

ANNUAL BUDGET



FISCAL YEAR 2024 – 2025



CITY OF SIERRA VISTA, ARIZONA ANNUAL BUDGET For the Fiscal Year July 1, 2024 - June 30, 2025

CITY OF SIERRA VISTA LEADERSHIP

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Mark Rodriguez, Council Member

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Kennie Downing, Chief Procurement Officer

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Development Director

Jill Adams, City Clerk

Tony Boone, Tourism and
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GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Sierra Vista
Arizona**

For the Fiscal Year Beginning

July 01, 2023

Christopher P. Morrell

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented an award of Distinguished Budget Presentation to the City of Sierra Vista, Arizona for its annual budget for the fiscal year beginning July 1, 2023. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.

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



Introduction 1

City Manager Transmittal Letter	2
City Organizational Chart.....	13
Community Profile	14
History.....	15
City Council Members.....	17
City Manager.....	24
Demographics	26
Strategic Leadership Plan	31
Vista 2030.....	37
Budget Calendar	48

Budget Summary 49

Budget Summary	49
Financial Policies.....	82

Funds 88

Fund Balance Estimates	93
General Fund Revenue	102
Property Tax	104
City Sales Tax.....	106
State Shared Sales Tax	109
State Shared Income Tax	110
Vehicle Licenses Tax	111
Utility & Franchise Tax	112
Business License Fees	113
Ambulance Fees	114

Highway User Revenue Fund (HURF) 115

Local Transportation Assistance Fund (LTAF) 117

Airport Fund 118

Special Revenue Funds 119

Police Special Revenue.....	119
Grants Fund	119
Donation Fund.....	119
Judicial Enhancement.....	120



Park Development	120
Police Development	120
Transportation Development.....	121
Fire Development	121

Capital and Debt Service Funds 122

Capital Improvement Fund	122
Debt Service	122

Sewer Enterprise Fund 123

Refuse Enterprise Fund 124

Internal Service Funds 125

Health and Accident.....	125
Unemployment.....	125
Self-Insured Fund	125

Revenue Summary by Fund 126

Expenditures 127

Expenditure Table.....	127
Departmental Summary	128
Capital Expenditures	132
Capital Summary	133
Personnel.....	137
Personnel.....	139
Personnel Summary	147
Debt Service.....	148
Schedule A – Debt Service Budget by Fund	149
Schedule B – Bond Indebtedness	150
Schedule C – FY25 Lease Purchase Financing.....	151
Debt Service Summary	153
Operating and Maintenance.....	154
Operations and Maintenance Summary (O&M)	155



Mayor and City Council 156

City Manager 159

City Manager’s Office	159
Finance Service Division	163
Tourism & Economic Development	165
Marketing & Communication Division.....	172

Administrative Services 177

Human Resources.....	177
Procurement	182
Information Technology	186
City Clerk	192

Court & Legal 195

General Government 197

Police Department 199

Administration	201
Police Operations.....	204
Animal Control.....	208

Fire and Medical Department 211

Department of Parks, Recreation, and Library 218

Administration	220
Adult Programs, Excursions, & Events.....	224
Sports.....	229
Aquatics.....	235
Parks Maintenance.....	239
Library, Recreation, & Cultural Services	242
Library & Pottery Studio/Makerspace	243
Museum.....	247
Child & Family Programming.....	250
Adaptive Adults	253



Community Development **256**

Planning 258
Building Inspections..... 263
Neighborhood Enhancement..... 265

Public Works **268**

Administrative Division 271
Internal Services Division 275
 Facilities..... 275
 Fleet..... 278
 Streets/Traffic Services 281
External Services Division 285
 Refuse..... 285
 Wastewater..... 288
 Airport 292
 Vista Transit..... 295
Capital Improvement and Development..... 300
 Engineering Division 300

Sierra Vista Metropolitan Planning Organization (SVMPO) **304**

SouthEastern Arizona Communications Center (SEACOM) **306**

Capital Improvement Plan **309**

Five-Year Capital Maintenance and Replacement Plan **339**

Appendix **356**

Budget Adoption Resolution & State Budget Forms..... 356
Property Tax Ordinance..... 369
Glossary of Terms..... 371
Common Acronyms..... 380

The City of Sierra Vista’s Fiscal Year 2025 budget book serves as a policy document, financial plan, operations guide, and communications device. The City is proud to be a 31-time recipient of the Government Financial Officer’s Association Distinguished Budget Presentation Award. This brief guide outlines the budget book structure.

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

The Budget Summary section provides an overview of the FY2025 budget, a description of budget development, and the budgeting principles applied to the development process. The introduction includes historical information regarding city revenue and spending and a narrative description of the forces driving both. Expenditures are divided into four major categories: personnel, operations and maintenance, capital, and debt. Personnel expenditures are related to salaries and benefits for employees of the city. Operations and maintenance expenditures are necessary to carry on the core business of the city and to preserve existing assets through a maintenance program. Capital expenses are for new equipment, software, infrastructure, facilities, and vehicles. Debt expenditures repay the City’s long- and short-term debt obligations. The section concludes with the City’s Financial Policies providing the regulatory framework that guides the budget preparation.

The Funds section provides projected revenue and expenditures, along with descriptions, for the 21 active funds maintained by the City. The section begins by summarizing expenditures and revenues and provides the fund balance for each fund category. It then provides the projected revenue and sources of revenue for each fund to establish the base of available resources. The last final portion of this section details expenditures by fund, separated into the four expenditure categories described above.

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

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

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



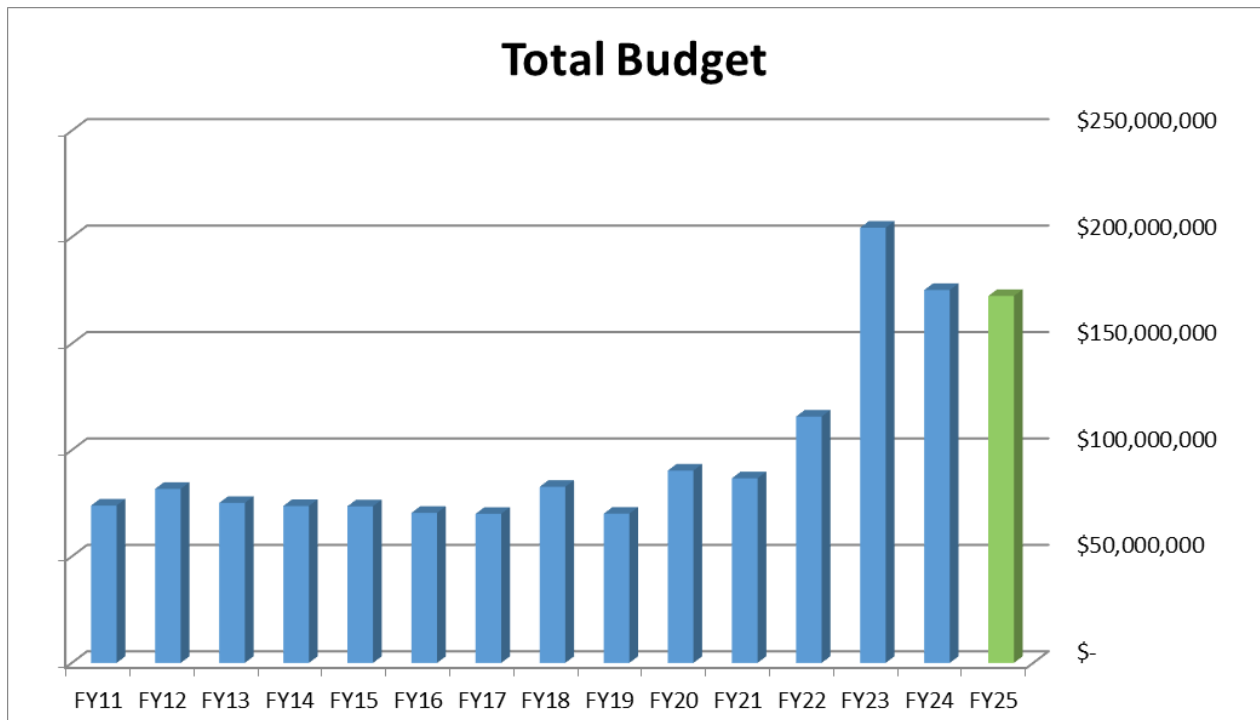
City Manager Charles P. Potucek

July 1, 2024

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

I am pleased to present the Operating and Capital Budgets for the City of Sierra Vista for the Fiscal Year (FY) 2024-2025, as well as the proposed Five-Year Capital Improvement Plan and the FY2025-2029 Capital Maintenance and Replacement Plan. The City’s total FY25 budget of \$172,359,341 represents a decrease of \$2,786,104 or 1.6% from the FY24 budget primarily due to a change in anticipated grant applications.

The graph below depicts the total budgets for the past 15 years, FY11-FY25.





City Council Strategic Plan

To help fulfill the City's mission, the Sierra Vista City Council develops a two-year strategic plan that identifies incremental goals, all 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 budget reflects the Mayor and Council's strategic plan initiatives, recently approved on June 22, 2023.

This two-year Strategic Leadership Plan concentrates on four focus areas: responsible stewardship (**Invest**), economic development and community prosperity (**Ignite**), quality of life (**Innovate**), and citizen engagement (**Include**).



Invest: Responsible Stewardship

From fluctuations in regional and national economies to new state legislation, there are many aspects that influence our local economy. While the national economy shows solid growth and a slowing inflation rate, the City still faces many challenges as it balances slowing revenues with swelling expenditure costs. Strategic planning, coupled with long-term financial planning, helps to provide robust strategies to fight against this temperamental environment by increasing adaptability and building a strong financial foundation with tactics that stay relevant to changing realities.

Partnerships for Water & Ecological Conservation. Reaffirming the City's commitment to water and ecological conservation and the cooperative management of the San Pedro Riparian National Conservation Area (SPRNCA), staff maintains partnerships with the Upper San Pedro Partnership (USPP), the Cochise Conservation and Recharge Network (CCRN), and the SPRNCA Adaptive Management Committee (AMC), as well as coordinating with Fort Huachuca on its upcoming Biological Assessment/Biological Opinion process.

Through the partnerships, the City serves as fiscal agent for a \$1,050,000 America the Beautiful Challenge Grant for the adaptive management of water resources for the San Pedro Riparian National Conservation Area (SPRNCA) and a recent award of \$900,000 (\$300,000 per year for 3 years) from the Foundation for America's Public Lands to fund regional hydrological monitoring.



Budget Transmittal Letter

Grant Opportunities in FY25. Under Arizona law, we must include the value of all potential grants in the budget so that the City can spend those funds. The final budget of \$172 million reflects a decrease from FY24 while still incorporating several grant applications. These grants account for \$70.8 million of the final budget, of which approximately \$52 million predominately focuses on improving roadway infrastructure.

Here are some examples of grants the City successfully competed for in FY24:

- Arizona State Parks & Trails Grant for ADA accessible trails at Garden Canyon Linear Park - \$150,000
- HURF Exchange stemming from the federal Surface Transportation Block Grant Program (STBGP) to replace pavement on Martin Luther King, Jr. Parkway between the bypass and Avenida Escuela - \$405,000
- Border Security Fund Grant from Arizona Department of Emergency and Military Affairs to purchase five P25-compliant in-car dual band radios and eight Grappler devices for SVPD - \$108,000
- Arizona Game and Fish Department Grant to develop an archery shooting range - \$35,000 with a \$17,500 city match in FY25's budget
- Tohono O'odham Nation Grant to assist in renovations at the Henry F. Hauser Museum - \$65,000
- America the Beautiful Challenge Grant for the adaptive management of water resources for the San Pedro Riparian National Conservation Area (SPRNCA) - \$1,050,000
- Federal Aviation Administration Grant for an Airport Master Plan update - \$510,000

The City desires to successfully compete for funding of the following roadway projects in FY25:

- Buffalo Soldier Trail Reconstruction Phase II – Congressional Appropriations
- Proposed extension of Fry Boulevard streetscape improvements from Carmichael Avenue to 7th Street and Garden Avenue – Rebuilding American Infrastructure with Sustainability and Equity (RAISE) grant
- As well as several proposed curb, gutter, and sidewalk improvements on several local roads – Federal Transit Administration (FTA)

The City of Sierra Vista is committed to exploring every grant opportunity and Highway User Revenue Funds available to providing safe and efficient streets and roadways, prioritizing the City Council's strategic plan goal of addressing street conditions.

Bond Rating. The City maintains a Standard & Poor's AA rating and a Moody's AA-rating. The agencies indicated the City's strong debt service coverage ratio and strong retail sales tax per capita, as well as Fort Huachuca's presence as a stabilizing factor on the local economy in their reports. Per City Council's strategic plan initiative, the City will



continue to evaluate current management of long-term debt and associated policies to maintain a strong bond rating.

Ignite: Economic Development and Community Prosperity

Having diversification in local industries helps to ensure long-term adaptability, economic stability, and prosperity.

BlackStar Orbital. In January 2024, BlackStar Orbital Technologies Corporation announced the establishment of a new engineering and manufacturing facility in Sierra Vista, Arizona. The \$7.1 million investment will be located at the Sierra Vista Municipal Airport, where it is set to be the foundation for the development and production of BlackStar’s spacecraft, an innovative spaceplane-satellite hybrid affectionally called SpaceDrone. This spacecraft is designed to execute diverse missions, including Earth observation, environmental monitoring and weather forecasting, advanced communication for commercial, military, and defense applications, and is used in scientific research on the Earth’s climate, atmosphere, and ocean floor mapping. The new facility is anticipated to have an initial production capacity of 15 spacecraft per year, progressing to be fully operational by 2026. This expansion will create over 50 new aerospace and defense jobs.

After the completion of the feasibility study, Sierra Vista will pursue a Spaceport license from the Federal Aviation Administration (FAA). Currently, there are only two other locations in the United States that are licensed by the FAA for re-entry. Sierra Vista is hoping to be the third, opening new possibilities for economic development at the Airport and in our community.



ALLO Fiber. In February 2024, ALLO Fiber announced a fiber-to-the-premise (FTTP) project in Sierra Vista, with construction scheduled to begin on February 19, 2024. The \$40 million private investment would provide residents and businesses across Sierra Vista with a world class fiber infrastructure offering more options for connectivity and capabilities. The FTTP network will feature up to 10 Gigabit symmetrical speeds, which provides equal upload and download speeds. In addition to the investment, ALLO Fiber is projected to create 40 new jobs in the area.



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ALLO Fiber’s commitment toward extending affordable broadband access across Arizona began in Lake Havasu City in September 2021, followed by Kingman, Yuma, and San Luis. Sierra Vista would be the fifth Arizona community constructed by ALLO.



El Tour De Zona. For the third straight year, the City of Sierra Vista welcomed El Tour de Zona, a cycling festival hosted by Perimeter Cycling. This four-day event introduced hundreds of cyclists from all over the country to Sierra Vista and its neighboring communities of Bisbee and Tombstone. More than 30 percent of registrants for this festival came from outside Arizona, with cyclists traveling from at least 24 states and four countries. El Tour de Zona, sponsored by Benson Hospital, benefited VeloVets, a local nonprofit organization that supports local military veterans, including many with disabilities, through the physical and mental benefits of cycling together.

This event wouldn’t be possible without the dedicated time and work it took to improve our bicycling infrastructure and becoming designated as a Bicycle Friendly Community. Check out the Free Bike Program at the Sierra Vista Public Library (thanks to the Little Library Bookstore and community members for donating four new bicycles!), where you can check out a bicycle and access the City’s multi-use paths.





Budget Transmittal Letter

Local Economic Conditions. For FY24, the City's collections in essential revenue streams remained stable. Gross Privilege tax collections increased \$124,595, or 0.46 percent, from Fiscal Year 2023 actuals and \$1,335,063, or 5.12 percent over Fiscal Year 2024 budgeted amount. While keeping a conservative outlook on future revenue, the City will continue to strategically invest in the Strategic Leadership Plan initiatives to ensure the best services and quality of life for our community.

As the local economy continues to even out, the City saw a decrease in new commercial construction square footage, construction of new single-family units, single-family additions, manufactured home units, and the total number of inspections performed in 2024. Nonetheless, the City saw the completion of several projects, such as the American Leadership Academy on Buffalo Soldier Trail, the Circle K on Highway 90, and Tropical Smoothie on State Route 92; and expects the completion of Popeyes Chicken on Highway 90, Tidal Wave Auto Spa on El Mercado Loop, and Taco Bell and Good 2 Go on Fry Boulevard in FY25.

According to the Arizona Commerce Authority, Sierra Vista's labor force increased 197 people, while employment in Sierra Vista increased by 250 people (June 2023 compared to June 2024). As of June 2024, unemployment in Sierra Vista decreased to 4.0 percent, slightly above Arizona at 3.9 percent and below the national unemployment rate of 4.1 percent.

AZ@Work reports 1,301 vacant positions across Cochise County with approximately 397 job listings in Sierra Vista and 93 job listings on Fort Huachuca. In Sierra Vista, education, healthcare, and entry level service positions comprise the majority of positions needed, while network and information technology positions are most needed on Fort Huachuca.

Sierra Vista Housing Market Trends. For June 2024, there were 109 active listings and 52 houses sold in the Sierra Vista area, with 327 homes sold year to date. According to Long Realty, the average time on market for properties in Sierra Vista is 56.77 days and buyers can expect to pay 98 percent of the seller's asking price. The company also shows that market trends indicate a 4 percent increase in the median sales price from last year, with the average sales price in June rising to \$290,000 from \$280,000 over the last month.

Networked Enterprises. Public and private partnerships are effective in boosting economic development and solving community issues without increasing the public budgets. The City of Sierra Vista, partnered with the University of Arizona Center for Innovation (UACI), the Southeastern Arizona Chamber Foundation, and the Sierra Vista Industrial Development Authority (SVIDA), is proud to sponsor Port 194 for a one-year admission into the UACI incubation program. As the first sponsored business, Port 194 provides intuitive tools, training, and analysis for frontline users and specializes in the creation of a geolocated database browser and custom visualizations.

Budget Transmittal Letter

Applicants undergo a competitive process for admission and sponsorship into the UACI Incubator; a program that includes resources, services, mentorship and expert guidance, and one year of office space at the SVIDA. To be eligible, the startup business must exist or operate in Cochise County, be within the science and technology industry, offer an innovative solution to a significant business or societal challenge, have a scalable business model, possess a team to commercialize its innovation, have at least two founders or team members that contribute significant time to the startup, establish a need for the sponsored services, and demonstrate a desire to make a substantial difference in our local and global communities through innovation. The City anticipates future partnerships to help grow our local tech-based entrepreneurs.

Innovate: Quality of Life

Sierra Vista Golf Center at Pueblo Del Sol. The City of Sierra Vista is set to acquire the Pueblo del Sol Golf Course on September 6, 2024. During the past year, Castle and Cooke informed the City of their intent to terminate operations in Sierra Vista and that they have yet to obtain private interest in purchasing the golf course. Staff collaborated with Castle and Cooke to draft a purchase and sale agreement. In the agreement, Castle and Cooke will give the property and all its assets to the City in exchange for an outstanding debt forgiveness of \$609,711.31, stemming from a 1999 annexation and development agreement to reimburse the City for the construction of a sewer interceptor.

The City plans to enter into a contract with Paradigm Golf Group to manage operations of the golf course and clubhouse. Under Arizona state procurement law, the City is able to negotiate directly with Paradigm Golf Group since the City of Mesa selected the company through a competitive golf course management service bid process. Paradigm, who has seen recent success at Dobson Ranch Golf Course in Mesa, would manage all functions of the property while making it a fun and friendly course open to the general public. Not only does saving this important community asset fulfill the Strategic Plan Initiative of finding opportunities to advance sports tourism, but it also encompasses the objective to explore the addition of a City-owned conference space.

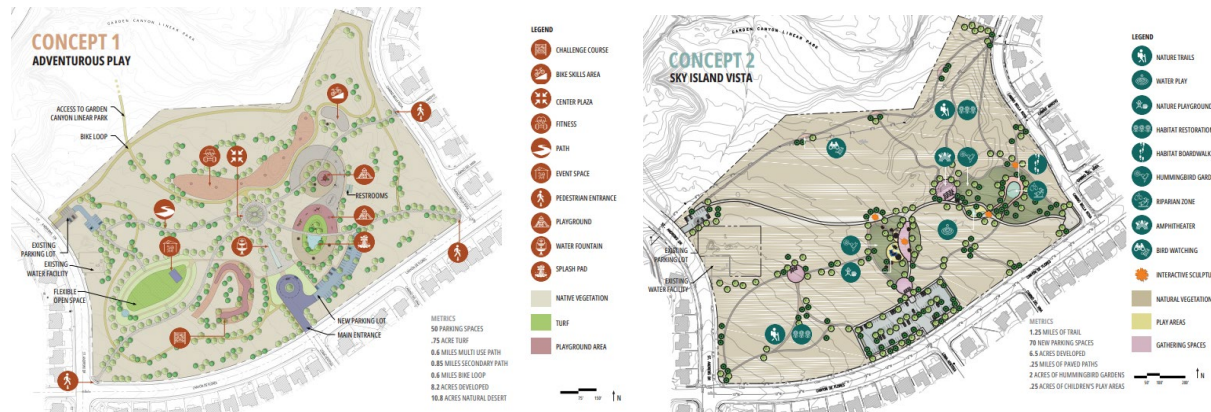




Budget Transmittal Letter

Roadrunner Park. In June 2022, the City invited residents to offer input on desired features for a new 28-acre site, tentatively named Roadrunner Park. Staff worked alongside Wheat Design Group to analyze survey results from 1,401 participants, resulting in the creation of two design concepts for the park. The design goals for concept 1, "Adventurous Play", include exploring different levels of physical activity, passive and active challenges, and preserving the rich, native vegetation. Concept 2, "Sky Island Vista", highlights the Sky Island environment, holds interactive and engaging elements, and focuses on habitat restoration and sustainability.

After confirming that the two concepts were in line with Council's vision for the park, staff opened another public input period and delivered the results to Wheat in order to compile the data and produce a final concept. We look forward to seeing the final design and breaking ground in FY25.



Classification/Compensation Plan. It is the dedication of our employees that bring the Council's strategic plan objectives into fruition. The City recognizes the importance of remaining competitive in a labor shortage and will continue to invest in our greatest asset. To do so, the City must effectively compete for and retain a quality workforce. The FY25 budget includes adjustments to the Classification and Compensation Plan that will ensure market alignment, reduce compression within internal grades and steps, help minimize the impacts of inflation on employees, and address recruitment and retention needs. As approved by Council, the plan will implement a two percent classification and compensation plan step increase in July 2024 and a two percent market adjustment in January 2025.

In FY25, the budget invests in new positions to include a Graphic Designer/Brand Manager, an Animal Control Assistant, two Facilities Workers (related to the Fort Huachuca washer/dryer IGSA), an Administrative Secretary in Community Development, 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



Budget Transmittal Letter

positions, Fire Captain Positions, Fire Paramedic Add-pay, the City Clerk position, and the Civil Engineer positions in Public Works.

To assist with retention of employees and reduce recruitment demands, City Council approved on June 8, 2023 the reinstatement of a health insurance benefit that allows retired City employees, with adequate years of continuous service, to retain health coverage until they are Medicare eligible.

Levels of Service and Amenities. In FY25, the City plans to exceed levels of service and amenities for the community without a tax rate increase.

In Spring 2023, the City began the process to update the City’s development fee analysis regarding 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 a deficit in most development fee funds. To help stimulate economic growth, staff plans to recommend imposing a five-year moratorium on the collection of development fees in FY25, except for the sewer connection fee.

Include: Citizen Engagement



Every 10 years, the community creates a general plan that builds a vision for the future and, in turn, propels the City’s strategic plan process which transforms broad goals into clear objectives every two years. Vista 2030 focused on creating architectural design standards, encouraging development in the city’s west end, establishing a dark skies ordinance, and establishing infrastructure for alternative modes of transportation. Vista 2040 is composed of 5 elements:



Community Growth & Development



Economic Vitality



Connectivity



Public Services & Facilities



Environmental Sustainability

Starting in 2023, the City posted several informative videos on the City of Sierra Vista website on themes included in the General Plan. Afterward, the City conducted an online survey to attain information concerning the community’s desire of additional amenities and services, what they enjoy about Sierra Vista, and how they envision the City in 2040. 335 citizens participated in the survey and another 11 participants posted on the Guestbooks. Staff also sought feedback from City Commissions to provide comments based on their focus areas.

After compiling all this data, staff completed the draft of the General Plan on March 7, 2024. Staff then posted the Vista 2040 draft on the City of Sierra Vista website for public comments and attended West Fest to speak with the public about the update in person. The Planning & Zoning Commission held two public hearings (May 29, 2024 and June 11, 2024), to which they voted to recommend approval of the General Plan to the Mayor and City Council. The Mayor and City Council voted to approve Vista 2040 on June 27, 2024. The General Plan is available for review on the City’s website and physical copies are available at the Sierra Vista Public Library and City Hall.

A publicity pamphlet has been sent to the voters of Sierra Vista that provides information on the new General Plan 2040, a proposition sample ballot, and questions and answers about the effect of the ratification vote. The City of Sierra Vista General Plan 2024 is proposed for approval by voters at the Tuesday, November 5, 2024 General Election.

Future Challenges

PSPRS Liability. The Public Safety Personnel Retirement System (PSPRS) liability remains a constant challenge. In FY25, 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%. However, in keeping with policy, the City will set the Fire PSPRS contribution rate as 61.68% (same as FY21).



Deficiencies in PSPRS funding levels require additional contributions from the City in order to ensure the system's funding levels and future solvency. In accordance with City Council's Strategic Leadership Plan focus area Invest, the decision was made to maintain the current approach to reducing unfunded PSPRS liability, with the addition of budgeting all public safety positions at the maximum salary for PSPRS contribution calculations. In FY24, City Council approved staff's recommendation for an extra \$2 million payment to PSPRS from the FY23 revenues. The PSPRS payment was split with \$1,250,000 towards the police department unfunded liability and \$750,000 to the firefighters' unfunded liability.

Long-range Financial Planning. Long-range financial planning involves the projection of revenues and expenditures over multiple years and the understanding of the financial impact of economic trends and risk factors on the budget. The City can attribute its past fiscal stability to our diligence to prudent fiscal policies and practices, constant evaluation for operations and maintenance efficiencies, maintaining adequate fund balances, and conservative revenue budgeting. To improve upon the City's long-range financial planning process, the City plans to implement strategies in accompaniment with the strategic plan, capital improvement planning process, and budgeting. Three main challenges we face in this category will be:

- the ability to accurately forecast revenues and expenditures in the presence of a slow economy, new legislation, and the fluctuating cost of supplies
- finding a balance in maintaining the Classification and Compensation Plan for employees without swelling personnel expenditures for future fiscal years but keeping in line with market expectations
- building the fund for street maintenance without additional burden to the taxpayers.

Conclusion

The FY25 budget continually provides the resources to ensure a high level of service to the community. Through the dedication of our fine employees, we will continue to move forward and meet the challenges presented to us.

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

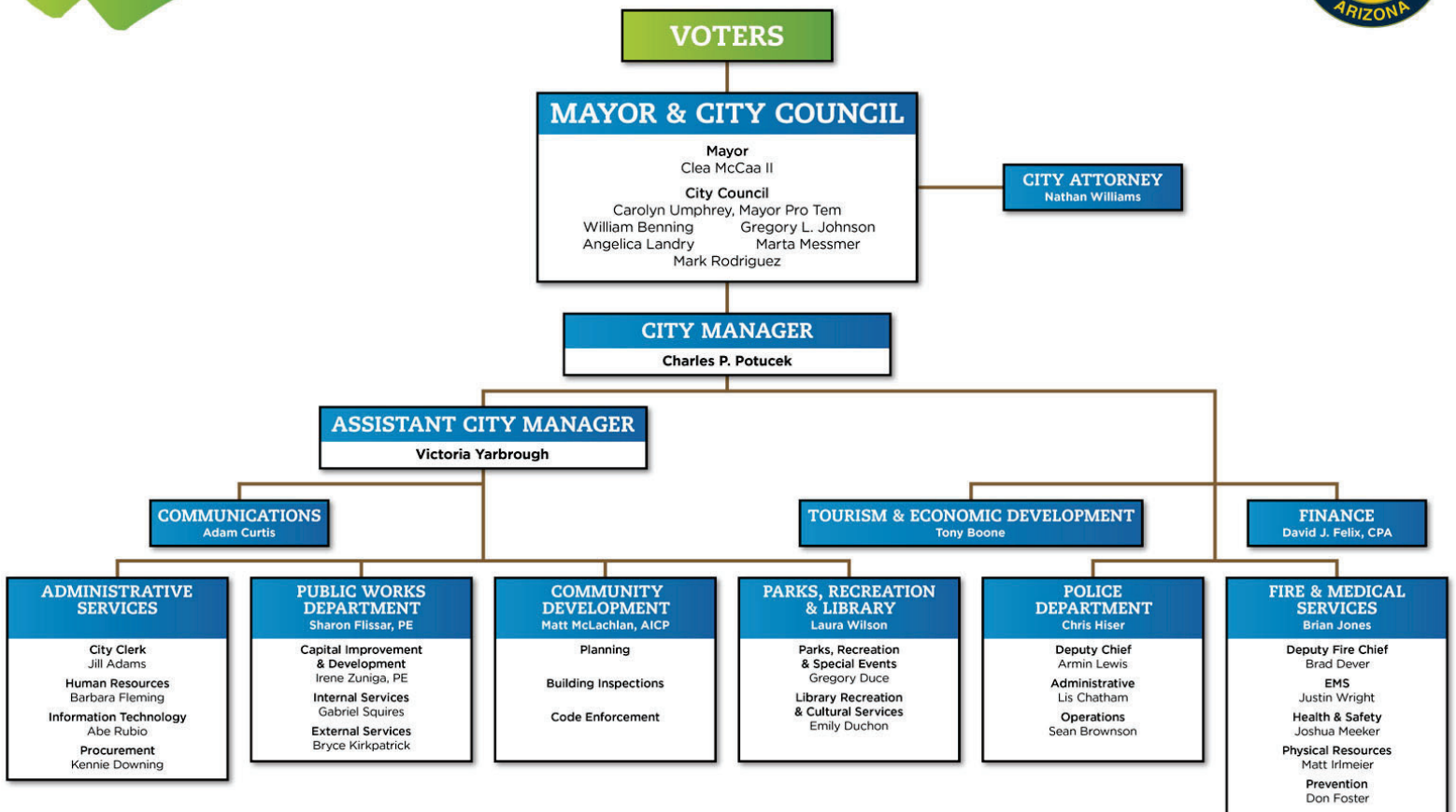
Respectfully submitted,

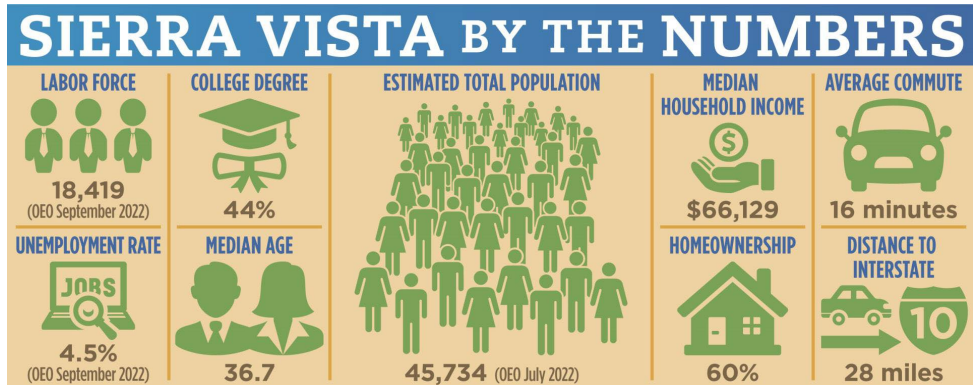
Charles P. Potucek
City Manager



CITY OF SIERRA VISTA

CHART OF ORGANIZATION





Introduction



Sierra Vista (Spanish for "Mountain View") is a thriving community of 45,466 and serves as the regional center for southeastern Arizona. The City is approximately 75 miles southeast of Tucson, and boasts unique views of the Huachuca, Dragoon, and Mule Mountains. The San Pedro River serves as the City's eastern border. At an elevation of 4,623 feet, Sierra Vista enjoys a temperate year-round climate and abundant sunshine.

History

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

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



Activities and Attractions

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

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



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



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

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

Governance

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

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

**Mayor Clea McCaa II****Term: 2023-2026**

Clea McCaa II, a Sierra Vista native and son of SGM (R) Clea & Julia McCaa, was elected to serve as the Mayor in November 2022. He and his wife Ramona have two children, Clea “Trae” McCaa III and Marie McCaa. McCaa is a proud 1984 Buena High School graduate and holds a Bachelor of Science degree in Criminal Justice from Northern Arizona University (1989) and a Master of Arts degree in Organizational Management from the University of Phoenix (1997).

After completing his undergraduate studies, McCaa was commissioned 2nd Lieutenant in the United States Army and retired as Colonel after 30 years of service in 2019. His previous assignments include Brigade Commander, ARE DET 3 (Joint), Fort Sheridan, Illinois; Brigade Commander, ARE DET 6 EUCOM (Joint), Fort Meade, Maryland; Commander of Detachment 7, CENTCOM Army Reserve Element, Buckley Air Force Base, Colorado; Operations Officer, TRADOC Capability Manager – Sensor Processing, Fort Huachuca, Arizona; and Operations/Biometrics Officer for TRADOC Capability Manager – Biometrics and Forensics, Fort Huachuca, Arizona. He was also assigned to 8th Battalion, 40th Armor Regiment, Fort Huachuca Arizona; 208th Transportation Company, Tucson, Arizona, and 257th Transportation Company. In October 2001, he mobilized with DET 1, 309th MI BN and served as Detachment Commander, Fort Huachuca, Arizona; remobilized with 304th MI BN as Chief of the Military Intelligence Captains Career Course; and was subsequently assigned to 5th MI Battalion as S3 Battalion Executive Officer and Battalion Commander.

Mr. McCaa is a co-owner and CEO of 3D Management & Consulting, LLC. He oversees contracts with GSA, USA Intelligence Center of Excellence, U.S. Forestry Service, Arizona Department of Public Safety, and the Veterans Administration. He is also a co-owner of Cyber Electronic Warfare Intelligence, LLC and the founder/president of the Sierra Vista Dream Center, which provides after-school tutoring and food boxes to the Sierra Vista/Fort Huachuca community and backpack lunches to Carmichael, Coronado, Valley View, and Palominas Elementary Schools.

Clea McCaa II serves as the Senior Pastor of the Sierra Vista 1st Church of God in Christ, Chaplain for the Sierra Vista Police Department, and the Buena High School Football Team Chaplain and field photographer. He also served as the president of the Greater Huachuca Area National Association of the Advancement of Colored People (NAACP). Mayor McCaa is a Life Member of Kappa Alpha Psi Fraternity and the Southwest Association of Buffalo Soldiers. He enthusiastically supports the “Spirit of the Buffalo Soldiers Award Program”, which recognizes young students as they strive to improve their grades in their quest to achieve a quality education.

**Mayor Pro Tem Carolyn Umphrey****Term: 2023-2026**

Carolyn Umphrey was first elected to the Sierra Vista City Council in 2018 and prides herself on putting community priorities first.

Carolyn's love of Sierra Vista started in 2006. She quickly fell in love with the community, weather, and mountain views and, in 2008, she chose to make Sierra Vista her home.

In her first term, Carolyn served as the council liaison to the West End Commission and the Arts and Humanities Commission. After being re-elected in 2022, she was appointed Mayor Pro Tem.

In addition to her duties as Mayor Pro Tem, Carolyn serves as City Council Liaison for the Neighborhood Commission, and the Planning and Zoning Commission, as Chair of the Sierra Vista Metropolitan Planning Organization, as a board member for SouthEastern Arizona Governments Association, as a primary for the Upper San Pedro Partnership, as a board member for the Rural Transportation Advocacy Council, as a member of the Military Communities Council for the National League of Cities, and on the Budget, Finance, and Economic Development Committee for League of Arizona Cities and Towns.

Carolyn is the proud mother of two school-aged Sierra Vistians, is engaged to Tim Flowers, is a successful businesswoman, and a volunteer. She serves as treasurer for the 1200 Club of Greater Sierra Vista, and is a proud member of the Sierra Vista Area Chamber of Commerce, the Sierra Vista Historical Society, Sierra Vista Symphony Association, 100 Women Who Care—Sierra Vista Communities, and NAMI Southeastern Arizona, and former treasurer of the Education Foundation of Sierra Vista.

Carolyn believes when you love something, you take care of it, which is why she ran for Sierra Vista City Council, to take care of the people and place she loves.



Council Member William Benning

Term: 2023-2026

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

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

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

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



Council Member Gregory Johnson

Term: 2021-2024

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

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

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



Council Member Angelica Landry

Term: 2021-2024

Dr. Angelica Landry was elected to the City Council in November 2020. Born and raised in southern Iowa, Angelica developed a love for learning at an early age and could often be found with a book from the library in hand.

In 2005, she moved to Arizona and quickly fell in love with Sierra Vista. She met her husband, Keith, and they married in 2012, agreeing that Sierra Vista would always be their home.

Angelica earned her Bachelor's degree from Wayland Baptist University in 2014, followed by a Master of Business Administration in 2016, and a Doctorate of Management in 2018. She also completed her Master of Education at Northern Arizona University in April 2021.

Angelica works full-time as an Instructional Designer at Fort Huachuca and serves as an Adjunct Faculty member at Wayland Baptist University. She has a sixteen-year-old daughter who attends Buena High School and is one of her biggest supporters.

In her spare time, Angelica loves reading all genres of books, listening to a wide range of music, and cooking with her family. She also enjoys spending time with the family's Cavalier King Charles Spaniels and spoiling her two cats with treats. The family is passionate about animal welfare and collects soda cans for the Nancy J. Brua Animal Care Center.

**Council Member Marta Messmer****Term: 2022-2024**

Marta Messmer was appointed to City Council on August 11, 2022. She is a second generation native of Sierra Vista. In 1981, she married Edward Messmer, also a Sierra Vista native. Mrs. Messmer followed Edward's 24-year Naval career while raising three children: Eric, Ethan, and Evan. Throughout their numerous duty stations, she became involved in youth programs by taking on roles such as Cub Scout leader, soccer coach, baseball coach, and PTA member. After returning to Sierra Vista in 2000, she continued her community service by volunteering at all the schools her children attended and at her church, St. Andrew's.

Marta's familial ties to Sierra Vista date back to the early 20th Century. Her father, Nacho Valenzuela, was born on Fort Huachuca in 1925 and was instrumental in highlighting the importance and preservation of local history. In the late 1980s, Nacho, along with his uncle and local historians, started an effort to preserve the Fry Pioneer Cemetery. When her father could no longer participate due to his age, Marta stepped in and took over the effort. She became chairperson of the Fry Pioneer Cemetery Preservation Committee in 2019. Under her leadership, the cemetery restoration was completed and opened to the public in 2021. She was elected as president of the Historical Society in August of 2021 where she is spearheading the Society's efforts toward a 5-year plan to construct a more prominent and updated City museum.

Marta owned and operated a small business for several years before retiring to care for her aged father. She is also actively involved in Sierra Vista's West End Commission, Cultural Diversity Commission, Carmichael Neighborhood Association, and St. Andrews Catholic Church Women's Guild. In her spare time, Marta enjoys traveling and camping in her RV, cooking, and gardening around the house.



Council Member Mark Rodriguez

Term: 2023-2026

Mark Rodriguez is originally from San Antonio, TX, but has called Sierra Vista home since 2014. He served in the U.S. Army for 21 years and retired in 2017. An active community volunteer and father of six children—three of his own and three of his partner’s.

The voice of our local youth is very important to him, thus he is the Youth Commission's Council Liaison. He has learned about many different facets of Sierra Vista by listening to community members he encounters and attending local events. Mark is an instructor at the Noncommissioned Officer Academy (NCOA) on Fort Huachuca.



City Manager Charles P. Potucek

Charles P. Potucek was appointed City Manager of the City of Sierra Vista on April 1, 1996. He has worked for the city since September 1986 in several capacities including administrative analyst, budget analyst, and assistant to the city manager. Potucek holds both Bachelor of Science (B.S.) in Public Affairs and Master of Public Affairs (M.P.A.) degrees from Indiana University in Bloomington. Potucek spent the next eight years working in the private sector before resuming his education, and returning to Indiana University in 1984 to begin work on his M.P.A. degree which he earned in May 1986.

During his 38 years of service to the city, Sierra Vista has experienced significant growth and change. Potucek's accomplishments include negotiating the agreement that brought the Mall at Sierra Vista; the Highway 90/92-Charleston Road commercial cluster; establishment of Sierra Vista as a founding member of the Bureau of Land Management MOU Cooperative Agreement in support of the SPRNCA resource management plan, the Upper San Pedro Partnership, and the Cochise Conservation and Recharge Network; construction of Avenida Cochise and Martin Luther King, Jr. Parkway; the acquisition and development of the Veterans Memorial Park Sports Complex; the development of the award-winning Sierra Vista transit system; the enhancement of the City's bond rating; and facilitation of improved citizen participation. Capital improvements accomplished during his tenure as city manager include the Sierra Vista Aquatics Facility (the Cove), Sierra Vista Public Library, the Pedro Castro Maintenance Center, construction of the Environmental Operations Park; our multi-use path system, renovation of the Ethel Berger Center, Nancy J. Brua Animal Care Center, Kiwanis Skate & Bike Court, Fire Station #3 and EMS Substation #4, expansion of the C. Reed Vance police facility and Centennial Pavilion.

