	CY 2023
Number of Animals Adopted	817	768	704	730
Calls for Service	3,383	3,492	3,346	3,450
Number of Animals Impounded	1,217	1,265	1,295	1,240

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

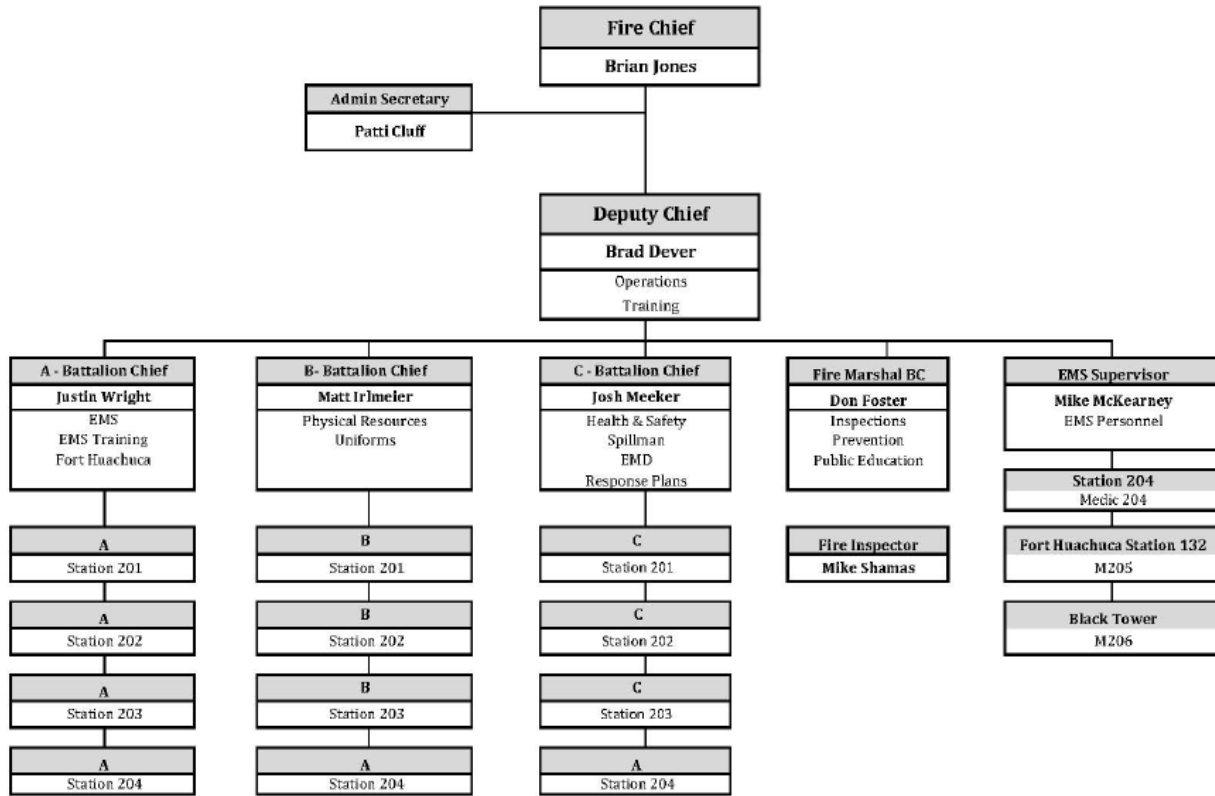


Animal Control

Expenditures	2023 Budget	2024 Budget	2025 Proposed
Salaries - Regular	\$ 364,148	\$ 375,296	\$ 387,350
Salaries - Overtime	8,835	8,835	8,835
Salaries - Part Time	-	-	-
Benefits	128,259	138,336	161,001
Total Personnel	\$ 501,242	\$ 522,467	\$ 557,186
Professional Services	\$ 74,720	\$ 74,720	\$ 88,720
Building Maintenance	8,796	8,961	8,961
Professional Associations	180	180	180
Travel & Training	10,500	13,000	20,000
Specialized Supplies	106,684	116,531	116,531
Donations	177,809	128,600	179,223
Total O&M	\$ 378,689	\$ 341,992	\$ 413,615
Buildings	\$ 2,218,000	\$ 2,056,800	\$ 2,050,000
Vehicles	-	80,000	-
Machinery & Equipment	-	-	-
Total Capital	\$ 2,218,000	\$ 2,136,800	\$ 2,050,000
Totals	\$ 3,097,931	\$ 3,001,259	\$ 3,020,801



SVFMS 2025 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 2023	Budgeted FY 2024	Budgeted FY 2025
General	\$10,003,805	\$11,138,190	\$12,596,369
Grants	\$1,830,676	\$303,464	\$405,357
Donations	\$4,506	\$4,600	\$5,041
Development	0	0	\$64,900
Fees			
Total	\$11,838,987	\$11,506,254	\$13,071,667

Mission Statement

We, the members of the Sierra Vista Fire & Medical Services, will passionately serve our community by being helpful and kind *A/ways*.



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

Sierra Vista Fire and Medical Services does not have any specific initiatives assigned for the current plan but will continue to work with all departments to achieve their completion of initiatives as needed.

Major Accomplishments

1. The Defense Community Infrastructure Pilot Program (DCIP) grant to build Station 4 at BST and 7th a year and half ago is paying huge dividends for our community. Station 4 has bolstered response and operational readiness for SVFMS. M204 has been transporting over 110 patients per month. The station has really added to our operations and taken some of the burden off Station 1.
2. ARPA monies from Cochise County have enabled all 34 Fire Stations within Cochise County to receive Station Alerting. Station Alerting is a system integrates crystal-clear text-to-speech technology and high-contrast message signs. This helps emergency personnel react promptly and efficiently to every call. The program also allows for individual unit dispatch. Station alerting along with PRO Q/A, an emergency dispatch software that allows for dispatchers to give pre-arrival instructions to 9-1-1 and allows for a zero second response has enhanced communications and decreased response times. Fully automated dispatching awakens only on-call units with ramped tones and lighting, so non-dispatched crews remain undisturbed to receive necessary rest. Unquestionably, well-rested crews operate at peak performance. In partnership with CCSO who received a communications grant, all the Fire Departments in the Cochise County will receive brand new hand-held Motorola Radios. These radios will be distributed to fire departments based on how many personnel they have on duty per day. SVFMS will receive 24 radios with charging banks and chargers. In total Cochise County Fire Departments will receive 145 radios.
3. In the second year of 10 additional years of intergovernmental support agreement (IGSA) with Fort Huachuca, an EMS division that provides ambulance transport on the installation, housing ambulances at FH fire station two and at the Black Tower UAS site. A third ambulance is provided as needed, housed out of SVFMS Station



204. This contract has also strengthened the relationship between Sierra Vista Fire and Medical and Fort Huachuca Fire Department.
4. SVFMS continues to receive grant monies from TMC foundation for bike helmets and child passenger seats. The bike helmets and car seats are distributed to City residents on an appointment basis.
 5. On the fourth year of reporting EMS data to AZ_PIRS (Arizona Pre-hospital Information & EMS Registry system), which helps the state analyze and establish future direction for pre-hospital healthcare. In the coming year SVFMS will go to a new data collection platform Image Trend Elite. The new data collection platform is necessary as our reporting to NFIRS will change to NEIRS. Our current system will no longer be supported and no longer updated. The new reporting system will have a program called continuum which will allow SVFMS administration to heat map call volumes and locations to better operational place units for optimal service to our community.
 6. SVFMS still working with Fort Huachuca Fire and neighboring departments for joint training using current training resources (props and equipment) at Fort Huachuca Training site. SVFMS personnel also working with neighboring departments to create SOP's consistent throughout our response area for seamless responses of all agencies.
 7. SVFMS implemented a "Back to Basics" firefighting class quarterly. The "Back to Basics" is a huge steppingstone for county wide personnel and our firefighting partners in Mexico to increase their awareness and knowledge in all areas (ladders, hose pulls, leadership, etc.) The "Back to Basics" really allows for our county departments to get on the same page with training and executing in similar ways when we have to work with each other on mutual and automatic aid assignments.
 8. Fitch and Associates was hired to perform an Organizational Assessment for SVFMS. They spend three days with SVFMS personnel gathering information. The information they seek involves data, response plans, station locations, personnel training, community wants and needs, social media, recruiting/retention, succession planning and effective response force. The plan when completed will give SVFMS a road map on how and what we need to do in order to serve our community in the best and most financial prudent way. Once the plan is finished it will assist us in putting are Strategic Plan to work.
 9. SVFMS is still working on a WUI (Wildland Urban Interface) team consisting of 4 SVFMS members. This team will start the long 5–7-year process to get these members certified as Engine Boss. The Forest Service has been a great partner, we look to them for continued guidance in creating our team the most effective and efficient way.
 10. SVFMS for first time ever held our very own 2-month long recruit class. Partnering with Cochise College, SVFMS took 8 EMT new hires and put them through the rigors of a Monday through Thursday ten hours a day fire academy. At the completion of the academy the "AWESOME EIGHT" were certified as Firefighter I and II, Hazardous Materials First Responders and ready to fill the gaps in our



staffing. The Academy brought together SVFMS personnel to train, mentor and coach our recruits.

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. • Work with Buena High School CTE Programs to recruit potential employees.

Physical Resources

Goals	Objectives
Build 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 within our response area and neighboring areas to ensure proper unit response.

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. • Produce you-tube training videos • Post seasonal public safety messages. • In house personnel posting daily messages • Work with PIO to ensure accurate messaging sent out to public.



	<ul style="list-style-type: none"> • Internal and external surveys to be done seeing if what we are providing is meeting the needs of our community.
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Technology

Goals	Objectives
Collaborate with city IT and finance on new data collection system.	<ul style="list-style-type: none"> • Ensure data collection platform is usable by all personnel and stations. Train personnel to get the most out of platform. • Ensure data collection platform is usable by finance. • Ensure product selected is compatible with the EMD software/product selected for SEACOM and maintained appropriately. • Continued collaboration.

Innovation

Goals	Objectives
Enhance response plans to include low acuity single unit 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. • Continue to develop and implement G4 response plans for best operational response.

Performance Measures

	FY18/19	FY19/20	FY20/21	FY21/22	FY 22/23
Total calls for service	8450	7707	8125	8828	9433
Automatic Aid Given	568	498	543	647	585
Automatic Aid Received	607	902	1079	1292	1162
Total fire calls	582	752	1041	2062	2252
Structure fires	40	37	104	88	91
Vehicle fires	13	19	15	24	13
Brush fires	38	11	34	29	37
Other (alarm, smoke, assist...)	603	685	489	1385	824
Total EMS calls	6346	6994	6579	6766	7181
Cardiac Arrest	513	541	623	114	84
Cardiac				613	515



Fire & Medical Services

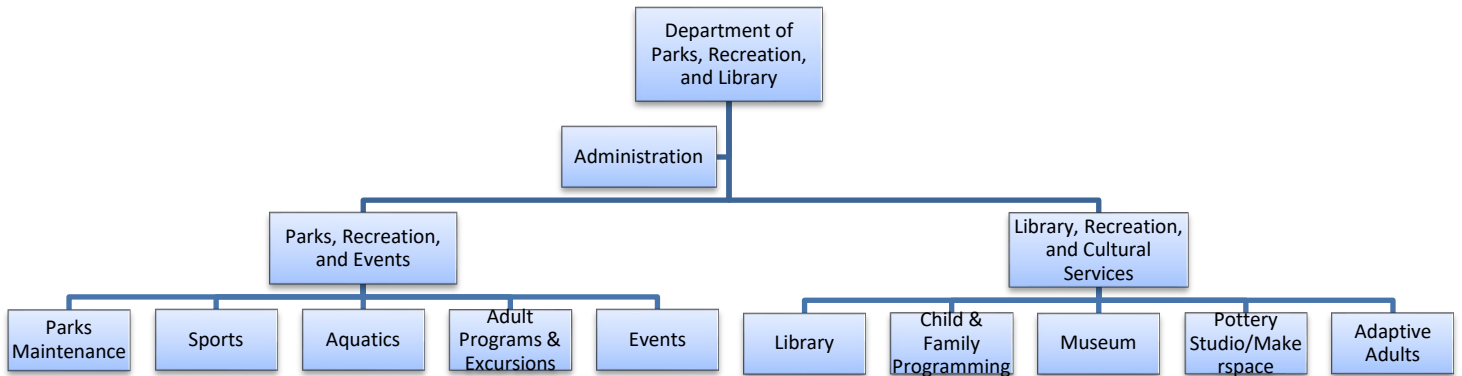
Stroke	173	135	142	183	193
MVA	285	310	237	277	286
Diabetic	85	117	98	126	121
EMS other	5290	5891	5479	5730	6461
Commercial Inspections	950	967	1025	944	
ISO rating	4	4	4	4	4
Grant and federal fund acquisition	44,000	N/A	N/A	N/A	N/A





Fire

Expenditures	2023 Budget	2024 Budget	2025 Proposed
Salaries - Regular	\$ 4,688,068	\$ 5,071,535	\$ 5,193,445
Salaries - Overtime	177,189	250,000	250,000
Salaries - Part Time	48,600	45,000	45,000
Benefits	3,672,945	4,019,711	4,291,198
Total Personnel	\$ 8,586,802	\$ 9,386,246	\$ 9,779,643
Professional Services	\$ -	\$ 100,000	\$ 64,900
Office Equipment Maintenance	2,448	2,448	2,448
Building Maintenance	20,000	20,500	20,000
Vehicle & Equipment Maint	23,400	23,400	32,338
Printing & Binding	2,000	2,000	2,000
Professional Associations	3,945	3,195	3,195
Travel & Training	60,000	72,750	72,750
Office Supplies	9,300	9,300	9,300
Specialized Supplies	453,752	456,464	371,633
EMS Supplies	177,148	200,000	433,000
Books & Periodicals	2,500	1,000	1,000
Donations	4,506	4,600	5,041
Total O&M	\$ 758,999	\$ 895,657	\$ 1,017,605
Buildings	\$ 1,657,186	\$ -	\$ -
Infrastructure	-	-	-
Machinery & Equipment	29,000	50,000	-
Vehicles	807,000	1,174,351	2,274,419
Total Capital	\$ 2,493,186	\$ 1,224,351	\$ 2,274,419
Totals	\$ 11,838,987	\$ 11,506,254	\$ 13,071,667



Description

The Department of Parks, Recreation, and Library is dedicated to enhancing the quality of life for our community residents by providing a diverse array of programs and services. We maintain parks, building landscapes, and public open spaces to create a welcoming environment for all. Our offerings span community, neighborhood, and linear parks, as well as recreational, sports, educational, and cultural programming. The following pages detail the department's specific budgetary divisions, while the graphic above illustrates the overall organizational structure.

The budgetary divisions include Administration, Parks Maintenance, Adult Programs & Excursions, Special Events, Therapeutic Recreation, Child/Family Programming, Aquatics, Sports, Museum, the Art Studio, and the Library. Each division within the Parks, Recreation & Library Department has distinct goals, objectives, and focus areas, which are outlined in the subsequent narrative.

As a crucial component of the Economic Development Team, the Department of Parks, Recreation & Library adapts the physical landscape and fosters community partnerships to attract visitors and new residents. Through our diverse programs, activities, sports tourism initiatives, and special events, we aim to enhance the quality of life for our residents and neighbors. We are committed to providing exceptional customer service, maintaining beautiful parks and ballfields, and offering engaging recreational, cultural, and informational activities.

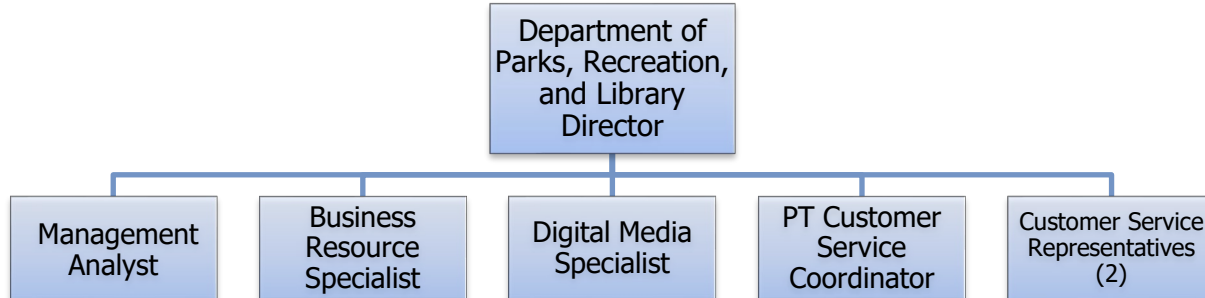


Department of Parks, Recreation, and Library

Expenditures	2023 Budget	2024 Budget	2025 Proposed
Administration	\$ 530,002	\$ 542,387	\$ 557,084
Adult Programs, Excursions, & Events	420,985	488,128	492,274
Adaptive Adults	85,984	67,578	67,578
Parks	831,175	884,224	814,790
Aquatics	471,826	455,665	466,704
Museum	84,418	92,764	84,220
Sports	331,836	351,058	382,892
Child & Family Programs	378,840	374,803	382,125
Library	872,983	875,617	893,031
Total Personnel	\$ 4,008,049	\$ 4,132,224	\$ 4,140,698
Administration	\$ 87,535	\$ 89,776	\$ 579,342
Adult Programs, Excursions, & Events	169,660	339,610	309,010
Adaptive Adults	7,600	10,600	9,900
Parks	934,661	316,500	306,600
Aquatics	74,300	77,880	77,380
Museum	17,875	254,725	19,725
Sports	145,366	213,616	204,416
Child & Family Programs	60,200	45,500	35,500
Library	447,837	516,782	593,545
Total O&M	\$ 1,945,034	\$ 1,864,989	\$ 2,135,418
Parks	\$ 18,192,378	\$ 2,766,072	\$ 4,902,582
Aquatics	3,260,490	-	-
Library	34,480	34,480	-
Total Capital	\$ 21,487,348	\$ 2,800,552	\$ 4,902,582
Totals	\$ 27,440,431	\$ 8,797,765	\$ 11,178,698



Administration



Expenditure by Fund			
	Budgeted FY 2023	Budgeted FY 2024	Budgeted FY 2025
General	\$571,746	\$581,401	\$590,798
Donations	\$45,791	\$50,762	\$545,628
Total	\$617,537	\$632,163	\$1,136,426

Vision

Our vision is to offer residents and visitors diverse public recreation, cultural, and educational opportunities through:

- Professionally staffed facilities delivering exemplary customer service
- Developing and updating SOPs for departmental administrative processes
- Ensuring accurate departmental accounting practices with regular compliance checks
- Collaborating with the Public Affairs Division and the Tourism and Economic Development Department to align strategies, marketing efforts, and social media content.

Mission Statement

Our mission is to provide friendly and cooperative service to both internal and external customers with courtesy, transparency, and professionalism.

Description

Our staff supports the entire department by providing essential resources and administrative assistance, pursuing grant funding, analyzing and reporting data, training staff, and delivering excellent customer service. Based in the Oscar Yrun Community Center, our administrative team manages financial transactions, work order requests,



requisitions, marketing materials, and travel and training arrangements. Additionally, they coordinate rentals and public services for buildings, rooms, sports fields, lighting, and park usage. They also respond to public inquiries about programs, facilities, area attractions, youth and adult sports leagues, and other community recreation and cultural resources.

City Council Strategic Plan Initiatives

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

1. Promote the development of the West End Entertainment District.
2. Continue to pursue sports tourism activities that increase revenues.
3. Increase reach of community events both in person and virtual.
 - Develop a special event policy.
 - Evaluate and present to Council an option for a new city-wide event.
4. Prioritize implementation of the Parks Master Plan.
 - Construct Roadrunner Park.
5. Continually evaluate facility needs.
 - Evaluate and consider Visitors Center and Museum options.
 - Design and develop the Fab Avenue property.
 - Evaluate and determine OYCC replacement options.

Major Accomplishments

1. Successfully provided administrative support to departmental divisions, customer engagement, transactions, fee collections, and inquiries.
2. Provided logistical, administrative, and service support for department special events and commission activities.
3. Setup and began to utilize Square for monetary transactions during special events and at the snack bar at the Cove, which resulted in revenue gains while enhancing accountability and inventory control.
4. Completed the delivery of phase II of the Schneider Electric Energy Performance Contract projects and utilized improvements for the benefit of the community.
5. Began development of Roadrunner Park Conceptual Plan. Will move into design phase in FY25.
6. Opened Veterans Memorial Sports Complex to the public which attracted 23.4K unique visitors and 112K visits within first nine months after opening, according to Placer data.
7. Completed planning for Inaugural Hummingbird Celebration Month scheduled for August 2024.



