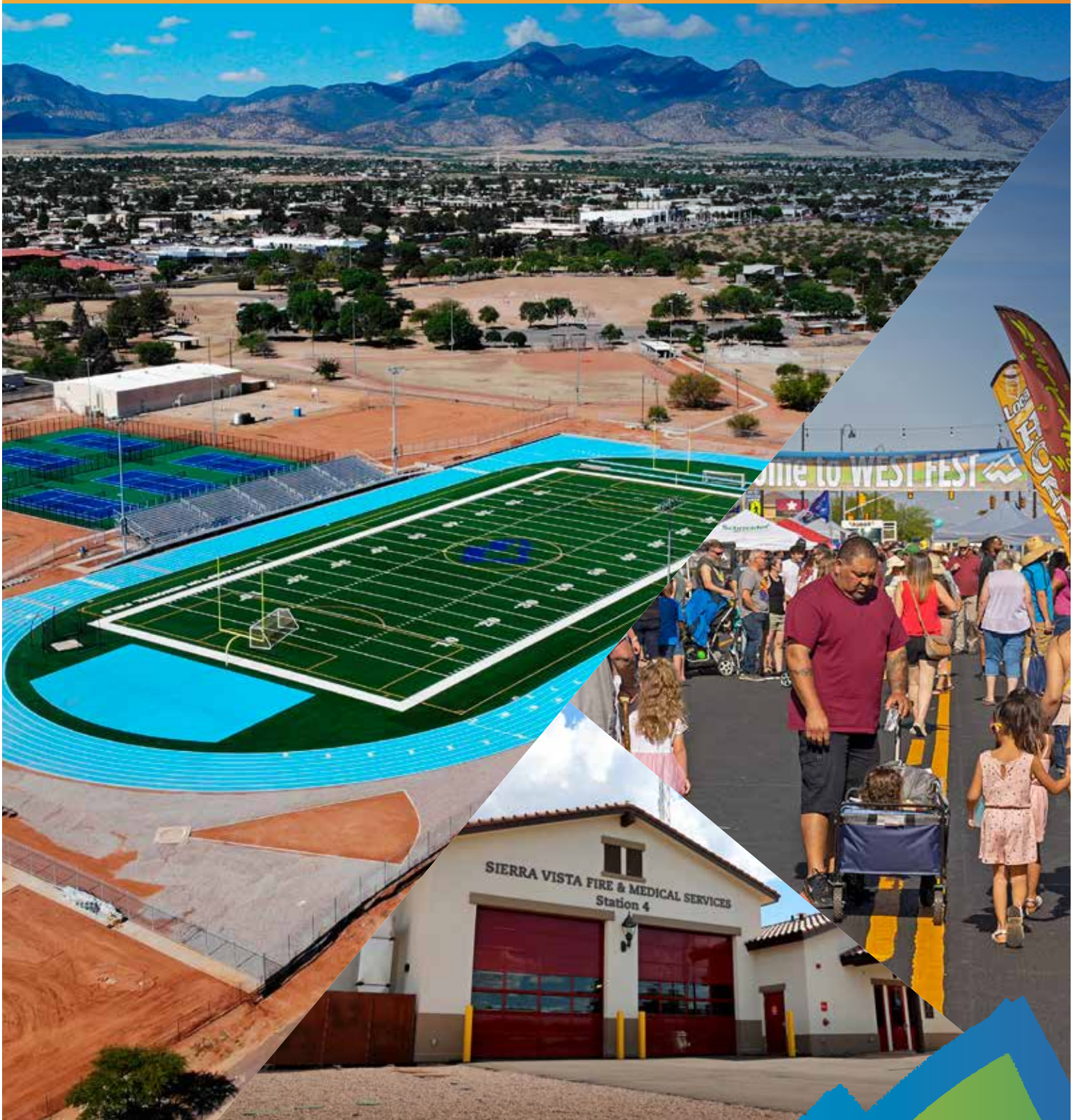


PROPOSED ANNUAL BUDGET





CITY OF SIERRA VISTA, ARIZONA ANNUAL BUDGET For the Fiscal Year July 1, 2023 - June 30, 2024

CITY OF SIERRA VISTA LEADERSHIP

CITY COUNCIL

Clea McCaa II, Mayor

Carolyn Umphrey, Mayor Pro Tem

Angelica Landry, Council Member

Mark Rodriguez, Council Member

William Benning, Council Member

Gregory Johnson, Council Member

Marta Messmer, Council Member

MANAGEMENT STAFF

Charles P. Potucek, City Manager

Victoria Yarbrough, Assistant City Manager

Jennifer Dillaha, Budget Officer

SENIOR STAFF

Adam Thrasher, Police Chief

Brian Jones, Fire Chief

Sharon Flissar, Public Works Director

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

Matt McLachlan, Community
Development Director

Nathan Williams, City Attorney

David Felix, Chief Financial Officer

Barbara Fleming,
Chief Human Resources Officer

Abe Rubio, Chief Information Officer

Kennie Downing, Chief Procurement Officer

Jill Adams, City Clerk

Tony Boone,
Economic Development Manager

Judy Hector, Marketing and
Communications Manager

May 26, 2023

MEMORANDUM TO: Honorable Mayor and City Council
THRU: Charles P. Potucek, City Manager
FROM: David Felix, Chief Financial Officer &
Jennifer Dillaha, Budget Officer
SUBJECT: Tentative Budget Book for Fiscal Year 2023-2024

We are presenting to you the FY 2023-2024 Tentative Budget Book in the amount of \$168,657,775. This book reflects a balanced recommended budget based upon the City's current revenue structure and projections, and will be used to inform Council for the budget work session discussions. Changes may be made to the tentative budget before passage of the tentative budget resolution in the last week of June. Following passage of the tentative budget, additional changes may be made before the passage of the final budget. However, the final budget amount may not exceed the tentative budget amount.

Key factors in developing the FY24 tentative budget book are listed below:

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

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

The proposed approval schedule is as follows:

- June 12-14, 2023 – Council Budget Work Sessions
- June 22, 2023 – Resolution to approve the tentative budget
- July 27, 2023 – Resolution to approve the final budget & public hearing on property tax
- August 10, 2023 – Resolution to adopt FY2023/2024 property tax levy

RECOMMENDED EXPENDITURE INCREASES AND REDUCTIONS BY DEPARTMENT
FY 2024

DEPARTMENT	EXPENSE	FY 2023 BUDGETED	FY 2024 RECOMMEND	DECREASE/ INCREASE	EXPLANATION
CITY MANAGER	Professional Services	\$309,036	\$283,000	(\$26,036)	Reduced services for environmental consultant, and SVMPO contribution
HUMAN RESOURCES	Professional Services	\$100,000	\$120,000	\$20,000	Inc. cost of legal fees
INFORMATION TECH.	Telephone	\$375,000	\$350,000	(\$25,000)	Reduced to reflect FY23 actuals
	Specialized Supplies	\$222,500	\$201,200	(\$21,300)	1. 5 tablet replacements in PD vehicles instead of 10 last FY
	1. 5 CF-33 Laptops	1. \$47,000	1. \$25,000	1. (\$22,000)	2. Replace 5 EOL CF-20s for FD
	2. 8 FZ-G2 MDTs	2. \$22,000	2. \$36,000	2. \$14,000	3. New
	3. 5 PCs for MarComm	3. \$0	3. \$15,000	3. \$15,000	4. General City replacement PCs
	4. Replacement PCs	4. \$75,000	4. \$85,500	4. \$10,500	5. End of life
	5. 6 Scanners for TCM	5. \$0	5. \$9,700	5. \$9,700	
	Software	\$79,645	\$154,576		1. Setup and first year cost
	1. OpenGov Capital project module				2. Visitor data
	2. Placer.ai	1. \$0	1. \$50,081	\$74,931	3. 3-year contract
	3. Blue Ink e-signature platform	2. \$0	2. \$23,500		4. Switching to free Google captioning service
	4. Closed caption services	3. \$0	3. 15,300		
		4. \$12,000	4. \$0		
	Office Equipment Maintenance				
	1. Cisco Smartnet	\$1,179,926	\$1,297,676	\$117,750	
	2. Tyler MUNIS				
	3. Active Directory Client Access Licenses				
	4. Fleet Software Maintenance	1. \$75,000	1. \$83,000	1. \$8,000	Increased cost of maintenance and licensing, and the addition of new services
	5. Body Camera Cloud Storage	2. \$95,000	2. \$98,000	2. \$3,000	
	6. Canyon State-Public Safety Radios	3. \$107,000	3. \$112,000	3. \$5,000	
	7. PW-AutoCAD and Civil 3D	4. \$33,000	4. \$35,000	4. \$2,000	
	8. Bomgar Appliance	5. \$147,000	5. \$154,000	5. \$7,000	
	9. Canto (digital asset management)	6. \$85,000	6. \$100,000	6. \$15,000	
	10. Hootsuite (social media mngmt)	7. \$12,000	7. \$18,000	7. \$6,000	
		8. \$5,200	8. \$11,800	8. \$6,600	
		9. \$0	9. \$13,000	9. \$13,000	
		10. \$0	10. \$15,800	10. \$15,800	

DEPARTMENT	EXPENSE	FY 2023 BUDGETED	FY 2024 RECOMMEND	DECREASE / INCREASE	EXPLANATION
FINANCE	Professional Services	\$318,760	\$278,360	(\$40,400)	Lower cost of ADOR software
CITY CLERK	Professional services	\$87,500	\$72,500	(\$15,000)	No election services
ECONOMIC DEV	Professional Services	\$111,850	\$120,000	\$8,150	Bludot contract for customer engagement software, and new brochures
MARKETING	Professional Services	\$16,715	\$2,715	(\$14,000)	Removed CANTO Subscription, moved to IT
LEGAL	Professional Services	\$324,807	\$205,995	(\$118,812)	Consolidated Court Agreement reduction for next FY
NON-DEPARTMENTAL	Insurance	\$604,989	\$665,488	\$60,499	Inc. cost
POLICE					
-Ops	Professional Services - other	\$817,499	\$914,176	\$96,677	SEACOM funding increase
-ACO	Specialized Supplies	\$101,684	\$111,531	\$9,847	Inc. expenses
FIRE	Professional Services	\$0	\$40,000	\$40,000	Organizational Assessment
	Travel & Training	\$60,000	\$72,750	\$12,750	Inc. EMS staff
	Specialized supplies	\$132,076	\$153,000	\$20,924	Inc. cost of replacement equipment
	EMS supplies	\$177,148	\$200,000	\$22,852	Inc. cost of supplies
PUBLIC WORKS					
-Engineering	Professional services	\$2,500	\$13,000	\$10,500	ADEQ Stormwater Permitting
-Facilities	Building Maintenance	\$384,900	\$519,000	\$134,100	FS #3 Roof Repairs/Council Chambers remodel/roof repairs on several bldgs
	Electric	\$600,000	\$700,000	\$100,000	Inc. cost
	Natural Gas	\$115,000	\$150,000	\$35,000	Inc. cost

DEPARTMENT	EXPENSE	FY 2023 BUDGETED	FY 2024 RECOMMEND	DECREASE/ INCREASE	EXPLANATION
	Infrastructure Maint.	\$92,020	\$900,000	\$807,980	Cove Pool & tile surface replacement/FS #1 & 2 plumbing
-Fleet	Vehicle & Equip. maint.	\$960,000	\$1,000,000	\$40,000	Inc. cost of parts
	Equip. maint.	\$21,000	\$5,000	(\$16,000)	Reduced to reflect FY23 actuals
	Fuel	\$740,000	\$1,000,000	\$260,000	Increased cost
PARKS, RECREATION & LIBRARY					
-Recreation	Event Supplies	\$96,100	\$227,600	\$131,500	Ice rink rental
	Recreation Supplies	\$17,260	\$22,510	\$5,250	Aluminum table replacements
-Parks	Professional Services	\$307,500	\$43,000	(\$264,500)	Roadrunner Park design moved to CIF
	Infrastructure maint.	\$463,911	\$188,500	(\$275,411)	Replacement items
	1. Sand for playground installation	1. \$0	1. \$30,000	1. \$30,000	Last year's budget included some ramada and canopy replacements, reconstruction of Len Roberts path, pickleball resurfacing, and tot turf replacement
	2. Portable Bleachers	2. \$0	2. \$18,000	2. \$18,000	
	3. ADA Water Fountains	3. \$30,000	3. \$15,000	3. (\$15,000)	
	4. Topdressing for Parks	4. \$0	4. \$25,000	4. \$25,000	
-Sports	Professional Services	\$65,050	\$88,050	\$23,000	Inc. co-sponsored indoor sports contract pymts
	Recreation Supplies	\$48,500	\$61,250	\$12,750	Concession equipment
	Specialized Supplies	\$4,000	\$36,500	\$32,500	Sports Field fencing
-Child & Family	Recreation Supplies	\$25,000	\$18,000	(\$7,000)	Reduced to reflect FY23 actuals
-Library	Office Equip. Maint	\$9,945	\$17,600	\$7,655	Mobile Hotspots
	Office Supplies	\$35,300	\$48,900	\$13,600	Inc. costs
	Books & Periodicals	\$173,000	\$180,000	\$7,000	Inc. costs

DEPARTMENT	EXPENSE	FY 2023 BUDGETED	FY 2024 RECOMMEND	DECREASE / INCREASE	EXPLANATION
COMMUNITY DEVELOPMENT					
-Planning	Professional Services-Engineering	\$120,000	\$0	(\$120,000)	Phase 1 construction of Fab Ave removed
	Professional Services-Other	\$140,100	\$110,100	(\$30,000)	WSV Partnership Program projected requests, reduced to \$85k
GRAND TOTAL		\$9,440,221	\$10,571,977	\$1,131,756	



Budget Summary

The first part of this section provides an overview of the FY24 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.

FY24 Overview

The Fiscal Year 2023-2024 (FY24) budget is proposed at \$168,657,775, a 17.5% decrease from Fiscal Year 2022-2023 (FY22) budget of \$204,417,694. The General Fund budget totals \$52,377,548, a 3.7% increase from FY23 budget of \$50,502,383. This budget reflects the priorities of the current and upcoming Council Strategic Plans.

The 2023 Fiscal Year left the City with a solid financial foundation leading into the coming year. This is attributed to three major factors; the receipt of the \$3.1 million ARPA funds in July 2022, local Transaction Privilege Tax collections continued to be strong until the midpoint of the year, and all State Shared revenues were 4.5% over budget. However, as predicted, TPT and State Shared revenues show signs of decrease as data suggests an upcoming recession before the end of the year. FY23 gross privilege tax collections were up \$271,495, or 13.26%, for February and \$120,999, or 5.30%, for March over FY22.

The FY24 budget addresses several challenges and opportunities, including additional personnel to meet expanding demand, considerable cost increases in supplies for operations and maintenance, and investments in infrastructure. Typically, the City of Sierra Vista uses conservative financial forecasting when projecting revenues and expenditures for the next fiscal year and years after, keeping in mind trends, end of year actuals, assumptions on economic factors, legislation, and other variables. With the direction of City Council, this approach has helped the City to achieve long-term fiscal stability while exceeding service objectives and mitigating financial challenges. The biggest anticipated variables of FY24 that helped shape the development of the budget include the risk of a recession, increased inflation, rising interest rates, and continued supply chain disruptions.

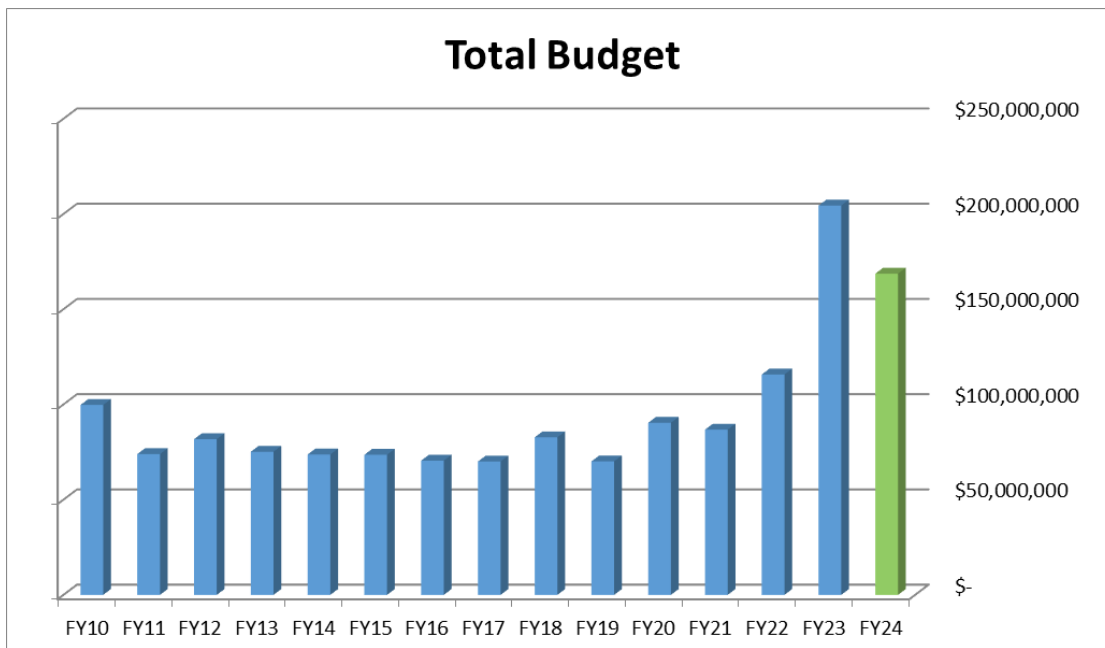
To help improve infrastructure without a tax increase, the City is actively pursuing many grant opportunities, to include approximately \$60.5 million to improve transportation infrastructure.

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



Budget Summary

Year	Budget Amount	Change
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%
FY24	\$ 168,657,775	-17.5%



The graph above depicts the total budgeted expenditures from FY10 to FY24. For the upcoming fiscal year (FY24), local and state-shared revenues have been increased, 3.8% and 11.1% respectively, based on actuals from FY23, historical trend analysis, and the League of Arizona Cities and Towns' estimates.

The FY24 budget includes the addition of personnel, reclassification of twelve positions, a proposed classification and compensation plan 2 percent step increase in July 2023 and 2 percent market adjustment in January 2024.



Developing the City's Annual Budget

The City of Sierra Vista uses a July 1st to June 30th Fiscal Year. This fiscal year is the same as the fiscal year used by the State of Arizona.

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

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

To begin the budget process, the City estimates revenue for the coming year. The City reviews actual revenues from several past years, coupled with local, state, and national economic projections of spending and cost data. The League of Arizona Cities and Towns prepares and presents estimates of specific State-shared revenue to the City. The estimates, provided by the State, tend to be fairly accurate and used as a comparison for the City's revenue projection. The City uses historical data along with current projections in order to prepare a more accurate revenue forecast.

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

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

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

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

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



Budget Principles

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

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

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

Incorporation of Strategic Plan

To help fulfill the City's mission, the Sierra Vista City Council develops a two-year strategic plan that identifies incremental goals, all the while keeping the citizen-defined vision of the 10-year general plan, *Vista 2030*, clearly in sight. The objectives in the strategic plan provide fundamental policy guidance that shapes resource allocations and drives preparation of this year's budget. The FY24 tentative 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).

On March 1, 2023, City Council initiated the process to create the next two-year Strategic Plan. The new initiatives will be included in the final budget book after adoption.



Revenue by Major Category

In order to provide services for citizens, the City must raise revenue. The City currently estimates raising \$168,657,775 in FY24. 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 \$2,893,992 in donations and private grants this year. These donations and grants include resources to many departments including the Library, Police, Parks, Recreation and Library, and Public Works. The voluntary donations assist the City in maintaining services and buildings. Previous donations helped construct the Nancy Brua Animal Care Center and the Skate and Bike Court. Not all donations consist of monetary gifts from individuals or organizations. Some exceptionally large donations are projects such as roads which are paid for by another entity and donated to the City for maintenance. The full value of these donations is recorded as assets for the purposes of accounting and tracking depreciation in accordance with generally accepted accounting principles.

The table on the next page summarizes the amount of revenue budgeted in FY24 by major category. The largest revenue generators are the City Sales Tax, State Shared Revenue, and Grants. These three categories comprise 73.6 percent of the total revenue generated.



	FY22 Budget	FY23 Budget	FY24 Budget	% Change	FY24 % of Total
City Sales Tax	\$20,919,252	\$25,130,907	\$26,091,913	3.8%	15.47%
Property Tax	\$377,145	\$379,068	\$382,261	0.8%	0.23%
Franchise Fees	\$1,400,000	\$1,400,000	\$1,500,000	7.1%	0.89%
Licenses & Permits	\$492,763	\$705,000	\$810,000	14.9%	0.48%
Grants	\$28,398,333	\$81,454,224	\$74,636,363	-8.4%	44.25%
Local Govt. Payments	\$6,127,858	\$3,226,838	\$3,650,348	13.1%	2.16%
State Shared Revenue	\$16,117,773	\$21,068,497	\$23,407,596	11.1%	13.88%
Health & Accident	\$4,409,500	\$4,409,500	\$4,409,500	0.0%	2.61%
Ambulance Fees	\$2,100,000	\$2,400,000	\$2,600,000	8.3%	1.54%
Public Safety Fees	\$70,000	\$70,000	\$70,000	0.0%	0.04%
GMC Revenues	\$1,436,500	\$1,490,000	\$2,005,000	34.6%	1.19%
Transit Revenue	\$120,200	\$121,400	\$21,400	-82.4%	0.01%
Airport Revenues	\$1,020,750	\$1,020,750	\$1,072,250	5.0%	0.64%
Sewer Revenues	\$3,857,139	\$3,920,427	\$3,975,000	1.4%	2.36%
Refuse Revenues	\$4,571,276	\$4,571,276	\$4,675,000	2.3%	2.77%
PRL Revenue	\$961,848	\$814,257	\$1,076,000	32.1%	0.64%
Planning Revenue	\$68,000	\$68,000	\$50,000	-26.5%	0.03%
Development Fees	\$0	\$0	\$0	0.0%	0.00%
Investment Income	\$30,000	\$30,000	\$30,000	0.0%	0.02%
Donations	\$4,497,272	\$3,378,406	\$2,893,992	-14.3%	1.72%
Sale of Fixed Assets	\$570,000	\$120,000	\$120,000	0.0%	0.07%
Notes Payable	\$7,031,529	\$38,252,419	\$2,216,268	-94.2%	1.31%
Carryover	\$10,136,494	\$8,927,799	\$11,485,621	28.7%	6.81%
Misc Revenue	\$997,926	\$1,458,926	\$1,479,263	1.4%	0.88%
Total	\$115,711,558	\$204,417,694	\$168,657,775	-17.5%	100.00%

City Sales Tax Package

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

The Citizens' Advisory Commission studied the overall tax package level in FY15, FY12, and FY07. After recommending no changes in FY12, the Commission's FY15 study recommended several options for changes to the City sales tax structure. The Sierra Vista City Council ultimately agreed on the modest increase to retail sales and use taxes, which



Budget Summary

took effect on November 1, 2015. On December 10, 2020, City Council adopted an amendment to the city tax code decreasing the construction contracting tax rate from 2.45% to 1.95%.

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

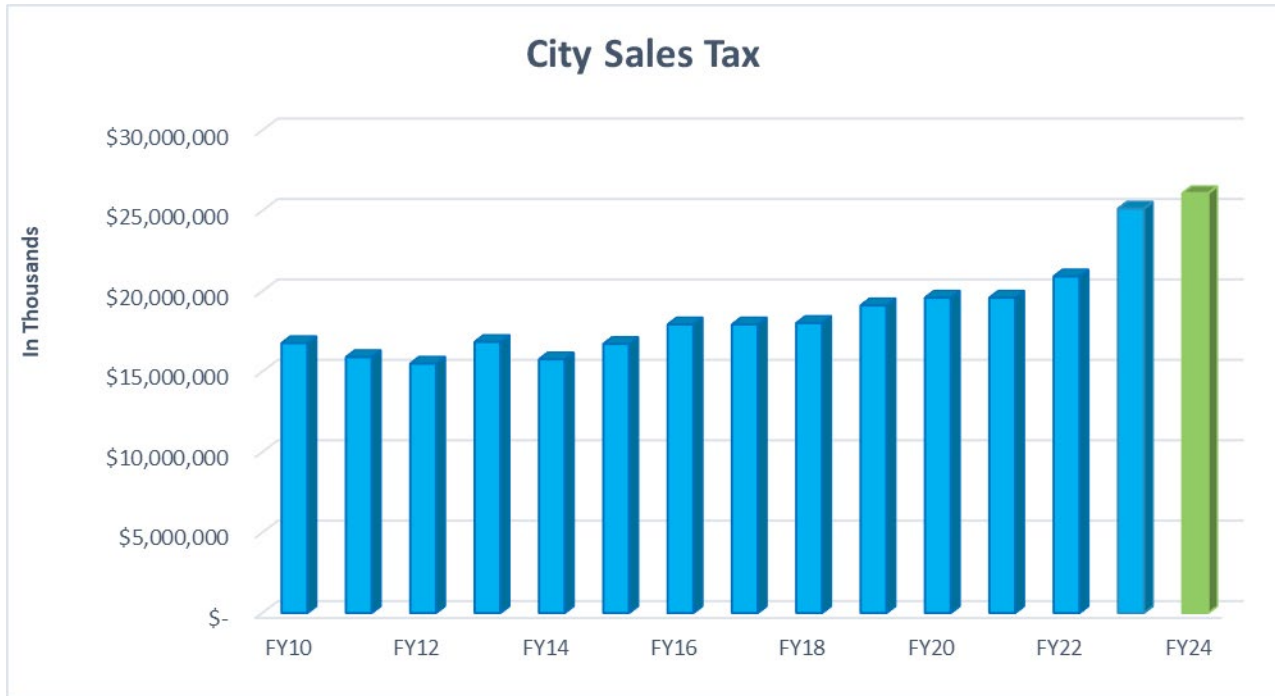
The City’s tax package contributes about 15 percent of the City’s total revenue. These taxes contribute about one-fourth of the total general fund revenue.

The City relies on a Retail Privilege (Sales) Tax for a substantial percentage of revenue raised through the City Sales Tax Package. In FY21 and FY22, the City’s collection in sales tax exceeded projections, predominately attributed to the community’s stable income through federal and government employment and Fort Huachuca’s travel restrictions due to COVID-19.

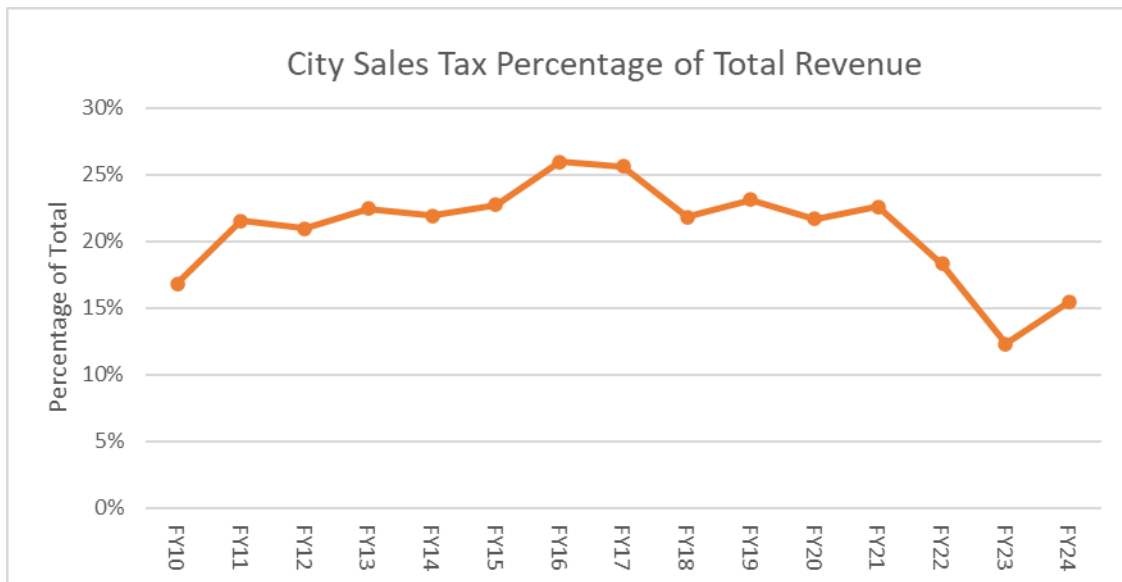
Of the total sales tax, one-half of one percent (0.5%) is designated for capital projects. This money is used for the construction and operations of major capital projects. The money is also used for major capital maintenance projects.

Approximately five percent (5%) of the total city tax revenue comes from a 1% tax on the rental of real property. Changes to legislation can have significant effects on revenue streams. If passed, Senate Bill 1131 would prevent municipalities from levying a residential rental tax.

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 FY23 and FY24 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 FY24, Sales Tax comprises roughly fifteen percent (15%) of the overall revenue received, second to projected grant revenue.





Property Tax

On or before the 10th of February every year, the County Assessor is required to send an estimate of the total net assessed valuation of all property in the city/town, including the value of property added to the tax roll since last year. The County Assessor will also send each city and town levying a property tax a final levy limit worksheet which provides the city/town’s calculated maximum levy limit for the coming fiscal year. Property taxes are limited in the amount of revenue that they can generate by state law. The aggregate property tax amount can increase only two percent each year. For FY24, the maximum primary property tax levy without a truth in taxation hearing is higher than the previous year due to growth associated with new construction.

The City levies a property tax. The property tax makes up an exceedingly small percentage (0.23%) of the City’s total revenue. The current rate is \$0.1056 per \$100 of assessed value. This translates to a City property tax bill of \$10.56 per \$100,000 of assessed valuation.

State Shared Revenue

State-Shared Revenue is another source of revenue. The major types of State-Shared Revenue are sales tax, income tax, vehicle licensing tax, and gas tax (HURF).

	FY22 Budget	FY23 Budget	FY24 Budget	Change
Income	\$5,016,338	\$8,307,596	\$ 10,307,596	\$ 2,000,000
Sales	\$4,801,435	\$6,160,901	\$ 6,500,000	\$ 339,099
HURF	\$3,925,000	\$4,100,000	\$ 4,100,000	\$ -
Auto Tax	\$2,375,000	\$2,500,000	\$ 2,500,000	\$ -
Total	\$16,117,773	\$21,068,497	\$ 23,407,596	\$ 2,339,099

Distribution of State Shared Income Tax is based on population. Cities in the State of Arizona cannot levy an income tax, but the State allocates 15 percent of the total state income tax collected to incorporated municipalities using a formula approved by the Legislature. Each jurisdiction receives a percentage of the State revenue in direct proportion to the percentage of the total state population represented by that jurisdiction. As a result, if other Arizona cities grow faster than Sierra Vista, then Sierra Vista represents a smaller percentage of the total State population. If Sierra Vista grows proportionally faster than other Arizona cities, then the City receives a larger proportion of the available pool received by the State.

FY24 is the first year that the state shared income tax distribution is increasing from 15 percent to 18 percent. This is due to the State’s adoption of legislation to move to a flat



Budget Summary

2.5 percent individual income tax rate, which will result in a significant reduction in total income tax collections in future years. Since there is a two-year lag between the income tax collection and the distribution to cities and towns, the immediate implementation of the increased sharing percentage will provide additional funds to help mitigate the impact. Based on the League of Arizona Cities and Towns' estimates, the City projects a two million dollar increase in State Shared Income Tax revenue as temporary additional funds.

The City also receives State-Shared Sales Tax. Similar to the State Income Tax sharing, cities in Arizona share 25 percent of the overall base state sales tax collection based on a population formula. The City projects a slight increase in State Shared Sales Tax in FY24 based on the League of Arizona Cities and Towns' estimates and historical trend analysis.

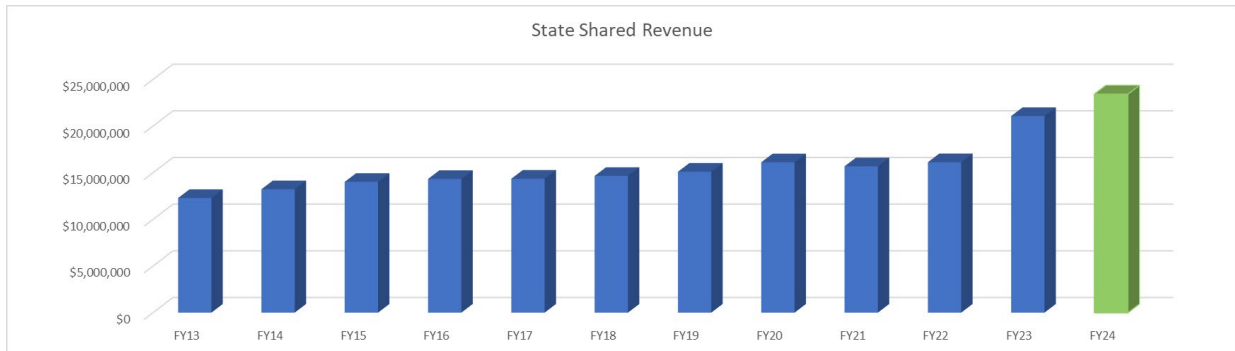
Highway User Revenue Funds (HURF) are generated from a gas tax on each gallon of gasoline and diesel fuel sold in the state. Cities and towns receive 27.5% of the total collections from the State. HURF funds are restricted to being spent on the construction and maintenance of street operations. The concept of this funding source is to have those who drive on the streets (i.e., pay for fuel for their vehicle) pay to maintain and build those same streets. However, it is not a one-to-one relationship, and the State funding is insufficient to cover all of the costs of building and maintaining the public streets in the City of Sierra Vista. In FY24, the City kept the HURF revenue level with FY23.

In FY24, the City anticipates receiving an increase of State Shared Revenue compared to FY23. State Shared Revenue is the third largest revenue source to the City, contributing almost 14 percent of the total budget and just above 37 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
FY13	\$12,284,953	9.0%
FY14	\$13,222,907	8.0%
FY15	\$14,015,003	5.7%
FY16	\$14,326,840	2.2%
FY17	\$14,349,418	0.0%
FY18	\$14,651,586	2.6%
FY19	\$15,099,793	3.0%
FY20	\$16,108,284	5.3%
FY21	\$15,678,828	-2.7%
FY22	\$16,117,773	2.8%
FY23	\$21,068,497	30.7%
FY24	\$23,407,596	11.1%



Grants

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

Grant revenue accounts for almost 44 percent of the total estimated revenue to be received in FY24. Grant-funded projects include economic development programs, fire and police equipment, airport capital improvements, and others.



Budget Summary

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 received a total of \$6,228,688, or \$3,114,344 in FY22 and in FY23. The City will not receive ARPA funds in FY24.

Potential HURF grants account for approximately \$60.5 million in grant revenue. The City is currently pursuing opportunities through the Rebuilding American Infrastructure with Sustainability and Equity (RAISE) grant and the Multimodal Project Discretionary Grant (MPDG) to help rebuild street infrastructure.

Notes Payable

The City of Sierra Vista utilizes short-term financing to complete capital projects and also for the purchase of capital equipment. The City will raise \$2,216,268 in financing funds in FY24. 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.

	FY24	% of User Fee Revenue
Labor Charges	\$ 360,000	15.7%
Fluids Charges	\$ 575,000	25.1%
Other GMC Revenues	\$ 50,000	2.2%
Lease Revenues	\$ 32,900	1.4%
Hangar Lease Revenue	\$ 190,000	8.3%
Court Fees	\$ 10,000	0.4%
Performing Arts - Rec	\$ 125,000	5.4%
Kids World	\$ 135,000	5.9%
Rentals	\$ 150,000	6.5%
Aquatics	\$ 285,000	12.4%
Sports	\$ 165,000	7.2%
Classes	\$ 40,000	1.7%
Adult Trips	\$ 10,000	0.4%
Senior Programming	\$ 6,000	0.3%
Community Events	\$ 160,000	7.0%
TOTAL	\$ 2,293,900	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 FY24 is \$2,600,000. This is an increase of about \$200,000 based on actuals from FY23 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 as a result of their unique identity.



Public Works Services

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

Animal Control

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

Lease Revenue

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

Library Fines

The City has removed the library fines for late books.

Fuel Revenue

The City charges outside users for their purchase of fuel. This includes fuel for vehicles as well as aircraft. The City receives a five-cent flowage fee for all automobile fuel sales and a ten-cent flowage fee for aviation fuel.

Parks, Recreation, & Library Services

The Department of Parks, Recreation, & Library charges fees for activities. These fees include leisure classes, admission to the Cove, adult trips, and senior programming.



Impact Development Fees

Development Fees are charged on new development and are intended to pay for the increase demand that new development has on existing City infrastructure and services. These costs are not passed on to existing residents. Development Fees must be in proportion to the burden imposed on the municipality, based on items in a community's Infrastructure Improvement Plan (IIP), and assessed using a fee study by a qualified professional. Development Fees contribute less than one percent of the total budget.

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.

In April 2023, the City posted a Request for Proposals to update the City's development fee analysis in regard to Transportation and Park Facilities. Due to the mandatory timeline and posting requirements, the recommended implementation of the new fees to go into effect would be July 1, 2024.

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 \$168,657,775 for FY24, \$35,759,919 less than the FY23 budget. Capital Expenditures decreased by \$41,392,721, (31%) from FY23. Personnel expenditures increased by \$2,754,196 (7%), reflecting the addition of new personnel, the maintenance of the classification and compensation plan and market adjustment, and the PSPRS liability. The City's Operating and Maintenance expenses increased by \$3,812,898, primarily as a result of moving operating capital maintenance expenses into the O&M budget and the rising cost of operations due to inflation. Debt services decreased by \$934,292. Overall, the City’s budget decreased 17 percent compared to FY23.

	FY22 Budget	FY23 Budget	FY24 Budget	Difference	% Change	% Total
Personnel	\$ 37,382,520	\$ 40,944,737	\$ 43,698,933	\$ 2,754,196	7%	25.9%
O&M	\$ 24,922,233	\$ 27,122,852	\$ 30,935,750	\$ 3,812,898	14%	18.3%
Capital	\$ 48,957,614	\$ 131,503,210	\$ 90,110,489	\$ (41,392,721)	-31%	53.4%
Debt	\$ 4,449,191	\$ 4,846,895	\$ 3,912,603	\$ (934,292)	-19%	2.3%
Total	\$ 115,711,558	\$ 204,417,694	\$ 168,657,775	\$ (35,759,919)	-17%	100.0%

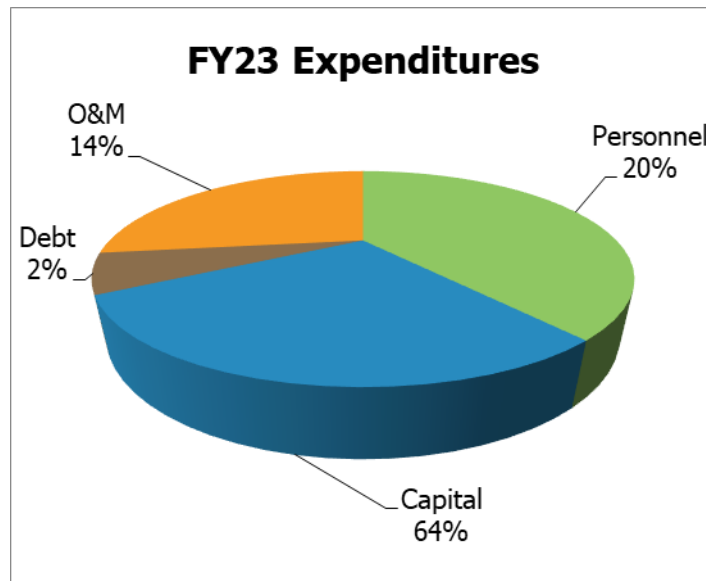
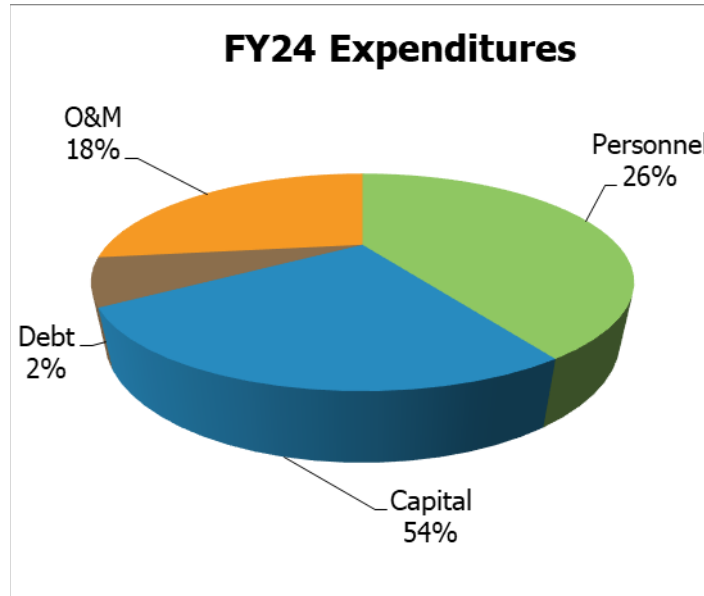
The following table provides an overview of the percentage of expenditures by category from FY15-FY24. Debt currently makes up two percent of the City expenditures. Capital Expenditures make up 54 percent. These are expenditures that reinvest money back into the community through construction or equipment acquisition. The percentage of the budget expended on Personnel has fluctuated since FY15 and currently comprises 26 percent of the total budget. Operations and Maintenance (O&M) encompasses 18 percent of the total budget.

	FY15	FY16	FY17	FY18	FY19	FY20	FY21	FY22	FY23	FY24
Personnel	38%	43%	45%	38%	47%	39%	41%	32%	20%	26%
Capital	28%	18%	17%	8%	15%	28%	24%	42%	64%	54%
Debt	7%	7%	7%	24%	6%	6%	7%	4%	2%	2%
O&M	28%	32%	31%	29%	32%	27%	28%	22%	14%	18%



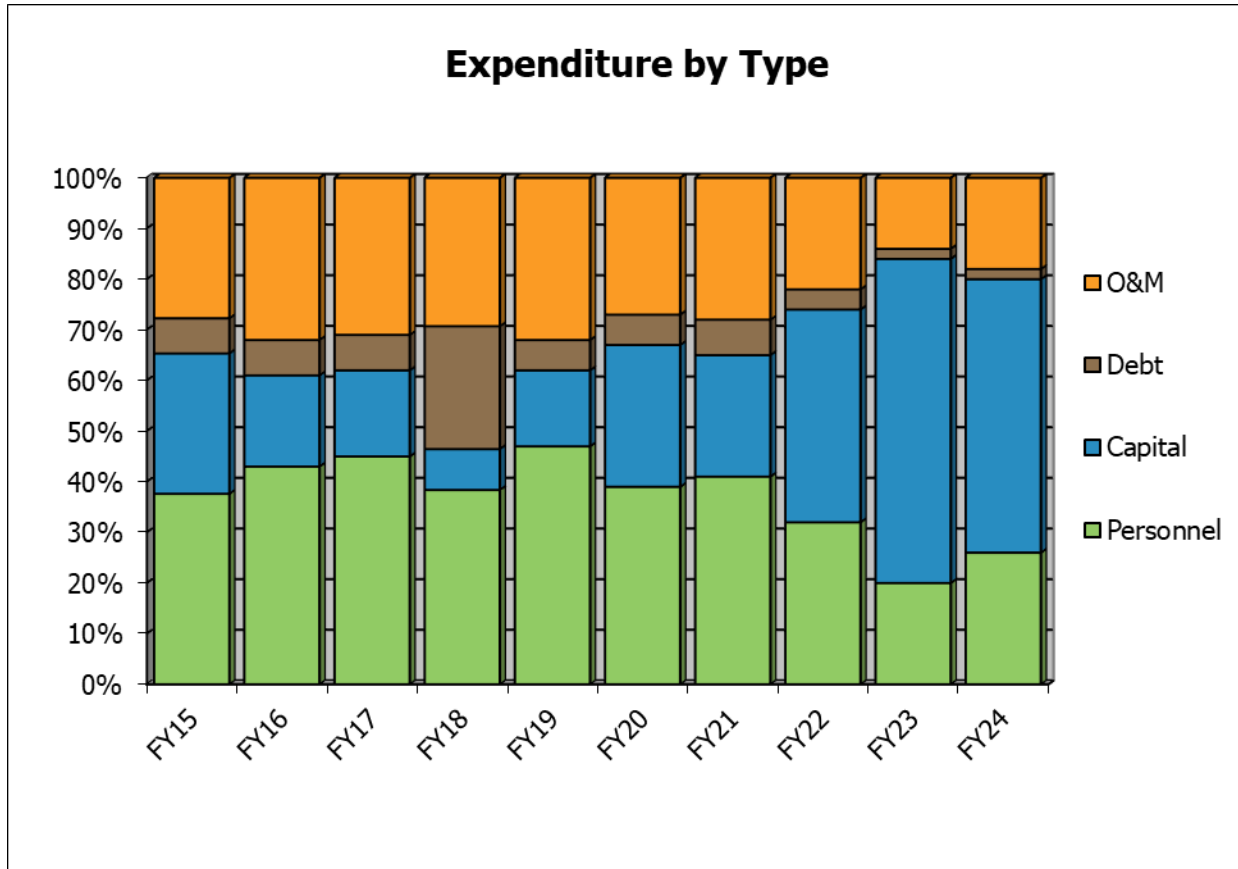
Budget Summary

The graphs below depict the percentage of total budget, per major category, for FY23 and FY24.