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

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



Assistant City Manager Victoria Yarbrough

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

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

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



Population

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

Population Estimates						
	SIERRA VISTA		COCHISE COUNTY		ARIZONA	
	Population	Growth %	Population	Growth %	Population	Growth %
1980	25,065		86,390		2,731,960	
1990	33,029	31.8%	97,940	13.4%	3,682,913	34.8%
2000	37,901	14.7%	118,047	20.5%	5,175,581	40.5%
2010	45,047	18.9%	131,436	11.3%	6,401,568	23.7%
2011	45,098	0.1%	130,537	-0.7%	6,438,178	0.6%
2012	45,794	1.5%	130,752	0.2%	6,498,569	0.9%
2013	45,303	-1.1%	130,906	0.1%	6,581,054	1.3%
2014	44,286	-2.2%	129,628	-1.0%	6,662,486	1.2%
2015	44,183	-0.2%	129,112	-0.4%	6,758,251	1.4%
2016	44,023	-0.4%	129,140	0.0%	6,866,195	1.6%
2017	43,824	-0.5%	128,383	-0.6%	6,965,897	1.5%
2018	45,359	3.5%	130,319	1.5%	7,076,199	1.6%
2019	45,065	-0.6%	130,808	0.4%	7,189,020	1.6%
2020	45,308	0.5%	125,447	-4.1%	7,151,502	-0.5%
2021	45,479	0.4%	126,050	0.5%	7,276,316	1.7%
2022	45,439	-0.1%	125,663	-0.3%	7,359,197	1.1%
2023	45,466	0.1%	127,305	1.3%	7,525,113	2.3%

As of July 1 each year

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

Population Projections				
	SIERRA VISTA		COCHISE COUNTY	
	Population	Growth %	Population	Growth %
2025	46,563	2.4%	128,464	0.9%
2030	47,264	1.5%	129,781	1.0%
2035	47,654	0.8%	130,247	0.4%
2040	48,028	0.8%	130,670	0.3%
2045	48,425	0.8%	131,159	0.4%
2050	48,930	1.0%	131,941	0.6%
2055	49,644	1.5%	133,285	1.0%
2060	50,585	1.9%	135,231	1.5%

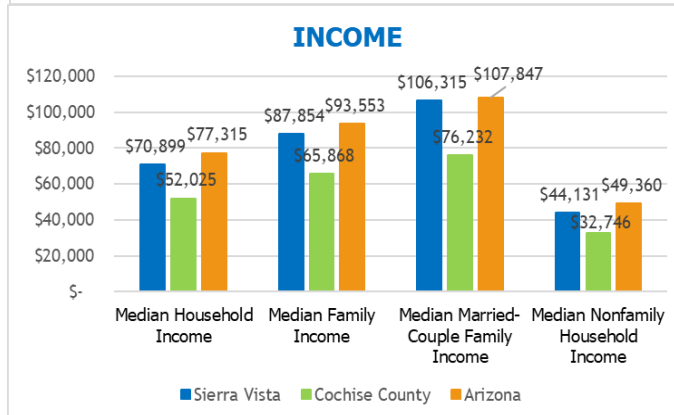
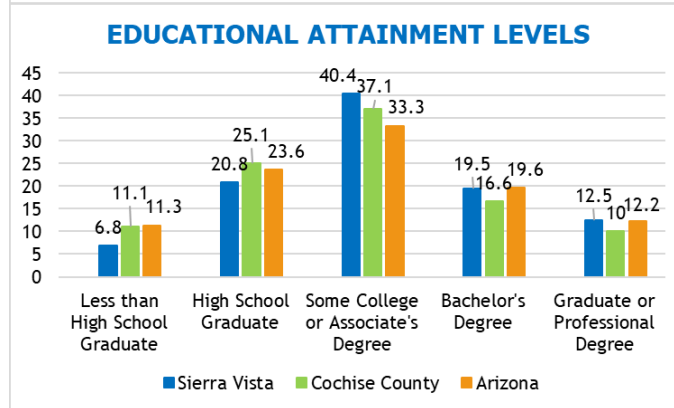
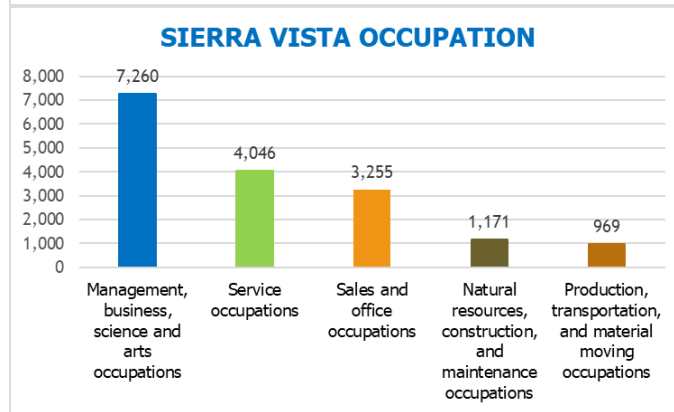
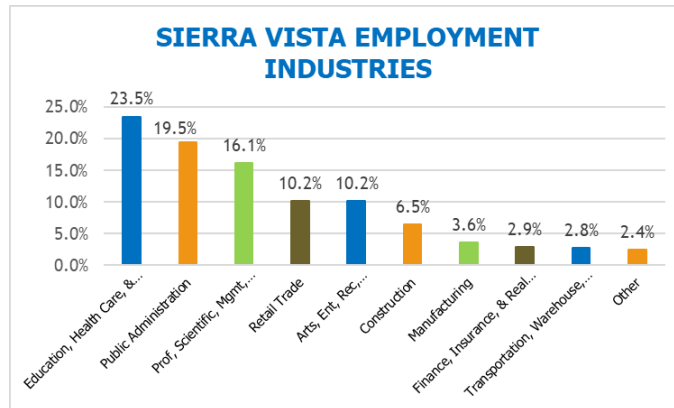


AGE GROUPS IN SIERRA VISTA		
	2010	2022
Under 5	7.5%	6.0%
5 to 9	6.4%	6.1%
10 to 14	5.6%	6.9%
15 to 19	7.3%	6.7%
20 to 24	8.7%	6.6%
25 to 34	16.9%	14.6%
35 to 44	11.9%	12.9%
45 to 54	11.3%	10.1%
55 to 59	4.9%	5.4%
60 to 64	4.8%	5.3%
65 to 74	8.0%	10.3%
75 to 84	4.9%	6.6%
85 and over	1.7%	2.5%

Source: US Census Bureau & 2022 American Community Survey

Racial Composition	
White	46.60%
Hispanic or Latino (of any race)	24.60%
Other (including 2 or more races)	15.20%
Black/African American	8.30%
Asian	3.90%
American Indian & Alaska Native	0.60%
Native Hawaiian & Pacific Islander	0.80%

Source: 2022 American Community Survey



Source: United States Census Bureau/2022 American Community Survey

Cost of Living

The City of Sierra Vista’s cost of living is comparable to other cities in Arizona, as shown by 2023 data from the Cost-of-Living Index¹ prepared by the Best Places to Live. The website compares the cost of groceries, housing, utilities, transportation, health care and miscellaneous expenditures in various cities. The table below shows the percentage difference in the pricing index between Sierra Vista and each individual city. The data indicates how much lower (represented by a negative number) or how much more expensive (represented by a positive number) Sierra Vista is in comparison to that particular commodity group of each city.

Sierra Vista To:	Phoenix	Flagstaff	Lake Havasu City	Prescott	Tucson
Groceries	-2.0%	-5.1%	-2.5%	-4.9%	-0.1%
Housing	-37.8%	-120.9%	-59.1%	-111.2%	-7.1%
Utilities	0.4%	3.3%	1.4%	-0.1%	2.7%
Transportation	-52.7%	-1.6%	-4.7%	-7.4%	-25.1%
Health Care	12.9%	-7.9%	-23.4%	-21.9%	19.6%
Miscellaneous	-0.7%	-0.4%	2.5%	2.6%	-3.6%
COMPOSITE	-22.3%	-33.5%	-21.5%	-37.3%	-7.6%

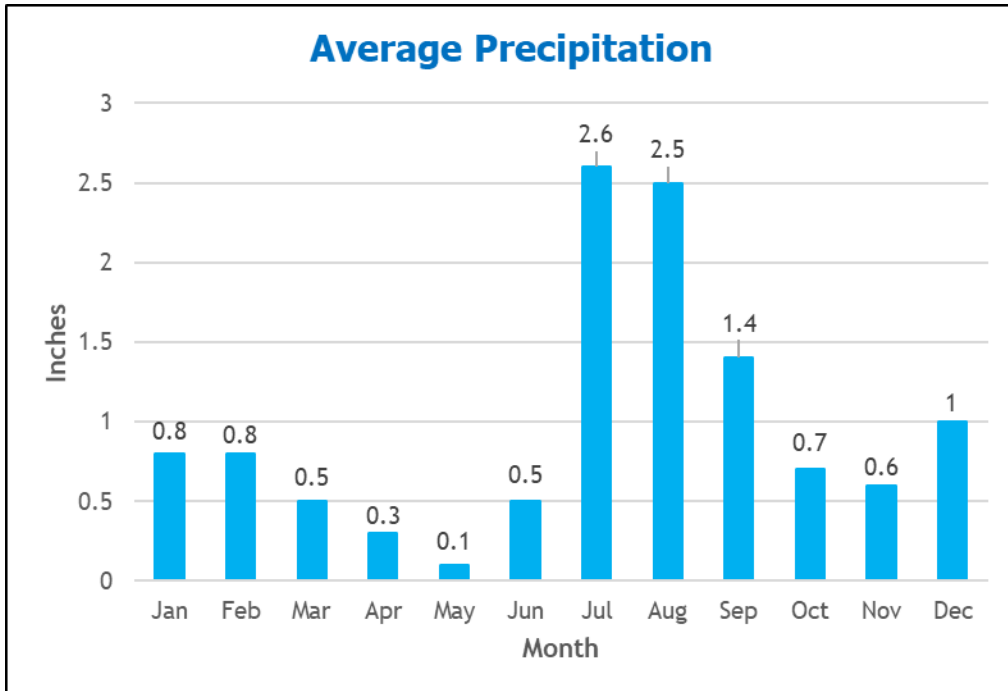
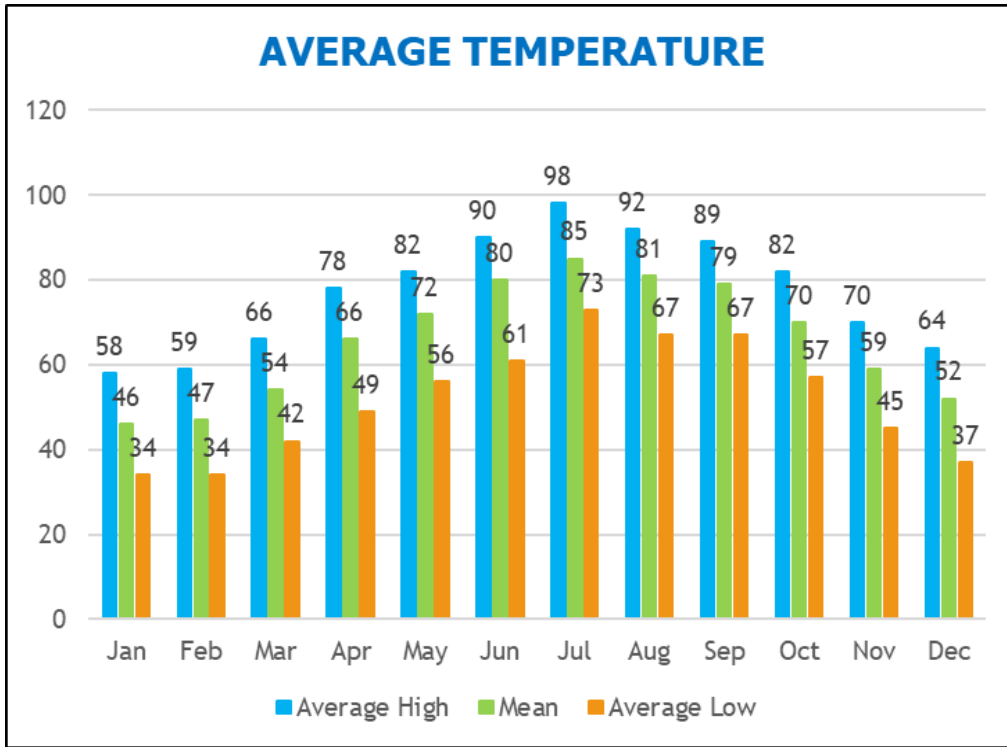
Climate

The City of Sierra Vista is located at 4,632 feet. Residents and visitors enjoy moderate year-round temperatures. The chart below reflects 2023 average temperature².

	Average High	Average Low	Mean	Average Precipitation	Record High	Record Low
Jan	58°F	34°F	46°F	0.8 in.	81°F (1999)	12°F (1987)
Feb	59°F	34°F	47°F	0.8 in.	83°F (1986)	11°F (1985)
Mar	66°F	42°F	54°F	0.5 in.	91°F (1989)	23°F (1985)
Apr	78°F	49°F	66°F	0.3 in.	97°F (1989)	28°F (1999)
May	82°F	56°F	72°F	0.1 in.	102°F (2002)	38°F (2003)
Jun	90°F	61°F	80°F	0.5 in.	107°F (1990)	46°F (1991)
Jul	98°F	73°F	85°F	2.6 in.	108°F (1989)	56°F (2004)
Aug	92°F	67°F	81°F	2.5 in.	102°F (1995)	53°F (1992)
Sep	89°F	67°F	79°F	1.4 in.	98°F (1983)	45°F (1985)
Oct	82°F	57°F	70°F	0.7 in.	96°F (1983)	30°F (1996)
Nov	70°F	45°F	59°F	0.6 in.	85°F (1988)	19°F (2004)
Dec	64°F	37°F	52°F	1.0 in.	79°F (2007)	15°F (1987)

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

² <https://weatherspark.com> and <https://wunderground.com>





Mission Statement

Sierra Vista’s mission is to provide quality services and opportunities for our community.

Organizational Values

The organizational values define what the organization believes in and how people in the organization are expected to behave – with each other, with customers and suppliers, and with other stakeholders.

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

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

This two-year Strategic Leadership Plan focuses on four focus areas: responsible stewardship (Invest), economic development and community prosperity (Ignite), quality of life (Innovate), and citizen engagement (Include). The FY25 budget reflects the Mayor and Council’s strategic plan priorities, recently approved on June 22, 2023.

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

Vision

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

Residents celebrate the addition of a new town center that marks a renaissance in the City’s continued growth and development. The town center also serves as a gathering



place for families and visitors with a variety of restaurants, arts and cultural activities, retail and nightlife in a safe, walkable setting.

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

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

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

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

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



Focus Areas

INVEST: Responsible Stewardship

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

PRIORITY 1: 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.

PRIORITY 2: 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.

PRIORITY 3: Maintain a strong bond rating and general fund reserves.

PRIORITY 4: Effectively plan for and manage water resources.

INITIATIVE: Maintain involvement in and support of Cochise Conservation and Recharge Network projects, and other relevant water resource projects.

PRIORITY 5: Explore and leverage resources for identifying additional grant and funding opportunities.

INITIATIVE: Continue pursuit of state and federal grants.

PRIORITY 6: Inventory and evaluate City processes by department/division and identify areas for improvement.





Focus Areas



IGNITE: Economic Development and Community Prosperity

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

PRIORITY 7: Enhance and improve infrastructure that supports Economic Development.

INITIATIVE 7.1: Expand the Fry Boulevard streetscape.

INITIATIVE 7.2: Prioritize abatements and reducing the vacancy rates in older and abandoned buildings.

INITIATIVE 7.3: Evaluate the expansion of EV charging infrastructure for the community, and the feasibility of electric vehicles for the City's fleet.

PRIORITY 8: Conduct effective marketing efforts.

INITIATIVE 8.1: Promote the development of the West End Entertainment District.

INITIATIVE 8.2: Continue to fund and promote the West Sierra Vista Partnership Program.

PRIORITY 9: Expand support for, awareness of, and opportunity for military missions on Fort Huachuca.

PRIORITY 10: Actively engage economic development stakeholders, especially current and future potential businesses.

INITIATIVE 10.1: Evaluate strategies for engaging Economic Development stakeholders.

INITIATIVE 10.2: Pursue the acquisition of 203 acres near airport.



Focus Areas

INNOVATE: Quality of Life

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

PRIORITY 11: Continue to pursue sports tourism activities that increase revenues.

INITIATIVE: Evaluate disc golf course options.

PRIORITY 12: Increase reach of community events both in person and virtual.

INITIATIVE 12.1: Develop a special event policy.

INITIATIVE 12.2: Evaluate and present to Council an option for a new city-wide event.

PRIORITY 13: Prioritize implementation of the Parks Master Plan.

INITIATIVE: Construct Roadrunner Park.

PRIORITY 14: Continually evaluate facility needs.

INITIATIVE 14.1: Evaluate/study the implementation of a municipal court.

INITIATIVE 14.2: Evaluate and consider Visitors Center and Museum options.

INITIATIVE 14.3: Design and develop the Fab Avenue property.

INITIATIVE 14.4: Conduct a feasibility study for a regional convention center.

INITIATIVE 14.5: Evaluate and determine OYCC replacement options.

PRIORITY 15: Maintain properly staffed city departments.

PRIORITY 16: Continually improve the current levels of service in programs, services, and amenities provided by Sierra Vista.

INITIATIVE: Develop a Transit master plan.

PRIORITY 17: Continually improve the image and aesthetics of the city.





Focus Areas



INCLUDE: Citizen Engagement

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

PRIORITY 18: Continue to leverage traditional and new methods of communication to provide opportunities for improved citizen engagement.

PRIORITY 19: Increase City Council appearances/engagements to expand the communication reach and impact of the city.

PRIORITY 20: Continue to leverage departmental engagement with the community for improved citizen connections.

PRIORITY 21: Strive to simplify digital access to city processes and information.



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

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

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

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

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

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

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



Vista 2030 Goal	Strategic Plan Focus Area	Strategic Plan two-year Objective
-----------------	---------------------------	-----------------------------------

Element 1: Citizen Participation		
Goal 1.1: Increase citizen participation in the governmental decision process.	INCLUDE	18. Continue to leverage traditional and new methods of communication to provide opportunities for improved citizen engagement. 19. Increase City Council appearances/engagements to expand the communication reach and impact of the city. 20. Continue to leverage departmental engagement with the community for improved citizen connections. 21. Strive to simplify digital access to city processes and information.

Element 2: Land Use		
Goal 2.1: Develop a well-planned City	INVEST	5. Explore and leverage resources for identifying additional grant and funding opportunities. 6. Inventory and evaluate City processes by department/division and identify areas for improvement.
Goal 2.2: Coordinate with Fort Huachuca for all future City development	IGNITE	9. Expand support for, awareness of, and opportunity for military missions on Fort Huachuca.
Goal 2.3: Economic development shall be considered when planning future	IGNITE	7. Enhance and improve infrastructure that supports



sites.		Economic Development.
Goal 2.4: Consider environmental impacts when planning future sites.	INVEST	
Goal 2.5: Develop and implement aesthetic standards along all major roadways and gateways into the City.	INVEST	1. 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.
Goal 2.6: Plan appropriate development of vacant State Trust Land located within the City.	INVEST	
Goal 2.7: Annex areas that provide the most benefit to the City as stated in the City's Annexation policy.	INVEST	

Element 3: Transportation and Circulation		
Goal 3.1: A public transportation system that incorporates and encourages all modes of transportation.	INNOVATE	16.1 Develop a Transit master plan. 17. Continually improve the image and aesthetics of the city.
Goal 3.2: Design roadways and circulation patterns that enable efficient movement for all modes of transportation.	INNOVATE	17. Continually improve the image and aesthetics of the city.
Goal 3.3: Meet or exceed ADA (Americans with Disabilities Act) requirements for public infrastructure and the public transit system.	INNOVATE	
Goal 3.4: Expand transportation choices that reduce reliance on single-occupancy vehicles.	INNOVATE	
Goal 3.5: Ensure that VISTA Transit meets the needs of the growing community.	INNOVATE	16.1 Develop a Transit master plan.



Element 4: Open Space		
Goal 4.1: Identify potential open space land.	INVEST	
Goal 4.2: Obtain land for open space.	INVEST	
Goal 4.3: Provide stewardship programs to protect open space land.	INVEST	

Element 5: Growth		
Goal 5.1: Ensure growth areas are developed meeting community expectations.	IGNITE	10. Actively engage economic development stakeholders, especially current and future potential businesses.
Goal 5.2: Coordinate with other government agencies when developing in the growth areas.	IGNITE	9. Expand support for, awareness of, and opportunity for military missions on Fort Huachuca.
Goal 5.3: Create strategies that ensure economic diversity within the growth areas.	IGNITE	10.1 Evaluate strategies for engaging Economic Development stakeholders.

Element 6: Environmental Planning		
Goal 6.1: Maintain a high standard of air quality.	INVEST	
Goal 6.2 Maintain a high standard of water quality.	INVEST	4. Effectively plan for and manage water resources.
Goal 6.3: Protect natural resources.	INVEST	

Element 7: Cost of Development		
Goal 7.1: Update the analysis determining the fiscal and capital cost-revenue impact of new development.	INVEST	3. Maintain a strong bond rating and general fund reserves.

Element 8: Water Resources		
Goal 8.1: Participate in partnerships	INVEST	4. Effectively plan for and



between local, state, and federal agencies and private water companies.		manage water resources. 4.1 Maintain involvement in and support of Cochise Conservation and Recharge Network projects, and other relevant water resource projects.
Goal 8.2: Purchase local, private water companies, when feasible and available.	INVEST	

Element 9: Conservation		
Goal 9.1: Protect and conserve natural resources.	INVEST	
Goal 9.2: Develop effective water management policy for City government.	INVEST	4. Effectively plan for and manage water resources.
Goal 9.3: Reduce water pumping from the aquifer.	INVEST	
Goal 9.4: Augment existing water supplies.	INVEST	
Goal 9.5: Establish effective partnerships with other public and private entities to advance water conservation.	INVEST	4.1 Maintain involvement in and support of Cochise Conservation and Recharge Network projects, and other relevant water resource projects.
Goal 9.6: Provide educational programs and materials	IGNITE	8. Conduct effective marketing efforts.
Goal 9.7: Mitigate development impact on areas designated as wildlife corridors and sensitive vegetation.	INVEST	

Element 10: Parks and Recreation		
Goal 10.1: Increase designated parkland to meet City’s level of service	INVEST	5.1 Continue pursuit of state and federal grants.



(LOS) standard.		
Goal 10.2: Design and develop sufficient parkland and facilities to meet the needs of the community.	INNOVATE	13. Prioritize implementation of the Parks Master Plan.
Goal 10.3: Maintain parks and facilities to City standards.	INNOVATE	14. Continually evaluate facility needs.
Goal 10.4: Establish facilities and programs to meet the needs of Sierra Vista residents.	INNOVATE	11. Continue to pursue sports tourism activities that increase revenues. 12. Increase reach of community events both in person and virtual.
Goal 10.5: Improve interconnectivity between the paved multi-use path system and parks.	INNOVATE	

Element 11: Public Facilities, Services, and Public Buildings

Goal 11.1: Provide high-level of city services and high-quality facilities.	INNOVATE	7.3 Evaluate the expansion of EV charging infrastructure for the community, and the feasibility of electric vehicles for the City’s fleet. 15. Maintain properly staffed city departments. 16. Continually improve the current levels of service in programs, services, and amenities provided by Sierra Vista.
Goal 11.2: Site new schools in appropriate locations.	INNOVATE	



Goal 11.3: Deliver high-quality customer service.	INNOVATE	15. Maintain properly staffed city departments.
Goal 11.4: Advance a business-friendly approach to development.	IGNITE	10. Actively engage economic development stakeholders, especially current and future potential businesses.
Goal 11.5: Incorporate the natural environment, surrounding land uses, and community design standards when locating and developing public buildings and facilities.	IGNITE	
Goal 11.6: Responsibly and intentionally, create a city that protects neighborhood vitality and improves community and economic development.	INNOVATE	
Goal 11.7: Integrate the Surface Water Plan provisions into designs and construction of improvements and modifications to washes and drainage ways.	INVEST	4. Effectively plan for and manage water resources.
Goal 11.8: Comply with Cochise County's Regional Solid Waste Management Plan.	INVEST	
Goal 11.9: Maintain an economical, environmentally safe, and efficient wastewater treatment system.	INNOVATE	
Goal 11.10: Provide fire and emergency services protection that meet or exceed the National Fire Protection Association (NFPA)	INNOVATE	



standards.		
Goal 11.11: Provide public safety (police) protection that meets or exceeds the Commission on Accreditation of Law Enforcement Agencies (CALEA®) standards.	INNOVATE	
Goal 11.12: Provide quality library services.	INNOVATE	

Element 12: Housing and Neighborhoods		
Goal 12.1: Promote quality affordable rental housing.	INNOVATE	
Goal 12.2: Promote quality affordable owner-occupied housing.	INNOVATE	
Goal 12.3: Improve understanding of property management and maintenance for homeowners and renters.	INCLUDE	18. Continue to leverage traditional and new methods of communication to provide opportunities for improved citizen engagement.
Goal 12.4: Continue enforcing the Neighborhood Enhancement Property Maintenance Program to encourage the quality, safety, and livability of neighborhoods.	IGNITE	7.2 Prioritize abatements and reducing the vacancy rates in older and abandoned buildings.
Goal 12.5: Revitalize targeted areas.	IGNITE	8.1 Promote the development of the West End Entertainment District. 8.2 Continue to fund and promote the West Sierra Vista Partnership Program.



Goal 12.6: Build strong neighborhoods.	IGNITE	7.2 Prioritize abatements and reducing the vacancy rates in older and abandoned buildings. 18. Continue to leverage traditional and new methods of communication to provide opportunities for improved citizen engagement.
Goal 12.7: Safeguard the condition and quality of the housing stock in order to maintain attractive and livable neighborhoods.	INNOVATE	
Goal 12.8: Increase housing choices that serve all age groups and needs.	INNOVATE	
Goal 12.9: Develop High-Quality Housing Developments.	IGNITE	7.2 Prioritize abatements and reducing the vacancy rates in older and abandoned buildings.

Element 13: Redevelopment and Infill Development		
Goal 13.1: Maintain, improve, and revitalize older areas of the community.	IGNITE	7.2 Prioritize abatements and reducing the vacancy rates in older and abandoned buildings. 8.2 Continue to fund and promote the West Sierra Vista Partnership Program.
Goal 13.2: Promote the Infill Incentive District Policy.	IGNITE	8.1 8.1 Promote the development of the West End Entertainment District.
Goal 13.3: Promote the adaptive reuse of buildings.	INNOVATE	14. Continually evaluate facility needs.



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

Element 15: Economic Development		
Goal 15.1: Update the <i>Plan for Prosperity</i> every five years.	IGNITE	
Goal 15.2: Actively promote the growth and expansion of a strong and diverse regional economic base while collaborating with employers and educational organizations to improve the quality of workforce readiness and economic development.	IGNITE	10. Actively engage economic development stakeholders, especially current and future potential businesses. 10.1 Evaluate strategies for engaging Economic Development stakeholders.
Goal 15.3: Encourage opportunities for a diverse economy.	IGNITE	
Goal 15.4: Make certain that private development is consistent with the City's environmental goals/concerns.	IGNITE	
Goal 15.5: Make Sierra Vista the hub of tourist activities in southeastern Arizona.	INNOVATE	11. Continue to pursue sports tourism activities that increase revenues. 12. Increase reach of community events both in person and virtual.

Element 16: Arts, Humanities, and Cultural Activities		
Goal 16.1: Create a climate where arts, humanities, and cultural activities flourish.	INNOVATE	17. Continually improve the image and aesthetics of the city.



Element 17: Urban Design		
Goal 17.1: Make Sierra Vista a city distinguished by its orderly and aesthetic-character.	INNOVATE	17. Continually improve the image and aesthetics of the city.
Goal 17.2: Develop a cohesive urban character that makes Sierra Vista a community unto itself.	INNOVATE	17. Continually improve the image and aesthetics of the city.
Goal 17.3: Provide a variety of housing types.	INNOVATE	
Goal 17.4: Develop a Town Center.	INNOVATE	



JANUARY

- City Council establishes priorities in the Strategic Leadership Plan (done every two years).
- Budget kick-off meetings with department heads.

FEBRUARY

- On or before February 10, County Assessor sends a final levy limit worksheet that provides the maximum levy limit for property tax.
- Personnel and IT requests due.
- City Council reviews mid-year budget analysis
- Capital, Fleet, New Initiatives due.

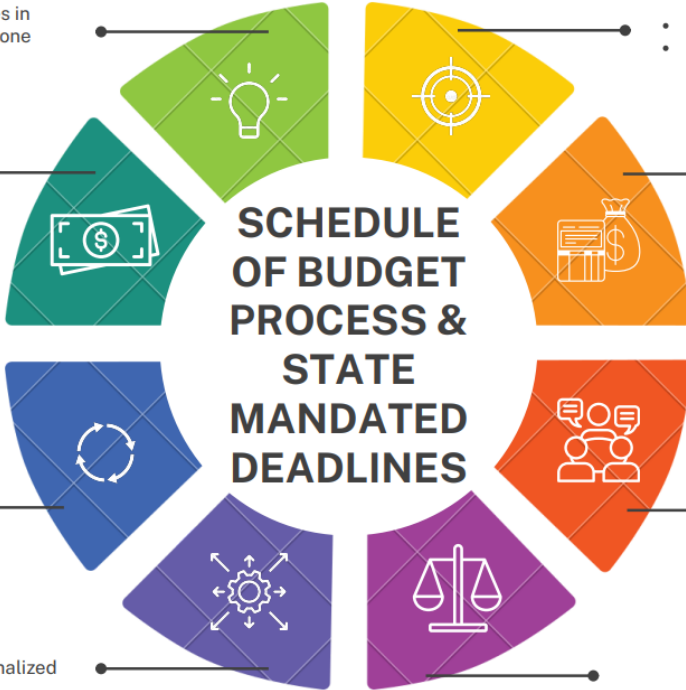
MARCH

- Grants due to Grants Administrator.
- O&M submissions due.

APRIL

- Revenue and debt projections finalized and presented to City Council.
- Individual department meetings.
- Capital, Personnel, and O&M presented to City Council.
- Deadline for carryover projects.

**SCHEDULE
OF BUDGET
PROCESS &
STATE
MANDATED
DEADLINES**



AUGUST

- On or before the first Monday, adopt the final budget.
- Adopt Property Tax Levy Rates.
- On or before the third Monday in August, submit Property Tax Levy ordinance to County Board of Supervisors.

JULY

- On or before the third Monday in July, City Council adopts the Tentative Budget.
- Tentative Budget published once per week for two consecutive weeks in newspaper, including the time and place of the public hearing and a statement indicating where the proposed budget may be examined.
- Hold public hearing on Final Budget and Property Tax Levy on or before the 14th day before levying tax.

JUNE

- Individual budget meetings with Council Members.
- City Council Tentative Budget Work Sessions.

MAY

- Balanced budget presented to City Council
- Tentative budget book distributed.



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 \$172,359,341, a 1.6% decrease from Fiscal Year 2023-2024 (FY24) budget of \$175,145,445. The General Fund budget totals \$54,746,183, a 4% 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 (TPT) 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 showed signs of low growth in the second half of the year due to inflation. FY24 gross privilege tax collections were up \$56,156, or 2.47% for May and down \$26,219, or 1.16% for June over FY23. The City will continue to monitor economic conditions to ensure the City's finances stay healthy.

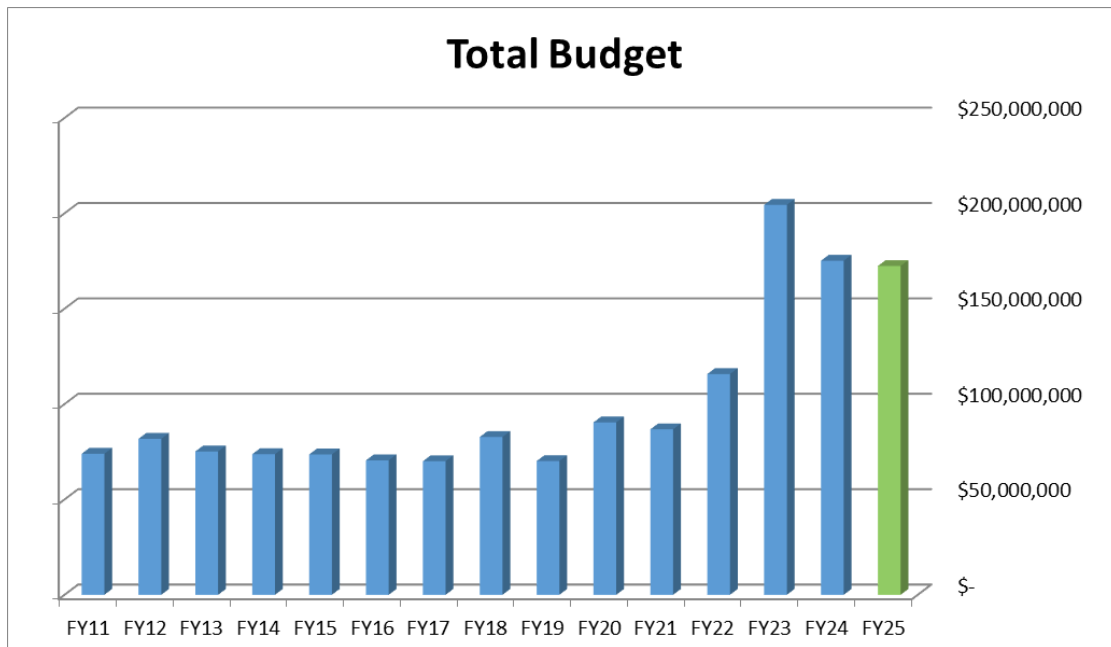
The FY25 budget addresses several challenges and opportunities, including additional personnel to meet expanding demand, considerable cost increases in supplies for operations and maintenance, and investments in infrastructure. Typically, the City of Sierra Vista uses conservative financial forecasting 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	\$ 172,359,341	-1.6%



The graph above depicts the total budgeted expenditures from FY11 to FY25. For the upcoming fiscal year (FY25), local sales tax and state-shared revenues have been increased 3.2% and decreased 0.1% respectively, based on actuals from FY24, historical trend analysis, and the League of Arizona Cities and Towns’ 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 and a 2 percent market adjustment in January 2025.



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.



Public Engagement in the Budgeting Process

Include is the focus area regarding citizen engagement in the City Council's FY24-25 Strategic Leadership Plan. The City of Sierra Vista provides several methods in which the public can interact and contribute in the budgeting process. Council work sessions and council meetings are advertised and open to the public where they can address Council and staff and provide input. Also, the City will post a public comments section of the budget before adoption on the City's website where citizens can offer feedback and ask questions.

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.

Budget Amendments

Per Arizona law, total expenditures cannot exceed the final appropriation after adoption of the preliminary budget. The City Council, by resolution, can amend the total appropriations for an individual fund; however, when one fund's total appropriation increases, another fund's total appropriation must decrease by an equal amount. The City Manager can approve the transfer of appropriations within funds. The City's computerized financial system tracks all transfers of appropriations.



Budget Summary

Although there were several changes from the release of the tentative budget book until the tentative budget vote and resolution through City Council on June 27, 2024, there were no changes from the proposed tentative budget to the approved final budget.

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 budget reflects the Mayor and Council’s strategic plan priorities, recently approved on June 22, 2023.

This two-year Strategic Leadership Plan focuses on four focus areas: 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 \$172,359,341 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	\$70,834,224	-10.6%	41.10%
Local Govt. Payments	\$3,226,838	\$3,967,113	\$3,902,139	-1.6%	2.26%
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%	0.67%
Carryover	\$8,927,799	\$13,099,619	\$18,154,987	38.6%	10.53%
Misc Revenue	\$1,458,926	\$1,479,263	\$1,100,263	-25.6%	0.64%
Total	\$204,645,694	\$175,145,445	\$172,359,341	-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.

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 & 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 almost 16 percent of the City’s total revenue. These taxes contribute about one-fourth of the total general fund revenue.

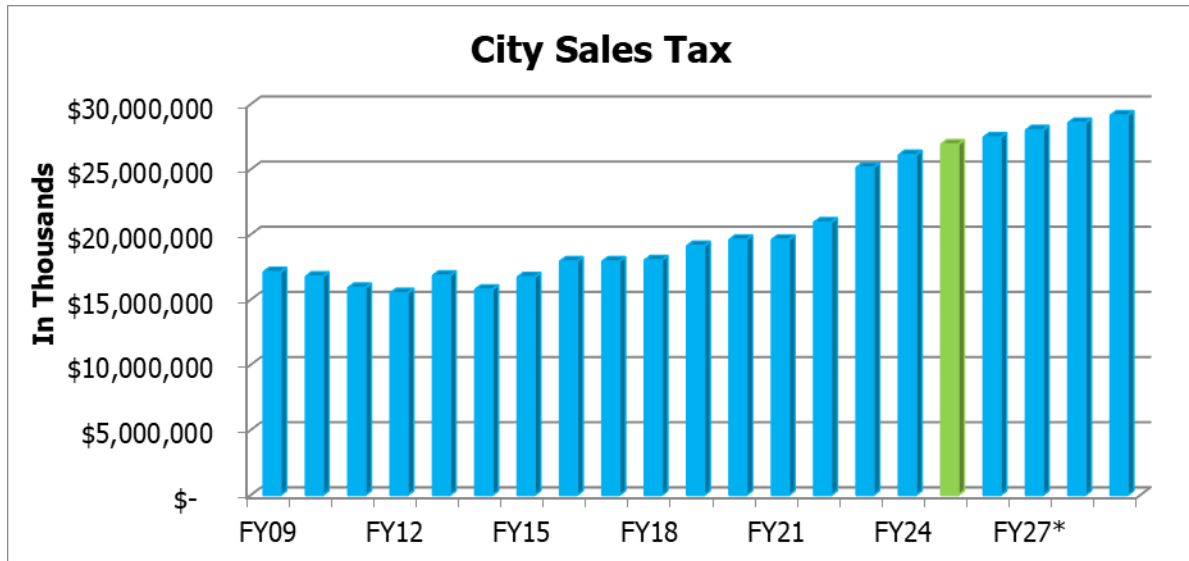
The City relies on a Retail Privilege (Sales) Tax for a substantial percentage of revenue raised through the City Sales Tax Package. In FY21 and FY22, the City’s collection in sales tax exceeded projections, predominately attributed to the community’s stable income through federal and government employment 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.

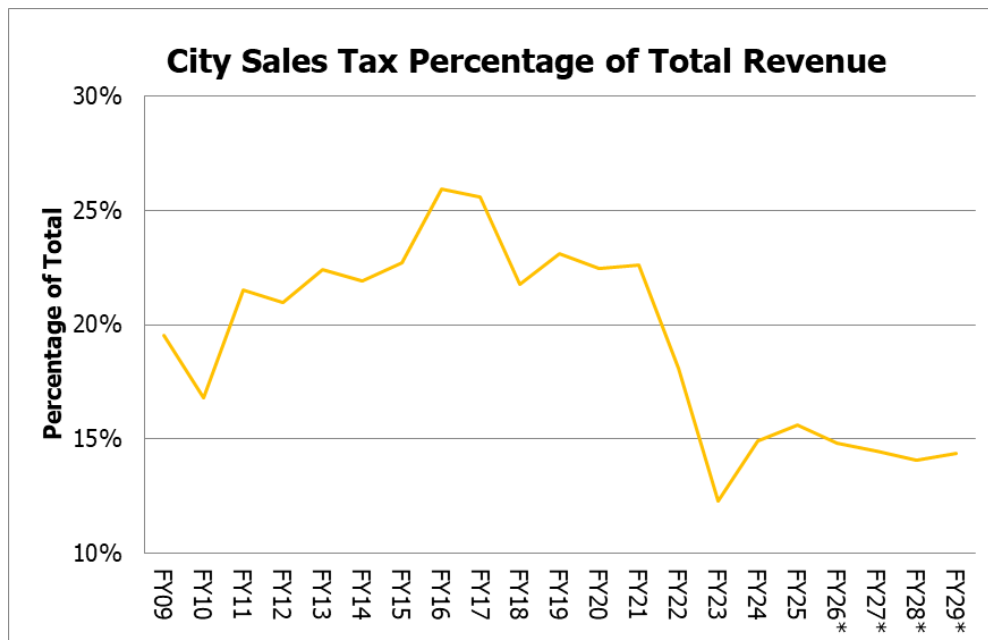


The following graphs illustrate the overall revenue generated by the City Tax Package, including forecasted revenue for FY26-29. Assumptions in forecasting include historical trend analysis.



*Forecasted

The City Sales Tax is not the only source of revenue for the City. The graph below depicts the percentage of the City’s revenue generated by the City Sales Tax. 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.

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



Budget Summary

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.

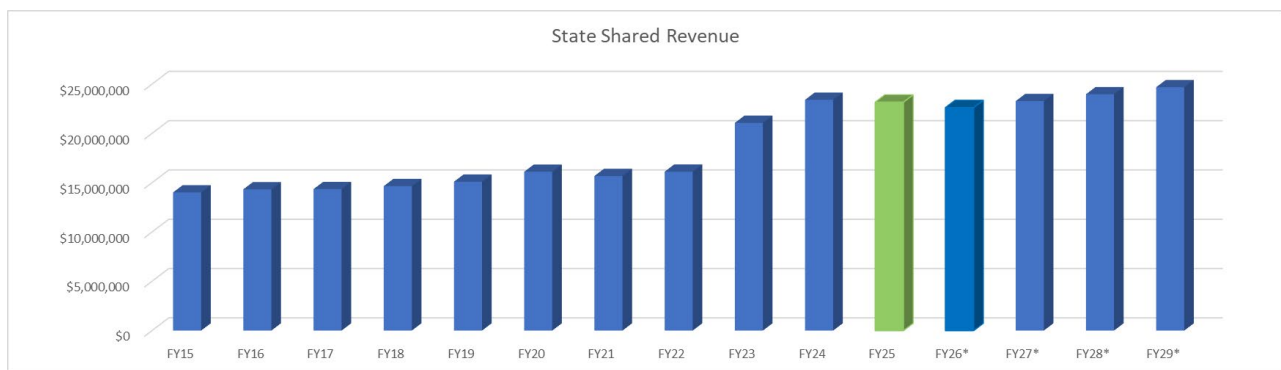
Proposition 207 – Smart and Safe Arizona Act

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 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%
FY26*	\$ 22,615,171	-2%
FY27*	\$ 23,279,130	2.9%
FY28*	\$ 23,968,094	3.0%
FY29*	\$24,687,137	3.0%



*Forecasted



Grants

In order to enhance and expand services provided by the City without tax increases, the City applies for and receives numerous grants each year. Police, Fire, Public Works, 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 \$52 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%
Youth Programs	\$ 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 \$172,359,341 for FY25, \$2,786,104 less than the FY24 budget. Capital Expenditures decreased by \$4,911,449, (5.1%) from FY24. Personnel expenditures increased by \$2,113,791 (4.8%), 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 decreased by \$2,319 and Debt services increased by \$13,873. Overall, the City's budget decreased 1.6 percent compared to FY24.

