

ANNUAL BUDGET



FISCAL YEAR 2022 – 2023



CITY OF SIERRA VISTA, ARIZONA ANNUAL BUDGET For the Fiscal Year July 1, 2022 - June 30, 2023

CITY OF SIERRA VISTA LEADERSHIP

CITY COUNCIL

Rick Mueller, Mayor

Rachel Gray, Mayor Pro Tem

William Benning, Council Member

Marta Messmer, Council Member

Gregory Johnson, Council Member

Mark Rodriguez, Council Member

Angelica Landry, Council Member

Carolyn Umphrey, Council Member

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Charles P. Potucek, City Manager

Victoria Yarbrough, Assistant City Manager

Jennifer Dillaha, Budget Officer

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Adam Thrasher, Police Chief

Barbara Fleming,

Brian Jones, Fire Chief

Chief Human Resources Officer

Sharon Flissar, Public Works Director

Abe Rubio, Chief Information Officer

Laura Wilson, Parks, Recreation, and Library
Director

Kennie Downing, Chief Procurement Officer

Matt McLachlan, Community

Jill Adams, City Clerk

Development Director

Tony Boone,

Nathan Williams, City Attorney

Economic Development Manager

David Felix, Chief Financial Officer

Judy Hector, Marketing and

Communications Manager



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Sierra Vista
Arizona**

For the Fiscal Year Beginning

July 01, 2021

Christopher P. Morill

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented an award of Distinguished Budget Presentation to the City of Sierra Vista, Arizona for its annual budget for the fiscal year beginning July 1, 2021. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device.

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



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The City of Sierra Vista’s Fiscal Year 2023 budget book serves as a policy document, financial plan, operations guide, and communications device. The City is proud to be a 29-time recipient of the Government Financial Officer’s Association Distinguished Budget Presentation Award. This brief guide outlines the budget book structure.

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

The Budget Summary section provides an overview of the FY 2023 budget, a description of budget development, and the budgeting principles applied to the development process. The introduction includes historical information regarding city revenue and spending and a narrative description of the forces driving both. Expenditures are divided into four major categories: personnel, operations and maintenance, capital, and debt. Personnel expenditures are related to salaries and benefits for employees of the city. Operations and maintenance expenditures are necessary to carry on the core business of the city and to preserve existing assets through a maintenance program. Capital expenses are for new equipment, software, infrastructure, facilities, and vehicles. Debt expenditures repay the City’s long- and short-term debt obligations. The section concludes with the City’s Financial Policies providing the regulatory framework that guides the budget preparation.

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

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

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



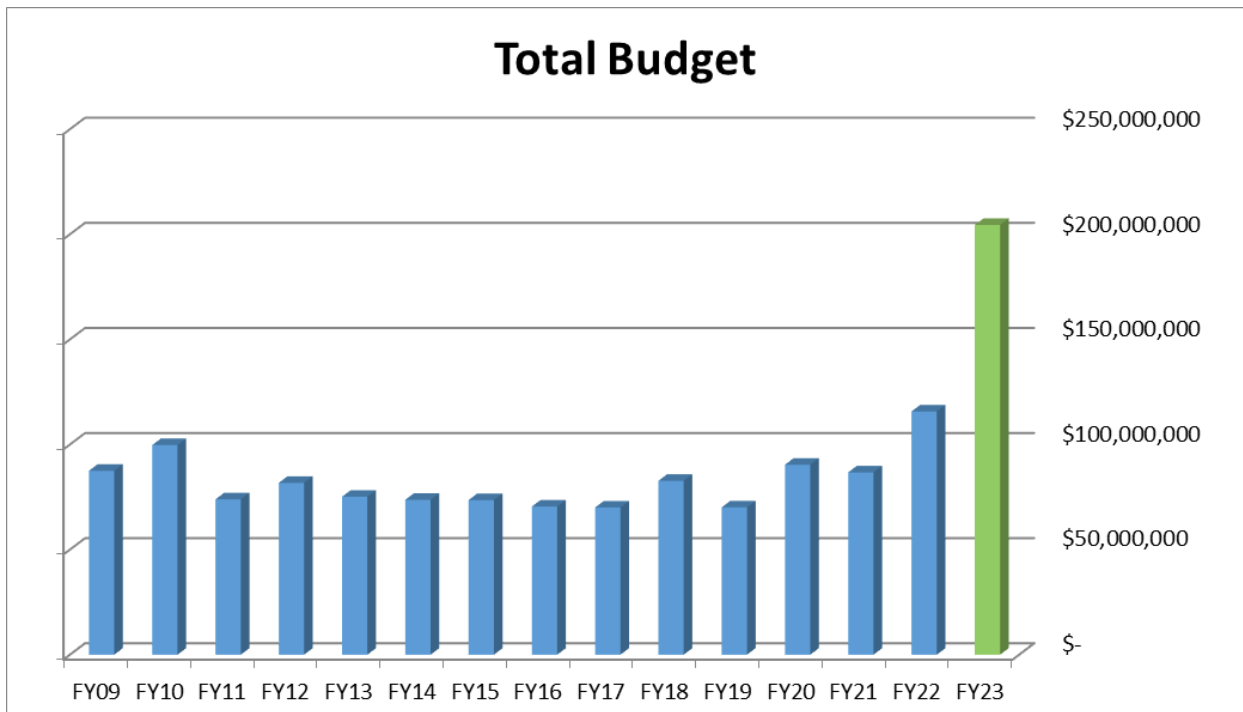
City Manager Charles P. Potucek

July 1, 2022

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) 2022-2023, as well as the proposed Five-Year Capital Improvement Plan and the FY2023-2027 Capital Maintenance and Replacement Plan. The City’s total FY23 budget of \$204,417,694 represents an increase of \$88,706,136 or 76.7% from the FY22 budget.

The graph below depicts the total budgets for the past 15 years, FY09-FY23.





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 FY23 budget reflects the Mayor and Council's strategic plan initiatives, recently approved on May 27, 2021.

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

Invest: Responsible Stewardship of Natural and Built Resources

As we continue to move past public safety concerns from the COVID-19 pandemic and stabilize the City's financial condition, new financial challenges are on the horizon as the City attempts to maintain balance between long-term goals and day-to-day needs. Strategic planning, coupled with long-term financial planning, helps to provide robust strategies to fight against this volatile and resource-deficient environment by increasing adaptability and building a strong financial foundation with tactics that stay relevant to changing realities.

Energy Initiative Projects. The City saw substantial benefits from improvements completed in Phase I of the energy initiative with Schneider Electric in 2018. In FY23, Phase II will result in significant energy and operational savings, which will help the City recoup the cost over time. Without requiring additional tax burden on the community, this project is funded by a \$25 million Municipal Facility Revenue Bonds with debt service repaid by a portion of the City's sales tax collection reserved for capital improvements, and in part by a Land Water Conservation Fund grant of \$1.5 million, which will assist with water conservation improvements at the Veterans Memorial Park Sports Complex (VMPSC).

Phase II will reaffirm the City's commitment to responsible energy and water use through the implementation of several projects. The project will install a smart irrigation system with flow sensors at 19 City parks and fields, a new well, storage tank, and booster pumps at VMPSC, and major renovations at The Cove. By optimizing water usage, the City can potentially save 4.6 million gallons each year, or over 14 acre-feet of water. Further, this initiative will replace an inefficient HVAC system in the Gym and Sports Division Building, add solar covered parking spaces at four City sites, and upgrade the building envelopes at 17 City buildings. The Sierra Vista Municipal Airport will see major improvements with upgraded LED runway lights and upgraded controls in conjunction with Fort Huachuca. Additionally, this initiative tackles the current



Budget Transmittal Letter

challenge of accessible public charging stations for the rapidly growing number of EV drivers in Sierra Vista. The City will launch an EV charging pilot program with eight charging stations and 11 total charging ports.

Partnerships for Water & Ecological Conservation. The City of Sierra Vista, the Bureau of Land Management’s (BLM) Gila District, Fort Huachuca, and Cochise County entered into a Memorandum of Understanding (MOU) in September 2021 in order to support the BLM’s Resource Management Plan (RMP). The Council allocated funds in this budget to advance the City’s participation.

This MOU reaffirmed our commitment to water and ecological conservation of the San Pedro River and the Sierra Vista subwatershed area and provides a plan to ensure the achievement of mutual goals, including a healthy San Pedro River and ecologically viable SPRNCA; adequate long-term water supplies to maintain the needs of the area’s residents and property owners; more opportunities for continued economic growth and development within Cochise County; and an operationally secure Fort Huachuca that can accomplish its national defense missions, have a safe and adequate water supply, and comply with obligations under the Endangered Species Act.

Grant Opportunities in FY23. 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 about \$204 million reflects a significant increase over FY22 primarily due to pending grant applications. These grants account for \$81.4 million of the final budget, of which approximately \$44 million predominately focuses on improving roadway infrastructure.

Last year saw success in the completion of significant annual street maintenance projects that advanced the Capital Maintenance and Replacement Plan and two other major street projects, the Avenida Escuela extension and Charleston Road repairs. The extension of Avenida Escuela created an eastern entry and exit point to sport complexes, linking these facilities with those at Veterans Memorial Park. This boosts sports tourism, identified as an economic development opportunity and a strategic priority of City Council. The section of Charleston Road between Highway 90 Bypass and Colombo Drive required a full reconstruction, while the section between Colombo Drive and Giulio Cesare required an overlay to extend its lifespan.

Keeping with the momentum of last year, the City desires to successfully compete for funding of the following roadway projects in FY23:

- Shared use path connectors on SR90 & SR92
- 25 million in reconstruction and overlay on Buffalo Soldier Trail (BST)
- Reconstruct overlay along Wilcox Drive between Calle Portal and BST, Fry Boulevard from BST to SR92, and on 7th Street from BST to SR90
- Complete improvements on the remaining segments of Fry Boulevard and North Garden



- Shared use path at Cyr Park
- ADA improvements at Garden Canyon Linear Park.

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.

The City will seek grant funding to increase competition, access, and broadband capabilities within Sierra Vista. The significant initial investment of resources is necessary to develop new infrastructure that will see the most impact from the economic landscape that grows and evolves from it. Economic development continues to be the driving force for stability and growth in the community. Broadband will provide an incredible opportunity to attract new employers and citizens.

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

Ignite embodies the second critical success factor in the Council's Strategic Plan. The desired outcome to successful economic development involves *stimulating* employment and *sparkling* attraction and retention of businesses and citizens. Since development can potentially increase demands on existing infrastructure, we must coordinate our economic development strategies with capital improvement planning. Synchronization of strategies and planning provides the City a solid foundation to grow upon.

Local Economic Conditions. For FY22, the City's collections in essential revenue streams exceeded expectations, predominately attributed to the community's stable income through federal and government employment, historically low interest rates, and a high demand for goods in a resource-constrained environment. Both local Transaction Privilege and State Shared taxes calculated ahead of budgeted amounts. For Fiscal Year 2022, Gross Privilege tax collections increased \$1.95 million, or 8.4 percent, from Fiscal Year 2021. Even with these promising numbers, the City will continue to project FY23's revenues conservatively.

Despite the decrease in new commercial construction square footage in 2022, the City saw an increase in the construction of new single-family units, single-family additions, manufactured home units, and also the total number of inspections performed in 2022. The City expects the completion of several tenant improvement projects, such as



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Dunkin' Donuts in Walmart and the SAIC building on Garden Avenue, and new commercial projects, such as Pepsi, SEABHS, a second Taco Bell location, the Sierra Vista Surgical Center, and Freddy's Frozen Custard and Steakburgers.

According to the Arizona Commerce Authority, Sierra Vista's labor force increased 205 people, while employment in Sierra Vista increased 228 people (July 2021 compared to July 2022). As of July 2022, unemployment in Sierra Vista remained steady at 3.9 percent, below Arizona at 4.0 percent and slightly above the national unemployment rate of 3.8 percent.

Sierra Vista Housing Market Trends. For July 2022, there were 380 active listings, 263 homes under contract, and 192 houses sold in the Sierra Vista area. Year-to-date closings in 2022 saw 1,429 closings, a six percent decrease from the previous year. According to Long Realty, the average time on market for properties in Sierra Vista is 37 days and buyers can expect to pay 99 percent of the seller's asking price. The company also shows that market trends indicate a \$16 increase in the average price per square foot and the average sales price rose to \$280,000 from \$275,000 over the last six months.

Networked Enterprises. "Networked enterprises" describes the technique of combining resources with other forms of organization to solve community issues without increasing public budgets. The City promotes strong partnerships with local, state, and federal agencies. In addition to partnerships for water conservation efforts as mentioned earlier, the City of Sierra Vista contributes as a principal contributor toward the Southeastern Arizona Communications Center (SEACOM), a regional public safety communications center established in July 2018.

The new emergency medical services substation constructed at the northeast corner of Buffalo Soldier Trail and 7th Street will begin operations in August 2022. The substation will improve the response of Sierra Vista Fire & Medical Services in that area, while also providing more efficient automatic aid with the neighboring Fry Fire District. The City also provides EMS services to Fort Huachuca through an intergovernmental agreement, which began in January 2018.

Economic Development Commission. On December 9, 2021, Sierra Vista City Council approved the creation of a new, nonregulatory City commission focused on economic development. This commission will work to maximize economic development opportunities through public engagement and partnerships. It will also review and support efforts to achieve City economic development goals outlined in its current economic development framework and initiatives identified in the City Council Strategic Plan.



Innovate: Enhanced Quality of Life for Current and Future Citizens

Parks Master Plan. As we saw earlier, phase I of the energy initiative with Schneider Electric provided significant benefits, which boosted the City’s sports tourism strategic plan objective. Improvements like tournament-ready artificial turf and efficient LED lights for the sports fields helped local sports organizations attract and host 28 tournaments in Sierra Vista between 2019-2021, bringing in approximately 11,490 visitors to the community. On August 12, 2021, the Sierra Vista City Council adopted a comprehensive Parks & Recreation Master Plan, an objective identified in the FY22-23 Strategic Leadership Plan. Based on an extensive community survey and a needs assessment provided by staff, the Parks & Recreation Master plan outlines proposed upgrades to existing park and sports facilities, maintenance requirements, and new development and recreational amenities.

Phase II of the energy initiative contains improvements that will kickstart the implementation of the Citywide Parks Master Plan, increase sports tourism with marketable modernizations to sports areas, and address aging City infrastructure. Veterans Memorial Park Sports Complex will be redeveloped to include replacing the old Apache Middle School football field and track. The new, modern facility will house an artificial turf, efficient LED lights suitable for both soccer and football, and also feature bleacher seating for 2,500 people. Other improvements will include the installation of two basketball courts, lights at the tennis courts, a new sand volleyball court, plus the inversion and improvement to the existing softball field. The City will also construct new ADA accessible pathways between parking and the facilities.

Classification/Compensation Plan. The City of Sierra Vista relies heavily on its personnel to deliver exceptional services to the community. To do so, the City must effectively compete for and retain a quality workforce. The FY23 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 four percent market shift and a two percent step increase beginning in July 2022 and an additional two percent market increase in January 2023.

This budget includes the addition of several full-time positions in essential areas to assist the City in meeting the growing needs of the community. These new positions include an Account Clerk position in Finance, an IT Support Coordinator position, an EMS Supervisor position, a Civilian Police Investigator position and two Community Service Officers in the Police Department, an Engineering Technician position in Public Works, a Custodian position in Public Works, a Transit Driver position in Public Works, and a Recreation Coordinator position in the Library. The City also reclassified one position in Parks, Recreation, & Library and the Museum Curator position.



Budget Transmittal Letter

CDBG Projects. Per direction of the City Council, the City's portion of the federal Community Development Block Grant (CDBG) funds are allocated to improvements at Soldier Creek Park and for the City's Emergency Home Repair and Disabilities Modification Program. Improvements to Soldier Creek Park will occur concurrently with the North Garden Avenue renovation to create a more pedestrian-friendly, attractive streetscape for holding special events. Improvements include irrigation, landscaping, lighting, and recreational amenities that will enhance the upper portion of the park that was previously unusable.

The City's Emergency Home Repair and Disabilities Modification Program utilizes CDBG funding to aid residents who own their home within Sierra Vista City limits with emergency repairs to substandard housing conditions. Accessibility modifications needed for the elderly and persons with disabilities are also eligible for funding.

The City Council also approved plan amendments in order to accept the City's third allocation of the CARES Act CDBG funds dedicated to crises relief as a result of the COVID-19 pandemic. The City will continue to partner with the United Way to distribute the latest allocation of \$77,209, used primarily for rent and utility assistance, emergency hotel/motel vouchers, and to continue to host the monthly Community Connect event at the Ethel H. Berger Center.

Levels of Service and Amenities. In FY23, the City plans to exceed levels of service and amenities for the community without a tax rate increase or changes to the current development fee schedule, as approved by the City Council on December 10, 2020.

Include: Better Citizen Engagement

The City recognizes the need to continuously improve our citizen engagement process with the ultimate objective of creating a collaborative relationship between the community and its local government. In order to meet this goal, the City leveraged new technology and a participative website to scrutinize a complexity of issues and better understand the community's needs and aspirations.



Engage Sierra Vista

Welcome to Engage Sierra Vista, a tool designed to make it easy for Sierra Vista residents to get involved, stay informed, participate in community decisions, and provide ideas and feedback on topics affecting our community. Your voice is important, so let's Engage!



Roadrunner Park Survey



Welcome to Engage Sierra Vista!

Welcome to the City's online engagement platform!

Want to be engaged in your community but shor...

[View Project](#)



Vistas Magazine

In June 2022, the City invited citizens to offer input, through the City's online engagement platform, called Engage Sierra Vista, and in person on desired recreational amenities for a new 28-acre community park, tentatively named "Roadrunner Park". Since the inception of the survey, 1,826 people visited the project on the Engage Sierra Vista forum and 1,266 contributors answered the survey questions. Staff is eager to compile data and plans are underway to create a much-needed recreational development on the southern side of Sierra Vista.

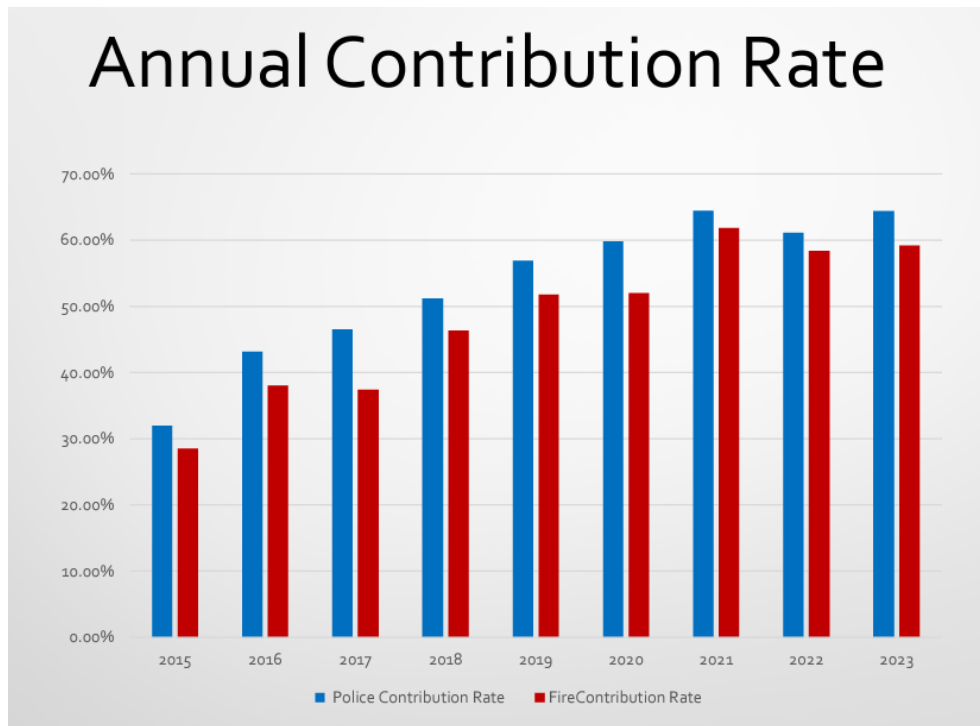
In addition, the new City of Sierra Vista website launched in July 2022, boasting a new look, improved stability, and better navigability.





Future Challenges

PSPRS Liability. The Public Safety Personnel Retirement System (PSPRS) liability remains a constant challenge. In FY23, the annual contribution rates to the Public Safety Pension Retirement System (PSPRS) for Police and Fire personnel increased. Police PSPRS contribution rates increased from 61.11% to 64.38% and Fire PSPRS contribution rates increased from 58.37% to 59.22%. Deficiencies in PSPRS funding levels require additional contributions from the City in order to ensure the system’s funding levels and future solvency.



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 emerging presence of an economic downturn, new legislation, and the fluctuating cost of supplies



Budget Transmittal Letter

- 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 FY23 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





Sierra Vista (Spanish for "Mountain View") is a thriving community of 45,479 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, Dripping, and Mule Mountains. The San Pedro River serves as the City's eastern border. At an elevation of 4,623 feet, Sierra Vista enjoys a temperate year-round climate and abundant sunshine.

History

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

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



Activities and Attractions

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

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



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



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

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

Governance

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

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

**Mayor Rick Mueller****Term: 2019-2022**

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

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

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

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

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

**Mayor Pro Tem Rachel Gray****Term: 2019-2022***

Mayor Pro Tem Gray has been a Sierra Vista resident since 2001 and was elected to the City Council in November 2012. Raised as a Pastor's daughter in the South, her passion for community service developed at a very early age.

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

Mayor Pro Tem Gray has served the Sierra Vista community in many capacities--as a teacher, a realtor, and a volunteer. Over the past 20 years, she has assisted local organizations, clubs, and charities in a variety of different ways through service and leadership.

As a small business owner, Ms. Gray has been involved with small business development and enhancement in Sierra Vista.

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

*Resigned her seat on City Council in July 2022 to qualify as a candidate for mayoral election.



Council Member William Benning

Term: 2019-2022

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

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

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

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



Council Member Gregory Johnson

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 volunteers with the Sierra Vista Police Department and serves as the Cochise County Hearing Officer for code and zoning violations. His hobbies include reading, computers (Apple guy), photography, recreational shooting, and amateur radio. He is a member of the American Legion, Post 52 and the Cochise Gun Club.

**Council Member Angelica Landry****Term: 2021-2024**

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

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

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

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

**Council Member 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.

*Appointed to fill the vacant seat left open by Mayor Pro Tem Rachel Gray.



Council Member Mark Rodriguez

Term: 2021-2022

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

**Council Member Carolyn Umphrey****Term: 2019-2022**

Carolyn Umphrey was 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, when her husband, Tim Umphrey, was stationed at Fort Huachuca to conclude five years of service in the United States Army. They quickly fell in love with the community, weather, and mountain views and, in 2008, chose to make Sierra Vista their home.

Council Member Umphrey has served as the council liaison to the West End Commission and the Arts and Humanities Commission. Currently, she serves as the Chair of the Sierra Vista Metropolitan Planning Organization, 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, a successful businesswoman, and a volunteer. She serves as the treasurer for the Education Foundation of Sierra Vista, 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.

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.



City Manager Charles P. Potucek

Charles P. Potucek was appointed City Manager of the City of Sierra Vista on April 1, 1996. He has worked for the city since September 1986 in several capacities including administrative analyst, budget analyst, and assistant to the city manager. Potucek holds both Bachelor of Science (B.S.) in Public Affairs and Master of Public Affairs (M.P.A.) degrees from Indiana University in Bloomington. Potucek spent the next eight years working in the private sector - as an industrial engineering technician for Johnson and Johnson Baby Products in Park Forest South, Illinois, as a sales engineer for New Park Drilling Fluids out of Denver, Colorado. Falling oil prices convinced Potucek to resume his education, and he returned to Indiana University in 1984 to begin work on his M.P.A. degree which he earned in May 1986. Shortly thereafter, his wife-to-be spotted an opening for his first position as an administrative analyst with the City of Sierra Vista and started in September of 1986.

During his 36 years of service to the city, Sierra Vista has experienced significant growth and change. Potucek's accomplishments include negotiating the agreement that brought the Mall at Sierra Vista; the Highway 90/92-Charleston Road commercial cluster; construction of the Environmental Operations Park; establishment of Sierra Vista as a founding member of the Upper San Pedro Partnership; construction of Avenida Cochise and Martin Luther King, Jr. Parkway; the development of the award-winning Sierra Vista transit system; the enhancement of the City's bond rating; and facilitation of improved citizen participation. Capital improvements accomplished during his tenure as city manager include the Sierra Vista Aquatics Facility (the Cove), Sierra Vista Public Library, the Pedro Castro Maintenance Center, our multi-use path system, renovation of the Ethel Berger Center, Nancy J. Brua Animal Care Center, Kiwanis Skate & Bike Court, Fire Station #3, expansion of the C. Reed Vance police facility and Centennial Pavilion. Potucek envisions Sierra Vista as a regional center for commerce, health care and education, a model for environmental programs, a technology center, and expanding upon its history as an outstanding public service provider. Above all, he wants Sierra Vista to become a place where children grow up and stay - instead of having to go elsewhere for educational and employment opportunities.

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



Assistant City Manager Victoria Yarbrough

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

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

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

Population

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

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

As of July 1 each year

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

POPULATION PROJECTIONS

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

Source: Arizona Office of Economic Opportunity



AGE GROUPS IN SIERRA VISTA		
	2010	2021
<i>Under 5</i>	7.5%	5.3%
<i>5 to 9</i>	6.4%	7.0%
<i>10 to 14</i>	5.6%	5.2%
<i>15 to 19</i>	7.3%	5.5%
<i>20 to 24</i>	8.7%	6.2%
<i>25 to 34</i>	16.9%	12.4%
<i>35 to 44</i>	11.9%	10.8%
<i>45 to 54</i>	11.3%	10.8%
<i>55 to 59</i>	4.9%	6.2%
<i>60 to 64</i>	4.8%	6.8%
<i>65 to 74</i>	8.0%	13.8%
<i>75 to 84</i>	4.9%	8.1%
<i>85 and over</i>	1.7%	1.9%

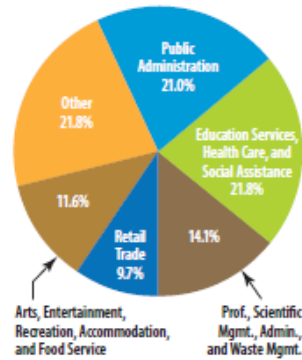
Source: US Census Bureau & 2021 American Community Survey (DP05 estimates for the Sierra Vista-Douglas Metro Area)

Racial Composition	
White	51.90%
Hispanic or Latino (of any race)	24.20%
Other (including 2 or more races)	9.50%
Black/African American	8.50%
Asian	4.00%
American Indian & Alaska Native	1.20%
Native Hawaiian & Pacific Islander	0.70%

Source: 2021 American Community Survey

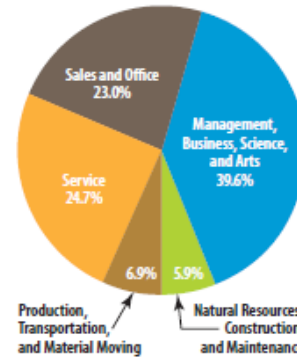


SIERRA VISTA INDUSTRIES



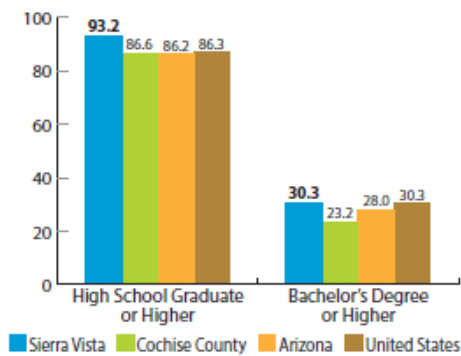
Note: By share of workforce. Includes industries with at least 5% of the workforce; industries with less than 5% are grouped in "other."
Source: U.S. Census Bureau, 2012–2016 American Community Survey, 5-year Estimates, and Cochise College Center for Economic Research.

SIERRA VISTA OCCUPATIONS

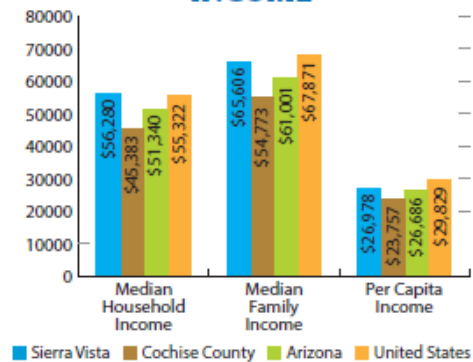


Source: U.S. Census Bureau, 2012–2016 American Community Survey, 5-year Estimates, and Cochise College Center for Economic Research.

EDUCATIONAL ATTAINMENT LEVELS



INCOME



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

Cost of Living

The City of Sierra Vista's cost of living is comparable to other cities in Arizona, as shown by 2021 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%	-7.6%
COMPOSITE	-22.3%	-33.5%	-21.5%	-37.3%	-4.2%

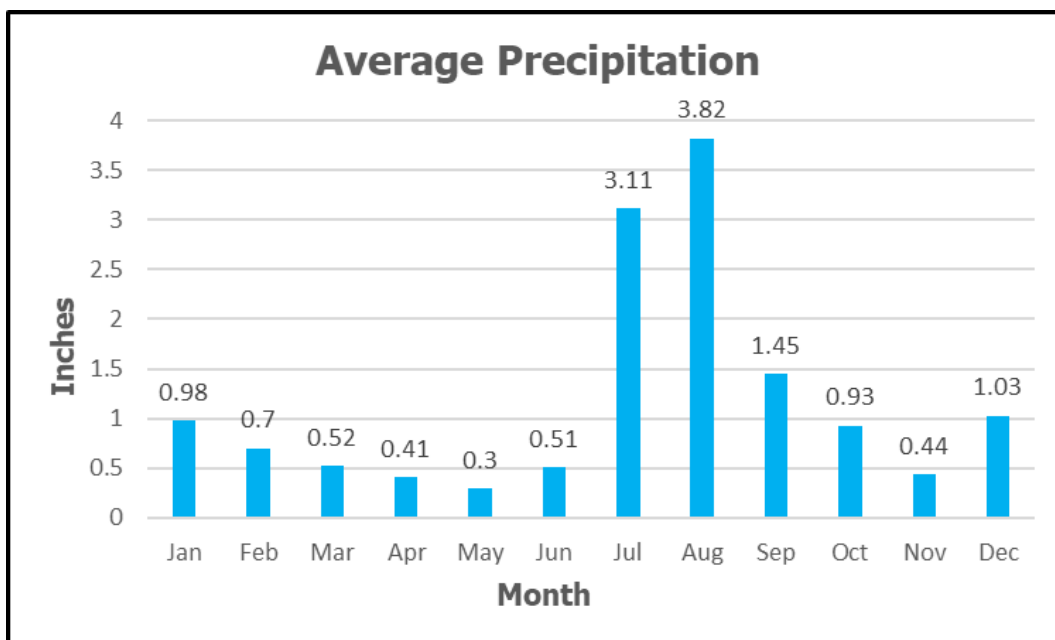
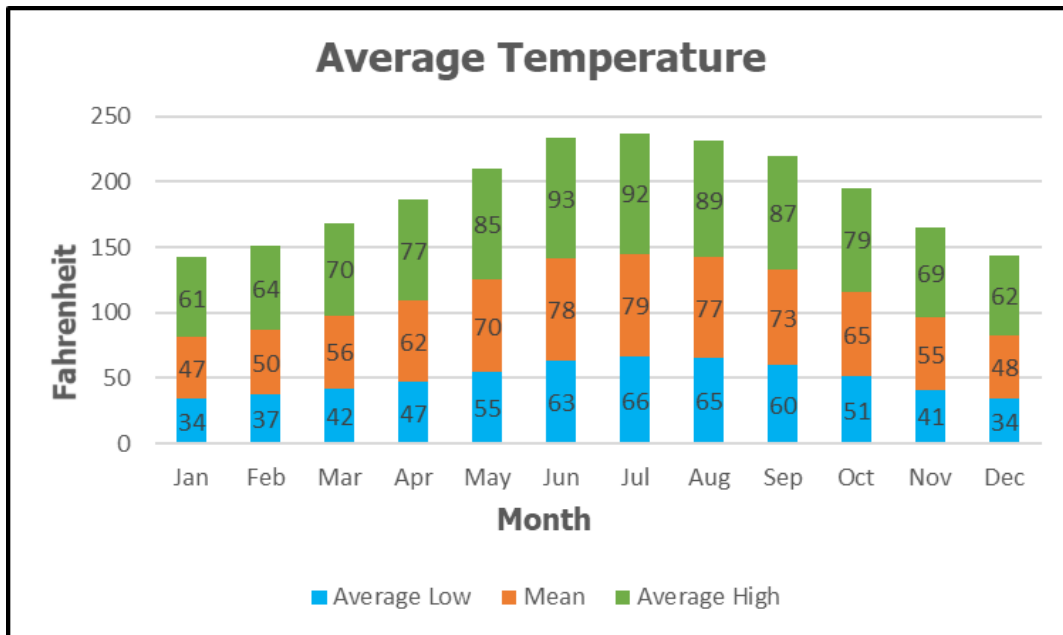
Climate

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

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

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

² <http://usclimatedata.com>





Mission

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

Organizational Values

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

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

This two-year Strategic Leadership Plan focuses on four critical success factors: responsible stewardship of natural and built resources (Invest), economic development and community prosperity (Ignite), enhanced quality of life for current and future citizens (Innovate), and better citizen engagement (Include). The FY23 budget reflects the Mayor and Council's strategic plan initiatives, recently approved on May 27, 2021.

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

Vision

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

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



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

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

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

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

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

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

Critical Success Factors



INCLUDE: Citizen Engagement

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

GOALS:

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

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

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

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





INVEST: Responsible Stewardship

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

GOALS:

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

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

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

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

Maintain a strong bond rating and general fund reserves.

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

Effectively plan for and manage water resources.

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

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

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



IGNITE: Economic Development and Community Prosperity

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

GOALS:

Enhance and improve economic development infrastructure.

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

Enhance current redevelopment, abatement, and code enforcement efforts.

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

Engage economic development stakeholders.

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





Expand sports tourism opportunities.

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

Increase and implement effective marketing efforts.

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

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

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

Maximize the economic impact of the municipal airport.

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





INNOVATE: Quality of Life

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

GOALS:

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

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

Increase reach of community events both in person and virtual.

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

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

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





Evaluate future facility needs.

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

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

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

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

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

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

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



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

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

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

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

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

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

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



Vista 2030 Goal	Strategic Plan Focus Area	Strategic Plan two-year Objective
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Element 1: Citizen Participation		
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<p>Goal 1.1: Increase citizen participation in the governmental decision process.</p>	<p>INCLUDE</p>	<p>17-A. Reinvigorate non-regulatory commissions by evaluating how they could work more effectively. 17-B. Develop and implement a communication plan. 17-D. Establish a more visible Council presence in media efforts and community outreach. 18-B. Examine external resources and technology to aid in communication.</p>
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Element 2: Land Use		
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<p>Goal 2.1: Develop a well-planned City</p>	<p>INVEST</p>	<p>5-B. Improve & streamline the capital improvement plan process. 5-C. Identify and design shovel-ready plans where feasible and appropriate.</p>
<p>Goal 2.2: Coordinate with Fort Huachuca for all future City development</p>	<p>IGNITE</p>	<p>8-A. Complete the Joint Resource Utilization Study. 8-B. Continuously advocate for Fort Huachuca and the retention and expansion of its missions.</p>
<p>Goal 2.3: Economic development shall be considered when planning future sites.</p>	<p>IGNITE</p>	<p>6-A. Explore different technologies and partnerships relevant to economic development and expand where appropriate, such as broadband and 5G availability, EV charging stations, and relevant</p>



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

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



Goal 3.5: Ensure that VISTA Transit meets the needs of the growing community.	INNOVATE	
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Element 4: Open Space		
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Goal 4.1: Identify potential open space land.	INVEST	C-3. Evaluate opportunities for business incubation where feasible
Goal 4.2: Obtain land for open space.	INVEST	
Goal 4.3: Provide stewardship programs to protect open space land.	INVEST	

Element 5: Growth		
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Goal 5.1: Ensure growth areas are developed meeting community expectations.	IGNITE	9-A. Explore the establishment of an Economic Development advisory group to enhance the efforts of the Economic Development division.
Goal 5.2: Coordinate with other government agencies when developing in the growth areas.	IGNITE	8-A. Complete the Joint Resource Utilization Study. 8-B. Continuously advocate for Fort Huachuca and the retention and expansion of its missions.
Goal 5.3: Create strategies that ensure economic diversity within the growth areas.	IGNITE	9-B. Explore the meaningful engagement of additional community partners.

Element 6: Environmental Planning		
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Goal 6.1: Maintain a high standard of air quality.	INVEST	
Goal 6.2: Maintain a high standard of water quality.	INVEST	4-A. Plan for the future use of effluent and continue to partner with public and private agencies such as the Cochise Conservation & Recharge



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

Element 7: Cost of Development

Goal 7.1: Update the analysis determining the fiscal and capital cost-revenue impact of new development.	INVEST	5-B. Improve & streamline the capital improvement plan process.
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Element 8: Water Resources

Goal 8.1: Participate in partnerships between local, state, and federal agencies and private water companies.	INVEST	4-A. Plan for the future use of effluent and continue to partner with public and private agencies such as the Cochise Conservation & Recharge Network, Upper San Pedro Partnership, and Sentinel Landscapes, and pursue funding through programs such as the DoD Readiness and Environmental Protection Integration Program (REPI), for projects benefitting the Upper San Pedro River watershed.
Goal 8.2: Purchase local, private water companies, when feasible and	INVEST	



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



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

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



Goal 10.5: Improve interconnectivity between the paved multi-use path system and parks.	INNOVATE	
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Element 11: Public Facilities, Services, and Public Buildings		
Goal 11.1: Provide high-level of city services and high-quality facilities.	INNOVATE	14-A. Reevaluate recruiting strategies city-wide and implement new methods.
Goal 11.2: Site new schools in appropriate locations.	INNOVATE	
Goal 11.3: Deliver high-quality customer service.	INNOVATE	14-A. Maintain properly staffed city departments including, but not limited to public safety to provide citizens with exceptional service and safety. 15. Improve the current levels of service in programs, services, and amenities provided by Sierra Vista.
Goal 11.4: Advance a business-friendly approach to development.	IGNITE	9-B. Explore the meaningful engagement of additional community partners.
Goal 11.5: Incorporate the natural environment, surrounding land uses, and community design standards when locating and developing public buildings and facilities.	IGNITE	
Goal 11.6: Responsibly and intentionally, create a city that protects neighborhood vitality and improves community and economic development.	INNOVATE	



Goal 11.7: Integrate the Surface Water Plan provisions into designs and construction of improvements and modifications to washes and drainage ways.	IGNITE	6-B. Implement recommendations from the surface water master plan affecting the West End.
Goal 11.8: Comply with Cochise County’s Regional Solid Waste Management Plan.	INVEST	
Goal 11.9: Maintain an economical, environmentally safe, and efficient wastewater treatment system.	INNOVATE	
Goal 11.10: Provide fire and emergency services protection that meet or exceed the National Fire Protection Association (NFPA) standards.	INNOVATE	15-A. Continue partnering with Cochise College for training and education services.
Goal 11.11: Provide public safety (police) protection that meets or exceeds the Commission on Accreditation of Law Enforcement Agencies (CALEA®) standards.	INNOVATE	14-A. Reevaluate recruiting strategies city-wide and implement new methods.
Goal 11.12: Provide quality library services.	INNOVATE	

Element 12: Housing and Neighborhoods		
Goal 12.1: Promote quality affordable rental housing.	INNOVATE	
Goal 12.2: Promote quality affordable owner-occupied housing.	INNOVATE	
Goal 12.3: Improve understanding of property management and maintenance for homeowners and renters.	INCLUDE	17-B. Develop and implement a communication plan.



Goal 12.4: Continue enforcing the Neighborhood Enhancement Property Maintenance Program to encourage the quality, safety, and livability of neighborhoods.	IGNITE	6-C. Enhance current redevelopment, abatement, and code enforcement efforts.
Goal 12.5: Revitalize targeted areas.	INNOVATE	16-B. Prioritize methods to reduce blight, clean up dilapidated buildings, and neighborhood revitalization.
Goal 12.6: Build strong neighborhoods.	INCLUDE	17-B. Develop and implement a communication plan. 17-D. Establish a more visible Council presence in media efforts and community outreach. 18-B. Examine external resources and technology to aid in communication.
Goal 12.7: Safeguard the condition and quality of the housing stock in order to maintain attractive and livable neighborhoods.	INNOVATE	
Goal 12.8: Increase housing choices that serve all age groups and needs.	INNOVATE	
Goal 12.9: Develop High-Quality Housing Developments.	INNOVATE	16-B. Prioritize methods to reduce blight, clean up dilapidated buildings, and neighborhood revitalization.

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



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

Element 14: Safety

Goal 14.1: Mitigate or minimize the impacts of a disaster.	INVEST	
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Element 15: Economic Development

Goal 15.1: Update the <i>Plan for Prosperity</i> every five years.	IGNITE	
Goal 15.2: Actively promote the growth and expansion of a strong and diverse regional economic base while collaborating with employers and educational organizations to improve the quality of workforce readiness and economic development.	IGNITE	9-A. Explore the establishment of an Economic Development advisory group to enhance the efforts of the Economic Development division. 9-B. Explore the meaningful engagement of additional community partners.
Goal 15.3: Encourage opportunities for a diverse economy.	IGNITE	9-C. Support Douglas Port of Entry improvements.
Goal 15.4: Make certain that private development is consistent with the City’s environmental goals/concerns.	IGNITE	



Goal 15.5: Make Sierra Vista the hub of tourist activities in southeastern Arizona.	INNOVATE	10. Increase sports tourism revenue by \$3M over the next 2 years. 11. Increase reach of community events both in person and virtual.
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Element 16: Arts, Humanities, and Cultural Activities		
Goal 16.1: Create a climate where arts, humanities, and cultural activities flourish.	INNOVATE	16-A. Increase opportunities for public art.

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



SCHEDULE OF BUDGET PROCESS & STATE MANDATED DEADLINES



JANUARY

City Council Retreat to establish priorities (done every two years)



1

MID-FEBRUARY

Budget kick-off meeting with department heads to disseminate instructions and worksheets
-City Council reviews mid-year budget analysis



2

MID TO LATE MARCH

-Initial department budget submittals due to Budget Officer
-City Manager review of budgets, meetings with departments



5

EARLY JUNE

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



4

LATE MAY

Recommended Tentative Budget distributed to City Council

3

EARLY APRIL

Revenue projections finalized and presented to Council



6

ON OR BEFORE THE 1ST MONDAY IN JULY

City Council adopts the Tentative Budget



11

ON OR BEFORE THE THIRD MONDAY IN AUGUST

-Adopt property tax levy
-Forward certified copy of tax levy ordinance to county. Tax levy by the board of supervisors must be made on or before the third Monday in August - A.R.S. 42-304a



7

DEPENDS ON BUDGET ADOPTION DATE AND NEWSPAPER PUBLISHING DATES

Tentative Budget published once per week for two consecutive weeks in newspaper, including the time and place of the budget hearing and a statement indicating where the proposed budget may be examined



8

ON OR BEFORE THE TENTH DAY PRIOR TO ADOPTING THE TAX LEVY

Receive certified property values from county assessor to calculate the property tax levy limit. Notify the Property Tax Oversight Commission within three days as to agreement or disagreement with the property tax levy limit

10

ON OR BEFORE THE SEVENTH DAY BEFORE THE TAX LEVY IS ADOPTED

Hold public hearing on budget and property tax levy. Convene special meeting to adopt final proposed budget

9

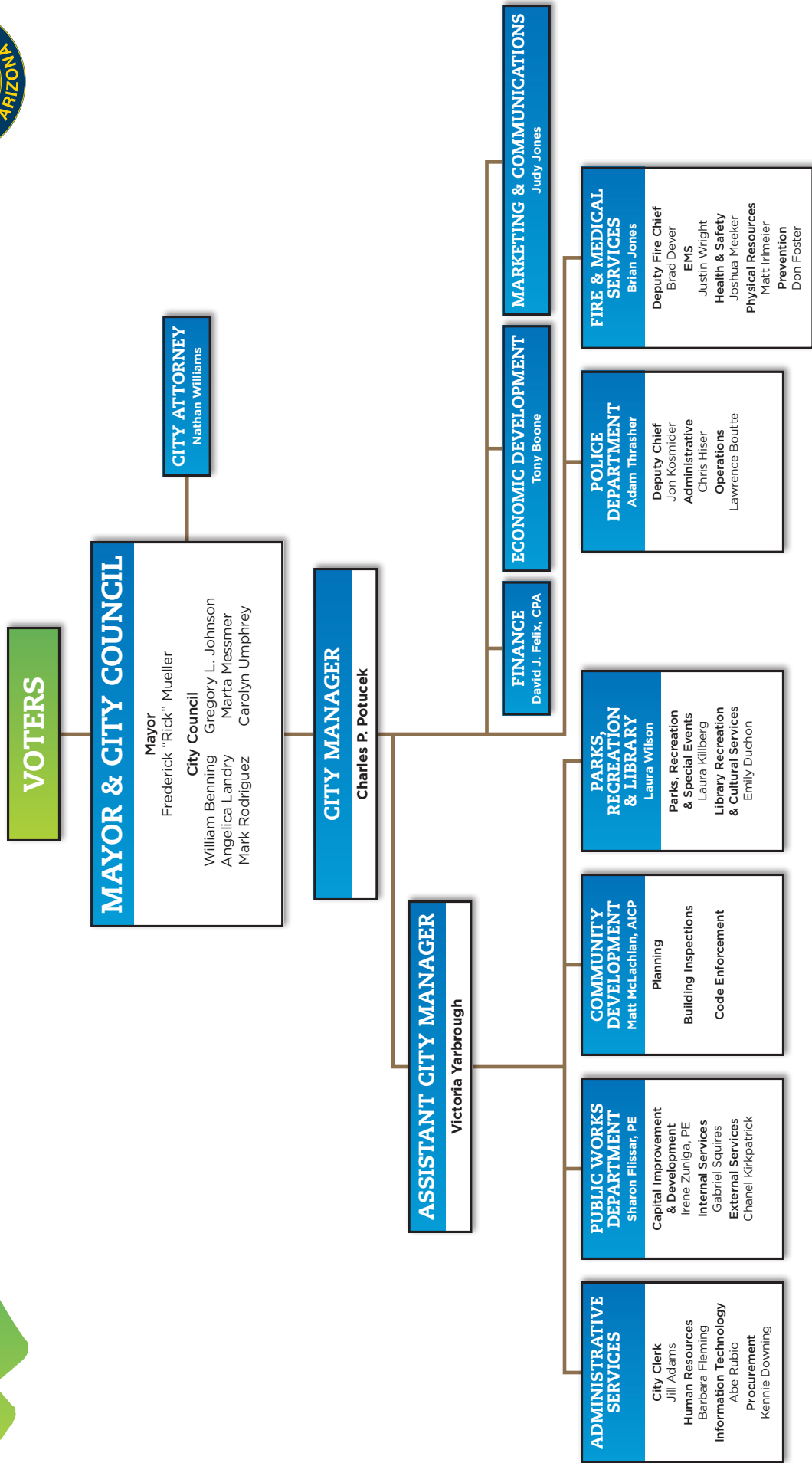
SEVEN DAYS PRIOR TO ADOPTION OF TAX LEVY

Make the property values provided by the county assessor available for public inspection



CITY OF SIERRA VISTA

CHART OF ORGANIZATION





Budget Summary

The first part of this section provides an overview of the FY23 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.

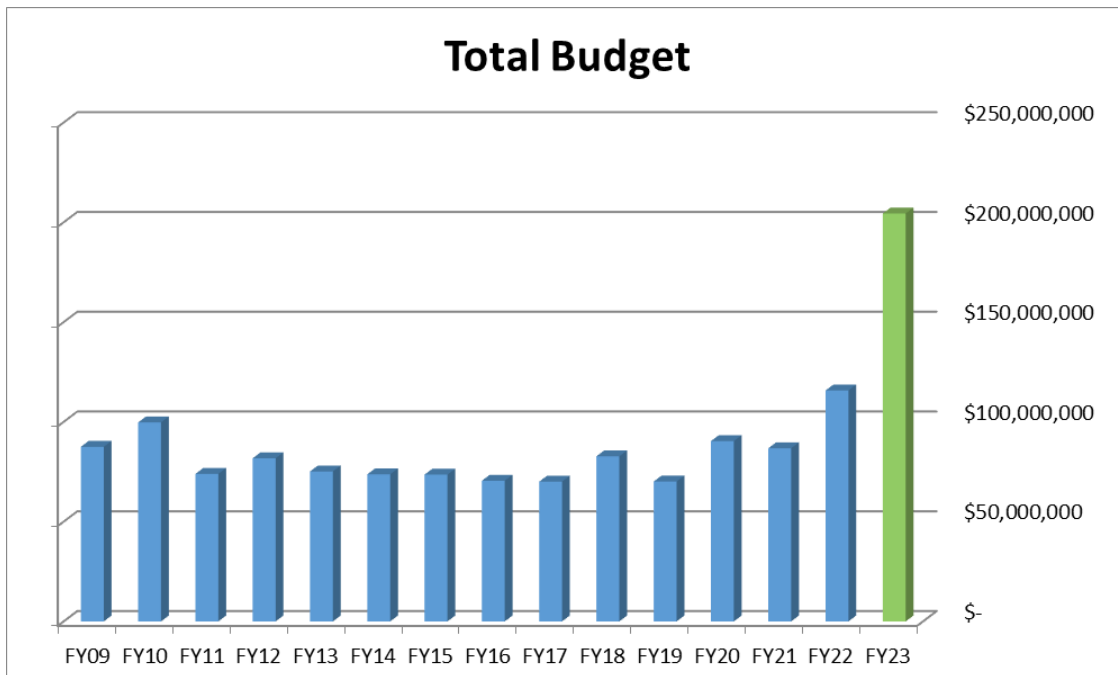
FY23 Overview

The Fiscal Year 2022-2023 (FY23) budget is proposed at \$204,417,694, a 76.7% increase from Fiscal Year 2021-2022 (FY22) budget of \$115,711,558. The FY23 budget addresses several challenges and opportunities, including additional personnel to meet expanding demands, 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 FY23 that threaten economic growth and leads to concern of a recession are increased inflation, rocketing interest rates, global discord, and supply chain disruptions. While the local community has begun to feel the influences of these variables, the City has experienced steadily increasing local Transaction Privilege Tax (TPT) revenue over the year. As a result, the City budgeted a 7.5 percent increase for TPT revenue in FY23 over FY22.

In addition to the City’s share of the American Rescue Plan Act (ARPA) funds, the City is actively pursuing many grant opportunities, to include approximately \$44 million to improve transportation infrastructure. Further infrastructure investments are included in the Schneider Electric Phase II Project.

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

Year	Budget Amount	Change
FY09	\$ 87,501,649	-1%
FY10	\$ 99,728,492	14%
FY11	\$ 73,919,307	-26%
FY12	\$ 81,758,371	11%
FY13	\$ 75,151,135	-8%
FY14	\$ 73,708,643	-2%
FY15	\$ 73,570,106	-0.2%
FY16	\$ 70,484,240	-4.2%
FY17	\$ 70,020,613	-0.7%
FY18	\$ 82,723,790	18.1%
FY19	\$ 70,092,846	-15.3%
FY20	\$ 90,368,774	28.9%
FY21	\$ 86,748,629	-4.0%
FY22	\$ 115,711,558	33.4%
FY23	\$ 204,417,694	76.7%



The graph above depicts the total budgeted expenditures from FY09 to FY23. For the upcoming fiscal year (FY23), local and state-shared revenues have been increased, 18.6% and 41% respectively, based on end of year actuals from FY22, historical trend analysis, and the League of Arizona Cities and Towns’ estimates.

The FY23 budget includes the addition of personnel, reclassification of two positions, a proposed classification and compensation plan 2 percent step increase and 4 percent market shift in July 2022, and an additional 2 percent market shift in January 2023.

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



Budget Summary

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 to prepare a more accurate revenue forecast.

After reviewing all this information, the City develops an estimate of anticipated revenue for the coming year. Projections are made by combining a quantitative data review with subjective analysis that allows the City to incorporate current economic conditions.

Solid revenue projections ensure that the City allocates resources properly. This enables the City to provide the highest level of service to its citizens. If the City were to overestimate revenue, cuts may be required mid-year. On the other hand, if the City were to underestimate revenue, the City would not be providing the highest level of service possible to its citizens.

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

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

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

Budget Principles

In order to ensure that the City of Sierra Vista is able to maximize its ability to serve its citizens, the City uses a set of principles. These principles are used throughout the budget process.

1. Incorporate the Voters approved general plan.
2. Prioritize the accomplishment of City Council's Strategic Plan Initiatives.
3. Budget decisions will be made with long-term implications taken into account.
4. Focus on benefit to community as a whole.
5. Fiscally responsible decisions when making budget decisions.
6. Conservative revenue estimates to account for economic uncertainty.
7. Adequate general fund reserve levels.



8. Smart personnel management to not overextend available resources.
9. Maintain class and comp plan.
10. Balance the Budget without General Fund reserve usage.
11. Review enterprise fund operations to ensure value for ratepayers.
12. Plan for long-term maintenance cost of new and existing City facilities.
13. Use a consensus with Department Directors on necessary programs and projects.
14. City Manager makes final budget decisions for the recommended budget.
15. The City Council makes final budget decisions.

The City's General Plan serves as a guiding framework for the development of the Strategic Plan. The General Plan is the objectives and goals voted on by the community.

Incorporation of Strategic Plan

The FY23 Budget continues to incorporate the City Council's Strategic Plan Framework. The City is dedicated to completing the two-year initiatives and making progress on areas identified as critical success factors. These factors and initiatives form the priorities for the City to accomplish in a given budget year, and help to inform decisions regarding both funding and staff time. City Council approved the Strategic Plan Framework on May 27, 2021; the FY23 Budget will represent the second year of the current plan.

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

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.

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



Revenue by Major Category

In order to provide services for citizens, the City must raise revenue. The City currently estimates raising \$204,417,694 in FY23. 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 \$84,818,445 in donations and 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 very large donations are projects such as roads which are paid for by another entity and donated to the City for maintenance. The full value of these donations 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 FY23 by major category. The largest revenue generators are the City Sales Tax, Notes Payable, and Grants. These three categories comprise approximately 71 percent of the total revenue generated.



	FY21 Budget	FY22 Budget	FY23 Budget	% Change	FY23 % of Total
City Sales Tax	\$ 19,594,473	\$20,919,252	\$25,130,907	20%	12.29%
Property Tax	\$ 372,034	\$377,145	\$379,068	1%	0.19%
Franchise Fees	\$ 1,400,000	\$1,400,000	\$1,400,000	0%	0.68%
Licenses & Permits	\$ 475,000	\$492,763	\$705,000	43%	0.34%
Grants	\$ 12,615,498	\$28,398,333	\$81,454,224	187%	39.85%
Local Govt. Payments	\$ 7,109,065	\$6,127,858	\$3,226,838	-47%	1.58%
State Shared Revenue	\$ 15,678,828	\$16,117,773	\$21,068,497	31%	10.31%
Health & Accident	\$ 4,409,500	\$4,409,500	\$4,409,500	0%	2.16%
Ambulance Fees	\$ 2,050,000	\$2,100,000	\$2,400,000	14%	1.17%
Public Safety Fees	\$ 70,000	\$70,000	\$70,000	0%	0.03%
GMC Revenues	\$ 1,376,500	\$1,436,500	\$1,490,000	4%	0.73%
Transit Revenue	\$ 120,200	\$120,200	\$121,400	1%	0.06%
Airport Revenues	\$ 875,000	\$1,020,750	\$1,020,750	0%	0.50%
Sewer Revenues	\$ 3,734,493	\$3,857,139	\$3,920,427	2%	1.92%
Refuse Revenues	\$ 4,263,584	\$4,571,276	\$4,571,276	0%	2.24%
PRL Revenue	\$ 679,872	\$961,848	\$814,257	-15%	0.40%
Planning Revenue	\$ 28,500	\$68,000	\$68,000	0%	0.03%
Development Fees	\$ 126,630	\$0	\$0	0%	0.00%
Investment Income	\$ 45,000	\$30,000	\$30,000	0%	0.01%
Donations	\$ 1,167,835	\$4,497,272	\$3,378,406	-25%	1.65%
Sale of Fixed Assets	\$ 570,000	\$570,000	\$120,000	-79%	0.06%
Notes Payable	\$ 1,161,000	\$7,031,529	\$38,252,419	444%	18.71%
Carryover	\$ 7,700,561	\$10,136,494	\$8,927,799	-12%	4.37%
Misc Revenue	\$ 1,125,056	\$997,926	\$1,458,926	46%	0.71%
Total	\$ 86,748,629	\$115,711,558	\$204,417,694	77%	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 and County	Total
Retail Privilege (Sales) Tax	1.95%	6.10%	8.05%
Use Tax	1.95%	5.60%	7.55%
Restaurant/Bar	2.60%	6.10%	8.70%
Hotel/Motel	5.50%	6.05%	11.55%
Construction Contracting	1.95%	6.10%	8.05%
Rental of Real Property	1.00%	0.00%	1.00%
Utilities	2.00%	6.10%	8.10%

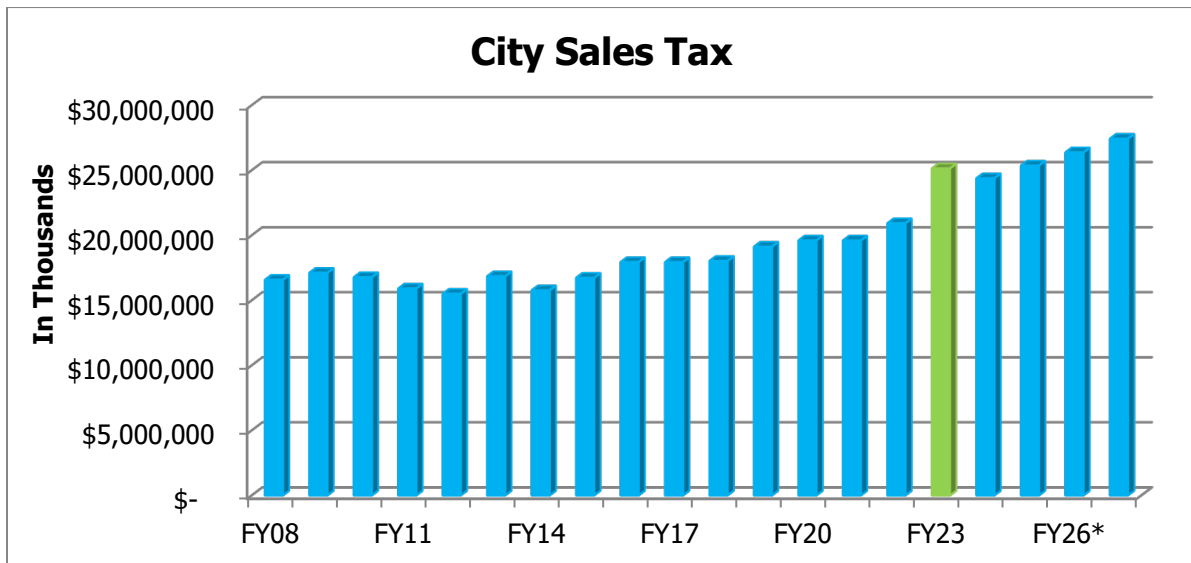
The City’s tax package contributes about 12 percent of the City’s total revenue. These taxes contribute about one-fourth of the total general fund revenue.

The City relies on a Retail Privilege (Sales) Tax for a large percentage of revenue raised through the City Sales Tax Package. 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.

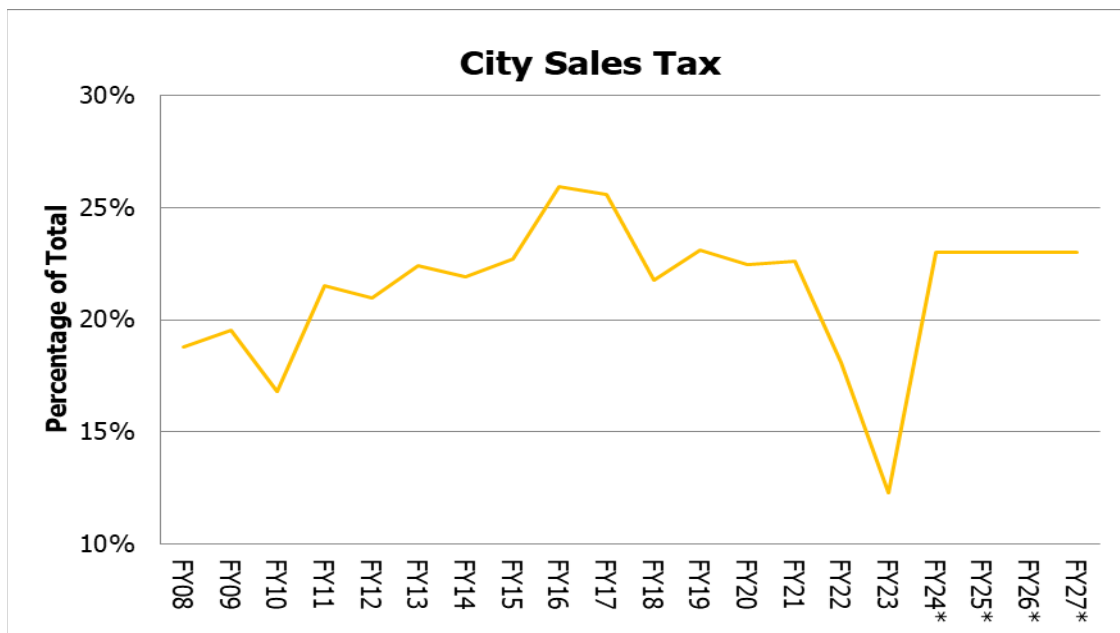
Of the total sales tax, one-half of one percent (0.5%) is designated for capital projects. This money is used for the construction and operations of major capital projects. The money is also used for major capital maintenance projects.

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

The following graphs illustrate the overall revenue generated by the City Tax Package and the proportion of the City's total revenue that the Tax Package generates for the last fifteen years, including the FY21 and FY22 budgets.



The City Sales Tax is not the only source of revenue for the City. The graph below depicts the percentage of the City’s revenue generated by the City Sales Tax. Since FY10, the City Sales Tax has gradually become a larger portion of the total City revenue once again. In FY23, Sales Tax comprises roughly twelve percent (12%) of the overall revenue received, third to projected grant revenue and notes payable.





Property Tax

The City levies a property tax. The property tax makes up a very small percentage (0.19%) of the City’s total revenue. The current rate is \$0.1098 per \$100 of assessed value. This translates to a City property tax bill of \$10.98 per \$100,000 of assessed valuation.

Property taxes are limited in the amount of revenue that they can generate by state law. The aggregate Property Tax amount can increase only two percent each year. A city’s property tax aggregate amount can increase more than two percent based on new construction.