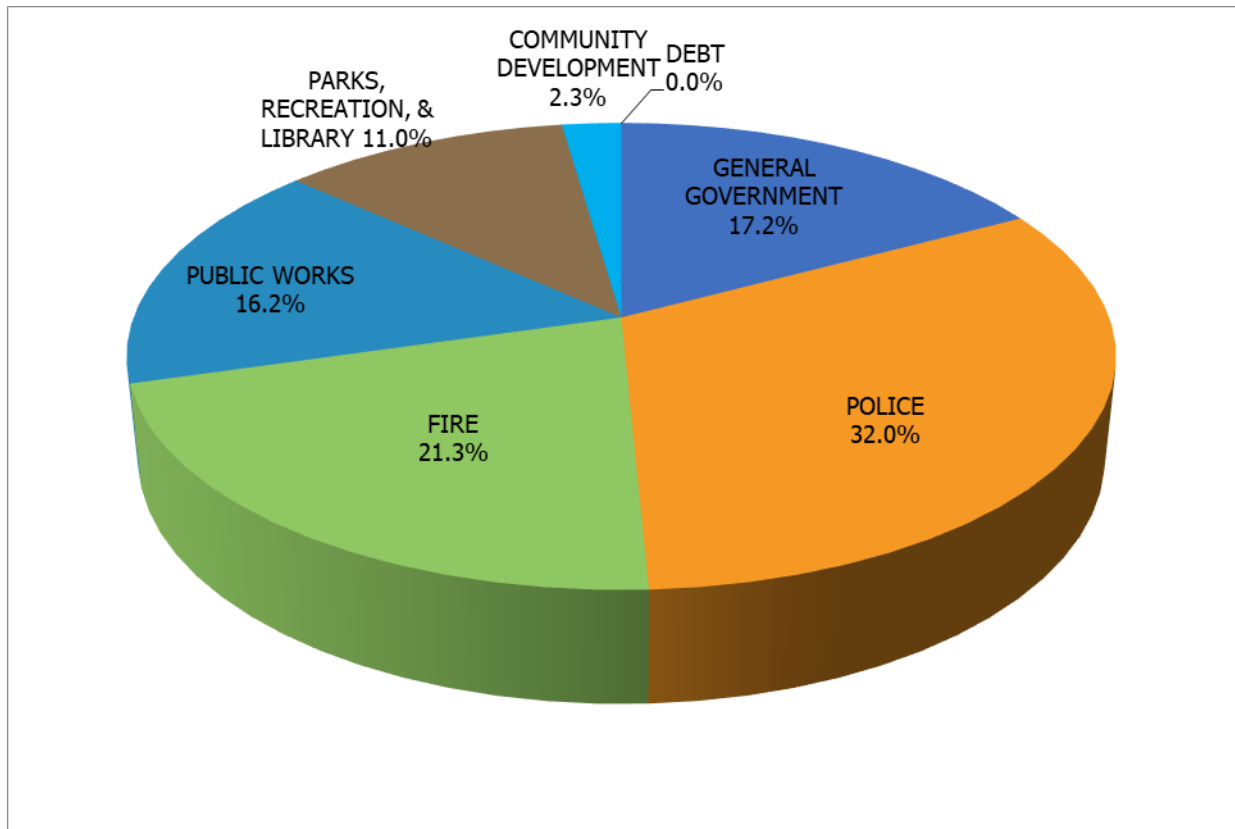
The graph below depicts the percentage of total expenditures by category for FY15-FY24.





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. FY24 General Fund expenditures total \$52,377,548. The chart below illustrates the FY24 General Fund budget percentage by major category.



The largest percentage of general fund expenditures is Public Safety (Police and Fire) representing 53.3% of the total expenditures in the General Fund. The next largest expenditure occurs in General Government (17.2%), followed by Public Works (16.2%), and then Parks, Recreation & Library, Community Development and Debt.

The chart on the next page shows the percentage of the General Fund for each department since FY15.



Percentage of General Fund Expenditures by Department

	FY15	FY16	FY17	FY18	FY19	FY20	FY21	FY22	FY23	FY24
General Government	20%	15%	19%	17%	18%	17%	18%	17%	18%	17%
Police	32%	31%	32%	30%	30%	30%	32%	34%	32%	32%
Fire	17%	17%	19%	24%	18%	23%	19%	20%	20%	22%
Public Works	20%	19%	18%	17%	17%	14%	14%	14%	15%	16%
Parks, Recreation, & Library	10%	11%	10%	9%	14%	12%	13%	12%	12%	11%
Community Development	2%	3%	3%	3%	3%	2%	2%	2%	3%	2%
Debt	0.4%	0.3%	0.3%	0.4%	0.8%	0.7%	0.7%	0.6%	0.2%	0%

Personnel

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

Personnel expenses increased seven percent from FY23 to FY24 largely as a result of a two percent classification and compensation plan step increase in July 2023 and a two percent market adjustment in January 2024, additional personnel, and maintenance to the Public Safety Personnel Retirement System (PSPRS) contribution rates. Police PSPRS contribution rates are increasing from 64.38% to 68.98% and Fire PSPRS contribution rates are decreasing from 59.22% to 56.60%. Per City fiscal policy, the City will contribute the mandatory contribution amount specified by PSPRS and will strive to pay the higher contribution rate if the new fiscal year’s contribution rate is less than the current one. Therefore, the City will set the Fire PSPRS contribution rate as 61.68%. Additionally, the Arizona State Retirement System (ASRS) contribution rate is increasing from 12.03% to 12.14%, along with the Long-Term Disability (LTD) set to increase from 0.14% to 0.15% beginning July 1, 2023. 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 FY09 to FY24. In FY24, the City proposes to fund a Management Analyst in the Fire Department, and Administrative Secretary in Human Resources, a Management Analyst in Tourism, a Parks Maintenance Worker, a Police Records Clerk, a Patrol Bureau Technician, and two Community Service Officer positions in the Police Department.

The City also proposes to reclassify a Permit Technician in Community Development, an Animal Control Administrator, an Animal Control Supervisor, an Airport Technician, a Compost Technician, a Refuse Technician, several Street Traffic Technicians, an Animal Control Assistant, two Drafting Technicians, two Facilities Maintenance Workers, the Recruitment Coordinator, and all the Police Corporal positions.

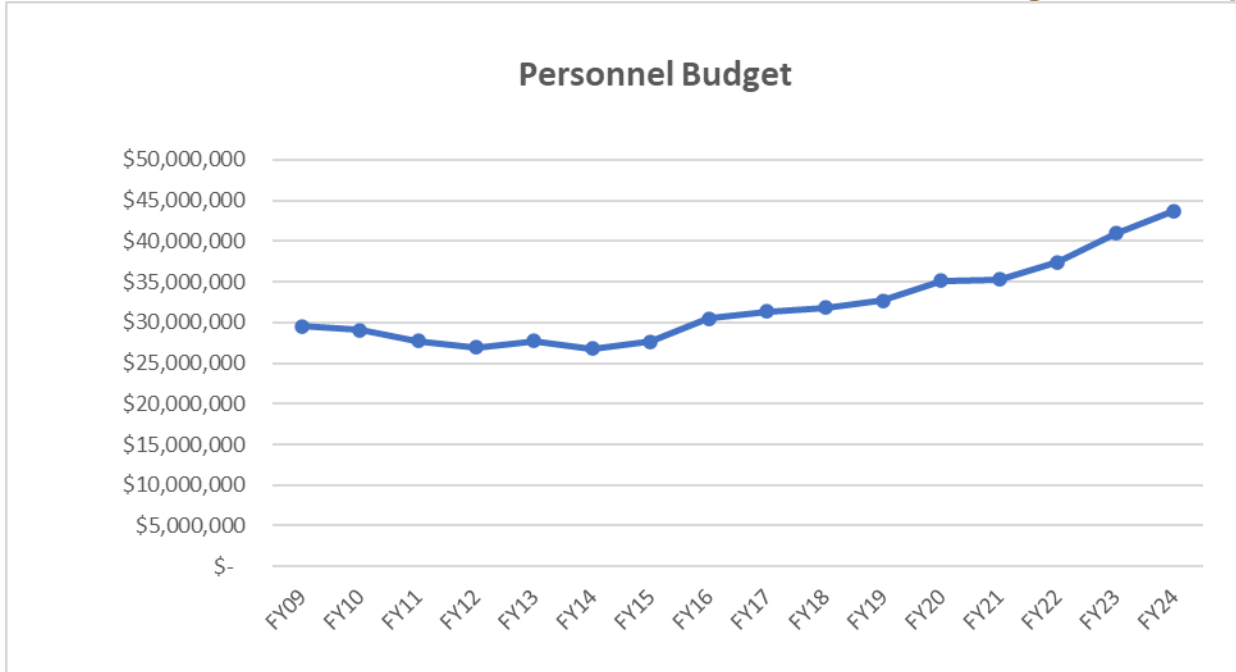


	Personnel Budget	% Change
FY09	\$ 29,529,921	7%
FY10	\$ 29,055,856	-2%
FY11	\$ 27,697,934	-5%
FY12	\$ 26,950,101	-3%
FY13	\$ 27,714,442	3%
FY14	\$ 26,741,763	-4%
FY15	\$ 27,634,917	3%
FY16	\$ 30,481,244	10%
FY17	\$ 31,342,517	3%
FY18	\$ 31,804,910	1%
FY19	\$ 32,698,684	3%
FY20	\$ 35,091,847	7%
FY21	\$ 35,243,702	0%
FY22	\$ 37,382,520	6%
FY23	\$ 40,944,737	10%
FY24	\$ 43,698,933	7%

The FY24 budget includes maintenance of the classification and compensation adjustments that take effect in July 2023. 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 FY24. 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 FY09-FY24. The amounts fluctuate considerably from year to year depending on potential grant funded capital projects. The FY24 budget decreased from the FY23 budget by \$41,392,721. Many capital requests were added into the tentative budget in order according to the Five-Year Capital Maintenance and Replacement Plan.

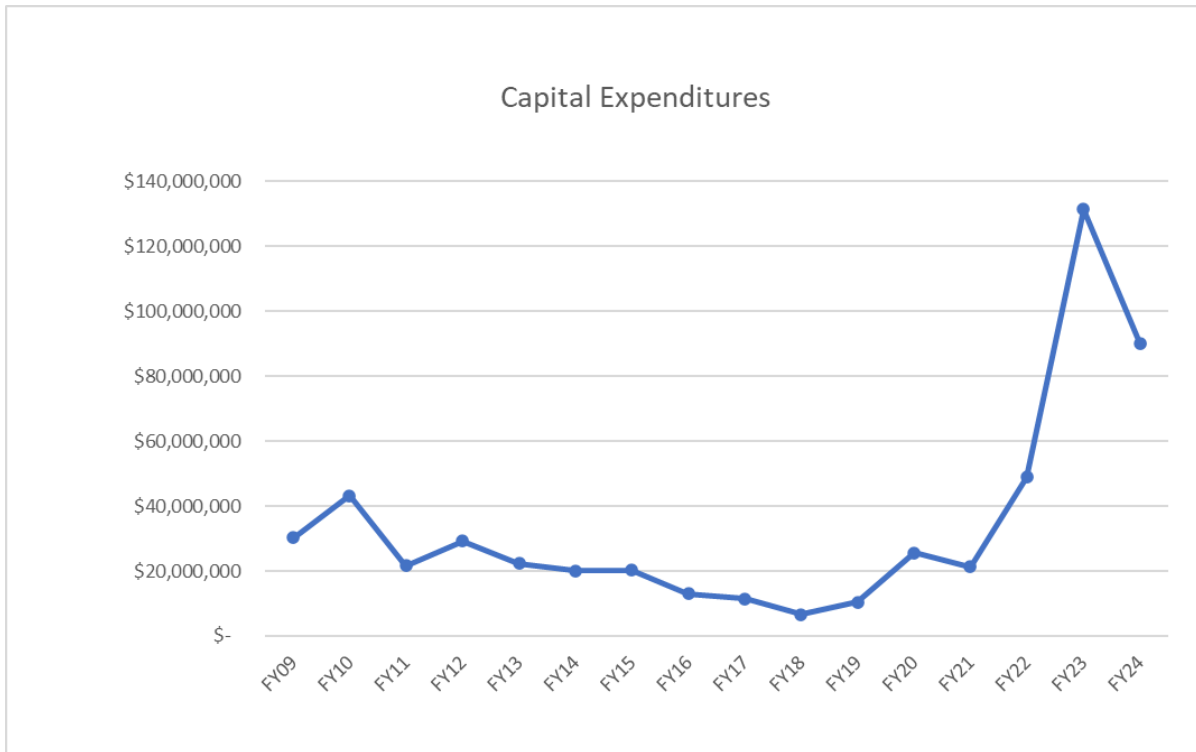
The Five-Year Capital Replacement plan is displayed in the back of this budget book. The items that were funded are also included in the back of the budget book.



	Capital Budget	% Change
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%
FY24	\$ 90,110,489	-31%

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

The graph on the following page shows the fluctuation of capital expenditures since FY09.



Debt

The City finances certain capital projects to provide an elevated level of service and increase quality of life to its citizens. One of the City’s top priorities continues to be the reduction of debt. Reducing debt remains important for a number of reasons. Reducing debt allows the City to spend money on additional capital projects that incur debt service, and helps the City ensure the availability of additional capital access in future years. In FY24, the City’s debt decreased \$934,292 from FY23.

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



	Debt Budget	% Change
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%
FY24	\$ 3,912,603	-19%

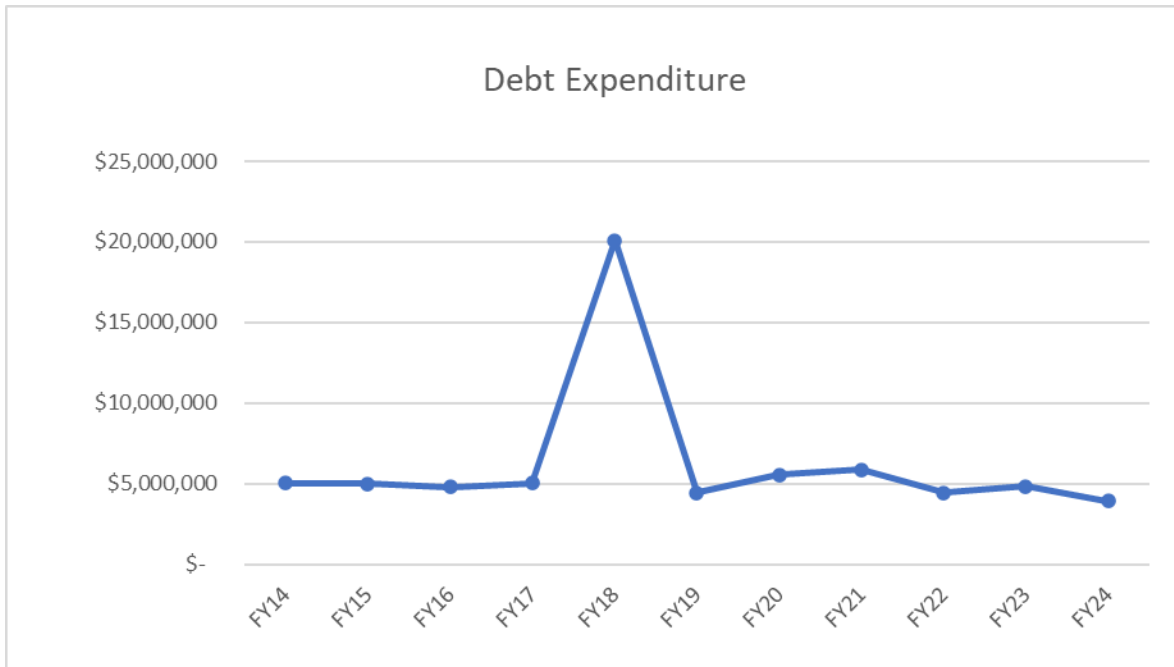
The City’s current bond ratings include:

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

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

These ratings affect the borrowing rate for the City. The rating agencies reviewed the City’s Bond rating prior to the issuance of the current bonds. The graph below shows the amount of debt expenditures from FY14-FY24. In FY18, the City’s debt increased due to the refinancing of the series municipal property corporation bonds, which will actually save the City money over the next few years. In FY21, the debt increased due to estimated bond payment for the Schneider project. In FY22, the debt decreased as a result of paying of the Airport and Park acquisition notes two years early in FY21 and the reduction of the bonded debt service (the 2018 refinance and the 2019 Schneider bond).

In FY24, debt has been eliminated in the General, HURF, and Sewer funds, with a decrease in the Refuse Fund and Debt Service funds (\$3,236,707 estimated Debt Service in FY24).

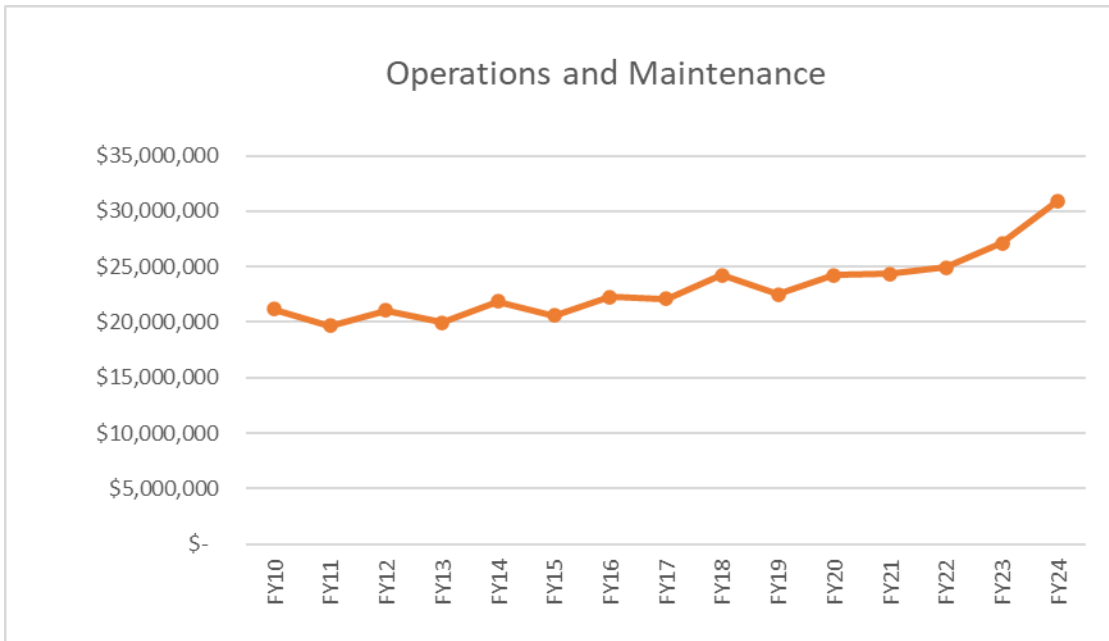


Operations and Maintenance

Operations and Maintenance (O&M) expenses include the costs associated with operating City services, maintenance of buildings, electricity, professional services, water, telephone, etc. O&M costs can escalate quickly if not carefully planned. Just as they are every year, City Departments were integral in ensuring that the City could present a balanced budget for FY24 by recommending O&M reductions where possible. The increase in O&M for FY24 is largely due to the incorporation of additional services, 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 FY10.



	O&M Budget	% Change
FY10	\$ 21,195,362	1%
FY11	\$ 19,673,947	-7%
FY12	\$ 21,073,846	7%
FY13	\$ 19,952,716	-5%
FY14	\$ 21,878,160	10%
FY15	\$ 20,625,299	-6%
FY16	\$ 22,289,493	8%
FY17	\$ 22,130,986	-1%
FY18	\$ 24,256,062	10%
FY19	\$ 22,521,081	-7%
FY20	\$ 24,216,952	8%
FY21	\$ 24,334,867	0%
FY22	\$ 24,922,233	2%
FY23	\$ 27,122,852	9%
FY24	\$ 30,935,750	14%





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.

Capital Maintenance

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

Cost recovery

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

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

Leisure Class Fees – 100% of direct expenditures.

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

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

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



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

Fund/Cash Balances

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

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

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

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

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

Capital Improvements

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



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

Debt Service Issuance and Limitations

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

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

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

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

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

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

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

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



Bond Rating Goals

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

Investments

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

Human Resources

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

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

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

Procurement

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



Risk Management

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

Ethics

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

Balanced Budget Requirement

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

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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 (FY23), and the current fiscal year (FY24).

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 FY24, \$382,261 is allocated to the General Fund. The graphs also indicate revenue estimates, from the identified source (in the example, Property Tax), for the year.

The last section illustrates revenues for the other City funds (Highway User Revenue Fund [HURF], Local Transportation Assistance Fund [LTAF], Airport Fund, etc.). Comparison is provided between the last two fiscal years (FY22 & FY23) and this fiscal year (FY24) as is an analysis of the revenue source and any current economic conditions affecting their levels.

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

Fund Accounting

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

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

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

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

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

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

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

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



General Fund Revenue

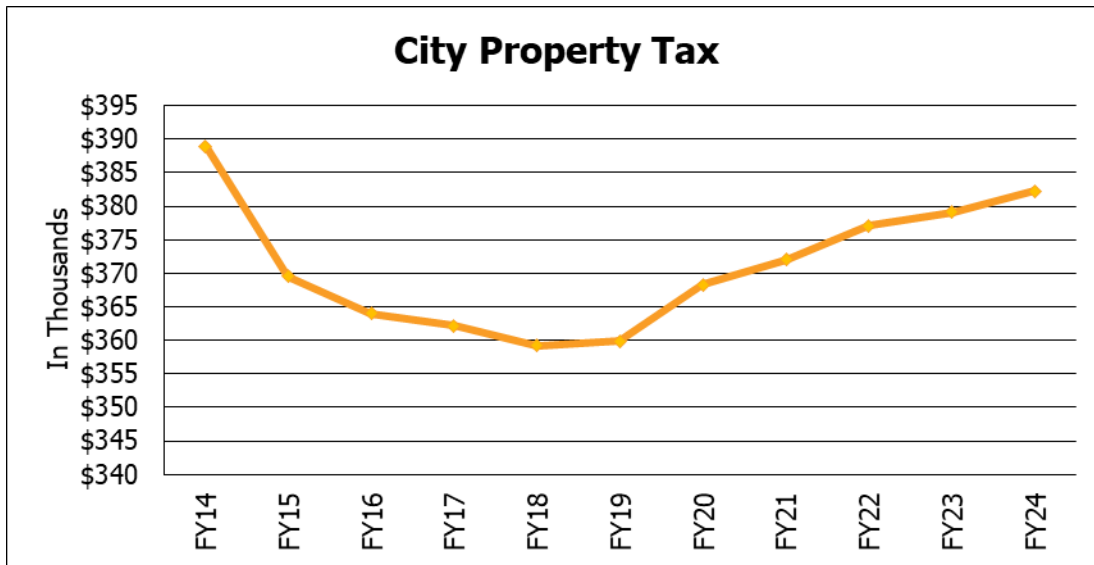
The General Fund comprises 31 percent (or \$52,377,548) of the proposed FY24 budget revenues. Services included in this fund include Public Safety, Parks, Recreation, and Library Services, Facility Maintenance, Development Services, and General Government Administration. The State provides the City Council 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	FY23	FY24	% Change	% of GF
Local				
Taxes				
Property	\$ 379,068	\$ 382,261	0.8%	0.7%
Sales	\$ 19,648,264	\$ 20,707,867	5.4%	39.5%
Total Local Taxes	\$ 20,027,332	\$ 21,090,128	5.3%	40.3%
Fees				
Ambulance	\$ 2,400,000	\$ 2,600,000	8.3%	5.0%
Development	\$ 68,000	\$ 50,000	-26.5%	0.1%
Public Safety	\$ 70,000	\$ 70,000	0.0%	0.1%
Public Works	\$ 1,490,000	\$ 2,005,000	34.6%	3.8%
Leisure	\$ 814,257	\$ 1,076,000	32.1%	2.1%
Cove	\$ 196,520	\$ 285,000	45.0%	0.5%
Recreational Classes	\$ 617,737	\$ 791,000	28.0%	1.5%
General Gov.	\$ 10,000	\$ 10,000	0.0%	0.0%
Total Local Fees	\$ 4,852,257	\$ 5,811,000	19.8%	11.1%
Licenses				
Bldg. Permits	\$ 475,000	\$ 575,000	21.1%	1.1%
Franchise	\$ 1,400,000	\$ 1,500,000	7.1%	2.9%
Business	\$ 145,000	\$ 155,000	6.9%	0.3%
Animal Control	\$ 35,000	\$ 35,000	0.0%	0.1%
Right of Way	\$ 50,000	\$ 45,000	-10.0%	0.1%
Total Local Licenses	\$ 2,105,000	\$ 2,310,000	9.7%	4.4%
Total Local	\$ 26,984,589	\$ 29,211,128	8.3%	55.8%
Other				
Transfers Out	\$ (387,831)	\$ (2,731,550)	604.3%	-5.2%
LTAF	\$ (300,000)	\$ (615,000)	105.0%	-1.2%
Grants	\$ (87,831)	\$ (116,550)	32.7%	-0.2%
HURF	\$ -	\$ (2,000,000)	0.0%	-3.8%
Dev Fees	\$ -	\$ -	0.0%	0.0%
Unemployment	\$ -	\$ -	0.0%	0.0%
Transfers In	\$ 1,721,666	\$ 2,150,000	24.9%	4.1%
CIF	\$ 307,186	\$ 2,000,000	551.1%	3.8%
Donations	\$ 1,414,480	\$ 150,000		
Note Proceeds	\$ -	\$ 2,216,268		4.2%
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	\$ 1,037,173	\$ 1,044,553	0.7%	2.0%
Misc. Revenue	\$ 673,416	\$ 695,753	3.3%	1.3%
Total Other	\$ 3,049,924	\$ 3,380,524	10.8%	6.5%
State				
Taxes				
Sales	\$ 6,160,901	\$ 6,500,000	5.5%	12.4%
Income	\$ 8,307,596	\$ 10,307,596	24.1%	19.7%
Auto	\$ 2,500,000	\$ 2,500,000	0.0%	4.8%
Prop 207	\$ 228,000	\$ 228,000	0.0%	0.4%
Total State Taxes	\$ 17,196,497	\$ 19,535,596	13.6%	37.3%
Grants				
Grants	\$ 3,271,373	\$ 250,300	-92.3%	0.5%
Total G.F. Rev.	\$ 50,502,383	\$ 52,377,548	3.7%	100.0%



Description

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

According to the Arizona State Constitution, Article IX, Section 19, the City can only increase their total primary tax levy by two percent each year, plus the value of new construction. The Arizona Department of Revenue provides the FY24 property tax levy rate and total collection amount.

The proposed primary property tax levy rate is \$0.1056 per \$100 of assessed value, which will generate an estimated \$382,261 this fiscal year. The slight increase in total property tax revenue from the previous fiscal years is due to new construction. The rate was adjusted slightly lower in FY24 due to an increase in valuation of taxable property. This levy can be adopted without a truth in taxation hearing and public notice.

The City does not levy a secondary property tax. A secondary property tax may only be levied to pay the principal and interest on bonds that have been voter approved.

General Fund Contribution: \$382,261



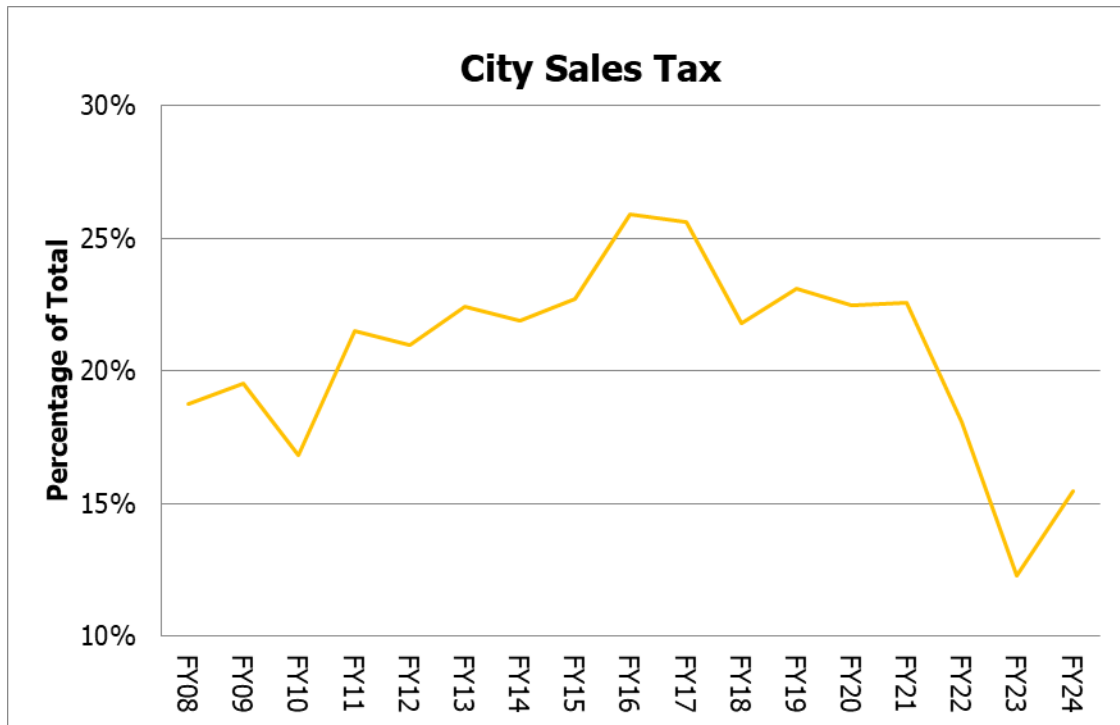
Example of Property Tax

Market Value	Assessed Value (10% of Market Value)	Tax Rate \$0.1056 per \$100 Assessed Value
\$100,000	\$10,000	$(\$10,000/\$100)*\$0.1056=\10.56

A resident with a \$100,000 home would pay \$10.56 in City Property Taxes.

In FY24, the tax rate for the primary property tax is 0.1056. 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.

2024 Property Tax Levy		
	Primary	Secondary
Cochise County	2.6747	
Bisbee	3.0613	
Douglas	1.1591	
Tombstone	0.9265	0.8175
Huachuca City	1.3064	
Benson	0.9044	
Willcox	0.4093	
Sierra Vista	0.1056	



Description

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

The City saw Transaction Privilege Tax (TPT) collections through the month of February 2023 at \$143,438 or 10.66% and March 2023 at \$1,853 or 0.11% over FY22. Overall, in March 2023, the YTD collections for TPT was 8.93% over FY22. Conservatively, the City is in an acceptable position to project a 3 percent increase over projected end of year sales revenue for FY24. The City sales tax revenue increased from 12 percent to 15 percent of the total revenue projected for FY24.

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

General Fund Contribution- \$20,707,867

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



City Sales Tax Rates

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

Transaction Privilege (Sales) Tax Authorization

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

Retail Sales

Section _A-460. The retail classification is comprised of the business activity upon every person engaging or continuing in the business of selling tangible personal property at retail. The City’s total rate for FY24 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 FY24 is one percent, unchanged from FY12.

However, the City is tracking Senate Bill 1131, which would preempt municipalities from levying residential rental tax. As of mid-May, the bill was on its third read in the House and passed 35-23 and was transmitted back to the Senate for additional action.

Use

Section _A-610. There is levied and imposed an excise tax on the cost of tangible personal property acquired from a retailer, upon every person storing or using such



State Shared Sales Tax

property not purchased within the City boundaries. The City Council voted to increase the sales tax rate in FY16 from 1.75% to 1.95%, effective November 1, 2015. The City's rate for FY24 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 FY24 is 1.95 percent.

Restaurant/Bar

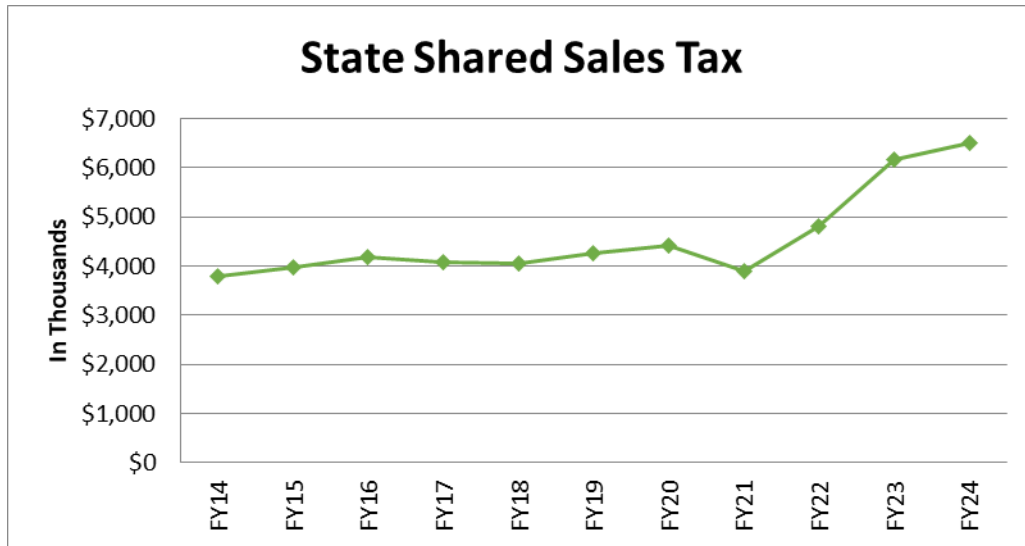
Section _A-455. The Restaurant classification is comprised of the business activity upon every person engaging or continuing in the business of preparing or serving food or beverage in a bar, cocktail lounge, restaurant, or similar establishment where articles of food or drink are prepared or served for consumption on or off the premises, including also the activity of catering. Cover charges and minimum charges must be included in the gross income of this business activity. The City's rate for FY24 is 2.60 percent, unchanged from FY12.

Utility

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

Hotel/Motel

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

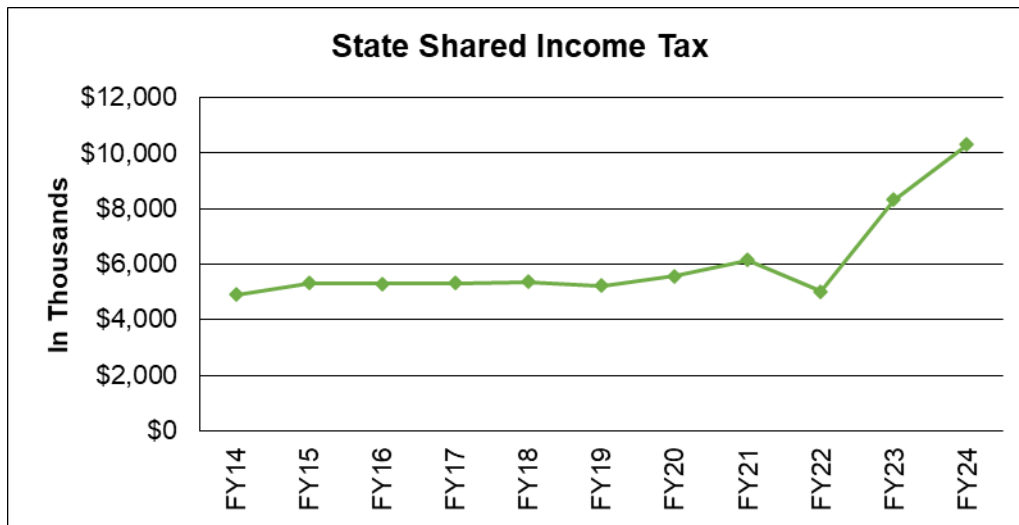


Description

The State of Arizona imposes a State tax on the sale of goods and then distributes 25 percent to cities and towns. The City receives its share of revenue based on the relation of its population to the total population of all incorporated cities and towns. Population estimates are taken from the most recent U.S. Census or Census Survey.

The City receives the State Sales Tax estimates from the League of Arizona Cities and Towns. These estimates are used to compare to the City's own budget projections. In the past, the State estimates have been higher than the City's actual collection. For FY24, the League of Arizona Cities and Towns reports the City's portion of the State Shared Sales Tax as \$6,846,366. The City's conservative revenue projection process uses historical analysis of actual revenue received to more closely predict the expected revenue.

General Fund Contribution: \$6,500,000



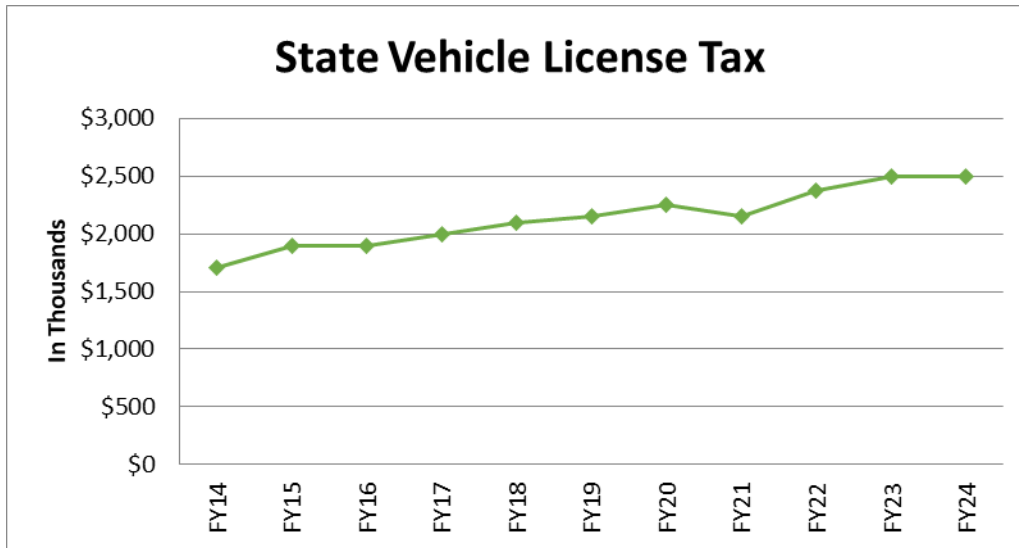
Description

The State of Arizona levies income tax (URS). Per statutes, cities and towns receive 15 percent of the total state income tax, distributed to a city or town based on its population in relation to the total population of all Arizona cities and towns. This revenue source depends heavily upon the condition of the state’s economy. Also, there is a two-year lag from the year the taxes are levied and the year they are distributed to the cities. For FY24, the Arizona Department of Revenue (ADOR) estimates the state income tax total to be \$1,564,820,000, approximately (41.36%) higher than FY23’s estimate of \$1,106,958,676. For FY24, the League of Arizona Cities and Towns reports the City’s portion of URS as \$12,195,926.

Beginning in FY24, state shared income tax distribution will increase from 15 percent to 18 percent. The increase in the sharing percentage is to offset the State’s adoption of the 2.5% flat income tax rate, which became effective on January 1, 2023. The goal of increasing the new sharing rate is to help mitigate the negative impact on cities and towns from the net reduction in income tax collection. The League was also able to negotiate the implementation of the new rate before the new flat tax rate affected the URS distributions (since the amount is based on total net collections of the fiscal year two year prior to the distribution year). This provides cities and towns with additional funds in the coming fiscal year and the next to help the transition.

The State and the League of Arizona Cities and Towns forecasts the City’s portion of URS at 18 percent as \$12,195,926 and at 15 percent at \$10,163,272. The City adjusts these projections since these are slightly higher than the historical actuals.

General Fund Contribution: \$10,307,596

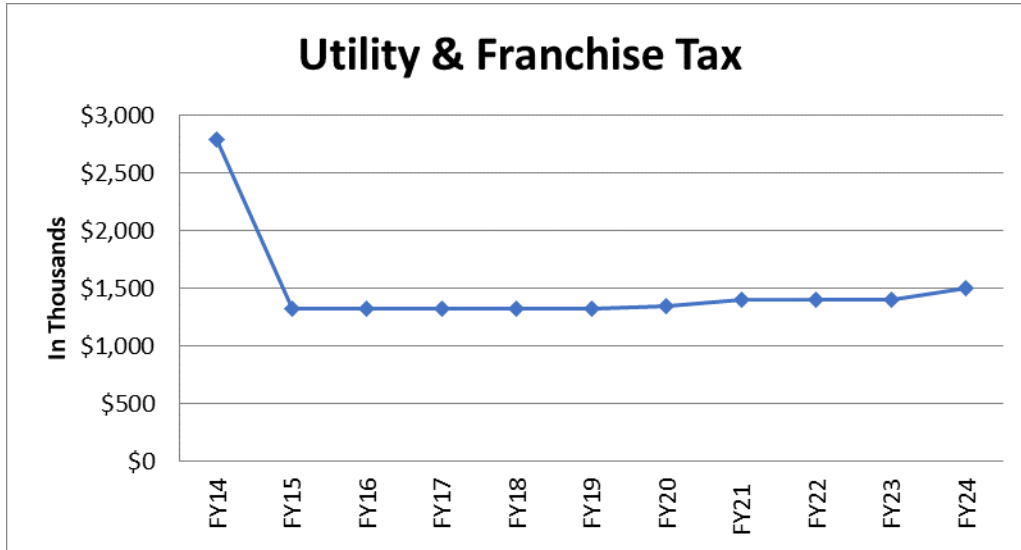


Description

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 20 percent of revenue collected by ADOT is distributed to cities and towns, the share based upon its population in relation to the total incorporated population of the county.

ADOT’s estimate of the cities VLT revenue for FY24 is \$326,047,000, approximately 0.13% lower than FY 23’s estimate of \$326,457,000. The State of Arizona provides an estimate for the expected Vehicle Licensing Tax the City will receive, at \$2,912,923. However, the City uses its own estimate based on historical trend analysis, because the State’s estimate is often too optimistic. In FY24, the City projects no increase in VLT revenue based on actuals from FY23.

General Fund Contribution: \$2,500,000



Description

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

The Franchise Tax revenue is projected to be \$1,500,000 in FY24.

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.

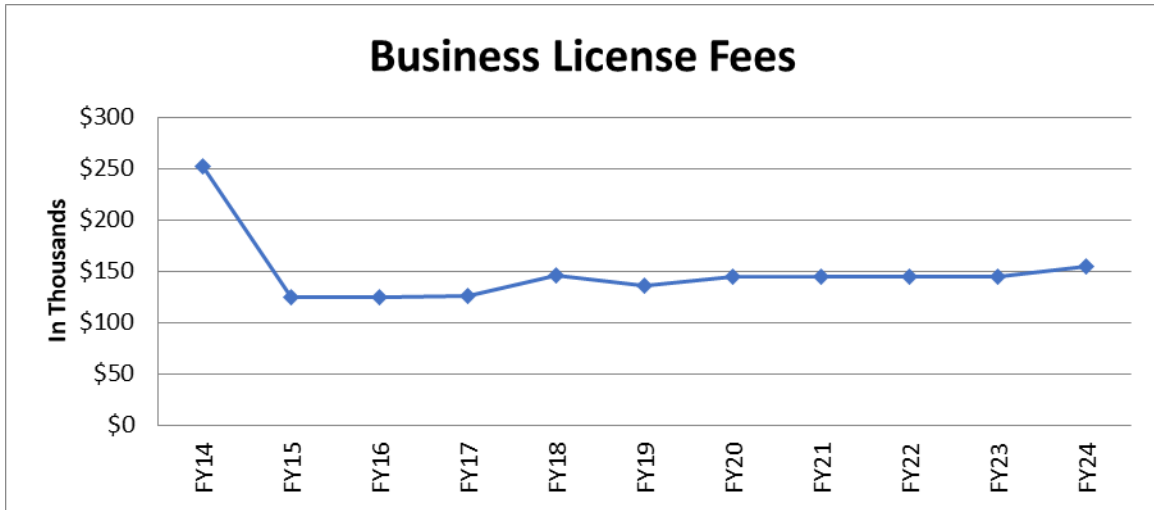
General Fund Contribution: \$1,500,000

Current rates

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

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

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

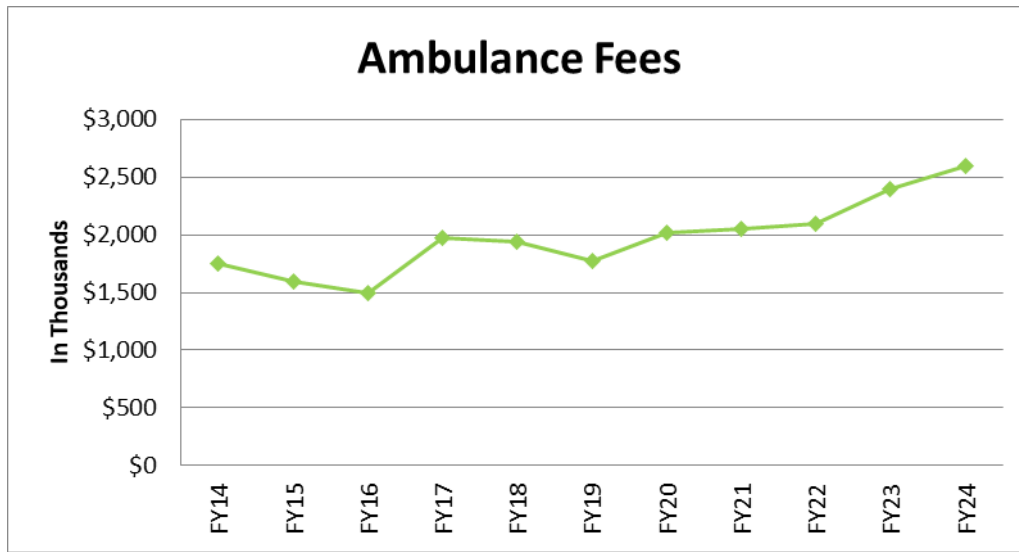


Description

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

The estimate uses historical trend analysis. With fewer businesses in town, the amount collected for business licenses decreased over the last several years and stabilized in FY15. The City has focused on all businesses having a business license and implemented in FY18 a process to visit business owners and help them obtain such license. A slight increase in revenue is project in FY24.