	FY23 Budget	FY24 Budget	FY25 Budget	Difference	% Change	% Total
Personnel	\$ 40,944,737	\$ 43,848,133	\$ 45,961,924	\$ 2,113,791	4.8%	26.7%
O&M	\$ 27,122,852	\$ 30,908,315	\$ 30,905,996	\$ (2,319)	0.0%	17.9%
Capital	\$ 131,503,210	\$ 96,476,394	\$ 91,564,945	\$ (4,911,449)	-5.1%	53.1%
Debt	\$ 4,846,895	\$ 3,912,603	\$ 3,926,476	\$ 13,873	0.4%	2.3%
Total	\$ 204,417,694	\$ 175,145,445	\$ 172,359,341	\$ (2,786,104)	-1.6%	100.0%

Long-range financial planning involves the projection of revenues and expenditures over multiple years and the understanding of the financial impact of economic trends and risk factors on the budget. The Funds section of this budget document portrays the City's forecasts on typical revenue streams. The chart below uses assumptions based on historical trend analysis to project personnel, O&M, capital, and debt expenditures for upcoming fiscal years.

	FY26 Budget*	FY27* Budget	FY28* Budget	FY29* Budget	% Change	% Total
Personnel	\$ 47,800,401	\$ 49,712,417	\$ 51,700,914	\$ 53,768,950	4%	27.6%
O&M	\$ 32,142,236	\$ 33,427,925	\$ 34,765,042	\$ 36,155,644	4%	18.6%
Capital	\$ 93,213,406	\$ 95,077,674	\$ 96,979,228	\$ 98,918,812	2%	51.8%
Debt	\$ 3,926,476	\$ 3,926,476	\$ 3,926,476	\$ 3,926,476	0%	2.1%
Total	\$ 177,082,519	\$ 182,144,492	\$ 187,371,660	\$ 192,769,882	12%	100.0%

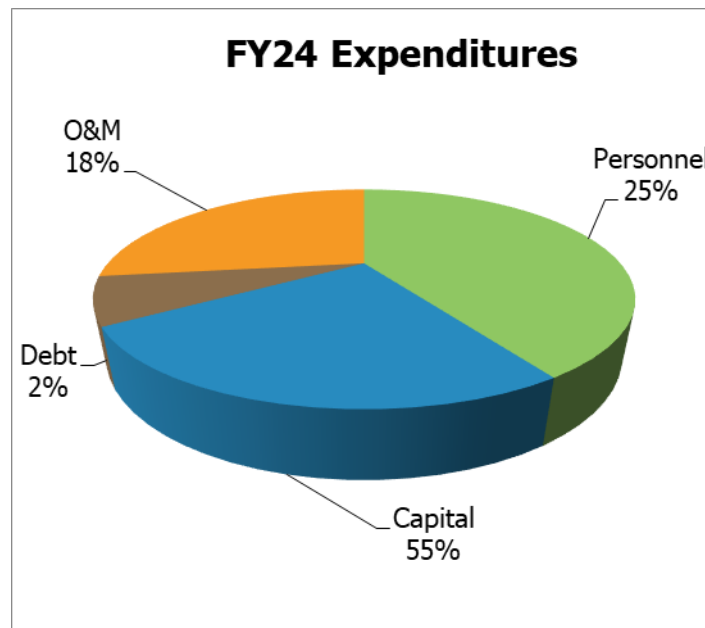
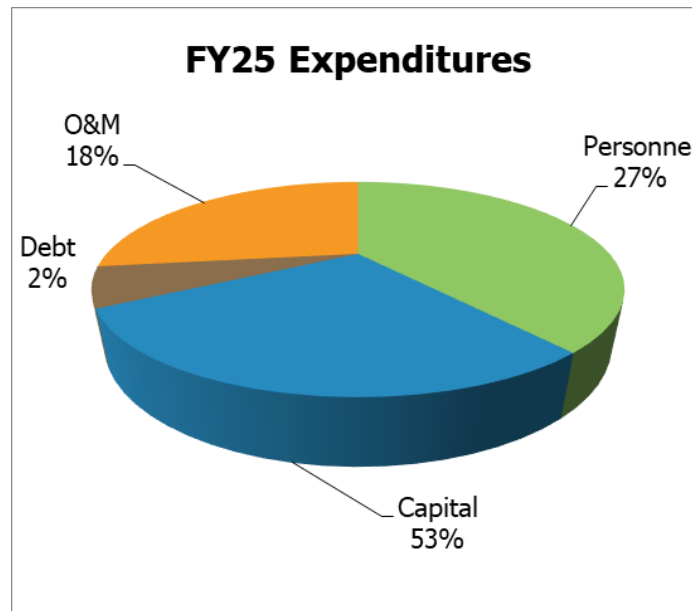
*Forecasted

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%

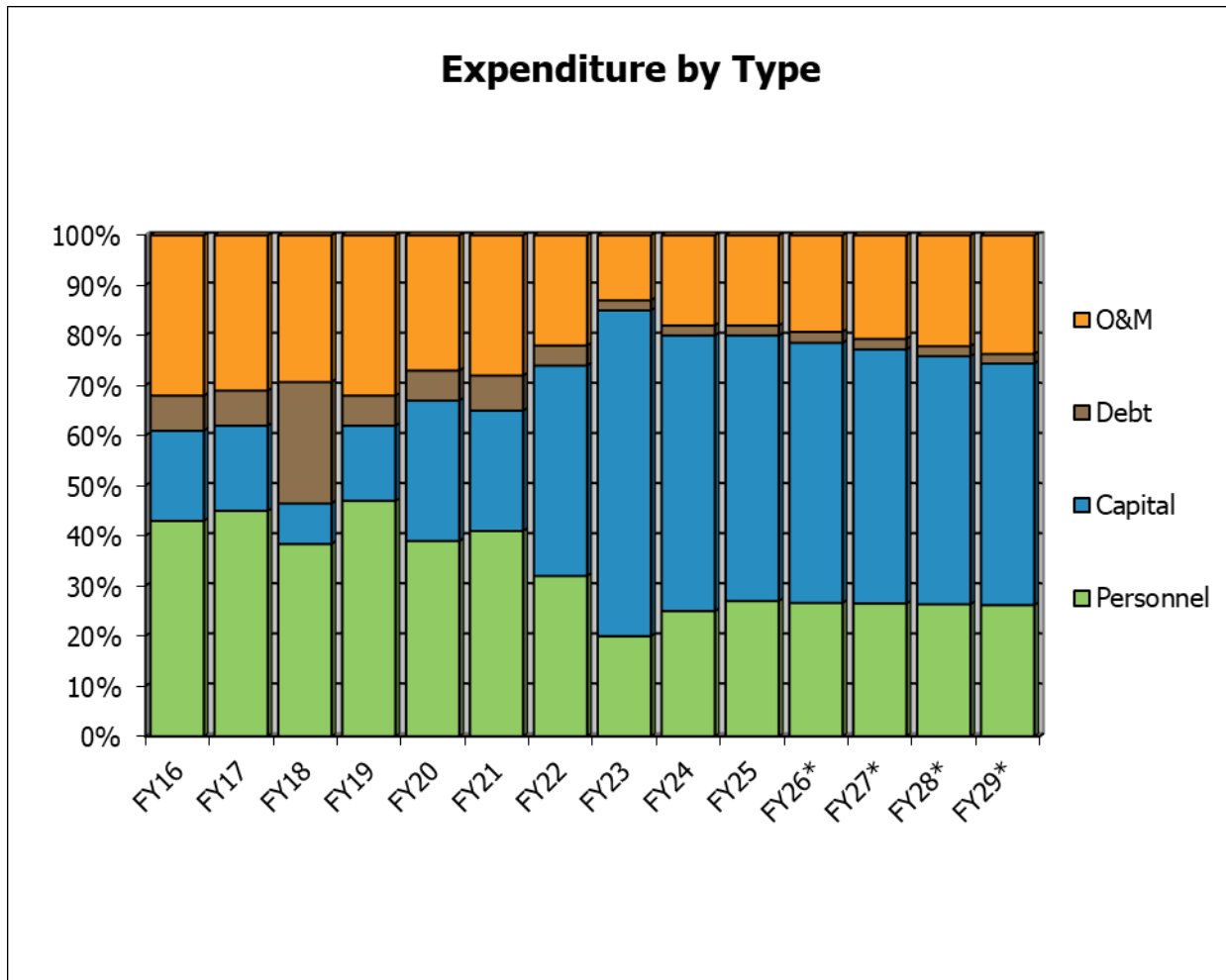


The graphs below depict the percentage of total budget, per major category, for FY24 and FY25.





The graph below depicts the percentage of total expenditures by category for FY16-FY25, and forecasted for FY26-29.

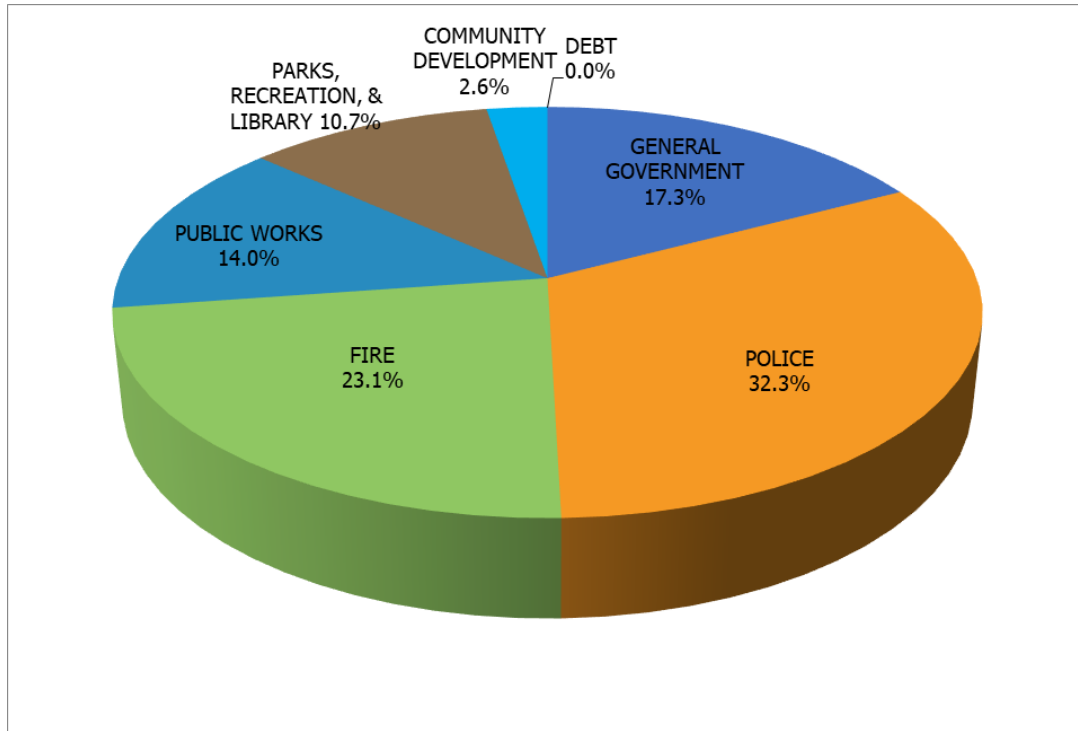


*Forecasted



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 \$54,746,183. 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 (17.3%), 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, a two percent market shift increase in January 2025, 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), an Administrative Secretary in Community Development, 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	\$ 45,961,924	4%
FY26*	\$ 47,800,401	4%
FY27*	\$ 49,712,417	4%
FY28*	\$ 51,700,914	4%
FY29*	\$ 53,768,950	4%

*Forecasted

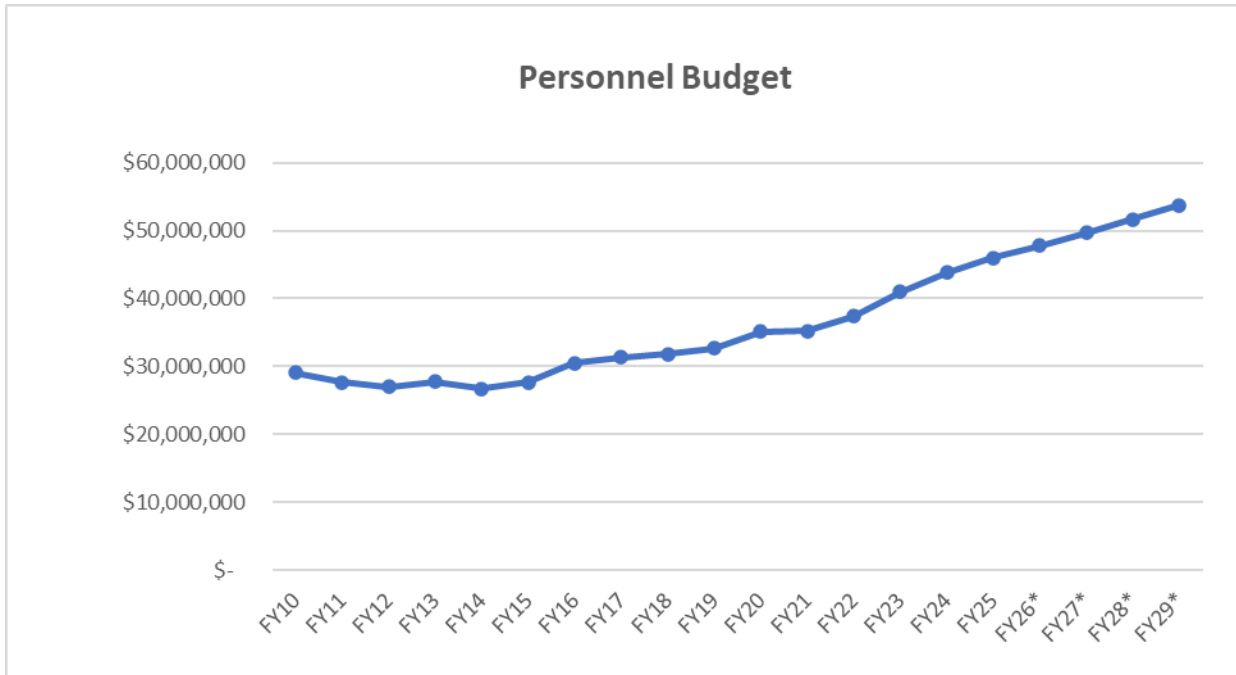
The FY25 budget includes maintenance of the classification and compensation adjustments that take effect in July 2024. This adjustment will provide relief to city employees whose wages are currently under market value. Assumptions in FY26-29 include the classification and compensation maintenance.

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.

On June 8, 2023, City Council approved the reinstatement of a health insurance benefit that allows retired City employees, with adequate years of continuous service, to retain health coverage until they are Medicare eligible.



The graph below depicts the change in total budget dollars for personnel the last fifteen years and forecasts for the next four fiscal years.



*Forecasted



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 and forecasted expenditures for FY26-29. The amounts fluctuate considerably from year to year depending on potential grant funded capital projects. The FY25 budget decreased from the FY24 budget by \$4,911,449. Many capital requests were added into the 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.

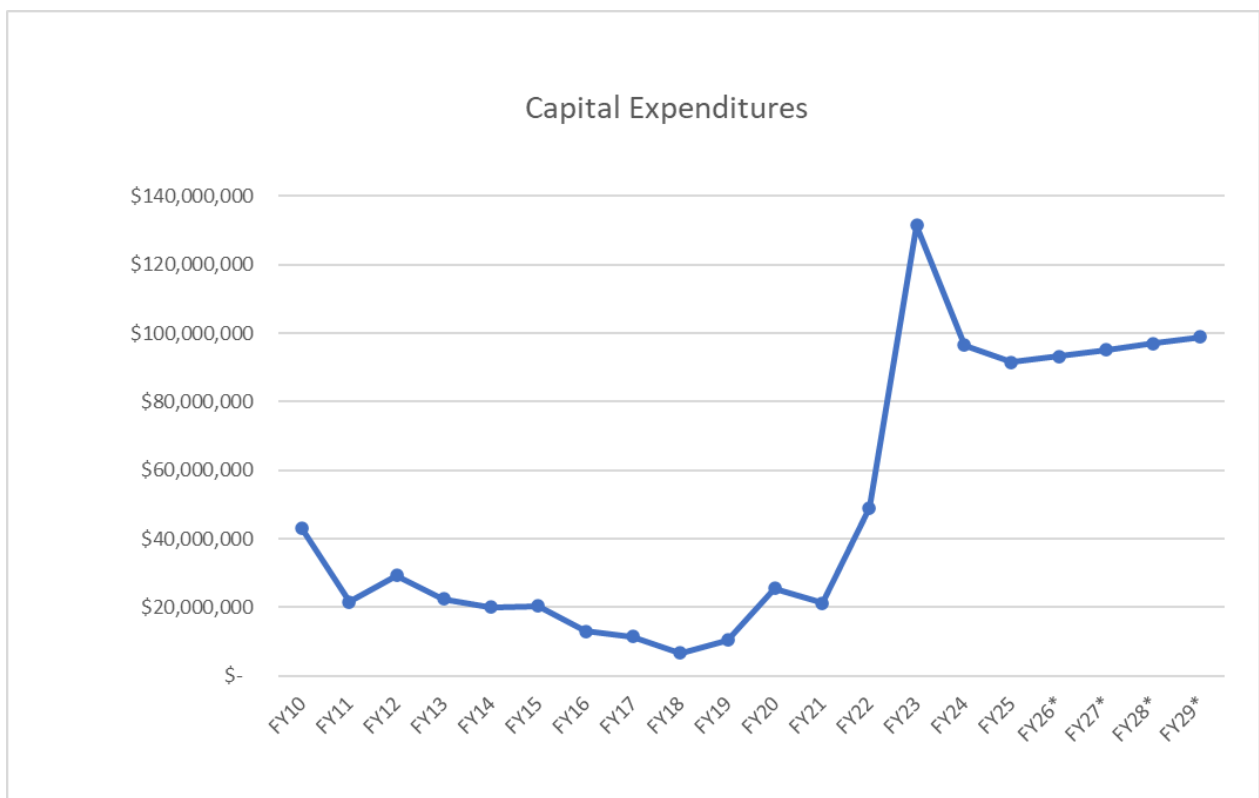
	Capital Budget	% Change
FY10	\$ 43,249,715	43%
FY11	\$ 21,652,883	-50%
FY12	\$ 29,221,789	35%
FY13	\$ 22,350,914	-24%
FY14	\$ 20,071,848	-10%
FY15	\$ 20,308,990	1%
FY16	\$ 12,941,640	-36%
FY17	\$ 11,526,001	-11%
FY18	\$ 6,572,000	-43%
FY19	\$ 10,437,999	59%
FY20	\$ 25,523,095	145%
FY21	\$ 21,305,686	-17%
FY22	\$ 48,957,614	130%
FY23	\$ 131,503,210	169%
FY24	\$ 96,476,394	-27%
FY25	\$ 91,564,945	-5%
FY26*	\$ 93,213,406	2%
FY27*	\$ 95,077,674	2%
FY28*	\$ 96,979,228	2%
FY29*	\$ 98,918,812	2%

*Forecasted



The capital section found later in this document includes the costs associated with new capital projects. Capital Projects include large one-time expenses along with the ongoing operating and maintenances expenses for the life of the project. Ongoing O&M expenses for capital projects are an important consideration to maintain the long-term financial health of the City. The City analyzes the ongoing O&M expenses by fund. This allows the City to plan for the cost in each fund.

The graph on the following page shows the fluctuation of capital expenditures since FY10.



*Forecasted



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%
FY26*	\$ 3,926,476	0%
FY27*	\$ 3,926,476	0%
FY28*	\$ 3,926,476	0%
FY29*	\$ 3,926,476	0%

*Forecasted

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.

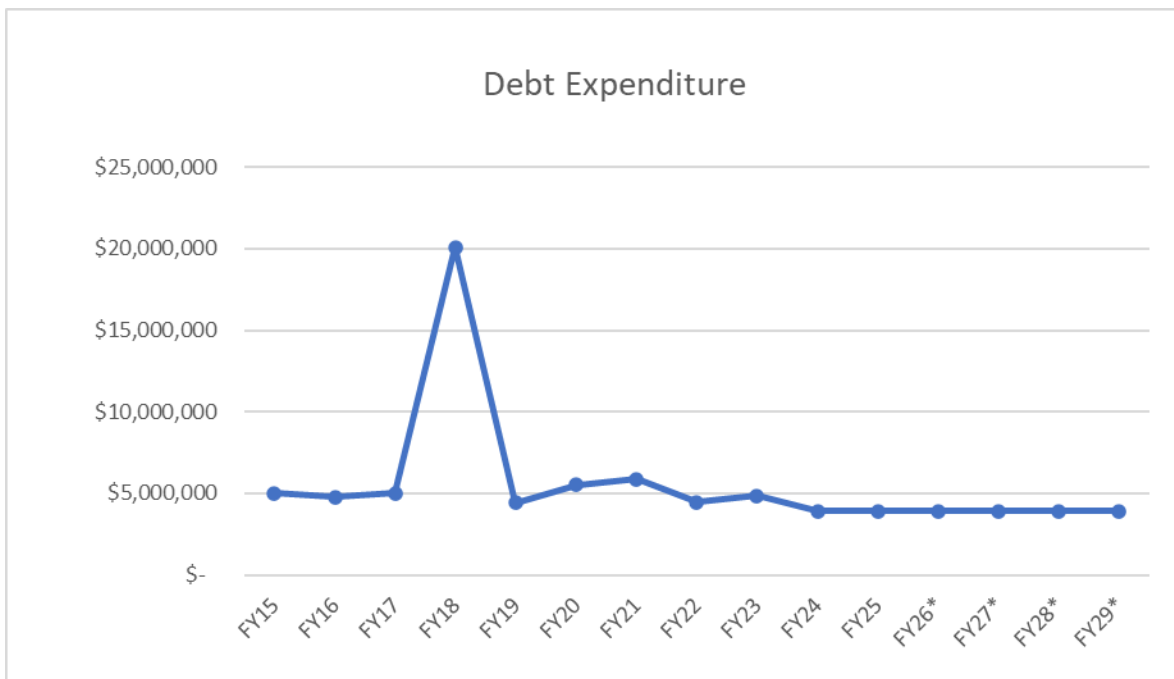
These ratings affect the borrowing rate for the City. The rating agencies reviewed the City’s Bond rating prior to the issuance of the current bonds. The graph on the next page shows the amount of debt expenditures from FY15-FY25. In FY18, the City’s debt



Budget Summary

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.



*Forecasted

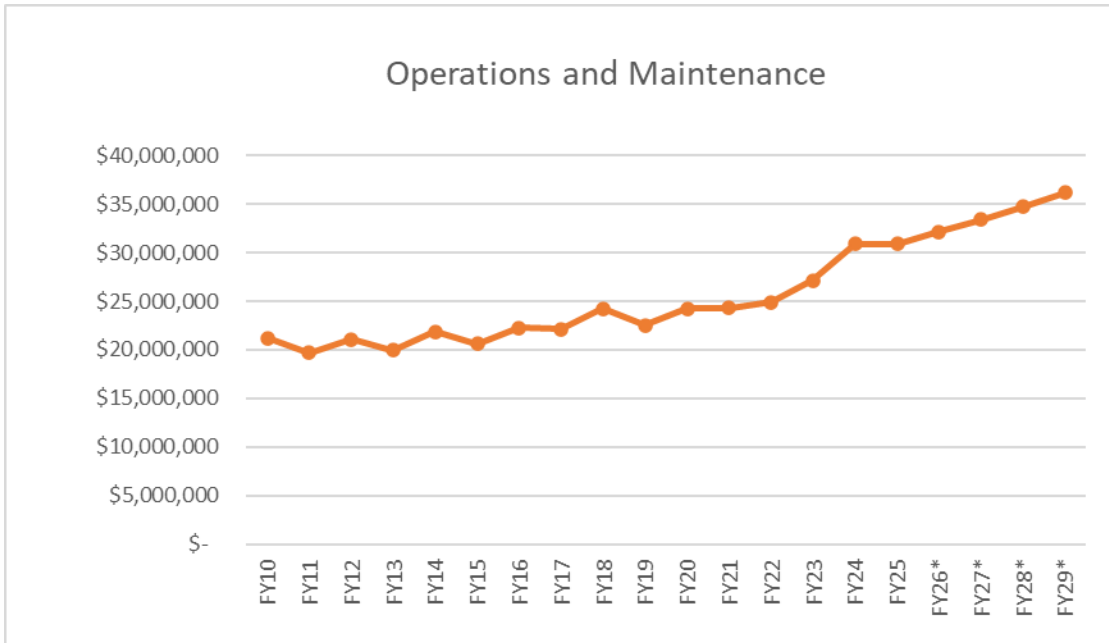


Operations and Maintenance

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 decrease in O&M for FY25 is largely due to supplies being purchased in FY24. 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	\$ 30,905,996	0%
FY26*	\$ 32,142,236	4%
FY27*	\$ 33,427,925	4%
FY28*	\$ 34,765,042	4%
FY29*	\$ 36,155,644	4%

*Forecasted



*Forecasted

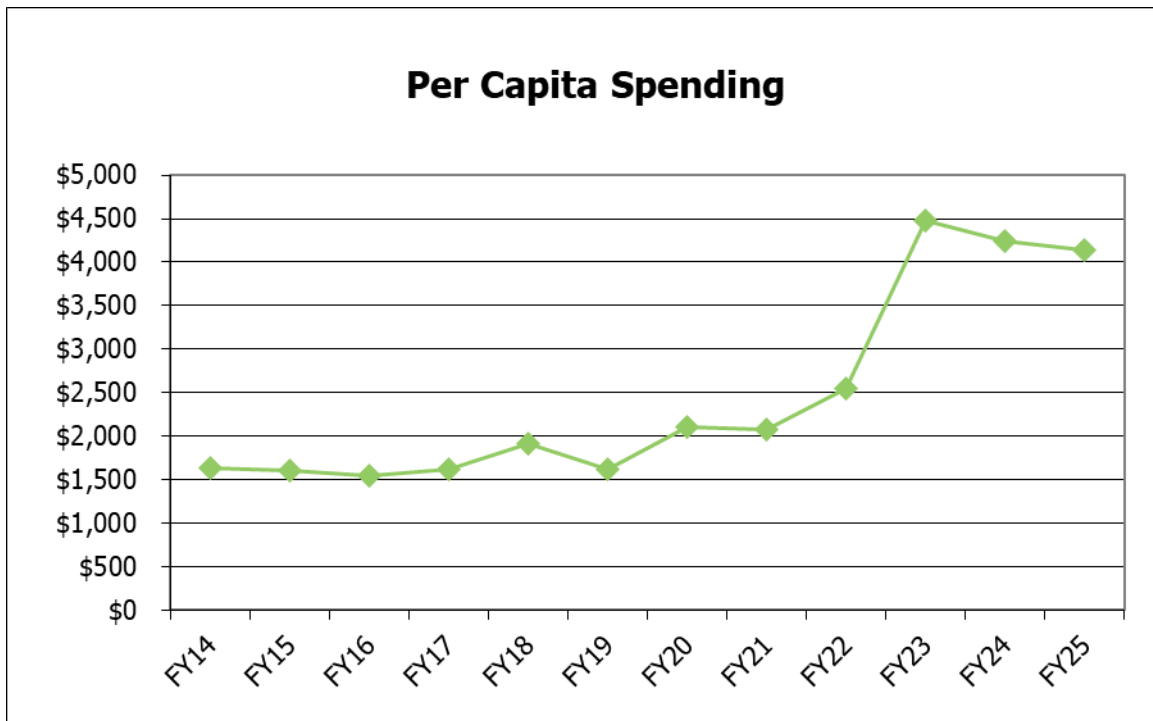


Per Capita Spending

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

The budget amount for the FY2024-2025 budget year is \$172,359,341. The population figures used to calculate the per capita spending are from the 2023 Arizona Office of Economic Opportunity estimates, as of July 1, 2023. The population estimate used for the City of Sierra Vista is 45,466.

	FY14	FY15	FY16	FY17	FY18	FY19	FY20	FY21	FY22	FY23	FY24	FY25
Per Capita	\$1,634	\$1,607	\$1,539	\$1,615	\$ 1,915	\$ 1,622	\$ 2,106	\$ 2,077	\$ 2,540	\$ 4,480	\$ 4,249	\$ 4,146



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



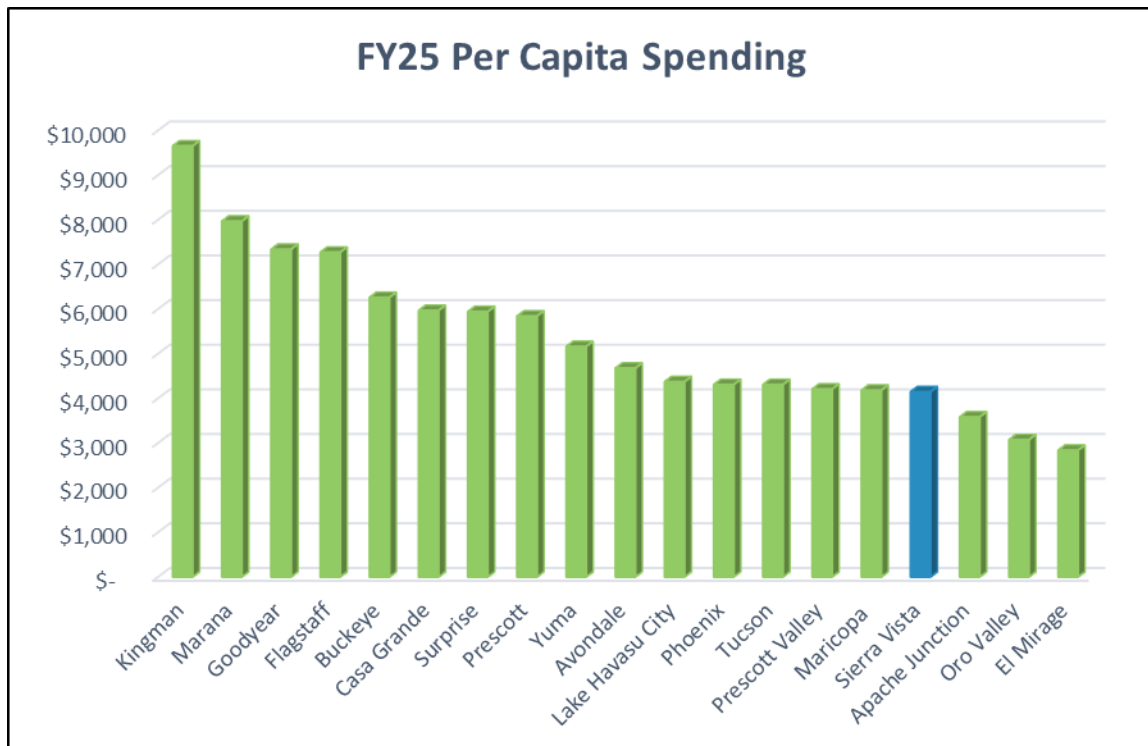
Departmental Per Capita Spending

	FY23 Budget	FY24 Budget	FY25 Budget
City Council	\$ 2.96	\$ 2.95	\$ 3.07
Administrative Services	\$ 132.76	\$ 132.09	\$ 141.43
City Manager	\$ 306.71	\$ 92.19	\$ 81.69
Court and Legal	\$ 12.65	\$ 10.34	\$ 13.58
General	\$ 113.83	\$ 116.16	\$ 121.04
Debt	\$ 106.57	\$ 86.11	\$ 86.36
Police	\$ 365.61	\$ 390.65	\$ 420.11
Fire	\$ 260.32	\$ 253.22	\$ 288.94
Parks, Recreation, & Library	\$ 603.36	\$ 193.62	\$ 241.11
Public Works	\$2,121.58	\$2,452.87	\$2,261.56
Sewer	\$ 82.64	\$ 120.37	\$ 105.57
Refuse	\$ 100.80	\$ 83.67	\$ 95.40
Public Transportation	\$ 172.10	\$ 221.77	\$ 178.44
Community Development	\$ 36.54	\$ 32.62	\$ 41.25
SEACOM	\$ 61.97	\$ 60.84	\$ 66.59
Total	\$4,480.40	\$4,249.47	\$4,146.14

In order to compare the City’s per capita spending to other cities, the list of Arizona Cities on the following page is offered for comparison from data most recently available. The City of Sierra Vista has the fourth lowest per capita budget in FY25.



City	FY25 Per Capita Spending
Kingman	\$ 9,651
Marana	\$ 7,967
Goodyear	\$ 7,337
Flagstaff	\$ 7,270
Buckeye	\$ 6,258
Casa Grande	\$ 5,967
Surprise	\$ 5,941
Prescott	\$ 5,841
Yuma	\$ 5,159
Avondale	\$ 4,674
Lake Havasu City	\$ 4,371
Phoenix	\$ 4,307
Tucson	\$ 4,307
Prescott Valley	\$ 4,206
Maricopa	\$ 4,180
Sierra Vista	\$ 4,146
Apache Junction	\$ 3,582
Oro Valley	\$ 3,071
El Mirage	\$ 2,835





Graphs and Charts

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

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





Authority

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

Basis of Accounting

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

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.

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 Maintenance

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

Capital Improvements

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



capital improvement plan shall cover years six (6) through ten (10). The information presented in this part shall include longer term projects estimated to be potentially funded by impact development fees.

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.



Public Safety Pension Funding Policy

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

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

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 and the foundation in any municipality’s budget process involves multi-year revenue projections. Revenue projections in the early stage of the process provides a base budget and constraints for new requests. The goal of this multi-year approach is to anticipate needs in future fiscal years and to strategize ways to mitigate any shortcomings.



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).

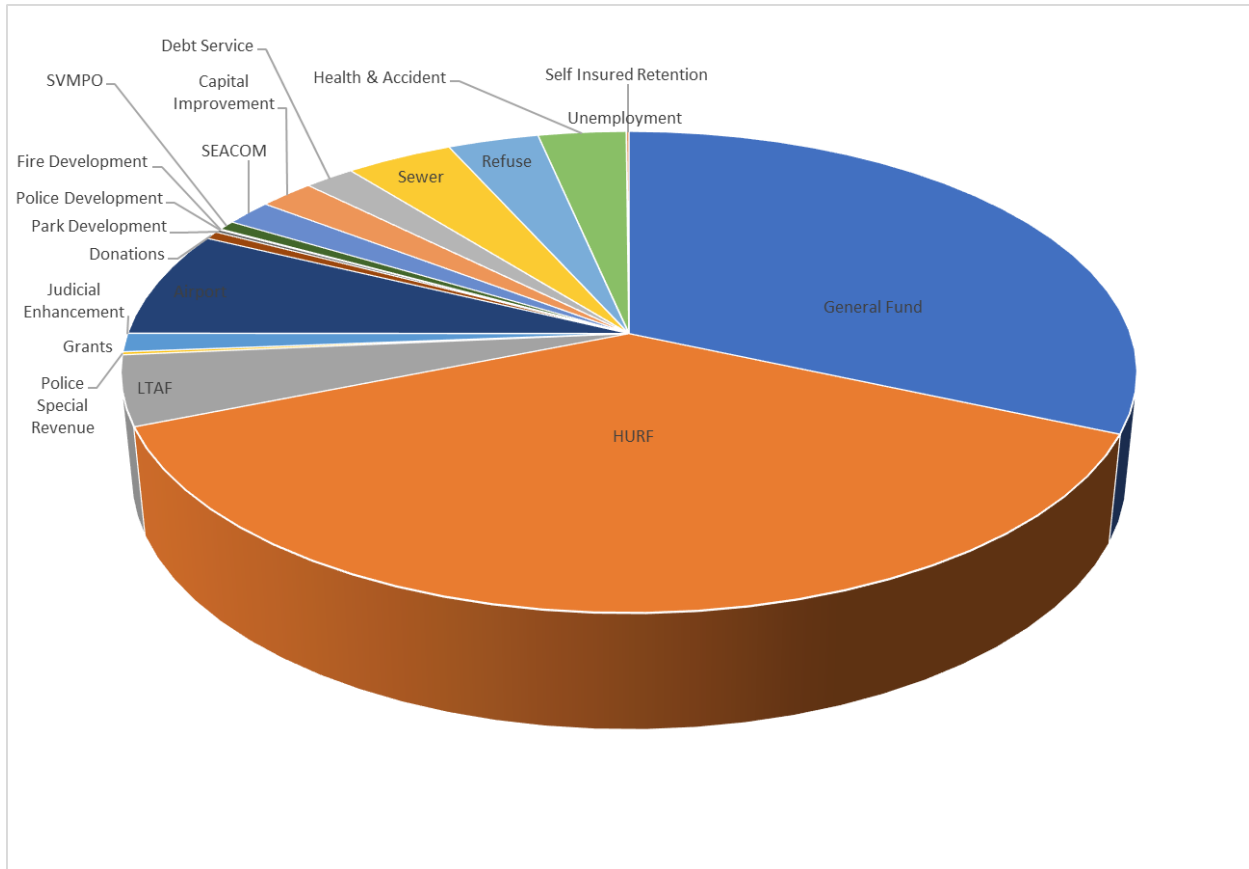
The funds are separated into two major categories, Governmental and Non-Governmental. Governmental Funds are broken into two categories: Operating and Non-Operating. The Operating section includes Governmental Funds, Special Revenue Funds, and Internal Funds. The Non-Operating Funds includes debt service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



	City Council	Administrative Services	City Manager	Court & Legal	General Government	SEACOM	Police	Fire	Public Works	Parks, Recreation, & Library	Community Development	Debt	Total
General Fund	\$ 106,834	\$ 5,226,192	\$ 3,024,627	\$ 617,153	\$ 501,366		\$ 17,662,181	\$ 12,661,667	\$ 7,640,209	\$ 5,856,191	\$ 1,449,763		\$ 54,746,183
HURF					\$ 33,424				\$ 64,662,461				\$ 64,695,885
LTAF									\$ 8,112,863				\$ 8,112,863
Police Special Revenue							\$ 335,000						\$ 335,000
Grants							\$ 854,829	\$ 405,357		\$ 489,700	\$ 417,172		\$ 2,167,058
Judicial Enhancement				\$ 300									\$ 300
Airport									\$ 12,383,566				\$ 12,383,566
Donations	\$ 6,010						\$ 198,069	\$ 5,041		\$ 718,589	\$ 8,715		\$ 936,424
Park Development										\$ 350,000			\$ 350,000
Library Development													\$ -
Police Development							\$ 50,600						\$ 50,600
Fire Development								\$ 64,900					\$ 64,900
Transportation Dev.													\$ -
Metropolitan Planning									\$ 1,101,094				\$ 1,101,094
SEACOM						\$ 3,027,569							\$ 3,027,569
Capital Improvement										\$ 3,547,800			\$ 3,547,800
Debt Service												\$ 3,240,194	\$ 3,240,194
Sewer	\$ 13,355	\$ 592,579	\$ 355,199		\$ 66,849				\$ 5,322,263			\$ 563,582	\$ 6,913,827
Refuse	\$ 13,355	\$ 611,692	\$ 334,281		\$ 66,849				\$ 4,702,701			\$ 122,700	\$ 5,851,578
Tourism													\$ -
Health & Accident					\$ 4,659,500								\$ 4,659,500
Unemployment					\$ 25,000								\$ 25,000
Self Insured Retention					\$ 150,000								\$ 150,000
Total	\$ 139,554	\$ 6,430,463	\$ 3,714,107	\$ 617,453	\$ 5,502,988	\$ 3,027,569	\$ 19,100,679	\$ 13,136,965	\$ 103,925,157	\$ 10,962,280	\$ 1,875,650	\$ 3,926,476	\$ 172,359,341



FY2024-2025 Budget by Fund Type





Fund Balance Estimates, 2023-2025

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

The next section analyzes the fund balances for the General Fund, Special Funds, Debt Service Funds, Capital Funds, Enterprise Funds, and Internal Service Funds. The charts provide the actual revenue collected for FY23 along with the estimated FY24 and budgeted FY25 revenue. These charts are helpful in providing the estimated funds available. When a fund has an ending balance lower than the last year, it means that the City will be utilizing the fund balance in FY25 to fund certain projects.

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





Fund Balances

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

(For Budgetary Purposes Only)

	General Fund		
	2023	2024	2025
	Actual	Estimated	Budget
Revenues:			
Taxes	21,765,454	21,830,912	21,782,536
Intergovernmental	22,733,383	23,236,274	20,596,235
Charges for services	5,924,578	6,173,153	6,197,200
Licenses and permits	2,509,293	2,275,534	2,475,000
Fines	5,645	6,289	-
Investment income	271,697	1,149,119	250,000
Contributions	-	292	47,000
Other revenues	261,856	422,926	577,753
Total estimated revenues	<u>53,471,906</u>	<u>55,094,499</u>	<u>51,925,724</u>
Expenditures:			
Current-			
General Government	8,361,147	8,430,880	9,283,172
Public Safety	22,881,906	25,609,072	25,474,429
Public Works	6,705,055	6,848,125	6,754,824
Culture and Recreation	5,129,877	5,164,227	5,532,191
Community Development	1,062,440	1,123,774	1,299,763
Capital	3,065,596	1,654,477	6,401,804
Debt service -			
Bond Issuance Cost	-	-	-
Principal retirement	119,150	-	-
Interest and fiscal charges	2,183	-	-
Total estimated expenditures	<u>47,327,354</u>	<u>48,830,555</u>	<u>54,746,183</u>
Other financing sources (uses):			
Operating transfers in	-	-	2,296,082
Operating transfers out	(3,549,359)	(2,650,000)	(638,603)
Net proceeds from sale of bonds	-	-	1,162,980
Proceeds from installment purchase	-	-	-
Total other financing sources (uses)	<u>(3,549,359)</u>	<u>(2,650,000)</u>	<u>2,820,459</u>
Net increase (decrease) in fund balance	<u>2,595,193</u>	<u>3,613,944</u>	<u>-</u>
Fund balances, July 1	<u>7,174,529</u>	<u>9,769,722</u>	<u>13,383,666</u>
Fund balances, June 30	<u>9,769,722</u>	<u>13,383,666</u>	<u>13,383,666</u>

The City's General fund balance is projected to increase from FY23. The FY25 budget is balanced per State law, and therefore shows a zero growth in the fund balance. The City exceeded the required fund balance of approximately \$6 million as listed in its Financial Policy.