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"> • Enhance collaboration between the program teams, customer service team, and community resources to ensure the public receives the most accurate and up-to-date information available. • Provide ongoing training for the customer service team and develop and utilize internal communication channels to keep the frontline team informed with current information. • Maintain and optimize an online web-based registration software program, incorporating credit and debit processing and user information sharing to enhance customer convenience. • Continuously improve reservations, rentals, and registration services for community users, customers, and guests through training programs, technology upgrades, and personal interactions.
Ensure staff members are adequately trained to meet customer and emergency preparedness needs.	<ul style="list-style-type: none"> • Secure adequate funding for staff training continuing education programs. • Collaborate with American Red Cross trainers to ensure department staff meet their obligations under the Sierra Vista Emergency Operations Plan. • Ensure key staff members receive comprehensive training and updates to proficiently manage the "RecTrac" and "WebTrac" software systems. • Research, develop, and implement standard operating procedures (SOPs) for programs, prioritizing safety, effectiveness, participant engagement, and customer satisfaction enhancements.
Leverage Traditional and new methods of communication to engage the community	<ul style="list-style-type: none"> • Ensure the community has easy access to accurate and up-to-date information about Department programs and events by utilizing various outlets, including radio, the city website, social media, and print media, in collaboration with the Marketing and Communications Department.
Continue to enhance non-profit/public/private partnerships striving towards increasing community wellness, health, and quality	<ul style="list-style-type: none"> • Continue to work with Sierra Vista School District through our IGSA for access to recreation and classroom facilities. • Continuing focus on community outreach to non-profit youth and adult sports leagues, improving relationships, field services, and implementing tournament play.

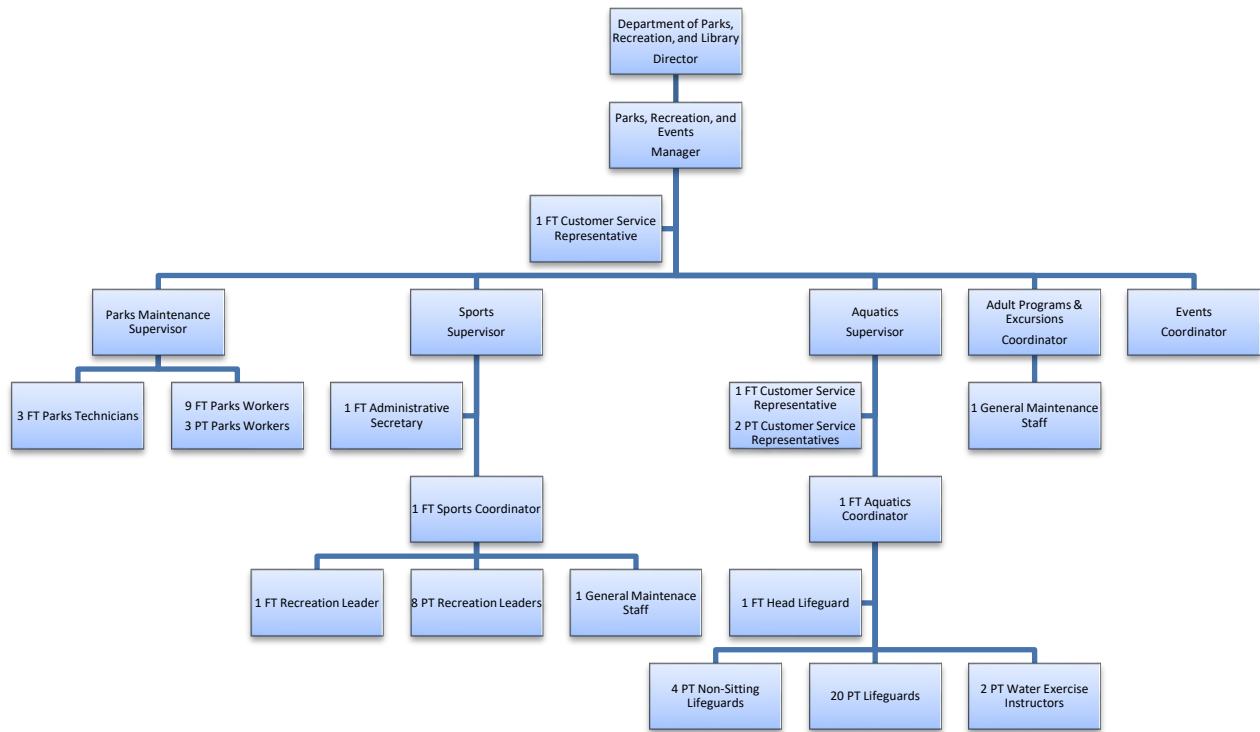


Administration

Expenditures	2023 Budget	2024 Budget	2025 Proposed
Salaries - Regular	\$ 377,277	\$ 387,009	\$ 397,817
Salaries - Part Time	28,500	28,500	29,070
Benefits	124,225	126,878	130,197
Total Personnel	\$ 530,002	\$ 542,387	\$ 557,084
Professional Services	\$ 2,500	\$ 2,500	\$ 2,700
Vehicle Maintenance	4,000	4,000	3,000
Equipment Rentals	-	-	-
Advertising	1,000	-	500
Postage	-	-	-
Printing & Binding	1,000	1,000	1,000
Professional Associations	3,814	3,814	3,814
Travel & Training	11,430	9,700	9,700
Office Supplies	10,000	10,000	5,000
Recreation Supplies	8,000	8,000	8,000
Specialized Supplies	-	-	-
Donations	45,791	50,762	545,628
Total O&M	\$ 87,535	\$ 89,776	\$ 579,342
Totals	\$ 617,537	\$ 632,163	\$ 1,136,426



Adult Programs, Excursions, & Events



Expenditure by Fund			
	Budgeted FY 2023	Budgeted FY 2024	Budgeted FY 2025
General	\$590,645	\$827,738	\$801,284
Grants	0	0	0
Total	\$590,645	\$827,738	\$827,738

Vision

Promote a comprehensive array of services, from parks maintenance to special interest classes, excursions, and public events throughout the year. These offerings span the performing arts, culture, sports, and public recreation, all aimed at enhancing the quality of life for our community residents and neighbors.

Mission Statement

Our mission is to offer a diverse range of high-quality recreational programs, sports activities, tournaments, trips, social events, and more to our citizens and surrounding communities, showcasing all the incredible aspects that make Sierra Vista a healthy and vibrant place to live.



The Events and Adult Programs and Excursions Division offers a variety of activities for residents of all ages through various programming, tours, trips, social activities, and high-quality community events. The division has increased its community outreach, innovative program offerings, and upgraded the look and feel of events, programs.

Major Community Events

1. Wine, Beer & Spirits Festival
2. Multiple Wine Tours
3. Regional Excursion Tours
4. 4th of July Celebration & Fireworks
5. Veteran’s Day Parade & Ceremony
6. Oktoberfest
7. Tree lighting Ceremony & Holiday Market Christmas Event
8. Dive in Movies
9. Summer Movie Nights
10. Summer Concerts
11. Bazaars
12. Senior Holiday Dinner
13. Vineyards in the Park
14. West Fest

Major Accomplishments

1. Expanded our real ice-skating rink for the Month of December for more than 6,000 skaters.
2. Conducted two murder mystery dinners complete with wine pairing feast.
3. Expanded the venue for West Fest to include 28 West End businesses and 19 local vendors. Of the 4,900 visitors, 60% were from Sierra Vista; bringing in more visitors than expected from outside the city.

Goals

Goals	Objectives
Enhance quality of services and programs to provide increased value to community	<ul style="list-style-type: none"> • Identify trends patterns and areas for improvement. • Gather feedback from stakeholders including customers, employees, and the community
Increase revenue and fee-based programs and opportunities which enhance the quality of	<ul style="list-style-type: none"> • Identify and research new and innovative programs. • Implement programs that either meet criteria or serve a major purpose in serving underserved



life and community demand.	community members or provides an opportunity that benefits the needs of the community user.
Develop new park areas for the community	<ul style="list-style-type: none">• Work with Design Contractor to develop final concept and site plan for Roadrunner Park• Engage community in process as site plan and development of Fab Avenue property into a park.• Explore funding options for the development of Roadrunner and Fab Avenue Parks.
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 which compliment community.
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 19/20	FY 20/21	FY 21/22	FY 22/23*	FY 23/24
Senior Activities Participants					
Adult trips	121	0	74	129	124
Bazaars	840	0	87 Vendors	86 Vendors	91 Vendors
Senior Holiday Dinner	102	40	93	108	120
Special Events Participants					
Oktoberfest	5,200	0	14,000	27,500	29,200
Sierra Vista Sips & Skies a.k.a Wine Beer and Spirits Festival	0	5,000	2,300	4,600	5,000
Summit Challenge	0	228	230	220	197
Fourth of July	8,500	0	20,000 Est.	14,800 est.	TBD
Vineyards In The Park	N/A	N/A	600	10,800	11,800
Tree Lighting & Holiday Market			1,000	8,900	7,800
Summer sports camps	117	0	0	0	57
West Fest			6,100	5,200	4,900

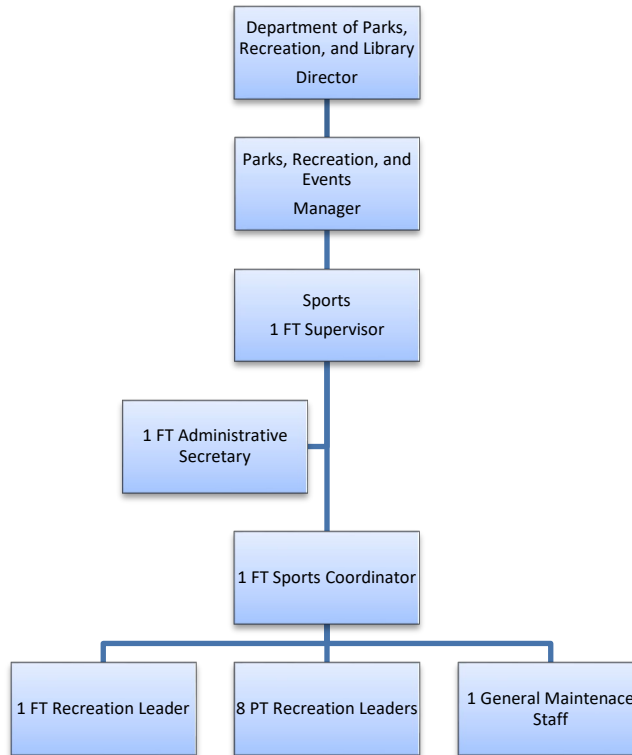


Adult Programs, Excursions, & Events

Expenditures	2023 Budget	2024 Budget	2025 Proposed
Salaries - Regular	\$ 303,459	\$ 355,827	\$ 359,008
Salaries - Overtime	5,000	5,000	5,000
Salaries - Part Time	5,000	5,000	5,000
Benefits	107,526	122,301	123,266
Total Personnel	\$ 420,985	\$ 488,128	\$ 492,274
Professional Services	\$ 23,600	\$ 23,600	\$ 20,000
Land & Building Rental	28,000	28,000	28,000
Equipment Rental	-	-	-
Advertising	-	1,900	1,900
Printing & Binding	400	-	-
Travel & Training	2,300	4,000	4,000
Office Supplies	2,000	2,000	2,000
Recreation Supplies	17,260	22,510	22,510
Specialized Supplies	-	-	-
Event Supplies	96,100	257,600	230,600
Bank Charges	-	-	-
Total O&M	\$ 169,660	\$ 339,610	\$ 309,010
Infrastructure	\$ -	\$ -	\$ -
Machinery & Equipment	-	-	-
Furniture and Fixtures	-	-	-
Total Capital	\$ -	\$ -	\$ -
Totals	\$ 590,645	\$ 827,738	\$ 801,284



Sports



Vision

The Sports Division will offer dynamic recreational sporting opportunities to the community by developing innovative programs, fostering partnerships, and supporting tournaments and events, all while delivering exceptional customer service.

Expenditure by Fund			
	Budgeted FY 2023	Budgeted FY 2024	Budgeted FY 2025
General	\$477,202	\$564,674	\$587,308
Capital	0	0	0
Total	\$477,202	\$564,674	\$587,308

Mission Statement

Our mission is to provide programs and services that effectively meet community needs, enhance the quality of life for all participants, and generate a positive economic impact for the city, benefiting local retailers, restaurants, bars, and the hospitality industry.



Major Community Sports Events

1. Sky Islands Summit Challenge
2. Hummingbird Triathlon
3. Thunderbolt Triathlon
4. 5K/2K Veteran's Run/Walk
5. Youth Sports Tournaments
6. Adult Pickleball Organization Tournament

Major Accomplishments

1. Continued to upgrade Veterans Memorial Sports Complex adding tennis courts amenities, football player benches, and helmet/bat racks for the softball field.
2. Sand Volleyball Courts were completed and now fully operational.
3. Provided support to several baseball and softball tournaments which brought in significant economic impact dollars to the community.
4. Supported the 3rd El Tour de Zona with over 400 cyclists from around the country riding in Sierra Vista for a three-day event. The event has over a \$1M economic impact on the community.
5. Expanded indoor pickleball to three days a week.
6. Continued partnership with local soccer clubs to offer Fall and Spring Recreational Soccer, and Little League Softball. Partner organizations had over 1335 participants.
7. Continued to improve community partnerships with youth and adult soccer, baseball, football, and softball leagues.
8. Supported major Sierra Vista School District events, such as graduation, project graduation and numerous after season sports banquets.
9. Supported Buena High School, Joyce Clark Middle School and Lemman academy sports. This includes JCMS baseball and softball, and most Buena sports
10. Provided facility support to Berean, Pep-Tec, Tombstone High School and Skills Academy USA. Berean Academy won State Championship in 8-man football.
11. Continued success in working partnerships with community leagues, helping to serve and support their mission of providing health, wellness, and fun to participants at recreational and competitive levels.
12. Continued agreement with Lemman Academy for facility use sharing. Our youth basketball program uses Lemman Academy for practices and games.



Goals

Goals	Objectives
<p>Increase revenue and fee-based programs and opportunities which enhance the quality of life and community demand.</p>	<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.
<p>Update and maintain SOPs which improves safety, lowers risk, increases customer engagement and support while decreasing or tracking cost, expenses, and benefit.</p>	<ul style="list-style-type: none"> • Reach out to community event users and vendors. • Research best state and national bests practices. • Create documents and SOP which models best practices but is in alignment with local and state protocols, expectations, and procedures. • Implement and measure outcomes. • Ensure teams of all departments are aware and follow SOPs.
<p>Offer tournament play in Sierra Vista driving economic development, and sports opportunities for state, regional, and local participants</p>	<ul style="list-style-type: none"> • Examine current fields and determine needs and expectations which satisfy or exceed national and state league criteria for tournaments. • Examine current pickleball courts and determine needs and expectations which satisfy or exceed national and state criteria for tournaments. • Maintain all fields for tournament play. • Find alternative solutions to increasing pickleball play. Partner with pickleball community to increase current court inventory to alleviate strain on existing facilities. • Continue working partnerships with local, regional, and state youth and adult leagues in baseball, softball, soccer, pickleball. • Identify and research alternative methods of funding sources for improvements to facilities, fields, and courts. • Identify and research grants and partnership opportunities.
<p>Seek out and provide programs and opportunities for</p>	<ul style="list-style-type: none"> • Identify new and innovative programs which meet expectations and desires of target demographic. • Create and implement programs. • Measure success and challenges



population between ages 20 – 40	
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 and quality recreation and training programs that educate and protect children, including, 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. • Enhance existing signage at current course and promote new disc golf facilities for community benefit. Look to partner with community disc golf groups to host disc golf clinics.
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.



Sports

Expenditures	2023 Budget	2024 Budget	2025 Proposed
Salaries - Regular	\$ 187,907	\$ 196,339	\$ 199,585
Salaries - Overtime	\$ -	\$ -	\$ 5,000
Salaries - Part Time	\$ 65,000	\$ 75,000	\$ 91,800
Benefits	\$ 78,929	\$ 79,719	\$ 86,507
Total Personnel	\$ 331,836	\$ 351,058	\$ 382,892
Professional Services	\$ 65,050	\$ 88,050	\$ 111,550
Building Maintenance	\$ -	\$ -	\$ -
Land & Building Rental	\$ 2,500	\$ 2,500	\$ 2,500
Advertising	\$ 1,000	\$ 500	\$ 500
Association Memberships	\$ 116	\$ 116	\$ 116
Travel & Training	\$ 2,400	\$ 2,400	\$ 1,500
Office Supplies	\$ 1,000	\$ 1,500	\$ 1,500
Recreation Supplies	\$ 48,500	\$ 61,250	\$ 42,050
Specialized Supplies	\$ 4,000	\$ 36,500	\$ 26,500
Event Supplies	\$ 20,800	\$ 20,800	\$ 18,200
Total O&M	\$ 145,366	\$ 213,616	\$ 204,416
Totals	\$ 477,202	\$ 564,674	\$ 587,308

Performance Measures

	FY 20/21	FY 21/22	FY 22/23	FY 23/24
Sports Tourism Economic Impact	\$2M	\$2.5M	\$2.5M est.	TBD
Annual Revenue Collected (FY21 COVID)	\$77,420	\$124,048	\$149,959	\$174,363



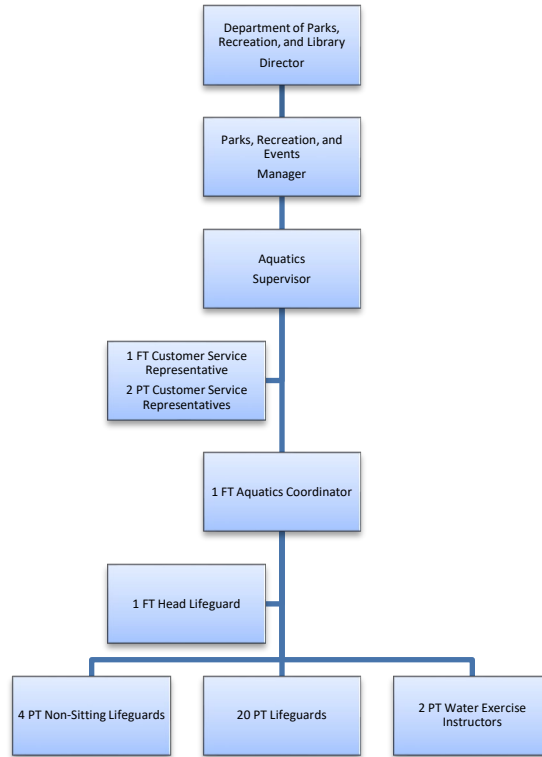
	FY 19/20	FY 20/21	FY 21/22	FY 22/23	FY 23/24
Summit Challenge	0	228	234	196	208
Youth basketball	287	0	378	314	365
Tennis – youth/adult	100	244	8	0*	50
Summer sports camps	117	0	65	167	57**
Start Smart Sports	33	0	73	35	39
Adult softball	0	220	280	315	352
Adult Basketball	0	70	100	100	120
Hummingbird Triathlon	63	0	141	108	131
Archery Camps (Year-Round)				152	135

*New instructor in FY 24

**Numbers reflect registrations from June 30-May 22 total number TBD



Aquatics



Vision

Enhance public wellness through recreational swimming and support local competitive swimmers and divers by operating a state-of-the-art, family-oriented indoor aquatics center.

	Expenditure by Fund		
	Budgeted FY 2023	Budgeted FY 2024	Budgeted FY 2025
General	\$546,126	\$533,545	\$544,084
Capital	\$3,260,490	\$0	\$0
Total	\$3,806,616	\$533,545	\$544,084

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. Cove main pool pebble tech and indoor cool decking replaced.
2. Provided lifeguard certification classes on demand which supported the Town of Huachuca City and the City of Benson, enabling those cities to open aquatic facilities this summer.
3. Continue to offer WSI Community Trainings to other cities.
4. Continue to train Water Safety Instructors (WSI) in house. Aquatics Coordinator is a certified Water Safety Instructor Trainer (WSIT).
5. Created office space for Aquatics Coordinator and Head Lifeguard using existing square footage.
6. Continued to upgrade observation and patio area with additional tables and chairs to increase seating options.
7. Reinstated evening Swim Lessons during the school year.
8. Hosted first Egg Dive into Easter. Had 101 participants swim and dove for more than 2,000 eggs.
9. Hosted Buena High School home swim meets.
10. Hosted thirteen days of end of school year field trips with over 1900 youth enjoying the facility. All SVUSD elementary's and JCMS middle school enjoyed a day at the Cove. The Cove also hosted out of district schools such as Coronado, ALA and Santa Cruz.