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).

	FY22 Budget	FY23 Budget	Change
Income	\$5,016,338	\$8,307,596	\$ 3,291,258
Sales	\$4,801,435	\$6,160,901	\$ 1,359,466
HURF	\$3,925,000	\$4,100,000	\$ 175,000
Auto Tax	\$2,375,000	\$2,500,000	\$ 125,000
Total	\$16,117,773	\$21,068,497	\$ 4,950,724

Distribution of State Shared Income Tax is based on population. Cities in the State of Arizona cannot levy an income tax, but the State allocates 15 percent of the total state income tax collected to incorporated municipalities using a formula approved by the Legislature. Each jurisdiction receives a percentage of the State revenue in direct proportion to the percentage of the total state population represented by that jurisdiction. As a result, if other Arizona cities grow faster than Sierra Vista, then Sierra Vista represents a smaller percentage of the total State population. If Sierra Vista grows proportionally faster than other Arizona cities, then the City receives a larger proportion of the available pool received by the State. The State Department of Economic Security develops population estimates. Based on the League of Arizona Cities and Towns’ estimates and the shifted tax collections from FY21, the City projects an increase in State Shared Income Tax revenue.

The City also receives State-Shared Sales Tax. Similar to the State Income Tax sharing, cities in Arizona share 25 percent of the overall base state sales tax collection based on a population formula. The City projects an increase in State Shared Sales Tax in FY23 based on the League of Arizona Cities and Towns’ estimates and historical trend analysis.



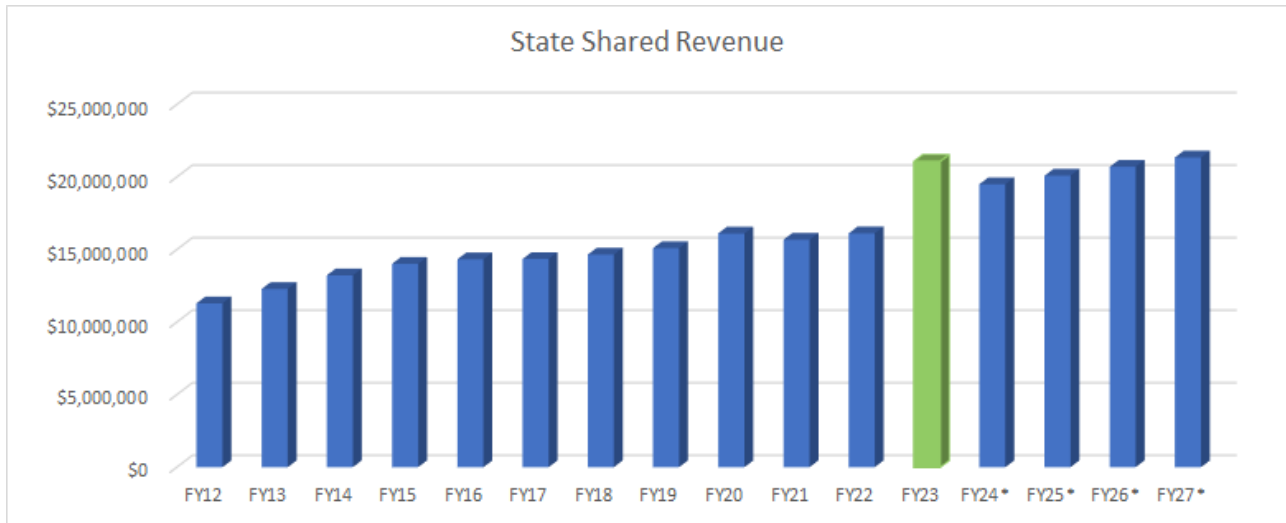
Budget Summary

Highway User Revenue Funds (HURF) are generated from a gas tax on each gallon of gasoline and diesel fuel sold in the state. This tax is also collected by the State but redistributed back to Counties and Municipalities. HURF funds are restricted to being spent on the construction and maintenance of street operations. The concept of this funding source is to have those who drive on the streets (i.e., pay for fuel for their vehicle) pay to maintain and build those same streets. However, it is not a one-to-one relationship, and the State funding is insufficient to cover all the costs of building and maintaining the public streets in the City of Sierra Vista.

In FY23, the City anticipates receiving an increase of State Shared Revenue compared to FY22. State Shared Revenue is the fourth largest revenue source to the City, contributing just over 10 percent of the total budget and just above 34 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.

	State Shared Revenue	% Change
FY12	\$11,290,654	-5%
FY13	\$12,284,953	9%
FY14	\$13,222,907	8%
FY15	\$14,015,003	6%
FY16	\$14,326,840	2%
FY17	\$14,349,418	0%
FY18	\$14,651,586	3%
FY19	\$15,099,793	3%
FY20	\$16,108,284	5%
FY21	\$15,678,828	-3%
FY22	\$16,117,773	3%
FY23	\$21,068,497	31%



Grants

In order to enhance and expand services provided by the City without tax increases, the City applies for and receives numerous grants each year. Police, Fire, Public Works, and Community Development receive the most in grant awards.

Grant revenue accounts for almost 40 percent of the total estimated revenue to be received in FY23. Grant-funded projects include economic development programs, fire and police equipment, airport capital improvements, and others.

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

Potential HURF grants account for approximately \$44 million in grant revenue. The City is currently pursuing opportunities through the Rebuilding American Infrastructure with Sustainability and Equity (RAISE) grant, the Multimodal Project Discretionary Grant (MPDG), and the MEGA (National Infrastructure Project Assistance program) Grant.

Notes Payable

The City of Sierra Vista utilizes short-term financing to complete capital projects and for the purchase of capital equipment. The City will raise \$38,240,213 in financing funds in FY23. 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.

	FY23	% of User Fee Revenue
Labor Charges	\$ 275,000	15.4%
Fluids Charges	\$ 420,000	23.5%
Other GMC Revenues	\$ 50,000	2.8%
Lease Revenues	\$ 30,400	1.7%
Hangar Lease Revenue	\$ 190,000	10.6%
Court Fees	\$ 10,000	0.6%
Performing Arts - Rec	\$ 41,337	2.3%
Kids World	\$ 175,000	9.8%
Rentals	\$ 150,000	8.4%
Aquatics	\$ 196,520	11.0%
Sports	\$ 110,000	6.1%
Classes	\$ 30,000	1.7%
Adult Trips	\$ 10,000	0.6%
Senior Programming	\$ 1,400	0.1%
Community Events	\$ 100,000	5.6%
TOTAL	\$ 1,789,657	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 FY23 is \$2,400,000. This is an increase of \$300,000 based on actuals from FY22 and anticipated revenue from the opening of the new EMS substation. 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 because 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 contribute less than one percent of the total budget. The City initially suspended the Development Fees for two years to help improve economic development beginning July 2017. The City maintained a suspension on fees until a study was conducted in 2019/2020 and new fees were adopted.

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

Enterprise Fees

User Fees are charged for the Sewer and Refuse Funds. These funds operate independently from the General Government Funds and are supported through charges for the service delivered.

The revenue received for these services cannot be used for general governmental purposes. The revenue must be held in the fund and can only be used to support services that are provided by the fund. This can include the purchase of equipment and vehicles necessary for the provision of those services (i.e., garbage trucks).

Miscellaneous Revenue

Miscellaneous revenue includes revenue received that does not fit into one of the above-mentioned categories. Some examples of this revenue include 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 \$204,417,694 for FY23, \$88,706,136 more than the FY22 budget. Capital Expenditures increased by \$82,545,596, (169%) from FY22. Personnel expenditures increased by \$3,562,217 (10%), reflecting the addition of new personnel, the maintenance of the classification and compensation plan and market shift, and the PSPRS liability. The City's Operating and Maintenance expenses increased by \$2,200,619, primarily as a result of moving operating capital maintenance expenses into the O&M budget. Debt services increased by \$397,704. Overall, the City’s budget increased 77 percent compared to FY22.

	FY22 Budget	FY23 Budget	Difference	% Change	% Total
Personnel	\$ 37,382,520	\$ 40,944,737	\$ 3,562,217	10%	20.0%
O&M	\$ 24,922,233	\$ 27,122,852	\$ 2,200,619	9%	13.3%
Capital	\$ 48,957,614	\$ 131,503,210	\$82,545,596	169%	64.3%
Debt	\$ 4,449,191	\$ 4,846,895	\$ 397,704	9%	2.4%
Total	\$ 115,711,558	\$ 204,417,694	\$88,706,136	77%	100.0%

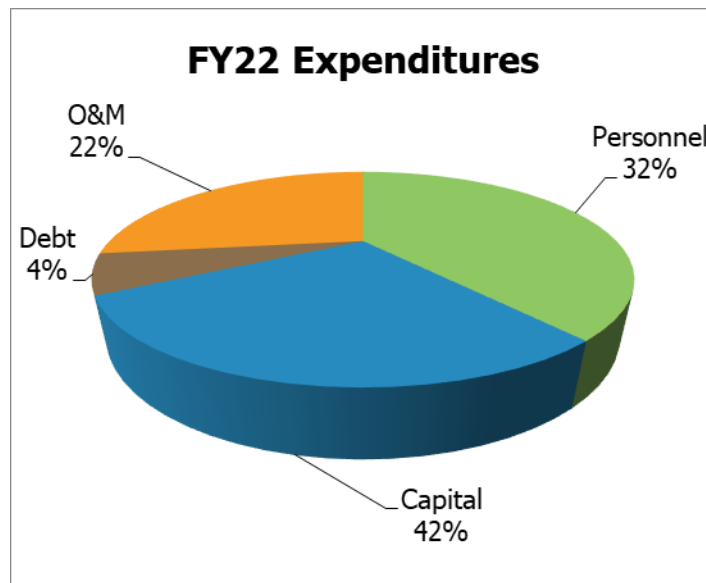
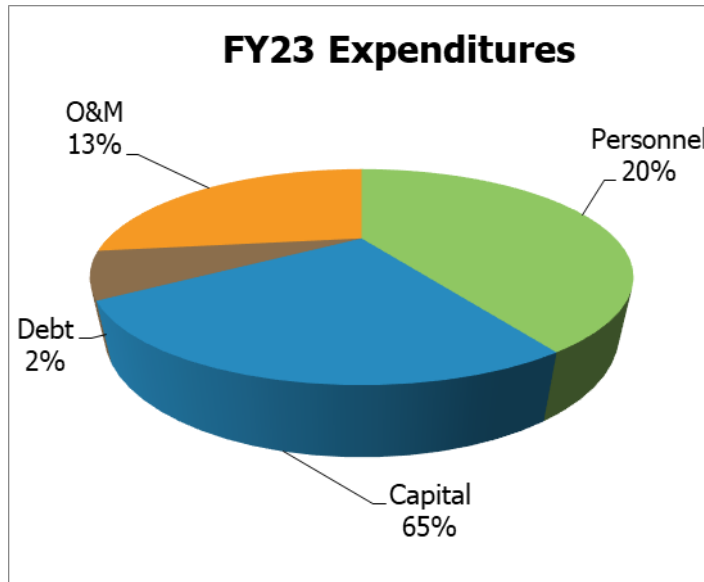
The following table provides an overview of the percentage of expenditures by category from FY14-FY23. Debt currently makes up two percent of the City expenditures. Capital Expenditures make up approximately 65 percent. These are expenditures that reinvest money back into the community through construction or equipment acquisition. The percentage of the budget expended on Personnel has fluctuated since FY14 and currently comprises 20 percent of the total budget. Operations and Maintenance (O&M) encompasses 13 percent of the total budget.

	FY14	FY15	FY16	FY17	FY18	FY19	FY20	FY21	FY22	FY23
Personnel	36%	38%	43%	45%	38%	47%	39%	41%	32%	20%
Capital	27%	28%	18%	17%	8%	15%	28%	24%	42%	65%
Debt	7%	7%	7%	7%	24%	6%	6%	7%	4%	2%
O&M	30%	28%	32%	31%	29%	32%	27%	28%	22%	13%



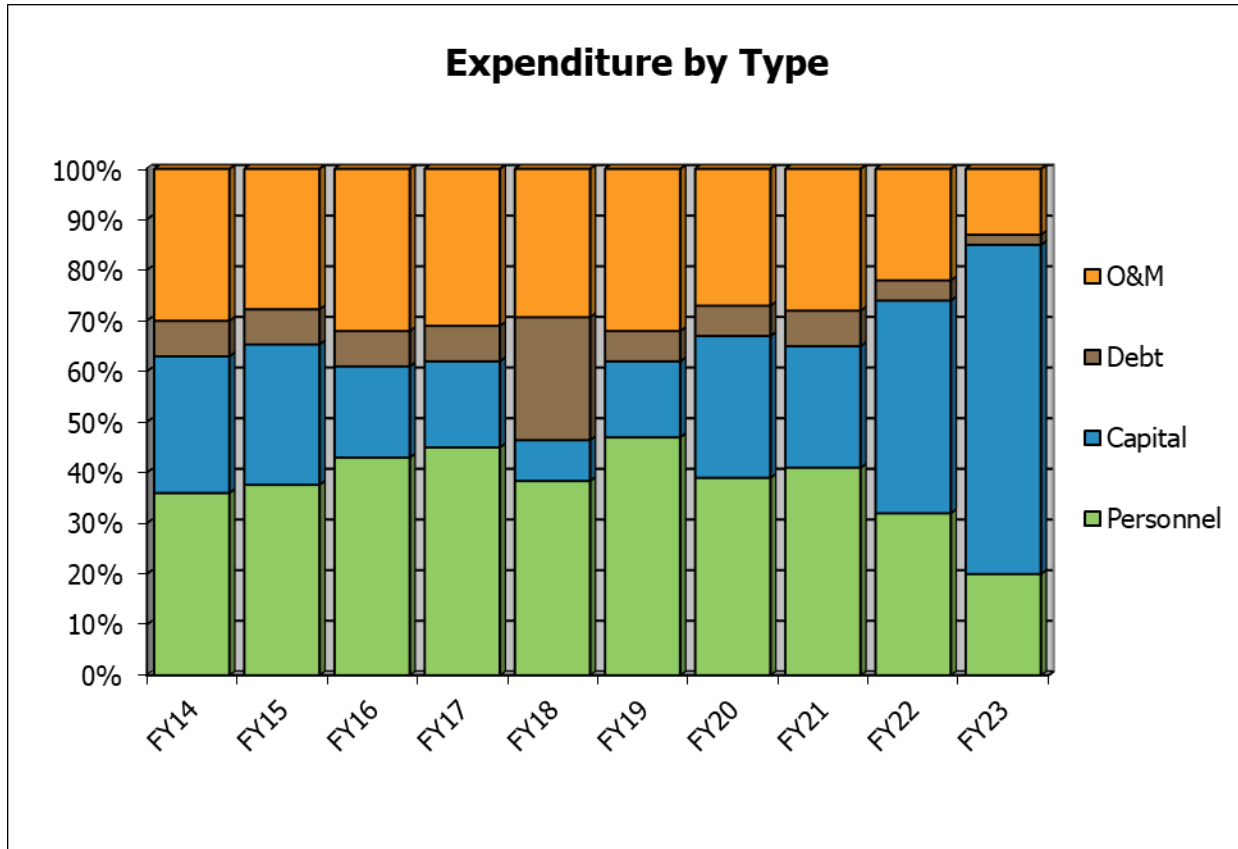
Budget Summary

The graphs below depict the percentage of total budget, per major category, for FY22 and FY23.





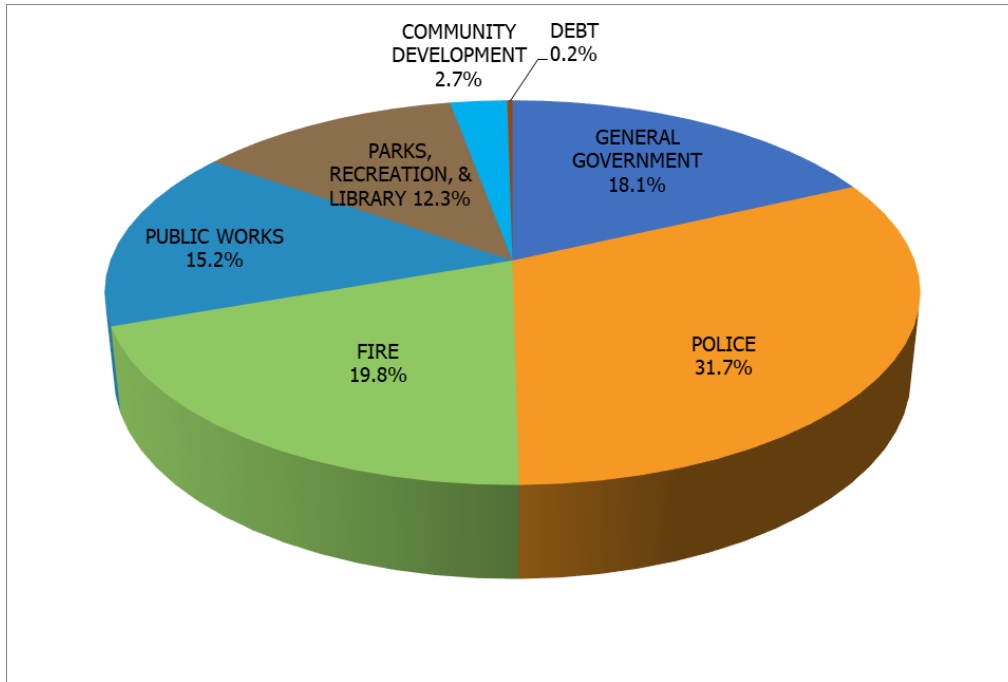
The graph below depicts the percentage of total expenditures by category for FY14-FY23.





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. FY23 General Fund expenditures total \$50,502,383. The chart below illustrates the FY23 General Fund budget percentage by major category.



The largest percentage of general fund expenditures is Public Safety (Police and Fire) representing 51.5% of the total expenditures in the General Fund. The next largest expenditure occurs in General Government (18.1%), followed by Public Works (15.2%), and then Parks, Recreation & Library, Community Development and Debt.

The chart below shows the percentage of the General Fund for each department since FY14.

Percentage of General Fund Expenditures by Department

	FY14	FY15	FY16	FY17	FY18	FY19	FY20	FY21	FY22	FY23
General Government	19%	20%	15%	19%	17%	18%	17%	18%	17%	18%
Police	30%	32%	31%	32%	30%	30%	30%	32%	34%	32%
Fire	15%	17%	17%	19%	24%	18%	23%	19%	20%	20%
Public Works	22%	20%	19%	18%	17%	17%	14%	14%	14%	15%
Parks, Recreation, & Library	11%	10%	11%	10%	9%	14%	12%	13%	12%	12%
Community Development	3%	2%	3%	3%	3%	3%	2%	2%	2%	3%
Debt	1%	0.4%	0.3%	0.3%	0.4%	0.8%	0.7%	0.7%	0.6%	0.2%



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 ten percent from FY22 to FY23 largely as a result of a two percent classification and compensation plan step increase and a four percent market shift in July 2022, an additional 2 percent market shift in January 2023, and maintenance to the Public Safety Personnel Retirement System (PSPRS) contribution rates. Police PSPRS contribution rates are increasing from 61.11% to 64.38% and Fire PSPRS contribution rates are increasing from 58.37% to 59.22%. Per City fiscal policy, the City will contribute the mandatory contribution amount specified by PSPRS and will strive to pay the contribution rate for the current fiscal year if the new fiscal year’s contribution rate is less than the current one. Additionally, Arizona State Retirement System (ASRS) rate is decreasing from 12.22% to 12.03%, along with Long-Term Disability (LTD) set to decrease from 0.19% to 0.14% in FY23. 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 FY08 to FY23. In FY23, the City reclassified one position in Parks, Recreation, & Library and one position in the Museum, and funded an Account Clerk position, an IT Support Coordinator position, an EMS Supervisor position, a Civilian Police Investigator position, two Community Service Officers, an Engineering Technician position, a Custodian position, a Transit Driver position, and a Recreation Coordinator position in the Library.

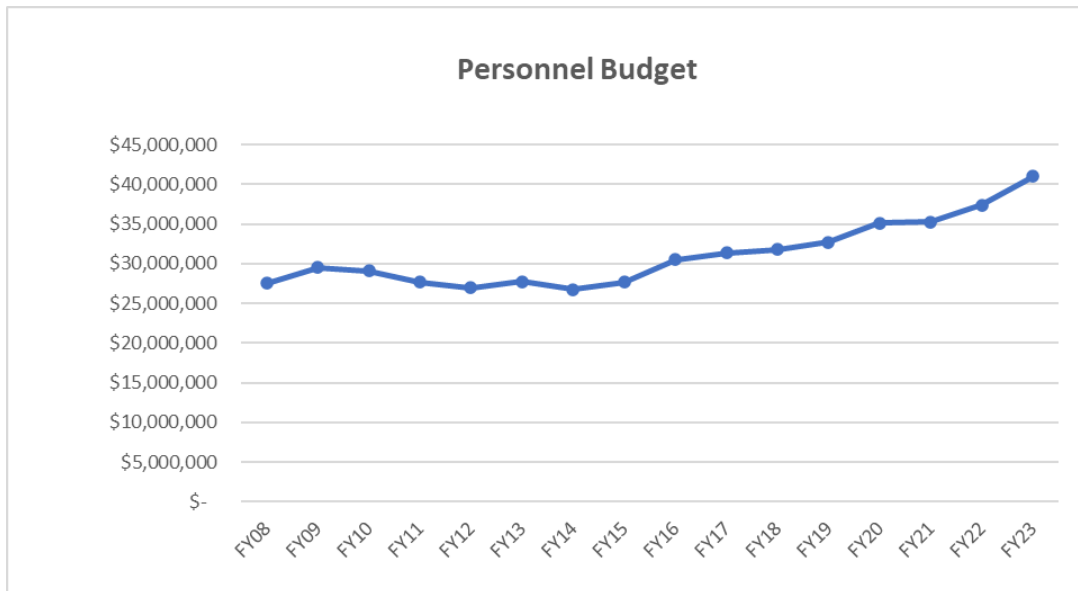
	Personnel Budget	% Change
FY08	\$ 27,498,627	12%
FY09	\$ 29,529,921	7%
FY10	\$ 29,055,856	-2%
FY11	\$ 27,697,934	-5%
FY12	\$ 26,950,101	-3%
FY13	\$ 27,714,442	3%
FY14	\$ 26,741,763	-4%
FY15	\$ 27,634,917	3%
FY16	\$ 30,481,244	10%
FY17	\$ 31,342,517	3%
FY18	\$ 31,804,910	1%
FY19	\$ 32,698,684	3%
FY20	\$ 35,091,847	7%
FY21	\$ 35,243,702	0%
FY22	\$ 37,382,520	6%
FY23	\$ 40,944,737	10%



The FY23 budget includes maintenance of the classification and compensation adjustments that take effect in July 2022. This adjustment will provide relief to city employees whose wages are currently under market value.

Since FY08, the City has seen its own self-funded health insurance program effectively managed through a change to a new third-party administrator. The insurance takes advantage of the Blue Cross Blue Shield of Arizona network and provides an excellent level of service to employees and their families. The insurance trust fund has been healthy over the past several years, but a downward trend indicated that some premium changes needed to be made to continue to keep it that way in FY19. The City implemented a modest increase in the premiums due to increased health costs that began in July 2018. There have been no increases in the current budget. The City provides all full-time employees with health care at no cost to the employee. The administrator will continue to monitor and analyze participation and claims as well as new federal laws associated with the Affordable Health Care Act, recommending premium or other plan management changes as needed.

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





Capital

Capital projects are defined as those that cost over \$5,000 and have a useful life longer than one year. The City will complete several capital projects in FY23. These include yearly capital street maintenance and Schneider Electric projects throughout the community. These are just two of the improvements. A full list can be found in the capital section.

The table on the following page shows the changes in total capital expenditures from FY08-FY23. The amounts fluctuate considerably from year to year depending on potential grant funded capital projects. The FY23 budget increased from the FY22 budget by \$82,545,596. Many capital requests were added into the final budget in order according to the Five-Year Capital Maintenance and Replacement Plan.

The Five-Year Capital 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.

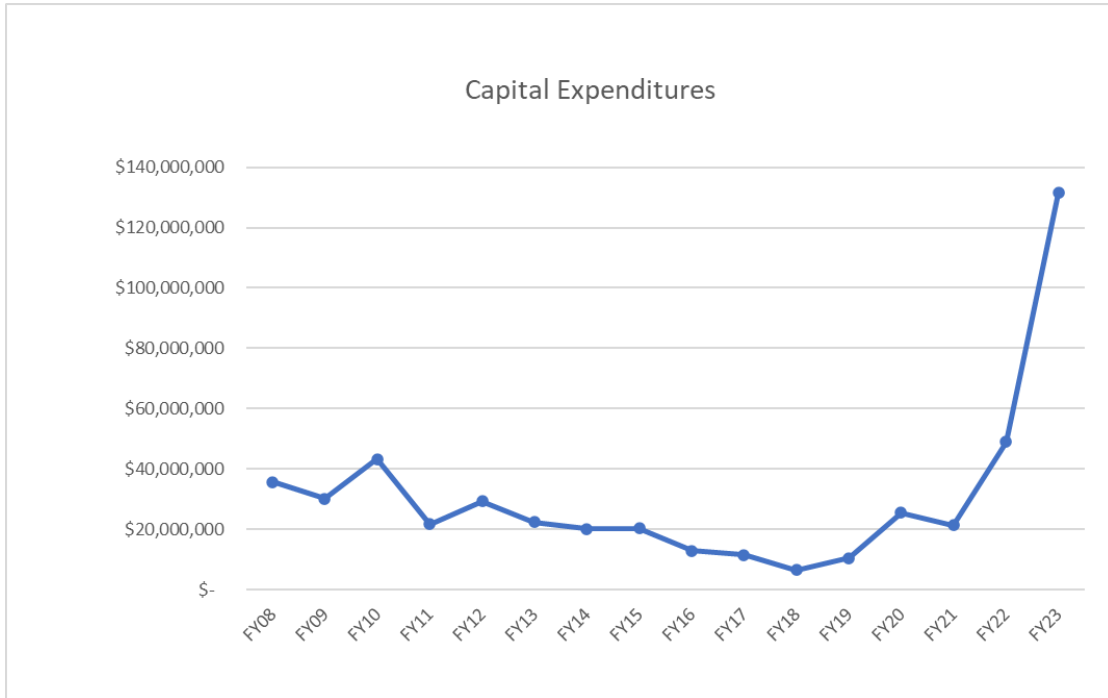
	Capital Budget	% Change
FY08	\$ 35,637,431	5%
FY09	\$ 30,239,735	-15%
FY10	\$ 43,249,715	43%
FY11	\$ 21,652,883	-50%
FY12	\$ 29,221,789	35%
FY13	\$ 22,350,914	-24%
FY14	\$ 20,071,848	-10%
FY15	\$ 20,308,990	1%
FY16	\$ 12,941,640	-36%
FY17	\$ 11,526,001	-11%
FY18	\$ 6,572,000	-43%
FY19	\$ 10,437,999	59%
FY20	\$ 25,523,095	145%
FY21	\$ 21,305,686	-17%
FY22	\$ 48,957,614	130%
FY23	\$ 131,503,210	169%

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



health of the City. The City analyzes the ongoing O&M expenses by fund. This allows the City to plan for the cost in each fund.

The graph below shows the fluctuation of capital expenditures since FY08.





Debt

The City finances certain capital projects to provide a high level of service and increase quality of life to its citizens. One of the City’s top priorities continues to be the reduction of debt. Reducing debt remains important for a number of reasons. Reducing debt allows the City to spend money on additional capital projects that incur debt service, and helps the City ensure the availability of additional capital access in future years. In FY23, the City’s debt increased \$397,704 from FY22.

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

	Debt Budget	% Change
FY13	\$ 5,133,063	14%
FY14	\$ 5,016,872	-2%
FY15	\$ 5,000,900	0%
FY16	\$ 4,771,863	-5%
FY17	\$ 5,021,109	5%
FY18	\$ 20,090,818	300%
FY19	\$ 4,435,082	-78%
FY20	\$ 5,536,880	25%
FY21	\$ 5,864,374	6%
FY22	\$ 4,449,191	-24%
FY23	\$ 4,846,895	9%

The City’s current bond ratings include:

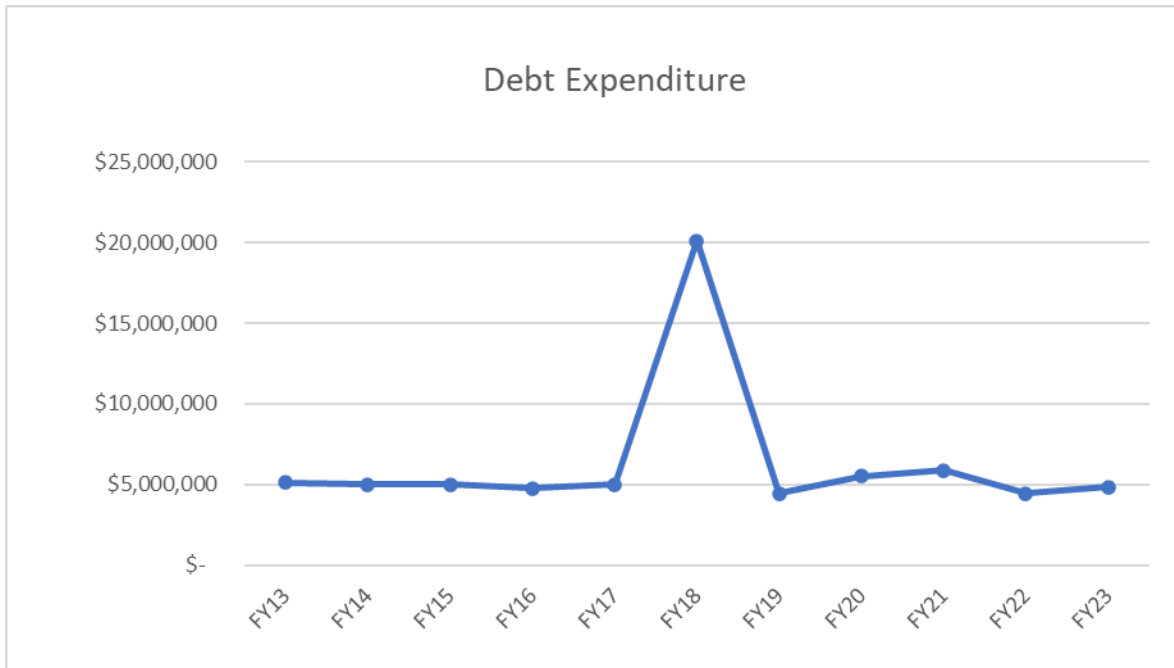
- Standard and Poor ‘AA’
- Fitch ‘AA-’
- Moody’s ‘AA-’

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

These ratings affect the borrowing rate for the City. The rating agencies reviewed the City’s Bond rating prior to the issuance of the current bonds. The graph below shows the amount of debt expenditures from FY13-FY23. In FY18, the City’s debt increased due to the refinancing of the series municipal property corporation bonds, which will actually save the City money over the next few years. In FY21, the debt increased due to estimated bond payment for the Schneider project. In FY22, the debt decreased because 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 FY23, debt has decreased in the General, HURF, Sewer, and Refuse funds, with an increase in the Capital Improvements (\$250,000 for bond issuance costs for the Schneider Project) and Debt Service funds (\$2,220,100 estimated Debt Service in FY23).

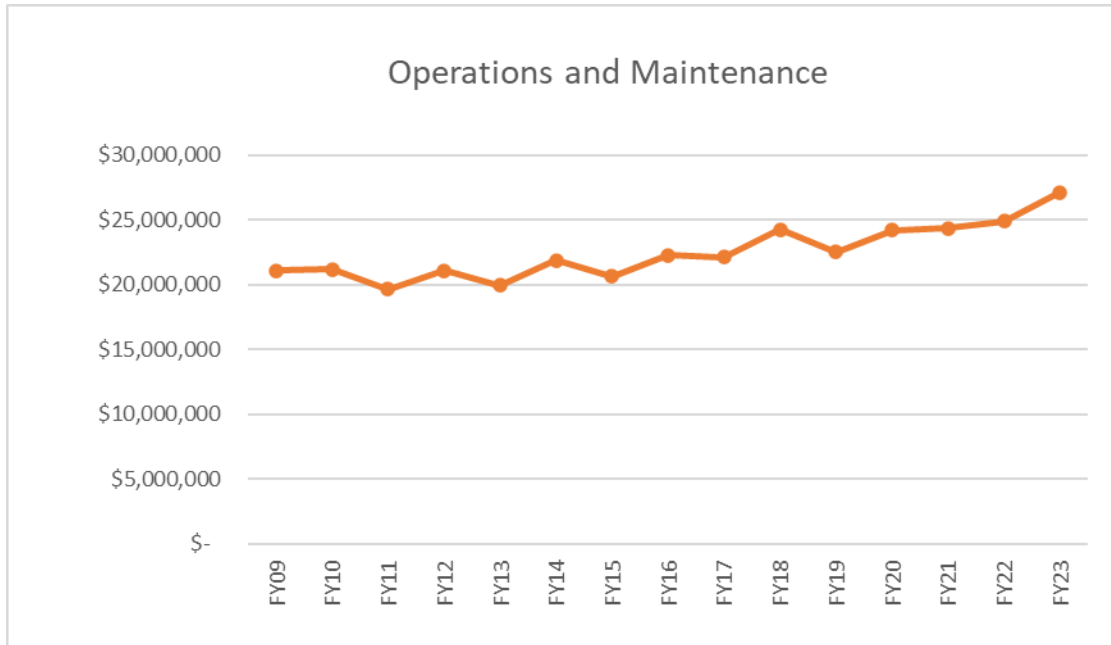




Operations and Maintenance

Operations and Maintenance (O&M) expenses include the costs associated with operating City services, maintenance of buildings, electricity, professional services, water, telephone, etc. O&M costs can escalate quickly if not properly planned. Just as they are every year, City Departments were integral in ensuring that the City could present a balanced budget for FY23 by recommending O&M reductions where possible. The increase in O&M for FY23 is largely due to the incorporation of additional services, inflation costs, intergovernmental agreements, and shift of operating capital maintenance into the O&M budget. The table and graph show the percent change in the O&M budget since FY09.

	O&M Budget	% Change
FY09	\$ 21,076,286	3%
FY10	\$ 21,195,362	1%
FY11	\$ 19,673,947	-7%
FY12	\$ 21,073,846	7%
FY13	\$ 19,952,716	-5%
FY14	\$ 21,878,160	10%
FY15	\$ 20,625,299	-6%
FY16	\$ 22,289,493	8%
FY17	\$ 22,130,986	-1%
FY18	\$ 24,256,062	10%
FY19	\$ 22,521,081	-7%
FY20	\$ 24,216,952	8%
FY21	\$ 24,334,867	0%
FY22	\$ 24,922,233	2%
FY23	\$ 27,122,852	9%



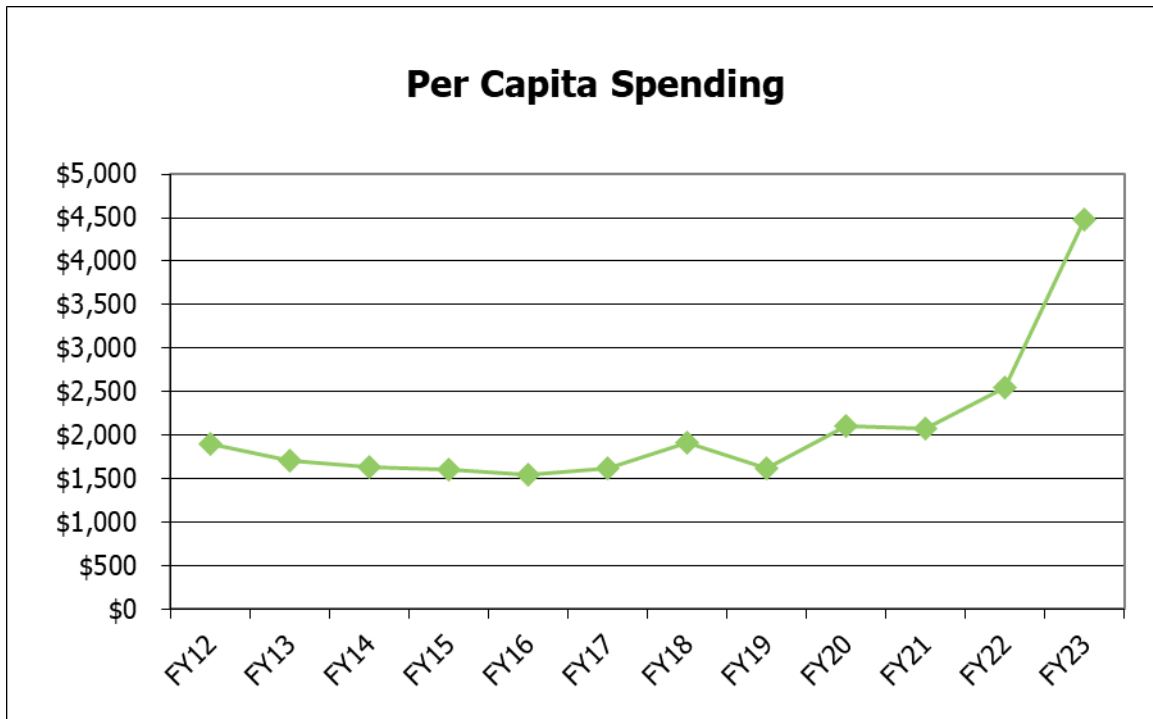


Per Capita Spending

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 FY22/23 budget year is \$204,417,694. The population figures used to calculate the per capita spending are from the 2021 US Census estimates, as of July 1, 2021. The population estimate used for the City of Sierra Vista is 45,479.

	FY12	FY13	FY14	FY15	FY16	FY17	FY18	FY19	FY20	FY21	FY22	FY23
Per Capita	\$1,893	\$1,712	\$1,634	\$1,607	\$1,539	\$1,615	\$ 1,915	\$ 1,622	\$ 2,106	\$ 2,077	\$ 2,540	\$ 4,480



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



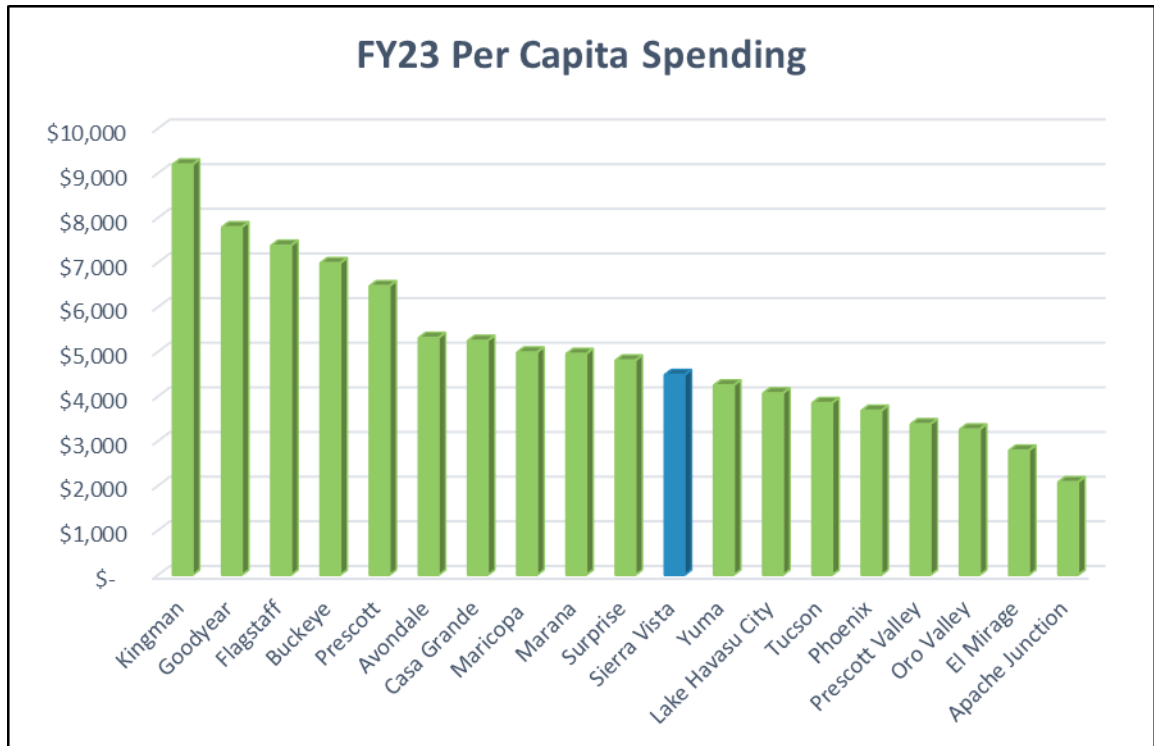
Departmental Per Capita Spending

	FY21 Budget	FY22 Budget	FY23 Budget
City Council	\$ 3.12	\$ 2.97	\$ 2.96
Administrative Services	\$ 91.73	\$ 118.06	\$ 132.76
City Manager	\$ 82.33	\$ 84.69	\$ 306.71
Court and Legal	\$ 6.92	\$ 10.64	\$ 12.65
General	\$ 123.52	\$ 113.05	\$ 113.83
Debt	\$ 128.06	\$ 98.20	\$ 106.57
Police	\$ 301.38	\$ 370.95	\$ 365.61
Fire	\$ 183.95	\$ 280.60	\$ 260.32
Leisure and Library	\$ 178.51	\$ 256.10	\$ 603.36
Public Works	\$ 695.22	\$ 822.03	\$2,121.58
Sewer	\$ 76.81	\$ 72.01	\$ 82.64
Refuse	\$ 88.18	\$ 93.71	\$ 100.80
Public Transportation	\$ 35.46	\$ 133.71	\$ 172.10
Community Development	\$ 23.85	\$ 26.28	\$ 36.54
SEACOM	\$ 58.00	\$ 57.44	\$ 61.97
Total	\$2,077.04	\$2,540.44	\$4,480.40

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 ninth lowest per capita budget in FY23.



City	FY23 Per Capita Spending
Kingman	\$ 9,193
Goodyear	\$ 7,788
Flagstaff	\$ 7,377
Buckeye	\$ 6,984
Prescott	\$ 6,470
Avondale	\$ 5,310
Casa Grande	\$ 5,246
Maricopa	\$ 4,985
Marana	\$ 4,951
Surprise	\$ 4,804
Sierra Vista	\$ 4,480
Yuma	\$ 4,247
Lake Havasu City	\$ 4,069
Tucson	\$ 3,851
Phoenix	\$ 3,679
Prescott Valley	\$ 3,376
Oro Valley	\$ 3,260
El Mirage	\$ 2,787
Apache Junction	\$ 2,078





Graphs and Charts

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

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





Authority

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

Basis of Accounting

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

Basis of Budgeting

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

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

Financial Publications

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

Budget Timeline

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

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

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

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



Revenue and Expenditure Estimates

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

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 22 funds and the revenue budgeted equals the expenditures budgeted for all 22 funds. The City is pleased to be able to balance the FY23 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 22 funds and the revenue budgeted equals the expenditures budgeted for all 22 funds. The City is pleased to be able to balance the FY23 budget, while providing services to the citizens of Sierra Vista.

Budget Principles

In order to ensure that the City of Sierra Vista is able to maximize its ability to serve its citizens, the City uses a set of principles. These principles are used throughout the budget process.

1. Incorporate the Voters approved general plan.
2. Prioritize the accomplishment of City Council's Strategic Plan Initiatives.
3. Budget decisions will be made with long-term implications taken into account.
4. Focus on benefit to community as a whole.
5. Fiscally responsible decisions when making budget decisions.
6. Conservative revenue estimates to account for economic uncertainty.
7. Adequate general fund reserve levels.
8. Smart personnel management to not overextend available resources.
9. Maintain class and comp plan.
10. Balance the Budget without reserve usage.
11. Review enterprise fund operations to ensure value for rate payers.
12. Plan for long-term maintenance cost of new and existing City facilities.
13. Use a consensus with Department Directors on necessary programs and projects.
14. City Manager makes final budget decisions for the recommended budget.
15. The City Council makes final budget decisions.

Estimating City Revenues – Process

The first administrative activity in any municipality's budget process involves estimating revenues available for the coming fiscal year. In general, historical trend analysis (looking at revenues in previous years) provides us with a relatively accurate projection of most of our revenue sources. In the case of State-Shared Revenues (revenues collected and distributed by the state using various formulae), the State of Arizona or the League of

Arizona Cities and Towns provides estimates. The City uses historical analysis to adjust projections and ensure a more accurate revenue forecast for State Shared Revenue. In all cases conservative estimates are used. Conservative estimates account for unforeseen fluctuations in the economy that may reduce the revenues below anticipated levels. In this way, mid-year budget adjustments are less likely to be needed.

In this section, revenues are presented by fund. For each fund, an explanation is provided to explain its purpose and revenue sources, discuss significant changes or impacts, and indicate projected trends for major revenue sources.

Revenues Section

This section begins with an overview of the City’s accounting principles. After the funds are described, there is a table displaying all sources of revenue for the General Fund. The General Fund is historically the City’s largest fund and is the source of monies for all activities that are not accounted for in other specialized funds. The table lists the amounts from last fiscal year (FY22), and the current fiscal year (FY23).

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 FY23, \$379,068 is allocated to the General Fund. The graphs also indicate revenue estimates, from the identified source (in the example, Property Tax), for the year.

The last section illustrates revenues for the other City funds (Highway User Revenue Fund [HURF], Local Transportation Assistance Fund [LTAF], Airport Fund, etc.). Comparison is provided between last fiscal year (FY22) and this fiscal year (FY23) 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 in 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 based on "generally accepted accounting principles" (GAAP). In most cases this conforms to the City's basis of budgeting. Exceptions follow:

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

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 22 funds.



	City Council	Administrative Services	City Manager	Court & Legal	General Government	SEACOM	Police	Fire	Public Works	Parks, Recreation, & Library	Community Development	Debt	Total
General Fund	\$104,014	\$ 4,983,153	\$ 2,990,373	\$ 574,851	\$ 476,866		\$ 16,013,977	\$ 10,003,805	\$ 7,694,518	\$ 6,197,640	\$ 1,341,853	\$ 121,333	\$ 50,502,383
HURF					\$ 28,125				\$ 62,813,418			\$ 44,085	\$ 62,885,628
LTAf									\$ 7,827,090				\$ 7,827,090
Police Special Revenue							\$ 335,000						\$ 335,000
Grants		\$ 10,183,960					\$ 84,829	\$ 1,830,676	\$ 4,000,000	\$ 1,362,281	\$ 307,190		\$ 17,768,936
Judicial Enhancement			\$ 300										\$ 300
Airport									\$ 14,235,466				\$ 14,235,466
Donations	\$ 4,709		\$ 285				\$ 193,835	\$ 4,506	\$ 15	\$ 135,423	\$ 12,886		\$ 351,659
Park Development													\$ -
Library Development													\$ -
Police Development													\$ -
Fire Development													\$ -
Transportation Dev.													\$ -
Metropolitan Planning									\$ 652,723				\$ 652,723
SEACOM						\$ 2,818,394							\$ 2,818,394
Capital Improvement									\$ 6,957,108	\$ 19,745,087		\$ 250,000	\$ 26,952,195
SVMPC I&R												\$ 3,629,081	\$ 3,629,081
Sewer	\$ 13,003	\$ 519,237	\$ 403,942		\$ 56,249				\$ 4,211,620			\$ 623,023	\$ 5,827,074
Refuse	\$ 13,003	\$ 535,553	\$ 370,453		\$ 56,249				\$ 4,917,634			\$ 179,373	\$ 6,072,265
Tourism													\$ -
Health & Accident					\$ 4,434,500								\$ 4,434,500
Unemployment					\$ 25,000								\$ 25,000
Self Insured Retention					\$ 100,000								\$ 100,000
Total	\$134,729	\$ 6,037,943	\$ 13,949,013	\$ 575,151	\$ 5,176,989	\$ 2,818,394	\$ 16,627,641	\$ 11,838,987	\$ 113,309,592	\$ 27,440,431	\$ 1,661,929	\$ 4,846,895	\$ 204,417,694

Fund Balance Estimates, 2021-2023

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 FY21 along with the estimated FY22 and budgeted FY23 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 FY23 to fund certain projects.

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





Fund Balances

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

(For Budgetary Purposes Only)

	General Fund		
	2021 Actual	2022 Estimated	2023 Budget
Revenues:			
Taxes	18,647,966	20,181,600	20,027,332
Intergovernmental	20,097,660	19,386,983	21,505,043
Charges for services	3,887,452	5,099,587	4,927,257
Licenses and permits	1,829,125	2,102,253	2,105,000
Fines	2,168	5,504	-
Investment income	4,127	34,512	5,000
Contributions	918	2,731	61,000
Other revenues	368,826	481,120	537,916
Total estimated revenues	<u>44,838,242</u>	<u>47,294,290</u>	<u>49,168,548</u>
Expenditures:			
Current-			
General Government	6,922,854	7,534,313	9,129,257
Public Safety	19,959,837	21,829,188	26,017,782
Public Works	5,594,382	6,118,177	7,694,518
Culture and Recreation	5,503,293	4,965,867	6,197,640
Community Development	822,465	1,008,854	1,341,853
Debt service -			
Principal retirement	268,370	274,500	119,150
Interest and fiscal charges	13,508	7,379	2,183
Total estimated expenditures	<u>39,084,709</u>	<u>41,738,278</u>	<u>50,502,383</u>
Other financing sources (uses):			
Operating transfers in	-	-	1,721,666
Operating transfers out	(5,272,828)	(1,681,653)	(387,831)
Net proceeds from sale of bonds	-	-	-
Proceeds from installment purchase	-	-	-
Total other financing sources (uses)	<u>(5,272,828)</u>	<u>(1,681,653)</u>	<u>1,333,835</u>
Net increase (decrease) in fund balance	<u>480,705</u>	<u>3,874,359</u>	<u>-</u>
Fund balances, July 1	<u>6,016,930</u>	<u>6,497,635</u>	<u>10,371,994</u>
Fund balances, June 30	<u>6,497,635</u>	<u>10,371,994</u>	<u>10,371,994</u>

The City's General fund balance is projected to increase from FY21. The FY23 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		
	2021 Actual	2022 Estimated	2023 Budget
Revenues:			
Taxes	-	-	-
Intergovernmental	9,931,705	12,641,384	82,972,516
Charges for services	2,320,249	3,476,455	1,414,150
Licenses and permits	-	-	-
Fines	7	-	10
Investment income	664	2,885	-
Contributions	278,952	196,331	2,992,406
Other revenues	91,036	148,803	76,000
Total estimated revenues	<u>12,622,613</u>	<u>16,465,858</u>	<u>87,455,082</u>
Expenditures:			
Current-			
General Government	208,972	97,056	10,217,379
Public Safety	2,733,514	2,466,806	5,267,240
Public Works	7,920,945	10,049,221	89,528,712
Culture and Recreation	359,087	652,422	1,497,704
Community Development	244,221	65,928	320,076
Debt service -			
Principal retirement	662,140	77,475	43,292
Interest and fiscal charges	14,667	2,431	793
Total estimated expenditures	<u>12,143,546</u>	<u>13,411,339</u>	<u>106,875,196</u>
Other financing sources (uses):			
Operating transfers in	5,272,828	1,681,653	3,896,645
Operating transfers out	-	-	(1,537,639)
Net proceeds from sale of bonds	-	-	-
Proceeds from installment purchase	-	-	1,500,000
Total other financing sources (uses)	<u>5,272,828</u>	<u>1,681,653</u>	<u>3,859,006</u>
Net increase (decrease) in fund balance	<u>5,751,895</u>	<u>4,736,172</u>	<u>(15,561,108)</u>
Fund balances, July 1	<u>1,423,883</u>	<u>7,175,778</u>	<u>11,911,950</u>
Fund balances, June 30	<u>7,175,778</u>	<u>11,911,950</u>	<u>(3,649,158)</u>

The special revenue funds' fund balances are projected to decrease in FY23. It is estimated that the special funds will decrease by (\$15,561,108) in FY23 to an ending balance of (\$3,649,158).



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		
	2021 Actual	2022 Estimated	2023 Budget
Revenues:			
Taxes	5,100,133	5,518,510	5,482,643
Intergovernmental	-	-	-
Charges for services	-	-	-
Licenses and permits	-	-	-
Fines	-	-	-
Investment income	-	-	-
Contributions	-	-	-
Other revenues	-	572,801	50,000
Total estimated revenues	<u>5,100,133</u>	<u>6,091,311</u>	<u>5,532,643</u>
Expenditures:			
Current-			
General Government	-	-	-
Public Safety	-	-	-
Public Works	918,790	-	6,957,108
Culture and Recreation	119,584	-	19,745,087
Community Development	-	-	-
Debt service -			
Principal retirement	-	-	-
Interest and fiscal charges	-	-	250,000
Total estimated expenditures	<u>1,038,374</u>	<u>-</u>	<u>26,952,195</u>
Other financing sources (uses):			
Operating transfers in	-	-	-
Operating transfers out	(3,924,794)	(2,705,372)	(7,321,922)
Net proceeds from sale of bonds	-	-	25,960,000
Proceeds from installment purchase	-	-	-
Total other financing sources (uses)	<u>(3,924,794)</u>	<u>(2,705,372)</u>	<u>18,638,078</u>
Net increase (decrease) in fund balance	<u>136,965</u>	<u>3,385,939</u>	<u>(2,781,474)</u>
Fund balances, July 1	<u>5,687,709</u>	<u>5,824,674</u>	<u>9,210,613</u>
Fund balances, June 30	<u>5,824,674</u>	<u>9,210,613</u>	<u>6,429,139</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 FY23.



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, 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		
	2021 Actual	2022 Estimated	2023 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	-	-	-
Debt service -			
Principal retirement	3,580,000	2,423,000	2,411,000
Interest and fiscal charges	344,794	282,372	1,218,081
Total estimated expenditures	<u>3,924,794</u>	<u>2,705,372</u>	<u>3,629,081</u>
Other financing sources (uses):			
Operating transfers in	3,924,794	2,705,372	3,629,081
Operating transfers out	-	-	-
Net proceeds from sale of bonds	-	-	-
Proceeds from installment purchase	-	-	-
Total other financing sources (uses)	<u>3,924,794</u>	<u>2,705,372</u>	<u>3,629,081</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		
	2021 Actual	2022 Estimated	2023 Budget
Revenues:			
Taxes	23,748,099	25,700,110	25,509,975
Intergovernmental	30,029,365	32,028,367	104,477,559
Charges for services	6,207,701	8,576,042	6,341,407
Licenses and permits	1,829,125	2,102,253	2,105,000
Fines	2,175	5,504	10
Investment income	4,791	37,397	5,000
Contributions	279,870	199,062	3,053,406
Other revenues	459,862	1,202,724	663,916
Total estimated revenues	<u>62,560,988</u>	<u>69,851,459</u>	<u>142,156,273</u>
Expenditures:			
Current-			
General Government	7,131,826	7,631,369	19,346,636
Public Safety	22,693,351	24,295,994	31,285,022
Public Works	14,434,117	16,167,398	104,180,338
Culture and Recreation	5,981,964	5,618,289	27,440,431
Community Development	1,066,686	1,074,782	1,661,929
Debt service -	-	-	-
Principal retirement	4,510,510	2,774,975	2,573,442
Interest and fiscal charges	372,969	292,182	1,221,057
Total estimated expenditures	<u>56,191,423</u>	<u>57,854,989</u>	<u>187,708,855</u>
Other financing sources (uses):			
Operating transfers in	9,197,622	4,387,025	9,247,392
Operating transfers out	(9,197,622)	(4,387,025)	(9,247,392)
Net proceeds from sale of bonds	-	-	25,960,000
Proceeds from installment purchase	-	-	1,500,000
Total other financing sources (uses)	<u>-</u>	<u>-</u>	<u>27,460,000</u>
Net increase (decrease) in fund balance	<u>6,369,565</u>	<u>11,996,470</u>	<u>(18,092,582)</u>
Fund balances, July 1	<u>13,128,522</u>	<u>19,498,087</u>	<u>31,494,557</u>
	-	-	-
Fund balances, June 30	<u>19,498,087</u>	<u>31,494,557</u>	<u>13,401,975</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		
	2021 Actual	2022 Estimated	2023 Budget
Operating revenues:			
Charges for sales and services	8,313,213	8,345,700	8,241,703
Contributions	331,663	-	325,000
Other income	148,624	356,083	230,000
Total operating revenues	<u>8,793,500</u>	<u>8,701,783</u>	<u>8,796,703</u>
Operating expenses:			
Salaries, wages and related expenses	3,423,329	3,256,385	3,699,268
Operations and maintenance	3,644,251	3,885,669	4,222,099
Depreciation	1,382,438	-	1,450,000
Benefits paid	-	-	-
Premiums paid	-	-	-
Total operating expenses	<u>8,450,018</u>	<u>7,142,054</u>	<u>9,371,367</u>
Operating income (loss)	<u>343,482</u>	<u>1,559,729</u>	<u>(574,664)</u>
Nonoperating revenues (expenses):			
Connection income	190,946	276,597	250,000
Gain on Sale of Fixed Assets	8,801	70,500	-
Investment income	495	-	-
Interest expense	(104,560)	(88,003)	(53,198)
Total nonoperating revenues	<u>95,682</u>	<u>259,094</u>	<u>196,802</u>
Income before operating transfers	439,164	1,818,823	(377,862)
Operating transfers:			
Operating transfers in	-	-	-
Operating transfers out	-	-	(810,518)
Total operating transfers	<u>-</u>	<u>-</u>	<u>(810,518)</u>
Net Income (loss)	<u>439,164</u>	<u>1,818,823</u>	<u>(1,188,380)</u>
Capital Contributions			
Retained earnings, July 1	<u>28,253,155</u>	<u>28,692,319</u>	<u>30,511,142</u>
	-	-	-
Retained earnings, June 30	<u>\$ 28,692,319</u>	<u>30,511,142</u>	<u>29,322,762</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		
	2021 Actual	2022 Estimated	2023 Budget
Operating revenues:			
Charges for sales and services			
Contributions	4,767,628	4,072,122	4,409,500
Other income	218,631	364,050	100,000
Total operating revenues	<u>4,986,259</u>	<u>4,436,172</u>	<u>4,509,500</u>
Operating expenses:			
Salaries, wages and related expenses			
Operations and maintenance	381,492	363,723	284,500
Depreciation			
Benefits paid	3,554,417	3,288,279	3,701,000
Premiums paid	582,488	613,341	539,000
Total operating expenses	<u>4,518,397</u>	<u>4,265,343</u>	<u>4,524,500</u>
Operating income (loss)	<u>467,862</u>	<u>170,829</u>	<u>(15,000)</u>
Nonoperating revenues (expense):			
Intergovernmental			
Connection income	-	-	-
Gain on Sale of Fixed Assets	-	-	-
Investment income	4,089	14,397	25,000
Interest expense	-	-	-
Total nonoperating revenues	<u>4,089</u>	<u>14,397</u>	<u>25,000</u>
Income before operating transfers	<u>471,951</u>	<u>185,226</u>	<u>10,000</u>
Operating transfers:			
Operating transfers in	-	-	-
Operating transfers out			
Total operating transfers	<u>-</u>	<u>-</u>	<u>-</u>
Net Income (loss)	<u>471,951</u>	<u>185,226</u>	<u>10,000</u>
Capital Contributions			
Retained earnings, July 1	<u>6,464,492</u>	<u>6,936,443</u>	<u>7,121,669</u>
	-	-	-
Retained earnings, June 30	<u>6,936,443</u>	<u>7,121,669</u>	<u>7,131,669</u>

The three internal service funds continue to have a strong financial position. The expected FY23 ending fund balance is \$7,131,669.