Fund Balances

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

(For Budgetary Purposes Only)

	Special Revenue Funds		
	2023 Actual	2024 Estimated	2025 Budget
Revenues:			
Taxes	-	-	-
Intergovernmental	9,016,667	8,864,511	75,687,628
Charges for services	1,937,570	2,913,645	2,337,900
Licenses and permits	-	-	-
Fines	19	25	10
Investment income	85,393	1,438	100,000
Contributions	1,377,192	348,358	1,480,965
Other revenues	169,784	121,605	76,000
Total estimated revenues	12,586,625	12,249,582	79,682,503
Expenditures:			
Current-			
General Government	10,579	32,900	39,734
Public Safety	2,582,167	2,646,850	4,941,365
Public Works	4,604,847	8,604,292	86,259,984
Culture and Recreation	173,439	553,646	1,558,289
Community Development	226,016	140,256	425,887
Capital	6,041,104		
Debt service -			
Bond Issuance Cost	-	-	-
Principal retirement	43,292	-	-
Interest and fiscal charges	793	-	-
Total estimated expenditures	13,682,237	11,977,944	93,225,259
Other financing sources (uses):			
Operating transfers in	2,549,359	6,150,000	1,599,183
Operating transfers out	-	-	(250,000)
Net proceeds from sale of bonds	-	-	-
Proceeds from installment purchase	-	-	-
Total other financing sources (uses)	2,549,359	6,150,000	1,349,183
Net increase (decrease) in fund balance	1,453,747	6,421,638	(12,193,573)
Fund balances, July 1	5,821,161	7,274,908	13,696,546
Fund balances, June 30	7,274,908	13,696,546	1,502,973

The Special Revenue Funds' fund balances are projected to decrease by (\$12,193,573) in FY25 to an ending balance of \$1,502,973.



Fund Balances

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

(For Budgetary Purposes Only)

	Capital Projects Funds		
	2023 Actual	2024 Estimated	2025 Budget
Revenues:			
Taxes	5,923,213	5,964,586	5,518,647
Intergovernmental	689,353	-	1,000,000
Charges for services	-	-	-
Licenses and permits	-	-	-
Fines	-	-	-
Investment income	765,820	149,915	200,000
Contributions	-	-	-
Other revenues	40,573	-	50,000
Total estimated revenues	<u>7,418,959</u>	<u>6,114,501</u>	<u>6,768,647</u>
Expenditures:			
Current-			
General Government	-	-	-
Public Safety	-	55,847	-
Public Works	-	-	-
Culture and Recreation	-	-	3,547,800
Community Development	22,575,246	-	-
Capital	-	-	-
Debt service -			
Bond Issuance Cost	-	-	-
Principal retirement	-	-	-
Interest and fiscal charges	-	-	-
Total estimated expenditures	<u>22,575,246</u>	<u>55,847</u>	<u>3,547,800</u>
Other financing sources (uses):			
Operating transfers in	1,000,000	-	-
Operating transfers out	(3,244,597)	(6,738,707)	(6,246,856)
Net proceeds from sale of bonds	-	-	-
Proceeds from installment purchase	-	-	-
Total other financing sources (uses)	<u>(2,244,597)</u>	<u>(6,738,707)</u>	<u>(6,246,856)</u>
Net increase (decrease) in fund balance	<u>(17,400,884)</u>	<u>(680,053)</u>	<u>(3,026,009)</u>
Fund balances, July 1	<u>33,483,227</u>	<u>16,082,343</u>	<u>15,402,290</u>
Fund balances, June 30	<u>16,082,343</u>	<u>15,402,290</u>	<u>12,376,281</u>

The City's Capital Improvement Fund, funded with 0.5 percent of the City Sales Tax, is financially stable and able to pay for several projects in FY25.



Fund Balances

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

(For Budgetary Purposes Only)

	Debt Service Funds		
	2023 Actual	2024 Estimated	2025 Budget
Revenues:			
Taxes	-	-	-
Intergovernmental	-	-	-
Charges for services	-	-	-
Licenses and permits	-	-	-
Fines	-	-	-
Investment income	-	-	-
Contributions	-	-	-
Other revenues	-	-	-
Total estimated revenues	<u>-</u>	<u>-</u>	<u>-</u>
Expenditures:			
Current-			
General Government	-	-	-
Public Safety	-	-	-
Public Works	-	-	-
Culture and Recreation	-	-	-
Community Development	-	-	-
Capital	-	-	-
Debt service -			
Bond Issuance Cost	-	-	-
Principal retirement	2,251,000	2,315,000	2,379,000
Interest and fiscal charges	993,597	923,707	861,194
Total estimated expenditures	<u>3,244,597</u>	<u>3,238,707</u>	<u>3,240,194</u>
Other financing sources (uses):			
Operating transfers in	3,244,597	3,238,707	3,240,194
Operating transfers out	-	-	-
Net proceeds from sale of bonds	-	-	-
Proceeds from installment purchase	-	-	-
Total other financing sources (uses)	<u>3,244,597</u>	<u>3,238,707</u>	<u>3,240,194</u>
Net increase (decrease) in fund balance	<u>-</u>	<u>-</u>	<u>-</u>
Fund balances, July 1	<u>-</u>	<u>-</u>	<u>-</u>
Fund balances, June 30	<u>-</u>	<u>-</u>	<u>-</u>

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



Fund Balances

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

(For Budgetary Purposes Only)

	Total Governmental Funds		
	2023 Actual	2024 Estimated	2025 Budget
Revenues:			
Taxes	27,688,667	27,795,498	27,301,183
Intergovernmental	32,439,403	32,100,785	97,283,863
Charges for services	7,862,148	9,086,798	8,535,100
Licenses and permits	2,509,293	2,275,534	2,475,000
Fines	5,664	6,314	10
Investment income	1,122,910	1,300,472	550,000
Contributions	1,377,192	348,650	1,527,965
Other revenues	472,213	544,531	703,753
Total estimated revenues	<u>73,477,490</u>	<u>73,458,582</u>	<u>138,376,874</u>
Expenditures:			
Current-			
General Government	8,371,726	8,463,780	9,322,906
Public Safety	25,464,073	28,311,769	30,415,794
Public Works	11,309,902	15,452,417	93,014,808
Culture and Recreation	5,303,316	5,717,873	10,638,280
Community Development	1,288,456	1,264,030	1,725,650
Capital	31,681,946		
Debt service -			
Bond Issuance Cost			
Principal retirement	2,413,442	2,315,000	2,379,000
Interest and fiscal charges	996,573	923,707	861,194
Total estimated expenditures	<u>86,829,434</u>	<u>62,448,576</u>	<u>148,357,632</u>
Other financing sources (uses):			
Operating transfers in	6,793,956	9,388,707	7,135,459
Operating transfers out	(6,793,956)	(9,388,707)	(7,135,459)
Net proceeds from sale of bonds	-	-	1,162,980
Proceeds from installment purchase	-	-	-
Total other financing sources (uses)	<u>-</u>	<u>-</u>	<u>1,162,980</u>
Net increase (decrease) in fund balance	<u>(13,351,944)</u>	<u>11,010,006</u>	<u>(8,817,778)</u>
Fund balances, July 1	<u>46,478,917</u>	<u>33,126,973</u>	<u>44,136,979</u>
Fund balances, June 30	<u>33,126,973</u>	<u>44,136,979</u>	<u>35,319,201</u>

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



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

Below is a summary of the Enterprise Funds.

(For Budgetary Purposes Only)

	Enterprise Funds		
	2023 Actual	2024 Estimated	2025 Budget
Operating revenues:			
Charges for sales and services	8,345,454	8,424,275	9,350,000
Contributions	-	-	-
Other income	180,782	231,924	230,000
Total operating revenues	<u>8,526,236</u>	<u>8,656,199</u>	<u>9,580,000</u>
Operating expenses:			
Salaries, wages and related expenses	3,120,021	3,667,971	4,131,075
Operations and maintenance	4,540,754	4,116,183	4,897,670
Depreciation	1,345,442	-	1,450,000
Benefits paid	-	-	-
Premiums paid	-	-	-
Total operating expenses	<u>9,006,217</u>	<u>7,784,154</u>	<u>10,478,745</u>
Operating income (loss)	<u>(479,981)</u>	<u>872,045</u>	<u>(898,745)</u>
Nonoperating revenues (expenses):			
Intergovernmental	-	-	-
Connection income	247,029	266,701	275,000
Gain on Sale of Fixed Assets	5,800	-	-
Investment income	587	587	-
Interest expense	(70,619)	(39,881)	(28,690)
Total nonoperating revenues	<u>182,797</u>	<u>227,407</u>	<u>246,310</u>
Income before operating transfers	(297,184)	1,099,452	(652,435)
Operating transfers:			
Operating transfers in	-	-	-
Operating transfers out	-	-	-
Total operating transfers	<u>-</u>	<u>-</u>	<u>-</u>
Net Income (loss)	<u>(297,184)</u>	<u>1,099,452</u>	<u>(652,435)</u>
Capital Contributions			
Retained earnings, July 1	<u>30,509,722</u>	<u>30,212,538</u>	<u>31,311,990</u>
	-	-	-
Retained earnings, June 30	<u>\$ 30,212,538</u>	<u>31,311,990</u>	<u>30,659,555</u>



Fund Balances

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

(For Budgetary Purposes Only)

	Internal Service Funds		
	2023 Actual	2024 Estimated	2025 Budget
Operating revenues:			
Charges for sales and services			
Contributions	4,015,114	4,152,603	4,209,500
Other income	800,897	354,800	375,000
Total operating revenues	<u>4,816,011</u>	<u>4,507,403</u>	<u>4,584,500</u>
Operating expenses:			
Salaries, wages and related expenses			
Operations and maintenance	348,271	423,356	285,500
Depreciation	-	-	-
Benefits paid	3,928,198	3,742,484	4,010,000
Premiums paid	645,323	640,287	539,000
Total operating expenses	<u>4,921,792</u>	<u>4,806,127</u>	<u>4,834,500</u>
Operating income (loss)	<u>(105,781)</u>	<u>(298,724)</u>	<u>(250,000)</u>
Nonoperating revenues (expense):			
Intergovernmental			
Connection income	-	-	-
Gain on Sale of Fixed Assets	-	-	-
Investment income	-	-	-
Interest expense	241,695	371,933	250,000
Total nonoperating revenues	<u>-</u>	<u>-</u>	<u>-</u>
Income before operating transfers	<u>241,695</u>	<u>371,933</u>	<u>250,000</u>
Operating transfers:			
Operating transfers in	135,914	73,209	-
Operating transfers out	-	-	-
Total operating transfers	<u>-</u>	<u>-</u>	<u>-</u>
Net Income (loss)	<u>135,914</u>	<u>73,209</u>	<u>-</u>
Capital Contributions			
Retained earnings, July 1	7,138,471	7,274,385	7,347,594
Retained earnings, June 30	-	-	-
	<u>7,274,385</u>	<u>7,347,594</u>	<u>7,347,594</u>

The three internal service funds continue to have a strong financial position. The expected FY25 ending fund balance is \$7,347,594.



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

(For Budgetary Purposes Only)

	Non-Governmental Funds		
	2023 Actual	2024 Estimated	2025 Budget
Operating revenues:			
Charges for sales and services	8,345,454	8,424,275	9,350,000
Contributions	4,015,114	4,152,603	4,209,500
Other income	981,679	586,724	605,000
Total operating revenues	<u>13,342,247</u>	<u>13,163,602</u>	<u>14,164,500</u>
Operating expenses:			
Salaries, wages and related expenses	3,120,021	3,667,971	4,131,075
Operations and maintenance	4,889,025	4,539,539	5,183,170
Depreciation	1,345,442	-	1,450,000
Benefits paid	3,928,198	3,742,484	4,010,000
Premiums paid	645,323	640,287	539,000
Total operating expenses	<u>13,928,009</u>	<u>12,590,281</u>	<u>15,313,245</u>
Operating income (loss)	<u>(585,762)</u>	<u>573,321</u>	<u>(1,148,745)</u>
Nonoperating revenues (expenses):			
Intergovernmental			
Connection income	247,029	266,701	275,000
Gain on Sale of Fixed Assets	5,800	-	-
Investment income	242,282	372,520	250,000
Interest expense	(70,619)	(39,881)	(28,690)
Total nonoperating revenues	<u>424,492</u>	<u>599,340</u>	<u>496,310</u>
Income before operating transfers	<u>(161,270)</u>	<u>1,172,661</u>	<u>(652,435)</u>
Operating transfers:			
Operating transfers in	-	-	-
Operating transfers out	-	-	-
Total operating transfers	<u>-</u>	<u>-</u>	<u>-</u>
Net Income (loss)	<u>(161,270)</u>	<u>1,172,661</u>	<u>(652,435)</u>
Capital Contributions			
Retained earnings, July 1	<u>37,648,193</u>	<u>37,486,923</u>	<u>38,659,584</u>
Retained earnings, June 30	<u>37,486,923</u>	<u>38,659,584</u>	<u>38,007,149</u>



General Fund Revenue

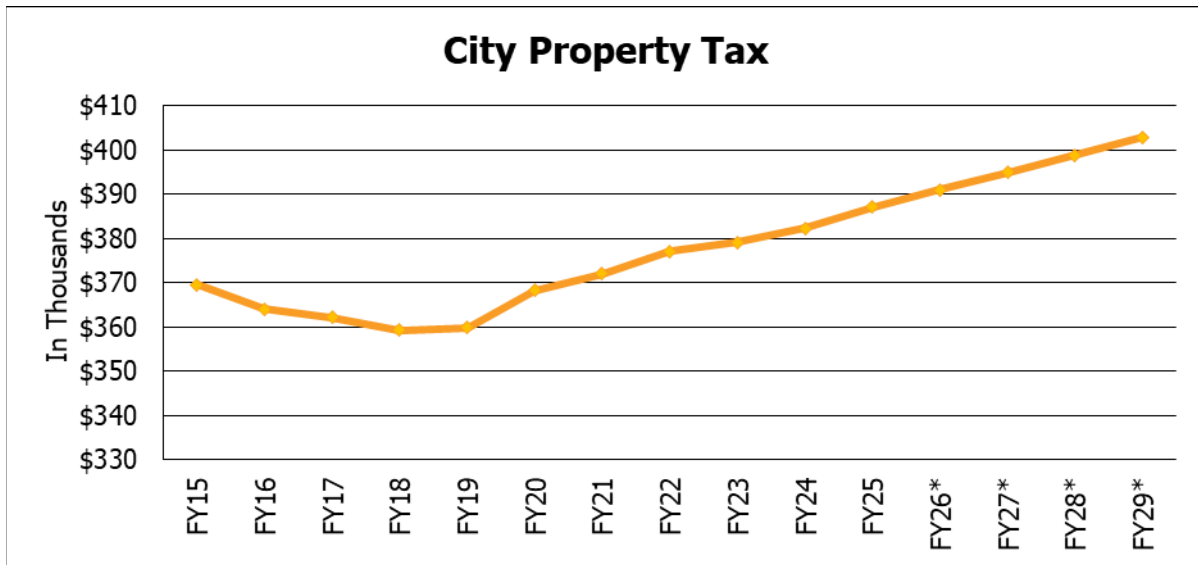
The General Fund comprises 31.8 percent (or \$54,746,183) of the proposed FY25 budget revenues. Services included in this fund include Public Safety, Leisure and Library Services, Facility Maintenance, Development Services, and General Government Administration. The State provides the City Council with the most flexibility in terms of raising revenues and making expenditures within the General Fund. As a result, the fund experiences the most competition for its resources. Most of the Council's financial decision making occurs with regard to General Fund revenues and expenditures.

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



General Fund Revenue

General Fund Revenue				
Revenue	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%	39.1%
Total Local Taxes	\$ 21,090,128	\$ 21,782,536	3.3%	39.8%
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%	55.5%
Other				
Transfers Out	\$ (2,766,550)	\$ (638,603)	-76.9%	-1.2%
LTAF	\$ (650,000)	\$ (573,403)	-11.8%	-1.0%
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	\$ 2,296,082	6.8%	4.2%
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	\$ 5,046,147	37.8%	9.2%
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%	4.7%
Prop 207	\$ 228,000	\$ 310,000	0.0%	0.6%
Total State Taxes	\$ 19,535,596	\$ 19,072,500	-2.4%	34.8%
Grants				
Grants	\$ 250,300	\$ 250,300	0.0%	0.5%
Total G.F. Rev.	\$ 52,659,313	\$ 54,746,183	4.0%	100.0%



*Forecasted

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



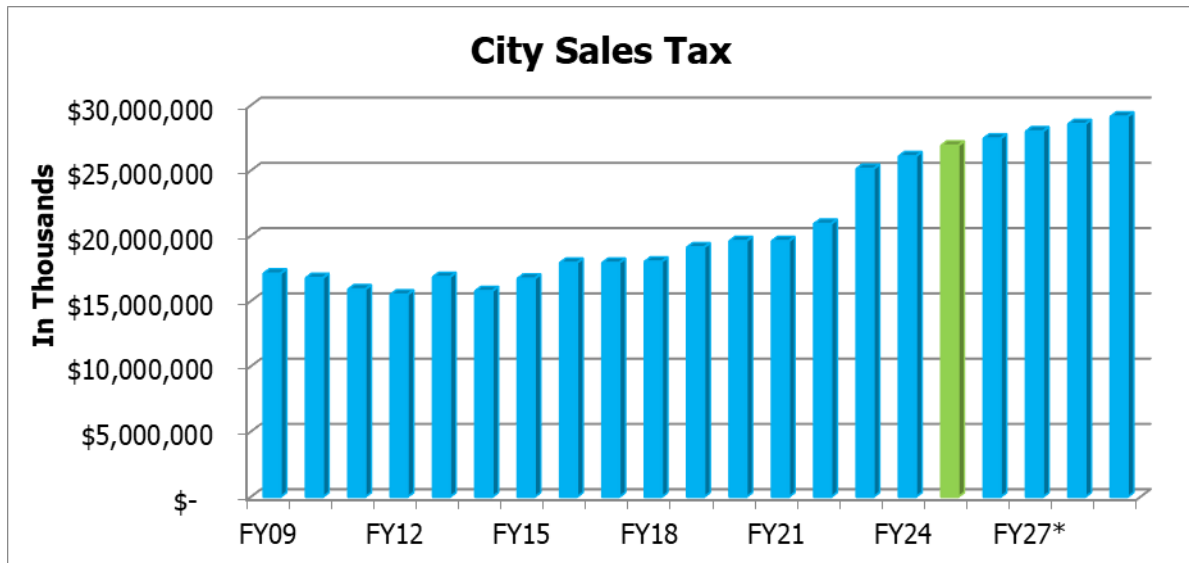
Example of Property Tax

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	



*Forecasted

Description

In FY15, the City’s sales tax structure was analyzed, and recommendations were presented to Council to increase the City sales tax. The City Council voted to increase the sales tax rate in FY16 from 1.75% to 1.95%, effective November 1, 2015.

For Fiscal Year 2024, collections for Transaction Privilege Tax (TPT) were up \$124,595, or 0.46%, over last fiscal year actuals and \$1,335,062, or 5.12% over 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, constrained resources from supply chain disruptions, and aggressive inflation may continue to cause a reduction in consumer activity. As a result, the forecasted revenue for FY26-FY29 shows a slight 2 percent growth in the coming years but will be re-evaluated.

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- \$20,707,867

Capital Improvement Fund Contribution- \$5,384,046



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

Retail Sales

Section _A-460. The retail classification is comprised of the business activity upon every person engaging or continuing in the business of selling tangible personal property at retail. The City's total rate for 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



City 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

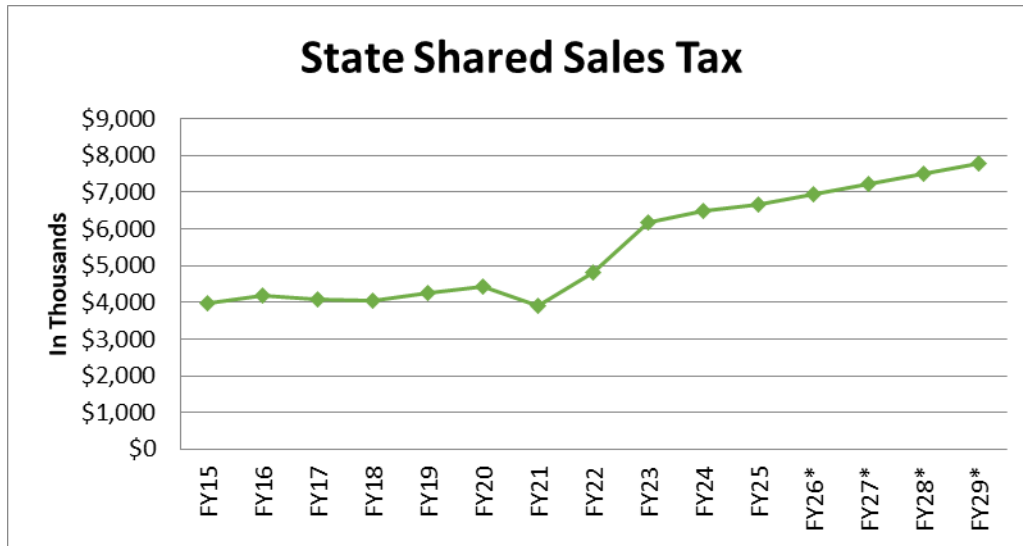
Section _A-455. The Restaurant classification is comprised of the business activity upon every person engaging or continuing in the business of preparing or serving food or beverage in a bar, cocktail lounge, restaurant, or similar establishment where articles of food or drink are prepared or served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



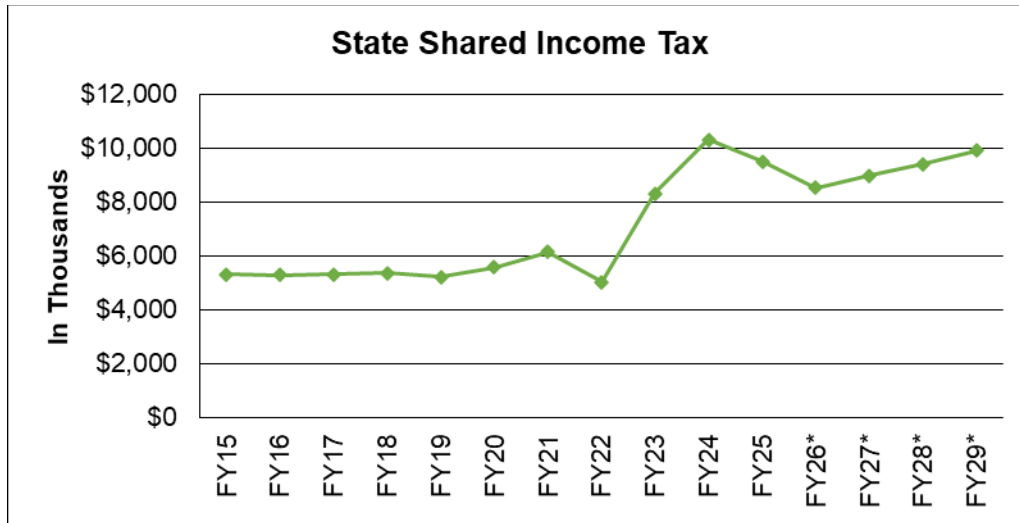
*Forecasted

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. With the hope of stable interest rates and normal inflation rates leading to economic stability, State Shared Sales Tax revenue is predicted to see a moderate growth of 4 percent in subsequent years.

General Fund Contribution: \$6,662,500



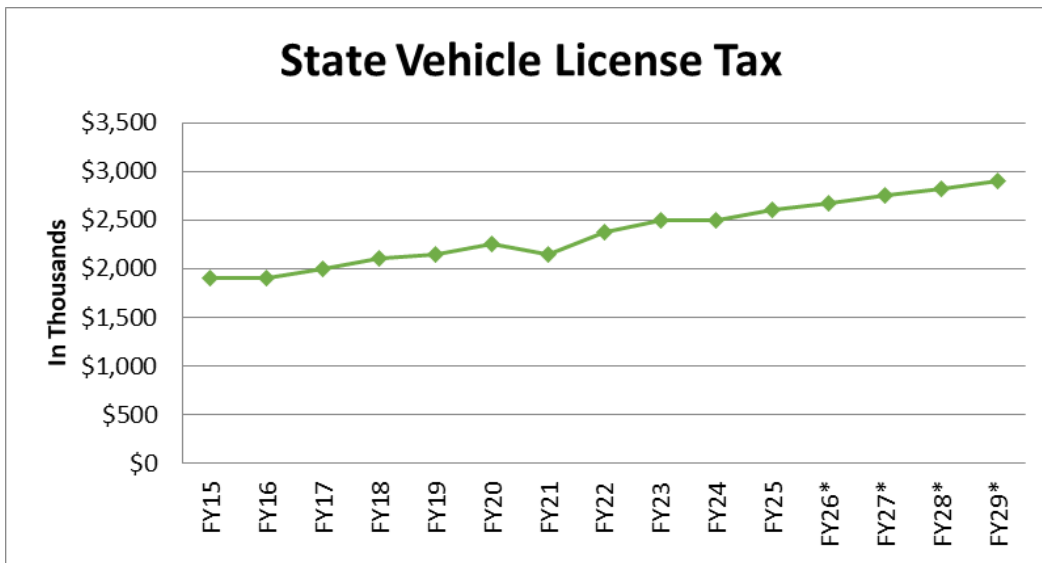
*Forecasted

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. The City is expected to see a decline in revenue in FY26 before a steady increase again in FY27 and FY28 due to continued population influx estimated by the League.

General Fund Contribution: \$9,500,000



*Forecasted

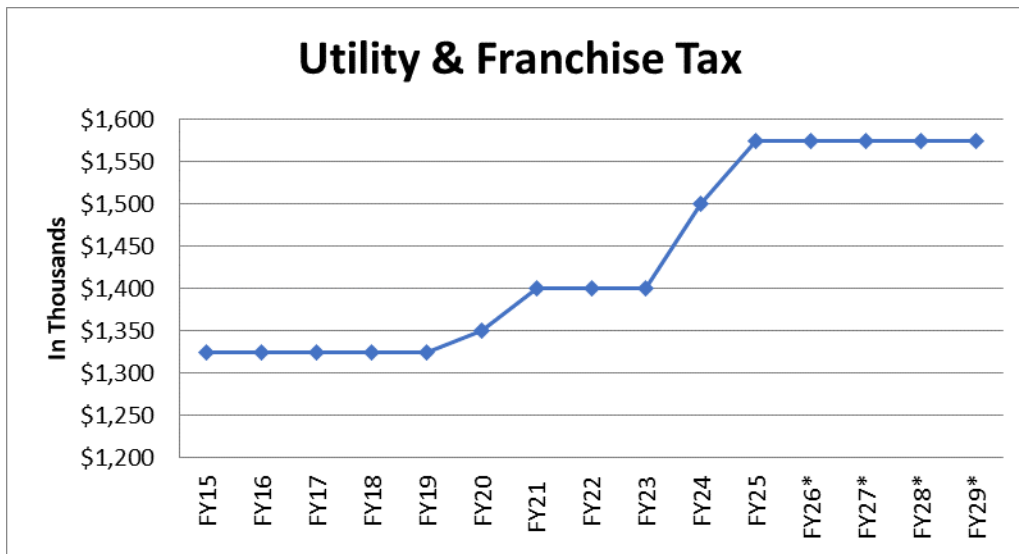
Description

The State of Arizona levies a tax on vehicle licenses (VLT). The revenue that the City receives represents state-shared revenue derived from the vehicle registration fees collected by Arizona Department of Transportation (ADOT). Approximately 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.

The City forecasts an average increase of 3 percent for FY26-29 as supply and demand for vehicles trend closer to pre-pandemic conditions.

General Fund Contribution: \$2,600,000



*Forecasted

Description

The Public Utility tax includes the uniform two percent excise tax on water, gas, electric and phone utilities. Because the public utility tax was originally established separately from the City’s privilege tax, it has been tracked separately. Beginning in FY15, the Utility Tax began being tracked and accounted for with the Transaction Privilege Tax, so the total revenue in this section appears lower for FY15 but is in fact relatively flat as a combined rate.

The Franchise Tax revenue is projected to be \$1,575,000 in FY25 and to remain steady for FY26-29.

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.

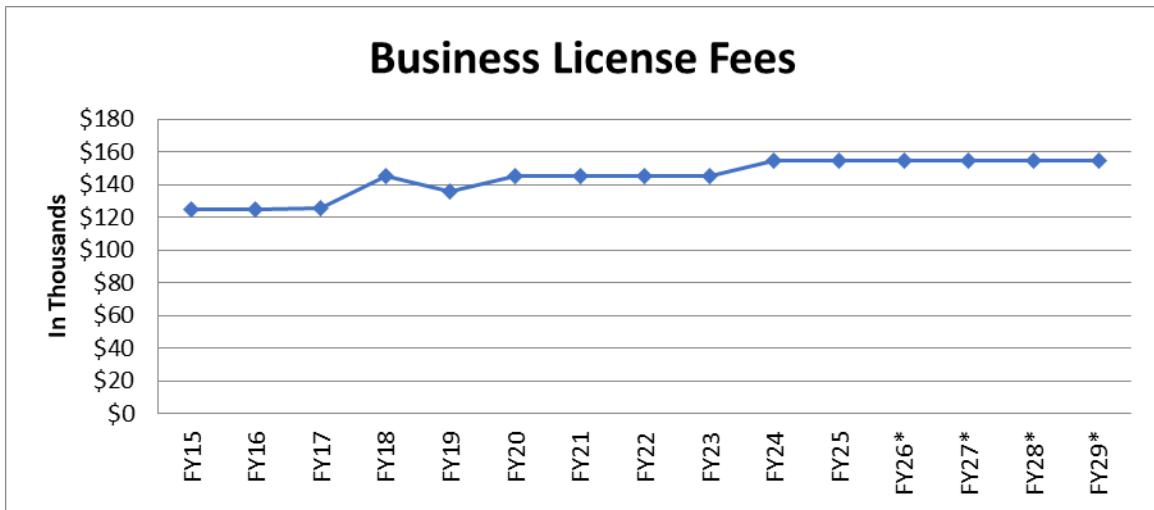
General Fund Contribution: \$1,575,000

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



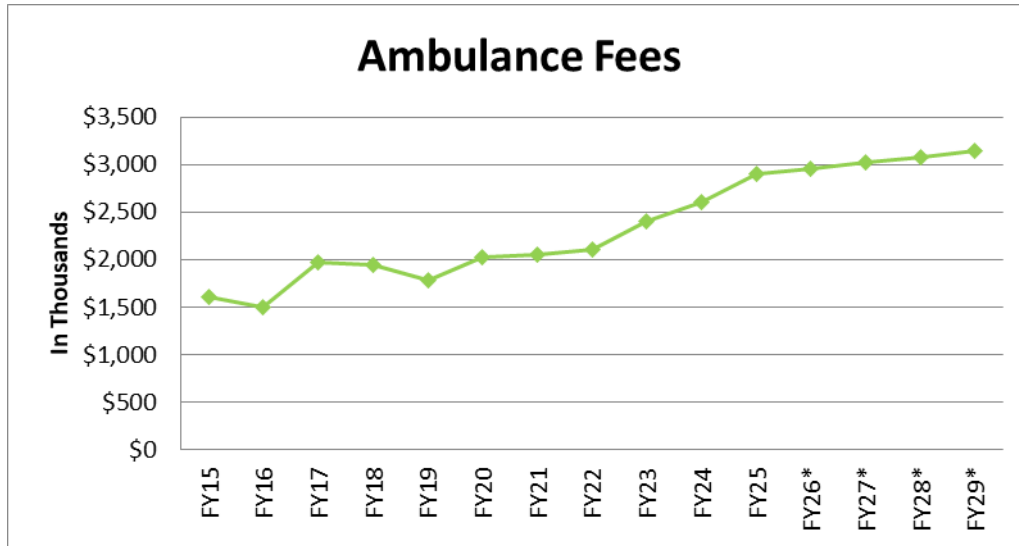
*Forecasted

Description

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

The City uses historical trend analysis to project revenue for business license fees. The amount collected for business licenses decreased steadily before stabilizing in FY15. The city revamped its business license process in FY18, which caused a slight increase in revenue. Since then, revenue has continued to stabilize with a slight increase in FY24 due to actuals and is forecasted remain steady for FY25-29.

General Fund Contribution: \$155,000



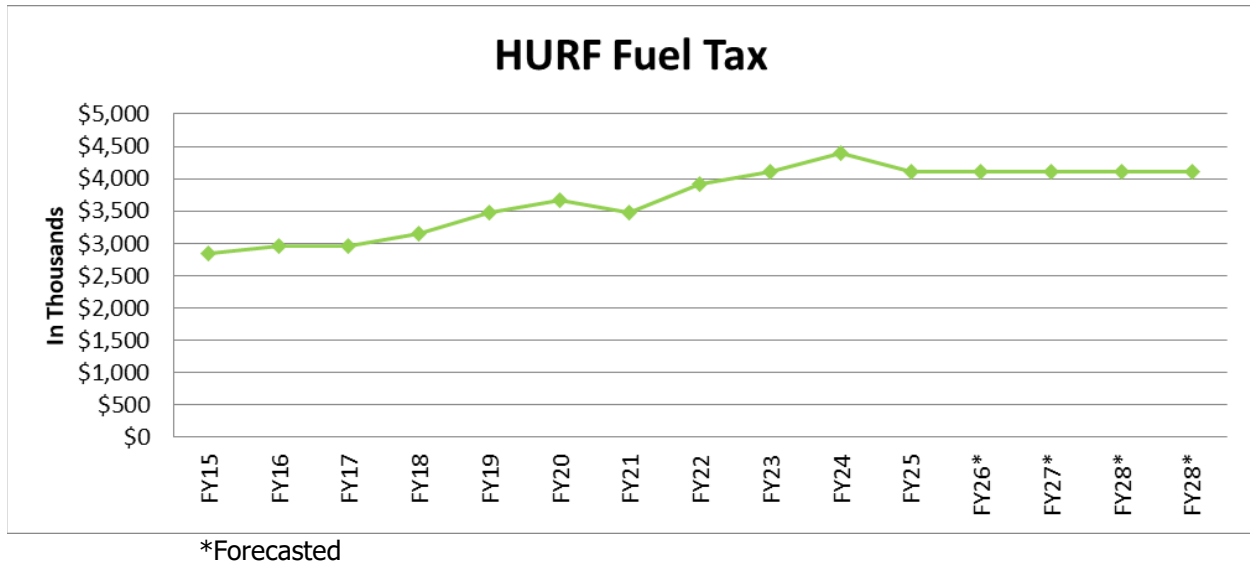
Description

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 calendar year 2023. With the addition of Station 4 on the southern end of the city, revenue is anticipated to continue to increase in FY25 and forecasted to see at least a 2 percent increase for FY26-29.

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. The City projects no increase when forecasting future fiscal years due to the economic shift towards electric vehicles.



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	\$ 7,610,837
Total	\$ 62,885,628	\$ 71,857,506	\$ 64,695,885



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 grant 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. The operating budget for Vista Transit is split 50 percent federal share and 50 percent City share, while the capital budget is split 80 percent federal share and 20 percent City share.

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 are 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 \$2,010,347. The increase is largely due to more grant funding, success with investment income, and revenue from fuel sales.

	FY23 Budget	FY24 Budget	FY25 Budget
Carryover	\$ 839,117	\$ 1,883,766	\$ 1,707,565
Grants	\$ 8,286,590	\$ 7,417,203	\$ 8,308,501
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	\$ 12,383,566



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 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)	\$ (2,246,082)
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	\$ 3,547,800

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 Fund

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 \$6,913,827, a decrease of \$663,494 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 8.8 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	\$ 1,763,827
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	\$ 6,913,827



Refuse Enterprise Fund Revenue

For FY25, revenues for the Refuse Enterprise Fund total \$5,851,578, an increase of \$535,837 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	\$ 1,146,578
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	\$ 5,851,578



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						
	<u>FY23</u>	<u>FY24</u>	<u>FY25</u>	<u>% of Whole</u>	<u>Change</u>	
General	\$ 50,502,383	\$ 52,659,313	\$ 54,746,183	31.76%	3.96%	
Special Revenue						
Highway User Revenue Fund	\$ 62,885,628	\$ 71,857,506	\$ 64,695,885	37.54%	-9.97%	
Local Transportation Fund	\$ 7,827,090	\$ 10,077,123	\$ 8,112,863	4.71%	-19.49%	
Airport	\$ 14,235,466	\$ 10,373,219	\$ 12,383,566	7.18%	19.38%	
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	\$ 1,101,094	0.64%	-21.47%	
SEACOM	\$ 2,818,394	\$ 2,764,514	\$ 3,027,569	1.76%	9.52%	
Tourism	\$ -	\$ -	\$ -	0.00%	0.00%	
Capital						
Capital Improvement Fund	\$ 26,952,195	\$ 1,137,076	\$ 3,547,800	2.06%	212.01%	
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	\$ 6,913,827	4.01%	-8.76%	
Refuse	\$ 6,072,265	\$ 5,315,741	\$ 5,851,578	3.39%	10.08%	
Total All Funds	\$ 204,417,694	\$ 175,145,445	\$ 172,359,341	100%	-1.59%	



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	\$ 45,961,924	\$ 2,113,791	4.8%	27%
O&M	\$ 27,122,852	\$ 30,908,315	\$ 30,905,996	\$ (2,319)	0.0%	17.9%
Capital	\$131,503,210	\$ 96,476,394	\$ 91,564,945	\$ (4,911,449)	-5.1%	53.1%
Debt	\$ 4,846,895	\$ 3,912,603	\$ 3,926,476	\$ 13,873	0.4%	2.3%
Total	\$204,417,694	\$175,145,445	\$172,359,341	\$ (2,786,104)	-1.6%	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	2,609,989	1,104,118	-	3,714,107
Administrative Services	3,583,975	2,653,488	193,000	6,430,463
Court/Legal	269,668	347,785	-	617,453
General Government	-	5,502,988	-	5,502,988
Police	13,614,599	2,028,080	3,458,000	19,100,679
Fire	9,844,941	1,017,605	2,274,419	13,136,965
SEACOM	2,103,466	538,103	386,000	3,027,569
Public Works	8,388,446	13,988,591	80,447,026	102,824,063
Parks, Recreation, & Library	4,170,362	2,135,418	4,656,500	10,962,280
Community Development	1,033,475	692,175	150,000	1,875,650
Debt Service	-	-	3,926,476	3,926,476
MPO	275,848	825,246	-	1,101,094
Totals	\$ 45,961,924	\$ 30,905,996	\$ 95,491,421	\$ 172,359,341
% of Total	26.67%	17.93%	55.40%	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.



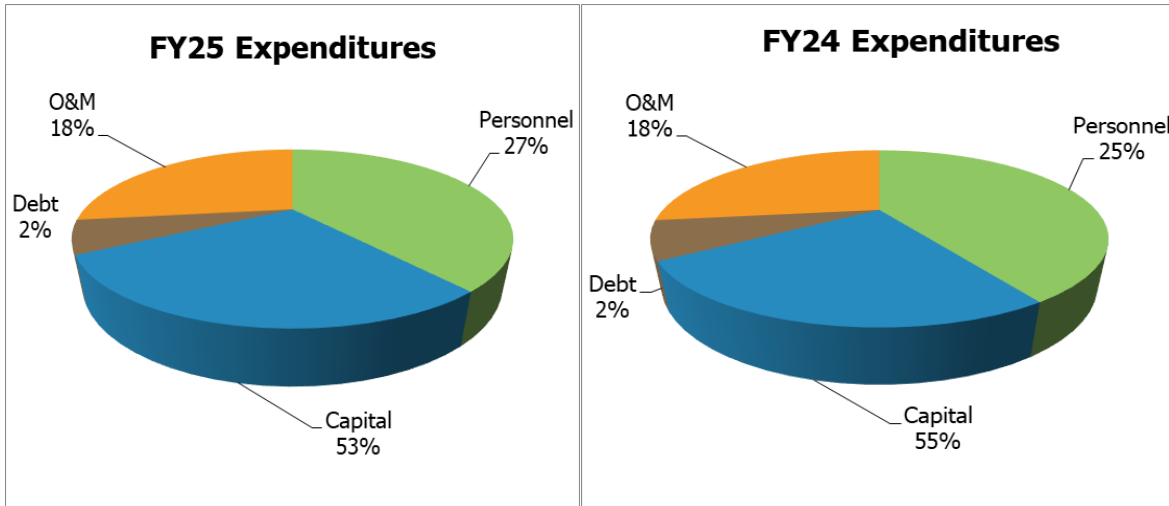
FY 25 Expenditure Summary by Fund

	Capital	Personnel	Debt	O&M	Total
General	\$ 6,401,804	\$ 36,547,433	\$ -	\$ 11,796,946	\$ 54,746,183
Special Revenue					
Highway User Revenue Fund	\$ 61,174,663	\$ 1,868,743	\$ -	\$ 1,652,479	\$ 64,695,885
Local Transportation Fund	\$ 6,375,199	\$ 942,693		\$ 794,971	\$ 8,112,863
Airport	\$ 10,411,401	\$ 92,666		\$ 1,879,499	\$ 12,383,566
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		\$ 275,848		\$ 825,246	\$ 1,101,094
SEACOM	\$ 386,000	\$ 2,103,466		\$ 538,103	\$ 3,027,569
Capital					
Capital Improvement Fund	\$ 3,547,800				\$ 3,547,800
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	\$ 2,038,643	\$ 563,582	\$ 2,906,279	\$ 6,913,827
Refuse	\$ 195,055	\$ 2,092,432	\$ 122,700	\$ 3,441,391	\$ 5,851,578
Total All Funds	\$ 91,564,945	\$ 45,961,924	\$ 3,926,476	\$ 30,905,996	\$ 172,359,341



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.