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.



Aquatics

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

Performance Measures

	FY 20/21	FY 21/22	FY 22/23	FY 23/24
Revenue Collected	\$62,660	\$285,483	\$328,203	\$231,267
Open days	156	314	276	212

	FY 19/20	FY 20/21	FY 21/22	FY 22/23	FY 23/24
Aquatics Participants*					
Open Swim*	10,537	0	16,062	31,939	20,388
Lap Swim*	7,219	3,473	9,244	11,220	9,628
Swim lessons	425	0	228	592	454
Exercise Classes*	1,038	52	252	560	391
Splash Time*	1,141	0	1,196	1,666	1,133
Private Pool Rentals (Full/Half/Diving/Warming)	85	0	134	49	31
Lap Lane Rentals				866	1,102
Pier Party Rentals				147	73

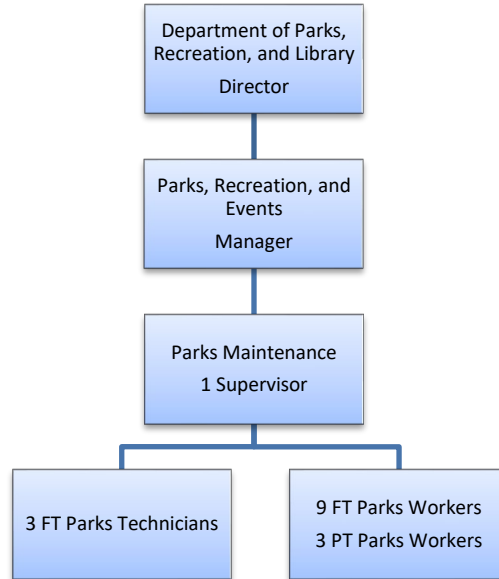


Aquatics

Expenditures	2023 Budget	2024 Budget	2025 Proposed
Salaries - Regular	\$ 176,231	\$ 121,283	\$ 125,662
Salaries - Overtime	\$ 500	\$ 500	\$ 500
Salaries - Part-Time	\$ 200,000	\$ 250,000	\$ 255,000
Benefits	\$ 95,095	\$ 83,882	\$ 85,542
Total Personnel	\$ 471,826	\$ 455,665	\$ 466,704
Professional Services	\$ 3,600	\$ 3,600	\$ 3,600
Office Equipment Maintenance	\$ -	\$ -	\$ -
Building Maintenance	\$ 7,000	\$ 6,700	\$ 7,000
Equipment Maintenance	\$ 1,500	\$ -	\$ -
Advertising	\$ 3,000	\$ 4,800	\$ 2,500
Printing & Binding	\$ 1,500	\$ 1,300	\$ 500
Association Memberships	\$ 650	\$ 830	\$ 830
Travel & Training	\$ 8,350	\$ 7,100	\$ 6,900
Office Supplies	\$ 2,000	\$ 2,000	\$ 2,000
Recreation Supplies	\$ 46,700	\$ 51,550	\$ 54,050
Total O&M	\$ 74,300	\$ 77,880	\$ 77,380
Buildings	\$ 3,260,490	\$ -	\$ -
Total Capital	\$ 3,260,490	\$ -	\$ -
Totals	\$ 3,806,616	\$ 533,545	\$ 544,084



Parks Maintenance



Expenditure by Fund			
	Budgeted FY 2023	Budgeted FY 2024	Budgeted FY 2025
General	\$2,178,836	\$1,447,724	\$1,445,390
Grants	\$1,294,781	\$1,769,072	\$434,700
Donations	0	0	0
Park Dev Fees	0	0	\$350,000
CIF	\$16,484,597	\$750,000	\$3,793,882
Total	\$19,958,214	\$3,966,796	\$6,023,972

Description

The Parks Maintenance section is currently comprised of one supervisor, three technicians, nine full time Parks Workers, and three part time Parks Workers. This staff maintains 21 park sites encompassing over 280 acres, as well as 8 miles of park trails. Staff also maintains more than 75 acres of sports facilities and 36 acres of municipal landscaping at 21 sites. Parks maintenance staff provides support for numerous events at city facilities and sports fields as well as park reservations, special events, concerts, movies, Christmas festivities, and the Veterans Day parade.



Major Accomplishments

1. Performed annual audits of all playground equipment and features to identify necessary repairs or improvements for public safety.
2. Replaced shade ramada near the pickleball courts on Tacoma Street.
3. Staff enhanced and refurbished the baseball field located at Veterans Memorial Park Sports Complex (VMPSC)
4. Replaced old signage at several neighborhood and community parks, including a new neighborhood notification box at McFadden Park.
5. Began maintenance operations at the Veterans Memorial Park Sports Complex.
6. Replaced 38 valves in Veterans Memorial Park.
7. Two new public restrooms are now open and being serviced at the Veterans Memorial Park Sports Complex and behind the Oscar Yrun Community Center.

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. • Maintain City grounds to facilitate safe public access and to complement City buildings.
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 training and required position certification training for all staff. • Integrate a variety of training methods and topics to maintain effectiveness.
Continue Master Plan Implementation	<ul style="list-style-type: none"> • Evaluate current state of parks and recreational areas and determine areas of master plan to prioritize implementation of. • Prioritize projects on factors such as safety, budget, demand, timeline, and potential for positive impact



Performance Measures

	FY19/20	FY20/21	FY21/22	FY 22/23	FY 23/24
Number of Sports Field Reservations	4623	4608	4448	5,083	TBD
Sports Field Reservations Revenue	\$54,337	\$117,457	\$113,127	\$97,960	TBD
Number of Park Facilities Reservations	294	294	421	903	TBD
Park Facilities Reservation Revenue	\$25,237	\$15,000 est.	\$53,118	\$53,577	TBD

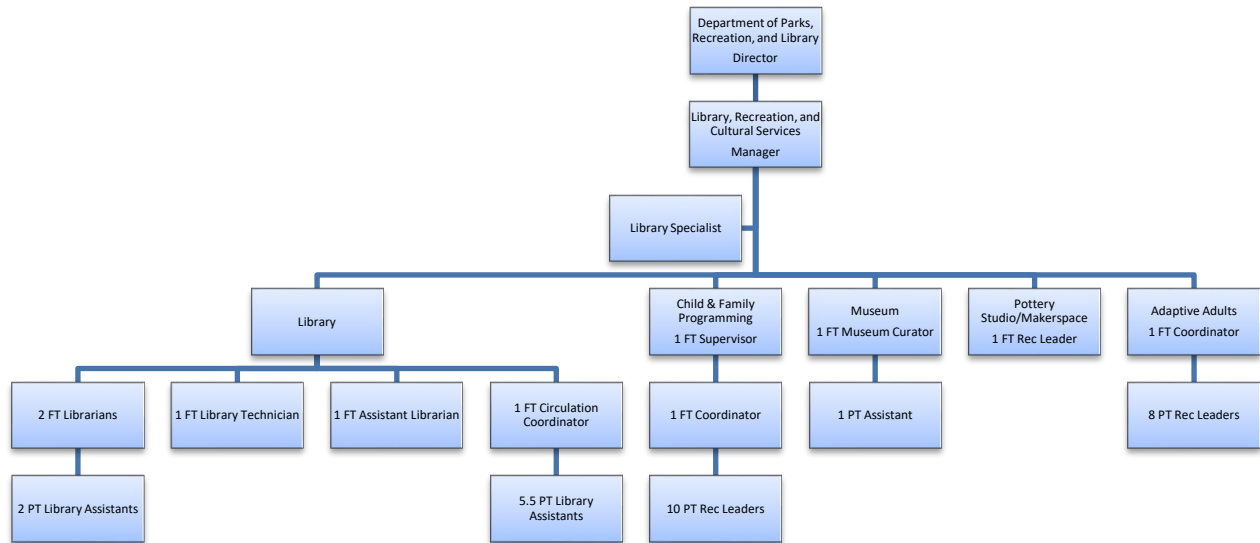
*Final Performance Measures will be updated after the end of the current FY.

Parks

Expenditures	2023 Budget	2024 Budget	2025 Proposed
Salaries - Regular	\$ 563,282	\$ 599,957	\$ 547,096
Salaries - Overtime	\$ -	\$ -	\$ -
Salaries - Part Time	\$ 41,067	\$ 41,067	\$ 41,067
Benefits	\$ 226,826	\$ 243,200	\$ 226,627
Total Personnel	\$ 831,175	\$ 884,224	\$ 814,790
Professional Services	\$ 307,500	\$ 43,000	\$ 63,000
Building Maintenance	\$ 11,500	\$ 11,500	\$ 11,500
Infrastructure Maintenance	\$ 463,911	\$ 188,500	\$ 160,100
Travel & Training	\$ 6,500	\$ 9,750	\$ 9,750
Specialized Supplies	\$ 145,250	\$ 63,750	\$ 62,250
Total O&M	\$ 934,661	\$ 316,500	\$ 306,600
Land	\$ -	\$ -	\$ -
Buildings	\$ -	\$ 75,000	\$ 75,000
Infrastructure	\$ 18,153,378	\$ 2,691,072	\$ 4,827,582
Machinery & Equipment	\$ 39,000	\$ -	\$ -
Total Capital	\$ 18,192,378	\$ 2,766,072	\$ 4,902,582
Totals	\$19,958,214	\$ 3,966,796	\$ 6,023,972



Library, Recreation, & Cultural Services

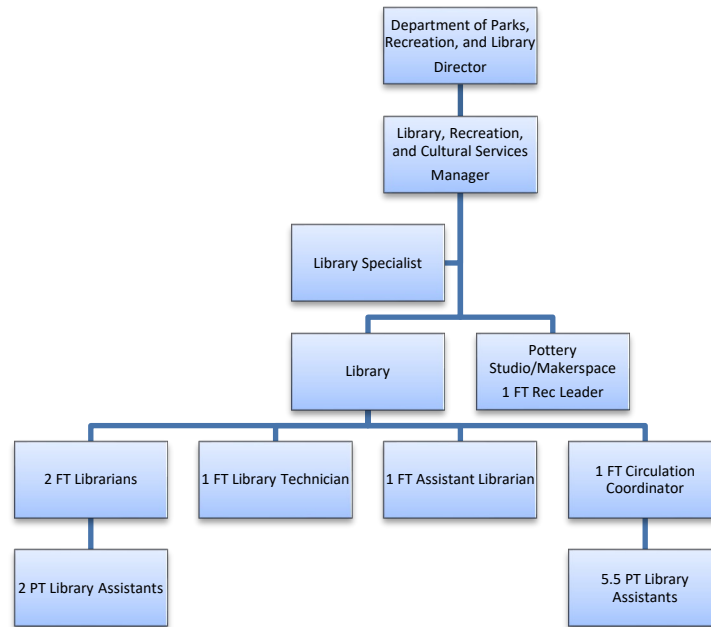


The Library, Recreation, and Cultural Services Division encompasses five major areas of responsibility with a focus on offering artistic and cultural programming, educational and enrichment activities, and recreational activities for children, families, and community members of all abilities.

This Division is comprised of the Library, Child & Family Programming, the Museum, the expanded Art Studio & Makerspace, and our Adaptive Adults Programs. Funding for the Art 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 & Artist Studio



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 2023	Budgeted FY 2024	Budgeted FY 2025
General	\$1,198,168	\$1,244,479	\$1,258,615
Donations	\$89,632	\$92,900	\$172,961
Grant	\$67,500	\$89,500	\$55,000
Total	\$1,355,300	\$1,426,879	\$1,486,576

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,



Library & Pottery Studio/Makerspace

internet-enabled computers, and printers, including wireless access throughout the building.

Major Accomplishments

1. Purchased a library kiosk, with help from the Friends of the Library, to distribute free library materials at the PX located on Fort Huachuca. The primary purpose of the kiosk is to serve our military families where they live, work, and play.
2. Partnered with Cochise College to have a mural painted on the Artist Studio to attract visitors and inspire creativity in those using the space.

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 and artist studio will increase by 1%. • Each year the number of people using services such as Internet, wi-fi and hotspots will increase by 1%.
Circulate large number of popular titles and topics to further reading enjoyment.	<ul style="list-style-type: none"> • By June 2025 the library's annual collection circulation will increase 1% over previous year. • Each year the number of people utilizing eBook services will increase by at least 1%.
SVPL will provide facilities that are enjoyable, safe, and comfortable for all members of the community.	<ul style="list-style-type: none"> • Continue to explore partnerships with other organizations. • Provide ongoing, innovative programs for the community for all ages, and explore new methods to do so, i.e., technology, STEAM content, and more.
The entire community will have lifelong learning opportunities fostering personal growth.	<ul style="list-style-type: none"> • Each year the library will have 100 or more lifelong learning displays and/or programs. • Upgrade all patron Internet and word processing computers in the library every five years. • The number of attendees at lifelong learning programs (e.g., story time, summer reading program, AHC programs, Movie Matinee) will stay within 25% of current figures over the next five years.

Performance Measures

	FY 20/21	FY 21/22	FY 22/23	FY 23/24
Total number of items circulated	295,000	296,619	362,726	377,137
Circulation per capita	4.92	4.94	6.05*	6.28*



Library & Pottery Studio/Makerspace

Circulation for all electronic materials	33,000	37,295	46,235	73,012
Circulation for all hard copy materials	250,000	282,433	316,491	320,196
Number of persons using the Internet through public access terminals (26)	12,000	9,513	9,295	10,361
Number of attendees at library programs	15,500	14,008	15,269	19,586
Adults	2,500	1,955	4,353	4,878
Teens	500	715	248	980
Youth	10,300	7,939	8,937	12,204
Outreach		3,399	1,731	1,524
Number of library visitors	Covid-19	147,744	133,913	145,309
Number of registered borrowers	27,000	26,090	28,222	18,802**

*Based on a user population estimate of 60,000

** County library system deleted inactive users of 3 years or more



Library

Expenditures	2023 Budget	2024 Budget	2025 Proposed
Salaries - Regular	\$ 530,032	\$ 537,973	\$ 529,579
Salaries - Part Time	\$ 152,325	\$ 152,325	\$ 177,000
Benefits	\$ 190,626	\$ 185,319	\$ 186,452
Total Personnel	\$ 872,983	\$ 875,617	\$ 893,031
Professional Services	\$ 71,700	\$ 72,262	\$ 88,994
Office Equipment Maintenance	\$ 9,945	\$ 17,600	\$ 21,350
Advertising	\$ 1,200	\$ 1,200	\$ 1,500
Travel & Training	\$ 6,060	\$ 5,920	\$ 6,840
Postage	\$ 6,500	\$ 8,500	\$ 10,000
Office Supplies	\$ 35,300	\$ 48,900	\$ 56,900
Specialized Supplies	\$ 67,500	\$ 89,500	\$ 55,000
Books & Periodicals	\$ 160,000	\$ 180,000	\$ 180,000
Donations	\$ 89,632	\$ 92,900	\$ 172,961
Total O&M	\$ 447,837	\$ 516,782	\$ 593,545
Machinery & Equipment	\$ 34,480	\$ 34,480	\$ -
Total Capital	\$ 34,480	\$ 34,480	\$ -
Totals	\$ 1,355,300	\$ 1,426,879	\$ 1,486,576



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 2023	Budgeted FY 2024	Budgeted FY 2025
General	\$102,293	\$347,489	\$103,945
Total	\$102,293	\$347,489	\$103,945

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. Fully renovated the museum, utilizing a \$100,000 dollar donation from the Sierra Vista Historical Society, as well as securing a \$60,000 grant from the Tohono O'odham Nation. Funds purchased new flooring, paint, lighting, displays, and interactive technology for the space.
2. Began construction of a children's area located within the museum.
3. Hosted the 1st museum day trip to Camp Naco and Bisbee in May. Future "Trips with the Curator" planned for 2025.

Goals	Objectives
Provide exceptional collection management of museum artifacts.	<ul style="list-style-type: none"> • Contact community members to explain the mission and goals of the museum. • Review potential artifacts for the collection. • Go through an orderly accession/de-accession process consistent with accepted policies and procedures. • Properly maintain donor files to ensure that donated items are preserved and protected. • Properly maintain on-loan files to ensure that loaned items are preserved and protected.
Conduct appropriate research to enhance programs and collections.	<ul style="list-style-type: none"> • Catalog the history and provenance of each item in the museum's artifact, archival, and photograph collection. • Conduct detailed research into all facets of future exhibits. • Make inquiries with libraries, historical societies, and other museums. • Provide research opportunities for historians, students, and the general public. • Research and answer all historical inquiries from the public.
Coordinate and provide educational exhibits and programs to inform area residents and visitors of history connected to museum.	<ul style="list-style-type: none"> • Provide community outreach through public forums, workshops, and speakers. • Interpret artifacts and archival materials into meaningful displays (temporary and long term). • Provide guided tours to individuals and community groups. • Provide programming for use in classrooms. • Provide undergraduate and graduate internship opportunities.



Performance Measures

	FY 20/21	FY 21/22	FY 22/23	FY 23/24
Number of Visitors	2,000 est.	3,530 est.	3,900 est.	500 est.*
Public Workshops/Classes/Open House/Outreach attendance	250	1,706	2,525	265*

*Museum was closed for renovations for several months time in 2023-2024.

Museum

Expenditures	2023 Budget	2024 Budget	2025 Proposed
Salaries - Regular	\$ 64,979	\$ 72,760	\$ 52,828
Salaries - Part-Time	-	-	12,675
Benefits	19,439	20,004	18,717
Total Personnel	\$ 84,418	\$ 92,764	\$ 84,220
Professional Services	\$ 8,000	\$ 7,850	\$ 7,850
Infrastructure Maintenance	-	235,000	-
Professional Associations	375	375	375
Travel & Training	1,000	1,000	1,000
Office Supplies	3,500	3,000	3,000
Specialized Supplies	5,000	7,500	7,500
Total O&M	\$ 17,875	\$ 254,725	\$ 19,725
Totals	\$ 102,293	\$ 347,489	\$ 103,945



Child & Family Programming

Expenditure by Fund			
	Budgeted FY 2023	Budgeted FY 2024	Budgeted FY 2025
General	\$439,040	\$420,303	\$417,625
Total	\$439,040	\$420,303	\$417,625

Major Accomplishments

1. Organized and coordinated popular divisional program such as Rec and Roll, a series of Saturday programs at the library, and STEAM Friday afternoons catering to free/low-cost activities for children and families.
2. Operated after school programming/childcare at Bella Vista Elementary School for kids in kindergarten through sixth grade. Operated full day break programs in City owned facilities, increasing oversight and independence of the program. Program generated revenue above operating costs this year.
3. Pivoted to “camp” structured day programming for the summer, due to low attendance in the all-day summer program.

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 improve safety, lowers risk, increases customer engagement and support while decreasing or tracking cost, expenses, and benefit.	<ul style="list-style-type: none"> • Create avenue (such as social media) 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. • Ensure teams of all departments are aware and follow SOPs.



Child & Family Programming

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 20/21	FY 21/22	FY 22/23	FY 23/24
Easter Extravaganza	COVID-19	1,500	1,900	2,300
SPARKS participants	1947	2672	2,883	2,347
Back to School Fair	500	1,500	2,300	2,500



Child & Family Programs

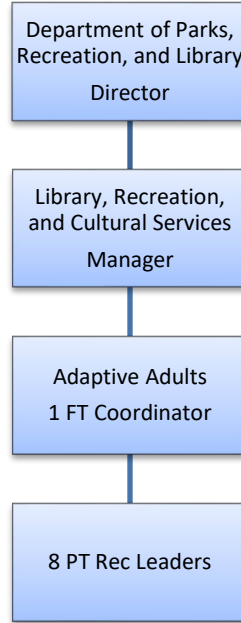
Expenditures	2023 Budget	2024 Budget	2025 Proposed
Salaries - Regular	\$ 215,608	\$ 222,344	\$ 227,691
Salaries - Overtime	\$ -	\$ -	\$ -
Salaries - Part Time	\$ 75,000	\$ 65,000	\$ 65,000
Benefits	\$ 88,232	\$ 87,459	\$ 89,434
Total Personnel	\$ 378,840	\$ 374,803	\$ 382,125
Professional Services	\$ 16,000	\$ 3,000	\$ 3,000
Land & Building Rental	\$ 5,000	\$ 3,000	\$ -
Advertising	\$ 500	\$ 1,500	\$ 1,500
Association Memberships	\$ -	\$ -	\$ 500
Travel & Training	\$ 700	\$ 500	\$ 1,000
Office Supplies	\$ -	\$ 3,500	\$ 3,500
Recreation Supplies	\$ 25,000	\$ 18,000	\$ 10,000
Specialized Supplies	\$ -	\$ -	\$ -
Event Supplies	\$ 13,000	\$ 16,000	\$ 16,000
Total O&M	\$ 60,200	\$ 45,500	\$ 35,500
Totals	\$ 439,040	\$ 420,303	\$ 417,625

Comments

The Child & Family Programs budget was separated from Parks & Recreation in FY21.