General Fund Contribution: \$155,000



Description

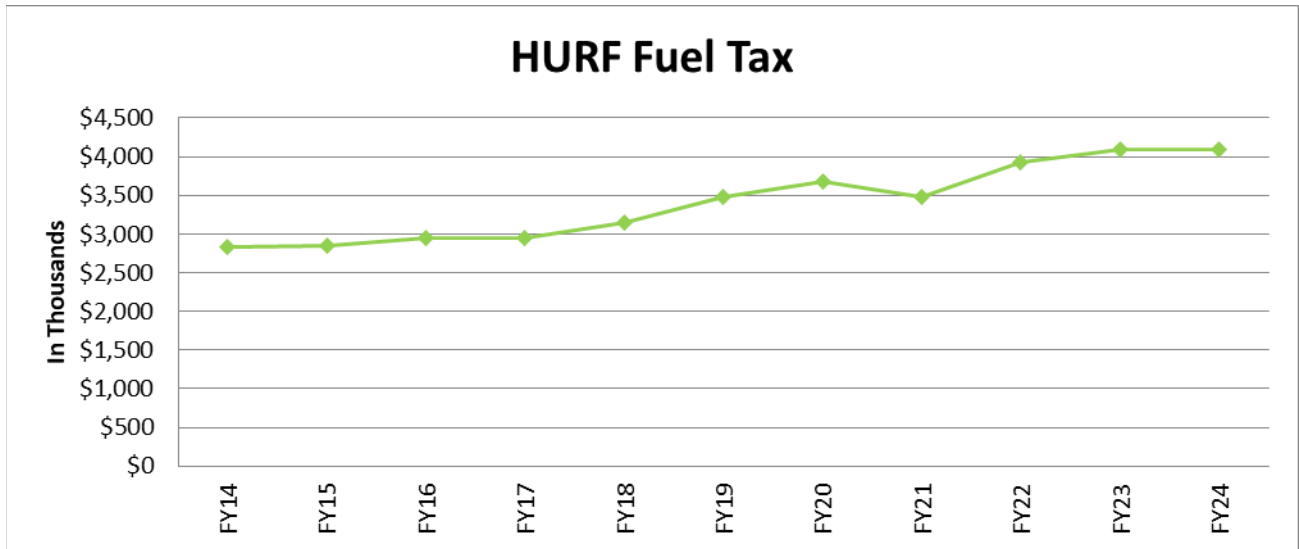
The City charges state-approved rates for ambulance services. The revenue received over the last several years has remained level, even as call volume has seen a rather substantial increase. Due to this increase, a peak-hours ambulance was put into service, an attempt to offset and keep up with the patient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

The revenue increased in FY24 based on end of year actuals from FY23, as well as, projected revenue from the implementation of operations out of the new EMS substation.

General Fund Contribution: \$2,600,000



Highway User Revenue Fund (HURF) Revenue



Estimated HURF fuel tax revenue totals \$4,100,000 in the FY24 budget. State statutes mandate that the HURF fund is established and maintained as a special revenue fund for the purpose of using State-Shared Fuel Tax dollars for street and transportation-related expenditures. The State distributes 27.5 percent of total fuel tax revenues to Arizona cities and towns using a formula which:

1. takes one-half of the 27.5 percent and apportions the revenues based on population, and
2. takes the remaining one-half and distributes the revenues based on gasoline sales within the county of origin and the proportion of a municipality's population in relation to the other municipalities in that county.

The ADOT estimate of the total HURF distribution for FY24 is \$499,094,000, lower than last year's estimate of \$501,038,000. The League's estimate for the City's portion of HURF funds is \$4,622,425. The City generally has received less than the projected estimate, therefore the budgeted amount is adjusted based on historical trend analysis.



Highway User Revenue Fund (HURF)

The following table compares budgeted FY22, FY23, and FY24 total HURF revenues.

	FY22 Budget	FY23 Budget	FY24 Budget
Fuel Tax	\$ 3,925,000	\$ 4,100,000	\$ 4,100,000
Grants	\$ 910,000	\$ 44,544,694	\$ 60,532,893
Local Gov.	\$ 2,396,422	\$ -	\$ -
Note Proceeds	\$ -	\$ 7,981,901	\$ -
Transfers In	\$ 123,159	\$ 2,623,159	\$ 5,500,000
Misc. Revenue	\$ -	\$ -	\$ -
Designated Contributions	\$ 1,250,000	\$ 395,414	\$ -
Carryover	\$ 2,938,182	\$ 3,240,460	\$ 1,188,963
Total	\$ 11,542,763	\$ 62,885,628	\$ 71,321,856



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	FY24 Budget
Carryover	\$ 111,532	\$ 790,029	\$ 720,029
Lease Revenue	\$ 19,200	\$ 20,400	\$ 20,400
Grants	\$ 4,936,185	\$ 6,319,015	\$ 7,602,588
Bus Fares	\$ 100,000	\$ 100,000	\$ -
Transfers In – CIF	\$ 890,015	\$ 296,646	\$ 943,106
Transfers In – GF	\$ -	\$ 300,000	\$ 615,000
Local Government	\$ -	\$ -	\$ -
Misc. Revenue	\$ 1,000	\$ 1,000	\$ 1,000
Total	\$ 6,057,932	\$ 7,827,090	\$ 9,902,123

The City receives grant and operational revenue associated with Vista Transit. This fiscal year, \$7,602,588 in grants funding (for regular administration, operation, and capital) plus \$20,400 in lease revenue are anticipated.

The \$943,106 Capital Improvement Fund and \$615,000 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, FY23, and FY24 budgeted revenues for this fund. The Airport Fund decreased \$8,497,152. The decrease is largely due to less grant funding and note proceeds.

	FY22 Budget	FY23 Budget	FY24 Budget
Carryover	\$ 2,192,628	\$ 839,117	\$ 1,178,861
FAA/ADOT Grants	\$ 10,051,405	\$ 8,286,590	\$ 3,487,203
Gas & Oil Revenues	\$ 830,750	\$ 830,750	\$ 830,750
Leases	\$ 190,000	\$ 190,000	\$ 241,500
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	\$ 5,738,314



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	FY24 Budget
Carryover	\$ 224,500	\$ 210,000	\$ 210,000
Local Gov. Payments	\$ 50,000	\$ 50,000	\$ 50,000
Police Special Revenue	\$ 75,000	\$ 75,000	\$ 75,000
Total	\$ 349,500	\$ 335,000	\$ 335,000

Grants Fund

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

	FY22 Budget	FY23 Budget	FY24 Budget
Carryover	\$ 26,863	\$ 22,505	\$ 24,293
Federal Grants	\$ 7,066,500	\$ 6,162,028	\$ 1,001,447
State Grants	\$ 1,650,000	\$ 10,150,000	\$ 500,000
Organizational Grants	\$ 1,512,500	\$ 1,321,500	\$ 1,677,500
Local Gov. Payments	\$ 57,781	\$ 25,072	\$ 32,000
Transfer-In GF	\$ 3,113,529	\$ 87,831	\$ 116,550
Total	\$ 13,427,173	\$ 17,768,936	\$ 3,351,790

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 FY24 in the amount of \$309,822. The City budgets the full account balances in FY24 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 FY24.

Park Development Impact Fee Fund

The Park Development Impact Fee Fund has been in place for a number of years. Based on end of year actuals of FY23, revenue will remain constant. The development fee schedule became effective on March 1, 2021. For FY24, the revenue estimates break down as follows:

	FY22 Budget	FY23 Budget	FY24 Budget
Carryover*	\$ (17,000)	\$ (150,000)	\$ (150,000)
Planning Revenue	\$ 17,000	\$ 150,000	\$ 150,000
Transfer In - CIF	\$ -	\$ -	\$ -
Transfer Out - Debt	\$ -	\$ -	\$ -
Total	\$ -	\$ -	\$ -

Police Development Impact Fee Fund

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

	FY22 Budget	FY23 Budget	FY24 Budget
Carryover*	\$ (18,500)	\$ (18,500)	\$ (18,500)
Planning Revenue	\$ 18,500	\$ 18,500	\$ 18,500
Transfer In- General	\$ -	\$ -	\$ -
Transfer Out-Debt	\$ -	\$ -	\$ -
Set Aside to Increase	\$ -	\$ -	\$ -
Total	\$ -	\$ -	\$ -



Transportation Development Impact Fee Fund

The Transportation Development Impact Fee revenue is presented below. The development fee schedule became effective on March 1, 2021. The Transfer Out to HURF was removed in FY24.

	FY22 Budget	FY23 Budget	FY24 Budget
Carryover *	\$ (31,159)	\$ (31,159)	\$ (20,000)
Planning Revenue	\$ (92,000)	\$ (92,000)	\$ 20,000
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 development fee schedule became effective on March 1, 2021.

	FY22 Budget	FY23 Budget	FY24 Budget
Carryover*	\$ (12,500)	\$ (12,500)	\$ (12,500)
Planning Revenue	\$ 12,500	\$ 12,500	\$ 12,500
Transfer In- General	\$ -	\$ -	\$ -
Transfer Out- Debt	\$ -	\$ -	\$ -
Set Aside to Increase			
Total	\$ -	\$ -	\$ -

*The City uses Carryover funds in order to construct capital projects. The City does not receive enough development fees funding in any given year to complete a major capital project. This being the case, the City saves the funds until enough is available, and then uses those funds as carryover. The City also uses the carryover funds to cover the debt service charges on financed development fee projects.



Capital Improvements Fund (CIF)

The Capital Improvements Fund receives one half of one percent of the City’s sales tax that, by ordinance, must be used for the construction and debt service on major capital projects. Ongoing maintenance of CIF projects is budgeted through departmental operations and maintenance (O&M) budgets.

The following table compares the FY22, FY23, and FY24 budgeted CIF revenues.

	FY22 Budget	FY23 Budget	FY24 Budget
Carryover	\$ 2,327,103	\$ 1,281,474	\$ 5,387,843
City Sales Tax	\$ 4,404,075	\$ 5,482,643	\$ 5,384,046
Bond Proceeds	\$ -	\$ 25,960,000	\$ -
Sale of Fixed Assets	\$ 500,000	\$ 50,000	\$ 50,000
Federal Grants		\$ 1,500,000	\$ -
Transfer Out-General	\$ (3,087,910)	\$ (307,186)	\$ (2,000,000)
Transfer Out-Park Dev. Fees	\$ -	\$ -	\$ -
Transfer Out-Grants	\$ -	\$ -	\$ -
Transfer Out-Airport	\$ -	\$ (589,009)	\$ -
Transfer Out-LTAF	\$ (890,015)	\$ (296,646)	\$ (943,106)
Transfer Out-HURF	\$ -	\$ (2,500,000)	\$ (3,500,000)
Transfer Out-Debt Service	\$ (2,701,373)	\$ (3,629,081)	\$ (3,241,707)
Total	\$ 551,880	\$ 26,952,195	\$ 1,137,076

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

Debt Service

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

	FY22 Budget	FY23 Budget	FY24 Budget
Transfer In-CIF	\$ 2,701,373	\$ 3,629,081	\$ 3,241,707
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	\$ 3,241,707



Sewer Enterprise Fund Revenue

For FY24, total budgeted revenues for the Sewer Enterprise Fund are \$6,850,321, an increase of \$1,023,247 from last year's budget of \$5,827,074.

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 FY24.

The following table displays the FY22, FY23, and FY24 budgeted revenues. The revenue for this fund increased by 17.6 percent from last year mostly due to increased carryover and anticipated organization grant revenue.

	FY22 Budget	FY23 Budget	FY24 Budget
Carryover	\$ 1,032,811	\$ 1,356,647	\$ 1,550,321
Sewer Service Charges	\$ 3,657,139	\$ 3,670,427	\$ 3,725,000
Capital Service Charges	\$ -	\$ -	\$ -
Sewer Usage Charges	\$ -	\$ -	\$ -
Sewer Connection Fees	\$ 200,000	\$ 250,000	\$ 250,000
Delinquencies	\$ -	\$ -	\$ -
Miscellaneous	\$ 125,000	\$ 225,000	\$ 225,000
Capital Contributed by	\$ 175,000	\$ 175,000	\$ 175,000
Notes Payable	\$ 45,000	\$ -	\$ -
Capital Reimbursement	\$ -	\$ -	\$ -
Organizational Grants	\$ 297,437	\$ 150,000	\$ 925,000
Transfer Out- Debt	\$ -	\$ -	\$ -
Total	\$ 5,532,387	\$ 5,827,074	\$ 6,850,321



Refuse Enterprise Fund Revenue

For FY24, revenues for the Refuse Enterprise Fund total \$5,315,741, a decrease of \$756,524 from the FY23 budgeted total of \$6,072,265.

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, FY23, and FY24 budgeted revenues for the Refuse Enterprise Fund.

	FY22 Budget	FY23 Budget	FY24 Budget
Carryover	\$ 559,369	\$ 685,471	\$ 635,741
State Grants			
Refuse Charges	\$ 4,451,276	\$ 4,451,276	\$ 4,550,000
Delinquency Charges	\$ 30,000	\$ 30,000	\$ 30,000
Interest	\$ -	\$ -	\$ -
Note Proceeds	\$ 715,500	\$ 810,518	\$ -
Mulch & Compost	\$ 90,000	\$ 90,000	\$ 95,000
Misc. Revenue	\$ 5,000	\$ 5,000	\$ 5,000
Total	\$ 5,851,145	\$ 6,072,265	\$ 5,315,741



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 FY24. The City's plan is healthy and assured that the plan will remain self-funded.

	FY22 Budget	FY23 Budget	FY24 Budget
Employees	\$ 3,988,500	\$ 3,988,500	\$ 3,988,500
COBRA Premiums	\$ 11,000	\$ 11,000	\$ 11,000
Recovery Income	\$ 200,000	\$ 200,000	\$ 200,000
Dental	\$ 210,000	\$ 210,000	\$ 210,000
Interests	\$ 25,000	\$ 25,000	\$ 25,000
Total	\$ 4,434,500	\$ 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. FY24 total is \$25,000.

Self-Insured Fund

The City of Sierra Vista maintains this account for selected claims and deductible payments. The fund will receive \$150,000 in Miscellaneous Revenue this year.



Internal Service Funds

A recap of the projected FY24 revenues by fund compared to FY23 and FY22 follows:

Revenue Summary by Fund						
	FY22	FY23	FY24	% of Whole	Change	
General	\$ 46,778,345	\$ 50,502,383	\$ 52,377,548	31.06%	3.71%	
Special Revenue						
Highway User Revenue Fund	\$ 11,542,763	\$ 62,885,628	\$ 71,321,856	42.29%	13.42%	
Local Transportation Fund	\$ 6,057,932	\$ 7,827,090	\$ 9,902,123	5.87%	26.51%	
Airport	\$ 14,764,783	\$ 14,235,466	\$ 5,738,314	3.40%	-59.69%	
Police Special Revenue	\$ 349,500	\$ 335,000	\$ 335,000	0.20%	0.00%	
Grants	\$ 13,427,173	\$ 17,768,936	\$ 3,351,790	1.99%	-81.14%	
Criminal Justice Enhancement	\$ 300	\$ 300	\$ 300	0.00%	0.00%	
Donation	\$ 382,148	\$ 351,659	\$ 309,822	0.18%	-11.90%	
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	\$ 1,402,163	0.83%	114.82%	
SEACOM	\$ 2,602,517	\$ 2,818,394	\$ 2,764,514	1.64%	-1.91%	
Tourism	\$ -	\$ -	\$ -	0.00%	0.00%	
Capital						
Capital Improvement Fund	\$ 551,880	\$ 26,952,195	\$ 1,137,076	0.67%	-95.78%	
Debt Service						
Debt Service	\$ 2,701,373	\$ 3,629,081	\$ 3,241,707	1.92%	-10.67%	
Internal Services						
Health and Accident	\$ 4,434,500	\$ 4,434,500	\$ 4,434,500	2.17%	0.00%	
Unemployment	\$ 25,000	\$ 25,000	\$ 25,000	0.01%	0.00%	
Self Insured Retention	\$ 100,000	\$ 100,000	\$ 150,000	0.07%	50.00%	
Enterprise						
Sewer	\$ 5,532,387	\$ 5,827,074	\$ 6,850,321	4.06%	17.56%	
Refuse	\$ 5,851,145	\$ 6,072,265	\$ 5,315,741	3.15%	-12.46%	
Total All Funds	\$115,711,558	\$204,417,694	\$168,657,775	100%	-17.49%	



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

	FY22 Budget	FY23 Budget	FY24 Budget	Difference	% Change	% Total
Personnel	\$ 37,382,520	\$ 40,944,737	\$ 43,698,933	\$ 2,754,196	6.7%	25.9%
O&M	\$ 24,922,233	\$ 27,122,852	\$ 30,935,750	\$ 3,812,898	14.1%	18.3%
Capital	\$ 48,957,614	\$ 131,503,210	\$ 90,110,489	\$ (41,392,721)	-31.5%	53.4%
Debt	\$ 4,449,191	\$ 4,846,895	\$ 3,912,603	\$ (934,292)	-19.3%	2.3%
Total	\$ 115,711,558	\$ 204,417,694	\$ 168,657,775	\$ (35,759,919)	76.7%	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 FY24, capital expenditures hold the highest percentage of the total budget, followed by personnel.

Departmental Budget Summary - FY 2024

Department	Personnel	O & M	Capital	Total
Mayor/Council	\$ 67,155	\$ 67,089	\$ -	\$ 134,244
City Manager	2,631,541	1,549,394	-	4,180,935
Administrative Services	3,370,797	2,417,258	214,170	6,002,225
Court/Legal	261,909	207,795	-	469,704
General Government	-	5,277,988	-	5,277,988
Police	12,910,304	1,816,736	2,996,800	17,723,840
Fire	9,386,246	895,657	1,224,351	11,506,254
SEACOM	1,954,950	428,614	380,950	2,764,514
Public Works	7,778,464	14,761,267	82,627,016	105,166,747
Parks, Recreation, Library	4,132,224	1,834,989	2,667,202	8,634,415
Community Development	951,380	530,763	-	1,482,143
Debt Service	-	-	3,912,603	3,912,603
MPO	253,963	1,148,200	-	1,402,163
Totals	\$ 43,698,933	\$ 30,935,750	\$ 94,023,092	\$ 168,657,775
% of Total	25.91%	18.34%	55.75%	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 (FY24) and the previous budget year (FY23). The personnel section also includes the personnel expense by department for FY24 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 (FY24) and the previous budget year (FY23). 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.



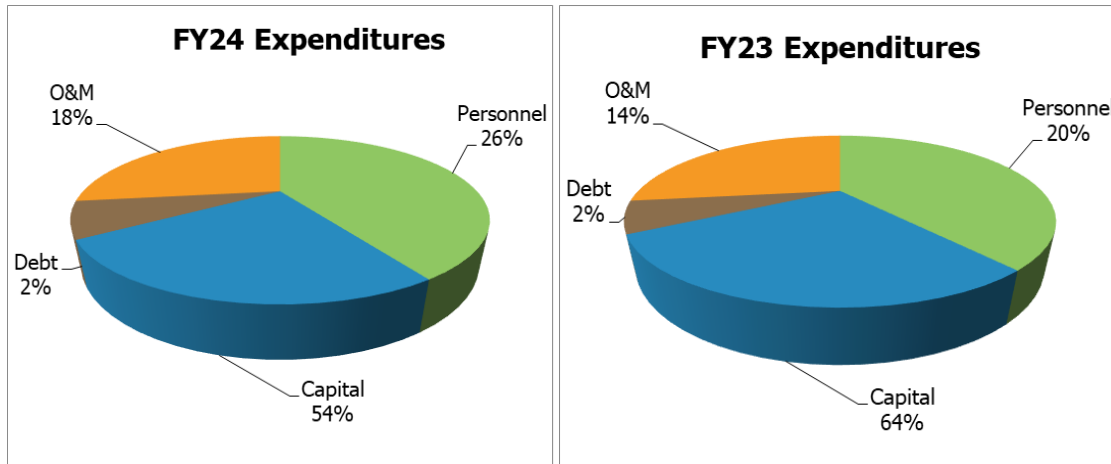
FY 24 Expenditure Summary by Fund

	Capital	Personnel	Debt	O&M	Total
General	\$ 5,334,515	\$ 34,855,083	\$ -	\$ 12,187,950	\$ 52,377,548
Special Revenue					
Highway User Revenue Fund	\$ 67,961,147	\$ 1,782,250	\$ -	\$ 1,578,459	\$ 71,321,856
Local Transportation Fund	\$ 8,504,779	\$ 885,365		\$ 511,979	\$ 9,902,123
Airport	\$ 3,940,000	\$ 88,715		\$ 1,709,599	\$ 5,738,314
Police Special Revenue	\$ 150,000			\$ 185,000	\$ 335,000
Grants	\$ 1,985,722			\$ 1,366,068	\$ 3,351,790
Criminal Justice Enhancement				\$ 300	\$ 300
Donation	\$ 6,800			\$ 303,022	\$ 309,822
Park Development Impact Fee					\$ -
Library Impact Fee					\$ -
Police Impact Fee					\$ -
Transportation Impact Fee					\$ -
Fire Impact Fee					\$ -
Metropolitan Planning Org		\$ 253,963		\$ 1,148,200	\$ 1,402,163
SEACOM	\$ 380,950	\$ 1,954,950		\$ 428,614	\$ 2,764,514
Capital					
Capital Improvement Fund	\$ 1,077,076			\$ 60,000	\$ 1,137,076
Debt Service					
SVMPC I&R			\$ 3,241,707		\$ 3,241,707
Internal Services					
Health and Accident				\$ 4,434,500	\$ 4,434,500
Unemployment				\$ 25,000	\$ 25,000
Self Insured Retention				\$ 150,000	\$ 150,000
Enterprise					
Sewer	\$ 621,500	\$ 1,840,862	\$ 548,196	\$ 3,839,763	\$ 6,850,321
Refuse	\$ 148,000	\$ 2,037,745	\$ 122,700	\$ 3,007,296	\$ 5,315,741
Total All Funds	\$ 90,110,489	\$ 43,698,933	\$ 3,912,603	\$ 30,935,750	\$168,657,775



Expenditure Graph

The below graphs depict the four categorical groups as a percent of total City expenditures. Figures are provided for the current year (FY24) and the previous year (FY23). Capital expenditure (54 percent) comprises the largest percentage of expenditures in FY24, followed by Personnel (26 percent), Operations & Maintenance (18 percent), and Debt service at two percent.

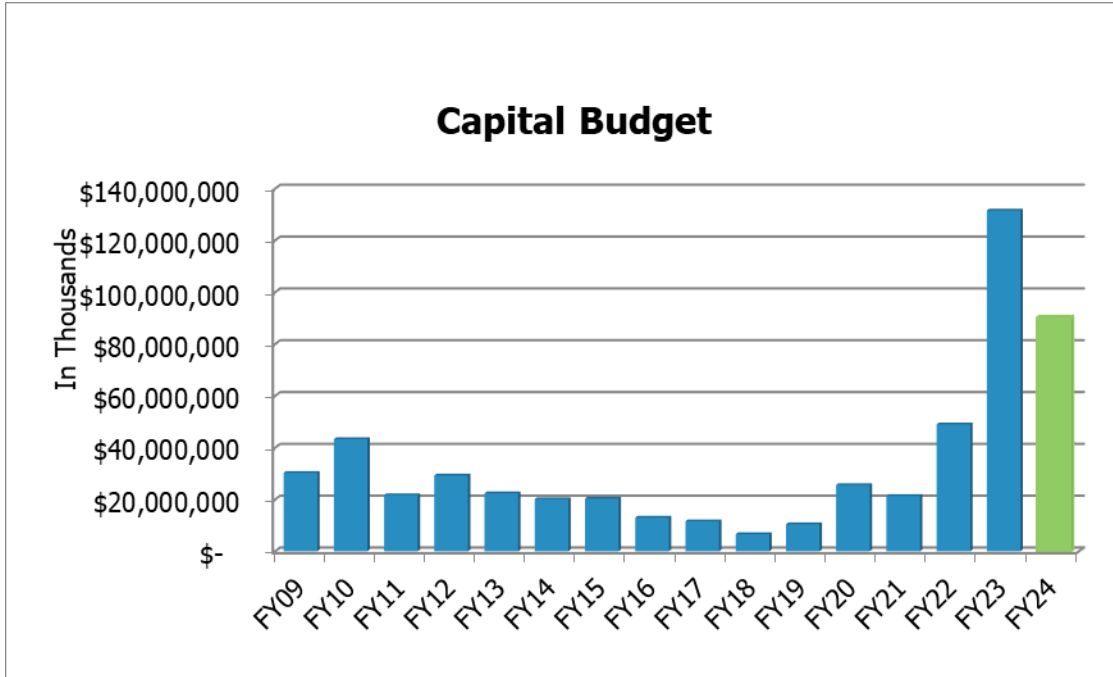




Capital Expenditures

The FY24 recommended capital budget equals \$90,110,489; a decrease of \$41,392,721 (or 31%) from the FY23 total of \$131,503,210.

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 \$90,110,489 in Capital Improvement Projects in FY24. 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 FY24 are the General, Capital Improvement, Development Fees, Highway User Revenue Fund (HURF), Airport, LTAF and Grants funds.

The FY24 Capital Summary and Capital by Fund chart are listed below.



FY 24 CAPITAL SUMMARY

ITEM/PROJECT	FUND	DEPARTMENT	BUDGETED COST	PAYMENT
ACO EXPANSION CONSTRUCTION	GENERAL	ACO	\$2,000,000	CASH
ACO EXPANSION DESIGN	GENERAL	ACO	\$50,000	CASH
COVE MENS SHOWER STALL INSTALL	GENERAL	FACILITIES	\$10,000	CASH
FIRE STATION #1 GENERATOR REPLACE	GENERAL	FACILITIES	\$65,000	CASH
FIRE STATION 2 - WATER HEATER AND RISE ROOM	GENERAL	FACILITIES	\$30,000	CASH
FIRE STATION CARD READERS	GENERAL	FACILITIES	\$60,000	CASH
REAL TIME CRIME CENTER (CARRYOVER)	GENERAL	FACILITIES	\$51,435	CASH
VMP PAVILION POWER UPGRADE	GENERAL	FACILITIES	\$60,000	CASH
LUCAS DEVICE PURCHASE	GENERAL	FIRE	\$50,000	CASH
LIBRARY PATRON MFP (PRINTER)	GENERAL	IT	\$5,500	CASH
PD LICENSE PLATE READERS (2)	GENERAL	IT	\$20,000	CASH
PD TRAINING ROOM & EOC (CARRYOVER)	GENERAL	IT	\$63,670	CASH
PW SECURITY CAMERAS	GENERAL	IT	\$75,000	CASH
VMPC SECURITY CAMERAS	GENERAL	IT	\$50,000	CASH
FAB/FRY (SURVEY/DESIGN)	GENERAL	PARKS	\$120,000	CASH
FOREST M DORNER SUP REPLACE	GENERAL	PARKS	\$45,000	CASH
TACOMA SPORTS FIELDS PED BRIDGE	GENERAL	PARKS	\$7,000	CASH
VMPC AND VMP SHEDS	GENERAL	PARKS	\$75,000	CASH
LIBRARY KIOSK-FT HUACHUCA (CARRYOVER)	GENERAL	LIBRARY	\$34,480	CASH/DONATIONS
CHEVY TAHOE (4)	GENERAL	FLEET/PD	\$360,000	FINANCE
3/4 TON 4X4 CREW CAB TRUCK	GENERAL	FLEET/ACO	\$80,000	FINANCE
AMBULANCE	GENERAL	FLEET/FD	\$425,000	FINANCE
AMBULANCE (2) (CARRYOVER)	GENERAL	FLEET/FD	\$710,972	FINANCE
SILVERADO 1500 OUTFITTING (CARRYOVER)	GENERAL	FLEET/FD	\$24,125	FINANCE
SILVERADO 2500 OUTFITTING (CARRYOVER)	GENERAL	FLEET/FD	\$14,254	FINANCE
PRL 3/4 TRUCKS (3)	GENERAL	FLEET/PRL	\$240,000	FINANCE
CHEVY COLORADO TRUCK	GENERAL	FLEET/PLANNING	\$50,000	FINANCE
FORD ESCAPE - PLANNING	GENERAL	FLEET/PLANNING	\$40,000	FINANCE
FLEET SERVICE TRUCK	GENERAL	FLEET/FLEET	\$115,000	FINANCE
FACILITIES TRUCK (2)	GENERAL	FLEET/FACILITIES	\$160,000	FINANCE
FACILITIES 1500 SILVERADO (CARRYOVER)	GENERAL	FLEET/FACILITIES	\$43,640	FINANCE
PRL FORD RANGER WITH FUEL TANK	GENERAL	FLEET/PRL	\$50,000	FINANCE
PRL KUBOTA FRONT LOAD TRACTOR (CARRYOVER)	GENERAL	FLEET/PRL	\$78,524	FINANCE
PRL JACOBSEN MOWER (CARRYOVER)	GENERAL	FLEET/PRL	\$71,005	FINANCE
203 ACRES/NEPA STUDY & ADMIN FEES	AIRPORT	AIRPORT	\$300,000	CASH
KATOLITE GENERATOR REPLACEMENT	AIRPORT	AIRPORT	\$65,000	CASH
KOHLER GENERATOR REPLACEMENT	AIRPORT	AIRPORT	\$65,000	CASH
AIRPORT MASTERPLAN UPDATE	AIRPORT	AIRPORT	\$510,000	GRANT
AIRPORT UTILITY INSTALLATION	AIRPORT	AIRPORT	\$3,000,000	GRANT
FIRE ALARM CONTROLS IN GYM (SCHNEIDER-CARRYOVER)	CIF	FACILITIES	\$106,621	GRANT
CITY HALL ROOF UPGRADES (SCHNEIDER-CARRYOVER)	CIF	FACILITIES	\$96,833	CASH
CITY HALL SOLAR (SCHNEIDER-CARRYOVER)	CIF	FACILITIES	\$84,562	CASH
SPORTS COMPLEX HVAC (SCHNEIDER-CARRYOVER)	CIF	FACILITIES	\$39,060	CASH
ROADRUNNER PARK DESIGN (CARRYOVER)	CIF	PARKS	\$250,000	CASH
STATION #2 LAND ACQUISITION	CIF	FIRE	\$60,000	CASH
PUBLIC SEWER MAINLINE EXTENSION	CIF	SEWER	\$500,000	CASH
VHF RADIO SYSTEM	GRANTS	PD	\$350,000	GRANT
GC LINEAR PARK/ST ANDREWS PHASE 2 (CARRYOVER)	GRANTS	PARKS	\$158,550	GRANT
SOLDIER CREEK PARK (CARRYOVER)	GRANTS	PARKS	\$227,172	GRANT
DISC GOLF IMPROVEMENTS	GRANTS	PARKS	\$50,000	GRANT
PARK STORAGE	GRANTS	PARKS	\$200,000	GRANT
AZ DIAMONDBACKS	GRANTS	PARKS	\$1,000,000	GRANT
WASTEWATER MASTER PLAN	SEWER	SEWER	\$450,000	CASH
COMMERCIAL SEPTIC & PRIVATE LINE REPLACE (CARRYOVER)	SEWER	SEWER	\$133,000	CASH
MACHINERY & EQUIPMENT (CARRYOVER)	SEWER	SEWER	\$38,500	CASH
TRASH CAN CLEANER	REFUSE	REFUSE	\$30,000	CASH
CHIPPER REBUILD KIT (CARRYOVER)	REFUSE	REFUSE	\$44,000	CASH
SCARABE ROW TURNER REBUILD KIT (CARRYOVER)	REFUSE	REFUSE	\$14,000	CASH
SLUDGE ROW TURNER (CARRYOVER)	REFUSE	REFUSE	\$60,000	CASH



ITEM/PROJECT	FUND	DEPARTMENT	BUDGETED COST	PAYMENT
BST EXTENSION AT SR92	HURF	STREETS	\$2,000,000	CASH
FRY/NORTH GARDEN CONSTRUCTION	HURF	STREETS	\$2,500,000	CASH
FRY/NORTH GARDEN DESIGN (CARRYOVER)	HURF	STREETS	\$191,878	CASH
ANNUAL STREET MAINTENANCE	HURF	STREETS	\$1,500,000	CASH
STREET PROJECT	HURF	STREETS	\$982,267	CASH
BUCKET TRUCK	HURF	STREETS	\$200,000	CASH
1500 SILVERADO (CARRYOVER)	HURF	STREETS	\$54,108	CASH
BST RECONSTRUCTION PHASE I	HURF	STREETS	\$4,023,000	GRANT
THEATER DRIVE	HURF	STREETS	\$1,800,000	GRANT
STATE ROUTE CONNECTOR SUP	HURF	STREETS	\$6,882,943	GRANT
WEST END IMPROVEMENTS	HURF	STREETS	\$12,060,215	GRANT
ARTERIALS PAVEMENT REPLACEMENT & OVERLAY	HURF	STREETS	\$35,766,736	GRANT
WALMART PAD & OTHER IMPROVEMENTS (CARRYOVER)	LTAF	TRANSIT	\$46,306	GRANT
BUS SHELTER ENHANCEMENT (CARRYOVER)	LTAF	TRANSIT	\$44,538	GRANT
BUS SHELTER ENHANCEMENT (CARRYOVER)	LTAF	TRANSIT	\$100,000	GRANT
BST-PATHWAY CONNECTIVITY PROGRAM (CARRYOVER)	LTAF	TRANSIT	\$987,565	GRANT
SR92-PATHWAY CONNECTIVITY PROGRAM (CARRYOVER)	LTAF	TRANSIT	\$682,573	GRANT
PEDESTRIAN WALKWAY CONNECTION-DESIGN (CARRYOVER)	LTAF	TRANSIT	\$50,000	GRANT
PEDESTRIAN WALKWAY CONNECTION-CON (CARRYOVER)	LTAF	TRANSIT	\$1,278,797	GRANT
CONTRACT MANAGEMENT & LCP TRACKER SOFTWARE	LTAF	TRANSIT	\$30,000	GRANT
CONNECTIVITY & SAFETY PROJECTS (CARRYOVER)	LTAF	TRANSIT	\$2,500,000	GRANT
DOOR INSTALLATION & ADA IMPROVEMENTS	LTAF	TRANSIT	\$25,000	GRANT
TRANSIT MASTER PLAN	LTAF	TRANSIT	\$200,000	GRANT
B2GNOW SOFTWARE	LTAF	TRANSIT	\$60,000	GRANT
MULTI-USE PATH-5307 ADOT	LTAF	TRANSIT	\$2,500,000	GRANT
RADIO UPGRADE-SUA II	SEACOM	SEACOM	\$380,950	CASH

Capital By Fund	
General	\$5,334,515
HURF	\$67,961,147
LTAF	\$8,504,779
Capital Improvements	\$1,077,076
Police Special Revenue	\$150,000
Grant	\$1,985,722
Donations	\$6,800
Airport	\$3,940,000
Refuse	\$148,000
Sewer	\$621,500
SEACOM	\$380,950
Total	\$90,110,489

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**

	FY24 Total Resources Available	Capital Expenditure	Subtotal Balance After Capital Deducted
General	\$ 52,377,548	\$ 5,334,515	\$ 47,043,033
		\$ -	
Special Revenue		\$ -	
Highway User Revenue Fund	\$ 71,321,856	\$ 67,961,147	\$ 3,360,709
Local Transportation Fund	\$ 9,902,123	\$ 8,504,779	\$ 1,397,344
Airport	\$ 5,738,314	\$ 3,940,000	\$ 1,798,314
Police Special Revenue	\$ 335,000	\$ 150,000	\$ 185,000
Grants	\$ 3,351,790	\$ 1,985,722	\$ 1,366,068
Criminal Justice Enhancement	\$ 300	\$ -	\$ 300
Donation	\$ 309,822	\$ 6,800	\$ 303,022
Park Development Impact Fee	\$ -	\$ -	\$ -
Library Impact Fee	\$ -	\$ -	\$ -
Police Impact Fee	\$ -	\$ -	\$ -
Transportation Impact Fee	\$ -	\$ -	\$ -
Fire Impact Fee	\$ -	\$ -	\$ -
Metropolitan Planning Org	\$ 1,402,163	\$ -	\$ 1,402,163
SEACOM	\$ 2,764,514	\$ 380,950	\$ 2,383,564
Capital			
Capital Improvement Fund	\$ 1,137,076	\$ 1,077,076	\$ 60,000
Debt Service			
Debt Service	\$ 3,241,707	\$ -	\$ 3,241,707
Internal Services			
Health and Accident	\$ 4,434,500	\$ -	\$ 4,434,500
Unemployment	\$ 25,000	\$ -	\$ 25,000
Self Insured Retention	\$ 150,000	\$ -	\$ 150,000
Enterprise			
Sewer	\$ 6,850,321	\$ 621,500	\$ 6,228,821
Refuse	\$ 5,315,741	\$ 148,000	\$ 5,167,741
Total All Funds	\$168,657,775	\$ 90,110,489	\$ 78,547,286



Personnel Expenditures

People represent the heart of any service organization and a significant investment of financial resources. The FY24 expenditures for personnel (including benefits) total \$43,698,933 (25.9%) of the proposed FY24 budget, an increase of \$2,754,196 (6.7%) above the FY23 personnel budget total of \$40,944,737. The increase is primarily due to maintaining the classification and compensation plan to adjust for minimum wage increases and compression, a market shift, and additional personnel.

Benefits are projected to be \$15,537,271 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, FY23, and FY24 personnel budgets by fund.

	FY22	FY23	FY24	Change
General	\$ 29,457,280	\$ 32,522,173	\$ 34,855,083	\$ 2,332,910
HURF	\$ 1,514,519	\$ 1,645,784	\$ 1,782,250	\$ 136,466
LTAf	\$ 705,509	\$ 762,880	\$ 885,365	\$ 122,485
Airport	\$ 80,633	\$ 83,307	\$ 88,715	\$ 5,408
Metropolitan Planning Org	\$ 223,325	\$ 243,470	\$ 253,963	\$ 10,493
SEACOM	\$ 1,894,983	\$ 1,987,855	\$ 1,954,950	\$ (32,905)
Sewer	\$ 1,685,898	\$ 1,743,301	\$ 1,840,862	\$ 97,561
Refuse	\$ 1,820,373	\$ 1,955,967	\$ 2,037,745	\$ 81,778
Total	\$ 37,382,520	\$ 40,944,737	\$ 43,698,933	\$ 2,754,196

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	FY24	% of Total	Change	% Change
Salaries						
Salaries-Regular	\$ 22,063,493	\$ 24,163,346	\$ 25,670,304	59%	\$ 1,506,958	5.9%
Salaries-Overtime	\$ 770,635	\$ 774,201	\$ 977,648	2%	\$ 203,447	20.8%
Salaries-Part-Time	\$ 1,313,068	\$ 1,449,729	\$ 1,513,710	3%	\$ 63,981	4.2%
Total Salaries	\$ 24,147,196	\$ 26,387,276	\$ 28,161,662	64%	\$1,774,386	6.3%
Benefits						
FICA/MICA	\$ 1,608,367	\$ 1,743,888	\$ 1,850,674	4%	\$ 106,786	5.8%
State Retirement	\$ 1,726,388	\$ 1,887,825	\$ 2,070,462	5%	\$ 182,637	8.8%
Public Safety Retirement	\$ 5,617,234	\$ 6,408,566	\$ 6,927,659	16%	\$ 519,093	7.5%
Workers Comp	\$ 418,519	\$ 460,738	\$ 462,791	1%	\$ 2,053	0.4%
Fire Cancer Premiums	\$ -	\$ 112,000	\$ 112,000	0%	\$ -	0.0%
OPEB and Admin	\$ 7,500	\$ 7,500	\$ 7,500	0%	\$ -	0.0%
Uniforms	\$ 263,810	\$ 302,260	\$ 313,985	1%	\$ 11,725	3.7%
Health & Accident Ins	\$ 2,725,149	\$ 2,765,902	\$ 2,911,293	7%	\$ 145,391	5.0%
Dental	\$ 204,447	\$ 202,764	\$ 213,007	0%	\$ 10,243	4.8%
Retiree Health Insurance	\$ 600,000	\$ 600,000	\$ 600,000	1%	\$ -	0.0%
Education	\$ 20,450	\$ 20,450	\$ 20,450	0%	\$ -	0.0%
Employee Recognition	\$ 43,460	\$ 45,568	\$ 47,450	0%	\$ 1,882	4.0%
Total Benefits	\$ 13,235,324	\$ 14,557,461	\$ 15,537,271	36%	\$ 979,810	6.3%
Total Personnel	\$ 37,382,520	\$ 40,944,737	\$ 43,698,933	100%	\$2,754,196	6.3%

The City of Sierra Vista has 416 full-time employee positions. A list of all positions is presented on the following pages.