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

(For Budgetary Purposes Only)	Non-Governmental Funds		
	2021 Actual	2022 Estimated	2023 Budget
Operating revenues:			
Charges for sales and services	8,313,213	8,345,700	8,241,703
Contributions	5,099,291	4,072,122	4,734,500
Other income	367,255	720,133	330,000
Total operating revenues	<u>13,779,759</u>	<u>13,137,955</u>	<u>13,306,203</u>
Operating expenses:			
Salaries, wages and related expenses	3,423,329	3,256,385	3,699,268
Operations and maintenance	4,025,743	4,249,392	4,506,599
Depreciation	1,382,438	-	1,450,000
Benefits paid	3,554,417	3,288,279	3,701,000
Premiums paid	582,488	613,341	539,000
Total operating expenses	<u>12,968,415</u>	<u>11,407,397</u>	<u>13,895,867</u>
	-	-	-
Operating income (loss)	<u>811,344</u>	<u>1,730,558</u>	<u>(589,664)</u>
Nonoperating revenues (expenses):			
Connection income	190,946	276,597	250,000
Gain on Sale of Fixed Assets	8,801	70,500	-
Investment income	4,584	14,397	25,000
Interest expense	(104,560)	(88,003)	(53,198)
Total nonoperating revenues	<u>99,771</u>	<u>273,491</u>	<u>221,802</u>
	-	-	-
Income before operating transfers	911,115	2,004,049	(367,862)
Operating transfers:			
Operating transfers in	-	-	-
Operating transfers out	-	-	(810,518)
Total operating transfers	<u>-</u>	<u>-</u>	<u>(810,518)</u>
	-	-	-
Net Income (loss)	<u>911,115</u>	<u>2,004,049</u>	<u>(1,178,380)</u>
Capital Contributions			
Retained earnings, July 1	<u>34,717,647</u>	<u>35,628,762</u>	<u>37,632,811</u>
Retained earnings, June 30	<u>35,628,762</u>	<u>37,632,811</u>	<u>36,454,431</u>



General Fund Revenue

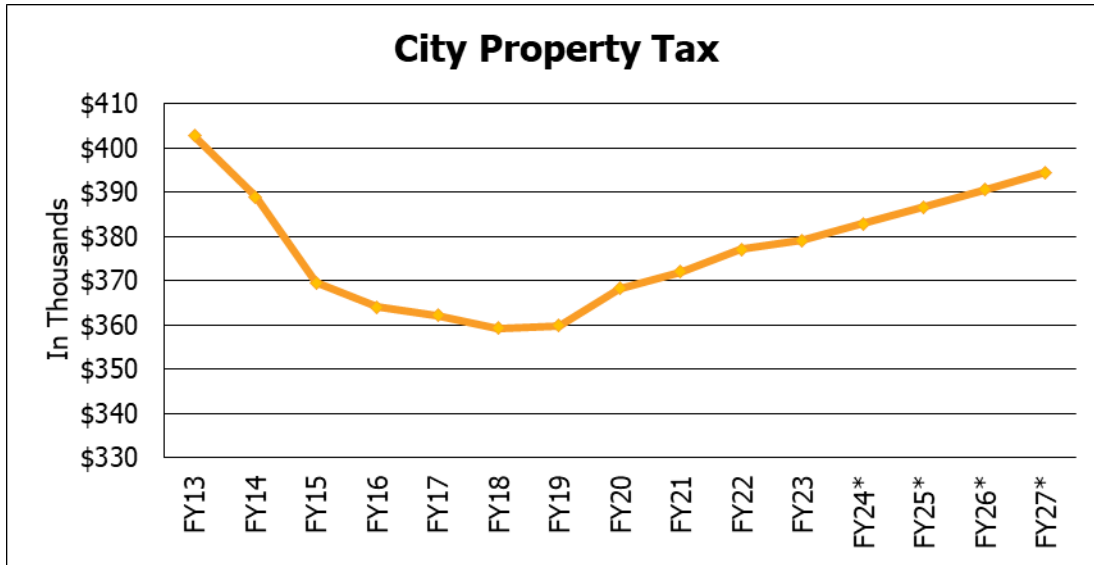
The General Fund comprises 25 percent (or \$50,502,383) of the proposed FY23 budget revenues. Services included in this fund include Public Safety, Leisure and Library Services, Facility Maintenance, Development Services, and General Government Administration. The State provides the City Council with 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	FY22	FY23	% Change	% of GF
Local				
Taxes				
Property	\$ 377,145	\$ 379,068	0.5%	0.8%
Sales	\$ 16,515,177	\$ 19,648,264	19.0%	38.9%
Total Local Taxes	\$ 16,892,322	\$ 20,027,332	18.6%	39.7%
Fees				
Ambulance	\$ 2,100,000	\$ 2,400,000	14.3%	4.8%
Development	\$ 68,000	\$ 68,000	0.0%	0.1%
Public Safety	\$ 70,000	\$ 70,000	0.0%	0.1%
Public Works	\$ 1,436,500	\$ 1,490,000	3.7%	3.0%
Leisure	\$ 961,848	\$ 814,257	-15.3%	1.6%
Cove	\$ 200,000	\$ 196,520	-1.7%	0.4%
Recreational Classes	\$ 761,848	\$ 617,737	-18.9%	1.2%
General Gov.	\$ 10,000	\$ 10,000	0.0%	0.0%
Total Local Fees	\$ 4,646,348	\$ 4,852,257	4.4%	9.6%
Licenses				
Bldg. Permits	\$ 292,763	\$ 475,000	62.2%	0.9%
Franchise	\$ 1,400,000	\$ 1,400,000	0.0%	2.8%
Business	\$ 145,000	\$ 145,000	0.0%	0.3%
Animal Control	\$ 35,000	\$ 35,000	0.0%	0.1%
Right of Way	\$ 20,000	\$ 50,000	150.0%	0.1%
Total Local Licenses	\$ 1,892,763	\$ 2,105,000	11.2%	4.2%
Total Local	\$ 23,431,433	\$ 26,984,589	15.2%	53.4%
Other				
Transfers Out	\$ (3,113,529)	\$ (387,831)	-87.5%	-0.8%
LTAF	\$ -	\$ (300,000)	0.0%	-0.6%
Grants	\$ (3,113,529)	\$ (87,831)	-97.2%	-0.2%
Dev Fees	\$ -	\$ -	0.0%	0.0%
Unemployment	\$ -	\$ -	0.0%	0.0%
Transfers In	\$ 4,487,910	\$ 1,721,666	-61.6%	3.4%
CIF	\$ 3,087,910	\$ 307,186	-90.1%	0.6%
Donations	\$ 1,400,000	\$ 1,414,480		
Note Proceeds	\$ 4,771,029	\$ -		0.0%
Interest	\$ 5,000	\$ 5,000	0.0%	0.0%
Contributions	\$ 500	\$ 500	0.0%	0.0%
Library Fines	\$ -	\$ -	0.0%	0.0%
Local Gov. Payments	\$ 1,075,693	\$ 1,037,173	-3.6%	2.1%
Misc. Revenue	\$ 653,416	\$ 673,416	3.1%	1.3%
Total Other	\$ 7,880,019	\$ 3,049,924	-61.3%	6.0%
State				
Taxes				
Sales	\$ 4,801,435	\$ 6,160,901	28.3%	12.2%
Income	\$ 5,016,338	\$ 8,307,596	65.6%	16.4%
Auto	\$ 2,375,000	\$ 2,500,000	5.3%	5.0%
Prop 207	\$ -	\$ 228,000	0.0%	0.5%
Total State Taxes	\$ 12,192,773	\$ 17,196,497	41.0%	34.1%
Grants				
Grants	\$ 3,274,120	\$ 3,271,373	-0.1%	6.5%
Total G.F. Rev.	\$ 46,778,345	\$ 50,502,383	8.0%	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 FY23 property tax levy rate and total collection amount.

The proposed primary property tax levy rate is \$0.1098 per \$100 of assessed value, which will generate an estimated \$379,068 this fiscal year. This levy can be adopted without a truth in taxation hearing and public notice. 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 FY23 due to an increase in valuation of taxable property. Forecasted years are set at a one percent increase based on historical averages of annual new construction.

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: \$379,068



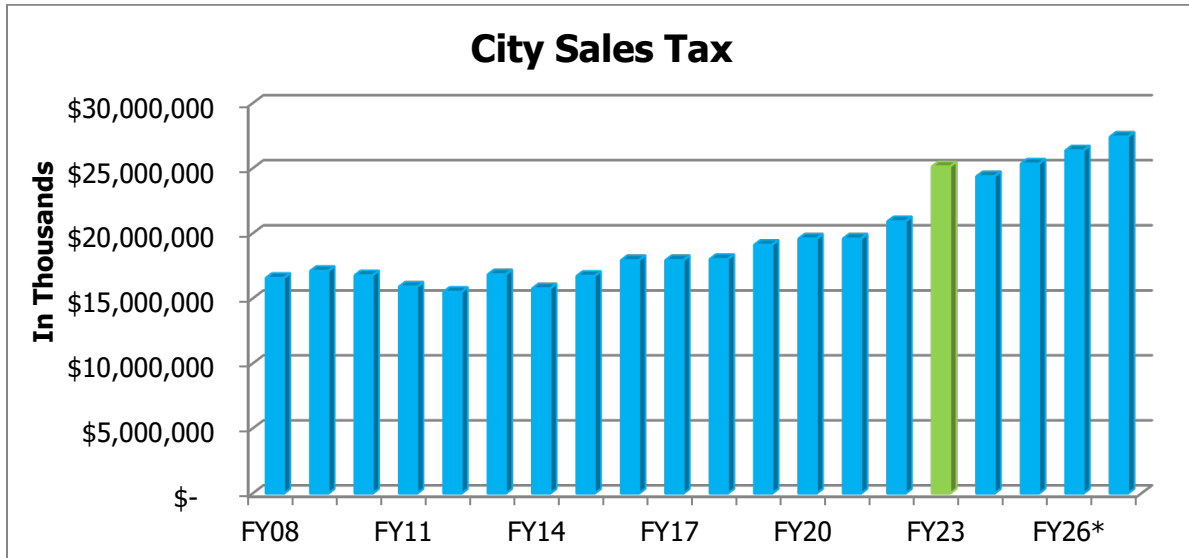
Example of Property Tax

Market Value	Assessed Value (10% of Market Value)	Tax Rate \$0.1098 per \$100 Assessed Value
\$100,000	\$10,000	$(\$10,000/\$100)*\$0.1098=\10.98

A resident with a \$100,000 home would pay \$10.98 in City Property Taxes.

In FY23 the tax rate for the primary property tax is 0.1098. 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.

2023 Property Tax Levy		
	Primary	Secondary
Cochise County	2.6747	
Bisbee	3.0503	
Douglas	1.1591	
Tombstone	0.9357	0.8175
Huachuca City	1.3233	
Benson	0.9096	
Willcox	0.4067	
Sierra Vista	0.1098	



*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.

Even with the anticipation of an economic downturn, the City saw Transaction Privilege Tax (TPT) collections through the month of June 2022 at 8.36% over FY21 and 21.09% ahead of FY22 budget. Sales tax revenue for the next FY is calculated based on end of year actuals from the previous year, trends, and economic factors. Conservatively, the City is in a good position to project a 7.5 percent increase in sales revenue in FY23. Sales tax revenue remained stable at approximately 23 percent of the total budget revenue as per the average of the last 10 years. Despite the increase in revenue, the City sales tax revenue decreased from 18 percent to 12 percent of the total revenue projected for FY23 due to the anticipated increase in projected grant revenue. Rising interest rates, constrained resources from supply chain disruptions, and an aggressive inflation may lead to, at worst, a recession during FY23. As a result, the forecasted revenue for FY24 is predicted to decline by 3 percent before returning to normal growth of 4 percent in the coming years.

By ordinance, 0.5 percent of the City’s sales tax goes to the Capital Improvement Fund. While consumers pay a 1.95 percent sales tax to the general fund; a full half cent of that amount goes to the Capital Improvement Fund.

General Fund Contribution- \$19,648,264

Capital Improvement Fund Contribution- \$5,482,643



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 FY23 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 FY23 is one percent, unchanged from FY12.

Use

Section _A-610. There is levied and imposed an excise tax on the cost of tangible personal property acquired from a retailer, upon every person storing or using such property not purchased within the City boundaries. The City 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 FY23 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 FY23 is 1.95 percent.

Restaurant/Bar

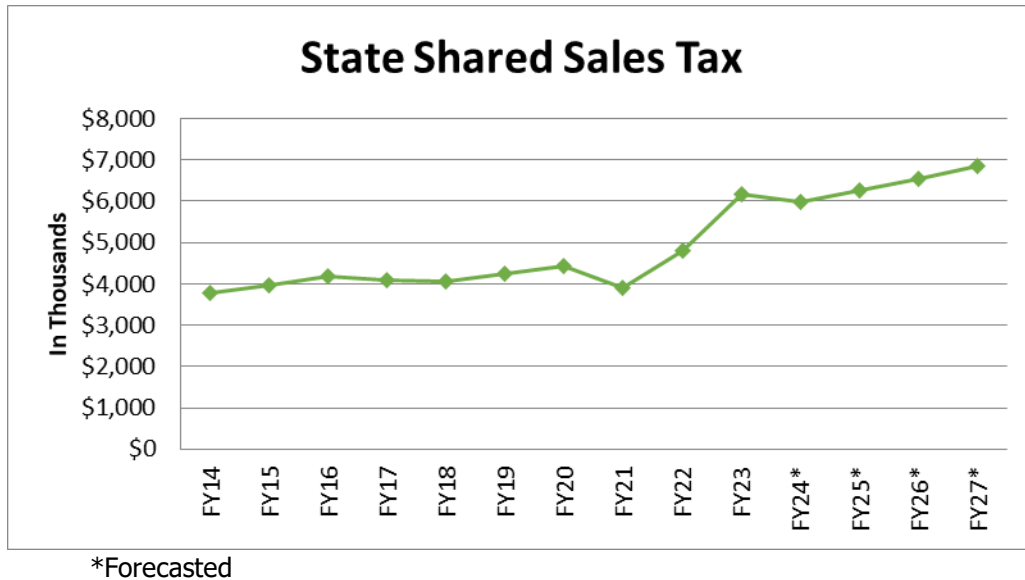
Section _A-455. The Restaurant classification is comprised of the business activity upon every person engaging or continuing in the business of preparing or serving food or beverage in a bar, cocktail lounge, restaurant, or similar establishment where articles of food or drink are prepared or served for consumption on or off the premises, also including 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 FY23 is 2.60 percent, unchanged from FY12.

Utility

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

Hotel/Motel

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

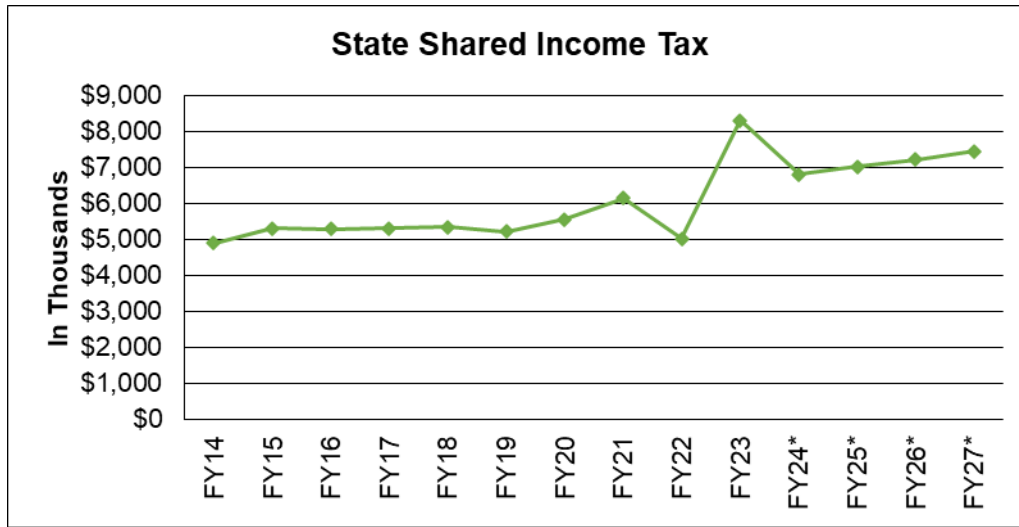


Description

The State of Arizona imposes a State tax on the sales of goods and then distributes 25 percent to incorporated Cities and Towns. The City receives its share of revenue based on population estimates from the most recent U.S. Census or Census Survey.

The City receives the State Sales Tax estimates from the League of Arizona Cities 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 FY23, the League of Arizona Cities and Towns report's the City's portion of the State Shared Sales Tax as \$6,485,159. The City's conservative revenue projection process uses historical analysis to predict the expected revenue more accurately. Like the assumptions of the City's Sales Tax revenue, State Shared Sales Tax revenue in next fiscal year will see a slight decline before returning to growth in FY25.

General Fund Contribution: \$6,160,901



*Forecasted

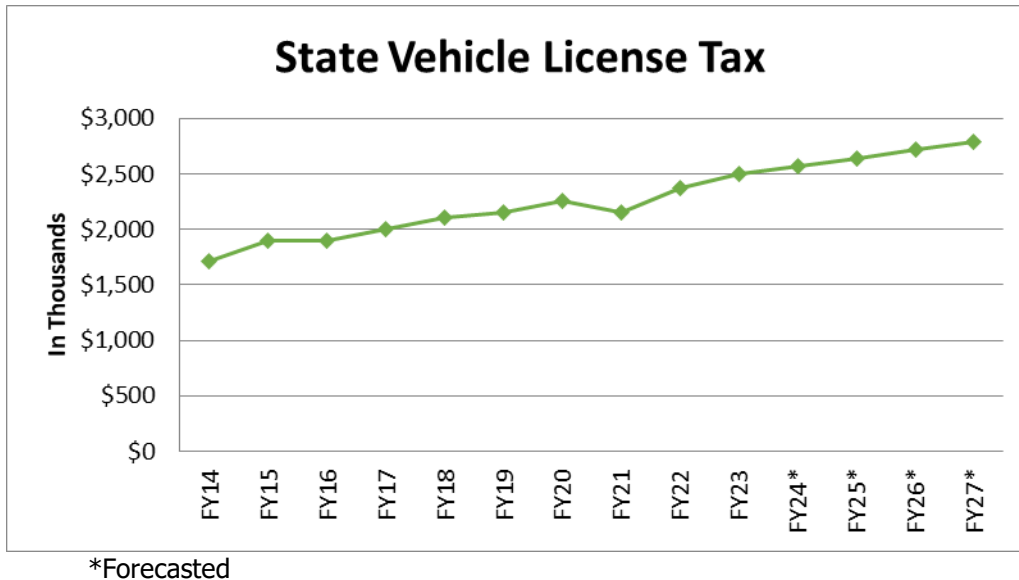
Description

The State of Arizona levies income tax (URS). Per statutes, cities and towns receive 15 percent of the total state income tax, distributed to a city or town based on its population in relation to the total population of all Arizona cities and towns. This revenue source depends heavily upon the condition of the state’s economy, employment, exemptions, and State Legislature. Also, there is a two-year lag from the year the taxes are levied and the year they are distributed to the cities. For FY23, the Arizona Department of Revenue (ADOR) estimates the state income tax total to be \$1,106,958,676, approximately (46.4%) higher than FY22’s estimate of \$756,388,000. The most notable cause of the increase in FY23 is attributed to the income tax filing deadline being moved from April 2020 to July 2020, which shifted tax collections from FY20 to FY21. Forecasts for FY24 will show a significant reduction in URS since collection times return to normal. For the City, FY23 State Shared Income Tax projections also include an updated estimate based on the correct population.

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

The City uses the estimate provided by the State and the League of Arizona Cities and Towns when forecasting state shared income tax revenue.

General Fund Contribution: \$8,307,596



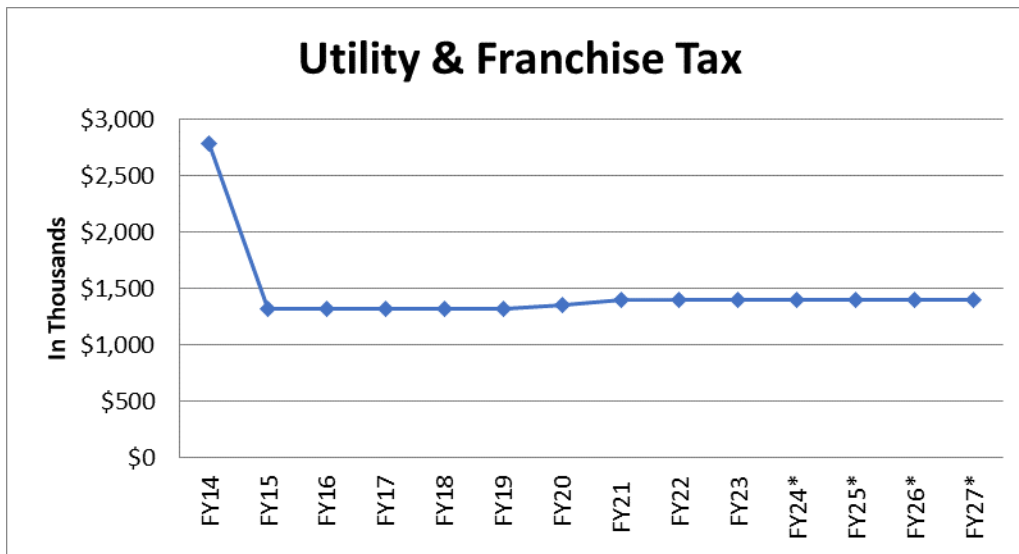
Description

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

ADOT’s estimate of the Arizona cities VLT revenue for FY23 is \$290,379,000, approximately 1.6% higher than FY 22’s estimate of \$290,379,000. The State of Arizona provides an estimate for the expected Vehicle Licensing Tax the City will receive, at \$3,002,775. However, the City uses its own estimate based on historical trend analysis, because the State’s estimate is often too optimistic. In FY23, the City projects a 5% increase in VLT revenue based on actuals from FY22.

This City forecasts an average increase of 2.8 percent for FY24-27 as manufacturers aim to resolve low vehicle inventory from supply chain issues.

General Fund Contribution: \$2,500,000



*Forecasted

Description

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

The Franchise Tax revenue is projected to be \$1,400,000 in FY23 and to remain steady for FY24-27.

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.

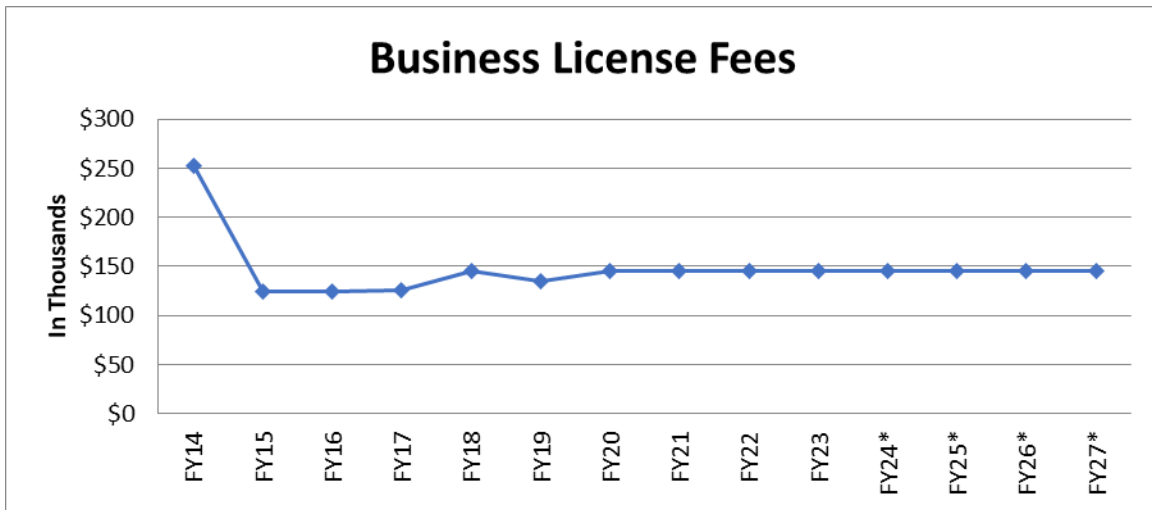
General Fund Contribution: \$1,400,000

Current rates

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

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

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



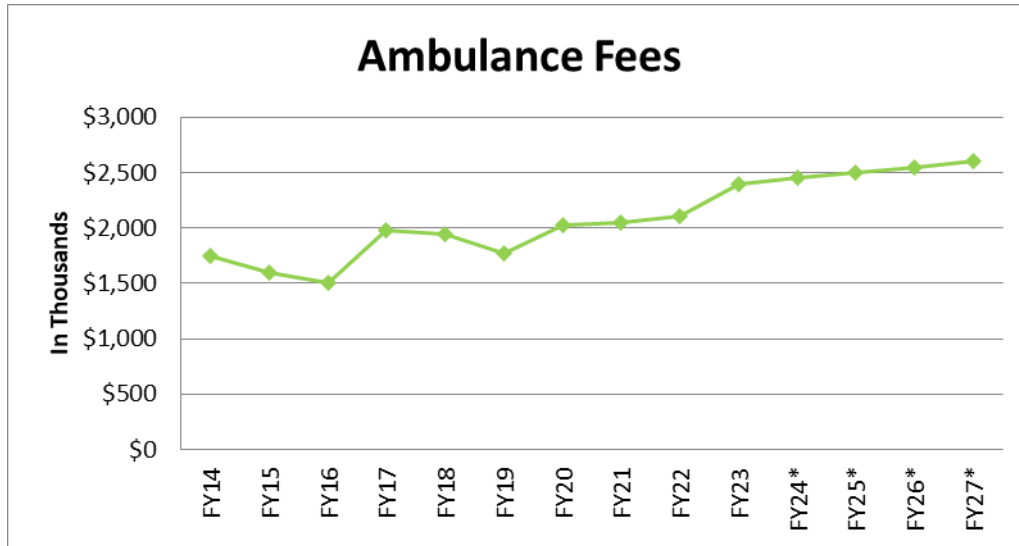
*Forecasted

Description

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

The City uses historical trend analysis to project revenue for business license fees. With fewer businesses in town, the amount collected for business licenses decreased over the last several years and stabilized in FY15. The City has focused on all businesses having a business license and implemented in FY18 a process to visit business owners and help them obtain such license, which caused a slight increase. Since then, revenue has continued to stabilize and is forecasted as such for FY24-27.

General Fund Contribution: \$145,000



*Forecasted

Description

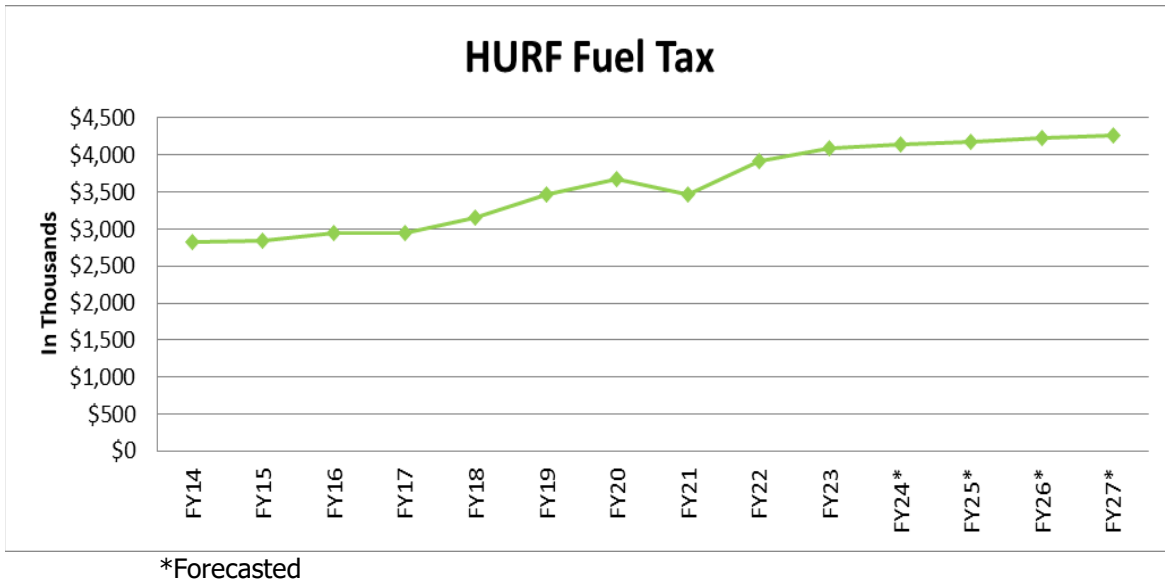
The City charges state-approved rates for ambulance services. The revenue received over the last several years has remained level, even as call volume has seen a rather substantial increase. Due to this increase, a peak-hours ambulance was put into service, an attempt to offset and keep up with the patient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

The City began a second peak-hours ambulance crew in 2018 to work weekends and holidays and the projected revenue was estimated. The revenue has increased in FY23 based on end of year actuals from FY22, as well as projected revenue from the implementation of operations out of the new EMS substation. Forecasted revenue for FY24-27 shows a 2 percent increase.

General Fund Contribution: \$2,400,000



Highway User Revenue Fund (HURF) Revenue



Estimated HURF fuel tax revenue totals \$4,100,000 in the FY23 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 HURF fund has increased this year from FY22 because of a higher projection for fuel tax, several grant opportunities and the note proceeds from financing the grant matches, carryover that is currently available, and a transfer-in from the Capital Improvements Fund for West End Improvements. There is also a transfer in from the Infrastructure Development Fund in the amount of \$123,159. In FY23, HURF funds are anticipated to significantly increase due to consumer trends in fuel sales after the pandemic. The City projects a modest increase when forecasting future fiscal years due to the economic shift towards electric vehicles.



Highway User Revenue Fund (HURF)

The following table compares budgeted FY22 and FY23 total HURF revenues.

	FY22 Budget	FY23 Budget
Fuel Tax	\$ 3,925,000	\$ 4,100,000
Grants	\$ 910,000	\$ 44,544,694
Local Gov.	\$ 2,396,422	\$ -
Note Proceeds	\$ -	\$ 7,981,901
Transfers In	\$ 123,159	\$ 2,623,159
Misc. Revenue	\$ -	\$ -
Designated Contributions	\$ 1,250,000	\$ 395,414
Carryover	\$ 2,938,182	\$ 3,240,460
Total	\$ 11,542,763	\$ 62,885,628



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.

	FY22 Budget	FY23 Budget
Carryover	\$ 111,532	\$ 790,029
Lease Revenue	\$ 19,200	\$ 20,400
Grants	\$ 4,936,185	\$ 6,319,015
Bus Fares	\$ 100,000	\$ 100,000
Transfers In – CIF	\$ 890,015	\$ 296,646
Transfers In – GF	\$ -	\$ 300,000
Local Government	\$ -	\$ -
Misc. Revenue	\$ 1,000	\$ 1,000
Total	\$ 6,057,932	\$ 7,827,090

The City receives grant and operational revenue associated with Vista Transit. This fiscal year, \$6,319,015 in grants funding (for regular administration, operation, and capital) plus \$100,000 in bus fare revenue receipts are anticipated.

The \$296,646 Capital Improvement Fund and \$300,000 General Fund transfers-in represents the City's match to LTAF.

MPO Fund

The Sierra Vista Municipal Planning Organization is a separate legal entity with a six-member board comprised of three Council members from Sierra Vista, one County member, a Huachuca City Council member and one ADOT member. Since the City has three members, it legally controls the board and therefore for accounting purposes must be included in the City's budget.



Airport Fund Revenue

The City operates the Sierra Vista Municipal Airport. Substantial portions of the fund's revenues have been from Federal Aviation Administration (FAA) and Arizona Department of Transportation (ADOT) grants that cover major capital projects.

The following table compares the FY22 and FY23 budgeted revenues for this fund. The Airport Fund decrease \$529,317. The decrease is largely due to less carryover and grant funds. There is a transfer-in from the Capital Improvements Fund for a Schneider Electric Project Phase II.

	FY22 Budget	FY23 Budget
Carryover	\$ 2,192,628	\$ 839,117
FAA/ADOT Grants	\$ 10,051,405	\$ 8,286,590
Gas & Oil Revenues	\$ 830,750	\$ 830,750
Leases	\$ 190,000	\$ 190,000
Note Proceeds	\$ 1,500,000	\$ 3,500,000
Transfer In-General	\$ -	\$ -
Transfer Out-CIF	\$ -	\$ -
Transfer In-CIF	\$ -	\$ 589,009
Misc Revenue	\$ -	\$ -
Total	\$ 14,764,783	\$ 14,235,466



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.

	FY22 Budget	FY23 Budget
Carryover	\$ 224,500	\$ 210,000
Local Gov. Payments	\$ 50,000	\$ 50,000
Police Special Revenue	\$ 75,000	\$ 75,000
Total	\$ 349,500	\$ 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.

	FY22 Budget	FY23 Budget
Carryover	\$ 26,863	\$ 22,505
Federal Grants	\$ 7,066,500	\$ 6,162,028
State Grants	\$ 1,650,000	\$ 10,150,000
Organizational Grants	\$ 1,512,500	\$ 1,321,500
Local Gov. Payments	\$ 57,781	\$ 25,072
Transfer-In GF	\$ 3,113,529	\$ 87,831
Total	\$ 13,427,173	\$ 17,768,936

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 FY23 in the amount of \$351,659. The City budgets the full account balances in FY23 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 FY23.

Park Development Impact Fee Fund

The Park Development Impact Fee Fund has been in place for several years. An increase in planning revenue is expected due to end of year actuals of FY22. The new fee schedule became effective on March 1, 2021. For FY23, the revenue estimates break down as follows:

	FY22 Budget	FY23 Budget
Carryover*	\$ (17,000)	\$ (150,000)
Planning Revenue	\$ 17,000	\$ 150,000
Transfer In - CIF	\$ -	\$ -
Transfer Out - SVMPC I	\$ -	\$ -
Total	\$ -	\$ -

Police Development Impact Fee Fund

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

	FY22 Budget	FY23 Budget
Carryover*	\$ (18,500)	\$ (18,500)
Planning Revenue	\$ 18,500	\$ 18,500
Transfer In- General	\$ -	\$ -
Transfer Out- SVMPC	\$ -	\$ -
Set Aside to Increase	\$ -	\$ -
Total	\$ -	\$ -



Transportation Development Impact Fee Fund

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

	FY22 Budget	FY23 Budget
Carryover *	\$ (31,159)	\$ (31,159)
Planning Revenue	\$ (92,000)	\$ (92,000)
Transfer In- General	\$ -	\$ -
Transfer Out- HURF	\$ 123,159	\$ 123,159
Set Aside to Increase	\$ -	\$ -
Total	\$ -	\$ -

Fire Development Impact Fee Fund

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

	FY22 Budget	FY23 Budget
Carryover*	\$ (12,500)	\$ (12,500)
Planning Revenue	\$ 12,500	\$ 12,500
Transfer In- General	\$ -	\$ -
Transfer Out- SVMPC	\$ -	\$ -
Set Aside to Increase		
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 FY22 and FY23 budgeted CIF revenues.

	FY22 Budget	FY23 Budget
Carryover	\$ 2,327,103	\$ 1,281,474
City Sales Tax	\$ 4,404,075	\$ 5,482,643
Bond Proceeds	\$ -	\$ 25,960,000
Sale of Fixed Assets	\$ 500,000	\$ 50,000
Federal Grants		\$ 1,500,000
Transfer Out-General	\$ (3,087,910)	\$ (307,186)
Transfer Out-Park Dev. Fees	\$ -	\$ -
Transfer Out-Grants	\$ -	\$ -
Transfer Out-Airport	\$ -	\$ (589,009)
Transfer Out-LTAF	\$ (890,015)	\$ (296,646)
Transfer Out-HURF	\$ -	\$ (2,500,000)
Transfer Out-SVMPC-I&R	\$ (2,701,373)	\$ (3,629,081)
Total	\$ 551,880	\$ 26,952,195

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

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

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

	FY22 Budget	FY23 Budget
Transfer In-CIF	\$ 2,701,373	\$ 3,629,081
Transfer In-Sewer	\$ -	\$ -
Transfer In-Park Development Fees	\$ -	\$ -
Transfer In-Police Development Fees	\$ -	\$ -
Transfer in- Fire Development Fees	\$ -	\$ -
Bond Proceeds	\$ -	\$ -
Total	\$ 2,701,373	\$ 3,629,081



Sewer Enterprise Fund Revenue

For FY23, total budgeted revenues for the Sewer Enterprise Fund are \$5,827,074, an increase of \$294,687 from last year's budget of \$5,532,387.

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 FY23.

The following table displays the FY22 and FY23 budgeted revenues. The revenue for this fund increased by 5.3 percent from last year mostly due to increased carryover and anticipated sewer connection fees revenue.

	FY22 Budget	FY23 Budget
Carryover	\$ 1,032,811	\$ 1,356,647
Sewer Service Charges	\$ 3,657,139	\$ 3,670,427
Capital Service Charges	\$ -	\$ -
Sewer Usage Charges	\$ -	\$ -
Sewer Connection Fees	\$ 200,000	\$ 250,000
Delinquencies	\$ -	\$ -
Miscellaneous	\$ 125,000	\$ 225,000
Capital Contributed by	\$ 175,000	\$ 175,000
Notes Payable	\$ 45,000	\$ -
Capital Reimbursement	\$ -	\$ -
Organizational Grants	\$ 297,437	\$ 150,000
Transfer Out- SVMPC	\$ -	\$ -
Total	\$ 5,532,387	\$ 5,827,074



Refuse Enterprise Fund Revenue

For FY23, revenues for the Refuse Enterprise Fund total \$6,072,265, an increase of \$221,120 from the FY22 budgeted total of \$5,851,145.

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 FY22 and FY23 budgeted revenues for the Refuse Enterprise Fund.

	FY22 Budget	FY23 Budget
Carryover	\$ 559,369	\$ 685,471
State Grants		
Refuse Charges	\$ 4,451,276	\$ 4,451,276
Delinquency Charges	\$ 30,000	\$ 30,000
Interest	\$ -	\$ -
Note Proceeds	\$ 715,500	\$ 810,518
Mulch & Compost	\$ 90,000	\$ 90,000
Misc. Revenue	\$ 5,000	\$ 5,000
Total	\$ 5,851,145	\$ 6,072,265



Health and Accident Fund

The City of Sierra Vista continues to operate a self-funded insurance fund. Employee contributions are utilized to maintain this fund. There are no changes to the employee contributions for FY23. The City's plan is healthy and assured that the plan will remain self-funded.

	FY22 Budget	FY23 Budget
Employees	\$ 3,988,500	\$ 3,988,500
COBRA Premiums	\$ 11,000	\$ 11,000
Recovery Income	\$ 200,000	\$ 200,000
Dental	\$ 210,000	\$ 210,000
Interests	\$ 25,000	\$ 25,000
Total	\$ 4,434,500	\$ 4,434,500

Unemployment Fund

The City of Sierra Vista maintains an unemployment fund. The fund is funded with \$25,000 in carryover. FY23 total is \$25,000.

Self-Insured Fund

The City of Sierra Vista maintains this account for selected claims and deductible payments. The fund will receive \$100,000 in Miscellaneous Revenue this year.



Revenue Summary by Fund

A recap of the projected FY23 revenues by fund compared to FY22 follows:

Revenue Summary by Fund					
	<u>FY22</u>	<u>FY23</u>	<u>% of Whole</u>	<u>Change</u>	
General	\$ 46,778,345	\$ 50,502,383	24.71%	7.96%	
Special Revenue					
Highway User Revenue Fund	\$ 11,542,763	\$ 62,885,628	30.76%	444.81%	
Local Transportation Fund	\$ 6,057,932	\$ 7,827,090	3.83%	29.20%	
Airport	\$ 14,764,783	\$ 14,235,466	6.96%	-3.58%	
Police Special Revenue	\$ 349,500	\$ 335,000	0.16%	-4.15%	
Grants	\$ 13,427,173	\$ 17,768,936	8.69%	32.34%	
Criminal Justice Enhancement	\$ 300	\$ 300	0.00%	0.00%	
Donation	\$ 382,148	\$ 351,659	0.17%	-7.98%	
Park Development Impact Fee	\$ -	\$ -	0.00%	0.00%	
Library Impact Fee	\$ -	\$ -	0.00%	0.00%	
Police Impact Fee	\$ -	\$ -	0.00%	0.00%	
Transportation Impact Fee	\$ -	\$ -	0.00%	0.00%	
Fire Impact Fee	\$ -	\$ -	0.00%	0.00%	
Metropolitan Planning Org.	\$ 609,812	\$ 652,723	0.32%	7.04%	
SEACOM	\$ 2,602,517	\$ 2,818,394	1.38%	0.00%	
Tourism	\$ -	\$ -	0.00%	0.00%	
Capital					
Capital Improvement Fund	\$ 551,880	\$ 26,952,195	13.18%	4783.71%	
Debt Service					
SVMPC I&R	\$ 2,701,373	\$ 3,629,081	1.78%	34.34%	
Internal Services					
Health and Accident	\$ 4,434,500	\$ 4,434,500	2.17%	0.00%	
Unemployment	\$ 25,000	\$ 25,000	0.01%	0.00%	
Self Insured Retention	\$ 100,000	\$ 100,000	0.05%	0.00%	
Enterprise					
Sewer	\$ 5,532,387	\$ 5,827,074	2.85%	5.33%	
Refuse	\$ 5,851,145	\$ 6,072,265	2.97%	3.78%	
Total All Funds	\$115,711,558	\$204,417,694	100.00%	76.66%	



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 FY22 and FY23 figures, and the percent change between the two years. The most significant change in the FY23 budget is the increase in funding capital projects through grants and the Schneider Electric Project Phase II. The fund balance in this table will be used in the subtraction tables after each category.

	FY22 Budget	FY23 Budget	Difference	% Change	% Total
Personnel	\$ 37,382,520	\$ 40,944,737	\$ 3,562,217	10%	20.0%
O&M	\$ 24,922,233	\$ 27,122,852	\$ 2,200,619	9%	13.3%
Capital	\$ 48,957,614	\$ 131,503,210	\$ 82,545,596	169%	64.3%
Debt	\$ 4,449,191	\$ 4,846,895	\$ 397,704	9%	2.4%
Total	\$ 115,711,558	\$ 204,417,694	\$ 88,706,136	77%	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 FY23, capital expenditures hold the highest percentage of the total budget, followed by personnel.

Departmental Budget Summary - FY 2023

Department	Personnel	O & M	Capital	Total
Mayor/Council	\$ 67,155	\$ 67,574	\$ -	\$ 134,729
City Manager	2,469,267	1,479,746	10,000,000	13,949,013
Administrative Services	3,173,496	2,272,747	591,700	6,037,943
Court/Legal	246,744	328,407	-	575,151
General Government	-	5,176,989	-	5,176,989
Police	11,969,688	1,766,953	2,891,000	16,627,641
Fire	8,586,802	758,999	2,493,186	11,838,987
SEACOM	1,987,855	450,987	379,552	2,818,394
Public Works	7,241,406	11,755,039	93,660,424	112,656,869
Parks, Recreation, Library	4,008,049	1,945,034	21,487,348	27,440,431
Community Development	950,805	711,124	-	1,661,929
Debt Service	-	-	4,846,895	4,846,895
MPO	243,470	409,253	-	652,723
Totals	\$ 40,944,737	\$ 27,122,852	\$136,350,105	\$ 204,417,694
% of Total	20.03%	13.27%	66.70%	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 (FY23) and the previous budget year (FY22). The personnel section also includes the personnel expense by department for FY23 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 (FY23) and the previous budget year (FY22). 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.



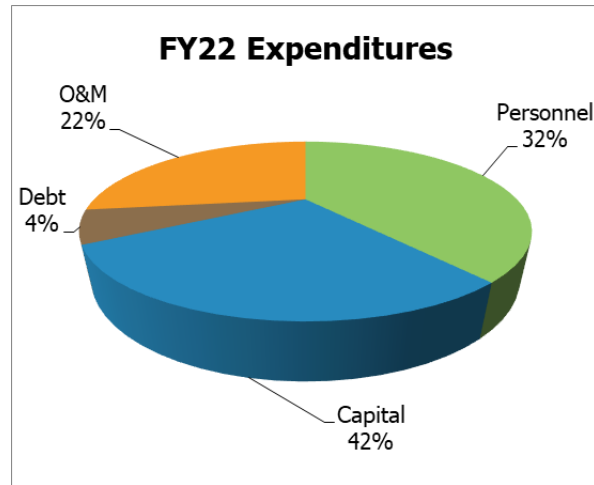
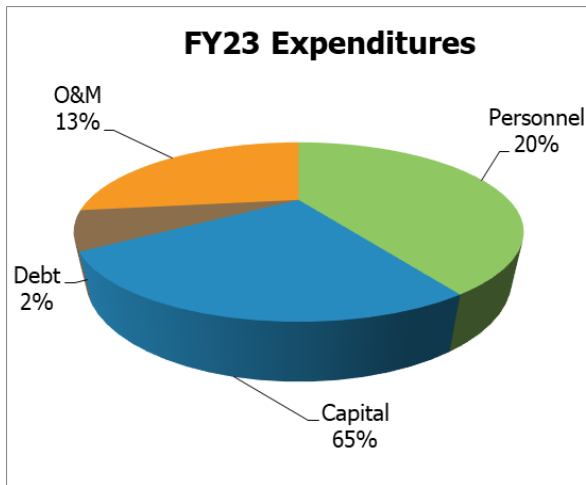
FY 23 Expenditure Summary by Fund

	Capital	Personnel	Debt	O&M	Total
General	\$ 6,705,199	\$ 32,522,173	\$ 121,333	\$ 11,153,678	\$ 50,502,383
Special Revenue					
Highway User Revenue Fund	\$ 59,773,199	\$ 1,645,784	\$ 44,085	\$ 1,422,560	\$ 62,885,628
Local Transportation Fund	\$ 6,491,699	\$ 762,880		\$ 572,511	\$ 7,827,090
Airport	\$ 12,851,009	\$ 83,307		\$ 1,301,150	\$ 14,235,466
Police Special Revenue	\$ 150,000			\$ 185,000	\$ 335,000
Grants	\$ 16,724,781			\$ 1,044,155	\$ 17,768,936
Criminal Justice Enhancement				\$ 300	\$ 300
Donation				\$ 351,659	\$ 351,659
Park Development Impact Fee					\$ -
Library Impact Fee					\$ -
Police Impact Fee					\$ -
Transportation Impact Fee					\$ -
Fire Impact Fee					\$ -
Metropolitan Planning Org		\$ 243,470		\$ 409,253	\$ 652,723
SEACOM	\$ 379,552	\$ 1,987,855		\$ 450,987	\$ 2,818,394
Capital					
Capital Improvement Fund	\$ 26,702,195		\$ 250,000		\$ 26,952,195
Debt Service					
SVMPC I&R			\$ 3,629,081		\$ 3,629,081
Internal Services					
Health and Accident				\$ 4,434,500	\$ 4,434,500
Unemployment				\$ 25,000	\$ 25,000
Self Insured Retention				\$ 100,000	\$ 100,000
Enterprise					
Sewer	\$ 760,000	\$ 1,743,301	\$ 623,023	\$ 2,700,750	\$ 5,827,074
Refuse	\$ 965,576	\$ 1,955,967	\$ 179,373	\$ 2,971,349	\$ 6,072,265
Total All Funds	\$131,503,210	\$ 40,944,737	\$ 4,846,895	\$ 27,122,852	\$204,417,694



Expenditure Graph

The below graphs depict the four categorical groups as a percent of total City expenditures. Figures are provided for the current year (FY23) and the previous year (FY22). Capital expenditure (65 percent) comprises the largest percentage of expenditures in FY23, followed by Personnel (20 percent), Operations & Maintenance (13 percent), and Debt service at two percent.

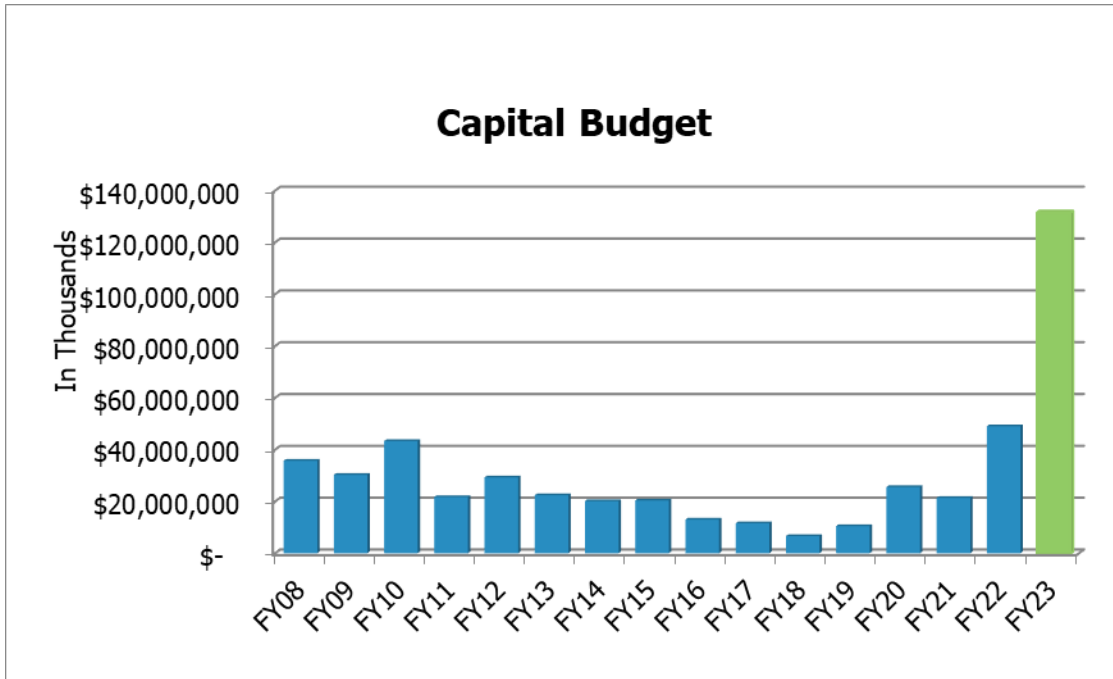




Capital Expenditures

The FY23 recommended capital budget equals \$131,503,210; an increase of \$82,545,596 (or 169%) from the FY22 total of \$48,957,614.

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 \$131,503,210 in Capital Improvement Projects in FY23. 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 FY23 are the General, Capital Improvement, Development Fees, Highway User Revenue Fund (HURF), Airport, LTAF and Grants funds.

The FY23 Capital Summary and Capital by Fund chart are listed below.



FY 23 CAPITAL SUMMARY

ITEM/PROJECT	FUND	DEPARTMENT	BUDGETED COST	PAYMENT
REMODEL FORMER DISPATCH AREA	GENERAL	PD	\$175,000.00	CASH
FLEET OUTSIDE LIFT	GENERAL	FLEET	\$175,000.00	CASH
FLEET TIRE CAROUSEL	GENERAL	FLEET	\$70,000.00	CASH
STRYKER AMBULANCE GURNEY	GENERAL	FD	\$20,000.00	CASH
EMS SUBSTATION CARRYOVER*	GENERAL	FD	\$157,186.00	CASH
CM CONFERENCE ROOM UPGRADE	GENERAL	IT	\$35,000.00	CASH
PD AUDITORIUM & CONFERENCE ROOM UPGRADE	GENERAL	IT	\$140,000.00	CASH
CITY WIDE FOLDING MACHINE	GENERAL	IT	\$13,200.00	CASH
UPGRADE 20+ CITY UHF/VHF RADIO EQUIPMENT	GENERAL	IT	\$350,000.00	CASH
UPGRADE CURRENT ARCHIVE SERVER	GENERAL	IT	\$33,500.00	CASH
SPORTS COMPLEX BATHROOMS-CARRYOVER*	GENERAL	PRL	\$500,000.00	CASH
LIBRARY KIOSK	GENERAL	PRL	\$34,480.00	GRANT/DONATIONS
MINI SPLIT (IT ROOM)	GENERAL	FACILITIES	\$20,000.00	CASH
UPS BACK-UP	GENERAL	FACILITIES	\$30,000.00	CASH
FLEET BUILDING RESTROOM	GENERAL	FACILITIES	\$45,000.00	CASH
DIVE POOL DECK RESURFACE	GENERAL	FACILITIES	\$50,000.00	CASH
DIVING BOARD STANDS REPLACEMENT (3 STANDS)	GENERAL	FACILITIES	\$62,000.00	CASH
COVE STAIRS REPLACEMENT	GENERAL	FACILITIES	\$120,000.00	CASH
CITY HALL EXTERIOR STAIRS REPLACEMENT	GENERAL	FACILITIES	\$29,000.00	CASH
ACO EXPANSION DESIGN*	GENERAL	ACO	\$218,000.00	CASH
ACO EXPANSION CONSTRUCTION*	GENERAL	ACO	\$2,000,000.00	CASH
PD VEHICLES-CARRYOVER FROM FY22	GENERAL	FLEET/PD	\$150,000.00	CASH
1500 SILVERADO CREW CAB	GENERAL	FLEET/PD	\$60,000.00	CASH
CHEVY TAHOE	GENERAL	FLEET/PD	\$75,000.00	CASH
CHEVY TAHOE	GENERAL	FLEET/PD	\$75,000.00	CASH
CHEVY TAHOE	GENERAL	FLEET/PD	\$75,000.00	CASH
1500 SILVERADO CREW CAB	GENERAL	FLEET/PD	\$60,000.00	CASH
SERVICE TRUCK WITH LIFT GATE	GENERAL	FLEET/FLEET	\$70,000.00	CASH
1500 SILVERADO CREW CAB	GENERAL	FLEET/FACILITIES	\$45,000.00	CASH
FORD ESCAPE	GENERAL	FLEET/CM	\$35,000.00	CASH
2500 SILVERADO CREW CAB	GENERAL	FLEET/FD	\$65,000.00	CASH
1500 SILVERADO CREW CAB	GENERAL	FLEET/FD	\$55,000.00	CASH
AMBULANCE	GENERAL	FLEET/FD	\$325,000.00	CASH
AMBULANCE	GENERAL	FLEET/FD	\$325,000.00	CASH
FORD ESCAPE	GENERAL	FLEET/PW	\$35,000.00	CASH
FORD ESCAPE	GENERAL	FLEET/PW	\$35,000.00	CASH
KUBOTA FRONT LOAD TRACTOR	GENERAL	FLEET/PRL	\$150,000.00	CASH
TORO GROUNDSMASTER 5900 MOWER	GENERAL	FLEET/PRL	\$140,000.00	CASH
TORO GROUNDSMASTER 4100-d MOWER	GENERAL	FLEET/PRL	\$95,000.00	CASH
TORO REELSMASER 7000 MOWER	GENERAL	FLEET/PRL	\$120,000.00	CASH
TORO GROUNDSMASTER 4100-d MOWER	GENERAL	FLEET/PRL	\$95,000.00	CASH
FORD ESCAPE	GENERAL	FLEET/PRL	\$35,000.00	CASH
EQUIPMENT TRAILER	GENERAL	FLEET/PRL	\$14,000.00	CASH
3/4 TON PICKUP	GENERAL	FLEET/PRL	\$40,000.00	CASH
CLUB CAR	GENERAL	FLEET/PRL	\$22,500.00	CASH
CLUB CAR	GENERAL	FLEET/PRL	\$22,500.00	CASH
GATOR	GENERAL	FLEET/PRL	\$14,000.00	CASH
GATOR	GENERAL	FLEET/PRL	\$15,000.00	CASH
GATOR	GENERAL	FLEET/PRL	\$15,000.00	CASH
FORD E350 UTILITY VAN-CARRYOVER FROM FY22	GENERAL	FLEET/PROCURE	\$61,833.00	CASH

*STRATEGIC PLAN GOALS



ITEM/PROJECT	FUND	DEPARTMENT	BUDGETED COST	PAYMENT
AVENIDA ESCUELA EXTENSION-CARRYOVER*	HURF	STREETS	\$1,707,685.00	CASH / WALMART
CHARLESTON REBUILD-CARRYOVER*	HURF	STREETS	\$1,270,738.00	CASH
GARDEN AVENUE DESIGN-CARRYOVER*	HURF	STREETS	\$289,358.00	CASH
ANNUAL STREET MAINTENANCE*	HURF	STREETS	\$1,500,000.00	CASH
SHARED USE PATH CONNECTORS (SR92 & SR90)*	HURF	STREETS	\$5,273,000.00	GRANT/FINANCE
BST REPLACEMENT PROJECT*	HURF	STREETS	\$25,000,000.00	GRANT/FINANCE
WILCOX FROM CALLE PORTAL TO BST OVERLAY*	HURF	STREETS	\$2,206,426.00	GRANT/FINANCE
FRY BLVD FROM BST TO SR92*	HURF	STREETS	\$7,403,433.00	GRANT/FINANCE
7TH STREET OVERLAY-BST TO SR90*	HURF	STREETS	\$2,294,544.00	GRANT/FINANCE
FRY/N GARDEN REVALITIZATION COMPLETION*	HURF	STREETS	\$12,060,215.00	GRANT/CIF
CYR PARK SUP-KAYETAN TO CYR*	HURF	STREETS	\$100,000.00	GRANT
2500 SILVERADO CREW CAB	HURF	STREETS	\$45,000.00	FINANCE
1500 SILVERADO CREW CAB	HURF	STREETS	\$50,000.00	FINANCE
3/4 TON PICKUP CREW CAB (SAFETY CONE TRUCK)	HURF	STREETS	\$183,000.00	FINANCE
SEAL TRUCK	HURF	STREETS	\$286,000.00	FINANCE
KUBOTA TRACTOR - CARRYOVER	HURF	STREETS	\$90,238.00	FINANCE
AIRPORT HANGAR-CARRYOVER FROM FY22*	AIRPORT	AIRPORT	\$10,000,000.00	GRANT/FINANCE
REMODEL AIRPORT TERMINAL & SITE*	AIRPORT	AIRPORT	\$130,000.00	CASH
AIRPORT LAYOUT PLAN NARRATIVE*	AIRPORT	AIRPORT	\$300,000.00	CASH
FOREST SERVICE HELICOPTER BASE-CARRYOVER*	AIRPORT	AIRPORT	\$1,500,000.00	FINANCE
FUEL TANK MAINTENANCE/CONVERSION	AIRPORT	AIRPORT	\$140,000.00	CASH
EXTERIOR MAINTENANCE FUEL TANKS (PAINT)	AIRPORT	AIRPORT	\$12,000.00	CASH
AUTOMATIC DOORS X4	AIRPORT	AIRPORT	\$25,000.00	CASH
AWOS UPGRADE	AIRPORT	AIRPORT	\$125,000.00	CASH
UTILITY CART	AIRPORT	AIRPORT	\$30,000.00	CASH
RADIO UPGRADE-SUA II	SEACOM	SEACOM	\$379,552.00	CASH
SCHNEIDER PROJECT-CITY HALL ROOF	CIF	FACILITIES	\$1,229,075.00	FINANCE
SCHNEIDER PROJECT-CITYWIDE BULDING ENV IMP	CIF	FACILITIES	\$199,916.00	FINANCE
SCHNEIDER PROJECT-SPORTS BUILDING HVAC	CIF	FACILITIES	\$137,213.00	FINANCE
SCHNEIDER PROJECT-SWAMP COOLERS @GYM	CIF	FACILITIES	\$71,406.00	FINANCE
SCHNEIDER PROJECT-SOLAR COVERED PARKING	CIF	FACILITIES	\$3,959,498.00	FINANCE
SCHNEIDER PROJECT-VMP WATER SYSTEM REP*	CIF	PARKS	\$3,669,813.00	FINANCE
SCHNEIDER PROJECT-VMP NEW SPORT COMPLEX*	CIF	PARKS	\$8,877,651.00	FINANCE
SCHNEIDER PROJECT-VMP LED LIGHT & ELEC*	CIF	PARKS	\$2,553,705.00	FINANCE
SCHNEIDER PROJECT-EV CHARGING STATIONS*	CIF	PARKS	\$790,244.00	FINANCE
SCHNEIDER PROJECT-SMART IRRIGATION*	CIF	PARKS	\$593,184.00	FINANCE
SCHNEIDER PROJECTS-COVE UPGRADES	CIF	AQUATICS	\$3,260,490.00	FINANCE
SCHNEIDER PROJECT-AIRFIELD LIGHTS*	AIRPORT	AIRPORT	\$589,009.00	FINANCE
FRY BLVD PROPERTY PURCHASE	CIF	CIF	\$1,210,000.00	FINANCE
POLYMER FEED SYSTEM-CARRYOVER	SEWER	PW	\$125,000.00	CASH
WASTEWATER MASTER PLAN UPDATE	SEWER	PW	\$150,000.00	CASH
COMMERCIAL SEPTIC & PRIVATE LINE REPLACEMEN	SEWER	PW	\$205,000.00	CASH
INFLUENT FLOW METERS	SEWER	PW	\$240,000.00	CASH
SEWER MACHINERY & EQUIPMENT	SEWER	PW	\$40,000.00	CASH
CHIPPER REBUILD KIT	REFUSE	PW	\$44,000.00	CASH
PRESSURE SPRAYER	REFUSE	PW	\$7,000.00	CASH
SCARAB ROW TURNER REBUILD KIT	REFUSE	PW	\$14,000.00	CASH
SIDE LOAD REFUSE TRUCK-CARRYOVER	REFUSE	PW	\$390,288.00	FINANCE
SIDE LOAD REFUSE TRUCK-CARRYOVER	REFUSE	PW	\$390,288.00	FINANCE
SLUDGE ROW TURNER	REFUSE	PW	\$60,000.00	FINANCE
DITCH WITCH	REFUSE	PW	\$60,000.00	FINANCE

*STRATEGIC PLAN GOALS



ITEM/PROJECT	FUND	DEPARTMENT	BUDGETED COST	PAYMENT
TRANSIT INFRASTRUCTURE*	LTAF	TRANSIT	\$5,299,485.00	GRANT
CASHLESS SYSTEM & SECURITY-CARRYOVER	LTAF	TRANSIT	\$172,000.00	GRANT
17-PASSENGER BUS-CARRYOVER FROM FY22	LTAF	TRANSIT	\$139,220.00	GRANT
17-PASSENGER BUS-CARRYOVER FROM FY22	LTAF	TRANSIT	\$139,220.00	GRANT
17-PASSENGER BUS-CARRYOVER FROM FY22	LTAF	TRANSIT	\$139,220.00	GRANT
27-PASSENGER BUS	LTAF	TRANSIT	\$345,000.00	GRANT
POLICE EQUIPMENT	PSR	PSR	\$100,000.00	RICO
POLICE VEHICLES	PSR	PSR	\$50,000.00	RICO
BROADBAND INFRASTRUCTURE STUDY*	GRANTS	ED	\$10,000,000.00	GRANT
ICAC COMPUTER FORENSIC EQUIPMENT	GRANTS	PD	\$8,000.00	GRANT
EMS SUBSTATION CARRYOVER*	GRANTS	FD	\$1,500,000.00	GRANT
EXTRACTOR	GRANTS	FD	\$9,000.00	GRANT
POTENTIAL FEDERAL FUNDS	GRANTS	FACILITIES	\$4,000,000.00	GRANT
GC LINEAR PARK/ST ANDREWS PHASE 2	GRANTS	PARKS	\$168,781.00	GRANT
FOOTBALL GRANT	GRANTS	PARKS	\$250,000.00	GRANT
BASEBALL FIELD GRANT	GRANTS	PARKS	\$750,000.00	GRANT
ANNUAL TREE LIGHTING & HOLIDAY FESTIVAL	GRANTS	PARKS	\$39,000.00	GRANT

*STRATEGIC PLAN GOALS

Capital By Fund	
General	\$6,705,199
HURF	\$59,773,199
LTAF	\$6,491,699
Capital Improvements	\$26,702,195
Police Special Revenue	\$150,000
Grant	\$16,724,781
Airport	\$12,851,009
Refuse	\$965,576
Sewer	\$760,000
SEACOM	\$379,552
Total	\$131,503,210

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**

	FY23 Total Resources Available	Capital Expenditure	Subtotal Balance After Capital Deducted
General	\$ 50,502,383	\$ 6,705,199	\$ 43,797,184
		\$ -	
Special Revenue		\$ -	
Highway User Revenue Fund	\$ 62,885,628	\$ 59,773,199	\$ 3,112,429
Local Transportation Fund	\$ 7,827,090	\$ 6,491,699	\$ 1,335,391
Airport	\$ 14,235,466	\$ 12,851,009	\$ 1,384,457
Police Special Revenue	\$ 335,000	\$ 150,000	\$ 185,000
Grants	\$ 17,768,936	\$ 16,724,781	\$ 1,044,155
Criminal Justice Enhancement	\$ 300	\$ -	\$ 300
Donation	\$ 351,659	\$ -	\$ 351,659
Park Development Impact Fee	\$ -	\$ -	\$ -
Library Impact Fee	\$ -	\$ -	\$ -
Police Impact Fee	\$ -	\$ -	\$ -
Transportation Impact Fee	\$ -	\$ -	\$ -
Fire Impact Fee	\$ -	\$ -	\$ -
Metropolitan Planning Org	\$ 652,723	\$ -	\$ 652,723
SEACOM	\$ 2,818,394	\$ 379,552	\$ 2,438,842
Capital			
Capital Improvement Fund	\$ 26,952,195	\$ 26,702,195	\$ 250,000
Debt Service			
SVMPC I&R	\$ 3,629,081	\$ -	\$ 3,629,081
Internal Services			
Health and Accident	\$ 4,434,500	\$ -	\$ 4,434,500
Unemployment	\$ 25,000	\$ -	\$ 25,000
Self Insured Retention	\$ 100,000	\$ -	\$ 100,000
Enterprise			
Sewer	\$ 5,827,074	\$ 760,000	\$ 5,067,074
Refuse	\$ 6,072,265	\$ 965,576	\$ 5,106,689
Total All Funds	\$204,417,694	\$131,503,210	\$ 72,914,484



Personnel Expenditures

People represent the heart of any service organization and a significant investment of financial resources. The FY23 expenditures for personnel (including benefits) total \$40,944,737 (20%) of the proposed FY23 budget, an increase of \$3,562,217 (10%) above the FY22 personnel budget total of \$37,382,520. The increase is primarily due to maintaining the classification and compensation plan to adjust for minimum wage increases and a market shift.