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 2023	Budgeted FY 2024	Budgeted FY 2025
General	\$93,584	\$78,178	\$77,478
Total	\$93,584	\$78,178	\$77,478

Mission Statement

The purpose of the Adaptive Adults 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. Added activities for participants such as field trips to the Tucson Zoo.
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.
4. Provided information, plans, and paperwork to continue the QVA with the State of Arizona based on new criteria.
5. Program maintains waitlists for most events due to popularity.

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 50+ 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, have Article 9, prevention, and support training.



Performance Measures

	FY 20/21	FY 21/22	FY 22/23	FY 23/24
% Clients with an ISPP positive outcome	100%	100%	100%	100%
Outside Funds Received	\$14,000 est.	\$14,000 est.	\$24,000 est.	\$22,056
Number of Participants	12	57	57	56

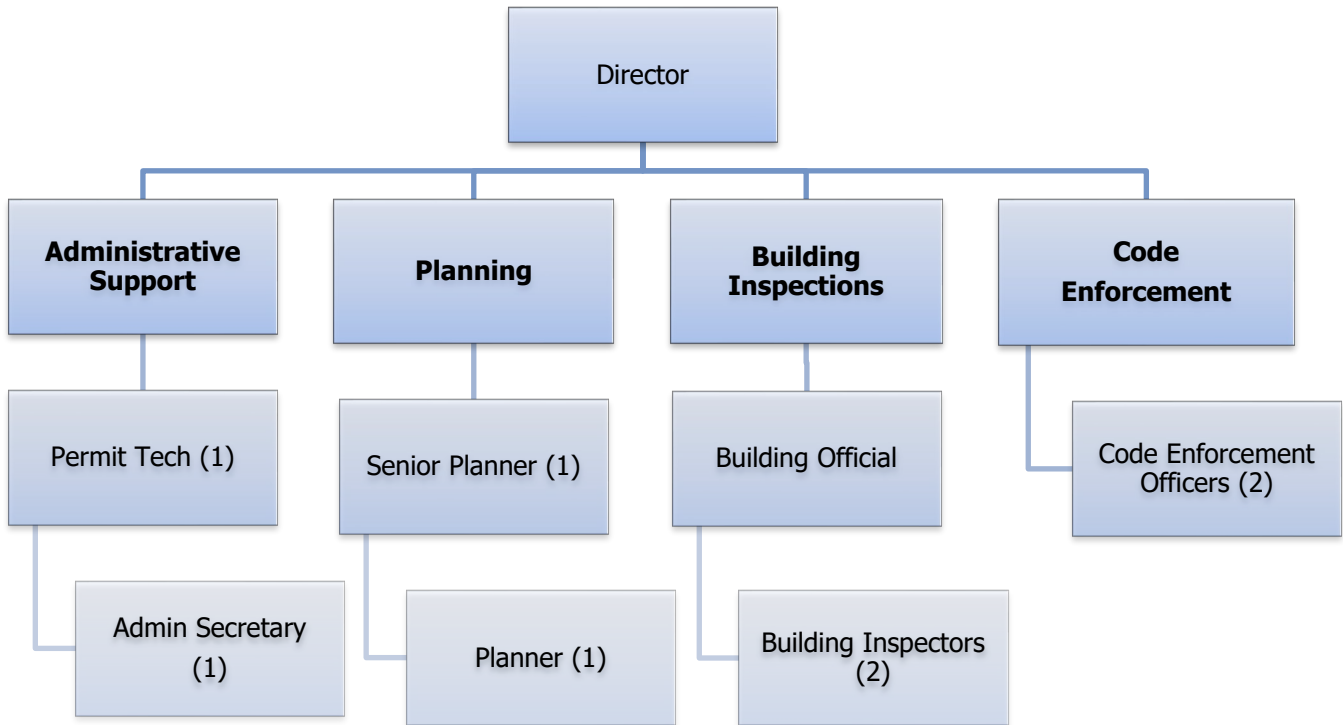
*Program so impactful, several Clients privately pay who do not qualify for state funding.

Adaptive Adults

Expenditures	2023 Budget	2024 Budget	2025 Proposed
Salaries - Regular	\$ -	\$ -	\$ -
Salaries - Part Time	\$ 78,406	\$ 60,000	\$ 60,000
Benefits	\$ 7,578	\$ 7,578	\$ 7,578
Total Personnel	\$ 85,984	\$ 67,578	\$ 67,578
Advertising	\$ -	\$ 1,200	\$ 500
Travel & Training	\$ 1,200	\$ 2,000	\$ 2,000
Recreation Supplies	\$ 6,400	\$ 7,400	\$ 7,400
Total O&M	\$ 7,600	\$ 10,600	\$ 9,900
Totals	\$ 93,584	\$ 78,178	\$ 77,478

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 (includes CDBG Administration)
2. Building Inspections Division
3. Code Enforcement Division

City Council Strategic Plan Initiatives

- Prioritize abatements and reducing the vacancy rates in older and abandoned buildings.
 - Proactively enforce building and property maintenance codes and foreclosure registry requirements to mitigate negative impacts created by vacant and abandoned buildings.
 - Carry out court ordered abatements when necessary, using available funds.
 - Monitor vacant non-residential buildings through the business inventory that will be updated every six months to measure progress.
 - Staff will continue to highlight the availability of these properties to investors and market available incentive programs.



- Continue to fund and promote the West Sierra Vista Partnership Program.
 - Staff will continue to advertise the availability of funds to existing and future business and property owners through courtesy inspections, permit requests, meetings and other engagements. The City Council budgeted \$85,000 in FY 24 that should benefit 8-10 properties in the Redevelopment Area.

- Continually improve the image and aesthetics of the city.
 - Continue to administer the City’s architecture and design review standards on site plan applications.
 - Coordinate with Public Works Staff to identify areas within existing street rights-of-way where irrigation is present, and landscaping can be augmented.
 - Continue to engage with the community on identifying and implementing beautification projects including public art through existing grant program and capital improvement projects.
 - Carry out graffiti abatement and trash removal on public lands through Better Work crews, Adopt-an-Area volunteers, civic and neighborhood groups, and city staff.
 - Proactively enforce maintenance codes on private properties.

Community Development

Expenditures	2023 Budget	2024 Budget	2025 Proposed
Planning	\$ 659,788	\$ 638,594	\$ 653,304
Building Inspections	\$ 291,017	\$ 312,786	\$ 322,100
Total Personnel	\$ 950,805	\$ 951,380	\$ 975,404
Planning	\$ 601,064	\$ 421,463	\$ 556,875
Building Inspections	\$ 6,110	\$ 6,200	\$ 7,200
Neighborhood Enhancement	\$ 103,950	\$ 103,100	\$ 128,100
Total O&M	\$ 711,124	\$ 530,763	\$ 692,175
Planning	\$ -	\$ -	\$ 150,000
Total Capital	\$ -	\$ -	\$ 150,000
Totals	\$ 1,661,929	\$ 1,482,143	\$ 1,817,579



Planning & Zoning

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 2023	Budgeted FY 2024	Budgeted FY 2025
General	\$940,776	\$769,582	\$934,292
Grants	\$307,190	\$281,275	\$417,172
Donation	\$12,886	\$9,200	\$8,715
Total	\$1,260,852	\$1,060,057	\$1,360,179

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 and Zoning 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 Neighborhood 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. Prepared major update to General Plan, VISTA 2040, involving input from City Commissions and other public outreach.
2. Successfully administered Community Development Block Grant Program involving developing update to Five Year CDBG Consolidated Plan, Analysis of Impediments to Fair Housing, Annual Action Plan, Consolidated Annual Performance and Appraisal Report, Subrecipient Contracts, Environmental Reviews, and other compliance activities.
3. Successfully administered the West Sierra Vista Partnership Grant Program to fund six applications plus five carryover projects providing \$93,737.48 in matching grant assistance. The average grant award was \$8,522.
4. Implemented Neighborhood Partner Program that will be promoted through the newly established Neighborhoods Commission. This program is designed to support Sierra Vista residents and civic organizations to enhance places where they live, work, and play. Applications that were funded during the fiscal year include preparation work for an Urban Food Forest by Reap Goodness in Sulger subdivision, mural painted by Cochise College students at Oscar Yrun, and a landscape improvement project undertaken by the Neighborhood Commission in the Carmichael neighborhood.
5. Prepared amendments to Chapters 150 and 152 of the Code of Ordinances adopting the 2018 International Building Codes with local amendments.
6. Prepared Development Agreement for the design, construction, dedication and conveyance of necessary right-of-way improvements to Buffalo Solider Trail from SR 92 to Ben Franklin Drive.
7. Prepared a series of Development Code updates in concert with the Planning and Zoning Commission related to:
 - Outdoor storage, warehouse, storage and distribution uses, landscape and screening requirements to clarify certain terms, resolve inconsistencies, and accommodate certain warehouse, storage and distribution uses within the General Commercial District to better meet the needs of the community.
 - Roadway design standards to consolidate codes and standards into one document, provide design flexibility, be more user friendly, and better implement complete street objectives. This action also entailed an amendment to the City's Traffic Circulation Plan Map in the City's General Plan, VISTA 2030.
 - Administrative modifications to required setbacks on residentially zoned properties that adjoin a platted right-of-way that exceeds the minimum required right-of-way width for the functional classification assigned to the street that the property abuts.
 - Surface water management requirements to implement updated plan.
8. Performed consistency reviews and coordinated Development Review Committee approvals on site plan and subdivision plat applications for Dollar General and Buffalo Soldier Ranch.



- 9. Community Development reactivated the toilet rebate program in 2019 to promote water conservation. During the fiscal year, the City issued rebates for 55 toilet replacements estimated to save over 236,620 gallons of water annually.

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.
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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.
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Planning

Expenditures	2023 Budget	2024 Budget	2025 Proposed
Salaries - Regular	\$ 492,069	\$ 480,591	\$ 493,112
Salaries - Part Time	10,000	10,000	10,000
Benefits	157,719	148,003	150,192
Total Personnel	\$ 659,788	\$ 638,594	\$ 653,304
Professional Services	\$ 567,290	\$ 391,375	\$ 527,272
Office Equipment Maintenance	-	-	-
Equipment Rentals	-	-	-
Printing & Binding	500	500	500
Professional Associations	1,688	1,688	1,688
Travel & Training	3,500	3,500	3,500
Postage	-	-	-
Advertising	5,000	5,000	5,000
Office Supplies	6,000	6,000	6,000
Specialized Supplies	4,200	4,200	4,200
Books & Periodicals	-	-	-
Donations	12,886	9,200	8,715
Total O&M	\$ 601,064	\$ 421,463	\$ 556,875
Intangible assets	\$ -	\$ -	\$ 150,000
Total Capital	\$ -	\$ -	\$ 150,000
Totals	\$ 1,260,852	\$ 1,060,057	\$ 1,360,179

*Professional services include \$85K West End Partnership Program, \$10,000 Homeless Assistance Services, and \$15K for a Neighborhood Partnership Program.



Performance Measures

PLANNING & ZONING DIVISION	FY 21-22	FY 22-23	FY 23-24
Development Cases			
# of Site Plan (including Modified) Applications	7	5	7
# of Annexation Petitions Processed	6	15	0
# of Variance Cases (including Modification of Setbacks)	2	1	1
# Conditional Use Requests	2	0	2
# of Rezoning Petitions	1	0	2
# of Subdivision Plats Reviewed	2	2	3
#Temporary Uses	14	16	14
# Zoning Compliances	105	94	58
#Home Based Businesses	77	67	85
#Permanent Signs	35	32	33
#Temporary Signs	22	29	35
# Code Amendments	3	1	4
Effectiveness			
Average # of Days to Review Development Cases	30	30	30
% of Projects Completed on Schedule	100%	100%	80%

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 2023	Budgeted FY 2024	Budgeted FY 2025
General	\$297,127	\$318,986	\$329,300
Total	\$297,127	\$318,986	\$329,300

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	2023 Budget	2024 Budget	2025 Proposed
Salaries - Regular	\$ 221,844	\$ 237,854	\$ 244,598
Salaries - Part Time	\$ 2,500	\$ 2,500	\$ 2,500
Benefits	\$ 66,673	\$ 72,432	\$ 75,002
Total Personnel	\$ 291,017	\$ 312,786	\$ 322,100
Professional Services	\$ 2,500	\$ 2,500	\$ 2,500
Printing & Binding	\$ 200	\$ 200	\$ 200
Professional Associations	\$ 210	\$ 300	\$ 300
Travel & Training	\$ 3,000	\$ 3,000	\$ 4,000
Books & Periodicals	\$ 200	\$ 200	\$ 200
Total O&M	\$ 6,110	\$ 6,200	\$ 7,200
Totals	\$ 297,127	\$ 318,986	\$ 329,300



Performance Measures

BUILDING & INSPECTIONS DIVISION	FY 21-22	FY 22-23	FY 23-24
Development Cases			
# of Building Permits Issued	1,619	1,667	1,308
# of Inspections Performed	3,629	4,675	3,543
Effectiveness			
Average Plan Review Time (within 10 Business Days)	80%	100%	100%
Average Inspection Time (Next Day)	100%	100%	100%

Code Enforcement

Vision

Provide revitalization through a variety of acceptable techniques and methods that include enforcement of the property maintenance and public nuisance codes and ensuring quality customer service to the citizens of the City.

	Expenditure By Fund		
	Budgeted FY 2023	Budgeted FY 2024	Budgeted FY 2025
General	\$103,950	\$103,100	\$128,100
Grants	0	0	0
Capital	0	0	0
Total	\$103,950	\$103,100	\$128,100

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. Prioritized funding for the use of abatement funds on demolishing dangerous buildings and chronic nuisance properties as documented in Executive Reports. The most significant abatement involved the demolition of 12 structures on properties along was N. 1st Street, south of Denman Avenue.
2. Coordinate and supervise clean-ups carried out by the Better Work Program. This effort entails transporting workers, identifying State Trust Land, ADOT and City owned land to be cleaned up, coordinating roll offs, and tracking information for grant money. The program has removed 50,000 pounds of trash since January



Neighborhood Enhancement

2023. The program has helped to house 4 individuals and aided in them having full-time jobs so far.

3. Continued to grow Adopt an Area Program to include twenty-two groups cleaning up various sections of the City including streets, multi-use paths, tennis courts, washes, and cleanups after special events. We estimate that over four tons of trash are being removed on an annual basis.
4. Coordinate and distribute Adopt A Highway for the ADOT.
5. Regularly provide support to SVPD, SVFD and Streets with burned structures, unsafe situations and other regulation and codes.
6. Distributed 290 notices for delinquent sewer/sanitation accounts to support the Finance Department.
7. Returned 200 abandoned shopping carts to stores.
8. Officer Fuentes assists regularly with Spanish translation for SVPD and assists with locating fleeing criminals and traffic control during accidents when in the area.
9. Assist SVPD with homeless camp regulations through weekly site visits, code questions, property questions and new recruit presentations.

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.
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

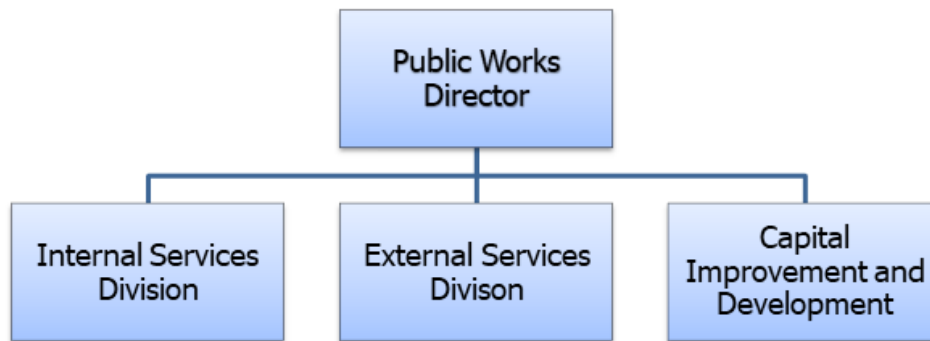
Expenditures	2023 Budget	2024 Budget	2025 Proposed
Professional Services	\$ 100,000	\$ 100,000	\$ 125,000
Advertising	\$ -	\$ -	\$ -
Printing & Binding	\$ -	\$ -	\$ -
Professional Associations	\$ 250	\$ -	\$ -
Travel & Training	\$ 1,200	\$ 600	\$ 600
Specialized Supplies	\$ 2,500	\$ 2,500	\$ 2,500
Total O&M	\$ 103,950	\$ 103,100	\$ 128,100
Infrastructure	\$ -	\$ -	\$ -
Total Capital	\$ -	\$ -	\$ -
Totals	\$ 103,950	\$ 103,100	\$ 128,100

Comments

Staff maintains \$125,000 under Professional Services to carry out Abatements.

Performance Measures

CODE ENFORCEMENT	FY 21-22	FY 22-23	FY 23-24
Code Enforcement Complaints	612	676	590
Civil Citations Issued	1	5	0
Court Hearings	1	7	2
Abatements Performed	12	13	5
Vacant Properties Registered	21	35	40
Properties Secured	0	0	0
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 the most diverse department 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 Administration 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. The Public Works Director is currently assisting in overseeing the Vista Transit and Airport Sections.
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** 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 with a General Fund match/subsidy.
- **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.



City Council Strategic Plan Initiatives

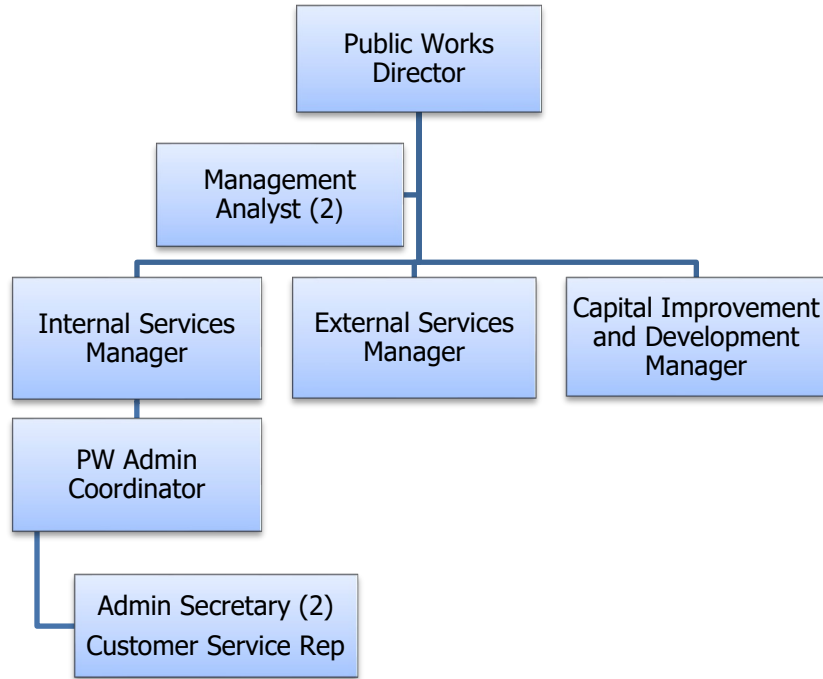
- Prioritize reducing the number of road miles of city-owned streets that fall into the Very Poor or Poor classifications on the Pavement Condition Index, and maintain higher classifications to the extent possible.
- Expand the Fry Boulevard streetscape.
- Evaluate the expansion of EV charging infrastructure for the community, and the feasibility of electric vehicles for the city’s fleet.
- Continually evaluate facility needs.
- Develop a Transit master plan.