POSITIONS	FY22	FY23	FY24		
	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
Customer Service Representative	0	0	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	0		0
Customer Service Representative	1	1	0		0
Department Specialist	0	0	1		1
TOURISM					
Management Analyst I/II	0	0	1		1
Administrative Secretary	0	0	1		1
FINANCE					
Chief Financial Officer	1	1	1		1
Grant Administrator/Senior Accountant	1	1	1		1
Accountant	2	3	2		2
Junior Accountant	5	5	5		5
Account Clerk	0	1	1		1
Administrative Secretary I/II	0	0	0		0
TOTAL CITY MANAGER'S OFFICE	22	24	24	0	24



POSITIONS	FY22	FY23	FY24		
	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
Administrative Secretary	0	0	1		1
INFORMATION TECHNOLOGY					
Chief Information Officer	1	1	1		1
Senior Systems Administrator	2	2	2		2
Systems Administrator II	2	2	1		1
Systems Administrator I	0	0	1		1
Senior Network Administrator	2	2	2		2
Database Administrator	1	1	1		1
GIS Analyst	1	1	1		1
IT Support Technician	0	1	1		1
PROCUREMENT					
Chief Procurement Officer	1	1	1		1
Contract Administrator (Analyst I/II)	1	1	1		1
Buyer II	1	1	1		1
Buyer	1	1	1		1
Administrative Secretary	0	0	1		1
TOTAL ADMINISTRATIVE SERVICES	23	24	26	0	26
CITY ATTORNEY					
City Attorney	1	1	1		1
TOTAL CITY ATTORNEY	1	1	1	0	1



POSITIONS	FY22	FY23	FY24		
	Authorized	Authorized	Authorized	Unfunded	Funded
COMMUNITY DEVELOPMENT					
PLANNING					
Director	1	1	1		1
Senior Planner	1	1	1		1
Planner	1	1	1		1
Code Enforcement Officer II	2	2	2		2
Administrative Secretary I/II	1	1	0		0
Permit Technician	0	0	1		1
BUILDING					
Building Administrator	1	1	1		1
Building Inspector	2	2	2		2
Total Community Development	9	9	9	0	9
FIRE DEPARTMENT					
Chief	1	1	1		1
Deputy Chief	1	1	1		1
Battalion Chief	3	3	3		3
Captain	9	9	9		9
Fire Marshal	1	1	1		1
Inspector	1	1	1		1
Fire Engineer	9	9	9		9
Firefighter	27	27	27		27
Paramedic Transport	11	16	13		13
EMT Transport	8	5	13		13
Administrative Secretary I/II	1	1	1		1
EMS Supervisor	0	1	1		1
Management Analyst I/II	0	0	1		1
TOTAL FIRE DEPARTMENT	72	75	81	0	81



POSITIONS	FY22	FY23	FY24		
	Authorized	Authorized	Authorized	Unfunded	Funded
POLICE DEPARTMENT					
ADMINISTRATION					
Chief	1	1	1		1
Deputy Chief	1	2	1		1
Commander	2	2	2		2
CALEA Administrator (Analyst I/II)	1	1	1		1
Department Specialist	2	2	2		2
Records Supervisor	1	1	1		1
Senior Records Clerk	1	1	1		1
Records Clerk I/II	5	5	6		6
Evidence Custodian	1	1	1		1
Community Service Officer	0	2	6		6
Civilian Police Investigator	0	1	1		1
Patrol Bureau Technician	0	0	1		1
OPERATIONS					
Lieutenant	3	3	3		3
Sergeant	6	6	6		6
Corporal	8	8	8		8
Police Officer	47	47	47	1	46
ANIMAL CONTROL					
Animal Control Senior Supervisor	0	0	1		1
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	91	97	1	96
SEACOM					
Director	1	1	1		1
Communications Administrator	1	1	0		0
Communications Manager	0	0	1		1
Floor Supervisor	2	2	3		3
Public Safety Dispatcher I/II	20	20	17		17
Call Taker	0	0	2		2
Records Clerk	1	1	1		1
GIS Technician	1	1	1		1
TOTAL SEACOM	26	26	26	0	26



POSITIONS	FY22	FY23	FY24		
	Authorized	Authorized	Authorized	Unfunded	Funded
DEPARTMENT OF PUBLIC WORKS					
ADMINISTRATION					
Director	1	1	1		1
External Operations Manager	1	1	1		1
Internal Operations Manager	1	1	1		1
Capital Imp. & Development Manager	1	1	1		1
PW Administrator	1	1	0		0
Management Analyst I/II	2	2	2		2
Public Works Admin Coordinator	1	1	1		1
Administrative Secretary I/II	2	2	2		2
Customer Service Representative	1	1	1		1
AIRPORT					
Airport Worker	1	1	0		0
Airport Technician	1	1	1		1
ENGINEERING					
Senior Civil Engineer	2	2	2		2
Civil Engineer	2	2	2		2
Engineering Technician	0	1	1		1
Construction Inspector	1	1	1		1
Drafting Technician	2	2	2		2
STREET MAINTENANCE					
Street Maintenance Supervisor	1	1	1		1
Streets Technician I/II	4	5	5		5
Streets Worker	14	14	15		15
SEWER MAINTENANCE					
Water/Sewer Supervisor	1	1	1		1
Water/Sewer Technician I/II	3	3	3		3
Water/Sewer Worker	8	8	8		8



POSITIONS	FY22	FY23	FY24		
	Authorized	Authorized	Authorized	Unfunded	Funded
FACILITIES MAINTENANCE					
Facilities Supervisor	1	1	1		1
Facilities Technician I/II	3	3	4		4
Facilities Worker	2	2	2		2
Aquatics Technician	1	1	0		0
Custodian	6	7	7		7
FLEET MAINTENANCE					
Fleet Supervisor	1	1	1		1
Fleet Service Coordinator	1	1	1		1
Fleet Technician	7	7	7		7
REFUSE OPERATIONS					
Refuse Supervisor	1	1	1		1
Refuse Technician	2	2	1		1
Refuse Worker	14	14	15		15
Compost Technician	1	1	1		1
TRANSIT					
PW Administrator	1	1	0		0
Transit Department Specialist	2	2	1		1
Transit Driver	7	8	8		8
Transit Dispatcher	0	0	0		0
Transit Supervisor	0	0	1		1
Customer Service Representative	0	0	1		1
TOTAL PUBLIC WORKS	101	105	104	0	104
DEPARTMENT OF PARKS, RECREATION, AND LIBRARY					
ADMINISTRATION					
Director	1	1	1		1
Department Specialist	1	1	1		1
Customer Service Representative	2	2	2		2
Digital Media Specialist	1	1	1		1
Management Analyst I/II	1	1	1		1



POSITIONS	FY22	FY23	FY24		
	Authorized	Authorized	Authorized	Unfunded	Funded
MUSEUM					
Museum Curator	1	1	1		1
LEISURE SERVICES					
Leisure Services Manager	1	1	1		1
Recreation Coordinator	3	3	3		3
Customer Services Representative	1	1	1		1
General Laborer	3	3	2		2
AQUATICS					
Recreation Supervisor/Aquatics	1	0	0		0
Recreation Coordinator/Aquatics	1	1	1		1
Customer Service Representative	1	1	1		1
Head Lifeguard	1	1	1		1
SPORTS					
Recreation Supervisor/Sports	1	1	1		1
Recreation Coordinator/Sports	1	1	1		1
Recreation Leader	1	1	1		1
Administrative Secretary	1	1	1		1
CHILD & FAMILY PROGRAM					
Recreation Supervisor	1	1	1		1
Recreation Coordinator	1	1	1		1
Recreation Leader/KW	3	3	3		3



POSITIONS	FY22	FY23	FY24		
	Authorized	Authorized	Authorized	Unfunded	Funded
LIBRARY					
Library Manager	1	1	1		1
Librarian	2	2	3		3
Department Specialist	1	1	1		1
Library Technician	1	1	1		1
Circulation Coordinator	1	1	1		1
Recreation Coordinator/Library	0	0	1		1
Recreation Leader/Library	1	2	0		0
Library Program & Outreach Leader	1	1	2		2
PARK MAINTENANCE					
Park Maintenance Supervisor	1	1	1		1
Park Maintenance Technician	3	3	3		3
Park Maintenance Worker	8	8	9		9
TOTAL DEPARTMENT OF PRL	48	48	49	0	49
TOTAL NUMBER OF POSITIONS	389	403	417	1	416
<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	\$ 47,043,033	\$ 34,855,083	\$ 12,187,950
Special Revenue			
Highway User Revenue Fund	\$ 3,360,709	\$ 1,782,250	\$ 1,578,459
Local Transportation Fund	\$ 1,397,344	\$ 885,365	\$ 511,979
Airport	\$ 1,798,314	\$ 88,715	\$ 1,709,599
Police Special Revenue	\$ 185,000	\$ -	\$ 185,000
Grants	\$ 1,366,068	\$ -	\$ 1,366,068
Criminal Justice Enhancement	\$ 300	\$ -	\$ 300
Donation	\$ 303,022	\$ -	\$ 303,022
Park Development Impact Fee	\$ -	\$ -	\$ -
Library Impact Fee	\$ -	\$ -	\$ -
Police Impact Fee	\$ -	\$ -	\$ -
Transportation Impact Fee	\$ -	\$ -	\$ -
Fire Impact Fee	\$ -	\$ -	\$ -
Metropolitan Planning Org	\$ 1,402,163	\$ 253,963	\$ 1,148,200
SEACOM	\$ 2,383,564	\$ 1,954,950	\$ 428,614
Capital			
Capital Improvement Fund	\$ 60,000	\$ -	\$ 60,000
Debt Service			
Debt Service	\$ 3,241,707	\$ -	\$ 3,241,707
Internal Services			
Health and Accident	\$ 4,434,500	\$ -	\$ 4,434,500
Unemployment	\$ 25,000	\$ -	\$ 25,000
Self Insured Retention	\$ 150,000	\$ -	\$ 150,000
Enterprise			
Sewer	\$ 6,228,821	\$ 1,840,862	\$ 4,387,959
Refuse	\$ 5,167,741	\$ 2,037,745	\$ 3,129,996
Total All Funds	\$ 78,547,286	\$ 43,698,933	\$ 34,848,353



Debt Expenditures

Just like the average household, the City must borrow in order to accomplish goals and provide services, and also needs to maintain a good credit rating. This fiscal year's debt service budget amounts to \$3,912,603 (2.3%) of the total budgetary expenditures. This is a decrease of \$934,292 from FY23.

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 FY23 and the budgeted FY24 principal and interest payments. The payments are broken out by note or bond.

Outstanding Debt:

Estimated Outstanding Debt as of June 30, 2023:	\$ 34,483,298
Estimated Debt Principal Payments in FY24 Budget:	\$ (2,943,515)
Estimated new Debt FY24:	<u>\$ 2,216,268</u>
Estimated Outstanding Debt as of June 30, 2024:	\$ 33,756,051



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 FY24 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	FY23 Total	FY24 Principal	FY24 Interest	FY24 Total
General	1. 2.92%- 6/23	\$ 121,333	\$ -	\$ -	\$ -
General Total		\$ 281,880	\$ -	\$ -	\$ -
HURF	1. 2.92%- 6/23	\$ 44,086	\$ -	\$ -	\$ -
HURF Total		\$ 79,907	\$ -	\$ -	\$ -
Refuse	1. 2.92%- 6/23	\$ 56,673	\$ -	\$ -	\$ -
	2. 4.00%- 6/26	\$ 331,500	\$ 118,515	\$ 4,185	\$ 122,700
Refuse Total		\$ 633,447	\$ 118,515	\$ 4,185	\$ 122,700
Sewer	1. 2.92%- 6/23	\$ 85,627	\$ -	\$ -	\$ -
Sewer Total		\$ 188,544	\$ -	\$ -	\$ -
Grand Total		\$1,183,778	\$ 118,515	\$ 4,185	\$ 122,700



Schedule B – Bonded Indebtedness

Debt in this section is for bonds issued by the City. This debt tends to be more long-term than the lease-purchase debt above. A City can use bonds through several mechanisms. The one currently in use by the City is Municipal Facility Revenue Bonds.

Debt Service Fund

This fund pays for the Series 2019 bonds that financed the Schneider project which included energy savings infrastructure improvements and turfed sports fields and the Series 2022 bonds that are financing the Schneider Phase II project. Schedule B breaks down the FY24 payments comprising the total debt service of the fund \$3,236,707.

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 \$546,696.

Schedule B Bonded Indebtedness					
Fund	Bond Series	FY23 Total	FY24 Principal Payment	FY24 Interest Payment	FY24 Total
SVMPC I&R	2019 MFRBs	\$ 1,403,981	\$ 1,195,000	\$ 208,704	\$ 1,403,704
	2022 MFRBs	\$ 2,220,100	\$ 1,120,000	\$ 713,003	\$ 1,833,003
	Total	\$ 3,624,081	\$ 2,315,000	\$ 921,707	\$ 3,236,707
Sewer	2018 MFRBs	\$ 534,896	\$ 510,000	\$ 36,696	\$ 546,696
Total		\$ 4,158,977	\$ 2,825,000	\$ 958,403	\$ 3,783,403



Expenditure Summary by Fund					
	<u>Subtotal Balance after Capital & Personnel Deducted</u>		<u>Debt Expenditure</u>	<u>Subtotal Balance after Capital, Personnel & Debt Deducted</u>	
General	\$	12,187,950	\$	-	\$ 12,187,950
Special Revenue					
Highway User Revenue Fund	\$	1,578,459	\$	-	\$ 1,578,459
Local Transportation Fund	\$	511,979	\$	-	\$ 511,979
Airport	\$	1,709,599	\$	-	\$ 1,709,599
Police Special Revenue	\$	185,000	\$	-	\$ 185,000
Grants	\$	1,366,068	\$	-	\$ 1,366,068
Criminal Justice Enhancement	\$	300	\$	-	\$ 300
Donation	\$	303,022	\$	-	\$ 303,022
Park Development Impact Fee	\$	-	\$	-	\$ -
Library Impact Fee	\$	-	\$	-	\$ -
Police Impact Fee	\$	-	\$	-	\$ -
Transportation Impact Fee	\$	-	\$	-	\$ -
Fire Impact Fee	\$	-	\$	-	\$ -
Metropolitan Planning Org	\$	1,148,200	\$	-	\$ 1,148,200
SEACOM	\$	428,614	\$	-	\$ 428,614
Capital					
Capital Improvement Fund	\$	60,000	\$	-	\$ 60,000
Debt Service					
Debt Service	\$	3,241,707	\$	3,241,707	\$ -
Internal Services					
Health and Accident	\$	4,434,500	\$	-	\$ 4,434,500
Unemployment	\$	25,000	\$	-	\$ 25,000
Self Insured Retention	\$	150,000	\$	-	\$ 150,000
Enterprise					
Sewer	\$	4,387,959	\$	548,196	\$ 3,839,763
Refuse	\$	3,129,996	\$	122,700	\$ 3,007,296
Total All Funds		\$ 34,848,353		\$ 3,912,603	\$ 30,935,750



Operations and Maintenance Expenditures

Operations and Maintenance (O&M) costs account for \$30,935,750 (18.3%) 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 \$3,812,898 (14.1%) from the FY23 budget.

Below is a summary of O&M Expenditures by department and the difference from the FY23 Budget.

Department	FY22 Budget	FY23 Budget	FY24 Budget	Delta FY23/FY24	% Change
Mayor/Council	\$ 67,383	\$ 67,574	\$ 67,089	\$ (485)	-0.7%
City Manager	\$ 1,616,924	\$ 1,479,746	\$ 1,549,394	\$ 69,648	4.7%
Administrative Services	\$ 1,963,807	\$ 2,272,747	\$ 2,417,258	\$ 144,511	6.4%
Court/Legal	\$ 325,107	\$ 328,407	\$ 207,795	\$ (120,612)	-36.7%
General Government	\$ 5,121,990	\$ 5,176,989	\$ 5,277,988	\$ 100,999	2.0%
Police	\$ 2,046,873	\$ 1,766,953	\$ 1,816,736	\$ 49,783	2.8%
Fire	\$ 539,949	\$ 758,999	\$ 895,657	\$ 136,658	18.0%
SEACOM	\$ 331,537	\$ 450,987	\$ 428,614	\$ (22,373)	-5.0%
Public Works	\$ 10,978,820	\$ 11,755,039	\$ 14,761,267	\$ 3,006,228	25.6%
MPO	\$ 386,487	\$ 409,253	\$ 1,148,200	\$ 738,947	180.6%
Parks, Recreation, & Library	\$ 1,166,344	\$ 1,945,034	\$ 1,834,989	\$ (110,045)	-5.7%
Community Development	\$ 377,012	\$ 711,124	\$ 530,763	\$ (180,361)	-25.4%
Totals	\$ 24,922,233	\$ 27,122,852	\$ 30,935,750	\$ 3,812,898	14.1%

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 FY24 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	\$ 12,187,950	\$ 12,187,950	\$ -
Special Revenue			
Highway User Revenue Fund	\$ 1,578,459	\$ 1,578,459	\$ -
Local Transportation Fund	\$ 511,979	\$ 511,979	\$ -
Airport	\$ 1,709,599	\$ 1,709,599	\$ -
Police Special Revenue	\$ 185,000	\$ 185,000	\$ -
Grants	\$ 1,366,068	\$ 1,366,068	\$ -
Criminal Justice Enhancement	\$ 300	\$ 300	\$ -
Donation	\$ 303,022	\$ 303,022	\$ -
Park Development Impact Fee	\$ -	\$ -	\$ -
Library Impact Fee	\$ -	\$ -	\$ -
Police Impact Fee	\$ -	\$ -	\$ -
Transportation Impact Fee	\$ -	\$ -	\$ -
Fire Impact Fee	\$ -	\$ -	\$ -
Metropolitan Planning Org	\$ 1,148,200	\$ 1,148,200	\$ -
SEACOM	\$ 428,614	\$ 428,614	\$ -
Capital			
Capital Improvement Fund	\$ 60,000	\$ 60,000	\$ -
Debt Service			
Debt Service	\$ -	\$ -	\$ -
Internal Services			
Health and Accident	\$ 4,434,500	\$ 4,434,500	\$ -
Unemployment	\$ 25,000	\$ 25,000	\$ -
Self Insured Retention	\$ 150,000	\$ 150,000	\$ -
Enterprise			
Sewer	\$ 3,839,763	\$ 3,839,763	\$ -
Refuse	\$ 3,007,296	\$ 3,007,296	\$ -
Total All Funds	\$ 30,935,750	\$ 30,935,750	\$ -



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 2022	Budgeted FY 2023	Budgeted FY 2024
General	\$104,014	\$104,014	\$105,812
Sewer	\$13,003	\$13,003	\$13,816
Refuse	\$13,003	\$13,003	\$13,816
Donations	\$4,518	\$4,709	\$800
Total	\$134,538	\$134,729	\$134,244

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 17/18	FY 18/19	FY 19/20	FY 20/21	FY 21/22
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 eighteen goals to help determine the overarching ways in which success can be obtained, along with fifty-eight 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.

On March 1, 2023, City Council initiated the process to create the next two-year Strategic Plan. The new initiatives will be included in the final budget book after adoption.

Major Accomplishments

1. Participated in and signed the first joint Fort Huachuca strategic plan.
2. From May 2020 through July 2022 Council approved the allocation of more than \$475,000 in CDBG-CARES funds to provide emergency small business grant assistance and support various needs in the community through an emergency crisis fund administered by the United Way.
3. Approved the City's second Intergovernmental Service Agreement (IGSA) with Fort Huachuca for fire suppression systems maintenance, upholding its long-standing tradition of support and partnership with Fort Huachuca.
4. Approved the largest commercial annexation in many years along S Highway 92 consisting of nineteen commercially zoned tax parcels totaling 67 acres of land.
5. Approved an Intergovernmental Agreement with Cochise Community College for the College to build a driving track for the First Responders Academy and CDL training on City property, which the City will also be able to use.



6. Agreed to pilot suspending fares at Transit to save money, resulting in an immediate increase in ridership.
7. Adopted revisions that established several new commissions and re-established several previously council-advisory commissions and dissolved most departmental advisory commissions resulting in a major overhaul of City Council’s council-advisory commissions.
8. Supported City policies and practices that led to the Fitch rating agency reestablishing the City's current strong AA- rating.

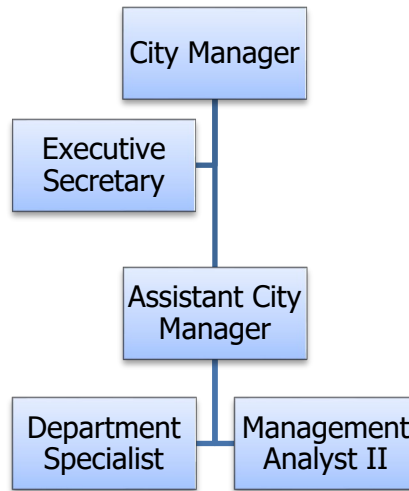
City Council

Expenditures	FY 2022 Budget	FY 2023 Budget	FY 2024 Proposed
Salaries - Part Time	\$ 66,000	\$ 66,000	\$ 66,000
Benefits	1,155	1,155	1,155
Total Personnel	\$ 67,155	\$ 67,155	\$ 67,155
Community Relations	\$ -	\$ -	\$ -
Professional Associations	37,615	37,615	40,039
Travel & Training	22,750	22,750	22,750
Office Supplies	2,500	2,500	3,500
Specialized Supplies	-	-	-
City Council Donations	4,518	4,709	800
Total O&M	\$ 67,383	\$ 67,574	\$ 67,089
Totals	\$ 134,538	\$ 134,729	\$ 134,244

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 FY23 carryover.



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

Vision

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

Expenditure By Fund			
	Budgeted FY 2022	Budgeted FY 2023	Budgeted FY 2024
General	\$739,035	\$790,775	\$787,417
Sewer	\$112,581	\$129,629	\$126,334
Refuse	\$112,581	\$129,629	\$126,334
Total	\$964,197	\$1,050,033	\$1,040,085

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. Started a Technology Committee to strategically plan for the City’s current and future technology needs, and guide acquisition of new technology to enhance services and processes.
2. Formally restarted the process to acquire the 203 acres adjacent to the Sierra Vista Municipal airport to accommodate additional aviation missions compatible with missions on Fort Huachuca, to support Fort Huachuca in housing both DOD and non-DOD missions currently located at Libby Army Airfield, to meet future aviation



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

3. Participated in Fort Huachuca strategic planning for the first time in many years.
4. Directed staff support of Fort Huachuca’s REPI Challenge grant for funding of the Riverstone project design, resulting in the second successful award in two years.

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.



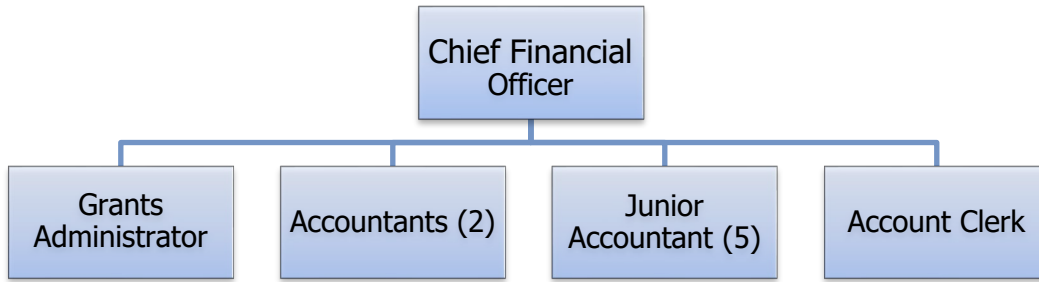
City Manager's Office

Expenditures	FY 2022 Budget	FY 2023 Budget	FY 2024 Proposed
Salaries - Regular	\$ 496,784	\$ 560,993	\$ 582,786
Salaries - Part Time	-	-	-
Benefits	135,027	146,669	143,466
Total Personnel	\$ 631,811	\$ 707,662	\$ 726,252
Professional Services	\$ 299,251	\$ 309,036	\$ 283,000
Office Equipment Maintenance	-	-	-
Printing & Binding	1,250	1,450	1,450
Professional Associations	7,885	8,885	8,885
Travel & Training	16,000	16,000	13,498
Office Supplies	6,000	5,000	6,000
Specialized Supplies	2,000	2,000	1,000
Books & Periodicals	-	-	-
Total O&M	\$ 332,386	\$ 342,371	\$ 313,833
Totals	\$ 964,197	\$ 1,050,033	\$ 1,040,085

Comments

Professional services include USPP administrative support (\$10,000), WaterWise program support (\$46,000), and other lobbying/consulting services (\$60,000 for Triadvocates and \$27,000 for Steptoe & Johnson), \$10,000 for Darling Geomatics for endangered species legal support, \$20,000 for water attorney services, \$60,000 for the BLM MOU Coordinator, and \$50,000 for the City's cash contribution to the SVMPO.

Professional Association memberships include the City's membership with the Sierra Vista Chamber of Commerce, the Hispanic Chamber of Commerce, the Association of Defense Communities, the International City/County Management Association, the Arizona City/County Management Association, Engaging Local Government Leaders, and the City Manager's Rotary Club dues.



Vision

The Finance Division works to ensure the City's financial position is protected.

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.

Expenditure By Fund			
	Budgeted FY 2022	Budgeted FY 2023	Budgeted FY 2024
General	\$823,936	\$976,875	\$975,468
Sewer	\$176,558	\$232,452	\$242,059
Refuse	\$176,558	\$232,452	\$242,059
Total	\$1,177,052	\$1,441,779	\$1,459,586

City Council Strategic Plan Initiatives

- 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, 2021 Annual Comprehensive Financial Report (ACFR), for the thirty-fourth consecutive year and submitted for the 2022 ACFR.

Goals

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

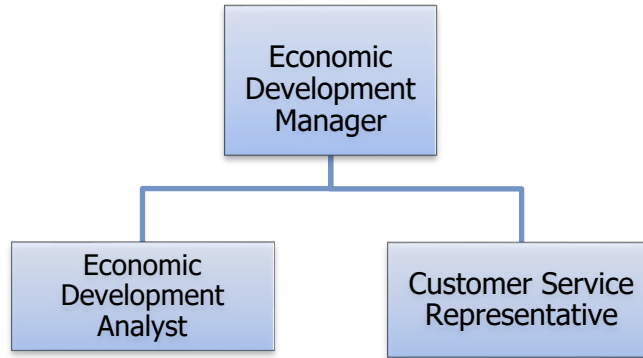
Finance

Expenditures	FY 2022 Budget	FY 2023 Budget	FY 2024 Proposed
Salaries - Regular	\$ 604,973	\$ 678,230	\$ 724,481
Salaries - Part Time	35,125	69,106	69,106
Benefits	181,444	215,933	227,889
Total Personnel	\$ 821,542	\$ 963,269	\$ 1,021,476
Professional Services	\$ 190,760	\$ 318,760	\$ 278,360
Printing & Binding	1,500	500	500
Professional Associations	1,425	1,425	1,425
Travel & Training	9,425	9,425	9,425
Office Supplies	10,000	10,000	10,000
Specialized Equipment	8,000	4,000	4,000
Software	18,900	18,900	18,900
Books & Periodicals	500	500	500
Bank Fees	115,000	115,000	115,000
Total O&M	\$ 355,510	\$ 478,510	\$ 438,110
Totals	\$ 1,177,052	\$ 1,441,779	\$ 1,459,586



Comments

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



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 2022	Budgeted FY 2023	Budgeted FY 2024
General	\$419,215	\$420,749	\$625,278
Grants	\$480,700	\$10,159,500	\$352,000
Total	\$899,915	\$10,580,249	\$977,278

Description

The Economic Development Division was created in FY14 as a result of the City Council’s adoption of a community-based economic development framework, the Plan for Prosperity. The plan was created to identify a strategy for enhancing the City’s role in growing and diversifying the local economy. In 2018, 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-pronged approach to economic development providing strategies for attraction, retention and expansion and diversification of business as well as growing the community's own businesses through programs that support and enhance entrepreneurship. Additionally, cooperation amongst tourism, parks and recreation, and community



development strive to increase the quality of life in support of future and current development. Aviation and aerospace, healthcare, and trade with Mexico are still targeted sectors, attraction efforts primarily on development of the municipal airport.

2. Using the completed Airport Study from April 2018, efforts in economic development have continued with site preparation and the installation of the new airport sign. Work with the forest service and private investment continues while remaining in sync with the Team Huachuca goals found in the May 1st 2023 strategic objectives. Additional efforts have begun to acquire additional land from the Army as well as pursue grants to enable the completion of key infrastructure supporting the airport development. Work will continue with the Libby Army Airfield staff to ensure that a compatible tenant will be found to both maximize the municipal airport while also not impeding Fort Huachuca’s training and testing mission.
3. Tourism, to include sports tourism remains a key complimentary element to Economic Development supporting revenue creation, additional business for our local hospitality firms as well as exposing a wide range of people to the extraordinary community of Sierra Vista. Collectively staff will leverage the successes of the previous fiscal years in tournaments and unique events such as the El Tour de Zona and it is second successful year for an even larger economic impact in the future.

Utilizing the Team Huachuca Strategic Plan’s four lines of effort as the framework for support of Fort Huachuca, economic development will leverage relationships and partnerships with the H50 and Cochise County. The city remains engaged in retaining missions while also looking to directly and indirectly support the growth of key missions such as the LT John R. Fox range development. Economic Development will not happen without partnerships across the city staff and with our regional, state, and national partners so that remains a key focus area.

City Council Strategic Plan Initiatives
<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. Broadened the marketing reach of Sierra Vista in new and unique ways to highlight the business opportunity of relocating business to our city. This effort included print, digital, and a coordinated effort on LinkedIn.
2. Increased our partnerships and activity with those partners to include business growth opportunities within the city such as the University of Arizona Center for Innovation, the Moonshot pitch competition in June 2023, and business walks with the SBDC. Other a key partnership effort included bringing County Health and city staff to a Consolidated business engagement event to answer questions and resolve business owner challenges.
3. Brought the economic development commission online and engaged them in supporting the incubator businesses and business recognition for our small, veteran, women, and minority owned businesses. The commission will select those businesses and assist the council in honoring our unique small business owners.
4. Partnered and support key property acquisition on Garden Ave. Setting conditions for a revitalized business area on the West End.
5. Nominated the previous Mayor for the national Defense Community Champion raising the awareness of the partnership between the city and Fort Huachuca.
6. Economic Dev Management Analyst/Business liaison completed the International Economic Development Council’s Entrepreneurship Development Professional certification.

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, ACA, and the SBDC.



Economic Development Department

<p>Retain and grow the City’s existing economic cluster industries.</p>	<ul style="list-style-type: none"> • Continue and expand the efforts of the Ombudsman with a formal business retention program.
<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

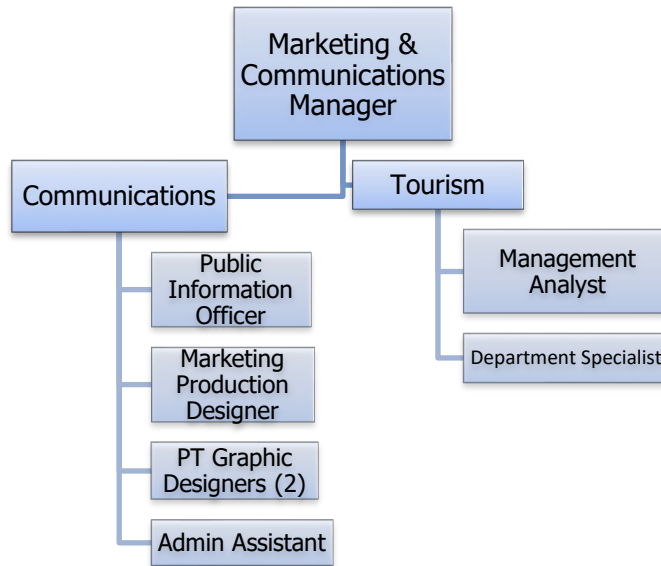
Expenditures	FY 2022 Budget	FY 2023 Budget	FY 2024 Proposed
Salaries - Regular	\$ 203,193	\$ 207,151	\$ 362,081
Benefits	48,884	42,753	94,756
Total Personnel	\$ 252,077	\$ 249,904	\$ 456,837
Professional Services	\$ 468,700	\$ 159,500	\$ 32,000
Economic Development	102,850	111,850	120,000
Land & Building Rental	-	-	-
Advertising	27,658	27,000	22,000
Printing & Binding	4,400	1,000	1,000
Professional Associations	4,130	4,595	4,041
Travel & Training	38,700	25,000	20,000
Office Supplies	1,000	1,000	321,000
Books & Periodicals	400	400	400
Total O&M	\$ 647,838	\$ 330,345	\$ 520,441
Infrastructure	\$ -	\$ 10,000,000	\$ -
Total Capital	\$ -	\$ 10,000,000	\$ -
Totals	\$ 899,915	\$ 10,580,249	\$ 977,278

Comments

In FY 2022-23, Tourism Marketing and Visitor Center operations were included in the Marketing and Communications division. In FY24, these functions will be moved under Economic Development. Until the Tourism account has been created, the personnel and O&M increase in the chart above largely reflects the transition.



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; 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 2022	Budgeted FY 2023	Budgeted FY 2024
General	\$751,155	\$801,974	\$661,480
Grants	\$0	\$24,460	\$0
Sewer	\$37,215	\$41,861	\$35,184
Refuse	\$7,443	\$8,372	\$7,037
Donations	\$285	\$285	\$285
Total	\$796,098	\$876,952	\$703,986

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, promotions, graphic design, and copywriting. The division develops, manages, and utilizes marketing communications tools such as print collateral, social media, digital assets, broadcast media, and the municipal website.



City Council Strategic Plan Initiatives

- 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. Created and produced comprehensive promotional and marketing materials for all other City divisions and departments, including but not limited to: Animal Control, the City Manager's Office, Aquatics (The Cove), Community Development, Economic Development, Library & Cultural Events, Finance, Fire & Medical Services, Henry F. Hauser Museum, Parks & Recreation, Police, Public Works, and Vista Transit. Work includes copy writing, creative development and direction, graphic design, production management, social media, website content and management, strategic planning, and other related tasks.
3. Produced four issues of *Vistas*, the City's printed newsletter, which is distributed via U.S. Mail to every Sierra Vista addresses (by Zip code), including Fort Huachuca. Additional copies are made available in City buildings and on Post, as well as digitally on the municipal website.



4. Provided advertising direction and creative, as well as editorial content, for the Economic Development division to increase awareness of Sierra Vista as a potential location for business relocation and expansion, focusing on lifestyle amenities, work-from-home potential, and business opportunities.
5. Launched a Shop Local campaign, which includes posters, social media posts, *Vistas* content, street pole banners, and radio ads. The radio ads will run through October 2023 and offer local businesses partnership opportunities via an affordable companion radio spot embedded in the City's overarching message.
6. Conducted local recruiting campaigns for Vista Transit drivers and SEACOM dispatch positions.
7. Conducted aggressive recruiting campaign for SVPD, which includes digital ads, videos, website content, and print collateral. Geographic targets included regional as well as the Los Angeles, CA area. Psychographic and social mirroring tactics were also employed, resulting in a nationwide campaign, earning more than half a million impressions, approximately 2,400 site conversions, and a click thru rate of approximately 0.17%, far exceeding the national average.
8. 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.
9. Leveraged partnership with many tourism partners, including neighboring communities, Cochise County Tourism and Economic Council, Arizona Office of Tourism, Arizona Trail Association, and others.
10. Worked with City departments to facilitate more involvement in generating social media content and continued to grow audience on social media platforms. To facilitate growing social media demand, additional departmental contributors were added, via Hootsuite, enabling Animal Control; Library; Culture; Museum; Police; Fire & Medical Services; and Parks, Recreation, & Special Events personnel the opportunity to directly create social media content for their department/division-specific pages.
11. Maintained consistent social media efforts for the municipal Facebook and Instagram accounts. The municipal Facebook page is now followed by more than 17,000 people; the Police, Fire, and EMS page is now followed by about 11,000 people; the Library, Recreation, and Cultural Services page is now followed by about 5,400 people; and the Visita Sierra Vista page is now followed by about 20,000 people. The newly formed Parks, Recreation, and Special Events page is followed by about 1,800 people and the new Nancy J. Brua Animal Care Center page is followed by more than 1,345 people. The Visit Sierra Vista page is now followed by 20,800 people. The City's Instagram account has more than 2,900 followers; a Visit Sierra Vista Instagram account was launched in October 2019 and currently has more than 800 followers. The City's Twitter account has 3,033 followers.
12. Increased production of video content and provided videos for nearly all City departments, including Animal Control, City Manager's Office, City Council,



Library, Henry F. Hauser Museum, Police, Sports, Parks & Rec, Tourism, Leisure, and others.

13. Produced four podcast episodes, including an update on the Better Bucks program, delving into the Better Work program; an update on the energy initiative project; a segment with Bryan Mills, who retired from the Parks Department after working with the City for 22 years; and an episode highlighting the Henry F. Hauser’s summer museum program, Jurassic Wonders.
14. Expanded use of EngageSierraVista.gov website, which was launched in September 2020. Consistently updated and expanded project postings.
15. Launched redeveloped municipal website, SierraVistaAZ.gov, which includes the visitor website, VisitSierraVista.com, as a microsite to reduce double-entry for events and related content and reduce need for technical support.
16. Partnered with the Arizona Trail Association to develop and install an informational kiosk at Garden Canyon Park, adjacent to the planned Roadrunner Park. The kiosk includes trail information, local history, and information about hummingbirds found locally.
17. Using grant funds awarded by Arizona Office of Tourism, launched a digital visitor guide, called the “Sierra Vista Adventure Guide.” The guide includes attractions, dining and lodging information, maps, three audio walking tours, and user planning tools. Print and digital ads, as well as the visitor website, point users to the download.
18. Produced an attractions map, called the “Adventure Map,” which highlights the top attractions near Sierra Vista. This oversized brochure replaces a 32-page booklet, both saving taxpayer dollars and delivering information to users in a more condensed format, mirroring current information consumption trends.
19. Proactively promoted major City events to increase attendance and state-wide awareness. Far-reaching campaigns included the Wine, Beer & Spirits Festival; Summit Challenge; Winter Magic; and Oktoberfest. Regional campaigns included Tsunami Night, Celebrating Animals, and Fourth of July Celebration, and others.
20. Designed and produced street pole banners for West Fry Boulevard and North Garden Avenue. Banners are designed to be replaced seasonally and to support major community events as well as to encourage local shopping.

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



Marketing & Communications Division

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
Develop a Communications Plan	<ul style="list-style-type: none"> • Conducted community and stakeholder surveys, completed SWOT analysis, developed plan based on research results.

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 19/20	FY 20/21	FY 21/22	FY 22/23
Total page views, SierraVistaAZ.gov ^a	956,968	744,334 ^c	1,042,809	
Change in B-roll quantity			+18.19%	+20%
Expand event marketing ^c		\$24,300	\$37,000	\$33,624
EngageSierraVista registered users		0	507	586

<i>Tourism</i>	FY 19/20	FY 20/21	FY 21/22	FY 22/23
Total Page Views, VisitSierraVista.com ^a	1,696	1,546	127,630	
Total Hospitality Tax Revenue ^b : Tourism Investment	51.31 : 1	30 : 1	10.76 : 1	54/67 : 1
Extended Stay Tax Revenue ^b	\$1,099,753	\$1,700,237	\$1,183,591	\$1,346,523
Restaurant & Bar Tax Revenue ^b	\$2,422,633	\$2,451,519	\$2,786,998	\$2,850,328

a) For the period May 1-April 30. Analytics data is unavailable for FY22-23 due to and update in the Google Analytics tool.

b) For the period April 1-March 30.

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

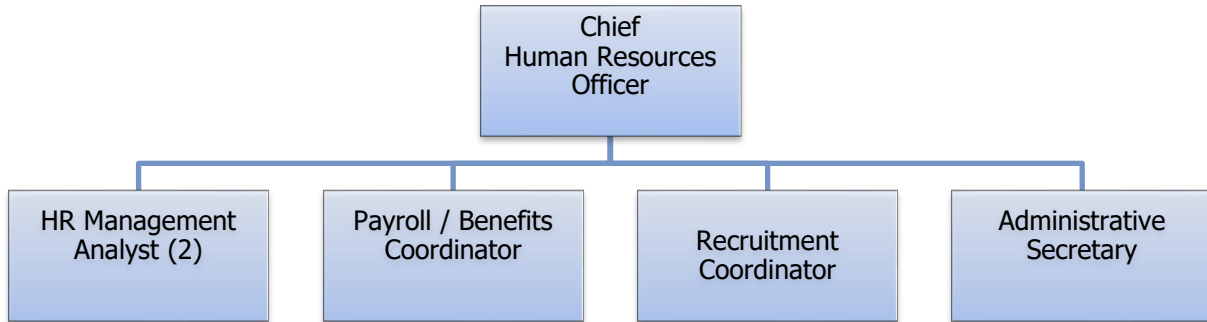


Marketing & Communications/Tourism

Expenditures	FY 2022 Budget	FY 2023 Budget	FY 2024 Proposed
Salaries - Regular	\$ 318,301	\$ 351,183	\$ 249,391
Salaries - Part Time	73,225	75,500	75,500
Benefits	123,382	121,749	102,085
Total Personnel	\$ 514,908	\$ 548,432	\$ 426,976
Professional Services	\$ 66,100	\$ 21,787	\$ 2,715
Office Equipment Maintenance	-	-	1,500
Advertising	109,280	185,300	175,000
Printing & Binding	50,200	50,638	43,600
Professional Associations	21,150	36,150	35,400
Travel & Training	11,400	3,150	4,050
Office Supplies	600	650	885
Specialized Supplies	17,735	26,185	9,150
Event Supplies	4,450	4,350	4,350
Books & Periodicals	275	310	360
Total O&M	\$ 281,190	\$ 328,520	\$ 277,010
Totals	\$ 796,098	\$ 876,952	\$ 703,986

Comments

In FY 2022-23, the division included Tourism Marketing and Visitor Center operations. These functions will be moved under the Economic Development division beginning in FY2023-24. The Tourism Marketing program includes marketing and communications strategies that encourage visitation and overnight hotel stays to increase tax revenue. Tourism marketing efforts also play an important role in business and personnel attraction by increasing awareness of Sierra Vista and the lifestyle enjoyed here.



Expenditure By Fund			
	Budgeted FY 2022	Budgeted FY 2023	Budgeted FY 2024
General	\$1,065,825	\$1,094,106	\$1,194,453
Sewer	\$139,478	\$140,730	\$149,306
Refuse	\$139,478	\$140,730	\$149,306
Total	\$1,344,781	\$1,375,566	\$1,493,065

Principles for Human Resources Management

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

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

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

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

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

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



Human Resources Division

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

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

Description

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

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

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



Major Accomplishments

1. The 2022 Annual Service Awards Luncheon was held on March 9, 2023. Fifty-five employees were recognized for their 3, 5, 10, 15, 20, and 25 years of service. These employees represent a combined total of 474 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 offers 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. Fifty-five 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. Seventy employees participated.
 - Vaccination Clinic - for influenza. There was a total of 101 vaccinations given.
 - Mammogram Screenings - 48 employees participated.
 - Skin Cancer Screenings - scheduled for June 2023.
 - Wondr Weight Loss Program - is a digital weight loss program that teaches science-based skills to help you enjoy food more, lose weight, sleep better to help move you toward your best self. Twenty-five employees participated.
4. Four employees participated in the City’s Education Assistance Program.

Goals

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



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

Performance Measures

	FY 19/20	FY 20/21	FY 21/22	FY 22/23
Average days to fill Full-time Position	90	68	107	92
Number of Full Time Positions Filled	77	63	63	78
Number of Part Time Positions Filled	60	21	56	57
Number of Internal FT Job Recruitments	27	22	11	14
Number of External FT Job Recruitments	37	28	32	38
Number of Applications Processed	2190	1286	1450	1832
Percentage of minority applicants	40%	43%	38%	39%
Percentage of minority offered Full Time positions	16%	27%	22%	24%
Employee Full Time Turnover Rate	13.04%	10.32%	15.05%	24.42%
*Without Retirements	11.88%	8.03%	11.42%	20.59%
Employee Part Time Turnover Rate	58.94%	49.44%	51.57%	65.44%
Number of Volunteers	528	243	219	261
Number of Volunteer Hours	17,362	10,205	12,344	13,176
Value of Volunteer Services	\$428,668*	\$291,251*	\$369,703*	\$418,997

* Updated volunteer in kind rate to \$31.80 per the BLS.



Human Resources

Expenditures	FY 2022 Budget	FY 2023 Budget	FY 2024 Proposed
Salaries - Regular	\$ 368,367	\$ 409,101	\$ 481,461
Salaries - Part-Time	39,059	40,295	40,295
Benefits	725,654	728,591	750,348
Employee Programs	63,910	66,018	67,900
Total Personnel	\$ 1,196,990	\$ 1,244,005	\$ 1,340,004
Professional Services	\$ 116,730	\$ 100,000	\$ 120,000
Office Equipment Maintenance	-	-	-
Insurance	9,700	9,700	9,700
Advertising	1,000	1,000	1,000
Printing & Binding	1,000	500	500
Professional Associations	3,061	3,061	3,061
Travel & Training	10,800	10,800	10,800
Office Supplies	3,000	4,000	5,000
Specialized Supplies	2,500	2,500	3,000
Books & Periodicals	-	-	-
Total O&M	\$ 147,791	\$ 131,561	\$ 153,061
Totals	\$ 1,344,781	\$ 1,375,566	\$ 1,493,065

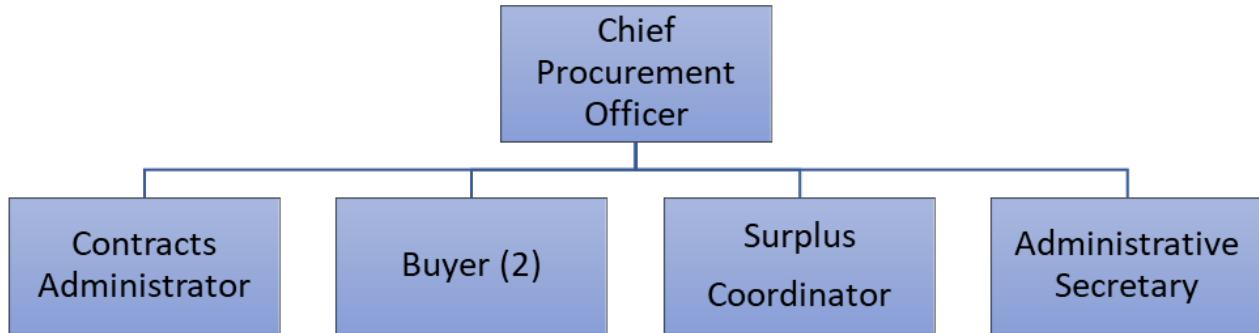
Comments

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

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

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

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



Vision

The vision of the Procurement Division for the City of Sierra Vista is to deliver quality goods 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 2022	Budgeted FY 2023	Budgeted FY 2024
General	\$280,055	\$306,967	\$348,388
Sewer	\$54,455	\$59,688	\$67,741
Refuse	\$54,455	\$59,688	\$67,741
Total	\$388,965	\$426,343	\$483,870

Mission Statement

The Procurement Division is committed to continuously improve by promoting the use of technology and e-procurement solutions in order to maximize transparency and available resources to ensure that the needs of customers will be met while upholding high ethical standards personally, professionally, and organizationally.

Description

The Procurement Division of the City of Sierra Vista is an internal service delivery unit. The division is responsible for material/service/real property acquisition, inventory management, and property disposal. In addition, the unit is the primary administrative contact point for the City with regards to services, construction projects, purchasing agreements, consulting agreements, contracts, and intergovernmental agreements.

City Council Strategic Plan Initiatives
The Procurement Division works in support of all departments/divisions in their pursuit to achieve their strategic plan initiatives by providing acquisition strategies which save taxpayer dollars and assist in the balancing of the City budget.