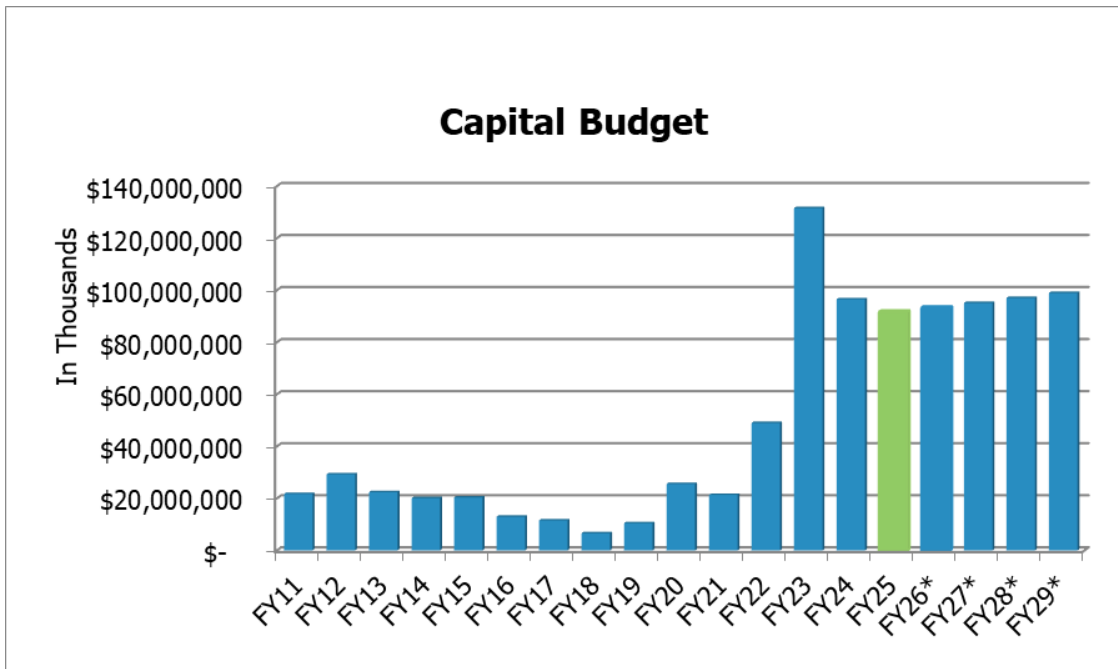




Capital Expenditures

The FY25 recommended capital budget equals \$91,564,945; a decrease of \$4,911,449 (or 5.1%) 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 \$91,564,945 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 City will be able to more accurately forecast capital expenditures in future years after the facilities assessment is complete. For now, a modest 2 percent growth is projected for FY26-29.

The FY25 Capital Summary and Capital by Fund chart are listed on the next page.

**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 STATION 2 BAY DOOR MODIFICATION	GENERAL	FACILITIES	\$75,000	CASH
FIRE STATION 2 PARKING LOT EXPANSION	GENERAL	FACILITIES	\$397,000	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
VMPS 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
RUNWAY REHAB & NEW TAXIWAY CONNECTOR	AIRPORT	AIRPORT	\$167,401	GRANT
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 PROJECT 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 (CARRY)	CIF	PARKS	\$1,500,000	GRANT/CASH
ROADRUNNER PARK DESIGN (CARRYOVER)	CIF	PARKS	\$173,882	CASH
ROADRUNNER PARK CONSTRUCTION	CIF	PARKS	\$753,918	CASH
SIERRA VISTA GOLF CENTER AT PUEBLO DEL SOL	CIF	PARKS	\$1,000,000	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-CON (CARRYOVER)	LTAF	TRANSIT	\$1,278,797	GRANT
CONTRACT MANAGEMENT & LCP TRACKER SOFTWARE (CARRY)	LTAF	TRANSIT	\$50,000	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
BUS REFURBISHMENT	LTAF	TRANSIT	\$175,000	GRANT
B2GNOW SOFTWARE	LTAF	TRANSIT	\$120,000	GRANT
TRANSIT SCHEDULING SOFTWARE & HARDWARE	LTAF	TRANSIT	\$115,420	GRANT
POLICE EQUIPMENT	PSR	PSR	\$100,000	GRANT
POLICE VEHICLES	PSR	PSR	\$50,000	GRANT
PARKS INFRASTRUCTURE	PARK DEV	PARK DEV	\$350,000	CASH
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	\$3,547,800
Police Special Revenue	\$150,000
Grants	\$1,167,700
Park Development	\$350,000
Airport	\$10,411,401
Refuse	\$195,055
Sewer	\$1,405,323
SEACOM	\$386,000
Total	\$91,564,945

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

**Expenditure Summary by Fund**

	FY25 Total Resources Available	Capital Expenditure	Subtotal Balance After Capital Deducted
General	\$ 54,746,183	\$ 6,401,804	\$ 48,344,379
		\$ -	
Special Revenue		\$ -	
Highway User Revenue Fund	\$ 64,695,885	\$ 61,174,663	\$ 3,521,222
Local Transportation Fund	\$ 8,112,863	\$ 6,375,199	\$ 1,737,664
Airport	\$ 12,383,566	\$ 10,411,401	\$ 1,972,165
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	\$ 1,101,094	\$ -	\$ 1,101,094
SEACOM	\$ 3,027,569	\$ 386,000	\$ 2,641,569
Capital			
Capital Improvement Fund	\$ 3,547,800	\$ 3,547,800	\$ -
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	\$ 6,913,827	\$ 1,405,323	\$ 5,508,504
Refuse	\$ 5,851,578	\$ 195,055	\$ 5,656,523
Total All Funds	\$172,359,341	\$ 91,564,945	\$ 80,794,396



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 \$45,961,924 (27%) of the proposed FY25 budget, an increase of \$2,113,791 (4.8%) 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 \$16,455,973 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	\$ 36,547,433	\$ 1,543,150
HURF	\$ 1,645,784	\$ 1,782,250	\$ 1,868,743	\$ 86,493
LTAf	\$ 762,880	\$ 885,365	\$ 942,693	\$ 57,328
Airport	\$ 83,307	\$ 88,715	\$ 92,666	\$ 3,951
Metropolitan Planning Org	\$ 243,470	\$ 253,963	\$ 275,848	\$ 21,885
SEACOM	\$ 1,987,855	\$ 1,954,950	\$ 2,103,466	\$ 148,516
Sewer	\$ 1,743,301	\$ 1,840,862	\$ 2,038,643	\$ 197,781
Refuse	\$ 1,955,967	\$ 2,037,745	\$ 2,092,432	\$ 54,687
Total	\$ 40,944,737	\$ 43,848,133	\$ 45,961,924	\$ 2,113,791

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



Personnel

The table below separates the personnel expenses into the categories of salaries and benefits. Salaries account for 64.2 percent of the total personnel expense while benefits account for the other 35.8 percent of personnel expense.

	FY23	FY24	FY25	% of Total	Change	% Change
Salaries						
Salaries-Regular	\$ 24,163,346	\$ 25,792,504	\$ 27,023,982	59%	\$ 1,231,478	4.8%
Salaries-Overtime	\$ 774,201	\$ 977,648	\$ 1,027,527	2%	\$ 49,879	5.1%
Salaries-Part-Time	\$ 1,449,729	\$ 1,513,710	\$ 1,454,442	3%	\$ (59,268)	-3.9%
Total Salaries	\$ 26,387,276	\$ 28,283,862	\$ 29,505,951	64.2%	\$1,222,089	4.3%
Benefits						
FICA/MICA	\$ 1,743,888	\$ 1,850,674	\$ 1,912,643	4%	\$ 61,969	3.3%
State Retirement	\$ 1,887,825	\$ 2,070,462	\$ 2,144,315	5%	\$ 73,853	3.6%
Public Safety Retirement	\$ 6,408,566	\$ 6,954,659	\$ 7,507,937	16%	\$ 553,278	8.0%
Workers Comp	\$ 460,738	\$ 462,791	\$ 487,422	1%	\$ 24,631	5.3%
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	9.1%
Health & Accident Ins	\$ 2,765,902	\$ 2,911,293	\$ 3,061,061	7%	\$ 149,768	5.1%
Dental	\$ 202,764	\$ 213,007	\$ 217,665	0%	\$ 4,658	2.2%
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)	-10.5%
Total Benefits	\$ 14,557,461	\$ 15,564,271	\$ 16,455,973	35.8%	\$ 891,702	5.7%
Total Personnel	\$ 40,944,737	\$ 43,848,133	\$ 45,961,924	100%	\$2,113,791	4.8%

The City of Sierra Vista has 428 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	2		2
BUILDING					
Building Administrator	1	1	1		1
Building Inspector	2	2	2		2
Total Community Development	9	9	10	0	10
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	428	0	428

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	\$ 48,344,379	\$ 36,547,433	\$ 11,796,946
Special Revenue			
Highway User Revenue Fund	\$ 3,521,222	\$ 1,868,743	\$ 1,652,479
Local Transportation Fund	\$ 1,737,664	\$ 942,693	\$ 794,971
Airport	\$ 1,972,165	\$ 92,666	\$ 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	\$ 1,101,094	\$ 275,848	\$ 825,246
SEACOM	\$ 2,641,569	\$ 2,103,466	\$ 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	\$ 5,508,504	\$ 2,038,643	\$ 3,469,861
Refuse	\$ 5,656,523	\$ 2,092,432	\$ 3,564,091
Total All Funds	\$ 80,794,396	\$ 45,961,924	\$ 34,832,472



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
Refuse Total		\$ 122,700	\$ 120,092	\$ 2,608	\$ 122,700
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

**Debt Service Requirements to Maturity**

The annual requirements to amortize all bonds and financed purchases outstanding as of June 30, 2024 is detailed below.

Year Ending June 30th	Business-Type Activities				Governmental Activities		Total
	Revenue Bonds		Financed Purchases		Revenue Bonds		
	Principal	Interest	Principal	Interest	Principal	Interest	
2025	535,000	26,082	120,092	2,607	2,379,000	856,195	3,918,976
2026	560,000	16,008	121,691	1,009	2,450,000	755,679	3,904,387
2027	590,000	5,428			2,516,000	719,292	3,830,720
2028					2,588,000	647,943	3,235,943
2029					2,661,000	574,527	3,235,527
2030					2,739,000	498,944	3,237,944
2031					1,395,000	438,874	1,833,874
2032					1,440,000	394,616	1,834,616
2033					1,485,000	348,863	1,833,863
2034					1,535,000	301,613	1,836,613
2035					1,580,000	252,945	1,832,945
2036					1,630,000	202,781	1,832,781
2037					1,685,000	150,964	1,835,964
2038					1,735,000	97,571	1,832,571
2039					1,795,000	42,368	1,837,368
Total	1,685,000	47,518	241,783	3,616	29,613,000	6,283,175	37,874,092



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	\$	11,796,946	\$ -	\$ 11,796,946
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	\$	825,246	\$ -	\$ 825,246
SEACOM	\$	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	\$	3,469,861	\$ 563,582	\$ 2,906,279
Refuse	\$	3,564,091	\$ 122,700	\$ 3,441,391
Total All Funds	\$	34,832,472	\$ 3,926,476	\$ 30,905,996

**Operations and Maintenance Expenditures**

Operations and Maintenance (O&M) costs account for \$30,905,996 (17.9%) 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 decreased \$219,509 (0.7%) 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	\$ 1,693,394	\$ 1,104,118	\$ (589,276)	-34.8%
Administrative Services	\$ 2,272,747	\$ 2,422,258	\$ 2,653,488	\$ 231,230	9.5%
Court/Legal	\$ 328,407	\$ 207,795	\$ 347,785	\$ 139,990	67.4%
General Government	\$ 5,226,989	\$ 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	\$ 749,999	\$ 895,647	\$ 1,017,605	\$ 121,958	13.6%
SEACOM	\$ 450,987	\$ 428,614	\$ 538,103	\$ 109,489	25.5%
Public Works	\$ 11,877,039	\$ 14,830,832	\$ 13,988,591	\$ (842,241)	-5.7%
MPO	\$ 409,253	\$ 1,148,200	\$ 825,246	\$ (322,954)	-28.1%
Parks, Recreation, & Library	\$ 1,966,034	\$ 1,796,189	\$ 2,135,418	\$ 339,229	18.9%
Community Development	\$ 711,124	\$ 540,763	\$ 692,175	\$ 151,412	28.0%
Totals	\$ 27,306,852	\$ 31,125,505	\$ 30,905,996	\$ (219,509)	-0.7%

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	\$	11,796,946	\$	11,796,946	\$	-
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	\$	825,246	\$	825,246	\$	-
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	\$	2,906,279	\$	2,906,279	\$	-
Refuse	\$	3,441,391	\$	3,441,391	\$	-
Total All Funds		\$ 30,905,996		\$ 30,905,996		\$ -



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.

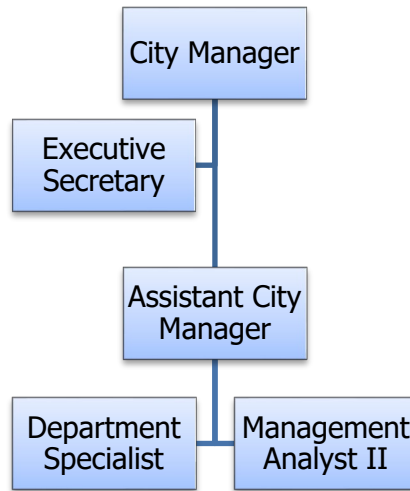
City Council

Expenditures	2023 Budget	2024 Budget	2025 Adopted
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	\$768,240
Sewer	\$129,629	\$126,334	\$121,300
Refuse	\$129,629	\$126,334	\$121,300
Total	\$1,050,033	\$1,048,085	\$1,010,840

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.



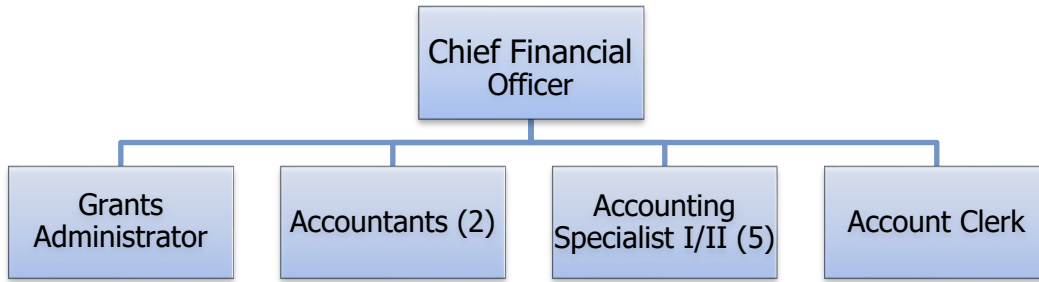
City Manager's Office

Expenditures	2023 Budget	2024 Budget	2025 Adopted
Salaries - Regular	\$ 560,993	\$ 582,786	600,353
Salaries - Part Time	-	-	-
Benefits	146,669	143,466	149,500
Total Personnel	\$ 707,662	\$ 726,252	\$ 749,853
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	\$ 1,010,840

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	\$969,504
Sewer	\$232,452	\$242,059	\$207,752
Refuse	\$232,452	\$242,059	\$207,752
Total	\$1,441,779	\$1,459,586	\$1,385,008

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

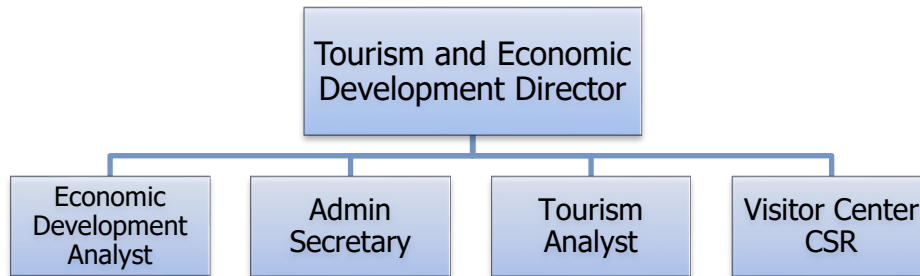
Expenditures	2023 Budget	2024 Budget	2025 Adopted
Salaries - Regular	\$ 678,230	\$ 724,481	\$ 681,528
Salaries - Part Time	69,106	69,106	70,488
Benefits	215,933	227,889	219,882
Total Personnel	\$ 963,269	\$ 1,021,476	\$ 971,898
Professional Services	\$ 318,760	\$ 278,360	\$ 253,360
Printing & Binding	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	\$ 1,385,008

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	\$499,335
Grants	\$10,159,500	\$352,000	\$0
Total	\$10,580,249	\$837,949	\$499,335

Tourism Expenditure By Fund			
	Budgeted FY 2023	Budgeted FY 2024	Budgeted FY 2025
General	\$0	\$297,169	\$295,993
Grants	\$0	\$0	\$0
Total	\$0	\$297,169	\$295,993

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

Economic Development

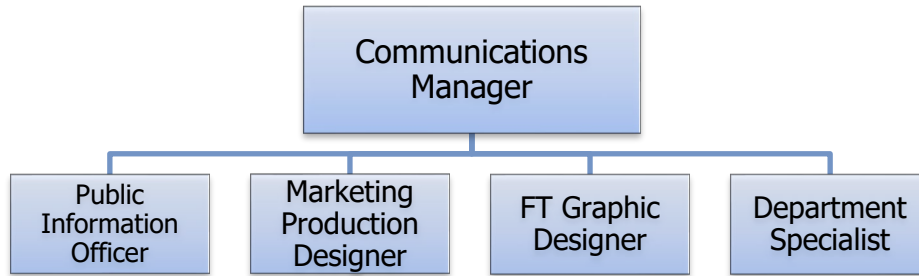
Expenditures	2023 Budget	2024 Budget	2025 Adopted
Salaries - Regular	\$ 207,151	\$ 257,558	\$ 268,602
Benefits	42,753	59,950	62,292
Total Personnel	\$ 249,904	\$ 317,508	\$ 330,894
Professional Services	\$ 159,500	\$ 32,000	\$ -
Economic Development	111,850	120,000	120,000
Land & Building Rental	-	-	-
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	\$ 499,335



Tourism and Economic Development Department

Tourism

Expenditures	2023 Budget	2024 Budget	2025 Adopted
Salaries - Regular	\$ -	\$ 104,523	\$ 108,769
Benefits	-	34,806	29,384
Total Personnel	\$ -	\$ 139,329	\$ 138,153
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	\$ 295,993



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	\$491,555
Grants	\$24,460	\$0	\$0
Sewer	\$41,861	\$35,184	\$26,147
Refuse	\$8,372	\$7,037	\$5,229
Donations	\$285	\$285	\$0
Total	\$876,952	\$546,146	\$522,931

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 ○ City events, programs, and services ○ 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 logos 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 a 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.

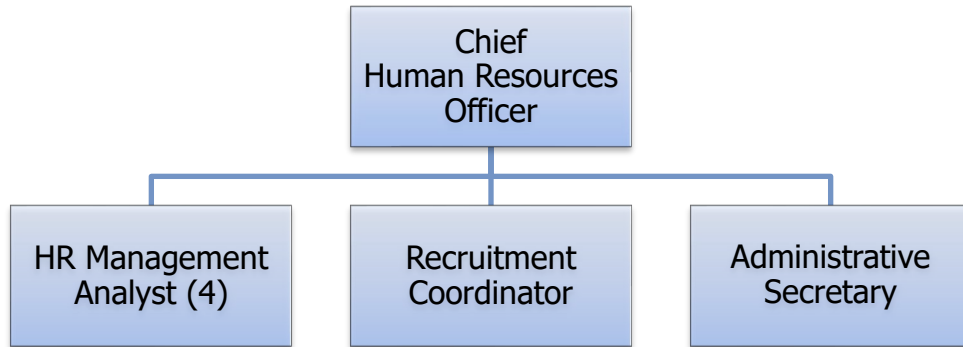


Marketing & Communications

Expenditures	2023 Budget	2024 Budget	2025 Adopted
Salaries - Regular	\$ 351,183	\$ 249,391	\$ 303,719
Salaries - Part Time	75,500	75,500	15,000
Benefits	121,749	102,085	100,472
Total Personnel	\$ 548,432	\$ 426,976	\$ 419,191
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	\$ 522,931

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	\$1,278,120
Sewer	\$140,730	\$149,306	\$159,765
Refuse	\$140,730	\$149,306	\$159,765
Total	\$1,375,566	\$1,493,065	\$1,597,650

Principles for Human Resources Management

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

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

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

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

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

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



Human Resources Division

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

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

Description

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

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

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



Major Accomplishments

1. The 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 was 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 Adopted
Salaries - Regular	\$ 409,101	\$ 481,461	\$ 580,432
Salaries - Part-Time	40,295	40,295	25,000
Benefits	728,591	750,348	776,257
Employee Programs	66,018	67,900	62,900
Total Personnel	\$ 1,244,005	\$ 1,340,004	\$ 1,444,589
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	\$ 1,597,650

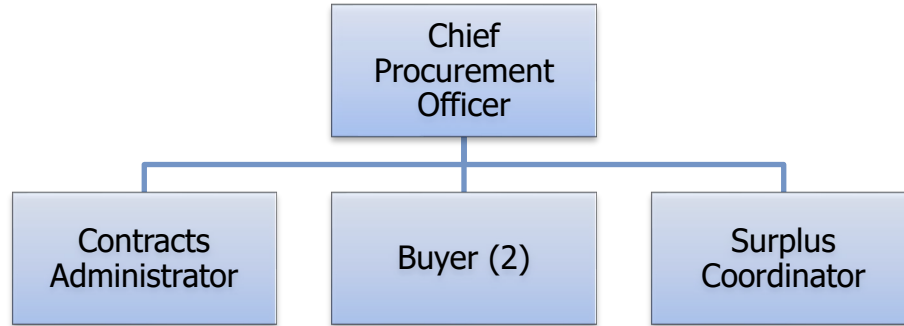
Comments

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	\$356,416
Sewer	\$59,688	\$67,741	\$69,303
Refuse	\$59,688	\$67,741	\$69,303
Total	\$426,343	\$483,870	\$495,022

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. In July 2024, the Procurement Division was notified that we also obtained this prestigious award for 2024!
2. Three of the four full-time buying staff have maintained their National Institute of Governmental Purchasing - Certified Public Procurement (NIGP-CPP) designations.
3. The fourth buyer in our full-time staff has begun the three-year procurement training course that can lead to the NIGP-CPP test.
4. The City was awarded two Intergovernmental Services Agreements (IGSA) with Fort Huachuca to provide: 1) Fire Suppression inspection/maintenance/repair services and 2) Washing Machine and Dryer Maintenance services.

Goals

Goals	Objectives
Increase efficiencies in the bidding of projects and services.	<ul style="list-style-type: none"> • Continue to utilize technology and e-procurement strategies in order to market bidding opportunities to a larger vendor base. • 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.



Procurement Division

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



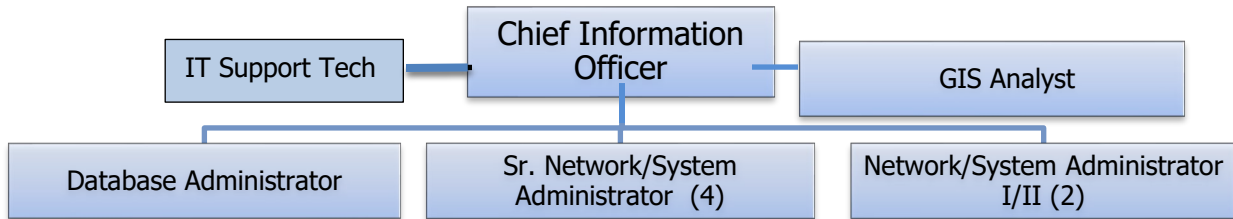
Performance Measurements

	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 Adopted
Salaries - Regular	\$ 302,835	\$ 351,165	\$ 357,721
Salaries - Part-Time	\$ 13,902	\$ 13,902	\$ 14,322
Benefits	95,246	103,893	108,339
Total Personnel	\$ 411,983	\$ 468,960	\$ 480,382
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	\$ 495,022



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	\$2,999,156
HURF	\$0	\$0	\$0
Sewer	\$307,940	\$328,250	\$350,769
Refuse	\$307,940	\$328,250	\$350,769
Total	\$3,692,122	\$3,496,676	\$3,700,694

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

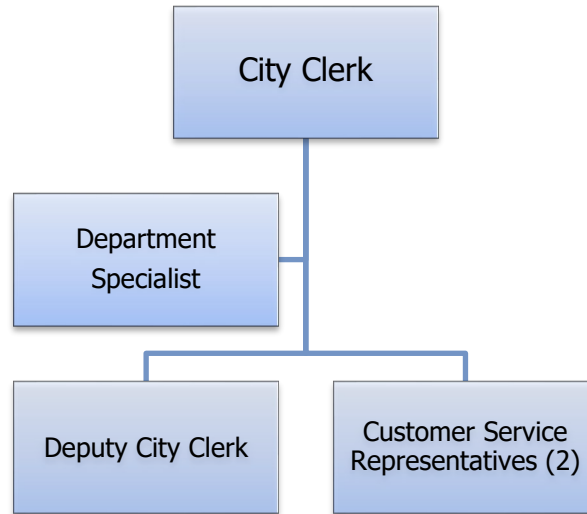


Information Technology

Expenditures	2023 Budget	2024 Budget	2025 Adopted
Salaries - Regular	\$ 863,682	\$ 894,863	\$ 932,382
Salaries - Overtime	2,000	2,000	2,000
Salaries - Part Time	-	-	-
Benefits	253,699	260,641	269,810
Total Personnel	\$ 1,119,381	\$ 1,157,504	\$ 1,204,192
Professional Services	\$ 90,020	\$ 84,000	\$ 80,000
Office Equipment Maintenance	1,179,926	1,297,676	1,490,650
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	195,202
Books & Periodicals	350	350	350
Total O&M	\$ 1,981,041	\$ 2,125,002	\$ 2,303,502
Infrastructure	\$ -	\$ -	\$ -
Machinery & Equipment	591,700	214,170	193,000
Total Capital	\$ 591,700	\$ 214,170	\$ 193,000
Totals	\$ 3,692,122	\$ 3,496,676	\$ 3,700,694

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	\$592,500
Sewer	\$10,609	\$10,643	\$12,742
Refuse	\$27,195	\$26,605	\$31,855
Total	\$543,912	\$528,614	\$637,097

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 23-24.
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

	FY 18/19	FY19/20	FY21/22	FY22/23	FY 23/24
New Business Licenses Issued	226	264	338	321	364
Liquor Licenses Issued	43	27	73	57	83
Number of Requests for Documents	431	458	581	377	317
Claims or Potential Claims by or against the City	83	68	72	80	69
Vehicle Accident Review Board Cases	40	40	50	43	37

City Clerk

Expenditures	2023 Budget	2024 Budget	2025 Adopted
Salaries - Regular	\$ 301,431	\$ 307,271	\$ 348,618
Salaries - Part Time	-	-	-
Benefits	96,696	97,058	106,194
Total Personnel	\$ 398,127	\$ 404,329	\$ 454,812
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	\$ 637,097

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	\$617,153
Judicial	\$300	\$300	\$300
Total	\$575,151	\$469,704	\$617,453

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 Adopted
Salaries - Regular	\$ 143,773	\$ 147,954	\$ 153,461
Salaries - Part Time	52,500	62,500	62,500
Benefits	50,471	51,455	53,707
Total Personnel	\$ 246,744	\$ 261,909	\$ 269,668
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	\$ 617,453

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 Adopted
Bond Principal	\$ 2,411,000	\$ 2,315,000	\$ 2,379,000
Bond Interest	1,213,081	921,707	856,194
Fiscal Agent Fees	5,000	5,000	7,500
Bond Issuance Costs			-
Other Debt Principal	909,140	628,515	655,092
Other Debt Interest	56,174	39,881	28,690
Total Debt	\$ 4,594,395	\$ 3,910,103	\$ 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 Adopted
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
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.

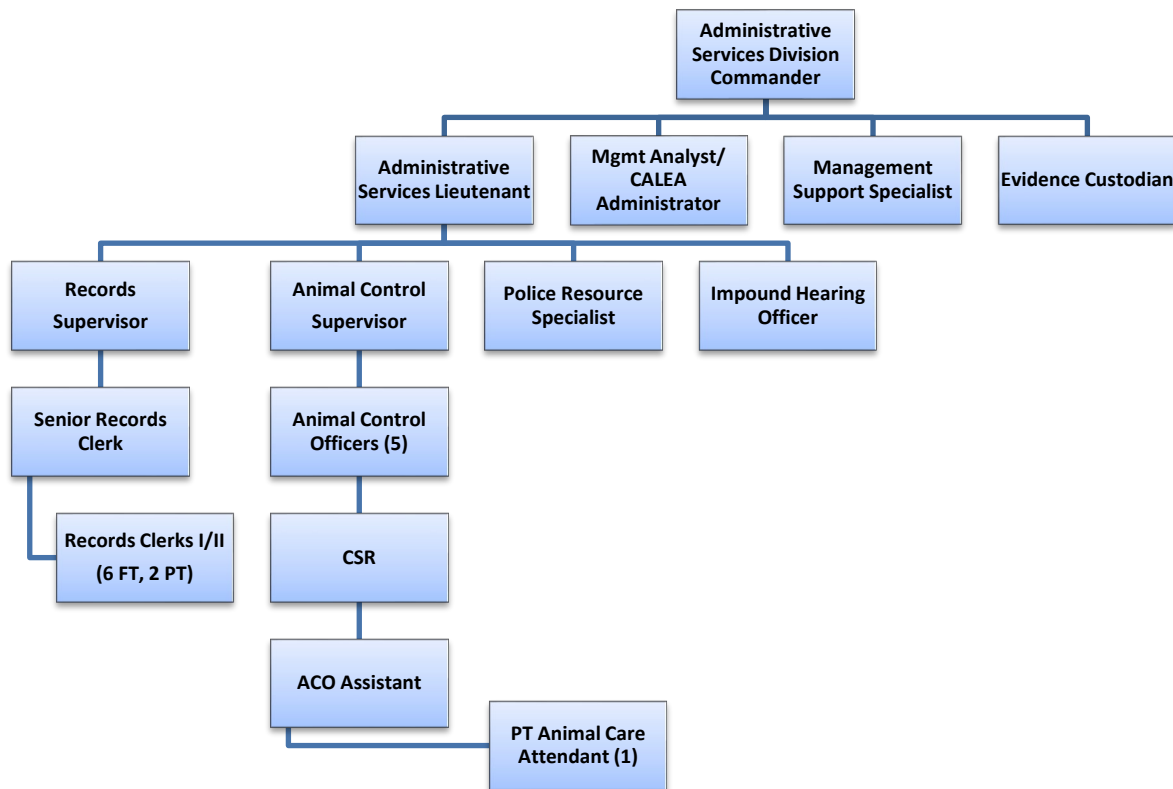


Police

Expenditures	2023 Budget	2024 Budget	2025 Adopted
Administration	\$ 1,940,562	\$ 2,357,966	\$ 2,296,633
Police Operations	9,527,884	10,056,871	10,762,858
Animal Control	501,242	522,467	555,108
Total Personnel	\$ 11,969,688	\$ 12,937,304	\$ 13,614,599
Administration	\$ 110,445	\$ 100,989	\$ 158,710
Police Operations	1,332,819	1,373,755	1,455,755
Animal Control	378,689	341,992	413,615
Total O&M	\$ 1,821,953	\$ 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	\$ 16,682,641	\$ 17,750,840	\$ 19,100,679



Administrative Services



Expenditure By Fund			
	Budgeted FY 2023	Budgeted FY 2024	Budgeted FY 2025
General	\$2,034,981	\$2,443,080	\$2,385,897
Donations	\$16,026	\$15,875	\$18,846
Dev Fees	0	0	\$50,600
Total	\$2,051,007	\$2,458,955	\$2,455,343

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 National Incident-Based Reporting System (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 Commission on Accreditation for Law Enforcement Agencies (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.

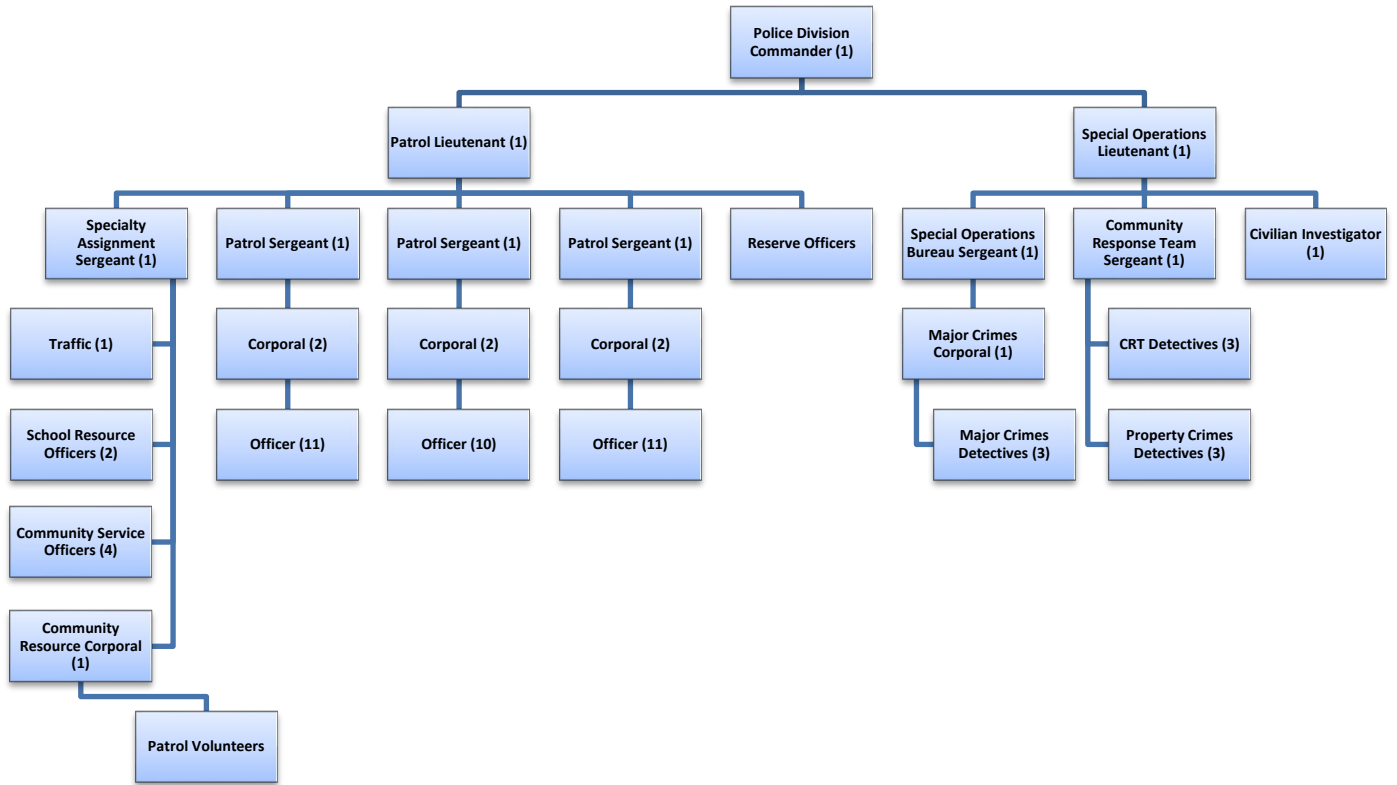


Administration

Expenditures	2023 Budget	2024 Budget	2025 Adopted
Salaries - Regular	\$ 1,209,661	\$ 1,496,651	\$ 1,447,517
Salaries - Overtime	5,000	5,000	5,000
Salaries - Part Time	35,500	35,500	36,572
Benefits	690,401	820,815	807,544
Total Personnel	\$ 1,940,562	\$ 2,357,966	\$ 2,296,633
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	\$ 2,455,343



Operations Division



Expenditure By Fund			
	Budgeted FY 2023	Budgeted FY 2024	Budgeted FY 2025
General	\$11,105,874	\$11,547,797	\$12,488,784
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	\$13,626,613

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 Adopted
Salaries - Regular	\$ 4,571,239	\$ 4,698,913	\$ 5,030,460
Salaries - Overtime	375,000	475,000	475,000
Salaries - Part Time	-	-	-
Benefits	4,581,645	4,882,958	5,257,398
Total Personnel	\$ 9,527,884	\$ 10,056,871	\$ 10,762,858
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	261,979	263,329	262,329
Books & Periodicals	750	750	750
Total O&M	\$ 1,277,819	\$ 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	\$ 11,478,703	\$ 12,290,626	\$ 13,626,613



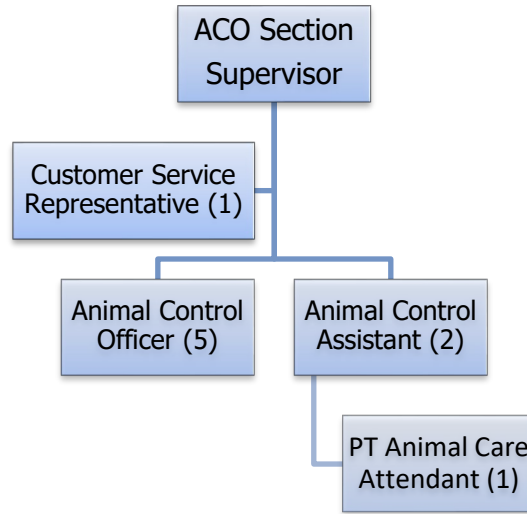
Comments

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	\$2,787,500
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	\$3,018,723

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.

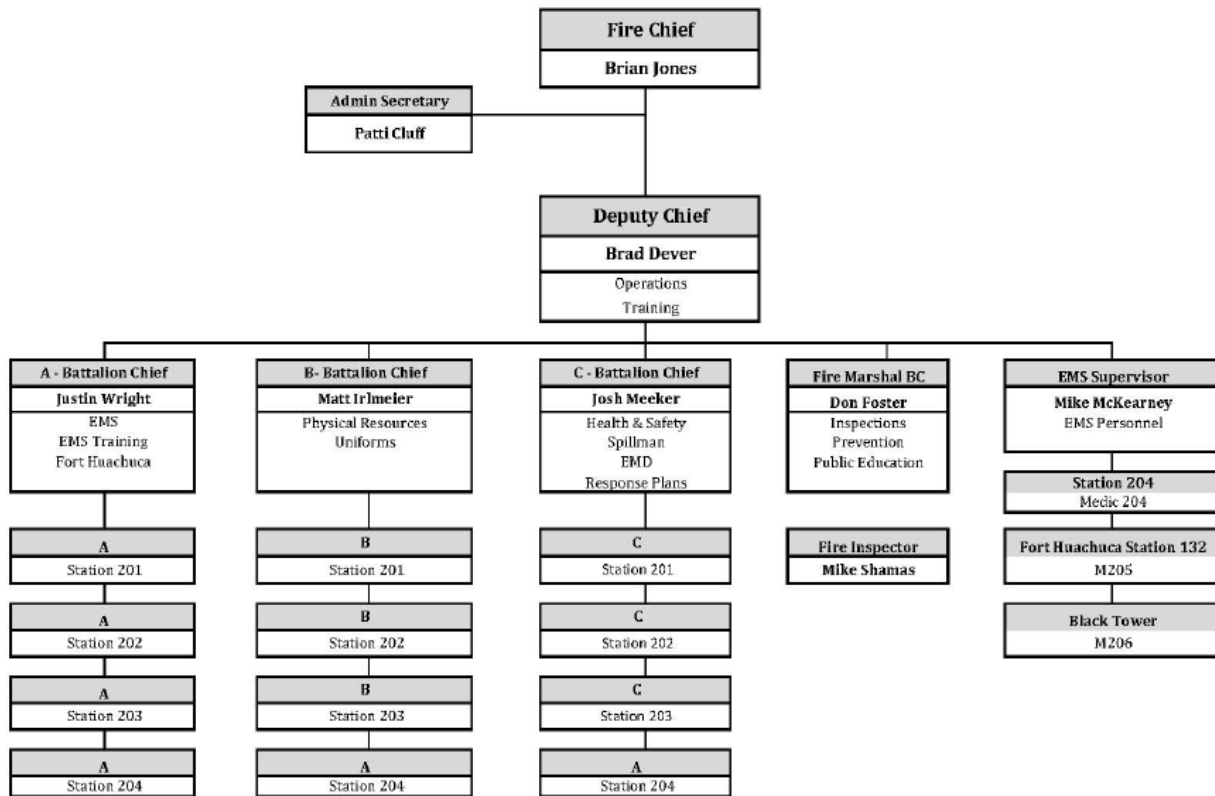


Animal Control

Expenditures	2023 Budget	2024 Budget	2025 Adopted
Salaries - Regular	\$ 364,148	\$ 375,296	\$ 391,217
Salaries - Overtime	8,835	8,835	8,835
Salaries - Part Time	-	-	-
Benefits	128,259	138,336	155,056
Total Personnel	\$ 501,242	\$ 522,467	\$ 555,108
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	\$ 3,018,723



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	\$12,661,667
Grants	\$1,830,676	\$303,464	\$405,357
Donations	\$4,506	\$4,600	\$5,041
Development Fees	0	0	\$64,900
Total	\$11,838,987	\$11,506,254	\$13,136,965

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. • Internal and external surveys to be done seeing if what we are providing is meeting the needs of our community.

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

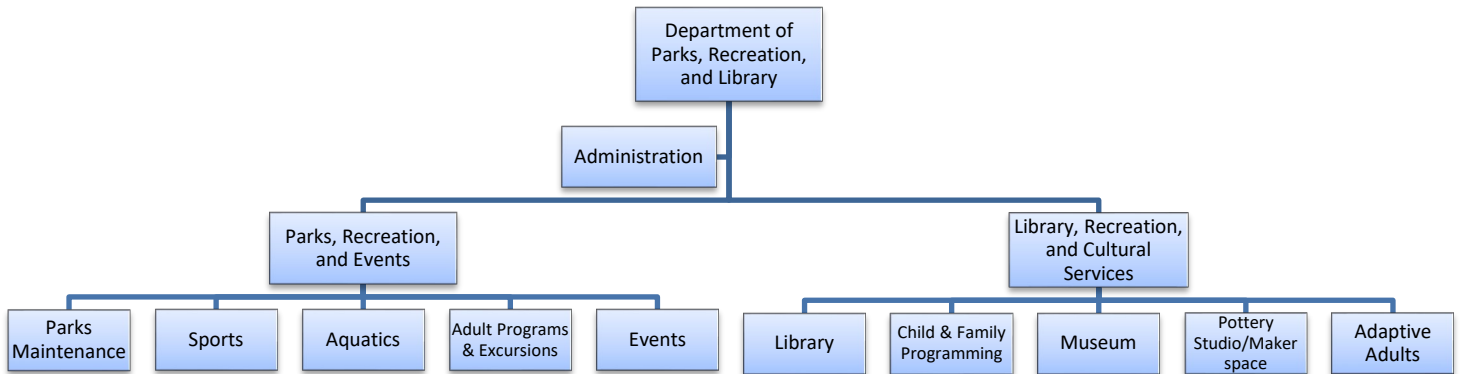
	FY18/19	FY19/20	FY20/21	FY21/22	FY 22/23
Total calls for service	8450	7707	8125	8828	9433
Automatic Aid Given	568	498	543	647	585
Automatic Aid Received	607	902	1079	1292	1162
Total fire calls	582	752	1041	2062	2252
Structure fires	40	37	104	88	91
Vehicle fires	13	19	15	24	13
Brush fires	38	11	34	29	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
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	831
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 Adopted
Salaries - Regular	\$ 4,688,068	\$ 5,071,535	\$ 5,253,319
Salaries - Overtime	177,189	250,000	250,000
Salaries - Part Time	48,600	45,000	45,450
Benefits	3,672,945	4,019,711	4,296,172
Total Personnel	\$ 8,586,802	\$ 9,386,246	\$ 9,844,941
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	\$ 13,136,965



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.