Benefits are projected to be \$14,557,461 and represent 36 percent of the total personnel budget. Benefits include social security, worker’s compensation, insurance, retirement, employee recognition, and educational assistance.

The following table compares the FY22 and FY23 personnel budgets by fund.

	FY22	FY23	Change
General	\$ 29,457,280	\$ 32,522,173	\$ 3,064,893
HURF	\$ 1,514,519	\$ 1,645,784	\$ 131,265
LTAF	\$ 705,509	\$ 762,880	\$ 57,371
Airport	\$ 80,633	\$ 83,307	\$ 2,674
Metropolitan Planning Org	\$ 223,325	\$ 243,470	\$ 20,145
SEACOM	\$ 1,894,983	\$ 1,987,855	\$ 92,872
Sewer	\$ 1,685,898	\$ 1,743,301	\$ 57,403
Refuse	\$ 1,820,373	\$ 1,955,967	\$ 135,594
Total	\$ 37,382,520	\$ 40,944,737	\$ 3,562,217

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 percent of the total personnel expense while benefits account for the other 36 percent of personnel expense.

	FY22	FY23	% of Total	Change	% Change
Salaries					
Salaries-Regular	\$ 22,063,493	\$ 24,163,346	59%	\$ 2,099,853	9.5%
Salaries-Overtime	\$ 770,635	\$ 774,201	2%	\$ 3,566	0.5%
Salaries-Part-Time	\$ 1,313,068	\$ 1,449,729	4%	\$ 136,661	10.4%
Total Salaries	\$ 24,147,196	\$ 26,387,276	64%	\$2,240,080	9.3%
Benefits					
FICA/MICA	\$ 1,608,367	\$ 1,743,888	4%	\$ 135,521	8.4%
State Retirement	\$ 1,726,388	\$ 1,887,825	5%	\$ 161,437	9.4%
Public Safety Retirement	\$ 5,617,234	\$ 6,408,566	16%	\$ 791,332	14.1%
Workers Comp	\$ 418,519	\$ 460,738	1%	\$ 42,219	10.1%
Fire Cancer Premiums	\$ -	\$ 112,000	0%	\$ 112,000	0.0%
OPEB and Admin	\$ 7,500	\$ 7,500	0%	\$ -	
Uniforms	\$ 263,810	\$ 302,260	1%	\$ 38,450	14.6%
Health & Accident Ins	\$ 2,725,149	\$ 2,765,902	7%	\$ 40,753	1.5%
Dental	\$ 204,447	\$ 202,764	0%	\$ (1,683)	-0.8%
Retiree Health Insurance	\$ 600,000	\$ 600,000	1%	\$ -	0.0%
Education	\$ 20,450	\$ 20,450	0%	\$ -	0.0%
Employee Recognition	\$ 43,460	\$ 45,568	0%	\$ 2,108	4.9%
Total Benefits	\$ 13,235,324	\$ 14,557,461	36%	\$1,322,137	10.0%
Total Personnel	\$ 37,382,520	\$ 40,944,737	100%	\$3,562,217	9.5%

The City of Sierra Vista has 401 authorized full-time employee positions. A list of all positions is presented on the following pages.



POSITIONS	FY21	FY22	FY23		
	Authorized	Authorized	Authorized	Unfunded	Funded
CITY MANAGER'S OFFICE					
City Manager	1	1	1		1
Assistant City Manager	1	1	1		1
Management Analyst I/II	1	1	1		1
Executive Secretary	1	1	1		1
Department Specialist	1	1	1		1
ECONOMIC DEVELOPMENT					
Economic Development Manager	1	1	1		1
Management Analyst I/II	1	1	1		1
MARKETING & COMMUNICATIONS					
Marketing & Communications Manager	1	1	1		1
Public Information Officer (Analyst I/II)	1	1	1		1
Marketing Production Designer	1	1	1		1
Administrative Secretary	2	2	2		2
Customer Service Representative	1	1	1		1
FINANCE					
Chief Financial Officer	1	1	1		1
Grant Administrator/Senior Accountant	1	1	1		1
Accountant	2	2	3		3
Junior Accountant	5	5	5		5
Account Clerk	1	0	1		1
Administrative Secretary I/II	0	0	0		0
TOTAL CITY MANAGER'S OFFICE	23	22	24	0	24



POSITIONS	FY21	FY22	FY23		
	Authorized	Authorized	Authorized	Unfunded	Funded
ADMINISTRATIVE SERVICES					
CITY CLERK					
City Clerk	1	1	1		1
Deputy City Clerk	1	1	1		1
Administrative Secretary I/II	1	1	1		1
Customer Service Representative	2	2	2		2
HUMAN RESOURCES					
Chief Human Resources Officer	1	1	1		1
Management Analyst I/II	2	2	2		2
Payroll/Benefits Coordinator	1	1	1		1
Recruitment Coordinator	1	1	1		1
INFORMATION TECHNOLOGY					
Chief Information Officer	1	1	1		1
Senior Systems Administrator	2	2	2		2
Systems Administrator II	2	2	2		2
Senior Network Administrator	2	2	2		2
Network Administrator II	0	0	0		0
Database Administrator	1	1	1		1
GIS Analyst	1	1	1		1
IT Support Coordinator	0	0	1		1
PROCUREMENT					
Chief Procurement Officer	1	1	1		1
Contract Administrator (Analyst I/II)	1	1	1		1
Buyer II	1	1	1		1
Buyer	1	1	1		1
TOTAL ADMINISTRATIVE SERVICES	23	23	24	0	24
CITY ATTORNEY					
City Attorney	1*	1	1		1
TOTAL CITY ATTORNEY	0	1	1	0	1



POSITIONS	FY21	FY22	FY23		
	Authorized	Authorized	Authorized	Unfunded	Funded
COMMUNITY DEVELOPMENT					
PLANNING					
Director	1	1	1		1
Senior Planner	1	1	1		1
Planner	1	1	1		1
GIS Technician	0	0	0		0
Code Enforcement Officer II	2	2	2		2
Code Enforcement Officer I	0	0	0		0
Administrative Secretary I/II	1	1	1		1
BUILDING					
Building Administrator	1	1	1		1
Senior Building Inspector	1	0	0		0
Building Inspector	1	2	2		2
Total Community Development	9	9	9	0	9
FIRE DEPARTMENT					
Chief	1	1	1		1
Deputy Chief	1	1	1		1
Battalion Chief	3	3	3		3
Captain	9	9	9		9
Fire Marshal	1	1	1		1
Inspector	1	1	1		1
Engineer/EMT	9	9	9		9
Firefighter	27	27	27		27
Transport Crew	4	0	0		0
Paramedic Transport	0	11	16		16
EMT Transport	0	8	5		5
Ft. Huachuca EMT/EMS Transport	5	0	0		0
Ft. Huachuca Paramedic Transport	6	0	0		0
Administrative Secretary I/II	2	1	1		1
EMS Supervisor	0	0	1		1
TOTAL FIRE DEPARTMENT	69	72	75	0	75



POSITIONS	FY21	FY22	FY23		
	Authorized	Authorized	Authorized	Unfunded	Funded
POLICE DEPARTMENT					
ADMINISTRATION					
Chief	1	1	1		1
Deputy Chief	1	1	2		2
Commander	2	2	2		2
CALEA Administrator (Analyst I/II)	1	1	1		1
Police Resource Specialist	1	1	1		1
Management Support Specialist	1	1	1		1
Records Supervisor	1	1	1		1
Senior Records Clerk	1	1	1		1
Records Clerk I/II	5	5	5		5
OPERATIONS					
Lieutenant	3	3	3		3
Sergeant	6	6	6		6
Corporal	8	8	8		8
Police Officer	47	47	47	1	46
Evidence Custodian	1	1	1		1
Civilian Police Investigator	0	0	1		1
Community Service Officer	0	0	2		2
ANIMAL CONTROL					
Animal Control Supervisor	1	1	1		1
Animal Control Officer I/II	5	5	5		5
Animal Control Assistant	1	1	1		1
Customer Service Representative	1	1	1		1
TOTAL POLICE DEPARTMENT	87	87	91	1	90
SEACOM					
Director	1	1	1		1
Communications Administrator	1	1	1		1
Communications Supervisor	2	2	2		2
Public Safety Dispatcher I/II	20	20	20		20
Records Clerk	1	1	1		1
GIS Technician	1	1	1		1
TOTAL SEACOM	26	26	26	0	26



POSITIONS	FY21	FY22	FY23		
	Authorized	Authorized	Authorized	Unfunded	Funded
DEPARTMENT OF PUBLIC WORKS					
ADMINISTRATION					
Director	1	1	1		1
City Engineer	1	0	0		0
External Operations Manager	0	1	1		1
Internal Operations Manager	1	1	1		1
Capital Imp. & Development Manager	0	1	1		1
PW Administrator	1	1	1		1
Management Analyst I/II	2	2	2		2
Public Works Admin Coordinator	1	1	1		1
Administrative Secretary I/II	2	2	2		2
Customer Service Representative	1	1	1		1
AIRPORT					
Airport Worker	1	1	1	1	0
Airport Technician	1	1	1	0	1
ENGINEERING					
Senior Civil Engineer	2	2	2		2
Civil Engineer	1	2	2		2
Engineering Technician	1	0	1		1
Construction Inspector	1	1	1		1
Drafting Technician	1	2	2		2
STREET MAINTENANCE					
Street Maintenance Supervisor	1	1	1		1
Streets Technician I/II	4	4	5		5
Streets Worker	13	14	14		14
SEWER MAINTENANCE					
Water/Sewer Supervisor	1	1	1		1
Water/Sewer Technician I/II	3	3	3		3
Water/Sewer Worker	8	8	8		8



POSITIONS	FY21	FY22	FY23		
	Authorized	Authorized	Authorized	Unfunded	Funded
FACILITIES MAINTENANCE					
Facilities Supervisor	1	1	1		1
Facilities Technician I/II	3	3	3		3
Facilities Worker	2	2	2		2
Aquatics Technician	1	1	1		1
Lead Custodian	0	0	0		0
Custodian	6	6	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	1	2	2		2
Refuse Worker	14	14	14		14
Compost Technician	1	1	1		1
TRANSIT					
PW Administrator	1	1	1		1
Transit Department Specialist	2	2	2		2
Transit Driver	7	7	8		8
Transit Dispatcher	0	0	0		0
TOTAL PUBLIC WORKS	97	101	105	1	104
DEPARTMENT OF PARKS, RECREATION, AND LIBRARY					
ADMINISTRATION					
Director	1	1	1		1
Customer Service Coordinator	1	0	0		0
Department Specialist	1	1	1		1
Customer Service Representative	1	2	2		2
Digital Media Specialist	1	1	1		1
Management Analyst I/II	0	1	1		1



POSITIONS	FY21	FY22	FY23		
	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
Recreation Leader	1	0	0		0
Recreation Program Supervisor	0	0	0		0
Business Resource Specialist	0	0	0		0
Customer Services Representative	1	1	1		1
General Laborer	3	3	3		3
Administrative Secretary I/II	0	0	0		0
AQUATICS					
Aquatics Supervisor	1	1	0		0
Aquatics Coordinator	1	1	1		1
Customer Service Representative	1	1	1		1
Head Lifeguard	1	1	1		1
SPORTS					
Sports Supervisor	1	1	1		1
Sports Coordinator	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	3	3	3		3



POSITIONS	FY21	FY22	FY23		
	Authorized	Authorized	Authorized	Unfunded	Funded
LIBRARY					
Library Manager	1	1	1		1
Librarian	2	2	2		2
Library Specialist	1	1	1		1
Library Technician	1	1	1		1
Circulation Coordinator	1	1	1		1
Library Recreation Leader	1	1	2		2
Library Program & Outreach Leader	0	1	1		1
PARK MAINTENANCE					
Park Maintenance Supervisor	1	1	1		1
Park Maintenance Technician	3	3	3		3
Park Maintenance Worker	7	8	8		8
TOTAL DEPARTMENT OF PRL	46	48	48	0	48
TOTAL NUMBER OF POSITIONS	380	389	403	2	401
<small>*Not included in previous counts</small>					

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



Expenditure Summary by Fund			
	<u>Subtotal Balance</u>		<u>Subtotal Balance</u>
	<u>After Capital</u>		<u>after Capital &</u>
	<u>Deducted</u>	<u>Personnel Expenditure</u>	<u>Personnel</u>
	<u>Deducted</u>		<u>Deducted</u>
General	\$ 43,797,184	\$ 32,522,173	\$ 11,275,011
Special Revenue			
Highway User Revenue Fund	\$ 3,112,429	\$ 1,645,784	\$ 1,466,645
Local Transportation Fund	\$ 1,335,391	\$ 762,880	\$ 572,511
Airport	\$ 1,384,457	\$ 83,307	\$ 1,301,150
Police Special Revenue	\$ 185,000	\$ -	\$ 185,000
Grants	\$ 1,044,155	\$ -	\$ 1,044,155
Criminal Justice Enhancement	\$ 300	\$ -	\$ 300
Donation	\$ 351,659	\$ -	\$ 351,659
Park Development Impact Fee	\$ -	\$ -	\$ -
Library Impact Fee	\$ -	\$ -	\$ -
Police Impact Fee	\$ -	\$ -	\$ -
Transportation Impact Fee	\$ -	\$ -	\$ -
Fire Impact Fee	\$ -	\$ -	\$ -
Metropolitan Planning Org	\$ 652,723	\$ 243,470	\$ 409,253
SEACOM	\$ 2,438,842	\$ 1,987,855	\$ 450,987
Capital			
Capital Improvement Fund	\$ 250,000	\$ -	\$ 250,000
Debt Service			
SVMPC I&R	\$ 3,629,081	\$ -	\$ 3,629,081
Internal Services			
Health and Accident	\$ 4,434,500	\$ -	\$ 4,434,500
Unemployment	\$ 25,000	\$ -	\$ 25,000
Self Insured Retention	\$ 100,000	\$ -	\$ 100,000
Enterprise			
Sewer	\$ 5,067,074	\$ 1,743,301	\$ 3,323,773
Refuse	\$ 5,106,689	\$ 1,955,967	\$ 3,150,722
Total All Funds	\$ 72,914,484	\$ 40,944,737	\$ 31,969,747



Debt Expenditures

Just like the average household, the City must borrow in order to accomplish goals and provide services, and also needs to maintain a good credit rating. This fiscal year's debt service budget amounts to \$4,846,895 (2.4%) of the total budgetary expenditures. This is an increase of \$397,704 from FY22.

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 FY22 and the budgeted FY23 principal and interest payments. The payments are broken out by note or bond.

Outstanding Debt:

Estimated Outstanding Debt as of June 30, 2022:	\$ 13,643,437
Estimated Debt Principal Payments in FY23 Budget:	\$ (3,320,140)
Estimated New Debt FY23:	<u>\$ 38,240,213</u>
Estimated Outstanding Debt as of June 30, 2023:	\$ 48,563,510

**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 FY23 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	FY22 Total	FY23 Principal	FY23 Interest	FY23 Total
General	1. 1.79%- 6/22	\$ 160,547	\$ -	\$ -	\$ -
	2. 2.92%- 6/23	\$ 121,333	\$ 119,150	\$ 2,183	\$ 121,333
General Total		\$ 281,880	\$ 119,150	\$ 2,183	\$ 121,333
HURF	1. 1.79%- 6/22	\$ 35,821	\$ -	\$ -	\$ -
	2. 2.92%- 6/23	\$ 44,086	\$ 43,292	\$ 793	\$ 44,085
HURF Total		\$ 79,907	\$ 43,292	\$ 793	\$ 44,085
Refuse	1. 1.79%- 6/22	\$ 245,274	\$ -	\$ -	\$ -
	2. 2.92%- 6/23	\$ 56,673	\$ 55,653	\$ 1,020	\$ 56,673
	3. 4.00%- 6/26	\$ 331,500	\$ 116,958	\$ 5,742	\$ 122,700
Refuse Total		\$ 633,447	\$ 172,611	\$ 6,762	\$ 179,373
Sewer	1. 1.79%- 6/22	\$ 102,917	\$ -	\$ -	\$ -
	2. 2.92%- 6/23	\$ 85,627	\$ 84,087	\$ 1,540	\$ 85,627
Sewer Total		\$ 188,544	\$ 84,087	\$ 1,540	\$ 85,627
Grand Total		\$1,183,778	\$ 419,140	\$ 11,278	\$ 430,418



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 FY23 payments comprising the total debt service of the fund \$3,624,081.

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 FY23 payments comprising the total debt service of the fund \$534,896.

Schedule B Bonded Indebtedness					
Fund	Bond Series	FY22 Total	FY23 Principal Payment	FY23 Interest Payment	FY23 Total
SVMPC I&R	2018 MFRBs	\$ 1,296,822	\$ -	\$ -	\$ -
	2019 MFRBs	\$ 1,404,551	\$ 1,166,000	\$ 237,981	\$ 1,403,981
	2022 MFRBs		\$ 1,245,000	\$ 975,100	\$ 2,220,100
	Total	\$ 2,701,373	\$ 2,411,000	\$ 1,213,081	\$ 3,624,081
Sewer	2018 MFRBs	\$ 760,890	\$ 490,000	\$ 44,896	\$ 534,896
Total		\$ 3,462,263	\$ 2,901,000	\$ 1,257,977	\$ 4,158,977



Schedule C – Lease Purchase Financing

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

**Schedule C
FY23- Lease Purchase Financing**

1. HURF Fund

1/2 Ton P/U	\$	50,000
3/4 Ton P/U	\$	45,000
3/4 Ton Safety Cone Truck	\$	183,000
Tractor	\$	90,238
Seal Truck	\$	286,000
BST Grant Match	\$	5,000,000
Wilcox Grant Match	\$	441,285
Fry Blvd Grant Match	\$	1,480,687
7th Street Grant Match	\$	458,909
Down Payment	\$	65,424
Finance Amount-HURF	\$	7,969,695

2. Airport Fund

Hangars	\$	3,500,000
Down Payment	\$	-
Finance Amount -Airport	\$	3,500,000

3. CIF

Schneider Phase II	\$	24,750,000
Fry Property	\$	1,210,000
Finance Amount - CIF	\$	25,960,000

4. Refuse Fund

2 Side Loader Refuse Trucks	\$	780,576
Sludge Row Turner	\$	60,000
Trenching Truck	\$	60,000
Down Payment	\$	90,058
Finance Amount-Sewer Fund	\$	810,518

Total Lease Purchase Finance Amount \$ 38,240,213

On the following page is a summary of the debt expenditure by fund and the remaining balance of the FY23 once debt, personnel, and capital expenditures have been subtracted.



Expenditure Summary by Fund			
	<u>Subtotal Balance</u> <u>after Capital &</u> <u>Personnel</u> <u>Deducted</u>	<u>Debt Expenditure</u>	<u>Subtotal Balance</u> <u>after Capital,</u> <u>Personnel & Debt</u> <u>Deducted</u>
General	\$ 11,275,011	\$ 121,333	\$ 11,153,678
Special Revenue			
Highway User Revenue Fund	\$ 1,466,645	\$ 44,085	\$ 1,422,560
Local Transportation Fund	\$ 572,511	\$ -	\$ 572,511
Airport	\$ 1,301,150	\$ -	\$ 1,301,150
Police Special Revenue	\$ 185,000	\$ -	\$ 185,000
Grants	\$ 1,044,155	\$ -	\$ 1,044,155
Criminal Justice Enhancement	\$ 300	\$ -	\$ 300
Donation	\$ 351,659	\$ -	\$ 351,659
Park Development Impact Fee	\$ -	\$ -	\$ -
Library Impact Fee	\$ -	\$ -	\$ -
Police Impact Fee	\$ -	\$ -	\$ -
Transportation Impact Fee	\$ -	\$ -	\$ -
Fire Impact Fee	\$ -	\$ -	\$ -
Metropolitan Planning Org	\$ 409,253	\$ -	\$ 409,253
SEACOM	\$ 450,987	\$ -	\$ 450,987
Capital			
Capital Improvement Fund	\$ 250,000	\$ 250,000	\$ -
Debt Service			
SVMPC I&R	\$ 3,629,081	\$ 3,629,081	\$ -
Internal Services			
Health and Accident	\$ 4,434,500	\$ -	\$ 4,434,500
Unemployment	\$ 25,000	\$ -	\$ 25,000
Self Insured Retention	\$ 100,000	\$ -	\$ 100,000
Enterprise			
Sewer	\$ 3,323,773	\$ 623,023	\$ 2,700,750
Refuse	\$ 3,150,722	\$ 179,373	\$ 2,971,349
Total All Funds	\$ 31,969,747	\$ 4,846,895	\$ 27,122,852

**Operations and Maintenance Expenditures**

Operations and Maintenance (O&M) costs account for \$27,122,852 (13%) of the total budget expenditure. O&M expenses include items such as paper, fuel, studies and designs, professional services, utilities, and training.

O&M expenses have increased \$2,200,619 (9%) from the FY22 budget.

Below is a summary of O&M Expenditures by department and the difference from the FY22 Budget.

Department	FY22 Budget	FY23 Budget	Difference	% Change
Mayor/Council	\$ 67,383	\$ 67,574	\$ 191	0.3%
City Manager	\$ 1,616,924	\$ 1,479,746	\$ (137,178)	-8.5%
Administrative Services	\$ 1,963,807	\$ 2,272,747	\$ 308,940	15.7%
Court/Legal	\$ 325,107	\$ 328,407	\$ 3,300	1.0%
General Government	\$ 5,121,990	\$ 5,176,989	\$ 54,999	1.1%
Police	\$ 2,046,873	\$ 1,766,953	\$ (279,920)	-13.7%
Fire	\$ 539,949	\$ 758,999	\$ 219,050	40.6%
SEACOM	\$ 331,537	\$ 450,987	\$ 119,450	36.0%
Public Works	\$ 10,978,820	\$ 11,755,039	\$ 776,219	7.1%
MPO	\$ 386,487	\$ 409,253	\$ 22,766	5.9%
Parks, Recreation, & Library	\$ 1,166,344	\$ 1,945,034	\$ 778,690	66.8%
Community Development	\$ 377,012	\$ 711,124	\$ 334,112	88.6%
Totals	\$ 24,922,233	\$ 27,122,852	\$ 2,200,619	8.8%

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 FY23 budget.



Expenditure Summary by Fund				
	<u>Subtotal Balance after Capital, Personnel & Debt Deducted</u>		<u>O&M Expenditure</u>	<u>Subtotal Balance after Capital, Personnel, Debt & O&M Deducted</u>
General	\$	11,153,678	\$ 11,153,678	\$ -
Special Revenue				
Highway User Revenue Fund	\$	1,422,560	\$ 1,422,560	\$ -
Local Transportation Fund	\$	572,511	\$ 572,511	\$ -
Airport	\$	1,301,150	\$ 1,301,150	\$ -
Police Special Revenue	\$	185,000	\$ 185,000	\$ -
Grants	\$	1,044,155	\$ 1,044,155	\$ -
Criminal Justice Enhancement	\$	300	\$ 300	\$ -
Donation	\$	351,659	\$ 351,659	\$ -
Park Development Impact Fee	\$	-	\$ -	\$ -
Library Impact Fee	\$	-	\$ -	\$ -
Police Impact Fee	\$	-	\$ -	\$ -
Transportation Impact Fee	\$	-	\$ -	\$ -
Fire Impact Fee	\$	-	\$ -	\$ -
Metropolitan Planning Org	\$	409,253	\$ 409,253	\$ -
SEACOM	\$	450,987	\$ 450,987	\$ -
Capital				
Capital Improvement Fund	\$	-	\$ -	\$ -
Debt Service				
SVMPC I&R	\$	-	\$ -	\$ -
Internal Services				
Health and Accident	\$	4,434,500	\$ 4,434,500	\$ -
Unemployment	\$	25,000	\$ 25,000	\$ -
Self Insured Retention	\$	100,000	\$ 100,000	\$ -
Enterprise				
Sewer	\$	2,700,750	\$ 2,700,750	\$ -
Refuse	\$	2,971,349	\$ 2,971,349	\$ -
Total All Funds	\$	27,122,852	\$ 27,122,852	\$ -



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 2021	Budgeted FY 2022	Budgeted FY 2023
General	\$103,959	\$104,014	\$104,014
Sewer	\$12,996	\$13,003	\$13,003
Refuse	\$12,996	\$13,003	\$13,003
Donations	\$13,035	\$4,518	\$4,709
Total	\$142,986	\$134,538	\$134,729

Description

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

Arizona Revised Statutes Title 9, Articles 3 and 4, describe in more detail the powers and duties of a “common council” of the state of Arizona. In addition to the above, the Council is given the authority to do such things as:

- Appropriate money and pay debts;
- Control the finances and property of the City;
- Maintain control over streets, alleys, other rights of way and other infrastructure;
- Regulate the provision of public safety services; and
- Set taxes and fees.

Performance Measures

	FY 16/17	FY 17/18	FY 18/19	FY 19/20	FY 20/21
Bond Rating- Standard and Poor’s	AA	AA	AA	AA	AA
Bond Rating- Fitch	AA-	AA-	AA-	AA-	AA-



City Council Strategic Plan

In May 2021, the Mayor and City Council adopted a two-year Strategic Plan Framework, which provides the overall direction and specific initiatives to be achieved during the planning period. The Strategic Plan takes into consideration the priorities and expectations contained in the City's general plan, *Vista 2030*, which was ratified by voters in November 2014.

The Strategic Plan Framework incorporates the vision developed with input from the community and included in the *Vista 2030* general plan, which is a view of where residents want to see Sierra Vista in 20 years. The plan further identifies four critical success factors that serve as focus areas for the organization. These areas help define where resources should be spent - both time and money - to reach the vision of Sierra Vista over time. They include:

- A. Invest: Responsible Stewardship
- B. Ignite: Economic Development and Community Prosperity
- C. Innovate: Quality of Life
- D. Include: Citizen Engagement

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

Major Accomplishments

1. Authorized the City Manager to execute a first-of-its-kind Memorandum of Understanding with the Bureau of Land Management, Fort Huachuca, and Cochise County concerning water and ecological conservation.
2. Acted to approve the transfer of \$5,075,000 from the General Fund to the Park, Police, and Fire Development Impact Fee funds when revenue received for FY2020-2021 was significantly more than projected. This substantially reduced the City's debt.
3. Adopted the first mid-year market shift for staff to maintain competitive salaries and aid in recruitment/retention.
4. Amended and expanded the West Sierra Vista Redevelopment Plan for the third time to continue investing in the revitalization of the West End.
5. Adopted a comprehensive Parks and Recreation Master Plan to guide the development and maintenance of parks and park facilities over at least the next decade.



- Supported City policies and practices that led to the Fitch rating agency reestablishing the City's current strong AA- rating.

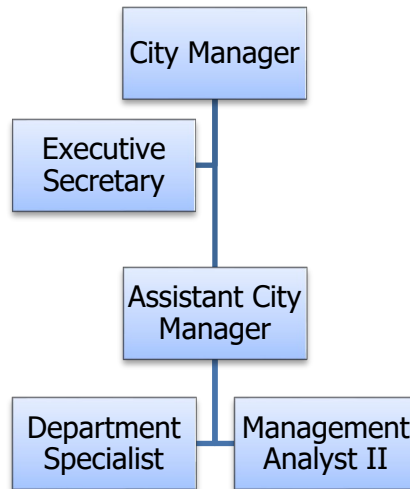
City Council

Expenditures	FY 2021 Budget	FY 2022 Budget	FY 2023 Budget
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	37,546	37,615	37,615
Travel & Training	22,750	22,750	22,750
Office Supplies	2,500	2,500	2,500
Specialized Supplies	-	-	-
City Council Donations	13,035	4,518	4,709
Total O&M	\$ 75,831	\$ 67,383	\$ 67,574
Totals	\$ 142,986	\$ 134,538	\$ 134,729

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 FY22 carryover.



The City Manager’s Department consists of four divisions: City Manager’s Office, Marketing and Communications, Economic Development, and Finance Services.

Vision

Provide leadership in the development and implementation of exceptional municipal services in order to meet the needs of the community and maintain a high quality of life for our residents.

Expenditure By Fund			
	Budgeted FY 2021	Budgeted FY 2022	Budgeted FY 2023
General	\$615,932	\$739,035	\$790,775
Sewer	\$148,004	\$112,581	\$129,629
Refuse	\$148,004	\$112,581	\$129,629
Total	\$911,940	\$964,197	\$1,050,033

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

Major Accomplishments

1. Completed negotiations and signed an MOU with the Bureau of Land Management, Fort Huachuca, and Cochise County for implementation of cooperative monitoring and management activities related to the San Pedro National Conservation Area (SPRNCA).
2. Developed and presented to City Council for their approval a \$26 million phase II Schneider Electric energy savings project that will further the City’s goals of reducing water usage and leverage operational savings to construct sports tourism-related infrastructure improvements.



3. Guided the launch of Executime, a new timekeeping program for City staff.
4. Revised and updated the Educational administrative directive which expanded educational incentives for staff.

Goals

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



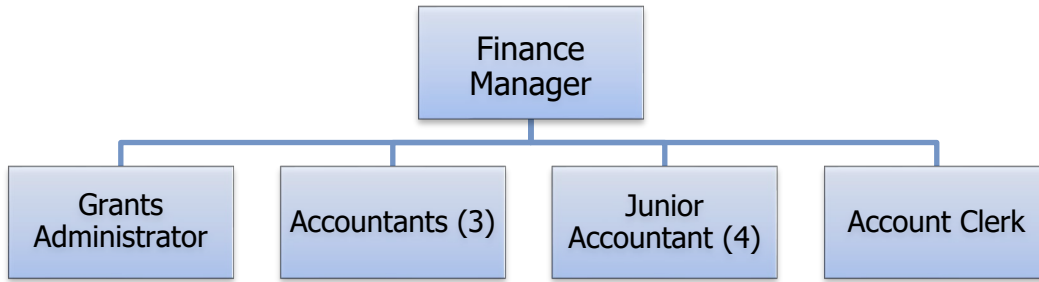
City Manager's Office

Expenditures	FY 2021 Budget	FY 2022 Budget	FY 2023 Budget
Salaries - Regular	\$ 499,849	\$ 496,784	\$ 560,993
Salaries - Part Time	-	-	-
Benefits	139,862	135,027	146,669
Total Personnel	\$ 639,711	\$ 631,811	\$ 707,662
Professional Services	\$ 239,094	\$ 299,251	\$ 309,036
Office Equipment Maintenance	-	-	-
Printing & Binding	1,250	1,250	1,450
Professional Associations	7,885	7,885	8,885
Travel & Training	16,000	16,000	16,000
Office Supplies	6,000	6,000	5,000
Specialized Supplies	2,000	2,000	2,000
Books & Periodicals	-	-	-
Total O&M	\$ 272,229	\$ 332,386	\$ 342,371
Totals	\$ 911,940	\$ 964,197	\$ 1,050,033

Comments

Professional services include USPP administrative support (\$10,000), WaterWise program support (\$46,000), and other lobbying/consulting services (\$60,000 for Triadvocates and \$30,000 for Steptoe & Johnson), \$10,000 for Darling Geomatics for endangered species legal support, \$43,562 for water attorney services with Sara Ransom, and \$69,474 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 2021	Budgeted FY 2022	Budgeted FY 2023
General	\$772,049	\$823,936	\$976,875
Sewer	\$198,862	\$176,558	\$232,452
Refuse	\$198,862	\$176,558	\$232,452
Total	\$1,169,773	\$1,177,052	\$1,441,779

Mission Statement

The Division provides quality, timely and accurate information and payments to our internal and external customers.

Description

The Finance Division is responsible for the integrity of the City's financial records. Finance provides management support through analysis and reporting on the City's fiscal transactions and monitors the City's compliance to statutes. It processes vendor payments and payroll. It bills the City's sewer, sanitation, ambulance, airport, fleet, and Fort IGSA customers. Finance is responsible for handling and administering all the City grants. It compiles and publishes the City's Consolidated Annual Financial Report (CAFR) and assists with the Annual Budget.

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

**Major Accomplishments**

1. Won the Government Finance Officer's Associations' Certificate of Achievement in Financial Reporting for the City's Fiscal Year Ending June 30, 2020 Comprehensive Annual Financial Report (CAFR), for the thirty-third consecutive year and submitted for the 2021 CAFR.

Goals

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

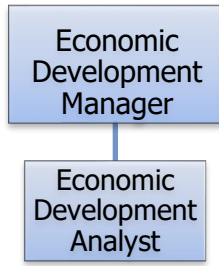
Finance

Expenditures	FY 2021 Budget	FY 2022 Budget	FY 2023 Budget
Salaries - Regular	\$ 570,291	\$ 604,973	\$ 678,230
Salaries - Part Time	35,125	35,125	69,106
Benefits	194,347	181,444	215,933
Total Personnel	\$ 799,763	\$ 821,542	\$ 963,269
Professional Services	\$ 208,260	\$ 190,760	\$ 318,760
Printing & Binding	1,500	1,500	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	8,000	8,000	4,000
Software	25,900	18,900	18,900
Books & Periodicals	500	500	500
Bank Fees	105,000	115,000	115,000
Total O&M	\$ 370,010	\$ 355,510	\$ 478,510
Totals	\$ 1,169,773	\$ 1,177,052	\$ 1,441,779



Comments

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



Vision

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

Mission Statement

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

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

Expenditure By Fund			
	Budgeted FY 2021	Budgeted FY 2022	Budgeted FY 2023
General	\$416,967	\$419,215	\$420,749
Grants	\$547,325	\$480,700	\$10,159,500
Total	\$964,292	\$899,915	\$10,580,249

Description

The Economic Development Division was created in FY14 as a result of the City Council’s adoption of a community-based economic development framework, the Plan for Prosperity. The plan was created to identify a strategy for enhancing the City’s role in growing and diversifying the local economy. More recently, the City Council established the Economic Development Framework’s six objectives providing a “whole of city” approach to the development of the economy. Five of the six objectives were included by council in the current strategic plan, the lone objective not included is focused on increasing the impact of retail and tourism from Mexico.

1. The City's overall economic development approach incorporates a multi-faceted approach to economic development providing strategies for attraction, retention and expansion and diversification of business as well as growing the community's own businesses through programs that support and enhance entrepreneurship. While unmanned aerial systems, healthcare, government contracting, and trade



with Mexico are still targeted sectors, attraction efforts focus on aviation related businesses and the development of the municipal airport.

2. Using the completed Airport Study April 2018, the division has completed the initial step of redeveloping the airport by preparing the remaining 13 acres of undeveloped land. Additionally, the division oversaw the installation of a new municipal airport sign during the previous fiscal year setting conditions for growth. Next steps will include partnership with Fort Huachuca on joint airport planning which will lead to additional growth in users of the airfield while preserving the fort’s primary training and testing mission.
3. Tourism, to include sports tourism is a key complimentary element to Economic Development. The division is working with Parks and Recreation and the Marketing and Public Affairs Division to maximize the buying power of the City’s marketing and sales products through a combined digital marketing effort this FY. Collectively staff will leverage the successes of the previous fiscal years in tournaments and unique events such as the El Tour de Zona for an even larger economic impact.

Support of Fort Huachuca continues to be a high priority in coordination with the Huachuca 50 and Cochise County. Retaining and increasing missions are emphasized as well as educating elected and military staff to the importance the Fort plays in American security. In all areas, the City will continue to leverage its economic development partnerships, working with local, regional, statewide, and national organizations. These partnerships will continue to be increased in areas such as education and workforce development.

City Council Strategic Plan Initiatives
<ul style="list-style-type: none"> • Enhance and improve Economic Development infrastructure. <ul style="list-style-type: none"> ○ Explore different technologies and partnerships relevant to economic development and expand where appropriate, such as broadband and 5G availability, EV stations, and relevant reemerging technologies. • Maximize the economic impact of the municipal airport. <ul style="list-style-type: none"> ○ Complete the site preparation of city-owned property at the airport. ○ Market the airport. ○ Explore potential for grants to assist in development. ○ Develop approach for adjacent 203 acres. • Complete the Joint Resource Utilization Study. • Explore the meaningful engagement of additional community partners.



Major Accomplishments

1. Significantly broadened regional and national media coverage of Sierra Vista's and the opportunities to relocate to our city leveraging the impact of teleworkers on our economy.
2. Continued to develop our partnership with the Sierra Vista Chamber of Commerce which sponsoring a small business thank you event with 58 business owners in attendance along with monthly business engagement events. This allows the staff to directly engage with business owners and managers to identify key concerns or issues impacting their business.
3. Continued partnership with the Hispanic Chamber of Commerce to enhance the visibility of the City and explore additional cross border business opportunities.
4. Continued collaboration with Ponderosa Hotel Management Services LLC in their development of the Tombstone Brewery on Garden Ave with expected opening late in 2022.
5. Oversaw the design / build project for a new EMS Substation located at 2051 S. 7th Street with an on-time completion beginning operations August 1, 2022.
6. Led the process to design and build a new Municipal Airport sign which was completed April 2022 to assist in the redevelopment of the airport.
7. In coordination with Fort Huachuca and the Office of Local Defense Community Cooperation (OLDCC) completed the Joint Resource Utilization Study (JRUS) June 2022 that will support the long-term viability of Fort Huachuca by identifying compatible issues and solutions.
8. Completed the staff work and proposal to create the economic development commission per the direction of city council with the first meeting in late 2022.
9. Assisted Community Development in the expansion of the West Sierra Vista Partnership program to include the commercial property on Fry Blvd, Garden Ave, and Wilcox to 5th Street.

Goals

Goal	Objectives
Elevate Sierra Vista’s economic development competitiveness.	<ul style="list-style-type: none"> • Continue to enhance marketing program to assist with the state and national exposure of ED opportunities within Sierra Vista. Synchronize economic development and tourism marketing and outreach along with our partners such as the Greater Sierra Vista Chamber, Hispanic Chamber, and the SBDC.
Retain and grow the City’s existing economic cluster industries.	<ul style="list-style-type: none"> • Continue and expand the efforts of the Ombudsman with a formal business retention program.



Economic Development Department

<p>Capitalize on Sierra Vista’s business, cultural, retail, and West End redevelopment.</p>	<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. • Focus on repurposing both vacant office buildings and large retail such as the old Sears building at the Mall.
<p>Maximize studies such as the JRUS and airport diversification study.</p>	<ul style="list-style-type: none"> • Partner with Fort Huachuca, Cochise County, and other stakeholders to identify potential solutions and best practices in support of the community and military missions. Leverage the potential of the municipal airport with tenants that support the fort’s overall mission while providing an economic benefit to the city.
<p>Continue to implement identified strategies to support expanding housing options and hotels to support both the Army mission as well as sports tourism.</p>	<ul style="list-style-type: none"> • Meet and coordinate with the Fort Huachuca housing office to support the housing allowance growth as well as engagement with developers for future expansion • Develop and implement strategies that focus on workforce development, research and development, and business development.



Economic Development

Expenditures	FY 2021 Budget	FY 2022 Budget	FY 2023 Budget
Salaries - Regular	\$ 191,559	\$ 203,193	\$ 207,151
Benefits	46,170	48,884	42,753
Total Personnel	\$ 237,729	\$ 252,077	\$ 249,904
Professional Services	\$ 535,325	\$ 468,700	\$ 159,500
Economic Development	118,350	102,850	111,850
Land & Building Rental	-	-	-
Advertising	27,658	27,658	27,000
Printing & Binding	1,000	4,400	1,000
Professional Associations	4,130	4,130	4,595
Travel & Training	38,700	38,700	25,000
Office Supplies	1,000	1,000	1,000
Books & Periodicals	400	400	400
Total O&M	\$ 726,563	\$ 647,838	\$ 330,345
Infrastructure	\$ -	\$ -	\$ 10,000,000
Total Capital	\$ -	\$ -	\$ 10,000,000
Totals	\$ 964,292	\$ 899,915	\$ 10,580,249

Comments

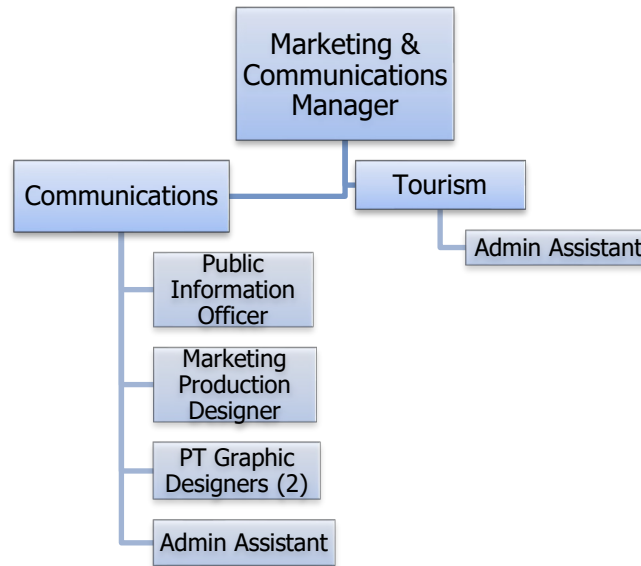
The Economic Development budget includes \$159,500 expected grant in support of the OEA's Joint Resource Utilization Study.

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

Advertising includes the annual promotional advertising, and trade show participation.



Marketing & Communications Division



Vision

Enhance Sierra Vista’s image through strategic communication efforts that promote City services, programs, and amenities to residents and visitors.

Mission Statement

Effectively communicate City news and information; promote Sierra Vista as a travel destination; encourage residents to become informed and involved with the community using public relations; marketing; advertising; social media; positive media coverage; and cooperation with local, regional and state organizations.

Expenditure By Fund			
	Budgeted FY 2021	Budgeted FY 2022	Budgeted FY 2023
General	\$680,211	\$751,155	\$801,974
Grants	\$0	\$0	\$24,460
Sewer	\$36,181	\$37,215	\$41,861
Refuse	\$7,237	\$7,443	\$8,372
Donations	\$545	\$285	\$285
Total	\$724,174	\$796,098	\$876,952

Description

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



City Council Strategic Plan Initiatives

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

Major Accomplishments

1. Expanded the presence of Sierra Vista as a business and visitor destination by developing collaterals, assisting with, and participating in, industry events and media events, and providing personnel support for other divisions and departments as needed.
2. Partnered with the Economic Development division to increase awareness of Sierra Vista as a potential location for business relocation and expansion, focusing on lifestyle amenities and business opportunities.
3. Created and produced comprehensive promotional and marketing materials for all other City divisions and departments, including but not limited to: Henry F. Hauser Museum programs and display banners; Vista Transit literature with updated route and schedule information; Sports Division programs and events; Economic Development advertising and copywriting; Spotlight Breakfast; Arizona League of Cities and Towns showcase; and others.
4. Produced three issues of *Vistas*, the City’s printed newsletter. The schedule was modified in FY22 because of the shut-downs due to COVID-19. A special edition included a focus on the West Fry/North Garden Streetscape Revitalization



project, while other issues showcased public events to encourage public participation, post-COVID.

5. Served in a leadership role for the Cochise County Tourism and Economic Council, including filling the roles of fiscal agent, treasurer, and board member. Provided marketing collateral, including copy editing, graphic design, and video.
6. Leveraged partnership with many tourism partners, including neighboring communities, Cochise County Tourism and Economic Council, Arizona Office of Tourism, Sierra Vista Area Chamber of Commerce, Sierra Vista Hispanic Chamber of Commerce, Arizona Trail Gateway Community Association, and others.
7. Worked with City departments to facilitate more involvement in generating social media content and continued to grow audience on social media platforms. Worked with Parks & Leisure to launch a department-specific Facebook page.
8. Maintained consistent social media efforts for the municipal Facebook and Instagram accounts. The municipal Facebook page is now followed by more than 15,200 people; the Police, Fire, and EMS page is now followed by about 8,600 people; the Library page is now followed by nearly 4,700 people. The Visit Sierra Vista page is now followed by 20,800 people. The City's Instagram account has about 2,700 followers; a Visit Sierra Vista account was launched in October 2019 and currently has more than 700 followers.
9. Expanded use of EngageSierraVista.gov website, which was launched in September 2020. Consistently updated and expanded project postings. Site now has 507 registrants.
10. With increasing demands for social media accounts, the MarCom division implemented HootSuite to better manage all accounts with aid from other departments.
11. Began redeveloping the website, SierraVistaAZ.gov. VisitSierraVista.com will be rolled into the municipal site as a microsite. The project is anticipated to be completed by the end of FY21-22.
12. Earned the second-place award in its category from 3CMA (City-County Marketing Association), a national industry association, for the Save the Santas project, which included replacing the Old World Santas, garnering public support, and launching the maintenance campaign funded with ornament sales.
13. Awarded a grant from the Arizona Office of Tourism in the amount of \$19,388.10 to develop and launch an online Adventure Guide (visitor guide) using an app interface. The grant will cover a subscription to the service for two years and offset costs for a printed attractions map, replacing the current 32-page, printed Adventure Guide.

**Goals**

Goals	Objectives
Expand use of video communications	<ul style="list-style-type: none"> Hire media professional to take leadership for this goal, and provide industry expertise Expand B-roll library
Enhance engagement with residents and visitor audiences	<ul style="list-style-type: none"> Further develop the Engage.SierraVistaAZ.gov site Explore and leverage innovative media
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"> Develop and implement 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

Prior years' reports included % positive interaction on Facebook. Under Facebook's new interface, "Meta," this data point is no longer provided. This data point has been removed from the tables below.

<i>Public Affairs</i>	FY 18/19	FY 19/20	FY 20/21	FY 21/22
Total page views, SierraVistaAZ.gov ^a	932,769	956,968	744,334 ^c	1,042,809
Change in B-roll quantity				+18.19%
Expand event marketing ^c			\$24,300	\$37,000
EngageSierraVista registered users			0	507

<i>Tourism</i>	FY 18/19	FY 19/20	FY 20/21	FY 20/21
Total Page Views, VisitSierraVista.com ^a	4,453	1,696	1,546	127,630
Total Hospitality Tax Revenue ^b : Tourism Investment	22.16 : 1	51.31 : 1	30 : 1	10.76 : 1
Extended Stay Tax Revenue ^b	\$866,603	\$1,099,753	\$1,700,237	\$405,384
Restaurant & Bar Tax Revenue ^b	\$2,299,458	\$2,422,633	\$2,451,519	\$975,810

a) For the period May 1-April 30.

b) For the period April 1-March 30.

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



Marketing & Communications Division

d) This page, formerly called "Library," was renamed as "City of Sierra Vista Parks, Recreation, and Special Events," in Nov. 2021. This deleted "Library" data. Data is for Nov. 2021-April 2022 only.

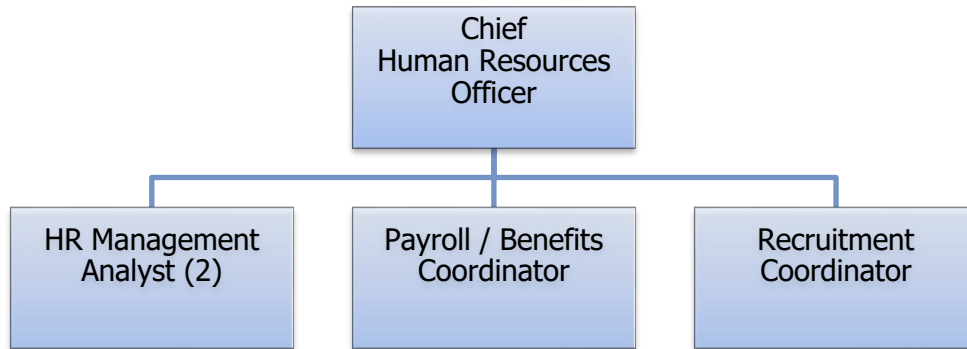
c) Change in expenditure indicates ability to increase marketing efforts by reaching greater geographic markets and increasing saturation.

Marketing & Communications/Tourism

Expenditures	FY 2021 Budget	FY 2022 Budget	FY 2023 Budget
Salaries - Regular	\$ 304,938	\$ 318,301	\$ 351,183
Salaries - Part Time	73,225	73,225	75,500
Benefits	114,899	123,382	121,749
Total Personnel	\$ 493,062	\$ 514,908	\$ 548,432
Professional Services	\$ 11,100	\$ 66,100	\$ 21,787
Office Equipment Maintenance	-	-	-
Advertising	104,652	109,280	185,300
Printing & Binding	50,000	50,200	50,638
Professional Associations	23,700	21,150	36,150
Travel & Training	16,650	11,400	3,150
Office Supplies	1,195	600	935
Specialized Supplies	18,950	17,735	25,900
Event Supplies	4,450	4,450	4,350
Books & Periodicals	415	275	310
Total O&M	\$ 231,112	\$ 281,190	\$ 328,520
Totals	\$ 724,174	\$ 796,098	\$ 876,952

Comments

MarCom is working closely with Economic Development and joining forces to cut costs while making the most out of the two budgets.



Expenditure By Fund			
	Budgeted FY 2021	Budgeted FY 2022	Budgeted FY 2023
General	\$488,712	\$1,065,825	\$1,094,106
Sewer	\$61,089	\$139,478	\$140,730
Refuse	\$61,089	\$139,478	\$140,730
Total	\$610,890	\$1,344,781	\$1,375,566

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 contribution, 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 2019, 2020 & 2021 Annual Service Awards Luncheon was held on April 22, 2022. For all three years, 197 employees were recognized for their 3, 5, 10, 15, 20, 25 and 35 years of service. These employees represent a combined total of 1806 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. 33 employees participated.
 - Cardiac and Organ Screenings - composed of different areas of the body. They checked the Carotid Artery for stroke, Peripheral Artery Disease (PAD), Liver, Abdominal Aortic Aneurysm, Thyroid, Gall Bladder, Kidneys and Osteoporosis. 75 employees participated.
 - Prostate Screenings - 10 employees participated.
 - Vaccination Clinic - for influenza. There was a total of 97 vaccinations given.
 - Mammogram Screenings - 35 employees participated.
 - Skin Cancer Screenings - in progress.
4. Seven employees participated in the City’s Education Assistance Program.

Goals

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



	with comparable classifications outside the organization by performing evaluations on several classes of employees each fiscal year.
Provide a work environment that promotes employee job satisfaction.	<ul style="list-style-type: none"> • Conduct internal citywide training. • Review and revise performance appraisal document.
Provide a structure for employees to plan for benefit, career, and retirement options.	<ul style="list-style-type: none"> • Communicate education requirements for career advancement; promote the City's Education Assistance Program.

Performance Measures

	FY 16/17	FY 19/20	FY 20/21	FY 21/22
Average days to fill Full-time Position	77	90	68	107
Number of Full Time Positions Filled	68	77	63	63
Number of Part Time Positions Filled	84	60	21	56
Number of Internal FT Job Recruitments	14	27	22	11
Number of External FT Job Recruitments	26	37	28	32
Number of Applications Processed	2502	2190	1286	1450
Percentage of minority applicants	41%	40%	43%	38%
Percentage of minority offered Full Time positions	16%	16%	27%	22%
Employee Full Time Turnover Rate	9.71%	13.04%	10.32%	15.05%
*Without Retirements	7.77%	11.88%	8.03%	11.42%
Employee Part Time Turnover Rate	55.04%	58.94%	49.44%	51.57%
Number of Volunteers	716	528	243	219
Number of Volunteer Hours	21,710	17,362	10,205	12,344
Value of Volunteer Services	\$500,850	\$428,668*	\$291,251*	\$369,703*

* Updated volunteer in kind rate to \$29.95 per the BLS.



Human Resources

Expenditures	FY 2021 Budget	FY 2022 Budget	FY 2023 Budget
Salaries - Regular	\$ 346,627	\$ 368,367	\$ 409,101
Salaries - Part-Time	39,059	39,059	40,295
Benefits	106,920	725,654	728,591
Employee Programs	63,910	63,910	66,018
Total Personnel	\$ 556,516	\$ 1,196,990	\$ 1,244,005
Professional Services	\$ 35,000	\$ 116,730	\$ 100,000
Office Equipment Maintenance	-	-	-
Insurance	-	9,700	9,700
Advertising	1,000	1,000	1,000
Printing & Binding	1,000	1,000	500
Professional Associations	3,049	3,061	3,061
Travel & Training	10,800	10,800	10,800
Office Supplies	2,500	3,000	4,000
Specialized Supplies	1,025	2,500	2,500
Books & Periodicals	-	-	-
Total O&M	\$ 54,374	\$ 147,791	\$ 131,561
Totals	\$ 610,890	\$ 1,344,781	\$ 1,375,566

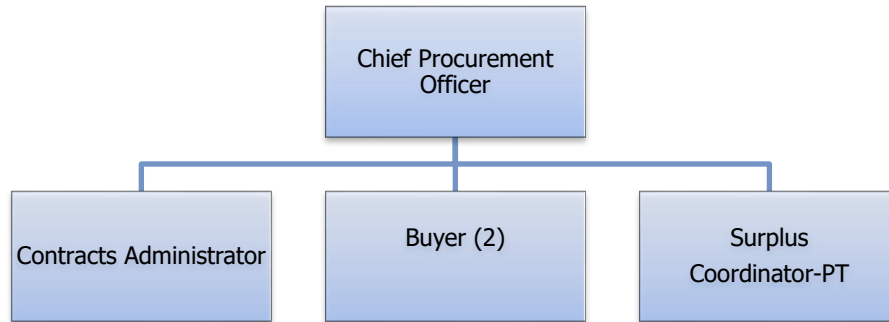
Comments

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

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

Insurance expenditures 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 2021	Budgeted FY 2022	Budgeted FY 2023
General	\$254,900	\$280,055	\$306,967
Sewer	\$49,563	\$54,455	\$59,688
Refuse	\$49,563	\$54,455	\$59,688
Total	\$354,026	\$388,965	\$426,343

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 budget.



Major Accomplishments

1. Conducted six (6) sessions of staff training in Procurement Basics, Policy, and P-cards. A total of 86 staff, including SEACOM, CCTEC attended.
2. Added two more Cooperative Purchasing Agreements (NCPA and TIPS) to our catalog of available cooperatives in order to increase cost savings and improve efficiencies.
3. Collaborated with Department Heads to develop an Excel worksheet called "Developing a true cost (estimate) for New Construction of Buildings" to help us calculate and budget more accurately for new vertical construction projects.
4. Created a Quick Reference Guide so departments can quickly look up our procurement policies at their fingertips.
5. Exceeded \$160,000 in surplus equipment auction revenue, over previous years which averaged \$80,000 – \$130,000.

Goals

Goals	Objectives
Increase efficiencies in the bidding of projects and services.	<ul style="list-style-type: none"> • Continue to utilize technology and e-procurement strategies in order to market bidding opportunities to a larger vendor base. • Collaborate with other local cities on best practices in order to improve City of Sierra Vista's operations. • Continue to improve communication and coordination with vendors and other City Departments. • Utilize alternative bidding methods to reach the city's budget and deadline goals for each construction project.
Actively engage local vendors in an effort to increase the procurement of local goods and services.	<ul style="list-style-type: none"> • Attend and speak at meetings/forums focused business development to provide education to local business owners/operators on how to work together. • Educate local businesses on how to participate on state, federal, and other municipal contracting opportunities as well as Disadvantaged Business Enterprise (DBE) certification through outreach and office hours. • Make sure local vendors know about our new e-procurement software and its notification functions.



Procurement Division

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.

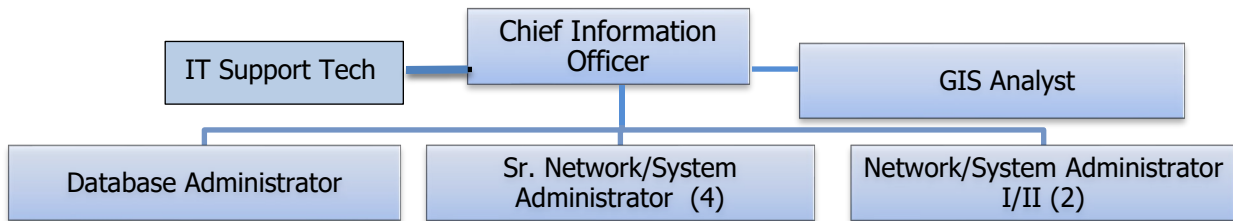
Performance Measurements

Performance Measures	FY 18/19	FY 19/20	FY 20/21	FY 21/22
Percentage of total dollars spent within Cochise County:	17%	17%	22%	33%
Percentage of total dollars spent with Sierra Vista businesses:	6%	6%	13%	22%
Percentage of dollars spent with Arizona businesses for purchases less than \$50,000.00:	57%	55%	56%	51%
Surplus auction revenue:	\$77,062	\$61,440	\$131,696	\$163,488
Purchasing Card Program Usage:	\$3.08M	\$3.3M	\$2.53M	\$2.56M



Procurement

Expenditures	FY 2021 Budget	FY 2022 Budget	FY 2023 Budget
Salaries - Regular	\$ 249,198	\$ 271,814	\$ 302,835
Salaries - Part-Time	\$ 13,902	\$ 13,902	\$ 13,902
Benefits	76,966	89,289	95,246
Total Personnel	\$ 340,066	\$ 375,005	\$ 411,983
Office Equipment Maintenance	\$ -	\$ -	\$ -
Printing & Binding	500	500	500
Professional Associations	1,735	1,735	2,760
Travel & Training	10,000	10,000	9,600
Office Supplies	1,250	1,250	1,000
Specialized Supplies	275	275	300
Books & Periodicals	200	200	200
Total O&M	\$ 13,960	\$ 13,960	\$ 14,360
Totals	\$ 354,026	\$ 388,965	\$ 426,343



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 2021	Budgeted FY 2022	Budgeted FY 2023
General	\$2,261,593	\$2,597,890	\$3,076,242
HURF	\$0	\$0	\$0
Sewer	\$249,543	\$263,399	\$307,940
Refuse	\$249,543	\$263,399	\$307,940
Total	\$2,760,679	\$3,124,688	\$3,692,122

Mission Statement

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

Description

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

1. E-Services

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

2. Application Management and Support

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



3. End User Support Services

These services support the customers that use the technology systems provided by the division. They include technical training, technical support services, and helpdesk assistance. IT continues to streamline internal processes and support in order to continue providing outstanding service in the midst of shrinking budgets and increasing demands. Investing in and deploying easy-to-use technology is not only beneficial to the user; it 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. In continuing with our goal of promoting technology to improve municipal services to the community, IT coordinated and managed the upgrade of two classrooms and the main conference room at Fire Station 3. These classrooms are used by the city as well as other agencies throughout the community to host events and provide information/training. The upgrade consisted of replacing old audio-visual technology with new equipment that meets current industry standards for providing virtual meetings, collaboration, and mobility requirements. These new features allow users to connect with other agencies virtually anywhere in AZ and beyond.
2. Coordinated with the PD to upgrade and modernize their Crime/Lemis reporting database with a better user interface and more wide-ranging reporting system. Thus, allowing PD to run reports without the assistance of IT.



3. Carried out the upgrade for new high speed wireless radio links at Cove, Transit and Sports Center. These links replaced old outdated and slower radios with higher speed and more secure devices, increasing uptime and connectivity to the main datacenter.
4. Completed a comprehensive upgrade City's ERP Financial system, to include Munis, TCM, Cashiering, Executime and the Customer Service Portal (CSS). The CSS portal now allows for more payment options increasing efficiency when making web payments for city services. Additionally, Tyler Hub and Identity were installed, which imparts another layer of security to our public facing Tyler applications.
5. Collaborated with PD to upgrade their AZ DPS AFIS network for intoxilyzer device in booking. This gives PD a new modern device with more features.
6. Partnered with City Clerk to add closed caption for Cox feed in the Council Chambers and currently working to add the same capabilities to the YouTube Live feed for those viewing on the web.
7. Worked with USPP to move old web site data to a new hosting service for new WHIP web site. Additionally, partnered with Economic Development to provide City of Sierra Vista ArcGIS portal access to the JRUS team, they were developing a GIS web-based story map and an interactive mapping tool for the public to identify locations of issues to be considered for the study.
8. Installed a people counter system at the SVPL to include running all necessary cabling and mounting of cameras, ensuring proper function of the counters. This system will provide data to the library on how many people are visiting the library.
9. Collaborated with PRL to leverage our SharePoint capabilities to design an application that allows the public to apply for a Special Event Permit online, in addition to, having internal workflow that routes the permit process to the appropriate personnel/department. This creates efficiencies, reduces approval time, and eliminates paper footprint.
10. Worked with PD on implementing and installing new hardware/software required to interface to AZTRACS for E-Citations. IT is currently in the testing phase of both the hardware and software, which is installed on a few test vehicles. This is the same program that AZDPS uses.
11. Remain focused on improving communications and other areas that may affect the organizations mission and goals. In addition, we are always searching for new methods to improve services and save money thru innovative thinking. We



Information Technology Division

continue to work with the City Streets division to implement the new traffic signal system. This adaptive signaling, will improve the city’s traffic patterns and allow for more automated processing of traffic flow. New hardware was setup and installed and new software uploaded.

- 12. Partnered with University of AZ to successfully implement and run a Cyber Security campaign, that granted U of A Cyber students real world hacker opportunities by using city employees as potential targets. Students then pretended to be hackers attempting to access and infiltrate the city network and physical security. This initiative received 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. Applied for and received two Cyber Security software applications via grants from the state Cyber Security department. These applications will serve to harden our IT systems security and eventually may reduce our cyber insurance rates. We have another grant award pending and this will save the city about \$11,000 annually, as it will replace an application we currently utilize.
- 14. IT remains steadfast with maintaining, improving, and enhancing the City’s Cyber Security portfolio. We constantly monitor for risk of nefarious threats and network vulnerabilities by utilizing both modern software and hardware solutions. In addition, we provide constant education to our employees, thereby maintaining alertness regarding our IT infrastructure and how to recognize potential threats. 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 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	<ul style="list-style-type: none"> • Partner with City departments to offer more online services and/or Web portals



Information Technology Division

and improve municipal services to the community, while maintaining a secure, modernized, and sustainable IT infrastructure.	<p>facilitating citizen/employee interaction with City Hall.</p> <ul style="list-style-type: none"> • 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
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

	FY17/18	FY18/19	FY19/20	FY20/21	FY21/22
Work Orders Processed:					
Emergency/High in nature	468	522	585	451	272
Above routine/routine in nature	2532	3001	3509	4059	4430
Other requests not high in nature nor routine	117	127	142	119	129

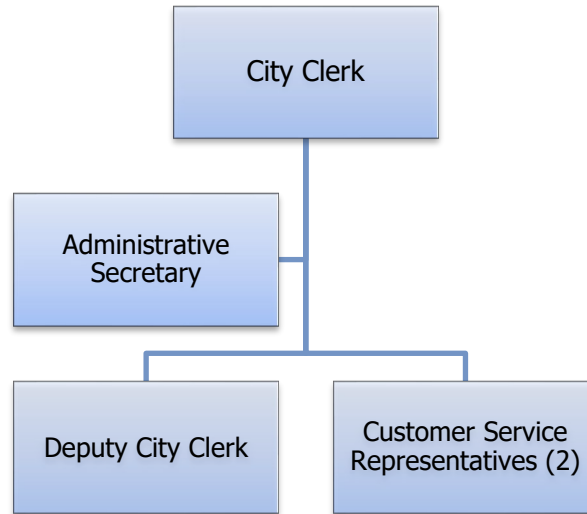


Information Technology

Expenditures	FY 2021 Budget	FY 2022 Budget	FY 2023 Budget
Salaries - Regular	\$ 694,029	\$ 735,139	\$ 863,682
Salaries - Overtime	2,000	2,000	2,000
Salaries - Part Time	12,168		-
Benefits	200,201	222,878	253,699
Total Personnel	\$ 908,398	\$ 960,017	\$ 1,119,381
Professional Services	\$ 63,000	\$ 76,000	\$ 90,020
Office Equipment Maintenance	861,776	1,014,826	1,179,926
Professional Associations	400	400	400
Travel & Training	24,000	24,000	24,000
Telephone	400,000	390,000	375,000
Office Supplies	9,200	9,200	9,200
Specialized Supplies	167,300	110,100	222,500
Software	61,005	49,095	79,645
Books & Periodicals	350	350	350
Total O&M	\$ 1,587,031	\$ 1,673,971	\$ 1,981,041
Infrastructure	\$ -	\$ -	\$ -
Machinery & Equipment	265,250	490,700	591,700
Total Capital	\$ 265,250	\$ 490,700	\$ 591,700
Totals	\$ 2,760,679	\$ 3,124,688	\$ 3,692,122

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 2021	Budgeted FY 2022	Budgeted FY 2023
General	\$441,995	\$456,177	\$506,108
Sewer	\$9,506	\$9,811	\$10,609
Refuse	\$23,763	\$24,525	\$27,195
Total	\$475,264	\$490,513	\$543,912

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 21-22 despite the challenges presented by the pandemic.