Major Accomplishments

1. Conducted four (4) sessions of staff training in Procurement Basics, Policy, and P-cards. A total of 17 staff, including SEACOM attended.
2. Awarded our first Intergovernmental Support Agreement (IGSA) with Fort Huachuca using a third-party vendor. Upon approval of the fire suppression systems IGSA, Fort Huachuca has asked us for other third - party services that we are currently working on.
3. Procured the largest number of capital improvement projects in one fiscal year in City history.

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

Performance Measurements

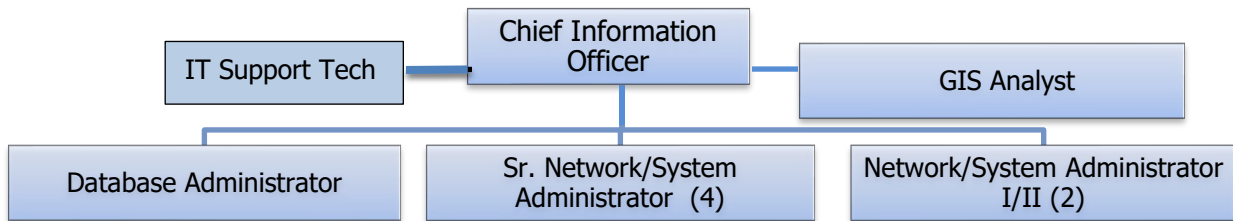
Performance Measures	FY 19/20	FY 20/21	FY 21/22	FY22/23
Percentage of total dollars spent within Cochise County:	17%	22%	33%	21%
Percentage of total dollars spent with Sierra Vista businesses:	6%	13%	22%	12%
Percentage of dollars spent with Arizona businesses for purchases less than \$50,000.00:	55%	56%	51%	50%
Surplus auction revenue:	\$61,440	\$131,696	\$163,488	\$79,556*
Purchasing Card Program Usage	\$3.3M	\$2.53M	\$2.56M	\$3.2M*

*July 1, 2022 to May 18, 2023



Procurement

Expenditures	FY 2022 Budget	FY 2023 Budget	FY 2024 Proposed
Salaries - Regular	\$ 271,814	\$ 302,835	\$ 351,165
Salaries - Part-Time	\$ 13,902	\$ 13,902	\$ 13,902
Benefits	89,289	95,246	103,893
Total Personnel	\$ 375,005	\$ 411,983	\$ 468,960
Office Equipment Maintenance	\$ -	\$ -	\$ -
Printing & Binding	500	500	500
Professional Associations	1,735	2,760	2,635
Travel & Training	10,000	9,600	9,900
Office Supplies	1,250	1,000	1,250
Specialized Supplies	275	300	425
Books & Periodicals	200	200	200
Total O&M	\$ 13,960	\$ 14,360	\$ 14,910
Totals	\$ 388,965	\$ 426,343	\$ 483,870



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 2022	Budgeted FY 2023	Budgeted FY 2024
General	\$2,597,890	\$3,076,242	\$2,840,176
HURF	\$0	\$0	\$0
Sewer	\$263,399	\$307,940	\$328,250
Refuse	\$263,399	\$307,940	\$328,250
Total	\$3,124,688	\$3,692,122	\$3,496,676

Mission Statement

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

Description

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

1. **E-Services**

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

2. **Application Management and Support**

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



3. End User Support Services

These services support the customers that use the technology systems provided by the division. They include technical training, technical support services, and helpdesk assistance. IT continues to streamline internal processes and support to continue providing outstanding service amid shrinking budgets and increasing demands. Investing in and deploying easy-to-use technology is not only beneficial to the user; it is ultimately valuable to IT.

4. Network Infrastructure Services & Support

These services implement upgrade and support the infrastructure necessary to deploy, operate, and maintain the organization's communications and information systems. The tasks performed include design, ordering, installation, configuration, deployment, ongoing maintenance, and repair, as well as providing adequate procedures to ensure the City's technical infrastructure is secure and remains centralized. IT will continue to focus on securing technology services to protect against cyber threats, which are increasing in scope and frequency, as well as, augmenting our datacenter security posture in the event of cyberattacks.

5. Business Integration & Enterprise Support

These services support the operations of the department, implementation of the new organizational structure, service delivery approach and the automated systems that facilitate the flow of information within the organization. In addition, these services focus on the long-term sustainability of existing systems.

City Council Strategic Plan Initiatives
The Information Technology Division was not assigned any City Council strategic plan initiatives from the current plan but continues to assist all city departments to improve efficiencies and enhance the business process.

Major Accomplishments

1. Continuing with promoting technology to improve municipal services to the community, IT coordinated and managed the upgrade of the City Manager Conference Room, the new equipment meets current industry standards for providing virtual meetings, collaboration, and mobility requirements. The new features allow users to connect with other agencies virtually anywhere in AZ and beyond. IT also setup a portable audio system for Leisure to use at community events, this system was used at the Ice Rink event and will be used at future events. Additionally, we upgraded the Cove sound system with a new amp, this allowed the staff to operate with greater efficiency.
2. Coordinated with the PD to upgrade and modernize their video surveillance system. This new system added additional capabilities and cameras. Furthermore, the new system is expected to allow connectivity to other security cameras throughout the city and additional agencies. allowing PD to run reports without



Information Technology Division

the assistance of IT. This will be a major addition to the new Real Time Crime Center.

3. Installed new high speed wireless radio links at the new EMS 4 station, to establish network connectivity to the datacenter. This link provides higher speeds and saves the city monthly charges by not using a carrier. Upgraded Wi-Fi access points at library and other city locations to Wi-Fi 6 capability. Replaced Wireless Access Point Controller.
4. Continued with required upgrades to the City's ERP Financial system, to include Munis, TCM, Cashiering, HUB, and the Customer Service Portal (CSS). The CSS portal now allows for online inspections. Lastly, the Business License Renewal form was redesigned.
5. Collaborated with PD to complete the AZ-Tracs software implementation. This software is used by the PD for E-citations. Configured PD-VPN access to use Duo MFA, ensuring MDC connection stay secure. Upgraded Vu-Vault video server with a new operating system and database application, this system is used for in car videos at PD.
6. Partnered with Leisure to replace old payment processor to a new system offered by Rectrac. This system allows for an easier payment process for the customers and can take different pay types such as Apple Pay.
7. Upgrading City GIS system to a new server and adding additional features to give it a more modern look. Furthermore, we established a sync service to import county data into our system. Additionally, a service to push data to our web GIS platform was setup in order to provide data to the public via online portal. Currently working with several city departments to add additional features and layers.
8. Implemented a new patron VDI terminal system at the library to replace the old outdated, end of life one. This involved upgrading all terminals to Windows 11 and the latest Office suite. Additionally, The Envisionware Reservation system was also upgraded, to work with the new VDI system.
9. Upgraded the design and look of our current SharePoint, to a more modern landing page. Additionally, redesigned all site and SV Hub templates to allow for simpler use by the employees, as well as making it easier for IT to make changes to design templates. Furthermore, we created a SharePoint development site to utilize as a test site, when adding new apps or making changes our SharePoint environment.



Information Technology Division

10. Worked with Transit on implementing and installing new texting app so that Transit can use to text riders. This app is currently deployed and in use. In addition, IT worked on the implementation of EyeRide, an application that includes cameras and GPS capabilities for both Transit and Refuse.
11. We continue to work with the City Streets division to implement the new traffic signal system. All intersections have been upgraded with new modem hardware that allows for a more robust connection back to the application server.
12. Continued our partnership with the University of AZ to successfully implement and run a Cyber Security campaign, this effort affords U of A Cyber students real world hacker opportunities by using city employees as potential targets. Students then pretend to be hackers attempting to access and infiltrate the city network and physical security. This initiative continues to receive enthusiastic reviews from Cyber officials at other cities and state level. We look forward to continuing this partnership, as it provides both the city and U of A invaluable information and feedback.
13. Installed security cameras at several locations throughout the city to enhance physical security. Additionally, we partnered with SVUSD to allow PD to view all their security cameras throughout the school district. Officer's use either a URL or App to login and view the cameras at these school locations. This ability is vital in case an incident arises at any one of the schools.
14. Continuing with our goal of providing more services for citizens, IT partnered with the library to install a Library Book Kiosk at the Sierra Vista Mall. This kiosk is tied to the library network and allows citizens to check out books without having to visit the library.
15. IT continues to be committed to maintaining, improving, and enhancing the City's Cyber Security portfolio. We constantly monitor for risk of nefarious threats and network vulnerabilities by utilizing both modern software and hardware solutions. Furthermore, we provide constant education to our employees, thereby maintaining alertness regarding our IT infrastructure and how to recognize potential threats. In addition to our current bundle of cyber security applications, we have partnered with the state of AZ to receive real time threat information via a social media application called Slack. Many public agencies are members of this group, which contains invaluable threat information that is disseminated to members daily.



Goals

Goals	Objectives
<p>Provide citizens with increased services for transparency and access to more information while promoting efficient service delivery and remaining cost-effective.</p>	<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.
<p>Continue promoting technology and innovative solutions that encourage citizen engagement and improve municipal services to the community, while maintaining a secure, modernized, and sustainable IT infrastructure.</p>	<ul style="list-style-type: none"> • Partner with City departments to offer more online services and/or Web portals facilitating citizen/employee interaction with City Hall. • Work with departments to evaluate, manage and implement computing technologies to improve service offerings and minimize costs. •
<p>Realize the City’s goals/objectives through the use of prevailing technology. Seek new technology and apply where it is cost efficient.</p>	<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. • Use the Tech Committee to make informed decisions and evaluate Technology to determine the needs of the city.
<p>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.</p>	<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.



Information Technology Division

<p>Pursue the feasibility of collaborating with other government agencies to improve efficiencies and technologies and remain cost effective.</p>	<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.
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Performance Measures

	FY18/19	FY19/20	FY20/21	FY21/22	FY22/23
Work Orders Processed:					
Emergency/High in nature	522	585	451	272	293
Above routine/routine in nature	3001	3509	4059	4430	4325
Other requests not high in nature nor routine	127	142	119	129	112

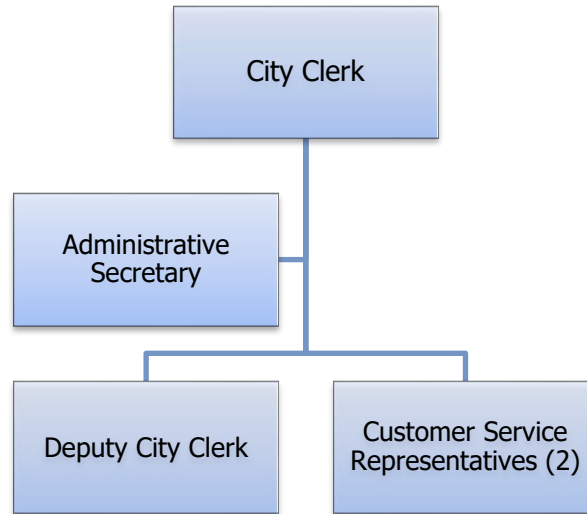


Information Technology

Expenditures	FY 2022 Budget	FY 2023 Budget	FY 2024 Proposed
Salaries - Regular	\$ 735,139	\$ 863,682	\$ 894,863
Salaries - Overtime	2,000	2,000	2,000
Salaries - Part Time			-
Benefits	222,878	253,699	260,641
Total Personnel	\$ 960,017	\$ 1,119,381	\$ 1,157,504
Professional Services	\$ 76,000	\$ 90,020	\$ 84,000
Office Equipment Maintenance	1,014,826	1,179,926	1,297,676
Professional Associations	400	400	-
Travel & Training	24,000	24,000	28,000
Telephone	390,000	375,000	350,000
Office Supplies	9,200	9,200	9,200
Specialized Supplies	110,100	222,500	201,200
Software	49,095	79,645	154,576
Books & Periodicals	350	350	350
Total O&M	\$ 1,673,971	\$ 1,981,041	\$ 2,125,002
Infrastructure	\$ -	\$ -	\$ -
Machinery & Equipment	490,700	591,700	214,170
Total Capital	\$ 490,700	\$ 591,700	\$ 214,170
Totals	\$ 3,124,688	\$ 3,692,122	\$ 3,496,676

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 2022	Budgeted FY 2023	Budgeted FY 2024
General	\$456,177	\$506,108	\$491,366
Sewer	\$9,811	\$10,609	\$10,643
Refuse	\$24,525	\$27,195	\$26,605
Total	\$490,513	\$543,912	\$528,614

Mission Statement

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

Description

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

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



Major Accomplishments

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

Goals

Goals	Objectives
Records Management.	<ul style="list-style-type: none"> • Continue Development of a City-wide record management policy. • Continue expansion of document imaging program, utilizing the Tyler Content Management Program, to other departments in City Hall while evaluating other departments for future implementation. • 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 Safety Program under the the ADOSH Public Entity Partnership Program
Continue improving the level of customer service provided by the department in all aspects of our duties.	<ul style="list-style-type: none"> • Continue to provide training opportunities for staff to improve the level of services provided. • Work with various departments to obtain input and suggestions regarding procedures to ensure we achieve the highest level of service possible.



Performance Measurements

	FY17/18	FY18/19	FY19/20	FY21/22	FY22/23
New Business Licenses Issued	333	226	264	338	321
Liquor Licenses Issued	54	43	27	73	57
Number of Requests for Documents	431	536	458	581	377
Claims or Potential Claims by or against the City	83	79	68	72	80
Vehicle Accident Review Board Cases	40	45	40	50	43

City Clerk

Expenditures	FY 2022 Budget	FY 2023 Budget	FY 2024 Proposed
Salaries - Regular	\$ 271,130	\$ 301,431	\$ 307,271
Salaries - Part Time	-	-	-
Benefits	91,298	96,696	97,058
Total Personnel	\$ 362,428	\$ 398,127	\$ 404,329
Professional Services	\$ 57,500	\$ 87,500	\$ 72,500
Postage	25,000	25,000	25,000
Advertising	20,000	15,000	13,000
Printing & Binding	4,500	3,000	1,500
Professional Associations	2,085	1,085	1,085
Travel & Training	5,000	2,700	2,700
Office Supplies	6,500	4,000	4,000
Books & Periodicals	7,500	7,500	4,500
Total O&M	\$ 128,085	\$ 145,785	\$ 124,285
Totals	\$ 490,513	\$ 543,912	\$ 528,614

Comments

Professional Services does not include the Bi-Annual Election Costs, FY24 is not an election year.



City Attorney

Description

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

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

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

Expenditure by Fund			
	Budget FY 2022	Budget FY 2023	Budget FY 2024
General	\$481,580	\$574,851	\$469,404
Judicial	\$300	\$300	\$300
Total	\$481,880	\$575,151	\$469,704

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 2022 Budget	FY 2023 Budget	FY 2024 Proposed
Salaries - Regular	\$ 112,500	\$ 143,773	\$ 147,954
Salaries - Part Time	3,000	52,500	62,500
Benefits	41,273	50,471	51,455
Total Personnel	\$ 156,773	\$ 246,744	\$ 261,909
Professional Services	\$ 325,107	\$ 325,107	\$ 206,295
Professional Associations	-	1,000	-
Travel & Training	-	2,300	1,500
Total O&M	\$ 325,107	\$ 328,407	\$ 207,795
Totals	\$ 481,880	\$ 575,151	\$ 469,704

Comments

The amount for the court IGA is budgeted in Legal Professional Services. The cost for municipal court services for FY2023-2024 is \$205,995.



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 2022 Budget	FY 2023 Budget	FY 2024 Proposed
Bond Principal	\$ 2,423,000	\$ 2,423,000	\$ 2,315,000
Bond Interest	278,373	278,373	921,707
Fiscal Agent Fees	2,500	2,500	7,500
Bond Issuance Costs			-
Other Debt Principal	1,647,038	1,647,038	628,515
Other Debt Interest	98,280	98,280	39,881
Total Debt	\$ 4,449,191	\$ 4,449,191	\$ 3,912,603

Description - General Government

Expenditure By Fund			
	Budget FY 2022	Budget FY 2023	Budget FY 2024
General	\$428,240	\$476,866	\$513,366
Sewer	\$53,700	\$56,249	\$62,049
Refuse	\$53,700	\$56,249	\$62,049
HURF	\$26,850	\$28,125	\$31,024
H&A	\$4,434,500	\$4,434,500	\$4,434,500
Unemployment	\$25,000	\$25,000	\$25,000
Self-Insurance	\$100,000	\$100,000	\$150,000
Total	\$5,121,990	\$5,176,989	\$5,277,988



General Government

Expenditures	FY 2022 Budget	FY 2023 Budget	FY 2024 Proposed
Benefits	\$ -	\$ -	\$ -
Total Personnel	\$ -	\$ -	\$ -
Professional Services	\$ 74,500	\$ 74,500	\$ 74,500
Insurance	599,990	694,989	805,488
Postage	-	-	3,000
Advertising	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	10,000	10,000
Self Insured Retention	25,000	25,000	25,000
Total O&M	\$ 5,121,990	\$ 5,176,989	\$ 5,277,988
Totals	\$ 5,121,990	\$ 5,176,989	\$ 5,277,988

Comments

The General Government budget includes costs that are shared across departments and funds. The Benefits account, including retired employee benefits, has been moved to the Human Resources budget. The Health and Accident Insurance, Unemployment Insurance, and Self-Insured Retention accounts represent the City’s three internal service funds.



Vision

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

Mission Statement

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

Description

The Sierra Vista Police Department is committed to providing the best possible service to the community. The Department consists of two divisions: Administrative Services and Police Operations. The Administrative Services Division consists of the Administrative Support Bureau (Records and Animal Control Sections), while the Police Operations Division consists of the Patrol Operations and Special Operations Bureaus.

City Council Strategic Plan Initiatives
<ul style="list-style-type: none">• 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.

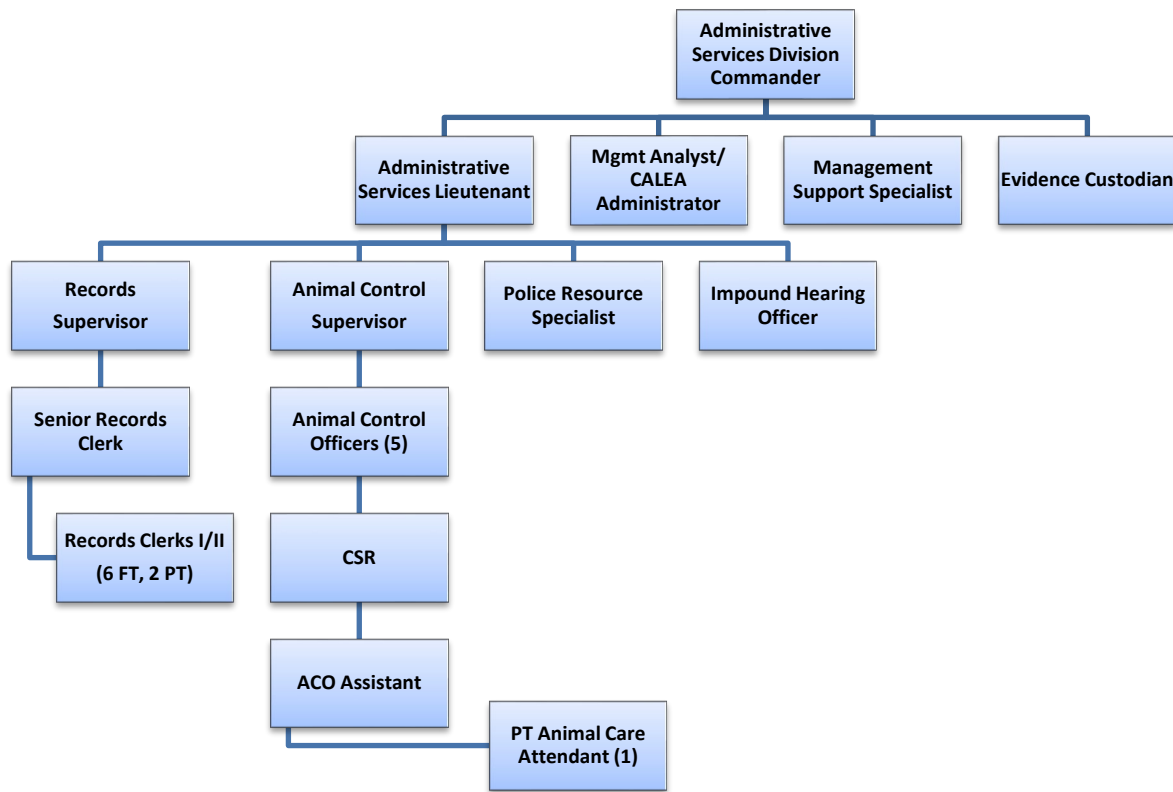


Police

Expenditures	FY 2022 Budget	FY 2023 Budget	FY 2024 Proposed
Administration	\$ 1,607,522	\$ 1,940,562	\$ 2,357,966
Police Operations	8,827,094	9,527,884	10,029,871
Animal Control	470,600	501,242	522,467
Total Personnel	\$ 10,905,216	\$ 11,969,688	\$ 12,910,304
Administration	\$ 99,367	\$ 110,445	\$ 100,989
Police Operations	1,560,372	1,277,819	1,373,755
Animal Control	387,134	378,689	341,992
Total O&M	\$ 2,046,873	\$ 1,766,953	\$ 1,816,736
Administration	\$ -	\$ -	\$ -
Police Operations	1,655,000	673,000	860,000
Animal Control	2,200,000	2,218,000	2,136,800
Total Capital	\$ 3,855,000	\$ 2,891,000	\$ 2,996,800
Totals	\$ 16,807,089	\$ 16,627,641	\$ 17,723,840



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 2022	Budgeted FY 2023	Budgeted FY 2024
General	\$1,693,091	\$2,034,981	\$2,443,080
Donations	\$13,798	\$16,026	\$15,875
Dev Fees	0	0	0
Total	\$1,706,889	\$2,051,007	\$2,458,955

Description

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



Goals

Goals	Objectives
<p>Community Confidence & Partnerships Increase the community confidence in, and maintain the support of, the Police Department in order to fulfill the legitimate expectations and values of the community.</p>	<ul style="list-style-type: none"> • Implement a charitable voucher program as a means for citizens to provide coupons to panhandlers for the purchase of eligible goods at participating businesses. • Working with other city departments, implement a strategy to measure the public’s current perception of public safety and implement a strategy to improve the perception.
<p>Human Resources Maintain the highest standards in the recruitment, selection, and retention of Police Department personnel while also providing for the highest level of police services.</p>	<ul style="list-style-type: none"> • Develop and implement a comprehensive recruiting strategy inclusive of increased testing at military installations and increased social media presence in targeted areas.
<p>Productivity Maintain a Department FBI Uniform Crime Report (UCR) clearance rate of not less than 30% and a recovery rate for stolen property of not less than 35% by promoting activities and programs which improve efficiency.</p>	<ul style="list-style-type: none"> • Transition from the Uniform Crime Reporting (UCR) system to the National Incident Based Reporting System (NIBRS) as the means for collecting and reporting data on crimes.
<p>Physical Resources & Technology Increase efficiency by promoting the timely development/ acquisition of police equipment and technology.</p>	<ul style="list-style-type: none"> • Develop a comprehensive inventory of department property and a long-range equipment replacement schedule to ensure proper budgeting for and timely replacement of critical equipment.

Major Accomplishments

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



Police Administration

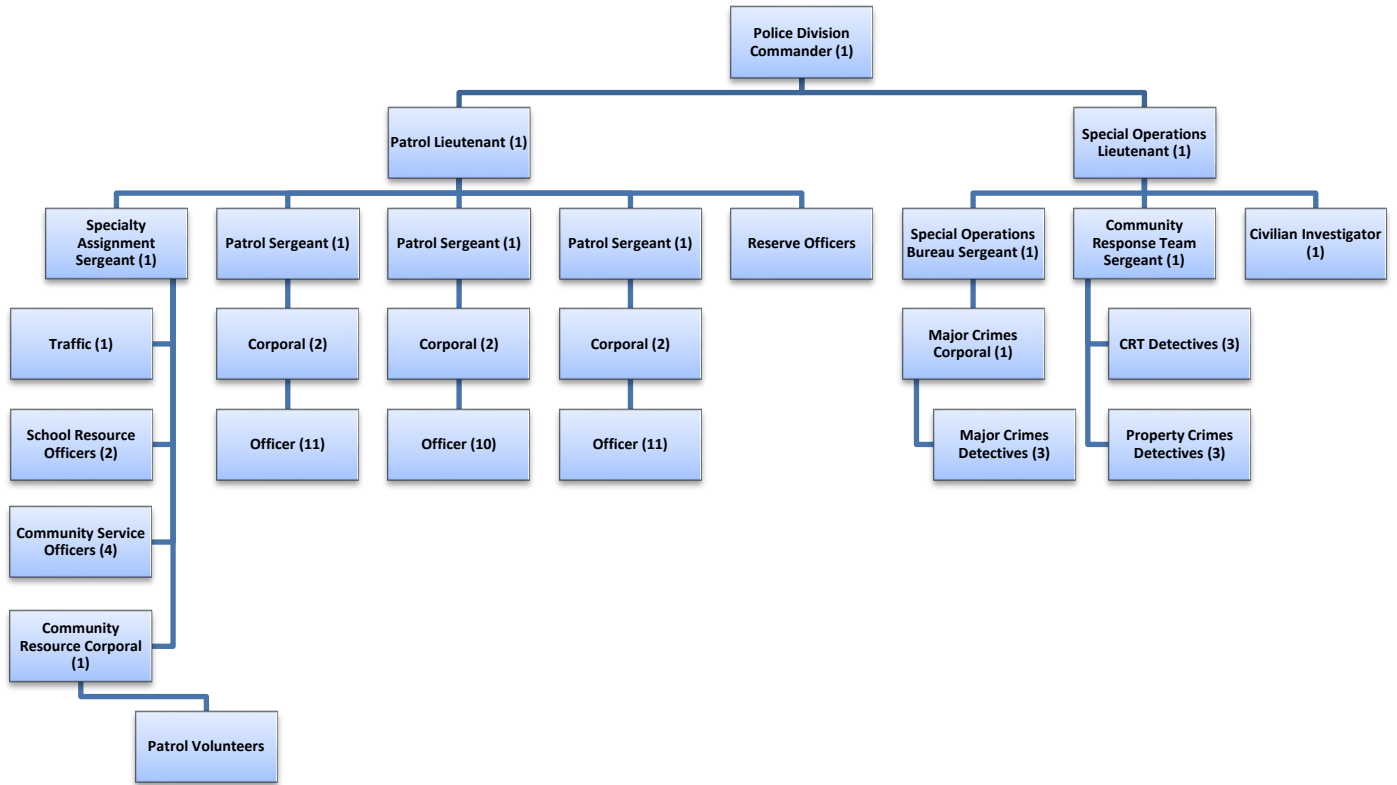
3. Successfully maintained CALEA accreditation after undergoing a policy file review by a CALEA assessor.
4. The Records Section processed 4,226 Misc. Offense Reports and 573 CRASH Reports in 2022.
5. Animal Control handled 3,346 calls for service in 2022.
6. The Evidence Section had an intake of 3,949 items submitted in 2022.
7. Ten new officers were hired in 2022.

Administration

Expenditures	FY 2022 Budget	FY 2023 Budget	FY 2024 Proposed
Salaries - Regular	\$ 978,515	\$ 1,209,661	\$ 1,496,651
Salaries - Overtime	\$ 5,000	5,000	5,000
Salaries - Part Time	\$ 45,924	35,500	35,500
Benefits	\$ 578,083	690,401	820,815
Total Personnel	\$ 1,607,522	\$ 1,940,562	\$ 2,357,966
Professional Services	\$ 27,385	\$ 20,835	\$ 21,670
Equipment Maintenance	450	13,850	4,050
Professional Associations	2,185	2,185	1,845
Travel & Training	22,900	24,900	24,900
Office Supplies	19,000	19,000	19,000
Specialized Supplies	10,000	10,000	10,000
Books & Periodicals	3,649	3,649	3,649
Donations	13,798	16,026	15,875
Total O&M	\$ 99,367	\$ 110,445	\$ 100,989
Machinery & Equipment	\$ -	\$ -	\$ -
Total Capital	\$ -	\$ -	\$ -
Totals	\$ 1,706,889	\$ 2,051,007	\$ 2,458,955



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 2022	Budgeted FY 2023	Budgeted FY 2024
General	\$11,597,137	\$11,105,874	\$11,520,797
PD Special	\$344,500	\$330,000	\$330,000
Grants	\$100,829	\$42,829	\$412,829
Capital	0	0	0
Total	\$12,042,466	\$11,478,703	\$12,263,626

Description

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



Goals

Goals	Objectives
<p>Physical Resources & Technology Increase efficiency by promoting the timely development/ acquisition of police equipment and technology.</p>	<ul style="list-style-type: none"> Renovate the former dispatch center at the Sierra Vista Police Department and transform the area into a real time crime center with advanced technology and interfacing ability.
<p>Community Confidence & Partnerships Enter into mutually beneficial partnerships which are designed to increase public safety and enhance the quality of life of the community.</p>	<ul style="list-style-type: none"> Continue partnership with Cochise College and the Cochise County Sheriff’s Office in the operation of the Southeast Arizona Law Enforcement Training Academy (SEALETA). In partnership with the Cochise County Sheriff’s Office and other entities, participate in the ongoing development of a joint regional communications center (SEACOM).

Major Accomplishments

- In 2022 the Department had a clearance rate of 47.91% for all NIBRS Group A offenses.
- Successfully procured all equipment with grant funds for complete implementation of AztraCS. This platform will be implemented for all patrol officers in FY 24.
- The Sierra Vista Police Department continued its partnership with Cochise College and the Cochise County Sheriff’s Office in growing the Southeastern Arizona Law Enforcement Training Academy (SEALETA) as a regional asset.
- 2022 Saw successful implementation of the Better Bucks voucher, which led to growth of the program and development of the Better Works opportunity.
- SVPD officers continue to carry and deploy Narcan/Naloxone while on duty. In 2022 there were sixteen deployments of Naloxone by SVPD officers resulting in fourteen subjects surviving.

Performance Measures*

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

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



Police Operations

Expenditures	FY 2022 Budget	FY 2023 Budget	FY 2024 Proposed
Salaries - Regular	\$ 4,331,842	\$ 4,571,239	\$ 4,698,913
Salaries - Overtime	375,000	375,000	475,000
Salaries - Part Time	-	-	-
Benefits	4,120,252	4,581,645	4,855,958
Total Personnel	\$ 8,827,094	\$ 9,527,884	\$ 10,029,871
Professional Services	\$ 1,097,341	\$ 872,999	\$ 969,676
Professional Associations	1,476	1,476	1,000
Travel & Training	146,615	140,615	139,000
Specialized Supplies	314,190	261,979	263,329
Books & Periodicals	750	750	750
Total O&M	\$ 1,560,372	\$ 1,277,819	\$ 1,373,755
Machinery & Equipment	\$ 105,000	\$ 108,000	\$ 450,000
Vehicles	1,550,000	565,000	410,000
Total Capital	\$ 1,655,000	\$ 673,000	\$ 860,000
Totals	\$ 12,042,466	\$ 11,478,703	\$ 12,263,626

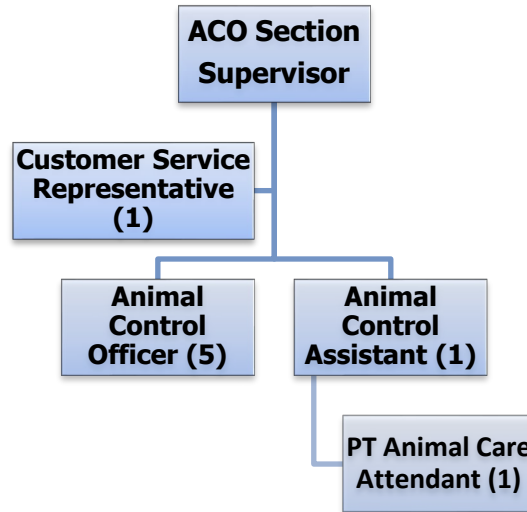
Comments

The Professional Services budget line includes the City’s contribution to the Southeastern Arizona Communications (SEACOM) center.

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



Animal Control



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 2022	Budgeted FY 2023	Budgeted FY 2024
General	\$2,817,480	\$2,873,122	\$2,818,859
PD Special	\$5,000	\$5,000	\$5,000
Donations	\$193,254	\$177,809	\$135,400
Grants	\$42,000	\$42,000	\$42,000
Total	\$3,057,734	\$3,097,931	\$3,001,259

Description

The Animal Control Bureau provides comprehensive animal control services for the City of Sierra Vista. This includes but is not limited to animal registration; impounding, maintaining, and processing the stray, unwanted and dangerous animals; and the investigation and prosecution of animal control violations. Additional services provided are public education, wildlife removal, dead animal disposal, euthanasia services, rabies vaccination and licensing clinics, pet sterilization programs, and adopt-a-pet month.



Goals

Goals	Objectives
<p>Physical Resources & Technology Expansion of the Nancy J. Brua Animal Care and Control Center to ensure priority needs are met.</p>	<ul style="list-style-type: none"> • Work closely with a selected designer and contractor to develop an optimal plan for facility expansion that falls within the budgeted amount.

Major Accomplishments

1. Conducted twenty-three special events with the public throughout calendar year 2022.
2. A total of 381 animals were spayed/neutered at various clinics hosted by the shelter in 2023.
3. Redeemed 389 animals back to their owners in 2022.
4. Issued 2,141 dog licenses in 2022.
5. A total of sixty pets received vaccinations from clinics hosted by the shelter.

Performance Measures*

	CY 2019	CY 2020	CY 2021	CY 2022
Number of Animals Adopted	995	817	768	704
Calls for Service	3,813	3,383	3,492	3,346
Number of Animals Impounded	1,631	1,217	1,265	1,295

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

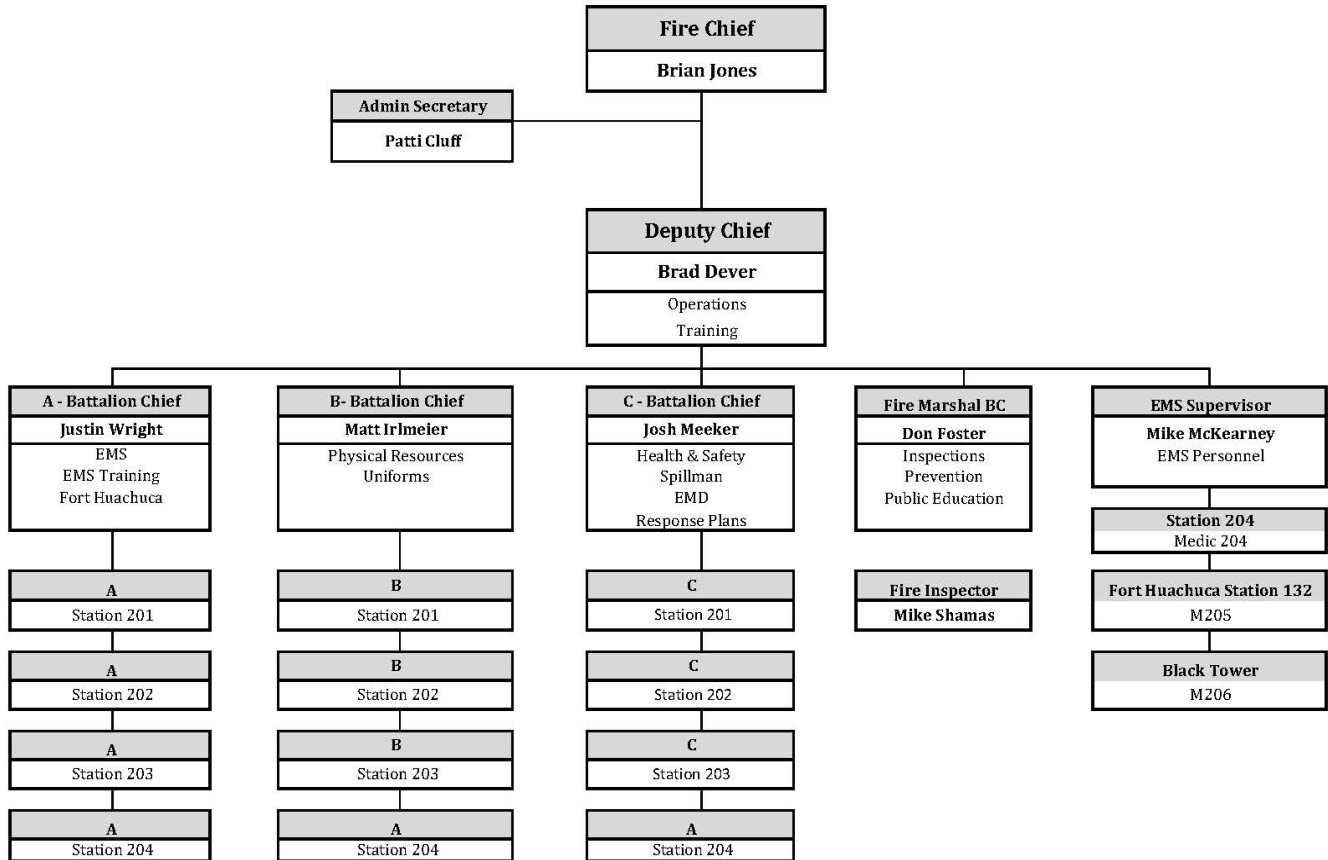


Animal Control

Expenditures	FY 2022 Budget	FY 2023 Budget	FY 2024 Proposed
Salaries - Regular	\$ 328,247	\$ 364,148	\$ 375,296
Salaries - Overtime	8,835	8,835	8,835
Salaries - Part Time	-	-	-
Benefits	133,518	128,259	138,336
Total Personnel	\$ 470,600	\$ 501,242	\$ 522,467
Professional Services	\$ 68,720	\$ 74,720	\$ 74,720
Building Maintenance	8,796	8,796	8,961
Professional Associations	180	180	180
Travel & Training	10,000	10,500	13,000
Specialized Supplies	106,184	106,684	116,531
Donations	193,254	177,809	128,600
Total O&M	\$ 387,134	\$ 378,689	\$ 341,992
Buildings	\$ 2,200,000	\$ 2,218,000	\$ 2,056,800
Vehicles	-	-	80,000
Machinery & Equipment	\$ -	\$ -	\$ -
Total Capital	\$ 2,200,000	\$ 2,218,000	\$ 2,136,800
Totals	\$ 3,057,734	\$ 3,097,931	\$ 3,001,259



SVFMS 2023 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 2022	Budgeted FY 2023	Budgeted FY 2024
General	\$10,155,860	\$10,003,805	\$11,138,190
Grants	\$2,552,894	\$1,830,676	\$303,464
Donations	\$4,696	\$4,506	\$4,600
Development	0	0	0
Fees			
Total	\$12,713,450	\$11,838,987	\$11,506,254



Mission Statement

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

Description

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

City Council Strategic Plan Initiatives

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

Major Accomplishments

1. City of Sierra Vista was 1 of 16 entities to receive the Defense Community Infrastructure Pilot Program (DCIP) grant. The grant enabled an EMS sub-station to be constructed. The Defense Community Infrastructure Pilot Program (DCIP) grant has bolstered response and operational readiness for SVFMS. Station 4 located at 7th and BST opened in August and has been transporting over 110 patients per month. The station has really added to our operations and taken some of the burden off Station 1. SVFMS is has started collecting data for future growth out of Station 4.
2. ARPA monies from Cochise County have enabled all 34 Fire Stations within Cochise County to receive Station Alerting. Station Alerting is a system integrates crystal-clear text-to-speech technology and high-contrast message signs. This helps emergency personnel react promptly and efficiently to every call. The program also allows for individual unit dispatch. Station alerting along with PRO Q/A, an emergency dispatch software that allows for dispatchers to give pre-arrival instructions to 9-1-1 and allows for a zero second response has enhanced communications and decreased response times. Fully automated dispatching awakens only on-call units with ramped tones and lighting, so non-dispatched crews remain undisturbed to receive necessary rest. Unquestionably, well-rested crews operate at peak performance.



3. Completed fifth 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 two and at the Black Tower UAS site. A third ambulance is provided as needed, housed out of SVFMS Station 204. This contract has also strengthened the relationship between Sierra Vista Fire and Medical and Fort Huachuca Fire Department. A new ten-year agreement was signed with Fort Huachuca to continue providing EMS service.
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. On the third 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. In the coming year SVFMS will go to a new EMS report Image Trend Elite. The new report is one that is offered by the state at no cost.
6. SVFMS still working with Fort Huachuca Fire and neighboring departments for joint training using current training resources (props and equipment) at Fort Huachuca Training site. SVFMS personnel also working with neighboring departments to create SOP's consistent throughout our response area for seamless responses of all agencies.
7. SVFMS hosted a Fire Officer I/II class this year. The Leadership class is a huge steppingstone for personnel to increase their awareness and knowledge in all areas with upward responsibilities within the Fire Service. This class is a requirement for some promotions and is only offered every 4 years. The class was open to the whole county and fire department members from Sierra Vista, Fry, Whetstone, Palominas and Sunsites all took part. Nineteen members graduated from the program, nine of them being SVFMS employees.
8. Developed a Strategic Plan for SVFMS for the next two years. Operational assessment to be done at beginning of new fiscal year. The assessment will really drive where our plan goes the next two years. The plan emphasizes recruitment/retention, training, succession planning, community wants and needs and social media engagement.
9. Implemented a WUI (Wildland Urban Interface) team consisting of 4 SVFMS members. This team will start the long 5–7-year process to get these members certified as Engine Boss.

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.



	<ul style="list-style-type: none"> • Increase in person outreach at Arizona Junior College Firefighter 1 and 2 programs. • Work with Buena High School CTE Programs to recruit potential employees.
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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. • Internal and external surveys to be done seeing if what we are providing is meeting the needs of our community.

Technology

Goals	Objectives
Collaborate with city 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 operational in all county fire departments. • Ensure product selected is compatible with the EMD software/product selected for SEACOM and maintained appropriately. • Continued collaboration.



Innovation

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

Performance Measures

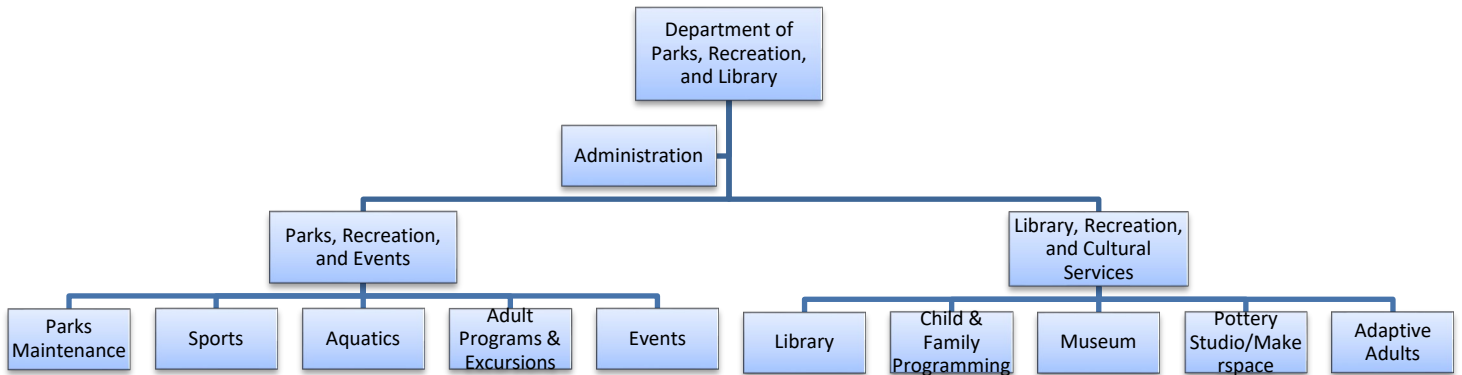
	FY17/18	FY18/19	FY19/20	FY20/21	FY21/22
Total calls for service	7609	8450	7707	8125	8828
Automatic Aid Given	425	568	498	543	647
Automatic Aid Received	881	607	902	1079	1292
Total fire calls	887	582	752	1041	2062
Structure fires	75	40	37	104	88
Vehicle fires	18	13	19	15	24
Brush fires	79	38	11	34	29
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 2022 Budget	FY 2023 Budget	FY 2024 Proposed
Salaries - Regular	\$ 4,330,786	\$ 4,688,068	\$ 5,071,535
Salaries - Overtime	177,189	177,189	250,000
Salaries - Part Time	32,807	48,600	45,000
Benefits	3,154,344	3,672,945	4,019,711
Total Personnel	\$ 7,695,126	\$ 8,586,802	\$ 9,386,246
Professional Services	\$ -	\$ -	\$ 100,000
Office Equipment Maintenance	2,448	2,448	2,448
Building Maintenance	13,500	20,000	20,500
Vehicle & Equipment Maint	23,400	23,400	23,400
Printing & Binding	2,000	2,000	2,000
Professional Associations	3,945	3,945	3,195
Travel & Training	50,000	60,000	72,750
Office Supplies	8,800	9,300	9,300
Specialized Supplies	318,210	453,752	456,464
EMS Supplies	108,950	177,148	200,000
Books & Periodicals	4,000	2,500	1,000
Donations	4,696	4,506	4,600
Total O&M	\$ 539,949	\$ 758,999	\$ 895,657
Buildings	\$ 3,028,715	\$ 1,657,186	\$ -
Infrastructure	100,000	-	-
Machinery & Equipment	249,660	29,000	50,000
Vehicles	1,100,000	807,000	1,174,351
Total Capital	\$ 4,478,375	\$ 2,493,186	\$ 1,224,351
Totals	\$ 12,713,450	\$ 11,838,987	\$ 11,506,254



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, the Art Studio, and the Library. Each area within the Parks, Recreation & Library Department has distinct goals, objectives, and focus areas. Those tasks are outlined in the narrative below.