Public Works

Expenditures	2023 Budget	2024 Budget	2025 Proposed
Administration Division	\$ 1,119,669	\$ 1,154,727	\$ 1,193,978
Engineering Division	\$ 2,671,380	\$ 2,946,416	\$ 3,101,071
Municipal Services Division	\$ 3,450,357	\$ 3,799,521	\$ 3,928,227
Total Personnel	\$ 7,241,406	\$ 7,900,664	\$ 8,223,276
Administration Division	\$ 1,335,165	\$ 1,743,599	\$ 1,911,499
Engineering Division	\$ 3,663,993	\$ 4,921,115	\$ 4,089,336
Municipal Services Division	\$ 6,755,881	\$ 8,031,118	\$ 7,987,756
Total O&M	\$ 11,755,039	\$ 14,695,832	\$ 13,988,591
Administration Division	\$ 12,851,009	\$ 8,574,905	\$ 10,244,000
Engineering Division	\$ 60,533,199	\$ 69,845,297	\$ 62,579,986
Municipal Services Division	\$ 20,276,216	\$ 10,439,369	\$ 7,455,639
Total Capital	\$ 93,660,424	\$ 88,859,571	\$ 80,279,625
Totals	\$ 112,656,869	\$ 111,456,067	\$ 102,491,492



Administration



Expenditure By Fund			
	Budgeted FY 2023	Budgeted FY 2024	Budgeted FY 2025
General	\$331,811	\$341,004	\$352,252
HURF	\$203,369	\$209,002	\$215,283
Donations	\$15	\$0	\$0
Sewer	\$267,591	\$275,003	\$283,268
Refuse	\$267,591	\$275,003	\$283,268
Development Fees	0	0	0
Total	\$1,070,377	\$1,100,012	\$1,134,071

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.



Major Accomplishments

1. Made additional enhancements to the City’s Capital Improvement Plan (CIP), including meeting with each section/division/department to discuss capital priorities for the following year and implementing a new program to enter capital requests.
2. Continued to make operational adjustments in response to staffing shortages in key areas while also working with Human Resources to improve staffing levels overall, particularly within Vista Transit.
3. Started the process of developing a new Internal Services Report to better communicate with internal customers.
4. Applied for several new grants and congressional appropriations, and where applications were unsuccessful, met with the granting agency to debrief and strengthen applications in upcoming years.
5. Explored ways to better utilize Geographic Information Systems (GIS) throughout the Public Works Department.
6. Received a \$1,050,000 grant from the National Fish and Wildlife Foundation for Adaptive Management of Water Resources for the San Pedro Riparian National Conservation Area.
7. Received an almost \$4,000,000 Congressional appropriation from Congressman Ciscomani’s office for the repair of the Buffalo Soldier Trail Pavement with a second appropriation from Senator Kelly’s office for another \$4,000,000 pending.
8. Although unsuccessful in an application for the Rebuilding American Infrastructure with Sustainability and Equity (RAISE) grant, was designated a “project of merit” and strongly encouraged to reapply for the current year.

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 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.

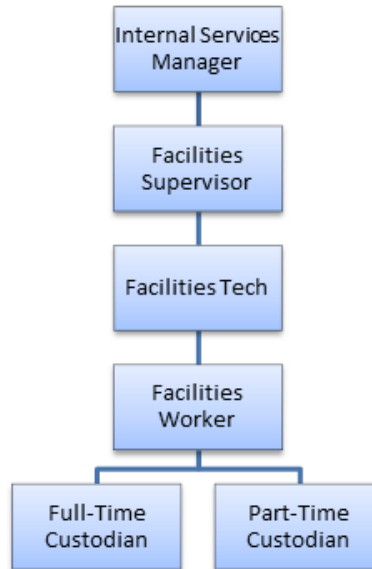


Administration Division

Expenditures	2023 Budget	2024 Budget	2025 Proposed
Salaries - Regular	\$ 795,450	\$ 818,788	\$ 845,718
Salaries - Part Time	\$ -	\$ -	\$ -
Salaries- Over Time	\$ -	\$ -	\$ -
Benefits	\$ 240,912	\$ 247,224	\$ 256,353
Total Personnel	\$ 1,036,362	\$ 1,066,012	\$ 1,102,071
Professional Services	\$ -	\$ -	\$ -
Office Equipment Maintenance	\$ -	\$ -	\$ -
Printing & Binding	\$ 2,500	\$ 2,500	\$ 2,500
Professional Associations	\$ 2,500	\$ 2,500	\$ 2,500
Travel & Training	\$ 10,000	\$ 10,000	\$ 8,000
Office Supplies	\$ 8,000	\$ 8,000	\$ 8,000
Specialized Supplies	\$ 10,500	\$ 10,500	\$ 10,500
Books & Periodicals	\$ 500	\$ 500	\$ 500
Donation	\$ 15	\$ -	\$ -
Total O&M	\$ 34,015	\$ 34,000	\$ 32,000
Totals	\$ 1,070,377	\$ 1,100,012	\$ 1,134,071



Facilities



Expenditure by Fund			
	Budgeted FY 2023	Budgeted FY 2024	Budgeted FY 2025
General	\$7,081,531	\$3,962,775	\$3,588,280
CIF	\$6,957,108	\$327,076	\$0
Sewer	\$52,407	\$75,618	\$58,193
Refuse	\$52,407	\$75,618	\$58,193
Total	\$14,143,453	\$4,441,087	\$3,704,666

Description

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

Major Accomplishments

1. Entered into an IGSA with Fort Huachuca to perform maintenance and repair services for more than 1,000 washers and dryers.
2. Completed a Facilities Condition Assessment for all City buildings.
3. Maintained cleaning services for 150,860 square feet of City facilities.
4. Completed 3,042 work orders.
5. Oversaw the replacement of two backup generators at the Airport.
6. Oversaw the replacement of one backup generator at Fire Station 1.
7. Oversaw the replacement of the pool tile and pebble tech at the Cove.



Goals

Goals	Objectives
Provide quality City infrastructure	<ul style="list-style-type: none"> Continually evaluate facility needs by maintaining a current Facilities Condition Assessment report.
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 useful life and minimize 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 a 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 in a professional and timely manner. Reduce callouts through increased preventive maintenance.

Performance Measures

	FY 2024	Goal
Work Order Closure Rate Ratio of completed work orders to total work orders	96%	90%
Time To Completion Work orders completed within 5 working days	82%	70%
Preventive Maintenance Compliance Preventive maintenance not overdue	98%	95%
Capital/Maintenance Projects (managed by Facilities Section) Projects completed within the scheduled FY	100%	100%



Facilities

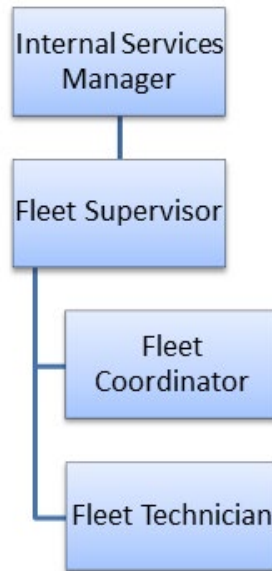
Expenditures	2023 Budget	2024 Budget	2025 Proposed
Salaries - Regular	\$ 597,030	\$ 752,338	\$ 768,927
Salaries - Overtime	\$ 7,000	\$ 7,000	\$ 7,000
Salaries - Part Time	\$ 25,350	\$ 25,350	\$ 25,350
Benefits	\$ 244,045	\$ 258,413	\$ 264,824
Total Personnel	\$ 873,425	\$ 1,043,101	\$ 1,066,101
Professional Services	\$ 119,500	\$ 132,500	\$ 231,500
Electricity	\$ 600,000	\$ 700,000	\$ 700,000
Water	\$ 300,000	\$ 300,000	\$ 300,000
Natural Gas	\$ 115,000	\$ 150,000	\$ 150,000
Office Equipment Maintenance	\$ 500	\$ 500	\$ 500
Equipment Maintenance	\$ 60,500	\$ 57,000	\$ 61,500
Building Maintenance	\$ 378,900	\$ 519,000	\$ 319,000
Infrastructure Maintenance	\$ 92,020	\$ 800,000	\$ 108,500
Travel & Training	\$ 3,500	\$ 8,768	\$ 8,768
Specialized Supplies	\$ 97,000	\$ 126,797	\$ 126,797
Total O&M	\$ 1,766,920	\$ 2,794,565	\$ 2,006,565
Buildings	\$ 11,473,108	\$ 478,421	\$ 522,000
Infrastructure	\$ -	\$ 60,000	\$ 110,000
Machinery & Equipment	\$ 30,000	\$ 65,000	\$ -
Total Capital	\$ 11,503,108	\$ 603,421	\$ 632,000
Totals	\$ 14,143,453	\$ 4,441,087	\$ 3,704,666

Comments

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

In FY21 and FY23, the capital buildings line was increased due to the Schneider Energy Management Program.

Fleet Services



Expenditure by Fund			
	Budgeted FY 2023	Budgeted FY 2024	Budgeted FY 2025
General	\$3,927,617	\$3,949,929	\$3,226,342
Total	\$3,927,617	\$3,949,929	\$3,226,342

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 (IGAs). The Fleet Section also provides fleet fueling services for City and IGA fleet vehicles and equipment.

Major Accomplishments

1. Maintained fleet maintenance services for 498 City rolling stock assets and other non-rolling stock equipment.
2. Completed 1,702 work orders.
3. Achieved a low rework percentage of only 1%.
4. Entered into an IGA to provide fueling services for Whetstone Fire District.
5. Maintained the fuel farm to provide fuel for internal and external customers. 223,147 gallons of fuel were provided during fiscal year 2024.

Goals

Goals	Objectives
Adapt to changes in technology.	<ul style="list-style-type: none"> Evaluate the expansion of EV charging infrastructure for the community, and the feasibility of electric vehicles for the City's fleet.
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 7 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 and Fluid Secure to track preventive maintenance. Send preventive maintenance notifications to City departments each month.
Partner with NAPA to provide efficient parts availability through its Integrated Business Solutions program.	<ul style="list-style-type: none"> Maintain a parts inventory that facilitates timely and low-cost repairs.

Performance Measures

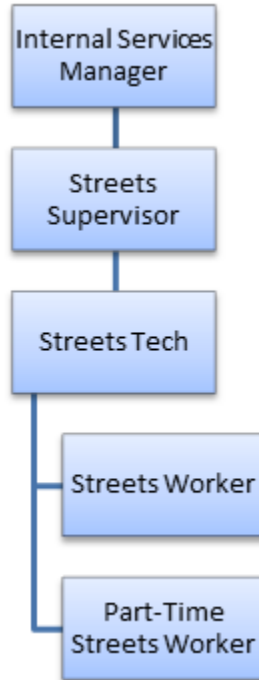
	FY 2024	Goal
Productivity The ratio of wrenching hours to payroll hours	64%	65%
Turnaround Time Work orders completed within 5 working days	47%	50%
Rework Repeat repair within 30 days of original repair	1%	3% or less
Preventive Maintenance Compliance Preventive maintenance not overdue	96%	95%

Fleet

Expenditures	2023 Budget	2024 Budget	2025 Proposed
Salaries - Regular	\$ 531,861	\$ 551,852	\$ 559,402
Salaries - Overtime	\$ 8,460	\$ 8,460	\$ 8,460
Benefits	\$ 178,313	\$ 182,348	\$ 185,995
Total Personnel	\$ 718,634	\$ 742,660	\$ 753,857
Professional Services	\$ 155,750	\$ 160,100	\$ 158,900
Vehicle Maintenance	\$ 960,000	\$ 1,000,000	\$ 1,000,000
Equipment Maintenance	\$ 5,000	\$ 5,000	\$ 5,000
Travel & Training	\$ 8,000	\$ 10,000	\$ 10,000
Specialized Supplies	\$ 24,400	\$ 24,000	\$ 25,200
Fuel	\$ 740,000	\$ 1,000,000	\$ 1,020,000
Total O&M	\$ 1,893,150	\$ 2,199,100	\$ 2,219,100
Vehicles	\$ 1,070,833	\$ 1,008,169	\$ 253,385
Machinery & Equipment	\$ 245,000	\$ -	\$ -
Total Capital	\$ 1,315,833	\$ 1,008,169	\$ 253,385
Totals	\$ 3,927,617	\$ 3,949,929	\$ 3,226,342



Streets/Traffic Services



Expenditure by Fund			
	Budgeted FY 2023	Budgeted FY 2024	Budgeted FY 2025
HURF	\$62,443,275	\$71,400,559	\$64,214,343
CIF	0	0	0
Dev Fees	0	0	0
Total	\$62,443,275	\$71,400,559	\$64,214,343

Description

The Streets 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.



Major Accomplishments

1. Repaired 3,630 square feet of damaged sidewalks that had become a hazard to pedestrian traffic.
2. Maintained traffic signals for the City of Sierra Vista and Fort Huachuca. Assisted with ADOT traffic signals as needed.
3. Abated 30,529 square feet of graffiti throughout the City.
4. Crack sealed 687,456 linear feet of City streets and parking lots.
5. Maintained over 14,000,000 square feet of drainage way.

Goals

Goals	Objectives
Provide quality City infrastructure	<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.
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. • Maintain vegetation within the public right of way to enhance its visual appeal and avoid tripping hazards and traffic disruptions. • Use the City’s Wash Maintenance Plan to remove weeds and trash from the City’s drainage ways and alleys to maintain access, aesthetics, and reduce fire risk. • Remove graffiti promptly to improve visual appeal and reduce the potential for additional vandalism.



Performance Measures

	FY 2024	Goal
Service Request Closure Rate Completed service requests to total service requests	98%	95%
Time To Completion Service requests completed within 5 working days	62%	70%
Preventive Maintenance Compliance Preventive maintenance not overdue	100%	95%
Street Sweeping Number of City lane miles swept per year*	2,722	2,000

*The City has a total of 635 lane miles



Streets/Traffic Services Section

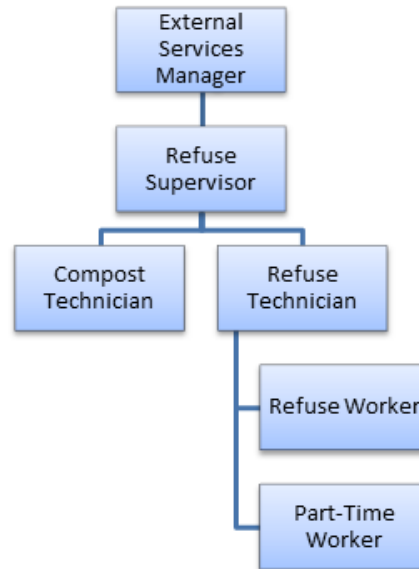
Expenditures	2023 Budget	2024 Budget	2025 Proposed
Salaries - Regular	\$ 852,987	\$ 926,558	\$ 970,223
Salaries - Overtime	\$ 5,000	\$ 5,000	\$ 5,000
Salaries - Part Time	\$ 45,000	\$ 45,000	\$ 45,000
Benefits	\$ 392,489	\$ 410,104	\$ 425,357
Total Personnel	\$ 1,295,476	\$ 1,386,662	\$ 1,445,580
Professional Services	\$ 75,000	\$ 75,000	\$ 40,000
Electricity	\$ 500,000	\$ 600,000	\$ 600,000
Telephone	\$ 21,600	\$ 21,600	\$ 21,600
Vehicle Maintenance	\$ 110,000	\$ 120,000	\$ 120,000
Equipment Maintenance	\$ -	\$ -	\$ -
Infrastructure Maintenance	\$ 477,150	\$ 495,150	\$ 595,150
Wash Maintenance	\$ 10,000	\$ 10,000	\$ 10,000
Equipment Rentals	\$ 4,000	\$ 4,000	\$ 4,000
Advertising	\$ -	\$ -	\$ -
Professional Associations	\$ 500	\$ 500	\$ 500
Travel & Training	\$ 12,350	\$ 12,350	\$ 12,350
Office Supplies	\$ 500	\$ 500	\$ 500
Specialized Supplies	\$ 113,500	\$ 118,000	\$ 125,000
Fuel	\$ 50,000	\$ 60,000	\$ 65,000
Total O&M	\$ 1,374,600	\$ 1,517,100	\$ 1,594,100
Infrastructure	\$ 59,105,399	\$ 68,060,596	\$ 61,014,663
Vehicles	\$ 667,800	\$ 436,201	\$ -
Machinery & Equipment	\$ -	\$ -	\$ 160,000
Total Capital	\$59,773,199	\$68,496,797	\$ 61,174,663
Totals	\$62,443,275	\$71,400,559	\$ 64,214,343

Comments

The Infrastructure budget includes annual capital streets maintenance.



Refuse Services



Expenditure By Fund			
	Budgeted FY 2023	Budgeted FY 2024	Budgeted FY 2025
Refuse	\$4,584,294	\$3,801,869	\$4,327,751
Total	\$4,584,294	\$3,801,869	\$4,327,751

Description

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

Major Accomplishments

1. Continued program of skipping pickups on delinquent accounts from last fiscal year. Refuse records show income of \$225,368 thus far in FY 2024.
2. The section is fully staffed, with this effort being aided through the recruitment of new drivers and the internal Commercial Driver’s License (CDL) training program.
3. Continued to administer the CDL exam program to certify and license CDL drivers across Public Works and other county government agencies. Certified an additional employee to administer CDL tests.



Refuse Section

4. Implemented a program to recycle material from unusable dumpsters for cash. This will free up refuse space and provide funds for from otherwise unusable material that would have been landfilled or stored in past years.
5. Implemented a program to utilize new vendors for major truck bed overhauls, repairs, and replacements. This will both aid to reduce costs on repairs and decrease downtime for essential equipment.
6. Identified and are currently working to secure a contract for a lower cost vendor as a supplier for waste bins.

Goals

Goals	Objectives
Maintain excellence in customer service	<ul style="list-style-type: none"> • Reduce amount of delinquent bills • Empower front line staff to respond quickly to public needs including facilitating new service requests.
Optimize routes to better serve growth of the City	<ul style="list-style-type: none"> • Standardize each route for easy transfer to a new driver and to reduce time for each route.
Enhance pre- and post-trip vehicle inspections	<ul style="list-style-type: none"> • Eliminate avoidable breakdowns of vehicles. • Extend life cycle of vehicles.
Identify operational improvements at Compost	<ul style="list-style-type: none"> • Implement best practices for maintenance of non-redundant equipment. • Cross train staff on all equipment
Expand management and performance data	<ul style="list-style-type: none"> • Create and collect comprehensive data, to be compiled in a user-friendly way. • Standardize data to create consistent datasets.
Develop next generation of drivers	<ul style="list-style-type: none"> • Collaborate with other Public Works sections to provide free CDL exam test preparation and certification. • Ensure all drivers test and pass CDL exams.

Performance Measures

	2020	2021	2022	2023
Green waste loads diverted from landfill and received at Compost	16,123	11,072	10,185	9,191
Class A Compost sold to public (cubic yards)	1666	1662	2,124	1,971
Refuse picked up and delivered to landfill (tons)	20,421	20,743	20,706	19,946

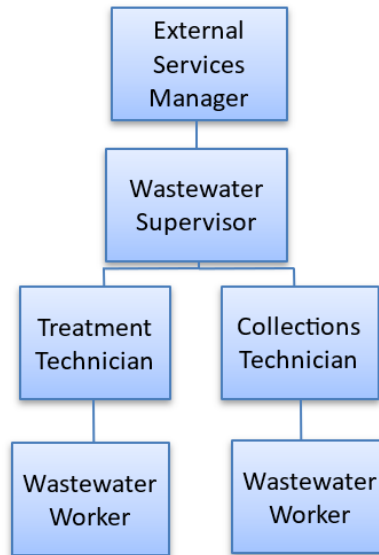


Refuse

Expenditures	2023 Budget	2024 Budget	2025 Proposed
Salaries - Regular	\$ 738,376	\$ 751,066	\$ 776,372
Salaries - Overtime	\$ 21,049	\$ 25,000	\$ 25,000
Salaries - Part Time	\$ 21,998	\$ 21,998	\$ 22,438
Benefits	\$ 313,995	\$ 330,331	\$ 341,766
Total Personnel	\$ 1,095,418	\$ 1,128,395	\$ 1,165,576
Depreciation Expense	\$ 500,000	\$ 500,000	\$ 500,000
Professional Services	\$ 10,200	\$ 10,200	\$ 52,420
Intergovernmental Contracts	\$ 1,300,000	\$ 1,300,000	\$ 1,300,000
Electric	\$ 2,100	\$ 3,000	\$ 3,000
Water	\$ 10,000	\$ 7,500	\$ 8,500
Vehicles & Equipment Maint	\$ 370,000	\$ 420,000	\$ 780,000
Infrastructure Maintenance	\$ 1,000	\$ 1,000	\$ 1,000
Professional Associations	\$ 500	\$ 225	\$ 500
Rentals	\$ -	\$ -	\$ -
Travel & Training	\$ 6,500	\$ 3,500	\$ 3,500
Printing & Binding	\$ 7,000	\$ 8,000	\$ 8,000
Postage	\$ -	\$ -	\$ -
Advertising	\$ -	\$ -	\$ 2,200
Supplies	\$ 1,000	\$ 1,000	\$ 1,000
Specialized Supplies	\$ 140,000	\$ 106,049	\$ 67,000
Fuel	\$ 175,000	\$ 165,000	\$ 240,000
Total O&M	\$ 2,523,300	\$ 2,525,474	\$ 2,967,120
Machinery & Equipment	\$ 65,000	\$ 148,000	\$ 195,055
Infrastructure	\$ -	\$ -	\$ -
Buildings	\$ -	\$ -	\$ -
Vehicles	\$ 900,576	\$ -	\$ -
Total Capital	\$ 965,576	\$ 148,000	\$ 195,055
Totals	\$ 4,584,294	\$ 3,801,869	\$ 4,327,751



Wastewater



Expenditure by Fund			
	Budgeted FY 2023	Budgeted FY 2024	Budgeted FY 2025
Sewer	\$3,758,203	\$5,469,585	\$4,690,156
Total	\$3,758,203	\$5,469,585	\$4,690,156

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 two potable water well systems at the airport.