Goals

Goals	Objectives
Records Management.	<ul style="list-style-type: none"> • Continue Development of a City-wide record management policy. • Continue expansion of document imaging program, utilizing the Tyler Content Management Program, to other departments in City Hall while evaluating other departments for future implementation. • Continue submission of applications for designation of digital records as official records to expand the City Scan and Shred program.
Risk Management	<ul style="list-style-type: none"> • Continue to Review and Evaluate Claims and Accident records for Opportunities to Improve Employee Safety
Continue Development of a City-Wide Civil Rights Program for Title VI and ADA	<ul style="list-style-type: none"> • Obtain approval of City-Wide ADA and Title VI Plan including the Preparation of a City Infrastructure, Asset and Building Inventory to evaluate ADA accessibility and needs. (Joint project with Community Development)
Continue improving the level of customer service provided by the department in all aspects of our duties.	<ul style="list-style-type: none"> • Continue to provide training opportunities for staff to improve the level of services provided. • Work with various departments to obtain input and suggestions regarding procedures to ensure we achieve the highest level of service possible.



Performance Measurements

	FY16/17	FY17/18	FY18/19	FY20/21	FY21/22
New Business Licenses Issued	282	333	226	264	338
Liquor Licenses Issued	36	54	43	27	73
Number of Requests for Documents	486	431	536	458	581
Claims or Potential Claims by or against the City	86	83	79	68	34
Vehicle Accident Review Board Cases	41	40	45	40	50

City Clerk

Expenditures	FY 2021 Budget	FY 2022 Budget	FY 2023 Budget
Salaries - Regular	\$ 260,936	\$ 271,130	\$ 301,431
Salaries - Part Time	-	-	-
Benefits	88,743	91,298	96,696
Total Personnel	\$ 349,679	\$ 362,428	\$ 398,127
Professional Services	\$ 102,500	\$ 57,500	\$ 87,500
Postage	-	25,000	25,000
Advertising	-	20,000	15,000
Printing & Binding	4,500	4,500	3,000
Professional Associations	2,085	2,085	1,085
Travel & Training	5,000	5,000	2,700
Office Supplies	4,000	6,500	4,000
Books & Periodicals	7,500	7,500	7,500
Total O&M	\$ 125,585	\$ 128,085	\$ 145,785
Totals	\$ 475,264	\$ 490,513	\$ 543,912

Comments

Professional Services includes Election Costs on a Bi-Annual Basis. FY23 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, the City Attorney 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 2021	Budget FY 2022	Budget FY 2023
General	\$316,559	\$481,580	\$574,851
Judicial	\$300	\$300	\$300
Total	\$316,859	\$481,880	\$575,151

Magistrate Court

Description

The Sierra Vista Magistrate Court provides all administrative and judicial support required by law to operate a non-record court in Arizona, including the processing and adjudication of criminal traffic, civil traffic, juvenile traffic, misdemeanors, city ordinances, juvenile alcohol offenses, orders of protection, injunctions prohibiting harassment, collection of fines and bonds, scheduling of trials (jury, non-jury), and scheduling of civil hearings. The court is also responsible for issuing warrants, summonses, and subpoenas based on filed complaints. The court also provides administrative and clerical support for prosecuting attorneys. Other public services provided include registering people to vote, witnessing ballots when applicable, and releasing information to the public, armed forces, police agencies, and other courts.

This service is currently provided through an intergovernmental agreement with Cochise County.

The City also utilizes the Superior Court for jury trials.



Court & Legal

Expenditures	FY 2021 Budget	FY 2022 Budget	FY 2023 Budget
Salaries - Regular	\$ 112,500	\$ 112,500	\$ 143,773
Salaries - Part Time	3,000	3,000	52,500
Benefits	41,059	41,273	50,471
Total Personnel	\$ 156,559	\$ 156,773	\$ 246,744
Professional Services	\$ 160,300	\$ 325,107	\$ 325,107
Professional Associations	-	-	1,000
Travel & Training	-	-	2,300
Total O&M	\$ 160,300	\$ 325,107	\$ 328,407
Totals	\$ 316,859	\$ 481,880	\$ 575,151

Comments

Association memberships and travel & training were moved from the City Clerk’s budget into Legal’s.



Description - Debt Service

Debt Service is considered a general government expenditure because it is paid by the City as a whole and is not restricted to any one department.

Debt Service

Expenditures	FY 2021 Budget	FY 2022 Budget	FY 2023 Budget
Bond Principal	\$ 3,580,000	\$ 2,423,000	\$ 2,411,000
Bond Interest	340,794	278,373	1,213,081
Fiscal Agent Fees	-	2,500	7,500
Bond Issuance Costs			250,000
Other Debt Principal	1,798,413	1,647,038	909,140
Other Debt Interest	137,667	98,280	56,174
Total Debt	\$ 5,856,874	\$ 4,449,191	\$ 4,846,895

Description - General Government

Expenditure By Fund			
	Budget FY 2021	Budget FY 2022	Budget FY 2023
General	\$843,506	\$428,240	\$476,866
Sewer	\$109,684	\$53,700	\$56,249
Refuse	\$109,684	\$53,700	\$56,249
HURF	\$33,967	\$26,850	\$28,125
H&A	\$4,434,500	\$4,434,500	\$4,434,500
Unemployment	\$25,000	\$25,000	\$25,000
Self-Insurance	\$100,000	\$100,000	\$100,000
Total	\$5,656,341	\$5,121,990	\$5,176,989



General Government

Expenditures	FY 2021 Budget	FY 2022 Budget	FY 2023 Budget
Benefits	\$ 679,341	\$ -	\$ -
Total Personnel	\$ 679,341	\$ -	\$ -
Professional Services	\$ 74,500	\$ 74,500	\$ 74,500
Insurance	455,000	599,990	694,989
Postage	-	-	-
Advertising	12,500	12,500	12,500
Office Supplies	-	-	-
Specialized Supplies	-	-	-
Bank Fees	-	-	-
Health & Accident Insurance	4,360,000	4,360,000	4,360,000
Unemployment Insurance	50,000	50,000	10,000
Self Insured Retention	25,000	25,000	25,000
Total O&M	\$ 4,977,000	\$ 5,121,990	\$ 5,176,989
Totals	\$ 5,656,341	\$ 5,121,990	\$ 5,176,989

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

- Implement a strategy to test for police officer candidacy at military installations.
- Continue partnering with Cochise College for training and education services.
- Design an expanded animal shelter in FY22 based on priority needs assessed in the 2020 needs assessment and construct the required expansion in FY23.
- Prioritize public safety visibility at community events and gatherings.

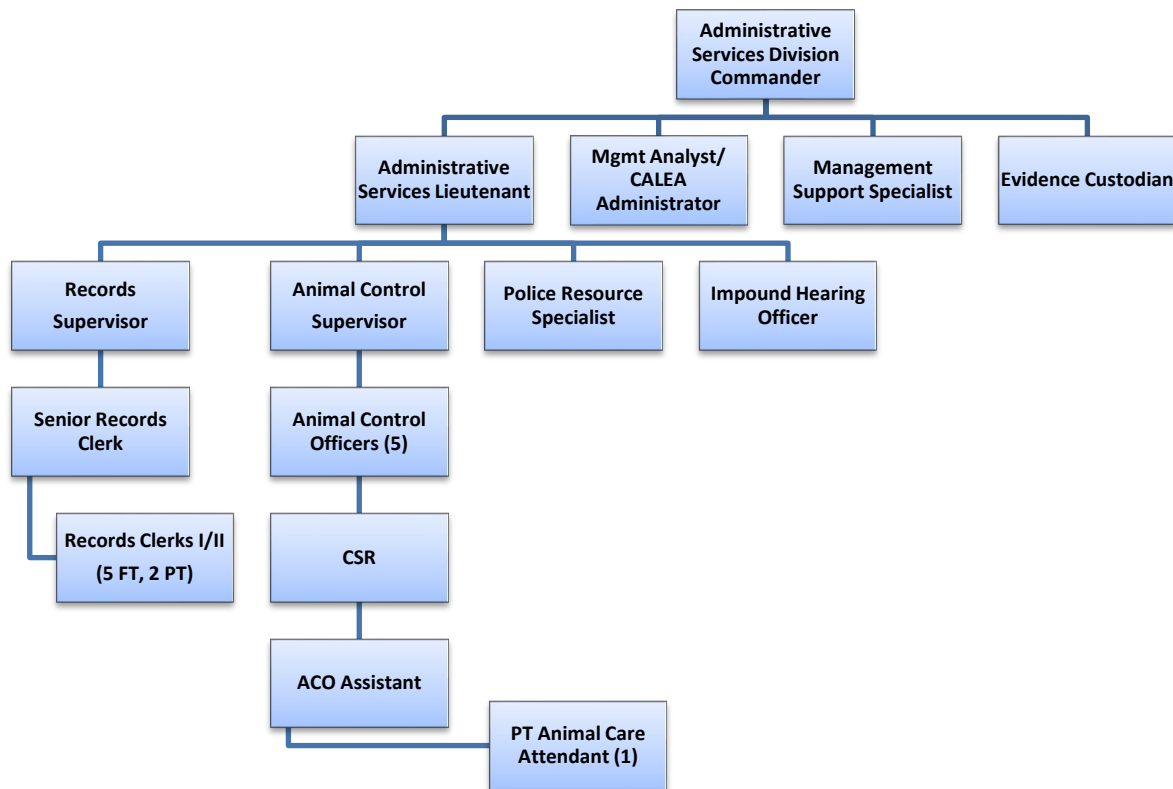


Police

Expenditures	FY 2021 Budget	FY 2022 Budget	FY 2023 Budget
Administration	\$ 1,543,028	\$ 1,607,522	\$ 1,940,562
Police Operations	8,483,915	8,827,094	9,527,884
Animal Control	433,935	470,600	501,242
Total Personnel	\$ 10,460,878	\$ 10,905,216	\$ 11,969,688
Administration	\$ 97,339	\$ 99,367	\$ 110,445
Police Operations	1,552,340	1,560,372	1,277,819
Animal Control	535,902	387,134	378,689
Total O&M	\$ 2,185,581	\$ 2,046,873	\$ 1,766,953
Administration	\$ -	\$ -	\$ -
Police Operations	1,155,000	1,655,000	673,000
Animal Control	-	2,200,000	2,218,000
Total Capital	\$ 1,155,000	\$ 3,855,000	\$ 2,891,000
Totals	\$ 13,801,459	\$ 16,807,089	\$ 16,627,641



Administrative Services



Mission

The Administrative Services Division provides management of those financial, physical, and human resources allocated by the City Council, while providing technical and records support.

	Expenditure By Fund		
	Budgeted FY 2021	Budgeted FY 2022	Budgeted FY 2023
General	\$1,626,887	\$1,693,091	\$2,034,981
Donations	\$13,480	\$13,798	\$16,026
Dev Fees	0	0	0
Total	\$1,640,367	\$1,706,889	\$2,051,007

Description

The Administrative Services Division manages the Department’s finances and provides service in public records maintenance, statistical tracking, communications, training, and new employee recruitment. In addition to the above responsibilities, the Administrative Services Division manages the Animal Control Section and coordinates policy development, volunteer services, and grant funding.



Goals

Goals	Objectives
<p>Community Confidence & Partnerships Improve and enhance partnerships within the community to further develop police and community relations.</p>	<ul style="list-style-type: none"> • Continue to develop and grow the Better Bucks Program in the Sierra Vista area. • Identify potential future partnerships with community stakeholders and build those relationships to improve coordination on efforts to enhance the quality of life in Sierra Vista.
<p>Human Resources Enhance our recruiting and retention programs to fulfill the department’s mission of providing the highest level of police services to the community.</p>	<ul style="list-style-type: none"> • Develop and implement a comprehensive recruiting strategy inclusive of increased testing at military installations and enhance a robust social media recruiting presence in targeted areas.
<p>Productivity Maintain a Department FBI Uniform Crime Report (UCR)/National Incident Based Reporting clearance rate of not less than 30% and a recovery rate for stolen property of not less than 35% by promoting activities and programs which improve efficiency.</p>	<ul style="list-style-type: none"> • Establish a Quality Review Committee to improve upon internal processes and quality policing practices.
<p>Physical Resources & Technology Leverage technology to enhance delivery of police services and improve training efficiency.</p>	<ul style="list-style-type: none"> • Expand the use of on-line training modules and other training programs that offer a more efficient delivery of training material.

Major Accomplishments & Performance Measures Achieved on FY22 Objectives

1. Fully transitioned crime reporting from U.C.R. to N.I.B.R.S. as mandated by the Federal Bureau of Investigation. This successful transition required stringent compliance checks.
2. Participated in police recruiting events targeting military members at Fort Bliss, TX and in Phoenix, AZ.
3. Successfully underwent an annual CALEA file review to ensure policy compliance with best standards.



Police Administration

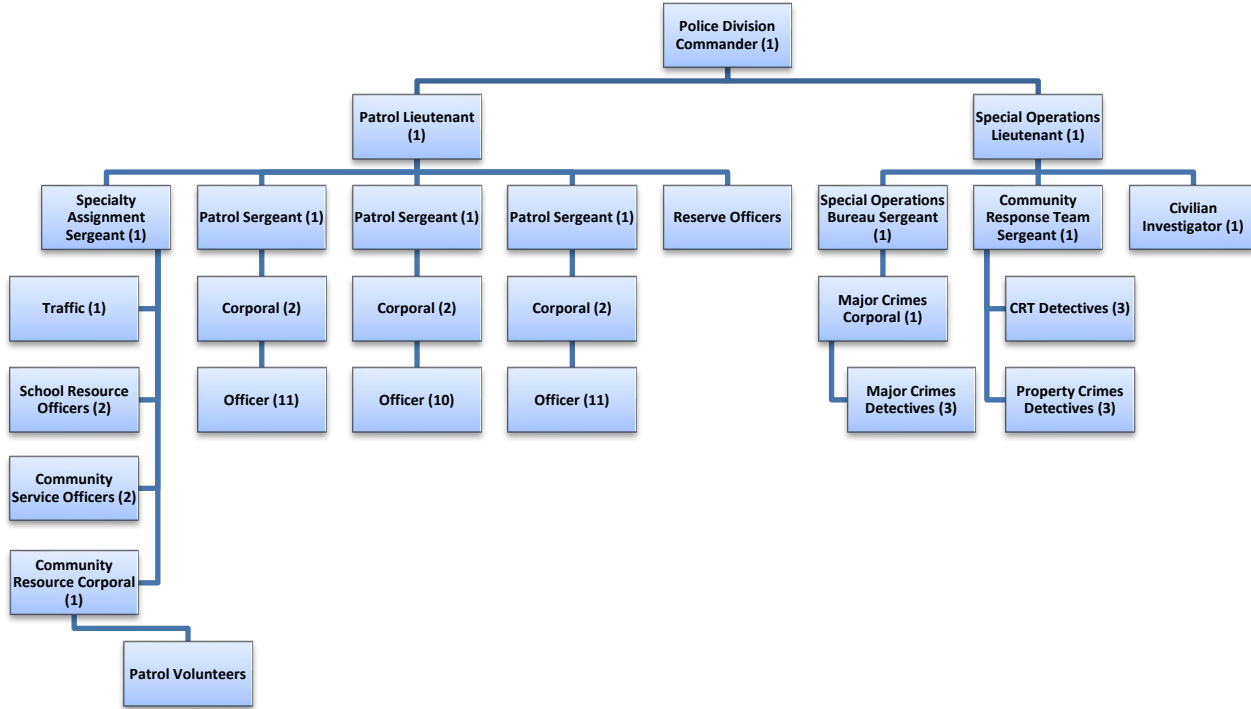
4. Two Citizen Police Academy sessions were completed in 2021, with a total of 32 graduates.
5. The Records Section processed 3,329 Misc. Offense Reports and 533 CRASH Reports in 2021.
6. The Evidence Section had an intake of 3,327 items submitted in 2021.
7. A grant from the Governor’s Office of Highway Safety was fully utilized for the purchase of printers, scanners, and associated equipment for all patrol officers, aiding in the implementation of the AZTraCS platform.
8. Six new officers were hired in 2021.

Administration

Expenditures	FY 2021 Budget	FY 2022 Budget	FY 2023 Budget
Salaries - Regular	\$ 929,397	\$ 978,515	\$ 1,209,661
Salaries - Overtime	16,572	5,000	5,000
Salaries - Part Time	45,924	45,924	35,500
Benefits	551,135	578,083	690,401
Total Personnel	\$ 1,543,028	\$ 1,607,522	\$ 1,940,562
Professional Services	\$ 17,985	\$ 27,385	\$ 20,835
Equipment Maintenance	450	450	13,850
Professional Associations	1,725	2,185	2,185
Travel & Training	22,900	22,900	24,900
Office Supplies	19,000	19,000	19,000
Specialized Supplies	18,150	10,000	10,000
Books & Periodicals	3,649	3,649	3,649
Donations	13,480	13,798	16,026
Total O&M	\$ 97,339	\$ 99,367	\$ 110,445
Machinery & Equipment	\$ -	\$ -	\$ -
Total Capital	\$ -	\$ -	\$ -
Totals	\$ 1,640,367	\$ 1,706,889	\$ 2,051,007



Operations Division



Mission Statement

Consistent with the Department's overall mission, the Police Operations Division seeks to continue its partnership with the community in order to achieve the highest level of public safety service.

Expenditure By Fund			
	Budgeted FY 2021	Budgeted FY 2022	Budgeted FY 2023
General	\$10,851,426	\$11,597,137	\$11,105,874
PD Special	\$314,500	\$344,500	\$330,000
Grants	\$25,329	\$100,829	\$42,829
Capital	0	0	0
Total	\$11,191,255	\$12,042,466	\$11,478,703

Description

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

Goals



Goals	Objectives
<p>Productivity Maintain a Department FBI Uniform Crime Report (UCR)/National Incident Based Reporting clearance rate of not less than 30% and a recovery rate for stolen property of not less than 35% by promoting activities and programs which improve efficiency.</p>	<ul style="list-style-type: none"> Evaluate performance standards for departmental employees that ensure comprehensive police services. This will include the field training program, quarterly performance standards for all positions, and consistent use of Guardian Tracking.
<p>Human Resources Enhance our recruiting and retention programs to fulfill the department’s mission of providing the highest level of police services to the community.</p>	<ul style="list-style-type: none"> Engage the internal EQUIT Team to research and evaluate various officer retention strategies. Identify the feasible options and generate a proposal for implementation. Research and evaluate career development opportunities to assist department members in meeting individual career goals and preparing qualified members for promotional opportunities.

Major Accomplishments & Performance Measures Achieved on FY22 Objectives

- In calendar year 2021 the Department had a clearance rate of 43.90% and a recovery rate of 58.36% for Part I offenses.
- Successfully implemented the Better Bucks Program in the Sierra Vista area in partnership with other community stakeholders.
- The Sierra Vista Police Department continued its partnership with Cochise College and the Cochise County Sheriff’s Office to operate the Southeastern Arizona Law Enforcement Training Academy (SEALETA).
- Two new police canines, Jucon and Layla, were purchased and certified for official use by the Sierra Vista Police Department.
- SVPD officers continue to carry and deploy Narcan/Naloxone while on duty. In calendar year 2021 there were 12 deployments of Naloxone by SVPD officers resulting in 11 subjects surviving.
- Utilizing an overtime reimbursement grant issued by the Governor’s Office of Highway Safety, the Sierra Vista Police Department participated in 12 saturation deployments of the Southeastern AZ DUI Task Force, five MADD VIP details, and five aggressive driving deployments.



Performance Measures*

	CY 2018	CY 2019	CY 2020	CY 2021
UCR Part I Clearance Rate	33.98%	36.00%	45.26%	43.90%
Part I Recovery Rate	33.48%	30.29%	70.52%	58.36%
Public Highway Accidents	710	598	522	533

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

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

City of Sierra Vista Crime Statistics*

	CY 2018	CY 2019	CY 2020	CY 2021**
Homicide	3	2	1	4
Forcible Rape	24	14	4	20
Robbery	14	16	12	12
Aggravated Assault	64	99	64	71
Burglary	154	121	84	101
Larceny-Theft	924	807	765	513
Motor Vehicle Theft	45	63	40	49
Arson	2	3	23	1
Total	1230	1125	993	771
% Change	-14%	-8.5%	-11.7%	-22.3%

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

**Please note some changes in numbers are the result of the transition from UCR to NIBRS that took place in 2021.



Police Operations

Expenditures	FY 2021 Budget	FY 2022 Budget	FY 2023 Budget
Salaries - Regular	\$ 4,143,669	\$ 4,331,842	\$ 4,571,239
Salaries - Overtime	375,000	375,000	375,000
Salaries - Part Time	-	-	-
Benefits	3,965,246	4,120,252	4,581,645
Total Personnel	\$ 8,483,915	\$ 8,827,094	\$ 9,527,884
Professional Services	\$ 1,151,109	\$ 1,097,341	\$ 872,999
Professional Associations	1,176	1,476	1,476
Travel & Training	135,615	146,615	140,615
Specialized Supplies	263,690	314,190	261,979
Books & Periodicals	750	750	750
Total O&M	\$ 1,552,340	\$ 1,560,372	\$ 1,277,819
Machinery & Equipment	\$ 105,000	\$ 105,000	\$ 108,000
Vehicles	1,050,000	1,550,000	565,000
Total Capital	\$ 1,155,000	\$ 1,655,000	\$ 673,000
Totals	\$ 11,191,255	\$ 12,042,466	\$ 11,478,703

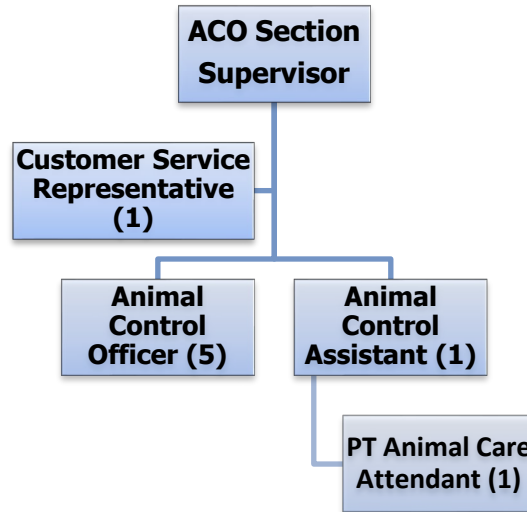
Comments

Benefits increased from FY22 to FY23 mainly due to increases in Public Safety Personnel Retirement System (PSPRS) contributions. The Professional Services budget line includes the City's contribution to the Southeastern Arizona Communications (SEACOM) center.

Machinery and Equipment contains RICO and grant funds. One half of the Specialized Supplies account is funded by grants and police special revenue.



Animal Control



Mission Statement

Provide quality service with regards to the control, apprehension, impoundment and disposition of the City's animal population. This will be accomplished by efficient and effective enforcement of state and local ordinances combined with public education.

Expenditure By Fund

	Budgeted FY 2021	Budgeted FY 2022	Budgeted FY 2023
General	\$576,186	\$2,817,480	\$2,873,122
PD Special	\$5,000	\$5,000	\$5,000
Donations	\$348,651	\$193,254	\$177,809
Grants	\$40,000	\$42,000	\$42,000
Total	\$969,837	\$3,057,734	\$3,097,931

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 Participate in the animal shelter expansion ensuring priority needs are met.</p>	<ul style="list-style-type: none"> Coordinate with other city departments and outside vendors on designing an optimal and functional facility expansion at the Nancy J. Brua Animal Care and Control Facility.

Major Accomplishments & Performance Measures Achieved on FY22 Objectives

1. A total of 14 special adoption clinics were held in calendar year 2021.
2. This year the completed surgical suite was utilized as a recovery room for animals during several spay/neuter clinics.
3. Redeemed 357 animals back to their owners in calendar year 2021.
4. Issued 2,162 dog licenses in 2021.
5. In calendar year 2021, a total of 496 animals were spayed/neutered at 13 clinics held at the shelter.
6. Selection processes took place for identifying the designer and prospective construction manager at-risk for the animal control facility expansion.

Performance Measures*

	CY 2018	CY 2019	CY 2020	CY 2021
Number of Animals Adopted	844	995	817	768
Calls for Service	4,144	3,813	3,383	3,492
Number of Animals Impounded	1,482	1,631	1,217	1,265

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

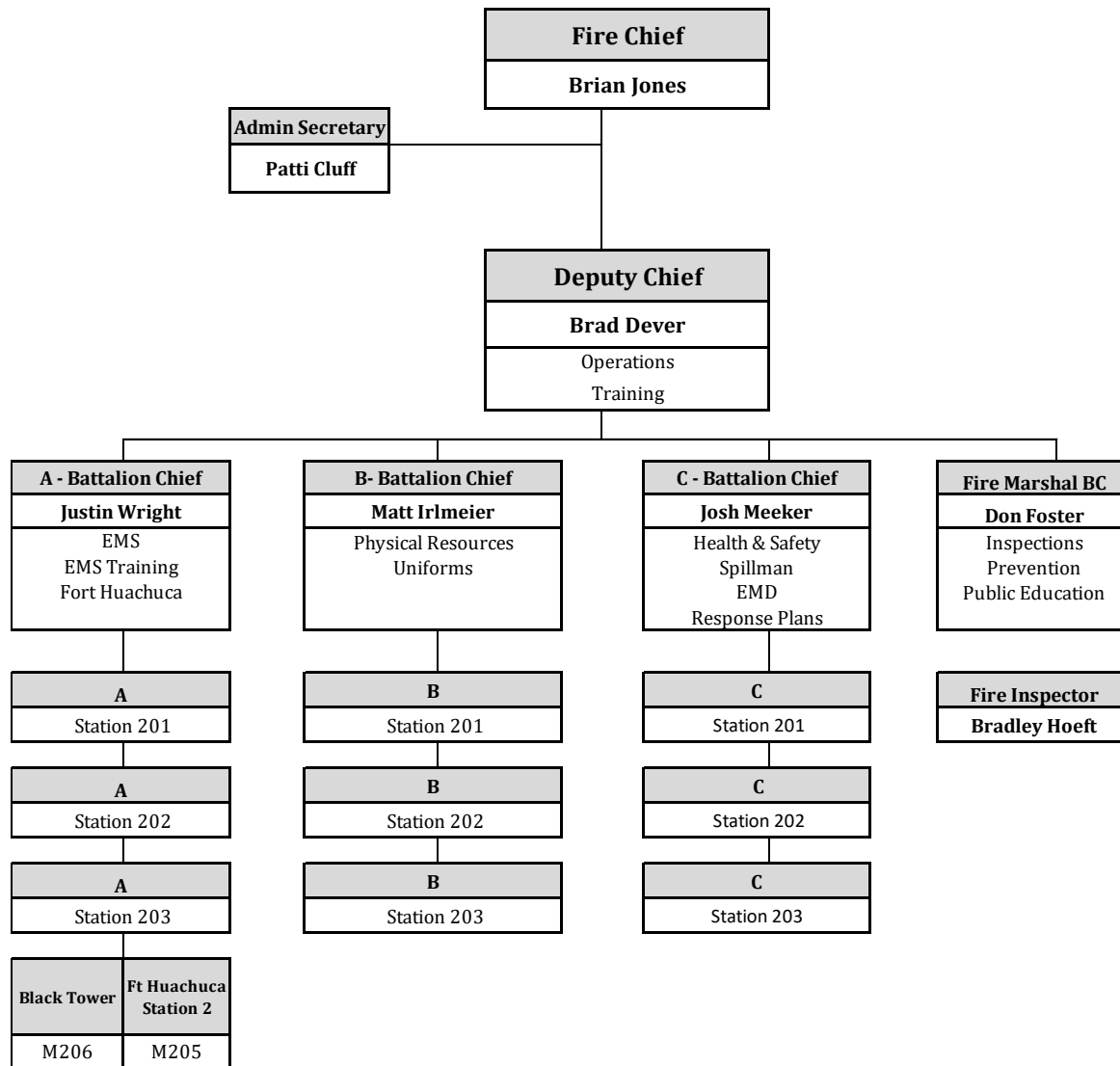


Animal Control

Expenditures	FY 2021 Budget	FY 2022 Budget	FY 2023 Budget
Salaries - Regular	\$ 317,610	\$ 328,247	\$ 364,148
Salaries - Overtime	8,835	8,835	8,835
Salaries - Part Time	-	-	-
Benefits	107,490	133,518	128,259
Total Personnel	\$ 433,935	\$ 470,600	\$ 501,242
Professional Services	\$ 66,720	\$ 68,720	\$ 74,720
Building Maintenance	8,796	8,796	8,796
Professional Associations	180	180	180
Travel & Training	14,000	10,000	10,500
Specialized Supplies	97,555	106,184	106,684
Donations	348,651	193,254	177,809
Total O&M	\$ 535,902	\$ 387,134	\$ 378,689
Buildings	\$ -	\$ 2,200,000	\$ 2,218,000
Machinery & Equipment	-	-	-
Total Capital	\$ -	\$ 2,200,000	\$ 2,218,000
Totals	\$ 969,837	\$ 3,057,734	\$ 3,097,931



SVFMS 2022 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 2021	Budgeted FY 2022	Budgeted FY 2023
General	\$7,836,469	\$10,155,860	\$10,003,805
Grants	\$582,000	\$2,552,894	\$1,830,676
Donations	\$5,150	\$4,696	\$4,506
Development Fees	0	0	0
Total	\$8,423,619	\$12,713,450	\$11,838,987

Mission Statement

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

Description

Sierra Vista Fire & Medical Services provides fire suppression, rescue, and emergency medical services; fire prevention services, including plan reviews, code compliance checks, fire investigations, and complete fire inspection services; and public education and community outreach programs. Our goal is to provide a wide range of programs designed to inform and educate the community on ways to improve quality of life by remaining safe from fires, medical emergencies, and other disasters.

City Council Strategic Plan Initiatives
<ul style="list-style-type: none"> • Improve the current levels of service in programs, services, and amenities provided by Sierra Vista. • Continue partnering with Cochise College for training and education services.

Major Accomplishments

1. City of Sierra Vista was 1 of 16 entities to receive the Defense Community Infrastructure Pilot Program (DCIP) grant. The grant enables an EMS sub-station to be constructed at the corner of 7th Street and Buffalo Soldier Trail. Station construction is well underway. Time period for fully operations is late June early July.
2. PRO Q/A, an emergency dispatch software that allows for dispatchers to give pre-arrival instructions to 9-1-1 callers has been in place for a year, allows for a zero second response, improves patient outcomes and puts the right unit on scene keeping other valuable resources available to run emergency incidents. SVFMS is



currently in process of evaluating call types to ensure were not over-responding or under-responding.

3. Completed fourth year of intergovernmental support agreement (IGSA) with Fort Huachuca, an EMS division that provides ambulance transport on the installation, housing ambulances at FH fire station 2 and at the Black Tower UAS site. A third ambulance is provided as needed, housed out of SVFMS station 201. This contract has also strengthened the relationship between Sierra Vista Fire and Medical and Fort Huachuca Fire Department.
4. SVFMS still receives 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. Continued modification of now G4 response plans. These plans allow us to continue to work more efficiently and effectively by utilizing the right piece of equipment for the right incident. G4 response plans now needed as new EMS sub-station will change response areas and units dispatched to incidents. Continued support for dispatcher training on verbiage, response, and strategies used on fire and EMS incidents.
6. On the second year of reporting EMS data to AZ_PBERS (Arizona Pre-hospital Information & EMS Registry system), which helps the state analyze and establish future direction for pre-hospital healthcare.
7. 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.
8. ARPA monies from Cochise County will enable 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. 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.

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 • Post seasonal public safety messages. • In house personnel posting daily messages • Work with PIO to ensure accurate messaging sent out to public.

Technology

Goals	Objectives
Collaborate with city and county IT, PD and SEACOM to place station alerting software system at all county stations.	<ul style="list-style-type: none"> • Ensure station alerting software is installed in all county stations • Ensure product selected is compatible with the EMD software/product selected for SEACOM

Innovation

Goals	Objectives
Enhance response plans to include low acuity single person response.	<ul style="list-style-type: none"> • Reduce time on the road for more expensive apparatus • Keep apparatus available for high acuity personnel intensive incidents • Develop and implement G4 response plans



Performance Measures

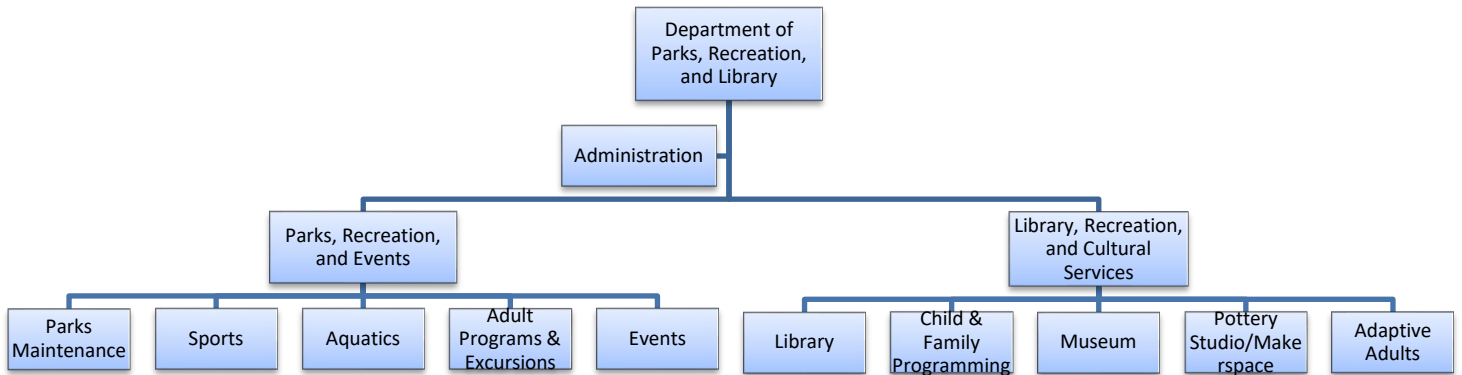
	FY17/18	FY18/19	FY19/20	FY20/21	FY21/22
Total calls for service	7609	8450	7707	8125	8828
Automatic Aid Given	425	568	498	543	647
Automatic Aid Received	881	607	902	1079	1292
Total fire calls	887	582	752	1041	2062
Structure fires	75	40	37	104	88
Vehicle fires	18	13	19	15	24
Brush fires	79	38	11	34	29
Other (alarm, smoke, assist...)	715	603	685	489	1385
Total EMS calls	6297	6346	6994	6579	6766
Cardiac Arrest	505	513	541	623	114
Cardiac					613
Stroke	131	173	135	142	183
MVA	276	285	310	237	277
Diabetic	66	85	117	98	126
EMS other	5319	5290	5891	5479	5730
Commercial Inspections	987	950	967	1025	944
ISO rating	4	4	4	4	4
Grant and federal fund acquisition	5,000	44,000	N/A	N/A	N/A





Fire

Expenditures	FY 2021 Budget	FY 2022 Budget	FY 2023 Budget
Salaries - Regular	\$ 3,994,073	\$ 4,330,786	\$ 4,688,068
Salaries - Overtime	177,189	177,189	177,189
Salaries - Part Time	32,807	32,807	48,600
Benefits	2,930,631	3,154,344	3,672,945
Total Personnel	\$ 7,134,700	\$ 7,695,126	\$ 8,586,802
Professional Services	\$ -	\$ -	\$ -
Office Equipment Maintenance	2,448	2,448	2,448
Building Maintenance	13,000	13,500	20,000
Vehicle & Equipment Maint	6,900	23,400	23,400
Printing & Binding	2,000	2,000	2,000
Professional Associations	3,945	3,945	3,945
Travel & Training	62,750	50,000	60,000
Office Supplies	7,800	8,800	9,300
Specialized Supplies	271,976	318,210	453,752
EMS Supplies	108,950	108,950	177,148
Books & Periodicals	4,000	4,000	2,500
Donations	5,150	4,696	4,506
Total O&M	\$ 488,919	\$ 539,949	\$ 758,999
Buildings	\$ 100,000	\$ 3,028,715	\$ 1,657,186
Infrastructure	100,000	100,000	-
Machinery & Equipment	450,000	249,660	29,000
Vehicles	150,000	1,100,000	807,000
Total Capital	\$ 800,000	\$ 4,478,375	\$ 2,493,186
Totals	\$ 8,423,619	\$ 12,713,450	\$ 11,838,987



Description

The Department of Parks, Recreation, and Library is responsible for providing a variety programs and services to the community while maintaining parks, building landscapes, and public open spaces in a way that enhance the overall quality of life for our community residents. These parks and programs range from community, neighborhood, and linear parks, to recreational, sports, educational and cultural programming. The following pages highlight the department’s specific budgetary divisions, while the graphic above reflects the overall organizational structure of the department as a whole.

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

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

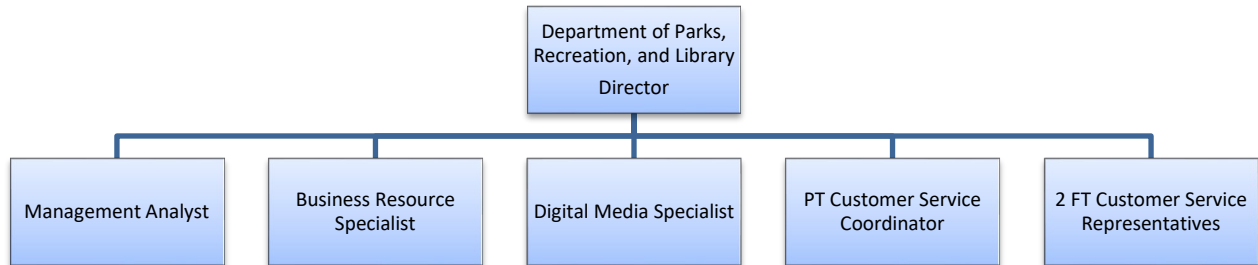


Department of Parks, Recreation, and Library

Expenditures	FY 2021 Budget	FY 2022 Budget	FY 2023 Budget
Administration	\$ 565,107	\$ 475,595	\$ 530,002
Adult Programs, Excursions, & Events	847,678	400,360	420,985
Adaptive Adults	66,484	45,023	85,984
Parks	673,790	763,803	831,175
Aquatics	308,666	450,237	471,826
Museum	56,002	72,701	84,418
Sports	55,265	310,478	331,836
Child & Family Programs	150,330	394,335	378,840
Library	696,851	753,906	872,983
Total Personnel	\$ 3,420,173	\$ 3,666,438	\$ 4,008,049
Administration	\$ 196,582	\$ 95,279	\$ 87,535
Adult Programs, Excursions, & Events	125,600	161,110	169,660
Adaptive Adults	5,000	4,500	7,600
Parks	206,350	213,450	934,661
Aquatics	46,650	54,650	74,300
Museum	17,725	17,725	17,875
Sports	130,811	138,226	145,366
Child & Family Programs	74,000	69,500	60,200
Library	546,770	411,904	447,837
Total O&M	\$ 1,349,488	\$ 1,166,344	\$ 1,945,034
Parks	\$ 3,404,800	\$ 6,718,493	\$ 18,192,378
Aquatics	-	51,880	3,260,490
Library	-	-	34,480
Total Capital	\$ 3,404,800	\$ 6,770,373	\$ 21,487,348
Totals	\$ 8,174,461	\$ 11,603,155	\$ 27,440,431



Administration



Vision

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

Expenditure by Fund			
	Budgeted FY 2021	Budgeted FY 2022	Budgeted FY 2023
General	\$599,607	\$599,607	\$571,746
Donations	\$162,082	\$57,535	\$45,791
Total	\$761,689	\$570,874	\$617,537

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

Mission Statement

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

Description

Our staff supports the entire department by providing resources, administrative support, pursue grant funding, analyze, and report data, train staff, and provide excellent customer service. This division is located in the Oscar Yrun Community Center. Our administrative team coordinate and control financial transactions, work orders requests, requisitions, prepares marketing materials and content, and arranges travel, and trainings. Our administrative staff also coordinates rentals and public services for



buildings, rooms, sports fields and lighting, and park usage. They also respond to a variety of public inquiries about programs, facilities, area attractions, youth and adult sports leagues, and other community recreation and cultural resources.

City Council Strategic Plan Initiatives

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

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



traditional and new methods of communication to provide opportunities for improved citizen engagement.

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

Major Accomplishments

1. Customer Service personnel were available to the general public and provided them with resources, information, and support during city facility closures.
2. Reinstated in-person programming and special events post-pandemic.
3. Successfully provided administrative support to departmental divisions, customer engagement, transactions, fee collections, and inquiries.
4. Provided logistical, administrative, and service support for department special events and commission activities when needed.
5. Worked with IT to continually assess and improve the public interface for online registrations and facility, park, and ballfield rentals utilizing WebTrac.
6. Completed the delivery of phase I of the Energy Performance Contract projects and utilize improvements for the benefit of the community.
7. Worked with Community Development to complete the Comprehensive Parks Master Plan, which was adopted by the Mayor and Council in August of 2021.
8. Working with Marketing and Public Affairs Division on departmental website updates and coordinated the design and launch of department-wide social media presence, which occurred in 2021.
9. Completed Strategic Leadership Goals

Goals

Goals	Objectives
Provide current information about programs, events, and community resources in a timely manner, focusing on customer engagement and service	<ul style="list-style-type: none"> • Continue to improve coordination between program team, customer service team and community resources to ensure the public has the best and most accurate information available. • Provide ongoing training to customer service team, develop, and use internal communications to distribute current information to front line team. • Maintain an online web-based registration software program, implementing credit and debit processing and user information sharing to customers. • Continually maintaining while improving reservations, rentals, and registrations to community users, customers, and guests through trainings, technology upgrades, and face to face interaction.



<p>Ensure staff members are adequately trained to meet customer and emergency preparedness needs.</p>	<ul style="list-style-type: none">• Request sufficient funds for staff for continuing education• Work with American Red Cross trainers so that department staff can meet their obligations under the Sierra Vista Emergency Operations Plan.• Ensure that key staff members receive all necessary training and updates to manage “RecTrac” and “WebTrac” software system.• Research, development, and implement SOPs for programs focusing on safety, effectiveness, participation engagement, and customer enhancements.
<p>Expand public awareness of department programs and activities to increase participation.</p>	<ul style="list-style-type: none">• Continue to work with the Public Affairs Office through our Social Media Specialist to ensure timely information is presented to the public.• Advertise special interest programs in the most cost-effective way possible, using radio, cable, city website, social media and print media resources.• Maintain an online monthly calendar of events for the department as well as an updated activity calendar displayed at the OYCC.
<p>Continue to enhance non-profit/public/private partnerships striving towards increasing community wellness, health, and quality</p>	<ul style="list-style-type: none">• Continue to work with Sierra Vista School District through our IGSA for access to recreation and classroom facilities.• Continuing focus on community outreach to non-profit youth and adult sports leagues, improving relationships, field services, and implementing tournament play.



Administration

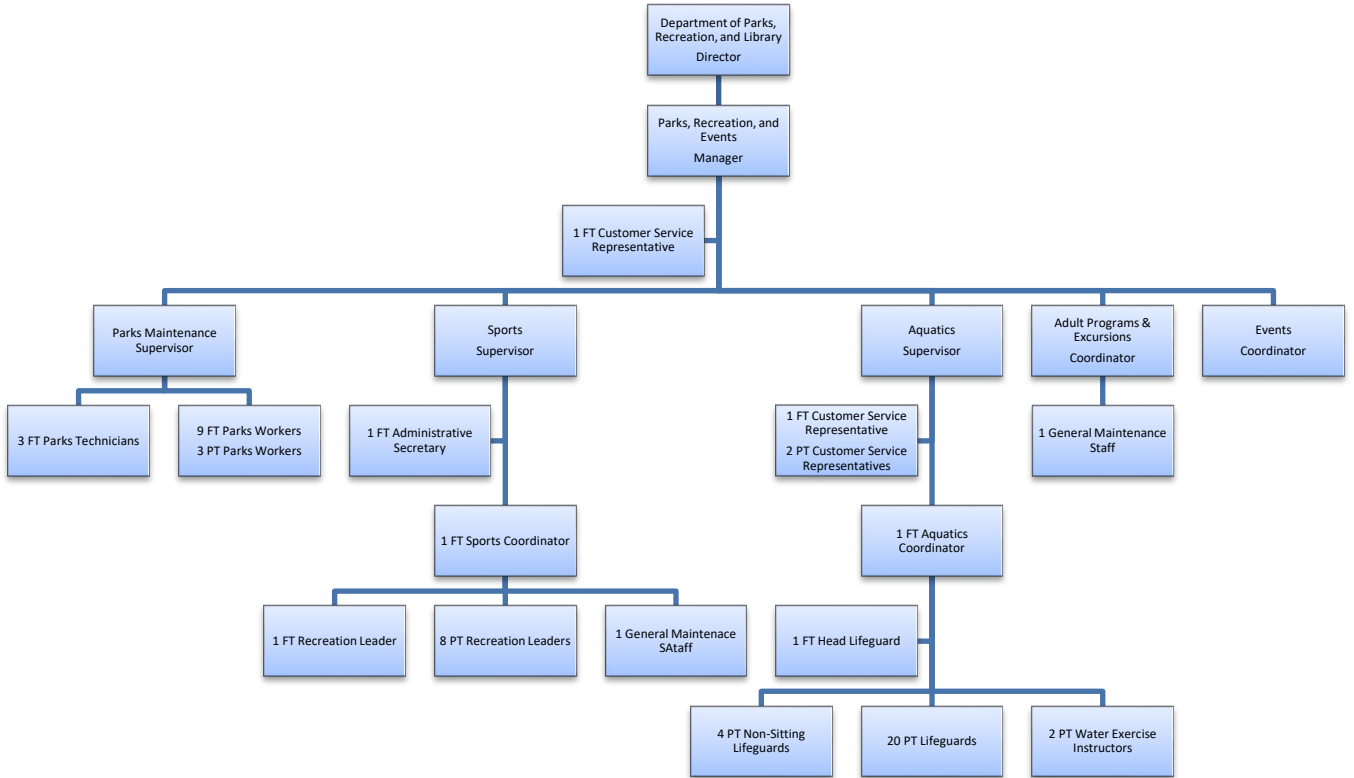
Expenditures	FY 2021 Budget	FY 2022 Budget	FY 2023 Budget
Salaries - Regular	\$ 426,038	\$ 342,283	\$ 377,277
Salaries - Part Time	-	14,028	28,500
Benefits	139,069	119,284	124,225
Total Personnel	\$ 565,107	\$ 475,595	\$ 530,002
Professional Services	\$ 2,000	\$ 2,500	\$ 2,500
Vehicle Maintenance	-	-	4,000
Equipment Rentals	-	-	-
Advertising	6,000	5,000	1,000
Postage	-	-	-
Printing & Binding	1,000	1,000	1,000
Professional Associations	3,500	3,814	3,814
Travel & Training	4,000	7,430	11,430
Office Supplies	10,000	10,000	10,000
Recreation Supplies	8,000	8,000	8,000
Specialized Supplies	-	-	-
Donations	162,082	57,535	45,791
Total O&M	\$ 196,582	\$ 95,279	\$ 87,535
Totals	\$ 761,689	\$ 570,874	\$ 617,537

Sister Cities Association (Partnership)

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

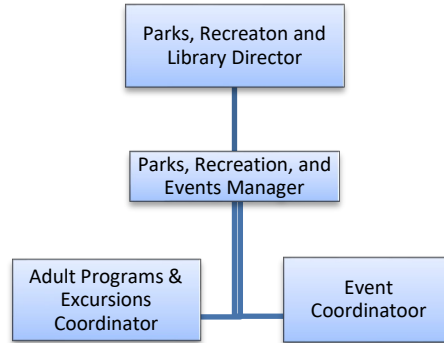


Parks, Recreation, & Events





Adult Programs, Excursions, & Events



Vision

Promote a full range of services from Parks Maintenance to special interest classes, excursions, and public special events throughout the year, in the performing arts, culture, sports and public recreation as a means of enhancing the quality of life for residents of our community.

Expenditure by Fund			
	Budgeted FY 2021	Budgeted FY 2022	Budgeted FY 2023
General	\$973,278	\$561,470	\$586,395
Grants	0	0	0
Total	\$973,278	\$561,470	\$586,395

Mission Statement

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



The 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. Sports Game Excursions
5. 4th of July Celebration & Fireworks
6. Veteran's Day Parade & Ceremony
7. Oktoberfest
8. Tree lighting Ceremony & Holiday Market Christmas Event
9. Dive in Movies
10. Summer Movie Nights
11. Summer Concerts
12. Bazaars
13. Senior Holiday Dinner at the Ethel Berger Center
14. Vineyards in the Park

Major Accomplishments

1. Expanded the Annual tree lighting to a two-day event with holiday market including food vendors, providing an opportunity for local artisans to sell their arts/crafts and bring in people from the surrounding areas to enjoy and shop local.
2. Provided opportunities for individual visits for community members to participate in free socialization and quality of life activities including billiards, table tennis, various card games, and craft groups.
3. Provided west end activation opportunity with Arts, Beats, and Eats during summer of 2022
4. Provided new event with Vineyards in the Park in cooperation with the Huachuca Art Association's Art in the Park, to provide local vineyards a chance to showcase their product and local community members a chance to sample their wines.
5. Provided entertainment after COVID-19 pandemic ended with the largest crowd Oktoberfest has had in the last 15+ years.
6. Sold out half of the Wine tours offered for the year and even with consumer economic challenges sold the other half at just shy of 80% capacity.
7. Extended the Free Concert in the Park Series for 2022 for one month at no additional no cost to the city.



Goals

Goals	Objectives
<p>Increase revenue and fee-based programs and opportunities which enhance the quality of life and community demand.</p>	<ul style="list-style-type: none"> • Identify and research new and innovative programs. • Create analysis models that determine breakeven points, benefit, and overall impact. • Implement programs that either meet criteria or serve a major purpose in serving underserved community members or provides an opportunity that benefits the needs of the community user.
<p>Update and maintain SOPs which improves safety, lowers risk, increases customer engagement and support while decreasing or tracking cost, expenses, and benefit.</p>	<ul style="list-style-type: none"> • Reach out to community event users and vendors. • Research best state and national bests practices. • Create documents and SOP which models best practices but is in alignment with local and state protocols, expectations, and procedures. • Implement and measure outcomes. • Ensure teams of all departments are aware and follow SOPs.
<p>Seek out and provide programs and opportunities for population between ages 20 – 55</p>	<ul style="list-style-type: none"> • Identify new and innovative programs which meet expectations and desires of target demographic. • Create and implement programs • Measure success and challenges
<p>Provide highly qualified staff and instructors for classes, programs, and community events.</p>	<ul style="list-style-type: none"> • Recruit and select the best staff and most highly qualified instructors for activities and classes offered. • Ensure that classes are self-funding whenever feasible. • Offer new classes
<p>Provide a variety of quality activities that meet the diverse needs of our community.</p>	<ul style="list-style-type: none"> • Provide programs that encourage repeat 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.
<p>Enhance recreational opportunities through the use of partnerships and agreements.</p>	<ul style="list-style-type: none"> • Develop new contacts and cultivate positive working relationships that improve and enhance our ability to provide recreational and cultural programs.



	<ul style="list-style-type: none"> Actively pursue contracts for community access to School District and Fort Huachuca facilities, for youth and adult sports programs.
Continuous Improvement-revise programs to achieve greater program efficiency and satisfaction.	<ol 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 18/19	FY 19/20	FY 20/21	FY 21/22*
Senior Activities Participants				
Adult trips	297	121	0	74
Bazaars	1,320	840	0	87 vendors
Senior Holiday Dinner	107	102	40	93
Special Events Participants				
Oktoberfest	4,800	5,200	0	14,000
Sierra Vista Sips & Skies	3,000	0	5,000	2,300
Summit Challenge	140	0	228	230
Fourth of July	8,500	8,500	0	20,000 est.
Vineyards In The Park	N/A	N/A	N/A	600
Tree Lighting & Holiday Market				1,000
Summer sports camps	220	117	0	0

* FY22 numbers are as of YTD. Numbers reflect individual enrollment and/or registration versus number of visits per enrollment. Eliminates duplication of usage by an individual.

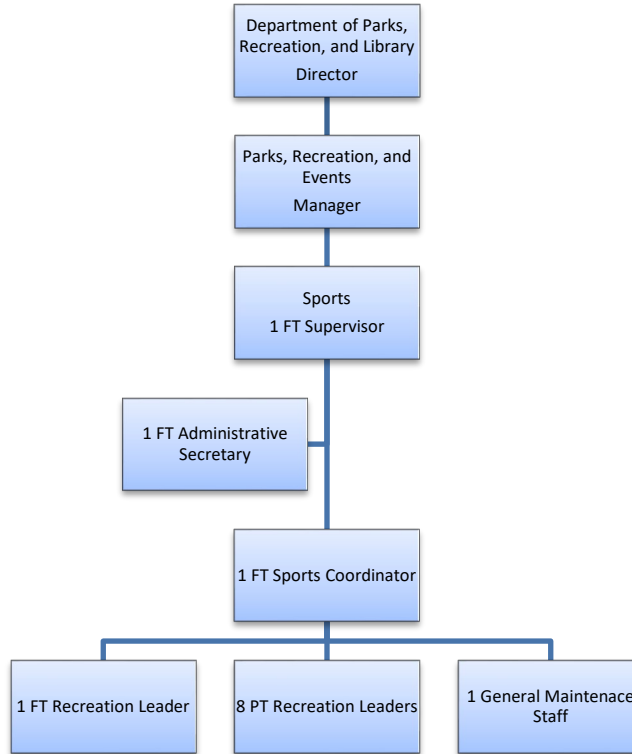


Adult Programs, Excursions, & Events

Expenditures	FY 2021 Budget	FY 2022 Budget	FY 2023 Budget
Salaries - Regular	\$ 629,460	\$ 274,131	\$ 303,459
Salaries - Overtime	750	750	5,000
Salaries - Part Time	-	16,679	5,000
Benefits	217,468	108,800	107,526
Total Personnel	\$ 847,678	\$ 400,360	\$ 420,985
Professional Services	\$ 23,600	\$ 23,600	\$ 23,600
Land & Building Rental	-	28,000	28,000
Equipment Rental	-	4,000	-
Advertising	-	-	-
Printing & Binding	-	-	400
Travel & Training	3,000	3,000	2,300
Office Supplies	2,000	2,000	2,000
Recreation Supplies	17,000	17,410	17,260
Specialized Supplies	-	-	-
Event Supplies	80,000	83,100	96,100
Bank Charges	-	-	-
Total O&M	\$ 125,600	\$ 161,110	\$ 169,660
Infrastructure	\$ -	\$ -	\$ -
Machinery & Equipment	-	-	-
Furniture and Fixtures	-	-	-
Total Capital	\$ -	\$ -	\$ -
Totals	\$ 973,278	\$ 561,470	\$ 590,645



Sports



Vision

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

Expenditure by Fund			
	Budgeted FY 2021	Budgeted FY 2022	Budgeted FY 2023
General	\$ 186,076	\$ 448,704	\$477,202
Capital	0	0	0
Total	\$ 186,076	\$ 448,704	\$477,202

Mission Statement

It is the intention, purpose, and hope to provide programs and services which best serve the community needs, while improving the quality of life for all participants and making a positive economic impact to the city and its local retail establishments, restaurants and bars, and its hospitality industry.



Major Community Sports Events

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

Major Accomplishments

1. Conducted several clean-up and beautification efforts during the fiscal year at the Veterans Memorial Sports Complex.
2. Refurbished gymnasium floor.
3. Established electrical hookups at Veterans Memorial Park Sports Complex (VMPS).
4. Provided support to several tournaments which brought in over \$2.5M in economic impact dollars to the community.
5. Partnered with several local sports organizations to offer new programming and tournament options to the community.
6. Provided support to our local Pickleball organization who hosted annual Pickleball tournament in Sierra Vista.
7. Continued to replace several updated field and entrance signages throughout the city.
8. Assisted Perimeter Cycling host its first ever major cycling event (El Tour de Zona) in Sierra Vista in March 2022.
9. Continued to assist Parks Maintenance by permanently taking over ballfield game prep, infield dragging, and garbage removal at all ballfield locations.
10. Continued partnership with local soccer clubs to offer Fall and Spring Recreational Soccer, and Futsal Programming.
11. Continued to improve community partnerships with youth and adult soccer, baseball, football, and softball leagues.
12. Continued success in working partnerships with community leagues, helping to serve and support their mission of providing health, wellness, and fun to participants at the recreational and competitive levels.



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. Make fields tournament ready Find alternative solutions to increasing pickleball play. Establish working partnerships with local, regional, and state youth and adult leagues in baseball, softball, soccer, pickleball Identify and research alternative methods of funding sources for improvements to facilities, fields, and courts. Identify and research grants and partnership opportunities.
Seek out and provide programs and opportunities for population between ages 20 – 40	<ul style="list-style-type: none"> Identify new and innovative programs which meet expectations and desires of target demographic. Create and implement programs Measure success and challenges



Provide highly qualified staff and instructors for classes, programs, and community events.	<ul style="list-style-type: none">• Recruit and select the best staff and most highly qualified instructors for activities and classes offered.• Ensure that classes are self-funding whenever feasible.• Offer new classes
Provide a variety of quality activities that meet the diverse needs of our community.	<ul style="list-style-type: none">• Provide programs that encourage repeat attendance.• Offer low-cost recreation and training programs that educate and protect children, including before and after school recreation programs, half day, fall, winter, spring, and summer break programs.
Enhance recreational opportunities through the use of partnerships and agreements.	<ul style="list-style-type: none">• Develop new contacts and cultivate positive working relationships that improve and enhance our ability to provide recreational and cultural programs.• Actively pursue contracts for community access to School District and Fort Huachuca facilities, for youth and adult sports programs.
Continuous Improvement-revise programs to achieve greater program efficiency and satisfaction.	<ol style="list-style-type: none">8. Review current recreational trends to ensure that our offerings meet the needs and desires of our community.9. Revamp existing programs to be more streamlined and cost effective.10. Make program changes that improve access and the variety and quality of offerings.



Sports

Expenditures	FY 2021 Budget	FY 2022 Budget	FY 2023 Budget
Salaries - Regular	\$ -	\$ 170,427	\$ 187,907
Salaries - Overtime	-	-	-
Salaries - Part Time	50,000	65,000	65,000
Benefits	5,265	75,051	78,929
Total Personnel	\$ 55,265	\$ 310,478	\$ 331,836
Professional Services	\$ 58,895	\$ 60,550	\$ 65,050
Building Maintenance	-	-	-
Land & Building Rental	5,000	2,500	2,500
Advertising	500	1,000	1,000
Association Memberships	116	376	116
Travel & Training	2,500	2,500	2,400
Office Supplies	1,000	1,000	1,000
Recreation Supplies	42,000	45,500	48,500
Specialized Supplies	-	4,000	4,000
Event Supplies	20,800	20,800	20,800
Total O&M	\$ 130,811	\$ 138,226	\$ 145,366
Totals	\$ 186,076	\$ 448,704	\$ 477,202

Comments

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

Performance Measures

	FY 19/20	FY 20/21	FY 21/22
Sports Tourism Economic Impact	\$668K	\$2M	\$2.5M
Annual Revenue Collected (FY21 COVID)	\$60,326	\$77,420	\$124,048

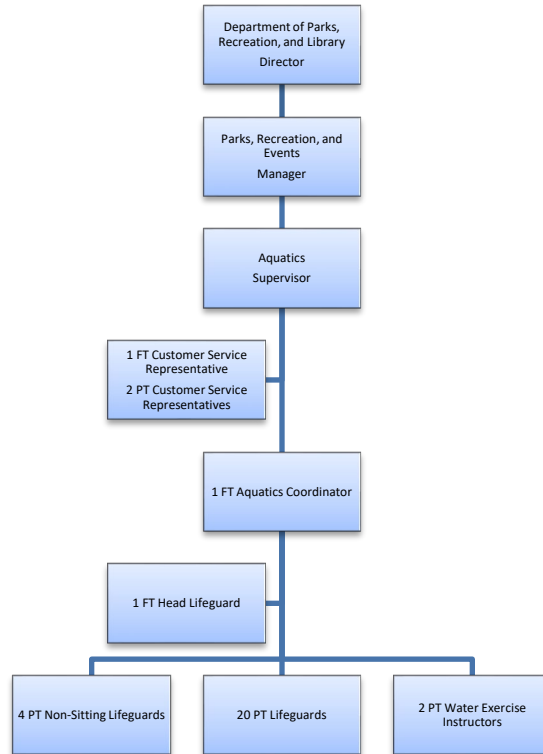
*FY 22 numbers based as of YTD.



	FY 18/19	FY 19/20	FY 20/21	FY 21/22
Summit Challenge	140	0	228	234
Youth basketball	325	287	0	378
Tennis – youth/adult	96	100	244	8
Summer sports camps	220	117	0	65
Start Smart Sports	27	33	0	73
Adult softball	660	0	220	280
Adult Basketball	200	0	70	100
Dodgeball	N/A	130	0	0
Hummingbird Triathlon	290	63	0	141
July 3 rd 5K				286



Aquatics



Vision

Promote public wellness through recreational swimming while also supporting local competitive swimmers and divers by operating a state-of-the-art family-oriented indoor aquatics center.

Expenditure by Fund			
	Budgeted FY 2021	Budgeted FY 2022	Budgeted FY 2023
General	\$ 355,316	\$ 556,767	\$550,126
Capital	0	0	\$3,260,490
Total	\$ 355,316	\$ 556,767	\$3,810,616

Mission Statement

Operate the award-winning Sierra Vista Aquatics Center, "The Cove," with its many features in a way that promotes community and individual health, wellness, and fun.