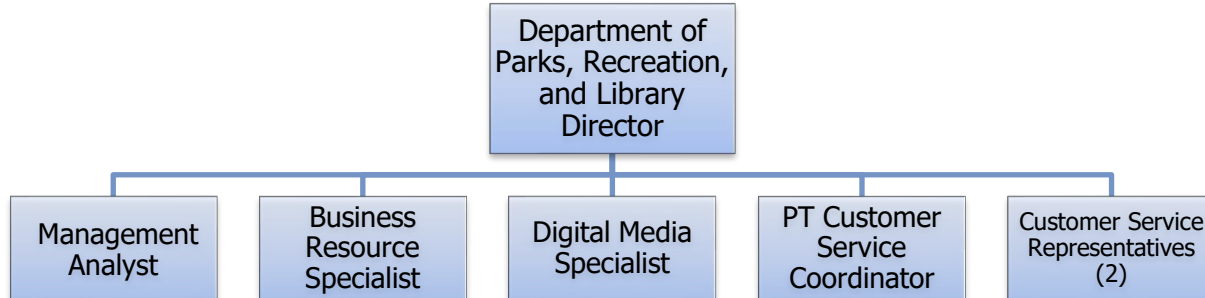


Department of Parks, Recreation, and Library

Expenditures	2023 Budget	2024 Budget	2025 Adopted
Administration	\$ 530,002	\$ 542,387	\$ 562,150
Adult Programs, Excursions, & Events	420,985	488,128	496,629
Adaptive Adults	85,984	67,578	68,178
Parks	831,175	884,224	821,865
Aquatics	471,826	455,665	463,668
Museum	84,418	92,764	84,981
Sports	331,836	351,058	386,222
Child & Family Programs	378,840	374,803	385,520
Library	872,983	875,617	901,149
Total Personnel	\$ 4,008,049	\$ 4,132,224	\$ 4,170,362
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	440,577	516,782	593,545
Total O&M	\$ 1,937,774	\$ 1,864,989	\$ 2,135,418
Parks	\$ 18,192,378	\$ 2,766,072	\$ 4,656,500
Aquatics	3,260,490	-	-
Library	34,480	34,480	-
Total Capital	\$ 21,487,348	\$ 2,800,552	\$ 4,656,500
Totals	\$ 27,433,171	\$ 8,797,765	\$ 10,962,280



Administration



Expenditure by Fund			
	Budgeted FY 2023	Budgeted FY 2024	Budgeted FY 2025
General	\$571,746	\$581,401	\$595,864
Donations	\$45,791	\$50,762	\$545,628
Total	\$617,537	\$632,163	\$1,141,492

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.

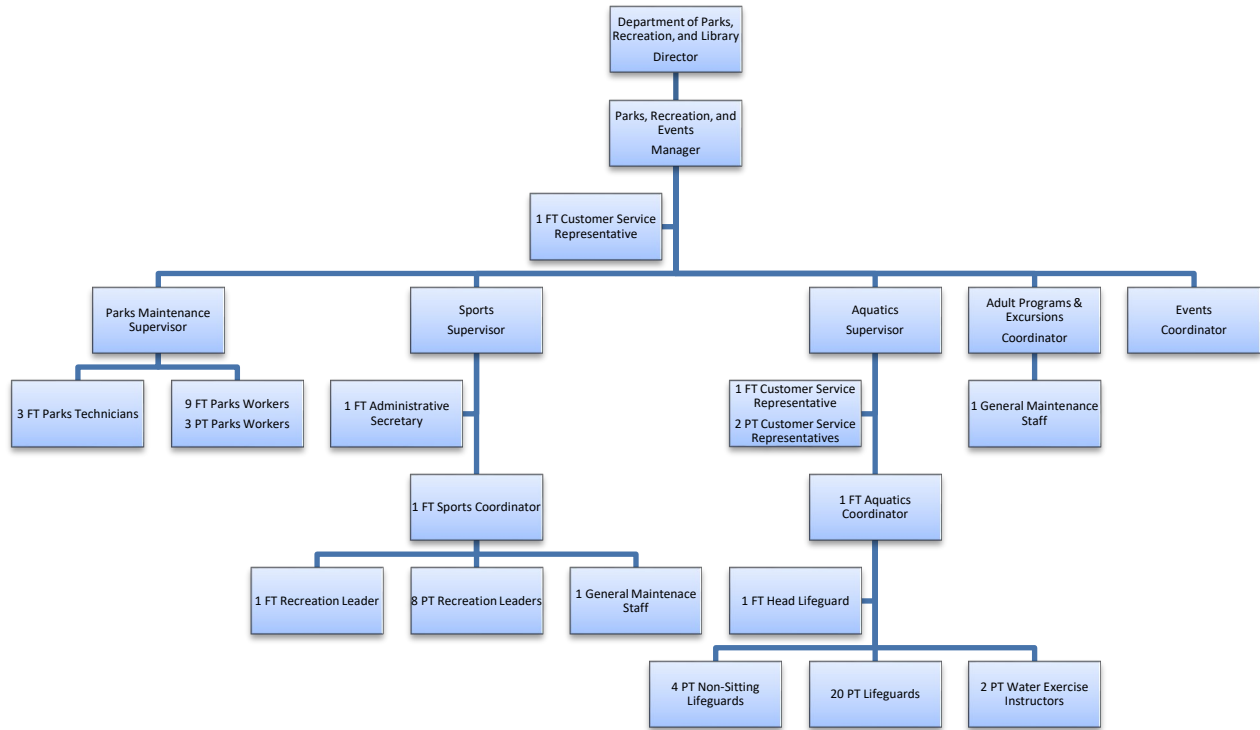


Administration

Expenditures	2023 Budget	2024 Budget	2025 Adopted
Salaries - Regular	\$ 377,277	\$ 387,009	\$ 401,796
Salaries - Part Time	28,500	28,500	29,361
Benefits	124,225	126,878	130,993
Total Personnel	\$ 530,002	\$ 542,387	\$ 562,150
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	\$ 1,141,492



Adult Programs, Excursions, & Events



Expenditure by Fund			
	Budgeted FY 2023	Budgeted FY 2024	Budgeted FY 2025
General	\$590,645	\$827,738	\$805,639
Grants	0	0	0
Total	\$590,645	\$827,738	\$805,639

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.	16,300 (Placer)
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

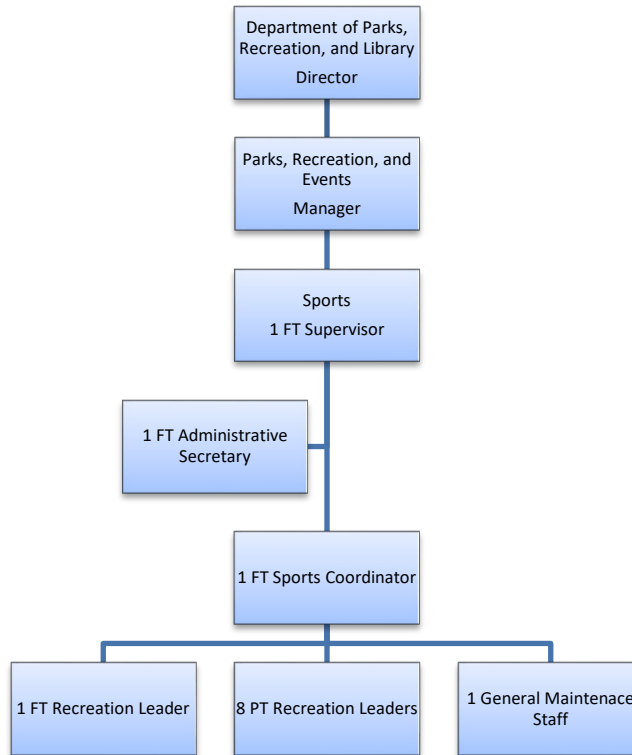


Adult Programs, Excursions, & Events

Expenditures	2023 Budget	2024 Budget	2025 Adopted
Salaries - Regular	\$ 303,459	\$ 355,827	\$ 362,586
Salaries - Overtime	5,000	5,000	5,000
Salaries - Part Time	5,000	5,000	5,050
Benefits	107,526	122,301	123,993
Total Personnel	\$ 420,985	\$ 488,128	\$ 496,629
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	\$ 805,639



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	\$590,638
Capital	0	0	0
Total	\$477,202	\$564,674	\$590,638

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 Leman 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 Leman Academy for facility use sharing. Our youth basketball program uses Leman Academy for practices and games.



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 and maintain SOPs which improves safety, lowers risk, increases customer engagement and support while decreasing or tracking cost, expenses, and benefit.	<ul style="list-style-type: none"> • Reach out to community event users and vendors. • Research best state and national 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.
Offer tournament play in Sierra Vista driving economic development, and sports opportunities for state, regional, and local participants	<ul style="list-style-type: none"> • Examine current fields and determine needs and expectations which satisfy or exceed national and state league criteria for tournaments. • Examine current pickleball courts and determine needs and expectations which satisfy or exceed national and state criteria for tournaments. • 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.
Seek out and provide programs and opportunities for	<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 Adopted
Salaries - Regular	\$ 187,907	\$ 196,339	\$ 201,575
Salaries - Overtime	\$ -	\$ -	\$ 5,000
Salaries - Part Time	\$ 65,000	\$ 75,000	\$ 92,718
Benefits	\$ 78,929	\$ 79,719	\$ 86,929
Total Personnel	\$ 331,836	\$ 351,058	\$ 386,222
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	\$ 590,638

Performance Measures

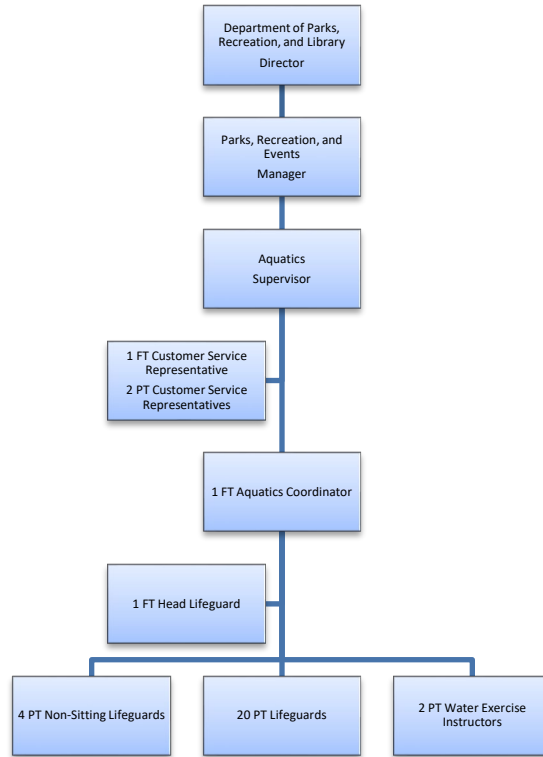
	FY 20/21	FY 21/22	FY 22/23	FY 23/24
Sports Tourism Economic Impact	\$2M	\$2.5M	\$2.02M	\$2.1M est.
Annual Revenue Collected (FY21 COVID)	\$77,420	\$124,048	\$149,959	\$174,363



	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	227
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



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	\$541,048
Capital	\$3,260,490	\$0	\$0
Total	\$3,806,616	\$533,545	\$541,048

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

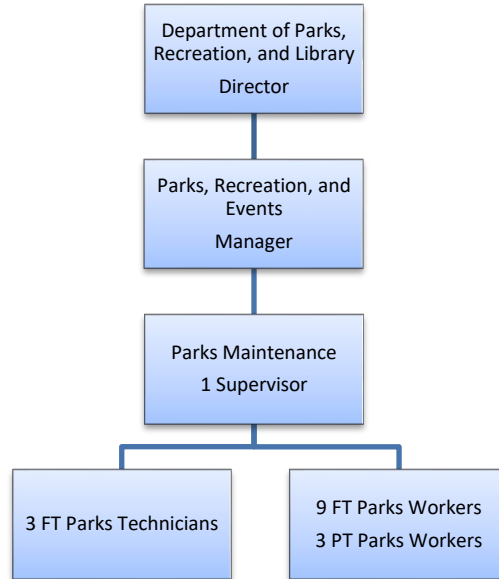


Aquatics

Expenditures	2023 Budget	2024 Budget	2025 Adopted
Salaries - Regular	\$ 176,231	\$ 121,283	\$ 126,919
Salaries - Overtime	\$ 500	\$ 500	\$ 500
Salaries - Part-Time	\$ 200,000	\$ 250,000	\$ 257,550
Benefits	\$ 95,095	\$ 83,882	\$ 78,699
Total Personnel	\$ 471,826	\$ 455,665	\$ 463,668
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	\$ 541,048



Parks Maintenance



Expenditure by Fund			
	Budgeted FY 2023	Budgeted FY 2024	Budgeted FY 2025
General	\$2,178,836	\$1,447,724	\$1,452,465
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	\$3,547,800
Total	\$19,958,214	\$3,966,796	\$5,784,965

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

	FY 19/20	FY 20/21	FY 21/22	FY 22/23	FY 23/24
Number of Sports Field Reservations	4623	4608	4448	5,083	5,455
Sports Field Reservations Revenue	\$54,337	\$117,457	\$113,127	\$97,960	\$124,208
Number of Park Facilities Reservations	294	294	421	903	817
Park Facilities Reservation Revenue	\$25,237	\$15,000 est.	\$53,118	\$53,577	\$64,940

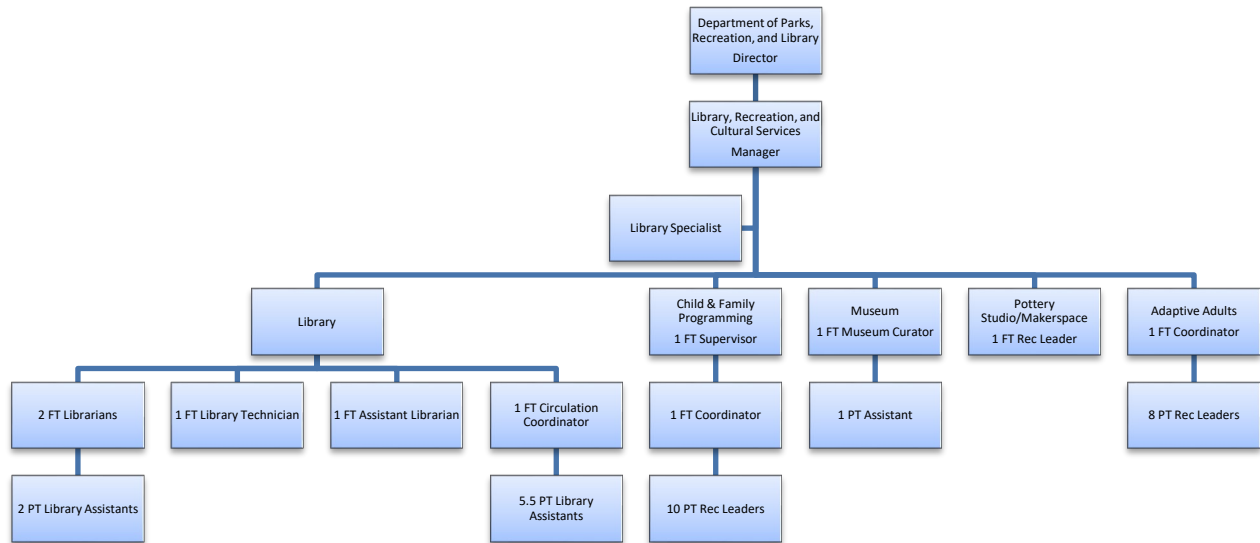
*Final Performance Measures will be updated after the end of the current FY.

Parks

Expenditures	2023 Budget	2024 Budget	2025 Adopted
Salaries - Regular	\$ 563,282	\$ 599,957	\$ 552,567
Salaries - Overtime	\$ -	\$ -	\$ -
Salaries - Part Time	\$ 41,067	\$ 41,067	\$ 41,478
Benefits	\$ 226,826	\$ 243,200	\$ 227,820
Total Personnel	\$ 831,175	\$ 884,224	\$ 821,865
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	\$ 4,581,500
Machinery & Equipment	\$ 39,000	\$ -	\$ -
Total Capital	\$ 18,192,378	\$ 2,766,072	\$ 4,656,500
Totals	\$19,958,214	\$ 3,966,796	\$ 5,784,965



Library, Recreation, & Cultural Services

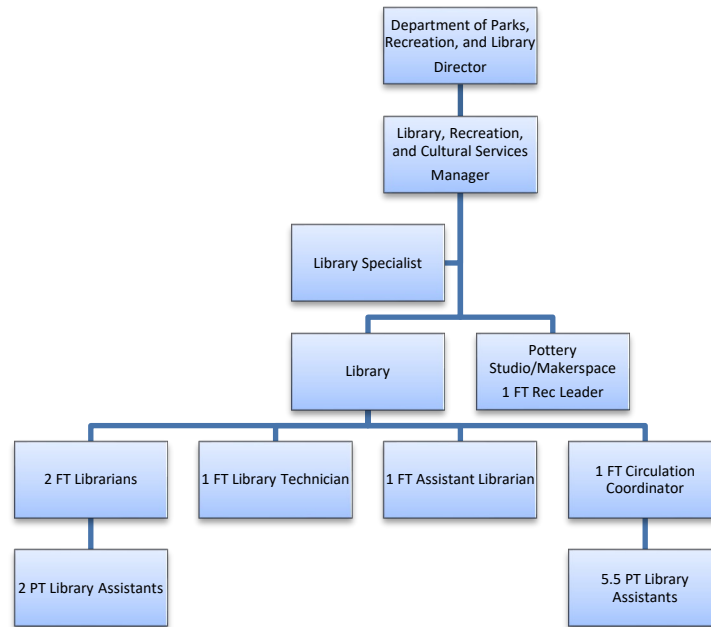


The Library, Recreation, and Cultural Services Division encompasses five major areas of responsibility with a focus on offering artistic and cultural programming, educational and enrichment activities, and recreational activities for children, families, and community members of all abilities.

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	\$1,266,733
Donations	\$89,632	\$92,900	\$172,961
Grant	\$67,500	\$89,500	\$55,000
Total	\$1,355,300	\$1,426,879	\$1,494,694

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*
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 Adopted
Salaries - Regular	\$ 530,032	\$ 537,973	\$ 534,868
Salaries - Part Time	\$ 152,325	\$ 152,325	\$ 178,770
Benefits	\$ 190,626	\$ 185,319	\$ 187,511
Total Personnel	\$ 872,983	\$ 875,617	\$ 901,149
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	\$ 1,494,694



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	\$104,706
Total	\$102,293	\$347,489	\$104,706

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 Adopted
Salaries - Regular	\$ 64,979	\$ 72,760	\$ 53,356
Salaries - Part-Time	-	-	12,802
Benefits	19,439	20,004	18,823
Total Personnel	\$ 84,418	\$ 92,764	\$ 84,981
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	\$ 104,706



Child & Family Programming

Expenditure by Fund			
	Budgeted FY 2023	Budgeted FY 2024	Budgeted FY 2025
General	\$439,040	\$420,303	\$421,020
Total	\$439,040	\$420,303	\$421,020

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

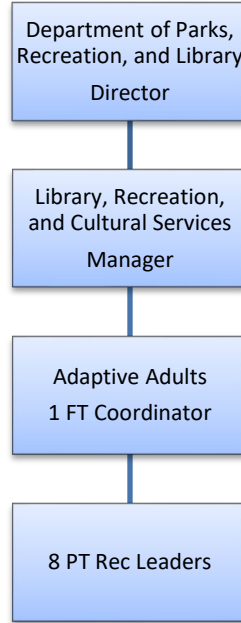
Expenditures	2023 Budget	2024 Budget	2025 Adopted
Salaries - Regular	\$ 215,608	\$ 222,344	\$ 229,968
Salaries - Overtime	\$ -	\$ -	\$ -
Salaries - Part Time	\$ 75,000	\$ 65,000	\$ 65,650
Benefits	\$ 88,232	\$ 87,459	\$ 89,902
Total Personnel	\$ 378,840	\$ 374,803	\$ 385,520
Professional Services	\$ 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	\$ 421,020

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	\$78,078
Total	\$93,584	\$78,178	\$78,078

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

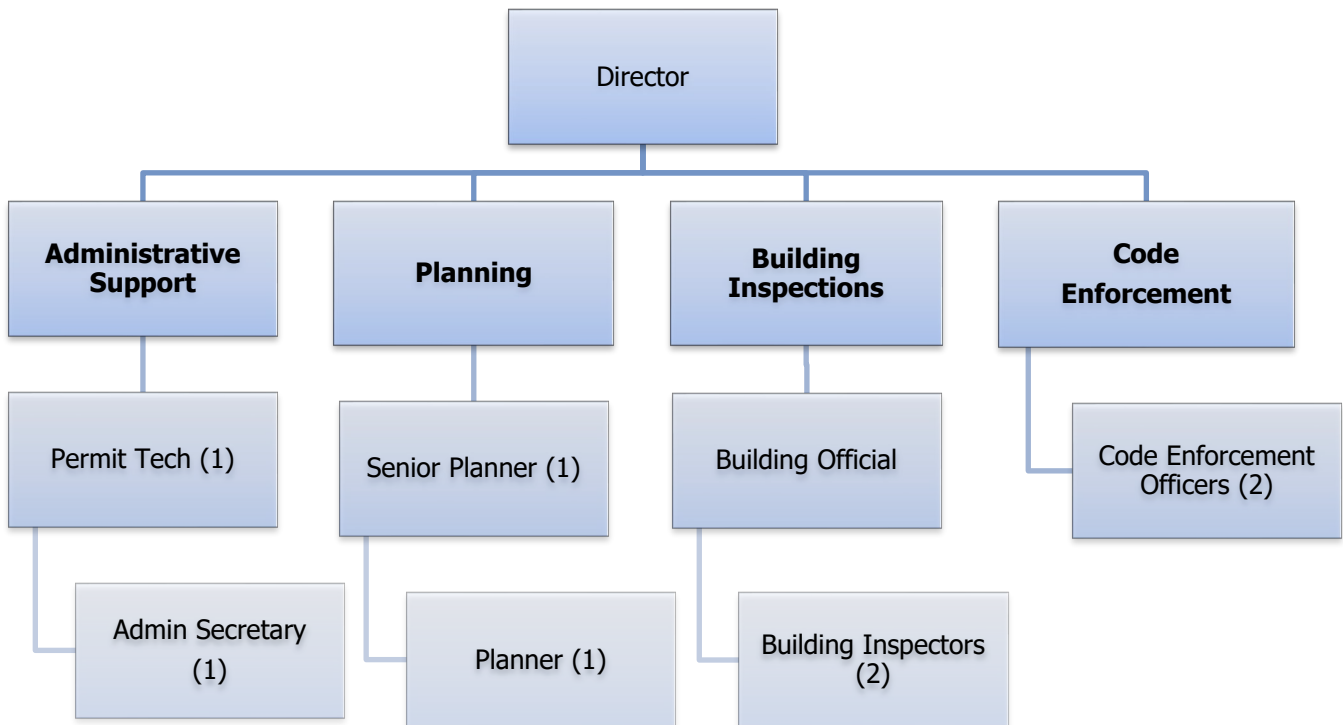
*Program so impactful, several Clients privately pay who do not qualify for state funding.

Adaptive Adults

Expenditures	2023 Budget	2024 Budget	2025 Adopted
Salaries - Regular	\$ -	\$ -	\$ -
Salaries - Part Time	\$ 78,406	\$ 60,000	\$ 60,600
Benefits	\$ 7,578	\$ 7,578	\$ 7,578
Total Personnel	\$ 85,984	\$ 67,578	\$ 68,178
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	\$ 78,078

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 Adopted
Planning	\$ 659,788	\$ 638,594	\$ 708,385
Building Inspections	\$ 291,017	\$ 312,786	\$ 325,090
Total Personnel	\$ 950,805	\$ 951,380	\$ 1,033,475
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	\$ 1,875,650



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	\$989,373
Grants	\$307,190	\$281,275	\$417,172
Donation	\$12,886	\$9,200	\$8,715
Total	\$1,260,852	\$1,060,057	\$1,415,260

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.



Planning

- 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.

Effective Planning

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



Planning

Expenditures	2023 Budget	2024 Budget	2025 Adopted
Salaries - Regular	\$ 492,069	\$ 480,591	\$ 532,742
Salaries - Part Time	10,000	10,000	10,000
Benefits	157,719	148,003	165,643
Total Personnel	\$ 659,788	\$ 638,594	\$ 708,385
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	\$ 1,415,260

*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	\$332,290
Total	\$297,127	\$318,986	\$332,290

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 Adopted
Salaries - Regular	\$ 221,844	\$ 237,854	\$ 247,031
Salaries - Part Time	\$ 2,500	\$ 2,500	\$ 2,525
Benefits	\$ 66,673	\$ 72,432	\$ 75,534
Total Personnel	\$ 291,017	\$ 312,786	\$ 325,090
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	\$ 332,290



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

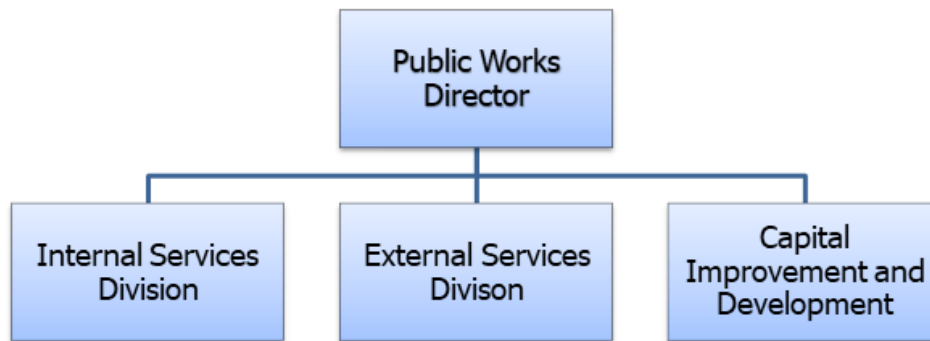
Expenditures	2023 Budget	2024 Budget	2025 Adopted
Professional Services	\$ 100,000	\$ 100,000	\$ 125,000
Advertising	\$ -	\$ -	\$ -
Printing & Binding	\$ -	\$ -	\$ -
Professional Associations	\$ 250	\$ -	\$ -
Travel & Training	\$ 1,200	\$ 600	\$ 600
Specialized Supplies	\$ 2,500	\$ 2,500	\$ 2,500
Total 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

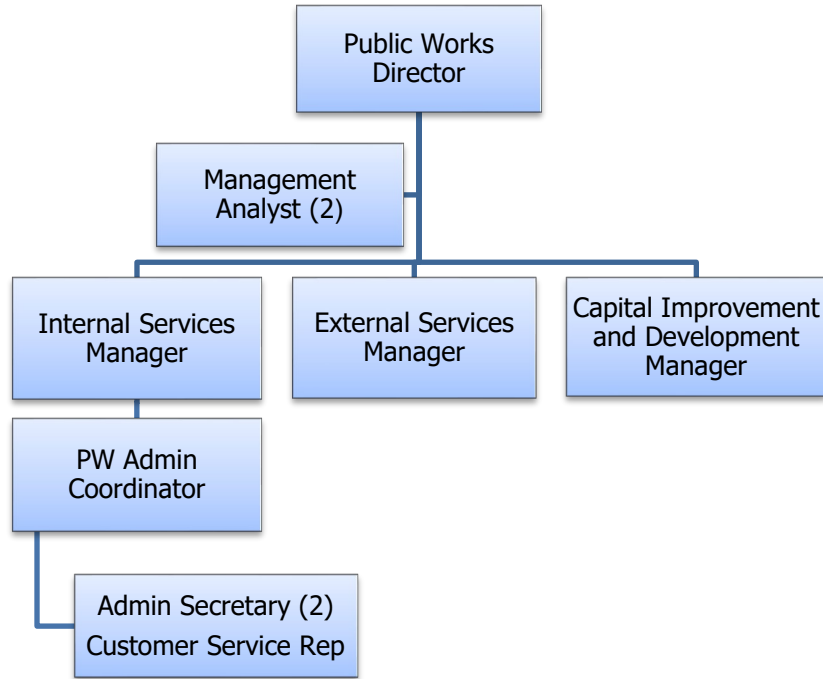
- Prioritize reducing the number of road miles of city-owned streets that fall into the Very Poor or Poor classifications on the Pavement Condition Index, and maintain higher classifications to the extent possible.
- Expand the Fry Boulevard streetscape.
- Evaluate the expansion of EV charging infrastructure 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 Adopted
Administration Division	\$ 1,119,669	\$ 1,154,727	\$ 1,204,918
Engineering Division	\$ 2,671,380	\$ 2,946,416	\$ 3,230,545
Municipal Services Division	\$ 3,450,357	\$ 3,799,521	\$ 3,952,983
Total Personnel	\$ 7,241,406	\$ 7,900,664	\$ 8,388,446
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	\$ 10,411,401
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	\$ 80,447,026
Totals	\$ 112,656,869	\$ 111,456,067	\$ 102,824,063



Administration



Expenditure By Fund			
	Budgeted FY 2023	Budgeted FY 2024	Budgeted FY 2025
General	\$331,811	\$341,004	\$354,718
HURF	\$203,369	\$209,002	\$217,408
Donations	\$15	\$0	\$0
Sewer	\$267,591	\$275,003	\$286,063
Refuse	\$267,591	\$275,003	\$286,063
Development Fees	0	0	0
Total	\$1,070,377	\$1,100,012	\$1,144,252

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.

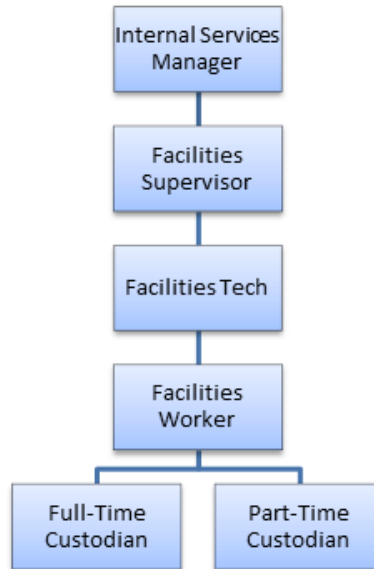


Administration Division

Expenditures	2023 Budget	2024 Budget	2025 Adopted
Salaries - Regular	\$ 795,450	\$ 818,788	\$ 854,176
Salaries - Part Time	\$ -	\$ -	\$ -
Salaries- Over Time	\$ -	\$ -	\$ -
Benefits	\$ 240,912	\$ 247,224	\$ 258,076
Total Personnel	\$ 1,036,362	\$ 1,066,012	\$ 1,112,252
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	\$ 1,144,252



Facilities



Expenditure by Fund			
	Budgeted FY 2023	Budgeted FY 2024	Budgeted FY 2025
General	\$7,081,531	\$3,962,775	\$3,589,592
CIF	\$6,957,108	\$327,076	\$0
Sewer	\$52,407	\$75,618	\$61,616
Refuse	\$52,407	\$75,618	\$61,616
Total	\$14,143,453	\$4,441,087	\$3,712,824

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 2022	FY 2023	FY 2024	Goal
Work Order Closure Rate Ratio of completed work orders to total work orders	83%	90%	96%	90%
Time To Completion Work orders completed within 5 working days	69%	78%	82%	70%
Preventive Maintenance Compliance Preventive maintenance not overdue	Created in FY23	99%	98%	95%
Capital/Maintenance Projects (managed by Facilities Section) Projects completed within the scheduled fiscal year	100%	100%	100%	100%



Facilities

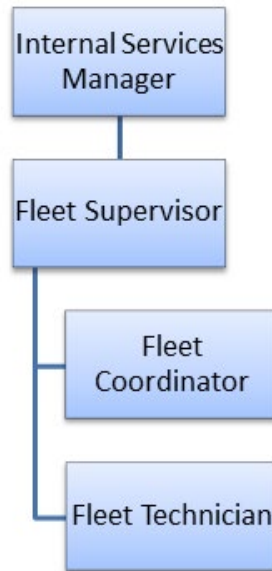
Expenditures	2023 Budget	2024 Budget	2025 Adopted
Salaries - Regular	\$ 597,030	\$ 752,338	\$ 775,395
Salaries - Overtime	\$ 7,000	\$ 7,000	\$ 7,000
Salaries - Part Time	\$ 25,350	\$ 25,350	\$ 25,604
Benefits	\$ 244,045	\$ 258,413	\$ 266,260
Total Personnel	\$ 873,425	\$ 1,043,101	\$ 1,074,259
Professional 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	\$ 3,712,824

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	\$3,233,132
Total	\$3,927,617	\$3,949,929	\$3,233,132

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

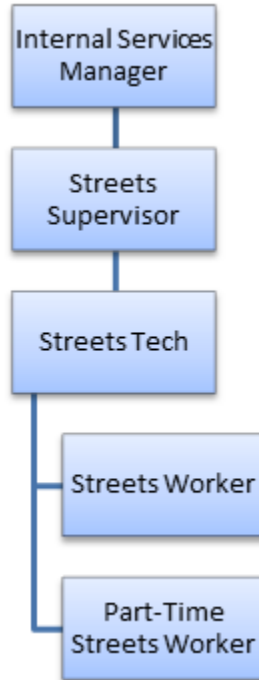
	FY 2022	FY 2023	FY 2024	Goal
Productivity The ratio of wrenching hours to payroll hours	57%	60%	64%	65%
Turnaround Time Work orders completed within 5 working days	40%	45%	47%	50%
Rework Repeat repair within 30 days of original repair	2%	1%	1%	3% or less
Preventive Maintenance Compliance Preventive maintenance not overdue	Created in FY24	Created in FY24	96%	95%

Fleet

Expenditures	2023 Budget	2024 Budget	2025 Adopted
Salaries - Regular	\$ 531,861	\$ 551,852	\$ 564,996
Salaries - Overtime	\$ 8,460	\$ 8,460	\$ 8,460
Benefits	\$ 178,313	\$ 182,348	\$ 187,191
Total Personnel	\$ 718,634	\$ 742,660	\$ 760,647
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	\$ 3,233,132



Streets/Traffic Services



Expenditure by Fund			
	Budgeted FY 2023	Budgeted FY 2024	Budgeted FY 2025
HURF	\$62,443,275	\$71,400,559	\$64,226,767
CIF	0	0	0
Dev Fees	0	0	0
Total	\$62,443,275	\$71,400,559	\$64,226,767

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 2022	FY 2023	FY 2024	Goal
Service Request Closure Rate Completed service requests to total service requests	Created in FY23	99%	98%	95%
Time To Completion Service requests completed within 5 working days	Created in FY24	Created in FY24	62%	70%
Preventive Maintenance Compliance Preventive maintenance not overdue	Created in FY24	Created in FY24	100%	95%
Street Sweeping Number of City lane miles swept per year*	1,232	1,957	2,722	2,000

*The City has a total of 635 lane miles



Streets/Traffic Services Section

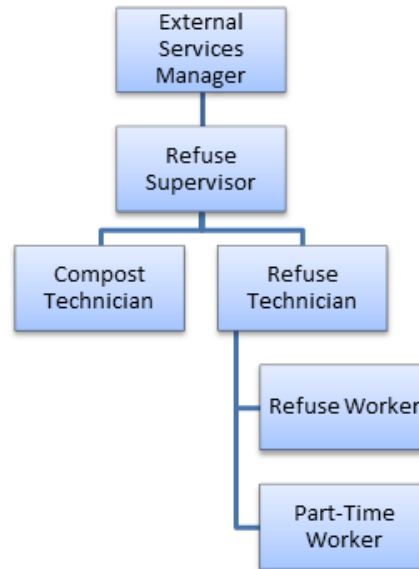
Expenditures	2023 Budget	2024 Budget	2025 Adopted
Salaries - Regular	\$ 852,987	\$ 926,558	\$ 979,898
Salaries - Overtime	\$ 5,000	\$ 5,000	\$ 5,000
Salaries - Part Time	\$ 45,000	\$ 45,000	\$ 45,450
Benefits	\$ 392,489	\$ 410,104	\$ 427,656
Total Personnel	\$ 1,295,476	\$ 1,386,662	\$ 1,458,004
Professional 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	\$ 64,226,767

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	\$4,337,559
Total	\$4,584,294	\$3,801,869	\$4,337,559

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

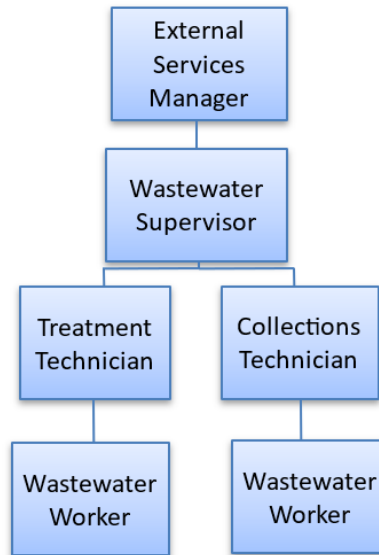


Refuse

Expenditures	2023 Budget	2024 Budget	2025 Adopted
Salaries - Regular	\$ 738,376	\$ 751,066	\$ 784,067
Salaries - Overtime	\$ 21,049	\$ 25,000	\$ 25,000
Salaries - Part Time	\$ 21,998	\$ 21,998	\$ 22,662
Benefits	\$ 313,995	\$ 330,331	\$ 343,655
Total Personnel	\$ 1,095,418	\$ 1,128,395	\$ 1,175,384
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	\$ 4,337,559



Wastewater



Expenditure by Fund			
	Budgeted FY 2023	Budgeted FY 2024	Budgeted FY 2025
Sewer	\$3,758,203	\$5,469,585	\$4,799,955
Total	\$3,758,203	\$5,469,585	\$4,799,955

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.

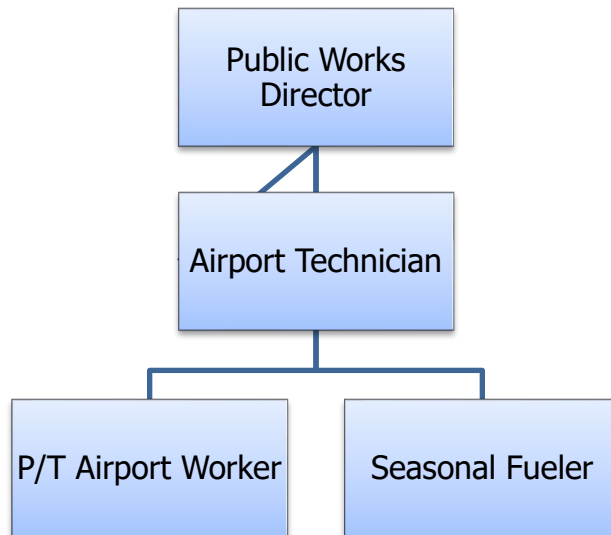


Wastewater

Expenditures	2023 Budget	2024 Budget	2025 Adopted
Salaries - Regular	\$ 540,842	\$ 536,429	\$ 662,292
Salaries - Overtime	\$ 4,518	\$ 30,000	\$ 30,000
Salaries - Part Time	\$ -	\$ -	\$ -
Benefits	\$ 216,950	\$ 221,141	\$ 282,604
Total Personnel	\$ 762,310	\$ 787,570	\$ 974,896
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	\$ 4,799,955



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.

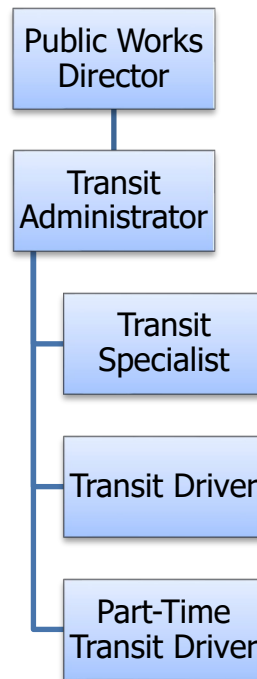


Airport

Expenditures	2023 Budget	2024 Budget	2025 Adopted
Salaries - Regular	\$ 40,180	\$ 43,906	\$ 46,585
Salaries - Overtime	5,644	5,644	5,644
Salaries - Part Time	19,500	19,500	19,695
Benefits	17,983	19,665	20,742
Total Personnel	\$ 83,307	\$ 88,715	\$ 92,666
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	\$ -	\$ -
Infrastructure	12,389,009	7,980,499	9,232,401
Machinery & Equipment	332,000	130,000	279,000
Intangible assets	-	464,406	900,000
Total Capital	\$ 12,851,009	\$ 8,574,905	\$ 10,411,401
Totals	\$ 14,235,466	\$ 10,373,219	\$ 12,383,566



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 for 2024.



Vista Transit

Expenditures	2023 Budget	2024 Budget	2025 Adopted
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 Adopted
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.