Major Accomplishments

1. Completion of the wastewater masterplan. Finalization of evaluation of the wastewater treatment plant and collections system capacity to include recommendations to address deficiencies in capacity and condition of existing equipment.
2. Plant Anoxic Basin emergency liner replacement and plant bypass. Approximate 4.5-month project to bypass anoxic basin at plant. Plant staff ran bypass pumping of anoxic basin (entirety of wastewater produced by the City) 24/7 for



Wastewater Section

approximately 4.5 months while the old anoxic basin was drained, liner removed, earthwork completed, and a new liner installed.

3. RH Borden Collection Systems Evaluation: Completed 228,633-linear feet of sewer mainline acoustic assessments and 690 manhole virtualization modeling assessments to provide a comprehensive evaluation of infrastructure within these areas. This information will be utilized in the ongoing effort to rank and prioritize maintenance projects.
4. Treated and returned 3029-acre feet of water to the recharge basins and wetlands at the EOP and processed 1523 dry tons of biosolids for production of Class A compost.
5. Installed and commissioned a variety of new equipment (anoxic mixing pump, polymer injection unit, effluent flow meters, etc.) to both increase operational efficiency and effluent quality of the treatment plant. These installations are anticipated to result in significant savings for the Wastewater Enterprise Fund and will reduce operator fatigue.
6. Inspected and maintained 2,439 manholes and cleaned 323,511-linear feet of sewer mainline throughout the city despite staffing shortages.
7. Increased state certifications and other trainings for all team members. Four employees newly received or upgraded ADEQ operator certifications.
8. Completed 2,664 utility Blue Stakes. These were completed with no mismarks resulting in damage to infrastructure for which the City would be liable.

Goals

Goals	Objectives
Identify and implement priorities to improve plant processes and reduce inefficient practices	<ul style="list-style-type: none"> • Assess plant processes. • Implement technology upgrades. • Identify cost savings measures.
Enhance an already successful proactive sewer maintenance program	<ul style="list-style-type: none"> • Reduce reactive maintenance, including line breaks. • Identify priorities for manhole rehabilitation. • Inventory and assess health of West End sewer lines to support Community Development.
Implement a comprehensive asset management program	<ul style="list-style-type: none"> • Increase proactive maintenance versus reactive maintenance. • Prolong life cycle of equipment. • Improve time management by increasing planned versus unplanned work.
Expand management and performance data	<ul style="list-style-type: none"> • Create and collect comprehensive data, to be compiled in a user-friendly way. • Develop key indicators that provide effective performance measures for better management and analysis.



Wastewater Section

	<ul style="list-style-type: none"> Standardize data to create consistent datasets.
Develop both tenured and next generation of operators	<ul style="list-style-type: none"> Ensure all operators test and pass next level of state certification. Identify & enroll staff in additional certified training.

Performance Measures

	2020	2021	2022	2023
Number of customer complaints per 1,000 people served.	<1	<1	<1	<1
Number of educational presentations to the public.	3	3	3	2*
Miles of sewer collection lines cleaned as a percentage of total miles.	55%	44%	37%	51%
Number of sanitary sewer overflows or stoppages per 100 miles of sewer line.	0.5	0	0	0

*Performance measure is being reevaluated for effectiveness.

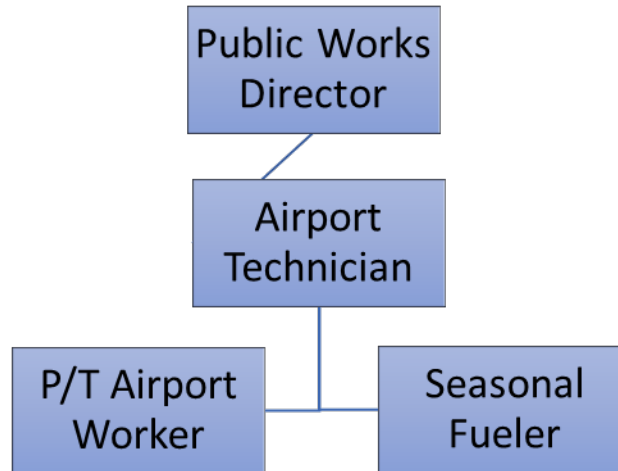


Wastewater

Expenditures	2023 Budget	2024 Budget	2025 Proposed
Salaries - Regular	\$ 540,842	\$ 536,429	\$ 585,657
Salaries - Overtime	\$ 4,518	\$ 30,000	\$ 30,000
Salaries - Part Time	\$ -	\$ -	\$ -
Benefits	\$ 216,950	\$ 221,141	\$ 249,440
Total Personnel	\$ 762,310	\$ 787,570	\$ 865,097
Depreciation Expense	\$ 950,000	\$ 950,000	\$ 950,000
Professional Services	\$ 444,300	\$ 1,205,000	\$ 417,236
Electricity	\$ 175,000	\$ 210,000	\$ 250,000
Water	\$ 15,000	\$ -	\$ -
Vehicle Maintenance	\$ 75,000	\$ 75,000	\$ 75,000
Infrastructure Maintenance	\$ 288,000	\$ 644,387	\$ 450,000
Equipment Rentals	\$ 20,000	\$ 20,000	\$ 21,000
Advertising	\$ -	\$ -	\$ -
Professional Associations	\$ 1,000	\$ 1,500	\$ 1,000
Travel & Training	\$ 23,000	\$ 23,000	\$ 25,000
Specialized Supplies	\$ 202,593	\$ 141,000	\$ 163,000
Software	\$ 7,000	\$ 13,628	\$ 2,500
Fuel	\$ 35,000	\$ 50,000	\$ 65,000
Total O&M	\$ 2,235,893	\$ 3,333,515	\$ 2,419,736
Infrastructure	\$ 720,000	\$ 1,310,000	\$ 1,405,323
Vehicles	\$ -	\$ -	\$ -
Machinery & Equipment	\$ 40,000	\$ 38,500	\$ -
Total Capital	\$ 760,000	\$ 1,348,500	\$ 1,405,323
Totals	\$ 3,758,203	\$ 5,469,585	\$ 4,690,156



Municipal Airport



Description

The Airport 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.

Major Accomplishments

1. Provided consistent fueling assistance to Forest Service aircraft during fire season to help support emergency operations.
2. The hangars are now at maximum capacity with a waiting list.
3. Transitioned to a new fuel vendor to improve the consistency of fuel delivery during fire season.
4. Attracted Black Star Orbital to Sierra Vista and initiated a spaceport feasibility study to support their mission.
5. Started the ten-year Airport Master Plan update with the Federal Aviation Administration.
6. Continued to pursue the acquisition of the 203 acres, including associated utility improvements to enhance the marketability of the area and existing airport property.



Performance Measures

	2020	2021	2022	2023
Total number of tie-down and hangar customers	52	57	56	54
Hangar occupancy	76%	93%	100%	100%
Waiting List	0	0	7	12
Jet Fuel sold	411,980	360,573	417,120	418,475
Aviation Gasoline sold	2,643	3,714	4,268	6,004
Self-Serve, Aviation Gas sold	8,830	13,761	26,095	21,523

Goals

Goals	Objectives
Actively engage economic development stakeholders	<ul style="list-style-type: none"> Pursue the acquisition of 203 acres near the airport Reach out to new businesses that are compatible with Libby Army Airfield operations.
Maintain excellence in customer service	<ul style="list-style-type: none"> Coordinate with LAAF to ensure responsive action to meet needs of both operations. Continue to ensure timely release of NOTAMS to pilots. Coordinate, support, and enhance the relationship with Libby Army Airfield operations.
Implement a comprehensive asset management program	<ul style="list-style-type: none"> Standardize safety and operational inspections in compliance with regulatory agencies including FAA, OSHA, NFPA. Work with the FAA and ADOT to acquire grant funds to upgrade infrastructure. Improve time management by increasing planned versus unplanned workloads. Correct equipment and infrastructure deficiencies and prevent further degradation.
Optimize potential to support economic growth	<ul style="list-style-type: none"> Continue to pursue a DCIP grant to improve utility infrastructure at the airport. Develop a ten-year master plan in cooperation with Libby Army Airfield and the FAA. Continue to pursue the acquisition of the 203 acres north of the existing airfield.
Expand management and performance data	<ul style="list-style-type: none"> Create and collect comprehensive data, to be compiled in a user-friendly way. Develop key indicators that provide effective performance measures for better management & analysis.

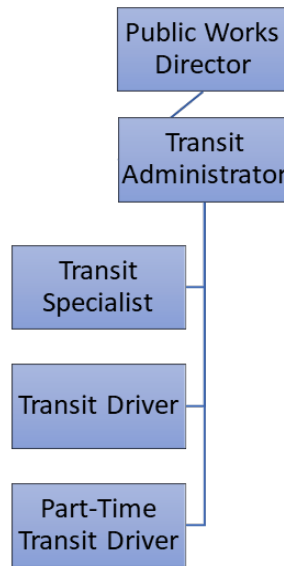


Airport

Expenditures	2023 Budget	2024 Budget	2025 Proposed
Salaries - Regular	\$ 40,180	\$ 43,906	\$ 46,124
Salaries - Overtime	5,644	5,644	5,644
Salaries - Part Time	19,500	19,500	19,500
Benefits	17,983	19,665	20,639
Total Personnel	\$ 83,307	\$ 88,715	\$ 91,907
Professional Services	\$ 269,000	\$ 57,000	\$ 147,000
Electricity	30,000	38,000	38,000
Telephone	-	-	-
Natural Gas	2,300	3,700	3,800
Building Maintenance	-	-	-
Vehicle Maintenance	5,000	5,000	2,300
Infrastructure Maintenance	24,000	24,000	25,000
Equipment Rentals	42,000	48,000	80,000
Insurance	11,900	14,399	14,399
Advertising	750	500	1,000
Office Supplies	-	-	2,000
Specialized Supplies	10,700	12,000	10,000
Travel & Training	4,500	7,000	6,000
Fuel	901,000	1,500,000	1,500,000
Banking fees	-	-	50,000
Total O&M	\$ 1,301,150	\$ 1,709,599	\$ 1,879,499
Buildings	\$ 130,000	\$ -	\$ -
Infastrucure	12,389,009	7,980,499	9,065,000
Machinery & Equipment	332,000	130,000	279,000
Intangible assets	-	464,406	900,000
Total Capital	\$ 12,851,009	\$ 8,574,905	\$ 10,244,000
Totals	\$ 14,235,466	\$ 10,373,219	\$ 12,215,406



Vista Transit



Description

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

Major Accomplishments

1. Increased frequency and reliability of service, leading to increased ridership. Vista Transit is on track to provide more than 91,000 rides in FY24, up from 72,500 in FY23.
2. Successfully completed a Federal Transit Administration Triennial Review.
3. Improved team morale through new recognition programs.
4. Partnered with the Sierra Vista Police Department to increase safety and comfort of both drivers and passengers.
5. Maintained service during significant driver shortages.
6. Onboarded and retained new drivers and trained those drivers for new CDLs.
7. Standardized ridership policies to increase driver safety and reduce passenger incidents.



Goals

Goals	Objectives
Continually improve the current levels of service in programs, services, and amenities provided by Vista Transit	<ul style="list-style-type: none"> • Source and procure non-emergency medical transportation (NEMT)/Paratransit software, including improved audio/visual capabilities. • Complete a route study to determine efficient routing given current staffing and ridership levels
Maintain excellence in customer service	<ul style="list-style-type: none"> • Reduce amount of incident reports • Educate public riders on best practices for using the transit system • Empower staff with riders’ guides, training, automation, and efficiencies
Modernize Transit services	<ul style="list-style-type: none"> • Identify paratransit scheduling software for purchase to improve efficiencies and rider convenience • Streamline data collection and management practices and improve administrative efficiency.
Increase ridership and local match revenues	<ul style="list-style-type: none"> • Host an open house event to bring community and to people who utilize public transit services • Simplify routes and increase efficiencies • Reduce wait times at 60% of stops to 30-minute service
Expand management and performance data	<ul style="list-style-type: none"> • Create and collect comprehensive data, to be compiled in a user-friendly way. • Develop key indicators that provide effective performance measures for better management & analysis. • Standardize data to create consistent datasets.

Performance Measures (Fixed-Route)

	2020	2021	2022	2023
Total number of passenger trips	102,540	66,451	70,077	72,513
Operating cost per passenger trip	\$9.04	\$9.46	\$11.73	*
Cost per vehicle revenue mile	\$2.08	\$7.44	\$6.82	*
Cost per vehicle revenue hour	\$71.10	\$80.39	\$80.82	*

*Vista Transit is in a period of transition. Performance measures are being reassessed and will be defined and reported in FY2024



Vista Transit

Expenditures	2023 Budget	2024 Budget	2025 Proposed
Transit-Administration	\$ -	\$ -	\$ -
Transit-Operations	\$ 762,880	\$ 885,365	\$ 942,693
Total Personnel	\$ 762,880	\$ 885,365	\$ 942,693
Transit-Administration	\$ 244,873	\$ 204,873	\$ 463,432
Transit-Operations	\$ 327,638	\$ 307,106	\$ 331,539
Total O&M	\$ 572,511	\$ 511,979	\$ 794,971
Transit-Administration	\$ 6,491,699	\$ 8,679,779	\$ 6,375,199
Transit-Operations	\$ -	\$ -	\$ -
Total Capital	\$ 6,491,699	\$ 8,679,779	\$ 6,375,199
Totals	\$ 7,827,090	\$ 10,077,123	\$ 8,112,863



Transit Administration

Expenditures	2023 Budget	2024 Budget	2025 Proposed
Salaries - Regular	\$ -	\$ -	\$ -
Benefits	\$ -	\$ -	\$ -
Total Personnel	\$ -	\$ -	\$ -
Professional Services	\$ -	\$ -	\$ 200,000
Electricity	\$ -	\$ -	\$ -
Water	\$ -	\$ -	\$ -
Telephone	\$ -	\$ -	\$ -
Natural Gas	\$ -	\$ -	\$ -
Vehicle Maintenance	\$ 240,000	\$ 200,000	\$ 246,000
Equipment Maintenance	\$ -	\$ -	\$ -
Infrastructure Maintenance	\$ -	\$ -	\$ 6,000
Advertising	\$ -	\$ -	\$ -
Printing & Binding	\$ -	\$ -	\$ -
Travel & Training	\$ 4,873	\$ 4,873	\$ 11,432
Office Supplies	\$ -	\$ -	\$ -
Specialized Supplies	\$ -	\$ -	\$ -
Total O&M	\$ 244,873	\$ 204,873	\$ 463,432
Buildings	\$ -	\$ 25,000	\$ 25,000
Infrastructure	\$ 5,299,485	\$ 8,389,779	\$ 5,639,779
Machinery & Equipment	\$ 318,179	\$ 90,000	\$ 285,420
Vehicles	\$ 874,035	\$ 175,000	\$ 425,000
Total Capital	\$ 6,491,699	\$ 8,679,779	\$ 6,375,199
Totals	\$ 6,736,572	\$ 8,884,652	\$ 6,838,631

Comment

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

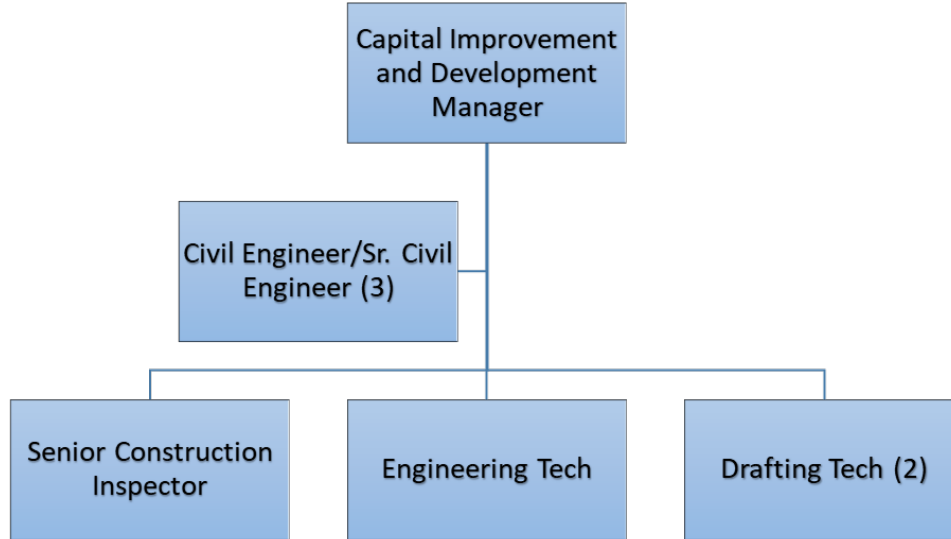


Transit Operations

Expenditures	2023 Budget	2024 Budget	2025 Proposed
Salaries - Regular	\$ 402,006	\$ 483,879	\$ 505,735
Salaries - Overtime	\$ 7,006	\$ 8,209	\$ 10,088
Salaries - Part Time	\$ 124,380	\$ 137,700	\$ 143,157
Benefits	\$ 229,488	\$ 255,577	\$ 283,713
Total Personnel	\$ 762,880	\$ 885,365	\$ 942,693
Professional Services	\$ 24,000	\$ 15,000	\$ 15,000
Electricity	\$ 6,000	\$ 7,200	\$ 7,200
Water	\$ 2,500	\$ 2,500	\$ 2,500
Telephone	\$ 3,500	\$ 6,000	\$ 6,000
Natural Gas	\$ 2,000	\$ 2,000	\$ 2,000
Vehicle Maintenance	\$ -	\$ -	\$ -
Equipment Maintenance	\$ 10,000	\$ 5,000	\$ 15,000
Infrastructure Maintenance	\$ 14,000	\$ 12,000	\$ 12,000
Insurance	\$ 50,000	\$ 50,000	\$ 50,000
Advertising	\$ 2,000	\$ 5,000	\$ 5,000
Printing & Binding	\$ 9,000	\$ 5,000	\$ 5,000
Travel & Training	\$ 4,000	\$ 4,000	\$ 4,000
Office Supplies	\$ 2,000	\$ 2,000	\$ 2,000
Specialized Supplies	\$ 8,000	\$ 7,000	\$ 15,000
Safety Supplies	\$ 1,500	\$ 1,000	\$ -
Fuel	\$ 90,000	\$ 75,000	\$ 75,000
Misc Expense	\$ 99,138	\$ 108,406	\$ 115,839
Total O&M	\$ 327,638	\$ 307,106	\$ 331,539
Improvements Other Than Bldgs	\$ -	\$ -	\$ -
Machinery and Equipment	\$ -	\$ -	\$ -
Vehicles	\$ -	\$ -	\$ -
Total Capital	\$ -	\$ -	\$ -
Totals	\$ 1,090,518	\$ 1,192,471	\$ 1,274,232



Capital Improvement and Development (Engineering)



Expenditure by Fund			
	Budgeted FY 2023	Budgeted FY 2024	Budgeted FY 2025
General	\$353,559	\$434,872	\$459,393
HURF	\$166,774	\$216,921	\$216,224
Sewer	\$133,419	\$173,537	\$172,979
Refuse	\$13,342	\$17,354	\$17,298
Total	\$667,094	\$842,684	\$865,894

Description

The Capital Improvement and Development Section 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, inspection, and permitting of infrastructure improvement plans associated with private developments. Starting Fiscal Year 2022, responsibility for the Capital Improvement Program and the Capital Maintenance and Replacement Plan was transferred from the Administrative Section to the Capital Improvement and Development Services Division.