The Department of Parks, Recreation & 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 and new residents to our area through a variety programs, activities, 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, and informational activities.

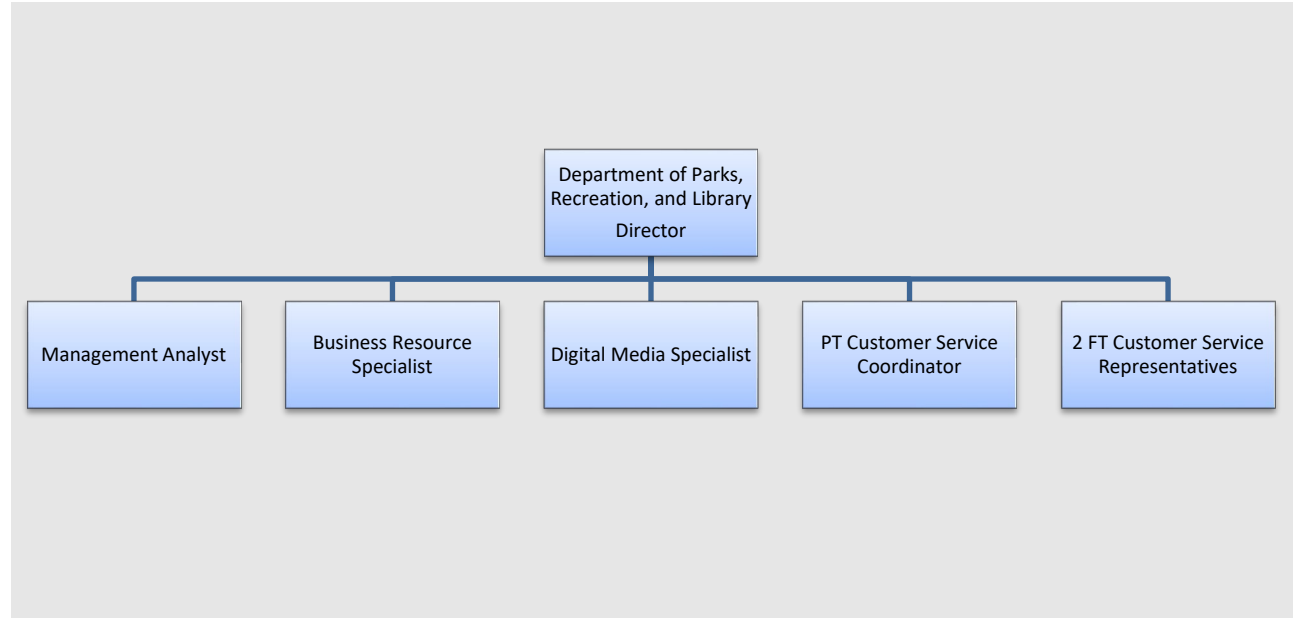


Department of Parks, Recreation, and Library

Expenditures	FY 2022 Budget	FY 2023 Budget	FY 2024 Proposed
Administration	\$ 475,595	\$ 530,002	\$ 542,387
Adult Programs, Excursions, & Events	400,360	420,985	488,128
Adaptive Adults	45,023	85,984	67,578
Parks	763,803	831,175	884,224
Aquatics	450,237	471,826	455,665
Museum	72,701	84,418	92,764
Sports	310,478	331,836	351,058
Child & Family Programs	394,335	378,840	374,803
Library	753,906	872,983	875,617
Total Personnel	\$ 3,666,438	\$ 4,008,049	\$ 4,132,224
Administration	\$ 95,279	\$ 87,535	\$ 89,776
Adult Programs, Excursions, & Events	161,110	169,660	309,610
Adaptive Adults	4,500	7,600	10,600
Parks	213,450	934,661	316,500
Aquatics	54,650	74,300	77,880
Museum	17,725	17,875	254,725
Sports	138,226	145,366	213,616
Child & Family Programs	69,500	60,200	45,500
Library	411,904	447,837	516,782
Total O&M	\$ 1,166,344	\$ 1,945,034	\$ 1,834,989
Parks	\$ 6,718,493	\$ 18,192,378	\$ 2,632,722
Aquatics	51,880	3,260,490	-
Library	-	34,480	34,480
Total Capital	\$ 6,770,373	\$ 21,487,348	\$ 2,667,202
Totals	\$ 11,603,155	\$ 27,440,431	\$ 8,634,415



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 2022	Budgeted FY 2023	Budgeted FY 2024
General	\$599,607	\$571,746	\$581,401
Donations	\$57,535	\$45,791	\$50,762
Total	\$570,874	\$617,537	\$632,163

- 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
<p>Provide current information about programs, events, and community resources in a timely manner, focusing on customer engagement and service</p>	<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">• 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

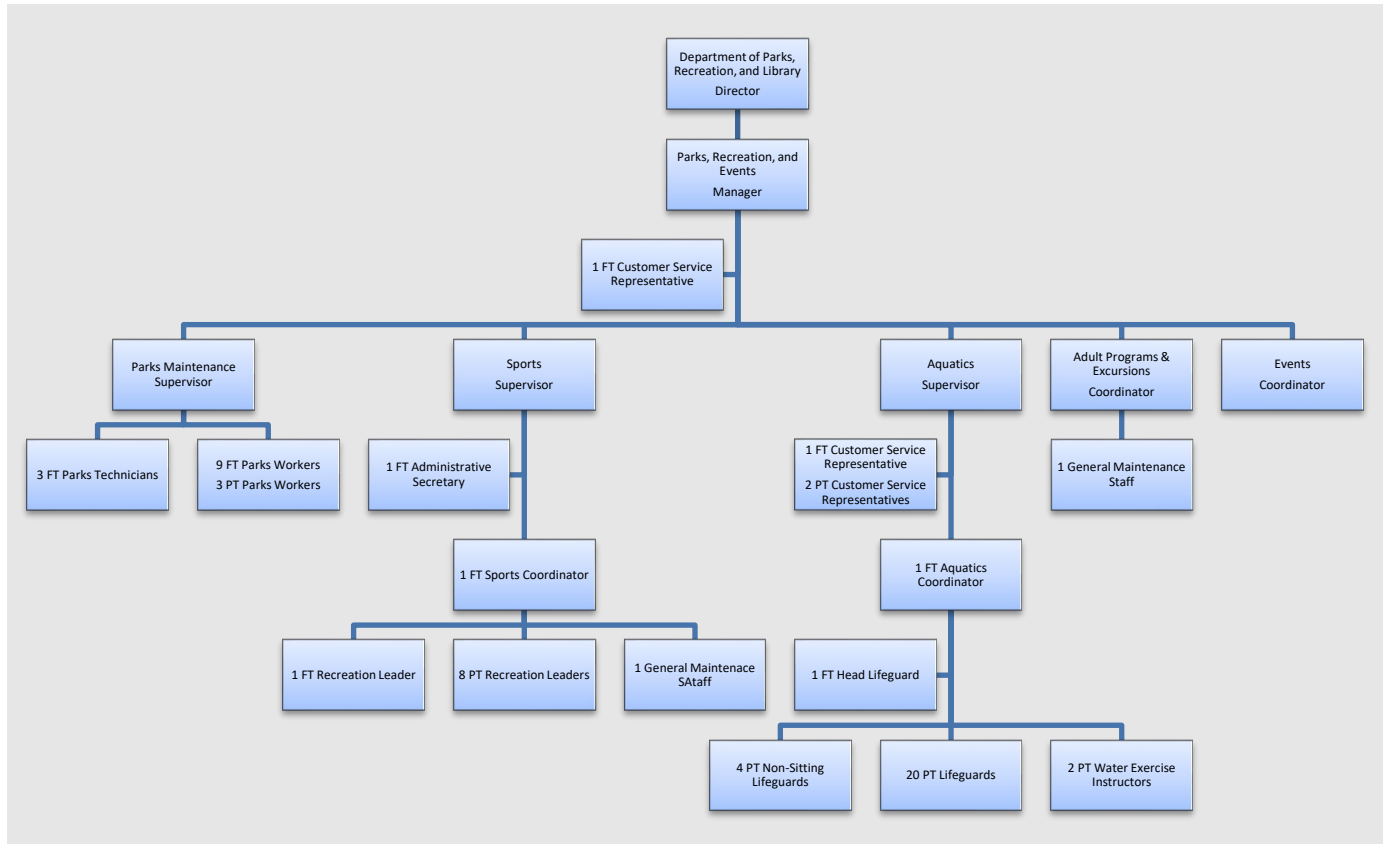
Expenditures	FY 2022 Budget	FY 2023 Budget	FY 2024 Proposed
Salaries - Regular	\$ 342,283	\$ 377,277	\$ 387,009
Salaries - Part Time	14,028	28,500	28,500
Benefits	119,284	124,225	126,878
Total Personnel	\$ 475,595	\$ 530,002	\$ 542,387
Professional Services	\$ 2,500	\$ 2,500	\$ 2,500
Vehicle Maintenance	-	4,000	4,000
Equipment Rentals	-	-	-
Advertising	5,000	1,000	-
Postage	-	-	-
Printing & Binding	1,000	1,000	1,000
Professional Associations	3,814	3,814	3,814
Travel & Training	7,430	11,430	9,700
Office Supplies	10,000	10,000	10,000
Recreation Supplies	8,000	8,000	8,000
Specialized Supplies	-	-	-
Donations	57,535	45,791	50,762
Total O&M	\$ 95,279	\$ 87,535	\$ 89,776
Totals	\$ 570,874	\$ 617,537	\$ 632,163

Sister Cities Association (Partnership)

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

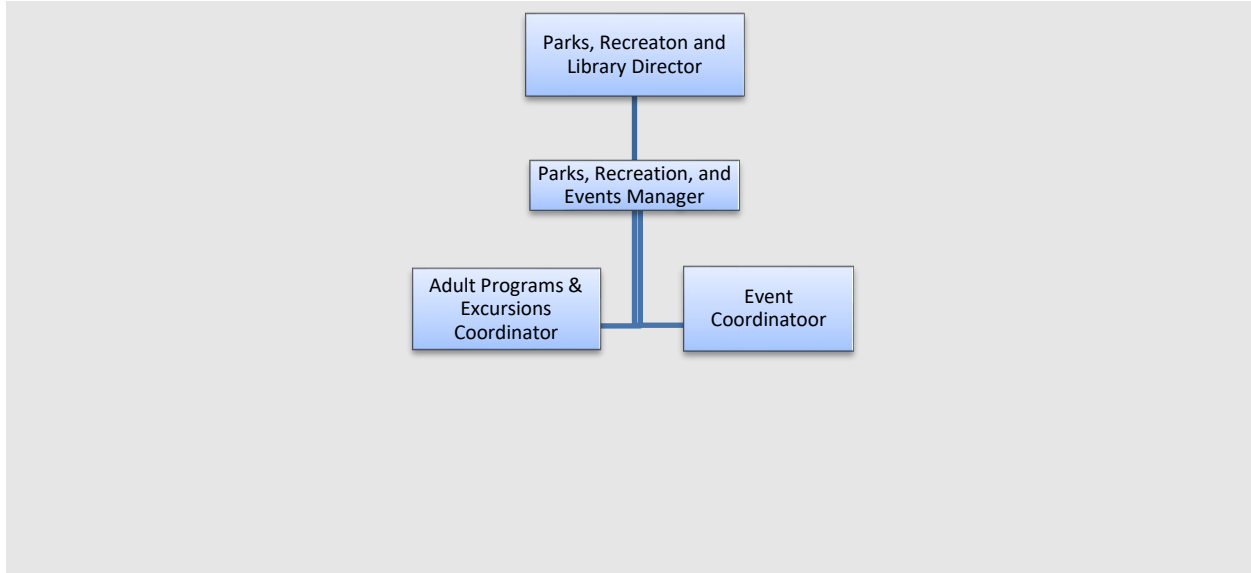


Parks, Recreation, & Events





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 2022	Budgeted FY 2023	Budgeted FY 2024
General	\$561,470	\$590,645	\$797,738
Grants	0	0	0
Total	\$561,470	\$590,645	\$797,738

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
15. West Fest

Major Accomplishments

1. Brought in 2600 square foot real ice-skating rink for the Month of December for 7500+ community members to enjoy.
2. Added fenced containment areas to the West Fest Event to allow for Alcohol in the street to be part of the event festivities.
3. Extended the Free Concert even further in the Park Series for 2023 from May thru August no additional no cost to the city.
4. Incorporated use of placerr ai app to accurately track event attendance.

Goals

Goals	Objectives
Increase revenue and fee-based programs and opportunities which enhance the quality of	<ul style="list-style-type: none"> • Identify and research new and innovative programs. • Create analysis models that determine breakeven points, benefit, and overall impact.



life and community demand.	<ul style="list-style-type: none"> • 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 best practices. • Create documents and SOP which models best practices but is in alignment with local and state protocols, expectations, and procedures. • Implement and measure outcomes. • Ensure teams of all departments are aware and follow SOPs.
Seek out and provide programs and opportunities for population between ages 20 – 55	<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	<ol style="list-style-type: none"> 1. Review current recreational trends to ensure that our offerings meet the needs and desires of our community. 2. Revamp existing programs to be more streamlined and cost effective.



efficiency and satisfaction.	3. Make program changes that improve access and the variety and quality of offerings.
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Performance Measures

	FY 18/19	FY 19/20	FY 20/21	FY 21/22	FY 22/23*
Senior Activities Participants					
Adult trips	297	121	0	74	129
Bazaars	1,320	840	0	87 Vendors	86 Vendors
Senior Holiday Dinner	107	102	40	93	108
Special Events Participants					
Oktoberfest	4,800	5,200	0	14,000	27,500
Sierra Vista Sips & Skies a.k.a Wine Beer and Spirits Festival	3,000	0	5,000	2,300	4,600
Summit Challenge	140	0	228	230	220
Fourth of July	8,500	8,500	0	20,000 Est.	14,800 est.
Vineyards In The Park	N/A	N/A	N/A	600	10,800
Tree Lighting & Holiday Market				1,000	8,900
Summer sports camps	220	117	0	0	0
West Fest				6,100	5,200

* FY23 forward numbers are as of YTD. Numbers reflect individual enrollment and/or registration versus number of visits per enrollment if applicable. Eliminates duplication of usage by an individual.

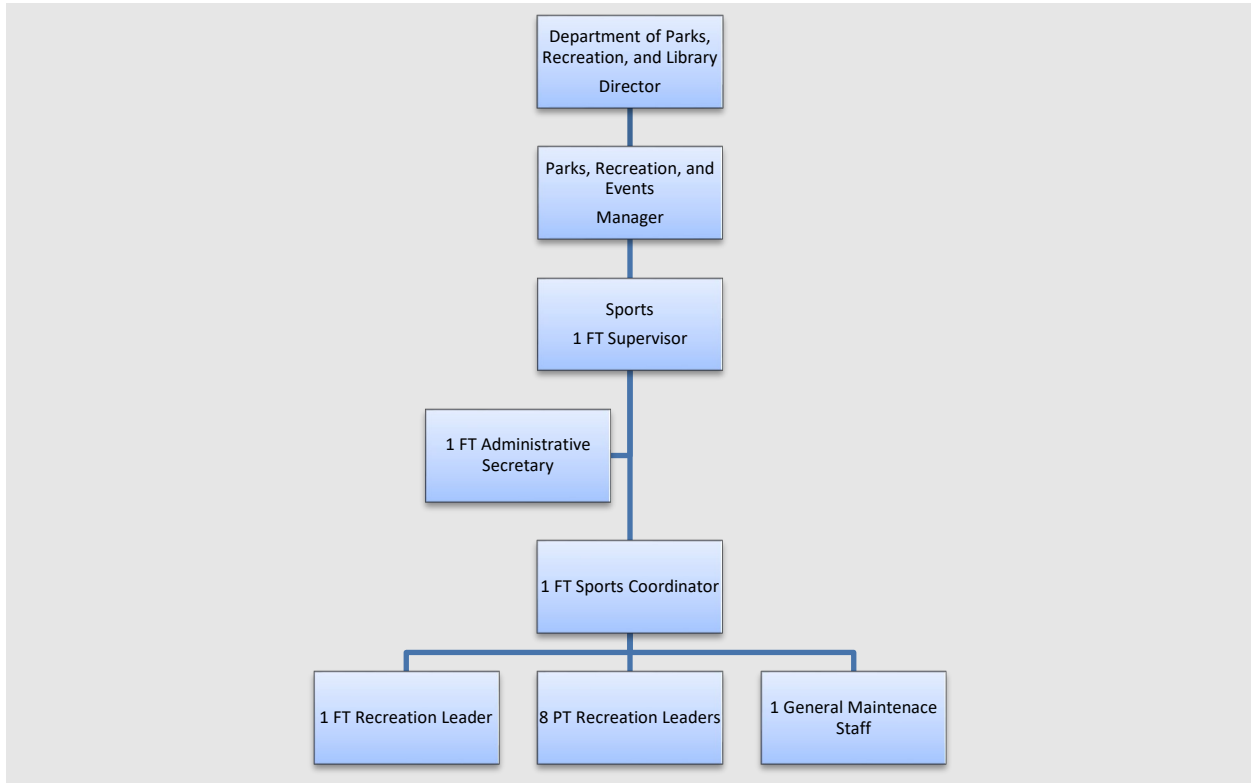


Adult Programs, Excursions, & Events

Expenditures	FY 2022 Budget	FY 2023 Budget	FY 2024 Proposed
Salaries - Regular	\$ 274,131	\$ 303,459	\$ 355,827
Salaries - Overtime	750	5,000	5,000
Salaries - Part Time	16,679	5,000	5,000
Benefits	108,800	107,526	122,301
Total Personnel	\$ 400,360	\$ 420,985	\$ 488,128
Professional Services	\$ 23,600	\$ 23,600	\$ 23,600
Land & Building Rental	28,000	28,000	28,000
Equipment Rental	4,000	-	-
Advertising	-	-	1,900
Printing & Binding	-	400	-
Travel & Training	3,000	2,300	4,000
Office Supplies	2,000	2,000	2,000
Recreation Supplies	17,410	17,260	22,510
Specialized Supplies	-	-	-
Event Supplies	83,100	96,100	227,600
Bank Charges	-	-	-
Total O&M	\$ 161,110	\$ 169,660	\$ 309,610
Infrastructure	\$ -	\$ -	\$ -
Machinery & Equipment	-	-	-
Furniture and Fixtures	-	-	-
Total Capital	\$ -	\$ -	\$ -
Totals	\$ 561,470	\$ 590,645	\$ 797,738



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 2022	Budgeted FY 2023	Budgeted FY 2024
General	\$ 448,704	\$477,202	\$564,674
Capital	0	0	0
Total	\$ 448,704	\$477,202	\$564,674

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. Grand Opening of Veterans Memorial Sports Complex adding tennis courts, a synthetic turf football field with 1600 seat bleachers, track and field complex, baseball, softball field and sand volleyball courts.
2. Provided support to several baseball and softball tournaments which brought in significant economic impact dollars to the community.
3. Supported the 2nd El Tour de Zona with over 500 cyclists from around the country riding in Sierra Vista for a three-day event. The event has over a \$1M economic impact on the community.
4. Started indoor drop-in pickleball in response to community requests.
5. Continued partnership with local soccer clubs to offer Fall and Spring Recreational Soccer, and Futsal Programing. Partner organizations had over 1100 participants.
6. Continued to improve community partnerships with youth and adult soccer, baseball, football, and softball leagues.
7. Supported major Sierra Vista School District events, such as graduation, project graduation and numerous after season sports banquets.
8. Supported Buena High School and Joyce Clark Middle School sports. This includes JCMS baseball and softball, and Buena soccer and football.
9. Continued success in working partnerships with community leagues, helping to serve and support their mission of providing health, wellness, and fun to participants at recreational and competitive levels.
10. Executed agreement with Lemman Academy for facility use sharing.

Goals

Goals	Objectives
Increase revenue and fee-based programs and opportunities which enhance the quality of	<ul style="list-style-type: none"> • Identify and research new and innovative programs. • Create analysis models that determine breakeven points, benefit, and overall impact.



life and community demand.	<ul style="list-style-type: none"> • 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 all 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



<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.• Actively pursue contracts for community access to School District and Fort Huachuca facilities, for youth and adult sports programs.
<p>Continuous Improvement-revise programs to achieve greater program efficiency and satisfaction.</p>	<ul style="list-style-type: none">• Review current recreational trends to ensure that our offerings meet the needs and desires of our community.• Revamp existing programs to be more streamlined and cost effective.• Make program changes that improve access and the variety and quality of offerings.



Sports

Expenditures	FY 2022 Budget	FY 2023 Budget	FY 2024 Proposed
Salaries - Regular	\$ 170,427	\$ 187,907	\$ 196,339
Salaries - Overtime	-	-	-
Salaries - Part Time	65,000	65,000	75,000
Benefits	75,051	78,929	79,719
Total Personnel	\$ 310,478	\$ 331,836	\$ 351,058
Professional Services	\$ 60,550	\$ 65,050	\$ 88,050
Building Maintenance	-	-	-
Land & Building Rental	2,500	2,500	2,500
Advertising	1,000	1,000	500
Association Memberships	376	116	116
Travel & Training	2,500	2,400	2,400
Office Supplies	1,000	1,000	1,500
Recreation Supplies	45,500	48,500	61,250
Specialized Supplies	4,000	4,000	36,500
Event Supplies	20,800	20,800	20,800
Total O&M	\$ 138,226	\$ 145,366	\$ 213,616
Totals	\$ 448,704	\$ 477,202	\$ 564,674

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	FY 22/23
Sports Tourism Economic Impact	\$668K	\$2M	\$2.5M	\$2.5M est.
Annual Revenue Collected (FY21 COVID)	\$60,326	\$77,420	\$124,048	\$149,959

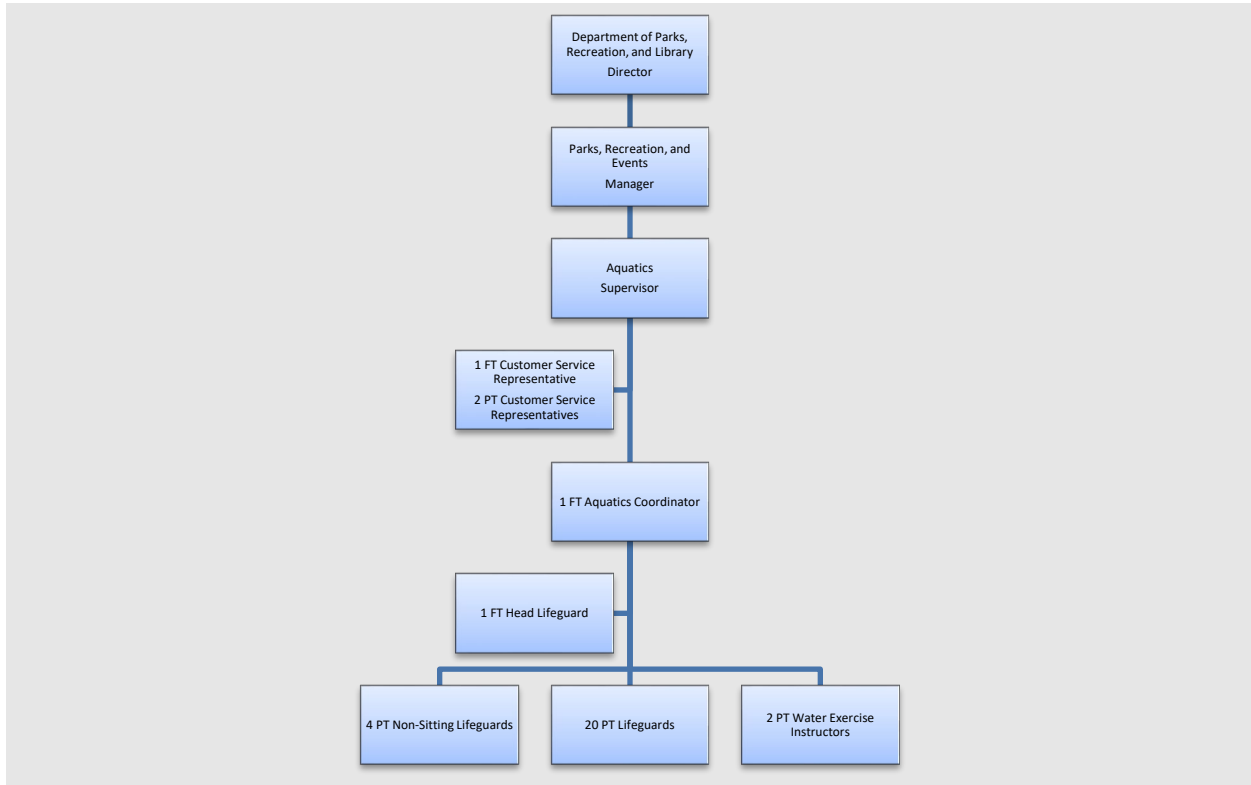
*FY 22 numbers based as of YTD.



	FY 18/19	FY 19/20	FY 20/21	FY 21/22	FY 22/23
Summit Challenge	140	0	228	234	196
Youth basketball	325	287	0	378	314
Tennis – youth/adult	96	100	244	8	TBD
Summer sports camps	220	117	0	65	TBD
Start Smart Sports	27	33	0	73	35
Adult softball	660	0	220	280	315
Adult Basketball	200	0	70	100	100
Dodgeball	N/A	130	0	0	0
Hummingbird Triathlon	290	63	0	141	108
July 3 rd 5K				286	0



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 2022	Budgeted FY 2023	Budgeted FY 2023
General	\$ 556,767	\$546,126	\$533,545
Capital	0	\$3,260,490	\$0
Total	\$ 556,767	\$3,806,616	\$533,545

Mission Statement

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

Description:

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



Major Accomplishments

1. Cove upgraded to state-of-the-art chlorination and filtration system.
2. Continued Regional Community Outreach for Lifeguard Trainings to other cities.
3. Continue to offer WSI Community Trainings to other cities.
4. Continue to train Water Safety Instructors (WSI) in house. Aquatics Coordinator is a certified Water Safety Instructor Trainer (WSIT).
5. Expanded to have two Lifeguard Instructors (LGI) on staff certification to give facility additional capability to certify both internal and external Lifeguards.
6. Purchased additional tables and chairs for observation area to increase seating capacity.
7. Upgraded Pier area with new tile.
8. Continued swim lessons for adults and children.
9. Hosted Buena High School home swim meets.
10. Hosted eight (8) end of school year field trips with over 1900 youth enjoying the facility.
11. Expanded concession stand offerings to include Dippin Dots Ice Cream.

Goals

Goals	Objectives
Provide a variety of quality aquatic and safety related activities.	<ul style="list-style-type: none"> • Identify strengths and weakness of current programs. • Research and identify alternative aquatic programs and services that would meet community needs and/or opportunities. • Create program analysis of programs and implement programs that meet outcome standards and/or community need within acceptable fiscal and operational parameters. • Program events for a variety of age groups. • Support High School and swim club competitive swimmers and divers. • Ensure repeat recreational customers. • Offer private rental opportunities. • Explore more opportunities for Lap Swim, Splash Time, and Water Exercise Classes.
Provide a safe environment.	<ul style="list-style-type: none"> • Require all lifeguards to be American Red Cross (ARC) certified. • Ensure lifeguard to customer ratios are maintained and staff receive ongoing, regular training.



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

Performance Measures

	FY 19/20	FY 20/21	FY 21/22	FY 22/23
Revenue Collected	\$86,138	\$62,660	\$285,483	\$233,514*
Open days	179	156	314	TBD

*FY 23 numbers as of YTD

	FY 18/19	FY 19/20	FY 20/21	FY 21/22	*FY 22/23
Aquatics Participants*					
Open Swim*	23,702	10,537	0	16,062	21,648
Lap Swim*	10,126	7,219	3,473	9,244	9,144
Swim lessons	693	425	0	228	314
Exercise Classes*	561	1,038	52	252	445
Splash Time*	1,832	1,141	0	1,196	1,371
Instructional Recreational and Aquatic class participants	12,576	9,112	663	720	760
Private Pool Rentals (Full/Half/Diving/Warming)	133	85	0	134	30^
Lap Lane Rentals					643
Pier Party Rentals					115

*FY23 YTD

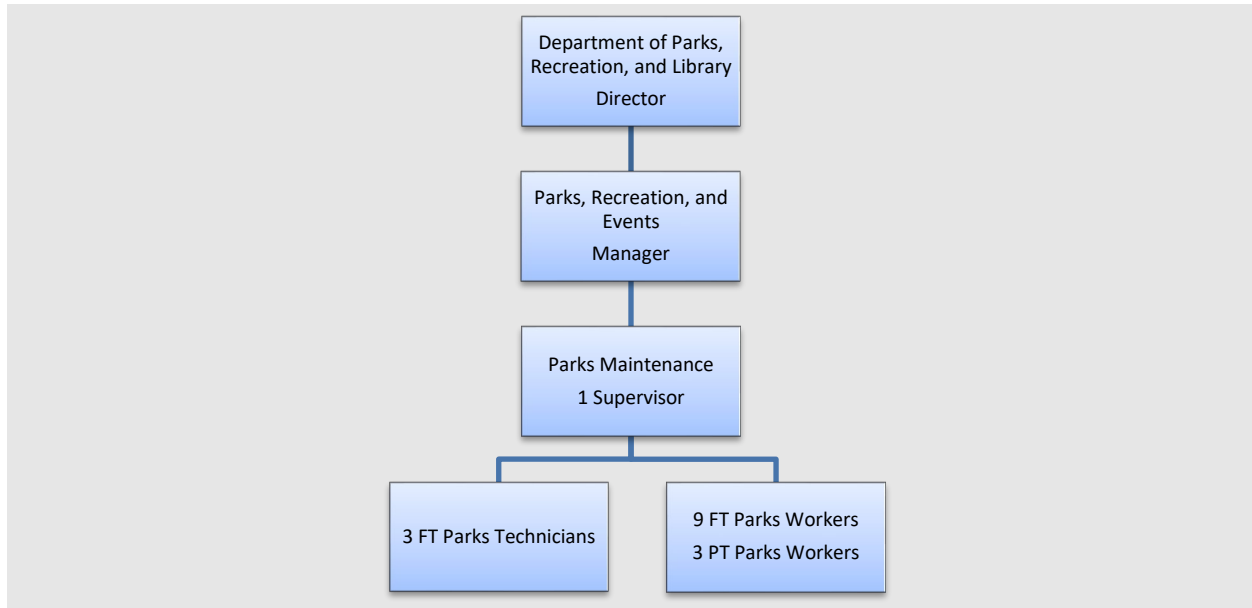


Aquatics

Expenditures	FY 2022 Budget	FY 2023 Budget	FY 2024 Proposed
Salaries - Regular	\$ 178,635	\$ 176,231	\$ 121,283
Salaries - Overtime	500	500	500
Salaries - Part-Time	175,000	200,000	250,000
Benefits	96,102	95,095	83,882
Total Personnel	\$ 450,237	\$ 471,826	\$ 455,665
Professional Services	\$ 3,600	\$ 3,600	\$ 3,600
Office Equipment Maintenance	-	-	-
Building Maintenance	-	7,000	6,700
Equipment Maintenance	8,200	1,500	-
Advertising	3,000	3,000	4,800
Printing & Binding	500	1,500	1,300
Association Memberships	-	650	830
Travel & Training	8,350	8,350	7,100
Office Supplies	2,000	2,000	2,000
Recreation Supplies	29,000	46,700	51,550
Total O&M	\$ 54,650	\$ 74,300	\$ 77,880
Buildings	\$ 51,880	\$ 3,260,490	\$ -
Total Capital	\$ 51,880	\$ 3,260,490	\$ -
Totals	\$ 556,767	\$ 3,806,616	\$ 533,545



Parks Maintenance



Expenditure by Fund			
	Budgeted FY 2022	Budgeted FY 2023	Budgeted FY 2024
General	\$2,020,518	\$2,178,836	\$1,447,724
Grants	\$5,175,228	\$1,294,781	\$1,635,722
Donations	0	0	0
Park Dev Fees	0	0	0
CIF	\$500,000	\$16,484,597	\$750,000
Total	\$7,695,746	\$19,958,214	\$3,833,446

Description

The Parks Maintenance section is currently comprised of one supervisor, three technicians, eight 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. Installed new playground at Veterans Memorial Park and interactive play feature at Sports Complex behind the OYCC.
3. Staff enhanced the baseball field located at Veterans Memorial Park Sports Complex (VMPSC)
4. In house staff built two six on six volleyball courts to add to the offerings of the Veterans Memorial Park Sports Complex (VMPSC).
5. Replaced old signage at several neighborhood and community parks.
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	FY 22/23
Number of Sports Field Reservations	4,417	4623	4608	4448	3902
Sports Field Reservations Revenue	\$82,333	\$54,337	\$117,457	\$113,127	\$93,040
Number of Park Facilities Reservations	485	294	294	421	511
Park Facilities Reservation Revenue	\$47,774	\$25,237	\$15,000 est.	\$53,118	\$51,892

* FY23 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.

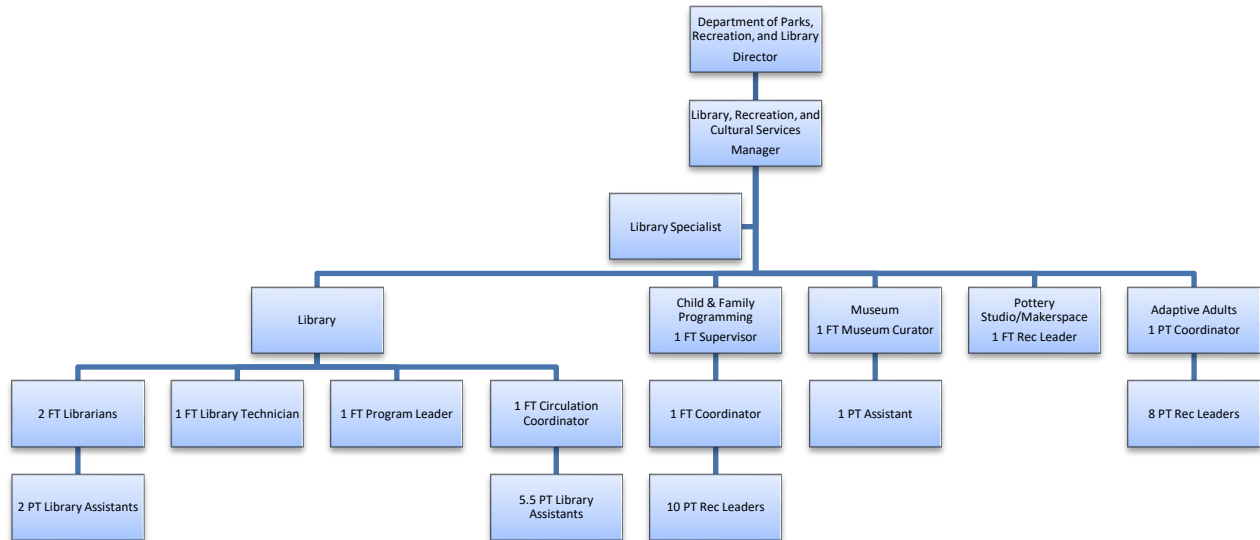


Parks

Expenditures	FY 2022 Budget	FY 2023 Budget	FY 2024 Proposed
Salaries - Regular	\$ 506,886	\$ 563,282	\$ 599,957
Salaries - Overtime	-	-	-
Salaries - Part Time	41,067	41,067	41,067
Benefits	215,850	226,826	243,200
Total Personnel	\$ 763,803	\$ 831,175	\$ 884,224
Professional Services	\$ 45,000	\$ 307,500	\$ 43,000
Building Maintenance	11,500	11,500	11,500
Infrastructure Maintenance	95,200	463,911	188,500
Travel & Training	6,500	6,500	9,750
Specialized Supplies	55,250	145,250	63,750
Total O&M	\$ 213,450	\$ 934,661	\$ 316,500
Land	\$ 366,000	\$ -	\$ -
Buildings	-	-	75,000
Infrastructure	6,352,493	18,153,378	2,557,722
Machinery & Equipment	-	39,000	-
Total Capital	\$ 6,718,493	\$18,192,378	\$ 2,632,722
Totals	\$ 7,695,746	\$19,958,214	\$ 3,833,446



Library, Recreation, & Cultural Services

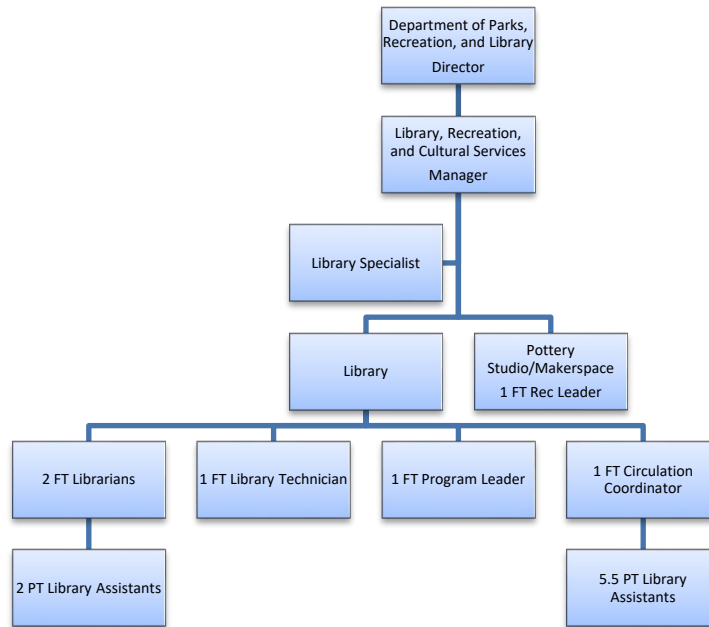


The Library, Recreation, and Cultural Services Division encompasses five major areas of responsibility with a focus on offering artistic and cultural programming, educational and enrichment activities, and recreational activities for children, families, and community members of all abilities.

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 2022	Budgeted FY 2023	Budgeted FY 2024
General	\$1,009,751	\$1,198,168	\$1,244,479
Donations	\$94,725	\$89,632	\$92,900
Grant	\$61,334	\$67,500	\$89,500
Total	\$1,165,810	\$1,355,300	\$1,426,879

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. Began programming once monthly at the mall to promote machine. First months of use have been successful, with over 100 checkouts each month and growing.
2. Provided new AWE early literacy tablets in our children’s services area and added 2 new school aged appropriate tablets in our teen/tween area. In addition, began circulating talking books for youth (Vox books) and Leap Pads to allow for literacy/learning utilizing digital tools.
3. Began offering “Hoopla” to supplement the library’s already existing and growing eBook/e-Audiobook/streaming services online and via app.
4. The library created an Assistant Librarian position, to ideally double the number of families served via programs such as story time, early literacy outreach, and family & child friendly activities.

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 services such as Internet, wi-fi and hotspots will increase by 1%.
Circulate large number of popular titles and topics to further reading enjoyment.	<ul style="list-style-type: none"> • By June 2024 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 19/20	FY 20/21	FY 21/22	FY 22/23
Total number of items circulated	303,471	295,000 est.	296,619	362,726
Circulation per capita	9.2	9.2 est.	4.94*	6.05*
Circulation for all electronic materials	31,683	33,000 est.	37,295	46,235
Circulation for all hard copy materials	271,788	250,000 est.	282,433	316,491
Number of persons using the Internet through public access terminals (26)	14,144	12,000 est.	9,513	9,295
Number of attendees at library programs	15,334	15,500 est.	14,008	15,269
Adults	3,749	2,500 est.	1,955	4,353
Teens	743	500 est.	715	248
Youth	10,492	10,300 est.	7,939	8,937
Outreach (new)			3,399	1,731
Number of library visitors	Covid-19	Covid-19	147,744**	133,913
Number of registered borrowers	26,719	27,000 est.	26,090	28,222

*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 2022 Budget	FY 2023 Budget	FY 2024 Proposed
Salaries - Regular	\$ 432,601	\$ 530,032	\$ 537,973
Salaries - Part Time	152,325	152,325	152,325
Benefits	168,980	190,626	185,319
Total Personnel	\$ 753,906	\$ 872,983	\$ 875,617
Professional Services	\$ 48,200	\$ 71,700	\$ 72,262
Office Equipment Maintenance	9,945	9,945	17,600
Advertising	1,200	1,200	1,200
Travel & Training	5,000	6,060	5,920
Postage	7,200	6,500	8,500
Office Supplies	35,300	35,300	48,900
Specialized Supplies	50,334	67,500	89,500
Books & Periodicals	160,000	160,000	180,000
Donations	94,725	89,632	92,900
Total O&M	\$ 411,904	\$ 447,837	\$ 516,782
Machinery & Equipment	\$ -	\$ 34,480	\$ 34,480
Total Capital	\$ -	\$ 34,480	\$ 34,480
Totals	\$ 1,165,810	\$ 1,355,300	\$ 1,426,879



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 2022	Budgeted FY 2023	Budgeted FY 2024
General	\$90,426	\$102,293	\$347,489
Total	\$90,426	\$102,293	\$347,489

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. Secured a \$100,000 donation from the Sierra Vista Historical Society to update and renovate the museum.



Museum

2. Designed and installed the 2022/2023 yearly exhibit, highlighting the historic west end in conjunction with the city’s west end revitalization efforts.
3. Installed the 2023 Jurassic Wonders summer fossil exhibit and collaborated across the department on dinosaur-themed Prehistoric Passport programs to coincide with the exhibit. Hosted multiple school field trips to increase educational awareness of prehistoric life in Cochise County and around the world.
4. Implemented outreach programs such as “Escape the Museum” and focused print and digital media across multiple platforms that increased awareness of museum exhibits, resources, and programming.

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 19/20	FY 20/21	FY 21/22	FY 22/23
Number of Visitors	2,000 est.	2,000 est.	3,530 est.	3,900 est.
Public Workshops/Classes/Open House/Outreach attendance	250	250	1,706	2,525

*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 2022 Budget	FY 2023 Budget	FY 2024 Proposed
Salaries - Regular	\$ 55,260	\$ 64,979	\$ 72,760
Benefits	17,441	19,439	20,004
Total Personnel	\$ 72,701	\$ 84,418	\$ 92,764
Professional Services	\$ 7,850	\$ 8,000	\$ 7,850
Infrastructure maintenance	-	-	235,000
Professional Associations	375	375	375
Travel & Training	1,000	1,000	1,000
Office Supplies	3,500	3,500	3,000
Specialized Supplies	5,000	5,000	7,500
Total O&M	\$ 17,725	\$ 17,875	\$ 254,725
Totals	\$ 90,426	\$ 102,293	\$ 347,489



Child & Family Programming

Expenditure by Fund			
	Budgeted FY 2022	Budgeted FY 2023	Budgeted FY 2024
General	\$463,835	\$439,040	\$420,303
Total	\$463,835	\$439,040	\$420,303

Major Accomplishments

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

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 19/20	FY 20/21	FY 21/22	FY 22/23
Easter Extravaganza	COVID-19	COVID-19	1,500	1,900
SPARKS participants	5373	1947	2672	2,883
Back to School Fair	250	500	1,500	2,300



Child & Family Programs

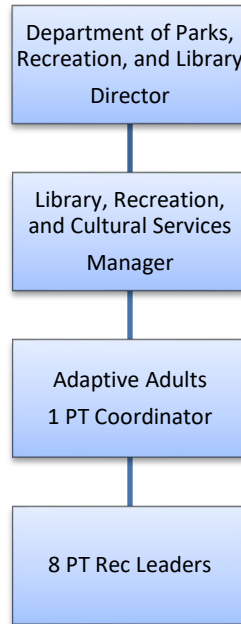
Expenditures	FY 2022 Budget	FY 2023 Budget	FY 2024 Proposed
Salaries - Regular	\$ 195,294	\$ 215,608	\$ 222,344
Salaries - Overtime	-	-	-
Salaries - Part Time	100,000	75,000	65,000
Benefits	99,041	88,232	87,459
Total Personnel	\$ 394,335	\$ 378,840	\$ 374,803
Professional Services	\$ 16,000	\$ 16,000	\$ 3,000
Land & Building Rental	15,000	5,000	3,000
Advertising	2,000	500	1,500
Association Memberships	-	-	-
Travel & Training	500	700	500
Office Supplies	-	-	3,500
Recreation Supplies	28,000	25,000	18,000
Specialized Supplies	-	-	-
Event Supplies	8,000	13,000	16,000
Total O&M	\$ 69,500	\$ 60,200	\$ 45,500
Totals	\$ 463,835	\$ 439,040	\$ 420,303

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 2022	Budgeted FY 2023	Budgeted FY 2024
General	\$49,523	\$93,584	\$78,178
Total	\$49,523	\$93,584	\$78,178

Mission Statement

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

Description

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



Major Accomplishments

1. Added activities such as city basketball team, bingo nights, movie nights, and regular dances.
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

	FY19/20	FY 20/21	FY 21/22	FY 22/23
% Clients with an ISPP positive outcome	100%	100%	100%	100%
Outside Funds Received	\$15,130	\$14,000 est.	\$14,000 est.	\$24,000 est.
Number of Participants	15	12	57	57

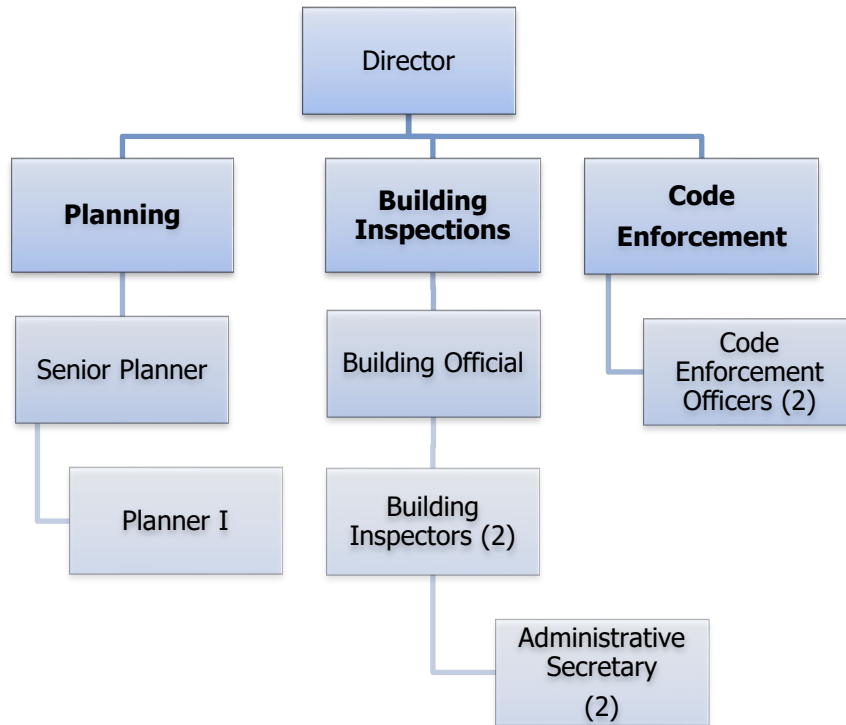
*Program so impactful, several Clients privately pay who do not qualify for state funding.