Description:

The Aquatics Division is responsible for the day-to-day operations of Sierra Vista’s year-round indoor community aquatic facility.



Major Accomplishments

1. Continued Regional Community Outreach for Lifeguard Trainings to other cities.
2. Continue to offer WSI Community Trainings to other cities.
3. Provided training to certify current staff member as a Water Safety Instructor Trainer (WSIT) to be able to certify additional Water Safety Instructors (WSI) in house.
4. Trained/Hired additional certified staff with current Lifeguard Instructor (LGI) certification to give facility additional capability to certify Lifeguard staff in house.
5. Supervisor now oversees and controls all aspects of operations and all facility employees ensuring maximum flexibility to schedules and community support.
6. Increased customer service and amenities to private rentals and birthday parties.
7. Continued swim lessons for adults and children.
8. Hosted Buena High School home swim meets.
9. Increased operational hours to seven days a week to better serve the community.
10. Re-Opened Cove Sand Bar (concession) as a city run amenity in the beginning of June 2022.

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. <ol style="list-style-type: none"> 11. Support High School and swim club competitive swimmers and divers. 12. Ensure repeat recreational customers. 13. Offer private rental opportunities. 14. Explore more opportunities for Lap Swim, Splash Time, and Water Exercise Classes.
Provide a safe environment.	<ol style="list-style-type: none"> 15. Require all lifeguards to be American Red Cross (ARC) certified. 16. Ensure lifeguard to customer ratios are maintained and staff receive ongoing, regular training.



	17. Ensure that facility meets all current state and federal safety standards.
Become a resource for other Cochise County public pools	18. Identify other cities in need of lifeguard or aquatic training and services.
Increase operational efficiency	19. Determine effectiveness by state and national standards 20. Develop optimal staffing levels 21. Create hours of operation to accommodate needs of the public and constantly evaluate changes in customer climate.
Keep prices competitive.	22. Regularly evaluate fees and adjust when necessary 23. Keep entry costs as low as possible while covering staffing, events, and recreational classes and programs.

Performance Measures

	FY 19/20	FY 20/21	FY 21/22
Revenue Collected	\$86,138	\$62,660	\$285,483
Open days	179	156	314

*FY 22 numbers as of YTD

	FY 18/19	FY 19/20	FY 20/21	FY 21/22
Aquatics Participants*				
Open Swim*	23,702	10,537	0	16,062
Lap Swim*	10,126	7,219	3,473	9,244
Swim lessons	693	425	0	228
Exercise Classes*	561	1,038	52	252
Splash Time*	1,832	1,141	0	1,196
Instructional Recreational and Aquatic class participants	12,576	9,112	663	720
Pool rentals	133	85	0	134

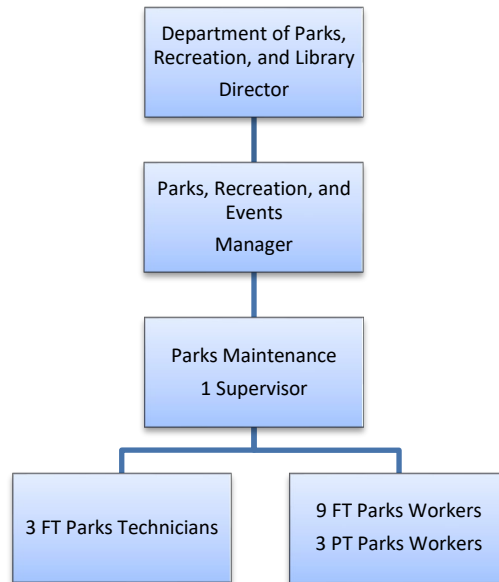


Aquatics

Expenditures	FY 2021 Budget	FY 2022 Budget	FY 2023 Budget
Salaries - Regular	\$ 73,535	\$ 178,635	\$ 176,231
Salaries - Overtime	500	500	500
Salaries - Part-Time	175,000	175,000	200,000
Benefits	59,631	96,102	95,095
Total Personnel	\$ 308,666	\$ 450,237	\$ 471,826
Professional Services	\$ 3,800	\$ 3,600	\$ 3,600
Office Equipment Maintenance	-	-	-
Building Maintenance	-	-	7,000
Equipment Maintenance	-	8,200	1,500
Advertising	3,000	3,000	3,000
Printing & Binding	500	500	1,500
Association Memberships	-	-	650
Travel & Training	8,350	8,350	8,350
Office Supplies	2,000	2,000	2,000
Recreation Supplies	29,000	29,000	46,700
Total O&M	\$ 46,650	\$ 54,650	\$ 74,300
Buildings	\$ -	\$ 51,880	\$ 3,260,490
Total Capital	\$ -	\$ 51,880	\$ 3,260,490
Totals	\$ 355,316	\$ 556,767	\$ 3,806,616



Parks Maintenance



Expenditure by Fund			
	Budgeted FY 2021	Budgeted FY 2022	Budgeted FY 2023
General	\$1,125,340	\$2,020,518	\$2,178,836
Grants	\$754,800	\$5,175,228	\$1,294,781
Donations	0	0	0
Park Dev Fees	0	0	0
CIF	\$2,404,800	\$500,000	\$16,484,597
Total	\$4,284,940	\$7,695,746	\$19,958,214

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 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.



Parks Maintenance

2. Explores efficiencies to continually improve park and sports field natural turf conditions. Their efforts have produced healthy, tournament-ready sports field conditions and have prevented field closures for more than 4.5 years.
3. Continued to replace plants and trees throughout the city in our public spaces.
4. Continues to utilize additional materials for beautification efforts to the Veterans Memorial Park event space, Domingo Paiz Sports Complex, the Pickle ball Court/Arbenz field area, and around Stone Complex. They will continue to slowly improve these areas throughout the years in an effort to complete our Comprehensive Parks Master Plan.
5. Parks Maintenance Staff continues to work with the Mesquite Modelers group to make improvements to Bolin RC Airfield.
6. Assisted Parks and Recreation Commission with community outreach maintenance projects.



Goals

Goals	Objectives
Sustain and improve the quality of existing City Parks, Sports Fields, and Public Grounds.	<ul style="list-style-type: none"> • Ensure that Parks, Sports Fields, and Public Grounds are clean, litter free, and safe for public use. • Continue to work the Cochise Water Project, and other partners to look for ways to mitigate water usage on Parks and Sports Field turf areas. • Maintain City grounds to facilitate safe public access and to complement City buildings. • Continue the relationships with community volunteer groups such as the Desert Gardeners and U of A Master Gardeners that desire to take part in the stewardship of desert landscaped areas within City grounds.
Ensure that staff receives training and are fully certified to safely perform their job duties.	<ul style="list-style-type: none"> • Promote job training programs and other ongoing education opportunities which further develop a skilled workforce. • Provide regularly scheduled safety awareness training for all staff. • Integrate a variety of training methods and topics to maintain effectiveness.

Performance Measures

	FY18/19	FY19/20	FY20/21	FY21/22**
Number of Sports Field Reservations*	4,417	4623	4608	4448
Sports Field Reservations Revenue	\$82,333	\$54,337	\$117,457	\$113,127
Number of Park Facilities Reservations*	485	294	294	421
Park Facilities Reservation Revenue	\$47,774	\$25,237	\$15,000 est.	\$53,118

* FY22 numbers are as of YTD. Numbers reflect individual enrollment and/or registration versus number of visits per enrollment. Eliminates duplication of usage by an individual.

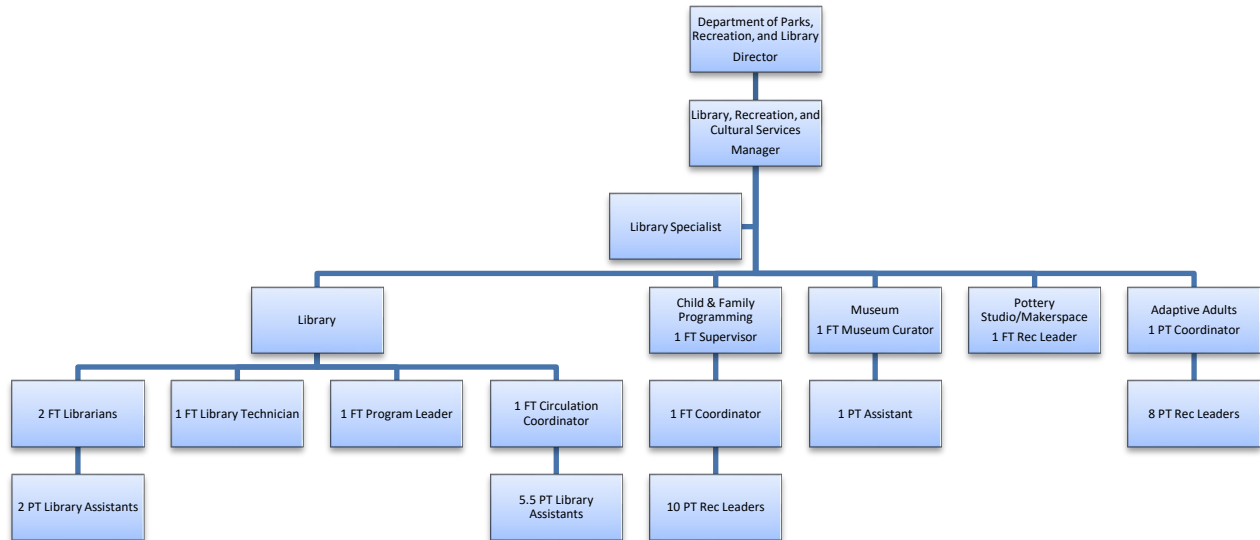


Parks

Expenditures	FY 2021 Budget	FY 2022 Budget	FY 2023 Budget
Salaries - Regular	\$ 450,132	\$ 506,886	\$ 563,282
Salaries - Overtime	-	-	-
Salaries - Part Time	32,000	41,067	41,067
Benefits	191,658	215,850	226,826
Total Personnel	\$ 673,790	\$ 763,803	\$ 831,175
Professional Services	\$ 45,000	\$ 45,000	\$ 307,500
Building Maintenance	11,500	11,500	11,500
Infrastructure Maintenance	88,100	95,200	463,911
Travel & Training	6,500	6,500	6,500
Specialized Supplies	55,250	55,250	145,250
Total O&M	\$ 206,350	\$ 213,450	\$ 934,661
Land	\$ 1,000,000	\$ 366,000	\$ -
Infrastructure	2,404,800	6,352,493	18,153,378
Machinery & Equipment	-	-	39,000
Total Capital	\$ 3,404,800	\$ 6,718,493	\$ 18,192,378
Totals	\$ 4,284,940	\$ 7,695,746	\$ 19,958,214



Library, Recreation, & Cultural Services

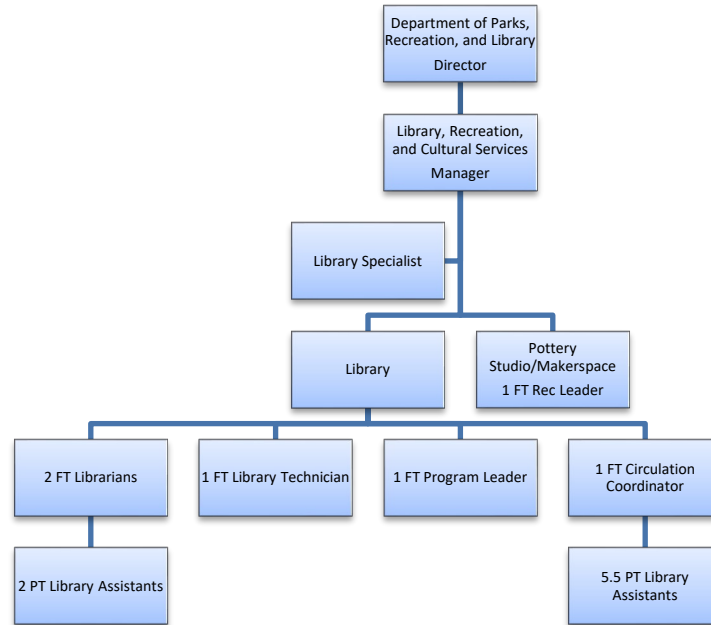


The Library, Recreation, and Cultural Services Division encompasses five major areas of responsibility with a focus on offering artistic and cultural programming, educational and enrichment activities, and recreational activities for children, families, and community members of all abilities.

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 & Pottery Studio/Makerspace



Vision

The Sierra Vista Public Library will be recognized as a library that excels in providing efficient, modern, accessible, and customer-oriented services.

	Expenditure By Fund		
	Budgeted FY 2021	Budgeted FY 2022	Budgeted FY 2023
General	\$913,396	\$1,009,751	\$1,198,168
Donations	\$103,725	\$94,725	\$89,632
Grant	\$226,500	\$61,334	\$67,500
Total	\$1,243,621	\$1,165,810	\$1,355,300

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 to distribute free library materials at the Sierra Vista Mall to increase library presence in South Sierra Vista. In process of determining library programming to happen at mall space in front of kiosk to coincide with kiosk installation.
2. Provided “family workstations” at the library, to include a parent area for working on the computer while their child is safely enveloped in an adjacent safe space, complete with early learning components contained therein.
3. Developed monthly programming at the Sierra Vista Art Studio. Began new artistic programming in the space such as oil painting and embroidery to enhance offerings. Created a full-time position to manage the studio and increase open hours to the community.
4. Partnered with volunteers to add surprising artistic features to the Botanical Garden area outside the library.

Goals	Objectives
The community will have the resources available to fulfill its information needs.	<ul style="list-style-type: none"> • Each year the number of people using the library will increase by 1%. • Each year the number of people using the Internet (including wi-fi) will increase by 1%.
Circulate large number of popular titles and topics to further reading enjoyment.	<ul style="list-style-type: none"> • By June 2021 the library's annual collection circulation will increase 1% over previous year. • Each year the number of people utilizing eBook services will increase by at least 1%.
SVPL will provide facilities that are enjoyable, safe, and comfortable for all members of the community.	<ul style="list-style-type: none"> • Continue to explore partnerships with other organizations. • Provide ongoing, innovative programs for the community for all ages, and explore new methods to do so, i.e., technology, STEAM content, and more.
The entire community will have lifelong learning opportunities fostering personal growth.	<ul style="list-style-type: none"> • Each year the library will have 100 or more lifelong learning displays and/or programs. • Upgrade all patron Internet and word processing computers in the library every five years. • The number of attendees at lifelong learning programs (e.g., story time, summer reading program, AHC programs, Movie Matinee) will stay within 25% of current figures over the next five years.



Performance Measures

	FY 18/19	FY 19/20	FY 20/21	FY 21/22
Total number of items circulated	368,122	303,471	295,000 est.	296,619
Circulation per capita	9.2	9.2	9.2 est.	4.94*
Circulation for all electronic materials	20,198	31,683	33,000 est.	37,295
Circulation for all hard copy materials	347,924	271,788	250,000 est.	282,433
Number of persons using the Internet through public access terminals (26)	23,388	14,144	12,000 est.	9,513
Number of attendees at library programs	16,906	15,334	15,500 est.	14,008
Adults	4,773	3,749	2,500 est.	1,955
Teens	2,488	743	500 est.	715
Youth	10,640	10,492	10,300 est.	7,939
Outreach (new)				3,399
Number of library visitors	149,172	Covid-19	Covid-19	147,744**
Number of registered borrowers	26,538	26,719	27,000 est.	26,090

*Based on a user population estimate of 60,000

** The library installed a new patron counting system in January 2022. This figure is based on five months of traffic counts plus 6 months estimate based on recorded counts plus increase in summer traffic that was missed in July/August 2021 before the system was installed.



Library & Pottery Studio/Makerspace

Library

Expenditures	FY 2021 Budget	FY 2022 Budget	FY 2023 Budget
Salaries - Regular	\$ 383,458	\$ 432,601	\$ 530,032
Salaries - Part Time	165,000	152,325	152,325
Benefits	148,393	168,980	190,626
Total Personnel	\$ 696,851	\$ 753,906	\$ 872,983
Professional Services	\$ 232,700	\$ 48,200	\$ 71,700
Office Equipment Maintenance	9,945	9,945	9,945
Advertising	1,200	1,200	1,200
Travel & Training	5,000	5,000	6,060
Postage	7,200	7,200	6,500
Office Supplies	37,000	35,300	35,300
Specialized Supplies	-	50,334	67,500
Books & Periodicals	150,000	160,000	160,000
Donations	103,725	94,725	89,632
Total O&M	\$ 546,770	\$ 411,904	\$ 447,837
Machinery & Equipment	\$ -	\$ -	\$ 34,480
Total Capital	\$ -	\$ -	\$ 34,480
Totals	\$ 1,243,621	\$ 1,165,810	\$ 1,355,300



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 2021	Budgeted FY 2022	Budgeted FY 2023
General	\$73,272	\$90,426	\$102,293
Total	\$73,272	\$90,426	\$102,293

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. Provided historically relevant and engaging programming surrounding the new West End Development Project in the Spring, including outreach to local businesses such as “trivia nights” hosted by the museum.



2. Hosted several exhibit sites on city properties, highlighting the Webb Telescope’s historical importance and accomplishments.
3. Erected the 2022 yearly museum exhibit, noting the lives and historical highlights of the Women of Sierra Vista.
4. To coincide with the libraries’ summer theme, partnered with the American Museum of Natural History to provide an exciting summer exhibit, “Opulent Oceans.” Created a plethora of programming to coincide with timing of exhibit based on mutual theme.

Goals

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



	<ul style="list-style-type: none"> • Provide programming for use in classrooms. • Provide undergraduate and graduate internship opportunities.
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Performance Measures

	FY 18/19	FY 19/20	FY 20/21	FY 21/22
Number of Visitors	5,282	2,000 est.	2,000 est.	3,530 est.
Public Workshops/Classes/Open House/Outreach attendance	1,923	250 est.	250 est.	1,706 est.

*Based on a running count kept by museum employees. Priorly was based on a door counter that counted staff and volunteers whose high volume of crossing the threshold made it too inaccurate.

Museum

Expenditures	FY 2021 Budget	FY 2022 Budget	FY 2023 Budget
Salaries - Regular	\$ 40,144	\$ 55,260	\$ 64,979
Benefits	15,858	17,441	19,439
Total Personnel	\$ 56,002	\$ 72,701	\$ 84,418
Professional Services	\$ 7,850	\$ 7,850	\$ 8,000
Professional Associations	375	375	375
Travel & Training	1,000	1,000	1,000
Office Supplies	3,500	3,500	3,500
Specialized Supplies	5,000	5,000	5,000
Total O&M	\$ 17,725	\$ 17,725	\$ 17,875
Totals	\$ 73,727	\$ 90,426	\$ 102,293



Child & Family Programming

Expenditure by Fund			
	Budgeted FY 2021	Budgeted FY 2022	Budgeted FY 2023
General	\$224,330	\$463,835	\$439,040
Total	\$224,330	\$463,835	\$439,040

Major Accomplishments

1. Began organizing and coordinating "Rec and Rolls", the department's new, outdoor outreach programs at various city facilities and parks.
2. Reestablished a site at Bella Vista School providing after school care for over 75 students regularly. Was able to successfully bring the program back to solvency during a time of changing needs within the community.
3. Initiated weeknight and weekend programming to the division's offerings, including STEAM evenings for families, Superhero events, and Kids Night Out.

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.
Seek and provide programs and	<ul style="list-style-type: none"> • Identify new and innovative programs which meet expectations and desires of target demographic.



Child & Family Programming

opportunities for population between ages 20 – 40	<ul style="list-style-type: none"> • 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 18/19	FY 19/20	FY 20/21	FY 21/22
Easter Extravaganza	2,200	COVID-19	COVID-19	1,500
SPARKS participants	7,883	5373	1947	2672
Back to School Fair	2,000	250	500	1,500



Child & Family Programs

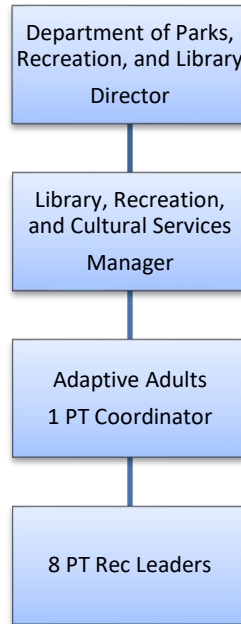
Expenditures	FY 2021 Budget	FY 2022 Budget	FY 2023 Budget
Salaries - Regular	\$ -	\$ 195,294	\$ 215,608
Salaries - Overtime	-	-	-
Salaries - Part Time	150,330	100,000	75,000
Benefits	-	99,041	88,232
Total Personnel	\$ 150,330	\$ 394,335	\$ 378,840
Professional Services	\$ 16,000	\$ 16,000	\$ 16,000
Land & Building Rental	19,000	15,000	5,000
Advertising	2,000	2,000	500
Association Memberships	500	-	-
Travel & Training	500	500	700
Office Supplies	-	-	-
Recreation Supplies	28,000	28,000	25,000
Specialized Supplies	-	-	-
Event Supplies	8,000	8,000	13,000
Total O&M	\$ 74,000	\$ 69,500	\$ 60,200
Totals	\$ 224,330	\$ 463,835	\$ 439,040

Comments

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



Adaptive Adults



Vision

Provide a full range of cultural and therapeutic recreation programming and life skills training opportunities for those developmentally disabled clients placed in our care through the State of Arizona’s Developmental Disabilities program via a Qualified Vendor Agreement.

Expenditure by Fund			
	Budgeted FY 2021	Budgeted FY 2022	Budgeted FY 2023
General	\$71,484	\$49,523	\$93,584
Total	\$71,484	\$49,523	\$93,584

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 excursions such as nature hikes, exercise components such as yoga, and regular visits to the library and art studio to the adaptive adults programming calendar. Re-established the softball team, Karaoke jam sessions, and began visiting the Ft Huachuca bowling alley again.
2. Met the operating guidelines and standards as a contract service provider as required by the Arizona DES Division on Developmental Disabilities, which includes meeting/exceeding expectations for 2 annual audit visits.
3. Insured that safe and wholesome opportunities for therapeutic and recreation services were provided while addressing their Individual Service Programming Plan (ISPP) process.

Goals

Goals	Objectives
Provide a variety of activities that meet the diverse needs of the challenged clients.	<ul style="list-style-type: none"> • Ensure that the 30 special needs clients have a positive outcome as defined by their ISPP team. • Emphasize learning, receptive, and expressive language skills. • Design programs that enhance self-sufficiency and independent living skills.
Ensure that the clients have a safe environment available to aid in their personal growth.	<ul style="list-style-type: none"> • Provide a facility and staff that allow clients to develop self-care and related life skills. • Ensure that facilities meet the full access needs of clients with compromised mobility.
Increase availability and awareness of program	<ul style="list-style-type: none"> • Identify local and regional organizations who serve target market. • Reach out to organizations. • Identify their missions and needs • Determine if right fit for partnership. • Identify ways to cross promote and market program opportunities to target market • Begin promotion and marketing through vista, social media, website, print ad.
Ensure that qualified staff members are available and proper client to staff ratios are maintained.	<ul style="list-style-type: none"> • Recruit staff with good interpersonal skills. • Ensure that staff members are American Red Cross CPR and first aid trained, have Article 9, prevention, and support training.



Performance Measures

	FY 18/19	FY 19/20	FY 20/21	FY 21/22
% Clients with an ISPP positive outcome	100%	100%	100%	100%
Outside Funds Received	\$53,000	\$15,130	\$14,000 est.	\$14,000 est.
Number of Participants	48	15	12	57

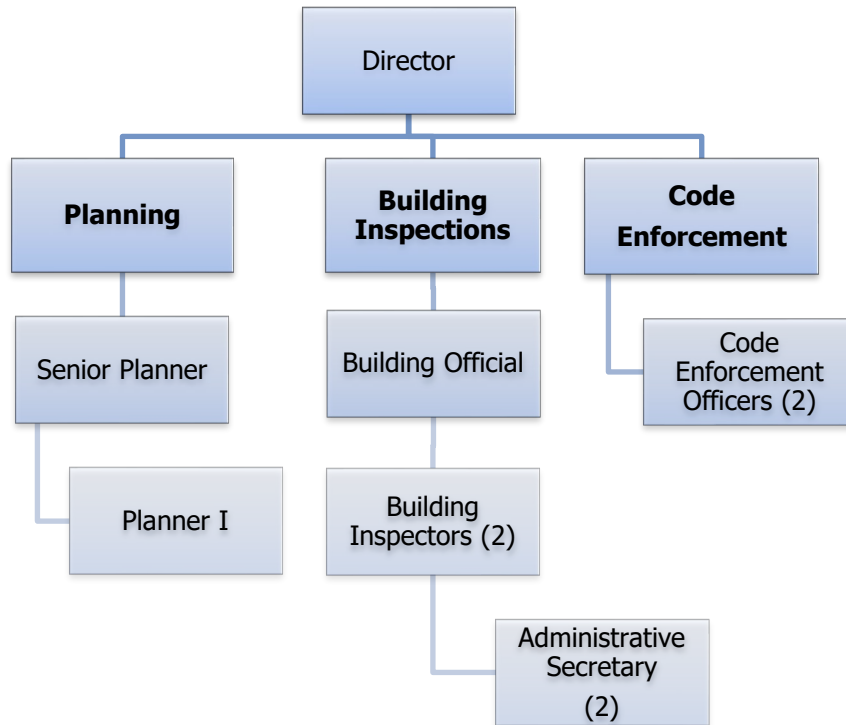
*Program so impactful, several Clients privately pay who do not qualify for state funding.

Adaptive Adults

Expenditures	FY 2021 Budget	FY 2022 Budget	FY 2023 Budget
Salaries - Regular	\$ 15,351	\$ -	\$ -
Salaries - Part Time	40,000	40,000	78,406
Benefits	11,133	5,023	7,578
Total Personnel	\$ 66,484	\$ 45,023	\$ 85,984
Advertising	\$ -	\$ -	\$ -
Travel & Training	1,000	1,000	1,200
Recreation Supplies	4,000	3,500	6,400
Total O&M	\$ 5,000	\$ 4,500	\$ 7,600
Totals	\$ 71,484	\$ 49,523	\$ 93,584

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



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

Community Development

Expenditures	FY 2021 Budget	FY 2022 Budget	FY 2023 Budget
Planning	\$ 531,431	\$ 560,324	\$ 659,788
Building Inspections	249,328	253,481	291,017
Total Personnel	\$ 780,759	\$ 813,805	\$ 950,805
Planning	\$ 248,695	\$ 264,432	\$ 601,064
Building Inspections	3,610	6,110	6,110
Neighborhood Enhancement	58,970	106,470	103,950
Total O&M	\$ 311,275	\$ 377,012	\$ 711,124
Neighborhood Enhancement	\$ -	\$ -	\$ -
Total Capital	\$ -	\$ -	\$ -
Totals	\$ 1,092,034	\$ 1,190,817	\$ 1,661,929



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 2021	Budgeted FY 2022	Budgeted FY 2023
General	\$603,144	\$668,775	\$940,776
Grants	\$168,897	\$142,659	\$307,190
Donation	\$8,085	\$13,322	\$12,886
Total	\$780,126	\$824,756	\$1,260,852

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 West End Commission, and the Commission on Disability Issues in helping them carry out their respective agendas and formulate recommendations to City Council on policy matters. The Division also works closely with Cochise County and the Southeastern Arizona Governments Organization (SEAGO) on regional planning and community development issues.

The Administrative function is responsible for administering Community Development Block Grant (CDBG) activities and documenting compliance with federal program requirements. The City of Sierra Vista is an "entitlement community," receiving a formula-based annual grant award from the U.S. Department of Housing and Urban Development. The primary objective of the CDBG program is to develop viable communities by providing decent, safe housing, a suitable living environment, and expanding economic opportunities that principally benefit low to moderate income households.



Major Accomplishments

1. Closed out City's Subrecipient Contract with the United Way of Sierra Vista and Cochise County, Inc., to coordinate the distribution of CARES Act emergency crisis funds to assist community members impacted by COVID-19. The final report documented assistance for 345 families for rent; 214 families for utilities; and 2,000 families for food. Additionally, 499 community members were provided employment assistance; 450 community members were provided mental health assistance; and 126 community members were offered hotel/motel vouchers for emergency shelter. The CARES Act funding was used to purchase heavy duty washers and dryers at the local emergency shelter; restore the shower program; and increase homeless outreach services.
2. Implemented One Stop Resource and Referral Center (Community Connect) on a six-month trial basis through a contract with Cochise Housing Connection, Inc. The project mission is to provide a central point of contact for navigating and accessing regionally available housing and support services to assist families and individuals progress from homelessness to permanent housing. The events have grown to include over 30 service organizations to help hundreds of individuals in need connect with available services.
3. Prepared necessary study and amendments to West Sierra Vista Redevelopment Area (WSVRA) Plan to meet statutory requirements to expand the WSVRA Boundary to include all non-residentially zoned property west of 5th Street, covering 162 parcels, comprising 111 acres excluding public rights-of-way.
4. Completed CDBG funded parking lot at Cyr Center Park which involved documenting environmental clearance and Davis-Bacon requirements.
5. Administered West Sierra Vista Partnership Program providing renovation grants to Jaguar Fitness; J's Kitchen and JV Boba; We Frame It, Laus Deo Fidelity; Cochise Dental, and West End Health Center.
6. Developed conceptual plan alternatives for the Fab Avenue property.
7. Planned and organized West Fest with West End Commission and Special Events Staff to activate the West End entertainment district.
8. Finalized Evaluation and Appraisal of the current relevancy and implementation status of goals and strategies contained in VISTA 2030 General Plan.
9. Performed consistency reviews and coordinated Development Review Committee approvals on site plan applications for: Casa Del Sol, Phase 2; Haven Health, Popeye's, Sierra Vista Surgical Center, Culver's Parking Lot Expansion; Pepsi Storage Building, EMS Substation.



Goals (combined for all divisions)

Superior Customer Service and Partnerships

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

Technology

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

Neighborhood Improvement

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



Effective Planning

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

Planning

Expenditures	FY 2021 Budget	FY 2022 Budget	FY 2023 Budget
Salaries - Regular	\$ 387,489	\$ 411,042	\$ 492,069
Salaries - Part Time	14,196	14,196	10,000
Benefits	129,746	135,086	157,719
Total Personnel	\$ 531,431	\$ 560,324	\$ 659,788
Professional Services	\$ 218,997	\$ 232,997	\$ 567,290
Office Equipment Maintenance	-	-	-
Equipment Rentals	-	-	-
Printing & Binding	500	500	500
Professional Associations	1,688	1,688	1,688
Travel & Training	2,000	2,000	3,500
Postage	-	-	-
Advertising	7,000	3,500	5,000
Office Supplies	6,000	6,000	6,000
Specialized Supplies	4,200	4,200	4,200
Books & Periodicals	225	225	-
Donations	8,085	13,322	12,886
Total O&M	\$ 248,695	\$ 264,432	\$ 601,064
Totals	\$ 780,126	\$ 824,756	\$ 1,260,852

*Professional services include \$100K West End Partnership Program and \$20K for implementing new Neighborhood Partnership Program.

**Performance Measures**

PLANNING & ZONING DIVISION	FY 19-20	FY 20-21	FY 21-22
Development Cases			
# of Site Plan (including Modified) Applications	4	6	7
# of Annexation Petitions Processed	4	4	6
# of Variance Cases (including Modification of Setbacks)	3	5	2
# Conditional Use Requests	1	0	2
# of Rezoning Petitions	1	0	1
# of Subdivision Plats Reviewed	1	7	2
#Temporary Uses	16	10	14
# Zoning Compliances	65	73	105
#Home Based Businesses	60	61	77
#Permanent Signs	49	40	35
#Temporary Signs	19	14	22
# Code Amendments	4	5	3
Effectiveness			
Average # of Days to Review Development Cases	30	30	30
% of Projects Completed on Schedule	100%	100%	100%



Building Inspection

Vision

Promote the safety, health, and welfare of our community and citizens through enforcement of sound building practices and codes.

Expenditure By Fund			
	Budgeted FY 2021	Budgeted FY 2022	Budgeted FY 2023
General	\$252,938	\$259,591	\$297,127
Total	\$252,938	\$259,591	\$297,127

Mission Statement

Provide quality service by giving excellent customer service, consistent building plan review, and complete building inspection services for the community.

Description

The Building Inspection Division provides a full range of building plan review, inspection, and support services for all public and private construction within the City. The Division enforces all adopted City Codes, applicable state and federal codes, and regulations relating to building.

Goals	Objectives
Provide consistent interpretations of the codes	<ul style="list-style-type: none"> • Train together as a division on all codes to ensure code interpretations are being consistently applied.
Maintain open lines of communication with the contracting community on code issues and concerns	<ul style="list-style-type: none"> • Continue to participate and network at SACA. • Encourage feedback through customer experience survey and other methods.
Decrease the number of open permits in MUNIS which have either been completed or have expired but not closed out.	<ul style="list-style-type: none"> • Identify those open/expired permits through Munis. • Contact the permit holder and schedule a time to inspect. • Ascertain through inspections whether the permit should be closed, extended, or made to be renewed.
Assist Code Enforcement in identifying building issues as they pertain to property maintenance.	<ul style="list-style-type: none"> • Provide inspections and reports supporting code enforcement efforts in property maintenance

**Building Inspections**

Expenditures	FY 2021 Budget	FY 2022 Budget	FY 2023 Budget
Salaries - Regular	\$ 186,022	\$ 189,242	\$ 221,844
Salaries - Part Time	2,600	2,500	2,500
Benefits	60,706	61,739	66,673
Total Personnel	\$ 249,328	\$ 253,481	\$ 291,017
Professional Services	\$ -	\$ 2,500	\$ 2,500
Printing & Binding	200	200	200
Professional Associations	210	210	210
Travel & Training	3,000	3,000	3,000
Books & Periodicals	200	200	200
Total O&M	\$ 3,610	\$ 6,110	\$ 6,110
Totals	\$ 252,938	\$ 259,591	\$ 297,127

Performance Measures

BUILDING & INSPECTIONS DIVISION	FY 19-20	FY 20-21	FY 21-22
Development Cases			
# of Building Permits Issued	1,425	1,517	1,619
# of Inspections Performed	3,340	3,628	3,629
Effectiveness			
Average Plan Review Time (within 10 Business Days)	60%	50%*	80%
Average Inspection Time (Next Day)	100%	100%	100%

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



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 2021	Budgeted FY 2022	Budgeted FY 2023
General	\$58,970	\$106,470	\$103,950
Grants	0	0	0
Capital	0	0	0
Total	\$58,970	\$106,470	\$103,950

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.
2. Orchestrated 220 tons of trash being removed from various State Land properties, ADOT rights-of-way, and City-owned properties with support from the City’s Streets Division of the Public Works Department.
3. Continued to grow Adopt an Area Program to include 17 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. Regularly provide support to SVFD and Streets with burned structures, unsafe situations and other regulation and codes.
5. Distributed 120 notices for delinquent sewer/sanitation accounts to support the Finance Department.
6. Officer Fuentes assists regularly with Spanish translation for SVPD.
7. Assist SVPD with homeless camp regulations through weekly site visits.



Goals

Goals	Objectives
Improve service to our community through an accessible complaint driven program, which emphasizes voluntary compliance. Strive to achieve 80% voluntary compliance rate within 30 days of initial contact.	<ul style="list-style-type: none"> Continue to improve communication methods and materials.
Ensure code enforcement violations referred to municipal court are upheld through clear, accurate, and professionally produced reports and evidence consistent with required procedures.	<ul style="list-style-type: none"> To motivate non-cooperative property owners to resolve code violations in a timely manner by imposing fines, penalties, and/or restitution as a last resort.
Reduce the time and expense of abatements through the use of internal staff and Department of Corrections Workers as available.	<ul style="list-style-type: none"> To minimize use of general tax dollars on properties in cases where code enforcement liens are precluded by state law and cost recovery is not possible.

Neighborhood Enhancement

Expenditures	FY 2021 Budget	FY 2022 Budget	FY 2023 Budget
Professional Services	\$ 50,000	\$ 100,000	\$ 100,000
Advertising	1,520	1,520	-
Printing & Binding	1,000	1,000	-
Professional Associations	250	250	250
Travel & Training	1,200	1,200	1,200
Specialized Supplies	5,000	2,500	2,500
Total O&M	\$ 58,970	\$ 106,470	\$ 103,950
Infrastructure	\$ -	\$ -	\$ -
Total Capital	\$ -	\$ -	\$ -
Totals	\$ 58,970	\$ 106,470	\$ 103,950

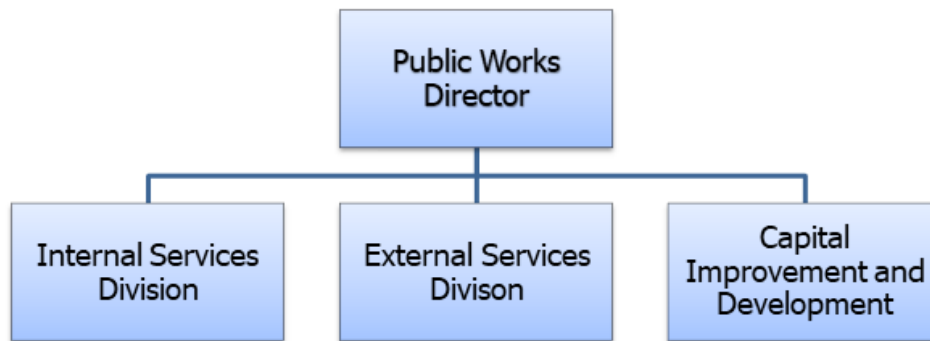
Comments

Staff maintains \$100,000 under Professional Services to carry out Abatements.



Performance Measures

CODE ENFORCEMENT	FY 19-20	FY 20-21	FY 21-22
Code Enforcement Complaints	700	667	612
Civil Citations Issued	2	1	1
Court Hearings	3	2	1
Abatements Performed	16	9	12
Vacant Properties Registered	40	40	21
Properties Secured	2	1	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 one of the most diverse departments in the City organization. The department consists of three major functional divisions: Internal Services, External Services, and Capital Improvement and Development.

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



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

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

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

Core Values

Professionalism

- We provide the highest possible customer service through our capable and experienced workforce.
- We provide services effectively and efficiently.
- We are respectful to each other and the public.
- We are dependable and responsible.
- We approach challenges with a "can do" and "get it done" attitude.

Resourcefulness

- We are committed to delivering efficient programs and services.
- We are problem-solvers.
- We look for new ways of doing business that maximize outcomes.
- We collaborate with coworkers to improve efficiency.
- We are good stewards of the community's resources.

Safety

- We share the responsibility to protect the lives, health and property of our coworkers and the public.
- We incorporate safety in the performance of our jobs.
- We monitor our work environment to identify and mitigate safety concerns.

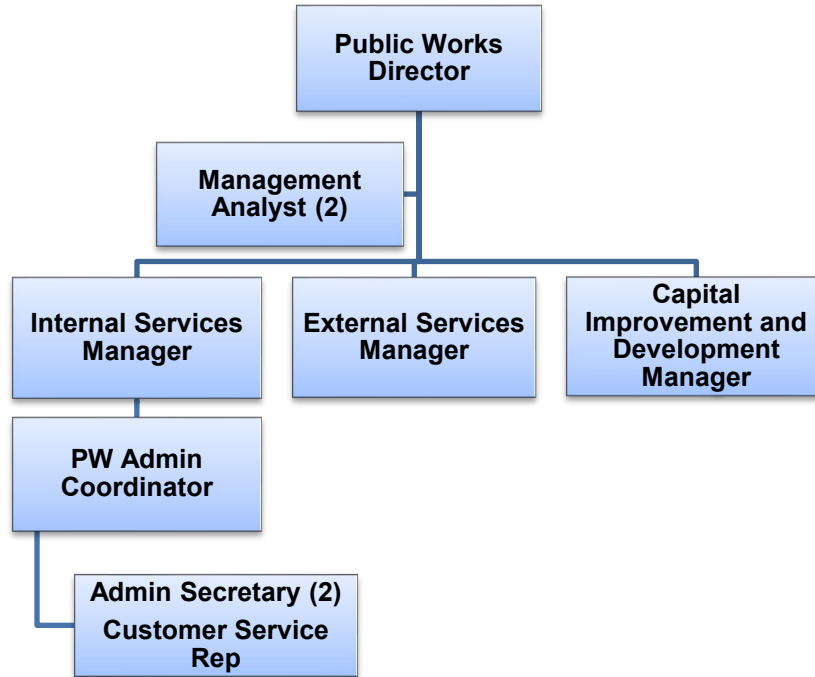


Public Works

Expenditures	FY 2021 Budget	FY 2022 Budget	FY 2023 Budget
Administration Division	\$ 924,619	\$ 1,104,342	\$ 1,119,669
Engineering Division	2,351,776	2,570,245	2,671,380
Municipal Services Division	3,024,321	3,170,334	3,450,357
Total Personnel	\$ 6,300,716	\$ 6,844,921	\$ 7,241,406
Administration Division	\$ 758,500	\$ 893,165	\$ 1,335,165
Engineering Division	3,537,502	3,642,343	3,663,993
Municipal Services Division	5,898,225	6,443,312	6,755,881
Total O&M	\$ 10,194,227	\$ 10,978,820	\$ 11,755,039
Administration Division	\$ 1,940,500	\$ 13,837,000	\$ 12,851,009
Engineering Division	7,014,449	12,831,205	60,533,199
Municipal Services Division	5,987,000	6,318,964	20,276,216
Total Capital	\$ 14,941,949	\$ 32,987,169	\$ 93,660,424
Totals	\$ 31,436,892	\$ 50,810,910	\$ 112,656,869



Administration



Expenditure By Type			
	Budgeted FY 2021	Budgeted FY 2022	Budgeted FY 2023
General	\$278,722	\$331,610	\$331,811
HURF	\$170,829	\$203,245	\$203,369
Donations	0	\$15	\$15
Sewer	\$224,775	\$267,427	\$267,591
Refuse	\$224,775	\$267,427	\$267,591
Development Fees	0	0	0
Total	\$899,101	\$1,069,724	\$1,070,377

Description

The Administration Section manages the Department's financial and human resources and coordinates with other City Departments in accomplishing City Council Strategic Plan initiatives. This Division provides the necessary support and leadership to the entire Department, which includes management and supervision of all public works services and programs, records management, budgeting, customer payments, supply purchases, and promotion of employee development, training, safety, and recognition programs.



City Council Strategic Plan Initiatives

- Prioritize reducing the number of road miles of city-owned streets that fall into the Very Poor or Poor classifications on the Pavement Condition Index, and maintain higher classifications to the extent possible.
 - Develop a strategy and financial plan for addressing street conditions including rebuilding and repaving city streets.
- Explore and leverage resources for identifying additional grant and funding opportunities.
 - Partner with ADOT and the SVMPO to facilitate repair of state-owned roadways in Sierra Vista.
 - Identify and design shovel-ready plans where feasible and appropriate.
- Enhance and improve Economic Development infrastructure.
 - Plan for future use of the Fab Avenue property and implement improvements.
 - Implement recommendations from the surface water master plan affecting the West End.
- As the media landscape is changing, we will continue to leverage traditional and new methods of communication to provide opportunities for improved citizen engagement.
 - Reinvigorate non-regulatory commissions by evaluating how they could work more effectively.

Major Accomplishments

1. Hired three new managers and several new supervisors to assist the director in the planning, operations, and oversight of the Public Works Department
2. Updated the City’s Capital Improvement Plan (CIP) and streamlined the process for project submittal.
3. Continued to make operational adjustments in response to COVID-19, particularly within Vista Transit.
4. Maintained consistent and safe operations throughout the pandemic, with over 97% of staff continuing to report to their physical work location. Managed outbreaks to help minimize spread between coworkers and keep critical work groups functioning.
5. Completed the construction of the first phase of the Fry Boulevard streetscape improvement project.
6. Applied for several new grants created under the Bipartisan Infrastructure Law.
7. Started the process of implementing a new organization-wide asset management system.



Goals

Goals	Objectives
Provide quality administrative and managerial support services within the Department of Public Works.	<ul style="list-style-type: none"> • Conduct periodic review of departmental administrative procedures and policies to improve efficiency and worker safety. • Deliver excellent customer service to our internal and external customers. • Provide professional and proactive liaison support to our commissions.
Promote a safety conscious work environment where all personnel are trained in accordance with established safety requirements by OSHA, NIMS, and other regulatory entities.	<ul style="list-style-type: none"> • Continue to train all new department employees in required areas. • Monitor emergency training requirements for Public Works personnel through FEMA and Homeland Security and ensure that all new employees receive NIMS training. • Monitor safety training requirements to ensure compliance. • Engage employees in developing and reviewing safety related policies and procedures.
Promote quality service through an excellent workforce.	<ul style="list-style-type: none"> • Assist employees with maintaining job required certifications. • Monitor Public Works industry related changes to stay informed on new training requirements and certifications. • Encourage attendance at job related training seminars and/or conferences. • Conduct a periodic review of the department’s employee recognition and rewards program to ensure program effectiveness.
Generate effective avenues for outreach and education on Public Works programs and services to our internal and external customers.	<ul style="list-style-type: none"> • Promote programs and services through effective marketing avenues that are cost effective and provide accurate and timely information to our target audiences.

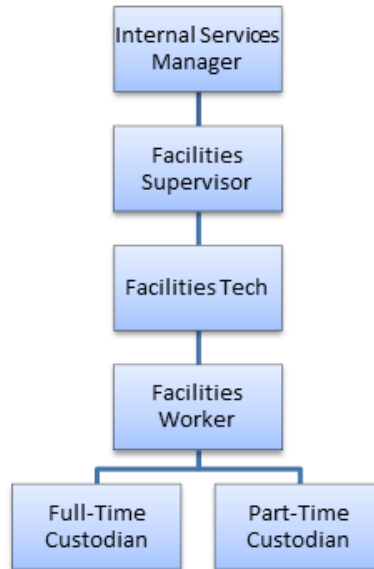


Administration Division

Expenditures	FY 2021 Budget	FY 2022 Budget	FY 2023 Budget
Salaries - Regular	\$ 650,516	\$ 785,173	\$ 795,450
Salaries - Part Time	-	-	-
Salaries- Over Time	-	-	-
Benefits	201,085	238,536	240,912
Total Personnel	\$ 851,601	\$ 1,023,709	\$ 1,036,362
Professional Services	\$ -	\$ -	\$ -
Office Equipment Maintenance	-	-	-
Printing & Binding	3,500	2,500	2,500
Professional Associations	4,500	4,000	2,500
Travel & Training	22,000	22,000	10,000
Office Supplies	8,000	8,000	8,000
Specialized Supplies	9,000	9,000	10,500
Books & Periodicals	500	500	500
Donation	-	15	15
Total O&M	\$ 47,500	\$ 46,015	\$ 34,015
Totals	\$ 899,101	\$ 1,069,724	\$ 1,070,377



Facilities



Expenditure by Type			
	Budgeted FY 2021	Budgeted FY 2022	Budgeted FY 2023
General	\$6,540,729	\$2,855,161	\$7,081,531
CIF	\$525,000	\$0	\$6,957,108
Sewer	\$44,296	\$44,089	\$52,407
Refuse	\$44,296	\$44,089	\$52,407
Total	\$7,154,321	\$2,943,339	\$14,143,453

Description

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

Major Accomplishments

1. Provided cleaning services for 150,460 square feet of City facilities.
2. Oversaw the roof re-coats for Fire Stations 1 & 2.
3. Oversaw the roof replacement of the Pavilion.
4. Oversaw the installation of flooring throughout the Police Department.
5. Implemented a new asset preventive maintenance tracking program specifically for buildings, HVAC units, and appliances.

**Goals**

Goals	Objectives
Provide quality maintenance and custodial services to all City-owned or leased buildings.	<ul style="list-style-type: none"> • Manage City facility assets to prolong 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	Goal
Work Order Closure Rate The ratio of completed work orders to total work orders.	83%	90%
Planned Maintenance Percentage (PMP) Maintenance that is completed preventively instead of reactively.	52%	75%
Time To Completion Percentage of work orders completed within 5 working days of request.	69%	70%
Preventive Maintenance Compliance The ratio of completed PM work orders to scheduled PM work orders.	80%	95%
Capital Projects (those managed by the Facilities Section) Percentage of capital projects that were completed during scheduled FY.	100%	100%

Note: These are newly developed performance measures as of FY 2022.



Facilities

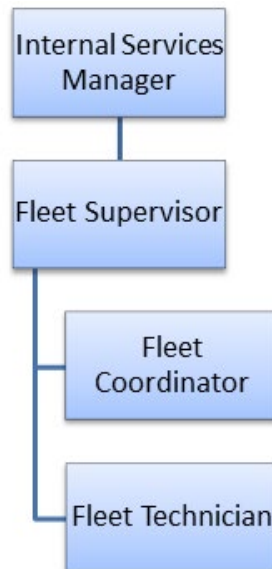
Expenditures	FY 2021 Budget	FY 2022 Budget	FY 2023 Budget
Salaries - Regular	\$ 521,406	\$ 522,052	\$ 597,030
Salaries - Overtime	7,000	7,000	7,000
Salaries - Part Time	25,350	25,350	25,350
Benefits	211,965	216,648	244,045
Total Personnel	\$ 765,721	\$ 771,050	\$ 873,425
Professional Services	\$ 135,500	\$ 128,000	\$ 119,500
Electricity	600,000	600,000	600,000
Water	300,000	300,000	300,000
Natural Gas	120,000	120,000	115,000
Office Equipment Maintenance	1,500	1,500	500
Equipment Maintenance	59,000	59,000	60,500
Building Maintenance	94,100	79,900	378,900
Infrastructure Maintenance	48,000	48,000	92,020
Travel & Training	-	-	3,500
Specialized Supplies	95,500	97,000	97,000
Total O&M	\$ 1,453,600	\$ 1,433,400	\$ 1,766,920
Buildings	\$ 4,935,000	\$ 738,889	\$ 11,473,108
Infrastructure	-	-	-
Machinery & Equipment	-	-	30,000
Total Capital	\$ 4,935,000	\$ 738,889	\$ 11,503,108
Totals	\$ 7,154,321	\$ 2,943,339	\$ 14,143,453

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 Type			
	Budgeted FY 2021	Budgeted FY 2022	Budgeted FY 2023
General	\$2,493,232	\$2,685,578	\$3,927,617
Total	\$2,493,232	\$2,685,578	\$3,927,617

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. Implemented a standardized preventive maintenance system for City vehicles and equipment. The Fluid Secure fuel system and Munis have been updated to work together to produce accurate reporting on preventive maintenance services that are due.
2. Utilized Munis preventive maintenance reporting to email City departments monthly notices of preventive maintenance services that are due.

3. Implemented standardized preventive maintenance checklists that are specific to the vehicle class and the equipment type. The goal is to reduce reactive maintenance, and thereby, save the City money in repair and replacement costs.
4. Ordered and released to departments a variety of new vehicles and equipment.
5. Coordinated the ordering of several new police vehicles.
6. Maintained the fuel farm to provide fuel for internal and external customers.

Goals

Goals	Objectives
Maintain the City and IGA fleet through appropriate maintenance programs.	<ul style="list-style-type: none"> • Complete preventive maintenance on all vehicles within 500 miles of service due. • Complete all non-emergency vehicle and equipment repairs within seven days.
Update the Five-Year Capital Maintenance and Replacement Plan and assist in implementing the plan each fiscal year.	<ul style="list-style-type: none"> • Determine the quantity and types of vehicles and equipment that require replacement. • Provide departments with data that validates replacement requirements. • Prepare city assets for rotation out of service and auction.
Provide quality customer service to all external agencies and internal departments.	<ul style="list-style-type: none"> • Utilize Munis 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	Goal
Productivity The ratio of wrenching hours to payroll hours.	57%	65%
Turnaround Time Within 3 Days Percentage of work orders completed within 3 working days.	40%	70%
Rework Repeat repair within 30 days of original repair.	2%	3% or less
Preventive Maintenance Compliance The ratio of completed PMs to PMs due.	89%	95%
PM vs RM % of preventive maintenance jobs versus % of reactive maintenance jobs.	PM: 42% RM: 58%	75% or more of PM

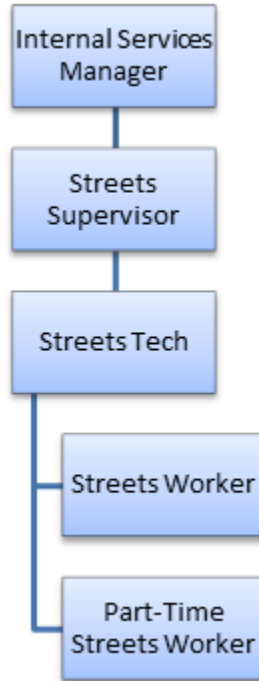
Note: These are newly developed performance measures as of FY 2022.

Fleet

Expenditures	FY 2021 Budget	FY 2022 Budget	FY 2023 Budget
Salaries - Regular	\$ 433,876	\$ 477,680	\$ 531,861
Salaries - Overtime	8,460	8,460	8,460
Benefits	149,096	172,274	178,313
Total Personnel	\$ 591,432	\$ 658,414	\$ 718,634
Professional Services	\$ 56,800	\$ 140,764	\$ 155,750
Vehicle Maintenance	736,000	825,000	960,000
Equipment Maintenance	-	-	5,000
Travel & Training	-	-	8,000
Specialized Supplies	15,000	24,400	24,400
Fuel	702,000	702,000	740,000
Total O&M	\$ 1,509,800	\$ 1,692,164	\$ 1,893,150
Vehicles	\$ 392,000	\$ 335,000	\$ 1,070,833
Machinery & Equipment	-	-	245,000
Total Capital	\$ 392,000	\$ 335,000	\$ 1,315,833
Totals	\$ 2,493,232	\$ 2,685,578	\$ 3,927,617



Streets/Traffic Services



Expenditure by Type			
	Budgeted FY 2021	Budgeted FY 2022	Budgeted FY 2023
HURF	\$8,727,707	\$15,049,900	\$62,443,275
CIF	0	0	0
Dev Fees	0	0	0
Total	\$8,727,707	\$15,049,900	\$62,443,275

Description

This Section is funded primarily by the Highway User Revenue Fund (HURF) and is responsible for maintaining pavement on all public streets; concrete curbs, gutters and sidewalks; street drainage systems; public drainage ways; separated multi-use path pavement surfaces; mowing of public rights-of-way; traffic control signs; streetlights; traffic signals; pavement striping; and special markings.



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

Major Accomplishments

1. Repaired 4,680 square feet of damaged sidewalks that had become a hazard to pedestrian traffic.
2. Maintained emergency vehicle preemption for traffic signals (City, Ft. Huachuca and ADOT).
3. Successfully abated over 3,000 square feet of graffiti throughout the City.
4. Crack sealed over one million square feet of City streets and parking lots.
5. Refreshed over 500,000 linear feet of striping on City-owned streets and crosswalks.
6. Maintained over 14,000,000 square feet of drainage way.
7. Maintained 53 miles of multi-use paths and bike paths.

Goals

Goals	Objectives
Provide safe, efficient and cost-effective transportation infrastructure and services.	<ul style="list-style-type: none"> • Identify a minimum acceptable pavement condition index (PCI) number in the GIS system. • Develop a multi-year plan to bring all City streets up to an established minimum standard. • Respond to sign and signal knockdowns in a timely manner to mitigate safety concerns associated with missing infrastructure.
Preserve the roadway network to ensure safety and serviceability, while optimizing all available resources.	<ul style="list-style-type: none"> • Provide preventive maintenance by use of acrylic seal, rubberized crack fill, signal preventive maintenance, and assisting Engineering staff in administering the annual street maintenance reconstruction program. • Choose pavement types and rehabilitation activities that optimize pavement life and minimize cost. • Prioritize critical pavement concerns in the annual Five-Year Capital Maintenance and Replacement Plan.
Maintain City rights-of-way in a clean and safe condition.	<ul style="list-style-type: none"> • Provide regular street sweeping services to remove debris from City streets.



Streets/Traffic Services

	<ul style="list-style-type: none"> • Maintain vegetation within the public right of way to enhance its visual appeal and avoid 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.
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Performance Measures

	2017	2018	2019	2020	2021
Expenditures, Road rehabilitation:	\$2,202,628	\$596,117	\$987,560	\$901,627	\$957,777
Paved lane miles:	602	602	602	629	629
Lane miles of bike paths and multi-use paths in the City.	48	48	48	52	53
Number of linear miles swept.	2,381	1,910	2,393	1,716	1,232
Paved lane miles assessed as satisfactory as a percentage of miles assessed.	70%	60%	60%	64%	64%
Street sweeping expenditures per lane mile.	\$15.20	\$23.10	\$24.51	\$28.96	\$28.83



Streets/Traffic Services Section

Expenditures	FY 2021 Budget	FY 2022 Budget	FY 2023 Budget
Salaries - Regular	\$ 692,740	\$ 754,229	\$ 852,987
Salaries - Overtime	16,566	5,000	5,000
Salaries - Part Time	51,140	45,000	45,000
Benefits	337,610	358,299	392,489
Total Personnel	\$ 1,098,056	\$ 1,162,528	\$ 1,295,476
Professional Services	\$ 5,000	\$ 5,000	\$ 75,000
Electricity	500,000	500,000	500,000
Telephone	18,000	18,000	21,600
Vehicle Maintenance	100,000	100,000	110,000
Equipment Maintenance	-	-	-
Infrastructure Maintenance	661,952	447,150	477,150
Wash Maintenance	18,000	10,000	10,000
Equipment Rentals	4,000	4,000	4,000
Advertising	-	-	-
Professional Associations	500	500	500
Travel & Training	15,275	15,300	12,350
Office Supplies	500	500	500
Specialized Supplies	115,775	113,500	113,500
Fuel	51,200	50,000	50,000
Total O&M	\$ 1,490,202	\$ 1,263,950	\$ 1,374,600
Infrastructure	\$ 6,029,449	\$ 12,533,422	59,105,399
Vehicles	110,000	90,000	667,800
Machinery & Equipment	-	-	-
Total Capital	\$ 6,139,449	\$12,623,422	\$ 59,773,199
Totals	\$ 8,727,707	\$15,049,900	\$ 62,443,275

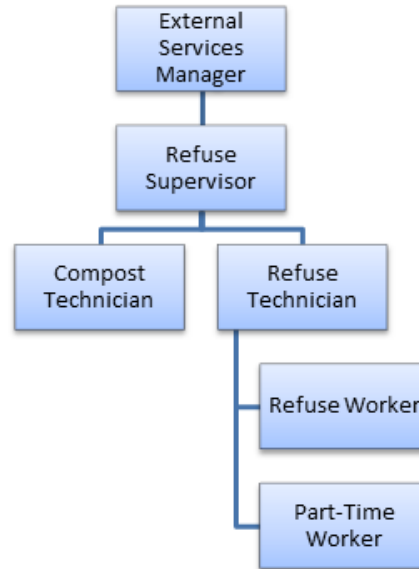
Comments

The Infrastructure budget includes annual capital streets maintenance.

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



Refuse Services



Expenditure By Type			
	Budgeted FY 2021	Budgeted FY 2022	Budgeted FY 2023
Refuse	\$4,038,327	\$4,245,761	\$4,584,294
Total	\$4,038,327	\$4,245,761	\$4,584,294

Description

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

Major Accomplishments

1. Expanded compost production after reassessing current use of available dirt pads.
2. Responded to staffing challenges and shortages without delaying service to the public.
3. Administered city-wide commercial driver’s license (CDL) exam program to certify new CDL drivers for multiple divisions across Public Works.
4. Improved oversight for vehicle inspections and maintenance.
5. Demonstrated exceptional customer service during high wind events, eliciting multiple compliments to the team.

**Goals**

Goals	Objectives
Maintain excellence in customer service	<ul style="list-style-type: none"> • Reduce amount of delinquent bills • Implement GPS tracking with camera assistance • 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"> • Redraw and implement more efficient routes • Create alternative routes to respond to available drivers, shortages • Reduce deadhead miles to and from routes and mileage spent servicing each route • 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"> • Reduce reactive maintenance and stress on Fleet Section to respond to emergencies • 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 • Reduce overtime
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 and trusted datasets
Develop next generation of drivers	<ul style="list-style-type: none"> • Collaborate with other City divisions to provide free CDL exam test preparation and certification • Ensure all drivers test and pass CDL exams

Performance Measures

	2019	2020	2021
Green waste loads diverted from landfill and received at Compost	11,510	16,123	11,072
Class A Compost sold to public (cubic yards)	1400	1666	1662
Refuse picked up and delivered to landfill (tons)	20,374	20,421	20,743

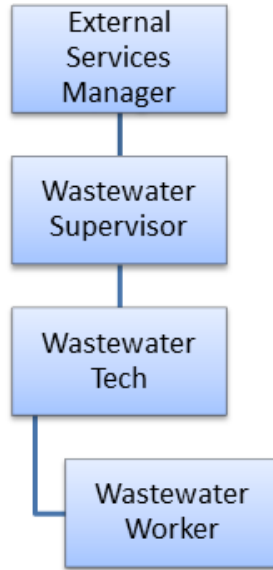


Refuse

Expenditures	FY 2021 Budget	FY 2022 Budget	FY 2023 Budget
Salaries - Regular	\$ 651,200	\$ 683,545	\$ 738,376
Salaries - Overtime	21,049	21,049	21,049
Salaries - Part Time	21,998	21,998	21,998
Benefits	287,980	308,769	313,995
Total Personnel	\$ 982,227	\$ 1,035,361	\$ 1,095,418
Depreciation Expense	\$ 500,000	\$ 500,000	\$ 500,000
Professional Services	27,000	24,800	10,200
Intergovernmental Contracts	1,200,000	1,250,000	1,300,000
Electric	1,600	1,600	2,100
Water	20,000	17,000	10,000
Vehicles & Equipment Maint	325,000	360,000	370,000
Infrastructure Maintenance	1,500	1,500	1,000
Professional Associations	1,000	500	500
Rentals	-	-	-
Travel & Training	2,000	1,000	6,500
Printing & Binding	1,000	8,000	7,000
Postage	-	-	-
Advertising	5,000	-	-
Supplies	1,000	1,000	1,000
Specialized Supplies	154,000	100,000	140,000
Fuel	157,000	150,000	175,000
Total O&M	\$ 2,396,100	\$ 2,415,400	\$ 2,523,300
Machinery & Equipment	\$ -	\$ -	\$ 65,000
Infrastructure	-	-	-
Buildings	-	-	-
Vehicles	660,000	795,000	900,576
Total Capital	\$ 660,000	\$ 795,000	\$ 965,576
Totals	\$ 4,038,327	\$ 4,245,761	\$ 4,584,294



Wastewater



Expenditure by Type			
	Budgeted FY 2021	Budgeted FY 2022	Budgeted FY 2023
Sewer	\$3,517,284	\$3,262,448	\$3,758,203
Total	\$3,517,284	\$3,262,448	\$3,758,203

Description

This section is funded by the Sewer Enterprise Fund and is responsible for the maintenance of the sewer collection system and operation of the wastewater treatment process at the Environmental Operations Park (EOP). This section is also responsible for operation and maintenance of the City’s four potable water well systems.

City Council Strategic Plan Initiatives
<ul style="list-style-type: none"> Effectively plan for and manage water resources.