Major Accomplishments

Projects

- Completed and adopted the Surface Water Master Plan
- Completed and adopted the City's Roadway Design Manual
- Completed design and started construction of the Nancy J. Brua Animal Care Center Expansion Project
- Completed the design of the State Route 92 shared use path between Foothills and Avenida Cochise
- Completed design of the Martin Luther King Pavement Replacement Project
- Completed design and started construction of the Greenbrier and Four Winds Circle Pavement Replacement Project.
- Completed the design of the North Garden Ave West End Improvement Project.
- Completed the design of the CDBG Montebello Fire Hydrant Upgrades
- Completed the construction of the Sports Complex Restroom Project
- Completed construction of the Garden Canyon Linear Park at St Andrews Shared-Use Path
- Completed the design of the State Route 90 Sewer Bypass Project

Grants

- Awarded a Recreation Trails Non-Motorized Heritage Fund grant through Arizona State Parks for the Garden Canyon Linear Park restroom
- Awarded Congressional appropriations for reconstruction of approx. 3000 ft of Buffalo Soldier Trail (Phase 1)
- Applied for Congressional appropriations for reconstruction of approx. 3000 ft of Buffalo Soldier Trail (Phase 2)
- Applied for a Rebuilding American Infrastructure with Sustainability and Equity (RAISE) grant through the U.S. Department of Transportation for the West End Improvements along Fry Blvd and North Garden Ave
- Applied for FTA funding to improve connectivity at nine different locations
- Applied for a Defense Community Infrastructure Program (DCIP) grant for utility improvements at the Sierra Vista Municipal Airport



Goals

Goals	Objectives
Enhance and improve infrastructure that supports Economic Development	<ul style="list-style-type: none"> Expand the Fry Boulevard streetscape
In conjunction with Community Development, help ensure high quality public and private improvements are constructed in the City of Sierra Vista.	<ul style="list-style-type: none"> Review public and private improvement plans for conformance with City Code and other applicable standards and provide timely comments to Community Development. Perform construction inspections and testing to ensure all work in the public right-of-way is constructed per approved work plans and City Code. Monitor completed work during the warranty period to identify 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.

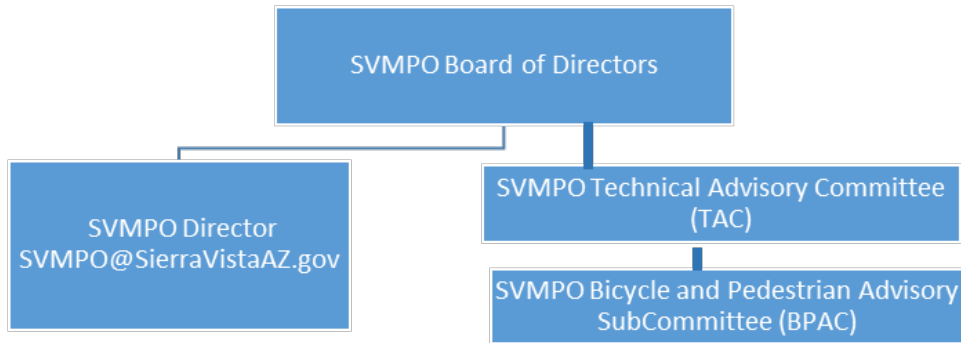
**Performance Measures**

	FY20	FY21	FY22	FY23	FY24
In-house Design Engineering Value (10% of Construction Value)					\$1,657,673
In-house Construction Management Value (10% of Construction Value)					\$324,572
Number of Grant Requests Submitted					5
Value of Grant Requests Submitted					\$53,178,827
Number of plan reviews conducted	9	9	29	19	27
Number of right-of-way permit issued	373	373	379	428	331
Percent of right-of-way permits approved within 48 hours	95%	95%	95%	97%	97%

- NOTE: Average calendar days to development plan review was removed and replaced with value of engineering design/construction management, and grant number/value of proposals submitted.

Engineering Services

Expenditures	2023 Budget	2024 Budget	2025 Proposed
Salaries - Regular	\$ 465,440	\$ 590,958	\$ 603,376
Salaries - Part Time	\$ -	\$ -	\$ -
Benefits	\$ 148,154	\$ 181,226	\$ 187,018
Total Personnel	\$ 613,594	\$ 772,184	\$ 790,394
Professional Services	\$ 45,000	\$ 53,000	\$ 58,000
Travel & Training	\$ 2,500	\$ 10,000	\$ 10,000
Specialized Supplies	\$ 6,000	\$ 7,500	\$ 7,500
Total O&M	\$ 53,500	\$ 70,500	\$ 75,500
Totals	\$ 667,094	\$ 842,684	\$ 865,894



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 member from the State Transportation Board/ADOT.

The SVMPO is the designated regional 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.

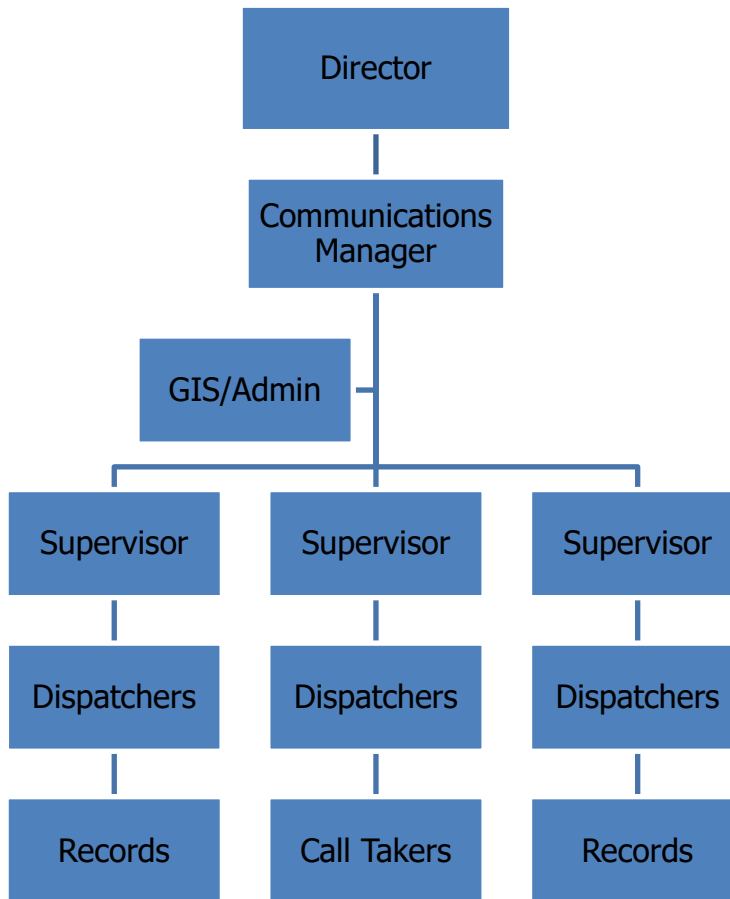
The City of Sierra Vista began including the SVMPO in its budget process in FY16. Through an Intergovernmental Agreement, the City is the Hosting Agency for the SVMPO, provides Fiscal Agent services to the SVMPO and advances payment for MPO activities. The SVMPO is independently funded through Federal and State reimbursements with match requirements provided by the member jurisdictions. The City of Sierra Vista provides office lease and support services, which are paid for through an agreement with the SVMPO.

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	2023 Budget	2024 Budget	2025 Proposed
Salaries - Regular	\$ 195,768	\$ 203,903	\$ 203,903
Benefits	\$ 47,702	\$ 50,060	\$ 50,060
Total Personnel	\$ 243,470	\$ 253,963	\$ 253,963
Professional Services - Engineering	\$ 294,429	\$ 930,634	\$ 930,634
Professional Services - Other	\$ 13,754	\$ 53,518	\$ 53,518
Telephone	\$ -	\$ -	\$ -
Office Rental	\$ 5,048	\$ 5,048	\$ 5,048
Insurance	\$ 5,000	\$ 5,302	\$ 5,302
Postage	\$ 200	\$ 106	\$ 106
Advertising	\$ 2,000	\$ 855	\$ 855
Printing & Binding	\$ 2,000	\$ 1,660	\$ 1,660
Professional Associations	\$ 10,000	\$ 9,160	\$ 9,160
Travel & Training	\$ 10,000	\$ 10,604	\$ 10,604
Specialized Supplies	\$ 6,000	\$ 5,444	\$ 5,444
Software	\$ 4,000	\$ 1,586	\$ 1,586
Misc Expense	\$ 56,822	\$ 124,283	\$ 124,283
Total O&M	\$ 409,253	\$ 1,148,200	\$ 1,148,200
Infrastructure	\$ -	\$ -	\$ -
Total Capital	\$ -	\$ -	\$ -
Totals	\$ 652,723	\$ 1,402,163	\$ 1,402,163



Mission Statement

SEACOM serves as the vital link between citizens of Cochise County and the Public Safety Community for the preservation of life and 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), Bisbee Police and Fire, Willcox Police and Fire and several other rural fire districts in Cochise County.



Major Accomplishments

1. 53,399 9-1-1 calls received year ending 2023.
2. 186,015 total calls received including administrative/non-emergency lines year ending 2023.
3. 112,297 calls for service entered into CAD.
4. Reassigned Administrator duties to the Communications Manager position, filled the position with an internal promotion.
5. Hired a third Floor Supervisor.
6. Applied for the 911 Grant for next FY.
7. Continued working on important partnerships across the county- discussion to have Fort Huachuca join us on a part time status.
8. NG911 upgrade occurred in July 2023 in partnership with the State 911 office.
9. Wilcox and Bisbee Fire and Police are now dispatched by SEACOM fulltime.
10. New policy developed for Smart Transcription and Citizen Input Technologies.
11. Rebuilding the internal staffing plan, adjusting testing applications and job descriptions to help with recruitment efforts.



SEACOM

Expenditures	2023 Budget	2024 Budget	2025 Proposed
Salaries - Regular	\$ 1,318,523	\$ 1,289,009	\$ 1,342,484
Salaries - Overtime	142,000	142,000	\$ 185,000
Salaries - Part Time	55,000	55,000	\$ 75,000
Benefits	472,332	468,941	\$ 483,882
Total Personnel	\$ 1,987,855	\$ 1,954,950	\$ 2,086,366
Professional Services	\$ 16,200	\$ 42,450	\$ 33,200
Electricity	33,500	36,000	\$ 46,000
Water	1,300	1,300	\$ 1,300
Telephone	11,000	11,000	\$ 11,000
Natural Gas	1,375	1,450	\$ 1,600
Building Maintenance	37,788	55,634	\$ 35,634
Equipment Maintenance	266,723	153,777	\$ 162,144
Insurance	14,690	16,159	\$ 17,775
Postage	200	125	\$ 50
Association Memberships	1,293	1,335	\$ 1,400
Travel & Training	10,000	7,000	\$ 12,000
Specialized Supplies	12,600	13,600	\$ 141,750
Software	44,318	88,784	\$ 74,250
Total O&M	\$ 450,987	\$ 428,614	\$ 538,103
Infrastructure	\$ 379,552	\$ 380,950	\$ 386,000
Machinery & Equipment	-	-	\$ -
Total Capital	\$ 379,552	\$ 380,950	\$ 386,000
Totals	\$ 2,818,394	\$ 2,764,514	\$ 3,010,469



Five Year Capital Maintenance and Replacement Plan
FY 2025-2029

Table of Contents

Introduction.....	1
Purpose	1
Objectives	1
Definitions	1
<i>Capital Assets</i>	<i>1</i>
<i>Capital Improvement Assets.....</i>	<i>2</i>
<i>Capital Replacement Assets</i>	<i>2</i>
<i>Operating and Maintenance (O&M) Items</i>	<i>2</i>
General Fund	3
Airport Fund.....	5
Capital Improvement Fund	6
Grants Fund	7
Highway User Revenue Fund	8
Refuse Fund	9
Sewer Fund	10
Appendix A - Street Construction/Maintenance.....	11
Appendix B - Fleet & Equipment Maintenance.....	13
Appendix C -Charts by Fund & Department.....	15

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.

GENERAL FUND

DEPARTMENT	PROPOSAL	FY25	FY26	FY27	FY28	FY29
Animal Control	ACO expansion design & construction	\$ 2,050,000				
Fire	Ambulance-Carryover	\$ -				
Fire	Ambulance-Quantity 2 (carryover)	\$ 710,972				
Fire	Fire Truck	\$ 1,200,000				
Facilities	Fire Station 3 Class room divider	\$ -				
Facilities	Fire Station 4 Weight Room	\$ -				
Facilities	PD Card Scanners	\$ 35,000				
Facilities	ACO Fire Pump	\$ 210,000				
Facilities	Fire Station 2 Bay Door Modification	\$ 75,000				
Facilities	Fire Station 2 Parking Lot Expansion	\$ 397,000				
Facilities	Cove Water Feature Replacement	\$ 75,000				
Facilities	Cove Structural Improvements	\$ 50,000				
Facilities	Fire Station 1 Remodel Kitchen		\$ 1			
Facilities	Fire Station 4 Weight Room		\$ 1			
Facilities	PD Patrol Car Parking Lot Patch		\$ 130,000			
Facilities	Fire Station 1 Driveway Repair		\$ 198,000			
Facilities	Fleet Pressure Washer		\$ 20,000			
Facilities	EBC Range Oven		\$ 20,000			
Facilities	EBC walk in freezers		\$ 65,000			
Facilities	Fire Station 3 Concrete Hydrant Pad		\$ 48,000			
Facilities	Fire Station 3 Concrete Hydrant Pad and Asphalt Repairs		\$ 240,000			
Facilities	Bolin Airfield Parking Lot		\$ 250,000			
Facilities	PD Evidence Parking Lot Expansion		\$ 325,000			
Facilities	VMP Sports Complex Parking Lot		\$ 810,000			
Facilities	Fire Station 3 Class room divider			\$ 1		
Fleet	Parks SV 172 Replacement	\$ 70,000				
Fleet	Environmental Filter Crusher		\$ 5,300			
Fleet	Fleet Service Truck Torque Gun		\$ 8,000			
Fleet	Fleet AC Machine		\$ 10,600			
Fleet	Fleet 14000# Trailer		\$ 12,500			
Fleet	Parks Gator		\$ 16,000			
Fleet	City Hall Admin 1		\$ 45,000			
Fleet	City Hall Admin 2		\$ 45,000			
Fleet	Leisure Admin		\$ 45,000			
Fleet	PW Admin		\$ 45,000			
Fleet	Fleet Tire Changing Machine		\$ 50,000			
Fleet	Fleet 15K Forklift		\$ 55,000			
Fleet	Wastewater SV 2043 Replacement		\$ 65,000			
Fleet	IT Truck		\$ 75,000			
Fleet	Fleet Tire Carousel		\$ 75,000			
Fleet	Leisure Bus		\$ 165,000			
Fleet	Fleet Alignment Rack		\$ 200,000			
Fleet	Fleet Tow Truck Replacement		\$ 260,000			
Fleet	Fleet Jib Cranes		\$ 39,000	\$ 43,000		
Fleet	Library Van		\$ 60,000			

GENERAL FUND

DEPARTMENT	PROPOSAL	FY25	FY26	FY27	FY28	FY29
Information Technology	Veterans Park Screen Replacement	\$ 35,500	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000
Information Technology	Fire 1 Security Cameras	\$ 26,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000
Information Technology	Server for Virtual DMZ Environment of Network	\$ 15,500	\$ 1,500	\$ 1,600	\$ 1,700	\$ 1,700
Information Technology	PW Training Room IT AV upgrade	\$ 72,000	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500
Information Technology	IT Firewall for both City Hall and PD	\$ 44,000	\$ 3,600	\$ 3,600	\$ 3,600	\$ 3,600
Information Technology	Community Development Permitting SW	\$ 150,000	\$ 50,000	\$ 51,000	\$ 52,000	\$ 53,000
Information Technology	Extra TV Monitor to connect SVUSD @ RTCC		\$ 9,000			
Information Technology	PW Conference Room Upgrade		\$ 25,000	\$ 1,000	\$ 1,100	\$ 1,200
Information Technology	Fire Station 3 Security Cameras -FY 26		\$ 40,000	\$ 1,500	\$ 1,500	\$ 1,500
Information Technology	Library IT upgrades		\$ 44,000	\$ 3,000	\$ 3,100	\$ 3,200
Leisure - Operations	Parks Variable Msg Boards		\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000
Information Technology	Fire Station 4 EMS Security Cameras			\$ 27,000	\$ 1,500	\$ 1,500
Parks	Len Roberts Large Playground Replacement	\$ 150,000				
Parks	VMPSC and VMP Sheds	\$ 75,000				
Parks	VMP Retractable Movie Screen - Pavilion	\$ 35,500				
Parks	Len Roberts Shade Structures	\$ 44,000				
Parks	Disc Golf Grant (carryover)	\$ 50,000				
Parks	Len Roberts Tot Turf Replace	\$ 55,000				
Parks	Parks SV 2004 Replacement	\$ 75,000				
Parks	VMP Marquee Sign		\$ 72,000			
Parks	Ciamataro Tot turf Repair/seal		\$ 16,500			
Parks	Parks Variable Msg Boards		\$ 38,500			
Parks	Community Well Electrical Panel		\$ 75,000			
Parks	VMPSC Playground		\$ 75,000			
Parks	VMPSC Metal Ramada		\$ 100,000			
Parks	VMPSC Splash Pad		\$ 155,000			
Parks	VMP Pavilion Concrete		\$ 165,000			
Police Operations	Police Vehicle 01	\$ 105,000				
Police Operations	Police Vehicle 02	\$ 105,000				
Police Operations	Police Vehicle 03	\$ 105,000				
Police Operations	Police Vehicle 04	\$ 105,000				
Police Operations	Police Vehicle 05	\$ 105,000				
Police Operations	Police Vehicle 06		\$ 105,000			
Police Operations	Police Vehicle 07		\$ 105,000			
Police Operations	Police Vehicle 08		\$ 105,000			
Police Operations	Police Vehicle 09		\$ 105,000			
Police Operations	Police Vehicle 10		\$ 105,000			
Police Operations	Police Vehicle 11		\$ 105,000			

AIRPORT FUND

DEPARTMENT	PROPOSAL	FY25	FY26	FY27	FY28	FY29
Airport	Airport Mower	\$ 9,000				
Airport	Airport Sweeper	\$ 270,000				
Airport	Airport Master Plan Update	\$ 45,594				
Airport	Construct a Reconstruction Project Near the Self-Serve Fuel Area	\$ 150,000				
Airport	203 Acres/NEPA study and admin fees	\$ 300,000				
Airport	Airport Master Plan (federal & state)	\$ 464,406				
Airport	Automatic Weather Observation Station (AWOS)	\$ 500,000				
Airport	Space Port License	\$ 700,000				
Airport	Airport Utility Installation	\$ 7,800,000				
Airport	Airport Pavement Preservation on Runway 12-30 and New Taxiway	\$ 167,401				
Airport	Design and Construct Between the Hangars and Self-Serve Fuel Area		\$ 450,000			

CAPITAL IMPROVEMENTS FUND

DEPARTMENT	PROPOSAL	FY25	FY26	FY27	FY28	FY29
Facilities	Summit Park Restroom Concrete Repair		\$ 15,000			
Facilities	Sports Center Entrance Repairs		\$ 15,000			
Parks	Roadrunner Park Design	\$ 172,882				
Parks	Public Sewer mainline ext OYCC to DP (grant match)	\$ 1,500,000	\$ 675,000			
Parks	Fab/Fry Redevelopment (survey/design)	\$ 120,000				

GRANTS FUND

DEPARTMENT	PROPOSAL	FY25	FY26	FY27	FY28	FY29
Leisure - Operations	Arizona Game and Fish Shooting Range Grant (Archery)	\$ 17,500				
Police Operations	VHF Radio System	\$ 350,000				
Parks	GCLP Restrooms	\$ 150,000				
Parks	Storage Solutions	\$ 200,000				
Parks	Tacoma and Stone Parking Lots at Sports Complex		\$ 527,000			