Adaptive Adults

Expenditures	FY 2022 Budget	FY 2023 Budget	FY 2024 Proposed
Salaries - Regular	\$ -	\$ -	\$ -
Salaries - Part Time	40,000	78,406	60,000
Benefits	5,023	7,578	7,578
Total Personnel	\$ 45,023	\$ 85,984	\$ 67,578
Advertising	\$ -	\$ -	\$ 1,200
Travel & Training	1,000	1,200	2,000
Recreation Supplies	3,500	6,400	7,400
Total O&M	\$ 4,500	\$ 7,600	\$ 10,600
Totals	\$ 49,523	\$ 93,584	\$ 78,178

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 2022 Budget	FY 2023 Budget	FY 2024 Proposed
Planning	\$ 560,324	\$ 659,788	\$ 638,594
Building Inspections	253,481	291,017	312,786
Total Personnel	\$ 813,805	\$ 950,805	\$ 951,380
Planning	\$ 264,432	\$ 601,064	\$ 421,463
Building Inspections	6,110	6,110	6,200
Neighborhood Enhancement	106,470	103,950	103,100
Total O&M	\$ 377,012	\$ 711,124	\$ 530,763
Neighborhood Enhancement	\$ -	\$ -	\$ -
Total Capital	\$ -	\$ -	\$ -
Totals	\$ 1,190,817	\$ 1,661,929	\$ 1,482,143



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 2022	Budgeted FY 2023	Budgeted FY 2024
General	\$668,775	\$940,776	\$769,582
Grants	\$142,659	\$307,190	\$281,275
Donation	\$13,322	\$12,886	\$9,200
Total	\$824,756	\$1,260,852	\$1,060,057

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. Successfully administered the West Sierra Vista Partnership Grant Program to fund nine applications plus three carryover projects providing \$100,000 in matching grant assistance to leverage \$4,947,032 in private investment (a 1:49 public to private ratio). The median grant award was \$5,394.
2. Completed large scale annexation involving nineteen commercially zoned parcels containing twenty tax producing businesses on 67 acres of land located east of State Route 92 generally between Golden Acres Drive and Glenn Road.
3. Partnered with Better Bucks of Sierra Vista to obtain a \$52,250 grant from the Arizona Department of Housing to implement a new voluntary day labor program called Better Work. Community Development Staff supports the program by identifying clean up areas, transporting and supervising work crews, and coordinating with refuse for roll off containers, and providing supplies and equipment. Outcomes from the program are tracked and reported on a monthly basis.
4. Developed Neighborhood Partner Program that will be promoted through the newly established Neighborhoods Commission. This program is designed to support Sierra Vista residents and civic organizations to enhance places where they live, work, and play. The first application approved was for the Sierra Vista Sunshine Rotary Club to make landscape improvements to the E. Fry Boulevard right of way in front of My Place.
5. Successfully administered Community Development Block Grant Program involving developing Annual Action Plan, Consolidated Annual Performance and Appraisal Report, Subrecipient Contracts, Environmental Reviews, and other compliance activities.
 - a. Closed out City's Subrecipient Contract with the United Way of Sierra Vista and Cochise County, Inc., to coordinate the third-round distribution of CARES Act emergency crisis funds to assist community members impacted by COVID-19. The final report documented assistance for 103 families for rent; 147 families for utilities; forty-two families for food and 324 intakes at Community Connect events (One Stop Resource and Referral Center).
 - b. Completed CDBG funded parking lot at St. Vincent De Paul and kitchen remodel project at Good Neighbor Alliance which involved documenting environmental clearance and Davis-Bacon requirements.
6. Prepared a series of Development Code updates in concert with the Planning and Zoning Commission to clarify and streamline procedures pertaining to site plans, zoning compliance certificates, certificates of occupancy; provide additional flexibility on building setbacks and lot coverage standards; and establish performance standards for unattended donation boxes.
7. Performed consistency reviews and coordinated Development Review Committee approvals on site plan and subdivision plat applications for: Freddy's Frozen Custard, Tropical Smoothie, Taco Bell, Joy Korean Church, Circle K, Dollar



General, Vista Montanas Final Plat, and the Independence Village preliminary plat.

- 8. Community Development reactivated the toilet rebate program in 2019 to promote water conservation. During the fiscal year, the City issued rebates for forty-two toilet replacements estimated to save over 168,750 gallons of water annually.

Goals (combined for all divisions)

Superior Customer Service and Partnerships

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

Technology

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



Neighborhood Improvement

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

Effective Planning

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

Planning

Expenditures	FY 2022 Budget	FY 2023 Budget	FY 2024 Proposed
Salaries - Regular	\$ 411,042	\$ 492,069	\$ 480,591
Salaries - Part Time	14,196	10,000	10,000
Benefits	135,086	157,719	148,003
Total Personnel	\$ 560,324	\$ 659,788	\$ 638,594
Professional Services	\$ 232,997	\$ 567,290	\$ 391,375
Office Equipment Maintenance	-	-	-
Equipment Rentals	-	-	-
Printing & Binding	500	500	500
Professional Associations	1,688	1,688	1,688
Travel & Training	2,000	3,500	3,500
Postage	-	-	-
Advertising	3,500	5,000	5,000
Office Supplies	6,000	6,000	6,000
Specialized Supplies	4,200	4,200	4,200
Books & Periodicals	225	-	-
Donations	13,322	12,886	9,200
Total O&M	\$ 264,432	\$ 601,064	\$ 421,463
Totals	\$ 824,756	\$ 1,260,852	\$ 1,060,057

*Professional services include \$85K West End Partnership Program and \$15K for a Neighborhood Partnership Program.



Performance Measures

PLANNING & ZONING DIVISION	FY 20-21	FY 21-22	FY 22-23
Development Cases			
# of Site Plan (including Modified) Applications	6	7	5
# of Annexation Petitions Processed	4	6	15
# of Variance Cases (including Modification of Setbacks)	5	2	1
# Conditional Use Requests	0	2	0
# of Rezoning Petitions	0	1	0
# of Subdivision Plats Reviewed	7	2	2
#Temporary Uses	10	14	16
# Zoning Compliances	73	105	94
#Home Based Businesses	61	77	67
#Permanent Signs	40	35	32
#Temporary Signs	14	22	29
# Code Amendments	5	3	1
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 2022	Budgeted FY 2023	Budgeted FY 2024
General	\$259,591	\$297,127	\$318,986
Total	\$259,591	\$297,127	\$318,986

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 2022 Budget	FY 2023 Budget	FY 2024 Proposed
Salaries - Regular	\$ 189,242	\$ 221,844	\$ 237,854
Salaries - Part Time	2,500	2,500	2,500
Benefits	61,739	66,673	72,432
Total Personnel	\$ 253,481	\$ 291,017	\$ 312,786
Professional Services	\$ 2,500	\$ 2,500	\$ 2,500
Printing & Binding	200	200	200
Professional Associations	210	210	300
Travel & Training	3,000	3,000	3,000
Books & Periodicals	200	200	200
Total O&M	\$ 6,110	\$ 6,110	\$ 6,200
Totals	\$ 259,591	\$ 297,127	\$ 318,986



Performance Measures

BUILDING & INSPECTIONS DIVISION	FY 20-21	FY 21-22	FY 22-23
Development Cases			
# of Building Permits Issued	1,517	1,619	1,667
# of Inspections Performed	3,628	3,629	4,675
Effectiveness			
Average Plan Review Time (within 10 Business Days)	50%*	80%	100%
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 2022	Budgeted FY 2023	Budgeted FY 2024
General	\$106,470	\$103,950	\$103,100
Grants	0	0	0
Capital	0	0	0
Total	\$106,470	\$103,950	\$103,100

Mission Statement

Promote quality housing, neighborhood health, revitalization, and civic pride by using proven industry techniques and working in partnership with community residents.

Description

The Division works to assist residents with maintaining and improving their neighborhoods and staff works to enforce development, property maintenance, and public nuisance codes. The Code Enforcement Division assists neighborhood organizations.



Major Accomplishments

1. Prioritized funding for the use of abatement funds on demolishing dangerous buildings and chronic nuisance properties as documented in Executive Reports.
2. Orchestrated 100 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. Coordinate and supervise clean-ups carried out by the Better Work Program. This effort entails transporting workers, identifying State Trust Land to be cleaned up, coordinating roll offs, and tracking information for grant money. The program has removed 20,000 pounds of trash since January 2023. The program has helped to house 4 individuals and aided in them having full-time jobs so far.
4. Continued to grow Adopt an Area Program to include nineteen 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.
5. Coordinate and distribute Adopt A Highway for the ADOT.
6. Regularly provide support to SVFD and Streets with burned structures, unsafe situations and other regulation and codes.
7. Distributed 100 notices for delinquent sewer/sanitation accounts to support the Finance Department.
8. Officer Fuentes assists regularly with Spanish translation for SVPD.
9. 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

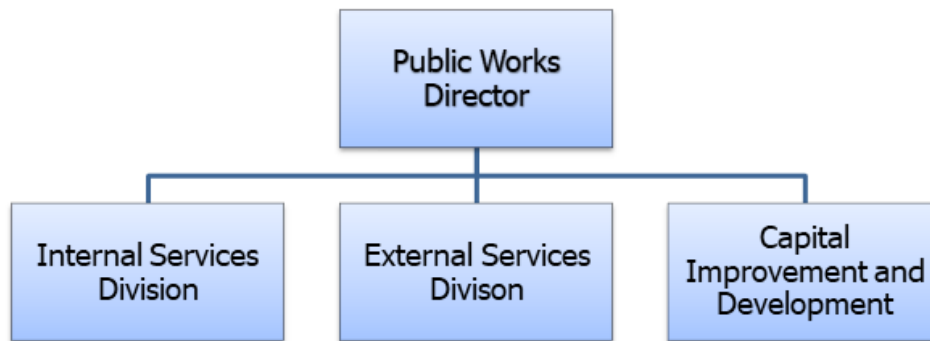
Expenditures	FY 2022 Budget	FY 2023 Budget	FY 2024 Proposed
Professional Services	\$ 100,000	\$ 100,000	\$ 100,000
Advertising	1,520	-	-
Printing & Binding	1,000	-	-
Professional Associations	250	250	-
Travel & Training	1,200	1,200	600
Specialized Supplies	2,500	2,500	2,500
Total O&M	\$ 106,470	\$ 103,950	\$ 103,100
Infrastructure	\$ -	\$ -	\$ -
Total Capital	\$ -	\$ -	\$ -
Totals	\$ 106,470	\$ 103,950	\$ 103,100

Comments

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

Performance Measures

CODE ENFORCEMENT	FY 20-21	FY 21-22	FY 22-23
Code Enforcement Complaints	667	612	676
Civil Citations Issued	1	1	5
Court Hearings	2	1	7
Abatements Performed	9	12	13
Vacant Properties Registered	40	21	35
Properties Secured	1	0	0
Average Time to Respond to a Complaint			
High Priority Cases	24 hours	24 hours	24 hours
Other	1 business day	1 business day	1 business day
Average # of Days to Gain Compliance	30 days	30 days	30 days



Vision

The Public Works Department is a professional organization committed to the continuous improvement of vital public programs and services, provided by innovative, resourceful, and empowered employees.

Mission Statement

The professional men and women of the Public Works Department provide safe, efficient, and reliable programs and services that enrich the quality of life for the residents, businesses, and visitors of the Sierra Vista community.

Description

The Department of Public Works provides support services to the citizens of Sierra Vista, other public agencies, and other City departments by utilizing approximately 100 full time and 10 part-time employees. The Public Works Department is 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** 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.

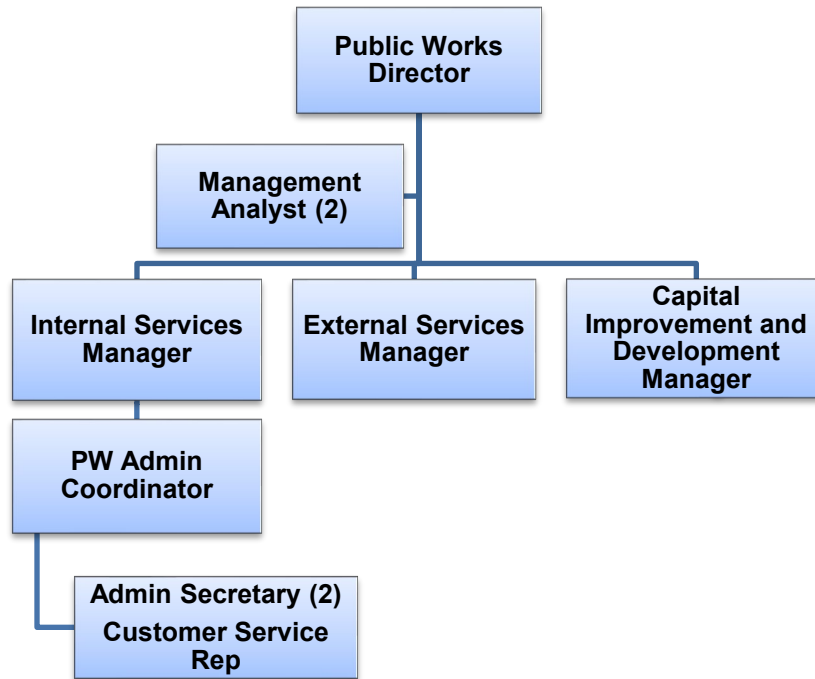


Public Works

Expenditures	FY 2022 Budget	FY 2023 Budget	FY 2024 Proposed
Administration Division	\$ 1,104,342	\$ 1,119,669	\$ 1,154,727
Engineering Division	2,570,245	2,671,380	2,946,416
Municipal Services Division	3,170,334	3,450,357	3,677,321
Total Personnel	\$ 6,844,921	\$ 7,241,406	\$ 7,778,464
Administration Division	\$ 893,165	\$ 1,335,165	\$ 1,743,599
Engineering Division	3,642,343	3,663,993	4,921,115
Municipal Services Division	6,443,312	6,755,881	8,096,553
Total O&M	\$ 10,978,820	\$ 11,755,039	\$ 14,761,267
Administration Division	\$ 13,837,000	\$ 12,851,009	\$ 3,940,000
Engineering Division	12,831,205	60,533,199	68,582,647
Municipal Services Division	6,318,964	20,276,216	10,104,369
Total Capital	\$ 32,987,169	\$ 93,660,424	\$ 82,627,016
Totals	\$ 50,810,910	\$ 112,656,869	\$ 105,166,747



Administration



Expenditure By Type			
	Budgeted FY 2022	Budgeted FY 2023	Budgeted FY 2024
General	\$331,610	\$331,811	\$341,004
HURF	\$203,245	\$203,369	\$209,002
Donations	\$15	\$15	\$0
Sewer	\$267,427	\$267,591	\$275,003
Refuse	\$267,427	\$267,591	\$275,003
Development Fees	0	0	0
Total	\$1,069,724	\$1,070,377	\$1,100,012

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. Made additional enhancements to the City’s Capital Improvement Plan (CIP), including meeting with each section/division/department to discuss capital priorities for the following year.
2. Continued to make operational adjustments in response to staffing shortages, particularly within Vista Transit.
3. Worked with staff to revise Refuse routes for the first time in more than twenty years to improve the operational efficiency of the Refuse Section.
4. Completed the design of the second phase of the Fry Boulevard streetscape improvement project along North Garden Avenue.
5. Applied for several new grants created under the Bipartisan Infrastructure Law, and where grant applications were unsuccessful, met with the granting agency to debrief and strengthen grant applications in upcoming years.
6. Explored ways to better utilize Geographic Information Systems (GIS) throughout the Public Works Department.
7. Received a \$100,000 grant from Arizona State Parks for the construction of a pathway near the new Eddie Cyr Park parking lot.



- 8. Received an almost \$1,000,000 grant from the Readiness and Environmental Protection Integration (REPI) Challenge program for the design of the Riverstone Recharge Project.

Goals

Goals	Objectives
Provide quality administrative and managerial support services within the Department of Public Works.	<ul style="list-style-type: none"> • Conduct periodic review of departmental administrative procedures and policies to improve efficiency and worker safety. • Deliver excellent customer service to our internal and external customers. • Provide professional and proactive liaison support to our commissions.
Promote a safety conscious work environment where all personnel are trained in accordance with established safety requirements by OSHA, NIMS, and other regulatory entities.	<ul style="list-style-type: none"> • Continue to train all new department employees in 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.

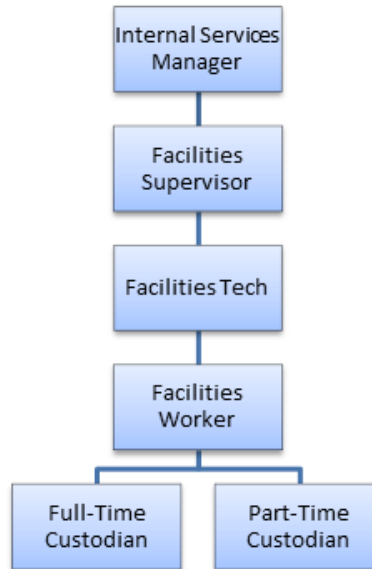


Administration Division

Expenditures	FY 2022 Budget	FY 2023 Budget	FY 2024 Proposed
Salaries - Regular	\$ 785,173	\$ 795,450	\$ 818,788
Salaries - Part Time	-	-	-
Salaries- Over Time	-	-	-
Benefits	238,536	240,912	247,224
Total Personnel	\$ 1,023,709	\$ 1,036,362	\$ 1,066,012
Professional Services	\$ -	\$ -	\$ -
Office Equipment Maintenance	-	-	-
Printing & Binding	2,500	2,500	2,500
Professional Associations	4,000	2,500	2,500
Travel & Training	22,000	10,000	10,000
Office Supplies	8,000	8,000	8,000
Specialized Supplies	9,000	10,500	10,500
Books & Periodicals	500	500	500
Donation	15	15	-
Total O&M	\$ 46,015	\$ 34,015	\$ 34,000
Totals	\$ 1,069,724	\$ 1,070,377	\$ 1,100,012



Facilities



Expenditure by Type			
	Budgeted FY 2022	Budgeted FY 2023	Budgeted FY 2024
General	\$2,855,161	\$7,081,531	\$3,906,010
CIF	\$0	\$6,957,108	\$327,076
Sewer	\$44,089	\$52,407	\$75,618
Refuse	\$44,089	\$52,407	\$75,618
Total	\$2,943,339	\$14,143,453	\$4,384,322

Description

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

Major Accomplishments

1. Maintained cleaning services for 150,860 square feet of City facilities.
2. Completed 2,724 work orders.
3. Oversaw roof re-coats at the Police Department and the Library.
4. Oversaw the shingle roof replacement at the Sports Center.
5. Oversaw the replacement of the carpet at City Hall.
6. Oversaw the concrete replacement to eliminate trip hazards at the front areas of City Hall.
7. Oversaw the construction of the new restroom at the Fleet building.



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 2023	Goal
Work Order Closure Rate The ratio of completed work orders to total work orders.	90%	90%
Time To Completion Percentage of work orders completed within 5 working days of request.	78%	70%
Preventive Maintenance Compliance Percentage of PM work orders that are not overdue.	99%	95%
Capital/Maintenance Projects (managed by the Facilities Section) Percentage of projects that were completed within the scheduled FY.	100%	100%



Facilities

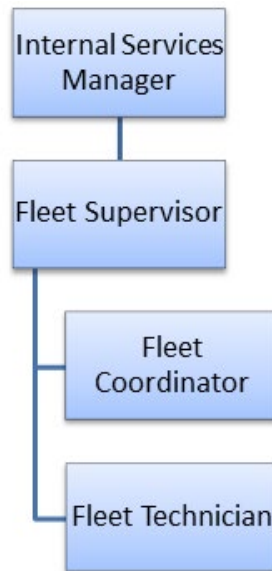
Expenditures	FY 2022 Budget	FY 2023 Budget	FY 2024 Proposed
Salaries - Regular	\$ 522,052	\$ 597,030	\$ 630,138
Salaries - Overtime	7,000	7,000	7,000
Salaries - Part Time	25,350	25,350	25,350
Benefits	216,648	244,045	258,413
Total Personnel	\$ 771,050	\$ 873,425	\$ 920,901
Professional Services	\$ 128,000	\$ 119,500	\$ 132,500
Electricity	600,000	600,000	700,000
Water	300,000	300,000	300,000
Natural Gas	120,000	115,000	150,000
Office Equipment Maintenance	1,500	500	500
Equipment Maintenance	59,000	60,500	57,000
Building Maintenance	79,900	378,900	519,000
Infrastructure Maintenance	48,000	92,020	900,000
Travel & Training	-	3,500	4,000
Specialized Supplies	97,000	97,000	97,000
Total O&M	\$ 1,433,400	\$ 1,766,920	\$ 2,860,000
Buildings	\$ 738,889	\$ 11,473,108	\$ 478,421
Infrastructure	-	-	60,000
Machinery & Equipment	-	30,000	65,000
Total Capital	\$ 738,889	\$ 11,503,108	\$ 603,421
Totals	\$ 2,943,339	\$ 14,143,453	\$ 4,384,322

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 2022	Budgeted FY 2023	Budgeted FY 2024
General	\$2,685,578	\$3,927,617	\$3,789,929
Total	\$2,685,578	\$3,927,617	\$3,789,929

Description

The Fleet Section is responsible for providing maintenance and repair services for City rolling assets as well as multiple outside agencies through Intergovernmental Agreements (IGAs). The Fleet Section also provides fleet fueling services for City and IGA fleet vehicles and equipment.

Major Accomplishments

1. Maintained fleet maintenance services for 457 City rolling stock assets and other non-rolling stock equipment.
2. Completed 1,633 work orders.
3. Achieved a low rework percentage of only 1%.
4. Maintained the fuel farm to provide fuel for internal and external customers. 338,731 gallons of fuel were provided during fiscal year 2023.

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 7 days.
Update the Five-Year Capital Maintenance and Replacement Plan and assist in implementing the plan each fiscal year.	<ul style="list-style-type: none"> Determine the quantity and types of vehicles and equipment that require replacement. Provide departments with data that validates replacement requirements. Prepare city assets for rotation out of service and auction.
Provide quality customer service to all external agencies and internal departments.	<ul style="list-style-type: none"> Utilize Munis and Fluid Secure to track preventive maintenance. Send preventive maintenance notifications to City departments each month.
Partner with NAPA to provide efficient parts availability through its Integrated Business Solutions program.	<ul style="list-style-type: none"> Maintain a parts inventory that facilitates timely and low-cost repairs.

Performance Measures

	FY 2023	Goal
Productivity The ratio of wrenching hours to payroll hours.	60%	65%
Turnaround Time Within 5 Days Percentage of work orders completed within 5 working days.	45%	50%
Rework Repeat repair within 30 days of original repair.	1%	3% or less
PM vs RM Percentage of preventive maintenance work versus percentage of reactive maintenance work.	PM: 45% RM: 55%	50% or more of PM

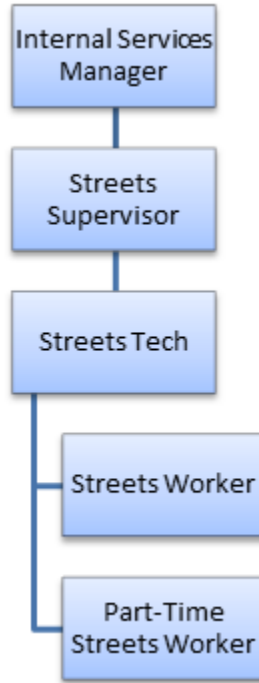
Fleet continues to work on improvements to help meet established goals.

Fleet

Expenditures	FY 2022 Budget	FY 2023 Budget	FY 2024 Proposed
Salaries - Regular	\$ 477,680	\$ 531,861	\$ 551,852
Salaries - Overtime	8,460	8,460	8,460
Benefits	172,274	178,313	182,348
Total Personnel	\$ 658,414	\$ 718,634	\$ 742,660
Professional Services	\$ 140,764	\$ 155,750	\$ 160,100
Vehicle Maintenance	825,000	960,000	1,000,000
Equipment Maintenance	-	5,000	5,000
Travel & Training	-	8,000	10,000
Specialized Supplies	24,400	24,400	24,000
Fuel	702,000	740,000	1,000,000
Total O&M	\$ 1,692,164	\$ 1,893,150	\$ 2,199,100
Vehicles	\$ 335,000	\$ 1,070,833	\$ 848,169
Machinery & Equipment	-	245,000	-
Total Capital	\$ 335,000	\$ 1,315,833	\$ 848,169
Totals	\$ 2,685,578	\$ 3,927,617	\$ 3,789,929



Streets/Traffic Services



Expenditure by Type			
	Budgeted FY 2022	Budgeted FY 2023	Budgeted FY 2024
HURF	\$15,049,900	\$62,443,275	\$70,864,909
CIF	0	0	0
Dev Fees	0	0	0
Total	\$15,049,900	\$62,443,275	\$70,864,909

Description

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



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 4,600 square feet of damaged sidewalks that had become a hazard to pedestrian traffic.
2. Maintained traffic signals for the City of Sierra Vista and Fort Huachuca. Assisted with ADOT traffic signals as needed.
3. Successfully abated over 23,730 square feet of graffiti throughout the City.
4. Crack sealed 923,000 linear 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.

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. • Maintain vegetation within the public right of way to enhance its visual appeal and avoid tripping hazards and traffic disruptions.



Streets/Traffic Services

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

	FY 2019	FY 2020	FY 2021	FY 2022	FY 2023
Work Order Closure Rate	*	*	*	*	99%
Paved Lane Miles Maintained	602	602	629	629	635
Bike Path & Multi-Use Path Miles Maintained	48	48	52	53	54
Number of Linear Miles Swept	1,910	2,393	1,716	1,232	1,957
Pavement Condition Index Rating The City's PCI is measured every 5 years. The City's average network PCI is 64 and is considered on the high side of the "Average" range. The average across the U.S. is between 60 and 65, so the City is just above the average.	60%	60%	64%	64%	64%

*New performance measure for FY 2023



Streets/Traffic Services Section

Expenditures	FY 2022 Budget	FY 2023 Budget	FY 2024 Proposed
Salaries - Regular	\$ 754,229	\$ 852,987	\$ 926,558
Salaries - Overtime	5,000	5,000	5,000
Salaries - Part Time	45,000	45,000	45,000
Benefits	358,299	392,489	410,104
Total Personnel	\$ 1,162,528	\$ 1,295,476	\$ 1,386,662
Professional Services	\$ 5,000	\$ 75,000	\$ 75,000
Electricity	500,000	500,000	600,000
Telephone	18,000	21,600	21,600
Vehicle Maintenance	100,000	110,000	120,000
Equipment Maintenance	-	-	-
Infrastructure Maintenance	447,150	477,150	495,150
Wash Maintenance	10,000	10,000	10,000
Equipment Rentals	4,000	4,000	4,000
Advertising	-	-	-
Professional Associations	500	500	500
Travel & Training	15,300	12,350	12,350
Office Supplies	500	500	500
Specialized Supplies	113,500	113,500	118,000
Fuel	50,000	50,000	60,000
Total O&M	\$ 1,263,950	\$ 1,374,600	\$ 1,517,100
Infrastructure	\$ 12,533,422	\$ 59,105,399	67,707,039
Vehicles	90,000	667,800	254,108
Machinery & Equipment	-	-	-
Total Capital	\$12,623,422	\$59,773,199	\$ 67,961,147
Totals	\$15,049,900	\$62,443,275	\$ 70,864,909

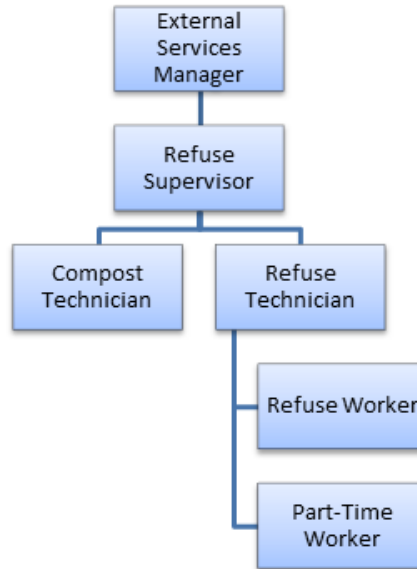
Comments

The Infrastructure budget includes annual capital streets maintenance.

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



Refuse Services



Description

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

Expenditure By Type			
	Budgeted FY 2022	Budgeted FY 2023	Budgeted FY 2024
Refuse	\$4,245,761	\$4,584,294	\$3,801,869
Total	\$4,245,761	\$4,584,294	\$3,801,869

Major Accomplishments

1. Completed a major route update for the first time in more than twenty years to increase efficiency by reducing miles and minutes driven.
2. Recruited six new drivers, providing commercial driver’s license (CDL) training to three of them.
3. Administered a city-wide CDL exam program to certify new CDL drivers for multiple sections across Public Works
4. Renewed the trash can warrantee-return program saving \$100,000.
5. Demonstrated exceptional customer service during high wind events, eliciting multiple compliments to the team.
6. Began implementation of GPS tracking to improve customer service.
7. Began implementation of house skipping on delinquent bills- Finance reports an increase in payment plans and have collected \$181,436 in late payments while Refuse has reduced time and miles previously expended to collect and return cans.
8. Began implementation of modernized pre and post trip inspection protocols



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 staff or equipment 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 and 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

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

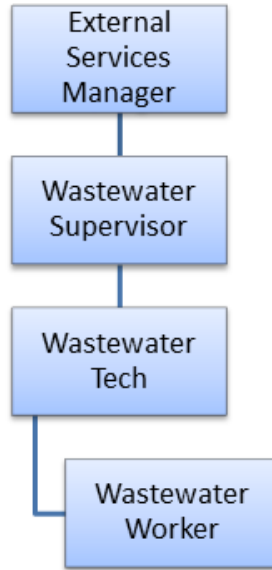


Refuse

Expenditures	FY 2022 Budget	FY 2023 Budget	FY 2024 Proposed
Salaries - Regular	\$ 683,545	\$ 738,376	\$ 751,066
Salaries - Overtime	21,049	21,049	25,000
Salaries - Part Time	21,998	21,998	21,998
Benefits	308,769	313,995	330,331
Total Personnel	\$ 1,035,361	\$ 1,095,418	\$ 1,128,395
Depreciation Expense	\$ 500,000	\$ 500,000	\$ 500,000
Professional Services	24,800	10,200	10,200
Intergovernmental Contracts	1,250,000	1,300,000	1,300,000
Electric	1,600	2,100	3,000
Water	17,000	10,000	7,500
Vehicles & Equipment Maint	360,000	370,000	420,000
Infrastructure Maintenance	1,500	1,000	1,000
Professional Associations	500	500	225
Rentals	-	-	-
Travel & Training	1,000	6,500	3,500
Printing & Binding	8,000	7,000	8,000
Postage	-	-	-
Advertising	-	-	-
Supplies	1,000	1,000	1,000
Specialized Supplies	100,000	140,000	106,049
Fuel	150,000	175,000	165,000
Total O&M	\$ 2,415,400	\$ 2,523,300	\$ 2,525,474
Machinery & Equipment	\$ -	\$ 65,000	\$ 148,000
Infrastructure	-	-	-
Buildings	-	-	-
Vehicles	795,000	900,576	-
Total Capital	\$ 795,000	\$ 965,576	\$ 148,000
Totals	\$ 4,245,761	\$ 4,584,294	\$ 3,801,869



Wastewater



Expenditure by Type			
	Budgeted FY 2022	Budgeted FY 2023	Budgeted FY 2024
Sewer	\$3,262,448	\$3,758,203	\$4,742,585
Total	\$3,262,448	\$3,758,203	\$4,742,585

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. Finished design and began construction on polymer housing to replace and upgrade polymer delivery. After initial investigation indicated the project would be overbudget, staff worked collaboratively to redesign the project, resulting in a more modest structure but with new and superior mechanical equipment. The finished project came in \$41,000 under budget.
2. Repaired the solids handling system leading to an additional 20% savings over prior years.
3. Reduced polymer usage by approximately 40%, leading to a cost savings of \$37,900 when compared to the average of the last three years' purchases.
4. Treated and returned 2,934-acre feet of water to the recharge basins and wetlands at the EOP.
5. Inspected and treated 3345 manholes, only a 9.6% reduction in output while experiencing staff shortages.
6. Performed 30 closed circuit sewer line inspections to address citizen concern.
7. Processed 2606 dry tons of biosolids for production of class A compost. This is a 108% increase over FY23 (1191 dry tons) as a result of partnering with and doubling the composting operations.
8. Increased state certifications and other trainings for all team members

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 versus 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.



Wastewater Section

	<ul style="list-style-type: none"> 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. Identify & enroll staff in additional certified training.

Performance Measures

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

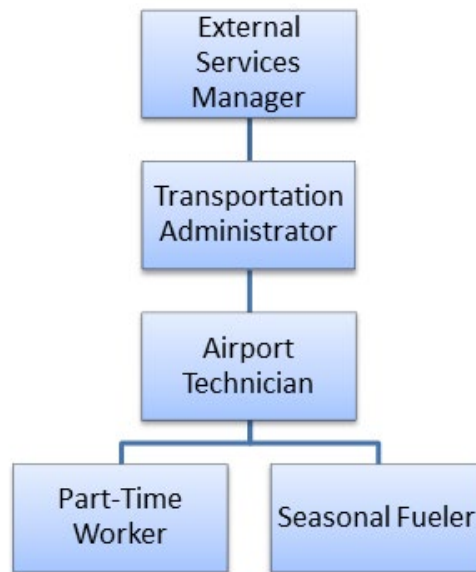


Wastewater

Expenditures	FY 2022 Budget	FY 2023 Budget	FY 2024 Proposed
Salaries - Regular	\$ 546,510	\$ 540,842	\$ 536,429
Salaries - Overtime	4,518	4,518	30,000
Salaries - Part Time	-	-	-
Benefits	226,744	216,950	221,141
Total Personnel	\$ 777,772	\$ 762,310	\$ 787,570
Depreciation Expense	\$ 950,000	\$ 950,000	\$ 950,000
Professional Services	505,289	444,300	1,205,000
Electricity	200,000	175,000	210,000
Water	15,000	15,000	-
Vehicle Maintenance	75,000	75,000	75,000
Infrastructure Maintenance	220,000	288,000	644,387
Equipment Rentals	10,000	20,000	20,000
Advertising	-	-	-
Professional Associations	1,000	1,000	1,500
Travel & Training	6,000	23,000	23,000
Specialized Supplies	251,400	202,593	141,000
Software	18,204	7,000	13,628
Fuel	25,000	35,000	50,000
Total O&M	\$ 2,276,893	\$ 2,235,893	\$ 3,333,515
Infrastructure	\$ 157,783	\$ 720,000	\$ 583,000
Vehicles	50,000	-	-
Machinery & Equipment	-	40,000	38,500
Total Capital	\$ 207,783	\$ 760,000	\$ 621,500
Totals	\$ 3,262,448	\$ 3,758,203	\$ 4,742,585



Municipal Airport



Description

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

City Council Strategic Plan Initiatives

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



Major Accomplishments

1. Provided fueling assistance to Forest Service aircraft during fire season. Maintained fuel inventory with only one exception despite more than a 15% increase in fuel sales.
2. The hangars are now at maximum capacity for some categories with a waiting list.
3. Converted an AVGas fuel tank to Jet A for greater capacity to serve larger customers. Other tanks were cleaned, maintained, and restored to fix non-compliant components and upgrade safety features.
4. Implemented a market approach to fuel price setting, increasing and stabilizing revenues.
5. Enrolled and actively participating in "Arizona Pilot Passport Program" which has increased General Aviation traffic to Sierra Vista and primarily contributed to an 89.6% increase in self-serve fuel sales, which is 49.7% more than sold in 2019, pre-COVID.
6. Oversaw the construction of the Schneider project to replace airfield fiber optic cable that was failing and upgrade taxiway signs and lights to new, energy-efficient models.

Performance Measures

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

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.



	<ul style="list-style-type: none">• Increase proactive scheduled maintenance versus reactive maintenance.• Prolong life cycle of equipment.• Improve time management by increasing planned versus 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%.• Develop medium- and long-term development plan in cooperation with Libby Army Airfield.• Reimagine layout and design of usable space.• Continue to pursue the acquisition of the 200 acres north of the existing airfield.• Update the existing Airport Master Plan.
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 2022 Budget	FY 2023 Budget	FY 2024 Proposed
Salaries - Regular	\$ 36,782	\$ 40,180	\$ 43,906
Salaries - Overtime	5,644	5,644	5,644
Salaries - Part Time	19,500	19,500	19,500
Benefits	18,707	17,983	19,665
Total Personnel	\$ 80,633	\$ 83,307	\$ 88,715
Professional Services	\$ 11,000	\$ 269,000	\$ 57,000
Electricity	30,000	30,000	38,000
Telephone	-	-	-
Natural Gas	2,000	2,300	3,700
Building Maintenance	-	-	-
Vehicle Maintenance	-	5,000	5,000
Infrastructure Maintenance	24,000	24,000	24,000
Equipment Rentals	42,000	42,000	48,000
Insurance	-	11,900	14,399
Advertising	1,000	750	500
Specialized Supplies	13,400	10,700	12,000
Travel & Training	3,000	4,500	7,000
Fuel	720,750	901,000	1,500,000
Total O&M	\$ 847,150	\$ 1,301,150	\$ 1,709,599
Buildings	\$ -	\$ 130,000	\$ -
Infrastructure	13,837,000	12,389,009	3,345,594
Machinery & Equipment	-	332,000	130,000
Intangible assets	\$ -	\$ -	\$ 464,406
Total Capital	\$ 13,837,000	\$ 12,851,009	\$ 3,940,000
Totals	\$ 14,764,783	\$ 14,235,466	\$ 5,738,314



Vista Transit



Description

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

Major Accomplishments

1. Implemented a fare free pilot program to increase ridership and reduce operating costs.
2. Received a Federal Transit Administration grant to construct multi-use pathways along Buffalo Soldier Trail and State Route 92.
3. Successfully completed a Federal Transit Administration Triennial Review.
4. Began development of a refurbishment program for aged buses to establish a "second life" before retiring a bus. The first round of refurbishments is expected to save over \$300,000 in lieu of purchasing a new long bus.
5. Upgraded and modernized on-bus surveillance cameras and GPS tracking systems.
6. Partnered with the Sierra Vista Police Department to provide de-escalation training to drivers.
7. Maintained service during extreme driver shortages.
8. Onboarded and retained six new drivers and trained four of those drivers for new CDLs. Three additional drivers are scheduled for onboarding in the near future.
9. Standardized ridership policies to increase driver safety and reduce passenger incidents.



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"> • Provide an app for improved rider convenience. • Streamline data collection and management practices and 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.
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)

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

Performance Measurement statistics in Transit are currently being assessed.



Vista Transit

Expenditures	FY 2022 Budget	FY 2023 Budget	FY 2024 Proposed
Transit-Administration	\$ -	\$ -	\$ -
Transit-Operations	705,509	762,880	885,365
Total Personnel	\$ 705,509	\$ 762,880	\$ 885,365
Transit-Administration	\$ 487,747	\$ 244,873	\$ 204,873
Transit-Operations	414,601	327,638	307,106
Total O&M	\$ 902,348	\$ 572,511	\$ 511,979
Transit-Administration	\$ 4,450,075	\$ 6,491,699	\$ 8,504,779
Transit-Operations	-	-	-
Total Capital	\$ 4,450,075	\$ 6,491,699	\$ 8,504,779
Totals	\$ 6,057,932	\$ 7,827,090	\$ 9,902,123



Transit Administration

Expenditures	FY 2022 Budget	FY 2023 Budget	FY 2024 Proposed
Salaries - Regular	\$ -	\$ -	\$ -
Benefits	-	-	-
Total Personnel	\$ -	\$ -	\$ -
Professional Services	\$ -	\$ -	\$ -
Electricity	-	-	-
Water	-	-	-
Telephone	-	-	-
Natural Gas	-	-	-
Vehicle Maintenance	312,000	240,000	200,000
Equipment Maintenance	-	-	-
Infrastructure Maintenance	90,876	-	-
Advertising	-	-	-
Printing & Binding	-	-	-
Travel & Training	4,871	4,873	4,873
Office Supplies	-	-	-
Specialized Supplies	80,000	-	-
Total O&M	\$ 487,747	\$ 244,873	\$ 204,873
Buildings	\$ 100,000	\$ -	\$ 25,000
Infrastructure	3,488,503	5,299,485	8,389,779
Machinery & Equipment	172,000	318,179	90,000
Vehicles	689,572	874,035	-
Total Capital	\$ 4,450,075	\$ 6,491,699	\$ 8,504,779
Totals	\$ 4,937,822	\$ 6,736,572	\$ 8,709,652

Comment

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

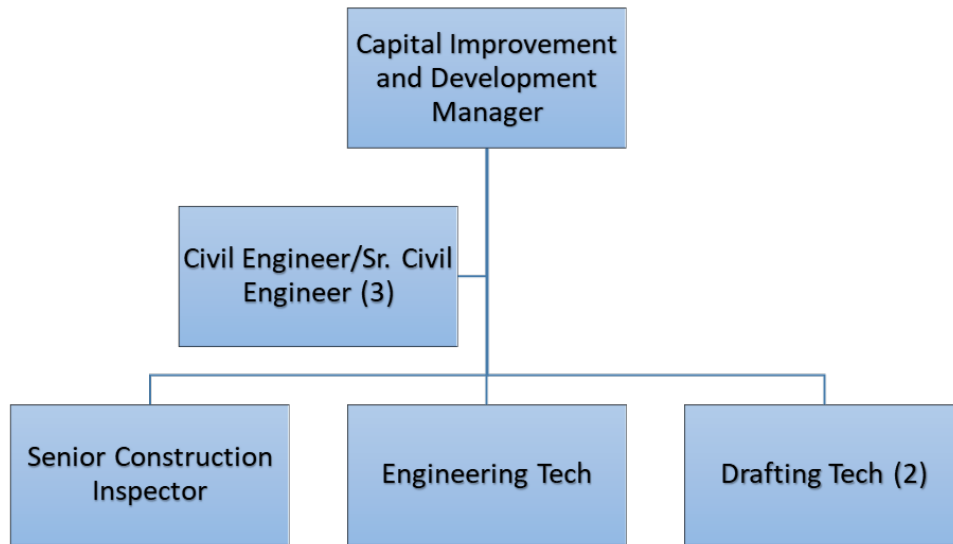


Transit Operations

Expenditures	FY 2022 Budget	FY 2023 Budget	FY 2024 Proposed
Salaries - Regular	\$ 364,940	\$ 402,006	\$ 483,879
Salaries - Overtime	7,690	7,006	8,209
Salaries - Part Time	124,380	124,380	137,700
Benefits	208,499	229,488	255,577
Total Personnel	\$ 705,509	\$ 762,880	\$ 885,365
Professional Services	\$ 51,000	\$ 24,000	\$ 15,000
Electricity	6,000	6,000	7,200
Water	2,500	2,500	2,500
Telephone	3,500	3,500	6,000
Natural Gas	2,000	2,000	2,000
Vehicle Maintenance	-	-	-
Equipment Maintenance	10,000	10,000	5,000
Infrastructure Maintenance	35,000	14,000	12,000
Insurance	63,000	50,000	50,000
Advertising	2,000	2,000	5,000
Printing & Binding	9,000	9,000	5,000
Travel & Training	4,000	4,000	4,000
Office Supplies	3,000	2,000	2,000
Specialized Supplies	23,000	8,000	7,000
Safety Supplies	1,500	1,500	1,000
Fuel	90,000	90,000	75,000
Misc Expense	109,101	99,138	108,406
Total O&M	\$ 414,601	\$ 327,638	\$ 307,106
Improvements Other Than Bldgs	\$ -	\$ -	\$ -
Machinery and Equipment	-	-	-
Vehicles	-	-	-
Total Capital	\$ -	\$ -	\$ -
Totals	\$ 1,120,110	\$ 1,090,518	\$ 1,192,471



Capital Improvement and Development (Engineering)



Expenditure by Type			
	Budgeted FY 2022	Budgeted FY 2023	Budgeted FY 2024
General	\$387,666	\$353,559	\$434,872
HURF	\$182,861	\$166,774	\$216,921
Sewer	\$146,289	\$133,419	\$173,537
Refuse	\$14,629	\$13,342	\$17,354
Total	\$731,445	\$667,094	\$842,684

Description

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

City Council Strategic Plan Initiatives

- | |
|--|
| <ul style="list-style-type: none"> • Explore and leverage resources for identifying additional grant and funding opportunities. |
|--|



- Improve & streamline the capital improvement plan process.
- 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.
- 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

Planning

- Commenced the Wastewater and Sewer Master Plan.
- Completed the Surface Water Master Plan and submitted for final approval to FEMA.
- Commenced the Roadrunner Park conceptual plan and design.
- Commenced planning efforts to extend additional utility services to the airport.
- Worked with parks to identify opportunities to extend sewer for new restrooms at the sports fields.
- Completed the Master Plan of the Nancy J. Brua Animal Care Center Expansion Project.