Major Accomplishments

1. Treated and returned 2,946-acre feet of water to the recharge basins and wetlands at the EOP.
2. Inspected and treated 3,704 manholes for roaches and bees.
3. Processed 1,191 tons of biosolids for production of Class A Compost.
4. Reduced chemical polymer usage by approximately 40% leading to a cost savings of \$37,900 when compared to the average of the last three years' purchases.

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 and modern asset management program	<ul style="list-style-type: none"> • Increase proactive maintenance vs reactive maintenance • Prolong life cycle of equipment • Improve time management by increasing planned versus unplanned work loads
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 • Standardize data to create consistent and trusted datasets
Develop both tenured and next generation of operators	<ul style="list-style-type: none"> • Collaborate with other wastewater agencies to provide cross-training for all operators • Ensure all operators test and pass next level of state certification

Performance Measures

	2019	2020	2021
Number of customer complaints per 1,000 people served.	<1	<1	<1



Wastewater Section

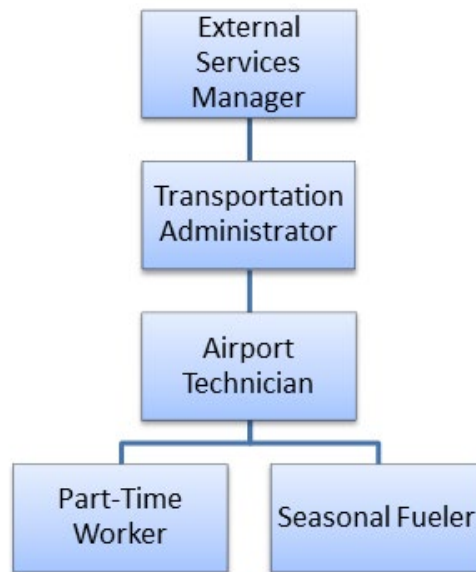
Number of educational presentations to the public.	3	3	3
Miles of sewer collection lines cleaned as a percentage of total miles.	44%	55%	44%
Number of sanitary sewer overflows or stoppages per 100 miles of sewer line.	0	0.5	0

Wastewater

Expenditures	FY 2021 Budget	FY 2022 Budget	FY 2023 Budget
Salaries - Regular	\$ 517,973	\$ 546,510	\$ 540,842
Salaries - Overtime	4,518	4,518	4,518
Salaries - Part Time	-	-	-
Benefits	218,993	226,744	216,950
Total Personnel	\$ 741,484	\$ 777,772	\$ 762,310
Depreciation Expense	\$ 925,000	\$ 950,000	\$ 950,000
Professional Services	215,800	505,289	444,300
Electricity	200,000	200,000	175,000
Water	15,000	15,000	15,000
Vehicle Maintenance	50,000	75,000	75,000
Infrastructure Maintenance	220,000	220,000	288,000
Equipment Rentals	20,000	10,000	20,000
Advertising	500	-	-
Professional Associations	300	1,000	1,000
Travel & Training	6,000	6,000	23,000
Specialized Supplies	207,700	251,400	202,593
Software	15,500	18,204	7,000
Fuel	25,000	25,000	35,000
Total O&M	\$ 1,900,800	\$ 2,276,893	\$ 2,235,893
Infrastructure	\$ 830,000	\$ 157,783	\$ 720,000
Vehicles	45,000	50,000	-
Machinery & Equipment	-	-	40,000
Total Capital	\$ 875,000	\$ 207,783	\$ 760,000
Totals	\$ 3,517,284	\$ 3,262,448	\$ 3,758,203



Municipal Airport



Description

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

City Council Strategic Plan Initiatives

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



Major Accomplishments

1. Completed site leveling of west-end dirt mound impeding future economic development.
2. Installed new sign at State Route 90 and Airport Avenue, replacing antiquated sign.
3. Provided fueling assistance to National Forest Service aircraft during fire season.
4. Increased amount of hangars leased.
5. Enhanced relationship between Libby Army Airfield and Sierra Vista operations.

Performance Measures

	2019	2020	2021
Total number of tie-down and hangar customers	60	52	57
Hangar occupancy	90%	76%	93%
Jet Fuel sold	185,024	411,980	360,573
Aviation Gasoline Sold	4,110	2,643	3,714
Self-Serve, Aviation Gas Sold	17,430	8,830	13,761

Goals

Goals	Objectives
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 relationship with LAAF operations
Implement a comprehensive and modern asset management program	<ul style="list-style-type: none"> • Standardize safety and operational inspections in compliance with regulatory agencies including FAA, OSHA, NFPA • Increase proactive scheduled maintenance vs reactive maintenance • Prolong life cycle of equipment • Improve time management by increasing planned vs unplanned work loads • Correct equipment and infrastructure deficiencies and prevent further degradation
Optimize potential to support economic growth	<ul style="list-style-type: none"> • Convert AvGas fuel storage tank to Jet A to better support US Forest Service fire tankers • Lease hangars at 100%



Municipal Airport

	<ul style="list-style-type: none"> • Develop medium- and long-term development plan in cooperation with LAAF • Reimagine layout and design of usable space
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 and trusted datasets

Airport

Expenditures	FY 2021 Budget	FY 2022 Budget	FY 2023 Budget
Salaries - Regular	\$ 34,674	\$ 36,782	\$ 40,180
Salaries - Overtime	5,644	5,644	5,644
Salaries - Part Time	14,707	19,500	19,500
Benefits	17,993	18,707	17,983
Total Personnel	\$ 73,018	\$ 80,633	\$ 83,307
Professional Services	\$ 24,000	\$ 11,000	\$ 269,000
Electricity	30,000	30,000	30,000
Telephone	-	-	-
Natural Gas	2,000	2,000	2,300
Building Maintenance	-	-	-
Vehicle Maintenance	-	-	5,000
Infrastructure Maintenance	24,000	24,000	24,000
Equipment Rentals	42,000	42,000	42,000
Insurance	-	-	11,900
Advertising	1,000	1,000	750
Specialized Supplies	10,000	13,400	10,700
Travel & Training	3,000	3,000	4,500
Fuel	575,000	720,750	901,000
Total O&M	\$ 711,000	\$ 847,150	\$ 1,301,150
Buildings	\$ -	\$ -	\$ 130,000
Infrastructure	1,940,500	13,837,000	12,389,009
Machinery & Equipment	-	-	332,000
Total Capital	\$ 1,940,500	\$ 13,837,000	\$ 12,851,009
Totals	\$ 2,724,518	\$ 14,764,783	\$ 14,235,466



Vista Transit



Description

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

Major Accomplishments

1. Received a Federal Transit Administration grant to construct multi-use pathways along Buffalo Soldier Trail and State Route 92.
2. Ordered two buses to replace aging fleet.
3. Upgraded ridership tracking to electronic source.
4. Upgraded and modernized on-bus surveillance cameras and GPS tracking system.
5. Partnered with the Sierra Vista Police Department to provide de-escalation training to drivers.

Goals

Goals	Objectives
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 front line staff with enhanced training program, including de-escalation



Modernize Transit services	<ul style="list-style-type: none"> • Implement a cashless payment system to accept more types of payment in more places • Provide an app for improved rider convenience • Streamline data collection and management practices & improve administrative efficiency
Increase ridership and local match revenues	<ul style="list-style-type: none"> • Partner with the Public Affairs Office to create a marketing campaign for advertisement • Work with Fort Huachuca to improve on-base routing efficiency • Study routes for effectiveness • Investigate alternative local match qualifying transactions
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 and trusted datasets

Performance Measures (Fixed-Route)

	2019	2020	2021
Total number of passenger trips	140,746	102,540	66,451
Operational cost per passenger trip	\$5.95	\$9.04	\$9.46
Cost per vehicle revenue mile	\$6.28	\$2.08	\$7.44
Cost per vehicle revenue hour	\$75.82	\$71.10	\$80.39

Performance Measurement statistics in Transit are currently being assessed.



Vista Transit

Expenditures	FY 2021 Budget	FY 2022 Budget	FY 2023 Budget
Transit-Administration	\$ -	\$ -	\$ -
Transit-Operations	684,941	705,509	762,880
Total Personnel	\$ 684,941	\$ 705,509	\$ 762,880
Transit-Administration	\$ 140,000	\$ 487,747	\$ 244,873
Transit-Operations	398,725	414,601	327,638
Total O&M	\$ 538,725	\$ 902,348	\$ 572,511
Transit-Administration	\$ 400,000	\$ 4,450,075	\$ 6,491,699
Transit-Operations	-	-	-
Total Capital	\$ 400,000	\$ 4,450,075	\$ 6,491,699
Totals	\$ 1,623,666	\$ 6,057,932	\$ 7,827,090



Transit Administration

Expenditures	FY 2021 Budget	FY 2022 Budget	FY 2023 Budget
Salaries - Regular	\$ -	\$ -	\$ -
Benefits	-	-	-
Total Personnel	\$ -	\$ -	\$ -
Professional Services	\$ -	\$ -	\$ -
Electricity	-	-	-
Water	-	-	-
Telephone	-	-	-
Natural Gas	-	-	-
Vehicle Maintenance	140,000	312,000	240,000
Equipment Maintenance	-	-	-
Infrastructure Maintenance	-	90,876	-
Advertising	-	-	-
Printing & Binding	-	-	-
Travel & Training	-	4,871	4,873
Office Supplies	-	-	-
Specialized Supplies	-	80,000	-
Total O&M	\$ 140,000	\$ 487,747	\$ 244,873
Buildings	\$ -	\$ 100,000	\$ -
Infrastructure	-	3,488,503	5,299,485
Machinery & Equipment	-	172,000	318,179
Vehicles	400,000	689,572	874,035
Total Capital	\$ 400,000	\$ 4,450,075	\$ 6,491,699
Totals	\$ 540,000	\$ 4,937,822	\$ 6,736,572

Comment

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

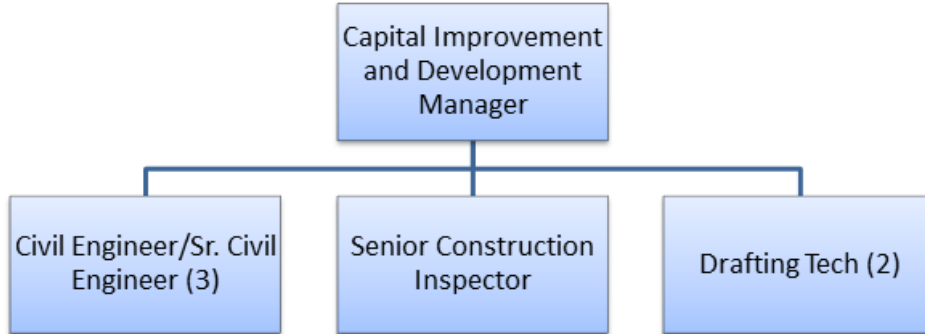


Transit Operations

Expenditures	FY 2021 Budget	FY 2022 Budget	FY 2023 Budget
Salaries - Regular	\$ 350,364	\$ 364,940	\$ 402,006
Salaries - Overtime	7,626	7,690	7,006
Salaries - Part Time	123,236	124,380	124,380
Benefits	203,715	208,499	229,488
Total Personnel	\$ 684,941	\$ 705,509	\$ 762,880
Professional Services	\$ 9,000	\$ 51,000	\$ 24,000
Electricity	6,000	6,000	6,000
Water	1,000	2,500	2,500
Telephone	3,500	3,500	3,500
Natural Gas	2,000	2,000	2,000
Vehicle Maintenance	-	-	-
Equipment Maintenance	10,000	10,000	10,000
Infrastructure Maintenance	14,000	35,000	14,000
Insurance	102,774	63,000	50,000
Advertising	2,000	2,000	2,000
Printing & Binding	9,000	9,000	9,000
Travel & Training	4,000	4,000	4,000
Office Supplies	2,000	3,000	2,000
Specialized Supplies	42,345	23,000	8,000
Safety Supplies	1,500	1,500	1,500
Fuel	75,000	90,000	90,000
Misc Expense	114,606	109,101	99,138
Total O&M	\$ 398,725	\$ 414,601	\$ 327,638
Improvements Other Than Bldgs	\$ -	\$ -	\$ -
Machinery and Equipment	-	-	-
Vehicles	-	-	-
Total Capital	\$ -	\$ -	\$ -
Totals	\$ 1,083,666	\$ 1,120,110	\$ 1,090,518



Capital Improvement and Development



Expenditure by Type			
	Budgeted FY 2021	Budgeted FY 2022	Budgeted FY 2023
General	\$349,130	\$387,666	\$353,559
HURF	\$164,684	\$182,861	\$166,774
Sewer	\$131,747	\$146,289	\$133,419
Refuse	\$13,175	\$14,629	\$13,342
Total	\$658,736	\$731,445	\$667,094

Description

Capital Improvement and Development is primarily funded by the General Fund and is responsible for providing professional, civil engineering planning, design, construction management and drafting/mapping services to all City departments. The Capital Improvement and Development Division oversees all phases of public improvement projects. It further provides review, inspection, and permitting of infrastructure improvement plans associated with private developments. Starting in Fiscal Year 2022, responsibility for the Capital Improvement Program and the Capital Maintenance and Replacement Plan will transfer from the Administrative Section to the Capital Improvement and Development Services Division.

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



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

Major Accomplishments

1. Planning – Completed planning on the Avenida Escuela Extension pre-design and Nancy J. Brua Animal Care Center. Commenced planning the Theater Drive Corridor Study. Initiated and/or continued planning of the 5-Year Capital Improvement Program (on-going) and the Surface Water Plan Update. Identified and applied for several grants.
2. Design – Completed design for a Community Development Block Grant project – Cyr Park Parking Lot. Secured funding and completed design for three State Park Grants- Land Water Conservation Fund Rothery Well and Site Improvements (\$1.5M); Garden Canyon Linear Park ADA Paths (\$150k), Cyr Park Shared Use Path (\$100k). Completed design of the Annual Streets Maintenance Program to improve 146,000 square yards of roadway, Completed design of the Avenida Escuela Extension, Charleston Road Pavement Reconstruction, Rothery Center Electrical Improvements, and a variety of other small construction projects. Engineering also supported the design-build effort at the Emergency Medical Services Substation #4, the Schneider Energy Efficiency Improvement Project, and several Airport projects.
3. Construction – Completed construction of the following projects: Community Development Block Grant projects located at Cyr Park, State Parks Grant Cyr Park Shared Use Path Project, Annual Street Maintenance, Highway Safety Grant Adaptive Signal Control Project, Rothery Center Electrical Improvements, Fry Blvd/North Garden Improvements Phase 1, miscellaneous Streets and Facilities Maintenance projects, and a variety of other small construction projects. Started construction on two major roadway projects – Avenida Escuela Extension and Charleston Road Pavement Replacement with completion expected during calendar year 2022.



Goals

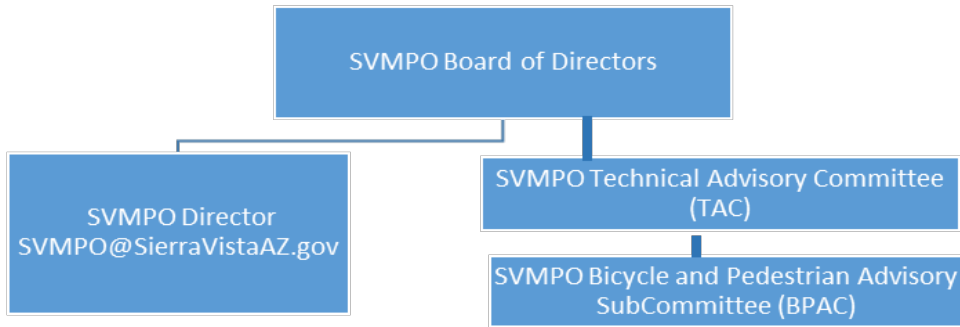
Goals	Objectives
<p>In conjunction with Community Development, help ensure high quality public and private improvements are constructed in the City of Sierra Vista.</p>	<ul style="list-style-type: none"> • Review public and private improvement plans for conformance with City Code and other applicable 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.
<p>Construct high quality public infrastructure through the City’s Capital Improvement Program (CIP).</p>	<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.
<p>Provide high quality computer-aided drafting services and information support services to other City departments and the general public.</p>	<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.
<p>Provide professional engineering support services to the City Council, other City departments and the general public.</p>	<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**

	FY18	FY19	FY20	FY21	FY22
Average calendar days to development plan review approval	40	40	40	40	40
Number of plan reviews conducted	33	34	9	9	29
Number of right-of-way permit issued	376	380	373	373	379
Percent of right-of-way permits approved within 48 hours	95%	95%	95%	95%	97%

Engineering Services Section

Expenditures	FY 2021 Budget	FY 2022 Budget	FY 2023 Budget
Salaries - Regular	\$ 394,395	\$ 475,357	\$ 465,440
Salaries - Part Time	-	-	-
Benefits	117,841	154,588	148,154
Total Personnel	\$ 512,236	\$ 629,945	\$ 613,594
Professional Services	\$ 140,000	\$ 95,000	\$ 45,000
Travel & Training	-	-	2,500
Specialized Supplies	6,500	6,500	6,000
Total O&M	\$ 146,500	\$ 101,500	\$ 53,500
Totals	\$ 658,736	\$ 731,445	\$ 667,094



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.

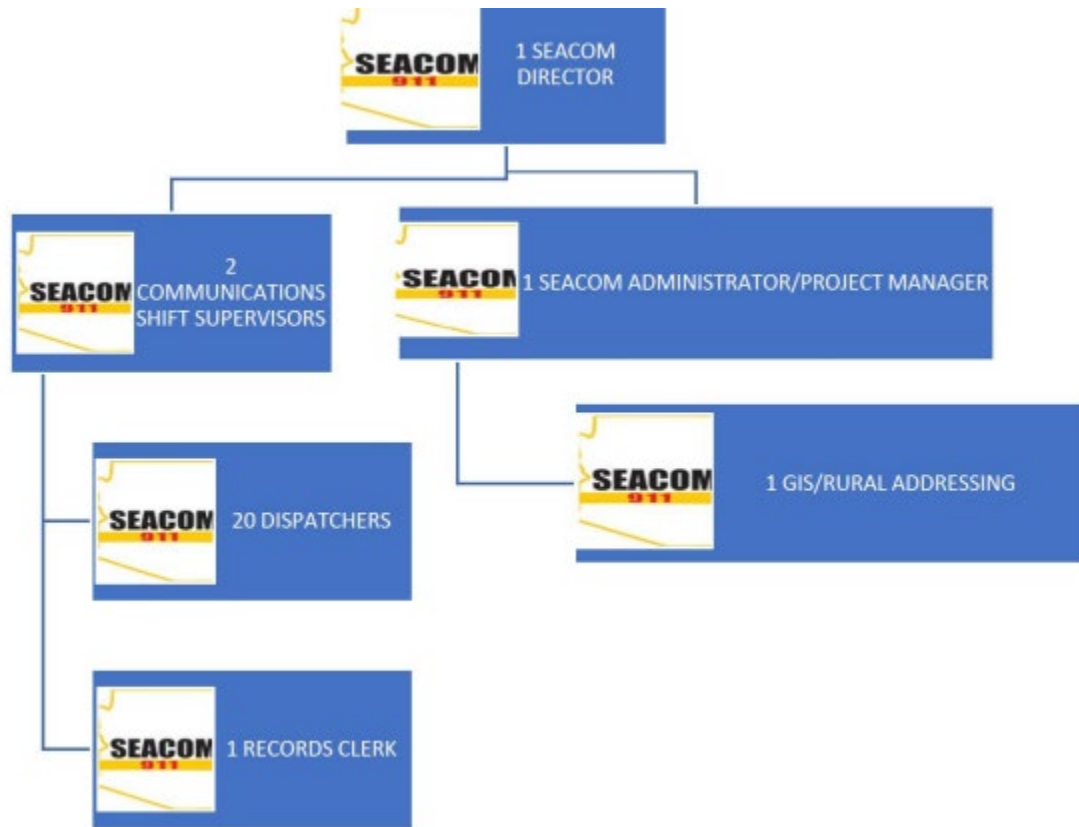
The SVMPO is the designated regional transportation planning organization for the urbanized area of Sierra Vista. As such, it shares information and builds consensus among the member jurisdictions on regional transportation programs, plans and projects. Federal and State transportation funds are made 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, acting as the Fiscal Agent 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	FY 2021 Budget	FY 2022 Budget	FY 2023 Budget
Salaries - Regular	\$ 114,093	\$ 180,891	\$ 195,768
Benefits	25,839	42,434	47,702
Total Personnel	\$ 139,932	\$ 223,325	\$ 243,470
Professional Services - Engineering	\$ 518,276	\$ 268,285	\$ 294,429
Professional Services - Other	65,554	46,604	13,754
Telephone	-	-	-
Office Rental	4,760	4,760	5,048
Insurance	-	-	5,000
Postage	109	106	200
Advertising	1,000	818	2,000
Printing & Binding	170	1,875	2,000
Professional Associations	12,070	8,750	10,000
Travel & Training	10,366	4,300	10,000
Specialized Supplies	80,075	4,434	6,000
Software	2,289	3,250	4,000
Misc Expense	-	43,305	56,822
Total O&M	\$ 694,669	\$ 386,487	\$ 409,253
Infrastructure	\$ -	\$ -	\$ -
Total Capital	\$ -	\$ -	\$ -
Totals	\$ 834,601	\$ 609,812	\$ 652,723



Mission Statement

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

Description

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



Major Accomplishments

1. Implemented ProQA/Priority Dispatch procedures, which requires dispatchers to provide lifesaving guidance over the phone to callers during medical emergencies.
2. Implemented text-to-911 technology.
3. 54,888 9-1-1 calls received.
4. 134,973 calls received on administrative/non-emergency lines.
5. 100,889 calls for service entered into CAD

SEACOM

Expenditures	FY 2021 Budget	FY 2022 Budget	FY 2023 Budget
Salaries - Regular	\$ 1,177,638	\$ 1,220,945	\$ 1,318,523
Salaries - Overtime	72,000	142,000	142,000
Salaries - Part Time	75,262	55,000	55,000
Benefits	453,665	477,038	472,332
Total Personnel	\$ 1,778,565	\$ 1,894,983	\$ 1,987,855
Professional Services	\$ 16,000	\$ 14,700	\$ 16,200
Electricity	35,000	33,500	33,500
Water	1,560	1,300	1,300
Telephone	17,260	11,000	11,000
Natural Gas	2,100	1,200	1,375
Building Maintenance	39,982	34,474	37,788
Equipment Maintenance	337,706	178,620	266,723
Insurance	11,924	13,116	14,690
Postage	200	200	200
Association Memberships	1,177	1,177	1,293
Travel & Training	15,000	10,000	10,000
Specialized Supplies	24,040	10,300	12,600
Software	14,764	21,950	44,318
Total O&M	\$ 516,713	\$ 331,537	\$ 450,987
Infrastructure	\$ 338,687	\$ 375,997	\$ 379,552
Machinery & Equipment	-	-	-
Total Capital	\$ 338,687	\$ 375,997	\$ 379,552
Totals	\$ 2,633,965	\$ 2,602,517	\$ 2,818,394



Introduction

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

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

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

Capital Improvement Plan Development

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

In order to assess the capital improvement needs of the City, City departments are required to submit a list of potential capital projects. Departments are the best source of information in 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 \$131,503,210 in Capital Improvement Projects in FY23. 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 FY23 are the General Fund, Grants, Highway User Revenue Fund (HURF), Airport, Capital Improvement Fund, and LTAF.

The FY23 Capital Summary and General Fund/Capital Improvement Funds are listed on the next two pages by location where funds are allocated in the Budget.



FY 23 CAPITAL SUMMARY

ITEM/PROJECT	FUND	DEPARTMENT	BUDGETED COST	PAYMENT
REMODEL FORMER DISPATCH AREA	GENERAL	PD	\$175,000.00	CASH
FLEET OUTSIDE LIFT	GENERAL	FLEET	\$175,000.00	CASH
FLEET TIRE CAROUSEL	GENERAL	FLEET	\$70,000.00	CASH
STRYKER AMBULANCE GURNEY	GENERAL	FD	\$20,000.00	CASH
EMS SUBSTATION CARRYOVER*	GENERAL	FD	\$157,186.00	CASH
CM CONFERENCE ROOM UPGRADE	GENERAL	IT	\$35,000.00	CASH
PD AUDITORIUM & CONFERENCE ROOM UPGRADE	GENERAL	IT	\$140,000.00	CASH
CITY WIDE FOLDING MACHINE	GENERAL	IT	\$13,200.00	CASH
UPGRADE 20+ CITY UHF/VHF RADIO EQUIPMENT	GENERAL	IT	\$350,000.00	CASH
UPGRADE CURRENT ARCHIVE SERVER	GENERAL	IT	\$33,500.00	CASH
SPORTS COMPLEX BATHROOMS-CARRYOVER*	GENERAL	PRL	\$500,000.00	CASH
LIBRARY KIOSK	GENERAL	PRL	\$34,480.00	GRANT/DONATIONS
MINI SPLIT (IT ROOM)	GENERAL	FACILITIES	\$20,000.00	CASH
UPS BACK-UP	GENERAL	FACILITIES	\$30,000.00	CASH
FLEET BUILDING RESTROOM	GENERAL	FACILITIES	\$45,000.00	CASH
DIVE POOL DECK RESURFACE	GENERAL	FACILITIES	\$50,000.00	CASH
DIVING BOARD STANDS REPLACEMENT (3 STANDS)	GENERAL	FACILITIES	\$62,000.00	CASH
COVE STAIRS REPLACEMENT	GENERAL	FACILITIES	\$120,000.00	CASH
CITY HALL EXTERIOR STAIRS REPLACEMENT	GENERAL	FACILITIES	\$29,000.00	CASH
ACO EXPANSION DESIGN*	GENERAL	ACO	\$218,000.00	CASH
ACO EXPANSION CONSTRUCTION*	GENERAL	ACO	\$2,000,000.00	CASH
PD VEHICLES-CARRYOVER FROM FY22	GENERAL	FLEET/PD	\$150,000.00	CASH
1500 SILVERADO CREW CAB	GENERAL	FLEET/PD	\$60,000.00	CASH
CHEVY TAHOE	GENERAL	FLEET/PD	\$75,000.00	CASH
CHEVY TAHOE	GENERAL	FLEET/PD	\$75,000.00	CASH
CHEVY TAHOE	GENERAL	FLEET/PD	\$75,000.00	CASH
1500 SILVERADO CREW CAB	GENERAL	FLEET/PD	\$60,000.00	CASH
SERVICE TRUCK WITH LIFT GATE	GENERAL	FLEET/FLEET	\$70,000.00	CASH
1500 SILVERADO CREW CAB	GENERAL	FLEET/FACILITIES	\$45,000.00	CASH
FORD ESCAPE	GENERAL	FLEET/CM	\$35,000.00	CASH
2500 SILVERADO CREW CAB	GENERAL	FLEET/FD	\$65,000.00	CASH
1500 SILVERADO CREW CAB	GENERAL	FLEET/FD	\$55,000.00	CASH
AMBULANCE	GENERAL	FLEET/FD	\$325,000.00	CASH
AMBULANCE	GENERAL	FLEET/FD	\$325,000.00	CASH
FORD ESCAPE	GENERAL	FLEET/PW	\$35,000.00	CASH
FORD ESCAPE	GENERAL	FLEET/PW	\$35,000.00	CASH
KUBOTA FRONT LOAD TRACTOR	GENERAL	FLEET/PRL	\$150,000.00	CASH
TORO GROUNDSMASTER 5900 MOWER	GENERAL	FLEET/PRL	\$140,000.00	CASH
TORO GROUNDSMASTER 4100-d MOWER	GENERAL	FLEET/PRL	\$95,000.00	CASH
TORO REELSMASER 7000 MOWER	GENERAL	FLEET/PRL	\$120,000.00	CASH
TORO GROUNDSMASTER 4100-d MOWER	GENERAL	FLEET/PRL	\$95,000.00	CASH
FORD ESCAPE	GENERAL	FLEET/PRL	\$35,000.00	CASH
EQUIPMENT TRAILER	GENERAL	FLEET/PRL	\$14,000.00	CASH
3/4 TON PICKUP	GENERAL	FLEET/PRL	\$40,000.00	CASH
CLUB CAR	GENERAL	FLEET/PRL	\$22,500.00	CASH
CLUB CAR	GENERAL	FLEET/PRL	\$22,500.00	CASH
GATOR	GENERAL	FLEET/PRL	\$14,000.00	CASH
GATOR	GENERAL	FLEET/PRL	\$15,000.00	CASH
GATOR	GENERAL	FLEET/PRL	\$15,000.00	CASH
FORD E350 UTILITY VAN-CARRYOVER FROM FY22	GENERAL	FLEET/PROCURE	\$61,833.00	CASH

*STRATEGIC PLAN GOALS



ITEM/PROJECT	FUND	DEPARTMENT	BUDGETED COST	PAYMENT
AVENIDA ESCUELA EXTENSION-CARRYOVER*	HURF	STREETS	\$1,707,685.00	CASH / WALMART
CHARLESTON REBUILD-CARRYOVER*	HURF	STREETS	\$1,270,738.00	CASH
GARDEN AVENUE DESIGN-CARRYOVER*	HURF	STREETS	\$289,358.00	CASH
ANNUAL STREET MAINTENANCE*	HURF	STREETS	\$1,500,000.00	CASH
SHARED USE PATH CONNECTORS (SR92 & SR90)*	HURF	STREETS	\$5,273,000.00	GRANT/FINANCE
BST REPLACEMENT PROJECT*	HURF	STREETS	\$25,000,000.00	GRANT/FINANCE
WILCOX FROM CALLE PORTAL TO BST OVERLAY*	HURF	STREETS	\$2,206,426.00	GRANT/FINANCE
FRY BLVD FROM BST TO SR92*	HURF	STREETS	\$7,403,433.00	GRANT/FINANCE
7TH STREET OVERLAY-BST TO SR90*	HURF	STREETS	\$2,294,544.00	GRANT/FINANCE
FRY/N GARDEN REVITALIZATION COMPLETION*	HURF	STREETS	\$12,060,215.00	GRANT/CIF
CYR PARK SUP-KAYETAN TO CYR*	HURF	STREETS	\$100,000.00	GRANT
2500 SILVERADO CREW CAB	HURF	STREETS	\$45,000.00	FINANCE
1500 SILVERADO CREW CAB	HURF	STREETS	\$50,000.00	FINANCE
3/4 TON PICKUP CREW CAB (SAFETY CONE TRUCK)	HURF	STREETS	\$183,000.00	FINANCE
SEAL TRUCK	HURF	STREETS	\$286,000.00	FINANCE
KUBOTA TRACTOR - CARRYOVER	HURF	STREETS	\$90,238.00	FINANCE
AIRPORT HANGAR-CARRYOVER FROM FY22*	AIRPORT	AIRPORT	\$10,000,000.00	GRANT/FINANCE
REMODEL AIRPORT TERMINAL & SITE*	AIRPORT	AIRPORT	\$130,000.00	CASH
AIRPORT LAYOUT PLAN NARRATIVE*	AIRPORT	AIRPORT	\$300,000.00	CASH
FOREST SERVICE HELICOPTER BASE-CARRYOVER*	AIRPORT	AIRPORT	\$1,500,000.00	FINANCE
FUEL TANK MAINTENANCE/CONVERSION	AIRPORT	AIRPORT	\$140,000.00	CASH
EXTERIOR MAINTENANCE FUEL TANKS (PAINT)	AIRPORT	AIRPORT	\$12,000.00	CASH
AUTOMATIC DOORS X4	AIRPORT	AIRPORT	\$25,000.00	CASH
AWOS UPGRADE	AIRPORT	AIRPORT	\$125,000.00	CASH
UTILITY CART	AIRPORT	AIRPORT	\$30,000.00	CASH
RADIO UPGRADE-SUA II	SEACOM	SEACOM	\$379,552.00	CASH
SCHNEIDER PROJECT-CITY HALL ROOF	CIF	FACILITIES	\$1,229,075.00	FINANCE
SCHNEIDER PROJECT-CITYWIDE BULDING ENV IMP	CIF	FACILITIES	\$199,916.00	FINANCE
SCHNEIDER PROJECT-SPORTS BUILDING HVAC	CIF	FACILITIES	\$137,213.00	FINANCE
SCHNEIDER PROJECT-SWAMP COOLERS @GYM	CIF	FACILITIES	\$71,406.00	FINANCE
SCHNEIDER PROJECT-SOLAR COVERED PARKING	CIF	FACILITIES	\$3,959,498.00	FINANCE
SCHNEIDER PROJECT-VMP WATER SYSTEM REP*	CIF	PARKS	\$3,669,813.00	FINANCE
SCHNEIDER PROJECT-VMP NEW SPORT COMPLEX*	CIF	PARKS	\$8,877,651.00	FINANCE
SCHNEIDER PROJECT-VMP LED LIGHT & ELEC*	CIF	PARKS	\$2,553,705.00	FINANCE
SCHNEIDER PROJECT-EV CHARGING STATIONS*	CIF	PARKS	\$790,244.00	FINANCE
SCHNEIDER PROJECT-SMART IRRIGATION*	CIF	PARKS	\$593,184.00	FINANCE
SCHNEIDER PROJECTS-COVE UPGRADES	CIF	AQUATICS	\$3,260,490.00	FINANCE
SCHNEIDER PROJECT-AIRFIELD LIGHTS*	AIRPORT	AIRPORT	\$589,009.00	FINANCE
FRY BLVD PROPERTY PURCHASE	CIF	CIF	\$1,210,000.00	FINANCE
POLYMER FEED SYSTEM-CARRYOVER	SEWER	PW	\$125,000.00	CASH
WASTEWATER MASTER PLAN UPDATE	SEWER	PW	\$150,000.00	CASH
COMMERCIAL SEPTIC & PRIVATE LINE REPLACEMEN	SEWER	PW	\$205,000.00	CASH
INFLUENT FLOW METERS	SEWER	PW	\$240,000.00	CASH
SEWER MACHINERY & EQUIPMENT	SEWER	PW	\$40,000.00	CASH
CHIPPER REBUILD KIT	REFUSE	PW	\$44,000.00	CASH
PRESSURE SPRAYER	REFUSE	PW	\$7,000.00	CASH
SCARAB ROW TURNER REBUILD KIT	REFUSE	PW	\$14,000.00	CASH
SIDE LOAD REFUSE TRUCK-CARRYOVER	REFUSE	PW	\$390,288.00	FINANCE
SIDE LOAD REFUSE TRUCK-CARRYOVER	REFUSE	PW	\$390,288.00	FINANCE
SLUDGE ROW TURNER	REFUSE	PW	\$60,000.00	FINANCE
DITCH WITCH	REFUSE	PW	\$60,000.00	FINANCE

*STRATEGIC PLAN GOALS



ITEM/PROJECT	FUND	DEPARTMENT	BUDGETED COST	PAYMENT
TRANSIT INFRASTRUCTURE*	LTAF	TRANSIT	\$5,299,485.00	GRANT
CASHLESS SYSTEM & SECURITY-CARRYOVER	LTAF	TRANSIT	\$172,000.00	GRANT
17-PASSENGER BUS-CARRYOVER FROM FY22	LTAF	TRANSIT	\$139,220.00	GRANT
17-PASSENGER BUS-CARRYOVER FROM FY22	LTAF	TRANSIT	\$139,220.00	GRANT
17-PASSENGER BUS-CARRYOVER FROM FY22	LTAF	TRANSIT	\$139,220.00	GRANT
27-PASSENGER BUS	LTAF	TRANSIT	\$345,000.00	GRANT
POLICE EQUIPMENT	PSR	PSR	\$100,000.00	RICO
POLICE VEHICLES	PSR	PSR	\$50,000.00	RICO
BROADBAND INFRASTRUCTURE STUDY*	GRANTS	ED	\$10,000,000.00	GRANT
ICAC COMPUTER FORENSIC EQUIPMENT	GRANTS	PD	\$8,000.00	GRANT
EMS SUBSTATION CARRYOVER*	GRANTS	FD	\$1,500,000.00	GRANT
EXTRACTOR	GRANTS	FD	\$9,000.00	GRANT
POTENTIAL FEDERAL FUNDS	GRANTS	FACILITIES	\$4,000,000.00	GRANT
GC LINEAR PARK/ST ANDREWS PHASE 2	GRANTS	PARKS	\$168,781.00	GRANT
FOOTBALL GRANT	GRANTS	PARKS	\$250,000.00	GRANT
BASEBALL FIELD GRANT	GRANTS	PARKS	\$750,000.00	GRANT
ANNUAL TREE LIGHTING & HOLIDAY FESTIVAL	GRANTS	PARKS	\$39,000.00	GRANT

*STRATEGIC PLAN GOALS

Capital By Fund	
General	\$6,705,199
HURF	\$59,773,199
LTAF	\$6,491,699
Capital Improvements	\$26,702,195
Police Special Revenue	\$150,000
Grant	\$16,724,781
Airport	\$12,851,009
Refuse	\$965,576
Sewer	\$760,000
SEACOM	\$379,552
Total	\$131,503,210



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. REMODEL FORMER DISPATCH AREA

To remodel the former dispatch area in the Police Department into an updated Emergency Operations Center.

Project Costs

	FY23	FY24	FY25	FY26	FY27	Total
General	\$175,000					\$175,000

2. FLEET OUTSIDE LIFT

Replace the 20+ year-old lift outside of Fleet. A fully operational outside lift reduces labor, vehicle downtime, and re-work.

Project Costs

	FY23	FY24	FY25	FY26	FY27	Total
General	\$175,000					\$175,000
O&M		\$275	\$275	\$275	\$275	\$1,100
O&M	(\$43,500)	(\$43,500)	(\$43,500)	(\$43,500)	(\$43,500)	(\$217,500)

3. FLEET TIRE CAROUSEL

Request for a tire carousel to replace existing storage that encroaches on workspace and fire escape accessibility.

Project Costs

	FY23	FY24	FY25	FY26	FY27	Total
General	\$70,000					\$70,000

4. STRYKER AMBULANCE GURNEY

Replacement of ambulance gurney per SVFMS Replacement Schedule.

Project Costs

	FY23	FY24	FY25	FY26	FY27	Total
General	\$20,000					\$20,000



5. EMS SUBSTATION CARRYOVER

This EMS substation will provide services to the west side of Sierra Vista where response times are high. Completion of this project is anticipated for June.

Project Costs

	FY23	FY24	FY25	FY26	FY27	Total
General	\$157,186					\$157,186

6. CITY MANAGER CONFERENCE ROOM UPGRADE

Upgrade room to fully support current needs; restructure storage space, remove obsolete cameras, paint, flooring, refinish furniture, and conduit.

Project Costs

	FY23	FY24	FY25	FY26	FY27	Total
General	\$35,000					\$35,000

7. PD AUDITORIUM & CONFERENCE ROOM UPGRADE

Update the Police Department Auditorium and Conference Room to have video conferencing capabilities.

Project Costs

	FY23	FY24	FY25	FY26	FY27	Total
General	\$140,000					\$140,000
O&M	\$7,500	\$7,500	\$8,500	\$8,500	\$9,000	\$41,000

8. CITY WIDE FOLDING MACHINE

Current machine is past end of life and no longer supported. The folding machine is used by several departments in the City.

Project Costs

	FY23	FY24	FY25	FY26	FY27	Total
General	\$13,200					\$13,200



9. UPGRADE CITY UHF/VHF RADIO EQUIPMENT

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

	FY23	FY24	FY25	FY26	FY27	Total
General	\$350,000					\$350,000

10. UPGRADE CURRENT ARCHIVE SERVER

The current archive server is 80 percent full and used by all departments to archive documents for long periods of time. A new server will reduce the load on the production environment. A three-year maintenance plan is included with the purchase price.

Project Costs

	FY23	FY24	FY25	FY26	FY27	Total
General	\$33,500					\$33,500
O&M				\$4,300	\$4,500	\$8,800

11. SPORTS COMPLEX BATHROOMS - CARRYOVER

City's sport fields are lacking restroom facilities. During major events, porta potties must be brought in. Two restroom facilities are to be installed at the Veterans Memorial Park Sports Complex and Pickleball courts.

Project Costs

	FY23	FY24	FY25	FY26	FY27	Total
General	\$500,000					\$500,000

12. LIBRARY KIOSK

Kiosk to distribute library books at the Mall at Sierra Vista.

Project Costs

	FY23	FY24	FY25	FY26	FY27	Total
Grants/Donations	\$34,480					\$34,480



13. MINI SPLIT (IT ROOM)

Addition to radio/communications room at the Police Department.

Project Costs

	FY23	FY24	FY25	FY26	FY27	Total
General	\$20,000					\$20,000

14. UPS BACK-UP

UPS back-up to be installed at the Public Works IT room to help mitigate electrical issues.

Project Costs

	FY23	FY24	FY25	FY26	FY27	Total
General	\$30,000					\$30,000

15. FLEET BUILDING RESTROOM

The Fleet Building currently has one unisex bathroom that is shared by Fleet, NAPA, and others servicing vehicles. This project will build an additional restroom.

Project Costs

	FY23	FY24	FY25	FY26	FY27	Total
General	\$45,000					\$45,000

16. DIVE POOL DECK RESURFACE

The surface of the dive pool deck has reached the end of life.

Project Costs

	FY23	FY24	FY25	FY26	FY27	Total
General	\$50,000					\$50,000

17. DIVING BOARD STANDS REPLACEMENT (3 STANDS)

Replacement of 3 diving board stands are needed due to safety concerns.

Project Costs

	FY23	FY24	FY25	FY26	FY27	Total
General	\$62,000					\$62,000



18. COVE STAIRS REPLACEMENT

Replacement of the Cove stairs is necessary for safety issues.

Project Costs

	FY23	FY24	FY25	FY26	FY27	Total
General	\$120,000					\$120,000

19. CITY HALL EXTERIOR STAIRS REPLACEMENT

Replacement of the City Hall exterior stairs is necessary for safety issues.

Project Costs

	FY23	FY24	FY25	FY26	FY27	Total
General	\$29,000					\$29,000

20. ACO EXPANSION DESIGN

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

Project Costs

	FY23	FY24	FY25	FY26	FY27	Total
General	\$218,000					\$218,000

21. ACO EXPANSION CONSTRUCTION

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

Project Costs

	FY23	FY24	FY25	FY26	FY27	Total
General	\$2,000,000					\$2,000,000

22. VEHICLE REPLACEMENTS – CARRYOVER FROM FY22

Five-year Capital Maintenance and Replacement Plan in PD. Due to production issues, vehicles were not able to be received for FY21-22. O&M savings on the cost of repairs for older vehicles.

Project Costs

	FY23	FY24	FY25	FY26	FY27	Total
General	\$150,000					\$150,000
O&M		(\$2,900)	(\$2,900)	(\$2,900)	(\$2,900)	(\$11,600)



23. 1500 SILVERADO CREW CAB

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

Project Costs

	FY23	FY24	FY25	FY26	FY27	Total
General	\$60,000					\$60,000
O&M		(\$860)	(\$860)	(\$860)	(\$860)	(\$3,440)

24. CHEVY TAHOE

Five-year Capital Maintenance and Replacement Plan in PD. O&M savings on the cost of repairs for older vehicles.

Project Costs

	FY23	FY24	FY25	FY26	FY27	Total
General	\$75,000					\$75,000
O&M		(\$2,927)	(\$2,927)	(\$2,927)	(\$2,927)	(\$11,708)

25. CHEVY TAHOE

Five-year Capital Maintenance and Replacement Plan in PD. O&M savings on the cost of repairs for older vehicles.

Project Costs

	FY23	FY24	FY25	FY26	FY27	Total
General	\$75,000					\$75,000
O&M		(\$2,321)	(\$2,321)	(\$2,321)	(\$2,321)	(\$9,284)

26. CHEVY TAHOE

Five-year Capital Maintenance and Replacement Plan in PD. O&M savings on the cost of repairs for older vehicles.

Project Costs

	FY23	FY24	FY25	FY26	FY27	Total
General	\$75,000					\$75,000
O&M		(\$4,549)	(\$4,549)	(\$4,549)	(\$4,549)	(\$18,196)



27. 1500 SILVERADO CREW CAB

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

Project Costs

	FY23	FY24	FY25	FY26	FY27	Total
General	\$60,000					\$60,000
O&M		(\$3,144)	(\$3,144)	(\$3,144)	(\$3,144)	(\$12,576)

28. SERVICE TRUCK WITH LIFT GATE

Due for replacement in Public Works-Fleet per the five-year Capital Maintenance and Replacement Plan. O&M savings from maintenance and repair of the older vehicles.

Project Costs

	FY23	FY24	FY25	FY26	FY27	Total
General	\$70,000					\$70,000
O&M		(\$3,714)	(\$3,714)	(\$3,714)	(\$3,714)	(\$14,856)

29. 1500 SILVERADO CREW CAB

Due for replacement in Public Works-Facilities per the five-year Capital Maintenance and Replacement Plan. O&M savings from maintenance and repair of the older vehicles.

Project Costs

	FY23	FY24	FY25	FY26	FY27	Total
General	\$45,000					\$45,000
O&M		(\$2,502)	(\$2,502)	(\$2,502)	(\$2,502)	(\$10,008)

30. FORD ESCAPE

Due for replacement in City Manager’s Office per the five-year Capital Maintenance and Replacement Plan.

Project Costs

	FY23	FY24	FY25	FY26	FY27	Total
General	\$35,000					\$35,000



31. 2500 SILVERADO CREW CAB – FIRE MARSHAL VEHICLE

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

Project Costs

	FY23	FY24	FY25	FY26	FY27	Total
General	\$65,000					\$65,000
O&M		(\$4,664)	(\$4,664)	(\$4,664)	(\$4,664)	(\$18,656)

32. 1500 SILVERADO CREW CAB – FIRE INSPECTOR VEHICLE

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

Project Costs

	FY23	FY24	FY25	FY26	FY27	Total
General	\$55,000					\$55,000
O&M		(\$2,057)	(\$2,057)	(\$2,057)	(\$2,057)	(\$8,228)

33. AMBULANCE

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

Project Costs

	FY23	FY24	FY25	FY26	FY27	Total
General	\$325,000					\$325,000
O&M		(\$9,097)	(\$9,097)	(\$9,097)	(\$9,097)	(\$36,388)

34. AMBULANCE

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

Project Costs

	FY23	FY24	FY25	FY26	FY27	Total
General	\$325,000					\$325,000
O&M		(\$5,898)	(\$5,898)	(\$5,898)	(\$5,898)	(\$23,592)



35. FORD ESCAPE

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

Project Costs

	FY23	FY24	FY25	FY26	FY27	Total
General	\$35,000					\$35,000
O&M		(\$2,404)	(\$2,404)	(\$2,404)	(\$2,404)	(\$9,616)

36. FORD ESCAPE

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

Project Costs

	FY23	FY24	FY25	FY26	FY27	Total
General	\$35,000					\$35,000
O&M		(\$1,225)	(\$1,225)	(\$1,225)	(\$1,225)	(\$4,900)

37. KUBOTA FRONT LOAD TRACTOR

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

	FY23	FY24	FY25	FY26	FY27	Total
General	\$150,000					\$150,000
O&M		(\$250)	(\$250)	(\$250)	(\$250)	(\$1,000)

38. TORO GROUNDSMASTER 5900 MOWER

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

	FY23	FY24	FY25	FY26	FY27	Total
General	\$140,000					\$140,000
O&M		(\$4,325)	(\$4,325)	(\$4,325)	(\$4,325)	(\$17,300)



39. TORO GROUNDSMASTER 4100-D MOWER

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

	FY23	FY24	FY25	FY26	FY27	Total
General	\$95,000					\$95,000
O&M		(\$1,497)	(\$1,497)	(\$1,497)	(\$1,497)	(\$5,988)

40. TORO REELSMASER 7000 MOWER

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

	FY23	FY24	FY25	FY26	FY27	Total
General	\$120,000					\$120,000
O&M		(\$10,249)	(\$10,249)	(\$10,249)	(\$10,249)	(\$40,996)

41. TORO GROUNDSMASTER 4100-D MOWER

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

	FY23	FY24	FY25	FY26	FY27	Total
General	\$95,000					\$95,000
O&M		(\$3,468)	(\$3,468)	(\$3,468)	(\$3,468)	(\$13,872)

42. FORD ESCAPE

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

	FY23	FY24	FY25	FY26	FY27	Total
General	\$35,000					\$35,000
O&M		(\$530)	(\$530)	(\$530)	(\$530)	(\$2,120)



43. EQUIPMENT TRAILER

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

	FY23	FY24	FY25	FY26	FY27	Total
General	\$14,000					\$14,000
O&M		(\$509)	(\$509)	(\$509)	(\$509)	(\$2,036)

44. 3/4 TON PICKUP

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

	FY23	FY24	FY25	FY26	FY27	Total
General	\$40,000					\$40,000
O&M		(\$44)	(\$44)	(\$44)	(\$44)	(\$176)

45. CLUB CAR

New addition to Parks, Recreation, and Library to help support event operations.

Project Costs

	FY23	FY24	FY25	FY26	FY27	Total
General	\$22,500					\$22,500

46. CLUB CAR

New addition to Parks, Recreation, and Library to help support event operations.

Project Costs

	FY23	FY24	FY25	FY26	FY27	Total
General	\$22,500					\$22,500



47. GATOR

New addition to Parks, Recreation, and Library to help support new park operations.

Project Costs

	FY23	FY24	FY25	FY26	FY27	Total
General	\$14,000					\$14,000

48. GATOR

New addition to Parks, Recreation, and Library to help support new park operations.

Project Costs

	FY23	FY24	FY25	FY26	FY27	Total
General	\$15,000					\$15,000

49. GATOR

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

	FY23	FY24	FY25	FY26	FY27	Total
General	\$15,000					\$15,000
O&M		(\$434)	(\$434)	(\$434)	(\$434)	(\$1,736)

50. UTILITY VAN – CARRYOVER FROM FY22

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

Project Costs

	FY23	FY24	FY25	FY26	FY27	Total
General	\$61,833					\$61,833



51. AVENIDA ESCUELA EXTENSION – CARRYOVER FROM FY22

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

Project Costs

	FY23	FY24	FY25	FY26	FY27	Total
HURF	\$1,707,685					\$1,707,685

52. CHARLESTON REBUILD – CARRYOVER FROM FY22

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

Project Costs

	FY23	FY24	FY25	FY26	FY27	Total
HURF	\$1,270,738					\$1,270,738

53. GARDEN AVENUE DESIGN – CARRYOVER FROM FY22

Phase II of the Fry Boulevard / North Garden revitalization.

Project Costs

	FY23	FY24	FY25	FY26	FY27	Total
HURF	\$289,358					\$289,358

54. ANNUAL STREET MAINTENANCE

Annual street maintenance and repair.

Project Costs

	FY23	FY24	FY25	FY26	FY27	Total
HURF	\$1,500,000					\$1,500,000

55. SHARED USE PATH CONNECTORS (SR92 & SR90)

Pursuing grant opportunities to construct the shared use paths on SR90 between 7th Street and Campus Drive, as well as, on SR92 between Buffalo Soldier Trail and Kachina Trail.

Project Costs

	FY23	FY24	FY25	FY26	FY27	Total
HURF	\$5,273,000					\$5,273,000



56. BST REPLACEMENT PROJECT

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.

Project Costs

	FY23	FY24	FY25	FY26	FY27	Total
HURF	\$25,000,000					\$25,000,000

57. WILCOX FROM CALLE PORTAL TO BST OVERLAY

Reconstruction along Wilcox Drive between Calle Portal and BST.

Project Costs

	FY23	FY24	FY25	FY26	FY27	Total
HURF	\$2,206,426					\$2,206,426

58. FRY BOULEVARD FROM BST TO SR92

Possible grant opportunity to reconstruct the overlay on Fry Boulevard from Buffalo Soldier Trail to SR92.

Project Costs

	FY23	FY24	FY25	FY26	FY27	Total
HURF	\$7,403,433					\$7,403,433

59. 7TH STREET OVERLAY – BST TO SR90

Possible grant opportunity to reconstruct the overlay on 7th Street from Buffalo Soldier Trail to SR90.

Project Costs

	FY23	FY24	FY25	FY26	FY27	Total
HURF	\$2,294,544					\$2,294,544

60. FRY / N GARDEN REVITALIZATION COMPLETION

Possible grant opportunity to complete improvements on the remaining segments of Fry Boulevard and North Garden.

Project Costs

	FY23	FY24	FY25	FY26	FY27	Total
HURF	\$12,060,215					\$12,060,215



61. CYR PARK SHARED USE PATH – KAYETAN TO CYR

Newly constructed ADA compliant parking lot needs a pathway to connect visitors to Cyr Park.

Project Costs

	FY23	FY24	FY25	FY26	FY27	Total
HURF	\$100,000					\$100,000

62. 2500 SILVERADO CREW CAB

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

Project Costs

	FY23	FY24	FY25	FY26	FY27	Total
HURF	\$45,000					\$45,000
O&M		(\$6,569)	(\$6,569)	(\$6,569)	(\$6,569)	(\$26,276)

63. 1500 SILVERADO CREW CAB

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

Project Costs

	FY23	FY24	FY25	FY26	FY27	Total
HURF	\$50,000					\$50,000
O&M		(\$2,502)	(\$2,502)	(\$2,502)	(\$2,502)	(\$10,008)

64. ¾ TON PICKUP CREW CAB – SAFETY CONE TRUCK

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

Project Costs

	FY23	FY24	FY25	FY26	FY27	Total
HURF	\$183,000					\$183,000
O&M		(\$1,369)	(\$1,369)	(\$1,369)	(\$1,369)	(\$5,476)



65. SEAL TRUCK

New addition to Public Works-Streets to assist in street operations.

Project Costs

	FY23	FY24	FY25	FY26	FY27	Total
HURF	\$286,000					\$286,000

66. KUBOTA TRACTOR – CARRYOVER FROM FY22

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

Project Costs

	FY23	FY24	FY25	FY26	FY27	Total
HURF	\$90,238					\$90,238
O&M		(\$14,090)	(\$14,090)	(\$14,090)	(\$14,090)	(\$56,360)

67. AIRPORT HANGAR – CARRYOVER FROM FY22

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

Project Costs

	FY23	FY24	FY25	FY26	FY27	Total
AIRPORT	\$10,000,000					\$10,000,000

68. REMODEL AIRPORT TERMINAL & SITE

Architecture design and execution of remodeling the interior of the Municipal Airport (69 SQ FT) to create a new usable space to attract leases.

Project Costs

	FY23	FY24	FY25	FY26	FY27	Total
AIRPORT	\$130,000					\$130,000



69. AIRPORT LAYOUT PLAN NARRATIVE

A part of the City Council’s strategic plan goals, the Airport Layout Plan Narrative serves as a critical planning tool to depict both existing facilities and planned improvements for the Municipal Airport.

Project Costs

	FY23	FY24	FY25	FY26	FY27	Total
AIRPORT	\$300,000					\$300,000

70. FOREST SERVICE HELICOPTER BASE – CARRYOVER FROM FY22

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

Project Costs

	FY23	FY24	FY25	FY26	FY27	Total
AIRPORT	\$1,500,000					\$1,500,000

71. FUEL TANK MAINTENANCE/CONVERSION

The Municipal Airport has 3 Jet A tanks and 2 AvGas storage tanks. The need for Jet A outweighs the need for AvGas currently. Conversion of AvGas #2 tank to Jet A #4 tank. Fuel level gauges, valves, and filters need to be inspected and replaced as needed.

Project Costs

	FY23	FY24	FY25	FY26	FY27	Total
AIRPORT	\$140,000					\$140,000

72. EXTERIOR MAINTENANCE FUEL TANKS

Exterior maintenance to the fuel tanks at the Municipal Airport, including cleaning, primer, paint, and replacement of decals, signage, and markings.

Project Costs

	FY23	FY24	FY25	FY26	FY27	Total
AIRPORT	\$12,000					\$12,000



73. AIRPORT AUTOMATIC DOORS X 4

Installation of four automatic doors at the Municipal Airport.

Project Costs

	FY23	FY24	FY25	FY26	FY27	Total
AIRPORT	\$25,000					\$25,000

74. AUTOMATED WEATHER OBSERVING SYSTEM UPGRADE

Updates to the Automated Weather Observing System at the Airport.

Project Costs

	FY23	FY24	FY25	FY26	FY27	Total
AIRPORT	\$125,000					\$125,000

75. UTILITY CART

New addition to Public Works-Airport to support airport operations.

Project Costs

	FY23	FY24	FY25	FY26	FY27	Total
AIRPORT	\$30,000					\$30,000

76. SCHNEIDER PROJECT PHASE II – AIRFIELD LIGHTS

Replace failing runway lights and signs with high-efficiency, long life LED. Replace over 8,000 feet of fiber across the airfield to improve lighting controls.

Project Costs

	FY23	FY24	FY25	FY26	FY27	Total
AIRPORT	\$589,009					\$589,009

77. 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

	FY23	FY24	FY25	FY26	FY27	Total
SEACOM	\$379,552	\$364,472				\$379,552



78. SCHNEIDER PROJECT PHASE II – CITY HALL ROOF

Current roof on City Hall is 40 years old and leaks regularly. This project will be a full roof replacement, flat and metal portions, and decorative siding. The new roof will have a 15-year warranty. Solar will be installed on the new roof.

Project Costs

	FY23	FY24	FY25	FY26	FY27	Total
CIF	\$1,229,075					\$1,229,075

79. SCHNEIDER PROJECT PHASE II – BUILDING ENVELOPE IMPROVEMENT

Aging buildings have numerous air leaks, gaps, and holes that lead to major building inefficiencies. This project will improve the building envelopes at 17 City buildings.

Project Costs

	FY23	FY24	FY25	FY26	FY27	Total
CIF	\$199,916					\$199,916

80. SCHNEIDER PROJECT PHASE II – SPORTS BUILDING HVAC

Sports Division Building HVAC is 15 years old and past useful life. This project will replace 4 HVAC units at the Sports Division Building and add the facility to the City-wide Building Automation System.

Project Costs

	FY23	FY24	FY25	FY26	FY27	Total
CIF	\$137,213					\$137,213

81. SCHNEIDER PROJECT PHASE II – SWAMP COOLERS AT GYM

Replace 20+ year-old Evaporative Coolers at the Gym and upgrade ductwork.

Project Costs

	FY23	FY24	FY25	FY26	FY27	Total
CIF	\$71,406					\$71,406



82. SCHNEIDER PROJECT PHASE II – SOLAR COVERED PARKING

Install solar-covered parking at 4 locations: City Hall, the Library, the Cove, and the Police Department.

Project Costs

	FY23	FY24	FY25	FY26	FY27	Total
CIF	\$3,959,498					\$3,959,498

83. SCHNEIDER PROJECT PHASE II – VMP WATER SYSTEM REPLACEMENT

This project will install a new well, storage tank, and booster pumps, reconnect to existing Veterans Memorial Park. New irrigation lines for sports complex connected to new well and booster pumps. This project includes new controls and flow sensors. The areas include the baseball, football, and volleyball fields.

Project Costs

	FY23	FY24	FY25	FY26	FY27	Total
CIF	\$3,669,813					\$3,669,813

84. SCHNEIDER PROJECT PHASE II – VMP NEW SPORTS COMPLEX

This project will complete synthetic turf replacement of dilapidated football field and add a rubberized sports running track at Veterans Memorial Park Sports Complex. ADA complaint pathways to service new sports amenities will be added to the Complex. Design and install a completely new Howard Baseball/Softball Field and add 2 new full-court basketball courts.

Project Costs

	FY23	FY24	FY25	FY26	FY27	Total
CIF	\$8,877,651					\$8,877,651

85. SCHNEIDER PROJECT PHASE II – VMP LED LIGHT & ELECTRIC

Install new LED MUSCO sport field lights and electrical infrastructure at Veterans Memorial Park. The areas include new football field and track, 6 existing tennis courts, 2 new basketball courts, new Howard softball field, proposed sand volleyball court, and the existing baseball field.

Project Costs

	FY23	FY24	FY25	FY26	FY27	Total
CIF	\$2,553,705					\$2,553,705



86. SCHNEIDER PROJECT II – EV CHARGING STATIONS

Install 8 charging stations with 11 total charging ports - 5 Level III rapid chargers and 3 Level II fast dual-chargers.

Project Costs

	FY23	FY24	FY25	FY26	FY27	Total
CIF	\$790,244					\$790,244

87. SCHNEIDER PROJECT PHASE II – SMART IRRIGATION

Install a smart irrigation system with flow sensors at 19 City parks and fields. This project will provide centralized and remote access including weather-based controls.

Project Costs

	FY23	FY24	FY25	FY26	FY27	Total
CIF	\$593,184					\$593,184

88. SCHNEIDER PROJECT PHASE II – COVE UPGRADES

Renovations will include an on-site hypochlorite generation, smart control with new pumps and motors, regenerative media filtration systems including fully automated controls, and a redesign of system with new concrete bases for filters and pumps.

Project Costs

	FY23	FY24	FY25	FY26	FY27	Total
CIF	\$3,260,490					\$3,260,490

89. FRY BOULEVARD PROPERTY PURCHASE

Potential purchase of a property on Fry Boulevard.

Project Costs

	FY23	FY24	FY25	FY26	FY27	Total
CIF	\$1,210,000					\$1,210,000



90. POLYMER FEED SYSTEM – CARRYOVER FROM FY22

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

Project Costs

	FY23	FY24	FY25	FY26	FY27	Total
SEWER	\$125,000					\$125,000
O&M		(\$8,000)	(\$8,000)	(\$8,000)	(\$8,000)	(\$32,000)

91. WASTEWATER MASTER PLAN UPDATE

Update to the Wastewater Master Plan to provide the City with a comprehensive plan for the development of its wastewater infrastructure to meet both the short-term and long-term growth of the City.

Project Costs

	FY23	FY24	FY25	FY26	FY27	Total
SEWER	\$150,000					\$150,000

92. COMMERCIAL SEPTIC & PRIVATE LINE REPLACEMENT

New sewer lateral lines.

Project Costs

	FY23	FY24	FY25	FY26	FY27	Total
SEWER	\$205,000					\$205,000

93. INFLUENT FLOW METERS

Re-design/engineer and install flow meters at the front of the wastewater plant. Current influent flow meters are short circuiting and not aligning with effluent flow meters.

Project Costs

	FY23	FY24	FY25	FY26	FY27	Total
SEWER	\$240,000					\$240,000



94. SEWER MACHINERY & EQUIPMENT

Budget allocated to replace various machinery and equipment in Sewer while waiting for the Wastewater Master Plan update.

Project Costs

	FY23	FY24	FY25	FY26	FY27	Total
SEWER	\$40,000					\$40,000

95. CHIPPER REBUILD KIT

Rebuild kit for the Chipper. This will aid in the green-waste and compost operations.

Project Costs

	FY23	FY24	FY25	FY26	FY27	Total
REFUSE	\$44,000					\$44,000

96. PRESSURE SPRAYER

New equipment to support Refuse operations.

Project Costs

	FY23	FY24	FY25	FY26	FY27	Total
REFUSE	\$7,000					\$7,000

97. SCARAB ROW TURNER REBUILD KIT

Rebuild kit for the Scarab windrow turner. This will aid in compost operations.