HIGHWAY USER REVENUE FUND

DEPARTMENT	PROPOSAL	FY25	FY26	FY27	FY28	FY29
Streets	GPS Culvert Camera	\$ 35,000				
Streets	Liquid Road Buggy	\$ 125,000				
Streets	BST Ph1 Design	\$ 500,000				
Streets	MLK - SR90 to Ave Escuela Pavement Replacement	\$ 1,201,267				
Streets	BST Extension	\$ 2,000,000				
Streets	BST Reconstruction Phase I-match and fees	\$ 4,300,000				
Streets	Fry/North Garden	\$ 4,500,000				
Streets	RAISE Grant - West End Improvements	\$ 20,258,827				
Streets	Annual Street Maintenance	\$ 1,500,000	\$ 1,500,000	\$1,500,000	\$1,500,000	\$1,500,000
Streets	Theater Dr-with match	\$ 1,800,000				
Streets	PW Admin Parking Lot - Seal/Stripe		\$ 60,000			
Streets	Kayetan Drive - Elledge to North- Full Depth Pavement Replace		\$ 257,040			
Streets	Four Winds Pavement Replacement		\$ 260,305			
Streets	Kayetan Drive - Fort Ave and Elledge Pavement Replace		\$ 260,880			
Streets	Historic and Tacoma Roadway Improvements		\$ 271,572			
Streets	Kayetan Drive - North to Taylor Pavement Replacement		\$ 309,960			
Streets	Oakmont to El Camino SUP		\$ 324,875			
Streets	Streets Sweeper		\$ 380,000			
Streets	North Ave - Kayetan to Cyr Center Drive Pavement Replacement		\$ 392,640			
Streets	Streets Sweeper Drying Bed at EOP		\$ 400,000			
Streets	Kayetan Drive - BST to Fort Ave Pavement Replace		\$ 456,120			
Streets	North Ave - Taylor to Kayetan Pavement Replacement		\$ 745,320			
Streets	North Ave - Kayetan to Cyr Center Drive Roadway and Sidewalk Improvement		\$ 839,500			
Streets	Greenbrier Pavement Replacement		\$ 860,000			
Streets	Giulio Cesare Pavement Replacement		\$ 1,210,000			
Streets	Wilcox Drive 7th to BST Pavement Replacement		\$ 1,590,700			
Streets	BST from Hatfield to 7th Rebuild		\$21,510,030			
Streets	Shared Use Path State Route 90 7th Street to Coronado		\$ 450,000	\$1,709,000		
Streets	BST - 7th to SR92 Overlay			\$5,003,000		\$5,002,800
Streets	7th Street Overlay					\$2,847,510
Streets	Wilcox Dr Overlay Calle Portal to BST					\$3,131,544
Streets	Fry Blvd from BST to State Route 92 - 2" Asphalt Overlay					\$4,044,000

REFUSE FUND

DEPARTMENT	PROPOSAL	FY25	FY26	FY27	FY28	FY29
Refuse	2143 Packer Rebuild	\$ 40,000				
Refuse	2144 Refuse Roll Off Conversion	\$ 125,000				
Refuse	Refuse Camera and Tracking System	\$ 30,055	\$ 23,655	\$ 23,655		

SEWER FUND

DEPARTMENT	PROPOSAL	FY25	FY26	FY27	FY28	FY29
Sewer	SR90 Lawley Sewer Bypass Line Construction & Design	\$ 480,323				
Sewer	Fry Blvd SR90/92 Sewer Repair		\$ 400,000			
Sewer	BofA Sewer Replacement		\$ 800,000			
Sewer	Applebee's Bypass Sewer		\$ 1			
Sewer	EOP Recharge Basin Conversion		\$ 51,000			
Sewer	Wastewater Skid Steer		\$ 90,000			
Sewer	WW-Sewer Easement Machine		\$ 120,000			
Sewer	Sewer Siphon Inspection		\$ 250,000			
Sewer	Sulger Subdivision Sewer Trench Repair		\$ 301,000			
Sewer	Remington Subdivision Trench Repair		\$ 329,493			
Sewer	Sewer Siphon Repair		\$ 500,000			

APPENDIX A - STREET CONSTRUCTION/MAINTENANCE

STREET MAINTENANCE 2025-2027				\$	975,925.00
STREET	FROM STREET	TO STREET	ESTIMATED COST	MAINTENANCE TYPE	
SHORT ST	N SECOND ST	N FOURTH ST	\$63,405.00	OVERLAY	
BARTOW DR	CARMICHAEL AVE	FIRST ST	\$159,390.00	OVERLAY	
BARTOW DR	FIRST ST	SECOND ST	\$79,380.00	OVERLAY	
BARTOW DR	SECOND ST	FIFTH ST	\$195,120.00	OVERLAY	
BARTOW DR	FIFTH ST	SEVENTH ST	\$85,950.00	OVERLAY	
CHARLES DR	SECOND ST	SEVENTH ST.	\$262,480.00	OVERLAY	
CHARLES DR.	SEVENTH ST.	PALO VERDE DR	\$130,200.00	OVERLAY	
STREET MAINTENANCE 2026-2028				\$	972,282.26
STREET	FROM STREET	TO STREET	ESTIMATED COST	MAINTENANCE TYPE	
DRIFTWOOD CIRCLE	CRESTWOOD DR	CRESTWOOD DR	169,555.56	REPAVE	
DRIFTWOOD COURT	DRIFTWOOD CIRCLE	END OF PAVEMENT	43,555.56	REPAVE	
SUFFOLK DR	SEVENTH ST	REGENCY DR	144,700.00	REPAVE	
PATINA DR	CALLE PATINA	OAKMONT DR	5,708.40	PATCH/CRACKSEAL/SANDSEAL	
CALLE PATINA	CALLE COBRE	COPPER POINTE	3,631.40	PATCH/CRACKSEAL/SANDSEAL	
COPPER POINTE	CALLE PATINA	WEST CUL DE SAC	21,955.90	PATCH/CRACKSEAL/SANDSEAL	
CAMINO DE PATINA	COPPER POINTE	CALLE COBRE	7,912.70	PATCH/CRACKSEAL/SANDSEAL	
CALLE COBRE	CAMINO DE PATINA	CALLE PATINA	15,544.00	PATCH/CRACKSEAL/SANDSEAL	
SIERRA BERMEJA DR.	ANTEQUIERA DR.	CABO COPE	64,796.44	PATCH/CRACKSEAL/SANDSEAL	
CARTEGENA DR.	SIERRA BERMEJA	CABO COPE	40,497.78	PATCH/CRACKSEAL/SANDSEAL	
CABO BURELA	PARDILLA	CABO COPE	17,338.11	PATCH/CRACKSEAL/SANDSEAL	
PARDILLA PL.	SIERRA BERMEJA	CABO BURELA	8,858.89	PATCH/CRACKSEAL/SANDSEAL	
CABO VILLANO DR	ANTRQUIERA DR	CARTEGENA DR.	32,828.51	PATCH/CRACKSEAL/SANDSEAL	
SALDANA CT	BARAHONA DR.	END WEST - CDS	13,541.44	PATCH/CRACKSEAL/SANDSEAL	
BARAHONA DR.	CABO VILLANO DR.	SIERRA BERMEJA DR.	18,350.56	PATCH/CRACKSEAL/SANDSEAL	
BARRACO DR.	CABO VILLANO DR.	SIERRA BERMAJA DR.	19,489.56	PATCH/CRACKSEAL/SANDSEAL	
ANTEQUIERA DR	CAMINO LAS PALMAS	SIERRA BERMEJA DR.	48,217.67	PATCH/CRACKSEAL/SANDSEAL	
PLAZA DE VIOLA	ANTEQUIERA DR.	SALCEDA PL	22,653.44	PATCH/CRACKSEAL/SANDSEAL	
PLAZA DE VIOLA	SALCEDA PL	END WEST C.D.S.	9,795.40	PATCH/CRACKSEAL/SANDSEAL	
SALCEDA PL.	CABO VILLANO DR.	ISLA BONITA DR/	27,538.49	PATCH/CRACKSEAL/SANDSEAL	
PROCUNA	CARTEGENA	MONTARO	12,478.38	PATCH/CRACKSEAL/SANDSEAL	
MONTARO DR.	SALCEDA PL.	END C.D.S.	35,435.56	PATCH/CRACKSEAL/SANDSEAL	
VALENCIA	MONTARO	ISLA BONITA	10,251.00	PATCH/CRACKSEAL/SANDSEAL	
ISLA BONITA DR	CHEROKEE AVE	SALCEDA PL.	39,915.62	PATCH/CRACKSEAL/SANDSEAL	
CAMINO LAS PALMERAS	ST ANDREWS DR	END WEST C.D.S.	19,666.73	PATCH/CRACKSEAL/SANDSEAL	
CABO BUSTO CT	ANREQUIERA DR.	END WEST C.D.S.	13,212.40	PATCH/CRACKSEAL/SANDSEAL	
CASEDA PL.	CABO COPE	CHEROKEE	3,923.22	PATCH/CRACKSEAL/SANDSEAL	
Cabo Cope Dr	Sierra Bermeja Drive	Caregena Dr	21,723.63	PATCH/CRACKSEAL/SANDSEAL	
ESTRADA PL	PUERTO PL	CHEROKEE	8,005.76	PATCH/CRACKSEAL/SANDSEAL	
PUERTO PL	ISLA BONITA DR	END NORTH C.D.S.	35,182.44	PATCH/CRACKSEAL/SANDSEAL	
BARCODA CT	PUERTO PL	END EAST C.D.S.	13,338.96	PATCH/CRACKSEAL/SANDSEAL	
ISLA BONITA DR	CHEROKEE AVE	PUERTO PL	22,678.76	PATCH/CRACKSEAL/SANDSEAL	

STREET MAINTENANCE 2027-2029				\$ 865,875.56
STREET	FROM STREET	TO STREET	TOTAL COST	MAINTENANCE TYPE
PFISTER AVE	SYCAMORE DR	TACOMA ST.	\$72,873.78	TOTAL REPLACEMENT
TACOMA ST	PFISTER AVE	TAYLOR DR	\$203,077.33	TOTAL REPLACEMENT
NORMAN AVE	SYCAMORE DR	TACOMA ST.	\$85,066.67	TOTAL REPLACEMENT
LANGAN AVE	SYCAMORE DR	TACOMA ST.	\$133,168.00	TOTAL REPLACEMENT
SYCAMORE DR	NORTH AVE	PFISTER AVE	\$95,700.00	TOTAL REPLACEMENT
MEDITERRANEAN DR	COLOMBO DR	TOSCANNI AVE	\$275,989.78	TOTAL REPLACEMENT
STREET MAINTENANCE 2028-2030				\$ 748,579.57
STREET	FROM STREET	TO STREET	ESTIMATED COST	MAINTENANCE TYPE
KINGS WAY	STATE HIWAY 90	PRINCESS DR	\$22,821.69	PATCH/CRACKSEAL/SANDSEAL
PRINCESS DR	KINGS WAY	CITADEL DR	\$13,897.29	PATCH/CRACKSEAL/SANDSEAL
PRINCE DR	QUEENS WAY	MONARCH DR	\$7,763.07	PATCH/CRACKSEAL/SANDSEAL
CITADEL DR	QUEENS WAY	END OF PAVEMENT	\$34,417.90	PATCH/CRACKSEAL/SANDSEAL
DUCHESS DR	CITADEL DR	BUSBY DR	\$29,369.82	PATCH/CRACKSEAL/SANDSEAL
QUEENS WAY	STATE HIWAY 90	END OF PAVEMENT	\$6,264.50	PATCH/CRACKSEAL/SANDSEAL
QUEENS WAY	DUCHESS DR.	END OF PAVEMENT	\$30,720.99	PATCH/CRACKSEAL/SANDSEAL
MONARCH CT.	MONARCH DR	END OF PAVEMENT	\$5,330.22	PATCH/CRACKSEAL/SANDSEAL
MONARCH DR	PRINCE DR	DUCHESS DR	\$35,587.42	PATCH/CRACKSEAL/SANDSEAL
TREE TOP	CHARLESTON RD	STATE HIWAY 90	\$379,655.11	MILL & REPLACE
ASPEN DR	TREE TOP	PINETREE DR.	\$131,853.33	MILL & REPLACE
ASPEN PLACE	ASPEN DR	END OF PAVEMENT	\$50,898.22	MILL & REPLACE

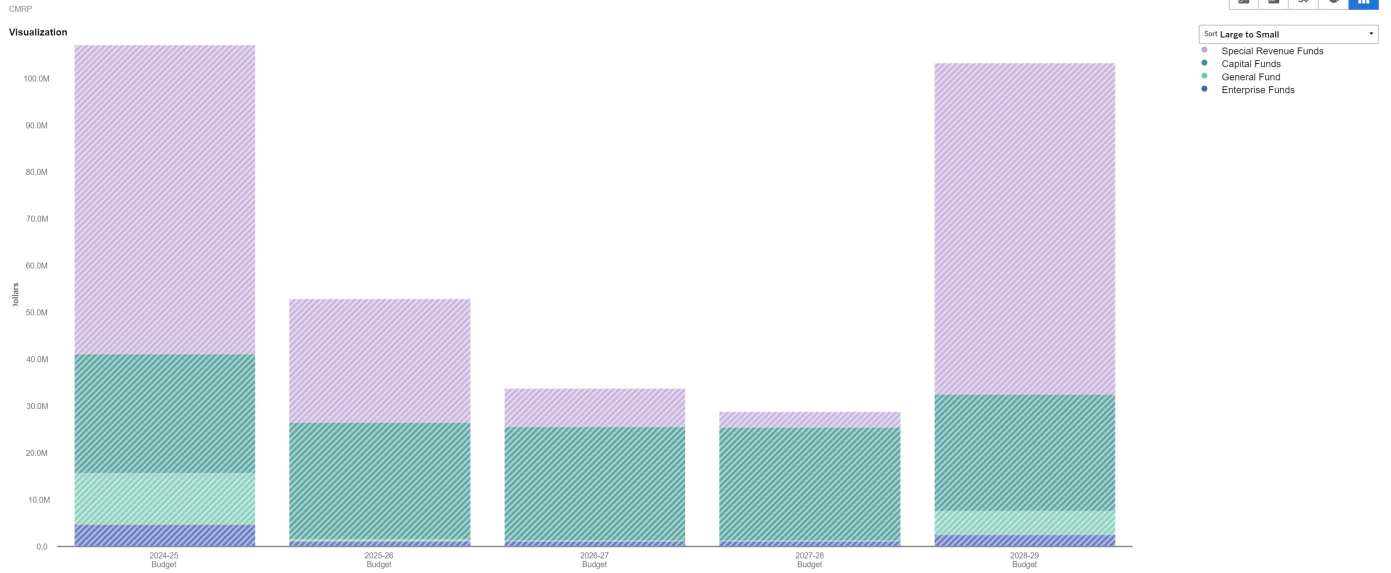
APPENDIX B - FLEET & EQUIPMENT MAINTENANCE

FY2025						\$	3,602,500
						OLD VEHICLE	NEW VEHICLE
GEN	City Clerk	SV1071	Ford Crown Vic	2007	108,493	\$	45,000
GEN	City Clerk	SV1017	Ford Crown Vic	2007	108,493	\$	45,000
GEN	City Clerk	SV1086	Ford Crown Vic	2010		\$	-
GEN	Fire	SV318	#3 Pierce Fire Truck	2000	59,054	\$	1,200,000
GEN	AIRPORT	NEW	RIDING LAWNMOWER			\$	9,000
GEN	Parks	SV172	Chevy pickup	1997	77,411	\$	70,000
GEN	Leisure	SV147 & SV2058	Two vans for one mini bus	1999, 2009	82,960	\$	165,000
GEN	Leisure	SV 1006	Ford Crown Vic	2001	61,777	\$	45,000
GEN	Leisure	new	cargo van for library			\$	50,000
GEN	FLEET	SV 214	FLAT BED TOW TRUCK	1990	45,796	\$	260,000
GEN	PW ADMIN	SV 1019	Ford Crown Vic	2005	72,802	\$	45,000
GEN	Parks	SV 2004	3/4 T Extended cab	2001	120,592	\$	75,000
GEN	Parks	SV 544	JD Gator W/ Canopy	2013	2739 (Hrs)	\$	16,000
Sewer	Wastewater	SV 309	New front end loader	n/a	n/a	\$	85,000
GEN	FLEET	NEW	14000# TRAILER			\$	12,500
Sewer	Sewer	SV 2043	Ford F150	2006	93,211	\$	60,000
GEN	Airport	SV 2107	Airport Sweeper	2014	56,734	\$	265,000
GEN	Police Oper	NEW	NEW			\$	105,000
GEN	Police Oper	NEW	NEW			\$	105,000
GEN	Police Oper	NEW	NEW			\$	105,000
GEN	Police Oper	NEW	NEW			\$	105,000
GEN	Police Oper	NEW	NEW			\$	105,000
GEN	Police Oper	NEW	NEW			\$	105,000
GEN	Police Oper	SV 2071	HUMVEE MODEL M998	2010	356	\$	105,000
GEN	Police Oper	SV 2109	DODGE CHARGER	2006	122,406	\$	105,000
GEN	Police Oper	SV 2156	FORD EXPLORER	2016	130,638	\$	105,000
GEN	Police Oper	SV 2056	FORD F150 TURNED IN 3/1	2008	142,171	\$	105,000
GEN	Police Oper	SV 2051	FORD EXPLORER	2006	153,216	\$	105,000
FY2026						\$	2,395,000
GEN	Fire	SV252	#1 Pierce Fire Truck	2005	160,577	\$	1,100,000
Sewer	Wastewater	SV237	John Deere Tractor	1988		\$	250,000
GEN	Parks & Leisure	SV249	Case 570 LXT tractor	1998	3,849	\$	250,000
Refuse	Refuse	SV2016	Chevy 1/2 Ton WITH 100 gal Fuel Tank	2002	86,139	\$	75,000
Refuse	Refuse	SV2013	Chevy 1/2 Ton	2002	124,396	\$	60,000
Refuse	Refuse	SV2073	Autocar Scorpion Side Loader	2012	56,264	\$	500,000
GEN	Parks	SV 119	FORD F250 UTILITY BODY	2008	63,715	\$	85,000
GEN	IT	SV 139	FORD E350 UTILITY VAN UNL TVM009	1998	97851	\$	75,000.00

FY2027						\$ 2,450,000
OLD VEHICLE						NEW VEHICLE
GEN	Building	SV2052	Ford F150	2006	87,567	\$ 70,000
GEN	City Clerk	SV1086	Ford Crown Vic	2010	109,531	\$ 45,000
GEN	Facilities	SV2050	Ford F150	2006	83,138	\$ 70,000
GEN	Facilities	SV2063	Chevy 3/4 ton pickup	2010	74,800	\$ 70,000
GEN	Fire	SV2054	Ford F250	2008	93,982	\$ 80,000
GEN	Fleet	SV195	Chevy 2500 with liftgate	2000	87,562	\$ 80,000
GEN	Leisure Admin	SV1060	Ford Crown Vic	2007	95,398	\$ 45,000
GEN	Parks	SV108	Ford F250	2007	73,780	\$ 80,000
GEN	Parks	SV117	Ford F250	2008	86,006	\$ 80,000
GEN	Police Oper	SV2056	Ford F150	2008	141,777	\$ 70,000
Refuse	Refuse	SV2072	Autocar Scorpion Side Loader	2012	79,869	\$ 500,000
Airport	Airport	SV2057	Ford F150	2008	124,630	\$ 70,000
Refuse	Refuse	SV2119	Autocar Scorpion Side Loader	2014	71,825	\$ 500,000
Refuse	Refuse	SV336	2000 GALLON INTL WATER TRUCK	2000		\$ 175,000
Sewer	Sewer	SV 219	NEW HOLLAND TL70 TRACTOR DSL T/C	1999	21870	\$ 250,000
GEN	PW Admin	SV 1082	FORD CROWN VIC UNL TVM0226	2005	63848	\$ 45,000
GEN	FLEET	SV 2049	FORD F150 SWB PICKUP UNL TVM039	2006	69286	\$ 60,000
Hurf	STREETS	SV 2006	FORD F450 FLATBED SPRAY PRESSURE	2001	11855	\$ 90,000
Sewer	Sewer	SV2025	Ford F250	2003	133,141	\$ 70,000
FY2028						\$ 2,700,000
GEN	Police Oper	SV2011	Ambulance SWAT	2001	84,492	\$ 500,000
Refuse	Refuse	SV2118	Autocar Scorpion Side Loader	2014	68,549	\$ 500,000
Sewer	Sewer	SV201	Dump Truck	1983	164,622	\$ 350,000
Sewer	Sewer	SV2017	F550 Flatbed	2002	74,976	\$ 85,000
HURF	Streets	SV112	Ford F250	2008	94,195	\$ 80,000
HURF	Streets	SV312	Dump Truck	2000	55,735	\$ 350,000
LTAf	Transit Oper	SV2091	Chevy Arboc Bus	2013	158,244	\$ 225,000
LTAf	Transit Oper	SV2092	Chevy Arboc Bus	2013	175,301	\$ 225,000
GEN	Fire	SV257	#2 Ford F550 300 GAL Brush Truck	2008	19,647	\$ 185,000
Sewer	Wastewater	n/a	Used D6 or D7 Dozer	n/a	n/a	\$ 200,000

APPENDIX C - CHARTS BY FUND & DEPARTMENT

FY25 Capital Maintenance & Replacement Plan



FY25 Capital Maintenance & Replacement Plan