Design

- Completed design of the Nancy J. Brua Animal Care Center Expansion Project.
- Completed design of the Annual Streets Maintenance Program with a focus on residential streets.
- Completed design of the North Garden Avenue Corridor Improvements.
- Completed design of the Garden Canyon Linear Park and Eddie Cyr Park Parking Lots.
- Completed design of the Sports Complex Restroom Project.



Construction

- Started construction of the Annual Street Maintenance Program.
- Completed construction of the Charleston Road Replacement Project.
- Completed construction of the Avenida Escuela Extension Project.
- Completed construction of the Garden Canyon Linear Park and Eddie Cyr Park Parking Lots.
- Completed construction of the Sports Complex Restroom Project.

Grants

- Applied for a Recreation Trails Non-Motorized Heritage Fund grant through Arizona State Parks.
- Applied for an AZ SMART Fund State Match Advantage for Rural Transportation grant through the Arizona Department of Transportation.
- Applied for Congressional Appropriations through Senator Kelly, Senator Sinema, and Congressman Ciscomani’s offices.
- Applied for a Rebuilding American Infrastructure with Sustainability and Equity (RAISE) grant through the U.S. Department of Transportation.

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.



Engineering Division

Provide high quality computer-aided drafting services and information support services to other City departments and the general public.	<ul style="list-style-type: none"> • Complete requested computer-aided drafting services in accordance with stakeholder established timelines and expectations. • Verify stakeholder comments have been fully addressed prior to issuing plans. • Investigate and respond to customer requests regarding existing City design files.
Provide professional engineering support services to the City Council, other City departments and the general public.	<ul style="list-style-type: none"> • Complete City Council and Public Works strategic plan initiatives within the two-year timeframe allotted by Council. • Respond to professional inquiries in accordance with established departmental policy or within mutually agreed upon timeframes.

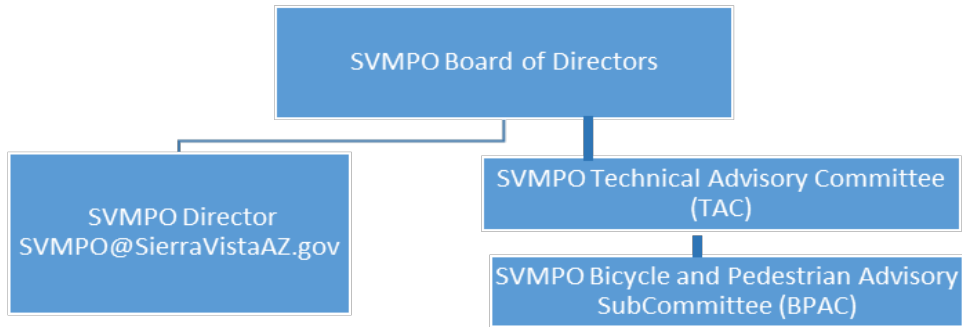
Performance Measures

	FY19	FY20	FY21	FY22	FY23
Average calendar days to development plan review approval	40	40	40	40	40
Number of plan reviews conducted	34	9	9	29	19
Number of right-of-way permit issued	380	373	373	379	428
Percent of right-of-way permits approved within 48 hours	95%	95%	95%	95%	97%



Engineering Services Section

Expenditures	FY 2022 Budget	FY 2023 Budget	FY 2024 Proposed
Salaries - Regular	\$ 475,357	\$ 465,440	\$ 590,958
Salaries - Part Time	-	-	-
Benefits	154,588	148,154	181,226
Total Personnel	\$ 629,945	\$ 613,594	\$ 772,184
Professional Services	\$ 95,000	\$ 45,000	\$ 53,000
Travel & Training	-	2,500	10,000
Specialized Supplies	6,500	6,000	7,500
Total O&M	\$ 101,500	\$ 53,500	\$ 70,500
Totals	\$ 731,445	\$ 667,094	\$ 842,684



Description

The Sierra Vista Metropolitan Planning Organization (SVMPO) was established in May 2013. It is a regional policy and planning agency that serves the City of Sierra Vista, the Town of Huachuca City and Cochise County, in partnership with the Arizona State Department of Transportation (ADOT).

A separate Board of Directors oversees the operations of the SVMPO. The six-member Board of Directors consists of three members from the City of Sierra Vista, one member from the Town of Huachuca City, one member from Cochise County and a member from the State Transportation Board/ADOT.

The SVMPO is the designated regional transportation planning organization for the urbanized area of Sierra Vista. As such, it shares information and builds consensus among the member jurisdictions on regional transportation programs, plans and projects. Federal and State transportation funds are made available, through the work of the SVMPO, for transportation improvements on roadways, transit services, and multi-modal facilities.

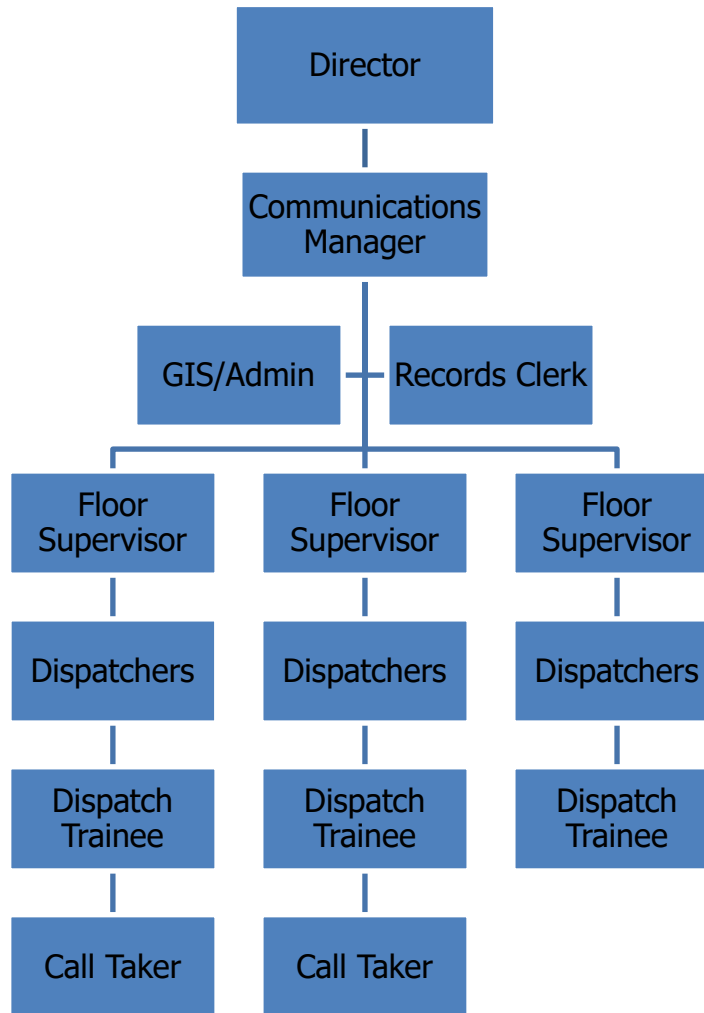
The City of Sierra Vista began including the SVMPO in its budget process in FY16. Through an Intergovernmental Agreement, the City is the Hosting Agency for the SVMPO, provides Fiscal Agent services to the SVMPO and advances payment for MPO activities. The SVMPO is independently funded through Federal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

This function is included in the City’s budget document because the City is the SVMPO’s Fiscal Agent and financially supports approved regional transportation activities.



Metropolitan Planning Organization

Expenditures	FY 2022 Budget	FY 2023 Budget	FY 2024 Proposed
Salaries - Regular	\$ 180,891	\$ 195,768	\$ 203,903
Benefits	42,434	47,702	50,060
Total Personnel	\$ 223,325	\$ 243,470	\$ 253,963
Professional Services - Engineering	\$ 268,285	\$ 294,429	\$ 930,634
Professional Services - Other	46,604	13,754	53,518
Telephone	-	-	-
Office Rental	4,760	5,048	5,048
Insurance	-	5,000	5,302
Postage	106	200	106
Advertising	818	2,000	855
Printing & Binding	1,875	2,000	1,660
Professional Associations	8,750	10,000	9,160
Travel & Training	4,300	10,000	10,604
Specialized Supplies	4,434	6,000	5,444
Software	3,250	4,000	1,586
Misc Expense	43,305	56,822	124,283
Total O&M	\$ 386,487	\$ 409,253	\$ 1,148,200
Infrastructure	\$ -	\$ -	\$ -
Total Capital	\$ -	\$ -	\$ -
Totals	\$ 609,812	\$ 652,723	\$ 1,402,163



Mission Statement

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

Description

Southeastern Arizona Communications (SEACOM) is a consolidated regional communications center established by an intergovernmental agreement between the City of Sierra Vista and Cochise County. SEACOM went live on July 18, 2018, when both the Sierra Vista Police Department dispatch staff and the Cochise County Sheriff's Office dispatch staff relocated into a new joint facility. SEACOM currently provides combined dispatching services for the Sierra Vista Police Department, Sierra Vista Fire & Medical



Services, Cochise County Sheriff's Office, Fry Fire District, Huachuca City Police Department, Whetstone Fire District, Tombstone Marshal's Office, National Park Service, Healthcare Innovations, Inc. (HCI), Bisbee Police and Fire, Willcox Police and Fire and several other rural fire districts in Cochise County.

Major Accomplishments

1. 50,480 9-1-1 calls received.
2. 201,762 total calls received including administrative/non-emergency lines.
3. 149,968 calls for service entered into CAD.
4. Hired a second Floor Supervisor.
5. Applied for the 911 Grant for next Fiscal Year.
6. Established new partnerships across the county; Bisbee, Douglas and Willcox IGAs.
7. Prepared for the NG911 upgrade to occur in Summer of 2023 in Partnership with the State 911 office.
8. Building trainer plans in-house to address the number of new trainees we have.
9. Rebuilding the internal staffing plan, adjusting, and preparing for Wilcox and Bisbee PSAPs to switch to SEACOM July 1st.



SEACOM

Expenditures	FY 2022 Budget	FY 2023 Budget	FY 2024 Proposed
Salaries - Regular	\$ 1,220,945	\$ 1,318,523	\$ 1,289,009
Salaries - Overtime	142,000	142,000	142,000
Salaries - Part Time	55,000	55,000	55,000
Benefits	477,038	472,332	468,941
Total Personnel	\$ 1,894,983	\$ 1,987,855	\$ 1,954,950
Professional Services	\$ 14,700	\$ 16,200	\$ 42,450
Electricity	33,500	33,500	36,000
Water	1,300	1,300	1,300
Telephone	11,000	11,000	11,000
Natural Gas	1,200	1,375	1,450
Building Maintenance	34,474	37,788	55,634
Equipment Maintenance	178,620	266,723	153,777
Insurance	13,116	14,690	16,159
Postage	200	200	125
Association Memberships	1,177	1,293	1,335
Travel & Training	10,000	10,000	7,000
Specialized Supplies	10,300	12,600	13,600
Software	21,950	44,318	88,784
Total O&M	\$ 331,537	\$ 450,987	\$ 428,614
Infrastructure	\$ 375,997	\$ 379,552	\$ 380,950
Machinery & Equipment	-	-	-
Total Capital	\$ 375,997	\$ 379,552	\$ 380,950
Totals	\$ 2,602,517	\$ 2,818,394	\$ 2,764,514



Five Year Capital Maintenance and Replacement Plan
FY 2024-2028

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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.

FY24 Recommendations

FY24 RECOMMENDATIONS				
FY	FUND	DEPT	CAPITAL ITEM	ESTIMATED COST
2024				\$87,051,890.00
		AIRPORT		\$3,940,360.00
		AIRPORT		
			203 Acres/NEPA Study and admin fees	\$300,000.00
			Airport Katolite Generator Replacement	\$65,000.00
			Airport Kohler Generator Replacement	\$65,000.00
			Airport Masterplan (Fed & State)	\$45,954.00
			Airport Masterplan Update	\$464,406.00
			Airport Utility Installation	\$3,000,000.00
		CDBG		\$162,500.00
		STREETS		
			Fire Hydrants at Montebello	\$162,500.00
		CIF		\$1,137,076.00
		FACILITIES		
			City Hall Roofing Upgrades (Carryover)	\$96,833.00
			City Hall Solar (Carryover)	\$84,562.00
			Fire Alarm Controls in Gym (Carryover)	\$106,621.00
			Sports Complex HVAC (Carryover)	\$39,060.00
		FIRE		
			0.51 acres vacant lot	\$60,000.00
		PARKS		
			Roadrunner Park Design	\$250,000.00
		SEWER		
			Public Sewer Mainline Ext OYCC to Domingo Paiz (Grant Match)	\$500,000.00
		GEN		\$3,472,085.00
		ACO		
			ACO Expansion (Construction)	\$2,000,000.00
			ACO Expansion Design	\$50,000.00
		AQUATICS		
			Cove Pool Tile and Surface Replace	\$600,000.00

FY24 Recommendations

FY	FUND	DEPT	CAPITAL ITEM	ESTIMATED COST
FACILITIES				
			Cove Mens Shower Stall Install	\$10,000.00
			Fire Station #1 Generator Replace	\$65,000.00
			Fire Station 2 - Water heater and Rise Room Remodel	\$30,000.00
			Fire Station Card Readers	\$60,000.00
			Real Time Center (Carryover)	\$51,435.00
			VMP Pavilion Power Upgrade	\$60,000.00
FIRE				
			Lucas Device Purchase	\$50,000.00
IT				
			Library Patron MFP (Printer)	\$5,500.00
			PD License Plate Reader (2)	\$20,000.00
			PD Training Room &EOC (Carry over)	\$63,670.00
			PW Security Cameras	\$75,000.00
			VMP Security Cameras	\$50,000.00
LIBRARY				
			Library Kiosk - Ft Huachuca - placeholder	\$34,480.00
PARKS				
			Fab/Fry Redevelopment (survey/design)	\$120,000.00
			Forest M Dornier SUP Replace	\$45,000.00
			Tacoma Sports Fields Ped Bridge	\$7,000.00
			VMPSC and VMP Sheds	\$75,000.00
GRANTS				\$61,995,298.00
FIRE				
			VHF Radio Equipment	\$50,000.00
PARKS				
			AZ Diamondback Grant	\$1,000,000.00
			Disc Golf Improvements	\$50,000.00
			GC Linear Park/St Andrews Ph2 ADA Pathways	\$158,550.00
			Soldier Creek Park (Carryover)	\$200,000.00

FY24 Recommendations

FY	FUND	DEPT	CAPITAL ITEM	ESTIMATED COST
			Storage Solutions	\$200,000.00
STREETS				
			BST Reconstruction Phase I	\$4,023,000.00
			MPDG Grant - Arterials	\$35,766,736.00
			State Route Connector Shared Use Paths (RAISE)	\$6,882,943.00
			Theater Drive with Match	\$1,603,854.00
			West End Improvements (RAISE)	\$12,060,215.00
HURF				\$7,070,292.00
STREETS				
			Annual Street Maintenance	\$1,500,000.00
			BST Extension at SR92	\$2,000,000.00
			Fry / North Garden Carryover	\$2,500,000.00
			Large Streets Project	\$878,413.00
			North Garden Design (Carryover)	\$191,879.00
LTAf				\$8,504,779.00
TRANSIT				
			BG2Now Software	\$60,000.00
			BST - Pathway Connectivity (Carryover)	\$987,565.00
			Bus Shelter Enhancement (Carryover)	\$44,538.00
			Bus Shelter Enhancement (Carryover)	\$100,000.00
			Connectivity Safety Projects	\$2,500,000.00
			Contract Management & LCP Tracker Software (Carryover)	\$30,000.00
			Door Installation & ADA Improvements	\$25,000.00
			Multiuse Path 5307	\$2,500,000.00
			Pedestrian Walkway Connection - Construction (Carryover)	\$1,278,797.00
			Pedestrian Walkway Connection - Design (Carryover)	\$50,000.00
			SR92 - Pathway Connectivity Program (Carry Over)	\$682,573.00
			Transit Masterplan	\$200,000.00
			WalMart Pad & Other Improvements (Carryover)	\$46,306.00

FY24 Recommendations

FY	FUND	DEPT	CAPITAL ITEM	ESTIMATED COST
REFUSE				
			Chipper Rebuild Kit (Carryover)	\$44,000.00
			Refuse -Trash Can Cleaner	\$30,000.00
			Scarabe Row Turner Rebuild Kit (Carryover)	\$14,000.00
			Sludge Row Turner (Carryover)	\$60,000.00
SEWER				\$621,500.00
SEWER				
			Comm Septic & Private Line Replace	\$133,000.00
			Machinery & Equipment	\$38,500.00
			Wastewater Masterplan	\$450,000.00

Appendix A - Facilities Equipment Replacement

FACILITIES EQUIPMENT REPLACEMENT				
FY	PRIORITY	ASSET DESCRIPTION	LOCATION	ESTIMATED COST
2024				\$496,678.00
	1	City Hall Solar (Carryover)	City Hall	\$84,562.00
	1	Fire Alarm Controls in Gym (Carryover)	VMPS	\$106,621.00
	1	Real Time Center (Carryover)	PD	\$51,435.00
	1	Sports Complex HVAC (Carryover)	VMPS	\$39,060.00
	2	Fire Station #1 Generator Replace	Fire Station #1	\$65,000.00
	3	Fire Station 2 - Water heater and Rise Room Remodel	FS#2	\$30,000.00
	4	Fire Station Card Readers	FS#1 2 & 3	\$60,000.00
	5	VMP Pavilion Power Upgrade	VMP	\$60,000.00
2025				\$271,000.00
	1	ACO Fire Panel Replacement	ACO	\$75,000.00
	2	Water Fountain Replacement located near Patrol Briefing Room	PD	\$6,000.00
	3	PD Water Heater Replace	PD	\$10,000.00
	4	Fleet Alignment Rack	Fleet	\$180,000.00

Appendix B - Facilities Structural Maintenance and Replacement

FACILITIES STRUCTURAL MAINTENANCE REPLACEMENT				
FY	PRIORITY	ASSET DESCRIPTION	LOCATION	ESTIMATED COS
2024				\$106,833.00
	1	City Hall Roofing Upgrades (Carryover)	City Hall	\$96,833.00
	2	Cove Mens Shower Stall Install	Cove Aquatics	\$10,000.00
2025				\$225,000.00
	1	FS#1 Driveway Repair	FS#1	\$150,000.00
	2	Fire Station #2 Driveway Replace	Fire Station #2	\$60,000.00
	3	Fire Station #2 Fence Repairs	Fire Station #2	\$15,000.00

Appendix C - Fleet and Equipment Replacement

FLEET REPLACEMENT						
			ASSEST	NEW VEHICLE		
FUND	DEPT NAME	UNIT	DESCRIPTION	YEAR	ODOMETER	COST
FY2024						\$ 1,720,000
GEN	Animal Control	SV118	Ford F250 ext cab	2008	153,441	\$ 80,000
GEN	Parks	SV183	Chevy pickup	1999	125,202	\$ 80,000
GEN	Parks	SV2039	Ford F250	2005	123,403	\$ 80,000
GEN	Parks & Leisure	SV2040	Ford F250	2005	134,297	\$ 80,000
GEN	Facilities	SV2030	Ford F250 utility	2003	149,278	\$ 80,000
GEN	Parks & Leisure	SV188	Chevy pickup	2000	113,254	\$ -
GEN	Fleet	SV2046	Ford F250 utility	2006	86,917	\$ 115,000
GEN	Facilities	SV2015	Ford F350 Utility	2002	129,707	\$ 80,000
GEN	Building	SV190	Chevy S10	2000	86,996	\$ 50,000
GEN	Parks & Leisure	SV143	Chevy pickup	1998	106,350	\$ 50,000
GEN	Police Oper	SV2127	Ford Explorer	2015	119,958	\$ 90,000
GEN	Building	SV99	Crown Vic	2001	82,825	\$ -
GEN	Building	SV108	Ford F250	2007	66,703	\$ 40,000
GEN	Police Oper	SV2137	Ford Explorer	2015	128,448	\$ 90,000
GEN	Police Oper	SV2104	Ford Explorer	2014	96,898	\$ 90,000
GEN	Police Oper	SV2114	Ford Explorer	2014	98,440	\$ 90,000
GEN	Fire	SV2124	Ambulance	2014	99,719	\$ 425,000
HURF	Streets	SV324	Ford Bucket Truck	2001	99,308	\$ 200,000
FY2025						\$ 2,385,000
GEN	Animal Control	SV153	Chevy 3/4 ton pickup	1998	157,843	\$ 80,000
GEN	Fire	SV318	#3 Pierce Fire Truck	2000	59,054	\$ 1,100,000
GEN	Police Oper	SV2051	Ford Explorer	2006	152,056	\$ 90,000
GEN	IT	SV2010	Mini Van	2001	34,543	\$ 65,000
GEN	Parks & Leisure	SV172	Chevy pickup	1997	77,411	\$ 50,000
GEN	Parks & Leisure	SV147 & SV2058	Two vans for one mini bus	1999, 2009	82,960	\$ 150,000
Refuse	Compost	n/a	New front end loader	n/a	n/a	\$ 275,000
Refuse	Refuse	n/a	New roll-off truck	n/a	n/a	\$ 325,000
Sewer	Wastewater	SV237	John Deere Tractor	1988		\$ 250,000
FY2026						\$ 2,650,000
GEN	Fire	SV252	#1 Pierce Fire Truck	2005	160,577	\$ 1,100,000
GEN	Fire	SV2035	GMC Crew Cab	2004	126,764	\$ 90,000
GEN	Animal Control	SV101	Ford Expedition	2007	128,284	\$ 90,000
GEN	Police Oper	SV2088	Ford F250	2005	170,722	\$ 80,000
GEN	Police Oper	SV2051	Ford Explorer	2006	152,056	\$ 90,000
GEN	Parks & Leisure	SV2004	Ford 3/4 Ton Pickup	2004	114,934	\$ 80,000
HURF	Streets	SV197	Chevy 1/2 Ton	2001	119,902	\$ 70,000
Refuse	Refuse	SV2013	Chevy 1/2 Ton	2002	124,396	\$ 70,000
Refuse	Refuse	SV2119	Autocar Scorpion Side Loader	2012	56,264	\$ 500,000
Sewer	Sewer	SV2025	Ford F250	2003	133,141	\$ 80,000
Sewer	Sewer	SV2033	Ford F450 Can Carrier	2003	155,181	\$ 100,000
Sewer	Sewer	n/a	New Portable Vactor Attachment	n/a	n/a	\$ 100,000
Sewer	Wastewater	n/a	Used Dozer	n/a	n/a	\$ 200,000

FLEET REPLACEMENT						
			ASSEST	NEW VEHICLE		
FUND	DEPT NAME	UNIT	DESCRIPTION	YEAR	ODOMETER	COST
FY2027						\$ 2,550,000
GEN	Building	SV2052	Ford F150	2006	87,567	\$ 60,000
GEN	City Clerk	SV1086	Ford Crown Vic	2010	109,531	\$ 40,000
GEN	Facilities	SV193	Chevy 1/2 ton pickup	2000	107,474	\$ 70,000
GEN	Facilities	SV2063	Chevy 3/4 ton pickup	2010	74,800	\$ 80,000
GEN	Fire	SV2019	Chevy 1/2 ton pickup	2003	102,623	\$ 70,000
GEN	Fire	SV2054	Ford F250	2008	93,982	\$ 80,000
GEN	Fire	SV338	#2 Pierce Fire Truck	2004	153,404	\$ 1,100,000
GEN	Fleet	SV195	Chevy 2500 with liftgate	2000	87,562	\$ 80,000
GEN	Leisure Admin	SV1060	Ford Crown Vic	2007	95,398	\$ 40,000
GEN	Leisure Oper	SV1080	Ford Crown Vic	2008	94,099	\$ 40,000
GEN	Parks	SV107	Ford F250	2007	73,780	\$ 80,000
GEN	Parks	SV117	Ford F250	2008	86,006	\$ 80,000
GEN	Police Oper	SV2095	Ford Explorer	2014	123,137	\$ 90,000
GEN	Police Oper	SV2056	Ford F150	2008	141,777	\$ 70,000
Refuse	Refuse	SV2073	Autocar Scorpion Side Loader	2012	79,869	\$ 500,000
Airport	Airport	SV2057	Ford F150	2008	124,630	\$ 70,000
FY2028						\$ 2,540,000
GEN	City Clerk	SV1071	Ford Crown Vic	2007	108,493	\$ 40,000
GEN	Facilities	SV2050	Ford F150	2006	83,138	\$ 70,000
GEN	Police Oper	SV2011	Ambulance SWAT	2001	84,492	\$ 250,000
Refuse	Refuse	SV2118	Autocar Scorpion Side Loader	2014	68,549	\$ 500,000
Refuse	Refuse	SV2016	Chevy 1/2 Ton	2002	86,139	\$ 70,000
Sewer	Sewer	SV201	Dump Truck	1983	164,622	\$ 150,000
Sewer	Sewer	SV2017	F550 Flatbed	2002	74,976	\$ 100,000
Sewer	Sewer	SV2043	Ford F150	2006	90,474	\$ 70,000
HURF	Streets	SV110	Ford F250	2007	87,876	\$ 80,000
HURF	Streets	SV2042	Ford F250	2006	87,260	\$ 80,000
HURF	Streets	SV112	Ford F250	2008	94,195	\$ 80,000
HURF	Streets	SV312	Dump Truck	2000	55,735	\$ 150,000
LTAf	Transit Oper	SV2091	Chevy Arboc Bus	2013	158,244	\$ 300,000
LTAf	Transit Oper	SV2092	Chevy Arboc Bus	2013	175,301	\$ 300,000
LTAf	Transit Oper	SV2122	Chevy Arboc Bus	2014	129,811	\$ 300,000

Appendix D - Street Construction/Maintenance

STREET MAINTENANCE 2024-2028				
FY	STREET	FROM STREET	TO STREET	ESTIMATED COST
2024				\$ 1,649,532.00
	EL CAMINO REAL	CITY LIMIT	E CARDINAL DR	\$ 890,365.50
	EL CAMINO REAL	E CARDINAL DR	ORIOLE DR	\$ 128,573.00
	EL CAMINO REAL	ORIOLE DR	ORIOLE DR	\$ 38,178.00
	EL CAMINO REAL	ORIOLE DR	FOOTHILLS DR	\$ 108,373.00
	EL CAMINO REAL	FOOTHILLS DR	CALLE GARDENIA	\$ 128,421.50
	EL CAMINO REAL	CALLE GARDENIA	CALLE CAMELLIA	\$ 148,722.50
	EL CAMINO REAL	CALLE CAMELLIA	CACTUS WREN LANE	\$ 84,890.50
	EL CAMINO REAL	CACTUS WREN LANE	CALLE PARKWAY	\$ 84,789.50
	EL CAMINO REAL	CALLE PARKWAY	CARDINAL AVE	\$ 37,218.50
2025				\$ 1,123,295.91
	SUFFOLK DR	SEVENTH ST	REGENCY DR	\$ 59,327.00
	PATINA DR	CALLE PATINA	OAKMONT DR	\$ 5,708.40
	CALLE PATINA	CALLE COBRE	COPPER POINTE	\$ 3,631.40
	COPPER POINTE	CALLE PATINA	WEST CUL DE SAC	\$ 21,955.90
	CAMINO DE PATINA	COPPER POINTE	CALLE COBRE	\$ 7,912.70
	CALLE COBRE	CAMINO DE PATINA	CALLE PATINA	\$ 15,544.00
	FOUR WINDS CIR	CHARLES DR	FOUR WINDS CIR	\$ 3,484.00
	FOUR WINDS CIR	FOUR WINDS CIR	EAST END	\$ 23,517.00
	CENTRAL PARK DR	ORLANDO PL	BANIFF CT	\$ 7,892.60
	CENTRAL PARK DR	BANIFF CT	TAHOE PL	\$ 7,765.30
	CENTRAL PARK DR	TAHOE PL	SANTA FE TRAIL	\$ 7,765.30
	CENTRAL PARK DR	SANTA FE TRAIL	LONGVIEW DR	\$ 7,256.10

Appendix D - Street Construction/Maintenance

STREET MAINTENANCE 2024-2028				
FY	STREET	FROM STREET	TO STREET	ESTIMATED COST
	CENTRAL PARK DR	LONGVIEW DR	REMINGTON DR	\$ 8,294.60
	CENTRAL PARK DR	REMINGTON DR	YELLOWSTONE DR	\$ 15,115.20
	CENTRAL PARK DR	YELLOWSTONE DR	TELLURIDE PL	\$ 7,865.80
	CENTRAL PARK DR	TELLURIDE PL	MANHATTAN PL	\$ 7,919.40
	CENTRAL PARK DR	MANHATTAN PL	NE END	\$ 8,783.70
	YELLOWSTONE DR	CENTRAL PARK DR	NW END	\$ 10,358.20
	BANIFF CT	CENTRAL PARK DR	NORTH END	\$ 6,043.40
	ORLANDO PL	COPPER CROWN	CENTRAL PARK DR	\$ 5,668.20
	ORLANDO PL	CENTRAL PARK DR	NORTH END	\$ 6,324.80
	LONGVIEW DR	CENTRAL PARK DR	TAOS DR	\$ 22,378.00
	TAOS DR.	SANTA FE TRAIL	REMINGTON DR.	\$ 19,540.18
	TAHOE PL.	CENTRAL PARK DR.	END NORTH C.D.S.	\$ 16,806.58
	SANTA FE TRAIL	CENTRAL PARK DR.	TAOS DR.	\$ 17,793.71
	REMINGTON DR.	AVENIDA COCHISE	TAOS DR.	\$ 25,311.11
	GIULIO CESARE			\$ 773,333.33
2026				\$ 260,824.30
	TACOMA ST	SEVENTH ST	PALO VERDE DR	\$ 21,915.70
	TACOMA ST	PALO VERDE DR	CATALINA DR	\$ 26,002.70
	TACOMA ST	CATALINA DR	TACOMA PLACE	\$ 9,286.20
	TACOMA ST	TACOMA PLACE	NORTH BUCKHORN DR	\$ 9,286.20
	TACOMA ST	NORTH BUCKHORN DR	CHOLLA DR	\$ 17,875.60
	TACOMA ST	CHOLLA DR	LAS BRISAS WAY	\$ 20,100.00
	CORONADO DR	E BUFFALO SOLDIER TRL	GAVIOTA PL	\$ 34,022.60

STREET MAINTENANCE 2024-2028				
FY	STREET	FROM STREET	TO STREET	ESTIMATED COST
	CORONADO DR	GAVIOTA PL	WINTERHAVEN DR	\$ 25,125.00
	CORONADO DR	WINTERHAVEN DR	THUNDER MEADOWS	\$ 26,290.80
	CORONADO DR	THUNDER MEADOWS	MORAGA WAY	\$ 9,815.50
	CORONADO DR	MORAGA WAY	SILVERADO DR	\$ 21,942.50
	CORONADO DR	SILVERADO DR	COPPER DUST	\$ 13,607.70
	CORONADO DR	COPPER DUST	AVENIDA COCHISE	\$ 25,553.80
2027				\$ 1,263,438.33
	GREENBRIER RD	OAKMONT DR	STATE HIWAY 92	\$ 773,333.33
	SHORT ST	N SECOND ST	N FOURTH ST	\$ 63,405.00
	NORTH AVE	KAYETAN	Cyr center	\$ 147,220.00
	NORTH AVE	TAYLOR DR.	KAYETAN	\$ 279,480.00
2028				\$ 1,001,340.00
	BARTOW DR	CARMICHAEL AVE	FIRST ST	\$ 159,390.00
	BARTOW DR	FIRST ST	SECOND ST	\$ 79,380.00
	BARTOW DR	SECOND ST	FIFTH ST	\$ 195,120.00
	BARTOW DR	FIFTH ST	SEVENTH ST	\$ 85,950.00
	KAYETAN DR	N BUFFALO SOLDIERS TRAIL	FORT AVE	\$ 171,045.00
	KAYETAN DR	FORT AVE	ELLEDGE DR	\$ 97,830.00
	KAYETAN DR	ELLEDGE DR	NORTH AVE	\$ 96,390.00
	KAYETAN DR	NORTH AVE	TAYLOR DR	\$ 116,235.00

Appendix E - 5-Year CIP - All Funds

FIVE YEAR CIP				
FY	FUND	DEPT	CAPITAL ITEM	ESTIMATED COST
2024				\$87,051,890.00
	AIRPORT			\$3,940,360.00
		AIRPORT		
			203 Acres/NEPA Study and admin fees	\$300,000.00
			Airport Katolite Generator Replacement	\$65,000.00
			Airport Kohler Generator Replacement	\$65,000.00
			Airport Masterplan (Fed & State)	\$45,954.00
			Airport Masterplan Update	\$464,406.00
			Airport Utility Installation	\$3,000,000.00
	CDBG			\$162,500.00
		STREETS		
			Fire Hydrants at Montebello	\$162,500.00
	CIF			\$1,137,076.00
		FACILITIES		
			City Hall Roofing Upgrades (Carryover)	\$96,833.00
			City Hall Solar (Carryover)	\$84,562.00
			Fire Alarm Controls in Gym (Carryover)	\$106,621.00
			Sports Complex HVAC (Carryover)	\$39,060.00
		FIRE		
			0.51 acres vacant lot	\$60,000.00
		PARKS		
			Roadrunner Park Design	\$250,000.00
		SEWER		
			Public Sewer Mainline Ext OYCC to Domingo Paiz (Grant Match)	\$500,000.00
	GEN			\$3,472,085.00
		ACO		
			ACO Expansion (Construction)	\$2,000,000.00
			ACO Expansion Design	\$50,000.00
		AQUATICS		
			Cove Pool Tile and Surface Replace	\$600,000.00

Appendix E - 5-Year CIP - All Funds

FY	FUND	DEPT	CAPITAL ITEM	ESTIMATED COST
FACILITIES				
			Cove Mens Shower Stall Install	\$10,000.00
			Fire Station #1 Generator Replace	\$65,000.00
			Fire Station 2 - Water heater and Rise Room Remodel	\$30,000.00
			Fire Station Card Readers	\$60,000.00
			Real Time Center (Carryover)	\$51,435.00
			VMP Pavilion Power Upgrade	\$60,000.00
FIRE				
			Lucas Device Purchase	\$50,000.00
IT				
			Library Patron MFP (Printer)	\$5,500.00
			PD License Plate Reader (2)	\$20,000.00
			PD Training Room &EOC (Carry over)	\$63,670.00
			PW Security Cameras	\$75,000.00
			VMP Security Cameras	\$50,000.00
LIBRARY				
			Library Kiosk - Ft Huachuca - placeholder	\$34,480.00
PARKS				
			Fab/Fry Redevelopment (survey/design)	\$120,000.00
			Forest M Dorner SUP Replace	\$45,000.00
			Tacoma Sports Fields Ped Bridge	\$7,000.00
			VMPS and VMP Sheds	\$75,000.00
GRANTS				\$61,995,298.00
FIRE				
			VHF Radio Equipment	\$50,000.00
PARKS				
			AZ Diamondback Grant	\$1,000,000.00
			Disc Golf Improvements	\$50,000.00
			GC Linear Park/St Andrews Ph2 ADA Pathways	\$158,550.00
			Soldier Creek Park (Carryover)	\$200,000.00

Appendix E - 5-Year CIP - All Funds

FY	FUND	DEPT	CAPITAL ITEM	ESTIMATED COST
			Storage Solutions	\$200,000.00
STREETS				
			BST Reconstruction Phase I	\$4,023,000.00
			MPDG Grant - Arterials	\$35,766,736.00
			State Route Connector Shared Use Paths (RAISE)	\$6,882,943.00
			Theater Drive with Match	\$1,603,854.00
			West End Improvements (RAISE)	\$12,060,215.00
HURF				\$7,070,292.00
STREETS				
			Annual Street Maintenance	\$1,500,000.00
			BST Extension at SR92	\$2,000,000.00
			Fry / North Garden Carryover	\$2,500,000.00
			Large Streets Project	\$878,413.00
			North Garden Design (Carryover)	\$191,879.00
LTAf				\$8,504,779.00
TRANSIT				
			BG2Now Software	\$60,000.00
			BST - Pathway Connectivity (Carryover)	\$987,565.00
			Bus Shelter Enhancement (Carryover)	\$44,538.00
			Bus Shelter Enhancement (Carryover)	\$100,000.00
			Connectivity Safety Projects	\$2,500,000.00
			Contract Management & LCP Tracker Software (Carryover)	\$30,000.00
			Door Installation & ADA Improvements	\$25,000.00
			Multiuse Path 5307	\$2,500,000.00
			Pedestrian Walkway Connection - Construction (Carryover)	\$1,278,797.00
			Pedestrian Walkway Connection - Design (Carryover)	\$50,000.00
			SR92 - Pathway Connectivity Program (Carry Over)	\$682,573.00
			Transit Masterplan	\$200,000.00
			WalMart Pad & Other Improvements (Carryover)	\$46,306.00
REFUSE				\$148,000.00

Appendix E - 5-Year CIP - All Funds

FY	FUND	DEPT	CAPITAL ITEM	ESTIMATED COST
			REFUSE	
			Chipper Rebuild Kit (Carryover)	\$44,000.00
			Refuse -Trash Can Cleaner	\$30,000.00
			Scarabe Row Turner Rebuild Kit (Carryover)	\$14,000.00
			Sludge Row Turner (Carryover)	\$60,000.00
			SEWER	\$621,500.00
			SEWER	
			Comm Septic & Private Line Replace	\$133,000.00
			Machinery & Equipment	\$38,500.00
			Wastewater Masterplan	\$450,000.00
2025				\$12,687,932.00
			AIRPORT	\$250,000.00
			AIRPORT	
			Masterplan and Design - Remodel Terminal Interior.	\$250,000.00
			GEN	\$1,226,000.00
			AQUATICS	
			Cove Water Feature Replace	\$60,000.00
			FACILITIES	
			ACO Fire Panel Replacement	\$75,000.00
			Fire Station #2 Driveway Replace	\$60,000.00
			Fire Station #2 Fence Repairs	\$15,000.00
			Fleet Alignment Rack	\$180,000.00
			FS#1 Driveway Repair	\$150,000.00
			PD Water Heater Replace	\$10,000.00
			Water Fountain Replacement located near Patrol Briefing Room	\$6,000.00
			FLEET	
			Liquid Road Buggy	\$80,000.00
			IT	
			PW Training and Main Conf Rm IT Upgrades	\$90,000.00
			PARKS	

Appendix E - 5-Year CIP - All Funds

FY	FUND	DEPT	CAPITAL ITEM	ESTIMATED COST
			Len Roberts Large Playground Replacement	\$110,000.00
			Len Roberts Tot Turf Replace	\$50,000.00
			Tacoma Parking Lot at Sports Complex	\$210,000.00
		PD		
			PD Patrol Car Parking Lot Patch	\$130,000.00
		GRANTS		\$4,023,000.00
		STREETS		
			BST from Hatfield to 7th Pavement Replacement	\$4,023,000.00
		HURF		\$7,188,932.00
		STREETS		
			BST Extension at SR92	\$2,400,000.00
			El Camino Real Overlay - City Limits to S Cardinal Ave (North Intersection	\$1,649,532.00
			GPS Culvert Camera	\$35,000.00
			Kayetan Drive - Fort Ave and Elledge Pavement Replace	\$217,400.00
			MLK SR90 to Ave Escuela Roadway Replace (Streets Project)	\$500,000.00
			North Avenue Roadway and Sidewalk Improv	\$670,000.00
			Phister and Tacoma Roadway Improvements	\$217,000.00
			Streets Projects	\$1,500,000.00
		2026		\$12,860,500.00
		GEN		\$1,295,000.00
		IT		
			Library IT upgrades	\$80,000.00
		PARKS		
			CiamataroTot turf Repair/seal	\$15,000.00
			Pavilion Concrete	\$150,000.00
			Sports Fields Restrooms	\$500,000.00
			VMPSC Playground	\$75,000.00
			VMPSC Splash Pad	\$155,000.00
		PD		
			PD Secured Parking Lot Expansion	\$320,000.00
		GRANTS		\$4,023,000.00

Appendix E - 5-Year CIP - All Funds

FY	FUND	DEPT	CAPITAL ITEM	ESTIMATED COST
STREETS				
			BST from Hatfield to 7th Pavement Replacement	\$4,023,000.00
HURF				\$7,542,500.00
STREETS				
			BST - 7th to SR92 Overlay	\$4,100,000.00
			Kayetan Drive - BST to Fort Ave Pavement Replace	\$380,100.00
			Kayetan Drive - Elledge to North- Full Depth Pavement Replace	\$214,200.00
			North Ave - Kayetan to Cyr Center Drive Pavement Replacement	\$327,200.00
			North Ave - Taylor to Kayetan Pavement Replacement	\$621,000.00
			Streets Projects	\$1,500,000.00
			Streets Sweeper Drying Bed at EOP	\$400,000.00
2027				\$12,981,300.00
GEN				\$4,550,000.00
PARKS				
			Len Roberts Shade Structures	\$40,000.00
			OYCC Basketball to Pickleball Courts	\$35,000.00
			Variable Msg Boards	\$35,000.00
			VMP Marquee Sign	\$75,000.00
			VMP Sports Complex Parking Lot -	\$810,000.00
			VMPSC Metal Ramada	\$55,000.00
STREETS				
			Fry Blvd from BST to State Route 92 - 2" Asphalt Overlay	\$3,500,000.00
GRANTS				\$4,023,000.00
STREETS				
			BST from Hatfield to 7th Pavement Replacement	\$4,023,000.00
HURF				\$4,408,300.00
STREETS				
			Kayetan Drive - North to Taylor Pavement Replacement	\$258,300.00
			Streets Projects	\$1,500,000.00
			Wilcox Dr Overlay	\$2,650,000.00
2028				\$7,773,000.00

Appendix E - 5-Year CIP - All Funds

FY	FUND	DEPT	CAPITAL ITEM	ESTIMATED COST
	GEN			\$2,250,000.00
		PARKS		
			Bolin Airfield Parking Lot	\$250,000.00
		STREETS		
			7th Street Overlay	\$2,000,000.00
	GRANTS			\$4,023,000.00
		STREETS		
			BST from Hatfield to 7th Pavement Replacement	\$4,023,000.00
	HURF			\$1,500,000.00
		STREETS		
			Streets Projects	\$1,500,000.00
2029				\$5,523,000.00
	GRANTS			\$4,023,000.00
		STREETS		
			BST from Hatfield to 7th Pavement Replacement	\$4,023,000.00
	HURF			\$1,500,000.00
		STREETS		
			Streets Projects	\$1,500,000.00