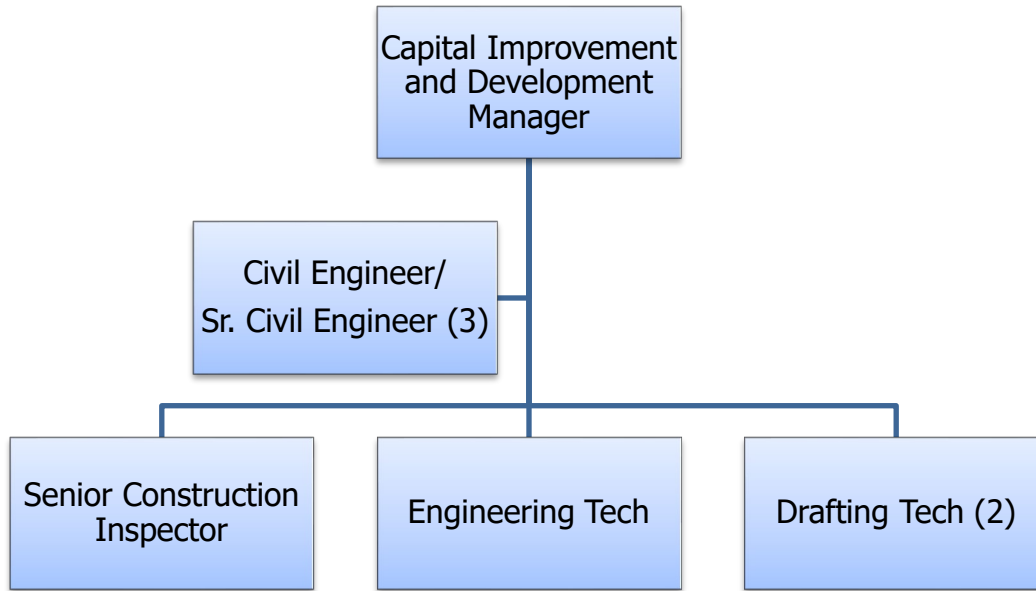


Transit Operations

Expenditures	2023 Budget	2024 Budget	2025 Adopted
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	\$462,767
HURF	\$166,774	\$216,921	\$218,286
Sewer	\$133,419	\$173,537	\$174,629
Refuse	\$13,342	\$17,354	\$17,463
Total	\$667,094	\$842,684	\$873,145

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 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 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
- Completed design and awarded construction for the FTA Connectivity Project (9 locations) and Montebello Solar Street Lights

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. 5000 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 and North Garden 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.

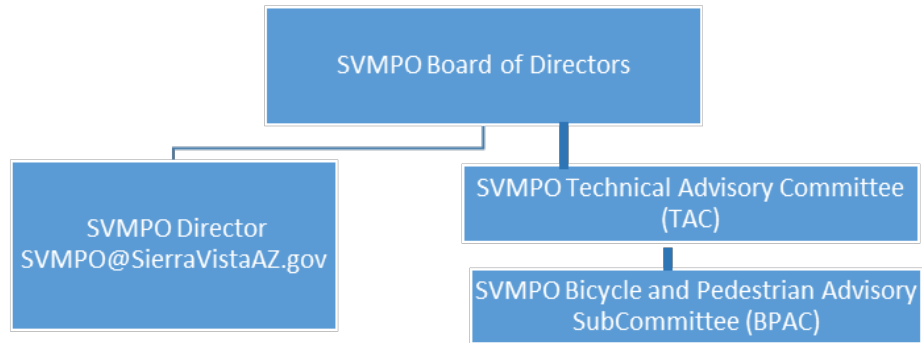
**Performance Measures**

	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 Adopted
Salaries - Regular	\$ 465,440	\$ 590,958	\$ 609,410
Salaries - Part Time	\$ -	\$ -	\$ -
Benefits	\$ 148,154	\$ 181,226	\$ 188,235
Total Personnel	\$ 613,594	\$ 772,184	\$ 797,645
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	\$ 873,145



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.

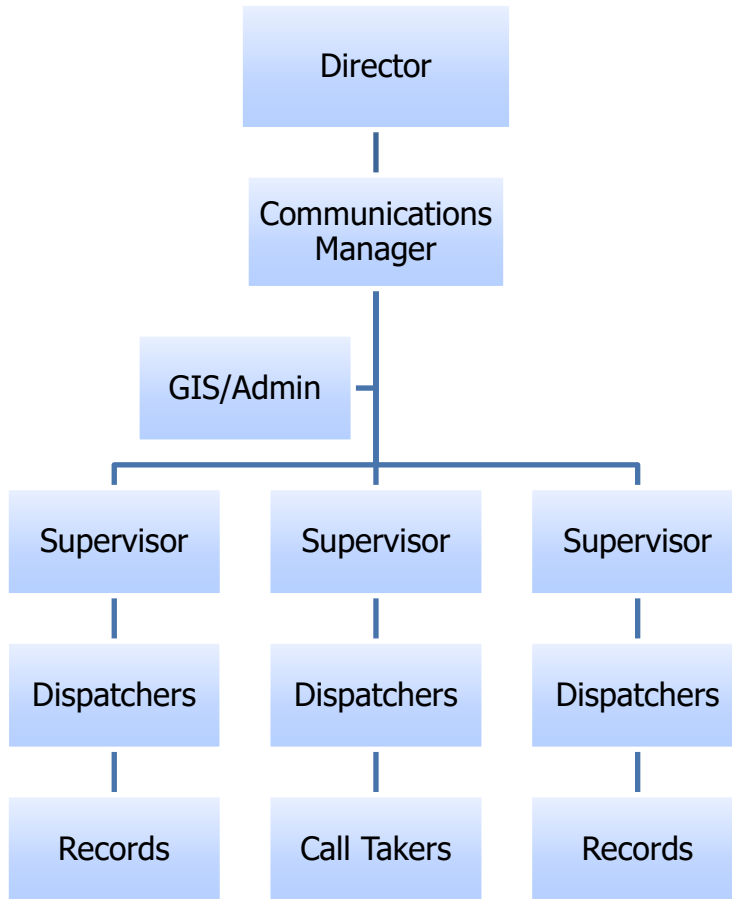
The City of Sierra Vista began including the SVMPO in its budget process in FY16. Through an Intergovernmental Agreement, the City is the Hosting Agency for the SVMPO, provides Fiscal Agent services to the SVMPO and advances payment for MPO activities. The SVMPO is independently funded through Federal 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 Adopted
Salaries - Regular	\$ 195,768	\$ 203,903	\$ 215,051
Benefits	\$ 47,702	\$ 50,060	\$ 60,797
Total Personnel	\$ 243,470	\$ 253,963	\$ 275,848
Professional Services - Engineering	\$ 294,429	\$ 930,634	\$ 673,261
Professional Services - Other	\$ 13,754	\$ 53,518	\$ 19,077
Telephone	\$ -	\$ -	\$ -
Office Rental	\$ 5,048	\$ 5,048	\$ 5,048
Insurance	\$ 5,000	\$ 5,302	\$ 13,786
Postage	\$ 200	\$ 106	\$ 212
Advertising	\$ 2,000	\$ 855	\$ 313
Printing & Binding	\$ 2,000	\$ 1,660	\$ 1,250
Professional Associations	\$ 10,000	\$ 9,160	\$ 2,651
Travel & Training	\$ 10,000	\$ 10,604	\$ 10,604
Specialized Supplies	\$ 6,000	\$ 5,444	\$ 6,759
Software	\$ 4,000	\$ 1,586	\$ 1,591
Misc Expense	\$ 56,822	\$ 124,283	\$ 90,694
Total O&M	\$ 409,253	\$ 1,148,200	\$ 825,246
Infrastructure	\$ -	\$ -	\$ -
Total Capital	\$ -	\$ -	\$ -
Totals	\$ 652,723	\$ 1,402,163	\$ 1,101,094



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. Willcox 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 Adopted
Salaries - Regular	\$ 1,318,523	\$ 1,289,009	\$ 1,355,909
Salaries - Overtime	142,000	142,000	\$ 185,000
Salaries - Part Time	55,000	55,000	\$ 75,000
Benefits	472,332	468,941	\$ 487,557
Total Personnel	\$ 1,987,855	\$ 1,954,950	\$ 2,103,466
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	\$ 3,027,569



Introduction

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

The Sierra Vista City Council adopted a Strategic Leadership Plan in 2007 addressing the needs of the community. One of the council Strategic Leadership Plan objectives was to create and adopt a 5-year Capital Improvement Plan. The City has been proactive in developing a Capital Improvement Plan in order to ensure that the City and its citizens are aware of future capital infrastructure. The Strategic Leadership Plan has since been updated every two years, most recently in June 2023.

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

Capital Improvement Plan Development

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

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



Capital Improvement Plan

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

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

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

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



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

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

Capital Improvement Projects

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

Capital Assets

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

1. Buildings and Improvements



2. Infrastructure
3. Land and Improvements
4. Furniture
5. Easements
6. Vehicles
7. Machinery
8. Equipment
9. Works of Art
10. Various Intangible Assets

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

Capital Improvement Assets

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

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

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

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

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

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



Capital Improvement Plan

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

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

Capital Replacement Assets

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

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

Funding Sources for Projects

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

General Fund/Capital Improvement Fund

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

Development Impact Fees

Another funding source for capital improvement projects is Development Impact Fees. These fees are in place to ensure that future residents pay for service that they are going



Capital Improvement Plan

to receive. The development impact fees are in place to provide the same level of service to the community with an increase in population.

Highway User Revenue Fund (HURF)

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

Airport Fund

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

Grants/Donations

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





Capital Improvement Plan

The City of Sierra Vista is planning to complete \$91,564,945 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 Fund, Grants, Highway User Revenue Fund (HURF), Airport, Capital Improvement Fund, Sewer, Refuse, and LTAF.

The FY25 Capital Summary is listed on the next two pages by location where funds are allocated in the budget.



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 STATION 2 BAY DOOR MODIFICATION	GENERAL	FACILITIES	\$75,000	CASH
FIRE STATION 2 PARKING LOT EXPANSION	GENERAL	FACILITIES	\$397,000	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
VMPS 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
RUNWAY REHAB & NEW TAXIWAY CONNECTOR	AIRPORT	AIRPORT	\$167,401	GRANT
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 PROJECT 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 (CARRY)	CIF	PARKS	\$1,500,000	GRANT/CASH
ROADRUNNER PARK DESIGN (CARRYOVER)	CIF	PARKS	\$173,882	CASH
ROADRUNNER PARK CONSTRUCTION	CIF	PARKS	\$753,918	CASH
SIERRA VISTA GOLF CENTER AT PUEBLO DEL SOL	CIF	PARKS	\$1,000,000	CASH



Capital Improvement Plan

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-CON (CARRYOVER)	LTAF	TRANSIT	\$1,278,797	GRANT
CONTRACT MANAGEMENT & LCP TRACKER SOFTWARE (CARRY)	LTAF	TRANSIT	\$50,000	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
BUS REFURBISHMENT	LTAF	TRANSIT	\$175,000	GRANT
B2GNOW SOFTWARE	LTAF	TRANSIT	\$120,000	GRANT
TRANSIT SCHEDULING SOFTWARE & HARDWARE	LTAF	TRANSIT	\$115,420	GRANT
POLICE EQUIPMENT	PSR	PSR	\$100,000	GRANT
POLICE VEHICLES	PSR	PSR	\$50,000	GRANT
PARKS INFRASTRUCTURE	PARK DEV	PARK DEV	\$350,000	CASH
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	\$3,547,800
Police Special Revenue	\$150,000
Grants	\$1,167,700
Park Development	\$350,000
Airport	\$10,411,401
Refuse	\$195,055
Sewer	\$1,405,323
SEACOM	\$386,000
Total	\$91,564,945



Capital Improvement Plan

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

1. ACO EXPANSION-CONSTRUCTION

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

Project Costs

	FY25	FY26	FY27	FY28	FY29	Total
General	\$2,050,000					\$2,050,000

2. CITIZENSERVE SOFTWARE – COMMUNITY DEVELOPMENT

New permitting software that automates and streamlines permit applications, review, resubmittal, and the approval and inspection processes.

Project Costs

	FY25	FY26	FY27	FY28	FY29	Total
General	\$150,000					\$150,000
O&M		\$50,000	\$52,000	\$53,000	\$54,000	\$209,000

3. COVE STRUCTURAL IMPROVEMENTS

A structural study assessed the crack on the exterior wall of the Cove, located near the chlorination/pumps on the west side of the facility, funds requested for repair. Strategic Plan Priority 14.

Project Costs

	FY25	FY26	FY27	FY28	FY29	Total
General	\$50,000					\$50,000

4. COVE WATER FEATURE REPLACEMENT

Replace existing water features at the Cove (Shipwreck and Umbrella). Existing amenities showing signs of deterioration and failure. Strategic Plan Priorities 14 &16.

Project Costs

	FY25	FY26	FY27	FY28	FY29	Total
General	\$75,000					\$75,000



5. POLICE DEPARTMENT CARD SCANNERS

Addition of 5 new card/badge readers for doors at the Police Department to provide a higher level of security. Strategic Plan Priority 14.

Project Costs

	FY25	FY26	FY27	FY28	FY29	Total
General	\$35,000					\$35,000

6. FIRE STATION 2 BAY DOOR MODIFICATION

Modify North Bay Door at Fire Station 2 to accommodate entry/exit of the ladder truck. Strategic Plan Priority 14.

Project Costs

	FY25	FY26	FY27	FY28	FY29	Total
General	\$75,000					\$75,000

7. FIRE STATION 2 PARKING LOT EXPANSION

Expansion of parking lot and driveway into the recently purchased property north of the existing Fire Station 2. Work will include resurfacing of the existing parking/driveway area, install new fence, and relocation of the gate. Strategic Plan Priority 6.

Project Costs

	FY25	FY26	FY27	FY28	FY29	Total
General	\$397,000					\$397,000

8. FIRE STATION 1 SECURITY CAMERAS

Addition of security cameras at Fire Station 1 to ensure the safety of fire personnel and also monitor the property.

Project Costs

	FY25	FY26	FY27	FY28	FY29	Total
General	\$26,000					\$26,000
O&M		\$1,000	\$1,000	\$1,000	\$1,000	\$4,000



9. IT FIREWALL FOR BOTH CITY HALL & POLICE DEPARTMENT

The IT network firewalls that protect and secure the entire IT infrastructure at the Police Department and City Hall have reached end of life and are no longer supported.

Project Costs

	FY25	FY26	FY27	FY28	FY29	Total
General	\$44,000					\$44,000
O&M		\$3,600	\$3,600	\$3,600	\$3,600	\$14,400

10. PUBLIC WORKS TRAINING ROOM IT AV UPGRADES

IT AV equipment upgrades in the Public Works training room to accommodate virtual meetings and presentations. Original equipment is 15+years old.

Project Costs

	FY25	FY26	FY27	FY28	FY29	Total
General	\$72,000					\$72,000
O&M		\$2,500	\$2,500	\$2,500	\$2,500	\$10,000

11. SERVER FOR VIRTUAL DMZ ENVIRONMENT OF NETWORK

New server for virtual DMZ environment of the IT network for the City.

Project Costs

	FY25	FY26	FY27	FY28	FY29	Total
General	\$15,500					\$15,500
O&M		\$1,500	\$1,600	\$1,700	\$1,700	\$6,500

12. VETERANS MEMORIAL PARK RETRACTABLE MOVIE SCREEN-PAVILION

Replacement of retractable movie screen at Centennial Pavilion in Veterans Memorial Park. Current movie screen is beyond life cycle repair. Strategic Plan Priority 12.

Project Costs

	FY25	FY26	FY27	FY28	FY29	Total
General	\$35,500					\$35,500
O&M		\$2,000	\$2,000	\$2,000	\$2,000	\$8,000



13. LEN ROBERTS-LARGE PLAYGROUND REPLACEMENT

Replacement of large playground at Len Roberts Park. Part of the Parks Master Plan, the current playground was installed in 1999. Strategic Plan Priorities 13 & 16.

Project Costs

	FY25	FY26	FY27	FY28	FY29	Total
General	\$150,000					\$150,000

14. LEN ROBERTS-SHADE STRUCTURES

Replacement of the shade structures at Len Roberts Park, to include poles, footers, and cloth shades. Strategic Plan Priorities 13 & 16.

Project Costs

	FY25	FY26	FY27	FY28	FY29	Total
General	\$44,000					\$44,000

15. LEN ROBERTS-TOT TURF REPLACEMENT

Repair/replacement of tot turf at Len Roberts Park caused from the removal of the old playground and installation of new. Strategic Plan Priorities 13 & 16.

Project Costs

	FY25	FY26	FY27	FY28	FY29	Total
General	\$55,000					\$55,000

16. VMPSHEDS (CARRYOVER)

Storage sheds at Veterans Memorial Park Sports Complex to store field event equipment, as well as sports and parks tools and equipment. Strategic Plan Priority 13.

Project Costs

	FY25	FY26	FY27	FY28	FY29	Total
General	\$75,000					\$75,000



17. FIRE TRUCK 1250 PUMPER 1000GAL DSL

Due for replacement in the Fire Department per the five-year Capital Maintenance and Replacement Plan. Current truck is 24 years old, O&M savings from maintenance and repair of the older vehicle.

Project Costs

	FY25	FY26	FY27	FY28	FY29	Total
General	\$1,200,000					\$1,200,000
O&M		(\$27,932)	(\$27,932)	(\$27,932)	(\$27,932)	(\$111,728)

18. AMBULANCE – FD (QUANTITY 3-CARRYOVER)

Five-year Capital Maintenance and Replacement Plan in Fire Department. Due to production issues, vehicles were not able to be received in FY23 and 24. O&M will be saved in cost of maintenance to older vehicles.

Project Costs

	FY25	FY26	FY27	FY28	FY29	Total
General	\$1,074,419					\$1,074,419
O&M		(\$41,177)	(\$41,177)	(\$41,177)	(\$41,177)	(\$164,708)

19. ¾ TON EXTENDED CAB PICKUP - PARKS

Due for replacement in Parks, Recreation, and Library per the five-year Capital Maintenance and Replacement Plan. O&M will be saved in cost of maintenance to older vehicles.

Project Costs

	FY25	FY26	FY27	FY28	FY29	Total
General	\$34,480					\$34,480
		(\$2,799)	(\$2,799)	(\$2,799)	(\$2,799)	(\$11,196)

20. CHEVY TAHOES (QUANTITY 5) - PD

New vehicles needed for increased staffing.

Project Costs

	FY25	FY26	FY27	FY28	FY29	Total
General	\$525,000					\$525,000



21. PD OUTFITTING (CARRYOVER)

Outfitting for four Police vehicles and one Animal Control vehicle carried over from FY24.

Project Costs

	FY25	FY26	FY27	FY28	FY29	Total
General	\$178,385					\$178,385

22. NEPA STUDY & ADMIN FEES FOR THE 203 ACRES

The City will be required to conduct an Environmental Assessment (EA) in accordance with the National Environmental Policy Act (NEPA) to support the federal land conveyance of 203 acres in the vicinity of the Municipal Airport that is currently owned by the Department of Army. Strategic Plan Priority 10.

Project Costs

	FY25	FY26	FY27	FY28	FY29	Total
AIRPORT	\$300,000					\$300,000

23. AIRPORT MOWER

Mower required to cut weeds along runway and around building.

Project Costs

	FY25	FY26	FY27	FY28	FY29	Total
Airport	\$9,000					\$9,000

24. AIRPORT SWEEPER

Specialized Airport sweeper required; engine went out on previous sweeper at the Airport.

Project Costs

	FY25	FY26	FY27	FY28	FY29	Total
Airport	\$270,000					\$270,000



25. AIRPORT MASTER PLAN UPDATE (CARROVER)

Update to the Airport Master Plan to critically determine future requirements to allow for economic growth and to support strategic goals.

Project Costs

	FY25	FY26	FY27	FY28	FY29	Total
Airport	\$200,000					\$200,000

26. AIRPORT UTILITY INSTALLATION

Application to the Defense Communities Infrastructure Program (DCIP) grant for the City to construct a sewer and communications extension at the Municipal Airport, which is more environmentally sound and allows economic growth. Strategic Plan Priority 14 and 16.

Project Costs

	FY25	FY26	FY27	FY28	FY29	Total
Airport	\$7,800,000					\$7,800,000

27. ENVIRONMENTAL STUDY & DESIGN-DCIP

Federal grant projects require environmental studies to be cleared before any construction can begin. The purpose of the study is to identify and mitigate issues related to endangered species, hazardous waste, historically and culturally sensitive areas. Strategic Priority 14 and 16.

Project Costs

	FY25	FY26	FY27	FY28	FY29	Total
Airport	\$315,000					\$315,000

28. SPACE PORT LICENSE

The City is pursuing a FAA Part 433 Spaceport reentry license for the Municipal Airport which would only be the third one in the country. The feasibility study was completed October 2024 and the license process will include environmental and safety reviews expected to take over 24 months to be completed. The licensing process is expected to begin in late calendar year 2024 and run through 2026.

Project Costs

	FY25	FY26	FY27	FY28	FY29	Total
Airport	\$700,000					\$700,000



29. AUTOMATIC WEATHER OBSERVATION STATION (AWOS)

Upgrades to the Automatic Weather Observation System at the Airport.

Project Costs

	FY25	FY26	FY27	FY28	FY29	Total
Airport	\$500,000					\$500,000

30. RUNWAY REHABILITATION & NEW TAXIWAY CONNECTOR

The runway at the Airport was reconstructed in 2010. The project would include rehabilitation of the runway and reconfiguration of the threshold markings to meet current standards. The project cost would be split between the City 4.47%, FAA 91.06%, and ADOT 4.47%.

Project Costs

	FY25	FY26	FY27	FY28	FY29	Total
Airport	\$167,401					\$167,401

31. RECONSTRUCTION PROJECT NEAR SELF-SERVE FUEL

Rapid deterioration of pavement which generates loose gravel. Reconstruction of pavement near self-serve fuel area.

Project Costs

	FY25	FY26	FY27	FY28	FY29	Total
Airport	\$150,000					\$150,000

32. FAB/FRY REDEVELOPMENT (CARRYOVER)

Survey and design carryover for the Fab/Fry redevelopment area.

Project Costs

	FY25	FY26	FY27	FY28	FY29	Total
CIF	\$120,000					\$120,000



Capital Improvement Plan

33. PUBLIC SEWER MAINLINE EXTENSION-OYCC TO DP (CARRYOVER)

Land and Water Conservation Fund (LWCF) grant for a public sewer mainline extension from Oscar Yrun Community Center to Domingo Paiz sports fields.

Project Costs

	FY25	FY26	FY27	FY28	FY29	Total
CIF	\$1,500,000					\$1,500,000
O&M		\$675,000			\$500,000	\$1,175,000

34. ROADRUNNER PARK DESIGN (CARRYOVER)

Design of the new 28-acre community park on the south side of Sierra Vista, bordered by Garden Canyon Linear Park. Strategic Plan Priority 13.

Project Costs

	FY25	FY26	FY27	FY28	FY29	Total
CIF	\$173,882					\$173,882

35. ROADRUNNER PARK CONSTRUCTION

Construction of the new 28-acre community park on the south side of Sierra Vista, bordered by Garden Canyon Linear Park. Strategic Plan Priority 13.

Project Costs

	FY25	FY26	FY27	FY28	FY29	Total
CIF	\$753,918					\$753,918

36. SIERRA VISTA GOLF CENTER AT PUEBLO DEL SOL

Capital improvements at the Sierra Vista Golf Center at Pueblo del Sol.

Project Costs

	FY25	FY26	FY27	FY28	FY29	Total
CIF	\$1,000,000					\$1,000,000

37. BST EXTENSION AT SR92 (CARRYOVER)

Extension of Buffalo Soldier Trail at State Route 92 to allow for new development.

Project Costs

	FY25	FY26	FY27	FY28	FY29	Total
HURF	\$2,000,000					\$2,000,000



38. FRY / NORTH GARDEN AVENUE CONSTRUCTION

Phase II of the Fry Boulevard / North Garden revitalization. Strategic Plan Priority 7.

Project Costs

	FY25	FY26	FY27	FY28	FY29	Total
HURF	\$4,500,000					\$4,500,000

39. ANNUAL STREET MAINTENANCE

Annual street maintenance and repair. Strategic Plan Priority 1.

Project Costs

	FY25	FY26	FY27	FY28	FY29	Total
HURF	\$1,500,000					\$1,500,000

40. BUFFALO SOLDIER TRAIL RECONSTRUCTION PHASE I (CARRYOVER)

BST is the most traveled city owned roadway and has needed an overlay for over 10 years. The asphalt deterioration has reached the point where the road needs to be fully reconstructed. Phase I, pavement replacement of BST for approximately 3,000 feet north of 7th Street. Strategic Plan Priority 1.

Project Costs

	FY25	FY26	FY27	FY28	FY29	Total
HURF	\$4,024,265					\$4,024,265

41. BUFFALO SOLDIER TRAIL RECONSTRUCTION PHASE II

BST is the most traveled city owned roadway and has needed an overlay for over 10 years. The asphalt deterioration has reached the point where the road needs to be fully reconstructed. Phase II, pavement replacement to BST. Strategic Plan Priority 1.

Project Costs

	FY25	FY26	FY27	FY28	FY29	Total
HURF	\$25,726,221					\$25,726,221



42. THEATER DRIVE (CARRYOVER)

Joint effort between the City of Sierra Vista and Cochise County, this project was submitted for potential appropriation by the Sierra Vista Metropolitan Planning Organization to improve pedestrian and bicycle access, standardize the roadway cross section, incorporate drainage improvements, and add on-street parking along Theater Drive in Sierra Vista’s West End.

Project Costs

	FY25	FY26	FY27	FY28	FY29	Total
HURF	\$1,800,000					\$1,800,000

43. MLK PARKWAY RECONSTRUCTION PROJECT (CARRYOVER)

Reconstruction is needed on Martin Luther King Parkway between Avenida Escuela and State Route 90.

Project Costs

	FY25	FY26	FY27	FY28	FY29	Total
HURF	\$1,205,350					\$1,205,350

44. WEST END IMPROVEMENTS

Possible grant opportunity to complete improvements on the remaining segments of Fry Boulevard from Carmichael Avenue to 7th Street and on North Garden Avenue. Strategic Plan Priorities 1, 5, 7.1, 7.2, 8.1, 8.2, 10, 12, 14.3, 17.

Project Costs

	FY25	FY26	FY27	FY28	FY29	Total
HURF	\$20,258,827					\$20,258,827

45. GPS CULVERT CAMERA

Camera system needed to locate, map, and assess storm drain (culvert). Strategic Plan Priority 14.

Project Costs

	FY25	FY26	FY27	FY28	FY29	Total
HURF	\$35,000					\$35,000



46. LIQUID ROAD BUGGY

As large trucks are used mainly on streets, this work is currently performed manually. The buggy would be used in parking lots and smaller access-ways (i.e. parks). Strategic Plan Priority 1 and 17.

Project Costs

	FY25	FY26	FY27	FY28	FY29	Total
HURF	\$125,000					\$125,000

47. PARK INFRASTRUCTURE

Park Development impact fees transferred for park infrastructure.

Project Costs

	FY25	FY26	FY27	FY28	FY29	Total
Park Dev	\$350,000					\$350,000

48. MOTOROLA RADIO UPGRADE - SUA II

This SUA II upgrades and supports the ASTRO 25 radio communication system at the SouthEastern Arizona Communications Center (SEACOM). A potential grant through the State is being sought to fund this project.

Project Costs

	FY25	FY26	FY27	FY28	FY29	Total
SEACOM	\$386,000					\$386,000
O&M		\$370,735	\$374,006	\$377,377	\$380,849	\$1,502,967

49. RIVERSTONE GRANT (CARRYOVER)

The City of Sierra Vista, in partnership with the Arizona Land and Water Trust, was a recipient of a FY23 REPI Challenge grant for the design of the Riverstone project on behalf of the Cochise Conservation and Recharge Network. Strategic Plan Priority 4.

Project Costs

	FY25	FY26	FY27	FY28	FY29	Total
SEWER	\$925,000					\$925,000



50. SR90 LAWLEY LINE CONSTRUCTION (CARRYOVER)

Emergency repair of sewer line located under State Route 90.

Project Costs

	FY25	FY26	FY27	FY28	FY29	Total
SEWER	\$480,323					\$480,323

51. SV2144 REFUSE ROLL OFF CONVERSION

Purchase a roll off conversion kit to outfit existing vehicle 2144 for Refuse. Strategic Plan Priority 7, 16, 17.

Project Costs

	FY25	FY26	FY27	FY28	FY29	Total
REFUSE	\$125,000					\$125,000
O&M		(\$36,000)	(\$36,000)	(\$36,000)	(\$36,000)	(\$144,000)

52. REFUSE CAMERA & TRACKING SYSTEM

Replacement of existing Refuse truck camera & tracking system to assist in supporting client services.

Project Costs

	FY25	FY26	FY27	FY28	FY29	Total
REFUSE	\$30,055					\$30,055
O&M		\$23,655	\$23,655			\$47,310

53. SV2143 PACKER REBUILD

Purchase and install new packer for Refuse Side Loader Truck SV2143. Strategic Plan Priority 16.

Project Costs

	FY25	FY26	FY27	FY28	FY29	Total
REFUSE	\$40,000					\$40,000
O&M		(\$180,000)				(\$180,000)



54. WALMART PAD & OTHER IMPROVEMENTS – CARRYOVER FROM FY23

Improvements to the bus stop at Walmart.

Project Costs

	FY25	FY26	FY27	FY28	FY29	Total
LTAf	\$46,306					\$46,306

55. BUS SHELTER ENHANCEMENT – CARRYOVER FROM FY23

Bus shelter enhancements at existing bus stops located at Cloud 9, San Pedro Apartments, and on Colonia de Salud.

Project Costs

	FY25	FY26	FY27	FY28	FY29	Total
LTAf	\$44,538					\$44,538

56. BUS SHELTER AND INSTALLATION – CARRYOVER FROM FY23

Proposed bus stop installation at 7th Street and Charles, Campus Drive and SR90, and Campus Drive and Coronado.

Project Costs

	FY25	FY26	FY27	FY28	FY29	Total
LTAf	\$100,000					\$100,000

57. BST – PATHWAY CONNECTIVITY PROGRAM – CARRYOVER FROM FY23

The City received Federal Transportation Agency (FTA) funding to extend the City’s shared use pathways along Buffalo Soldier Trail from Golf Links Drive to Fry Boulevard and along SR 92 from Avenida Cochise to Foothills Drive.

Project Costs

	FY25	FY26	FY27	FY28	FY29	Total
LTAf	\$987,565					\$987,565



58. SR92 – PATHWAY CONNECTIVITY PROGRAM – CARRYOVER FROM FY23

The City received Federal Transportation Agency (FTA) funding to extend the City’s shared use pathways along Buffalo Soldier Trail from Golf Links Drive to Fry Boulevard and along SR 92 from Avenida Cochise to Foothills Drive.

Project Costs

	FY25	FY26	FY27	FY28	FY29	Total
LTAf	\$682,573					\$682,573

59. PEDESTRIAN WALKWAY CONNECTION – CONSTRUCTION - CARRYOVER

Pedestrian safety and accessibility improvements at South Carmichael Avenue, Timothy Lane between Carmichael and Judd, Bartow Drive between Carmichael to 1st Street, Bartow Drive adjoining St. Vincent de Paul, Marianne Drive between Wilcox Drive and Fry Blvd, Kayetan and Taylor SW corner improvements, and solar lights at Montebello residential area.

Project Costs

	FY25	FY26	FY27	FY28	FY29	Total
LTAf	\$1,278,797					\$1,278,797

60. CONTRACT MANAGEMENT & LCP TRACKER SOFTWARE (CARRYOVER)

Payroll and compliance management software to support operations.

Project Costs

	FY25	FY26	FY27	FY28	FY29	Total
LTAf	\$50,000					\$50,000
O&M		\$6,000	\$6,000	\$6,000	\$6,000	\$24,000

61. CONNECTIVITY & SAFETY PROJECTS – CARRYOVER FROM FY23

Connectivity and safety projects to occur on 5th Street, Bel Aire Place, Judd Street-Timothy to Busby, Taylor Drive-Nelson to Cyr Center Park, SUP Lighting at Cyr Park-Kayetan to Cyr Center, Bartow Drive between Carmichael and 2nd Street, Bartow Drive between 2nd Street and 5th Street, Bartow Drive between 5th Street and 7th Street, and Fab Ave-Fry Blvd to Veterans Drive.

Project Costs

	FY25	FY26	FY27	FY28	FY29	Total
LTAf	\$2,500,000					\$2,500,000



62. DOOR INSTALLATION AND ADA IMPROVEMENTS

Door installation and ADA improvements at the Vista Transit Center.

Project Costs

	FY25	FY26	FY27	FY28	FY29	Total
LTAf	\$25,000					\$25,000

63. BUS REFURBISHMENT

Refurbishment of a 2010 EIDorado EZRider II bus, to possibly include new brakes, exterior repair, recalibration of the air suspension system, and seat maintenance, in order to extend the usable life by 5 years.

Project Costs

	FY25	FY26	FY27	FY28	FY29	Total
LTAf	\$175,000					\$175,000
O&M		(\$15,594)	(\$15,594)	(\$15,594)	(\$15,594)	(\$62,376)

64. SMALL PASSENGER BUSES (QUANTITY 2)

Purchase of two Spirit of Freedom 23 foot-9 passenger buses.

Project Costs

	FY25	FY26	FY27	FY28	FY29	Total
LTAf	\$250,000					\$250,000

65. B2GNOW SOFTWARE

Transit management software to help streamline data-gathering, tracking, reporting, vendor management, and administrative processes.

Project Costs

	FY25	FY26	FY27	FY28	FY29	Total
LTAf	\$120,000					\$120,000
O&M		\$15,000	\$15,000	\$15,000	\$15,000	\$60,000

66. TRANSIT SCHEDULING SOFTWARE & HARDWARE

Appointment scheduling system, tablets, and radios for the Transit Center.

Project Costs

	FY25	FY26	FY27	FY28	FY29	Total
LTAf	\$115,420					\$115,420



67. POLICE EQUIPMENT

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

Project Costs

	FY25	FY26	FY27	FY28	FY29	Total
PSR	\$100,000					\$100,000

68. POLICE VEHICLES

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

Project Costs

	FY25	FY26	FY27	FY28	FY29	Total
PSR	\$50,000					\$50,000

69. UPGRADE CITY UHF/VHF RADIO EQUIPMENT (CARRYOVER)

Replace PD/Fire Public Safety Radio Network with modern equipment for better radio coverage. Current equipment is 20+ years old and parts are no longer available.

Project Costs

	FY25	FY26	FY27	FY28	FY29	Total
GRANTS	\$350,000					\$350,000
O&M		\$15,000	\$15,000	\$15,000	\$15,000	\$60,000

70. BORDER RELATED CRIMES GRANT (CARRYOVER)

Placeholder grant for border related crimes.

Project Costs

	FY25	FY26	FY27	FY28	FY29	Total
GRANTS	\$13,000					\$13,000



71. DISC GOLF IMPROVEMENTS

Potential grant to make improvements to the City’s disc golf course. Strategic Plan Priority 8.1 and 11.

Project Costs

	FY25	FY26	FY27	FY28	FY29	Total
GRANTS	\$50,000					\$50,000

72. PARK STORAGE

Potential grant for storage solutions for Parks/Sports equipment and maintenance equipment.

Project Costs

	FY25	FY26	FY27	FY28	FY29	Total
GRANTS	\$200,000					\$200,000

73. ARCHERY RANGE

Arizona Game and Fish Commission created the Shooting Range Development Grant Program in 1996 to encourage the development and improvement of archery shooting ranges. Strategic Plan Priority 11.

Project Costs

	FY25	FY26	FY27	FY28	FY29	Total
GRANTS	\$35,000					\$35,000

74. GARDEN CANYON LINEAR PARK RESTROOMS (CARRYOVER)

Addition of restrooms at the Garden Canyon Linear Park.

Project Costs

	FY25	FY26	FY27	FY28	FY29	Total
GRANTS	\$149,700					\$149,700



75. GRAPPLER (CARRYOVER)

Grant for potential grapplers for the Police Department.

Project Costs

	FY25	FY26	FY27	FY28	FY29	Total
GRANTS	\$70,000					\$70,000

76. LICENSE PLATE READER GRANT – POLICE DEPARTMENT

License plate reader grant for the Police Department.

Project Costs

	FY25	FY26	FY27	FY28	FY29	Total
GRANTS	\$300,000					\$300,000

Capital and O&M costs

	Capital	O&M Savings	O&M Costs
General	\$6,401,804	\$287,632	\$251,900
HURF	\$61,174,663	\$0	\$0
LTAF	\$6,375,199	\$62,376	\$84,000
Capital Improvements	\$3,547,800	\$0	\$1,175,000
Police Special Revenue	\$150,000	\$0	\$0
Grant	\$1,167,700	\$0	\$60,000
Donations	\$350,000	\$0	\$0
Airport	\$10,411,401	\$0	\$0
Refuse	\$195,055	\$324,000	\$47,310
Sewer	\$1,405,323	\$0	\$0
SEACOM	\$386,000	\$0	\$1,502,967
Total	\$91,564,945	\$674,008	\$3,121,177



Capital Improvement Plan Six to Ten Years

The City of Sierra Vista also maintains a capital improvement plan for projects expected to be completed in the next ten years. For example, we know that the artificial turf on the sports fields have a life span of around 10-12 years. The City will prepare for its replacement by putting aside \$200,000 a year until the time it is needed.

Projects listed below are in the long-term plans of the City.

PROJECT	5 YEAR TOTAL
Upgrade and Expansion of Wastewater Treatment Plan	TBD
Public Sewer Line Extensions	TBD
Facilities Upgrade	TBD
Parks Master Plan Projects	\$ 32,500,000
Annual Street Maintenance	\$ 7,500,000
Public Safety Training Facility	\$ 3,000,000
Buffalo Soldier Trail Reconstruction Phase 1 - 7th Street to	\$ 4,200,000
Buffalo Soldier Trail Reconstruction Phase 2 - Woodcutters	\$ 7,000,000
Buffalo Soldier Trail Reconstruction Phase 3 - South	\$ 18,000,000
Buffalo Soldier Trail Overlay 7th Street to SR92	\$ 7,000,000
Buffalo Soldier Trail Extension (SR92 to Ben Franklin Blvd)	\$ 2,000,000
Buffalo Soldier Trail Extension (Ben Franklin Blvd to	\$ 18,000,000
El Camino Real/Coyote Wash Crossing Improvements	\$ 2,000,000
Avenida Del Sol Construction (Calle Cumbre to BST)	\$ 24,000,000
Cyr Center Park Phase II and III	\$ 2,000,000
Artificial Turf Replacement on Sports Fields	\$ 2,000,000
Section 36 - Other Improvements	\$ 6,000,000
West End Improvements along Fry Blvd	\$ 10,000,000
Wilcox Drive Pavement Replacement-7th St to BST	\$ 2,500,000
Wilcox Drive Pavement Overlay-Calle Portal to 7th St	\$ 3,000,000
7th Street Overlay	\$ 3,000,000
State Route Shared Use Paths	\$ 8,000,000
Total	\$ 161,700,000

Starting July 2023, the City has partnered with OpenGov to utilize their capital budgeting software. The goal of this module is to modernize our capital improvement process by centralizing submissions and workflow management, strategically building comprehensive multi-year capital planning, and engaging the community with interactive visualizations online.





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	\$ 425,000				
Fire	Ambulance-Quantity 2 (carryover)	\$ 710,972				
Fire	Fire Truck	\$ 1,200,000				
Facilities	Fire Station 4 Weight Room		\$ 1			
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	\$ 200,000				
Airport	Construct a Reconstruction Project Near the Self-Serve Fuel Area	\$ 150,000				
Airport	203 Acres/NEPA study and admin fees	\$ 300,000				
Airport	Automatic Weather Observation Station (AWOS)	\$ 500,000				
Airport	Space Port License	\$ 700,000				
Airport	Airport Utility Installation	\$ 7,800,000				
Airport	Environmental Study & Design	\$ 315,000				
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	\$ 150,000				

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	\$ 173,882				
Parks	Roadrunner Park Construction	\$ 753,918				
Parks	Public Sewer mainline ext OYCC to DP (grant match)	\$ 1,500,000	\$ 675,000			\$ 500,000
Parks	SV Golf Center at Pueblo Del Sol	\$ 1,000,000				
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)	\$ 35,000				
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	MLK - SR90 to Ave Escuela Pavement Replacement	\$ 1,201,267				
Streets	BST Extension	\$ 2,000,000				
Streets	BST Reconstruction Phase I-match and fees	\$ 4,024,265				
Streets	BST Reconstruction Phase II	\$25,726,221				
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		
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	PA RDILLA	CABO COPE	17,338.11	PATCH/CRACKSEAL/SANDSEAL	
PA RDILLA 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

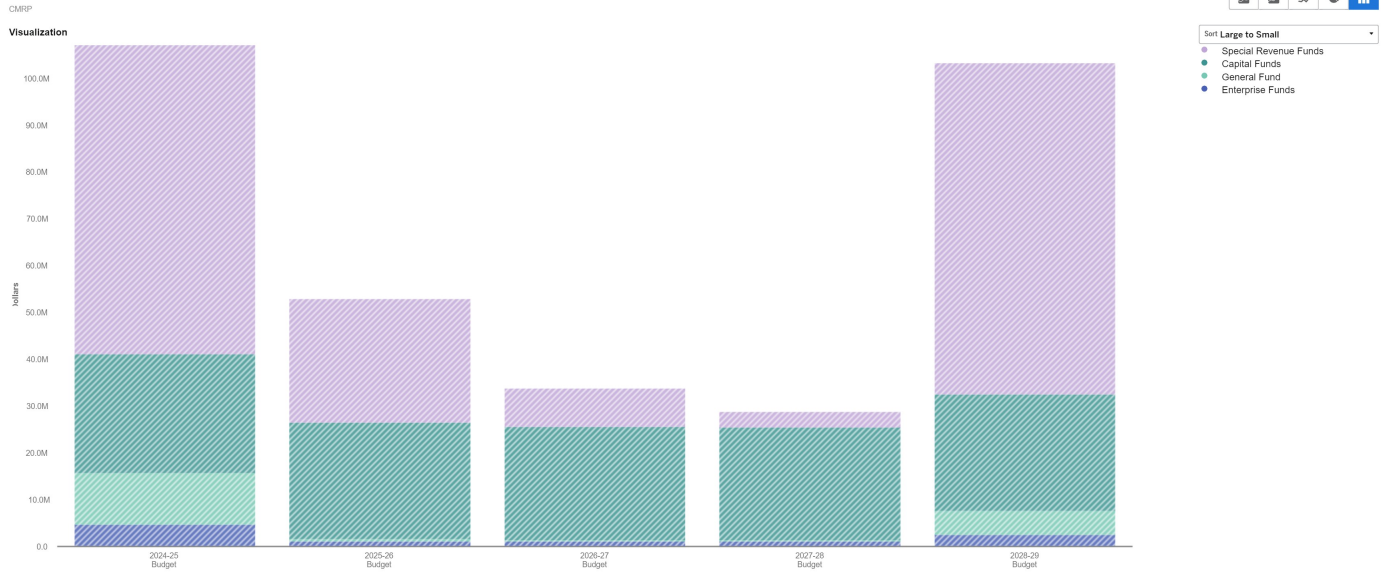
APPENDIX B - FLEET & EQUIPMENT MAINTENANCE

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

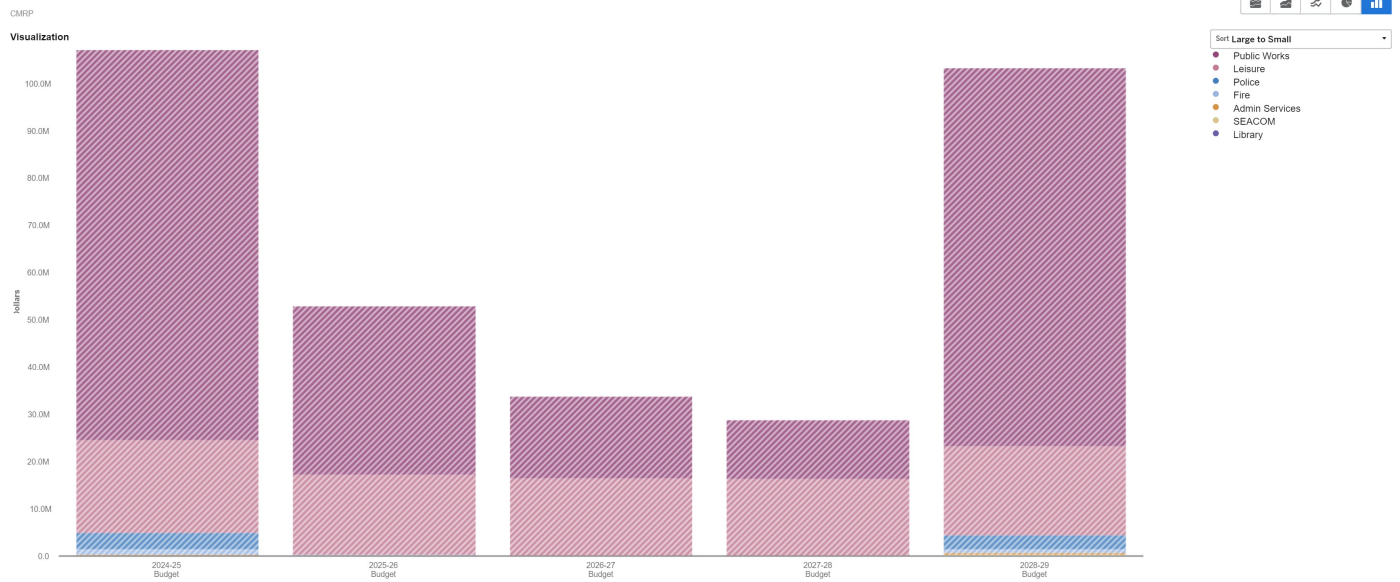
FY2027						\$ 2,450,000
OLD VEHICLE						NEW VEHICLE
GEN	Building	SV2052	Ford F150	2006	87,567	\$ 70,000
GEN	City Clerk	SV1086	Ford Crown Vic	2010	109,531	\$ 45,000
GEN	Facilities	SV2050	Ford F150	2006	83,138	\$ 70,000
GEN	Facilities	SV2063	Chevy 3/4 ton pickup	2010	74,800	\$ 70,000
GEN	Fire	SV2054	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



RESOLUTION 2024-049

A RESOLUTION OF THE MAYOR AND CITY COUNCIL OF THE CITY OF SIERRA VISTA, COCHISE COUNTY, ARIZONA; ADOPTING THE FY 2024/2025 OPERATING BUDGET; HOLDING A PUBLIC HEARING FOR TAXPAYERS ON THE ESTIMATED EXPENDITURES AND REVENUES FOR FISCAL YEAR 2024/2025; GIVING NOTICE OF THE COUNCIL MEETING TO MAKE FY 2024/2025 TAX LEVIES; AND AUTHORIZING AND DIRECTING THE CITY MANAGER, CITY CLERK, CITY ATTORNEY OR THEIR DULY AUTHORIZED OFFICERS AND AGENTS TO TAKE ALL STEPS NECESSARY TO CARRY OUT THE PURPOSES AND INTENT OF THIS RESOLUTION.