Project Costs

	FY23	FY24	FY25	FY26	FY27	Total
REFUSE	\$14,000					\$14,000

98. SIDE LOAD REFUSE TRUCK – CARRYOVER FROM FY22

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

Project Costs

	FY23	FY24	FY25	FY26	FY27	Total
REFUSE	\$390,288					\$390,288
O&M		(\$21,238)	(\$21,238)	(\$21,238)	(\$21,238)	(\$84,952)



99. SIDE LOAD REFUSE TRUCK – CARRYOVER FROM FY22

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

Project Costs

	FY23	FY24	FY25	FY26	FY27	Total
REFUSE	\$390,288					\$390,288
O&M		(\$21,238)	(\$21,238)	(\$21,238)	(\$21,238)	(\$84,952)

100. SLUDGE ROW TURNER

New addition to Public Works-Refuse to support operations in Compost.

Project Costs

	FY23	FY24	FY25	FY26	FY27	Total
REFUSE	\$60,000					\$60,000

101. DITCH WITCH

New addition to Public Works-Refuse to support operations in Compost.

Project Costs

	FY23	FY24	FY25	FY26	FY27	Total
REFUSE	\$60,000					\$60,000

102. TRANSIT INFRASTRUCTURE

Transit enhancements, pathway connectivity program, pedestrian safety and accessibility improvements, and bus shelter improvements.

Project Costs

	FY23	FY24	FY25	FY26	FY27	Total
LTAf	\$5,299,485					\$5,299,485

103. TRANSIT CASHLESS SYSTEM & SECURITY – CARRYOVER FROM FY22

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

Project Costs

	FY23	FY24	FY25	FY26	FY27	Total
LTAf	\$172,000					\$172,000



104. 17-PASSENGER BUS – CARRYOVER FROM FY22

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

Project Costs

	FY23	FY24	FY25	FY26	FY27	Total
LTAf	\$139,220					\$139,220
O&M		(\$12,600)	(\$12,600)	(\$12,600)	(\$12,600)	(\$50,400)

105. 17-PASSENGER BUS – CARRYOVER FROM FY22

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

Project Costs

	FY23	FY24	FY25	FY26	FY27	Total
LTAf	\$139,220					\$139,220
O&M		(\$12,600)	(\$12,600)	(\$12,600)	(\$12,600)	(\$50,400)

106. 17-PASSENGER BUS – CARRYOVER FROM FY22

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

Project Costs

	FY23	FY24	FY25	FY26	FY27	Total
LTAf	\$139,220					\$139,220
O&M		(\$12,600)	(\$12,600)	(\$12,600)	(\$12,600)	(\$50,400)

107. 27-PASSENGER BUS

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

Project Costs

	FY23	FY24	FY25	FY26	FY27	Total
LTAf	\$345,000					\$345,000
O&M		(\$23,844)	(\$23,844)	(\$23,844)	(\$23,844)	(\$95,376)



108. 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

	FY23	FY24	FY25	FY26	FY27	Total
PSR	\$100,000					\$100,000

109. 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

	FY23	FY24	FY25	FY26	FY27	Total
PSR	\$50,000					\$50,000

110. BROADBAND INFRASTRUCTURE STUDY

Working with potential broadband companies and Arizona Commerce Authority to increase competition, access, and capability for the residents and business owners.

Project Costs

	FY23	FY24	FY25	FY26	FY27	Total
GRANTS	\$10,000,000					\$10,000,000

111. ICAC COMPUTER FORENSIC EQUIPMENT

Federal grant for the ICAC Computer Forensic equipment and software.

Project Costs

	FY23	FY24	FY25	FY26	FY27	Total
GRANTS	\$8,000					\$8,000



112. EMS SUBSTATION CONSTRUCTION – CARRYOVER FROM FY22

EMS Substation will provide EMS services to the west side of Sierra Vista where response times are high. Carryover from FY22.

Project Costs

	FY23	FY24	FY25	FY26	FY27	Total
GRANTS	\$1,500,000					\$1,500,000

113. EXTRACTOR

New equipment in the Fire Department to remove particles in the turnout gear.

Project Costs

	FY23	FY24	FY25	FY26	FY27	Total
GRANTS	\$9,000					\$9,000

114. POTENTIAL FEDERAL FUNDS

Placeholder for potential federal stimulus funding to help mitigate the economic downturn.

Project Costs

	FY23	FY24	FY25	FY26	FY27	Total
GRANTS	\$4,000,000					\$4,000,000

115. GARDEN CANYON LINEAR PARK/ST ANDREWS PHASE II

Construction of ADA pathways from new parking lot to future ramadas, outlined in the 2008 Master Plan. Carryover from FY22.

Project Costs

	FY23	FY24	FY25	FY26	FY27	Total
GRANTS	\$168,781					\$168,781

116. FOOTBALL GRANT

Potential football grant.

Project Costs

	FY23	FY24	FY25	FY26	FY27	Total
GRANTS	\$250,000					\$250,000



117. BASEBALL FIELD GRANT

Potential baseball field grant.

Project Costs

	FY23	FY24	FY25	FY26	FY27	Total
GRANTS	\$750,000					\$750,000

118. ANNUAL TREE LIGHTING & HOLIDAY FESTIVAL

Grant opportunity to construct an ice-skating rink in Veterans Memorial Park during the Annual Tree Lighting & Holiday Festival.

Project Costs

	FY23	FY24	FY25	FY26	FY27	Total
GRANTS	\$39,000					\$39,000

Capital and O&M costs

	Capital	O&M Savings	O&M Costs
General	\$6,705,199	\$495,772	\$49,800
HURF	\$59,773,199	\$98,120	\$0
LTAf	\$6,491,699	\$246,576	\$0
Capital Improvements	\$26,702,195	\$0	\$0
Police Special Revenue	\$150,000	\$0	\$0
Grant	\$16,724,781	\$0	\$0
Airport	\$12,851,009	\$0	\$0
Refuse	\$965,576	\$169,904	\$0
Sewer	\$760,000	\$32,000	\$0
SEACOM	\$379,552	\$0	\$0
Total	\$131,503,210	\$1,042,372	\$49,800

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



Capital Improvement Plan Six to Ten Years

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

PROJECT	5 YEAR TOTAL
Upgrade and Expansion of Wastewater Treatment Plant	TBD
Public Sewer Line Extensions	TBD
Facilities Upgrades	TBD
Parks Master Plan Projects	\$ 32,500,000
Annual Street Maintenance	\$ 15,000,000
Public Safety Training Facility	\$ 3,000,000
Buffalo Soldier Trail Reconstruction	\$ 25,000,000
Buffalo Soldier Trail Extension (SR92 to Avenida Del Sol)	\$ 5,000,000
Police Substation - Tribute	\$ 5,000,000
El Camino Real/Coyote Wash Crossing Improvements	\$ 500,000
Avenida Del Sol Construction (Calle Cumbre to BST) Tribut	\$ 5,000,000
Cyr Center Park Phase II and III	\$ 3,000,000
Section 36 Park - Other Improvements	\$ 6,000,000
West End Improvements along Fry Blvd	\$ 10,000,000
Wilcox Drive Overlay	\$ 4,000,000
7th Street Overlay	\$ 3,000,000
State Route Shared Use Paths	\$ 5,500,000
Total	\$ 122,500,000



Five Year Capital Maintenance and Replacement Plan
FY 2023-2027

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Introduction

The Sierra Vista City Council adopted a Strategic Leadership Plan to more effectively address the needs of the community. The fiscal elements of the plan were designed to ensure the long-term financial viability and operational effectiveness of the City of Sierra Vista. As an integral part of this fiscal strategy, one objective established a Five-Year Capital Maintenance and Replacement Plan. The plan calls for the Department of Public Works to inventory, rate, and develop maintenance or replacement plans for the following categories of assets: Facilities Maintenance and Replacement; Fleet Vehicle and Equipment Replacement; Streets Maintenance; and Water/Wastewater Infrastructure Maintenance and Replacement.

The following Capital Maintenance and Replacement plan was developed using specific methodology and definitions as to what constitutes capital asset maintenance and capital asset replacement items within the scope of City operations.

Purpose

Consistent with the Department of Public Work's Vision Statement, the Capital Maintenance and Replacement Plan provides sustainable, innovative, long-term goals for the preservation and stewardship of the community's physical assets. The plan establishes standardized procedures and cost estimates for the maintenance and replacement of the City's capital assets. The plan encompasses a five-year period that prioritizes the maintenance and/or replacement of assets at a sufficient level to protect the City's capital investments.

Objectives

The objectives of the plan are to:

- Define capital maintenance and replacement assets and distinguish them from routine or preventative operational maintenance (O&M).
- Develop standard methodology to determine when a capital asset should be replaced and if advancements in technology provide opportunities to acquire and incorporate more efficient and effective vehicles or equipment into the City's inventory.
- Estimate the five-year capital maintenance and replacement costs associated with each major asset category for budget purposes.

Definitions

Capital Assets

A Capital Asset is defined as a permanent, fixed asset of major importance and financial investment. Capital Assets are major assets which have a useful life of more than 10 years. Typical examples of Capital Assets are:

1. Public Buildings and Improvements
2. Public Infrastructure (i.e. sewer lines, sidewalks, multi-use paths, etc.)
3. Land with Improvements (i.e. City parks, ball fields etc.)
4. Vehicles, heavy equipment and machinery
5. Works of Art
6. Various Intangible Assets

Capital Improvement Assets

A Capital Improvement Asset is an asset that is a major addition or improvement to existing City assets. A Capital Improvement Asset is one that is new or a significant change in the current function or capabilities of an existing asset and classified as follows:

1. **New Additions:** Any new additions to the City's assets, valued at \$50,000 or more, are considered Capital Improvement Assets.
2. **Change in Function:** When a project changes the function or initial intent of an existing asset, the new assets will be considered a Capital Improvement Asset.
3. **Increase in Capabilities:** If a project or improvement significantly increases the capabilities of an existing asset, it will be considered a Capital Improvement Asset.
4. **Major Improvement:** A new asset that makes a major improvement to an existing asset system or service program.
5. **Software and Licenses:** Software and licenses can be considered a capital improvement if the software is a new program or improvement to the system. The upgrades to the software will not be considered a Capital Improvement Asset, nor will ongoing renewals or maintenance projects.
6. **New Art Project:** A new art project on a site that does not currently have artwork, or the new artwork associated with a new capital improvement project (Art-in-public places) will be considered a Capital Improvement Asset.

Capital Replacement Assets

A Capital Replacement Asset replaces an existing asset that is required either to extend the life of existing assets or replace assets that are beyond their life expectancy. A Capital Replacement Asset can also include assets that enhance the structural integrity of an existing major capital asset and/or prolong the life cycle of the asset for an additional ten years or more.

Operating and Maintenance (O&M) Items

Maintenance of capital assets that preserve an asset or maintain its operability is considered routine or preventative maintenance items. While some of these routine maintenance items can be expensive, not performing them could affect the longevity, functionality and/or appearance of an asset.

Appendix A - Facilities Equipment Replacement

Facilities Equipment Replacement				
FISCAL YEAR	PRIORITY	ASSET DESCRIPTION	LOCATION	ESTIMATED COST
2023				\$3,556,896
	1	FLEET VEHICLE LIFT REPLACEMENT	FLEET	\$175,000
	3	COVE UPGRADES (SCHNEIDER)	COVE	\$3,260,490
	5	ROTHERY SWAMP COOLER REPLACE (SCHNEIDER)	ROTHERY	\$71,406
	6	MINI SPLIT (IT ROOM)	PD	\$20,000
	7	UPS BACK-UP	CITY HALL	\$30,000
2024				\$25,000
	4	HVAC UNIT REPLACEMENT	CITY HALL CH 14A&B	\$25,000
2025				\$385,000
	3	AIRPORT GATES	AIRPORT	\$165,000
	4	AIRPORT GENERATORS	AIRPORT	\$175,000
	5	HVAC UNIT REPLACEMENT	PCC CLOSET HEAT PUMP	\$45,000
2026				\$162,000
	2	HVAC UNIT REPLACEMENT	PCC ADMIN	\$40,000
	3	HVAC UNIT REPLACEMENT	AIRPORT	\$27,000
	4	HVAC UNIT REPLACEMENT	AGS	\$15,000
	6	AUTOMATIC DOORS REPLACEMENTS	AIRPORT	\$50,000
	8	VARIABLE FREQUENCY DRIVES	COVE	\$30,000
2027				\$70,000
	1	HVAC UNIT REPLACEMENT	LIBRARY	\$70,000

Appendix B - Facilities Structural Maintenance and Replacement

Appendix B - Facilities Structural Maintenance and Replacement

Facilities Structural Maintenance and Replacement				
FISCAL YEAR	PRIORITY	ASSET DESCRIPTION	LOCATION	ESTIMATED COST
2023				\$5,649,489
	1	CITYWIDE BUILDING ENV IMP (SCHNEIDER)	CITY HALL	\$199,916
	1	SOLAR COVER PARKING (SCHNEIDER)	PD	\$3,959,498
	1	DIVE POOL DECK RESURFACE	COVE	\$50,000
	1	CITYHALL ROOF REPLACE (SCHNEIDER)	CITY HALL	\$1,229,075
	2	DIVING BOARD STANDS REPLACEMENT (ALL THREE STANDS)	COVE	\$62,000
	4	COVE STAIRS REPLACEMENT	COVE	\$120,000
	8	CITY HALL EXTERIOR STAIRS REPLACEMENT	CITY HALL	\$29,000
2024				\$525,000
	1	PEBBLE TECH/TILES/WATER FEATURE	COVE	\$400,000
	2	POOL DECK INTERIOR RESURFACE	COVE	\$100,000
	3	TRANSIT BIRD SCREEN	TRANSIT	\$25,000
2025				\$191,000
	1	THERAPY POOL RE-COAT	COVE	\$11,000
	2	BLUE WATER SLIDE REPLACEMENT	COVE	\$180,000
2026				\$375,000
	1	ROOM DIVIDER	FIRE 3	\$190,000
	5	CARPET REPLACEMENT	PCC ADMIN, OYCC, EBC, AIRPORT	\$150,000
	7	FLOORING	FIRE 1	\$35,000
2027				\$230,000
	2	COVE SLIDE REPLACEMENT	COVE	\$180,000
	3	LIBRARY RESTROOM RENOVATION	LIBRARY	\$50,000

Appendix C - Fleet and Equipment Replacement

Fleet Replacement			
FUND	DEPARTMENT	YEAR	ASSET DESCRIPTION
2023			
GEN			
FIRE			
		2003	#2 CHEVY 1/2 TON EXT CAB PICKUP
		2004	#1 GMC 2500 CREW CAB
		2009	#2 FORD E450 AMBULANCE
		2009	#1 FORD E450 AMBULANCE
LLS ADMIN			
		1998	FORD CROWN VIC
		2000	FORD CROWN VIC
LLS PARKS			
		1981	TRAILER EQUIPMENT AND AUTO HAULER
		1996	TORO RIDING MOWER
		1998	JOHN DEERE GATOR
		1998	HRS NEW HOLLAND MODEL 1920 TRACTOR
		2001	JACOBSEN RIDING MOWER
		2002	JACOBSEN RIDING MOWER
		2002	JACOBSEN RIDING MOWER
POLICE ADMIN			
		2005	GMC 1/2 TON PICKUP EXT CAB
POLICE OPS			
		2001	FORD F150 PICKUP
		2006	FORD EXPLORER
		2014	FORD EXPLORER POLICE INTERCEPTOR
		2014	FORD EXPLORER POLICE INTERCEPTOR
PW ADMIN			
		2001	FORD CROWN VIC
		2003	FORD CROWN VIC
PW FACILITIES			
		2000	CHEVY 1/2 TON PICKUP
HURF			
PW STREETS			
		2001	CHEVY 1/2 TON PICKUP
		2006	FORD F250 PICKUP
		2007	FORD F250 4 DOOR LONG BED SD PICKUP
REFUSE			
PW REFUSE			
		2004	KOMATSU WA 250 LOADER DO NOT RETIRE, TRANSFE
TRANSIT			
PW TRANSIT OPS			
		2014	CHEVY ARBOC BUS

FUND	DEPARTMENT	YEAR	ASSET DESCRIPTION
2024			
GEN			
BUILDING			
		2007	FORD F250 4DOOR SD PICKUP
CITY CLERK			
		2003	FORD CROWN VIC
		2005	FORD CROWN VIC
		2007	FORD CROWN VIC
		2013	FORD FUSION ADMIN
		2014	FORD FUSION ADMIN
FIRE			
		2014	#1 BRAUN NORTHSTAR AMBULANCE
LLS PARKS			
		1997	CHEVY 1/2 TON S10 FUEL TRUCK
		1999	CHEVY 1/2 TON PICKUP
		2000	CHEVY 1/2 TON PICKUP LONGBED
		2005	FORD F250 UTILITY PICKUP
		2005	FORD F250 UTILITY 4X4 PICKUP
POLICE ACO			
		2008	FORD F250 PICKUP
POLICE OPS			
		2003	CHEVY 1/2 TON EXT CAB PICKUP
		2006	FORD F250 SD PICKUP K9
		2014	FORD EXPLORER POLICE INTERCEPTOR
		2014	FORD EXPLORER POLICE INTERCEPTOR
		2014	FORD EXPLORER POLICE INTERCEPTOR
		2015	FORD EXPLORER POLICE INTERCEPTOR
		2015	FORD EXPLORER POLICE INTERCEPTOR
PW ADMIN			
		2003	FORD CROWN VIC
PW FACILITIES			
		2002	FORD F350 UTILITY BODY
		2003	FORD F250 3/4 TON UTILITY BODY
PW FLEET			
		2006	FORD F250 UTILITY LIFTGATE W/AIR COMPRESSOR

FUND	DEPARTMENT	YEAR	ASSET DESCRIPTION
HURF			
PW STREETS			
		1988	DRESSER GRADER 12' BLADE
		2005	GMC TENANT STREET SWEEPER
		2015	INTERNATIONAL SWEEPER W/PONY MOTOR
REFUSE			
PW REFUSE			
		1999	CASE UNI LOADER TRACTOR
		2000	INTL DT 4700 WATER
		2002	CHEVY 1/2 TON EXT CAB PICKUP
		2002	CHEVY 1/2 TON EXT CAB TRUCK W/ FUEL TANK
		2012	AUTOCAR SCORPION SIDE LOAD REFUSE TRUCK
SEWER			
PW SEWER			
		2002	FORD F550 FLATBED
		2003	FORD F250 PICKUP
		2005	GATOR
TRANSIT			
PW TRANSIT OPS			
		2013	CHEVY ARBOC BUS
		2013	CHEVY ARBOC BUS

FUND	DEPARTMENT	YEAR	ASSET DESCRIPTION
2025			
GEN			
BUILDING			
		2000	CHEVY 1/2 TON S10 PICKUP
CITY CLERK			
		2014	FORD FUSION ADMIN
FIRE			
		2000	#3 PIERCE FIRE TRUCK 1250PUMPER 1000GAL
		2003	FORD CROWN VIC
LLS PARKS			
		1998	CHEVY 1/2 TON S10 FUEL TRUCK
		2001	FORD 3/4 TON PICKUP EXTENDED
		2008	FORD F250 PICKUP
POLICE ACO			
		2006	FORD F450 FLATBED
		2008	TOYOTA TUNDRA
POLICE OPS			
		2001	FORD E350 AMBULANCE SWAT
		2004	NISSAN ARMADA
		2008	FORD F150 PICKUP
PW ADMIN			
		2005	FORD CROWN VIC
PW FACILITIES			
		2010	CHEVY 3/4 TON EXPRESS CARGO VAN
PW FLEET			
		1990	INTERNATIONAL VULCAN 4600LP FLATBED TOW TRUC
		1998	DODGE RAM PU FLATBED
HURF			
PW STREETS			
		2000	STERLING L7500 DUMP TRUCK
		2001	CHEVY 1/2 TON PICKUP
		2001	ISUZU SWEEPER 210 TYMCO W/PONY MOTOR
		2008	FORD F250 EXT CAB PICKUP
REFUSE			
PW REFUSE			
		2011	MACK TRUCK ROLL OFF
		2012	AUTOCAR SCORPION SIDE LOAD REFUSE TRUCK

FUND	DEPARTMENT	YEAR	ASSET DESCRIPTION
SEWER			
	PW SEWER		
		1982	JOHN DEERE 450C DOZER TRACTOR
		2003	FORD F450 CAN CARRIER
		2006	FORD F150 PICKUP
		2017	MQ QP4TZLF0342 TRASH PUMP ON TRAILER
2026			
GEN			
	CITY MANAGER		
		2013	FORD FUSION ADMIN
	FIRE		
		2005	#1 PIERCE FIRE TRUCK 1500 PUMPER 750GAL
		2006	FORD ECONOLINE SD CARGOVAN
	LLS PARKS		
		1998	CASE 570 LXT
		2005	JOHN DEERE GATOR
		2007	FORD F250 SD PICKUP
	POLICE ACO		
		2013	FORD F150 CREW CAB
	POLICE OPS		
		2012	NISSAN FRONTIER
		2015	FORD EXPLORER POLICE INTERCEPTOR
		2016	FORD EXPLORER POLICE INTERCEPTOR
		2016	FORD EXPLORER POLICE INTERCEPTOR
	PW ADMIN		
		2013	FORD FUSION
REFUSE			
	PW REFUSE		
		2013	AUTOCAR SCORPION SIDE LOAD REFUSE TRUCK
		2014	AUTOCAR SCORPION SIDE LOAD REFUSE TRUCK
SEWER			
	PW SEWER		
		1989	JOHN DEERE 2555 ENCLOSED TRACTOR
		2007	INTERNATIONAL VACTOR SEWER VACUUM
TRANSIT			
	PW TRANSIT OPS		
		1999	FORD E350 SD 15 PASS VAN

FUND	DEPARTMENT	YEAR	ASSET DESCRIPTION
2027			
GEN			
FIRE			
		2017	#FH FORD E350 CUTAWAY AMBULANCE
		2017	#FH FORD E350 CUTAWAY AMBULANCE
LLS ADMIN			
		2014	FORD FUSION ADMIN
		2014	FORD F150 PICKUP
LLS LIBRARY			
		2014	FORD FUSION ADMIN
LLS PARKS			
		2006	FORD F150 PICKUP
		2008	FORD F250 UTILITY BODY
POLICE ACO			
		2019	FORD F250 ACO
POLICE OPS			
		2015	FORD EXPLORER POLICE
		2015	FORD EXPLORER POLICE INTERCEPTOR
		2015	FORD EXPLORER POLICE INTERCEPTOR
		2016	FORD EXPLORER POLICE INTERCEPTOR
		2016	FORD EXPLORER POLICE INTERCEPTOR
		2016	FORD EXPLORER POLICE INTERCEPTOR
		2016	FORD EXPLORER POLICE INTERCEPTOR
PW ADMIN			
		2014	FORD FUSION
		2014	FORD FUSION
PW FACILITIES			
		2003	CHEVY 1/2 TON EXT CAB PICKUP
HURF			
PW STREETS			
		2006	FORD F550 DUMP TRUCK
		2017	FORD F250
		2017	FORD F250 SD

REFUSE

PW REFUSE

2001	FORD E350 BOXVAN RECYCLING
2016	AUTOCAR SCORPION SIDE LOAD REFUSE TRUCK
2016	AUTOCAR SCORPION SIDE LOAD REFUSE TRUCK
2017	FORD F250 LIFTGATE
2017	FORD F250 LIFTGATE

SEWER

PW SEWER

2008	JOHN DEERE 6430 TRACTOR
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TRANSIT

PW TRANSIT ADMI

2020	FORD SOI TRANSIT BUS
2020	FORD SOI TRANSIT BUS

Appendix D - Streets Projects

Streets Projects		
FISCAL YEAR	CAPITAL ITEM	ESTIMATED COST
2023		\$100,000
	POT HOLE REPAIR	\$100,000
2024		\$100,000
	POT HOLE REPAIR	\$100,000
2025		\$100,000
	POT HOLE REPAIR	\$100,000
2026		\$100,000
	POT HOLE REPAIR	\$100,000
2027		\$100,000
	POT HOLE REPAIR	\$100,000

Appendix E - Street Construction/Maintenance

Roadway Maintenance			
STREET	FROM STREET	TO STREET	ESTIMATED COST
2023			\$1,325,105
BARTOW DR	CARMICHAEL AVE	FIRST ST	\$178,871
BARTOW DR	FIRST ST	SECOND ST	\$89,082
BARTOW DR	SECOND ST	FIFTH ST	\$218,968
BARTOW DR	FIFTH ST	SEVENTH ST	\$96,455
CANYON DE FLORES	STATE HIGHWAY 92FG	LOMA VENTOSA	\$79,826
CANYON DE FLORES	LOMA VENTOSA	SAINT ANDREWS DR	\$47,478
CRESTVIEW WAY	SUNFLOWER WAY	AVENIDA COCHISE	\$12,337
HIGHLAND DR	LEA ST	MEADOWS DR	\$28,856
JUDD PL	JUDD ST	END OF PAVEMENT	\$7,036
JUDD ST	JENNIFER LN.	GOLF LINKS RD	\$49,858
LEA ST	GOLF LINKS RD	MEADOWS DR	\$31,758
MEAD ST	SAVANNAH ST.	STEPPE PL	\$6,215
MEADOWS DR	LEA ST	SAVANNA DR	\$55,440
MESA ST	PRAIRIE ST	SAVANNA DR	\$6,215
MOONFLOWER	TOWN AND COUNTRY DR	END OF CUL DE SAC	\$14,142
OVERLOOK DR	CRESTVIEW WAY	SKYLINE	\$40,389
PAMPAS PL	SEVENTH ST	END OF PAVEMENT	\$19,110
PRAIRIE ST	GOLF LINKS RD	MEADOWS DR	\$44,325
SAVANNA DR	GOLF LINKS RD	SEVENTH ST.	\$63,624
SHORT ST	N SECOND ST	N FOURTH ST	\$71,155
SKYLINE AVE	SUNFLOWER WAY	OVERLOOK DR	\$25,896
SKYLINE CT.	SKYLINE AVE	END OF PAVEMENT	\$6,684
STARVIEW	TOWN AND COUNTRY DR	END OF CUL DE SAC	\$6,708
STEPPE PL	SEVENTH ST	END OF PAVEMENT	\$32,463
SUNFLOWER WAY	TOWN AND COUNTRY DR	CRESTVIEW WAY	\$48,821
TERRA DR	GOLF LINKS RD	HIGHLAND DR	\$43,394

	STREET	FROM STREET	TO STREET	ESTIMATED COST
2024				\$2,018,222
	KAYETAN DR	NORTH AVE	TAYLOR DR	\$258,300
	KAYETAN DR	ELLEDGE DR	NORTH AVE	\$214,200
	KAYETAN DR	N BUFFALO SOLDIERS TRAIL	FORT AVE	\$380,100
	KAYETAN DR	FORT AVE	ELLEDGE DR	\$217,400
	NORTH AVE	KAYETAN	Cyr center	\$327,156
	NORTH AVE	TAYLOR DR.	KAYETAN	\$621,067
2025				\$1,649,532
	EL CAMINO REAL	CACTUS WREN LANE	CALLE PARKWAY	\$84,790
	EL CAMINO REAL	CITY LIMIT	E CARDINAL DR	\$890,366
	EL CAMINO REAL	E CARDINAL DR	ORIOLE DR	\$128,573
	EL CAMINO REAL	ORIOLE DR	ORIOLE DR	\$38,178
	EL CAMINO REAL	ORIOLE DR	FOOTHILLS DR	\$108,373
	EL CAMINO REAL	FOOTHILLS DR	CALLE GARDENIA	\$128,422
	EL CAMINO REAL	CALLE GARDENIA	CALLE CAMELLIA	\$148,723
	EL CAMINO REAL	CALLE PARKWAY	CARDINAL AVE	\$37,219
	EL CAMINO REAL	CALLE CAMELLIA	CACTUS WREN LANE	\$84,891

STREET	FROM STREET	TO STREET	ESTIMATED COST
2026			\$392,989
BANIFF CT	CENTRAL PARK DR	NORTH END	\$6,043
CALLE COBRE	CAMINO DE PATINA	CALLE PATINA	\$15,544
CALLE PATINA	CALLE COBRE	COPPER POINTE	\$3,631
CAMINO DE PATINA	COPPER POINTE	CALLE COBRE	\$7,913
CENTRAL PARK DR	ORLANDO PL	BANIFF CT	\$7,893
CENTRAL PARK DR	MANHATTAN PL	NE END	\$8,784
CENTRAL PARK DR	TELLURIDE PL	MANHATTAN PL	\$7,919
CENTRAL PARK DR	YELLOWSTONE DR	TELLURIDE PL	\$7,866
CENTRAL PARK DR	REMINGTON DR	YELLOWSTONE DR	\$15,115
CENTRAL PARK DR	LONGVIEW DR	REMINGTON DR	\$8,295
CENTRAL PARK DR	SANTA FE TRAIL	LONGVIEW DR	\$7,256
CENTRAL PARK DR	TAHOE PL	SANTA FE TRAIL	\$7,765
CENTRAL PARK DR	BANIFF CT	TAHOE PL	\$7,765
COPPER POINTE	CALLE PATINA	WEST CUL DE SAC	\$21,956
FOUR WINDS CIR	CHARLES DR	FOUR WINDS CIR	\$3,484
FOUR WINDS CIR	FOUR WINDS CIR	EAST END	\$23,517
LONGVIEW DR	CENTRAL PARK DR	TAOS DR	\$22,378
ORLANDO PL	COPPER CROWN	CENTRAL PARK DR	\$5,668
ORLANDO PL	CENTRAL PARK DR	NORTH END	\$6,325
PATINA DR	CALLE PATINA	OAKMONT DR	\$48,734
REMINGTON DR.	AVENIDA COCHISE	TAOS DR.	\$25,311
SANTA FE TRAIL	CENTRAL PARK DR.	TAOS DR.	\$17,794
SUFFOLK DR	SEVENTH ST	REGENCY DR	\$59,327
TAHOE PL	CENTRAL PARK DR.	END NORTH C.D.S.	\$16,807
TAOS DR.	SANTA FE TRAIL	REMINGTON DR.	\$19,540
YELLOWSTONE DR	CENTRAL PARK DR	NW END	\$10,358



City of Sierra Vista
 Five Year Capital Maintenance and Replacement
 Plan FY 2023-2027
 Appendix E - Street Construction/Maintenance

STREET	FROM STREET	TO STREET	ESTIMATED COST
2027			\$260,824
CORONADO DR	E BUFFALO SOLDIER TRL	GAVIOTA PL	\$34,023
CORONADO DR	WINTERHAVEN DR	THUNDER MEADOWS	\$26,291
CORONADO DR	THUNDER MEADOWS	MORAGA WAY	\$9,816
CORONADO DR	MORAGA WAY	SILVERADO DR	\$21,943
CORONADO DR	GAVIOTA PL	WINTERHAVEN DR	\$25,125
CORONADO DR	SILVERADO DR	COPPER DUST	\$13,608
CORONADO DR	COPPER DUST	AVENIDA COCHISE	\$25,554
TACOMA ST	PALO VERDE DR	CATALINA DR	\$26,003
TACOMA ST	CHOLLA DR	LAS BRISAS WAY	\$20,100
TACOMA ST	NORTH BUCKHORN DR	CHOLLA DR	\$17,876
TACOMA ST	CATALINA DR	TACOMA PLACE	\$9,286
TACOMA ST	SEVENTH ST	PALO VERDE DR	\$21,916
TACOMA ST	TACOMA PLACE	NORTH BUCKHORN DR	\$9,286

Appendix F - Airport Projects

Airport Projects		
FISCAL YEAR	CAPITAL ITEM	ESTIMATED COST
2023		\$1,191,000
	AIRFIELD LIGHTS (SCHNEIDER)	\$589,000
	AIRPORT AUTOMATIC DOORS X4	\$25,000
	AIRPORT LAYOUT MASTERPLAN	\$300,000
	AUTOMATIC WEATHER OBSERVATION SYSTEM UPGRADE	\$125,000
	EXTERIOR MAINT FUEL TANKS (PAINT)	\$12,000
	FUEL TANK MAINTENANCE/CONVERSION	\$140,000

Appendix G - Wastewater Maintenance and Replacement

Wastewater Maintenance and Replacement		
FISCAL YEAR	CAPITAL ITEM	ESTIMATED COST
2023		\$111,000
	CHIPPER REBUILD KIT	\$44,000
	SCARABE ROW TURNER REBUILD KIT	\$14,000
	SCREW PRESS FEED PUMP	\$13,000
	SEWER MACHINERY AND EQPT	\$40,000
2024		\$697,932
	AERZEN TURBO BLOWER (LRG)	\$105,300
	AERZEN TURBO BLOWER (LRG)	\$105,300
	CLAMP ON FLOW METER	\$6,500
	COLLECTION SYSTEM INSERT FLOW METER (QTY 3)	\$22,500
	COMMUNITY CENTER WELL REFURBISH	\$100,000
	CONFINED SPACE ENTRY KITMSA WORKMAN 10163033	\$3,900
	DAVIT CRANE ~ CLARIFIER (SAFETY)	\$17,500
	DRYING BED/PAD (VAC TRUCK, SCREENINGS)	\$50,000
	EQ PUMP	\$20,000
	HOMA SUBMERSIBLE GRINDER PUMP (LAS HACIENDES PS)	\$2,592
	REHABILITATE SEWER LINE GIULIO CESARE/GALILEO	\$100,000
	SCADA SYSTEM UPGRADE	\$100,000
	SLUDGE PRESS WET WELL PUMP	\$20,000
	TRASH CAN PARTS	\$10,000
	WATER RE-USE PUMP	\$10,000
	WESTECH CLARIFIER	\$24,340
2025		\$303,792
	AERATION SURFACE AERATORS(QTY4)	\$41,200
	EOP RECHARGE BASIN ACTUATORS	\$85,000
	EOP RECHARGE BASIN COMMUNICATIONS	\$20,000
	EOP RECHARGE BASIN VAULT COATING	\$120,000
	HOMA SUBMERSIBLE GRINDER PUMP (LAS HACIENDES PS)	\$2,592
	HOT PRESSURE WASHER	\$5,000
	RAS PUMP	\$30,000

Appendix G - Wastewater Maintenance and Replacement

FISCAL YEAR	CAPITAL ITEM	ESTIMATED COST
2026		\$250,158
	AERZEN TURBO BLOWER (SM)	\$62,900
	AERZEN TURBO BLOWER (SM)	\$62,900
	FINE SCREEN GEAR MOTOR	\$4,266
	HOMA SUBMERSIBLE GRINDER PUMP (LAS HACIENDES PS)	\$2,592
	RAS PUMP VFD	\$5,500
	SCREW PRESS DEWATER DRIVE VFD	\$6,000
	SCREW PRESS THICK DRIVE VFD	\$6,000
	SLUDGE DRYING BEDS #10 @ 30' X 50' X 2.5'	\$100,000
2027		\$34,907
	FINE SCREEN TRANSFER CONE/W WEAR BARS	\$7,975
	HOMA SUBMERSIBLE GRINDER PUMP (LAS HACIENDES PS)	\$2,592
	WESTECH CLARIFIER	\$24,340

RESOLUTION 2022-055

A RESOLUTION OF THE MAYOR AND CITY COUNCIL OF THE CITY OF SIERRA VISTA, COCHISE COUNTY, ARIZONA; ADOPTING THE FY 2022/2023 OPERATING BUDGET; HOLDING A PUBLIC HEARING FOR TAXPAYERS ON THE ESTIMATED EXPENDITURES AND REVENUES FOR FISCAL YEAR 2022/2023; GIVING NOTICE OF THE COUNCIL MEETING TO MAKE FY 2022/2023 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 2022/2023; 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 28th day of July 2022, 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 11th day of August 2022, for the purpose of making tax levies as set forth in said estimates; and

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

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

SECTION 1

That the estimated expenditures and revenues allocations hereinafter set forth in the attached statements and schedules be, and hereby are, adopted as the Operating Budget for the City of Sierra Vista, Cochise County, Arizona, for the Fiscal Year 2022/2023.

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 11th day of August, 2022, at 5:00 p.m. at Sierra Vista City Hall, 1011 N. Coronado Drive, Sierra Vista, Arizona, be, and hereby is, authorized and directed.

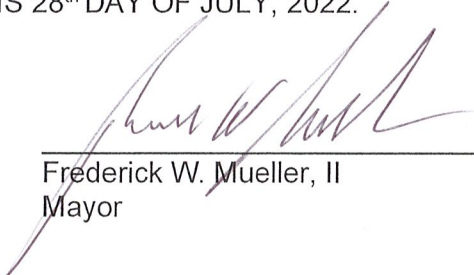
SECTION 3

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 28th DAY OF JULY, 2022.



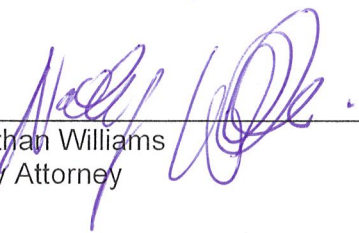
Frederick W. Mueller, II
Mayor

ATTEST:



Jill Adams
City Clerk

APPROVED AS TO FORM:



Nathan Williams
City Attorney

PREPARED BY:

Jennifer Dillaha, Budget Officer

Official Budget Forms

City of Sierra Vista

Fiscal Year 2023

City of Sierra Vista

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Fiscal Year 2023

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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 2023

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	
2022	Adopted/adjusted budgeted expenditures/expenses*	E 1	46,778,345	49,736,928	2,701,373	551,880	0	11,383,532	4,559,500	115,711,558
2022	Actual expenditures/expenses**	E 2	39,150,773	8,239,621	2,579,153	0	0	5,070,159	3,302,063	58,341,769
2023	Beginning fund balance/(deficit) or net position/(deficit) at July 1***	3	0	5,579,207	0	1,281,474	0	2,042,118	25,000	8,927,799
2023	Primary property tax levy	B 4	379,068							379,068
2023	Secondary property tax levy	B 5								0
2023	Estimated revenues other than property taxes	C 6	48,789,480	87,455,082	0	7,032,643	0	9,046,703	4,534,500	156,858,408
2023	Other financing sources	D 7	0	11,481,901	0	25,960,000	0	810,518	0	38,252,419
2023	Other financing (uses)	D 8	0	0	0	0	0	0	0	0
2023	Interfund transfers in	D 9	1,721,666	3,896,645	3,629,081	0	0	0	0	9,247,392
2023	Interfund Transfers (out)	D 10	387,831	1,537,639	0	7,321,922	0	0	0	9,247,392
2023	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
										0
										0
2023	Total financial resources available	12	50,502,383	106,875,196	3,629,081	26,952,195	0	11,899,339	4,559,500	204,417,694
2023	Budgeted expenditures/expenses	E 13	50,502,383	106,875,196	3,629,081	26,952,195	0	11,899,339	4,559,500	204,417,694

Expenditure limitation comparison

	2022	2023
1 Budgeted expenditures/expenses	\$ 115,711,558	\$ 204,417,694
2 Add/subtract: estimated net reconciling items		
3 Budgeted expenditures/expenses adjusted for reconciling items	115,711,558	204,417,694
4 Less: estimated exclusions	56,760,803	63,456,605
5 Amount subject to the expenditure limitation	\$ 58,950,755	\$ 140,961,089
6 EEC expenditure limitation	\$ 59,866,313	\$ 141,071,198

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).

**City of Sierra Vista
Tax Levy and Tax Rate Information
Fiscal Year 2023**

	2022	2023
1. Maximum allowable primary property tax levy. A.R.S. §42-17051(A)	\$ <u>622,737</u>	\$ <u>643,693</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>377,145</u>	\$ <u>379,068</u>
Property tax judgment	_____	_____
B. Secondary property taxes	_____	_____
Property tax judgment	_____	_____
C. Total property tax levy amounts	\$ <u>377,145</u>	\$ <u>379,068</u>
4. Property taxes collected*		
A. Primary property taxes		
(1) Current year's levy	\$ <u>290,334</u>	
(2) Prior years' levies	_____	
(3) Total primary property taxes	\$ <u>290,334</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>290,334</u>	
5. Property tax rates		
A. City/Town tax rate		
(1) Primary property tax rate	_____ 0.1108	_____ 0.1098
Property tax judgment	_____	_____
(2) Secondary property tax rate	_____	_____
Property tax judgment	_____	_____
(3) Total city/town tax rate	_____ 0.1108	_____ 0.1098
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 2023**

SOURCE OF REVENUES	ESTIMATED REVENUES 2022	ACTUAL REVENUES* 2022	ESTIMATED REVENUES 2023
GENERAL FUND			
Local taxes			
Transaction Privilege Tax	\$ 16,515,177	\$ 16,522,302	\$ 19,648,264
Licenses and permits			
Franchise Fees	1,400,000	1,293,907	1,400,000
Business Licenses	145,000	145,235	145,000
Animal Control Permits	35,000	33,178	35,000
Right of Way Permits	20,000	55,830	50,000
Building Permits	292,763	546,669	475,000
Intergovernmental			
Grants	3,274,120	3,195,290	3,271,373
Local Government Payments	1,075,693	941,598	1,037,173
State Shared Sales Tax	4,801,435	5,486,601	6,160,901
State Shared Vehicle License Tax	2,375,000	2,243,502	2,500,000
Urban Revenue Sharing	5,016,338	5,417,588	8,307,596
Prop 207 Shared Revenue		114,851	228,000
Charges for services			
General Government	85,000	68,838	85,000
Public Safety	2,170,000	2,286,891	2,470,000
Public Works	1,436,500	1,363,845	1,490,000
Parks, Recreation, & Library	961,848	969,872	814,257
Community Development	68,000	24,248	68,000
Fines and forfeits			
Library		5,165	
Interest on investments			
Investment Income	5,000	13,237	5,000
In-lieu property taxes			
Contributions			
Voluntary contributions	41,000	2,727	61,000
Miscellaneous			
Misc. Revenue	467,916	282,481	467,916
Sale of Fixed Assets	70,000	145,008	70,000
Total General Fund	\$ 40,255,790	\$ 41,158,863	\$ 48,789,480

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

**City of Sierra Vista
Revenues Other Than Property Taxes
Fiscal Year 2023**

SOURCE OF REVENUES	ESTIMATED REVENUES 2022	ACTUAL REVENUES* 2022	ESTIMATED REVENUES 2023
SPECIAL REVENUE FUNDS			
Highway Revenue Funds			
State Shared Revenue	\$ 3,925,000	\$ 3,743,854	\$ 4,100,000
Grants	910,000		44,544,694
Local Government Payments	2,396,422	1,437,814	
Designated Contributions	1,250,000		395,414
Misc.		57,414	
	\$ 8,481,422	\$ 5,239,082	\$ 49,040,108
Local Transportation Assistance			
Grants	\$ 4,936,185	\$ 864,665	\$ 6,319,015
Fares	100,000	54,733	100,000
Lease Revenue	19,200	20,911	20,400
Misc.	1,000	8,562	1,000
Sale of Fixed Assets		9,700	
	\$ 5,056,385	\$ 958,571	\$ 6,440,415
Police Special Revenue			
Police Special Revenue	\$ 125,000	\$ 79,811	\$ 125,000
	\$ 125,000	\$ 79,811	\$ 125,000
Grants			
Grants	\$ 10,286,781	\$ 1,363,069	\$ 17,658,600
	\$ 10,286,781	\$ 1,363,069	\$ 17,658,600
Airport			
Grants	\$ 10,051,405	\$ 641,536	\$ 8,286,590
Fuel Sales	830,750	2,020,675	830,750
Lease Revenue	190,000	189,453	190,000
Misc.		52,595	
	\$ 11,072,155	\$ 2,904,259	\$ 9,307,340
Judicial Enhancement			
Fines	\$ 10	\$	\$ 10
	\$ 10	\$	\$ 10
Donations			
Contributions	\$ 1,221,335	\$ 77,875	\$ 1,275,492
	\$ 1,221,335	\$ 77,875	\$ 1,275,492
Park Development			
Development Impact Fees	\$ 17,000	\$ 196,342	\$ 150,000
	\$ 17,000	\$ 196,342	\$ 150,000
Police Development			
Development Impact Fees	\$ 18,500	\$ 21,509	\$ 18,500
	\$ 18,500	\$ 21,509	\$ 18,500
Infrastructure Development			
Development Impact Fees	\$ 92,000	\$ 22,047	\$ 92,000
	\$ 92,000	\$ 22,047	\$ 92,000
Fire Development			
Development Impact Fees	\$ 12,500	\$ 10,841	\$ 12,500
	\$ 12,500	\$ 10,841	\$ 12,500
SEACOM			
SEACOM	\$ 2,448,273	\$ 1,128,905	\$ 2,682,394
	\$ 2,448,273	\$ 1,128,905	\$ 2,682,394
Metropolitan Planning Organization			
Grants	\$ 510,123	\$ 307,959	\$ 583,249
Local Government Payments	\$ 99,689	\$ 50,025	\$ 69,474
	\$ 609,812	\$ 357,984	\$ 652,723
Total Special Revenue Funds	\$ 36,852,900	\$ 10,980,651	\$ 87,455,082

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

**City of Sierra Vista
Revenues Other Than Property Taxes
Fiscal Year 2023**

SOURCE OF REVENUES	ESTIMATED REVENUES 2022	ACTUAL REVENUES* 2022	ESTIMATED REVENUES 2023
DEBT SERVICE FUNDS			
N/A	\$ _____	\$ _____	\$ _____
	\$ _____	\$ _____	\$ _____
Total Debt Service Funds	\$ _____	\$ _____	\$ _____
CAPITAL PROJECTS FUNDS			
Transaction Privilege Tax	\$ 4,404,075	\$ 4,601,715	\$ 5,482,643
Federal Grants			1,500,000
Investment Income		11,538	
Sale of Fixed Assets	500,000	472,801	50,000
	\$ 4,904,075	\$ 5,086,054	\$ 7,032,643
Total Capital Projects Funds	\$ 4,904,075	\$ 5,086,054	\$ 7,032,643

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

**City of Sierra Vista
Revenues Other Than Property Taxes
Fiscal Year 2023**

SOURCE OF REVENUES	ESTIMATED REVENUES 2022	ACTUAL REVENUES* 2022	ESTIMATED REVENUES 2023
PERMANENT FUNDS			
N/A	\$ _____	\$ _____	\$ _____
	\$ _____	\$ _____	\$ _____
Total Permanent Funds	\$ _____	\$ _____	\$ _____
ENTERPRISE FUNDS			
Sewer			
Charges for Service	\$ 3,857,139	\$ 3,932,652	\$ 3,920,427
Capital Contributions	472,437		325,000
Misc.	125,000	238,071	225,000
	\$ 4,454,576	\$ 4,170,723	\$ 4,470,427
Refuse			
Charges for Service	\$ 4,571,276	\$ 4,674,881	\$ 4,571,276
Interest			
Misc.	5,000	182	5,000
	\$ 4,576,276	\$ 4,675,063	\$ 4,576,276
Total Enterprise Funds	\$ 9,030,852	\$ 8,845,786	\$ 9,046,703

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

**City of Sierra Vista
Revenues Other Than Property Taxes
Fiscal Year 2023**

SOURCE OF REVENUES	ESTIMATED REVENUES 2022	ACTUAL REVENUES* 2022	ESTIMATED REVENUES 2023
INTERNAL SERVICE FUNDS			
Health & Accident			
Premiums	\$ 4,409,500	\$ 49,127	\$ 4,409,500
Interest	25,000	5,547	25,000
Misc.		238,984	
	\$ 4,434,500	\$ 293,658	\$ 4,434,500
Self Insured Retention			
Misc.	\$ 100,000	\$ 125,062	\$ 100,000
	\$ 100,000	\$ 125,062	\$ 100,000
Total Internal Service Funds	\$ 4,534,500	\$ 418,720	\$ 4,534,500
Total All Funds	\$ 95,578,117	\$ 66,490,074	\$ 156,858,408

* 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 2023

FUND	OTHER FINANCING 2023		INTERFUND TRANSFERS 2023	
	SOURCES	(USES)	IN	(OUT)
GENERAL FUND				
Notes Payable	\$	\$	\$	\$
Interfund Transfers			1,721,666	387,831
Total General Fund	\$	\$	\$ 1,721,666	\$ 387,831
SPECIAL REVENUE FUNDS				
HURF	7,981,901		2,623,159	
LTAIF			596,646	
Grants			87,831	
Airport	3,500,000		589,009	
Donations				1,414,480
Park Development				
Police Development				
Infrastructure Development				123,159
Fire Development				
Police Special Revenue				
Metropolitan Planning Organization				
SEACOM				
Total Special Revenue Funds	\$ 11,481,901	\$	\$ 3,896,645	\$ 1,537,639
DEBT SERVICE FUNDS				
Debt Service	\$	\$	\$ 3,629,081	\$
Total Debt Service Funds	\$	\$	\$ 3,629,081	\$
CAPITAL PROJECTS FUNDS				
Capital Improvements	\$ 25,960,000	\$	\$	\$ 7,321,922
Total Capital Projects Funds	\$ 25,960,000	\$	\$	\$ 7,321,922
PERMANENT FUNDS				
N/A	\$	\$	\$	\$
Total Permanent Funds	\$	\$	\$	\$
ENTERPRISE FUNDS				
Sewer	\$	\$	\$	\$
Refuse	810,518			
Total Enterprise Funds	\$ 810,518	\$	\$	\$
INTERNAL SERVICE FUNDS				
Unemployment	\$	\$	\$	\$
Total Internal Service Funds	\$	\$	\$	\$
TOTAL ALL FUNDS	\$ 38,252,419	\$	\$ 9,247,392	\$ 9,247,392

**City of Sierra Vista
Expenditures/Expenses by Fund
Fiscal Year 2023**

FUND/DEPARTMENT	ADOPTED BUDGETED EXPENDITURES/E XPENSES 2022	EXPENDITURE/ EXPENSE ADJUSTMENTS APPROVED 2022	ACTUAL EXPENDITURES/ EXPENSES* 2022	BUDGETED EXPENDITURES/ EXPENSES 2023
GENERAL FUND				
City Council	\$ 104,014	\$	\$ 107,695	\$ 104,014
Administrative Services	4,449,947		4,440,047	4,983,153
City Manager	2,683,341		2,675,202	2,990,373
Legal	481,580		503,276	574,851
General Government	428,240		518,718	476,866
Police	16,107,708		10,268,938	16,013,977
Fire	9,284,331		8,690,804	10,003,805
Public Works	6,260,015		6,118,881	7,694,518
Parks, Recreation, & Library	5,662,453		4,611,626	6,197,640
Community Development	1,034,836		933,707	1,341,853
Debt	281,880		281,879	121,333
Total General Fund	\$ 46,778,345	\$	\$ 39,150,773	\$ 50,502,383
SPECIAL REVENUE FUNDS				
HURF	\$ 11,542,763	\$	\$ 2,385,403	\$ 62,885,628
LTAF	6,057,932		792,204	7,827,090
Police Special Revenue	349,500		70,704	335,000
Grants	13,427,173		826,044	17,768,936
Judicial Enhancement	300			300
Airport	14,764,783		2,301,948	14,235,466
Donations	382,148		114,516	351,659
Park Development				
Police Development				
Infrastructure Development				
Fire Development				
SEACOM	2,602,517		1,459,667	2,818,394
Metropolitan Planning Org	609,812		289,135	652,723
Total Special Revenue Funds	\$ 49,736,928	\$	\$ 8,239,621	\$ 106,875,196
DEBT SERVICE FUNDS				
Debt Service	\$ 2,701,373	\$	\$ 2,579,153	\$ 3,629,081
Total Debt Service Funds	\$ 2,701,373	\$	\$ 2,579,153	\$ 3,629,081
CAPITAL PROJECTS FUNDS				
Capital Improvements	\$ 551,880	\$	\$	\$ 26,952,195
Total Capital Projects Funds	\$ 551,880	\$	\$	\$ 26,952,195
PERMANENT FUNDS				
N/A	\$	\$	\$	\$
Total Permanent Funds	\$	\$	\$	\$
ENTERPRISE FUNDS				
Sewer	\$ 5,532,387	\$	\$ 1,753,252	\$ 5,827,074
Refuse	5,851,145		3,316,907	6,072,265
Total Enterprise Funds	\$ 11,383,532	\$	\$ 5,070,159	\$ 11,899,339
INTERNAL SERVICE FUNDS				
Health & Accident	\$ 4,434,500	\$	\$ 3,199,188	\$ 4,434,500
Unemployment	25,000			25,000
Self Insured Retention	100,000		102,875	100,000
Total Internal Service Funds	\$ 4,559,500	\$	\$ 3,302,063	\$ 4,559,500
TOTAL ALL FUNDS	\$ 115,711,558	\$	\$ 58,341,769	\$ 204,417,694

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

**City of Sierra Vista
Expenditures/Expenses by Department
Fiscal Year 2023**

DEPARTMENT/FUND	ADOPTED BUDGETED EXPENDITURES/EXPENSES	EXPENDITURE/EXPENSE ADJUSTMENTS APPROVED	ACTUAL EXPENDITURES/EXPENSES*	BUDGETED EXPENDITURES/EXPENSES
	2022	2022	2022	2023
City Council				
General Fund	\$ 104,014	\$	\$ 107,695	\$ 104,014
Sewer	13,003		13,003	13,003
Refuse	13,003		13,003	13,003
Donations	4,518		3,620	4,709
Department Total	\$ 134,538	\$	\$ 137,321	\$ 134,729
Administrative Services				
General Fund	\$ 4,449,947	\$	\$ 4,440,047	\$ 4,983,153
Capital Improvements				
Sewer	467,143		467,143	519,237
Refuse	481,857		481,857	535,553
HURF				
Department Total	\$ 5,398,947	\$	\$ 5,389,047	\$ 6,037,943
City Manager				
General Fund	\$ 2,683,341	\$	\$ 2,675,202	\$ 2,990,373
Donations	285		9	285
Grants	480,700		21,631	10,183,960
Sewer	326,354		326,354	403,942
Refuse	296,582		296,582	370,453
Department Total	\$ 3,787,262	\$	\$ 3,319,778	\$ 13,949,013
Legal				
General Fund	\$ 481,580	\$	\$ 503,276	\$ 574,851
Judicial Enhancement	300			300
Department Total	\$ 481,880	\$	\$ 503,276	\$ 575,151
General Government				
General Fund	\$ 428,240	\$	\$ 518,718	\$ 476,866
HURF	26,850		26,850	28,125
Sewer	53,700		53,700	56,249
Refuse	53,700		53,700	56,249
Health & Accident	4,434,500		3,199,188	4,434,500
Unemployment	100,000		102,875	100,000
Self Insured Retention	25,000			25,000
Department Total	\$ 5,121,990	\$	\$ 3,955,031	\$ 5,176,989
Police				
General Fund	\$ 16,107,708	\$	\$ 10,268,598	\$ 16,013,977
Police Special Revenue	349,500		70,704	335,000
Capital Improvements Fund				
Grants	141,929		88,374	84,829
Donations	207,052		89,439	193,835
Police Development Fee				
Department Total	\$ 16,806,189	\$	\$ 10,517,115	\$ 16,627,641
Fire				
General Fund	\$ 9,284,331	\$	\$ 8,690,804	\$ 10,003,805
Grants	3,424,423		74,744	1,830,676
Donations	4,696		471	4,506
Fire Development Fee				
Department Total	\$ 12,713,450	\$	\$ 8,766,019	\$ 11,838,987
Public Works				
General Fund	\$ 6,260,015	\$	\$ 6,119,221	\$ 7,694,518
HURF	11,436,006		2,305,497	62,813,418
LTA	6,057,932		792,204	7,827,090
Grants	4,000,000			4,000,000
Airport	14,764,783		2,302,284	14,235,466
Capital Improvements				6,957,108
Sewer	3,720,253		1,503,229	4,211,620
Refuse	4,571,906		2,861,970	4,917,634
Donations	15			15
Park Development				
Infrastructure Development				
Metropolitan Planning Org	609,812		289,135	652,723
Department Total	\$ 51,420,722	\$	\$ 16,173,540	\$ 113,309,592
Parks, Recreation, & Library				
General Fund	\$ 5,662,453	\$	\$ 4,611,626	\$ 6,197,640
Grants	5,236,562		580,513	1,362,281
Capital Improvements	551,880			19,745,087
SVMPC Construction				
Donations	152,260		17,150	135,423
Department Total	\$ 11,603,155	\$	\$ 5,209,289	\$ 27,440,431
Community Development				
General Fund	\$ 1,034,836	\$	\$ 933,707	\$ 1,341,853
Grants	142,659		60,781	307,190
Capital Improvements Fund				
Donations	13,322		3,828	12,886
Department Total	\$ 1,190,817	\$	\$ 998,316	\$ 1,661,929
Debt				
General Fund	\$ 281,880	\$	\$ 281,879	\$ 121,333
HURF	79,907		79,907	44,085
Airport				
Park Development				
Debt Service	2,701,373		2,579,153	3,629,081
Capital Improvements				250,000
Sewer	951,934		219,731	623,023
Refuse	434,097		424,646	179,373
Department Total	\$ 4,449,191	\$	\$ 3,585,316	\$ 4,846,895
SEACOM				
SEACOM	\$ 2,602,517	\$	\$ 1,459,667	\$ 2,818,394
Department Total	\$ 2,602,517	\$	\$ 1,459,667	\$ 2,818,394

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

**City of Sierra Vista
Full-Time Employees and Personnel Compensation
Fiscal Year 2023**

Fund	Full-Time Equivalent (FTE) 2023	Employee Salaries and Hourly Costs 2023	Retirement Costs 2023	Healthcare Costs 2023	Other Benefit Costs 2023	Total Estimated Personnel Compensation 2023
GENERAL FUND	313	\$ 19,655,651	\$ 7,796,418	\$ 2,908,242	\$ 2,161,862	\$ 32,522,173
SPECIAL REVENUE FUNDS						
HURF	20	\$ 1,253,295	\$ 106,234	\$ 155,048	\$ 131,207	\$ 1,645,784
LTAF	11	533,392	49,777	105,003	74,708	762,880
Airport	2	65,324	4,890	6,930	6,163	83,307
Metropolitan Planning Org	1	195,768	20,240	8,578	18,884	243,470
SEACOM	26	1,515,523	160,464	179,090	132,778	1,987,855
Total Special Revenue Funds	60	\$ 3,563,302	\$ 341,605	\$ 454,649	\$ 363,740	\$ 4,723,296
DEBT SERVICE FUNDS						
N/A		\$	\$	\$	\$	\$
Total Debt Service Funds		\$	\$	\$	\$	\$
CAPITAL PROJECTS FUNDS						
N/A		\$	\$	\$	\$	\$
Total Capital Projects Funds		\$	\$	\$	\$	\$
PERMANENT FUNDS						
N/A		\$	\$	\$	\$	\$
Total Permanent Funds		\$	\$	\$	\$	\$
ENTERPRISE FUNDS						
Sewer	12	\$ 1,526,351	\$ 65,820	\$ 83,115	\$ 68,015	\$ 1,743,301
Refuse	18	1,641,972	92,548	122,660	98,787	1,955,967
Total Enterprise Funds	30	\$ 3,168,323	\$ 158,368	\$ 205,775	\$ 166,802	\$ 3,699,268
INTERNAL SERVICE FUNDS						
N/A		\$	\$	\$	\$	\$
Total Internal Service Fund		\$	\$	\$	\$	\$
TOTAL ALL FUNDS	403	\$ 26,387,276	\$ 8,296,391	\$ 3,568,666	\$ 2,692,404	\$ 40,944,737

ORDINANCE 2022-003

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, 2023; 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 2022/2023 is required to be adopted not later than the third Monday in August; and

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

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

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

SECTION 1

There is hereby levied on each One Hundred Dollars (\$100) of assessed value of all property, both real and personal, within the corporate limits of the City of Sierra Vista, except such property as may be by law exempt from taxation, a tax rate sufficient to raise the sum of Three Hundred Seventy Nine Thousand and Sixty Eight Dollars (\$379,068) for the purpose of providing the City of Sierra Vista for the fiscal year ending on the 30th day of June, 2023, but not to exceed the \$0.1098 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 2022-003
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, 2023.

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.

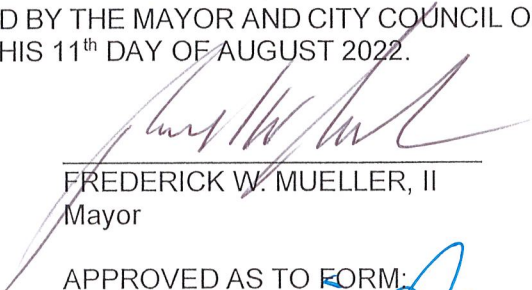
SECTION 4

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 11th DAY OF AUGUST 2022.



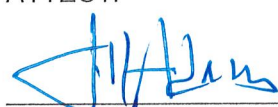
FREDERICK W. MUELLER, II
Mayor

APPROVED AS TO FORM:



NATHAN J WILLIAMS
City Attorney

ATTEST:



JILL ADAMS
City Clerk

PREPARED BY: Jennifer Dillaha, Budget Officer

ORDINANCE 2022-003
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.
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.
ENCUMBRANCE:	The legal commitment of appropriated funds to purchase an item or service. To encumber funds means to set aside or commit funds or a future expenditure.



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



GENERAL OBLIGATION BONDS:	Bonds which finance a variety of public projects such as streets, buildings, and improvements; the repayment of these bonds are usually made from secondary property taxes, and these bonds are backed by the full faith and credit of the issuing government.
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.
HURF: HIGHWAY USERS REVENUE FUND	The resources for this fund come from gasoline taxes. The state stipulates that the city must use these funds for street-related purposes.
INTERNAL SERVICES:	Those services provided within the City organization to support operations, including: Human Resources, Information Technology, Facilities Maintenance, and Fleet Services.
LTAF: LOCAL TRANSPORTATION ASSISTANCE FUND	The State Lottery generates the monies for this fund. The city must then spend these funds on transportation-related activities.
LINE-ITEM BUDGET:	A budget that lists each expenditure category (salary, materials, telephone service, travel, etc.) separately, along with the dollar amount budgeted for each specified category.



MATURITIES:	The dates on which the principal or stated values of investments or debt obligations mature and may be reclaimed.
MILL:	The property tax rate which is based on the valuation of property. A tax rate of one mill produces one dollar of taxes on each \$1,000 of property valuation.
OPERATING BUDGET:	The portion of the budget that pertains to daily operations that provides basic governmental services. The operating budget contains appropriations for such expenditures as personnel, supplies, utilities, materials, travel and fuel.
OUR FUTURE VISTAS:	The City of Sierra Vista’s Strategic Leadership Plan adopted by the City Council
PER CAPITA:	Total amount of a good divided by the total population.
PERFORMANCE BUDGET:	A budget, which focuses upon activities rather than line items. Workload and unit cost data are collected in order to assess the efficiency of services. Typical data collected might include miles of streets paved per year, cost of paved streets per mile, tons of garbage collected per man-hour, or cost per man-hour of garbage collection.
PROGRAM BUDGET:	A budget which focuses upon the goals and objectives of an agency or jurisdiction rather than upon its' organizational budget units or object classes of expenditure.
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

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