WHEREAS, pursuant to the provisions of Arizona Revised Statutes, Title 42, the Mayor and Council have completed review of the estimated amounts required to meet public expenses for the ensuing Fiscal Year 2024/2025; and

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

WHEREAS, following due public notice, the Mayor and Council have met on this 25th day of July 2024, at which meeting any taxpayer was privileged to appear and be heard in favor of or against any of the estimated expenditures; and

WHEREAS, publication has been duly made, and required by law of said estimates and allocations together with a notice that the Mayor and Council would meet on the 8th day of August 2024, for the purpose of making tax levies as set forth in said estimates; and

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

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

SECTION 1

That the estimated expenditures, including the land purchase, and projected revenue allocations, hereinafter set forth in the attached statements and schedules be, and hereby are, adopted as the Operating Budget for the City of Sierra Vista, Cochise County, Arizona, for the Fiscal Year 2023/2024.

SECTION 2

That the public notice, publication and public hearing, as required by Law have been duly made and notice that the City Council shall meet for the purpose of making tax levies on the 8th day of August, 2024, at 5:00 p.m. at Sierra Vista City Hall, 1011 N. Coronado Drive, Sierra Vista, Arizona, be, and hereby is, authorized and directed.

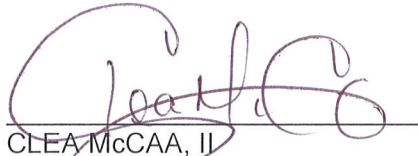
SECTION 3

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

SECTION 4

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

PASSED AND ADOPTED BY THE MAYOR AND CITY COUNCIL OF THE CITY OF SIERRA VISTA, ARIZONA, THIS 25th DAY OF JULY 2024.



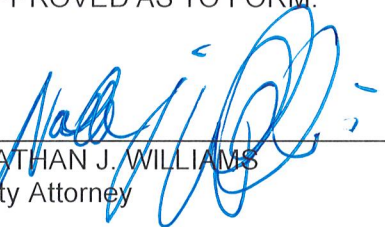
CLEA McCAA, II
Mayor

ATTEST:



JILL ADAMS
City Clerk

APPROVED AS TO FORM:



NATHAN J. WILLIAMS
City Attorney

PREPARED BY:
Jennifer Dillaha, Budget Officer

Official Budget Forms
CITY OF SIERRA VISTA
Fiscal Year 2025

CITY OF SIERRA VISTA

Table of Contents

Fiscal Year 2025

Schedule A—Summary Schedule of estimated revenues and expenditures/expenses

Schedule B—Tax levy and tax rate information

Schedule C—Revenues other than property taxes

Schedule D—Other financing sources/(uses) and interfund transfers

Schedule E—Expenditures/expenses by fund

Schedule F—Expenditures/expenses by department (as applicable)

Schedule G—Full-time employees and personnel compensation

CITY OF SIERRA VISTA
Summary Schedule of estimated revenues and expenditures/expenses
Fiscal Year 2025

Fiscal year	S c h	Funds								
		General Fund	Special Revenue Fund	Debt Service Fund	Capital Projects Fund	Permanent Fund	Enterprise Funds Available	Internal Service Funds	Total all funds	
2024	Adopted/adjusted budgeted expenditures/expenses*	E 1	52,659,313	100,604,787	3,241,707	1,137,076	0	12,893,062	4,609,500	175,145,445
2024	Actual expenditures/expenses**	E 2	48,203,191	8,597,869	2,229,672	55,847	0	5,352,804	2,340,834	66,780,217
2025	Beginning fund balance/(deficit) or net position/(deficit) at July 1***	3	0	12,193,573	0	3,026,009	0	2,910,405	25,000	18,154,987
2025	Primary property tax levy	B 4	387,167							387,167
2025	Secondary property tax levy	B 5								0
2025	Estimated revenues other than property taxes	C 6	51,538,557	79,682,503	0	6,768,647	0	9,855,000	4,809,500	152,654,207
2025	Other financing sources	D 7	1,162,980	0	0	0	0	0	0	1,162,980
2025	Other financing (uses)	D 8	0	0	0	0	0	0	0	0
2025	Interfund transfers in	D 9	2,296,082	1,599,183	3,240,194	0	0	0	0	7,135,459
2025	Interfund Transfers (out)	D 10	638,603	250,000	0	6,246,856	0	0	0	7,135,459
2025	Line 11: Reduction for fund balance reserved for future budget year expenditures									
	Maintained for future debt retirement									0
	Maintained for future capital projects	11								0
	Maintained for future financial stability									0
	Maintained for future retirement contributions									0
2025	Total financial resources available	12	54,746,183	93,225,259	3,240,194	3,547,800	0	12,765,405	4,834,500	172,359,341
2025	Budgeted expenditures/expenses	E 13	54,746,183	93,225,259	3,240,194	3,547,800	0	12,765,405	4,834,500	172,359,341

Expenditure limitation comparison

	2024	2025
1 Budgeted expenditures/expenses	\$ 175,145,445	\$ 172,359,341
2 Add/subtract: estimated net reconciling items		
3 Budgeted expenditures/expenses adjusted for reconciling items	175,145,445	172,359,341
4 Less: estimated exclusions		107,512,590
5 Amount subject to the expenditure limitation	\$ 175,145,445	\$ 64,846,751
6 EEC expenditure limitation or voter-approved alternative expenditure limitation	\$	\$ 69,713,635

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

* Includes expenditure/expense adjustments approved in the current year from Schedule E.

** Includes actual amounts as of the date the proposed budget was prepared, adjusted for estimated activity for the remainder of the fiscal year.

*** Amounts on this line represent beginning fund balance/(deficit) or net position/(deficit) amounts except for nonspendable amounts (e.g., prepaids and inventories) or amounts legally or contractually required to be maintained intact (e.g., principal of a permanent fund). See the Instructions tab, cell C17 for more information about the amounts that should and should not be included on this line.

CITY OF SIERRA VISTA
Tax levy and tax rate information
Fiscal year 2025

	2024	2025
1. Maximum allowable primary property tax levy. A.R.S. §42-17051(A)	\$ <u>659,911</u>	\$ <u>678,644</u>
2. Amount received from primary property taxation in the current year in excess of the sum of that year's maximum allowable primary property tax levy. A.R.S. §42-17102(A)(18)	\$ _____	
3. Property tax levy amounts		
A. Primary property taxes	\$ <u>382,261</u>	\$ <u>387,167</u>
Property tax judgment	_____	_____
B. Secondary property taxes	_____	_____
Property tax judgment	_____	_____
C. Total property tax levy amounts	\$ <u>382,261</u>	\$ <u>387,167</u>
4. Property taxes collected*		
A. Primary property taxes		
(1) Current year's levy	\$ <u>287,414</u>	
(2) Prior years' levies	_____	
(3) Total primary property taxes	\$ <u>287,414</u>	
B. Secondary property taxes		
(1) Current year's levy	\$ _____	
(2) Prior years' levies	_____	
(3) Total secondary property taxes	\$ _____	
C. Total property taxes collected	\$ <u>287,414</u>	
5. Property tax rates		
A. City/Town tax rate		
(1) Primary property tax rate	_____ 0.1056	_____ 0.1033
Property tax judgment	_____	_____
(2) Secondary property tax rate	_____	_____
Property tax judgment	_____	_____
(3) Total city/town tax rate	_____ 0.1056	_____ 0.1033
B. Special assessment district tax rates		
Secondary property tax rates—As of the date the proposed budget was prepared, the city/town was operating <u>zero</u> special assessment districts for which secondary property taxes are levied. For information pertaining to these special assessment districts and their tax rates, please contact the city/town.		

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

CITY OF SIERRA VISTA
Revenues other than property taxes
Fiscal Year 2025

Source of revenues	Estimated revenues 2024	Actual revenues* 2024	Estimated revenues 2025
GENERAL FUND			
Local taxes			
Transaction Privilege Tax	\$ 20,707,867	\$ 17,987,647	\$ 21,395,369
Licenses and permits			
Franchise Fees	1,500,000	1,414,270	1,575,000
Business Licenses	155,000	152,760	155,000
Animal Control Fees	35,000	23,837	35,000
Right of Way Permits	45,000	24,487	35,000
Building Permits	575,000	617,426	675,000
Intergovernmental			
Grants	250,300	193,425	250,300
Local Government Payments	1,361,318	959,403	1,273,435
State Shared Sales Tax	6,500,000	6,062,085	6,662,500
State Shared Vehicle License Tax	2,500,000	2,394,054	2,600,000
Urban Revenue Sharing	10,307,596	11,037,538	9,500,000
Prop 207 Shared Revenue	228,000	141,483	310,000
Charges for services			
General Government	87,500	76,448	87,500
Public Safety	2,670,000	3,049,592	2,970,000
Public Works	2,005,000	1,670,824	2,055,000
Parks, Recreation, & Library	1,076,000	1,069,715	1,034,700
Community Development	50,000	25,119	50,000
Fines and forfeits			
Library		7,157	
Interest on investments			
Investment Income	5,000	857,950	250,000
In-lieu property taxes			
Contributions			
Voluntary contributions	41,000	295	47,000
Miscellaneous			
Misc. Revenue	507,753	241,564	507,753
Sale of Fixed Assets	70,000	61,300	70,000
Total General Fund	\$ 50,677,334	\$ 48,068,379	\$ 51,538,557

* Includes actual revenues recognized on the modified accrual or accrual basis as of the date the proposed budget was

SPECIAL REVENUE FUNDS

Highway Revenue Funds			
State Shared Revenue	\$ 4,100,000	\$ 3,810,875	4,400,000
Grants	60,886,450		51,985,048
Local Government Payments		5,006	
Designated Contributions			
Misc.		68,745	
	\$ 64,986,450	\$ 3,884,626	56,385,048
Local Transportation Assistance			
Grants	\$ 7,742,588	\$ 69,794	6,146,248

CITY OF SIERRA VISTA
Revenues other than property taxes
Fiscal Year 2025

Source of revenues	Estimated revenues 2024	Actual revenues* 2024	Estimated revenues 2025
Fares		(236)	
Lease Revenue	20,400	22,300	20,400
Misc.	1,000	6,888	1,000
Sale of Fixed Assets		5,900	
	\$ 7,763,988	\$ 104,646	6,167,648
Police Special Revenue			
Police Special Revenue	\$ 125,000	\$ 45,330	125,000
	\$ 125,000	\$ 45,330	125,000
Grants			
Grants	\$ 3,344,297	\$ 406,800	2,090,672
	\$ 3,344,297	\$ 406,800	2,090,672
Airport			
Grants	\$ 7,417,203	\$ 234,092	8,308,501
Fuel Sales	830,750	2,390,995	2,000,000
Lease Revenue	190,000	200,922	200,000
Misc.	51,500	69,581	167,500
	\$ 8,489,453	\$ 2,895,590	10,676,001
Judicial Enhancement			
Fines	\$ 10	\$ 14	10
	\$ 10	\$ 14	10
Donations			
Contributions	\$ 75,492	\$ 291,286	603,465
	\$ 75,492	\$ 291,286	603,465
Park Development			
Development Impact Fees	\$ 150,000	\$ 70,413	50,000
	\$ 150,000	\$ 70,413	50,000
Police Development			
Development Impact Fees	\$ 18,500	\$ 27,228	
	\$ 18,500	\$ 27,228	
Infrastructure Development			
Development Impact Fees	\$ 20,000	\$ 15,747	
	\$ 20,000	\$ 15,747	
Fire Development			
Development Impact Fees	\$ 12,500	\$ 22,857	
	\$ 12,500	\$ 22,857	
SEACOM			
SEACOM	\$ 2,383,564	\$ 1,170,411	2,483,565
	\$ 2,383,564	\$ 1,170,411	2,483,565
Metropolitan Planning Organization			
Grants	\$ 1,261,932	\$ 279,026	1,005,955
Local Government Payments	\$ 140,231	\$ 74,906	95,139
	\$ 1,402,163	\$ 353,932	1,101,094
Total Special Revenue Funds	\$ 88,771,417	\$ 7,982,224	\$ 79,682,503

* Includes actual revenues recognized on the modified accrual or accrual basis as of the date the proposed budget was

DEBT SERVICE FUNDS

N/A	\$	\$	\$
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CITY OF SIERRA VISTA
Revenues other than property taxes
Fiscal Year 2025

Source of revenues	Estimated revenues 2024	Actual revenues* 2024	Estimated revenues 2025
	\$ _____	\$ _____	\$ _____
Total Debt Service Funds	\$ _____	\$ _____	\$ _____
CAPITAL PROJECTS FUNDS			
Transaction Privilege Tax	\$ 5,384,046	\$ 4,466,669	\$ 5,518,647
Federal Grants	_____	_____	1,000,000
Investment Income	_____	12,323	200,000
Sale of Fixed Assets	50,000	_____	50,000
Misc Revenue	_____	_____	_____
	\$ 5,434,046	\$ _____	\$ _____
Total Capital Projects Funds	\$ 5,434,046	\$ 4,478,992	\$ 6,768,647
* Includes actual revenues recognized on the modified accrual or accrual basis as of the date the proposed budget was			
PERMANENT FUNDS			
N/A	\$ _____	\$ _____	\$ _____
	\$ _____	\$ _____	\$ _____
Total Permanent Funds	\$ _____	\$ _____	\$ _____
ENTERPRISE FUNDS			
Sewer			
Charges for Service	\$ 3,725,000	\$ 3,695,862	\$ 3,725,000
Connection Fees	250,000	266,701	275,000
Undesignated Contributions	175,000	_____	_____
Organization Grants	925,000	_____	_____
Grants	_____	_____	925,000
Sale of Fixed Assets	_____	_____	_____
Misc.	225,000	265,346	225,000
	\$ 5,300,000	\$ 4,227,909	\$ 5,150,000
Refuse			
Charges for Service	\$ 4,580,000	\$ 4,606,888	\$ 4,625,000
Mulch & Compost	95,000	62,391	75,000
Misc.	5,000	18,746	5,000
	\$ 4,680,000	\$ 4,688,025	\$ 4,705,000
Total Enterprise Funds	\$ 9,980,000	\$ 8,915,934	\$ 9,855,000
* Includes actual revenues recognized on the modified accrual or accrual basis as of the date the proposed budget was			
INTERNAL SERVICE FUNDS			
Health & Accident			
Premiums	\$ 4,409,500	\$ 41,877	\$ 4,409,500
Interest	25,000	277,673	250,000
Misc.	_____	117,006	_____
	\$ 4,434,500	\$ 436,556	\$ 4,659,500
Self Insured Retention			
Misc.	\$ 150,000	\$ 39,211	\$ 150,000
	\$ 150,000	\$ 39,211	\$ 150,000
Total Internal Service Funds	\$ 4,584,500	\$ 475,767	\$ 4,809,500
Total All Funds	\$ 159,447,297	\$ 69,921,296	\$ 152,654,207

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

CITY OF SIERRA VISTA
Other financing sources/(uses) and interfund transfers
Fiscal year 2025

Fund	Other financing 2025		Interfund transfers 2025	
	Sources	(Uses)	In	(Out)
GENERAL FUND				
Notes Payable	\$ 1,162,980	\$	\$	\$
Interfund Transfers			2,296,082	638,603
Total General Fund	\$ 1,162,980	\$	\$ 2,296,082	\$ 638,603
SPECIAL REVENUE FUNDS				
HURF			700,000	
LTAf			718,483	
Grants			65,200	
Airport				
Donations				50,000
Park Development				
Police Development			50,600	
Infrastructure Development				200,000
Fire Development			64,900	
Police Special Revenue				
Metropolitan Planning Organization				
SEACOM				
Total Special Revenue Funds	\$	\$	\$ 1,599,183	\$ 250,000
DEBT SERVICE FUNDS				
Debt Service	\$	\$	\$ 3,240,194	\$
Total Debt Service Funds	\$	\$	\$ 3,240,194	\$
CAPITAL PROJECTS FUNDS				
Capital Improvements	\$	\$	\$	\$ 6,246,856
Total Capital Projects Funds	\$	\$	\$	\$ 6,246,856
PERMANENT FUNDS				
N/A	\$	\$	\$	\$
Total Permanent Funds	\$	\$	\$	\$
ENTERPRISE FUNDS				
Sewer	\$	\$	\$	\$
Refuse				
Total Enterprise Funds	\$	\$	\$	\$
INTERNAL SERVICE FUNDS				
Unemployment	\$	\$	\$	\$
Total Internal Service Funds	\$	\$	\$	\$
TOTAL ALL FUNDS	\$ 1,162,980	\$	\$ 7,135,459	\$ 7,135,459

CITY OF SIERRA VISTA
Expenditures/expenses by fund
Fiscal year 2025

Fund/Department	Adopted budgeted expenditures/ expenses 2024	Expenditure/ expense adjustments approved 2024	Actual expenditures/ expenses* 2024	Budgeted expenditures/ expenses 2025
GENERAL FUND				
City Council	\$ 105,812	\$	\$ 121,569	\$ 106,834
Administrative Services	4,874,383		5,232,792	5,226,192
City Manager	3,057,643		3,474,841	3,024,627
Legal	469,404		460,760	617,153
General Government	513,366		562,843	501,366
Police	16,809,736		14,131,204	17,662,181
Fire	11,138,190		10,040,882	12,661,667
Public Works	8,688,580		8,082,307	7,640,209
Parks, Recreation, & Library	5,810,531		5,040,200	5,856,191
Community Development	1,191,668		1,055,793	1,449,763
Debt				
Total General Fund	\$ 52,659,313	\$	\$ 48,203,191	\$ 54,746,183
SPECIAL REVENUE FUNDS				
HURF	\$ 71,857,506	\$	\$ 2,919,374	\$ 64,695,885
LTAF	10,077,123		978,778	8,112,863
Police Special Revenue	335,000		58,447	335,000
Grants	3,485,140		540,993	2,167,058
Judicial Enhancement	300			300
Airport	10,373,219		1,794,149	12,383,566
Donations	309,822		148,433	936,424
Park Development				350,000
Police Development				50,600
Infrastructure Development				
Fire Development				64,900
SEACOM	2,764,514		1,825,187	3,027,569
Metropolitan Planning Org	1,402,163		332,508	1,101,094
Total Special Revenue Funds	\$ 100,604,787	\$	\$ 8,597,869	\$ 93,225,259
DEBT SERVICE FUNDS				
Debt Service	\$ 3,241,707	\$	\$ 2,229,672	\$ 3,240,194
Total Debt Service Funds	\$ 3,241,707	\$	\$ 2,229,672	\$ 3,240,194
CAPITAL PROJECTS FUNDS				
Capital Improvements	\$ 1,137,076	\$	\$ 55,847	\$ 3,547,800
Total Capital Projects Funds	\$ 1,137,076	\$	\$ 55,847	\$ 3,547,800
PERMANENT FUNDS				
N/A	\$	\$	\$	\$
Total Permanent Funds	\$	\$	\$	\$
ENTERPRISE FUNDS				
Sewer	\$ 7,577,321	\$	\$ 2,016,853	\$ 6,913,827
Refuse	5,315,741		3,335,951	5,851,578
Total Enterprise Funds	\$ 12,893,062	\$	\$ 5,352,804	\$ 12,765,405
INTERNAL SERVICE FUNDS				
Health & Accident	\$ 4,434,500	\$	\$ 2,308,285	\$ 4,659,500

CITY OF SIERRA VISTA
Expenditures/expenses by department
Fiscal year 2025

Department/Fund	Adopted budgeted expenditures/expenses	Expenditure/expense adjustments approved	Actual expenditures/expenses*	Budgeted expenditures/expenses
	2024	2024	2024	2025
City Council				
General Fund	\$ 105,812	\$	\$ 121,569	\$ 106,834
Sewer	13,816		13,816	13,355
Refuse	13,816		13,816	13,355
Donations	800			6,010
Department Total	\$ 134,244	\$	\$ 149,201	\$ 139,554
Administrative Services				
General Fund	\$ 4,874,383	\$	\$ 5,238,715	\$ 5,226,192
Capital Improvements				
Sewer	555,940		555,940	592,579
Refuse	571,902		571,902	611,692
HURF				
Department Total	\$ 6,002,225	\$	\$ 6,366,557	\$ 6,430,463
City Manager				
General Fund	\$ 3,057,643	\$	\$ 3,474,841	\$ 3,024,627
Donations	285			
Grants	352,000		4,639	
Sewer	403,577		403,577	355,199
Refuse	375,430		375,430	334,281
Department Total	\$ 4,188,935	\$	\$ 4,258,487	\$ 3,714,107
Legal				
General Fund	\$ 469,404	\$	\$ 460,760	\$ 617,153
Judicial Enhancement	300			300
Department Total	\$ 469,704	\$	\$ 460,760	\$ 617,453
General Government				
General Fund	\$ 513,366	\$	\$ 562,843	\$ 501,366
HURF	31,024		31,024	33,424
Sewer	62,049		62,049	66,849
Refuse	62,049		62,049	66,849
Health & Accident	4,434,500		2,308,285	4,659,500
Unemployment	25,000			25,000
Self Insured Retention	150,000		32,549	150,000
Department Total	\$ 5,277,988	\$	\$ 3,058,799	\$ 5,502,988
Police				
General Fund	\$ 16,809,736	\$	\$ 14,131,204	\$ 17,662,181
Police Special Revenue	335,000		58,447	335,000
Capital Improvements Fund				
Grants	454,829		119,948	854,829
Donations	151,275		52,504	198,069
Police Development Fee				50,600
Department Total	\$ 17,750,840	\$	\$ 14,362,103	\$ 19,100,679
Fire				
General Fund	\$ 11,138,190	\$	\$ 10,040,882	\$ 12,661,667
Grants	303,464		15,506	405,357
Donations	4,600		316	5,041

CITY OF SIERRA VISTA
Full-time employees and personnel compensation
Fiscal year 2025

Fund	Full-time equivalent (FTE) 2025	Employee salaries and hourly costs 2025	Retirement costs 2025	Healthcare costs 2025	Other benefit costs 2025	Total estimated personnel compensation 2025
GENERAL FUND	333	\$ 21,998,184	\$ 9,064,032	\$ 3,050,295	\$ 2,434,922	\$ 36,547,433
SPECIAL REVENUE FUNDS						
HURF	21	\$ 1,441,087	\$ 122,660	\$ 165,154	\$ 139,842	\$ 1,868,743
LTAF	12	658,980	71,663	103,772	108,278	942,693
Airport	1	71,924	5,716	6,930	8,096	92,666
Metropolitan Planning Org	1	215,051	25,011	8,507	27,279	275,848
SEACOM	26	1,615,909	183,014	181,460	123,083	2,103,466
Total Special Revenue Funds	61	\$ 4,002,951	\$ 408,064	\$ 465,823	\$ 406,578	\$ 5,283,416
DEBT SERVICE FUNDS						
N/A		\$	\$	\$	\$	\$
Total Debt Service Funds		\$	\$	\$	\$	\$
CAPITAL PROJECTS FUNDS						
N/A		\$	\$	\$	\$	\$
Total Capital Projects Funds		\$	\$	\$	\$	\$
PERMANENT FUNDS						
N/A		\$	\$	\$	\$	\$
Total Permanent Funds		\$	\$	\$	\$	\$
ENTERPRISE FUNDS						
Sewer	15	\$ 1,756,039	\$ 81,263	\$ 80,482	\$ 120,859	\$ 2,038,643
Refuse	18	1,748,777	98,893	127,700	117,062	2,092,432
Total Enterprise Funds	33	\$ 3,504,816	\$ 180,156	\$ 208,182	\$ 237,921	\$ 4,131,075
INTERNAL SERVICE FUNDS						
N/A		\$	\$	\$	\$	\$
Total Internal Service Fund		\$	\$	\$	\$	\$
TOTAL ALL FUNDS	427	\$ 29,505,951	\$ 9,652,252	\$ 3,724,300	\$ 3,079,421	\$ 45,961,924

ORDINANCE 2024-005

AN ORDINANCE OF THE MAYOR AND CITY COUNCIL OF THE CITY OF SIERRA VISTA, COCHISE COUNTY, ARIZONA; LEVYING UPON THE ASSESSED VALUATION OF THE PROPERTY WITHIN THE CITY OF SIERRA VISTA SUBJECT TO TAXATION A CERTAIN SUM UPON EACH ONE HUNDRED DOLLARS (\$100.00) OF VALUATION SUFFICIENT TO RAISE THE AMOUNT ESTIMATED TO BE REQUIRED IN THE ANNUAL BUDGET, LESS THE AMOUNT ESTIMATED TO BE RECEIVED FROM FINES, LICENSES, AND OTHER SOURCES OF REVENUE; PROVIDING A GENERAL FUND FOR GENERAL MUNICIPAL EXPENSES ALL FOR THE FISCAL YEAR ENDING JUNE 30, 2025; AUTHORIZING AND DIRECTING THE CITY MANAGER, CITY CLERK, CITY ATTORNEY OR THEIR DULY AUTHORIZED OFFICERS AND AGENTS TO TAKE ALL STEPS NECESSARY TO CARRY OUT THE PURPOSES AND INTENT OF THIS ORDINANCE; REPEALING ALL ORDINANCES IN CONFLICT HEREWITH; AND PROVIDING FOR SEVERABILITY

WHEREAS, by the provisions of the state law, the ordinance levying taxes for the Fiscal Year 2024/2025 is required to be adopted not later than the third Monday in August; and

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

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

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

SECTION 1

There is hereby levied on each One Hundred Dollars (\$100) of assessed value of all property, both real and personal, within the corporate limits of the City of Sierra Vista, except such property as may be by law exempt from taxation, a tax rate sufficient to raise the sum of Three Hundred Eighty Seven Thousand and One Hundred Sixty Seven Dollars (\$387,167) for the purpose of providing the City of Sierra Vista for the fiscal year ending on the 30th day of June, 2025, but not to exceed the \$0.1033 per each One Hundred Dollars (\$100) of the assessed valuation of all real and personal property in the City of Sierra Vista subject to taxation.

ORDINANCE 2024-005
PAGE ONE OF TWO

SECTION 2

There is no secondary tax levied upon the property within the corporate limits of the City of Sierra Vista for the fiscal year ending June 30, 2025.

SECTION 3

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

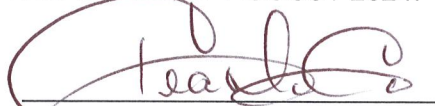
SECTION 4

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

SECTION 5

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

PASSED AND ADOPTED BY THE MAYOR AND CITY COUNCIL OF THE CITY OF SIERRA VISTA, ARIZONA, THIS 8th DAY OF AUGUST 2024.



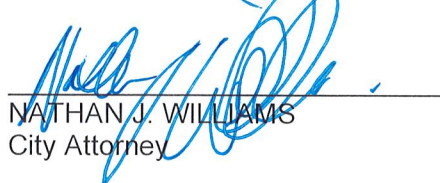
CLEA McCAA, II
Mayor

ATTEST:



JILL ADAMS
City Clerk

APPROVED AS TO FORM:



NATHAN J. WILLIAMS
City Attorney

PREPARED BY: Jennifer Dillaha, Budget Officer

ORDINANCE 2024-005
PAGE TWO OF TWO



ACCRUALS:	Accounts on a balance sheet that represent liabilities and non-cash-based assets. These accounts include, among many others, accounts payable, accounts receivable, future tax liability, and future interest expense.
ADOPTED BUDGET:	Formal action taken by the City Council that sets the spending limits for the Fiscal Year.
APPROPRIATION:	An authorization made by the City Council which permits the City to incur obligations and to make expenditures of resources.
ASSESSED VALUATION:	Value of real and personal property determined by the County Assessor and Arizona Department of Revenue upon which property taxation is based.
ASSETS:	Property owned by a government which has a monetary value.
AUDIT:	An examination of financial records and reporting activities to review accuracy and representation of financial activities and claims. An audit may be conducted for disclosure, compliance, taxation, legal, or other purposes.
BALANCED BUDGET:	Achieved when projected revenue and expenditures are equal for every fund. The State of Arizona requires that we present a balanced budget every year.
BOND:	A written promise to pay a sum of money on a specific date at specified interest rate. The interest payments and the repayment of the principal are detailed in a bond ordinance. The most common types of bonds are general obligation, revenue bonds, and special improvement district bonds. These are most frequently used for construction of large capital projects such as buildings, streets and sewers.
BOND PROCEEDS:	Debt issuances derived from the sale of bonds for constructing major capital facilities.



- BOND RATING:** System of rating securities to provide investors with a system of gradation by which future relative creditworthiness of securities may be gauged.
- BUDGET:** A financial plan for a specified period of time (fiscal year).
- BUDGET ADJUSTMENT:** A procedure to revise a budget appropriation, either by city council approval through the adoption of a supplemental appropriation ordinance for any interdepartmental or inter-fund adjustments or by city manager authorization to adjust appropriations within a departmental budget.
- BUDGET DOCUMENT:** The official written statement prepared by the budget office and supporting staff, which presents the proposed budget to the council.
- BUDGET MESSAGE:** The opening section of the budget, which provides the City Council and the public with a general summary of the most important aspects of the budget, changes from the current and previous fiscal years, and recommendations made by the city manager.
- BUDGETARY CONTROL:** The control or management of a governmental unit or enterprise in accordance with an approved budget for the purpose of keeping expenditures within the limitations of authorized appropriations and available revenues.
- CAPITAL ASSETS:** Assets of significant value and having a useful life of several years. Capital assets are also called fixed assets.
- CAPITAL IMPROVEMENTS BUDGET:** A plan of proposed capital expenditures and the means of financing them. The capital budget is usually enacted as part of the complete annual budget, which includes both operating and capital outlays. The capital budget normally is based on a capital improvement program (CIP).



**CAPITAL
IMPROVEMENT
PROGRAM:**

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

CARRYOVER:

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

CASH BASIS:

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

**COMMUNITY
DEVELOPMENT
BLOCK GRANT
(CDBG)**

Federal Grant Funds provided on an annual basis to support specific programs identified by Council.

**CONTINGENCY
ACCOUNT:**

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

DEBT SERVICE:

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

DEFICIT:

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

DEPRECIATION:

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



DISBURSEMENT:	The expenditure of money from an account.
DIVISION:	A major administrative division of the city that indicates overall management responsibility for an operation or group of related operations within a functional area.
ENCUMBRANCE:	The legal commitment of appropriated funds to purchase an item or service. To encumber funds means to set aside or commit funds or a future expenditure.
ENTERPRISE FUND:	A fund established to account for operations financed in a manner similar to a private business enterprise, i.e., where the costs of providing goods and services to the public are financed or recovered through user charges.
ESTIMATED REVENUE:	The amount of projected revenue to be collected during the fiscal year.
EXPENDITURE/ EXPENSE:	This term refers to the outflow of funds paid for an asset, goods, or services obtained.
EXPENDITURE LIMITATION:	The Arizona State Legislature imposed constitutional amendment that limits the annual expenditures for all municipalities. The limit is set by the Economic Estimates Commission based on population growth and inflation.
FISCAL YEAR:	The time period designated by the city signifying the beginning and ending period for recording financial transactions. The City of Sierra Vista has specified July 1 to June 30 as its fiscal year.
FIXED ASSETS:	Assets of long-term character which are intended to continue to be held or used, such as land, buildings, machinery, furniture and other equipment.
FUND:	An accounting entity which as a set of self-balancing accounts and records all financial transactions for specific activities or government functions. Eight commonly used fund types in public accounting are general fund, special revenue funds, debt service funds, capital project funds,



enterprise funds, trust and agency funds, internal service funds, and special assessment funds.

FUND BALANCE:

A fund balance is the excess of assets over liabilities and reserves; also known as surplus funds.

GENERAL FUND:

The largest fund within the city, the general fund, accounts for most of the financial resources of the government not specifically accounted for in other funds. General fund revenues include primary property taxes, licenses and permits, local taxes, service charges, and other locally generated types of revenue. This fund usually includes most of the basic operating services, such as fire and police protection, finance, data processing, courts, attorneys, parks and recreation, libraries, public works and general administration.

**GENERAL
OBLIGATION
BONDS:**

Bonds which finance a variety of public projects such as streets, buildings, and improvements; the repayment of these bonds are usually made from secondary property taxes, and these bonds are backed by the full faith and credit of the issuing government.

**GENERALLY
ACCEPTED
ACCOUNTING
PRINCIPLES
(GAAP):**

Common set of accounting principles, standards, and procedures that companies use to compile their financial statements.

GOAL:

Statement of broad direction, purpose, or intent based on the needs of the community.

**GOVERNMENTAL
FUND:**

This fund type is used to account for general government operations and encompasses the majority of funds used in a municipal government. The types of funds considered as governmental are the general fund, special revenue funds, capital project funds, and debt service funds.



GRANT:	A contribution of assets (usually cash) by one governmental unit or other organization to another. Typically, these contributions are made to local governments from the state and federal governments. Grants are usually made for specified purposes. Grants may be classified as either categorical or block depending upon the amount of discretion allowed the grantee.
HIGHWAY USERS REVENUE FUND (HURF):	The resources for this fund come from gasoline taxes. The state stipulates that the city must use these funds for street-related purposes.
INTEFUND TRANSFER:	Amounts transferred from one fund to another.
INTERNAL SERVICES:	Those services provided within the City organization to support operations, including: Human Resources, Information Technology, Facilities Maintenance, and Fleet Services.
LINE-ITEM BUDGET:	A budget that lists each expenditure category (salary, materials, telephone service, travel, etc.) separately, along with the dollar amount budgeted for each specified category.
LOCAL TRANSPORTATION ASSISTANCE FUND (LTAF):	The State Lottery generates the monies for this fund. The city must then spend these funds on transportation-related activities.
MATURITIES:	The dates on which the principal or stated values of investments or debt obligations mature and may be reclaimed.
MILL:	The property tax rate which is based on the valuation of property. A tax rate of one mill produces one dollar of taxes on each \$1,000 of property valuation.
OBJECTIVES:	Statement of specific measurable outcomes that contribute toward accomplishing the departmental mission.



OPERATING BUDGET:	The portion of the budget that pertains to daily operations that provides basic governmental services. The operating budget contains appropriations for such expenditures as personnel, supplies, utilities, materials, travel and fuel.
OUR FUTURE VISTAS:	The City of Sierra Vista’s Strategic Leadership Plan adopted by the City Council.
PAY-AS-YOU-GO FINANCING:	Principle or practice of paying for goods and services at the time of purchase, rather than relying on credit.
PER CAPITA:	Total amount of a good divided by the total population.
PERFORMANCE BUDGET:	A budget, which focuses upon activities rather than line items. Workload and unit cost data are collected in order to assess the efficiency of services. Typical data collected might include miles of streets paved per year, cost of paved streets per mile, tons of garbage collected per man-hour, or cost per man-hour of garbage collection.
PERFORMANCE INDICATORS:	Measures used to evaluate the performance of a program or activity.
PERMANENT FUND:	Permanent Funds account for resources that are legally Restricted to the extent that only earnings, and not principal, may be used for the benefit of the state or citizens.
PRIMARY TAXES AND VALUES:	Primary or “limited” values are used to calculate primary property taxes, which are collected to fund the maintenance and operation of school districts, community college districts, counties, cities, and state government. Primary values and taxes are both limited as to how much they can increase if no changes have been made to the property.
PROGRAM BUDGET:	A budget which focuses upon the goals and objectives of an agency or jurisdiction rather than upon its' organizational budget units or object classes of expenditure.



PROPERTY TAX LEVY:	Total amount to be raised by general property taxes for purposes specified in the Tax Levy Ordinance.
PROPRIETARY FUNDS:	Funds that either (1) operate largely on fees and charges for services to external customers or (2) operate on a cost recovery basis with internal customers, such as other government departments, divisions or programs. Enterprise Funds and Internal Service Funds are two types of proprietary funds.
RESERVE:	An account used to indicate that a portion of a fund's assets as legally restricted for a specific purpose and is, therefore, not available for general appropriation.
REVENUE:	Funds which the government receives as income. It includes such items as tax payments, fees from specific services, receipts from other governments, fines, forfeitures, grants, shared revenues and interest income.
REVENUE BONDS:	Bonds usually sold for constructing a project, which will produce revenue for the government. The revenue is pledged to pay the principal and interest of the bond.
REVENUE ESTIMATE:	A formal estimate of how much revenue will be earned from a specific revenue source for some future period, typically, a future fiscal year.
RISK MANAGEMENT:	An organized attempt to protect a government's assets against accidental loss in the most economical method.
SECONDARY ASSESSED VALUE:	The full value of the property as determined by the County Assessor's office, calculated by multiplying the Full Cash Value by the Assessment Ratio.
SOURCE OF REVENUE:	Revenues are classified according to their source or point of origin.



SPECIAL ASSESSMENT:	A compulsory levy made against certain properties to defray part or all of the cost of a specific improvement or service deemed to primarily benefit those properties.
SPECIAL REVENUE FUND:	An account established to collect money that must be used for a specific project, providing an extra level of accountability and transparency to taxpayers that their tax dollars will go toward an intended purpose.
STATE SHARED REVENUE:	The State of Arizona collects revenue and then distributes those revenues back to the Cities based on population or use.
TAX LEVY:	The total amount to be raised by general property taxes.
TAX RATE:	The amount of taxes (mills) levied for each \$1,000 of assessed valuation.
USER FEES:	The money that is paid to receive the good or service. Customers pay a fee to use the aquatic center as well as to use sewer and refuse services.



Common Acronyms and Abbreviations

ACFR:	Annual Comprehensive Financial Report
ADA:	Americans with Disabilities Act
ADOT:	Arizona Department of Transportation
ARRA:	American Recovery and Reinvestment Act of 2009
CIP:	Capital Improvement Fund
CY:	Calendar Year
EBC:	Ethel Berger Center (community center)
EOP:	Environmental Operations Park
EXP:	Expenditure
FY:	Fiscal Year
GAAP:	Generally Accepted Accounting Principles
GASB:	Governmental Accounting Standards Board
GF:	General Fund
GFOA:	Government Finance Officers Association
GMC:	Government Maintenance Center
HURF:	Highway User Revenue Fund
IT:	Information Technology
LTAF:	Local Transportation Assistance Fund
O&M:	Operations and Maintenance
MPC:	Municipal Property Corporation
MUP:	Multi-Use Path
PCC:	Pete Castro Center (Public Works office building)
REV:	Revenue
RICO:	Racketeer Influenced and Corrupt Organization
SEACOM:	Southeastern Arizona Communications Center
SR:	State Route
SUP:	Shared Use Path
SV:	Sierra Vista
SWOT:	Strengths, Weaknesses, Opportunities, and Threats
TR:	Therapeutic Recreation
USPP:	Upper San Pedro Partnership